

ANNUAL REPORT AND ACCOUNTS

NNNi
**NATIONAL
MUSEUMS NI**

2021-2022



**National Museums NI Annual Report and Accounts
For the year ended 31 March 2022**

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

8 November 2022

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1. CHAIRMAN'S FOREWORD

In my role as Chairman of the Board of Trustees, I would like to extend a warm invitation to you - as a partner, stakeholder or interested onlooker - to explore this Annual Report & Accounts publication, which charts the progress made by National Museums NI in the reporting year ending 31st March 2022.

In what has been a largely complex and worrisome time for the museums and heritage sector, and indeed most other sectors, the Trustees have sought to support National Museums NI to remain resolute in the pursuit of our longer-term strategic ambitions.

Now more than ever, museums must demonstrate their ability to be a force for good in this world and create positive impacts for the benefit of all. It pleases me, in that regard, to present this report and particularly our Annual Review at Section 2.6, highlighting the projects that evidence the impact that National Museums NI continues to generate.

I have had the opportunity to witness these projects first-hand, such as The Conservation Volunteers partnership activity now taking place at the Ulster Folk Museum. This project alone speaks to opportunity for museums to rethink their services, ensuring that they are geared towards achieving positive social and environmental outcomes in a way that embraces partnership working and innovation.

With these initiatives now firmly embedded within National Museums NI, and others like them in development, I am optimistic and excited about the future.



Miceal McCoy
Chairman of the Board of Trustees

2. PERFORMANCE REPORT

2.1 Chief Executive's Welcome

2021/22 was an extremely busy, but productive and ultimately rewarding year at National Museums NI. It represented the first year of our new five-year corporate strategy, which set out an ambitious programme of investment and recalibration to transform our museum services and spaces.

As with any journey, we needed to ensure strong and stable progress from the outset. It also represented a significant year for society with the commemoration of the centenary of the creation of Northern Ireland and partition of Ireland, which was a critical opportunity for our work to make an impact through encouraging debate, providing new perspectives and promoting reconciliation. Remaining with us throughout the year, of course, were the enduring uncertainties brought about by the COVID-19 pandemic and the challenging impact it continued to have on our operations as we attempted to stride forwards towards the opportunities at hand.

Reflecting back, I am extremely proud how we managed to navigate the year to surmount our challenges, seize our opportunities and ultimately make progress. I am pleased to present in this Annual Report just some of the year's highlights, none of which would be possible without the continued dedication of our staff and support from our partners. What we have achieved so far fills me full of confidence that we can be even bolder in accelerating our progress as we look to this incoming year.



Kathryn Thomson
Chief Executive

2.2 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 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 five 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;
- online visitation;
- details of outreach visits where we take collections into local communities;
- 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 and exhibitions;
- 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 [nmni.com](https://www.nmni.com).

2.3 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 (FRS102), HM Treasury Financial Reporting Manual (FReM) and the disclosure requirements issued by the Department of Finance.

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

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

There were three sub-committees of the Board of Trustees during the year, as follows:

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

Following their appointment, all Trustees 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 of Trustees:

Mr Miceal McCoy (Chairman)
Professor Garth Earls (Vice Chairman)
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
Ms Deirdre Devlin
Mr William Duddy
Miss Charlotte Jess
Dr Robert Whan
Mr William McMullan

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 were as follows:

- 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
98 - 100 High Street
Holywood
BT18 9HW

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 7DT

2.4 Performance Summary

Key Performance Indicators – Overview

The following section provides a headline overview of our Key Performance Indicators (KPI's), as set out in our 2021/22 business plan, and is followed by a narrative round up of achievements in the year under each theme.

Note that many KPI's were baselined as part of a reset of performance measurement within the Corporate strategy 2021 – 2025 as discussed below in the Performance Analysis narrative.

Theme	KPI	Target 2021/22	Actual 2021/22	Actual 2020/21
Audience Profile	First time and lapsed audiences	Establish Baseline	53.1%	N/A
	Diversity measures	Establish Methodology	Set	N/A
	Total engagements	Establish Methodology	Set	N/A
	Tourism - out of state visitors	15-20%	22%	N/A
Visitor Experience	Maintain Tourism NI rating	4*	4*	4*
	Net Promoter Score	Establish Baseline	+75 (range is +/- 100)	N/A
	Composite Visitor Engagement Score	Establish Baseline	8.8/10	N/A
Depth of Engagement	Composite Engagement Score	Establish Baseline	8.0/10	N/A
	Membership growth	10%	10%	N/A
Collections	Records to Full Spectrum Standard	26%	24%	23%
	Specimens on collection database	77%	77%	76%
Environmental sustainability	Carbon emissions	Establish Baseline	8,499.3 tonnes CO2	N/A
Volunteering	Volunteer hours	18,000	19,100	18,000
Learning	Quality of formal education experience	Establish Baseline	9.64/10	N/A
Income	Non Grant in Aid income	£1.8m	£2.95m	N/A
Staff Engagement	Staff Engagement score	Establish Baseline	67%	N/A

2.5 Performance Analysis

This annual Performance Report charts quarterly progress against our 2021/22 Business Plan.

The plan was developed by National Museums NI Senior Management, and then approved by the Board of Trustees in June 2021. The Business Plan received Ministerial approval in November 2021.

As part of the Corporate Strategy, several new KPI's were established as National Museums NI Management revised their thinking in terms of how to better determine and measure success in meeting the stated aims and objectives as laid out within our Corporate Strategy for 2021 – 2025.

National Museums NI have opted for new 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 2021/22 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

When considering the various ways in which people engage with us, we have long been of the view that total physical visitors, measured by footfall, is inadequate to measure total engagement with our museums, our activities and our programming.

The measurement neglects the numerous off-site engagements through digital media such as our website, our YouTube channel and our Social Media activity. As we have seen recently during the COVID-19 pandemic, total physical visitors can often fluctuate due to external factors. We have now established a methodology for recording total engagements during the year, with a target of 900,000 engagements for the 2022/23 year.

Our methodology for capturing the information is to measure onsite engagement, through public visitors, volunteering, and participation with our programming activity. Online engagement through various programmes, enquiries to access research and information. Digital engagement with our website resources, social media channels, our Youtube Channel, digital collections and exhibitions. Clear definitions and data capturing methods have been established for each area which are compiled by all units and then reported quarterly to Senior Management and Trustees.

Sitting alongside total comprehensive engagement, our measure of new or long lapsed visitors is another insightful indicator of true performance. In 2021/22 we are reporting one new (or long lapsed) visitor for every returning visitor which is encouraging, and an indication that we are reaching new audiences with our programming activity.

On the theme of widening our audience profile, 2021/22 has also seen a purposeful approach to welcoming back out of state visitors, making up 22% of our total visitors. As the travel trade reawakened in 2021/22 with strong plans from Destination Marketing Organisations such as Visit Belfast, National Museums NI focused on supporting a wider range of Familiarisation Tours to Tour Operators reacquainting with our sites. We were delighted to welcome back long standing travel trade partners such as Collette Vacations bringing global travellers back to our After Hours experience at the Ulster Folk Museum.

The Visiting Friends and Family market from across the UK and Republic of Ireland saw a strong increase as some audiences were still not convinced about navigating the airlines with the challenges of COVID-19 Passports and short notice travel bans. This resulted in National Museums enjoying the 'staycation' impact from within the British Isles.

The cruise ships return to Belfast supported the regrowth of out of state visitors to the Ulster Museum, attracted by a compelling selection of exhibitions during this year. Ulster American Folk Park story of emigration to North America from Ulster, continues to present a strong offer for the early returners from European and American destinations.

In total we welcomed a total of over 363,000 visitors across all sites upon the reopening of all sites at the end of May 2021.

In line with our corporate commitment to champion inclusion, diversity and accessibility, we have established measures to better understand our audience profile so that we collect better information to determine how successful we have been in our attempts to overcome any barriers to access. We have developed a new Diversity, Inclusion and Accessibility Policy which was approved by the Board in March 2022.

Visitor Experience

National Museums NI management have introduced new and better ways of measuring Visitor Experience through customer surveys and measuring results against industry benchmarks. These have been baselined and the results used to set ambitious targets for 22/23.

Our Tourism 4* rating remains a good measure of the standard of our Museum and public facilities and this score has been retained.

The strengthening of the Visitor Experience measures has been a silver lining from systems installed as a result of COVID measures. Prebooking became a facility some customers preferred, and this enabled automated surveys and expanded data collection opportunities.

The Research and Insights team expanded National Museums NI involvement in the Association of Leading Visitor Attractions benchmarking surveys, giving outstanding results for our portfolio across visitor experience and engagement measures. Whilst many audiences are no longer pre-booking we have built data capture into front of house targets to ensure the data continues to flow for all aspects of visitor experience continuous improvement.

All sites operated at or near our risk assessed capacity, until these capacity constraints were removed at the end of Q4.

Visitation across all sites is strong with event days reaching levels close to pre-pandemic times. There has been a noticeable even spreading of visitors throughout the course of Half-Term indicating that visitors are choosing quieter times to experience programming.

The introduction of the Net Promoter Score, a visitor satisfaction measure that establishes how likely they are to recommend our service, yielded a strong net positive aggregate score of +75.

Depth of Engagement

National Museums NI recognise that core elements of the visitor experience need to be well managed to allow for depth of engagement to be enabled. We know that museums change lives, and deepening engagement with our audiences is key to securing learning and enjoyment of Northern Ireland's national collections.

New exhibitions came to the fore including *Bad Bridget* at the Ulster American Folk Park, the *Museum of Innovation* at the Ulster Transport Museum and a series of innovative exhibitions at the Ulster Museum including *Collecting the Past/Making the Future*.

Marking Centenaries 2021, explored the impact and legacy of the events of 100 years ago while encouraging visitors to reflect on the future. Turner Prize nominated artist, from Northern Ireland, *Willie Doherty's* exhibition on borders, designed to "challenge assumptions and thinking", featured video, imagery and text to explore issues of division. The nature of these exhibitions create the basis for deepening engagement with new and established audiences.

Throughout the period of enforced site closure in 2021/22, we continued to stay in touch with our members, and with Membership growth of 10% from last year, there has been a very positive response as our sites reopened. We have connected more with members, having improved dialogue through establishing preference for communications via email, increasing efficiency and engagement. The exclusive member access to the Antiques Roadshow day 1 filming had a very positive response from attendees and the planned members only Christmas event at Ulster American Folk Park, a gesture of recognition and thanks for member loyalty, was very well received.

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 cleanse process in preparation for the data migration and launch of Collections Index+ in September 2022 and the exhibition schedule, which still equates the addition of and tidying of thousands of records.

The target for the Specimens on Collections Database KPI has been reached this year due to the team's efforts on the data cleansing process for the Collections Management and Digital Asset Management System (CMS-DAMS) project in preparation to optimise the search quality of the data and the work within the functionality of Collections Index+.

Environmental Sustainability

Supported by the Strategic Investment Board as part of a pilot study, a report was commissioned in September 2021 (completed January 2022) to establish the baseline carbon footprint for National Museums NI's owned and leased estate using the approach as recommended by the Greenhouse Gas (GHG) Protocol 1. The carbon footprint sets a baseline and details source-specific emissions for which we can begin to set emissions reduction targets. The 2018/19 baseline year was selected as the last full financial year not impacted by the COVID-19 pandemic. As per the GHG Protocol guidance, the emissions were categorised into the three recognised Scopes; Direct (Scope 1), Indirect (Scope 2), and Indirect lifecycle (Scope 3), which encompasses all aspects of our operation as an organisation including our fossil fuel consumption, use of electricity, waste and water usage, staff and visitor travel and our purchased goods and services. The total footprint of the organisation for Scope 1, 2 and 3 was 8,499 tonnes of carbon dioxide equivalent (tCO₂e) for the year, with our Scope 1 and 2 emissions totalling 2,004 tCO₂e within that overall figure.

Using this information we will set ourselves a target for a reduction of emissions by 2030 which aligns us with the Science Based Target Initiative (SBTi), an internationally recognised measure designed for companies to meet the goals of the Paris Agreement. We have set ourselves an interim Scope 1 and 2 carbon emissions reduction target within the 2022/23 business plan. Meeting the climate challenge is an increasingly important piece of work and forms part of our wider sustainability ambitions in support of the UN Sustainability Goals. In recognition of this we are also taking the opportunity to reshape our environmental sustainability policy along with an accompanying action plan which we will continue to develop to ensure we are progressing towards

our environmental targets while seeking to ensure that best practice is being conducted in all aspects of our business.

Volunteering

The growth of volunteering and participation is a key enabler as part of our commitment to create new ways for people to get involved in our museums.

This was the first year that we included a KPI about volunteering in our Business Plan. We set a target of 18,000 volunteering hours, a 12.5% increase on the previous year target of 16,000. Despite continued site closures over this period due to the COVID-19 pandemic we exceeded this target with a total contribution of 19,100 hours by over 170 volunteers.

While digital and remote volunteering continued to be a significant method of engagement through projects such as *Courtauld Connects*, *Unlocking our Sound Heritage* and *Ordinary People Extraordinary Lives*, we were also able to invite volunteers back on site to support our larger event offerings. In addition, this year saw the beginning of a major partnership with The Conservation Volunteers who now operate their Native Tree Nursery from our Folk Museum Site. The partnership has transformed how we use our green spaces through projects such as the *Green Gym* where volunteers work on our cottage gardens to grow heritage fruit and vegetables.

Other significant milestones include the launch of our Volunteer Policy and our first ever corporate volunteers' event as part of National Volunteers Week.

Learning

A new qualitative KPI for learning was agreed by National Museums NI management this year 'Quality of Formal Learning Experience' to accurately measure the output of the work of our dedicated Education Team. This score was baselined by carrying out follow-up Teacher surveys. A baseline score of 9.64/10 was achieved in the year and a target of 9.5/10 has been set for 2022/23.

In 2021/22, the Education Team delivered a combined offer of both onsite and online learning programmes for schools. A total of 23,937 Museum on the Move engagements were delivered to rural and urban schools located in all six counties of NI, to children at Key Stages 1 - 3. Demand for the programme remained high throughout the year, from April 2021, when applications were opened to all NI schools. Workshops in many topic areas were oversubscribed and teacher feedback was extremely positive, with 100% of teachers surveyed in quarter two saying they were 'very likely' to recommend the programme to other teachers. A brand new onsite schools programme for all four museums was launched in September 2021. While operating under capacity limits, we welcomed 8,545 school visitors in 2021/22 to engage in a programme of 28 different interactive and immersive learning sessions on a range of curriculum-linked themes. The combined total of online and onsite education engagements for 2021/22 was 32,482.

2021/22 also saw the launch of a National Partnership project - the *Urban Nature Project* - at the Ulster Folk Museum, which engaged 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.

Recruitment for the National Museums NI Teacher Panel was successfully completed in March 2022, with 98 teachers signing up to join. This initiative aims to create an opportunity going forward for regular consultation with teachers and encourage collaborative development of new programmes.

Income (Non Grant in Aid)

It was a positive commercial year for National Museums NI Non Grant in Aid, with £2.95m recorded between June 2021 (following reopening) and March 2022, exceeding the 12 month annual target of £1.8m.

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

Income Source	£m
Total reported income per SoFA	21.95
Less Grant in Aid (Capital & Revenue)	(18.56)
Less Donated Gifts in Kind	<u>(0.44)</u>
Total Non Grant in Aid Income	<u>2.95</u>

Self Generated Income was boosted by steady increases in capacities over the summer periods, growing admissions income and secondary spend opportunities beyond budget plan. Four filming opportunities delivered in Q1 and Q2 provided strong offset against predicted self-generated income COVID-19 income losses, compared to pre-Covid levels of income. The relationship with our catering partners Mount Charles (Craft) continues to mature and develop.

The introduction of a contactless donation system in Quarter 4 brought additional income in an audience relevant way. The pandemic has created a fundamental shift away from cash. Visitor donations remain essential in reinforcing our charitable status as an organisation so we commenced an 18 month pilot with Contactless Payment Donation Boxes in November 2021 to learn how best to integrate them from a staff and audience perspective.

Audience confidence returned through strong programming and the reassurance of high performance measures on COVID-19 safety. Highlights included:

- Catering – following a substantial procurement process, Craft Event, a wholly owned subsidiary of Mount Charles Limited were appointed in September 2021 for Ulster Museum, Ulster Folk Museum and Ulster Transport Museum and Cultra Manor. A local catering specialist, their local provenance and food story aligns with our Here for Good brand proposition. Craft Event commenced operations on our sites on 1 November 2021. The audience feedback has been positive for both the food and service as the three year contract commences.
- Weddings – the delivery of weddings in the context of changes to the COVID-19 regulations continued in 2021/22 despite frequent new regulations impacting dancing, social distancing and seating whilst consuming food and beverages. Through a complex process which involved risk assessments and the introduction of COVID-19 passports for some of our hospitality spaces, National Museum NI successfully welcomed back the first wedding hire in June 2021 through careful planning by cross functional teams. Supported by a strong promotional campaign for Cultra Manor and the Ulster Museum, space hire booking grew with alternative locations being increasingly popular.
- Filming – There was a notable increase in the volume of filming at our sites during some of the COVID-19 lock down periods with hire for the making of *Dalgliesh* in April 2021, a Netflix movie in June 2021, and BBC's *Antiques Roadshow* in September 2021. Successful recordings made during lockdown have created a positive word of mouth recommendation for National Museums NI across the industry. The exposure created with domestic and international audiences is significant.

The retail environment changed as a result of COVID-19 and EU exit on the supply chain in respect of longer lead times for stock purchases. When regulations permitted reopening, consumer sentiment was strong, with retail spends per head of visitor showing comparative growth on previous years, particularly at the Ulster Museum.

We participated as part of The High Street Voucher Scheme and the *#spendlocal* message also benefited our shops which champion local makers.

Our restricted non Grant in Aid income was slightly lower than target due to lower than anticipated project related activity. Grants are claimed on a cost recovery basis therefore there is no overall budgetary pressure from the reduced income due to the direct costs being recovered in full.

Staff Engagement

As part of our commitment to staff engagement and organisational development, we ran a 'Pulse Survey' in quarter 3 in order to establish a baseline engagement score. There was a 62% completion rate for the survey which provided us with the views and opinions from a broad cross-section of the organisation.

The survey asked 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). The results of this first Pulse Survey gave us a composite staff agreement score of 66.9%. We are establishing action plans to improve staff engagement and our plan is to operate the Pulse Survey twice a year in order to track progress into the future.

2.6 Annual Review 2021/22

ABOUT NATIONAL MUSEUMS NI

We are an organisation responsible for four diverse museums - Ulster Museum, Ulster Folk Museum, Ulster Transport Museum and Ulster American Folk Park - and we serve as a custodian of the 1.4 million objects within the National Collection. Our vision is to celebrate who we are; telling the stories of our past, challenging our present and shaping our future.

Our founding legislation establishes that National Museums NI has the following responsibilities with reference to the heritage of Northern Ireland:

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

This review charts how we have met these responsibilities in the financial year ending 31 March 2022.

It is structured around the four key commitments outlined in our Corporate Strategy 2021-25

COMMITMENT ONE - WE ARE COMMITTING TO DIVERSITY, INCLUSION AND ACCESSIBILITY

We are committed to making the collections we hold accessible to the largest and most diverse audiences. It is vital that our approach is as inclusive as possible and systematically addresses barriers to engaging with museums and heritage.

In Year 1 of our strategy, we set out to establish strong foundations on which to build our approach. We completed a significant research project to understand drivers and barriers to engaging museums and heritage more fully across the population of Northern Ireland, which we are using to guide our approach to planning and delivery going forward. We also established a new Diversity, Inclusion and Accessibility policy and an internal working group to chart the progress of this multifaceted commitment across the breadth of our work.

Our programme to mark the centenary of Northern Ireland and partition of Ireland, provided an ideal opportunity to further develop our inclusive practice.

100 Years Forward

In Northern Ireland, history has a particularly close relationship to contemporary politics and cultural identity. Historical anniversaries and commemorations have frequently contributed to community tensions. Events and figures from our past are often deployed to project cultural and political messages in the present.

Museums - through their institutional interpretation of history - can provide affirmation of identity, but can also expose people to new experiences and make them more receptive to different ideas and perspectives. By presenting diverse narratives in an accessible and engaging way, museums can move public understanding beyond simplistic versions of history to a more inclusive appreciation of the richness and complexity of our shared past.

Our *100 Years Forward* programme of exhibitions and events was designed to mark the centenary of Northern Ireland and the partition of Ireland and provided the perfect platform to express our commitment to diversity, inclusion and accessibility. The programme was purposefully broad so that we could sufficiently platform diverse perspectives and ensure that there were multiple opportunities for engagement suited to different types of audience.

Collecting The Past / Making The Future

Collecting the Past / Making the Future was created specifically to mark the centenary and opened at the Ulster Museum in May, as we were reopening to the public.

The exhibition - developed in partnership with the Nerve Centre - drew on objects from key collections, and from partners across the island, to offer a view of the events up to and around partition and the formation of Northern Ireland. It explored events over the past 100 years and showed how they are relevant to us today and how the legacy of partition has had an impact on our lives.

Over 200 objects were on display in the exhibition with a series of portraits by Sir John Lavery to the fore, which included Edward Carson and Éamon De Valera, two of the key political figures in the run-up to partition a century ago. Other highlights included an NHS Tribute quilt loaned by the North Down & Ards Volunteers Scrubs Group; a t-shirt showing support for the 2019 Harland and Wolff shipyard workers protest from the LGBT+ community and a bomb disposal suit.

The exhibition prompted conversation and debate about our past, present and future with visitors using an interactive display to have their say on issues they feel will be important in the next 100 years, contributing to an active discussion both within the exhibition and online.

Willie Doherty: Where

Willie Doherty: Where, a major international exhibition of the work of Willie Doherty (Derry, 1959), twice Turner Prize nominee and Northern Ireland's foremost contemporary artist, opened at the Ulster Museum in June.

Beginning in the 1980s, the exhibition presented an extensive series of photographic and video work and offered an important opportunity to see Doherty's work in depth. In the aftermath of Brexit, and in the centenary year of the partition of Ireland, the exhibition focused on the theme of borders, both real and imagined, a subject which has dominated Doherty's practice for over four decades.

The exhibition was curated in partnership with Fondazione Modena Arti Visive, Italy and included a new video installation *Where/Dove*, commissioned for the exhibition (dove is the Italian for where). *Where/Dove* used the experience of the Irish border as a point of reference in understanding some of the divisive issues of national identity, nativism and exclusion.

"Borders are points of transition, evoking a sense of something inherently unstable, changing, and unfixed. Borders also present the opportunity for positive change, for recognition of other perspectives, for compassion and understanding in the face of adversity and fear."

Willie Doherty

Borderline: The People's Story

A very distinct offering from the exhibitions taking place at the Ulster Museum, *Borderline: The People's Story* saw the creation of partition-related content and theatrical performances at the Ulster Folk Museum and the Ulster American Folk Park, all thanks to funding from Northern Ireland Office's Shared History Fund.

The approach was based on a series of character vignettes - created by Kabosh Theatre Company - which would form a theatrical tour through the unique heritage settings of Ulster Folk Museum and Ulster American Folk Park. Using multiple scripts and locations, the interpretation was designed to tell the story of some of the people affected by partition; stories of loss, change, rebellion and adapting to new situations. The approach didn't shy away from the tumultuousness of this period of history and included difficult themes such as sectarian violence, alcohol abuse and suicide.

The character-based approach allowed for a range of different voices and perspectives to be presented, simultaneously recognising diversity of identities and accommodating cultural difference. Coupling Kabosh's expertise with the unique setting of the outdoor museums, the interpretation successfully presented historical information in an accessible and engaging way, even for those with no prior knowledge of the subject matter.

"I hope that you can continue to offer these types of tours to community groups across the country in an effort to learn from the past and hopefully cause folk to pause and consider the similarities of yesterday versus today."

Participant feedback

Counterpart

In September we revealed a 25-metre art installation designed by renowned artist and activist, Joe Caslin, on the exterior of the Ulster Museum's iconic brutalist extension. *Counterpart* was a powerful contribution to the city's street art collection and depicts aspects of society, life and culture in Northern Ireland, brought to life on an unavoidable scale to entice viewers to reflect on Northern Ireland's shared future.

Throughout the summer, members of the public had the opportunity to work alongside Caslin to explore the world of street art and examine how political division and societal aspirations are represented in contemporary works. Inspired by their contributions, The final *Counterpart* piece represents the culmination of these discussions and depicts some of the perspectives shared by participants around their heritage, culture and identity in Northern Ireland.

Commenting on the piece, street artist and activist, Caslin, said: "Ulster Museum is a particularly fitting location to this project - not only is it a treasure house to stories of the past and the present, but as a building it blends traditional and contemporary design elements too, all appealing to the theme of the piece as we question what life in Northern Ireland might be in the future."

"It feels like I'm part of something bigger. I got to meet new people through the workshops and have discussions with people from different walks of life."

Barra Doherty, Participant

Colin Davidson, Silent Testimony

In October Colin Davidson, *Silent Testimony* returned to the Ulster Museum for the third time, recognising the continued impact and legacy of seismic events from the last century.

In partnership with WAVE Trauma Centre and cross community leaders, *Silent Testimony* became a focus for educating young people and students on the legacy of the Troubles. Workshops and talks were held for Ulster University Art Psychotherapy Masters students, the Falls and Shankill 'Ambassadors for Peace Project' youth group and cross community and border schools. Over 25,000 people visited the exhibition, meaning the total number of people who have viewed *Silent Testimony* has now exceeded well over 100,000.

You Say You Love Me But You Don't Even Know Me

On Valentine's Day, fittingly, we opened our new partnership exhibition at the Little Museum of Dublin, with special guests the Lord Mayors of Belfast and Dublin. The idea for the partnership began in 2019 when Trevor White, Director of the Little Museum, had an idea that we could work together to *'not promote a political agenda, but promote a broader understanding of life on a part of this island that is both familiar and remote'*.

Through the exhibition we playfully challenged stereotypes, exploring different views of 'Irishness' and contrasting our shared and distinctive histories. Curators from across our four museums were tasked to make personal choices from our extensive collections, of objects that say something about the identity of this place, which might be humorous or subversive in nature, and capable of provoking a range of emotions.

As a result the exhibition features a very eclectic mix, from a game in which players try to get nails into the coffin of Home Rule, to a Neolithic polished stone axe c.3000 BC, which far predates any borders on this shared island. Speaking through our collections, the many stories they tell and perspectives they give, we sought to fill in the gaps in visitors' understanding of Northern Ireland, and show the realities of life here away from the more familiar media gaze.

"You Say You Love But You Don't Even Know Me is a great example of the positive outcomes that come from collaboration and cultural exchange across our shared island. Today, on St Valentine's Day, it is in the spirit of friendship and mutual respect that we launch this selection of intriguing artefacts."

Lord Mayor of Dublin, Councillor Alison Gilliland

COMMITMENT TWO - WE ARE CREATING MORE WAYS TO GET INVOLVED

Whilst our museums remain a popular choice for a day out, and indeed experienced somewhat of a rediscovery last summer with many people holidaying at home, we know that to sustain relevance in the longer-term that we need to continue to be dynamic and innovative through opening up new layers of our museums service.

Alongside our ever-popular exhibitions and events programme this year, we piloted and successfully launched a range of new initiatives, which have provided a broader range of people with more ways to get involved in the work of our museums.

Although often undertaken at a small-scale to begin with, these pilots are critically important in building the insights and evidence required to ensure we are creating the sort of museum service that appeals to our audiences. What we developed last year gives us a strong platform to further develop these initiatives and keep looking for more ways to innovate.

Volunteering & Participation

This year we unlocked significant growth in volunteering and participation, creating new ways for people to get involved in our museums. Despite continued site closures, over 170 volunteers contributed a total of 19,100 hours across our museums, which exceeded our target of 18,000 volunteering hours.

Digital and remote volunteering continued to be a significant way that volunteers got involved, allowing us to engage with volunteers whom might not have been able to access us as easily in person. We saw an increase in volunteers living in remote rural areas as well as an increase in volunteers with disabilities. Projects which engage with volunteers in this way include the Courtaulds Connects project, where volunteers produced a booklet, film and online exhibition about the impact and legacy of the Courtauld's factory in Carrickfergus, Searchlight WWII project, which involved volunteers in the transcribing of oral stories, Unlocking our Sound Heritage, which engaged with 91 volunteers as well as volunteers involved in cataloguing our collections.

This year also saw the beginning of an exciting new partnership with The Conservation Volunteers (TCV) who have relocated their Native Tree Nursery to the Ulster Folk Museum, which will help to unlock the museum's potential to connect people with nature, biodiversity and sustainability. This partnership has already begun to transform how we use our green spaces through projects such as the *Green Gym*, where volunteers work on our cottage gardens to grow heritage fruit and vegetables.

Not only has the partnership increased the number of volunteers we work with but has also significantly increased the diversity of our volunteers, also supporting our commitment to inclusive access to the museums. In February we ran a pilot partnership project with TCV and the EasyHotel Belfast. 12 asylum seekers volunteered over a six week period on various green spaces including the creation of a 'willow walk way' which will open to visitors later this year.

Our event days also benefitted from more volunteer support than ever before with over 30 new volunteers involved in our Halloween and Christmas offerings. This was partially achieved through a new partnership with Queens Student Union. Other significant milestones this year include the launch of our Volunteer Policy and our first ever corporate volunteer's event as part of National Volunteers Week.

"I'm unemployed, but going to the green gym, gardening, exercising and meeting other people has really boosted my confidence to keep going with my job search."

Green Gym Volunteer

Languages Of Ulster

In February we introduced a new engagement project, Languages of Ulster, which will over the coming years offer people the opportunity to explore the rich and diverse language traditions associated with Irish-English, Irish and Ulster Scots.

The project aims to communicate that language, in all its diversity, belongs to everyone and that people from all backgrounds and traditions have a stake in its future. By sharing the stories of the people and places around us, we can challenge the assumptions that can be made about local languages and dialects and those who use them.

A new educational trail entitled Cúl Trá-il - deriving its name from the Irish place name for Cultra (Baile Chúl Trá) - is a self-guided tour exploring the story of the Irish language through the places and people of the Ulster Folk Museum. It is the first output of the Languages of Ulster project with research work also already underway to introduce an Ulster Scots trail to celebrate additional local languages and culture.

Cúl Trá-il participants will enjoy the trail through an illustrated booklet or smartphone app, both of which will be available in English and Irish. The trail leans on the living museum's heritage setting to demonstrate authentic links between language, buildings, people and places. Speaking about the trail, Donal McAnallen, Library & Archives Manager at National Museums NI said: "Language is a powerful tool when it comes to understanding our wider sense of heritage and identity. Having spent the past few years renewing our institutional knowledge of the vast language-based collections and archives we hold, we are excited to launch this trail and begin looking forward to new opportunities to work with a wide range of people, schools, volunteers and partners."

From The Ground

A new pilot programme, From The Ground, was successful in opening up a new layer of engagement through showcasing the unique opportunities at the Ulster Folk Museum to learn about our inherent connection and symbiotic relationship with the land.

The lives captured in the buildings, domestic practices, crafts, fields and verdant hedgerows of the museum were once more reliant on, and at the mercy of, nature. From ritual practices to the food on the table, the relationship to the ground formed a part of daily life in a way that our modern life has become detached from. Through the pilot programme we explored what can we learn from these lives and what can we learn from nature itself.

The events included: growing and cooking workshops; a Harvest Festival; a Tree Folklore Guided Walk; early morning guided mindfulness walks; foraging events; and a family-focused nature explorers event. The pilot has demonstrated how we can meet the museum's transformational aspirations through small interventions. New partnerships were established, new audiences are now connected to the museum and we are now beginning to present the museum in a new light.

"THESE FELT LIKE THE IMMERSIVE EXPERIENCES THE FOLK MUSEUM SHOULD BE STRIVING FOR TO BRING OUR SHARED HISTORY TO LIFE. BEING ALLOWED TO PICK APPLES GAVE ME A TRUE SENSE OF CONNECTION TO PLACE."

Participant feedback

New Opportunities For Schools

Quarter 3 saw a much anticipated return of schools to our museums for in-person learning programmes, for the first time since March 2020.

Our multifaceted schools programme is critical to our role and purpose as a learning-based institution and offers a chance for children to actively investigate our collections, be creative, discuss ideas, work in teams and share their findings with our skilled team of museum educators.

Despite the return to 'normal' operations, we have been delighted to have been able to continue with the hugely successful 'Museum on the Move' initiative as a core part of our education offering.

Though conceived initially as a response to the pandemic, the programme has demonstrated an ability to widen our reach, particularly into rural areas and areas of multiple social deprivation, and will offer teachers an alternative way of getting involved in our museums.

"The children were transported to another world! Having museum objects in their own hands was a powerful experience, along with a live expert there to explain their significance."

Teacher feedback

New Exhibitions

Our exhibitions continued to provide a diversity of ways to engage with the collection and exciting new loans.

As well as the exhibitions profiled as part of the 100 Years Forward programme, we were delighted to introduce our visitors to the following displays.

Tissot's Mysterious Irish Muse

Celebrating an exciting new acquisition, *Quiet*, by acclaimed 19th-century artist James (Jaques) Tissot.

Blue Sky Thinking

20th century and contemporary art from the Ulster Museum collection, including new acquisition *Blue Sky Thinking* by Patrick Goddard.

1845: Memento Mori

A memorial dedicated to the Irish Potato Famine, the installation comprised 1,845 hand-blown glass potatoes by artist Paula Stokes.

Mainie Jellet: Translation and Rotation

An exhibition focussing on the work of Mainie Jellett (1897-1944), an Irish artist who looked to the rest of Europe and brought the new style of Modernism to Ireland.

Royal Ulster Academy 140th Annual Exhibition

Always one of the highlights of the Northern Irish art calendar, the Royal Ulster Academy Annual Exhibition made a return to the Ulster Museum following Covid-19.

COMMITMENT THREE - WE ARE EXTENDING THE IMPACT OF OUR COLLECTIONS

Our internationally significant collection is a public resource for learning, research and inspiration. As a resource it has latent potential for deepening understanding of many societal challenges including environmental change, biodiversity loss, legacy of conflict, decolonisation and educational attainment.

This year we have continued to mark anniversaries associated with the Decade of Centenaries and The Troubles. Through our collecting we seek to represent a range of experiences and give profile to different identities and perspectives. More broadly, our collecting speaks to our place in the world, and indeed the wider universe. An updated version of the Collections Development Policy, approved by the Board of Trustees in March 2022, is supporting collecting that is dynamic, relevant and progressive, enabling us to connect with topical issues that affect all our lives.

New Acquisitions

We are grateful to the donors who have generously gifted to us this year, and to our funders for their vital financial support – Department for Communities, Art Fund, National Heritage Memorial Fund, Esme Mitchell Trust, Friends of the Ulster Museum. Across the following pages we share ten of our acquisition highlights from 2021-22.

1. *The Nativity* was painted in Rome around 1515, during the brief and intensely creative period of the High Renaissance. At this time Peruzzi was the leading painter in Rome after Michelangelo and Raphael. The painting is the first significant Renaissance painting to enter the Ulster Museum's collection, enabling us to offer access to Renaissance art of the highest quality to our audiences.
2. *1980s Clan Clover* was built in Northern Ireland. In 1982, Clan Cars Ltd was started in Newtownards by Peter McCandless, taking advantage of government development grants for the area. The car was sold in three levels of kit form (basic, deluxe and complete). It is believed that 120 road cars and 10 competition cars were built before Clan Cars Ltd went into receivership and ceased trading, in June 1987.
3. A hand-coloured engraved city plan of Boston is from 1850. At the Ulster American Folk Park it helps us to understand experiences of Ulster emigration to urban areas, and it can currently be seen in the Bad Bridget exhibition. This important new exhibition tells the stories of the thousands of girls and women who left Ireland for North America between 1838 and 1918. Some of these women found themselves in trouble with the authorities as they struggled to survive.
4. A depiction of the original throne used by King George V at the opening of the new Northern Ireland Parliament, at the City Hall in Belfast, on 22 June 1921. Still in the collections of Belfast City Council, the throne was conserved for the Northern Ireland centenary in 2021, but the painting by Stephen Johnston shows it before it was treated, capturing the effects of time and wear during 100 years of Northern Ireland.
5. The Moon, our nearest neighbour in the Solar System, is an object familiar to everyone. There is increasing interest in the Moon following recent robotic missions there and the prospect of astronauts returning in the next few years. This palm-sized specimen is a substantial, impressive piece of a typical Lunar rock specimen. In 2022, it will be displayed in the Ulster Museum as part of the *Our Place in Space* project, and will be used in our popular education sessions.

6. A 1916 Easter Rising Service Medal was awarded to Kathleen Lynn, Chief Medical Officer in the Irish Citizen Army. During the Rising she was stationed at Dublin City Hall. The position was captured by British forces on the evening of Easter Monday and Kathleen was arrested and imprisoned. Following her release, Kathleen remained active in the Nationalist movement; she was elected vice-president of the Sinn Féin executive in 1917, and in 1923 she was elected to Dáil Éireann.
7. During both the First and Second World Wars, Belfast-born artist William Conor (1881-1968) was commissioned by the British government to record aspects of the war effort. He spent the First World War producing official records of soldiers and munitions workers and, at the end of the war, his drawings were sold at auction in aid of the Ulster Volunteer Force Patriotic Fund. The painting captures soldiers of the 36th (Ulster) Division during the Victory Parade at The Cenotaph in London.
8. In December 2021, Array Collective became the first artists from Northern Ireland to win the prestigious Turner Prize. Their winning artwork, *The Druthaib's Ball*, responds to the anniversary of the partition of Ireland, grappling with cultural identities through characters, music, poetry, storytelling and myth-making, with the backdrop of a wake.
9. A quilt was made by members of North Down and Ards Scrubs Group in 2020, to celebrate and honour the work of the NHS during the Covid-19 pandemic. The group were one of many who worked collectively to make tens of thousands of scrubs sets for NHS workers. The quilt is tangible evidence of an unprecedented event in our recent history, and the creative response to it locally.
10. In the 1950s, a brass cooking pot was brought from India to Northern Ireland by the donor's mother. It helps us to tell stories relating to the achievements and contributions of communities who have migrated from India to Northern Ireland in the 20th century, as well as the experience of 2nd and 3rd generation families with Indian heritage today. Through acquisitions such as this we are able to tell a more accurate, complete and inclusive story of Northern Ireland.

Inclusive Global Histories

March saw the launch of *Inclusive Global Histories*, a new exhibition which highlights how we are institutionally re-evaluating the World Cultures Collection to better understand the complex global stories of some 4,500 items - how and why they came to be in Belfast, how they can be connected to audiences, and what the options might be for their future.

The exhibition has been created through collaboration with various communities both on a local and international level, such as the Belfast Multi-Cultural Association (BMCA) and the African and Caribbean Support Organisation Northern Ireland (ACSONI). Working in partnership and 'co-creating' in this way has enabled our staff to better understand the cultural heritage and contexts of these collections. Collaborating with local communities, who have shared their own perspectives and lived experiences, is essential to understanding the ever-evolving diversity of our society, the complex legacies of our past, and how we can together build a shared future.

This exhibition is part of a wider and ongoing aim to decolonise our museums. Working in partnership with others, we are re-examining our collections and sites and seeking to address racism and exclusionary practices. The exhibition will run for two years and will be updated as research progresses and relationships develop further.

Commenting on how decolonisation can support good relations into the future, Hannah Crowdy, Head of Curatorial at National Museums NI, said: “Ulster Museum is a vibrant place where people can experience both local and global culture, and the rich tapestry of stories objects tell. It is a safe and shared space where we want diverse voices to be heard, and difficult challenges to be explored. By increasing representation and promoting respect, tolerance and understanding, museums and their collections can and should play a part in promoting diversity and inclusivity and decolonisation can be a positive force for encouraging respect and promoting community pride.”

“i felt it was important to showcase these items, to let people know that within Northern Ireland there was an organisation who wanted to serve the community and help those in need, while sharing knowledge and compassion about the Islamic faith.”

Ali Khan Chairman of Belfast Multi-Cultural Association

COMMITMENT FOUR - WE ARE BUILDING THE MUSEUMS OF THE FUTURE

Through our last corporate strategy, we established development frameworks for each of our museums so that all future investment can be focussed on enhancing their ability to meet long-term outcomes. Between now and 2025, it is one of our key priorities to keep building on the development of these projects and secure the investment required to make them a reality.

In this first year of our new strategic period, we have unlocked significant progress for each of the museum projects, much of which is foundational work at this stage and will lay the groundwork for more tangible outputs in future annual reviews. Critically, this included the appointment of an Integrated Consultants Team - including architects, interpretive planners and environmental consultants - who we began work with in January to progress our capital investment plans for the Ulster Folk Museum. Using our available resources to best effect, we have also made tangible investment in critical areas in order to keep unlocking progress.

New & Accessible Stores

A major transport storage project was formally completed this year, seeing transformative improvements not only in its management and care, but also creating a new facility that has been designed to increase public access.

The collections in the new storage facility are organised to utilise the available space as efficiently as possible, whilst also providing pathways for all types of accessibility needs including users of mobility devices.

Suspending items from the aviation collection from the ceiling provides an eye-catching feature and the inclusion of a collections-inspired piece of public art adds additional personality to the new store. While the primary purpose of this venue is to provide a secure modern store for this dynamic collection, it is also a space that allows us to actively progress plans to make the collection accessible to the wider public for research, tours and engagement programmes.

The Museum of Innovation

An exciting new permanent gallery, *Museum of Innovation*, opened at the Ulster Transport Museum in July and showcases objects that celebrate local pioneers who have pushed the boundaries of engineering and invention.

The new development forms part of the longer term development plan for Ulster Transport Museum, which aims to embed the transport and industry collections as an engine of STEM learning and skills development. It is the result of new thinking and incorporates a renewed approach to design, interpretation and interactivity. It reveals the local stories behind some of our transport collections within a wider national and international context and the impact some of these inventions and feats of engineering had globally. Telling these stories adds a rich layer of voices, perspectives and personal connections.

All the objects on display and their inventors have contributed in some way to Northern Ireland's legacy of innovation. Some stories told in the exhibition include that of John DeLorean, whose iconic DeLorean sports car, built in a bespoke state-of-the-art Dunmurry factory, is given the 21st century treatment through a state-of-the-art project mapping display. Also included is Hillsborough's Professor Frank Pantridge, who transformed emergency medicine and paramedic services by creating the world's first cardiac ambulance in 1966, which contained the prototype of the now ubiquitous portable defibrillator.

Harry Ferguson from Dromore in Co Down is highlighted too. In 1926, he patented the three-point linkage for tractors that revolutionised farming globally. Exhibited and on display for the first time is a restored 1960s Massey Ferguson tractor.

The inventions of John Boyd Dunlop are also included in the new gallery. Dunlop, who was living in Belfast at the time, created his pneumatic tyre which went into mass production from the 1890s onwards. One of the earliest bicycles fitted with pneumatic tyres ridden by Dunlop himself, along with an Eagle 360 Goodyear concept tyre, on loan from Goodyear, forms part of the display.

One of the most inspiring innovators to be exhibited is the pioneering aviator, Lilian Bland. From her home in Carnmoney, Bland became the first woman in the world to design, build and fly an aeroplane in August 1910.

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 and volunteers.

2.7 Financial Review (Audited Information)

Financial Objective

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

Going Concern

The Board of Trustees 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 an absence of a Northern Ireland Executive, and departments are unable to set budgets for 2022/23. However, legislative cover provides for contingency arrangements to allow spend to be incurred in the year ahead. In this context, a contingency planning envelope has been proposed by the Finance Minister to enable public services to be maintained.

In line with Department of Finance advice, as the Draft Budget did not propose any reductions to Departmental Resource baselines, it is a reasonable planning assumption that a baseline level of Resource funding will be maintained in 2022/23. This principle has been extended to DfC Arms' Length Bodies until a Budget is agreed.

Financial Results

In the financial year to 31 March 2022, National Museums NI had net income of £1.7m (2020/21: net income £0.3m).

The total income for the year was £22m, an increase of £2.7m from 2020/21 (£19.3m). This includes £4m of capital funding.

Total expenditure was £20.2m compared to £19m in the prior year.

Depreciation and amortisation of £3.3m was charged in the 2021/22 year (2020/21: £3.0m), an increase resulting from an increased asset base.

The organisation retains significant reliance on Grant in Aid for its principal source of funding, largely from recurrent grants. In 2021/22 Department for Communities provided 85% of the total income through allocated recurrent and capital grants (2020/21: 82%).

Reserves

National Museums NI has accumulated reserves of £101m (2020/21: £95.4m). The policy on reserves is included in Note 1, Accounting Policies, to the accounts. Restricted reserves total £22m (2020/21: £21.0m) and unrestricted reserves total £23.3m (2020/21: £24.8m). Revaluation reserves totalling £55.78m (2020/21: £50.0m) 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 £0.6m at 31 March 2022 (2020/21: £0.6m). The funds must be used 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 2022 after taking out designated and restricted reserves was £78.4m (2020/21: £73.8m). The organisation had cash balances totalling £4m at the year end.

Liquidity & Credit Risk

In 2021/22, £18.6m (85%) of National Museums NI gross income derived from funding received from the Department for Communities (2020/21: 82%). The sum of £0.3m was claimed from the Coronavirus Job Retention Scheme (CJRS) for April to June 2022, and then a voluntary repayment was made for the full amount claimed, when the Museum realised better than expected levels of Self-Generated Income.

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 2021 to 31 March 2022, National Museums NI paid 98.6% of its invoices within 30 days (2020/21: 94%). 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 2021 to 31 March 2022, National Museums NI paid 90.5% of its invoices within 10 days (87% in 2020/21).

Land and Buildings

Land and buildings were subject to a full valuation by Land and Property Services (LPS) on 31 March 2022.

National Museums NI's estate as at 31 March 2022 consists of land and buildings valued at £73.5m (2020/21: £70m).

Financial

Net assets at 31 March 2022 were £101m (2020/21: £95.4m).

2.8 Corporate Risks and Uncertainties

National Museums NI's system of internal control, including financial, operational and risk management, which is designed to protect the organisation's assets and reputation, has been undergoing continuous review and improvement over the recent years and this continued during the year ended 31 March 2022.

During the year the following ten key strategic risks relating to business objectives were identified:

- The external macro environment creates significant uncertainty and volatility;
- Structural underfunding is not addressed;
- The business model is not sustainable;
- Our audience does not reflect the population of NI;

- Our public engagement is not relevant;
- The organisational systems and processes do not support the business need;
- Approval and investment is not secured to deliver the major transformation programme;
- Internal resistance to culture change and new ways of doing things;
- A cybersecurity event occurs on National Museums NI systems which allows exposure or loss of data; and
- Lack of agility and flexibility within public sector systems and processes inhibits business responsiveness and effectiveness.

The Audit and Risk Assurance Committee, chaired by an independent non-executive member, is responsible for providing assurance to the Board of Trustees that effective risk management, governance and control arrangements are in place. As required by National Museums NI's Risk Management Strategy, a formal risk management framework is in place that reflects the major business risks and is consistent with the HM Treasury Orange Book. All risks are reviewed as an integral part of the operational planning and risk management process. The Senior Management Team identify the organisation's objectives and key risks and document these in the form of a Corporate Risk Register. This assists the Board of Trustees to implement risk management actions identifying the types of risks faced, prioritising them in terms of potential impact and the likelihood of occurrence and identifying ways of managing the risks. During the year the Accounting Officer reports significant changes and developments in the risk profile to the Audit and Risk Assurance Committee and the Board of Trustees. The Audit and Risk Assurance Committee reviews and updates the framework on a regular basis to ensure that it remains current.

2.9 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 new 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

Two new strategies were approved by the Board of Trustees during 2021/22 namely a Commercial Strategy and an Asset Management Strategy. These are currently being implemented by National Museums NI Executive Management.



M McCoy
Chairman of the Board of Trustees
Date: 5 October 2022



K Thomson
Chief Executive
Date: 5 October 2022

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 (Chairman)
Dr R Kelly OBE
Mr M McCoy
Mr A McFarland
Mrs H Francey

The Remuneration Committee met twice during the year to confirm the review of the Chief Executive's performance by the Chairman.

Policy on the remuneration of senior managers

The Chairman of the Board of Trustees 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.

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)

	2021/22				2020/21			
	Salary £'000	Bonus £'000	Pension Benefits ¹ (to nearest £1,000)	Total £'000	Salary £'000	Bonus £'000	Pension Benefits (to nearest £1,000)	Total £'000
K Thomson Chief Executive	100-105	-	49,000	145-149	100-105	-	42,000	140-145
C Catney Chief Operating Officer	80-85	-	31,000	110-115	75-80	-	31,000	105-110
W Blair Director of Collections	75-80	-	38,000	115-120	75-80	-	44,000	120-125

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 (2020/21: £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 2021/22 year (2020/21: £nil).

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.

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

Table 1 - Median Pay Ratio	2021/22	2020/21
Band of Highest Paid Director's Total Remuneration	£100,001- £105,000	£100,001- £105,000
Median Total Remuneration*	£19,815	£18,709
Remuneration Ratio*	5.17	5.47

*The median salary calculation has been updated using annualised salaries, therefore the 20/21 median remuneration and ratio is different from the quoted figures in the 20/21 published accounts.

Additional requirements are included for financial years 2021/22 onwards for:

a) The percentage changes in the highest paid director's salary and allowances and performance pay and bonuses payable. See table 2 below:

b) For employees of the entity taken as a whole, the average percentage changes from the previous financial year of salary and allowances and performance pay and bonuses payable. See Table 2 below.

Table 2 - Annual Percentage Change For:	2021/22
a) Highest Paid Directors Salary and Allowances	+5.89%
b) Average Employee Salary	+6.03%

c) The ratio between the highest paid director's remuneration and the pay and benefits of the employee on the 25th percentile of pay and benefits of the entity's employees for the financial year. See tables 3 and 4 below.

d) The ratio between the highest paid director's remuneration and the pay and benefits of the employee on the 75th percentile of pay and benefits of the entity's employees for the financial year. These changes were made due to changes made to the 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008', applicable for companies. The changes made to the FReM ensure alignment with the remuneration reporting requirement of listed companies. See tables 3 and 4 below.

Table 3 – Current Year Percentile Information

2021/22	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£19,815	£19,815	£29,307
Pay Ratio	5.17:1	5.17:1	3.50:1

Table 4 – Prior Year Percentile Information

2020/21	25th Percentile	Median	75th Percentile
Total Remuneration (£)	£18,709	£18,709	£28,180
Pay Ratio	5.47:1	5.47:1	3.64:1

Other Disclosure Notes

- The banded remuneration of the highest-paid director in National Museums NI in the financial year 2021/22 was £100,001 to £105,000 (2020/21: £100,001 to £105,000). This was 5.17 times (2021/22: 5.47) the median remuneration of the workforce, which was £19,815 (2020/21: £18,709).

- In 2021/22 no employees received remuneration in excess of the highest-paid director. Gross contracted salaries ranged from £19,815 to £103,767 (2020/21: £18,709 to £97,999).

Board Members

No emoluments were paid to members of the Board of Trustees for the year ended 31 March 2022 except for an honorarium to the Chairman amounting to £10,200.

Pensions of Senior Management (Audited Information)

	Accrued pension at pension age as at 31/3/22 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/22	CETV at 31/3/22	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
K Thomson Chief Executive	40-45	2.5-5	647	582	30
C Catney Chief Operating Officer	5-10	0-2.5	124	94	20
W Blair Director of Collections	35-40	0-2.5	486	440	22

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. Alpha is a 'Career Average Revalued Earning' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate is 2.32%. All staff who remained in a PCSPS scheme (Classic, Premium and Nuvos) will be transitioned to Alpha from 1 April 2022.

Discrimination identified by the Courts in the way that the 2015 pension reforms were introduced must be removed by the Department of Finance. 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 relates to the different schemes e.g. classic, Alpha etc and is not the monetary benefits received. This is known as the 'McCloud Remedy' and will impact many aspects of the Civil Service Pensions schemes including the scheme valuation outcomes. Further information on this will be included in the NICS pension scheme accounts which are available at: <https://www.finance-ni.gov.uk/publications/dof-resource-accounts>.

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New entrants joining can choose between membership of Alpha or joining a good quality ‘money purchase’ stakeholder arrangement with a significant employer contribution (partnership pension account).

New entrants joining on or after 30 July 2007 were eligible for membership of the Nuvo arrangement or they could have opted for a partnership pension account. Nuvo is also a CARE arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%.

Staff in post prior to 30 July 2007 may be in one of three statutory based ‘final salary’ defined benefit arrangements (classic, premium, and classic plus). From April 2011, pensions payable under classic, premium, and classic plus are increased annually in line with changes in the cost of living. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining the partnership pension account.

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

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).

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 Nuvo. 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>

Employee contribution rates for all members for the period covering 1 April 2022 - 31 March 2023 are as follows:

Annualised Rate of Pensionable Earning (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2022 to 31 March 2023
£0	£24,199.99	4.6%
£24,200.00	£55,799.99	5.45%
£55,800.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

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 2021 was 3.1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2022.

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) (Amendment) Regulations 2015 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	2022	2021
	£	£	£	£
Salaries and wages (includes temporary non-payroll staff)	7,220,745	763,161	7,983,906	7,671,712
Social security costs	645,820	-	645,820	643,541
Pension costs	2,085,262	-	2,085,262	2,048,072
Apprenticeship levy	23,460	-	23,460	22,613
Other staff costs	28,534	-	28,534	365,720
	10,003,821	763,161	10,766,982	10,751,658
Less: recovery of outward secondment	-	-	-	(78,709)
Total	10,003,821	763,161	10,766,982	10,672,949

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 have also commissioned a consultation in relation to the Cost Cap Valuation which closed on 25 June 2021. 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. On completion of the consultation the 2016 Valuation will be completed and the final cost cap results will be determined.

For 2021/22, employers' contributions of £2,081,302 (2020/21: £2,042,912) 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 £3,796 (2020/21: £5,016) 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% (2020/21: 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.

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Employer contributions of £164, 0.5% (2020/21 £144, 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 (2020/21: £Nil). Contributions prepaid at that date were £Nil (2020/21: £Nil).

No persons (2020/21: None) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2020/21: £Nil).

Staff costs apportioned by activity (Audited Information)

Activity area	2022	2021
	£	£
Trading (Primary & Non Primary)	512,366	637,636
Care of Collections	1,860,400	1,839,048
Curatorial & Education	1,978,377	1,960,223
Experience & Enterprise	4,026,785	3,894,532
Audience Development	887,633	835,970
Operations	<u>1,501,421</u>	<u>1,505,540</u>
Total	<u>10,766,982</u>	<u>10,672,949</u>

The average number of persons employed (Audited Information)

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

	2022	2021
Permanent contract	226	226
Temporary agency contract	12	38
Fixed term funded contract	19	13
Total*	<u>257</u>	<u>277</u>

* 35 Non-agency contracted workers have been removed from the 2022 FTE total.

The number of full time equivalent employees as at 31 March 2022 analysed by activity was as follows:

	2022	2021*
Experience & Enterprise Development	95	92
Care of Collections	42	43
Operations	33	38
Curatorial and Education	32	29
Audience Development	27	22
Support	25	23
Trading	9	8
Chief Executive's Office	<u>5</u>	<u>5</u>
Total	<u>268</u>	<u>260</u>

Further analysis of full time equivalent employees is as follows:

	2022		2021*	
	Male	Female	Male	Female
Chief Executive	-	1	-	1
Directors	2	-	2	-
Employees	<u>115</u>	<u>150</u>	<u>120</u>	<u>137</u>
Total	<u>117</u>	<u>151</u>	<u>122</u>	<u>138</u>

**The 2020-21 full time employee analysis has been updated to reflect staff as at 31 March 2021 to be fully comparable with the numbers as at 31 March 2022.*

Number of senior staff with annual salaries over £60,000

Annual Salary Band	2022	2021
£60,001 - £65,000	-	-
£65,001 - £70,000	-	1*
£70,001 - £75,000	-	-
£75,001 - £80,000	-	2
£80,001 - £85,000	3**	-
£85,001 - £90,000	-	-
£90,001 - £95,000	-	-
£95,001 - £100,000	-	-
£101,000 - £105,000	1	1

**This staff member was on secondment to another public body during 20/21 and was not part of Senior Management. This staff member left NMNI with effect from 31 March 2021.*

***This 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 11.54% for the year (2020/21: 6.05%).
- Per our Staff Pulse survey in November 2021, the composite staff engagement score was 66.9%.
- There were no off-payroll arrangements with any individuals during the year (2020/21 £nil).
- There was nil expenditure on external consultancy during the year (2020/21 £nil).
- No emoluments were paid to members of the Board of Trustees for the year ended 31 March 2022 except for an honorarium paid to the Chairman amounting to £10,200 (2020/21: £10,200). Travel expenses of £373 were reimbursed to three Trustees (2020/21: £33).
- Further information on staff costs is contained in note 6.

Coronavirus Job Retention Scheme (“CJRS” or “Furlough”)

In accordance with IAS 20 (para.39) as interpreted by the HM Treasury Financial Reporting Manual (FRM), National Museums NI can confirm the nature and extent of this particular Government assistance below.

National Museums NI formally requested permission from the Department for Communities to access the CJRS on 28 April 2020 and that this request was approved by the Department of Finance on 29 April 2020.

DAO (DoF) 06/20 was issued on 2 June 2020, providing guidance to NI departments and other public bodies for the use of the Coronavirus Job Retention Scheme (CJRS) in a public sector setting.

Throughout 2020/21 and 2021/22, National Museums NI followed the guidance as per DAO (DoF) 06/20 with regards to its application to the scheme.

Our understanding of the terms of DAO (DoF) 06/20 and how they apply to National Museums NI is based on paragraph 7:

“Only organisations that are not fully funded by public grants should consider accessing the CJRS, in the following circumstances:

- i. The organisation has experienced a reduction in funding (in the form of commercial revenue or public grants) due to the associated economic disruption of COVID-19;
- ii. The organisation has exhausted all reasonable options for redeployment across the public sector; and
- iii. The employee considered for furloughing would otherwise be made redundant.

National Museums NI was satisfied that these criteria were relevant to the nature of its operations in 2020/21 and provided the basis upon which the CJRS continued to be accessed in the 2021/22 financial year, to mitigate the impact of the loss of commercial income borne during the first quarter of 2021/22, until the eventual easing of restrictions for Museums, Attractions and Hospitality venues at the end of May 2022.

A total number of 183 full time and casual staff were placed on furlough during 2021/22. CJRS claims were made for April, May, June, July and August 2021, which totalled £0.3m. However following a strong trading performance in the period following reopening, resulting in above-forecast receipts being realised in the abbreviated trading period, the decision was taken by National Museums NI to make a full voluntary repayment of all the furlough receipts claimed in 2021/22.

Sickness Absence

National Museums NI employed 257 staff (expressed as full-time equivalents). Overall staff absenteeism for the period 1 April 2021 to 31 March 2022 was 5.44% (2020/21: 2.8%), which equates to an average per FTE of 14 days (2020/21: 6 days).

The overall absence increase follows a prior year decrease in the short term absence rate which was in large part attributable to a high number of staff having been placed on furlough during 2020/21. 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	
	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21
>£10,000	2	-	-	-	2	-
£10,000-£25,000	-	-	-	-	-	-
£25,000-£50,000	-	1	-	2	-	3
£50,000-£100,000	-	-	-	1	-	1
£100,000-£150,000	-	-	-	1	-	1
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	2	1	-	4	2	5
Total resource cost (£)	£11,883	£29,868	-	£245,040	£11,883	£274,908

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 redundancy packages agreed in 2021-22.

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

Katrina Thomson

K Thomson
Chief Executive
Date: 5 October 2022

3.2 Statement Of Trustees' And Chief Executive's Responsibilities For The Year Ended 31 March 2022

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 Trustees 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 2022

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 Trustees and sub-committees that report to the Board. The Trustees 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 the Department for Communities' Accounting Officer and has responsibility for the day to day management of National Museums NI and is supported and challenged by the Board of Trustees.

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 2022 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 2021/22;
- 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. Trustees 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 Trustees 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 nmni.com. Appropriate action is taken in line with the policy where any conflicts or perceived conflict arise.

Related party transactions are disclosed in note 21 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 and 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 staff. Each Trustee 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 of Trustees 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 Trustees 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. Using this process, there were no actual or perceived conflicts reported by Trustees during the year.

Board Membership and Attendance

During the year the following served as Trustees:

	Attendance at Board meetings 2021-22 (Max 7)
Mr Miceal McCoy, Chairman	7
Professor Garth Earls	5
Professor Karen Fleming	6
Mrs Hazel Francey	7
Mrs Daphne Harshaw	7
Dr Rosemary Kelly OBE	7
Dr Leon Litvack	7
Mr Alan McFarland	4
Dr George McIlroy	6
Mrs Catherine Molloy	6
Ms Deirdre Devlin	7
Mr William Duddy	7
Miss Charlotte Jess	7
Dr Robert Whan	7
Mr William McMullan*	5

*Appointed 1 July 2021

The Board of Trustees meets at least four times a year. The Board of Trustees receive 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 Trustees, committee membership, advocacy and conduct of meetings.

Appointments to the Board are for a period of up to 5 years. Please note that the terms of ten of the fifteen Board members will be fully served on 30 April 2023, and an appointment process is currently underway with the Department for Communities.

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 of Trustees 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 of Trustees:

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

- 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 Trustees attended meetings of the Committees as follows:

	Attendance at ARAC meetings (max 4)	Attendance at GP&F Committee meetings (max 4)	Attendance at Remuneration Committee meetings (max 2)
Mr M McCoy, Chairman	2	4	2
Professor G Earls, Vice Chairman	N/A	4	2
Professor K Fleming	N/A	2	N/A
Mrs H Francey	N/A	4	2
Mrs D Harshaw	4	N/A	N/A
Dr R Kelly OBE	2	N/A	2
Dr L Litvack	4	N/A	N/A
Mr A McFarland	N/A	3	0
Dr G McIlroy	4	N/A	N/A
Mrs C Molloy	4	N/A	N/A
Ms Deirdre Devlin	N/A	3	N/A
Mr William Duddy	4	N/A	N/A
Miss Charlotte Jess	N/A	3	N/A
Dr Robert Whan	N/A	4	N/A
Mr William McMullan*	N/A	2	N/A

*Appointed 1 July 2021

In addition to its members, the following officers normally attend the Audit and Risk 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 2021/22 Business Plan was approved by Trustees at the June 2021 Board meeting. Following Board approval, the DfC Minister formally approved the Business Plan on 29 November 2021 without amendment. The 2022/23 Business Plan was approved by Trustees at the March 2022 meeting and is currently awaiting Ministerial 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 of Trustees 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 2021/22 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 Whistle-Blowing 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 was one incident of attempted fraud which was detected by National Museums NI's system of internal controls and was prevented before any irregular payment was made.

McBride Judgement & Charities Act (Northern Ireland) 2022

National Museums NI is aware of the McBride Judgement (2019) and its potential impact on the Charities Register. 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.

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

National Museums NI and the Board of Trustees contracts out its internal audit services. The appointed firm of Internal Auditors operates to Public Sector Internal Audit Standards (PSIAS). The Internal Audit Plan 2021/22 was approved by the Audit and Risk Assurance Committee in September 2021. The Committee considered reports on the following audits performed in 2021/22:

AUDIT ASSIGNMENT	LEVEL OF ASSURANCE PROVIDED
Procurement and Contract Management	Limited
Safeguarding	Satisfactory
Key Financial Controls and Payroll	Satisfactory
Risk Management Framework	N/A – Advisory
Internal Stakeholder Management	Satisfactory
Customer Revenue, Complimentary Tickets and E-Ticketing System	Satisfactory
Follow Up Review	Good Progress

During 2021/22 the Internal Auditors identified no Priority 1 issues.

There were three medium priority and four low priority recommendations within the Procurement & Contract Management Internal Audit. At the date of this report, one medium priority action has been implemented, and two low priority recommendations have been fully implemented. The remaining four recommendations are in the process of being addressed through the development and roll out of a new Procurement & Contract Management Policy and supporting training programme for all staff involved with purchasing and contract management.

For the 12 months ended 31 March 2022, 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.”

Reporting of Significant Issues

Internal Audit are required, in accordance with the PSIAS, to identify any control issues which they consider to be of significant concern. These control issues may be based on the internal audit activities for the year, together with Internal Audit’s wider knowledge of the organisation. On this basis, Internal Audit have not identified any significant issues.

Northern Ireland Audit Office -TBC

We have completed our audit of the 2021-22 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 2022.

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: 5 October 2022

3.4 Assembly Accountability & Audit Report (Audited Information)

Losses and Special Payments (Audited Information)

There was a special payment of £750 relating to a legal settlement made in the financial year (2020/21: £Nil).

During the year there was a write off of £8,293 of retail stock approved due to perishable, damaged and obsolete items. This write off had been provided for in the 2020/21 financial statements.

Remote Contingent Liabilities (Audited Information)

National Museums NI has no remote contingent liabilities (2020/21: None).



Kathryn Thomson
Chief Executive
Date: 5 October 2022

3.5 The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the National Museums Northern Ireland for the year ended 31 March 2022 under the Museums and Galleries (Northern Ireland) Order 1998. The financial statements comprise: the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement; and the related notes including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting standards including the Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

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

In my opinion the financial statements:

- give a true and fair view of the state of National Museums Northern Ireland's affairs as at 31 March 2022 and of its total incoming resources and expenditure of resources for the year then ended; and
- have been properly prepared in accordance with the Museums and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

Opinion on regularity

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

Basis for opinions

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

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

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

Conclusions relating to going concern

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

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

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

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

Other Information

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

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

I have nothing to report in this regard.

Opinion on other matters

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

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

Matters on which I report by exception

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

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

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

Responsibilities of the Trustees and Accounting Officer for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included Museum and Galleries (Northern Ireland) Order 1998;
- making enquires of management and those charged with governance on National Museums Northern Ireland's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of National Museums Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls through the posting of unusual journals, revenue recognition, and the extent of management bias within key accounting estimates;

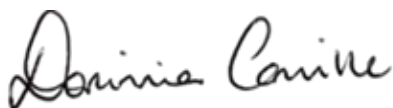
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business; and

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

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

Report

I have no observations to make on these financial statements.



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

19 October 2022

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted £	Unrestricted £	2022 £	Restricted £	Unrestricted £	2021 £
Income from:							
<i>Donations and Legacies</i>							
Donations	2	-	84,999	84,999	-	36,950	36,950
Gifts in kind	2	442,670	-	442,670	865,782	-	865,782
<i>Charitable activities</i>							
Grant-in-aid	3	4,073,000	14,488,000	18,561,000	2,633,000	13,161,000	15,794,000
Admissions	3	-	895,019	895,019	-	153,995	153,995
Other grants	3	975,575	-	975,575	794,700	-	794,700
<i>Other trading activities</i>							
Sponsorships	4	11,230	-	11,230	8,011	-	8,011
Trading	4	-	955,452	955,452	-	149,001	149,001
Investment income		-	121	121	-	45	45
Other income	5	-	23,867	23,867	-	1,530,299	1,530,299
Total income		5,502,475	16,447,458	21,949,933	4,301,493	15,031,290	19,332,783
Expenditure on:							
<i>Raising funds</i>							
Trading	6	18,820	1,120,438	1,139,258	3,269	874,188	877,457
<i>Charitable activities</i>							
Care of Collections	6	222,862	2,171,706	2,394,568	167,031	2,204,503	2,371,534
Curatorial & Education	6	470,869	2,331,496	2,802,365	319,446	2,544,444	2,863,890
Experience & Enterprise	6	39,558	5,090,179	5,129,737	32,965	4,794,563	4,827,528
Audience Development	6	214,265	1,474,343	1,688,608	173,908	1,199,821	1,373,729
Operations	6	27,896	7,062,739	7,090,635	20,705	6,660,228	6,680,933
		994,270	19,250,901	20,245,171	717,324	18,277,747	18,995,071
Net income/(expenditure)		4,508,205	(2,803,443)	1,704,762	3,584,169	(3,246,457)	337,712
Transfers between funds		(3,556,082)	3,556,082	-	(2,827,920)	2,827,920	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	8	-	3,858,953	3,858,953	-	620,848	620,848
Net movement in funds		952,123	4,611,592	5,563,715	756,249	202,311	958,560
Reconciliation of funds:							
Total funds brought forward		20,976,368	74,425,556	95,401,924	20,220,119	74,223,245	94,443,364
Total funds carried forward		21,928,491	79,037,148	100,965,639	20,976,368	74,425,556	95,401,924

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 61 to 74 form part of these accounts.

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

**BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
Fixed Assets			
Tangible assets	8	87,537,115	83,041,552
Heritage assets	8	12,070,456	11,004,711
Intangible assets	9	637,171	372,901
Investment in subsidiary	10	2	2
		<u>100,244,744</u>	<u>94,419,166</u>
Current Assets			
Stock	11	274,514	284,591
Debtors	12	2,073,915	1,007,974
Cash at bank and in hand	13	4,040,514	4,056,220
		<u>6,388,943</u>	<u>5,348,785</u>
Current Liabilities			
Creditors - amounts falling due within one year	14	<u>(4,846,547)</u>	<u>(3,561,177)</u>
Net current assets		<u>1,542,396</u>	<u>1,787,608</u>
Total assets less current liabilities		101,787,140	96,206,774
Provision for liabilities and charges	15	<u>(821,501)</u>	<u>(804,850)</u>
Total net assets		<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>
Represented by:			
Restricted funds	16	21,928,491	20,976,368
Unrestricted funds	16	23,256,538	24,802,114
Revaluation Reserve	16	55,780,610	49,623,442
		<u><u>100,965,639</u></u>	<u><u>95,401,924</u></u>

The notes on pages 61 to 74 form part of these accounts.

The accounts on pages 58 to 74 were approved by the Board of Trustees of National Museums NI on 23 September 2022 and are signed on its behalf.



M McCoy
Chairman of The Board of Trustees



K Thomson
Chief Executive

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

**CASH FLOW
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	20	<u>4,414,752</u>	<u>5,441,639</u>
Cash flows from investing activities:			
Interest Received		121	45
Proceeds from the sale of property, plant and equipment		-	-
Purchase of intangible fixed assets		(205,917)	(302,809)
Purchase of tangible fixed assets		<u>(4,224,662)</u>	<u>(3,670,438)</u>
Net cash provided by (used in) investing activities		<u>(4,430,458)</u>	<u>(3,973,202)</u>
Change in cash and cash equivalents in the reporting period		(15,706)	1,468,437
Cash and cash equivalents at 1 April 2021	20	<u>4,056,220</u>	<u>2,587,783</u>
Cash and cash equivalents at 31 March 2022	20	<u><u>4,040,514</u></u>	<u><u>4,056,220</u></u>

Further detail to this cash flow statement is reported in Note 20.
The notes on pages 61 to 74 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 DfC 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, Finance, Human Resources 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 equivalents staff employed in each activity. Governance costs are the costs incurred to ensure proper standards of public accountability within National Museums NI and are made up of internal audit, external audit and professional fees associated with governance.

NOTES TO THE ACCOUNTS

Tangible Assets and Depreciation

Tangible fixed assets are stated at cost or valuation.

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

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

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

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

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

Heritage assets

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 the museum 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 the museum'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.nmni.com.

NOTES TO THE ACCOUNTS

Policy on management and preservation of heritage assets

Three policies outline NMNI'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 NMNI'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 NMNI 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 the Museum 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 the Museum 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 2022 was £21.9m. 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.

NATIONAL MUSEUMS NORTHERN IRELAND

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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 the Museum'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 the Museum for the specific purpose to purchase prints and drawings.

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

General fund - this fund is to enable the Museum 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 the Museum. 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 & buildings, fixtures & equipment and motor vehicles.

General fund - this fund is to enable the Museum 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 the HM Revenue & Customs.

**NATIONAL MUSEUMS NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations:		
Gift Aid	31,972	15,352
Other donations	<u>53,027</u>	<u>21,598</u>
	<u>84,999</u>	<u>36,950</u>
Gifts in kind:		
Donated assets	442,670	865,782
Donated services	<u>-</u>	<u>-</u>
Total	<u>442,670</u>	<u>865,782</u>

The income from donations of £84,999 are unrestricted (2021: £36,950). Gifts in kind income at March 2022 comprises donations to the collections of £442,670. At March 2021 this included donations to the collections of £865,782. 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

	2022	2021
	£	£
Resource grant-in-aid (Unrestricted)	14,488,000	13,161,000
Capital grant (Restricted)	<u>4,073,000</u>	<u>2,633,000</u>
Total received	<u>18,561,000</u>	<u>15,794,000</u>

Admissions	<u>895,019</u>	<u>153,995</u>
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	2022	2021
	£	£
Other grants		
Capital grants:		
Heritage Lottery Fund	-	25,201
Friends of the Ulster Museum	6,500	-
National Heritage Memorial	99,990	90,000
Art Fund	140,000	70,000
Esmee Mitchell	8,000	-
Total capital grants	<u>254,490</u>	<u>185,201</u>
Revenue grants:		
Northern Ireland Environment Agency	253,693	244,570
Big Lottery Fund Grant	-	29,157
British Library	138,119	151,593
Peace IV	174,246	86,581
Heritage Lottery Fund	104,850	62,523
The Art Fund	-	12,484
Esmee Fairbairn	-	1,036
Willie Doherty	-	5,160
Tate (British Art Network)	1,750	3,000
British Ecological Society	11,158	9,579
Queens University Belfast	-	2,622
Other	<u>37,269</u>	<u>1,194</u>
Total revenue grants	<u>721,085</u>	<u>609,499</u>
	<u>975,575</u>	<u>794,700</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 NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

4. INCOME FROM OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Sponsorships	<u>11,230</u>	<u>8,011</u>
Trading:		
Shop	560,114	111,865
Hire of facilities	20,307	(452)
Consultancy fees	41,154	15,924
Photographic sales	34,045	17,168
Events income	245,189	3,063
Franchise income	<u>54,643</u>	<u>1,433</u>
	<u>955,452</u>	<u>149,001</u>

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

5. OTHER INCOME

	2022	2021
	£	£
Furlough Income	-	1,521,101
Other Income	<u>23,867</u>	<u>9,198</u>
	<u>23,867</u>	<u>1,530,299</u>

6. EXPENDITURE

	Staff costs	Other	Indirect	Depreciation &	2022	2021
	£	Direct costs	costs	impairment	Total	Total
	£	£	£	£	£	£
Trading	477,619	483,001	14,143	164,495	1,139,258	877,457
Care of Collections	1,888,158	79,645	81,018	345,747	2,394,568	2,371,534
Curatorial & Education	1,978,377	359,239	60,121	404,628	2,802,365	2,863,890
Experience & Enterprise	4,033,775	174,215	181,075	740,672	5,129,737	4,827,528
Audience Development	887,633	512,303	44,857	243,815	1,688,608	1,373,729
Operations	<u>1,501,420</u>	<u>4,504,685</u>	<u>60,729</u>	<u>1,023,801</u>	<u>7,090,635</u>	<u>6,680,933</u>
	<u>10,766,982</u>	<u>6,113,088</u>	<u>441,943</u>	<u>2,923,158</u>	<u>20,245,171</u>	<u>18,995,071</u>

Expenditure on charitable activities was £20,245,171 (2021: £18,995,071) of which £994,270 were restricted (2021: £717,324).

**NATIONAL MUSEUMS NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

6. EXPENDITURE (continued)

Staff costs

	2022 £	2021 £
Salaries and wages (includes temporary non-payroll staff)	7,983,906	7,671,712
Social security costs	645,820	643,541
Pension costs	2,085,262	2,048,072
Apprenticeship levy	23,460	22,613
Other staff costs	28,534	365,720
	<u>10,766,982</u>	<u>10,751,658</u>
Less: recovery of outward secondment	-	(78,709)
Total costs within expenditure	<u>10,766,982</u>	<u>10,672,949</u>

Included in the above costs is £763,161 (2021: £450,812) paid in respect of employment agency staff. Included in other staff costs are £11,883 (2021: £274,908) of redundancy costs.

Staff costs of £434,789 (2021: £318,623) 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	2022 £	2021 £
	£	£	£	£	£	£	£	£
Finance/CEO office/ Human Resources	61,029	259,437	349,616	781,387	193,570	262,059	1,907,098	2,140,935
Governance - included in above	4,890	12,028	10,278	22,018	7,248	30,433	86,895	245,202

Governance costs

	2022 £	2021 £
Audit and accountancy fees	45,336	46,656
Legal and professional fees	41,559	198,546
	<u>86,895</u>	<u>245,202</u>

7. NET INCOMING RESOURCES

	2022 £	2021 £
Net incoming resources is stated after charging:		
Auditors' remuneration:		
in respect of audit services	23,395	19,550
in respect of internal audit	21,941	27,106
Depreciation	3,236,608	2,947,505
Amortisation	75,384	-
Impairment	(388,834)	456,528
(Profit)/Loss on Disposal of Fixed Assets	<u>53,754</u>	<u>27,801</u>

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
Cost or valuation							
At 1 April 2021	70,001,202	12,782,071	12,624,714	361,675	95,769,662	11,004,711	106,774,373
Additions	1,484,000	321,713	1,603,486	128,942	3,538,141	1,065,745	4,603,886
Disposals	-	(52,136)	(9,882)	-	(62,018)	-	(62,018)
Transfers	-	-	-	-	-	-	-
Revaluation	1,702,202	-	249,970	16,095	1,968,267	-	1,968,267
Reversal of Impairment	334,488	-	52,965	1,381	388,834	-	388,834
At 31 March 2022	<u>73,521,892</u>	<u>13,051,648</u>	<u>14,521,253</u>	<u>508,093</u>	<u>101,602,886</u>	<u>12,070,456</u>	<u>113,673,342</u>
Accumulated depreciation and impairment							
At 1 April 2021	4,100	3,746,795	8,722,134	255,081	12,728,110	-	12,728,110
Depreciation	2,085,002	334,447	796,953	20,206	3,236,608	-	3,236,608
Impairment Charges	-	-	-	-	-	-	-
Disposals	-	(5,793)	(2,471)	-	(8,264)	-	(8,264)
Transfers	-	-	-	-	-	-	-
Revaluation	(2,083,009)	-	180,457	11,869	(1,890,683)	-	(1,890,683)
At 31 March 2022	<u>6,093</u>	<u>4,075,449</u>	<u>9,697,073</u>	<u>287,156</u>	<u>14,065,771</u>	-	<u>14,065,771</u>
Net book value							
At 31 March 2022	<u>73,515,799</u>	<u>8,976,199</u>	<u>4,824,180</u>	<u>220,937</u>	<u>87,537,115</u>	<u>12,070,456</u>	<u>99,607,571</u>
At 31 March 2021	<u>69,997,102</u>	<u>9,035,276</u>	<u>3,902,580</u>	<u>106,594</u>	<u>83,041,552</u>	<u>11,004,711</u>	<u>94,046,263</u>

Land and buildings at net book value comprise:

	2022 £	2021 £
Leasehold Improvements	5,982	7,975
Long leaseholds	73,509,817	69,989,127
	<u>73,515,799</u>	<u>69,997,102</u>

A full valuation by Land and Property Services (LPS) was carried out at 31 March 2022.

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

Property	Value	Basis of Valuation
Ulster Museum	26,551,728	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk and Transport Museum	32,816,615	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,257,274	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,534,200	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	600,000	Land at existing use value and buildings at depreciated replacement cost
Stores	6,750,000	Market value and Land at existing use value and buildings at depreciated replacement cost
	<u>73,509,817</u>	

All other assets of National Museums NI were revalued in line with appropriate indices at 31 March 2022.

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

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 £
2017-18	171,790	1,087,802	1,259,592
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
	<u>1,771,541</u>	<u>3,371,859</u>	<u>5,143,400</u>

There were no disposals of heritage assets since 1 April 2001.

9. INTANGIBLE FIXED ASSETS

Cost or valuation	Computer software £	On-trade licence £	Total £
At 1 April 2021	418,675	20,799	439,474
Additions	<u>173,715</u>	<u>165,939</u>	<u>339,654</u>
At 31 March 2022	<u>592,390</u>	<u>186,738</u>	<u>779,128</u>
Amortisation			
At 1 April 2021	66,573	-	66,573
Charge for year	<u>75,384</u>	<u>-</u>	<u>75,384</u>
At 31 March 2022	<u>141,957</u>	<u>-</u>	<u>141,957</u>
Net book value	£	£	£
At 31 March 2022	<u>450,433</u>	<u>186,738</u>	<u>637,171</u>
At 31 March 2021	<u>352,102</u>	<u>20,799</u>	<u>372,901</u>

10. INVESTMENTS

	2022 £	2021 £
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 dormant company. The registered office of the NMNIEL is Administration Office, Ulster Folk Museum, Bangor Road, Holywood, Northern Ireland, BT18 0EY. At 30 September 2021, NMNIEL had net assets totalling £2.

11. STOCK

	2022 £	2021 £
Shop goods for resale	208,892	217,398
Academic publications for resale	25,701	25,808
Maintenance materials and consumables	24,579	24,677
Farm stock	<u>15,342</u>	<u>16,708</u>
	<u>274,514</u>	<u>284,591</u>

**NATIONAL MUSEUMS NORTHERN IRELAND
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022**

NOTES TO THE ACCOUNTS

12. DEBTORS

	2022	2021
	£	£
Trade debtors	109,897	150,694
Prepayments and accrued income	741,686	482,680
Other debtors	1,222,332	374,600
	<u>2,073,915</u>	<u>1,007,974</u>

13. CASH AT BANK AND IN HAND

	2022	2021
	£	£
Cash at bank and in hand	<u>4,040,514</u>	<u>4,056,220</u>

14. CREDITORS (amounts falling due within one year)

	2022	2021
	£	£
Trade creditors	1,721,449	903,004
Other taxes and social security	186,753	233,745
Accruals	2,839,323	2,302,098
Deferred income	98,640	102,248
Sundry creditors	382	20,082
	<u>4,846,547</u>	<u>3,561,177</u>

Movement on deferred income

	Contract / grant	Sponsorship	Event deposit	Advance admin charge	Total
	£	£	£	£	£
Balance as at 1 April 2021	95,499	3,000	-	3,750	102,249
Amounts released from previous years	(39,714)	-	-	(3,750)	(43,464)
Incoming resources deferred in the current year	-	-	36,105	3,750	39,855
Balance as at 31 March 2022	<u>55,785</u>	<u>3,000</u>	<u>36,105</u>	<u>3,750</u>	<u>98,640</u>

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

**NATIONAL MUSEUMS NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

15. PROVISIONS FOR LIABILITIES AND CHARGES

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2021	804,850	-	804,850
Provided in year	16,651	-	16,651
Utilised in year	-	-	-
Balance as at 31 March 2022	821,501	-	821,501

Following Government guidance on a legal case, (*PSNI v Agnew*), a provision of £821,501 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. Due to delays in relation to the COVID-19 situation, it is expected that this will not be heard until December 2022 but could result in a decision which either reduces the period of liability or confirms the full period back to 1998. The 2021-22 Holiday Pay provision has been estimated and covers the period from 1998 to 31 March 2022.

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) and also includes an uplift of 15.05% for Employer National Insurance Contributions (NI) in 2021/22.

Analysis of expected timing of discounted flows

	Payroll	Other	Total
	£	£	£
Less than one year	-	-	-
Later than one year and not later than five years	821,501	-	821,501
Later than 5 years	-	-	-
Balance as at 31 March 2022	821,501	-	821,501

**NATIONAL MUSEUMS NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

16. STATEMENT OF FUNDS

	At 1 April 2021 £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2022 £
Restricted Funds						
Collection acquisition fund	11,004,711	663,167	-	-	402,578	12,070,456
Government grant for fixed assets	(188,262)	3,545,290	-	-	(3,556,082)	(199,054)
Exhibition fund	9,035,275	321,713	(334,447)	-	(46,343)	8,976,198
Voluntary Exit Scheme fund	9,484	-	-	-	-	9,484
Payroll Provision	(804,850)	-	(16,651)	-	-	(821,501)
The Art Fund	100,000	140,000	-	-	(140,000)	100,000
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	476,992	-	-	-	-	476,992
P Donald Legacy	573,853	-	-	-	(162,588)	411,265
National Heritage Memorial Fund	-	99,990	-	-	(99,990)	-
General fund	761,066	732,315	(643,172)	-	46,343	896,552
	<u>20,976,368</u>	<u>5,502,475</u>	<u>(994,270)</u>	<u>-</u>	<u>(3,556,082)</u>	<u>21,928,491</u>
Unrestricted Funds						
Designated fund:						
Board Reserve fund	125,274	-	-	-	-	125,274
Board Reserve capital fund	473,719	-	-	-	-	473,719
Undesignated funds:						
Capital reserve	2,779,336	-	(452,272)	-	-	2,327,064
Revaluation reserve	49,623,442	-	(1,257,867)	3,858,953	3,556,082	55,780,610
Government grant for fixed assets	21,976,404	-	(878,572)	-	(7,411)	21,090,421
General fund	(552,619)	16,447,458	(16,662,190)	-	7,411	(759,940)
	<u>74,425,556</u>	<u>16,447,458</u>	<u>(19,250,901)</u>	<u>3,858,953</u>	<u>3,556,082</u>	<u>79,037,148</u>
Total Funds	<u>95,401,924</u>	<u>21,949,933</u>	<u>(20,245,171)</u>	<u>3,858,953</u>	<u>-</u>	<u>100,965,639</u>

The transfer of £3,556,082 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

The year end debit balance of (£199,054) within Restricted Funds: Government grant for fixed assets, has subsequently been reduced in 2022/23 following receipt in June 2022 of a post year end drawdown of £190,000 to cover 2021/22 capital expenditure.

**NATIONAL MUSEUMS NORTHERN IRELAND
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NOTES TO THE ACCOUNTS

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Fixed Assets	21,046,655	79,198,089	100,244,744	94,419,164
Current Assets	4,408,371	1,980,572	6,388,943	5,348,785
Liabilities	<u>(2,493,941)</u>	<u>(3,174,107)</u>	<u>(5,668,048)</u>	<u>(4,366,025)</u>
Total Net Assets	<u>22,961,085</u>	<u>78,004,554</u>	<u>100,965,639</u>	<u>95,401,924</u>

18. FINANCIAL COMMITMENTS

Land & Buildings	2022 £	2021 £
Operating leases which expire in:		
Less than one year	32,438	31,968
One to five years	57,750	90,187
More than five years	-	-
Total Financial Commitments	<u>90,188</u>	<u>122,155</u>

19. CAPITAL COMMITMENTS

There were £311k of capital commitments at 31 March 2022 (2021: £344k) relating to multi year capital projects.

20. NOTES TO CASHFLOW

Reconciliation of net income to net cash inflow from operating activities	2022 £	2021 £
Net income/(expenditure) for the reporting period as per the statement of financial activities	1,704,762	337,712
Adjustments for:		
Depreciation	3,236,608	2,947,505
Impairment	(388,834)	456,528
Amortisation	75,384	66,573
(Profit)/loss on disposal of fixed assets	43,549	27,801
Decrease/(increase) in stock	10,077	30,406
Decrease/(increase) in debtors	(1,065,941)	1,009,187
Increase/(decrease) in creditors	782,617	558,860
Increase/(decrease) in provision	16,651	7,112
Deposit interest receivable	<u>(121)</u>	<u>(45)</u>
Net cash provided by (used in) operating activities	<u>4,414,752</u>	<u>5,441,639</u>

Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	<u>4,040,514</u>	<u>4,056,220</u>

Analysis of change in net debt

	At 1 April 2021 £	Cash flows £	Total £
Cash	4,056,220	(15,706)	4,040,514
Cash equivalents	-	-	-
Overdraft facility	-	-	-
Loans due within one year	-	-	-
Loans due after one year	-	-	-
Finance lease obligations	-	-	-
Total	<u>4,056,220</u>	<u>(15,706)</u>	<u>4,040,514</u>

NOTES TO THE ACCOUNTS

21. 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 £110,172 was paid to SIB for secondee services to provide Asset Management support. The Chief Executive is a non executive director of Visit Belfast. During the year £3,060 was paid to Visit Belfast for annual partnerships (2020/21 £nil). Visit Belfast paid £nil to the Museum in the current year (2020/21: £nil). The Chief Executive is a non executive director of Tourism Ireland. During the year nothing was paid to Tourism Ireland (2020/21: £nil) and £2,040 was received as a donation.

The Director of Collections is a member of the Irish Museums Association. During the year £647 was paid to the Irish Museums Association in relation to annual membership.

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

22. 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. The Museum 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 Museum 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.

23. CONTINGENT LIABILITIES

There are currently no contingent liabilities to report.

24. EVENTS AFTER THE REPORTING DATE

There have been no significant events after the year end.

25. COMPARATIVE FIGURES

Some comparative figures have been changed for presentational purposes only. The changes have no impact on the net assets or the surplus reported.



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