

Annual report



Including notice of the
Annual General Meeting

**MUSEUMS
ASSOCIATION**

▶ Image courtesy of the
Board of Trustees of the Armouries

2004/2005

Contents

- 01 Director's introduction
- 02 Legal and administrative details
- 03 Report of the council
- 09 Independent auditors' report
- 10 Statement of financial activities
- 11 Balance sheet
- 12 Notes to the financial statements
- 18 Corporate members 2004-2005
- 19 AMA and FMA awards 2004-2005
- 20 Notice of the AGM
- 21 AGM 2004



Director's introduction

Museums and galleries in the United Kingdom have had to adapt to a range of changing conditions and expectations over the past two decades. Organisations rooted in scholarship have had to evolve to reflect the emphasis on access from government and funding bodies and the new styles of learning that have developed. Recession, cuts, lottery, changes in charges and the need to generate income have not always encouraged stability, and the momentous changes in communication and technology have had to be kept up with.

For the profession, the result has been a confusing and often conflicting sense of priorities that, in many cases, has undermined confidence and a sense of the role and purpose of museums.

But the beginnings of a restoration in the confidence of those who work in and for museums is now emerging, along with a better understanding of what museums can and should do for their visitors and the people of Britain who fund and treasure them.

The 2005 Museums Association (MA) report, *Collections for the Future*, epitomises a new-found confidence. After years of prioritising access, learning and social inclusion the museum community is realising that, important though these concepts are, they do not have to be at the expense of collections.

The report highlights the unique role collections play and the responsibilities we all have to keep them dynamic and accessible so to increase the public's engagement with them. Collections are central to what we do and the MA's key policy priority over the next few years will be to take this thinking further. We will be encouraging and enabling museums to put collections and collecting at the core of their activities and to help the profession turn all collections into assets that are accessible and that users can engage with. At the same time we need the priorities outlined in the report to be reflected in the policies and funding of the many bodies in the United Kingdom who work with museums.

Expertise is a real concern. We are not attracting the people we need to fill posts, and this must be a priority. Poor salaries are a considerable hurdle and one the MA's other initiatives in the past year is directed at this problem. The Best Practice Guidelines follow on from our 2004 salary survey *Pay in Museums* and they are the first step to encouraging museums to pay realistic wages to the people that have the skills we need to unlock our collections. This is not an area where progress can be made quickly but in the long term it is the MA's aim to raise the status of the museum worker and their salary and so retain the committed and able people we need.

Meanwhile, the retention of free entry to the national museums and the second tranche of money for Renaissance in the Regions provides the platform on which this work can continue. The challenge now, which the MA will lead, is to take this new found confidence, sense of purpose and sustained funding and ensure that we work towards putting museums in their rightful place at the centre of our cultural lives.



Mark Taylor
Director, Museums Association



Images courtesy of
Touchstones, Rochdale
Manchester Museum
Newport Museum & Heritage
Service



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
22 Friar Lane
Nottingham NG1 6DU

United Trust Bank
80 Haymarket
London SW1Y 4TE

Solicitors

Russell-Cooke Solicitors
2 Putney Hill
London SW15 6AB

Auditors

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

Council 2004/2005

President: Charles Saumarez Smith

Professional vice president:

Virginia Tandy

Institutional vice president: Lexie Scott

Hon vice president: Jane Glaister

Most recent institutional vice president: Diane Lees

Hon treasurer: Hilary McGowan

Professional councillors at large:

Janet Dugdale

Brian Hayton

Jonathan Platt

Edmund Southworth

Matthew Stephens

Regional councillors:

Scotland: Steve Callaghan

London: Vicky Woollard

East Midlands: Heather Cummins

West Midlands: Robin Hill

North East: Iain Watson

Wales: Kevin Mason

Yorshire: Guy Kilminster

South East: Ann McMath

North West: Robin Holgate

Northern Ireland: Chris Bailey

South West: Tamsin Daniel

East of England: Peter Berridge

Institutional councillors:

Local authority:

Cllr John Commons

Cllr Maguerite Henry

Cllr Marcus Johnstone

Cllr Michael Pye

Cllr Malcolm Wood

Independent:

Robert Clark

Tony Condor

Oliver Green

Richard de Peyer

National:

Paul Davis

Gordon Rintoul

University: Nick Merriman

Affiliated: Mary Uyle

Councillors retiring at October 2004:

Janet Bell

Jane Carmichael

David Dickinson

David Fleming

Nigel Holden

Susan Knowles

Sarah Levitt

Robin McDermott

Doreen Westmoreland

Staff 2004/2005

Marketing officer: William Adams

Professional development and ethics coordinator: Nikola Burdon

Professional development and ethics administrator: Jacqui Buscher

Finance administrator: Victoria Chapman

Deputy director: Maurice Davies

Information officer: Katie Dawson

Professional development coordinator: Kate Dunk

Adviser: professional issues:

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

Head of finance and administration:

Lucie Slight

Marketing coordinator: Zoe Spencer

Director's assistant: Georgie Stagg

Web editor: Patrick Steel

Director: Mark Taylor

Sales executive: Aarati Vadgama

Head of events: Ratan Vaswani

Systems manager: John Wellington

Policy officer: Helen Wilkinson

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 2005.

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 on the following pages demonstrates how the MA 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, public 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 MA.

Investment policy

By the terms of the memorandum and articles of association of the MA, the council has the 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 fixed interest funds.

Risk management

In 2000 the MA commissioned an extensive market research exercise to determine what the members perceived as its strengths and weaknesses. From this research, the council drew up a five-year development plan (2002-07) focusing on identified opportunities for the development of services and income-generating activities 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 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 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 MA each year to determine what buffer is needed to protect its activities in the event of an unexpected economic downturn. The amount identified for 2004/05 was £250,000, that is six weeks' unrestricted expenditure. At the end of the year there was £150,000 in the Operational Reserves and £41,181 in general funds to meet this purpose.

Financial review

Unrestricted income increased from £2,124,835 to £2,222,968, that is 4.6 per cent overall. The income-generating activities all exceeded the previous year with publications up 8.6 per cent, conference and events up 1.2 per cent and membership up 2.9 per cent. Income from professional development rose 67.2 per cent with the department making a contribution to the overall surplus for the first time. Unrestricted expenditure increased by 5.5 per cent overall. As a result, the charity returned a net surplus for the year on unrestricted activities of £51,818.

The grant-making trusts administered by the MA continued to benefit from the improvement in the UK stock market performance. The Beecroft Bequest made a single grant of £5,000 to assist a museum in the purchase of a work of art, the MA Benevolent Fund made a grant of £1,120 to the Trevor Walden Trust to provide financial support for members undertaking the AMA programme, the Trevor Walden Trust made grants of £1,600 directly to members undertaking the AMA programme, while the Daphne Bullard Trust made a single grant of £480 towards a textile conservation project. There were no calls on the funds held by the Kathy Callow Trust during the year. At the end of the year, the grant-making trust funds in the care of the MA had increased by £32,659 to £521,191.



Images courtesy of
Newport Museum & Art Gallery
the Sainsbury Centre for Visual Arts



Membership

Individual membership

For the 14th successive year individual membership levels have risen. Year-on-year growth was approximately 4.5 per cent (March 2004: 4,936; March 2005: 5,161). The MA's individual membership has now grown over 20 per cent in the past five years (March 2000: 4,275; March 2005: 5,161).

Institutional membership

For the first time in many years, Institutional membership numbers increased, bringing total membership to 624 institutions – an increase of just under 2 per cent (March 2004: 618 members; March 2005: 624 members). The MA will continue to target smaller, independent museums, linking the development of events and professional development programmes to their needs.

Corporate membership

Corporate membership has declined significantly over the past 12 months, falling to 215 members at the year end, a decline of just over 9 per cent (March 2004: 237 members). Research has shown that a number of suppliers and service providers are uncertain about their continued involvement in the museums, galleries and heritage sector, especially those companies whose main area of business lies in other sectors. We are currently reviewing the benefits of corporate membership and

looking to develop packages of benefits that are specifically tailored to different sizes and types of business.

Professional development

The MA continues to run its successful continuing professional development (CPD) schemes.

Associateship of the Museums Association (AMA)

This year saw a significant review and overhaul of the charging structure for the AMA and the introduction of an annual fee for those undertaking it. One of the reasons behind the introduction of the new structure is to promote a more focused approach by participants, encouraging them to complete the AMA within three years as well as allowing them to spread the cost of the AMA over a number of years. The MA has also introduced a new benefits package for participants, which includes a free subscription to Museum Practice and significant reductions to MA events, including conference. The AMA continues to be well supported by those in the profession through the work of the professional reviewers and mentors.

The MA is now better able to support its 240 mentors through the provision of mentor refresher training, enabling them to update their skills and knowledge and

share experiences. The first workshop took place in January 2005 and was well received.

Peer support for the AMA is also provided through the network of AMA support groups that cover the UK. The calendar of regional events for those undertaking the AMA has continued and expanded with the introduction of CPD surgeries to provide one-to-one advice for anyone undertaking CPD.

CPD Plus

CPD Plus now has 160 participants. Supported by regional events the CPD Plus scheme has helped to facilitate the creation of many learning sets around the country where museum professionals meet to discuss their CPD and mentor each other.

Fellowship of the Museums Association (FMA)

The past year has seen a significant increase in the number of people applying for fellowship, which included ten members of the Scottish Leadership Programme who will be coming to appraisal during 2005.

Three new FMA appraisers have been appointed: Gaby Porter, Robin Holgate and Isabel Churcher. Two long serving appraisers, Stephen Locke and Tristram Besterman have retired from the scheme and we thank them for their generous contribution over the years.

A brief review of the current FMA scheme was undertaken this year by FMA appraisers and MA staff. As a result small changes and improvements will come into effect in late 2005.

Salary work

Building on the work of the salary survey carried out in 2003 and published in 2004 the MA has produced a set of Best Practice salary guidelines for a variety of museum jobs. The work was carried out by a working party made up of MA staff and members of the professional development committee. A draft of the guidelines was published in May 2005 for a six-month consultation period. The final draft will be published in early 2006 with annually updated figures.

Membership

Year	Individual	Institutional	Corporate
2004/05	5,161	624	215
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 Board of Trustees of the Armouries the Wilberforce House Museum, Hull

Diversify

This has been another successful year for the Diversify programme that aims to increase the accessibility of museum careers to people from ethnic minorities. Thanks to funding from the Museums, Libraries and Archives Council, as part of Renaissance in the Regions, ten further individuals joined the scheme training at a variety of universities and hub museums. Five individuals completed their training during the year. Three have full-time employment in museums, one is undertaking a PhD about museums and the other is undertaking further training.

The MA increased the support it gives to individuals in the scheme and museums and universities hosting trainees. We introduced a mentoring scheme and a variety of other support mechanisms, including review days and seminars. We are working with Global Graduates to offer a structured professional development scheme for diversify participants and are working with the Arts Council London to support their Inspire scheme that is offering traineeships in national museums. Much of the recent growth of the scheme is due to the work and commitment of Lucy Shaw.

Ethics

Last year saw an increased focus on the issue of human remains in museums. The MA responded to three separate consultations on this subject; English Heritage and the Church of England's Guidelines for the Treatment of Christian Burials in Archaeological Projects, a review of the Home Office Burial Law and the consultation on the report of the Department for Culture, Media and Sport (DCMS) Working Group on Human Remains. The MA also hosted a one-day event examining the issues surrounding human remains in museum collections, as well as contributing to other events on the subject being held throughout last year. The deputy director joined a drafting group established by the DCMS to produce a Code of Practice for museums that hold collections of human remains.



The MA also contributed to the development of advice and guidance to assist museums acquiring cultural objects, enabling them to avoid illicitly traded items. The MA's deputy director chaired the working group convened by the DCMS to produce the guidelines. Due Diligence Guidelines for Collecting and Borrowing Cultural Material: Combating Illicit Trade will be published during 2005.

The publication of the Ethical Guidelines on Using and Caring for Collections is currently on hold while the need and format for such advice is being reviewed in the light of reactions to the MA report Collections for the Future. The next ethics publication will be revised Ethical Guidelines on Disposal. The guidelines will form part of a body of work being undertaken by the MA around the issue of disposal that will include the production of further practical guidance for museums on this subject.

The MA continues to provide confidential ethical advice to museums and individuals. Through workshops and events the MA continues to help those within museums to develop an awareness of ethical issues and

an understanding of how to solve ethical problems. Sessions were held throughout the UK to a wide variety of museum audiences.

This year the professional development and ethics department has welcomed two new members of staff. Nikola Burdon has taken over from Caitlin Griffiths as the professional development and ethics coordinator, and Jacqui Buscher has been appointed as the professional development and ethics administrator. Caitlin Griffiths has been appointed as the new adviser: professional issues, replacing Ratan Vaswani who is now the MA's head of events. The move ends five years of his successful development and stewardship of the MA's ethics and professional development work.

Policy

Highlights of the MA's policy and advocacy work during the year include

Collections for the Future

The MA led a major UK-wide consultation into the future of collections. The inquiry was guided by a steering group including some of the leading thinkers on collections from the UK and overseas. Two working groups met to explore particular issues in more depth, and the MA embarked on a consultation exercise looking for comments and contributions from right across the cultural sector.

The MA wanted to highlight the fact that collections have not been at the top of museums' agenda in recent years. The inquiry started from a belief that it is time to channel more energy into collections and collecting. The process aims to establish a vision for the kinds of museum collections the UK will need in the future, and to encourage changes in museums' practice now that will help to shape, support and reinvigorate collections. The MA is developing a number of proposals in more detail, and one – that museums should be encouraged to collaborate more closely, through subject

networks – has already been taken forward. Detailed research on some aspects of the collections inquiry was funded by the Esmée Fairbairn Foundation. This enabled Helen Wilkinson, the MA policy officer, to go on sabbatical for two months in order to write up the findings and compile the final report (published in June 2005). Javier Pes took over temporarily, becoming acting policy officer for January and February 2005.

Gift aid

The MA played a key role in the campaign on changes to the Gift Aid system and its implications for museums. MA staff worked with the Inland Revenue, HM Treasury and the Visitor Attractions Forum.

In December, the chancellor of the exchequer announced in the 2004 Pre-Budget Report that the government would make changes to the Gift Aid arrangements for museums and other attractions, rather than withdrawing the provision altogether as had been originally proposed. This represents a victory for the campaign. The forum that worked together on advocacy has now formed a group to coordinate discussions with the Treasury over the implementation of the changes, which require legislation. This group has also agreed

to work jointly on developing a brand identity for the new scheme, to try to improve take-up.

Spending Review

The MA continued to work with the MLA and the National Museum Directors' Conference to present English museums' case to the government in the Spending Review, SR2004. The news on the settlement for the sector, announced in December 2004 was mixed – the national museums were perhaps pleasantly surprised to get a small above-inflation increase, while the MLA was disappointed that the additional funding for Renaissance in the Regions was not sufficient to bring all six phase two hubs up to the standard of phase one hubs. (The MLA board has now made the decision to share the additional resources equitably between the six phase two regions.) Nevertheless, it is clear that museums as a whole benefited from a coordinated approach to advocacy and the MA intends to keep working with other partners through the joint advocacy group over the coming year. There are also plans to hold joint discussions with the Arts Council to ensure that museums and the arts are not perceived as competing against each other in future spending rounds.





Images courtesy of
Newport Museum & Art Gallery
the Board of Trustees of the
Armouries
the Ruskin Library, Lancaster
University

Comprehensive Performance Assessment (CPA)

The MA responded favourably to the Audit Commission's proposals to include cultural services, and hence museums, into the new arrangements for the CPA of local authorities. This will make sure that the museum service is included in a council's drive to improve. If culture and hence museums are omitted, there is a threat that often much needed investment in these services will be diverted to other council services already included in the CPA and carrying greater weight in assessments. Including museums in the assessment of local authority performance has the potential to raise the profile of museums in the eyes of elected members, chief executives and senior officers. Measuring museum performance also has the potential to provide the evidence to make the case for increased investment where this is needed, which is often the case, to identify priorities for improvement or to highlight excellence.

Politics

In the run-up to the general election, the MA held policy discussions with culture teams from the Liberal Democrats and the Conservatives, with a view to influencing their manifestos. It also took the opportunity to promote the Free Museum Visits scheme again, with the aim of securing manifesto commitments to the idea of universal museum provision for all schoolchildren. To that end the MA placed two advertisements for the scheme in The House, the magazine for members of parliament.

Further activities

In its role representing and supporting museums within the UK, the MA contributes and participates in many other organisations and activities. At the level of board member, the list for the past year includes the Campaign for Museums which administers Museums and Galleries Month, the National Campaign for the Arts, the Tourism and Heritage Export Group which encourages exporting by the cultural sector and the Museum Prize Trust which runs Britain's biggest arts prize – The Gulbenkian Prize for Museum of the Year.

Perhaps the most substantial of these involvements at board level has been the MA director's work with the new Sector Skills Council for the Creative and Cultural Industries (SSC). From very unpromising

beginnings, an organisation has been built up to work with government to provide strategic direction for workforce development. This hard work bore fruit with the granting of a licence for the new body in spring 2005. The MA will provide support and help for the new body as it develops – recently Caitlin Griffiths from the professional development department has been seconded to the SSC and the MA vice president, Jane Glaister has been appointed to the board.

The MA undertakes a wide range of other policy work and advocacy. Other highlights include:

- response to Cultural Commission consultation in Scotland, September 2004
- response to report on the Arts and Humanities Research Board's support of university museums and galleries, September 2004
- submission to the inquiry of the Education and Skills Committee into Education Outside the Classroom, October 2004.

Publications

2004-05 was a busy year for the publications department that culminated in a change of personnel on Museums Journal: Sharon Heal is the new editor and Simon Stephens has joined the team as deputy editor. This year the department will conduct readership research on Museums Journal, Museum Practice and the website, which it is hoped will inform the content and presentation of the publications.

Museums Journal

Museums Journal circulation continued to grow, showing a 1 per cent increase with an audited figure from the Audit Bureau of Circulation of 7,121. Advertising exceeded its budget of £820,000 by 6 per cent (£49,000).

In the past year reviews of temporary exhibitions were introduced, which proved popular with readers, and the comment and analysis section of the magazine was strengthened.

Museum Practice

The circulation of Museum Practice has risen steadily to just over 1,800. MA events which were directly related to subjects covered by the magazine regularly sold out, such as moving collections, live interpretation and emergency planning.

The editors of Museum Practice and Museums Journal now work closely so that the titles complement each other, in particular through linked articles.

The international coverage has been strengthened with features appearing on museum developments in the US and Australia, as well as regular reviews of new and innovative museums in Europe. This was recognised at the recent European Museum of the Year Awards 2005 when the judges called the magazine, 'probably the most progressive European journal in museological matters'. The magazine's redesign in 2003 also caught the eyes of the judges of the prestigious Magazine Design Awards 2004 who picked Museum Practice as one of the five finalists.

Website

The number of visits to the website rose from 7,000 a month to approximately 9,000 a month over the year. A user-group consisting of ten companies that use the same software as the MA was organised and this provided some useful contacts and generated good ideas for the future. The target for the next year is to improve the registration process and introduce a detailed analytics package so that we can target our users in a more focused way and provide a better service for members.

The publications team has attended numerous conferences and events in the UK and abroad over the course of the past year including: the Association of Independent Museums conference; the Local Government Association conference and the European Museum of the Year Awards.

The advertising team exhibited at Exponatec, the Museum and Heritage Show and the UKIC conference, and also visited a number of exhibitions, including Ecsite, Tile and Art Cologne.



Events

Programming

This year the MA has developed new types of events and events it has traditionally run have been organised differently. The MA now runs a wider variety of affordable events in more locations. In addition to CPD and ethics workshops, which have always been free, it now runs an Essentials programme in areas such as copyright law and funding at a cost of £50 and under, and a series of low-cost technical briefings as part of the annual exhibition. This year the MA also provided a successful programme of one-day conferences, which have been held in London, Manchester and Birmingham.

There are plans to produce earlier and more concise information on forthcoming events in 2005-06 through a proposed system of email newsletters and comprehensive leaflets.

Annual conference and exhibition

The 2004 conference was held in Edinburgh. An attractive programme of keynote speakers and concurrent sessions on a wide range of topics continues to make it the best-attended museum event in Europe. Keynote speakers included leading figures on the national and international museum scene, including Lonnie Bunch, the director of the Chicago Historical Society who gave a well received presentation on representation of African Americans in US museums.

One-day conferences

Topics covered since September 2004 include:

- the Disability Discrimination Act and provision for disabled visitors
- live interpretation
- moving museum objects
- disaster planning
- cultural diversity
- gallery text
- charitable giving to museums.

A high profile one-day conference was held in March 2005 in collaboration with the Heritage Lottery Fund that looked at the impact and the future of lottery funding for museums. The opening address was given by the Rt Hon Estelle Morris MP, then minister of state for the arts.

Essentials

The MA has continued to run and develop half-day training sessions on practical issues for museum professionals including copyright law, marketing and funding. The events department are currently exploring the development of a new session on managing volunteers.

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 2005 was 5,161 (2004 – 4,936). 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 14 July 2005 and signed on its behalf by Mark Taylor, secretary.



Images courtesy of
the Alfred East Art Gallery
the Imperial War Museum North



Independent auditors' report



Image courtesy of the Imperial War Museum North

To the members of Museums Association

We have audited the financial statements of Museums Association for the year ended 31 March 2005 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 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 2005 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 2005

	Note	Endowment £	Restricted £	Unrestricted £	2005 Total £	2004 Total £
Incoming resources						
Donations, legacies and similar incoming resources	2	150	254,625	3,250	258,025	271,758
<i>Activities in furtherance of the charity's objects</i>						
Publications		-	-	1,229,634	1,229,634	1,132,682
Events		-	-	383,947	383,947	379,165
Membership		-	-	535,498	535,498	520,236
Professional development and ethics		-	-	57,611	57,611	34,450
Public affairs		-	-	-	-	793
Investment income		11,460	2,114	13,028	26,602	29,736
Total incoming resources		11,610	256,739	2,222,968	2,491,317	2,368,820
Resources expended						
<i>Charitable expenditure</i>						
Publications		-	-	663,602	663,602	675,099
Public affairs		-	-	299,123	299,123	300,070
Events		-	-	383,468	383,468	309,272
Membership		-	-	329,248	329,248	292,771
Professional development and ethics		-	-	153,728	153,728	163,477
Trusts and funded projects		5,053	190,802	-	195,855	232,933
Support costs		-	-	284,612	284,612	264,336
Management and administration		-	-	52,505	52,505	48,000
Total resources expended	3	5,053	190,802	2,166,286	2,362,141	2,285,958
Net incoming resources before transfers	4	6,557	65,937	56,682	129,176	82,862
Transfer between funds		-	4,864	(4,864)	-	-
Net incoming resources for the year after transfers		6,557	70,801	51,818	129,176	82,862
Unrealised gain on investment assets	8	11,958	13,787	-	25,745	29,492
Net movement in funds for the year		18,515	84,588	51,818	154,921	112,354
Funds at 1 April 2004		298,347	276,831	805,054	1,380,232	1,267,878
Funds at 31 March 2005		316,862	361,419	856,872	1,535,153	1,380,232

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 2005

	Note	2005 £	2004 £
Fixed assets			
Tangible fixed assets	7	1,022,306	1,099,527
Investments	8	472,093	446,348
		1,494,399	1,545,875
Current assets			
Stocks	9	9,704	8,558
Debtors	10	345,806	330,071
Cash at bank and in hand		442,943	374,362
		798,453	712,991
Creditors: amounts falling due within one year	11	336,766	429,001
Net current assets		461,687	283,990
Total assets less current liabilities		1,956,086	1,829,865
Creditors: amounts falling due after more than one year	12	420,933	449,633
Net assets	14	1,535,153	1,380,232
Funds			
Endowment funds		316,862	298,347
Restricted funds		361,419	276,831
Unrestricted funds			
Designated funds		815,691	753,653
General funds		41,181	51,401
Total funds	13	1,535,153	1,380,232

Approved by the Council on 14 July 2005 and signed on its behalf by

Charles Saumarez Smith President

Hilary McGowan Treasurer

Notes to the financial statements

For the year ended
31 March 2005

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, membership, public affairs, 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 are:

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

Depreciation costs are allocated to support costs.

- 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 16.
- 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	2005 £	2004 £
MLA	-	205,400	3,250	208,650	154,245
Home Office	-	25,000	-	25,000	-
Esmée Fairbairn Foundation	-	7,000	-	7,000	-
DfES	-	-	-	-	58,037
NEMO	-	15,532	-	15,532	-
Others	150	1,693	-	1,843	16,976
Lloyds TSB	-	-	-	-	15,000
UK Trade and Investment	-	-	-	-	15,000
Calouste Gulbenkian	-	-	-	-	12,500
	150	254,625	3,250	258,025	271,758

3. Total resources expended

	Benevolent Fund £	Daphne Bullard Trust £	Trevor Walden Trust £	CLMG £	Export Adviser £	Lloyds TSB Young People £	Mentoring £	NEMO £	Positive Traineeships £	Esmée Fairbairn Foundation £	Total Restricted Funds £
Staff costs - direct (Note 5)	-	-	-	-	-	-	-	-	-	-	-
Printing and stationery	-	-	8	5,309	-	-	1,146	2,257	-	-	8,720
Travel and catering	15	38	15	2,740	-	-	-	368	867	767	4,810
Production and design	-	-	-	-	-	-	-	11,280	2,313	3,050	16,643
Postage and distribution	-	-	-	-	-	-	-	926	-	-	926
Speakers and consultants	-	-	-	47,267	15,000	43	-	-	15,267	1,850	79,427
Venue hire and equipment	-	-	-	-	-	11,345	-	-	-	-	11,345
Grants made	1,120	480	1,600	-	-	-	-	-	-	-	3,200
Bursaries	-	-	-	-	-	-	-	-	65,557	-	65,557
Insurances	-	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	60	114	-	-	-	-	-	-	-	-	174
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Total resources expended	1,195	632	1,623	55,316	15,000	11,388	1,146	14,831	84,004	5,667	190,802

	Publications £	Public affairs £	Events £	Membership £	Professional development and ethics £	Support £	Management and administration £	Total unrestricted funds £	Total endowment funds £	2005 Total £	2004 Total £
Staff costs – direct (Note 5)	298,537	256,729	149,700	234,357	122,876	-	25,988	1,088,187	-	1,088,187	987,867
Printing and stationery	157,254	1,973	2,380	57,126	5,062	-	3,500	227,295	-	236,015	254,326
Travel and catering	20,720	21,850	96,427	3,018	15,828	-	-	157,843	53	162,706	162,485
Production and design	102,642	17,714	3,068	8,107	70	-	-	131,601	-	148,244	159,005
Postage and distribution	82,703	28	917	12,085	20	-	-	95,753	-	96,679	103,910
Speakers and consultants	1,500	200	15,702	10,585	9,272	-	-	37,259	-	116,686	148,447
Venue hire and equipment	246	401	111,423	3,970	600	-	-	116,640	-	127,985	98,049
Grants made	-	228	-	-	-	-	-	228	5,000	8,428	33,105
Bursaries	-	-	3,851	-	-	-	-	3,851	-	69,408	48,108
Insurances	-	-	-	-	-	13,808	-	13,808	-	13,808	9,822
Office services	-	-	-	-	-	82,748	8,379	91,127	-	91,127	90,171
Premises	-	-	-	-	-	30,234	3,062	33,296	-	33,296	39,871
Depreciation	-	-	-	-	-	98,487	-	98,487	-	98,487	88,401
Professional fees	-	-	-	-	-	14,247	1,442	15,689	-	15,689	15,009
Bank charges	-	-	-	-	-	10,316	-	10,316	-	10,316	8,900
Mortgage interest	-	-	-	-	-	28,553	-	28,553	-	28,553	25,591
Trustees' expenses	-	-	-	-	-	6,219	-	6,219	-	6,393	2,316
Audit fees	-	-	-	-	-	-	10,134	10,134	-	10,134	10,575
Total resources expended	663,602	299,123	383,468	329,248	153,728	284,612	52,505	2,166,286	5,053	2,362,141	2,285,958

4. Net incoming resources for the year

This is stated after charging/crediting:

	2005 £	2004 £
Interest payable	28,553	25,591
Bank charges	2,239	2,423
Depreciation	98,487	88,401
Council's remuneration	Nil	Nil
Council's reimbursed expenses (travel and subsistence)	6,393	1,983
Auditors' remuneration:		
- Audit	10,134	10,575
- Other services	-	4,600
Income from quoted investments	12,598	12,695
Bank interest receivable	12,421	6,607

5. Staff costs and numbers

Staff costs were as follows:

	2005 £	2004 £
Salaries and wages	851,424	794,395
Social security costs	89,395	79,991
Pension contributions	123,716	101,902
	1,064,535	976,288
Other staff costs	23,652	11,579
	1,088,187	987,867
Total emoluments paid to staff were:	975,140	896,297

One employee received emoluments in the band £50,001 to £60,000 (2004: 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:

	2005 No.	2004 No.
Publications	7	8
Public affairs	4	4
Events	3	2
Membership and marketing	5	4
Professional development and ethics	3	4
Support	3	3
Management and administration	1	1
	26	26

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 2004	1,035,580	113,921	219,625	1,369,126
Additions in year	-	9,118	16,556	25,674
Disposals in year	-	-	(11,275)	(11,275)
At 31 March 2005	1,035,580	123,039	224,906	1,383,525
DEPRECIATION				
At 1 April 2004	39,427	84,984	145,188	269,599
Charge for the year	12,462	11,861	74,164	98,487
Released on disposal	-	-	(6,867)	(6,867)
At 31 March 2005	51,889	96,845	212,485	361,219
NET BOOK VALUE				
At 31 March 2005	983,691	26,194	12,421	1,022,306
At 31 March 2004	996,153	28,937	74,437	1,099,527

All tangible fixed assets are used for direct charitable purposes.

8. Investments

a) UK quoted investments

	£
At 1 April 2004	446,348
Net gain on revaluation at 31 March 2005	25,745
At 31 March 2005	472,093
Historical cost	
At 31 March 2005	353,239
At 31 March 2004	353,239

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

	2005 £	2004 £
Schroder Charity Fixed Interest Fund	257,088	304,315
Schroder Charity Equity Funds	214,808	141,836
Other	197	197
At 31 March 2005	472,093	446,348

Funds include unrealised gains of £118,854 (2004: £93,109).

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	2005	2004
	£	£
Stock of publications	9,704	8558

10. Debtors	2005	2004
	£	£
Trade debtors	180,144	234,265
Other debtors	26,289	13,801
Prepayments and accrued income	139,373	82,005
	345,806	330,071

11. Creditors: amounts falling due within one year	2005	2004
	£	£
Bank loan (Note 12)	28,700	28,700
Trade creditors	78,407	128,741
Accruals	40,093	47,847
PAYE, social security and other taxes	25,226	22,329
Other creditors	18,212	42,256
Subscriptions in advance	146,128	159,128
	336,766	429,001

12. Creditors: amounts falling due after one year	2005	2004
	£	£
Bank loan	420,933	449,633
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	306,133	334,833
	449,633	478,333

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 2004	Incoming resources	Outgoing resources	Transfers	At 31 March 2005
	£	£	£	£	£
Endowment funds					
Beecroft Bequest	282,311	22,095	(5,015)	-	299,391
Kathy Callow Trust	16,036	1,473	(38)	-	17,471
Total endowment funds	298,347	23,568	(5,053)	-	316,862
Restricted funds:					
Benevolent Fund	133,080	10,449	(1,195)	-	142,334
Daphne Bullard Trust	40,196	3,990	(632)	-	43,554
Trevor Walden Trust	16,908	3,154	(1,623)	-	18,439
CLMG	51,434	25,000	(55,669)	1,000	21,765
Export	-	15,000	(15,000)	-	-
Lloyds TSB Young People	11,388	-	(11,388)	-	-
Mentoring (CH-NTO)	1,146	-	(1,146)	-	-
NEMO	1,121	15,532	(14,478)	-	2,175
Positive Traineeships 02/04	4,279	-	(8,143)	3,864	-
Positive Traineeships 03/05	17,279	100,350	(52,165)	-	65,464
Positive Traineeships 04/06	-	90,050	(23,695)	-	66,355
Esmée Fairbairn Foundation	-	7,000	(5,667)	-	1,333
Total restricted funds	276,831	270,525	(190,801)	4,864	361,419
Unrestricted funds:					
<i>Designated funds:</i>					
Property Reserve	10,000	-	-	10,000	20,000
Depreciation Reserve	583,653	-	-	(12,462)	571,191
Operational Reserve	150,000	-	-	-	150,000
Pension Scheme Reserve	-	-	-	42,000	42,000
Equipment Reserve	10,000	-	-	22,500	32,500
Total designated funds	753,653	-	-	62,038	815,691
General funds	51,401	2,222,968	(2,166,286)	(66,902)	41,181
Total unrestricted funds	805,054	2,222,968	(2,166,286)	(4,864)	856,872
Total funds	1,380,232	2,517,061	(2,362,140)	-	1,535,153

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 Home Office, 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 was funded by the MLA and UK Trade & Investment to provide an advice point for export support for UK museums. The programme is now wound up.

The Lloyds TSB grant supported the Young People in Museums (Opening the Doors) project. The funds brought forward from the previous year were fully expended on the Opening the Doors conference.

Mentoring (CHNTO) was the residue of a grant given by the Cultural and Heritage National Training Organisation to support the Professional Development mentoring project. This fund was 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 Museums, Libraries and Archives Council to prepare minority-ethnic individuals for employment in the museum sector. There are three programmes running concurrently, two running into 2005, and the other into 2006.

The Esmée Fairbairn Foundation contributed towards the cost of research into making better use of stored collections for the Collections of the Future report. It is expected that the fund will be fully expended in 2005/06.

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 reserve on capital works on the Calvin Street property. 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 pension scheme reserve represents the amount the association has agreed to pay into the pension scheme in 2005/06 to address the deficit in the scheme assets identified at the latest valuation.

The equipment reserve is set aside to fund the rolling programme of upgrade and replacement of computers in 2005/06.

14. Analysis of net assets between funds

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	-	1,022,306	1,022,306
Investments	278,988	192,908	197	472,093
Net current assets	37,874	168,512	255,301	461,687
Liabilities over one year	-	-	(420,933)	(420,933)
Net assets at 31 March 2005	316,862	361,420	856,871	1,535,153

15. 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.

16. Defined benefit pension scheme

The association operates a defined benefit scheme in the UK. The most recent full actuarial valuation was carried out at 1 April 2004 and updated to 31 March 2005 by a qualified independent actuary. The valuation showed a deficit of £480,257 and it was agreed that the company will pay additional contributions to correct the deficit.

During the year, contributions were paid at 18.7% of pensionable pay. It was agreed with the trustees that contributions will increase to 20.5% with effect from 1 April 2005 with the company also contributing an additional £3,500 a month towards correcting the deficit.

The major assumptions used by the actuary were:

	At 31 March 2005	At 31 March 2004	At 31 March 2003
Rate of increase in salaries	4.5%	4.5%	4.0%
Rate of increase in pensions payments	3.0%	3.0%	2.5%
Discount rate	5.4%	5.5%	5.4%
Inflation assumption	3.0%	3.0%	2.5%
Loading for mortality improvements	5.0%	5.0%	0.0%

The assets in the scheme and the expected return were:

	Long-term rate of return expected at 31 March 2005	Value at 31 March 2005 £'000	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 2004	Value at 31 March 2004 £'000
Equities	4.80%	489	5.90%	370	5.60%	223
Bonds	2.80%	62	3.90%	50	3.60%	45
Secure growth	2.80%	233	3.90%	196	3.60%	165
Other (property, cash, etc)	2.80%	40	3.90%	21	3.60%	27
Total market value of assets		824		637		460
Present value of scheme liabilities		(1,144)		(915)		(662)
Deficit in the scheme		(320)		(278)		(202)

Analysis of movement in deficit

	£'000	£'000
Deficit as at 31 March 2004		(278)
Current service costs		(106)
Contributions		110
Other finance income		
Expected return on pension scheme assets	35	
Interest on pension scheme liabilities	(54)	
Actuarial loss		(19)
Actual return less expected return on pension scheme assets	26	
Experience gains/losses on scheme liabilities	(19)	
Change in assumptions underlying present value of scheme liabilities	(34)	
		(27)

Deficit as at 31 March 2005

	2005	2004	2003	2002	2001
History of experience of gains and losses					
Difference between the expected and actual return on scheme assets:					
Amount (£'000)	26	37	(98)	-	-
% of scheme asset	3%	6%	(21%)	-	-
Experience gains and losses on scheme liabilities					
Amount (£'000)	(19)	11	3	-	-
% of scheme asset	(2%)	1%	1%	-	-
Changes in assumptions underlying the present value of the scheme liabilities					
Amount (£'000)	(34)	(135)	-	-	-
% of scheme asset	(3%)	(15%)	0%	-	-
Total amount recognised in statement of total recognised gains and losses:					
Amount (£'000)	(27)	(87)	(105)	-	-
% of scheme asset	(2%)	(10%)	(16%)	-	-

Corporate members 2004-2005

- A Different View
 Abimelech Hainsworth
 ABL Cultural Consulting
 Abloy Security Ltd
 Absolute Action Ltd
 Acoustiguide Ltd
 Adlib Information Systems Ltd
 AEA Consulting
 Agenda Design Associates
 Al-Ambia Sdn Bhd
 Antenna Audio
 AOC Archaeology Group
 At Large
 ATS Heritage
 Atticmedia Ltd
 Austin-Smith: Lord
 Axa Art Services Ltd
 BAF Graphics
 Bickerdike Allen & Partners
 Big Picture Interactive
 Black Box AV Ltd
 Blackwall Green
 Blue Ant
 Blue Lagoon Design
 Bott Ltd
 Boyden & Co
 Brakeley Ltd
 Brennan & Whalley Limited
 Bridgeman Art Library
 Britannia Mounts Company
 Britannia Storage Systems Ltd
 British Museum Company Ltd
 Bruns BV
 Building Design Partnership
 CABI Bioscience
 Campbell & Co Design
 Consultants
 Capture Ltd
 C'Art-Art Transport Ltd
 Casson Mann Limited
 C-Beck Ltd
 Click Display Systems Ltd
 CLR Global Ltd
 Cognitive Applications Ltd
 Colin Williams Design Limited
 Conservation by Design Ltd
 Continuum Group
 Cragg Management Services Ltd
 Crystalizations Systems Inc
 Culturenet Cymru
 Customworks
 Dale Air Limited
 Dauphin Museum Services Limited
 David McCabe Design
 Davis Langdon
 Decor & Display Contracts
 Dexion Comino Ltd
 Dicoll Ltd
 DJ Willrich Ltd
 Drivers Jonas
 Eagle Crown Productions Ltd
 Eastwood Cook
 EBC Ltd
 EDM Ltd
 Edward Moody Design
 Edwin Dyson & Sons Ltd
 Electrosonic Ltd
 Erco Lighting Ltd
 Euronova Ltd
 Event Communications Ltd
 Farrer & Co
 Field of Vision
 Fingerprint
 Forestry Commission
 Fotoware Ltd
 Framework Ent Ltd
 Fraser Randall Productions Ltd
 Freehand Limited
 Fuji Hunt Digital Solutions
 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 Ltd
 Hahn Constable Ltd
 Haley Sharpe Design
 Hamilton Design Ltd
 Harvard Consultancy Services Ltd
 Head Office Cleaning Services Ltd
 Headland Design Associates
 Hearfirst
 Heritage Multimedia Ltd
 Hirst Conservation
 Holmes Wood Consultancy
 Houghton Kneale Design Ltd
 HSBC Insurance Brokers Ltd
 iBase
 Illuminations
 Image Makers
 Infinite Design
 Integrated Circles Ltd
 International Fine Art Conservation
 Studios Ltd
 Invicta Storage Systems Ltd
 Ivor Heal Design Ltd
 JANVS Group Ltd
 Jarrold Publishing
 Jasper Jacob Associates
 John Csaky Associates Ltd
 John Hart Design Consultants
 John Jones
 John Slough of London
 Jura Consultants
 KE Software (UK) Ltd
 Kendrick Hobbs
 Kennedy O'Callaghan Architects
 Koelnmesse GmbH
 Lab Architecture Studio
 Leach Colour Ltd
 Link 51 (Storage Products) Ltd
 Lista UK Ltd
 Locum Destination Consulting
 Loines Furnival
 Lord Cultural Resources Planning
 M&G Transport & Technical Services
 Machine Shop Exhibitions Ltd
 Manches & Co
 Martello Media
 Martinspeed Ltd
 Matthews Millman Ltd
 MBA Great Britain
 MCS Ltd
 Media Vision
 Merlyn Electronics
 Metaphor Limited
 Mike Stoane Lighting Ltd
 Mivan Limited
 Mobydoc
 Modes Users Association
 Momart Limited
 Motivation 81 Ltd
 MPower Media Limited
 Mtec International Ltd
 Multimedia Team Kestrel 3D
 Museum Polstore
 Museum Ware (Europe) Limited
 Museums & Galleries Marketing Ltd
 Netherfield Visual Ltd
 Network Global Ltd
 New Angle
 Nykris
 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
 PHT Consultants
 PKF
 PLB Consulting Ltd
 Plowden & Smith Ltd
 Praxis
 Preservation Equipment Ltd
 Prince Research Consultants Ltd
 Prodir Ltd
 Prospectus Projects Limited
 PS Financials plc
 Purcell Miller Tritton
 Qualifications For Industry Ltd
 Rackline Systems Storage Ltd
 Ramplas Ltd
 Real Studios Ltd
 Redman Design Associates
 Reich & Petch Design Int Ltd
 replicawarehouse.co.uk
 Retail Matters
 Retail Thinking
 RFA Designers
 Richard Gerald Associates
 Rick Mather Architects
 Rutherford & Wheeler
 RWDP Limited
 Scenic Route Ltd
 Schott UK Ltd
 Selux Lighting
 Service Graphics
 Setout
 Sigongtech Co Ltd
 Silver Knight Ltd
 Simulacra
 Spiral Productions Ltd
 Steensen Varming (Australia)
 Stortech Ltd
 Studio K
 Studio SP Ltd
 Sun-X UK Ltd
 Sutler Stores Ltd
 Sysco
 System Simulation Ltd
 System Store Solutions Ltd
 T H March & Co Limited
 Talbot Designs Ltd
 Thermo Lignum UK Ltd
 Third Millennium Information
 Tourwest Ltd
 Travelture Ltd
 Turner & Townsend Group
 Universal Fibre Optics
 Vernon Systems Ltd
 Vista-A Ticketmaster Product
 Westair Museum Reproductions Ltd
 Willoughby Associates Ltd
 Withers LLP
 Xited Ltd
 Zebra Square Ltd
 Zombory Moldovan Moore

AMA and FMA awards 2004-2005

►
Image courtesy of
Touchstones, Rochdale



AMA

Jayne Austin

Heritage information manager
Suffolk County Council

Ed Bartholomew

Collections manager
National Railway Museum

John Blaney

Collections manager
REME Museum of Technology

Janet Boston

Curator of decorative art
Manchester City Galleries

Julia Carver

Documentation assistant
National Museums & Galleries
of Wales

Hannah Crowdy

Keeper of local and social history
Grosvenor Museum

Carolyn Dalton

Senior museums officer (curatorial)
Doncaster Museum & Art Gallery

Chandranath Das

Curator
Himalayan Mountaineering
Institute

Kate Day

Curator (craft)
Manchester City Galleries

Gillian Ellis

Heritage manager
Selly Manor Museum

Natalie Elston

Collections documentation
assistant
National Maritime Museum

Gillian Findlay

Collections development officer
Scottish Museums Council

Melissa Gallimore

Curator of decorative art
Harewood House Trust

Ruth Gill

Head of interpretation
Historic Royal Palaces

Marilyn Greene

Curator
Hampstead Museum

Alicia Gurney

Exhibitions manager
Imperial War Museum

Lisa Harris

Collections manager
Museum of East Anglian Life

Alexandra Havelock

Keeper of artefacts
Royal Navy Submarine Museum

Alison Hembrow

Education adviser
South Wales Borderers and
Monmouthshire Regimental
Museum

Kathy Holland

Principal keeper
Lincolnshire Heritage Services

Claire Hooper

Education officer
Museum of Harlow

Meriel Jeater

Assistant curator
Museum of London

Dawn Kemp

Director of heritage
Museum of the Royal College
of Surgeons of Edinburgh

Jenny Kinnear

Fine art officer
Perth Museum and Art Gallery

Clare Lyall

Curator
Trowbridge Museum

Fiona Macalister

Preventive conservation adviser
National Trust, Cirencester

Andrew Moore

Collections manager
Touchstones Rochdale

David R Mullin

Trustee
Dean Heritage Museum Trust

Camilla Nichol

Curator of geology
Yorkshire Museum

Toni Parker

Reaching out drawing in project
manager
National Portrait Gallery

Effie Patsatzi

Heather Perry

Museum volunteer coordinator
Caerphilly County Borough
Council

Kathryn Pickles

Collections documentation
and audit assistant
National Maritime Museum

Laura Pye

Lifelong learning and outreach
officer
Lancashire County Museum
Service

Charles A Quinn

Visitor services officer
Grosvenor Museum

Michael Rowe

Collections manager
River & Rowing Museum

Vanessa Salter

Keeper of social history
Wilberforce House Museum

Madeleine Scott

Education business partnership
coordinator
Sussex Education Business
Alliance

Paula Simpson

Access and inclusion officer
Harris Museum & Art Gallery

Anna Smith

Museum project officer
Cardiff Council

Charlotte Smith

Community development officer
Museum of Science & Industry
in Manchester

Christopher Taft

Curator
British Postal Museum & Archive

Mark Tomlinson

Education and access officer
St Barbe Museum and Art Gallery

Eleanor Van Heyningen

BBC charter review programme
coordinator
Department for Culture,
Media & Sport

Lisa Vernon

Advanced practitioner
in essential skills
Highbury College

Gillian Vose

Outreach officer
Huntingdonshire Heritage
Programme

Julie Wakefield

Curator
Museum of the Museum of the
Royal Pharmaceutical Society

Dinah Winch

Senior curator
Gallery Oldham

Jenny Young

Acting curator
British Red Cross Museum &
Archive

FMA

Helen Ashby

Head of knowledge and
collections
National Railway Museum

Yolanda Courtney

Head of museums
Leicestershire Museums

Alison Carter

Senior keeper of art
Hampshire County Museums
Service

Janet Dugdale

Head of museum
Museum of Liverpool Life

Notice of the AGM

Notice is hereby given that an ANNUAL GENERAL MEETING of the Museums Association will be held on Wednesday 26 October 2005 at 1300 at the QEII Conference Centre, Westminster, London for the following purposes:

A. Apologies

B. Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Wednesday 15 September 2004 at the International Conference Centre, Edinburgh.

C. Museums Association 2004-2005

To receive a report on the Museums Association's activities for the year 2004-2005.

D. Annual Report of the Museums Association

To receive the Annual Report of Council for the year 2004-2005.

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 2004-2005.

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. Individual membership subscriptions

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

That with effect from 1 April 2006 individual member subscription rates be increased as follows:

Unsalaries	£40
Salary less than £12,500	£49
£12,500 – £20,000	£64
£20,001 – £28,000	£84
£28,001 – £39,000	£100
£39,001 – £55,000	£121
£55,001 – £78,000	£138
Income over £78,000	£155
Overseas	£65

H. Institutional membership subscriptions

To consider, and if thought fit, pass the following Ordinary Resolution (See note 2 to agenda)

That with effect from 1 April 2006 institutional member subscription rates be increased as follows:

Expenditure less than £25,000	£60
£25,001 – £125,000	£125
£125,001 – £250,000	£250
£250,001 – £750,000	£500
£750,000 – £1,500,000	£700
£1,500,000 – £5,000,000	£1,200
Expenditure over £5,000,000	£1,500
Federations, specialist groups and friends' organisations	£35
Corporate membership	£350
Overseas	£150

I. 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.

J. To announce the results of the council elections

Notes to agenda

Item G

1. The membership bands and rates have been increased in the range of 2.5% to 3% in line with current inflation. The unemployed and student rate has been increased for the first time in five years.

Item H

2. (a) This is the first review of institutional membership since 1990. Over the past 15 years, the simple process of adding inflationary price increases to the fees and bands has resulted in an unfair system with enormous band ranges. Small museums have been paying the same level of fee as institutions with over 15 times the spending power.

The new structure addresses the inequities of the old system. At the same time, the opportunity has been taken to review the range of benefits provided. The Museums Association's quarterly high-quality magazine *Museum Practice* will now become a core benefit of institutional membership, with each member receiving a range of one to five copies. In addition, the number of copies of *Museums Journal* has been increased to a maximum of five copies.

The new fee structure also reflects the increased range of benefits and services that have been developed for institutional members over the past 15 years. In that time there have been no 'real terms' price increases, only inflationary ones, and the Museums Association has made no demands on institutional members to cover the costs of a broad range of new services. Most institutional members currently receive a package of benefits and discounts in excess of their membership fee.

Membership is and will remain excellent value for money and the Museums Association is committed to adding further value to institutional membership. With this in mind, the value of additional benefits under the new scheme outweigh the additional cost of membership fees in all grades. Furthermore, the subsidy that has always been in place for the smaller institutions will be further extended to include all museums and galleries with an operating budget below £25,000

(b) Affiliated institutional membership for non-museum organisations has been simplified by putting it on the same scales as other institutional membership.

AGM 2004

Minutes of the Annual General Meeting of the Museums Association held on Wednesday 15 September 2004 at 1400 at the International Conference Centre, Edinburgh.

A. Apologies

Apologies were received from Stephen Kay.

B. Minutes

It was noted that Ian Robertson's name had been misspelt in the 2003 minutes. With this amendment the minutes of the Annual General Meeting held on Wednesday 8 October 2003 in Brighton were AGREED.

C. Museums Association 2003-2004

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 honorary treasurer, Hilary McGowan, introduced these items. She pointed out that the Museums Association's diamond jubilee conference had been held in Edinburgh in 1954 and it was fitting that the association should return to Edinburgh in 2004. The association was in a strong trading position, especially with the purchase of the office at 24 Calvin Street. The association had made over £70,000 surplus which had been allocated to the operational, property and equipment reserves. Membership figures had increased to 4,950 although corporate and institutional membership figures had remained static and research was being carried out to address this issue. Overall income was up by 14%; publications income up by 18% and conference and events income up by 21%.

The accounts and financial report were AGREED AND ADOPTED.

G. Subscriptions

The honorary treasurer outlined the proposed increases in subscriptions, which were in line with inflation with the lowest bands being frozen.

The new subscriptions were AGREED AND ADOPTED.

H. Auditors

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

This was AGREED AND ADOPTED.

I. Results of the council elections

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

President (two-year term)

Charles Saumarez Smith, director, National Gallery

Professional vice president (two-year term)

Virginia Tandy, director, Manchester City Galleries

Institutional vice president (two-year term)

Lexie Scott, Ballymena Borough Council

Professional councillors at large

Jonathan Platt, project director, City and County Museum, Lincoln

Matthew Stephens, principal keeper, Church Farm Museum, Skegness

Regional and national councillors

South West
Tamsin Daniel, Penwith District Council

East Midlands
Heather Cummins, Lincolnshire Heritage Service

Yorkshire
Guy Kilminster, Rotherham Libraries, Museums and Arts Service

Scotland
Steve Callaghan, Orkney Museums and Heritage

National museum institutional councillor

No nominations were received.

Independent museum institutional councillors

Tony Conder, chief executive, Postal Heritage Trust

Richard de Peyer, director, Macclesfield Museums Trust

Local authority museum institutional councillors

Michael Pye, Sheffield City Council

Marguerite Henry, Leicester City Council

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

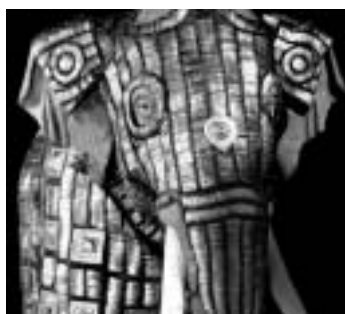
Thanks were also extended to retiring council members Janet Bell, Jane Carmichael, David Dickinson, David Fleming, Nigel Holden, Andrew Holley, Susan Knowles, Sarah Levitt, Robin McDermott, Ernie White and Doreen Westmoreland for their excellent work on behalf of the association.



▲ Image courtesy of the Ruskin Library, Lancaster University

MUSEUMS ASSOCIATION

►
Image courtesy of
the Board of Trustees
of the Armouries



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