

MUSEUMS
ASSOCIATION

Annual report 2009/10



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President's introduction

Any year that includes a general election is going to bring the expectation of change. This year we all knew that change was inevitable.

While we were at conference in Liverpool news of the banking crisis broke. Twelve months later, when we met last year in London, we were in an economic recession. In the run up to the general election all the principal political parties were warning of a significant reining back of public-sector expenditure. However, the new coalition government promised the most draconian cuts in public expenditure in modern times and, as I write in July 2010, is certainly delivering on that promise.

Concern about the scale and potential impact of the public-sector cuts all across the UK has accelerated since May. There has been a large measure of agreement between politicians' thinking and the hopes of most museums. We all feel that there has to be retrenchment but that cuts should, wherever possible, fall hardest on bureaucracy and back-room activities rather than on frontline services to the public. The recent announcement of the abolition of the Museums, Libraries and Archives Council has therefore been accepted without a great amount of dissent, but final judgement must await whatever new structures reveal themselves in the autumn.

The Museums Association (MA) got its advocacy campaign into gear long before the election and thus the new ministerial team came in well briefed about the social, economic and cultural value of museums. We have particularly emphasised the importance of Renaissance in the Regions, regional museum development officers and free admission to national museums.

Critical to the future of almost all museums in the UK will be how local authorities respond to this new period of austerity. Without their continuing support for both their own museums and independent museums, there is a danger that a part of the local and community backbone of this country might be seriously damaged.

It is already clear that we are in the middle of significant structural changes in our sector. The focus in the short term is going to be on whether structural change and a sharp reduction in public subsidy will lead to more long-term changes. Museums must play their part and use their imagination and ingenuity to find ways to continue to provide the great service they offer to the nation. The MA will be working its hardest to help them weather this storm.



Stuart Davies
President, Museums Association



Director's introduction

The past two years have been turbulent for the country and there is every indication that the coming years will offer little relief from the difficult economic times we are enduring. The public sector is firmly in the firing line and that has direct implications for the association.

We are an independent, not-for-profit, private-sector company, but our members, funders and stakeholders are largely from the public sector. The difficult times we have endured over the past year are a direct result of the squeeze on all our members.

Yet this is the time when the museum sector needs its professional association most. It needs our strong independent voice, our advocacy, our practical advice, our networking links and our information provision. This is why membership of the association is at record levels.

In the past year we have been advocating strongly on our members behalf. It is essential to do this collectively and individually, and this is why we developed the Love Museums campaign to help museums advocate for themselves. We have built a significant body of information on our website that members can use to make the case for their museum.

We are also developing a new business model that will shift the balance of our services and the way we work. We aim to deliver more of what our members have told us they want – in particular stronger advocacy and lobbying and an increased dialogue with all our members. A significant element in achieving this is the proposed change to our governance structure. This will make us a more dynamic association, more engaged with its members.

2009/10 was not an easy year. The future will be difficult too; but the museum sector needs the MA more than ever. In order for us to fulfil this vital role we need a new business model to ensure we are strong enough to make a difference.



Mark Taylor
Director, Museums Association



Reference and administrative details

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

Registered office and operational address
24 Calvin Street
London E1 6NW

Bankers

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

Nottingham Building Society
5-13 Upper Parliament Street
Nottingham NG1 2BX

United Trust Bank
80 Haymarket
London SW1Y 4TE

Solicitors

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

Auditors

Sayer Vincent
Chartered Accountants
Registered Auditors
8 Angel Gate
City Road
London EC1V 2SJ

Investment managers

Schroder Investments Limited
31 Gresham Street
London EC2V 7QA

Council 2009/10

President:
Stuart Davies

Professional vice president:
Vanessa Trevelyan

Hon vice president:
Virginia Tandy

Most recent institutional vice president:
Nichola Johnson

Hon treasurer:
Brian Hayton

Professional councillors at large:
Isabel Churcher
Gina Koutsika
Tonya Nelson
Emma Warren
Ros Westwood

Regional councillors:
Northern Ireland:
Scotland: Joe Traynor
North east: Alec Coles
East Midlands: Jonathan Wallis
South west: Alison Bevan
East of England: Robin Hanley
North west: Catriona West
Yorkshire: Mary Kershaw
West Midlands: Rachel Cockett
South east: Jo Bailey
Wales: Rachael Rogers
London: Judy Lindsay

Institutional councillors:

Local authority:
Cllr Ged Bell
Cllr Elizabeth Cameron
Cllr David Gemmell
Cllr Wendy Golland
Cllr Anne Hawkesworth
Cllr Michael Pye
Cllr David Smith

Independent:
Tony Butler
Richard de Peyer
Rhian Tritton
Sarah Staniforth

National:
Stephen Allen
Paul Davis

University:
Sally MacDonald

Affiliated:
Nick Poole

Staff 2009/10

Head of sales and marketing:
William Adams

Policy officer:
Nikola Burdon*

Finance administrator:
Jolanta Stevens

Sales executive:
Anastasia Churchill*

Collections coordinator:
Sally Cross

Deputy director:
Maurice Davies

Sales executive:
Richard Eckles

Head of professional issues:
Caitlin Griffiths

Marketing manager:
Janson Harrison

Head of publications:
Sharon Heal

Senior journalist, Museums Journal:
Felicity Heywood

Museum development officer:
Charlotte Holmes

Professional development & ethics coordinator:
Rebecca Jacobs*

Sales executive:
Dennis Jarrett

Project assistant:
Phoebe Kallin*

Production assistant:
Geraldine Kendall*

Project assistant:
Vicky Kinahan

Research & production editor:
Catrina Lucas*

Professional development administrator:
Emma Mitchinson

Events coordinator:
Lorraine O'Leary

Editor, Museum Practice:
Javier Pes*

Membership administrator:
Pamela Poynter

Events production manager:
Sue Robinson

Diversify coordinator:
Lucy Shaw

Head of finance & administration:
Lucie Sligh

Marketing officer:
Zoe Spencer

Director's assistant:
Georgie Stagg

Website editor:
Patrick Steel

Deputy editor, Museums Journal:
Simon Stephens

Director:
Mark Taylor

Head of events:
Ratan Vaswani*

Systems manager:
John Wellington*

Projects officer:
Helen Wilkinson*

* indicates person left before end of year

Report of the council

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 2010.

Reference and administrative information set out on page 3 form part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice (SORP) 'Accounting and reporting by charities' issued in March 2005.

Objectives and activities for the public benefit

The charitable objects 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 the public to engage with, learn from and be inspired by museums and galleries. The MA works to establish and advance standards of professional education, qualification, training and competence of those employed in museums and galleries.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of the charity and 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 2010/11.

Organisation and governance

The MA is administered by an elected council of management which meets in full session three times a year. Members of council are trustees of the registered charity and directors of the charitable company. Subcommittees and panels of members of the council and others meet during the year to oversee professional development, ethics, publications and events. Members of council are themselves members of the MA and are elected by members of the MA and serve for three-year terms, being able to serve not more than two terms in succession; all individual and institutional members are entitled to nominate and to vote. The executive committee is a group of the trustees that advises the executive director who is employed by the council to direct the day-to-day operations of the MA with the support of the other employed members of staff. The executive committee reports back to the council at its regular meetings.

The MA has an induction programme for new trustees and they are invited to express a preference for joining one of the subcommittees. Members of the council do not receive any remuneration but may claim travel expenses. Details of council members' expenses are set out in note 4 to the accounts.

A review of the governance of the MA has been undertaken during the year and will be presented to the membership at the AGM in October 2010 for approval.

Investment policy

By the terms of the memorandum and the articles of association of the MA, the council has the power to make any investment it sees fit. The council has determined that surplus unrestricted funds are not sufficiently large to make long-term investments prudent. Surplus cash is held in interest-earning bank and building society accounts with funds of the grant-making trust being invested in charity equity and fixed interest funds.

Reserves policy

The council reviews the reserves of the MA each year to determine what financial buffer is needed to protect its activities in the event of an unexpected economic downturn, which has been identified as the major external risk to the MA. Some years ago, council identified £250,000, approximately six weeks' unrestricted expenditure, as the minimum amount. Unfortunately this target has not been achieved, but the forward plan aspires to bring the reserves up to the six weeks' level within the next three years. Council designates amounts for specific purposes when funds are available and as necessity dictates. At the end of 2007/08, £35,000 was designated as the property reserve to be held for major repairs and improvements to the Calvin Street property. During 2008/09 £10,000 was released from this reserve and applied to repairs to the roof of the building; an additional £10,000 was added to the reserve as had been budgeted.

Risk management

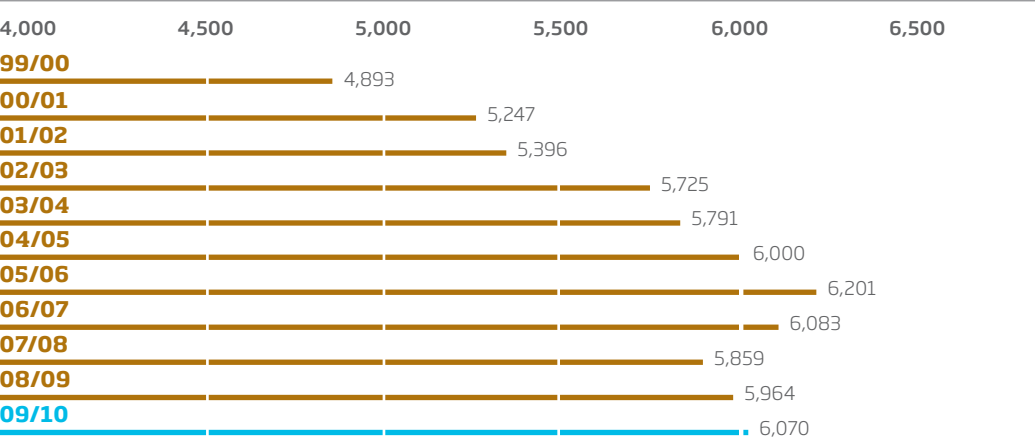
The council has approved a three-year forward plan which identifies development targets and income-generating activities to fund that development. Progress against the objectives of the plan is monitored by council, a report being presented at each of its meetings.

A business plan working group has been established to review the risks that face the organisation and to develop the MA's strategic planning.



Membership

Total end of year membership



Membership has grown for the second consecutive year... a major achievement in light of the difficult economic climate.

Membership has grown for the second consecutive year and there are positive signs that the highest ever membership could be achieved in 2010/11. This is a major achievement in light of the difficult economic climate.

Individual membership

The end of year figures for individual membership increased by 2 per cent (2009/10: 5,228; 2008/09: 5,131). Following a strong membership campaign in spring these figures leapt even higher, causing optimism about 2010/11.

Institutional membership

End of year institutional membership increased by 2 per cent (2009/10: 590; 2008/09: 580) and it has reached its highest level for two years.

Corporate membership

Corporate membership also increased by 2 per cent and maintained its strong position (2009/10: 252; 2008/09: 246).

Website and electronic media

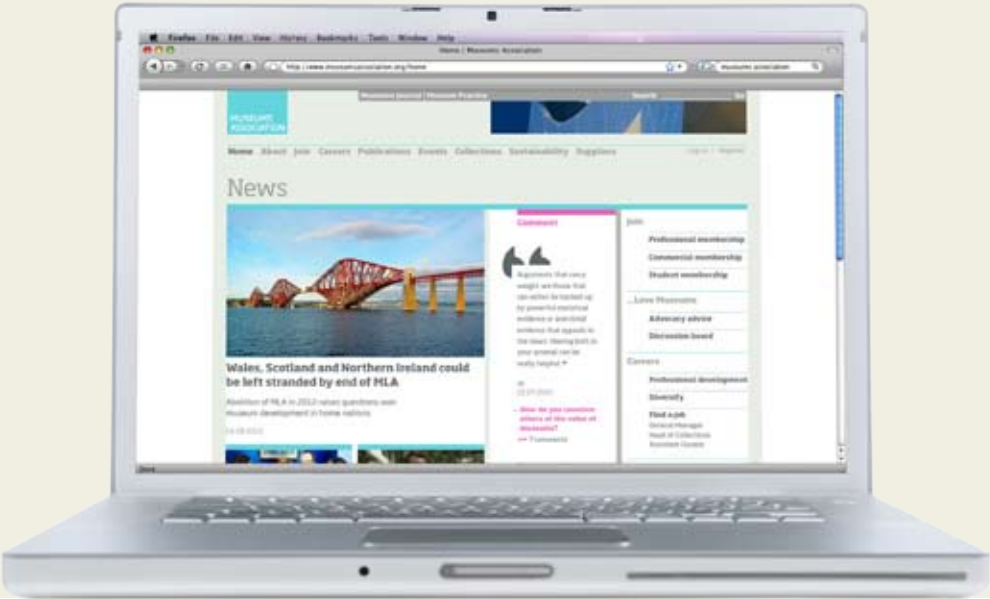
The MA website relaunched in December 2009 with a design overhaul and extensive new features. This is the first of many significant changes that will be implemented over the next few years. As a result of the relaunch website usage has grown significantly and reached a monthly high of over 18,000 users.

In 2009/10:

- A redesigned website was launched with better functionality, including innovative ways for users to communicate and interact.
- The website's news capacity increased to reflect members' desire for more timely content.
- The electronic communication of the association's work, events and meetings was improved.

In 2010/11:

- New functionality for the website will continue to roll out, including new features for users and members to comment and interact.
- The MA's first online-only publication, Museum Practice, will be launched.
- The email newsletter will be relaunched with increased content and frequency.



Publications

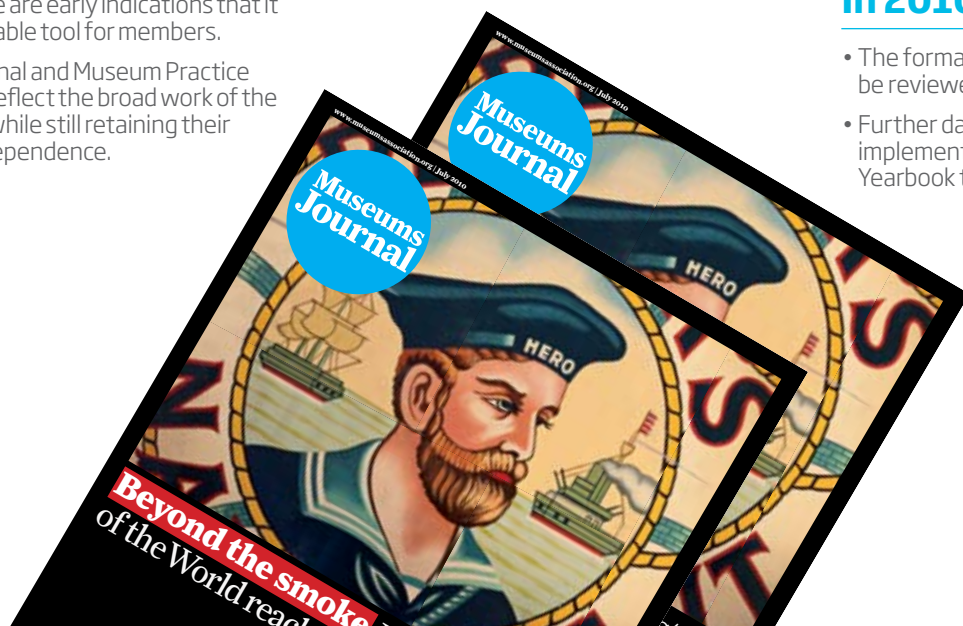
The MA's publications continue to provide an outstanding level of news, comment, best practice and technical know-how to the sector.

In 2009/10:

- The circulation of Museums Journal increased, regularly reaching over 7,500 members and subscribers.
- Museums Journal display advertising performed well, increasing by 6 per cent (2009/10: £167,107; 2008/09: £158,020).
- Recruitment advertising fell significantly due to the recession and spending cuts (2009/10: £220,000; 2008/09: £460,355).
- With the introduction of significant new website developments Museums Journal is now providing regularly updated news online which has helped to drive traffic to the site.
- The decision to move Museum Practice online was taken and there are early indications that it will be an indispensable tool for members.
- Both Museums Journal and Museum Practice have continued to reflect the broad work of the MA and the sector while still retaining their valued editorial independence.

In 2010/11:

- Museums Journal's online news content will be developed with a view to introducing online polls and feedback/comment sections.
- Museum Practice launched as a monthly online magazine in May 2010.
- There are plans to increase the interactivity of the publication section of the website, allowing readers to comment and to upload relevant case studies from their museums.
- Market research on the online magazine will be conducted.



Directories

The MA continues to publish printed annual editions of the Museums & Galleries Yearbook and the Museum Services Directory and despite some decline in income they remain profitable printed products.

In 2009/10:

- Museums & Galleries Yearbook had lower sales figures than in the previous year but it still remains a strong and useful product for its subscribers.
- Several key elements were implemented to allow for the yearbook to be taken online.
- The Museum Services Directory remained a solid income stream and maintained its previous levels of listings and adverts.

In 2010/11:

- The format and status of both directories will be reviewed.
- Further database developments will be implemented to allow for Museums & Galleries Yearbook to be published online.

Events

The MA launched a new training programme and continued to run a series of successful one-day conferences. It also held another lively and successful Annual Conference and Exhibition in London.

In 2009/10 the MA:

- Ran 14 one-day conferences covering subjects ranging from social media and podcasting to stored collections and working with schools and teachers.
- Successfully ran a new training programme attracting 496 delegates to 57 workshops covering over 15 different subjects.
- Held a successful conference in London attended by 1,731 people.
- Attracted a record number of stands and visitors to its annual exhibition.

In 2010/11 the MA will:

- Continue to run topical and relevant events that provide a forum for members of the sector to come together and share best practice.
- Look at ways of delivering more training and development opportunities in the nations and regions.
- Continue to develop new subjects for the training programme.

Policy and advocacy

The MA is committed to influencing policy and the strategic development of the UK museum sector, especially in these challenging times. It continues to work with key sector bodies and relevant government agencies to represent the views and needs of members. Work is focusing on supporting museums to advocate for themselves.

In 2009/10 the MA:

- Ran the Love Museums campaign to help museums improve their advocacy. UK workshops helped museum staff to think about their approach to advocacy and share tips and their experiences. Stacey Arnold led a programme of work designed to help museums make their case during the general election. The work placement was funded by the Cultural Leadership Programme.
- Worked with other organisations to make the case for culture, leading to the launch of Cultural Capital in March.
- Supported the Museums, Libraries and Archives Council's (MLA's) advocacy for regional museums as part of the Renaissance Advocacy Group.
- Contributed to the MLA review of Accreditation by participating on the steering group and the collections, workforce and sustainability working groups.
- Was involved in reviewing Renaissance in the Regions
- Collaborated with other organisations to develop policy. This work included: linking with other professional bodies through the Professional Associations Research Network; working with non-governmental cultural sector organisations through the ERA 21 group; working with local government leisure and culture organisations through participation in the National Cultural Forum; and linking internationally with museum organisations through the Network of European Museums Associations.
- Continued to lead museum thinking about sustainability, giving presentations at national and international conferences.
- Regularly advised key sector organisations including the MLA, CyMAL: Museums, Libraries and Archives Wales and the Heritage Lottery Fund (HLF).
- Acted as a trustee for the Art Fund Prize for museums and galleries, advised on the publication Cultural Trends and took part in the Mayor of London's Heritage Diversity Task Force and the English Heritage/Church of England Advisory Panel on the Archaeology of Burials in England.
- Was involved with Stories of the World, Culture Unlimited and United Kingdom Trade and Industry.

In 2010/11 the MA will:

- Advocate on behalf of all UK museums to government and key sector organisations. It will develop key policy messages in consultation with its members.
- Hold regional meetings with its members to find out about the issues affecting them and use these discussions to shape its policy work.
- Work closely, and where appropriate, in partnership with key museum organisations to strengthen the voice of the sector.
- Continue the Love Museums campaign with the development of a web resource of key facts about museums and guidance on advocacy.
- Identify a new policy area to undertake work in, following on from its sector-leading work on collections, workforce and sustainability.



Governance review

The MA has long wanted to redraw its out-dated constitution and streamline and modernise its governance procedures. This work finally began in 2009/10 and, subject to agreement by members at the 2010 Annual General Meeting, the new arrangements will begin in April 2011 with a 12 person board and wider and more regular dialogue with the membership. The MA is grateful to the working group that led this thinking:

Michael Day (chair)

Shreela Ghosh

Sam Mullins

Sarwat Siddiqui

Vanessa Trevelayn



Collections

Effective Collections and Monument Fellowships continue to be the key elements of the MA's continuing work on collections.

The Effective Collections programme ranges from policy and advocacy work to practical projects with museums to generate loans, access to stored collections, disposal and more. It is designed around a single aim: to help museums to do more with collections for audiences. With funding from the Esmée Fairbairn Foundation, the programme will run until 2012.

The Monument Fellowships programme, funded by the Monument Trust, provides fellowships for retired museum professionals to capture their unrecorded collections-related knowledge. The programme, which began in 2006/07, will run until 2012.



In 2009/10 Effective Collections:

- Launched its three-year full phase programme with the publication of Effective Collections: programme prospectus 2009-12. This will include: grants of £25,000 in the Special Project Fund; grants of £10,000 in the Main Fund; the Find an Object web listing service; and a programme of research, promotion and advocacy to stimulate a culture change in museums.
- Funded 15 Main Fund grants to museums to review an underused collection and subsequently make better use of it.
- Funded two special projects, including one with the Scottish Technology and Industrial Collections Knowledge Network to review domestic technology collections across Scotland; make collaborative decisions on disposal; recycle objects back into daily use in African countries via the charity Tools for Self-Reliance; and create a schools' resource for participating museums to use with their remaining collections.
- Delivered a UK-wide series of 13 training sessions in collections review, in partnership with the University College London (UCL).
- Delivered collections-themed conferences in partnership with the HLF and the Arts Council.

In 2010/11 Effective Collections will:

- Award more Main Fund and Special Project Fund grants.
- Publish and work towards a series of policy aims involving museums and sector organisations.
- Invite a working group to debate and develop agreed guidance on loans practice.
- Publish collections review guidance and case studies in Museum Practice.
- Develop future plans for the MA's collections work after the current stage of Esmée Fairbairn Foundation funding runs out.



In 2009/10 Monument Fellowships:

- Undertook mid-point monitoring visits for eight fellows recruited in 2008.
- Carried out an evaluation of its pilot phase to inform the development and launch of the scheme's full phase in 2010.
- Ran a one-day conference on reinvigorating museum staff and collections through developing and disseminating collections knowledge.
- Fellows delivered a range of master classes including: Investigating and identifying costume; Mounting dress for photography and display; Dating photographs from photographic techniques and studio practice; Using world collections in learning situations; Looking at Old Master paintings and prints; Measurements and machines; Pottery specialists session; Looking at rural England through old photographs; The farmer's tools; Implements and machines; Trash or treasure - evaluating archaeological archives; Managing the unmanageable? Old archaeological archives and how to deal with them; Press photography, print culture and museum collections; and Marks and meanings - decoding inscriptions on artefacts.

In 2010/11 Monument Fellowships will:

- Run two further rounds of the scheme.
- Host networking events and development opportunities for new fellows and their successors.
- Develop a practical guidance to collections knowledge and succession planning toolkit.
- Develop a series of training events to support the toolkit.

Professional development

The MA's professional development schemes remain a key tool for the progression of skills and knowledge for the sector as a whole and for the careers of individuals. The MA has successfully reviewed and updated its flagship Associateship of the Museums Association (AMA) to ensure that it reflects the current needs of the workforce and is available to all who work in the sector.



In 2009/10 the MA:

- Launched its updated AMA scheme at the annual conference. It now better reflects the MA's desire to open up entry routes into the sector and support people to gain the skills and knowledge needed to succeed.
- Developed a new suite of web resources to support perspective AMAs and their mentors.
- Registered over 120 people into the AMA scheme, the second highest number since it began in 2000.
- Worked with a group of 22 professional reviewers to support and peer review AMA participants.
- Awarded the AMA to 63 people, the highest number to complete since the scheme launched.
- Worked with over 250 mentors to support perspective AMAs.
- Provided regional training for AMA participants.

In 2010/11 the MA will:

- Continue developing web resources for AMA participants.
- Develop new AMA training workshops.
- Improve networking opportunities for AMA participants, in particular looking at the role of the AMA support groups.
- Improve and update the support given to mentors.
- Award the AMA to the first participants completing the updated scheme.
- Increase AMA membership and improve the way it is communicated to individuals and employers.

Workforce development

The MA has continued to contribute to the development of policy and practical approaches to improve the sector's workforce. The MA has maintained its work with key sector bodies such as the Creative & Cultural Skills (CCSKills) to address the workforce issues affecting museums and galleries. The MA continues to take a particular interest in pay levels and entry to the profession.

In 2009/10 the MA:

- Continued to work in partnership with the CCSkills to take forward the recommendations of the Cultural Heritage Blueprint. It hosted a meeting to review the progress made on the blueprint.
- Sat on the MLA's Accreditation Review working group looking at workforce development and leadership, and advised the HLF on its Skills for the Future programme.
- Published an updated set of Salary guidelines.
- Continued to highlight the need for improved entry routes into the sector.
- Hosted a residential conference for recent entrants to provide advice and support for those at the start of their careers.

In 2010/11 the MA will:

- Complete a final year of partnership working with the CCSkills; contributing to their Creative Choices website, producing an update of the Cultural Heritage Blueprint and supporting the continued development of their Creative Apprenticeship scheme.
- Undertake some scoping research into the decline of sector-specific skills.
- Continue to highlight the issue of low pay in the sector.

Workforce diversity

The MA has continued its sector-leading work improving the diversity of the workforce. For the past 11 years Diversify has made careers more accessible to people from ethnic minorities by providing positive-action training opportunities. The scheme was expanded to include people with disabilities in 2008/09 and it has continued to build on this by focusing its efforts on developing an entry-level scheme for people from less affluent backgrounds.

In 2009/10 the MA:

- Celebrated ten years of Diversify. More than 100 people have participated in the scheme with over 75 now working in the sector having completed their training.
- Published an updated online version of the Diversify toolkit.
- Recruited two Bill Kirby traineeships for people with disabilities in partnership with Renaissance West Midlands at Birmingham Museum & Art Gallery and Wolverhampton Art Gallery.
- Supported ongoing bursary students while they were undertaking their placements at Gallery Oldham, Calderdale Museums, the National Trust West Midlands, The Women's Library and the Florence Nightingale Museum.
- Continued supporting the four Diversify management-level trainees – all of whom are now working in the sector.
- Developed a new strand of the Diversify scheme to offer entry-level traineeships to people from less affluent backgrounds. Three of the traineeships will include funding for a masters in museum studies and a five-month work placement. Three of the traineeships will include funding for a 12-month work-based learning placement in a museum.
- Successfully recruited six museums to host new entry-level traineeship in 2010/11: the Bankfield Museum, Halifax; London Transport Museum; the University of East Anglia; the Museum of London; Tyne & Wear Archives & Museums; and Yorkshire Sculpture Park.
- Recruited museums to host three further Bill Kirby traineeships for people with disabilities. Hartlepool Museums & Heritage Service, Tyne & Wear Archives & Museums and London Transport Museum will be hosting traineeships in 2010/11. The Royal Pavilion, Brighton & Hove and the London Transport Museum were also recruited as hosts for two further management-level traineeships for 2010/11.
- Ran the Support & Challenge programme across the 42 English hub museums with support from eight workforce diversity advisers. The programme included support, training and networking opportunities designed to help museums develop their plans for workforce diversity.
- Ran the Smarter Museums programme with ten non-hub museums: Burton Art Gallery; the East Riding; the Galleries of Justice; Gallery Oldham; Norton Priory; Nuneaton Museum; St Albans Museum; St Edmundsbury Museum; the Thackray Museum; and the UCL. It explored ways in which museums can embed workforce diversity and inclusive working practices through shifts in organisational culture and behaviour.

In 2010/11 the MA will:

- Continue to make the case for greater workforce diversity.
- Support the successful recipients of the three strands of traineeships.
- Deliver a programme of support, training and networking for Diversify participants.
- Complete work on Support & Challenge and Smarter Museums and explore ways of sharing the knowledge and insights it has gained from the programmes with the wider sector.



Ethics

The MA continued to provide ethical advice and guidance to the sector. This year the MA's Ethics Committee has considered two high-profile and complex cases of financially-motivated disposal.

In 2009/10 the MA:

- Worked closely with Southampton City Council Arts and Heritage, the Royal Cornwall Museum and sector-related bodies to consider financially-motivated disposal.
- Responded to consultations relating to the treatment of human remains and the development of the MLA Accreditation scheme.
- Worked with the ethics committee to develop the Key Principles of Loans.
- Continued to provide confidential ethical advice to individuals and organisations.

In 2010/11 the MA will:

- Continue to work closely with museums and sector bodies to discuss and resolve matters that relate to the difficult and evolving areas of museum practice, such as financially-motivated disposal.
- Explore the possibility of developing online training to help develop awareness and understanding of museum ethics.



Review of financial activities

The results for the year 2009/10 show a positive net movement in total funds of £111,724, an improvement on 2008/09 which returned a negative £332,424. Of the total funds carried forward £381,044 is endowment funds, £768,614 is restricted funds and £42,164 is unrestricted funds.

Overall, unrestricted income fell by 8.94% (£207,968) and unrestricted expenditure by 14.58% (£379,067).

Our key areas of unrestricted income are membership which improved to £746,122 (2009: £708,493) and provided 35% of our total unrestricted income; publications this year returned £644,322 (2009: £925,607) 30%; and events brought in £618,733 (2009: £573,459) 29%.

The success of the membership and events activities was diluted by the performance of publications. Publications income was hard hit by the continuing move away from print recruitment advertising and the impact of the economic situation on customers' willingness to buy display advertising slowed sales of display adverts in all publications. We had anticipated a drop in advertising income, particularly in recruitment, and budgeted conservatively, but we achieved only £496,058 against the combined budgets of £713,000, only 69.57% of the target. Nonetheless, membership, events and publications all made positive contributions to the net movement in unrestricted funds.

The MA has a lease on a currently unoccupied property in Clerkenwell Close, London – the lease runs to September 2016. The property is being marketed with a view to finding a suitable tenant to sublet the building and take over responsibility for the rent. The costs for the year ended 31 March 2010 have been included in the total premises overheads which are allocated to each activity. Note 3 sets out the detail of expenditure by activity.

The balance of restricted funds increased by £362,101 due to the improvement in the market value of investments and some unspent project funds being carried forward to 2010/11.

The balance of endowment funds increased by £51,427 due to the improved market value of investments.

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 four grants totalling £12,823; the Kathy Callow Trust made two donations totalling £2,000; the Trevor Walden Trust with the support of the Benevolent Fund made 16 grants totalling £9,231 to individual members of the MA who are undertaking the AMA programme to help fund professional development activities.

At the end of the year the grant-making funds in the care of the MA increased from £542,240 to £650,544 due to the increase in the value of their investments.



Independent auditors' report

To the members of the Museums Association

We have audited the financial statements of the Museums Association for the year ended 31 March 2010 which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the council and auditors

The responsibilities of the council (who are also the directors of the Museums Association for the purposes of company law) for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the statement of responsibilities of the council.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether, in our opinion, the information given in the council's annual report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charitable company's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of council's remuneration specified by law are not made.

We read other information contained in the annual report, and consider whether it is consistent with the audited financial statements. This other information comprises only the report of the council, and director's and president's introduction. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the council in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

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 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been properly prepared in accordance with the Companies Act 2006; and
- the information given in the council's annual report is consistent with the financial statements.

Emphasis of matter

Going concern

In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosure made in note 1a to the financial statements concerning the charitable company's ability to continue as a going concern. The charitable company incurred a net decrease in funds of £301,084 during the year ended 31 March 2010 and, at that date, the charitable company's current liabilities exceeded its current assets by £90,381. These conditions, along with the other matters explained in note 1a to the financial statements, indicate the existence of a material uncertainty which may cast significant doubt about the charitable company's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the charitable company was unable to continue as a going concern.

Pamela Craig

Senior statutory auditor, for and on behalf of
Sayer Vincent, Statutory Auditors,
8 Angel Gate, City Road, London EC1V 2SJ
13 August 2010

Statement of financial activities

Incorporating an income and expenditure account

For the Year Ended 31 March 2010

	Note	Endowment £	Restricted £	Unrestricted £	2010 Total £	2009 Total £
Incoming Resources						
<i>Incoming resources from generated funds</i>						
Diversify	2	-	276,786	-	276,786	163,332
Support & Challenge	2	-	297,440	-	297,440	-
Effective Collections	2	-	190,100	15,000	205,100	178,200
Trusts & funded projects	2	-	113,394	-	113,394	186,962
Investment income		11,587	3,581	5,263	20,431	40,793
<i>Incoming resources from charitable activities</i>						
Membership		-	-	746,122	746,122	708,493
Publications		-	-	644,322	644,322	925,607
Events		-	-	618,733	618,733	573,459
Professional development		-	-	79,420	79,420	79,328
Other		-	-	9,041	9,041	5,972
Total incoming resources		11,587	881,301	2,117,901	3,010,789	2,862,146
Resources expended						
<i>Charitable activities</i>						
Membership		-	-	491,724	491,724	540,729
Publications		-	-	621,011	621,011	711,910
Events		-	-	534,329	534,329	615,506
Professional development		-	-	324,589	324,589	435,723
Policy & public affairs		-	-	218,186	218,186	249,960
Support & Challenge		-	220,404	-	220,404	-
Diversify		-	167,606	-	167,606	200,838
Effective Collections		-	89,387	-	89,387	105,900
Trusts & other funded projects		15,130	104,043	-	119,173	142,220
Governance		-	-	31,866	31,866	46,944
Total resources expended	3	15,130	581,440	2,221,705	2,818,275	3,049,730
Net incoming/(outgoing) resources before other recognised gains and losses	4	(3,543)	299,861	(103,804)	192,514	(187,584)
Realised losses on investments		-	-	-	-	(624)
Net income/(expenditure) for the year		(3,543)	299,861	(103,804)	192,514	(188,208)
Unrealised gains/(losses) on investment	8	54,970	62,240	-	117,210	(54,216)
Actuarial gains/(losses) on defined benefit pension scheme		-	-	(198,000)	(198,000)	(90,000)
Net movement in funds for the year		51,427	362,101	(301,804)	111,724	(332,424)
Reconciliation of funds						
Funds brought forward at 1 April 2009		329,617	406,513	343,968	1,080,098	1,412,522
Funds carried forward		381,044	768,614	42,164	1,191,822	1,080,098

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 13 to the financial statements.

Balance sheet

As at 31 March 2010

	Note	2010 £	2009 £
Fixed assets			
Tangible fixed assets	7	957,506	990,011
Investments	8	589,133	461,923
		1,546,639	1,451,934
Current assets			
Stocks	9	9,398	7,767
Debtors	10	298,034	329,556
Short-term deposits		50,336	50,000
Cash at bank and in hand		229,675	196,450
		587,443	583,773
Creditors: amounts falling due within one year	11	677,824	781,473
Net current (liabilities)		(90,381)	(197,700)
Total assets less current liabilities		1,456,258	1,254,234
Creditors: amounts falling due after more than one year	12	277,436	306,136
Net assets excluding pension asset		1,178,822	948,098
Defined benefit scheme asset	17	13,000	132,000
Net assets including pension asset	14	1,191,822	1,080,098
Funds			
Endowment funds		381,044	329,617
Restricted funds		768,614	406,513
Unrestricted funds			
Designated funds		543,881	556,343
General funds		(514,717)	(344,375)
Unrestricted income funds excluding pensions asset		29,164	211,968
Pension reserve	17	13,000	132,000
Total unrestricted funds		42,164	343,968
Total funds	13	1,191,822	1,080,098

Approved by the council on 22 July 2010 and signed on its behalf by
Stuart Davies President
Brian Hayton Treasurer



Notes to the financial statements

For the year ended
31 March 2010

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), Accounting and Reporting by Charities published in March 2005, the Companies Act 2006 and applicable accounting standards.

Going concern

The MA has generated a deficit on unrestricted funds of £301,804 during the year. At the end of the financial year there was £29,164 in unrestricted funds, ignoring the pension reserve asset. The council members are confident that measures already taken – reductions in expenditure made during the year just ended and the careful control of expenditure in the current year along with additional measures including a revised recovery plan for the final salary pension scheme which will take pressure off cashflow as well as the implementation of a new three-year business plan starting in April 2011 will all contribute to the MA's financial robustness. Therefore the council considers it appropriate to prepare these financial statements on a going concern basis.

- b) The charity is a company limited by guarantee. 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.
- c) 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.
- d) 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.
- e) Incoming resources, including grants, are included in the statement of financial activities (SofA) when receivable, net of VAT where applicable.
- f) 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.

- g) Investment income and gains are allocated to the appropriate fund.
- h) Expenditure is accounted for on an accruals basis and is classified under headings that aggregate costs related to the activity. VAT that cannot be recovered is allocated to the appropriate expenditure classification. Where costs cannot be directly attributed to particular headings they are allocated to all activities equally.

Resources expended are 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 equally to the activities publications, membership, public affairs, events, professional development and ethics after the amount attributable to governance has been allocated.

- i) Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.
- j) Grants and bursaries payable are recognised when paid out.
- k) 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:
- Freehold buildings
2% per annum, straight line method
 - Furniture and equipment
10% per annum, straight line method
 - Website and computers
33.33% per annum, straight line method
- Depreciation costs are allocated to support costs.

- l) 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 8a. Realised gains are shown on the face of the SoFA.

- m) 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.
- n) Stock consists of copies of the current yearbook and is valued at the lower of cost and net realisable value. Cost is the actual cost of producing the yearbook. Net realisable value is the price at which the stock can be sold in the normal course of business.
- o) The charity operates a defined benefit pension scheme on behalf of its employees. 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.

- p) 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.
- q) No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the trustees.

2. Grants and donations

	Endowment £	Restricted £	Unrestricted £	2010 £	2009 £
Trusts and funded projects					
Monument Trust		70,000	-	70,000	100,000
CLMG NESTA		7,797	-	7,797	38,566
Arts Council of England	-	4,000	-	4,000	-
Other	-	31,597	-	31,597	48,396
	-	113,394	-	113,394	186,962
Esmée Fairbairn Foundation					
Effective Collections	-	190,100	15,000	205,100	178,200
	-	190,100	15,000	205,100	178,200
Support & Challenge					
MLA	-	297,440	-	297,440	-
	-	297,440	-	297,440	-
Diversify					
MLA	-	272,786	-	272,786	148,282
Other	-	4,000	-	4,000	15,050
	-	276,786	-	276,786	163,332

NESTA (National Endowment for Science, Technology and the Arts) income funds the CLMG consortium projects. The MA is a member of the consortium and administers its funds.

Notes to the financial statements

For the year ended
31 March 2010

3. Total resources expended

	CLMG £	Bill Kirby Disability Fund £	Monument Fellowships £	Support & Challenge £	Effective Collections £	Diversify £	Peach Placement £	Benevolent Fund & Trevor Walden Trust £	Daphne Bullard Trust £	Total restricted funds £	Total endowment funds £
Staff costs - direct (Note 5)	-	-	829	23,584	50,433	5,329	869	-	-	81,044	-
Printing and stationery	-	-	-	-	4,501	-	-	-	-	4,501	-
Travel and catering	-	-	3,885	9,242	7,657	1,896	84	-	-	22,764	72
Production and design	-	-	2,000	6,560	9,561	22,631	-	-	-	40,752	-
Postage and distribution	-	-	43	-	251	-	-	-	-	294	-
Speakers and consultants	7,468	155	18,276	147,353	11,704	37,693	-	-	-	222,649	-
Venue hire and equipment	-	-	1,328	10,320	1,600	450	36	-	-	13,734	-
Grants made	-	7,100	52,629	1,305	3,680	-	-	9,231	-	73,945	14,823
Bursaries	-	-	-	-	-	99,607	-	-	-	99,607	-
Insurances	-	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	22,040	-	-	-	-	-	22,040	-
Premises	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	-	-	-	-	-	-	-	-	110	110	235
Audit fees	-	-	-	-	-	-	-	-	-	-	-
	7,468	7,255	78,990	220,404	89,387	167,606	989	9,231	110	581,440	15,130
	-	-	-	-	-	-	-	-	-	-	-
Total resources expended	7,468	7,255	78,990	220,404	89,387	167,606	989	9,231	110	581,440	15,130

	Publications £	Events £	Membership £	Professional development £	Policy & public affairs £	Governance £	Support £	Total unrestricted funds £	2010 Total £	2009 Total £
Staff costs - direct (Note 5)	153,965	88,852	291,692	199,684	133,406	9,325	121,764	998,688	1,079,732	1,347,097
Printing and stationery	157,674	7,218	19,904	5,452	395	-	3,656	194,299	198,800	184,046
Travel and catering	7,741	118,029	5,598	12,335	13,074	-	6	156,783	179,619	212,596
Production and design	129,273	811	47,483	9,071	3,689	-	1,349	191,676	232,428	214,561
Postage and distribution	93,079	1,313	26,993	53	44	1,689	-	123,171	123,465	130,811
Speakers and consultants	1,934	33,298	2,481	5,886	350	-	-	43,949	266,598	169,670
Venue hire and equipment	594	217,675	15,736	880	3,800	-	-	238,685	252,419	198,884
Grants made	-	-	-	-	-	-	-	-	88,768	62,930
Bursaries	-	-	-	-	-	-	-	-	99,607	153,527
Insurances	4,156	3,404	-	-	-	-	4,382	11,942	11,942	10,204
Office services	6,883	4,361	9,512	12,184	4,275	328	6,447	43,990	66,030	60,139
Premises	17,311	10,967	23,924	30,643	10,752	1,150	15,892	110,639	110,639	178,555
Depreciation	-	-	-	-	-	-	40,500	40,500	40,500	42,225
Professional fees	-	-	-	-	-	-	31,198	31,198	31,198	32,026
Bank charges	-	-	-	-	-	-	12,178	12,178	12,178	13,626
Mortgage interest	-	-	-	-	-	-	6,452	6,452	6,452	19,380
Trustees' expenses	-	-	-	-	-	2,815	-	2,815	3,160	5,295
Audit fees	-	-	-	-	-	14,740	-	14,740	14,740	14,158
	572,610	485,928	443,323	276,188	169,785	30,047	243,824	2,221,705	2,818,275	3,049,730
Allocated support costs	48,401	48,401	48,401	48,401	48,401	1,819	(243,824)	-	-	-
Total resources expended	621,011	534,329	491,724	324,589	218,186	31,866	-	2,221,705	2,818,275	3,049,730

Notes to the financial statements

For the year ended
31 March 2010

4. Net (outgoing)/incoming resources for the year

This is stated after charging/crediting:

	2010 £	2009 £
Interest payable	6,452	19,380
Bank charges	12,178	13,626
Depreciation	40,500	42,225
Operating lease rentals		
• property	50,611	51,412
Council's remuneration	NIL	NIL
Council's reimbursed expenses (travel and subsistence)	3,050	5,295
Auditors' remuneration:		
• Audit	14,740	14,158
• Other services (covenant review)	2,500	2,425
Income from quoted investments	13,978	14,197
Bank interest receivable	6,242	24,737

Reimbursed travel and subsistence costs relating to attendance at council meetings were paid to 11 (2009:18) council members during the year.



5. Staff costs and numbers

Staff costs were as follows:

	2010 £	2009 £
Salaries and wages	899,671	1,092,472
Social security costs	81,331	106,216
Costs of pension scheme	89,831	127,289
	1,070,833	1,325,977
Other staff costs	8,899	21,120
	1,079,732	1,347,097
Total emoluments paid to staff were:	899,671	1,092,472

One employee received emoluments in the band £70,001 to £80,000 (2009: 1 in the band £70,001 to £80,000). The employee in this band participated in the pension scheme. Contributions paid on behalf of the employee total £9,172 (2009: £10,721).

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

	2010 No.	2009 No.
Publications	3	5
Public affairs	2	3
Events	2	3
Membership	5	5
Professional development	6	6
Support	3	4
	21	26

Notes to the financial statements

For the year ended
31 March 2010

6. Taxation

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

7. Tangible fixed assets

	Freehold property £	Furniture & equipment £	Website & computers £	Total £
COST				
At 1 April 2009	1,035,580	60,964	251,909	1,348,453
Additions in year	-	-	7,995	7,995
Disposals in year	-	-	-	-
At 31 March 2010	1,035,580	60,964	259,904	1,356,448
DEPRECIATION				
At 1 April 2009	101,737	40,425	216,280	358,442
Disposals	-	-	-	-
Charge for the year	12,461	5,094	22,945	40,500
At 31 March 2010	114,198	45,519	239,225	398,942
NET BOOK VALUE				
At 31 March 2010	921,382	15,445	20,679	957,506
At 31 March 2009	933,843	20,539	35,629	990,011

All tangible fixed assets are used for direct charitable purposes.

8. a) Investments

	2010 £	2009 £
At 1 April 2009	461,923	523,765
Additions during the year, at cost	10,000	-
Disposals during the year, at brought forward value	-	(7,626)
Unrealised gain on revaluation at 31 March 2010	117,210	(54,216)
At 31 March 2010	589,133	461,923
Historic cost		
At 31 March 2010	364,248	354,248
At 31 March 2009	354,248	354,248
Analysis of investment portfolio		
	£	£
Schroder Charity Fixed Interest Fund	229,734	230,434
Schroder Charity Equity Funds	359,202	231,290
Other	197	197
At 31 March 2010	589,133	461,921

b) Investment in subsidiary

	2010 £	2009 £
Shares in subsidiary at cost	2	2

Throughout the year the MA had a 100% shareholding in Museums Enterprises Limited, a dormant company incorporated in Great Britain. The share capital and reserves of the subsidiary are not material and therefore no consolidated accounts have been prepared.

Notes to the financial statements

For the year ended
31 March 2010

9. Stocks

	2010 £	2009 £
Stock of publications	9,398	7,767

10. Debtors

	2010 £	2009 £
Trade debtors	183,711	260,370
Other debtors	14,534	17,577
Prepayments and accrued income	99,789	51,609
	298,034	329,556

11. Creditors: amounts falling due within one year

	2010 £	2009 £
Bank loan (Note 12)	28,700	28,700
Trade creditors	119,319	133,828
Accruals	53,343	98,250
PAYE, social security and other taxes	21,066	49,985
Other creditors	10,700	4,335
Subscriptions in advance	444,696	466,375
	677,824	781,473

12. Creditors: amounts falling due after one year

	2010 £	2009 £
Bank loan	277,436	306,136
Loans		
• under one year	28,700	28,700
• between one and two years	28,700	28,700
• between two and five years	86,100	86,100
• in more than five years	162,636	191,336
	306,136	334,836

In November 2000 the council agreed to take out a loan to assist with the purchase of a freehold property, 24 Calvin Street, London E1 to be converted to offices for the use of the MA. The amount originally borrowed was £574,000, repayable over 20 years and secured by a mortgage over the freehold property. The capital is repaid in equal monthly instalments and interest, charged at 1.5% over Base Rate, is paid quarterly. The National Westminster Bank Plc has a charge over 24 Calvin Street in respect of this loan.

13. Movements in funds

	Restated At 1 April 2009 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2010 £
Endowment funds					
Beecroft Bequest	299,275	63,010	(13,130)	-	349,155
Kathy Callow Trust	30,342	3,547	(2,000)	-	31,889
Total endowment funds	329,617	66,557	(15,130)	-	381,044
Restricted funds:					
Benevolent Fund	110,392	42,096	(197)	-	152,291
Daphne Bullard Trust	42,903	12,782	(110)	-	55,575
Trevor Walden Trust	59,328	11,340	(9,034)	-	61,634
Diversify	32,540	276,786	(167,606)	-	141,720
Support & Challenge	-	297,440	(220,404)	-	77,036
Effective Collections project	26,525	190,100	(89,387)	-	127,238
CLMG	24,696	7,797	(7,468)	-	25,025
Bill Kirby Bursaries	15,462	28,000	(7,255)	-	36,207
Monument Fellowships	94,667	73,200	(78,990)	-	88,877
Peach Placement	-	4,000	(989)	-	3,011
	-	-	-	-	-
Total restricted funds	406,513	943,541	(581,440)	-	768,614
Unrestricted funds:					
<i>Designated funds:</i>					
Property reserve	35,000	-	-	-	35,000
Depreciation reserve	521,343	-	(12,462)	-	508,881
Total designated funds	556,343	-	(12,462)	-	543,881
General funds	(344,375)	2,117,901	(2,216,243)	(72,000)	(514,717)
Total unrestricted funds	211,968	2,117,901	(2,228,705)	(72,000)	29,164
Pension reserve fund	132,000	-	(191,000)	72,000	13,000
Total funds	1,080,098	3,127,999	(3,016,275)	-	1,191,822

Notes to the financial statements

For the year ended
31 March 2010

13. Movements in funds (continued)

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.

The Kathy Callow Trust was established in 1994 and makes grants for conservation projects in small museums.

Purposes of restricted funds

The Benevolent Fund assists financially distressed members of the MA and their families and contributes to the work of the Trevor Walden Trust by making donations to the trust to assist members of the MA undertaking the AMA.

The Daphne Bullard Trust makes grants to help fund museum projects relating to the conservation of dress and textiles and their display.

The Trevor Walden Trust promotes the education and professional development of members of the MA who are undertaking the AMA.

Diversify is a programme funded by the MLA to prepare minority-ethnic individuals for employment in the museum sector.

Support & Challenge is a programme of workforce development and organisational change funded by the MLA.

The Effective Collections project is a five-year programme supporting the development of long-term loans, permanent transfers and disposal of objects in museum collections. The project began in September 2006 and the major part of the work is expected to run until August 2011. It is funded by the Esmée Fairbairn Foundation.

CLMG stands for the Campaign for Learning Through Museums and Galleries. This is a consortium of museum organisations established to promote learning in museums and museums in learning. With funding from various sources it provides information, advice and advocacy on behalf of museum learning and establishes best practice projects on the ground. The MA administers its accounts.

The Bill Kirby Bursary fund is set aside to fund the placement of a disabled trainee(s) on the Diversify programme. The fund was established with money donated to the MA by the Cultural Heritage National Training Organisation when it was wound up.

Monument Fellowships, funded by the Monument Trust, is a programme for retired or soon-to-retire museum professionals, aimed at capturing their previously unrecorded collections-related knowledge.

The Peach Placement is a six month programme aimed at the leadership development of individuals in the sector. It is funded by the Arts Council England.

Purposes of designated funds

The property reserve is set aside for major works and improvements to the Calvin Street and Clerkenwell Close properties.

The depreciation reserve represents the amounts expended from the property reserve on capital works on the Calvin Street property. Depreciation of the building is offset against this reserve.

14. Analysis of net assets between funds

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	-	957,506	957,506
Investments	332,032	256,904	197	589,133
Net current assets	49,012	511,710	(651,103)	(90,381)
Liabilities over one year	-	-	(277,436)	(277,436)
Pension scheme asset	-	-	13,000	13,000
Net assets at 31 March 2010	381,044	768,614	42,164	1,191,822

15. Related parties

The MA appoints the trustees of the Benevolent Fund, the Trevor Walden Trust, the Kathy Callow Trust and the Beecroft Bequest and has the right to appoint a trustee to the Daphne Bullard Trust and thus has a significant influence over the affairs of these trusts.

One of the trustees, Catriona West, is married to Paul Fraser Webb who is employed by the MA as a contractor working on the Effective Collections project.

16. Operating lease commitments

The charity had annual commitments at the year end under an operating lease expiring as follows:

Property	2010 £	2009 £
Over five years	50,231	42,750

The MA holds the lease of 42 Clerkenwell Close, London EC1 which expires in September 2016. The lease was assigned to Jean Muir Ltd in 2001 but that company has now been dissolved and the lease reverted to the MA in 2007. The property is currently unoccupied but the intention is to find new assignees or tenants as quickly as possible.



Notes to the financial statements

For the year ended
31 March 2010

17. 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 2007 by a qualified actuary and the funding position has been updated to 31 March 2010 by an independent actuary. Following the full valuation, the association agreed with the trustees that it would pay an additional £6,000 a month towards correcting the deficit. The MA is now working with the pension scheme trustees to agree a new recovery plan.

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

	2010 £'000	2009 £'000
Present value of funded obligations	(1,861)	(1,198)
Fair value of plan assets	1,874	1,330
	13	132
Present value of unfunded obligations	-	-
Unrecognised past service cost	-	-
Net liability	13	132
Amounts in the balance sheet		
Liabilities	(1,861)	(1,198)
Assets	1,874	1,330
Net liability	13	132

Amounts recognised in net incoming resources are as follows:

	2010 £'000	2009 £'000
Current service cost	-	-
Interest on obligation	78	86
Expected return on plan assets	(85)	(99)
Past service cost	-	-
Losses (gains) on curtailments and settlements	-	-
Total	(7)	(13)
Actual return on plan assets	472	(290)

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

	2010 £'000	2009 £'000
Opening defined benefit obligation	1,198	1,451
Service cost	-	-
Interest cost	78	86
Actuarial losses / (gains)	585	(299)
Losses / (gains) on curtailments	-	-
Liabilities extinguished on settlements	-	-
Benefits paid	-	(40)
Closing defined benefit obligation	1,861	1,198

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

	2010 £'000	2009 £'000
Opening fair value of plan assets	1,330	1,588
Expected return	85	99
Actuarial gains and (losses)	387	(389)
Assets distributed on settlements	-	-
Contributions by employer	72	72
Benefits paid	-	(40)
	1,874	1,330

The charity expects to contribute £72,000 to its defined benefit pension plan in 2010/11.

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

	2010 %	2009 %
Equities (split into material classes eg: European, North American)	57%	55%
Bonds (split into material classes eg: European, North American)	12%	12%
Property	26%	28%
Cash	5%	5%

Notes to the financial statements

For the year ended
31 March 2010

17. Defined benefit pension scheme continued

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

	2010 %	2009 %
Discount rate at the end of the year	5.6%	6.5%
Expected return on plan assets at the end of the year:		
• Equities	7.8%	7.5%
• Property	6.5%	5.8%
• Bonds	5.0%	4.7%
• Cash	4.3%	2.0%
Future salary increases	0.0%	0.0%
Future pension increases	3.7%	3.1%
Proportion of employees opting for early retirement	0.0%	0.0%

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.

Amounts for the current and previous four periods are as follows:

	2010 £	2009 £	2008 £	2007 £	2006 £
Defined benefit obligation	1,861	1,198	1,451	1,668	1,425
Plan assets	1,874	1,330	1,588	1,477	1,137
Surplus / (deficit)	13	132	137	(191)	(288)



Corporate members 2009/10

1 SMA Design
20/20 Displays Ltd
24 Design Ltd
A Different View
A.H. Baldwin & Sons Ltd
Absolute Museum & Gallery
Products Ltd
Acoustiguide Ltd
Adam Richards Architects
Adlib Information Systems Ltd
Aivaf Ltd
Amberley Publishing Holdings
plc
AMP Fab Ltd
aMuze Interactive AB
Andrews Sykes Ltd
Ant Creative
Antenna Audio
Appleyard & Trew LLP
Art+Tek Ltd
Artem Ltd
Artifax Software Ltd
Artstream
Ashgate Publishing Ltd
At Large
Atkins Ltd
ATS Heritage
Audioposts Ltd
Austin-Smith: Lord
BAF Graphics
Barker Langham
BDRC
Beck Interiors Ltd
Benbow Group
Bivouac Limited
Blackbaud
blackbox-av ltd
Blackwall Green
blue ant design
Blue Sail
Bond & Coyne Associates Ltd
Bonhams

Brakeley Ltd
Brennan Design LLP
Bridgeman Art Library
Britannia Storage Systems Ltd
Bruns B.V.
Butler Tanner & Dennis
Buttress Fuller Alsop Williams
Architects
Cadogan Tate
Campbell & Co Design
Consultants
C'ART-Art Transport Ltd
Centre Screen Productions
Centrix Q2 Ltd
Cityneon Creations Pte Ltd
Clements & Street Ltd
Click Netherfield Ltd
Click System Components Ltd
Clive Beardall Restorations Ltd
Cloister Press Ltd
Cogapp
Collections Trust
Coniston Limited
Conservation by Design Limited
Continuum
Cragg Management Services Ltd
Crystalizations Systems Inc
CSC Window Films & Blinds
Cultural Innovations/DBA
Customworks
D4 Projekt
Dauphin Museum Services
Limited
Davis Langdon LLP
DB Solutions (UK) Ltd
DCA Consultancy Ltd
Deep Visuals Limited
DESIGNMAP
Designworks
Development Partners
Dexion Comino Ltd
Dick Raines Design Ltd

DJ Willrich Ltd
DOC Cleaning Limited
Domino Books (Wales) Ltd
DOT
DPK Design and Supply Limited
Drivers Jonas Deloitte
East Publishing Limited
Easy Tiger Creative
EBC Education Ltd
Ecclesiastical Insurance
EDM Ltd
Elbow Productions
Electrosonic Ltd
Envisage Design Limited
Erco Lighting Ltd
ESM
Euronova Ltd
Event
Exhibition Factory
Experience Design &
Management Ltd
Extreme Display Ltd
Fairbourne Carriages Ltd
Far Post Design Limited
Farrer & Co LLP
Field of Vision
Fine Art Logistics Ltd
Fine Art Society PLC
Finers Stephens Innocent
First Angle Ltd
Focus Consultants (UK) Ltd
Food Service Associates
(Henley) Ltd
Forestry Commission Scotland
Forster Ecospace Ltd
Foster de Kretser
Framework R & D Ltd
Fraser Randall Productions Ltd
Furneaux Stewart
Futura Retail Solutions Ltd
G Ryder & Co Ltd
Gallery Systems

Gamma Dataware Ltd
Gander & White Shipping Ltd
GBDM Ltd
GeeJay Chemicals Ltd
George Sexton Associates
Glass & Mirror Ltd
Global Crafts
Goff Holland Concepts Ltd
Good Looking Pictures
Goppion
GPD Exposiciones y Museos
GR/DD
Graham Festenstein Lighting
Design
Greener Museums
Guardian Professional
H&H Sculptors Ltd (H&H Group)
Hahn, Constable Ltd
Haley Sharpe Design
Hamilton Design Ltd
Hanwell Instruments Ltd
Harrow Green
Harwell Document Restoration
Services
Hay Group
Headland Design Associates
Heritage House Group Ltd
Heritage Images
Heritage Multimedia Ltd
Heritage Solution Ltd
HIT Training Ltd
HKD Ltd
Holmes Wood Consultancy
HSBC Insurance Brokers Ltd
Humidity Control Systems Ltd
iBase Media Services Ltd
ID Ess - CD
Imagemakers Design &
Consulting
Impervious Museum Showcase
Solutions
Inferno Productions Ltd

Innovare Consulting Limited
Inovello Limited
Integrated Circles Ltd
Intrepid Security Solutions Ltd
ISIS
ISO
It's All Greek
Ivor Heal Design Ltd
JANVS Design
Jardine Lloyd Thompson
John Slough of London
Jura Consultants
KE Software (UK) Ltd
Kendrick Hobbs Ltd
Kennedy O'Callaghan Architects
Kent Services Ltd
Kingshurst Consulting
Kit Grover Ltd
Koelnmesse
Kvorning Design &
Communication
L&R Consulting
Lab Architecture Studio
Land Design Studio Ltd
Lazenby Design Associates
Leach Colour Ltd
Lexara
Light Projects Group
Lista UK Ltd
Locum Consulting
Lord Cultural Resources
M Worldwide
M&G Transport & Technical
Services
mae LLP Architects
Malcolm Reading Consultants
Martello Media
Martinspeed Ltd
Max Fordham LLP
MBA Great Britain
Meaco Measurement and
Control Limited

Media Arts
Media Equation Pty Ltd
Media Vision (Design) Limited
Merlin Software
MET Studio Design
metalrax storage
Metaphor Limited
Metropolis Entertainment Ltd
Meyvaert Glass Engineering NV
Mike Stoane Lighting Ltd
Minis Inc
Mobydoc
MODES Users Association
Momart Limited
Monty Funk Productions
Morris Hargreaves McIntyre
Mtec Ltd
Munters Ltd
Museum Workshop Ltd
MX Display Limited
Nature Picture Library
NE3D
Newangle Multimedia
NIACE
Nick Bell Design
Northern Strategy and
Operations
nortonallison Limited
Objectives
Ocean Design & Management
Ltd
OmniTicket Network Ltd
Open to All Training
Orange Box Design
Orangeleaf Systems Ltd
Oxford Exhibition Services
Limited
Panasonic
Panelock Systems Ltd
Paragon Creative Ltd
Past Pleasures Ltd
Path Design

Corporate members

2009/10 continued

Patton Heritage
Pentalver Transport Limited
Perry Scenic Ltd
Pike and Shot Tour & Event
Company
PLB
Plowden & Smith Ltd
Polstore Storage Systems Ltd
Polyformes Ltd
Poppy Singer and Annabel Wylie
Preservation Equipment Ltd
Prince Research Consultants Ltd
Prodir Ltd
Proteus HR Solutions Ltd
Protosheet Engineering Limited
PS Financials plc
PT Projects Ltd
Purcell Miller Tritton LLP
Qubiq Ltd
Quercus Design Ltd
Rackline Systems Storage Ltd
Ralph Applebaum Associates
Ramplas Ltd

Ray Hole Architects
Real Studios Ltd
Realm Projects Ltd
Redman Design
Reed Engineering Building
Services
Reier Showcases Ltd
Remarkable Pencils Ltd
Research House UK
Resolution DV Ltd
Retail Thinking
Rex Procter & Partners
Richard Rogers Conservation
Ltd
Rick Mather Architects
RWDP Limited
RWFilms
Scala Publishers Ltd
SCHOTT UK Ltd
Scottish Conservation Studio
LLP
Selina Fellows Retail &
Marketing Consultancy
Servest Group Limited
Setout
SI Electrical Ltd
Sigong Tech Co. Ltd

SomervilleSCAN Ltd
Sovereign Exhibitions Ltd
Spiral Productions Ltd
Steensen Varming (Australia)
Stephen Browning Associates
Stone King LLP
Studio MB Ltd
Studio SP Ltd
Sue Hill Recruitment
SUMO
Sun-X (UK) Ltd
Surface Impression Ltd
Swann of York
Sysco
System Simulation
System Store Solutions Ltd
Tabulae Ltd
Ten Alps Communications Ltd
The Hub Limited
The One Off

The Russell Partnership (UK)
LLP
Thermo Lignum UK Ltd
TMP (The Moule Partnership)
Ltd
TOR Systems Ltd
Total Enterprise Solutions
Limited
True North
Turpin Smale Foodservice
Consultancy
U.S. Art Company, Inc
United Aluminium
Universal Fibre Optics Ltd
Vernon Systems Ltd
Vertigo
Vertigo Rigging
Virtual Past
Visitor Focus

WebArtEX Srl
Williams & Hill Forwarding Ltd
Willoughby Associates Limited
Withers LLP
Wonder Associates
WWT Consulting
XMC Limited
YDreams
zetcom
Informatikdienstleistungen
Deutschland GmbH
Zoid Pictures Limited



AMA awards 2009/10

Emily Allen

Exhibitions officer,
Sunderland Museum

Esther Amis-Hughes

Learning and access
officer, Leeds City
Museum

Catherine Badley

John Beckerson,
Senior curator,
Museum of Science &
Industry in Manchester

Eleanor Beyer

Assistant to the Keeper,
British Museum

Frances Bray

Access and education
officer, Bury Transport
Museum

Stuart Burch

Lecturer in heritage
studies, Nottingham
Trent University

Aisha Burtenshaw

Exhibitions registrar,
Ashmolean Museum

Patricia Collins

Lottie Collins

Michelle Cooper

Julia Cox

Catherine David
Exhibitions
coordinator, Victoria
& Albert Museum

Emma Davison

Fiona Diaper

Museum director,
Quilters' Guild of the
British Isles

Zoe Dunbar

Exhibition manager,
Imperial War Museum
North

Dean Emery

Collections access
assistant, Leicester Arts
& Museums Service

Jenni Fuchs

Visitor studies officer,
National Museums
Scotland

Alex Gaffikin

Interpretation manager,
Historic Royal Palaces

Sarah Gouldsbrough

Learning and access
officer, Darlington
Railway Centre and
Museum

Pippa Griffith

Ruth Hibbard
Loans and touring
exhibitions officer,
Victoria & Albert
Museum

Katharine Hoare

Schools and young
audiences education
officer, British Museum

Jackie Keily

Curator, Museum of
London

Charles Keitch

Formal learning officer,
National Maritime
Museum

Laura Kidner

Curator, art and
exhibitions, Worthing
Museum & Art Gallery

Sophie Leighton

Curator, Victoria &
Albert Museum

Nicola Lewis

Conservation mount
cutter, National
Museums Liverpool

Catherine Littlejohns

Assistant curator, social
history, Bristol City
Museum & Art Gallery

Esther Lutman

Assistant curator, V&A
Museum of Childhood

Joanna Macrae

Collections
management assistant,
National Museums
Scotland

Fiona Mair

Lifelong learning officer,
Aberdeen Art Gallery &
Museums

Amanda Martin

Curator/manager,
Isles of Scilly Museum

Morrigan Mason

Deputy director,
Bodelwyddan Castle
Trust

Marie-Therese Mayne

Assistant keeper of fine
and decorative arts,
Tyne & Wear Archive &
Museums

Caroline McCutcheon

Heritage development
officer, Windsor & Royal
Borough Museum

Henry McGhie

Head of natural
environments team,
Manchester Museum

Rebeca Medrano Arnaez

Schools officer,
At-Bristol Ltd

David Morris

Curator of aircraft,
Fleet Air Arm Museum

Anthony Morton

Archivist/deputy
curator, Royal Military
Academy Sandhurst
Collection

Kirsteen Nixon

Collections manager,
Florence Nightingale
Museum Trust

Rachael Osmotherley

Learning officer -
outreach, Herbert Art
Gallery & Museum

Kate Owens

Assistant curator,
Cartoon Museum

Jenny Oxley

Curator, Welwyn
Hatfield Museum
Service

Janette Park

Curator (social history),
Stromness Museum

Emily Price

Curator, Tredegar House

Anita Quye

Resource manager,
Royal Museum Project,
National Museums
Scotland

Wendy Redman

Education officer,
Search - Hampshire
Museums

Alan Renton

Curator & archivist,
Porthcurno Telegraph
Museum

Natalie Rigby

Assistant curator -
collections
management, Falmouth
Art Gallery

Amy Ryall

Project officer,
Imperial War Museum

Hannah Savage

Enhanced guide,
York Art Gallery

Katherine Shearer

Volunteer, Ely Museum

Francine Smith

Registrar, Derby
Museums & Art Gallery

Helen Spencer

Collections care
manager, National
Museums Scotland

Nancy Tanner

Diane Taylor
Audience development
officer, Harrogate
Museums & Arts

Nicola Temple

Executive research
assistant, Pitt Rivers
Museum

Joe Traynor

Senior officer museums,
West Dunbartonshire
Council

Elizabeth Waring

Curator of visual art,
Museums Sheffield

Claire Willetts

Collections manager,
Braintree District
Museum & Study
Centre Trust

Matthew Williams

Senior curator, Reading
Museum Service

Alexandra Woodall

Schools interpretation
officer, Manchester City
Galleries



Notice of the AGM

Notice is hereby given that the Annual General Meeting of the Museums Association will be held on Monday 4 October 2010 at 1700 at the Manchester International Conference Centre for the following purposes:

A Apologies

B Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Monday 5 October 2009 at the Queen Elizabeth II Conference Centre, London.

C Museums Association 2009/10

To receive a report on the MA's activities for the year 2009/10.

D Annual report of the Museums Association

To receive the Annual Report of the council for the year 2009/10.

E Accounts of the Museum Association

To receive the accounts of the association together with the report of the auditors for the financial year 2009/10.

F Report on financial position

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

G Subscriptions

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

That with effect from 1 April 2011 individual member subscription rates be increased to the following:

Salary	Fee
Less than £14,500	£65
£14,501 - £22,500	£85
£22,501 - £31,500	£111
£31,501 - £43,500	£133
£43,501 - £62,500	£164
£62,501 - £88,000	£185
Over £88,000	£209
Student, retired, unemployed, volunteer, member of governing body	£50
International	£136

H

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

That with effect from 1 April 2011 institutional member subscription rates be increased to the following:

Expenditure	Fee
Less than £29,000	£69
£29,001 - £140,000	£144
£140,001 - £280,000	£290
£280,001 - £850,000	£580
£850,001 - £1,700,000	£810
£1,700,001 - £5,600,000	£1,389
Over £5,600,000	£1,739
Federations, specialist groups and friends' organisations	£50
International	£169

I Auditors

To appoint Sayer Vincent as the 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 council to fix the remuneration of the auditors.

J Adoption of the Museums Association's revised Articles of Association

To consider, and if thought fit, pass the following Special Resolution (see Note 2 to agenda):

- to approve and adopt, with effect from 1 April 2011, the new Articles of Association.

K Changes to the structure of the Museums Association's governing body

To consider, and if thought fit, pass the following Special Resolution (see Note 2 to agenda):

- to add the following definition to Article 1 of the Articles of the Association:
Nothing in these Articles shall authorise an application of the property of the charity for purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005.
- to add the following articles to the Articles of Association:

81. A board ('the board') shall be constituted prior to 31 March 2011. The board shall be comprised of:

81.1. The president;

81.2. Seven elected trustees elected by ballot of the members to hold office to 31 March 2014; and

81.3. Four appointed trustees appointed by the president and the elected trustees.

82. The board shall appoint a vice-president from among their number prior to 31 March 2011.

83. The procedure to be followed for holding the ballot to elect elected trustees including the procedure for, and any restrictions on, the nomination for election as an elected trustee shall be prescribed by regulations made by the council.

84. The president and elected trustees shall determine the terms of office of the appointed trustees and vice-president and establish such procedure for their appointment as they think fit.

85. The board shall have no powers, duties and responsibilities under the Act prior to 1 April 2011.

L To announce the results of the council elections

Notes to the agenda

1 Items G and H

All bands and rates have 3 per cent applied to last year's values. Annual inflation, as measured by the retail price index, is over 5 per cent and the MA's costs are rising at this time, but a 3 per cent rise is deemed more appropriate for members in the current economic climate.

2 Items J & K

Changes to governance and membership dialogue at the Museums Association

Items J & K on the AGM agenda herald a major restructuring of the MA's governance and this will be accompanied by a new system for maintaining and improving dialogue with members throughout the UK.

Governance

The proposed new constitution (attached to the agenda) replaces the current 39 person council with a 12 person board. Council has long recognised that, in trying to have a body representing all sides of the membership, it has been impossible to effectively manage the MA. It is therefore proposing a new smaller board. The key features of the new arrangements are:

- eight members of the board directly elected by the full membership
- the president elected by the full membership
- four further board members nominated by the elected board members.

The new structure was put together after a membership consultation, meetings with similar organisations and detailed work by an experienced working group. Council believes the new board will be more 'fit for purpose' in its role of overseeing the MA's affairs on behalf of the membership and will produce greater accountability and transparency. It is envisaged that the four nominated board members will be appointed to complement the eight elected board members to provide a board composition that reflects the membership – including different types of museums, senior and junior staff, different parts of the UK and members of governing bodies.

Item J brings in the new constitution and Item K enables a new board to be elected prior to 1 April 2011.

Dialogue

The MA is also keen to strengthen its dialogue with members and will be founding a number of new initiatives alongside the new governance structure. These include:

Members' meetings at least four times a year
These will be free of charge meetings to be held around the country – guaranteeing a meeting in each nation and region at least once every three years.

They will provide a platform for members to hear about and comment on MA initiatives and services as well as to discuss matters of national or regional interest. Other meetings, workshops and presentations will also be held before and after the members' meeting – working with local members and regional organisations.

Twelve MA 'correspondents' across the country
The MA will advertise, interview and appoint a member in each nation and region to be its 'correspondent'. These posts will be voluntary and duties will take up no more than one day per month. The correspondents will be the MA's link to the nations and regions, providing information and intelligence as well as liaison with regional and national bodies. The enhanced MA website will have separate pages for each nation and region to help exchange information and news.

With these initiatives, the MA aims to raise the quality of its governance and membership dialogue to the highest and most responsive standard. They will provide much-needed clarity and purpose and ensure the MA has a more fruitful and accountable discourse with its membership. In short, they will bring the MA's representation into the 21st century.

Members are encouraged to look at the new constitution and accept council's recommendation and vote for the changes either on the day or, if unable to attend, by voting by the proxy voting form attached.

Note: If you are not attending 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 Georgie Stagg on the registration desk. If you would prefer your voting card to be posted to you, email georgie@museumsassociation.org giving your membership number and postal address.



AGM 2009

Minutes of the Annual General Meeting of the Museums Association held on Monday 5 October 2009 at 1730 at the Queen Elizabeth II Conference Centre, Westminster, London

A Apologies

No apologies had been received.

B Minutes

The minutes of the Annual General Meeting held on Monday 6 October 2008 at the BT Convention Centre, Liverpool were put to the meeting.

Nichola Johnson proposed, seconded by Hilary McGowan that the minutes be accepted as a true record. Carried.

C Museums Association 2008/09

D Annual report of the Museums Association

The director reported on the previous year's activities. It had been a time of change for the association with reflection on its role and function a constant theme and measures implemented to ensure it was fit for purpose. The resulting Forward Plan contained a mission statement, ten-year vision and priorities for the next three years: increasing and broadening membership, enhancing communication and advocacy, providing leading projects, programmes and campaigns, expanding training and professional development, providing high-quality and authoritative content and improving organisational sustainability.

One major issue that had to be addressed was governance. The association's constitution was out of date and contradictory and the resulting structures were a long way from good practice and accountability. Council had agreed that a new governance structure was essential and invited Michael Day, a long-time member and the chief executive of Historic Royal Palaces, to chair a working party.

Michael Day addressed the meeting and informed members that the working group had carried out a detailed review and appraisal of the association's current arrangements. It had invited, through consultation, the views of specialist groups, MA committees and individual members, had taken evidence from membership organisations that had gone through a similar process, specifically the National Trust, Ramblers and Cilip, had talked with council members, MA office holders past and present and the director and his staff. The resulting new structure would be put to the AGM in 2010 for approval.

The director addressed the issue of the MA's financial state and the dramatic drop in income from recruitment advertising. The MA was having to review the services it provided and the areas of work it currently engaged in and possibly scale down these activities. This would inevitably result in staff losses but in the current climate, this was unavoidable.

The president invited questions from the floor:

Fiona McAllister asked for clarification of the effects of cutting back on support where ethical situations arise and what would these mean for museums as this is a key role of the association. The director responded that the monitoring and observing of the Code of Ethics would remain a key function of the association and that it would continue to react to situations like the current problems in Southampton. However there would be some ethics development work and training that the association would not be able to do for a while.

Rita McLean – with the dramatic decline in income from advertising were the governance changes going to be implemented too late to have an impact? The director reported that the association's governance structure had been a problem that needed addressing for sometime and the proposals were not related to cost savings.

Kate Andrew – in terms of loss of income from recruitment advertising was there any scope to reduce the cost to advertisers to increase the volume? The director said the costs had come down hugely but this was something the association was looking at. The market had changed and whereas before there were three or four suppliers of recruitment advertising to museums, now there were many.

Hilary McGowan – as a former treasurer of the MA, she supported the root and branch review and changes in governance but this was the third round of redundancy consultations since 2005 and the new AMA appeared to be more labour intensive than the old system. Would the review be fundamental enough that the association was not in the same position again? The president responded that he certainly hoped so.

The report was put to the AGM. Anne Murch proposed, seconded by Rachel Tranter. Carried.

E Accounts of the Museum Association

F Report on financial position

Items E to F were taken together. The honorary treasurer introduced the accounts, which showed an overall decrease from the previous year. Restricted and endowment funds decreased due to investment falls but the greatest decrease was in unrestricted funds. The trading loss was £275k due to the fall in advertising revenue, costs of the lease and refurbishment of the Clerkenwell Close premises and redundancy costs. Some of these were one off but the fall in advertising revenue was not. The balance sheet remained positive at £212k, largely due to the value of the Calvin Street property being taken into account at its current valuation, but the general funds were showing a deficit of £340k at year-end.

The association had no operational reserves. While these were problems they did not constitute a crisis and council had put economy measures in place to reverse the downward trend. The association's operations were changing in accordance with member demands and market pressures. In 2004 publications were substantially the largest income the MA had. In 2009 this had dropped dramatically while events, membership and professional development rose. This was a direct result of decisions taken by council some years ago. The unrestricted income and expenditure had been running parallel from about 2005. In 2009 income took a lurch downwards and this had resulted in the MA going £275k into the red. Recruitment income had dropped almost continuously since 2005 when it was almost 34 per cent of unrestricted income and was now down to around 19 per cent. This was a restructuring of the way advertising works and there was little hope of the previous high levels of income. Membership income on the other hand was increasing.

AGM 2009 continued

The president asked for questions from the floor:

Kathy Gee commented that at the same time as the MA's recruitment advertising was dropping so was recruitment in job centres, in the West Midlands at least. Jobs in the cultural sector had pretty much flattened out. Was this because jobs were being advertised elsewhere or was the number of people working in museums flatlining? If this trend continued, how would this affect membership in a couple of years time? The treasurer responded that there was a knock on effect from the general economy, the fear of public sector cutbacks and the general lack of confidence. People were less likely to move house or change employment in the current climate.

Timothy Hornsby asked whether it was the association's intention to build up its operational reserve. The treasurer reported that it was council's desire to build up a £250,000 operational reserve as soon as possible.

The president asked that the accounts be formally approved. Hilary McGowan proposed, seconded by Nick Winterbotham. Carried.

The treasurer gave a brief report of the current financial situation. The finances continued to show a considerable weakness and council had commissioned a review group to look at the association's activities. A package of measures to stabilise the association had been put together and were currently out to staff for consultation.

Michael Day asked what situation the MA expected to be reporting this time next year on the March 2010 outturn. The treasurer responded that this would depend on the outcome of the consultation and how effective the changes were. The association was working towards a balanced budget for 2010/11.

G Individual membership subscriptions

The honorary treasurer informed the AGM that with effect from the 1 April 2010, individual membership subscription rates would be increased by 2 per cent in line with average inflation levels.

Kathy Gee proposed, Iain Watson seconded that the individual subscription rates be adopted. Carried.

H Institutional membership subscriptions

The honorary treasurer informed the AGM that with effect from the 1 April 2010, institutional membership subscription rates would be increased by 2 per cent in line with average inflation levels, with the exception of the rate for Federations, specialist groups and friends' organisations. These would be increased by a larger percentage to equalise rates with those for student, retired, unemployed and volunteer members and members of governing bodies.

Nichola Johnson proposed, Andrew Scott seconded that the institutional membership subscriptions be adopted. Carried.

I Auditors

It was proposed that the association appoint Sayer Vincent as the auditors until the conclusion of the next Annual General Meeting of the association at which accounts are laid before members and to authorise council to fix the remuneration of the auditors.

Sue Wilkinson proposed, Andrew Scott seconded that Sayer Vincent be reappointed. Carried.

J Charities and Trustees Investment (Scotland) Act 2005

In order to maintain the MA's charitable status in Scotland and comply with the Charities and Trustees Investment (Scotland) Act 2005, the association is required to insert this clause into its constitution.

'Nothing in this constitution shall authorise an application of the property of the charity for purposes which are not charitable in accordance with section 7 Charities and Trustee Investment (Scotland) Act 2005.'

Janet Davies proposed, Kathy Gee seconded that with immediate effect, the clause be inserted into the MA memorandum and Articles of Association. Carried

K Results of the council elections

The following results were announced by the Director. All terms for three years unless otherwise stated.

Professional councilors at large

Gina Koutsika, Tate Britain
Tonya Nelson, London Transport Museum

Regional and national professional councilors

South east

Jo Bailey, Hampshire County Council

North west

Catriona West, Consultant

West Midlands

Rachel Cockett, Birmingham Museums & Art Gallery

London

Judy Lindsay, Central St Martin's College of Art and Design

Independent museum institutional councilors

Tony Butler, Museum of East Anglian Life
Rhian Tritton, SS Great Britain

Local authorities institutional councilors

Councillor Wendy Golland, Gedling Borough Council & EmmS

The posts of **Institutional vice president and councillor for Northern Ireland** remain unfilled as no nominations were received. Council to consider these vacancies at their meeting in November 2009.

Thanks were extended to retiring council members Brian Hayton, Emma Chaplin, Chris Bailey, Zara Luxford and Jo Jones.

The president thanked conference staff, in particular Sue Robinson and Lorraine O'Leary for their organisation skills, Ratan Vaswani and Maurice Davies for the content and the curators: Helen Wilkinson, Katie Archer and Cathy Ross.

