Annual report
2003/2004

Including notice of the
Annual General Meeting

MUSEUMS
ASSOCIATION

Image courtesy of the
Roman Baths Museum, Bath
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Director’s introduction

The past 30 years have, understandably, produced a museum community that is at best philosophical about the prospects for museums and at worst in a state of despair and desperation. The gradual reductions in funding and a lack of recognition have eroded confidence and positivism. This attitude has been so prevalent that it has become almost second nature – a fact that from the outside often seems to be self-fulfilling. However over the past few years there have been considerable changes that finally give real cause for optimism and the time has come for the museum community to acknowledge the progress that has been made.

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

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

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

Mark Taylor
Director, Museums Association
Status
The organisation is a charitable company limited by guarantee, incorporated on 20 November 1930 and registered as a charity on 7 November 1962.

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

Company number
252131

Charity number
313024

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

Bankers
National Westminster
Bloomsbury, Parr’s Branch
126 High Holborn
London WC1V 6QB
Nottingham Building Society
112 Jermyn Street
London SW1Y 6LS

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

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

Council 2003/2004
President: Jane Glaister
Professional vice president: Charles Saumarez Smith
Institutional vice president: Diane Lees
Hon vice president: David Fleming
Most recent institutional vice president: Nigel Holden
Hon treasurer: Hilary McGowan

Professional councillors at large:
Janet Dugdale
Brian Hayton
Robin McDermott
Edmund Southworth
Virginia Tandy

Regional councillors:
Scotland: Steve Callaghan
London: Vicky Woollard
East Midlands: Sarah Levitt
West Midlands: Robin Hill
North East: Iain Watson
Wales: Kevin Mason
Yorkshire: Matthew Stephens
South East: Ann McMath
North West: Robin Holgate
Northern Ireland: Chris Bailey
South West: Janet Bell
East of England: Peter Berridge

Institutional councillors:
Local authority:
Cllr John Commons
Cllr David Dickinson
Cllr Marcus Johnstone
Cllr Susan Knowles
Cllr Lexie Scott
Cllr Doreen Westmoreland
Cllr Malcolm Wood

Independent:
Robert Clark
Tony Condor
Oliver Green
Andrew Holley

National:
Jane Carmichael
Gordon Rintoul

University:
Nick Merriman

Affiliated:
Mary Yule

Councillors retiring at October 2003:
Valerie Bott
Michael Houlihan
Steve Garland
Simon Townsend
Ernie White

Staff
Marketing officer: William Adams
Finance administrator: Victoria Chapman
Deputy director: Maurice Davies
Information officer: Kate Dawson
Professional development administrator: Kate Dunk
Professional development and ethics coordinator: Caitlin Griffiths
Deputy editor, Museums Journal: Sharon Heal
Senior journalist, Museums Journal: Felicity Heywood
Head of advertising: Stephen James
Senior sales executive: Maria Knight
Research and production editor: Catrina Lucas
Head of publications: Jane Morris
Events coordinator: Lorraine O’Leary
Editor, Museum Practice: Javier Pes
Membership administrator: Pamela Poynter
Events production manager: Sue Robinson
Professional development manager: Jane Seaman
Head of finance and administration: Lucie Slight
Marketing assistant: Zoe Spencer
Director’s assistant: Georgie Stagg
Web editor: Patrick Steel
Director: Mark Taylor
Professional development and ethics adviser: Ratan Vaswani
Systems manager: John Wellington
Head of marketing: Michael Wright
The trustees, who are also directors of the company for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2004.

Legal and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued in October 2000.

**Objectives of the charity**

The charitable objects of the Museums Association (MA) are to advance education in, and to foster and encourage the preservation and better understanding of, the material heritage of mankind and the environment for the public benefit by the promotion and development of museums and galleries and encouraging the involvement of the public. The charity works to establish and advance standards of professional education, qualification, training and competence of those employed in museums and galleries. The review of activities below demonstrates how the association has worked to achieve these aims during the year.

**Organisation**

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

**Investment policy**

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

**Risk management**

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

**Reserves policy**

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

**Financial review**

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

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

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

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

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

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

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

In October 2003, the MA’s public affairs committee agreed a strategy for the association’s advocacy work which identified a small number of priorities for advocacy, to be reviewed every six months. As well as the 2004 Spending Review, priorities identified for this year included influencing the review of the registration scheme, promoting designation and the Goodison Review. On registration, the MA prepared a detailed and, in parts, highly critical response to the draft new scheme and worked closely with MLA (formerly Resource) staff to ensure that the concerns of the museum community were recognised in an amended final version. On designation, the MA worked with MLA staff to explore ways that the scheme could continue under the Renaissance in the Regions umbrella.

The Goodison Review: Saving Art for the Nation was a major strand of the MA’s public affairs work in 2003/04. In his 2003 budget statement, the chancellor of the exchequer announced that there would be a review of the incentives available to enable museums to acquire works of art and culture. The review was launched in summer 2003, under the chairmanship of Nicholas Goodison. The MA submitted a detailed response to the review and worked with Treasury officials to arrange a meeting for key regional museum directors to ensure the review team heard a representative range of views.
The Goodison Review was one of a number of initiatives concerned with collections and collecting to emerge in 2003/04. The MA launched its own contribution to the debate, a major piece of research and thinking about the future of collecting and collections in UK museums. The report was finalised in 2004/05 and all MA members will be invited to contribute to an extensive programme of debate and consultation. A steering group and two working groups have been established and initial discussions have explored new ways of collecting and using collections in order to respond to the changing expectations of museum users. Can museums keep expanding their collections without undertaking large-scale programmes of disposal? How can museums keep collecting effectively? The report will offer an insight into the profession’s changing attitudes towards collections, propose some changes to practice and aim to prompt further work and debate.

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

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

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

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

The MA continued to act as the voice of the museum sector in the UK, responding to a number of consultations including reviews of the protection measures for historic ships and the way that lottery funding is distributed. The MA submitted evidence to inquiries by the Culture, Media and Sport select committee into the government’s plans for changes to the national lottery and into progress made on combating illicit trade in cultural property. MA staff gave evidence to the committee in person as part of the illicit trade inquiry in autumn 2003.

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

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

2003/04 has seen the beginnings of a government-prompted string of Sector Skills Councils that will provide strategic leadership on skills and training. The association has been heavily involved in the time consuming and complicated work of preparing a bid for the Creative and Cultural Skills Sector and it was gratifying at the end of the year to hear that the initial bid had been agreed. The coming year will see work towards establishing the new organisation with the association, representing the museum and gallery sector on the interim board, continuing to be part of this process.
Diversify
Over 25 minority-ethnic individuals have now joined the Diversify programme to train for a museum career. Everyone who has completed training in Diversify has got a job in a UK museum. Diversify graduates are now working in Glasgow, Stoke, Birmingham, Leicester and London in independent, local authority and national museums. Current participants are training at a wide range of universities from Greenwich to Newcastle and have gained work experience in museums from Bristol to Lincolnshire. Extra positive-action training opportunities have been funded by the East Midlands Museums Libraries and Archives Council and the British Museum – the first London national to offer a traineeship on the Diversify model.

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

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

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

Many of the projects have been with vulnerable and disengaged young people. The museums have greatly benefited, often in unexpected ways, from taking part in the project. For the young people the results are especially the MLA as part of Renaissance in the Regions.

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

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

Corporate membership, for suppliers and consultants, which has grown dramatically in the past four years, also remained static at 237 members. Research in the next financial year will clarify the areas in which the MA should develop its publications and events to reflect this important audience. New initiatives for display advertising, sole trader membership and events are being planned.

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

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

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

Conference also welcomed some highly distinguished keynote speakers, including Estelle Morris MP, the minister of state for the arts, Dimitrios Pandermalis, the leading...
light in the development of the New Acropolis Museum, Seddon Bennington, the chief executive officer, the Museum of New Zealand Te Papa Tongarewa, Bernard Tschumi, the award-winning architect of the Parc de La Villete and currently designing the Museum of Contemporary Art in Sao Paolo, Charles Landry, partner, Comedia and one of Europe’s leading cultural planning consultants, and Neil MacGregor, the director of the British Museum and advocate of the universal museum.

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

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

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

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

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

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

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

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

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

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

CPD Plus
The CPD Plus scheme has had a successful first year. After launches in Liverpool and Brighton in autumn, 130 candidates have registered with the scheme. Regional launches are continuing throughout the country and the second year of CPD Plus events will begin in June in Liverpool with a session focusing on peer mentoring.
CPD events
A regional calendar of events has been up and running over the past year. These events include CPD Plus workshops for those continuing with their CPD outside of the AMA framework and introduction to mentoring workshops for training new AMA mentors. The MA also runs two AMA workshops, workshop one is an introduction to CPD for candidates in their first year and those interested in joining the scheme. Workshop two includes ethical problem solving and preparing for the professional review.

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

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

In preparing those financial statements which give a true and fair view, the council should follow best practice and:
- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis

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

The council is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2004 was 4,936 (2003 – 4,790).

Members of the council have no beneficial interest in the charitable company.

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

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

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

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

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

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

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

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

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

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

Sayer Vincent
Chartered accountants & registered auditors, London
Statement of financial activities

Incorporating an income and expenditure account

For the year ended 31 March 2004

<table>
<thead>
<tr>
<th>Note</th>
<th>Endowment</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>Total</th>
<th>2003 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td></td>
<td>£</td>
</tr>
</tbody>
</table>

Incoming resources
Donations, legacies and similar incoming resources
- Publications: £1,132,682
- Conference and events: £379,165
- Membership: £520,236
- Professional development and ethics: £34,450
- Public affairs: £793
- Investment income: £231,639

Activities in furtherance of the charity's objects
- Publications: £675,099
- Public affairs: £300,070
- Conference and events: £309,272
- Membership: £292,771
- Professional development and ethics: £163,477
- Trusts and funded projects: £20,868
- Management and administration: £48,000

Total incoming resources: £2,368,820

Resources expended
Charitable expenditure
- Publications: £675,099
- Public affairs: £300,070
- Conference and events: £309,272
- Membership: £292,771
- Professional development and ethics: £163,477
- Support costs: £264,336
- Management and administration: £48,000

Total resources expended: £2,285,958

Net incoming/(outgoing) resources before transfers
- 2004: (£5,222)
- 2003: 82,862

Transfer between funds
- 2004: 1,352
- 2003: (1,352)

Transfer to museum prize
- 2004: -
- 2003: -

Net incoming/(outgoing) resources for the year after transfers
- 2004: 82,862
- 2003: (6,329)

Unrealised gain on investment assets
- 2004: 13,778
- 2003: 15,714

Net movement in funds for the year
- 2004: 299,347
- 2003: 276,831

Funds at 1 April 2003
- 2004: 293,091
- 2003: 240,191

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. Movements in funds are disclosed in Note 13 to the financial statements.
### Balance Sheet

**As at 31 March 2004**

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

Approved by the Council on 8 July 2004 and signed on its behalf by Jane Glaister President Hilary McGowan Treasurer
Notes to the financial statements
For the year ended 31 March 2004

1. Accounting policies

a) The financial statements have been prepared under the historical cost convention except for investments which are included at market value. The statements have been prepared in accordance with the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities published in October 2000, the Companies Act 1985 and applicable accounting standards.

b) The charity is a company limited by guarantee. The members of the company are the individuals and institutions in membership of the association. In the event of the charity being wound up, the liability in respect of guarantee is limited to £1 per member of the charity.

c) General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

d) Restricted and endowment funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

e) Incoming resources are included in the statement of financial activities (SOFA) when receivable.

f) Membership income is included on a receivable basis with amounts relating to future accounting periods deferred as subscriptions in advance.

g) Investment income and gains are allocated to the appropriate fund.

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

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned equally to the activities publications, public affairs, conference and events, professional development and ethics, and management and administration.

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

j) Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life. The depreciation rates in use in the previous year were:

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

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

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

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

Depreciation costs are allocated to support costs.

k) Investments held as fixed assets are included at mid-market value at the balance sheet date. The gain or loss for each period is taken to the statement of financial activities on a straight line basis over the length of the lease.

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. Unrealised gains are shown in note 8a.

m) Stock consists of copies of the current yearbook and is valued at the lower of cost and net realisable value. Cost is the actual cost of producing the yearbook. Net realisable value is the price at which the stock can be sold in the normal course of business.

n) The charity operates a defined benefit pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered scheme. The pension cost charge represents contributions and related insurances payable under the scheme by the charity to the fund. Additional information on the scheme is included in note 18.

o) Trust funds are funds:

- which are administered by or on behalf of the Museums Association;
- whose funds are held for specific purposes which are within the general purposes of the Museums Association; or
- which are subject to a substantial degree of influence by the Museums Association, are treated as branches and accounted for as part of the Museums Association.

2. Donations, legacies and similar incoming resources

<table>
<thead>
<tr>
<th></th>
<th>Endowment</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLA</td>
<td>-</td>
<td>129,405</td>
<td>24,840</td>
<td>154,245</td>
<td>-</td>
</tr>
<tr>
<td>DfES</td>
<td>-</td>
<td>58,037</td>
<td>-</td>
<td>58,037</td>
<td>230,792</td>
</tr>
<tr>
<td>Others</td>
<td>537</td>
<td>12,107</td>
<td>4,332</td>
<td>16,976</td>
<td>61,817</td>
</tr>
<tr>
<td>Lloyds TSB</td>
<td>-</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
<td>5,000</td>
</tr>
<tr>
<td>UK Trade and Investment</td>
<td>-</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Calouste Gubenkiian</td>
<td>-</td>
<td>12,500</td>
<td>-</td>
<td>12,500</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>537</td>
<td>229,549</td>
<td>41,672</td>
<td>271,758</td>
<td>312,609</td>
</tr>
</tbody>
</table>
### 3. Total resources expended

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs – direct (Note 5)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Printing and stationery</td>
<td>67</td>
<td>38</td>
<td>5,128</td>
<td>1,047</td>
<td>499</td>
<td>499</td>
<td>-</td>
<td>-</td>
<td>91</td>
<td>1,266</td>
<td>6,806</td>
</tr>
<tr>
<td>Production and design</td>
<td>-</td>
<td>-</td>
<td>300</td>
<td>-</td>
<td>25</td>
<td>5,859</td>
<td>-</td>
<td>-</td>
<td>5,174</td>
<td>-</td>
<td>11,358</td>
</tr>
<tr>
<td>Postage and distribution</td>
<td>-</td>
<td>-</td>
<td>537</td>
<td>-</td>
<td>-</td>
<td>567</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,104</td>
</tr>
<tr>
<td>Speakers and consultants</td>
<td>-</td>
<td>-</td>
<td>74,314</td>
<td>30,000</td>
<td>2,700</td>
<td>1,935</td>
<td>3,640</td>
<td>-</td>
<td>9,356</td>
<td>-</td>
<td>121,945</td>
</tr>
<tr>
<td>Venue hire and equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,629</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>237</td>
<td>-</td>
<td>3,066</td>
</tr>
<tr>
<td>Grants made</td>
<td>1,700</td>
<td>-</td>
<td>10,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bursaries</td>
<td>450</td>
<td>-</td>
<td>1,460</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27,840</td>
<td>18,358</td>
<td>48,108</td>
</tr>
<tr>
<td>Insurances</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Office services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Premises</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Professional fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bank charges</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mortgage interest</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26,502</td>
<td>227,269</td>
<td>143,847</td>
</tr>
<tr>
<td>Trustees' expenses</td>
<td>333</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>333</td>
<td>-</td>
</tr>
<tr>
<td>Audit fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total resources expended</td>
<td>850</td>
<td>1,738</td>
<td>1,460</td>
<td>95,410</td>
<td>30,000</td>
<td>6,601</td>
<td>499</td>
<td>9,628</td>
<td>32,983</td>
<td>32,896</td>
<td>212,065</td>
</tr>
</tbody>
</table>

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

This is stated after charging/crediting:

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

Staff costs were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>£794,395</td>
<td>£688,741</td>
</tr>
<tr>
<td>Social security costs</td>
<td>£79,991</td>
<td>£65,137</td>
</tr>
<tr>
<td>Pension contributions</td>
<td>£101,902</td>
<td>£73,719</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£976,288</td>
<td>£827,597</td>
</tr>
</tbody>
</table>

Other staff costs were:

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£11,579</td>
<td>£12,204</td>
</tr>
<tr>
<td><strong>Total emoluments paid to staff</strong></td>
<td>£987,867</td>
<td>£839,801</td>
</tr>
</tbody>
</table>

One employee received emoluments in the band £50,001 to £60,000 (2003: 1)
The employee in this band participated in the pension scheme, contributions paid on behalf of the employee total £8,160.

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

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Public affairs</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Conference and events</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Membership and marketing</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Professional development and ethics</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Support</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Management and administration</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26</td>
<td>25</td>
</tr>
</tbody>
</table>

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

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

All tangible fixed assets are used for direct charitable purposes.

8. Investments

a) UK quoted investments

<table>
<thead>
<tr>
<th></th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 April 2003</td>
<td>416,856</td>
</tr>
<tr>
<td>Net gain on revaluation at 31 March 2004</td>
<td>29,492</td>
</tr>
<tr>
<td>At 31 March 2004</td>
<td>446,348</td>
</tr>
</tbody>
</table>

Historical cost

<table>
<thead>
<tr>
<th></th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 March 2004</td>
<td>353,239</td>
</tr>
<tr>
<td>At 31 March 2003</td>
<td>353,239</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schroder Charity Fixed Interest Fund</td>
<td>£304,315</td>
<td>£303,674</td>
</tr>
<tr>
<td>Schroder Charity Equity Fund</td>
<td>£141,836</td>
<td>£112,985</td>
</tr>
<tr>
<td>Other</td>
<td>£197</td>
<td>£197</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£446,348</td>
<td>£416,856</td>
</tr>
</tbody>
</table>

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

b) Investment in subsidiary

| Shares in subsidiary at cost | 2 |

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

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Stock of publications</td>
<td>8,558</td>
<td>3,597</td>
</tr>
</tbody>
</table>

10. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Trade debtors</td>
<td>234,265</td>
<td>202,264</td>
</tr>
<tr>
<td>Other debtors</td>
<td>13,801</td>
<td>15,269</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>82,005</td>
<td>31,564</td>
</tr>
<tr>
<td></td>
<td>330,071</td>
<td>249,097</td>
</tr>
</tbody>
</table>

11. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Bank loan (Note 12)</td>
<td>28,700</td>
<td>28,700</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>128,741</td>
<td>110,737</td>
</tr>
<tr>
<td>Accruals</td>
<td>47,847</td>
<td>19,841</td>
</tr>
<tr>
<td>PAYE, social security and other taxes</td>
<td>22,329</td>
<td>21,404</td>
</tr>
<tr>
<td>Other creditors</td>
<td>42,256</td>
<td>26,761</td>
</tr>
<tr>
<td>Subscriptions in advance</td>
<td>159,128</td>
<td>190,815</td>
</tr>
<tr>
<td></td>
<td>429,001</td>
<td>398,258</td>
</tr>
</tbody>
</table>

12. Creditors: amounts falling due after one year

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Bank loan</td>
<td>449,633</td>
<td>478,333</td>
</tr>
<tr>
<td>Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- under one year</td>
<td>28,700</td>
<td>28,700</td>
</tr>
<tr>
<td>- between one and two years</td>
<td>28,700</td>
<td>28,700</td>
</tr>
<tr>
<td>- between two and five years</td>
<td>86,100</td>
<td>86,100</td>
</tr>
<tr>
<td>- in more than five years</td>
<td>334,833</td>
<td>363,533</td>
</tr>
<tr>
<td></td>
<td>478,333</td>
<td>507,033</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>At 1 April 2004</th>
<th>Income resources</th>
<th>Outgoing resources</th>
<th>Transfers</th>
<th>At 31 March 2004</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beecroft bequest</td>
<td>279,085</td>
<td>23,884</td>
<td>(20,658)</td>
<td>-</td>
<td>282,311</td>
<td></td>
</tr>
<tr>
<td>Kathy Callow Trust</td>
<td>14,006</td>
<td>2,240</td>
<td>(210)</td>
<td>-</td>
<td>16,036</td>
<td></td>
</tr>
<tr>
<td>Total endowment funds</td>
<td>293,091</td>
<td>26,124</td>
<td>(20,868)</td>
<td>-</td>
<td>298,347</td>
<td></td>
</tr>
</tbody>
</table>

Restricted funds:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Benevolent Fund</td>
<td>122,307</td>
<td>11,623</td>
<td>(850)</td>
<td>-</td>
</tr>
<tr>
<td>Daphne Bullard Trust</td>
<td>36,879</td>
<td>5,055</td>
<td>(1,738)</td>
<td>-</td>
</tr>
<tr>
<td>Trevor Walden Trust</td>
<td>15,885</td>
<td>2,463</td>
<td>(1,460)</td>
<td>-</td>
</tr>
<tr>
<td>clmg</td>
<td>76,455</td>
<td>69,038</td>
<td>(95,411)</td>
<td>1,352</td>
</tr>
<tr>
<td>Export</td>
<td>60,000</td>
<td>60,000</td>
<td>(60,000)</td>
<td>-</td>
</tr>
<tr>
<td>Lloyds TSB Young People</td>
<td>2,996</td>
<td>15,000</td>
<td>(6,601)</td>
<td>-</td>
</tr>
<tr>
<td>Mentoring (CHNTS)</td>
<td>1,645</td>
<td>-</td>
<td>(499)</td>
<td>-</td>
</tr>
<tr>
<td>NEMO</td>
<td>10,749</td>
<td>9,628</td>
<td>(9,628)</td>
<td>-</td>
</tr>
<tr>
<td>Positive Traineeships 02/04</td>
<td>15,969</td>
<td>53,230</td>
<td>(32,982)</td>
<td>-</td>
</tr>
<tr>
<td>Positive Traineeships 03/05</td>
<td>-</td>
<td>50,175</td>
<td>(32,982)</td>
<td>-</td>
</tr>
<tr>
<td>Total restricted funds</td>
<td>240,191</td>
<td>247,353</td>
<td>(212,065)</td>
<td>1,352</td>
</tr>
</tbody>
</table>

Unrestricted funds:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Property reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation reserve</td>
<td>486,822</td>
<td>-</td>
<td>(96,831)</td>
<td>583,653</td>
</tr>
<tr>
<td>Operational reserve</td>
<td>100,000</td>
<td>-</td>
<td>(50,000)</td>
<td>150,000</td>
</tr>
<tr>
<td>Equipment reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Total designated funds</td>
<td>586,822</td>
<td>-</td>
<td>(166,831)</td>
<td>753,653</td>
</tr>
</tbody>
</table>

Total designated funds | 586,822 | - | (166,831) | 753,653 |

General funds | 147,774 | 2,124,835 | (2,053,025) | (168,183) |

Total unrestricted funds | 734,596 | 2,124,835 | (2,053,025) | (1,352) |

Total funds | 1,267,878 | 2,398,312 | (2,285,958) | - |

Total funds | 1,380,232 | 1,380,232 |
Purposes of endowment funds
The Beecroft Bequest originates from a legacy made in 1961 which is used to make grants to museums to help fund purchases of pictures and works of art produced no later than the 18th century.

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

Purposes of restricted funds
The Benevolent Fund assists financially distressed members of the association and their families.

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

The Trevor Walden Trust promotes the education and professional development of members of the association who are undertaking the associateship programme.

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

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

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

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

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

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

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

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

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

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

14. Analysis of net assets between funds

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

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

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

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

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

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

The major assumptions used by the actuary were:

<table>
<thead>
<tr>
<th>At 31 March 2004</th>
<th>At 31 March 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of increase in salaries</td>
<td>4.5%</td>
</tr>
<tr>
<td>Rate of increase in pensions payments</td>
<td>3.0%</td>
</tr>
<tr>
<td>Discount rate</td>
<td>5.5%</td>
</tr>
<tr>
<td>Inflation assumption</td>
<td>3.0%</td>
</tr>
<tr>
<td>Loading for mortality improvements</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

The assets in the scheme and the expected return were:

<table>
<thead>
<tr>
<th>Long-term rate of return expected at 31 March 2004</th>
<th>Value at 31 March 2004 £’000</th>
<th>Long-term rate of return expected at 31 March 2003</th>
<th>Value at 31 March 2003 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equities</td>
<td>5.90%</td>
<td>370</td>
<td>5.60%</td>
</tr>
<tr>
<td>Bond</td>
<td>3.90%</td>
<td>50</td>
<td>3.60%</td>
</tr>
<tr>
<td>Secure growth</td>
<td>3.90%</td>
<td>196</td>
<td>3.60%</td>
</tr>
<tr>
<td>Other (property, cash, etc)</td>
<td>3.90%</td>
<td>21</td>
<td>3.60%</td>
</tr>
</tbody>
</table>

Total market value of assets | 637 | 460 |

Present value of scheme liabilities | (915) | (662) |

Deficit in the scheme | (278) | (202) |

Analysis of movement in deficit £’000

| Expected return on pension scheme assets | 24 |
| Interest on pension scheme liabilities  | (38) |

Actuarial loss | (14) |

Change in assumptions underlying present value of scheme liabilities | (135) |

Deficit as at 31 March 2004 | (278) |

History of experience of gains and losses 2004 £’000 2003 £’000

| Difference between the expected and actual return on scheme assets | 6% | 37 |
| Experience gains and losses on scheme liabilities | 1% | 11 |
| Total amount recognised in statement of total recognised gains and losses: Amount (% of present value of scheme liabilities (£’000) | 10% | (87) |

| (16%) | (105) |
Corporate members 2003-2004

A Different View
Abimelech Hainsworth
ABL Cultural Consulting
Aboyne Security Ltd
Absolute Action Ltd
Acoustiguide Ltd
Addib Information Systems Ltd
AED Consulting
AI Camber Entertainment Ltd
Aival Ltd
AI-Ambia Sdn Bhd
Ansae Ltd
Antenna Audio
AOC Archaeology Group
Apple Display Systems Ltd
Arts Team @ RHWL Partnership
At Large
ATS Heritage
Atticmedia Ltd
Audata Ltd
Audit Commission
Austin-Smith: Lord
Axa Art Services Ltd
Bentnerv Interiors
Best Constructors Ltd
Bickerdike Allen & Partners
Big Design
Black Box AV Ltd
Blackwall Green
Blue Ant
Bowman Solutions
Boydien & Co
Brakeley Ltd
Brennan & Whalley Ltd
Bridgeman Art Library
Bright Interiors
Brittania Storage Systems Ltd
British Museum Company Ltd
Brooks BV
Building Design Partnership
Buro Happold Consulting
Engineers Ltd
CABI Bioscience
Campbell & Co Design Consultants
Campbells of Walton Street
Capital Project Consultancy Ltd
Capture Ltd
C’Art-Art Transport Ltd
Casson Mann Ltd
C-Beck Ltd
Click Systems Ltd
CLR Global Ltd
Codine
Cognitive Applications Ltd
Colin Williams Design Ltd
Conservation by Design Ltd
Continuum Group
Crystallizations Systems Inc
Culturenet Cyrrmu
Customworks
D P Media
Dale Air Ltd
David McCabe Design
David Langdon
DBA Consulting
Decor & Display Contracts
Dexcom Comino Ltd
Dj Wilrich Ltd
Dorit Harel Designers Ltd
Dorothea Restorations Ltd
Drivers J Jonas
E A. Abraham & Co
Eastwood Duk
EBC Ltd
EDM Ltd
Edward Moody Design
Electronica Ltd
EQ Projects Ltd
Erico Lighting Ltd
Euronova Ltd
Event Communications Ltd
Farrer & Co
Field of Vision
Fingerprint
Food Service Associates
(Henley) Ltd
Forestry Commission
Fourth Dimension Design Ltd
Framework Ent Ltd
Fraser Randal Productions Ltd
Fuji Photo Film UK Ltd
Furneaux Stewart
G Ryder & Co Ltd
Gamma Datalware Ltd
Gander & White Shipping Ltd
Gateway Ticketing Systems, Inc
GBDM Ltd
Glass & Mirror Ltd
Gnomas UK Ltd
Good Looking Pictures
Goppion Srl
GPD Exposiciones y Museos
Grant Leisure Group
Great Minds Marketing Ltd
Hahn Constable Ltd
Haley Sharpe Design Ltd
Hanwell Instruments Ltd
Harvard Consultancy Services Ltd
Head Office Cleaning Services Ltd
Headland Design Associates
Heritage Multimedia Ltd
Higgins Gardner and Partners
Hirst Conservation
Historic Image
Holmes Wood Consultancy
Houghton Kneale Design Ltd
HSBC Insurance Brokers Ltd
Huntley Film Archives Ltd
ICAM Ltd
Illuminations
Image Makers
Infinite Design
Integrated Circles Ltd
International Fine Art Conservation Studios Ltd
Ivor Heal Design Ltd
J ANVS Group Ltd
Ja rold Publishing
J ohn Csaky Associates Ltd
J ohn Hart Design Consultants
J ohn Slough of London
Jura Consultants
JVC Professional Europe Ltd
KE Software (UK) Ltd
Leach Colour Ltd
Light Projects
Link 51 (Storage Products) Ltd
Lista UK Ltd
Locum Destination Consulting
Lord Cultural Resources
M &G Transport & Technical Services
Machine Shop Exhibitions Ltd
Manches & Co
Martinspeed Ltd
Matthews Millman Ltd
MBA Great Britain
Media Vision
Metaphor
Minis Inc-Europe
Mivan Ltd
Mobidoc
Modes Users Association
Momart Ltd
Motivation B1 Ltd
MPower Media Ltd
Mtec
Multimedia Team, Kestrel 3D
Museum Conservation Services Ltd
Museum Polstore
Museums & Galleries Marketing Ltd
Myddelton Consultancy Ltd
MyTiCan Interactive Multimedia
Narrateo Ltd
Netherfield Visual Ltd
Network Global Ltd
New Angle Multimedia Ltd
Nykir
Objectives
Ocean Design & Management Ltd
Omniticket Network Ltd
Ove Arup & Partners
Oxford Arch Digital Ltd
Oxford Exhibition Services Ltd
Panelock Systems Ltd
Past Pleasures Ltd
PHT Consultants
Piquet Ltd
PKF
PLBC Consulting Ltd
Plowden & Smith Ltd
Polishing Company Ltd
Praxis
Premier Moves
Preservation Equipment Ltd
Prince Research Consultants Ltd
Prodir Ltd
PS Financials plc
Purcell Miller Tritton
Qualifications For Industry Ltd
Race Worldwide Ltd
Rackline Systems Storage Ltd
Ramplas Ltd
Real Studios Ltd
Redman Design Associates
Regal (Shaw) Ltd
Reich & Petch Design Int., Ltd
replicawarehouse.co.uk
Retail Matters
Retail Thinking
RFA Designers
RGB Post Ltd
Robin jordan associates
Rutherford & Wheeler
Rutters
RWDI Ltd
Sandliff
Scenic Route Ltd
Scholt UK Ltd
Scod Ltd
Selux Lighting
Service Graphics
Setout
Siqongtech Co Ltd
Simon Gillespie Studio
Simulare
Sound Associates
Spiral Productions Ltd
Steel Ltd
Steensen Varming (Australia)
Storhct Ltd
Studio SP Ltd
Sun-X UK Ltd
Sutler Stores Ltd
Sysco
System Simulation Ltd
System Store Solutions Ltd
Taibot Designs Ltd
Thermo Lignum UK Ltd
Third Millennium Information
Thwaite & Reed
Tickets.Com Systems Ltd
Time Machine Ag
Tourwest Ltd
Travelure Ltd
Tricon Foodservice
Consultants plc
Ts.com Ltd
Turner & Townsend Group
Universal Fibre Optics
Vernon Systems Ltd
Walfords
Westair Museum Reproductions Ltd
Willybough Associates Ltd
Xited Ltd
Zebra Square
Zomby Moldovan Moore
AMA and FMA awards 2003-2004

Images courtesy of the Museum of East Asian Art, Bath

AMA

Julie Allsop
Heritage development officer
Salford Museum & Art Gallery

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

Catriona Baird
Documentation officer
Paisley Museum and Art Galleries

Craig Barclay
Keeper of archaeology
Hull & East Riding Museum

Karen Belshaw
Museums manager
Piece Hall Art Gallery

Penny Brown
Assistant curator
Coaport China Museum

Helen Chatterjee
Curator and research fellow
Grant Museum of Zoology

Louise Connell
Curator
Galleries of J ustice

Anthony Couls
Curator, energy
Museum of Science & Industry in Manchester

Louise Doughty
Project manager
TEMPER Heritage Project

Jael Edwards
Education and lifelong learning officer
YMLAC

Jonathan Finch
Collection services manager
Bolton Museum Art Gallery and Aquarium

Andrew Gladwell
Documentation officer
Braintree District Museum

Elizabeth Godbeer
Assistant museums officer
Newark & Sherwood District Council

Helen Gurney
Curator
Hertford Museum

Amanda Hart
Education officer
The Corinium Museum

Nina Hawkins
Education officer
Leeds Museum Resource Centre

Rachael Holtom
Heritage education officer
The Corporation of London

Tessa Hore
Exhibitions assistant/curatorial assistant
Victoria & Albert Museum

Kathleen Howe
Curator
Black Country Living Museum

Sara Isted
Curator
BT Connected Earth, BT Archive

Claire Jacques
Principal keeper
Lincolnshire County Council

Robin Johnson
Lifelong learning officer
Herbert Art Gallery & Museum

Jeanette Kaines
Assistant keeper
Queen Street Mill Museum

David Kendrick
Collections officer, human history
Worcestershire County Museum

Emma Laws
Children’s book cataloguer
Victoria & Albert Museum

Sarah Lewis
Cultural entitlement officer
Oxfordshire County Council

Joan Lyall
Documentation assistant
Museum of Edinburgh

Fiona Mackenzie
Heritage officer (community history)
Dundee Contemporary Arts

Eila Macqueen
Assistant director
Northern Ireland Museums Council

Helen Mansfield
Museums education manager
Bath and North East Somerset Heritage Services

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

Linda McGowan
Curator
Scottish Fisheries Museum

Ruth McKew
Curator
Salt Museum

Fiona Moorhead
Head of public affairs and events
Courtauld Institute Galleries

Rebecca Naylor
Assistant curator
Victoria & Albert Museum

Kate Newnham
Curator
Bristol City Museum

Lisa O’Conner
Assistant keeper (fine art)
Aberdeen Art Gallery

Elaine Clare Pammenter
Inventory clerk
Windsor Castle

Toni Parker
Community liaison officer
Museum of London

Clare Parsons
Curator and manager
Soho House Museum

Deborah Potter
Senior preventing conservator
Glasgow Museums Resources Centre

Peter Sturley
Documentation officer
National Railway Museum

Rosalyn Thomas
Art gallery officer
Swindon Museum & Art Gallery

Karen Wardley
Curator of archaeology
Southampton City Council

Kathryn White
Marketing & visitor services officer
Pitt Rivers Museum

Patricia Wigston
Property manager
Gladstone’s Land

Jonathan Wilson
Registrar
Aberdeen Art Gallery & Museum

FMA

Christine Johnstone
Senior keeper and keeper of social history
Wakefield Museums

Sue Wright
Head of education
Hampshire County Museums Service

Susan Dalloe
Museums development officer
Denbighshire Heritage Service

Andrew Mackay
District museums officer
Craven Museum Service
Notice of the AGM

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

A. Apologies

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

C. Museums Association 2003-2004

D. Annual Report of the Museums Association
To receive the Annual Report of Council for the year 2003-2004

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

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

G. Subscriptions
To consider, and if thought fit, pass the following Ordinary Resolution (see note 1 to agenda)
That with effect from 1 April 2005 subscription rates be increased as follows:

Rates 2005-2006

<table>
<thead>
<tr>
<th>Individual members</th>
<th>Institutional members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsalariied</td>
<td>£35</td>
</tr>
<tr>
<td>Salary less than £12,000</td>
<td>£47</td>
</tr>
<tr>
<td>£12,000 - £19,500</td>
<td>£62</td>
</tr>
<tr>
<td>£19,501 - £27,000</td>
<td>£82</td>
</tr>
<tr>
<td>£27,001 - £37,750</td>
<td>£97</td>
</tr>
<tr>
<td>£37,751 - £54,000</td>
<td>£118</td>
</tr>
<tr>
<td>£54,001 - £76,000</td>
<td>£135</td>
</tr>
<tr>
<td>Income over £76,000</td>
<td>£150</td>
</tr>
<tr>
<td>Life membership</td>
<td>£250</td>
</tr>
<tr>
<td>Overseas</td>
<td>£60</td>
</tr>
<tr>
<td></td>
<td>Expenditure less than £3,500</td>
</tr>
<tr>
<td></td>
<td>£3,500 - £16,500</td>
</tr>
<tr>
<td></td>
<td>£16,501 - £240,000</td>
</tr>
<tr>
<td></td>
<td>£240,001 - £1,500,000</td>
</tr>
<tr>
<td></td>
<td>£1,500,001 - £7,630,000</td>
</tr>
<tr>
<td></td>
<td>more than £7,630,000</td>
</tr>
<tr>
<td></td>
<td>Affiliated institutional</td>
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<td>Corporate membership</td>
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|                         | Federations, specialist groups and friends’ organisations | £35
|                         | Overseas                  | £100|

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

I. To announce the results of the council elections

Notes to agenda Item G
1. The membership bands and rates have been increased by approximately 2.5 per cent in line with current inflation.
Minutes of the Annual General Meeting of the Museums Association held on Wednesday 8 October 2003 at 0930 at Brighton Conference Centre.

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

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

C. Museums Association 2002-2003
The director reported back on the previous year’s activities.

D. Annual Report of the Museums Association
The Annual Report was formally received.

E. Accounts of the Museums Association
F. Report on financial position
Items E and F were taken together. The hon treasurer, Hilary McGowan, introduced these items. She reported that the accounts were dominated by the disposal of Clerkenwell Close. Council had agreed that £70,000 could be released from the property reserve to help meet the costs of Remarketing and redecorating the property in order to attract a party interested in taking the assignment of the remaining 14-year term of the lease. The lease had been assigned to a company and there was no further financial commitment unless that company should be wound up.

Council had reviewed the reserves and identified a target of £250,000. At the end of 2002/03, there was £100,000 in the operational reserve and £147,774 in the general fund which was below the target surplus but the association had an asset as it had invested in a property in an up and coming area. The association would build up the reserve to £250,000 as soon as possible.

The accounts and financial report were AGREED AND ADOPTED.

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

The new subscriptions were AGREED AND ADOPTED.

H. Auditors
It was proposed that the association appoint Sayer Vincent as the auditors until the conclusion of the next Annual General Meeting of the association and authorise council to fix the remuneration of the auditors.

This was AGREED and ADOPTED.

K. Results of the council elections
The following results were announced by the director. All terms for three years unless otherwise stated.

Professional councillors at large
Hilary McGowan, consultant Brian Hayton, Kingston-upon-Hull City Council

Regional and national councillors
South East of England
Ann McMath, Reading Museum Service

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

Wales
Kevin Mason, Bodelwyddan Castle Trust

Northern Ireland
Chris Bailey, Northern Ireland Museums Council

Local authority museums institutional councillors
John Commons, Manchester City Council

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

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

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

The meeting closed at 10.15am.