Registered number: 01702426
Charity number: 517325

NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Document ID: 3cd487dc931add6627ac75848735913e0562c0aed9dcdb88a54d672324f99730

NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

(A company limited by guarantee)

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NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE MUSEUM, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 MARCH 2026

Trustees	Mr P Marshall, Chair Mr D Wilkin, Vice Chair (appointed Vice Chair 6 February 2026) Mr P Carragher MBE Mr S Denton BSc (Hons) CEng FIMMM Ms L Hosking Mr A Lynch ACA CTA Ms P Thiedeman MBE Ms S Wilkinson MA (Cantab) OBE FRSA Mr J Wilson FCA Dr P Foreman BSc PGCE PhD PCIfA (resigned 31 October 2025)
Company registered number	01702426
Charity registered number	517325
Registered office	Caphouse Colliery New Road Overton Wakefield WF4 4RH
Company secretary	Ms J Elliott FCCA, MBA
Chief Executive Officer	Lynn Dunning MA (Hons), PGDip
Mine Director	Gordon Dunn (appointed 1 April 2025, resigned 30 September 2025)
Estate Manager	Garry Blake (appointed 28 October 2026)
Director of Finance, Planning and Performance	Julie Elliott FCCA, MBA
Independent auditor	Sumer Auditco Limited Chartered Accountants Statutory Auditor Albert Works Sidney Street Sheffield S1 4RG
Bankers	Barclays Bank plc Trinity Walk Shopping Centre Teall Way Wakefield WF1 1QS

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Legal Advisors	Chadwick Lawrence 8 - 16 Dock Street Leeds LS10 1LX
Internal auditors	Audit Yorkshire York Teaching Hospital NHS Foundation Trust Park House Wigginton Road York YO31 8ZZ

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CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

The chairman presents his statement for the year.



The past year was both productive and challenging for the Charity, with very successful exhibitions and events, and further progress with our longer-term plans to develop the Museum's facilities and offer for visitors, but also with industrial action for around half the year by some of our employees which meant we had to pause our popular Underground tours.

Despite the industrial action, the Museum continued to thrive, thanks in particular to the efforts of the majority of employees who continued to work and our dedicated band of volunteers. We still welcomed large numbers of visitors throughout the year (over 70% of our annual target) and with a vibrant public programme, the Museum ensured that we continued to share the important and fascinating stories of coal mining, in accordance with our Charitable Objects. Furthermore, we were delighted to be named Best Free Family Day Out 2026 in the Tots to Teen Awards!

We further developed our Masterplan, a strategic vision for the site for the next ten years, carrying out small improvement projects including new gallery interpretation; undertaking further stakeholder mapping; and preparing to go out to tender for architects and museum designers to help make our plans a reality. We are continuing to consult across the English Coalfields as we develop these plans.

Our capital improvement works included the installation of a new emergency winder for our Underground attraction; conservation works to a range of historic buildings and the installation of a new building for the storage of our large industrial object collections.

We continued to focus on the care of collections, for example conservation work completed on our Dosco Roadheader - one of our star objects. We were thrilled to secure funding from the John Ellerman Foundation to carry out an in-depth collections review of the Industrial Heritage Collection, with a view to looking at ways we can increase engagement and improve our collections care and knowledge – a huge step forward in sharing the stories of our nationally important collections. A highlight of our new acquisitions into the collection during the year was an amazing painting entitled Grimethorpe Brass Band (of Brassed Off fame) by artist Joe Scarborough. The painting, showing the many different places where Grimethorpe Colliery Band have played, was made possible through funding from the Arts Council/V&A Purchase Grant Fund and the Art Fund.

We were delighted to have launched our Sustainability Manifesto and to have completed a feasibility study on the potential for minewater energy to heat our buildings, and a range of other innovative low carbon and cost reduction interventions which also enables us to tell the stories of the legacy of coal mining.

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CHAIRMAN'S STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

We expanded our award-winning learning provision and delivered high quality and impactful exhibitions, public programming and an extended community engagement programme. Our volunteering programme has continued to grow and diversify. Highlights this year have included the stunning exhibition Jason and the Coal Mining Adventure by international artist Jason Wilsher-Mills and From Earth Comes Light: Women, Creativity and Mining in 20th Century Britain, co-curated with academic Jennifer Jasmine White, revealing over 35% of our art collection is by female artists, compared to a national average in museum collections of around 10%. Projects such as the Black to Green Festival have deepened our approach to co-curation with young people, and our annual Light Up Festival shone once again. We continued to welcome schools to a range of award-winning workshops and increased our community engagement programmes with support from a number of external funders.

We secured funding to invest further in our green spaces, making them more accessible and enjoyable for our visitors, and we were very pleased to take over the ownership of Roundhill Wood, a small area of woodland within the Museum site, which provides an accessible outdoor space for learning linked to the Museum's charitable objects. The secondary purpose was to secure sole access rights for the Museum as the previous owners had full access on Museum property to get to Roundhill Wood, it being the only way to access it. A tertiary opportunity was for the Trading Company to potentially use the space for chargeable activities, such as outdoor weddings.

We relaunched our Museum cafe and improved our retail and conferencing offer, and developed a new Fundraising Strategy, alongside wide-ranging improvements to the visitor experience across our expansive site.

We moved forward with the implementation of our Succession Plan for the Museum Guides Team, with the appointment of two Mechanical Engineering apprentices and plans for the future sustainability of our Underground Museum offer, as well as securing funding to invest in the Underground infrastructure in coming years.

The Charity's Trustees are very proud of all that has been achieved this year, despite the challenging circumstances, and we are confident that the Museum will continue to thrive. We remain very excited about the future as we continue to invest in and improve our offering and facilities for visitors.

Finally, on behalf of the Board, I would like to thank the Executive and the whole team – employees, volunteers, funders and all of our other partners - for their ongoing commitment to this very special, and unique, place.

Signer ID: S32RHJJ2LX.....

Mr Phillip Marshall
Chair of the Board of Trustees
Date: 17/09/2026 GMT

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

The Trustees present their report and the audited Financial Statements of the Group and Museum for the year ended 31 March 2026. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the Annual Report and Financial Statements of the Group and Museum.

The Financial Statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Trustees of the Charity

The Directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year and since the year end were as follows:

Mr P Marshall, Chair
Mr D Wilkin, (Appointed Vice Chair 6 February 2026)
Mr P Carragher MBE
Mr S Denton BSc (Hons) CEng FIMMM
Ms L Hosking
Mr A Lynch ACA, CTA
Ms P Thiedeman MBE
Ms S Wilkinson MA (Cantab) OBE FRSA
Mr J Wilson FCA
Dr P Foreman BSc PGCE PhD PCIfA, Vice Chair (Resigned 31 October 2025)

About the National Coal Mining Museum for England (NCMME)

The Museum is a Charity and a Company limited by guarantee. The Museum (as Yorkshire Mining Museum) opened to the public on 6 June 1988. It occupies two colliery sites, Caphouse Colliery and Hope Pit. Caphouse Colliery is a uniquely surviving colliery complex and its underground workings the very last surviving deep colliery in England. Together, our collieries, set in 50 acres of post-industrial landscape, are of national and international significance.

The Museum holds the British Coal Collection and because of its unique status and survival the Museum was granted national status by Government in 1995 to become the National Coal Mining Museum for England. The Museum is also a mine governed by The Mines Regulations 2014 and maintains the ambience and appearance of the mine at the point of its closure; this keeps the Museum historically authentic and makes for a compelling visitor experience.

The mine worked at least six seams during its life, including the New Hard seam at 140m deep that now houses the Underground Museum experience enjoyed by visitors.

Whilst the first shallow workings date from the 1790s, the deep mine is Victorian and extensive work has taken place to preserve the historic roadways and the nineteenth-century furnace shaft, and to provide underground displays and interactive exhibits, ensuring that the experience remains immersive and relevant.

On the surface there are over 30 buildings original to the site including the Pit Head Baths, the Screens, the Inman Pumping House, Steam Winding House, as well as a nature trail, play area, Pony Discovery Centre, Memorial Garden and train. Indoors there are extensive Museum gallery displays, education spaces for formal and informal learning, a shop, a café and a conference centre, there are also Museum stores and a public research library.

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Caphouse Colliery

Objectives and activities

a. Policies and objectives

The Charitable Object of the Museum is to advance the education of the public in the history of coal mining in England by the provision and maintenance of a Museum both underground and on the surface at the former Caphouse Colliery and Hope Pit, for the demonstration of past and contemporary coal mining methods and the exhibition of machinery and other items connected with coal mining and industrial archaeology.

Our vision is that the National Coal Mining Museum for England will be widely recognised for using innovative, sustainable, relevant, accessible and exciting ways to share the stories of coal mining and its legacy. As a must-see Museum and heritage attraction, and a significant part of the North of England's visitor economy, we will provide a unique, enjoyable and distinctive experience for visitors.

The National Coal Mining Museum for England's mission is to keep the stories of coal mining alive by collecting and preserving the industry's rich heritage. We co-create enjoyable and inspiring ways for people of all ages, backgrounds and needs to engage with the history of coal and its legacy.

The Museum's current strategic framework was given Board approval in November 2021 and implemented with effect from the 2022/2023 financial year.

The following Strategic Objectives are the basis of the strategic framework that enables the Museum to carry out our Charitable Objects. We will:

1. Tell the inspiring story of coal mining - from zero to hero to net zero - becoming widely recognised for using innovative, modern and exciting ways to do this.

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Objectives and activities (continued)

Strategies

- Display national and international ambition for our collections, programming and collaborations.
- Develop ambitious, innovative and high impact exhibitions and public programmes.
- Forge national partnerships with organisations who share our passion and expertise in telling the story of coal mining.
- Extend our networks and partnerships to enable us to explore our heritage in new ways.
- Continually raise our professional standards and knowledge base.

Activities

As part of the implementation of our Masterplan we will design new galleries, exhibitions, learning spaces and public programmes to better share the stories of coal mining. We will explore the legacy of coal mining with increased focus on science, technology and engineering, and the role of minewater and other sustainable energies to reduce costs and carbon emissions. We will increase our use of digital technology as part of our storytelling. We will forge partnerships with other organisations who share our passion and expertise to advance the education of the public in the history of coal mining in England. We seek to provide leadership for our sector in sharing the stories of coal mining.

2. Be a hub for our communities, including national, coal mining and local, creating opportunities for everyone to learn, share stories and celebrate coal mining, its history and culture.

Strategies

- Offer richer and more accessible, routes to learning and engagement to grow our visitor numbers.
- Review our formal and informal learning offer and develop a new Learning Strategy.
- Adopt community-led programme design approaches with a strong emphasis on co-production.
- Help build a sense of place by being highly responsive to the needs and stories of our coalfield communities.
- Build cross-sector partnerships that will allow us to meet more, and more diverse, audiences and community needs with a strong focus on education, skills and wellbeing.
- Continue to develop online opportunities to grow and diversify our audiences.
- Make NCMME an accessible, diverse and welcoming place that truly reflects our many communities.

Activities

We will offer richer more accessible routes to engagement to grow our physical and online visitor numbers, developing our Learning and Community Engagement plans and helping to build a sense of place as we share the stories of coal mining. We will continue to develop online opportunities to grow our audiences, in particular by working across England's former coalfields communities.

3. Preserve, maintain and develop the entirety of our site, underground and collections, investing in our people and deepening our governance and operational expertise to keep building on our success to date.

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Objectives and activities (continued)

Strategies

- Continue to future-proof our governance, including diversification of the Board.
- Continue to develop professional standards across the organisation to create and maintain a culture of excellence and continuous improvement.
- Develop and embed sustainable policies and approaches.
- Continually work to improve our organisational culture.
- Monitor our progress against our Forward Plan, with regular review, challenge and evaluation.
- Seek to significantly increase self-generated income in line with our Commercial Strategy and Fundraising Strategy.
- Enhance our digital skills, capabilities and cyber security.
- Explore new training and apprenticeship models to ensure the continuity of our workforce, heritage skills and stories as part of our Succession Planning.
- Ensure NCMME is an ongoing source of employment and skills training for local people and communities.

Activities

We will continue to strengthen our organisational capability through the implementation of the Masterplan and a refreshed Forward Plan. We will continue to professionalise our organisation to maintain a culture of excellence, equality, diversity, inclusion, fairness and respect. We will prioritise our strategy for the future sustainability of the Underground Museum. We will deliver and review our Commercial Strategy and our Fundraising Strategy to increase our self-generated income.

Our Organisational Values



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Objectives and activities (continued)



Grant funding is provided to the Museum by the Department for Culture, Media and Sport (DCMS) through the Science Museum Group (SMG). The Museum reports against a series of performance indicators which allows the Museum to measure, monitor and report its performance on a consistent basis with other similar attractions across the Science Museum Group.

In November 2023 the Board of Trustees signed off an ambitious 10-year Masterplan. The Masterplan sets out a vision which will transform the visitor experience at the Museum by:

- Improving the point of arrival and how visitors move around the site, increasing dwell time and secondary spend.
- Creating wider opportunities for learning and engagement with the collections and heritage.
- Improving accessibility for all.
- Exploiting our minewater for energy and exploring other sustainable energy potential, putting sustainability at the heart of all we do.
- Creating new world class exhibition galleries.
- Enhancing the Underground Museum.
- Improving use of new technology.
- Giving better access to buildings through a restoration programme.
- Improving our collections storage.
- Creating enhanced public research facilities.
- Delivering a destination café and retail offer.
- Developing new conferencing facilities and an enhanced commercial offer.

The delivery of the Masterplan will be completed in stages and is well underway with significant improvements including the new Time Tunnel experience.

4. Transform our offer across the whole site, providing a fantastically resonant visitor experience.

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Objectives and activities (continued)

Strategies

- Ensure that our master planning process is fully informed by our agreed set of strategic objectives, is deliverable and meets the needs of our audiences and is aligned with our funders' priorities.
- Be effortlessly commercial and diversify our income streams in line with our expanded offer.
- Better understand our audiences and their needs.
- Deliver measurable improvements in customer experience and satisfaction.
- Be data driven, utilising research and robust evaluation activities to demonstrate our impact.

Activities

We will develop and implement a financial strategy to develop and deliver our Masterplan ambitions linked to our Strategic Objectives, ensuring detailed stakeholder consultation. We commit to audience led insight via annual Audience Agency base line surveys, and other consultations to inform our focus. We will increase our evaluation and be able to effectively demonstrate our impact.

5. Collaborate with our fellow cultural and tourism partners in order to attract people to visit and engage with NCMME.

Strategies

- Refresh our Marketing and Communications Strategy to support our new curatorial, programming and audience ambitions with a focus on digital channels.
- Work closely with our regional and national cultural and tourism partners to actively facilitate opportunities and connectivity across West Yorkshire's cultural and tourism offer and beyond.

Activities

We will refresh our Marketing and Communications Strategy to support our programming and audience ambitions, playing an active role in local, regional and national networks and tourism initiatives. We will play an active role in attending local, regional and national events to showcase the Museum offer and increase accessibility in order to grow and diversify our audiences.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

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Objectives and activities (continued)

b. Main activities undertaken to further the Charity's purposes for the public benefit

The Trustees have had regard to the Charity Commission's guidance on public benefit and confirm that this guidance forms the basis of planning decisions at both strategic and operational levels. The primary public benefit of the Museum is the education of the public in the history of coal mining.

Some of our activities for public benefit include:

- 71,030 visitors to our site (despite the industrial action)
- 9,295 children taking part in educational visits onsite
- 331 attending virtual workshops
- 611 participants in Home Education Programme
- 15,362 participants in informal learning programme (6,961 adults and 8,401 children)
- 4,693 people engaging with community engagement programme
- 79 volunteers gave 9,344 hours
- 259,212 unique website visitors.
- 58,052 social media followers.
- 7,359 newsletter subscribers.
- 2,622 subscribers to our schools newsletter.
- 9.2m reach on Facebook.

c. Information on fundraising practices

During 2025/2026 all opportunities for support from grant giving bodies have been pursued. All fundraising activity carried out on behalf of the Museum during this year was undertaken by Museum staff, registered Museum volunteers or by Good Fundraising who have been contracted to provide fundraising support to the Museum. The Museum is registered with the Fundraising Regulator and upholds the commitments of its Fundraising Promise, including but not limited to, compliance with the Fundraising Code of Practice. We monitor and record any complaints relating to fundraising activities and are pleased to report that for the financial year ending 31 March 2026, no complaints were received. A copy of the Fundraising Promise is freely available within the 'Get Involved' section of the Museum's website and the Museum's Complaints Policy is included in the 'About Us' section. As part of our commitment to treat all of our donors fairly, we ensure that no-one is unduly pressured to make a donation. If any of our current donors wish to stop giving, we will respect their decision. The needs of people in vulnerable circumstances are also recognised and acknowledged.

Strategic report

Achievements and performance

a. Key performance indicators

The Museum is accountable for its performance to the Science Museum Group via a Memorandum of Understanding. Historically its success has been measured by performance against a number of key indicators which have gradually been restored to pre-Covid levels. Visitor numbers are actively monitored and during the period of industrial action (mid-August 2025 to mid-April 2026), the implications for visitor numbers and income and expenditure levels were closely scrutinised and it is pleasing to report that for the year, visitor numbers remained at over 70% of the annual target and the overall financial outturn was positive, with the net loss in income being mitigated by savings in costs .

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Strategic report (continued)

Achievements and performance (continued)

b. Review of activities

Strategic Objective One: As the National Coal Mining Museum for England, we will tell the inspiring story of coal from zero to hero to net zero, becoming widely recognised for using innovative, modern and exciting ways to do this.

The Museum delivered a full and varied high quality public programme in 2025/2026 to deepen engagement with the story of coal mining and to encourage repeat visits. This has included a number of high-profile new exhibitions.

Public Programme

The Museum programmes in regular events throughout the year, to deepen engagement with the site and encourage repeat visits, as well as diversify audiences.

This year's highlights included:

- **Geology Rocks**, delivered in April in Partnership with the Yorkshire Geological Society (over 900 visitors) celebrating geology with special tours, talks, walks and family activities across the site
- **Memorial Day in May**, commemorating the lives of miners and their families at our Glass Check memorial, attended by over 300 people
- **Bold as Brass** band competition in June was attended by over 1,000 visitors in partnership with Brass Bands England, and an accompanying summer series of brass band performances
- **Light Up and Community Lantern Parade in November**, on the theme of 'Black to Green' (coal's legacy and impact on climate and nature) attracted over 1,800 visitors to site.



Light Up 2025

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Strategic report (continued)

Achievements and performance (continued)

Our Exhibition Programme

Our exhibition programme continued to develop, becoming more ambitious with content, strengthening our partnership working with community partners and nationwide mining museums and organisations, and raising the Museum's profile with contemporary, practising artists. This important work supports our ambition to increase our national reach and be an excellent organisation to collaborate with.

Highlights this year have included:

From Coal Queens to Comedy Kings: Sculptures of Graham Ibbeson
18 January – 7 September 2025

A selection of mining related sculptures by the renowned Graham Ibbeson were brought together for a sitewide sculpture trail. Figures included Coal Widow, part of the Oaks Disaster Memorial, on loan from the National Union of Mineworkers.

From the Earth Comes Light: Women, Creativity and Mining in the 20th Century
4 April – 28 September 2025

This groundbreaking exhibition showcased artworks from the Museum's collection that highlight women's significant roles and contributions to mining. The exhibition celebrated women's artistic impact on mining's cultural history. The exhibition was co-curated by Jennifer Jasmine White who is an academic from the University of Manchester. Her work looks at the cultural history of working-class femininity in contemporary Britain.

Research for the exhibition has strengthened our knowledge and understanding of the collection, in particularly highlighting the high percentage of female artists represented in our collection, approx. 35% of our collection is by female artists, far higher than the national average of around 10%.



From the Earth Comes Light Exhibition

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Strategic report (continued)

Achievements and performance (continued)

Kellingley Remembered: A Decade Since the Last Shift:
Portraits, Memories and the Legacy of the Big K
18 October 2025 – 11 January 2026

The exhibition marked the 10th anniversary of the closing of Kellingley Colliery and featured the work of Roger Tiley, photographer of The Last Miners, whose powerful images from the final shifts at Kellingley Colliery formed the focal point of the exhibition.

Jason and the Coal Mining Adventure
27 March – 4 October 2026

This exhibition forms part of an eighteen month programme led by artist Jason Wilsher Mills MBE, shaped by his own coal mining heritage. Drawing on the Museum's significant collections—including historic colliery banners and miners' lamps—the project explores the social, industrial and communal histories of Britain's coalfields.

Supported by a major Arts Council England National Lottery Project Grant, the highest awarded to an individual artist, Jason has delivered an extensive programme of creative engagement nationwide in collaboration with Museum staff.

A national callout in late 2025 invited applications from artists who identify as disabled to join a mentorship and commissioning scheme led by Jason and supported by the curator. From a highly competitive field, Corinne Perry, Calum Perrin and Guy Morris were selected. Following mentoring, each will present an exhibition either at the National Coal Mining Museum or at partner museums across the country from November 2026.



Jason and the Coal Mining Adventure

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Strategic report (continued)

Achievements and performance (continued)

Dancing Coalfields
24 May – 22 June 2025

Working in collaboration with nationally renowned choreographer, Gary Clarke, this powerful project worked with coalfield communities to help bridge the generational gap through dance, music and memory. This dynamic exhibition of film and artworks connected students from Outwood Academy Shafton with the rich oral histories and mining heritage of Grimethorpe in South Yorkshire.

Roots to Renewal
1 October – 16 November 2025

The exhibition, curated by the Spark Youth Arts Ambassadors, traced the transformation of mining landscapes from black to green, celebrating Caphouse Colliery's journey from industrial site to a thriving place of nature and creativity.

Roots & Renewal told the story of the Museum's innovative minewater treatment scheme, where reed beds cleanse water and leave behind vibrant ochre – a symbol of renewal and environmental care.

This youth-led project was supported by Prosper and Creative Minds and was part of the Natural History Museum's Fixing Our Broken Planet programme.

Digital Engagement

Digital engagement is an integral part of the exhibition offer and is under constant development and improvement to engage a greater number of visitors, both onsite and online. All exhibitions now have a digital element and are included in the Bloomberg app with associated information and images to facilitate a tour onsite or remotely.

Loans

Loans In

A total of 59 items were on loan to the Museum during 2025/2026.

Graham Ibbeson Artworks
19 artworks were loaned to the Museum in January 2025 comprising of:

- 9 Fibreglass moulds of some of Graham Ibbeson's iconic sculptures.
- 10 framed drawings and prints to accompany the exhibition.

From the Earth Comes Light
3 artworks were loaned for the exhibition:

- Daughters of Mother Jones banner.
- Miss Mansfield – inkjet print on dibond.
- Jo club singer – inkjet print on dibond.

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Strategic report (continued)

Achievements and performance (continued)

Jason and the Coal Mining Adventure
8 items were loaned for the Jason Wilsher-Mills exhibition:

- 4 tapestries.
- 2 inflatable sculptures – a crawling miner and a jester.
- 2 artist sketchbooks.

Roots to Renewal

- Fairy Ponds by Dan Harnett – a piece created for the exhibition using the mine water and reed beds – later purchased for the collection.

Gallery Display Refresh
24 objects were loaned to the Museum to refresh the permanent displays within the main gallery space:

- 1 statuette of a miner presented to the lawyer, Jane Deighton, in recognition of the work she did representing 6 striking miners from Rufford Colliery in Nottinghamshire during the 1984/85 strike.
- 16 items from the archive of Brass Bands England, University of Huddersfield Archive and Special Collections.
- 3 Medals and 1 souvenir programme from WW1.
- 3 beautiful coal carvings by Kevin Lupton.

Artist/Development work
The ceramicist, David Preston, has been carrying out experiments using the minewater and ochre from the site to create a selection of ceramic bowls

- 2 ceramic bowls coloured with ochre from Woolley Colliery Water Treatment Plant, Wakefield.
- 3 bisque bowls for experimentation in minewater treatment plant at Hope Colliery, part of the Museum site.

National Union of Mineworkers (NUM) Banners

The Museum continues to care for the 36 NUM banners which are on long term loan to the Museum and stored in our textile store.

Loans Out

Several items remain on long term loan to Sheffield Museum and Galleries, Experience Barnsley Museum and Pleasley Pit Trust.

The Museum continues to loan locomotives from the collection to heritage groups around the country. In 2025/26 a total of 10 locomotives were on loan to 7 heritage trusts and railway museums.

The handling collection continues to be used for community projects and promotional activities.

Three paintings by Tom McGuinness were loaned to The Auckland Project to support their exhibition to mark the centenary of his birth.

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Strategic report (continued)

Achievements and performance (continued)

Library and Research

The Library collection is recognised as being of national significance and continues to be an important resource for researchers both nationally and internationally.

The Library welcomed 205 researchers in person in 2025/26 and answered 256 enquiries. There were 11 overseas visitors, from Japan, USA, Canada, Poland and Australia and New Zealand as well as 6 UK academic researchers. The Library is also used regularly by staff and volunteers to inform exhibitions, the refresh of gallery displays, visitor engagement activities and talks.



The Research Library

Linguistics Research Project

The Head of Collections, Exhibitions and Digital and the Collections Engagement Manager (Mining Heritage) are both members of the advisory board for the project Linguistic Practices of Mining Communities in the Post-industrial Era: Variation, Documentation, Representation and Regeneration which is a joint project between Nottingham Trent University and Manchester Metropolitan University.

The aim of the project is to foster broader and more formal recognition of the linguistic heritage of mining communities in the UK and Germany, whilst these language varieties still have sufficient vitality to be recorded and researched.

Strategic Objective Two: Be a hub for our communities, including national, coal mining and local; and we will create opportunities for everyone to learn, share stories and celebrate coal mining, its history and culture.

Formal Learning

A revised whole day workshop offer for schools has been developed to incorporate the multi-sensory Time Tunnel experience and a new WWII workshop was developed, in response to feedback from teachers, highlighting the key role played by Bevin Boys.

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Strategic report (continued)

Achievements and performance (continued)

A new Home Education offer for families with older children aged 12-16 was introduced to run alongside our programme aimed at 7-11 year olds. We had 611 participants in our Home Education programme this year.

The Museum hosted 10 children and young people from local schools and colleges on work experience placements and has become an Enterprise Advisor with West Yorkshire Combined Authority, supporting the skills agenda regionally. We supported careers development in primary and secondary schools delivering in-school careers-based workshops and talks to 419 students.



Creative schools workshop with artist Wayne Sables as part of the 'Black to Green' programme

Informal Learning

Our informal learning programme continues to enhance the visitor experience, including a regular and busy school holiday offer. The Museum continues to offer regular workshops for a range of audiences exploring themes based on our site and collections. These encourage repeat visits and foster support and advocacy for the Museum, starting with families with children under the age of 5 through to adults:

- **Caphouse Creators**: aimed at 7-12 year olds, this series of workshops introduces a range of creative activities f ocussing on science, technology, engineering and maths.
- **Wacky Wednesdays**: weekly sessions for children under 5, bringing repeat visitors to the Museum each week for a new story, activity and craft linked to mining heritage.
- New monthly **Muddy Boots Stay and Play** sessions for Under 5s were launched in May, taking place Spring-Autumn, allowing families to explore outdoor learning in our Pit Wood nature trail.
- **Adult Art workshops and Feel Good Friday**: adult workshops supporting artistic skills and wellbeing.

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Strategic report (continued)

Achievements and performance (continued)

"I am struggling to get out at the moment. I just want to sit in my chair as I feel safe there. But I need to get out, and I know Feel Good Friday is a safe space. I know Victoria and Amy and lots of others that come to the group. I feel safe here, and I now feel more confident to go to other places."
(Participant feedback on the impact of taking part in Feel Good Friday).



Feel Good Friday Session

- **New Engineering Explorers** sessions were piloted over the summer, offering a carousel of engineering-based activities, drawing positive feedback from families.
- **Makers Shed** free craft activities and **Living History** sessions were offered each school holiday.
- Easter and Summer holiday activities were linked to the 'From the Earth Comes Light Exhibition' exploring women's creativity and mining, and artists Lenny and Whale delivered animation workshops linked to the Animating the Collection project. Izzwhizz robotics delivered STEM-based family workshops during the Easter and Summer holidays
- May half-term activities were inspired by our nature trail.
- October half-term activities were based on the theme 'Black to Green' exploring coal's legacy and impact on nature, linked to the youth-led Black to Green Festival and Roots to Renewal exhibition.
- February half-term activities were based on weaving, linked to the display of newly conserved Voysey furniture from Whitwood Miners' welfare
- In February we hosted Thinking Day, a day of activities and challenges attended by 80 girl guides.

Community Engagement

4,693 people engaged with our community programme this year, compared with 1,739 last year, representing a 170% increase.

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Strategic report (continued)

Achievements and performance (continued)

We promoted the Museum and our offer at community events locally, regionally and across the country in former coalfield communities including: Honley Show, Horbury Show, the Pontefract Liquorice Festival, Wakefield Rhubarb Festival, the Great Yorkshire Show and Kent Miners' gala.

We delivered lantern making workshops to 200 children in six schools, including PRU and SEND settings for our annual community lantern parade in November, on the theme of 'Black to Green', exploring how former coal mining landscapes are being reclaimed by nature. Six students with complex needs from Camphill College took part in long-term work placements in our shop, café, gardening and supporting our Under 5s programme.

We developed nature-based volunteering opportunities with Open Country (a group which supports young people with learning disabilities to learn horticultural skills) to support our site's biodiversity: through tree planting, wildflower meadow and balsam bashing, working with support from the Woodland Trust.

'The Museum is my favourite place in the World'
(Thomas, Open Country)



Open Country with one of our Living History facilitators

We developed a new relationship with the Probation Service this year, supporting physical improvements to our site through the Community Payback team.

In January the Museum supported artist Jason Wilsher Mills MBE with the delivery of six iPad art workshops for disabled and learning disabled participants and people experiencing poor mental health. The workshops took place at the Museum and in community venues. 61 participants took part in these workshops inspired by Jason's mining heritage and themes of identity in his work.

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Strategic report (continued)

Achievements and performance (continued)

Funded projects

UK Shared Prosperity Fund

£24,847 funding was awarded to the Museum by the UK Shared Prosperity Fund which enabled us to co-develop and pilot a new sensory nature walk for the site with Open Country and co-develop eight new sensory story boxes for adults with complex needs and dementia, working in partnership with local learning disability groups: Open Country, Camphill College, City Limits and Coactive Arts. Our Living History team delivered two sensory story sessions with local dementia group 'Memory action' and funding enabled us to deliver training to our volunteer teams in sensory storytelling.

Quotes from participants:
'The project was interesting and revealing'.
'It has been amazing to get close to history.'
'I was happy and excited to take part.'

Natural History Museum, Fixing our Broken Planet

The Museum was awarded a grant from the Natural History Museum's Fixing Our Broken Planet international engagement programme. We worked with Yew Tree Arts and 12 young people aged 18-24 from Spark's (Local Cultural Education Partnership's) Young Cultural Ambassadors to co-produce 'Black to Green' a festival which took place in October exploring coal's legacy and impact on climate and nature today, and temporary exhibition: Roots to Renewal. Creative Minds and Prosper supported the Youth Arts Ambassadors and Yew Tree Arts' involvement in the project with match funding of £3,000. Since the project we have undertaken further work with the Youth Arts Ambassadors, consulting them on our plans to be a future showcase for green energy technology in line with our sustainability manifesto.

"It was a privilege to visit the Black to Green festival and see the fantastic outcomes of the Youth Arts Ambassadors hard work over the preceding months. From curatorial tours to theatre performances, the breadth of talent was impressive as was the confidence each person displayed when talking about their work. It was clear that they are committed and dedicated individuals and that the NCMME had been genuinely collaborative in their approach to the project. It was a real exemplar of good participatory practice, and we'll be taking lessons forward to inform our own programme development." Tom Bevan, Head of National Programmes, Natural History Museum on the Black to Green Festival.



Connecting Cultures (Wakefield Council Grants): Black to Green

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Strategic report (continued)

Achievements and performance (continued)

The Museum was awarded £15,000 from Wakefield Council's Culture grants programme to work with 130 children and young people from schools in ex-mining communities in areas of deprivation across Wakefield, including SEND young people, to co-produce an animated projection exploring coal's role in our nation's energy story and how post-industrial landscapes are being reclaimed by nature. This was shown at our Black to Green Festival in October and our Light Up event in November to an audience of over 2,100 people.

Participants and their families and teachers came to a special celebration event at the Black to Green Festival in October.

"Pupils and families who attended the event spoke positively about the experience and it was a great opportunity to make links with the Museum as well as artists within the local community. The children developed confidence working with the artists and experiencing such an inspiring way of creating art which we don't really usually explore in school"
Teacher participating in Black to Green projection project

Feedback from school children on the post impact the programme had on them:

"The build-up of more confidence I got"
"I actually enjoyed filming"
"My happiness"
"Knowledge of coal mining"
"My voice"
"Hope"

Welfares Reimagined, funded through the Museum's Association's Esmee Fairbairn Collections and Communities Fund

The Museum secured a grant of £98,561 in partnership with CISWO, The Miner's Welfare Charity, Spectrum People and Creative Minds for an important two-year project from the Museum's Association's Esmée Fairbairn Collections and Communities Fund. The project is celebrating the pivotal role of the miner's welfares in coalfield communities. Supported by the Creative Health Hub at the University of Huddersfield who will work with partners and participants to evaluate the project impact, it brings together heritage, community, health and academic organisations with a programme of activities supporting people experiencing marginalisation, mental and physical ill-health. The project is being led by a steering group of participants including former coal mining industry workers and those living with mental and physical ill-health and explores and celebrates the legacy of miner's welfares as vital spaces for gathering, learning and recreation.

Community Lottery Fund: Awards for All

Work has begun on making improvements to our nature trail to make it more useable by our communities and will include new interpretation, thanks to funding of £19,500 Awards for All funding.

Unlimited/WYCA

The Museum has secured a grant of £10,000 from Unlimited and the West Yorkshire Combined Authority to refurbish the disabled toilet in the Hub and turn this into a Space to Change facility, with the addition of a changing table, mobile hoist and privacy screen, in line with the recommendations of our recent Access audit. The project will also include installation of artwork in the facility, produced by local disabled artists and will be completed in early Summer 2026.

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Strategic report (continued)

Achievements and performance (continued)

Wakefield Annual Charity Christmas Lunch (WACCL)

Through funding secured from WACCL we worked with freelance artist Sally Philburn to deliver a series of family workshops at Wakefield Family Hubs warm spaces sessions in Lupset and Stanley in the District.

Participants work was shown at the Museum during the Easter holidays and participants attended the private viewing of Jason's exhibition.

Sculpting the Community Project (ACE)

We worked with artists Lenny and Whale to work with schools and community groups in Wakefield, Kirklees and Barnsley to explore and develop creative responses to Betty Miller's Sculpture 'My Village' to be displayed in a new exhibition opening in 2026 at the Museum and then touring to the Mining Art Gallery at Bishop Aukland.

Volunteering

79 volunteers gave a total of 9,344 hours this year. The volunteer cohort continues to grow in number, adding immense value to our public programme and visitor welcome. They welcome schools, deliver talks, tours and hands-on activities for all ages, with volunteers also supporting in key roles behind the scenes in Collections and Marketing.

New volunteer teams were formed this year: a textile group whose items will be available from the shop for a donation, an oral history volunteer team supporting collections development and a new cataloguing team. A volunteer allotment project was started this year, with volunteers creating new raised beds. They will be supported by two students from Camphill College who will be overseeing a mini herb garden and maintenance of the allotment.

Volunteers have supported plans to improve accessibility for those with complex needs by undertaking training to be able to tell sensory stories to visitors using our new sensory story box resources.

Volunteers are working alongside staff on our new cross-departmental Access and Equality Diversity and Inclusion (EDI) working group to make the Museum more accessible and welcoming for a diverse range of visitors.

Strategic Objective Three: Preserve, maintain and develop the entirety of our site, underground and collections, investing in our people and deepening our governance and operational expertise in order to be successful.

The approved 2025/26 budget reflected a breakeven position including a pay award provision. The Board were, and remain, committed to fair and equitable treatment of the whole workforce and the Charity is a voluntary participant with the Living Wage Foundation. Challenging pay negotiations have remained live throughout the year not reaching a settlement until April 2026 when a two year agreement was reached. Despite the industrial action, fantastic progress has been made with both programme and capital developments, and the welfare of the wider workforce has been a priority.

Capital Works

Considerable progress was made in 2025/26 on the delivery and development of capital projects, and integrating them all into a carefully considered, structured and managed programme of estate management and development.

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Strategic report (continued)

Achievements and performance (continued)

In particular, the year saw the implementation and delivery of a host of different major Public Body Infrastructure Fund projects, including a new emergency winder, back-up generator systems, a new collections building at the Hope Conservation Yard, extensive works to our oldest buildings on site, around the Caphouse Colliery Pit Yard, and a variety of other projects.

Working collaboratively across teams, the Museum established a prioritisation of capital works around the management of its assets, which saw the successful securing of a major programme of investment from the Public Bodies Infrastructure Fund of over £1.6m for 2026/28. This includes new underground systems including monitoring, ventilation and communication; critical works to the principal Caphouse Colliery buildings; health and safety interventions across the site; new mechanical and heating systems; and crucial improvements to the public realm and on-site vehicle and pedestrian routes.



New Collections Store

Vital works were also undertaken on the Compressor House at Hope Pit, thanks to the support of West Yorkshire Combined Authority, through Wakefield Council. A series of smaller projects across the site included improvements to galleries and visitor facilities, including the switching and transformation of our first aid, living history and cleaning equipment auxiliary spaces.

Underground Museum

During the industrial dispute we maintained an inspection and examination regime in respect of our Underground Museum and shaft (even though tours had to be paused), always ensuring the highest standards of compliance, safety, monitoring and maintenance.

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Strategic report (continued)

Achievements and performance (continued)



The Underground Museum

Sustainability Manifesto

The Museum completed, published and shared its Sustainability Manifesto, drawing on detailed discussions with its teams and stakeholders, about how the Museum can reduce its own impact and footprint on the environment, and the wider role it can play amongst its communities.

The year has seen two major feasibility studies completed at the Museum, around the use of minewater to provide heat for its buildings and other public institutions, and how it can introduce cutting-edge low-carbon technology and energy generation across the Museum landscape.

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Strategic report (continued)

Achievements and performance (continued)



Minewater Treatment Plant

Our focus always remains on the story of coal mining and its communities. By taking forward this programme, that can now include coal mining's environmental legacy, how the world is responding to that and the remarkable potential which England's coal mining archaeology, i.e. surviving but flooded workings underground, may have on the future of low-carbon heat in this country.

Acquisitions and Donations

The Museum continues to actively collect items to help tell the story of coal and its communities, to enrich and strengthen the collection and to address any gaps in collecting. This activity is governed by our Collections Development Policy which is regularly reviewed. A total of 1,145 objects and books were donated to the Museum and Library in 2025/26 with some notable items being:

- Ackton Hall Colliery War Medal

An Ackton Hall Colliery War Fund medal presented to J.T. Lakin. Inscription on the reverse reads ‘Presented by Ackton Hall Colliery War Fund to J.T. Lakin in appreciation of distinguished service. European War’. We have very little in the collection relating to the First World War.

- British Coal Headquarters Brass Plaques

A pair of brass plaques inscribed British Coal, taken from the columns outside the National Coal Board/British Coal Headquarters at Hobart House, London. There is some graffiti on the reverse of the plaques reading ‘Victory to NUM’ and ‘Victory to Scargill. Sack McGregor’.

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Strategic report (continued)

Achievements and performance (continued)

- Moira Stephenson Artworks

As a result of the exhibition, From the Earth Comes Light, the Museum received a donation of significant importance in six coalfield paintings by Moira Stephenson. Moira was the official staff artist at COAL Magazine, but very little is known about her and her work.

Purchases:

Tom McGuinness
"Miners Train"

Limited edition etching on paper, signed, titled, dated '85 and numbered 10/50

Grimethorpe Colliery Band by Joe Scarborough
Oil on canvas

The Museum was successful in securing funding from the Art Fund Acquisition Grant programme and from the Arts Council England/Victoria and Albert Purchase Grant Fund towards the purchase of this painting of Grimethorpe Colliery Band by Sheffield artist Joe Scarborough. A painting commemorating the most famous brass band in the world painted by a former miner is a fantastic addition to our collection.



Grimethorpe Colliery Band by Joe Scarborough

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Strategic report (continued)

Achievements and performance (continued)

Care of Collections: Conservation and Management

Environmental Monitoring

Along with the biennial recalibration of our environmental monitoring system, we upgraded our system to be cloud based so that our team can access it from any device. This upgrade also enables us to receive notifications and alarms when parameters are of concern. This was a significant investment into the safeguarding of our collections.

John Ellerman Project – Collections Review

The Museum was successful in securing funding for a collections review project of the Industrial Heritage Collection. The project began in June with the recruitment to the post of Collections Review Assistant. The post has been instrumental in moving objects from storage in the Compound to facilitate the building of the new collections store for the Industrial Heritage collection, improving storage conditions and reducing the risk to collections.

A full review of the locomotives in the collection has been carried out and further consideration to the recommendations of this review will be discussed with the Science Museum Group with a view to streamlining this area of our collection in 2026/27.

Industrial Heritage Collection Storage Improvements

A largescale object move was carried out January to March 2026 to clear the Compound at the Hope end of site where the Industrial Heritage collections are stored, to facilitate the building of a new collections store to improve
storage conditions for the objects previously stored outside. The Collections Team received fork lift truck training to ensure they were suitably skilled to carry out the work required.

Disposals

Progress has been made in this area of collections management.

A review of the previously approved disposals was undertaken with a view to completing the removal of these items from our collections. A total of 255 items have been disposed of in 2025/26 in line with best practice as an Accredited Museum.

Conservation of objects

The Museum’s standards of collections care and management were further improved with ongoing remedial and preventative conservation to items in the collection.

Dosco Roadheader

The Museum was successful in their application for funding from the Association of Industrial Archaeology to carry out a full service on an important machine in our collection – the Dosco Roadheader - to ensure we can continue with public demonstrations of the machine in operation.

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Strategic report (continued)

Achievements and performance (continued)

Whitwood Mining Institute Table and Chairs

The table and three chairs designed by C.F.A. Voysey for the Whitwood Mining Institute were conserved thanks to a generous grant from the Idlewild Trust. These beautiful pieces were also placed on display in February 2026 with the story of their design and conservation told for our visitors to enjoy.



Conserved Voysey Furniture on display at the Museum

Conservation Volunteers

The Conservation Volunteers were re-established and are assisting with the care of the collections through the work they are carrying out on some of the Industrial Heritage objects. The Collections Review being carried out as part of the John Ellerman project will help to inform future projects for this team.

Documentation of Collections

The documentation of the collections is an important part of the work carried out by the Collections Team.

In 2025/26 the team formally accessioned 1,015 objects into the collection and documented 250 items from the backlog.

We are fortunate to have a great team of volunteers who also assist with the documentation and display of our objects.

Enquiries:

Enquiries continue to be consistently high for both the Collections and the Library:

Collections enquiries	258
Library enquiries	256
Library visits	205

All our enquiries are logged and any research carried out on specific objects is added to the object's record.

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Strategic report (continued)

Achievements and performance (continued)

Workforce Development

We continued with our focus on managing organisational change over the last 12 months as well as investing in professional development of our team alongside a programme of organisational coaching including dignity at work training, with a strong focus on wellbeing and change management. We have continued to plan for the implementation of our Succession Plan providing routes of progression for apprentices within the organisation as well as exploring new approaches to storytelling in the Underground Museum, as well as its future maintenance. Our current Electrical apprentices continued to make great progress in their learning and workplace-based experience at the Museum, and we were joined by two new Mechanical apprentices.

We were thrilled that our Marketing Officer was honoured with a prestigious 30 Under 30 Award, recognising her outstanding achievements in the field of digital marketing. This award celebrates young professionals under the age of 30 who have demonstrated exceptional talent, innovation, and leadership potential. This recognition is a testament to her hard work and the bright future as a leader in the industry.



New Mechanical Apprentices with our Mechanical Engineer

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Strategic report (continued)

Achievements and performance (continued)

Strategic Objective Four: Transform our offer across the whole site, providing a fantastically resonant visitor experience.

Masterplan

The Museum is now ready to go forward with the next exciting phase in the planning of its strategic development, pushing on from successful and productive thinking and discussions in the last two years, both within the Museum's team and wider stakeholders too, regionally and nationally.

Successful relationships have been established here in Yorkshire and forged all across the UK with museums, cultural organisations, government departments, funders, charities and many others, ensuring we have the understanding of their needs, benefit from their perspectives on the Museum and its potential, and are there to work in partnership into the future, to bring value, contribute resources and amplify the impact we can have.

Detailed SWOT analyses have been completed across all areas of Museum activity, particularly relevant to the physical infrastructure shaping those activities, and a host of specific constraints identified relating to effective use of buildings, the physicality of those buildings, and the wider landscape and public realm.

We have identified plentiful opportunities around the site, in how it might be used, and secured targeted investment into that. We have also acquired Round Hill Wood, which is adjacent to and accessed via the Museum site, thereby mitigating risks and creating major opportunities across our activity programme.

An over-arching physical masterplan for the site has been established, building on a series of studies that have taken place over the last decade, which now provides us with a simple but effective understanding of how each part of the site might be used in the future, how that can be made to happen on a phased basis, the development opportunities we need to fully realise that vision, and any potential risks associated with its delivery.

As we move forward into 2026/27, the most crucial part of that next stage is the detailed feasibility study to examine what will be involved in transforming what is currently 'The Hub' into a genuine 'national museum complex', which offers a visitor experience and journey which is intuitive, memorable, and impactful, galleries which share the treasures and stories of the coal mining industry in a way that is awe-inspiring, contemplative and works for all our audiences, learning and community spaces that are fit for purpose and the excellent work which our teams do, and commercial income-generating spaces which can maximise their potential in contributing to the Museum's sustainability.

This work is now at an extremely exciting stage, and we look forward to working with all our communities, stakeholders and partners to transform the Museum, and its surrounding landscape, over coming years.

Audience Development and Marketing

Marketing plays a critical role in supporting the Museum’s future ambitions. Through effective and targeted communications, it connects audiences with the Museum’s vision and values while showcasing the breadth and quality of the offer.

This year, strong communications have been vital in conveying complex and sensitive messages relating to industrial action. Clear, consistent messaging helped to address misinformation and ensured audiences remained confident that the Museum continued to offer an exciting and welcoming visitor experience. Strategic campaigns successfully reached key audiences, particularly families, helping to sustain engagement and attendance throughout the year.

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Strategic report (continued)

Achievements and performance (continued)

Continued investment in content creation has strengthened the digital strategy, with increased focus on film, photography, and online advertising. Significant improvements to the website have greatly enhanced the user experience and improved access to information.

The year also saw major successes in visitor numbers for large-scale events such as Dino Day and Paws at the Pit, demonstrating the power of well-promoted, family-focused programming.

Media coverage remained a highlight, most notably for the exhibition From the Earth Comes Light, which received national exposure through a feature on 'Woman's Hour'.

Events

This year's programme of newly introduced events delivered strong income performance alongside successful audience growth and high levels of engagement, including a significant number of first-time visitors to site. Commercial events, not directly linked to the achievement of the Charity's Objects are delivered through National Coal Mining Museum Trading Limited, a wholly owned trading subsidiary.



Santa's Magic Workshop

A range of themed events, including the 1940s event, Dino Day, Minecraft Day, Paws at the Pit, and the Morris Minors car event, alongside film screenings, attracted a combined audience of over 3,000 attendees across the programme. In addition, Minecraft-inspired escape room sessions were delivered across 18 dates and were highly attended, demonstrating strong demand for interactive, repeatable experiences.

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Strategic report (continued)

Achievements and performance (continued)

The festive programme was a standout success, led by the introduction of the brand-new Santa's Magic Workshop, which welcomed over 2,000 visitors. This was supported by additional seasonal events, including a festive breakfast with Mrs Claus and the Calderdale Christmas concert, creating a wider programme of complementary festive activity and driving strong footfall across the season.

Overall, the programme has delivered strong commercial returns while successfully introducing a diverse range of new events that have expanded the audience base and increased first-time visitation.

Strategic Objective Five: Collaborate with our fellow cultural and tourism partners in order to attract people to visit and engage with NCMME.

The year has been highly successful for collaboration, particularly through engagement with the West Yorkshire Local Visitor Economy Partnership (LVEP). The Museum has benefited from networking opportunities, training sessions, and collaborative campaigns, strengthening its profile within the regional visitor economy.

Ongoing partnership work with Experience Wakefield has continued to support the Museum's events and core offer through coordinated promotion. This has included prominent inclusion in a Yorkshire-wide television advertising campaign, significantly extending the Museum's reach.

Strong relationships have also been developed with other cultural destinations. Both Yorkshire Sculpture Park (YSP) and The Art House have displayed Museum marketing material and the exhibition 'Jason and the Coal Mining Adventure' has been in the YSP newsletter. In addition, printed brochures have been distributed across the borough at a range of hotels and visitor attractions, ensuring consistent visibility to potential visitors. The Museum has also attended a wide variety of external events throughout the year, enabling engagement with new audiences and allowing for meaningful, face-to-face interaction beyond the Museum site.

Financial review

a. Going concern

The Trustees have considered the financial position of the Charity, the identified financial risks in relation to visitor generated income, pay and site costs and confirm that there are sufficient reserves to be able to operate for the foreseeable future.

The Trustees have considered the impact of inflation and political unrest on the Charity's activities and workforce and have considered the impact on the wider economy, the supply chain and current and potential visitors. The Trustees are confident that the current level of reserves and the on-going strong relationships with key funders, together with plans in place, will be more than adequate to address any short and medium-term financial losses and cash deficits as they may arise.

The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

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b. Reserves policy

As a matter of policy, the Museum maintains sufficient reserves to enable it to discharge its responsibilities as a charity and to fulfil the responsibilities set out in its Memorandum and Articles of Association. The reserves consist of restricted reserves and unrestricted reserves. Restricted reserves are those where the donor or grant-giving body has provided the money to be spent on specific purposes that further one or more but not all of the Museum's charitable purposes. The restricted reserves held, and their specific purposes are shown in Note 22. The Museum does not hold any endowment funds within its restricted funds. Unrestricted funds are spent at the discretion of the Trustees to further the Museum's purposes and to fund any net expenditure which may be incurred annually in excess of the Museum's grant funding, within the underlying principle that funds allocated to the Museum should be used for the purpose specified and should only be held when there is a plan for utilising those funds within a given timescale either for a specified or general purpose. Within the unrestricted reserves are fourteen designated reserves where the Trustees have set aside unrestricted funds to be used for particular projects or commitments and these are shown in Note 22.

The Museum's free reserves as at 31 March 2026 comprised the following

	£
Unrestricted reserves excluding pension liability	10,793,090
less: Designated funds - other	(982,156)
less: Designated funds represented by tangible and Heritage assets	(7,328,445)
Heritage assets	
Free reserves	2,482,489

The Reserves Policy has been reviewed and account taken of Charity Commission guidance (CC19). It is risk based and has been considered by the Finance & Audit Committee and approved by the Board.

A number of designated reserves have been allocated and released by the Board in the 2025/2026 financial year, and utilisation of these reserves has been incorporated into routine financial monitoring and reporting. Free reserves as at 31 March 2026 were £2,482,489 which is £1,067,439 above the minimum of £1,415,050 required by our current reserves policy. The potential for allocation of further reserves will be reviewed as we develop and deliver our exciting and transformational plans for the future.

c. Income and expenditure

Income for the year was £5,576,885 (2025: £4,429,569). Expenditure for the year was £4,667,080 (2025: £4,575,249), resulting in an operating profit of £909,805 (2025: deficit of £145,680). A net gain on investments of £171,560 (2025: £52,369), a tax credit of £35,552 (2025: £29,233 credit) and an actuarial loss on the defined benefit pension scheme of £145,000 (2025: £42,000) resulted in a surplus of £971,917 (2025: £106,078 deficit).

As at 31 March 2026 the Group held reserves totalling £11,511,346 (2025: £10,539,429) , of which £718,256 (2025: £223,798) were held in restricted funds and £10,793,090 (2025: £10,315,631) were held in unrestricted funds. Included within unrestricted funds is £8,310,601 (2025: £7,958,051) of designated funds.

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d. Investment performance

The Museum's funds are governed by the Trustee Act 2000 and Charity Commission guidelines. A decision was taken some years ago to invest the reserve funds with a low tolerance towards risk in order to protect the capital sum. Early in 2018/2019, following advice from Robertson Baxter the Museum's investment advisor, the Board of Trustees took the decision to transfer all of the funds to Fusion Wealth in anticipation of improved performance and service and an overall reduction in costs. All assets are trading on recognised stock exchanges. Trustees regularly review and monitor performance and there is a scheduled reassessment of the Trustees' attitude to investment risk which influences the risk tolerance within the investment portfolio.

Following a positive investment performance in 2024/2025, the value of the Museum's investments were up a further 8.7% over the 12 month period to 31/03/2026.

The year to March 2026 was shaped by continued adjustment to a more fragmented global policy backdrop, with trade measures and geopolitics increasingly influencing both growth expectations and market sentiment. Global activity proved resilient though subdued, with the IMF highlighting that the world economy was "adjusting to a landscape reshaped by new policy measures," including higher tariffs, and projecting global growth at around 3.1% for 2026.

A continued (though uneven) downward trend for inflation meant that monetary policy generally began to normalise. Policy rates were lower by the end of 2025 , most notably with the Federal Reserve at 3.50%–3.75% and the Bank of England at 3.75%. This reflects a shift from peak restrictiveness toward a more balanced stance as inflation pressures eased, though future uncertainty remains.

Global equities remained supported by technology-led investment and the ongoing build-out around Artificial Intelligence. While performance leadership broadened at times, markets have generally continued to be driven by a relatively narrow set of companies. Late in the period, geopolitical tensions in the Middle East added another layer of uncertainty, with disruption risks to energy and shipping routes contributing to renewed inflation concerns and higher volatility across global markets.

Robertson Baxter, guided by our investment managers, hold a cautiously optimistic outlook for the year ahead, but remain mindful that the balance of risks is finely poised. While the broad direction of travel for interest rates is downward, it has become clear that inflation remains stickier than anticipated in developed economies and energy/supply-chain disruption can reintroduce price pressures quickly. In addition, ongoing geopolitical tensions and the potential for renewed trade friction remain clear sources of volatility.

Overall, Schroders have maintained diversification while becoming more targeted in where they seek equity exposure, keeping the portfolio well positioned across a range of market outcomes.

As the Museum's portfolio is relatively conservative in terms of investment risk, its more defensive position should help to reduce the impact of any potential equity market drawdowns, and as such it has been agreed that no action is required at present. The Board's appetite for investment risk is regularly reviewed to ensure the investment portfolio remains appropriate.

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e. Financial risk management objectives and policies

The Charity is supported by a Grant equating to circa 82% of its operational expenditure and has been successful in applying for external funding to support capital investment across the site. A consolidated breakeven budget for the 2026/2027 financial year has been approved by the Board of Trustees. This budget includes an efficiency target and anticipates the focussed application of non-recurrent funding. The Board has considered the key financial risks facing the Charity, including a possible reduction in both Grant funding and visitor generated income. The Board has considered the Forward Plan and the developing Masterplan and is confident that they provide a robust and sustainable framework to deliver and develop the Museum's offer within identified resources in the short to medium term. Although not anticipated, any potential cash flow risks can be mitigated by reference to the Charity's Investment Policy.

The Museum's unique Underground Museum experience was closed for a significant proportion of the 2025/26 financial year due to industrial action; however the dispute was resolved in April 2026 and reopening of the underground museum experience is planned following a period of preparation. The period of closure provided an opportunity for the accelerated expansion of the offer on the surface at the Museum, and this will be further developed during 2026/27.

Following a number of unanticipated restrictions to full trading, 2026/27 is expected to be the year when the Conferencing, Catering and Retail offers, delivered through the trading subsidiary, are fully developed in line with the Commercial Strategy approved by the National Coal Mining Museum Trading Limited Board of Directors, generating visitors and related secondary spend.

The Trustees continue to adopt a long term view and as such the charity continues to support the wholly owned trading subsidiary as an integral part of the Museum offer.

The Museum is often seen as a 'free attraction' and the challenge for both the Museum and the trading subsidiary is to create attractive opportunities for visitors to visit, stay, return and contribute financially when on site and online.

f. Principal funding

In the financial year 2025/2026 the Museum received £2,846,740 grant from the Department for Digital, Culture, Media and Sport (DCMS), channelled through the Science Museum Group (SMG), including a non-recurrent allocation of £55,740 which has been designated as an inflation mitigation reserve to be utilised in 2026/27 when there is no uplift to the annual grant. This core funding enables the Museum to preserve the underground, collections and buildings and offer free entry to the permanent collection for the general public regardless of income. The amount received in grant represents a significant proportion of the Museum's total annual income, with the other main sources including grants for specific audiences, donations, Mining Remediation Authority (formerly The Coal Authority) support and trading activities.

g. Pension liabilities

The deficit on the Local Government Pension Scheme reduced to nil in 2023 and remains at nil in 2024. Due to the long term nature of the balance, it is not expected to have any material impact on the Museum, irrespective of it returning back to a deficit position as has historically always been the case. Details are given in Note 29 in the Financial Statements. During 2020/2021 the Trustees considered and challenged the assumptions underpinning the pension liability valuation and concluded that the assumptions are conservative and therefore the risk of overstating the net asset value on the Balance Sheet is minimal. The Trustees are not aware of any changes to these assumptions in relation to the 2025/2026 financial year. In addition, there is a Guarantee and Indemnity in place between the National Coal Mining Museum for England Trust Ltd and Wakefield Metropolitan District Council in respect of the admission of employees to participate in the benefits of the West Yorkshire Pension Fund.

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The Trustees have considered whether the Museum is in a position to pay the pension scheme charges on a year-on-year basis and have concluded that the Museum can comfortably meet these charges and that they are included within the approved balanced budget.

h. Plans for future periods

Whilst 2025/26 has been challenging for the Museum it has also been extremely productive with major steps forward and delivery of majority of planned activity. Relationships with funding partners have been strengthened and alongside the Masterplan and the Commercial Strategy, opportunities are being actively sought to increase the self-generated income of the Charity. Key activities for the forthcoming year include development of a new Forward Plan, the appointment of architects and museum designers to kickstart making our Masterplan a reality and implementation of our Succession Plan to ensure the future sustainability of our Underground Museum.

Structure, governance and management

a. Constitution

The National Coal Mining Museum for England Trust Limited is a company limited by guarantee, governed by its Articles of Association, and has no share capital. It is registered as a charity with the Charity Commission, and its registered number is 517325.

The principal objects of the Museum are to advance the education of the public in the history of coal mining in England by the provision and maintenance of a Museum both underground and on the surface at the former Caphouse Colliery, for the demonstration of past and contemporary mining methods and the exhibition of machinery and other items connected with mining and industrial archaeology.

This means we collect, preserve, display and interpret whatever relates to the coal industry in England to enable others to gain an insight into the mining industry and the life of mining communities. In short, we keep the stories of coal mining alive.

b. Methods of appointment or election of Trustees

Nine Trustees are currently in post, their recruitment has been through a proper process of skills audit, and appropriate open competition for places. A recruitment exercise was considered in 2025 for the vacant roles, alongside a review of terms of office and analysis of the skills and diversity audits to inform the process. However, due to the industrial action it was deemed an inappropriate time to recruit to the Board. A recruitment exercise will be given further consideration in 2026. Work towards a Board Diversification Plan commenced in 2025 and continues with the support of a specialist consultant. The Board is supported by the following formally constituted Committees, each having Terms of Reference.

Finance and Audit Committee - The Finance and Audit Committee currently consists of three Trustees, and no more than five, who are appointed for the duration of their appointment to the Board of Trustees. The Committee is charged with advising the Board on its financial responsibilities by supporting the Trustees to fulfil their financial responsibilities and verify that the Museum is operating within the financial requirements and guidelines set out in law, regulation and the Museum’s governing documents.

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Structure, governance and management (continued)

People and Culture Committee - The People and Culture Committee consists of at least four Trustees, but no more than five, who are appointed for the duration of their appointment to the Board of Trustees. The Committee considers the following items and makes recommendations accordingly to the Board of Trustees; new and revised HR policies; creation of new posts; major changes to the staffing structure; appeals for regrading; remuneration policy; appeals against disciplinary proceedings. The People and Culture Committee also leads the process for Board appointments and makes recommendations to the Board.

Mine Owner/Operator - The Mines Regulations 2014 were introduced to replace the previous extensive prescriptive mining legislation that had evolved and had been amended over many years. The stated aim of these regulations is to provide a 'comprehensive and simpler goal-setting legal framework to ensure that mine operators provide all the necessary protection for mineworkers and others from the hazards inherent to mining'.

The definition of Mine remains the same as in previous Health & Safety law. This includes any Mine extracting mineral, Mines that are not currently extracting mineral and Mines that originally extracted mineral but are now used for other purposes e.g. Tourism. This definition of a Mine also extends to those surface structures required for the working of the mine.

The National Coal Mining Museum is therefore classed as a Mine in law.

The Board of Trustees for the National Coal Mining Museum for England are the mine owner / operator, and they should satisfy themselves that they have in place sufficient resources to operate the mine safely, including, financial resources and access to experienced and where necessary, competent staff, having due regard to any major hazard risks that may be present. The Estate Manager formally reports to each quarterly meeting of the Board.

c. Organisational structure and decision-making policies

Day-to-day management of the Museum is delegated by the Trustees to the Chief Executive Officer. The CEO has been supported by the Executive comprised of Director of Finance, Planning and Performance (Julie Elliott), Mine Director and Head of Estates Management (Gordon Dunn – appointed 1 April 2025, resigned 30 September 2025). The Museum employs competent staff required to satisfy the requirements of relevant legislation including the Mines Regulations 2014.

The Museum has established a Scheme of Delegation to support appropriate decision making from the Board of Trustees, through formal Committees to individual budget holders. Detailed financial procedures are reviewed on an annual basis.

d. Policies adopted for the induction and training of Trustees

The Museum has and follows an approved policy for the induction and training of Trustees.

e. Pay policy for senior staff

The pay and remuneration of the Museum's key management personnel is benchmarked against similar roles in the sector. Rates of pay are overseen by the People and Culture Committee on behalf of the Board of Trustees, except for the CEO whose pay award is subject to a performance review with recommendation being presented by the Chair to the Board for approval.

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Structure, governance and management (continued)

f. Related party relationships

The Museum is the sole shareholder of National Coal Mining Museum Trading Limited, whose principal activities are the retailing of gifts, souvenirs and educational items associated with the mining industry, and the provision of catering and conference facilities.

The Museum received grant funding from the Department for Digital, Culture, Media and Sport through the Science Museum Group.

The Museum is a member of the Museums Association, the Association of Independent Museums and Experience Wakefield. The Museum is also an active member of the business network We are Wakefield.

There is an agreement in place between the Museum and the Mining Remediation Authority (formerly The Coal Authority) in relation to the pumping and treatment of water at the Museum.

g. Financial risk management

The Trustees operate and maintain a risk register which is examined at each quarterly meeting by the Finance & Audit Committee and Board of the Trustees, included in which are High/Medium/Low risk categorisations. The risk register is managed by the Executive Team and kept under review as part of their regular meetings.

All significant activities undertaken by the Museum are subject to risk assessment.

The Trustees have assessed the major risks to which the Museum is exposed. These include:

- Financial risks: a risk of insufficient resources to meet expenses due to over-reliance on grant funding and the potential for the Trading Company not to generate a surplus. In mitigation, we are proactive in bidding for funding from a range of potential funding providers and have a well-developed Commercial Strategy.
- Staffing risks: a risk of operations being adversely affected due to the lack of succession planning for key staff and a risk of reputation and financial damage due to organisational culture within areas of the Museum. In mitigation, the Board have approved a Succession Plan which is currently being implemented, and coaching and individual training is being delivered throughout the organisation.
- Site operational risks: risks arising from the operation of the site and the activities taking place. These are mitigated through the employment of competent people to supervise activities, coupled with extensive inspection, reporting, maintenance, and repair of buildings, structures and equipment and replacement where necessary.

Further risks mitigated through the year included:

- a risk of the loss or deterioration of significant collections of national importance, due to poor external storage conditions. We have installed a new building to house our large industrial collections that were previously outside; and have identified funding to progress with plans for a new art store.
- a risk of reputational damage and financial liability due to deteriorating standards with the on-site catering offer. A new cafe and catering offer has been launched following a review by the Board of the NCMM Trading Limited.
- a risk of disruption to operations and the delivery of the underground experience due to the age and reliability of the emergency winder and availability of replacement parts. A new emergency winder has been installed and spares purchased.

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Structure, governance and management (continued)

The Board continue to keep these risks under review and are supporting the Executive as plans are put in place to mitigate the impact.

In addition, the Board has introduced and is developing a Board Assurance Framework – a management tool to measure and monitor risks to the delivery of the Museum's Strategic Objectives. Key strategic risks areas have been identified as staffing, culture, funding and safety with risk appetite, controls and actions identified. Embedding of the Board Assurance Framework is within the Forward Plan.

In November 2025, after careful consideration, and in line with Charity Commission guidance, the Trustees submitted a Serious Incident Report to the Charity Commission. The Report was made due to the potential reputational damage to the Charity, arising from media coverage, social media posts and other public domain information pertaining to industrial action taken by Unison members regarding a pay dispute. The Trustees considered that factually incorrect information being shared by Unison and others had increased the reputational risk to the Charity. The Trustees believe that the Report demonstrated that they had identified a risk to the Charity and that appropriate action was being taken to mitigate the risk and guide future actions. The Charity Commission confirmed receipt of the Report.

In February 2026 the Charity Commission notified the Trustees of the opening of a Compliance Case and a meeting between the Charity Commission and the Trustees was held on 6th March 2026. The Trustees have met all requests for information and await further correspondence from the Commission.

h. Trustees' indemnities

The Company has made qualifying third-party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

i. Register of people with significant control

The Museum knows or has reasonable cause to believe that there is no registrable person or registrable relevant legal entity in relation to the company.

Funds held as custodian

The National Coal Mining Museum for England Trust Limited is the custodian trustee of the British Coal Collection comprised in a deed of gift dated 30 June 1989 and a supplementary deed dated 21 December 1990. There are approximately 5,000 items within the collection situated in various stores around the Museum site.

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the museum for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the museum and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the museum's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the museum and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the museum and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

The auditor, Sumer Auditco Limited, has indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Signer ID: S32RIUJ2LX

Mr Phillip Marshall
Chair

D Wilkin

Signer ID: HYHDXH4HX6

Mr D Wilkin
Vice-Chair

Date: 17/09/2026 GMT

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

Opinion

We have audited the financial statements of National Coal Mining Museum for England Trust Ltd (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2026, which comprise the consolidated statement of financial activities, the consolidated balance sheet, the company balance sheet, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2026, and of the group's incoming resources and application of resources, including its income and expenditure, 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 requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material

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misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs

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(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable group through discussions with management and trustees and from our knowledge and experiences of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable group, including Charities Act 2011, Companies Act 2006, GDPR, employment law, food standards agency and health and safety legislation (including Mine Regulations Act 2014);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and trustees;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance including Board of Mine Operators and Finance and Audit Committee;
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signer ID: WKOLTHN6RI...
Rachel Heath (Senior Statutory Auditor)

for and on behalf of

Sumer Auditco Limited
Chartered Accountants
Statutory Auditor
Albert Works
Sidney Street
Sheffield
S1 4RG

Date: 17/09/2026 GMT

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income from:					
Donations and legacies	4	**187,683**	**1,448,405**	**1,636,088**	740,905
Charitable activities	5	**3,332,507**	**-**	**3,332,507**	3,002,551
Other trading activities	6	**389,560**	**-**	**389,560**	528,429
Investments	7	**218,730**	**-**	**218,730**	157,684
Total income		**4,128,480**	**1,448,405**	**5,576,885**	4,429,569
Expenditure on:					
Raising funds	8	**591,722**	**-**	**591,722**	724,836
Charitable activities	9	**3,910,249**	**165,109**	**4,075,358**	3,850,413
Total expenditure		**4,501,971**	**165,109**	**4,667,080**	4,575,249
Net (expenditure)/income before net gains on investments		**(373,491)**	**1,283,296**	**909,805**	(145,680)
Net gains on investments	18	**171,560**	**-**	**171,560**	52,369
Net (expenditure)/income before taxation		**(201,931)**	**1,283,296**	**1,081,365**	(93,311)
Taxation	15	**35,552**	**-**	**35,552**	29,233
Net (expenditure)/income		**(166,379)**	**1,283,296**	**1,116,917**	(64,078)
Transfers between funds	22	**788,838**	**(788,838)**	**-**	-
Net movement in funds before other recognised gains/(losses)		**622,459**	**494,458**	**1,116,917**	(64,078)
Other recognised gains/(losses):					
Actuarial losses on defined benefit pension schemes	29	**(145,000)**	**-**	**(145,000)**	(42,000)
Net movement in funds		**477,459**	**494,458**	**971,917**	(106,078)
Reconciliation of funds:					
Total funds brought forward		**10,315,631**	**223,798**	**10,539,429**	10,645,507
Net movement in funds		**477,459**	**494,458**	**971,917**	(106,078)
Total funds carried forward		**10,793,090**	**718,256**	**11,511,346**	10,539,429

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

The Consolidated statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

(A company limited by guarantee)
REGISTERED NUMBER: 01702426

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	16		**3,464,107**		3,416,985
Heritage assets	17		**3,917,765**		3,904,683
Investments	18		**2,157,115**		1,978,581
			9,538,987		9,300,249
Current assets					
Stocks	19	**41,992**		46,485	
Debtors	20	**289,730**		231,870	
Cash at bank and in hand		**2,176,565**		1,964,425	
		2,508,287		2,242,780	
Current liabilities					
Creditors: amounts falling due within one year	21	**(535,928)**		(1,003,600)	
Net current assets			**1,972,359**		1,239,180
Total assets less current liabilities			**11,511,346**		10,539,429
Net assets excluding pension liability			**11,511,346**		10,539,429
Defined benefit pension scheme liability	29		**-**		-
Total net assets			**11,511,346**		10,539,429
Charity funds					
Restricted funds	22		**718,256**		223,798
Unrestricted funds					
Designated funds	22	**8,310,601**		7,958,051	
General funds (including revaluation reserves £205,385 (2025: £173,990))	22	**2,482,489**		2,357,580	
Total unrestricted funds	22		**10,793,090**		10,315,631
Total funds			**11,511,346**		10,539,429

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CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signer ID: S32RHUJ2LX...
Mr P Marshall
(Chair)
Date: 17/09/2026 GMT

D Wilkin
Signer ID: HYHDXI4HX6...
Mr D Wilkin
(Vice Chair)

The notes on pages 53 to 91 form part of these financial statements.

Document ID: 3cd487dc931add6627ac75848735913e0562c0aed9dcdb88a54d672324f99730

NATIONAL COAL MINING MUSEUM FOR ENGLAND TRUST LTD

(A company limited by guarantee)
REGISTERED NUMBER: 01702426

MUSEUM BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	16		**3,464,107**		3,416,985
Heritage assets	17		**3,917,765**		3,904,683
Investments	18		**2,157,116**		1,978,582
			9,538,988		9,300,250
Current assets					
Stocks	19	**11,706**		17,204	
Debtors	20	**295,909**		237,251	
Cash at bank and in hand		**2,149,123**		1,927,554	
		2,456,738		2,182,009	
Current liabilities					
Creditors: amounts falling due within one year	21	**(513,613)**		(979,941)	
Net current assets			**1,943,125**		1,202,068
Total assets less current liabilities			**11,482,113**		10,502,318
Net assets excluding pension liability			**11,482,113**		10,502,318
Defined benefit pension scheme liability	29		**-**		-
Total net assets			**11,482,113**		10,502,318

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MUSEUM BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Charity funds					
Restricted funds	22		**718,256**		223,798
Unrestricted funds					
Designated funds	22	**8,310,601**		7,958,051	
General funds (including revaluation reserves £205,385 (2025: £173,990))		**2,453,256**		2,320,469	
	22				
Unrestricted funds excluding pension liability	22	**10,763,857**		10,278,520	
Total unrestricted funds	22		**10,763,857**		10,278,520
Total funds			**11,482,113**		10,502,318

The museum's net movement in funds for the year was £979,795 (2025 - £(91,763)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signer ID: S32R1UJ2LX...
Mr P Marshall
(Chair)
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Signer ID: HYHDXI4HX6...
Mr D Wilkin
(Vice Chair)

The notes on pages 53 to 91 form part of these financial statements.

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CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash provided by operating activities	25	**744,786**	166,009
Cash flows from investing activities			
Dividends, interests and rents from investments		**51,730**	90,684
Purchases of tangible fixed assets and heritage assets		**(577,402)**	(945,344)
Proceeds from sale of investments		**997,942**	674,479
Purchase of investments		**(1,004,916)**	(683,549)
Net cash used in investing activities		**(532,646)**	**(863,730)**
Change in cash and cash equivalents in the year		**212,140**	**(697,721)**
Cash and cash equivalents at the beginning of the year		**1,964,425**	2,662,146
Cash and cash equivalents at the end of the year	26	**2,176,565**	1,964,425

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

1. General information

The National Coal Mining Museum is a company limited by guarantee. In the event of the Museum being wound up, the liability in respect of the guarantee is limited to £1 per member of the Museum. The address of the registered office is given in the charity information on page 1 of these financial statements.

2. Accounting policies

2.1 Basis of preparation of financial statements

The Museum constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the museum and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The museum has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Going concern

The Trustees have considered the financial position of the Charity, the identified financial risks in relation to visitor generated income, pay and site costs and confirm that there are sufficient reserves to be able to operate for the foreseeable future.

The Trustees have considered the impact of inflation and political unrest on the Charity's activities and workforce and have considered the impact on the wider economy, the supply chain and current and potential visitors. The Trustees are confident that the current level of reserves and the on-going strong relationships with key funders, together with plans in place, will be more than adequate to address any short and medium-term financial losses and cash deficits as they may arise.

The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

2.3 Income

All income is recognised once the Museum has entitlement to the income, after any performance conditions have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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2. Accounting policies (continued)

2.3 Income (continued)

For donations to be recognised the Museum will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Museum and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Report.

Trading income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants are recognised at fair value when the Museum has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants received for the acquisition of fixed assets are accounted for as restricted funds. The restricted fund is reduced by the depreciation or amortisation charges made over the expected useful life of the asset concerned. When capital projects are completed, monies in restricted funds are transferred to a designated fixed asset fund as the restriction has been discharged. Other grants are treated as income and, where applicable, they are accounted for as restricted funds. Where the grant covers future accounting periods, the amount relating to future periods is deferred and recognised in the correct period.

2.4 Expenditure

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. It is categorised under the following headings:

- Costs of raising funds; and
- Expenditure on charitable activities.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those that assist the work of the Museum but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Museum. Support costs and premises overheads have been allocated to cost of raising funds and expenditure on charitable activities on the basis of percentage of staff utilised on an activity. The analysis of these costs is included in note 10.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

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2. Accounting policies (continued)

2.5 Collections

One of the key functions of the Museum is to acquire objects and keep them for posterity and, as a consequence, the Museum has a policy as regards to the disposal of any items in its collection.

2.6 Redundancy payments

Redundancy benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Museum recognises redundancy benefits when it is committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal.

2.7 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

2.8 Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Museum is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tax is recognised in corporate subsidaries.

As a charitable company, the charity is able to make a claim in relation to museums and exhibitions tax reliefs. The tax credit is recognised in the accounts on an accruals basis, where the amounts can be reliably measured by the date of approval of the accounts.

2.9 Tangible fixed assets and depreciation

All assets, individually, or as a group of assets, costing more than £5,000 are capitalised and are initially recognised at cost or deemed cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

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2. Accounting policies (continued)

2.9 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- Straight line over 50 years
Mine restoration & exhibition	- Straight line over 20 years (major works)
Mine restoration & exhibition	- Straight line over 10 years (minor works)
Assets under construction	- Not depreciated until fully operational
Motor vehicles	- Straight line over 3 years
Mining equipment & fittings	- Straight line over 10 years (major works)
Mining equipment & fittings	- Straight line over 5 years (minor works)
Exhibition and operational assets	- Straight line over 3-15 years
Office equipment and fittings	- Straight line 3-15 years

With effect from 1 April 2024, the Charity's art and heritage collection exhibits are not depreciated. This is a departure from the general requirements of the Companies Act 2006 and Charities SORP (FRS102) for all tangible fixed assets to be depreciated. The Trustees are of the opinion that such treatment is necessary to give a true and fair view.

2.10 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated depreciation and any accumulated impairment losses. Fair values for donated assets are estimated by reference to market prices using external valuation with appropriate expertise.

Where information on the cost or valuation of heritage assets is not available or the cost of providing such information significantly outweighs any benefit to the users of the accounts then heritage assets are not recognised on the balance sheet.

Acquisitions only arise when donated to the Museum or if it is believed that they will further the Museum's objectives. Once acquired they will be preserved by the Museum in order to keep their historical, artistic, scientific, technological, geophysical or environmental qualities to such a high level as to contribute to knowledge and culture. Heritage assets are to be held for the foreseeable future.

Depreciation is charged on the same basis as above in note 2.9.

2.11 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'gains/(losses) on investments' in the consolidated statement of financial activities.

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2. Accounting policies (continued)

2.11 Investments (continued)

Investments in subsidiaries are valued at cost less provision for impairment.

2.12 Stocks

Stocks are stated at the lower of cost and estimated selling price. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

2.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.14 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Museum anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.16 Pensions

The Group operates two defined contribution pension schemes and the pension charge represents the amounts payable by the Group to the funds in respect of the year.

The Group also participates in the Local Government Pension Scheme (LGPS). It is a defined benefits scheme and the assets of the scheme are held in a separate trustee administered fund which is subject to actuarial valuation.

The assets of the LGPS are measured at fair value and liabilities are measured on an actuarial basis using the roll forward method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

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2. Accounting policies (continued)

2.16 Pensions (continued)

The amounts charged to the operating results are the current service costs and the cost of the scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the defined benefit liability/asset is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Museum and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Museum for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. **Critical accounting estimates and areas of judgment**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Museum makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The main area of estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year relate to the estimates used in valuing the Local Government Pension Scheme (LGPS).

The present value of the LGPS defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost/income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 28, will impact the carrying amount of the pension liability.

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4. Income from donations and legacies

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Donations				
Pit pony appeal	-	3,442	**3,442**	4,743
Miner's Memorial Garden Appeal	-	5,075	**5,075**	2,290
General donations	55,902	-	**55,902**	52,586
Brass checks	107,825	-	**107,825**	197,799
Gift Aid	23,956	-	**23,956**	27,981
Grants				
WYCA Time Tunnel	-	-	**-**	100,000
Art Fund Acquisitions Grant Scheme	-	3,500	**3,500**	-
Arts Council / V&A Purchase Grant Fund	-	4,000	**4,000**	-
Sculpting the Community	-	38,072	**38,072**	270,000
DCMS - PBIF	-	1,147,000	**1,147,000**	-
Art Fund Reimagine Grant	-	45,000	**45,000**	-
Community Energy Fund (TVCA)	-	39,793	**39,793**	27,606
Connecting Cultures WMDC	-	15,000	**15,000**	20,000
Garfield Western Foundation	-	-	**-**	31,900
UKSPF	-	39,847	**39,847**	3,150
WYCA	-	9,000	**9,000**	2,850
AIA Restoration Grant	-	8,360	**8,360**	-
John Ellerman Foundation	-	19,640	**19,640**	-
Esmee Fairbain Grant	-	49,076	**49,076**	-
NHM FOBP Funding	-	2,100	**2,100**	-
Awards for All (National Lottery Community Fund)	-	19,500	**19,500**	-
	187,683	1,448,405	**1,636,088**	740,905
Total 2025	298,366	442,539	740,905	

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5. Income from charitable activities

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Department of Digital, Culture, Media and Sport	2,846,740	**2,846,740**	2,603,040
Mining Remediation Authority (previously Coal Authority)	473,767	**473,767**	387,511
MRA Innovation Centre	12,000	**12,000**	12,000
Total 2026	3,332,507	**3,332,507**	3,002,551
Total 2025	3,002,551	3,002,551	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Sales	25	**25**	-
Shop	80,756	**80,756**	93,627
Cafe income and conference income	164,587	**164,587**	252,045
On-site events, sales and other trading	144,192	**144,192**	182,757
Total 2026	389,560	**389,560**	528,429
Total 2025	528,429	528,429	

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7. Investment income

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Dividend income	28,616	**28,616**	29,243
Other interest	23,114	**23,114**	61,441
Pension income	167,000	**167,000**	67,000
	218,730	**218,730**	157,684
Total 2025	157,684	157,684	

8. Cost of raising funds

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Voluntary income costs	139,157	-	**139,157**	141,886
Trading costs	430,923	-	**430,923**	562,777
Investment management costs	21,642	-	**21,642**	20,173
Total 2026	591,722	-	**591,722**	724,836
Total 2025	724,761	75	724,836	

Included in the above are support costs totalling £58,814 (2025: £55,207) (note 10).

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9. Analysis of expenditure on charitable activities

	Unrestricted funds 2026 £	**Restricted funds 2026 £**	**Total 2026 £**	Total 2025 £
Surface & underground	2,504,787	16,726	**2,521,513**	2,491,667
Visitor services	1,405,462	148,383	**1,553,845**	1,358,746
	3,910,249	165,109	**4,075,358**	3,850,413
Total 2025	3,780,255	70,158	3,850,413	

	Direct costs 2026 £	**Support costs 2026 £**	**Total funds 2026 £**	Total funds 2025 £
Surface & underground	2,247,011	274,502	**2,521,513**	2,491,667
Visitor services	1,296,756	257,089	**1,553,845**	1,358,746
	3,543,767	531,591	**4,075,358**	3,850,413
Total 2025	3,314,202	536,211	3,850,413	

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10. Support costs

	Raising funds	Surface & underground	Visitor services	Total 2026	Total 2025
	£	£	£	£	£
Finance, admin support and HR	6,301	38,402	27,433	**72,136**	66,954
IT	5,205	24,160	22,660	**52,025**	66,857
Admin buildings and equipment	5,566	25,835	24,236	**55,637**	39,792
Insurance	7,657	35,542	33,336	**76,535**	72,608
Telephone, stationery and subscriptions	1,081	5,018	4,707	**10,806**	14,519
Governance (note 11)	10,212	47,401	44,458	**102,071**	105,465
Wages and salaries	18,298	84,931	79,658	**182,887**	181,604
National insurance	2,372	11,011	10,328	**23,711**	19,066
Pension costs	2,383	2,202	10,273	**14,858**	24,553
Total 2026	59,075	274,502	257,089	**590,666**	591,418
Total 2025	55,207	317,017	219,194	591,418	

Support costs are allocated based on employee cost per activity.

11. Governance costs

	2026	2025
	£	£
Trustee expenses	**3,270**	2,470
External auditor's remuneration	**15,411**	19,150
Internal auditor's remuneration	**5,693**	5,463
Legal fees	**5,775**	810
HR fees - personnel	**12,746**	12,398
Staff costs	**59,176**	65,174
	102,071	105,465

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12. Net income/(expenditure)

	2026 £	2025 £
This is stated after charging:		
Depreciation of tangible fixed assets owned by the group	**244,415**	254,160
Depreciation of heritage assets	**272,782**	185,167
Interest on defined benefit pension	**(167,000)**	(67,000)

During the year, no Trustees received any remuneration (2025 - £nil).
During the year, no Trustees received any benefits in kind (2025 - £nil).
During the year, 5 (2025: 4) Trustees received reimbursement of expenses of £1,207 (2025 - £1,864) in relation to travel expenses.

13. Auditor's remuneration

	2026 £	2025 £
Fees payable to the museum's auditor for the audit of the museum's annual accounts	**17,260**	16,445
Fees payable to the museum's auditor in respect of:		
All non-audit services not included above	**4,025**	3,840

14. Staff costs

	2026 £	2025 £
Wages and salaries	**1,916,027**	2,015,576
Social security costs	**212,347**	161,729
Other pension costs (note 29)	**164,282**	212,515
	2,292,656	2,389,820

The above figures include total termination payments of £6,330 (2025: £74,014). These costs related to redundancy, payments in lieu of notice, unused holiday pay and compensation and were recognised as an expense in the Statement of Financial Activities in the year.

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14. Staff costs (continued)

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

	Group 2026 No.	Group 2025 No.
Mining and Operations	**58**	55
Visitor Welcome, Retail and Bookings	**11**	9
Curatorial and Education	**20**	23
Marketing and Promotions	**3**	3
Finance and HR	**5**	3
Management Team and Governance	**4**	4
Café	**7**	12
	108	109

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2026 No.	Group 2025 No.
In the band £60,001 - £70,000	**-**	2
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**1**	1

The total amount of employee benefits including employers' pension and national insurance received by key management personnel is £291,631 (2025: £283,335). The charity's key management personnel are detailed on page 1.

15. Taxation

	2026 £	2025 £
Corporation tax		
Museums & Galleries Tax relief	**(35,552)**	(29,233)
Taxation on net income	**(35,552)**	(29,233)

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16. Tangible fixed assets

Group

	Freehold property £	Assets under construction £	Motor vehicles £	Mine restoration and exhibition £	Mine equipment and fittings £	Total £
Cost						
At 1 April 2025	**6,416,433**	**86,417**	**99,795**	**2,087,752**	**583,109**	**9,273,506**
Additions	**36,411**	-	-	**113,597**	**141,530**	**291,538**
Transfers between classes	-	**(86,417)**	-	-	**86,417**	-
At 31 March 2026	**6,452,844**	-	**99,795**	**2,201,349**	**811,056**	**9,565,044**
Depreciation						
At 1 April 2025	**3,586,253**	-	**80,039**	**1,650,745**	**539,484**	**5,856,521**
Charge for the year	**105,555**	-	**19,756**	**89,962**	**29,143**	**244,416**
At 31 March 2026	**3,691,808**	-	**99,795**	**1,740,707**	**568,627**	**6,100,937**
Net book value						
At 31 March 2026	**2,761,036**	-	-	**460,642**	**242,429**	**3,464,107**
At 31 March 2025	2,830,180	86,417	19,756	437,007	43,625	3,416,985

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16. Tangible fixed assets (continued)

Museum

	Freehold property £	Assets under construction £	Motor vehicles £	Mine restoration and exhibition £	Mine equipment and fittings £	Total £
Cost						
At 1 April 2025	**6,416,433**	**86,417**	**99,795**	**2,087,752**	**583,109**	**9,273,506**
Additions	**36,411**	**-**	**-**	**113,597**	**141,530**	**291,538**
Transfers between classes	**-**	**(86,417)**	**-**	**-**	**86,417**	**-**
At 31 March 2026	**6,452,844**	**-**	**99,795**	**2,201,349**	**811,056**	**9,565,044**
Depreciation						
At 1 April 2025	**3,586,253**	**-**	**80,039**	**1,650,745**	**539,484**	**5,856,521**
Charge for the year	**105,555**	**-**	**19,756**	**89,962**	**29,143**	**244,416**
At 31 March 2026	**3,691,808**	**-**	**99,795**	**1,740,707**	**568,627**	**6,100,937**
Net book value						
At 31 March 2026	**2,761,036**	**-**	**-**	**460,642**	**242,429**	**3,464,107**
At 31 March 2025	2,830,180	86,417	19,756	437,007	43,625	3,416,985

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17. Heritage assets

Group and Museum

Assets recognised at cost

	Freehold land and buildings 2026 £	Mine restoration and exhibition 2026 £	Assets under construction 2026 £	Total 2026 £
Carrying value at 1 April 2025	704,026	3,200,657	-	**3,904,683**
Additions	99,672	132,764	53,428	**285,864**
Depreciation	(29,880)	(242,902)	-	**(272,782)**
Carrying value at 31 March 2026	773,818	3,090,519	53,428	**3,917,765**

Analysis of heritage asset transactions

Group and Museum

	2026 £	2025 £	2024 £	2023 £	2022 £
Purchases					
Underground	-	-	-	60,015	9,960
Exhibition areas	285,864	1,321,623	325,699	172,327	45,690
Donations					
Collections	-	-	-	369,064	556,078
Total additions	285,864	1,321,623	325,699	601,406	611,728
Disposals					
Exhibition areas	-	-	-	-	(21,279)
Total disposals	-	-	-	-	(21,279)

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17. Heritage assets (continued)

No heritage assets have been sold during the five years. The disposal in 2022 reflects the presentation of deposits paid for a steam generator.

The National Coal Mining Museum for England (NCMME) currently holds more than 45,000 objects in its accessioned collections. They cover the collections of the National Coal Mining Museum mainly from the immediate region; the national collection covering the English coalfields; and the British Coal Collection. The latter is the surviving material from the historic collection of the nationalised industry (the National Coal Board, and later British Coal). It is a closed collection of nearly 5,000 accessioned items.

The collections include examples of large machines of the late-twentieth century together with artefacts illustrating coal-mining engineering and technology; works of art; social history; oral history; printed ephemera; photographs; and books. All aspects of the collection relate to coal mining as an industry or coal mining communities. The collection includes locomotives, some of which are on loan to various preservation societies. The library collection has been mainly acquired through the Coal Board and the closure of mining technical libraries. There are more than 18,000 catalogued items. There is one significant loan collection at the Museum: banners from the Yorkshire Area of the National Union of Mineworkers.

The Museum has a series of policies which cover all aspects of collections acquisition and disposal, collections management, access and conservation, in line with the requirements of Arts Council England's Accreditation scheme. The Museum is fully accredited as a non-statutory national museum.

Record keeping follows the Spectrum standard for collections. Items entering the Museum are recorded through entry documentation; decisions relating to their addition to the collections go to an acquisition panel; following admission into the collections objects are numbered / labelled with a unique identifier and given a museum record in the accession register and on the catalogue. Safe storage of the collections is part of the preservation policy, which aims to follow the Benchmarks in Collections Care (2002, updated 2018).

Access to the collections takes a variety of forms: through exhibition in the Museum's galleries; virtually through the website; for research and consultation by appointment with a curator; for library collections by visit during library opening hours and/or appointment. There are no restrictions on supervised access unless for health and safety reasons.

Disposals from the collections are generally due to poor condition of objects; duplication or nonrelevance.
All disposal decisions are made by the Board of Trustees. One of the key functions of the Museum is to acquire objects and keep them for posterity and, as a consequence, the Museum has adopted the policy set out in note 2.5 as regards to the disposal of any items in its collection.

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18. Fixed asset investments

Group	Listed investments £
Cost or valuation	
At 1 April 2025	**1,978,581**
Additions	**1,004,916**
Disposals	**(997,942)**
Revaluations	**171,560**
At 31 March 2026	**2,157,115**
Net book value	
At 31 March 2026	**2,157,115**
At 31 March 2025	1,978,581

The historical cost of the listed investments is £1,951,730 (2025: £1,804,591).

Total investment management costs for the year were £21,642 (2025: £20,173).

All the fixed asset investments are held in the UK.

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18. Fixed asset investments (continued)

Museum	Investments in subsidiary companies £	Listed investments £	Total £
Cost or valuation			
At 1 April 2025	**1**	**1,978,581**	**1,978,582**
Additions	**-**	**1,004,916**	**1,004,916**
Disposals	**-**	**(997,942)**	**(997,942)**
Revaluations	**-**	**171,560**	**171,560**
At 31 March 2026	**1**	**2,157,115**	**2,157,116**
Net book value			
At 31 March 2026	**1**	**2,157,115**	**2,157,116**
At 31 March 2025	1	1,978,581	1,978,582

Principal subsidiaries

The following was a subsidiary undertaking of the museum:

Name	Company number	Principal activity	Class of shares	Holding	Included in consolidation
National Coal Mining Museum Trading Limited	05122121	The retail of gifts and souvenirs associated with the mining industry and the provision of cafe and conferencing facilities	Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Loss for the year £	Net assets £
National Coal Mining Museum Trading Limited	**268,559**	**(276,437)**	**(7,878)**	**29,234**

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19. Stocks

	Group 2026 £	Group 2025 £	**Museum 2026 £**	Museum 2025 £
Goods for resale	**41,992**	46,485	**11,706**	17,204

20. Debtors

	Group 2026 £	Group 2025 £	**Museum 2026 £**	Museum 2025 £
Due within one year				
Trade debtors	**147,957**	41,181	**144,992**	36,296
Amounts owed by group undertakings	**-**	-	**6,626**	8,613
Other debtors	**43,295**	50,040	**43,294**	49,614
Prepayments and accrued income	**12,456**	11,030	**12,371**	10,945
Tax recoverable	**86,022**	129,619	**88,626**	131,783
	289,730	231,870	**295,909**	237,251

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21. Creditors: Amounts falling due within one year

	Group 2026 £	Group 2025 £	**Museum 2026 £**	Museum 2025 £
Trade creditors	**267,920**	638,926	**260,424**	633,839
Other taxation and social security	**45,493**	40,803	**44,384**	40,803
Other creditors	**118,177**	89,552	**115,971**	89,552
Accruals and deferred income	**104,338**	234,319	**92,834**	215,747
	535,928	1,003,600	**513,613**	979,941

	Group 2026 £	Group 2025 £
Resources deferred during the year	**1,179**	-

Deferred income relates to income received in advance for a post year end event.

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22. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Unrestricted funds							
Designated funds							
Repair and maintenance	**12,346**	**-**	**-**	**-**	**-**	**-**	**12,346**
Emergency	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**
Collections	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Display maintenance	**10,000**	**-**	**-**	**-**	**(2,800)**	**-**	**7,200**
Computer maintenance	**15,000**	**-**	**-**	**-**	**-**	**-**	**15,000**
Projects	**174,000**	**-**	**(11,100)**	**-**	**(36,411)**	**-**	**126,489**
Heritage buildings maintenance	**22,088**	**-**	**-**	**-**	**-**	**-**	**22,088**
Investment portfolio reserve	**98,928**	**-**	**-**	**-**	**8,927**	**-**	**107,855**
Apprenticeship scheme	**30,000**	**-**	**-**	**-**	**208,000**	**-**	**238,000**
Winding Engine	**71,138**	**-**	**(12,430)**	**-**	**(58,708)**	**-**	**-**
Development	**28,989**	**-**	**(28,989)**	**-**	**-**	**-**	**-**
Master Planning & Capital Projects	**120,313**	**-**	**(50,477)**	**-**	**117,000**	**-**	**186,836**
Garfield Western Foundation Grant	**20,000**	**-**	**(20,000)**	**-**	**-**	**-**	**-**
2024/2025 Operating surplus	**-**	**-**	**(89,513)**	**-**	**94,086**	**-**	**4,573**
Curatorial Reserve	**-**	**-**	**(8,371)**	**-**	**94,400**	**-**	**86,029**

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22. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Inflation Mitigation Reserve	-	-	-	-	**55,740**	-	**55,740**
Fixed asset fund	**7,235,249**	-	**(517,197)**	-	**610,393**	-	**7,328,445**
	7,958,051	-	**(738,077)**	-	**1,090,627**	-	**8,310,601**
General funds							
General	**2,320,468**	**3,692,921**	**(3,465,457)**	**35,552**	**(301,789)**	**171,560**	**2,453,255**
General - trading subsidiary	**37,112**	**268,559**	**(276,437)**	-	-	-	**29,234**
Pension reserve	-	**167,000**	**(22,000)**	-	-	**(145,000)**	-
	2,357,580	**4,128,480**	**(3,763,894)**	**35,552**	**(301,789)**	**26,560**	**2,482,489**
Total Unrestricted funds	**10,315,631**	**4,128,480**	**(4,501,971)**	**35,552**	**788,838**	**26,560**	**10,793,090**

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22. Statement of funds (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Restricted funds							
Apprenticeship scheme	**2,000**	**-**	**-**	**-**	**-**	**-**	**2,000**
Pit Pony Appeal	**-**	**3,442**	**(21,526)**	**-**	**18,084**	**-**	**-**
Miners Memorial Garden	**4,455**	**5,075**	**(1,530)**	**-**	**-**	**-**	**8,000**
WMDC Connecting Culture	**4,793**	**15,000**	**(19,793)**	**-**	**-**	**-**	**-**
DCMS- PBIF (Emergency Winder)	**200,000**	**1,147,000**	**-**	**-**	**(778,102)**	**-**	**568,898**
UKSPF- Small Prosper Fund & Local Grants Programme	**9,700**	**39,847**	**(26,730)**	**-**	**(15,000)**	**-**	**7,817**
The Idlewild Trust- Conservation Grant	**2,850**	**-**	**(2,850)**	**-**	**-**	**-**	**-**
Art Fund Acquisition Grant Sceme	**-**	**3,500**	**-**	**-**	**(3,500)**	**-**	**-**
Arts Council / V&A Purchase Grant Fund	**-**	**4,000**	**-**	**-**	**(4,000)**	**-**	**-**
Sculpting The Community	**-**	**38,072**	**(16,726)**	**-**	**-**	**-**	**21,346**
Art Fund Reimagine Grant	**-**	**45,000**	**-**	**-**	**-**	**-**	**45,000**
Community Energy Fund	**-**	**39,793**	**(41,833)**	**-**	**2,040**	**-**	**-**
AIA Restoration Grant	**-**	**8,360**	**-**	**-**	**(8,360)**	**-**	**-**
John Ellerman Foundation	**-**	**19,640**	**(17,470)**	**-**	**-**	**-**	**2,170**
Esmee Fairburn Grant	**-**	**49,076**	**(14,551)**	**-**	**-**	**-**	**34,525**
NHM FOBP Funding	**-**	**2,100**	**(2,100)**	**-**	**-**	**-**	**-**
WYCA Unlimited Micro Capital Grant	**-**	**9,000**	**-**	**-**	**-**	**-**	**9,000**

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22. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Awards For All	-	19,500	-	-	-	-	19,500
	223,798	1,448,405	(165,109)	-	(788,838)	-	718,256
Total of funds	10,539,429	5,576,885	(4,667,080)	35,552	-	26,560	11,511,346

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22. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds							
Designated funds							
Repair and maintenance	25,000	-	-	-	(12,654)	-	12,346
Emergency	100,000	-	-	-	-	-	100,000
Collections	20,000	-	-	-	-	-	20,000
Display maintenance	10,000	-	-	-	-	-	10,000
Computer maintenance	15,000	-	-	-	-	-	15,000
Projects	200,000	-	(1,000)	-	(25,000)	-	174,000
Heritage buildings maintenance	50,000	-	(3,558)	-	(24,354)	-	22,088
Investment portfolio reserve	95,856	-	-	-	3,072	-	98,928
Apprenticeship scheme	30,000	-	-	-	-	-	30,000
Winding Engine	320,000	-	-	-	(248,862)	-	71,138
Development	100,000	-	(71,011)	-	-	-	28,989
Master Planning & Capital Projects	179,500	-	(59,187)	-	-	-	120,313
Post Code Neighbourhood Trust	38,205	-	(34,042)	-	(4,163)	-	-
Garfield Western Foundation Grant	-	-	-	-	20,000	-	20,000

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22. Statement of funds (continued)

Statement of funds - prior year (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Fixed asset fund	5,934,414	-	(439,327)	-	1,740,162	-	7,235,249
	7,117,975	-	(608,125)	-	1,448,201	-	7,958,051
General funds							
General	2,232,098	3,538,708	(3,476,254)	29,233	(55,686)	52,369	2,320,468
General - trading subsidiary	51,427	381,322	(395,637)	-	-	-	37,112
Pension reserve	-	67,000	(25,000)	-	-	(42,000)	-
	2,283,525	3,987,030	(3,896,891)	29,233	(55,686)	10,369	2,357,580
Total Unrestricted funds	9,401,500	3,987,030	(4,505,016)	29,233	1,392,515	10,369	10,315,631

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22. Statement of funds (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Restricted funds							
Apprenticeship scheme	2,000	-	-	-	-	-	2,000
Pit Pony Appeal	-	4,743	(15,823)	-	11,080	-	-
Miners Memorial Garden	2,240	2,290	(75)	-	-	-	4,455
DCMS Winder Funding: 2023-2025	1,233,595	-	-	-	(1,233,595)	-	-
DCMS- PBIF (Emergency Winder)	-	200,000	-	-	-	-	200,000
DCMS- PBIF (Asbestos Work)	-	70,000	-	-	(70,000)	-	-
WMDC Connecting Cultures	6,172	27,606	(28,985)	-	-	-	4,793
WYCA- Time Tunnel Funding	-	100,000	-	-	(100,000)	-	-
UKSPF- Small Prosper Fund	-	12,300	(2,600)	-	-	-	9,700
UKSPF- Local Grans Programme	-	19,600	(19,600)	-	-	-	-
WYCA- Unesco Festival of Lifelong Learning	-	3,150	(3,150)	-	-	-	-
Awards For All	-	2,850	-	-	-	-	2,850
	1,244,007	442,539	(70,233)	-	(1,392,515)	-	223,798

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22. Statement of funds (continued)

Total of funds	10,645,507	4,429,569	(4,575,249)	29,233	-	10,369	10,539,429

DESIGNATED

As at 31st March 2026, there are 17 designated reserves where the Trustees have set aside unrestricted funds to be used for particular objectives or projects. For those with material balances, the purposes are set out below:

Fixed Asset Fund
This fund represents the book value of all completed tangible fixed assets and heritage assets. This fund was established to capture the large element of the group's overall funds that are represented by fixed assets.

Note – funded capital assets where work is on-going remain in their own restricted fund until the project is complete.

Masterplan and Capital Projects
This fund recognises the need to resource the implementation of the Masterplan and to transition from the planning to the delivery phase of the Masterplan. The fund was initially created to resource a Project Manager for two years (commencing 2024/25) and to fund steps to ensure the Masterplan is ready for submission for applications for funding. Having reviewed progress to date and the pivotal nature of the Project Manager role in relation to securing external funding, co-ordinating capital works and progressing the revised Masterplan vision and approach to procurement, further reserves have been designated to extend the Project Manager role, net of any external funding, for a further two years.

Emergency
By the nature of its purpose it is not possible to predict future demands on the emergency fund. It was set up to deal with any unforeseen emergency which might threaten the survival of the Museum, for example problems with the buildings, underground, site or short term financial difficulties.

Winding Engine
The project to replace the winding engine has been completed, with funding from the Department of Culture, Media and Sport and the Museum's reserves. The balance of the designated contingency fund has been returned to general reserves.

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Development
This fund was created in order to build capacity and resilience within the organisation, following the appointment of the new CEO in 2023. Commitments outstanding at the end of the 2024/25 financial year have been fulfilled and the fund has been fully utilised.

Projects
The Museum operates with core funding from a revenue grant and traditionally, for capital works, savings must be made from the revenue budget and/or external funding has to be sought. This fund is intended to provide matched funding for external grants and to provide short term solutions as required. As such, funds were allocated in 2024/25 and commitments have been made against these allocations in 2025/26.

Heritage Buildings Maintenance
This fund is intended to cover non routine costs that may arise specifically in relation to the historic external built infrastructure on site. No expenditure has been incurred in the year.

Investment Portfolio Reserve
The investment portfolio reserve was established to ensure funds are available when required to meet reductions in market valuation when markets are trending downwards. There is a transfer each year to ensure that the investment portfolio reserve represents 5% of the market value of the investment portfolio.

Garfield Western Foundation Grant
The Garfield Western Foundation made an unrestricted grant to the Museum in 2024/25, which the Board approved to carry forward to meet identified core costs in the 2025/26 financial year. Expenditure has been incurred in year and the fund has been fully utilised.

2024/25 Operating Surplus:
The Board approved for the 2024/25 operating surplus to be allocated to cover previously unanticipated costs in 2025/26 acknowledging the need to mitigate potential reduction in visitors due to the Industrial Action by some members of the Museum team. A small balance remains unspent.

Curatorial Reserve:
The Board approved the creation of this fund in order to address the relocation of the art store and improvements to the temporary exhibition space in order to achieve Government Indemnity insurance standards. Works are ongoing and the balance unspent is carried forward into 2026/27.

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Inflation Mitigation Reserve
Following notification that the annual revenue grant for 2026/27 would not attract any inflationary uplift a non recurrent addition was made to the 2025/26 grant. The Board approved the creation of this fund, to the value of the non recurrent additional grant, to be used to mitigate inflationary pressures in the 2026/27 financial year.

Apprenticeship Scheme:
The Board approved an addition to this fund in order to cover the costs of the salaries of the existing four Apprentices for the coming two financial years, while plans for succession are implemented and requirements are refined.

RESTRICTED

DCMS – PBIF
Funding has been secured to meet supplementary costs associated with the replacement winding engine and to complete a range of critical building infrastructure works, critical safety & security upgrades and provide storage for our large industrial heritage collection with protection from the elements, together with restoration of the gantry conveyor. Works are ongoing and the balance unspent is carried forward into 2026/27.

Grant: Sculpting the Community
Arts Council England have provided funding for a project for work with schools and community groups to explore and develop creative responses to Betty Miller's Sculpture 'My Village' to be displayed in a new exhibition opening in 2026. The unspent balance is carried forward into 2026/27.

Grant: Art Fund Reimagine
Funding has been secured for the engagement of a freelance curator to create an engaging gallery space for our large industrial heritage collection in the Powerhouse. The project to be completed in the 2026/27 financial year.

Grant: Esmee Fairbairn
Funding secured for a two year wellbeing and inclusion project linked to mining communities. Funding unspent as at 31.3.2026 to be carried forward to 2026/27.

Grant: Awards for All
Funding secured from the Community Lottery Fund for a project over two financial years to make improvements to the nature trail. Funding unspent as at 31st March 2026 to be carried forward to 2026/27.

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Other Funds
A number of other smaller projects have been undertaken following receipt of specific restricted funds. Each fund is accounted for separately and any balance as at 31st March 2026 carried forward against planned expenditure in the 2026/27 financial year.

TRANSFERS
There is a transfer each year to ensure that the investment portfolio reserve represents 5% of the market value of the investment portfolio.

Transfers also represent movement to designated funds as detailed above.

23. Summary of funds

Summary of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Designated funds	**7,958,051**	**-**	**(738,077)**	**-**	**1,090,627**	**-**	**8,310,601**
General funds	**2,357,580**	**4,128,480**	**(3,763,894)**	**35,552**	**(301,789)**	**26,560**	**2,482,489**
Restricted funds	**223,798**	**1,448,405**	**(165,109)**	**-**	**(788,838)**	**-**	**718,256**
	10,539,429	**5,576,885**	**(4,667,080)**	**35,552**	**-**	**26,560**	**11,511,346**

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23. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Designated funds	7,117,975	-	(608,125)	-	1,448,201	-	7,958,051
General funds	2,283,525	3,987,030	(3,896,891)	29,233	(55,686)	10,369	2,357,580
Restricted funds	1,244,007	442,539	(70,233)	-	(1,392,515)	-	223,798
	10,645,507	4,429,569	(4,575,249)	29,233	-	10,369	10,539,429

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24. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	3,410,679	53,428	**3,464,107**
Fixed asset investments	2,157,115	-	**2,157,115**
Heritage assets	3,917,765	-	**3,917,765**
Current assets	1,843,459	664,828	**2,508,287**
Creditors due within one year	(535,928)	-	**(535,928)**
Total	10,793,090	718,256	**11,511,346**

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	3,330,568	86,417	3,416,985
Fixed asset investments	1,978,581	-	1,978,581
Heritage assets	3,904,683	-	3,904,683
Current assets	2,105,399	137,381	2,242,780
Creditors due within one year	(1,003,600)	-	(1,003,600)
Total	10,315,631	223,798	10,539,429

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25. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2026 £	Group 2025 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	**1,116,917**	(64,078)
Adjustments for:		
Depreciation charges	**517,198**	439,327
(Gains) on investments	**(171,560)**	(52,369)
Dividends, interests and rents from investments	**(51,730)**	(90,684)
Decrease/(increase) in stocks	**4,493**	(21,767)
(Increase) in debtors	**(57,860)**	(90,323)
(Decrease)/increase in creditors	**(467,672)**	87,903
Pension scheme adjustments	**(145,000)**	(42,000)
Net cash provided by operating activities	**744,786**	166,009

26. Analysis of cash and cash equivalents

	Group 2026 £	Group 2025 £
Cash in hand	**2,176,565**	1,964,425
Total cash and cash equivalents	**2,176,565**	1,964,425

27. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	**1,964,425**	**212,140**	**2,176,565**
	1,964,425	**212,140**	**2,176,565**

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28. Capital commitments

	Group 2026 £	Group 2025 £	**Museum 2026 £**	Museum 2025 £
Contracted for but not provided in these financial statements				
DMCS-PBIF (Cerberus Winder Communications System)	**179,017**	-	**179,017**	-
DCMS- PBIF (Emergency Winder Project)	**-**	86,417	**-**	86,417
	179,017	86,417	**179,017**	86,417

29. Pension commitments

The group operated two defined contribution schemes during the year. The employer pension costs represents contributions payable by the group to the funds and amounted to £64,462 (2025: £61,913). Employer and employee contributions totalling £8,880 (2025: £8,878) were payable to the funds at the balance sheet date and are included in creditors.

The group participates in the Local Government Pension Scheme (LGPS). It is a defined benefit scheme and the assets of the scheme are held in a separate trustee administered fund which is subject to actuarial valuation. The scheme closed to new entrants during 2018/19. The pension scheme is funded by the payment of contributions.

The most recent comprehensive actuarial valuation of pension scheme assets and the present value of the defined benefit obligation were carried out at 31 March 2025.

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	At 31 March 2026 %	At 31 March 2025 %
Discount rate	**6.10**	5.80
CPI inflation	**2.80**	2.50
Salary increases	**4.05**	3.75
Pension increases	**2.80**	2.50
Pension accounts revaluation rate	**2.80**	2.50

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29. Pension commitments (continued)

	At 31 March 2026 Years	At 31 March 2025 Years
Mortality rates (in years)		
- for a male aged 65 now	**21.9**	20.9
- at 65 for a male aged 45 now	**22.0**	21.8
- for a female aged 65 now	**24.8**	24.1
- at 65 for a female aged 45 now	**25.1**	24.8

Sensitivity analysis

	At 31 March 2026 £	At 31 March 2025 £
Discount rate +0.1%	**115,000**	127,000
Discount rate -0.1%	**(115,000)**	(127,000)
Mortality assumption - 1 year increase	**211,000**	199,000
Mortality assumption - 1 year decrease	**(211,000)**	(199,000)
CPI rate +0.1%	**-**	(9,000)
CPI rate -0.1%	**-**	9,000

The Group's share of the assets in the scheme was:

	At 31 March 2026 £	At 31 March 2025 £
Equities	**9,984,000**	9,411,000
Debt Instruments	**1,968,000**	1,543,000
Property	**456,000**	332,000
Cash and other liquid assets	**352,000**	309,000
Other	**274,000**	273,000
Total fair value of assets	**13,034,000**	11,868,000

The actual return on scheme assets was £1,563,000 (2025 - £501,000).

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29. Pension commitments (continued)

The amounts recognised in the consolidated statement of financial activities are as follows:

	2026	2025
	£	£
Current service cost	**(97,000)**	(175,000)
Interest income	**677,000**	556,000
Interest cost	**(510,000)**	(489,000)
Actuarial (losses)/gains	**(145,000)**	(42,000)
Total amount recognised in the Consolidated statement of financial activities	**(75,000)**	(150,000)

Movements in the present value of the defined benefit obligation were as follows:

	2026
	£
Opening defined benefit obligation	**9,042,000**
Current and past service cost	**118,000**
Interest cost	**510,000**
Contributions by scheme participants	**30,000**
Actuarial losses recognised	**1,031,000**
Benefits paid	**(523,000)**
Actuarial gains not recognised in year	**(619,000)**
Closing defined benefit obligation	**9,589,000**

Movements in the fair value of the Group's share of scheme assets were as follows:

	2026
	£
Opening fair value of scheme assets	**11,868,000**
Expected return on assets	**677,000**
Actuarial gains	**886,000**
Contributions by employer	**96,000**
Contributions by scheme participants	**30,000**
Benefits paid	**(523,000)**
Closing fair value of scheme assets	**13,034,000**

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	2026	2025
	£	£
Defined benefit obligation	**9,589,000**	9,042,000
Fair value of scheme assets	**(13,034,000)**	(11,868,000)
Surplus not recognised in balance sheet	**3,445,000**	2,826,000
	-	-

The net pension surplus of £3,445,000 at 31 March 2026, assessed in accordance with FRS 102, is not recognised in the balance sheet as any possible recovery by reduced contributions in the future or refunds is uncertain in amount and timing.

30. Related party transactions

The charitable company owns 100% of its subsidiary National Coal Mining Museum Trading Limited. During the year, expenditure was recharged of £26,707 to the subsidiary company (2025: £33,288) for wages, and £33,131 (2025: £44,175) for rent. At the year end amounts totalling £6,626 (2025: £8,613) are owed to the parent charitable company by the trading subsidiary.

Cllr D Jeffery was a Trustee and the Vice Chair of the Board of Trustees (resigned 8 November 2024) and was also the Leader of Wakefield Metropolitan District Council (WMDC). During the prior year, the Museum received income of £27,606 from WMDC in relation to a Connecting Cultures grant incorporating various projects, as well as income of £3,150 from WMDC in relation to Wakefield's Festival of Learning (UNESCO) which took place in March 2025.

The museum received income from UKSPF Wakefield Local Grants Programme totalling £19,600 in the prior year.

Cllr D Jeffery was also a member of West Yorkshire Combined Authority (WYCA). During the prior year, the museum received income of £100,000 in relation to capital funding for the new Time Tunnel exhibit.

Expenditure of £28,155 was incurred with WMDC. These amounts were for services provided by the Council, such as site security, refuse collection and premises licencing.

Wakefield MDC also pays money over to the Museum on behalf of many local schools who visit the Museum for school trips.

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