

**MUSEUMS
ASSOCIATION**

►
Image courtesy of
the Astley Cheetham Art
Collection, Stalybridge



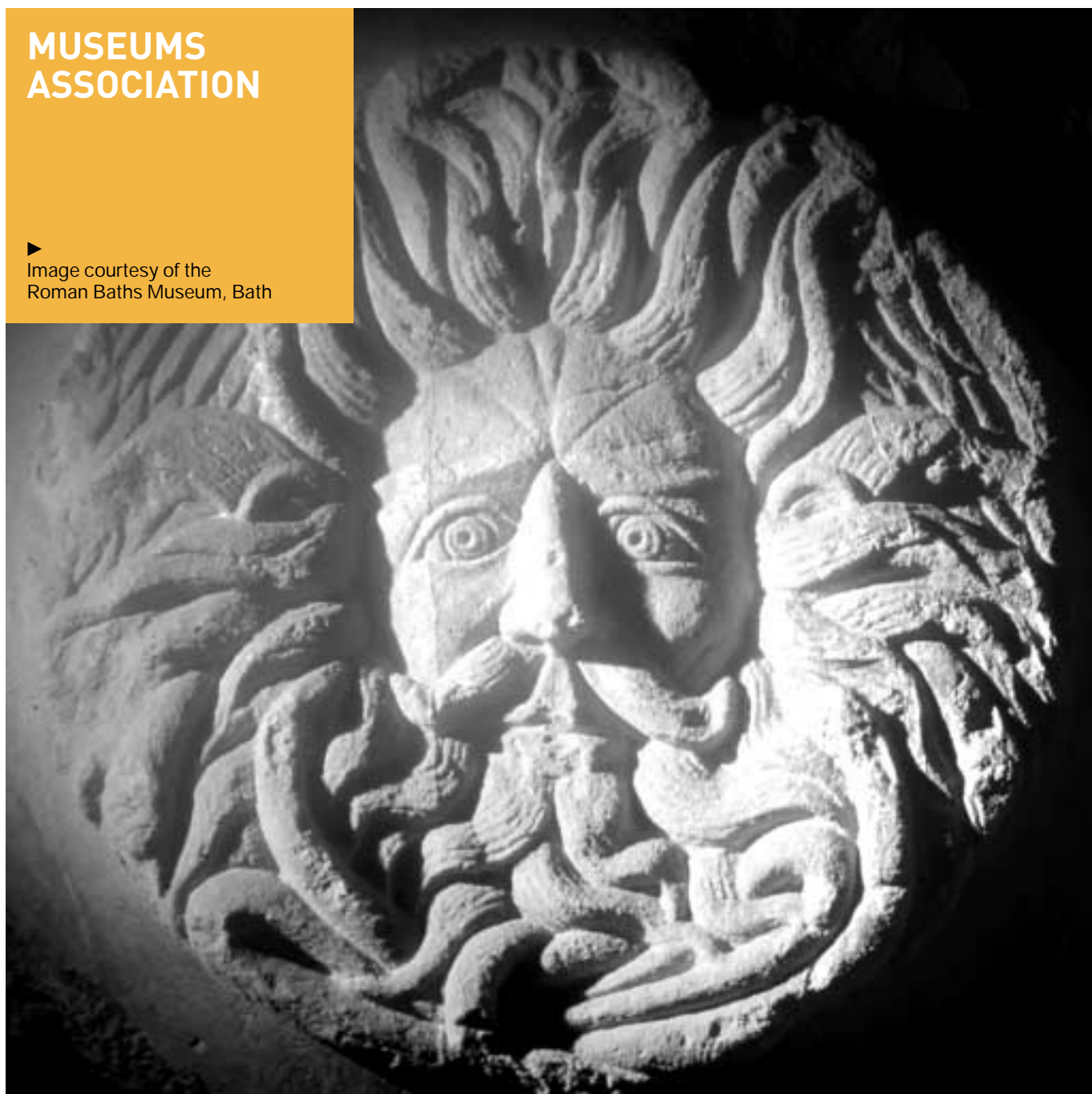
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Annual report 2003/2004

Including notice of the
Annual General Meeting

**MUSEUMS
ASSOCIATION**

► Image courtesy of the
Roman Baths Museum, Bath



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Director's introduction

The past 30 years have, understandably, produced a museum community that is at best philosophical about the prospects for museums and at worst in a state of despair and desperation. The gradual reductions in funding and a lack of recognition have eroded confidence and positivism. This attitude has been so prevalent that it has become almost second nature – a fact that from the outside often seems to be self-fulfilling.

However over the past few years there have been considerable changes that finally give real cause for optimism and the time has come for the museum community to acknowledge the progress that has been made.

From where does this optimism spring? A belated recognition from government and others that museums have much to contribute to society and that appropriate funding should be made available. Free entry to national museums has vastly increased visitor levels. Renaissance in the Regions is revitalising English museums. Funding from public sources is, mostly, holding up. The lottery has provided a boost in museum building unmatched since the days of Carnegie. The United Kingdom's largest art prize is the Gulbenkian Prize for the museum of the year. A new Sector Skills Council is on the way. A number of schemes are investigating ways of attracting a more diverse range of people into the museum profession.

This optimism will not resound with everyone. Funding is variable and unreliable; independent museums are struggling; salaries in museums are appallingly low; the state of local authority and independent museums in Scotland still gives cause for concern and Renaissance in the Regions could be brought to a shuddering halt if the government does not find enough money to finish the job.

But, generally speaking the museum sector is in good shape and so, indeed, is the Museums Association (MA). In fact, the MA is playing a pivotal role in almost all of the good things that are happening. Many of these initiatives are happening as a result of the MA's prompting. After a period of uncertainty, the MA is now where it should be – the centrepiece of a strong and vibrant museum community that believes in itself and is positive about the future.



Mark Taylor
Director, Museums Association



Images courtesy of
the American Museum, Bath
Lancaster City Museum
the Museum of East Asian Art, Bath



Legal and administrative details

Status

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

Governing document

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

Company number

252131

Charity number

313024

Registered office and operational address

24 Calvin Street
London E1 6NW

Bankers

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

Nottingham Building Society
112 Jermyn Street
London SW1Y 6LS

Solicitors

Sinclair Taylor & Martin
9 Thorpe Close
Portobello Road
London W10 5XL

Auditors

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

Council 2003/2004

President: Jane Glaister

Professional vice president:

Charles Saumerez Smith

Institutional vice president: Diane Lees

Hon vice president: David Fleming

Most recent institutional

vice president: Nigel Holden

Hon treasurer: Hilary McGowan

Professional councillors at large:

Janet Dugdale

Brian Hayton

Robin McDermott

Edmund Southworth

Virginia Tandy

Regional councillors:

Scotland: Steve Callaghan

London: Vicky Woollard

East Midlands: Sarah Levitt

West Midlands: Robin Hill

North East: Iain Watson

Wales: Kevin Mason

Yorshire: Matthew Stephens

South East: Ann McMath

North West: Robin Holgate

Northern Ireland: Chris Bailey

South West: Janet Bell

East of England: Peter Berridge

Institutional councillors:

Local authority:

Cllr John Commons

Cllr David Dickinson

Cllr Marcus Johnstone

Cllr Susan Knowles

Cllr Lexie Scott

Cllr Doreen Westmoreland

Cllr Malcolm Wood

Independent:

Robert Clark

Tony Condor

Oliver Green

Andrew Holley

National:

Jane Carmichael

Gordon Rintoul

University: Nick Merriman

Affiliated: Mary Yule

Councillors retiring at October 2003:

Valerie Bott

Michael Houlihan

Steve Garland

Simon Townsend

Ernie White

Staff

Marketing officer: William Adams

Finance administrator: Victoria Chapman

Deputy director: Maurice Davies

Information officer: Katie Dawson

Professional development

administrator: Kate Dunk

Professional development and ethics

coordinator: Caitlin Griffiths

Deputy editor, Museums Journal:

Sharon Heal

Senior journalist, Museums Journal:

Felicity Heywood

Head of advertising: Stephen James

Senior sales executive: Maria Knight

Research and production editor:

Catrina Lucas

Head of publications: Jane Morris

Events coordinator: Lorraine O'Leary

Editor, Museum Practice: Javier Pes

Membership administrator:

Pamela Poynter

Events production manager:

Sue Robinson

Professional development manager:

Jane Seaman

Head of finance and administration:

Lucie Slight

Marketing assistant: Zoe Spencer

Director's assistant: Georgie Stagg

Web editor: Patrick Steel

Director: Mark Taylor

Professional development and

ethics adviser: Ratan Vaswani

Systems manager: John Wellington

Head of marketing: Michael Wright



Report of the council

The trustees, who are also directors of the company for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2004.

Legal and administrative information set out on page 2 forms 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 October 2000.

Objects of the charity

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 encouraging the involvement of the public. The charity works to establish and advance standards of professional education, qualification, training and competence of those employed in museums and galleries. The review of activities below demonstrates how the association has worked to achieve these aims during the year.

Organisation

The MA is administered by a council of management which meets three times a year. Subcommittees of members of the council oversee professional development and equal opportunities, public and institutional affairs, ethics, and publications. The conveners of those subcommittees form a group to advise the executive director who is employed by the council to direct the day-to-day operations of the association.

Investment policy

As permitted by the association's memorandum and articles of association, the council has power to make any investment it sees fit. Surplus unrestricted funds are held in interest earning bank and building society accounts with endowment and restricted funds being invested in charity equity and charity fixed interest funds.

Risk management

In 2000 the association commissioned an extensive market research exercise to determine what the members perceived as its strengths and weaknesses. From this research and an analysis of the risks identified, the council drew up a five-year development plan (2002-07) focusing on identified opportunities for the development of services and income generating opportunities to fund that development. Progress against the objectives set out in the plan is monitored by the council, a report being presented at each of its quarterly meetings. The plan is reviewed and updated each year, with the review concentrating on external and internal risks, the development of systems to control or to mitigate those risks, and contingency plans to minimise the potential adverse impact should any risk materialise.

Reserves policy

The council reviews the reserves of the association each year to determine what buffer is needed to protect its activities in the event of an unexpected economic downturn. The amount identified for 2003/04 was £250,000, that is six weeks' unrestricted expenditure. At the end of the year there was £150,000 in the Operational Reserve and £51,401 in general funds to meet this purpose.

Financial review

Unrestricted income increased from £1,859,577 to £2,124,835, that is 14.3 per cent overall. The income generating activities of publications, conference and events and membership all exceeded budget, with income from publications up 18 per cent, conference and events up 21.7 per cent and membership up 6.7 per cent. Unrestricted expenditure increased by only 8.9 per cent overall. As a result, the charity returned a net surplus of £70,458 for the year on unrestricted activities. The dramatic reduction in the total spent on support and management and administration (down £83,427 from 2002/03) reflects the savings in premises costs following the disposal of the Clerkenwell Close lease at the end of 2002/03.

The grant-making trusts administered by the association benefited during the year from the general improvement in the UK stock market performance. The Beecroft Bequest was able to make grants totalling £20,658 to assist museums in the purchase of works of art, the Museums Association Benevolent Fund made a grant of £450 to a member of the association, the Trevor Walden Trust made grants totalling £1,460 to members of the association undertaking the AMA programme, while the Daphne Bullard Trust and the Kathy Callow Trust made grants totalling £1,910 towards textile and costume conservation projects. At the end of the year, the grant-making trust funds in the care of the association had increased by £20,369 to a total of £488,531.



Images courtesy of
Ballymena Museum, Country Antrim
the Corinium Museum, Cirencester



Publications

The year saw the publications department make significant steps forward with the relaunch of *Museum Practice* in May and stage one of the MA's website, supported by funding from the Museums, Libraries and Archives Council (MLA). The site includes a special area devoted to *Museum Practice* and its back archive. *Museums Journal* was maintained during this period.

Magazines

Museums Journal received its highest ever Audit Bureau of Circulation (ABC) certificate, at 7,140, up around 5 per cent on last year (although the growth in its circulation appears to be steadying after the 10 per cent rise last year). Advertising also did well, exceeding its budget of £720,000 by 6 per cent (£43,500). *Museum Practice*, which was relaunched with a new design and editorial sections, has increased its frequency from three to four times a year. It was also supported by an intensive marketing campaign. The results have been better than expected – from a low of less than 900 copies, it now has a circulation of 1,856 and exceeded its income targets. The MA has expectations of further growth next year.

Website

The MA relaunched its website in October 2003, and also launched the new *Museum Practice* website with a searchable archive, which comprises 700 articles. Patrick Steel was appointed as part-time editor in November 2003. Both sites are benefiting from having a dedicated staff member. So far 1,900 people have registered for the MA website and/or *Museum Practice* back archive.

The editorial team (*Museums Journal*, *Museum Practice* and website) has visited numerous museums around the country, and also several conferences, including the European Museum of the Year in Copenhagen and Communicating the Museum in Paris, as well as many in the UK. The advertising team exhibited at the Museums and Heritage Show, Tile 2003 in Berlin and Mutec in Munich. *Museums Journal* and the editorial staff, have frequently been quoted in national newspapers, raising the profile of the magazine.

Public affairs

Renaissance in the Regions continued to be a major focus of the MA's public affairs work. With the implementation of the programme underway, the MA lent its support to the campaign to secure additional funding in the 2004 government Spending Review. The MA helped to bring together a coalition of museum organisations that launched a joint bid for funding, *A Manifesto for Museums*, in March 2004. The president and MA staff promoted museums' cause through a programme of meetings with ministers and key officials in spring 2004.

In October 2003, the MA's public affairs committee agreed a strategy for the association's advocacy work which identified a small number of priorities for advocacy, to be reviewed every six months. As well as the 2004 Spending Review, priorities identified for this year included influencing the review of the registration scheme, promoting designation and the Goodison Review. On registration, the MA prepared a detailed and, in parts, highly critical response to the draft new scheme and worked closely with MLA (formerly

Resource) staff to ensure that the concerns of the museum community were recognised in an amended final version. On designation, the MA worked with MLA staff to explore ways that the scheme could continue under the Renaissance in the Regions umbrella.

The Goodison Review: *Saving Art for the Nation* was a major strand of the MA's public affairs work in 2003/04. In his 2003 budget statement, the chancellor of the exchequer announced that there would be a review of the incentives available to enable museums to acquire works of art and culture. The review was launched in summer 2003, under the chairmanship of Nicholas Goodison. The MA submitted a detailed response to the review and worked with Treasury officials to arrange a meeting for key regional museum directors to ensure the review team heard a representative range of views.





The Goodison Review was one of a number of initiatives concerned with collections and collecting to emerge in 2003/04. The MA launched its own contribution to the debate, a major piece of research and thinking about the future of collecting and collections in UK museums. The report will be finalised in 2004/05 and all MA members will be invited to contribute to an extensive programme of debate and consultation. A steering group and two working groups have been established and initial discussions have explored new ways of collecting and using collections in order to respond to the changing expectations of museum users. Can museums keep expanding their collections without undertaking large-scale programmes of disposal? How can museums keep collecting effectively? The report will offer an insight into the profession's changing attitudes towards collections, propose some changes to practice and aim to prompt further work and debate.

Another priority for the MA's advocacy work was the changes affecting the museum sector in Scotland. In November 2003, the MA organised an event for its members in Scotland, to give people the opportunity to find out about new developments and to debate the changes taking place. Almost 100 members attended and Scotland will remain a major focus in 2004/05, with the launch of the Review of Culture. MA staff met the minister with responsibility for museums in Wales, in March 2003 and attended the final meeting of the Council of Museums in Wales.

In 2003, the government announced proposed changes to the Gift Aid arrangements that allow charitable museums to reclaim tax on admission fees paid by UK taxpayers. Since the introduction of the scheme, the additional income has been of great benefit to many independent museums. Working with the Association of Independent Museums, the MA campaigned to make the government aware of the important impact of the scheme, and worked hard to develop an alternative new scheme that would be acceptable to the government.



Images courtesy of Colchester Museum the Corinium Museum, Cirencester

The MA continued to be active on a wide range of cultural property issues, with the deputy director serving on the Department for Culture, Media and Sport (DCMS) Human Remains Working Group and the Church Archaeology Human Remains Working Group, convened by English Heritage and the Church of England. He continued as a member of the DCMS illicit trade advisory panel and was appointed to chair a working group on museum acquisitions and illicit trade.

In autumn 2003, the MA commissioned a salary survey of the museum profession, for publication in May 2004. The work was generously funded by the Calouste Gulbenkian Foundation and carried out by Incomes Data Services, an independent research organisation specialising in the employment field. The researchers were asked to find out what the average salary levels are for a number of key posts in museums; to consider how pay in museums compares with pay for comparable work and to establish whether pay for museum work has fallen behind other sectors in recent years. The survey revealed worrying trends in museum pay: pay for people who work in museums has fallen behind comparable professions in recent years, curators earn less in real terms than they did 15 years ago and there is very poor pay progression for all museum roles. The MA will be working to raise awareness of the problem of low pay in 2004/05.

The MA continued to act as the voice of the museum sector in the UK, responding to a number of consultations including reviews of the protection measures for historic ships and the way that lottery funding is distributed. The MA submitted evidence to inquiries by the Culture, Media and Sport select committee into the government's plans for changes to the national lottery and



into progress made on combating illicit trade in cultural property. MA staff gave evidence to the committee in person as part of the illicit trade inquiry in autumn 2003.

Elsewhere, the association has been involved in supporting and promoting thinking, development, advocacy and delivery. It has continued to actively participate in the Network of European Museum Organisations the National Campaign for the Arts and the Campaign for Learning through Museums and Galleries. It has also played a significant part in the Museum Prize Trust which launched the Gulbenkian Prize in May 2003 – the biggest single prize in British culture.

The association's commitment to helping institutional and corporate members with income generation has been increased with the appointment of the director to chair the tourism, heritage and export committee that advises the government on encouraging and helping exporting for the sector.

2003/04 has seen the beginnings of a government-prompted string of Sector Skills Councils that will provide strategic leadership on skills and training. The association has been heavily involved in the time consuming and complicated work of preparing a bid for the Creative and Cultural Skills Sector and it was gratifying at the end of the year to hear that the initial bid had been agreed. The coming year will see work towards establishing the new organisation with the association, representing the museum and gallery sector on the interim board, continuing to be part of this process.

Diversify

Over 25 minority-ethnic individuals have now joined the Diversify programme to train for a museum career. Everyone who has completed training in Diversify has got a job in a UK museum. Diversify graduates are now working in Glasgow, Stoke, Birmingham, Leicester and London in independent, local authority and national museums. Current participants are training at a wide range of universities from Greenwich to Newcastle and have gained work experience in museums from Bristol to Lincolnshire. Extra positive-action training opportunities have been funded by the East Midlands Museums Libraries and Archives Council and the British Museum – the first London national to offer a traineeship on the Diversify model.

Looking ahead, the MA is working in partnership with Global Graduates to establish more positive-action training opportunities in national museums and to offer more training and career development to participants in the Diversify scheme.

Diversify is made possible by the work of Lee Fulton and Lucy Shaw, and funding and support from a wide range of partners, especially the MLA as part of Renaissance in the Regions.

Opening the Doors

Opening the Doors, a national programme of work aimed at encouraging young people, outside of formal education, to visit museums is coming to the end of its current project. Overseen by the MA and Artsworld, a national youth arts development agency, Opening the Doors worked with six museums and galleries over three years, with funding from the Heritage Lottery Fund and the Lloyds TSB Foundation for England and Wales.

Many of the projects have been with vulnerable and disengaged young people. The museums have greatly benefited, often in unexpected ways, from taking part in the project. For the young people the results are sometimes profound. Through a dry dyking project at Kilmartin House in Argyll three young people have found employment. Work at Forge Mill Needle Museum in Redditch has resulted in three young people going to university to study archaeology and history and a disabled young man beginning a media course at his local college. The other museums that took part included Bury Art Gallery and Museum, Kettle's Yard,

Cambridge, Leicester City Museums Service and Orleans House Gallery, London

The end of the project was marked by a conference, Museums and young people: A vision for the 21st century which also began the process of thinking about the future development of work with young people.

For more information on Opening the Doors visit www.openingthedoors.org or contact the project's coordinator, Suzanne Rider on 01462 642018.

Membership

For the 13th successive year individual membership levels have risen. Year-on-year growth was approximately 3 per cent (March 2004: 4,936; March 2003: 4,790), although individual levels peaked in February 2004 at 4,950. The MA's individual membership has now grown over 20 per cent in the past five years. Total income from all forms of membership was also at record levels and exceeded budget expectations.

Institutional membership held steady at 618 institutions. The figure has remained constant for a period of ten years. Key targets for the year ahead will be the smaller, independent museums and linking the development of events and professional development programmes to their needs.

Corporate membership, for suppliers and consultants, which has grown dramatically in the past four years, also remained static at

237 members. Research in the next financial year will clarify the areas in which the MA should develop its publications and events to reflect this important audience. New initiatives for display advertising, sole trader membership and events are being planned.

Conference, exhibition and events

The return of the conference and exhibition to Brighton after ten years attracted more than 1,000 delegates, visitors and exhibitors over the three days.

The main focus of the programme was the changing nature of cultural institutions in the past half century, and it featured sessions on the museum's role in terms of social inclusion, the education of young people and lifelong learning. It debated many issues including the implementation of Renaissance in the Regions, salaries in museums, and the role of museums in an increasingly globalised society

For the first time conference looked at the way the museum and gallery workforce is developing and discussed issues surrounding leadership and management, innovations in cultural diversity and continuing professional development.

Conference also welcomed some highly distinguished keynote speakers, including Estelle Morris MP, the minister of state for the arts, Dimitrios Pandermalis, the leading

Membership

Year	Individual	Institutional	Corporate
2003/04	4,936	618	237
2002/03	4,790	618	235
2001/02	4,570	617	209
2000/01	4,480	601	166
1999/00	4,275	611	131
1998/99	4,085	615	125
1997/98	3,811	621	99
1996/97	3,425	632	102
1995/96	3,411	664	105
1994/95	3,350	627	–
1993/94	2,757	623	–
1992/93	2,646	632	–



Images courtesy of the Victoria Art Gallery, Bath the Geffrye Museum, London the Willis Museum, Basingstoke the Petrie Museum of Egyptian Archaeology, UCL

light in the development of the New Acropolis Museum, Seddon Bennington, the chief executive officer, the Museum of New Zealand Te Papa Tongarewa, Bernard Tschumi, the award-winning architect of the Parc de La Villete and currently designing the Museum of Contemporary Art in Sao Paolo, Charles Landry, partner, Comedia and one of Europe's leading cultural planning consultants, and Neil MacGregor, the director of the British Museum and advocate of the universal museum.

This year also saw an increase in one-day events to 12 annually in line with the MA's five-year plan. Subjects included restructuring in museums, managing volunteers, fundraising, current and future copyright issues, the Disability Discrimination Act and its implications for museums and galleries, developing relationships with schools, and new approaches to museum lighting. Further expansion of the events programme is planned for the coming years.



Ethics

Following a consultation process that produced a diverse range of responses from a variety of museum professionals the ethics committee produced a final statement on museums, sales and valuation events. The statement offers advice on such events and reflects the areas of consensus across the museum community that came out of the consultation process.

The revised Ethical Guidelines on Acquisition have now been published. Work is continuing on the compilation of Ethical Guidelines on Using and Caring for Collections which will be published in 2005. The next ethics publication will be revised guidelines on trading and commercial opportunities for publication in 2006.

Last year the Museum Ethnographers Group published a set of ethical guidelines to complement the Museums Association Code of Ethics. After a one-day event hosted by the Social History Curators Group (SHCG) and the MA's ethics department, the SHCG are exploring the possibility of producing a similar set of specialist ethical guidelines relating to the field of social history.

Workshops promoting ethical awareness and guidance are still being offered to museum professionals. Last year the ethics department, together with MA freelance trainers, ran over 25 sessions through out the country to a variety of museum audiences.

MA staff continue to respond to ethical enquiries and offer confidential advice to museums on a range of different subjects. More complex and sensitive ethics casework is still undertaken by the ethics committee.

Professional development

This year Jane Seaman, the professional development manager, left the MA to develop a freelance training programme and Kate Dunk has been appointed as the professional development coordinator.

Fellowship of the Museums Association

The fellowship scheme remains strong with seven new candidates having registered already this year, making a total of more than 60 candidates working towards an FMA.

Associateship of the Museums Association

The MA continues to maintain approximately 600 registered candidates working towards associateship. Museum professionals are continuing to lend their knowledge and support to help with the AMA scheme in the form of mentors and professional reviewers. Mentoring workshops have been continuing throughout the country and mentors now receive a biannual newsletter to keep them updated with AMA information. New reviewers continue to train and many are actively involved in this year's professional reviews.

After launches in the East and West Midlands in April there are now AMA support groups in all regions throughout the UK.

CPD Plus

The CPD Plus scheme has had a successful first year. After launches in Liverpool and Brighton in autumn, 130 candidates have registered with the scheme. Regional launches are continuing throughout the country and the second year of CPD Plus events will begin in June in Liverpool with a session focusing on peer mentoring.

CPD events

A regional calendar of events has been up and running over the past year. These events include CPD Plus workshops for those continuing with their CPD outside of the AMA framework and introduction to mentoring workshops for training new AMA mentors. The MA also runs two AMA workshops, workshop one is an introduction to CPD for candidates in their first year and those interested in joining the scheme. Workshop two includes ethical problem solving and preparing for the professional review.

CPD guidance

The range of CPD guidance materials has expanded this year with the publication of a CPD handbook that provides guidance for completing plans, summaries and logs for AMA and beyond. There is also extended information about CPD on the professional development pages of the new MA website.

Responsibilities of the Council

Company law requires the council to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the council should follow best practice and:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended 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 assume that the company will continue on that basis

The council is responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985.

The council is 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.

Members of the Council

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

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 2004 was 4,936 (2003 – 4,790). Members of the council have no beneficial interest in the charitable company.

Auditors

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

Approved by the council on 8 July 2004 and signed on its behalf by Mark Taylor, secretary.



Images courtesy of
the Petrie Museum of Egyptian
Archaeology, UCL
Lancaster Maritime Museum
the Museum of East Asian Art, Bath

Independent auditors' report



To the members of the Museums Association

We have audited the financial statements of the Museums Association for the year ended 31 March 2004 which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the council and auditors

The responsibilities of the council (who are also directors of the Museums Association for the purposes of company law) for preparing the report of the council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards are set out in the statement of responsibilities of the council. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the report of the council is not consistent with the financial statements, if the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding the council's remuneration and transactions with the charitable company is not disclosed.

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

Basis of opinion

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

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

Opinion

In our opinion the financial statements give a true and fair view of the charitable company's state of affairs as at 31 March 2004 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Sayer Vincent
Chartered accountants & registered auditors, London

Statement of financial activities

Incorporating an income and
expenditure account

For the year ended 31 March 2004

	Note	Endowment £	Restricted £	Unrestricted £	2004 Total £	2003 Total £
Incoming resources						
Donations, legacies and similar incoming resources	2	537	229,549	41,672	271,758	312,609
<i>Activities in furtherance of the charity's objects</i>						
Publications		-	-	1,132,682	1,132,682	959,649
Conference and events		-	-	379,165	379,165	311,556
Membership		-	-	520,236	520,236	487,464
Professional development and ethics		-	-	34,450	34,450	37,780
Public affairs		-	-	793	793	6,246
Investment income		11,809	2,090	15,837	29,736	26,574
Total incoming resources		12,346	231,639	2,124,835	2,368,820	2,141,878
Resources expended						
<i>Charitable expenditure</i>						
Publications		-	-	675,099	675,099	606,776
Public affairs		-	-	300,070	300,070	235,096
Conference and events		-	-	309,272	309,272	286,399
Membership		-	-	292,771	292,771	211,659
Professional development and ethics		-	-	163,477	163,477	148,528
Trusts and funded projects		20,868	212,065	-	232,933	263,986
Support costs		-	-	264,336	264,336	330,147
Management and administration		-	-	48,000	48,000	65,616
Total resources expended	3	20,868	212,065	2,053,025	2,285,958	2,148,207
Net incoming/(outgoing) resources before transfers	4	(8,522)	19,574	71,810	82,862	(6,329)
Transfer between funds		-	1,352	(1,352)	-	-
Transfer to museum prize		-	-	-	-	(11,666)
Net incoming/(outgoing) resources for the year after transfers		(8,522)	20,926	70,458	82,862	(6,329)
Unrealised gain on investment assets		13,778	15,714	-	29,492	(35,893)
Net movement in funds for the year		5,256	36,640	70,458	112,354	(53,888)
Funds at 1 April 2003		293,091	240,191	734,596	1,267,878	1,321,766
Funds at 31 March 2004		298,347	276,831	805,054	1,380,232	1,267,878

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 2004

	Note	2004 £	2003 £
Fixed assets			
Tangible fixed assets	7	1,099,527	1,136,256
Investments	8	446,348	416,856
		1,545,875	1,553,112
Current assets			
Stocks	9	8,558	3,597
Debtors	10	330,071	249,097
Cash at bank and in hand		374,362	338,663
		712,991	591,357
Creditors: amounts falling due within one year	11	429,001	398,258
Net current assets		283,990	193,099
Total assets less current liabilities		1,829,865	1,746,211
Creditors: amounts falling due after more than one year	12	449,633	478,333
Net assets	14	1,380,232	1,267,878
Funds			
Endowment funds		298,347	293,091
Restricted funds		276,831	240,191
Unrestricted funds			
Designated funds		753,653	586,822
General funds		51,401	147,774
Total Funds	13	1,380,232	1,267,878

Approved by the Council on 8 July 2004 and signed on its behalf by
Jane Glaister President
Hilary McGowan Treasurer

Notes to the financial statements

For the year ended
31 March 2004

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 October 2000, the Companies Act 1985 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. Expenditure which meets these criteria is charged to the fund.
- e) Incoming resources are included in the statement of financial activities (SOFA) when receivable.
- f) Membership income is included on a receivable basis with amounts relating to future accounting periods deferred as subscriptions in advance.
- g) Investment income and gains are allocated to the appropriate fund.

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

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost 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, public affairs, conference and events, professional development and ethics, and management and administration.

- i) Management and administration costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.
- j) 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 in the previous year were:

Freehold buildings	2% per annum, straight line method
Furniture and equipment	10% per annum, reducing balance method
Website and computers	33.33% per annum, reducing balance method

It was decided to standardise the method of depreciation from this year to straight line for all types of asset. The depreciation rates now used are:

Freehold buildings	2% per annum, straight line method
Furniture and equipment	10% per annum, straight line method
Website and computers	33.33% per annum, straight line method

A one-off additional depreciation charge resulting from the change in policy is £33,214 and is included in the charge for the year in note 7.

Depreciation costs are allocated to support costs.

- k) 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.
- l) 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.
- m) Stock consists of copies of the current yearbook and is valued at the lower of cost and net realisable value. Cost is the actual cost of producing the yearbook. Net realisable value is the price at which the stock can be sold in the normal course of business.
- n) The charity operates a defined benefit pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered scheme. The pension cost charge represents contributions and related insurances payable under the scheme by the charity to the fund. Additional information on the scheme is included in note 18.
- o) Trust funds are funds:
- which are administered by or on behalf of the Museums Association;
 - whose funds are held for specific purposes which are within the general purposes of the Museums Association; or
 - which are subject to a substantial degree of influence by the Museums Association, are treated as branches and accounted for as part of the Museums Association.

2. Donations, legacies and similar incoming resources

	Endowment	Restricted	Unrestricted	2004 £	2003 £
MLA	-	129,405	24,840	154,245	-
DfES	-	58,037	-	58,037	230,792
Others	537	12,107	4,332	16,976	61,817
Lloyds TSB	-	15,000	-	15,000	5,000
UK Trade and Investment	-	15,000	-	15,000	15,000
Calouste Gulbenkian	-	-	12,500	12,500	-
	537	229,549	41,672	271,758	312,609

3. Total resources expended

	Benevolent Fund £	Daphne Bullard Trust £	Trevor Walden Trust £	CLMG £	Export adviser £	Lloyds TSB Young People £	Mentoring £	NEMO £	Positive Traineeships 2002/2004 £	Positive Traineeships 2003/2005 £	Total restricted funds £
Staff costs – direct (Note 5)	-	-	-	-	-	-	-	-	-	-	-
Printing and stationery	-	-	-	5,131	-	-	499	1,176	-	-	6,806
Travel and catering	67	38	-	5,128	-	1,047	-	91	1,266	8	7,645
Production and design	-	-	-	300	-	25	-	5,859	-	5,174	11,358
Postage and distribution	-	-	-	537	-	-	-	567	-	-	1,104
Speakers and consultants	-	-	-	74,314	30,000	2,700	-	1,935	3,640	9,356	121,945
Venue hire and equipment	-	-	-	-	-	2,829	-	-	237	-	3,066
Grants made	-	1,700	-	10,000	-	-	-	-	-	-	11,700
Bursaries	450	-	1,460	-	-	-	-	-	27,840	18,358	48,108
Insurances	-	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	333	-	-	-	-	-	-	-	-	-	333
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Total resources expended	850	1,738	1,460	95,410	30,000	6,601	499	9,628	32,983	32,896	212,065

	Publications £	Public affairs £	Conference and events £	Membership £	Professional development and ethics £	Support £	Management and administration £	Total unrestricted funds £	Total endowment funds £	2004 Total £	2003 Total £
Staff costs – direct (Note 5)	299,475	229,281	114,587	190,079	130,548	-	23,897	987,867	-	987,867	839,546
Printing and stationery	167,417	12,356	8,496	47,819	11,242	-	190	247,520	-	254,326	227,623
Travel and catering	23,690	23,392	85,528	2,486	17,589	2,155	-	154,840	-	162,485	143,847
Production and design	100,579	18,721	910	25,609	1,828	-	-	147,647	-	159,005	116,587
Postage and distribution	79,772	614	880	21,062	478	-	-	102,806	-	103,910	104,482
Speakers and consultants	2,929	14,238	7,489	500	1,346	-	-	26,502	-	148,447	136,004
Venue hire and equipment	780	472	88,069	5,216	446	-	-	94,983	-	98,049	105,408
Grants made	-	537	-	-	-	-	-	537	20,868	33,105	89,375
Bursaries	-	-	-	-	-	-	-	-	-	48,108	7,365
Insurances	457	459	3,313	-	-	5,593	-	9,822	-	9,822	11,544
Office services	-	-	-	-	-	81,879	8,292	90,171	-	90,171	114,363
Premises	-	-	-	-	-	36,205	3,666	39,871	-	39,871	128,864
Depreciation	-	-	-	-	-	88,401	-	88,401	-	88,401	39,410
Professional fees	-	-	-	-	-	13,629	1,380	15,009	-	15,009	34,475
Bank charges	-	-	-	-	-	8,900	-	8,900	-	8,900	7,265
Mortgage interest	-	-	-	-	-	25,591	-	25,591	-	25,591	28,628
Trustees' expenses	-	-	-	-	-	1,983	-	1,983	-	2,316	2,227
Audit fees	-	-	-	-	-	-	10,575	10,575	-	10,575	11,194
Total resources expended	675,099	300,070	309,272	292,771	163,477	264,336	48,000	2,053,025	20,868	2,285,958	2,148,207

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

This is stated after charging/crediting:

	2004 £	2003 £
Interest payable	25,591	28,628
Bank charges	2,423	1,982
Depreciation	88,401	39,410
Council's remuneration	Nil	Nil
Council's reimbursed expenses (travel and subsistence)	1,983	2,224
Auditors' remuneration:		
– Audit	10,575	11,194
– Other services	4,600	579
Operating lease rentals:		
– Property	-	86,387
Income from quoted investments	12,695	17,966
Bank interest receivable	6,607	8,609

5. Staff costs and numbers

Staff costs were as follows:

	2004 £	2003 £
Salaries and wages	794,395	688,741
Social security costs	79,991	65,137
Pension contributions	101,902	73,719
	976,288	827,597
Other staff costs	11,579	12,204
	987,867	839,801
Total emoluments paid to staff were:	896,297	762,460

One employee received emoluments in the band £50,001 to £60,000 (2003: 1)

The employee in this band participated in the pension scheme, contributions paid on behalf of the employee total £8,160.

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

	2004 No.	2003 No.
Publications	8	8
Public affairs	4	4
Conference and events	2	2
Membership and marketing	4	4
Professional development and ethics	4	3
Support	3	3
Management and administration	1	1
	26	25

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 and equipment £	Website and computers £	Total £
COST				
At 1 April 2003	1,035,580	113,921	167,953	1,317,454
Additions in Year	-	-	51,672	51,672
At 31 March 2004	1,035,580	113,921	219,625	1,369,126
DEPRECIATION				
At 1 April 2003	26,965	68,920	85,313	181,198
Charge for the Year	12,462	16,064	59,875	88,401
At 31 March 2004	39,427	84,984	145,188	269,599
NET BOOK VALUE				
At 31 March 2004	996,153	28,937	74,437	1,099,527
At 31 March 2003	1,008,615	45,001	82,640	1,136,256

All tangible fixed assets are used for direct charitable purposes.

8. Investments

a) UK quoted investments

	£
At 1 April 2003	416,856
Net gain on revaluation at 31 March 2004	29,492
At 31 March 2004	446,348
Historical cost	
At 31 March 2004	353,239
At 31 March 2003	353,239

Material investments, holdings over 5% of the total value of the portfolio, are:

	2004 £	2003 £
Schroder Charity Fixed Interest Fund	304,315	303,674
Schroder Charity Equity Fund	141,836	112,985
Other	197	197
At 31 March 2004	446,348	416,856

Funds include unrealised gains of £93,106 (2003: £63,617).

b) Investment in subsidiary

Shares in subsidiary at cost	2	2
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Throughout the year the association 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.

9. Stocks	2004	2003
	£	£
Stock of publications	8,558	3,597
10. Debtors	2004	2003
	£	£
Trade debtors	234,265	202,264
Other debtors	13,801	15,269
Prepayments and accrued income	82,005	31,564
	330,071	249,097
11. Creditors: amounts falling due within one year	2004	2003
	£	£
Bank loan (Note 12)	28,700	28,700
Trade creditors	128,741	110,737
Accruals	47,847	19,841
PAYE, social security and other taxes	22,329	21,404
Other creditors	42,256	26,761
Subscriptions in advance	159,128	190,815
	429,001	398,258
12. Creditors: amounts falling due after one year	2004	2003
	£	£
Bank loan	449,633	478,333
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	334,833	363,533
	478,333	507,033

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 association. The amount originally borrowed was £574,000, repayable over 20 years and secured by a mortgage over the freehold property. The capital is repaid in equal monthly instalments and interest, charged at 1.5% over Base Rate, is paid quarterly. The National Westminster Bank Plc has a charge over 24 Calvin Street in respect of this loan.

13. Movements in funds	At 1 April 2003 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2004 £
Endowment funds					
Beecroft bequest	279,085	23,884	(20,658)	-	282,311
Kathy Callow Trust	14,006	2,240	(210)	-	16,036
Total endowment funds	293,091	26,124	(20,868)	-	298,347
Restricted funds:					
Benevolent Fund	122,307	11,623	(850)	-	133,080
Daphne Bullard Trust	36,879	5,055	(1,738)	-	40,196
Trevor Walden Trust	15,885	2,483	(1,460)	-	16,908
clmg	76,455	69,038	(95,411)	1,352	51,434
Export	-	30,000	(30,000)	-	-
Lloyds TSB Young People	2,989	15,000	(6,601)	-	11,388
Mentoring (CHNTO)	1,645	-	(499)	-	1,146
NEMO	-	10,749	(9,628)	-	1,121
Positive Traineeships 02/04	(15,969)	53,230	(32,982)	-	4,279
Positive Traineeships 03/05	-	50,175	(32,896)	-	17,279
Total restricted funds	240,191	247,353	(212,065)	1,352	276,831
Unrestricted funds:					
<i>Designated funds:</i>					
Property reserve	-	-	-	10,000	10,000
Depreciation reserve	486,822	-	-	96,831	583,653
Operational reserve	100,000	-	-	50,000	150,000
Equipment reserve	-	-	-	10,000	10,000
Total designated funds	586,822	-	-	166,831	753,653
General funds	147,774	2,124,835	(2,053,025)	(168,183)	51,401
Total unrestricted funds	734,596	2,124,835	(2,053,025)	(1,352)	805,054
Total funds	1,267,878	2,398,312	(2,285,958)	-	1,380,232

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 association and their families.

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 association who are undertaking the associateship programme.

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, principally the Department of Education and Skills, it provides information, advice and advocacy on behalf of museums learning and establishes best practice projects on the ground. The association administers their accounts.

The Export programme is funded by the MLA and UK Trade & Investment to provide and advice point for export support for UK museums. The association administers the funds. At 31 March 2003 there was a balance carried forward of £8,500. It is considered that this was better represented as a balance due to the clmg fund and the opening balances for both funds have been adjusted accordingly.

The Lloyds TSB grant supports the Young People in Museums project.

Mentoring (CHNTO) is the residue of a grant given by the Cultural and Heritage National Training Organisation to support the Professional Development mentoring project. This fund will be fully expended in 2004/05.

NEMO is a grant from the Northern European Museums Organisation to produce its newsletter.

Positive Traineeships is a programme funded by the MLA to prepare minority-ethnic individuals for employment in the museum sector. There are two programmes running concurrently, one ending in 2004 and the other in 2005.

Purposes of designated funds

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

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

The operational reserve represents funds set aside to provide support in the event of a sudden, unexpected downturn in revenue due to external economic factors.

The equipment reserve is set aside to fund the rolling programme of upgrade and replacement of computers and other office equipment.

14. Analysis of net assets between funds

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	-	1,099,527	1,099,527
Investments	267,029	179,122	197	446,348
Net current assets	31,318	97,709	154,963	283,990
Liabilities over one year	-	-	(449,633)	(449,633)
Net assets at 31 March 2004	298,347	276,831	805,054	1,380,232

15. Operating lease commitments

The charitable company had no annual commitments under operating leases during the year.

16. Daphne Bullard Trust

The association has the right to appoint a representative trustee to a trust known as the Daphne Bullard Trust and thus has a significant influence over the affairs of the Trust. The object of the Daphne Bullard Trust is to promote the conservation of dress and textiles and their display. The Report of the Trustees incorporating the full annual accounts of the trust can be obtained free of charge by writing to the Museums Association.

17. Museum of the Year/Museum Prize

In 2001/2002, the association held money donated by the Calouste Gulbenkian Foundation to fund an administrative post while the charitable company Museum Prize was being formed and a bank account opened. The balance of the donation was transferred to the Museum Prize bank account during the year 2002/2003.

18. Defined benefit pension scheme

The association operates a defined benefit scheme in the UK. The most recent full actuarial valuation was carried out at 31 March 2002 and updated to March 2004 by a qualified independent actuary.

Contributions are currently paid at 17.3% of pensionable pay. It has been agreed with the trustees that contributions will increase to 18.7% with effect from 1 April 2004.

The major assumptions used by the actuary were:

	At 31 March 2004	At 31 March 2003
Rate of increase in salaries	4.5%	4.0%
Rate of increase in pensions payments	3.0%	2.5%
Discount rate	5.5%	5.4%
Inflation assumption	3.0%	2.5%
Loading for mortality improvements	5.0%	0.0%

The assets in the scheme and the expected return were:

	Long-term rate of return expected at 31 March 2004	Value at 31 March 2004 £'000	Long-term rate of return expected at 31 March 2003	Value at 31 March 2003 £'000
Equities	5.90%	370	5.60%	223
Bonds	3.90%	50	3.60%	45
Secure growth	3.90%	196	3.60%	165
Other (property, cash, etc)	3.90%	21	3.60%	27
Total market value of assets		637		460
Present value of scheme liabilities		(915)		(662)
Deficit in the scheme		(278)		(202)

Analysis of movement in deficit

	£'000	£'000
Deficit as at 31 March 2003		(202)
Current service costs		(69)
Contributions		94
Other finance income		
Expected return on pension scheme assets	24	
Interest on pension scheme liabilities	(38)	
Actuarial loss		(14)
Actual return less expected return on pension scheme assets	37	
Experience gains/losses on scheme liabilities	11	
Change in assumptions underlying present value of scheme liabilities	(135)	
		(87)

Deficit as at 31 March 2004

	(278)
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History of experience of gains and losses

	2004 %	£'000	2003 %	£'000
Difference between the expected and actual return on scheme assets:				
Amount (% of scheme assets) (£'000)	6%	37	(21%)	(98)
Experience gains and losses on scheme liabilities				
Amount (% of scheme assets) (£'000)	1%	11	1%	3
Total amount recognised in statement of total recognised gains and losses:				
Amount (% of present value of scheme liabilities) (£'000)	(10%)	(87)	(16%)	(105)

Corporate members 2003-2004

A Different View
 Abimelech Hainsworth
 ABL Cultural Consulting
 Abloy Security Ltd
 Absolute Action Ltd
 Acoustiguide Ltd
 Adlib Information Systems Ltd
 AEA Consulting
 Al Camber Entertainment Ltd
 Aivaf Ltd
 Al-Ambia Sdn Bhd
 Ansaer Ltd
 Antenna Audio
 AOC Archaeology Group
 Apple Display Systems Ltd
 Arts Team @ RHWL Partnership
 At Large
 ATS Heritage
 Atticmedia Ltd
 Audata Ltd
 Audit Commission
 Austin-Smith: Lord
 Axa Art Services Ltd
 Benbow Interiors
 Best Constructors Ltd
 Bickerdike Allen & Partners
 Big Design
 Black Box AV Ltd
 Blackwall Green
 Blue Ant
 Bowman Solutions
 Boyden & Co
 Brakeley Ltd
 Brennan & Whalley Ltd
 Bridgeman Art Library
 Bright Interiors
 Britannia Storage Systems Ltd
 British Museum Company Ltd
 Bruns BV
 Building Design Partnership
 Buro Happold Consulting
 Engineers Ltd
 CABI Bioscience
 Campbell & Co Design Consultants
 Campbells of Walton Street
 Capital Project Consultancy Ltd
 Capture Ltd
 C'Art-Art Transport Ltd
 Casson Mann Ltd
 C-Beck Ltd
 Click Systems Ltd
 CLR Global Ltd
 Codine
 Cognitive Applications Ltd
 Colin Williams Design Ltd
 Conservation by Design Ltd
 Continuum Group
 Crystalizations Systems Inc
 Culturenet Cymru
 Customworks
 D P Media
 Dale Air Ltd
 David McCabe Design
 Davis Langdon
 DBA Consulting
 Decor & Display Contracts
 Dexion Comino Ltd
 DJ Willich Ltd
 Dorit Harel Designers Ltd
 Dorothea Restorations Ltd
 Drivers Jonas
 E Abrahams & Co
 Eastwood Cook
 EBC Ltd
 EDM Ltd
 Edward Moody Design
 Electrosonic Ltd
 EQ Projects Ltd
 Erco Lighting Ltd
 Euronova Ltd
 Event Communications Ltd
 Farrer & Co
 Field of Vision
 Fingerprint
 Food Service Associates
 (Henley) Ltd
 Forestry Commission
 Fourth Dimension Design Ltd
 Framework Ent Ltd
 Fraser Randall Productions Ltd
 Fuji Photo Film UK Ltd
 Furneaux Stewart
 G Ryder & Co Ltd
 Gamma Dataware Ltd
 Gander & White Shipping Ltd
 Gateway Ticketing Systems, Inc
 GBDM Ltd
 Glass & Mirror Ltd
 Glomas UK Ltd
 Good Looking Pictures
 Goppion Srl
 GPD Exposiciones y Museos
 Grant Leisure Group
 Great Minds Marketing Ltd
 Hahn Constable Ltd
 Haley Sharpe Design Ltd
 Hanwell Instruments Ltd
 Harvard Consultancy Services Ltd
 Head Office Cleaning Services Ltd
 Headland Design Associates
 Heritage Multimedia Ltd
 Higgins Gardner and Partners
 Hirst Conservation
 Historic Image
 Holmes Wood Consultancy
 Houghton Kneale Design Ltd
 HSBC Insurance Brokers Ltd
 Huntley Film Archives Ltd
 iBase
 ICAM Ltd
 Illuminations
 Image Makers
 Infinite Design
 Integrated Circles Ltd
 International Fine Art Conservation
 Studios Ltd
 Ivor Heal Design Ltd
 JANVS Group Ltd
 Jarrold Publishing
 John Csaky Associates Ltd
 John Hart Design Consultants
 John Slough of London
 Jura Consultants
 JVC Professional Europe Ltd
 KE Software (UK) Ltd
 Leach Colour Ltd
 Light Projects
 Link 51 (Storage Products) Ltd
 Lista UK Ltd
 Locum Destination Consulting
 Lord Cultural Resources
 M&G Transport & Technical
 Services
 Machine Shop Exhibitions Ltd
 Manches & Co
 Martinspeed Ltd
 Matthews Millman Ltd
 MBA Great Britain
 Media Vision
 Metaphor
 Minisis Inc-Europe
 Mivan Ltd
 Mobydoc
 Modes Users Association
 Momart Ltd
 Motivation 81 Ltd
 MPower Media Ltd
 Mtec
 Multimedia Team, Kestrel 3D
 Museum Conservation Services Ltd
 Museum Polstore
 Museums & Galleries Marketing Ltd
 Myddelton Consultancy Ltd
 MyTinCan Interactive Multimedia
 Narrateo Ltd
 Netherfield Visual Ltd
 Network Global Ltd
 New Angle Multimedia Ltd
 Nykris
 Objectives
 Ocean Design & Management Ltd
 OmniTicket Network Ltd
 Ove Arup & Partners
 Oxford Arch Digital Ltd
 Oxford Exhibition Services Ltd
 Panelock Systems Ltd
 Past Pleasures Ltd
 PHT Consultants
 Piquet Ltd
 PKF
 PLB Consulting Ltd
 Plowden & Smith Ltd
 Polishing Company Ltd
 Praxis
 Premier Moves
 Preservation Equipment Ltd
 Prince Research Consultants Ltd
 Prodir Ltd
 PS Financials plc
 Purcell Miller Tritton
 Qualifications For Industry Ltd
 Race Worldwide Ltd
 Rackline Systems Storage Ltd
 Ramplas Ltd
 Real Studios Ltd
 Redman Design Associates
 Regal (Shaw) Ltd
 Reich & Petch Design Int., Ltd
 replicawarehouse.co.uk
 Retail Matters
 Lista UK Ltd
 Retail Thinking
 RFA Designers
 RGB Post Ltd
 robin jordan associates
 Rutherford & Wheeler
 Rutters
 RWDP Ltd
 Sandcliff
 Scenic Route Ltd
 Schott UK Ltd
 Secol Ltd
 Selux Lighting
 Service Graphics
 Setout
 Sigongtech Co Ltd
 Simon Gillespie Studio
 Simulacra
 Sound Associates
 Spiral Productions Ltd
 Steel Ltd
 Steensen Varming (Australia)
 Stortech Ltd
 Studio SP Ltd
 Sun-X UK Ltd
 Sutler Stores Ltd
 Sysco
 System Simulation Ltd
 System Store Solutions Ltd
 Talbot Designs Ltd
 Thermo Lignum UK Ltd
 Third Millennium Information
 Thwaites & Reed
 Tickets.Com Systems Ltd
 Time Machine Ag
 Tourwest Ltd
 Travelure Ltd
 Tricon Foodservice
 Consultants plc
 ts.com Ltd
 Turner & Townsend Group
 Universal Fibre Optics
 Vernon Systems Ltd
 Walfords
 Westair Museum Reproductions Ltd
 Willoughby Associates Ltd
 Xited Ltd
 Zebra Square
 Zombory Moldovan Moore

AMA and FMA awards 2003-2004

►
Images courtesy of the
Museum of East Asian Art, Bath



AMA

Julie Allsop

Heritage development officer
Salford Museum & Art Gallery

Virginia Arrowsmith

Assistant regional curator (social
history)
English Heritage (Yorkshire region)

Catriona Baird

Documentation officer
Paisley Museum and Art Galleries

Craig Barclay

Keeper of archaeology
Hull & East Riding Museum

Karen Belshaw

Museums manager
Piece Hall Art Gallery

Penny Brown

Assistant curator
Coalport China Museum

Helen Chatterjee

Curator and research fellow
Grant Museum of Zoology

Louise Connell

Curator
Galleries of Justice

Anthony Coulls

Curator, energy
Museum of Science & Industry
in Manchester

Louise Doughty

Project manager
TEMPER Heritage Project

Jael Edwards

Education and lifelong learning
officer
YMLAC

Jonathan Finch

Collection services manager
Bolton Museum Art Gallery and
Aquarium

Andrew Gladwell

Documentation officer
Braintree District Museum

Elizabeth Godbeer

Assistant museums officer
Newark & Sherwood District
Council

Helen Gurney

Curator
Hertford Museum

Amanda Hart

Education officer
The Corinium Museum

Nina Hawkins

Education officer
Leeds Museum Resource Centre

Rachael Holtom

Heritage education officer
The Corporation of London

Tessa Hore

Exhibitions assistant/curatorial
assistant
Victoria & Albert Museum

Kathleen Howe

Curator
Black Country Living Museum

Sara Isted

Curator
BT Connected Earth, BT Archive

Claire Jacques

Principal keeper
Lincolnshire County Council

Robin Johnson

Lifelong learning officer
Herbert Art Gallery & Museum

Jeanette Kaines

Assistant keeper
Queen Street Mill Museum

David Kendrick

Collections officer, human history
Worcestershire County Museum

Emma Laws

Children's book cataloguer
Victoria & Albert Museum

Sarah Lewis

Cultural entitlement officer
Oxfordshire County Council

Joan Lyall

Documentation assistant
Museum of Edinburgh

Fiona Mackenzie

Heritage officer (community history)
Dundee Contemporary Arts

Eila Macqueen

Assistant director
Northern Ireland Museums
Council

Helen Mansfield

Museums education manager
Bath and North East Somerset
Heritage Services

Jennifer McCarthy

Curator of social and
community history
Museum of Liverpool Life (NMGM)

Linda McGowan

Curator
Scottish Fisheries Museum

Ruth McKew

Curator
Salt Museum

Fiona Moorhead

Head of public affairs and
events
Courtauld Institute Galleries

Rebecca Naylor

Assistant curator
Victoria & Albert Museum

Kate Newnham

Curator
Bristol City Museum

Lisa O'Conner

Assistant keeper (fine art)
Aberdeen Art Gallery

Elaine Clare Pammenter

Inventory clerk
Windsor Castle

Toni Parker

Community liaison officer
Museum of London

Clare Parsons

Curator and manager
Soho House Museum

Deborah Potter

Senior preventing conservator
Glasgow Museums Resources
Centre

Susan Prichard

Operations officer
Victoria & Albert Museum

Helen Rees

Curator of archaeology
Winchester Museums

David Rice

Documentation officer
Gloucester City Museum
& Art Gallery

Alan Scarth

Curator of ship models
Merseyside Maritime Museum

Fiona Slattery

Fine and applied art officer
Perth Museum and Art Gallery

Peter Sturley

Documentation officer
National Railway Museum

Rosalyn Thomas

Art gallery officer
Swindon Museum & Art Gallery

Karen Wardley

Curator of archaeology
Southampton City Council

Kathryn White

Marketing & visitor services officer
Pitt Rivers Museum

Patricia Wigston

Property manager
Gladstone's Land

Jonathan Wilson

Registrar
Aberdeen Art Gallery & Museum

FMA

Christine Johnstone

Senior keeper and
keeper of social history
Wakefield Museums

Sue Wright

Head of education
Hampshire County Museums
Service

Susan Dalloe

Museums development officer
Denbighshire Heritage Service

Andrew Mackay

District museums officer
Craven Museum Service

Notice of the AGM

Notice is hereby given that an ANNUAL GENERAL MEETING of the Museums Association will be held on Wednesday 15 September 2004 at 1400 at the International Conference Centre, Edinburgh for the following purposes:

A. Apologies

B. Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Wednesday 8 October 2003 at the Brighton Conference Centre

C. Museums Association 2003-2004

To receive a report on the Museums Association's activities for the year 2003-2004.

D. Annual Report of the Museums Association

To receive the Annual Report of Council for the year 2003-2004

E. Accounts of the Museums Association

To receive the accounts of the Museums Association together with the Report of the Auditors for the Financial Year 2003-2004

F. Report on financial position

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

G. Subscriptions

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

That with effect from 1 April 2005 subscription rates be increased as follows:

Rates 2005-2006

Individual members		Institutional members	
Unsalariated	£35	Expenditure less than £3,500	£35
Salary less than £12,000	£47	£3,500 – £16,500	£62
£12,000 – £19,500	£62	£16,501 – £240,000	£152
£19,501 – £27,000	£82	£240,001 – £1,500,000	£400
£27,001 – £37,750	£97	£1,500,001 – £7,630,000	£875
£37,751 – £54,000	£118	more than £7,630,000	£1165
£54,001 – £76,000	£135	Affiliated institutional	£280
Income over £76,000	£150	Corporate membership	£350
Life membership	£250	Federations, specialist groups and friends' organisations	£35
Overseas	£60	Overseas	£100

H. Auditors

To appoint Sayer Vincent as the auditors to the Museums Association 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.

I. To announce the results of the council elections

Notes to agenda Item G

1. The membership bands and rates have been increased by approximately 2.5 per cent in line with current inflation.

AGM 2003

Minutes of the Annual General Meeting of the Museums Association held on Wednesday 8 October 2003 at 0930 at Brighton Conference Centre.

A. Apologies

Apologies were received from Ian McKenzie Smith, John Hall and Mark Suggitt.

B. Minutes

The minutes of the Annual General Meeting held on Wednesday 18 September 2002 in Manchester were AGREED.

C. Museums Association 2002-2003

The director reported back on the previous year's activities.

D. Annual Report of the Museums Association

The Annual Report was formally received.

E. Accounts of the Museums Association

F. Report on financial position

Items E and F were taken together. The hon treasurer, Hilary McGowan, introduced these items. She reported that the accounts were dominated by the disposal of Clerkenwell Close. Council had agreed that £70,000 could be released from the property reserve to help meet the costs of remarketing and redecorating the property in order to attract a party interested in taking the assignment of the remaining 14-year term of the lease. The lease had been assigned to a company and there was no further financial commitment unless that company should be wound up. Council had reviewed the reserves and identified a target of £250,000. At the end of 2002/03, there was £100,000 in the operational reserve and £147,774 in the general fund which was below the target surplus but the association had an asset as it had invested in a property in an up and coming area. The association would build up the reserve to £250,000 as soon as possible.

The accounts and financial report were AGREED AND ADOPTED.

G. Subscriptions

The hon treasurer outlined the proposed increases in subscriptions, which were in line with inflation.

The new subscriptions were AGREED AND ADOPTED.

H. 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 and authorise council to fix the remuneration of the auditors.

This was AGREED and ADOPTED.

K. Results of the council elections

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

Professional councillors at large

Hilary McGowan, consultant
Brian Hayton, Kingston-upon-Hull City Council

Regional and national councillors

South East of England
Ann McMath, Reading Museum Service

North West of England
Robin Holgate, Museum of Science & Industry in Manchester

Wales
Kevin Mason, Bodelwyddan Castle Trust

Northern Ireland
Chris Bailey, Northern Ireland Museums Council

Local authority museums institutional councillors

John Commons, Manchester City Council

The president thanked the conference staff, in particular Sue Robinson and Lorraine O'Leary, for making the conference such a success.

Thanks were also extended to retiring council members Simon Townsend, Michael Houlihan, Steve Garland and Val Bott for their excellent work on behalf of the association.

Tribute was paid to Ian Robinson, a former member of the association's council and director of the National Army Museum, who had sadly died.

The meeting closed at 10.15am.



▲ Image courtesy of the Stained Glass Museum, Ely