

Northern Ireland Museums Council

Annual Report & Financial Statements

2021/2022

Tha Cooncil o Norlin Airlann
Museums Accoont o Ilka Year

Comhairle Iarasmalann Thuaisceart
Eireann Tuarascail Bhliantuil
& Raitis Airgeadais



Northern Ireland Museums Council

Financial statements for the year ended 31 March 2022

Registered Company Number: NI027735

Charity Registration Number: NIC101873

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Members of the Board and professional advisors

Directors

Nora Douds (Chair)
Neil Hamilton (Vice-Chair) (resigned 28 Sept. 2021)
Julie Andrews (appointed as Vice Chair 7 Dec. 2021)
Paul Allison (appointed 28 Sept. 2021)
Sean Barden (resigned 28 Sept 2021)
Alderman Yvonne Boyle
Jayne Clarke
Prof. Elizabeth Crooke (resigned 28 Sept. 2021)
Councillor Rory Farrell (appointed 4 July 2019)
Dr. Leonie Hannan (appointed 28 Sept. 2021)
Mark Kennedy (appointed 28 Sept. 2021)
Heather McGuicken (appointed 28 Sept. 2021)
Brona Moffett
Helen Perry (resigned 28 Sept. 2021)
Kelly Robinson
Nuala Toman
Councillor Keith Turner

External Auditor

Northern Ireland Audit Office
1 Bradford Court, Upper Galwally
Belfast
BT8 6RB

Bankers

Danske Bank
Corporate Banking
PO Box 183
Donegall Square West
Belfast
BT1 6JS

Company Secretary

Dr. Johnathan Dalzell *

Registered Office

153 Bangor Road
Holywood
Co. Down
BT18 0EU

Charity Registration Number

NIC101873

Audit & Risk Assurance Committee

Julie Andrews (Chair)
Nora Douds (Observer)
Neil Hamilton (resigned 28 Sept. 2021)
Nuala Toman
Brona Moffett (appointed 16 Nov. 2021)

Grant Committee

Sean Barden (Chair) (resigned 28 Sept. 2021)
Councillor Keith Turner (appointed Chair 16 Nov. 2021)
Neil Hamilton (resigned 28 Sept. 2021)
Simon Hunter (co opted 14 Sept. 2021)
Mark Kennedy (appointed 16 Nov. 2021)
Councillor Rory Farrell (appointed 22 June 2021)

Business Planning Committee

Prof. Elizabeth Crooke (Chair) (resigned 28 Sept. 2021)
Nuala Toman (Chair) (appointed 9 Nov. 2021)
Jayne Clarke
Helen Perry (resigned 28 Sept. 2021)
Nora Douds
Heather McGuicken (appointed 9 Nov. 2021)

Accounting Officer

Dr. Johnathan Dalzell *

Principal Office

153 Bangor Road
Holywood
Co. Down
BT18 0EU

Registered Company Number

NI027735

* Ms. Siobhan Stevenson resigned as Company Secretary and Accounting Officer on 8 May 2022 and Dr. Johnathan Dalzell took up post on 9 May 2022.

Non-Executive Director's Report

In May 2021, we all breathed a sigh of relief as Covid-19 restrictions eased, allowing the Northern Ireland museums sector to reopen to serve their local communities. The resilience of the sector was admirable, as teams continued to adapt to change, reopening to the public with necessary social distancing measures, whilst developing new exhibitions and programmes to re-engage audiences. In October 2021, Arts Council England also restarted the Museums Accreditation process enabling us to support several museums in gaining full accreditation.

During the past year, the Northern Ireland Museums Council continued to support the museums sector and our members, a glorious mix of vibrant, creative and unique museums and libraries that create a place, at the heart of our communities, to celebrate heritage and history. We are proud to have delivered over £180,000 in grant support to the sector. Grants including Collecting for the Future (funded by the Esme Mitchell Trust), Museums Connect Grant Awards, Museums Challenge: Climate Change (supported by National Lottery Heritage Fund and Department for Communities) and Playful Museums Festival Grant Programme.

Throughout the year a range of projects were supported and delivered including Playful Museums, Reimagine, Remake, Replay and the Dementia Friendly Programme. In addition, Museums Council continued to support the sector through regular Let's Talk events, a monthly newsletter, online Spilling the Beans and the NI Museums Forum focused on how to embrace change as museums continue to evolve to not only be relevant, but essential.

The Museums Council also continued partnerships with Ulster University, The Queen's University of Belfast and Irish Museums Association. In partnership with National Museums NI and the Afro Caribbean Support Network NI we have been successful in developing a new project, *Global Voices, Local Choices* which will seek to work with our local museums to raise awareness and understanding of World Cultures collections at National Museums Northern Ireland, and how a decolonisation approach can be implemented in a fresh and inclusive way through creativity.

Through 2022 and beyond, while challenges remain, there are many opportunities for the museums sector to 'build back better' and I am excited to be part of the Northern Ireland Museums Council, as we lead the way. In March 2022, we launched the Draft Northern Ireland Museums Council Corporate Strategy for 2022-25: Museums at the Heart. Whilst the Draft Corporate Strategy for 2022-25 awaits final Ministerial approval (subsequent to the NI Assembly Election in May 2022), this document will shape the Museums Council's future work with local museums and its members throughout Northern Ireland in the coming years, supporting the sector to deliver benefits for the whole of society.

In a time of great societal change, the Museums Council, has also embraced much change. The board are immensely grateful to our Interim Director, Siobhan Stevenson, who provided steady leadership and clear vision for the organisation and the members during the past twelve months. We welcomed our new Director, Johnathan Dalzell, into the organisation in May 2022. Finally, I am indebted to my fellow board and committee members who have served throughout 2021-22, giving freely of their time, expertise and invaluable input.

Nora Douds
Chair



Signed:

DATE: 28/06/2022

Report of the Directors for the year ended 31 March 2022

The Directors of the Museums Council, for the purposes of the Companies Act 2006, submit their annual report and the audited financial statements for the year ended 31 March 2022.

Northern Ireland Museums Council

The Museums Council was established in 1993 to support local museums (i.e. non-National museums) in Northern Ireland in maintaining and improving their standards of collections care and service to the public and to promote a coherent framework of museum provision.

In pursuit of these aims the Museums Council's main objectives are:

- To assist museums in Northern Ireland to improve standards of collections care
- To assist museums in Northern Ireland to improve the range and quality of services to the public
- To improve the status and standing of museums
- To promote and advance education by supporting and assisting museums and galleries and to encourage the use and enjoyment by the public of museums and galleries in Northern Ireland, and thus advance the arts, culture, heritage and science for the benefit of the public
- To promote a coherent framework of museum provision in Northern Ireland
- To operate efficiently, effectively and economically

The Museums Council's functions include the following:

- The development and maintenance of links with interested bodies and agencies
- The provision of information, advice and training to museums across a range of activities such as curatorial practice, collections management, conservation services, marketing and income-generation, etc.
- To encourage, support and assist educational exploitation of museums
- Assistance with feasibility studies and carrying out developmental research
- The disbursement of grants to local museums towards approved projects and specimen purchase
- The promotion of Museum Accreditation for local museums

The Museums Council is registered as a company limited by guarantee and operates in compliance with the Companies Act 2006. It is a registered charity. The Museums Council is funded, in the main, by the Department for Communities (DfC) and as such operates as a Non-Departmental Public Body (NDPB). The Museums Council does not carry out its functions on behalf of the Crown.

With this remit, and through these aims, the Museums Council plays a unique and fundamental role in the delivery of the Northern Ireland Museums Policy, as well as contributing to the current draft Programme for Government, Outcomes Delivery Plan and the Departmental vision and strategic priorities to deliver outcomes / results, which will support people, improve communities and tackle disadvantage. For museums, these aspects become manifest through the protection and enhancement of the cultural assets they hold, and the prioritising of audience engagement programmes.

Report of the Directors for the year ended 31 March 2022 (continued)

The vision of the Northern Ireland Museums Policy is for “a coordinated and sustainable museum sector that develops, preserves and interprets its collections to the highest possible standards; delivers quality services that inspire, educate and engage local, national and international visitors and users; harnesses its strengths and diversity to support economic, social and cultural development in Northern Ireland and a shared and better future.”

The draft Corporate Plan 2018-21 was extended to run an additional year into the 2021-22 business year. The Directors therefore delivered Year 4 of the draft Corporate Plan. Our vision is for “A dynamic, inclusive and sustainable museum sector” and our mission is “To champion, develop and support museums”. We have also identified three core values that underpin everything we do – Innovative, Collaborative and Professional. The Board of Directors has identified, with support from the Museums Council’s staff and stakeholders, five strategic themes: LEAD, PROTECT, CONNECT, VALUE and DELIVER.

The Museums Council measured its performance during the 2021-22 with seven Key Performance Indicators outlined below:

NO.	KEY PERFORMANCE INDICATOR	Target	Actual 2021-22
1.	LEAD Assess accreditation applications within a six-month timeframe	100%	100%
2.	PROTECT Administer at least 5 grants to local museums to develop their collections	5	10
3.	CONNECT Deliver 10 training and shared learning events	10	24
4.	CONNECT Secure 150 participants in training and shared learning events	150	259
5.	CONNECT Secure at least 10% non grant-in-aid funding	10% (£20.4k)	55% (£112,640*)
6.	VALUE Support at least 10 local museums to connect audiences virtually with museums through digital technologies	10	27
7.	DELIVER Total number of professional development events attended by Museums Council staff	4	29

*This includes £31,582 secured through DfC Access and Inclusion Grants but does not include Climate Change Fund monies of £81,600 secured from DfC to provide grants to local museums. Grant funding of €15,000 was secured in partnership with the Irish Museum Association.

Report of the Directors for the year ended 31 March 2022 (continued)

Public Benefit Statement

The Museums Council's charitable purpose is to promote and advance education by supporting and assisting museums and galleries and to encourage the use and enjoyment by the public of museums and galleries in Northern Ireland, and thus it advances the arts, culture, heritage or science. The Museums Council supports local museums by:

- Ensuring they maintain recognised standards
- Assisting them to improve their public facilities
- Providing financial assistance to support UK Museums Accreditation scheme
- Providing training
- Advising on the learning and education programmes
- Enhancing public awareness of the events at museums
- Undertaking evaluations and research
- Delivering strategic, sector-wide programmes
- Providing advice, guidance and information in response to queries from the sector and the general public

Beneficiaries include the people of Northern Ireland, visitors to museums from outside the area and online users of www.nimc.co.uk.

2021-22 Performance

Theme 1 – LEAD

The Museums Council leads and enables the local museum sector through its activities and by supporting, empowering and collaborating with others to ensure the positive role of museums in society. Our aim is to support and demonstrate that museums make an essential contribution to society.

Museum Accreditation

The Museums Council manages and administers the Museum Accreditation Scheme in partnership with Arts Council England; Museum, Archives and Libraries (a division of the Welsh Government); and Museums Galleries Scotland. Due to the impact of Covid-19 a UK wide decision was taken to pause the Accreditation process until April 2021, this pause was extended to October 2021. The Museums Council continued to provide advice and support to museums during 2021-22.

The scheme partially reopened to applications in October 2021 with a focus on the following:

- Organisations interested in applying for the first time and ready to send in an eligibility questionnaire;
 - New applicants who are confirmed as 'Working Towards Accreditation' and applying for the first time or reapplying after a period of non-participation;
 - Museums holding a 'Provisional' award;
 - Museums holding a 'Full Accreditation' award who have already submitted their return to us.
-

Report of the Directors for the year ended 31 March 2022 (continued)

During the winter of 2021-22 three National Trust museums holding provisional status were assessed and awarded full accreditation. One further museum holding provisional status that had submitted a return just before the pause was also able to update their return and was assessed with full accreditation awarded.

One museum was removed from the scheme due to closure and relocation; this museum is part of a planned amalgamation that will result in a future application for eligibility.

Currently there are 42 accredited museums in the scheme, 39 of which are local museums, 36 holding 'full' accreditation and 3 holding 'provisional' accreditation. There are three local museums with an eligible status that are 'working towards accreditation' and one of these has now applied for full accreditation.

Museums Council is working with Arts Council England and other accreditation partners on planning a revised schedule of invites for accreditation returns.

Support and advice was also provided to museums not currently in the scheme. For further information on Museum Accreditation see www.nimc.co.uk/accreditation/

The UK Partnership Agreement that establishes a framework for cooperation between Arts Council England (ACE), the Welsh Government, Museums Galleries Scotland (MGS) and the Northern Ireland Museums Council in relation to the joint operation of the Accreditation scheme for museums and galleries in the United Kingdom was revised and renewed. It describes the shared vision for the scheme and outlines the headline areas of shared activity and individual responsibilities.

Digital Connectivity

Website

The Museums Council continued to provide comprehensive information about all accredited museums in Northern Ireland through its website. The site also allows local museums to upload details of their forthcoming events programmes. This service is provided in response to an identified barrier for non-participation in museum activities being a lack of information and awareness about museum events.

Improvements to the homepage of the Museums Council website were completed in 2021-22. This included the addition of clearer links to information on the main functions of the Museums Council, a search function, and a link allowing easier sign up to our Newsletter.

Museums Council also reviewed the purpose and function of the website. Areas for future development were highlighted as preparation for planned redevelopment of the website. This cannot be delivered without an investment of resource into website development.

E-Newsletters

The Museums Council continued to highlight the work of the Museums Council and our members through a variety of regular E-Newsletters which highlights news and activities.

During 2021-22 the Museums Council reviewed our approach to digital engagement to clearly define and expand our E-Newsletter offerings.

Report of the Directors for the year ended 31 March 2022 (continued)

Museum Beat is circulated to members and publishes information about the Museums Council's news and programmes, focussing on upcoming courses, conferences, and grants available to members. There were 10 issues of Museum Beat in 2021-22.

The Newsletter has a different target audience and allows the Museums Council to communicate with non-members and a wider range of interested parties who have signed up voluntarily to find out about its activities and the museum sector. During 2020-21, there were 8 Newsletters issued, which celebrated successes including grant and project outcomes, partnership projects and conferences, as well as training and outreach projects.

An Opportunities and Support Bulletin has also been developed as a method of disseminating opportunities available across the sector to our members. These bulletins covered categories such as Training and Networking, Grants and Funding, Jobs and Volunteering, Research and Offers of Donation.

Social Media

The Museums Council has three social media channels which it uses to engage with its online audiences - Twitter, Facebook and Instagram. Each of these channels were utilised to promote the work of the Museums Council and local museums, especially around projects such as the Playful Museums Festival, grants projects, and outreach projects coordinated by the Museums Council such as Museums, Memory and Movement 2 and Storytelling programmes. Local Museum events and job opportunities were also promoted along with campaigns such as Museum week 2021 and Community Relations Week 2021.

LET'S TALK

The Museums Council continued the online forum LET'S TALK for Museums Council Members which was launched in June 2020 in response to the pandemic. The sessions moved from monthly to slightly less regularly as museums reopened and began to refocus on in-person activities. The sessions discussed a variety of subjects including Sectoral Needs and Priorities, Global Collections and Decolonisation, Student Placements and the future of The Late Shift. A total of 5 sessions attracted 75 attendees.

Museums Now

Museums Now was a coordinated campaign developed in partnership with the Irish Museums Association. €15,000 funding was secured from Department of Tourism, Culture, Arts and the Gaeltacht, Sport and Media under their co-operation with Northern Ireland funding scheme. The campaign was designed to showcase activity taking place in museums across Ireland and build confidence in audiences to carry out onsite visits. Museums Now encouraged museums to programme creative onsite events taking place simultaneously across the whole of Ireland to signal that they are 'open for business', ready to welcome visitors in a safe, and enjoyable environment, and to encourage the public to avail of a shared cultural experience that cannot be duplicated at home.

Museums Now took place in September, coinciding with European Heritage Open Days in Northern Ireland. A successful media campaign highlighted the activities in many of our local museums and the Museums Council produced a promotional video of the event, which was distributed through social media channels of partner organisations. This campaign successfully highlighted local museums reopening and that they were offering many events and activities. There are plans to build on this partnership with the Irish Museums Association and to develop Museums Now as an annual part of the calendar.

Report of the Directors for the year ended 31 March 2022 (continued)

Theme 2 – PROTECT

The Museums Council enhances the protection of museum collections through regulation, grants and training, and thereby ensures that collections are better cared for and protected.

Collecting for the Future

In 2019 the Museums Council was successful in obtaining resource to provide a three-year funding programme titled *Collecting for the Future* from the Esmé Mitchell Trust. The Trust operates principally in Northern Ireland and has a particular interest in cultural or artistic objects.

Collecting for the Future focuses on strategically collecting cultural and artistic objects in partnership with museum users and communities.

It supports accredited museums to strategically collect:

- Objects that will enrich and strengthen their collections
- Objects that enhance new areas of collecting
- Objects representing the culture and artistic achievements and experiences of this place

This funding package of £5,000 per annum (£15,000 in total) allows accredited museums to apply for up to £1,000 and secure 100% of the total purchase cost if it is less than £1,000; or put the £1,000 towards the purchase of an object of higher value. Over the three-year period, this funding will support at least 15 purchases, enabling museums to develop their collections. The final year of funding will be in 2022-23.

During the financial year 2021-22, three applications were received, and three museums benefitted from this funding programme.

Grant Applicant	Purchase	Amount Awarded
Armagh County Museum	Two framed collages, Unit 16 and Cat Bang Boxer by Eddie Rafferty a local artist reflecting work in Africa	£1,000
Mid Antrim Museum	Two oil portraits – one of William and one of James Raphael members of the Raphael family who were involved in manufacturing and development in the Galgorm area of Ballymena	£1,000
Milford house	18 th century Irish loving Cup belonging to Robert Garmany McCrum of Milford House	£1,000
TOTAL		£3,000

Report of the Directors for the year ended 31 March 2022 (continued)

The Museums Connect Grant Scheme

The Museums Connect Grants were developed as a progression from the Recovery Grant Programme which ran in 2020-21 to support museums with costs related to Covid-19, it continued to offer support to museums to reconnect with audiences. The Museums Connect Grant Programme was open to accredited museum and supported costs of reopening or online engagement but also focused on re-engaging audiences to visit museums.

The grant scheme was funded from the core grant from the Department for Communities, and a contribution of £7,500 from the Art Fund (via a collaborative bid through Museum Development UK). The maximum grant awarded in 2021-22 was £2,000. This is an increase on previous years where the maximum grant was £1,500.

Ten applications were received over four rounds. Round four was open to all accredited museums, including those who previously received funding under this scheme.

The following grants were awarded.

Applicant	Amount approved £
North Down Museum	2,000.00
Somme Museum	2,000.00
Armagh Robinson Library	2,000.00
National Trust Castle Ward	1,998.88
Whitehead Railway Museum	2,000.00
Milford House Collection	2,000.00
Fermanagh County Museum	600.00
Coleraine Museum	2,000.00
Newry and Mourne Museum	2,000.00
Armagh Robinson Library	1,765.00
TOTAL	18,363.88

Report of the Directors for the year ended 31 March 2022 (continued)

Supporting Inclusivity - Access & Inclusion Audits

The Museums Council commenced a programme of Access & Inclusion Audits in 2019-20. The audits enable museums to better understand ethical commitments and legal requirements with regards to access and inclusion. They provide museums with evidence-based data that will ensure informed planning to make access improvements at their museum, as well as helping them to maintain their accredited status.

In the 2020-21 year a further award of £9,950 from the Department for Communities enabled a further nine Access and Inclusion Audits to be commenced. The completion of these was delayed due to the impact of Covid-19. These were completed in 2021-22.

In the 2021-22 year a third round of Access and Inclusion Audits commenced. Museums were invited to participate through an open expression of interest process and as a result four audits undertaken.

The four museums selected for Access and Inclusion Audits were:

Ballymoney Museum, Mid Antrim Museum, Tower Museum and Whitehead Railway Museum.

Supporting Inclusivity - Access and Inclusion Grants

The Access & Inclusion Audits delivered in 2021 and 2022 provided museums with evidence-based data to make access improvements at their museum. Support from the Department for Communities also provided grants for improvements associated with Access and Inclusion Audits. The grant applications are advertised and assessed through the Museums Council and recommendations were put forward to the DfC Infrastructure Branch.

Four applications were received and all proposals were put forward for consideration.

Two of the four applications were approved by DfC.

Applicant		Grant Awarded
Carrickfergus Museum	Interpretative upgrade for Carrickfergus Museum	£9,400
Castle Ward	Crossing the Threshold with Dignity – Making the entrance and exit to Castle Ward accessible and inclusive	£22,182
		£31,582

Advice and Guidance

The Advice and Guidance provided by the Museums Council continued to be used during 2021-22. This focused on the challenges of re-opening, advice on accreditation and training and information on conservation and other specialist services. Specific examples included: providing guidance to the Siege Museum, Police Museum and the Regimental Museums on matters pertaining to accreditation; the development of intergenerational practice and training support for the NI War memorial, Armagh Robinson Library and Mid Antrim Museum; and delivery of dementia-friendly programming support and Playful Museums Festival in conjunction with a range of local museums.

Report of the Directors for the year ended 31 March 2022 (continued)

Theme 3 – CONNECT

The Museums Council facilitates and empowers the local museum sector to connect more people and museums, enabling a more diverse range of audiences to connect, engage and participate with museums.

Reimagine, Remake, Replay

The Reimagine, Remake, Replay project is focused on connecting young people (ages 16-25) with heritage.

The project is funded by the National Lottery Heritage Fund and project partners include the Nerve Centre (lead partner), National Museums NI, NI Screen and the NI Museums Council.

Six local museums are involved:

- Causeway Coast and Glens Museum Service
- Fermanagh County Museum, Enniskillen Castle
- Mid and East Antrim Museum Service
- Newry and Mourne Museum
- North Down Museum, Bangor
- Tower Museum, Derry/Londonderry

The Reimagine, Remake, Replay project is challenging museums to reflect on their mission and is supporting them to develop capacity, skills and confidence to work with young people. The project has been successful in developing younger audiences for museums and in turn has been changing young people's perceptions of museums, connecting younger people with their heritage and increasing their confidence.

One of the main successes of the project so far is its commitment to its youth-led approach. Many of the young people who initially participated in the programme are now leading and facilitating some of the courses for their peers. Applying their knowledge and extending their skills and experience; embedding the impact of the project.

In light of the pandemic, the project overcame barriers to connect its audiences to museum collections remotely. The project adapted delivery for remote learning, developing new & innovative activities that are accessible from home, while still meeting the same underlying values. All programmes remained free and accessible, reliant on only free software.

The team reverted to delivering participatory workshops in-person, but also continued online programming to promote accessibility. As a culmination of its key learnings and successes, the project is currently working closely with a group of 20 core project participants to co-produce a large-scale exhibition at the Ulster Museum, opening in June 2022.

Report of the Directors for the year ended 31 March 2022 (continued)

Statistics for the delivery of the programme from April 2021 to March 2022 include:

- **557 young people engaged**
 - 241 participating in creative programmes (Core and Creative participants);
 - 316 that have attended project events, exhibitions and one-off sessions
- **17 creative programmes delivered** – including skills development in digital design, creative photography event management, creative writing and co-production
- **8 staff training sessions**, upskilling 27 staff members in best practice for the digitisation of collection items
- **2 Heritage staff talks**
- **83 Digital Badges awarded**
- **162 pieces of digital content** produced by young people
- **413 creative outputs** produced, including photography collections, digital designs, laser engravings, cakes and blogs

The project has received a number of awards and accolades. Within the 2021-22 year the Project Youth Ambassador Niamh Kelly received the 2021 Heritage Angel Award for Best Contribution to Heritage by a Young Person 2021.

The project was also shortlisted for The National Lottery Good Causes Project of the year Award 2021.

Annual Training Programme

During 2021-22 the Museums Council annual training programme was delivered online. It continued to be exclusively for members only and was offered free of charge to ensure sectoral support during the pandemic. There were 17 training sessions attended by a total of 186 participants. In 2020-21, 17 online sessions were delivered and attended by 213 individuals.

The training programme supports opportunities for people to develop new skills and knowledge to benefit their workplace, personal growth, well-being and prospects of employment with the museum, heritage and cultural sectors. Training was delivered in partnership with a range of organisations including the Collections Trust, Kids in Museums, Action Mental Health, the Alzheimer's Society NI and Linking Generations NI.

The sessions delivered were entitled:

- Dementia Awareness
 - Delivering Reminiscence Online
 - Heritage Interpretation x2
 - Copyright x2
 - Welcoming Families and Young People with Autism x2
 - Collections Care Basics
 - An Introduction to Spectrum
 - Intergenerational Practice x3
 - Storytelling for Community Engagement
 - Emergency Planning
 - Documentation: Policy, Procedures and Plans
 - Personal Resilience
-

Report of the Directors for the year ended 31 March 2022 (continued)

Shared Learning Events

The Museums Council continued to host the two annual shared learning events in an online format – Museum Forum and Spilling the Beans. These events afford museum staff and volunteers the opportunity to share experiences and learning from their recent work, consider new developments and explore future directions for the museum sector.

Spilling the Beans

The event focused on the theme of 'Museums and Change' and was held on 28 September 2021 to coincide with the Museums Council AGM. The event was delivered online to 29 members and showcased a diversity of museum projects focusing on contemporary issues.

The topics were wide ranging and looked at contemporary collecting and activism around Black Lives Matter, reimagining collections, wellbeing, community relations, and climate change in Northern Ireland. Attendees found the presentations thought provoking, informative and inspirational.

Nasir Adam, Curator of Black History Wales and Owain Rhys, Community Engagement & Participation Manager from National Museum Wales spoke about BLM & Decolonization to Reframing Picton Project.

Local sectoral speakers included Dr Collette Brownlee, Education Services Officer, Irish Linen Centre and Lisburn Museum gave a presentation on the relevance and value of using museum collections to address community issues and Hannah Sharp, Creative Assistant/Youth Ambassador, Reimagine Remake Replay, focused on museums and wellbeing giving an insight into the Head & Heart Festival while Craig McGuicken, Director, Environment Link NI addressed 'Environment and Climate Change giving museum participants an update on local resources and information.

Museum Forum

Due to continuing uncertainty around the Covid-19 pandemic, the Museum Forum was once again held online. It took place on 31 March 2022 with the theme of 'Museums Challenge' and took the form of a short two hour meeting. The Forum offered an opportunity for the soft launch of the NI Museums Council Corporate Strategy 2022-25, 'Museums at the Heart'.

The online format offered the opportunity to engage with Dr. Mike Murawski a speaker from Portland, Oregon, and author of the book *Museums as Agents of Change*. His inspiring presentation challenged the audience to consider their own role in leading change and celebrated the value of museums to communities.

This was supported by presentations by Dr. Elizabeth Crooke and Dr. David Farrel-Banks giving an update on the Museums, Crisis and Covid-19 Project which is a partnership project to look at the impact of the pandemic on museums. The presentation particularly focused on the digital impacts and opportunities and changes.

Report of the Directors for the year ended 31 March 2022 (continued)

Participating museums delivered presentations on their progress within the Museum Challenge Climate Grant programme, which aimed to raise awareness and encourage community engagement with biodiversity and sustainability agendas. The presentations evidenced the diversity and impact of projects on local museums, their communities, and audiences.

The Museum Forum online event was attended by 24 people and facilitated vibrant and thoughtful discussion. The 2020-21 Museum Forum online event was attended by 62 people.

Northern Ireland Museums Council Corporate Strategy 2022-2025

Across the 2021-22 year the Museums Council worked on developing its corporate strategy 2022-25. This was developed with wide sectoral and stakeholder input. A LETS TALK event was held on 16 June 2021 to initiate dialogue with the sector. Presentations were delivered by a variety of Museum Council members, spanning both museums and individuals, to stimulate debate and provide focus on sectoral needs and priorities. The recommendations from this were considered at a Board Strategy Day on 23 June 2021.

'Museums at the Heart' was chosen as a title for the strategy. The overarching vision and key goals were identified by the Board, to align with the Programme for Government, the draft outcome framework and the Department for Communities Strategy: Building Inclusive Communities 2020-2025. Further consultation with Museum Council members took place at the Museum Meet Up on 24 August 2021. This was designed as a forum for presenting an outline of the Museums Council draft strategy, and to seek comment and feedback that would further refine the strategy. There were 16 non-presenter attendees from across the museums sector.

Key sectoral partners, funders and stakeholders were consulted on a more finalised draft of the strategy on a one to one basis. The response was largely very positive and comments were incorporated into a final version approved by the Board.

A soft launch of the Strategy was held at the Museum Forum on 31 March 2022. Museums at the Heart will inform the Museums Council's strategic direction and annual business plans.

Collaboration with the University Sector

During 2021-22, the Museums Council continued to develop collaborative partnerships between local museums and universities, to deliver student research projects and provide a platform for workplace learning opportunities. This promoted the development of a diverse and vibrant knowledge and skills economy in support of local museums.

University Placements

NI Museums Council hosted a LET'S TALK event on university placement opportunities in August 2021 and acted as the link between the local museums and universities. This ensures that those wishing to enter the museum profession benefit from placements within the local museum sector. NI Museums Council sought expressions of interest from local museums to host student placements for Queen's University Belfast, MA Public History and the MA Cultural Heritage and Museum Studies and MA Museum Practice and Management at Ulster University. 15 expressions of interest were received from local museums and 11 students were successfully matched with museum placements. Additional student placements resulted independently of Museums Council brokerage through students approaching local museums directly.

Report of the Directors for the year ended 31 March 2022 (continued)

Students undertook placements in the following museums: Whitehead Railway Museum; Armagh Observatory and Planetarium; Armagh Robinson Library; Fermanagh County Museum; and North Down Museum.

The Museums Council hosted two students from the Ulster University, MA Cultural Heritage and Museum Studies course. The students commenced their placements in December 2021 and are investigating the needs of non-accredited local museums, including their understanding of Museums Council membership and accreditation. The student placements are due to finish in June 2022.

The Museums Council also hosted a MA Public History student from Queen's University Belfast during January-March 2022. This placement project involved the Irish Linen Centre and Lisburn Museum and Armagh Robinson Library & No. 5 Vicars' Hill to deliver a Children's' Access Guide and a draft Visual Social Story in support of autistic visitors. The project involved consultation with a young person living with Autism Spectrum Disorder.

The resources produced by both these projects will be utilised by the Museums Council and the museums from the summer of 2022 onwards.

Ulster University Research Project

The Museums Council is a partner in the Ulster University project, *Museums, Crisis and Covid-19; Vitality and Vulnerabilities*, funded by UK Research and Innovation. A team of 7 Ulster based researchers are examining how museums have adapted to the impact of Covid-19.

It is investigating museum purpose, possibilities for digital adaptation and innovation, and the impact on mental health and wellbeing, as well as the role of museums in community resilience. It will recommend how the NI museum sector can drive best practice in adapting its audience engagement in response to Covid-19. The Museums Council has worked closely with project partners to keep the project apprised of developments and to facilitate exchange of information. This included jointly conducting snap shot surveys of the sector and facilitating dissemination through the Museum Forum and social media. Further discussion is ongoing about dissemination of project results.

Queen's University Belfast Research Project

Northern Ireland Museums Council is also partnering with Queen's University Belfast on a research project to investigate Museums, Empire and Northern Irish Identity, which is funded by the Economics and Social Research Council. The Museums Council has supported project development and engagement with the sector through disseminating information and contacting museums to encourage participation in the research. A LET'S TALK was held on 23 November 2021 on the topic of 'Global Collections and Decolonisation', at which an update on the project was provided. A major conference on 'Museums, Empire and Colonialism' was delivered at Ulster Museum on 8 – 9 April 2022.

Report of the Directors for the year ended 31 March 2022 (continued)

Theme 4 – VALUE

The Museums Council promotes the value of museums and their collections through research, training and audience development activities enabling a wider range of people to value, enjoy and celebrate museums and their collections.

Playful Museums

The 6th Playful Museums Festival ran during February 2022. This was the first in-person Festival since the beginning of the pandemic with Festival 2021 being delivered virtually. The Festival was supported by NI Museums Council through three initiatives:

Grant support

This provided assistance to the development and delivery of activity at the following museums: Tower Museum, Causeway Coast and Glens Museums Service (CCGM), Mid Antrim Museum, NI War Memorial, Armagh Robinson Library & No. 5 Vicars' Hill and F.E. McWilliam Gallery and Studio.

To date 324 children and parents / carers participated in grant supported Festival activities. Activities included the creation of a storytelling corner / collections linked library for under 5s at the Tower Museum, the post-covid recommencement of Toddler Tuesdays (art workshops) at the F.E. McWilliam Gallery, consultation activity with nursery children at NI War Memorial and under 5s workshops for families and nursery schools with Mid Antrim Museums and across the CCGMS sites. With workshops at Armagh Robinson Library & No. 5 Vicars' Hill postponed until April 2022.

Squiggles & Giggles Project

As part of the support that NI Museums Council provided to the local museums during Feb 2021 and Feb 2022 Squiggles & Giggles were commissioned to work with 5 local Playful Museums. A series of videos were produced in 2021. The content of these videos was developed by the local museums and Kelsey from Squiggles & Giggles and the themes were inspired by and linked to the Collections and exhibitions of each museum. The videos can be viewed at: NI Museums Council - YouTube site.

To build on the work of Feb 2021 and with the intention of re-establishing in-person events Squiggles & Giggles was commissioned to return to Festival 2022 to bring to life the 5 videos through the delivery of workshops in the museums. The 5 museums involved were: Mid Antrim Museum, NI War Memorial, F.E. McWilliam Gallery, Lisburn Museum and Carrickfergus Museum.

Highlights from the project:

- 5 local Museums involved
 - Engaged with 211 under 5s and 38 adults – parents / carers
 - 6 sessions took place in museums and 8 outreach sessions
 - 4 nursery schools involved in the project
 - 2 museums opted to work with families
 - Supported a freelance facilitator during the pandemic
 - Museums reflected that it was good to be able to offer programming for the under 5s again after 2021 Festival which was completely online
-

Report of the Directors for the year ended 31 March 2022 (continued)

Storytelling Project

During Feb 2021 Liz Weir of the Armstrong Storytelling Trust was commissioned to record a series of short story videos. These stories were linked to themes relevant to the museums' collections - toys and teddies; castles; food; colour and books / telling stories. The videos can be viewed at the NI Museums Council - YouTube site.

To build on the work of 2021 and with the intention of re-establishing in-person events Armstrong Storytelling Trust was commissioned to take part in Festival 2022 to deliver a series of storytelling sessions for under 5s, their families and carers. The following museums were involved in hosting the storytelling sessions: Armagh Robinson Library & No. 5 Vicars' Hill; The Argory; Tower Museum; Carrickfergus Museum; Fermanagh County Museum; and Causeway Coast and Glens Museums Service. Two museums focused on working with local nursery and primary schools while the others offered sessions to local families. To date 437 participated in NI Museums Council supported storytelling sessions.

Festival Highlights Summary

- 6 grants
- 2 engagement projects across NI
- 12 local museums participated, 9 of which participated in two NI Museums Council initiatives either a grant and a project or both projects
- 1010 participated in NI Museums Council supported festival activities

Playful Museums Festival Grants

NI Museums Council also offered grants for the Playful Museums Festival from its core budget supported by the Department for Communities.

The purpose of these grants was to support the development and delivery of programming as part of the Playful Museums Festival in February 2022.

Grants awarded in 2021-22 are as follows:

Grant Applicant	Project	Amount Awarded
F.E. McWilliam Gallery	Toddler Tuesdays	£500.00
Northern Ireland War Memorial Museum	Jeannie The Hen Museum's Storytime	£412.00
Causeway Coast and Glens Museums Service	Kids in Castles	£500.00
Armagh Robinson Library & No 5 Vicars' Hill	Puppets, Plants and Play	£282.00
Mid Antrim Museum	Market Day in Ballymena	£465.23
Tower Museum	Reading Corner	£497.75
Total		£2,656.98

Report of the Directors for the year ended 31 March 2022 (continued)

Dementia Friendly Museums Programme

The Museums Council is registered as working to become dementia friendly with the Alzheimer's Society in Northern Ireland. During 2021-22, the Museums Council continued to support the local museum sector to develop a dementia friendly environment. This support includes the delivery of dementia awareness sessions that are created by the Alzheimer's Society NI and delivered by the Development Officer (Learning) who is a Dementia Friendly Communities Champion.

The Museums Council chairs a Dementia Friendly Museums Working Group with representatives from the Alzheimer's Society NI and Dementia NI. A meeting was convened in July 2021, which led to the establishment of the 'Memories, Movement and Museums phase 2' project, and an intergenerational focus within the dementia friendly museums programme.

The following museums continue to be supported by the Museums Council while they are working to become dementia friendly: Armagh County Museum; Armagh Robinson Library and No 5 Vicars' Hill; Mid-Antrim Museum; Causeway Coast and Glens Museums Services; North Down Museum; Northern Ireland War Memorial Museum; and the Tower Museum.

As in 2020-21 the Dementia Friendly Programme 2021-22 was supported through a coordinated Museums Council project rather than through a grant programme. This was Museums, Memories and Museums Phase 2, which involved three museums: Armagh Robinson Library & No. 5 Vicars' Hill; Mid Antrim Museum; and the NI War Memorial. As with Phase 1 the project combined collections-based reminiscence with chair-based exercises and engaged with care home residents both virtually and socially distanced in-person. The project also involved an intergenerational dimension with each museum working with a school or youth group. Due to staffing issues within associated museums, the project was extended into 2022-23.

Community Engagement Project

This project worked with five local museums to deliver storytelling sessions on a weekly basis for groups of older people or other communities who have been negatively and adversely impacted by the pandemic. The project involved four sessions per museum which were co-facilitated by local museum staff and a storyteller from the Armstrong Storytelling Trust. The objectives of the project were to:

1. To deliver a community engagement project to target the negative impact of the pandemic on local communities.
2. To foster partnerships between local museums, local storytellers and care homes and/or community support organisations.
3. To deliver collections-based reminiscence and storytelling sessions on a weekly basis.
4. To offer opportunities for social connection and foster wellbeing.
5. To build capacity and skills within the museum sector.

The museums involved were: Ballycastle Museum; Fermanagh County Museum; Newry & Mourne Museum; North Down Museum; and Tower Museum. Collectively, the museums delivered:

- 18 workshops engaging a total of 130 participants
 - 5 videos produced for virtual engagement beyond the project
 - 1 virtual training session attended by 10 local museum staff
 - 5 community support organisations involved: Clanmill housing group Glenshesk Court; South Western Aging Partnership (SWAP); Cedar Foundation; Clanmill Housing group Savoy Independent Living; and Shantallow Luncheon Club.
-

Report of the Directors for the year ended 31 March 2022 (continued)

Theme 5 – DELIVER

The Museums Council is committed to evaluating and improving the way it works and the quality of service it provides, to ensure a more efficient and effective organisation for its members and stakeholders.

Evaluating and Improving Services

During 2021-22, the Northern Ireland Museums Council undertook reviews of existing areas of the business to ensure that we are delivering a quality, relevant and sustainable service.

The Review of Financial Systems and Processes conducted in 2020-21 identified vulnerabilities in the financial management software. This has been addressed and the financial systems were successfully migrated to a new cloud-based platform in November 2021. The previous system has been maintained until the end of 2021-22 financial year when transition to the new system will be completed.

A Cyber Security Review was conducted by Suntech Computer Services to ensure that the IT systems are effectively operated and protected. The recommendations of the review have been fully implemented.

The Museums Council also undertook a Training Needs Survey in March 2021 the results of which were collated and used to develop the 2021-22 training programme.

During 2021-22 the Museums Council also carried out an updating of the Grant Processes and Procedures. This has resulted in a unified Grant Procedures Manual and updated procedures including the following revised documentation:

- Grant Guidance
- Grant Application
- Letter of Offer
- Conditions of Grant Offer
- Project Completion Form
- Post Project Evaluation Form

A major piece of work was undertaken on the Business Continuity Framework. This included carrying out a Business Continuity Risk Assessment and Business Impact Analysis and developing an IT Recovery Plan. A regular testing regime has been set up and desktop exercise was carried out toward the end of the business year to evaluate procedures.

The review and improvement of Museum Council internal processes and services has ensured that there are robust systems in place and has enabled a more effective service to our members and stakeholders.

NI Museums Council also have a range of policies and procedures to ensure that there is clear guidance in place for its operation and delivery of services. These are regularly reviewed and updated.

Report of the Directors for the year ended 31 March 2022 (continued)

The following policies and procedures were updated in 2021-22:

- Raising Concerns Policy
- Fraud and Bribery Prevention Policy
- Information Technology Security
- Data Protection Policy
- Health and Safety Policy
- Membership Policy
- Grievance Policy
- Dignity at Work
- Grant Policy
- Grant Procedures
- Business Continuity Framework and Plan
- Credit Card Policy
- Risk Management Strategy

Review of Organisational Structure

A review of the Museums Council organisational structure was undertaken in 2020. Business Consultancy Services (Department of Finance) undertook the Review and provided a report to the Board of Directors in March 2020. Options were considered by the Board in March 2020, however, in light of the Covid-19 crisis, next steps were postponed. The review was revisited in September 2021, and costed options presented for consideration. There have been significant changes since the review, both in wider context, including a period of change due to Covid-19 and in the amount of funding the Museums Council have secured for grant funding. A further pause was agreed pending the development of the new Corporate Strategy, with the organisational review to be revisited in 2022-23.

Contracts and Service Level Agreements

Contracts for Financial Support Services and IT are outsourced and were retendered within the year.

The Museums Council has a Service Level Agreement (SLA) with Libraries NI for HR Support Services.

The Museums Council continuously looks to share services which enable it to deliver its business more efficiently and effectively.

Disability Action Plan

The Museums Council drafted its Disability Action Plan in 2020, which went out to public consultation. Year 3 of the plan has been implemented with the participatory support of disabled people, to implement the programme of Access and Inclusion Audits, Access and Inclusion Grants, and Dementia Friendly Museums Programme. These programmes are further supported by work in the areas of neurodiversity and autism. The Museums Council also participate in a UK Museum Workforce Group to raise awareness and share good practice of diversity and equality issues.

Report of the Directors for the year ended 31 March 2022 (continued)

Governance and Accountability

In line with the requirement and guidance provided, the Museums Council has reported in full on the governance of the company during 2021-22 through the Governance Statement which follows.

The Museums Council operates in a transparent manner, with the website carrying information on the company and the Board of Directors, including the minutes of the board meetings available at www.nimc.co.uk/about-us/governance/.

As a membership organisation, the Museums Council is responsive to the sector, providing leadership and advocacy to advance its interests. It liaises with the membership during each year and consulted with membership on the development of the new Corporate Strategy, Museums at the Heart. The Board of Directors reported to the Council's membership at the Annual General Meeting held on 28 September 2021.

Statement of Directors' Responsibilities

The Board of Directors has overall responsibility for ensuring that the Museums Council has appropriate system of controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- The Museums Council is operating efficiently and effectively;
- It maintains a Fraud Prevention Policy and Response Plan;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained, and financial information used by the Council or used for publication is reliable; and
- That the Museums Council complies with relevant laws and regulations.

Company and charity law require the Board of Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs and of the surplus or deficit for that period. In preparing those statements, the Board of Directors has:

- Selected suitable accounting policies and then applied them consistently;
- Made judgments and estimates that are reasonable and prudent;
- Stated whether applicable accounting standards have been followed, subject to any material departures, disclosed and explained in the financial statements; and
- Prepared the financial statements on the going-concern basis.

In preparing the annual report and financial statements of the Museums Council, the Board of Directors has adopted the provisions of the Charities SORP Financial Reporting Standard 102.

Report of the Directors for the year ended 31 March 2022 (continued)

Financial Review

It is the view of the Board of Directors that the Museums Council operated prudently and effectively within the parameters of the financial resources which were available to it. The Board of Directors formally monitors the financial position of the Museums Council at least on a quarterly basis, at its scheduled meetings, the minutes of which are published on the Museums Council's website.

The Museums Council operates without cash reserves and the DfC as the current major funder of the Museums Council, is aware of this position.

The Museums Council operates within the framework of Managing Public Money NI (MPMNI) and, mindful of its requirements, operates on the basis of not drawing down cash resources from its funders in advance of need.

The financial allocation to the Museums Council from the DfC for 2021-22 was £232,000. Subsequently, the Museums Council was awarded a Departmental allocation of capital Climate Change Projects funding for 2021-22 of £81,600 and an additional allocation of £3,000 towards IT equipment. The total drawdown for 2021-22 was therefore £316,600.

Plans for the Future

The Board of Directors of the Museums Council has agreed the key components of its planned activity for 2022-23 which aim to address identified statutory obligations, deliver the draft Programme for Government, the Outcomes Delivery Plan, the Department for Communities Strategy, Building Inclusive Communities and the strategic themes in the draft Northern Ireland Museums Council Corporate Strategy 2022-25, Museums at the Heart and advance the goals of the Northern Ireland Museums Policy. These activities include the delivery of:

- Guidance and support to local museums regarding the UK Museum Accreditation Scheme
 - Administering the UK Museums Accreditation Scheme in Northern Ireland
 - Supporting audience development including increasing the number and diversity of people accessing and engaging in cultural activities
 - Administer the *Collecting for the Future* grant programme
 - Support to local museums through grant programmes, where possible
 - Continuing to support Climate Change initiatives
 - Continuous professional development, skills development, building resilience and capacity for those working and volunteering in the sector
 - Assistance to local museums in developing learning programmes
 - Devising plans to address issues concerning collections storage, security, care and documentation, and audience development at local museums
 - Promoting and increasing awareness of museums and their positive social and economic impact on Northern Ireland's society
 - Explore opportunities for a new website
 - Deliver the Disability Action Plan
 - Advice and information to the heritage sector and the public generally
-

Report of the Directors for the year ended 31 March 2022 (continued)

Personnel matters

The Business Planning Committee oversees the personnel matters of the Museums Council. Employees have been consulted on matters of concern to them by means of regular staff meetings and have been kept informed on specific matters directly by management. The Museums Council has adopted procedures for the annual evaluation of staff performance and appraisal, as well as the upward feedback for senior management and the Board of Directors.

The Museums Council operates several detailed policies in relation to personnel matters including:

- Equal Opportunities;
- Health and Safety;
- Harassment in the Workplace;
- Grievance; and
- Raising Concerns.

The Museums Council's policies are in alignment with those areas covered in the Northern Ireland Civil Service Handbook:

<https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-handbook>

In accordance with the Equal Opportunities Policy, the Museums Council has long established fair employment practices in the areas of recruitment, selection, retention and training of staff.

Political and Charitable Donations

The Museums Council made no political or charitable donations during the 2021-22 year (2020-21: nil).

Auditors

The statutory audit of the Museums Council was undertaken by the Northern Ireland Audit Office's (NIAO) Comptroller and Auditor General.

So far as the Directors are aware, there is no relevant audit information of which the Museums Council's auditors are unaware, and we have taken all the steps that we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Museums Council's auditors are aware of that information.

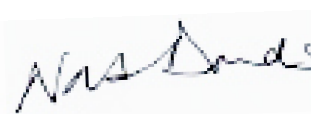
By order of the Board of Directors

Johnathan Dalzell
Accounting Officer



DATE: 28/06/2022

Nora Douds
Chair



DATE: 28/06/2022

Remuneration and Staffing Report

Remuneration Policy

The pay remit for the Northern Ireland (NI) public sector, including senior civil servants (SCS), is approved by the Minister of Finance. The Minister has set the 2021-22 NI public sector pay policy (March 2021) in line with the overarching HMT parameters. Annual NICS pay awards are made in the context of the wider public sector pay policy.

The pay of SCS is based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance.

Service contracts

Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.nicscommissioners.org.

Staff Profile, Turn Over, Remuneration (audited) and Sickness Absence

During 2021-22 the Museums Council had 5 staff, 4 on payroll and one seconded in, and as at 31 March 2022 this comprised 5 females. The profile of the Directors of the Company at that date was 9 female and 5 male).

Staff turnover for the year 2021-22 was 20% (2020-21 was 0%).

The staff costs of the Museums Council during 2021-22 was as follows:

	2022	2021
	£	£
Wages and salaries	140,285	135,595
Social security costs	9,830	11,722
Other pension costs	43,764	37,631
	<hr/> 193,879 <hr/>	<hr/> 184,948 <hr/>

No remuneration was paid to the Board of Directors of the company. The total of Board of Directors' expenses reimbursed by the company during the year was £nil (2020-21: £nil).

Remuneration and Staffing Report (continued)

Sickness Absence

The number of sick days reported in 2021-22 was 68 days (2020-21: 81). The majority relates to a long-term sickness absence. Short-term sickness rates remain relatively low but above a target of 6.5 days per person.

During 2021-22, the Museums Council had no expenditure on consultancy and had no off-payroll engagements requiring assessment in line with IR35 conditions.

Staff Policies

The Museums Council is committed to the development of its staff and to policies that enable them to contribute to the performance and long-term effectiveness of the organisation.

In particular, the Museums Council:

- follows the Northern Ireland Civil Service Policy that all eligible persons shall have equal opportunity for employment on the basis of their ability, qualification and aptitude for the work;
- gives equality of opportunity when considering applications from disabled persons, in compliance with all existing legislation with regard to disabled employees;
- recognises the benefit of keeping employees informed of the progress of the business and of involving them in the company's performance; and
- regularly provides employees, through meetings and notices, with information regarding the financial and economic factors affecting the performance of the company and on other matters of concern to them.

All of the Museums Council's policies are agreed by the Board of Directors and are accessible to all members of staff.

Salary and pension entitlements

The following sections provide details of the remuneration and pension interests of the senior management of the Museums Council.

Remuneration (including salary) and pension entitlements (audited)

	2021-22					2020-21				
	Salary £'000	Bonus payments £000	Benefits in kind (to nearest £100)	Pension Benefits* (to nearest £1,000)	Total £000	Salary £'000	Bonus payments £000	Benefits in kind (to nearest £100)	Pension Benefits* (to nearest £1,000)	Total £000
S McCartan Chief Executive	-	-	-	-	-	50-55	-	-	34	85-90
S Stevenson Chief Executive	40-45 (50-55 full time equivalent)	-	-	17	55-60 (65-70 full time equivalent)	0-5 (50-55 full time equivalent)	-	-	1	0-5 (50-55 full time equivalent)

**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.*

Remuneration and Staffing Report (continued)

Salary

“Salary” includes gross salary, overtime and any other allowances to the extent that it is subject to UK taxation and any severance or ex gratia payments.

Bonuses

Bonuses relate to the performance in the year which they become payable to the individual. No bonuses were paid in the year 2021-22 (2020-21 £nil).

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 during the financial year.

Fair Pay Disclosures (Audited Information)

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

The banded remuneration of the highest-paid officer in the Museums Council in the financial year 2021-22 was £50,000 – £55,000 (2020-21; £50,000 - £55,000). The relationship between the mid-point of this band and the remuneration of the organisation’s workforce is disclosed below.

2021-22	25 th Percentile	Median	75 th Percentile
Total remuneration (£)	22,820	24,800	29,785
Pay ratio	2.3:1	2.1:1	1.8:1

2020-21	25 th Percentile	Median	75 th Percentile
Total remuneration (£)	-	24,555	-
Pay ratio	-	2.1:1	-

The 2021-22 financial year is the first year disclosures in respect of the 25th percentile pay ratio and 75th percentile pay ratio are required and the 2021-22 Financial Reporting Manual does not require comparative figures to be disclosed for 2020-21.

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

The values for the salary component of remuneration for the 25th percentile, median and 75th percentile were £22,820, £24,800 and £29,785 respectively.

In 2021-22, no employees (2020-21; 0) received remuneration in excess of the highest-paid officer.

Remuneration ranged from £22,820 to £42,205 (2020-21; £1,916 to £53,518).

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

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

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

Remuneration and Staffing Report (continued)

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

Percentage change for:	2021-22 v 2020-21
Average employee salary and allowances	3.45%
Highest paid director's salary and allowances	21.14%
Average employee performance pay and bonuses	N/a*
Highest paid director's performance pay and bonuses	N/a**

* The Northern Ireland Civil Service special bonus scheme was withdrawn with effect from 31 March 2021.

**No performance pay or bonuses were payable to the highest paid director in the year.

Pension benefits (audited)

	Accrued pension at age 60 as at 31/3/22 and related lump sum	Real increase in pension sum at age 60 and related lump sum	CETV at 31/3/22	CETV at 31/3/21	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
S Stevenson (Chief Executive)	10-15	0-2.5	203	185	10

Northern Ireland Civil Service (NICS) Pension arrangements

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

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the classic, premium, classic plus and nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. At that time, members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha (full protection) and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

Remuneration and Staffing Report (continued)

In 2018, the Court of Appeal found that the protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, the discrimination identified by the Courts in the way that the 2015 pension reforms were introduced must be removed by the Department of Finance. It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period. The different pension benefits relate to the alternative schemes e.g. legacy PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' (legacy scheme) or alpha. Scheme regulations made in March 2022, closed the PCSPS(NI) to future accrual from 31 March 2022, and all remaining active PCSPS(NI) members (including partially retired members in active service) moved to 'alpha' from 1 April 2022. This completes Phase One to remedy the discrimination identified by the Courts. Any pension benefits built up in the legacy scheme prior to this date are unaffected and PCSPS(NI) benefits remain payable in accordance with the relevant scheme rules. Phase Two will see the implementation of the Deferred Choice Underpin. That is, giving eligible members a choice between legacy scheme and alpha scheme benefits for service between 1 April 2015 and 31 March 2022. At this stage, allowance has not yet been made within.

CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which are available at <https://www.financeni.gov.uk/publications/dof-resource-accounts>.

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

Currently new entrants joining can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension account).

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

Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' legacy defined benefit arrangements (classic, premium and classic plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of premium or joining the partnership pension account.

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).

Remuneration and Staffing Report (continued)

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

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2021 was 3.1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2022.

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

Scheme Year 1 April 2022 to 31 March 2023

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 1 April 2022 to 31 March 2023
£0	£24,449.99	4.6%
£24,450	£56,399.99	5.45%
£56,400	£153,299.99	7.35%
£153,300 and above		8.05%

Cash Equivalent Transfer Values

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

Remuneration and Staffing Report (continued)

Compensation for Loss of Office

There were no compensation payments paid for loss of office in year (2020-21 nil).



Johnathan Dalzell
Accounting Officer
DATE: 28/06/2022

Governance Statement for the year ended 31 March 2022

Introduction

As Accounting Officer for the Museums Council, it is my responsibility to ensure that a sound system of governance and internal control is maintained that supports the Museums Council in pursuing its overall aims and objectives, which are predicated upon the Northern Ireland Executive's draft Programme for Government, the Outcomes Delivery Plan, the Northern Ireland Museums Policy, and upon various priorities of the Department for Communities.

Remit

The Museums Council was established in 1993 by order of the Minister for Education and is constituted as a company limited by guarantee (without share capital) and has charitable status. As such it operates under the Companies Act 2006 and associated subsequent legislation. The Museums Council is not a Statutory Agency and does not carry out its functions on behalf of the Crown, however, for policy and administrative purposes, the Museums Council is classified as a Non-Departmental Public Body of the Department for Communities, through which it received most of its funding.

Government has approved the Museums Council's overall aim of supporting local museums in Northern Ireland in maintaining and improving their standards of collections care and services to the public and to promote a coherent framework of museum provision.

Compliance with Corporate Governance Code

The Museums Council, in so far as it is relevant for a NDPB, complies with the Corporate Governance Code for Central Government Departments 2017.

Governance Framework

The Museums Council is in compliance with the Code of Good Practice 2013, issued by the Department of Finance (DoF), concerning corporate governance in central government departments. While the Code does not apply to NDPBs, the Museums Council operated within its principles during the financial year 2021-22.

The Museums Council is governed by a Board of Directors comprising between seven and fifteen members. Board members serve on a voluntary basis and are normally appointed for a period of three years. Directors are drawn from various bodies and constituencies as follows:

- The Minister of the DfC has the right to nominate three Directors;
- Local Government Councils that operate an Accredited Museum have the right to nominate three Directors;
- The Northern Ireland Regional Museum Curators Group has the right to nominate three Directors;
- The Independent and service museums have the right to nominate two Directors;
- Queen's University, Belfast and Ulster University have the right to nominate one Director;
- National Museums Northern Ireland may nominate one Director; and
- Other Directors may be co-opted.

The Board of Directors report to the Museums Council membership at the Annual General Meeting, which is held in September each year.

Governance Statement for the year ended 31 March 2022 (continued)

The Role of the Board of Directors and Governance Framework

The Board of Directors has the corporate responsibility for ensuring that the Museums Council effectively and efficiently fulfils its aims and objectives while being mindful of its statutory authority and obligations. To this end, the Board of Directors:

- Establishes the overall strategic direction of the Museums Council within the determined policy and resources framework;
- Monitors the performance of the Museums Council as it pursues its aims and objectives;
- Observes the highest standards of propriety, particularly in relation to corporate governance and the stewardship of public funds;
- Operates within the limits of its statutory authority and any delegated authority agreed with the DfC, and in accordance with any other conditions relating to the use of public funds;
- Takes account of the views and opinions of the Northern Ireland Museums Council membership in devising the work of the Museums Council;
- Takes account of any guidance issued by the DfC when reaching its decisions;
- Establishes a committee structure, including an Audit and Risk Assurance Committee, to assist in carrying out the work of the Museums Council; and
- Appoints, and monitors, the performance of the Museums Council's Accounting Officer.

In carrying out these functions the Board of Directors usually meets four times a year, during March, June, September and December. During 2021-22 all but one of these meetings were held remotely due to the impact of Covid-19 pandemic.

The Directors of the Board do not receive remuneration for their service to the Museums Council.

A system of internal control is maintained which includes the formulation of policies and procedures relating to: fraud prevention, raising concerns and the requirements of the Bribery Act 2010; financial planning, performance and procurement; the freedom of information and data management; and, risk management, business planning and performance. These, and other associated matters, are scrutinised by the Museums Council's Board of Directors at each of its meetings and are the focus of discussions at the bi-annual accountability meetings held with the DfC.

In addition, the Museums Council retains the services of the Internal Audit Service, Department for Communities to provide internal audit services, with external audit being undertaken by the NIAO.

The aim of the system of internal control is to manage the risks to a reasonable level, rather than seek to eliminate all the risks the Museums Council faces in undertaking its remit and duties.

Governance Statement for the year ended 31 March 2022 (continued)

The Work of the Board of Directors and its Committees

Mindful of its statutory obligations, the Board of Directors delegates the operation and monitoring of the governance framework to management, together with the day-to-day operation of the Museums Council. However, it reserves particular matters for decision by the Board of Directors, including issues of corporate strategy; key strategic objectives and targets; major decisions involving the use of financial and other resources; and personnel issues including key appointments and standards of conduct. At each of its meetings the Board of Directors receive a report on the management and operation of the Museums Council from the staff.

The Board of Directors may decide to delegate, where it has power to do so, responsibility for specified matters to its Committees or individual members. The decisions and recommendations of Committees are recorded and presented to a meeting of the full Board of Directors for ratification or note.

Currently the Museums Council's Board of Directors has three Committees, each having a Terms of Reference agreed by the Board:

- **Audit and Risk Assurance Committee** – deals with the strategic processes of audit, risk, control and governance.
- **Business Planning Committee** – focuses upon the corporate planning, business planning processes, monitors the staff appraisal process and deals with strategic human resource matters.
- **Grant Committee** – assesses the requests for grant assistance. (Decisions on the allocation of the Council's Acquisition Fund is delegated to the Chair.)

Corporate governance training for the Board of Directors took place in April 2021. Training will be repeated in 2022.

In order to manage any conflicts or potential conflicts of interest the Chair of each Committee asks those present at the start of each meeting if they are conflicted with any of the agenda items. Using this process, reported conflicts are noted in the minutes.

The Board of Directors

The Board of Directors of the Museums Council normally serve a three-year term, which for several of the current Directors runs until the 2023 Annual General Meeting of the company.

During the year under review, the Board of Directors formally met on four occasions, with the Committees meeting at intervals between the Board meetings. The table below provides an overview of members' attendance at meetings of the Board of Directors during 2021-22, with the number of attendances being set against the total number of meetings which the member could have attended.

Governance Statement for the year ended 31 March 2022 (continued)

Directors	Board of Directors	
	Actual	Possible
Julie Andrews	3	4
Paul Allison	2	2
Sean Barden	1	2
Alderman Yvonne Boyle	3	4
Jayne Clarke	3	4
Elizabeth Crooke	2	2
Nora Douds	4	4
Cllr Rory Farrell	2	4
Neil Hamilton	2	2
Leonie Hannan	2	2
Heather McGuicken	1	2
Mark Kennedy	2	2
Brona Moffett	3	4
Helen Perry	1	2
Kelly Robinson	2	4
Nuala Toman	3	4
Cllr Keith Turner	1	4

Each year the Board of Directors agree a Business Plan which sets out the actions, targets and the allocation of resources to be delivered in support of the Museums Council's aims, the draft Programme for Government, Outcomes Delivery Plan and the Northern Ireland Museums Policy. The draft Business Plan is submitted to the DfC no later than the 31 January each year.

The Museums Council's Board of Directors did not receive any Ministerial Direction during 2021-22.

Standing agenda items for the quarterly meetings of the Board of Directors include written reports from the Director on the performance against the Business Plan targets, the financial performance, and governance compliance. The minutes of the meetings of the Board of Directors are made public through the Museums Council's web site <https://www.nimc.co.uk/about-us/governance/>

Notable aspects of the business conducted by the Board of Directors during 2021-22 included drafting a new Corporate Strategy, reviewing the Museums Council's governance documents, updating the organisation's policies, approving grant support for museums and consideration of the Review of Organisational Structure.

The Committees

The Museums Council's Audit and Risk Assurance Committee (ARAC) met on four occasions during the year. The ARAC meetings are also attended by representatives of the Museum Council's internal and external auditors. The ARAC activities included the review of various policies and procedures and the active management of corporate risks through the scrutiny of the Corporate Risk Register at each meeting. It also noted progress made in addressing the recommendations of auditors.

The Grant Committee met five times to assess the applications received from museums for support.

The Business Planning Committee met four times to consider business planning matters.

Governance Statement for the year ended 31 March 2022 (continued)

The table below provides an overview of members' attendance at Committee meetings during 2021-22, with the number of attendances being set against the total number of meetings which the member could have attended.

Audit and Risk Assurance Committee		
	Actual	Possible
Julie Andrews (Chair)	4	4
Neil Hamilton (resigned 28 Sep 2021)	1	2
Brona Moffett (appointed 16 Nov 2021)	2	2
Nuala Toman	2	4
Business Planning Committee		
	Actual	Possible
Jayne Clarke	4	4
Elizabeth Crooke (resigned 28 Sep 2021)	2	2
Nora Douds	4	4
Heather McGuicken (appointed 9 Nov 2021)	2	2
Helen Perry (resigned 28 Sep 2021)	1	2
Nuala Toman (appointed 9 Nov 2021)	2	2
Grant Committee		
	Actual	Possible
Sean Barden (resigned 28 Sep 2021)	2	2
Cllr Rory Farrell	3	4
Neil Hamilton (resigned 28 Sep 2021)	1	2
Simon Hunter (co-opted 14 Sept 2021)	2	3
Mark Kennedy (appointed 16 Nov 2021)	2	2
Cllr Keith Turner	4	4

Governance Issues

Historic Issue Relating to a Breach of Payment Policy

During this year it has come to light that there was an issue relating to staff pay that occurred from 2015-16 to 2019-20, which resulted in an over-payment of salary that was outside the normal pay policy. The issue related to two members of staff. The matter has been investigated internally and is now subject to an independent investigation to quantify the amount of potential overpayment and determine impact for NIMC.

Independent Assurance

In March 2022 the Northern Ireland Museums Council's Audit and Risk Assurance Committee (ARAC) considered the final *Internal Audit Annual Report 2021-22* received from the Department for Communities, Internal Audit Service who undertake NI Museums Council's Internal Audit. The report provides an overall satisfactory opinion. Satisfactory opinions were provided for the areas of Corporate Governance and Risk Management; Grants and Procurement.

Follow up of the implementation of the recommendations relating to the Business Continuity Planning limited opinion provided in the 2020/21 Internal Audit report was also carried out.

Governance Statement for the year ended 31 March 2022 (continued)

The Internal Audit of 2020-21 attributed a limited opinion to Business Continuity Planning and Disaster Recovery Arrangements. There was one Priority 1 recommendation; that *Management should conduct a full review of their Business Continuity Planning documentation with a view to making these more comprehensive, to ensure that the organisations Business Continuity Planning meets best practice standards.*

A full review of the Business Continuity was carried out including a Continuity Risk Assessment and Business Impact Analysis and work focusing on the areas of Cyber security and IT Recovery was carried out within the year. Internal Audit have subsequently reviewed the revised procedures and attributed a satisfactory opinion to Business Continuity Planning and Disaster Recovery Arrangements.

The Comptroller and Auditor General certifies the Museums Council's accounts and provides an opinion on the financial statements and whether they have been properly prepared in accordance with UK Generally Accepted Accounting Procedures. A *Report to Those Charged with Governance* was also issued by the Northern Ireland Audit Office.

Operation and Performance

Business Planning

During 2021-22 the Museums Council delivered a Business Plan that was structured around the corporate strategic themes – LEAD, PROTECT, CONNECT, VALUE and DELIVER.

The Business Plan contained a range of Key Performance Indicators (KPIs) for the Museums Council. By the end of the year under review, all of the seven KPIs were considered to be completed.

Risk Management

The Museums Council identifies and evaluates risks to its business through its ARAC. The ARAC received a quarterly risk assessment at each of its meetings, which identified the risk, how it was being manifest and managed, and an action plan for addressing the identified threat. Significant risks are escalated to the Board of Directors as and when it is deemed necessary.

The Corporate Risk Register identified three corporate risks and throughout 2021-22 these risks were continually reviewed, and relevant dates and wording amended in response to mitigating actions.

Governance Statement for the year ended 31 March 2022 (continued)

At the Board meeting on 29 March 2022, an additional risk area was added and the corporate risks read as:

Risk 1	There is a risk that recurring reductions in grant-in-aid will mean that NIMC by March 2022 will operate at a deficit and is unsustainable as an independent organisation.
Risk 2	There is a risk that recurring reductions in grant-in-aid will severely reduce services to NIMC members by March 2022 , resulting in a lack of support from members and the wider NI museum sector.
Risk 3	There is an imminent risk that the ageing NIMC website could collapse at any time resulting in the loss of NIMC's communication link with the public, the local museum sector and other stakeholders.
Risk 4	There is a risk that NIMC Governance and Compliance arrangements are not adequate or that there is a failure of leadership and accountability within NIMC. (Includes a failure in the appointment process for a new Director.)

The Corporate Risk Register is reviewed by the DfC at bi-annual accountability meetings.

Financial Planning

The financial allocation to the Museums Council from the DfC for 2021-22 was £232,000. Subsequently, the Museums Council was awarded a capital allocation of £81,600 under Climate Change Fund and a further £3,000 under capital contingency. The total drawdown for 2021-22 was therefore £316,600.

Procurement

The Museums Council maintains procedures regarding procurement. It continues to ensure that services and goods are procured in line with Managing Public Money Northern Ireland and related guidance by the Department of Finance.

Prompt Payments

The Museums Council is committed to the prompt payment of bills for goods and services. The target for payment of bills is ten days from receipt of an appropriate and valid invoice. Performance in this regard was monitored throughout the year, which found that, 100% of bills were paid within the stipulated timeframe (2020-21; 91%). 100% of payments were paid within the 30 day timeframe (2020-21 96%).

Fraud

The Museums Council maintains policy and procedures relating to fraud prevention. In analysing fraud risk with the Museums Council, general payments, and those relating to grant assistance, were identified as the highest risk elements. No incidents of fraud were identified in 2021-22. (2020-21: one incident of suspected fraud).

Health and Safety

In line with the Museums Council's Health and Safety policy and procedures, various checks were undertaken during the year. No health and safety issues or concerns occurred during 2021-22. (2020-21: nil).

Governance Statement for the year ended 31 March 2022 (continued)

Conflicts of Interest

The Museums Council maintains a Register of Interests of its Board of Directors and Accounting Officer. Declarations of interest are made and recorded at each meeting of the Board of Directors and its Committees. No associated issues arose during the year.

Gifts and Hospitality

The Museums Council has a policy relating to gifts and hospitality. No gifts or hospitality were registered during the 2021-22 year (2020-21: nil).

Freedom of Information and Data Management

The Museums Council received no requests under the Freedom of Information Act during 2021-22. (2020-21: one)

In compliance with the requirements of the Data Protection Act 2018, the Museums Council maintains an associated policy and procedures. The Museums Council is compliant with the GDPR. No issues concerning data loss or personal data related incidents occurred during the year. (2020-21: Nil)

Safeguarding Children and Young People

The Museums Council has a Safeguarding Policy Statement. The Museums Council does not require its Board or staff members to undertake or participate in any 'regulated' or 'controlled' activity on its behalf. Consequently, staff members are not required to register with the Independent Safeguarding Authority under the vetting and barring arrangements. An AccessNI check is performed by new staff members on appointment

Review of Effectiveness

The Museums Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the staff that have responsibility for the development and maintenance of the governance environment, the reports and recommendations of Internal Audit, comments made by the external auditors and other review agencies. In March 2022, an assessment of the Board of Directors performance was undertaken, drawing upon the *Unlocking your Board's full potential – Board Evaluation Questionnaire*, issued by the National Audit Office (NAO). This examined the Board of Directors' understanding of its remit and role, performance management, relationships with key stakeholders, propriety and fraud, project management, risk management and audit. It concluded that performance and effectiveness were satisfactory, that it was compliant with the principles of good practice of Corporate Governance Code, and that the quality of information and data made available to it was accurate and of a distinct and consistently high calibre.

Quality of Information

Based on the control procedures noted and effective implementation of recommendations from internal and external reviews, the Board of Directors is content with the quality of the information and data which it receives.

Governance Statement for the year ended 31 March 2022 (continued)

Significant Control Weakness

The Head of Internal Audit has provided a **Satisfactory** opinion in the 2021-22 Annual Assurance Report. There were no significant weaknesses arising this year.

Conclusion

The information provided above gives an understanding of the internal control structure and stewardship of our organisation, gives a sense of the risks and vulnerabilities encountered during the year and how these have been addressed, and from which I conclude that the systems of governance and internal control operated by the Museums Council are satisfactory



Johnathan Dalzell
Accounting Officer
DATE: 28/06/2022

Membership of the Northern Ireland Museums Council at 31 March 2022

The Museums Council is a membership organisation. There are three categories of member: Museum Member; Supporting Member; and Associate Member. At 31 March 2022, the Council had 95 members (2020-21; 92). Membership on behalf of many museums is held by their parent authority. The name of the museum is shown in brackets, where appropriate.

Museum Members

This class of membership is open to museums in Northern Ireland, which are recognised under the Museum Accreditation Scheme. Museum Members are entitled to advice, information, training and grant-aid.

- Antrim and Newtownabbey District Council (Museum at the Mill and Sentry Hill)
- Ards and North Down District Council (North Down Museum)
- Armagh City, Banbridge and Craigavon Borough Council (Armagh County Museum, Barn Museum, Craigavon Museum Services and F. E. McWilliam Gallery and Studio)
- Armagh Robinson Library and No. 5 Vicar's Hill
- Causeway Coast and Glens Borough Council (Ballycastle Museum, Ballymoney Museum, Coleraine Museum, Green Lane Museum, Limavady Museum)
- Derry City and Strabane District Council (Tower Museum)
- Downpatrick and County Down Railway
- Fermanagh and Omagh District Council (Fermanagh County Museum)
- Flame: The Gasworks Museum
- Garvagh Museum
- Inniskillings Museum
- Linen Hall Library
- Lisburn and Castlereagh City Council (Irish Linen Centre & Lisburn Museum)
- Mid and East Antrim Borough Council (Andrew Jackson Cottage and US Rangers Museum, Carrickfergus Museum and Mid-Antrim Museum)
- Milford House Collection
- Newry, Mourne and Down District Council (Down County Museum and Newry and Mourne Museum)
- Northern Ireland War Memorial Museum
- Police Museum
- Whitehead Railway Museum of Railway Preservation Society of Ireland
- Royal Irish Fusiliers Museum
- Royal Ulster Rifles Museum
- The National Trust (Address House, The Argory, Castle Ward, Florence Court, Hezlett House, Mount Stewart, Springhill)
- The Somme Association (Somme Museum)

Supporting Members

This type of membership is open to district councils in Northern Ireland that operate non-Accredited museums and to those that do not operate museum services. Membership of this category entitles councils to advice, information, training and assistance with feasibility and development studies.

There is currently one Supporting Member – Larne Museum (Mid and East Antrim District Council).

Membership of the Northern Ireland Museums Council at 31 March 2022 (continued)

Associate Members

Membership is open to the national and centrally funded Accredited museums of Northern Ireland, other museums and any agency, commercial company, individual or other body wishing to subscribe. Membership provides access to advice, information and training.

There are currently 55 Associate Members.

Accountability Report

Losses and special payments (audited information)

Losses Statement

NIMC had no losses (2020-21: £nil) which exceeds £250,000. There were no bad debt / membership income write offs during 2021-22 (2020-21 £72).

Special Payments

NIMC has no special payments (2020-21: none) which exceeds £250,000.

Other payments

NIMC has not made any other significant payments, including making gifts in the year to 31 March 2022 (2020-21: none).

Remote Contingent Liabilities (audited information)

NIMC has no remote contingent liabilities (2021-22: none).



Johnathan Dalzell
Accounting Officer
DATE: 28/06/2022

The Certificate and Report of the Comptroller and Auditor General to the Members of the Northern Ireland Museums Council

Northern Ireland Museums Council

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

Opinion on financial statements

I certify that I have audited the financial statements of the Northern Ireland Museums Council for the year ended 31 March 2022 under the Companies (Public Sector Audit) Order (Northern Ireland) 2013. 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 FRS 102.

I have also audited the information in the Report of the Directors' and Remuneration and Staffing 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 Northern Ireland Museum Council's affairs as at 31 March 2022 and of its incoming resources, resources expended and cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (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 Northern Ireland Museums Council in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

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

The Certificate and Report of the Comptroller and Auditor General to the Members of the Northern Ireland Museums Council (continued)

Conclusions relating to going concern

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

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

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

My responsibilities and the responsibilities of the Directors and Accounting Officer with respect to going concern are described in the relevant sections of this report.

Other Information

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

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

I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Government Financial Reporting Manual;
 - the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
 - the Directors' Report has been prepared in accordance with applicable legal requirements.
-

The Certificate and Report of the Comptroller and Auditor General to the Members of the Northern Ireland Museums Council (continued)

Matters on which I report by exception

In the light of the knowledge and understanding of the Northern Ireland Museums Council and its environment obtained in the course of the audit, I have not identified material misstatements in the Directors' Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

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

Responsibilities of the Directors and Accounting Officer for the financial statements

As explained more fully in the Statement of Directors' Responsibilities, the Directors and the Accounting Officer are responsible for:

- the preparation of the financial statements and for being satisfied that they give a true and fair view.
- such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- assessing the Northern Ireland Museums Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

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 Companies (Public Sector Audit) Order (Northern Ireland) 2013.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

The Certificate and Report of the Comptroller and Auditor General to the Members of the Northern Ireland Museums Council (continued)

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Northern Ireland Museums Council through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included governing legislation, Companies Act 2006 and any other relevant laws and regulations identified;
- making enquires of management and those charged with governance on Northern Ireland Museums Council's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of Northern Ireland Museums Council's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: revenue recognition and posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

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

The Certificate and Report of the Comptroller and Auditor General to the Members of the Northern Ireland Museums Council (continued)

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

Report

I have no observations to make on these financial statements.

A handwritten signature in black ink that reads "K J Donnelly". The signature is written in a cursive style with a long, sweeping tail on the final letter.

KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
1 Bradford Court
Galwally
BELFAST
BT8 6RB

Date: 4th July 2022

Statement of Financial Activities

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOME & ENDOWMENTS FROM:					
Donations & legacies	3	232,793	157,819	390,612	273,513
Charitable activities	4	-	40,938	40,938	39,688
Other trading activities	5	13,138	-	13,138	12,683
TOTAL INCOME		245,931	198,757	444,688	325,884
EXPENDITURE ON:					
Charitable activities	6	(242,970)	(200,005)	(442,975)	(311,611)
Total Expenditure		(242,970)	(200,005)	(442,975)	(311,611)
NET INCOME/ (EXPENDITURE)	9	2,961	(1,248)	1,713	14,273
TRANSFERS BETWEEN FUNDS		-	-	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		11,108	16,581	27,689	13,416
TOTAL FUNDS CARRIED FORWARD		14,069	15,333	29,402	27,689

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

Balance sheet

		2022	2021
	Note	£	£
Fixed assets:			
Tangible assets	12	8,198	9,458
Current assets			
Debtors	13	8,376	49,557
Cash at bank		112,088	64,942
		<hr/>	<hr/>
<i>Total current assets</i>		120,464	114,499
Liabilities			
Creditors: Amounts falling due within one year	14	(99,260)	(96,268)
		<hr/>	<hr/>
<i>Net current assets</i>		21,204	18,231
		<hr/>	<hr/>
<i>Total assets less current liabilities</i>		29,402	27,689
		<hr/>	<hr/>
Total net assets		29,402	27,689
		<hr/> <hr/>	<hr/> <hr/>
The funds of the charity			
Restricted income funds	15	15,333	16,581
Unrestricted funds	16	14,069	11,108
		<hr/>	<hr/>
Total charity funds		29,402	27,689
		<hr/> <hr/>	<hr/> <hr/>

It is the view of the Board that an exemption from the audit requirements of Part 16 of the Companies Act 2006 is available under section 482 of that Act, since the company meets the DoF's definition of a non-profit making company and is subject to a public sector audit under the Companies (Public Sector Audit) (Northern Ireland) Order 2013, being an order issued under Article 5(3) of the Audit and Accountability (Northern Ireland) Order 2003. The Board therefore claims this exemption.

The Board of Directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preparation of accounts.

These financial statements have been approved by the Board of Directors on 28/06/2022 and signed on its behalf by:

Nora Douds
Chair



Company registration: NI027735

The notes on pages 51 to 66 form part of these financial statements

Statement of Cash Flows

	Note	2022 £	2021 £
NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	22	50,321	7,411
CAPITAL EXPENDITURE			
Payments to acquire tangible fixed assets		<u>(3,175)</u>	<u>(12,607)</u>
Net cash outflow from capital expenditure		<u>-</u>	<u>-</u>
INCREASE / (DECREASE) IN CASH	23	<u><u>47,146</u></u>	<u><u>(5,196)</u></u>

Notes to the financial statements

1. NATURE OF ORGANISATION

The principal activity of the Museums Council is to support local museums in Northern Ireland. The Museums Council is a company limited by guarantee incorporated in Northern Ireland. The Museums Council's place of business is its registered office at 153 Bangor Road, Holywood, Co Down, BT18 0EU.

2. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements also meet the disclosure requirements of the Government Financial Reporting Manual (FRM) and those issued by the DoF in so far as those requirements are appropriate.

Incoming resources

Income is recognised when the charity is legally entitled to, the income after any performance conditions have been met, the amounts can be measured reliably and it is probable that income will be received.

Income from government and other grants, whether 'capital' grants or 'resource' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specific service is deferred until the criteria for income recognition are met.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes costs undertaken to further the purposes of the charity. Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs and travel expenses which support the charity's activities. These costs have been allocated to expenditure on charitable activities. The basis on which support costs have been allocated are set out in the notes to the accounts.

Notes to the financial statements (continued)

2. ACCOUNTING POLICIES (continued)

Governance costs include those incurred in the governance of the Museums Council and are primarily associated with constitutional, statutory requirements and strategic matters such as audit and accountancy, board expenses and printing financial statements. The salary and related overhead costs pertaining to the Accounting Officer and finance staff are apportioned between charitable activities and governance costs at a rate of 95% and 5% respectively.

Fund accounting

The Museums Council receives various types of funding which require separate disclosure. These are as follows:

- a) unrestricted funds: funds which may be expended at the discretion of management in furtherance of the objects of the Museums Council; and
- b) restricted funds: funds which are earmarked by the donor for specific purposes.

Designated funds

Within unrestricted funds the Museums Council may designate a part of its reserves for particular purposes. Designated funds relate to incoming resources in the current and previous years, which are allocated to fund specific activities in future accounting periods.

Fixed assets

Tangible fixed assets are stated at valuation.

The costs of all fixed assets of the Museums Council are restated annually to reflect their current value using the relevant price indices at the year end (where material). Any revaluation surplus or loss, net of the corresponding adjustment to accumulated depreciation, is credited to the revaluation reserve. However, due to the immaterial nature of the amounts involved no revaluation has been recognised.

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

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Computer equipment	- 33% Straight line
Office equipment	- 15% Straight line
Furniture	- 10% Straight line

Operating lease agreements

Costs in respect of operating leases are charged on a straight line basis over the lease term.

Pension scheme arrangements

Past and present staff of the Museums Council are members of the PCSPS (NI), as set out in Note 10. The scheme is an unfunded, multi-employer, defined benefit scheme. All contributions are charged to the Statement of Financial Activities ("SoFA") as incurred.

Notes to the financial statements (continued)

2. ACCOUNTING POLICIES (continued)

Reserves

The Museums Council receives various types of funding which require separate disclosure. These are differentiated between restricted and unrestricted reserves. Unrestricted reserves represent retained amounts available for discretionary spend on the Council's objectives. Restricted reserves represent retained amounts available for specific projects.

Holiday Pay

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date carried forward to future periods. This is measured at the undiscounted salary cost of future holiday entitlement so accrued as of the Balance Sheet date.

3. DONATIONS & LEGACIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Grants receivable				
DFC grant-in-aid	232,000	-	232,000	220,000
DFC Access & Inclusion	-	31,582	31,582	42,633
National Lottery Heritage Fund	-	28,690	28,690	-
Esme Mitchell Trust Grant	-	5,000	5,000	5,000
DFC – Climate Change	-	81,600	81,600	-
DFC – IT Capital	-	3,000	3,000	-
Museum Development UK	-	7,500	7,500	5,880
Northern Ireland Regional Curators Group Donation	-	447	447	-
Museum Now Grant	793	-	793	-
	232,793	157,819	390,612	273,513
	217,000	56,513	273,513	
4. CHARITABLE ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Nerve Centre income	-	40,938	40,938	39,688
	-	40,938	40,938	39,688
Total 2021	-	39,688	39,688	

Notes to the financial statements (continued)

5. OTHER TRADING ACTIVITIES	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Memberships	13,138	-	13,138	12,683
Other income	-	-	-	-
	<u>13,138</u>	<u>-</u>	<u>13,138</u>	<u>12,683</u>
Total 2021	<u>12,683</u>	<u>-</u>	<u>12,683</u>	

6. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Grants awarded	20,742	154,819	175,561	45,952
Project costs	19,035	-	19,035	30,093
Training costs	5,853	-	5,853	4,740
Membership fees	1,252	-	1,252	1,169
Staff training	999	-	999	2,131
Wages and salaries	107,353	29,582	136,935	131,675
Employer's N.I. Contributions	6,600	2,890	9,490	11,295
Staff pension costs	34,091	8,466	42,557	36,412
Temporary staff recruitment costs	-	-	-	222
Support costs (Note 7)	14,825	4,248	19,073	16,470
Governance costs (Note 8)	32,220	-	32,220	31,452
	<u>242,970</u>	<u>200,005</u>	<u>442,975</u>	<u>311,611</u>
Total 2021	<u>215,210</u>	<u>96,401</u>	<u>311,611</u>	

Notes to the financial statements (continued)

7. SUPPORT COSTS

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Insurance	525	-	525	471
Telephone and communications	473	-	473	639
Computer and software	8,074	-	8,074	4,841
Printing and stationery	487	-	487	1,990
Travel and subsistence	138	-	138	-
Bank charges	-	-	-	20
Sundry expenses	250	-	250	234
Depreciation	187	4,248	4,435	3,511
Bad debts	-	-	-	72
Professional fees	4,691	-	4,691	4,692
	14,825	4,248	19,073	16,470
Total 2021	13,270	3,200	16,470	

8. GOVERNANCE COSTS

	Unrestricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£
Staff costs	4,897	4,897	5,567
Accountancy fees and internal audit	17,104	17,104	15,190
Audit fees	9,200	9,200	9,000
Board meeting & member expenses	149	149	-
Company governance costs	370	370	1,445
Design of annual report	500	500	250
	32,220	32,220	31,452
Total 2021	31,452	31,452	

9. NET INCOME

This is stated after charging:

	2022	2021
	£	£
Staff pension contributions	43,764	37,631
Depreciation	4,435	3,511
Auditors' remuneration:		
- audit of the financial statements	9,200	9,000

Notes to the financial statements (continued)

10. STAFF COSTS

Total staff costs were as follows:

	2022	2021
	£	£
Wages and salaries	140,285	135,595
Social security costs	9,830	11,722
Other pension costs	43,764	37,631
	<u>193,879</u>	<u>184,948</u>

No remuneration was paid to the Directors of the company. The total of Directors' expenses reimbursed by the company during the year was £nil (2021 – £nil).

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

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

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations>.

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the

Notes to the financial statements (continued)

10. STAFF COSTS (continued)

discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2021-22 employers' contributions of £43,764 were payable to the NICS pension arrangements (2020-21: £37,631) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £nil (2020-21 £nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2020-21, 8% to 14.75%) of pensionable pay.

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

Employer contributions of £nil, 0.5% (2020-21 £nil, 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. Contributions prepaid at that date were £nil.

No persons in the current and prior year retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £nil (2020-21: £nil).

Particulars of employees:

The average number of persons employed during the year was as follows:

	2022	2021
	No	No
Number of staff	5	4

No employees received remuneration of more than £60,000 during the year (2020-21 – nil).

Notes to the financial statements (continued)

11. TAXATION

The Museums Council is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

The Museums Council is not registered for VAT.

12. TANGIBLE FIXED ASSETS

	Computer Equipment £	Office Equipment £	Furniture £	Total £
VALUATION				
At 1 April 2021	20,056	40	6,484	26,580
Additions	3,175	-	-	3,175
Disposals	-	-	-	-
At 31 March 2022	23,231	40	6,484	29,755
DEPRECIATION				
At 1 April 2021	10,598	40	6,484	17,122
Charge for the year	4,435	-	-	4,435
Eliminated on Disposal	-	-	-	-
At 31 March 2022	15,033	40	6,484	21,557
NET BOOK VALUE				
At 31 March 2022	8,198	-	-	8,198
At 31 March 2021	9,458	-	-	9,458

13. DEBTORS

	2022 £	2021 £
Trade debtors	5,353	3,219
Other debtors	691	92
Accrued income	1,013	42,633
Prepayments	1,319	3,613
	8,376	49,557

Notes to the financial statements (continued)

14. CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	9,225	64,525
Short-term compensated absences (holiday pay)	5,178	2,603
Taxation and social security	5,247	1,285
Other creditors	230	258
Accruals	79,380	27,597
	<u>99,260</u>	<u>96,268</u>

15. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31 Mar 2022
	£	£	£	£	£
The Late Shift	6,724	-	-	-	6,724
Nerve Centre	-	40,938	(40,938)	-	-
Esme Mitchell Trust	2,307	5,000	(5,000)	-	2,307
Museum Development UK	-	7,500	(7,500)	-	-
NIRCG Donation	-	447	(447)	-	-
Capital Fund	7,550	3,000	(4,248)	-	6,302
DFC Climate Change	-	81,600	(81,600)	-	-
DFC Access & Inclusion	-	31,582	(31,582)	-	-
NLHF – Climate Change Initiative	-	28,690	(28,690)	-	-
	<u>16,581</u>	<u>198,757</u>	<u>(200,005)</u>	<u>-</u>	<u>15,333</u>

	Balance at 1 Apr 2020	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31 Mar 2021
	£	£	£	£	£
The Late Shift	2,801	-	-	3,923	6,724
A Brush with Nature	3,923	-	-	(3,923)	-
Nerve Centre	-	39,688	(39,688)	-	-
Esme Mitchell Trust	2,307	5,000	(5,000)	-	2,307
Museum Development UK	-	5,880	(5,880)	-	-
Capital Fund	7,750	3,000	(3,200)	-	7,550
DFC Access & Inclusion	-	42,633	(42,633)	-	-
	<u>16,781</u>	<u>96,201</u>	<u>(96,401)</u>	<u>-</u>	<u>16,581</u>

Notes to the financial statements (continued)

16. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2021 £	Incoming resources £	Outgoing resources £	Transfer between funds £	Balance at 31 Mar 2022 £
Unrestricted income funds	11,108	245,931	(242,970)	-	14,069
	<u>11,108</u>	<u>245,931</u>	<u>(242,970)</u>		<u>14,069</u>
	Balance at 1 Apr 2020 £	Incoming resources £	Outgoing resources £	Transfer between funds £	Balance at 31 Mar 2021 £
Unrestricted income funds	(3,365)	229,683	(215,210)	-	11,108
	<u>(3,365)</u>	<u>229,683</u>	<u>(215,210)</u>		<u>11,108</u>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Tangible assets	-	8,198	8,198	9,458
Net current assets/(liabilities)	14,069	7,135	21,204	18,231
	<u>14,069</u>	<u>15,333</u>	<u>29,402</u>	<u>27,689</u>

18. FINANCIAL INSTRUMENTS

The Museums Council's resources are met through grant-in-aid funding received from the DfC and through grant funding from other sources and from income generated through membership fees and training. The Museums Council does not hold any complex financial instruments. The organisation has no borrowings and relies primarily on DfC grants for its cash requirements. Other than the financial assets and liabilities which are generated by day to day operational activities, the Museums Council holds no financial instruments.

Liquidity Risk

The Museums Council secures funding for all activities in advance of expenditure being committed and it is not therefore exposed to material liquidity risks.

Credit Risk

The Museums Council is not exposed to any material credit risk.

19. GUARANTOR

The Museums Council is a company limited by guarantee and it does not have share capital. The liability of the member is limited to £1 in the event of the company being wound up.

20. ULTIMATE CONTROLLING PARTY

The Board of Directors of the Museums Council Limited is the ultimate controlling party of the company.

Notes to the financial statements (continued)

21. RELATED PARTY TRANSACTIONS

The Museums Council is a NDPB of the DfC from whom it received funding. The DfC is regarded as a related party. During the year, the Museums Council received grant in aid. There were also additional transactions with DfC in relation to Access and Inclusion Funding, £31,582 was received.

Grants were awarded to a range of bodies that are represented on the Museums Council's Board of Directors. These can be summarised as follows:

Collecting for the Future (supported by the Esmé Mitchell Trust)				
Grant Applicant	Project	Amount Awarded	Declared Interest of Board Member	Associated Organisation
Armagh County Museum	Purchase of two art works, painting/collages	£1,000.00	Sean Bardon	Armagh City, Banbridge and Craigavon Borough Council
Mid-Antrim Museum	Purchase of two oil portraits - James and William Raphael	£1,000.00	Jayne Clarke, Keith Turner	Mid and East Antrim Borough Council

Collections Care Grant (supported by DfC)				
Grant Applicant	Project	Amount Awarded	Declared Interest of Board Member	Associated Organisation
RPSI Whitehead Railway Museum	All mod cons collection managements	£1,220.00	Mark Kennedy	Whitehead Railway Museum
Linen Hall Library	Collection Care Enhancement: Conservation Vacuum	£240.00	Julie Andrews	Linenhall Library
Irish Linen Centre & Lisburn Museum	Automation of the museum's environmental logging	£1,500.00	Paul Allison	Irish Linen Centre & Lisburn Museum

Notes to the financial statements (continued)

21. RELATED PARTY TRANSACTIONS (continued)

Museum Connect (supported by NIMC and the Art Fund)				
Grant Applicant	Project	Amount Awarded	Declared Interest of Board Member	Associated Organisation
North Down Museum	Digitalisation of film material	£2,000.00	Heather McGuicken	Ards & North Down Borough Council
RPSI Whitehead Railway Museum	Publication of research book for engagement	£2,000.00	Mark Kennedy	Whitehead Railway Museum
Coleraine Museum	Queen's Platinum Jubilee Intergenerational Project	£2,000.00	Yvonne Boyle	Causeway Coast and Glens Borough Council

Access and Inclusion Grant (supported by DfC)				
Grant Applicant	Project	Amount Awarded	Declared Interest of Board Member	Associated Organisation
Carrickfergus Museum	Interpretative Upgrade project	£9,400.00	Jayne Clarke, Keith Turner	Mid and East Antrim Borough Council

Notes to the financial statements (continued)

21. RELATED PARTY TRANSACTIONS (continued)

Playful Museums Grant (supported by DfC)				
Grant Applicant	Project	Amount Awarded	Declared Interest of Board Member	Associated Organisation
Causeway Coast & Glens Museums	Kids and Castles - Playful Museum	£500.00	Yvonne Boyle	Causeway Coast and Glens Borough Council
Mid-Antrim Museum	Market Day at Ballymena - Playful Museums	£465.23	Jayne Clarke, Keith Turner	Mid and East Antrim Borough Council

Climate Change Grant (supported by DfC – Capital & NLHF)				
Grant Applicant	Project	Capital Amount Awarded	Non-Capital Amount Awarded	Declared Interest of Board Member
Tower Museum	The People's Story	£7,000.00	£13,000.00	Rory Farrell
North Down Museum	Climate Change and You: Look Backwards to Move Forward	£11,000.00	£8,100.00	Heather McGuicken
Mid-Antrim Museum	Cultivating Change	£8,500.00	£9,050.00	Jayne Clarke, Keith Turner
RPSI Whitehead Railway Museum	Insulation for Dunleath Workshop & Exhibition on Public Transport and its contribution to sustainability	£20,000.00	£0.00	Mark Kennedy

Notes to the financial statements (continued)

21. RELATED PARTY TRANSACTIONS (continued)

Ten organisations received a number of grants from the Museums Council and the total value is outlined below:-

Grant Applicant	Total Value of Grants £
Armagh County Museum	£1,000.00
Carrickfergus Museum	£9,400.00
Causeway Coast & Glens Museums	£500.00
Coleraine Museum	£2,000.00
Irish Linen Centre & Lisburn Museum	£1,500.00
Linen Hall Library	£240.00
Mid-Antrim Museum	£19,015.23
North Down Museum	£21,100.00
RPSI Whitehead Railway Museum	£23,220.00
Tower Museum	£20,000.00

Notes to the financial statements (continued)

22. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH OUTFLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net (outgoing)/incoming resources before transfers	1,713	14,273
Depreciation	4,435	3,511
Decrease/(increase) in debtors	41,181	(44,619)
Increase in creditors	2,992	25,246
Decrease in capital creditor	-	9,000
	<u>50,321</u>	<u>7,411</u>
Net cash outflow from operating activities	<u>50,321</u>	<u>7,411</u>

23. RECONCILIATION OF NET CASH FLOW MOVEMENT TO MOVEMENT IN NET FUNDS

	2022	2021
	£	£
Increase/(decrease) in cash in the period	47,146	(5,196)
Change in net funds	47,146	(5,196)
Net funds at 1 Apr 2021	64,942	70,138
	<u>112,088</u>	<u>64,942</u>
Net funds at 31 Mar 2022	<u>112,088</u>	<u>64,942</u>

24. ANALYSIS OF CHANGES IN NET FUNDS

	1 Apr 21	Cash flows	31 Mar 22
	£	£	£
Cash at bank	64,942	47,146	112,088
	<u>64,942</u>	<u>47,146</u>	<u>112,088</u>

25. LOSSES AND SPECIAL PAYMENTS

	2022	2021
	£	£
Bad debt/membership income written off in current year	-	72
	<u>-</u>	<u>72</u>

Notes to the financial statements (continued)

26. GOING CONCERN

The return of the Northern Ireland Executive in January 2020 and the publication of *New Decade, New Approach*, priorities of the restored executive include "... a review of Arm's Length Bodies with a view to their rationalisation". The progress of this review is at an early stage. It is understood that it will look at each Arm's Length Body individually and involve a lengthy process and detailed consultation. It is therefore not anticipated that the review will impact on the Museums Council within a two year period from March 2022.

The DfC has provided an indicative budget allocation for the Museums Council for 2022-2023 of £247,000. It is an uplift on 2021-22 (£232,000). This is a welcomed increase and will enable the Museums Council to meet increasing operational costs and to maintain service delivery to the local museum sector.

In light of the factors, these accounts have been prepared on a going concern basis as, in the opinion of the Board of Directors, the Museums Council will continue to operate for the foreseeable future.

ADDITIONAL DISCLOSURES REQUIRED BY FReM

The following page does not form part of the statutory financial statements which are the subject of the independent auditor's report on pages 43 to 47

ADDITIONAL DISCLOSURES REQUIRED BY FReM

The Museums Council as a charitable arm's length body, is required to account for grants-in-aid received under the Charities SORP and accordingly include it within incoming resources in the Statement of Financial Activities.

For all other ALB, the FReM requires grants-in-aid to be regarded as contributions from controlling parties giving rise to a financial interest in the residual interest of the body and hence accounted for as financing i.e. by crediting them to the income and expenditure reserve.

In addition FReM requires grant-in-aid to be accounted for on a cash basis.

Were the Museums Council to prepare its accounts on these bases, the results would be as follows:

Statement of Financial Activities prepared under FReM

	2022 £	2021 £
Income and endowments from:		
Donations & legacies	74,012	53,513
Charitable activities	40,938	39,688
Other trading activities	13,138	12,683
	<hr/>	<hr/>
Total incoming resources	128,088	105,884
	<hr/>	<hr/>
Resources expended		
Charitable activities	442,975	311,611
	<hr/>	<hr/>
Total resources expended	442,975	311,611
	<hr/>	<hr/>
Amount transferred to reserves	(314,887)	(205,727)
	<hr/>	<hr/>
Analysis of Reserves prepared under FReM		
Balance at 1 April 2021	27,689	13,416
Grant in aid received in year	316,600	220,000
Net operating cost for year	(314,887)	(205,727)
	<hr/>	<hr/>
Balance at 31 March 2022	29,402	27,689
	<hr/> <hr/>	<hr/> <hr/>



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Image, front

Augmented Reality Illustration showcase,
Mid Antrim Museum,
March 2022