

# ANNUAL REPORT AND ACCOUNTS 2022-2023

**NI**  
**NATIONAL  
MUSEUMS NI**





**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](mailto:info@nationalmuseumsni.org).

## CONTENTS

<b>1. CHIEF EXECUTIVE'S INTRODUCTION</b>	<b>3</b>
<b>2. TRUSTEES' PERFORMANCE REPORT</b>	<b>4</b>
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
<b>3. ACCOUNTABILITY REPORT</b>	<b>36</b>
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
<b>4. FINANCIAL STATEMENTS</b>	<b>64</b>
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](http://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 <sub>2</sub> e	1,872 tCO <sub>2</sub> e	2,004 tCO <sub>2</sub> 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 (tCO<sub>2</sub>e). 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 (tCO<sub>2</sub>e), with scope 1 (direct) and 2 (indirect) emissions totalling 1,872 tCO<sub>2</sub>e within that overall figure, against a target of 1,904 tCO<sub>2</sub>e. 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).

<b>Income Source</b>	<b>£m</b>
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>
<b>Total Non Grant in Aid Income</b>	<b><u>3.7</u></b>

#### **(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 (tCO<sub>2</sub>e). 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 tCO<sub>2</sub>e. Of this total, scope 1 (direct) and scope 2 (indirect) emissions accounted for 1,872 tCO<sub>2</sub>e, surpassing our target of 1,904 tCO<sub>2</sub>e. 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.

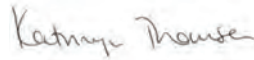
The Corporate Strategy continues to build on the foundations laid by the previous strategy with regards to securing relevance and sustainability in the future. It is designed to reshape our thinking and set a broader and more ambitious future for the organisation than ever before.

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 <sup>1</sup> (to nearest £1,000)	Total £'000	Salary £'000	Bonus £'000	Pension Benefits (to nearest £1,000)	Total £'000
<b>K Thomson</b> Chief Executive	100-105	-	(8,000)	95-99	100-105	-	49,000	145- 149
<b>C Catney</b> Chief Operating Officer	80-85	-	32,000	110- 115	80-85	-	31,000	110- 115
<b>W Blair</b> 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.

<sup>1</sup> 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.

<b>Table 1 - Median Pay Ratio</b>	<b>2022/23</b>	<b>2021/22</b>
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.

<b>Table 2 - Annual Percentage Change For:</b>	<b>2022/23</b>	<b>2021/22</b>
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



**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

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**

<b>2022/23</b>	<b>25<sup>th</sup> Percentile</b>	<b>Median</b>	<b>75<sup>th</sup> Percentile</b>
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**

<b>2021/22</b>	<b>25<sup>th</sup> Percentile</b>	<b>Median</b>	<b>75<sup>th</sup> Percentile</b>
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)**

	<b>Accrued pension at pension age as at 31/3/23 and related lump sum</b>	<b>Real increase in pension and related lump sum at pension age</b>	<b>CETV at 31/3/23</b>	<b>CETV at 31/3/22</b>	<b>Real increase in CETV</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>K Thomson</b> Chief Executive	40-45	0	702	647	(20)
<b>C Catney</b> Chief Operating Officer	10-15	0-2.5	157	124	22
<b>W Blair</b> 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%.

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

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 1/80<sup>th</sup> 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 1/60<sup>th</sup> 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
<b>Total</b>	<b>11,173,399</b>	<b>431,301</b>	<b>11,604,700</b>	<b>10,766,982</b>

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](http://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)**

<b>Activity area</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
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>
<b>Total</b>	<b><u>11,604,700</u></b>	<b><u>10,766,982</u></b>

**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:

	<b>2023</b>	<b>2022</b>
Permanent contract	237	226
Temporary agency contract	11	12
Fixed term funded contract	<u>13</u>	<u>19</u>
<b>Total</b>	<b><u>261</u></b>	<b><u>257</u></b>

The number of full time equivalent employees as at 31 March 2023 analysed by activity was as follows:

	<b>2023</b>	<b>2022</b>
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>
<b>Total</b>	<b><u>266</u></b>	<b><u>268</u></b>

Further analysis of full time equivalent employees is as follows:

	<b>2023</b>		<b>2022</b>	
	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
Chief Executive	-	1	-	1
Directors	2	-	2	-
Employees	<u>114</u>	<u>149</u>	<u>115</u>	<u>150</u>
<b>Total</b>	<b><u>116</u></b>	<b><u>150</u></b>	<b><u>117</u></b>	<b><u>151</u></b>

**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
<b>Total resource cost (£)</b>	<b>£5,968</b>	<b>£11,883</b>	<b>£7,538</b>	<b>-</b>	<b>£13,506</b>	<b>£11,883</b>

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.

*Katrina 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](http://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](http://nationalmuseumsni.org).

**Board Membership and Attendance**

During the year the following served as Board Members:

	<b>Attendance at Board meetings 2022-23 (Max 6)</b>
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 McLroy	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:

	<b>Attendance at ARAC meetings (max 4)</b>	<b>Attendance at GP&amp;F Committee meetings (max 4)</b>	<b>Attendance at Remuneration Committee meetings (max 2)</b>
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:

<b>AUDIT ASSIGNMENT</b>	<b>LEVEL OF ASSURANCE PROVIDED</b>
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

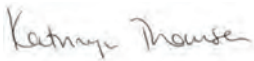
### **3.4 Assembly Accountability & Audit Report (Audited Information)**

#### **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.

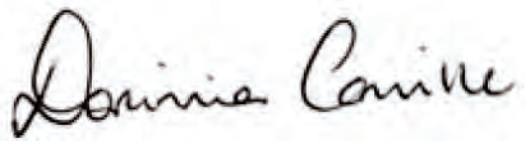
A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

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

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 £
<b>Income from:</b>							
<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
<b>Total income</b>		<b>4,292,143</b>	<b>18,880,750</b>	<b>23,172,893</b>	<b>5,502,475</b>	<b>16,447,458</b>	<b>21,949,933</b>
<b>Expenditure on:</b>							
<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
		<b>1,381,168</b>	<b>22,414,946</b>	<b>23,796,114</b>	<b>994,270</b>	<b>19,250,901</b>	<b>20,245,171</b>
<b>Net income/(expenditure)</b>		<b>2,910,975</b>	<b>(3,534,196)</b>	<b>(623,221)</b>	<b>4,508,205</b>	<b>(2,803,443)</b>	<b>1,704,762</b>
<b>Transfers between funds</b>		<b>(2,383,286)</b>	<b>2,383,286</b>	<b>-</b>	<b>(3,556,082)</b>	<b>3,556,082</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>							
Gains/(losses) on revaluation of fixed assets	8	-	4,277,853	4,277,853	-	3,858,953	3,858,953
<b>Net movement in funds</b>		<b>527,689</b>	<b>3,126,943</b>	<b>3,654,632</b>	<b>952,123</b>	<b>4,611,592</b>	<b>5,563,715</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		<b>21,928,491</b>	<b>79,037,148</b>	<b>100,965,639</b>	<b>20,976,368</b>	<b>74,425,556</b>	<b>95,401,924</b>
<b>Total funds carried forward</b>		<b>22,456,180</b>	<b>82,164,091</b>	<b>104,620,271</b>	<b>21,928,491</b>	<b>79,037,148</b>	<b>100,965,639</b>

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**

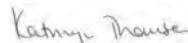
	Note	31 March 2023	31 March 2022	1 April 2021
			Restated	Restated
		£	£	£
<b>Fixed Assets</b>				
Tangible assets	8	90,440,184	87,537,115	83,041,552
Heritage assets	8	12,671,032	12,070,456	11,004,711
Right of use assets	9	68,759	-	-
Intangible assets	10	954,002	637,171	372,901
Investment in subsidiary	11	2	2	2
		<u>104,133,979</u>	<u>100,244,744</u>	<u>94,419,166</u>
<b>Current Assets</b>				
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	3,573,919	4,040,514	4,056,220
		<u>5,100,789</u>	<u>6,388,943</u>	<u>5,348,785</u>
<b>Liabilities</b>				
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>
		<u>(862,432)</u>	<u>(821,501)</u>	<u>(804,850)</u>
<b>Total Net Assets</b>		<u><u>104,620,271</u></u>	<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>
<b>Represented by:</b>				
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.



C Jess  
Vice-Chairman of the Board of Trustees



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 £
<b>Cash flows from operating activities:</b>			
<b>Net cash provided by (used in) operating activities</b>	21	<u>3,276,635</u>	<u>4,414,752</u>
<b>Cash flows from investing activities:</b>			
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>
<b>Net cash provided by (used in) investing activities</b>		<u>(3,703,583)</u>	<u>(4,430,458)</u>
<b>Cash flows from financing activities:</b>			
Payments of lease liabilities		(38,672)	-
Interest on lease liabilities paid		<u>(975)</u>	<u>-</u>
<b>Net cash provided by (used in) financing activities</b>		<u>(39,647)</u>	<u>-</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(466,595)	(15,706)
<b>Cash and cash equivalents at 1 April 2022</b>	21	4,040,514	4,056,220
<b>Cash and cash equivalents at 31 March 2023</b>	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](http://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.



**NATIONAL MUSEUMS NI**  
**ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**NOTES TO THE ACCOUNTS**

**2. DONATIONS AND LEGACIES**

	2023 £	2022 £
<b>Donations:</b>		
Gift Aid	14,972	31,972
Other donations	86,715	53,027
	<u>101,687</u>	<u>84,999</u>
<b>Gifts in kind:</b>		
Donated assets	99,725	442,670
Donated services	-	-
<b>Total</b>	<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
<b>Total received</b>	<u>19,274,000</u>	<u>18,561,000</u>

<b>Admissions</b>	<u>1,159,035</u>	<u>895,019</u>
-------------------	------------------	----------------

	2023 £	2022 £
--	-----------	-----------

**Other grants:**

<b>Capital grants:</b>		
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	-
<b>Total capital grants</b>	<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
<b>Total revenue grants</b>	<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).

**NATIONAL MUSEUMS NI**  
**ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**NOTES TO THE ACCOUNTS**

**4. INCOME FROM OTHER TRADING ACTIVITIES**

	2023 £	2022 £
<b>Sponsorships</b>	<u>9,739</u>	<u>11,230</u>
<b>Trading:</b>		
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>1,288,798</u>	<u>955,452</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>191,976</u>	<u>23,867</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>11,604,700</u>	<u>6,954,146</u>	<u>1,408,027</u>	<u>3,829,241</u>	<u>23,796,114</u>	<u>20,245,171</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).

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**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	24,580	28,534
	<u>11,604,700</u>	<u>10,766,982</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 & Education	Care of collections	Experience & Enterprise Dev	Audience Dev	Operations	2023 £	2022 £
	£	£	£	£	£	£	£	£
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	13,656	31,736	24,311	57,544	16,629	76,206	220,082	86,895
							<u>220,082</u>	<u>86,895</u>

**Governance costs**

	2023 £	2022 £
Audit and accountancy fees	39,755	45,336
Other governance costs	180,327	41,559
	<u>220,082</u>	<u>86,895</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	-	53,754
	<u>-</u>	<u>53,754</u>

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**NOTES TO THE ACCOUNTS**

**8. TANGIBLE FIXED ASSETS**

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
<b>Cost or valuation</b>							
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	75,853,090	13,394,131	16,667,191	533,754	106,448,166	12,671,032	119,119,198
<b>Accumulated depreciation</b>							
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	8,086	4,411,270	11,249,226	339,400	16,007,982	-	16,007,982
<b>Net book value</b>							
At 31 March 2023	75,845,004	8,982,861	5,417,965	194,354	90,440,184	12,671,032	103,111,216
At 31 March 2022	73,515,799	8,976,199	4,824,180	220,937	87,537,115	12,070,456	99,607,571

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 £
<b>Right-of-use assets</b>			
As at 1 April 2022	-	-	-
Additions	88,648	16,705	<b>105,353</b>
Depreciation expense	(32,236)	(4,358)	<b>(36,594)</b>
As at 31 March 2023	<u>56,412</u>	<u>12,347</u>	<u><b>68,759</b></u>

**9.2 Quantitative disclosures around lease liabilities**

	2023 £	2022 £
<b>Buildings:</b>		
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>
<b>Other:</b>		
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><b>66,682</b></u></u>	<u><u><b>-</b></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	-

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**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>
<b>Amortisation</b>			
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>
<b>Net book value</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>At 31 March 2023</b>	<u>757,740</u>	<u>196,262</u>	<u>954,002</u>
<b>At 31 March 2022</b>	<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>

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**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>



**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**NOTES TO THE ACCOUNTS**

**17. PROVISIONS FOR LIABILITIES AND CHARGES**

	<b>Payroll</b>	<b>Other</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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	-	-	-
<b>Balance as at 31 March 2023</b>	<b><u>812,576</u></b>	<b><u>20,000</u></b>	<b><u>832,576</u></b>

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***

	<b>Payroll</b>	<b>Other</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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	-	-	-
<b>Balance as at 31 March 2023</b>	<b><u>812,576</u></b>	<b><u>20,000</u></b>	<b><u>832,576</u></b>

**NATIONAL MUSEUMS NI  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**

**NOTES TO THE ACCOUNTS**

**18. STATEMENT OF FUNDS**

	At 1 April 2022 Restated £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2023 £
<b>Restricted Funds</b>						
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>(2,383,286)</u>	<u>22,456,180</u>
<b>Unrestricted Funds</b>						
<b>Designated fund:</b>						
Board Reserve fund	125,274	101,687	-	-	-	226,961
Board Reserve capital fund	473,719	-	-	-	-	473,719
<b>Undesignated funds:</b>						
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>
<b>Total Funds</b>	<b><u>100,965,639</u></b>	<b><u>23,172,893</u></b>	<b><u>(23,796,114)</u></b>	<b><u>4,277,853</u></b>	<b><u>-</u></b>	<b><u>104,620,271</u></b>

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
<b>Adjustments for:</b>		
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	<u>975</u>	<u>-</u>
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	-	-	-
<b>Total</b>	<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 secondeed 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)	-
<b>Restated position at 1 April 2021</b>	<b>31,788,285</b>	<b>42,637,271</b>	<b>74,425,556</b>
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)	-
<b>Restated position at 31 March 2022</b>	<b>33,798,791</b>	<b>45,238,357</b>	<b>79,037,148</b>

There were no other adjustments to any of the figures presented in the Statement of Financial Activities, Balance Sheet or other primary statements.







**NNNi**

**NATIONAL  
MUSEUMS NI**



**[nationalmuseumsni.org](http://nationalmuseumsni.org)**