

National Museums and Galleries of Northern Ireland

Northern Ireland · Charity number 103729

Details

Known as NMNI

Status Received

Registered 2015-08-11

Register [View on the Charity Commission for Northern Ireland register](#)

Contact

Address Ulster Folk & Transport Museum
153 Bangor Road
Holywood
County Down
BT18 0EU
BT18 0EU

Phone 07423609793

Email info@nationalmuseumsni.org

Website www.nationalmuseumsni.org

Activities

Purposes: a) care for, preserve and add to the objects in its collections; b) secure that the objects are exhibited to the public and assist the public by interpreting the significance of the objects; c) secure that the objects are available to persons seeking to inspect them in connection with study or research; and d) generally promote the awareness, appreciation and understanding by the public of- i. art, history and science; ii. the culture and way of life of people; and iii. the migration and settlement of people, both by means of the Board's collections and by such other means as the Board considers appropriate.

What the charity does: The advancement of education, The advancement of the arts, culture, heritage or science

How the charity works: Arts, Cultural, Education/training, Research/evaluation, Volunteer development

Who the charity helps: Adult training, Children (5-13 year olds), Ethnic minorities, General public, Older people, Preschool (0-5 year olds), Volunteers

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£25,529,523	£27,594,944	£-3,777,842	282

Trustees

Name	Role	Appointed
Dr Robert Whan		
Dr Sally Montgomery		
Mr Gordon Milligan		
Mr Keith Charlton		
Mr Mark Walker		
Mr Peter Osborne		
Mr Ryan Cornett		
Mr Shane Quinn		
Mr William McMullan		
Ms Charlotte Jess		
Ms Fiona Ryan		
Ms Therese Rafferty		

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Accounts

National Museums NI
Annual Report and Accounts
For the year ended 31 March 2025

Laid before the Northern Ireland Assembly

Under Article 10 (2) (c) and 11 of the Museums and Galleries (Northern Ireland) Order 1998

By the Department for Communities

On

15 October 2025

All enquiries related to this publication should be sent to us at National Museums NI, 153 Bangor Road, Cultra, Holywood, Co. Down, BT18 0EU or email: info@nationalmuseumsni.org.

CONTENTS

1. CHAIRMAN'S FOREWORD	3
1.1 Chief Executive's Introduction	4
2. TRUSTEES' PERFORMANCE REPORT	5
2.1 Purpose, Objectives & Activities	5
2.2 Structure, Governance & Management	9
2.3 Performance Summary	12
2.4 Performance Analysis	13
2.5 Annual Review	19
2.6 Financial Review	32
2.7 Plans for Future Periods	33
3. ACCOUNTABILITY REPORT	35
3.1 Governance Statement	35
3.2 Remuneration and Staff Report	44
3.3 Statement of Trustees' & Chief Executive's Responsibilities	56
3.4 Assembly Accountability & Audit Report	57
3.5 The Certificate and Report of the Comptroller and Auditor General	58
4. FINANCIAL STATEMENTS	
4.1 Statement of Financial Activities	63
4.2 Balance Sheet	64
4.3 Cash Flow Statement	65
4.4 Notes to the Accounts	66

1. CHAIRMAN'S FOREWORD

It is with great pride that I introduce this Annual Review for the financial year 2024/25 - a year that reflects both the resilience and ambition of National Museums NI as we concluded our Corporate Strategy 2021–25.

Over the past year, our organisation has continued to evolve and respond to a changing world, while staying true to its purpose: to safeguard the National Collection, to share the stories it holds, and to make those stories accessible and meaningful to all.

As Chair of the Board of Trustees, I have seen first-hand the dedication and creativity of our staff, volunteers and partners across our four remarkable museums. Their work ensures that our collections remain not only preserved for future generations, but continually reimaged and reinterpreted.

This year's achievements - some of which are captured in the pages that follow - reflect our strategic commitment to inclusion, participation and innovation. From widening access and deepening community engagement, to enhancing research and embracing new programming, National Museums NI has taken significant steps to broaden its reach and relevance.

I also want to acknowledge the challenges we have faced, not least in the context of ongoing financial pressures and broader social change. It is a testament to the leadership of our Executive team, and the enduring support of our partners and funders, that we have navigated these complexities while continuing to deliver impact at scale.

As we look to the future, we have recently published our next Corporate Strategy for the organisation, and I am confident that National Museums NI will build on the strong foundations laid over the past five years. The Board of Trustees remains deeply committed to supporting this next phase - ensuring that our museums continue to inspire and celebrate the richness of our shared heritage.

On behalf of the Board, I extend our sincere thanks to all who have contributed to the success of 2024/25.



Gordon Milligan, OBE
Chairman

1.1 Chief Executive's Introduction

I am pleased to present the Annual Review for 2024/25, offering a snapshot of the breadth and impact of National Museums NI's work over the past year. This marks the final year of our current Corporate Strategy, a guiding framework that has delivered tangible progress across our mission areas over the past five years.

Despite a challenging financial environment, our performance has been exceptionally strong. This year our museums welcomed over 736,000 visitors, exceeding our target by 5%. Total engagements reached an impressive 1.5 million through avenues such as physical visits, digital platforms, research enquiries, collections stores access and volunteering. This reinforces the wide-reaching impact of our work across all four museum sites.

Our wider public and community engagement efforts continue to grow. This year, we delivered programmes for nearly 50,000 schoolchildren and saw over 22,000 volunteer hours contributed - further evidence of deepening engagement. As well as an increase in admissions and educational visits, we performed strongly in generating income through tourism, corporate events and weddings - reflecting the collective contribution of our dedicated teams.

A major highlight this year was Caravaggio in Belfast at the Ulster Museum. This was part of the 'National Treasures' project from the National Gallery in London and reunited two masterpieces rarely seen together since the 17th century. It was also supported by the National Gallery of Ireland, who generously facilitated the loan from the Jesuit Community in Dublin. As well as exemplifying our ability to share world-class art with local audiences, the exhibition represented a wonderful example of bringing together strong East/West and North/South partnerships at the same time.

We have placed greater emphasis on communicating the value and relevance of our work both locally and internationally. In March, I attended a symposium at the Smithsonian National Museum of American History in Washington DC on the subject of 'Divided Communities: Difficult Histories'. I had the privilege of sharing some of our peacebuilding work and the role of museums in this space - demonstrated across our projects such as The Troubles and Beyond, Inclusive Global Histories and Languages of Ulster.

We welcomed the announcement by Minister for Communities, Gordon Lyons, of £750,000 funding for the Ulster American Folk Park. This crucial investment will allow us to advance our capital plans, laying the groundwork to unlock the ambitious £20 million investment as part of the Mid-South West Region Deal. We are calling this project 'The Journey Ahead' - a name that reflects both the historical journeys the museum tells and its exciting journey of transformation ahead.

I would like to highlight the final feature project in this Review, which showcases some of the progress made across our sites toward fulfilling our commitment to building the museum infrastructure of the future, as outlined in the 2021–2025 Corporate Strategy. We take great pride in reflecting on the achievements realised to date and acknowledging the strong foundations which have been laid on which to move forward.

I would like to extend my sincere gratitude to our Minister and the Department for Communities for their continued support, and to all our funders, partners, donors, members, and every individual who engaged with our museums this year. Your continued support drives our progress.

Finally, my deepest thanks and admiration goes to all of my colleagues. Without their hard work, creativity, passion and commitment, none of our success would be possible.


Kathryn Thomson
Chief Executive

2. TRUSTEES' PERFORMANCE REPORT

2.1 Purpose, Objectives & Activities

The Museums and Galleries (Northern Ireland) Order 1998 (the "Order") established a Board of Trustees for National Museums NI and provided that all property, rights and liabilities of the Trustees of the Ulster Museum and the Trustees of the Ulster Folk & Transport Museum would transfer to this Board. It repealed previous legislation affecting the Ulster Museum and the Ulster Folk and Transport Museum. The Trustees of the Ulster Museum and the Trustees of the Ulster Folk and Transport Museum were thereby abolished. National Museums NI assumed responsibility for the Ulster American Folk Park from October 1998.

A subsidiary company, National Museums Northern Ireland Enterprises Limited, was incorporated in 2008 for the purposes of carrying on non-primary purpose trading activity ancillary to the core objectives and activities of the parent charity. The company is currently non-trading.

The Order requires the Trustees to:

- care for, preserve and add to the collections;
- ensure that the collections are available to the public through exhibitions, effective interpretation and availability for research and study; and
- promote the awareness, appreciation and understanding of:
 - art, history and science;
 - the way of life and traditions of people; and
 - the migration and settlement of people;

with particular reference to the heritage of Northern Ireland.

In setting the objectives and planning the activities for the year, the Trustees have given careful consideration to the Charity Commission for Northern Ireland's guidance on public benefit to ensure that the activities have helped to achieve the charity's purposes and provide a benefit to the beneficiaries.

The requirements of the Order meet the following charitable purposes as defined by the Charities Commission:

- The advancement of the arts, culture, heritage and science; and
- The advancement of education.

National Museums NI: Who We Are

National Museums and Galleries of Northern Ireland has adopted the operating name of National Museums NI. This operating name has been adopted and used throughout the Annual Report and Accounts.

National Museums NI comprises four museums and serves as a custodian of the National Collection of 1.4 million objects which are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world.

Ulster Museum

The Ulster Museum is Northern Ireland's treasure house of the past and the present – home to rich collections of art, history and natural sciences. It is a vibrant place where friends and family enjoy knowledge and stories drawn from local and global culture. It is a place of awe and wonder, but also a safe and trusted space which allows diverse voices to be heard and difficult questions to be explored.

Ulster Folk Museum

The Ulster Folk Museum is an open-air museum – rolling hills of countryside and a bustling town filled with authentic period buildings, meticulously transported from their original settings. The Museum reveals how we have shaped our natural environment over time creating a cultural landscape rich in traditions and diversity. Its commitment to preserving and interpreting our way of life from the early 1900s connects us with values, skills and customs that would otherwise be lost.

Ulster Transport Museum

The Ulster Transport Museum tells the story of transport and social change in this part of the world since the birth of the modern era. It is the journey of tenacious, local people finding more efficient ways to travel and to transport the essentials of daily life. It is a place to discover that story and offer inspiration for the designers, engineers and adventurers of the future.

Ulster American Folk Park

Embark on an epic journey across the centuries, and the vast Atlantic Ocean, as you recreate the story of Irish emigration. The Ulster American Folk Park is a place that preserves the importance of Ulster people's contribution to establishing modern North America and tells compelling stories of Irish emigration. It seeks to alter people's perceptions about emigration through personal stories of discovery.

Our Role and Purpose

National Museums NI's role is to work with the public to explore and share compelling stories about real objects and collections in unique settings that enable all of us to gain new knowledge and understanding.

We are passionate about playing a vital role at the heart of our community, making a difference to the lives of many individuals as well as contributing to the development of a vibrant society. The collections are at the centre of everything we do, and we are committed to working in partnership with people, local communities and organisations that share our aspirations. We want to ensure that the widest possible audience has access to our national collections.

We operate for the public and national benefit, not just for this generation but for future generations and for all visitors to Northern Ireland. We facilitate a better understanding of our collective heritage and foster dialogue, curiosity and self-reflection.

Our Vision:

Celebrate who we are: telling the stories of our past, challenging our present and shaping our future.

Our Mission:

- Develop, manage and care for our Collections to benefit current and future generations.
- Make our Collections accessible to the widest possible audiences.
- Play a leading role in the economic and social wellbeing and future of this place.
- Build an organisation where people feel valued.

Our Values:

- Striving for excellence – being the best we can be in everything we do; delivering excellent customer service internally and externally; and sharing our expertise.
- Being authentic – being true to our Collections; having integrity in everything we do; and creating unique experiences.
- Working together – promoting teamwork; building mutually beneficial partnerships; and being receptive to others and their ideas.
- Showing respect – valuing everyone; supporting diversity; and respecting the Collections.
- Being courageous – being ambitious in programming; embracing change; being brave and creative in the stories we tell; and empowering our people.

Our Journey:

In recent years, spurred by our passion for our museums and collections, National Museums NI has embarked on an ambitious programme of transformation to ensure that we achieve the maximum public benefit through everything we do.

Through our transformative agenda we are actively rethinking the role of museums in our society. We want to connect people to their interests and ambitions in a deeper way. But we also recognise that societal norms are changing in terms of lifestyle, identity, the climate emergency and the economy; and that this requires us to change too.

We believe that our museums can set an example in adapting to change, encouraging debate, promoting reconciliation and supporting diversity and sustainability. We need to be able to react as well as reflect.

Public Benefit Statement

Everything we do as an organisation is measured against the benefits we aspire to bring to the users of our Museums. The direct public benefit of National Museums NI is that people, individually and collectively, better understand the art, history, science and culture of Northern Ireland and its significance and relevance in wider national and global contexts. This is evidenced through the data we hold in relation to:

- visitor numbers and usage of our sites;
- the demographic profile of visitors;
- digital engagements;
- details of engagement and programmes with diverse community groups;
- specific learning programmes for formal learners, lifelong learners and communities;
- the diversity and scale of our exhibitions and public programming;
- evaluations, feedback and customer satisfaction rating of our programmes, events and exhibitions;
- membership;
- the extent of public access to our stores; and
- partnerships with academic and higher education institutions.

Beneficiaries include the people of Northern Ireland and people from outside the area who visit the museums, as well as online users of nationalmuseumsni.org

2.2 Structure, Governance & Management

As a Non-Departmental Public Body (NDPB) accountable to the Northern Ireland Assembly through the Department for Communities (DfC), National Museums NI has a public duty to meet the highest standards of corporate governance.

Under Article 10(2) of The Museums and Galleries (Northern Ireland) Order 1998, the organisation is required to prepare a statement of accounts for each financial year in the form and on the basis determined by DfC with the approval of the Department of Finance. The financial statements for National Museums NI are required to be audited by the Comptroller and Auditor General for Northern Ireland.

Under Article 11 of The Museums and Galleries (Northern Ireland) Order 1998, the Board is required to prepare an Annual Report for DfC and lay this before the Northern Ireland Assembly.

The Annual Report and Accounts have been prepared in accordance with the accounting policies set out in Note 1 to the accounts, and complies with the Charities SORP (FRS 102), certain aspects of HM Treasury Financial Reporting Manual (FReM) in relation to the Annual Report and the disclosure requirements issued by the Department of Finance.

National Museums NI is governed by a Board of up to 15 Members who are appointed by the DfC Minister.

Appointment to the Board is by open competition with Members appointed for a term of up to five years. Members can additionally serve subsequent terms of up to a maximum of eight years subject to the approval of the Office of the Commissioner for Public Appointments for Northern Ireland (CPANI).

There was one sub-committee of the Board during the year, the Audit and Risk Assurance Committee.

Following appointment, all Members attend public accountability training to support the discharge of their responsibilities for corporate governance and accountability.

Board of Trustees

During the year the following individuals served on the Board:

Mr Gordon Milligan (Chairman)
Miss Charlotte Jess (Vice Chair)
Mr William Duddy*
Dr Robert Whan
Mr William McMullan
Mr Keith Charlton
Mr Mark Walker
Mr Ryan Cornett
Dr Sally Montgomery OBE
Ms Therese Rafferty
Ms Fiona Ryan
Mr Shane Quinn**

** Term completed on 30 June 2024*

*** Appointed on 1 July 2024*

Responsibility and delegated authority for the management of National Museums NI rests with the Executive Team, under the leadership of the Chief Executive, who is appointed by the Board of Trustees.

During the year the members of the Executive Team comprised:

- Chief Executive and Accounting Officer: Kathryn Thomson
- Director of Collections: William Blair
- Chief Operating Officer: Colin Catney
- Director of Public Engagement: Aaron Ward

Reference and Administrative Details

Name

The charity is registered under the name National Museums and Galleries of Northern Ireland. The charity has adopted the operating name National Museums NI.

Charity Number

NIC103729

Principal Address

National Museums NI, Cultra, Holywood, Co Down, Northern Ireland, BT18 0EU.

Bankers

Danske Bank Limited
Donegal Square West
Belfast
BT1 6JS

External Auditors

Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Internal Auditors

Ernst & Young LLP
22 Bedford Street
Belfast
BT2 7DT

Solicitors

Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

2.3 Performance Summary

Key Performance Indicators – Overview

The following section provides a headline overview of our Key Performance Indicators (KPIs), as set out in our 2024/25 business plan, and is followed by a narrative round up of achievements in the year under each theme.

Theme	KPI	Target 2024/25	Actual 2024/25	Actual 2023/24
Engagement (Growth) Indicators	First time and lapsed audiences	40% of total visitors	55%	51%
	Diversity measures	*C2DE 26% Disability 10% Minority Ethnic Group 4%	C2DE 28% Disability 5% Minority Ethnic Group 2%	C2DE 29% Disability 6% Minority Ethnic Group 4%
	Total engagements	1,000,000	1,171,027	962,614
	Tourism – out of state visitors	200,000	228,326	195,549
Engagement (Quality) Indicators	Net Promoter Score (+/-) 100	> ALVA** Benchmark (+74)	+78	+78 (+6 above benchmark)
	Composite Visitor Engagement Score (out of 10)	> ALVA Benchmark (9.06)	9.16	9.20 (+0.19 above benchmark)
Engagement (Depth) Indicators	Composite Engagement Score (out of 10)	> ALVA Benchmark = 8.73	8.81	8.82 (+0.2 below benchmark)
Collections	Records to Full Spectrum Standard	27%	24%	24%
	Specimens on collection database	78%	77.5%	77%
Environmental sustainability	Carbon emissions	1,804 tCO ₂ e	1,611 tCO ₂ e	2,010 tCO ₂ e
Volunteering	Volunteer hours	21,000 hours	22,302 hours	21,011 hours
	Volunteer Net Promoter Score (+/-) 100	+72	+75.8	Not measured
Learning	Quality of formal education experience (out of 10)	9.2	9.7	9.62
Income	Non Grant in Aid income	£3.59m	£4.36m	£4.0m
Staff Engagement	Staff Engagement score	76.0%	74.0%	77.1%

* C2DE is a National Readership Survey demographic class grading.

** Association of Leading Visitor Attractions

2.4 Performance Analysis

This annual Performance Report charts quarterly progress against our 2024/25 Business Plan.

The plan was developed by National Museums NI Senior Management, approved by the Board of Trustees in March 2024, and then approved by the Minister for Communities on 10 September 2024.

The KPIs were established in direct support of the stated aims within the Corporate Strategy for 2021–2025. The Senior Management of National Museums NI opted for key measurements that would be instructive of strategic progress, good management, ethical decision making and positive social impact.

We have set out below an evaluation of our performance during 2024/25 under nine main themes:

Engagement (Growth), Engagement (Quality), Engagement (Depth), Our Collections, Environmental Sustainability, Volunteering, Learning, Income and Staff Engagement.

Engagement (Growth)

It was encouraging to see further improvement in first time and long lapsed visitors as a proportion of total visitors.

The Diversity Measures metric is intended to provide an indication of our reach across diverse audiences, however we recognise that terms such as C2DE have become outdated since the outset of the Corporate Strategy 2021-2025. We are engaged with museums across the sector to establish a more meaningful method of measuring diversity, however it remains a challenge for all museums to appropriately measure social impact. The underperformance of the disability metric should be noted, however it is an issue that needs to be tackled through sustained investment in improving accessibility standards as well as targeted community projects. The low level for minority ethnic groups refers to NI audiences only, and there is an increasing percentage of visitors who respond 'prefer not to say' when asked this question.

The Total Engagements target was reduced since 2023/24 to align with the implementation of a new, robust, and pragmatic measurement system that focuses solely on meaningful online interactions, and excludes more transient digital metrics (e.g. reach). The target of 1 million engagements was established following 2023/24 outcomes which marked the first full year of utilising a new digital measurement approach. This approach provided a foundation for establishing more realistic targets for 2024/25. We note that there are numerous other supporting indicators, that highlight the success of our digital engagement efforts, that are not captured in this KPI.

We have generated a total of 1,171,027 engagements this financial year through a wide range of activities. Of these engagements, 702,543 were visitors to our museums, as shown in the table below. This wider view of engagements shows the range of museum services and the impact we create.

Method of Engagement	Total 2024/25
General Admissions to Events & Exhibitions	702,543
Collections Online	394,194
Schools Programme	46,687
Accessing Collections and Expertise	9,933
Volunteering or Participatory Programme	6,369
Attendance at Corporate Functions / Weddings	11,301
Total	1,171,027

Included within these admissions is a strong out-of-state tourism performance with 228,326 visits across our museums during the year (33% of visitors).

Engagement (Quality)

The Net Promoter Score (NPS) is based on the likelihood of our visitors to recommend a visit to others and is widely used across various industries as a measure of customer experience. We benchmark our NPS performance against other museums and attractions throughout the UK using research undertaken by the Association of Leading Visitor Attractions (ALVA).

Our Net Promoter Score this year was 78 which is 4 points ahead of the ALVA benchmark. Our Composite Visitor Engagement Score, which measures various functional elements of our visitor experience (facilities, cleanliness, customer service, etc) was 9.16, which is also above benchmark of 9.06.

Both Net Promoter Score and the Depth of Engagement Score represent strong permanent and temporary exhibition engagement approach with compelling content and interpretation.

Engagement (Depth)

The Composite Engagement Score is designed to measure depth of engagement and includes more emotional-and learning-based outcomes. Our score for the year on this measure was 8.81, which is above the ALVA benchmark, a considerable achievement considering the constrained funding climate.

Collections

The KPI's for Records to Full Spectrum Standard and Specimens on a Collections Database only recorded small incremental increases which keeps them at approximately 24%, and 77.5% respectively.

Whilst progress against our KPI's appears limited, a huge volume of work has underpinned this successful system upgrade. It is important to note that each percentage point in these indicators equates to 14,000 specimens.

Work has focused on preparing selected collections for their move to new and improved storage. This workflow provides improved access, in every respect, to collections not on public display which will be the focus of a new performance measure from next year onwards, during the life of the next Corporate Strategy.

Our priorities in 2024/25 were the NI Prison Service Collection and the Folk Textile collection, which are moving to the Ballycultra Store, and the Glass and Ceramics collection, which are moving to the Ulster Museum.

It is important to highlight the integrated nature of this work, involving teams across Collections Services and Curatorial.

Looking ahead, the appointment of an Entomology Curator will enable a new programme of activity focused on this extensive collection within Natural Sciences.

Environmental Sustainability

The 2024/25 carbon emissions audit was completed in Quarter 3 with a headline result of 1,611 tonnes of carbon dioxide equivalent (tCO_{2e}), surpassing the target set for the year.

A cross departmental Energy Monitoring Group has been working to identify opportunities to drive energy efficiency.

A Solar PV feasibility study has been tendered and is due for evaluation in Quarter 1 of 2025/26. It is expected this study will identify opportunities for investment in this technology which could achieve significant emission reductions and cost savings in future years.

Volunteering

Volunteer involvement remained a vital part of our strategic commitment to create more ways for people to get involved.

We continued to see growth in volunteer engagement across our outdoor sites but one of the highlights of this year was the establishment of volunteering as a regular offer at the Ulster Museum. Partly spurred on by the prototype '*Bout Ye?*' project, where volunteers played a key role.

The momentum generated by this initiative has continued, with volunteers actively contributing to follow-up events such as *Keep 'er Lit* and the popular *Late Late Love Lab* as well as continuing to support the visitor experience in our Discovery Centres and gathering vital visitor feedback.

In a partnership with Queen's University Belfast, an archaeological dig at the Ulster American Folk Park engaged nearly 60 volunteers. It was especially encouraging to see many of these individuals sign up to our volunteer platform to stay informed about future opportunities.

As part of a wider review of how we deliver volunteer induction and training, we introduced our first Start of Season training session in January. Hosted at Ulster Museum, this event provided a comprehensive overview of key topics including safeguarding, health and safety, and our organisational vision, mission and values.

We are proud to report that we exceeded our key performance indicator (KPI) for volunteer hours, with over 22,000 hours contributed across the organisation. This year, we also introduced a new KPI focused on measuring the quality of the volunteer experience. Our target was to achieve a Net Promoter Score (NPS) of 72 for the statement: "*I would recommend volunteering with National Museums NI to a friend.*" We are delighted to have surpassed this, achieving an NPS score of 75.8 in our Volunteer Pulse Survey.

Additionally, 97.4% of volunteers agreed they were likely to volunteer with us again, with 74.8% strongly agreeing. Evidence of high satisfaction and continued commitment within our volunteer community.

Learning

This has been another successful year for National Museum's NI's education programmes, with the KPI target exceeded and a strong Net Promoter Score of 95%.

Exciting new opportunities we have been working on include Teachers' Professional Learning Thursdays, with the Education Authority. Through this initiative we have engaged directly with 90 teachers and the presentations about our education offer continue to be accessed online.

Our *Museum on the Move* programme continues to be over-subscribed, and we are now actively targeting schools that have been ranked as the most deprived in terms of allocated free school meals, as well as schools from geographical areas that the programme is yet to reach.

Income (Non Grant in Aid)

It was a positive commercial year for National Museums NI Non Grant in Aid, with £4.29m recorded between April 2024 and March 2025, exceeding the 12 month annual target of £3.6m.

Our Non Grant in Aid income is broadly comprised of revenue from (i) visitors and commercial customers (unrestricted income) and (ii) income from grant funded projects (restricted income).

See below reconciliation of the income KPI to the Statement of Financial Activity (SoFA).

Income Source	£m
Total reported income per SoFA	25.53
Less Grant in Aid (Capital & Revenue)	(19.08)
Less Donated Gifts in Kind	<u>(2.16)</u>
Total Non Grant in Aid Income	<u>4.29</u>

(i) Income from Visitors & Commercial Customers (£4.29m actual vs £3.6m target)

This positive performance was achieved across each of the Self-Generated Income streams as per our highlights below.

Admissions, Events and Memberships (£1.45m actual vs £1.42m target)

With visitor numbers reaching 736,534, Admissions income to the three pay-for-entry museums was achieved through our strong programming offer attracting new and repeat customers. This programming included the delivery of Major Events of Summer Programmes, *Independence Weekend*, *Bluegrass Omagh*, *Making Festival*, *Christmas* and *Halloween* activation, creating strong Admissions income with secondary trading spend.

Building in tailored pricing for significant event days further supported the achievement of the admissions growth budget. The installation of a new admissions system, Digitickets, has underpinned all admissions revenue, whilst enabling simpler completion of Gift on Entry for all potential donors. The new ticketing system supports prebooking of all major events and every day admissions, progressing our organisational e-commerce journey. Further benefit from *Lavery on Location* pay-for-entry exhibition at the Ulster Museum was a successful strategy contributing to Admissions revenue. Price increases to general admissions was extremely limited in the context of the cost-of-living crisis our audiences faced during the financial year.

With 1,686 memberships across all our Museums, we know that our visitor motivators of value for money combined with support for our charitable purposes is a strong factor in membership retention. All members were transitioned to the new membership management system within Digitickets.

Retail (£1.0m actual vs £0.87m target)

Retail reached £1.0m turnover for the first time reflecting excellent ranging and strong selling approach by the retail team across all the museums. The retail ranging is carefully aligned to the Commercial Strategy Principles, with increased stock of sustainability products with ethical sourcing and environmental credential ranges, whilst focused on alignment with our national collections.

The significant exhibitions of Caravaggio and Lavery on Location contributed to successful retail ranging. Significant response to our retail range from visitors during event day programming continues to drive excellent conversion rates in retail.

Space Hire (£0.26m actual vs £0.2m target)

Space hire performed in excess of budget with the continuation of large events hire such as *Cultra Hill Climb* and additional space hire requirements around major programming events including *Caravaggio*. Significant hire events with major Corporates saw 500 plus person events taking place in the grounds of Cultra Manor and the hosting of the celebration of the Grand Central Station opening at the Ulster Transport Museum.

The Ulster Museum has experienced an upsurge in viewings and bookings, in particular by the wedding sector. With seasonal rates introduced for lower occupancy months, this has supported the over delivery on budget.

Catering (£0.17m actual vs £0.13m target)

With strong visitor numbers, catering has performed well in response. With cost-of-living crisis for our audiences, we have been cautious in achieving a balanced pricing approach for all visitors to our catering offer. Innovation in the programming such as *Keep 'Er Lit* at the Ulster Museum saw contemporary street food and cocktail bars creating strong visitor demand, impacting strongly on our catering return. With stability in the contract with our two contract caterers, we have been able to ensure over delivery on target. The completion of the Ulster Museum with a full kitchen refurbishment has been a strong investment in the future of the catering infrastructure.

Cash Donations & Gift Aid (£0.12m actual vs £0.08m target)

With a fresh focus on the financial opportunity from Donations and Gift Aid on Entry, an increased number of contactless donation units were placed in high footfall areas with further expansion plans. The contactless systems supports the increased move away from the use of cash by the public. Training of the teams on how to optimise Gift Aid on Entry and Donations has been complemented with the introduction of the new Ticketing System which has enabled a seamless donation and Gift Aid on Entry gifting online.

Picture Library (£0.04m actual vs £0.03m Target)

Photographic print sales from our Picture Library totalled £35k for the year, exceeding our annual target of £30k.

(ii) 3rd Party Revenue Grant Projects (£1.01m Actual vs Target £0.8m)

Our revenue grant income was above target this year primarily due to the expansion of work carried out progressing our sole recurring grant funded programme CeDAR (Centre for Environmental Data and Recording), working in partnership with the Northern Ireland Environment Agency and the local recording community.

Staff Engagement

- As part of our commitment to staff engagement and organisational development, we conducted our 'Pulse Survey' in October. Overall our composite agreement score decreased from 77.1% to 74%.
- Whilst it was disappointing to see it reduce, we have had consistent positive growth over the previous four pulse surveys and are still well ahead of our opening position of 67.3%.
- Senior Management has met to establish an action plan for the year ahead which will focus on the following areas:
 - Internal communication and collaboration
 - Visibility and connection of Management and Senior Management
 - Staff wellbeing
 - Facilities, maintenance and resources

2.5 Annual Review

Welcome to our Annual Review for the financial year 2024/25.

This publication reflects the breadth and impact of the work delivered by National Museums NI over the past year. As the organisation responsible for four distinct museums – the Ulster Museum, Ulster Folk Museum, Ulster Transport Museum and Ulster American Folk Park – we are proud to care for the National Collection: over 1.4 million objects spanning the millennia and representing stories from Northern Ireland and around the world.

Our vision is to celebrate our shared heritage by telling the stories of our past, challenging the present and shaping the future. Guided by our founding legislation, we are committed to caring for, interpreting and making accessible Northern Ireland's rich heritage – across art, history, natural science, culture and migration. We ensure public access through dynamic exhibitions and programming; enabling opportunities for learning, research and engagement.

This year marks the conclusion of our Corporate Strategy 2021–25, which focused on four key priorities:

- Championing inclusion, diversity, and accessibility;
- Creating more ways to get involved;
- Extending the impact of our collections; and
- Building the museum infrastructure of the future.

Throughout this review, we reflect on how these priorities have guided our work and highlight the achievements that have defined the year ending 31 March 2025.

Developing the Collections

Developing and caring for the national collection remains a core responsibility for National Museums NI. In 2024/25, our work in this area continued to be shaped by our statutory obligations, and the requirements for maintaining Museum Accreditation. At the heart of our approach is a commitment to ensuring that the collection remains relevant, representative and accessible to the public - now and for future generations.

Despite the ongoing challenge of limited acquisition budgets, we successfully pursued opportunities through external funding, strategic partnerships, cultural tax schemes and the generosity of donors and bequests. These resources enabled us to acquire works of exceptional significance, support our vibrant and dynamic exhibition programme, and grow our collections in ways that reflect both the richness of our heritage and environment, and the evolving stories of our society. For many contemporary artists, the climate emergency is a theme reflected in their work. During the year we acquired Interval V by Irish artist Ailbhe Ní Bhriain. It was put on display, along with works from the Ulster Museum's Post-war and Contemporary Art Collection, in The Enemy is Time exhibition which explores the threats posed by the global climate emergency.

We were honoured to receive a landmark donation of early needlework from renowned antiques dealer, textiles expert and author Lanto Synge, through the UK Government's Cultural Gifts Scheme. Comprising around 250 artworks, primarily English textiles from the 16th to 19th centuries, this exceptional gift significantly enhances our national collection. It will be housed at the Ulster Museum, with highlights featured in the upcoming Ashes to Fashion exhibition in 2026. Such donations are vital in shaping and strengthening our cultural heritage.

We are most grateful to these funders and donors for their vital support: Department for Communities, Art Fund, Acceptance in Lieu and Cultural Gifts schemes, Esme Mitchell Trust, Friends of the Ulster Museum and Kennedy Ting.

In parallel, we continued our careful stewardship of the existing collection, undertaking responsible disposals where appropriate, and working with communities and stakeholders to ensure transparency, accountability and alignment with national and local priorities.

With Board approval, following productive consultation and community engagement throughout the process, we advanced plans for the deconstruction of the Mary Joseph, a vessel with no viable preservation route. During the year, we supported the potential return of the historic vessel The Result to Carrickfergus through a new partnership with Result Carrickfergus Ltd. This initiative is gathering momentum with backing from local councils and community stakeholders.

Belfast Trolleybus 98, which remained in service until 1963, was previously donated to us by the Belfast Corporation Transport Committee. Due to its poor condition, the trolleybus required significant and costly conservation work. Given that we already have a Belfast trolleybus on display at the Ulster Transport Museum, we could not justify the expense. Wherever possible, museums aim to rehome objects through transfer to other organisations. We were therefore pleased to facilitate the transfer of the vehicle to the National Trolleybus Association, who will oversee its restoration with the goal of eventually making it accessible to the public once more.

This year's acquisitions and disposals demonstrate not only the resilience of our collections' strategy, but also its capacity to drive public engagement, scholarship and cultural leadership.

1. Ailbhe Ní Bhriain (born 1978) Interval V, 2023 Jacquard tapestry, cotton, wool, silk, Lurex, Edition 1 of 3 plus 2 AP. Ailbhe Ní Bhriain (b. 1978) is one of the most outstanding Irish artists of her generation. Interval V (2023) is one of three large-scale Jacquard tapestries which formed part of the artist's recent exhibition Interval Two (Dream Pool), Kerlin Gallery, Dublin, 2023/24. The title refers to the 'Dream Pool Essays', 1088, by Chinese writer and polymath Shen Kuo (1031-95), now considered to be the first printed reference to climate change. In Interval V, Ní Bhriain links prophetic fears contained in Shen Kuo's writings to contemporary crises of climate emergency and the displacement of peoples. The tapestry is currently on display in the exhibition The Enemy is Time.
2. William Orr Chair. This chair has come from the ancestral home of William Orr. Orr was wrongly accused, arrested in 1796, held in prison for a year and executed in 1797. A passionate member of the United Irishmen, he truly believed all Irishmen should be equal. He was a popular man and it was widely known he was falsely accused; he became a scapegoat for the government. Despite a 'selected' jury and guilty verdict, they requested mercy for Orr. On the day of the execution, many shops and businesses in Carrickfergus closed up in protest and extra militia were deployed, expecting civil unrest.
3. Ichneumon primatorius, wasp specimen. This is the first record in Ireland of Ichneumon primatorius, a parasitoid wasp which feeds on the larvae of wood wasps. There are only ten records known in the UK. Identification was confirmed by the British Ichneumonoidea group. It is important that National Museums NI collections reflect these first-recorded specimens, as voucher material provides physical evidence supporting a new record, allowing future comparisons with other material. Not only do specimen collections records support population studies such as changes in distribution over time, but also the long-term nature of voucher specimens can lead to unexpected discoveries, such as species becoming smaller over time, or having particular nuances from different regions.

4. Signage from Great Victoria Street Station. Before its closure in 2024, National Museums NI collected signage from Belfast's Great Victoria Street Station for the Ulster Transport Museum collections. There has been a consistent approach from the Museum capturing objects and images of Belfast stations before they close. As this is the most recent station closure, it is important to collect these contemporary objects and preserve some of those signs that have become a familiar everyday sight for passengers on both the buses and trains coming into Belfast.
5. Hyejeong Ko, *Song of Pebbles*, 2024. Hyejeong Ko is an accomplished metal sculptor from South Korea. To craft her complex pieces, her artistic process involves meticulous observation of nature, which she then recreates in metal using techniques like micro-welding. Hyejeong handcrafts intricate metalwork sculptures that capture botanical forms and she adopts an eco-conscious approach which shapes her creative process. *Song of Pebbles* is currently on display in *Art of the Possible: Ten Years of Collecting International Applied Art* at the Ulster Museum.
6. Jacquard coverlet. This bedcover was made by Peter Lorenz in 1840. Peter was born in France. He emigrated to the United States of America and lived in Germantown, Ohio. He worked as a jacquard weaver, making decorative woven bedcovers. Jacquard bedcovers like these were popular in the United States of America from the 1830s to the 1850s. This was collected for the Ulster American Folk Park due to its strong emigrant story. Ulster emigrants also brought weaving skills, and lived amongst other migrant communities.
7. Sir William Orpen, R.A., R.H.A. (1878-1931) *German Bomb-fire at Picardy*. Orpen has long represented one of the most serious gaps in the Ulster Museum collection. Born in 1878, he was the most outstanding and talented Irish artist of his generation. Based in London, he kept close links with Ireland, and returned each year to paint and to teach at the Metropolitan School in Dublin. At the initiation of the War Artist's Scheme, Orpen was, in April 1917, one of the first artists to arrive at the Western Front. On reaching the banks of the Somme, he described 'nothing but mud, water, crosses and broken tanks: miles and miles of it'. Orpen's work has come to define and challenge the role of the war artist. This painting was acquired through the Acceptance in Lieu Scheme.
8. Anti-racism placards. Between 30 July and 10 August 2024, an estimated 29 anti-immigration demonstrations and riots took place across 27 towns and cities in the UK. In Northern Ireland, the first organised demonstration was held at Belfast City Hall on 3 August, which was also attended by counter protesters. Disorder occurred primarily in the south of the city for the next week. These placards were collected from participants in rallies organised by United Against Racism, and demonstrate their strong feeling of support for migrant communities.
9. Collection of photographs by Evelyn Hofer. *The Eye of the Storm*, 1974, © Estate of Evelyn Hofer, Courtesy Galerie, Duisburg, Germany. Evelyn Hofer is one of few women to have focused on the conflict in Northern Ireland. Unlike almost all her fellow photographers, Hofer focuses on the people and not on the signs of violence between the parties to the conflict. The majority of the series consists of portraits of the local community. Hofer photographs people in their everyday surroundings and in public places such as the market square, the pub or the church. She places a special focus on children and families. The surrounding landscape can also be seen - in pictures showing the landscape or the location of the settlement, and as a background in some portraits.

10. National Museums NI received a landmark donation of early needlework from renowned textiles expert and author Lanto Synge. The donation was made possible through the UK Government's Cultural Gifts Scheme. Recognised as one of the most significant private collections of its kind, the gift comprises around 250 artworks, primarily English textiles from the 16th to 19th centuries, and represents a transformational addition to Northern Ireland's cultural heritage.

Collections Services – Stores, Collections Care and Access

National Museums NI remains committed to increasing access and engagement with the national collection. This is achieved through strategic investment in storage infrastructure, enhancements to the Collections Services team, the continual refinement of management processes and the development of digital access initiatives.

Stores and Storage Infrastructure

Over the past year, significant strides were made in upgrading collections storage and equipment. New storage containers were installed for the Folk Collection, the Spirit Collection, as well as a new Natural Sciences laboratory. At the Transport and Industry Museum Store (TIMS), new shelving was introduced to house small objects from the Transport and Industry collections.

The Collections Operations team undertook a major racking upgrade, replacing outdated racking with modern, safer alternatives. This complex task required meticulous planning, including the temporary relocation and reinstatement of collection objects.

Progress also continued on the redevelopment of the Ulster Museum Collections Store, supported by enabling works such as the completion of a new floor and ongoing installation of ducting. Within the Ulster Museum, the Picture Store was successfully redeveloped and the collection was reinstalled in a more stable and controlled environment.

Led by collection-specific project teams, preparations for the relocation of collections to the Ulster Museum Collections Store and Ballycultra Store at the Ulster Folk Museum have continued. These moves - set to begin in the 2025/26 financial year - will be transformative, vastly improving access for research, exhibitions and public programming, and opening up the collections to a wider array of users.

Collections Management and Access

Now in its second year, the CollectionsIndex+ system continues to evolve, with recent upgrades including new conservation and hazard management modules. The Collections Information team is actively migrating legacy data, such as records from the Natural Science collections, into this system to enhance accessibility and data integrity.

The Collections Online portal now hosts over 47,300 records, serving as an essential resource for both public users and researchers.

Public access events continued to thrive. During the 2024 European Heritage Open Weekend hosted a self-guided open day that drew more than 400 attendees - thanks to the invaluable support of 12 volunteers.

In the Library and Archives, ongoing cataloguing and reorganisation efforts, supported by a committed team of volunteers, have broadened access for students and researchers, with many benefiting from facilitated use of the resources over the past year.

The Collections Services team has also continued to update management processes, introducing new operating standards, including updated hazard management procedures, ensuring continued safe and sustainable access to the collections.

We remain dedicated to advancing our collections care and management practices, while expanding and improving our storage facilities. Through ongoing investment in conservation, management and infrastructure, National Museums NI is safeguarding the national collection for future generations.

New Exhibitions

Drawing Support: Murals, Memory and Identity

Drawing Support: Murals, Memory and Identity exhibition showcased the work of Belfast-born mural photographer, Bill Rolston. It featured almost 50 murals that Rolston has documented over the last 40 years, and highlighted the importance of artistic expression to communities in conflict, whilst also exploring the themes of identity, cultural expression and conflict legacy.

The exhibition explored murals painted by activists from a range of backgrounds including republican and loyalist communities, across Northern Ireland from 1981 to the present day.

National Treasures: Caravaggio in Belfast

Two Caravaggio masterpieces, rarely seen together since the 17th century, were reunited in this extraordinary exhibition at the Ulster Museum which welcomed over 83,000 visitors.

As part of the National Treasures project – part of the National Gallery in London's bicentenary celebrations – the National Gallery lent Caravaggio's *The Supper at Emmaus* (1601). Additionally, the Jesuit Community in Dublin, with the support of the National Gallery of Ireland, generously facilitated the loan of Caravaggio's *The Taking of Christ* (1602).

Not only did this exhibition represent a unique moment in Northern Ireland's cultural history, but it also represented a successful collaboration and partnership between the three national galleries in Belfast, Dublin and London.

Threads of Empowerment: Conflict Textiles' International Journey

This exhibition, which featured in the Belfast International Arts Festival, displayed 29 textiles from the Conflict Textiles collection, and created by individuals and communities across the world who have experienced violence and conflict, human rights violations, poverty, oppression and environmental issues. The artworks highlighted how important a resource artistic expression can be with each piece based on personal and poignant testimonies.

Conflict Textiles is home to a large collection of international textiles, exhibitions and associated events, all of which focus on elements of conflict and human rights abuses. The works included in this exhibition spanned a broad range of locations including Chile, Peru, Argentina, Mexico, Zimbabwe and Germany. Many were arpilleras – appliquéd picture textiles that are hand sewn from scraps of materials onto a hessian backing – a practice which originated in Chile during the Pinochet regime (1973-1990) when women came together to voice their experiences of the repressive dictatorship.

BEUYS 50 Years Later: Action, Society, Performance and Change

On the 18th November 1974, the German artist Joseph Beuys gave a performance lecture, or 'Action', in the Ulster Museum. As was his practice, he illustrated the lecture on blackboards that have been in the museum's collection since that day.

Beuys proposed the idea of art and creativity being at the centre of all aspects of society. Presenting this as his concept of 'social sculpture' and inciting the potential for mass societal change through creative thinking. The lecture became a key moment in the history of Belfast art.

This exhibition gave an opportunity to look at the ideas discussed then and their impact on the creative community of Belfast over the last 50 years.

143rd Royal Ulster Academy Annual Exhibition

The Royal Ulster Academy's annual exhibition is the most eagerly anticipated exhibition in the Northern Irish cultural calendar. The exhibition provides a unique platform for acclaimed artists and emerging talent to showcase their artwork in the prestigious galleries at the Ulster Museum. The full range of visual arts was represented including painting, sculpture, audio visual, ceramics, textiles and mixed media. Alongside artworks by the RUA Academicians, the exhibition included work by 200 artists from all over the world, selected through an open submission.

Wild Ireland: Past, Present and Future

This striking exhibition celebrating Ireland's wildlife - past and present - brings together over 60 original paintings by renowned wildlife artist Julian Friers PPRUA, alongside a fascinating display which includes fossils and zoology specimens from the Natural Sciences collection.

This powerful fusion of art and science immerses visitors in the rich biodiversity of Ireland, from long-extinct 'lost monsters' to the flora and fauna that inhabit our landscapes today. Featuring breath-taking artwork of Irish dinosaurs, woolly mammoths and giant deer, as well as paintings depicting wildlife in iconic local landscapes like Cave Hill, the exhibition explores the evolution of life on the island of Ireland and the urgent need for conservation action to protect it today and for the future.

Alongside the paintings, carefully curated fossils and zoology specimens from Ulster Museum's collections, with supporting loans from the National Museum of Ireland, offer an additional layer of insight into the life forms that once roamed here and the challenges faced by species today. By blending artistic interpretation with scientific research, the exhibition demonstrates how visual storytelling can engage audiences and promote awareness about our natural world.

The Enemy is Time

Drawn from the Ulster Museum's Post-war and Contemporary art collection, The Enemy is Time focuses on the frailty of human existence and the threats posed by the global climate emergency.

During the 1950s and 1960s, artists experimented with new ways of making art in a world profoundly altered by the previously unimaginable losses and devastation of the Second World War. Two of the most important paintings in the Ulster Museum collection; Head II (1949) by Francis Bacon and Golden Age (1958) by Morris Louis respond in different ways to the uncertainties of the new Anthropocene era, an age dominated by the activities of man.

For many contemporary artists, the vulnerability of the natural world and the preciousness of human memory and experience have become dominant themes. Two recent acquisitions *Blue Sky Thinking* (2019) by Patrick Goddard and *Interval V* (2023) by Ailbhe Ni Bhriain, reflect the alarming speed and immensity of loss associated with unchecked climate change.

Ancient Egypt Gallery

Like many museums across the world, in recent years we have been reviewing our Decolonisation and Human Remains policies. The display of human remains in museums is an ethical issue which National Museums NI follows sectoral guidance and direction on. We participate in research and development initiatives and gather feedback and perspectives from a wide range of stakeholders and audiences. We welcome open and respectful dialogue with communities from which the human remains in our collection originated.

National Museums NI is custodian for around 500 objects from ancient Egypt including jewellery and makeup accessories, jars and pots, religious items, pottery, textiles, various tools and weaponry, as well as funerary objects. The collection also includes human remains, including that of Takabuti, the mummified woman from Thebes who is on display in the 'Life and Death in Ancient Egypt' exhibition at Ulster Museum. Visiting Takabuti has been a much-loved part of the Ulster Museum experience since it opened its doors in 1929, originally as the Belfast Museum & Art Gallery. The Ancient Egypt gallery contains material of artistic, historical and cultural importance to understanding and learning about the ancient Egyptian civilization, as well as its connections to Northern Ireland and Egypt today.

This exhibition is part of a wider initiative at National Museums NI called 'Inclusive Global Histories' which is a programme of work centring on decolonisation, inclusion and diversity. Our Inclusive Global Histories approach extends across collections management, development, care, research, interpretation and display.

As a result, we have been rethinking how to ethically curate and care for human remains in our World Cultures collections. This has resulted in a number of changes to the Ancient Egypt gallery this year. We have delivered these changes in partnership with others, with a focus on respect, and with reverence and dignity. We have established an Egypt Consultation group made up of communities and experts from across the UK and Egypt, who have helped us shape the Ancient Egypt gallery that visitors see today. Changes have included new interpretation that explores ideas of dignity and respect, as well as highlighting the absence of the voices of the mummified people in our care. A video has been created to help visitors better understand different perspectives on the ethical treatment of human remains from ancient Egypt. New interactive elements such as a touch and smell station have been added. A new wall has been installed in the gallery to allow visitors the choice of whether they want to view the mummified remains of Takabuti or not. This wall also provides a more private and respectful visiting experience. In addition, we actively encourage visitors to leave their thoughts in a specially created feedback area within the gallery.

Our approach to caring for and interpreting Takabuti and her story will continue to evolve, with the priorities being sensitivity, respect and ethical alignment.

"We're committed to open and respectful conversations with communities and experts from both the UK and Egypt, whose contributions have helped shape the Ancient Egypt gallery as visitors experience it today. We invite everyone to share their thoughts and reflections in the gallery's feedback area. Our care for Takabuti and the way we tell her story will continue to grow and evolve - with sensitivity, respect and strong ethical values at the heart of everything we do."

Hannah Crowdy, Head of Curatorial at National Museums NI

Languages of Ulster

From its foundation over six decades ago, Ulster Folk Museum has been the leading centre of preservation and research into the languages and dialects of Ulster and Ireland - notably, Hiberno English, Irish and Ulster Scots - and their connections in Great Britain, surrounding islands and Europe.

In May we launched an educational trail entitled Rhymin Rab's Ramble. The trail, co-authored by Dr Frank Ferguson, the Director of the Centre for Irish and Scottish Studies at Ulster University, is part of National Museums NI's 'Languages of Ulster' programme designed to deepen public engagement with the rich linguistic and cultural traditions of the region, offering visitors fresh opportunities to explore Ulster's multifaceted language heritage.

Languages of Ulster exemplifies National Museums NI's commitment to support public policy initiatives regarding language, identity and cultural expression by using the collections to foster a deeper understanding and appreciation of both shared heritage and the value of cultural difference. The trail draws heavily on the manuscripts of Ulster-Scot's writer Robert Huddleston (1814–1887), whose writings provided an invaluable resource for the development of this Ulster-Scots experience. It complements Cúl Trá-il, a self-guided Irish language trail named after the Irish place name for Cultra (Baile Chúl Trá), which was successfully introduced at the museum in 2022.

The Robert Huddleston papers form part of the Ulster Language and Dialect Archive, which is housed at National Museums NI Library & Archives, Cultra. This archive contains thousands of manuscript documents relating to native forms of speech in Ulster, including word-lists, maps, and pioneering research notes and correspondence.

Both trails allow visitors to explore the diversity of local languages and dialects as part of the museum experience. They underscore a key message: that language, in all its forms, is a shared cultural resource - one in which everyone, regardless of background or tradition, has a stake.

To coincide with European Languages Day in September, a symposium was held to celebrate the 60-year legacy of the Ulster Language and Dialect Archive. Significantly, Ulster Dialects (1964), the museum's very first publication, served as a foundational charter for its commitment to linguistic research and preservation. Today, these unique language archives continue to serve as a valuable public resource offering insight into the vibrant heritage, complexity and interconnectedness of linguistic diversity in Ulster.

"Ulster Folk Museum, from before its opening in 1964, has been the region's leading centre of preservation and research into the languages and dialects of Ulster including Ulster Scots, Hiberno-English or 'Irish English' and Irish (Gaelic). Our self-guided trails, Rhymin Rab's Ramble and Cúl Trá-il, enrich the museum experience not only by illuminating the linguistic diversity of this place, but by revealing how central language is in exploring heritage, identity and enabling cultural expression."

Donal McAnallen, Library & Archives Manager at National Museums NI

Troubles and Beyond

The history of Northern Ireland from the late 1960s to the present day has been dominated by the civil and political conflict known as 'the Troubles.' The events that took place here after 1968 have impacted not just the people of Northern Ireland, but people across the world. Ulster Museum's Troubles collection covers themes of politics and conflict, and the impact of both on everyday life, people and communities.

During the year we launched a new digital exhibition 'The Troubles and Beyond' which is available on the Ulster Museum's website. It allows people to explore the collections and deeper layers of content associated with this period in our history, offering a comprehensive look at the decades spanning conflict to peace.

Featured in the digital exhibition is Voices of '74, a powerful oral history project surrounding key events such as the Sunningdale Agreement and Ulster Workers Council Strike of 1974, which has formed part of our ongoing 'The Troubles and Beyond' programme. This project was a collaboration between National Museums NI and Nottingham Trent University. The oral histories presented in the online exhibition include varied memories, experiences and perspectives, from a diverse group of over 30 individual contributors who share their reflections on 1974 from the perspective of their lives both then and now.

The Troubles and Beyond online exhibition is enhanced with a digital collection of objects that reflect the polarisation and tensions of the time. These include a Unionist campaign poster proclaiming, 'Dublin is just a Sunningdale away' and a Republican poster stating that 1974 would be the 'Year of Liberty'. The collection also features a British Army communication from that year warning of the danger of booby-trapped cars, as well as a 'Sponger's Badge' which some Unionists wore in response to former Prime Minister, Harold Wilson, referring to them as spongers. The wider impact of the conflict on society is also illustrated through evocative photographs and archive film, drawn from a range of sources.

Through this digital exhibition and the wider 'The Troubles and Beyond' programme we are actively harnessing our collections to encourage discussion and debate, challenge perceptions and stereotypes and build greater empathy and understanding across all communities.

Bout Ye? – Reimagining Engagement at Ulster Museum

"Bout ye?" is a colloquial way to say "how are you?" in this part of the world – and that's exactly what the Ulster Museum wanted to know from visitors this year.

Bout Ye? was a dynamic pilot project aimed at deepening public engagement with Ulster Museum and kick-starting conversations with audiences, stakeholders and partners. The initiative explored how people currently connect with the museum and invited them to imagine new, more inclusive and innovative ways of engaging with it in the future.

Running from July to September, Bout Ye? served as a creative prototype for testing fresh approaches to programming and communication. The project introduced a more playful, approachable tone of voice and focused on both people - through a locally grounded lens - and the museum's collections.

Throughout the project, museum staff and visitors facilitated engagement through a series of interactive activations and a dedicated programme strand. Visitors encountered a range of pop-up experiences that were intentionally disruptive in the best sense – breaking with tradition and encouraging conversation. These interventions brought a lively and unexpected energy to the museum, reinforcing a sense of openness and inclusivity.

Over the six-week period, the museum felt transformed: vibrant, welcoming and responsive. The programming was deliberately diverse, ensuring that everyone had a space to participate and contribute.

A highlight of the programme was the late-night event Keep 'er Lit, which attracted significant interest and participation. Designed as a creative, hands-on gathering, the event provided a platform

to test new forms of engagement while also collecting valuable insights from visitors. Activities ranged from life drawing and VR experiences to Neolithic archaeology in Minecraft and live tattoo artistry - offering an eclectic mix that reflected the playfulness of the Bout Ye? concept.

Collaboration was central to the project. By working closely with community stakeholders and external partners, the museum expanded its outreach and strengthened relationships with a broader audience base. Feedback from staff, volunteers and the public has already begun to shape future programming, encouraging a culture of experimentation and audience-centred design.

Bout Ye? has reaffirmed the museum's commitment to being a space that is not only for everyone but shaped by everyone.

Mini Wonders at Ulster Museum

At National Museums NI, learning is at the heart of everything we do. As a key part of our mission, we are committed to engaging people of all ages through meaningful educational experiences. Our museums are uniquely positioned to spark curiosity, creativity and discovery from the earliest stages of life. Through programmes rooted in our rich collections, we provide children and their families with meaningful opportunities to explore, discover and learn together – helping to remove barriers and open doors to lifelong learning.

Across our museums we have a range of early years' engagement happening. Our Discovery Centres at the Ulster Museum are dedicated creative family learning spaces, where young children are supported by our Discovery team to explore objects and specimens and respond creatively to our collections. We offer a programme of 'Family Focus' sessions for parents and children to learn together. At our outdoor museums, engagement with under 5s focuses on sensory storytelling and imaginary play – such as Fireside Folktales at Ulster Folk Museum, and Spinning Yarns and Tall Tales as well as the very popular Pop to the Shops workshop at Ulster American Folk Park.

As a leader in early-years engagement in the cultural sector, Ulster Museum is one of eight UK museums and galleries taking part in two-year research and development programme for families with young children, led by Art Fund supported through a legacy grant from the Foyle Foundation, and Nesta, the UK's innovation agency for social good. Mini Wonders – Early Years Innovation in Museums, will encourage a wider range of families to use and visit museums more often and support early child development by enhancing parent-child interactions and support parents with their children's social-emotional development.

In 2024/25 the Education team delivered three 8-week programmes with a series of Mini Wonders workshops at the Ulster Museum, working with families from the Belfast regional area.

Using the experience and learnings the Education team gains from this project, the aim is to maximise opportunities for early years to engage with the collections at the Ulster Museum through the development of programming in the Discovery Centres and interventions throughout the museum.

"Our museums and galleries are magical places, especially for young children, and they offer unique opportunities for joy, learning and creativity – it is essential that all children have these opportunities and get to benefit from the enriching experiences cultural institutions offer. This programme will combine expertise in child development, learning and creativity, drawing on the unique potential of museum collections and spaces, to support parents and their young children to learn, develop and thrive."

Ravi Gurumurthy, Chief Executive of Nesta

Building Museums of the Future: 5-Year View

Over the past five years, National Museums NI has pursued an organisation-wide ambition: to build museums of the future – museums that are more open, relevant and resilient.

Each of our museums has made real, measurable progress – not only through capital and curatorial development, but in how they engage with audiences and respond to changing needs and opportunities. With the foundations of change now firmly in place, each museum stands at the threshold of its next phase – more focused, more confident, and ready to grow as part of the next Corporate Strategy 2025–2030.

Ulster American Folk Park

The Ulster American Folk Park has been undertaking a purposeful change journey – one that began with a mission to Develop the Narrative and has since evolved into a site-wide reimagining of purpose and potential.

At the heart of this transformation has been a commitment to expand and deepen the stories the museum tells. Through extensive curatorial research, collecting and interpretation, the museum has embraced broader and more inclusive narratives of migration – including voices historically absent from its exhibitions. These include Indigenous peoples, enslaved individuals, women, post-Famine migrants and those who moved from urban settings.

The Bad Bridget exhibition, launched in 2022, was a landmark outcome of this work. Drawing on new academic research and delivered in partnership, it gave visibility to the experiences of Irish women who faced hardship and criminalisation abroad. The exhibition resonated strongly with audiences and set a new creative benchmark for storytelling at the museum.

This renewed clarity of purpose is now being matched by major capital investment. With over £20 million secured through the Mid-South West Region Growth Deal, the Folk Park is poised to enter a transformational phase. The Journey Ahead will establish the museum as a leading heritage and tourism destination – a centre for learning, cultural exchange and social connection.

The project will deliver new infrastructure, immersive interpretation and significant community benefit – creating jobs, supporting wellbeing, and driving inclusive economic growth.

Announced in March 2025 at the Smithsonian in Washington, the Department for Communities' commitment of £750,000 will unlock the Growth Deal funding and move the project into its delivery phase. With 2026 marking both the museum's 50th anniversary and the 250th anniversary of the US Declaration of Independence, the next chapter in the Folk Park's journey is rich with opportunity.

Ulster Folk Museum

The Ulster Folk Museum has undergone a thoughtful and ambitious transformation through 'Reawakening the Ulster Folk Museum' – a strategic initiative launched in 2021 to reimagine its role and relevance in the 21st century.

This programme has positioned the museum at the intersection of heritage, environment and community – redefining it as a dynamic cultural and ecological resource. Central to this has been a drive to open up the museum's landscape, buildings and stories to a wider range of audiences – not simply as visitors, but as participants, makers, volunteers and co-creators.

Over the past five years, the museum has developed a compelling and fully costed investment plan, supported by a development grant from The National Lottery Heritage Fund. This includes new infrastructure to improve access, orientation and capacity, and to enable new forms of engagement – from flexible learning spaces to increased access to significant collections currently held in storage.

Just as importantly, this physical renewal has been matched by cultural and creative reactivation. A fresh engagement model – spanning maker workshops, biodiversity walks, Green Gyms and language trails – has invited visitors to connect with heritage in meaningful and contemporary ways. Audiences have responded with enthusiasm, embracing the opportunity to engage through hands-on activity, creativity and community participation.

Now standing with renewed momentum and a powerful case for long-term investment, the Ulster Folk Museum is ready for its next stage of development – as a place of shared memory, environmental stewardship and collective cultural energy.

Ulster Museum

Ulster Museum has had a strong five years – delivering headline exhibitions and high visitor numbers while also redefining its role as a civic space for dialogue, connection and change.

It has become a more open and inclusive institution, committed to exploring contested histories, amplifying underrepresented voices and building deeper trust with its audiences.

The Troubles and Beyond has been a central pillar of this evolution – establishing a permanent space for shared exploration of our most complex and sensitive history, and a platform for ongoing programming and public engagement. Over the past five years, the museum has continued to refine its approach to curating conflict – foregrounding participation, critical thinking and emotional nuance.

In parallel, Inclusive Global Histories has taken strong root – opening vital conversations around provenance, representation and building greater learnings from the World Cultures collection.

Through events, co-creation, collection development and community-led activity, the project is nurturing empathy, intercultural understanding and mutual respect.

This year, the Bout Ye? project explored new ways of listening and responding to audiences – sparking a six-week period of experimentation, creativity and conversation. Events such as Keep 'er Lit brought together VR, archaeology, tattoo artistry and art-making – creating an open, surprising and energetic space for engagement.

More than a programme, Bout Ye? served as a prototype for the future – testing new approaches to co-creation, playfulness and inclusive design. Its insights will be invaluable as Ulster Museum continues to evolve – responsive to audience needs, ambitious in outlook and rooted in shared purpose.

Ulster Transport Museum

The Ulster Transport Museum has undergone a period of significant renewal – driven by a commitment to STEAM (Science, Technology, Engineering, Arts & Mathematics) education, interactivity and relevance.

A key milestone was the completion of the Transport & Industry Museum Store (TIMS) – a purpose-built facility that has transformed collections care and significantly enhanced public access. More than a behind-the-scenes space, TIMS is a public-facing asset that allows visitors to experience the scale and richness of the transport collection in new ways.

In 2021, the museum launched Museum of Innovation – a dynamic new gallery celebrating Northern Ireland’s pioneering inventors and engineers. With state-of-the-art interpretation and a strong focus on interactive learning, the gallery highlights local ingenuity in a global context – from DeLorean’s iconic car to Professor Frank Pantridge’s world-changing defibrillator to the addition of the revolutionary Ferguson Black tractor this year.

This reflects a broader ambition to position the museum as a hub for STEAM-based learning and skills development – linking historic achievement to future potential. The gallery has been especially effective in engaging schools, educators and families, offering a compelling way into science, technology and engineering through human stories.

Beyond the gallery walls, the museum has invested in its outdoor setting. The arrival of Our Place in Space – a sculpture trail developed with Oliver Jeffers and Nerve Centre – brought a fresh dimension to the site. Blending art, science and storytelling, it captivated audiences. Over four weeks, nearly 20,000 people journeyed through the solar system on the museum grounds – supported by new access routes, signage and interpretation.

This success has laid the groundwork for further development of the Cultra estate – unlocking the museum’s landscape potential and enhancing the full visitor experience. The Ulster Transport Museum is now a more imaginative, outward-facing institution – well placed to grow and evolve in the years ahead.

Thank You

As we reflect on the achievements and milestones of the past year, we extend our sincere gratitude to all those who make our work possible.

We sincerely thank all our funding partners, with particular appreciation for our principal supporter, the Department for Communities. We are deeply grateful to our stakeholders, partners, board members, dedicated staff, members and volunteers.

And to our visitors – thank you for your curiosity, enthusiasm and for making our museums vibrant, inclusive spaces for all.

2.6 Financial Review

Financial Objective

National Museums NI's financial objective is to achieve a sustainable financial position at year end.

Going Concern

The Board is satisfied that the organisation is a going concern on the basis that it has a reasonable expectation that it will continue in operation for the foreseeable future. The financial statements are therefore prepared on a going concern basis.

Financial Results

In the financial year to 31 March 2025, National Museums NI reported net expenditure of £2.1m (2023/24: reported net expenditure £1.1m).

The total income for the year was £25.5m, an increase of £1.5m from 2023/24 (£24.0m). This includes £1.0m of capital funding.

Total expenditure was £27.6m compared to £25.1m in the prior year.

Depreciation and amortisation of £4.6m was charged in the 2024/25 year (2023/24: £4.3m), an increase resulting from an increased asset base.

The organisation retains significant reliance on Grant in Aid for its principal source of funding, largely from recurrent grants. In 2024/25, the Department for Communities provided 75% of the total income through allocated recurrent and capital grants (2023/24: 77%).

Reserves

National Museums NI has accumulated reserves of £104.4m (2023/24: £104.9m). The policy on reserves is included in Note 1, Accounting Policies, to the accounts. Restricted reserves total £25.4m (2023/24: £24.0m) and unrestricted reserves total £27.5m (2023/24: £30.8m). Revaluation reserves totalling £51.5m (2023/24: £50.1m) have accumulated through revaluations on land and buildings.

Within unrestricted reserves, National Museums NI has two designated funds, the Board reserve and the Board Capital reserve with funds totalling £1.7m at 31 March 2025 (2023/24: £1.0m). The funds have been designated for purposes that are for the public benefit and related to either the advancement of education, the advancement of the arts, culture, heritage or science or a combination of both. The reserves total at 31 March 2025 after taking out designated and restricted reserves was £77.3m (2023/24: £79.9m). The organisation had cash balances totalling £2.2m at the year end (2023/24: £3.0m).

Liquidity & Credit Risk

In 2024/25, £19.1m (75%) of National Museums NI gross income derived from funding received from the Department for Communities (2023/24: 77%).

The remaining non-Departmental operating expenditure was financed from self-generated income, which tends to be more seasonal in nature compared to Grant in Aid. National Museums NI is therefore exposed to some liquidity risk.

National Museums NI has credit policies and procedures in place and currently does not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

Payment Performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires organisations, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods and services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%.

During the accounting period 1 April 2024 to 31 March 2025, National Museums NI paid 95% of its invoices within 30 days (2023/24: 96%). The organisation incurred no interest charges in respect of late payment for this period.

The Northern Ireland Executive is committed to paying suppliers as quickly as possible, within 10 working days. During the accounting period 1 April 2024 to 31 March 2025, National Museums NI paid 75% of its invoices within 10 days (77% in 2023/24).

The decline in prompt payment performance is on account of the revision and enhancement of procedures following the implementation of a new Finance System, with Accounts Payable adopting a stricter approach to documentation and billing references, to ensure best practice is embedded from the outset, and in support of longer-term efficiency for the Accounts Payable function.

Land and Buildings

Land and buildings were subject to a full valuation by Land and Property Services (LPS) on 31 March 2025.

National Museums NI's estate as at 31 March 2025 consists of land and buildings valued at £74.7m (2023/24: £75.5m).

A cleared site of approximately 0.25 acres located at Landseer Street, Belfast was sold in July 2024 for £550,000, following an open market process which commenced in September 2023.

Financial

Net assets at 31 March 2025 were £104.4m (2023/24: £104.9m).

2.7 Plans for Future Periods

The Corporate Strategy (2025-30) was developed during 2024/25 and was launched in April 2025.

It sets out a desire to reframe how we want people to think about museums and also lays down a new vision for museums in which they are dynamic institutions in the service of society.

The strategy is focused on four key impact areas, that directly support the missions laid out within the Northern Ireland Executive's Programme for Government (2024-2027). These four impact areas are as follows:

1. Identity: Championing diversity & respect
2. Peacebuilding: Facilitating understanding & reconciliation
3. Environment: Addressing the climate emergency
4. Innovation: Supporting sustainable economic growth

In delivering actions against these priorities, our museums will be a dynamic forum for open-minded and innovative discussion, a confident voice for equality, reconciliation and sustainability, and a powerful catalyst for positive change in society.

Our new Corporate Strategy officially received Ministerial support and approval on 15 April 2025.



G Milligan
Chairman of the Board of Trustees
Date: 16 September 2025



K Thomson
Chief Executive
Date: 16 September 2025

3 ACCOUNTABILITY REPORT

The purpose of the accountability section of the annual report is to meet key accountability requirements to the Assembly. The requirements of the Accountability Report are based on the matters required to be dealt with in a Directors' Report, as set out in Chapter 5 of Part 15 of the Companies Act 2006 and Schedule 7 of SI 2008 No 410 and in a Remuneration Report, as set out in Chapter 6 of the Companies Act 2006 and SI 2013 No. 1981. The requirements of the Companies Act are adapted for the public sector.

3.1 Governance Statement for the Year Ended 31 March 2025

Governance Framework

National Museums NI is a Non-Departmental Public Body established under the Museums and Galleries (NI) Order 1998 and sponsored by the Department for Communities (DfC).

National Museums NI is governed by a Board of up to 15 Members and sub-committees that report to the Board. Members are appointed by the Minister. The Board has ultimate responsibility for directing the affairs of National Museums NI and for fulfilling the functions set out in the Museums and Galleries (NI) Order 1998.

The Accounting Officer is designated by DfC's Accounting Officer and has responsibility for the day-to-day management of National Museums NI and is supported and challenged by the Board.

The system of internal control is designed to manage risk to a satisfactory level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of National Museums NI's policies, aims and objectives, to evaluate the likelihood of those risks being realised and their impact should they be realised and to manage them efficiently, effectively and economically. The system of internal control has been in place in National Museums NI for the year ended 31 March 2025 and up to the date of approval of the annual report and accounts and accords with Department of Finance (DoF) guidance.

The governance framework also includes a number of additional elements that contribute to the effective governance of the organisation. These comprise:

- Board Standing Orders;
- Board Operating Framework;
- Terms of Reference for Committees;
- Partnership Agreement between DfC and National Museums NI;
- The Corporate Plan 2021-25 and Business Plan 2024/25;
- The Corporate Plan 2025-30 and Business Plan 2025/26;
- The Performance Excellence Framework;
- The Risk Management Framework;
- Raising Concerns (Whistleblowing) Policy; and
- Anti-Fraud Policy and Fraud Response Plan.

Compliance with Corporate Governance Code

National Museums NI, in so far as it is relevant for a Non-Departmental Public Body, complies with the Corporate Governance Code.

Process for Identifying and Managing Conflicts of Interests

National Museums NI has a 'Managing Conflicts of Interest and Representation on Outside Bodies Policy'. The purpose of the policy document is to set out the principles for minimising and managing potential conflicts of interest and, in so doing, provide protection to National Museums NI and its staff from reputational damage and other liabilities. Board Members and employees of National Museums NI are required to disclose areas of actual, potential or perceived conflict with the interests of National Museums NI. There are codes of conduct for both employees and Board Members which require adherence to the Seven Principles of Public Life as defined by the Committee of Standards in Public Life.

A Register of Interests is maintained for Board members and the Executive Team and is available for inspection at the principal address and on the National Museums NI website nationalmuseumsni.org. Appropriate action is taken in line with the policy where any conflicts or perceived conflict arise.

Related party transactions are disclosed in note 22 of the financial accounts.

Review of Effectiveness

Accounting Officer

As Accounting Officer, I have responsibility for maintaining a sound system of internal governance that supports the achievement of the aims and objectives of the National Museums NI. I also have responsibility for the propriety and regularity of the public finances allocated to National Museums NI and for safeguarding public funds and assets, in accordance with the responsibilities assigned. As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Internal Auditors; the managers within National Museums NI who have responsibility for the development and maintenance of the internal control framework; and, comments made by the External Auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit and Risk Assurance Committee, and plan to address weaknesses and ensure continuous improvement of the system is in place.

In my role as Accounting Officer, I function with the support of the Board of the National Museums NI ("the Board"). This includes highlighting to the Board specific business risks and, where appropriate, the measures that could be employed to manage these risks.

At meetings of the Board the following standing agenda items are addressed (either directly or through reporting from one of the sub-committees):

- Minutes of Previous Meeting;
- Strategic Priorities;
- Chief Executive Update;
- Progress Against Budget;
- Progress against business and corporate plan and risks in achieving stated objectives; and
- Risk Management.

The Board operates as a collegiate forum under the leadership of the Chair. It ensures that the appropriate strategic planning processes are in place and that there is effective operational management of their implementation. Day-to-day operational matters are my responsibility and that of senior colleagues. Each Board Member participates in the high-level corporate decision-making process as a member of the Board; contributes to the operation of corporate governance arrangements within the organisation; and, supports me in my roles of Chief Executive and Accounting Officer.

As Chief Executive, I am responsible for agreeing the agenda for Board meetings with the Chair and ensuring the Chair and Board Members are provided with timely information to support full discussion and decision-making at each meeting. The Board receives written reports on key strategic areas and on the status of delivery against Business Plan objectives. The quality and timeliness of the information and reports has been acceptable to the Board.

I meet formally with our Sponsor Branch in the Department for Communities quarterly. At these meetings National Museums NI is assessed against its delivery of the Ministerial and Departmental priorities as agreed in the Corporate Strategy and Museums Policy as well as the review of the management of risk within National Museums NI.

The Board

The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and supporting and challenging the Chief Executive as Accounting Officer in setting and meeting its corporate aims and objectives.

The key aspects of the Board's role include:

- Setting the strategic direction for the organisation, including its vision, values and strategic objectives;
- Overseeing the implementation of its Corporate and Business Plans, monitoring performance against objectives and supervising its budget;
- Leading and overseeing the process of change and encouraging innovation, to enhance the organisation's capability to deliver;
- Overseeing the strategic management of staff, finance, information and physical resources, including setting training and health and safety priorities; and
- Establishing and overseeing the implementation of the corporate governance arrangements including risk management.

The Board has delegated to the Audit and Risk Assurance Committee responsibility for an assessment of the effectiveness of the system of internal control.

As part of their induction, all Board Members attend training in respect of their responsibilities for corporate governance and accountability of the organisation.

In order to manage any conflicts or potential conflicts of interest the Chairman asks those present at the start of each meeting if they are conflicted with any of the agenda items.

For further information on any actual or potential conflicts arising at National Museums NI board meetings, minutes are available for review on the National Museums NI website nationalmuseumsni.org.

Board Membership and Attendance

During 2024/25 the following served as Board Members:

	Attendance at Board meetings	Maximum Possible in Year	Percentage Attendance
Mr Gordon Milligan (Chairman)	8	8	100%
Miss Charlotte Jess (Vice Chair)	7	8	88%
Mr William Duddy*	2	2	100%
Dr Robert Whan	7	8	88%
Mr William McMullan	8	8	100%
Mr Keith Charlton	8	8	100%
Mr Mark Walker	8	8	100%
Mr Ryan Cornett	6	8	75%
Dr Sally Montgomery OBE	7	8	88%
Ms Therese Rafferty	7	8	88%
Ms Fiona Ryan	5	8	63%
Mr Peter Osborne	7	8	88%
Mr Shane Quinn**	6	6	100%

* Term completed on 30 June 2024

** Appointed on 1 July 2024

The Board receives reports covering key performance indicators, business plan performance, financial performance, capital programme activity, loans (to and from the organisation) for agreement and minutes from each of the sub-committees. The Board has assessed its effectiveness and has identified areas where it can improve. These areas include induction for new Board Members, committee membership, advocacy and conduct at meetings.

Appointments to the Board are for a period of up to five years.

Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (ARAC) met three times during the year to review reports on risk management, the control environment, matters arising from internal and external audits, progress on the implementation of audit recommendations, and to review and endorse the Annual Report and Accounts to the Board to approve.

The Committee discharged its oversight responsibilities in accordance with the Terms of Reference and it has the requisite skills (including governance, financial reporting, risk management, auditing, strategic planning and understanding the core functions of the organisation) to discharge its responsibilities effectively.

During the year the following Members attended meetings of the ARAC as follows:

	Attendance at ARAC meetings	Maximum Possible in Year	Percentage Attendance
Mr Mark Walker*	5	5	100%
Mr William McMullan**	5	5	100%
Mr William Duddy***	1	1	100%
Mr Keith Charlton	4	5	80%
Mr Ryan Cornett	4	5	80%
Dr Sally Montgomery	4	5	80%
Mr Shane Quinn****	1	2	50%

* Appointed Chair on 5 November 2024

** Resigned as Chair October 2024

***Term completed on 30 June 2024

**** Appointed to ARAC on 5 November 2024

In addition to its members, the following normally attend the Audit and Risk Assurance Committee:

- The Accounting Officer
- The Chief Operating Officer
- The Director of Collections
- The Head of Finance & Governance
- Representative(s) from the NI Audit Office
- Representative from the Department for Communities
- Internal Audit

Business Planning and Risk Management

Business Plan

The 2024/25 Business Plan was approved by Trustees at the March 2024 Board meeting.

Risk Management

The Risk Management Framework sets out the process whereby the National Museums NI methodically identifies, assesses and responds to the risks attached to its activities. It assigns responsibility and accountability for risk management; defines the processes for risk review and reporting; describes a format for the organisation's corporate risk register; and explains the organisation's approach to training in risk management.

Each risk is allocated a risk rating based on an evaluation of its impact and likelihood in two stages:

1. Assessment of inherent risk before any controls are identified.
2. Assessment of residual risk taking account of current risk response and controls and the required action plan.

Residual risk ratings are compared to the risk appetite and if the controls are judged to be inadequate to manage risk within the risk appetite, then further action is identified to strengthen these controls.

Any strategic and/or key risks are escalated and included within the Corporate Risk Register. The Corporate Risk Register identifies risks and agreed actions and allocates responsibility for those to a risk owner. The Register is reviewed regularly by the Executive and Senior Management Team and quarterly by the Audit and Risk Assurance Committee and reported to the Board at each meeting.

In addition to the Corporate Risk Register, Internal Project Boards have developed project risk registers with project Senior Responsible Owners responsible for risk management. The Senior Management Team are fully involved in the continual review and management of risks and are trained and equipped to manage risk in a way appropriate to their authority and duties. The Internal Auditors provide advice and guidance on good practice in the management of risk throughout the audit process. Changes in the risk environment during the year have been dealt with by considering the impact of the risks assessed and taking action to manage the risks.

During the year the following key strategic risks relating to business objectives were identified, and presentations made to Trustees to provide context and greater understanding of specific emerging risks:

1. The external macro environment creates significant uncertainty, volatility & inertia;
2. Fulfilment of Statutory Obligations are placed at risk due to unaddressed structural underfunding;
3. Our public engagement does not offer equal opportunities (risk level now changed to operational);
4. The organisational systems and processes do not support the business need (risk level now changed to operational);
5. Approval and investment is not secured to deliver the major capital programme;
6. A cybersecurity event occurs on National Museums NI systems which allows exposure or loss of data;
7. Lack of agility and flexibility within public sector systems and processes inhibits business responsiveness and effectiveness;
8. Inability to recruit and retain key Finance, IT & HR staff to fulfil statutory obligations;
9. Necessary investment and approvals are not secured to deliver the annual capital programme;
10. Carbon reduction targets and sustainability action plan actions are not delivered;
11. A breach in security leads to a loss or damage to collections and reputation;
12. Injury and illness from exposure to collections hazards;
13. The conservation heritage of our built estate is not addressed effectively to prevent further deterioration; and
14. Decline in visitors to paid entry sites.

In 2024/25 there were no instances where the Committee determined that risk(s) lay outside the organisation's risk appetite and were thus unacceptable. The Board continue to review corporate risks and provide their views on a quarterly basis.

Fraud Risk and Information Risk

The management and control of the risk of fraud is set out in the Anti-Fraud Policy and Fraud Response Plan. Further related guidance is provided in the Anti-Bribery and Corruption Policy, the Conflicts of Interest Policy, the Staff Code of Conduct and the Raising Concerns Policy.

The Anti-Fraud Policy and Fraud Response Plan were updated in March 2024 to continue promotion of a culture within the organisation which raises awareness of the risks and consequences of fraud, and incorporates all relevant fraud related guidance and good practice. The plan is reviewed every three years.

There were no gifts provided to any parties during the year.

There were no personal data related incidents during the year.

There were no fraud incidents or attempts during the year.

Charities Act (Northern Ireland) 2022

National Museums NI, has continued to comply with guidelines and principles of the Charity Commission for Northern Ireland (CCNI) and will comply with the resultant Charities Act (Northern Ireland) 2022.

Disclosure of Audit Information

So far as the Accounting Officer is aware, there is no relevant audit information of which the Board's auditors are unaware. The Accounting Officer has taken all necessary steps to make herself aware of any relevant audit information and to establish that the Board's auditors are aware of that information.

Important events since the end of the financial year

There were no events since the end of the financial year requiring disclosure.

Northern Ireland Audit Office

The Northern Ireland Audit Office will complete the audit of the 2024/25 financial statements in accordance with International Standards on Auditing (UK) (ISAs) issued by the Financial Reporting Council; with Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'; and with the Audit Strategy presented to the Audit Committee in March 2025. The 2023/24 financial statement received an unqualified audit opinion, without modification from NIAO.

Sources of Independent Assurance

National Museums NI draws assurance on its system of internal control and governance arrangements from independent sources, in particular:

Internal Audit

The primary objective of internal audit is to provide an independent and objective opinion to the Board and Audit and Risk Assurance Committee on the adequacy and effectiveness of the system of internal control. The work of internal audit is informed by an analysis of the risks to which National Museums NI is exposed.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

National Museums NI and the Board contracts out its internal audit services. The appointed firm of Internal Auditors operates to Public Sector Internal Audit Standards (PSIAS). The Internal Audit Plan 2024/25 was approved by the Audit and Risk Assurance Committee in September 2024. The Committee considered reports on the following audits performed in 2024/25:

AUDIT ASSIGNMENT	ASSURANCE OPINION
Review of Core HR Operations	Satisfactory
Review of Collection Security: Storage and Access	Satisfactory
Review of Business Continuity Planning	Satisfactory
Review of IT & Cyber Security Arrangements	Satisfactory
Review of Procurement and Contract Management	Satisfactory
Review of Collections Hazards	Limited

During 2024/25 the Internal Auditors identified two Priority 1 issues. These issues were:

- Collections Hazards – Clarity of Roles and Responsibilities
- Collections Hazards – Formalisation of Programme of Work to Completion

Both of these issues have been accepted by National Museums NI and a management action plan is in place to address the findings.

For the 12 months ended 31 March 2025, the Head of Internal Audit opinion for National Museums NI is as follows:

“On the basis of the programme of work undertaken during the 2024/25 financial year, we can conclude that the National Museums NI has established a framework of controls that provides Satisfactory assurance regarding the effective and efficient achievement of its objectives, and the management of key risks.”

Financial Management

Responsibility for ensuring that an effective system of internal financial control is maintained and operated rests with the Accounting Officer supported by the Audit and Risk Assurance Committee. The systems of internal financial control provide reasonable but not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or will be detected within a timely period.

Internal financial control is based on a framework of management information, financial regulations and administrative procedures, which include the segregation of duties, management supervision and a system of delegation and accountability.

National Museums NI has established Financial Policies and Procedures that address areas of risk as well as operational efficiency and effectiveness. These documents act as a reference point detailing all Financial Policies and Procedures that have been approved by the Board of National Museums NI.

All staff are briefed on these policies during their induction and at regular staff meetings. Any needs identified are addressed through the National Museums NI annual training and development plan.

Internal Governance Divergences

During the year there were two Priority One recommendations which have been described in the statement by the Head of Internal Audit.

It should be further noted that no 'ministerial directions' have been issued to the National Museums NI and there have been no reported lapses of protective security.

Conclusion

As Accounting Officer, I am satisfied that an appropriate system of internal governance is in place within National Museums NI.



Kathryn Thomson
Chief Executive
Date: 16 September 2025

3.2 Remuneration and Staff Report

Remuneration Policy

The Chairman of the Board is responsible for monitoring and reviewing the performance of the Chief Executive in accordance with the Senior Civil Service Pay Strategy.

The Chief Executive is responsible for monitoring and reviewing the performance of the Executive Team of National Museums NI in accordance with the SCS Pay Strategy (for those Directors employed under SCS terms) and in accordance with the Northern Ireland Civil Service Pay Strategy for other Directors.

The pay of National Museums NI staff is based on the NICS system of pay scales for each grade, including SCS, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance. NI public sector pay policy guidance was published on 26th March 2025. The pay award for National Museums NI staff, including SCS, for 2024/25 has been finalised and was paid in June 2025.

Service Contracts

The Civil Service Commissioners (NI) Order 1999 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Code published by the Civil Service Commissioners for Northern Ireland specifies the circumstances when appointments may be made by exception to merit. Unless otherwise stated, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in consideration of the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Policy on duration of contracts, notice periods and termination payments

Senior staff, including the Chief Executive, are permanent employees of National Museums NI. The notice period for senior staff is three months. Termination payments are in accordance with contractual terms and those of the Principal Civil Service Pension Scheme (NI).

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior management (i.e., Directors) of National Museums NI.

Senior Management Total Remuneration (Audited Information)

	Salary £'000		Pension Benefits ¹ (to nearest £1,000)		Total £'000	
	2024/25	2023/24	2024/25	2023/24 ²	2024/25	2023/24
K Thomson Chief Executive	115-120	110-115	55,000	56,000	170-175	165-170
C Catney Chief Operating Officer	55-60	85-90	25,000	33,000	80-85	120-125
W Blair Director of Collections	90-95	85-90	47,000	(12,000)	135-140	70-75
A Ward Director of Public Engagement (From 1 December 2023)	80-85	25-30 (75-80 full year equivalent)	50,000	10,000	130-135	35-40 (85-90 full year equivalent)

Salary

Salary includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments. This report is based on accrued payments made by National Museums NI and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. There were no benefits in kind provided during the financial year (2023/24: £nil).

Pension Benefits

Benefits are shown in real terms and outcomes are dependent on the pension scheme each employee belongs to. Please see below to explanation for any negative outcomes:

- In some cases, the real increase in CETV and the pension benefits accrued for the single total figure of remuneration can be negative – that is, there can be a real decrease. This is particularly likely to happen during periods of pay restraint and/or where inflation is higher than pay increases.

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.

² Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the Remedy Period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the alpha scheme for the period from 1 April 2015 to 31 March 2022.

- The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of a member having an extra year's service and by virtue of any pay rise during the year. Where there is no pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.
- For example, this is particularly likely to happen for members in the 'Classic Plus' scheme where no service after 30 September 2002 counts towards the calculation of the lump sum.

Fair Pay Disclosures (Audited information)

Pay Ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in National Museums NI in the financial year 2024/25 was £115,001 - £120,000 (2023/24: £110,001 - £115,000). The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

2024/25	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£23,349	£23,919	£32,168
Pay Ratio	5.03:1	4.91:1	3.65:1

2023/24	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£21,933	£24,692	£34,462
Pay Ratio	5.13:1	4.56:1	3.26:1

The 25th percentile, median and 75th percentile remuneration figures are based on annualised salaries for the last month of the financial year, adjusted for any non-consolidated payments made to staff during the year.

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

The values for the salary component of remuneration for the 25th percentile, median and 75th percentile were £23,349 (2023/24: £21,933), £23,919 (2023/24: £24,692) and £32,168 (2023/24: £34,462) respectively.

In 2024/25 and 2023/24, no employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £23,177 to £117,500 (2023/24: £21,053 to £112,500).

Changes in the pay ratios in 2024/25 compared to 2023/24 were as a result of how the pay award impacts the grades throughout the staffing structure as well as the impact of progression through the salary points.

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) salary and allowances, and
- b) performance pay and bonuses

of the highest paid director and of their employees as a whole.

The percentage changes in respect of National Museums NI are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2024/25 v 2023/24	2023/24 v 2022/23
Average employee salary and allowances	+0.79%	+9.35%
Highest paid director's salary and allowances	+4.44%	+9.76%

No performance pay or bonuses were payable in these years.

Remuneration of Board Members

No emoluments were paid to members of the Board for the year ended 31 March 2025 except for an honorarium to the Chairman (appointed 1 October 2023) amounting to £10,500 (2023/24: £2,500).

Pensions of Senior Management (Audited Information)

	Accrued pension at pension age as at 31/3/25 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/25	CETV at 31/3/24³	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
K Thomson Chief Executive	50-55	2.5-5	817	732	37
C Catney Chief Operating Officer	15-20	0-2.5	264	222	20
W Blair Director of Collections	45-50	2.5-5	753	670	33
A Ward Director of Public Engagement	10-15	2.5-5	126	87	26

³ The pension benefits of any members affected by the [Public Service Pensions Remedy](#) which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS(NI) membership for the same period.

Northern Ireland Civil Service (NICS) Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the Classic, Premium, Classic Plus and Nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS(NI))) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal pension age remained in their previous scheme arrangement (full protection) and those who were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment and 2015 Remedy

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022, and
- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the Remedy Period) retrospectively calculated under either the current (reformed) scheme rules, or the old (pre-reform) legacy rules which existed before 2015.

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forwards in providing equal pension provision for all scheme members.

The Department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their Remedy Period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice. There are a significant number of Immediate Choice Remediable Service Statement (RSS) packs to issue. This process involves complex calculations to provide members with individually tailored statements. Due to the complexity of the calculations and some prolonged work to finalise policy elements of the remedy, not all Immediate Choice packs will issue by 31 March 2025 as originally planned. The legislation for the 2015 Remedy provides discretion which allows the Scheme Manager to extend beyond this date so it has become necessary to engage this discretion.

At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Report and Accounts | Department of Finance \(finance-ni.gov.uk\)](https://www.finance-ni.gov.uk).

As part of the remedy involves rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the 7-Year Remedy Period, the value of pension benefits for the 2024/25 pension disclosures for affected members continue to be based on the rolled back position.

Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS(NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living.

New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of Premium or joining the Partnership Pension Account. New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Annual Benefit Statements

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy Classic, Premium, and Classic Plus arrangements and 65 for any benefits accrued in Nuvos. Further details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\) | Department of Finance \(finance-ni.gov.uk\)](https://www.finance-ni.gov.uk/civil-service-pensions-ni).

Pension Increases

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2024 was 1.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2025.

Employee Contribution Rates

Employee contribution rates for all members for the period covering 1 April 2024 – 31 March 2025 and 1 April 2025 – 30 June 2025 are as follows⁴:

Annualised Rate of Pensionable Earning (Salary Bands) 1 April 2024 to 31 March 2025		Annualised Rate of Pensionable Earning (Salary Bands) 1 April 2025 to 30 June 2025		Contribution rates – All members
From	To	From	To	
£0	£26,302.49	£0	£27,091.99	4.60%
£26,302.50	£59,849.99	£27,092.00	£61,645.99	5.45%
£59,850.00	£160,964.99	£61,646.00	£165,793.99	7.35%
£160,965.00 and above		£165,794.00 and above		8.05%

⁴ Rates are expected to change mid-year as a result of the outcome of the [consultation on Scheme Yield and Member Contributions](#)

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should be in line with the new SCAPE discount rate of 1.7% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs. The HM Treasury Guidance of 27 April 2023 can be found at [Basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/basis-for-setting-the-discount-rates-for-calculating-cash-equivalent-transfer-values-payable-by-public-service-pension-schemes). As at the year-end there have been no further changes to the SCAPE discount rate of 1.7% above CPI inflation since the HM Treasury guidance was published.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period (which therefore disregards the effect of any changes in factors).

Compensation for loss of office (Audited information)

No compensation for loss of office was payable in the year.

Staff report

Total Staff Costs (Audited Information)

Staff Cost	Permanently employed staff	Others	2025	2024
	£	£	£	£
Salaries and wages (includes temporary non-payroll staff)	9,768,289	258,675	10,026,964	9,745,318
Social security costs	901,929	-	901,929	888,252
Pension costs	3,173,959	-	3,173,959	2,524,346
Apprenticeship levy	36,881	-	36,881	29,106
Other staff costs	-	-	-	10,798
Release of Historic Payroll Provision	-	-	-	(812,575)
Total	13,881,058	258,675	14,139,733	12,385,245

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but National Museums NI is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. Reforms were made to the CCM which was applied to the 2020 scheme valuations and included the introduction of a reformed scheme-only cost control mechanism which assesses just the costs relating to reformed schemes (alpha for the NICS) and introduced an economic check. Prior to the cost control mechanism reforms, legacy scheme (PCSPS(NI)) costs associated with active members were also captured in the mechanism. The reformed-scheme-only design and the economic check were applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The 2020 scheme valuation outcome was that the core cost cap cost of the scheme lies within the 3% cost cap corridor. As there is no breach of the cost control mechanism, there is no requirement for the Department of Finance FD (DoF) 02/25 - Appendix A.2 22 to consult on changes to the scheme. Further information can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations>

For 2024/25, employers' contributions of £3,184,437 (including £16,940 of capitalised contributions) were payable to the NICS pension arrangements at a flat rate of 34.25% of pensionable pay, for all salaries (2023/24: £2,519,397 at one of three rates in the range 28.7% to 34.2%).

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £6,237 (2023/24: £4,749) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2023/24: 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £225, 0.5% (2023/24 £200, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil (2023/24: £Nil). Contributions prepaid at that date were £Nil (2023/24: £Nil).

No persons (2023/24: None) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2023/24: £Nil).

Staff costs apportioned by activity (Audited Information)

Activity area	2025	2024
	£	£
Trading (Primary & Non Primary)	409,681	594,432
Collection Services	1,931,232	2,604,607
Curatorial & Education	2,615,859	1,771,513
Experience & Enterprise	6,499,596	4,781,985
Audience Development	1,294,801	1,010,701
Operations	1,388,564	1,622,007
Total	<u>14,139,733</u>	<u>12,385,245</u>

The average number of persons employed (Audited Information)

The average number of full-time equivalent employees employed during the year analysed by category of staff was as follows:

	Permanently employed staff	Others	2025 Total	2024 Total
Experience & Enterprise Development	109	7	116	99
Collection Services	42	-	42	42
Operations	31	-	31	34
Curatorial and Education	33	7	40	35
Audience Development	22	1	23	25
Support	20	3	23	25
Trading	6	-	6	8
Chief Executive's Office	<u>5</u>	-	<u>5</u>	<u>5</u>
	<u>268</u>	<u>18</u>	<u>286</u>	<u>273</u>

Further analysis of full-time equivalent employees at 31 March is as follows:

	2025		2024	
	Male	Female	Male	Female
Chief Executive	-	1	-	1
Directors	3	-	3	-
Employees	<u>124</u>	<u>154</u>	<u>108</u>	<u>144</u>
Total	<u>127</u>	<u>155</u>	<u>111</u>	<u>145</u>

Other Disclosures

- Staff Turnover Percentage was 9.23% for the year (2023/24: 10.81 %).
- Per our Staff Pulse survey in November 2024, the composite staff engagement score was 74% (2023/24: 77.1%).
- There were no off-payroll arrangements with any individuals during the year (2023/24: £nil).
- There was £nil expenditure on external consultancy during the year (2023/24: £nil).
- Travel expenses of £2,172 were reimbursed to nine Trustees (2023/24: £616).
- Further information on staff costs is contained in note 6 of the financial statements.

Sickness Absence

National Museums NI employed 286 staff (expressed as full-time equivalents). Overall staff absenteeism for the period 1 April 2024 to 31 March 2025 was 4.45% (2023/24: 4.58%), which equates to an average per FTE of 6.01 days (2023/24: 6.33 days).

The majority of sickness absence continues to be attributable to staff on long term sickness.

Staff Policies

As an equal opportunities employer, National Museums NI do not discriminate against staff or applicants for posts on any grounds, including disability. Care is taken to ensure the needs of disabled applicants are considered in the recruitment and promotion processes. National Museums NI also considers and introduces reasonable adjustments to support the employment of people with disabilities and to support the continuing employment of staff who have a disability.

National Museums NI is committed to the priorities as set out in legislation on equality, disability discrimination, dispute resolutions, health and safety, safeguarding, data protection and freedom of information.

In line with our corporate commitment to champion inclusion, diversity and accessibility we developed a new Diversity, Inclusion and Accessibility Policy which was approved by the Board in March 2022.

Within the policy, we have outlined specific initial priority outcomes, including workplace culture which we shall continue to monitor and improve throughout the period of our Corporate Plan 2025-30.

Reporting of Civil Service and other compensation schemes – exit packages (Audited Information)

Exit package Cost Band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
<£10,000	-	-	-	-	-	-
£10,000-£25,000	-	-	-	1	-	1
£25,000-£50,000	-	-	-	-	-	-
£50,000-£100,000	-	-	-	-	-	-
£100,000-£150,000	-	-	-	-	-	-
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	-	-	-	1	-	1
Total resource cost (£)	-	-	-	£10,798	-	£10,798

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (Northern Ireland), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972. Exit costs are accounted for in the year in which the relevant exit packages are agreed.

There were no exit packages agreed in 2024/25.

Any ill-health retirement costs are met by the pension scheme and are not included in the table.



K Thomson
Chief Executive
Date: 16 September 2025

3.3 Statement of Trustees' and Chief Executive's Responsibilities for the Year Ended 31 March 2025

Under Article 10(2) of the Museums and Galleries (NI) Order 1998 the National Museums NI is required to prepare a statement of accounts for each financial year in the form and on the basis determined by the Department for Communities with the approval of the Department of Finance. The accounts are prepared on an accruals basis and must give a true and fair view of National Museums NI's state of affairs at the year end and of its financial activities and cash flows for the financial year.

In preparing the accounts the Board are required to:

- observe the accounts direction issued by the Department for Communities, including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that National Museums NI will continue in operation; and
- ensure the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the Department for Communities has designated the Chief Executive as the Accounting Officer for National Museums NI. The relevant responsibilities of an Accounting Officer, including the responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping of proper records and for safeguarding National Museums NI's assets, are set out in the Managing Public Money NI, issued by the Department of Finance. As Accounting Officer, I can confirm:

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that National Museums NI's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

3.4 Assembly Accountability & Audit Report (Audited Information)

Losses and Special Payments

There were no special payments or losses made in the financial year (2023/24: £1,862.32).

Remote Contingent Liabilities

National Museums NI has one remote contingent liability as detailed in Note 24 (2023/24: one).

The matter has not been agreed and as such, no provision has been made.

Regularity of Expenditure

National Museums NI noted no issues with regularity of expenditure during the financial year.



Kathryn Thomson
Chief Executive
Date: 16 September 2025

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums Northern Ireland for the year ended 31 March 2025 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including Financial Reporting Standard (FRS) 102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of National Museums Northern Ireland's affairs as at 31 March 2025 and of its total incoming resources and expenditure of resources for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of National Museums Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Museums Northern Ireland's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not disclosed in the financial statements any identified any material uncertainties that relating to events or conditions that, individually or collectively, may cast significant doubt about on the National Museums Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for National Museums Northern Ireland is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Trustees and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Trustees and the Chief Executive are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Museums and Galleries (Northern Ireland) Order 1998; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Museums Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Report Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees and Chief Executive's Responsibilities, the Trustees and the Chief Executive as Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Trustees and Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- assessing the National Museums Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and Accounting Officer anticipates that the services provided by National Museums Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Museum and Galleries (Northern Ireland) Order 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA's (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the National Museums Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums Northern Ireland's compliance with laws and regulations;

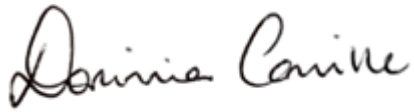
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of National Museums Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

25 September 2025

NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Restricted £	Unrestricted £	2025 £	Restricted £	Unrestricted £	2024 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	5,000	117,622	122,622	-	105,115	105,115
Gifts in kind	2	2,160,447	-	2,160,447	1,027,890	-	1,027,890
<i>Charitable activities</i>							
Grant-in-aid	3	1,037,000	18,047,000	19,084,000	2,152,000	16,320,000	18,472,000
Admissions	3	-	1,327,993	1,327,993	-	1,294,665	1,294,665
Other grants	3	1,041,978	52,729	1,094,707	1,350,015	-	1,350,015
<i>Other trading activities</i>							
Sponsorships	4	16,000	-	16,000	-	-	-
Trading	4	-	1,582,348	1,582,348	-	1,400,954	1,400,954
Investment income		-	59,766	59,766	-	46,065	46,065
Other income	5	-	81,640	81,640	-	280,080	280,080
Total income		4,260,425	21,269,098	25,529,523	4,529,905	19,446,879	23,976,784
Expenditure on:							
<i>Raising funds</i>							
Trading	6	16,593	1,260,848	1,277,441	54,787	1,506,496	1,561,283
<i>Charitable activities</i>							
Collection Services	6	40,988	2,853,397	2,894,385	260,771	3,520,947	3,781,718
Curatorial & Education	6	980,270	3,593,931	4,574,201	771,990	2,453,815	3,225,805
Experience & Enterprise	6	182,213	9,498,974	9,681,187	516,161	6,999,905	7,516,066
Audience Development	6	53,866	2,152,327	2,206,193	131,318	1,784,021	1,915,339
Operations	6	83,746	6,877,791	6,961,537	237,553	6,811,324	7,048,877
		1,357,676	26,237,268	27,594,944	1,972,580	23,076,508	25,049,088
Net income/(expenditure) before tax		2,902,749	(4,968,170)	(2,065,421)	2,557,325	(3,629,629)	(1,072,304)
Tax credit	8	-	70,836	70,836	-	-	-
Net income/(expenditure) after tax		2,902,749	(4,897,334)	(1,994,585)	2,557,325	(3,629,629)	(1,072,304)
Transfers between funds		(1,417,335)	1,417,335	-	(1,057,947)	1,057,947	-
Other recognised gains/(losses)							
Gains on revaluation of fixed assets	9	-	1,552,367	1,552,367	-	1,322,186	1,322,186
Net movement in funds		1,485,414	(1,927,632)	(442,218)	1,499,378	(1,249,496)	249,882
Reconciliation of funds:							
Total funds brought forward		23,955,558	80,914,595	104,870,153	22,456,180	82,164,091	104,620,271
Total funds carried forward		25,440,972	78,986,963	104,427,935	23,955,558	80,914,595	104,870,153

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**


**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	2025 £	2024 £
Fixed Assets			
Tangible assets	9	87,743,221	89,716,041
Heritage assets	9	16,210,318	13,902,708
Intangible assets	11	370,034	885,677
Investment in subsidiary	12	<u>2</u>	<u>2</u>
		104,323,575	104,504,428
Current Assets			
Stock	13	333,263	299,052
Debtors	14	1,309,653	1,650,339
Cash at bank and in hand	15	<u>2,239,286</u>	<u>3,023,058</u>
		3,882,202	4,972,449
Liabilities			
Creditors - amounts falling due within one year	16	<u>(3,327,921)</u>	<u>(4,606,724)</u>
Net current assets		<u>554,281</u>	<u>365,725</u>
Total assets less current liabilities		104,877,856	104,870,153
Provision for liabilities and charges	17	<u>(449,921)</u>	<u>-</u>
Total Net Assets		<u><u>104,427,935</u></u>	<u><u>104,870,153</u></u>
Represented by:			
Restricted funds	18	25,440,972	23,955,558
Unrestricted funds	18	27,473,274	30,846,774
Revaluation reserve	18	<u>51,513,689</u>	<u>50,067,821</u>
		<u><u>104,427,935</u></u>	<u><u>104,870,153</u></u>

The notes on pages 66 to 80 form part of these accounts.

The accounts on pages 63 to 80 were approved by the Board of Trustees of National Museums NI on 16 September 2025 and are signed on its behalf


G Milligan
Chairman of The Board of Trustees


K Thomson
Chief Executive

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by operating activities	21	<u>380,924</u>	<u>2,106,144</u>
Cash flows from investing activities:			
Interest received		59,766	46,065
Proceeds from the sale of property, plant and equipment		543,555	-
Purchase of intangible fixed assets		(117,885)	(299,565)
Purchase of tangible fixed assets		<u>(1,650,132)</u>	<u>(2,403,505)</u>
Net cash used by investing activities		<u>(1,164,696)</u>	<u>(2,657,005)</u>
Change in cash and cash equivalents in the reporting period		(783,772)	(550,861)
Cash and cash equivalents at 1 April 2024	21	<u>3,023,058</u>	<u>3,573,919</u>
Cash and cash equivalents at 31 March 2025	21	<u><u>2,239,286</u></u>	<u><u>3,023,058</u></u>

Further detail to this cash flow statement is reported in Note 21.
The notes on pages 66 to 80 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

These accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of certain assets. The accounts are presented in the functional currency, pounds sterling, and in whole pounds. Non-functional currency transactions are translated at the prevailing rate at the transaction date.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006, the accounting standards issued or adopted by the Accounting Standards Board and disclosure requirements issued by the Department of Finance in so far as those requirements are appropriate. They also comply with the Charities SORP (FRS 102) (2019).

The charity is a public benefit entity.

There are no material uncertainties related to events or conditions that cast significant doubt on the ability of National Museums NI to continue as a going concern.

The principal policies which have been adopted in the preparation of these accounts are as follows:

Incoming resources

Grant income from the Department for Communities is shown in the Statement of Financial Activities in the year in which it is received. Undrawn grant-in-aid is not available to be carried forward from one year to the next.

Other grant income is recognised as and when the conditions for its receipt have been met.

Deferred income will be matched and released as and when the conditions for its application have been met.

Gifts in kind donated, where a third party is bearing the cost, are included at the cost to the third party.

Admissions income, trading income and donations are accounted for on an accruals basis.

No amounts are included in the accounts for services donated by volunteers.

Resources expended

Resources expended are accounted for on an accruals basis. Expenditure is classified under principal charitable activities or costs of generating funds in order to provide more useful information to the users of the accounts.

Expenditure is classified to be in furtherance of charity objectives when it is directly attributable to the projects undertaken. All other expenditure is allocated either to support costs or costs of generating funds, as appropriate. Support costs comprise the costs of the Chief Executive's Office, Human Resources, Finance and Governance costs and are allocated to the charitable activities on a basis consistent with the use of the resources. The support costs are allocated according to the number of full time equivalent staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES (continued)

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

Depreciation is provided on all tangible fixed assets, other than land, assets under construction and heritage assets, at rates calculated to write off the cost or valuation, less estimated residual value, on a straight line basis for each asset over its expected useful life as follows:

Buildings	2% - 5%	per annum
Permanent exhibitions	2% - 20%	per annum
Computer equipment	5% - 20%	per annum
Fixtures and equipment	5% - 20%	per annum
Plant and machinery	5% - 15%	per annum
Motor vehicles	7% - 15%	per annum

Land and buildings are professionally revalued every year. With the exception of permanent exhibitions, the cost of all other fixed assets are restated annually to reflect their current value using the relevant price indices at the year end and to identify any impairment of value. The revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The minimum level for capitalising tangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Heritage Assets

Objects purchased since 1 April 2001 are included in the balance sheet at cost. Depreciation is not charged and the objects are not revalued.

Objects donated since 1 April 2001 are included at valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. Where obtaining a value is not practicable, donated heritage assets are not recognised in the accounts.

Collections acquired before 1 April 2001 are assets of historical and scientific importance held to advance National Museums NI's educational and cultural objectives. These assets were not capitalised in past accounting periods as reliable cost information was not available and a reliable valuation approach was not considered to be commensurate with the benefits to users of the financial statements.

Nature & scale of heritage assets

The collections of National Museums NI are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world. Historically, they have grown on the site-based framework of the Ulster Museum, the Ulster Folk & Transport Museums and the Ulster American Folk Park. However, since similar collection types can relate to more than one site, they are more appropriately classified within six broad and complementary subject areas. National Museums NI will continue to collect within these subject areas and the time periods and geographic areas to which they relate:

1. Art;
2. Emigration;
3. Folk Life and Agriculture;
4. Human History;
5. Natural Sciences; and
6. Transport, Industry and Technology.

Policy on acquisition and disposal of Heritage Assets

National Museums NI has a Collections Development Policy in place. This policy provides further information on the nature of heritage assets held. It is available online at www.nationalmuseumsni.org.

Policy on management and preservation of heritage assets

Three policies outline National Museums NI's intent towards the development, management, care, conservation of, and access to the collections: the Collections Development Policy; the Collections Care and Conservation Policy; and the Collections Information and Access Policy. These policies were developed as part of National Museums NI's successful application renewal for Museum Accreditation in 2015, approved by the Board of Trustees in March 2015 and it is currently being reassessed and reviewed. In addition, a National Museums NI Collections Documentation Plan exists which outlines the tasks required to progress the management of the collections in alignment with the minimum industry standard known as SPECTRUM.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES (continued)

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software	4 - 5 years
On-Trade License	10 years

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by National Museums NI are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete and use it;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

The minimum level for capitalising intangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Investment in subsidiaries

Investment in subsidiaries are valued at book value, less any provision for material impairment.

Stocks

Stocks have been valued at the lower of cost and estimated net realisable value.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and in hand include deposits held at call with banks and petty cash and float balances.

Liabilities

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing National Museums NI to expenditure.

Provisions

Provisions are recognised where there is a legal or constructive obligation of uncertain timing or amount committing National Museums NI to expenditure on the basis of the best estimate of the expenditure required to settle the obligation where this can be determined. Where the effect if time value of money is significant, the estimated cash flows have been discounted using appropriate rates.

Taxation

All income and expenditure is stated exclusive of VAT, which is fully recoverable. VAT assets and liabilities are netted due to legal right of offset and a single recoverable or payable position disclosed.

National Museums NI has been granted charitable status by HM Revenue & Customs.

Corporation tax applies to all chargeable gains relating to the non-primary purpose trading activities of National Museums NI.

Given the nature of its activities, National Museums NI is able to access the Museums & Galleries Exhibition Tax Relief scheme.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES (continued)

Reserves Policy

National Museums NI forecasts to operate on an annual basis within a balanced funding formula of grant-in-aid, sponsorship and donations, and self-generated income. Annual operating surpluses (or deficits) are kept to a minimum and are transferred to the Unrestricted General Reserve at 31 March each year.

The Charities SORP requires capital grants to be included within the Statement of Financial Activities in the year in which they are receivable. The only expenditure against this is depreciation. Therefore during periods of high capital investment, surpluses will arise on the Statement of Financial Activities.

The balance on the Restricted General Fund available at 31 March 2025 was £26.3m. The Trustees consider that sufficient funds are held in an appropriate form to enable funds to be applied in accordance with any restriction imposed. The balance on the Unrestricted General Fund, together with this policy, is reviewed on an annual basis.

National Museums NI receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

Restricted Funds

Restricted funds are those funds which are subject to specific restriction imposed by the donor, by the purpose of an appeal or are received for a specified purpose. They comprise the following:

Collection acquisition fund - this fund represents the value of heritage assets funded by restricted donations and grant-in-aid since April 2001.

Government grant for fixed assets - this fund represents funding from the Department for the acquisition of fixed assets which following acquisition have no restriction on use and therefore transfer to the unrestricted funds.

Exhibition fund - this fund represents the net book value of National Museums NI's permanent exhibitions.

The Art Fund - the 2010 Art Fund Prize fund, to be used on a curatorial programme.

Curatorial Projects fund - funds to be used on specific curatorial projects.

O.L. Nelson Legacy fund - donated to National Museums NI for the specific purpose to purchase prints and drawings.

Patrick Donald Legacy Fund - donated to National Museums NI for the specific purpose to purchase artefacts of Irish interest.

General fund - this fund is to enable National Museums NI to manage its working capital relating to restricted activities.

Unrestricted Funds

Unrestricted funds are those funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of National Museums NI. They comprise the following:

Museums NI was established under the Museums and Galleries (Northern Ireland) Order 1998. This fund is reduced annually by depreciation.

Revaluation reserve - this fund represents the revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation on the revalued assets.

Government grant for fixed assets - this fund together with the capital fund and the revaluation reserve represents the net book value of all unrestricted assets, namely land and buildings, fixtures and equipment and motor vehicles.

General fund - this fund is to enable National Museums NI to manage its working capital relating to unrestricted activities.

Unrestricted Designated Fund

Board Reserve fund - donation monies set aside to fund future projects approved by the Trustees, in the furtherance of our general objectives.

Board Reserve capital fund - proceeds of sale of assets to re-invest in capital projects approved by the Trustees.

NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations:		
Gift Aid	36,907	30,156
Other donations	<u>85,715</u>	<u>74,959</u>
Total donations	<u><u>122,622</u></u>	<u><u>105,115</u></u>
Gifts in kind:		
Donated assets	2,160,447	1,027,890
Donated services	<u>-</u>	<u>-</u>
Total gifts in kind	<u><u>2,160,447</u></u>	<u><u>1,027,890</u></u>

Of the income from donations, £117,622 are unrestricted (2023/24: £105,115) and £5,000 was for a specific purpose and is considered restricted. Gifts in kind income at March 2025 comprises donations to the collections of £2,160,447 (2023/24: £1,027,890). In addition to above is the contribution made by volunteers. Volunteers make a significant and diverse contribution to the success of National Museums NI. They support us in many areas of the organisation, in roles ranging from assisting Curatorial staff, to assisting with Visitor Services and Education staff.

3. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
Grant-in-aid from the Department for Communities		
Resource grant-in-aid (Unrestricted)	18,047,000	16,320,000
Capital grant (Restricted)	<u>1,037,000</u>	<u>2,152,000</u>
Total received	<u><u>19,084,000</u></u>	<u><u>18,472,000</u></u>
Admissions	<u><u>1,327,993</u></u>	<u><u>1,294,665</u></u>
Other grants		
Capital grants:		
The Art Fund	19,000	32,000
Friends of the Ulster Museum	13,000	-
Esmee Mitchell Trust	7,000	-
National History Museum	-	165,144
Total capital grants	<u><u>39,000</u></u>	<u><u>197,144</u></u>
Revenue grants:		
Northern Ireland Environment Agency	831,531	414,048
Department for Communities	40,577	-
National Lottery Heritage Fund	18,484	617,868
Other	48,109	33,436
The Art Fund	61,607	-
National Archives	21,750	19,856
Nottingham Trent University	20,075	-
National History Museum	11,824	6,257
Tate (British Art Network)	1,750	5,250
Esmee Fairbairn	-	51,133
National Portrait Gallery	-	5,000
Imperial War Museum	-	23
Total revenue grants	<u><u>1,055,707</u></u>	<u><u>1,152,871</u></u>
Total other grants	<u><u>1,094,707</u></u>	<u><u>1,350,015</u></u>

With the exception of resource grant-in-aid and the indirect fee element of the Northern Ireland Environment Agency revenue grant (£52,729), all of the grants are held in a restricted fund (further detail on restricted funds is provided in note 1).

NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2025 £	2024 £
Sponsorships	<u>16,000</u>	<u>-</u>
Trading:		
Retail	1,003,814	862,608
Hire of facilities	256,837	231,841
Consultancy fees	2,003	42,934
Photographic sales	34,927	29,888
Events income	117,598	83,105
Franchise income	<u>167,169</u>	<u>150,578</u>
Total trading income	<u>1,582,348</u>	<u>1,400,954</u>

Sponsorship income relates to specific programmes and events and is restricted. Trading income is unrestricted.

5. OTHER INCOME

	2025 £	2024 £
Other Income	<u>81,640</u>	<u>280,080</u>

Other income relates to income not readily categorised by the existing splits including, but not limited to, income associated with data and information requests and reimbursement of costs from third parties, which are not grant income in nature.

6. EXPENDITURE

	Staff costs £	Other direct costs £	Indirect costs £	Depreciation & impairment £	2025 Total £	2024 Total £
Trading	409,681	596,029	60,587	211,144	1,277,441	1,561,283
Collections Services	1,931,232	87,588	397,162	478,403	2,894,385	3,781,718
Curatorial & Education	2,615,859	831,132	371,156	756,054	4,574,201	3,225,805
Experience & Enterprise Development	6,499,596	490,003	1,091,417	1,600,171	9,681,187	7,516,066
Audience Development	1,294,801	330,772	215,966	364,654	2,206,193	1,915,339
Operations	<u>1,388,564</u>	<u>4,126,643</u>	<u>295,681</u>	<u>1,150,649</u>	<u>6,961,537</u>	<u>7,048,877</u>
	<u>14,139,733</u>	<u>6,462,167</u>	<u>2,431,969</u>	<u>4,561,075</u>	<u>27,594,944</u>	<u>25,049,088</u>

Expenditure on charitable activities was £27,594,944 (2023/24: £25,049,088) of which £1,357,676 was restricted (2023/24: £1,972,580).

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	Incurred costs £	Capitalised costs £	2025 Total £	2024 Total £
Salaries and wages (includes temporary non-payroll staff)	10,074,953	(47,989)	10,026,964	9,745,318
Social security costs	907,140	(5,211)	901,929	888,252
Pension costs	3,190,899	(16,940)	3,173,959	2,524,346
Apprenticeship levy	36,881	-	36,881	29,106
Other staff costs	-	-	-	10,798
Release of Historic Payroll Provision	-	-	-	(812,575)
Total staff costs	14,209,873	(70,140)	14,139,733	12,385,245

Included in the above costs is £264,699 (2023/24: £416,779) paid in respect of employment agency staff. The other staff costs in 2023/24 were redundancy costs.

Staff costs of £70,140 (2023/24: £319,770) have been capitalised in relation to capital project management time and are not included in resources expended.

Further information on staff costs is contained within the Remuneration and Staff Report.

Support costs

	Curatorial Experience & Audience						2025	2024
	Trading	Collections	Education	Enterprise	Development	Operations	Total	Total
	£	£	£	£	£	£	£	£
Finance/CEO Office/ Human Resources	104,120	682,530	637,838	1,875,618	371,141	508,133	4,179,380	3,601,290
Governance - included in above	21,415	140,377	131,185	385,762	76,333	104,508	859,580	188,626

Governance costs

	Total £	Total £
Audit and accountancy fees	75,300	75,135
Other governance costs	784,280	113,491
	859,580	188,626

7. NET INCOMING RESOURCES

Net incoming resources is stated after charging:

	Total £	Total £
Auditors' remuneration:		
in respect of external audit services	29,800	29,100
in respect of internal audit	45,500	46,035
in respect of other non-audit services	1,382	-
Stock expensed	421,540	504,012
Depreciation	4,021,652	3,852,184
Amortisation	539,423	436,646
Impairment reversal	-	(67,600)
Loss on disposal of fixed assets	14,337	1,066

NOTES TO THE ACCOUNTS

8. TAXATION

Tax included in Statement of Financial Activities

	2025	2024
	Total	Total
	£	£
Current tax charge/(credit)		
UK Corporation tax on profits for the year	-	-
Adjustment in respect of prior periods	(70,836)	-
	<u>(70,836)</u>	<u>-</u>

Reconciliation of tax

Tax assessed for the year is lower (2023/24: lower) than the standard rate of corporation tax in the UK for the year ended 31 March 2025 of 25% (2023/24: 25%). The differences are explained below:

	2025	2024
	Total	Total
	£	£
Net expenditure before tax	<u>(2,065,421)</u>	<u>(1,072,304)</u>
Net expenditure before tax multiplied by the standard rate of rate in the UK of 25% (2023/24: 25%)	(516,355)	(268,076)
Effects of:		
Income not subject to tax	(6,010,893)	(5,649,614)
Expenditure not deductible for tax purposes	6,534,794	5,881,754
Losses surrendered for creatives exhibition tax credit	-	35,936
Creatives tax credit	-	(71,872)
Prior period adjustment	(70,836)	1,036
Timing difference	<u>63,290</u>	<u>70,836</u>
	<u>-</u>	<u>-</u>

NOTES TO THE ACCOUNTS

9. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2024	75,487,745	13,623,316	17,135,658	548,305	106,795,024	13,902,708	120,697,732
Additions	711,080	23,939	319,338	-	1,054,357	2,307,610	3,361,967
Disposals	(550,000)	-	(108,269)	-	(658,269)	-	(658,269)
Impairment	-	-	(2,605)	(2,345)	(4,950)	-	(4,950)
Revaluation	(983,896)	-	492,692	3,497	(487,707)	-	(487,707)
At 31 March 2025	<u>74,664,929</u>	<u>13,647,255</u>	<u>17,836,814</u>	<u>549,457</u>	<u>106,698,455</u>	<u>16,210,318</u>	<u>122,908,773</u>
Accumulated depreciation							
At 1 April 2024	10,080	4,739,435	11,949,324	380,144	17,078,983	-	17,078,983
Depreciation	2,430,762	341,366	1,212,348	37,176	4,021,652	-	4,021,652
Impairment Charges	-	-	(2,605)	(2,345)	(4,950)	-	(4,950)
Disposals	-	-	(100,377)	-	(100,377)	-	(100,377)
Revaluation	(2,428,768)	-	381,416	7,278	(2,040,074)	-	(2,040,074)
At 31 March 2025	<u>12,074</u>	<u>5,080,801</u>	<u>13,440,106</u>	<u>422,253</u>	<u>18,955,234</u>	<u>-</u>	<u>18,955,234</u>
Net book value							
At 31 March 2025	<u>74,652,855</u>	<u>8,566,454</u>	<u>4,396,708</u>	<u>127,204</u>	<u>87,743,221</u>	<u>16,210,318</u>	<u>103,953,539</u>
At 31 March 2024	<u>75,477,665</u>	<u>8,883,881</u>	<u>5,186,334</u>	<u>168,161</u>	<u>89,716,041</u>	<u>13,902,708</u>	<u>103,618,749</u>

Land and buildings at net book value comprise:

	2025 £	2024 £
Leasehold Improvements	-	1,995
Long leaseholds	<u>74,652,855</u>	<u>75,475,671</u>
	<u>74,652,855</u>	<u>75,477,666</u>

A cleared site of approximately 0.25 acres located at Landseer Street, Belfast was sold in July 2024 for £550,000.

A full valuation for all land and buildings was carried out by Land and Property Services (LPS) at 31 March 2025. The valuations and basis of valuation, across all sites were as follows:

Property	Basis of Valuation	Value £
Ulster Museum	Land at existing use value and buildings at depreciated replacement cost	27,472,043
Ulster Folk Museum	Land at existing use value and buildings at depreciated replacement cost	14,327,752
Ulster Transport Museum	Land at existing use value and buildings at depreciated replacement cost	19,202,916
Ulster American Folk Park	Land at existing use value and buildings at depreciated replacement cost	5,263,220
Residential Centre	Land at existing use value and buildings at depreciated replacement cost	1,636,924
Stores	Land and buildings at existing use value	<u>6,750,000</u>
		<u>74,652,855</u>

All other assets of National Museums NI were revalued in line with appropriate indices, though at the time of accounts preparation, the latest Producer Price Indices available from the Office of National Statistics (ONS) were those for January 2025. ONS issued a statement in March 2025, noting they had identified a problem with the chain-linking methods used to calculate their Producer Price Indices, affecting the years from 2008 onwards, and that they would consequently be pausing publication of the data while the issue is rectified. While it has not been possible to ascertain the potential impact of this issue, given the value of the assets potentially affected, National Museums NI does not expect an adjustment to indexation to have a material impact on the 2024-25 accounts. It is anticipated that ONS will recommence publication of the Producer Price Indices at some point during the 2025-26 financial year and the indexation of impacted assets will be brought up to date in the 2025-26 accounts.

NOTES TO THE ACCOUNTS

9. TANGIBLE FIXED ASSETS (continued)

Heritage assets acquired since 1 April 2001 have been capitalised at either purchase cost or at a valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. The analysis of additions between purchases and donations for the current year and the preceeding four years are summarised below. No assets have been disposed of, depreciated or impaired.

	2025	2024	2023	2022	2021
	£	£	£	£	£
Acquisitions at cost	147,163	203,786	500,851	623,075	418,234
Donated assets at valuation	<u>2,160,447</u>	<u>1,027,890</u>	<u>99,725</u>	<u>442,670</u>	<u>865,782</u>
	<u>2,307,610</u>	<u>1,231,676</u>	<u>600,576</u>	<u>1,065,745</u>	<u>1,284,016</u>

10. OPERATING LEASES

Financial commitments under operating leases:

	2025	2024
	£	£
Buildings:		
Not later than one year	37,781	22,000
Later than one year and not later than five years	144,844	-
Later than five years	-	-
	<u>182,625</u>	<u>22,000</u>
Other:		
Not later than one year	12,796	4,459
Later than one year and not later than five years	33,255	3,716
Later than five years	593	-
	<u>46,644</u>	<u>8,175</u>
Total commitments under operating leases	<u>229,269</u>	<u>30,175</u>

The total expenditure relating to operating leases recognised in the Statement of Financial Activities during 2024/25 is £40,391 (2023/24: £39,536).

NOTES TO THE ACCOUNTS

11. INTANGIBLE FIXED ASSETS

Cost or valuation	Computer software £	On-trade licence £	Total £
At 1 April 2024	1,362,802	199,588	1,562,390
Additions	23,780	-	23,780
Disposals	-	-	-
At 31 March 2025	<u>1,386,582</u>	<u>199,588</u>	<u>1,586,170</u>
Amortisation			
At 1 April 2024	651,580	25,133	676,713
Charge for year	517,616	21,807	539,423
Disposals	-	-	-
At 31 March 2025	<u>1,169,196</u>	<u>46,940</u>	<u>1,216,136</u>
Net book value			
At 31 March 2025	<u>217,386</u>	<u>152,648</u>	<u>370,034</u>
At 31 March 2024	<u>711,222</u>	<u>174,455</u>	<u>885,677</u>

12. INVESTMENTS

	2025 £	2024 £
Investment in Subsidiary - National Museums Northern Ireland Enterprises Limited	<u>2</u>	<u>2</u>

National Museums NI owns the whole of the issued share capital of National Museums Northern Ireland Enterprises Limited (NMNIEL), a registered company. The registered office of NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 31 March 2025, NMNIEL had net assets totalling £2.

13. STOCK

	2025 £	2024 £
Shop goods for resale	257,566	233,499
Academic publications for resale	16,549	19,625
Maintenance materials and consumables	30,416	27,249
Farm stock	<u>28,732</u>	<u>18,679</u>
	<u>333,263</u>	<u>299,052</u>

14. DEBTORS

	2025 £	2024 £
Trade debtors	410,546	243,799
Prepayments and accrued income	593,559	901,333
Other debtors	<u>305,548</u>	<u>505,207</u>
	<u>1,309,653</u>	<u>1,650,339</u>

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

NOTES TO THE ACCOUNTS

15. CASH AT BANK AND IN HAND

	2025 £	2024 £
Cash at bank and in hand	<u>2,239,286</u>	<u>3,023,058</u>

16. CREDITORS (amounts falling due within one year)

	2025 £	2024 £
Trade creditors	814,272	1,067,931
Other taxes and social security	199,522	191,289
Accruals	2,196,532	3,171,006
Deferred income	117,593	173,611
Other creditors	<u>2</u>	<u>2,887</u>
	<u>3,327,921</u>	<u>4,606,724</u>

Included within the accruals balance is £155,068 for the expected financial outlay following final judgement in the (PSNI v Agnew) legal case in the Supreme Court, and legal advice sought by National Museums NI. This was included in the 2023/24 financial year and remains outstanding at 31 March 2025. The funding of this expected outlay has been provided by the Department for Communities.

Movement on deferred income

	Contract/grant £	Event deposit £	Advance admin charge £	Total £
Balance as at 1 April 2024	85,776	84,085	3,750	173,611
Amounts released from previous years	(51,986)	(76,668)	(3,750)	(132,404)
Incoming resources deferred in the current year	<u>-</u>	<u>72,636</u>	<u>3,750</u>	<u>76,386</u>
Balance as at 31 March 2025	<u>33,790</u>	<u>80,053</u>	<u>3,750</u>	<u>117,593</u>

Deferred income will be matched and released as and when the contractual obligations have been discharged.

17. PROVISIONS FOR LIABILITIES AND CHARGES

	Total £
Balance as at 1 April 2024	-
Provided in year	<u>449,921</u>
Balance as at 31 March 2025	<u>449,921</u>

At the financial year end, a provision has been made in respect of a position with Civil Service Pensions in relation to a claim made against them by a former employee of National Museums NI. Uncertainty over the timing of this settlement has given rise to a provision.

Analysis of expected timing of discounted flows

	Total £
Less than one year	19,791
Later than one year and not later than five years	75,600
Later than 5 years	<u>354,530</u>
Balance as at 31 March 2025	<u>449,921</u>

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

NOTES TO THE ACCOUNTS

18. STATEMENT OF FUNDS

	At 1 April 2024 £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2025 £
Restricted Funds						
Collection acquisition fund	13,902,708	2,245,974	-	-	61,636	16,210,318
Government grant for fixed assets	108,436	932,534	-	-	(1,054,198)	(13,228)
Exhibition fund	8,883,881	23,939	(341,366)	-	-	8,566,454
Voluntary Exit Scheme fund	9,484	-	-	-	(5,697)	3,787
Payroll Provision	(155,068)	-	-	-	155,068	-
Curatorial Projects Fund	8,099	-	-	-	(8,099)	-
O.L. Nelson Legacy	411,117	-	-	-	(17,000)	394,117
P Donald Legacy	271,156	-	-	-	(33,300)	237,856
General fund	515,745	1,057,978	(1,016,310)	-	(515,745)	41,668
	<u>23,955,558</u>	<u>4,260,425</u>	<u>(1,357,676)</u>	<u>-</u>	<u>(1,417,335)</u>	<u>25,440,972</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	332,077	117,622	-	-	(11,336)	438,363
Board Reserve capital fund	700,719	-	-	-	514,163	1,214,882
Undesignated funds:						
Capital reserve	1,369,579	-	(508,156)	-	-	861,423
Revaluation reserve	50,067,821	-	(106,698)	1,552,367	199	51,513,689
Government grant for fixed assets	30,280,437	-	(3,604,855)	-	496,107	27,171,689
General fund	(1,836,038)	21,151,476	(21,946,723)	-	418,202	(2,213,083)
	<u>80,914,595</u>	<u>21,269,098</u>	<u>(26,166,432)</u>	<u>1,552,367</u>	<u>1,417,335</u>	<u>78,986,963</u>
Total Funds	<u>104,870,153</u>	<u>25,529,523</u>	<u>(27,524,108)</u>	<u>1,552,367</u>	<u>-</u>	<u>104,427,935</u>

The transfer of £1,054,198 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

Remaining transfers of restricted funds represent utilisation of funds which fulfil the restricted criteria.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**

NOTES TO THE ACCOUNTS

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	2025	2024
	£	£	Total	Total
			£	£
Fixed Assets	24,776,772	79,546,803	104,323,575	104,504,428
Current Assets	2,678,720	1,203,482	3,882,202	4,972,449
Liabilities	<u>(1,662,251)</u>	<u>(2,115,591)</u>	<u>(3,777,842)</u>	<u>(4,606,724)</u>
Total Net Assets	<u>25,793,241</u>	<u>78,634,694</u>	<u>104,427,935</u>	<u>104,870,153</u>

20. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2025 (2023/24: £nil) relating to multi-year capital projects.

21. NOTES TO CASHFLOW

Reconciliation of net expenditure to net cash provided by operating activities

	2025	2024
	£	£
Net expenditure for the reporting period as per the statement of financial activities	(1,994,585)	(1,072,304)
Adjustments for:		
Depreciation	4,021,652	3,852,184
Amortisation	539,423	436,646
Impairment reversal	-	(67,600)
Loss on disposal of fixed assets	14,337	1,066
Donated assets	(2,160,447)	(1,027,890)
Increase in stock	(34,211)	(22,935)
Decrease/(increase) in debtors	340,686	(399,586)
(Decrease)/increase in creditors	(736,086)	1,283,127
Increase/(decrease) in provision	449,921	(832,576)
Deposit interest receivable	(59,766)	(46,065)
Loss on derecognition of right of use assets	<u>-</u>	<u>2,077</u>
Net cash provided by operating activities	<u>380,924</u>	<u>2,106,144</u>

Analysis of cash and cash equivalents

	2025	2024
	£	£
Cash at bank and in hand	<u>2,239,286</u>	<u>3,023,058</u>

Analysis of change in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash	<u>3,023,058</u>	<u>(783,772)</u>	<u>2,239,286</u>

NOTES TO THE ACCOUNTS

22. RELATED PARTY TRANSACTIONS

National Museums NI is a Non-Departmental Public Body funded by the Department for Communities.

The Chief Executive is a non-executive director of Strategic Investment Board (SIB). During the year £60,463 was paid to SIB for secondee services to provide Asset Management support (2023/24: £50,464). No money was received from SIB during the year (2023/24: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2023/24: £nil) and £2,721 was received as a donation (2023/24: £2,720).

The Director of Public Engagement is a director of the Association of Leading Visitor Attractions (ALVA). During the year, the annual membership fee of £4,284 was paid to ALVA. In the prior financial year, £5,624 was paid to ALVA for membership fees (£4,160) and financial benchmarking (£1,464). No money was received from ALVA during the year (2023/24: £nil).

One of the Trustees is a Northern Ireland committee member for National Lottery Heritage Fund. During the year, £18,484 was received in grant income and £195 was received for space hire (2023/24: £617,868 was received in grant income). No money was paid to National Lottery Heritage Fund (2023/24: £nil).

National Museums NI has had a number of transactions with other Government Departments and other Central Government Bodies. These have been mainly with Central Procurement Directorate and Civil Service Pensions Branch within the Department of Finance and Personnel.

23. FINANCIAL INSTRUMENTS

National Museums NI's resources are met through grant-in-aid funding received from the Department for Communities and also through grant funding from other sources and from income generated through admissions, trading activities and donations. National Museums NI does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables, cash and short term investments. Trade receivables are recognised at fair value less a provision for impairment (bad debt). The provision is made when the National Museums NI is of the view that the debt may not be collectable in full, or in part, in accordance with the terms. The organisation has no borrowings and relies primarily on departmental grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, National Museums NI holds no financial instruments.

Liquidity Risk

National Museums NI secures funding for inescapable core activities in advance of expenditure being committed. National Museums NI however relies on Self-Generated Income to discharge its full statutory obligations therefore is exposed to some liquidity risk.

Credit Risk

National Museums NI have credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

24. CONTINGENT LIABILITIES

With regards to the (PSNI v Agnew) legal case referred to in Note 16, uncertainty exists in relation to whether interest or any other uplift will become payable on the sums due to the Claimants to reflect the passing of time. As this matter is not agreed, no provision has been made, however a contingent liability is being disclosed in the event that the position changes during the remaining course of settlement proceedings.

25. EVENTS AFTER THE REPORTING DATE

There were no events since the end of the financial year requiring disclosure.

The Accounting Officer authorised these financial statements for issue on 25 September 2025.

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Accounts

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**NATIONAL MUSEUMS NI
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted £	Unrestricted £	2024 £	Restricted £	Unrestricted £	2023 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	-	105,115	105,115	-	101,687	101,687
Gifts in kind	2	1,027,890	-	1,027,890	99,725	-	99,725
<i>Charitable activities</i>							
Grant-in-aid	3	2,152,000	16,320,000	18,472,000	3,143,000	16,131,000	19,274,000
Admissions	3	-	1,294,665	1,294,665	-	1,159,035	1,159,035
Other grants	3	1,350,015	-	1,350,015	1,039,679	-	1,039,679
<i>Other trading activities</i>							
Sponsorships	4	-	-	-	9,739	-	9,739
Trading	4	-	1,400,954	1,400,954	-	1,288,798	1,288,798
Investment income		-	46,065	46,065	-	8,254	8,254
Other income	5	-	280,080	280,080	-	191,976	191,976
Total income		4,529,905	19,446,879	23,976,784	4,292,143	18,880,750	23,172,893
Expenditure on:							
<i>Raising funds</i>							
Trading	6	54,787	1,506,496	1,561,283	41,134	1,435,405	1,476,539
<i>Charitable activities</i>							
Care of collections	6	260,771	3,520,947	3,781,718	197,144	2,431,420	2,628,564
Curatorial & Education	6	771,990	2,453,815	3,225,805	616,994	2,814,399	3,431,393
Experience & Enterprise	6	516,161	6,999,905	7,516,066	274,588	5,947,247	6,221,835
Audience Development	6	131,318	1,784,021	1,915,339	145,100	1,652,986	1,798,086
Operations	6	237,553	6,811,324	7,048,877	106,208	8,133,489	8,239,697
		1,972,580	23,076,508	25,049,088	1,381,168	22,414,946	23,796,114
Net income/(expenditure)		2,557,325	(3,629,629)	(1,072,304)	2,910,975	(3,534,196)	(623,221)
Transfers between funds		(1,057,947)	1,057,947	-	(2,383,286)	2,383,286	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	8	-	1,322,186	1,322,186	-	4,277,853	4,277,853
Net movement in funds		1,499,378	(1,249,496)	249,882	527,689	3,126,943	3,654,632
Reconciliation of funds:							
Total funds brought forward		22,456,180	82,164,091	104,620,271	21,928,491	79,037,148	100,965,639
Total funds carried forward		23,955,558	80,914,595	104,870,153	22,456,180	82,164,091	104,620,271

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £	2023 £
Fixed Assets			
Tangible assets	8	89,716,041	90,440,184
Heritage assets	8	13,902,708	12,671,032
Right of use assets	9	-	68,759
Intangible assets	10	885,677	954,002
Investment in subsidiary	11	<u>2</u>	<u>2</u>
		104,504,428	104,133,979
Current Assets			
Stock	12	299,052	276,117
Debtors	13	1,650,339	1,250,753
Cash at bank and in hand	14	<u>3,023,058</u>	<u>3,573,919</u>
		4,972,449	5,100,789
Liabilities			
Creditors - amounts falling due within one year	15	<u>(4,606,724)</u>	<u>(3,752,065)</u>
Net current assets		<u>365,725</u>	<u>1,348,724</u>
Total assets less current liabilities		104,870,153	105,482,703
Creditors - amounts falling due after more than one year	16	-	(29,856)
Provision for liabilities and charges	17	<u>-</u>	<u>(832,576)</u>
		-	(862,432)
Total Net Assets		<u><u>104,870,153</u></u>	<u><u>104,620,271</u></u>
Represented by:			
Restricted funds	18	23,955,558	22,456,180
Unrestricted funds	18	30,846,774	33,296,182
Revaluation reserve	18	<u>50,067,821</u>	<u>48,867,909</u>
		<u><u>104,870,153</u></u>	<u><u>104,620,271</u></u>

The notes on pages 67 to 82 form part of these accounts.

The accounts on pages 64 to 82 were approved by the Board of Trustees of National Museums NI on 5 November 2024 and are signed on its behalf.



G Milligan
Chairman of The Board of Trustees



K Thomson
Chief Executive

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	<u>3,134,034</u>	<u>3,276,635</u>
Cash flows from investing activities:			
Interest received		46,065	8,254
Proceeds from the sale of property, plant and equipment		-	-
Purchase of intangible fixed assets		(299,565)	(318,956)
Purchase of tangible fixed assets		<u>(3,431,395)</u>	<u>(3,392,881)</u>
Net cash provided by (used in) investing activities		<u>(3,684,895)</u>	<u>(3,703,583)</u>
Cash flows from financing activities:			
Payments of lease liabilities		-	(38,672)
Interest on lease liabilities paid		<u>-</u>	<u>(975)</u>
Net cash provided by (used in) financing activities		<u>-</u>	<u>(39,647)</u>
Change in cash and cash equivalents in the reporting period		(550,861)	(466,595)
Cash and cash equivalents at 1 April 2023	21	<u>3,573,919</u>	<u>4,040,514</u>
Cash and cash equivalents at 31 March 2024	21	<u><u>3,023,058</u></u>	<u><u>3,573,919</u></u>

Further detail to this cash flow statement is reported in Note 21.
The notes on pages 67 to 82 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

These accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of certain assets.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006, the accounting standards issued or adopted by the Accounting Standards Board and disclosure requirements issued by the Department of Finance in so far as those requirements are appropriate. They also comply with the Charities SORP (FRS 102) (2019).

The charity is a public benefit entity.

There are no material uncertainties related to events or conditions that cast significant doubt on the ability of National Museums NI to continue as a going concern.

The principal policies which have been adopted in the preparation of these accounts are as follows:

Incoming resources

Grant income from the Department for Communities is shown in the Statement of Financial Activities in the year in which it is received. Undrawn grant-in-aid is not available to be carried forward from one year to the next.

Other grant income is recognised as and when the conditions for its receipt have been met.

Deferred income will be matched and released as and when the conditions for its application have been met.

Gifts in kind donated, where a third party is bearing the cost, are included at the cost to the third party.

Admissions income, trading income and donations are accounted for on an accruals basis.

No amounts are included in the accounts for services donated by volunteers.

Resources expended

Resources expended are accounted for on an accruals basis. Expenditure is classified under principal charitable activities or costs of generating funds in order to provide more useful information to the users of the accounts.

Expenditure is classified to be in furtherance of charity objectives when it is directly attributable to the projects undertaken. All other expenditure is allocated either to support costs or costs of generating funds, as appropriate. Support costs comprise the costs of the Chief Executive's Office, Human Resources, Finance and Governance costs and are allocated to the charitable activities on a basis consistent with the use of the resources. The support costs are allocated according to the number of full time equivalent staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

NOTES TO THE ACCOUNTS

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

Depreciation is provided on all tangible fixed assets, other than land, assets under construction and heritage assets, at rates calculated to write off the cost or valuation, less estimated residual value, on a straight line basis for each asset over its expected useful life as follows:

Buildings	2% - 5%	per annum
Permanent exhibitions	2% - 20%	per annum
Computer equipment	5% - 20%	per annum
Fixtures and equipment	5% - 20%	per annum
Plant and machinery	5% - 15%	per annum
Motor vehicles	7% - 15%	per annum

Land and buildings are professionally revalued every year. With the exception of permanent exhibitions, the cost of all other fixed assets are restated annually to reflect their current value using the relevant price indices at the year end and to identify any impairment of value. The revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The minimum level for capitalising tangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Heritage Assets

Objects purchased since 1 April 2001 are included in the balance sheet at cost. Depreciation is not charged and the objects are not revalued.

Objects donated since 1 April 2001 are included at valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. Where obtaining a value is not practicable, donated heritage assets are not recognised in the accounts.

Collections acquired before 1 April 2001 are assets of historical and scientific importance held to advance National Museums NI's educational and cultural objectives. These assets were not capitalised in past accounting periods as reliable cost information was not available and a reliable valuation approach was not considered to be commensurate with the benefits to users of the financial statements.

Nature & scale of heritage assets

The collections of National Museums NI are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world. Historically, they have grown on the site-based framework of the Ulster Museum, the Ulster Folk & Transport Museums and the Ulster American Folk Park. However, since similar collection types can relate to more than one site, they are more appropriately classified within six broad and complementary subject areas. National Museums NI will continue to collect within these subject areas and the time periods and geographic areas to which they relate:

1. Art;
2. Emigration;
3. Folk Life and Agriculture;
4. Human History;
5. Natural Sciences; and
6. Transport, Industry and Technology.

Policy on acquisition and disposal of Heritage Assets

National Museums NI has a Collections Development Policy in place. This policy provides further information on the nature of heritage assets held. It is available online at www.nationalmuseumsni.org.

NOTES TO THE ACCOUNTS

Policy on management and preservation of heritage assets

Three policies outline National Museums NI's intent towards the development, management, care, conservation of, and access to the collections: the Collections Development Policy; the Collections Care and Conservation Policy; and the Collections Information and Access Policy. These policies were developed as part of National Museums NI's successful application renewal for Museum Accreditation in 2015, approved by the Board of Trustees in March 2015 and it is currently being reassessed and reviewed. In addition, a National Museums NI Collections Documentation Plan exists which outlines the tasks required to progress the management of the collections in alignment with the minimum industry standard known as SPECTRUM.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software	4 - 5 years
On-Trade License	10 years

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by National Museums NI are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete and use it;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

The minimum level for capitalising intangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Stocks

Stocks have been valued at the lower of cost and estimated net realisable value.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and in hand include deposits held at call with banks and petty cash and float balances.

Liabilities and provisions

Liabilities and provisions are recognised as resources expended as soon as there is a legal or constructive obligation committing National Museums NI to expenditure.

Reserves Policy

National Museums NI forecasts to operate on an annual basis within a balanced funding formula of grant-in-aid, sponsorship and donations, and self-generated income. Annual operating surpluses (or deficits) are kept to a minimum and are transferred to the Unrestricted General Reserve at 31 March each year.

The Charities SORP requires capital grants to be included within the Statement of Financial Activities in the year in which they are receivable. The only expenditure against this is depreciation. Therefore during periods of high capital investment, surpluses will arise on the Statement of Financial Activities.

The balance on the Restricted General Fund available at 31 March 2024 was £24.0m. The Trustees consider that sufficient funds are held in an appropriate form to enable funds to be applied in accordance with any restriction imposed. The balance on the Unrestricted General Fund, together with this policy, is reviewed on an annual basis.

National Museums NI receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

NOTES TO THE ACCOUNTS

Restricted Funds

Restricted funds are those funds which are subject to specific restriction imposed by the donor, by the purpose of an appeal or are received for a specified purpose. They comprise the following:

Collection acquisition fund - this fund represents the value of heritage assets funded by restricted donations and grant-in-aid since April 2001.

Government grant for fixed assets - this fund represents funding from the Department for the acquisition of fixed assets which following acquisition have no restriction on use and therefore transfer to the unrestricted funds.

Exhibition fund - this fund represents the net book value of National Museums NI's permanent exhibitions.

The Art Fund - the 2010 Art Fund Prize fund, to be used on a curatorial programme.

Curatorial Projects fund - funds to be used on specific curatorial projects.

O.L. Nelson Legacy fund - donated to National Museums NI for the specific purpose to purchase prints and drawings.

Patrick Donald Legacy Fund - donated to National Museums NI for the specific purpose to purchase artefacts of Irish interest.

General fund - this fund is to enable National Museums NI to manage its working capital relating to restricted activities.

Unrestricted Funds

Unrestricted funds are those funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of National Museums NI. They comprise the following:

Capital reserve - represents fixed assets transferred to National Museums NI from the Ulster Folk and Transport Museum when National Museums NI was established under the Museums and Galleries (Northern Ireland) Order 1998. This fund is reduced annually by depreciation.

Revaluation reserve - this fund represents the revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation on the revalued assets.

Government grant for fixed assets - this fund together with the capital fund and the revaluation reserve represents the net book value of all unrestricted assets, namely land and buildings, fixtures and equipment and motor vehicles.

General fund - this fund is to enable National Museums NI to manage its working capital relating to unrestricted activities.

Unrestricted Designated Fund

Board Reserve general fund - donation monies set aside to fund future projects approved by the Trustees, in the furtherance of our general objectives.

Board Reserve capital fund - proceeds of sale of assets to re-invest in capital projects approved by the Trustees.

Taxation

All income and expenditure is stated exclusive of VAT, which is fully recoverable.

National Museums NI has been granted charitable status by HM Revenue & Customs.

NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations:		
Gift Aid	30,156	14,972
Other donations	74,959	86,715
	<u>105,115</u>	<u>101,687</u>
Gifts in kind:		
Donated assets	1,027,890	99,725
Donated services	-	-
Total	<u>1,027,890</u>	<u>99,725</u>

The income from donations of £105,115 are unrestricted (2022/23: £101,687). Gifts in kind income at March 2024 comprises donations to the collections of £1,027,890. At March 2023 this included donations to the collections of £99,725. In addition to above, is the contribution made by volunteers. Volunteers make a significant and diverse contribution to the success of National Museums NI. They support us in many areas of the organisation, in roles ranging from assisting curatorial staff, to assisting with visitor services and education staff.

3. INCOME FROM CHARITABLE ACTIVITIES

Grant-in-aid from the Department for Communities

	2024	2023
	£	£
Resource grant-in-aid (Unrestricted)	16,320,000	16,131,000
Capital grant (Restricted)	2,152,000	3,143,000
Total received	<u>18,472,000</u>	<u>19,274,000</u>

Admissions	<u>1,294,665</u>	<u>1,159,035</u>
-------------------	------------------	------------------

Other grants

	2024	2023
	£	£

Capital grants:

National History Museum	165,144	-
Friends of the Ulster Museum	-	10,100
National Heritage Memorial	-	90,000
Art Fund	32,000	41,700
Esmee Mitchell Trust	-	6,000
IFPDA Foundation	-	8,532
Total capital grants	<u>197,144</u>	<u>156,332</u>

Revenue grants:

National Lottery Heritage Fund	617,868	429,090
Northern Ireland Environment Agency	414,048	350,534
Esmee Fairbairn	51,133	29,054
National Archives	19,856	-
Other	33,436	38,785
National History Museum	6,257	10,008
Tate (British Art Network)	5,250	1,750
National Portrait Gallery	5,000	5,465
Imperial War Museum	23	11,471
British Library	-	800
Peace IV	-	4,496
Pilgrim Trust	-	1,894
Total revenue grants	<u>1,152,871</u>	<u>883,347</u>
	<u>1,350,015</u>	<u>1,039,679</u>

With the exception of resource grant-in-aid all of the grants are held in a restricted fund (further detail on restricted funds is given in note 1).

NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2024 £	2023 £
Sponsorships	-	9,739
Trading:		
Retail	862,608	791,286
Hire of facilities	231,841	104,470
Consultancy fees	42,934	42,648
Photographic sales	29,888	33,127
Events income	83,105	140,139
Franchise income	150,578	177,128
	<u>1,400,954</u>	<u>1,288,798</u>

Sponsorship income relates to specific programmes and events and is restricted. Trading income is unrestricted.

5. OTHER INCOME

	2024 £	2023 £
Other Income	280,080	191,976
	<u>280,080</u>	<u>191,976</u>

6. EXPENDITURE

	Staff costs £	Other Direct costs £	Indirect costs £	Depreciation & impairment £	2024 Total £	2023 Total £
Trading	594,432	621,310	82,436	263,105	1,561,283	1,476,539
Care of Collections	2,604,607	107,644	432,178	637,289	3,781,718	2,628,564
Curatorial & Education	1,771,513	552,578	358,108	543,606	3,225,805	3,431,393
Experience & Enterprise	4,781,985	455,704	1,011,782	1,266,595	7,516,066	6,221,835
Audience Development	1,010,701	324,561	257,307	322,770	1,915,339	1,798,086
Operations	1,622,007	3,890,692	348,313	1,187,865	7,048,877	8,239,697
	<u>12,385,245</u>	<u>5,952,489</u>	<u>2,490,124</u>	<u>4,221,230</u>	<u>25,049,088</u>	<u>23,796,114</u>

Expenditure on charitable activities was £25,049,088 (2022/23: £23,796,114) of which £1,972,580 were restricted (2022/23: £1,381,168).

NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	2024	2023
	£	£
Salaries and wages (includes temporary non-payroll staff)	9,745,318	8,507,520
Social security costs	888,252	765,040
Pension costs	2,524,346	2,281,896
Apprenticeship levy	29,106	25,664
Other staff costs	10,798	24,580
Release of Historic Payroll Provision	<u>(812,575)</u>	<u>-</u>
Total costs within expenditure	<u><u>12,385,245</u></u>	<u><u>11,604,700</u></u>

Included in the above costs is £416,779 (2022/23: £431,301) paid in respect of employment agency staff. Included in other staff costs are £10,798 (2022/23: £13,506) of redundancy costs.

Staff costs of £319,770 (2022/23: £310,068) have been capitalised in relation to capital project management time and are not included in resources expended.

Further information on the release of historic payroll provision can be found within note 17.

Further information on staff costs is contained within the Remuneration and Staff Report.

Support costs

	Trading	Care of collections	Curatorial & Education	Experience & Enterprise Dev	Audience Dev	Operations	2024	2023
	£	£	£	£	£	£	£	£
Finance/CEO office/ Human Resources	119,222	625,028	517,906	1,463,268	3,721,125	503,741	6,950,290	3,034,372
Governance - included in above	<u>6,245</u>	<u>32,737</u>	<u>27,126</u>	<u>76,642</u>	<u>19,491</u>	<u>26,385</u>	<u>188,626</u>	<u>220,082</u>

Governance costs

	2024	2023
	£	£
Audit and accountancy fees	75,135	39,755
Other governance costs	<u>113,491</u>	<u>180,327</u>
	<u><u>188,626</u></u>	<u><u>220,082</u></u>

7. NET INCOMING RESOURCES

Net incoming resources is stated after charging:	2024	2023
	£	£
Auditors' remuneration:		
in respect of audit services	29,100	18,100
in respect of internal audit	46,035	21,655
Depreciation	3,852,184	3,613,531
Amortisation	436,646	98,110
Impairment Charges	(67,600)	117,600
(Profit)/Loss on Disposal of Fixed Assets	<u>1,066</u>	<u>-</u>

The 2023 impairment charge relates to the write down of a site located near Landseer Street, Belfast to market value. This asset was put up for sale and the 2024 figure reflects the increase in value of the asset up to the agreed sale price. More information on this can be found in note 8.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2023	75,853,090	13,394,131	16,667,191	533,754	106,448,166	12,671,032	119,119,198
Additions	801,054	237,116	701,151	-	1,739,321	1,231,676	2,970,997
Disposals	-	(7,931)	(462,117)	-	(470,048)	-	(470,048)
Reversal of Impairment	67,600	-	-	-	67,600	-	67,600
Revaluation	(1,233,998)	-	229,432	14,551	(990,014)	-	(990,014)
At 31 March 2024	<u>75,487,746</u>	<u>13,623,316</u>	<u>17,135,658</u>	<u>548,305</u>	<u>106,795,024</u>	<u>13,902,708</u>	<u>120,697,732</u>
Accumulated depreciation							
At 1 April 2023	8,086	4,411,270	11,249,226	339,400	16,007,982	-	16,007,982
Depreciation	2,445,665	336,096	1,034,846	35,577	3,852,184	-	3,852,184
Impairment Charges	-	-	-	-	-	-	-
Disposals	-	(7,931)	(461,051)	-	(468,982)	-	(468,982)
Revaluation	(2,443,671)	-	126,304	5,167	(2,312,200)	-	(2,312,200)
At 31 March 2024	<u>10,080</u>	<u>4,739,435</u>	<u>11,949,324</u>	<u>380,144</u>	<u>17,078,984</u>	<u>-</u>	<u>17,078,984</u>
Net book value							
At 31 March 2024	<u><u>75,477,666</u></u>	<u><u>8,883,881</u></u>	<u><u>5,186,333</u></u>	<u><u>168,161</u></u>	<u><u>89,716,041</u></u>	<u><u>13,902,708</u></u>	<u><u>103,618,749</u></u>
At 31 March 2023	<u><u>75,845,004</u></u>	<u><u>8,982,861</u></u>	<u><u>5,417,965</u></u>	<u><u>194,354</u></u>	<u><u>90,440,184</u></u>	<u><u>12,671,032</u></u>	<u><u>103,111,216</u></u>

Land and buildings at net book value comprise:

	2024 £	2023 £
Leasehold Improvements	1,995	3,989
Long leaseholds	<u>75,475,671</u>	<u>75,841,015</u>
	<u><u>75,477,666</u></u>	<u><u>75,845,004</u></u>

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast which has been agreed for sale at £550,000. The sale of this asset completed in July 2024.

A full valuation for all other land and buildings was carried out by Land and Property Services (LPS) at 31 March 2024.

The valuations and basis of valuation, across all sites were as follows:

Property	Value	Basis of Valuation
Ulster Museum	27,457,072	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk Museum	14,341,391	Land at existing use value and buildings at depreciated replacement cost
Ulster Transport Museum	19,379,016	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,364,773	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,633,419	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	550,000	Land at market value less disposal costs
Stores	6,750,000	Market value and Land at existing use value and buildings at depreciated replacement cost
	<u><u>75,475,671</u></u>	

All other assets of National Museums NI were revalued in line with appropriate indices at 31 March 2024.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS (continued)

Heritage assets acquired since 1 April 2001 have been capitalised at either purchase cost or at a valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. The analysis of additions between purchases and donations for the current year and the preceeding four years are summarised below. No assets have been disposed of, depreciated or impaired.

	2024	2023	2022	2021	2020
	£	£	£	£	£
Acquisitions at cost	203,786	500,851	623,075	418,234	173,996
Donated assets at valuation	<u>1,027,890</u>	<u>99,725</u>	<u>442,670</u>	<u>865,782</u>	<u>625,375</u>
	<u>1,231,676</u>	<u>600,576</u>	<u>1,065,745</u>	<u>1,284,016</u>	<u>799,371</u>

NOTES TO THE ACCOUNTS

9. OPERATING LEASES

Financial commitments under operating leases:

	2024	2023
	£	£
Buildings:		
Not later than one year	22,000	33,000
Later than one year and not later than five years	-	21,277
Later than five years	-	-
	<u>22,000</u>	<u>54,277</u>
Other:		
Not later than one year	4,459	4,459
Later than one year and not later than five years	3,716	7,946
Later than five years	-	-
	<u>8,175</u>	<u>12,405</u>
 Total commitments under operating leases	 <u><u>30,175</u></u>	 <u><u>66,682</u></u>

The recognition of leases on the Balance Sheet in 2022/23, amounting to £68,759, has been reversed to comply with the Charities SORP (FRS 102) (2019). The difference between this and the 2022/23 liability of £66,682 disclosed above is to account for the present value of the lease obligations. The total expenditure relating to operating leases recognised in the Statement of Financial Activities during 2023/24 is £39,536.

NOTES TO THE ACCOUNTS

10. INTANGIBLE FIXED ASSETS

	Computer software	On-trade licence	Total
Cost or valuation	£	£	£
At 1 April 2023	994,481	199,588	1,194,069
Additions	<u>368,321</u>	<u>-</u>	<u>368,321</u>
At 31 March 2024	<u>1,362,802</u>	<u>199,588</u>	<u>1,562,390</u>
Amortisation			
At 1 April 2023	236,741	3,326	240,067
Charge for year	<u>414,839</u>	<u>21,807</u>	<u>436,646</u>
At 31 March 2024	<u>651,580</u>	<u>25,133</u>	<u>676,713</u>
Net book value	£	£	£
At 31 March 2024	<u>711,222</u>	<u>174,455</u>	<u>885,677</u>
At 31 March 2023	<u>757,740</u>	<u>196,262</u>	<u>954,002</u>

11. INVESTMENTS

	2024	2023
	£	£
Investment in Subsidiary - National Museums Northern Ireland Enterprises Limited	<u>2</u>	<u>2</u>

National Museums NI owns the whole of the issued share capital of National Museums Northern Ireland Enterprises Limited (NMNIEL), a registered company. The registered office of NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 31 March 2023, NMNIEL had net assets totalling £2.

12. STOCK

	2024	2023
	£	£
Shop goods for resale	233,499	201,790
Academic publications for resale	19,625	22,300
Maintenance materials and consumables	27,249	28,975
Farm stock	<u>18,679</u>	<u>23,052</u>
	<u>299,052</u>	<u>276,117</u>

13. DEBTORS

	2024	2023
	£	£
Trade debtors	243,799	119,672
Prepayments and accrued income	901,333	642,792
Other debtors	<u>505,207</u>	<u>488,289</u>
	<u>1,650,339</u>	<u>1,250,753</u>

NOTES TO THE ACCOUNTS

14. CASH AT BANK AND IN HAND

	2024 £	2023 £
Cash at bank and in hand	<u>3,023,058</u>	<u>3,573,919</u>

15. CREDITORS (amounts falling due within one year)

	2024 £	2023 £
Trade creditors	1,067,931	603,198
Other taxes and social security	191,289	181,654
Accruals	3,171,006	2,738,809
Deferred income	173,611	191,100
Other creditors	2,887	478
Lease liabilities	-	36,826
	<u>4,606,724</u>	<u>3,752,065</u>

Movement on deferred income

	Contract / grant £	Sponsorship £	Event deposit £	Advance admin charge £	Total £
Balance as at 1 April 2023	125,876	3,000	58,474	3,750	191,100
Amounts released from previous years	(53,001)	(3,000)	(33,390)	(3,750)	(93,141)
Incoming resources deferred in the current year	12,901	-	59,001	3,750	75,652
Balance as at 31 March 2024	<u>85,776</u>	<u>-</u>	<u>84,085</u>	<u>3,750</u>	<u>173,611</u>

Deferred income will be matched and released as and when the contractual obligations have been discharged.

16. CREDITORS (amounts falling due after more than one year)

	2024 £	2023 £
Lease liabilities	-	29,856
	<u>-</u>	<u>29,856</u>

NOTES TO THE ACCOUNTS

17. PROVISIONS FOR LIABILITIES AND CHARGES

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2023	812,576	20,000	832,576
Provided in year	-	-	-
Provisions not required written back	(657,508)	-	(657,508)
Utilised in year	(155,068)	(20,000)	(175,068)
Balance as at 31 March 2024	<u>-</u>	<u>-</u>	<u>-</u>

Following final judgement in the (PSNI v Agnew) legal case in the Supreme Court, and legal advice sought by National Museums NI, the provision of £812,576 has been released, with a revised estimate of £155,068 made for the likely financial outlay. This sum is included within the total accruals amount disclosed within note 15. The funding of this likely outlay has been provided by the Department for Communities.

Analysis of expected timing of discounted flows

	Payroll	Other	Total
	£	£	£
Less than one year	-	-	-
Later than one year and not later than five years	-	-	-
Later than 5 years	-	-	-
Balance as at 31 March 2024	<u>-</u>	<u>-</u>	<u>-</u>

NOTES TO THE ACCOUNTS

18. STATEMENT OF FUNDS

	At 1 April 2023 £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2024 £
Restricted Funds						
Collection acquisition fund	12,671,032	1,123,875	-	-	107,801	13,902,708
Government grant for fixed assets	(5,084)	1,818,899	-	-	(1,705,379)	108,436
Exhibition fund	8,982,861	237,116	(336,096)	-	-	8,883,881
Voluntary Exit Scheme fund	9,484	-	-	-	-	9,484
Payroll Provision	(812,576)	-	(155,068)	-	812,576	(155,068)
The Art Fund	100,000	32,000	(100,000)	-	(32,000)	-
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	438,340	-	-	-	(27,223)	411,117
P Donald Legacy	319,734	-	-	-	(48,578)	271,156
Natural History Museum	-	165,144	-	-	(165,144)	-
General fund	744,290	1,152,871	(1,381,416)	-	-	515,745
	<u>22,456,180</u>	<u>4,529,905</u>	<u>(1,972,580)</u>	<u>-</u>	<u>(1,057,947)</u>	<u>23,955,558</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	226,961	105,116	-	-	-	332,077
Board Reserve capital fund	473,719	227,000	-	-	-	700,719
Undesignated funds:						
Capital reserve	1,857,606	-	(488,027)	-	-	1,369,579
Revaluation reserve	48,867,909	-	(122,274)	1,322,186	-	50,067,821
Government grant for fixed assets	31,685,813	-	(3,274,833)	-	1,869,457	30,280,437
General fund	(947,917)	19,114,763	(19,191,374)	-	(811,510)	(1,836,038)
	<u>82,164,091</u>	<u>19,446,879</u>	<u>(23,076,508)</u>	<u>1,322,186</u>	<u>1,057,947</u>	<u>80,914,595</u>
Total Funds	<u>104,620,271</u>	<u>23,976,784</u>	<u>(25,049,088)</u>	<u>1,322,186</u>	<u>-</u>	<u>104,870,153</u>

The transfer of £1,705,379 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

NOTES TO THE ACCOUNTS

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Fixed Assets	22,786,589	81,717,839	104,504,428	104,133,979
Current Assets	3,430,990	1,541,459	4,972,449	5,100,789
Liabilities	<u>(2,026,959)</u>	<u>(2,579,765)</u>	<u>(4,606,724)</u>	<u>(4,614,497)</u>
Total Net Assets	<u>24,190,620</u>	<u>80,679,533</u>	<u>104,870,153</u>	<u>104,620,271</u>

20. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2024 (2022/23: £200,000) relating to multi year capital projects.

21. NOTES TO CASHFLOW

Reconciliation of net income to net cash inflow from operating activities	2024 £	2023 £
Net income/(expenditure) for the reporting period as per the statement of financial activities	(1,072,304)	(623,221)
Adjustments for:		
Depreciation	3,852,184	3,613,531
Amortisation	436,646	98,110
Impairment Charges	(67,600)	117,600
(Profit)/loss on disposal of fixed assets	1,066	-
Decrease/(increase) in stock	(22,935)	(1,603)
Decrease/(increase) in debtors	(399,586)	823,162
Increase/(decrease) in creditors	1,283,127	(754,740)
Increase/(decrease) in provision	(832,576)	11,075
Deposit interest receivable	(46,065)	(8,254)
(Gain)/loss on derecognition of right of use assets	2,077	-
Interest on lease liabilities paid	<u>-</u>	<u>975</u>
Net cash provided by (used in) operating activities	<u>3,134,034</u>	<u>3,276,635</u>

Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	<u>3,023,058</u>	<u>3,573,919</u>

Analysis of change in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash	3,573,919	(550,861)	3,023,058
Cash equivalents	-	-	-
Overdraft facility	-	-	-
Loans due within one year	-	-	-
Loans due after one year	-	-	-
Finance lease obligations	-	-	-
Total	<u>3,573,919</u>	<u>(550,861)</u>	<u>3,023,058</u>

NOTES TO THE ACCOUNTS

22. RELATED PARTY TRANSACTIONS

National Museums NI is a Non-Departmental Public Body funded by the Department for Communities.

The Chief Executive is a non executive director of Strategic Investment Board (SIB). During the year £50,464 was paid to SIB for secondee services to provide Asset Management support. No money was received by SIB during the year (2022/23: £695). The Chief Executive is a non executive director of Visit Belfast and during the year £4,200 was paid to Visit Belfast for annual partnerships and publications (2022/23: £6,300). Visit Belfast paid nothing to National Museums NI in the current year (2022/23: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2022/23: £nil) and £2,720 was received as a donation (2022/23: £2,720).

National Museums NI has had a number of transactions with other Government Departments and other Central Government Bodies. These have been mainly with Central Procurement Directorate and Civil Service Pensions Branch within the Department of Finance and Personnel.

23. FINANCIAL INSTRUMENTS

National Museums NI's resources are met through grant-in-aid funding received from the Department for Communities and also through grant funding from other sources and from income generated through admissions, trading activities and donations. National Museums NI does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables, cash and short term investments. Trade receivables are recognised at fair value less a provision for impairment (bad debt). The provision is made when the National Museums NI is of the view that the debt may not be collectable in full, or in part, in accordance with the terms. The organisation has no borrowings and relies primarily on departmental grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, National Museums NI holds no financial instruments.

Liquidity Risk

National Museums NI secures funding for inescapable core activities in advance of expenditure being committed. National Museums NI however relies on Self -Generated Income to discharge its full statutory obligations therefore is exposed to some liquidity risk.

Credit Risk

National Museums NI have credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

24. CONTINGENT LIABILITIES

With regards to the (PSNI v Agnew) legal case referred to in Note 17, uncertainty exists in relation to whether interest or any other uplift will become payable on the sums due to the Claimants to reflect the effluxion of time. As this matter is not agreed, no provision has been made in Note 17, however a contingent liability is being disclosed in the event that the position changes during the remaining course of settlement proceedings.

25. EVENTS AFTER THE REPORTING DATE

There were no events since the end of the financial year requiring disclosure.

The Accounting Officer authorised these financial statements for issue on 13 November 2024

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Annual report

National Museums NI
Annual Report and Accounts
For the year ended 31 March 2024

Laid before the Northern Ireland Assembly

Under Article 10 (2) (c) and 11 of the Museums and Galleries (Northern Ireland) Order 1998

By the Department for Communities

On

26 November 2024

All enquiries related to this publication should be sent to us at National Museums NI, 153 Bangor Road, Cultra, Holywood, Co.Down, BT18 0EU or email: info@nationalmuseumsni.org.

CONTENTS

1. CHAIRMAN'S FOREWORD	3
1.1 CHIEF EXECUTIVE'S INTRODUCTION	4
2. TRUSTEES' PERFORMANCE REPORT	6
2.1 Purpose, Objectives & Activities	6
2.2 Structure, Governance & Management	10
2.3 Performance Summary	13
2.4 Performance Analysis	14
2.5 Annual Review	20
2.6 Financial Review	33
2.7 Plans for Future Periods	34
3. ACCOUNTABILITY REPORT	36
3.1 Remuneration and Staff Report	36
3.2 Statement of Trustees' & Chief Executive's Responsibilities	49
3.3 Governance Statement	50
3.4 Assembly Accountability & Audit Report	58
3.5 The Certificate and Report of the Comptroller and Auditor General	59
4. FINANCIAL STATEMENTS	
4.1 Statement of Financial Activities	64
4.2 Balance Sheet	65
4.3 Cash Flow Statement	66
4.4 Notes to the Accounts	67

1. CHAIRMAN'S FOREWORD

As the new Chairman of National Museums NI, it is my great pleasure to present this Annual Report, reflecting on a remarkable year of achievements and looking forward to a future filled with promise for our organisation.

We are dedicated to delivering inclusive and compelling experiences across all four of our wonderful museum sites. Our museums challenge perceptions and encourage discussion across various themes including the conflict of our past and its legacy, our rich cultural heritage and our response to the pressing climate crisis, in a bid to inspire our visitors as they journey with us into a shared future. Some of our most ambitious plans lie in the 'reawakening' of the Ulster Folk Museum – a project which aims to empower individuals to reconnect with heritage and the environment in new ways. The vision and commitment of the team at National Museums NI has been truly impressive, and their dedication ensures that we remain at the forefront of museum excellence.

Collaboration is at the heart of our strategy as we strive to appeal to broader and more diverse audiences. By enhancing our partnerships with various organisations and sectors, we aim to enrich our collections, broaden learning opportunities and promote wellbeing across our community. This collaborative approach is essential as we continue to develop and expand our reach.

Alongside myself, National Museums NI gained seven new Trustees this year, each of whom bring with them a wealth of knowledge, skills and connections. Their collective experience will undoubtedly strengthen National Museums NI, as we champion and guide its future. Together, we are committed to building on the strong foundations that have been laid and progressing with the exciting plans for the future.



Gordon Milligan OBE
Chairman

1.1 CHIEF EXECUTIVE'S INTRODUCTION

Welcome to this year's Annual Report. I invite you to look back with us and explore our many highlights, successes and milestones as we reflect on the past twelve months. We have been on a long road of organisational development – a journey which has bolstered our resilience in meeting the needs and expectations of our partners and the public, ensuring our relevance in a time of exponential change.

As we move into 2024/25 it marks the culmination of our current Corporate Strategy, providing us with an opportunity to conclude this phase of our journey on a high note. This strategy has been instrumental in guiding our work in the past five years and achieving tangible progress across various fronts.

In spite of the continuing challenges of the financial environment we are in, characterised by political uncertainty, rising inflation and a continued increase in cost of living, our performance this year has been remarkably strong. Whilst success should not be measured by numbers alone, I am deeply encouraged by the results we have achieved, which point to the progress being made across our four sites. Our museums welcomed 724,257 visitors - an impressive 9% increase in comparison to last year.

There has been growth in general admission visitors, schools, volunteers, tourists, corporate functions and weddings – all of which demonstrates a real team effort, with each part of our museum service making a positive contribution to our shared success.

We track a wide range of performance indicators that go beyond visitor numbers. We generated 962,614 engagements in total this financial year through a wide range of activity beyond visitors through our doors. Online engagements, stores visits, research enquiries and volunteering are just some of the other ways we engage our audiences. This wider view of engagements shows the extent of our museum service and the impact we create. This is an incredible achievement and a measure of just how valued our museums and our work are.

From motorsports to bluegrass music festivals, foraging to fashion icons, our programming highlights have captured the imaginations of visitors throughout the year. The culmination of our programme marking the 25th anniversary of the Belfast/Good Friday Agreement in April 2023 was an exhibition that featured some of the inspiring women who have been influential to peace building in Northern Ireland.

In December 2023, we hit a major milestone for the 'Reawakening the Ulster Folk Museum' project by securing full planning permission with unanimous support from the planning committee. Most encouraging has been to hear the feedback from visitors, schoolchildren, partners, politicians and other stakeholders who have given their whole-hearted endorsement to our plans.

Now progressing to its next stage, this investment project will see the Ulster Folk Museum renewed with a purposeful realignment of its role as a multi-layered heritage and environment resource.

At the core of our responsibilities as a national museum lies the crucial task of caring for our collection, expanding it with new acquisitions and sharing its significance with the wider public. Over the last year our collecting efforts have been dynamic and purposeful, aimed at reflecting and encouraging dialogue about our shared history and contemporary experiences.

The work we have undertaken in managing and caring for our collections over the past year is a testament to our dedication and commitment to our organisational mission of telling the stories of our past, challenging our present and shaping our future. It is through these efforts that we ensure our collections remain relevant, engaging and representative of the world we live in.

Finally, I would like to extend my sincere gratitude to our Minister and the Department for Communities, our funders, partners, donors and members, and to everyone who has visited and engaged with our museums over the past year. Your continued support is the vital driving force behind our success.

My thanks also goes to my amazing colleagues who bring creativity, passion and hard work to their roles every, single day. It is through their efforts that we continue to inspire, educate and engage the public, making a profound impact on our community and beyond.



Kathryn Thomson
Chief Executive

2. TRUSTEES' PERFORMANCE REPORT

2.1 Purpose, Objectives & Activities

The Museums and Galleries (Northern Ireland) Order 1998 (the "Order") established a Board of Trustees for National Museums NI and provided that all property, rights and liabilities of the Trustees of the Ulster Museum and the Trustees of the Ulster Folk & Transport Museum would transfer to this Board. It repealed previous legislation affecting the Ulster Museum and the Ulster Folk and Transport Museum. The Trustees of the Ulster Museum and the Trustees of the Ulster Folk and Transport Museum were thereby abolished. National Museums NI assumed responsibility for the Ulster American Folk Park from October 1998.

A subsidiary company, National Museums Northern Ireland Enterprises Limited, was incorporated in 2008 for the purposes of carrying on non-primary purpose trading activity ancillary to the core objectives and activities of the parent charity. The company is currently non-trading.

The Order requires the Trustees to:

- care for, preserve and add to the collections;
- ensure that the collections are available to the public through exhibitions, effective interpretation and availability for research and study; and
- promote the awareness, appreciation and understanding of;
 - art, history and science;
 - the way of life and traditions of people;
 - the migration and settlement of people;

with particular reference to the heritage of Northern Ireland.

In setting the objectives and planning the activities for the year, the Trustees have given careful consideration to the Charity Commission for Northern Ireland's guidance on public benefit to ensure that the activities have helped to achieve the charity's purposes and provide a benefit to the beneficiaries.

The requirements of the Order meet the following charitable purposes as defined by the Charities Commission:

- The advancement of the arts, culture, heritage and science; and
- The advancement of education.

National Museums NI: Who We Are

National Museums and Galleries of Northern Ireland has adopted the operating name of National Museums NI. This operating name has been adopted and used throughout the Annual Report and Accounts.

National Museums NI comprises four museums and serves as a custodian of the National Collection of 1.4 million objects which are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world.

Ulster Museum

The Ulster Museum is Northern Ireland's treasure house of the past and the present – home to rich collections of art, history and natural sciences. It is a vibrant place where friends and family enjoy knowledge and stories drawn from local and global culture. It is a place of awe and wonder, but also a safe and trusted space which allows diverse voices to be heard and difficult questions to be explored.

Ulster Folk Museum

The Ulster Folk Museum is an open-air museum – rolling hills of countryside and a bustling town filled with authentic period buildings, meticulously transported from their original settings. The Museum reveals how we have shaped our natural environment over time creating a cultural landscape rich in traditions and diversity. Its commitment to preserving and interpreting our way of life from the early 1900s connects us with values, skills and customs that would otherwise be lost.

Ulster Transport Museum

The Ulster Transport Museum tells the story of transport and social change in this part of the world since the birth of the modern era. It is the journey of tenacious, local people finding more efficient ways to travel and to transport the essentials of daily life. It is a place to discover that story and offer inspiration for the designers, engineers and adventurers of the future.

Ulster American Folk Park

Embark on an epic journey across the centuries, and the vast Atlantic Ocean, as you recreate the story of Irish emigration. The Ulster American Folk Park is a place that preserves the importance of Ulster people's contribution to establishing modern North America and tells compelling stories of Irish emigration. It seeks to alter people's perceptions about emigration through personal stories of discovery.

Our Role and Purpose

National Museums NI's role is to work with the public to explore and share compelling stories about real objects and collections in unique settings that enable all of us to gain new knowledge and understanding.

We are passionate about playing a vital role at the heart of our community, making a difference to the lives of many individuals as well as contributing to the development of a vibrant society. The collections are at the centre of everything we do, and we are committed to working in partnership with people, local communities and organisations that share our aspirations. We want to ensure that the widest possible audience has access to our national collections.

We operate for the public and national benefit, not just for this generation but for future generations and for all visitors to Northern Ireland. We facilitate a better understanding of our collective heritage and foster dialogue, curiosity and self-reflection.

Our Vision:

Celebrate who we are: telling the stories of our past, challenging our present and shaping our future.

Our Mission:

- Develop, manage and care for our Collections to benefit current and future generations.
- Make our Collections accessible to the widest possible audiences.
- Play a leading role in the economic and social wellbeing and future of this place.
- Build an organisation where people feel valued.

Our Values:

- Striving for excellence – being the best we can be in everything we do; delivering excellent customer service internally and externally; and sharing our expertise.
- Being authentic – being true to our Collections; having integrity in everything we do; and creating unique experiences.
- Working together – promoting teamwork; building mutually beneficial partnerships; and being receptive to others and their ideas.
- Showing respect – valuing everyone; supporting diversity; and respecting the Collections.
- Being courageous – being ambitious in programming; embracing change; being brave and creative in the stories we tell; and empowering our people.

Our Journey:

In recent years, spurred by our passion for our museums and collections, National Museums NI has embarked on an ambitious programme of transformation to ensure that we achieve the maximum public benefit through everything we do.

Through our transformative agenda we are actively rethinking the role of museums in our society. We want to connect people to their interests and ambitions in a deeper way. But we also recognise that societal norms are changing in terms of lifestyle, identity, the climate emergency and the economy; and that this requires us to change too.

We believe that our museums can set an example in adapting to change, encouraging debate, promoting reconciliation and supporting diversity and sustainability. We need to be able to react as well as reflect.

Public Benefit Statement

Everything we do as an organisation is measured against the benefits we aspire to bring to the users of our Museums. The direct public benefit of National Museums NI is that people, individually and collectively, better understand the art, history, science and culture of Northern Ireland and its significance and relevance in wider national and global contexts. This is evidenced through the data we hold in relation to:

- visitor numbers and usage of our sites;
- the demographic profile of visitors;
- digital engagements;
- details of engagement and programmes with diverse community groups;
- specific learning programmes for formal learners, lifelong learners and communities;
- the diversity and scale of our exhibitions and public programming;
- evaluations, feedback and customer satisfaction rating of our programmes, events and exhibitions;
- membership;
- the extent of public access to our stores; and
- partnerships with academic and higher education institutions.

Beneficiaries include the people of Northern Ireland and people from outside the area who visit the museums, as well as online users of nationalmuseumsni.org

2.2 Structure, Governance & Management

As a Non-Departmental Public Body (NDPB) accountable to the Northern Ireland Assembly through the Department for Communities (DFC), National Museums NI has a public duty to meet the highest standards of corporate governance.

Under Article 10(2) of The Museums and Galleries (Northern Ireland) Order 1998, the organisation is required to prepare a statement of accounts for each financial year in the form and on the basis determined by DFC with the approval of the Department of Finance. The financial statements for National Museums NI are required to be audited by the Comptroller and Auditor General for Northern Ireland.

Under Article 11 of The Museums and Galleries (Northern Ireland) Order 1998, the Board is required to prepare an Annual Report for DfC and lay this before the Northern Ireland Assembly.

The Annual Report and Accounts have been prepared in accordance with the accounting policies set out in Note 1 to the accounts, and complies with the Charities SORP (FRS 102), certain aspects of HM Treasury Financial Reporting Manual (FReM) in relation to the Annual Report and the disclosure requirements issued by the Department of Finance.

National Museums NI is governed by a Board of up to 15 Members who are appointed by the DfC Minister.

Appointment to the Board is by open competition with Members appointed for a term of up to five years. Members can additionally serve subsequent terms of up to a maximum of eight years subject to the approval of the Office of the Commissioner for Public Appointments for Northern Ireland (CPANI).

There were two committees of the Board during the year, as follows:

- Audit and Risk Assurance Committee;
- General Purposes and Finance Committee; and

Following their appointment, all Members attend public accountability training provided in respect of their responsibilities for corporate governance and accountability of the organisation.

Board of Trustees

During the year the following individuals served on the Board:

*Mr Miceal McCoy (Chairman)**
Miss Charlotte Jess (Vice Chair)
*Professor Garth Earls **
*Professor Karen Fleming**
*Mrs Hazel Francey**
*Mrs Daphne Harshaw**
*Dr Rosemary Kelly OBE**
*Dr Leon Litvack**
*Mr Alan McFarland**
*Dr George McIlroy**
*Mrs Catherine Molloy**
*Mrs Deirdre Devlin (nee Bryce) ***
Mr William Duddy
Dr Robert Whan
Mr William McMullan
Mr Gordon Milligan (Chairman) ***
Mr Keith Charlton ***
Mr Mark Walker ***
Mr Ryan Cornett ***
Dr Sally Montgomery OBE ***
Ms Therese Rafferty ***
Ms Fiona Ryan ***
Mr Peter Osborne ***

* Term completed on 30 April 2023

** Resigned on 30 September 2023

*** Appointed on 1 October 2023

Responsibility and delegated authority for the management of National Museums NI rests with the Executive Team, under the leadership of the Chief Executive, who is appointed by the Board of Trustees.

At the year end the members of the Executive Team comprised:

- Chief Executive and Accounting Officer: Kathryn Thomson
- Director of Collections: William Blair
- Chief Operating Officer: Colin Catney
- Director of Public Engagement: Aaron Ward

Reference and Administrative Details

Name

The charity is registered under the name National Museums and Galleries of Northern Ireland. The charity has adopted the operating name National Museums NI.

Charity Number

NIC103729

Principal Address

National Museums NI, Cultra, Holywood, Co Down, Northern Ireland, BT18 0EU.

Bankers

Danske Bank Limited
Donegal Square West
Belfast
BT1 6JS

External Auditors

Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Internal Auditors

Ernst & Young LLP
22 Bedford Street
Belfast
BT2 7DT

Solicitors

Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

2.3 Performance Summary

Key Performance Indicators – Overview

The following section provides a headline overview of our Key Performance Indicators (KPIs), as set out in our 2023/24 business plan, and is followed by a narrative round up of achievements in the year under each theme.

Theme	KPI	Target 2023/24	Actual 2023/24	Actual 2022/23
Audience Profile	First time and lapsed audiences	40% of total visitors	51%	53%
	Diversity measures	*C2DE 26% Disability 10% Minority Ethnic Group 4%	C2DE 29% Disability 6% Minority Ethnic Group 4%	C2DE 27% Disability 9% Minority Ethnic Group 3%
	Total engagements	1,200,000	962,614	1,194,601
	Tourism – out of state visitors	200,000	195,549	28% (of total visitors)
Visitor Experience	Maintain Tourism NI ratings	4*	4*	4*
	Net Promoter Score	> ALVA** Benchmark = +72	+78	+75 (on par with benchmark)
	Composite Visitor Engagement Score	> ALVA Benchmark = 9.01	9.20	9.07 (+0.07 above benchmark)
Depth of Engagement	Composite Engagement Score	> ALVA Benchmark = 8.62	8.82	8.71 (-0.01 below benchmark)
	Membership growth	+15%	+8.6%	21%
Collections	Records to Full Spectrum Standard	27%	24%	24%
	Specimens on collection database	78%	77%	77%
Environmental sustainability	Carbon emissions	1,804 tCO ₂ e	2,010 tCO ₂ e	1,872 tCO ₂ e
Volunteering	Volunteer hours	21,000 hours	21,011 hours	20,080
Learning	Quality of formal education experience	9.5/10 quality rating for Museum on the Move	9.62/10 quality rating for Museum on the Move	9.3/10
		9.0/10 quality rating for Onsite Programmes	9.62/10 quality rating for Onsite Programmes	<i>Not measured in 2022/23</i>
Income	Non Grant in Aid income	£3.4m	£4.0m	£3.7m
Staff Engagement	Staff Engagement score	73%	77.1%	74.7%

* C2DE is a National Readership Survey demographic class grading.

** Association of Leading Visitor Attractions

2.4 Performance Analysis

This annual Performance Report charts quarterly progress against our 2023/24 Business Plan.

The plan was developed by National Museums NI Senior Management, and then approved by the Board in March 2023.

As part of the Corporate Strategy, these KPI's were established as National Museums NI Management revised the metrics by which success would be measured in meeting the stated aims and objectives as laid out within our Corporate Strategy for 2021–2025.

National Museums NI have opted for KPI's that are instructive indicators of strategic thinking, sound management, ethical decision making and positive social impact.

We have set out below an evaluation of our performance during 2023/24 under nine main themes:

Engagement (Growth), Engagement (Quality), Engagement (Depth), Our Collections, Environmental Sustainability, Volunteering, Formal Education, Income and Staff Engagement.

Engagement (Growth)

Building on last year's performance, we continue to perform well against our target of first time and lapsed visitors and C2DE visitors, both of which are important indicators of audience growth and our ability to reach the widest possible audience.

All museums have experienced a significant year-on-year increase, except the Ulster Transport Museum which hosted the popular *Our Place In Space* trail in the 2022/23 which boosted numbers above average.

Ulster Museum comprised the majority with 489,643 visitors, which was an 11% increase on last year. Ulster Folk Museum recorded 91,354 visitors, a 9% increase on last year. Whereas there were 57,537 visitors to Ulster Transport Museum a 6% decrease as explained above.

Ulster American Folk Park welcomed 85,723 visitors, a 12% increase on the prior year.

Overall, it is an excellent visitor performance especially when considering the very wet weather conditions during the peak (summer) season.

We have generated 962,614 engagements in total this financial year through a wide range of activities. Of these engagements, 688,189 were visitors to our museums, as shown below in the breakdown of all engagements with our full range of services to the public. This wider view of engagements shows the extent of our museum service and the impact we create.

Method of Engagement	Total 2023/24
General Admissions to Events & Exhibitions	688,189
Collections Online	198,287
Schools Programme	48,600
Accessing Collections and Expertise	9,734
Volunteering or Participatory Programme	6,384
Attendance at Corporate Functions / Weddings	11,420
Total	962,614

Included within these admissions is a strong out-of-state tourism performance with 195,549 visits across our museums during the year (27% of visitors).

Engagement (Quality)

The Net Promoter Score (NPS) is based on the likelihood of our visitors to recommend a visit to others and is widely used across various industries as a measure of customer experience. We benchmark our NPS performance against other museums and attractions throughout the UK using research undertaken by the Association of Leading Visitor Attractions (ALVA).

Our Net Promoter Score this year was 78 which is 6 points ahead of the ALVA benchmark. Our Composite Visitor Engagement Score, which measures various functional elements of our visitor experience (facilities, cleanliness, customer service, etc) was 9.20, which is also significantly above benchmark of 9.01.

We understand that the Tourism NI (TNI) rating scheme is under redevelopment by TNI with plans to roll out in late 2024.

Engagement (Depth)

The Composite Engagement Score is designed to measure depth of engagement and includes more emotional-and learning-based outcomes. Our score for the year on this measure was 8.82, which is above the ALVA benchmark, a considerable achievement.

Increasing membership is another indicator of our depth of engagement however it has been a challenging year in this regard in failing to meet our stated target of 15% growth. A membership database cleanse in Q1 rebased membership numbers to a lower number. By end of Q3, we were trending at a 14% growth year-on-year, but then a sharp fall off in the fourth quarter due to a lower level of programming and appetite for outdoor activities resulting in a full year result of 8.6% growth.

Our Collections

The KPI's for Records to Full Spectrum Standard and Specimens on a Collections Database KPI only recorded small incremental increases which keeps them at approximately 24%, and 77% respectively.

Our new Collection Management System (Collections Index+) went live in February 2023, therefore 2023/24 has been an important transitional year as the new system is operationalised and embedded. This has included data cleaning, data migration, staff training and system development. In Quarter 4, the Collections Information team was focused on completing the final phase of this multi-year capital project.

Whilst progress against our KPIs appears limited, a huge volume of work has underpinned this successful system upgrade. It is important to note that each percentage point in these indicators equates to 14,000 specimens.

In Quarter 4, the Collections Information Team also supported the decant of the fine art collection from the Picture Store at the Ulster Museum into temporary storage. This was necessitated by the work to upgrade a key section of the roof on the Ulster Museum.

A comprehensive collections audit of the folk textile collection in preparation for its move to the Ballycultra Store has continued. This is a slow and meticulous process, with Collections Information

staff working in tandem with curatorial. Whilst this has resulted in limit change to the KPI for Records to Full Spectrum Standard KPI figure, it has been invaluable in terms of the overall enhancement of information held on this internationally significant collection.

Other inventory, relocation and reconciliation projects have focused on Applied Art jewellery, Fine Art drawings and paintings, the Girona collection, and the Transport collection. The importation of new taxonomic data for natural sciences has been an important element of this programme of data improvement.

Environmental Sustainability

The emissions calculation for our carbon footprint (using 2022/23 data) has been completed and is regrettably 11.4% above the desired target. It is both higher than the 2021/22 emissions total of 1,872 tCO₂e and shows a slight increase on the 2018/19 baseline figure of 2,004 tCO₂e.

While the picture is complex, reasons for the increase do include the acquisition and full operationalisation of the Transport and Industrial Maritime Store (TIMS) building which added over 5% to the overall estate footprint, thereby not providing a like for like comparison to the previous years. We also had significant plant become operational in our other main Collections Store in the past year.

An alternative commonly used measurement tool for carbon emissions is kg CO₂e /m². as it is not subject to variations in estate size. Using this comparable metric shows a reduction in overall emissions from the baseline year, from 34.25kg CO₂e /m² in 2018-19 to 32.42 kg CO₂e /m² in 2022/23, a decrease of 5.36% over the period.

Volunteering

Over the course of 2023/24 we have continued to develop and enhance volunteer opportunities and the volunteer experience across our sites. These opportunities support skills development, health & wellbeing and engagement. They also support us in our service delivery with 21,000 hours equating to the contribution of approximately 12 full time people.

Volunteering activity in the early months of the year can sometimes be impacted by the harsher winter months, especially on our outdoor sites. However this quarter we benefited from new recruitment to the library as well as continued strong volunteer numbers in our Ulster Museum Discovery Centre and the Ulster Folk Museum Green Gym.

In January 2024 we piloted our family volunteering offer in partnership with The Conservation Volunteers (TCV). Our ambition is to promote this to new audiences as well as extending the offer to existing visitors, as an accessible opportunity they can get involved in as part of their visit. We also involved volunteers for the first time as part of the NI Science festival at the Transport Museum.

Formal Education Programming

This has been a very successful year for our formal education service, with both KPI targets being comfortably exceeded.

These quality scores for our programmes are also significantly higher than in 2022/23, demonstrating how we continue to develop and improve our offer in response to feedback, including from our teachers' panels.

Recognition for our programmes is not just from formal education stakeholders but from our sector peers. Our *Museum on the Move* programme was shortlisted for a prestigious Museums & Heritage Award, in the ‘Learning Programme of the Year’ category, receiving a ‘Highly Commended’ award at special ceremony in London on 15 May 2024.

Income (Non Grant in Aid)

It was a positive commercial year for National Museums NI Non Grant in Aid, with £4.0m recorded between April 2023 and March 2024, exceeding the 12 month annual target of £2.6m.

Our Non Grant in Aid income is broadly comprised of revenue from (i) visitors and commercial customers (unrestricted income) and (ii) income from grant funded projects (restricted income).

See below reconciliation of the income KPI to the Statement of Financial Activity (SoFA).

Income Source	£m
Total reported income per SoFA	24.0
Less Grant in Aid (Capital & Revenue)	(18.5)
Less Restricted Capital Grants	(0.2)
Less Donated Gifts in Kind	(1.0)
Less Legal settlement receipts & Misc Income	<u>(0.3)</u>
Total Non Grant in Aid Income	<u>4.0</u>

(i) Income from Visitors & Commercial Customers (£2.8m actual vs £2.5m target)

This positive performance was achieved across each of the Self-Generated Income streams as per our highlights below.

Admissions, Events and Memberships (£1.4m actual vs £1.4m target)

- The Ulster Folk Museum welcomed over 91k visitors, while the Ulster Transport Museum welcomed over 57k visitors which together equates to pre-pandemic levels. The Ulster American Folk Park achieved almost 86k visitors which is about 94% of pre-pandemic levels. Overall, National Museums NI group welcomed 724,257 visitors in 2023/24 which was a 14% increase year-on-year. A contributing factor for admissions was the successful trial of the pay for entry Lavery Exhibition at the Ulster Museum.
- A cleansing of data at the start of year resulted in a drop of recorded members in Quarter 1 but has still seen 8.6% growth by year end reaching 1,197. An additional study commissioned by Audience Development to explore Value for Money has resulted in a re-visitation of the Corporate Aim of “re-imagining museum membership programmes as a means to supporting deeper relationships”. Whilst we explore these outcomes and await the digital infrastructure to support membership, we will continue to operate the current model. Membership will form part of the admissions and access strategy in FY2024/25.
- The appointment of the Travel Manager in Quarter 4 of the last financial year has enabled the development of a 5 Year Travel Trade Strategy. We have seen growth double that of 2022/23 with a total income of £128.8k versus an ambitious target of £124.3k. The Travel Trade Manager has attended 6 in person Business to Business (B2B) events since September, one of which

was representing National Museums NI at the World Travel Market in London, a first for the organisation.

- A new Travel Trade pilot event was successfully held with a Cruise Ship Event at Ulster Folk Museum, showcasing our traditional Crafts followed by a three course meal in the Parochial Hall. This was also the first time that our recently acquired Alcohol Licence had been activated for an event, with a pop up bar situated in the Parochial Hall. Useful marketing materials in the form of filming and photographs were taken during the evening so that this event format could be marketed to potential customers, for what would be a high margin commercial activity.

Retail (£0.9m actual vs £0.6m target)

- The ongoing linkage to the national collections range is proving successful, supported by regular range refreshment, making the retail relevancy stronger than ever.
- The retail ranging is carefully aligned to the Commercial Strategy Principles, with increased stock for sustainability products with ethical sourcing and environmental credential ranges.

Space Hire (£0.2m actual vs £0.2m target)

- This has been another strong performance that has been helped by the stabilisation of the Business Development Team staffing structure. There are approximately twice as many Corporate Events bookings compared to weddings, however, weddings have a much higher average income per booking. New seasonal rates have been introduced to drive occupancy during off season times as there an expected downturn in larger weddings across the hospitality sector in 2024/25.
- A total of 13 filming bookings have been accommodated across the National Museums NI Portfolio, however, these requests are ad hoc and difficult to predict within annual targets.

Catering (£0.2m actual vs £0.1m target)

- Now in the second year of our main catering contract, the volatility of the market and cost of living is still having an impact on the sector. We have been working closely with our Catering Partners to ensure there is closer alignment with our One Programme Plan and that the catering offering is elevated to match the site activation days. This has been working particularly well in support of the seasonal activation in addition to key events such as Bluegrass and the Cultra Hill Climb.
- The option to extend the term for the catering provider at the Ulster Folk Museum & Ulster Museum has been agreed and will secure the service until November 2025. A tender process to test the market at the Ulster American Folk Park will commence later in 2024 with an appointment due before January 2025.

Cash Donations & Gift Aid (£0.1m actual vs £0.1m target)

- Cashless donations were performing on a par with the previous year, however, physical cash donations continue to decline across all sites on account of the societal trends of people carrying less cash.
- The full pilot of the cashless donation terminals has come to an end and a successful tender process is now complete for the leasing of the cashless terminals. There has also been a rationalisation of units to eradicate those units that were not performing.

Picture Library (£0.03m actual vs £0.03m Target)

- Photographic print sales from our Picture Library totalled £30k for the year, achieving our annual target.

(ii) 3rd Party Revenue Grant Projects (£1.2m Actual vs Target £0.8m)

- Our revenue grant income was above target this year primarily due to the expansion of work carried out on the development phase of the (National Lottery Heritage Funded) Reawakening Project at the Ulster Folk Museum. There was a total of £0.6m claimed versus the original target of £0.1m. This expansion of the planned work has meant that RIBA stage 3 of the project has been completed with planning approval also now achieved.
- We also received £0.4m of grant revenues from our main recurring grant funded programme CeDAR (Centre for Environmental Data and Recording). The target for CeDAR was £0.7m at the start of the year, however with delays in recruiting and onboarding staff associated with the programme, this has meant that the amounts reclaimable from the grant funder have been less than target.
- Other smaller grant funded activities totalled c.£0.1m combined, and these were all favourable to budget.

Staff Engagement

- As part of our commitment to staff engagement and organisational development, we operated our 'Pulse Survey' twice in the year – in quarter 1 and quarter 3.
- The survey asks nine questions with three relating to Corporate matters (Corporate Strategy, Business Plan, views of the Organisation), three relating to Leadership and three relating to the Individual (personal motivation and the team). Set against a baseline composite staff engagement score of 67.3% in the previous year, we achieved a score of 73.1% in quarter 1, rising to 77.1% in quarter 3.
- Following the operation of the 'Pulse Survey' we ask teams to develop their own action plans to improve levels of engagement. We have seen a drop off in completion rates for the survey and will take steps to encourage future improved participation.

2.5 Annual Review

Welcome to our Annual Review where we provide a detailed account of the significant and wide-ranging work undertaken by National Museums NI for the financial year 2023/24.

As the organisation responsible for managing four diverse museums Ulster Museum, Ulster Folk Museum, Ulster Transport Museum and Ulster American Folk Park we are the custodians of the National Collection which includes an extraordinary 1.4 million objects from here and all across the globe, and which spans thousands of years.

Our vision is to celebrate our shared heritage by telling the stories of our past, challenging the present and shaping the future. Guided by our founding legislation, National Museums NI holds several key responsibilities related to Northern Ireland's rich heritage. Our aims include to build awareness, appreciation and understanding of the national collections of: art, history and science; the way of life and traditions of people; and the migration and settlement of people.

Our legislative duties include the care, preservation and growth of our collections; ensuring public access through insightful interpretation and engaging exhibitions and events; and ensuring opportunities for research and study.

In this review we will set out how we have fulfilled these responsibilities during the financial year ending on 31st March 2024. National Museums NI's Corporate Strategy 2021-25 outlines four key areas where we have committed to making progress:

- Championing inclusion, diversity and accessibility
- Creating more ways to get involved
- Extending the impact of our collections
- Building the museum infrastructure of the future

Throughout this report, we make reference to these four core commitments and how we have set our substantial accomplishments this year against them.

Developing the Collections

Throughout 2023/24 we have added new strength and depth to the national collection, ensuring it is representative of our people, our times, our environment and the challenges we face in society.

In April 2023, we marked the 25th anniversary of the Belfast/Good Friday Agreement and our collecting has captured this milestone moment, looking both backwards and forwards, to our troubled past and the continuing legacy of conflict today.

Through our 'Inclusive Global Histories' programme, to decolonise our museums, we are connecting with newcomer communities across Northern Ireland as well as source communities internationally and embedding their previously marginalised stories within the collection.

Across all our museums we are seeking to better represent the different facets of cultural identity and their expression here in Ulster, ensuring our audiences and partners feel that the collection speaks of, and to, them.

In Natural Sciences, the focus on fieldwork is strengthening our understanding of the environmental changes and challenges we face, as well as revealing species that had been unknown to science here.

Finally, our Art acquisitions further cement our role as the national art gallery for Northern Ireland, being local, national and international in scope and representing exceptional talent.

We are grateful to the donors who have generously gifted to us this year, and to our funders for their vital financial support – Department for Communities, Art Fund and National Parks & Wildlife Service.

Here are ten of our acquisition highlights from this year.

1. Two iconic sculptures commissioned from Elisabeth Frink (1930 –1993) in 1962. They were affixed to the façade of the Ulster Bank building that was then under construction in Shaftesbury Square, Belfast. The sculptures were unveiled on the opening of the building in 1964. In 2023, Ulster Bank ended its connection with the building and so decided to gift the sculptures to the national collection, with the aim of ensuring that the public can continue to have access to these internationally important works. Plans are now in development to display the sculptures at the Ulster Museum.
2. Leathers worn by Robert Dunlop (1960-2008), one of the most famous motorcycle racers from Northern Ireland. In 2022/23, we acquired one of Robert Dunlop's racing motorbikes and these leathers further help us to tell his story. Robert Dunlop's racing career saw him triumph in the North West 200 and the Isle of Man TT, be twice named Enkalon Motorcyclist of the Year, and awarded the Freedom of Ballymoney in 2007. He was tragically killed in a biking accident during the North West 200 in 2008.
3. A collage by artist Tony Bell in April 2023. The collage was created as the 25th anniversary of the signing of the Belfast/Good Friday Agreement was marked. It is made from the cover and text of original copies of the Belfast/Good Friday Agreement referendum booklet, including some Irish language copies. An impactful and emotive piece of artwork, it shows reactions to the 25th anniversary of the Agreement and represents the artist's hopes for the future.
4. A contemporary poster by Belfast artist Niall Conlon in response to posters that some London boarding houses put up in the 1950s stating 'No Irish, No Blacks, No Dogs'. The artist feels it important to acknowledge the progress that has been made in promoting inclusion and diversity since then. The poster is part of our collecting for our 'Inclusive Global Histories' programme, and helps explore themes of sectarianism and racism in the UK and the ongoing development of decolonisation, inclusion and diversity initiatives.
5. *Original Sin - Last Supper (2023), oil on canvas diptych, Jennifer Trouton.*
These paintings by Jennifer Trouton (b. 1971), a Northern Irish artist whose practice incorporates paint, embroidery, wallpaper and textiles. Through her charting of spaces, objects and experiences, Trouton creates contemporary coded dramas that subtly express ideas around gender, class and identity within Irish history. *Original Sin* and *Last Supper* are the culmination of eight years' research and development of work that looks at women impacted by the Church and State's attempts to suppress reproductive rights on the island of Ireland.
6. *Untitled #15 (2023), ash wood and copper wire sculpture, Heechan Kim.*
Heechan Kim was born in 1982 in Seoul, South Korea and received a BFA in metal craft from Seoul National University in 2006. Kim's works explore the human desire that wants to keep one's individuality and, at the same time, wish to be in a community or group. His methodology, which is mainly stitching thin strips with metal wire, represents his belief that everyone is connected, bounded and destined to live together against their will. Kim was awarded the Artist of the Collect 2024 Fair for this piece.

7. A small painted plaster statue of St. Patrick by John Luke. John Luke (1906-1975) was a Belfast-born artist who studied at the Belfast School of Art and the Slade School of Fine Art, London. His work is well represented in the Ulster Museum collection, but this is his first artwork to enter the Ulster Folk Museum collection. It speaks to themes of religious and cultural identity and their expression within communities.
8. A contemporary blouse made from an early 1900s tablecloth, similar to those found in the Ulster Folk Museum collection. Rosina Hoyland (Spilt Milk) is one of a number of textile designers who have established businesses in the last few years specialising in the reworking or upcycling of mid-20th century household linens into fashion items. An upcycled piece such as this tells a story of the past, whilst also exhibiting an awareness of present day issues around sustainability and recycling.
9. Collecting in Natural Sciences is predominantly through fieldwork, such as the targeted survey of freshwater-associated taxa in The Burren that took place in August 2023. Thanks to funding from the National Parks & Wildlife Service (NPWS), National Museums NI worked with partners Buglife, staff from the NPWS and several other independent experts to survey water-related habitats and collect, identify and catalogue specimens as voucher material for the national collection.
10. This year we had a rare opportunity to acquire material from one of the buildings we have represented on-site at the Ulster American Folk Park. W.G. O'Doherty's, a grocery and public house, has its shopfront on Ulster Street. The etched glass from W.G. O'Doherty's would have formed part of the door on the way into the public house. It dates from around 1900. Establishing his business in 1871, on Bishop Street in Derry/Londonderry, W.G. O'Doherty imported food from all over the world, including tea, sugar, dried fruit and spices for the locals to enjoy. Some of the family involved in the business emigrated to North America in the early 20th century.

A New Disposal Process

Collections review, rationalisation and disposal are part of responsible collections management within museums. Disposal helps us to ensure that our collections are more sustainable in the long term and for public benefit, and enables us to continue to fulfil our statutory obligations to collect and fully record and represent the world around us.

In June 2023, the Museums Association launched new guidance for the sector on the ethical, transfer, reuse and disposal of collections. This was developed through a consultative process and National Museums NI was part of the discussions. In response to this guidance, we have developed our own new disposal process, which includes a risk-based approach to assessing and approving disposals. This new process was approved by the Board of Trustees in January 2024.

Where possible, museums will always seek disposal through transfer to another organisation in the public domain. An excellent example of this is the work we have been doing with Hydebank Wood Young Offenders Centre. Previous conversations with Hydebank Wood, an educational centre for young male offenders aged 17-24 and a women's prison, had made us aware of their training programmes and their interest in borrowing vehicles to use for a motor vehicle engineering course. Loans had not been possible but disposal offered a new opportunity. To date four vehicles have been transferred to Hydebank Wood and there are plans for further vehicles, identified for disposal, to be transferred for inmates to work on, enabling them to develop new skills and achieving new qualifications in the process.

Collections Care and Access

We continued to enhance our collections access through investments in the stores, in the Collections Services team and developing online access.

The Collections Online web portal remains a vital resource for public access to the collections, with over 40,000 records now available online. New objects are regularly added, broadening the scope and accessibility of our collections.

This year we made further investment in our collections storage infrastructure including at the Transport and Industry Museum Store, facilitating the relocation of the transport and maritime collection.

During the European Heritage Open Weekend, both the Transport and Industry Museum Store and the Ulster Folk Museum Store were opened with guided tours provided for the public. A further open day event at the Transport and Industry Museum Store in September provided audiences with additional access and engagement with the collections.

Efforts to catalogue the library collection continue, providing increased access for students and researchers. The Library and Archives team have facilitated access for dozens of students and researchers, and collaborated with volunteers to assist in the cataloguing process. With funding from the National Archives, a one-year contract was secured for an archivist to catalogue the Languages of Ulster collection, a project that concluded in March 2024.

The Library and Archives team also successfully digitised the Ulster Folk Life magazine collection and it will soon be available online through the Collections Online portal.

Significant strides were made in the redevelopment of the Ulster Museum Collections Store, as well as the Picture Store at the museum. On completion, these works will be transformational in terms of collections access, research, exhibitions and programming at Ulster Museum.

We are committed to continually improving our collections care and management practices as well as developing bigger and better collections storage facilities. Through dedicated investment in collections care, collections management and conservation, National Museums NI safeguards the national collection for future generations. It enables us to connect our diverse audiences and stakeholders more intimately to the national collection, supporting new kinds of exploration and discussion.

New Exhibitions

At National Museums NI we want to use our collections to encourage curiosity, build knowledge and stimulate discussion. Our commitment to enriching cultural engagement was reflected in an array of vibrant exhibitions presented this year. Working alongside partners and with some exciting loans, these exhibitions also brought our rich collection to the fore - offering fresh perspectives and inspiring imaginations.

Principled and Revolutionary: Northern Ireland's Peace Women

Working with Belfast Photo Festival, this exhibition was part of our programme to mark the 25th anniversary of the signing of the Belfast/Good Friday Agreement. Showcasing the work of artist Hannah Starkey, it consisted of a series of portraits of prominent women who have helped bring peace to Northern Ireland.

A Century of Style: Fashion Photography from the National Portrait Gallery

This exhibition brought together some of the most famous fashion photographers and models (sitters) to showcase the art of fashion photography and its role in defining style, imagery and contemporary culture. The exhibition was created in partnership with the National Portrait Gallery.

Colin Middleton: Among this Peace and Noise

Colin Middleton was born in Belfast in 1910. He came to be regarded as one of the leading Irish painters of his generation. The exhibition examined the artist's relationship with Belfast and his development through paintings and drawings spanning six decades. Works on display were drawn from private lenders as well as our own collection of Middleton's work.

Royal Ulster Academy Annual Exhibition

The RUA's annual exhibition is one of the most eagerly anticipated exhibitions in the Northern Irish cultural calendar, providing a unique platform for acclaimed artists and emerging talent to showcase their artwork in the Ulster Museum.

Kelpra: Artists and Printmakers

The Kelpra print studio was where Richard Hamilton, Bridget Riley, Eduardo Paolozzi and Elisabeth Frink had their prints produced. This exhibition, with Seacourt Print Workshop, allowed visitors to explore the art of print-making and the collaboration between artist and printmaker.

Lavery on Location

The exhibition celebrated Sir John Lavery's connection to his birthplace of Belfast, offering our visitors new insights and a fresh perspective on his work by bringing together an array of his most notable paintings. This major exhibition of Lavery's work was the result of a partnership with the National Gallery of Ireland and National Galleries Scotland.

Film as Art: Brian Desmond Hurst, Film Director Exhibition

This exhibition celebrated the life and work of a man who is often hailed as one of Northern Ireland's best film directors - Brian Desmond Hurst. His filmmaking portfolio was extensive and well-respected internationally, and he was perhaps best known for the 1951 'A Christmas Carol' adaptation of Scrooge. This exhibition presented film posters, invitations, lobby cards, original press clippings from Hurst's own scrapbooks, film footage and photographs - all of which were on loan from the estate of Brian Desmond Hurst and other friends.

North South 25

This exhibition was part of the wider programme to mark 25 years since the signing of the Belfast/Good Friday Agreement. The Agreement has three parts or 'strands'. Each of the strands created new institutions and relationships between people and governments here. This exhibition celebrated the work of eight different bodies and their North/South cooperation across the island of Ireland.

The Troubles and Beyond

We have an important and unique role to play in offering shared and safe spaces that support transformative, as well as reflective, experiences of our contested history through multiple perspectives and voices being curated together. In partnership with community representatives,

support groups, academia and others, we are using our collections to encourage discussion and debate, challenging perceptions, building greater empathy and understanding, and progressing peace and reconciliation.

Since opening *The Troubles and Beyond* exhibition at the Ulster Museum, we have made substantial progress with the dynamic and ongoing process of curating conflict. From the outset, our aim has been to create a gallery at the Ulster Museum that is dynamic and that offers opportunities for people to respond and contribute their own stories. One such story is that of Marie Therese Rogers-Moloney. When she was two years old she was placed in Nazareth House Children's Home in Belfast, investigated as part of the Historical Institutional Abuse Inquiry. She came forward with her story, recorded an oral history interview with us and donated a photograph and a copy of her book 'For the Sins of My Mother', which are now displayed in *The Troubles and Beyond* exhibition.

Working with individuals and community groups, our approach has been an inclusive one, to ensure people have direct involvement in developing our collection and its subsequent interpretation. This year the exhibition has continued to evolve in response to feedback and the development of our collection and collaborative relationships.

Over the last number of years we have developed important partnerships and worked in collaboration with many individuals and groups to progress peace and reconciliation and to allow for better navigation of the conflict legacy landscape in Northern Ireland. The Conflict and Legacy Interpretive Network was established through collaboration between National Museums NI, the Bloody Sunday Trust/Museum of Free Derry and Healing Through Remembering. This network aims to connect museums and heritage organisations actively engaged in conflict and legacy issues, highlighting their important role in promoting dialogue and building mutual understanding of ongoing legacy and reconciliation issues.

The sensitive nature of Troubles related work means it is laden with difficulties and challenges. We continue to work in partnership with organisations like WAVE Trauma Centre, Northern Ireland's largest cross community victims' support group. We commissioned WAVE to provide training in relation to how trauma affects us; dealing with vicarious trauma; how to manage confrontation/difficult conversations and how to safeguard colleagues and participants.

As a platform for marginalised voices, oral histories help to diversify and enrich the narratives presented at the Ulster Museum. They also facilitate a deeper understanding of complex historical events and the impact of these events on individuals and communities. The Ulster Workers' Council strike of 1974 represented a significant turning point in the history of The Troubles, marking a culmination of the early 1970s descent into conflict. 'Voices of 74' is a project which further expands our oral history collection at the Ulster Museum. This project, in partnership with Nottingham Trent University, is built around oral testimonies from a broad cross-section of perspectives that will seek to develop work already carried out by National Museums NI and our academic partners to date. This work is particularly significant in relation to the role of oral history in discussions around the broader question of the legacy of the past.

The Education team at the Ulster Museum has developed a new workshop for schools connected to our *The Troubles and Beyond* exhibition. Working in collaboration with teachers from Northern Ireland we explored new and better ways of navigating the teaching of this complex topic. This new workshop is a unique, active learning experience designed to enhance KS3 and KS4 pupils' understanding of the background, contested perspectives and impact of The Troubles in Northern Ireland.

National Museums NI has long held a responsibility to play a part in place making, community relations and building a shared society. At the Ulster Museum, *The Troubles and Beyond* project continues to be the primary vehicle for our work in this area – not solely through the gallery itself, but

also through an extended programme of engagement including new exhibitions, schools engagement, community engagement and digital content.

Inclusive Global Histories

Decolonisation can be a potentially confusing and divisive term in today's world. We have chosen to frame our work in this area as 'Inclusive Global Histories', which brings greater clarity and positive intent. Our Inclusive Global Histories approach is informed by, and respectful to, source and marginalised communities who are prioritising progress and healing. It does not ignore the colonial violence and injustices of the past, but sets out how decolonisation activity can and should be a positive force for encouraging mutual respect and understanding, tackling racism and promoting community pride.

At the Ulster Museum, the *Inclusive Global Histories* exhibition positions the need to better understand the complex, global stories of thousands of items within the World Cultures collection - how and why they came to be here, how they may be shared with audiences, and what options there might be for their future.

Our programme of Inclusive Global Histories events this year enabled people to explore cultures different to their own, developing mutual respect and understanding and also, importantly, empathy. We have developed an Inclusive Global Histories trail which includes objects, from the permanent galleries in the Ulster Museum, such as our Chinese ceramic collection on display in the George and Angela Moore Applied Art Gallery, our display of migratory birds in the Natural Sciences gallery and the Cook Atlas on display in our Modern History gallery.

An important part of our Inclusive Global Histories work this year was the culmination of the Global Voices, Local Choices project. National Museums NI, in partnership with the African and Caribbean Support Organisation Northern Ireland and Northern Ireland Museums Council, worked together on this ground-breaking decolonisation project, funded by the Esmée Fairbairn Collections Fund.

One of the aims of the Global Voices, Local Choices project was to provide people, from all communities and backgrounds, a fair opportunity to make choices relating to Ulster Museum's World Cultures collection, and how the objects within it might be interpreted in museum spaces in the future. The project was designed to engage marginalised communities.

"It's been wonderful to witness how this project has raised awareness and understanding of the World Cultures collection and amplified the voices of people from various ethnic backgrounds. Our museums are for everyone, so this commitment to community engagement is crucial. By bringing diverse cultures and perspectives into Northern Ireland's local and national museums, our hope is that marginalised global experiences are represented as we consider and develop our decolonisation approach."

Agrippa Njanina, Assistant Curator and former Project Engagement Officer for Global Voices, Local Choices

The project has equipped us with a deeper understanding of the collection, enabling us to present more nuanced and informed representations. The partners have also developed a united and informed approach to decolonisation, through the project itself and through dialogue and learning from one another.

The reflections of the participants, whether through art and crafts, music and dance, poetry or creative writing, were displayed and interpreted in the museums to encourage better public understanding and celebration of diversity in Northern Ireland.

“We all have tags (labels), then we live our lives by them. During this project it was about coming together as a community, we came together and we put our tags aside. This project was something we could do together. It was important to come into a museum to do that. In the museum we don’t feel different, we feel part of the community.”

A participant who took part in the Global Voices, Local Choices project

The success of the Global Voices, Local Choices project was celebrated at an event in Parliament Buildings at Stormont in November 2023.

The legacy of the Global Voices, Local Choices project will be significant to our work long into the future. By increasing representation and facilitating respect, tolerance and understanding, we are strengthening the considerable role National Museums NI plays in promoting diversity and inclusivity.

“Diversity enhances every aspect of our lives. It makes us more creative, more accepting, more inquisitive. I commend the work of Northern Ireland’s local and national museums and partners for bringing diverse perspectives to the fore. This transformative decolonisation project doesn’t just raise awareness and understanding of different perspectives, it inspires us all to be more inclusive.”

Kate Nicholl MLA, speaking at the event in Parliament Buildings at Stormont

Ballintaggart Court Tomb

In September, we officially opened the newly reconstructed Ballintaggart Court Tomb at the Ulster Folk Museum. The Ballintaggart Tomb first entered National Museums NI’s collection more than 50 years ago when the ancient site was threatened by a quarry expansion. The site was excavated by Laurence Flanagan, then Keeper of Antiquities at Ulster Museum. He was able to save the tomb’s stones and reconstruct it outside Ulster Museum. When Ulster Museum was renovated in 2006 the stones were brought to storage at Ulster Folk Museum, and there they stayed until earlier this year when the restoration project began.

The tomb’s journey to Ulster Folk Museum began with the assistance of researchers from the Centre for Community Archaeology at Queen’s University Belfast, who created models of each of the stones of the court tomb. These models were then 3D scanned, which provided a full 360-degree examination of each of the stones allowing them to be accurately situated and installed on-site.

Following this reconstruction process, the tomb now stands prominently at the Ulster Folk Museum. The Ballintaggart Tomb provides an important new layer of ‘pre-history’ at the museum and illustrates how the museum can connect Ulster’s unique heritage spanning thousands of years to the present day.

“It’s important that people can understand the rich local history of County Armagh through the Ballintaggart Court Tomb, or ‘Giant’s Grave’ as it is known locally. We’re proud to be involved in seeing it reconstructed at the Ulster Folk Museum where people will be able to enjoy it for generations to come.”

Joe Garvey, Chairman of the Richmount Rural Community Association, Portadown

Reawakening the Ulster Folk Museum

This year we made significant progress at the Ulster Folk Museum through the 'Reawakening' project, which has begun to unlock new potential for the museum as a dynamic heritage and environment resource. The term 'resource' carries significance in how we want to shape the future of the museum and how people engage with it. For us, a resource is a place where individuals can tap into new knowledge, gain insights and find relevance pertinent to their lives and interests.

In December Ards & North Down Borough Council Planning Committee gave full approval to the planning application and unanimous support for the redevelopment of the Ulster Folk Museum. This was testament to the clear rationale for the project, the high quality of design and the wider economic and societal outcomes it seeks to achieve.

We continue to improve the visitor experience at the Folk Museum. In June we were able to serve our very first drink to visitors in McCusker's Pub, a replica exhibit building at the museum, which is now a fully licensed premises.

We have built support with key stakeholders and have strengthened our Reawakening engagement programmes including education, volunteering, events and digital content. Epitomising all of the progress, we successfully delivered an inaugural 'Making Festival' at Ulster Folk Museum which took place over the weekend of 19 and 20 August. The two-day event celebrated traditional crafts and supported the continued revival of our most cherished heritage skills.

Planned in partnership with the Construction Industry Training Board NI, the event included exciting and informative demonstrations from many traditional craft makers in woodturning, thatching, musical instrument making and stone masonry, to name a few. We had an array of talented makers sharing their crafts in signwriting, stained glass and straw rope making; as well as our own fantastic team of in-house craft demonstrators who work in blacksmithing, willow, textiles, wood and much more. The Festival also hosted a craft fair in collaboration with Craft NI, coinciding with August Craft Month.

The Making Festival gave us an opportunity to showcase our unique building traditions by informing visitors of our built heritage construction and conservation work. The 'Reawakening the Ulster Folk Museum' project offers a real opportunity to bring the care and conservation of our buildings and collections to the fore to allow us to better present and interpret the importance and methods around the maintenance and conservation of our historic buildings.

Over 2,200 people attended the Making Festival with the programming attracting a broad audience mix. The festival was a wonderful example of how Ulster Folk Museum can forge fresh and innovative ways to engage people with our heritage.

Championing Sustainability

At National Museums NI we believe it is incumbent on us to lead by example, promoting sustainable practices and encouraging visitors and stakeholders to join us in safeguarding the environment for future generations. We are custodians, educators, enablers. By adopting sustainable practices ourselves, by offering opportunities for others to get closer to nature, by informing people and encouraging awareness about environmental issues we are offering solutions, thereby fostering a culture of sustainability.

The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 have recently introduced new requirements for climate change reporting duties for specified public bodies. National Museums NI will continue to show leadership by playing our role in delivering and supporting climate action in Northern Ireland.

Our sustainability practices are helping us reduce operational costs and resource consumption, improving our long-term viability in the context of the climate and biodiversity emergency.

We have committed to reduce our Scope 1 (direct) and Scope 2 (indirect) emissions by 50% towards net zero by 2030. As signatories to 'Pledge to Net Zero' we have published our calculated carbon emissions on our website (www.nationalmuseumsni.org/sustainability).

Carbon emissions within National Museums NI have remained relatively stable for Scope 1 and 2 at 2,010 t CO₂e in 2023/24 against a target of 1,804 t CO₂e. Although our carbon intensity has reduced from 34.25kg/m² in 2018/19 (when we undertook a baseline audit) to 32.42kg/m², we have had an increase of 3,500m² in our estate.

During spring and summer 2023, we implemented the 'No Mow May' and 'Let it Bloom June' initiatives at Ulster Folk Museum and Ulster Transport Museum, by not cutting nearly eight hectares of meadow, as part of our commitment to the All-Ireland Pollinator Plan.

In December 2023 we established our Environmental Sustainability Working Group with a team drawn from across different areas of our organisation. This group will continue to drive forward our environmental sustainability action plan, encouraging the exchange of ideas and making progress on sustainability issues throughout our museum estate.

We are building partnerships with like-minded organisations to support our environmental sustainability and biodiversity efforts. We have been working with The Conservation Volunteers to revive previously dormant green spaces across our museum sites, inviting volunteers and visitors to actively participate in initiatives like native tree planting, creating willow walkways and learning about sustainable practice.

We have been also working with the Woodland Trust to activate and deliver a woodland restoration management plan at Ulster Folk Museum and Ulster Transport Museum. This year some of this work entailed identifying specific conservation threats and determining ecological priorities including the removal and control of damaging invasive species.

This work will also help to clear the way for the Woodland Walkway entrance to the Ulster Folk Museum, planned as part of 'Reawakening the Ulster Folk Museum'. We have been working with Hedgerows Ireland and other conservation organisations to research the history of hedgerows in Ireland and also obtain any details that can help us to authentically recreate hedgerows on-site.

As part of our commitment to the All-Ireland Pollinator Plan, within the last year, nature sensitive management techniques have been trialled on meadows and hedgerows. These are vitally important habitats for our pollinators and many other species, providing food, shelter and refuge.

As a result of our work to improve sustainability standards across our estate we have continued to build on our accreditations. This year, Ulster Museum and Ulster Folk Museum have both achieved a Bronze Award in the Green Tourism programme which recognises the commitment of tourism businesses which are actively working to become more sustainable. National Museums NI also achieved a Silver Award in the Business in the Community NI 2023 Environmental Benchmark Awards.

We care for a vast natural science collection. By using this collection, our museum landscapes and using heritage crafts we are raising awareness about the importance of biodiversity and sustainability.

Working in collaboration with other organisations, institutions and partners, our natural sciences curators continue with vital fieldwork. Some of this work is leading to important new discoveries, new additions to the collection and contributing to new species records for Ireland. One such

example is work completed during the year following a bioblitz in The Burren in Co. Clare which took place in August 2023. This work has provided many new records for Burren, bringing important new material to the natural science collections and has contributed new species records for Ireland. It shows that undiscovered species can still be found.

Education

Engaging people of all ages through learning has always been one of the cornerstones of National Museums NI's mission. It underscores the pivotal role of education and learning to inspire and engage diverse audiences. Our focus on the schools audience highlights the transformative power of museums as dynamic spaces for discovery and enrichment. By integrating curriculum-based programmes with tailored experiences and innovative outreach initiatives, we provide students of all ages with unique, hands-on learning experiences that extend beyond the classroom.

The Education team had a remarkable 2023/24 year, demonstrating fantastic engagement and achieving new heights in the quality of our educational programmes. We had 48,600 engagements in total for the year for our schools programme. We achieved our highest ever quality rating from teachers for both our blended learning programme 'Museum on the Move' and the on-site education programmes at each of our museums.

"They loved getting hands on experience with the artefacts - an experience we can't offer in school."

"It was perfect! We had the perfect amount of guided talk and workshop slots with free time to explore. Staff were friendly and so welcoming to us all. They were so complimentary about our children and their knowledge of the topic which made the children enjoy it even more."

Feedback from teachers

Our Discovery Centre team, based at the Ulster Museum, delivered the very popular programme of 'Discover More' learning sessions for schools whilst also delivering a daily programme of interactive, family-focused activity in our Art, History and Nature centres.

"The Discovery Centre was a great space to explore... the children were able to ask questions, which they loved. They were so excited by the fact that they could stroke the stuffed animals. The whole trip was a huge success!"

Feedback from a teacher

This year we were delighted to announce a new multi-year partnership with Liberty IT and the Nerve Centre to support STEAM learning for young people across Northern Ireland. The STEAM Studio at Ulster Museum is an initiative designed to ignite young minds and cultivate their technological acumen. It is an exciting collaborative workspace where schoolchildren are upskilled in coding that will enable them to design and create their own arcade game inspired by the rich tapestry of the museum's applied art collection.

Another highlight of the year was Explore: Urban Nature, a partnership project with the Natural History Museum, which continued to engage local schools for students with Special Educational Needs and Disabilities (SEND) at the Ulster Folk Museum. The aim of this project is not only to provide these students with new opportunities to engage with the nature around them, but to better inform the development of our future education programme at the museum.

Our approach to the project saw a combination of outreach visits to the participating schools, and on-site visits by the classes to the museum. Each school then designed and planted their own nature plot, increasing the biodiversity of the museum site. Throughout the project teachers also had opportunities to improve their professional development by attending training sessions at the museum to discover ways to take science learning outdoors.

In September we were thrilled that Ulster Folk Museum was awarded a prestigious Sandford Award for Heritage Education for the first time. The Sandford Awards focus on formal, curriculum-aligned, heritage learning programmes that take place in an historical setting or natural environment and use the history and collections or natural resources to engage, inform and inspire visitors.

“The Education Programme at the Ulster Folk Museum, Cultra, rises to the challenge of immersing school pupils in the rich history of early 20th century Ulster. Its hands-on, engaging, educational activities facilitate effective learning and assist children’s understanding of what life was like for previous generations in Ulster. There is also attention to detail in the properties, the publications and within the learning activities that warrants credit. The Education Programme at the Ulster Folk Museum, therefore, is fully deserving of a Sandford Award.”

Lead Assessor, The Sandford Award for Heritage Education 2023

Volunteering

As part of our current Corporate Strategy, we made commitments to champion inclusion, diversity and accessibility and also to create more ways to get involved with our museum service. The development of volunteering has been one of the key enablers to achieving significant progress against both these commitments. By fostering meaningful engagements and creating a supportive environment we are empowering volunteers to make a positive difference in our museums whilst providing them with a real sense of connectedness and wellbeing. In a recent survey, 95% of our volunteers said their experiences with us have had a positive impact on their wellbeing.

“I can confidently say the experience built my skills. The project itself was a great opportunity to learn more about the art collection at the museum as well as visitors' perceptions. Overall, a very enjoyable and worthwhile experience!”

Volunteer at the Ulster Museum

Nine new Volunteer Champions have been recruited across our organisation. The role of a Volunteer Champion is to help their department colleagues to develop new volunteer roles and opportunities. Volunteer Champions are a welcoming point of contact and are invited to feedback and contribute to volunteer resources.

We have grown our volunteering opportunities across all our sites, enabling us to invite communities to play a meaningful role in shaping what we do. This year over 200 people have contributed more than 21,000 hours to our museums through a myriad of diverse ways including cataloguing collections, research, engaging visitors, assisting with events and much, much more.

“This was an amazing experience for me! I really enjoyed helping out families during the Halloween event, I found it to be a great confidence builder. I definitely recommend volunteering at the Ulster Folk Museum.”

Volunteer

By unlocking new understanding of the Ulster Folk Museum's potential as a rich heritage and environmental resource, we have been able to expand volunteering opportunities and deepen partnerships with a wider range of stakeholders. During the development phase of the Reawakening project, volunteers have supported our living, making, growing experiences at Ulster Folk Museum. Supported by our staff, volunteers have been involved in growing heritage fruit and vegetables in our cottage gardens, supporting seasonal events, getting hands-on experience of heritage farming, dying and spinning our sheep's wool and sharing this craft with our visitors.

We continue to work in partnership with The Conservation Volunteers, activating our green spaces through initiatives such as the 'TCV Green Gym at the Folk Museum', bringing our heritage gardens back to life as well as tree planting opportunities.

At the Ulster Folk Museum in January, we launched our Saturday volunteering offer with The Conservation Volunteers, which resulted in different groups, individuals and families creating a willow walkway and a folklore tree trail for our visitors to enjoy.

Bogs are an integral part of this island's natural landscape and we are fortunate to have native bog land at the Ulster American Folk Park. As a whole ecosystem for wildlife and plant life, this is an important resource for biodiversity. This year we extended our partnership with The Conservation Volunteers to the Ulster American Folk Park where we hosted three volunteering action days, carrying out maintenance on our precious bog.

As part of our commitment to inclusion and accessibility we launched our Access Pledge during the year. This new initiative sees us provide supported placements within National Museums NI, where we work with an access partner, to facilitate short term placements for individuals who may require some additional support. We have facilitated a number of these placements to date with some of the participants going on to become regular volunteers.

Volunteer Scott is a great example. Scott initially carried out a six week placement with our Education team at Ulster Folk Museum carrying out research, as well as supporting the family crafts on offer over the summer months as part of the Reawakening project. We are delighted that Scott is now a regular volunteer in the Discovery Centres, as well as carrying out some observation studies at Ulster Museum.

Scott says: "Being part of the museums has been a long-time dream for me. The opportunity to do different things with different departments has taught me so much. Everyone has been so accommodating and welcoming. Starting from my time at Ulster Folk Museum for a 6 week placement, I've been able to make connections and contacts to be able to put my skills to their fullest potential at Ulster Museum. I look forward to a great future volunteering with Ulster Museum and the staff at National Museums NI."

Thank you message

We extend our gratitude to our funding partners, with special recognition to our principal supporter, the Department for Communities. We are also deeply appreciative of the tremendous support from all our stakeholders and partners, board members, our staff, our members, our volunteers and, most importantly, to everyone who has walked through our doors or engaged with us this year – thank you.

2.6 Financial Review

Financial Objective

National Museums NI's financial objective is to achieve a sustainable financial position at year end.

Going Concern

The Board is satisfied that the organisation is a going concern on the basis that it has a reasonable expectation that it will continue in operation for the foreseeable future. The financial statements are therefore prepared on a going concern basis.

Financial Results

In the financial year to 31 March 2024, National Museums NI reported net expenditure of £1.1m (2022/23: reported net expenditure £0.6m).

The total income for the year was £24.0m, an increase of £0.8m from 2022/23 (£23.2m). This includes £2.1m of capital funding.

Total expenditure was £25.1m compared to £23.8m in the prior year.

Depreciation and amortisation of £4.3m was charged in the 2023/24 year (2022/23: £3.8m), an increase resulting from an increased asset base.

The organisation retains significant reliance on Grant in Aid for its principal source of funding, largely from recurrent grants. In 2023/24, the Department for Communities provided 77% of the total income through allocated recurrent and capital grants (2022/23: 83%).

Reserves

National Museums NI has accumulated reserves of £104.9m (2022/23: £104.6m). The policy on reserves is included in Note 1, Accounting Policies, to the accounts. Restricted reserves total £24.0m (2022/23: £22.5m) and unrestricted reserves total £30.8m (2022/23 Restated: £33.3m). Revaluation reserves totalling £50.1m (2022/23 Restated: £48.9m) have accumulated through revaluations on land and buildings.

Within unrestricted reserves, National Museums NI has two designated funds, the Board reserve and the Board Capital reserve with funds totalling £1.0m at 31 March 2024 (2022/23: £0.7m). The funds have been designated for purposes that are for the public benefit and related to either the advancement of education, the advancement of the arts, culture, heritage or science or a combination of both. The reserves total at 31 March 2024 after taking out designated and restricted reserves was £79.9m (2022/23: £81.5m). The organisation had cash balances totalling £3.0m at the year end (2022/23: £3.6m).

Liquidity & Credit Risk

In 2023/24, £18.45m (77%) of National Museums NI gross income derived from funding received from the Department for Communities (2022/23: 83%).

The remaining non-Departmental operating expenditure was financed from self-generated income, which tends to be more seasonal in nature compared to Grant in Aid. National Museums NI is therefore exposed to some liquidity risk.

National Museums NI has credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

Payment Performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires organisations, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods and services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%.

During the accounting period 1 April 2023 to 31 March 2024, National Museums NI paid 96% of its invoices within 30 days (2022/23: 100%). The organisation incurred no interest charges in respect of late payment for this period.

The Northern Ireland Executive is committed to paying suppliers as quickly as possible, within 10 working days. During the accounting period 1 April 2023 to 31 March 2024, National Museums NI paid 77% of its invoices within 10 days (92% in 2022/23).

The decline in prompt payment performance is on account of the revision and enhancement of procedures following the implementation of a new Finance System, with Accounts Payable adopting a stricter approach to documentation and billing references, to ensure best practice is embedded from the outset, and in support of longer term efficiency for the Accounts Payable function.

Land and Buildings

Land and buildings were subject to a full valuation by Land and Property Services (LPS) on 31 March 2024.

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast with a market value of £550,000 following an open market process which commenced in September 2023, concluding with a sale which completed in July 2024.

National Museums NI's estate as at 31 March 2024 consists of land and buildings valued at £75.5m (2022/23: £75.8m).

Financial

Net assets at 31 March 2024 were £104.9m (2022/23: £104.6m).

2.7 Plans for Future Periods

National Museums NI's current Corporate Strategy covers the period 2021-25.

There are a number of related contexts for the development of this strategy; the UN Sustainable Development Goals; the NI Government 'New Decade New Approach' document; the draft Programme for Government; and an understanding of the changes in society and the role of Museums into the future. At its heart is National Museums NI's core purpose 'Here for Good' and associated Vision, Mission and Values.

The Corporate Strategy continues to build on the foundations laid by the previous strategy with regards to securing relevance and sustainability in the future. It is designed to reshape our thinking and set a broader and more ambitious future for the organisation than ever before.

Our current Corporate Strategy is built around four strategic commitments:

1. We will champion inclusion, diversity & accessibility
2. We will create more ways to get involved
3. We will extend the impact of our collections
4. We will build the museum infrastructure of the future

The next Corporate Strategy (2025-30) is currently in development and will be launched in April 2025.



G Milligan
Chairman of the Board of Trustees
Date: 5 November 2024



K Thomson
Chief Executive
Date: 5 November 2024

3 ACCOUNTABILITY REPORT

The purpose of the accountability section of the annual report is to meet key accountability requirements to the Assembly. The requirements of the accountability report are based on the matters required to be dealt with in a Directors' Report, as set out in Chapter 5 of Part 15 of the Companies Act 2006 and Schedule 7 of SI 2008 No 410 and in a Remuneration Report, as set out in Chapter 6 of the Companies Act 2006 and SI 2013 No. 1981. The requirements of the Companies Act are adapted for the public sector.

3.1 Remuneration and Staff Report

Remuneration Policy

The Chairman of the Board is responsible for monitoring and reviewing the performance of the Chief Executive in accordance with the Senior Civil Service Pay Strategy.

The Chief Executive is responsible for monitoring and reviewing the performance of the Executive Team of National Museums NI in accordance with the SCS Pay Strategy (for those Directors employed under SCS terms) and in accordance with the Northern Ireland Civil Service Pay Strategy for other Directors.

The pay of National Museums NI staff is based on the NICS system of pay scales for each grade, including SCS, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance. NI public sector pay policy guidance was published on 22nd April 2024. The pay award for National Museums NI staff, including SCS, for 2023/24 has been finalised and was paid in July 2024.

Policy on duration of contracts, notice periods and termination payments

Senior staff, including the Chief Executive, are permanent employees of National Museums NI. The notice period for senior staff is three months. Termination payments are in accordance with contractual terms and those of the Principal Civil Service Pension Scheme (NI).

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior management (i.e., Directors) of National Museums NI.

Senior Management Total Remuneration (Audited Information)

	2023/24				2022/23			
	Salary £'000	Bonus £'000	Pension Benefits ¹ (to nearest £1,000)	Total £'000	Salary £'000	Bonus £'000	Pension Benefits (to nearest £1,000)	Total £'000
K Thomson Chief Executive	110-115	-	56	165-170	100-105	-	(8)	95-99
C Catney Chief Operating Officer	85-90	-	33	120-125	80-85	-	32	110-115
W Blair Director of Collections	85-90	-	(12)	70-75	75-80	-	(1)	75-80
A Ward Director of Public Engagement (From 1 December 2023)	25-30 (75-80 full year equivalent)	-	10	35-40 (85-90 full year equivalent)	-	-	-	-

2023/24 salary includes the 2023 accrued pay award.

Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments. This report is based on accrued payments made by National Museums NI and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. There were no benefits in kind provided during the financial year (2022/23: £nil).

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. There were no bonuses paid in the 2023/24 year (2022/23: £nil).

Pension Benefits

Benefits are shown in real terms and outcomes are dependent on the pension scheme each employee belongs to. Please see below to explanation for any negative outcomes:

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.

- In some cases, the real increase in CETV and the pension benefits accrued for the single total figure of remuneration can be negative – that is, there can be a real decrease. This is particularly likely to happen during periods of pay restraint and/or where inflation is higher than pay increases.
- The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of a member having an extra year’s service and by virtue of any pay rise during the year. Where there is no pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.
- For example, this is particularly likely to happen for members in the ‘Classic Plus’ scheme where no service after 30 September 2002 counts towards the calculation of the lump sum.

Fair Pay Disclosures (Audited information)

Pay Ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation’s workforce.

The banded remuneration of the highest-paid director in National Museums NI in the financial year 2023/24 was £110,001 - £115,000 (2022/23: £100,001 - £105,000). The relationship between the mid-point of this band and the remuneration of the organisation’s workforce is disclosed below.

2023/24	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£21,933	£24,692	£34,462
Pay Ratio	5.13:1	4.56:1	3.26:1

2022/23	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£19,815	£23,188	£32,290
Pay Ratio	5.17:1	4.42:1	3.17:1

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

The values for the salary component of remuneration for the 25th percentile, median and 75th percentile were £21,933 (2022/23: £19,815), £24,692 (2022/23: £23,188) and £34,462 (2022/23: £32,290) respectively.

In 2023/24 and 2022/23, no employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £21,053 to £112,500 (2022/23: £19,815 to £102,500).

Changes in the pay ratios in 2023/24 compared to 2022/23 were as a result of how the pay award impacts the grades throughout the staffing structure.

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) salary and allowances, and
- b) performance pay and bonuses

of the highest paid director and of their employees as a whole.

The percentage changes in respect of National Museums NI are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2023/24 v 2022/23	2022/23 v 2021/22
Average employee salary and allowances	+9.35%	+2.99%
Highest paid director's salary and allowances	+9.76%	0.00%

No performance pay or bonuses were payable in these years.

Remuneration of Board Members

No emoluments were paid to members of the Board for the year ended 31 March 2024 except for an honorarium to the Chairman (appointed 1 October 2023) amounting to £2,500 (2022/23: £10,200).

Pensions of Senior Management (Audited Information)

	Accrued pension at pension age as at 31/3/24 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/24	CETV at 31/3/23	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
K Thomson Chief Executive	50-55	2.5-5	905	702	42
C Catney Chief Operating Officer	10-15	0-2.5	222	157	25
W Blair Director of Collections	40-45	0-2.5	670	530	(14)
A Ward Director of Public Engagement	5-10	0-2.5	87	78	5

Note: Any members affected by the Public Service Pensions Remedy may have been reported in the 2015 scheme for the period between 1 April 2015 and 31 March 2022 in 2022/23, but are reported in the legacy scheme for the same period in 2023/24.

Northern Ireland Civil Service (NICS) Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the Classic, Premium, Classic Plus and Nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal pension age remained in their previous scheme arrangement (full protection) and those who were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022, and
- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the remedy period) retrospectively calculated under either the current (reformed) scheme rules, or the old (pre-reform) legacy rules which existed before 2015.

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forwards in providing equal pension provision for all scheme members.

The Department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their remedy period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice which will be issued by 31 March 2025.

At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Report and Accounts | Department of Finance \(finance-ni.gov.uk\)](https://www.finance-ni.gov.uk).

As part of the remedy involves rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the 7-Year Remedy Period, the value of pension benefits may change

for affected members and some figures previously reported may change. The 2023/24 pension disclosures above are calculated based on HM Treasury guidance using;

- a. Rolled back opening balance
- b. Rolled back closing balance
- c. CETV calculated by CSP on the rolled back basis
- d. No restatement of prior year figures where disclosed.

Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS(NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living.

New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of Premium or joining the Partnership Pension Account. New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy Classic, Premium, and Classic Plus arrangements and 65 for any benefits accrued in Nuvos. Further

details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\) | Department of Finance \(finance-ni.gov.uk\)](https://www.finance-ni.gov.uk/civil-service-pensions-ni).

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2023 was 6.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2024.

Employee contribution rates for all members for the period covering 1 April 2024 – 31 March 2025 are as follows:

Scheme Year 1 April 2024 to 31 March 2025

Annualised Rate of Pensionable Earning (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2024 to 31 March 2025
£0	£26,302.49	4.60%
£26,302.50	£59,849.99	5.45%
£59,850.00	£160,964.99	7.35%
£160,965.00 and above		8.05%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended) and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may have been due when pension benefits are taken. The Lifetime Allowance will end in April 2024 and will be replaced by the Lump Sum Allowance and The Lump Sum And Death Benefit Allowance.

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should be in line with the new SCAPE discount rate of 1.7.% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs. The HM Treasury Guidance of 27 April 2023 can be found at [Basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/basis-for-setting-the-discount-rates-for-calculating-cash-equivalent-transfer-values-payable-by-public-service-pension-schemes).

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period (which therefore disregards the effect of any changes in factors).

Compensation for loss of office

No compensation for loss of office was payable in the year.

Staff report

Total Staff Costs (Audited Information)

Staff Cost	Permanently employed staff £	Others £	2024	2023
			£	£
Salaries and wages (includes temporary non-payroll staff)	9,328,539	416,779	9,745,318	8,507,520
Social security costs	888,252	-	888,252	765,040
Pension costs	2,524,346	-	2,524,346	2,281,896
Apprenticeship levy	29,106	-	29,106	25,664
Other staff costs	10,798	-	10,798	24,580
Release of Historic Payroll Provision	(812,575)	-	(812,575)	-
Total	11,968,466	416,779	12,385,245	11,604,700

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but National Museums NI is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The 2016 Scheme Valuation required adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information, including a copy of Unpause Cost Cap Valuation Report, can be found on the Department of Finance [Unpause Cost Cap Valuation Report \(finance-ni.gov.uk\)](https://finance-ni.gov.uk/unpause-cost-cap-valuation-report).

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. The government responded to the Cost Control Mechanism consultation in October 2021. [CCM_RESPONSE.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011117/CCM_RESPONSE.pdf) Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received

NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2023/24, employers' contributions of £2,519,397 (2022/23: £2,277,433) were payable to the NICS pension arrangements at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £4,749 (2022/23: £4,281) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2022/23: 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £200, 0.5% (2022/23 £182, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil (2022/23: £Nil). Contributions prepaid at that date were £Nil (2022/23: £Nil).

No persons (2022/23: None) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2022/23: £Nil).

Staff costs apportioned by activity (Audited Information)

Activity area	2024	2023
	£	£
Trading (Primary & Non Primary)	594,432	553,259
Care of Collections	2,604,607	1,895,102
Curatorial & Education	1,771,513	2,249,334
Experience & Enterprise	4,781,985	4,342,082
Audience Development	1,010,701	1,022,595
Operations	1,622,007	1,542,328
Total	<u>12,385,245</u>	<u>11,604,700</u>

The average number of persons employed (Audited Information)

The average number of full time equivalent employees employed during the year analysed by category of staff was as follows:

	2024	2023
Permanent contract	250	237
Temporary agency contract	11	11
Fixed term funded contract	<u>12</u>	<u>13</u>
Total	<u>273</u>	<u>261</u>

The number of full time equivalent employees as at 31 March 2024 analysed by activity was as follows:

	2024	2023
Experience & Enterprise Development	96	99
Care of Collections	42	42
Operations	32	33
Curatorial and Education	31	32
Audience Development	21	24
Support	22	24
Trading	7	7
Chief Executive's Office	<u>5</u>	<u>5</u>
Total	<u>256</u>	<u>266</u>

Further analysis of full time equivalent employees is as follows:

	2024		2023	
	Male	Female	Male	Female
Chief Executive	-	1	-	1
Directors	3	-	2	-
Employees	<u>108</u>	<u>144</u>	<u>114</u>	<u>149</u>
Total	<u>111</u>	<u>145</u>	<u>116</u>	<u>150</u>

Number of senior civil service staff (or equivalent) by band

The number of staff serving as senior civil servants (or equivalent) based on a full year equivalent as at 31 March 2024 is as follows:

Annual Salary Band	2024	2023
£75,001 - £80,000	1	-
£80,001 - £85,000	-	3*
£85,001 - £90,000	2	-
£90,001 - £95,000	-	-
£95,001 - £100,000	-	-
£101,001 - £105,000	-	1
£105,001 - £110,000	-	-
£110,001 - £115,000	1	-

**Included in this banding was a senior staff member on temporary secondment to National Museums NI, from another public body, and was not a permanent member of Senior Management.*

Other Disclosures

- Staff Turnover Percentage was 10.81% for the year (2022/23: 13.28 %).
- Per our Staff Pulse survey in November 2023, the composite staff engagement score was 77.1%.
- There were no off-payroll arrangements with any individuals during the year (2022/23: £nil).
- There was nil expenditure on external consultancy during the year (2022/23: £nil).
- Travel expenses of £616 were reimbursed to nine Trustees (2022/23: £4,248).
- Further information on staff costs is contained in note 6.

Sickness Absence

National Museums NI employed 273 staff (expressed as full-time equivalents). Overall staff absenteeism for the period 1 April 2023 to 31 March 2024 was 4.58% (2022/23: 7.53%), which equates to an average per FTE of 6.33 days (2022/23: 20 days).

The majority of sickness absence continues to be attributable to staff on long term sickness.

Staff Policies

As an equal opportunities employer, National Museums NI do not discriminate against staff or applicants for posts on any grounds, including disability. Care is taken to ensure the needs of disabled applicants are considered in the recruitment and promotion processes. National Museums NI also considers and introduces reasonable adjustments to support the employment of people with disabilities and to support the continuing employment of staff who have a disability.

National Museums NI is committed to the priorities as set out in legislation on equality, disability discrimination, dispute resolutions, health and safety, safeguarding, data protection and freedom of information.

In line with our corporate commitment to champion inclusion, diversity and accessibility we developed a new Diversity, Inclusion and Accessibility Policy which was approved by the Board in March 2022.

Within the policy, we have outlined specific initial priority outcomes, including workplace culture which we shall continue to monitor and improve throughout the period of our Corporate Strategy 2021-25.

Reporting of Civil Service and other compensation schemes – exit packages (Audited Information)

Exit package Cost Band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
<£10,000	-	1	-	1	-	2
£10,000-£25,000	-	-	1	-	1	-
£25,000-£50,000	-	-	-	-	-	-
£50,000-£100,000	-	-	-	-	-	-
£100,000-£150,000	-	-	-	-	-	-
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	-	1	1	1	1	2
Total resource cost (£)	-	£5,968	£10,798	£7,538	£10,798	£13,506

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (Northern Ireland), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972. Exit costs are accounted for in the year in which the relevant exit packages are agreed.

There was one exit package agreed in 2023/24.

Any ill-health retirement costs are met by the pension scheme and are not included in the table.

Katrina Thomson

K Thomson
Chief Executive
Date: 5 November 2024

3.2 Statement of Trustees' and Chief Executive's Responsibilities for the Year Ended 31 March 2024

Under Article 10(2) of the Museums and Galleries (NI) Order 1998 the Museum is required to prepare a statement of accounts for each financial year in the form and on the basis determined by the Department for Communities with the approval of the Department of Finance. The accounts are prepared on an accruals basis and must give a true and fair view of National Museums NI's state of affairs at the year end and of its financial activities and cash flows for the financial year.

In preparing the accounts the Board are required to:

- observe the accounts direction issued by the Department for Communities, including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that National Museums NI will continue in operation; and
- ensure the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the Department for Communities has designated the Chief Executive as the Accounting Officer for National Museums NI. The relevant responsibilities of an Accounting Officer, including the responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping of proper records and for safeguarding National Museums NI's assets, are set out in the Managing Public Money NI, issued by the Department of Finance. As Accounting Officer I can confirm:

- as far as I am aware, there is no relevant audit information of which the National Museums NI's auditors are not aware; and
- I have taken all the steps I ought to have taken to make myself aware of any relevant audit information and to establish that National Museums NI's auditors are aware of that information.

3.3 Governance Statement for the Year Ended 31 March 2024

Governance Framework

National Museums NI is a Non-Departmental Public Body established under the Museums and Galleries (NI) Order 1998 and sponsored by the Department for Communities (DfC).

National Museums NI is governed by a Board of up to 15 Members and sub-committees that report to the Board. Members are appointed by the Minister. The Board has ultimate responsibility for directing the affairs of National Museums NI and for fulfilling the functions set out in the Museums and Galleries (NI) Order 1998.

The Accounting Officer is designated by DfC's Accounting Officer and has responsibility for the day to day management of National Museums NI and is supported and challenged by the Board.

The system of internal control is designed to manage risk to a satisfactory level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of National Museums NI's policies, aims and objectives, to evaluate the likelihood of those risks being realised and their impact should they be realised and to manage them efficiently, effectively and economically. The system of internal control has been in place in National Museums NI for the year ended 31 March 2024 and up to the date of approval of the annual report and accounts and accords with Department of Finance (DoF) guidance.

The governance framework also includes a number of additional elements that contribute to the effective governance of the organisation. These comprise:

- Board Standing Orders;
- Board Operating Framework;
- Terms of Reference for Committees;
- The Management Statement and Financial Memorandum;
- The Corporate Plan 2021-25 and Business Plan 2023/24;
- The Performance Excellence Framework;
- The Risk Management Framework;
- Raising Concerns (Whistleblowing) Policy; and
- Anti-Fraud Policy and Fraud Response Plan.

Compliance with Corporate Governance Code

National Museums NI, in so far as it is relevant for a Non-Departmental Public Body, complies with the Corporate Governance Code.

Process for Identifying and Managing Conflicts of Interests

National Museums NI has a 'Managing Conflicts of Interest and Representation on Outside Bodies Policy'. The purpose of the policy document is to set out the principles for minimising and managing potential conflicts of interest and, in so doing, provide protection to National Museums NI and its staff from reputational damage and other liabilities. Board Members and employees of National Museums NI are required to disclose areas of actual, potential or perceived conflict with the interests of National Museums NI. There are codes of conduct for both employees and Board Members which require adherence to the Seven Principles of Public Life as defined by the Committee of Standards in Public Life.

A Register of Interests is maintained for Board members and the Executive Team and is available for inspection at the principal address and on the National Museums NI website nationalmuseumsni.org. Appropriate action is taken in line with the policy where any conflicts or perceived conflict arise.

Related party transactions are disclosed in note 22 of the financial accounts.

Review of Effectiveness

Accounting Officer

As Accounting Officer, I have responsibility for maintaining a sound system of internal governance that supports the achievement of the aims and objectives of the National Museums NI. I also have responsibility for the propriety and regularity of the public finances allocated to National Museums NI and for safeguarding public funds and assets, in accordance with the responsibilities assigned. As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Internal Auditors; the managers within National Museums NI who have responsibility for the development and maintenance of the internal control framework; and, comments made by the External Auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit and Risk Assurance Committee, and plan to address weaknesses and ensure continuous improvement of the system is in place.

In my role as Accounting Officer, I function with the support of the Board of the National Museums NI ("the Board"). This includes highlighting to the Board specific business risks and, where appropriate, the measures that could be employed to manage these risks.

At meetings of the Board the following standing agenda items are addressed (either directly or through reporting from one of the sub-committees):

- Minutes of Previous Meeting;
- Strategic Priorities;
- Chief Executive Update;
- Progress Against Budget;
- Progress against business and corporate plan and risks in achieving stated objectives; and
- Risk Management.

The Board operates as a collegiate forum under the leadership of the Chair. It ensures that the appropriate strategic planning processes are in place and that there is effective operational management of their implementation. Day-to-day operational matters are my responsibility and that of senior colleagues. Each Board Member participates in the high-level corporate decision making process as a member of the Board; contributes to the operation of corporate governance arrangements within the organisation; and, supports me in my roles of Chief Executive and Accounting Officer.

As Chief Executive, I am responsible for agreeing the agenda for quarterly Board meetings with the Chair and ensuring the Chair and Board Members are provided with timely information to support full discussion and decision-making at each meeting. The Board receives written reports on key strategic areas and on the status of delivery against Business Plan objectives. The quality and timeliness of the information and reports has been acceptable to the Board.

I meet formally with our Sponsor Branch in the Department for Communities quarterly. At these meetings National Museums NI is assessed against its delivery of the Ministerial and Departmental

priorities as agreed in the Corporate Plan and Museums Policy as well as the review of the management of risk within National Museums NI.

The Board

The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and supporting and challenging the Chief Executive as Accounting Officer in setting and meeting its corporate aims and objectives.

The key aspects of the Board's role include:

- Setting the strategic direction for the organisation, including its vision, values and strategic objectives;
- Overseeing the implementation of its Corporate and Business Plans, monitoring performance against objectives and supervising its budget;
- Leading and overseeing the process of change and encouraging innovation, to enhance the organisation's capability to deliver;
- Overseeing the strategic management of staff, finance, information and physical resources, including setting training and health and safety priorities; and
- Establishing and overseeing the implementation of the corporate governance arrangements including risk management.

The Board has delegated to the Audit and Risk Assurance Committee responsibility for an assessment of the effectiveness of the system of internal control.

As part of their induction, all Board Members attend training in respect of their responsibilities for corporate governance and accountability of the organisation.

In order to manage any conflicts or potential conflicts of interest the Chairman asks those present at the start of each meeting if they are conflicted with any of the agenda items.

For further information on any actual or potential conflicts arising at National Museums NI board meetings, minutes are available for review on the National Museums NI website nationalmuseumsni.org.

Board Membership and Attendance

During 2023/24 the following served as Board Members:

	Attendance at Board meetings	Maximum Possible in Year	Percentage Attendance
<i>Mr Miceal McCoy (Chairman)*</i>	1	1	100%
Miss Charlotte Jess (Vice Chair)	6	7	86%
<i>Professor Garth Earls*</i>	-	1	0%
<i>Professor Karen Fleming*</i>	1	1	100%
<i>Mrs Hazel Francey*</i>	1	1	100%
<i>Mrs Daphne Harshaw*</i>	1	1	100%
<i>Dr Rosemary Kelly OBE*</i>	1	1	100%
<i>Dr Leon Litvack*</i>	1	1	100%
<i>Mr Alan McFarland*</i>	1	1	100%
<i>Dr George McIlroy*</i>	1	1	100%
<i>Mrs Catherine Molloy*</i>	1	1	100%
<i>Mrs Deirdre Devlin (nee Bryce)**</i>	3	3	100%
Mr William Duddy	6	7	86%
Dr Robert Whan	6	7	86%
Mr William McMullan	7	7	100%
Mr Gordon Milligan (Chairman)***	3	3	100%
Mr Keith Charlton***	2	3	67%
Mr Mark Walker ***	3	3	100%
Mr Ryan Cornett ***	3	3	100%
Dr Sally Montgomery OBE***	2	3	67%
Ms Therese Rafferty ***	3	3	100%
Ms Fiona Ryan ***	2	3	67%
Mr Peter Osborne ***	3	3	100%

* Term completed on 30 April 2023

** Resigned on 30 September 2023

*** Appointed on 1 October 2023

The Board will now meet at least eight times a year following a review of governance arrangements during 2023/24.

The Board receives reports covering key performance indicators, business plan performance, financial performance, capital programme activity, loans (to and from the organisation) for agreement and minutes from each of the sub-committees. The Board has assessed its effectiveness and has identified areas where it can improve. These areas include induction for new Board Members, committee membership, advocacy and conduct at meetings.

Appointments to the Board are for a period of up to five years.

Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (ARAC) met three times during the year to review reports on risk management, the control environment, matters arising from internal and external audits,

progress on the implementation of audit recommendations, and to review and endorse the Annual Report and Accounts to the Board to approve.

The Committee discharged its oversight responsibilities in accordance with the Terms of Reference and it has the requisite skills (including governance, financial reporting, risk management, auditing, strategic planning and understanding the core functions of the organisation) to discharge its responsibilities effectively.

Other Committees and the Executive Team

Following a review of Corporate Governance Arrangements the Board now meets eight times a year. The other sub-committees of the Board, The General Purposes and Finance Committee (GP&F): and the Remuneration Committee have been stood down with the final meeting of the GP&F taking place in May 2023, and the Remuneration Committee did not meet in 2023/24.

During the year the following Members attended meetings of the Committees as follows:

	Attendance at ARAC meetings (max 3)	Attendance at GP&F Committee meetings (max 1)
Ms Deirdre Devlin	1	N/A
Mr William Duddy	3	1
Miss Charlotte Jess	N/A	1
Dr Robert Whan	N/A	1
Mr William McMullan	3	N/A
Mr Keith Charlton	2	N/A
Mr Ryan Cornett	2	N/A
Mr Mark Walker	2	N/A
Dr Sally Montgomery	1	N/A

In addition to its members, the following normally attend the Audit and Risk Assurance Committee:

- The Accounting Officer
- The Chief Operating Officer
- The Director of Collections
- The Head of Finance & Governance
- Representative(s) from the NI Audit Office
- Representative from the Department for Communities
- Internal Audit

Business Planning and Risk Management

Business Plan

The 2023/24 Business Plan was approved by Trustees at the March 2023 Board meeting.

Risk Management

The Risk Management Framework sets out the process whereby the National Museums NI methodically identifies, assesses and responds to the risks attached to its activities. It assigns responsibility and accountability for risk management; defines the processes for risk review and

reporting; describes a format for the organisation's corporate risk register; and explains the organisation's approach to training in risk management.

Each risk is allocated a risk rating based on an evaluation of its impact and likelihood in two stages:

1. Assessment of inherent risk before any controls are identified.
2. Assessment of residual risk taking account of current risk response and controls and the required action plan.

Residual risk ratings are compared to the risk appetite and if the controls are judged to be inadequate to manage risk within the risk appetite then further action is identified to strengthen these controls.

Any strategic and/or key risks are escalated and included within the Corporate Risk Register. The Corporate Risk Register identifies risks and agreed actions and allocates responsibility for those to a risk owner. The Register is reviewed regularly by the Executive and Senior Management Team and quarterly by the Audit and Risk Assurance Committee and reported to the Board at each meeting.

In addition to the Corporate Risk Register, Internal Project Boards have developed project risk registers with project Senior Responsible Owners responsible for risk management. The Senior Management Team are fully involved in the continual review and management of risks and are trained and equipped to manage risk in a way appropriate to their authority and duties. The Internal Auditors provide advice and guidance on good practice in the management of risk throughout the audit process. Changes in the risk environment during the year have been dealt with by considering the impact of the risks assessed and taking action to manage the risks.

During the year the following key strategic risks relating to business objectives were identified:

1. The external macro environment creates significant uncertainty, volatility & inertia
2. Fulfilment of Statutory Obligations are placed at risk due to unaddressed structural underfunding
3. Our public engagement does not offer equal opportunities.
4. The organisational systems and processes do not support the business need
5. Approval and investment is not secured to deliver the major capital programme
6. A cybersecurity event occurs on National Museums NI systems which allows exposure or loss of data
7. Lack of agility and flexibility within public sector systems and processes inhibits business responsiveness and effectiveness
8. Inability to recruit and retain necessary people resources to fulfil statutory obligations

In 2023/24 there were no instances where the Committee determined that risk(s) lay outside the organisation's risk appetite and were thus unacceptable. The Board continue to review corporate risks and provide their views on a quarterly basis.

Fraud Risk and Information Risk

The management and control of the risk of fraud is set out in the Anti-Fraud Policy and Fraud Response Plan. Further related guidance is provided in the Anti-Bribery and Corruption Policy, the Conflicts of Interest Policy, the Staff Code of Conduct and the Raising Concerns Policy.

The Anti-Fraud Policy and Fraud Response Plan were updated in March 2024 to continue promotion of a culture within the organisation which raises awareness of the risks and consequences of fraud, and incorporates all relevant fraud related guidance and good practice.

There were no gifts provided to any parties during the year.

There were no personal data related incidents during the year.

There were no fraud incidents or attempts during the year.

Charities Act (Northern Ireland) 2022

National Museums NI, has continued to comply with guidelines and principles of the Charity Commission for Northern Ireland (CCNI) and will comply with the resultant Charities Act (Northern Ireland) 2022.

Disclosure of Audit Information

So far as the Accounting Officer is aware, there is no relevant audit information of which the Board's auditors are unaware. The Accounting Officer has taken all necessary steps to make herself aware of any relevant audit information and to establish that the Board's auditors are aware of that information.

Important events since the end of the financial year

There were no events since the end of the financial year requiring disclosure.

Northern Ireland Audit Office

The Northern Ireland Audit Office will complete the audit of the 2023/24 financial statements in accordance with International Standards on Auditing (UK) (ISAs) issued by the Financial Reporting Council; with Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'; and with the Audit Strategy presented to the Audit Committee in March 2024. The 2022/23 financial statement received an unqualified audit opinion, without modification from NIAO.

Sources of Independent Assurance

National Museums NI draws assurance on its system of internal control and governance arrangements from independent sources, in particular:

Internal Audit

The primary objective of internal audit is to provide an independent and objective opinion to the Board and Audit and Risk Assurance Committee on the adequacy and effectiveness of the system of internal control. The work of internal audit is informed by an analysis of the risks to which National Museums NI is exposed.

National Museums NI and the Board contracts out its internal audit services. The appointed firm of Internal Auditors operates to Public Sector Internal Audit Standards (PSIAS). The Internal Audit Plan 2023/24 was approved by the Audit and Risk Assurance Committee in June 2023. The Committee considered reports on the following audits performed in 2022/23:

AUDIT ASSIGNMENT	ASSURANCE OPINION
Review of capacity and expertise to fulfil statutory responsibilities	Satisfactory
Review of corporate governance arrangements	N/A – Advisory
Review of workforce planning arrangements	N/A – Advisory
Review of safeguarding arrangements	Satisfactory
Review of Sustainability Arrangements (Advisory)	N/A – Advisory
Follow Up Review	N/A

During 2023/24 the Internal Auditors identified no Priority 1 issues.

For the 12 months ended 31 March 2024, the Head of Internal Audit opinion for National Museums NI is as follows:

“On the basis of the programme of work undertaken during the 2023/24 financial year, we can conclude that the National Museums NI has established a framework of controls that provides Satisfactory assurance regarding the effective and efficient achievement of its objectives, and the management of key risks.”

Financial Management

Responsibility for ensuring that an effective system of internal financial control is maintained and operated rests with the Accounting Officer supported by the Audit and Risk Assurance Committee. The systems of internal financial control provide reasonable but not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or will be detected within a timely period.

Internal financial control is based on a framework of management information, financial regulations and administrative procedures, which include the segregation of duties, management supervision and a system of delegation and accountability.

National Museums NI has established Financial Policies and Procedures that address areas of risk as well as operational efficiency and effectiveness. These documents act as a reference point detailing all Financial Policies and Procedures that have been approved by the Board of National Museums NI.

All staff are briefed on these policies during their induction and at regular staff meetings. Any needs identified are addressed through the National Museums NI annual training and development plan.

Internal Governance Divergences

During the year there were no Priority One recommendations which have been described in the statement by the Head of Internal Audit.

It should be further noted that no ‘ministerial directions’ have been issued to the National Museums NI and there have been no reported lapses of protective security.

Conclusion

As Accounting Officer, I am satisfied that an appropriate system of internal governance is in place within National Museums NI.



Kathryn Thomson
Chief Executive
Date: 5 November 2024

3.4 Assembly Accountability & Audit Report (Audited Information)

Losses and Special Payments

There was a payment of £1,862.32 to HM Revenue & Customs relating to interest on late payment of a Corporation Tax following submission of legacy corporation returns dating back to the 2017/18 financial year. (2022/23: £Nil).

Remote Contingent Liabilities

National Museums NI has no remote contingent liabilities (2022/23: None).



Kathryn Thomson
Chief Executive
Date: 5 November 2024

3.5 The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums Northern Ireland for the year ended 31 March 2024 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including the Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

I have also audited the information in the Remuneration and Staff Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of National Museums Northern Ireland's affairs as at 31 March 2024 and of its total incoming resources and expenditure of resources for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of National Museums Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Museums Northern Ireland's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not disclosed in the financial statements any identified any material uncertainties that relating to events or conditions that, individually or collectively, may

cast significant doubt about on the National Museums Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for National Museums Northern Ireland is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Trustees and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Trustees and the Chief Executive are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Museums and Galleries (Northern Ireland) Order 1998; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Museums Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Report Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or

- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees and Chief Executive's Responsibilities, the Trustees and the Chief Executive as Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Trustees and Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the National Museums Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and Accounting Officer anticipates that the services provided by National Museums Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Museum and Galleries (Northern Ireland) Order 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA's (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the National Museums Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums Northern Ireland's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

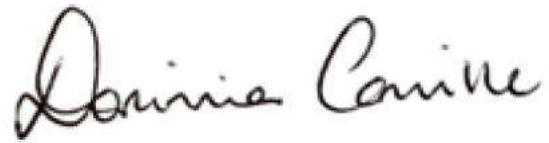
- completing risk assessment procedures to assess the susceptibility of National Museums Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business; and

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

A handwritten signature in black ink that reads "Dorinnia Carville". The signature is written in a cursive, flowing style.

Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

13 November 2024

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**NATIONAL MUSEUMS NI
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted £	Unrestricted £	2024 £	Restricted £	Unrestricted £	2023 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	-	105,115	105,115	-	101,687	101,687
Gifts in kind	2	1,027,890	-	1,027,890	99,725	-	99,725
<i>Charitable activities</i>							
Grant-in-aid	3	2,152,000	16,320,000	18,472,000	3,143,000	16,131,000	19,274,000
Admissions	3	-	1,294,665	1,294,665	-	1,159,035	1,159,035
Other grants	3	1,350,015	-	1,350,015	1,039,679	-	1,039,679
<i>Other trading activities</i>							
Sponsorships	4	-	-	-	9,739	-	9,739
Trading	4	-	1,400,954	1,400,954	-	1,288,798	1,288,798
Investment income		-	46,065	46,065	-	8,254	8,254
Other income	5	-	280,080	280,080	-	191,976	191,976
Total income		4,529,905	19,446,879	23,976,784	4,292,143	18,880,750	23,172,893
Expenditure on:							
<i>Raising funds</i>							
Trading	6	54,787	1,506,496	1,561,283	41,134	1,435,405	1,476,539
<i>Charitable activities</i>							
Care of collections	6	260,771	3,520,947	3,781,718	197,144	2,431,420	2,628,564
Curatorial & Education	6	771,990	2,453,815	3,225,805	616,994	2,814,399	3,431,393
Experience & Enterprise	6	516,161	6,999,905	7,516,066	274,588	5,947,247	6,221,835
Audience Development	6	131,318	1,784,021	1,915,339	145,100	1,652,986	1,798,086
Operations	6	237,553	6,811,324	7,048,877	106,208	8,133,489	8,239,697
		1,972,580	23,076,508	25,049,088	1,381,168	22,414,946	23,796,114
Net income/(expenditure)		2,557,325	(3,629,629)	(1,072,304)	2,910,975	(3,534,196)	(623,221)
Transfers between funds		(1,057,947)	1,057,947	-	(2,383,286)	2,383,286	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	8	-	1,322,186	1,322,186	-	4,277,853	4,277,853
Net movement in funds		1,499,378	(1,249,496)	249,882	527,689	3,126,943	3,654,632
Reconciliation of funds:							
Total funds brought forward		22,456,180	82,164,091	104,620,271	21,928,491	79,037,148	100,965,639
Total funds carried forward		23,955,558	80,914,595	104,870,153	22,456,180	82,164,091	104,620,271

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £	2023 £
Fixed Assets			
Tangible assets	8	89,716,041	90,440,184
Heritage assets	8	13,902,708	12,671,032
Right of use assets	9	-	68,759
Intangible assets	10	885,677	954,002
Investment in subsidiary	11	<u>2</u>	<u>2</u>
		104,504,428	104,133,979
Current Assets			
Stock	12	299,052	276,117
Debtors	13	1,650,339	1,250,753
Cash at bank and in hand	14	<u>3,023,058</u>	<u>3,573,919</u>
		4,972,449	5,100,789
Liabilities			
Creditors - amounts falling due within one year	15	<u>(4,606,724)</u>	<u>(3,752,065)</u>
Net current assets		<u>365,725</u>	<u>1,348,724</u>
Total assets less current liabilities		104,870,153	105,482,703
Creditors - amounts falling due after more than one year	16	-	(29,856)
Provision for liabilities and charges	17	<u>-</u>	<u>(832,576)</u>
		-	(862,432)
Total Net Assets		<u><u>104,870,153</u></u>	<u><u>104,620,271</u></u>
Represented by:			
Restricted funds	18	23,955,558	22,456,180
Unrestricted funds	18	30,846,774	33,296,182
Revaluation reserve	18	<u>50,067,821</u>	<u>48,867,909</u>
		<u><u>104,870,153</u></u>	<u><u>104,620,271</u></u>

The notes on pages 67 to 82 form part of these accounts.

The accounts on pages 64 to 82 were approved by the Board of Trustees of National Museums NI on 5 November 2024 and are signed on its behalf.



G Milligan
Chairman of The Board of Trustees



K Thomson
Chief Executive

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	<u>3,134,034</u>	<u>3,276,635</u>
Cash flows from investing activities:			
Interest received		46,065	8,254
Proceeds from the sale of property, plant and equipment		-	-
Purchase of intangible fixed assets		(299,565)	(318,956)
Purchase of tangible fixed assets		<u>(3,431,395)</u>	<u>(3,392,881)</u>
Net cash provided by (used in) investing activities		<u>(3,684,895)</u>	<u>(3,703,583)</u>
Cash flows from financing activities:			
Payments of lease liabilities		-	(38,672)
Interest on lease liabilities paid		<u>-</u>	<u>(975)</u>
Net cash provided by (used in) financing activities		<u>-</u>	<u>(39,647)</u>
Change in cash and cash equivalents in the reporting period		(550,861)	(466,595)
Cash and cash equivalents at 1 April 2023	21	<u>3,573,919</u>	<u>4,040,514</u>
Cash and cash equivalents at 31 March 2024	21	<u><u>3,023,058</u></u>	<u><u>3,573,919</u></u>

Further detail to this cash flow statement is reported in Note 21.
The notes on pages 67 to 82 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

These accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of certain assets.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006, the accounting standards issued or adopted by the Accounting Standards Board and disclosure requirements issued by the Department of Finance in so far as those requirements are appropriate. They also comply with the Charities SORP (FRS 102) (2019).

The charity is a public benefit entity.

There are no material uncertainties related to events or conditions that cast significant doubt on the ability of National Museums NI to continue as a going concern.

The principal policies which have been adopted in the preparation of these accounts are as follows:

Incoming resources

Grant income from the Department for Communities is shown in the Statement of Financial Activities in the year in which it is received. Undrawn grant-in-aid is not available to be carried forward from one year to the next.

Other grant income is recognised as and when the conditions for its receipt have been met.

Deferred income will be matched and released as and when the conditions for its application have been met.

Gifts in kind donated, where a third party is bearing the cost, are included at the cost to the third party.

Admissions income, trading income and donations are accounted for on an accruals basis.

No amounts are included in the accounts for services donated by volunteers.

Resources expended

Resources expended are accounted for on an accruals basis. Expenditure is classified under principal charitable activities or costs of generating funds in order to provide more useful information to the users of the accounts.

Expenditure is classified to be in furtherance of charity objectives when it is directly attributable to the projects undertaken. All other expenditure is allocated either to support costs or costs of generating funds, as appropriate. Support costs comprise the costs of the Chief Executive's Office, Human Resources, Finance and Governance costs and are allocated to the charitable activities on a basis consistent with the use of the resources. The support costs are allocated according to the number of full time equivalent staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

NOTES TO THE ACCOUNTS

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

Depreciation is provided on all tangible fixed assets, other than land, assets under construction and heritage assets, at rates calculated to write off the cost or valuation, less estimated residual value, on a straight line basis for each asset over its expected useful life as follows:

Buildings	2% - 5%	per annum
Permanent exhibitions	2% - 20%	per annum
Computer equipment	5% - 20%	per annum
Fixtures and equipment	5% - 20%	per annum
Plant and machinery	5% - 15%	per annum
Motor vehicles	7% - 15%	per annum

Land and buildings are professionally revalued every year. With the exception of permanent exhibitions, the cost of all other fixed assets are restated annually to reflect their current value using the relevant price indices at the year end and to identify any impairment of value. The revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The minimum level for capitalising tangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Heritage Assets

Objects purchased since 1 April 2001 are included in the balance sheet at cost. Depreciation is not charged and the objects are not revalued.

Objects donated since 1 April 2001 are included at valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. Where obtaining a value is not practicable, donated heritage assets are not recognised in the accounts.

Collections acquired before 1 April 2001 are assets of historical and scientific importance held to advance National Museums NI's educational and cultural objectives. These assets were not capitalised in past accounting periods as reliable cost information was not available and a reliable valuation approach was not considered to be commensurate with the benefits to users of the financial statements.

Nature & scale of heritage assets

The collections of National Museums NI are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world. Historically, they have grown on the site-based framework of the Ulster Museum, the Ulster Folk & Transport Museums and the Ulster American Folk Park. However, since similar collection types can relate to more than one site, they are more appropriately classified within six broad and complementary subject areas. National Museums NI will continue to collect within these subject areas and the time periods and geographic areas to which they relate:

1. Art;
2. Emigration;
3. Folk Life and Agriculture;
4. Human History;
5. Natural Sciences; and
6. Transport, Industry and Technology.

Policy on acquisition and disposal of Heritage Assets

National Museums NI has a Collections Development Policy in place. This policy provides further information on the nature of heritage assets held. It is available online at www.nationalmuseumsni.org.

NOTES TO THE ACCOUNTS

Policy on management and preservation of heritage assets

Three policies outline National Museums NI's intent towards the development, management, care, conservation of, and access to the collections: the Collections Development Policy; the Collections Care and Conservation Policy; and the Collections Information and Access Policy. These policies were developed as part of National Museums NI's successful application renewal for Museum Accreditation in 2015, approved by the Board of Trustees in March 2015 and it is currently being reassessed and reviewed. In addition, a National Museums NI Collections Documentation Plan exists which outlines the tasks required to progress the management of the collections in alignment with the minimum industry standard known as SPECTRUM.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software	4 - 5 years
On-Trade License	10 years

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by National Museums NI are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete and use it;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

The minimum level for capitalising intangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Stocks

Stocks have been valued at the lower of cost and estimated net realisable value.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and in hand include deposits held at call with banks and petty cash and float balances.

Liabilities and provisions

Liabilities and provisions are recognised as resources expended as soon as there is a legal or constructive obligation committing National Museums NI to expenditure.

Reserves Policy

National Museums NI forecasts to operate on an annual basis within a balanced funding formula of grant-in-aid, sponsorship and donations, and self-generated income. Annual operating surpluses (or deficits) are kept to a minimum and are transferred to the Unrestricted General Reserve at 31 March each year.

The Charities SORP requires capital grants to be included within the Statement of Financial Activities in the year in which they are receivable. The only expenditure against this is depreciation. Therefore during periods of high capital investment, surpluses will arise on the Statement of Financial Activities.

The balance on the Restricted General Fund available at 31 March 2024 was £24.0m. The Trustees consider that sufficient funds are held in an appropriate form to enable funds to be applied in accordance with any restriction imposed. The balance on the Unrestricted General Fund, together with this policy, is reviewed on an annual basis.

National Museums NI receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

NOTES TO THE ACCOUNTS

Restricted Funds

Restricted funds are those funds which are subject to specific restriction imposed by the donor, by the purpose of an appeal or are received for a specified purpose. They comprise the following:

Collection acquisition fund - this fund represents the value of heritage assets funded by restricted donations and grant-in-aid since April 2001.

Government grant for fixed assets - this fund represents funding from the Department for the acquisition of fixed assets which following acquisition have no restriction on use and therefore transfer to the unrestricted funds.

Exhibition fund - this fund represents the net book value of National Museums NI's permanent exhibitions.

The Art Fund - the 2010 Art Fund Prize fund, to be used on a curatorial programme.

Curatorial Projects fund - funds to be used on specific curatorial projects.

O.L. Nelson Legacy fund - donated to National Museums NI for the specific purpose to purchase prints and drawings.

Patrick Donald Legacy Fund - donated to National Museums NI for the specific purpose to purchase artefacts of Irish interest.

General fund - this fund is to enable National Museums NI to manage its working capital relating to restricted activities.

Unrestricted Funds

Unrestricted funds are those funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of National Museums NI. They comprise the following:

Capital reserve - represents fixed assets transferred to National Museums NI from the Ulster Folk and Transport Museum when National Museums NI was established under the Museums and Galleries (Northern Ireland) Order 1998. This fund is reduced annually by depreciation.

Revaluation reserve - this fund represents the revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation on the revalued assets.

Government grant for fixed assets - this fund together with the capital fund and the revaluation reserve represents the net book value of all unrestricted assets, namely land and buildings, fixtures and equipment and motor vehicles.

General fund - this fund is to enable National Museums NI to manage its working capital relating to unrestricted activities.

Unrestricted Designated Fund

Board Reserve general fund - donation monies set aside to fund future projects approved by the Trustees, in the furtherance of our general objectives.

Board Reserve capital fund - proceeds of sale of assets to re-invest in capital projects approved by the Trustees.

Taxation

All income and expenditure is stated exclusive of VAT, which is fully recoverable.

National Museums NI has been granted charitable status by HM Revenue & Customs.

NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations:		
Gift Aid	30,156	14,972
Other donations	74,959	86,715
	<u>105,115</u>	<u>101,687</u>
Gifts in kind:		
Donated assets	1,027,890	99,725
Donated services	-	-
Total	<u>1,027,890</u>	<u>99,725</u>

The income from donations of £105,115 are unrestricted (2022/23: £101,687). Gifts in kind income at March 2024 comprises donations to the collections of £1,027,890. At March 2023 this included donations to the collections of £99,725. In addition to above, is the contribution made by volunteers. Volunteers make a significant and diverse contribution to the success of National Museums NI. They support us in many areas of the organisation, in roles ranging from assisting curatorial staff, to assisting with visitor services and education staff.

3. INCOME FROM CHARITABLE ACTIVITIES

Grant-in-aid from the Department for Communities

	2024	2023
	£	£
Resource grant-in-aid (Unrestricted)	16,320,000	16,131,000
Capital grant (Restricted)	2,152,000	3,143,000
Total received	<u>18,472,000</u>	<u>19,274,000</u>

Admissions	<u>1,294,665</u>	<u>1,159,035</u>
-------------------	------------------	------------------

Other grants	2024	2023
	£	£

Capital grants:		
National History Museum	165,144	-
Friends of the Ulster Museum	-	10,100
National Heritage Memorial	-	90,000
Art Fund	32,000	41,700
Esmee Mitchell Trust	-	6,000
IFPDA Foundation	-	8,532

Total capital grants	<u>197,144</u>	<u>156,332</u>
----------------------	----------------	----------------

Revenue grants:

National Lottery Heritage Fund	617,868	429,090
Northern Ireland Environment Agency	414,048	350,534
Esmee Fairbairn	51,133	29,054
National Archives	19,856	-
Other	33,436	38,785
National History Museum	6,257	10,008
Tate (British Art Network)	5,250	1,750
National Portrait Gallery	5,000	5,465
Imperial War Museum	23	11,471
British Library	-	800
Peace IV	-	4,496
Pilgrim Trust	-	1,894

Total revenue grants	<u>1,152,871</u>	<u>883,347</u>
----------------------	------------------	----------------

	<u>1,350,015</u>	<u>1,039,679</u>
--	------------------	------------------

With the exception of resource grant-in-aid all of the grants are held in a restricted fund (further detail on restricted funds is given in note 1).

NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Sponsorships	<u>-</u>	<u>9,739</u>
Trading:		
Retail	862,608	791,286
Hire of facilities	231,841	104,470
Consultancy fees	42,934	42,648
Photographic sales	29,888	33,127
Events income	83,105	140,139
Franchise income	<u>150,578</u>	<u>177,128</u>
	<u>1,400,954</u>	<u>1,288,798</u>

Sponsorship income relates to specific programmes and events and is restricted. Trading income is unrestricted.

5. OTHER INCOME

	2024	2023
	£	£
Other Income	<u>280,080</u>	<u>191,976</u>
	<u>280,080</u>	<u>191,976</u>

6. EXPENDITURE

	Staff costs	Other Direct costs	Indirect costs	Depreciation & impairment	2024 Total	2023 Total
	£	£	£	£	£	£
Trading	594,432	621,310	82,436	263,105	1,561,283	1,476,539
Care of Collections	2,604,607	107,644	432,178	637,289	3,781,718	2,628,564
Curatorial & Education	1,771,513	552,578	358,108	543,606	3,225,805	3,431,393
Experience & Enterprise	4,781,985	455,704	1,011,782	1,266,595	7,516,066	6,221,835
Audience Development	1,010,701	324,561	257,307	322,770	1,915,339	1,798,086
Operations	<u>1,622,007</u>	<u>3,890,692</u>	<u>348,313</u>	<u>1,187,865</u>	<u>7,048,877</u>	<u>8,239,697</u>
	<u>12,385,245</u>	<u>5,952,489</u>	<u>2,490,124</u>	<u>4,221,230</u>	<u>25,049,088</u>	<u>23,796,114</u>

Expenditure on charitable activities was £25,049,088 (2022/23: £23,796,114) of which £1,972,580 were restricted (2022/23: £1,381,168).

NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	2024	2023
	£	£
Salaries and wages (includes temporary non-payroll staff)	9,745,318	8,507,520
Social security costs	888,252	765,040
Pension costs	2,524,346	2,281,896
Apprenticeship levy	29,106	25,664
Other staff costs	10,798	24,580
Release of Historic Payroll Provision	<u>(812,575)</u>	<u>-</u>
Total costs within expenditure	<u>12,385,245</u>	<u>11,604,700</u>

Included in the above costs is £416,779 (2022/23: £431,301) paid in respect of employment agency staff. Included in other staff costs are £10,798 (2022/23: £13,506) of redundancy costs.

Staff costs of £319,770 (2022/23: £310,068) have been capitalised in relation to capital project management time and are not included in resources expended.

Further information on the release of historic payroll provision can be found within note 17.

Further information on staff costs is contained within the Remuneration and Staff Report.

Support costs

	Trading	Care of collections	Curatorial & Education	Experience & Enterprise Dev	Audience Dev	Operations	2024	2023
	£	£	£	£	£	£	£	£
Finance/CEO office/ Human Resources	119,222	625,028	517,906	1,463,268	3,721,125	503,741	6,950,290	3,034,372
Governance - included in above	<u>6,245</u>	<u>32,737</u>	<u>27,126</u>	<u>76,642</u>	<u>19,491</u>	<u>26,385</u>	<u>188,626</u>	<u>220,082</u>

Governance costs

	2024	2023
	£	£
Audit and accountancy fees	75,135	39,755
Other governance costs	<u>113,491</u>	<u>180,327</u>
	<u>188,626</u>	<u>220,082</u>

7. NET INCOMING RESOURCES

Net incoming resources is stated after charging:	2024	2023
	£	£
Auditors' remuneration:		
in respect of audit services	29,100	18,100
in respect of internal audit	46,035	21,655
Depreciation	3,852,184	3,613,531
Amortisation	436,646	98,110
Impairment Charges	(67,600)	117,600
(Profit)/Loss on Disposal of Fixed Assets	<u>1,066</u>	<u>-</u>

The 2023 impairment charge relates to the write down of a site located near Landseer Street, Belfast to market value. This asset was put up for sale and the 2024 figure reflects the increase in value of the asset up to the agreed sale price. More information on this can be found in note 8.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2023	75,853,090	13,394,131	16,667,191	533,754	106,448,166	12,671,032	119,119,198
Additions	801,054	237,116	701,151	-	1,739,321	1,231,676	2,970,997
Disposals	-	(7,931)	(462,117)	-	(470,048)	-	(470,048)
Reversal of Impairment	67,600	-	-	-	67,600	-	67,600
Revaluation	(1,233,998)	-	229,432	14,551	(990,014)	-	(990,014)
At 31 March 2024	<u>75,487,746</u>	<u>13,623,316</u>	<u>17,135,658</u>	<u>548,305</u>	<u>106,795,024</u>	<u>13,902,708</u>	<u>120,697,732</u>
Accumulated depreciation							
At 1 April 2023	8,086	4,411,270	11,249,226	339,400	16,007,982	-	16,007,982
Depreciation	2,445,665	336,096	1,034,846	35,577	3,852,184	-	3,852,184
Impairment Charges	-	-	-	-	-	-	-
Disposals	-	(7,931)	(461,051)	-	(468,982)	-	(468,982)
Revaluation	(2,443,671)	-	126,304	5,167	(2,312,200)	-	(2,312,200)
At 31 March 2024	<u>10,080</u>	<u>4,739,435</u>	<u>11,949,324</u>	<u>380,144</u>	<u>17,078,984</u>	<u>-</u>	<u>17,078,984</u>
Net book value							
At 31 March 2024	<u>75,477,666</u>	<u>8,883,881</u>	<u>5,186,333</u>	<u>168,161</u>	<u>89,716,041</u>	<u>13,902,708</u>	<u>103,618,749</u>
At 31 March 2023	<u>75,845,004</u>	<u>8,982,861</u>	<u>5,417,965</u>	<u>194,354</u>	<u>90,440,184</u>	<u>12,671,032</u>	<u>103,111,216</u>

Land and buildings at net book value comprise:

	2024 £	2023 £
Leasehold Improvements	1,995	3,989
Long leaseholds	<u>75,475,671</u>	<u>75,841,015</u>
	<u>75,477,666</u>	<u>75,845,004</u>

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast which has been agreed for sale at £550,000. The sale of this asset completed in July 2024.

A full valuation for all other land and buildings was carried out by Land and Property Services (LPS) at 31 March 2024.

The valuations and basis of valuation, across all sites were as follows:

Property	Value	Basis of Valuation
Ulster Museum	27,457,072	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk Museum	14,341,391	Land at existing use value and buildings at depreciated replacement cost
Ulster Transport Museum	19,379,016	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,364,773	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,633,419	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	550,000	Land at market value less disposal costs
Stores	6,750,000	Market value and Land at existing use value and buildings at depreciated replacement cost
	<u>75,475,671</u>	

All other assets of National Museums NI were revalued in line with appropriate indices at 31 March 2024.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS (continued)

Heritage assets acquired since 1 April 2001 have been capitalised at either purchase cost or at a valuation based on the amount paid by the donor or an estimate of fair value based on the opinion of National Museums NI's specialist staff. The analysis of additions between purchases and donations for the current year and the preceeding four years are summarised below. No assets have been disposed of, depreciated or impaired.

	2024	2023	2022	2021	2020
	£	£	£	£	£
Acquisitions at cost	203,786	500,851	623,075	418,234	173,996
Donated assets at valuation	<u>1,027,890</u>	<u>99,725</u>	<u>442,670</u>	<u>865,782</u>	<u>625,375</u>
	<u>1,231,676</u>	<u>600,576</u>	<u>1,065,745</u>	<u>1,284,016</u>	<u>799,371</u>

NOTES TO THE ACCOUNTS

9. OPERATING LEASES

Financial commitments under operating leases:

	2024	2023
	£	£
Buildings:		
Not later than one year	22,000	33,000
Later than one year and not later than five years	-	21,277
Later than five years	-	-
	<u>22,000</u>	<u>54,277</u>
Other:		
Not later than one year	4,459	4,459
Later than one year and not later than five years	3,716	7,946
Later than five years	-	-
	<u>8,175</u>	<u>12,405</u>
 Total commitments under operating leases	 <u><u>30,175</u></u>	 <u><u>66,682</u></u>

The recognition of leases on the Balance Sheet in 2022/23, amounting to £68,759, has been reversed to comply with the Charities SORP (FRS 102) (2019). The difference between this and the 2022/23 liability of £66,682 disclosed above is to account for the present value of the lease obligations. The total expenditure relating to operating leases recognised in the Statement of Financial Activities during 2023/24 is £39,536.

NOTES TO THE ACCOUNTS

10. INTANGIBLE FIXED ASSETS

	Computer software	On-trade licence	Total
Cost or valuation	£	£	£
At 1 April 2023	994,481	199,588	1,194,069
Additions	<u>368,321</u>	<u>-</u>	<u>368,321</u>
At 31 March 2024	<u>1,362,802</u>	<u>199,588</u>	<u>1,562,390</u>
Amortisation			
At 1 April 2023	236,741	3,326	240,067
Charge for year	<u>414,839</u>	<u>21,807</u>	<u>436,646</u>
At 31 March 2024	<u>651,580</u>	<u>25,133</u>	<u>676,713</u>
Net book value	£	£	£
At 31 March 2024	<u>711,222</u>	<u>174,455</u>	<u>885,677</u>
At 31 March 2023	<u>757,740</u>	<u>196,262</u>	<u>954,002</u>

11. INVESTMENTS

	2024	2023
	£	£
Investment in Subsidiary - National Museums Northern Ireland Enterprises Limited	<u>2</u>	<u>2</u>

National Museums NI owns the whole of the issued share capital of National Museums Northern Ireland Enterprises Limited (NMNIEL), a registered company. The registered office of NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 31 March 2023, NMNIEL had net assets totalling £2.

12. STOCK

	2024	2023
	£	£
Shop goods for resale	233,499	201,790
Academic publications for resale	19,625	22,300
Maintenance materials and consumables	27,249	28,975
Farm stock	<u>18,679</u>	<u>23,052</u>
	<u>299,052</u>	<u>276,117</u>

13. DEBTORS

	2024	2023
	£	£
Trade debtors	243,799	119,672
Prepayments and accrued income	901,333	642,792
Other debtors	<u>505,207</u>	<u>488,289</u>
	<u>1,650,339</u>	<u>1,250,753</u>

NOTES TO THE ACCOUNTS

14. CASH AT BANK AND IN HAND

	2024 £	2023 £
Cash at bank and in hand	<u>3,023,058</u>	<u>3,573,919</u>

15. CREDITORS (amounts falling due within one year)

	2024 £	2023 £
Trade creditors	1,067,931	603,198
Other taxes and social security	191,289	181,654
Accruals	3,171,006	2,738,809
Deferred income	173,611	191,100
Other creditors	2,887	478
Lease liabilities	-	36,826
	<u>4,606,724</u>	<u>3,752,065</u>

Movement on deferred income

	Contract / grant £	Sponsorship £	Event deposit £	Advance admin charge £	Total £
Balance as at 1 April 2023	125,876	3,000	58,474	3,750	191,100
Amounts released from previous years	(53,001)	(3,000)	(33,390)	(3,750)	(93,141)
Incoming resources deferred in the current year	12,901	-	59,001	3,750	75,652
Balance as at 31 March 2024	<u>85,776</u>	<u>-</u>	<u>84,085</u>	<u>3,750</u>	<u>173,611</u>

Deferred income will be matched and released as and when the contractual obligations have been discharged.

16. CREDITORS (amounts falling due after more than one year)

	2024 £	2023 £
Lease liabilities	-	29,856
	<u>-</u>	<u>29,856</u>

NOTES TO THE ACCOUNTS

17. PROVISIONS FOR LIABILITIES AND CHARGES

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2023	812,576	20,000	832,576
Provided in year	-	-	-
Provisions not required written back	(657,508)	-	(657,508)
Utilised in year	(155,068)	(20,000)	(175,068)
Balance as at 31 March 2024	<u>-</u>	<u>-</u>	<u>-</u>

Following final judgement in the (PSNI v Agnew) legal case in the Supreme Court, and legal advice sought by National Museums NI, the provision of £812,576 has been released, with a revised estimate of £155,068 made for the likely financial outlay. This sum is included within the total accruals amount disclosed within note 15. The funding of this likely outlay has been provided by the Department for Communities.

Analysis of expected timing of discounted flows

	Payroll	Other	Total
	£	£	£
Less than one year	-	-	-
Later than one year and not later than five years	-	-	-
Later than 5 years	-	-	-
Balance as at 31 March 2024	<u>-</u>	<u>-</u>	<u>-</u>

NOTES TO THE ACCOUNTS

18. STATEMENT OF FUNDS

	At 1 April 2023 £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2024 £
Restricted Funds						
Collection acquisition fund	12,671,032	1,123,875	-	-	107,801	13,902,708
Government grant for fixed assets	(5,084)	1,818,899	-	-	(1,705,379)	108,436
Exhibition fund	8,982,861	237,116	(336,096)	-	-	8,883,881
Voluntary Exit Scheme fund	9,484	-	-	-	-	9,484
Payroll Provision	(812,576)	-	(155,068)	-	812,576	(155,068)
The Art Fund	100,000	32,000	(100,000)	-	(32,000)	-
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	438,340	-	-	-	(27,223)	411,117
P Donald Legacy	319,734	-	-	-	(48,578)	271,156
Natural History Museum	-	165,144	-	-	(165,144)	-
General fund	744,290	1,152,871	(1,381,416)	-	-	515,745
	<u>22,456,180</u>	<u>4,529,905</u>	<u>(1,972,580)</u>	<u>-</u>	<u>(1,057,947)</u>	<u>23,955,558</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	226,961	105,116	-	-	-	332,077
Board Reserve capital fund	473,719	227,000	-	-	-	700,719
Undesignated funds:						
Capital reserve	1,857,606	-	(488,027)	-	-	1,369,579
Revaluation reserve	48,867,909	-	(122,274)	1,322,186	-	50,067,821
Government grant for fixed assets	31,685,813	-	(3,274,833)	-	1,869,457	30,280,437
General fund	(947,917)	19,114,763	(19,191,374)	-	(811,510)	(1,836,038)
	<u>82,164,091</u>	<u>19,446,879</u>	<u>(23,076,508)</u>	<u>1,322,186</u>	<u>1,057,947</u>	<u>80,914,595</u>
Total Funds	<u>104,620,271</u>	<u>23,976,784</u>	<u>(25,049,088)</u>	<u>1,322,186</u>	<u>-</u>	<u>104,870,153</u>

The transfer of £1,705,379 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**

NOTES TO THE ACCOUNTS

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Fixed Assets	22,786,589	81,717,839	104,504,428	104,133,979
Current Assets	3,430,990	1,541,459	4,972,449	5,100,789
Liabilities	<u>(2,026,959)</u>	<u>(2,579,765)</u>	<u>(4,606,724)</u>	<u>(4,614,497)</u>
Total Net Assets	<u>24,190,620</u>	<u>80,679,533</u>	<u>104,870,153</u>	<u>104,620,271</u>

20. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2024 (2022/23: £200,000) relating to multi year capital projects.

21. NOTES TO CASHFLOW

Reconciliation of net income to net cash inflow from operating activities	2024 £	2023 £
Net income/(expenditure) for the reporting period as per the statement of financial activities	(1,072,304)	(623,221)
Adjustments for:		
Depreciation	3,852,184	3,613,531
Amortisation	436,646	98,110
Impairment Charges	(67,600)	117,600
(Profit)/loss on disposal of fixed assets	1,066	-
Decrease/(increase) in stock	(22,935)	(1,603)
Decrease/(increase) in debtors	(399,586)	823,162
Increase/(decrease) in creditors	1,283,127	(754,740)
Increase/(decrease) in provision	(832,576)	11,075
Deposit interest receivable	(46,065)	(8,254)
(Gain)/loss on derecognition of right of use assets	2,077	-
Interest on lease liabilities paid	<u>-</u>	<u>975</u>
Net cash provided by (used in) operating activities	<u>3,134,034</u>	<u>3,276,635</u>

Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	<u>3,023,058</u>	<u>3,573,919</u>

Analysis of change in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash	3,573,919	(550,861)	3,023,058
Cash equivalents	-	-	-
Overdraft facility	-	-	-
Loans due within one year	-	-	-
Loans due after one year	-	-	-
Finance lease obligations	-	-	-
Total	<u>3,573,919</u>	<u>(550,861)</u>	<u>3,023,058</u>

NOTES TO THE ACCOUNTS

22. RELATED PARTY TRANSACTIONS

National Museums NI is a Non-Departmental Public Body funded by the Department for Communities.

The Chief Executive is a non executive director of Strategic Investment Board (SIB). During the year £50,464 was paid to SIB for secondee services to provide Asset Management support. No money was received by SIB during the year (2022/23: £695). The Chief Executive is a non executive director of Visit Belfast and during the year £4,200 was paid to Visit Belfast for annual partnerships and publications (2022/23: £6,300). Visit Belfast paid nothing to National Museums NI in the current year (2022/23: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2022/23: £nil) and £2,720 was received as a donation (2022/23: £2,720).

National Museums NI has had a number of transactions with other Government Departments and other Central Government Bodies. These have been mainly with Central Procurement Directorate and Civil Service Pensions Branch within the Department of Finance and Personnel.

23. FINANCIAL INSTRUMENTS

National Museums NI's resources are met through grant-in-aid funding received from the Department for Communities and also through grant funding from other sources and from income generated through admissions, trading activities and donations. National Museums NI does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables, cash and short term investments. Trade receivables are recognised at fair value less a provision for impairment (bad debt). The provision is made when the National Museums NI is of the view that the debt may not be collectable in full, or in part, in accordance with the terms. The organisation has no borrowings and relies primarily on departmental grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, National Museums NI holds no financial instruments.

Liquidity Risk

National Museums NI secures funding for inescapable core activities in advance of expenditure being committed. National Museums NI however relies on Self -Generated Income to discharge its full statutory obligations therefore is exposed to some liquidity risk.

Credit Risk

National Museums NI have credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

24. CONTINGENT LIABILITIES

With regards to the (PSNI v Agnew) legal case referred to in Note 17, uncertainty exists in relation to whether interest or any other uplift will become payable on the sums due to the Claimants to reflect the effluxion of time. As this matter is not agreed, no provision has been made in Note 17, however a contingent liability is being disclosed in the event that the position changes during the remaining course of settlement proceedings.

25. EVENTS AFTER THE REPORTING DATE

There were no events since the end of the financial year requiring disclosure.

The Accounting Officer authorised these financial statements for issue on 13 November 2024

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Annual return

3.5 The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums Northern Ireland for the year ended 31 March 2024 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including the Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

I have also audited the information in the Remuneration and Staff Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of National Museums Northern Ireland's affairs as at 31 March 2024 and of its total incoming resources and expenditure of resources for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of National Museums Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Museums Northern Ireland's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not disclosed in the financial statements any identified any material uncertainties that relating to events or conditions that, individually or collectively, may

cast significant doubt about on the National Museums Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for National Museums Northern Ireland is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Trustees and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Trustees and the Chief Executive are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Museums and Galleries (Northern Ireland) Order 1998; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Museums Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Report Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or

- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees and Chief Executive's Responsibilities, the Trustees and the Chief Executive as Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Trustees and Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the National Museums Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and Accounting Officer anticipates that the services provided by National Museums Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Museum and Galleries (Northern Ireland) Order 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA's (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the National Museums Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums Northern Ireland's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

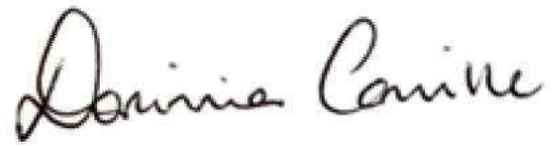
- completing risk assessment procedures to assess the susceptibility of National Museums Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business; and

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

A handwritten signature in black ink that reads "Dorinnia Carville". The signature is written in a cursive, flowing style.

Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

13 November 2024

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Accounts

NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Restricted £	Unrestricted £	2023 £	Restricted £	Unrestricted £	2022 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	-	101,687	101,687	-	84,999	84,999
Gifts in kind	2	99,725	-	99,725	442,670	-	442,670
<i>Charitable activities</i>							
Grant-in-aid	3	3,143,000	16,131,000	19,274,000	4,073,000	14,488,000	18,561,000
Admissions	3	-	1,159,035	1,159,035	-	895,019	895,019
Other grants	3	1,039,679	-	1,039,679	975,575	-	975,575
<i>Other trading activities</i>							
Sponsorships	4	9,739	-	9,739	11,230	-	11,230
Trading	4	-	1,288,798	1,288,798	-	955,452	955,452
Investment income		-	8,254	8,254	-	121	121
Other income	5	-	191,976	191,976	-	23,867	23,867
Total income		4,292,143	18,880,750	23,172,893	5,502,475	16,447,458	21,949,933
Expenditure on:							
<i>Raising funds</i>							
Trading	6	41,134	1,435,405	1,476,539	18,820	1,120,438	1,139,258
<i>Charitable activities</i>							
Care of Collections	6	197,144	2,431,420	2,628,564	222,862	2,171,706	2,394,568
Curatorial & Education	6	616,994	2,814,399	3,431,393	470,869	2,331,496	2,802,365
Experience & Enterprise	6	274,588	5,947,247	6,221,835	39,558	5,090,179	5,129,737
Audience Development	6	145,100	1,652,986	1,798,086	214,265	1,474,343	1,688,608
Operations	6	106,208	8,133,489	8,239,697	27,896	7,062,739	7,090,635
		1,381,168	22,414,946	23,796,114	994,270	19,250,901	20,245,171
Net income/(expenditure)		2,910,975	(3,534,196)	(623,221)	4,508,205	(2,803,443)	1,704,762
Transfers between funds		(2,383,286)	2,383,286	-	(3,556,082)	3,556,082	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	8	-	4,277,853	4,277,853	-	3,858,953	3,858,953
Net movement in funds		527,689	3,126,943	3,654,632	952,123	4,611,592	5,563,715
Reconciliation of funds:							
Total funds brought forward		21,928,491	79,037,148	100,965,639	20,976,368	74,425,556	95,401,924
Total funds carried forward		22,456,180	82,164,091	104,620,271	21,928,491	79,037,148	100,965,639

All amounts included in the above statement relate to the continuing operations of National Museums NI. There are no recognised gains and losses other than those shown above. The notes on pages 67 to 82 form part of these accounts.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	31 March 2023	31 March 2022	1 April 2021
			Restated	Restated
		£	£	£
Fixed Assets				
Tangible assets	8	90,440,184	87,537,115	83,041,552
Heritage assets	8	12,671,032	12,070,456	11,004,711
Right of use assets	9	68,759	-	-
Intangible assets	10	954,002	637,171	372,901
Investment in subsidiary	11	<u>2</u>	<u>2</u>	<u>2</u>
		104,133,979	100,244,744	94,419,166
Current Assets				
Stock	12	276,117	274,514	284,591
Debtors	13	1,250,753	2,073,915	1,007,974
Cash at bank and in hand	14	<u>3,573,919</u>	<u>4,040,514</u>	<u>4,056,220</u>
		5,100,789	6,388,943	5,348,785
Liabilities				
Creditors - amounts falling due within one year	15	<u>(3,752,065)</u>	<u>(4,846,547)</u>	<u>(3,561,177)</u>
Net current assets		<u>1,348,724</u>	<u>1,542,396</u>	<u>1,787,608</u>
Total assets less current liabilities		105,482,703	101,787,140	96,206,774
Creditors - amounts falling due after more than one year	16	(29,856)	-	-
Provision for liabilities and charges	17	<u>(832,576)</u>	<u>(821,501)</u>	<u>(804,850)</u>
		(862,432)	(821,501)	(804,850)
Total Net Assets		<u><u>104,620,271</u></u>	<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>
Represented by:				
Restricted funds	18	22,456,180	21,928,491	20,976,368
Unrestricted funds	18	33,296,182	33,798,791	31,788,285
Revaluation reserve	18	<u>48,867,909</u>	<u>45,238,357</u>	<u>42,637,271</u>
		<u><u>104,620,271</u></u>	<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>

The notes on pages 67 to 82 form part of these accounts.

The accounts on pages 64 to 82 were approved by the Board of Trustees of National Museums NI on 11 October 2023 and are signed on its behalf.

Charlotte Jess

C Jess
Vice-Chairman of the Board of Trustees

Katrina Thomson

K Thomson
Chief Executive

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	<u>3,276,635</u>	<u>4,414,752</u>
Cash flows from investing activities:			
Interest received		8,254	121
Purchase of intangible fixed assets		(318,956)	(205,917)
Purchase of tangible fixed assets		<u>(3,392,881)</u>	<u>(4,224,662)</u>
Net cash provided by (used in) investing activities		<u>(3,703,583)</u>	<u>(4,430,458)</u>
Cash flows from financing activities:			
Payments of lease liabilities		(38,672)	-
Interest on lease liabilities paid		<u>(975)</u>	<u>-</u>
Net cash provided by (used in) financing activities		<u>(39,647)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		(466,595)	(15,706)
Cash and cash equivalents at 1 April 2022	21	<u>4,040,514</u>	<u>4,056,220</u>
Cash and cash equivalents at 31 March 2023	21	<u><u>3,573,919</u></u>	<u><u>4,040,514</u></u>

Further detail to this cash flow statement is reported in Note 21.
The notes on pages 67 to 82 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

These accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of certain assets.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006, the accounting standards issued or adopted by the Accounting Standards Board and disclosure requirements issued by the Department of Finance in so far as those requirements are appropriate. They also comply with the Charities SORP (FRS 102) (2019).

The charity is a public benefit entity.

There are no material uncertainties related to events or conditions that cast significant doubt on the ability of National Museums NI to continue as a going concern.

The principal policies which have been adopted in the preparation of these accounts are as follows:

Incoming resources

Grant income from the Department for Communities is shown in the Statement of Financial Activities in the year in which it is received. Undrawn grant-in-aid is not available to be carried forward from one year to the next.

Other grant income is recognised as and when the conditions for its receipt have been met.

Deferred income will be matched and released as and when the conditions for its application have been met.

Gifts in kind donated, where a third party is bearing the cost, are included at the cost to the third party.

Admissions income, trading income and donations are accounted for on an accruals basis.

No amounts are included in the accounts for services donated by volunteers.

Resources expended

Resources expended are accounted for on an accruals basis. Expenditure is classified under principal charitable activities or costs of generating funds in order to provide more useful information to the users of the accounts.

Expenditure is classified to be in furtherance of charity objectives when it is directly attributable to the projects undertaken. All other expenditure is allocated either to support costs or costs of generating funds, as appropriate. Support costs comprise the costs of the Chief Executive's Office, Human Resources, Finance and Governance costs and are allocated to the charitable activities on a basis consistent with the use of the resources. The support costs are allocated according to the number of full time equivalent staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

Leases

Future lease liabilities are recognised on the balance sheet at their present value, unless the lease term is 12 months or less or the underlying asset has a low value. Corresponding right-of-use assets have also been recognised on the balance sheet representing the economic benefits of National Museum NI's right to use the underlying leased assets. The interest element of the lease payment is charged to the Statement of Financial Activities over the period of the lease at a constant rate in relation to the balance outstanding. Depreciation is provided on the asset on a straight line basis over the period of the lease.

NOTES TO THE ACCOUNTS

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

Depreciation is provided on all tangible fixed assets, other than land, assets under construction and heritage assets, at rates calculated to write off the cost or valuation, less estimated residual value, on a straight line basis for each asset over its expected useful life as follows:

Buildings	2% - 5%	per annum
Permanent exhibitions	2% - 20%	per annum
Computer equipment	5% - 20%	per annum
Fixtures and equipment	5% - 20%	per annum
Plant and machinery	5% - 15%	per annum
Motor vehicles	7% - 15%	per annum

Land and buildings are professionally revalued every year. With the exception of permanent exhibitions, the cost of all other fixed assets are restated annually to reflect their current value using the relevant price indices at the year end and to identify any impairment of value. The revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The minimum level for capitalising tangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Heritage Assets

Additions to the collections acquired since 1 April 2001 have been capitalised and recognised in the balance sheet at cost or at valuation, where a donor has gifted the items.

Valuations of gifts are based on the amount paid by the donor or the opinion of National Museums NI's specialist staff. Valuations are not updated after initial recognition.

Collections acquired before 1 April 2001 are assets of historical and scientific importance held to advance National Museums NI's educational and cultural objectives. These assets were not capitalised in past accounting periods as reliable cost information was not available and a reliable valuation approach was not considered to be cost effective.

Heritage assets are not depreciated.

Nature & scale of heritage assets

The collections of National Museums NI are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world. Historically, they have grown on the site-based framework of the Ulster Museum, the Ulster Folk & Transport Museum and the Ulster American Folk Park. However, since similar collection types can relate to more than one site, they are more appropriately classified within six broad and complementary subject areas. National Museums NI will continue to collect within these subject areas and the time periods and geographic areas to which they relate:

1. Art;
2. Emigration;
3. Folk Life and Agriculture;
4. Human History;
5. Natural Sciences; and
6. Transport, Industry and Technology.

Policy on acquisition and disposal of Heritage Assets

National Museums NI has a Collections Development Policy in place. This policy provides further information on the nature of heritage assets held. It is available online at www.nationalmuseumsni.org.

NOTES TO THE ACCOUNTS

Policy on management and preservation of heritage assets

Three policies outline National Museums NI's intent towards the development, management, care, conservation of, and access to the collections: the Collections Development Policy; the Collections Care and Conservation Policy; and the Collections Information and Access Policy. These policies were developed as part of National Museums NI's successful application renewal for Museum Accreditation in 2015, approved by the Board of Trustees in March 2015 and it is currently being reassessed and reviewed. In addition, a National Museums NI Collections Documentation Plan exists which outlines the tasks required to progress the management of the collections in alignment with the minimum industry standard known as SPECTRUM.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software	4 - 5 years
On-Trade License	10 years

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by National Museums NI are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete and use it;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

The minimum level for capitalising intangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Stocks

Stocks have been valued at the lower of cost and estimated net realisable value.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and in hand include deposits held at call with banks and petty cash and float balances.

Liabilities and provisions

Liabilities and provisions are recognised as resources expended as soon as there is a legal or constructive obligation committing National Museums NI to expenditure.

Reserves Policy

National Museums NI forecasts to operate on an annual basis within a balanced funding formula of grant-in-aid, sponsorship and donations, and self-generated income. Annual operating surpluses (or deficits) are kept to a minimum and are transferred to the Unrestricted General Reserve at 31 March each year.

The Charities SORP requires capital grants to be included within the Statement of Financial Activities in the year in which they are receivable. The only expenditure against this is depreciation. Therefore during periods of high capital investment, surpluses will arise on the Statement of Financial Activities.

The balance on the Restricted General Fund available at 31 March 2023 was £22.5m. The Trustees consider that sufficient funds are held in an appropriate form to enable funds to be applied in accordance with any restriction imposed. The balance on the Unrestricted General Fund, together with this policy, is reviewed on an annual basis.

National Museums NI receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

NOTES TO THE ACCOUNTS

Restricted Funds

Restricted funds are those funds which are subject to specific restriction imposed by the donor, by the purpose of an appeal or are received for a specified purpose. They comprise the following:

Collection acquisition fund - this fund represents the value of heritage assets funded by restricted donations and grant-in-aid since April 2001.

Government grant for fixed assets - this fund represents funding from the Department for the acquisition of fixed assets which following acquisition have no restriction on use and therefore transfer to the unrestricted funds.

Exhibition fund - this fund represents the net book value of National Museums NI's permanent exhibitions.

The Art Fund - the 2010 Art Fund Prize fund, to be used on a curatorial programme.

Curatorial Projects fund - funds to be used on specific curatorial projects.

O.L. Nelson Legacy fund - donated to National Museums NI for the specific purpose to purchase prints and drawings.

Patrick Donald Legacy Fund - donated to National Museums NI for the specific purpose to purchase artefacts of Irish interest.

General fund - this fund is to enable National Museums NI to manage its working capital relating to restricted activities.

Unrestricted Funds

Unrestricted funds are those funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of National Museums NI. They comprise the following:

Capital reserve - represents fixed assets transferred to National Museums NI from the Ulster Folk and Transport Museum when National Museums NI was established under the Museums and Galleries (Northern Ireland) Order 1998. This fund is reduced annually by depreciation.

Revaluation reserve - this fund represents the revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation on the revalued assets.

Government grant for fixed assets - this fund together with the capital fund and the revaluation reserve represents the net book value of all unrestricted assets, namely land and buildings, fixtures and equipment and motor vehicles.

General fund - this fund is to enable National Museums NI to manage its working capital relating to unrestricted activities.

Unrestricted Designated Fund

Board Reserve general fund - donation monies set aside to fund future projects approved by the Trustees, in the furtherance of our general objectives.

Board Reserve capital fund - proceeds of sale of assets to re-invest in capital projects approved by the Trustees.

Taxation

All income and expenditure is stated exclusive of VAT, which is fully recoverable.

National Museums NI has been granted charitable status by HM Revenue & Customs.

NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations:		
Gift Aid	14,972	31,972
Other donations	86,715	53,027
	<u>101,687</u>	<u>84,999</u>
Gifts in kind:		
Donated assets	99,725	442,670
Donated services	-	-
Total	<u>99,725</u>	<u>442,670</u>

The income from donations of £101,687 are unrestricted (2021/22: £84,999). Gifts in kind income at March 2023 comprises donations to the collections of £99,725. At March 2022 this included donations to the collections of £442,670. In addition to above, is the contribution made by volunteers. Volunteers make a significant and diverse contribution to the success of National Museums NI. They support us in many areas of the organisation, in roles ranging from assisting curatorial staff, to assisting with visitor services and education staff.

3. INCOME FROM CHARITABLE ACTIVITIES

Grant-in-aid from the Department for Communities

	2023	2022
	£	£
Resource grant-in-aid (Unrestricted)	16,131,000	14,488,000
Capital grant (Restricted)	3,143,000	4,073,000
Total received	<u>19,274,000</u>	<u>18,561,000</u>

Admissions	<u>1,159,035</u>	<u>895,019</u>
-------------------	------------------	----------------

Other grants	2023	2022
	£	£

Capital grants:		
Friends of the Ulster Museum	10,100	6,500
National Heritage Memorial Art Fund	90,000	99,990
Art Fund	41,700	140,000
Esmee Mitchell Trust	6,000	8,000
IFPDA Foundation	8,532	-

Total capital grants	<u>156,332</u>	<u>254,490</u>
----------------------	----------------	----------------

Revenue grants:		
Northern Ireland Environment Agency	350,534	253,693
National Portrait Gallery	5,465	-
British Library	800	138,119
Peace IV	4,496	174,246
National Heritage Lottery Fund	429,090	104,850
Esmee Fairbairn	29,054	-
National History Museum	10,008	-
Tate (British Art Network)	1,750	1,750
British Ecological Society	-	11,158
Imperial War Museum	11,471	-
Pilgrim Trust	1,894	-
Other	38,785	37,269
Total revenue grants	<u>883,347</u>	<u>721,085</u>
	<u>1,039,679</u>	<u>975,575</u>

With the exception of resource grant-in-aid all of the grants are held in a restricted fund (further detail on restricted funds is given in note 1).

NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Sponsorships	<u>9,739</u>	<u>11,230</u>
Trading:		
Shop	791,286	560,114
Hire of facilities	104,470	20,307
Consultancy fees	42,648	41,154
Photographic sales	33,127	34,045
Events income	140,139	245,189
Franchise income	<u>177,128</u>	<u>54,643</u>
	<u><u>1,288,798</u></u>	<u><u>955,452</u></u>

Sponsorship income relates to specific programmes and events and is restricted. Trading income is unrestricted.

5. OTHER INCOME

	2023	2022
	£	£
Other Income	<u>191,976</u>	<u>23,867</u>
	<u><u>191,976</u></u>	<u><u>23,867</u></u>

6. EXPENDITURE

	Staff costs	Other	Indirect	Depreciation &	2023	2022
	£	Direct costs	costs	impairment	Total	Total
	£	£	£	£	£	£
Trading	553,259	637,756	47,921	237,603	1,476,539	1,139,258
Care of Collections	1,895,102	77,533	232,944	422,985	2,628,564	2,394,568
Curatorial & Education	2,249,334	418,558	211,325	552,176	3,431,393	2,802,365
Experience & Enterprise	4,342,082	298,963	579,580	1,001,210	6,221,835	5,129,737
Audience Development	1,022,595	340,283	145,862	289,346	1,798,086	1,688,608
Operations	<u>1,542,328</u>	<u>5,181,053</u>	<u>190,395</u>	<u>1,325,921</u>	<u>8,239,697</u>	<u>7,090,635</u>
	<u><u>11,604,700</u></u>	<u><u>6,954,146</u></u>	<u><u>1,408,027</u></u>	<u><u>3,829,241</u></u>	<u><u>23,796,114</u></u>	<u><u>20,245,171</u></u>

Expenditure on charitable activities was £23,796,114 (2021/22: £20,245,171) of which £1,381,168 were restricted (2021/22: £994,270).

NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	2023	2022
	£	£
Salaries and wages (includes temporary non-payroll staff)	8,507,520	7,983,906
Social security costs	765,040	645,820
Pension costs	2,281,896	2,085,262
Apprenticeship levy	25,664	23,460
Other staff costs	<u>24,580</u>	<u>28,534</u>
Total costs within expenditure	<u><u>11,604,700</u></u>	<u><u>10,766,982</u></u>

Included in the above costs is £431,301 (2021/22: £763,161) paid in respect of employment agency staff. Included in other staff costs are £13,506 (2021/22: £11,883) of redundancy costs.

Staff costs of £310,068 (2021/22: £434,789) have been capitalised in relation to capital project management time and are not included in resources expended.

Further information on staff costs is contained within the Remuneration and Staff Report.

Support costs

	Trading	Curatorial	Care of	Experience	Audience	Operations	2023	2022
	£	& Education	collections	& Enterprise	Dev	£	£	£
Finance/CEO office/ Human Resources	103,273	455,416	502,006	1,249,024	314,341	410,312	3,034,372	1,907,098
Governance - included in above	<u>13,656</u>	<u>31,736</u>	<u>24,311</u>	<u>57,544</u>	<u>16,629</u>	<u>76,206</u>	<u>220,082</u>	<u>86,895</u>

Governance costs

	2023	2022
	£	£
Audit and accountancy fees	39,755	45,336
Other governance costs	<u>180,327</u>	<u>41,559</u>
	<u><u>220,082</u></u>	<u><u>86,895</u></u>

7. NET INCOMING RESOURCES

Net incoming resources is stated after charging:

	2023	2022
	£	£
Auditors' remuneration:		
in respect of audit services	18,100	23,395
in respect of internal audit	21,655	21,941
Depreciation	3,613,531	3,236,608
Amortisation	98,110	75,384
Impairment	117,600	(388,834)
(Profit)/Loss on Disposal of Fixed Assets	<u>-</u>	<u>53,754</u>

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2022	73,521,892	13,051,648	14,521,253	508,093	101,602,886	12,070,456	113,673,342
Additions	739,759	342,483	1,237,511	-	2,319,753	600,576	2,920,329
Disposals	-	-	(1,329)	-	(1,329)	-	(1,329)
Impairment Charges	(117,600)	-	-	-	(117,600)	-	(117,600)
Revaluation	1,709,039	-	909,756	25,661	2,644,456	-	2,644,456
At 31 March 2023	<u>75,853,090</u>	<u>13,394,131</u>	<u>16,667,191</u>	<u>533,754</u>	<u>106,448,166</u>	<u>12,671,032</u>	<u>119,119,198</u>
Accumulated depreciation							
At 1 April 2022	6,093	4,075,449	9,697,073	287,156	14,065,771	-	14,065,771
Depreciation	2,245,682	335,821	961,712	33,722	3,576,937	-	3,576,937
Disposals	-	-	(1,329)	-	(1,329)	-	(1,329)
Revaluation	(2,243,689)	-	591,770	18,522	(1,633,397)	-	(1,633,397)
At 31 March 2023	<u>8,086</u>	<u>4,411,270</u>	<u>11,249,226</u>	<u>339,400</u>	<u>16,007,982</u>	<u>-</u>	<u>16,007,982</u>
Net book value							
At 31 March 2023	<u>75,845,004</u>	<u>8,982,861</u>	<u>5,417,965</u>	<u>194,354</u>	<u>90,440,184</u>	<u>12,671,032</u>	<u>103,111,216</u>
At 31 March 2022	<u>73,515,799</u>	<u>8,976,199</u>	<u>4,824,180</u>	<u>220,937</u>	<u>87,537,115</u>	<u>12,070,456</u>	<u>99,607,571</u>

Land and buildings at net book value comprise:

	2023 £	2022 £
Leasehold Improvements	3,989	5,982
Long leaseholds	75,841,015	73,509,817
	<u>75,845,004</u>	<u>73,515,799</u>

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast which has been valued at £482,400. National Museums NI's primary objectives per its Asset Management Strategy are deriving maximum value from its estate, with the sale of this respective asset is expected to take place within the 2023-24 financial year.

A full valuation by Land and Property Services (LPS) was carried out at 31 March 2023.

The valuations and basis of valuation, across all sites were as follows:

Property	Value	Basis of Valuation
Ulster Museum	27,697,150	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk Museum	14,313,297	Land at existing use value and buildings at depreciated replacement cost
Ulster Transport Museum	19,547,373	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,426,840	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,623,955	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	482,400	Land at market value less disposal costs
Stores	6,750,000	Market value and Land at existing use value and buildings at depreciated replacement cost
	<u>75,841,015</u>	

All other assets of National Museums NI were revalued in line with appropriate indices at 31 March 2023.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS (continued)

Heritage assets acquired since 1 April 2001 have been capitalised at original cost or valuation, if donated. FRS 30 requires disclosure of heritage assets in the previous four accounting periods, analysed between those that have been purchased and donated:

	Purchased	Donated	Total
	£	£	£
2018-19	384,446	350,230	734,676
2019-20	173,996	625,375	799,371
2020-21	418,234	865,782	1,284,016
2021-22	623,075	442,670	1,065,745
2022-23	500,851	99,725	600,576
	<u>2,100,602</u>	<u>2,383,782</u>	<u>4,484,384</u>

There were no disposals of heritage assets since 1 April 2001.

NOTES TO THE ACCOUNTS

9. RIGHT OF USE ASSETS

9.1 Quantitative disclosures around right-of-use assets

2022-23

	Buildings £	Fixtures & Fittings £	Total £
Right-of-use assets			
As at 1 April 2022	-	-	-
Additions	88,648	16,705	105,353
Depreciation expense	(32,236)	(4,358)	(36,594)
As at 31 March 2023	<u>56,412</u>	<u>12,347</u>	<u>68,759</u>

9.2 Quantitative disclosures around lease liabilities

	2023 £	2022 £
Buildings:		
Not later than one year	33,000	-
Later than one year and not later than five years	22,000	-
Later than five years	-	-
Less: interest element	(723)	-
Present Value of obligations	<u>54,277</u>	<u>-</u>
Other:		
Not later than one year	4,459	-
Later than one year and not later than five years	8,175	-
Later than five years	-	-
Less: interest element	(229)	-
Present Value of obligations	<u>12,405</u>	<u>-</u>
Total Present Value of obligations	<u><u>66,682</u></u>	<u><u>-</u></u>

9.3 Quantitative disclosures around elements in the Statement of Comprehensive Net Expenditure

	2023 £	2022 £
Expense related to short-term leases	6,770	-

9.4 Quantitative disclosures around cash outflow for leases

	2023 £	2022 £
Total cash outflow for leases	39,647	-

NOTES TO THE ACCOUNTS

10. INTANGIBLE FIXED ASSETS

	Computer software	On-trade licence	Total £
Cost or valuation	£	£	£
At 1 April 2022	592,390	186,738	779,128
Additions	<u>402,091</u>	<u>12,850</u>	<u>414,941</u>
At 31 March 2023	<u>994,481</u>	<u>199,588</u>	<u>1,194,069</u>
Amortisation			
At 1 April 2022	141,957	-	141,957
Charge for year	<u>94,784</u>	<u>3,326</u>	<u>98,110</u>
At 31 March 2023	<u>236,741</u>	<u>3,326</u>	<u>240,067</u>
Net book value	£	£	£
At 31 March 2023	<u>757,740</u>	<u>196,262</u>	<u>954,002</u>
At 31 March 2022	<u>450,433</u>	<u>186,738</u>	<u>637,171</u>

11. INVESTMENTS

	2023	2022
	£	£
Investment in Subsidiary - National Museums Northern Ireland Enterprises Limited	<u>2</u>	<u>2</u>

National Museums NI owns the whole of the issued share capital of National Museums Northern Ireland Enterprises Limited (NMNIEL), a registered company. The registered office of NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 30 September 2021, NMNIEL had net assets totalling £2.

12. STOCK

	2023	2022
	£	£
Shop goods for resale	201,790	208,892
Academic publications for resale	22,300	25,701
Maintenance materials and consumables	28,975	24,579
Farm stock	<u>23,052</u>	<u>15,342</u>
	<u>276,117</u>	<u>274,514</u>

13. DEBTORS

	2023	2022
	£	£
Trade debtors	119,672	109,897
Prepayments and accrued income	642,792	741,686
Other debtors	<u>488,289</u>	<u>1,222,332</u>
	<u>1,250,753</u>	<u>2,073,915</u>

NOTES TO THE ACCOUNTS

14. CASH AT BANK AND IN HAND

	2023	2022
	£	£
Cash at bank and in hand	<u>3,573,919</u>	<u>4,040,514</u>

15. CREDITORS (amounts falling due within one year)

	2023	2022
	£	£
Trade creditors	603,198	1,721,449
Other taxes and social security	181,654	186,753
Accruals	2,738,809	2,839,323
Deferred income	191,100	98,640
Other creditors	478	382
Lease liabilities	36,826	-
	<u>3,752,065</u>	<u>4,846,547</u>

Movement on deferred income

	Contract / grant	Sponsorship	Event deposit	Advance admin charge	Total
	£	£	£	£	£
Balance as at 1 April 2022	55,785	3,000	36,105	3,750	98,640
Amounts released from previous years	(6,592)	-	(32,439)	(3,750)	(42,781)
Incoming resources deferred in the current year	76,683	-	54,808	3,750	135,241
Balance as at 31 March 2023	<u>125,876</u>	<u>3,000</u>	<u>58,474</u>	<u>3,750</u>	<u>191,100</u>

Deferred income will be matched and released as and when the contractual obligations have been discharged.

16. CREDITORS (amounts falling due after more than one year)

	2023	2022
	£	£
Lease liabilities	<u>29,856</u>	-
	<u>29,856</u>	-

NOTES TO THE ACCOUNTS

17. PROVISIONS FOR LIABILITIES AND CHARGES

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2022	821,501	-	821,501
Provided in year	-	20,000	20,000
Provisions not required written back	(8,925)		(8,925)
Utilised in year	-	-	-
Balance as at 31 March 2023	<u>812,576</u>	<u>20,000</u>	<u>832,576</u>

Following Government guidance on a legal case, (*PSNI v Agnew*), a provision of £812,576 has been made. The Court of Appeal (CoA) judgment from 17 June 2019 determined that claims for Holiday Pay shortfall can be taken back to 1998. However, the PSNI has appealed the CoA judgment to the Supreme Court. This case was heard in December 2022 and a result is not expected to be heard until late 2023 but could result in a decision which either reduces the period of liability or confirms the full period back to 1998. The 2022/23 Holiday Pay provision has been estimated and covers the period from 1998 to 31 March 2023.

There are still some very significant elements of uncertainty around this estimate for a number of reasons:

1. The appeal to the Supreme Court (as detailed above);
2. Lack of accessible data for years previous to 2011 and for some groups of staff beyond 2011;
3. Ongoing negotiations with Trade Unions;
4. A reliable estimate for the pension element is not yet available so this has not been factored into the provision; and
5. The provision is gross (inclusive of Employee National Insurance and PAYE). The partial release of the provision during the year reflects the decrease in Employer National Insurance Contributions (NI) from 15.05% to 13.8% during 2022/23.

A provision of £20,000 has been made for a potential settlement. There are uncertainties around the timing and value, however this is expected to be confirmed during 2023.

Analysis of expected timing of discounted flows

	Payroll	Other	Total
	£	£	£
Less than one year	-	20,000	20,000
Later than one year and not later than five years	812,576	-	812,576
Later than 5 years	-	-	-
Balance as at 31 March 2023	<u>812,576</u>	<u>20,000</u>	<u>832,576</u>

NOTES TO THE ACCOUNTS

18. STATEMENT OF FUNDS

	At 1 April 2022 Restated £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2023 £
Restricted Funds						
Collection acquisition fund	12,070,456	338,694	-	-	261,882	12,671,032
Government grant for fixed assets	(199,054)	2,586,180	-	-	(2,392,210)	(5,084)
Exhibition fund	8,976,198	342,484	(335,821)	-	-	8,982,861
Voluntary Exit Scheme fund	9,484	-	-	-	-	9,484
Payroll Provision	(821,501)	-	-	-	8,925	(812,576)
The Art Fund	100,000	41,700	-	-	(41,700)	100,000
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	476,992	-	-	-	(38,652)	438,340
P Donald Legacy	411,265	-	-	-	(91,531)	319,734
National Heritage Memorial Fund	-	90,000	-	-	(90,000)	-
General fund	896,552	893,085	(1,045,347)	-	-	744,290
	<u>21,928,491</u>	<u>4,292,143</u>	<u>(1,381,168)</u>	<u>-</u>	<u>(2,383,286)</u>	<u>22,456,180</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	125,274	101,687	-	-	-	226,961
Board Reserve capital fund	473,719	-	-	-	-	473,719
Undesignated funds:						
Capital reserve	2,327,064	-	(469,458)	-	-	1,857,606
Revaluation reserve	45,238,357	-	(648,301)	4,277,853	-	48,867,909
Government grant for fixed assets	31,632,674	-	(2,375,664)	-	2,428,803	31,685,813
General fund	(759,940)	18,779,063	(18,921,523)	-	(45,517)	(947,917)
	<u>79,037,148</u>	<u>18,880,750</u>	<u>(22,414,946)</u>	<u>4,277,853</u>	<u>2,383,286</u>	<u>82,164,091</u>
Total Funds	<u>100,965,639</u>	<u>23,172,893</u>	<u>(23,796,114)</u>	<u>4,277,853</u>	<u>-</u>	<u>104,620,271</u>

The transfer of £2,392,210 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

More detail on restated balances as at 1 April 2021 can be found in note 26.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

NOTES TO THE ACCOUNTS

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Fixed Assets	21,653,893	82,480,086	104,133,979	100,244,744
Current Assets	3,519,545	1,581,244	5,100,789	6,388,943
Liabilities	<u>(2,030,379)</u>	<u>(2,584,118)</u>	<u>(4,614,497)</u>	<u>(5,668,048)</u>
Total Net Assets	<u>23,143,059</u>	<u>81,477,212</u>	<u>104,620,271</u>	<u>100,965,639</u>

20. CAPITAL COMMITMENTS

There were £200k of capital commitments at 31 March 2023 (2021/22: £311k) relating to multi year capital projects.

21. NOTES TO CASHFLOW

Reconciliation of net income to net cash inflow from operating activities	2023 £	2022 £
Net income/(expenditure) for the reporting period as per the statement of financial activities	(623,221)	1,704,762
Adjustments for:		
Depreciation	3,613,531	3,236,608
Impairment	117,600	(388,834)
Amortisation	98,110	75,384
(Profit)/loss on disposal of fixed assets	-	43,549
Decrease/(increase) in stock	(1,603)	10,077
Decrease/(increase) in debtors	823,162	(1,065,941)
Increase/(decrease) in creditors	(754,740)	782,617
Increase/(decrease) in provision	11,075	16,651
Deposit interest receivable	(8,254)	(121)
Interest on lease liabilities paid	975	-
Net cash provided by (used in) operating activities	<u>3,276,635</u>	<u>4,414,752</u>

Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	<u>3,573,919</u>	<u>4,040,514</u>

Analysis of change in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash	4,040,514	(466,595)	3,573,919
Cash equivalents	-	-	-
Overdraft facility	-	-	-
Loans due within one year	-	-	-
Loans due after one year	-	-	-
Finance lease obligations	-	-	-
Total	<u>4,040,514</u>	<u>(466,595)</u>	<u>3,573,919</u>

NOTES TO THE ACCOUNTS

22. RELATED PARTY TRANSACTIONS

National Museums NI is a Non-Departmental Public Body funded by the Department for Communities (formerly the Department of Culture, Arts and Leisure for Northern Ireland).

The Chief Executive is a non executive director of Strategic Investment Board (SIB). During the year £144,505 was paid to SIB for secondee services to provide Asset Management support and £695 was received from SIB for corporate event bookings. The Chief Executive is a non executive director of Visit Belfast and during the year £6,300 was paid to Visit Belfast for annual partnerships and publications (2021/22: £3,060). Visit Belfast paid £nil to National Museums NI in the current year (2021/22: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2021/22: £nil) and £2,720 was received as a donation (2021/22: £2,040).

National Museums NI has had a number of transactions with other Government Departments and other Central Government Bodies. These have been mainly with Central Procurement Directorate and Civil Service Pensions Branch within the Department of Finance

23. FINANCIAL INSTRUMENTS

National Museums NI's resources are met through grant-in-aid funding received from the Department for Communities and also through grant funding from other sources and from income generated through admissions, trading activities and donations. National Museums NI does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables, cash and short term investments. Trade receivables are recognised at fair value less a provision for impairment (bad debt). The provision is made when the National Museums NI is of the view that the debt may not be collectable in full, or in part, in accordance with the terms. The organisation has no borrowings and relies primarily on departmental grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, National Museums NI holds no financial instruments.

Liquidity Risk

National Museums NI secures funding for inescapable core activities in advance of expenditure being committed. National Museums NI however relies on Self -Generated Income to discharge its full statutory obligations therefore is exposed to some liquidity risk.

Credit Risk

National Museums NI have credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

24. CONTINGENT LIABILITIES

There are currently no contingent liabilities to report.

25. EVENTS AFTER THE REPORTING DATE

There were no events since the end of the financial year requiring disclosure.

26. PRIOR YEAR ADJUSTMENTS

During the year it was noted that in prior periods there was a misallocation of fixed asset additions to the Revaluation reserve instead of the Government grant for fixed assets reserve, which resulted in an overstatement of the Revaluation reserve and an understatement of the unrestricted reserves.

The impact of the correction of this error on periods presented is as follows:

	Unrestricted funds	Revaluation reserve	Total
	£	£	£
At 1 April 2021 per original signed accounts	24,802,114	49,623,442	74,425,556
Adjustment as at 1 April 2021	6,986,171	(6,986,171)	-
Restated position at 1 April 2021	31,788,285	42,637,271	74,425,556
Net movement in funds year ended 31 March 2022 (as originally stated)	(1,545,576)	6,157,168	4,611,592
Adjustment as at 31 March 2022	3,556,082	(3,556,082)	-
Restated position at 31 March 2022	33,798,791	45,238,357	79,037,148

There were no other adjustments to any of the figures presented in the Statement of Financial Activities, Balance Sheet or other primary statements.

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Annual report

National Museums NI
Annual Report and Accounts
For the year ended 31 March 2023

Laid before the Northern Ireland Assembly
under Article 10 (2) (c) and 11 of the Museums and Galleries (Northern Ireland) Order 1998
by the Department for Communities
on
10 November 2023

All enquiries related to this publication should be sent to us at National Museums NI, 153 Bangor Road, Cultra, Holywood, Co.Down, BT18 0EU or email: info@nationalmuseumsni.org.

CONTENTS

1. CHIEF EXECUTIVE'S INTRODUCTION	3
2. TRUSTEES' PERFORMANCE REPORT	4
2.1 Purpose, Objectives & Activities	4
2.2 Structure, Governance & Management	8
2.3 Performance Summary	11
2.4 Performance Analysis	12
2.5 Annual Review	18
2.6 Financial Review	33
2.7 Plans for Future Periods	35
3. ACCOUNTABILITY REPORT	36
3.1 Remuneration and Staff Report	36
3.2 Statement of Trustees' & Chief Executive's Responsibilities	48
3.3 Governance Statement	49
3.4 Assembly Accountability & Audit Report	58
3.5 The Certificate and Report of the Comptroller and Auditor General	59
4. FINANCIAL STATEMENTS	64
4.1 Statement of Financial Activities	64
4.2 Balance Sheet	65
4.3 Cash Flow Statement	66
4.4 Notes to the Accounts	67

1. CHIEF EXECUTIVE'S INTRODUCTION

At National Museums NI, we find ourselves amidst a significant journey of change, where exciting progress unfolds within each of our four museums on a regular basis. Our collective belief in the pivotal role of museums, along with our unwavering desire to see them serve as inspirational public resources, has been the driving force behind this transformative process.

Over the past year, I have witnessed tremendous strides forward in the pursuit of our ambitions. Notably, our museums welcomed 661,825 visitors - a remarkable achievement that brings us back to pre-Covid levels, following two significantly disrupted years. This exceptional performance is a testament to the enduring appeal and relevance of our museums, even in the face of challenging conditions. Our focus on expanding our audience base has also yielded successful outcomes. We surpassed our targets for increasing first-time visitors and lapsed visitors—those who haven't visited our museums in over five years. This achievement signifies our commitment to audience growth and our ability to reach the widest possible demographic, ensuring that our museums remain accessible and appealing to all.

Yet, the impact of our museums extends far beyond the physical footfall. In addition to the 661,825 visitors, we produced an additional 532,776 engagements through various avenues such as online interactions, stores visits, research enquiries and volunteering. When considering these opportunities, the total number of engagements reached a count of almost 1.2 million over the course of the year. This panoramic view of our engagements emphasises the extent of our museum services and the significant impact we create in the community. While success cannot be measured by numbers alone, these results serve as a deeply encouraging indicator of the progress we have made together. We have worked diligently to emerge from a challenging period, whilst simultaneously making substantial strides in amplifying the impact of our services.

Undoubtedly, we will continue to find ourselves in a challenging environment. However, our positioning is strong, and we remain resolute in our commitment to be relevant and navigate the ever-changing landscape. This year's Annual Review serves as a testament to the sheer diversity of what we offer as a comprehensive museum service. Our endeavours range from captivating audiences with Turner Prize-winning artworks to effectively communicating our exciting redevelopment projects, and even launching a new trail inspired by the wonders of the solar system.

As you embark on this review, I invite you to explore the multifaceted nature of our museum service, embracing the vibrancy and creativity that underpin our work. Together, we forge ahead, celebrating the past, inspiring the present, and shaping the future through the invaluable work of the people at National Museums NI.



Kathryn Thomson
Chief Executive

2. TRUSTEES' PERFORMANCE REPORT

2.1 Purpose, Objectives & Activities

The Museums and Galleries (Northern Ireland) Order 1998 (the "Order") established a Board of Trustees for National Museums NI and provided that all property, rights and liabilities of the Trustees of the Ulster Museum and the Trustees of the Ulster Folk & Transport Museum would transfer to this Board. It repealed previous legislation affecting the Ulster Museum and the Ulster Folk and Transport Museum. The Trustees of the Ulster Museum and the Trustees of the Ulster Folk and Transport Museum were thereby abolished. National Museums NI assumed responsibility for the Ulster American Folk Park from October 1998.

A subsidiary company, National Museums Northern Ireland Enterprises Limited, was incorporated in 2008 for the purposes of carrying on non-primary purpose trading activity ancillary to the core objectives and activities of the parent charity. The company is currently non-trading.

The Order requires the Trustees to:

- care for, preserve and add to the collections;
- ensure that the collections are available to the public through exhibitions, effective interpretation and availability for research and study; and
- promote the awareness, appreciation and understanding of;
 - art, history and science;
 - the way of life and traditions of people;
 - the migration and settlement of people;

with particular reference to the heritage of Northern Ireland.

In setting the objectives and planning the activities for the year, the Trustees have given careful consideration to the Charity Commission for Northern Ireland's guidance on public benefit to ensure that the activities have helped to achieve the charity's purposes and provide a benefit to the beneficiaries.

The requirements of the Order meet the following charitable purposes as defined by the Charities Commission:

- The advancement of the arts, culture, heritage and science; and
- The advancement of education.

National Museums NI: Who We Are

National Museums and Galleries of Northern Ireland has adopted the operating name of National Museums NI. This operating name has been adopted and used throughout the Annual Report and Accounts.

National Museums NI comprises four museums and serves as a custodian of the National Collection of 1.4 million objects which are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world.

Ulster Museum

The Ulster Museum is Northern Ireland's treasure house of the past and the present – home to rich collections of art, history and natural sciences. It is a vibrant place where friends and family enjoy knowledge and stories drawn from local and global culture. It is a place of awe and wonder, but also a safe and trusted space which allows diverse voices to be heard and difficult questions to be explored.

Ulster Folk Museum

The Ulster Folk Museum is an open-air museum – rolling hills of countryside and a bustling town filled with authentic period buildings, meticulously transported from their original settings. The Museum reveals how we have shaped our natural environment over time creating a cultural landscape rich in traditions and diversity. Its commitment to preserving and interpreting our way of life from the early 1900s connects us with values, skills and customs that would otherwise be lost.

Ulster Transport Museum

The Ulster Transport Museum tells the story of transport and social change in this part of the world since the birth of the modern era. It is the journey of tenacious, local people finding more efficient ways to travel and to transport the essentials of daily life. It is a place to discover that story and offer inspiration for the designers, engineers and adventurers of the future.

Ulster American Folk Park

Embark on an epic journey across the centuries, and the vast Atlantic Ocean, as you recreate the story of Irish emigration. The Ulster American Folk Park is a place that preserves the importance of Ulster people's contribution to establishing modern North America and tells compelling stories of Irish emigration. It seeks to alter people's perceptions about emigration through personal stories of discovery.

Our Role and Purpose

National Museums NI's role is to work with the public to explore and share compelling stories about real objects and collections in unique settings that enable all of us to gain new knowledge and understanding.

We are passionate about playing a vital role at the heart of our community, making a difference to the lives of many individuals as well as contributing to the development of a vibrant society. The collections are at the centre of everything we do, and we are committed to working in partnership with people, local communities and organisations that share our aspirations. We want to ensure that the widest possible audience has access to our national collections.

We operate for the public and national benefit, not just for this generation but for future generations and for all visitors to Northern Ireland. We facilitate a better understanding of our collective heritage and foster dialogue, curiosity and self-reflection.

Our Vision:

Celebrate who we are: telling the stories of our past, challenging our present and shaping our future.

Our Mission:

- Develop, manage and care for our Collections to benefit current and future generations.
- Make our Collections accessible to the widest possible audiences.
- Play a leading role in the economic and social wellbeing and future of this place.
- Build an organisation where people feel valued.

Our Values:

- Striving for excellence – being the best we can be in everything we do; delivering excellent customer service internally and externally; and sharing our expertise.
- Being authentic – being true to our Collections; having integrity in everything we do; and creating unique experiences.
- Working together – promoting teamwork; building mutually beneficial partnerships; and being receptive to others and their ideas.
- Showing respect – valuing everyone; supporting diversity; and respecting the Collections.
- Being courageous – being ambitious in programming; embracing change; being brave and creative in the stories we tell; and empowering our people.

Our Journey:

In the past six years, spurred by our passion for our museums and collections, National Museums NI has embarked on an ambitious programme of transformation to ensure that we achieve the maximum public benefit through everything we do.

Through our transformative agenda we are actively rethinking the role of museums in our society. We want to connect people to their interests and ambitions in a deeper way. But we also recognise that societal norms are changing in terms of lifestyle, identity, the climate emergency and the economy; and that this requires us to change too.

We believe that our museums can set an example in adapting to change, encouraging debate, promoting reconciliation and supporting diversity and sustainability. We need to be able to react as well as reflect.

Public Benefit Statement

Everything we do as an organisation is measured against the benefits we aspire to bring to the users of our Museums. The direct public benefit of National Museums NI is that people, individually and collectively, better understand the art, history, science and culture of Northern Ireland and its significance and relevance in wider national and global contexts. This is evidenced through the data we hold in relation to:

- visitor numbers and usage of our sites;
- the demographic profile of visitors;
- digital engagements;
- details of engagement and programmes with diverse community groups;
- specific learning programmes for formal learners, lifelong learners and communities;
- the diversity and scale of our exhibitions and public programming;
- evaluations, feedback and customer satisfaction rating of our programmes, events and exhibitions;
- membership;
- the extent of public access to our stores; and
- partnerships with academic and higher education institutions.

Beneficiaries include the people of Northern Ireland and people from outside the area who visit the museums, as well as online users of nationalmuseumsni.org

2.2 Structure, Governance & Management

As a Non-Departmental Public Body (NDPB) accountable to the Northern Ireland Assembly through the Department for Communities (DfC), National Museums NI has a public duty to meet the highest standards of corporate governance.

Under Article 10(2) of The Museums and Galleries (Northern Ireland) Order 1998, the organisation is required to prepare a statement of accounts for each financial year in the form and on the basis determined by DfC with the approval of the Department of Finance. The financial statements for National Museums NI are required to be audited by the Comptroller and Auditor General for Northern Ireland.

Under Article 11 of The Museums and Galleries (Northern Ireland) Order 1998, the Board is required to prepare an Annual Report for DfC and lay this before the Northern Ireland Assembly.

The Annual Report and Accounts have been prepared in accordance with the accounting policies set out in Note 1 to the accounts, and complies with the Charities SORP (FRS 102), certain aspects of HM Treasury Financial Reporting Manual (FReM) in relation to the Annual Report and the disclosure requirements issued by the Department of Finance.

National Museums NI is governed by a Board of up to 15 Members who are appointed by the DfC Minister.

Appointment to the Board is by open competition with Members appointed for a term of up to five years. Members can additionally serve subsequent terms of up to a maximum of eight years subject to the approval of the Office of the Commissioner for Public Appointments for Northern Ireland (CPANI).

There were three committees of the Board during the year, as follows:

- Audit and Risk Assurance Committee;
- General Purposes and Finance Committee; and
- Remuneration Committee.

Following their appointment, all Members attend public accountability training provided in respect of their responsibilities for corporate governance and accountability of the organisation.

Board of Trustees

During the year the following individuals served on the Board:

Mr Miceal McCoy (Chairman)*
Miss Charlotte Jess (Vice Chair)
Professor Garth Earls *
Professor Karen Fleming*
Mrs Hazel Francey*
Mrs Daphne Harshaw*
Dr Rosemary Kelly OBE*
Dr Leon Litvack*
Mr Alan McFarland*
Dr George McIlroy*
Mrs Catherine Molloy*
Mrs Deirdre Bryce
Mr William Duddy
Dr Robert Whan
Mr William McMullan

*On 30 April 2023, ten Trustees completed their terms. Due to the lack of an NI Executive Minister to appoint replacement Trustees, only five Trustees remain on the Board until the Department for Communities is in a legal position to appoint replacement Trustees.

Responsibility and delegated authority for the management of National Museums NI rests with the Executive Team, under the leadership of the Chief Executive, who is appointed by the Board of Trustees.

At the year end the members of the Executive Team comprised:

- Chief Executive and Accounting Officer: Kathryn Thomson
- Director of Collections: William Blair
- Chief Operating Officer: Colin Catney

Reference and Administrative Details

Name

The charity is registered under the name National Museums and Galleries of Northern Ireland. The charity has adopted the operating name National Museums NI.

Charity Number

NIC103729

Principal Address

National Museums NI, Cultra, Holywood, Co Down, Northern Ireland, BT18 0EU.

Bankers

Danske Bank Limited
520 Upper Newtownards Road
Belfast
BT43HD

External Auditors

Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Internal Auditors

RSM Northern Ireland (UK) Limited
Number One
Lanyon Quay
Belfast
BT1 3LG

Solicitors

Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

2.3 Performance Summary

Key Performance Indicators – Overview

The following section provides a headline overview of our Key Performance Indicators (KPIs), as set out in our 2022/23 business plan, and is followed by a narrative round up of achievements in the year under each theme.

Theme	KPI	Target 2022/23	Actual 2022/23	Actual 2021/22
Audience Profile	First time and lapsed audiences	40% of total visitors	53%	53.1%
	Diversity measures	C2DE* 24% Disability 2% Minority Ethnic Group 3%	C2DE 27% Disability 9% Minority Ethnic Group 3%	N/A
	Total engagements	900,000	1,194,601	N/A
	Tourism - out of state visitors	30% (of total visitors)	28%	22%
Visitor Experience	Maintain Tourism NI rating	4 star rated	4 star rated	4 star rated
	Net Promoter Score	+ 3.0 above benchmark	+75 (on par with benchmark)	+75 (Benchmark)
	Composite Visitor Engagement Score	+ 0.2 above benchmark	9.07 (+0.07 above benchmark)	8.8/10
Depth of Engagement	Composite Engagement Score	+ 0.3 above benchmark	8.71 (-0.01 below benchmark)	8.0/10
	Membership growth	10%	21%	10%
Collections	Records to Full Spectrum Standard	26.5%	24%	24%
	Specimens on collection database	77%	77%	77%
Environmental sustainability	Carbon emissions	1,904 tCO ₂ e	1,872 tCO ₂ e	2,004 tCO ₂ e**
Volunteering	Volunteer hours	20,000	20,080	19,100
Learning	Quality of formal education experience	9.5 (out of 10)	9.3	9.64/10
Income	Non Grant in Aid income	£2.6m	£3.7m	£2.95m
Staff Engagement	Staff Engagement score	70.3%	74.7%	67%

* C2DE is a National Readership Survey demographic class grading.

** This 2021/22 figure relates to our first carbon audit, carried out in 2021/22, but using 2018/19 data to establish a baseline from our Scope 1 (Direct emissions - Heat, fuel) and Scope 2 (Indirect emissions - Electricity) emissions. The result of 8,499.3 was originally reported in the 2021/22 report including Scope 3 (employee travel only) emissions. Scope 3 is not included within our emissions targets going forward, and the KPI for 2021/2 has been restated accordingly, as much of this is outside of the direct influence of the organisation.

2.4 Performance Analysis

This annual Performance Report charts quarterly progress against our 2022/23 Business Plan.

The plan was developed by National Museums NI Senior Management, and then approved by the Board in March 2022. The Business Plan received Ministerial approval in February 2023.

As part of the Corporate Strategy, several KPI's were established as National Museums NI Management revised the metrics by which success would be measured in meeting the stated aims and objectives as laid out within our Corporate Strategy for 2021–2025.

National Museums NI have opted for KPI's that are instructive indicators of strategic thinking, sound management, ethical decision making and positive social impact.

We have set out below an evaluation of our performance during 2022/23 under nine main themes:

Access & Audience Profile, Visitor Experience, Depth of Engagement, Our Collections, Environmental Sustainability, Volunteering, Learning, Income and Staff Engagement.

Access & Audience Profile

Our museums recorded a strong visitor performance, with visitor numbers across the group reaching pre-pandemic levels. In total, 661,825 visitors enjoyed our museums.

Ulster Museum comprised the majority with 440,074 visitors, which was 2% above the pre-pandemic total in 2019/20. Ulster Folk Museum recorded 84,137 visitors, whereas there were 61,267 at Ulster Transport Museum. Ulster American Folk Park welcomed 76,347 visitors.

In terms of the profile of these visitors, we have performed strongly against our target of first time and lapsed visitors and C2DE visitors, both of which are important indicators of audience growth and our ability to reach the widest possible audience. This strong performance can be attributed to our programme of exhibitions and events - including high profile draws such as Array Collective's Turner Prize-winning *The Druithab's Ball* at the Ulster Museum and *Our Place In Space* at the Ulster Transport Museum – as well as significant enhancements to our marketing and communications approach, including new websites and marketing outreach campaigns.

On top of the 661,825 visitors to our museums, we had 532,776 other engagements this year to date through wider activity such as online engagements, stores visits, research enquiries and volunteering, which brings us to the a total of 1,194,601 engagements this year. This wider view of engagements shows the extent of our museum service and the impact we create.

Visitor Experience

The Net Promoter Score (NPS) is based on the likelihood of our visitors to recommend a visit to others and is widely used across various industries as a measure of customer experience. We benchmark our NPS performance against other museums and attractions throughout the UK using research undertaken by the Association of Leading Visitor Attractions (ALVA). Our Net Promoter Score in 2022/23 was 75, which is on par with the ALVA benchmark, which is a strong achievement despite being lower than our target. Our Composite Visitor Engagement Score – which measures various functional elements of our visitor experience (e.g. cleanliness, customer service etc) was 9.07, exceeding the ALVA benchmark of 9.

Depth of Engagement

The Composite Engagement Score is designed to measure depth of engagement and includes more emotional-and learning-based outcomes. Our score for the year on this measure was 8.71, which is

just below the ALVA benchmark, still a considerable achievement. Another indicator of the depth of connections we create with our audiences is the success of our membership programme. Membership growth is 21% at the end of the year versus a 10% growth target, with an ongoing membership recruitment campaign making a positive impact.

Our Collections

The KPI's for Records to Full Spectrum Standard only recorded small incremental increases which keeps it at approximately 24%. This was due to the focus on the data cleansing process in preparation for the data migration and launch of Collections Index+ in March 2023 and the exhibition schedule. Small incremental increases still represents the addition and upgrade of thousands of individual records to Spectrum 5 standard.

The focus of the Collections Information team this year, as it was during the 2021/22 financial year, was the data cleansing for the Collections Management and Digital Asset Management System (CMS-DAMS) project, in preparation to optimise the searchability of the data and the work within the functionality of Collections Index+. As a result the target for the Specimens on Collections Database KPI has been reached this year once again.

Environmental Sustainability

In 2021/22 National Museums NI established its carbon baseline using 2018-19 data which was articulated as being 8,499 tonnes of carbon dioxide equivalent (tCO₂e). In the past year we undertook our second carbon audit to calculate our 2021/22 carbon baseline, using Greenhouse Gas (GHG) Protocol methodology, which was calculated at being 5,139 tonnes of carbon dioxide equivalent (tCO₂e), with scope 1 (direct) and 2 (indirect) emissions totalling 1,872 tCO₂e within that overall figure, against a target of 1,904 tCO₂e. The current levels of emissions reductions are mainly attributed to further decarbonisation of the electricity network in Northern Ireland. Overall, energy consumption has increased across most of our sites due to new plant installations and improving environmental conditions for collections. Automatic Meter Reading has now been installed across the estate as a 2022/23 capital project and will assist in driving efficiencies and highlighting areas of significant energy usage in 2023/24. National Museums NI is committed to reducing its Scope 1 and 2 emissions by 50% towards net zero by 2030 and we have signed up to the Pledge for Net Zero and Business in the Community NI's Climate Pledge.

A Sustainability Manager commenced employment in December 2022 to assist in delivery of the environmental sustainability ambitions and aspirations of the organisation. The Sustainability Manager will facilitate and develop the environmental sustainability framework aligned with the UN Sustainable Development Goals and the associated action plan. The environmental sustainability action plan includes a wide range of actions within the organisation including policy, carbon reduction; biodiversity; waste and recycling; and partnerships.

Additionally, with the support of Visit Belfast, the Ulster Museum was successful in obtaining a bronze Green Tourism Award and this accreditation will be extended to other sites in due course. Other notable actions saw the first stage of a woodland regeneration plan commence, in partnership with the Woodland Trust, seeing the removal of invasive species from sections of woodland in the Folk Museum estate.

Volunteering

As part of our corporate commitment to create more ways for people to get involved, we have continued to develop new volunteering opportunities across our Museums.

This year we saw over 170 people donate their time, skills and energy to support the work we do, culminating in over 20,000 hours of volunteer time.

New roles were created on our farm, tour support in our TIMS store as well as recruitment for regular roles for the first time in the Ulster Museum through the Discovery Centres.

Volunteers continued to play a significant role in supporting key occasion activation at the Ulster Folk Museum, Ulster Transport Museums and the Ulster American Folk Park.

We also benefited from corporate volunteering from Power NI, AllState, Danske Bank and Turley Planning Consultants.

In March 2023 we officially launched our new digital Volunteer Management Platform which has significantly improved how we recruit, communicate and report on volunteering.

Learning

The qualitative target for the dedicated Education Team this year was set at 9.5/10, based on a baseline score of 9.64/10 achieved in 2021/22.

Despite meeting or exceeding this target in three out of four quarters, the overall score of 9.3 fell slightly short of the target for 2022/23. There are a number of reasons why this can be the case, and why a year-on-year comparison between 2021/22 and 2022/23 in terms of quality scores is misleading.

The score for 2022/23 was based on a mix of evaluations of onsite and *Museum on the Move* programmes, whereas the original baseline was set primarily on the basis of *Museum on the Move*. As an entirely free programme, it tends to score higher than onsite visits, which have many more variables to account for and require significant investment from schools. Another reason is that the method of collecting evaluations changed this year from paper-based to anonymous online surveys, which tend to attract more critical scoring. Taking these factors into consideration, and added to the fact that the 2022/23 score is based on a larger number of surveys, a score of 9.3 represents a significant achievement for the team, who have delivered two distinct programming strands simultaneously and successfully. The overall year to date net promoter score is was 90.7, which also demonstrates the high level of support among teachers for our schools programme.

In 2022/23, the total number of school visitors was 27,325. When added to the total number of engagements for *Museum on the Move* this year (14,567), we can report a total figure of 41,892 for formal education in 2022/23. Demand for *Museum on the Move* remained high throughout the year, with many topic areas oversubscribed. This was the second year of delivery of a new onsite schools programme for all four museums that was introduced in 2021/22, with some additions this year. While history themes at the Ulster Museum remain the most popular, we saw an increase in bookings for outdoor learning at The Ulster Folk Museum, and an overall increase in bookings for the Ulster American Folk Park this year.

In 2022/23 we entered year two of a three-year National Partnership project - the *Urban Nature Project* - at the Ulster Folk Museum, which engages young people with special educational needs and disabilities from four local schools in a series of hands-on nature workshops at a project plot at the museum and in outreach sessions at each school. Feedback has been extremely positive from both teachers and pupils.

The National Museums NI Teacher Panel continued to develop in 2022/23, with three onsite meetings at the Ulster Museum and at the Ulster Folk Museum. There are now two separate panels – one for primary and one for secondary teachers. Feedback from the panels has been integrated into the development of the onsite programmes on all sites. It has led directly to improvements in the welcome experience for teachers, the inclusion of more pre-school and Key Stage 1 programmes, improved self-guided teacher information and the introduction of a CPD course for primary teachers at the Ulster Museum.

Income (Non Grant in Aid)

It was a positive commercial year for National Museums NI Non Grant in Aid, with £3.7m recorded between April 2022 and March 2023, exceeding the 12 month annual target of £2.6m.

Our Non Grant in Aid income is broadly comprised of revenue from (i) commercial activities (unrestricted income) and (ii) income from third party grant funded projects (restricted income).

See below reconciliation of the income KPI to the Statement of Financial Activity (SoFA).

Income Source	£m
Total reported income per SoFA	23.2
Less Grant in Aid (Capital & Revenue)	(19.3)
Less Donated Gifts in Kind	(0.1)
Less <i>Legal</i> settlement receipts	<u>(0.1)</u>
Total Non Grant in Aid Income	<u>3.7</u>

(i) Commercial Income (£2.5m Actual vs Target £2.2m)

This is year one of the National Museums NI new Commercial Strategy. The Commercial Strategy sets a direction that enables us to optimise our commercial revenue streams and identify new revenue streams for reinvestment into our organisation.

Through building our commercial revenue we can invest in:

- Strengthening our ability to have positive social, environmental and economic impacts
- Enhancing the collections
- Developing our staff

These are all central tenets of sustainable museum development and core to our Corporate Strategy.

In the year we achieved £2.5 million commercial income versus a target of £2.2 million. This was underpinned by strong visitor numbers, the core driver of the commercial performance.

Year one of the Commercial Plan had 661,825 visitors supporting this higher performance than the forecasted target of 539,363 at the beginning of the year.

This positive performance was achieved across each of the Self-Generated Income streams as per our highlights below.

Commercial Highlights

Admissions and Membership (£1.2m actual vs £1.2m target)

- A focused admissions plan and membership plan achieved this outcome with Admission pricing points and targets set using these prices. Audience feedback combined with no decrease in volume indicates that prices have been set at the correct level.
- Membership has now reached 1,245, a growth of 47% since 2021. This is testament to the training support plan enabling stronger selling from our Front of House Teams and online digital platforms.
- The major enabler within the Commercial Strategy is improving our systems. The installation of the new booking and events system has underpinned the stability of our online admissions

bookings. We now operate a modern, online booking platform for General Admissions and Events which also provides a Front of House Ticketing solution.

- Tourism is a significant element of the admissions income stream, and the recent appointment of a Travel Trade Manager has enabled dedicated focus on this income stream. Lead time on travel trade contracts are typically 2 years, however we secured Travel Trade contracts with the largest ground handler for the Cruise Ship Sector, Excursions Ireland, for all cruises arriving in Belfast Port. Participation in high profile Travel Trade shows through Tourism Northern Ireland have recommenced with this manager appointment in Quarter 4.

Retail (£0.8m actual vs £0.6m target)

- The ongoing linkage to the national collections range is proving successful, supported by regular range refreshment, making the retail relevancy stronger than ever.
- The retail ranging is carefully aligned to the Commercial Strategy Principles, with increased stock for sustainability products with ethical sourcing and environmental credential ranges.

Space Hire (£0.24m actual vs £0.10m target)

- This has been a record performance versus prior years, driven by strengthened processes and new people, with strong leadership from the Commercial Manager supported by Business Development Executives and improved Standard Operating Procedures.
- We have a fully embedded Hospitality Partner exceeding Corporate and Wedding Bookings food expectations, driving increased conversion rate from enquiries to booking.
- We have invested in marketing collateral and online platforms, achieving social reach for Space Hire, with collaboration with Event Planners, recommending our Spaces.
- The Ulster Folk Museum remains a strong location choice for film scouts with 20% of all space hire revenue attributable to filming activity.

Catering (£0.17m actual vs £0.10m target)

- Our main Catering Partner had their first full trading year, embedding successfully in Ulster Museum, Ulster Folk Museum, Ulster Transport Museum and Cultra Manor.
- Due to the ongoing crisis in the Hospitality sector with soaring food costs, utility costs and access to staff, we worked collaboratively with our Catering Partners to pivot the offer in the Cafes to a simpler, food to go solution.
- Following the end of contract at the Ulster American Folk Park, a private local operator was appointed as the catering partner.

Donations (£0.10m actual vs £0.08m target)

- With a fundamental drop in the amount of cash being used in society, it was key to swiftly move to a cashless donation system. The full pilot year of the cashless donation system has been supported with dedicated training to build staff confidence in asking for support.

(ii) 3rd Party Grant Projects (£1.0m Actual vs Target £0.4m)

Our third party income was boosted this year by the announcement by National Lottery Heritage Fund (NLHF) to support the development phase of our Ulster Folk Museum major capital project. Claims totaling £0.43m were submitted relating to 2022/23 allowable expenditure on the development phase of the project. There was no expectation of this award at the outset of the year so no target was set, meaning that the full receipt is 'above target' income.

We also received £0.15m of capital grants in support of capital acquisitions made in year, again this funding was not expected at the outset of the year so all income was surplus to budget.

Our target was set on the basis of recurring ongoing funded projects, primarily £0.35m for CeDAR (Centre for Environmental Data and Recording), and other smaller projects totaling £0.1m, These recurrent projects were delivered as per expectations at the start of the year, and therefore came in on budget.

Staff Engagement

As part of our commitment to staff engagement and organisational development, we operated our 'Pulse Survey' twice in the year - in quarter 1 and quarter 3.

The survey asks nine questions with three relating to Corporate matters (Corporate Strategy, Business Plan, views of the Organisation), three relating to Leadership and three relating to the Individual (personal motivation and the team). Set against a baseline composite staff engagement score of 66.9% in the previous year, we achieved a score of 70.3% in quarter 1, rising to 74.7% in quarter 3.

Following the operation of the 'Pulse Survey' we ask teams to develop their own action plans to improve levels of engagement. We have seen a drop off in completion rates for the survey and will take steps to encourage future participation.

2.5 Annual Review

Welcome to our Annual Review, where we provide a comprehensive overview of the extensive work carried out by National Museums NI over the past 12 months. As an organisation entrusted with the management of four diverse museums - the Ulster Museum, Ulster Folk Museum, Ulster Transport Museum, and Ulster American Folk Park - we proudly serve as custodians of the National Collection, encompassing a remarkable 1.4 million objects. Our overarching vision is to celebrate our collective heritage by sharing the stories of our past, challenging the present, and shaping the future.

Underpinned by our founding legislation, National Museums NI has a range of responsibilities pertaining to Northern Ireland's rich heritage. These include the care, preservation, and expansion of our collections, ensuring their accessibility to the public through well-crafted exhibitions, effective interpretation, and availability for research and study. Additionally, we are committed to fostering awareness, appreciation, and understanding across multiple domains: art, history, science, ways of life and traditions, and the migration and settlement of people. This review serves as a comprehensive account of how we have fulfilled these responsibilities during the financial year ending on 31st March 2023.

As we embark on this review, we invite you to join us on a journey through the substantial milestones, noteworthy accomplishments, and strategic endeavours that have defined National Museums NI in the past year. The projects we have highlighted help to showcase our unwavering commitment to maximising access to our museum service and delivering the highest possible social impact.

Thank you for your interest and support as we reflect upon and celebrate our achievements. Together, we can continue to inspire and connect communities, fostering an appreciation for our collective history and shaping a future steeped in cultural understanding.

Extending the Impact of our Collections

At the heart of our role as a national museum lies the fundamental responsibility to care for our collection, enrich it with new acquisitions, and share its significance with the wider public. This commitment forms an integral part of our overarching Corporate Strategy. Over the course of this year, we have made remarkable strides in fulfilling this commitment, effectively developing and managing our collection to maximise its impact and reach.

Collections Development

Throughout 2022/23, our collection efforts have been dynamic and purposeful, aimed at reflecting and encouraging dialogue about our shared history and contemporary experiences. Notably, the Natural Sciences department has expanded its curatorial capacity, leading to renewed field collecting initiatives and stronger collaborations with recorders and collectors. These endeavours breathe new life into our collections. In History, we are actively working across all four museums to enhance the diversity and inclusivity of our collections. In Art, significant acquisitions have greatly enriched our holdings, reinforcing our role as the national gallery for Northern Ireland.

We extend our gratitude to the generous donors who have contributed, as well as to our funders, including the Department for Communities, Department of Agriculture, Environment and Rural Affairs, Art Fund, National Heritage Memorial Fund, Esme Mitchell Trust, IFPDA Foundation, and Friends of the Ulster Museum, for their vital financial support.

Acquisition Highlights

We are pleased to present a curated selection of ten significant acquisitions from the past year, showcasing the diverse and inclusive nature of our collecting efforts. Each acquisition holds special significance and contributes to our understanding of ourselves, our place in the world, and the world around us.

1. On 5 July 2021, Queen Elizabeth II announced that she would be awarding a George Cross to the National Health Service (NHS) in the four nations of the UK, in recognition of their service, dedication and commitment during the Covid-19 pandemic. The George Cross is the highest civilian gallantry award in the UK, and it has only been awarded collectively twice before. The medal was donated to National Museums NI by the Department of Health in 2023, and is now on display at the Ulster Museum.
2. In *L'allée au bois*, Renoir's tiny brushstrokes combine to create an immersive woodland scene, giving the viewer the sense of entering a forest glade where light breezes gently rustle leaves and grasses in the heat and dappled shade of a summer's afternoon. It is the first French Impressionist painting to enter a public collection in Northern Ireland and is a significant acquisition for the Ulster Museum. It will help give our audiences a deeper understanding of the work of the 'Irish Impressionists' such as Roderic O'Connor, John Lavery and Paul Henry.
3. The Skelton motorcycle collection is an outstanding group of seven motorcycles, each associated with a road racing legend from Northern Ireland. As the first racing motorcycles acquired by the Ulster Transport Museum, they fill a significant gap in the collection. The riders represented are Joey Dunlop, Robert Dunlop, Tom Herron, Owen McNally, Philip McCallen,

Ryan Farquar and Frank Kennedy. The motorcycles range in date from the 1970s to 2017, and as they are 'works bikes' each is unique and bespoke to its particular rider. They will be on display in the Ulster Transport Museum from Autumn 2023.

4. Collecting material associated with the campaign for women's suffrage is a priority for National Museums NI, so we are pleased to have acquired this 'Votes for Women' rosette for the Ulster Folk Museum. From the early 20th century, the rosette is contemporary with the majority of the Folk Museum's collection and is relevant to themes of social and political change and campaigns for equality. It is in the green, white and purple colours of the Women's Social and Political Union (WSPU).
5. *Sunday Tied-Up Swings* depicts how swings and playgrounds were chained up on Sundays in Northern Ireland so that no one could play. Catherine McWilliams sketched the scene, along with the sectarian graffiti, after she felt compelled to stop the car whilst driving with her children in North Belfast. McWilliams was born in 1940 in Belfast and attended the Belfast School of Art. She combined a teaching career with painting and, in 1986, opened the Cavehill Gallery with her husband Joseph McWilliams. Her Troubles-related work is significant, as it depicts everyday life in Belfast at the time.
6. Gifted by HMRC, we acquired the first Rainbow flag to be flown from a Government building in Northern Ireland. It was hoped that by raising the flag on Pride weekend, HMRC would demonstrate how they reflect the diversity of society that they serve. After much effort and research into legal requirements under the Flag Regulations (2000) Northern Ireland, and discussions with HMRC Estates, Cabinet Office, Northern Ireland Office, Northern Ireland Government Offices in Stormont, Parades Commission, and the Equality Commission for Northern Ireland, the flag was flown at HMRC offices in Custom House Square, Belfast, on 1 August 2014.
7. Funding from the Department of Agriculture, Environment and Rural Affairs (DAERA) has enabled collecting through a pilot project in partnership with the Ballinderry Rivers Trust. The mayflies, stoneflies and caddisflies that have been collected are important indicators of changes in freshwater ecosystems. They respond to changes caused by human activity, such as pollution, as well as long term environmental factors. The specimens collected during this research represent a valuable addition to the voucher specimen collections for the Ulster Museum, providing the backbone for comparative environmental studies over time.
8. In 2022, an incredibly rare single female burial of Viking ancestry was discovered on Rathlin Island during work for a new house build. The burial consists of two items of jewellery, including the beautifully decorated brooch; human remains (dated to the 8th century AD); and a small amount of excavation archive material. This is noteworthy as the first excavated female Viking burial in Northern Ireland and from the very place, Rathlin Island, where the first Viking raid was recorded in Ireland, in AD 795.
9. On International Human Rights Day 2022, National Museums NI marked a landmark acquisition of 14 pieces from the Conflict Textiles collection. Conflict Textiles - whose online archive is hosted by CAIN (Conflict Archive on the Internet) at Ulster University – and holds a large collection of transnational textiles all of which portray conflict and human rights abuses. The acquisition demonstrates National Museums NI's commitment to local and international

partnership and collaboration when it comes to developing rich collections that support our ongoing work associated with the legacy of the past, peace and reconciliation.

10. National Museums NI was delighted to be the 2022 recipient for the prestigious Richard Hamilton Acquisition Prize, enabling us to purchase artworks from the International Fine Print Dealers Association (IFPDA) Fair in New York. Artworks selected in line with our collecting priorities included *Man 1975-2003* by Elizabeth Catlett (1915-2012), an acquisition which helps us to tell the full story of women's impact on printmaking in the early and mid-twentieth century and represent artists of colour who were an important part of this movement.

As custodians of these collections, our focus has been on ensuring their accessibility as public resources. Through projects like *Global Voices*, *Local Choices* and *Power to the Young People*, we aim to offer new perspectives and encourage dialogue on the important issues that shape our future. These acquisitions play a crucial role in expanding our collective narrative and empowering individuals to connect with their cultural and natural heritage.

Collections Care & Access

Collections care and access are at the core of our mission as a museum service. We recognise the importance of preserving our collections for future generations while also ensuring their relevance and accessibility in the present. It is not simply about storing away precious artefacts, but about creating dynamic spaces where the collection can be explored, researched, and enjoyed.

To support our commitment to managing and preserving our collections, we made significant investments this year. We upgraded our collections management system, which has allowed us to better organise and provide access to the collection. A major outcome of this project is the launch of Collections Online, our new user-friendly platform for digitally accessing the collection. This new website enables us to enhance and expand online access to our collections, offering a whole new level of engagement for audiences to enjoy.

At our Cultra site, we recently completed the refurbishment of the Library, creating a more open and accessible space for the public to engage with its significant archives and resources. The Library holds a significant collection focused on the languages and dialects of Ulster and Ireland, including Hiberno-English, Irish, and Ulster Scots, as well as their connections with Great Britain, surrounding islands, and Europe. While language can sometimes be a sensitive topic, it provides a valuable lens through which we can explore the history of this region, foster shared understanding, and promote mutual respect. The renewed access to this resource lays the groundwork for further development of our Languages of Ulster programme in support of the public policy initiatives outlined in 'New Decade New Approach'.

Also at Cultra, we completed the installation of new storage infrastructure, enhancing our ability to house and preserve the Folk Textile and Costume collection. We doubled the storage capacity of the glass plate negative store, implemented space-efficient mobile shelving and refurbished the adjoining photographic studio. Additionally, cantilever racking was installed in the Banbury Stores to rehouse small boats from the Maritime collection.

At our off-site stores we installed a new environmental control plant at Heron Road 2 store, providing a more stable and controlled environment. At the Transport and Industry Museum Store, we

continued to improve and expand storage capacity through the installation of cantilever racking and mesh storage panels, creating essential storage and display spaces.

At the Ulster Museum, we made progress in the restructuring and refurbishment of our collections store and back-of-house spaces. Enabling works, including the clearance of old infrastructure, have paved the way for the store's transformation.

By investing in collections care, management, and conservation, we are ensuring that our collections are safeguarded and made accessible to the public. Our commitment to providing dynamic and engaging experiences drives us to continuously improve our storage facilities, enhance accessibility, and optimise our collections management practices.

Decolonisation & Diversity

Over the past year, National Museums NI, in partnership with the African and Caribbean Support Organisation Northern Ireland (ACSONI) and the Northern Ireland Museums Council (NIMC), has embarked on a transformative decolonisation project called *Global Voices, Local Choices*. Thanks to the generous support of the Esmée Fairbairn Collections Fund, this initiative aims to empower marginalised communities and provide them with a voice in shaping the interpretation and representation of the World Cultures collection cared for by the Ulster Museum.

Through the project, objects from this collection were shared, enabling participating communities the opportunity to engage directly with them. They received exclusive tours of the *Inclusive Global Histories* exhibition and were able to handle World Cultures objects, gaining insights into their cultural significance and historical contexts.

Guided by creative facilitators, community members have delved into the meaning and cultural significance embedded within these objects. Through vibrant dialogue and knowledge-sharing, a collaborative and informed approach to interpretation and representation emerged, enriching the understanding of all involved.

Agrippa Njanina, Community Engagement Officer for the project, expressed the profound impact of this initiative: "The project is raising awareness and understanding of these collections, and how a decolonisation approach can be implemented in a fresh and inclusive way through creativity. Bringing diverse cultures and perspectives into Northern Ireland's local and national museums, it is proving to be a learning experience for all partners and participants."

The culmination of these shared experiences is resulting in a series of events and exhibitions within local museums and the Ulster Museum, showcasing the creative expressions of the participating communities. Art, crafts, music, dance, poetry, and creative writing come together to celebrate the richness and diversity of the stories encapsulated within the World Cultures collection.

This project has been significant for the communities involved, giving them a platform to express their own histories and shape how they are told. Through this inclusive approach, marginalised groups, who have historically been underrepresented in museums, have started to gain a sense of ownership and empowerment. Concurrently, museum audiences are afforded a deeper understanding and appreciation of cultures different from their own.

For the project partners, this initiative represents a proactive response to the challenges surrounding the depiction of marginalised groups' histories. It is equipping us with a deeper understanding of the collection, enabling us to present more nuanced and informed representations.

In an era marked by evolving perspectives and heightened awareness, the *Global Voices, Local Choices* decolonisation project serves as a beacon of change. It provides a platform for marginalised communities to reclaim their narratives, fostering a more inclusive and enriched cultural landscape. As we reflect on the achievements of the past year, this project stands as a testament to the power of collaboration, dialogue, and creative expression in reshaping the narratives that define our shared human heritage.

Power to the Young People

The *Reimagine Remake Replay* (RRR) project drew to a close last year, marking four transformative years of creative engagement with over 4,000 young people across Northern Ireland. This visionary initiative, led by Nerve Centre in partnership with National Museums NI, Northern Ireland Museums Council, and Northern Ireland Screen, was made possible through the generous support of the National Lottery Heritage Fund's Kick the Dust programme.

At its core, the RRR project has championed a youth-led approach, ensuring that museums become spaces where young voices are not just heard but truly valued. It has been a platform for young minds to unleash their creativity, connecting them with heritage through innovative media and cutting-edge digital technologies. By reimagining, remaking, and replaying elements of our past, the project has left an indelible mark on National Museums NI's approach to inclusivity.

To celebrate the conclusion of this ground-breaking project, a group of young contributors who have been actively engaged with RRR took part in a co-curation process. Their collective vision materialised into a first-of-its-kind exhibition entitled *Power to the Young People* at the Ulster Museum, showcasing their profound impact on shaping the museum experience.

The exhibition itself embodied the spirit of innovation, featuring a myriad of digital interactives and creative activities. Visitors were immersed in a virtual reality (VR) experience, guided through a bespoke augmented reality (AR) app, and captivated by vibrant projection mapping. These state-of-the-art technologies served as new avenues to engage with museums and heritage, orchestrated under the direction of the young curators.

Driven by their passion and aspirations, the young people carefully selected three vital themes for the exhibition: Climate Justice, Arts & Wellbeing, and LGBTQIA+ Rights. These pressing issues, resonating deeply with the youth of today, were woven into the fabric of the exhibition and reverberated through the curated object selections.

Cailín Lynn, Programme Development Manager for National Museums NI, shared her admiration for the boundless energy the young contributors infused into the museum collections. She remarked, "The young people brought an incredible vitality and fresh perspective to our museum collections. Their enthusiasm and innovative ideas injected new life into our exhibitions, challenging us to see our heritage through their eyes."

While the exhibition itself had a temporary presence, the lasting impact lies in the invaluable learnings and insights gleaned from the co-curation process. It serves as a reminder of the importance of amplifying diverse voices and embracing new perspectives. Such endeavours require courage and a commitment to innovation, as we strive to create spaces that truly reflect the ever-evolving nature of our society.

In reflecting on the 50th anniversary of the opening of the Ulster Museum in 1972, we find great significance in the inspiration and insights drawn from this next generation of museum visitors. Their engagement and vision have fuelled our collective aspirations for the museum's future, reminding us of the vital role they play in shaping the ongoing narrative of our cultural heritage.

As we bid farewell to the *Reimagine Remake Replay* project, its impact resonates far beyond its duration. The project's legacy serves as a testament to the value of empowering young voices, reminding us that when we provide the space and opportunity for their imagination to flourish, they become the architects of a more inclusive and vibrant museum experience for all.

The Druthaib's Ball

In February 2023, the Ulster Museum unveiled a significant acquisition - *The Druthaib's Ball*, Northern Ireland's first Turner Prize-winning artwork. Created by Belfast-based artists, Array Collective, the immersive installation transports visitors to an imagined síbín, an illicit pub where trauma, dark humour, frustration and release coexist.

The Druthaib's Ball was conceived by Array Collective in 2021, a period where the centenaries of partition and the creation of Northern Ireland coincided with ongoing campaigns for marriage equality, reproductive rights and an Irish Language Act. The artwork offers a glimpse into the political and social causes that have gained prominence in "post-conflict" Northern Ireland, shedding light on the evolving landscape of art and politics in the region.

The acquisition of *The Druthaib's Ball* was made possible through the support of the Department for Communities and the Art Fund. Kathryn Thomson, Chief Executive of National Museums NI, expressed her enthusiasm for the artwork's arrival at Ulster Museum, stating, "*The Druthaib's Ball* highlights the evolving nature of both art and politics in Northern Ireland. National Museums NI's role is to support exploration and dialogue regarding our past, present, and future. The Ulster Museum is an engaging space where contemporary issues can be examined, reflected on and discussed."

Stepping into the immersive installation, audiences are invited to share in an alternative history within the síbín. This long-established tradition of an unlicensed bar becomes a space of contradiction, dark humour, and craic. Over 250 carefully selected objects, artworks, and furnishings populate the space, sparking discussions surrounding cultural identity and rights. Through a playful amalgamation of protest, performance, and ancient mythology, *The Druthaib's Ball* creates a unique and thought-provoking experience.

Anna Liesching, Curator of Art at National Museums NI who curated the exhibition, expressed her excitement, saying, "It was an incredible moment for the art community in Northern Ireland when Array Collective were awarded the 2021 Turner Prize. The win drew attention to the historic connection between art and social activism in Belfast. Now, we mark this moment by bringing the prize-winning installation into the Ulster Museum Collection, joining our existing works of art that focus on socially engaged practice."

The inclusion of *The Druthaib's Ball* in the Ulster Museum not only elevates the cultural landscape of Northern Ireland but also offers visitors a powerful and immersive experience that intertwines art, politics, and community engagement. It serves as a testament to the ever-evolving nature of artistic expression and its ability to challenge, provoke, and reflect the complexities of our society.

Bad Bridget

The Ulster American Folk Park unveiled its new exhibition, *Bad Bridget*, in April 2022. This immersive display shines a spotlight on the experiences of thousands of Irish women who embarked on a journey to North America between 1838 and 1918, often finding themselves facing adversity and grappling to survive in a foreign land.

Marking the first new display in the museum's galleries in four years, *Bad Bridget* brings to life an important story that has been unrepresented in the museum narrative to this point. Through a captivating fusion of visuals, sounds, scents, and objects, the exhibition takes visitors on a journey, tracing the lives of these women from their time in Ireland to the hardships that drove them to migrate.

Unlike female migrants from other countries, hundreds of thousands of Irish girls and women made the arduous journey alone. *Bad Bridget* offers a glimpse into their experiences at sea, shedding light on the dangers and difficulties they encountered. Upon arrival in America, they were faced with the harsh realities of finding employment and housing. Living in poverty and bombarded by temptations, many of these women found themselves drawn into a world of crime. The exhibition delves into their tenement living conditions and exposes the treatment they received from the authorities.

Victoria Millar, Senior Curator of History at National Museums NI, expressed her enthusiasm for the new exhibition, commenting, "We are thrilled to have opened our *Bad Bridget* exhibition to the public. Traditionally, women's stories have been underrepresented at the Ulster American Folk Park, even though women accounted for around half of Irish migrants from 1800 onwards. *Bad Bridget* represents the beginning of a new experience here for our visitors."

The realisation of *Bad Bridget* was made possible through funding from the Arts and Humanities Research Council (AHRC), as well as ongoing collaborations between National Museums NI, Queen's University Belfast and Ulster University. The exhibition draws on significant research conducted by Dr. Elaine Farrell and Dr. Leanne McCormick between 2015 and 2022. They worked alongside a team of talented female creatives, including author Jan Carson, illustrator Fiona McDonnell, scent designer Tasha Marks, and sound artists Franziska Schroeder and Catriona Gribben, who lent their skills to bring the stories of these women to life.

This exhibition, which is bright, multisensory, and thought-provoking, is a critical step in the Ulster American Folk Park's commitment to inclusivity and diversity. For the first time, it explores the experiences of Irish girls and women in cities such as Boston, New York, and Toronto, during the period from 1838 to 1918, shedding light on the challenges they faced while interacting with the authorities as they struggled to survive. *Bad Bridget* has already garnered overwhelmingly positive feedback from visitors, emphasising its necessity and relevance in telling these untold stories.

The Ulster American Folk Park's *Bad Bridget* exhibition stands as a testament to the museum's dedication to illuminating marginalised narratives, fostering inclusivity and through its collections

offering visitors a deeper understanding of the profound impact of migration on the lives of Irish women in North America. It serves as a poignant reminder of their resilience, struggles, and contributions to shaping the diverse tapestry of history.

New Exhibitions

At National Museums NI, our commitment to providing diverse and captivating exhibitions remained unwavering. This year, our galleries came alive with a tapestry of immersive experiences, offering visitors a multitude of ways to engage with our rich collection and showcasing exciting new loans that captured the imagination.

Celtic Wave: A History of Surfing in Ireland

An important new exhibition that explores the roots of surfing as a sport in Ireland and offers new thinking into how displays are developed at the Ulster Transport Museum in increasingly innovative and environmentally friendly ways.

Against The Image

In collaboration with Belfast Photo Festival, this exhibition explored the authority of the photograph in an age dominated by mass media and widespread (mis)information.

Royal Ulster Academy: 141st Annual Exhibition

The Royal Ulster Academy Annual Exhibition, a highlight of the Northern Irish art calendar, left a lasting impression in the spacious Gallery 6, eliciting awe and admiration from all who experienced it.

A Collector's Story

A significant exhibition which showcased the contribution made to the Ulster Museum's collection by Tom Hartley, the celebrated local historian and former Lord Mayor of Belfast. Since 2001, Tom has made a sustained and significant contribution to the Ulster Museum, donating over 2,000 objects across a broad political and social spectrum.

A Unique Silence

A captivating display which focussed on six etchings by the famed Dutch artist, Rembrandt Harmenszoon van Rijn, which were gifted to National Museums NI through the Acceptance in Lieu of tax scheme.

Goya: Doña Antonia Zárate

A display of *Doña Antonia Zárate*, one of Goya's most striking female portraits. On loan from the National Gallery of Ireland, Dublin, it was the latest in a series of partnership loans which focus on a single exceptional painting.

Anything Goes! Fashion in the 1920s

A carefully curated treasure trove of luxurious fabrics and elaborate garments, this deep dive into one of the most influential eras of fashion gave visitors an opportunity to experience how the 1920s changed fashion forever.

Bloomsbury: A Collective

This exhibition included works from The Courtauld Collection and Ulster Museum in order to take an introductory look at the Bloomsbury Group, specifically three central artists within it - Vanessa Bell, Roger Fry and Duncan Grant.

Making A Difference: Volunteering

At National Museums NI, we firmly believe that volunteering is a cornerstone of community involvement and an invaluable resource in shaping the experiences we offer. This year, we are delighted to highlight the exceptional contributions of 171 individuals who generously dedicated over 20,000 hours of their time to support our museums and heritage sites.

At the Ulster Museum, we witnessed the emergence of exciting new volunteer roles, specifically designed to enhance the visitor experience. Volunteers became instrumental in supporting the Discovery Centre and Visitor Services teams, igniting a sense of wonder and curiosity in visitors of all ages. Moreover, we extended our volunteer programme by involving passionate individuals in the delivery of our highly anticipated Bluegrass Omagh festival at Ulster American Folk Park. This marked a meaningful expansion of our volunteer engagements, providing individuals with unique opportunities to contribute to vibrant cultural events.

The immersive experiences at the Ulster Folk Museum were further enriched through the engagement of volunteers. Their passion and dedication shone through as they cultivated heritage fruit and vegetable gardens in our cottage gardens and actively supported seasonal events such as Harvest, Halloween, and Christmas.

These invaluable contributions breathed new life into our themes of living, making and growing, and fostered a deeper connection between the customs that shaped our past and present day participation.

Our commitment to environmental stewardship and sustainability was further exemplified through our partnership with The Conservation Volunteers. Together, we revitalised previously dormant green spaces across our museum sites, inviting volunteers and visitors to actively participate in native tree planting initiatives, create enchanting willow walkways, and learn about sustainable practices. These rejuvenated spaces have become vibrant hubs for communal learning, inspiring individuals to become passionate stewards of the environment.

To streamline our volunteer management and enhance communication, we introduced our own dedicated digital volunteer management system. This innovative platform has not only facilitated the recruitment process, but it has also significantly improved our engagement with our growing community of volunteers. Collecting valuable feedback after each engagement, we gain valuable insights that shape the quality of our experiences.

The transformative power of volunteering is evident in the words of one of our volunteers who shared, "As someone that was struggling with mental health issues volunteering has been one of the best opportunities that I have had in my life. I have developed a confidence in myself, found a new passion, a sense of purpose and made lots of new friends through the social aspects. I describe volunteering at the Folk Museum as my light in the darkness."

Looking ahead, we remain committed to expanding volunteer opportunities, fostering meaningful engagements, and creating a supportive environment where individuals can grow, learn, and make a difference. The immense impact they have made on our museums and the communities we serve is a testament to the power of volunteering as a force for positive change.

Our Place In Space

The opening of *Our Place in Space* at the Ulster Transport Museum marked a momentous occasion for visitors seeking to explore the wonders of the universe. This sculpture trail, designed by artist Oliver Jeffers, astrophysicist Professor Stephen Smartt, and a creative team led by Nerve Centre, brought the solar system to life in a captivating and immersive way.

The project exemplified the power of partnership working, with National Museums NI playing a central role in its development, collaborating with an array of creative partners, including the Astrophysics Research Centre at Queen's University Belfast, NI Science Festival, and many others.

Inspired by a research and development project and initially presented as part of UNBOXED: Creativity in the UK, *Our Place in Space* showcased the intersection of art, science, and innovation. This visionary project received support and funding from various sources, including the Northern Ireland Executive, UK Government, Scottish Government, and Welsh Government. Its arrival at the Ulster Transport Museum provided a unique opportunity for visitors to engage with the creative fusion of arts, science, and heritage.

Stretching over 11 km, the trail started from the grounds of the Ulster Transport Museum at Cultra, guiding visitors along the North Down Coastal Path until reaching its celestial destination - Pluto in Bangor. The installation featured scale models of the Sun and planets, reimagined as contemporary art sculptures. Vibrant arches, adorned with Las Vegas-style lights, showcased the names of each planet, capturing the imagination and curiosity of trail participants.

Beyond its aesthetic appeal, *Our Place in Space* aimed to provoke profound contemplation. By pondering how we can better share and protect our planet in the future and examining the concept of 'us' versus 'them,' participants were encouraged to re-evaluate their perspective on life and humanity's place in the universe. The project sought to bridge the cosmic realm with earthly experiences, inspiring a sense of wonder and a renewed appreciation for our planet.

For the Ulster Transport Museum, this project represented more than an artistic installation—it was an opportunity for investment and revitalisation. The museum's commitment to enhancing visitor experiences was evident through the trail's development, the establishment of a new access point to the coastal path, the introduction of new infrastructure, and broader improvements to signage and presentation throughout the museum.

These investments aimed to attract attention, offer engaging opportunities, and cultivate interactivity within the museum grounds, aligning with the museum's broader plans for the Cultra estate.

As the celestial wonders of *Our Place in Space* sparkled, almost 20,000 visitors arrived at the Ulster Transport Museum over a four-week period to delve into the mysteries of the universe, ponder their place within it, and embark on a thought-provoking journey that transcended the boundaries of art, science and heritage. The project exemplified the spirit of innovation, collaboration and discovery,

embodying the essence of the Ulster Transport Museum's mission to captivate, educate and inspire audiences of all ages.

Active Learning

Learning and education form a core component of National Museums NI's museum service. With a portfolio of four museums, we strive to offer active and accessible learning opportunities that directly connect to the Northern Ireland Curriculum. Our goal is to empower children and young people to explore and investigate the world around them, fostering curiosity and critical thinking.

Last year, we proudly supported over 40,000 participants through our formal learning programmes. Every year our dedicated team of museum educators develop a wide range of collections-based learning workshops, tours and discovery sessions for children of all ages and abilities. By connecting classroom learning to real-world objects and exhibits, we aim to inspire a lifelong love for learning.

In addition to those schools who make a trip to our museums, we also continue to reach out to students through our Museum on the Move programme. This unique initiative ensures that even schools unable to visit our physical museums can still benefit from our educational offerings. Through virtual platforms and loans boxes, Museum on the Move brings the wonders of our museums directly to the classroom. This approach has been particularly successful in reaching students in areas of multiple deprivation, providing them with access to enriching cultural and educational experiences.

One of our new schools initiatives this year has been the Urban Nature Project, a collaboration with the Natural History Museum. This outdoor learning programme, for Key Stage 3 Special Education Needs and Disabilities (SEND) Schools, empowers students with diverse learning, behavioural, and mobility requirements. Through a series of workshops focused on biodiversity, the Urban Nature Project encourages children to imagine, investigate, and develop scientific enquiry skills. By immersing themselves in the natural world, students gain a deeper understanding of the environment and their place within it.

Louise Rice, Education Manager at National Museums NI, emphasised the central role of education, stating, "Education is at the heart of everything we do at National Museums NI. We believe museums have the power to ignite curiosity, spark imagination, and transform lives. Through our diverse learning programmes, we aim to inspire young minds, cultivate wonder, and foster a lifelong love for learning."

As we reflect on the past year, National Museums NI remains committed to fostering a love for learning and empowering young minds. We are honoured to have played a pivotal role in supporting schools and providing transformative learning experiences. By connecting with the curriculum, extending access through Museum on the Move, and fostering exploration through collaborative projects like the Urban Nature Project, we continue to make a meaningful impact on the lives of young learners.

Reawakening the Ulster Folk Museum

In the past year, our Reawakening the Ulster Folk Museum project made significant strides in revitalising the museum's role in society, ensuring its relevance and resilience for current and future generations. This progress builds upon the groundwork we laid in recent years, crafting a future vision and masterplan that positions the museum as a unique and inspirational heritage and environmental resource for our times.

One of the most exciting moments came in June when we secured just over £1 million in support from The National Lottery Heritage Fund, marking a major milestone in the project's development stage. This funding arrived at a crucial time, providing the impetus to propel our concepts forward and translate them into detailed plans and designs.

Supported by an Integrated Consultants Team, we worked hard to develop clear and compelling concepts outlining how targeted capital investment will serve as a catalyst for the museum's reawakening.

Through extensive consultation with our passionate people and stakeholder organisations, the focus of the investment has centred on creating enriching learning facilities that foster greater engagement with heritage and environmental conservation, embracing innovation and inclusivity.

In March 2023, we officially launched the Reawakening the Ulster Folk Museum project by submitting a Pre-Application Notification for planning approval to the Ards and North Down Borough Council. This momentous occasion marked the culmination of nearly five years of development and collaborative input throughout our organisation. The news reverberated positively, generating interest from key media outlets and attracting support from stakeholders, partners and the public who share our vision.

Now that the project is live, we are continuing to engage with our visitors and stakeholders, initiating conversations about the project through the planning consultation process and our broader engagement initiatives both on-site and online. Our goal is to extend a warm invitation to a diverse range of individuals, encouraging their active involvement in the Ulster Folk Museum and unlocking new understandings of the museum's potential as a rich heritage and environment resource.

The impact of our progress extends beyond the Folk Museum itself, serving as a development model for our other museums. It exemplifies that through unwavering dedication, innovative ideas, and boundless passion, we can collectively advance our ambitions and propel all our museums forward.

Inspiring a Greener Future

Protecting the environment and promoting sustainable living are paramount challenges facing global society. As custodians of cultural and natural heritage, museums have a crucial role to play as educators, enablers, and beacons of sustainable practice. Our natural science collections, combined with the landscapes we inhabit and the traditions we showcase, provide a unique platform for educating people about biodiversity loss and inspiring sustainable lifestyles.

Realising the Potential of Natural Sciences

Over the past year, we have dedicated efforts to reinvigorating our Natural Sciences curatorial team, aiming to unlock the immense potential of this collection and harness its power in mitigating environmental change and fostering a deeper appreciation for biodiversity. These invaluable resources serve as windows into Earth's past and present, documenting the remarkable diversity of species and ecosystems that have thrived over millennia but face many threats and challenges today. Helen James, our Senior Curator of Natural Sciences, recognises the significant impact these collections can have: "By harnessing the power of our Natural Sciences collections, we can instil a sense of urgency, cultivate a love for nature, and inspire collective efforts to address climate change and biodiversity loss and safeguard our planet for future generations."

This year, Helen and her team have actively been involved in fieldwork with the Ballinderry Rivers Trust, thanks to funding from the Department for Agriculture, Environment and Rural Affairs. They have been collecting and studying freshwater insects, and in doing so developing knowledge, contributing new data and adding to the collections. Through the study of these specimens, we gain insights into the intricate web of life, enabling us to comprehend the consequences of environmental change and make informed decisions for conservation. Moreover, by engaging the public with these collections, we evoke a sense of awe and connection to the natural world, empowering individuals to take action in protecting and preserving our planet's precious biodiversity.

Embracing Sustainability as an Organisation

In 2021, we proudly became one of the first public bodies in Northern Ireland to complete a comprehensive carbon footprint audit, revealing a total of 8,499 tonnes of carbon dioxide equivalent (tCO₂e). Building on this progress, we conducted our second carbon audit to establish our 2021-22 carbon baseline using the Greenhouse Gas (GHG) Protocol methodology, resulting in 5,139 tCO₂e. Of this total, scope 1 (direct) and scope 2 (indirect) emissions accounted for 1,872 tCO₂e, surpassing our target of 1,904 tCO₂e. The reduction in emissions is primarily attributed to the further decarbonisation of Northern Ireland's electricity network. While energy consumption has increased at most of our sites due to new installations and improved environmental conditions for collections, we have implemented Automatic Meter Reading across the estate to drive efficiency and identify areas of significant energy usage in the coming year, as part of our ongoing capital project.

National Museums NI remains steadfast in its commitment to reducing scope 1 and 2 emissions by 50% toward achieving net-zero status by 2030. We have joined the Pledge for Net Zero and Business in the Community NI's Climate Pledge as tangible evidence of our dedication.

Adrian Fitzpatrick, our newly appointed Sustainability Manager, reflected on National Museums NI's ambition, stating, "Museums have a unique opportunity to serve as beacons of sustainable practice, leading the way in promoting environmental stewardship and sustainable lifestyles. Through the procurement of renewable energy sources, implementation of energy-efficient technologies, waste reduction and recycling, we aspire to showcase tangible examples of sustainability in action throughout our museum service."

In addition, our sustainability efforts have been recognised through the Green Tourism Award, bestowed upon the Ulster Museum this year, with plans to extend this recognition to our other museums in due course. Noteworthy initiatives also include the commencement of a woodland regeneration plan in partnership with the Woodland Trust, initiating the removal of invasive species from sections of woodland within the Folk Museum site.

As we continue on this sustainable path, National Museums NI remains dedicated to leading by example, promoting sustainable practices, and inspiring visitors and stakeholders to join us in safeguarding the environment for future generations.

A Note of Thanks

Thanks to our funding partners, particularly our core funder the Department for Communities, and to the tremendous support of our stakeholders, board members, our partners, our colleagues and of course our loyal visitors, participants, members and volunteers.

2.6 Financial Review

Financial Objective

National Museums NI's financial objective is to achieve a sustainable financial position at year end.

Going Concern

The Board is satisfied that the organisation is a going concern on the basis that it has a reasonable expectation that it will continue in operation for the foreseeable future. The financial statements are therefore prepared on a going concern basis.

At the time of writing there is no functioning Northern Ireland Executive, and no departmental ministers in place to agree or set budgets for 2023/24. The Northern Ireland Budget (No. 2) Act 2023, which received Royal Assent on 18 September 2023, provides the statutory authority for the 2023-24 Northern Ireland Budget which the Secretary of State for Northern Ireland set in his Written Ministerial Statement on 27 April 2023.

National Museums NI has received its confirmed allocation for 2023/24 to allow services to continue to be maintained.

Financial Results

In the financial year to 31 March 2023, National Museums NI had net expenditure of £0.6m (2021/22: net income £1.7m).

The total income for the year was £23.2m, an increase of £1.2m from 2021/22 (£22.0m). This includes £3.1m of capital funding.

Total expenditure was £23.8m compared to £20.2m in the prior year.

Depreciation and amortisation of £3.8m was charged in the 2022/23 year (2021/22: £3.3m), an increase resulting from an increased asset base and impairment of a property asset.

The organisation retains significant reliance on Grant in Aid for its principal source of funding, largely from recurrent grants. In 2022/23, the Department for Communities provided 83% of the total income through allocated recurrent and capital grants (2021/22: 85 %).

Reserves

National Museums NI has accumulated reserves of £105m (2021/22: £101m). The policy on reserves is included in Note 1, Accounting Policies, to the accounts. Restricted reserves total £22.5m (2021/22: £21.9m) and unrestricted reserves total £33.3m (2021/22 Restated: £33.8m). Revaluation reserves totalling £48.9m (2021/22 Restated: £45.2m) have accumulated through revaluations on land and buildings.

Within unrestricted reserves, National Museums NI has two designated funds, the Board reserve and the Board Capital reserve with funds totalling £0.7m at 31 March 2023 (2021/22: £0.6m). The funds have been designated for purposes that are for the public benefit and related to either the advancement of education, the advancement of the arts, culture, heritage or science or a combination of both. The reserves total at 31 March 2023 after taking out designated and restricted reserves was £81.5m (2021/22: £78.4m). The organisation had cash balances totalling £3.6m at the year end (2021/22: £4m).

More detail on 2021/22 restated reserves balances can be found in note 26.

Liquidity & Credit Risk

In 2022/23, £19.3m (83%) of National Museums NI gross income derived from funding received from the Department for Communities (2021/22: 85%).

The remaining non-Departmental operating expenditure was financed from self-generated income, which tends to be more volatile in nature compared to Grant in Aid. National Museums NI is therefore exposed to some liquidity risk.

National Museums NI has credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

Payment Performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires organisations, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods and services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%.

During the accounting period 1 April 2022 to 31 March 2023, National Museums NI paid 100% of its invoices within 30 days (2021/22: 98.6%). The organisation incurred no interest charges in respect of late payment for this period.

The Northern Ireland Executive is committed to paying suppliers as quickly as possible, within 10 working days. During the accounting period 1 April 2022 to 31 March 2023, National Museums NI paid 92% of its invoices within 10 days (90.5% in 2021/22).

Land and Buildings

Land and buildings were subject to a full valuation by Land and Property Services (LPS) on 31 March 2023.

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast which has been valued at £482,400. National Museums NI's primary objectives per its Asset Management Strategy are deriving maximum value from its estate, with the sale of this respective asset is expected to take place within the 2023-24 financial year.

National Museums NI's estate as at 31 March 2023 consists of land and buildings valued at £75.8m (2021/22: £73.5m).

Financial

Net assets at 31 March 2023 were £105m (2021/22: £101m).

2.7 Plans for Future Periods

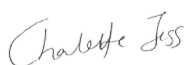
National Museums NI's current Corporate Strategy covers the period 2021-25.

There are a number of related contexts for the development of this strategy; the UN Sustainable Development Goals; the NI Government 'New Decade New Approach' document; the draft Programme for Government; and an understanding of the changes in society and the role of Museums into the future. At its heart is National Museums NI's core purpose 'Here for Good' and associated Vision, Mission and Values.

The Corporate Strategy continues to build on the foundations laid by the previous strategy with regards to securing relevance and sustainability in the future. It is designed to reshape our thinking and set a broader and more ambitious future for the organisation than ever before.

Our current Corporate Strategy is built around four strategic commitments:

1. We will champion inclusion, diversity & accessibility
2. We will create more ways to get involved
3. We will extend the impact of our collections
4. We will build the museum infrastructure of the future



C Jess
Vice-Chairman of the Board of Trustees
Date: 11 October 2023



K Thomson
Chief Executive
Date: 11 October 2023

3. ACCOUNTABILITY REPORT

3.1 Remuneration and Staff Report

Remuneration Committee

The Board has established a Remuneration Committee to support them in undertaking their responsibilities for overseeing the performance of the Chief Executive.

Membership of the Committee

The membership of the Remuneration Committee during the year comprised:

Prof G Earls (Committee member and Chairman until replaced at September 2022 AGM)
Ms Charlotte Jess (Appointed to committee and appointed Chair at September 2022 AGM)
Dr R Kelly OBE
Mr M McCoy
Mr A McFarland
Mrs H Francey (replaced on committee at September 2022 AGM)
Dr Robert Whan (appointed to committee at September 2022 AGM)

The Remuneration Committee met twice during the year to confirm the review of the Chief Executive's performance by the Chairman.

Remuneration Policy

The Chairman of the Board is responsible for monitoring and reviewing the performance of the Chief Executive in accordance with the Senior Civil Service Pay Strategy and confirming the same to the Remuneration Committee.

The Chief Executive is responsible for monitoring and reviewing the performance of the Executive Team of National Museums NI in accordance with the SCS Pay Strategy (for those Directors employed under SCS terms) and in accordance with the Northern Ireland Civil Service Pay Strategy for other Directors.

The pay of National Museums NI staff is based on the NICS system of pay scales for each grade, including SCS, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance. NI public sector pay policy guidance was published on 8th December 2022. The pay award for National Museums NI staff, including SCS, for 2022-23 has been finalised and was paid July 2023.

Policy on duration of contracts, notice periods and termination payments

Senior staff, including the Chief Executive, are permanent employees of National Museums NI. The notice period for senior staff is three months. Termination payments are in accordance with contractual terms and those of the Principal Civil Service Pension Scheme (NI).

Salary and pension entitlements

The salary and pension entitlements of the Directors of National Museums NI (which has been subject to audit) are detailed in the following table:

Senior Management Total Remuneration (Audited Information)

	2022/23				2021/22			
	Salary £'000	Bonus £'000	Pension Benefits ¹ (to nearest £1,000)	Total £'000	Salary £'000	Bonus £'000	Pension Benefits (to nearest £1,000)	Total £'000
K Thomson Chief Executive	100-105	-	(8,000)	95-99	100-105	-	49,000	145- 149
C Catney Chief Operating Officer	80-85	-	32,000	110- 115	80-85	-	31,000	110- 115
W Blair Director of Collections	75-80	-	(1,000)	75-80	75-80	-	38,000	115- 120

Salary

Salary and allowances covers both pensionable and non-pensionable amounts and includes, but may not necessarily be confined to: gross salaries; overtime; reserved rights to London Weighting or London allowances, recruitment and retention allowances; private-office allowances or other allowances to the extent that they are subject to UK taxation and any severance or ex-gratia payments. It does not include amounts which are a reimbursement of expenses directly incurred in the performance of an individual's duties.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. There were no benefits in kind provided during the financial year (2021/22: £nil).

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. There were no bonuses paid in the 2022/23 year (2021/22: £nil).

Pension Benefits

Benefits are shown in real terms and outcomes are dependent on the pension scheme each employee belongs to. Please see below to explanation for any negative outcomes:

- In some cases, the real increase in CETV and the pension benefits accrued for the single total figure of remuneration can be negative – that is, there can be a real decrease. This is particularly likely to happen during periods of pay restraint and/or where inflation is higher than pay increases.

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.

- The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of a member having an extra year's service and by virtue of any pay rise during the year. Where there is no pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.
- For example, this is particularly likely to happen for members in the 'Classic Plus' scheme where no service after 30 September 2002 counts towards the calculation of the lump sum.

Hutton Fair Pay Review & Disclosures (Audited Information)

For several years the FReM required the disclosure of the median remuneration and the ratio between median remuneration and the banded remuneration of the highest paid director. The FReM now requires the disclosure by public sector entities of top to median, lower quartile and upper quartile staff pay multiples (ratios) as part of the Remuneration Report.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Table 1 - Median Pay Ratio	2022/23	2021/22
Band of Highest Paid Director's Total Remuneration	£100,001- £105,000	£100,001- £105,000
Median Total Remuneration	£23,188	£19,815
Remuneration Ratio	4.42	5.17

Additional disclosure requirements:

a) The percentage changes in the highest paid director's salary and allowances and performance pay and bonuses payable. See table 2 below:

b) For employees of the entity taken as a whole, the average percentage changes from the previous financial year of salary and allowances and performance pay and bonuses payable. See Table 2 below.

Table 2 - Annual Percentage Change For:	2022/23	2021/22
a) Highest Paid Directors Salary and Allowances	0.00%	+5.89%
b) Average Employee Salary	+2.99%	+6.03%

c) The ratio between the highest paid director's remuneration and the pay and benefits of the employee on the 25th percentile of pay and benefits of the entity's employees for the financial year. See tables 3 and 4 below.

d) The ratio between the highest paid director's remuneration and the pay and benefits of the employee on the 75th percentile of pay and benefits of the entity's employees for the financial year. These changes were made due to changes made to the 'Large and Medium-sized Companies and

Groups (Accounts and Reports) Regulations 2008', applicable for companies. The changes made to the FReM ensure alignment with the remuneration reporting requirement of listed companies. See tables 3 and 4 below.

Table 3 – Current Year Percentile Information

2022/23	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£19,815	£23,188	£32,290
Pay Ratio	5.17:1	4.42:1	3.17:1

Table 4 – Prior Year Percentile Information

2021/22	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£19,815	£19,815	£29,307
Pay Ratio	5.17:1	5.17:1	3.50:1

Other Disclosure Notes

- The banded remuneration of the highest-paid director in National Museums NI in the financial year 2022/23 was £100,001 to £105,000 (2021/22: £100,001 to £105,000). This was 4.42 times (2021/22: 5.17) the median remuneration of the workforce, which was £23,188 (2021/22: £19,815).
- In 2022/23 no employees received remuneration in excess of the highest-paid director. Remuneration ranged from £19,815 to £102,500 (2021/22: £19,815 to £103,767).

Board Members

No emoluments were paid to members of the Board for the year ended 31 March 2023 except for an honorarium to the Chairman amounting to £10,200 (2021/22: £10,200).

Pensions of Senior Management (Audited Information)

	Accrued pension at pension age as at 31/3/23 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/23	CETV at 31/3/22	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
K Thomson Chief Executive	40-45	0	702	647	(20)
C Catney Chief Operating Officer	10-15	0-2.5	157	124	22
W Blair Director of Collections	35-40	0-2.5	530	486	(5)

Northern Ireland Civil Service (NICS) Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP).

The Alpha pension scheme was introduced for new entrants from 1 April 2015. The Alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of existing members of the classic, premium, classic plus and Nuvos pension arrangements also moved to Alpha from that date. Members who, on 1 April 2012 were within 10 years of their normal pension age, did not move to Alpha and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to Alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment

In 2018, the Court of Appeal found that the protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps are being taken by the Department of Finance to remedy those 2015 reforms, making the pension scheme provisions fair to all members. Some active members will have seen changes from April 2022. The remedy is made up of two parts. The first part was completed last year with all active members now being members of alpha from 1 April 2022, this provides equal treatment for all active pension scheme members. The second part is to put right, 'remedy,' the discrimination that has happened between 2015 and 2022. The Department of Finance are currently working on new scheme regulations and processes in readiness for this. It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period. The different pension benefits relate to the alternative schemes e.g., legacy PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' (legacy scheme) or alpha. Scheme regulations made in March 2022, closed the PCSPS(NI) to future accrual from 31 March 2022, and all remaining active PCSPS(NI) members (including partially retired members in active service) moved to 'alpha' from 1 April 2022. This completed Phase One to remedy the FD (DoF) 04/23 - Appendix A.1 15 discrimination identified by the Courts. Any pension benefits built up in the legacy scheme prior to this date are unaffected and PCSPS(NI) benefits remain payable in accordance with the relevant scheme rules. Phase Two will see the implementation of the Deferred Choice Underpin. That is, giving eligible members a choice between legacy scheme and alpha scheme benefits for service between 1 April 2015 and 31 March 2022. At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at: <https://www.finance-ni.gov.uk/publications/dof-resource-accounts>.

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS(NI) – Closed Scheme

New entrants joining on or after 30 July 2007 were eligible for membership of the Nuvos arrangement or they could have opted for a partnership pension account. Nuvos is also a CARE arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%.

Staff in post prior to 30 July 2007 may be in one of three statutory based ‘final salary’ defined benefit arrangements (classic, premium, and classic plus). From April 2011, pensions payable under classic, premium, and classic plus are increased annually in line with changes in the cost of living. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining the partnership pension account.

Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years’ pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

Partnership Pension Account

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of classic, premium, and classic plus and 65 for members of Nuvos. The normal pension age in Alpha will be linked to the member’s State Pension Age but cannot be before age 65. Further details about the CSP arrangements can be found at the website <https://www.finance-ni.gov.uk/landing-pages/civil-service-pensions-ni>.

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2022 was 10.1% (September 2021 3.1%) and HM Treasury has announced that public service pensions will be increased accordingly from April 2023.

Employee contribution rates for all members for the period covering 1 April 2023 - 31 March 2024 are as follows:

Annualised Rate of Pensionable Earning (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2023 to 31 March 2024
£0	£25,049.99	4.6%
£24,450.00	£56,999.99	5.45%
£56,400.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A

CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended) and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

Staff report

Total Staff Costs (Audited Information)

Staff Cost	Permanently employed staff	Others	2023	2022
	£	£	£	£
Salaries and wages (includes temporary non-payroll staff)	8,076,219	431,301	8,507,520	7,983,906
Social security costs	765,040	-	765,040	645,820
Pension costs	2,281,896	-	2,281,896	2,085,262
Apprenticeship levy	25,664	-	25,664	23,460
Other staff costs	24,580	-	24,580	28,534
Total	11,173,399	431,301	11,604,700	10,766,982

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but National Museums NI is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information, including a copy of Unpause Cost Cap Valuation Report, can be found on the Department of Finance website www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations.

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2022/23, employers' contributions of £2,277,433 (2021/22: £2,081,302) were payable to the NICS pension arrangements at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £4,281 (2021/22: £3,796) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2021/22: 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings. Employer contributions of £182, 0.5% (2021/22 £164, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil (2021/22: £Nil). Contributions prepaid at that date were £Nil (2021/22: £Nil).

No persons (2021/22: None) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2021/22: £Nil).

Staff costs apportioned by activity (Audited Information)

Activity area	2023	2022
	£	£
Trading (Primary & Non Primary)	553,259	512,366
Care of Collections	1,895,102	1,860,400
Curatorial & Education	2,249,334	1,978,377
Experience & Enterprise	4,342,082	4,026,785
Audience Development	1,022,595	887,633
Operations	<u>1,542,328</u>	<u>1,501,421</u>
Total	<u>11,604,700</u>	<u>10,766,982</u>

The average number of persons employed (Audited Information)

The average number of full time equivalent employees employed during the year analysed by category of staff was as follows:

	2023	2022
Permanent contract	237	226
Temporary agency contract	11	12
Fixed term funded contract	<u>13</u>	<u>19</u>
Total	<u>261</u>	<u>257</u>

The number of full time equivalent employees as at 31 March 2023 analysed by activity was as follows:

	2023	2022
Experience & Enterprise Development	99	95
Care of Collections	42	42
Operations	33	33
Curatorial and Education	32	32
Audience Development	24	27
Support	24	25
Trading	7	9
Chief Executive's Office	<u>5</u>	<u>5</u>
Total	<u>266</u>	<u>268</u>

Further analysis of full time equivalent employees is as follows:

	2023		2022	
	Male	Female	Male	Female
Chief Executive	-	1	-	1
Directors	2	-	2	-
Employees	<u>114</u>	<u>149</u>	<u>115</u>	<u>150</u>
Total	<u>116</u>	<u>150</u>	<u>117</u>	<u>151</u>

Number of senior staff with annual salaries over £60,000

Annual Salary Band	2023	2022
£60,001 - £65,000	-	-
£65,001 - £70,000	-	-
£70,001 - £75,000	-	-
£75,001 - £80,000	-	-
£80,001 - £85,000	3*	3*
£85,001 - £90,000	-	-
£90,001 - £95,000	-	-
£95,001 - £100,000	-	-
£101,000 - £105,000	1	1

**Included in this banding is a senior staff member is on temporary secondment to National Museums NI from another public body and is not a permanent member of Senior Management.*

Other Disclosures

- Staff Turnover Percentage was 13.28% for the year (2021/22: 11.54 %).
- Per our Staff Pulse survey in November 2022, the composite staff engagement score was 74.7%.
- There were no off-payroll arrangements with any individuals during the year (2021/22: £nil).
- There was nil expenditure on external consultancy during the year (2021/22: £nil).
- Travel expenses of £4,248 were reimbursed to nine Trustees (2021/22: £373).
- Further information on staff costs is contained in note 6.

Sickness Absence

National Museums NI employed 261 staff (expressed as full-time equivalents). Overall staff absenteeism for the period 1 April 2022 to 31 March 2023 was 7.53% (2021/22: 5.44%), which equates to an average per FTE of 20 days (2021/22: 14 days).

The majority of sickness absence continues to be attributable to staff on long term sickness.

Staff Policies

As an equal opportunities employer, National Museums NI do not discriminate against staff or applicants for posts on any grounds, including disability. Care is taken to ensure the needs of disabled applicants are considered in the recruitment and promotion processes. National Museums NI also considers and introduces reasonable adjustments to support the employment of people with disabilities and to support the continuing employment of staff who have a disability.

National Museums NI is committed to the priorities as set out in legislation on equality, disability discrimination, dispute resolutions, health and safety, safeguarding, data protection and freedom of information.

In line with our corporate commitment to champion inclusion, diversity and accessibility we have developed a new Diversity, Inclusion and Accessibility Policy which was approved by the Board in March 2022. Within the policy, we have outlined specific initial priority outcomes, including workplace culture which we shall continue to monitor and improve throughout the period of our Corporate Strategy 2021-25.

Reporting of Civil Service and other compensation schemes – exit packages (Audited Information)

Exit package Cost Band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
<£10,000	1	2	1	-	2	2
£10,000-£25,000	-	-	-	-	-	-
£25,000-£50,000	-	-	-	-	-	-
£50,000-£100,000	-	-	-	-	-	-
£100,000-£150,000	-	-	-	-	-	-
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	1	2	1	-	2	2
Total resource cost (£)	£5,968	£11,883	£7,538	-	£13,506	£11,883

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (Northern Ireland), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972. Exit costs are accounted for in the year in which the relevant exit packages are agreed.

There were two exit packages agreed in 2022/23.

Any ill-health retirement costs are met by the pension scheme and are not included in the table.

Kathryn Thomson

K Thomson
Chief Executive
Date: 11 October 2023

3.2 Statement of Trustees' and Chief Executive's Responsibilities for the Year Ended 31 March 2023

Under Article 10(2) of the Museums and Galleries (NI) Order 1998 the Museum is required to prepare a statement of accounts for each financial year in the form and on the basis determined by the Department for Communities with the approval of the Department of Finance. The accounts are prepared on an accruals basis and must give a true and fair view of National Museums NI's state of affairs at the year end and of its financial activities and cash flows for the financial year.

In preparing the accounts the Board are required to:

- observe the accounts direction issued by the Department for Communities, including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that National Museums NI will continue in operation.

The Accounting Officer for the Department for Communities has designated the Chief Executive as the Accounting Officer for National Museums NI. The relevant responsibilities of an Accounting Officer, including the responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping of proper records and for safeguarding National Museums NI's assets, are set out in the Managing Public Money NI, issued by the Department of Finance. As Accounting Officer I can confirm:

- as far as I am aware, there is no relevant audit information of which the National Museums NI's auditors are not aware;
- I have taken all the steps I ought to have taken to make myself aware of any relevant audit information and to establish that National Museums NI's auditors are aware of that information;
- the Annual Report and Accounts as a whole is fair, balanced and understandable; and
- I take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

3.3 Governance Statement for the Year Ended 31 March 2023

Governance Framework

National Museums NI is a Non-Departmental Public Body established under the Museums and Galleries (NI) Order 1998 and sponsored by the Department for Communities (DfC).

National Museums NI is governed by a Board of up to 15 Members and sub-committees that report to the Board. Members are appointed by the Minister. The Board has ultimate responsibility for directing the affairs of National Museums NI and for fulfilling the functions set out in the Museums and Galleries (NI) Order 1998.

The Accounting Officer is designated by DfC's Accounting Officer and has responsibility for the day to day management of National Museums NI and is supported and challenged by the Board.

The system of internal control is designed to manage risk to a satisfactory level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of National Museums NI's policies, aims and objectives, to evaluate the likelihood of those risks being realised and their impact should they be realised and to manage them efficiently, effectively and economically. The system of internal control has been in place in National Museums NI for the year ended 31 March 2023 and up to the date of approval of the annual report and accounts and accords with Department of Finance (DoF) guidance.

The governance framework also includes a number of additional elements that contribute to the effective governance of the organisation. These comprise:

- Board Standing Orders;
- Board Operating Framework;
- Terms of Reference for Committees;
- The Management Statement and Financial Memorandum;
- The Corporate Plan 2021-25 and Business Plan 2022/23;
- The Performance Excellence Framework;
- The Risk Management Framework;
- Raising Concerns (Whistleblowing) Policy; and
- Anti-Fraud Policy and Fraud Response Plan.

Compliance with Corporate Governance Code

National Museums NI, in so far as it is relevant for a Non-Departmental Public Body, complies with the Corporate Governance Code.

Process for Identifying and Managing Conflicts of Interests

National Museums NI has a 'Managing Conflicts of Interest and Representation on Outside Bodies Policy' which was updated in June 2021. The purpose of the policy document is to set out the principles for minimising and managing potential conflicts of interest and, in so doing, provide protection to National Museums NI and its staff from reputational damage and other liabilities. Board Members and employees of National Museums NI are required to disclose areas of actual, potential or perceived conflict with the interests of National Museums NI. There are codes of conduct for both employees and Board Members which require adherence to the Seven Principles of Public Life as defined by the Committee of Standards in Public Life.

A Register of Interests is maintained for Board members and the Executive Team and is available for inspection at the principal address and on the National Museums NI website nationalmuseumsni.org. Appropriate action is taken in line with the policy where any conflicts or perceived conflict arise.

Related party transactions are disclosed in note 22 of the financial accounts.

Review of Effectiveness

Accounting Officer

As Accounting Officer, I have responsibility for maintaining a sound system of internal governance that supports the achievement of the aims and objectives of the National Museums NI. I also have responsibility for the propriety and regularity of the public finances allocated to National Museums NI and for safeguarding public funds and assets, in accordance with the responsibilities assigned. As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Internal Auditors; the managers within National Museums NI who have responsibility for the development and maintenance of the internal control framework; and, comments made by the External Auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit and Risk Assurance Committee, and plan to address weaknesses and ensure continuous improvement of the system is in place.

In my role as Accounting Officer, I function with the support of the Board of the National Museums NI ("the Board"). This includes highlighting to the Board specific business risks and, where appropriate, the measures that could be employed to manage these risks.

At meetings of the Board the following standing agenda items are addressed (either directly or through reporting from one of the sub-committees):

- Minutes of Previous Meeting;
- Strategic Priorities;
- Chief Executive Update;
- Progress Against Budget;
- Progress against business and corporate plan and risks in achieving stated objectives; and
- Risk Management.

The Board operates as a collegiate forum under the leadership of the Chair. It ensures that the appropriate strategic planning processes are in place and that there is effective operational management of their implementation. Day-to-day operational matters are my responsibility and that of senior colleagues. Each Board Member participates in the high-level corporate decision making process as a member of the Board; contributes to the operation of corporate governance arrangements within the organisation; and, supports me in my roles of Chief Executive and Accounting Officer.

As Chief Executive, I am responsible for agreeing the agenda for quarterly Board meetings with the Chair and ensuring the Chair and Board Members are provided with timely information to support full discussion and decision-making at each meeting. The Board receives written reports on key strategic areas and on the status of delivery against Business Plan objectives. The quality and timeliness of the information and reports has been acceptable to the Board.

I meet formally with our Sponsor Branch in the Department for Communities quarterly. At these meetings National Museums NI is assessed against its delivery of the Ministerial and Departmental priorities as agreed in the Corporate Plan and Museums Policy as well as the review of the management of risk within National Museums NI.

The Board

The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and supporting and challenging the Chief Executive as Accounting Officer in setting and meeting its corporate aims and objectives.

The key aspects of the Board's role include:

- Setting the strategic direction for the organisation, including its vision, values and strategic objectives;
- Overseeing the implementation of its Corporate and Business Plans, monitoring performance against objectives and supervising its budget;
- Leading and overseeing the process of change and encouraging innovation, to enhance the organisation's capability to deliver;
- Overseeing the strategic management of staff, finance, information and physical resources, including setting training and health and safety priorities; and
- Establishing and overseeing the implementation of the corporate governance arrangements including risk management.

The Board has delegated to the Audit and Risk Assurance Committee responsibility for an assessment of the effectiveness of the system of internal control.

As part of their induction, all Board Members attend training in respect of their responsibilities for corporate governance and accountability of the organisation.

In order to manage any conflicts or potential conflicts of interest the Chairman asks those present at the start of each meeting if they are conflicted with any of the agenda items.

For further information on any actual or potential conflicts arising at National Museums NI board meetings, minutes are available for review on the National Museums NI website nationalmuseumsni.org.

Board Membership and Attendance

During the year the following served as Board Members:

	Attendance at Board meetings 2022-23 (Max 6)
Mr Miceal McCoy, Chairman	6
Professor Garth Earls	4
Professor Karen Fleming	6
Mrs Hazel Francey	5
Mrs Daphne Harshaw	6
Dr Rosemary Kelly OBE	3
Dr Leon Litvack	4
Mr Alan McFarland	6
Dr George McIlroy	3
Mrs Catherine Molloy	3
Mrs Deirdre Bryce	3
Mr William Duddy	6
Ms Charlotte Jess	5
Dr Robert Whan	6
Mr William McMullan	5

The Board meets at least four times a year. The Board receives reports at each meeting covering key performance indicators, business plan performance, financial performance, capital programme activity, loans (to and from the organisation) for agreement and minutes from each of the sub-committees. The Board has assessed its effectiveness and has identified areas where it can improve. These areas include induction for new Board Members, committee membership, advocacy and conduct at meetings.

Appointments to the Board are for a period of up to five years. Please note that terms of ten of the fifteen Board members, including the Chairman completed on 30 April 2023. The recruitment process for a new Chair has been completed and Ministerial decision on an appointment is awaited. A recruitment process for seven new Board Members is currently being conducted by the Department for Communities. The full Board membership will have reduced to its statutory minimum of twelve members following these seven appointments, with the option of increasing to the maximum of in line with the Museums & Galleries Order 1998 if deemed appropriate by the Department.

Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (ARAC) met four times during the year to review reports on risk management, the control environment, matters arising from internal and external audits, progress on the implementation of audit recommendations, and to review and endorse the Annual Report and Accounts to the Board to approve.

The Committee discharged its oversight responsibilities in accordance with the Terms of Reference and it has the requisite skills (including governance, financial reporting, risk management, auditing, strategic planning and understanding the core functions of the organisation) to discharge its responsibilities effectively.

Other Committees and the Executive Team

There are two other committees of the Board:

- The General Purposes and Finance Committee (GP&F): met four times during the year to review the financial plan, financial reports, reports on human resources and organisational development, marketing plans and to approve requests on loans.
- The Remuneration Committee: met twice to review the Chairman’s assessment of the performance of the Chief Executive.

During the year the following Members attended meetings of the Committees as follows:

	Attendance at ARAC meetings (max 4)	Attendance at GP&F Committee meetings (max 4)	Attendance at Remuneration Committee meetings (max 2)
Mr M McCoy, Chairman	1	4	2
Professor G Earls, Vice Chairman	N/A	3	1
Professor K Fleming	N/A	4	N/A
Mrs H Francey	N/A	3	1
Mrs D Harshaw	3	N/A	N/A
Dr R Kelly OBE	2	N/A	2
Dr L Litvack	3	N/A	N/A
Mr A McFarland	N/A	2	0
Dr G McIlroy	3	N/A	N/A
Mrs C Molloy	3	N/A	N/A
Ms Deirdre Bryce	N/A	4	N/A
Mr William Duddy*	2	1	N/A
Miss Charlotte Jess	N/A	4	1
Dr Robert Whan	N/A	4	1
Mr William McMullan**	1	2	N/A

* William Duddy moved to GP&F Committee as agreed at AGM in September '22

** William McMullan moved to ARAC Committee as agreed at AGM in September '22

In addition to its members, the following normally attend the Audit and Risk Assurance Committee:

- The Accounting Officer
- The Chief Operating Officer
- The Director of Collections
- The Head of Finance & Governance
- Representative(s) from the NI Audit Office
- Representative from the Department for Communities
- Internal Audit

Business Planning and Risk Management

Business Plan

The 2022/23 Business Plan was approved by Trustees at the March 2022 Board meeting. Following Board approval, the DfC Permanent Secretary formally approved the Business Plan on 1 February 2023 without amendment. The 2023/24 Business Plan was approved by Trustees at the March 2023 meeting and is currently awaiting Departmental approval.

Risk Management

The Risk Management Framework sets out the process whereby the National Museums NI methodically identifies, assesses and responds to the risks attached to its activities. It assigns responsibility and accountability for risk management; defines the processes for risk review and reporting; describes a format for the organisation's corporate risk register; and explains the organisation's approach to training in risk management.

Each risk is allocated a risk rating based on an evaluation of its impact and likelihood in two stages:

1. Assessment of inherent risk before any controls are identified.
2. Assessment of residual risk taking account of current risk response and controls and the required action plan.

Residual risk ratings are compared to the risk appetite and if the controls are judged to be inadequate to manage risk within the risk appetite then further action is identified to strengthen these controls.

Any strategic and/or key risks are escalated and included within the Corporate Risk Register. The Corporate Risk Register identifies risks and agreed actions and allocates responsibility for those to a risk owner. The Register is reviewed regularly by the Executive and Senior Management Team and quarterly by the Audit and Risk Assurance Committee and reported to the Board at each meeting.

In addition to the Corporate Risk Register, Internal Project Boards have developed project risk registers with project Senior Responsible Owners responsible for risk management. The Senior Management Team are fully involved in the continual review and management of risks and are trained and equipped to manage risk in a way appropriate to their authority and duties. The Internal Auditors provide advice and guidance on good practice in the management of risk throughout the audit process. Changes in the risk environment during the year have been dealt with by considering the impact of the risks assessed and taking action to manage the risks.

During the year the following key strategic risks relating to business objectives were identified:

1. The external macro environment creates significant uncertainty and volatility
2. Structural underfunding is not addressed
3. The business model is not sustainable
4. Our audience does not reflect the population of NI
5. Our public engagement is not relevant
6. The organisational systems and processes do not support the business need
7. Approval and investment is not secured to deliver the major transformation programme
8. Internal resistance to culture change and new ways of doing things
9. A cybersecurity event occurs on National Museums NI systems which allows exposure or loss of data
10. Lack of agility and flexibility within public sector systems and processes inhibits business responsiveness and effectiveness

In 2022/23 there were no instances where the Committee determined that risk(s) lay outside the organisation's risk appetite and were thus unacceptable. The Board will continue to keep this matter under review.

Fraud Risk and Information Risk

The management and control of the risk of fraud is set out in the Anti-Fraud Policy and Fraud Response Plan. Further related guidance is provided in the Anti-Bribery and Corruption Policy, the Conflicts of Interest Policy, the Staff Code of Conduct and the Raising Concerns Policy.

The Anti-Fraud Policy and Fraud Response Plan were updated in March 2021 to continue development of a culture within the organisation which raises awareness of the risks and consequences of fraud, and incorporates all relevant fraud related guidance and good practice.

There were no gifts provided to any parties during the year.

There were no personal data related incidents during the year.

There were no fraud incidents or attempts during the year.

Charities Act (Northern Ireland) 2022

National Museums NI, has continued to comply with guidelines and principles of the Charity Commission for Northern Ireland (CCNI) and will comply with the resultant Charities Act (Northern Ireland) 2022.

Disclosure of Audit Information

So far as the Accounting Officer is aware, there is no relevant audit information of which the Board's auditors are unaware. The Accounting Officer has taken all necessary steps to make herself aware of any relevant audit information and to establish that the Board's auditors are aware of that information.

Important events since the end of the financial year

There were no events since the end of the financial year requiring disclosure.

Northern Ireland Audit Office

The Northern Ireland Audit Office will complete the audit of the 2022/23 financial statements in accordance with International Standards on Auditing (UK) (ISAs) issued by the Financial Reporting Council; with Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'; and with the Audit Strategy presented to the Audit Committee in March 2023. The 2021/22 financial statement received an unmodified opinion from NIAO.

Sources of Independent Assurance

National Museums NI draws assurance on its system of internal control and governance arrangements from independent sources, in particular:

Internal Audit

The primary objective of internal audit is to provide an independent and objective opinion to the Board and Audit and Risk Assurance Committee on the adequacy and effectiveness of the system of internal control. The work of internal audit is informed by an analysis of the risks to which National Museums NI is exposed.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

National Museums NI and the Board contracts out its internal audit services. The appointed firm of Internal Auditors operates to Public Sector Internal Audit Standards (PSIAS). The Internal Audit Plan 2022/23 was approved by the Audit and Risk Assurance Committee in June 2022. The Committee considered reports on the following audits performed in 2022/23:

AUDIT ASSIGNMENT	LEVEL OF ASSURANCE PROVIDED
Estates Repairs & Maintenance	Satisfactory
Compliance Framework – Legal & Regulatory	Satisfactory
Data Protection (GDPR)	N/A – Advisory
Care & Management of the Collections	Satisfactory
Procurement of Artists & Performers	Satisfactory
Follow Up Review	Reasonable Progress

During 2022/23 the Internal Auditors identified no Priority 1 issues.

For the 12 months ended 31 March 2023, the Head of Internal Audit opinion for National Museums NI is as follows:

“Overall, there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of system objectives.”

Financial Management

Responsibility for ensuring that an effective system of internal financial control is maintained and operated rests with the Accounting Officer supported by the Audit and Risk Assurance Committee and the General Purposes and Finance Committee. The systems of internal financial control provide reasonable but not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or will be detected within a timely period.

Internal financial control is based on a framework of management information, financial regulations and administrative procedures, which include the segregation of duties, management supervision and a system of delegation and accountability.

National Museums NI has established Financial Policies and Procedures that address areas of risk as well as operational efficiency and effectiveness. These documents act as a reference point detailing all Financial Policies and Procedures that have been approved by the Board of National Museums NI.

All staff are briefed on these policies during their induction and at regular staff meetings. Any needs identified are addressed through the National Museums NI annual training and development plan.

Internal Governance Divergences

During the year there were no Priority One recommendations which have been described in the statement by the Head of Internal Audit.

It should be further noted that no ‘ministerial directions’ have been issued to the National Museums NI and there have been no reported lapses of protective security.

Conclusion

As Accounting Officer, I am satisfied that an appropriate system of internal governance is in place within National Museums NI.



Kathryn Thomson
Chief Executive
Date: 11 October 2023

3.4 Assembly Accountability & Audit Report (Audited Information)

Losses and Special Payments

There were no special payments or losses made in the financial year (2021/22: £750).

Remote Contingent Liabilities

National Museums NI has no remote contingent liabilities (2021/22: None).



Kathryn Thomson
Chief Executive
Date: 11 October 2023

3.5 The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums NI for the year ended 31 March 2023 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including the Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

I have also audited the information in Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of National Museums NI's affairs as at 31 March 2023 and of its total incoming resources and expenditure of resources for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of National Museums NI in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Museums NI's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not disclosed in the financial statements any identified any material uncertainties that relating to events or conditions that, individually or collectively, may cast significant doubt about on the National Museums NI's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for National Museums NI is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Trustees and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Trustees and the Chief Executive are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Museums and Galleries (Northern Ireland) Order 1998; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Museums NI and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or

- certain disclosures of remuneration specified by the Government Financial Report Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees and Chief Executive's Responsibilities, the Trustees and the Chief Executive as Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Trustees and Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the National Museums NI's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and Accounting Officer anticipates that the services provided by National Museums NI will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Museum and Galleries (Northern Ireland) Order 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the National Museums NI through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums NI's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

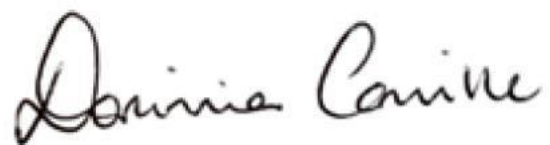
- completing risk assessment procedures to assess the susceptibility of National Museums NI's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

20 October 2023

NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Restricted £	Unrestricted £	2023 £	Restricted £	Unrestricted £	2022 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	-	101,687	101,687	-	84,999	84,999
Gifts in kind	2	99,725	-	99,725	442,670	-	442,670
<i>Charitable activities</i>							
Grant-in-aid	3	3,143,000	16,131,000	19,274,000	4,073,000	14,488,000	18,561,000
Admissions	3	-	1,159,035	1,159,035	-	895,019	895,019
Other grants	3	1,039,679	-	1,039,679	975,575	-	975,575
<i>Other trading activities</i>							
Sponsorships	4	9,739	-	9,739	11,230	-	11,230
Trading	4	-	1,288,798	1,288,798	-	955,452	955,452
Investment income		-	8,254	8,254	-	121	121
Other income	5	-	191,976	191,976	-	23,867	23,867
Total income		4,292,143	18,880,750	23,172,893	5,502,475	16,447,458	21,949,933
Expenditure on:							
<i>Raising funds</i>							
Trading	6	41,134	1,435,405	1,476,539	18,820	1,120,438	1,139,258
<i>Charitable activities</i>							
Care of Collections	6	197,144	2,431,420	2,628,564	222,862	2,171,706	2,394,568
Curatorial & Education	6	616,994	2,814,399	3,431,393	470,869	2,331,496	2,802,365
Experience & Enterprise	6	274,588	5,947,247	6,221,835	39,558	5,090,179	5,129,737
Audience Development	6	145,100	1,652,986	1,798,086	214,265	1,474,343	1,688,608
Operations	6	106,208	8,133,489	8,239,697	27,896	7,062,739	7,090,635
		1,381,168	22,414,946	23,796,114	994,270	19,250,901	20,245,171
Net income/(expenditure)		2,910,975	(3,534,196)	(623,221)	4,508,205	(2,803,443)	1,704,762
Transfers between funds		(2,383,286)	2,383,286	-	(3,556,082)	3,556,082	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	8	-	4,277,853	4,277,853	-	3,858,953	3,858,953
Net movement in funds		527,689	3,126,943	3,654,632	952,123	4,611,592	5,563,715
Reconciliation of funds:							
Total funds brought forward		21,928,491	79,037,148	100,965,639	20,976,368	74,425,556	95,401,924
Total funds carried forward		22,456,180	82,164,091	104,620,271	21,928,491	79,037,148	100,965,639

All amounts included in the above statement relate to the continuing operations of National Museums NI. There are no recognised gains and losses other than those shown above. The notes on pages 67 to 82 form part of these accounts.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	31 March 2023	31 March 2022	1 April 2021
			Restated	Restated
		£	£	£
Fixed Assets				
Tangible assets	8	90,440,184	87,537,115	83,041,552
Heritage assets	8	12,671,032	12,070,456	11,004,711
Right of use assets	9	68,759	-	-
Intangible assets	10	954,002	637,171	372,901
Investment in subsidiary	11	<u>2</u>	<u>2</u>	<u>2</u>
		104,133,979	100,244,744	94,419,166
Current Assets				
Stock	12	276,117	274,514	284,591
Debtors	13	1,250,753	2,073,915	1,007,974
Cash at bank and in hand	14	<u>3,573,919</u>	<u>4,040,514</u>	<u>4,056,220</u>
		5,100,789	6,388,943	5,348,785
Liabilities				
Creditors - amounts falling due within one year	15	<u>(3,752,065)</u>	<u>(4,846,547)</u>	<u>(3,561,177)</u>
Net current assets		<u>1,348,724</u>	<u>1,542,396</u>	<u>1,787,608</u>
Total assets less current liabilities		105,482,703	101,787,140	96,206,774
Creditors - amounts falling due after more than one year	16	(29,856)	-	-
Provision for liabilities and charges	17	<u>(832,576)</u>	<u>(821,501)</u>	<u>(804,850)</u>
		(862,432)	(821,501)	(804,850)
Total Net Assets		<u><u>104,620,271</u></u>	<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>
Represented by:				
Restricted funds	18	22,456,180	21,928,491	20,976,368
Unrestricted funds	18	33,296,182	33,798,791	31,788,285
Revaluation reserve	18	<u>48,867,909</u>	<u>45,238,357</u>	<u>42,637,271</u>
		<u>104,620,271</u>	<u>100,965,639</u>	<u>95,401,924</u>

The notes on pages 67 to 82 form part of these accounts.

The accounts on pages 64 to 82 were approved by the Board of Trustees of National Museums NI on 11 October 2023 and are signed on its behalf.

Charlotte Jess

C Jess
Vice-Chairman of the Board of Trustees

Katrina Thomson

K Thomson
Chief Executive

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	<u>3,276,635</u>	<u>4,414,752</u>
Cash flows from investing activities:			
Interest received		8,254	121
Purchase of intangible fixed assets		(318,956)	(205,917)
Purchase of tangible fixed assets		<u>(3,392,881)</u>	<u>(4,224,662)</u>
Net cash provided by (used in) investing activities		<u>(3,703,583)</u>	<u>(4,430,458)</u>
Cash flows from financing activities:			
Payments of lease liabilities		(38,672)	-
Interest on lease liabilities paid		<u>(975)</u>	<u>-</u>
Net cash provided by (used in) financing activities		<u>(39,647)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		(466,595)	(15,706)
Cash and cash equivalents at 1 April 2022	21	<u>4,040,514</u>	<u>4,056,220</u>
Cash and cash equivalents at 31 March 2023	21	<u><u>3,573,919</u></u>	<u><u>4,040,514</u></u>

Further detail to this cash flow statement is reported in Note 21.
The notes on pages 67 to 82 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

These accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of certain assets.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006, the accounting standards issued or adopted by the Accounting Standards Board and disclosure requirements issued by the Department of Finance in so far as those requirements are appropriate. They also comply with the Charities SORP (FRS 102) (2019).

The charity is a public benefit entity.

There are no material uncertainties related to events or conditions that cast significant doubt on the ability of National Museums NI to continue as a going concern.

The principal policies which have been adopted in the preparation of these accounts are as follows:

Incoming resources

Grant income from the Department for Communities is shown in the Statement of Financial Activities in the year in which it is received. Undrawn grant-in-aid is not available to be carried forward from one year to the next.

Other grant income is recognised as and when the conditions for its receipt have been met.

Deferred income will be matched and released as and when the conditions for its application have been met.

Gifts in kind donated, where a third party is bearing the cost, are included at the cost to the third party.

Admissions income, trading income and donations are accounted for on an accruals basis.

No amounts are included in the accounts for services donated by volunteers.

Resources expended

Resources expended are accounted for on an accruals basis. Expenditure is classified under principal charitable activities or costs of generating funds in order to provide more useful information to the users of the accounts.

Expenditure is classified to be in furtherance of charity objectives when it is directly attributable to the projects undertaken. All other expenditure is allocated either to support costs or costs of generating funds, as appropriate. Support costs comprise the costs of the Chief Executive's Office, Human Resources, Finance and Governance costs and are allocated to the charitable activities on a basis consistent with the use of the resources. The support costs are allocated according to the number of full time equivalent staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

Leases

Future lease liabilities are recognised on the balance sheet at their present value, unless the lease term is 12 months or less or the underlying asset has a low value. Corresponding right-of-use assets have also been recognised on the balance sheet representing the economic benefits of National Museum NI's right to use the underlying leased assets. The interest element of the lease payment is charged to the Statement of Financial Activities over the period of the lease at a constant rate in relation to the balance outstanding. Depreciation is provided on the asset on a straight line basis over the period of the lease.

NOTES TO THE ACCOUNTS

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

Depreciation is provided on all tangible fixed assets, other than land, assets under construction and heritage assets, at rates calculated to write off the cost or valuation, less estimated residual value, on a straight line basis for each asset over its expected useful life as follows:

Buildings	2% - 5%	per annum
Permanent exhibitions	2% - 20%	per annum
Computer equipment	5% - 20%	per annum
Fixtures and equipment	5% - 20%	per annum
Plant and machinery	5% - 15%	per annum
Motor vehicles	7% - 15%	per annum

Land and buildings are professionally revalued every year. With the exception of permanent exhibitions, the cost of all other fixed assets are restated annually to reflect their current value using the relevant price indices at the year end and to identify any impairment of value. The revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve.

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The minimum level for capitalising tangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Heritage Assets

Additions to the collections acquired since 1 April 2001 have been capitalised and recognised in the balance sheet at cost or at valuation, where a donor has gifted the items.

Valuations of gifts are based on the amount paid by the donor or the opinion of National Museums NI's specialist staff. Valuations are not updated after initial recognition.

Collections acquired before 1 April 2001 are assets of historical and scientific importance held to advance National Museums NI's educational and cultural objectives. These assets were not capitalised in past accounting periods as reliable cost information was not available and a reliable valuation approach was not considered to be cost effective.

Heritage assets are not depreciated.

Nature & scale of heritage assets

The collections of National Museums NI are multidisciplinary, diverse and span all time periods, referencing Northern Ireland within, and to, the wider world. Historically, they have grown on the site-based framework of the Ulster Museum, the Ulster Folk & Transport Museum and the Ulster American Folk Park. However, since similar collection types can relate to more than one site, they are more appropriately classified within six broad and complementary subject areas. National Museums NI will continue to collect within these subject areas and the time periods and geographic areas to which they relate:

1. Art;
2. Emigration;
3. Folk Life and Agriculture;
4. Human History;
5. Natural Sciences; and
6. Transport, Industry and Technology.

Policy on acquisition and disposal of Heritage Assets

National Museums NI has a Collections Development Policy in place. This policy provides further information on the nature of heritage assets held. It is available online at www.nationalmuseumsni.org.

NOTES TO THE ACCOUNTS

Policy on management and preservation of heritage assets

Three policies outline National Museums NI's intent towards the development, management, care, conservation of, and access to the collections: the Collections Development Policy; the Collections Care and Conservation Policy; and the Collections Information and Access Policy. These policies were developed as part of National Museums NI's successful application renewal for Museum Accreditation in 2015, approved by the Board of Trustees in March 2015 and it is currently being reassessed and reviewed. In addition, a National Museums NI Collections Documentation Plan exists which outlines the tasks required to progress the management of the collections in alignment with the minimum industry standard known as SPECTRUM.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software	4 - 5 years
On-Trade License	10 years

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by National Museums NI are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete and use it;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

The minimum level for capitalising intangible fixed assets is £1,000, although lower valued items may be pooled and capitalised where they constitute a unit or group.

Stocks

Stocks have been valued at the lower of cost and estimated net realisable value.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and in hand include deposits held at call with banks and petty cash and float balances.

Liabilities and provisions

Liabilities and provisions are recognised as resources expended as soon as there is a legal or constructive obligation committing National Museums NI to expenditure.

Reserves Policy

National Museums NI forecasts to operate on an annual basis within a balanced funding formula of grant-in-aid, sponsorship and donations, and self-generated income. Annual operating surpluses (or deficits) are kept to a minimum and are transferred to the Unrestricted General Reserve at 31 March each year.

The Charities SORP requires capital grants to be included within the Statement of Financial Activities in the year in which they are receivable. The only expenditure against this is depreciation. Therefore during periods of high capital investment, surpluses will arise on the Statement of Financial Activities.

The balance on the Restricted General Fund available at 31 March 2023 was £22.5m. The Trustees consider that sufficient funds are held in an appropriate form to enable funds to be applied in accordance with any restriction imposed. The balance on the Unrestricted General Fund, together with this policy, is reviewed on an annual basis.

National Museums NI receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

NOTES TO THE ACCOUNTS

Restricted Funds

Restricted funds are those funds which are subject to specific restriction imposed by the donor, by the purpose of an appeal or are received for a specified purpose. They comprise the following:

Collection acquisition fund - this fund represents the value of heritage assets funded by restricted donations and grant-in-aid since April 2001.

Government grant for fixed assets - this fund represents funding from the Department for the acquisition of fixed assets which following acquisition have no restriction on use and therefore transfer to the unrestricted funds.

Exhibition fund - this fund represents the net book value of National Museums NI's permanent exhibitions.

The Art Fund - the 2010 Art Fund Prize fund, to be used on a curatorial programme.

Curatorial Projects fund - funds to be used on specific curatorial projects.

O.L. Nelson Legacy fund - donated to National Museums NI for the specific purpose to purchase prints and drawings.

Patrick Donald Legacy Fund - donated to National Museums NI for the specific purpose to purchase artefacts of Irish interest.

General fund - this fund is to enable National Museums NI to manage its working capital relating to restricted activities.

Unrestricted Funds

Unrestricted funds are those funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of National Museums NI. They comprise the following:

Capital reserve - represents fixed assets transferred to National Museums NI from the Ulster Folk and Transport Museum when National Museums NI was established under the Museums and Galleries (Northern Ireland) Order 1998. This fund is reduced annually by depreciation.

Revaluation reserve - this fund represents the revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation on the revalued assets.

Government grant for fixed assets - this fund together with the capital fund and the revaluation reserve represents the net book value of all unrestricted assets, namely land and buildings, fixtures and equipment and motor vehicles.

General fund - this fund is to enable National Museums NI to manage its working capital relating to unrestricted activities.

Unrestricted Designated Fund

Board Reserve general fund - donation monies set aside to fund future projects approved by the Trustees, in the furtherance of our general objectives.

Board Reserve capital fund - proceeds of sale of assets to re-invest in capital projects approved by the Trustees.

Taxation

All income and expenditure is stated exclusive of VAT, which is fully recoverable.

National Museums NI has been granted charitable status by HM Revenue & Customs.

NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations:		
Gift Aid	14,972	31,972
Other donations	86,715	53,027
	<u>101,687</u>	<u>84,999</u>
Gifts in kind:		
Donated assets	99,725	442,670
Donated services	-	-
Total	<u>99,725</u>	<u>442,670</u>

The income from donations of £101,687 are unrestricted (2021/22: £84,999). Gifts in kind income at March 2023 comprises donations to the collections of £99,725. At March 2022 this included donations to the collections of £442,670. In addition to above, is the contribution made by volunteers. Volunteers make a significant and diverse contribution to the success of National Museums NI. They support us in many areas of the organisation, in roles ranging from assisting curatorial staff, to assisting with visitor services and education staff.

3. INCOME FROM CHARITABLE ACTIVITIES

Grant-in-aid from the Department for Communities

	2023	2022
	£	£
Resource grant-in-aid (Unrestricted)	16,131,000	14,488,000
Capital grant (Restricted)	3,143,000	4,073,000
Total received	<u>19,274,000</u>	<u>18,561,000</u>

Admissions	<u>1,159,035</u>	<u>895,019</u>
-------------------	------------------	----------------

Other grants	2023	2022
	£	£

Capital grants:		
Friends of the Ulster Museum	10,100	6,500
National Heritage Memorial	90,000	99,990
Art Fund	41,700	140,000
Esmee Mitchell Trust	6,000	8,000
IFPDA Foundation	8,532	-

Total capital grants	<u>156,332</u>	<u>254,490</u>
----------------------	----------------	----------------

Revenue grants:		
Northern Ireland Environment Agency	350,534	253,693
National Portrait Gallery	5,465	-
British Library	800	138,119
Peace IV	4,496	174,246
National Heritage Lottery Fund	429,090	104,850
Esmee Fairbairn	29,054	-
National History Museum	10,008	-
Tate (British Art Network)	1,750	1,750
British Ecological Society	-	11,158
Imperial War Museum	11,471	-
Pilgrim Trust	1,894	-
Other	38,785	37,269
Total revenue grants	<u>883,347</u>	<u>721,085</u>
	<u>1,039,679</u>	<u>975,575</u>

With the exception of resource grant-in-aid all of the grants are held in a restricted fund (further detail on restricted funds is given in note 1).

NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2023 £	2022 £
Sponsorships	<u>9,739</u>	<u>11,230</u>
Trading:		
Shop	791,286	560,114
Hire of facilities	104,470	20,307
Consultancy fees	42,648	41,154
Photographic sales	33,127	34,045
Events income	140,139	245,189
Franchise income	<u>177,128</u>	<u>54,643</u>
	<u><u>1,288,798</u></u>	<u><u>955,452</u></u>

Sponsorship income relates to specific programmes and events and is restricted. Trading income is unrestricted.

5. OTHER INCOME

	2023 £	2022 £
Other Income	<u>191,976</u>	<u>23,867</u>
	<u><u>191,976</u></u>	<u><u>23,867</u></u>

6. EXPENDITURE

	Staff costs £	Other Direct costs £	Indirect costs £	Depreciation & impairment £	2023 Total £	2022 Total £
Trading	553,259	637,756	47,921	237,603	1,476,539	1,139,258
Care of Collections	1,895,102	77,533	232,944	422,985	2,628,564	2,394,568
Curatorial & Education	2,249,334	418,558	211,325	552,176	3,431,393	2,802,365
Experience & Enterprise	4,342,082	298,963	579,580	1,001,210	6,221,835	5,129,737
Audience Development	1,022,595	340,283	145,862	289,346	1,798,086	1,688,608
Operations	<u>1,542,328</u>	<u>5,181,053</u>	<u>190,395</u>	<u>1,325,921</u>	<u>8,239,697</u>	<u>7,090,635</u>
	<u><u>11,604,700</u></u>	<u><u>6,954,146</u></u>	<u><u>1,408,027</u></u>	<u><u>3,829,241</u></u>	<u><u>23,796,114</u></u>	<u><u>20,245,171</u></u>

Expenditure on charitable activities was £23,796,114 (2021/22: £20,245,171) of which £1,381,168 were restricted (2021/22: £994,270).

NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	2023	2022
	£	£
Salaries and wages (includes temporary non-payroll staff)	8,507,520	7,983,906
Social security costs	765,040	645,820
Pension costs	2,281,896	2,085,262
Apprenticeship levy	25,664	23,460
Other staff costs	<u>24,580</u>	<u>28,534</u>
Total costs within expenditure	<u><u>11,604,700</u></u>	<u><u>10,766,982</u></u>

Included in the above costs is £431,301 (2021/22: £763,161) paid in respect of employment agency staff. Included in other staff costs are £13,506 (2021/22: £11,883) of redundancy costs.

Staff costs of £310,068 (2021/22: £434,789) have been capitalised in relation to capital project management time and are not included in resources expended.

Further information on staff costs is contained within the Remuneration and Staff Report.

Support costs

	Trading	Curatorial	Care of	Experience	Audience	Operations	2023	2022
	£	& Education	collections	& Enterprise	Dev	£	£	£
Finance/CEO office/ Human Resources	103,273	455,416	502,006	1,249,024	314,341	410,312	3,034,372	1,907,098
Governance - included in above	<u>13,656</u>	<u>31,736</u>	<u>24,311</u>	<u>57,544</u>	<u>16,629</u>	<u>76,206</u>	<u>220,082</u>	<u>86,895</u>

Governance costs

	2023	2022
	£	£
Audit and accountancy fees	39,755	45,336
Other governance costs	<u>180,327</u>	<u>41,559</u>
	<u><u>220,082</u></u>	<u><u>86,895</u></u>

7. NET INCOMING RESOURCES

Net incoming resources is stated after charging:

	2023	2022
	£	£
Auditors' remuneration:		
in respect of audit services	18,100	23,395
in respect of internal audit	21,655	21,941
Depreciation	3,613,531	3,236,608
Amortisation	98,110	75,384
Impairment	117,600	(388,834)
(Profit)/Loss on Disposal of Fixed Assets	<u>-</u>	<u>53,754</u>

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2022	73,521,892	13,051,648	14,521,253	508,093	101,602,886	12,070,456	113,673,342
Additions	739,759	342,483	1,237,511	-	2,319,753	600,576	2,920,329
Disposals	-	-	(1,329)	-	(1,329)	-	(1,329)
Impairment Charges	(117,600)	-	-	-	(117,600)	-	(117,600)
Revaluation	1,709,039	-	909,756	25,661	2,644,456	-	2,644,456
At 31 March 2023	<u>75,853,090</u>	<u>13,394,131</u>	<u>16,667,191</u>	<u>533,754</u>	<u>106,448,166</u>	<u>12,671,032</u>	<u>119,119,198</u>
Accumulated depreciation							
At 1 April 2022	6,093	4,075,449	9,697,073	287,156	14,065,771	-	14,065,771
Depreciation	2,245,682	335,821	961,712	33,722	3,576,937	-	3,576,937
Disposals	-	-	(1,329)	-	(1,329)	-	(1,329)
Revaluation	(2,243,689)	-	591,770	18,522	(1,633,397)	-	(1,633,397)
At 31 March 2023	<u>8,086</u>	<u>4,411,270</u>	<u>11,249,226</u>	<u>339,400</u>	<u>16,007,982</u>	<u>-</u>	<u>16,007,982</u>
Net book value							
At 31 March 2023	<u>75,845,004</u>	<u>8,982,861</u>	<u>5,417,965</u>	<u>194,354</u>	<u>90,440,184</u>	<u>12,671,032</u>	<u>103,111,216</u>
At 31 March 2022	<u>73,515,799</u>	<u>8,976,199</u>	<u>4,824,180</u>	<u>220,937</u>	<u>87,537,115</u>	<u>12,070,456</u>	<u>99,607,571</u>

Land and buildings at net book value comprise:

	2023 £	2022 £
Leasehold Improvements	3,989	5,982
Long leaseholds	75,841,015	73,509,817
	<u>75,845,004</u>	<u>73,515,799</u>

Included in land and buildings is a cleared site of approximately 0.25 acres located at Landseer Street, Belfast which has been valued at £482,400. National Museums NI's primary objectives per its Asset Management Strategy are deriving maximum value from its estate, with the sale of this respective asset is expected to take place within the 2023-24 financial year.

A full valuation by Land and Property Services (LPS) was carried out at 31 March 2023.

The valuations and basis of valuation, across all sites were as follows:

Property	Value	Basis of Valuation
Ulster Museum	27,697,150	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk Museum	14,313,297	Land at existing use value and buildings at depreciated replacement cost
Ulster Transport Museum	19,547,373	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,426,840	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,623,955	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	482,400	Land at market value less disposal costs
Stores	6,750,000	Market value and Land at existing use value and buildings at depreciated replacement cost
	<u>75,841,015</u>	

All other assets of National Museums NI were revalued in line with appropriate indices at 31 March 2023.

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS (continued)

Heritage assets acquired since 1 April 2001 have been capitalised at original cost or valuation, if donated. FRS 30 requires disclosure of heritage assets in the previous four accounting periods, analysed between those that have been purchased and donated:

	Purchased	Donated	Total
	£	£	£
2018-19	384,446	350,230	734,676
2019-20	173,996	625,375	799,371
2020-21	418,234	865,782	1,284,016
2021-22	623,075	442,670	1,065,745
2022-23	500,851	99,725	600,576
	<u>2,100,602</u>	<u>2,383,782</u>	<u>4,484,384</u>

There were no disposals of heritage assets since 1 April 2001.

NOTES TO THE ACCOUNTS

9. RIGHT OF USE ASSETS

9.1 Quantitative disclosures around right-of-use assets

2022-23

	Buildings £	Fixtures & Fittings £	Total £
Right-of-use assets			
As at 1 April 2022	-	-	-
Additions	88,648	16,705	105,353
Depreciation expense	(32,236)	(4,358)	(36,594)
As at 31 March 2023	<u>56,412</u>	<u>12,347</u>	<u>68,759</u>

9.2 Quantitative disclosures around lease liabilities

	2023 £	2022 £
Buildings:		
Not later than one year	33,000	-
Later than one year and not later than five years	22,000	-
Later than five years	-	-
Less: interest element	(723)	-
Present Value of obligations	<u>54,277</u>	<u>-</u>
Other:		
Not later than one year	4,459	-
Later than one year and not later than five years	8,175	-
Later than five years	-	-
Less: interest element	(229)	-
Present Value of obligations	<u>12,405</u>	<u>-</u>
Total Present Value of obligations	<u><u>66,682</u></u>	<u><u>-</u></u>

9.3 Quantitative disclosures around elements in the Statement of Comprehensive Net Expenditure

	2023 £	2022 £
Expense related to short-term leases	6,770	-

9.4 Quantitative disclosures around cash outflow for leases

	2023 £	2022 £
Total cash outflow for leases	39,647	-

NOTES TO THE ACCOUNTS

10. INTANGIBLE FIXED ASSETS

	Computer software	On-trade licence	Total £
Cost or valuation	£	£	£
At 1 April 2022	592,390	186,738	779,128
Additions	<u>402,091</u>	<u>12,850</u>	<u>414,941</u>
At 31 March 2023	<u>994,481</u>	<u>199,588</u>	<u>1,194,069</u>
Amortisation			
At 1 April 2022	141,957	-	141,957
Charge for year	<u>94,784</u>	<u>3,326</u>	<u>98,110</u>
At 31 March 2023	<u>236,741</u>	<u>3,326</u>	<u>240,067</u>
Net book value	£	£	£
At 31 March 2023	<u>757,740</u>	<u>196,262</u>	<u>954,002</u>
At 31 March 2022	<u>450,433</u>	<u>186,738</u>	<u>637,171</u>

11. INVESTMENTS

	2023	2022
	£	£
Investment in Subsidiary - National Museums Northern Ireland Enterprises Limited	<u>2</u>	<u>2</u>

National Museums NI owns the whole of the issued share capital of National Museums Northern Ireland Enterprises Limited (NMNIEL), a registered company. The registered office of NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 30 September 2021, NMNIEL had net assets totalling £2.

12. STOCK

	2023	2022
	£	£
Shop goods for resale	201,790	208,892
Academic publications for resale	22,300	25,701
Maintenance materials and consumables	28,975	24,579
Farm stock	<u>23,052</u>	<u>15,342</u>
	<u>276,117</u>	<u>274,514</u>

13. DEBTORS

	2023	2022
	£	£
Trade debtors	119,672	109,897
Prepayments and accrued income	642,792	741,686
Other debtors	<u>488,289</u>	<u>1,222,332</u>
	<u>1,250,753</u>	<u>2,073,915</u>

NOTES TO THE ACCOUNTS

14. CASH AT BANK AND IN HAND

	2023	2022
	£	£
Cash at bank and in hand	<u>3,573,919</u>	<u>4,040,514</u>

15. CREDITORS (amounts falling due within one year)

	2023	2022
	£	£
Trade creditors	603,198	1,721,449
Other taxes and social security	181,654	186,753
Accruals	2,738,809	2,839,323
Deferred income	191,100	98,640
Other creditors	478	382
Lease liabilities	<u>36,826</u>	<u>-</u>
	<u>3,752,065</u>	<u>4,846,547</u>

Movement on deferred income

	Contract / grant	Sponsorship	Event deposit	Advance admin charge	Total
	£	£	£	£	£
Balance as at 1 April 2022	55,785	3,000	36,105	3,750	98,640
Amounts released from previous years	(6,592)	-	(32,439)	(3,750)	(42,781)
Incoming resources deferred in the current year	76,683	-	54,808	3,750	135,241
Balance as at 31 March 2023	<u>125,876</u>	<u>3,000</u>	<u>58,474</u>	<u>3,750</u>	<u>191,100</u>

Deferred income will be matched and released as and when the contractual obligations have been discharged.

16. CREDITORS (amounts falling due after more than one year)

	2023	2022
	£	£
Lease liabilities	<u>29,856</u>	<u>-</u>
	<u>29,856</u>	<u>-</u>

NOTES TO THE ACCOUNTS

17. PROVISIONS FOR LIABILITIES AND CHARGES

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2022	821,501	-	821,501
Provided in year	-	20,000	20,000
Provisions not required written back	(8,925)	-	(8,925)
Utilised in year	-	-	-
Balance as at 31 March 2023	<u>812,576</u>	<u>20,000</u>	<u>832,576</u>

Following Government guidance on a legal case, (*PSNI v Agnew*), a provision of £812,576 has been made. The Court of Appeal (CoA) judgment from 17 June 2019 determined that claims for Holiday Pay shortfall can be taken back to 1998. However, the PSNI has appealed the CoA judgment to the Supreme Court. This case was heard in December 2022 and a result is not expected to be heard until late 2023 but could result in a decision which either reduces the period of liability or confirms the full period back to 1998. The 2022/23 Holiday Pay provision has been estimated and covers the period from 1998 to 31 March 2023.

There are still some very significant elements of uncertainty around this estimate for a number of reasons:

1. The appeal to the Supreme Court (as detailed above);
2. Lack of accessible data for years previous to 2011 and for some groups of staff beyond 2011;
3. Ongoing negotiations with Trade Unions;
4. A reliable estimate for the pension element is not yet available so this has not been factored into the provision; and
5. The provision is gross (inclusive of Employee National Insurance and PAYE). The partial release of the provision during the year reflects the decrease in Employer National Insurance Contributions (NI) from 15.05% to 13.8% during 2022/23.

A provision of £20,000 has been made for a potential settlement. There are uncertainties around the timing and value, however this is expected to be confirmed during 2023.

Analysis of expected timing of discounted flows

	Payroll	Other	Total
	£	£	£
Less than one year	-	20,000	20,000
Later than one year and not later than five years	812,576	-	812,576
Later than 5 years	-	-	-
Balance as at 31 March 2023	<u>812,576</u>	<u>20,000</u>	<u>832,576</u>

NOTES TO THE ACCOUNTS

18. STATEMENT OF FUNDS

	At 1 April 2022 Restated £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2023 £
Restricted Funds						
Collection acquisition fund	12,070,456	338,694	-	-	261,882	12,671,032
Government grant for fixed assets	(199,054)	2,586,180	-	-	(2,392,210)	(5,084)
Exhibition fund	8,976,198	342,484	(335,821)	-	-	8,982,861
Voluntary Exit Scheme fund	9,484	-	-	-	-	9,484
Payroll Provision	(821,501)	-	-	-	8,925	(812,576)
The Art Fund	100,000	41,700	-	-	(41,700)	100,000
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	476,992	-	-	-	(38,652)	438,340
P Donald Legacy	411,265	-	-	-	(91,531)	319,734
National Heritage Memorial Fund	-	90,000	-	-	(90,000)	-
General fund	896,552	893,085	(1,045,347)	-	-	744,290
	<u>21,928,491</u>	<u>4,292,143</u>	<u>(1,381,168)</u>	<u>-</u>	<u>(2,383,286)</u>	<u>22,456,180</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	125,274	101,687	-	-	-	226,961
Board Reserve capital fund	473,719	-	-	-	-	473,719
Undesignated funds:						
Capital reserve	2,327,064	-	(469,458)	-	-	1,857,606
Revaluation reserve	45,238,357	-	(648,301)	4,277,853	-	48,867,909
Government grant for fixed assets	31,632,674	-	(2,375,664)	-	2,428,803	31,685,813
General fund	(759,940)	18,779,063	(18,921,523)	-	(45,517)	(947,917)
	<u>79,037,148</u>	<u>18,880,750</u>	<u>(22,414,946)</u>	<u>4,277,853</u>	<u>2,383,286</u>	<u>82,164,091</u>
Total Funds	<u>100,965,639</u>	<u>23,172,893</u>	<u>(23,796,114)</u>	<u>4,277,853</u>	<u>-</u>	<u>104,620,271</u>

The transfer of £2,392,210 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

More detail on restated balances as at 1 April 2021 can be found in note 26.

**NATIONAL MUSEUMS NI
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

NOTES TO THE ACCOUNTS

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Fixed Assets	21,653,893	82,480,086	104,133,979	100,244,744
Current Assets	3,519,545	1,581,244	5,100,789	6,388,943
Liabilities	<u>(2,030,379)</u>	<u>(2,584,118)</u>	<u>(4,614,497)</u>	<u>(5,668,048)</u>
Total Net Assets	<u>23,143,059</u>	<u>81,477,212</u>	<u>104,620,271</u>	<u>100,965,639</u>

20. CAPITAL COMMITMENTS

There were £200k of capital commitments at 31 March 2023 (2021/22: £311k) relating to multi year capital projects.

21. NOTES TO CASHFLOW

Reconciliation of net income to net cash inflow from operating activities	2023 £	2022 £
Net income/(expenditure) for the reporting period as per the statement of financial activities	(623,221)	1,704,762
Adjustments for:		
Depreciation	3,613,531	3,236,608
Impairment	117,600	(388,834)
Amortisation	98,110	75,384
(Profit)/loss on disposal of fixed assets	-	43,549
Decrease/(increase) in stock	(1,603)	10,077
Decrease/(increase) in debtors	823,162	(1,065,941)
Increase/(decrease) in creditors	(754,740)	782,617
Increase/(decrease) in provision	11,075	16,651
Deposit interest receivable	(8,254)	(121)
Interest on lease liabilities paid	975	-
Net cash provided by (used in) operating activities	<u>3,276,635</u>	<u>4,414,752</u>

Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	<u>3,573,919</u>	<u>4,040,514</u>

Analysis of change in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash	4,040,514	(466,595)	3,573,919
Cash equivalents	-	-	-
Overdraft facility	-	-	-
Loans due within one year	-	-	-
Loans due after one year	-	-	-
Finance lease obligations	-	-	-
Total	<u>4,040,514</u>	<u>(466,595)</u>	<u>3,573,919</u>

NOTES TO THE ACCOUNTS

22. RELATED PARTY TRANSACTIONS

National Museums NI is a Non-Departmental Public Body funded by the Department for Communities (formerly the Department of Culture, Arts and Leisure for Northern Ireland).

The Chief Executive is a non executive director of Strategic Investment Board (SIB). During the year £144,505 was paid to SIB for secondee services to provide Asset Management support and £695 was received from SIB for corporate event bookings. The Chief Executive is a non executive director of Visit Belfast and during the year £6,300 was paid to Visit Belfast for annual partnerships and publications (2021/22: £3,060). Visit Belfast paid £nil to National Museums NI in the current year (2021/22: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2021/22: £nil) and £2,720 was received as a donation (2021/22: £2,040).

National Museums NI has had a number of transactions with other Government Departments and other Central Government Bodies. These have been mainly with Central Procurement Directorate and Civil Service Pensions Branch within the Department of Finance

23. FINANCIAL INSTRUMENTS

National Museums NI's resources are met through grant-in-aid funding received from the Department for Communities and also through grant funding from other sources and from income generated through admissions, trading activities and donations. National Museums NI does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables, cash and short term investments. Trade receivables are recognised at fair value less a provision for impairment (bad debt). The provision is made when the National Museums NI is of the view that the debt may not be collectable in full, or in part, in accordance with the terms. The organisation has no borrowings and relies primarily on departmental grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, National Museums NI holds no financial instruments.

Liquidity Risk

National Museums NI secures funding for inescapable core activities in advance of expenditure being committed. National Museums NI however relies on Self -Generated Income to discharge its full statutory obligations therefore is exposed to some liquidity risk.

Credit Risk

National Museums NI have credit policies and procedures in place and currently do not extend material credit facilities. National Museums NI is not therefore exposed to any material credit risk.

24. CONTINGENT LIABILITIES

There are currently no contingent liabilities to report.

25. EVENTS AFTER THE REPORTING DATE

There were no events since the end of the financial year requiring disclosure.

26. PRIOR YEAR ADJUSTMENTS

During the year it was noted that in prior periods there was a misallocation of fixed asset additions to the Revaluation reserve instead of the Government grant for fixed assets reserve, which resulted in an overstatement of the Revaluation reserve and an understatement of the unrestricted reserves.

The impact of the correction of this error on periods presented is as follows:

	Unrestricted funds	Revaluation reserve	Total
	£	£	£
At 1 April 2021 per original signed accounts	24,802,114	49,623,442	74,425,556
Adjustment as at 1 April 2021	6,986,171	(6,986,171)	-
Restated position at 1 April 2021	31,788,285	42,637,271	74,425,556
Net movement in funds year ended 31 March 2022 (as originally stated)	(1,545,576)	6,157,168	4,611,592
Adjustment as at 31 March 2022	3,556,082	(3,556,082)	-
Restated position at 31 March 2022	33,798,791	45,238,357	79,037,148

There were no other adjustments to any of the figures presented in the Statement of Financial Activities, Balance Sheet or other primary statements.

National Museums and Galleries of Northern Ireland

Northern Ireland - Charity number 103729

Annual return

3.5 The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums NI for the year ended 31 March 2023 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including the Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

I have also audited the information in Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of National Museums NI's affairs as at 31 March 2023 and of its total incoming resources and expenditure of resources for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of National Museums NI in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that National Museums NI's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not disclosed in the financial statements any identified any material uncertainties that relating to events or conditions that, individually or collectively, may cast significant doubt about on the National Museums NI's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for National Museums NI is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Trustees and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Trustees and the Chief Executive are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Museums and Galleries (Northern Ireland) Order 1998; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the National Museums NI and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or

- certain disclosures of remuneration specified by the Government Financial Report Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees and Chief Executive's Responsibilities, the Trustees and the Chief Executive as Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Trustees and Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the National Museums NI's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and Accounting Officer anticipates that the services provided by National Museums NI will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Museum and Galleries (Northern Ireland) Order 1998.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the National Museums NI through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums NI's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;

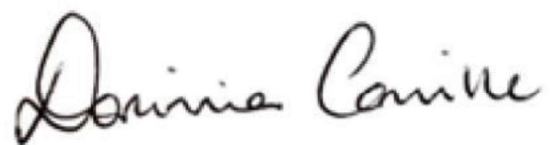
- completing risk assessment procedures to assess the susceptibility of National Museums NI's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

20 October 2023