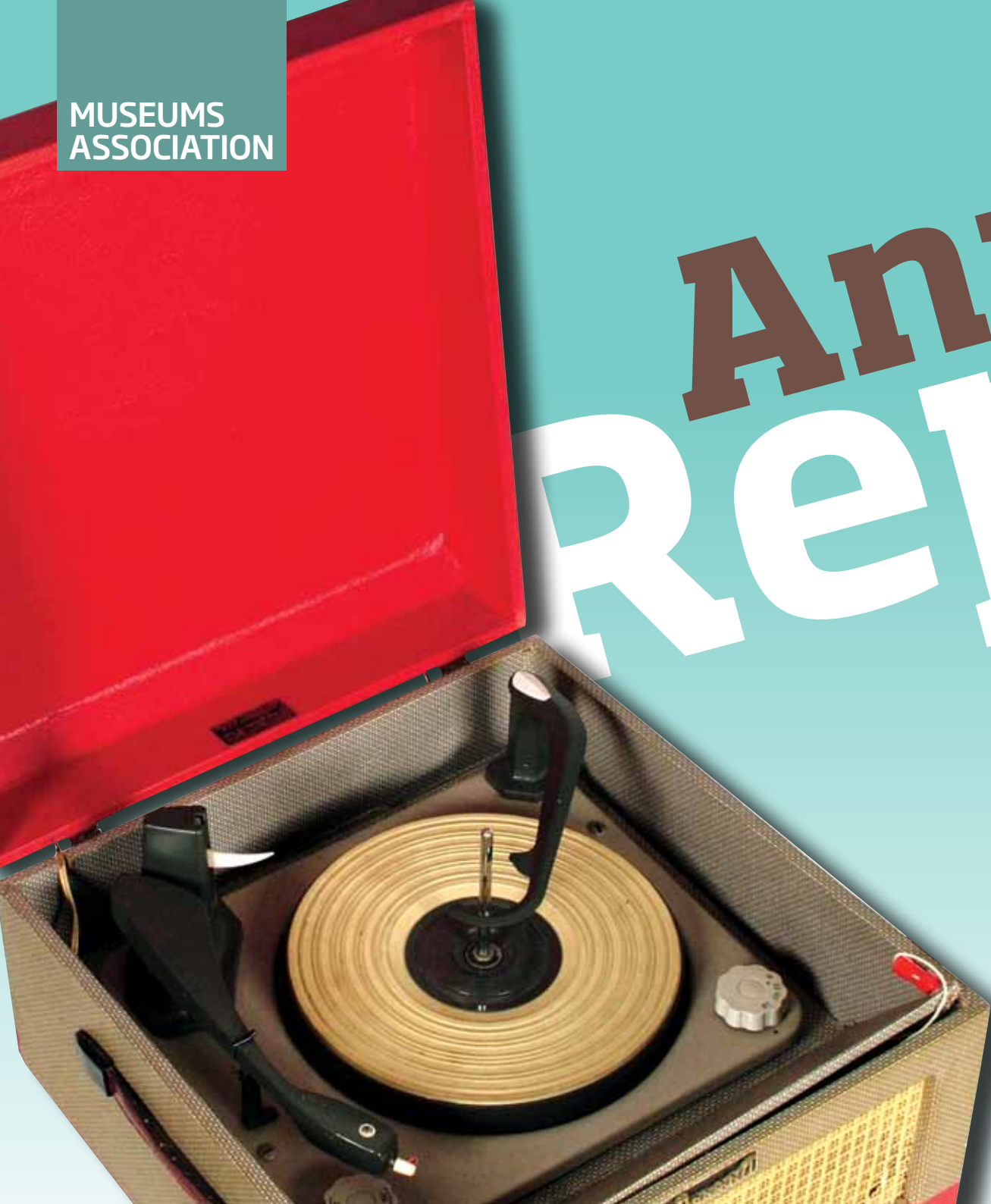


MUSEUMS
ASSOCIATION

Annual Report 2010/11



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President's introduction

2010-11 has been a period of change and retrenchment for the Museums Association and for the members we serve. Governments (including new administrations in England and Wales) have brought with them new ideas and priorities, but the common theme has been cuts. No museum has escaped the consequences.

However we should take heart from the fact that the museum sector is much more capable of rising to the challenge than it might have been 15 years ago. It has more confidence, is better managed and led, has more popular support, and has the ability to articulate its strength and purpose.

Not unrelated to the economic squeeze have been significant shifts in policy and structures. Wales and Scotland have shown the way with clear strategic thinking on the way to producing national strategies. The Museum Libraries and Archives Council has fallen victim to the cull of quangos, with responsibility for museums in England transferring to Arts Council England. The Arts Council's first job has been to reconfigure the vital Renaissance in the Regions programme and we look forward with interest to seeing the outcome of that process.

The MA has also had a challenging year. The business plan and staffing structure have been rewritten to take account of the worsening economic climate – basically we have needed to cut our coat according to a smaller piece of cloth.

This has necessitated a change in priorities with greater emphasis on advocacy and strategic work so that we can continue to provide a valued and valuable service to members. Sometimes a period of deep reflection can help an organisation focus on what really matters. I think the MA is more vital than ever – as reflected in the highest ever membership in our history.

Like the sector, the MA is buffeted but in good shape. It is more relevant than ever, it continues to provide professional support for the sector and it has fought the sector's corner ably and vocally in the last year. This is a tribute to its staff, current and past, who have maintained the stability and quality we both want and need from our professional association.

In 2010-11 we took the momentous step of changing the MA's governance structure. The MA has always derived considerable benefit from the commitment and expertise of members prepared to donate their time. However, the old governance structure had become too unwieldy and the 2010 AGM voted to replace the MA Council with a 12 person board. Elections were held in the spring and the MA is already seeing the benefit of a small group of senior and committed members guiding and governing the MA.

Personally, it fills me with confidence that both the MA and the museum sector will prevail and emerge stronger from the current difficulties.

Vanessa Trevelyan
President, Museums Association



Reference and administrative details

For the year ended
31 March 2011

Status

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

Governing Document

The company was established under a Memorandum of Association which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Company number

252131

Charity number

313024

OSCR number

SC041856

Registered office and operational address

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

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

Auditors

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

Investment managers

Schroder Investments Limited
31 Gresham Street
London EC2V 7QA

Board 2011/12

Vanessa Trevelyan
David Anderson
Rowan Brown
Isabel Churcher
David Fleming
Sally MacDonald
Sam Mullins
John Orna-Ornstein
Gaby Porter

Council 2011/12

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:

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

Head of sales and marketing:

William Adams

Collections coordinator:

Sally Cross

Head of policy & communications:

Maurice Davies

Sales executive:

Richard Eckles

Project assistant:

Gina Evans

Head of professional issues & events:

Caitlin Griffiths*

Marketing manager:

Janson Harrison*

Head of publications:

Sharon Heal

Senior journalist, Museums Journal:

Felicity Heywood*

Museum development officer:

Charlotte Holmes

Sales executive:

Dennis Jarrett*

Project assistant:

Vicky Kinahan*

Professional development administrator:

Emma Mitchinson

Events coordinator:

Lorraine O'Leary

Membership administrator:

Pamela Poynter

Events production manager:

Sue Robinson*

Diversify coordinator:

Lucy Shaw

Head of finance & administration:

Lucie Slight

Marketing officer:

Zoe Spencer

Director's assistant:

Georgie Stagg

Website editor:

Patrick Steel

Deputy editor, Museums Journal:

Simon Stephens

Finance administrator:

Jolanta Stevens

Director:

Mark Taylor

* indicates person left before end of year

Report of the board

The trustees, who are also directors of the company for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2011.

Reference and administrative information set out on page three 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 members of the public in their work and to establish, uphold and advance the standards of professional education, qualification, training and competence of those employed in museums and galleries.

The Board members have referred to the Charity Commission's general guidance on public benefit 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 2011/12.

Organisation and governance

2010/11 was a year of significant change in the MA's governance. Following an extensive review over the previous two years, the Annual General Meeting in October 2010 agreed an entirely new constitution.

The Council of 39 trustees was replaced on 1 April 2011 by a new Board of 12. The new Board consists of eight members elected by the membership of the MA and four members subsequently nominated by the elected members of the Board to ensure necessary areas of expertise and knowledge are represented. All Board members serve for three years, renewable once, and are trustees of the registered charity and directors of the charitable company.

The Board is currently reviewing all aspects of the MA's organisation and will be establishing systems to ensure transparency and accountability to the membership. To accompany this review, the MA is seeking to appoint representatives in each nation and English region to act as the principal points of contact for members and will be holding members' meetings four times a year at different places within the UK.

Investment policy

By the terms of the articles of association of the MA, the Board has the power to make any investment it sees fit. The Board 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 Board 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, the Board 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. The Board 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.

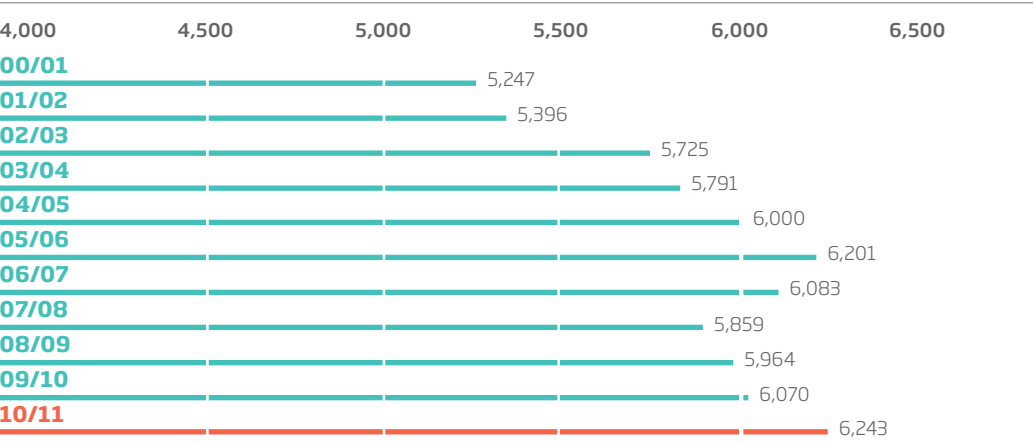
Risk management

The Board 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 the Board, a report being presented at each of its meetings.



Membership

Total end of year membership



Total membership has grown for the third consecutive year and in December 2010 the MA reached its highest ever total membership and highest ever individual membership. This is a major success in light of the difficult climate in the sector.

Individual membership

Following strong membership campaigns, the end of year figures for individual membership increased by four per cent (2010/11: 5,427; 2009/10: 5,228). Most of this growth has been in junior and unwaged memberships.

Institutional membership

End of year institutional membership dropped by two per cent (2010/11: 577; 2009/10: 590).

Corporate membership

Corporate membership also dropped by the end of the year, which is a reflection on the difficulties facing companies in the sector. (2010/11: 239; 2009/10: 252).

In 2011-12 the MA is undertaking a major membership review. This review will look at simplifying membership and more clearly differentiating institutional and individual membership. It also looks at creating new ways of engaging with members and new networks for members to engage with each other. These include the appointment of new national and regional member representatives and the establishment of regular members meetings.

Website and electronic media

Following the relaunch of the website last year, several new features have been rolled out, including two new online publications. New elements to the site will continue over the next few years. As a result of these changes, website usage has grown significantly and reached a monthly high of over 20,000 users.

In 2010/11:

- The MA's first online-only publication, Museum Practice, was launched. It provides monthly advice on a variety of areas of museum work.
- The first phase of Museums & Galleries Yearbook online was published on the website under the name "Find a museum". This function allows for subscribers to make detailed searches for museums and their staff.
- The MA's email newsletter was relaunched with great success. It is now delivered to over 30,000 recipients each week.
- Social media functions have been significantly advanced.

In 2011/12:

- The second phase of Museums & Galleries Yearbook online - the ability for museums to update their entries - will be rolled out in autumn 2011.
- A mobile/pda version of the website is under development.
- New discussion boards will be developed, allowing new opportunities for members to interact and discuss their work.
- New pages will be launched to tie in with the new national and regional representatives and members' meetings.



Publications

The MA's publications provide an exceptional level of news, comment, best practice and information to the sector.

In 2010/11:

- The circulation of Museums Journal increased reaching over 7,600 members and subscribers.
- Museums Journal integrated its news online to provide an increased news offer to readers, with new stories online up to three times a week, helping to drive traffic to the MA's website.
- Museum Practice was moved online in May 2010. It is published monthly and the new facility for online polls and comments has been well-received.

- As expected in the economic climate, display advertising in Museums Journal has seen a significant fall (2010/11: £142,767; 2009/10: £167,107).
- Recruitment advertising in Museums Journal continued to decline due to the public sector spending cuts and the move of recruitment advertising online (2010/11: £119,475; 2009/10: £220,000).
- A series of Museum Practice seminars were developed for the 2011 MA conference and exhibition.

In 2011/12:

- The interactive and participatory elements of Museums Journal and Museum Practice online will be further developed.
- A strategy to develop Museum Practice online advertising has been developed and will be implemented.



Directories

The MA continues to publish printed annual editions of the Museums & Galleries Yearbook and the Museum Services Directory and in the last year launched the new Museums & Galleries Yearbook online. These remain profitable streams of income and useful sources of information for members.

In 2010/11:

- Museums & Galleries Yearbook was developed into an online publication as well as a book. Each subscriber now receives a printed directory and access to the online "Find a museum" search, adding significant value to the subscription.
- The Yearbook had stable sales figures compared to the previous year.
- The Museum Services Directory remained a solid income stream, despite some drops in advertising revenue.

In 2011/12:

- Both directories will continue to be published.
- Further developments will be implemented to allow for Museums & Galleries Yearbook to be updated online.

Conference & Events

In 2010/11:

- 13 one-day conferences on topics ranging from social media to new approaches to display were organised, as well as over 50 training courses on a variety of subjects. In all these were delivered to 1,507 delegates.
- A successful annual conference in Manchester was attended by 1,390 people with an exhibition running alongside with 87 stands.

In 2011/12:

- The one-day conference and training programme came to end in 2010-11 in line with the business plan priorities of the MA.
- The MA will run a cost-efficient two-day conference in Brighton in 2011.
- Organise a number of members meetings and other events to ensure it maintains a UK wide profile with members and non-members.



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 government agencies to represent the views and needs of members.

In 2010/11 the MA:

- Transformed the communication of policy, particularly through its website and weekly e-newsletter, increasing members' awareness of our work.
- Introduced a new Campaigns section on the website that brings together all of our policy and ethics work in one place.
- Ran the successful Love Museums campaign to help museums get better at advocacy. Free workshops took place throughout the UK and a range of resources and factsheets were compiled.
- Researched the likely impact of cuts to Renaissance funding as part of making the successful case for its continuation.
- Built strong relationships with Arts Council England to help them become an effective funder and development agency for England's non-national museums.
- Worked with key sector organisations and government agencies in Northern Ireland, Scotland and Wales, including meeting with the Welsh Minister for Heritage.
- Director acted as a trustee for the Museum Prize Trust that administered the Art Fund Prize awarded to the museum of the year. This year there is also an education prize, sponsored by the Clore Duffield Foundation.

- As a member of its Executive, worked with the Network of European Museum Organisations to inform museums about European initiatives and advocate within the EU. This included the Director speaking to the Culture and Education Committee of the European Parliament.

In 2011/12 the MA will:

- Survey and report on the impact of cuts on museums.
- Continue to work supportively and critically with organisations and government agencies that support and fund museums.
- Identify a new area of focus for our policy work, following on from our sector-leading thinking on collections, workforce and sustainability.
- Continue to improve the way we develop and communicate our policy work including holding regional meetings with members to discuss issues affecting them.



Ethics

The MA continued to provide ethical advice and guidance to the sector. This year the Ethics Committee had a particular focus on financially-motivated disposal.

In 2010/11 the MA:

- Assessed several proposals for financially motivated disposal, particularly one by Bolton Council.
- Continued to provide confidential ethical advice to individuals and organisations on a wide range of subjects.

In 2011/12 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.
- Host a fellow funded by the Arts and Humanities Research Council to explore aspects of the sale of collections and improve the MA's advice to museums and decision making in this controversial area.

Trusts and Funds

The MA administers a number of trusts established to assist museums in specific areas of collections development and care.

Beecroft Bequest

The Beecroft Bequest awards grant of up to £5,000 for acquisition of pre-18th century works.

In 2010/11:

- Ware Museum was awarded £3,300 in June 2010 for the purchase of an Anglo Saxon Buckle, date c7th century.

Daphne Bullard Trust

The Daphne Bullard Trust awards grants of up to £1,000 for textile conservation and display.

In 2010/11:

- Plymouth City Museum & Art Gallery was awarded £600 in June 2010 for conservation work on a jacket, part of a suit, worn by Lady Astor.
- Colchester and Ipswich Museum Service was awarded £1,000 in July 2010 for the preservation, research, documentation and display of a 17th century man's coat.
- York Art Gallery was awarded £1,000 in August 2010 for the mounting and displaying of an 18th century Indian costume worn by the sitter in the portrait of Sir John Foote by Sir Joshua Reynolds.
- Watchet Market House Museum was awarded £1,000 in October 2010 for the restoration of a 19th century RN bicorne hat and metal hatbox.

Kathy Callow Trust

The Kathy Callow Trust awards grants of up to £1,000 for social history conservation.

In 2010/11:

- Enham Alamein was awarded £1,000 in May 2010 for the conservation and display and appropriately store a collection of approx 2,500 photographs.
- Haslemere Education Museum was awarded £216.20 in November 2010 for the purchase of archival materials for collection of ordnance survey maps.



Collections

The MA continues to work in the area of collections, leading on policy, advocacy and best practice; significantly, receiving funding to establish and run the Esmée Fairbairn Collections Fund until 2013.

The Effective Collections programme, also funded by the Esmée Fairbairn Foundation, continues with a range of work including practical projects with museums to generate loans, access to stored collections, disposal and more and 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 2010/2011 the Esmée Fairbairn Collections Fund (EFCF):

- Was launched with a fund of £800,000 available for projects focusing on time-limited work on collections outside the scope of an organisation's core resources.
- The fund was promoted across the UK at conferences.

In 2011/2012 the Esmée Fairbairn Collections Fund (EFCF) will:

- Award the fund to projects in two funding rounds with deadlines in May and October 2011.
- Launch a collections network for organisations funded by EFCF to promote skills sharing and best practice among those working in the field of collection's care and management.
- Continue to promote the fund at relevant conferences and meetings.

In 2010/11 Effective Collections:

- Funded fourteen Main Fund grants to museums to carry out collections reviews and implement new ways of working to increase access to underused collections.
- Funded four special projects, including a project with museums across Wales to establish and share a distributed national collection of contemporary material.
- Awarded £5,000 additional funding to two existing projects and continued to work with projects that had been funded in previous rounds through the coach network and cohort meetings.
- Established a working group to develop guidance on loans practice, Smarter Loans, and drafted a set of key principles.

In 2011/12 Effective Collections will:

- Work with the organisations funded by Effective Collections to complete a total of 35 projects.
- Commission evaluation and publish a report on the impact of Effective Collections, with next steps for the sector.
- Carry out open consultation and publish the Smarter Loans toolkit.
- Publish guidance on disposal to supplement the Disposal Toolkit.
- Continue to run the Find An Object service to promote the transfer of objects between museums.

In 2010/11 Monument Fellowships:

- Recruited seven fellows in April 2010 at the Horniman Museum & Gardens, National Museums Scotland, Brighton Pavilion & Museums, Summerlee Heritage, Museum nan Eilean, Victoria and Albert Museum, York Museums Trust.
- Recruited a final round of eight Fellows in January 2011 at Gressenhall Farm and Workhouse, Museum of Norfolk Life, Lancashire County Museums, Helmshore Textile Museum, National Trust Midlands Region, Victoria and Albert Museum, Weald and Downland Open Air Museum, Bowes Museum, Durham Light Infantry Museum, Glasgow Museums.
- Carried out monitoring and evaluation of the seven fellowships recruited in 2010.
- Ran two networking events for fellows, supervisors and successors in July 2010 and March 2011.
- Fellows delivered a range of knowledge sharing events – some for internal staff, some for the wider sector including: Talking Textiles and Scottish Machine Tools.
- Began to develop a collections knowledge and succession planning toolkit based on our learning from the Monument Fellowship scheme.

In 2010/11 Monument Fellowships will:

- Publish 'Sharing Knowledge, a Toolkit: A practical guide for museums, based on the Monument Fellowships from the Museums Association.
- Develop a series of training events to support the toolkit.

MUSEUMS
ASSOCIATION

Esmée
Fairbairn
Collections
Fund

Professional development

The MA's professional development schemes continue to provide cost effective career development opportunities and support to MA members. The Associateship of the Museums Association (AMA) is essential to museums and heritage organisations in the current financial climate in supporting the growth of a skilled, motivated and able workforce able to deliver cost effective services and maximise public benefit.



AMA

Giving you the tools to shape your future

In 2010/11 the MA:

- Registered a record number of 127 for the AMA, the highest number since the scheme began in 2000.
- Awarded the AMA to 94 members, the highest number since the scheme launched.
- Developed a new format for the professional review.
- Recruited a new team of professional reviewers.
- Provided important opportunities for networking and mentor support through CPD plus.
- Continued to develop web resources and training opportunities for AMAs and mentors.
- Promoted the scheme through regional workshops.
- Supported participants registered on the FMA, although new entry to the scheme remains suspended.

In 2011/12 the MA will:

- Implement the final changes to the AMA initiated as part of the review process.
- Register all new AMA participants onto an updated and enhanced version of the AMA.
- Increase the number of mentors participating in the scheme. This will be a key priority in order to offer AMAs a greater variety of access to mentors both in terms of geographical location and skillsets.
- Continue to promote the scheme and its benefits to members and employers
- Explore new technologies in e-learning to offer continued excellence in customer service in light of reduced staffing capacity.

Workforce development

The MA has continued its sector-leading work improving the diversity of the workforce. For the past 12 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 in 2010 launched its ground-breaking entry-level scheme for people from less affluent backgrounds.

In 2010/11 the MA:

- Recruited two entry level Bill Kirby traineeships for people with disabilities in partnership with Hartlepool Museums & Heritage Service and Tyne & Wear Archives & Museums.
- Recruited two entry-level Diversify trainees funding for a masters in museum studies and a five-month work placement at the London Transport Museum and Bankfield Museum.
- Recruited three entry-level Diversify trainees funding for a 12-month work-based learning placement in a museum at Yorkshire Sculpture Park, Tyne & Wear Archives & Museums and the Museum of London.
- Recruited one management-level Bill Kirby traineeships for people with disabilities at the London Transport Museum.
- Recruited two Diversify (positive-action) management-level traineeships at the Royal Pavilion and Museums, Brighton & Hove and at the London Transport Museum.

- Ran a series of professional development and networking opportunities for all Diversify and Bill Kirby trainees.
- Ran a support and networking session for all supervisors hosting Diversify and Bill Kirby traineeships.
- Ran the Support & Challenge programme across the 42 English hub museums with support from eight workforce diversity advisers. The programme, which concluded in May 2010 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. Smarter Museums concluded in September 2010.

In 2011 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.
- Publish its finding from Smarter Museums and Support and Challenge.
- Bring the Diversify scheme to a close.

Review of financial activities

The results for the year 2010/11 show a positive net movement in funds of £386,925, an improvement on 2009/2010 which returned £111,724. Of the total funds carried forward, £386,991 relates to endowment funds, £991,926 to restricted funds and £199,830 to unrestricted funds.

Overall, unrestricted income fell by 9.78% (£207,161) and unrestricted expenditure by 16.91% (£375,631).

Our key areas of unrestricted income are membership which improved to £765,065 (2010: £746,122) and provided 40% of our total unrestricted income; publications this year returned £487,089 (2010: £644,322) 25%; and events brought in £534,957 (2010: £618,733) 28%.

Publications income continues to suffer from the move away from print advertising and we achieved £246,286 against a budget of £318,000, that is only 77% of the target. Membership and events 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 2011 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 £223,312 due to the improvement in the market value of investments and some unspent project funds being carried forward to 2010/2011.

The balance of endowment funds increased by £5,947 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 one grant of £3,300; the Kathy Callow Trust made two grants totalling £1,217; the Trevor Walden Trust with the support of the Benevolent Fund made 12 grants totalling £6,851 to individual members of the MA who are undertaking the AMA programme to help fund professional development activities.

At the end of the year these grant-making funds in the care of the MA increased from £650,544 to £654,396.

Statement of the Board's responsibilities

The Board members are responsible for preparing the report of the board and the financial statements in accordance with applicable law and regulations.

Company law requires the Board to prepare financial statements for each financial year. Under that law the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the net income or expenditure, of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

Each of the Board members confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. Each of the Board members also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all relevant audit information and that this information has been communicated to the auditors.

Members of the Board

Members of the Board, who are also trustees under charity law, who served during the year and up to the date of this report are as detailed on pages 2 and 3.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2011 was 5,228 (31 March 2010: 5,131). Members of the Board have no beneficial interest in the charitable company.

Auditors

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

Approved by the Board on 28 July 2011 and signed on its behalf by

Mark Taylor
Secretary

Independent auditors' report

To the members of the Museums Association

We have audited the financial statements of Museums Association for the year ended 31 March 2011 which comprise the statement of financial activities balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of the Board and auditors

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

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

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

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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

Pamela Craig (Senior statutory auditor)

28 July 2011

for and on behalf of Sayer Vincent,
Statutory Auditors, 8 Angel Gate, City Road,
London EC1V 2SJ

Sayer Vincent is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities

Incorporating an income and expenditure account

For the Year Ended 31 March 2011

	Note	Endowment £	Restricted £	Unrestricted £	2011 Total £	2010 Total £
Incoming Resources						
<i>Incoming resources from generated funds</i>						
Diversify	2	-	356,859	-	356,859	276,786
Support & Challenge	2	-	-	-	-	297,440
Effective Collections	2	-	477,600	-	477,600	205,100
Trusts & funded projects	2	-	92,080	-	92,080	113,394
Investment income		9,642	2,993	464	13,099	20,431
<i>Incoming resources from charitable activities</i>						
Membership		-	-	765,065	765,065	746,122
Publications		-	-	487,089	487,089	644,322
Events		-	-	534,957	534,957	618,733
Professional development		-	-	96,490	96,490	79,420
Other		-	600	26,675	27,275	9,041
Total incoming resources		9,642	930,132	1,910,740	2,850,514	3,010,789
Resources expended						
<i>Charitable activities</i>						
Membership		-	-	399,524	399,524	491,724
Publications		-	-	519,051	519,051	621,011
Events		-	-	435,832	435,832	534,329
Professional development		-	-	241,388	241,388	324,589
Policy & public affairs		-	-	209,576	209,576	218,186
Support & Challenge		-	55,943	-	55,943	220,404
Diversify		-	319,649	-	319,649	167,606
Effective Collections		-	226,286	-	226,286	89,387
Trusts & other funded projects		4,793	110,293	-	115,086	119,173
Governance		-	-	40,703	40,703	31,866
Total resources expended	3	4,793	712,171	1,846,074	2,563,038	2,818,275
Net incoming resources before other recognised gains and losses	4	4,849	217,961	64,666	287,476	192,514
Net gain on investment assets	8	1,098	5,351	-	6,449	117,210
Actuarial gains/(losses) on defined benefit pension scheme		-	-	93,000	93,000	(198,000)
Net movement in funds for the year		5,947	223,312	157,666	386,925	111,724
Reconciliation of funds						
Funds brought forward at 1 April 2010		381,044	768,614	42,164	1,191,822	1,080,098
Funds carried forward		386,991	991,926	199,830	1,578,747	1,191,822

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 2011

	Note	2011 £	2010 £
Fixed assets			
Tangible fixed assets	7	923,668	957,506
Investments	8	595,582	589,133
		1,519,250	1,546,639
Current assets			
Stocks	9	2,997	9,398
Debtors	10	293,557	298,034
Short-term deposits		-	50,336
Cash at bank and in hand		480,330	229,675
		776,884	587,443
Creditors: amounts falling due within one year	11	671,651	677,824
Net current (liabilities)		105,233	(90,381)
Total assets less current liabilities		1,624,483	1,456,258
Creditors: amounts falling due after more than one year	12	248,736	277,436
Net assets excluding pension asset		1,375,747	1,178,822
Defined benefit scheme asset	17	203,000	13,000
Net assets including pension asset	14	1,578,747	1,191,822
Funds			
Endowment funds		386,991	381,044
Restricted funds		991,926	768,614
Unrestricted funds			
Designated funds		531,419	543,881
General funds		(534,589)	(514,717)
Unrestricted income funds excluding pensions asset		(3,170)	29,164
Pension reserve	17	203,000	13,000
Total unrestricted funds		199,830	42,164
Total funds	13	1,578,747	1,191,822

Approved by the council on 28 July 2011 and signed on its behalf by
Vanessa Trevelyan President
Anna Brennard Board member



Notes to the financial statements

For the year ended
31 March 2011

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.
- 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.
- i) 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, Conference & Events, Professional Development & Ethics after the amount attributable to Governance has been allocated.
- j) Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.
- k) Grants and bursaries payable are recognised when paid out.
- l) 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**
2.00% per annum, straight line method
 - Furniture and Equipment**
10.00% per annum, straight line method
 - Website and Computers**
33.33% per annum, straight line method
 Depreciation costs are allocated to Support Costs.
- m) 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.
- n) 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.
- o) 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 year book. Net realisable value is the price at which the stock can be sold in the normal course of business.

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

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

In addition, any deficit on the scheme, representing the shortfall of the value of the scheme assets below the present value of the scheme liabilities is recognised as a liability on the balance sheet to the extent that the employer charity is able to recover a surplus or has a legal or constructive obligation for the liability. A corresponding pension reserve is included within total unrestricted funds.
- q) The charitable company also agrees to contribute to personal pension schemes. The pension cost charge represents contributions payable by the charitable company to the individual schemes. The charitable company has no liability under the schemes other than for the payment of those contributions.
- r) 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.

2. Grants and donations

	Endowment £	Restricted £	Unrestricted £	2011 £	2010 £
Trusts and funded projects					
Monument Trust		70,000	-	70,000	70,000
CLMG NESTA		-	-	-	7,797
Arts Council of England	-	1,000	-	1,000	4,000
Other	-	21,080	-	21,080	31,597
	-	92,080	-	92,080	113,394
Esmée Fairbairn Foundation					
Effective Collections	-	477,600	-	477,600	205,100
	-	477,600	-	477,600	205,100
Support & Challenge					
MLA	-	-	-	-	297,400
	-	-	-	-	297,400
Diversify					
MLA	-	299,574	-	299,547	272,786
Other	-	57,312	-	57,312	4,000
	-	356,859	-	356,859	276,786

NESTA (National Endowment for Science, Technology and the Arts) income funds the CLMG consortium projects. The MA is a member of the consortium and administered 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)	-	-	2,409	6,051	53,314	5,142	-	-	-	66,916	-
Printing and stationery	-	-	-	-	82	1,613	-	-	-	1,695	-
Travel and catering	-	-	2,996	1,040	7,567	3,480	488	-	25	15,596	164
Production and design	-	91	3,500	-	4,117	2,331	1,029	-	-	11,068	-
Postage and distribution	-	-	-	-	857	-	-	-	-	857	-
Speakers and consultants	25,025	-	22,244	8,223	62,848	77,490	960	-	-	196,790	-
Venue hire and equipment	-	-	923	766	75	1,942	365	-	-	4,071	-
Grants made	-	20,460	17,865	39,863	97,426	-	1,169	130	3,600	180,513	4,517
Bursaries	-	-	-	-	-	227,651	-	6,851	-	234,502	-
Insurances	-	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	-	-	-	-	-	-	-	163	-	163	112
Audit fees	-	-	-	-	-	-	-	-	-	-	-
	25,025	20,551	49,937	55,943	226,286	319,649	4,011	7,144	3,625	712,171	4,793
	-	-	-	-	-	-	-	-	-	-	-
Total resources expended	25,025	20,551	49,937	55,943	226,286	319,649	4,011	7,144	3,625	712,171	4,793

	Publications £	Events £	Membership £	Professional development £	Policy & public affairs £	Governance £	Support £	Total unrestricted funds £	2011 Total £	2010 Total £
Staff costs - direct (Note 5)	149,605	79,533	218,650	138,086	134,662	11,101	115,593	847,230	914,146	1,079,732
Printing and stationery	129,188	6,707	17,189	789	401	1,690	-	155,964	157,659	198,800
Travel and catering	9,285	91,869	4,406	12,413	9,387	-	7	127,367	143,127	179,619
Production and design	91,296	600	40,069	8,261	4,075	-	510	144,811	155,879	232,428
Postage and distribution	65,409	547	12,891	27	230	-	-	79,104	79,961	123,465
Speakers and consultants	1,252	32,836	22,252	3,866	139	-	-	60,345	257,135	266,598
Venue hire and equipment	1,191	163,302	10,144	-	1,214	-	-	175,851	179,922	252,419
Grants made	-	-	-	-	-	-	-	-	185,030	88,768
Bursaries	-	-	-	-	-	-	-	-	234,502	99,607
Insurances	-	2,689	-	-	57	-	8,099	10,845	10,845	11,942
Office services	9,892	5,235	10,586	11,917	5,785	481	8,196	52,092	52,092	66,030
Premises	20,008	10,589	21,412	24,104	11,701	1,538	16,013	105,365	105,365	110,639
Depreciation	-	-	-	-	-	-	33,838	33,838	33,838	40,500
Professional fees	-	-	-	-	-	9,236	12,140	21,376	21,376	31,198
Bank charges	-	-	-	-	-	-	11,199	11,199	11,199	12,178
Mortgage interest	-	-	-	-	-	-	5,975	5,975	5,975	6,452
Trustees' expenses	-	-	-	-	-	1,362	-	1,362	1,637	3,160
Audit fees	-	-	-	-	-	13,350	-	13,350	13,350	14,740
	477,126	393,907	357,599	199,463	167,651	38,758	211,570	1,846,074	2,563,038	2,818,275
Allocated support costs	41,925	41,925	41,925	41,925	41,925	1,945	(211,570)	-	-	-
Total resources expended	519,051	435,832	399,524	241,388	209,576	40,703	-	1,846,074	2,563,038	2,818,275

Notes to the financial statements

For the year ended
31 March 2011

4. Net incoming resources for the year

This is stated after charging/crediting:

	2011 £	2010 £
Interest payable	5,974	6,452
Bank charges	12,325	12,178
Depreciation	33,838	40,500
Operating lease rentals		
• property	49,783	50,611
Board's remuneration	NIL	NIL
Board's reimbursed expenses (travel and subsistence)	4,393	3,050
Auditors' remuneration:		
• Audit	10,000	14,740
• Other services	3,500	2,500
Income from quoted investments	12,246	13,978
Bank interest receivable	853	6,242

Reimbursed travel and subsistence costs relating to attendance at Board meetings were paid to 14 (2010:11) Board members during the year.

5. Staff costs and numbers

Staff costs were as follows:

	2011 £	2010 £
Salaries and wages	788,970	899,671
Social security costs	78,270	81,331
Costs of pension scheme – defined contribution	58,897	88,862
Costs of pension scheme – defined benefit	(22,540)	969
	903,597	1,070,833
Other staff costs	10,549	8,899
	914,146	1,079,732
Total emoluments paid to staff were:	788,970	899,671

One employee received emoluments in the band £70,001 to £80,000 (2010: 1).

The employee in this band participated in the pension scheme. Contributions paid on behalf of the employee total £6,763 (2010: £9,172).

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

	2011 No.	2010 No.
Publications	3	3
Public affairs	2	2
Events	2	2
Membership	4	5
Professional development	5	6
Support	3	3
	19	21



Notes to the financial statements

For the year ended
31 March 2011

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 2010	1,035,580	60,964	259,904	1,356,448
Additions in year	-	-	-	-
Disposals in year	-	-	-	-
At 31 March 2011	1,035,580	60,964	259,904	1,356,448
DEPRECIATION				
At 1 April 2010	114,198	45,519	239,225	398,942
Disposals	-	-	-	-
Charge for the year	12,462	5,094	16,282	33,838
At 31 March 2011	126,660	50,613	255,507	432,780
NET BOOK VALUE				
At 31 March 2011	908,920	10,351	4,397	923,668
At 31 March 2010	921,382	15,445	20,679	957,506

All tangible fixed assets are used for direct charitable purposes.

8. a) Investments

	2011 £	2010 £
At 1 April 2010	589,133	461,923
Additions during the year, at cost	10,000	10,000
Disposals during the year, at brought forward value	(9,997)	-
Unrealised gain on revaluation at 31 March 2011	6,446	117,210
At 31 March 2011	595,582	589,133
Historic cost		
At 31 March 2011	364,251	364,248
At 31 March 2010	364,248	354,248
Analysis of investment portfolio		
	£	£
Schroder Charity Fixed Interest Fund	232,537	229,734
Schroder Charity Equity Funds	362,848	359,202
Other	197	197
At 31 March 2011	595,582	589,133

b) Investment in subsidiary

	2011 £	2010 £
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 2011

9. Stocks

	2011 £	2010 £
Stock of publications	2,997	9,398

10. Debtors

	2011 £	2010 £
Trade debtors	158,279	183,711
Other debtors	7,611	14,534
Prepayments and accrued income	127,667	99,789
	293,557	298,034

11. Creditors: amounts falling due within one year

	2011 £	2010 £
Bank loan (Note 12)	28,700	28,700
Trade creditors	105,864	119,319
Accruals	45,433	53,343
PAYE, social security and other taxes	18,862	21,066
Other creditors	15,770	10,700
Subscriptions in advance	457,022	444,696
	671,651	677,824

12. Creditors: amounts falling due after one year

	2011 £	2010 £
Bank loan	248,736	277,436
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	133,936	162,636
	277,436	306,136

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.

The trustees of the Museums Association Pension Plan have a second charge of up to £600,000 over 24 Calvin Street in respect of the valuation deficit outstanding on the pension scheme.

13. Movements in funds

	Restated At 1 April 2010 £	Incoming resources* £	Outgoing resources £	Transfers £	At 31 March 2011 £
Endowment funds					
Beecroft Bequest	349,155	9,822	(3,552)	-	355,425
Kathy Callow Trust	31,889	918	(1,241)	-	31,566
Total endowment funds	381,044	10,740	(4,793)	-	386,991
Restricted funds:					
Benevolent Fund	152,291	4,695	(293)	-	156,693
Daphne Bullard Trust	55,575	1,691	(3,625)	-	53,641
Trevor Walden Trust	61,634	2,288	(6,851)	-	57,071
Diversify	141,720	356,859	(319,649)	-	178,930
Support & Challenge	77,036	-	(55,943)	-	21,093
Effective Collections	127,238	477,600	(226,286)	-	378,552
CLMG	25,025	-	(25,025)	-	-
Bill Kirby Bursaries	36,207	600	(20,551)	-	16,256
Monument Fellowships	88,877	90,750	(49,937)	-	129,690
Peach Placement	3,011	1,000	(4,011)	-	-
Total restricted funds	768,614	935,483	(712,171)	-	991,926
Unrestricted funds:					
<i>Designated funds:</i>					
Property reserve	35,000	-	-	-	35,000
Depreciation reserve	508,881	-	(12,462)	-	496,419
Total designated funds	543,881	-	(12,462)	-	531,419
General funds	(514,717)	1,910,740	(1,858,612)	(72,000)	(534,589)
Total unrestricted funds	29,164	1,910,740	(1,871,074)	(72,000)	(3,170)
Pension reserve fund	13,000	118,000	-	72,000	203,000
Total funds	1,191,822	2,974,963	(2,588,038)	-	1,578,747

* includes gains on investment assets

Notes to the financial statements

For the year ended
31 March 2011

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 Associateship programme.

Diversify is a programme funded by the Museums Libraries and Archives (MLA) Council to prepare minority-ethnic individuals for employment in the museum sector. In addition to MLA funding, contributions have also been received from partner and affiliated organisations to fund Diversify students.

Support & Challenge is a programme of workforce development and organisational change funded by the Museums Libraries and Archive Council.

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. The Esmée Fairbairn Foundation also is funding the Esmée Fairbairn Collections Fund which will run from 2011 to 2014. The initial setup grant and costs are included in this line this year.

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 established best practice projects on the ground and is now wound up. The MA administered their 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 (CHN-TO) 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. In addition to Monument Trust funding, contributions have also been by received from partner organisations to fund Monument Fellowships.

The Peach Placement is a six month programme aimed at the leadership development of individuals in the sector and is now wound up. It was 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	-	-	923,668	923,668
Investments	333,130	262,255	197	595,582
Net current assets	53,861	729,671	(678,299)	105,233
Liabilities over one year	-	-	(248,736)	(248,736)
Pension scheme asset	-	-	203,000	203,000
Net assets at 31 March 2011	386,991	991,926	199,830	1,578,747

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. Payments of £6,970 were made to Paul Fraser Webb by the MA in 2010/11.

16. Operating lease commitments

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

	2011 £	2010 £
Property		
Over five years	50,231	50,231

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 2011

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 2011 by an independent actuary. Following the full valuation, the MA agreed with the trustees that it would pay an additional £6,000 a month towards correcting the deficit and did so during 2008/09, 2009/10 and 2010/11. 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:

	2011 £'000	2010 £'000
Present value of funded obligations	(1,847)	(1,861)
Fair value of plan assets	2,050	1,874
Present value of unfunded obligations	203	13
Unrecognised past service cost	-	-
Net asset	203	13
Amounts in the balance sheet		
Liabilities	(1,847)	(1,861)
Assets	2,050	1,874
Net asset	203	13

Amounts recognised in net incoming resources are as follows:

	2011 £'000	2010 £'000
Current service cost	-	-
Interest on obligation	104	78
Expected return on plan assets	(129)	(85)
Past service cost	-	-
Losses (gains) on curtailments and settlements	-	-
Total	(25)	(7)
Actual return on plan assets	104	472

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

	2011 £'000	2010 £'000
Opening defined benefit obligation	1,861	1,198
Service cost	-	-
Interest cost	104	78
Actuarial losses/(gains)	(118)	585
Losses / (gains) on curtailments	-	-
Liabilities extinguished on settlements	-	-
Benefits paid	-	-
Closing defined benefit obligation	1,847	1,861

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

	2011 £'000	2010 £'000
Opening fair value of plan assets	1,874	1,330
Expected return	129	85
Actuarial gains and (losses)	(25)	387
Assets distributed on settlements	-	-
Contributions by employer	72	72
Benefits paid	-	-
	2,050	1,874

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

	2011 %	2010 %
Equities (split into material classes eg: European, North American)	56%	57%
Bonds (split into material classes eg: European, North American)	12%	12%
Property	27%	26%
Cash	5%	5%

Notes to the financial statements

For the year ended
31 March 2011

17. Defined benefit pension scheme continued

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

	2011 %	2010 %
Discount rate at the end of the year	5.6%	5.6%
Expected return on plan assets at the end of the year:		
• Equities	7.6%	7.8%
• Property	6.6%	6.5%
• Bonds	4.9%	5.0%
• Cash	4.1%	4.3%
Future salary increases	0.0%	0.0%
Future pension increases (R.P.I used)	3.5%	3.7%
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:

	2011 £000's	2010 £000's	2009 £000's	2008 £000's	2007 £000's
Defined benefit obligation	1,847	1,861	1,198	1,451	1,668
Plan assets	2,050	1,874	1,330	1,588	1,477
Surplus / (deficit)	203	13	132	137	(191)
Experience adjustments on scheme assets gain/(loss)	(25)	387	(389)	(164)	31
Experience adjustments on scheme liabilities gain/(loss)	(19)	(66)	(2)	91	(14)



Corporate members 2010/11

1 SMA Design
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
Albion Publications
Amberley Publishing Holdings
plc
AMP Fab Ltd
Ant Creative
Antenna International™
Appleyard & Trew LLP
Appleyards Ltd
Art+Tek Ltd
Artifax Software Ltd
Artstream
Association for Cultural
Enterprises (ACE)
At Large
ATS Heritage
Audioposts Ltd
Austin-Smith: Lord
BAF Graphics
Barker Langham
BDRC Continental
BDRC Continental
Beck Interiors Ltd
Benbow Group
Bivouac Limited
Blackbaud
blackbox-av ltd
Blackwall Green
blue ant design
Blue The Design Company Ltd
Bond & Coyne Associates Ltd
Bonhams
Boyd-Thorpe Associates

Brennan Design LLP
Bridgeman Art Library
Britannia Storage Systems Ltd
Bruns B.V.
Buro Happold Ltd
Butler Tanner & Dennis
Architects
Buttress Fuller Alsop Williams
Architects
Cadogan Tate Fine Art Logistics
Ltd
Campbell & Co Design
Consultants
Capita Symonds Limited
C'ART-Art Transport Ltd
CCLA
Centre Screen Productions
Clements & Street Ltd
ClickNetherfield Ltd
Clive Beardall Restorations Ltd
Cogapp
Coniston Limited
Conservation by Design Limited
Cragg Management Services Ltd
Creative Place Ltd
Crystalizations Systems Inc
CSC Window Films & Blinds
Cultural Innovations/DBA
Customworks
D4 Projekt
Dauphin Restoration Ltd
Davis Langdon LLP
DB Solutions (UK) Ltd
DCA Consultancy Ltd
Deep Visuals Limited
DESIGNMAP
Designworks
Development Partners
Dick Raines Design Ltd
DJ Willrich Ltd
DOC Cleaning Limited
Domoticware S.L.U.
DOT

Drivers Jonas Deloitte
East Publishing Limited
Easy Tiger Creative
EBC Education Ltd
Ecclesiastical Insurance
EDM Ltd
Elbow Productions
Electrosonic Ltd
Elmwood (Glasgow) Ltd
Envisage Design Limited
Erco Lighting Ltd
ESM
Euronova Ltd
Event Communications Ltd
Exhibition Factory
Experience Design &
Management Ltd
Extreme Display Ltd
Fairbourne Carriages Ltd
Fairhurst Ward Abotts Ltd
Far Post Design Limited
Farrer & Co
Field of Vision
Fine Art Society PLC
Finers Stephens Innocent
First Angle 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
GeelJay Chemicals Ltd
Gibbs Hartley Cooper
Glass & Mirror Ltd
Goff Holland Concepts Ltd

Good Looking Pictures
Goppion
GPD Exposiciones y Museos
GR/DD
Greener Museums
Guardian Professional
H&H Sculptors Ltd (H&H Group)
Hahn.Constable Ltd
Haley Sharpe Design
Hamilton Design Ltd
Handheld Tours Ltd
Hanwell Instruments Ltd
Harrow Green
Harwell Document Restoration
Services
Hay Group
Headland Design Associates
Heritage Images
Heritage Interactive Ltd
Hettle Andrews & Associates
Ltd
HKD Ltd
Holmes Wood Consultancy
Hudson's Heritage Group
iBase Media Services Ltd
ID Ess - CD
ILTI Luce
Imagemakers Design &
Consulting
Inferno Productions Ltd
Innovare Consulting Limited
Inovello Limited
Inscape Design Ltd
Integrated Circles Ltd
Intelligent Counting Ltd
Intrepid Security Solutions Ltd
ISIS
ISO
JANVS Design
JISC
Jura Consultants
Kallaway

KE Software (UK) Ltd
Kendrick Hobbs Ltd
Kent Services Ltd
Kit Grover Ltd
Koelnmesse
Kvorning Design &
Communication
L&R Consulting
Land Design Studio Ltd
Lazenby Design Associates
Leach Colour Ltd
Light Projects Group
Limehouse Heritage
Lista UK Ltd
Lord Cultural Resources
Lord Cultural Resources
Luck and Steele Design
Luxam
M Worldwide
M&G Transport & Technical
Services
Malcolm Reading Consultants
Martello Media
Martick Jewellery
Martinspeed Ltd
MBA Great Britain
Meaco Measurement and
Control Limited
Media Arts
Media Equation Pty Ltd
Merlin Software
MET Studio Design
metalrax storage
Metaphor Limited
Metropolis Entertainment Ltd
Meyvaert Glass Engineering NV
Mike Stoane Lighting Ltd
Minisis Inc
MODES Users Association
Momart Limited
Momentum Sign Consultants
Monty Funk Productions

Morris Hargreaves McIntyre
Mtec Ltd
Munters Ltd
Museum Conservation Services
Ltd
Museum Leather Company
Museum Solutions
Museum Workshop Ltd
MX Display Limited
Nash Partnership
Nature Picture Library
Newangle Multimedia
Nick Bell Design
Northcroft
Objectives
Octink
OmniTicket Network Ltd
Open to All Training
Orangeleaf Systems Ltd
Oxford Exhibition Services
Limited
Panasonic
Panelock Systems Ltd
Paragon Creative Ltd
Past Pleasures Ltd
Path Design
Patina Art Collection Care Ltd
Patton Heritage
Pentalver Transport Limited
Perry Scenic Ltd
Perth College UHI
Pike and Shot Tour & Event
Company
PLB
Plowden & Smith Ltd
Polstore Storage Systems Ltd
Polyformes Ltd
Poppy Singer and Annabel Wylie
Preservation Equipment Ltd
Prisma Electronics
Prodir Ltd
Proteus HR Solutions Ltd

Corporate members

2010/11 continued

Protosheet Engineering Limited
PS Financials plc
Purcell Miller Tritton LLP
Qubiq Ltd
Quercus Design Ltd
Rackline Systems Storage Ltd
Ralph Appelbaum Associates
Ramboll UK Ltd
Ramplas Ltd
Ray Hole Architects
Reading Room
Real Studios Ltd
Realm Projects Ltd
Redman Design
Reed Engineering Building
Services
Reier Showcases Ltd
Resolution DV Ltd
Retail Thinking
Rex Procter & Partners
Richard Rogers Conservation
Ltd
Rick Mather Architects
Royal Institute of British
Architects
RWDP Limited
RWFilms
Sands of Time Consultancy
Scala Publishers Ltd
SCHOTT UK Ltd
Screenmedia Design Ltd
SDB International
Selina Fellows Retail &
Marketing Consultancy
Servest Group Limited
Setout
SI Electrical Ltd
Sigong Tech Co. Ltd
Simply Lamps Limited
Sophie Macpherson Ltd
Sovereign Exhibitions Ltd
Spiral Productions Ltd
Steensen Varming (Australia)
Stephen Browning Associates

Stone King LLP
Studio MB Ltd
Studio SP Ltd
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 Energy Consortium
The Hub Limited
The Management Centre
The Scottish Conservation
Studio LLP
Thermo Lignum UK Ltd
TiMe Amsterdam
TMP (The Moule Partnership)
Ltd
TOR Systems Ltd
Total Enterprise Solutions
Limited
Tru Vue - Optium Acrylic Glazing
True North
Turpin Smale Foodservice
Consultancy
U.S. Art Company, Inc
Universal Fibre Optics Ltd
Vennersys Ltd
Vernon Systems Ltd
Vertigo
Virtual Past
Visitor Focus
Withers LLP
WWT Consulting
XMCLimited
zetcom
Informatikdienstleistungen
Deutschland GmbH
ZMMA Ltd
Zooid Pictures Limited



AMA awards 2010/11

Francesca Aiken
National Museums
Liverpool

Jennifer Allison

Jennifer Auty
Harewood House Trust

Nicholas Badcott
British Museum

Marie Bergstrom
Falkirk Council Cultural
Services

Kim Biddulph
London Borough of
Camden

Mr Tom Boggis

Anna Bowman
Craven Museum &
Gallery

Laura Broadhurst

Rowan Brown
Director, National
Mining Museum
Scotland

Jessica Burdge
Collections Care Project
Manager, National
Museums Scotland

Joe Carr
Curator, London
Borough of Brent

Victoria Carroll
Waltham Forest
Museum and Galleries
Service

Kate Chatfield
People's History
Museum

Susan Child
Creative Horizons

Niamh Conlon
Falkirk Council Cultural
Services

Gisela Cook
Harris Museum & Art
Gallery

Claire Cooper
Leicester City Council

Alison Cooper
Assistant Keeper of Art,
Plymouth City Museum
& Art Gallery

Mrs Laura Rose Cox
Museum of the
Jewellery Quarter

Angela Cox
Caravan Club Collection
Officer, National Motor
Museum

Thérèse Crawley
Victoria & Albert
Museum

Dr Jenny Cripps
Assistant Collections
Manager, Dorset County
Museum

Lily Crowther
Victoria & Albert
Museum

Michelle Day
National Media Museum

Rowan De Saulles
Wellcome Library

Jane Dunn
Billingham Art Gallery

**Maria Fernandez-
Sabau**
Lord Cultural Resources

Laura Fielder
British Library

Jane Flint
Kelvingrove Art Gallery
& Museum

Helen Fothergill
Acting Collections
Manager, Plymouth City
Museum & Art Gallery

Susan Franklin
Keeper of the Childhood
Collections, Hampshire
Museums and Arts
Service

Jan Freedman
Assistant Keeper of
Natural History,
Plymouth City Museum
& Art Gallery

Jonathan Gammond
Wrexham County
Borough Museum

Mary Guyatt

Charlotte Harding

Emily Hicks
Bridport Museum Trust

Susan Hill

**Carmen Holdsworth-
Delgado**
Victoria & Albert
Museum

Susan Holmes
English Heritage

Jan Horrell

Sarah Houghton
National Museums
Liverpool

Nicola Hughes
Imperial War Museum

Glyn Hughes
Newark & Sherwood
Museum Service

Elie Hughes
Ely Museum

Rachel Hunt
House and Collections
Manager, Cotehele
House (National Trust)

**Mrs Anita Lorraine
Jeffers**
Heritage Branch

Lea Johnson
MOSI

Katharine Kelland
British Museum

Alexandra Kim
Historic Royal Palaces

Julia Knight
Ayscoughfee Hall
Museum

Maureen La Frenais
Heritage Consultant,
Waking the Giant

Susan Lindsay
Museum of Army Flying

Kylea Little
Keeper of Social History,
Tyne & Wear Archives &
Museums

Annie Lord
National Museums
Liverpool

Doug MacBeath
Museum on the Mound

Alejandra Magee

Catherine Mailhac
Community Curator,
London Transport
Museum

Ann Mansell
Torfaen Museum Trust

Miss Anna Marshall
Harewood House Trust

Steve McLean
Great North Museum:
Hancock

Doric McMillan
National Museums
Liverpool

Lisa Moore
Warwickshire Museum
& Museum Service

Mrs Jo Moore
Jo Moore

Nicola Newton
Tyne & Wear Archives &
Museums

Chizuko Owada
British Museum

Eleanor Payne
Hertford Museum

John Peel
Manchester City
Galleries

Nathan Pendlebury
Administrative Officer-
Photography, National
Museums Liverpool

David Powell
Birmingham Museums
& Art Gallery

Mr Ian Proctor
Imperial War Museum

Sebastian Puncher
Royal Military Academy
Sandhurst Collection

Anthea Purkis
The Judges' Lodgings
Museum

Sarah Riddle
National Maritime
Museum Cornwall

Gillian Riding

Aneesa Riffat
Holocaust Centre

Kerryanne Ryan
LF RES IYM NACMO,
LF RES

Lorna Sergeant
York Museums Trust

Penny Sexton
Curator of Exhibitions,
Royal Albert Memorial
Museum & Art Gallery

Richard Smith

Mrs Rachel Smith
Plymouth City Museum
& Art Gallery

Nina Sprigge
Learning Programme
Manager, Museum of
London

Gail Stewart-Bye
National Motor Museum

Nicki Thomas
Documentation & IT
Officer, Plymouth City
Museum & Art Gallery

Suzie Tilbury
River & Rowing Museum

Julia Twomlow
Leach Pottery

Neil Walters
National Trust Kent &
E Sussex Office

Jo Ward

Amy Warner
St Albans Museums
Service

Glenys Wass
Peterborough Museum
& Art Gallery

Natalie Watson
Somerset Heritage &
Libraries Service

Rebecca Williams
St Johns Museum

Matthew Williams
Collections Manager/
Curator, Bath Royal
Literary and Scientific
Institution

Sarah Wilson
Collections &
Interpretation Officer,
Peterborough Museum
& Art Gallery

Joanna Wiltcher
Tunbridge Wells
Museum & Art Gallery

Notice of the AGM

Notice is hereby given that the Annual General Meeting of the Museums Association will be held on Monday 3rd October 2011 at 1715 at the Brighton Conference Centre, Brighton for the following purposes:

A Apologies

B Minutes

To consider and adopt the Minutes of the last Annual General Meeting held on Monday 4 October 2011 at the Manchester International Conference Centre, Manchester.

C Museums Association 2010/11

To receive a report on the Museums Association's activities for the year 2010–2011.

D Annual report of the Museums Association

To receive the Annual Report of the Board for the year 2010–2011.

E Accounts of the Museum Association

To receive the accounts of the Association together with the Report of the Auditors for the Financial Year 2010–2011.

F Report on Financial Position

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

G Membership Review

To receive a report on the proposed changes in individual membership bands.

H Subscriptions

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

That with effect with 1 April 2012 individual member subscription rates be increased to the following:

Salary	Member Museum	Non Member
Less than £23,000	£70	£75
£23,001 – £45,000	£115	£125
£45,001 – £65,000	£165	£178
Over £65,000	£190	£205
International		£140
International online only		£80
Student, retired, unemployed, volunteer		£52
Friend, trustee, paid non professional		£70

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

That with effect from 1st April 2012 institutional member subscription rates be increased to the following:

Turnover	Current	Proposed
Less than £30,000	£69	£69
£30,001 – £145,000	£144	£144
£145,001 – £290,000	£290	£290
£290,001 – £890,000	£580	£605
£890,001 – £1,780,000	£810	£850
£1,780,001 – £5,850,000	£1,389	£1,455
Over £5,850,000	£1,739	£1,820
Federations, specialist groups and friends' organisations	£50	£52
International	£169	£176

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 Board to fix the remuneration of the Auditors.

Notes to the agenda

1 Item G

As part the MA's new business plan, the individual membership bands have been extensively reviewed. This has been done through a combination of member research and consultation, as well as a review of similar organisations and salaries in the sector. The new structure addresses some inequities of the old system. It is designed to be simpler, fairer and less expensive for members. It is simpler by having fewer grades. It is fairer because these grades are linked to the MA's salary guidelines and better reflect job roles in the sector. It is also designed to be less expensive for the majority of professional members and particularly those with lower salaries. This new structure also recognises individuals who work for member institutions with a discount. In addition to the changes to the professional bands there are also new categories for online international membership and for paid non-professionals. Overall this structure is not designed to bring additional income.

2 Item H

The institutional membership bands and rates have been developed alongside a review of the benefits provided. Smaller museums need more help from their membership body at this time, and to reflect this, the bottom three grades in membership have had their prices frozen – with the bands increasing and inflation this is a real terms reduction in membership fees for half of the MA's institutional members. The top four grades have been increased by 4.0–4.5%, which is less than the annual retail price index for inflation. Changes to benefits from this review include giving every single member of staff in every member institution free access to the MA's online best practice resource, Museum Practice, and it's archive; the addition of the new discount for individuals whose institution is a member; an increased discount on recruitment advertising; a new discount on the AMA – the MA's leading professional development scheme; the removal of the membership card from named individuals in institutions; and access to members meetings and other free events. Alongside the significant strides the MA has made in policy and advocacy in the last year, these changes should increase and refocus the benefits of institutional membership to provide better service and better value. Overall this structure is not designed to bring additional income to the MA.



Note: If you are not attending Conference but will be attending the AGM, please arrive at the conference centre fifteen 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 2010

Minutes of the ANNUAL GENERAL MEETING of the Museums Association held on Monday 4 October 2010 at 1700 at the Manchester International Conference Centre

A Apologies

No apologies had been received.

B Minutes

The Minutes of the Annual General Meeting held on Monday 5 October 2009 at the Queen Elizabeth II Conference Centre, London were put to the meeting for approval.

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

C Museums Association 2009-2010

D Annual Report of the Museums Association

The director reported on the year's activities. Following a very successful 15 years the Museums Association was finding the current climate challenging. Examination of all aspects of what it did would ensure it delivered what members wanted in the most effective way. One illustration of this was the new governance proposals which would be discussed later in the meeting, and the drafting of a new business plan.

Membership levels were at a record high, reflecting confidence in the crucial role the Association played in helping museums and the workforce to deal with the storms blowing through the public sector. The Association recognised that the most important advocacy was done on the ground at local and regional level and in response launched the successful Love museums campaign.

The abolition of the Museums, Libraries and Archives Council and possibly the Heritage Lottery Fund, made it crucial that the Museums Association had a national voice. Its independence from government was an essential factor which enabled it to stand up for museums without fear or favour. It would meet regularly with Arts Council England, HLF, and government officials to put the case for museums. Its attention to policy, communication and advocacy underpinned this role. The Association had a much higher profile in the press and media it made good use of social networks, such as Twitter, to express its views.

The Museums Association was the centre of a network of advice, best practice and fresh thinking, including the maintaining of ethical standards as museum authorities explored the possibility of selling objects from collections.

The Association oversaw externally funded programmes such as Diversify, part funded by MLA and entering its final year, the Monument Fellowships funded by The Monument Trust and Effective Collections funded by the Esmeé Fairbairn Foundation.

2011 would not be the easiest of years but museums should have confidence. They had come a long way in the past 15 years in their impact and their public and political kudos. They were better lead and networked, looked better and felt better about themselves and now was the time to use the credit and confidence banked over the last decade and the knowledge that the Museums Association would be there supporting, advising and advocating on their behalf.

The Annual Report was put to the meeting. Wendy Golland proposed, seconded by David Gemmell that the report be received. Carried.

E Accounts of the Museums Association

F Report on Financial Position

The Hon Treasurer addressed the meeting. The Association's financial position had improved compared to the previous year. Of the total funds carried forward £381,044 was endowment, £768,614 restricted and £42,164 unrestricted. Events, publications and membership all made positive contributions to the net movement in unrestricted funds: membership income had improved by around £48,000 and provided 35% of the total unrestricted income; income from publications was £644,322 and events £618,733.

Publications income had been hit hard by the trend to move away from print advertising and the economic impact on customers' willingness to buy display advertising. Recruitment income, once a mainstay, had gone and was never to return. Despite setting a conservative budget for advertising and recruitment income, it still came in well below target.

The Museums Association's lack of success in letting out the Clerkenwell Close property and the payments it continued to pay towards the Pension Fund were a drain on resources but were not critical. However, the lack of operational reserve had been flagged as a cause for concern by the auditors.

Questions were invited from the floor.

In response to questions concerning the costs of sustaining Clerkenwell Close and Calvin Street, the Treasurer confirmed that strenuous efforts were being made to dispose of Clerkenwell Close, the lease on which would expire in September 2016.

In response to a question about the auditor's concern about the Museums Association's financial position, the Treasurer responded that Council was alive to the Association's financial position and would work to return the Association to a healthier condition.

In response to a member's concerns on redundancies resulting from a staffing review and reduced effectiveness, the Director responded that the Museums Association would go back to basics, looking at its purpose and core values. It would reduce its size to ensure financial sustainability while at the same time retaining core services.

The Report on the financial position was put to the meeting. Anne Murch proposed, seconded by Sam Mullins that the report be received. Carried.

G Individual Membership Subscriptions

H Institutional Membership Subscriptions

The Hon Treasurer informed the AGM that with effect from the 1 April 2011, institutional and individual membership subscription rates would be increased by 2% which was well below average inflation levels.

Diane Lees proposed, Sandy Nairne seconded that the individual and institutional membership subscription rates 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.

Hilary McGowan proposed, Wendy Golland seconded that Sayer Vincent be reappointed. Carried.

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

AGM 2010 continued

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

Items J and K were taken together. The Vice President reported on the review of the Association's Governance. The Association's governance structure had been in place since 1930 and its Council of 39 members was cumbersome and unable to work in an effective way because of its size. Council agreed that the Association's governance needed a full review and a small working group was set-up, chaired by Michael Day, Chief Executive of Historic Royal Palaces, to carry out this process. The working group looked at different governance models and consulted with similar organisations, such as the National Trust, Cilip and The Ramblers. It also carried out extensive interviews with present members of Council, past and present Presidents of the Museums Association and consulted members of the Association via the website.

The working group and Council agreed to a board consisting of 12 members: 8 members would be elected by the membership and the board would recruit the additional 4 members based on the skills and expertise required. Board members would serve for a three year term renewable once. The President of the Museums Association would be elected by the membership and would serve for 2 years. Council had long recognised that, in trying to have a body representing all sides of the membership, it had been impossible to effectively manage the Museums Association. It believed that the new smaller board and structure would be much more fit for purpose.

The Museums Association was keen to strengthen its dialogue with members and would be launching a number of new initiatives, including members' meetings, the appointment of twelve representatives to act as a link between the Museums Association and its members in the regions and nations as well as liaising with other regional and national bodies.

The Director referred to the new Articles of Association and informed the meeting that Articles 81, 82 and 83 were purely in place to see the Museums Association through the transition period between Council and the appointment of the new board after which they would be removed. The Vice President asked for questions from the floor.

Asked how the Association would select suitable people with the necessary skills for the board, the Director responded that the aim was to get a spread of skills by assessing where the lack of expertise lay and ensuring that skilled people were recruited.

The revised Articles of Association and changes to the Museums Association's governance structure were put to the meeting. Sandy Nairne proposed, seconded by Edmund Southworth that these be adopted. Carried.

L Results of the Council Elections

Elections for the final Council were held but very few nominations were received. The following results were announced by the Director:

President:

Vanessa Trevelyan

Alison Bevan, re-elected

Councillor South West

Sally MacDonald, re-elected

University Museum Councillor

Stephen Allen, re-elected

National Museum Councillor

Council members would serve up to the 31 March 2011 with the exception of the new President, who would become the first President of the new board from the 1st April 2011.

The following posts remain unfilled as no nominations were received:

Professional Vice President

Institutional Vice Presidents

2 Councillors at Large

Councillors for Scotland, Northern Ireland, Yorkshire, North East and East Midlands

1 Independent Museum Councillor

2 Local Authority Museum Councillors

The Director thanked the following retiring members of Council for their contribution to the work of the MA Emma Warren, Councillor at Large, Joe Traynor, Councillor for Scotland, Jonathan Wallis, Councillor for East Midlands, Jo Jones, Councillor for the North West, Richard de Peyer, Independent Museum Councillor, Mike Pye, Local Authority Museum Councillor, Nichola Johnson, most recent Institutional Vice President and Virginia Tandy, Honorary Vice President.

The following members were awarded FMAs: Emma Chaplin and Alex Hayward.

The President thanked Conference staff, in particular Sue Robinson and Lorraine O'Leary for their organisation skills, and to all Museums Association staff for their work in making conference a success.

