

# Annual Report

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# President's Introduction

I am delighted to report another successful year for the Museums Association, with membership increasing by 38% to a record high of 14,691 members. We also continued to connect with and support museums across our four Nations with events in Cardiff, London, Manchester, Liverpool, Edinburgh and Nottingham, and through members' meetings in Belfast, Leeds, London, Norwich, Perth and Wrexham. Debate and thinking at our flagship annual conference in Brighton focused on ethics and sustainability, with our Museums Change Lives Awards spotlighting and celebrating the achievements of museums large and small.

We were pleased to launch Empowering Collections during the year, the result of research and consultation with over 1,000 people from across the museums sector. The strategy calls for museums, funders and policymakers to work together to ensure that museum collections are empowering, relevant and dynamic. Our decolonisation working group was one of the first significant outcomes of this work.

We also launched new research on learning and engagement and created Museum Essentials, a digital learning resource for all our members. The latter was clearly very timely and the first two modules on ethics and collections have already been taken up by thousands of members. I am also delighted to report that 300 people participated in the Associate of the Museums Association (AMA) programme during the year, with 23 people being awarded their AMA, while two members achieved the Fellowship of the Museums Association (FMA).

During the year, the team worked with a wide range of partners to advocate for museums with governments, funders and other stakeholders across all four nations. Complementing this, £1.2m of practical support was delivered to museums through the Esmée Fairbairn Collections Fund, the Beecroft Bequest and the Benevolent Fund, with the latter supporting 100 inclusive events places for members with protected characteristics.

A new strategic framework was also developed to guide us for the next five years, underpinned by research, evaluation and member feedback. Our focus for 2020-21 and beyond concentrates on supporting our members' sustainability in these uncertain times, advocating strongly and in partnership with other organisations for the value of museums, and offering support, guidance, and practical assistance to our members for the challenges ahead. We reaffirmed our commitment to being a values-led organisation, building on our flagship Museums Change Lives campaign and encouraging more museums to work in new partnerships to deliver social impact, be relevant to their communities, and tackle pressing contemporary issues in society, notably racism and climate change.

In last year's Annual Report, I described 2018-19 as a year defined by change and uncertainty, but the final month of 2019-20 put that comment in the shade with the closure of our fabulous museums as the impact of Covid-19 took hold. The team adapted with agility, quickly prioritising staff welfare, business continuity and support for our members. Support for our members focused on advocacy, digital content, and on workforce and funding support, something that our new strategic framework gave us a clear vision and strong platform to respond from.

Congratulations and thank you to all the team – the brilliant staff, trustees, Reps and all our volunteers – for their expertise and commitment, and warm thanks to all our partners and funders for their continued support.



**Maggie Appleton**  
President, Museums Association

# Reference and administrative details

For the year ended  
31 March 2020

<p><b>Status</b></p> <p>The organisation is a charitable company limited by guarantee, incorporated on 20 November 1930 and registered as a charity on 7 November 1962.</p>	<p><b>Company number</b></p> <p>252131</p>	<p><b>Bankers</b></p> <p>National Westminster Bloomsbury, Parr's Branch 126 High Holborn London WC1V 6QB</p>	<p><b>Auditors</b></p> <p>Moore Kingston Smith LLP Chartered Accountants Statutory Auditors Devonshire House 60 Goswell Road London EC1M 7AD</p>	<p><b>Board 2019/20</b></p> <p><b>President:</b> Maggie Appleton</p> <p>Alex Bird Simon Brown Dianna Djokey Gillian Findlay Heledd Fychan Paddy Gilmore Heather Lees Sue Mackay Steve Miller Rachael Minott Dhikshana Pering Kim Streets</p>	<p><b>Staff</b></p> <p><b>Director</b> Sharon Heal</p> <p><b>Membership, Marketing and Website</b></p> <p><b>Deputy Director</b> William Adams</p> <p><b>Marketing &amp; Membership Manager</b> Zoe Spencer</p> <p><b>Membership Officer</b> Sophie Lawson</p> <p><b>Membership and Events Administrator</b> Daniel Laverick</p> <p><b>Marketing &amp; Sales Officer</b> Emma Randall</p> <p><b>Account Manager</b> Abigail Lasisi</p> <p><b>Website and Digital Officer</b> Yosola Olorunshola</p>	<p><b>Projects and Programmes</b></p> <p><b>Programmes Manager</b> Sally Colvin</p> <p><b>Policy Officer</b> Alistair Brown</p> <p><b>Collections Development Officer</b> Sarah Briggs</p> <p><b>Projects Assistant</b> Jacqui Buscher</p> <p><b>Professional Development Officer</b> Tamsin Russell</p> <p><b>Inclusion Manager</b> Jessica Turtle**</p> <p><b>Partnerships with Purpose Project Officer</b> Amber Alferoff**</p> <p><b>Publications and Events</b></p> <p><b>Head of Publications &amp; Events</b> Simon Stephens</p>	<p><b>Deputy Editor</b> Eleanor Mills</p> <p><b>Writer and News Editor</b> Geraldine Kendall Adams</p> <p><b>Events Programmer and Content Editor</b> Rebecca Atkinson</p> <p><b>Conference &amp; Events Manager</b> Lorraine O'Leary</p> <p><b>Finance and Resources</b></p> <p><b>Head of Finance &amp; Resources</b> Neil Mackay</p> <p><b>Finance Administrator</b> Jolanta Stevens</p> <p><b>Executive Assistant</b> Charlie Lindus*</p> <p><b>Executive Assistant</b> Carmen Harrington**</p>
<p><b>Governing document</b></p> <p>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.</p>	<p><b>Charity number</b></p> <p>313024</p>	<p><b>Solicitors</b></p> <p>Russell-Cooke, Solicitors 2 Putney Hill London SW15 6AB</p> <p>Stone King, Solicitors 16 St John's Lane London EC1M 4BS</p>	<p><b>Investment managers</b></p> <p>Schroder Investments Limited 31 Gresham Street London EC2V 7QA</p> <p>Rathbone Investment Management 8 Finsbury Circus London EC2M 7AZ</p>				
	<p><b>OSCR number</b></p> <p>SC041856</p>						
	<p><b>Registered office and operational address</b></p> <p>42 Clerkenwell Close London EC1R 0AZ</p>						

\* indicates person joined during the year

\*\* indicates person left before end of year

# Report of the board

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 2020.

Reference and administrative information set out on page 4 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice (SORP), Accounting and reporting by charities issued in March 2015.

## Objectives and activities for the public benefit

The charitable objectives of the 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 by encouraging the involvement of members of the public in their work, and to establish, uphold and advance the standards of professional education, qualification, training and competence of those employed in museums and galleries.

The board members have referred to the Charity Commission's general guidance on public benefit in reviewing the aims and objectives of the charity, in planning future activities and how planned activities will contribute to those aims and objectives. The review of activities later in the report demonstrates what the MA has done during the year to achieve its aims and what its plans are for 2020/21.

## Organisation and governance

The MA is governed by a board of up to 14 people. Eight members of the board are elected by the members of the MA (one vote per member) and six are appointed by the board. For induction new trustees meet individually with the director and are given the most recent set of accounts, the constitution documents and a copy of the rules. The MA is run by the board, which agrees strategy and is accountable to members. Operational matters are delegated to the director who reports to the board.

## Staffing

The MA's salary policy is designed to provide a clear and flexible framework to reward employees with a view to attract and retain a competent workforce, which is essential to the ongoing success of the organisation. Pay grades within the policy are set by comparing appropriate market rates. The board carries out a cost of living review annually. The director's salary is set separately by the board.

## Investment policy

By the terms of the articles of association of the MA, the board has the power to make any investment it sees fit. An investment strategy was implemented in 2018-19. Surplus cash is held in interest-earning bank accounts.

## Risk management

The MA commenced its new three-year business plan in April 2017 and continues to have careful financial planning at its core to ensure continued financial stability. The objectives of the plan will continue to be monitored by the board, with a report being presented at each of its meetings.

## Reserves policy

The reserves policy aims to maintain a sufficient level of reserves to enable normal operating activities to continue should a shortfall in income occur and to take account of potential risks and contingencies that may arise from time to time. In determining the level of reserves required by the MA, the trustees have considered the risks to the Association in respect of unrestricted income and expenditure and, where appropriate, restricted income. They have also considered any identified potential external major risks to income and expenditure.

The board has agreed that, in line with Charity Commission guidelines, the MA will at least hold free reserves equivalent to three months turnover. In 2019/20 this equated to ca £540,000. Unrestricted reserves at the year-end were £ 1.65m including designated funds of £600,000 for pension, £188,000 for planned investment in web redesign, including depreciation costs. Due to the effect of the pandemic on markets the unrestricted investment fund of the charity had an unrealised loss of £109,000 in the year. The Trustees also designated £75,000 in the year from free reserves towards the website re-design. This led to a free reserves figure of £605,000 at the year end.

A reduction in unrestricted income is a high risk to the MA over the next financial year and beyond due to the impacts of the pandemic. To mitigate this the budget for 2020-21 has been reforecast for drops in income and expenditure reduced accordingly, with measures to refocus services and retain membership implemented, and decisions taken around events and publications to reduce uncertainty.

The overall reserves policy of the Association includes all reserves and therefore covers the Trust and Endowment funds managed by the MA but the focus of the policy is on the free reserves of the organisation.

## In 2019/20

End of year membership once again is the highest in our history. Overall membership grew by 38% – with this growth across all nations of the UK and across all membership types.

In April 2019 we launched some radical changes to our membership structure. This much simpler, cheaper structure is more inclusive to everyone who works in or with museums – and has resulted in significant increases in numbers.

### Individual membership

Year on year individual membership increased by 40% (2019/20: 13,802; 2018/19: 9,853).

### Institutional membership

Year on year institutional membership increased by four per cent (2019/20: 592; 2018/19: 573). The MA represents almost 1,800 museums through its institutional members.

### Commercial membership

Year on year commercial membership increased by two per cent (2019/20: 233; 2018/19: 229).

### In 2020/21:

As we entered March 2020, we were at our highest ever membership. However, the effects of the global Covid-19 pandemic have had an impact on our numbers. We took immediate action to re-configure our membership offer, creating new online content, webinars and professional development offers – as well as advocating vigorously for support for the sector. While individual membership has dropped down to around 13,000, institutional membership has continued to grow – reaching over 630 members by late spring. We continue to review and revise our offer to support our members as the results of the global pandemic continue to take effect.

### Total end of year membership

2009/10	6,070	
2010/11	6,243	
2011/12	6,310	
2012/13	6,833	
2013/14	7,185	
2014/15	7,740	
2015/16	8,354	
2016/17	8,351	
2017/18	8,985	
2018/19	10,634	
2019/20		14,691

Total membership  
2019/20



# 14,691

# Membership

We grew our audience significantly across our digital channels in 2019/20. There were nearly one million website sessions in total – an increase of 28% – which was reflected equally across all four nations of the UK. We reached 58,000 Twitter followers in 2020 – a further 10% growth.

#### In 2019/20:

- We launched a new digital strategy to encompass all the MA's digital activity.
- We created the strategy and content for – and engaged suppliers to build – a new website.
- This includes a new web design, a brand refresh and a new content management system.
- We improved the digital presence of MA campaigns with strategic communications plans.

#### In 2020/21:

- In part due Covid-19, we are significantly increasing our digital offer, offering much more content online, three newsletters a week, online mentoring schemes, webinars etc.
- This is leading to significant increases in our digital engagement, with website traffic increasing hugely and for example our Youtube channel watches averaging nearly 6,000 a month compared to 800 in 2019/20.
- We have undertaken a website and brand redesign and launched our new website in August 2020.
- A new social media strategy will be launched after the website
- A new members' app will also be launched later in the year.

# Website and digital



58,000  
Twitter  
followers  
in 2020

Publications will continue to offer comprehensive news, comment, best practice and information to the sector online and in print.

### In 2019/20:

- The circulation of Museums Journal increased by 17%, reaching 12,430 members and subscribers.
- Museums Journal continued to cover museum, gallery and heritage developments in the UK and overseas.
- There were reviews of new and redeveloped museums in England, Northern Ireland, Scotland and Wales, profiles of key sector figures, a monthly focus on an international museum opening; a regular trendswatch spot; and lots more.
- The magazine covered the work of independent, volunteer-run, local authority, university, and national institutions.
- Museums Journal published its sixth museum entry supplement, which achieved its best-ever revenue.
- Museums Journal continued to offer extensive online content, with daily news, regular comment articles and Q&As with museum workers, and increased engagement through social media channels, particularly Twitter.
- A review of content in Museum Practice has led to the brand becoming a sub-brand of Museums Journal, with more practical articles being produced in the printed magazine and online, covering topics such as acquisitions; communicating the climate crisis; decolonising museums; and disposal.
- Museums Journal display advertising increased by seven per cent (2019/20: £114,162; 2018/19: £106,305)

### In 2020/21:

- Museums Journal will become a bi-monthly magazine with increased coverage of key sector developments and trends, including more articles on museum practice.
- Online editorial content will be increased in scope, depth and frequency on the new website.
- A review of content in Museums Journal will feed into a plan to relaunch Museums Journal in 2020/21.
- We will no longer publish the Museum Services Directory – with supplier listings now online only for commercial members.
- We will continue to investigate new opportunities for content in print and online.

# Publications

# 12,430

Members & subscribers to Museums Journal



The annual conference continues to cement its place as a popular and exciting event in the global museum calendar. The conference in Brighton was a success, with delegates from across the UK and overseas. Our one-day conferences have continued to go from strength to strength, with great delegate numbers at all events. Moving on Up, our one-day conference for early-career museum professionals, continues to be a well-attended and inspiring event.

We also ran Don't Stop Me Now, our second one-day conference for those wanting to enter the museum sector, including museum studies students, apprentices and trainees. The event in Edinburgh was extremely popular, attracting delegates from all over the UK. A strong online events offer was established through our Coronavirus Conversations and will be developed over the coming year.

### In 2019/20:

- The conference and exhibition in Brighton, with the theme of Sustainable and Ethical Museums in a Globalised World, was attended by more than 1,300 delegates, visitors and exhibitors from across the UK and overseas.
- A series of one-day conferences offered advice on collections management; exhibition design; lighting; new technology; equality, diversity and inclusion. The conferences were held in and Cardiff, London, Manchester and Nottingham, and most sold out.
- We ran our sixth Moving on Up conference, a one-day event for new and emerging museum professionals. This was held at the Merseyside Maritime Museum and attracted 111 delegates.
- We ran our second one-day conference for those wanting to enter the museum sector, including museum studies students, apprentices and trainees. The event, which was held at the Royal College of Surgeons of Edinburgh, attracted 130 delegates from all over the UK.
- We continued to run national and regional members' meetings, providing an opportunity for members to network and contribute to the MA's work. The events, which are free for all members, were held in Belfast, Leeds, London, Norwich, Perth and Wrexham.

### In 2020/21:

- In response to Covid-19, we will run our 2020 conference and exhibition as a virtual event. This will include a mixture of seminars, keynotes, sponsors, exhibitors and networking opportunities as well as exciting new online elements
- We will continue to review our one-day conference and the impact of Covid-19
- We will hold members' meetings via Zoom for members in, East Midlands, North England, Northern Ireland, Scotland, South-East England and Wales.

# Conference and events

**The conference and exhibition in Brighton was attended by more than**

**1,200**

**delegates, visitors and exhibitors**



The MA's vision for the sector across the UK is for inclusive and socially engaged museums at the heart of their communities and our mission is to inspire museums to change lives. Over the past year we have worked with our members and stakeholders to deliver this vision and mission. Coronavirus has had huge impact on our museums and we have advocated for emergency funding and for the continuation and strengthening of the connection between museums and their communities during this crisis.

## Policy and advocacy

### In 2019/20:

- We advocated for the sector throughout the coronavirus crisis – providing evidence to policymakers in all nations; making the case for emergency funding for the sector; acting as a voice for the issues faced by the museum workforce; and developing reopening guidance in partnership with other sector bodies.
- We successfully campaigned with other sector organisations for a £200m Cultural Investment Fund in England, providing capital for the maintenance of museum buildings across the country.
- We produced a Museums Manifesto for the General Election campaign of 2019, which informed the manifesto promises on museums of all the main parties.
- Following our Empowering Collections report, we created a Decolonisation Guidance Working Group that is producing guidance to help the museums sector understand and act on decolonisation issues. This guidance will be published next year.
- We participated in the Steering Group for Arts Council England's Repatriation and Restitution guidance project.

- We developed new research on Learning and Engagement in Museums via our Learning and Engagement Group.
- We worked with the BBC and other partners to create the successful #MuseumsFromHome event during the coronavirus crisis, helping to raise the profile of museums to audiences during lockdown.
- We delivered the Museums Change Lives Awards at MA Conference, raising the profile of social impact work across the museums sector.
- We worked with European partners through the Network of European Museum Organisations to build strong European ties following Brexit.
- We continued to advocate the value of museums to politicians and stakeholders across the UK, meeting with senior politicians and civil servants in every nation.
- We delivered press and broadcast interviews on topics including coronavirus, repatriation and sale from collections.

### In 2020/21:

- We will continue to advocate for a strong recovery from the coronavirus crisis, recognising that the sector will need to rebuild with a strong focus on sustainability, tackling the climate crisis, building diversity and decolonising our institutions.
- We will campaign for representative workforce and audiences
- We will deliver guidance and case studies on decolonisation
- We will complete research and publish a manifesto and develop new campaign for museum learning and engagement.
- We will prepare museum manifestos for forthcoming elections in Scotland and Wales in collaboration with board members and reps from the respective nations.
- We will continue to build relationships with key stakeholders in all nations to make the case for socially impactful museums.



**Inclusive and socially engaged museums at the heart of their communities**

The MA's Ethics Committee leads sector thinking on a range of ethical issues from sponsorship to declassification and gives advice to institutions and individuals on specific cases.

# We champion ethical good practice



## In 2019/20:

- We published a statement on ethical contemporary collecting during the coronavirus crisis
- We championed ethical good practice through speaking at events and delivering training.
- We dealt with a range of ethical queries and case work.
- The Ethics Committee worked to help establish the Decolonisation Guidance Working Group
- The Ethics Committee conducted a horizon-scan of future ethical questions for the sector.
- We published Museum Essentials: Working Ethically, an online learning module.

## In 2020/21:

- The Decolonisation Guidance Working Group will report to the Ethics Committee
- We will consider how the Ethics Committee can support museums in navigating the ethical issues raised by the coronavirus crisis.
- We will champion ethical good practice through speaking at events and delivering training.
- We will continue to deal with a range of ethical queries and case work.
- We will ensure that a range of ethical advice and case studies are available online.

The MA administers two trusts established to assist museums and their staff in specific areas of collections development and care.

### Museums Association Beecroft Bequest

The Beecroft Bequest awards grants of up to £10,000 for the purchase of pictures and works of art (furniture or textiles can be considered) not later than the 18th century in date.

#### Grants awarded 2019/20

Ayscoughfee Hall Museum & Gardens	£10,000.00
Petersfield Museum	£1,238.00
Orkney Museum	£10,000.00
Jane Austen's House Museum	£3,816.00

### Museums Association Benevolent Fund

The Museums Association Benevolent Fund was established to alleviate financial distress suffered by members of the Museums Association and their dependents. The Trevor Walden Trust was set up to advance the education and training of museums and galleries personnel.

#### Grants awarded 2019/20

CPD Awards	£7,708
Hardship Awards	£2,000
Inclusive Places	£8,780
Conference Places	£4,250

In 2020/21 the fund will specifically allocate funds towards members suffering financial distress during the pandemic, provide free inclusive memberships, and increase support for CPD fees.

# Trusts and funds

→ Over

# £47,000

of grants  
awarded  
in 2019/20,  
from trusts  
administered  
by the MA

The MA develops programmes to implement policy priorities and develop practice in the museum sector.

## Collections

This year we published Empowering Collections, a report that examines the future potential of collections through 11 recommendations relating to dynamic, relevant and empowering collections. The report findings underpin a new phase of the Esmée Fairbairn Collections Fund, which aims to bring collections and people together, thanks to our partnership with the Esmée Fairbairn Foundation. Across the nine years of the Collections Fund we have awarded 136 grants totalling £9.7m.

### In 2019/20:

- We published Empowering Collections, a strategy for the future of collections resulting from the Collections 2030 research.
- We awarded over £1.2m in round 17 and 18 grants from the Esmée Fairbairn Collections Fund and launched a new phase of the fund.
- We published Museum Essentials: working with collections, an online learning module.
- We ran three Collections Network days in Edinburgh, London, and Leeds.

### In 2020/21:

- We will make a special round of grants available in response to the Covid-19 pandemic: Sustaining Engagement with Collections, to boost engagement while traditional access is not possible.
- We will award our first Innovation and Engagement grants (up to £90k over around two years) and Strategy and Development grants (up to £250k over up to five years).
- We will support grantees through enhanced coaching and support; offer online events for the Collections Network and return to face-to-face events in the four nations of the UK when possible.

## Participation and inclusion

Building on our work diversifying the museum workforce and campaigning for Museums Change Lives, the MA has worked with the Paul Hamlyn Foundation, Esmée Fairbairn Foundation, Arts Council England, the Federation of Museums and Galleries of Wales, and Museums Galleries Scotland. This has included Power to the People, a framework to assess participatory practice; Transformers Diversify, for people who are committed to making museums more inclusive; and Partnerships with Purpose; testing a new approach to encouraging museums and community organisations to work together.

### In 2019/20:

- We ran Partnerships with Purpose events in Fife and Brighton, developing support materials for museums and community groups, and legacy plans.
- We published Power and Privilege in the 21st Century Museum – a report addressing power imbalances in the sector, produced with our Transformers Diversify alumni.

£1.2 million

awarded



### In 2020/21:

- We will develop an access budget and/or designated fund to support our work on inclusion.
- We will champion inclusion so that museums address issues of representation and participation.
- We will take measures to ensure that our statement of support for Black Lives Matter is turned into action.
- We will publish a Museum Essentials module on working with partners using learning from our Partnerships with Purpose programme.

# Programmes

Our workforce development programmes and campaigns aim to inspire the workforce to deliver inclusive, participatory and socially engaged museums; and to support all career stages and roles in the four nations of the UK. MA members can access the Associateship of the Museums Association (AMA), a self-led CPD programme with mentoring and support groups; the Fellowship of the Museums Association (FMA), developing and recognising significant commitment to

and impact on the sector; and Museum Essentials, an online learning programme giving an introduction to key elements of working in the museum sector. A number of additional workforce offers were developed in response to the Covid-19 crisis including Career Conversations, Essential and Leadership Mentoring and Facebook groups for furloughed staff and managers.

### In 2019/20:

- 300 people participated in the AMA, with 23 people being awarded their AMA.
- Two people achieved the FMA.
- We launched Museum Essentials with modules on working ethically and working with collections.
- We developed a new workforce strategy to complement the MA's strategic framework.

### In 2020/21:

- We will develop support for the sector workforce as they deal with the impacts of Covid-19, including mentoring and peer support.
- We will begin a workforce development campaign on wellbeing, including publishing research into bullying in the sector and impacts of Covid-19.
- 300 people will be supported to participate in the AMA and 12 people in the FMA.



# Workforce development

# Review of financial activities

## The results for the year 2019/20 show a negative movement in funds of £377k before actuarial gains/losses on pension scheme assets.

Overall, unrestricted income of £2,011k was 7% higher than last year (£1,864k). Our key areas of unrestricted income are: membership £1,145k (2019: £1,006k), publications £263k (2019: £305k) and events £455k (2019: £404k).

Unrestricted (including designated) expenditure remained similar at £2,101k (2019: £2,097k). In the year the Trustees designated £75k to complete work on the web redesign project.

As a result of the pandemic MA investments showed an unrealised loss of £207k.

The balance of restricted funds reduced by £111k with the completion of the Participatory Practice programme funded by Paul Hamlyn Foundation and the drop in investment value.

The balance of endowment funds decreased by £67k, relating mainly to the drop in investment value.

The Museums Association has a lease on a property in Clerkenwell Close, London that runs to September 2031.

## Statement of the Board's responsibilities

The board members (who are also directors of the MA for the purposes of company law) are responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the board members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The board members are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are 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.

In so far as the board members are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the board members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The board members are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

## Members of the Board

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

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 2020 was 14,691 (31 March 2019: 10,634). Members of the board have no beneficial interest in the charitable company.

## Auditors

Moore Kingston Smith were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Board on 23 July 2020 and signed on its behalf by



**Maggie Appleton**  
President

# Independent auditor's report

To the members of the  
Museums Association

## Opinion

We have audited the financial statements of Museums Association for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

### In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of the charitable company's resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work,

Neil Finlayson, Senior Statutory Auditor

for and on behalf of Moore Kingston Smith LLP  
Chartered Accountants

Statutory Auditors  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Moore Kingston Smith LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# Financial activities

# Statement of financial activities

(incorporating an Income  
and Expenditure Account)

For the year ended  
31 March 2020

	Note	Endowment £	Restricted £	Unrestricted £	2020 Total £	2019 Total £
<b>Income and endowments from:</b>						
<i>Donations and legacies</i>	3	-	139,580	486	140,066	261,300
<i>Investment income</i>		15,134	5,303	121,047	141,484	102,150
<i>Charitable activities</i>	4	-	-	1,889,895	1,889,895	1,749,762
<i>Other incoming resources</i>	-	-	-	-	-	31,451
<b>Total incoming resources</b>		15,134	144,883	2,011,428	2,171,445	2,144,663
<b>Resources expended</b>						
<i>Charitable activities</i>	5	25,240	214,864	2,101,353	2,341,457	2,342,710
<b>Total resources expended</b>	5	25,240	214,864	2,101,353	2,341,457	2,342,710
Net gain/(loss) on investment assets	11a	(56,982)	(41,258)	(109,197)	(207,437)	126,700
<b>Net incoming/(outgoing) resources before transfers and other recognised gains and losses</b>	6	(67,088)	(111,239)	(199,122)	(377,449)	(71,347)
Gross transfers between funds		-	-	-	-	-
Transfer of funds out of the charity		-	-	-	-	-
Actuarial gain/(loss) on defined benefit pension scheme		-	-	(41,000)	(41,000)	(95,000)
<b>Net movement in funds for the year</b>		(67,088)	(111,239)	(240,122)	(418,449)	(166,347)
<b>Reconciliation of funds</b>						
<b>Funds brought forward at 1 April 2019</b>		463,855	494,786	1,888,261	2,846,902	3,013,249
<b>Funds carried forward</b>	14/15	396,767	383,548	1,648,138	2,428,453	2,846,902

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 14 to the financial statements

# Balance sheet

As at 31 March 2020

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible Fixed Assets	9	36,377	18,087
Intangible Fixed Assets	10	92,658	93,840
Investments	11	2,339,452	2,696,888
		<b>2,468,486</b>	2,808,815
<b>Current assets</b>			
Debtors 12		382,987	474,361
Cash at bank and in hand		154,350	101,123
		<b>537,338</b>	575,484
<b>Creditors: amounts falling due within one year</b>	13	<b>832,371</b>	754,397
<b>Net current assets/(liabilities)</b>		<b>(295,033)</b>	(178,913)
<b>Net assets excluding pension asset</b>		<b>2,173,453</b>	2,629,902
<b>Defined benefit scheme asset</b>	18	<b>255,000</b>	217,000
<b>Net assets including pension asset</b>	<b>14/15</b>	<b>2,428,453</b>	<b>2,846,902</b>
<b>Funds</b>			
Endowment funds		396,767	463,855
Restricted funds		383,548	494,786
Unrestricted funds			
Designated funds		788,402	851,064
General funds		604,736	820,197
Unrestricted income funds excluding pensions asset		1,393,138	1,671,261
Pension reserve	18	255,000	217,000
Total unrestricted funds		<b>1,648,138</b>	1,888,261
<b>Total funds</b>	<b>14/15</b>	<b>2,428,453</b>	<b>2,846,902</b>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with Part 15 of the Companies Act 2006.

Approved by the Board on 23 July 2020 and signed on its behalf by

**Maggie Appleton**  
President

**Gillian Findlay**  
Vice President

# Statement of cash flows

For the year ended  
31 March 2020

	2020 £	2019 £
<b>Cash flow/(outflow) from operating activities</b>		
Cash generated from operations	183,120	(573,107)
Interest paid	-	-
<b>Net cash provided by/(used in) operating activities</b>	<b>183,120</b>	<b>(573,107)</b>
<b>Cash flow from investing activities</b>		
Investment income and interest received	600	2,088
Acquisition of fixed asset investments	(130,493)	(102,711)
Disposal of financial instruments	-	-
<b>Net cash used in investing activities</b>	<b>(129,893)</b>	<b>(100,623)</b>
<b>Net increase in cash and cash equivalents</b>	<b>53,228</b>	<b>(673,730)</b>
Cash and cash equivalents at beginning of year	101,123	774,853
<b>Cash and cash equivalents at end of year</b>	<b>154,350</b>	<b>101,123</b>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>		
	2020 £	2019 £
<b>Net income including endowments</b>	<b>(418,449)</b>	<b>(166,347)</b>
<b>Adjustments for:</b>		
Depreciation charges	13,358	10,333
Amortisation	100,027	67,078
Bank interest received	(600)	(2,088)
Net (gains)/ losses on investments	357,436	(426,700)
Decrease (increase) in pension asset	(38,000)	16,000
Decrease / (increase) in stock	-	-
Decrease/ (increase) in debtors	91,374	(78,947)
Increase/ (decrease) in creditors	77,974	7,564
<b>Net cash provided by/(used in) operating activities</b>	<b>183,120</b>	<b>(573,107)</b>

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 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) FRS 102, Accounting and Reporting by Charities published in 2015, the Companies Act 2006 and applicable accounting standards. The financial statements are prepared in sterling, which is the functional currency of the charity. Amounts presented are rounded to the nearest pound.

**b)** The charity is a company limited by guarantee and incorporated in England & Wales. 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. The company is a public benefit entity.

**c)** The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. In light of the current pandemic, trustees have reviewed and approved revised budgets and forecasts, in particular taking into account pressures on events, membership, publications and investment income. The trustees have reviewed the government assistance that has been introduced to support organisations during the pandemic and a small number of staff have been furloughed to support the budget issues.

Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

**d)** 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.

**e)** 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.

**f)** Incoming resources, including grants, are included in the statement of financial activities (SOFA) when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably, net of VAT where applicable.

**g)** 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.

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

**i)** Resources expended are accounted for on an accruals basis and 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 first to restricted funds in accordance with funding restrictions and then to the remaining unrestricted activities on the basis of staff numbers. Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably.

**j)** Governance costs are no longer presented as a separate category of expenditure in the Statement of Financial Activities as they are now regarded as part of support costs which are allocated to the cost of activities undertaken by the Charity.

**k)** Grants and bursaries payable are recognised when a decision to make an award has been made and communicated to the recipients.

**l)** Cash and Cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**m)** The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **Basic financial assets**

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

# Notes to the Financial Statements

For the year ended  
31 March 2020

## Basic Financial Liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price, and subsequently measured at amortised cost using the effective interest method.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS102. See notes 12 and 13 for the debtor and creditor notes.

n) 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:

### Furniture & Equipment

10.00% per annum, straight line method

### IT & Computers

33.33% per annum, straight line method

Depreciation costs are allocated to Support Costs.

o) Intangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life. The amortisation rates in use are:

## Website & Database

33.33% per annum, straight line method

Amortisation costs are allocated to Support Costs.

p) 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 11a. Gains are shown on the face of the SOFA. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment are recognised immediately in the profit or loss account.

q) 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.

r) The charity used to operate a defined benefit pension scheme on behalf of its employees. The scheme is now closed. 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 each year. 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, any 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.

s) The charitable company also agrees to contribute to personal pension schemes. The pension cost charge represents contributions payable by the charitable company to the individual schemes. The charitable company has no liability under the schemes other than for the payment of those contributions.

t) Trust funds are funds:

i) which are administered by or on behalf of the MA

ii) whose funds are held for specific purposes which are within the general purposes of the MA; or

iii) which are subject to a substantial degree of influence by the MA, are treated as branches and accounted for as part of the MA.

u) The MA undertakes an administrative role in the running of the Esmee Fairbairn Collections Fund. The MA undertake this service in return for a grant which is recognised as income in the statutory accounts.

The MA also hold funds as an intermediary, awaiting instructions from an approval panel (where control is retained by the Principal: Esmee Fairbairn), to distribute the funds. Although the MA monitor and report against the use of the funds in their administrative capacity, the ultimate control over the distribution of the funding and legal responsibility for ensuring the charitable application of the funds is retained by Esmee Fairbairn.

Funds received and expended in this manner are excluded from the accounts as income and expenditure. Further details can be found in note 19.

## 2. Judgements and key sources of estimation uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, they are required to make judgements, estimates and assumptions that have a significant effect on the amounts recognised in the financial statements and carry a significant risk of material adjustment in the next financial year. No judgements or key sources of uncertainty have been identified by the trustees.

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 3. Donations and Legacies

	Restricted £	Unrestricted £	2020 £
<b>Trusts and funded projects</b>			
Arts Council of England	486	-	486
Other	117	-	117
	603	-	603
Esmee Fairbairn Collections Fund	139,463	-	139,463
	<b>140,066</b>	-	<b>140,066</b>

	Restricted £	Unrestricted £	2019 £
<b>Trusts and funded projects</b>			
Arts Council of England	-	-	-
Other	115,075	-	115,075
	115,075	-	115,075
Esmee Fairbairn Collections Fund	146,225	-	146,225
	<b>261,300</b>	-	<b>261,300</b>

## 4. Charitable activities

	Restricted £	Unrestricted £	2020 £
Membership	-	1,145,201	1,145,201
Publications	-	263,215	263,215
Events	-	455,457	455,457
Professional development	-	26,022	26,022
	-	<b>1,889,895</b>	<b>1,889,895</b>

	Restricted £	Unrestricted £	2019 £
Membership	-	1,005,865	1,005,865
Publications	-	305,478	305,478
Events	-	403,732	403,732
Professional development	-	34,687	34,687
	-	<b>1,749,762</b>	<b>1,749,762</b>

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 5. Total Resources Expended

	Publications £	Events £	Membership £	Professional Development £	Policy & Public Affairs £	Governance £	Support £	Trusts/ Projects £	Total £
Staff costs – direct (Note 7)	220,829	180,799	205,267	111,115	150,667	-	241,915	111,026	1,221,618
Direct costs	284,339	239,263	34,213	6,665	12,604	2,425	280,550	76,062	936,121
Grants and Bursaries	-	-	-	-	-	-	5,000	53,016	58,016
Depreciation	-	-	-	-	-	-	114,174	-	114,174
Trustees' expenses	-	-	-	-	-	11,529	-	-	11,529
sub total	505,168	420,062	239,480	117,780	163,271	13,954	641,639	240,104	2,341,457
Allocated support costs	187,312	117,070	140,484	70,242	140,484	(13,954)	641,639	-	-
<b>Total resources expended</b>	<b>692,480</b>	<b>537,132</b>	<b>379,964</b>	<b>188,022</b>	<b>303,755</b>	<b>-</b>	<b>-</b>	<b>240,104</b>	<b>2,341,457</b>
<b>For the Year Ended 31 March 2019</b>									
	Publications £	Events £	Membership £	Professional Development £	Policy & Public Affairs £	Governance £	Support £	Trusts/ Projects £	Total £
Staff costs – direct (Note 7)	208,425	190,270	169,567	81,430	156,789	-	327,927	131,516	1,265,924
Direct costs	292,361	236,784	29,105	1,283	13,794	3,631	296,992	104,190	978,140
Grants and Bursaries	-	-	-	-	-	-	-	9,842	9,842
Depreciation	-	-	-	-	-	-	77,411	-	77,411
Trustees' expenses	-	-	-	-	-	11,393	-	-	11,393
sub total	500,786	427,054	198,672	82,713	170,583	15,024	702,330	245,548	2,342,710
Allocated support costs	204,958	128,099	153,719	76,859	153,719	(15,024)	(702,330)	-	-
<b>Total resources expended</b>	<b>705,744</b>	<b>555,153</b>	<b>352,291</b>	<b>159,572</b>	<b>324,302</b>	<b>-</b>	<b>-</b>	<b>245,548</b>	<b>2,342,710</b>

# Notes to the Financial Statements

For the year ended  
31 March 2020

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

This is stated after charging/crediting:

	2020 £	2019 £
Interest payable		
Bank charges	28,137	20,905
Depreciation	141,174	77,411
Operating lease rentals		
— property	94,763	94,716
Board's remuneration	-	-
Board's reimbursed expenses (travel and subsistence)	9,809	11,067
Auditors' remuneration:		
— Audit	13,585	11,450
— Other services	-	-
<b>Income from quoted investments</b>	<b>61,884</b>	<b>21,065</b>
<b>Bank interest receivable</b>	<b>600</b>	<b>2,088</b>

Reimbursed travel and subsistence costs relating to attendance at Board meetings were paid to 8 (2019:7) board members during the year. Trustee indemnity is covered by the organisation's Charity Care insurance.

## 7. Staff costs and numbers

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	896,804	854,472
Settlement payments	-	-
Social security costs	97,572	88,846
Temps/Consultants	20,996	66,575
Costs of pension scheme – defined contribution	79,834	69,173
Costs of pension scheme – defined benefit	37,281	47,736
	<b>1,132,488</b>	<b>1,126,801</b>
Other staff costs	86,516	139,123
	<b>1,221,618</b>	<b>1,265,924</b>
Total emoluments paid to staff were:	<b>896,804</b>	<b>854,472</b>

The Charity considers its key management personnel comprise the trustees, the Chief Executive Officer and 3 heads of departments. The total employment benefits including employer pension contributions of the key management personnel were £ 290,407 (2018: £ 264,461). Trustees receive no remuneration.

### Earnings over £60,000 (including pension)

	2020 No.	2019 No.
Number of employees receiving £80,001 - £90,000	1	-
Number of employees receiving £70,001 - £80,000	1	2
Number of employees receiving £60,001 - £70,000	2	1

The employees above participated in the pension scheme. Contributions paid on behalf of the employees totalled £ 26,632 (2019: £ 18,465).

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

	2020 No.	2019 No.
Publications	4.0	4.0
Restricted projects	3.5	3.5
Events	3.0	3.0
Membership	4.0	4.0
Professional development	1.5	1.5
Policy and public affairs	2.0	2.0
Support	3.5	3.5
	<b>21.5</b>	<b>21.5</b>

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 8. Taxation

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

## 9. Tangible fixed assets

	Furniture & Equipment £	IT & Computers £	Total £
<b>Cost</b>			
At 1st Apr 2019	45,982	131,131	177,113
Additions in year	8,748	22,900	31,648
At 31 March 2020	54,730	154,031	208,761
<b>Depreciation</b>			
At 1st Apr 2019	31,816	127,210	159,026
Disposals in year	-	-	-
Charge for the Year	3,000	10,358	13,358
At 31 March 2020	34,816	137,568	172,384
<b>Net book value</b>			
<b>At 31 March 2020</b>	<b>19,914</b>	<b>16,463</b>	<b>36,377</b>
At 31 March 2019	14,166	3,921	18,087

## 10. Intangible fixed assets

	Website & Database £	Total £
<b>Cost</b>		
At 1st Apr 2019	279,279	279,279
Additions in year	98,845	98,845
Disposals in year	-	-
At 31 March 2020	378,124	378,124
<b>Depreciation</b>		
At 31 March 2020	185,439	185,439
Disposals in year	-	-
Charge for the Year	100,027	100,027
At 31 March 2020	285,466	285,466
<b>Net book value</b>		
<b>At 31 March 2020</b>	<b>92,658</b>	<b>92,658</b>
At 31 March 2019	93,840	93,840

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 11a. Investments

	2020 £	2019 £
At 1 April 2019	2,696,888	2,270,188
Additions during the year, at cost	781,856	1,882,811
Disposals during the year, at brought forward value	(931,855)	(1,582,811)
Unrealised (loss)/gain on revaluation at 31 March 2020	(207,437)	126,700
<b>At 31 March 2020</b>	<b>2,339,452</b>	<b>2,696,888</b>
<b>Historic Cost At 31 March 2020</b>	<b>1,511,033</b>	<b>1,661,033</b>

	2020 £
<b>Schroders</b>	
At 01 April 2019	792,956
Unrealised (losses) / gains	(11,100)
<b>Transfer Value at 01 October 2019</b>	<b>781,856</b>

	2020 £
<b>Rathbones</b>	
At 01 April 2019	1,903,932
Disposal proceeds	-
Additions at cost	-
Additions at cost (cash)	631,857
Realised (losses) gains	-
Unrealised (losses) / gains	(196,337)
<b>At 31 March 2020</b>	<b>2,339,452</b>

### At the balance sheet date, the market value of the portfolio comprised:

Fixed interest	327,471
UK equities	955,827
Global equities	762,523
Property	27,788
Other assets	265,843
<b>At 31 March 2020</b>	<b>2,339,452</b>

Individual holdings representing more than 5% of the market value of the portfolio at the balance sheet date are as follows:

	2020 £	2019 £
Cash	148,661	
Wisdomtree Metal Secs Ltd	117,183	
<b>Analysis of investment portfolio</b>	<b>2020 £</b>	<b>2019 £</b>
Schroder Charity Fixed Interest Fund	-	269,307
Schroder Charity Equity Funds	-	523,649
Rathbones	2,339,452	1,903,932
<b>At 31 March 2020</b>	<b>2,339,452</b>	<b>2,696,888</b>

## 11b. Investment in subsidiary

	2020 £	2019 £
Shares in subsidiary at cost	2	2

## 12. Debtors

	2020 £	2019 £
Trade debtors	76,944	150,450
Grant Debtors	139,463	146,225
Other debtors	38,289	30,057
Prepayments and accrued income	128,292	147,629
	<b>382,987</b>	<b>474,361</b>

## 13. Creditors : amounts falling due within one year

	2020 £	2019 £
Trade creditors	112,030	100,753
Accruals	38,305	33,173
PAYE, social security and other taxes	45,672	35,857
Other creditors	7,146	8,163
Subscriptions in advance	629,217	576,451
	<b>832,371</b>	<b>754,397</b>

Deferred income recognised in 2019 was entirely released in 2020.

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 14. Movements in funds

	31 March 2019 £	Incoming Resources* £	Outgoing Resources £	Transfers £	At 31 March 2020 £
<b>Endowment funds</b>					
Beecroft Bequest	463,855	15,134	(82,222)	-	396,767
<b>Total endowment funds</b>	<b>463,855</b>	<b>15,134</b>	<b>(82,222)</b>	<b>-</b>	<b>396,767</b>
<b>Restricted funds:</b>					
Benevolent Fund	336,444	5,420	(64,648)	-	277,216
Esmée Fairbairn Collections Fund	118,302	139,463	(151,373)	-	106,392
Participatory Practice	1,012	-	(1,012)	-	-
Partnerships with Purpose	39,028	-	(39,089)	-	(60)
<b>Total restricted funds</b>	<b>494,786</b>	<b>144,883</b>	<b>(256,122)</b>	<b>-</b>	<b>383,548</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Transformers	9,798	-	(9,798)	-	-
Pension Company	600,000	-	-	-	600,000
Fixed Asset reserve**	241,266	-	(127,864)	75,000	188,402
Fixed Assets***	-	-	-	-	-
<b>Total designated funds</b>	<b>851,064</b>	<b>-</b>	<b>(137,662)</b>	<b>75,000</b>	<b>788,402</b>
<b>General funds</b>	<b>820,197</b>	<b>1,932,428</b>	<b>(2,072,889)</b>	<b>(75,000)</b>	<b>604,736</b>
<b>Total unrestricted funds</b>	<b>1,671,261</b>	<b>1,932,428</b>	<b>(2,210,551)</b>	<b>-</b>	<b>1,393,138</b>
<b>Pension reserve fund</b>	<b>217,000</b>	<b>38,000</b>	<b>-</b>	<b>-</b>	<b>255,000</b>
<b>Total funds</b>	<b>2,846,902</b>	<b>2,130,445</b>	<b>(2,548,895)</b>	<b>-</b>	<b>2,428,453</b>

\*Includes gains on investment assets

\*\* Fund established for investment in database, Web redesign, premises improvements and IT upgrade.

\*\*\*Funds tied up in Fixed Assets already purchased

### 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.

### Purposes of restricted funds

The Benevolent Fund assists financially distressed members of the MA and their families and merged with the Trevor Walden Trust during the year and now includes within its purpose the promotion of education and professional development of members of the MA.

The MA runs the Esmée Fairbairn Collections Fund (EFCF), offering grants of £20,000 to £100,000 to museums for time-limited work with collections. Through this fund the MA and the Esmée Fairbairn Foundation seek to develop a series of projects that demonstrate the inspiring and engaging potential of collections to deliver social impact for people and communities.

### Purposes of designated funds

A fund of £600,000 was set up in 2012 in place of the charge on the property sold that year held by the Museums Association Pension Plan.

The fixed asset reserve designated fund has funds set aside for future capital expenditure.

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 15. Analysis of net assets between funds

	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	2020 Total Funds £
Intangible Fixed Assets	-	-	92,658	92,658
Tangible Fixed Assets	-	-	36,377	36,377
Investments	395,103	299,613	1,644,735	2,339,451
Net Current Assets	1,664	83,935	(380,632)	(295,033)
Pension scheme asset	-	-	255,000	255,000
<b>Net Assets at 31 March 2020</b>	<b>396,767</b>	<b>383,548</b>	<b>1,648,138</b>	<b>2,428,453</b>
	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	2019 Total Funds £
Intangible Fixed Assets	-	-	93,840	93,840
Tangible Fixed Assets	-	-	18,087	18,087
Investments	452,085	340,871	1,903,932	2,696,888
Net Current Assets	11,770	153,915	(344,598)	(178,913)
Pension scheme asset	-	-	217,000	217,000
<b>Net Assets at 31 March 2019</b>	<b>463,855</b>	<b>494,786</b>	<b>1,888,261</b>	<b>2,846,902</b>

## 16. Related parties

The MA appoints the trustees of the Benevolent Fund and the Beecroft Bequest and thus has a significant influence over the affairs of these trusts.

1 Trustee held positions with entities which at the year end had debtor balances with the Museums Association:

	2020 £
Maggie Appleton	125
RAF Museum Cosford	

## 17. Operating lease commitments

Expenditure committed to under operating leases falling due in;

### Property

Less than one year  
2 to 5 years  
More than 5 years

### Other

Less than one year  
2 to 5 years  
More than 5 years

2020  
£

93,000  
372,000  
604,500

2020  
£

1,888  
-  
-

2019  
£

93,000  
372,000  
697,500

2019  
£

1,832  
1,221  
-

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 18. Defined benefit pension scheme

The association operates a defined benefit scheme in the UK which was paid-up at 31 March 2008 so no further service liability will accrue.

The most recent full actuarial valuation was carried out in 2016 by a qualified actuary. As the scheme was fully funded no contributions were made in 2018-19.

Defined benefit cost:

	2020 £'000	2019 £'000
Current service cost	-	-
Net interest cost on the recognised defined benefit asset	(1)	-
Remeasurements recognised in the SOFA	1	-
	-	-

Remeasurements recognised in Other Comprehensive Income:

	2020 £'000	2019 £'000
Remeasurement of defined benefit obligation	(345)	141
Return on plan assets	313	(119)
Change in effect of the asset ceiling	33	(22)
	1	-

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

### Financial Assumptions:

	2020 %	2019 %
Discount rate at the end of the year	2.4%	2.5%
Retail Price Inflation	2.8%	3.4%
Consumer Price Inflation	1.9%	2.5%
Increases in deferment	1.9%	2.5%
Rates of increase to pensions in payment		
Pensions earned before 6/4/97	0.0%	0.0%
Pensions earned after 5/4/97	0.0%	3.4%

Based on the mortality assumptions detailed below, the following illustrates the life expectancies used to place a value on the Scheme's liabilities as at 31 March 2020:

### Life expectancy

	Male	Female
Member aged 65 at the effective date of the calculations	21.0	22.9
Member aged 65 at a date 20 years after the effective date of the calculations	20.2	22.4

### Demographic and other assumptions

	2020	2019
Mortality after retirement base table	S3PMA & S3PFA (B=Year of Birth) for males and females as appropriate, with ages rated up 2 years	S2PMA & S2PFA (B=Year of Birth) for males and females as appropriate, with ages rated up 1 year.
Future improvements	Males: CMI_2019_M [1.25%] Females: CMI_2019_F [1.25%]	Males:CMI_2017_M [1%] Females:CMI_2017_F [1%]
Cash commutation	All members will commute 25% of pension on current terms	All members will commute 25% pension on current terms
Retirement age	Normal retirement age	Normal retirement age
Proportion of members with a spouse	85% - Males; 75% females	85% - Males; 75% females
Average age difference between member and spouse	Females are 3 years younger than males	Females are 3 years younger than males
Discretionary increases	No allowance	No allowance

The expected return on the plan assets is based on the fair value of the assets at the beginning of the period and the expected long term rate of return as estimated at the start of the period.

The employee benefit obligations recognised in the balance sheet are as follows:

	2020 £'000	2019 £'000
Present value of defined benefit obligations	2,648	2,949
Fair value of plan assets	(2,903)	(3,166)
<b>Net asset recognised in the Balance Sheet</b>	<b>(255)</b>	<b>(217)</b>

# Notes to the Financial Statements

For the year ended  
31 March 2020

## 18. Defined benefit pension scheme (continued)

Movements in the present value of the defined benefit obligation are as follows:

	2020 £'000	2019 £'000
Opening defined benefit obligation	2,949	3,019
Service cost (Current and past)		
Interest cost	73	73
Remeasurement arising from changes in assumptions	(316)	116
Remeasurement arising from experience	(29)	25
Benefits paid	(29)	(284)
<b>Liabilities at end of period</b>	<b>2,648</b>	<b>2,949</b>

Changes in the fair value of plan assets are as follows:

	2020 £'000	2019 £'000
Opening fair value of plan assets	3,166	3,252
Interest income	79	79
Actual return on plan assets, excluding interest income	(313)	119
Contributions by employer	-	-
Benefits paid	(29)	(284)
<b>Assets at end of period</b>	<b>2,903</b>	<b>3,166</b>

The actual return/(deficit) on plan assets was £ (234,000); (2019: (£198,000)).

The major categories of plan assets as a percentage of total plan assets are as follows:

	2020 £'000	2020 %	2019 £'000	2019 %
Equities	1,887	65%	2,185	69%
Bonds & Gilts	377	13%	633	20%
Property	494	17%	348	11%
Cash	145	5%	-	0%

## 19. Funds held by the Museums Association as an intermediary agent

The Museums Association receives an annual restricted grant from Esmée Fairbairn to support the research, development and administration of the Esmée Fairbairn Collections Fund. This is recognised as income in the financial statements.

The MA also receives £1.3 million per year for 2017-19 over the extended life of the programme for distribution to grant recipients. Under the terms of the agreement, the Museums Association will receive, review and filter applications which will be sent to an approval panel for consideration. The panel consists of two Esmée Fairbairn trustees, the Esmée Fairbairn chief executive, the MA's chief executive and two members from the museums community. Based on the composition of the panel and the fact that the Esmée Fairbairn chief executive has the casting vote on the approval of awards, the MA has no ultimate control over the distribution of the awards.

Under this arrangement the MA is holding the funds as an intermediary, awaiting instruction from Esmée Fairbairn to distribute the funds. Although the Museums Association will monitor and report against the use of the funds, the ultimate control of the funding and legal responsibility for ensuring the charitable application of the funds would appear to remain with the Esmée Fairbairn Foundation.

As such, funds received and distributed under this arrangement have been excluded from the MA's accounts. This year, £288,847 was carried forward, £1,329,606 was received and £1,177,274 was awarded. At the year end, the MA held cash of £441,478 which is payable to grantees under the programme. This bank balance and corresponding liability have also been removed from the financial statements.

# Commercial members 2019/20



# Commercial members 2019/20

24 Design Ltd	Artybonbon Design	Bruynzeel Storage Systems Ltd	Dauphin Acrylic Design	Event Communications Ltd	Haley Sharpe Design Limited
4D Projects	Association for Cultural Enterprises	Buro Happold Ltd	David Copeman Photography	Extreme Display Ltd	Hallett Independent Ltd
A Different View	Atherton Consultancy Services Ltd	Business of Culture	DBA Consulting	Factory Settings Ltd	Hamilton Design Ltd
A Freelance Exhibition Designer	ATS Heritage	Buttress	DC Research Ltd	Far Post Design Limited	Hanford Art
A New Direction London Ltd	Aura Tours Ltd	Calzeat & Co Ltd	DDL-ART Ltd	Farrer & Co	Hanwell Solutions Ltd
Abound Design & Interpretation Ltd	Austin-Smith: Lord	Casson Mann	DeepStore Records Management	Feilo Sylvania UK Ltd	Hara Clark Ltd
About Presentation Limited	avi consultants	CDI UK   Clements and Street	Design Culture Associates Ltd	Fladgate LLP	Headland Design Associates
Access Displays Ltd	Axiell ALM Ltd	CFJ Associates	DESIGNMAP	Flint Culture	Heather Lomas
Access Matters UK	AY-PE	ChattyFeet Ltd	Digisoft TV	Focus Consultants	helenb Ltd
ACCIONA Producciones y Diseño (APD)	Barker Langham	Christina Dixon Consulting	Digitalarte Ltd	Format Display	Heritage Interactive Ltd
Acoustiguide Ltd	Basis Lighting Ltd	Circle Insurance Services Plc	DJS Research Ltd	Forster Ecospace Ltd	Heritage Pathfinder Ltd
AEA Consulting	Beck Interiors Ltd	Clay Interactive Ltd	Do Phillips Studio	Fourth Street	Hilary McGowan
Alis Templeton	Bespoke Bodies	Colin Mulberg Consulting	DOC Cleaning Limited	Fraser Randall Ltd	Howgego Historic & Modern
All Sewn Up	Best Years Ltd	Collections Trust	dormakaba	French London Experience	Ian Clark Restoration
All Things Studio	Bickerdike Allen Partners LLP	Conservation by Design	D-TECH SYSTEMS LTD	Fuzzy Duck Creative Ltd	Ian Drake Design
Amp Fab	Big Art and Banners	Conservation Resources (UK) Ltd	Duffy Archive	G Ryder & Co Ltd	Ian Goodison Design Consultancy
Anderson Acoustics Ltd	Bivouac Limited	Constantine Ltd	Each Art Unique	Gander & White Shipping Ltd	iBase Media Services Ltd
Andrew Boddington	BJA - Bryn Jones Associates Ltd	Coralie Walker	Earnscliffe, Making Access Work	Gantner Ticketing	Imagemakers Design & Consultancy Ltd
Anna Husband	blackbox-av ltd	Countwise Systems Ltd	Easy Tiger Creative	Gateway Ticketing Systems Ltd	Imagine Exhibitions, Inc.
Anonymous	Blue Sail	Cragg Management Services Ltd	Eglington Consulting	Geldards LLP	Inca Creative Enterprises Ltd
AOC Architecture Ltd	Blue The Design Company Ltd	Creative Communications	Elmwood Projects Ltd	Global Experts	Intelligent Counting Ltd
Appleyard & Trew LLP	BOP	Creative Good Limited	Emma Corporate	GuM Studio	ISO Design
Art UK	Bridgeman Images	Crown Fine Art	Epson (UK) Ltd	GVAM	J Burnett Engineers
ArtRatio	British Fossils	Crystalizations Systems Inc	Equals Consulting	H&H Sculptors Ltd	JH Designpoint
Artswork	British Pathé Ltd	Cultural Innovations	Erco Lighting Ltd	Haines Watts Chartered Accountants	Jane Davies Cultural Learning Consultants
	Bruns B.V.	Culture&	Euronova Ltd	Halahan Associates	

# Commercial members 2019/20

Janice Tullock Associates	Magenta Star	Nissen Richards Studio	Ralph Appelbaum Associates	Smith Greenfield	Thorlux Lighting
Janie Lightfoot Textiles Ltd	Marge Ainsley	OMI Architects	Reade Signs	Sort and Survive	Time & Space Color Information Technology Corp
Jarrold Publishing	Marie-Christine Guyon	ON101	Real Studios Ltd	Sotheby's	TMP (The Moule Partnership) Ltd
Jayhawk Ltd	Marks Design	Osprey Heritage Management Ltd	Redman Design	Spencer & Fry	Tonwelt UK Ltd
Jigsaw Design & Publishing	Martinspeed Ltd	Our Stories	Restore Harrow Green	Spiral Productions Ltd	Towergate Insurance
JMR Translations Ltd	MBA Exhibitions Limited	Outside Studios	Retail Thinking	Stand Studio	Tricolor
Joi Polloi	Meaco Measurement and Control Limited	Pacific Security Systems Ltd.	Richard Rogers Conservation Ltd	Steadberry Restoration Limited	Ugly Studios Ltd
Kadec Asbestos Management	Metaphor	Past Pleasures Ltd	Riso UK Ltd	Steensen Varming	Valentine Walsh Restoration and Conservation
Kate Pontin	Meyvaert Glass Engineering	Paul Vick Architects	ROAR Creativity	Stephen Browning Associates	Vennersys Ltd
KBW Design	Mike Howden	Philanthropy Company	Robots of London	Stoane Lighting Ltd	Vertigo
Kendrick Hobbs Ltd	MODES Users Association	Philip Simpson Design Ltd	Rotadex Systems Ltd	Stone King LLP	Vidar
Kent Services Ltd	Momart Limited	PLB	Royal Institute of British Architects	Stuart Sang	Virtu Conservation Housekeeping Ltd
Kewell Converters Ltd	Momentous Ltd	PLMR Ltd	Sarah Boiling Associates	Studio MB Ltd	Vision XS
KGB Cleaning & Support Services Ltd	Momentum Transport Consultancy	Plowden & Smith Ltd	Saxton Bampfylde	Studioarc Design Consultants Ltd	Vox
Klug Conservation	Morris Hargreaves McIntyre	Polstore Storage Systems Ltd	Scala Arts & Heritage Publishers	Sun-X (UK) Ltd	Whittan
L&R Consulting	Motor Agency	Praxis Limited	Secol Ltd	Surface Impression Ltd	Wigwam
Leach	Mtec Ltd	Preservation Equipment Ltd	Selina Fellows Retail & Marketing Consultancy	Sustainable Heritage Conservation	Williams Design Associates
Learning Unlimited	Museum Detox	Pringle Richards Sharratt Architects	Setout Design Ltd	Sutton PR	World Touring Exhibitions
Lighting Design & Technology	Museum of London Archaeology	Protosheet Engineering Limited	SI Electrical Ltd	System Simulation	WWT Consulting
Liz Amos Associates	Museum Shops Ltd	Pufferfish	Sigong Tech Co. Ltd	Technically Creative	Xponia AG
Llama Digital	MuseumNext	Pythia Technologies Ltd	Sill Lighting UK	Tessitura Network	zetcom Informatikdienstleistungen Deutschland GmbH
Lord Cultural Resources	New Angle Productions	Qualia	Simon Davies	The Creative Core	ZMMA Ltd
Lowlands Design	Nicky Boyd Audience Research & Evaluation	Queens Ltd	Simon Moore, Natural Sciences Conservator	The Hub Limited	
Lucidity Media	Nicola Power Museum and Heritage Consultancy	Quince Retail	Sirius Model Making Ltd	The Military Mutual	
Lux Lucis		Rackline Systems Storage Ltd	Skellon Studio	Theke	
M&G Transport & Technical Services		Rafi Ilivitzky		Thermo Lignum UK Ltd	

# AMIA and FMIA Awards 2019/20

# AMA and FMA Awards 2019/20

## AMAs Awarded:

<b>Lindsey Bavin</b>	<b>Sytske Knol</b>
<b>Nick Booth</b>	<b>Sarah Laycock</b>
<b>Nicola Bray</b>	<b>Paula Martin</b>
<b>Sara Brown</b>	<b>Eleanor Matthews</b>
<b>Brendan Carr</b>	<b>Catriona McIntosh</b>
<b>Daisy Culmer</b>	<b>Loretta Mordi</b>
<b>Eli Dawson</b>	<b>Maria Musto</b>
<b>Nina Glencross</b>	<b>Philip Newton</b>
<b>Rosalyn Goulding</b>	<b>Chloe Phillips</b>
<b>Catherine Griffin</b>	<b>Joe Randall</b>
<b>Rebecca Hale</b>	<b>Frances Reed</b>
<b>Gemma Henderson</b>	<b>Anna Reeve</b>
<b>Richard Higson</b>	<b>Sarah Scarlet</b>
<b>Rachael Jackson</b>	<b>Andrew Skelton</b>
<b>Simon Jackson</b>	<b>Anna Smalley</b>
<b>Catherine Jones</b>	<b>Juliet Rose Turk</b>
<b>Wayne Kett</b>	<b>Phillippa Turner</b>

## FMAs Awarded:

<b>Kevin Gosling</b>
<b>Victoria Rogers</b>

# Notice of the AGM



Notice is hereby given that the 2020 Annual General Meeting of the Museums Association will be held digitally on Thursday 5 November at 1320 via the meeting platform Zoom:

## A. Apologies for absence

## B. Minutes

To consider and adopt the minutes of the last Annual General Meeting held on Thursday 3 October at 1400 in the main auditorium of the Brighton Centre.

## C. Annual Report and Accounts of the Museums Association

To receive the Annual Report and Accounts of the Board for the year 2019/20.

## D. Report on financial position

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

## E. 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 2021 individual membership subscription rates will be frozen at the same rate for 2021/22:

	2020/21	2021/22
Essential member	£49	£49
Student, Retired, Unwaged, Volunteer, Trustee	£62	£62
Full member, Associate, Fellow	£94	£94

## F. 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 2021 institutional membership bands and subscription rates will be frozen at the same rate for 2021/22:

### 2020/21

Operating budget	Fee
Less than £102,500	£82
£102,501 – £307,500	£205
£307,501 – £1,025,000	£666
£1,025,001 – £2,050,000	£1,025
£2,050,001 – £10,250,000	£1,845
Over £10,250,000	£2,358
Federations, friends' organisations and specialist groups	£62
Non-UK member	£205

### 2021/22

Operating budget	Fee
Less than £102,500	£82
£102,501 – £307,500	£205
£307,501 – £1,025,000	£666
£1,025,001 – £2,050,000	£1,025
£2,050,001 – £10,250,000	£1,845
Over £10,250,000	£2,358
Federations, friends' organisations and specialist groups	£62
Non-UK member	£205

## G. Auditors

To appoint 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 the board to fix the remuneration of the auditors.

## Notes to the agenda

### 1. Items E and F

*In recognition of the global pandemic and its impact on all our members, we propose to freeze the individual and institutional membership bands and subscriptions at the same rate as 2020/21.*

# AGM 2019

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**A - Apologies for absence**

Hilary McGowan

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**B - Minutes**

The minutes of the Annual General Meeting of the MA held on Thursday 8 November at 1400 in the auditorium of the Belfast Waterfront were put to the meeting for approval. Heledd Fychan proposed, seconded by Iain Watson, that the minutes be accepted as a true record. Carried.

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**C - Annual Report and Accounts of the Museums Association**

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**D - Report on financial position**

Heather Lees, the MA's treasurer, gave a brief overview of the key financial points for the 2018/19 accounts. Unrestricted income decreased by just under £52k; largely due to less income from the MA conference in Belfast in 2018 compared to Manchester in 2017. Restricted income decreased by just over £80k; due to no funding for the Transformers programme. The Endowment increased by just under £3k. Employment, direct costs, grants and bursaries and trustees' expenses expenditure were all less, due to staff changes and not running the Transformers programme. Membership numbers significantly increased and continue their upward trend. Income was budgeted for a small income growth in membership, and events income increasing with the Brighton conference. Other income has increased due to investment income, with a similar profile to the 2018/19 accounts. Hayley Merchant proposed, seconded by Karen Perkins, that the Annual Report, Accounts and Financial Report be formally received. Carried.

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**E/F - Individual and Institutional membership subscriptions**

The MA's membership numbers increased by just over 18% since 2017/18.

The MA proposed to increase individual membership subscription rates by 2.55% from 1 April 2020. Gabrielle Heffernan proposed, seconded by Gillian Findlay that individual membership subscription rates are increased. Carried.

The MA proposed to increase institutional membership bands and subscription rates by 2.55% from 1 April 2020. Nick Merriman proposed, seconded by Diane Lees that institutional membership bands and subscription rates are increased. Carried.

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**G - Auditors**

It was recommended that Kingston Smith be re-appointed as auditors to the MA until the conclusion of the next general meeting of the MA at which accounts are laid before members and to authorise the board to set the remuneration of the auditors. Rowan Brown proposed, seconded by Christine McLean, that Kingston Smith be appointed auditors to the MA. Carried.

