



## MUSEUMS ASSOCIATION

Images courtesy of the Museum  
of Science and Industry in  
Manchester, Sheffield Galleries &  
Museums Trust, Gallery Oldham  
Photographer Joel Chester Fildes



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# Annual report 2005/06

**MUSEUMS  
ASSOCIATION**

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## Director's introduction

Newcomers to the UK museum and gallery community can be forgiven for being bewildered by the avalanche of bodies eager to help, fund and represent museums and the people that work in them. They may want to know what the Museums Association (MA) brings to the table that distinguishes it from all the others. The answer is simple; it is owned by the membership; it is UK-wide; and it is organisationally and financially independent.

The past year has illustrated the challenges involved in being an effective, independent organisation while at the same time ensuring that commercial activities provide the stability to underpin such activity.

2005/06 has proved to be one of the most successful for a number of years. Membership has reached a record high, the recently expanded events programme is producing popular, high-quality conferences and seminars and publications and professional development activities continue to be of the highest quality. In addition, our priorities for the coming year of workforce and collections are forging ahead with initiatives and programmes that will have a real impact. The quality of work in both these areas is widely acknowledged and this has resulted in substantial investment from organisations including the Museums, Libraries and Archives Council in our Diversify project and from the Esmée Fairbairn Foundation in follow-up work to the MA's Collections for the Future report.

Independence is our most prized attribute. It gives us a degree of impartiality that comes from freedom from dependence on the public purse; it leaves us unaffected by government whim and financial vacillation; it allows us to operate as we see fit within the structures laid down by charity and company law; and it enables us to speak honestly and openly

to those who have an influence on museums in the UK.

However, financial independence carries the requirement to generate, through membership and trading, sufficient income to provide the services members want. Likewise, expenditure needs to be contained to ensure the books are balanced. In a difficult trading year, adjustments have had to be made to ensure that the association's finances remain healthy. These decisions, plus the unstinting work of the association's council, committees and staff means that the services are maintained, the books are balanced and there is every reason to be confident that the doubling of the size and effectiveness of the MA over the past ten years will be sustained.

The programmes, policies and services the MA run are constructed to help the British museum community deal with significant political, technological, economic and cultural changes. In the same way, the MA itself must learn to adapt to the environment in which it operates. This explains why our Forward Plan for 2006-2009 emphasises increased and broader membership and diversified income. It is only by combining such approaches with top-quality services and innovative programmes that the MA can continue to provide the leadership the museum community requires.



**Mark Taylor**  
Director, Museums Association

There is every reason to be confident that the doubling of the size and effectiveness of the MA over the past ten years will be sustained

# Legal and administrative details

## Status

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

## Governing document

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

## Company number

252131

## Charity number

313024

## Registered office and operational address

24 Calvin Street  
London E1 6NW

## Bankers

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

Nottingham Building Society  
112 Jermyn Street  
London SW1Y 6LS

United Trust Bank  
80 Haymarket  
London SW1Y 4TE

## Solicitors

Russell-Cooke, Solicitors  
2 Putney Hill  
Putney  
London SW15 6AB

## Auditors

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

## Council 2005/06

**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:**

Brian Hayton

Jonathan Platt

Matthew Stephens

Ros Westwood

Vicky Woollard

**Regional councillors:**

**Northern Ireland:** Chris Bailey

**London:** Antonia Byatt

**Scotland:** Steve Callaghan

**North East:** Alec Coles

**East Midlands:** Heather Cummins

**South West:** Tamsin Daniel

**East of England:** Robin Hanley

**North West:** Robin Holgate

**Yorshire:** Guy Kilminster

**West Midlands:** Emma Kate Lanyon

**South East:** Ann McMath

**Wales:** Rachel Rogers

**Institutional councillors:**

**Local authority:**

Cllr John Commons

Cllr David Gemmell

Cllr Sue John

Cllr Marcus Johnstone

Cllr Michael Pye

**Independent:**

Tony Conder

Richard de Peyer

Oliver Green

Sarah Staniforth

**National:**

Paul Davis

Sandy Nairne

**University:**

Nicola Johnson

**Affiliated:**

Nick Poole

## Councillors retiring at October 2005:

Peter Berridge

Robert Clark

Janet Dugdale

Margurite Henry

Robin Hill

Kevin Mason

Nick Merriman

Gordon Rintoul

Edmund Southwood

Iain Watson

Malcolm Wood

Mary Yule

## Staff 2005/06

**Marketing manager:** William Adams

**Professional development and ethics**

**coordinator:** Nikola Burdon

**Professional development**

**administrator:** Jacqui Buscher

**Finance administrator:**

Victoria Crouch

**Deputy director:** Maurice Davies

**Information officer:** Katie Dawson

**Professional development**

**coordinator:** Kate Dunk

**Adviser: professional issues:**

Caitlin Griffiths

**Head of publications:** Sharon Heal

**Senior journalist, Museums Journal:**

Felicity Heywood

**Head of advertising:** Stephen James

**Senior sales executive:** Maria Knight

**Research and production editor:**

Catrina Lucas

**Sales executive:** Meg Nicoll

**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

**Deputy editor, Museums Journal:**

Simon Stephens

**Director:** Mark Taylor

**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 2006.

Legal and administrative information set out on page 3 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 March 2005.

## 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 and governance

The MA is administered by an elected council of management which meets in full session three times a year. Subcommittees and panels of members of the council and other members meet at other times of the year to oversee professional development, ethics and publications and events. The executive committee is a group that advises the executive director, who is employed by the council to direct the day-to-day operations of the MA with the support of the other employed members of staff.

The MA has an induction programme for new trustees and they are invited to express a preference for joining one of the subcommittees.

## Review of financial activities

The year 2005/06 was disappointing in that, for the first time in several years, the MA failed to return a planned surplus on unrestricted activities.

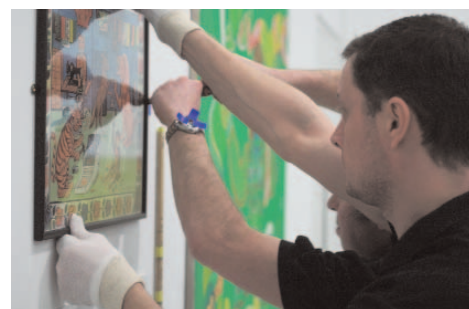
Changes to accounting standards have required changes to the way income is recognised and this has affected the amount of membership fee and subscription income that is credited to the year. The pension fund deficit is now shown on the balance sheet for the first time and certain changes in the valuation of the scheme is taken into the Statement of Financial Activities (SOFA), affecting the final total. Prior year adjustments have been made to the results for 2004/05 so that the two years' results can be compared. Unfortunately, all these changes make it difficult to extract trading information from the statutory financial information and, with the added complication of the prior year adjustments, this set of accounts is not only more complicated to read but also more difficult to interpret.

Stated simply, after all the adjustments required by the new regulations were made, there was a deficit on unrestricted activities for the year of £29,555. A fall in expected income, primarily due to poor recruitment advertising volume, meant the MA had to use the £150,000 designated operational reserve to meet normal expenditure. There is now no operational reserve available to meet a similar shortfall of income although there is untapped equity in the Calvin Street building.

At the end of the financial year there was unrestricted cash at the bank of £297,742. According to the adjusted figures in these accounts, unrestricted income increased from £2,222,968 to £2,134,787, that is 4.6 per cent. This disappointing increase was in part due to the way subscription and membership fee income is now treated but also due to the failure of recruitment advertising to perform as expected. Income from publications fell by £102,853 on the previous year, a drop of 8.4 per cent largely due to the reduced advertising income. Income from events was unaffected by the accounting changes and increased from £383,947 to £477,191 or 24.3 per cent. Reporting on membership income was affected by the accounting changes but in these accounts membership fee income increased from £519,495 to £549,791 or 5.8 per cent. Income from professional development registration and review fees was unaffected by the changes and increased 12 per cent from £57,611 to £64,499. Overall, unrestricted expenditure increased by 6.6 per cent over the previous year, rising from £2,166,286 to £2,309,580.

In September, when the likelihood of a serious shortfall in income was recognised, expenditure budgets were cut across all activities to limit the expected deficit. To balance the budget for the year 2006/07, it was necessary to make two and a half full-time posts redundant and the associated costs have been taken fully into these accounts for 2005/06.

# Individual membership has grown over 25 per cent in the past six years



The grant-making trusts administered by the MA were able to make several awards during the year. The Beecroft Bequest made two awards totalling £7,000 to assist with purchases of works of art, the Daphne Bullard Trust made a single grant of £1,000 towards a textile conservation project and the Trevor Walden Trust made six awards totalling £2,908 to individual members undertaking the AMA to support their continuing professional development. During the year there were no calls on the Benevolent Fund or the Kathy Callow Trust. At the end of 2005/06 the grant-making funds in the care of the MA had increased by £80,993 from £521,189 to £602,182, primarily because of the improvement in investment fund values.

### 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. The council has determined that surplus unrestricted funds are not sufficiently large to make long-term investments prudent. Surplus cash is held in interest earning bank and building society accounts with endowment funds being invested in charity equity and fixed interest funds.

### 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 which is the major external risk to the MA. The amount identified as appropriate for 2005/06 was £250,000, that is approximately six weeks' unrestricted expenditure. This target was not achieved in 2005/06, but the council has agreed a forward plan which will bring the reserves up to the six weeks' level within three years. Council designates amounts for specific purposes when funds are available and as necessity dictates. At the end of 2005/06, £20,000 was designated as the property reserve to be held for major repairs and improvements to the Calvin Street building.

### Risk management

The council has approved a three-year forward plan which identifies development targets and the income-generating activities to fund the 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.

## Membership

### Individual membership

For the 15th successive year individual membership levels have risen. Year-on-year growth was approximately 3.6 per cent (March 2005: 5,161; March 2006: 5,347). The MA's individual membership has grown over 25 per cent in the past six years (March 2000: 4,275; March 2006: 5,347).

### Institutional membership

Institutional membership held steady, with a small dip in numbers bringing the total membership to 617 institutions (March 2005: 624 members; March 2006: 617 members). The new institutional membership structure came into place on 1 April 2006 offering a revised series of membership benefits for museums and galleries. The full impact of the change in structure has yet to be quantified.

### Corporate membership

Corporate membership has improved significantly over the past 12 months thanks to a sales initiative linked to advertising sales in the Museum Services Directory. In the course of the year, membership grew by over 10 per cent following the development of three new packages of benefits for commercial companies and sole traders (March 2005: 215 members; March 2006: 237 members).

## Professional development

Through the Associateship, Fellowship and CPD Plus the MA continues to provide opportunities and support for professional development for the sector.

## Membership

Year	Individual	Institutional	Corporate
2005/06	5,347	617	237
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	—



# Report of the council

## Associateship of the Museums Association (AMA)

The number of those undertaking the AMA continues to rise and last year saw the highest ever number of AMA registrations. Over 60 people completed and were awarded the AMA. The continued success of the scheme is only possible through the significant contribution of the mentors, the professional reviewers and the growing number of AMA support groups.

New and improved promotional and support materials have been produced. The MA is continuing to support those undertaking the AMA by providing regional workshops throughout the UK. This year has seen record levels of take up for these workshops and they are proving to be very useful for participants.

Work has been undertaken to increase the numbers, and variety of professional backgrounds, of the AMA mentors. Promotional materials, highlighting the benefits of mentoring, have been produced as part of a recruitment campaign. The introduction of mentor refresher training workshops has proved popular and growing numbers of mentors have taken part in these events.

## Fellowship of the Museums Association (FMA)

Last year the MA carried out a review of the FMA and small changes were made to the scheme. The most significant was the introduction of a pre-application stage and a requirement that anyone undertaking the FMA has previously done some form of Continuing Professional Development (CPD) with the MA. The revised scheme was introduced in April.

## CPD Plus

A review of CPD Plus is currently being undertaken to identify ways of providing better support and guidance for those in the scheme, and to increase the number of participants who have access to action learning sets.

The professional development department now provides CPD surgeries at a number of the MA's one-day conferences. The surgeries give information and advice to anyone participating, or interested in undertaking CPD with the MA.

## Workforce

### Diversify

This past year has seen continued success for the Diversify programme that increases the accessibility of museum careers to people from minority ethnic backgrounds. With continued funding and support from the Museums, Libraries and Archives Council (MLA), as part of Renaissance in the Regions, nine individuals joined the scheme in 2005/06 and began their training. During the course of the year ten people completed their training; four are now in permanent employment within the sector, one person is on a temporary contract, one person has started a PhD and three are applying for jobs within the sector.

The programme of support for individuals and host museums that began last year has continued and is now a core part of the overall Diversify programme. The MA has introduced mentoring workshops to past participants and ten people have signed up as Diversify mentors; a programme of personal and professional development was implemented alongside the existing review days and the Diversify toolkit was developed for host venues along with training sessions. This latter development coincides with the MLA's requirement for 2006-2008 that each hub is required to host at least one positive-action traineeship.

The past year also saw the MA working up proposals for a pilot programme of four management-level traineeships. The MLA has agreed to fund this scheme, which is due to be launched later in 2006. It will target individuals who already have significant experience in another sector but wish to move into museum work. Participants will gain full-time structured general and management-level work experience in a museum for 18 months. They will also undertake a limited amount of museum studies and management training specifically tailored to their needs.

### Pay in museums

The MA continues to undertake work around the issue of low pay in the museum sector. Following on from the 2004 salary survey, a draft set of salary guidelines was published for consultation. A number of institutions responded and their comments – together with the input and advice from other groups including the National Museum Directors' Conference human resource forum, the Association of Independent Museums and the Museum Professionals Group – contributed to the final draft. The draft guidelines were also endorsed by sector bodies such as the MLA.

The guidelines provide information and guidance on the appropriate salaries for a range of museum jobs for any size and type of museum.

### Entry into the museum profession

The MA's deputy director has been awarded a part-time visiting fellowship to the University of East Anglia (UEA). He is currently undertaking research into entry-level training across the museum sector. Part of the work has included a symposium at the UEA for sector employees, sponsored by Creative and Cultural Skills.

The work at the UEA will be completed by autumn 2006, it is intended that this research will form the basis for an MA report in 2007.



### Sector Skills Council

The MA has continued to make a significant contribution to the work of Creative and Cultural Skills (CCSkills), the Sector Skills Council for cultural heritage. The MA's adviser: professional issues undertook a part-time secondment to CCSkills for part of 2005. The MA's director and Vicky Woollard, the convener of the MA's professional development committee, both sit on the CCSkills cultural heritage panel. The MA is providing the secretariat for the panel.

The MA responded to the 'call for ideas' for the new cultural leadership programme and provided advice on issues relating to diversity and leadership.

The MA's adviser: professional issues took part in a working group which oversaw the development of the Scottish Museums Council's workforce development strategy for Scottish museums.

### Ethics

In response to the MA's Collections for the Future report work is now being undertaken to update the MA's ethical advice on museum disposal. A disposal toolkit, to be published in 2006/07, will bring together practical and ethical guidance on this issue. An important part of this work will be a sector-wide consultation, to be carried out over the summer of 2006, which will review the sectors' attitude and approach to this issue.

A regular ethics presence has returned to Museums Journal through the ethically speaking column. It provides an opportunity for readers to contribute their views on a range of ethical questions. The responses are printed in the journal and on the MA's website.

The ethics section of the MA's website has undergone a significant revamp to improve access to and interpretation of the MA's Code of Ethics, and to make the pages more interactive. The re-introduction of a regular column in the journal and the re-vamped website are designed to encourage increased participation by the sector in ethical discussion and debate.

### Cultural property

The MA's deputy director took part in a working group that oversaw the preparation of the new Department for Culture, Media and Sport (DCMS) Guidance for the Care of Human Remains in Museums which was published in 2005. The document provides comprehensive advice on all issues relating to the care and curation of human remains.

This year also saw the publication of the DCMS's Combating Illicit Trade: Due Diligence Guidelines for Museums, Libraries and Archives on Collecting and Borrowing Cultural Material. The guidelines were prepared by a working group chaired by the MA's deputy director and including the MA's adviser: professional issues.

The MA's adviser: professional issues has been on the DCMS/MLA steering group overseeing the creation of a cultural property website. The site will provide information and advice on all areas of cultural property including illicit trade, human remains, spoliation and looted artefacts. The MA's professional development and ethics coordinator is currently on the UK National Commission for UNESCO culture committee working group: conventions.

# The number of those undertaking the AMA continues to rise and last year saw the highest ever number of AMA registrations





## Policy

The MA's policy work continued to focus on issues around collections, with considerable success. Helen Wilkinson, the MA policy officer, was on maternity leave from the start of the year until January 2006 and Judy Aitken was seconded from the Heritage Lottery Fund to cover her work.

### Collections for the Future

In July 2005 the MA published *Collections for the Future*, a report from a major year-long inquiry chaired by Jane Glaister. The report argues that museums must ensure that more of their collections are in active use. There was much positive media coverage of the launch, with members of MA staff and council contributing to *Front Row* on Radio 4 and the *Six O'Clock News* on BBC1.

The sector has broadly welcomed the report. There are already signs that it is starting to influence museum practice and a number of other bodies have taken account of its recommendations in formulating policy.

Following the report's launch, the MA's policy focus was on implementing its recommendations. The MA made a successful bid to the Esmée Fairbairn Foundation for just over £1m for a five-year programme that will begin in autumn 2006. The grant, confirmed in March 2006, will support the development of long-term loans, permanent transfers and, when relevant, disposal of objects in museum collections. The MA is very grateful to the foundation for its support. The MA also held discussions with a number of other funders and hopes that it will be able to run further programmes arising out of the report in the coming years.

The MA worked closely with colleagues from across the museum sector to ensure that the report's recommendations informed policy development and practice. In particular, the MA advised the Museums, Libraries and Archives Council (MLA) on funding programmes for museums with designated collections and for Subject Specialist Networks, which aim to implement some of the report's recommendations. MA staff contributed to the Scottish Museum Council's development of a collections development strategy for Scotland. The report made an important contribution to an ongoing debate about acquisitions and members of MA staff have worked with colleagues at the Heritage Lottery Fund, the Art Fund and the Arts Council England to move this debate on.

The report has had an international impact, generating much interest from colleagues overseas and the deputy director was invited to address the South African Museums Association's conference on the subject of the report. The MA worked with the Department for Culture, Media and Sport to organise an international conference on collections mobility in Manchester in November 2005 as part of the UK's presidency of the European Union.

### Advocacy

In autumn 2005, the MA reassessed its approach to advocacy as part of a broader review of the work of the policy department (see below). The MA took the decision to concentrate most of its advocacy work on major projects. *Collections for the Future* was the focus in 2005-2006 and the MA held a series of meetings with opinion-formers to outline the recommendations of the report.

The MA also pursued a broader programme of advocacy, engaging with politicians and other decision-makers. MA staff met the new minister for culture, following the general election. The MA continued to work with colleagues at the MLA and the National Museum Directors' Conference to present the case for government support for museums, looking forward to the Comprehensive Spending Review in 2007.

### Other policy work

The MA continued to contribute to discussions about the new Comprehensive Performance Assessment Programme, a significant concern in 2004/05.

The new arrangements for gift aid on admission to museums and other attractions came into force in April 2006. In 2004/05, the MA had taken a lead role in negotiating the terms of the new arrangements, winning significant concessions from the government. In 2005/06, the MA worked with colleagues from across the attractions sector to ensure that the new arrangements were as easy to use and as widely adopted as possible.

The MA continued to act as the independent voice of museums, responding to a wide range of consultations and inquiries. Particularly significant were:

- the Scottish Museum Council's consultation on a significance scheme recognising important collections for Scotland
- the DCMS consultation on the future of museums, *Understanding the Future* (July 2005). Mark Taylor, the MA director, later contributed to a collaborative working group developing recommendations for taking forward this consultation
- consultations by the DCMS and the Heritage Lottery Fund with implications for the future of national lottery funding for museums (February 2006)
- a consultation by the Arts and Humanities Research Council (AHRC) on its support for research in museums (March 2006).

MA staff continued to contribute to the work of a wide range of external organisations and to represent the museum sector on a number of boards and committees. These included the Museum Prize Trust, the National Campaign for the Arts, the Campaign for Learning through Museums and Galleries, the Campaign for Museums, the advisory group for the Arts Council's review of the presentation of visual art and the AHRC museums and galleries committee. Maurice Davies, the MA's deputy director, served on the panel that assessed plans developed by the regional museum hubs as part of the Renaissance in the Region's programme. MA staff served on a variety of committees concerned with cultural property issues (see the Ethics section of this report) and on several committees established by the National Museum Directors' Conference, including the cultural diversity working group and the UK affairs committee.

#### **Review of the department and new structures**

On Helen Wilkinson's return from maternity leave, the policy officer's post became part-time (three days a week). Helen Wilkinson led a brief review of the work of the department to ensure that resources were effectively directed to the MA's key priorities. Colleagues responsible for professional development and ethics began to make a more active contribution to policy work, to ensure appropriate coverage.

During 2006/07, it is the MA's intention to bring the work of these departments more closely together. In 2005/06 the MA began discussions with colleagues in Scotland and Wales about the possibility of establishing joint development posts in both countries to strengthen the MA's policy and workforce development work there.



A £1m grant from the Esmée Fairbairn Foundation will support the development of long-term loans, permanent transfers and, when relevant, disposal of objects in museum collections



## Publications

### Museums Journal

Extensive readership research was conducted in summer 2005. The aim of the research was to look at the overall position of Museums Journal in the market, assess its strengths and weaknesses, draw some broad conclusions about audiences, and to use the information to inform the content, design and marketing of the magazine.

The response was overwhelmingly positive, and in particular it showed that news is seen as one of the most important aspects of the magazine. This section has been developed as a result with more pages of news in the past year, and a bigger average issue size of 64 pages.

The June issue featured a series of articles timed to coincide with the release of the MA's Collections for the Future report. Collections continued to be a theme throughout the year with articles on making the most of stored collections; collecting and curating after 9/11; collections mobility; and disposal. The back of the magazine has been reorganised with a new ultimate things feature and the rough guide. The reviews section now starts with the collection, which focuses on small and unusual collections, and exhibitionist tendencies which looks at new art, performance and curation in museums.

In March the magazine hosted a roundtable discussion on the future of interpretation in historic houses. A transcript appeared in Museums Journal and has proved popular with readers, and there are plans to develop the roundtable format in the coming year.

### Museum Practice

Market research in early 2005 provided the supporting evidence for the inclusion of Museum Practice (MP) in institutional membership, which came into effect in April 2006. It also showed that the people who see MP tend to subscribe; therefore the winter issue of MP was distributed to all members of the MA to increase the magazine's profile. This also provided an opportunity for extra advertising sales.

Total subscriptions to MP now stand at 2,487.

To increase the magazine's relevance, regular articles aimed at smaller museums have been introduced and the magazine now covers case studies from historic houses.

The international flavour of the magazine has been strengthened with recent case studies from Australia and reviews of museum in Japan, Italy and France. Javier Pes, the editor, represented the MA at the American Association of Museums annual conference and attended the European Museum of the Year Awards, to increase contacts and identify future content.

MA events directly linked to the working knowledge section of the magazine are usually fully or over subscribed. We have altered the front page of the MP section of the MA website to make it more user friendly and emphasise the 'how to' content of the online archive, which now includes over 800 articles. The archive is far more accessible thanks to improved search functions across the MA site.

### Website

Over the past year we have introduced short URLs, improved statistics and a revamped search engine for the website. We are currently simplifying the registration system for users.

The short URLs mean that users can now access the site at any point, rather than just through the homepage. The statistics show a healthy flow of traffic to the site: 11,123 unique visits in February and 12,164 in March. The introduction of the email newsletter has also significantly increased the number of visitors to the site.

The MA is introducing email registration to the site, to replace the old system of UID numbers – this will bring the process in line with other websites. Forms will also be introduced to the site, which will enable users to feedback directly from the website.

### Museums and Galleries Yearbook

The yearbook continues to occupy a key position in terms of information provision to the museum and gallery sector, and this year's edition builds on the success of previous years. The overall numbers of museums and galleries listed increased to its highest level. In response to a number of queries from our users, we changed the format of the publication to make it more usable.

### Museum Services Directory

Income from the newly rebranded Museum Services Directory developed significantly this year. Temporary sales staff brought in an additional £20,000 in revenue as well as substantially boosting corporate member levels. 10,000 copies of the directory were produced and distributed to all MA members and throughout the sector. The format and branding of the publication was also improved.

### Advertising

Revenue from recruitment advertising was hit hard during the financial year, but new plans and systems have been put in place to stabilise income levels in the year ahead. Reducing the MA's reliance on recruitment advertising forms a key element of the Forward Plan, but this requires significant income developments in other areas.

Display advertising in Museums Journal performed better than the previous year, but there is still expectation that this area could perform significantly better and improved contributions are planned over the next two years. Museum Practice is still at an early stage in its development in terms of driving advertising revenue, but more resources will be allocated to this area and further growth is anticipated in the year ahead.

Statistics show a healthy flow of traffic to the MA website: 11,123 unique visits in February and 12,164 in March



## Events

### Programming

The MA now produces better, earlier information on forthcoming fee-paying events through email newsletters and seasonal brochures, which also include information about free continuing professional development and ethics workshops.

A successful programme of one-day conferences has included coverage of the following topics:

- working with architects and designers
- gallery text
- income from reproduction rights
- environmental issues
- working with older people
- project management
- handheld audio and computer guides
- museum loans
- interpreting historic locations and their collections
- museums and new media.

The MA has continued to run Essentials, its low-cost half-day training sessions on practical topics. The MA plans to offer these as in-house programmes that museums can buy for groups of staff.

### Annual conference and exhibition

The 2005 conference was held in London and was the MA's best attended museum event ever. The 2005 keynote speakers included leading national and international figures, including: Yasser Mansour, the director of the Grand Museum of Egypt, currently the largest museum project in the world; Lisa Jardine; Jude Kelly, who has been involved in the development of the cultural programme associated with the London 2012 Olympics; and Alissandra Cummins, the president of ICOM. The conference and exhibition was opened by the deputy mayor of London, Nicky Gavron.

## The 2005 conference was the MA's best attended museum event ever



# 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 2006 which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005).

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 members of the council (who are also directors of the Museums Association for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005). The responsibilities of the council 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 International Standards on Auditing (UK and Ireland).

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 report to you whether, in our opinion, the information given in the the annual report of the council is consistent with the financial statements. We also report to you 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 other transactions is not disclosed.

We read other information contained in the annual report, and consider whether it is consistent with the audited financial statements. This other information comprises only the report of the council. 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 International Standards on Auditing (UK and Ireland) 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.

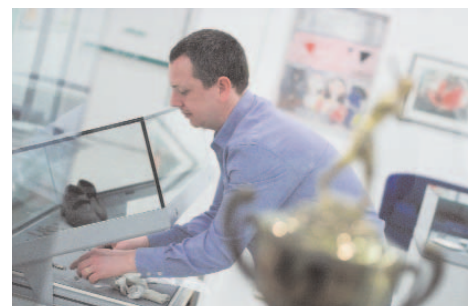
We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity 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, in accordance with United Kingdom Generally Accepted Accounting Practice as modified by the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005), of the charitable company's state of affairs as at 31 March 2006 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the councils' report is consistent with the financial statements.

Sayer Vincent  
Chartered accountants & registered auditors, London



# Statement of financial activities

## Incorporating an income and expenditure account

For the year ended 31 March 2006

	Note	Endowment £	Restricted £	Unrestricted £	2006 Total £	As restated 2005 Total £
<b>Incoming Resources</b>						
<i>Incoming resources from generated funds</i>						
CLMG	2	-	56,238	-	<b>56,238</b>	25,000
Trusts and funded projects	2	430	13,702	-	<b>14,132</b>	132,675
Investment Income		11,431	2,157	15,967	<b>29,555</b>	26,602
<i>Incoming resources from charitable activities</i>						
Publications		-	-	1,121,306	<b>1,121,306</b>	1,224,159
Events		-	-	477,191	<b>477,191</b>	383,947
Membership		-	-	549,791	<b>549,791</b>	519,495
Professional development		-	-	64,499	<b>64,499</b>	57,611
Policy and public affairs		-	-	4,381	<b>4,381</b>	-
Diversify	2	-	31,875	-	<b>31,875</b>	100,350
<b>Total incoming resources</b>		<b>11,861</b>	<b>103,972</b>	<b>2,233,135</b>	<b>2,348,968</b>	2,469,839
<b>Resources expended</b>						
<i>Charitable expenditure</i>						
Publications		-	-	780,321	<b>780,321</b>	718,265
Events		-	-	517,349	<b>517,349</b>	438,130
Membership		-	-	370,476	<b>370,476</b>	383,910
Professional development		-	-	228,057	<b>228,057</b>	208,391
Policy and public affairs		-	-	367,427	<b>367,427</b>	349,200
CLMG		-	71,167	-	<b>71,167</b>	55,316
Trusts and funded projects		7,091	19,595	-	<b>26,686</b>	56,535
Diversify		-	135,633	-	<b>135,633</b>	84,004
Governance		-	-	45,950	<b>45,950</b>	41,642
<b>Total resources expended</b>	3	<b>7,091</b>	<b>226,395</b>	<b>2,309,580</b>	<b>2,543,066</b>	2,335,393
<b>Net (outgoing)/incoming resources before transfers and other recognised gains and losses</b>	4	<b>4,770</b>	<b>(122,423)</b>	<b>(76,445)</b>	<b>(194,098)</b>	134,446
Gross transfers between funds		-	1,110	(1,110)	-	-
<b>Net (outgoing)/incoming resources for the year after transfers</b>		<b>4,770</b>	<b>(121,313)</b>	<b>(77,555)</b>	<b>(194,098)</b>	134,446
Unrealised gain on investment assets	8	33,569	42,771	-	<b>76,340</b>	25,745
Actuarial gains/(losses) on defined benefit pension scheme		-	-	48,000	<b>48,000</b>	(27,000)
<b>Net movement in funds for the year</b>		<b>38,339</b>	<b>(78,542)</b>	<b>(29,555)</b>	<b>(69,758)</b>	133,191
<b>Reconciliation of funds</b>						
<b>Funds at 1 April 2005 as previously stated</b>		<b>316,862</b>	<b>361,419</b>	<b>856,872</b>	<b>1,535,153</b>	1,380,232
<b>Prior period adjustment</b>	16	-	-	(320,000)	<b>(320,000)</b>	(278,000)
Pension scheme		-	-	(212,421)	<b>(212,421)</b>	(190,943)
Deferred income		-	-	41,748	<b>41,748</b>	-
Fixed assets		-	-	-	-	-
<b>Funds brought forward as restated</b>		<b>316,862</b>	<b>361,419</b>	<b>366,199</b>	<b>1,044,480</b>	911,289
<b>Funds at 31 March 2006</b>		<b>355,201</b>	<b>282,877</b>	<b>336,644</b>	<b>974,722</b>	1,044,480

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 2006

	Note	2006 £	As restated 2005 £
<b>Fixed assets</b>			
Tangible fixed assets	7	<b>1,052,423</b>	1,064,054
Investments	8	<b>548,433</b>	472,093
		<b>1,600,856</b>	1,536,147
<b>Current assets</b>			
Stocks	9	<b>5,745</b>	9,704
Debtors	10	<b>345,500</b>	345,806
Cash at bank and in hand		<b>346,523</b>	442,943
		<b>697,768</b>	798,453
<b>Creditors: amounts falling due within one year</b>	11	<b>(643,669)</b>	(549,187)
<b>Net current assets</b>		<b>54,099</b>	249,266
<b>Total assets less current liabilities</b>		<b>1,654,955</b>	1,785,413
<b>Creditors: amounts falling due after more than one year</b>	12	<b>392,233</b>	420,933
<b>Net assets excluding pension deficit</b>	14	<b>1,262,722</b>	1,364,480
<b>Defined benefit scheme liability</b>	17	<b>(288,000)</b>	(320,000)
<b>Net assets including pension liability</b>		<b>974,722</b>	1,044,480
<b>Funds</b>			
Endowment funds		<b>355,201</b>	316,862
Restricted funds		<b>282,877</b>	361,419
Unrestricted funds			
Designated funds		<b>578,729</b>	815,691
General funds		<b>45,915</b>	(129,492)
Unrestricted income funds excluding pensions liability		<b>624,644</b>	686,199
Pension reserve	17	<b>(288,000)</b>	(320,000)
<b>Total unrestricted funds</b>		<b>336,644</b>	366,199
<b>Total funds</b>	13	<b>974,722</b>	1,044,480

Approved by the council on 20 July 2006 and signed on its behalf by  
**Charles Saumarez Smith** President  
**Hilary McGowan** Treasurer

With continued funding from the MLA, nine individuals joined the MA's Diversify scheme in 2005/06

# Notes to the financial statements

## For the year ended 31 March 2006

### 1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention except for investments which are included at market value. The statements have been prepared in accordance with the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities published in March 2005, the Companies Act 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. Income generated from investments held by the fund is restricted to use by the fund.
- e) Incoming resources, including grants, are included in the statement of financial activities (SOFA) when receivable, net of the VAT where applicable.
- 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 support costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned equally to the activities publications, membership, public affairs, events, professional development and ethics after the amount attributable to governance has been allocated.
- i) Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.
- j) Grants and bursaries payable are recognised when paid out.
- k) 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.
- l) 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.
- m) 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.
- n) 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.
- o) The charity operates a defined benefit pension scheme on behalf of its employees. The assets of the scheme are held separately from those of the charity in an independently administered scheme.
 

The charity has now adopted the full requirements of Financial Reporting Standard 17 – Accounting for Retirement Benefits (FRS17). Current or past service costs and gains, as determined by the scheme's actuary, are charged to the statement of financial activities. Pension finance costs or income are included within total resources expended or incoming resources as applicable. Actuarial gains and losses arising are recognised within 'gains and losses' on the statement of financial activities.

Prior to this accounting period only the actual contributions paid into the scheme and any associated administration costs paid were recognised.

In addition, the deficit on the scheme, representing the shortfall of the value of the scheme assets below the present value of the scheme liabilities is now recognised as a liability on the balance sheet to the extent that the employer charity is able to recover a surplus or has a legal or constructive obligation for the liability. A corresponding pension reserve is included within total unrestricted funds.

Full implementation of FRS17 has required a change in accounting policy with material effect and therefore a prior period adjustment has been made, and prior year figures have been restated where applicable. Further details are given in note 16. Additional information on the scheme is included in note 17.
- p) Trust funds are funds:
  - i) which are administered by or on behalf of the Museums Association
  - ii) whose funds are held for specific purposes which are within the general purposes of the Museums Association; or
  - iii) which are subject to a substantial degree of influence by the Museums Association, are treated as branches and accounted for as part of the Museums Association.

### 2. Grants and donations

	Endowment	Restricted	Unrestricted	2006 £	2005 £
<b>CLMG</b>					
Home Office	-	52,238	-	<b>52,238</b>	25,000
MLA	-	4,000	-	<b>4,000</b>	108,300
	-	56,238	-	<b>56,238</b>	133,300
<b>Diversify</b>					
MLA	-	31,875	-	<b>31,875</b>	100,350
<b>Trusts and funded projects</b>					
NEMO (Network of European Museum Organisations)	-	12,727	-	<b>12,727</b>	15,532
Esmée Fairbairn Foundation	-	-	-	<b>-</b>	7,000
Others	430	975	-	<b>1,405</b>	1,843
	430	13,702	-	<b>14,132</b>	24,375
	430	101,815	-	<b>102,245</b>	258,025

Home Office income funds the CLMG consortium projects. The Museums Association is a member of the consortium and administers its funds.

### 3. Total resources expended

	Benevolent Fund £	Daphne Bullard Trust £	Trevor Walden Trust £	NEMO £	Esmée Fairbairn Foundation £	Total trusts and funded projects £	CLMG £	Diversify (Positive Traineeships) £	Total restricted funds £	Total endowment funds £
Staff costs - direct ( Note 5)	-	-	-	-	-	-	-	-	-	-
Printing and stationery	-	-	-	1,768	-	1,768	7,839	29	9,636	-
Travel and catering	-	-	102	1,748	1,333	3,183	-	1,302	4,485	32
Production and design	-	-	-	6,316	-	6,316	3,468	7,177	16,961	-
Postage and distribution	-	-	-	-	-	-	-	22	22	-
Speakers and consultants	-	-	-	4,500	-	4,500	59,860	21,781	86,141	-
Venue hire and equipment	-	-	-	1,355	-	1,355	-	4,627	5,982	-
Grants made	-	1,000	1,230	-	-	2,230	-	-	2,230	7,000
Bursaries	-	-	-	-	-	-	-	100,695	100,695	-
Insurances	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	243	-	-	-	-	243	-	-	243	59
Audit fees	-	-	-	-	-	-	-	-	-	-
<b>Total resources expended</b>	<b>243</b>	<b>1,000</b>	<b>1,332</b>	<b>15,687</b>	<b>1,333</b>	<b>19,595</b>	<b>71,167</b>	<b>135,633</b>	<b>226,395</b>	<b>7,091</b>

	Publications £	Events £	Membership £	Professional development £	Policy and public affairs £	Governance £	Support £	Total unrestricted funds £	2006 Total £	2005 Total (restated) £
Staff costs – direct (Note 5)	309,834	133,333	183,854	121,363	241,377	13,629	182,798	1,186,188	1,186,188	1,103,187
Printing and stationery	151,292	8,514	54,618	7,971	236	2,911	88	225,630	235,266	236,015
Travel and catering	14,459	129,434	3,072	11,278	14,011	-	-	172,254	176,771	162,706
Production and design	124,849	1,000	7,670	644	20,126	-	-	154,289	171,250	148,244
Postage and distribution	79,810	1,776	16,954	361	60	-	97	99,058	99,080	96,679
Speakers and consultants	1,962	9,337	1,422	2,476	1,531	-	-	16,728	102,869	116,686
Venue hire and equipment	96	148,451	8,857	300	3,775	-	-	161,479	167,461	127,985
Grants made	-	-	-	-	-	-	-	-	9,230	8,428
Bursaries	-	-	-	-	-	-	-	-	100,695	69,408
Insurances	-	3,825	-	-	77	-	16,582	20,484	20,484	13,808
Office services	21,274	9,910	18,499	11,331	13,163	7,779	11,562	93,518	93,518	91,127
Premises	9,315	4,339	8,100	4,903	5,641	-	5,063	37,361	37,361	33,296
Depreciation	-	-	-	-	-	-	68,738	68,738	68,738	56,739
Professional fees	-	-	-	-	-	-	13,788	13,788	13,788	15,689
Bank charges	-	-	-	-	-	-	16,510	16,510	16,510	10,316
Mortgage interest	-	-	-	-	-	-	26,617	26,617	26,617	28,553
Trustees' expenses	-	-	-	-	-	6,968	-	6,968	7,270	6,393
Audit fees	-	-	-	-	-	9,970	-	9,970	9,970	10,134
Support Costs	67,430	67,430	67,430	67,430	67,430	4,693	(341,843)	-	-	-
<b>Total resources expended</b>	<b>780,321</b>	<b>517,349</b>	<b>370,476</b>	<b>228,057</b>	<b>367,427</b>	<b>45,950</b>	<b>-</b>	<b>2,309,580</b>	<b>2,543,066</b>	<b>2,335,393</b>

### 4. Net incoming resources for the year

This is stated after charging/crediting:	2006 £	Restated 2005 £
Interest payable	26,617	28,553
Bank charges	16,510	10,316
Depreciation	68,737	56,739
Council's remuneration	Nil	Nil
Council's reimbursed expenses (travel and subsistence)	7,270	6,393
Auditors' remuneration:		
– Audit	9,970	10,134
– Other services (VAT advice)	525	-
<b>Income from quoted Investments</b>	<b>11,675</b>	<b>12,598</b>
<b>Bank interest receivable</b>	<b>15,533</b>	<b>12,421</b>



## 5. Staff costs and numbers

Staff costs were as follows:

	2006 £	Restated 2005 £
Salaries and wages	904,482	851,424
Social security costs	91,025	89,395
Cost of pension scheme	162,173	138,716
	<b>1,157,680</b>	1,079,535
Other staff costs	28,508	23,652
	<b>1,186,188</b>	1,103,187
Total emoluments paid to staff were:	<b>904,482</b>	851,424

One employee received emoluments in the band £70,001 to £80,000 (2005:1 in the band £60,001 to £70,000)

The employee in this band participated in the pension scheme. Contributions paid on behalf of the employee total £11,792.

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

	2006 No.	2005 No.
Publications	6	7
Public affairs	4	4
Events	3	3
Membership and marketing	6	5
Professional development and ethics	3	3
Support	4	4
	<b>26</b>	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 2005	1,035,580	123,039	224,906	<b>1,383,525</b>
Additions in year	-	-	57,107	<b>57,107</b>
At 31 March 2006	1,035,580	123,039	282,013	<b>1,440,632</b>
DEPRECIATION				
At 1 April 2005 as previously stated	51,889	96,845	212,485	<b>361,219</b>
Prior year adjustment	-	(4,537)	(37,211)	<b>(41,748)</b>
At 1 April 2005 as restated	51,889	92,308	175,274	<b>319,471</b>
Charge for the year	12,462	5,245	51,031	<b>68,738</b>
At 31 March 2006	64,351	97,553	226,305	<b>388,209</b>
NET BOOK VALUE				
At 31 March 2006	<b>971,229</b>	<b>25,486</b>	<b>55,708</b>	<b>1,052,423</b>
At 31 March 2005 restated	983,691	30,731	49,632	1,064,054

All tangible fixed assets are used for direct charitable purposes.

## 8. Investments

### a) UK quoted investments

	£
At 1 April 2005	472,093
Additions during the year at cost	2,720
Net gain on revaluation at 31 March 2006	73,620
<b>At 31 March 2006</b>	<b>548,433</b>

### Historical cost At 31 March 2006

At 31 March 2005	353,239
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	2006 £	2005 £
Analysis of investment portfolio		
Schroder Charity Fixed Interest Fund	195,258	257,088
Schroder Charity Equity Funds	352,978	214,808
Other	197	197
<b>At 31 March 2006</b>	<b>548,433</b>	472,093

Funds include unrealised gains of £192,472 (2005: £118,854).

### b) Investment in subsidiary

Shares in subsidiary at cost	2	2
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Throughout the year the association had a 100% shareholding in Museums Enterprises Limited, a dormant company incorporated in Great Britain. The share capital and reserves of the subsidiary are not material and therefore no consolidated accounts have been prepared.

<b>9. Stocks</b>	<b>2006 £</b>	<b>2005 £</b>
Stock of publications	<b>5,745</b>	9,704
<b>10. Debtors</b>	<b>2006 £</b>	<b>2005 £</b>
Trade debtors	<b>241,721</b>	180,144
Other debtors	<b>21,107</b>	26,289
Prepayments and accrued income	<b>82,672</b>	139,373
	<b>345,500</b>	345,806
<b>11. Creditors : amounts falling due within one year</b>	<b>2006 £</b>	<b>2005 £</b>
Bank loan (Note 12)	<b>28,700</b>	28,700
Trade creditors	<b>112,064</b>	78,407
Accruals	<b>46,094</b>	40,093
PAYE, social security and other taxes	<b>27,027</b>	25,226
Other creditors	<b>49,031</b>	18,212
Subscriptions in advance	<b>380,753</b>	358,549
	<b>643,669</b>	549,187
<b>12. Creditors : amounts falling due after one year</b>	<b>2006 £</b>	<b>2005 £</b>
Bank loan	<b>392,233</b>	420,933
Loans		
– under one year	<b>28,700</b>	28,700
– between one and two years	<b>28,700</b>	28,700
– between two and five years	<b>86,100</b>	86,100
– in more than five years	<b>277,433</b>	306,133
	<b>420,933</b>	449,633

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.

<b>13. Movements in funds</b>	At April 2005 restated £	Incoming resources £	Outgoing resources £	Transfers £	<b>At 31 March 2006 £</b>
<b>Endowment funds</b>					
Beecroft Bequest	299,391	42,727	(7,091)	-	<b>335,027</b>
Kathy Callow Trust	17,471	2,703	-	-	<b>20,174</b>
<b>Total endowment funds</b>	<b>316,862</b>	<b>45,430</b>	<b>(7,091)</b>	<b>-</b>	<b>355,201</b>
<b>Restricted funds:</b>					
Benevolent Fund	142,334	32,379	(243)	-	<b>174,470</b>
Daphne Bullard Trust	43,554	9,817	(1,000)	-	<b>52,372</b>
Trevor Walden Trust	18,439	3,031	(1,332)	-	<b>20,138</b>
CLMG	21,765	56,238	(71,167)	1,000	<b>7,836</b>
NEMO	2,175	13,402	(15,687)	110	<b>-</b>
Diversify	131,819	31,875	(135,633)	-	<b>28,061</b>
Esmée Fairbairn Foundation	1,333	-	(1,333)	-	<b>-</b>
<b>Total restricted funds</b>	<b>361,419</b>	<b>146,743</b>	<b>(226,395)</b>	<b>1,110</b>	<b>282,877</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Property reserve	20,000	-	-	-	<b>20,000</b>
Depreciation reserve	571,191	-	(12,462)	-	<b>558,729</b>
Operational reserve	150,000	-	(150,000)	-	<b>-</b>
Pension scheme reserve	42,000	-	(42,000)	-	<b>-</b>
Equipment reserve	32,500	-	(32,500)	-	<b>-</b>
<b>Total designated funds</b>	<b>815,691</b>	<b>-</b>	<b>(236,962)</b>	<b>-</b>	<b>578,729</b>
<b>General funds</b>	<b>(129,492)</b>	<b>2,233,135</b>	<b>(2,056,618)</b>	<b>(1,110)</b>	<b>45,915</b>
<b>Total unrestricted funds</b>	<b>686,199</b>	<b>2,233,135</b>	<b>(2,293,580)</b>	<b>(1,110)</b>	<b>624,644</b>
<b>Pensions deficit</b>	<b>(320,000)</b>	<b>48,000</b>	<b>(16,000)</b>	<b>-</b>	<b>(288,000)</b>
<b>Total funds</b>	<b>1,044,480</b>	<b>2,473,308</b>	<b>(2,543,066)</b>	<b>-</b>	<b>974,722</b>

Transfers were made from unrestricted funds to CLMG and NEMO to support the work of those organisations.

#### 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.

#### Purpose 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.

### 13. Movements in funds (continued)

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.

NEMO is a grant from the Network of European Museum Organisations to produce its newsletter.

Diversify is a programme funded by the Museums, Libraries and Archives Council to prepare minority-ethnic individuals for employment in the museum sector.

The Esmée Fairbairn Foundation contributed towards the costs of research into making better use of stored collections for the Collections for the Future report. The fund was fully expended during 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 and reserve on capital works on the Calvin Street property. Depreciation of the building is offset against this reserve.

The operations reserve represents funds set aside to provide a financial safety net for the MA in the event of a sudden, unexpected downturn in revenue due to external economic factors and was used during the year for that purpose.

The equipment reserve was used as intended to upgrade and replace computers in 2005/06.

### 14. Analysis of net assets between funds

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	-	1,052,423	<b>1,052,423</b>
Investments	312,557	235,679	197	<b>548,433</b>
Net current assets	42,644	47,198	(35,743)	<b>54,099</b>
Liabilities over one year	-	-	(392,233)	<b>(392,233)</b>
Pension scheme deficit	-	-	(288,000)	<b>(288,000)</b>
<b>Net assets at 31 March 2006</b>	<b>355,201</b>	<b>282,877</b>	<b>336,644</b>	<b>974,722</b>

### 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. Prior year adjustments

#### a) Pension scheme

Full implementation of FRS17 has required the deficit on the pension scheme to be recognised as a liability on the balance sheet of the charity. Previously contributions paid were recognised as an expense and the costs and revaluations of the scheme and resultant liability disclosed by way of note. In order for the previous year's information to be comparable the prior year's figures have been restated.

The accounting effect on the prior year of full implementation of FRS17 is as follows:

	£
Reduction in opening funds at 1 April 2004 due to inclusion of pension deficit	(278,000)
Recognition of current service costs for the year ended 31 March 2005	(106,000)
Removal of contributions paid from expenditure	110,000
Net finance cost for the year ended 31 March 2005	(19,000)
Actuarial loss on scheme for year ended 31 March 2005	(27,000)
Reduction in opening funds at 1 April 2005	(320,000)

#### b) Subscriptions income

The accounting policy for recognition of membership has been amended to recognise the income over the year to which it relates, with the proportion relating to the following financial year carried forward in creditors. Previously income was recognised as received. This change in accounting policy has been made to comply with Application Note G to Financial Reporting Standard Number 5 and the new 2005 Statement of Recommended Practice for charities. As a result of this the prior year's figures have been restated.

The effect of this change in accounting policy is as follows:

Reduction in opening funds at 1 April 2004 for income deferred to 2004/05	(190,943)
Income brought forward from 2004/05	190,943
Income deferred to 2005/06	(212,421)
Net increase in income for the year to 31 March 2005	(212,478)
Reduction in opening funds at 1 April 2005	(212,421)

#### c) Depreciation

In 2004/05 depreciation was charged in error against assets that were already fully depreciated. Consequently expenditure was overstated and fixed assets understated by this amount. As the total was significant this has been adjusted as a prior year adjustment rather than correcting the net book value of assets in the current year.

The effect on 2005 of the adjustment is:

Reduction in depreciation expense/Increase in net book value of assets	41,748
Increase in funds brought forward as at 1 April 2005	41,748
<b>Total cumulative effect of prior year adjustments</b>	<b>(490,673)</b>





## 17. 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 2004 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 20.5% of pensionable pay. It was agreed with the trustees that the company would contribute an additional £3,500 a month towards correcting the deficit.

The major assumptions used by the actuary were:

	At 31 March 2006	At 31 March 2005	At 31 March 2004
Rate of increase in salaries	3.6%	4.5%	4.5%
Rate of increase in pensions payments	3.1%	3%	3%
Discount rate	5%	5.4%	5.5%
Inflation assumption	3.1%	3%	3%
Loading for mortality improvements	5%	5%	5%

The assets in the scheme and the expected return were:

	Long-term rate of return expected at 31 March 2006	Value at 31 March 2006 £'000	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
Equities	4.4%	724	4.8%	489	5.9%	370
Bonds	2.4%	86	2.8%	62	3.9%	50
Secure growth	2.4%	212	2.8%	233	3.9%	196
Other (property, cash, etc)	2.4%	115	2.8%	40	3.9%	21
<b>Total market value of assets</b>		<b>1,137</b>		<b>824</b>		<b>637</b>
<b>Present value of scheme liabilities</b>		<b>(1,425)</b>		<b>(1,144)</b>		<b>(915)</b>
<b>Deficit in the scheme</b>		<b>(288)</b>		<b>(320)</b>		<b>(278)</b>

Analysis of movement in deficit	£'000	£'000	£'000	£'000
Deficit as at 31 March 2005		(320)		(278)
Current service costs		(109)		(106)
Contributions		122		110
Other finance income				
Expected return on pension scheme assets	36		35	
Interest on pension scheme liabilities	(65)		(54)	
Actuarial loss		(29)		(19)
Actual return less expected return on pension scheme assets	128		26	
Experience gains/losses on scheme liabilities	(73)		(19)	
Change in assumptions underlying present value of scheme liabilities	(7)		(34)	
		48		(27)
<b>Deficit as at 31 March 2006</b>		<b>(288)</b>		<b>(320)</b>

History of experience of gains and losses	2006	2005	2004	2003	2002
Difference between the expected and actual return on scheme assets:					
Amount (£'000)	128	26	37	(98)	-
% of scheme asset	11%	3%	6%	(21%)	-
Experience gains and losses on scheme liabilities					
Amount (£'000)	(73)	(19)	11	3	-
% of scheme asset	(5%)	(2%)	1%	1%	-
Changes in assumptions underlying the present value of the scheme liabilities					
Amount (£'000)	(7)	(34)	(135)	(10)	-
% of scheme asset	0%	(3%)	(15%)	2%	-
Total amount recognised in statement of total recognised gains and losses:					
Amount (£'000)	48	(27)	(87)	(105)	-
% of scheme asset	3%	(2%)	(10%)	(16%)	-

Total subscriptions to Museum Practice now stand at 2,487

# Corporate members

## 2005-2006

24 Design Ltd	DCA Consultancy Ltd	JANVS Design Group	Real Studios Ltd
2C SMA Design	Dick Raines Design Ltd	Jarrold Publishing	Redman Design Associates
4C Exhibitions and Interior Solutions Limited	Dicoll Ltd	Jasper Jacob Associates	Reed Engineering Building Services
A Different View	Display Developments Ltd	John Hart Design Consultants	Regal (Shaw) Ltd
ABL Cultural Consulting	DJ Willich Ltd	John Jones	Resound
Abloy Security Ltd	Drivers Jonas	John Slough of London	Retail Thinking
Absolute Action Ltd	Eastwood Cook	Jura Consultants	RGA Ltd
Absolute Museum & Gallery Products Ltd	Easy Tiger Creative	KE Software (UK) Ltd	Robert Hinton DCC Ltd
Adlib Information Systems Ltd	EBC Ltd	Kendrick Hobbs	Ronayne:Design
Al-Ambia Sdn Bhd	EDM Ltd	Kennedy O'Callaghan Architects	Rutherford & Wheeler Ltd
aMuze Interactive AB	Education Development International	Kingshurst Consulting	RWDP Limited
Andre & Associates Interpretation & Design Ltd	Edwin Dyson & Sons Ltd	L&R Consulting	Scenic Route Ltd
Antenna Audio	Egan, Matthews and Rose	Lab Architecture Studio	SCHOTT UK Ltd
AOC Archaeology Group	Electrosonic Ltd	Leach Colour Ltd	Screensaver
Art Cologne / Koelnmesse GmbH	Engineered Arts Ltd	Lighting Design & Technology	Service Graphics
Artem Ltd	England Marketing	Link 51 (Storage Products) Ltd	Setout
At Large	Erco Lighting Ltd	Lista UK Ltd	Seyner Benson Partnership
ATS Heritage	Espro Acoustiguide Group	Locum Consulting	Sigong Tech Co Ltd
Attract Marketing Limited	Euronova Ltd	Lord Cultural Resources	Silver Knight Ltd
Austin-Smith: Lord	Event Communications Ltd	M&G Transport & Technical Services	Simex-Iwerks
Axa Art Services Ltd	EyeGaze Ltd	Machine Shop Exhibitions Ltd	Simulacra
BAF Graphics	Farrer & Co	Malcolm Reading & Associates Ltd	Spiral Productions Ltd
Bates Wells & Braithwaite	Field of Vision	Manches LLP	S-Tech Insurance Services Ltd
Beck Interiors Ltd	FifeX Ltd	Manuscripti	Steensen Varming (Australia)
Bickerdike Allen & Partners	Forestry Commission	Martello Media	Stortech Ltd
Black Box AV Ltd	Framework R & D Ltd	Martinspeed Ltd	Studio MB LLP
Blackwall Green	Fraser Randall Productions Ltd	Matthews Millman Ltd	Studio SP Ltd
Blue Ant	Freehand Limited	MBA Great Britain	SUMO Museum Branding
Blueprint Exhibitions	Fuji Hunt Digital Solutions	MDA	Sun-X UK Ltd
Bott Ltd	Furneaux Stewart	Meaco measurement and control solutions	Sutler Stores Ltd
Box UK	G Ryder & Co Ltd	Media Vision (Design) Limited	Sysco
Boyden & Co	Gallery Systems	Metalrax Ltd	System Simulation Ltd
Brennan Design LLP	Gander & White Shipping Ltd	Metaphor Limited	System Store Solutions Ltd
Bridgeman Art Library	Gateway Ticketing Systems, Inc	Mike Stoane Lighting Ltd	T H March & Co Limited
Britannia Storage Systems Ltd	GBDM Ltd	Mivan Limited	Take 27
CABI Bioscience	GeeJay Chemicals Ltd	MKW Design Partnership	Talbot Designs Ltd
Campbell & Co Design Consultants	Glass & Mirror Ltd	Mobydoc	The Edge Picture Company
Capture Ltd	Glomas UK Ltd	MODES Users Association	The Museum Workshop Ltd
C'Art-Art Transport Ltd	Good Looking Pictures	Momart Limited	Thermo Lignum UK Ltd
Casson Mann Limited	Goppion	Motivation 81 Ltd	Third Millennium Information
Centre Screen Productions	GPD Exposiciones y Museos	MPower Media Limited	TOR Systems Ltd
CJG Consultants Ltd	Graham Festenstein Lighting Design	Mtec Ltd	Tourwest Ltd
Clarion Retail	Grant Leisure Group Ltd	Museum Conservation Services Ltd	Turner & Townsend
Clements and Street Ltd	Hahn Constable Ltd	Museum Ware (Europe) Limited	UVI Group
Click Netherfield Ltd	Haley Sharpe Design	Networks	Vernon Systems Ltd
Cliveden Conservation Workshop Ltd	Hamilton Design Ltd	New Angle	Vista-A Ticketmaster Product
Cognitive Applications Ltd	Harbottle and Lewis LLP	Objectives	Westair Museum Reproductions Ltd
Colin Williams Design Limited	Headland Design Associates	Ocean Design & Management Ltd	Willoughby Associates Limited
Conservation by Design Ltd	Heritage Image Partnership	OmniTicket Network Ltd	Withers LLP
Conservation Resources (UK) Ltd	Heritage Multimedia Ltd	ORLA Solutions Limited	X-Edit Ltd
Continuum Group	Higgins Gardner and Partners Limited	Ove Arup & Partners	XL Insurance
Countryside Art	Hirst Conservation	Oxford Exhibition Services Limited	XMC Limited
Cragg Management Services Ltd	Holmes Wood Consultancy	Panelock Systems Ltd	Xor Systems
Creations	Houghton Kneale Design Ltd	Past Pleasures Ltd	Zebra Square Ltd
Creative Paranoia Ltd	HSBC Insurance Brokers Ltd	PHT Consultants	
Crystallizations Systems Inc	iBase Media Services Ltd	PKF (UK) LLP	
Cultural Innovations	Idea Generation	Planet Enterprises Ltd T/A Planet PC	
Culturenet Cymru	Illuminations	PLB Consulting Ltd	
Customworks	Image Makers	Poppy Singer and Annabel Wylie	
Dale Air Limited	Infinite Design	Portland Design	
Darius Wilson Associates	Integrated Circles Ltd	Preservation Equipment Ltd	
Dauphin Museum Services Limited	International Fine Art Conservation Studios Ltd	Prince Research Consultants Ltd	
David McCabe Design	Invicta Storage Systems Ltd	Prodri Ltd	
Davis Langdon	ISIS	PS Financials plc	
	Isis Public Relations Ltd	Purcell Miller Tritton LLP	
	Ivor Heal Design Ltd	Rackline Systems Storage Ltd	
		Ramplas Ltd	

# AMA and FMA awards 2005-2006

## AMA

### Victoria Abbott

Project assistant  
Museum of London

### Helen Armstrong

Documentation assistant  
Oriental Museum, Durham  
University Museums

### Erica Bemporad

Collections officer  
Seven Stories

### Samantha Bowen

Museum development officer  
Kent County Council Museum  
Services

### Corrina Bower

Curatorial officer  
Farmland Museum and  
Denny Abbey

### Ann Cahill

Curator  
George Eliot Hospital Museum

### Matthew Clarke

Display manager  
Victoria & Albert Museum

### Samantha Clarkson

Assistant curator  
Letchworth Museum & Art Gallery

### Alison Coles

Head of development and alumni  
University of Hertfordshire

### Robin Diaper

Curator of the Guildhall  
Hull Museums

### Alison Duce

Darya Feuerstein  
Research support  
Prince Research Consultants Ltd

### Alexandra Fletcher

Curator  
British Museum

### Susan Fox

Keeper of collections  
Roman Baths Museum

### Stuart Frost

Gallery educator  
Victoria & Albert Museum

### Yvonne Hardman

Art gallery officer  
Touchstones, Rochdale

### Jean Harvest

Education officer  
Chippenham Museum  
and Heritage Centre

### Ann Hayhoe

Exhibitions Coordinator  
Victoria & Albert Museum

### Katie Herbert

Curatorial assistant  
Penlee House Gallery & Museum

### Rachel Hewitt

Collections manager  
Royal Academy of Arts

### Russell Hollowood

Exhibition and creative content  
developer  
National Railway Museum

### H C Kerbey

Collection manager  
National Museum of Wales

### Vanessa Kredler

Consultant  
Cultural Innovations

### Mark Laurie

Assistant keeper, collections care  
Leicestershire County Council

### Emma Lloyd

Curator of Cornish history  
Royal Cornwall Museum

### Joanna Low

Neil Mahrer  
Conservator  
Jersey Heritage Trust

### Sandra Martin

Collections management assistant  
National Museums of Scotland

### Christina McGregor

Collections information manager  
Wallace Collection

### Laurel Miller

Education officer  
Trowbridge Museum

### Stephen Nicholls

Exhibitions officer  
V&A Museum of Childhood

### Laura Nugent

Assistant curator  
Hunterian Museum

### Sarah Pearson

Assistant curator  
Hunterian Museum

### Clara Pereira

Collections documentation  
and audit assistant  
National Maritime Museum

### Helen Persson

Assistant curator  
Victoria & Albert Museum

### Lynda Powell

District museums officer  
Richmondshire District Council

### Erica Ramsay

Outreach curator  
Pontefract Museum

### Claire Reed

Conservator  
Southend Museum Service

### Justine Reilly

Museum education development  
manager  
MLA Yorkshire

### Rachel Reynolds

Senior officer (community history)  
Rotherham MBC

### Emma Roodhouse

Curator  
Falkirk Council Cultural Services

### Melanie Rowntree

Documentation officer  
Victoria & Albert Museum

### Pauline Salter

Curator  
Brontë Parsonage Museum

### Sarah Schmitz

House steward  
National Trust at Craggside

### Allison Sharpe

Assistant keeper of the collection  
Chatsworth House

### Paulina Shearing

Collections officer  
The Lightbox

### Claire Smith

Curator (scientific collections)  
University of Aberdeen

### Jed Smith

Curator  
Museum of Rugby

### Sonia Solicari

Assistant curator  
Victoria & Albert Museum

### Megan Thomas

Assistant curator  
Victoria & Albert Museum

### Jennifer Thomson

Curator – Coalport China Museum  
Ironbridge Gorge Museum

### Nicola Tibbitts

Senior curatorial officer  
Leamington Spa Art Gallery  
& Museum

### Duncan Walker

Registrar  
Portsmouth City Museum  
& Records Office

### Rebecca Wallace

Assistant registrar  
Victoria & Albert Museum

### Kate Whitworth

Education manager  
English Heritage

### Hannah Williamson

## FMA

### Anneke Bamberg

Head of museums  
Derby Museum and Art Gallery

### Jonathan Platt

Head of heritage services  
Lincolnshire County Council

### Jane Sellars

Principal curator  
Harewood House



# Notice of the AGM

Notice is hereby given that an Annual General Meeting of the Museums Association will be held on Wednesday 25 October 2006 at 1300 at the Bournemouth International Centre for the following purposes:

## A Apologies

## B Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Wednesday 26 October 2005 at the QEII Conference Centre, London.

## C Museums Association 2005/06

To receive a report on the Museums Association's activities for the year 2005/06.

## D Annual Report of the Museums Association

To receive the Annual Report of the council for the year 2005/06.

## 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 2005/06.

## 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 with 1 April 2007 individual member subscription rates be increased as follows:

Salary less than £13,000	£58
£13,001 – £20,500	£76
£20,501 – £29,000	£99
£29,001 – £40,000	£117
£40,001 – £56,500	£143
£56,501 – £80,000	£164
Income over £80,000	£186
Overseas	£120
Student, retired, unemployed, volunteer, member of governing body	£46

## 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 2007 institutional member subscription rates be increased as follows:

Expenditure less than £25,750	£62
£25,751 – £128,000	£128
£128,001 – £257,500	£258
£257,501 – £775,000	£515
£775,001 – £1,545,000	£720
£1,545,001 – £5,150,000	£1,235
Expenditure over £5,150,000	£1,545
Federations, specialist groups and friends' organisations	£35
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** As part of the Museums Association's Forward Plan commitments, a review of the benefits available to individual members has been undertaken following the review of institutional membership agreed at the 2005 AGM. No additions or changes have been made to the range of benefits received by members for at least a generation with the sole direct benefits being Museums Journal and the membership card offering free or discounted admission to museums and galleries. As a result of a review process that has been scrutinised by both council and the executive committee, it is proposed that individual member benefits should be extended to include Museum Practice magazine and access to the online archive. This will provide members with much needed access to a massive resource of practical and technical information covering the full range of museum and gallery activity. Currently, an individual subscription to Museum Practice costs members £40.

With low pay in the museum sector being a continuing concern, council feel that any increases in membership fees should be proportionate to salary, and the lowest increases in membership fee coincide with the lowest salary bands. Those earning under £13,000, for example, will pay no more than an increase of £8 in membership fees to receive Museum Practice. Those earning over £80,000 will pay £26 more. All members will benefit by receiving Museum Practice at well under its current subscription rate.

### Item H

**2** The institutional membership subscriptions have been increased in line with inflation.



## **Minutes of the Annual General Meeting of the Museums Association held on Wednesday 26 October 2005 at 1300 at the QEII Conference Centre, Westminster, London.**

### **A Apologies**

Apologies were received from Stephen Kay.

### **B Minutes**

The minutes of the Annual General Meeting held on Wednesday 15 September 2004 at the International Conference Centre, Edinburgh were put to the meeting. Nick Winterbotham proposed, Steve Garland seconded and it was agreed that the minutes be accepted as a true record.

### **C Museums Association 2004/05**

The director reported back on the previous year's activities as set out in the Annual Report.

### **D Annual Report of the Museums Association**

Nick Winterbotham proposed, Evelyn Silber seconded and it was agreed that the director's report and Annual Report be 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, reported that the trading year 2004/05 had been satisfactory and £50,000 had been added to the unrestricted reserves. Income and expenditure had performed as predicted with most income generating activities showing improvement on the previous year.

She reported that the trading position in the current year (2005/06) was less satisfactory with disappointing results to date for recruitment advertising; cuts in expenditure had already been made and more cuts might be required if results did not improve.

The accounts and financial report were put to the AGM. Nick Winterbotham proposed, Brian Hayton seconded and it was agreed that the accounts and financial report be formally received.

### **G Individual membership subscriptions**

The honorary treasurer outlined the proposed increases in individual subscription rates in the range of 2.5% to 3% in line with current inflation. The unemployed and student rate had been increased for the first time in five years.

Nick Winterbotham proposed, Mark Suggitt seconded and it was agreed that the individual subscription rates be adopted.

### **H Institutional membership subscriptions**

The honorary treasurer informed the AGM that a review of institutional membership had taken place; the first since 1990. The annual adding of inflationary price increases to the fees and bands had resulted in an unfair system with enormous band ranges. Small museums had been paying the same level of fee as institutions with over 15 times the spending power.

The new structure addressed the iniquities of the old system and gave institutions enhanced benefits. The Museums Association's quarterly magazine, Museum Practice, would now become a core benefit of membership and the number of copies of Museums Journal received had been increased to a maximum of five copies.

Affiliated membership had been put on the same scales as other institutional members.

Paul Davis proposed, Nick Winterbotham seconded and it was agreed that the institutional membership subscriptions be adopted.

### **I 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.

Evelyn Silber proposed, Nick Winterbotham seconded and it was agreed that Sayer Vincent be reappointed.

### **J 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**

Ros Westwood, Derbyshire County Council

Vicky Woollard, Department of Arts Policy and Management, City University

### **Regional and national councillors**

North East

Alec Coles, Tyne & Wear Museums

East of England

Robin Hanley, Norfolk Museums & Archaeology Service

West Midlands

Emma-Kate Lanyon, Shropshire County Museum Service

Wales

Rachael Rogers, Abergavenny Museum

### **National museum institutional councillor**

Paul Davis, Natural History Museum

Sandy Nairne, National Portrait Gallery

### **Independent museum institutional councillor**

Oliver Green, London's Transport Museum

Sarah Staniforth, National Trust

### **Affiliated member institutional councillor**

Nick Poole, MDA

### **University museum institutional councillor**

Nichola Johnson, Sainsbury Centre, University of East Anglia

### **Local authority museum institutional councillors**

David Gemmell, Kingston upon Hull City Council

Sue John, Brighton & Hove City Council

Marcus Johnstone, Lancashire County Council

The director congratulated Anneke Bambery, Jonathan Platt and Jane Sellars who had achieved the FMA.

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

Thanks were also extended to retiring council members Peter Berridge, Bob Clark, Janet Dugdale, Marguerite Henry, Robin Hill, Kevin Mason, Nick Merriman, Gordon Rintoul, Edmund Southworth, Iain Watson, Malcolm Wood and Mary Yule.