

**National Museums Northern Ireland Annual Report and Accounts  
For the year ended 31 March 2020**

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

17<sup>th</sup> December 2020

## **Chairman's Foreword**

As Chairman of the Board of Trustees of National Museums NI I am delighted to be able to present to you the Trustee's Annual Report for 2019/20. I do so at a moment when we are living through exceptional times and the future is less certain than it has ever been before.

Despite that I believe there has never been a more important role for museums to play within our society. Evidence demonstrates that engaging with the collections and our programmes supports improvements in health and wellbeing, builds skills and confidence and stimulates learning and understanding.

As custodians of the objects that tell the story of our people and our place we are uniquely placed to help build stronger connections to our shared heritage and pose the questions that help us to make sense of the world around us.

Looking back on 2019/20 this Annual Report highlights that as an organisation we have firmly established strong foundations from which to achieve this and I look forward with confidence to the year ahead.

## **Chief Executive's Welcome**

In this period of toil and turbulence, I am heartened by the opportunity that the Annual Review provides to pause and reflect. This year has undoubtedly presented challenges but, more importantly, it has seen significant progress across all parts of the organisation.

I reflect on the journey we embarked on when I first joined the organisation in 2016. It is a marathon, not a sprint. It has not been a case of adapting our strategy and continuing as we were. Rather, it has been a case of plotting a new course and resetting how people perceive and engage with our museums. In reaching toward our ambitions, we acknowledge the depth of the change process.

We are moving from a position of imbalance and passivity to one where our museums play a genuinely valued and meaningful role in the lives of all people and every community in Northern Ireland. We also recognise that more changes need to take place to ensure our continued relevance and sustainability. While the record-breaking success of 2018/19 is a welcome accolade, we are under no illusion that our journey of transformation is complete.

I recall Culture Lab; Don't Believe the Stereotype, part of our Making the Future programme, as one of the highlights of the year. Not because of what the exhibition achieved, but of what it represents. A challenging, brave and contemporary museum voice that came together through teamwork, innovation and creativity. Indeed, Making the Future is an appropriate name for this endeavour.

It represents the whole year at National Museums NI. We had fewer large-scale exhibitions to deliver in 2019/20, so we pressed the button on building the structures and plans that will sustain our journey into the future. This includes completing a significant restructuring of the organisation to strengthen skills and capacity in key positions. It includes major developments in our ability to care for, manage and research the national collection with significant progress being made in our storage redevelopment projects as well as the announcement of strategic partnerships with Queen's University Belfast and Ulster University.

Crucially, it also includes progress on the masterplan, which articulates our vision and roadmap for change at each museum. The Ulster Folk Museum was shortlisted to proceed to the National Lottery Heritage Fund's Heritage Horizon Awards in February, out of 146 initial expressions of interest. This is the finest endorsement that our plans are inspiring, compelling and transformational.

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## **THE TRUSTEE'S ANNUAL REPORT**

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.

### **Portfolio**

National Museums NI comprises:

- Ulster Museum
- Ulster Folk Museum
- Ulster Transport Museum
- Ulster American Folk Park

### **Objectives and 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 assuming trading activity currently carried out by National Museums NI, it is currently dormant until such activities are transferred.

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 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 create 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 society, 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.

### **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 [www.nmni.com](http://www.nmni.com).

### **Our Economic and Social Impact 2019/20**

Museums play an important role in modern societies. We strive to increase access for everyone, play a meaningful role in our communities and generate a positive social impact. As a charity and non-profit organisation, we rely on strong economic performance to fund our activities.

### **Visitors**

Visitors are our lifeblood. They keep us relevant and their support generates crucial funding through admissions, donations, retail purchases and catering orders.

We welcomed 685,935 visitors this year, 15% behind our target. This shortfall is consistent with sectoral trends across the UK and Ireland. Bad weather, low consumer confidence, Brexit and the COVID-19 pandemic have all contributed to the shortfall. On a positive note, the proportion of new visitors rose to 36% against a target of 32%. Our mission to create new connections with more people is showing progress.

### **Economic Impact**

Our sites are located in areas that are strategically important to Northern Ireland's economic development and tourism. Attracting almost 430,000 visitors this year, the Ulster Museum is the third most visited attraction in Northern Ireland and provides a free, must-see cultural experience for locals and tourists alike.

Fermanagh and Omagh District attracts over 400,000 visits and receives more than one million overnight stays each year. These visitors spent £72.89 million in 2019/20. Ulster American Folk Park attracts over 100,000 of these visitors each year, almost half of whom come from outside Northern Ireland. Ninety-nine percent of the businesses in this district are Small to Medium Enterprises (SMEs), mostly self-employed people with fewer than nine employees. National Museums NI uses these SMEs whenever possible, in order to support the local economy. The Ulster Folk Museum and Ulster Transport Museum attracted almost 150,000 visitors to the Ards and North Down District this year. This area attracts over 250,000 visits and more than a million overnight stays each year, generating £45 million for the local economy.

National Museums NI provides employment to a significant number of SMEs and self-employed people through our commercial activities and the construction works which is carried out at these sites. During the year we secured capital investment of over £5 million through our funders, allowing us to carry out a range of estate improvements and acquire site equipment and specimens – vital for growing and enhancing our collections.

### **Social impact**

Our economic performance is driving growth in our social programmes.

- We worked with 44,892 participants through our formal and schools learning programmes.
- We worked with 19,972 people through our participatory programmes focused on social inclusion, active ageing, community cohesion and youth engagement.
- The participation of audiences from lower socioeconomic groups remained steady at 21% (2018/19: 22%) versus a target of 25%. We are committed to improving this figure over the coming years. We are encouraged by the fact that it remained steady despite the absence of “mass appeal” exhibitions such as the Dippy on Tour exhibition in 2018/19.

As an organisation National Museums NI promotes and pursues policies of environmental, employee and social importance, as well as respect for human rights, anti-corruption and anti-bribery matters.

**Achievements and Performance**

**Key Performance Indicators**

The key performance indicators (as set out in our 2019/20 business plan) and year-end achievements for the 2019/20 year are listed below:

	<b>Actual 2019/20</b>	<b>Target 2019/20</b>	<b>Actual 2018/19</b>
<b>COLLECTIONS</b>			
Percentage of storage estate as 'Acceptable', 'Good' or 'Excellent'	60%	60%	50%
Specimens on collections database	75%	77%	73%
Records to Spectrum Inventory Standard	49%	55%	46%
Records to Full Spectrum Standard	22%	12%	12%
<b>LEARNING, ACCESS and PARTNERSHIPS</b>			
Number of participants on formal learning visits	44,892	55,000	54,208
Percentage of National Readership Survey Grade C2DE Visitors	21%	25%	22%
Completion of Performance Management System	95%	95%	91%
<b>VISITORS</b>			
Total number of visitors	685,935	800,000	905,102
Visitor ratings of exhibitions	86%	85%	85%
Percentage of new visitors	36%	32%	34%
Maintain visitor satisfaction rating	99%	95%	99%
<b>FUNDING, FINANCE and RESOURCES</b>			
Self-generated income (non Grant in Aid)	£3.032m	£3.410m	£3.602m
Increase Average Spend :			
Ulster American Folk Park (UAFP)	£3.02	£3.44	£2.55
Ulster Museum (UM)	£1.58	£1.62	£1.53
Ulster Folk & Transport Museum (UFTM)	£2.71	£2.78	£2.87
Capital Investment Delivery	80%	100%	100%



## **KPI Variance Explanation**

### **Collections**

The Collections Services team succeeded in obtaining its target of making 60% of the National Museums NI storage estate 'Acceptable', 'Good' or 'Excellent'. This was achieved by the opening of the new Ballycultra Store in July 2020, with the transfer of the Harland & Wolff ship plan collection into this new facility. Collections Services also exceeded the KPI for 'Records to Full Spectrum Standard' by 10%, with a final figure of 22%. This target was achieved through record enhancement on acquisition records and by carefully checking the original bound registers (and adding any additional information found to the object records on the database).

For the KPI 'Specimens on Collection Database' Collections Services obtained a final figure of 75%, 2% short of its target of 77%. However, this was a very stretching target given that each percentage point in our documentation KPIs is equal to 14,000 new records (there are 1.4m specimens in the collection). Whilst disappointing, great progress has nevertheless been made, particularly in relation to addressing legacy data. The KPI 'Records to Spectrum Inventory Standard' target of 55% fell short by 6%, with a final figure of 49% being obtained. The Collections Services team has carefully balanced progress on all of our KPIs but the transport and industry collection has inevitably been the overriding priority.

Preparations for the move to the new transport store at Heron Rd has been the primary driver this year. Work on the transport collection does not deliver a high volume of records as it is highly labour intensive and complex. However, a comprehensive inventory of Spectrum records has now been produced, with many miscellaneous, dispersed items now properly identified and connected relationally, where linkages to historic data have been made. This process has helped us make substantial gains in our knowledge of this collection, supporting collection development and review by curatorial staff.

For those collections KPIs that were not fully achieved, this was due to our limited staffing resources being focused on the transport move project whilst simultaneously supporting other important collaborative projects during the year, including master-planning and exhibition/programme development. The outset of the Covid-19 spread in March 2020 also had a small effect on the final KPI figures due to the reduced capacity to work in store, to work collaboratively and to gain access to the database before remote access was made available. The planned Collections Management System upgrade (to commence in 2020/21) will increase future efficiency and this will be supported by new ways of working (eg the increased use of barcoding to make location updates easier).

### **Learning, Access and Partnerships**

2019/20 has been a year of restructuring and resetting within the formal education team, which sits within the Curatorial branch, and whilst this has ultimately left the organisation in a stronger position it has presented a number of challenges in terms of the KPI. In Quarters 1 and 2 we had a skeletal staff in formal education, as we awaited the Review of Formal Learning which would help National Museums NI determine the best way forward. The review presented clear recommendations that enabled National Museums NI to restructure, but new staff were not recruited into post until early Quarter 3, at which point they were trying to learn about their roles and the sites whilst simultaneously honouring the bookings of the schools which had booked for the autumn term. A further blow to numbers occurred in Quarter 3, due to a period of closure for the Residential Centre at the Ulster Folk Museum, for maintenance reasons. A new Education Manager started in post towards the end of Quarter 3, and defined a detailed Action Plan for delivering against the Review of Formal Learning recommendations. We were beginning to see the benefits of this in early Quarter 4, with a steady recovery of numbers; but anxiety over the Covid-19 outbreak took hold as early as late February and National Museums NI saw bookings swiftly drop off as a result. As we enter 2020/21 with a strong team at full capacity and a clear Action Plan, including such activities as consultation

with teachers, CCEA and the Education Authority on their ambitions for our programme, there is reason to be optimistic. National Museums NI's new formal education programme will launch, with dedicated marketing spend behind it, in September 2020. Finally, the development of a new Corporate Plan in 2020/21 presents an opportunity to revisit the KPI associated with formal education, and revise it to better reflect a sustainable development approach and to capture the quality of the experience.

## **Visitors**

2018/19 was an extraordinary year for National Museums NI and saw many records being broken, including highest number of visitors across the group (over 905,000) and the highest monthly performance at the Ulster Museum for five consecutive months. This success can largely be attributed to a high concentration of touring exhibitions including Dippy On Tour, Tim Peake's Space Capsule, Leonardo Da Vinci: A Life in Drawing and Modigliani's Female Nude. Whilst these high profile exhibitions are capable of generating mass appeal, it was never intended that they would become a regular fixture in National Museums NI's annual approach, not least because there is only ever a limited supply of touring exhibitions available at any given time, but also crucially, because they move the public's attention away from engaging with our raison d'être, the National Collection.

As we stepped forward into 2019/20 with a planned absence of high-profile exhibitions, we knew that even maintaining year-on-year figures would be challenging never mind achieving the ambition set out in the Corporate Plan of 1 million visitors. As the year progressed, a potent cocktail of negative macro-environmental trends made the challenge even steeper and eventually resulted in a below-target performance of 14%. Despite a reasonably strong start to the year – with the Tim Peake Space Capsule exhibition driving visitor growth at Cultra – we starting to see signs of softening in our overall visitors towards July 2019 which continued as a trend for the remainder of the year. In the period from July to December 2019 this was not to be unexpected as we had been monitoring performance across the sector. Sectoral bodies such as Tourism Ireland, had been consistently warning of flat performance this year in terms of incoming visitors, and the Association of Visitor Experiences and Attractions (AVEA) reported that half of its members were reporting a more than 10% decline on what was an exceptional year for many in 2018/19. During this period one key sectoral trend was 'climate chaos', with poorer weather in peak season impacting on domestic market and outbound holiday travel, which is certainly something we can relate to particularly in relation to our events programme at the outdoor museums during the summer months. The second trend was the 'Brexit effect' which impacted Great Britain and continental European market performances as well as general consumer spending power and confidence levels, all of which impacts on the 'days out' market.

Throughout this period of softening visitor numbers, we took necessary measures to reverse the trend and saw some success in doing so in particularly over December and January 2019 with successful activation of our Christmas and shoulder season programme. The success was short-lived however. An extremely wet February 2020 dampened recovery; however in hindsight it was only a minor setback in comparison to what followed in March 2020. The quick and unprecedented rise of the Covid-19 pandemic in March 2020 drastically reduced visitor numbers in March 2020 and will continue to leave its mark on our performance as we look forward.

Despite challenging visitor performance, we can look towards more promising indicators such as our satisfaction and advocacy rates, which consistently point the fact that we are adept at providing excellent experiences for our users. It has also been a reset year for us during which the absence of large-scale exhibitions has allowed us to make significant progress in our journey of transformation. Accordingly, our best response as an organisation is to redouble our commitment to the One Programme Plan and the development and delivery of a programme of exhibitions and events across our sites that builds on our 'Here For Good' core purpose. This is a medium to long term strategy through which we are building our relevance by establishing deeper and more meaningful

connections with audiences, communities and partners, rather than just driving up footfall to our museums.

### **Funding, Finance and Resources**

The processing within 30-day target was achieved at 99% of total amounts invoiced (2018/19: 98%), and we are working towards paying more invoices within 10 days.

The average spend per head targets for 2019/20 were not achieved. However we exceeded the outturn from 2018/19 at both the UAFP and the Ulster Museum. Consumer confidence is also a factor with the consumer confidence index in NI tracking lower than the previous year.

### **Estate Strategy & Capital Programme**

One of National Museums NI's key enablers is to 'build the museum infrastructure of the future', which is focussed on managing and investing in our museum services and estate in order to meet the needs of our audiences, stakeholders and partners, both now and into the future. The past year has seen significant progress made on Year Two of the 2018-21 Estate Strategy Action Plan, particularly through work being carried out within the capital programme and ongoing master planning.

The 2019/20 year saw a 20% underspend in capital projects against a final allocation of £5.4m. This was caused by a combination of factors, including internal resource issues within the Estates Team during the final part of the year, programme delays on key projects such as the new transport store fit-out at Heron Road and in particular significant Covid-19 related impacts. It is anticipated that those projects which did not complete due to these factors will do so early in the 2020/21 year.

Despite these setbacks it was another significant year of capital spend for the organisation with just under £5m invested across the estate in buildings and estates and ICT infrastructure. Of note was the continued investment in collections storage including the near completion of the fit-out of the new offsite store, the final phase of which is anticipated to take place in 2020/21. Also of note were the refurbishment of the Ulster Museum and Ulster American Folk Park cafes, investment in toilet refurbishment and further significant purchases of Heritage Assets.

### **Museum Masterplanning**

#### ***Transforming the Ulster Folk Museum: A People's Project***

The last few years have seen measured progress for National Museums NI. However, we know that transformational change needs to be embedded in our long-term plans to truly take root. We took significant steps in the masterplanning process at each of our museums this year. That's particularly true of the plan for Ulster Folk Museum, which has already led to positive results.

Research shows that many visitors engage with Ulster Folk Museum on a nostalgic level, despite its pedigree and potential for deeper engagement. They enjoy the evocation of a simpler and gentler time, but the lack of context and orientation limits their engagement with the values that underpin the experience. It is commonplace to hear expressions of warmth towards the museum without any genuine intention to visit again. This audience pattern, coupled with an increase in other leisure options, has led to a slow decline in participation rates over the past decade.

Yet, we are entering a time of opportunity for Ulster Folk Museum. The founding vision for the museum was to create a place where people could explore Ulster's shared heritage. This was difficult during the Troubles. Now, however, communities are rediscovering life before and beyond that conflict. This is the right time for Ulster Folk Museum to emerge as a unique space that reflects

what is shared and distinctive about Ulster. In doing so, it will play a significant role in exploring identity and cultural expression in society.

### ***A New Way Of Thinking***

Ulster Folk Museum's transformation offers an opportunity to redefine the word "folk" – increasing its relevance for today. We can help it shed its nostalgic connotations and acquire a more dynamic meaning by putting stories, participation and partnerships at the heart of our activities. This shift in thinking among National Museums NI's internal teams has already produced results. Our approach to programming has shifted from a tried-and-tested event model to an exploration of key interpretive themes based on the essence of each museum. Food, farming, and arts and crafts have served to shape our events. This change in emphasis has allowed new ideas to take root and old ones to be revived.

The language and literature theme has been particularly encouraging. It has yielded a series of new programming events under the direction of stakeholders who represent the Irish and Ulster Scot languages. Events such as *Teach Airneál* and *Burns Night* have celebrated Ulster's rich linguistic heritage. The positive feedback from partners and stakeholders has shown that we are on the right path.

The redevelopment of McAlinden's Hardware Store in the town area of Ulster Folk Museum is another indicator of our progress. Like all museums, we must explore new ways to generate income to achieve greater financial sustainability. The challenge, in a place like Ulster Folk Museum, where authenticity is so important, is to do so in a way that does not disrupt the "fourth wall".

We redeveloped McAlinden's as a fully functioning store, selling original home cleaning remedies such as stain-removing laundry soap. The project demonstrates that income generation, visitor experience and curatorial integrity can work in harmony.

### ***Unlocking the Potential of the Ulster Folk Museum***

Despite the progress that National Museums NI's dedicated teams have achieved, unlocking the full potential of Ulster Folk Museum requires significant investment. That is why the completion of the masterplan this year is such a positive step forward. The museum is an unfinished project. It was conceived as a people's museum, infused with a spirit of community ownership. The masterplan identifies a 5 to 50 year programme to unlock the wider natural environment and heritage potential of the site, and create new opportunities for generations to come. We submitted a development proposal to the National Lottery Heritage Fund for a £12.5 million investment. It was one of 12 projects, of an initial 146, to make it through to the application stage. The project is based on phase 1 of the masterplan and focuses on completion of the town area. It will create new arrival and entry points, and a new focus on industrial heritage supported by facilities for volunteers, schools, community groups and staff. The National Lottery Heritage Fund's endorsement of this project is a strong indicator that our transformation is progressing as planned.

### ***Making the Future: Beyond the Troubles***

In last year's Annual Review, we marked the newly reinvigorated The Troubles and Beyond gallery at Ulster Museum. This year, it has continued to provide impact, relevance and engagement with our audiences. "Beyond" is the operative word in the gallery's title. We have continued to seek out projects and opportunities that not only examine the past, but challenge the present and shape the future. Most of this work has been channelled through the appropriately named Making the Future project.

*Making the Future* is a three-year project funded by Peace IV and led by a consortium of leading cultural organisations including National Museums NI, the Nerve Centre, PRONI and the Linen Hall

Library. It engages people from across Northern Ireland and the border counties to take part in innovative programmes that encourage them to make their voices heard, to tell stories about their lives, and to propose ideas for a shared future. National Museums NI's contribution was launched in January 2019 with the Troubles Art project. It included a touring exhibition of a range of responses to the Troubles by artists from Northern Ireland and beyond. It travelled to Derry~Londonderry, Fermanagh, Armagh, Lisburn and Monaghan throughout 2019/20. Its pieces were carefully curated to evoke a variety of experiences and emotions and to reflect on the causes, impact and complexity of the Troubles.

The second strand of the project – named Culture Lab in the funding application – offered National Museums NI an opportunity to try something different. It was billed as a peek inside our cultural state of play and a platform to ask questions about cultural identity in Northern Ireland. That is no easy feat in a society that is only recently at peace and has not achieved reconciliation between its two main communities.

Achieving impact through Culture Lab was a corporate priority throughout 2019/20. The project had two goals – to demonstrate our change mantra of “thinking differently, acting differently, and talking differently” and to prove Ulster Museum's credentials as a safe and trusted space to discuss difficult issues. It would help us to maximise our impact and reach and to play a meaningful role in dealing with living and contested history.

The final exhibition – *Culture Lab: Don't Believe the Stereotype* – achieved just that. It was both provocative and playful, using a replica of the famous “differences” blackboard from *Derry Girls* to set the tone and frame the narrative. The blackboard is accompanied by an interactive quiz called the “Religious Stereotype Calculator”. This tongue-in-cheek game tests visitors' preconceptions and challenges traditional stereotypes. National Museums NI's collections – sitting alongside the *Derry Girls* anchor points – take on more relevance than ever. They offer an interpretation of how identities are shaped on the island of Ireland. Highlights include:

- A Gaelic League bannerette from Hannahstown
- Sir Edward Carson's court uniform from his time as Solicitor General of Great Britain and Ireland
- A t-shirt by Dior designer Maria Grazia Chiuri that reads “We should all be Feminists”
- A post from the Fridays for Future climate strike demonstrations that reads “Our Planet, Our Rights”
- A map of Gaelic East Belfast from Turas, an Irish language project led by the East Belfast Mission.

The exhibition closes the loop in the present. Visitors get the opportunity to interact with the stories of people from across Northern Ireland and the border counties. These stories were collected from participants in the Making the Future engagement programme, and have been brought to life through animations by BAFTA-nominated artist John McCloskey.

*Culture Lab* created waves when it opened on 21 February 2020 and enjoyed local, national and international media coverage. It went viral on social media and there were queues in the gallery to take part in the interactive quiz. Visitors' feedback, and their interaction with the exhibition, vindicate National Museums NI's audience engagement approach – grounded in the collections, styled to suit audiences and attuned to contemporary culture.

The exhibition temporarily closed, along with the rest of the Ulster Museum, in response to the COVID-19 pandemic. However, an immersive digital version of the exhibition has taken its place, and was enjoyed by 25,000 people in its first week. There's no keeping good content down.

## **Exhibition Highlights**

This year was a return to normality following the extraordinary convergence of *Dippy on Tour*, *Tim Peake's Spacecraft*, *Leonardo da Vinci: A Life in Drawing*, and *Modigliani's Female Nude, 1916*, in the 2018/19 schedule. What 2019/20 lacked in scale it made up for in punch. Quality curation and contemporary design have fast become the trademarks of National Museums NI's new way of working.

### ***The Art of Selling Songs***

The Art of Selling Songs drew on the V&A museum's long-standing collection of music graphics to explore how graphic design wraps around music and considers the past, present and future of the artform. A century of trends in visual culture, graphic design and consumerism are framed in the world of popular music marketing. Among the artwork and objects were posters from the late 1800s, advertising French and British live "smoking concerts", rare record sleeves for artists such as Louis Armstrong and Blue Mitchell, and the iconic sleeve designed by Peter Blake and Jann Haworth for the Beatles' Sgt. Pepper's Lonely Hearts Club Band. Ulster Museum's bespoke addition to the exhibition was "The Overtones" section, which was specially curated to mark the role that music has played in Irish culture and identity. This selection of images, artworks and objects stretched from Irish traditional music to the international superstardom of Ash and Snow Patrol. It demonstrated the range and skill of artists and designers who translated music into striking imagery.

### ***Changing Views***

For centuries, artists provided a window on the world that was only available to a few. Their work brought back views of the familiar and the unknown through their eyes. Many of these "living pictures" inspired viewers to become visitors and turned places that artists depicted into the travel destinations of the modern era. Changing Views, an exhibition drawn from our own collections, considered the various forms that art has taken. It included works from the first widely read encyclopaedia, the birth of Romanticism, the Picturesque movement, and sites along the route of the Grand Tour.

### ***Dutch Masterpieces***

Masterpieces of Dutch Landscape brought together four outstanding Dutch landscapes from the National Gallery of Ireland with related work from the Ulster Museum. The 17th century was the "Golden Age" of Dutch landscape painting. Dutch painters found a particular beauty in the low horizons, unremarkable vegetation and luminous skies of their landscape. Their sensitive depictions of daily life, ordinary people and the changing light through the day and the seasons has rarely been surpassed. This exhibition offered the rare chance to reunite these masterpieces of Dutch landscape painting and to celebrate the connection between the Alfred Beit collection, the National Gallery of Ireland and Ulster Museum.

### ***Game of Thrones Tapestry***

The Game of Thrones® Tapestry is an epic feat of weaving that depicts scenes from the most popular television series of all time. It was first displayed in 2017, but was relocated to a new gallery in the Ulster Museum to create room for the fateful events of the eighth and final season. It is designed by hand, but weaved on a state-of-the-art machine and hand-finished in Northern Ireland. The linen it is stitched on comes from Ferguson's Irish Linen, one of the last surviving linen mills in Northern Ireland. The tapestry travelled to Bayeux in September 2019 to be exhibited next to the Bayeux Tapestry. This 70-metre, 11th century embroidered tapestry depicts the conquest of England by William Duke of Normandy in 1066. The Game of Thrones® Tapestry continues to be a major draw for local and international visitors. We are proud to take the National Museums NI brand

to a global stage, as we work with Tourism Ireland to promote Northern Ireland as a must-see cultural destination.

### ***Irish Art After 1870***

Irish art is at the heart of the Ulster Museum collections. This display featured some of our best-loved paintings such as Séan Keating's iconic *Slán Leat, a Athair (Goodbye Father)* and the intimacy of Paul Henry's miniatures.

### ***Left, Right & Centre***

This exhibition celebrated National Museums NI's acquisition of *Left, Right and Centre (2017)* a major new video work by Cornelia Parker, one of the most acclaimed artists of her generation. It explored artists who, like Parker, have set out to break the framework of traditional artistic representation. It surveyed three periods – early 20th century art, the post-war period to 1970, and the 1970s down to the present.

### ***Ursula Burke: A False Dawn***

Irish visual artist Ursula Burke works in porcelain sculpture, embroidery and drawing. *A False Dawn* is the culmination of Ursula's recent work. Much of her art practice deals with issues of representation and identity, exploring abuses of power in both the social and political sphere. Ursula worked for many years in Belfast and often takes post-conflict Northern Ireland as a critical point of departure to approach international concerns. Contemporary and impactful, this exhibition showcased beautiful artworks that act as a bridge between the classical ideal and the reality of today's world.

### ***Vice/Versa***

Men and women continue to redefine gender boundaries – not only in fashion but in day-to-day life. *Vice / Versa* – another stunning exhibition that is breathing new life into our unique fashion collection – explored the influence of menswear on women's fashion and vice versa. Thoughtful and provocative, it featured beautiful pieces of historic men's fashion that challenge modern ideas about what it means to "dress like a man".

These pieces were juxtaposed with designer women's fashion that drew inspiration from male fashion such as work by Alexander McQueen, Vivienne Westwood and a "Le Smoking" dress made by Yves Saint Laurent for his mother.

### ***Purpose & Portrayal***

Maps have a unique ability to shape how we see the world. This exhibition of Irish maps, atlases, surveys and charts examined how they shaped and reflected the way our forebears thought about society, economics, politics and culture. It showed that the shape of Ireland – and what the word "Ireland" meant – changed over the centuries. It included maps by two of the 16th century's greatest map-makers. Abraham Ortelius and Gerard Mercator.

Ortelius produced the world's first published atlas in 1573, while Gerard Mercator's innovative projection method produced the world map that is most familiar to us today.

## Unlocking our Collections

Caring for, developing and managing the national collection on behalf of the public are vital, core activities for National Museums NI. This year has proven to be another eventful and progressive year for these activities as we focus on unlocking the potential of our rich collections for our audiences, ensuring relevance and prioritising access and engagement.

### *Collections Development*

This year was the final year of the transformational 'Collecting the Troubles and Beyond' project, generously supported by the National Lottery Heritage Fund. Since 2016, we have grown our collections of History and Art relating to this key period in our recent past and are now home to the most comprehensive Troubles collection in the world. This collection has been used to inform research, engagement, audience development and, significantly, the Ulster Museum's new 'The Troubles and Beyond' gallery, which opened to commendation in 2018. There has been no loss of momentum in this final year, with the exceptional acquisitions including the photographic *Peacelines* series by Frankie Quinn, which was exhibited to mark the 50th anniversary of these structures in 2019, and *Billy's Museum*, a video artwork by Amanda Dunsmore which provides emotive and nuanced context to the NI Prison Service Collection, also acquired as part of this project.

The importance of collecting, informed by and in partnership with communities was illustrated this year with the acquisition of a wood-burning stove from Twaddell and Woodvale Residents Association, used by protesters at the Twaddell Avenue camp.

The project has improved our practice and widened our horizons for collecting as well as our networks. It is therefore not the end of this work, just the end of the first phase, and we are already researching and developing the next phase.

A hugely significant and important gift to the collection arrived just in time for Christmas, in the form of six etchings by Rembrandt. Gifted through the Acceptance in Lieu Scheme, these were the first works by the Old Master to enter a public collection in Northern Ireland. Rembrandt's originality and deeply-felt humanity can be startling even today. His ability to connect directly with the viewer is unquestioned and his influence on contemporary and later artists is profound. Many works in our collection can be linked back to this small group of etchings, and we look forward to sharing them with current and future generations. Another significant acquisition was a collection of five sculptures and 26 works on paper by Elisabeth Frink (1930-1993), provided to National Museums NI in accordance with the wishes of the artist's late son, Lin Jammet. A selection of these works was celebrated in the exhibition *Altered States: Elisabeth Frink and Post-War Art from the Ulster Museum Collection*.

The donations of transport and costume material, rich with human interest, are particularly notable. For transport these include keys from the Harland & Wolff shipyard, for use on the cabins of the SS *Asturias*, and a Viking Clubman bicycle used by a local cyclist for an epic round the world adventure in 1981. For costume we have received a stunningly beautiful and amazingly well-preserved court presentation dress from 1912, and a collection of 1960s and 1970s outfits by the fashion label Biba.

Funding from the Department for Communities has enabled us to make a number of important purchases. The artwork series, *Lost Monsters* by Julian Friers, consists of twenty depictions of animals that once inhabited Ireland but are now extinct. They were originally created for the successful *Dippy on Tour* exhibition in 2018 and represent an important legacy of that exhibition that we hope to tour to both local and national museums. Another acquisition, *Blue Sky Thinking (2019)* by Patrick Goddard, also crosses the disciplines of Art and Natural Science. Funded by the Department for Communities and the Art Fund, this work is comprised of one hundred and eighty lead sculptures, each depicting the form of a dead ring-necked parakeet. As commentary on climate change and the fragility of the environment, we hope it will help to open up debate and discussion



about these pressing contemporary issues, and the role of museums and the arts in relation to them. A research partnership with Dr Claudia Kinmonth has helped to guide strategic collecting for the Ulster Folk Museum this year, as we have purchased new furnishings and domestic life material to enhance the authentic presentation of a number of the domestic buildings on site.

Four disposals by destruction were authorised this year on health and safety grounds – a 1972 VW Beetle saloon, a 1972 Triumph Dolomite, a 1940s AEC Belfast trolleybus and a collection of ship signalling flags. A more creative proposal was possible with three clinker-built boats, which were authorised for disposal so that the parts can be utilised in replicas. These replicas will support interpretation and audience development. Such positive, creative thinking is also being applied to other cars that are scheduled for disposal and we are in discussion with a number of organisations about them being transferred into their ownership for the purposes of education, engagement and rehabilitation.

### ***Collections Research***

In April 2019, National Museums NI announced the formation of a new strategic partnership with both Queen's University Belfast (QUB) and Ulster University to enhance cross-institutional collaboration. The partnerships will see National Museums NI collaborate with departments across a broad-spectrum of research areas at QUB and at Ulster University's Faculty of Arts, Humanities and Social Sciences in a bid to advance cultural research, maximise public engagement and share expertise.

At their core, the new agreements outline how the universities will work together with National Museums NI, with emphasis on collaboration in future research projects and improving access to facilities and expertise between organisations for faculty members, students and staff.

One of the most significant collaborative projects this year was the research surrounding Takabuti, the Egyptian mummy. The project has been progressed in collaboration with the University of Manchester and QUB, with support from Kingsbridge Private Hospital and funding from the Friends of the Ulster Museum. The tests and examination of Takabuti were carried out over a period of months by the team using the latest scanning technologies, leading to new insights into Egyptian high society in the 25th dynasty. She was the focus of a study day at the KNH Centre for Biomedical Egyptology at The University of Manchester in January 2020, where all research to date was discussed. This was followed on 27 January (the 185<sup>th</sup> anniversary of her unwrapping in Belfast) by a press event revealing new findings about her life and death, including that she suffered a violent death as the result of a knife attack. There was widespread interest from global media in these findings, which are detailed in new gallery interpretation. A book is currently being produced by the project team and supported by the Engaged Research Fund, QUB, and the KNH Centre for Biomedical Egyptology at The University of Manchester. The book will bring together all of the research findings to date on Takabuti.

We celebrated our new strategic partnership with QUB by confirming three members of National Museums NI staff as Visiting Fellows. Drs Mike Simms, Karen Logan and David Tosh all began visiting fellowships at the start of 2020. We are also proud to announce funding for a Doctorate that will look into creating a built heritage asset management system, using the buildings at the Ulster Folk Museum as a pilot. This project is being led by Dr Will Megarry of the School of Natural and Built Environment and is being funded through QUB's Collaborative Studentship Scheme. We hope it will be the first of many such collaborations.

National Museums NI has supported research internally via its 'Foundations for the Future' programme. Five curators received funding to enable research activity associated with the collections. These grants have funded research visits to St Fagans Museum of National History and the Museum of Cardiff, attendance at a millinery collections workshop at the Museum of London, and the production of bird boxes by Holywood Men's Shed, to enable monitoring of the breeding

success of birds at the Ulster Folk Museum. National Museums NI staff published 18 articles in journals during the year and presented at 13 conferences or workshops. In addition, eight papers on exhibitions or objects in the collection were published as was one book that highlighted works by the artist Mary Delaney. We were pleased to take a leading role in the *'From Northern Ireland to Algeria: Dealing with Contested Memories Through Education'* symposium at the Ulster Museum, and we continue to contribute to international research and discourse on this theory of agonism in museums, with specific reference to dealing with the legacy of the past. This year over 120 independent and museum or university-based researchers made enquiries about National Museum NI's collections. Of those, 48 followed their initial enquiries by directly using the collections for their research. University research dominated, representing 85% of research agreements made in 2019/20. Our most common university collaborators came from the UK and Ireland.

### ***Collections Management and Care***

The care and management of our national collection lies at the core of what we do. We have made major progress on a number of storage projects this year, which will transform access to important parts of the collection – particularly our transport and industry collections. Our new transport store will bring our remarkable and diverse transport collection under one roof for the first time. This impressive new facility will enable a degree of public access that has never been possible before. We have made strides in the fit out of the new store and preparing the collection for the move to its new home.

Unfortunately, this progress was interrupted by the Covid-19 lockdown. However, Collections Services is looking forward to completing this project in the coming year. This year also saw the relocation of the internationally significant Harland & Wolff ship plan collection from off-site storage to a new facility on the Cultra site. This will allow greater public access to this unique asset. We look forward to adding the finishing touches to this project over the next year.

Collection Services collaborated with a team from Queens University Belfast to perform a complete 3D digital scan documentation programme for the Result ship masts, in preparation for their move to a new store. The Result – a three-mast schooner built in 1893 – is the last remaining ship built in Carrickfergus. It has outlived the hundreds of schooners and other small sailing craft that were once of such importance to coastal communities. The cutting-edge scanning process gives us a detailed 3D map of the masts' structure and dimensions, and raises our documentation standards for this iconic ship. Since August 2018, National Museums NI has been participating in *Unlocking Our Sound Heritage*, a UK-wide project that will help to save the nation's sound collections and make them available to everyone. The sound archive in the National Museums NI collection is a remarkable resource.

It contains recordings of transport, industry, crafts, folklore, language, traditional music and song. We made great progress on this project in 2019/20, digitising 2,351 items. Project highlights from the last year include:

- Utilising recordings from our own sound archive for social benefit, working with Shankill Women's Group and the Big Friendly Group at Newtownards
- Bringing our sound recordings to public audiences at wider events, including the *'Night at the Museum'* and *'The Dark Side of Ballycultra'* event in the Ulster Folk Museum at Halloween
- Presenting a paper at the British & Irish Sound Archives (BISA) annual conference at Dublin in November 2019
- Going out on the road to take in collections from project partners, including the Glens of Antrim Historical Society and Larne Museum
- Having 18 weekly volunteers assist on the project, by cataloguing, sensitivity checking, repairing tapes and promotion on social media.

## **Creating New Connections**

National Museums NI's mission is to make the collections we hold accessible to the widest possible audience. While we strive for this across all of our museum activities, we know that there are many audience groups who believe that museums are not for them. We cherish the opportunity to run projects that actively reach out to audiences and prove that this is not the case.

### ***Live Well: Engaging With Older People***

National Museums NI's commitment to growing participation and engagement in disadvantaged communities is central to the Department for Communities' work in enabling and promoting social inclusion and community cohesion. Social isolation and loneliness are common among older people and can have a detrimental effect on their health and wellbeing.

The Live Well programme is a community outreach scheme, designed primarily for older people. It represents a key start of our work in supporting active ageing. We offer social, cultural and intellectual engagement to disadvantaged older people. The programme supports the wellbeing of older people at risk from social exclusion, suffering with physical and learning disabilities, facing mental health issues, living in rural isolation and areas of urban deprivation. We have delivered almost 600 sessions with older people across Northern Ireland to encourage the development of new skills and social connections through museum-based learning activities. The Live Well project is now at the end of its four year funding lifecycle. An independent, end-of-project evaluation into its effectiveness was completed in September 2019. Participants have stressed that opportunities to be in a learning environment is a critical factor in maintaining mental health and building their confidence. The evaluation found that 98% felt they had got to know people better, 96% reported feeling more confident and 100% engaged in new learning.

Deirdre Hargey, the new Minister for Communities, visited the Ulster Museum in her first official engagement to talk to participants in January 2020. This is a testament to the importance of the project. The success of Live Well validates National Museums NI's role in supporting vulnerable people and communities. We are proud of the role that we play in supporting active ageing and we look forward to exploring ways to continue initiatives such as this as we emerge from the Covid-19 pandemic.

### ***Reimagine Remake Replay: Engaging with Younger People***

'Reimagine Remake Replay' is a four-year project that connects young people and heritage in meaningful ways. It uses creative media and the latest technologies to delve into the museum collections. The programme is led by a consortium including the Nerve Centre, National Museums NI, NI Museums Council and Northern Ireland Screen. It is funded by the National Lottery Heritage Fund's Kick the Dust programme. The project has just completed its first year in nine museums across Northern Ireland and aims to reach more than 4,000 16-25 year-olds.

Reimagine Remake Replay has been as busy as it has been creative over the past year. There has been a plethora of workshops, events and learning opportunities for the 164 participants to get hands-on, have fun and be creative.

It has offered exploration and engagement in a range of media including motion graphics, film making, 3D printing, app development and event management through projects such as Museums in a Box, Digital Maker Club, Time to Create, and Shout It Loud. It has succeeded in creating opportunities and enabling young people to showcase their own work. During the *Tim Peake's Spacecraft* exhibition, participants hosted a 'Late Lab' event at the Ulster Transport Museum. Further afield, they brought the project to Ulster University Art College as a Curiosity Box.

The *Making Waves* event at the Ulster Museum was a significant showcase for the project. The participants “took over” Ulster Museum, developing and managing every element of the event. It was created as part of an event management course that 15 participants completed. Their involvement gained them a Digital Badge Award. Seventy-two such badges were awarded throughout the project in the past year. Making Waves has been a highlight event of Reimagine Remake Replay, and for the wider annual programme of events at Ulster Museum. There was something for all 857 visitors to enjoy – art workshops, Virtual Reality (VR) experiences, live gigs, raving while learning about undersea ecosystems, and poster, badge and tote making. It was an incredible showcase for the project’s participants.

### **Activating New Partnerships : Loaf Catering**

We know from experience that finding the right community partner can open up doors to engagement with new audiences. We also know that visitors to our museums value high quality, locally sourced food and drink. We were delighted to capture both in a new partnership with Loaf Catering, a social enterprise operated by NOW Group. Loaf Catering supports people with learning difficulties and autism into careers.

They operate three existing cafés – in Belfast City Hall, on Grosvenor Road and at Crawfordsburn. The new Loaf Café at Ulster American Folk Park opened in July 2019 and champions local produce. The refurbished space offers a light and airy setting to enjoy a range of freshly made food, including Loaf’s award-winning sausage rolls, healthy salads and traditional soups and stews.

National Museums NI is a purpose-driven organization and places a high value on working in partnership with other like-minded organisations. Our partnership with Loaf Catering allows us to create real benefits in the lives of NOW Group’s training and employment programme participants. They are already being felt across the organisation through the rollout of NOW Group’s popular “Just A Minute” training. This initiative helps our staff cater to visitors with learning difficulties and communication barriers.

### **Developing Our People**

National Museums NI is committed to developing an organisation that is highly skilled and engaged in achieving our aims and objectives. We are dedicated to contributing to the care of the national collections and providing an excellent service to the public. Our organisational development activity reflects our key corporate enabler of developing our people as our greatest asset. We need to ensure that we are agile, resilient and striving for excellence in our challenging operating environment.

Over the course of 2019/20, we delivered the second year of objectives set by our Culture Development Teams. These included leadership and management development, a team briefing system and new Performance Excellence Framework. All have been successfully adopted by the organisation. As part of our commitment to enhancing staff engagement, we also conducted an extensive staff survey in May 2019 and hosted our Staff Conference in November 2019.

### ***Learning and Development***

We supported a wide range of learning and development opportunities ranging from areas of statutory compliance, best practice, professional and personal development. Externally, we are building networks and platforms for knowledge sharing via the pilot British Museum Visitor Services Knowledge Circle and the British Museum ITP (International Training Programme). We have also rolled out training on Just A Minute (JAM) to all staff, in partnership with the Now Group.

### ***Volunteering & Participation***

We believe that volunteers have a significant and meaningful part to play in how we deliver on our core purpose, and that involving the communities we serve will be crucial in ensuring that our museums remain relevant and benefit from the rich skills and experience that volunteers have to offer.

We appointed a new Volunteering and Participation Manager at the beginning of 2019/20. Since then, we have focused on developing volunteering engagements over the course of the year and laying plans for the longer term. We have seen the number, diversity and value of our volunteering opportunities grow. There were volunteering engagements at all of our sites and across curatorial, conservation, archival and visitor services. We look forward to developing this critical area as we move forward.

## **Financial Review (Subject to audit)**

### **Financial Objective**

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

### **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.

### **Financial Results**

In the financial year to 31 March 2020, National Museums NI had net income of £1.98m (2018/19: net income £3.4m).

The total income for the year was £22m, a decrease of £0.2m from 2018/19 (£22.2m). This includes £5m of capital funding and £0.4m relating to the 2018/19 Voluntary Exit Scheme.

Total expenditure was £20m compared to £18.8m in the prior year.

Depreciation of £2.9m was charged in the year, an increase of £100k 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 2019/20 Department for Communities provided 78.5% of the total income through allocated recurrent and capital grants (2018/19: 78.7%).

### **Reserves**

National Museums NI has accumulated reserves of £94.4m (2018/19: £90.54m). The policy on reserves is included in note 1, Accounting Policies, to the accounts. Restricted reserves total £20.2m (2018/19: £19m) and unrestricted reserves total £28m (2018/19: £31m). Revaluation reserves totalling £46m (2018/19: £40m) have accumulated through revaluations on land and buildings. Within unrestricted reserves, National Museums NI has two designated funds, the Board reserve and capital funds totalling £599k (2018/19: £563k). 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 2020 after taking out designated and restricted reserves was £73.64m (2018/19: £71m). The organisation has cash balances of £2.6m at the year end. Cash reserves were built up to facilitate payment of invoices relating to the 2019/20 year but received after March 2020.

### **Liquidity**

In 2019/20, £17.7m (80%) of National Museums NI gross income derived from revenue Grant-in-Aid from the Department for Communities (2018/19 81%). This included £415k for Voluntary Exit Scheme. The remaining 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.

Any new capital programme is dependent upon the successful generation of grants and donations and the receipt of these funds.

## **Losses and Special Payments**

There was one special payment this year of £3,500 relating to an employee settlement. Losses of £5,893 were recorded in year in respect of perishable items which had to be written off.

## **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 2019 to 31 March 2020, National Museums NI paid 99% of its invoices within 30 days (2018/19: 98%). 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 2019 to 31 March 2020, National Museums NI paid 88% of its invoices within 10 days (90% in 2018/19).

## **Land and Buildings**

Land and buildings were subject to a full valuation by Land and Property Services (LPS) on 31 March 2020. This has resulted in a net upward revaluation of £1.9m on those assets.

National Museums NI's estate as at 31 March 2020 consists of land and buildings valued at £70.9m.

A Land and Property Service review of our estate as at 31 March 2020 resulted in a £450k impairment of the market value of an asset under construction, the new Heron Road Store, completion of which has now been delayed to later in 2020 due to the Covid-19 pandemic. However it should be noted that once the store is completed, the value (in use) to the organisation of the store will not be fully captured by its open market value, given that the fit out of the new store will enable a step change improvement with respect to the long term condition of the National Museums NI Heritage Assets, particularly the Transport collection. Further, with accessibility to the general public being factored in to the design, the benefits derived from the project will be broader than the storage capabilities.

## **Financial**

Net assets at 31 March 2020 were £94.4m (2018/19: £90.5m).

## **Principal 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 2020.

Following an internal review carried out by National Museums NI in December 2019, in respect of procurement and contract management, a suspected Fraud was uncovered within one function of the organisation. Investigations and a disciplinary process were initiated and remain ongoing at the date of this report. Further detail of this matter is provided on page 40 within the *Business Planning and Risk Management* section below.

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

- The Covid-19 pandemic;
- Securing appropriate levels of Government funding in the future;
- Achieving income generation targets;
- Maintaining public support for museums;
- Capacity and resilience of the organisation;
- The ability to care for and manage the collections; and
- Investment in the estate infrastructure.

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. 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.

Two matters are reported on in the Governance Statement regarding the Finance function. These are primarily around the structure and delayed upgrade of the financial accounting system.

### **Charitable donations**

There were no charitable donations made by National Museums NI in the year. However, staff have continued to support their nominated charity, Children's Heartbeat Trust, and helped raise funds through a number of events such including entering a relay team in the Belfast Marathon which raised £1,156.25. The Charity Committee works closely with the Children's Heartbeat Trust on a calendar of fundraising and awareness raising activities.

### **Plans for Future Periods**

During 2019/20 National Museums NI reviewed and updated the Corporate Plan 2018-21, which is aligned to the draft Programme for Government. This Plan affords us the opportunity to both develop existing partnerships, and build new ones that will create greater social and economic impact. Given the diversity of activities and the scale of the operations we deliver, National Museums NI intends to contribute positively to many of the indicators within the Programme for Government. Our key contribution is to increase the number of people engaging in cultural activities and improve the health and well-being of citizens.

Although we are operating in an increasingly challenging financial climate we have ambitious intentions to transform our facilities and services to ensure that the National Collections are cared for more effectively and shared with an increased number of people. We aim to be even more engaging and relevant to greater numbers of visitors and ensure that our overall social and economic impact continues to grow.

Our Corporate Plan 2018-21 is built around five key priorities which are:

- To care for and develop collections;
- To open up access to our collections;
- To create more engaging visitor experiences;



- To connect with more people; and
- To build the museum infrastructure of the future.

Delivery of these priorities are supported by five key enablers:

- Developing our people as our greatest asset;
- Being visible & valued;
- Being audience focused;
- Growing & diversifying our income; and
- Delivering through stronger partnerships & collaborations.

We are working towards an ambitious plan for investment in our Capital Assets across storage and the museum sites.

### **Structure, Governance and 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.

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 of the charity**

The charity is registered under the name National Museums and Galleries of Northern Ireland. The charity operates under the 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**

EY  
Chartered Accountants  
22 Bedford Street  
Belfast  
BT2 7DT

### **Solicitors**

Cleaver Fulton Rankin  
50 Bedford Street  
Belfast  
BT2 7DT

## **Board of Trustees**

In the absence of the Minister and in conjunction with the Commissioner for Public Appointments, the Permanent Secretary of the Department for Communities extended the appointment of the Chairman, Mr Miceal McCoy, to the 30 June 2020. During the year the Board of Trustees comprised the following:

Mr M McCoy (Chairman)  
Professor K Fleming  
Mrs D Harshaw  
Dr R Kelly OBE  
Mr A McFarland  
Professor M Catto (resigned May 2019)  
Professor G Earls  
Mrs H Francey  
Dr L Litvack  
Dr G McIlroy  
Mrs C Molloy

## **Register of Interests**

A Register of Interests is maintained for Board members and the Executive Team and is available for inspection at the Principal Address.

Related party transactions are shown in note 18 of the accounts.

## **Personal data related incidents**

National Museums NI has given consideration to the requirement to report personal data related incidents. It is content that there were no such incidents in the year ended 31 March 2020.

## **McBride Judgement**

National Museums NI is aware of the McBride Judgement (2019) and its potential impact on the Charities Register. National Museums NI, however, works within guidelines and principles of the Charity Commission for Northern Ireland (CCNI) and awaits further guidance.

## **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.



Mr M McCoy  
Chairman of the Board of Trustees  
Date: 17 November 2020



K Thomson  
Chief Executive  
Date: 17 November 2020

## **Remuneration and Staff Report**

### **Remuneration Committee**

The Board has established a Remuneration Committee to support them in undertaking their responsibilities for overseeing the performance and remuneration of the Museums' senior staff. In particular, it oversees approval of the Senior Civil Service Pay Strategy as it applies to the Chief Executive and reviews the Chief Executive's approvals of the Senior Civil Service Pay Strategy as it applies to other Directors employed under SCS terms and conditions.

### **Membership of the Committee**

The membership of the Remuneration Committee during the year comprised:

Mrs H Francey (Chairman)  
Dr R Kelly OBE  
Mr M McCoy  
Mr A McFarland  
Dr L Litvack (replaced by Prof G Earls in September 2019)

The Chief Executive attends any meetings which review senior staff remuneration except for discussions concerning her own pay and performance.

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 Remuneration (Subject to Audit)**

	2019/20				2018/19			
	Salary £'000	Bonus £'000	Pension Benefits <sup>1</sup> (to nearest £1,000)	Total £'000	Salary £'000	Bonus £'000	Pension Benefits (to nearest £1,000)	Total (£'000)
<b>K Thomson</b> Chief Executive	95-100	-	21,000	115-120	90-95	-	45,000	130-135
<b>C Catney</b> Chief Operating Officer	75-80	-	28,000	100-105	70-75	-	28,000	95-100
<b>W Blair</b> Director of Collections	70-75	-	31,000	100-105	65-70	-	21,000	65-70

**Salary**

'Salary' includes gross salary; overtime; London weighting or allowances; recruitment and retention allowance; private office allowances; ex-gratia payments; and any other taxable allowances or payments.

**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 (2018/19: £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 2019/20 year (2018/19: £nil).

**Pay Multiples**

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.

The following table and information is subject to audit:

	2019/20	2018/19
Band of Highest Paid Director's Total Remuneration	£95,001- £100,000	£90,001- £95,000
Median Total Remuneration	£23,483	£22,739
Remuneration Ratio	4.15	4.07

The banded remuneration of the highest-paid director in National Museums NI in the financial year 2019/20 was £95,001 to £100,000 (2018/19: £90,001 to £95,000).

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

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In 2019/20 no employees received remuneration in excess of the highest-paid director. Remuneration ranged from £18,052 to £94,253 (2018/19: £17,526 to £91,285).

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.

**Board Members**

No emoluments were paid to members of the Board of Trustees for the year ended 31 March 2019 except for an honorarium to the Chairman amounting to £10,000.

**Pensions of Senior Management (Subject to Audit)**

	<b>Accrued pension at pension age as at 31/3/20 and related lump sum</b>	<b>Real increase in pension and related lump sum at pension age</b>	<b>CETV at 31/3/20</b>	<b>CETV at 31/3/19</b>	<b>Real increase in CETV</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>K Thomson</b> Chief Executive	30-35	0-2.5	493	472	12
<b>C Catney</b> Chief Operating Officer	0-5	0-2.5	66	42	17
<b>W Blair</b> Director of Collections	30-35	0-2.5	395	358	17

**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%.

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 nuvos arrangement or they could have opted for a partnership pension account. Nuvos is also a CARE arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%.

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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.

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 2019 was 2.4% and HM Treasury has announced that public service pensions will be increased accordingly from April 2020.

Employee contribution rates for all members for the period covering 1 April 2019 - 31 March 2020 are as follows:

<b>Annualised Rate of Pensionable Earning (Salary Bands)</b>		<b>Contribution rates – All members</b>
<b>From</b>	<b>To</b>	<b>From 01 April 2019 to 31 March 2020</b>
£0	£23,500.99	4.6%
£23,501.00	£54,500.99	5.45%
£54,501.00	£150,000.99	7.35%
£150,001.00 and above		8.05%

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 nuvos. The normal pension age in alpha will be linked to the member’s State Pension Age but cannot be before age 65. Further details about the CSP arrangements can be found at the website <https://www.finance-ni.gov.uk/topics/working-northern-ireland-civil-service-pensions-ni>

**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 (Subject to Audit)

Staff Cost	Permanently employed staff £	Others £	2020	2019
			£	£
Salaries and wages (includes temporary non-payroll staff)	7,018,788	558,535	7,577,323	8,396,534
Social security costs	585,507	-	585,507	602,551
Pension costs	1,967,368	-	1,967,368	1,407,276
Apprenticeship levy	17,916	-	17,916	19,948
Other staff costs	647,928	-	647,928	1,016,349
	<b>10,237,507</b>	<b>558,535</b>	<b>10,796,042</b>	<b>11,442,658</b>
Less: recovery of outward secondment	(76,156)	-	(76,156)	(71,549)
<b>Total</b>	<b>10,161,351</b>	<b>558,535</b>	<b>10,719,886</b>	<b>11,371,109</b>

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but National Museums NI is unable to identify its share of the underlying assets and liabilities. The 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 2012 scheme valuation was completed by GAD in February 2015. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2015 to 31 March 2019.

For 2019/20, employers' contributions of £1,967,368 (2018/19: £1,407,276) 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.

Work was completed on the 2016 valuation, based on the position as at 31 March 2016. The outcome of this scheme valuation informed employer contribution rates for 2019/20. Employer contribution rates payable will range from 28.7% to 34.2% of pensionable pay, based on salary bands. This change is primarily due to the reduction in the SCAPE discount rate (as announced at



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Budget 2018) to 2.4% pa above CPI. The contribution rates are set to meet the cost of the benefits accruing during 2019/20 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £12,342 (2018/19: £7,282) 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% (2018-2019, 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings. Employer contributions of £253, 0.8% (2017-2018 £246, 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 (2018/19: £1,237. Contributions prepaid at that date were £1,237 (2018/19: £637).

2 persons (2018-2019: Nil) retired early on ill-health grounds.

**Staff costs apportioned by activity (Subject to Audit)**

<b>Activity area</b>	<b>2020</b>
	<b>£</b>
Trading	494,752
Care of Collections	1,802,707
Curatorial & Education	1,919,199
Experience & Enterprise	4,380,885
Audience Development	753,129
Operations	1,369,214

**Total** **10,719,886**

<b>Activity area</b>	<b>2019</b>
	<b>£</b>
Trading	428,885
Curatorial and Collection Care	3,080,930
Public Engagement	4,706,235
Education	896,704
Operations	2,258,356

**Total** **11,371,110**

**The average number of persons employed (Subject to Audit)**

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

	<b>2020</b>	<b>2019</b>
Permanent contract	215	217
Temporary agency contract	47	28
Fixed term funded contract	12	15
<b>Total</b>	<b>274</b>	<b>260</b>

The number of full time equivalent employees as at 31 March 2020 analysed by activity was as follows:

	<b>2020</b>
Curatorial and Education	31
Audience Development	19
Support	20
Operations	53
Experience & Enterprise Development	99
Trading	9
Care of Collections	39
Chief Executive's Office	4
<b>Total</b>	<b>274</b>

*n.b. due to restructure of main activities during the year, prior year FTE figures by activity are not available for comparison purposes.*

Further analysis of full time equivalent employees is as follows:

	<b>Male</b>	<b>Female</b>
Senior civil servants	0	1
Directors	2	0
Employees	141	130
<b>Total</b>	<b>143</b>	<b>131</b>

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

<b>Annual Salary Band</b>	<b>2020 £</b>	<b>2019 £</b>
£60,001 - £65,000	1	-
£65,001 - £70,000	-	2
£70,001 - £75,000	1	1
£75,001 - £80,000	1	-
£80,001 - £85,000	-	-
£85,001 - £90,000	-	-
£90,001 - £95,000	-	1
£95,001 - £100,000	1	-

**Other Disclosures**

There were no off-payroll arrangements with any individuals during the year.

There was no expenditure on consultancy during the year (2018/19 £nil).

No emoluments were paid to members of the Board of Trustees for the year ended 31 March 2020 except for an honorarium paid to the Chairman amounting to £10,000 (2018/19: £10,000). Travel expenses of £3,563 were reimbursed to six Trustees (2019: £5,169).

Further information on staff costs is contained in note 6.

**Sickness Absence**

National Museums NI employed 274 staff (expressed as full-time equivalents). Staff absenteeism for the period 1 April 2019 to 31 March 2020 was 4.44% (2018/19: 4.05%), which equates to an average per FTE of 9.86 days (2018/19: 8.98 days). The majority of this sickness absence continues to be attributable to staff on long term sickness with short term sickness rates remaining relatively static.

**Staff Policies**

As an equal opportunities employer, National Museums NI does 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.

Reporting of Civil Service and other compensation schemes – exit packages (Subject to Audit)

Exit package Cost Band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
£10,000-£25,000	-	-	-	13	-	13
£25,000-£50,000	-	-	-	10	-	10
£50,000-£100,000	-	-	-	4	-	4
£100,000-£150,000	-	-	-	-	-	-
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	-	-	-	27	-	27
<b>Total resource cost (£)</b>	-	-	-	<b>£823,581</b>	-	<b>£823,581</b>

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

There were none agreed in 2019-20 however final funding (£414k) for those agreed and accounted for in 2018-19 was received in 2019-20.

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



K Thomson  
Chief Executive  
Date: 17 November 2020

**STATEMENT OF TRUSTEES' AND CHIEF EXECUTIVE'S RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2020**

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.

## **Governance Statement for the Year Ended 31 March 2020**

### **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 2020 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 2018-21 and Business Plan 2019/20;
- The Performance Management Framework;
- The Risk Management Framework;
- 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.

### **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:

	<b>Attendance at Board meetings 2019/20</b> (max 7 including the AGM, and 2 additional meetings)
Mr M McCoy, Chairman	<b>6</b>
Professor G Earls	<b>4</b>
Professor M Catto *Term ended May 2019	<b>1*</b>
Professor K Fleming	<b>5</b>
Mrs H Francey	<b>6</b>
Mrs D Harshaw	<b>6</b>
Dr R Kelly OBE	<b>5</b>
Dr L Litvack	<b>4</b>
Mr A McFarland	<b>5</b>
Dr G McIlroy	<b>5</b>
Mrs C Molloy	<b>6</b>

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.

All of the existing Trustees have reached the end of their appointed terms. In the absence of a Minister, six-month extensions have been put in place on a rolling basis. During the year, one of the Trustees stepped down.

### **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,



**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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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:

- 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:

	<b>Attendance at ARAC meetings (max 5)</b>	<b>Attendance at GP&amp;F Committee meetings (max 4)</b>	<b>Attendance at Remuneration Committee meetings (max 2)</b>
Mr M McCoy, Chairman	1	4	2
Professor G Earls *From AGM 27.09.19	3	*1	1
Professor M Catto * Term ended May 2019	N/A	*1	N/A
Professor K Fleming	N/A	4	N/A
Mrs H Francey	N/A	4	2
Mrs D Harshaw	4	N/A	N/A
Dr R Kelly OBE	4	N/A	1
Dr L Litvack * From AGM 27.09.19	*1	1	1
Mr A McFarland	N/A	3	2
Dr G McIlroy	4	N/A	N/A
Mrs C Molloy	3	N/A	N/A

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
- Representative(s) from the NI Audit Office;
- Representative from the Department for Communities (as observer)
- Internal Audit

## **Business Planning and Risk Management**

### **Business Plan**

The draft Business Plan and Budget 2019/20 was submitted to the Department in January 2019 following review by the Board of Trustees on 14 December 2018. The Department issued formal approval of the Plan on 1<sup>st</sup> April 2019.

### **Risk Management**

The Risk Management Strategy 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.

The residual risk is then 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:

- Securing appropriate levels of funding in the future;
- Achieving income generation targets;
- Maintaining public support for museums;
- Capacity and resilience of the organisation;
- The ability to care for and manage the collections; and
- Investment in the estate infrastructure.

In 2019/20 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 Staff Code of Conduct and the Whistle-Blowing Policy.

During 2019/20 there have been 2 suspected incidents of Fraud in accordance with the Anti-Fraud Policy and no instances of Whistleblowing. One has been unsubstantiated with no evidence of fraud and the other remains under investigation – see ‘*Reporting of Significant Issues*’ within the Internal Audit section below.

The Anti-Fraud Policy and Fraud Response Plan were updated to reflect “Good Practice Procedures in Fraud Investigations”.

There were no personal data-related incidents during the year.

## **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 Annual Audit Plan 2019/20 was approved by the Audit and Risk Assurance Committee in June 2019. The Committee considered reports on the following systems audits performed in 2019/20:

<b>AUDIT ASSIGNMENT</b>	<b>LEVEL OF ASSURANCE PROVIDED</b>
Collections Management	Satisfactory
Review of National Museums NI Website	Satisfactory
Health & Safety	Satisfactory
Risk Management	Satisfactory
Financial Processes (Payroll)	Satisfactory

During the 2019/20 year the Internal Auditors identified no Priority 1 issues.

The overall opinion of the Head of Internal Audit for 2019/20 is as follows:

“We consider that NMNI has a framework of controls in place that provides Satisfactory Assurance over the effective and efficient achievement of the NMNI’s objectives and the management of key risks.

## **Reporting of Significant Issues**

We are required, in accordance with the PSIAS, to indicate any control issues which we consider to be of significant concern. These control issues may be based on our Internal Audit activities for the year, together with our wider knowledge of the organisation. While we have not identified any matters of significance during the course of the completion of our 2019/20 Internal Audit Plan, we

note the following matters, which we consider should be included within the Governance Statement for the 2019/20 year:

- *Ongoing NMNI investigation into a suspected fraud:* in response to a number of matters of concern and in accordance with the NMNI's Fraud Response Plan, an internal investigation was completed by NMNI in December 2019. As a result of the findings of the internal investigation, a Fraud Investigative Oversight Group (FIOG) was established in January 2020, chaired by the NMNI's Chief Operating Officer. The purpose of the FIOG was to decide on the appropriate course of action in relation to these matters, including the requirement for, and scope of, a formal investigation together with the requirements for legal and forensic representation. At the request of the NMNI, the Head of Internal Audit has attended a number of meetings of the FIOG. At the time of preparing this report, June 2020, the progress of the investigations have been delayed due to Covid-19. At the request of NMNI, an audit will be undertaken during June 2020 (as part of the 2020/21 Interim Plan), in relation to a number of control weaknesses identified during the internal investigation in relation to Capital Management; and
- *Impact of Covid-19:* while the impact of Covid-19 on NMNI's governance, risk and internal control environment will largely impact the 2020/21 year (and thus careful consideration will need to be taken on the Internal Audit and wider assurance activities undertaken during 2020/21), at the time of preparing this report, June 2020, a number of significant risks have been identified. In particular, these relate to the impact of closing the museums on self-generated income, health and wellbeing of staff, reopening under special measures, and financial sustainability. "

### **NI Audit Office (NIAO)**

The statutory audit of National Museums NI was undertaken by the NIAO's Comptroller and Auditor General (C&AG) in accordance with auditing standards issued by the Auditing Practice Board (APB) taking into account the UK Auditing Practice Board's Practice Note 10 (revised); Audit of Financial statements in Public Sector Bodies in the United Kingdom and Practice Note 11 for the audit of Charities. The audit was planned and executed in accordance with the Audit Strategy which was considered by the Audit and Risk Assurance Committee and presented to the Board of Trustees in March 2020.

An unqualified audit opinion was received following the external audit of the 2018/19 accounts. Five recommendations were made within the Report to Those Charged with Governance. Of these recommendations, four Priority 2 recommendations were made, and one was a Priority 3 recommendation.

### **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**

### **Procurement and contract management**

As discussed within '*Principal Risks and Uncertainties*' on page 21 and the *Internal Audit* section above, National Museums NI management undertook a review of procurement and contract management, in December 2019, which uncovered procurement practices within the Buildings and Estates function which were concerning. An investigation was launched and initial findings indicated improper conduct and a suspected fraud within that particular function. A draft report was issued by the investigator in August 2020 and its contents are being considered by management, with a view to determining and actioning the next steps.

National Museums NI management immediately took steps to reinforce procurement procedures across all divisions as well as implementing additional internal controls to monitor compliance with public sector procurement guidance. A disciplinary process also commenced in line with National Museums NI's Disciplinary Procedure and this disciplinary process is continuing.

In February 2020, National Museums NI established a Capital Steering Group the role of which is to oversee the planning, approval and delivery of the National Museums NI Capital Programme. It is chaired by the Chief Operating Officer and membership is comprised of departmental heads involved with Capital spending, as well as representatives from the National Museums NI Finance & Governance department, and the National Museums NI Operations Team.

In addition to these measures taken, in April 2020, National Museums NI also instructed its Internal Auditors to carry out a review into Capital Management focusing on current processes and the new controls implemented. As advised above in *Reporting of Significant Issues*, this review was delayed in June 2020 due to Covid-19 disruption but was subsequently completed in September 2020.

No priority 1 findings were identified within the review but National Museums NI management accept the overall limited assurance rating provided and will ensure continued focus on governance, operating processes, monitoring and reporting, and training and awareness. National Museums NI management have taken on board the findings and observations and will implement the recommendations made.

### **Internal Audit**

During the year there were no Priority One recommendations which have been described in the statement by the Head of Internal Audit.

### **Ministerial Directions**

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: 17 November 2020

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

I certify that I have audited the financial statements of National Museums Northern Ireland for the year ended 31 March 2020 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 2020 and of its incoming resources, resources expended ; and
- have been properly prepared in accordance with the Museum and Galleries (Northern Ireland) Order 1998 and Department for Communities directions issued thereunder.

**Emphasis of Matter**

I draw attention to Note 8 of the financial statements, which describes the material valuation uncertainties for Land and Buildings due to the consequences of the COVID-19 pandemic. My opinion is not modified in respect of the matter.

**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 of opinions**

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities 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 of the Financial Reporting Council's Revised Ethical Standard 2016, 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**

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- NMNI's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- NMNI has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about NMNI's ability to continue to adopt the going concern basis.

### **Other Information**

The trustees and the Accounting Officer are responsible for the other information included in the annual report. The other information comprises the information included in the trustees' annual report other than the financial statements, the parts of the Remuneration and Staff Report described in the report as having been audited, and my audit certificate and report. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, 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, 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:

- the parts of the Remuneration and Staff 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 trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Responsibilities of the Trustees and Accounting Officer for the financial statements**

As explained more fully in the Statement of Trustees and Chief Executive's Responsibilities, the trustees and the Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

### **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 evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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.

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

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes



intended by Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

**Matters on which I report by exception**

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 Remuneration and Staff Report to be audited are not in agreement with the accounting records; 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 Department of Finance's guidance.

**Report**

I have no observations to make on these financial statements.



*KJ Donnelly*

*Comptroller and Auditor General*

*Northern Ireland Audit Office*

*106 University Street*

*Belfast*

*BT7 1EU*

*26th November 2020*

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Restricted	Unrestricted	2020 £	Restricted Restated	Unrestricted Restated	2019 £ Restated
<b>Income from:</b>							
<i>Donations and Legacies</i>							
Donations	2	634,981	77,367	712,348	-	133,097	133,097
Gifts in kind	2	627,875	-	627,875	352,511	-	352,511
<i>Charitable activities</i>							
Grant-in-aid	3	4,997,000	12,248,000	17,245,000	6,199,300	11,280,390	17,479,690
VES funding	3	414,719	-	414,719	522,000	-	522,000
VER funding	3	-	-	-	27,611	-	27,611
Admissions	3	-	1,020,606	1,020,606	-	1,137,855	1,137,855
Other grants	3	826,091	-	826,091	1,164,988	-	1,164,988
<i>Other trading activities</i>							
Sponsorships	4	25,701	-	25,701	30,176	-	30,176
Trading	4	-	1,003,418	1,003,418	-	1,315,059	1,315,059
Investment income		-	814	814	-	804	804
Other income	5	-	77,840	77,840	-	61,905	61,905
<b>Total income</b>		<b>7,526,367</b>	<b>14,428,045</b>	<b>21,954,412</b>	<b>8,296,586</b>	<b>13,929,110</b>	<b>22,225,696</b>
<b>Expenditure on:</b>							
<i>Raising funds</i>							
Trading	6	26,419	1,135,995	1,162,414	-	1,145,389	1,145,389
<i>Charitable activities</i>							
Care of Collections	6	253,507	2,154,379	2,407,886	189,006	1,882,361	2,071,367
Curatorial & Education	6	689,360	2,064,782	2,754,142	915,813	1,885,328	2,801,141
Experience & Enterprise	6	297,074	5,342,866	5,639,940	124,563	5,143,256	5,267,819
Audience Development		363,875	1,180,130	1,544,005	461,008	1,137,205	1,598,213
Operations	6	138,812	6,329,017	6,467,829	157,908	5,735,976	5,893,884
		<b>1,769,047</b>	<b>18,207,169</b>	<b>19,976,216</b>	<b>1,848,298</b>	<b>16,929,515</b>	<b>18,777,813</b>
<b>Net income/(expenditure)</b>	7	<b>5,757,320</b>	<b>(3,779,124)</b>	<b>1,978,196</b>	<b>6,448,288</b>	<b>(3,000,405)</b>	<b>3,447,883</b>
<b>Transfers between funds</b>	15	<b>(4,508,314)</b>	<b>4,508,314</b>	<b>-</b>	<b>(5,592,652)</b>	<b>5,592,652</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>							
Gains/(losses) on revaluation of fixed assets	8	-	1,921,710	1,921,710	-	1,258,037	1,258,037
<b>Net movement in funds</b>		<b>1,249,006</b>	<b>2,650,900</b>	<b>3,899,906</b>	<b>855,636</b>	<b>3,850,284</b>	<b>4,705,920</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		<b>18,971,113</b>	<b>71,572,345</b>	<b>90,543,458</b>	<b>18,115,477</b>	<b>67,722,061</b>	<b>85,837,538</b>
<b>Total funds carried forward</b>		<b>20,220,119</b>	<b>74,223,245</b>	<b>94,443,364</b>	<b>18,971,113</b>	<b>71,572,345</b>	<b>90,543,458</b>

Expenditure on charitable activities is restated for 2018-19 to reflect a management restructure. The management restructure has replaced Public Engagement with departments for Experience and Enterprise and for Audience Development. Education (formerly within Public Engagement) is now part of Curatorial and Education.

All amounts included in the above statement relate to the continuing operations of the National Museums Northern Ireland. There are no recognised gains and losses other than those shown above. The notes on pages 50 to 63 form part of these accounts.

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020**

**BALANCE SHEET  
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Fixed Assets</b>			
Tangible assets	8	83,253,191	80,609,844
Heritage assets	8	9,720,695	8,921,324
Intangible assets	9	132,042	-
		<u>93,105,928</u>	<u>89,531,168</u>
<b>Current Assets</b>			
Stock	10	314,997	328,399
Debtors	11	2,017,161	1,211,824
Cash at bank and in hand	12	2,587,783	6,084,512
		<u>4,919,941</u>	<u>7,624,735</u>
<b>Current Liabilities</b>			
Creditors - amounts falling due within one year	13	<u>(2,784,767)</u>	<u>(6,612,445)</u>
Net current assets		<u>2,135,174</u>	<u>1,012,290</u>
Total assets less current liabilities		95,241,102	90,543,458
Provision for liabilities	14	<u>(797,738)</u>	<u>-</u>
<b>Total net assets</b>		<u><u>94,443,364</u></u>	<u><u>90,543,458</u></u>
<b>Represented by:</b>			
Restricted funds	15	20,220,119	18,971,113
Unrestricted funds	15	27,930,751	31,239,097
Revaluation Reserve	15	46,292,494	40,333,248
		<u><u>94,443,364</u></u>	<u><u>90,543,458</u></u>

The notes on pages 50 to 63 form part of these accounts.

The accounts on pages 47 to 63 were approved by the Board of Trustees of National Museums Northern Ireland on 17 November 2020 and are signed on its behalf.



M McCoy  
Chairman of The Board of Trustees



K Thomson  
Chief Executive

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020**

**CASH FLOW  
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Cash flows from operating activities:</b>			
<b>Net cash provided by (used in) operating activities</b>	<b>18</b>	<u>3,355,692</u>	<u>6,542,785</u>
<b>Cash flows from investing activities:</b>			
Interest Received		814	804
Proceeds from the sale of property, plant and equipment		-	5,580
Purchase of property, plant and equipment		<u>(6,853,235)</u>	<u>(4,096,475)</u>
<b>Net cash provided by (used in) investing activities</b>		<u>(6,852,421)</u>	<u>(4,090,091)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(3,496,729)	2,452,694
<b>Cash and cash equivalents at 1 April 2019</b>	<b>18</b>	<u>6,084,512</u>	<u>3,631,818</u>
<b>Cash and cash equivalents at 31 March 2020</b>	<b>18</b>	<u><u>2,587,783</u></u>	<u><u>6,084,512</u></u>

Further detail to this cash flow statement is reported in Note 18.

The notes on pages 50 to 63 form part of these accounts.

**NOTES TO THE ACCOUNTS**

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**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), issued January 2015.

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.

Donations and legacies are recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably.

No amounts are included in the accounts for services donated by volunteers which have not been valued.

**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 Northern Ireland and are made up of internal audit, external audit and professional fees associated with governance.

# NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

## 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 Northern Ireland 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 Northern Ireland 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 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](http://www.nmni.com).

# NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

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## NOTES TO THE ACCOUNTS

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### 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 redesigned for the end of the 2020/21 financial year. 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 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 when there is a legal or constructive obligation at the balance sheet date, and where the transfer of economic benefits is probable and a reasonable estimate can be made.

### Reserves Policy

National Museums Northern Ireland 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 2020 was £20.2m. 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 Northern Ireland receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted funds.

### Restricted Funds

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

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

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

Exhibition fund - this fund represents the net book value of the Museum's permanent exhibitions.

Voluntary Exit Scheme fund - to fund the Voluntary Exit Scheme implemented in 2016-17. The scheme was completed in 2019-20.

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

# NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

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## NOTES TO THE ACCOUNTS

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### **Restricted Funds continued**

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.

P Donald Legacy fund - donated to the Museum for the specific purpose to purchase artefacts of Irish interest in the names of his parents, Marriott Robert Donald and Mary Donald.

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 Northern Ireland from the Ulster Folk and Transport Museum when National Museums Northern Ireland 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 off the corresponding adjustment to accumulated depreciation on the revalued assets.

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

General fund - this fund is to enable 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 Northern Ireland has been granted charitable status by the HM Revenue & Customs.



**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**2. DONATIONS AND LEGACIES**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Restricted Donations:</b>		
Legacies	634,981	-
<b>Unrestricted Donations:</b>		
Gift Aid	9,283	5,023
Other donations	68,084	128,074
	<u>77,367</u>	<u>133,097</u>
<b>Gifts in kind (Restricted):</b>		
Donated assets	625,375	350,230
Donated services	2,500	2,281
	<u>627,875</u>	<u>352,511</u>

The legacy income was received from a bequest with attaching conditions therefore it is restricted income. The income from gift aid and other donations are unrestricted. Gift in kind are restricted and comprise services and heritage assets donated to the collection from multiple sources. In addition to the above, is the contribution made by volunteers, which are not valued for accounting purposes. Volunteers make a significant and diverse contribution to the success of National Museums Northern Ireland. 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**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Resource grant-in-aid (Unrestricted)	12,248,000	11,280,390
Capital grant (restricted)	4,997,000	6,199,300
<b>Total received</b>	<u>17,245,000</u>	<u>17,479,690</u>
Voluntary Exit Scheme (restricted)	<u>414,719</u>	<u>522,000</u>

A Voluntary Exit Scheme commenced in 2016/17. The scheme has completed in 2019-20 with total funds of £2,025,974 paid since 2016/17. The final funding to meet the liability was received in 2019/20 of £414,719.

Voluntary Early Retirement Scheme	-	27,611
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The final agreed settlement under the Voluntary Early Retirement Scheme was accounted for in 2018/19.

<b>Admissions (unrestricted)</b>	<u>1,020,606</u>	<u>1,137,855</u>
<b>Other grants (restricted)</b>		
	<b>£</b>	<b>£</b>
<b>Capital grants:</b>		
Heritage Lottery Fund	30,218	42,852
Friends of the Ulster Museum	-	5,000
National Heritage Memorial	-	115,000
Art Fund	7,000	89,000
Esmee Mitchell	-	5,000
Northern Ireland Environment Agency	-	20,000
Total capital grants	<u>37,218</u>	<u>276,852</u>
<b>Revenue grants:</b>		
Northern Ireland Environment Agency	295,150	327,939
Big Lottery Fund Grant	167,386	273,593
British Library	152,119	58,147
Peace IV	111,015	63,518
Heritage Lottery Fund	33,244	132,504
The Art Fund	11,266	-
Esmee Fairbairn	4,902	4,062
Queens University Belfast	4,163	15,565
Other	9,628	12,808
Total revenue grants	<u>788,873</u>	<u>888,136</u>
<b>Total Grants</b>	<u>826,091</u>	<u>1,164,988</u>

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**3. INCOME FROM CHARITABLE ACTIVITIES (continued)**

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). The Big Lottery Fund Grant relates to a grant received in 2019-20 of £77,714 for Healthier Older People through Museums project and a grant received of £65,582 for the Treasure House project. There were unspent funds at 31 March 2020 of £32,962 for Healthier Older People through Museums project. There was a reduction in accrued income of £22,205 relating to the Treasure House project and no balance of unspent funds.

**4. INCOME FROM OTHER TRADING ACTIVITIES**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Sponsorships</b>	<u>25,701</u>	<u>30,176</u>
<b>Trading:</b>		
Shop	675,521	864,260
Hire of facilities	80,496	226,638
Consultancy fees	16,903	13,539
Photographic sales	22,842	32,646
Events income	75,976	16,134
Franchise income	<u>131,680</u>	<u>161,842</u>
	<u>1,003,418</u>	<u>1,315,059</u>

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

**5. OTHER INCOME**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Other	<u>77,840</u>	<u>61,905</u>

Other income is unrestricted. Includes Coronavirus Job Retention Scheme receipts, miscellaneous sales and royalties.

**6. EXPENDITURE**

	<b>Staff costs</b>	<b>Other Direct costs</b>	<b>Indirect costs</b>	<b>Depreciation &amp; impairment</b>	<b>2020 Total</b>	<b>2019 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trading	494,752	473,830	26,403	167,429	1,162,414	1,145,389
Care of Collections	1,802,707	128,408	110,088	366,683	2,407,886	2,071,367
Curatorial & Education	1,919,199	314,854	87,771	432,318	2,754,142	2,801,141
Experience & Enterprise	4,380,885	225,768	275,364	757,923	5,639,940	5,267,819
Audience Development	753,129	529,490	52,903	208,483	1,544,005	1,598,213
Operations	<u>1,369,214</u>	<u>3,499,840</u>	<u>148,443</u>	<u>1,450,332</u>	<u>6,467,829</u>	<u>5,893,884</u>
	<u>10,719,886</u>	<u>5,172,190</u>	<u>700,972</u>	<u>3,383,168</u>	<u>19,976,216</u>	<u>18,777,813</u>

Expenditure on charitable activities was £19,976,216 (2019: £18,777,813) of which £1,769,047 were restricted (2019: £1,848,298).

The charitable activities have been reclassified to reflect the management re-structure and the comparatives have been adjusted accordingly.

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**6. EXPENDITURE (continued)**

**Staff costs**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries and wages (includes temporary non-payroll staff)	7,577,323	8,396,534
Social security costs	585,507	602,551
Pension costs	1,967,368	1,407,276
Apprenticeship levy	17,916	19,948
Other staff costs	<u>647,928</u>	<u>1,016,349</u>
	10,796,042	11,442,658
Less: recovery of outward secondment	<u>(76,156)</u>	<u>(71,549)</u>
Total costs within expenditure	<u><u>10,719,886</u></u>	<u><u>11,371,109</u></u>

Included in the above costs is £558,535 (2019: £1,452,167) paid in respect of employment agency staff. Included in other staff costs are £8,423 of redundancy costs, £5,097 additional VES charges, a release of accrued wages costs not related to the VES scheme of £79,630 and a provision of £714,038 was made as detailed in note 14.

Staff costs of £297,008 (2019: £138,540) have been capitalised and are not included in resources expended.

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

**Support costs**

	<b>Trading</b>	<b>Curatorial &amp; Education</b>	<b>Care of collections</b>	<b>Experience &amp; Enterprise Dev</b>	<b>Audience Dev</b>	<b>Operations</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Finance/CEO office/ Human Resources	100,702	342,671	428,013	1,072,935	204,589	577,852	2,726,762	4,218,596
Governance	9,280	21,662	19,043	45,554	12,458	46,815	<u>154,812</u>	<u>48,807</u>
	<u>109,982</u>	<u>364,333</u>	<u>447,056</u>	<u>1,118,489</u>	<u>217,047</u>	<u>624,667</u>	<u><u>2,881,574</u></u>	<u><u>4,267,403</u></u>

Human resources costs include costs of the voluntary exit scheme of £5,097 (2019: £936,719).

**Governance costs**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Audit and accountancy fees	47,600	45,522
Legal and professional fees	<u>107,212</u>	<u>3,285</u>
	<u><u>154,812</u></u>	<u><u>48,807</u></u>

**7. NET INCOMING RESOURCES**

Net incoming resources is stated after charging:

Auditors' remuneration:		
in respect of audit services	20,600	16,800
in respect of internal audit	27,000	28,722
in respect of other services	100,000	222,800
Depreciation	2,912,888	2,798,423
Impairment losses	478,280	-
(Profit)/Loss on Disposal of Fixed Assets	<u>84,309</u>	<u>(1,591)</u>

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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NOTES TO THE ACCOUNTS

8. TANGIBLE FIXED ASSETS

	Land and Buildings £	Permanent Exhibitions £	Fixtures and Equipment £	Motor Vehicles £	Sub Total £	Heritage Assets £	Total £
<b>Cost or valuation</b>							
At 1 April 2019	68,454,037	12,193,064	12,055,299	351,334	93,053,734	8,921,324	<b>101,975,058</b>
Additions	2,904,293	148,381	1,131,689	4,750	4,189,113	799,371	<b>4,988,484</b>
Disposals	-	(59,280)	(29,275)	(2,211)	(90,766)	-	<b>(90,766)</b>
Transfers	-	(2,950)	2,950	-	-	-	-
Revaluation	(470,940)	-	148,182	(1,369)	(324,127)	-	<b>(324,127)</b>
At 31 March 2020	<u>70,887,390</u>	<u>12,279,215</u>	<u>13,308,845</u>	<u>352,504</u>	<u>96,827,954</u>	<u>9,720,695</u>	<b><u>106,548,649</u></b>
<b>Accumulated depreciation and impairment</b>							
At 1 April 2019	-	3,100,520	9,108,765	234,605	12,443,890	-	<b>12,443,890</b>
Depreciation	1,887,909	318,905	689,032	17,042	2,912,888	-	<b>2,912,888</b>
Impairment losses	449,926	-	20,354	-	470,280	-	<b>470,280</b>
Disposals	-	(1,318)	(2,928)	(2,211)	(6,457)	-	<b>(6,457)</b>
Transfers	-	(66)	66	-	-	-	-
Revaluation	(2,337,835)	-	93,086	(1,089)	(2,245,838)	-	<b>(2,245,838)</b>
At 31 March 2020	-	<u>3,418,041</u>	<u>9,908,375</u>	<u>248,347</u>	<u>13,574,763</u>	-	<b><u>13,574,763</u></b>
<b>Net book value</b>							
At 31 March 2020	<u>70,887,390</u>	<u>8,861,174</u>	<u>3,400,470</u>	<u>104,157</u>	<u>83,253,191</u>	<u>9,720,695</u>	<b><u>92,973,886</u></b>
At 31 March 2019	<u>68,454,037</u>	<u>9,092,544</u>	<u>2,946,534</u>	<u>116,729</u>	<u>80,609,844</u>	<u>8,921,324</u>	<b><u>89,531,168</u></b>

Land and buildings at net book value comprise:

	2020 £	2019 £
Leasehold Improvements	6,746	-
Long leaseholds	<u>70,880,644</u>	<u>68,454,037</u>
	<u>70,887,390</u>	<u>68,454,037</u>

A full valuation by Land and Property Services was carried out at 31 March 2020.

As a result of the recent and ongoing COVID-19 pandemic events, and in line with current RICS guidance, LPS have advised that market evidence gathered as part of the recent valuation has attached to it, due to the worldwide impact of the pandemic, an increased level of uncertainty in terms of informing opinions of value. Whilst at this stage there is no evidence of impairment as at year-end, the future impact of COVID-19 on land and building values cannot yet be accurately assessed therefore the need for further future valuations will remain under consideration, subject to resources.

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

Property	Value	Basis of Valuation
Ulster Museum	26,288,066	Land at existing use value and buildings at depreciated replacement cost
Ulster Folk and Transport Museum	32,379,756	Land at existing use value and buildings at depreciated replacement cost
Ulster American Folk Park	5,037,914	Land at existing use value and buildings at depreciated replacement cost
Residential Centre	1,524,908	Land at existing use value and buildings at depreciated replacement cost
Land at Landseer Street	600,000	Market value
Stores	<u>5,050,000</u>	Market value
	<u>70,880,644</u>	

All other assets of National Museums Northern Ireland were revalued in line with appropriate indices at 31 March 2020.

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**8. TANGIBLE FIXED ASSETS (continued)**

Included in disposals are assets with a net book value of £49,569 which related to a temporary exhibition in 2018-19.

Included within land and buildings are assets under construction at a valuation of £2,800,000 (2019: £900,000).

Assets under construction are not subject to depreciation until they are available for use.

Heritage assets acquired since 1 April 2001 have been capitalised at original cost or valuation, if donated. Charities SORP (FRS 102) requires disclosure of heritage assets in the previous four accounting periods, analysed between those that have been purchased and donated:

	Purchased £	Donated £	Total £
2015-16	35,923	524,450	560,373
2016-17	162,429	196,661	359,090
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
	<u>928,584</u>	<u>2,784,518</u>	<u>3,713,102</u>

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

**9. INTANGIBLE FIXED ASSETS**

Cost or valuation	Computer software under development £
At 1 April 2019	-
Additions	<u>132,042</u>
At 31 March 2020	<u>132,042</u>
<b>Amortisation</b>	
At 1 April 2019	-
Charge for year	<u>-</u>
At 31 March 2020	<u>-</u>
<b>Net book value</b>	
<b>At 31 March 2020</b>	<u>132,042</u>
<b>At 31 March 2019</b>	<u>-</u>

Amortisation of Intangible fixed assets will commence when the asset is brought into use.

**10. STOCK**

	2020 £	2019 £
Shop goods for resale	245,967	258,700
Academic publications for resale	25,820	27,129
Maintenance materials and consumables	28,190	31,143
Farm stock	15,020	11,427
	<u>314,997</u>	<u>328,399</u>

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**11. DEBTORS**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade debtors	152,523	441,763
Prepayments and accrued income	975,922	257,195
Other debtors	888,716	512,866
	<u>2,017,161</u>	<u>1,211,824</u>

**12. CASH AND CASH EQUIVALENTS**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	<u>2,587,783</u>	<u>6,084,512</u>

**13. CREDITORS (amounts falling due within one year)**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade creditors	349,813	1,109,430
Other taxes and social security	164,583	220,616
Accruals	2,104,997	5,071,499
Deferred income	132,524	187,480
Sundry creditors	32,850	23,420
	<u>2,784,767</u>	<u>6,612,445</u>

Movement on deferred income:

	<b>Contract / grant</b>	<b>Sponsorship</b>	<b>Event deposit</b>	<b>Advance admin charge</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance as at 1 April 2019	176,092	-	7,638	3,750	187,480
Amounts released from previous years	(140,243)	-	(8,602)	(3,750)	(152,595)
Incoming resources deferred in the current year	88,889	3,000	2,000	3,750	97,639
Balance as at 31 March 2020	<u>124,738</u>	<u>3,000.00</u>	<u>1,036</u>	<u>3,750</u>	<u>132,524</u>

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

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**14. PROVISIONS FOR LIABILITIES AND CHARGES**

	Payroll	Other	Total
	£	£	£
Balance as at 1 April 2019	-	-	-
Provided in year	714,038	83,700	797,738
Utilised in year	-	-	-
<b>Balance as at 31 March 2020</b>	<b><u>714,038</u></b>	<b><u>83,700</u></b>	<b><u>797,738</u></b>

(i). Following Government guidance on a legal case, (*PSNI v Agnew*), a provision of £714,038 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 2021 but could result in a decision which either reduces the period of liability or confirms the full period back to 1998. The 2019-20 Holiday Pay provision has been estimated and covers the period from 1998 to 31 March 2020.

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 13.8% for Employer National Insurance Contributions (NI).

(ii) NMNI has made a provision for £83,700 for unconfirmed risks and savings associated with the new Heron Road Construction project. The April 2020 Project Manager Report estimated probable liabilities of £37,000 for unknown risks, £52,200 against known risks, £15,000 against Covid-19 delays, less an amount of £5,500 for potential cost savings on the project.

***Analysis of expected timing of discounted flows***

	Payroll	Other	Total
	£	£	£
Less than one year	-	83,700	83,700
Later than one year and not later than five years	714,038	-	714,038
Later than 5 years	-	-	-
<b>Balance as at 31 March 2020</b>	<b><u>714,038</u></b>	<b><u>83,700</u></b>	<b><u>797,738</u></b>

**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**15. STATEMENT OF FUNDS**

	At 1 April 2019 £	Income £	Expenditure £	Revaluation £	Transfers £	At 31 March 2020 £
<b>Restricted Funds</b>						
Collection acquisition fund	8,843,685	785,003	-	-	92,007	9,720,695
Government grant for fixed assets	-	4,726,210	-	-	(4,043,755)	682,455
Exhibition fund	9,158,641	148,381	(318,905)	-	(126,944)	8,861,173
Voluntary Exit Scheme fund	516,633	414,719	74,533	-	(996,401)	9,484
Payroll Provision	-	-	(714,038)	-	-	(714,038)
The Art Fund	100,000	-	-	-	-	100,000
Curatorial Projects Fund	8,099	-	-	-	-	8,099
O.L. Nelson Legacy	491,360	-	-	-	(14,368)	476,992
P Donald Legacy	-	634,981	-	-	-	634,981
General fund	(147,305)	817,073	(810,637)	-	581,147	440,278
	<u>18,971,113</u>	<u>7,526,367</u>	<u>(1,769,047)</u>	<u>-</u>	<u>(4,508,314)</u>	<u>20,220,119</u>
<b>Unrestricted Funds</b>						
<b>Designated fund:</b>						
Board Reserve fund	155,074	-	-	-	(29,800)	125,274
Board Reserve capital fund	407,622	-	-	-	66,097	473,719
<b>Undesignated funds:</b>						
Capital reserve	3,642,548	-	(427,792)	-	-	3,214,756
Revaluation reserve	40,333,248	-	4,240	1,921,710	4,033,296	46,292,494
Government grant for fixed assets	27,797,852	-	(2,640,710)	-	(140,333)	25,016,809
General fund	(763,999)	14,428,045	(15,142,907)	-	579,054	(899,807)
	<u>71,572,345</u>	<u>14,428,045</u>	<u>(18,207,169)</u>	<u>1,921,710</u>	<u>4,508,314</u>	<u>74,223,245</u>
<b>Total Funds</b>	<u><b>90,543,458</b></u>	<u><b>21,954,412</b></u>	<u><b>(19,976,216)</b></u>	<u><b>1,921,710</b></u>	<u><b>-</b></u>	<u><b>94,443,364</b></u>

The transfer of £4,043,755 from Restricted Funds: Government grant for fixed assets, represents the acquisition of assets during the year which have no restrictions on use.

Following a review of funds it was noted that there were certain adjustments required to reflect the position as at 31 March 2020, these have been treated as transfers between Restricted and Unrestricted funds resulting in a net movement of £43k.



**NATIONAL MUSEUMS AND GALLERIES OF NORTHERN IRELAND  
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**NOTES TO THE ACCOUNTS**

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Restricted £	Unrestricted £	2020 Total £	2019 Total £
Tangible Fixed Assets	18,581,868	74,524,060	93,105,928	89,531,167
Current Assets	3,577,209	1,342,732	4,919,941	7,624,735
Liabilities	<u>(1,938,958)</u>	<u>(1,643,547)</u>	<u>(3,582,505)</u>	<u>(6,612,444)</u>
Total Net Assets	<u>20,220,119</u>	<u>74,223,245</u>	<u>94,443,364</u>	<u>90,543,458</u>

**17. FINANCIAL COMMITMENTS**

<b>Land &amp; Buildings</b>	2020 £	2019 £
Operating leases which expire in:		
Less than one year	31,593	39,938
One to five years	122,156	-
More than five years	-	-
Total Financial Commitments	<u>153,749</u>	<u>39,938</u>

**18 NOTES TO CASHFLOW**

<b>Reconciliation of net income to net cash inflow from operating activities</b>	2020 £	2019 £
<b>Net income/(expenditure) for the reporting period as per the statement of financial activities</b>	1,978,196	3,447,883
<b>Adjustments for:</b>		
Depreciation	2,912,888	2,798,423
Impairment	470,280	-
(Profit)/loss on disposal of fixed assets	84,309	(1,591)
Decrease/(increase) in stock	13,402	(19,317)
Decrease/(increase) in debtors	(805,337)	(479,295)
Increase/(decrease) in creditors	(2,094,970)	824,952
Increase/(Decrease) in provision	797,738	(27,466)
Deposit interest receivable	<u>(814)</u>	<u>(804)</u>
Net cash provided by (used in) operating activities	<u>3,355,692</u>	<u>6,542,785</u>
<b>Analysis of cash and cash equivalents</b>		
	2020 £	2019 £
Cash at bank and in hand	<u>2,587,783</u>	<u>6,084,512</u>

**19. RELATED PARTY TRANSACTIONS**

National Museums Northern Ireland 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. During the year £23,168 was paid to SIB for seconded services to provide Asset Management support. The Chief Executive is a non executive director of Visit Belfast. During the year, £2,550 was paid to Visit Belfast for membership and £600 for attendance at an event. Visit Belfast paid the Museum £800 for event services. The Chief Executive is a non executive director of Tourism Ireland. During the year £10,000 was received from Tourism Ireland for the Bluegrass Festival and £583 was received for event services. The Director of Collections is a member of the Irish Museums Association. During the year £215 was paid to the Irish Museums Association for conference fees.

National Museums Northern Ireland 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.

**20. CAPITAL COMMITMENTS**

National Museums NI have capital commitments at 31 March 2020 of £1.229m in relation to ongoing projects which were not completed by year end. This includes £651k for the Heron Road storage facility and £97k in relation to the implementation of a new HR & Payroll system.

**21. LOSSES AND SPECIAL PAYMENTS**

Perishable stock with a book value of £5,893 was written off.  
A special payment of £3,500 has been accrued for an employee settlement.

**NOTES TO THE ACCOUNTS**

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**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 Northern Ireland secure funding for all activities in advance of expenditure being committed. National Museums Northern Ireland is not therefore exposed to material liquidity risks.

**Credit Risk**

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

**23. CONTINGENT LIABILITIES**

There are no contingent liabilities outstanding.

**24. EVENTS AFTER THE REPORTING DATE**

These financial statements have been updated following Department of Finance guidance issued on 14 August 2020 regarding the Holiday Pay legal case discussed further in note 14.

**25. APPROVAL OF FINANCIAL STATEMENTS**

The financial statements were authorised for issue by the Accounting Officer and the Board of Trustees on the date shown on the Audit Certificate.