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ANNUAL  
REPORT  
2017

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# PRESIDENT'S INTRODUCTION

As I write this introduction to the Museums Association (MA) 2016/17 Annual Report, I have been President of the MA (for the second time) for over two years. Actually, quite a lot of my time in my 36-year museum career has been spent trying to help the MA be as effective as possible: I was, in the 1980s, the MA's elected student representative, and then became a member of the MA's council from 1990-93. At that time a couple of Yorkshire colleagues and I stood for election because we perceived that the MA was in financial difficulties, and that it needed a good dose of fiduciary pragmatism from its Yorkshire membership!

Subsequently, I rejoined the MA board and became president for the first time in 2000. In those days the MA had plenty of allies in our quest to represent the best interests of the UK museum profession - it had the Museums and Galleries Commission (later to be morphed into the Museums, Libraries and Archives Council) and the Area Museum Councils. Scroll forwards a few years and we now have a very different museum landscape.

Most of those bodies don't exist anymore and the UK is not the political unit it once was. Funding cuts have impacted on many museums and culture is now firmly a devolved responsibility.

What that means for the MA is that its role in championing museums across the UK, across all disciplines and museum types, is more important than ever.

It is good to be able to report that the MA is now in rude financial health; it is more active than ever; it is respected worldwide for its ethical and activist stances; it is widely networked; and its membership stands at an all-time high level.

The extreme right is on the march all over the world, promoting racism, xenophobia and intolerance of difference. This context is a particular challenge for museums that have traditionally played a progressive role in society, promoting understanding and tolerance.

Increasingly museums are looking for new and innovative ways to connect to audiences, challenge established thinking and foster discussion and debate. The MA needs to be responsive to this new context, and I am very pleased that it has led the sector with its flagship campaign, Museums Change Lives, and there is now much more evidence that many museums are delivering positive change working with their communities.

For a number of years the MA has led the call for strategic approaches to museum development in our nations, and this pressure on politicians needs to be maintained if we are to live in a world where museums are not to become easy victims of changing political whims.

Over the coming years I hope the MA can work with sector representatives to identify radical new approaches to collections, continue to promote the work that museums are doing with their communities and support everyone who works in and with museums to develop their careers in order to deliver the best possible service to the public.

**David Fleming**  
President, Museums Association



# REFERENCE AND ADMINISTRATIVE DETAILS

For the year ended  
31 March 2017

## Status

The organisation is a charitable company limited by guarantee, incorporated on 20 November 1930 and registered as a charity on 7 November 1962.

## Governing document

The company was established under a memorandum of association which established the objects and powers of the charitable company, and is governed under its articles of association.

## Company number

252131

## Charity number

313024

## OSCR number

SC041856

## Registered office and operational address

42 Clerkenwell Close  
London  
EC1R 0AZ

## Bankers

National Westminster  
Bloomsbury, Parr's Branch  
126 High Holborn  
London  
WC1V 6QB

Close Brothers Treasury  
10 Crown Place  
London  
EC2A 4FT

## Solicitors

Russell-Cooke, Solicitors  
2 Putney Hill  
London  
SW15 6AB

Stone King, Solicitors  
16 St John's Lane  
London  
EC1M 4BS

## Auditors

Kingston Smith LLP  
Chartered Accountants  
Statutory Auditors  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

## Investment managers

Schroder Investments Limited  
31 Gresham Street  
London  
EC2V 7QA

CCLA Investment  
Management Ltd.  
Senator House  
85 Queen Victoria Street  
London  
EC4V 4ET

## Board 2016/17

### President:

David Fleming

David Anderson  
Maggie Appleton  
Alex Bird  
Anna Brennand  
Rowan Brown  
Hazel Edwards  
Heledd Fychan  
Paddy Gilmore  
David Liddiment  
Dhikshana Pering  
Iain Watson

## Staff

### Head of Commercial Activities

William Adams

### Online Publications Editor

Rebecca Atkinson

### Collections Development Officer

Sarah Briggs\*

### Policy Officer

Alistair Brown

### Projects Assistant

Jacqui Buscher

### Programmes Manager

(Maternity cover)  
Jonathan Catherall\*\*

### Programmes Manager

Sally Colvin

### Director

Sharon Heal

### Head of Finance & Resources

Tricia Johnstone\*\*\*\*

### Staff Writer & Researcher

Geraldine Kendall Adams

### Executive Assistant

Charlie Lindus

### Deputy Editor

Eleanor Mills

### Marketing & Sales Officer

Emma Mitchinson

### Head of Finance & Resources (Interim)

Pauline Mouskis\*\*\*

### Sales Manager

Nazneen Musafir

### Events Coordinator

Lorraine O'Leary

### Project Assistant, Transformers

Claire Renard\*

### Professional Development Officer

Tasmin Russell

### Marketing Officer

Zoe Spencer

### Website Editor

Patrick Steel

### Finance Administrator

Jolanta Stevens

### Head of Publications & Events

Simon Stephens

### Online Publications Editor (Maternity Cover)

Nicola Sullivan

### Project Coordinator, Transformers

Katy Swift\*

### Programme Manager, Transformers

Jess Turtle

### Membership Engagement Officer

Jane Wells

\* indicates person joined during the year

\*\* indicates person left before end of year

\*\*\* indicates person joined after the year end

\*\*\*\* indicates person left after the year end

# REPORT OF THE BOARD

The trustees, who are also directors of the company for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2017.

Reference and administrative information set out on page 4 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities issued in March 2015.

## Objectives and activities for the public benefit

The charitable objectives of the Museums Association (MA) are: to advance education in, and to foster and encourage the preservation and better understanding of, the material heritage of mankind and the environment for the public benefit by the promotion and development of museums and galleries and by encouraging the involvement of members of the public in their work, and to establish, uphold and advance the standards of professional education, qualification, training and competence of those employed in museums and galleries.

The board members have referred to the Charity Commission's general guidance on public benefit in reviewing the aims and objectives of the charity, in planning future activities and, in particular, how planned activities will contribute to those aims and objectives. The review of activities later in the report demonstrates what the MA has done during the year to achieve its aims and what its plans are for 2017/18.

## Organisation and governance

The MA is governed by a board of 12 people. Eight members of the board are elected by the members of the MA (one vote per member) and four are nominated by the elected board members. In terms of induction, all new trustees meet individually with the director and are given the most recent set of accounts, the constitution documents and a copy of the rules. The MA is run by the board, which agrees strategy and is accountable to members. Operational matters are delegated to the director who reports to the board.

## Staffing

The MA's salary policy is designed to provide a clear and flexible framework to reward employees with a view to attract and retain a competent workforce which is essential to the ongoing success of the organisation. Pay grades within the policy are set by the board by comparing appropriate market rates. The board carries out a cost of living review annually. The director's salary is set separately by the board.

## Investment policy

By the terms of the articles of association of the MA, the board has the power to make any investment it sees fit. The sale of 24 Calvin Street has provided the MA with considerable cash reserves and following the property lease taken out in the year the board has agreed that the money should be invested medium term in an interest-earning bank account while an investment strategy is finalised and implemented in 2017. Surplus cash is held in interest-earning bank accounts with funds of the grant-making trusts being invested in charity equity and fixed interest funds.

## Risk management

The MA has just completed the final year of a three-year business plan which identified development targets and income-generating activities to fund development. The new business plan commencing April 2017 continues to have careful financial planning at its core to ensure continued financial stability. The objectives of the plan will continue to be monitored by the board, with a report being presented at each of its meetings.

## Reserves policy

The MA's reserves policy aims to maintain a sufficient level of reserves to enable normal operating activities to continue should a shortfall in income occur and to take account of potential risks and contingencies that may arise from time to time. In determining the level of reserves required by the MA, the trustees have considered the risks to the association in respect of unrestricted income and expenditure and, where appropriate, restricted income. They have also considered any identified potential external major risks to income and expenditure.

The board has now agreed that, in line with Charity Commission guidelines, the MA will hold reserves equivalent to three months' turnover. In 2016/17 this equated to £588,000. Unrestricted reserves at the year-end were £2m including designated funds of £600,000 for pension, £196,000 for planned investment in database, web redesign, premises improvements and IT, and £28,000 tied up in assets already purchased. This gave a free reserves figure of £1.2m.

Unrestricted income is considered to be a medium risk to the MA mainly due to the financial restraints within the sector potentially affecting the amounts free to spend on MA membership and activities over the coming year, with expenditure and restricted income considered a low risk. The major external potential risks identified are the economic environment and cuts within the sector, and the potential effects of Brexit.

The overall reserves policy of the association includes all reserves and therefore covers the Trust and Endowment funds managed by the MA, but the focus of the policy is on the free reserves of the organisation.

# MEMBERSHIP

Following significant growth for many years, total membership remained stable, with gains in individual membership countered by small reductions in institutional and corporate membership. These reductions were in part due to implementation issues with a new CRM system, especially around corporate membership renewals.

**Individual membership**

Individual membership has increased a little – by one per cent (2016/17: 7,554; 2015/16: 7,502). This included increases in membership in all nations in the UK.

**Institutional membership**

End of year institutional membership decreased by five per cent (2016/17: 556; 2015/16: 585).

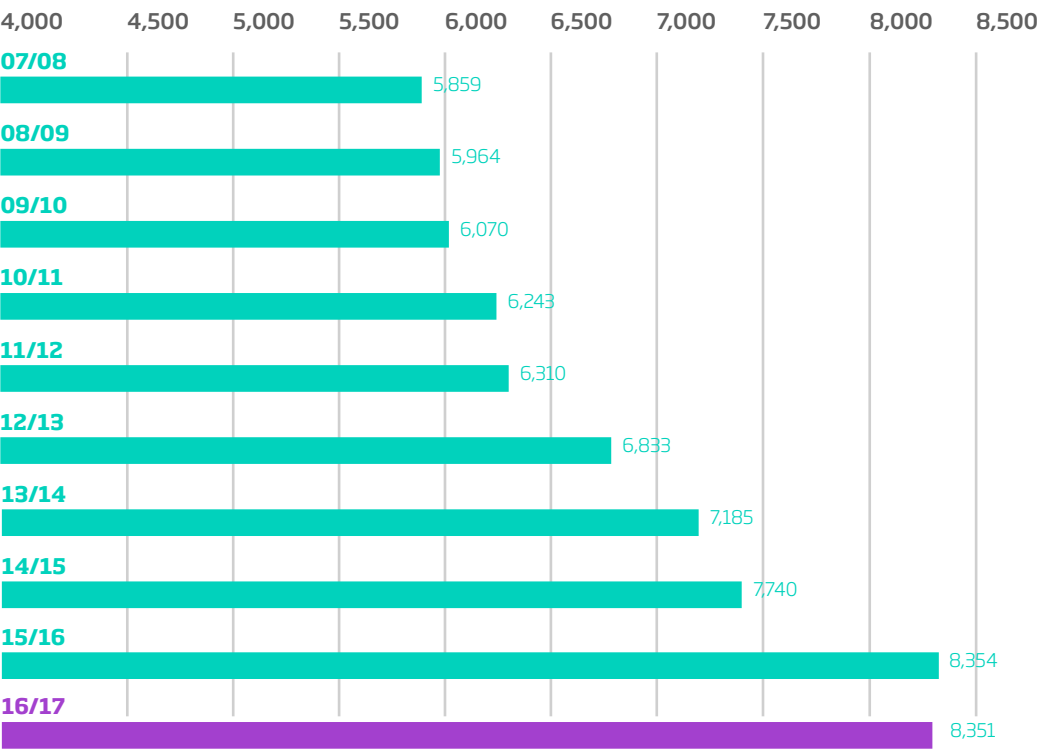
**Corporate membership**

Corporate membership decreased by ten per cent (2016/17: 241; 2015/16: 267).

Total membership  
2016/17

8,351

Total end of year membership



## WEBSITE AND ELECTRONIC MEDIA

A number of new features have been rolled out and more improvements are planned for the year to come. In 2016/17 there were 779,514 website sessions. Total sessions were slightly down from 2015/16, but new sessions are up 1%. The MA also reached over 45,000 Twitter followers in 2016/17.

Across the UK, total sessions were slightly down by 8.6% in England and by 5.6% in Wales, but up by 11% in Scotland and 13% in Northern Ireland.

### In 2016/17:

- Work began on the redesign of the MA website.
- The website integration with the new database was completed.
- A new conference app with more interactive features was trialled.

### In 2017/18:

- Work will continue on the redesign of the MA website.
- Following last year's trial, the conference app will be improved for usability.
- Newsletter will be rescheduled from Wednesday afternoon to Thursday morning to increase open rates.



45,000

Twitter followers  
reached in 2016/17.



## PUBLICATIONS

Publications will continue to offer comprehensive news, comment, best practice and information to the sector online and in print.

### In 2016/17:

- The circulation of Museums Journal increased, reaching 8,791 members and subscribers.
- Museums Journal continued to cover museum, gallery and heritage developments in the UK and overseas. There were reviews of new and redeveloped museums in England, Northern Ireland, Scotland and Wales and a monthly focus on an international museum opening. The magazine covered the work of independent, local authority, university and national institutions.
- Museums Journal published its third museum courses supplement, which achieved its best-ever revenue.
- Museums Journal continued to increase its online provision, with daily news, regular blogs and Q&As, and increased engagement through social media channels.
- Museum Practice continued to deliver a wide range of online content. Subjects covered included autism-friendly museums, artificial intelligence, museum text, mentoring, visitor surveys and designing temporary exhibitions.

- Museums Journal display advertising remained solid (2016/17: £107,782; 2015/16: £108,278).
- The Museum Services Directory saw a slight fall in display advertising revenue following a strong previous year (2016/17: £25,502; 2015/16: £30,846).

### In 2017/18:

- A full review of content in Museums Journal and Museum Practice will begin, including a readership survey and focus groups.
- The review will feed into a plan to relaunch Museums Journal in 2018/19.
- Work will begin on a digital content strategy for Museums Journal and Museum Practice.
- The Museum Services Directory will continue to be published in print as well as online.
- The MA will continue to investigate new opportunities for its content in print and online.



8,791

Members and  
subscribers to  
Museums Journal



## CONFERENCE AND EVENTS

The annual conference and exhibition continues to strengthen its place as the major event in the European museum calendar. The 2016 event in Glasgow saw the highest ever number of delegates, which followed record numbers in 2015. One-day Museum Practice seminars continued to evolve as new formats were added. Moving on Up, our one-day conference for early career museum professionals, continues to be a well-attended and inspiring event.

### In 2016/17:

- The conference and exhibition in Glasgow was attended by 1,589 delegates, visitors and exhibitors from across the UK and overseas.
- A series of Museum Practice one-day seminars offered advice on key areas of practice and remained popular; events were held in Birmingham, Bristol and London.
- The first Future of Museums event was held at the Wellcome Collection. It focused on audiences and sold out, attracting 150 delegates.
- The MA continued to run national and regional members' meetings, providing an opportunity for members to network and contribute to the MA's work; events were held in Belfast, Cambridge, Falmouth, Inverness, London and Sheffield.
- The MA ran its third Moving on Up conference, a one-day event for new and emerging museum professionals. This was held at the Royal College of Surgeons of Edinburgh and attracted 120 delegates.

### In 2017/18:

- The MA will run its conference and exhibition in Manchester in November 2017.
- The MA will run Moving On Up for a fourth time; it will be held at the National Museum Cardiff.
- Museum Practice one-day seminars will continue to evolve. We will repeat the Future of Museums concept. We will hold our second museum tech festival, which will be at the Museum of London.
- The MA will start planning an event for museum studies students to be held in 2018/19.
- The MA will hold members' meetings in the nations and regions, visiting Belfast, Derby, Edinburgh, Preston, Sunderland and Swansea.



The conference and exhibition in Glasgow was attended by

1,589

delegates

## POLICY AND ADVOCACY

The MA's mission is to inspire museums to change lives and in 2016/17 Museums Change Lives, our vision for the positive social impact of museums, was the focus of our policy work.

Funding remains the biggest challenge for our sector and the MA has advocated for the retention of public funding at local and national level as well as supporting the Museums Taskforce's statements on funding and its work to explore sustainable models for the sector.

### In 2016/17 the MA:

#### Museums Change Lives

- Reviewed the impact of Museums Change Lives and launched phase 2 with case studies from across the UK.
- Produced advocacy films demonstrating the social impact of museums which were screened at MA conference and other events.
- Promoted socially engaged practice to policy-makers, funders, key stakeholders, members, students and sector professionals.
- Delivered keynotes and sessions at seminars and conferences throughout the UK and internationally.

#### Advocacy

- Engaged politicians, government agencies and sector bodies throughout the UK.
- Delivered press and broadcast interviews on topics ranging from museum funding and closures to ethics, sponsorship and disposal.
- Convened the Museums Taskforce to address funding and sustainability issues.
- Published the Museums in the UK annual survey of museums, in partnership with the Museum Development Network.
- Worked with sector bodies to develop advocacy events.

## ETHICS

### In 2017/18 the MA will:

- Continue to advocate the value of museums to politicians and stakeholders across the UK.
- Respond to policy consultations in all four nations of the UK.
- Develop new policy positions that reflect the demands of the sector and membership.
- Publish the Museums in the UK survey.
- Publish the Salary Survey with benchmarks.
- Work with sector bodies to deliver advocacy events.

The MA's Ethics Committee regularly considers a range of ethical issues and gives advice to institutions and individuals.

### In 2016/17 the committee:

- Championed ethical good practice through speaking at events and delivering training.
- Continued to disseminate the new Code of Ethics.
- Responded to case work including publishing a response to the Art Not Oil report.

### In 2017/18 the committee will:

- Publish ethical guidance on museum closure.
- Champion ethical good practice through speaking at events and delivering training.



## TRUSTS AND FUNDS

The MA administers two trusts established to assist museums and their staff in specific areas of collections development and care.

### Beecroft Bequest

The Beecroft Bequest awards grants of up to £10,000 for the purchase of pictures and works of art (furniture or textiles can be considered) not later than the 18th century in date.

#### Grants awarded 2016/17:

- **Herschel Museum of Astronomy**  
£9,500 towards the purchase of a pair of small pocket globes by the London workshop of Dudley Adams.

### The Museums Association Benevolent Fund (including the Trevor Walden Trust)

The Museums Association Benevolent Fund was established to alleviate financial distress suffered by members of the MA and their dependents. The Trevor Walden Trust was set up to advance the education and training of museums and galleries personnel.

In 2016/17 Trustees awarded £5,000 to fund delegate fees for AMA participants receiving their award at the MA annual conference and six bursaries totalling £562.

In 2017/18 the fund will be available to alleviate financial distress and to continue to support the professional development of museums and galleries staff, including bursaries for AMA fees and MA courses and events, and further funding for AMA participants to attend the MA annual conference in November 2017.

Over

£15,000

of grants awarded in 2016/17, from trusts administered by the MA

## COLLECTIONS

The MA has run the Esmée Fairbairn Collections Fund since 2011. It offers grants between £20,000-£120,000 for time-limited work on collections. Working with the Esmée Fairbairn Foundation, we support a range of high quality projects which use collections for a social purpose, demonstrating that collections change lives and enhance public benefit. We will draw on the learning from these projects to stimulate excellent practice across the whole sector, through open events and resources for everyone.

### In 2016/17:

- A new phase of the Collections Fund spanning 2017-19 was launched, with increased grants to museums; a fuller range of support to grantees; and learning dissemination from the fund to the wider museum sector.
- £1,000,205 was awarded in grants to 14 projects.
- Collections network days were held in Birmingham and Manchester, with over 30 grantees at each event. For the first time, the afternoon of the Manchester network day was open to anyone, attracting a further 20 attendees.
- A new collections development officer was recruited to work with applicants and share learning from the fund.

### In 2017/18:

- £1.2m will be awarded in grants in two rounds (September and March).
- Four network days will be held across the UK, with sessions for grantees in the morning and open afternoon programmes.
- Application surgeries will be held across the UK at MA events and at the annual conference. The fund will also feature in conference sessions and pop-ups demonstrating successful projects.
- From autumn 2017, resources will be published online to share learning from the fund.

Over

£1m in awards per year

MUSEUMS  
ASSOCIATION

Esmée  
Fairbairn  
Collections  
Fund

## WORKFORCE DEVELOPMENT

The MA runs workforce development initiatives and programmes across the UK, aiming to foster a healthier, more resilient, diverse and adaptable workforce at all career stages. The foundations of this work are the AMA, the longest running professional development award in the sector; the FMA, recognising significant commitment and impact to the sector; and strategic policy work in all four nations of the UK.

### In 2016/17:

- 102 people registered for the Associateship of the Museums Association (AMA), and 25 people were successful in being awarded the AMA.
- Two people achieved the Fellowship of the Museums Association (FMA).
- The MA ran a third round of the Transformers programme. With funds from Arts Council England, Museums Galleries Scotland, the Federation of Museums and Art Galleries of Wales and National Museums Northern Ireland, 18 mid-career professionals participated in an intensive personal development programme to bring about change in their practice, organisation and the community they serve.
- The MA reviewed its workforce strategy.

### In 2017/18:

- 500 people will be supported through different stages of the AMA.
- Two people will be supported to achieve the FMA.
- The MA will extend the Transformers programme to three strands: Innovate, Influence and Diversify, with a total of 160 participants. With support from Arts Council England, Museums Galleries Scotland, the Federation of Museums and Art Galleries of Wales, the Welsh Government's Museums, Archives and Libraries Division and National Museums Northern Ireland, the MA will increase the reach and impact of the Transformers philosophy in the practice of participating individuals, their organisations and the communities they serve.
- The MA will launch its new Workforce Strategy 2017-20 at the MA Conference in Manchester.
- The MA, with funds from Arts Council England and Museums Galleries Scotland, will develop and pilot a new approach to mentoring, Mentoring for All, enabling access to mentoring regardless of career-stage, employment status and other potential barriers. The programme will support 18 mentors and mentees across England and a mentoring pair in Scotland. This will result in an Evaluation Report sharing learning and good practice across the sector.

members  
supported in  
undertaking  
the AMA

500

# REVIEW OF FINANCIAL ACTIVITIES

The results for the year 2016/17 show a positive net movement in funds of £196k due mainly to a recovery of the value of investment assets.

Overall, unrestricted income £1,919k was slightly lower than last year and unrestricted expenditure increased by 3% (£47k) to £1,902k.

Our key areas of unrestricted income are: membership £903k (2016: £910k), publications £354k (2016: £360k) and events £465k (2016: £460k). This year, the MA held seven events in addition to the annual conference.

The MA has a lease on a property in Clerkenwell Close, London that runs to September 2031.

The balance of restricted funds increased by £201k. This was mainly due to additional funding for the Mid-career, Mentoring for All and Salary Guidelines projects to be completed in 2017/18. There were gains on the investments held by the trusts and an increase in the funds held to administer the Esmée Fairbairn Collections Fund programme.

The balance of endowment funds increased by £25k, mainly an increase in the value of the investment.

During the year the grant-making trusts administered by the MA were able to make grants under the terms of their individual trust deeds. The Beecroft Bequest made grants of £9,500 and the Benevolent Fund (incorporating the Trevor Walden Trust) made grants of £5,562.

## Statement of the board's responsibilities

The board members (who are also directors of the MA for the purposes of company law) are responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the board members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the board members are required to:

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

The board members are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the board members are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the board members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The board members are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

## Members of the board

Members of the board, who are also trustees under charity law, who served during the year and up to the date of this report are as detailed on page four.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2017 was 8,351 (31 March 2016: 8,354). Members of the board have no beneficial interest in the charitable company.

## Auditors

Kingston Smith were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the board on 20 July 2017 and signed on its behalf by

**David Fleming**  
President



# INDEPENDENT AUDITORS' REPORT

## To the members of Museums Association:

We have audited the financial statements of Museums Association for the year ended 31 March 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 'Financial Reporting Standard Applicable in the UK and Ireland'.

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of the board and auditors

As explained more fully in the statement of the board's responsibilities set out in the report of the board, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the board to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the board for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records or returns; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## Neil Finlayson

Senior Statutory Auditor  
for and on behalf of Kingston Smith LLP  
Statutory Auditor  
Devonshire House, 60 Goswell Road,  
London, EC1M 7AD

# STATEMENT OF FINANCIAL ACTIVITIES

Incorporating an income  
and expenditure account

For the year ended  
31 March 2017

	Note	Endowment £	Restricted £	Unrestricted £	2017 Total £	2016 Total £
<b>Income and endowments from:</b>						
<i>Donations and legacies</i>	3	-	440,110	22,000	<b>462,110</b>	318,254
<i>Investment income</i>		9,817	2,411	96,472	<b>108,700</b>	123,068
<i>Charitable activities</i>	4	-	-	1,776,007	<b>1,776,007</b>	1,790,117
<i>Other incoming resources</i>				24,623	<b>24,632</b>	31,748
<b>Total incoming resources</b>		9,817	442,521	1,919,111	<b>2,371,449</b>	2,263,187
<b>Resources expended</b>						
<i>Charitable activities</i>	5	40,971	291,690	1,902,185	<b>2,234,846</b>	2,207,747
<b>Total resources expended</b>	5	40,971	291,690	1,902,185	<b>2,234,846</b>	2,207,747
Net gain/(loss) on investment assets	11a	56,033	50,403	229,562	<b>355,998</b>	(36,977)
<b>Net incoming/(outgoing) resources before transfers and other recognised gains and losses</b>	6	24,879	201,234	246,488	<b>472,601</b>	18,463
Gross transfers between funds	14	-	-	-	-	(10,155)
Transfer of funds out of the charity		-	-	-	-	(107,703)
Actuarial gain/(loss) on defined benefit pension scheme		-	-	(277,000)	<b>(277,000)</b>	(104,000)
<b>Net movement in funds for the year</b>		24,879	201,234	(30,512)	<b>195,601</b>	(203,395)
<b>Reconciliation of funds</b>						
<b>Funds brought forward at 1 April 2015</b>		409,859	329,808	2,076,909	<b>2,816,576</b>	3,019,971
<b>Funds carried forward</b>		<b>434,738</b>	<b>531,042</b>	<b>2,046,397</b>	<b>3,012,177</b>	<b>2,816,576</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

Movements in funds are disclosed in Note 14 to the financial statements.



# BALANCE SHEET

As at 31 March 2017

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Tangible Fixed Assets	9	-	2,085
Intangible Fixed Assets	10	27,668	48,169
Investments	11	2,179,396	1,843,398
		<b>2,207,064</b>	1,893,652
<b>Current assets</b>			
Debtors	12	394,883	271,519
Cash at bank and in hand		1,108,033	1,086,968
		<b>1,502,915</b>	1,358,487
<b>Creditors: amounts falling due within one year</b>	13	<b>741,802</b>	662,563
<b>Net current assets/(liabilities)</b>		<b>761,113</b>	695,924
<b>Net assets excluding pension asset</b>		<b>2,968,177</b>	2,589,576
<b>Defined benefit scheme asset</b>	18	<b>44,000</b>	227,000
<b>Net assets including pension asset</b>	15	<b>3,012,177</b>	2,816,576
<b>Funds</b>			
Endowment funds		434,738	409,859
Restricted funds		531,042	329,808
Unrestricted funds			
Designated funds		824,040	727,001
General funds		1,178,357	1,122,908
Unrestricted income funds excluding pensions asset		2,002,397	1,849,909
Pension reserve	15	44,000	227,000
Total unrestricted funds		2,046,397	2,076,909
<b>Total funds</b>	14	<b>3,012,177</b>	<b>2,816,576</b>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with Part 15 of the Companies Act 2006.

Approved by the board on 20 July 2017 and signed on its behalf by

**David Fleming**  
President

**Anna Brennand**  
Board member



# STATEMENT OF CASH FLOWS

For the year ended  
31 March 2017

	2017 £	2016 £
<b>Cash flow/(outflow) from operating activities</b>		
Cash generated from operations	23,969	(105,473)
Interest paid	-	-
Net cash (used in)/provided by operating activities	23,969	(105,473)
<b>Cash flow from investing activities</b>		
Investment income and interest received	2,472	10,337
Proceeds from disposal of fixed asset investments	-	-
Acquisition of fixed asset investments	(5,375)	(4,905)
Disposal of financial instruments	-	116,815
Net cash used in investing activities	(2,903)	122,247
<b>Net increase in cash and cash equivalents</b>	21,065	16,774
Cash and cash equivalents at beginning of year	1,086,968	1,070,194
<b>Cash and cash equivalents at end of year</b>	1,108,033	1,086,968
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>		
	2017 £	2016 £
<b>Net income including endowments</b>	(195,601)	(203,395)
<b>Adjustments for:</b>		
Depreciation charges	2,085	1,625
Amortisation	25,876	24,084
Bank interest received	(2,472)	(10,337)
Net (gains)/losses on investments	(335,998)	36,977
Decrease in pension asset	183,000	60,000
Decrease/(increase) in stock	-	-
Decrease/(increase) in debtors	(123,364)	(700)
Increase/(decrease) in creditors	79,240	(13,727)
<b>Net cash provided by/(used in) operating activities</b>	23,969	(105,473)

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 1. Accounting Policies

a) The financial statements have been prepared under the historical cost convention except for investments which are included at market value. The statements have been prepared in accordance with the Statement of Recommended Practice (SORP) FRS 102, Accounting and Reporting by Charities published in 2015, the Companies Act 2006 and applicable accounting standards. The financial statements are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

b) The charity is a company limited by guarantee and incorporated in England and Wales. The members of the company are the individuals and institutions in membership of the association. In the event of the charity being wound up, the liability in respect of guarantee is limited to £1 per member of the charity. The company is a public benefit entity.

c) The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

d) General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

e) Restricted and endowment funds are to be used for specific purposes as laid down by the donor. Income generated from investments held by the funds is restricted to use by the fund. Expenditure which meets these criteria is charged to the fund.

f) Incoming resources, including grants, are included in the statement of financial activities (SOFA) when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably, net of VAT where applicable.

g) Membership income is included on a receivable basis with amounts relating to future accounting years deferred as subscriptions in advance. For subscriptions of publications the amount recognised is calculated on a pro-rata basis covering the period paid for in the accounting year. Events income is recognised in the accounting year in which the event takes place.

h) Investment income and gains are allocated to the appropriate fund.

i) Resources expended are accounted for on an accruals basis and allocated to the particular activity where the cost relates directly to that activity. However, the support costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned first to restricted funds in accordance with funding restrictions and then to the remaining unrestricted activities on the basis of staff numbers. Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably.

j) Governance costs are no longer presented as a separate category of expenditure in the Statement of Financial Activities as they are now regarded as part of support costs which are allocated to the cost of activities undertaken by the charity.

k) Grants and bursaries payable are recognised when a decision to make an award has been made and communicated to the recipients.

l) Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

m) The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

## Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## Basic Financial Liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price, and subsequently measured at amortised cost using the effective interest method.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS102. See notes 12 and 13 for the debtor and creditor notes.

n) Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life.

The depreciation rates in use are:

## Furniture and Equipment

10.00% per annum, straight line method

Depreciation costs are allocated to Support Costs.

o) Intangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life. The amortisation rates in use are:

## Database

33.33% per annum, straight line method

Amortisation costs are allocated to Support Costs.

p) Investments held as fixed assets are included at mid-market value at the balance sheet date. The gain or loss for each period is taken to the statement of financial activities. Unrealised gains are shown in note 11a. Realised gains are shown on the face of the SOFA. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment are recognised immediately in the profit or loss account.

q) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the length of the lease.

r) The charity used to operate a defined benefit pension scheme on behalf of its employees. The scheme is now closed. The assets of the scheme are held separately from those of the charity in an independently administered scheme.

Current or past service costs and gains, as determined by the scheme's actuary, are charged to the statement of financial activities each year. Pension finance costs or income are included within total resources expended or incoming resources as applicable. Actuarial gains and losses arising are recognised within 'gains and losses' on the statement of financial activities.

In addition, any deficit on the scheme, representing the shortfall of the value of the scheme assets below the present value of the scheme liabilities is recognised as a liability on the balance sheet to the extent that the employer charity is able to recover a surplus or has a legal or constructive obligation for the liability. A corresponding pension reserve is included within total unrestricted funds.

s) The charitable company also agrees to contribute to personal pension schemes. The pension cost charge represents contributions payable by the charitable company to the individual schemes. The charitable company has no liability under the schemes other than for the payment of those contributions.t) Trust funds are funds:

i) which are administered by or on behalf of the MA;

ii) whose funds are held for specific purposes which are within the general purposes of the MA; or

iii) which are subject to a substantial degree of influence by the MA, are treated as branches and accounted for as part of the MA.

u) The MA undertakes an administrative role in the running of the Esmée Fairbairn Collections Fund. The MA undertake this service in return for a grant which is recognised as income in the statutory accounts.

The MA also holds funds as an intermediary, awaiting instructions from an approval panel (where control is retained by the Principal: Esmée Fairbairn), to distribute the funds. Although the MA monitors and reports against the use of the funds in its administrative capacity, the ultimate control over the distribution of the funding and legal responsibility for ensuring the charitable application of the funds is retained by Esmée Fairbairn.

Funds received and expended in this manner are excluded from the accounts as income and expenditure. Further details can be found in note 19.

## 2. Judgements and key sources of estimation uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, they are required to make judgements, estimates and assumptions that have a significant effect on the amounts recognised in the financial statements and carry a significant risk of material adjustment in the next financial year. No judgements or key sources of uncertainty have been identified by the trustees.



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 3. Donations and Legacies

	Restricted £	Unrestricted £	2017 £
Trusts and funded projects			
Arts Council England	263,420	-	<b>263,420</b>
Other	35,200	22,000	<b>57,200</b>
	<b>298,620</b>	<b>22,000</b>	<b>320,620</b>
Esmée Fairbairn Foundation Effective Collections	141,490	-	<b>141,490</b>
	<b>141,490</b>	<b>-</b>	<b>141,490</b>

	Restricted £	Unrestricted £	2016 £
Trusts and funded projects			
Arts Council England	228,410	-	<b>228,410</b>
Other	7,500	-	<b>7,500</b>
	<b>235,910</b>	<b>-</b>	<b>235,910</b>
Esmée Fairbairn Foundation Effective Collections	82,344	-	<b>82,344</b>
	<b>82,344</b>	<b>-</b>	<b>82,344</b>

## 4. Charitable activities

	Restricted £	Unrestricted £	2017 £
Membership	-	903,224	<b>903,224</b>
Publications	-	353,964	<b>353,964</b>
Events	-	464,707	<b>464,707</b>
Professional development	-	54,113	<b>54,113</b>
	<b>-</b>	<b>1,776,007</b>	<b>1,776,007</b>

	Restricted £	Unrestricted £	2016 £
Membership	-	909,650	<b>909,650</b>
Publications	-	360,061	<b>360,061</b>
Events	-	459,706	<b>459,706</b>
Professional development	-	60,700	<b>60,700</b>
	<b>-</b>	<b>1,790,117</b>	<b>1,790,117</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 5. Total resources expended

For the Year Ended 31 March 2017

	Publications £	Events £	Membership £	Professional development £	Policy & public affairs £	Governance £	Support £	Trusts/ Projects £	2017 Total £	2016 Total £
Staff costs – direct (Note 7)	200,041	173,071	162,932	78,914	147,705	11,834	301,862	113,947	<b>1,190,306</b>	1,122,165
Direct costs	254,147	230,610	35,925	18,626	28,967	3,370	206,763	148,859	<b>927,867</b>	948,067
Grants and Bursaries	-	-	-	-	-	-	-	69,855	<b>69,855</b>	95,837
Depreciation	-	-	-	-	-	-	27,964	-	<b>27,964</b>	25,709
Trustees' expenses	-	-	-	-	-	18,854	-	-	<b>18,854</b>	15,969
Sub total	454,188	403,681	198,857	97,540	176,672	34,658	536,589	332,661	<b>2,234,846</b>	2,207,747
Allocated support costs	163,213	102,008	122,410	61,205	122,410	(34,658)	(536,589)	-	-	-
<b>Total resources expended</b>	<b>617,401</b>	<b>505,689</b>	<b>321,267</b>	<b>158,745</b>	<b>299,082</b>	<b>-</b>	<b>-</b>	<b>332,661</b>	<b>2,234,846</b>	<b>2,207,747</b>

For the Year Ended 31 March 2016

	Publications £	Events £	Membership £	Professional development £	Policy & public affairs £	Governance £	Support £	Trusts/ Projects £	2016 Total £	2015 Total £
Staff costs – direct (Note 7)	166,125	153,832	153,198	78,755	133,272	11,907	313,929	111,147	<b>1,122,165</b>	973,570
Direct costs	251,363	208,962	39,247	1,750	12,998	3,396	284,811	145,540	<b>948,067</b>	884,517
Grants and Bursaries	-	-	-	-	-	-	-	95,837	<b>95,837</b>	30,559
Depreciation	-	-	-	-	-	-	25,709	-	<b>25,709</b>	1,625
Trustees' expenses	-	-	-	-	-	-	15,969	-	<b>15,969</b>	14,176
Sub total	417,488	362,794	192,445	80,505	146,270	15,303	640,418	352,524	<b>2,207,747</b>	1,904,447
Allocated support costs	174,857	131,142	131,142	87,428	131,152	(15,303)	(640,418)	-	-	-
<b>Total resources expended</b>	<b>592,345</b>	<b>493,936</b>	<b>323,587</b>	<b>167,933</b>	<b>277,422</b>	<b>-</b>	<b>-</b>	<b>352,524</b>	<b>2,207,747</b>	<b>1,904,447</b>

## 6. Net incoming/(outgoing) resources for the year

This is stated after charging/crediting:

	2017 £	2016 £
Interest payable	-	-
Bank charges	<b>9,150</b>	15,515
Depreciation	<b>27,961</b>	25,709
Operating lease rentals	-	-
• property	<b>73,856</b>	29,278
Board's remuneration	-	-
Board's reimbursed expenses (travel and subsistence)	<b>18,854</b>	12,031
Auditors' remuneration:	-	-
• Audit	<b>13,962</b>	13,750
• Other services	-	-
Income from quoted investments	<b>12,228</b>	13,719
Bank interest receivable	<b>2,472</b>	10,337

Reimbursed travel and subsistence costs relating to attendance at board meetings were paid to 10 (2016:9) board members during the year. Trustee indemnity is covered by the organisation's Charity Care insurance.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 7. Staff costs and numbers

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	814,889	793,099
Settlement payments	-	-
Social security costs	87,035	83,617
Temps/Consultants	63,370	21,691
Costs of pension scheme - defined contribution	68,951	60,085
Costs of pension scheme - defined benefit	70,073	80,590
	<b>1,104,318</b>	<b>1,039,082</b>
Other staff costs	85,988	117,083
	<b>1,190,306</b>	<b>1,156,165</b>
Total emoluments paid to staff were:	<b>814,889</b>	<b>793,099</b>

The charity considers its key management personnel comprise the trustees, the Chief Executive Officer and 3 heads of departments. The total employment benefits including employer pension contributions of the key management personnel were £315,068 (2016: £275,972). Trustees receive no remuneration.

## Earnings over £60,000

	2017 No.	2016 No.
Number of employees receiving £80,001 - £90,000	-	-
Number of employees receiving £70,001 - £80,000	1	1
Number of employees receiving £60,001 - £70,000	2	2

The employees above participated in the pension scheme.  
Contributions paid on behalf of the employees total £17,192 (2016: £16,741).

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2017 No.	2016 No.
Publications	4.0	4.0
Restricted projects	3.5	2.5
Events	2.5	3.0
Membership	3.0	3.0
Professional development	1.5	2.0
Policy and public affairs	3.0	3.0
Support	3.5	3.5
	<b>21.0</b>	<b>21.0</b>

## 8. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 9. Tangible fixed assets

	Furniture & equipment £	IT & computers £	Total £
Cost			
At 1 April 2016	24,734	121,379	<b>146,113</b>
At 31 March 2017	24,734	121,379	<b>146,113</b>
Depreciation			
As at 1 April 2016	22,649	121,379	<b>144,028</b>
Disposals in year	-	-	-
Charge for the Year	2,085	-	<b>2,085</b>
At 31 March 2017	24,734	121,379	<b>146,113</b>
Net book value			
<b>At 31 March 2017</b>	-	-	-
At 31 March 2016	2,085	-	2,085

## 10. Intangible fixed assets

	Website & Database £	Total £
Cost		
At 1 April 2016	72,253	<b>72,253</b>
Additions in year	5,375	<b>5,375</b>
Disposals in year	-	-
At 31 March 2017	<b>77,628</b>	<b>77,628</b>
Depreciation		
As at 1 April 2016	24,084	<b>20,084</b>
Disposals in year	-	-
Charge for the Year	25,876	<b>25,876</b>
At 31 March 2017	49,960	<b>49,960</b>
Net book value		
<b>At 31 March 2017</b>	<b>27,668</b>	<b>27,668</b>
At 31 March 2016	48,169	48,169

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 11.a) Investments

	2017 £	2016 £
At 1 April 2016	<b>1,843,398</b>	1,997,190
Additions during the year, at cost	-	-
Disposals during the year, at brought forward value		(116,815)
Unrealised (loss)/gain on revaluation at 31 March	<b>335,998</b>	(36,977)
<b>At 31 March 2017</b>	<b>2,179,396</b>	1,843,398
<b>Historic Cost</b>		
<b>At 31 March 2017</b>	<b>1,361,033</b>	1,361,033

### Analysis of investment portfolio

	£	£
Schroder Charity Fixed Interest Fund	<b>266,631</b>	294,382
Schroder Charity Equity Funds	<b>493,204</b>	404,017
CCLA Coif Charity Fund	<b>1,419,516</b>	1,189,999
<b>At 31 March 2017</b>	<b>2,179,396</b>	1,843,398

## 11.b) Investment in subsidiary

	2017 £	2016 £
Shares in subsidiary at cost	<b>2</b>	2

## 12. Debtors

	2017 £	2016 £
Trade debtors	<b>191,583</b>	152,267
Other debtors	<b>3,861</b>	3,428
Prepayments and accrued income	<b>199,439</b>	115,824
	<b>394,883</b>	271,519

## 13. Creditors: amounts falling due within one year

	2017 £	2016 £
Trade creditors	<b>155,629</b>	95,307
Accruals	<b>45,077</b>	44,291
PAYE, social security and other taxes	<b>23,526</b>	31,676
Other creditors	<b>4,167</b>	-
Subscriptions in advance	<b>513,403</b>	491,289
	<b>741,802</b>	662,563

Deferred income recognised in 2016 was entirely released in 2017.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 14. Movements in funds

	At 1 April 2016 £	Incoming resources* £	Outgoing resources £	Transfers £	At 31 March 2017 £
Endowment funds					
Beecroft Bequest	409,859	65,850	(40,971)	-	<b>434,738</b>
<b>Total endowment funds</b>	<b>409,859</b>	<b>65,850</b>	<b>(40,971)</b>	<b>-</b>	<b>434,738</b>
Restricted funds:					
Benevolent Fund	274,408	52,814	8,734		<b>335,956</b>
Esmée Fairbairn					
Collections Fund	55,400	141,490	(65,467)		<b>131,423</b>
Mid-career project	-	252,620	(184,388)		<b>68,232</b>
Mentoring for All	-	26,000	(16,409)		<b>9,591</b>
Salary Guidelines	-	20,000	(17,080)		<b>2,920</b>
<b>Total restricted funds</b>	<b>329,808</b>	<b>492,924</b>	<b>(274,610)</b>	<b>-</b>	<b>548,122</b>
Unrestricted funds:					
Designated funds:					
Pension Company	600,000	-	-	-	<b>600,000</b>
Fixed Asset reserve**	76,747	-	-	119,625	<b>196,372</b>
Fixed Assets***	50,254	-	(27,961)	5,375	<b>27,668</b>
<b>Total designated funds</b>	<b>727,001</b>	<b>-</b>	<b>(27,961)</b>	<b>125,000</b>	<b>824,040</b>
<b>General funds</b>	<b>1,122,908</b>	<b>2,148,673</b>	<b>(1,968,224)</b>	<b>(125,000)</b>	<b>1,178,357</b>
<b>Total unrestricted funds</b>	<b>1,849,909</b>	<b>2,148,673</b>	<b>(1,996,185)</b>	<b>-</b>	<b>2,002,397</b>
<b>Pension reserve fund</b>	<b>227,000</b>	<b>-</b>	<b>(183,000)</b>	<b>-</b>	<b>44,000</b>
<b>Total funds</b>	<b>2,816,576</b>	<b>2,707,447</b>	<b>(2,494,766)</b>	<b>-</b>	<b>3,029,257</b>

\*Includes gains on investment assets

\*\* Fund established for investment in database, web redesign, premises improvements and IT

\*\*\*Funds tied up in Fixed Assets already purchased

### Purposes of Endowment Funds

The Beecroft Bequest originates from a legacy made in 1961 which is used to make grants to museums to help fund purchases of pictures and works of art produced no later than the 18th century.

### Purposes of restricted funds

The Benevolent Fund assists financially distressed members of the MA and their families and merged with the Trevor Walden Trust in 2015/16. It now includes within its purpose the promotion of education and professional development of members of the MA.

The MA runs the Esmée Fairbairn Collections Fund (EFCF), offering grants of £20,000 to £100,000 to museums for time-limited work with collections. Through this fund the MA and the Esmée Fairbairn Foundation seek to develop a series of projects that demonstrate the inspiring and engaging potential of collections to deliver social impact for people and communities.

The mid-career project, Transformers, is funded by Arts Council England, Museums Galleries Scotland and the Federation of Museums and Art Galleries of Wales.

The Salary Survey Project, is funded by Arts Council England, to develop museums sector salary guidelines.

The Mentoring for All project is funded by Arts Council England.

### Purposes of designated funds

A fund of £600,000 was set up in 2012 in place of the charge on the property sold that year held by the Museums Association Pension Plan.

The fixed asset reserve designated fund has funds set aside for the future capital expenditure. In the year additional designations were made to increase the web redesign to £67k; increase the IT redesign development to £79k and put aside £30k for premises improvements. Funds of £5k were transferred to the Fixed Asset designated fund being spent in the year on database development. In total the trustees added a further £125k to the designated funds.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 15. Analysis of net assets between funds

	Endowment funds £	Restricted funds £	Unrestricted funds £	2017 Total funds £
Intangible Fixed Assets	-	-	27,668	27,668
Tangible Fixed Assets	-	-	-	-
Investments	317,714	442,121	1,419,561	2,179,396
Net Current Assets	117,024	88,921	555,168	761,113
Pension scheme asset	-	-	44,000	44,000
Net Assets at 31 March 2017	<b>434,738</b>	<b>531,042</b>	<b>2,046,397</b>	<b>3,012,177</b>

	Endowment funds £	Restricted funds £	Unrestricted funds £	2016 Total funds £
Intangible Fixed Assets	-	-	48,169	48,169
Tangible Fixed Assets	-	-	2,085	2,085
Investments	386,088	267,311	1,189,999	1,843,398
Net Current Assets	22,115	62,141	609,656	693,912
Pension scheme asset	-	-	227,000	227,000
Net Assets at 31 March 2016	<b>408,203</b>	<b>329,452</b>	<b>2,076,909</b>	<b>2,814,564</b>

## 16. Related parties

The MA appoints the trustees of the Benevolent Fund and the Beecroft Bequest and thus has a significant influence over the affairs of these trusts.

There were no related party transactions during the year.

## 17. Operating lease commitments

Expenditure committed to under operating leases falling due in:

### Property

	2017 £	2016 £
Less than one year	<b>93,000</b>	24,639
2-5 years	<b>372,000</b>	-
Over 5 years	<b>883,500</b>	-

### Other

	2017 £	2016 £
Less than one year	<b>1,000</b>	1,000
2-5 years	<b>2,000</b>	3,000
Over 5 years	-	-

## 18. Defined benefit pension scheme

The association operates a defined benefit scheme in the UK which was paid-up at 31 March 2008 so no further service liability will accrue.

The most recent full actuarial valuation was carried out at 1 April 2013 by a qualified actuary. Following the full valuation, the MA agreed with the trustees that it would pay an additional £24,000 per year towards correcting the deficit during 2014/15 and from April 2015 will pay £34,280 per year until 31 March 2030.

Defined benefit cost:

	2017 £'000	2016 £'000
Current service cost	-	-
Net interest cost on the recognised defined benefit asset	-	-
Remeasurements recognised in the SOFA	<b>34</b>	34
	<b>34</b>	34

Remeasurements recognised in Other Comprehensive Income:

	2017 £'000	2016 £'000
Remeasurement of defined benefit obligation	<b>602</b>	(38)
Return on plan assets	<b>(376)</b>	142
Change in effect of the asset ceiling	<b>(192)</b>	(70)
	<b>34</b>	34

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

Financial Assumptions:

	2017 %	2016 %
Discount rate at the end of the year	<b>2.5%</b>	3.4%
Retail Price Inflation	<b>3.4%</b>	3.2%
Consumer Price Inflation	<b>2.5%</b>	2.3%
Increases in deferment	<b>2.5%</b>	2.3%
Rates of increase to pensions in payment		
Pensions earned before 6/4/97	<b>0.0%</b>	0.0%
Pensions earned after 5/4/97	<b>3.4%</b>	3.2%



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 18. Defined benefit pension scheme (continued)

Financial Assumptions (continued):

Based on the mortality assumptions detailed below, the following illustrates the life expectancies used to place a value on the Scheme's liabilities as at 31 March 2017.

Life expectancy	Male	Female
Member aged 65 at the effective date of the calculations	21.1	23.1
Member aged 65 at a date 20 years after the effective date of the calculations	22.4	24.6

Demographic and other assumptions

	2017	2016
Mortality after retirement base table	S2PMA & S2PFA (B=Year of Birth for males and females as appropriate)	S2PMA & S2PFA (B=Year of Birth for males and females as appropriate)
Future improvements	Males:CMI_2015_M [1%] Females:CMI_2015_F [1%]	Males:CMI_2015_M [1%] Females:CMI_2015_F [1%]
Cash commutation	All members will commute 25% of pension on current terms	All members will commute 25% of pension on current terms
Retirement age	Normal retirement age	Normal retirement age
Proportion of members with a spouse	85% males; 75% females	80% males; 70% females
Average age difference between member and spouse	Females are three years younger than males	Females are three years younger than males
Discretionary increases	No allowance	No allowance

The expected return on the plan assets is based on the fair value of the assets at the beginning of the period and the expected long term rate of return as estimated at the start of the period.

The employee benefit obligations recognised in the balance sheet are as follows:

	2017 £'000	2016 £'000
Present value of defined benefit obligations	(3,108)	(2,524)
Fair value of plan assets	3,152	2,751
Net asset recognised in the Balance Sheet	44	227

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

	2017 £'000	2016 £'000
Opening defined benefit obligation	2,524	2,475
Service cost (current and past)	-	-
Interest cost	85	87
Remeasurement arising from changes in assumptions	592	34
Remeasurement arising from experience	10	(72)
Benefits paid	(103)	-
Liabilities at end of period	3,108	2,524

Changes in the fair value of plan assets are as follows:

	2017 £'000	2016 £'000
Opening fair value of plan assets	2,751	2,762
Interest income	94	97
Actual return on plan assets, excluding interest income	376	(142)
Contributions by employer	34	34
Benefits paid	(103)	-
Assets at end of period	3,152	2,751

The actual (deficit)/return on plan assets was £470,000 (2016: (£45,000)).

The major categories of plan assets as a percentage of total plan assets are as follows:

	2017 £'000	%	2016 £'000	%
Equities	1,671	53%	1,320	48%
Bonds and Gilts	1,040	33%	1,045	38%
Property	315	10%	385	14%
Cash	126	4%	-	0%

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended  
31 March 2017

## 19. Funds held by the MA as an intermediary agent

The MA receives an annual restricted grant from Esmée Fairbairn to support the research, development and administration of the Esmée Fairbairn Collections Fund. This is recognised as income in the financial statements.

The MA also receives £1.3 million per year for 2017-19 over the extended life of the programme for distribution to grant recipients. Under the terms of the agreement, the MA will receive, review and filter applications which will be sent to an approval panel for consideration. The panel consists of two Esmée Fairbairn trustees, the Esmée Fairbairn chief executive, the MA's director and two members of the museums community. Based on the composition of the panel and the fact that the Esmée Fairbairn chief executive has the casting vote on the approval of awards, the MA has no ultimate control over the distribution of the awards.

Under this arrangement the MA is holding the funds as an intermediary, awaiting instruction from Esmée Fairbairn to distribute the funds. Although the MA will monitor and report against the use of the funds, the ultimate control of the funding and legal responsibility for ensuring the charitable application of the funds would appear to remain with the Esmée Fairbairn Foundation.

As such, funds received and distributed under this arrangement have been excluded from the MA's accounts. This year, £215,207 was carried forward, £965,687 was received and £969,636 was awarded. At the year end, the MA held cash of £211,256 which is payable to grantees under the programme. This bank balance and corresponding liability have also been removed from the financial statements.



# CORPORATE MEMBERS

## 2016/17

For the year ended  
31 March 2017

100 Tonson Gallery  
24 Design Ltd  
4D Projects  
A Different View  
A H Baldwin & Sons Ltd  
A New Direction London Ltd  
Abound Design & Interpretation Ltd  
About Presentation Limited  
Absolute Action Ltd  
Absolute Museum & Gallery Products Ltd  
Access  
Access Displays Ltd  
Acoustiguide Ltd  
AirSea Packing Fine Art Services  
Airsourc Ltd  
Alan and Thomas Insurance Group  
Alban Cases  
Amp Fab  
Appleyard & Trew LLP  
Art UK  
Artelia UK  
ARTEX Museum Services  
ArtRatio  
Arts Heritage Ltd  
Artswork  
Association for Cultural Enterprises (ACE)  
Aston Spinks  
Atherton Consultancy Services Ltd  
ATS Heritage  
Axiell ALM Ltd  
Baker Richards  
Barker Langham  
Barton Engineers Ltd  
BDRC Continental  
Beck Interiors Ltd  
Beckford Silk Ltd  
Bishop's Move Ltd  
Bivouac Limited  
blackbox-av ltd  
blue ant design  
Blue Sail  
Blue The Design Company Ltd  
Bookry Ltd  
Brennan Design LLP  
Bridgeman Images  
British Pathé Ltd

Bruns B.V.  
Bruynzeel Storage Systems Ltd  
Buro Happold Ltd  
Buttress  
Cadogan Tate London Ltd. (Fine Art)  
Calvium  
Campbell & Co Design  
Carole Souvenirs  
Casson Mann  
Castleacre Insurance  
CD Sheet Metal Engineering Ltd  
CDI UK | Clements and Street  
Celartem Europe Ltd (T/A Extensis)  
Chip & PIN Solutions Ltd  
Circle Insurance Services Plc  
ClickNetherfield Ltd  
Collections Trust  
Coniston Limited  
Conservation by Design  
Countwise Systems Ltd  
Cragg Management Services Ltd  
Creative Good Limited  
Creative Place Ltd  
Criteo  
Crown Fine Arts  
Crystalizations Systems Inc  
Cultural Co-operation  
Cultural Innovations  
Customworks  
Dauphin Acrylic Design  
DBA Consulting  
DC Research Ltd  
DCA Consultancy Ltd  
DDL-ART Services Ltd  
DeepStore Records Management  
Demco Interiors  
DESIGNMAP  
Digalix Solutions  
Discount Displays  
Display Lighting Limited  
DTEK Solutions UK Ltd  
Dubai  
Each Art Unique  
Easy Tiger Creative  
Elbow Productions  
Elmwood Projects Ltd

Envisage Design Limited  
Epson (UK) Ltd  
Equals Consulting  
Erco Lighting Ltd  
Essex County Council  
Euronova Ltd  
Event Communications Ltd  
Extreme Display Ltd  
Faithorn Farrell Timms LLP  
Far Post Design Limited  
Farrer & Co  
Feilo Sylvania UK Ltd  
Fladgate LLP  
Flamingo Marketing Ltd  
flore d.sign GmbH  
Focus Consultants  
Format Display  
Forster Ecospace Ltd  
Fraser Randall Productions Ltd  
Futura Retail Solutions Ltd  
G Ryder & Co Ltd  
Gander & White Shipping Ltd  
Gateway Ticketing Systems Ltd  
GBDM Ltd  
Geldards LLP  
GuM Studio  
H&H Sculptors Ltd  
Hahn.Constable Ltd  
Haley Sharpe Design Limited  
Hallett Independent Ltd  
Hamilton Design Ltd  
Hara Clark Ltd  
Headland Design Associates  
Heritage Interactive Ltd  
Houghton Kneale Design Ltd  
Imagemakers Design & Consulting  
Imago  
Inchpunch Design Limited  
Inovello Limited  
Intelligent Counting Ltd  
Interspectral AB  
ISO Design  
Janie Lightfoot Textiles Ltd  
Jardine Couture Limited  
Jarrod Publishing  
Jayhawk Ltd

Jigsaw Design & Publishing  
Joe Cool (UK) Ltd  
Julius Rutherford  
Jura Consultants  
KAD Environmental Consultancy Ltd  
Kendrick Hobbs Ltd  
Kent Services Ltd  
Kewell Converters Ltd  
KGB Cleaning & Support Services Ltd  
Klug Conservation  
Koelnmesse  
Kossmann.dejong  
Kvorning Design & Communication  
Kwarim Ltd  
LamasaTech Limited  
Leach Studio  
Lendlease Consulting  
Levy Restaurants UK  
Light Projects Group  
Lightwaves Limited  
Link 51 (Storage Products) Ltd  
Lista UK Ltd  
Liz Amos Associates  
Llama Digital  
Lord Cultural Resources  
Luck and Steele Design  
Lumsden Design  
M&G Transport & Technical Services  
Marcon Fit-Out  
Marsh Christian Trust  
Martinspeed Ltd  
Mather & Co Ltd  
MBA Great Britain  
Meaco Measurement and Control Limited  
Metalico Ltd  
Metaphor  
Meyvaert Glass Engineering  
Microform Imaging Limited  
Mike Stoane Lighting Ltd  
milk2wosugars  
MODES Users Association  
Momart Limited  
Morris Hargreaves McIntyre  
Movement Strategies  
Mtec Ltd  
Museum of London Archaeology

## CORPORATE MEMBERS 2016/17

MuseumNext  
Nash Partnership  
New Angle Productions  
Nick Bell Design  
Nissen Richards Studio  
North Exhibition Services LTD  
Novatron Scientific Ltd  
Objectives  
OnCell  
Osprey Heritage Management Ltd  
Oxford Economics  
Pack-Online Ltd  
Paragon Creative Ltd  
Partners With You Ltd  
Past Pleasures Ltd  
Paul Vick Architects  
PEEL Interactive  
Perfect Moment  
Petersham Group Limited  
PLB  
Plowden & Smith Ltd  
Polstore Storage Systems Ltd  
Polyformes Ltd  
POPcomms  
Praxis  
Precision Lighting Ltd  
Preservation Equipment Ltd  
Pringle Richards Sharratt Architects  
Projectorpoint.co.uk  
Prolight Direct Ltd  
Protosheet Engineering Limited  
PS Financials plc  
Purcell  
R[cases] Ltd  
Rackline Systems Storage Ltd  
Ralph Appelbaum Associates  
Real Studios Ltd  
Redman Design  
Relicase Display Systems Ltd  
Restore Document Management  
Retail Thinking  
RFK Architects  
Richard Rogers Conservation Ltd  
ROOT PROJECTS AUSTRALIA PTY LTD  
Royal Institute of British Architects  
RW Films

Saxton Bampfylde  
SC Duppimex - Florea d.sign SRL  
Scala Arts & Heritage Publishers  
Schimmer Child Ltd  
Scribble and Nonsense  
Selina Fellows Retail & Marketing Consultancy  
Servest Group Limited  
Shaboury & Associates  
Shaun Webb Design Ltd  
Sheffield Hallam University  
Sheridan Design Ltd  
SI Electrical Ltd  
Simply Lamps Limited  
Simworx Ventures  
Sirius Model Making Ltd  
Sovereign Exhibitions Ltd  
Special Art Services  
Spiral Productions Ltd  
Steensen Varming (Australia)  
Stone King LLP  
Storage Solutions Ltd  
Studio MB Ltd  
Studio SP Ltd  
Studioarc Design Consultants Ltd  
Sun-X (UK) Ltd  
Surface Impression Ltd  
Sysemia Ltd  
System Simulation  
System Store Solutions Ltd  
Syx Ticketing  
Tandem  
Tessitura Network  
Testo Limited  
The British Shop  
The Hub Limited  
The IMC Group Ltd  
The Leather Conservation Centre  
The Management Centre  
The Museum Workshop Ltd  
The Way Design  
Thermo Lignum UK Ltd  
TheWholeStory  
ThinkSee3D Ltd  
TLS - Boca Systems  
TMP (The Moule Partnership) Ltd  
TopTix (UK) Ltd

TOR Systems Ltd  
Total Support Services  
Towergate Insurance  
Tricolor  
Tru Vue - Optium Acrylic Glazing  
Tuch Design  
Tufferman  
Turpin Smale Catering Consultants  
Ugly Studios Ltd  
Universal Design Studio  
Universal Fibre Optics Ltd  
Unusual Exhibitions Ltd  
Usborne Publishing  
Vastari  
Vennersys Ltd  
Vertigo  
Virtu Conservation Housekeeping Ltd  
W. R. Berkley  
Wagner UK Ltd  
Wangda Showcases Limited  
Wigwam  
Williams Design Associates  
WNY  
WWT Consulting  
Xcentuate Limited  
Xponia  
zetcom Informatikdienstleistungen  
Deutschland GmbH  
Zeuschel UK Ltd  
ZMMA Ltd

## AMA AND FMA AWARDS 2016/17

### AMA

Rhian Addison  
James Arnold  
Alison Baker  
Alex Bird  
Katey Boal  
Sarah Briggs  
Felicia Davies  
Ann Dinsdale  
Jenny Durrant  
Nazeea Elahi  
Lauren Ephithite  
Jim Etherington  
Esther Graham  
Jeanette Hollick  
Stephanie Killingbeck-Turner  
Gillian Macnee  
Ciara Phipps  
Judeth Saunders  
Sophie Slade  
Charlotte Steels  
Nick Sturgess  
Joanna Thomas  
Lianne Warner  
Anna Wilson  
Joanne Wilson

### FMA

Susan Hayward

# NOTICE OF THE AGM

Notice is hereby given that the 2017 Annual General Meeting of the Museums Association will be held on Thursday 16 November at 1400 in the Exchange Auditorium of the Manchester Central Convention Centre for the following purposes:

## A Apologies for absence

## B Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Monday 7 November 2016 at 1400 in the Lomond Room of the Scottish Exhibition and Conference Centre, Glasgow.

## C Annual Report and Accounts of the Museums Association

To receive the Annual Report and Accounts of the Board for the year 2016/17.

## D Report on financial position

To receive a report from the board on the estimated financial position and forecast in respect of current and future financial years.

## E Individual membership subscriptions

To consider, and if thought fit, pass the following Ordinary Resolution (see Note 1 to Agenda).

That with effect with 1 April 2018 individual membership bands and subscription rates will be increased as follows:

2017/18:	Museum member	Non member
Less than £24,500	£75	£80
£24,501 - £48,500	£123	£133
£48,501 - £70,000	£176	£190
Over £70,000	£203	£218
International		£151
International online only		£86
Student, retired, unemployed, volunteer		£56
Friend, trustee, paid non professional		£75
2018/19:	Museum member	Non member
Less than £25,000	£77	£82
£25,001 - £50,000	£127	£137
£50,001 - £72,000	£181	£196
Over £72,000	£209	£225
International		£156
International online only		£89
Student, retired, unemployed, volunteer		£58
Friend, trustee, paid non professional		£77

## F Institutional membership subscriptions

To consider, and if thought fit, pass the following Ordinary Resolution (See Note 1 to Agenda).

That with effect with 1 April 2018 institutional membership bands and subscription rates will be increased as follows:

## 2017/18:

Turnover	Fee
Less than £32,500	£74
£32,501 - £157,000	£155
£157,001 - £313,000	£312
£313,001 - £960,000	£651
£960,001 - £1,915,000	£915
£1,915,001 - £6,290,000	£1,566
Over £6,290,000	£1,958
Federations, friends' organisations and specialist groups	£56
Non-UK member	£190

## 2018/19:

Turnover	Fee
Less than £33,000	£76
£33,001 - £162,000	£160
£162,001 - £322,000	£321
£322,001 - £989,000	£671
£989,001 - £1,972,000	£942
£1,972,001 - £6,479,000	£1,613
Over £6,479,000	£2,017
Federations, friends' organisations and specialist groups	£58
Non-UK member	£196

## G Articles of Association

To consider, and if thought fit, pass the following Special Resolution.

That the articles of association of the Company be amended by:

1. In Article 24.2 deleting "12" and replacing it with "14".

2. In Article 24.2.2 deleting the word "Four" and replacing it with the word "Six".

## H Auditors

To appoint auditors to the association until the conclusion of the next general meeting of the association at which accounts are laid before members and to authorise the board to fix the remuneration of the auditors.

## Notes to the agenda

### 1. Items E and F

*The individual and institutional membership bands and subscriptions have been increased by 3 per cent in line with inflation. This is the first proposed increase since April 2015. Bands as well as rates are increased so some members may pay significantly less. The maximum increase for individual members is £7, with the majority increasing by £2. The maximum increase for institutional members is £59, with the majority increasing by £9 or less.*

### 1. Items G

*This resolution proposes changes that will enable the board to increase the number of appointed places on the board. This means there will be eight elected members, up to six appointed members and a maximum of 14 board members. This will ensure the board is able to maintain the balance of experience, skills and diversity it deems necessary.*

*Note: If you are not attending the conference but will be attending the AGM, please arrive at the conference centre 15 minutes before the start of the AGM and collect a voting card from Charlie Lindus on the registration desk. If you would prefer your voting card to be posted to you, email [charlotte.lindus@museumsassociation.org](mailto:charlotte.lindus@museumsassociation.org) giving your membership number and postal address.*

# AGM 2016

## A Apologies for absence

No apologies were received.

## B Minutes

The minutes of the Annual General Meeting of the MA held on Thursday 5 November 2015 at 1400 in Hall 1 of the International Convention Centre, Birmingham were put to the meeting for approval. Sarah Levitt proposed, seconded by Matthew Cock, that the minutes be accepted as a true record. Carried.

## C Annual Report and Accounts of the Museums Association

### D Report on financial position

### E/F Individual membership and Institutional subscriptions

Anna Brennand, the MA's treasurer, gave a brief overview of the key financial points for the 2015/16 accounts and review of subscription rates. Unrestricted income increased to just over £1.9m; the increase was mainly due to an increase in membership, growth of income from the MA annual conference in 2015 and the MA running more events.

Restricted income increased with the main funds coming from Arts Council England for the Transformers programme and the Esmée Fairbairn Foundation for the Collections Fund. The Transformers programme will cover a broader programme with more participants from across the UK and the new three-year Esmée Fairbairn Foundation funding will enable the MA to make grants of up to £1m per year.

Professional development income has slightly decreased and the programme is under review as part of the Workforce Review currently being conducted. Employment costs increased to just over £1.1m; due to there not being a director for the majority of the previous financial year and recruitment of staff to manage the externally funded projects. Direct costs have increased; mainly due to restricted funding for the Transformers programme and the investment in a new database system for the benefit of the MA's members. Lucy Harland proposed, seconded by Hilary McGowan, that the Annual Report, Accounts and Financial Report be formally received. Carried.

There has been a significant growth in membership; since 2011/12 the MA has gained an extra 2,000 members. The MA's board recommended that in light of the challenges facing the sector and improvement of the MA's finances over the last year that all membership costs are frozen and there is no increase next year. Nat Edwards proposed, seconded by Gina Koutsika, that the 0% increase in individual membership rates be agreed. Carried. Jemma Johnson-Davey proposed, seconded by Morwenna Lewis, that the 0% increase in institutional membership rates be agreed. Carried.

## G Auditors

It was recommended that Kingston Smith be re-appointed as auditors to the MA until the conclusion of the next general meeting of the MA at which accounts are laid before members and to authorise the board to set the remuneration of the auditors. Anne Sutherland proposed, seconded by Iain Watson, that Kingston Smith be appointed auditors to the association. Carried.



