

Northern Ireland Museums Council

Annual Report & Financial Statements

2018/2019

**Tha Cooncil o Norlin Airlann
Museums Accoont o Ilka Year**

Comhairle Iarsmalann Thuaisceart
Eireann Tuarascail Bhliantuil
& Raitis Airgeadais



Northern Ireland Museums Council

Financial statements for the year ended 31 March 2019

Registered Company Number: NI027735

Charity Registration Number: NIC101873

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Members of the Board and professional advisors

Directors

Prof. E Crooke (Chair) (extended 18 September 2018 and 26 March 2019)
Councillor R Burgess (Vice-Chair) (resigned 18 September 2018)

Mr N Armstrong (re-appointed 18 September 2018)
Mr S Barden (appointed 18 September 2018)
Councillor A Callan (appointed 18 September 2018)*
Ms J Clarke (re-appointed 18 September 2018)
Councillor M Cooper (appointed 18 September 2018)*
Dr R Coulter (resigned 18 September 2018)
Mr B Crothers (resigned 18 September 2018)
Ms R Doherty (resigned 18 September 2018)
Ms A Dorbie
Mr N Hamilton
Mr R Hegarty (extended 21 December 2018)
Councillor A D McIntyre (resigned 18 September 2018)
Mr R Morton (extended 21 December 2018)
Councillor M McKinty (appointed 18 September 2018)*
Ms H Perry (appointed 18 September 2018)

External Auditor

Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Bankers

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

Company Secretary

Ms S McCartan

Registered Office

153 Bangor Road
Holywood
Co Down
BT18 0EU

Charity Registration Number

NIC101873

Audit & Risk Assurance Committee

Prof. E Crooke
Ms A Dorbie
Mr R Morton
Mr N Hamilton

Grant Committee

Mr N Armstrong
Councillor R Burgess
Dr R Coulter
Mr R Hegarty
Mr S Barden
Mr N Hamilton

Business Planning Committee

Mr N Armstrong
Councillor R Burgess
Ms J Clarke
Councillor M Cooper
Dr R Coulter
Prof E Crooke
Ms R Doherty
Ms H Perry

Accounting Officer

Ms S McCartan

Principal Office

153 Bangor Road
Holywood
Co Down
BT18 0EU

Registered Company Number

NI027735

* Three Local Councils can nominate representatives to the Board of the Northern Ireland Museums Council. In September 2018 three new representatives took their place on the Board. None of the Councillors are currently registered with Companies House; Declaration of Interests are awaited from two representatives

Non-Executive Director's Report

The Northern Ireland Museums Council (Museums Council) continues to demonstrate leadership that is vitally important to the creativity and impact of the museum sector. We can be immensely proud of the innovative projects that have gone forward with partners. One such is *The Late Shift*, an afterhours museum-based project focusing upon young adult audiences. With themes such as Surviving a Zombie Apocalypse, Into the Mystic, and Maguire House Party, audiences were enthralled at the sight of museums, as they had never seen them before bringing with it a new appreciation of the diversity and relevance of the sector. Alongside *The Late Shift*, important new work within *Playful Museums* and the Dementia Friendly Programme demonstrate the significance of the Museums Council as a catalyst for the sector. The Museums Council continues to work to improve standards in governance, collections care and visitor experiences within the sector. In September 2018 we were delighted that Allison Cosgrove, Head of Museums and Libraries Branch, Department for Communities, could join us at the Museum Accreditation Awards to award Full Accreditation to 12 of our local museums. These standards are enhanced by the annual Training programme which, in the past year, saw nine training sessions offered to over 120 museum staff, through which we are building capacity and enhancing the resilience of the sector.

This work, which we can be justifiably proud, is framed within a strategic focus on the needs of the sector as expressed in the Museum Council's draft Corporate Plan 2018-2021. In this first year of the draft Corporate Plan, the Museums Council made positive contributions to the draft Programme for Government and Outcomes Delivery Plan 2018-19, in particular Outcome 5, which aims to foster "*an innovative, creative society, where people can fulfil their potential*" and Indicator 27 – "*increasing the percentage of people engaging with arts and cultural activities*". All the while, the Museums Council is operating in very difficult financial circumstances. As well as cuts to the budget allocation, which has been sustained for a number of years now, the provision of an annual budget, rather than via a three-year cycle of funding, presents significant challenges regarding long term planning. Furthermore, the decreasing allocation to the Museums Council means that the Board has had to make difficult decisions regarding the focus of the Museums Council's business in the 2019-20 year. As we do, we are reminded that the advocacy the Museums Council provides the sector is reciprocal – we are immensely grateful to our membership, their engagement is vital to informing our work and producing dynamic, engaging and audience-centred museums.



Professor Elizabeth Crooke
Chair

Date: 3 July 2019

Report of the Directors for the year ended 31 March 2019

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 2019.

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; and
- 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; and
- 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 was 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.

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."*

Report of the Directors for the year ended 31 March 2019 (continued)

During the 2018-19 business year, the Directors delivered Year 1 of the draft Corporate Plan for 2018-21. 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 2018-19 with eight Key Performance Indicators outlined below:

NO.	KEY PERFORMANCE INDICATOR	Target	2018-19
1.	% of local museums achieving accreditation at full status	90%	85%*
2.	Total number of grants for collections projects	6	7
3.	Total number of grants to develop museum collections	2	3
4.	Total number of NIMC training and peer-learning events	10	11
5.	Total number of participants in NIMC training and peer-learning events	100	170
6.	Non-government income as % of total income	5% (£10.2k)	40%**
7.	Total number of grants for programmes to connect audiences with museums	12	9***
8.	Total number of professional development events attended by NIMC staff	4	9

* Two museums moved from Full to Provisional Accreditation status – Police Museum and Andrew Jackson Cottage/US Rangers Museum

**£80k Museum Lates – The Late Shift; 25% of £8400 = £82.1k against £204k (National Lottery Heritage Fund)

*** Museums Council allocated 12 grants; 3 museums rescinded their grants – North Down, Craigavon Museum Service, Fermanagh County Museum

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;

Report of the Directors for the year ended 31 March 2019 (continued)

Public Benefit Statement (Continued)

- Delivering strategic, sector-wide programmes; and
- 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.

2018-19 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 continued to administer the Museum Accreditation scheme in partnership with Arts Council England; Museum, Archives and Libraries Division (MALD), a division of the Welsh Government; and, Museums Galleries Scotland.

The Accreditation Scheme sets nationally agreed standards for museums in the UK in Organisational Health, Managing Collections, and Users and their Experiences.

The UK Museum Accreditation partners reviewed the scheme which was relaunched in November 2018. The revised scheme extends the Accreditation period from three years to five years, includes updates to the 2011 Accreditation Standard with improvements made to its focus, tone and structure; and, has made amendments to the eligibility criteria and accompanying guidance.

During 2018-19, the Museums Council continued to provide advice and carry out assessments to local museums in Northern Ireland. Currently there are 43 accredited museums in the scheme, 40 of which are local museums and three national museums. Support and advice have also been provided to museums not currently in the scheme and an information day was held at the Whitehead Railway Museum in November 2018. During 2018-19, one new museum was awarded 'Working Towards' eligibility status. Following the success of the 2017 Accreditation Awards, an awards ceremony was held in September 2018 to celebrate 12 local museums who had retained Full Accreditation status following return assessments.

For further information on Museum Accreditation see www.nimc.co.uk/accreditation/

Website, Social Media and e-Newsletters

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 and it carries details of the education and learning programmes on offer. This service is provided in response to an identified barrier for non-participation in museum activities being a lack of information and awareness concerning museum events.

Case Studies promoting best practice on a variety of projects undertaken by local museums is publicly available on the website. See www.nimc.co.uk/what-we-do/

Report of the Directors for the year ended 31 March 2019 (continued)

Online information is supplemented through the public having the option to subscribe to the Museums Council's monthly newsletter which highlights news and activities, and through Facebook, Instagram and Twitter feeds.

#NIMuseumsDay

In 2018-19, the Museums Council launched its first social media campaign #NIMuseumsDay which took place on 18 May 2018 - International Museums Day. Guidance and ideas on suitable tweets and posts were shared with the sector and a social media training day with expert Mar Dixon, creator of @AskaCurator and @MuseumSelfieDay, was organised. The social media campaign raised the profile of museums with the public and, connected the museum community with each other and the wider cultural sector online. The central message of the campaign was shared on 120 social media accounts, reaching over 365,000 people. On Twitter alone 184 users sent 295 posts with an estimated potential of 1 million impressions; Facebook was also a popular social media channel during the campaign.

Shared Learning Events

The Museums Council organises two Shared Learning events annually – Museum Forum and Spilling the Beans. These events offer the opportunity for museum staff and volunteers to share experiences and insights into recent work, consider new developments and future directions for the museum sector.

Museum Forum

The Museum Forum took place on the 4 December 2018 on the theme of 'The Inclusive Museum' and was held at the Northern Ireland War Memorial. The programme involved 13 presentations covering the areas - Accessible Museums, Dementia Friendly Museums and Playful Museums – and demonstrated the wide range of audiences engaging with museums.

The event included participants from several organisations including Early Years, the Irish Museum of Modern Art, Science Museum (London), HMS Caroline, Northern Ireland War Memorial, Dementia NI, NOW Group, Irish Linen Centre and Lisburn Museum, Belmont Playcare Preschool and a parent from FunDays: a space for families with children with additional needs.

There were 41 attendees and discussion sessions helped establish priorities for the museum sector and future planning by the Museums Council.

Spilling the Beans

Spilling the Beans was held on 20 March 2019 at the Museum of Orange Heritage and considered the theme 'Caring for Collections'. The programme involved nine short presentations on the opportunities and challenges faced when delivering museum projects. Ten speakers presented during the day over three sessions - New spaces for collections, Engaging the Public with Collections Care, and Assessing Collections Needs.

Organisations presenting at the event included Hillsborough Castle, Derry City and Strabane Museum and Visitor Service, Newry and Mourne Museum, National Trust, Downpatrick and County Down Railway, Trinity College (Dublin), Association of Independent Museums and Mid-Antrim Museum.

There were 33 attendees illustrating the importance of caring and protecting museum collections, and demonstrating the valuable stories that these collections can unlock for audiences.

Report of the Directors for the year ended 31 March 2019 (continued)

Advice and Information

The standing information service provided by the Museums Council continued to be heavily used during 2018-19. Notably prominent enquiries were in relation to Museum Accreditation, security of collections, access audits, the Museums Council's grant programme, documentation, audience engagement, donations and bequests, governance models for museums, exhibition interpretation and refurbishment, funding, staffing, and digital technologies.

Theme 2 - PROTECT

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

Grant Programmes

The Accredited Museum Grant Programme is open to museums which are recognised under the UK Museum Accreditation Scheme through which they may seek grant support for projects aimed at enhancing the standards of collections care and management and improving public access to museums.

The *Playful Museums Festival* was held in February 2019 and funded from the main grant programme.

In addition, for the third year of the Dementia Friendly Programme, grants were offered to those museums wishing to engage people living with dementia.

A total of 19 grants was awarded and 16 were utilised. Three grants were returned at late notice – one for *Playful Museums Festival* and two for the Dementia Friendly Programme. The unused sum of £750 was reallocated to the Acquisition Fund.

The following grants were made during 2018-19:

Grant Applicant	Project	Amount Awarded
North Down Museum	Redevelopment of Plantation gallery	£1,500
Newry and Mourne Museum	Performing Arts in Newry & Mourne	£1,500
Tower Museum	Environmental Monitoring upgrade	£1,500
Carrickfergus Museum	Conservation of Davys Wilson portraits	£1,000
Armagh Robinson Library and No. 5 Vicar's Hill	Care & conservation of collections	£1,000
Craigavon Museum Services	Purchase of map chest	£1,000
Milford House Collection	Collections Care Audit	£1,500
Armagh Robinson Library and No. 5 Vicar's Hill	<i>Playful Museums Festival</i>	£250
Carrickfergus Museum	<i>Playful Museums Festival</i>	£250
Tower Museum	<i>Playful Museums Festival</i>	£230.84
North Down Museum	<i>Playful Museums Festival</i>	£250
NI War Memorial	<i>Playful Museums Festival</i>	£250
Craigavon Museum Services	Dementia Friendly Programme	£250
Tower Museum	Dementia Friendly Programme	£199.16
Armagh Robinson Library and No. 5 Vicar's Hill	Dementia Friendly Programme	£250
NI War Memorial	Dementia Friendly Programme	£147.26
Total		£11,077

Report of the Directors for the year ended 31 March 2019 (continued)

Acquisition Fund

This fund is a vital means of helping local museums develop their collections through providing grant assistance towards the acquisition of objects. In so doing, the fund ensures that valued aspects of the common heritage are preserved in perpetuity.

During the course of the year, the following grants were awarded:

Grant Applicant	Project	Amount Awarded
Irish Linen Centre & Lisburn Museum	WSPU 'Hunger Strike' medal awarded to Lilian Metge	£1,000
Craigavon Museum Services	'December' garden sculpture by Anne Crawford Acheson	£1,000
Down County Museum	Maquette and drawings of 'High Cross' sculpture by Bob Sloan	£850
Total		£2,850

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 (16-24) with heritage.

The Delivery Phase for the project was approved by the National Lottery Heritage Fund (NLHF) in June 2018 and following a competitive process during August 2018, six local museums secured their involvement with the project. In September 2018, a Digital Museums Co-ordinator was recruited to support the local museums and is based with the Museums Council. The Year 1 Action Plan (January 2019 – December 2019) is currently being delivered across the museums and has included digital taster sessions for interested young people, Digital Makers Clubs, and courses in photography, film making, and event management.

The following local museums are participating in the project and building audiences with young people:

- 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; and
 - Tower Museum, Derry/Londonderry
-

Report of the Directors for the year ended 31 March 2019 (continued)

The Late Shift

In March 2018 the Museums Council along with its partners Thrive and Seedhead Arts was awarded £80,000 for *The Late Shift* project from the NLHF, Tourism NI, and the DfC, as part of the European Year of Cultural Heritage. The aim of *The Late Shift* project was to connect over 18s with museums, in particular, younger adult audiences (18-40) who do not normally visit museums or who do not visit museums without kids. To attract the target audience, programming was scheduled outside of normal hours, after-dark social events and with entertainment focused on the museum collections and/or building. The events took place in Autumn 2018 to coincide with the UK Museums at Night programme produced by Culture24. Capacity building workshops and creative collaborations during the period April 2018 to December 2018 helped museums design, market, manage, and subsequently evaluate their events. The following local museums held *The Late Shift* events:

- Carnival of Delights – Newry and Mourne Museum - 19 October 2018
- Maguire’s House Party – Fermanagh County Museum, Enniskillen Castle – 26 October 2018
- The Dark Tower - Tower Museum, Derry – 26 October 2018
- Sunrise at the Mill – Museum at the Mill, Mossley Mill, Newtownabbey – 27 October 2018
- How to Survive a Zombie Apocalypse - North Down Museum, Bangor – 27 October 2018
- Into the Mystic - Armagh County Museum, Armagh City – 4 November 2018

The latter part of the business year focussed on reflection and evaluation with the local museums and discussions on next steps and legacy. *The Late Shift* project is due for completion in December 2019.

A Brush with Nature

In December 2018, the Museums Council secured £8,400 funding from the NLHF to support a travelling exhibition of contemporary Chinese artworks to travel to four museums across Northern Ireland during 2019. The funding will facilitate the transport of the exhibition to museums and the delivery of public engagement workshops with the artist. The exhibition was launched at Fermanagh County Museum in Enniskillen Castle on 9 February 2019 and was accompanied by a special event to celebrate Chinese New Year.

The following local museums are participating in the project, promoting cultural diversity and building audiences:

- Fermanagh County Museum, Enniskillen Castle;
- Mid-Antrim Museum, The Braid, Ballymena;
- Limavady Museum at Roe Valley Arts and Cultural Centre, Limavady; and
- Museum at the Mill at Clotworthy House, Antrim.

Annual Training Programme

During 2018-19, nine training courses were developed and delivered which were attended by 127 museum staff and volunteers. The courses were:

- Spectrum 5;
 - Successful Social Media;
 - Preparing to Borrow;
 - General Data Protection Regulation for Museums and Galleries;
 - Connecting Through Objects: Reminiscence Activities for those Living with Dementia;
 - Safeguarding: Keeping Children and Adults Safe;
-

Report of the Directors for the year ended 31 March 2019 (continued)

- Museum Standards and Ethics Workshop combined with a Study trip to Whitehead Railway Museum of the Railway Preservation Society of Ireland;
- Supporting the Preschool Curriculum; and
- Writing a Successful Funding Bid.

Training Needs Survey

The first Training Needs Survey was circulated in Autumn 2018 to all Museums Council members. The purpose of this survey was to ensure that the training programme is responsive to the needs and priorities of the sector. Sixteen responses were received from eight council museums, six independents and two individual members. The survey was organised under three headings that aligned to the UK Museum Accreditation Scheme - Organisational Health, Managing Collections, and User and their Experiences. The results have provided invaluable information and informed the development of the 2019-20 Training Programme.

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 *Playful Museums* programme is targeted at engaging those aged under five with museums and their collections. During 2018-19, this programme was supported by a partnership with Stranmillis University College. Skills capability within the local museum sector was enhanced through the delivery of a Preschool Curriculum training day in January 2019. This training day involved 10 student volunteers who assisted the museum staff in the activity planning to support the preschool curricular guidance.

The third annual *Playful Museums Festival* took place during February 2019. It was supported by the Museums Council's grants programme and was promoted through the Museums Council's *Playful Museums* Facebook page. A total of 13 local museums took part in the Festival which involved 34 events and 5,172 people participated in activities. The museums involved were Armagh Robinson Library and No. 5 Vicars' Hill, Northern Ireland War Memorial, North Down Museum, F.E. McWilliam Gallery, Fermanagh County Museum, Ballymoney Museum, Tower Museum, Mid-Antrim Museum, Lisburn Museum, HMS Caroline, Carrickfergus Museum, Newry and Mourne Museum and Down County Museum.

The *Playful Museums Festival* has become embedded in the museum sector's calendar and there is a commitment within local museums to festival programming. Five local museums were awarded financial assistance by the Museums Council and eight additional museums participated in the festival without grant support. Feedback sought praised the financial support offered by the Museums Council through the grant programme and its co-ordination of a Northern Ireland wide series of events and promotion through social media.

Dementia Friendly Programme

The Museums Council is registered as working to become dementia friendly with the Alzheimer's Society in Northern Ireland. In April 2018, an action planning day was held to support local museums who also wished to register as working to become dementia friendly and to date this includes Tower Museum, Armagh County Museum, HMS Caroline, Armagh Robinson Library and No 5 and Northern Ireland War Memorial.

Report of the Directors for the year ended 31 March 2019 (continued)

The Museums Council co-ordinates and chairs the local museums *Dementia Friendly Working Group* and meetings were held in September 2018 and January 2019. These meetings were attended by the Alzheimer's Society's Dementia Friendly Communities team and Dementia NI staff and members.

The Development Officer (Learning) is a Dementia Friendly Communities Champion and during 2018-19, five dementia awareness training sessions were delivered to 63 local museum staff and volunteers. Since October 2016, 192 have participated in the 19 training sessions.

Six Dementia Friendly grants, of which four were utilised, were awarded by the Museums Council to local museums. This Dementia Friendly programming took place between January to March 2019 and with activity at the Northern Ireland War Memorial, Tower Museum, Armagh Robinson Library and No. 5 Vicars' Hill and at Craigavon Museum Services. Activities involved the creation of a dementia friendly loan box, the use of music to enhance reminiscence activities alongside increasing access to existing programmes and activities for those living with dementia and their carers.

Members from Dementia NI were involved in presenting at the Museum Forum in December 2018 and have also supported several local museums with dementia friendly accessibility audits.

Live Well

The Museums Council facilitated National Museums Northern Ireland (NMNI) to partner with six local museums as part of their *Live Well* project which is funded under the Big Lottery's Accelerating Ideas funding stream. The purpose of the partnership was peer learning through sharing practice in working with disadvantaged older people. The local museums involved were: F.E. McWilliam Gallery, Linen Hall Library, Down County Museum, Tower Museum, Northern Ireland War Memorial and Mid-Antrim Museum.

Museum Beat and Newsletter

During 2018-19, ten issues of the Museum Beat and the Newsletter were issued. Museum Beat allows the Museums Council to communicate with its members about museum issues, highlight development opportunities, provide advice, guidance and information on best practice in the museum sector. Museum Beat publishes information about the Museums Council's news and programmes, museum resources, courses and conferences, grants, and job opportunities as well as highlighting local museum news, exhibitions and events.

The Newsletter has a different target audience and allows the Museums Council to communicate with non-members and to a wider range of interested parties who have signed up voluntarily to find out about its activities and the museum sector.

Over the year, Museum Beat was sent to 1,268 people in the local museum sector and 1,691 public and community organisations received the Newsletter.

To ensure compliance with the General Data Protection Regulation (GDPR), the Museums Council sought consent from all those listed in the email address books for Museum Beat and the Newsletter. This resulted in a decrease in the number of subscribers in both, but particularly in the Newsletter, from April 2018 onwards.

Theme 5 - DELIVER

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

Report of the Directors for the year ended 31 March 2019 (continued)

Evaluating our services

During 2018-19, the Northern Ireland Museums Council undertook reviews of existing areas of the business to capture the views of our members, to ensure that we are meeting their needs and delivering a quality, relevant and sustainable service. Areas reviewed were:

- Museum Beat and Newsletter;
- Grant guidelines and criteria;
- Membership fees; and
- Training.

The views of our members will shape the development of these areas of business. Final reports will be available on the Members Area of the website.

Workforce Planning

Preliminary work commenced during 2018-19 on plans for a review of the Museums Council's organisational structure. As part of this process, the Museums Council is sharing services with Libraries NI for Human Resources support and a Service Level Agreement (SLA) has been signed.

Membership Survey

A Membership Survey, *Taking Part*, was circulated in January 2019 and members views were sought on four key areas - Membership benefits, Projects and Initiatives, Museum Beat and, Services and Services Delivery. The final report will be available on the Members Area of the website.

Volunteer Programme

Two volunteers worked alongside Museums Council staff during the 2018-19 year. They have been collating evidence-based data on the work of the Museums Council and its members in order to demonstrate the social and economic impact of museums on society in Northern Ireland. Their valued contributions will be included in an advocacy document demonstrating how museums make a difference to people's lives in Northern Ireland.

Equality Policy and Disability Action Plan

The Museums Council commenced preparations for the review of its Equality Policy and Disability Action Plan. This work will be completed during the 2019-20 business year.

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 2018-19 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 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 the Board of Directors reported to the Council's membership at the Annual General Meeting held in September 2018.

Report of the Directors for the year ended 31 March 2019 (continued)

Statement of Directors' Responsibilities

The Board of Directors has overall responsibility for ensuring that 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.

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 web site.

The Museums Council operates without cash reserves and both the DfC and the NLHF, as the current major funders of the Museums Council, are 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. However, to facilitate business needs the Museums Council arranged advance payments of the grants from the NLHF to ensure the delivery of *The Late Shift* and *A Brush with Nature* projects.

Report of the Directors for the year ended 31 March 2019 (continued)

The financial allocation to the Museums Council from the DfC for 2018-19 was £204,000 (March 2018). However, as there was an overstatement of liabilities as of the 31 March 2018, notably, £14,000 of grant-in-aid, the Museums Council drawdown for 2018-19 was initially £190,000. Subsequently, the Museums Council was awarded further financial allocations of £4000 (August 2018) and £6000 (January 2019). The total drawdown for 2018-19 was therefore £200,000 against a total allocation of £214,000.

Plans for the Future

The Board of Directors of the Museums Council has agreed the key components of its planned activity for 2019-20 which aim to address identified statutory obligations, deliver the draft Programme for Government, the Outcomes Delivery Plan, the strategic themes in the draft Corporate Plan for the Museums Council 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 with the *Reimagine*, *Remake*, *Replay*, *The Late Shift* and *A Brush with Nature* projects, the *Playful Museums Festival* and the Dementia Friendly Programme;
- 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;
- Support to local museums through grant programmes, where possible;
- A review of Northern Ireland Museums Council's organisational structure;
- A review of the website and to commence plans for a new website;
- The review of the Equality Policy and a revision of the Disability Action Plan, in agreement with the Equality Commission;
- A comprehensive guide to the services and activities of local museums across Northern Ireland; and
- Advice and information to the heritage sector and the public generally.

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 and for 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.
-

Report of the Directors for the year ended 31 March 2019 (continued)

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 2018-19 year (2017-18; 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



S McCartan
Accounting Officer

DATE: 3 July 2019



E Crooke
Chair

DATE: 3 July 2019

Remuneration and Staffing Report

Remuneration Policy

The Senior Civil Service (SCS) remuneration arrangements are 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. In 2012, upon creation, there were 11 points on each scale. This was subsequently reduced to 10 points in 2014, 9 points in 2015 and 8 points in 2016 to allow progression through the pay scales within a reasonable period of time.

The pay remit (for the NI public sector and SCS) is normally approved by the Minister of Finance but in the absence of an Executive the Department of Finance Permanent Secretary has set the 2017-18 NI public sector pay policy in line with the overarching HMT parameters and in a manner consistent with the approach taken by the previous Finance Minister in 2016-17. (The pay award for SCS staff for 2017-18 has not yet been finalised).

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, Remuneration (audited) and Sickness Absence

During 2018-19 the Museums Council had five staff, four on payroll and one seconded in, and as at 31 March 2019 this comprised 5 females (one on a fixed contract and contracted out). The profile of the Directors of the Company at that date was 3 female and 10 male.

The staff costs of the Museums Council during 2018-19 was as follows:

	2019	2018
	£	£
Wages and salaries	142,093	116,841
Social security costs	9,996	9,038
Other pension costs	30,777	29,553
	182,866	155,432

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 £494 (2017-18: £158).

Remuneration and Staffing Report (continued)

Sickness Absence

The number of sick days reported in 2018-19 was 12 days per person (2017-18: 25.2). The majority of this sickness was attributable to a member of staff on long term sickness with short term sickness rates remaining relatively low and below a target of 6.5 days per person.

During 2018-19, 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)

	2018-19					2017-18				
	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
C Bailey Chief Executive (to 31/05/17)	0	0	0	0	0	5-10	0	0	2	10-15
S McCartan Chief Executive (from 01/08/17)	50-55	0	0	(4)	50-55	30-35 (50-55 full year equiv)	0	0	8	40-45

* No minister was in place during 2018-19.

*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)

C Bailey retired as Chief Executive on 31 May 2017. S McCartan has been seconded from NMNI from 1 August 2017. The figures for 2017-18 above represent S McCartan's remuneration received in the period from 1 August 2017 to 31 March 2018; the full year equivalent salary was in the band £50k-£55k.

Salary

"Salary" includes gross salary, overtime and any other allowances to the extent that it is subject to UK taxation and any gratia payments.

Bonuses

Bonuses relate to the performance in the year which they become payable to the individual. One member of staff was awarded a one-off £500 bonus lump sum which was taxable and non-pensionable for exceptional performance dealing with tasks in a particularly demanding period. This payment adheres to Item 8.06 Special Bonus scheme (Pay and Reward) in the NICS Handbook.

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)

	2018-19	2017-18
Band of Highest Paid Director's Total Remuneration* (£000)	50-55	50-55
Median Total Remuneration* (£)	24,977	23,308
Ratio	2.10	2.25

* 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.

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid officer in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid officer in the Museums Council in the financial year 2018-19 was £50,000 – £55,000 (2017-18; £50,000 - £55,000). This was 2.10 times (2017-18; 2.25) the median remuneration of the workforce, which was £24,977 (2017-18; £23,308).

In 2018-19, 0 (2017-18; 0) employees received remuneration in excess of the highest-paid officer.

Remuneration ranged from £22,418 to £53,663 (2017-18; £3,581 to £52,334).

Remuneration and Staffing Report (continued)

Pension benefits (audited)

	Accrued pension at age 60 as at 31/3/19 and related lump sum	Real increase in pension sum at age 60 and related lump sum	CETV at 31/3/19	CETV at 31/3/18	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
S McCartan (Chief Executive)	20-25 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0	486	449	(12)

Staff pensions

The Principal Civil Service Pension Scheme (NI) ("PCSPS (NI)") of which senior management are members, is an unfunded, multi-employer, defined benefit scheme, but the Museums Council is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2012. This valuation is then reviewed by the Scheme Actuary and updated to reflect current conditions and rolled forward to the reporting date of the DoF Superannuation and Other Allowances Resource Accounts as at 31 March 2019.

Northern Ireland Civil Service (NICS) Pension arrangements

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

The alpha pension scheme was introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of existing members of the classic, premium, classic plus and nuvos pension arrangements also moved to alpha from that date. Members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age. Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate is 2.32%.

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

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

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

Remuneration and Staffing Report (continued)

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 Price Index (CPI) figure for the preceding September. The CPI in September 2018 was 2.4% and HM Treasury has announced that public service pensions will be increased accordingly from April 2019.

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

Scheme Year 1 April 2019 to 31 March 2020

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 1 April 2019 to 31 March 2020
£0	£23,500.99	4.6%
£23,501.00	£54,500.99	5.45%
£54,501.00	£150,000.99	7.35%
£150,001.00 and above		8.05%

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

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

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **Classic**, **Premium**, and **Classic plus** and 65 for members of **nuvos**. The normal pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. Further details about the NICS pension arrangements can be found at the website www.finance-ni.gov.uk/topics/working-northern-ireland-civil-service/civil-service-pensions-ni.

Remuneration and Staffing Report (continued)

Cash Equivalent Transfer Values

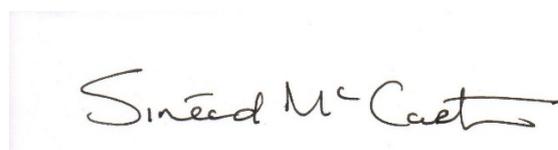
A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment 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.

Compensation for Loss of Office

There were no compensation payments paid for loss of office in year (2017-18 nil).



S McCartan
Accounting Officer

Date: 3 July 2019

Governance Statement for the year ended 31 March 2019

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 DfC.

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 NDPB of the DfC, 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.

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 2018-19.

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 and Ulster University have the right to nominate one Director;
- NMNI 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 2019

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. The venue for these meetings alternates between the Museums Council headquarters in Cultra and a place, usually a museum, outside Belfast. However, from time to time additional meetings are held to deal with extra-ordinary business.

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, whistleblowing 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 a contracted company 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 2019 (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 March 2019.

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 were noted in the minutes.

The Board of Directors

The Board of Directors of the Museums Council serve a three-year term, which for several of the current Directors runs until the 2021 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 2018-19, 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 2019 (continued)

Directors	Board of Directors	
	Actual	Possible
Neil Armstrong	4	4
Sean Barden	2	2
Councillor Robert Burgess	2	2
Councillor Aaron Callan	0	2
Jayne Clarke	4	4
Councillor Michael Cooper	0	2
Riann Coulter	1	2
Elizabeth Crooke	4	4
Ben Crothers	2	2
Roisin Doherty	0	2
Anne Dorbie	2	4
Neil Hamilton	3	4
Roddy Hegarty	2	4
Robin Morton	4	4
Councillor A D McIntyre	0	2
Councillor M McKinty	0	2
Helen Perry	2	2

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 Permanent Secretary in the DfC approved the Museums Council's 2018-19 Business Plan on 9 August 2018.

The Museums Council's Board of Directors did not receive any Ministerial Direction during 2018-19.

Standing agenda items for the quarterly meetings of the Board of Directors include written reports from the Chief Executive 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 2018-19 included reviewing the Museums Council's governance documents, updating the organisation's policies and approving grant support for museums.

The Committees

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

The Grant Committee met on three occasions to assess the applications received from museums for support through the Accredited Museum Grant Programme.

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

Governance Statement for the year ended 31 March 2019 (continued)

The table below provides an overview of members' attendance at Committee meetings during 2018-19, with the number of attendances being set against the total number of meetings which the member could have attended.

	Audit and Risk Assurance Committee		Grant Committee		Business Planning Committee	
	Actual	Possible	Actual	Possible	Actual	Possible
Neil Armstrong	n/a	n/a	2	2	4	4
Sean Barden	n/a	n/a	1	1	n/a	n/a
Councillor Robert Burgess	n/a	n/a	2	2	2	2
Councillor Aaron Callan	n/a	n/a	n/a	n/a	n/a	n/a
Jayne Clarke	n/a	n/a	n/a	n/a	3	4
Councillor Michael Cooper	n/a	n/a	n/a	n/a	0	2
Riann Coulter	n/a	n/a	1	2	1	2
Elizabeth Crooke	3	5	n/a	n/a	3	4
Ben Crothers	n/a	n/a	n/a	n/a	n/a	n/a
Roisin Doherty	n/a	n/a	n/a	n/a	1	2
Anne Dorbie	5	5	n/a	n/a	n/a	n/a
Neil Hamilton	4	5	1	1	1	1
Roddy Hegarty	n/a	n/a	2	3	n/a	n/a
Robin Morton	5	5	n/a	n/a	4	4
Councillor A D McIntyre	n/a	n/a	n/a	n/a	n/a	n/a
Councillor M McKinty	n/a	n/a	n/a	n/a	n/a	n/a
Helen Perry	n/a	n/a	n/a	n/a	1	2

Independent Assurance

In February 2019 the Northern Ireland Museums Council's Audit and Risk Assurance Committee considered the final *Internal Audit Annual Report 2018-19* received from the Museums Council's Internal Auditors, PwC, which provided a 'satisfactory' rating and made one Priority 1 recommendation regarding the Museums Council's Business Continuity Plan.

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. A *Report to Those Charged with Governance* was also issued by the NIAO.

Operation and Performance

Business Planning

During 2018-19 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, six out of eight KPIs were considered to be completed.

Governance Statement for the year ended 31 March 2019 (continued)

The two KPIs not fully completed were:

- KPI 1 - 85% (target 90%) of local museums achieving accreditation status at full status – was not met as two local museums moved from full status to provisional.
- KPI 7 - Total number of grants (target 12 grants) for programmes to connect audiences with museums was not fully met. The grant programme was oversubscribed, 12 grants were awarded and accepted, but three local museums returned the grants at a late stage. The released funding was relocated to the Acquisition Fund and was fully spent. Details of the achievements made during 2018-19 are set out in the Report of the Directors above.

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 was revised during 2018-19 and adopted by the Board of Directors at its December 2018 meeting. The new corporate risks are:

- | | |
|--------|---|
| Risk 1 | There is a risk that recurring reductions in grant-in-aid will mean that the Museums Council by March 2020 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 the Museums Council members by March 2020, resulting in a lack of support from members and the wider Northern Ireland museum sector. |
| Risk 3 | There is a risk that the ageing Museums Council website could collapse by March 2020 resulting in the loss of the Museums Council's communication link with the public, the local museum sector and other stakeholders. |

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

Financial Planning

The Museum Council's key financial target is to operate within the allocated budget for the year. The financial allocation to the Museums Council from the DfC for 2018-19 was £204,000 (March 2018). However, as there was an overstatement of liabilities as of the 31 March 2018, in particular, £14,000 of grant-in-aid, the Museums Council drawdown for 2018-19 was initially £190,000. Subsequently, the Museums Council was awarded further financial allocations of £4000 (August 2018) and £6000 (January 2019). The total drawdown for 2018-19 was therefore £200,000 against a total allocation of £214,000.

Procurement

The Museums Council maintains procedures regarding procurement. It continues to ensure that services and goods are procured in line with MPMNI and related guidance by the DoF.

Governance Statement for the year ended 31 March 2019 (continued)

Prompt Payments

The Museums Council is committed to the prompt payment of bills for goods and services. The target for payment of bills is 10 days from receipt of an appropriate and valid invoice. Performance in this regard was monitored throughout the 2018-19 year, which found that 100% of the bills were paid within the stipulated timeframe (2017-18; 100%).

Fraud

The Museums Council maintains policy and procedures relating to fraud prevention. In analysing of fraud risk with the Museums Council, general payments, and those relating to grant assistance, were identified as the highest risk elements. No fraud investigations were initiated or on-going during the 2018-19 period. (2017-18; nil).

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 2018-19. (2017-18; nil).

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 2018-19 year (2017-18; nil).

Freedom of Information and Data Management

The Museums Council received one request under the Freedom of Information Act during 2018-19. The request related to expenditure on Information, Communication and Technology. The request was answered in line with established procedures and within the set timeframes. 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 2018-19 year.

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. In September 2018, a Digital Museums Co-ordinator was recruited who is required to work with young people. An AccessNI check has been completed by the postholder.

Governance Statement for the year ended 31 March 2019 (continued)

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 2019 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.

In addition, the Museums Council's ARAC has reflected on its effectiveness during 2018-19 utilising the NAO's ARAC Effectiveness Checklist. It concluded that performance and effectiveness were satisfactory and compliant with best practice.

Quality of Information

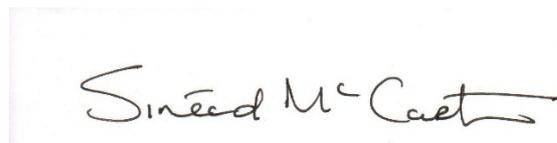
Based on the control procedures noted and effective implementation of recommendations from internal and external reviews, the Board of Directors is content with the quality of the information and data which they receive.

Significant Control Weakness

The Head of Internal Audit has provided a **Limited** opinion in the 2018-19 Annual Assurance Report. This opinion is, in part, based on a limitation placed on the scope of the internal audit to deliver 12 days of internal audit rather than the 20 days requested by the auditors. The Museums Council's Audit and Risk Assurance Committee has confirmed that the annual 12 days are satisfactory.

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.



S McCartan
Accounting Officer
DATE: 3 July 2019

Membership of the Northern Ireland Museums Council at 31 March 2019

The Museums Council is a membership organisation. There are three categories of member: Museum Member; Supporting Member; and Associate Member. At 31 March 2019, the Council had 97 members (2017-18; 98). 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 Service 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 / 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;
- Police Museum;
- Whitehead Railway Museum of Railway Preservation Society of Ireland;
- Royal Irish Fusiliers Museum;
- Royal Ulster Rifles Museum;
- The National Trust (Ardress House, The Argory, Castle Ward, Florence Court, Hezlett House, Mount Stewart, Springhill); and
- 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 2019 (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 56 Associate Members.

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

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 2019 under the Companies (Public Sector Audit) Order (Northern Ireland) 2013. The financial statements comprise the Statement of Financial Activities, Balance Sheet and 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 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice). I have also audited the information in the Remuneration and 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 Museums' Council's affairs as at 31 March 2019 and of its total incoming resources and expenditure of resources for the year then ended;
- 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 of opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of Northern Ireland Museums' Council in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2016, and have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Other information

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

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

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

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

Responsibilities of the directors and Accounting Officer for the financial statements

As explained more fully in the Statement of Directors and Accounting Officer 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.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Companies (Public Sector Audit) Order (Northern Ireland) 2013.

I am required to obtain evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

Report

I have no observations to make on these financial statements.



*KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU*

4th July 2019

Statement of Financial Activities

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
INCOME & ENDOWMENTS FROM:					
Donations & legacies	3	200,000	80,400	280,400	232,391
Charitable activities	4	5,057	24,035	29,092	4,780
Other trading activities	5	14,395	-	14,395	12,665
TOTAL INCOME		<u>219,452</u>	<u>104,435</u>	<u>323,887</u>	<u>249,836</u>
EXPENDITURE ON:					
Charitable activities	6	(230,133)	(87,049)	(317,182)	(234,524)
Total Expenditure		<u>(230,133)</u>	<u>(87,049)</u>	<u>(317,182)</u>	<u>(234,524)</u>
NET INCOME/ (EXPENDITURE)	9	(10,681)	17,386	6,705	15,312
TRANSFERS BETWEEN FUNDS					
		-	-	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>12,803</u>	<u>-</u>	<u>12,803</u>	<u>(2,509)</u>
TOTAL FUNDS CARRIED FORWARD		<u>2,122</u>	<u>17,386</u>	<u>19,508</u>	<u>12,803</u>

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

		2019	2018
	Note	£	£
Fixed assets:			
Tangible assets	12	1,764	2,198
Current assets			
Debtors	13	37,593	2,276
Cash at bank		41,192	65,033
		<u>78,785</u>	<u>67,309</u>
<i>Total current assets</i>			
Liabilities			
Creditors: Amounts falling due within one year	14	(61,041)	(56,704)
			<u>(56,704)</u>
		<u>17,744</u>	10,605
<i>Net current assets/(liabilities)</i>			
		<u>19,508</u>	12,803
<i>Total assets less current liabilities</i>			
		<u>19,508</u>	<u>12,803</u>
Total net assets			
The funds of the charity			
Restricted income funds	15	17,386	-
Unrestricted funds	16	2,122	12,803
		<u>19,508</u>	<u>12,803</u>
Total charity funds			

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 25 June 2019 and signed on its behalf by:



E Crooke
 Chair

Company registration: NI027735

Statement of Cash Flows

	Note	2019 £	2018 £
NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	22	(23,242)	31,592
CAPITAL EXPENDITURE			
Payments to acquire tangible fixed assets		<u>(599)</u>	<u>(3,081)</u>
Net cash outflow from capital expenditure		–	–
INCREASE / (DECREASE) IN CASH	23	<u>(23,841)</u>	<u>28,511</u>

The notes on pages 38 to 48 form part of these financial statements

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 (FReM) 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 fixed asset capitalisation threshold of £250.

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 2019 £	Total Funds 2018 £
Grants receivable				
DFC grant-in-aid	200,000	-	200,000	218,000
National Lottery Heritage Fund	-	80,400	80,400	14,391
	<u>200,000</u>	<u>80,400</u>	<u>280,400</u>	<u>232,391</u>
Total 2018	<u>218,000</u>	<u>14,391</u>	<u>232,391</u>	
4. CHARITABLE ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
The Late Shift Ticket income	-	8,898	8,898	-
Training income	5,057	-	5,057	4,780
Nerve Centre income	-	15,137	15,137	-
	<u>5,057</u>	<u>24,035</u>	<u>29,092</u>	<u>4,780</u>
Total 2018	<u>4,780</u>	<u>-</u>	<u>4,780</u>	
5. OTHER TRADING ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Memberships	<u>14,395</u>	<u>-</u>	<u>14,395</u>	<u>12,665</u>
Total 2018	<u>12,665</u>	<u>-</u>	<u>12,665</u>	

Notes to the financial statements (continued)

6. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £	Total Funds 2017 £
Grants awarded	11,077	-	11,077	22,338
Acquisition fund	2,850	-	2,850	6,475
Bursaries	-	-	-	579
Project costs	1,059	-	1,059	1,342
Programme costs	-	25,865	25,865	-
Evaluation costs	-	16,073	16,073	-
Equipment and materials	-	834	834	-
Training costs	4,928	2,000	6,928	-
The Late Shift ticket fees	-	1,209	1,209	-
Travel and subsistence	-	2,512	2,512	-
Promotion and brand development	-	13,129	13,129	-
Membership fees	785	-	785	900
Staff training	1,074	3,710	4,784	8,826
Professional fees	1,987	6,580	8,567	-
Wages and salaries	123,387	15,137	138,524	113,589
Employer's N.I. Contributions	9,610	-	9,610	8,727
Staff pension costs	29,958	-	29,958	28,980
Temporary staff recruitment costs	-	-	-	3,348
Support costs (Note 7)	12,330	-	12,330	19,217
Governance costs (Note 8)	31,088	-	31,088	20,203
	<u>230,133</u>	<u>87,049</u>	<u>317,182</u>	<u>234,524</u>
Total 2018	<u>221,720</u>	<u>12,804</u>	<u>234,524</u>	

7. SUPPORT COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Insurance	857	-	857	652
Telephone and communications	1,219	-	1,219	961
Computer and software	3,286	-	3,286	5,856
Administration costs	-	-	-	3,500
Repairs and maintenance	145	-	145	27
Printing and stationery	985	-	985	1,448
Postage	202	-	202	243
Travel and subsistence	2,724	-	2,724	4,994
Bank charges	20	-	20	40
Sundry expenses	599	-	599	165
Depreciation	1,033	-	1,033	1,044
Bad debts	1,260	-	1,260	267
Promotion and brand development	-	-	-	20
	<u>12,330</u>	<u>-</u>	<u>12,330</u>	<u>19,217</u>
Total 2018	<u>15,590</u>	<u>3,627</u>	<u>19,217</u>	

Notes to the financial statements (continued)

8. GOVERNANCE COSTS

	Unrestricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Staff costs	4,774	4,774	4,226
Accountancy fees and internal audit	13,863	13,863	7,157
Audit fees	8,900	8,900	6,750
Board member expenses	2,851	2,851	1,170
Printing of annual report	700	700	900
	<u>31,088</u>	<u>31,088</u>	<u>20,203</u>
Total 2018	<u>20,203</u>	<u>20,203</u>	

9. NET INCOME/(EXPENDITURE)

This is stated after charging:

	2019 £	2018 £
Staff pension contributions	30,777	29,553
Depreciation	1,033	1,044
Auditors' remuneration:		
- audit of the financial statements	<u>8,900</u>	<u>6,750</u>

10. STAFF COSTS

Total staff costs were as follows:

	2019 £	2018 £
Wages and salaries	142,093	116,841
Social security costs	9,996	9,038
Other pension costs	<u>30,777</u>	<u>29,553</u>
	<u>182,866</u>	<u>155,432</u>

No remuneration was paid to the Directors of the company. The total of Directors' expenses reimbursed by the company during the year was £494 (2018 – £158).

The PCSPS (NI) of which all of the Museums Council's employees are members, is an unfunded, multi-employer, defined benefit scheme, but the Museums Council is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out at 31 March 2012 and details of this valuation are available in the PCSPS (NI) resource accounts.

For 2018-19 employers' contributions of £30,777 were payable to the PCSPS (NI) (2017-18: £29,553) at one of three rates in the range 20.8% to 26.3% of pensionable pay, based on salary bands.

Notes to the financial statements (continued)

10. STAFF COSTS (continued)

Work was completed on the 2016 valuation, based on the position as at 31 March 2016. The outcome of this scheme valuation informed employer contribution rates for 2019-20. Employer contribution rates payable will range from 28.7% to 34.2% of pensionable pay, based on salary bands. This change is primarily due to the reduction in the SCAPE discount rate (as announced at Budget 2018) to 2.4% pa above CPI. The contribution rates are set to meet the cost of the benefits accruing during 2019-20 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account which is a stakeholder pension with an employer contribution. Employer's contributions of £nil (2017 -18; £nil) were paid to one or more of a panel of two appointed stakeholder pension providers. Employer contributions are age related and range from 8% to 14.75% (2017-18; 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% (2017-2018 £nil, 0.5%) of pensionable pay, were payable to the 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.

There were no early retirements on ill health grounds (2017-18 nil).

Particulars of employees:

The average number of employees during the year was as follows:

	2019	2018
	No	No
Number of staff	5	4

No employee received remuneration of more than £60,000 during the year (2017-18 – £Nil).

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.

Notes to the financial statements (continued)

12. TANGIBLE FIXED ASSETS

	Computer Equipment £	Office Equipment £	Furniture £	Total £
VALUATION				
At 1 April 2018	6,850	554	6,484	13,888
Additions	599	-	-	599
Disposals	-	(514)	-	(514)
At 31 March 2019	<u>7,449</u>	<u>40</u>	<u>6,484</u>	<u>13,973</u>
DEPRECIATION				
At 1 April 2018	4,652	554	6,484	11,690
Charge for the year	1,033	-	-	1,033
Eliminated on disposal	-	(514)	-	(514)
At 31 March 2019	<u>5,685</u>	<u>40</u>	<u>6,484</u>	<u>12,209</u>
NET BOOK VALUE				
At 31 March 2019	<u>1,764</u>	<u>-</u>	<u>-</u>	<u>1,764</u>
At 31 March 2018	<u>2,198</u>	<u>-</u>	<u>-</u>	<u>2,198</u>

13. DEBTORS

	2019 £	2018 £
Trade debtors	3,999	1,110
Other debtors	118	128
Accrued income	32,000	-
Prepayments	<u>1,476</u>	<u>1,038</u>
	<u>37,593</u>	<u>2,276</u>

14. CREDITORS: Amounts falling due within one year

	2019 £	2018 £
Trade creditors	28,682	31,700
Short-term compensated absences (holiday pay)	2,703	5,176
Taxation and social security	2,240	1,552
Other creditors	320	744
Accruals	<u>27,096</u>	<u>17,532</u>
	<u>61,041</u>	<u>56,704</u>

Notes to the financial statements (continued)

15. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2018	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31 Mar 2019
	£	£	£	£	£
The Late Shift	-	80,898	(69,832)	-	11,066
A Brush with Nature	-	8,400	(2,080)	-	6,320
Nerve Centre	-	15,137	(15,137)	-	-
	<u>-</u>	<u>104,435</u>	<u>(87,049)</u>	<u>-</u>	<u>17,386</u>

Restricted income during 2018-19 related to NLHF grant towards three Projects – The Late Shift, A Brush with Nature and Nerve Centre. The Late Shift and A Brush with Nature are due for completion by December 2019.

16. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2018	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31 Mar 2019
	£	£	£	£	£
Unrestricted income funds	<u>12,803</u>	<u>219,452</u>	<u>(230,133)</u>	<u>-</u>	<u>2,122</u>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible fixed assets	Net current assets/ (liabilities)	Total
	£	£	£
Unrestricted Income Funds	1,764	358	2,122
Restricted Income Funds	-	17,386	17,386
	<u>1,764</u>	<u>17,744</u>	<u>19,508</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.

Notes to the financial statements (continued)

20. ULTIMATE CONTROLLING PARTY

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

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 had no material transactions with the DfC other than the receipt of grant in aid.

The current Director of the Museums Council is on secondment from NMNI who invoices the Museums Council on a monthly basis for salary costs.

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:

Accredited Museum Grant Programme

Grant Applicant	Project	Amount Awarded	Declared interest of Board Member	Associated Organisation
Newry and Mourne Museum	Performing Arts in Newry & Mourne	£1,500	Robert Burgess	Newry, Mourne and Down District Council
Carrickfergus Museum	Conservation of Davys Wilson portraits	£1,000	Jayne Clarke	Mid and East Antrim Borough Council
Carrickfergus Museum	Playful Museums Festival	£250	Jayne Clarke	Mid and East Antrim Borough Council
Craigavon Museum Services	Dementia Friendly Programme	£250	Sean Barden	Armagh City, Banbridge and Craigavon Borough Council

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

Grant Applicant	Total Value of Grants
North Down Museum	£1,750
Tower Museum	£1,930
Carrickfergus Museum	£1,250
Armagh Robinson Library & No 5 Vicar's Hill	£1,500
Craigavon Museum Services	£2,250

Notes to the financial statements (continued)

22. RECONCILIATION OF NET INCOMING/(OUTGOING) RESOURCES TO NET CASH OUTFLOW FROM OPERATING ACTIVITIES

	2019	2018
	£	£
Net (outgoing)/incoming resources before transfers	6,705	15,312
Depreciation	1,033	1,044
(Increase)/decrease in debtors	(35,317)	39,062
Increase/(decrease) in creditors	4,337	(23,826)
Net cash outflow from operating activities	<u>(23,242)</u>	<u>31,592</u>

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

	2019	2018
	£	£
(Decrease)/increase in cash in the period	(23,841)	28,511
Change in net funds	(23,841)	28,511
Net funds at 1 Apr 2018	65,033	36,522
Net funds at 31 Mar 2019	<u>41,192</u>	<u>65,033</u>

24. ANALYSIS OF CHANGES IN NET FUNDS

	1 Apr 18	Cash flows	31 Mar 19
	£	£	£
Cash at bank	65,033	(23,841)	41,192
	<u> </u>	<u> </u>	<u> </u>

25. LOSSES AND SPECIAL PAYMENTS

	2019	2018
	£	£
Bad debt/membership income written off in current year	1,260	267
	<u>1,260</u>	<u>267</u>

26. GOING CONCERN

In December 2016 the DfC informed the Chair of the Board that the Museums Council would be subject to a broader review of ALB within the DfC. This was further to the 2013 review of Museums Council's ALB status which resulted in its co-location with NMNI at Cultra. The 2016 Review has been stalled given the absence of a Minister for the DfC. However, the Board of the Museums Council is cognisant of the Assembly Executive's ambition to reduce the number of ALB's which could impact the Museums Council.

The DfC has confirmed the budget for the Museums Council for 2019/20 at £204,000 which is the same as 2018/19. However, increasing operational costs including external audit fees and pension contributions places additional financial pressure on the Museums Council. In addition, the DfC has indicated that the grant-in-aid is likely to decrease going forward.

Notes to the financial statements (continued)

26. GOING CONCERN (Continued)

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.

27. EVENTS AFTER THE BALANCE SHEET DATE

No events occurred between the balance sheet date and the date on which these financial statements were authorised for issue that require disclosure or adjustment.

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 32 to 34

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

	2019	2018
	£	£
Income and endowments from:		
Donations & legacies	80,400	14,391
Charitable activities	29,092	4,780
Other trading activities	<u>14,395</u>	<u>12,665</u>
Total incoming resources	<u>123,887</u>	<u>31,836</u>
Resources expended		
Charitable activities	<u>317,182</u>	<u>234,524</u>
Total resources expended	<u>317,182</u>	<u>234,524</u>
Amount transferred to reserves	(193,295)	(202,688)
Analysis of Reserves prepared under FReM		
Balance at 1 April 2018	12,803	(2,509)
Grant in aid received in year	200,000	218,000
Net operating cost for year	<u>(193,295)</u>	<u>(202,688)</u>
Balance at 31 March 2019	<u>19,508</u>	<u>12,803</u>



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Image, front

Sculpture "December"
by Anne Crawford Acheson
Purchased by Craigavon Museum
Service with assistance from the
NI Museums Council's
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