



Chester  
Beatty

**Annual Report and  
Financial Statements**

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2022



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▲ Cover Image:  
Youth in gold trousers, by Reza 'Abbāsī  
(d. 1635), Per 260.2

Iskandar marries Roshanak, from the Book of Kings (Shāhnāma) by Firdausī, Per 270.66r

# Trustees' Report



# Chair and Director's Introduction

Faridun crosses the Tigris on his way to fight Zakhak, from the Book of Kings (Shāhnāma) by Firdausi, Per 277.14



The Chester Beatty is Ireland's leading museum of world cultures, caring for and sharing an extraordinary collection of manuscripts, rare books, miniature paintings and other decorative objects that are of world importance.

The collection originally formed the private library of Sir Alfred Chester Beatty (1875–1968); following his death the collection was left to the care of a trust, for the benefit and enjoyment of the public, and supported by the State in the form of an annual grant.

As the country emerged from the restrictions imposed by the pandemic, the public showed a growing interest in the collections and reaffirmed Chester Beatty's position as a key tourism attraction. By the end of 2022, we had welcomed almost 435,000 domestic and international visitors through the doors – a record number – while a further 647,000 visited our website.

We continued to provide the public with exciting opportunities to engage with the collections. The exhibition *Meeting in Isfahan: Vision and Exchange in Safavid Iran*, postponed in 2021, opened in February and shone a spotlight on the museum's internationally celebrated Persian collections. Later in the year, the focus shifted to the museum's renowned collection of biblical papyrus with the exhibition *First Fragments: Biblical Papyrus from Roman Egypt*. Our public programme drew

upon the themes of these displays and offered audiences the chance to engage in-person or online in the many and varied activities for all ages – and these are outlined in the following pages.

Meanwhile, plans progressed to prepare the museum for a major capital development project: when the Trustees moved the collection from Shrewsbury Road, a quiet and leafy suburb, to the grounds of Dublin Castle, a major tourism hub, they could not have anticipated the rapid growth in visitors that the museum would be required to accommodate within just 20 years. While we strive to ensure that every visitor leaves us having had a positive experience, we are conscious that the building and its facilities – the galleries, rest areas, Gift Shop and Café – are increasingly under pressure to provide the level and standard of visit that our public and the collection deserves. The need to upgrade and expand is, therefore, very much driven by our dual responsibilities, to the collections, and to our audience.

In advancing our strategic goals, we are deeply appreciative of the support of our colleagues in the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (DTCAGSM), and of the Office of Public Works (OPW). Above all, we wish to express our sincere thanks to all of the Trustees and our colleagues here in the Chester Beatty: together, we are committed to ensuring that the museum is ever more relevant to our many audiences, nationally and internationally, onsite and online.

*Catherine Day*

Dr Catherine Day  
Chair

*Fionnuala Croke*

Ms Fionnuala Croke  
Director/CEO

# Mission

To care for, research, share and promote the Chester Beatty collections fostering understanding, engagement and curiosity

# Vision

Connecting collections, cultures and communities

# Values

## Creative

With the Chester Beatty's world-class collections, we inspire joy and learning through our displays, public programmes and wider engagement with our audiences.

## Transparent

The Chester Beatty embraces a culture of openness; we value evidence and knowledge which empowers us to make informed decisions and choices, and guides our communications with our audiences and stakeholders.

## Collaborative

Working in partnership with communities, government, scholars, public and private sector, the Chester Beatty's networks extend across the world, bringing benefits to the museum and all our stakeholders.



▲ Bealtaine Festival workshop

# Strategic Priorities 2021–2024

The Chester Beatty launched its new four-year Strategy in 2021, which will see the museum through a welcome phase of growth and change, as it prepares for a capital development.

Following consultations with staff, trustees and wider stakeholders, our strategic priorities focus on our audience and the future sustainability of the museum.

## Our four inter-connected strategic priorities are:

1. We will transform our spaces and experiences as we progress our capital development plan. It is anticipated that the lead-in and commencement of this work will take place during the lifetime of this strategic plan.
2. We will expand our audiences, both onsite and online by seeking to better understand our visitors and their needs, to guide our engagement with them.
3. We will foster diversity and inclusion, not only through programming and exhibitions, but throughout the organisation and by working with partners.
4. We will secure the future of the collections, ensuring that research, conservation, documentation and digitisation continue to be central to our activities.

# Transforming our Spaces and Experiences

Chester Beatty and the Dubh Linn Gardens

## Progress towards capital development

The role of the Chester Beatty in Ireland's cultural landscape is unique. As Ireland's national cultural institution focussing on global heritage, we are committed to working with the collections to foster intercultural dialogue and understanding. The museum's success since it moved to the current site within the grounds of Dublin Castle over 20 years ago may be judged by the profile and numbers of visitors it welcomes every year, their online reviews following their visits, and the wider engagement with the international museum and academic community. The collections are regarded as of world importance and how we care for and display them reflects how Irish society regards and respects world cultures. It is imperative, therefore, that the exhibition galleries, and our ability to interpret the collections is on a par with similar international galleries. The planned development would add significantly to the cultural vibrancy of the nation's capital and further enhance the appeal of the museum to both domestic and international visitors.

While the galleries and public areas are less than 30 years old, they were not designed to accommodate the number of visitors the museum welcomes every year. The continuing rise in visitor numbers – they reached their highest number ever in 2022 – is therefore driving the need for improvement and expansion.

A key objective of the development will be the provision of a large special temporary exhibition gallery which can host significant Islamic and Asian, as well as Western, themed displays: while the museum lends to major international exhibitions, it does not currently have the space to partner with other major collections in staging such exhibitions. With visitor numbers for a three-month temporary exhibition averaging above 100,000 visitors, there is clearly a strong appetite for diverse exhibitions. Staging significant international exhibitions also provides opportunities to increase earned income.

Funding for the capital project is available through the Government's Project Ireland 2040 through the support of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media's Plan 'Investment in our Culture, Language and Heritage'. The Chester Beatty's Preliminary Business Case is awaiting ministerial approval to proceed to the next stage. Pending this decision, however, the museum sought to progress plans internally, and various projects were carried out during the year that would assist in the short term, but would also inform plans for the future development work. As well as work on the collections, this included a Family Friendly Audit carried out by Kids in Museums (February 2022); and an Access Audit was carried out by Access Matters UK which covered physical, sensory and cognitive access at every stage of a visit (July 2022).



# Expanding our Audiences

## 2022 saw the removal of pandemic restrictions across Ireland and much of the rest of the world.

With this change the museum was excited to open its doors to a renewed public programme of events, talks and activities. Throughout this period the museum also continued to engage with its online audiences providing online, hybrid online and in-person events throughout the year – with participation from more than 143 countries.

The museum's programme of international engagement – through peer networks, research collaborations, and international loans – was restricted in many ways during the pandemic, and was able to pick up pace during the year. This work is described below – and across all the strategic priorities.

## Collections Access and Public Programming

The Chester Beatty delivers access to the collections for our visitors through the displays in the exhibition galleries and through its creative public programme of events: this includes lectures, talks, arts and crafts, workshops, health and wellbeing sessions, film screenings and musical performances. The programme is inspired by the collection, external collaborations, and worldwide cultural events, creating ever-evolving ways of learning and participation.

## Exhibitions

Specially curated temporary exhibitions maximise visitor engagement with the collection. As the museum continued with a series of special exhibitions drawn from the permanent collections, this has enabled the Chester Beatty to significantly increase the number and variety of objects from the collections available for our visitors to enjoy.

## Meeting in Isfahan:

### Vision and Exchange in Safavid Iran (4 February–28 August 2022)

In 1598 the city of Isfahan became the new capital of Iran, signalling a vibrant transformation of political, spiritual and cultural life under the Safavid dynasty. Wealthy, successful and ostentatious, Safavid Isfahan was a hub for dazzling urbanity throughout the seventeenth and early eighteenth centuries. New vistas opened up as a modern urban layout was drawn across this ancient city, and European merchant travellers published breathless accounts of their experiences.

Bringing together the internationally celebrated collections of the Chester Beatty with loans from the National Museum of Ireland, *Meeting in Isfahan* explored this cosmopolitan urban centre of trade, ideas and visual culture.

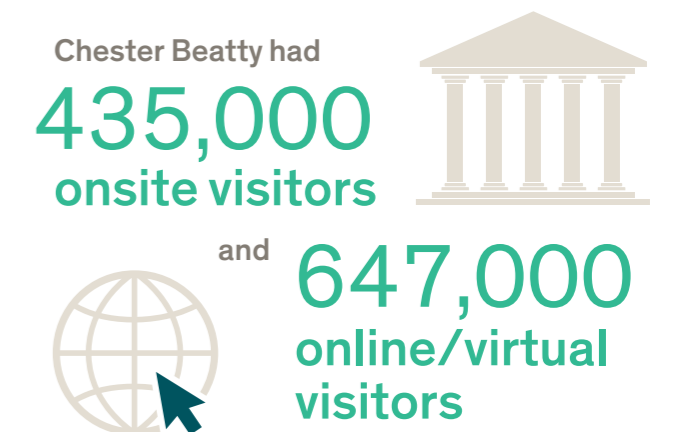
The exhibition addressed the spiritual, economic and cultural transformations in Safavid Iran (1501–1722), and featured 64 works from across the Chester Beatty collections and seven loans from the National Museum of Ireland. A catalogue was published to accompany the exhibition, and a six-month programme of public lectures called *Coming to Isfahan*, featuring many international speakers, complemented the display. In addition, there were tours, performances and creative activities.

The exhibition attracted 128,000 visitors onsite: in addition, there were approximately 31,000 online visitors to its webpage and virtual 3D walkthrough of the exhibition gallery, which is still available to be viewed at

<https://chesterbeatty.ie/exhibitions/meeting-in-isfahan/>



▲ Kneeling figure offering wine, signed Reza 'Abbasi, Isfahan, Iran, c. 1630, CBL Per 260.3





▲ [First Fragments exhibition preparation](#)



▲ [Account of the deeds of Zōga Shōnin from Tōnomine, Yamato province \(Washū Tōnomine Zōga Shōnin gyōgōki emaki\), J 1130.2](#)

## First Fragments:

### Biblical Papyrus from Roman Egypt (28 October 2022–3 September 2023)

The surviving remains of early biblical papyrus books are amazing artefacts of the past. The temporary exhibition *First Fragments: Biblical Papyrus from Roman Egypt* focuses on the internationally important collection of manuscripts known as the Chester Beatty Biblical Papyri. Dating from the 2<sup>nd</sup> to 4<sup>th</sup> centuries AD, these ancient pages reveal a world of book production and early Christian scholarship in Roman Egypt.

These papyrus fragments have much to tell us about the material histories of writing and bookbinding, textual histories of translation and transmission, and later object histories of ownership, publication and display. The exhibition explores their fragmented histories through the lens of scribes and bookbinders, authors and readers, scholars and collectors throughout the centuries. It also offers a glimpse into the past through the histories of these ancient books.

Featuring some eighty objects from Roman Egypt, this exhibition includes pages from some of the earliest surviving biblical papyrus books alongside early Coptic bindings, ostraca (pieces of pottery used for writing), related papyrus fragments, illuminated Coptic manuscript pages and loans from the National Museum of Ireland.

A beautifully illustrated catalogue was published to accompany the exhibition and the exhibition is supported by a lecture programme, *Out of Egypt*, featuring local, national and international speakers, as well as tours, performances and creative activities.

## A Monk's Tale:

### The Deeds of Zōga Shōnin (1 March–20 November 2022)

This in-focus display in the *Arts of the Book* gallery celebrated the completion of a three-year programme of conservation of the pair of Japanese handscrolls, *Deeds of Zōga Shōnin* (CBL J 1130.1-2). These early eighteenth-century scrolls are one of only two known sets of handscroll depictions of this subject. The scrolls' conservation was undertaken at Restorient Studio, Leiden, through the generous support of Japan's Sumitomo Foundation.





▲ [Storytelling with Zahra Afsah](#)



▲ [Silkworm Family workshop](#)

◀ [Bealtaine Festival workshop](#)

## Rotating the Collections on Display

In February 2022 the bi-annual rotation of collections in the *Sacred Traditions* gallery was completed. This rotation takes place to ensure the preservation of the collections from damage through light, but also allows the Chester Beatty to present a new selection of objects from the collection to the public.

## Events

Twenty-two civic festivals were celebrated throughout the year. In addition to celebrating the main national holidays, highlights included Chinese New Year in partnership with the Dublin Lunar Festival (January); *Outing the Past* (March–April), International Women’s Day, St Patrick’s Day and the National Day of Remembrance and Reflection in March; Bealtaine and International Museums Day in May; Pride, Criunniú na nÓg and Bloomsday in June; National Heritage Week in August; Culture Night in September; Dublin Festival of History and Open House in October; and the Dublin Arabic Film Festival in November.

Over 200 online and onsite activities took place during 2022 including tours, workshops, drop-in activity sessions, yoga classes, talks, film screenings, storytelling events, cookery demonstrations and musical performances. Public interest in online activities remained high, especially for talks and the decision was taken to retain a hybrid format for both the *Coming to Isfahan* and *Out of Egypt* lecture series.

Participation in public tours grew exponentially with just over 500 individual tours and nearly 9,000 participants during 2022.

## Annual Lecture

Each February, to mark Chester Beatty's birthday, the museum hosts an annual lecture, inviting a scholar to speak on a topic related to their research with a connection to the Chester Beatty Collections. In 2022, the lecture titled: *Faces and Facades: Walking the City of Isfahan* was presented online on 3 February by Dr Susan Babaie, Professor in the Arts of Iran and Islam at the Courtauld Institute of Art, in London. The event was attended by 969 audience members.

## Talk and Walk with Dublin City Council Culture Company

The partnership with Dublin City Council Culture Company (DCCC) continued with a monthly tour programme which moved from online, earlier in the year, to onsite as restrictions lifted. The subject matters of the tours were aligned with the Chester Beatty Collections and included *Istanbul in the Ottoman Age*, *Medieval Christianity in the Chester Beatty* and *Exploring Islamic Art: Strong Words and Grand Designs*.

## Health and Wellbeing at the Chester Beatty

The Chester Beatty delivers a range of Health and Wellbeing programmes for a range of audiences. During 2022, the Dementia-friendly programme called *Conversations on Art* was re-introduced alongside a new activity called *Slow Art Tour and Meditation*. On 21 June, International Yoga Day was celebrated and a four-week yoga course took place during the month. Qigong on the Rooftop Garden continued throughout the year with participants enjoying a traditional Chinese form of meditation that co-ordinates slow flowing movement, deep rhythmic breathing, and a calm state of mind.

The Teen Wellbeing programme continued with workshops covering *Art and Mindfulness*, *Visual Journaling with Mixed Media for Wellbeing*, and *Art and Wellbeing*. This programme was supported by funding from the City of Dublin Youth Service Board, who also presented the Chester Beatty with an award for the Creative Lab for Teens programme in recognition of its contribution to the lives of young people in Dublin. This is the second time the museum has received the award for this programme.

On 30 November, the Chester Beatty facilitated *Creativity, Culture and Brain Health: Panel Discussion* which explored the role cultural institutions and creative organisations have to play in the health and wellbeing of their visitors, as well as in inspiring creativity. It is recognised that this focus is particularly important as we enter a period of recovery from the COVID-19 pandemic. Over a number of years, the Chester Beatty has fostered links with its local and international partners through a number of EU-funded projects exploring how museums can be creative spaces and inspire critical thinking and collaboration: and the panel speakers for this event were from the Chester Beatty, Global Brain Health Institute, Festival of Curiosity, and Heritec UK. This event was part of the EU-funded Erasmus+ 4Cs Project.



▲  
Qigong on the Rooftop Garden

Participants  
from  
**143**  
countries

joined our public programme events  
(ONSITE, ONLINE & HYBRID)

## Music @ the Museum

To support the regeneration of the late-night economy in Dublin, the Chester Beatty embarked on a series of monthly evening musical performances from July to December 2022. Launching the programme was *Samadharsana*, a local band who explore the sympathies between Irish traditional and North Indian classical music drawing upon classical Hindustani raga presentation and the modal melodic cycles of reels, jigs, hornpipes, and slow airs. Other artists included storyteller Zahra Afsah, the Edel Meade Jazz Trio, Farah Elle, Navá and Cantóiri, a Dublin choir with an international membership. The musical events attracted new, younger audiences to the Chester Beatty and proved a great success. The Chester Beatty is grateful to the DTCAGSM for funding to support this programme under the Night-Time Economy Support Scheme.



▲ Samadharsana perform in the Chester Beatty

## Supporting Schools and Teachers

The Chester Beatty continues to develop its connections with the primary and post-primary educator sector. In February 2022, five Educate Together Schools and two National Schools participated in a number of online pilot sessions using object-based learning (OBL).

Looking at Utamaro's *Picture book of selected insects* and the Ruzbihan Qur'an, a series of four videos – called Treasure Explorers – was launched, in collaboration with the Curiosity Studio (Festival of Curiosity). These are available on the website schools' page: <https://chesterbeatty.ie/learning/schools-page/treasure-explorers/> aimed at teachers and students in the Junior Cycle level. Niamh Shaw, science communicator and presenter on RTÉ's Home School Hub, hosted all four interviews.

In August 2022, the Chester Beatty appointed a new Education Officer whose focus is to develop connections with schools and communities to strengthen existing and develop new audiences. A workshop for teachers and educators was held in November entitled *Creativity, Culture and Brain Health* which explored the Recovery Curriculum, and how cultural institutions and creative organisations can support teachers and students. Participants explored the Chester Beatty galleries to learn how to use them as a tool for reflective practice, creativity and wellbeing. This event was part of the Erasmus+ 4Cs Project.

## Digital Engagement

As mentioned above, as the museum exited the pandemic period, the decision was made to continue to offer online and hybrid events across the public programme, ensuring the high levels of engagement with our new global audience.

## 3D Virtual Tours

The museum continued to develop the virtual 3D walkthroughs of the museum's galleries and exhibitions. These 3D tours provide an opportunity for a virtual visitor to walk through the museum and approximate the experience of a physical visit. They also offer a dynamic archival recording of the temporary exhibitions, providing a rich record of the overall display and the context for each of the objects displayed. This virtual resource continues to be popular with more than 33,000 virtual visits to date. Of particular interest are the temporary exhibitions: and the *Meeting in Isfahan* exhibition saw more than 2,400 visitors to its online 3D walkthrough.

## 3D Technology

The museum expanded its suite of 3D imaging technology in 2022 with the addition of a 3D scanner to support the imaging of specific collections objects. This new technology will debut in 2023 and will provide 3D models to compliment the 2D collections photography published in the Chester Beatty Online Collections.

## Digitisation of the Collection

As restrictions were lifted, the museum was able to fully restart its ongoing collections digitisation project. This period saw an additional 617 objects digitised, of which 326 were published for open access online, with the rest to follow in 2023. This important work allows students, scholars, and the general public open online access to approximately 20% of the museum collections through the Chester Beatty Online Collections found at (<https://viewer.cbl.ie/viewer/index/>).

**15,937**  
collection images  
added to website

## Chester Beatty Guide Mobile Application

In 2022 the Chester Beatty App Guide received a significant update supporting additional audio tour content. In tandem with this update, the associated Beacons Bluetooth technology in the galleries was upgraded to help provide a better user experience when navigating the museum while using the mobile app.

## Social Media Engagement

Social media audiences and engagement grew again in 2022, with over 51,000 fans and followers across Facebook, Twitter and Instagram by year end. Posts through the year reached over 2.8 million users and achieved 5.2 million impressions. There were 20,352 views on Chester Beatty's YouTube channel, which equated to 912 hours of watch time.

An external review of all social media activity was undertaken in 2022, which provided useful recommendations to improve and enhance our strategy and actions in this area.

## Website

The museum website remains the primary information portal into the museum, supporting visitors with information about the museum, its founder Chester Beatty, and the wealth of events, exhibitions, and activities available throughout the year. In late 2022 work commenced on the website to increase the provision of Irish Language on the site. Beginning in 2023 the website's *What's On* events guide information will be available in both English and Irish.

Website traffic remained strong in 2022 despite an overall reduction in online activities, as the pandemic restrictions were lifted. There were 647,161 visitors to the Chester Beatty website and 63,874 visitors to the Chester Beatty Online Collections.

# Fostering Diversity and Inclusion



22 NATIONAL AND INTERNATIONAL  
festivals celebrated

The Chester Beatty celebrates diversity and encourages interest in peoples and their cultural heritage, building empathy, respect and tolerance. Critical to our ability to meet the needs of and engage with our diverse audiences is collaborative working with community, national and international partners.

To demonstrate our commitment to diversity and inclusion we also continually review our recruitment practices for Board members and staff, providing training and development opportunities and monitoring workforce diversity.

The Chester Beatty is also subject to a statutory Public Sector Equality and Human Rights Duty set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014, which requires public bodies, in the performance of their functions, to have regard to the need to eliminate discrimination, promote equality and protect human rights of staff and people availing of their services.

## Supporting Equality, Diversity and Inclusion

Several civic festivals supporting Equality, Diversity and Inclusion were marked including Outing the Past (March-April), International Women's Day (March), Bealtaine (May) and Pride (June). This included on 6 April a special online lecture by Professor Kathryn Babayan (University of Michigan). In her lecture, Prof. Babayan explored the eros of female friendship in seventeenth-century Isfahan through the extraordinary self-narrative of one of its residents: an unnamed widow. And, a hybrid lecture by Dr Brooke Palmieri, independent historian, writer and printmaker took place on the 2 June called *The Queer Picaresque: Pain, Pleasure, and Panic at the Darlys' Print Shop*.

## Understanding the needs of our audiences

In February 2022, the Chester Beatty commissioned a Family Friendly Audit by the organisation *Kids in Museums*. This will enable the museum to improve how we cater for younger and family audiences. In July 2022, an Access Audit was carried out by Access Matters UK which covered physical, sensory and cognitive access in areas such as pre-visit information, arrival and welcome, museum facilities, circulation around the building, gallery and collections interpretation. Consultation with local people with access requirements was an integral part of the Access Audit process. A focus group was facilitated by the access consultant at the museum on 15 July 2022 with local people from the Dublin 15 Disability Peer Support Group.

## Making an Impact, Listening to our Audiences

In 2022, evaluation of the temporary exhibitions commenced using the 'Inspiring Learning for All' framework which assesses generic learning and social outcomes for users. The report for *Meeting in Isfahan: Vision and Exchange in Safavid Iran* will be available in March 2023. Evaluation of *First Fragments: Biblical Papyrus from Roman Egypt* is ongoing.

Aside from exhibitions, the Chester Beatty seeks audience feedback for both online and onsite events including Music @ the Museum. This information informs us of the impact of events on our visitors and helps the museum forward plan.

## Chester Beatty Volunteers

The Chester Beatty is immensely appreciative of the volunteers who dedicate their time and energy to enriching the museum's offerings, in supporting the daily activities in the Gift Shop and leading tours – both scheduled and ad hoc – through the galleries.

They, like staff, completed training, including on the new temporary exhibitions and on Child Protection, which comprised a series of six workshops in February, April and October. In addition, there were an additional six Volunteer Coffee sessions that allowed for general catch-up and socialisation. Volunteers contributed 391 hours to the Chester Beatty and our public engagement activities during 2022.

## Collaborating with Community and National Partners

The Chester Beatty continued to collaborate with a wide range of Community and National Partners. In March 2022, the museum's Head of Education, who is co-head of the Irish Anna Lindh Foundation – co-hosted the first meeting of the Foundation in the Chester Beatty. The Anna Lindh Foundation is an international organisation working from the Mediterranean to promote intercultural and civil society dialogue in the face of growing mistrust and polarisation. Ireland's Network currently comprises 60 member organisations.

As outlined above, ongoing partnerships with the Dublin City Council Culture Company (DCCCC) and City of Dublin Youth Service Board exist and deliver positive activities for a range of visitors to the Chester Beatty.

The Chester Beatty facilitated Dublin City Interfaith Forum holding its Board meetings at the museum during 2022.

Relationships with third-level education institutions grew during 2022 with 16 collections-based seminars delivered to 212 students from Trinity College Dublin, University College Dublin and University College Cork.



▲ Fionnuala Croke, Director and designer Ally Nolan with her Expo 2022 exhibit 'Solas'

## Collaborating with International Partners

### Expo 2022 Dubai

The Chester Beatty collaborated with Irish designer Ally Nolan to create a bespoke piece for display (7–11 March) in the Ireland pavilion at Expo 2022 Dubai. The designer's dress was inspired by the Chester Beatty Collections, with a specific focus on Islamic patterns combined with Irish motifs – as a 'nod' to Ireland's rich history of manuscript making and the creative connections Ireland shares with other cultures. In tandem with this display, the Chester Beatty's Head of Education, and Ms Nolan, facilitated a number of workshops using embroidery and laser cut pendants inspired by the collections.

The Chester Beatty co-hosted an onsite evening event with the Ireland China Institute on 17 November. The Director presented a talk titled *Chester Beatty: A Global Collection in the Heart of Dublin*. The Curator of East Asian Collections followed with a talk on 'Chinese Art at the Chester Beatty'. The evening concluded with a networking reception held in the Atrium.



▲ Creative Schools Teacher Training

## The Creative School Project

The final partner meeting of the Creative School project was held in Bordeaux (11–12 July). The project's goals were to use the creative and innovative methods and tools developed throughout earlier Creative and Making Museum projects and apply them to develop learning modules for children and school teachers. As part of the outputs of the project, on 26 July, the Chester Beatty organised an onsite tour and workshop in the Chester Beatty for art teachers from Slovakia and Finland with artist Roxana Manouchehri. Teachers were introduced to the Creative School project including the most recent report *Recommendations, The Creative School project*:

<https://www.creative-school.eu/recommendations>

## The 4Cs Project (2021–2023)

Funded by the European Union, the 4Cs project commenced in 2021 and continued through 2022. The Chester Beatty is lead partner in the project which is a continuation of The Creative School project, with specific focus on creativity, communication and critical thinking for teachers and students engaging with cultural heritage. The emphasis during 2022 was on the development of a resource for teachers using various methodologies in their reflective practice when working with students as well as museums and galleries, and activities in support of the second intellectual output *Reflective Practices for Teachers and Supportive Learning Tools*.

## Supporting Diversity among our Workforce

The Chester Beatty is fully committed to a policy of equal opportunity and treatment in its employment practices and its appointment of Trustees and committee members.

The Chester Beatty promotes equality of opportunity for staff and Trustees by ensuring that all employment and other practices operate on the basis of the appropriate merits, qualifications, abilities and potential of individuals regardless of gender, marital status, family status, sexual orientation, religious belief, age, disability, race or membership of the travelling community.

The Chester Beatty is committed to giving full and fair consideration to applications for employment by the museum made by disabled persons, having regard to their particular aptitudes and abilities.

Our HR policies and procedures are reviewed periodically to ensure compliance with current employment legislation and these include a grievance policy and related procedure to support positive working relationships and to provide a mechanism for employees to raise disputes, a whistleblowing procedure for protected disclosures and a Safety Statement and related procedures.

# Securing the Future of the Collections

## Conservation

The Conservation department plays a central role in much the museum's activities, from preparation of displays and rotating exhibitions, to preparation for international loans, and the digitisation of the collection objects. During 2022, a total of 1,166 items were condition checked and conserved in advance of exhibition, display, digitisation, rehousing and access by visiting readers. Rehousing the collections into new and modern fit-for-purpose storage is an ongoing project and, during 2022, 94 Armenian items and 531 glazed papyri folia were rehousing. Addressing the needs of the museum's Documentation Plan, 611 textiles were labelled and rehousing with the support of an external textile conservator.

In line with best practice and for the preservation of the collections, the objects on display in the *Sacred Traditions* and *Arts of the Book* galleries are replaced bi-annually: the rotations for the *Sacred Traditions* gallery were completed in February 2022 and 90 new objects were installed.

## Conservation Internship and Student Support

The Chester Beatty continues its strong commitment to the career development of recent graduates of conservation studies programmes. In partnership with the Heritage Council's annual Conservation Internship Programme and supported by the Chester Beatty Patrons, the museum completed its fourteenth year of participation in the programme in 2022. Hoa Perriguet, a postgraduate student from the Sorbonne, University of Paris, secured the position as the 2022 Heritage Council Conservation Intern.

In June 2022, Rachel Bissonnette, a third-year Book and Library Materials conservation student at Winterthur/University of Delaware, USA, joined the Conservation Department for an eight-week Conservation volunteer placement.

▶ Preparing to digitise BP XXI



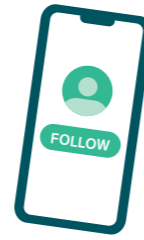
## Research

The Chester Beatty is committed to the advancement of scholarship and research: among the museum's strategic objectives is the development of our networks to support research and knowledge of the collections – to deepen our understanding and reflect their contemporary relevance. With available resources, it is important to create the necessary supports and encouragement to enable this to happen. In recent years, as we develop our strategic objective to foster and advance openness and transparency around the history of the collections, particular focus has been placed on researching the provenance of the collection, so that we can better understand and share the collection's history. This will remain a long-term priority.

Research underpins every element of the museum's public engagement: in 2022, just over 100 engagements in the form of lectures, talks, collections seminars, publications (printed and online), blogs, tours, and online In-Focus Tours were delivered to national and international audiences by the Chester Beatty staff.

The Chester Beatty Reading Room welcomes international researchers wishing to access objects from the collections. During 2022, there was a strong return of researchers, as well as student groups from third-level institutions.

**2.8 million reach across social media**  
or **14% increase in social media followers**



▲ *First Fragments Biblical Papyrus from Roman Egypt exhibition.*

## Networks of Research and Knowledge

The Chester Beatty is involved with a number of international research partnerships with museums and universities that deliver an enhanced understanding of the history of the collections. A number of these is highlighted here:

### **European Association of Japanese Resource Specialists and National Institute of Japanese Literature**

In April 2022, the Chester Beatty hosted a Japanese Palaeography workshop in partnership with the National Institute of Japanese Literature, European Association of Japanese Resource Specialists, Oslo University and Chester Beatty, with participants from twelve countries.

### **International Federation of Libraries Associations (IFLA)**

In July, the museum hosted the International Federation of Library Associations (IFLA) Art Libraries Section satellite conference, which took place prior to the IFLA World Library and Information Congress held in Dublin from 26 – 29 July. The conference looked at the challenges to disciplines and institutions in the past, present and future; reflecting on previous achievements and successes of international collaboration, it sought to identify how opportunities and needs have changed.

### **International Conference:**

#### **Seeing Isfahan: Perspectives on the Safavid Image**

The Chester Beatty in partnership with the Department of History of Art and Architecture, Trinity College Dublin, co-organised a major international conference *Seeing Isfahan: Perspectives on the Safavid Image* which was held 27–28 May 2022 in Trinity's Long Room Hub Arts & Humanities Research Institute.

### **A.S. Yahuda Project**

The Chester Beatty continues to participate in the A.S. Yahuda Project led by Princeton University Library, a closed seminar group working on manuscript provenance histories linked with the scholar Abraham Shalom Yahuda (1877–1951). Yahuda, scholar and book-dealer, sold over 1,000 manuscripts and early printed books to Chester Beatty between 1927 and 1949. Yahuda also sold material to other museums and libraries around the world. The A.S. Yahuda project team includes members from seven institutions that hold collections with Yahuda connections. Among the aims of the project are to develop a model for collaboration across these institutions, as they trace the history of books in the Islamic world and the role of collectors, and brokers, starting with Yahuda.

### **Gulbenkian Carpet Project**

The Chester Beatty is part of a collaborative research project with the Gulbenkian Museum in Lisbon, preparing a new catalogue publication of the Gulbenkian carpet collection. The Curator of Islamic Collections will research contemporary parallels between the arts of the book (manuscripts in the Chester Beatty collections) and carpet design in sixteenth-century Iran.

### Kairouan Manuscript Project

The Kairouan Manuscript Project (KMP) is a network of scholars and heritage management professionals devoted to facilitating the care and management, study, and promotion of a unique collection of manuscripts located at the National Laboratory for the Preservation and Conservation of Parchment and Manuscripts (NLPCPM) in Raqqada, Kairouan, Tunisia. The Chester Beatty's Head of Conservation has continued to work remotely with the project.

### Paratexts seeking Understanding: Aesthetic Cognitivism, Manuscript Cultures, and Knowledge, University of Glasgow, Scotland, UK

The Chester Beatty has partnered with scholars at the University of Glasgow for the project *Paratexts seeking Understanding*. The Project Investigator is Dr Garrick Allen, Senior Lecturer in New Testament Studies, in the School of Critical Studies. As part of this project, the Chester Beatty developed a sub-project called *Words are not Enough*, which will see the museum create a public experimental space which will support the research of other subgrantees. The project was awarded funding by the Templeton Religions Trust in December 2022. In early 2023, additional successful sub-grantees will be appointed to carry out philological research combined with empirical research on specific manuscripts or manuscript cultures preserved in the Chester Beatty. The project will commence in October 2023.

### Textile Pastedowns in Ethiopian Manuscripts (TPEMP)

Based in the University of Toronto, TPEMP seeks to investigate the patterns of use of textile pastedowns in Ethiopian manuscripts from the fifteenth to the nineteenth centuries, seeking to answer questions related to trade routes, fabrics in court and monasteries, the relationship between patrons, binders and illuminators, and the significance of particular patterns. The Chester Beatty has agreed to be the lead Irish collaborator on this project.

### International Workshop: A Multi-Quire Papyrus Codex (CBP BP XXI), 21–25 November 2022

The Chester Beatty has an internationally important collection of manuscripts known as the Chester Beatty Biblical Papyri. Dating from the second to fourth centuries, these ancient pages reveal a world of book production and early Christian scholarship in Roman Egypt. This five-day practical workshop developed and hosted by the Chester Beatty introduced participants to a rare example of a multi-quire papyrus codex using direct observation of the Chester Beatty Collection items. Participants made a model of CBL BP XXI, a fourth-century codex that survives with its binding. Given the origin of the Chester Beatty Biblical Papyri, the museum provided a funded placement for an Egyptian museum professional.



Multi-Quire Papyrus Codex binding workshop



## Acquisitions

### Over-rap, Yamaguchi Akira, 2021, Sumi (Japanese ink) and watercolour on paper, CBLJ 1053.1-2

The ink and watercolour painting, *Over-rap*, was created by artist Yamaguchi Akira with direct inspiration from the scroll paintings of the Poetry Contest of the Twelve Animals in the Chester Beatty Collection (CBLJ 1154.1-3). Read from right to left, a section of manga-style illustration gives way to the format of a traditional Japanese narrative handscroll with alternating text and illustrations. The tanuki protagonist (Japanese raccoon dog) from the original story becomes instead a modern rapper who is keen to experience the courtly poetry circle of the twelve zodiac animals.

Yamaguchi Akira (b. 1969) has trained in western art modes, and has garnered acclaim for taking Japan's own artistic traditions, revisiting and reinventing them with consummate skill and a warm sense of humour in painting, sculpture, manga and installation works.



Over-rap, J 1053.1-2. © Yamaguchi Akira



## Loans

There were three major international loans during 2022 with twenty-three objects in total. The Board of Trustees approved the loan of fourteen objects to the Musée national des arts asiatiques-Guimet, Paris, for the exhibition *Ascètes, yogis, soufis* (4 February–22 May 2022); three objects to the British Library, London, for the exhibition *Alexander the Great: The Making of a Myth* (21 October 2022–February 2023) and six objects to the Museum of Islamic Art, Doha for the exhibition *Baghdad: Eye's Delight* (1 November 2022–25 February 2023) which celebrated the capital of Iraq as one of the most important and influential cities in the Islamic world.

### Musée national des arts asiatiques-Guimet, Paris

- CBL In 16.10r, Kanphata yogi seated in a preliminary position
- CBL In 16.17r, Kanphata yogi seated by a shrine
- CBL In 16.18r, Yogi in the foetal (garbha) position
- CBL In 16.19r, Yogi seated in the liberated (siddhasana) position
- CBL In 16.20r, Yogi in a headstand
- CBL In 16.21r, Yogi seated in a position
- CBL In 16.22v, Yogi sitting in contemplation
- CBL In 16.23r, Yogi sitting cross-legged
- CBL In 16.24r, Yogi in the seal (khechari mudra) position
- CBL In 16.25r, Yogi seated in a clearing
- CBL In 16.26v, Yogi seated in the cock (kukkutasana) position
- CBL In 16.27r, Yogi seated in the humped tortoise position (uttanakurmasana)
- CBL In 60.4, Gorakhnath, India, c. 1610
- CBL In 64.2, A Yogini at an Ashram, 1760-1770

### Loans to the British Library, London, United Kingdom

- Ar 4183 f.12r, Counsels for Alexander (Nasayih Iskandar) by pseudo-Aristotle, 1425–1426 (829H)

- Per 104.49, Iskandar sees an omen of his imminent death in Babylon, from the Book of Kings (Shahnama) by Firdausi, c. 1300
- W 151 ff.71v-72r, Alexander Romance, early 16th century

### Loans to Museum of Islamic Art, Doha, Qatar

- Ar 4237 ff. 35v-36r, Prayers for the week (Ad`iyat al-ayyām al-sab`a), copied by Yāqūt al-Musta`simi (d. 1298) by Yaqut al-Musta'simi, 1283, codex
- Is 1614.1, Opening folio from a Qur'an by Muhammad ibn Aybak ibn `Abdullah, 1300–1310
- Is 1614.2, Opening folio from a Qur'an by Muhammad ibn Aybak ibn `Abdullah, 1300–1310
- T 423.22, Folio from the Genealogical tables (Silsilanama) from Ottoman Baghdad by Abu Talib Isfahani, 1598
- T 423.23, Folio from the Genealogical tables (Silsilanama) from Ottoman Baghdad by Abu Talib Isfahani, 1598
- T 423.24, Folio from the Genealogical tables (Silsilanama) from Ottoman Baghdad by Abu Talib Isfahani, 1598

## Staff Development and Training

The Chester Beatty is committed to providing structured support for learning and development of staff. This support is facilitated by encouraging staff attendance at conferences and seminars and participation in training courses as a portion of their working days. The museum also offers financial support and allotted time for undertaking academic coursework which parallels their work in the museum or contributes to the aims of the broader organisation. Professional memberships in peer networks and museum-related organisations are also encouraged and supported financially.



▲ Yogini at an ashram, visited by warriors, In 64.2r

▼ Prayers for the week (Ad`iyat al-ayyām al-sab`a), copied by Yāqūt al-Musta`simi (d. 1298), Ar 4237, f.36r

# Plans for the Future

## The Chester Beatty's plans for the future will be aligned to the Strategic Plan 2021–2024 and our four strategic objectives.

### Transforming our Spaces and Experiences

While many of our plans are inextricably linked to the approval of the Preliminary Business Case, some plans to support the Capital Development Plan can progress during 2023. We will continue to explore options for collections and staff accommodation with the Office of Public Works, and others. We plan to undertake external evaluations with visitors on the *Arts of the Book and Sacred Traditions* galleries, which will inform future interpretation strategies. We will explore how digital technology can be used to enhance the interpretation in the galleries and improve the visitor experience.

We will continue to progress our staffing priorities as part of the Workforce Plan 2021–2024 and ensure appropriate governance structures and processes are in place to deliver on the Capital Development Plan.

We will identify stakeholders impacted by the Capital Development Plan with a view to hosting stakeholder engagement workshop(s) and agree the format and content of the Chester Beatty Outreach Programme which will take place during a period of potential museum

closure. We will continue to facilitate loan requests to enable greater access to our collections nationally and internationally. The recommendations of the 2022 external review of the Chester Beatty's social media will be implemented, where possible.

### Expanding our Audiences

The Chester Beatty visitor profile reflects the diversity of society which shapes our plans for public programming including in the areas of dementia-friendly, health and wellbeing. Our programme of events, both online and onsite, also support civic, national and international festivals. Through evaluation and listening to the views of our visitors we will demonstrate our public impact and benefit. We will continue to develop our Wednesday evening programming to support the regeneration of the late-night economy in Dublin.

We will continue to support our Volunteer Programme and will undertake an external review with a view to assessing the appropriate current and future business model. We will implement, where reasonable, the recommendations from the 2022 Family Friendly Audit and Access Audits.

Arts and culture are central to soft power and cultural relations. The Chester Beatty's international collections are a platform for Ireland to extend its global reach. We will engage with the Department of Foreign Affairs on EU50 (celebrating 50 years of Ireland's membership of the European Union), continue to facilitate VIP and diplomatic visits, and network domestically and internationally.

### Fostering Diversity and Inclusion

During 2023 we will develop an Equality, Diversity and Inclusion Policy, and assess our obligations under the Irish Human Rights and Equality Commission Act 2014.

We will further develop our research on the history of the collections, exploring global connections and inclusive histories. During 2023 we will be progressing the digitisation of the Beatty archives and developing the online information about the ongoing provenance research project.

### Securing the Future of the Collections

The collections of the Chester Beatty define us as a museum. We will continue to secure, research and develop the Chester Beatty collections ensuring they are available to our audiences now and in the future. We will continue to deliver access to the collections through collections-focused onsite and online lectures, talks and publications, both print and digital.

The international dimension of the collections attracts international research and we will continue to develop our international research collaborations and extend our networks to support research and knowledge to deepen our understanding of the collections and reflect their contemporary relevance. We will facilitate researchers investigating the collections and further develop our links with third-level education organisations.

To enhance our governance and accountability of the collections and to safeguard collections' information for the future, we will update our collections management framework, invest in any essential upgrades and new datasets for the collections management system.

Caring and preserving the collections is an ongoing process and there are programmes to survey and improve the storage of the collections to safeguard them for future generations.



**39** NEW CHESTER BEATTY  
branded retail  
products developed

# Staff List

## Director's Office

Fionnuala Croke, Director

Claire Dukes, Executive Assistant to the Director (left December)

Mary Clark, Executive Assistant to the Director (maternity contract, left December)

## Development

Antony Chan, Head of Development (from November)

Sabhbh Ní Mhaolagáin, Membership and Development Officer (left August)

Laura Clancy, Interim Membership and Development Officer (from September)

Caroline O'Hora, Events Coordinator (left March)

## Collections

Sinéad McCartan, Head of Collections

Moya Carey, Curator of Islamic Collections

Laura Muldowney, East Asian Researcher

Mary Redfern, Curator of East Asian Collections

Jill Unkel, Curator of Western Collections

Felicia Tan, Registrar

## Reference Library

Celine Ward, Reference Librarian

Hyder Abbas, Assistant Librarian

## Conservation

Kristine Rose-Beers, Head of Conservation

Julia Poirier, Book Conservator

Hoa Perriguy, Heritage Council Intern (left December)

Maria Montcalm, Heritage Council Intern (from December)

## Education

Jenny Siung, Head of Education

Justyna Chmielewska, Education Officer

Emma Rothwell, Education Officer (from August)

## Digital

Tim Keefe, Head of Digital

Sinéad Ward, Digital Curator

Jon Riordan, Digital Photographer

Jenny Greiner, Digital Services Assistant (left December)

## Operations

Derval O'Carroll, Head of Operations and Administration

Mary Corless, Human Resources Manager

Anne Dillon, Finance Manager (left May)

Simon Barrett, Information and Communication Technology Manager

## Gift Shop

Rie Mishima, Gift Shop Manager

Eimear Tynan, Gift Shop Assistant

Aoife Keating, Gift Shop Assistant (left April)

Fiona Brennan, Gift Shop Assistant (from February)

Daisy McKeever, Gift Shop Assistant (from May)

## Security and Visitor Services

Justin Rovira Kearney, Facilities and Security Manager (left January)

Richard French, Facilities and Security Manager (from April)

Kevin Hackett, Visitor Services Supervisor

Adriana Stroe, Senior Visitor Services Officer

David Farrelly, Senior Visitor Services Officer

Jesse Beers, Visitor Services Officer

Alan Fitzgerald, Visitor Services Officer

Val Kavanagh, Visitor Services Officer

Colm Kiernan, Visitor Services Officer †

Brendan Lynch, Visitor Services Officer

John McMahon, Visitor Services Officer

David Steele, Visitor Services Officer

Marta Lejk, Visitor Services Officer

Marc Boland, Visitor Services Officer (from June)

Owen Griffin, Visitor Services Officer (from June)

## Security and Visitor Services (seasonal)

Ailish Nolan (left April)

Niamh Donnelly (left July)

Laura Diver (from June)

Rita Mele (July–August)

# Chester Beatty Volunteers

## Tour Guides

Hiromi Anzai (left December)

Joan Barnewell

Noeleen Bryan (left March)

Diana Delia

Tasneem Filaih

Nateghe Moane

James Meehan

Brian O'Neill

Tom O'Regan

Mary O'Riordan

Jo O'Rourke

Margaret Roche

Orla Ryan (left March)

Christopher Moorzitz

Isabel Clissman

## Retail Assistants

Mary Gallagher

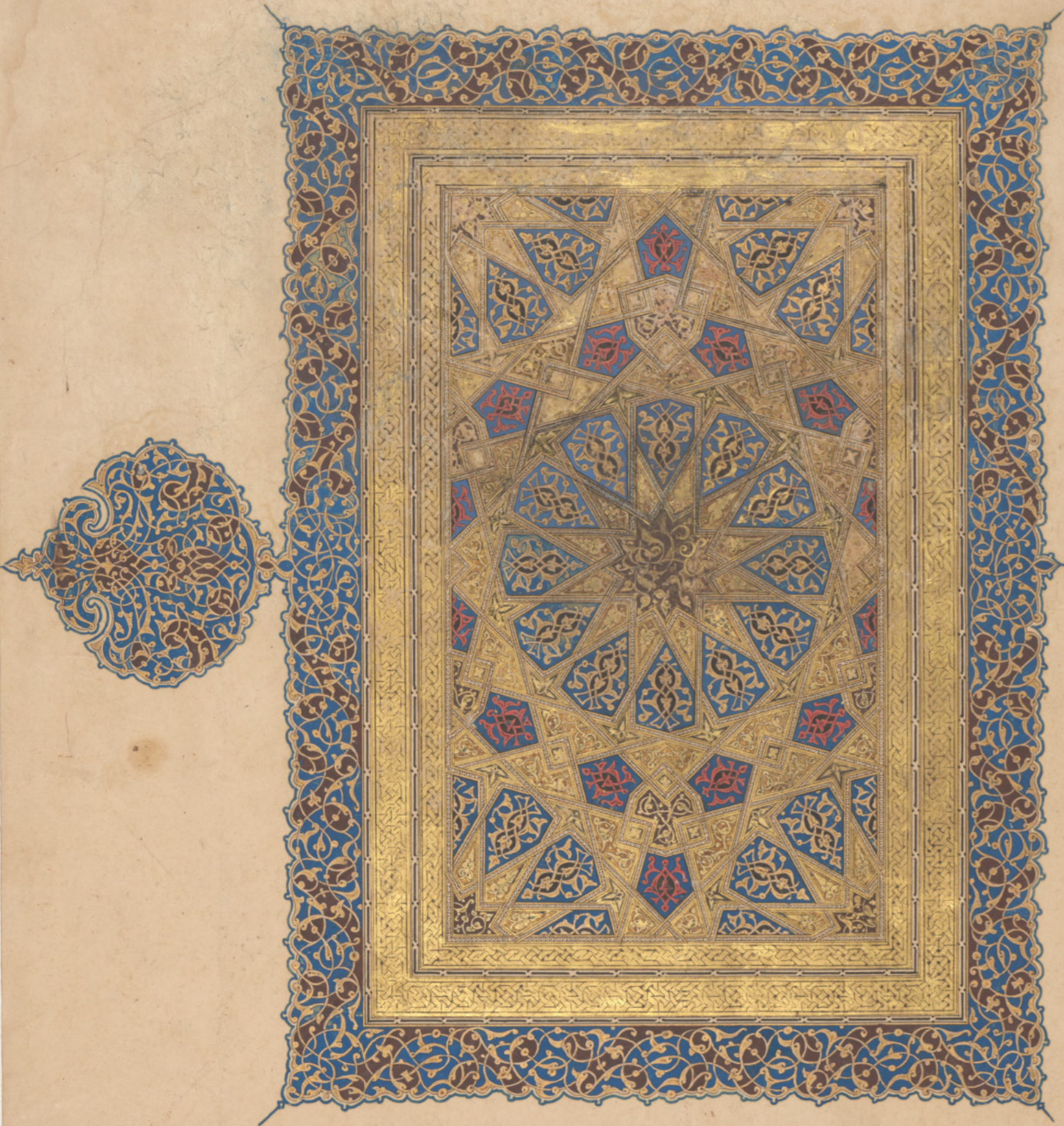
Jane Keogh

## Graphic Designer

Emma Byrne

## Administrative Assistant

Marie FitzGerald



Opening folio from a Qur'an, Is 1614.1r

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# Financial Review

# 2022 Financial Review

The Statement of Financial Activities on page 34 sets out the museum's income and expenditure. The income comprises of grants, sponsorship, donations, self-generated trading income and investment income, while expenditure consists of the operational costs.

Income and expenditure is divided into Designated Funds, Unrestricted Funds and Restricted Funds. Designated Funds are designated by the Trustees for the redevelopment of the museum. Unrestricted Funds are made up of the current grant received from the DTCAGSM, self-generated trading income and any unrestricted sponsorship. Restricted Funds occur when the donor instructs the museum to spend the monies received in a particular way or on a particular project; the capital grant from the DTCAGSM is included here, as well as restricted donations.

Income for 2022 amounted to €4.33m (2021: €3.64m); total expenditure amounted to €3.87m (2021: €3.63m), resulting in initial net income of €458,000 (2021: €15,000). Adding in realised losses of €30,000 and unrealised losses on investments of €328,000 (2021: unrealised profits on investments of €252,000), a final net income of €100,000 was achieved, (2021: €267,000).

## Income

The Chester Beatty received a current grant of €3,544,000, an increase of over 16.5% on 2021 (€3,041,000), from the DTCAGSM. The increase can be attributed to continued COVID-19 recovery support, public sector pay awards and 'cost of living' supports (due to inflation). Contributions from other sponsors (income from the Friends membership programme, foundations, grant-making bodies and individuals) amounted to €93,000 in 2022 (2021: €101,000), while total donations from the public and Friends were up 78% on 2021, totalling €63,000 in 2022 (2021: €36,000).

At €418,000, trading income was 52% higher when compared to 2021 (€275,000) and back in line with 2019 (€416,000). With the museum opened for the entire year, and visitor numbers recovering to better than pre-COVID performance, this has led to a significant recovery in Gift Shop and Silk Road Café revenues. Shop sales of books and merchandise increased 80% year-on-year; however, online sales were €8,000 (2021: €32,000). Chester Beatty designed face mask sales fell to €9,000 from €33,000 in 2021. As a result, overall Gift Shop income (onsite and online) increased 34% year on year. The Silk Road Café contribution of €38,000 increased significantly from €20,000 in 2021 due to the increased footfall and reflecting re-negotiated terms with the Café licensee.

Once COVID restrictions were lifted, venue hire revenue modestly increased in 2022 by 33% to €9,000 (2021: €6,000).

## Expenditure

Expenditure is shown in the Statement of Financial Activities, analysed according to the activities that the expenditure relates to, being either on the raising of funds or on the Chester Beatty's charitable activities. Charitable Activities include conservation, exhibitions, digital and public programming, the primary functions of the museum. Total charitable expenditure amounted to €3.13m (including salary costs), up 7% on 2021 (€2.90m). A detailed breakdown is shown in note 8. The cost of raising funds (including salary costs and purchase of Gift Shop stock) are up 1% (€587,000) on 2021 (€582,000) and are detailed in note 9. The Chester Beatty allocates support costs across charitable activities and the cost of raising funds. The allocation is shown in note 10.

During 2022 all costs were closely monitored to ensure they did not exceed income.

The Chester Beatty spent €29,000 in 2022 on a new acquisition for the collection.

We are greatly appreciative of the funding from the DTCAGSM during the year, including the cost of living support and the funding of public sector pay awards. With the recovery in visitor numbers experienced in 2022, it is hoped that the trend of increased trading and other income will continue into 2023. We will continue to carefully monitor our spending in order to keep costs in line with our forecast income – and adhering to all relevant aspects of the Public Spending Code – all the while ensuring that we continue to fulfil our public service remit by providing a dynamic and attractive public programme.

## Fundraising

The annual grant received from the DTCAGSM makes up the core funding for the museum's activities, and the Chester Beatty is committed to maximising the public benefit in its use of these monies. It is important and necessary to supplement the grant with self-generated income, including through fundraising activities, to enable it to implement special projects and collaborations, in order to achieve its strategic objectives.

With no dedicated staff to drive fundraising activity during the year, additional income came from public donations, grant and foundation monies for the many projects outlined in the pages above, as well as the income and donations received through the Chester Beatty's Friends Membership programme.

We are extremely grateful for the financial assistance of all our donors whose generosity enabled the museum to develop its many research and conservation projects, and publications programme. With the arrival of a new Head of Development at the end of 2022, there will be a renewed focus on securing additional income.

# Sustainability

## The Chester Beatty is committed where possible to sustainable actions in all its activities, in order to reduce our carbon footprint and address climate change.

Chester Beatty's ongoing activities in this area include the recycling of paper, cardboard and end-of-life IT equipment, the elimination of bottled water dispensers, LED lighting throughout the building and the search for conservation specialist suppliers who can produce and distribute materials sustainably.

Our Gift Shop prioritises sustainable and re-cycled products when engaging new suppliers and the Silk Road Café is part of the 'Too Good to Go' food wastage initiative that encourages businesses to supply unsold food, which is then sold on at a reduced price.

Through the OPW, the museum's facilities staff this year engaged with the 'Optimising Power at Work' initiative which aims to encourage behavioural change with regard to energy usage - with the overall objective of identifying and eliminating energy wastage.

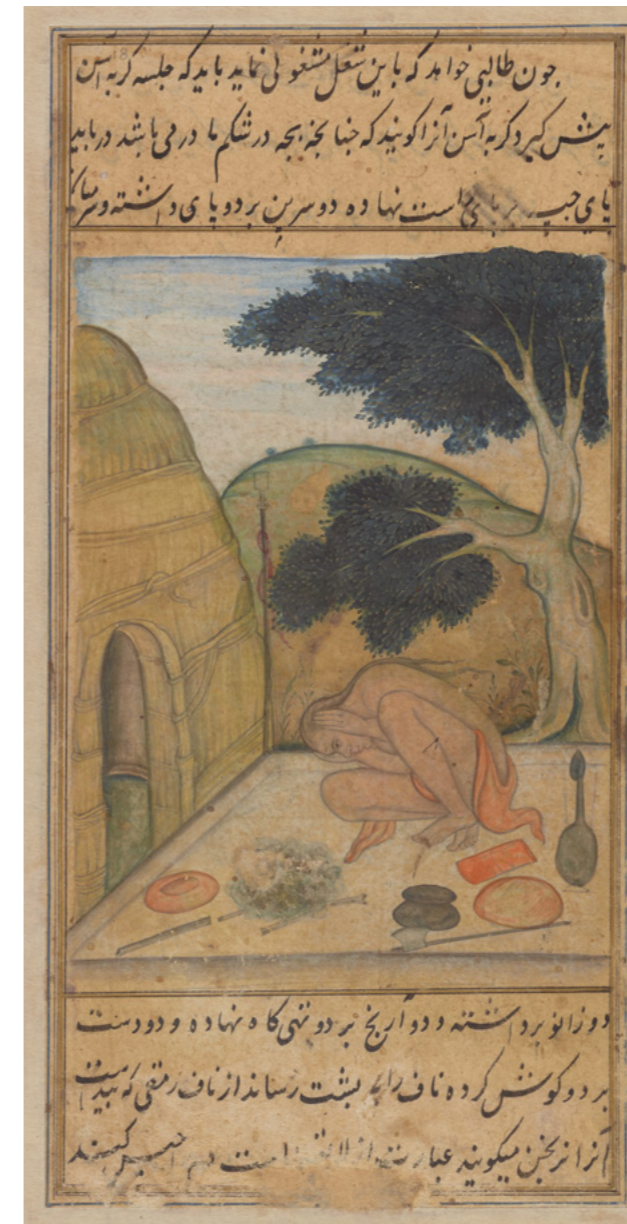
In 2022, the museum met with officials in DTCAGSM to discuss our obligations under the Climate Action Plan 2021 (CAP21), which requires all public sector bodies to draft a Climate Action Roadmap in 2023.

The use of passive environmental controls remains of particular interest in ensuring the safe storage and longevity of the Chester Beatty Collections. In 2022, a number of other facilities were surveyed, to inform the planning in this area, in relation to the museum's capital development plan.

# Irish Language Obligations

## The Official Languages (Amendment) Act 2021 (2021 Act) was enacted in December 2021 which increases the obligations on public bodies to promote the use of the Irish language for official purposes.

In October 2022, the 'Advertising Provision' of the Act came into force which obligates all public bodies to ensure at least 20% of their annual advertising is in Irish and to spend 5% of their advertising budgets in the Irish language media. In the Chester Beatty plans were put in place in the last quarter of 2022 to fulfil these requirements in 2023.



▲  
Yogi in the foetal (garbhasana) position  
from the Ocean of Immortality (Bahr al-Hayat),  
In 16.18r



بیت در زنده پلاکت  
می شکری که دشمن از باپی  
یکی پیش مرد با پستگاه

بیکت برت شیرینک  
پسرت پندشت یوان کجا  
که آمد پستاده تر شاه

سپرده درون ای میجان  
خروشی بر آمد چو او ای  
بختند با شهر یار جهان

نشسته میان کران میجان  
ز چندان که نماید کرد سیر  
بستند یار و کار جهان  
بهر نمودن ما پرده برداشتند  
با جیش درگاه گدا

مردین و دل پران  
چو کا خور کرد کل سپنج بوی

چو پیش روی می در نسید  
با لاجر پرو و چو خورشید

Salm and Tūr send an envoy to the court of their father Farīdūn, attributed to Rezā `Abbāsī (d. 1635), from the Book of Kings (Shāhnāma), Per 277.7r

# Governance Report



# Governance Arrangements

The Chester Beatty Library (legal name) is a self-governing charitable trust established under the Will of the late Sir Alfred Chester Beatty, which was granted probate in 1968.

It is in the ownership of a Board of Trustees—appointed under the terms of the Will and codicils of Sir Alfred Chester Beatty as modified by an order of the High Court (the *Cy Près* Scheme) in 1997—who hold it for the use and benefit of the public. The museum is one of Ireland's National Cultural Institutions and is supported by a grant from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, the conditions of which are set out in an annual Transparency and Accountability Agreement between the two parties.

The Board of the Chester Beatty is committed to the adoption and ongoing implementation of an effective corporate governance regime in accordance with the Charities Governance Code, other governance norms and practices, the Governing Document of the Chester Beatty and the Charities Act 2009, and all such other relevant legal, regulatory and good governance obligations. Good governance fosters a culture of openness, transparency and trust and the Board is committed to delivering the highest standards of leadership and management.

The Chester Beatty is not a state body; it is fully compliant with the Charities Governance Code, adopted by the Charities Regulatory Authority (CRA) in November 2018. It is cognisant of the Code of Practice for the Governance of State Bodies and, although not legally required to adopt the Code of Practice, its strong Governance Framework ensures that it is largely compliant in this respect too.

The revised Governance Framework, approved by the Board of Trustees on 14 September 2022, provides for the implementation, monitoring, review and compliance with good governance arrangements across the museum to ensure that it meets its responsibilities in relation to the collections and as a public body in receipt of state funding.

# Board of Trustees

The Will of Sir Alfred Chester Beatty sets out that the Board of Trustees should consist of a maximum of 12 members.

The President and Taoiseach may each appoint one Trustee; the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media (DTCAGSM) appoints three of the trustees; the Director of the National Library serves as a Trustee *ex-officio*; and the remaining Trustees are co-opted. The Trustees elect the Chair. Since 1997 the Trustees are appointed or co-opted to serve five-year terms and may serve a maximum of two consecutive terms.

Trustees do not receive any remuneration, aside from modest receipted expenses incurred, while carrying out their duties. All expenses are paid in accordance with the guidelines and rules set down by the Department of Public Expenditure and Reform.

Upon completion of their term, Trustees are required to return all Board-related documents and other relevant material to the Director's Office. In addition, any copies of Board-related documents (including but not limited to electronic copies) howsoever stored (including but not limited to on electronic devices) and all related back-up materials are deleted upon completion of term as a Trustee.

## The Trustees of the Chester Beatty in 2022 were:

Dr Catherine Day (Chair, elected September 2017): appointed November 2015; reappointed November 2020

Dr Sandra Collins (ex officio): appointed July 2015; resigned office February 2022

Mr Dermot Desmond: appointed July 1991

Ms Clare Duignan (Ministerial appointment): appointed July 2018

Mr David Gillett (Ministerial appointment): appointed July 2018

Professor Brian McGing (Taoiseach's appointment): appointed September 2013; reappointed September 2018

Ms Katherine McSharry (ex officio): appointed April 2022; resigned office December 2022

Mr John Neary (Ministerial appointment): appointed November 2018

Dr Éimear O'Connor (Presidential appointment): appointed September 2022

Mr Tony O'Grady: appointed June 2018

Prof. Jane Ohlmeyer: appointed September 2022

Professor Roger Stalley (Presidential appointment): appointed 1993; resigned June 2022

The Board of Trustees met five times in 2022.

# Trustees' Contract and Code of Conduct

On appointment, Trustees are required to sign both a Trustees' Contract and a Code of Business Conduct, thereby registering a commitment to uphold the values, objectives and policies of the Chester Beatty and to adhere to a high standard of behaviour in carrying out their remit.

# Values of the Board

## Openness

The Trust publishes a report as part of the year-end financial statements. This report contains information on the Trust and its work over the previous year. It also contains information on the Trust's officers and Trustees.

## Equality of opportunity

The Trust has an agreed equal opportunities policy which is implemented in terms of provision of services, the membership and operation of the Board and its Committees, the recruitment of staff and the buying of goods and services and contracting procedures.

## Health and Safety

The Trust has an agreed Health and Safety policy which it acts in accordance with in all its activities, within its offices and on its site.

## Conduct and propriety

The Trust will ensure that the private or personal interests of Trustees will not influence decisions and that they are meticulous about declaring conflicts of interest however remote. Gifts will not be accepted by Trustees, and this is set out in the Gifts and Hospitality Policy approved by the Board at their meeting on 12 April 2022.

# Committees of the Board

## Audit and Finance Committee

The Board has established an Audit and Finance Committee as a committee of the Board to support them in fulfilling their responsibilities in relation to good financial governance, financial reporting, risk management and control systems. This includes reviewing the comprehensiveness of assurances provided to the Board, ensuring that the Board assurance needs are met, as well as reviewing the reliability and integrity of these assurances.

The role of the Audit and Finance Committee is, as part of the ongoing systematic review of the control environment and governance procedures within Chester Beatty, to report to the Board of Trustees and advise the Director on internal control and audit matters.

The Committee also has a role in promoting good accounting practices, ensuring better and more informed decision-making and improved focus on value for money throughout the organisation. The Committee also oversees the internal audit function and advises the Board of Trustees and the Director in relation to the operation and development of that function.

The Committee furthermore oversees the implementation of the Risk Management Policy, which underwent a full revision in 2022 and was approved by the Board of Trustees on 12 April 2022. An annual review of the policy and controls is carried out by the Risk Steering Committee, which comprises the Senior Management Team and is chaired by the Director.

### Membership of the Audit and Finance Committee is:

Ms Deborah Mintern (elected Chair February 2022), external member of the Committee  
Dr Catherine Day  
Ms Mary Gallagher, external member of the Committee: appointed October 2022  
Mr David Gillett

The Audit and Finance Committee met four times in 2022.



▲ Meeting in Isfahan, Vision and Exchange in Safavid Iran exhibition.

## Nominations Committee

The purpose of the Nominations Committee is to assist the Board of Trustees in making decisions on Board or committee appointments—in respect of which they have a discretion, that is to say, the Trustees that are co-opted and the committee members—in order to ensure the effective governance of the Chester Beatty.

Among the duties of the Committee are:

- a. to evaluate the balance of skills, knowledge, experience and diversity on the Board;
- b. to identify and nominate for the approval of the Board one or more candidates to fill the positions of Chair, and Trustees of the Board, as and when vacancies in those positions arise, and
- c. to identify and nominate for the approval of the Board candidates to fill committee member vacancies as and when they arise.

### Membership of the Nominations Committee is:

Dr Catherine Day (Chair)

Prof. Brian McGing

Mr John Neary

Mr Tony O'Grady

The Nominations Committee met once in 2022.

## Board Evaluation

In November 2022, the Chester Beatty commissioned the Institute of Public Administration (IPA) to facilitate an Effectiveness Review of the Board. The data-gathering phase commenced in December 2022 through engagement with Board members, the committee members and the Director. The final report was presented to the Board in April 2023.

## Incidents and Reporting

The Chester Beatty and the Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on protected disclosures, child protection, and fraud and corruption.

### Protected Disclosures

A full review of the Chester Beatty's Protected Disclosures Policy was completed in February 2019 and the policy was approved by the Board on 10 April 2019. The policy is a legal requirement under the Protected Disclosures Act 2014 which provides a single, over-arching and generally applicable regime for the protection of workers who make a disclosure of relevant wrongdoing under the Act, and applies equally to both the public and private sectors. A rewrite of the Chester Beatty's Protected Disclosures Policy, to reflect changes to the legislation which amends the Protected Disclosures Act 2014, with a commencement date of 1 January 2023, was tabled for approval at the Trustees meeting on 8 February 2023.

There were no protected disclosures in 2022.

## Child Protection Policy

In its adherence to the Children First Act 2015, the Chester Beatty is committed to upholding the highest possible standards in child protection and takes all reasonable steps in relation to the safety and welfare of children, young people and vulnerable adults who take part in the museum's public programme activities. On 18 September 2019, the Board approved a suite of documents relating to child protection: a Child Protection and Welfare Policy, a Child Safeguarding Statement, and the Guidelines on Recognising, Recording and Reporting Child Protection Issues. The Child Safeguarding Statement was subsequently updated in 2021 to include online activity and service delivery and the revised Statement was approved by the Board on 15 September 2021. The Child Protection and Welfare Policy was revised and approved by the Board on 14 September 2022.

Not only do these documents ensure compliance with the Act, they ensure that children are unconditionally respected and kept safe from harm while using the services of the Chester Beatty, and that staff, volunteers and facilitators are provided with a safe environment in which to carry out their work. All relevant staff have undergone child protection awareness training.

## Fraud and Corruption Policy

The Chester Beatty is committed to combating fraud and corruption wherever it may be found. On 13 December 2019, the Board approved the Fraud and Corruption Policy which provides guidelines for all staff if they suspect wrongdoing or fraud in relation to their work.



▲ Amulet or magical rolls, Ge'ez on parchment, W 936 & W 955

# Risk Management and Internal Control

## Risk Management

The Chester Beatty has a robust system of risk management and internal control in place. The system seeks to identify and mitigate risks that might impede the museum's ability to deliver on its public services and strategic goals. The Trustees are ultimately responsible for risk management and internal control and are satisfied that the Chester Beatty has an effective system in place.

The Risk Management Policy provides a framework for the museum's management to identify, assess and rate risks, and enables the development of strategies to deal with risks to provide reasonable assurance that the Chester Beatty's strategic objectives will be achieved in accordance with the museum's risk appetite.

As part of the Risk Management Policy, the Board, supported by the Audit and Finance Committee, and in conjunction with the Director and staff, reviews and refreshes the risk appetite statement for the organisation on a regular basis and as new risks are identified. Part of the risk process includes a Risk Register which reflects current or emerging uncertainties; lists the controls that are in place to address the threats and exploit the opportunities; as well as a plan of further mitigating actions to be implemented. The Risk Register is a "live" document that is regularly reviewed.

The Audit and Finance Committee considers the summary register and the 'red' risks at each meeting; the amber risks twice yearly; and the full register annually. At Board meetings, risk is a standing agenda item. One risk from the register is regularly chosen for Trustees to examine in detail, thereby providing an opportunity for Trustees to challenge the Executive Team on whether the museum is taking sufficient mitigating actions to manage the risk.

Identified risks are owned by various members of the Management Team who are responsible for ensuring they are managed effectively. Owners of risks are periodically invited to a Board meeting to present their risk and the controls and mitigating actions in place.

In April 2022, the Board approved a revised Risk Management Policy, Risk Register and Action Plan.

# Internal Audit

The Audit and Finance Committee is responsible for agreeing the internal audit plan annually. At present, the internal auditor carries out the work as an external consultant and is invited to attend meetings of the Committee to present audit findings and reports. The scope of the internal audit covers Collections; Financial Reporting, Treasury and Revenue; Procurement; Payroll; and Computer System Controls, Process, Contingency Planning and Crisis Management. Open internal audit recommendations are reviewed twice each year, and a summary is included as part of the Annual Report of the Audit and Finance Committee.

# Reference and Administration Details

The Chester Beatty is the pre-eminent Irish museum promoting appreciation and understanding of world cultures. It houses a world-class collection of manuscripts, miniature paintings, prints, drawings, rare books and other objets d'art from across Europe, the Middle East, North Africa and Asia. The collections were assembled by Sir Alfred Chester Beatty (1875–1968), a successful American mining engineer, collector and philanthropist.

The Chester Beatty is a public self-governing charitable trust established under the terms of the Will of Sir Alfred Chester Beatty, which was granted probate in 1968. It is in the ownership of a Board of Trustees, appointed under the terms of Chester Beatty's Will, as modified by an order of the High Court in 1997, who hold it for the use and benefit of the public. The Chester Beatty is one of Ireland's National Cultural Institutions and is supported by a grant from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media.

The Chester Beatty is not a state body; it is fully compliant with the Charities Governance Code, adopted by the Charities Regulatory Authority (CRA) in November 2018. It is cognisant of the Code of Practice for the Governance of State Bodies and, although not legally required to adopt the Code of Practice, its strong Governance Framework ensures that it is largely compliant in this respect too.

## The principal address of the charity is:

Chester Beatty  
Clock Tower Building  
Dublin Castle  
Dublin 2  
D02 AD92

Registered Charity no. CHY 5879  
CRA number: 20009571

## Advisors:

### Investment Managers:

Goodbody  
Ballsbridge Park  
Ballsbridge  
Dublin 4

## Auditors:

Crowleys DFK Unlimited Company  
Chartered Accountants and Statutory Audit Firm  
16/17 College Green  
Dublin 2

## Solicitors:

Arthur Cox Solicitors  
Earlsfort Centre  
Earlsfort Terrace  
Dublin 2

## Banking:

Allied Irish Bank plc  
40-42 Ranelagh  
Dublin 6

▼  
[Arts of the Book gallery](#)



# Trustees' Responsibility Statement

## The Mission of the Chester Beatty is to care for, research, share and promote the Chester Beatty Collections fostering understanding, engagement and curiosity.

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with Irish law.

Irish law requires the Trustees to prepare financial statements for each financial year giving a true and fair view of the Chester Beatty's assets, liabilities of the Chester Beatty and financial position at the end of the financial year and the net income or expenditure for the financial year. Under that law the Trustees have prepared the financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish law).

Under Irish law, the Trustees shall not approve the financial statements unless they are satisfied that they give a true and fair view of the Chester Beatty's assets, liabilities and financial position as at the end of the financial year and the net income or expenditure of the Chester Beatty or the financial year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
  - make judgements and estimates that are reasonable and prudent;
  - state whether the financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements; and
  - prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Chester Beatty will continue in business.
- The Trustees are also responsible for safeguarding the assets of the Chester Beatty and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are also responsible for safeguarding the assets of the Chester Beatty and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Independent Auditor's Report to the Trustees of Chester Beatty

## Report on the audit of the non-statutory financial statements

### Opinion

We have audited the financial statements of Chester Beatty for the financial year ended 31 December 2022 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes to the financial statements, including a summary of significant accounting policies for the year then ended.

In our opinion, Chester Beatty's non-statutory financial statements (the "financial statements"):

- give a true and fair view of Chester Beatty's assets, liabilities and financial position as at 31 December 2022 and of its surplus and cash flows for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"); and
- have been properly prepared in accordance with the provisions of the Trust Deed.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)).

Our responsibilities under ISAs (Ireland) are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Chester Beatty in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), 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 Chester Beatty'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 Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, 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 audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

## Respective responsibilities

### Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement, the Trustees 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 they 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 Chester Beatty'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 management either intends to liquidate Chester Beatty or to cease operations, or has no realistic alternative but to do so.

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

A further description of our responsibilities for the audit of the financial statements is contained in the appendix to this report, which is to be read as an integral part of our report.

### The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Trustees as a body, in accordance with the Trust Deed. Our audit work has been undertaken so that we might state to the Trustees 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 any responsibility to anyone other than Chester Beatty and the Trustees, for our audit work, for this report, or for the opinions we have formed.

### Natalie Kelly

#### for and on behalf of CROWLEYS DFK UNLIMITED COMPANY

Chartered Accountants and Statutory Audit Firm  
16/17 College Green  
Dublin 2  
D02 V078

# Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Chester Beatty's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Chester Beatty's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause Chester Beatty to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Statement of Financial Activities

Notes	Designated €000	Unrestricted Funds €000	Restricted Funds €000	Total 2022 €000	Designated €000	Unrestricted Funds €000	Restricted Funds €000	Total 2021 €000
<b>Income and endowments from:</b>								
<b>Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media</b>								
Annual grant	-	3,544	- 198	3,544	-	3,041	-	3,041
Capital grant	-	-	135	198	-	-	175	175
Donations and sponsorships	4	21	-	156	-	25	112	137
Trading activities	5	418	17	418	-	275	-	275
Investment income	6	-	-	17	-	-	13	13
<b>Total income</b>	<b>-</b>	<b>3,983</b>	<b>350</b>	<b>4,333</b>	<b>-</b>	<b>3,341</b>	<b>300</b>	<b>3,641</b>
<b>Expenditure on:</b>								
Charitable activities	8	2,730	400	3,130	-	2,452	445	2,897
Raising funds	9	536	51	587	-	506	76	582
Pension	-	158	-	158	-	147	-	147
<b>Total expenditure</b>	<b>-</b>	<b>3,424</b>	<b>451</b>	<b>3,875</b>	<b>-</b>	<b>3,105</b>	<b>521</b>	<b>3,626</b>
<b>Net income /expenditure before gains on</b>								
Investments and fixed assets	11	559	(101)	458	-	236	(221)	15
Profit on disposal of fixed asset	-	-	-	-	-	-	-	-
Gain on heritage asset valuation	-	-	-	-	-	-	-	-
Gains/losses from investments	7	-	(358)	(358)	-	-	252	252
<b>Net income/ expenditure</b>	<b>-</b>	<b>559</b>	<b>(459)</b>	<b>100</b>	<b>-</b>	<b>236</b>	<b>31</b>	<b>267</b>
<b>Transfer between funds</b>								
Investment return to Development Fund	7	(377)	-	377	240	-	(240)	-
<b>Net movement in funds</b>	<b>(377)</b>	<b>559</b>	<b>(82)</b>	<b>100</b>	<b>240</b>	<b>236</b>	<b>(209)</b>	<b>267</b>
<b>Total funds at beginning of the year</b>	<b>19</b>	<b>2,098</b>	<b>1,781</b>	<b>5,424</b>	<b>1,858</b>	<b>1,545</b>	<b>1,754</b>	<b>5,175</b>
<b>Total funds at end of year</b>	<b>19</b>	<b>1,721</b>	<b>2,340</b>	<b>5,524</b>	<b>2,098</b>	<b>1,781</b>	<b>1,545</b>	<b>5,424</b>

The Chester Beatty has no recognised gains or losses, other than those included in the surplus above. All of the amounts detailed above relate to continuing operations.



Dr Catherine Day  
Chair



David Gillett  
Trustee



Ms Fionnuala Croke  
Director/CEO

## Balance Sheet as at 31 December 2022

Note	2022 €000	2021 €000
Tangible fixed assets	13	331
Heritage assets	14	72
Investments	15	3,320
	<b>3,723</b>	<b>4,366</b>
<b>Current Assets</b>		
Gift Shop stock	16	76
Prepayments and debtors	17	88
Bank balances	20	2,430
	<b>908</b>	<b>1,862</b>
<b>Current Liabilities</b>		
Creditors and accruals	18	(491)
<b>Net Current Assets</b>	<b>2,103</b>	<b>1,360</b>
<b>Total Assets less Current Liabilities</b>	<b>5,826</b>	<b>5,726</b>
<b>The funds of the Chester Beatty</b>		
Capital Funds	302	302
Restricted Funds	19	1,463
Unrestricted Funds	2,340	1,781
Development Fund	7	1,721
<b>Total Chester Beatty funds</b>	<b>5,826</b>	<b>5,726</b>



Dr Catherine Day  
Chair



David Gillett  
Trustee



Ms Fionnuala Croke  
Director/CEO



## Statement of Changes in Equity as at 31 December 2022

	Capital €000	Designated Funds (development) €000	Unrestricted Funds €000	Restricted Funds €000	Total €000
Balance as at 1 January 2021	302	1,858	1,545	1,754	5,459
Net income / (expenditure)	-	240	236	(209)	267
<b>Balance as at 31 December 2021</b>	<b>302</b>	<b>2,098</b>	<b>1,781</b>	<b>1,545</b>	<b>5,726</b>
Balance as at 1 January 2022	302	2,098	1,781	1,545	5,726
Net income / (expenditure)	-	(377)	559	(82)	100
<b>Balance as at 31 December 2022</b>	<b>302</b>	<b>1,721</b>	<b>2,340</b>	<b>1,463</b>	<b>5,826</b>

## Cash Flow Statement

	Note	2022 €000	2021 €000
<b>Cash flows from operating activities:</b>			
Operating surplus	-	100	267
(Gains)/loss on investments	7,15	358	(252)
(Increase)/Decrease in Investments	-	101	
Income from investments	15	(16)	(13)
Depreciation	11,13	330	347
Investment management fees	7,15	35	25
		<b>908</b>	<b>374</b>
Decrease/(increase) in Gift Shop stock	16	(14)	23
(Increase)/ decrease in debtors and prepayments	17	195	(254)
Increase / (decrease) in creditors and accruals	18	(11)	154
		<b>1,078</b>	<b>297</b>
<b>Cash flow from investment activities</b>			
Acquisition of fixed assets	13	(136)	(165)
Acquisition of heritage assets	14	(29)	(24)
<b>Net liquid cash inflow</b>	<b>20</b>	<b>913</b>	<b>108</b>



Dr Catherine Day  
Chair



David Gillett  
Trustee



Ms Fionnuala Croke  
Director/CEO

# Notes to the Financial Statements

## 1 Statement of compliance

The Chester Beatty's financial statements have been prepared on a going concern basis and in accordance with the Irish GAAP Accounting Standards issued by the Financial Reporting Council of the UK and promulgated by the Institute of Chartered Accountants in Ireland. The financial statements comply with the Financial Reporting Standard FRS 102, the financial reporting standard applicable in the Republic of Ireland and UK (FRS 102).

The financial statements have also been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the Republic of Ireland and UK ((FRS 102) – (Charities SORP (FRS102)).

## 2 Summary of significant accounting policies

The significant accounting policies used in the preparation of the Chester Beatty's financial statements are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated.

The preparation of financial statements in conformity with FRS 102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date. It also requires the Trustees to exercise their judgement in the process of

applying the Chester Beatty's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material change to the carrying amounts of assets and liabilities within the next financial year are disclosed in note 3.

The significant accounting policies adopted by the Chester Beatty are as follows:

### (a) Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the Republic of Ireland and UK (FRS102) and with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the Republic of Ireland and UK ((FRS 102) – (Charities SORP (FRS102)).

The Chester Beatty meets the definition of a public benefit entity under FRS 102. In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102) the restatement of comparative items was required.

The benefits of the Chester Beatty's long leasehold arrangements in its premises at the Clock Tower Building, within Dublin Castle, are not reflected in these financial statements.

## (b) Going concern

The Chester Beatty is a designated Irish National Cultural Institution (National Cultural Institutions Act, 1997) in recognition of the exceptional national and international importance of the collections gifted to the public by Sir Alfred Chester Beatty (1875–1968). Beatty bequeathed the collections for the benefit of the Irish nation on the understanding that the State would support museum's upkeep. The museum is a public charitable trust that was established under the Will of Sir Alfred Chester Beatty, granted probate in 1968, and as modified by the terms of a cy-près scheme granted by the High Court on 16 December 1997. As a charitable trust, the Chester Beatty is subject to mandatory registration with, and supervision by, the Charities Regulatory Authority (the "CRA") under the Charities Act, 2009, Registered Charity Number (RCN): 20036027.

Given the manner in which the Chester Beatty Trust is established, and the legal framework to which it is subject, the Chester Beatty is not a State Body. The State, however, has a clear and vested interest in the running of the museum and of the twelve trustees who make up the Chester Beatty Trust, three are appointed by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media. The President of Ireland and the Taoiseach may also each appoint a Trustee.

In line with the annually agreed Transparency & Accountability agreement with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (DTCAGSM), the Minister provides Exchequer funding to the Chester Beatty in the form of an annual grant. The employees of the Chester Beatty are public servants and their salaries are paid by the State.

The Chester Beatty is in a strong position as it carries no debt; and earned income is offset against various activities including research, digitisation, exhibitions and a programme of intercultural public events. Expenditure, however, is strictly monitored to ensure it does not exceed income. Financial projections have been prepared using a range of different scenarios and we are confident that we have adequate financial resources to continue in operational existence for the foreseeable future, based on these projections.

In light of all of the above, the Trustees are satisfied that the Chester Beatty can continue in operational existence for the foreseeable future.

## (c) Heritage assets

The principal asset of the Chester Beatty is the invaluable and extensive collection of rare books, manuscripts and other items of outstanding cultural and artistic value and these are treated as heritage assets. These include the Chester Beatty Biblical Papyri; exceptional Islamic, Japanese, Chinese and European manuscripts; one of the finest collections in existence of Imperial Mughal paintings; as well as rare and valuable printed books, prints, drawings and important decorative arts objects from Asia and Europe. The Chester Beatty is regarded as holding one of the finest collections of its kind ever amassed by a single connoisseur-collector, Sir Alfred Chester Beatty (1875 – 1968). It is the only National Cultural Institution in Ireland with a focus on global artistic heritage. Further information is given in note 22.

The Trustees of the Chester Beatty believe that the collection is exceptional as an asset in many ways. It is inalienable, unique, irreplaceable, ancient and fragile. In this regard, it is an asset that cannot be readily valued in a way that would be meaningful for readers of the financial statements. In addition, information on the value of the collection is not readily available and cannot be obtained at a cost commensurate with any benefit that could be derived by the user of the financial statements. However in accordance with the Charities SORP (FRS 102), acquisitions, purchased or donated should be capitalised and recognised in the Balance Sheet at their cost or value at the date of acquisition, where such a cost or value is reasonably obtainable. Consequently, items acquired since January 2016 are capitalised. Cost is defined as the "Hammer Cost" for acquisitions purchased by the Chester Beatty. Capitalised heritage assets are not subject to depreciation or revaluation. The heritage assets acquired before January 2016 are not capitalised on the Balance Sheet as the Chester Beatty has availed of exemption 18.16 of the SORP.

Trustees accept that under the requirements of the Charities SORP (FRS 102) they must comply with this accounting treatment but note that continuing to capitalise what will always be a very small portion of the collection may mislead readers of the accounts as to the nature and value of the collection as a whole. Approximately 0.131% of the total collection is capitalised as a heritage Asset in the Balance Sheet.

Further information on the nature and scale of Chester Beatty's collection can be found in notes 14 and 22. Expenditure which is required to preserve or prevent further deterioration of individual collection items, as well as the costs of managing the collection, are recognised in the Statement of Financial Activities when incurred. More information about preservation and management of the collection can be found in note 22.

## (d) Income

The Chester Beatty distinguishes restricted income from unrestricted income. Restricted income refers to funds given subject to conditions imposed by the donor or implied by the nature of the appeal.

Incoming resources are recognised by inclusion in the Statement of Financial Activities only when the Chester Beatty is legally entitled to the income, any performance conditions attached to the item(s) of income have been met, the amounts involved can be measured with sufficient reliability, and it is probable that the income will be received.

Income from donations and legacies, grants, sponsorships, investments, rent and that derived from tours, workshops, room hire, events and conferences is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Monetary donations from the public are only recognised on receipt.

Grants from corporates, trusts, and major donors are recognised on the same basis as grants from government and other co-funders.

Grants from government, institutional donors, corporate and trusts and foundations that are subject to significant restrictions or reporting requirements are recognised when the Chester Beatty is legally entitled to the income, any performance conditions attached to the item(s) of income have been met, virtually certain of receipt and the amounts can be measured with sufficient reliability.

Sponsorship, subscriptions and similar income are accounted for as restricted funds when so designated by the contributor. Such funds receivable for restricted purposes are dealt with through the Statement of Financial Activities - restricted funds, on a performance basis. Expenditure from these funds is dealt with in the specific funds through the Statement of Financial Activities.

Funds receivable for which there is no specific purpose designated by the contributor, are dealt with in the Statement of Financial Activities - unrestricted funds, on a performance basis.

Income from the Gift Shop is recognised when the risks and rewards of ownership have transferred to the customer.

Investment transactions are accounted for on a trade date basis. Realised gains and losses and movements in unrealised gains and losses are recognised in the Statement of Financial Activities. Movements in market value are recorded in the Statement of Financial Activities at each valuation date, note 2j.

## (e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party and it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The activities of the Chester Beatty are primarily focused on the conservation, protection, display and interpretation of the collection. Expenditure is classified under the following headings:

**Expenditure on charitable activities** comprises direct costs incurred in undertaking the charitable activities, including support costs and costs relating to governance of the museum, apportioned to charitable activities.

**Costs of raising funds** comprise the costs incurred by the Chester Beatty in raising funds for its charitable activities and investment management fees. The cost of running the Gift Shop is also included in this category.

Other expenditure represents those items not falling under the above headings.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **Allocation of support costs**

Support costs are those essential functions that assist the charitable activities of the Chester Beatty as defined above. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between charitable activities and the cost of raising funds, where possible. Support costs are allocated by reference to a series of metrics, such as headcount, square footage etc.

#### **(f) Funds**

All transactions of the Chester Beatty have been recorded and reported as income into or expenditure from funds which are designated as “restricted” or “unrestricted”.

#### **Restricted and Unrestricted Funds**

Income is treated as restricted where the donor has specified that it may only be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted and dealt with in the Statement of Financial Activities. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or the terms under which it was raised. All other expenditure is treated as unrestricted and dealt with in the Statement of Financial Activities.

The balance on each restricted fund at the end of the year represents the asset held by the Chester Beatty for particular purposes specified by the donors. The balance of the unrestricted fund at the end of the year represents the assets held by the Chester Beatty for general use in furtherance of its work.

The Development Fund has been designated by the Trustees for use in the development of the Chester Beatty and the collection. The designated funds are held in a separate investment portfolio, and movements in the investment portfolio are treated as a movement on the designated Development Fund balance in the financial statements.

#### **(g) Income tax**

The Chester Beatty has been granted charitable tax exemption by the Revenue Commissioners and is recognised as a charity under Section 207 of the Tax Consolidation Act 1997, registered number CHY 5879.

#### **(h) Employee benefits**

The Chester Beatty provides a range of benefits to employees, including short-term employee benefits such as paid holiday arrangements and post-employment benefits (in the form of defined contribution pension plans).

##### **i. Short term benefits**

Short-term employee benefits, including paid holiday arrangements and other similar non-monetary benefits, are recognised as an expense in the financial year in which employees render the related service.

##### **ii. Defined contribution pension plans**

Superannuation benefits for the employees and their spouses are governed either by, the Chester Beatty Library Staff Superannuation Scheme 1995 and the Chester Beatty Library Spouses’ and Children’s Contributory Pension Scheme 1995 (for employees who joined prior to 2013 or the Single Public Service Pension Scheme (SPSPS) for employees who joined after 2013. The legacy Chester Beatty Library Staff and Spouses’ and Children’s schemes and Single Public Service Pension Scheme (SPSPS) are regarded as state plans for the purposes of FRS 102.

With effect from 1 January 2013 the SPSPS commenced. New entrant staff, employed by the Chester Beatty after 1 January 2013, are members of the SPSPS in accordance with the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. The Chester Beatty, as a ‘Relevant Authority’ under the SPSPS, makes the necessary deductions from salaries for staff who are part of the scheme. Employee and employer contributions are transferred to the Department of Public, Expenditure and Reform (DPER) in accordance with the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

The administration of the scheme is operated by DPER. The Trustees believe that DPER is responsible for the payment of lump sums and pensions in payment on behalf of the SPSPS. Chester Beatty, as part of normal financial management and budget-setting activity, factors SPSPS and Chester Beatty Library Staff Superannuation Scheme 1995 benefit payment estimates into annual funding requests from the DTCAGSM and accordingly no residual pension liability falls to be recognised in the books or accounts of the Chester Beatty.

##### **(i) Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less and bank overdrafts.

##### **(j) Financial instruments**

The Chester Beatty has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments. Financial assets and financial liabilities are recognised when the Chester Beatty becomes a party to the contractual provisions of the instrument.

##### **i. Financial assets**

Basic financial assets, including trade and other debtors, cash and cash equivalents and short-term deposits are initially recognised at the transaction price. Such assets are subsequently measured at the undiscounted amount of the cash or other consideration expected to be received, net of impairment.

At the end of each reporting period basic financial assets are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset’s original effective interest rate. The impairment loss is recognised in the Statement of Financial Activities.

Other financial assets include the Chester Beatty’s portfolio of investments which are managed by the Trustees supported by external investment managers. This investment is initially measured at market value, which is the transaction price.

The investment is subsequently carried at market value and the changes in market value are recognised in the Statement of Financial Activities within ‘gains or losses on investments’ in the period in which they arise.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the assets expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

##### **ii. Financial liabilities**

Basic financial liabilities, including trade and other payables are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Financial liabilities are classified as current liabilities if payment is due within one year or less and are measured at the undiscounted amount of the cash or other consideration expected to be paid. If not, they are presented as non-current liabilities.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

##### **iii. Fair value measurement**

Fair value is the amount for which an asset could be exchanged, a liability settled, or an equity instrument granted could be exchanged, between knowledgeable, willing parties in an arm’s length transaction. The fair value of financial instruments traded in active markets (such as publicly traded bonds and equities) and which are included within the Chester Beatty’s investment portfolio is based on quoted market prices at the balance sheet date.

Gains or losses arising from changes in the fair value through income are presented in the Statement of Financial Activities within gains or losses on investments in the period in which they arise.

### (k) Fixed assets and depreciation

The Chester Beatty's long leasehold premises at Dublin Castle and most of its initial fit-out were provided by the State and accordingly it is considered impractical to assess the value of the gift-in-kind, which is the use of the premises at Dublin Castle and therefore the value is excluded from the financial statements. Fixed assets are depreciated as follows:

Leasehold improvements carried out by the Chester Beatty	15 years
Fixtures, fittings and equipment	5 years
Fixtures, fittings and equipment with shorter useful life	3 years

### (l) Gift Shop stock

Gift Shop stock consists of publications, catalogues, gifts and cards and is stated at the lower of cost and net realisable value. In accordance with this policy, no recognition is given to stock donated to the Chester Beatty.

### (m) Development Fund

The Development Fund was set up from the net proceeds of sale in 1999 of the Chester Beatty's former premises at Shrewsbury Road, Dublin 4 less the contribution paid to the Office of Public Works in 2000 towards the cost of fit-out of the Clock Tower Building at Dublin Castle under the court approved Cy Pres Scheme of 16 December 1997. The Development Fund serves as a seed capital fund for a development programme for the Chester Beatty, as determined by the Trustees.

## 3 Critical accounting judgments and estimation uncertainty

Estimates and judgements made in the process of preparing the Chester Beatty's financial statements 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.

There were no critical accounting estimates included in these financial statements.

Accounting judgements include the exclusion of heritage assets (note 2c) and the leasehold premises (note 2k) from the balance sheet.

## 4 Voluntary Income

	Unrestricted €000	Restricted €000	2022 €000	2021 €000
Donations	1	62	63	36
Sponsorship	20	73	93	101
	<b>21</b>	<b>135</b>	<b>156</b>	<b>137</b>

## 5 Total trading income

A	Unrestricted €000	Restricted €000	2022 €000	2021 €000
Gift Shop sales (Note 5b)	341	-	341	255
Restaurant income	38	-	38	2
Events and room hire	9	-	9	6
Reproduction and photographic fees	4	-	4	8
Tours and workshops	5	-	5	1
Other income	21	-	21	3
	<b>418</b>	<b>-</b>	<b>418</b>	<b>275</b>

B	Unrestricted €000	Restricted €000	2022 €000	2021 €000
Gift Shop gross profit				
Gift Shop sale proceeds	341	-	341	255
Opening stock	62	-	62	83
Purchases	210	-	210	102
	<b>272</b>	<b>-</b>	<b>272</b>	<b>185</b>
Closing stock	(76)	-	(76)	(62)
Cost of sales	196	-	196	123
Gross Profit	145	-	145	132
Gross Profit %	43%	-	43%	52%

## 6 Investment Income

	Designated €000	Unrestricted €000	Restricted €000	2022 €000	2021 €000
Dividend income	-	-	16	16	13
Prize Bond Prizes	-	-	1	1	-
Deposit income	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>17</b>	<b>17</b>	<b>13</b>

## 7 Development Fund

	2022 €000	2021 €000
Dividend Income	16	13
Investment management fees	(35)	(25)
Investment gains/(losses) – realised & unrealised	(358)	252
<b>Investment returns</b>	<b>(377)</b>	<b>240</b>
<b>Deposit interest</b>	<b>-</b>	<b>-</b>
<b>Balance at beginning of year</b>	<b>2,098</b>	<b>1,858</b>
<b>Balance at end of year</b>	<b>1,721</b>	<b>2,098</b>

## 8 Analysis of charitable activities expenditure

	Unrestricted	Restricted	2022	2021
	€000	€000	€000	€000
Staff Costs	1,600	41	1641	1643
Governance	189	-	189	241
Support Costs (See Note 10)	391	-	391	236
Depreciation	15	316	331	347
Collections	27	-	27	-
Conservation	32	-	32	39
Exhibitions	74	-	74	47
Reference Library	23	-	23	16
Education	46	43	89	30
Digital	(4)	-	(4)	6
Systems, phone and stationery	29	-	29	37
Advertising and PR	118	-	118	103
Property maintenance and insurance	150	-	150	106
Facilities and sundry	5	-	5	13
Travel and subsistence	12	-	12	-
Consultancy and subscriptions	5	-	5	12
Staff training and non-pay related costs	18	-	18	21
	<b>2,730</b>	<b>400</b>	<b>3,130</b>	<b>2,897</b>

## 9 Cost of raising funds expenditure

	Unrestricted	Restricted	2022	2021
	€000	€000	€000	€000
Staff Costs	268	16	284	301
Governance	12	-	12	15
Support Costs (See Note 10)	25	-	25	62
Investment Management Fees	-	35	35	25
Gift Shop Stock	179	-	179	123
Events	2	-	2	1
Friends	5	-	5	20
Shop running costs	17	-	17	10
Systems, phone and stationery	4	-	4	4
Property maintenance and insurance	24	-	24	7
Facilities and sundry	-	-	-	14
	<b>536</b>	<b>51</b>	<b>587</b>	<b>582</b>

## 10 Analysis of support costs by function

Support costs include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between charitable activities and the cost of raising funds, where possible. Support costs are allocated by reference to a series of metrics, such as headcount, square footage etc.

	Charitable Activities	Cost of Raising Funds	Total
	€000	€000	€000
<b>Support Costs 2022</b>			
Governance	189	12	201
Finance	116	7	123
Information Technology	134	9	143
Human Resources	123	8	131
Office services	18	1	19
	<b>391</b>	<b>25</b>	<b>416</b>

	Charitable Activities	Cost of Raising Funds	Total
	€000	€000	€000
<b>Support Costs 2021</b>			
Governance	241	15	256
Finance	70	17	87
Information Technology	53	18	71
Human Resources	99	25	124
Office services	14	2	16
	<b>236</b>	<b>62</b>	<b>298</b>

Governance costs include	2022	2021
	€000	€000
Staff Costs	129	104
Auditors' remuneration	17	16
Internal Audit	20	18
Legal	3	63
Consultancy	32	55

## 11 Other Information

The Net Income for the year is stated after charging/(crediting) the following items:

	2022	2021
	€000	€000
Depreciation – See Note 13	330	347
Audit of Chester Beatty Financial Statements	17	16
Interest Receivable	-	-

## 12 Payroll cost analysis

	2022 €000	2021 €000
Salaries and wages	2,029	2,051
Social security costs	207	208
Pensions	158	147
	<b>2,394</b>	<b>2,406</b>
Charitable activities	1,641	1,643
Cost of raising funds	284	301
Support services	182	211
Governance	129	104
Pensions	158	147
	<b>2,394</b>	<b>2,406</b>

The above analysis includes posts funded from the Chester Beatty's own funds.

Trustees received no remuneration. Trustees' expenses were €nil in 2022 and 2021.

The average number of staff employed (full time and equivalents), analysed by function, by the Chester Beatty for the year were as follows:

	2022 €000	2021 €000
Operations	19	18
Collections	10	10
Management	4	4
Education	2	3
Digital	4	4
Finance	1	1
Development	1	1
	<b>41</b>	<b>41</b>

The number of higher paid employees was:

Taxable emoluments band:	2022 €000	2021 €000
€60,000 - €69,999	2	6
€70,000 - €79,999	7	3
€80,000 - €89,999	1	1
€90,000 - €99,999	1	1
€100,000 - €109,999	-	1
€110,000 - €119,999	1	-

The key management personnel of the charity consist of the Senior Management Team whose employee benefits totalled €366,000 (€329,000 in 2021).

## 13 Tangible Fixed Assets

	Leasehold improv. €000	Fixtures, fittings and equipment €000	Total €000
<b>Cost</b>			
As at 31 December 2021	1,991	1,561	3,552
Additions	-	136	136
Disposal	-	-	-
<b>As at 31 December 2022</b>	<b>1,991</b>	<b>1,697</b>	<b>3,688</b>
<b>Depreciation</b>			
As at 31 December 2021	1,859	1,168	3,027
Disposal	-	-	-
Charge for the year	108	222	330
<b>As at 31 December 2022</b>	<b>1,967</b>	<b>1,390</b>	<b>3,357</b>
<b>Net Book Value</b>			
At 31 December 2022	24	307	331
<b>At 31 December 2021</b>	<b>132</b>	<b>393</b>	<b>525</b>

## 14 Heritage assets

The collection housed in the Chester Beatty has been described as the finest collection of manuscripts, rare books, miniature paintings and other decorative objects assembled by a private collector in the twentieth century and is of world importance. It includes representative examples of the world's artistic heritage from about 2,700BC to the present century. Today this collection belongs to a Trust, who own and operate the Chester Beatty as a museum for the benefit of the public; and entrance to the Chester Beatty is free.

More detailed descriptions of the Collection by area and including images can be found on the website [www.chesterbeatty.ie](http://www.chesterbeatty.ie)

Heritage assets capitalised in the Balance Sheet are shown below:

	East Asian Collection €000	Western Collection €000	Reference Library €000	Total €000
<b>Valuation</b>				
As at 31 December 2021	16	15	12	43
Additions	29	-	-	29
<b>As at 31 December 2022</b>	<b>45</b>	<b>15</b>	<b>12</b>	<b>72</b>

Objects acquired or donated are capitalised and recognised in the Balance Sheet at their cost or value at the date of acquisition, where such a cost or value is reasonably obtainable. Valuations of donations are carried out during the year of acquisition by the Chester Beatty's Curators and, where appropriate, with reference to external experts and/or recent sales of similar objects.

The Chester Beatty continues to acquire material, to enhance or improve its holdings, along the distinctive lines of collecting established by Sir Alfred Chester Beatty. The Chester Beatty does not receive an acquisitions grant and funds for purchases are normally externally sourced. Therefore, given that rarity, high quality and good condition were the guiding principles of collection by the founder, the Chester Beatty is financially restricted in the material it can acquire.

Seven year financial summary of acquisitions:

	2016	2017	2018	2019	2020	2021	2022
	€000	€000	€000	€000	€000	€000	€000
Purchased				7		24	29
Donated	8			1	3		
<b>Total</b>	<b>8</b>			<b>8</b>	<b>3</b>	<b>24</b>	<b>29</b>

Further information regarding the nature of the collection and its management is set out in note 22.

## 15 Investments

	2022	2021
	€000	€000
Bonds	1,207	645
Equities	1,382	1,137
Cash	349	129
Absolute return fund	132	36
	<b>3,070</b>	<b>1,947</b>
Bank Deposits	-	1,601
Prize Bonds	250	250
	<b>3,320</b>	<b>3,798</b>

Reconciliation of movements in investments during the year

	2022	2021
	€000	€000
<b>Fair value of investments at the beginning of the year</b>	<b>3,798</b>	<b>3,558</b>
Withdrawal	(101)	-
Income earned	16	13
Management expenses	(35)	(25)
	<b>(120)</b>	<b>(12)</b>
Net realised gain/(loss) on disposal of investments	(30)	19
Net unrealised gain/(loss) on revaluation of investments	(334)	175
Gains/(losses) due to foreign exchange movements	6	58
Total Gains/(Losses) on Investments, realised and unrealised	(358)	252
<b>Fair value of investments at the end of the year</b>	<b>3,320</b>	<b>3,798</b>

Bank deposits above are classified as investments as they do not form part of the Chester Beatty's working capital and are being held for the longer term.

## 16 Gift Shop stock

	2022	2021
	€000	€000
Goods for resale	76	62

Valuation of stock presented above is the lower of cost and net realisable value (NRV), stock written down amounted to €7,577 (2021: €5,000). Stock items are reviewed individually and written down to their NRV.

## 17 Prepayments and debtors

	2022	2021
	€000	€000
Prepayments	73	55
Debtors	15	228
	<b>88</b>	<b>283</b>

All amounts included within debtors fall due within one year.

## 18 Creditors and accruals

	2022	2021
	€000	€000
Trade creditors	21	25
Accruals	142	80
Revenue Commissioners – PAYE/PRSI	58	56
Revenue Commissioners – VAT	30	22
Revenue Commissioners – PSWT	1	45
Other creditors	128	214
Deferred income	111	60
<b>Total</b>	<b>491</b>	<b>502</b>

Trade and other creditors are payable at various dates in the next three months in accordance with the suppliers' usual and customary credit terms.

## 19 Restricted funds

	2022 €000	2021 €000
Unamortised capital grants	1,272	1,352
Other Donations	191	193
<b>Total</b>	<b>1,463</b>	<b>1,545</b>

## 20 Reconciliation of Net Cash Flow to movements in bank balances

	As at 31 December 2021 €000	Cash Flow €000	As at 31 December 2021 €000
Spouses and Children's Scheme Deposit Account	143	10	153
Bank Current Accounts	1,374	903	2,277
<b>Total</b>	<b>1,517</b>	<b>913</b>	<b>2,430</b>

## 21 Pension scheme details

### Chester Beatty Library Staff Superannuation Scheme 1995 and Chester Beatty Library Spouses and Children's Contributory Pension Scheme 1995

Both the Staff scheme and Spouses' and Children's schemes are administered and funded by the DTCAGSM on behalf of the Chester Beatty. The Trustees believe that the scheme does not meet the definition of a defined benefit scheme in accordance with FRS102, as the Chester Beatty is not exposed to the actuarial or investment risk.

Furthermore, the Trustees believe that the Chester Beatty operates as an agent in the operation of the scheme and does not contribute financially to the scheme. Lump sums and pensions in payment under the schemes are estimated annually in advance for pending retirements which are due to take place in the year ahead. Calculations are made in consultation with the DTCAGSM and are submitted for inclusion in the annual DTCAGSM budgetary process, and are dealt with as part of the annual allocation of funding from the DTCAGSM to the Chester Beatty.

In the event that the budget does not adequately account for an unexpected retirement, this amount would be dealt with in a subsequent allocation. The Chester Beatty is an approved organisation under Section 4 of the Superannuation and Pensions Act, 1963, which provides for the transfer of employees and pensionable service between schemes within the Civil Service network.

Therefore, for employees who joined the Chester Beatty late in their pensionable career, the obligation to act as an agent in the administration of their pension and lump sum on retirement transfers to the Chester Beatty from another approved organisation at their point of joining the Chester Beatty. Given that the State, via the DTCAGSM has ultimate responsibility for the administration and funding of this liability, this does not give rise to the recognition of any liability in the books of the Chester Beatty when such transfers occur, as the liability rests with the relevant government department.

The Trustees believe that the liability in respect of pension benefits payable to employees who are members of the Chester Beatty Library Staff Superannuation Scheme 1995 and Chester Beatty Library Spouses' and Children's Contributory Pension Scheme 1995 will be met in full by the DTCAGSM. The Chester Beatty is not exposed to the actuarial risk arising in either the Staff or Spouses' and Children's schemes and from the Chester Beatty's perspective the Staff and Spouses' and Children's are, in substance, defined contribution schemes.

Contributions from employees, which are deducted through payroll from members of the scheme in respect of the Spouses' and Children's scheme are held in a Balance Sheet fund which is due and payable to the DTCAGSM.

Surplus or deficit funding of the balance is dealt with as part of grant income which is included within income earned from charitable activities in the Statement of Financial Activities.

## 22 Heritage assets

As noted in note 2(c), per the Charities SORP (FRS 102), only heritage assets acquired, purchased or donated since January 2016 are capitalised as heritage assets in the Balance Sheet. Heritage assets acquired prior to January 2016 have not been included in the financial statements as it is an asset that cannot be valued in a way that would be meaningful for readers of the financial statements.

Further information regarding the nature of the collection and its management is set out below.

### (a) Nature and scale of the collection

The collection housed in the Chester Beatty has been described as the finest collection of manuscripts, rare books, miniature paintings and other decorative objects assembled by a private collector in the twentieth century. It includes representative examples of the world's artistic heritage from about 2,700BC to the present century. Today this collection belongs to a Trust, who own and operate the Chester Beatty as a museum for the benefit of the public; and entrance to the Chester Beatty is free.

The Western treasures include some of the earliest sources on papyrus for the Bible, and a number of important Manichean texts. The Biblical Papyri, dating from the second to the fourth century AD, consist of the earliest known copies of the four canonical Gospels, Acts of the Apostles, Letters of St Paul and Book of Revelation as well as various very early Old Testament fragments. Armenian and Western European manuscripts from Medieval, Renaissance and more modern times, Old Master prints, rare early and fine books and bindings complete a remarkable conspectus of the arts of manuscript production and printing from many world cultures and periods.



Manuscripts and single-page paintings and calligraphies make up the Islamic Collections. This includes more than 260 complete and fragmentary Qur'ans, dating from the eighth to the nineteenth century and including the works of the leading calligraphers and illuminators of the Islamic world.

The East Asian Collections include a fine series of albums and scrolls from China, the largest collection outside China of jade books from the Imperial Court and a large collection of textiles and decorative arts. The Japanese holdings contain many superb painted scrolls dating from the sixteenth to eighteenth centuries, woodblock prints by Hiroshige and Hokusai amongst others, as well as decorative art objects.

While the collection is fully catalogued, it can be measured in a number of ways, as how a single object is defined does not have a definitive answer; for example, a Japanese painted scroll might comprise a number of separate scrolls.

More detailed descriptions of the collection by area and including images can be found on the website [www.chesterbeatty.ie](http://www.chesterbeatty.ie).

## **(b) Heritage asset management**

### **Acquisitions**

The Chester Beatty continues to acquire material, to enhance or improve the Chester Beatty's holdings, along the distinctive lines of collecting established by Sir Alfred Chester Beatty. The Chester Beatty does not receive an acquisitions grant and funds for purchases are normally externally sourced. The principles the Chester Beatty takes into account when acquiring objects for its collections whether by donation, purchase or loan are set out in the Chester Beatty's Collections Acquisition Policy.

The purpose of the Collections Acquisitions Policy is to complete, amplify and enrich the Chester Beatty Collection. The Chester Beatty will always seek to ensure compliance with Irish Cultural Heritage Legislation. Only works for which legal title can be firmly established will be considered for acquisition by the Chester Beatty.

### **Preservation**

Preserving the collections for the present and future generations remains the primary focus and responsibility of the Chester Beatty. Their conservation, display and interpretation are central to every aspect of the museum's operations and audience access, both onsite and online. The Chester Beatty has a dedicated Conservation Department that specialises in book and paper conservation.

Conservators are involved in every aspect of preservation and conservation to safeguard the collection during handling, transport, storage and while on display. The Conservators work to stabilise and repair the objects in the collection; and all treatments are governed by a policy of minimum intervention to ensure that the historical integrity of the object is maintained. Due to the wide variety of material in the collection, specialist conservators may be consulted to treat materials such as textiles and ceramics. All work is carried out in accordance with a strict professional code of conduct. Further information may be found in the Collections Care and Conservation Strategy.

### **Management**

Securing the future of the collections, ensuring that research, conservation, documentation and digitisation continue to be central to our activities is a key strategic priority for the Chester Beatty. Further information can be found in the Chester Beatty Strategic Plan 2021 – 2024.

The Chester Beatty uses a collections management system (Axiell) to catalogue the collection and to manage acquisitions, locations, exhibitions and loans. This system is maintained by the Registrar in collaboration with the Curators. The Chester Beatty continues to enhance the database and to expand the information recorded on each asset.

### **Disposal**

The Trustees are legally constrained by the terms of the Will of Sir Alfred Chester Beatty from disposing of the material in the collections, as outlined in the Disposal Policy.

## **23 Approval of financial statements**

The Trustees and the Director/CEO approved the financial statements on 19 April 2023.





Chester  
Beatty

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