



MUSEUMS
ASSOCIATION

ANNUAL REPORT

2007/08

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‘The past year has shown that our influence is growing, as the extent and quality of our work expands.’

Mark Taylor
Director, Museums Association

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DIRECTOR’S INTRODUCTION

Currently halfway through its three-year forward plan, the Museums Association (MA) is working hard to deliver its major programme priorities – collections and workforce.

The work that began with the publication of Collections for the Future in 2005 is now in full flow. Real change is being instigated across the sector and we are pushing forward our initiatives. On the back of the significant changes to the Code of Ethics at the 2007 AGM, we are persuading and helping museums to actively and strategically dispose of items from their collections. We are investing in a large number of projects and a new web facility to encourage and enable more loans and collections mobility. We are also promoting the idea of improved knowledge management, which includes running the Monument Fellowship scheme.

It is now recognised that the MA leads the thinking and strategy on issues relating to the museum workforce. This is highlighted by the cultural heritage workforce strategy that we have drafted with Creative & Cultural Skills. We also continue to lead the way in workforce diversity and will shortly be introducing new thinking on improving entry into the museum workforce. Most importantly, we continue to advise and campaign on the lamentably low salaries in our sector.

Other areas have not been neglected. The redesign of Museums Journal was very well received and the annual conference and exhibition had the highest attendance in its history. We introduced our largest events programme to date and had a successful trading year.

The museum sector is in transition, with new policies being developed in England, Wales and Northern Ireland and new structures in Scotland. The MA is leading some radical thinking on museums and sustainability, Renaissance in the Regions is being reviewed, and work is beginning on a tough Comprehensive Spending Review.

The MA is at the centre of all this activity. The past year has shown that our influence is growing, as the extent and quality of our work expands.



Mark Taylor
Director, Museums Association



REFERENCE AND ADMINISTRATIVE DETAILS

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

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

Company number
252131

Charity number
313024

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

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

Nottingham Building Society
22 Friar Lane
Nottingham NG1 6DU

United Trust Bank
80 Haymarket
London SW1Y 4TE

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

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

Council 2007/08
President: Virginia Tandy
Professional vice president: Sandy Nairne
Institutional vice president: Nichola Johnson
Hon vice president: Charles Saumarez Smith
Most recent institutional vice president: Lexie Scott
Hon treasurer: Alec Coles

Professional councillors at large:
Brian Hayton
Sandra Bicknell
Emma Chaplin
Emma Warren
Ros Westwood
Vicky Woollard

National/regional councillors:
Northern Ireland: Chris Bailey
London: Katy Martin
Scotland: Joe Traynor
North East: Alec Coles
East Midlands: Jonathan Wallis
South West: Alison Bevan
East of England: Robin Hanley
North West: Jo Jones
Yorshire: Mary Kershaw
West Midlands: Emma Kate Lanyon
South East: Zara Luxford
Wales: Rachel Rogers

Institutional councillors:
Local authority:
Cllr David Gemmell
Cllr Marcus Johnstone
Cllr Michael Pye

Independent:
Richard de Peyer
Oliver Green
Sarah Staniforth

National:
Stephen Allen
Paul Davis

University:
Sally MacDonald

Affiliated:
Nick Poole

Staff 2007/08
Head of sales and marketing: William Adams
Policy officer: Nikola Burdon
Finance administrator: Victoria Chapman
Account manager, display advertising: Anastasia Churchill
Collections coordinator: Sally Cross
Deputy director: Maurice Davies
Head of professional issues: Caitlin Griffiths
Marketing manager: Janson Harrison
Senior journalist, Museums Journal: Felicity Heywood
Professional development & ethics coordinator: Rebecca Jacobs
Account manager, recruitment & exhibition: Dennis Jarrett
Head of publications: Sharon Heal
Museum development officer, professional development and ethics: Charlotte Holmes
Production assistant: Geraldine Kendall
Research & production editor: Catrina Lucas
Professional development administrator: Nuala Maguire
Development officer for Wales: John Marjoram
Events coordinator: Lorraine O’Leary
Editor, Museum Practice: Javier Pes
Membership administrator: Pamela Poynter
Events production manager: Sue Robinson
Diversify coordinator: Lucy Shaw
Head of finance & administration: Lucie Slight
Marketing officer: Zoe Spencer
Director’s assistant: Georgie Stagg
Website editor: Patrick Steel
Deputy editor, Museums Journal: Simon Stephens
Director: Mark Taylor
Head of events: Ratan Vaswani
Systems manager: John Wellington
Projects officer: Helen Wilkinson
Development officer for Scotland: Fiona Wilson

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 2008.

Reference and administrative information set out on page 4 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 below demonstrates how the association 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, publications and events. The executive committee is a group that advises the 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 financial results for the year improved on the previous year. Unrestricted income for the year was £2,423,156, an increase of 3 per cent on 2006/07. Unrestricted expenditure also increased by 3 per cent to £2,295,491, giving a net contribution to unrestricted reserves of £127,665 before taking into account the improvement in the actuarial valuation of the pension scheme of £181,000.

Income from publications fell 8 per cent from £1,182,967 to £1,087,267, in part due to the change in the bundle of membership benefits which now includes subscriptions to Museum Practice as well as Museum Journal, but mainly due to lower levels of recruitment advertising income. Events income rose 24 per cent to £567,709 due to the success in attracting delegates and exhibitors to the Glasgow conference and exhibition. Membership income was up 10 per cent to £667,327 and professional development income rose as AMA registrations continued to increase.

Expenditure on publications fell by 10 per cent. Events expenditure was 8 per cent higher than the previous year as the number of events increased. Membership costs increased 16 per cent as the team was finally brought up to full staffing level. Changes in expenditure for professional development and policy need to be taken together as there was a transfer of personnel from policy to professional development; overall there was a 9 per cent increase in the combined expenditure of the two departments compared to the previous year.

The balance of restricted funds decreased by £121,473 to £352,796 as committed and incoming funds were spent on Diversify, CLMG and other projects supported by external funders as well as the fall in the value of the investments held by the grant-making trusts in this category.

Endowment funds decreased by £14,141 to £350,855 due to the fall in the market value of investments.

During the year, the grant-making trusts administered by the MA were able to make several grants under the terms of their individual deeds. The Beecroft Bequest made two grants totalling £6,998 to assist with the purchase of works of art; the Kathy Callow Trust made a single grant of £945 for a social history display; the Daphne Bullard Trust made two grants totalling £1,000 to fund textile conservation projects; and the Trevor Walden Trust made grants totalling £2,299 to individual members of the MA who are undertaking the AMA professional development programme. At the end of the year, the grant-making funds in the care of the MA had decreased from £623,221 to £591,806, largely due to the fall in the value of the investments held by each of the trusts.

Investment policy

By the terms of the memorandum and the 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 funds of the grant-making trusts being invested in charity equity and fixed interest funds.

Reserves policy

The council reviews the reserves of the MA each year to determine what financial buffer is needed to protect its activities in the event of an unexpected economic downturn, which has been identified as the major external risk to the MA. Some years ago, council identified £250,000, approximately six weeks' unrestricted expenditure, as the minimum amount. Unfortunately this target has not been achieved, but the forward plan aspires to bring the reserves up to the six weeks' level within the next two years. Council designates amounts for specific purposes when funds are available and as necessity dictates. At the end of 2007/08, £35,000 was designated as the property reserve to be held for major repairs and improvements to the Calvin Street property.

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 of the plan is monitored by council, a report being presented at each of its meetings. The plan is reviewed and updated each year, with the review concentrating on identifying and evaluating 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

While membership income grew by 10 per cent, numbers dropped by 2.9 per cent to an average of 5,925 members for the year. This is wholly due to a fall in individual membership, which is the result of changes to membership benefits.

Individual membership

The average year figures for individual membership decreased by 3.4 per cent (2007/08 5,106; 2006/07 5,285). This was in part due to the major restructuring of membership benefits this year, and also the result of the opening up of job adverts to all members on the MA website in October 2007, with the reduced numbers in the student and unwaged membership categories. Following the initial drop off, membership was growing steadily again in the final months of the year.

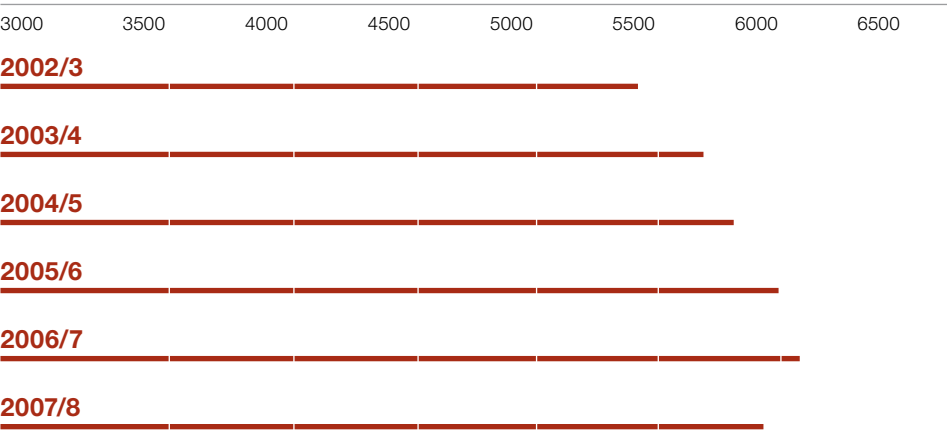
Institutional membership

Average institutional membership remained stable in 2007/08 (2007/08 577; 2006/07 579).

Corporate membership

Corporate membership reached its highest number in February 2008 with 252 companies as active members. Average numbers grew once again (2007/08 243; 2006/07 240).

Year average total membership



POLICY AND ADVOCACY

The MA remains at the forefront of policy making. We have actively contributed to numerous advisory groups, developed new thinking in key areas and responded to a variety of consultations. We continue to undertake work to develop our profile and improve services in Scotland and Wales. In 2008/9 we will formalise our approach to new projects and fundraising with the creation of a part-time projects officer.



In 2007/08 the MA:

Contributed to the Local Government Association Advisory Panel; National Cultural Forum; UK UNESCO Culture Committee Conventions Working Group; Renaissance in the Regions Review Panel; Mayor of London Heritage Diversity Task Force; the Museum Prize; National Campaign for the Arts; Campaign for Museums; Campaign for Learning through Museums and Galleries; and the Network for European Museum Organisations.

Responded to Securing Excellence; Delivering for Communities (MLA); Local Government National Indicator Set; Gift Aid (HMRC); Draft Cultural Property (Armed Conflicts) Bill; Supporting Excellence in the Arts (DCMS); National Museums Strategy (MLA).

Developed a discussion paper on sustainability and museums, taking a broad view of the economic, social and environmental aspects of museums' work.

Met with key government figures, including the secretary of state for culture, media and sport; the minister for the arts, DCMS; and the minister for heritage Welsh Assembly Government.

Represented Wales, Scotland and Northern Ireland in all our key initiatives, also contributing to policy events and running several continuing professional development and ethics workshops.

Supported key initiatives with a range of partners including: Esmée Fairbairn Foundation (Effective Collections); Museums, Libraries and Archives Partnership (Diversify); Museums and Galleries Disability Association, Shape and The University of Leicester (Bill Kirby Traineeship); Monument Trust (Monument Fellowships); Museums Galleries Scotland (development officer for Scotland); CYMAL and the Welsh Federation of Museums (development officer for Wales); Creative & Cultural Skills (workforce development of the cultural heritage sector and supporting new entrants); the Big Lottery Fund (Museums of the Mind with CLMG); as well as a variety of in kind support for MA programmes, events and campaigns.

In 2008/09 the MA will:

Continue its proactive contribution to policy on a national and local level.

Monitor the regional museum landscape through MLA's reorganisation and the review of Renaissance in the Regions.

Respond to emerging local and national government issues and work with government organisations to raise the profile of museums.

Improve the communication of policy issues through its website.

Discuss sustainability with the sector, and develop proposals to help museums improve their sustainability.

Develop a comprehensive fundraising strategy and raise external funding for at least two projects, including further research into salary levels in the sector.

COLLECTIONS FOR THE FUTURE

Two major programmes of work are taking forward and implementing aspects of Collections for the Future – Effective Collections and Monument Fellowships.

Effective Collections is supported by a grant from the Esmée Fairbairn Foundation and began in September 2006. It is a programme to improve the

In 2007/08 Effective Collections:

Published an introductory report, Making Collections Effective containing 16 action points for its collections work.

Initiated projects with individual museums piloting methods of reviewing stored collections, transfers and other disposals, and long loans of underused items.

Consulted on Simple Loans Administration and developed guidance for creating straightforward loan agreements.

Launched the Disposal toolkit, following changes to the guiding principles contained in the Code of Ethics.

Communicated with members through a series of events: the sell-out Share options conference exploring making loans easier, and two object handling and two condition reporting training days.

use of stored collections and is part way through its pilot phase that lasts until 2009.

The MA is raising the profile of collections-related knowledge. We aim to encourage museums to develop practices to ensure that investment in knowledge is used to its full potential. In 2007/08

In 2008/09 Effective Collections will:

Deliver 18 Disposal toolkit training workshops to over 400 delegates in each UK nation and region.

Complete research to define a desirable skills standard for borrowers, with a view to establishing a means of assessing and accrediting individuals.

Conclude and evaluate pilot projects involving over 20 museums.

Pilot the web listing service ‘Find an Object’ for disposal and loan objects from summer 2008.

collections-related knowledge was one of the major themes of the annual conference. In 2008/09 a position paper will be circulated to engage other sector bodies, seek a wider range of views and raise the profile of the issues.



Improve resources to assist museums approaching disposals and loans on the MA website.

Launch the full phase of Effective Collections.

Publish a second version of Simple Loans Administration in partnership with the Collections Trust.

Curate the Collections’ life cycles strand at the MA annual conference.

Communicate with members through a series of MA events, including one-day conferences on touring exhibitions and on collections as a public resource.

The Monument Fellowships is one aspect of this work, supported by a grant from the Monument Trust. It is a scheme to encourage sharing collections-related knowledge and succession planning and to embed this into museum working practices. The fellowships are in the second round of applications.

In 2007/08 the Monument Fellowships:

Announced the first round of seven fellows in October 2007; they are based around the UK, work in a variety of subject areas and include curators, a conservator and a librarian.

Developed monitoring and guidance forms and made mid-point visits to the fellows to learn from the projects.

Hosted a networking day for all fellows and curated a sell out one-day conference on developing knowledge sharing.

In 2008/09 the Monument Fellowships will:

Announce the second round of fellows in October 2008.

Produce knowledge-sharing and succession-management guidance, building on the models of good practice developed by the Monument Fellowship programme.

Host a networking day for second round fellows.

Develop a one-day conference to highlight good practice and move on the thinking around collections-related knowledge.

PROFESSIONAL DEVELOPMENT

In 2007 the MA’s professional development schemes continued to grow in terms of both membership and profile. Following the successful relaunch of CPD Plus, work began on a major review of the Associateship of the Museums Association (AMA). It will evaluate the scheme and its impact on the sector,

and develop a more effective and valuable one. Research and development of all schemes is set to continue in 2008/09 to broaden participation, clarify benefits and streamline supporting processes.

In 2007/08:

124 people registered for the AMA, the highest number since the new-style AMA was launched in 1996.

Over 500 people are participating in the AMA.

The MA issued new guidance to all AMA support groups and participation increased in new and existing regions.

283 people attended AMA workshops on CPD, ethics, preparing for the professional review and mentoring.

58 people were awarded the AMA.

Participation in the CPD Plus scheme more than trebled; in March 2008 the first intake of participants all successfully completed a year in the scheme.

The Fellowship of the Museums Association (FMA) has continued to grow with the first successful candidates coming through the new two-stage application process.

The MA initiated a major review of the AMA; the findings of some formative research carried out by consultants provided a useful basis to develop clearer aims and objectives; the terms of reference and scope of the review were established through discussion with key stakeholders.

In 2008/09 the MA will:

Conduct wide spread consultation with members and non-members around the future of the AMA.

Update the AMA in light of the findings of the review, ensuring it meets the needs of individuals and employers, ready for implementation in 2009/10.

Sustain the number of people registering for the AMA and support current participants through its review.

Announce the 500th person to be awarded the AMA.

Continue recruiting more AMA mentors to offset increased demand.

Deliver at least 15 AMA workshops around the UK, in addition to mentoring and professional reviews.

Integrate CPD Plus into the MA’s recognised portfolio of professional development schemes.

Assess the role of the FMA and other CPD schemes in light of the review of the AMA.

WORKFORCE DEVELOPMENT

In 2007/08 the MA focused on two key areas of workforce development: supporting the work of Creative & Cultural Skills (CCSkills), the sector skills council for the cultural heritage sector; and taking forward the Pay in Museums campaign.

In 2007/08 the MA:

Took on the leadership of the CCSkills Cultural Heritage Skills Advisory Panel.

Worked with the panel and the sector's employers to create a workforce action plan for the cultural heritage sector.

Supported the development and roll out of key initiatives run by CCSkills, including Creative Choices, a new website designed to provide career information and sector intelligence.

This year the MA formally entered into a partnership with CCSkills and prepared to move into the next phase of its long-term programme of work to improve levels of pay in the sector.

Worked with CCSkills to encourage museums and galleries to take part in the new Creative Apprenticeship programme.

Published the updated 2007/08 salary guidelines on the MA website.

Advocated for better pay and use of the guidelines with individuals, museums and sector bodies.

Undertook preliminary research and analysis into current levels of pay which suggests that small but sustainable improvements are being made.

In 2008/09 the MA will:

Work with the sector to take forward the recommendations of the workforce action plan.

Work with sector employers to review the National Occupational Standards for cultural heritage.

Publish the updated 2008/09 salary guidelines on the MA website.

Fundraise for and commission a new piece of research into levels of pay to investigate the impact of the MA's work to date and explore additional significant issues.

Work in partnership with museums and sector bodies to develop further guidance and support.

WORKFORCE DIVERSITY

For the past ten years Diversify has aimed to make museum careers more accessible to people from ethnic minorities by offering positive-action bursaries and traineeships. Since 2002 our main partner and funder has been the Museums, Libraries and Archives Council.

In 2007/08:

More than 90 people are participating in the Diversify scheme, and over 45 have completed their training and are now working in the museum sector.

The MA recruited the second phase of the Diversify management-level traineeship scheme with trainees being placed at the Royal Pavilion & Museums, Brighton and Hove and London Transport Museum; initial evaluation from the first phase shows positive outcomes for trainees and host museums.

Eight Diversify bursaries were awarded with students studying at universities in Leicester, Newcastle, Manchester, East Anglia and Southampton.

In 2008/09 the MA will:

Recruit Diversify participants for the non-hub placements and partnership bursaries.

Develop an enhanced programme of support for museums hosting Diversify placements and continued advocacy for the scheme.

Revise the Diversify toolkit.

Conduct research into entry routes into the sector.

The scheme has recently broadened its scope to offer training opportunities for deaf and disabled people and will be exploring ways of making museum careers more accessible to people from a range of socio-economic backgrounds.

The 2006/07 bursary students undertook their five-month Diversify placements at the British Museum, the Museum in Docklands, Hampshire County Museums Service, the National Gallery, the National Portrait Gallery and the London Archaeological Archive and Research Centre.

The MA launched the Bill Kirby traineeship for deaf and disabled people in partnership with Colchester and Ipswich Museums Service, the University of Leicester's department of museum studies and Shape.

The MA confirmed continued funding from Renaissance to pursue new models of Diversify bursaries which include placements in non-hub museums and a second strand of work to encourage museums and course providers to partner one another in offering bursaries.



ENTRY TO THE WORKFORCE

The MA remains concerned and active about the difficulties associated with entering the museum workforce. Building on initial work carried out by the deputy director, the MA has been looking at this issue in depth.

In 2007/08 the MA:

Established a forum to oversee, contribute and help shape the work on entry into the sector.

Piloted a two-day career development conference – Moving on up – for new entrants into the sector, attracting over 150 delegates and very positive feedback.

Hosted its first symposium for universities providing museum studies courses and employers.

Held the first MA round table for people involved in HR or staff development in museums.

In 2008/09 the MA will:

Take forward work with selected museums to pilot initiatives to address issues relating to entry in to the workforce, including: progression; recruitment and induction; internships; and volunteering.

Publish a report designed to support the sector in finding ways to improve entry into the sector.

ETHICS

Museum ethics has been at the forefront of current issues over the past year, with disposal, museum closures and repatriation of human remains all appearing prominently in the public realm. The MA has continued to raise awareness of museum ethics both within and outside of the sector, promoting best practice and providing support and guidance to museums.

In 2007/08:

We published the new Code of Ethics following the revision of the guiding principle on disposal, which was based on two years of extensive consultation with the sector and key stakeholders.

We developed a Disposal toolkit to support museums approaching disposal.

We delivered ethics training to AMA participants, university students and major museum services across the UK.

The ethics committee responded to a number of high-profile cases.

In 2008/09 the MA will:

Revise the suite of ethics training sessions available and offer these to a greater range of people.

Explore alternative methods of delivering ethics training, including in-house training packages and web resources.

Continue to raise the profile of museum ethics in MA publications and stimulate debate in the sector.

WEBSITE AND ELECTRONIC MEDIA

The website and electronic communication are increasingly playing an important role in the way we communicate with our members and potential members. New elements were introduced in 2007/08 and there are plans for more next year.

In 2007/08 the MA:

Launched a monthly newsletter and increased news on the website; this has dramatically improved traffic to the site and has widened communication channels with the sector.

Opened up an online recruitment listing to all registered users of the site leading to much higher usage.

Produced and ran the first of several films looking at key museum issues and conducting interviews with participants at conference and events.

Offered banner and skyscraper advertisements on the website, diversifying revenue streams.

In 2008/09 the MA will:

Conduct extensive user research into how and why people use the website and what they want from it, to form a new strategy for the site.

Redesign the website – phase one will include a new visual look to be rolled out this year; and phase two will take place in 2009/10.

Launch an ecommerce section on the website with a linked database; this will enhance the site and reduce internal administration.

PUBLICATIONS

In 2007/08 the MA continued to set high standards with its authoritative, informative and respected publications.

In 2007/08:

After extensive market research, including questionnaires to members and focus groups, Museums Journal was relaunched in October.

Content was revamped making it more relevant to readers and the design was refreshed to give a more contemporary look.

The news section was extended in line with the research findings, and new elements have been introduced such as regular columnists, Museum of, Best in show and a People section.

The MA received overwhelmingly positive feedback about the redesign from readers, stakeholders and advertisers.

Museum Practice became an additional membership benefit.

Recruitment advertising revenue, as predicted, was down on the previous year (2007/08 £573,000; 2006/07 £640,000), but was still £23,000 over target.

Both Museums Journal and Museum Practice achieved their highest ever display advertising revenues for the second year running (2007/08 £204,000; 2006/07 £196,000).

In 2008/09:

Market research will be undertaken to assess the impact of the redesign of Museums Journal and the increased circulation of Museum Practice and the relationship between the two magazines.

The recruitment advertising budget will be reduced to £530,000, to ensure the association meets its aim of diversifying income.



DIRECTORIES

In 2007/08 the MA published its three main directories – Museums & Galleries Yearbook, the Museum Services Directory and a new Members’ Guide (formally the Discount Directory).

In 2007/08:

Museums & Galleries Yearbook was once again a great success, with many new museums, galleries and historic buildings added to the directory.

The Museum Services Directory carried its greatest number of listings and included a new section on cultural diversity, supported by the Cultural Leadership Programme.

Directory revenues again reached the £120,000 mark.

The MA Members’ Guide was updated, expanded and published.

In 2008/09 the MA will:

Implement the first phases of Museums & Galleries Yearbook online.

EVENTS

The MA’s events programme continues to expand. In 2007/08 the annual conference in Glasgow was one of the most successful events ever held.

In 2007/08:

Themed content at the Glasgow conference was structured and re-presented, meeting with positive feedback.

A new, low-cost residential conference for early career museum professionals ran at Leicester University in spring and was well received.

Small-scale events were increased; this is as a result of greater collaboration with regional agencies and museum services, with these events run on demand either at the MA’s offices or in museums.

The MA negotiated with the regional MLA to fund places for more first-time delegates at the 2008 conference in Liverpool.

In 2008/09 the MA will:

Run the low-cost residential conference for early career museum professionals and this will become an annual event.

Include more participation at events through workshop and other activities.

Work collaboratively with other organisations on the content and production of new events.

Extend the ‘on demand’ provision of events.

Coordinate more events with our print coverage of museum issues.

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.

The council members each confirm that to the best of their knowledge there is no information relevant to the audit of which the auditors are unaware. The council members also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors.

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 p4.

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 2008 was 5,015 (31 March 2007 – 5,253). 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 17 July 2008 and signed on its behalf by Mark Taylor, secretary.



‘The event has given me the confidence to apply for posts I would normally feel were “above” me or that I didn’t have enough experience for. Having had time to reassess my skills and experience, I realised than I have more to offer than I had previously thought.’

A delegate at the MA’s Moving on up conference

INDEPENDENT AUDITOR’S REPORT

To the members of Museums Association

We have audited the financial statements of the Museums Association for the year ended 31 March 2008 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.

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

Respective responsibilities of the council and auditors

The responsibilities of the council (who are also the directors of the Museums Association for the purposes of company law) for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), 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 also report to you whether the information given in the annual report of the council is consistent with the financial statements. In addition, we report to you if, in our opinion, 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 and the director’s introduction. 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 the 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, of the charitable company’s state of affairs as at 31 March 2008 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 report of the council is consistent with the financial statements.

Sayer Vincent
Chartered accountants & registered auditors, London
23 July 2008

STATEMENT OF FINANCIAL ACTIVITIES

Incorporating an income and expenditure account

For the year ended 31 March 2008

	Note	Endowment £	Restricted £	Unrestricted £	2008 Total £	2007 Total £
Incoming resources						
<i>Incoming resources from generated funds</i>						
CLMG	2	-	101,520	-	101,520	83,796
Trusts & funded project	2	589	71,762	-	72,351	213,367
Investment income		14,777	4,322	22,721	41,820	36,978
<i>Incoming resources from charitable activities</i>						
Publications		-	-	1,087,267	1,087,267	1,182,967
Events		-	-	567,709	567,709	456,836
Membership		-	-	667,327	667,327	605,852
Professional development		-	-	77,718	77,718	70,525
Policy & public affairs		-	-	414	414	3,750
Diversify	2	-	207,711	-	207,711	223,980
Total incoming resources		15,366	385,315	2,423,156	2,823,837	2,878,051
Resources expended						
<i>Charitable activities</i>						
Publications		-	-	637,150	637,150	706,424
Events		-	-	505,837	505,837	469,559
Membership		-	-	500,347	500,347	429,055
Professional development		-	-	367,319	367,319	240,764
Policy & public affairs		-	-	237,208	237,208	314,160
CLMG		-	111,933	-	111,933	63,902
Trusts & funded projects		8,109	196,425	-	204,534	87,221
Diversify		-	177,888	-	177,888	199,106
Governance		-	-	47,630	47,630	56,454
Total resources expended	3	8,109	486,246	2,295,491	2,789,846	2,566,645
Net incoming /(outgoing) resources before transfers and other recognised gains and losses	4	7,257	(100,931)	127,665	33,991	311,406
Gross transfers between funds		-	-	-	-	-
Net incoming/(outgoing) resources for the year after transfers		7,257	(100,931)	127,665	33,991	311,406
Unrealised loss on investment assets	8	(21,398)	(20,542)	-	(41,940)	17,272
Actuarial gains/(losses) on defined benefit pension scheme		-	-	181,000	181,000	(14,000)
Net movement in funds for the year		(14,141)	(121,473)	308,665	173,051	314,678
Reconciliation of funds						
Funds brought forward		364,996	474,269	450,135	1,289,400	974,722
Funds carried forward		350,855	352,796	758,800	1,462,451	1,289,400

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 2008		2008	2007
	Note	£	£
Fixed assets			
Tangible fixed assets	7	986,388	1,016,470
Investments	8	523,765	565,705
		1,510,153	1,582,175
Current assets			
Stocks	9	5,596	8,815
Debtors	10	403,097	347,267
Cash at bank and in hand		611,030	558,118
		1,019,723	914,200
Creditors: amounts falling due within one year	11	869,589	652,442
Net current assets		150,134	261,758
Total assets less current liabilities		1,660,287	1,843,933
Creditors: amounts falling due after more than one year	12	334,836	363,533
Net assets excluding pension asset		1,325,451	1,480,400
Defined benefit scheme asset/(liability)	18	137,000	(191,000)
Net assets including pension asset/(liability)	15	1,462,451	1,289,400
Funds			
Endowment funds		350,855	364,996
Restricted funds		383,571	474,269
In deficit	14	(30,775)	-
Unrestricted funds			
Designated funds		568,805	566,267
General funds		52,995	74,868
Unrestricted income funds excluding pensions asset/(liability)		621,800	641,135
Pension reserve	18	137,000	(191,000)
Total unrestricted funds		758,800	450,135
Total funds	13	1,462,451	1,289,400

Approved by the council on 17 July 2008 and signed on its behalf by
Virginia Tandy President
Alec Coles Treasurer

NOTES TO THE FINANCIAL STATEMENTS

For the year ended
31 March 2008

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. Income generated from investments held by the funds is restricted to use by the fund. Expenditure which meets these criteria is charged to the fund.

e) Incoming resources, including grants, are included in the statement of financial activities (SOFA) when receivable, net of VAT where applicable.

f) Membership income is included on a receivable basis with amounts relating to future accounting years deferred as subscriptions in advance. For subscriptions of publications the amount recognised is calculated on a pro-rata basis covering the period paid for in the accounting year. Events income is recognised in the accounting year in which the event takes place.

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, conference & events, professional development & 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.

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.

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 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.

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				2008	2007
	Endowment	Restricted	Unrestricted	£	£
CLMG					
The Big Lottery Fund	-	30,850	-	30,850	24,775
Home Office	-	-	-	-	17,413
NESTA	-	66,670	-	66,670	37,608
MLA	-	4,000	-	4,000	4,000
	-	101,520	-	101,520	83,796
Trusts and funded projects					
Esmée Fairbairn Foundation	-	-	-	-	123,300
Monument Trust	-	-	-	-	50,000
Scottish Museum Council	-	42,445	-	42,445	10,433
Federation of Museums & Galleries Wales	-	25,948	-	25,948	14,583
Others	589	3,369	-	3,958	15,051
	589	71,762	-	72,351	213,367
Diversify					
MLA		187,699		187,699	214,630
Other		20,012		20,012	9,350
	-	207,711		207,711	223,980

The Big Lottery Fund and NESTA (National Endowment for Science, Technology and the Arts) income funds the CLMG consortium projects. The Museums Association is a member of the consortium and administers its funds.

NOTES TO THE FINANCIAL STATEMENTS

3. Total resources expended

	Benevolent Fund Trust £	Daphne Bullard Trust £	Trevor Walden Trust £	Development Officers £	UK collections £	CLMG £	Diversify (Positive Traineeships) £	Post Retirement Fellowships £	Total restricted funds £	Total endowment funds £
Staff costs - direct (Note 5)	-	-	-	32,383	55,821	5,919	1,503	-	95,626	-
Printing and stationery	-	-	-	5	1,730	-	-	52	1,787	-
Travel and catering	-	34	14	5,636	8,682	8	1,050	2,290	17,714	14
Production and design	-	-	-	-	25,575	-	7,330	-	32,905	-
Postage and distribution	-	-	-	3	2,218	-	-	-	2,221	-
Speakers and consultants	-	-	-	25,000	10,997	106,006	11,222	4,760	157,985	-
Venue hire and equipment	-	-	-	153	2,751	-	1,467	-	4,371	-
Grants made	622	1,000	2,299	-	8,000	-	-	-	11,921	7,943
Bursaries	-	-	-	-	-	-	155,316	6,400	161,716	-
Insurances	-	-	-	-	-	-	-	-	-	-
Office services	-	-	-	-	-	-	-	-	-	-
Premises	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Professional fees	-	-	-	-	-	-	-	-	-	-
Bank charges	-	-	-	-	-	-	-	-	-	-
Mortgage interest	-	-	-	-	-	-	-	-	-	-
Trustees' expenses	-	-	-	-	-	-	-	-	-	152
Audit fees	-	-	-	-	-	-	-	-	-	-
Total resources expended	622	1,034	2,313	63,180	115,774	111,933	177,888	13,502	486,246	8,109

	Publications	Events	Membership	Professional development	Policy & public affairs	Governance	Support	Total unrestricted funds	2008 Total	2007 Total
	£	£	£	£	£	£	£	£	£	£
Staff costs - direct (Note 5)	162,575	135,436	287,085	220,593	129,253	9,135	139,048	1,083,125	1,178,751	1,149,791
Printing and stationery	141,415	7,033	43,851	11,191	842	866	-	205,198	206,985	231,940
Travel and catering	12,427	132,347	7,528	17,284	10,754	14	-	180,354	198,082	170,875
Production and design	154,399	292	43,459	10,998	4,393	8,272	-	221,813	254,718	170,293
Postage and distribution	81,307	4,696	21,638	72	295	3,070	-	111,078	113,299	104,350
Speakers and consultants	1,403	20,188	625	10,636	-	-	-	32,852	190,837	176,276
Venue hire and equipment	4,578	135,030	15,754	2,112	3,285	-	-	160,759	165,130	160,247
Grants made	-	-	-	-	556	-	-	556	20,420	23,920
Bursaries	-	-	-	-	-	-	-	-	161,716	116,213
Insurances	-	2,167	-	-	56	-	7,791	10,014	10,014	12,702
Office services	8,023	2,674	11,473	19,256	24,096	389	2,286	68,197	68,197	70,510
Premises	11,935	6,886	9,846	16,089	4,590	334	8,847	58,527	58,527	40,989
Depreciation	-	-	-	-	-	-	50,069	50,069	50,069	55,466
Professional fees	-	-	-	-	-	-	45,797	45,797	45,797	18,024
Bank charges	-	-	-	-	-	-	17,616	17,616	17,616	17,296
Mortgage interest	-	-	-	-	-	-	25,681	25,681	25,681	26,499
Trustees' expenses	-	-	-	-	-	9,280	-	9,280	9,432	6,666
Audit fees	-	-	-	-	-	14,575	-	14,575	14,575	14,588
	578,062	446,749	441,259	308,231	178,120	45,935	297,135	2,295,491	2,789,846	2,566,645
Allocated support costs	59,088	59,088	59,088	59,088	59,088	1,695	(297,135)	-	-	-
Total resources expended	637,150	505,837	500,347	367,319	237,208	47,630	-	2,295,491	2,789,846	2,566,645

4. Net incoming resources for the year

This is stated after charging/crediting:	2008 £	2007 £
Interest payable	25,681	26,499
Bank charges	17,616	17,296
Depreciation	50,069	55,466
Operating lease rentals		
• property	19,301	Nil
Council's remuneration	Nil	Nil
Council's reimbursed expenses (travel and subsistence)	8,192	6,666
Auditors' remuneration:		
• Audit	14,575	14,588
• Other services (VAT advice)	1,200	Nil
Income from quoted investments	15,889	12,733
Bank interest receivable	25,595	24,245

Reimbursed travel and subsistence costs relating to attendance at council meetings were paid to 19 (2007:18) council members during the year .

5. Staff costs and numbers

Staff costs were as follows:	2008 £	2007 £
Salaries and wages	1,004,692	948,673
Social security costs	92,921	88,062
Costs of pension scheme	35,808	98,12
	1,133,421	1,134,860
Other staff costs	45,330	14,931
	1,178,751	1,149,791
Total emoluments paid to staff were:	1,004,692	948,673
One employee received emoluments in the band £70,001 to £80,000 (2007:1 in the band £70,001 – £80,000) The employee in this band participated in the pension scheme. Contributions paid on behalf of the employee total £12,709. The average weekly number of employees (full-time equivalent) during the year was as follows:		
	2008 No.	2007 No.
Publications	5	5
Public affairs	3	4
Events	3	3
Membership	5	5
Professional development	5	4
Support	4	4
	25	25

6. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Freehold property £	Furniture and equipment £	Website & computers £	Total £
COST				
At 1 April 2007	1,035,580	60,001	191,976	1,287,557
Additions in year	-	-	19,987	19,987
At 31 March 2008	1,035,580	60,001	211,963	1,307,544
DEPRECIATION				
At 1 April 2007	76,813	32,962	161,312	271,087
Charge for the year	12,462	6,000	31,607	50,069
At 31 March 2008	89,275	38,962	192,919	321,156
NET BOOK VALUE				
At 31 March 2008	946,305	21,039	19,044	986,388
At 31 March 2007	958,767	27,039	30,664	1,016,470

All tangible fixed assets are used for direct charitable purposes.

8. Investments

	2008 £	2007 £
At 1 April 2007	565,705	548,433
Additions during the year, at cost	-	36,312
Disposals during the year, at brought forward value	-	(34,472)
Net (loss)/gain on revaluation at 31 March 2008	(41,940)	15,432
At 31 March 2008	523,765	565,705
Historic cost		
At 31 March 2008	355,959	355,959
At 31 March 2007	355,959	355,959
Analysis of investment portfolio		
	£	£
Schroder Charity Fixed Interest Fund	216,748	207,195
Schroder Charity Equity Funds	306,818	358,313
Other	197	197
At 31 March 2008	523,763	565,705

b) Investment in subsidiary

	2008 £	2007 £
Shares in subsidiary at cost	2	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.

NOTES TO THE FINANCIAL STATEMENTS

9. Stocks	2008 £	2007 £			
Stock of publications	5,596	8,815			
10. Debtors	2008 £	2007 £			
Trade debtors	316,186	234,578			
Other debtors	44,730	38,118			
Prepayments and accrued income	42,181	74,571			
	403,097	347,267			
11. Creditors : amounts falling due within one year	2008 £	2007 £			
Bank loan (Note 12)	28,700	28,700			
Trade creditors	200,530	123,336			
Accruals	81,943	92,002			
PAYE, social security and other taxes	26,340	26,737			
Other creditors	63,734	18,568			
Subscriptions in advance	468,342	363,099			
	869,589	652,442			
12. Creditors : amounts falling due after one year	2008 £	2007 £			
Bank loan	334,836	363,533			
Loans					
– under one year	28,700	28,700			
– between one and two years	28,700	28,700			
– between two and five years	86,100	86,100			
– in more than five years	220,033	248,733			
	363,533	392,233			
In November 2000 the Council agreed to take out a loan to assist with the purchase of a freehold property, 24 Calvin Street, London E1 to be converted to offices for the use of the association. The amount originally borrowed was £574,000, repayable over 20 years and secured by a mortgage over the freehold property. The capital is repaid in equal monthly instalments and interest, charged at 1.5% over Base Rate, is paid quarterly. The National Westminster Bank Plc has a charge over 24 Calvin Street in respect of this loan.					
13. Movements in funds	At 1 April 2007 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2008 £
Endowment funds					
Beecroft Bequest	333,411	13,717	(27,753)	-	319,375
Kathy Callow Trust	31,585	1,649	(1,754)	-	31,480
Total endowment funds	364,996	15,366	(29,507)	-	350,855
Restricted funds:					
Benevolent Fund	148,003	528	(13,745)	-	134,786
Daphne Bullard Trust	51,362	1,630	(5,028)	-	47,964
Trevor Walden Trust	58,860	5,079	(5,738)	-	58,201
CLMG	27,730	101,520	(111,933)	-	17,317
Disability bursaries	-	13,612	(900)	-	12,712
Diversify	52,935	194,099	(176,988)	-	70,046
Post retirement fellowships	50,000	-	(13,502)	-	36,498
UK Collections project	84,545	454	(115,774)	-	(30,775)
Scotland Development Officer	834	42,445	(37,232)	-	6,047
Wales Development Officer	-	25,948	(25,948)	-	-
Total restricted funds	474,269	385,315	(506,788)	-	352,796
Unrestricted funds:					
Designated funds:					
Property reserve	20,000	-	-	15,000	35,000
Depreciation reserve	546,267	-	(12,462)	-	533,805
Total designated funds	566,267	-	(12,462)	15,000	568,805
General funds	74,868	2,423,156	(2,267,029)	(178,000)	52,995
Total unrestricted funds	641,135	2,423,156	(2,279,491)	(163,000)	621,800
Pension reserve fund	(191,000)	-	165,000	163,000	137,000
Total funds	1,289,400	2,823,837	(2,650,786)	-	1,462,451

13. Movements in funds (continued)				
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 designated funds				
The Benevolent Fund assists financially distressed members of the association and their families and contributes to the work of the Trevor Walden Trust by making donations to the trust to assist members of the association undertaking the AMA.				
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 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 Disability Bursary Fund is set aside to fund the placement of a disabled trainee(s) on the Diversify programme. The fund was established with money donated to the association by the Cultural Heritage National Training Organisation when it was wound up and a donation from the University of Leicester museums studies department.				
Diversify is a programme funded by the Museums, Libraries and Archives Council to prepare minority-ethnic individuals for employment in the museum sector.				
Post-retirement fellowships is a Monument Trust funded programme of fellowships for retired or soon-to-retire museum professionals, aimed at capturing their previously unrecorded collections-related knowledge.				
Scotland and Wales development officers work in the regions to increase the knowledge and profile of Diversify, and help to research and implement regional workforce development strategy. The officer in Scotland is jointly funded by the MA and the Scottish Museums Council and the officer in Wales is jointly funded by the MA and CyMAL.				
Purposes of designated funds				
The property reserve is set aside for major works and improvements to the Calvin Street property.				
The depreciation reserve represents the amounts expended from the property reserve on capital works on the Calvin Street property. Depreciation of the building is offset against this reserve.				
14. UK Collections Project				
The UK Collections Project is a five-year programme supporting the development of long-term loans, permanent transfers and disposal of objects in museum collections. The project began in September 2006 and the major part of the work is expected to run until August 2011. It is funded by the Esmée Fairbairn Foundation. The project finished the year in deficit. This was because it did not start up as quickly as had been planned. The project is now progressing satisfactorily and the funder agreed that spending on preparation work for the next phase of the project could continue during the year in advance of the tranche of grant to support it which was paid in May 2008.				
15. Analysis of net assets between funds				
	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Totsl Funds £
Tangible fixed assets	-	-	986,388	986,388
Investments	295,347	228,219	199	523,763
Net current assets	55,508	124,577	(29,951)	150,136
Liabilities over one year	-	-	(334,836)	(334,836)
Pension scheme asset	-	-	137,000	137,000
Net assets at 31 March 2008	350,855	352,796	758,800	1,462,451
16. Related parties				
The association appoints the trustees of the Benevolent Fund, the Trevor Walden Trust, the Kathy Callow Trust and the Beecroft Bequest and has the right to appoint a trustee to the Daphne Bullard Trust and thus has a significant influence over the affairs of these trusts.				
17. Operating lease commitments				
The charity had annual commitments at the year end under an operating lease expiring as follows:				
Property		2008 £	2007 £	
Over 5 years		41,200	-	
The MA holds the lease of 42 Clerkenwell Close, London EC1 which expires in September 2016. The lease was assigned to Jean Muir Ltd in 2001 but that company has now been dissolved and the lease has reverted to the MA. The property is currently unoccupied but the intention is to find new assignees or tenants as quickly as possible.				

NOTES TO THE FINANCIAL STATEMENTS

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 1 April 2007 by a qualified actuary and the funding position has been updated to 31 March 2008 by an independent actuary.

During the year, employer contributions were paid at 16.5% 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 2008	At 31 March 2007
Discount rate before retirement	6.0%	5.3%
Discount rate after retirement	6.0%	5.3%
Inflation	3.6%	3.4%
Salary increases	0.0%	3.9%
Pension increases in deferment	3.6%	3.4%
Pension increases in payment where LPI applies	3.6%	3.3%
Mortality	0.0%	0.0%

The assets in the scheme and the expected return were:

	Long-term rate of return expected at 31 March 2008	Value at 31 March 2008 £'000	Long-term rate of return expected at 31 March 2007	Value at 31 March 2007 £'000	Long-term rate of return expected at 31 March 2006	Value at 31 March 2006 £'000
Equities	6.5%	1,172	5.9%	927	4.4%	724
Bonds	6.5%	83	3.9%	124	2.4%	86
Secure growth fund	5.0%	293	3.9%	244	2.4%	212
Other (property, cash, etc)	5.0%	40	3.9%	182	2.4%	115

Total market value of assets	1,588	1,477	1,137
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Present value of scheme liabilities	(1,451)	(1,668)	(1,425)
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Net pension asset/(liability)	137	(191)	(288)
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	2008 £'000	2007 £'000
Analysis of movement in deficit		
Deficit at beginning of the year		(288)
Current service costs		(105)
Contributions		243
Curtailments and settlements		-
Other finance income		
Expected return on pension scheme assets	80	47
Interest on pension scheme liabilities	(90)	(74)
Actuarial gain/(loss)		(27)
Actual return less expected return on pension scheme assets	(112)	31
Experience gains/losses on scheme liabilities	39	(14)
Change in assumptions underlying present value of scheme liabilities	254	(31)

	181	(14)
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Surplus/(deficit) at end of the year	137	(191)
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History of experience of gains and losses	2008	2007	2006	2005	2004
Difference between the expected and actual return on scheme assets:					
Amount (£'000s)	(112)	31	128	26	37
% of scheme assets	(7.1)%	2%	11%	3%	6%
Experience gains and losses on scheme liabilities					
Amount (£'000s)	39	(14)	(73)	(19)	11
% of scheme liabilities	2.7%	(1)%	(5)%	(2)%	1%
Total amount recognised in statement of total recognised gains and losses:					
Amount (£'000s)	181	(14)	48	(27)	(87)
% of scheme liabilities	12.5%	(1)%	3%	(2)%	(10)%

The final salary pension scheme was made paid-up at 31 March 2008 so no further service will accrue. The MA has agreed to pay contributions of £6,000 a month into the scheme for the next ten years to address the funding deficit.

CORPORATE MEMBERS 2007/08

1 SMA Design 24 Design Ltd 55 Degrees Ltd A Different View ABL Cultural Consulting Absolute Museum & Gallery Products Ltd Acoustiguide Ltd Adlib Information Systems Ltd Aivaf Ltd AllofUs Design Ltd aMuze Interactive AB Andre & Associates Interpretation & Design Ltd Antenna Audio AOC Archaeology Group Appleyard & Trew LLP Art From Britain Arti-fact Artifax Software Ltd ATS Heritage Attract Marketing Limited Audioposts Ltd Austin-Smith: Lord AXA Art Insurance Ltd Acess Information Association Ltd BAF Graphics Ballista Barker Langham Bates Wells & Braithwaite Beck Interiors Ltd Benbow Group Big Picture Interactive Blackbaud blackbox-av ltd Blackwall Green Bond & Coyne Associates Ltd Booksolve Bott Ltd Brennan Design LLP Bridgeman Art Library Bright 3D Britannia Storage Systems Ltd Brock Design Ltd Bruns B.V. Building Design Partnership Buttress Fuller Alsop Williams Ltd Campbell & Co Design Consultants Capita Symonds Consulting Capital Souvenirs Ltd Carbon Casson Mann Limited Centre Screen Productions Centrica S.r.l Christopher Chadbourne & Associates CJG Consultants Ltd Clarion Retail Clements & Street Ltd Click Netherfield Ltd Cliveden Conservation Workshop Ltd Cogapp Colin Williams Design Limited Collections Trust ColourMatch Print Management Ltd Conservation by Design Limited Constantine Ltd Continuum Cragg Management Services Ltd CRG Research Ltd Crystalizations Systems Inc Cultural Innovations/DBA Culture Online Customworks	Dale Air Limited Darius Wilson Associates Dauphin Museum Services Limited David McCabe Design Davis Langdon LLP DCA Consultancy Ltd Deister Electronic (UK) Ltd DESIGNMAP Dexion Comino Ltd Dick Raines Design Ltd Display Developments Ltd DJ Willrich Ltd DOC Cleaning Limited Eaglecrown Productions Ltd Easy Tiger Creative EBC Education Ltd Ecclesiastical and Heritage World EDM Ltd Eduserv Edwin Dyson & Sons Ltd Elbow Productions Electrosonic Ltd Engineered Arts Ltd England Marketing Envisage Design Limited Erco Lighting Ltd Euronova Ltd Event Communications Ltd EyeGaze Ltd Far Post Design Limited Farrer & Co LLP Field of Vision FireX Ltd Finers Stephens Innocent Focus Consultants (UK) Ltd Food Service Associates (Henley) Ltd Forestry Commission Scotland Foster de Kretser Framework R & D Ltd Fraser Randall Productions Ltd Freedom Digital Networks Furneaux Stewart G Ryder & Co Ltd Gallery Systems Gander & White Shipping Ltd GBDM Ltd GE Seaco British Isles Ltd GeeJay Chemicals Ltd Gendall Design Ltd George Sexton Associates GHC Ltd Glass & Mirror Ltd Good Looking Pictures GPD Exposiciones y Museos GR/DD Graham English & Company Graham Festenstein Lighting Design GT Vision Ltd H&H Sculptors Ltd (H&H Group) Hahn Constable Ltd Halliwells LLP Hamilton Design Ltd Hanwell Instruments Ltd Harbottle and Lewis LLP Hayton Associates Headland Design Associates Heritage House Group Ltd Heritage Images Heritage Multimedia Ltd HyperFocal Ltd iBase Media Services Ltd Idea Generation iGuzzini Illuminazione UK Ltd	Innovate – Centre for Creative Industries Inovello Limited Intrepid Security Solutions Ltd Isis Public Relations Ltd ISO Ivor Heal Design Ltd JANVS Design John Slough of London Jura Consultants KE Software (UK) Ltd Kendrick Hobbs Ltd Kennedy O’Callaghan Architects Kingshurst Consulting L&R Consulting Lab Architecture Studio Leach Colour Ltd Lighting Services Inc (UK) Ltd Link 51 (Storage Products) Ltd Liquid Lista UK Ltd Locum Consulting Lord Cultural Resources M&G Transport & Technical Services Machine Shop Exhibitions Ltd mae LLP Architects Malcolm Reading & Associates Ltd Mansion House Interiors Ltd Manuscript Pen Company Martello Media Matthews Millman Ltd Max Fordham LLP Meaco Measurement and Control Limited Media Arts Media Vision (Design) Limited Merrill Brown Ltd Metalrax Ltd Metaphor Limited Meyvaert Glass Engineering NV MezzoFilms Milo Creative Ltd MKW Design Partnership Mobydoc Momart Limited Morris Hargreaves McIntyre mPower Media Limited Mtec Ltd Museum Casts International NE3D Network Global Ltd NIACE Nikon UK Ltd NORDPLAN Limited Objectives Ocean Design & Management Ltd OMI Architects OmniTicket Network Ltd Orange Box Design Orangeleaf Systems Ltd Oxford Exhibition Services Limited Oxford Giclee & Photographic Centre Panelock Systems Ltd Paragon Creative Ltd Past Pleasures Ltd PHT Consultants Picture Hanging Systems Ltd PKF (UK) LLP Planet Enterprises Ltd T/A Planet PC PLB Plowden & Smith Ltd Polyformes Ltd Poppy Singer and Annabel Wylie Portview Fit-Out Ltd	Preservation Equipment Ltd Prince Research Consultants Ltd Prodir Ltd Prospectus Projects Limited PS Financials plc Purcell Miller Tritton LLP Rackline Systems Storage Ltd Ramplas Ltd Real Studios Ltd Redman Design Associates Reed Engineering Building Services Regal (Shaw) Ltd Research House UK Resound Ltd Retail Thinking Rex Procter & Partners RGA Ltd Richard Rogers Conservation Ltd Rick Mather Architects Rider Hunt Management Services Ltd Ronayne:Design Rutherford & Wheeler Ltd RWDP Limited RWFilms Sanderson Ltd SCHOTT UK Ltd Scottish Conservation Studio LLP Screensaver Setout SI Electrical Ltd Sigong Tech Co. Ltd SomervilleSCAN Ltd Sovereign Exhibitions Ltd Spiral Productions Ltd Stage One S-Tech Insurance Services Ltd. Stephen Browning Associates Stone King LLP StreetAccess Ltd Studio MB LLP Studio SP Ltd SUMO Museum Branding Sun-X (UK) Ltd Sutlers Stores Swann of York Sysco System Simulation System Store Solutions Ltd T H March & Co Limited The History Channel UK The Museum Workshop Ltd The One Off The Russell Partnership (UK) LLP Thermo Lignum UK Ltd TOR Systems Ltd Total Enterprise Solutions Limited Tuch Design Turner & Townsend U.S. Art Company, Inc Unipower Solutions Ltd Videonations Ltd Visitor Focus Westair Museum Reproductions Ltd Winged Heart Stained Glass Withers LLP XL Insurance XMC Limited X-on Xor Systems YDreams Zebra Square Ltd zetcom Ltd
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AMA AND FMA AWARDS 2007/08

AMA

- Katy Archer**
Head of NCCL, NCCL
Galleries of Justice
- David Bertie**
Curatorial officer –
documentation and
conservation,
Aberdeenshire Heritage
- Christine Bradley**
Exhibitions Organiser,
National Media Museum
- William Brown**
Information and resources
manager, Northampton
Museum and Art Gallery
- Bryony Collins**
Freelance educator
- Peta Louise Cook**
Curator, Kingston Museum
and Heritage Service
- Ruth Cribb**
Assistant curator, Victoria
and Albert Museum
- Louise Dennis**
Assistant curator, Design
Collection Museum
- Claire Duffy**
Head of community
partnerships, National
Museums Liverpool
- Elizabeth Finney**
Hub conservation officer,
St Albans Museums
- Michelle Fullard**
Visitor services manager,
Arlington Court
- Karen Grunzweil**
Outreach coordinator,
Luton Museums Service
- Kirsty Hall**
Heritage interpretation officer,
Wigan Pier
- Natalie Heidaripour**
Project officer, peace
& reconciliation gallery,
The Herbert

- Louise Hesketh**
Visual arts development
officer, The Brindley
- Shruti Jain**
Senior development officer
access, MLA North East
- Ashleigh Jayes**
Museum development officer,
Essex Records Office
- Sarah Kay**
Freelance project curator
- Katie King**
Assistant curator, Manx
National Heritage
- Jack Kirby**
Collections interpretation
manager, Thinktank,
Birmingham Science Museum
- Sarah Maultby**
Assistant curator of social
history, York Museums Trust
- Simon McCormack**
House and collections
manager, Kedleston Hall
- Emily Peppers**
Cultural collections audit
officer, University of Edinburgh
Museums and Galleries
- Emma Philip**
Assistant exhibitions officer,
Plymouth City Museum and
Art Gallery
- Sarah Priestley**
Heritage officer, Watford
Museum
- Julie Reynolds**
Curatorial officer,
Gloucestershire City Council
- Elizabeth Royles**
Museums & galleries officer,
Atkinson Art Gallery
- Rachel Silverson**
Community history officer,
Northampton Museum and
Art Gallery
- Janet Simmonds**
Museum officer, education,
Bradford Museums Galleries
and Heritage

- Emma Slocombe**
Curator (interiors),
National Trust
- Garry Smith**
Curator, regimental history,
Museum of the Manchester
Regiment
- Liz Stewart**
Curator of archaeology and the
historic environment, National
Museums Liverpool
- Brett Thorn**
Keeper of archaeology,
Buckinghamshire County
Museum
- Laura Turner**
Assistant keeper of art,
Ferens Art Gallery
- Matthew Tyler-Jones**
Regional community, learning
& volunteering manager,
National Trust
- Emma Walmsley**
Demonstrator, National
Museums Liverpool
- Helen Watson**
Head of artistic programming
(Lakeland Arts Trust) and
manager (Abbot Hall Art
Gallery)
- Catriona West**
Freelance consultant
- Leona White**
Documentation officer,
Museum of Hartlepool
- Teresa Whittaker**
Exhibition curator,
interpretation, Sheffield
Galleries & Museums Trust

FMA

- Susan Hughes**
Museums and education
manager, Grosvenor Museum
- Debbie Richards**
TIF programme manager,
Leicester County Council

NOTICE OF THE AGM

Notice is hereby given that an Annual General Meeting of the Museums Association will be held on Monday 6 October 2008 at 1400 at the BT Convention Centre, Liverpool for the following purposes:

- A Apologies**
- B Minutes**
To consider and adopt the Minutes of the last Annual General Meeting held on Monday 22 October 2007 at 1300 at the Scottish Exhibition and Conference Centre, Glasgow.
- C Museums Association 2007/2008**
To receive a report on the Museums Association's activities for the year 2007/08.
- D Annual report of the Museums Association**
To receive the Annual report of the council for the year 2007/08.

- E Accounts of the Museum Association**
To receive the accounts of the association together with the report of the auditors for the financial year 2007/08.
- F Report on financial position**
To receive a report from council on the estimated financial position and forecast in respect of current and future financial years.

- G Individual membership subscriptions**
To consider, and if thought fit, pass the following Ordinary Resolution (see Note 1 to agenda).
- That with effect from 1 April 2009 individual member subscription rates be increased to the following:

Salary	Fee
Less than £14,000	£ 62
£ 14,001 - £22,000	£ 81
£ 22,001 - £31,000	£106
£ 31,001 - £42,500	£126
£ 42,501 - £61,000	£153
£ 61,001 - £85,500	£176
Over £ 85,500	£199
Student, retired, unemployed, volunteer, member of governing body	£48
International	£129

- H Institutional membership subscriptions**
To consider, and if thought fit, pass the following Ordinary Resolution (See Note 1 to agenda).
- That with effect from 1 April 2009 institutional member subscription rates be increased to the following:
- | Expenditure | Fee |
|-----------------------------------------------------------|--------|
| Less than £28,000 | £66 |
| £ 28,001 - £137,000 | £137 |
| £ 137,001 - £276,000 | £276 |
| £ 276,001 - £830,000 | £552 |
| £ 830,001 - £1,653,000 | £771 |
| £ 1,653,001 - £5,511,000 | £1,323 |
| Over £5,511,000 | £1,655 |
| Federations, specialist groups and friends' organisations | £42 |
| International | £161 |

- I Auditors**
To appoint Sayer Vincent as the auditors to the association until the conclusion of the next general meeting of the association at which accounts are laid before members and to authorise council to fix the remuneration of the auditors.
- J To announce the results of the council elections**
- 1 Note to agenda Items G and H**
All bands and rates have an inflationary 3 per cent applied to last year's rates, with two exceptions:
- 1 Student, retired, unemployed, volunteer and members of governing bodies.
- 2 Federations, specialist groups and friends' organisations.
- To bring these two categories closer, members in 1 above have not been increased; members in 2 above have been increased by a larger percentage.

AGM 2007

Minutes of the Annual General Meeting of the Museums Association held on Monday 22 October 2007 at 1300 at the Scottish Exhibition and Conference Centre, Glasgow.

A Apologies

Apologies had been received from Peter Donnelly, Stephen Kay and Ros Westwood.

B Minutes

The minutes of the Annual General Meeting held on Wednesday 25 October 2006 at the Bournemouth International Centre were put to the meeting. Hilary McGowan proposed, Paul Davis seconded that the minutes be accepted as a true record. Carried.

C Museums Association 2006/2007

D Annual Report of the Museums Association

The director reported on the previous year’s activities. The year had seen the launch of Effective Collections following on from Collections for the Future and a number of other collection-based initiatives. Improved benefits to members had been introduced with Museum Practice being sent to members as part of their membership. There had been a significant increase in the number of AMAs and the association’s Diversify programme, part-funded by the Museums, Libraries and Archives Council, continued to excel and expand. Work also continued on the issue of pay in museums and entry in to the museum workforce.

Item D was put to the meeting. Lexie Scott proposed, seconded by Ged Bell that the annual report be formally received. Carried.

E Accounts of the Museums Association

F Report on financial position

Items E to F were taken together. The honorary treasurer, Alec Coles addressed the AGM. He reported that the financial results for the year 2006/07 had shown a marked improvement on the previous year. Unrestricted income was £111,496 higher than the previous year while unrestricted expenditure was £93,164 lower. Publications income had increased by 5.5 per cent, membership income by 10.2 per cent and professional development income by 9.3 per cent. There had been a slight drop in events income but this was to be expected, as in 2005, conference was held in London, which always attracted more delegates and exhibitors. Restricted funds had increased from £282,877 to £474,269. A major part of the increase was due to funds for specific projects being received but not wholly spent. Council had reviewed the reserves of the MA and agreed £250,000 as optimum, approximately six weeks’ expenditure. Although this target had not been achieved, council had agreed a forward plan, which aimed to bring the reserves up within the next two years.

Hilary McGowan proposed, seconded by Jonathan Platt that the accounts and financial report be formally received. Carried.

G Individual membership subscriptions

The honorary treasurer informed the AGM that with effect from the 1 April 2008, individual membership subscription rates would be increased in line with average inflation levels.

Sandy Nairne proposed, Paul Davis seconded that the individual subscription rates be adopted. Carried.

H Institutional membership subscriptions

The honorary treasurer informed the AGM that with effect from the 1 April 2008, institutional membership subscription rates would be increased in line with average inflation levels.

Evelyn Silber proposed, Vanessa Trevelyan seconded that the institutional membership subscription rate be adopted. Carried.

I Changes to the Museums Association’s Code of Ethics

The head of professional issues and the convener of the association’s ethics committee introduced the proposed changes to the Code of Ethics, which were the result of over a year’s work by the association and its ethics committee, a steering group and an advisory forum of museum practitioners and key stakeholders. A sector-wide consultation had also been undertaken to ascertain the views of the profession relating to disposal.

The proposed revisions to the code were intended to reflect the view that museums were more actively considering and undertaking transfer and disposal with the aim of reducing the costs of storage as part of a balanced collections management policy. The changes would also enable limited financially-motivated disposal of high-value items in exceptional circumstances in which the public interest may be best served.

The changes to the Code of Ethics Guiding Principles were put to the AGM.

Sandy Nairne proposed, seconded by Hilary McGowan that the changes be adopted. With two abstentions, seven against, the motion was carried.

J Auditors

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

Chris Bailey proposed, Alec Coles seconded and it was agreed that Sayer Vincent be reappointed.

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:

Sandra Bicknell, Museum consultant
Emma Warren, Chertsey Museum

Regional and national professional councillors

London

Kathryn Ann Martin, The Royal Collection

South West

Alison Bevan, Penlee House Gallery and Museum

Scotland

Joe Traynor, Clydebank Museum, West Dunbartonshire Council

East Midlands

Jonathan Wallis, Derby Museums and Art Gallery

Yorkshire

Mary Kershaw, York Museums Trust

National museum institutional councillor

Stephen Allen, National Museums of Scotland

University museum institutional councillor

Sally MacDonald, University College London Museums and Collections

Independent museum institutional councillors

Richard de Peyer, Association of Independent Museums (re-elected)

Local authority institutional councillors

Councillor Mike Pye, Sheffield City Councillor

Thanks were extended to retiring council members Matthew Stephens, Jonathan Platt, Steve Callaghan, Guy Kilminster, Heather Cummins, Tamsin Daniel, Antonia Byatt, Tony Conder and councillor Sue Johns.

The president thanked the conference staff, in particular Ratan Vaswani, Sue Robinson and Lorraine O’Leary, as well as attendees and session organisers for making the conference such a success.

MUSEUMS ASSOCIATION

Images courtesy of Atkinson Art
Gallery, Southport; National
Museums Liverpool; York Museums
Trust; Birmingham Museums &
Art Gallery



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