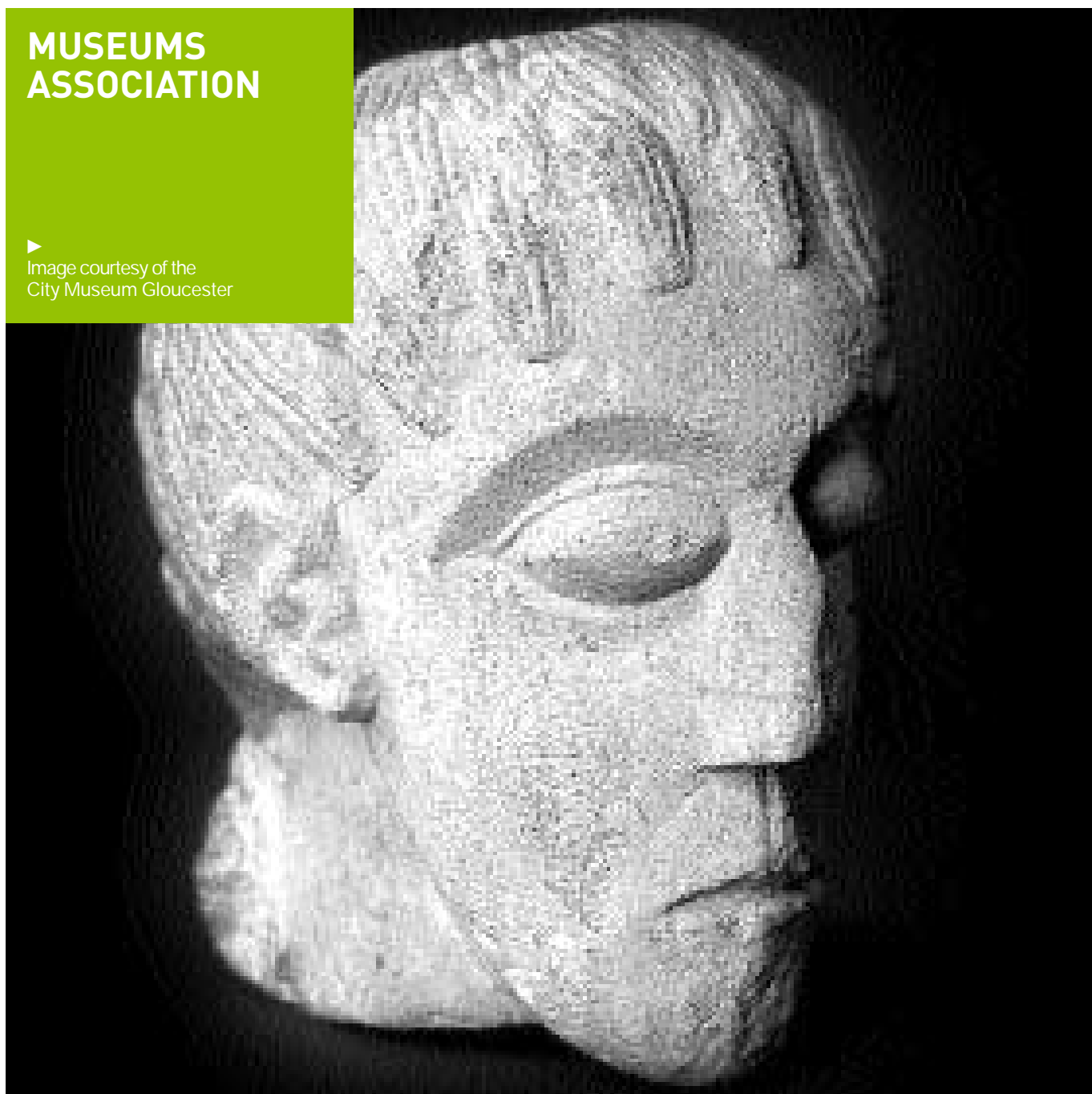


# Annual report 2002/2003

Including Notice of the  
Annual General Meeting

**MUSEUMS  
ASSOCIATION**

▶ Image courtesy of the  
City Museum Gloucester



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## Director's Introduction

In a profession where communication is everything, and interpretation and explanation are the core of each activity, how does the sector's professional body communicate, interpret and explain to its members? The association has been asking itself this question for quite some time. In the past it would have had a simple answer: an article in *Museums Journal*, an announcement at conference or a letter in the post.

But these days, this simply won't suffice, and communication with the sector is becoming an increasingly challenging area for the association. The market research that was conducted in 2001 for the five-year Forward Plan showed that we were succeeding in many areas, but highlighted the need to improve our communications – particularly with the large numbers of junior members that are joining the ranks of the profession. For them the association was perceived as being too distant, inaccessible and inessential.

So, while the association has more than doubled in size in the past ten years, developed integrated programmes for policy, events, ethics and professional development and improved its publications beyond recognition, the organisation's communication skills have not evolved at a similar pace.

This is why communication has been an essential theme of the past 12 months and will continue to dominate activities in the next few years.

The association is beginning to take a more subtle and sophisticated look at its core audience and tailor products and services to their direct needs. Too often in the past the association has been seen to have the most direct appeal to a relatively small audience of directors and key decision makers. It is time this image was overthrown. The remaining three years of the Forward Plan will be dedicated to the delivery of services throughout the sector – services that will be delivered nationwide, services that will be appropriate and necessary for members at all levels from directors to newly arrived entrants to the profession, services that will be of direct help to members in their jobs and services that will be priced at appropriate and affordable levels.

A major shift is already under way, as more of the association's activities centre around the issues which affect people's working lives: professional development, salaries, leadership and diversity in the workforce. We have also begun to re-orientate some of our information products: *Museum Practice* is now more accessible, with a major on-line archive providing a huge professional resource; the website itself has been relaunched and the events and professional development programmes will be further expanded over the next 12 months. All this has been pulled together with the development of an exciting new visual identity.

The true measure of success of all this work will be when all members, every one of you, feel that the association is working for and responding to your direct needs.

Images courtesy of  
Blackburn Museum and Art Gallery  
Coventry Watch Museum  
Natural History Museum



## Legal & 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  
Charity Team at  
Russell-Cooke  
8 Bedford Row  
London WC1R 4BX

### Auditors

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

## Council 2002/03

**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:**

Valerie Bott

Janet Dugdale

Robin McDermott

Hilary McGowan

Edmund Southworth

Virginia Tandy

**Regional Councillors:**

**East Midlands:** Sarah Levitt

**East of England:** Peter Berridge

**London:** Vicky Woollard

**North East of England:** Ian Watson

**North West:** Steve Garland

**Northern Ireland:** Michael Houlihan

**Scotland:** Steve Callaghan

**South East:** Simon Townsend

**South West:** Janet Bell

**Wales:** Kevin Mason

**West Midland:** Robin Hill

**Yorshire:** Matthew Stephens

**Institutional Councillors:**

**Local Authority:**

Cllr John Commons

Cllr David Dickinson

Cllr Marcus Johnstone

Cllr Susan Knowles

Cllr Lexie Scott

Cllr Doreen Westmoreland

Cllr Ernie White

Cllr Malcolm Wood

**Independent:**

Tony Condor

Robert Clark

Oliver Green

**National:**

Jane Carmichael

Gordon Rintoul

**University:** Nick Merriman

**Affiliated:** Mary Yule

### Councillors retiring at October 2003:

Terence Bell

Patrick Greene

Veronica Hartwich

Brian Hayton

Joanne Howdle

Reg Littleboy

Caroline Lowndes

Antony Makepeace Warne

Rita McLean

Don Price

Mike Pye

Penny Spencer

## Staff

**Marketing Officer:** William Adams

**Finance Administrator:**

Victoria Chapman

**Deputy Director:** Maurice Davies

**Information Officer:** Katie Dawson

**Prof Development Administrative**

**Assistant:** Kate Dunk

**Deputy Editor, Museums Journal:**

Sharon Heal

**Staff Writer, Museums Journal:**

Felicity Heywood

**Head of Advertising:** Stephen James

**Senior Sales Executive:**

Maria Knight

**Research & Production Editor:**

Catrina Lucas

**Head of Publications:** Jane Morris

**Events Co-Ordinator:**

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 & Administration:**

Lucie Slight

**Marketing Assistant:** Zoe Spencer

**Directors' Assistant:** Georgie Stagg

**Director:** Mark Taylor

**Professional Development & Ethics**

**Adviser:** Ratan Vaswani

**Systems Manager:** John Wellington

**Policy Officer:** Helen Wilkinson

**Head of Marketing:** Michael Wright

# Report of the Council

Images courtesy of  
Geevor Tin Mine Museum  
Harewood House  
Horniman Museum



The council of management presents its report and the audited financial statements for the year ended 31 March 2003.

Legal and administrative information set out on page 1 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 – Accounting and Reporting by Charities.

## Objects of the charity

The objects of the charitable company 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 employees in museums and galleries. The review of activities below demonstrates how the Association has worked to achieve these aims during the year.

## Organisation

The charitable company is administered by a council of management which meets quarterly. 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 manage the day-to-day operations of the charitable company.

## Investment policy

Under the memorandum and articles of association, the charitable company has the power to make any investment as the council sees fit. Investment performance is monitored monthly and formally reviewed at least once a year.

## 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 risks that could affect the charitable company, the council drew up a five-year development plan (2002-2007) focusing on identified opportunities for the development of services and income generation opportunities to fund that development. Progress against the objectives set out in the plan is monitored by the council, a report being presented to each of its quarterly meetings. The plan is also reviewed each year, the review concentrating on external and internal risks, the development of systems 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 charitable company each year to determine what buffer is needed to protect its activities during an unexpected economic downturn. The amount identified for 2003 was £250,000, or one month's unrestricted expenditure. At the end of the year 2002/2003, there was £100,000 in the Operational Reserve and £147,774 in the general fund to meet this purpose.

## Financial review

Remarketing and redecorating the Clerkenwell Close property in order to attract a party interested in taking the assignment of the remaining 14 year term of the lease and the protracted negotiations, during which time the rent and rates still had to be borne, meant the associated costs in the year were £124,909, £94,232 more than budgeted. The council agreed that £70,000 could be released from the Property Reserve to help meet these costs. The assignment of the lease to Jean Muir Ltd is now completed and there is no further financial commitment for the Association unless that company should be wound up. That risk has been assessed and is considered to be unlikely.

The contribution from all publications was up slightly from the previous year. The relaunch of Museum Practice in 2003/04 and the accompanying web-based archive is expected to result in additional income from that publication. Museums Journal met its tough advertising target and contributed £30,000 over budget.

The amount spent on management and administration was 3% of the total of the unrestricted funds expended.



## Publications

The year was very busy for the publications team, which focused on the relaunch of Museum Practice magazine, while maintaining the position of Museums Journal and starting work on the MA/MP website.

### Museums Journal

Museums Journal received its highest ever ABC (Audit Bureau of Circulation) certificate, at 6,800, up about 10 per cent. It also made its financial targets, earning £657,000 in advertising income against a target of £650,000. We continue to receive a lively postbag and plenty of ideas for articles from MA members. This suggests that the magazine is engaging its readers and continuing to stimulate debate.

### Museum Practice

The MA commissioned market research into Museum Practice in 2001/2, which identified a number of ways that MP could be improved. Although MP has consistently received good readership ratings, the number of subscribers is not as high as we might hope. As a result, MP has been completely redesigned and new editorial sections created. Its production values have increased significantly: we have moved half the magazine into colour to make it easier for readers to get a true sense of the projects being reviewed. We are making better use of pictures, seeking out new, expert writers and have redesigned the technical section at the end of the magazine to give more comprehensive information.

Museum Practice will also be supported by an online, back archive of all previous issues, going back to 1996. The project was started in the financial year 2002/3 but the launch will take place in 2003/4.

## Public affairs

A major focus of the MA's public affairs work continued to be the implementation of the Renaissance in the Regions report. Following the announcement of the funding package for the programme, the MA worked closely with Resource to advise them on various aspects of implementation. The director was a member of the panel which selected the Phase 1 hubs. The MA held a series of 3 regional meetings for members in Spring 2003 to give them the opportunity to express any concerns about the new regional structures and to ask questions of those most closely involved in the process. The MA continued to advise Resource and scrutinise its work closely, with responses to the consultation on the new Registration standard and ongoing correspondence about the future of the Designation scheme.

The MA also took forward its own policy initiatives during the year. It worked towards the launch of its proposal that governments in England, Wales, Scotland and Northern Ireland should fund a free museum visit for every child every year. It continued to plan a salary survey of the profession, with research scheduled to start in autumn 2003.

With the appointment of a new President, Jane Glaister, the MA took the opportunity to arrange a programme of advocacy meetings with politicians and opinion formers throughout the year. We met with Baroness Blackstone (then minister for the arts), the opposition spokesmen from the Liberal Democrats and the Conservatives and other MPs and peers with an interest in museums. We also arranged to hold discussions with senior staff and board members from the Heritage Lottery Fund, the Local Government Association and the National Art Collections Fund. One of the most productive meetings was with Charles Clarke, Secretary of State for Education and Skills; the Secretary of State is very open to the idea of closer involvement by museums in education and was keen to hear specific proposals. The debate has been taken forward in a series of further meetings and seminars.

The MA continued to represent the interests of the museums community in response to a diverse range of new policy initiatives. The MA prepared responses to the following major consultations:

- The Scottish Executive's consultation on an Action Plan for Scotland's museums. The Association's response stressed the need for a properly funded and properly strategic framework for the sector's development.
- The Review of the National Lottery by the Department for Culture, Media and Sport. The MA's response stressed our support for the Heritage Lottery Fund and the importance to our sector of retaining a lottery distributor with specialist expertise in this area.
- The Cabinet Office's Review of charities and the wider-not-for-profit sector. The Review included a proposal that there should be a new legal form for charities and the MA's response welcomed this proposal, which could be very beneficial for independent museums.

With the National Campaign for the Arts, we prepared manifestos for culture in Wales and Scotland ahead of the elections in May 2003. We also consulted with our members in Wales about their hopes for CyMAL, the new agency for museums, archives and libraries in Wales, and submitted their views to the advisory group overseeing the establishment of the new agency.

In autumn 2002, the Culture, Media and Sport Select Committee held enquiries into the effects of the introduction of free entry at the national museums and into tourism. The MA prepared submissions for both of these and many of its recommendations were incorporated into the Committee's report on free entry at the national museums. Concerns included the impact of the policy on the rest of the sector, especially independent museums.

The Museums Association continued to represent the museum sector on a whole range of groups and committees covering subjects as diverse as tourism and human remains. The deputy director continued as a member of the Ministerial Advisory Panel on Illicit Trade and the DCMS Working Party on Human Remains, along with Tristram Besterman, former convener of the MA Ethics Committee. He joined the English Heritage/Church of England working group on Church Archaeology and Human Remains.

The MA also provided expert advice and leadership on a number of museum sector initiatives. Further details about the most significant of these are given below.

### Opening the Doors: Increasing young peoples' access to museums

Opening the Doors, a three-year programme of work to investigate ways in which young people outside formal education can be encouraged to use museums and galleries, continued to go from strength-to-strength. All six museums directly involved ran projects and well attended seminars were held for other museums interested in this area of work.

Opening the Doors is a partnership between the MA and Artswork, a youth-arts development agency, and is managed by Suzanne Rider. The main funder is the Heritage Lottery Fund (Museums and Galleries Access Fund). Additional funding from the Lloyds TSB Foundation for England and Wales is supporting a programme of seminars, a website ([www.youngpeopleandmuseums.org.uk](http://www.youngpeopleandmuseums.org.uk) <<http://www.youngpeopleandmuseums.org.uk>>), training workshops, publications and, in 2004, a major conference on museums and young people.

The six museums and galleries involved are:

Kettle's Yard, Cambridge  
Forge Mill Needle Museum, Redditch  
Orleans House Gallery, London  
Kilmartin House, Argyll  
Leicester City Museum Service  
Bury City Museum

For the future the priority is on completing the final projects, the 2004 conference, and establishing Opening the Doors as a stand-alone charitable organisation that can sustain the work in future.

### Diversify

This is a long-term project designed to increase the accessibility of museum careers to people from ethnic minorities. It is concentrating on finding ways of encouraging people from ethnic minorities to train for museum work. During 2002/3 four individuals from African, Caribbean, Asian or Chinese backgrounds were recruited to positive-action traineeships part-funded by Resource as part of Renaissance in the Regions. A further individual was offered a positive-action bursary to take the museum studies masters course at the University of Leicester, funded by the university and the Museums Association. Two students who joined the Leicester course on bursaries in September 2001 completed it successfully.

The Museums Association/Resource positive-action traineeships are hosted by:

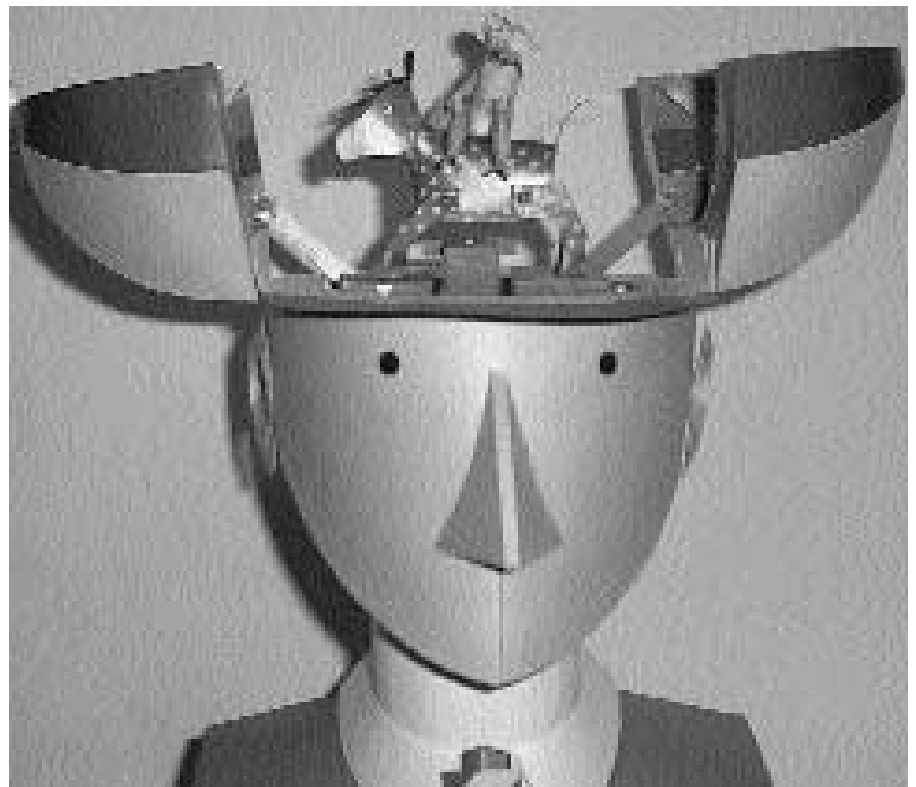
- Bristol Museums and Art Gallery in partnership with Exeter, Plymouth, Bournemouth and Poole Museum Services
- Herbert Art Gallery and Museum, Coventry
- Harris Museum and Art Gallery of Preston in partnership with Manchester City Galleries and Lancashire County Museum Service
- Wolverhampton Art Gallery

The MA has also supported positive-action traineeship at the Grange Museum, London Borough of Brent

The MA supports these traineeships and bursaries by offering a range of membership benefits and services to the individuals concerned. The MA also supports the host museums and training providers with advice and guidance. Much of this is given by Lee Fulton, a consultant who is the project manager.



Images courtesy of  
Manchester Art Gallery  
Fan Museum  
Pitt Rivers Museum, Oxford  
Toy museum, Cumberland



The MA has now set a target of supporting a total of 50 bursaries or traineeships by the end of 2006. By the end of 2002/3 we had supported a total of 15 individuals (exceeding the year end target of 12). A further 11 places were advertised in June 2003.

#### Cultural heritage and tourism exports

The director has been appointed chair of the Cultural Heritage and Tourism Group (CH&T), a committee appointed by the government to advise Trade Partners UK, the exporting arm of the Foreign and Commonwealth Office and the Department for Trade and Industry, on exporting of skills within museums, libraries, archives, the historic environment and tourism. The initiative includes the funding of a part-time post of museums, libraries and archives export adviser, based at the British Council. As part of CH&T's work the director visited India in early 2003 to look at the export potential and to meet with colleagues from Indian museums.

#### The Campaign for Learning through Museums and Galleries (clmg)

Clmg is a consortium which was formed in 1998 and initially chaired by the MA, that promotes the concept of learning in museums and galleries in learning. This year it has continued seek to persuade those with influence to understand and support museums in learning. It has done this through meeting with key figures, working with the Department for Education and Skills on projects with school and life learning and developing ideas through its thinktank, the Manifesto Group which will publish its ideas in 2003.

Towards the end of the year clmg decided to move onto the next logical stage and become an organisation solely devoted to conceiving and developing innovative and imaginative ideas for museums and learning. The MA will continue to become a key part of clmg, although the director has stood down as Chair to be replaced by David Anderson, Director of Learning and Interpretation at the Victoria and Albert Museum.

#### The Museum Prize

In common with a number of organisations which have run museum prizes, it has long been the Association's ambition to replace the myriad of prizes with one large, high profile prize. May 2003 saw these plans come to fruition with the award of the first £100,000 Gulbenkian Prize to the Galleries of Justice in Nottingham.

The Prize is administered by the Museum Prize Trust made up of the various interested bodies and supported by the MA with the Director being a trustee. The generous support of the Calouste Gulbenkian Foundation provided the largest prize in British arts and guaranteed a good deal of publicity for the museums sector. The Gulbenkian Foundation is committed to support the prize for a 4 further years so the aim is now to build the profile and prestige of the event so it brings more, much needed, recognition and publicity for British museums and galleries.

#### Membership

For the 12th successive year individual membership levels have risen. Year-on-year growth was approximately 5% (March 2003: 4790; March 2002: 4570), although individual levels peaked in February 2003 at 4,872. The MA's individual membership has now grown 25% in the last five years.

Institutional membership held steady at 618 institutions. This figure has remained constant for a period of ten years. The main absentees from institutional membership

are small, independent museums, whose focus is more naturally on organisations such as AIM. However, the Association believes it has an important role to play with all sizes of institution, and future communications over the life of the Forward Plan will address of issue of membership for smaller organisations.

Corporate membership, for suppliers and consultants, has grown over 12% in the last financial year, and over 79% in the last three years. This growth is related to the development of an interlinked series of membership benefits, the increased levels of communication with the corporate sector, the importance of the website as a vehicle for promoting this type of membership and the ability of the MA's sales department to link corporate membership with other corporate promotional activities.

#### Conference, exhibition and seminars

The first conference and exhibition to be held in Manchester for many years, proved to be a great success. Whilst not attracting the record-breaking numbers of the previous year's conference in London, the event still brought together more than 1,200 delegates and visitors over three days.

The programme of keynote and plenary sessions, workshops and debates covered a broad range of issues including the continuing development of museums and galleries, access, audiences, learning,

#### Membership

Year	Individual	Institutional	Corporate
2002-2003	4,790	618	235
2001-2002	4,570	617	209
2000-2001	4,480	601	166
1999-2000	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	-



the regional agenda, new media, cross-sectoral collaboration and marketing to name but a few.

Keynote speakers included Michael Stevenson, Joint Director of Factual Learning at the BBC, Peter Jenkinson, National Director, Creative Partnerships, Andy Martin, Head of Leisure Research, MORI, Rodney Dillon, Commissioner, Aboriginal and Straites Islander Commission and Richard West, Director, Smithsonian National Museum of the American Indian.

This year's conference also saw the second year of the exhibition's two-day programme of technical presentations. These covered areas such as insurance, showcases, open access, interactive technology, online collections, audio interpretation, guidebooks, cataloguing software and urban regeneration.

This year the MA has worked increasingly with outside bodies and experts in their field, to ensure the annual seminar programme continues to be up-to-date, wide-ranging and affordable, making it beneficial to every museum and gallery professional, regardless of status and expertise. It remains one of the most popular programmes in the MA's events calendar.

## Ethics

Following last year's launch the Code of Ethics for Museums continues to be well received and is informing collecting and other policies in many institutions that have formally adopted it as part of their constitution.

The consultative process that informed production of the Code was highly successful. A similar consultative approach has been adopted in tackling issues raised by the relationship of museums to dealers and auctioneers when museums act as venues for events such as valuation days. Work is ongoing on formulating advice that reflects consensus as revealed by responses to a draft statement of principles published in April.

The next stage in the publications programme, overseen by the Ethics Committee, is a revision of the Ethical Guidelines on Acquisition to take account of developments such as changes in the law relating to illicit trade. This document has been prepared and will be published in late 2003 or early 2004. Work on Ethical Guidelines on Using and Caring for Collections is ongoing.

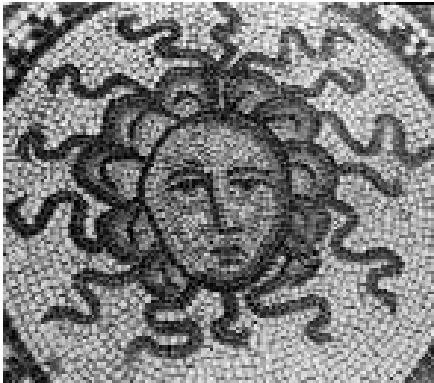
Ethical Guidance Sessions continue to run successfully across the country. A team of part-time freelance trainers has been delivering sessions for governing bodies. The cumulative total of participants in sessions of all types now stands at well over 2,500 since the programme began in late 1999.

The Ethics Committee continues to monitor developments in the fight to protect heritage worldwide and has discussed, for example, how best to support those museums dealing with problems raised by irresponsible salvage of marine archaeology. Members of the committee and the MA deputy director are closely involved with work in extending the MA's influence on ethical questions at a governmental level on the subject of human remains. The Committee has also responded to the draft of the new, proposed Registration standard. The convener of the committee, Vanessa Trevelyan, represents the Museums Association on the Registration working party.



Images courtesy of  
Britain at War Experience  
Science Museum  
Stained Glass Museum, Ely





The professional development and ethics adviser continues to deal with straightforward enquiries and to refer more complex matters to the Ethics Committee, which, as usual, has taken on an advisory role in casework.

## Professional Development

Professional Development and Ethics now operates as a single department staffed by a team of four that includes two new members of staff recruited in the spring: Caitlin Griffiths and Kate Dunk.

### Fellowship of the Museums Association

There have been further awards under the relaunched scheme. About fifty people are registered in it. FMA is working well and is widely perceived to be fair and supportive for applicants.

### Associateship of the Museums Association

The steady rise in people applying to the scheme over the past few years has now reached a plateau. There are around 600 people registered, supported by a nationwide network of around 250 mentors. This year new mentors and AMA reviewers have been recruited and developed through a series of workshops.

The MA recognises the generosity and commitment of FMA appraisers, AMA reviewers, mentors and others involved in supporting its professional development schemes. They are widely admired in this country by other professions and in the international museum community.

### CPD Workshops

Support for prospective AMAs through workshops has increased. There is now a suite that includes themes such as being a mentee and preparing for Professional Review.

### Route D to AMA and MA recognised courses

The first applicants for AMA through route D have now had their awards and have reported their great satisfaction with the combination of taught elements of university courses, work placements and projects and CPD. The number of applicants through this route remains small but a majority of the MA's recognised providers are offering Route D courses.

Museum and cultural heritage postgraduate programmes that have now become MA recognised courses include the MA in Gallery Studies at the University of Essex, the MA in Museums and Collections Management at the University of Bournemouth and additional courses that run parallel to the main programmes at the Universities of Newcastle and Leicester.

A review of the MA course recognition process remains on the agenda for the Professional Development and Equal Opportunities Committee. This will be undertaken as the picture becomes clearer surrounding the dissolution of CHNTO and the establishment of Sector Skills Councils.

Other work that the Committee has undertaken includes consideration of the MA's involvement in initiatives to develop better leaders and more culturally diverse museum workforces.

### CPD Plus

CPD Plus is a scheme for enabling those who wish to maintain their status as Associates or Fellows of the Museums Association to do so by continuing to plan their professional development in a systematic way. The scheme is launched this year to coincide with new support materials for all those involved in CPD, including a new CPD Handbook.

### 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 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 2003 was 4,790 (2002 – 4,570). Members of the council 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 council on 17 July 2003 and signed on its behalf by

Mark Taylor  
Secretary

# Independent Auditors' Report



Images courtesy of  
Bignor Roman Villa  
University of Birmingham  
Brewhouse Yard Museum  
Reading Museum Services

## To the members of The Museums Association

We have audited the financial statements of The Museums Association for the year ended 31 March 2003 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 auditor's 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 2003 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 2003

	Note	Endowment £	Restricted £	Unrestricted £	2003 Total £	2002 Total £
<b>Incoming Resources</b>						
Donations, legacies and similar incoming resources Activities in Furtherance of the Charity's Objects	2	-	263,052	49,557	<b>312,609</b>	226,913
Publications		-	-	959,649	<b>959,649</b>	945,750
Public Affairs		-	-	6,246	<b>6,246</b>	-
Conferences and Seminars		-	-	311,556	<b>311,556</b>	352,453
Membership		-	-	487,464	<b>487,464</b>	464,765
Professional Development and Ethics		-	-	37,780	<b>37,780</b>	41,094
Investment Income		16,336	2,913	7,325	<b>26,574</b>	34,104
<b>Total Incoming Resources</b>		<b>16,336</b>	<b>265,965</b>	<b>1,859,577</b>	<b>2,141,878</b>	<b>2,065,079</b>
<b>Resources Expended</b>						
Charitable Expenditure						
Publications		-	-	606,776	<b>606,776</b>	605,232
Public Affairs		-	-	235,096	<b>235,096</b>	243,815
Conferences and Seminars		-	-	286,399	<b>286,399</b>	321,930
Membership		-	-	211,659	<b>211,659</b>	182,192
Professional Development & Ethics		-	-	148,528	<b>148,528</b>	133,939
Trusts & Funded Projects		6,876	257,110	-	<b>263,986</b>	226,263
Support Costs		-	-	330,147	<b>330,147</b>	280,267
Management and Administration		-	-	65,616	<b>65,616</b>	66,218
<b>Total Resources Expended</b>	3	<b>6,876</b>	<b>257,110</b>	<b>1,884,221</b>	<b>2,148,207</b>	<b>2,059,856</b>
<b>Net (Outgoing)/Incoming Resources before Transfers</b>	4	<b>9,460</b>	<b>8,855</b>	<b>(24,644)</b>	<b>(6,329)</b>	<b>5,223</b>
<b>Transfer Between Funds</b>	-	<b>1,000</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfer to Museum Prize</b>	17	<b>-</b>	<b>(11,666)</b>	<b>-</b>	<b>(11,666)</b>	<b>-</b>
<b>Net (Outgoing)/Incoming Resources for the Year after transfers</b>		<b>9,460</b>	<b>(1,811)</b>	<b>(25,644)</b>	<b>(17,995)</b>	<b>5,223</b>
Unrealised Loss on Investment Assets		(23,009)	(12,884)	-	<b>(35,893)</b>	(8,290)
<b>Net Movement in Funds for the Year</b>		<b>(13,549)</b>	<b>(14,695)</b>	<b>(25,644)</b>	<b>(53,888)</b>	<b>(3,067)</b>
<b>Funds at 1 April 2002</b>		<b>306,640</b>	<b>254,886</b>	<b>760,240</b>	<b>1,321,766</b>	<b>1,324,833</b>
<b>Funds at 31 March 2003</b>		<b>293,091</b>	<b>240,191</b>	<b>734,596</b>	<b>1,267,878</b>	<b>1,321,766</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the financial statements.

# Balance Sheet

As at 31 March 2003

	Note	2003 £	2002 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	7	1,136,256	1,112,319
Investments	8	416,856	452,749
		<b>1,553,112</b>	1,565,068
<b>Current Assets</b>			
Stocks	9	3,597	13,749
Debtors	10	249,097	267,777
Cash at Bank and in Hand		338,663	320,644
		<b>591,357</b>	602,170
<b>Creditors: Amounts Falling Due Within One Year</b>	11	<b>398,258</b>	338,439
<b>Net Current Assets</b>		<b>193,099</b>	263,731
<b>Total Assets less Current Liabilities</b>		<b>1,746,211</b>	1,828,799
<b>Creditors: Amounts Falling Due after More than One Year</b>	12	<b>478,333</b>	507,033
<b>Net Assets</b>	14	<b>1,267,878</b>	1,321,766
<b>Funds</b>			
Endowment Funds		293,091	306,640
Restricted Funds – in surplus		256,160	254,886
Restricted Funds – in deficit	18	(15,969)	-
Unrestricted Funds			
Designated Funds		586,822	650,876
General Funds		147,774	109,364
<b>Total Funds</b>	13	<b>1,267,878</b>	1,321,766

Approved by the Council on 17 July 2003 and signed on its behalf by  
**Jane Glaister** President  
**Hilary McGowan** Treasurer

# Notes to the Financial Statements

For the Year Ended  
31 March 2003

## 1. Accounting Policies

- a) The financial statements have been prepared under the historical cost convention (except for investments which are included at revalued amounts) and in accordance with applicable accounting standards. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in October 2000).
- b) Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. Intangible income and gifts in kind are recognised as incoming resources where the provider of the service or gift has incurred a financial cost. Volunteer time is not included in the financial statements.
- c) Membership income is included on a receivable basis. Amounts relating to the future accounting periods are deferred as subscriptions in advance.
- d) Revenue grants are credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless they relate to a specific future period, in which case they are deferred.
- e) 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 together with a fair allocation of management and support costs.
- f) Unrestricted funds are donations and other incoming resources received or generated for the objects of the charity.
- g) Designated funds are unrestricted funds earmarked by the council for particular purposes.
- h) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

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 on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Publications	32%
Public Affairs	22%
Conferences and Seminars	9%
Membership	10%
Professional Development and Ethics	9%
Trusts and Funded Projects	0%
Support Costs	9%
Management and Administration	9%

Management and administration costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.

- i) Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life. The depreciation rates in use are:

Freehold Buildings	2% per annum, straight line method
Furniture and Equipment	10% per annum, reducing balance method
Website and Computers	33.33% per annum, reducing balance method

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

- j) Expenditure on fixed assets costing less than £1,000 is written off in the year in which it is incurred.
- k) Investments held as fixed assets are revalued at mid-market value at the balance sheet date. The gain or loss for each period is taken to the Statement of Financial Activities.
- 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 in the year in which they fall due.
- m) Stocks are valued at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the cost of realisation.
- n) The charitable company operates a defined benefit pension scheme. The assets of the scheme are held separately from those of the charitable company in a separate fund administered by Friends Provident Pensions Limited. The cost of providing the pension and related benefits is charged in the statement of financial activities over the employee's service lives on the basis of a constant percentage of earnings which is an estimate or regular cost (note 5). The disclosures required for this scheme under the transitional arrangements for FRS17 are included in note 18.
- o) TRUST FUNDS
  - i) which are administered by or on behalf of the Museums Association
  - ii) whose funds are held for specific purposes which are within the general purposes of the Museums Association; and
  - iii) 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

	Restricted	Unrestricted	2003 £	2002 £
DFES	230,792	-	230,792	215,005
Paul Hamlyn Foundation	-	-	-	8,900
Lloyds TSB Foundation	5,000	-	5,000	-
Others	27,260	49,557	76,817	3,008
	263,052	49,557	312,609	226,913

### 3. Total Resources Expended

	CLMG £	Export £	Lloyds TSB £	Positive Traineeships £	Benevolent Fund £	Daphne Bullard Trust £	Trevor Walden Trust £	Total Restricted Funds £	Beecroft Bequest £	Kathy Callow Trust £	Total Endowment Funds £
Staff Costs – direct ( Note 5)	-	-	-	-	-	-	-	-	-	-	-
Printing and Stationery	19,861	-	3,391	1,573	-	-	-	24,825	-	-	-
Travel and Catering	11,906	-	-	621	-	-	-	12,527	-	-	-
Production and Design	3,389	-	-	4,410	-	-	-	7,799	-	-	-
Postage and Distribution	1,451	-	-	-	-	-	-	1,451	1	-	1
Speakers and Consultants	99,645	16,500	1,310	3,500	-	-	685	121,640	-	-	-
Venue Hire and Equipment	-	-	-	-	-	-	-	-	-	-	-
Grants Made	75,000	-	-	5,865	3,500	3,000	1,500	88,865	6,375	500	6,875
Insurances	-	-	-	-	-	-	-	-	-	-	-
Office Services	-	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	-	-	-	-	-	-	-	-	-	-	-
Mortgage Interest	-	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	-	-	-	-	3	-	-	3	-	-	-
Audit Fees	-	-	-	-	-	-	-	-	-	-	-
<b>Total Resources Expended</b>	<b>211,252</b>	<b>16,500</b>	<b>4,701</b>	<b>15,969</b>	<b>3,503</b>	<b>3,000</b>	<b>2,185</b>	<b>257,110</b>	<b>6,376</b>	<b>500</b>	<b>6,876</b>

	Publications £	Public Affairs £	Conference and Seminars £	Membership £	Professional Development & Ethics £	Support £	Management and Admin- istration £	Total Unrestricted Funds £	2003 Total £	2002 Total £
Staff Costs – direct ( Note 5)	264,065	197,070	92,302	141,408	121,656	-	23,045	839,546	839,546	809,789
Printing and Stationery	168,620	2,112	8,145	19,025	4,896	-	-	202,798	227,623	247,311
Travel and Catering	18,775	14,917	75,894	4,010	17,724	-	-	131,320	143,847	144,838
Production and Design	72,697	13,284	135	22,089	583	-	-	108,788	116,587	87,321
Postage and Distribution	78,414	58	1,901	21,326	1,331	-	-	103,030	104,482	98,727
Speakers and Consultants	3,575	4,555	4,887	-	1,347	-	-	14,364	136,004	110,514
Venue Hire and Equipment	508	-	100,108	3,801	991	-	-	105,408	105,408	138,347
Grants Made	-	1,000	-	-	-	-	-	1,000	96,740	96,954
Insurances	122	2,100	3,027	-	-	6,295	-	11,544	11,544	4,059
Office Services	-	-	-	-	-	97,987	16,376	114,363	114,363	105,191
Premises	-	-	-	-	-	117,033	11,831	128,864	128,864	99,026
Depreciation	-	-	-	-	-	39,409	-	39,409	39,409	37,592
Professional Fees	-	-	-	-	-	31,306	3,170	34,476	34,476	23,156
Bank Charges	-	-	-	-	-	7,265	-	7,265	7,265	4,741
Mortgage Interest	-	-	-	-	-	28,628	-	28,628	28,628	39,421
Trustees' expenses	-	-	-	-	-	2,224	-	2,224	2,227	3,739
Audit Fees	-	-	-	-	-	-	11,19	11,194	11,194	9,130
<b>Total Resources Expended</b>	<b>606,776</b>	<b>235,096</b>	<b>286,399</b>	<b>211,659</b>	<b>148,528</b>	<b>330,147</b>	<b>65,616</b>	<b>1,884,221</b>	<b>2,148,207</b>	<b>2,059,856</b>

### 4. Net (Outgoing)/Incoming Resources for the Year

This is stated after charging/crediting:

	2003 £	2002 £
Mortgage Interest	28,628	39,421
Bank Charges	7,265	4,741
Depreciation	39,409	37,592
Council's Remuneration	Nil	Nil
Council's Reimbursed Expenses (Travel and Subsistence)	2,224	3,559
Auditors' Remuneration:		
- Audit	11,194	9,130
- Other services	579	-
Operating Lease Rentals:		
- Property	86,387	37,000
Income from Quoted Investments	17,966	15,322
Bank Interest Receivable	8,608	18,248

## 5. Staff Costs and Numbers

Staff costs were as follows:

	2003 £	2002 £
Salaries and Wages	688,741	662,651
Social Security Costs	65,137	61,723
Pension Contributions	73,719	68,527
	<b>827,597</b>	792,901
Other Staff Costs	11,949	16,888
	<b>839,546</b>	809,789
Total emoluments paid to staff were:	<b>762,460</b>	731,178

One employee received emoluments in the band £50,001 to £60,000 (2002: 1)

The employee in this band participated in the pension scheme.

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

	2003 No.	2002 No.
Publications	8	8
Public Affairs	4	4
Conferences & Seminars	2	2
Membership & Marketing	4	4
Professional Development & Ethics	3	2
Support	3	3
Management and Administration	1	1
	<b>25</b>	24

## 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 Buildings £	Furniture and Equipment £	Website & Computers £	Total £
<b>COST</b>				
At 1 April 2002	1,030,330	110,506	113,272	<b>1,254,108</b>
Additions in Year	5,250	3,415	54,681	<b>63,346</b>
At 31 March 2003	1,035,580	113,921	167,953	<b>1,317,454</b>
<b>DEPRECIATION</b>				
At 1 April 2002	14,084	64,283	63,422	<b>141,789</b>
Charge for the Year	12,881	4,637	21,891	<b>39,409</b>
At 31 March 2003	26,965	68,920	85,313	<b>181,198</b>
<b>NET BOOK VALUE</b>				
<b>At 31 March 2003</b>	<b>1,008,615</b>	<b>45,001</b>	<b>82,640</b>	<b>1,136,256</b>
At 31 March 2002	1,016,246	46,223	49,850	1,112,319

All tangible fixed assets are used for direct charitable purposes.

A ceremonial chain of office is owned by the Association but not included above as no reliable cost figure is available. The costs of obtaining a valuation are considered to be greater than the resulting benefit that would be derived from inclusion in the accounts.

## 8. Investments

### a) UK Quoted Investments

	£
At 1 April 2002	452,749
Net Loss on Revaluation at 31 March 2003	(35,893)
<b>At 31 March 2003</b>	<b>416,856</b>
<b>Historical Cost</b>	
<b>At 31 March 2003</b>	353,239
At 31 March 2002	353,239

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

	2003 £	2002 £
Schroder Charity Fixed Interest Fund	303,674	289,259
Schroder Charity Equity Funds	112,985	163,293
Other	197	197
<b>At 31 March 2002</b>	<b>416,856</b>	452,749

Funds include unrealised gains of £63,617 (2002: £99,510).

### 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.



<b>9. Stocks</b>	<b>2003</b>	<b>2002</b>
	<b>£</b>	<b>£</b>
Stock of publications	<b>3,597</b>	13,749

<b>10. Debtors</b>	<b>2003</b>	<b>2002</b>
	<b>£</b>	<b>£</b>
Trade Debtors	<b>202,264</b>	222,081
Other Debtors	<b>15,269</b>	11,488
Prepayments and Accrued Income	<b>31,564</b>	34,208
	<b>249,097</b>	267,777

<b>11. Creditors : Amounts Falling Due Within One Year</b>	<b>2003</b>	<b>2002</b>
	<b>£</b>	<b>£</b>
Bank Loan (Note 12)	<b>28,700</b>	28,700
Trade Creditors	<b>110,737</b>	85,523
Accruals	<b>19,841</b>	43,108
PAYE, Social Security and other Taxes	<b>21,404</b>	31,981
Other Creditors	<b>26,761</b>	4,833
Subscriptions in Advance	<b>190,815</b>	144,294
	<b>398,258</b>	338,439

<b>12. Creditors : Amounts Falling Due After One Year</b>	<b>2003</b>	<b>2002</b>
	<b>£</b>	<b>£</b>
Bank Loan	<b>478,333</b>	507,033
Loans		
- under one year	<b>28,700</b>	28,700
- between one and two years	<b>28,700</b>	28,700
- between two and five years	<b>86,100</b>	86,100
- in more than five years	<b>363,533</b>	392,233
	<b>507,033</b>	535,733

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 with the intention that it 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 has a charge over 24 Calvin Street in respect of this loan.

<b>13. Movements in Funds</b>					
	At 1 April	Incoming	Outgoing	Transfers	At 31 March
	2002	2002	Resources		2003
	£	£	and Unrealised	£	£
			Losses		
			£		
<b>Endowment Funds</b>					
Beecroft Bequest	291,032	15,817	(27,764)	-	<b>279,085</b>
Kathy Callow Trust	15,608	519	(2,121)	-	<b>14,006</b>
Total Endowment Funds	306,640	16,336	(29,885)	-	<b>293,091</b>
<b>Restricted Funds:</b>					
Benevolent Fund	128,839	1,213	(7,745)	-	<b>122,307</b>
clmg	48,367	229,842	(211,254)	1,000	<b>67,955</b>
Daphne Bullard Trust	44,047	2,170	(9,338)	-	<b>36,879</b>
Trevor Walden Trust	17,632	2,740	(4,487)	-	<b>15,885</b>
Lloyds TSB Grants	2,690	5,000	(4,701)	-	<b>2,989</b>
CH-NTO Grants	1,645	-	-	-	<b>1,645</b>
Positive Traineeships	-	-	(15,969)	-	<b>(15,969)</b>
Export	-	25,000	(16,500)	-	<b>8,500</b>
Museum of the Year (note 17)	11,666	-	-	(11,666)	-
Total Restricted Funds	254,886	265,965	(269,994)	(10,666)	<b>240,191</b>
<b>Unrestricted Funds:</b>					
<i>Designated Funds:</i>					
Property Reserve	70,000	-	(70,000)	-	-
Depreciation Reserve	462,886	-	(39,410)	63,346	<b>486,822</b>
Operational Reserve	93,427	-	-	6,573	<b>100,000</b>
Manual of Curatorship	20,952	-	(20,952)	-	-
Equipment Reserve	3,611	-	(3,611)	-	-
Total Designated Funds	650,876	-	(133,973)	69,919	<b>586,822</b>
<b>General Funds</b>	109,364	1,859,577	(1,750,248)	(70,919)	<b>147,774</b>
<b>Total Unrestricted Funds</b>	760,240	1,859,577	(1,884,221)	(1,000)	<b>734,596</b>
<b>Total Funds</b>	1,321,766	2,141,878	(2,184,100)	(11,666)	<b>1,267,878</b>

#### Purposes of Endowment Funds

The Beecroft Bequest originates from a legacy made in 1961. It makes 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 provides funds for conservation projects in small museums.

#### Purposes of Restricted Funds

The Benevolent Fund exists to assist financially distressed members of the association and their families.

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's director chairs the consortium and the Association administers their accounts.

The Daphne Bullard Trust promotes the conservation of dress and textiles and their display.

The Trevor Walden Trust makes grants to advance the education and professional development of members of the Association.

The Lloyds TSB grant is for the Young People in Museums project.

CH-NTO stands for Culture and Heritage National Training Organisation. CH-NTO granted these funds for the Continuing Professional Development Mentoring project.

Positive Traineeships is a programme to prepare minority-ethnic individuals for employment in the museum sector.

The Export programme is funded by Resource and Trade Partners UK to provide an advice point for export support for museums.

#### Purposes of Designated Funds

The Property Reserve was established to help meet the costs associated with the disposal of the lease of the building known as 42 Clerkenwell Close, London EC1. This has now been completed, and the reserve fully expended.

The Depreciation Reserve represents the amounts expended from the Property and Equipment Reserves on the capital works on Calvin Street and capitalisation of other fixed assets. Depreciation 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 Manual of Curatorship Reserve was established from the profits of a publication of that name and was expended to support the re-launch of Museum Practice.

The Equipment Reserve was set aside to support the rolling programme of upgrade and replacement of computers and other office equipment. The transfer out of this reserve represents assets purchased during the year which have been capitalised and transferred into the Depreciation reserve.

#### 14. Analysis of Net Assets Between Funds

	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible Fixed Assets	-	-	1,136,256	<b>1,136,256</b>
Investments	253,251	163,407	198	<b>416,856</b>
Net Current Assets	39,840	76,784	76,475	<b>193,099</b>
Liabilities over one year	-	-	(478,333)	<b>(478,333)</b>
<b>Net Assets at 31 March 2003</b>	<b>293,091</b>	<b>240,191</b>	<b>734,596</b>	<b>1,267,878</b>

#### 15. Operating Lease Commitments

The charitable company had annual commitments under operating leases relating to property expiring as follows:

	2003 £	2002 £
Less than 2 years	-	41,600

#### 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

The Association held money donated by the Calouste Gulbenkian Foundation in 2001/02 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 during the year.

#### 18. Positive Traineeships

Positive Traineeships is a programme to prepare minority-ethnic individuals for employment in the museum sector. The restricted fund is in deficit until sufficient information has been received from the participating museums about their costs incurred to enable the Association to make a grant claim to Resource.

## 19. Defined benefit pension scheme

The Association operates a defined benefit scheme in the UK. The most recent full actuarial valuation was carried out at November 2001 and updated to March 2003 by a qualified independent actuary.

Contributions are currently paid at 17.3% of pensionable pay.

The major assumptions used by the actuary were:

	At 31 March 2003	At 31 March 2002
Rate of increase in salaries	4.0%	4.5%
Rate of increase in pensions payments	2.5%	3.0%
Discount rate	5.4%	5.9%
Inflation assumption	2.5%	3.0%

The fair value of the assets in the scheme, the present value of the liabilities in the scheme and the expected return were:

	Long-term rate of return expected at 31 March 2003	Value at 31 March 2003 £'000	Long-term rate of return expected at 31 March 2002	Value at 31 March 2002 £'000
Equities	5.6%	223	6.4%	269
Bonds	3.6%	45	4.4%	39
Secure Growth	3.6%	165	4.4%	146
Other (Property, Cash, etc)	3.6%	27	4.4%	28
Total market value of assets		460		482
Present value of scheme liabilities		(662)		(549)
Deficit in the scheme		(202)		(67)

### Analysis of movement in deficit

	£'000	£'000
Deficit as at 31 March 2002		(67)
Current service costs		(83)
Contributions		60
Other finance income		
Expected return on pension scheme assets	28	
Interest on pension scheme liabilities	(35)	
Actuarial loss		(7)
Actual return less expected return on pension scheme assets	(98)	
Experience gains/losses on scheme liabilities	3	
Change in assumptions underlying PV of scheme liabilities	(10)	
		(105)

### Deficit as at 31 March 2003

**(202)**

### History of experience gains and losses

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

# Corporate Members 2001-2002

Abimelech Hainsworth  
 ABL Cultural Consulting  
 Abloy Security Ltd  
 Absolute Action Ltd  
 Acoustiguide Ltd  
 Adlib Information Systems Ltd  
 Agenda Design Associates  
 Al Camber Entertainment Ltd  
 Aivaf Ltd  
 Al-Ambia Sdn. Bhd.  
 Ancestors of Dover Limited  
 Ansaer Ltd  
 Antenna Audio  
 AOC Archaeology Group  
 Artonezero  
 Arts Team@RHWL Partnership  
 At Large  
 Atacama Ltd  
 ATOM Ltd  
 ATS Heritage  
 Audio Visual Consultants  
 Austin-Smith: Lord  
 Best Constructors Ltd  
 Bickerdike Allen & Partners  
 Big Design  
 Black Box AV Ltd  
 Blackwall Green  
 Blue Square Design  
 Bowman Solutions  
 Brakeley Ltd  
 Brennan & Whalley Limited  
 Bridgeman Art Library  
 Britannia Storage Systems Ltd  
 Bruns B.V.  
 Building Design Partnership  
 Buro Happold Consulting Engineers Ltd  
 Campbell & Co. Design Consultants  
 Campbells of Walton Street  
 Capital Project Consultancy  
 Carmichael Project Management Ltd  
 C'Art-Art Transport Ltd  
 Casson Mann Limited  
 C-Beck Ltd  
 Charles Frodsham & Co Ltd  
 Cleere Conservation Ltd  
 Click Systems Ltd  
 Codine  
 Cognitive Applications Ltd  
 Colin Bowles Ltd  
 Concord:marlin  
 Conservation by Design Ltd  
 Conservation Resources (UK) Ltd  
 Constantine Ltd  
 Crystalizations Systems Inc  
 Customworks  
 Dale Air Limited  
 Darius Wilson Associates  
 David McCabe Design  
 Davis Langdon & Everest  
 Decor & Display Contracts  
 Derek Maynard & Company  
 DJW Audio Visual  
 Dorothea Restorations Ltd  
 Drivers Jonas  
 E Abrahams & Co  
 Eastwood Cook  
 EDM Ltd

Edward Moody Design  
 Edwin Dyson & Sons Ltd  
 Electrosonic Ltd  
 Erco Lighting Ltd  
 Espro Information Technologies Ltd  
 Euronova Ltd  
 Event Communications Ltd  
 Fantastic Fabrications  
 Farrer & Co  
 Flexleigh Audioguides Ltd  
 Florian International  
 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  
 Gander & White Shipping Ltd  
 Gateway Ticketing Systems, Inc  
 Gems Display Figures Ltd  
 Glomas UK Ltd  
 Good Looking Pictures  
 Good Time Productions Ltd  
 Goppion Srl  
 GPD Exposiciones y Museos  
 Grant Leisure Group  
 Hahn Constable Ltd  
 Haley Sharpe Design Ltd  
 Hanwell Instruments Ltd  
 Harvard Consultancy Services Ltd  
 Head Office Cleaning Services Ltd  
 Headland Design Associates  
 HEDS  
 Heritage Multimedia Ltd  
 Hirst Conservation  
 Historical Promotions & Event Management  
 iBase  
 Idea Generation  
 Illuminations  
 Image Makers  
 Imagination  
 Integrated Circles Ltd  
 International Fine Art Conservation Studios Ltd  
 Ivor Heal Design Ltd  
 JANVS Group Ltd  
 Jarrold Publishing  
 Jasper Jacob Associates  
 JMD & Co  
 John Csaky Associates Ltd  
 John Hart Design Consultants  
 John Slough of London  
 John Wm Morris Associates  
 Jura Consultants  
 JVC Professional Europe Ltd  
 KE Software (UK) Ltd  
 Land Design Studio Ltd  
 Leach Colour Ltd  
 Light Projects  
 Link 51 (Storage Products) Ltd  
 Lista UK Ltd  
 Locum Destination Consulting  
 Lord Cultural Resources Planning &  
 M&G Transport & Technical Services  
 Machine Shop Special Effects  
 Manches & Co  
 Martello Media  
 Martinspeed Ltd  
 Matthews Millman Ltd  
 Media Vision  
 Metaphor  
 Mice International  
 Michael Aukett Architects  
 Minisis Inc-Europe  
 Mivan Limited  
 Mobydoc  
 Modes Users Association  
 Momart Limited  
 Motivation 81 Ltd  
 Museum Conservation Services Ltd  
 Museum Polstore  
 Museums & Galleries Marketing Ltd  
 MyTinCan Interactive Multimedia

Nationwide Exhibitions (UK) Ltd  
 Netherfield Visual Ltd  
 New Angle Multimedia Ltd  
 Northcroft  
 Nykris Digital Design Ltd  
 Objective Image Ltd  
 Objectives  
 Ocean Design & Management Ltd  
 OmniTicket Network Ltd  
 Ove Arup & Partners  
 Oxford Arch Digital Ltd  
 Oxford Exhibition Services Limited  
 Panelock Systems Ltd  
 Past Pleasures Ltd  
 Paula Bolton Collection  
 Photographic Design Studios Ltd  
 PHT Consultants  
 Piquet Ltd  
 PKF  
 PLB Consulting Ltd  
 Plowden & Smith Ltd  
 Praxis  
 Premier Moves  
 Preservation Equipment Ltd  
 Prince Research Consultants Ltd  
 Prodir Ltd  
 Profile Glass Ltd  
 Prospectus Projects Limited  
 PS Financials plc  
 Purcell Miller Tritton  
 Qualifications For Industry Ltd  
 Quick Controls Ltd  
 Rackline Systems Storage Ltd  
 Railex Systems Ltd  
 Ramplas Ltd  
 Rankins (Glass) Co Ltd  
 Rapid Exhibitions  
 Real Studios Ltd  
 Redman Design Associates  
 Reich & Petch Design Int Ltd  
 Remote Controlled Lighting Ltd  
 replicawarehouse.co.uk  
 Retail Matters  
 RFA Designers  
 RGB Post Ltd  
 Riley Dunn & Wilson Ltd  
 robin jordan associates  
 Rutherford & Wheeler  
 Rutters  
 rwdp limited  
 Sandcliff  
 Scenic Route Ltd  
 Secol Ltd  
 Secure Display Systems Ltd  
 Service Graphics  
 Simon Gillespie Studio  
 Simulacra  
 Sound Associates  
 Spiral Productions Ltd  
 Stortech Ltd  
 Sun-X UK Ltd  
 System Simulation Ltd  
 System Store Solutions Ltd  
 Talbot Designs Ltd  
 The Continuum Group  
 The Polishing Company Limited  
 The Tussauds Group Studios  
 Thermo Lignum UK Ltd  
 Tickets.Com Systems Ltd  
 Tim Pethick Design Studio  
 Time Machine Ag  
 Tomorrow's Guides Ltd  
 Tourwest Ltd  
 Trapeze Display  
 Trickett & Webb Ltd  
 Tricon Foodservice Consultants PLC  
 Turner & Townsend  
 Vernon Systems Ltd  
 Walfords  
 Westair Museum Reproductions Ltd  
 Xited Ltd  
 Ylva French Communications  
 Zombory Moldovan Moore  
 Zurich Municipal

## AMA & FMA Awards

▶  
Images courtesy of  
Dulwich Picture Gallery



### AMA

#### **Anne Bucktrout**

Senior Researcher / Editor  
National Museum of Photography  
Film and Television

#### **Caroline de Guitaut**

Loans Officer (Works of Art)  
The Royal Collection Trust

#### **John Holtby**

Assistant Regimental Secretary  
The Queen's Royal Lancers

#### **Katharine Hugh**

Curator / Education Manager  
Apsley House, the Wellington Museum

#### **Kevin Ward**

Data Editor  
Royal Air Force Museum

#### **Terry Brighton**

Assistant Curator  
The Queen's Royal Lancers

#### **Anthony Butler**

Public Services Manager  
Ipswich Museums and Galleries

#### **Michelle Petyt**

Assistant Curator of Social History  
York Castle Museum

#### **Sonja KIELTY**

Assistant Curator  
Breton Hall

#### **Katherine Phillipson**

Museum Assistant  
Forge Mill  
Needle Museum

#### **Michael Cavanagh**

Assistant Heritage Manager  
Kettering Manor House Museum

#### **Lisa Harris**

Human History Curator  
Birmingham Museum and Art Gallery

#### **Stephen Burrow**

Curator of Early Prehistory  
National Museums and Galleries of Wales

#### **Fiona Ure**

Assistant Keeper, Home and Family Life  
Snibston Discovery Park

#### **Rachel Perkins**

Collection Level Description Officer  
The Natural History Museum

#### **Poppy Hollman**

Exhibitions Officer  
Victoria and Albert Museum

#### **Rachel Moss**

Assistant Curator: Schools Programmes  
Tate Modern

#### **Arabella Smith**

Curatorial Assistant – Applied Art  
National Museums and Galleries of Wales

#### **Patty Temple**

Curator / Education Manager  
Newark Town Treasures and Art Gallery

#### **Amy Clarke**

Assistant Keeper  
William Morris Gallery

#### **Anna Siddall**

Collections Development Officer  
NEMLAC

#### **Heather Sebire**

Archaeology Officer  
Guernsey Museums and Galleries

#### **Anna Brearley**

Principal Keeper  
Grantham Museum

#### **Fiona Rosher**

Museum Manager  
Dales Countryside Museum

#### **Katina Bill**

Collections Assistant  
Kirklees Community History

#### **Claire Gresswell**

Designer  
Blue the Design Company

#### **Christopher Hellier**

Curatorial Assistant  
Museum of Farnham

#### **Tabitha Cadbury**

Research Assistant  
Museum of Archaeology  
and Anthropology  
University of Cambridge

#### **Marilyn McInnes**

Education Officer  
Chichester Cathedral

#### **Maria Smith**

Curator  
Astley Hall Museum and Art Gallery

#### **Alistair Bowden**

Durham Studies Manager  
Durham County Council

#### **John Stewart-Young**

Arts & Heritage Manager  
Dundee Contemporary Arts

#### **Neil Handley**

Curator  
British Optical Association Museum  
and Library

#### **Valerie Fairweather**

Collections Curator  
University of Stirling

#### **Emma Shepley**

Assistant Curator  
Museum of London

#### **Isabel Wilson**

Collections and Interpretations Manager  
Croyden Museum & Heritage Service

#### **Lois Oliver**

Curatorial Assistant  
National Gallery

#### **Steven Falk**

Senior Keeper of Natural History  
Warwickshire Museum

#### **Vincent Kelly**

Collections Management Officer  
Manchester City Art Gallery

#### **Anita O'Brien**

Curator  
The Cartoon Art Trust

#### **Annette Day**

Acting Curator  
Museum of London

#### **Hugh Morrison**

Registrar  
Stroud District (Cowle) Museum

#### **Helen Rawson**

Curator  
University Collections (St Andrews)

### FMA

#### **Linda Wigley**

Director  
Waikato Coalfields Museum

# Notice of the AGM

Notice is hereby given that an ANNUAL GENERAL MEETING of the Museums Association will be held on Wednesday 8 October 2003 at 0930 at the Brighton Conference Centre for the following purposes:

## A. Apologies

## B. Minute

To consider and adopt the Minutes of the last Annual General Meeting held on Wednesday 18 September 2002 at the International Convention Centre, Manchester.

## C. Museums Association 2002-2003

To receive a report on the Museums Association's activities for the year 2002-2003.

## D. Annual Report of the Museums Association

To receive the Annual Report of Council for the year 2002-2003

## E. Accounts of the Museum Association

To receive the Accounts of the Association together with the Report of the Auditors for the Financial Year 2002-2003

## 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 with 1 April 2004 subscription rates be increased as follows:

### Rates 2004-2005

Individual Members		Institutional Members	
Unsalariated	£35	Expenditure less than £3,100	£35
Salary less than £11,750	£46	£3,100 - £16,000	£60
£11,750 - £19,000	£60	£16,001 - £232,000	£148
£19,001 - £26,250	£80	£232,001 - £1,480,000	£386
£26,251 - £36,750	£95	£1,480,001 - £7,445,000	£855
£36,751 - £52,500	£115	more than £7,445,000	£1135
£52,501 - £74,000	£132	Affiliated Institutional	£275
Income over £74,000	£147	Corporate Membership	£350
Life Membership	£250	Corporate Membership	£350
		Federations, Specialist Groups and Friends Organisations	£35
Overseas	£60	Overseas	£100

## H. 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 Council to fix the remuneration of the Auditors.

## I. To announce the results of the Council Elections

### Notes to Agenda Item G

The membership bands and rates have been increased by approximately 3% in line with current inflation

# AGM 2002

## **Minutes of the Annual General Meeting of the Museums Association held on Wednesday 18 September 2002 at 1.30pm at the International Convention Centre, Manchester.**

### **A. Apologies**

No apologies were received.

### **B. Minutes**

The minutes of the Annual General Meeting held on Wednesday 31 October 2002 in London were AGREED.

### **C. Museums Association 2001-2002**

The Director reported back on the previous year's activities which had seen the introduction of cross-sectoral working which would change the way many museums operated. However, he made it clear that the Association would remain a museum body. He informed the meeting that, following extensive market research of the Association's membership, a 5-year Business Plan had been drawn-up and highlighted some of the key activities. These included the launch of a new website, the relaunching of Museum Practice and the creation of an online archive, researching workplace issues including a major salary survey, continuing the Diversify programme to encourage people from minority ethnic groups into museum work, launching a major new museum prize and increasing the number of seminars and conferences around the UK. The Association would also continue to monitor progress in the English regions following publication of the Renaissance in the Regions Report and to closely monitor the effects of devolved government on museums in Wales, Scotland and Northern Ireland.

### **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, Brian Hayton, introduced these items. He reported that the Association had made a small loss on unrestricted funds during 2001/02 due to being unable to assign the lease for Clerkenwell Close following the Association's purchase and move to Calvin Street. This would soon be remedied as a company was about to be assigned the lease.

Management and administration costs were down and Council would be taking steps to increase the Association's liquid reserves. The Association was financially strong but with members vulnerable to economic downturn and financial cutbacks, there was no room for complacency. He thanked the members for their support during his term as Hon Treasurer.

The Accounts and Financial Report were AGREED AND ADOPTED.

### **G. Subscriptions**

The Hon Treasurer outlined the proposed increases in subscriptions which, at 2%, 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 General Meeting of the Association.

This was AGREED and ADOPTED.

### **K. Results of the Council Elections**

The following results were announced by the Director. All terms for 3 years unless otherwise stated.

President (2 years)

Jane Glaister, Bradford City Council

Individual Vice-President (2 years)

Charles Saumarez Smith, National Gallery

Institutional Vice-President (2 years)

Diane Lees, Victoria & Albert Museum

### **Professional Councillors at Large**

Janet Dugdale, The Museum of Liverpool Life

Edmund Southworth, Lancashire County Museum Service

### **Professional Councillors**

London

Vicky Woollard, City University

North East

Iain Watson, Tyne & Wear Museums

East

Peter Berridge, Colchester Museums

West Midlands

Robin Hill, Worcestershire County Museum

### **Independent Museum Institutional Councillors**

Oliver Green, London's Transport Museum

Robert Clark, Bo'ness and Kinneil Railway

### **National Museum Institutional Councillor**

Gordon Rintoul, National Museums of Scotland

### **University Museum Institutional Councillor**

Nick Merriman, University College London

### **Affiliated Institutional Councillor**

Mary Yule, National Art Collections Fund

### **Local Authority Museums Institutional Councillors**

Marcus Johnstone, Lancashire County Council

Susan Knowles, Doncaster Metropolitan Borough Council

Lexie Scott, Ballymena Borough Council

Doreen Westmoreland, Newark and

Sherwood District Council

Malcolm Wood, Nottingham City Council

Ernie White, Leicestershire County Council

The retiring President thanked the Conference staff, in particular Sue Robinson, Catrina Lucas and Lorraine O'Leary, for making the Conference such a success.

Thanks were also extended to retiring Council members Rita McLean, Veronica Hartwich, Terence Bell, Patrick Greene and Reg Littleboy for their excellent work on behalf of the Association and to Nigel Holden, who was retiring as Institutional Vice President but would remain on Council for a further year. Particular thanks went to Brian Hayton for his sterling work as Honorary Treasurer and to Hilary McGowan the newly appointed Treasurer.

Finally, he welcomed the Association's new President, Jane Glaister, who thanked the retiring President for his work for the Association over the past two years. She was honoured and privileged to become the new President. The main themes of her presidency would include a serious look into salaries, career progression and leadership.

The meeting closed at 2.15pm.

**MUSEUMS  
ASSOCIATION**

▶ Image courtesy of Ulster Folk  
Transport Museum



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