

Company No. 252131  
Charity No. 313024  
OSCR No. SC041846

**MUSEUMS ASSOCIATION**  
**REPORT AND FINANCIAL STATEMENTS**  
**31 MARCH 2023**

# REFERENCE AND ADMINISTRATIVE DETAILS

For the year ended 31 March 2023

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## **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

## **OSCR number**

SC041856

## **Registered office and operational address**

42 Clerkenwell Close London

EC1R 0AZ

## **Bankers**

National Westminster

Bloomsbury, Parr's Branch

126 High Holborn

London

WC1V 6QB

## **Solicitors**

Russell-Cooke, Solicitors

2 Putney Hill

London

SW15 6AB

Stone King, Solicitors

16 St John's Lane

London

EC1M 4B

**Auditors**

Moore Kingston Smith LLP

Chartered Accountants

Statutory Auditors

9 Appold Street

London

EC2A 2AP

**Investment managers**

Rathbones

8 Finsbury Circus

Finsbury

London

EC2M 7AZ

**Board 2022/23****President**

Gillian Findlay

**Vice President**

Simon Brown

Nivek Amichund

Stella Byrne

Dianna Djokey

Tony Heaton (appointed 01/10/22)

Sara Kassam

Kathleen Lawther

Heather Lees (retired 31/07/2023)

Michelle McGrath

Christine McLean

Steve Miller

Rachael Rogers

Michael Terwey

Mohammed Akhtar Suleman (appointed 01/08/23)

## **Staff**

### **Director**

Sharon Heal

### **Membership, Marketing and Website**

#### **Deputy Director**

William Adams

#### **Marketing & Membership Manager**

Zoe Spencer

#### **Membership & Marketing Officer**

Sophie Lawson

#### **Marketing & Membership Officer**

Emma Randall

#### **Account Manager**

Abigail Lasisi

#### **Website and Digital Officer**

Francesca Collins

### **Projects and Programmes**

#### **Programmes Manager**

Sally Colvin

#### **Policy Manager**

Alistair Brown\*\*

#### **Campaigns Officer**

Antonia Canal\*\*

#### **Policy and Campaigns Officer**

India Divers\*

#### **Policy and Campaigns Officer**

Joshua Robertson\*

#### **Decolonising Programme Officer**

Roshi Naidoo\*\*

#### **Collections Development Lead**

Sarah Briggs

#### **Projects Assistant**

Jacqui Buscher

**Workforce Development Lead**

Tamsin Russell

**Publications and Events**

**Head of Publications & Events**

Simon Stephens

**Deputy Editor**

Eleanor Mills

**News Editor and Staff Writer**

Geraldine Kendall Adams

**Online Publications Editor**

Rebecca Atkinson

**Finance and Resources**

**Head of Finance & Resources**

Neil Mackay

**Finance Administrator**

Jolanta Stevens

**Executive Assistant & HR Officer**

Charlie Lindus

*\* indicates person joined during the year*

*\*\* indicates person left during the year*

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## **REPORT OF THE BOARD**

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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 2023.

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 2023/24.

### **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 with funds of the grant-making trusts being invested in charity equity and fixed interest funds.

### **Risk management**

The MA commenced its new five-year strategic framework in April 2020 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 agreed that, in line with Charity Commission guidelines, the MA will at least hold free reserves equivalent to three months turnover. In 2022/23 this equated to

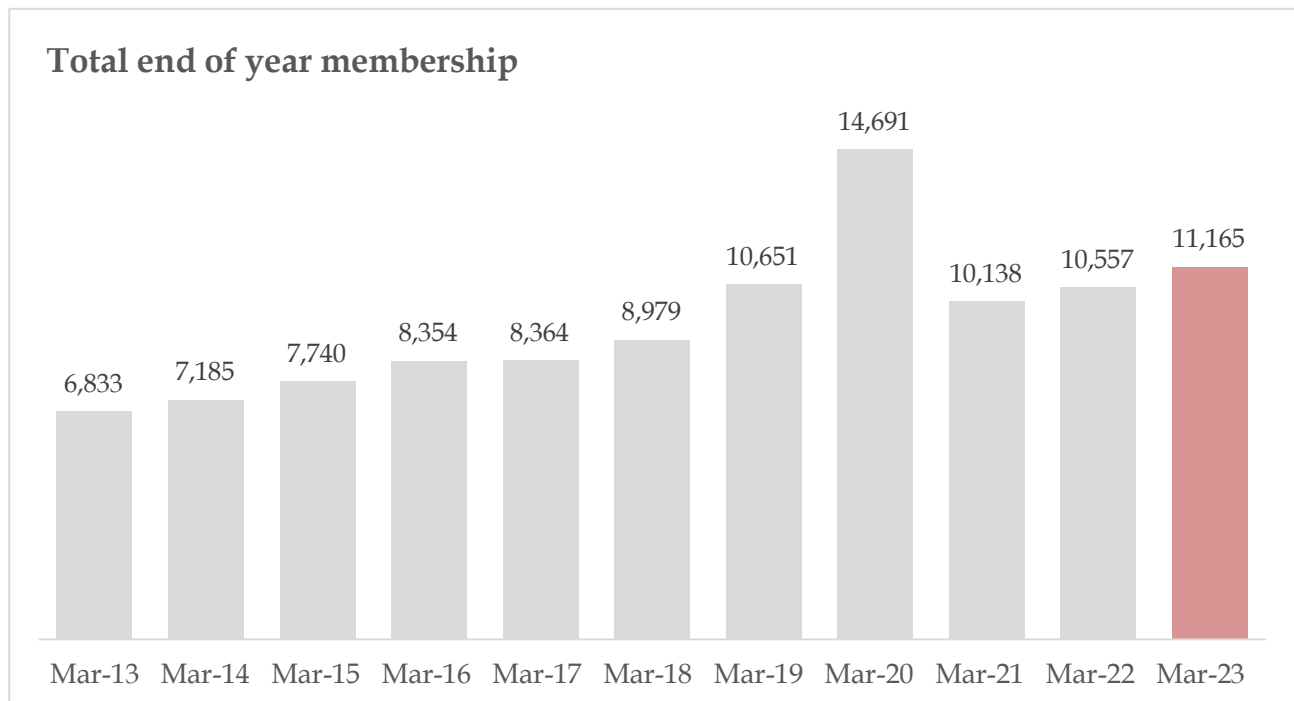
£490,000. Unrestricted reserves at the year-end were £ 1.39m including designated funds of £600,000 for pension, £67,000 for membership support. This gave a free reserves figure of £ 719,000 at the year end.

A reduction in unrestricted income is a medium risk to the MA mainly due to the financial restraints within the sector potentially affecting the amounts free to spend on MA membership and activities over the coming year, with expenditure and restricted income considered a low risk. The major external potential risks identified are the economic environment and cuts within the sector and the potential effects of Brexit.

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.

## MEMBERSHIP

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### **In 2022/23**

Following a significant fall in 2020/21 due the impact of the pandemic, membership has steadily risen again. Overall membership increased by six per cent – with individual membership being the key driver. Institutional membership fell from its high point during the pandemic, and remains higher than pre-pandemic levels.

#### **Individual membership**

Year on year individual membership increased by seven per cent (2022/23: 10,271; 2021/22: 9,631). This growth was particularly in the student, volunteer and essential member categories. Membership in the devolved nations of the UK remained high throughout the pandemic and have maintained these levels.

#### **Institutional membership**

Year on year institutional membership fell by four per cent (2022/23: 647; 2021/22: 673). This level is still significantly higher than pre-pandemic levels and we continue to represent over 1,600 museums through our institutional members.

#### **Commercial membership**

Year on year commercial membership fell by two per cent (2022/23: 247; 2021/22: 253). This reflects our engagement with our commercial members despite the significant impacts of the pandemic, inflation, and spending cuts upon their work.

### **In 2023/24**

In 2023/24 we expect members to be impacted by the longer term effects of the pandemic, by rising energy prices, the squeeze on public and personal finances, and high inflation. We aim to retain our organisational members and slowly grow individual membership, through the support and advocacy we are undertaking for the sector.

## **WEBSITE AND DIGITAL**

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Our website and digital engagement was consolidated and grown in 2022/23, with hundreds of thousands more views and tens of thousands more users when compared to 2021/22. Our digital audience continues to follow us on social media in increasing numbers, and we are pleased to report high newsletter open rates in all four nations of

the UK.

### **In 2022/23**

- We received 2,453,000 website page views from 1 April 2022 to 31 March 2023, a 19% increase from the previous year, and we engaged with 656,000 users – an increase of 14%.
- As well as updating our existing content, we launched a wealth of new content including large website areas for Museums for Climate Justice and our new Anti-racism campaign.
- We continued to experience high levels of growth on our social media platforms, using them daily to communicate activity across the breadth of the MA's work. From April 2022 to April 2023, we saw the following increases in follower numbers:
  - LinkedIn: 23,177 to 51,621 (123% increase)
  - Twitter: 65,727 to 68,051 (4% increase)
  - Instagram: 5,392 to 7,496 (39% increase)
  - Facebook: 15,179 to 16,282 (7% increase)
- We compiled a review of the past two years of our social media performance, analysing successes and progress and identifying areas with scope for improvement.
- We built upon the success of our first hybrid annual conference to deliver the MA Conference 2022 experience for both in-person and online delegates, providing an app for navigation, agenda management and streaming, and promoting online content through the hashtag #Museums2022.
- We delivered two newsletters per week to keep our 45,000 subscribers up to date with the latest sector news, MA news and content from Museums Journal, regularly achieving open rates of over 30%.
- We continued to work with our web development supplier to introduce new and improved functionality across the website, including moving our online learning programme Museum Essentials to our own domain and redesigning the website's campaigns area.
- We made technical improvements to accessibility across the website, social media and our newsletters, and launched a new accessibility guide.

### **In 2023/24**

- We will continue to deploy new website content corresponding to the MA's work and update and optimise existing content.
- We will make further improvements to the website's design and development, including the imminent update and expansion of functionality planned for the members' free entry section.
- We will continue to grow our social media followings and expand our offering of video and interactive content in line with the changing social media landscape.
- We will execute the digital delivery of our 2023 conference in Newcastle-Gateshead, providing the user app for delegates and delivering marketing and communications content.
- We will consolidate our ongoing analytics work to continue to monitor performance across website, social media and newsletters.

### **MUSEUMS JOURNAL**

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Museums Journal continues to offer comprehensive news, comment, best practice and information to the sector online and in print.

### **In 2022/23**

- We continued as a bi-monthly printed magazine with increased coverage of key sector issues, developments and trends across England, Northern Ireland, Scotland and Wales.
- We published a themed issue on how museums are responding to the climate crisis linked to the launch of the MA's Museums for Climate Justice campaign.
- We published an extended analysis on the implications of the Museums Association's Salary Research and Recommendations.
- We published our annual Careers Guide, which offers advice and support to those looking to enter the museum and gallery sector.
- We continued to offer a comprehensive online editorial offer on our website.
- We created our first podcast under the Radical Museums theme, which featured

interviews with sector figures working in England, Northern Ireland, Scotland and Wales who discussed decolonisation, wellbeing, anti-racism and the climate crisis.

### **In 2023/24**

- We will continue to cover key developments in museums across England, Northern Ireland, Scotland and Wales, while reflecting key Museums Association campaigns on decolonisation, wellbeing, anti-racism, ethics and the climate crisis.
- We will continue to give members a voice in our editorial content online and in print.
- We will launch a monthly email newsletter dedicated to promoting and disseminating members-only Museums Journal content.
- We will publish a themed issue of Museums Journal focusing on anti-ableism and disability rights in the cultural sector.
- We will continue to publish campaigning and investigative content.
- We will develop our second series of Radical Museums podcasts.

## **CONFERENCE AND EVENTS**

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Our annual conference, which was held in Edinburgh and online in November 2022, has continued to evolve. Our hybrid approach was extremely popular, with high levels of engagement from museum people across the four nations of the UK and overseas. Our offer for conference sponsors, first trialled in 2021 in Liverpool, was again successful in Edinburgh. We will further develop our conference offer to meet the needs of the sector across the UK and internationally.

Our one-day conferences also evolved during the period, with a range of events that featured in-person and online-only events. This approach proved popular, with the programme exceeding its revenue targets. We also refreshed our free events for members with the launch of four hybrid Together events for members in England, Northern Ireland, Scotland and Wales.

### **In 2022/23**

- Our annual conference was a hybrid event held in Edinburgh and online. It attracted 875 in-person delegates and nearly 1,300 online attendees.

- We held two in-person one-day conferences: Moving on Up, our event for mid-career museum professionals, and Museum Tech 2022: A Digital Festival for Museums. Both were well attended.
- Our other six one-day conferences were online and covered exhibition design; collections; community partnerships; access and inclusion; visitor research; and new entrants to the sector.
- Our most popular one-day conference was exhibition design, which attracted more than 250 delegates.
- We held a series of free hybrid members' meetings in each nation of the UK under the Members Together banner.
- We also held two free one-hour Museum Conversations webinars for members.

### **In 2023/24**

- Our annual conference will be held at the Sage Gateshead in November 2023.
- We will offer five online one-day conferences and three in person one-day conferences.
- We will run four free Members Together events in England, Northern Ireland, Scotland and Wales.
- We will run a series of free one-hour webinars for members that respond to key MA campaigns and policies.

## **CAMPAIGNS AND ADVOCACY**

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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 to support our members and the sector and to deliver this vision and mission.

### **In 2022/23**

#### **Advocacy**

- We advocated for funding to support museums to continue to deliver for their communities including working with other sector bodies to advocate for the energy

bill relief scheme and for its extension, and responding to local and national consultations across the UK.

### **Museums Change Lives**

- We celebrated the socially impactful work of museums through our Museums Change Lives awards and website case studies.

### **Anti-racism**

- We supported members and the wider workforce to develop anti-racism practice and launched a new area of website with a call for action and recommendations and an anti-racism resources bank. We published a Museum Essentials on anti-racism, and it was a major theme at MA conference 2022.

### **Decolonisation**

- We supported decolonising work in museums across the UK giving museums and the staff the skills and confidence to deliver the work including: our Decolonising Skills and Confidence programme; creating a Museum Essentials on decolonisation; funding through Esme Fairbairn Collections Fund; and making it major theme at our annual conference.

### **Learning and engagement**

- We supported implementation of the manifesto through a new Museum Essentials on learning and engagement, sessions at our annual conference, and new case studies on our website.

### **Workforce and community wellbeing**

- We supported workforce wellbeing and museums delivering community wellbeing including: publishing research to establish workforce need; publishing salary research and recommendations; publishing our Front of House Charter for Change; and launching a Wellbeing campaign on our website.

### **Ethics**

- We developed new disposal guidance in consultation with stakeholders and sector organisations and responded to ethics queries and case work.

### **In 2023/24**

#### **Advocacy**

- We will work with other sector bodies to develop advocacy in the run up to the General Election and develop a manifesto for museums. We will publish a Museum

Essentials training course on how to advocate for your museum.

### **Museums Change Lives**

- We will continue to celebrate the socially impactful work of museums through our Museums Change Lives awards and new case studies on our website.

### **Anti-racism**

- We will launch inclusive recruitment guidance, fund projects that tackle racism via the Esme Fairbairn Collections Fund, align decolonisation and anti-racism work including skills and confidence programme, and develop workshops on how to become an anti-racist museum.

### **Climate Justice**

- We will focus on ethical and sustainable procurement, fund projects that tackle climate justice via the Esme Fairbairn Collections Fund, and update the case studies on our website.

### **Decolonisation**

- We will fundraise for a follow on to our Decolonising Skills and Confidence Programme, publish new case studies, deliver sessions at conference 2023, and align with our anti-racism campaign.

### **Learning and engagement**

- We will update and further disseminate the learning and engagement manifesto.

### **Wellbeing**

- We will further disseminate salary research and recommendation, develop our wellbeing hub with new resources, scope and deliver wellbeing training for managers, and develop new case studies to demonstrate where museums have supported community recovery and wellbeing.

### **Ethics**

- We will publish new disposal guidance and review the Code of Ethics in consultation with members, stakeholders and sector organisations.

## **TRUSTS AND FUNDS**

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We administer two trusts established to assist museums and their staff in specific areas of collections development and care.

## **Beecroft Bequest**

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The Beecroft Bequest awards grants of up to £20,000 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 2022/23**

Armitt Library and Museum Centre	£10,711
Chippenham Museum	£1,700
Milford House Preservation Trust	£5,700

## **The Museums Association Benevolent Fund**

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The Museums Association Benevolent Fund was established to alleviate financial distress suffered by members of the MA and to support the education and training of museums and galleries personnel. In 2022/23 the fund supported members across a wide range of areas, including a new fund to support museum professionals in Ukraine. Grants awarded 2022/23

CPD awards and fees	£11,164
Covid Hardship awards	£1,000
Hardship awards	£6,198
Inclusive memberships and events	£28,022
Support for members in Ukraine	£28,317

In 2023/24 the fund will be renamed the Museums Association Members Support Fund and will continue to allocate funds towards members suffering financial distress during the cost of living crisis, provide inclusive memberships and events places, support CPD fees and activity, and support international museum professionals suffering humanitarian crises.

## **PROGRAMMES**

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The MA's programmes support people and organisations to develop their vales-led practice, focusing on delivering our campaigns for inclusive, socially engaged, and

diverse museums. We have worked with a number of partners to test and extend our work across collections, inclusion, research and innovation, engagement, and decolonisation.

### **In 2022/23**

- We reviewed and relaunched the Esmée Fairbairn Collections Fund, evolving the fund to support inclusion work with collections and covering applicants' core costs.
- We ran the Decolonisation Skills and Confidence programme, with support from the Esmée Fairbairn Foundation, Paul Hamlyn Foundation, John Ellerman Foundation and Art Fund. Engagement with the Decolonisation Collective, Leaders Network and Museum Essentials course has proven the need for long-term commitment to decolonisation programmes and enabled the MA to develop its own understanding and practice.
- We ran Bold Futures, a programme of workshops and grants to explore vales-led, strategic futures for STEM engagement in museums and science centres, funded by Wellcome as Inspiring Science Fund legacy.
- We began Mindsets + Missions, a learning and grants programme to support museums and science centres to engage underrepresented groups with knowledge, research, and innovation. Funded by UK Research and Innovation and delivered with the Association of Science and Discovery Centres and the Liminal Space, 45 organisations and individual changemakers joined the learning programme.
- We published Communicating Decolonisation, a practical guide for museums undertaking decolonisation work using the experience of projects in the Esmée Fairbairn Collections Fund; and the Digital Impact in Museums and Galleries report, the result of joint research with Art Fund into the impact of funding digital engagement through the Covid pandemic (Digital Innovation and Engagement Fund, Esmée Fairbairn Collections Fund and Respond and Reimagine).

### **In 2023/24**

- We will award over £1m and undertake action learning to evaluate, develop and share learning from the Esmée Fairbairn Collections Fund.
- We will work with funding partners to evaluate Decolonisation Skills and Confidence

and develop our future programming to complement the MA's campaigns on decolonisation and anti-racism.

- We will award over £600k in grants from Mindsets + Missions and work with partners to build on this pilot programme.
- We will scope a major action learning programme to apply Off the Shelf, the MA's new toolkit for ethical transfer, reuse, and disposal of collections.
- We will update our Toolkit for Socially Engaged Practice to include digital engagement and review the Power to the People framework.

## **WORKFORCE DEVELOPMENT**

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Inclusive and diverse museums need a workforce that is confident, competent, and empowered to make a positive difference to people's lives. We have created a competency framework to unite the values, competencies and development paths needed to inform professional development and underpin all our programmes and content. We have continued our core programmes, the Associateship of the Museums Association (AMA), a self-led CPD (Continuing Professional Development) programme with mentoring and support groups; the Fellowship of the Museums Association (FMA), developing and recognising significant commitment to and impact on the sector; Museum Essentials, an online learning programme introducing key elements of working in the museum sector and our Career Conversations programme, for those wishing to access 1:1 support to support their next steps. We have also developed complementary workforce research and campaigns.

### **In 2022/23**

- We launched a new competency framework, a tool to self-assess individual development needs and link to our resources that support competency development. We have updated the materials for the AMA and FMA and provided support for phased transition to the new framework.
- We have launched a workforce and community wellbeing campaign based on research with over 650 museum workers and sector organisations.
- We published three Museum Essential courses: Supporting Anti-Racism; Introducing

Decolonisation in Museums; and Taking Action on Climate Justice.

- We published our Salary Research and Recommendations to address low pay in the sector and prioritise fair working conditions and workforce wellbeing.

### **In 2023/24**

- We will launch a new, mainstream mentoring programme, Mentoring for All.
- We will deliver our workforce wellbeing campaign, to include training for managers to support workforce wellbeing; guidance on equipping the museum workforce to support community wellbeing; recognising the increased wellbeing risks for people of colour in museums; and sector advocacy.
- We will continue our commitment to the Front of House Charter for Change through advocacy, dissemination, and advice.
- We will publish new resources on inclusive recruitment and career pathways and launch two new Museum Essentials courses on digital engagement and advocacy.

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## **REVIEW OF FINANCIAL ACTIVITIES**

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The results for the year 2022/23 show a positive movement in funds of £309k before actuarial gains/losses on pension scheme assets.

Overall, unrestricted income of £1,664k was 9% higher than last year (£1,510k). Our key areas of unrestricted income are: membership £948k (2022: £930k), publications £156k (2022: £140k) and events £329k (2022: £213k).

Unrestricted (including designated) expenditure was 9% higher at £1,646k (2022: £1,490k).

With uncertainty in the financial markets MA investments showed an unrealised loss of £275k.

The balance of restricted funds increased by £539k largely due to the receipt of grant funds for the UKRI Mindset & Missions programme. The balance of endowment funds decreased due to unrealised loss on investments.

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 2023 was 11,165 (31 March 2022: 10,557). 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 10 July 2023 and signed on its behalf by,

Gillian Findlay, President



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# INDEPENDENT AUDITORS' REPORT

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## **Opinion**

We have audited the financial statements of Museums Association for the year ended 31 March 2023 which comprises the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

## **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 2023 and of its incoming 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 requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulation 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**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **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 our 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 have 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 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 from preparing a Strategic Report.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 18, 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 and under the Companies Act 2006 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit report.

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.

### **Explanation as to what Extent the Audit was Considered Capable of Detecting Irregularities, Including Fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for

example, forgery or intentional misrepresentations, or through collusion.

### **Use of our 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 charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 20 October 2023

Moore Kingston Smith LLP

Neil Finlayson, Senior Statutory Auditor

For and on behalf of Moore Kingston Smith LLP

9 Appold Street

London EC2A 2AP

Moore Kingston Smith is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

**Museums Association**

**Statement of Financial Activities (incorporating an Income and Expenditure Account)**

**For the year ended 31 March 2023**

	Note	Endowment £	Restricted £	Unrestricted £	2023 Total £	2022 Total £
<b>Income and endowments from:</b>						
<i>Donations, grants and legacies</i>	3	-	1,179,930	40,882	<b>1,220,812</b>	585,858
<i>Investment income</i>		11,588	8,652	164,212	<b>184,452</b>	133,186
<i>Charitable activities</i>	4	-	-	1,459,169	<b>1,459,169</b>	1,320,454
<i>Other incoming resources</i>		-	-	-	-	32,659
<b>Total incoming resources</b>		<b>11,588</b>	<b>1,188,582</b>	<b>1,664,263</b>	<b>2,864,433</b>	<b>2,072,157</b>
<b>Resources expended</b>						
<i>Charitable activities</i>	5	20,608	614,194	1,645,784	<b>2,280,586</b>	2,494,200
<b>Total resources expended</b>	5	<b>20,608</b>	<b>614,194</b>	<b>1,645,784</b>	<b>2,280,586</b>	<b>2,494,200</b>
Net gain/(loss) on investment assets	11a	(46,423)	(35,203)	(193,251)	<b>(274,877)</b>	138,775
<b>Net incoming/(outgoing) resources before transfers and other recognised gains and losses</b>						
	6	(55,443)	539,185	(174,772)	<b>308,970</b>	(283,268)
Gross transfers between funds		-	-	-	-	-
Transfer of funds out of the charity		-	-	-	-	-
Actuarial gain/(loss) on defined benefit pension scheme		-	-	(116,000)	<b>(116,000)</b>	(267,000)
<b>Net movement in funds for the year</b>		<b>(55,443)</b>	<b>539,185</b>	<b>(290,772)</b>	<b>192,970</b>	<b>(550,268)</b>
<b>Reconciliation of funds</b>						
<b>Funds brought forward at 1 April 2022</b>		<b>475,861</b>	<b>703,952</b>	<b>1,677,687</b>	<b>2,857,500</b>	<b>3,407,768</b>
<b>Funds carried forward</b>	14/15	<b>420,418</b>	<b>1,243,137</b>	<b>1,386,916</b>	<b>3,050,471</b>	<b>2,857,500</b>

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.

**Museums Association (Limited by Guarantee)**

**Balance Sheet**

**As at 31 March 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible Fixed Assets	9	39,240	40,129
Intangible Fixed Assets	10	53,037	27,722
Investments	11	2,492,459	2,915,916
		<u>2,584,736</u>	<u>2,983,767</u>
<b>Current assets</b>			
Debtors	12	1,079,611	465,904
Cash and cash equivalents		41,726	4,377
		<u>1,121,337</u>	<u>470,281</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>655,602</u>	<u>596,548</u>
<b>Net current assets/(liabilities)</b>		<b>465,735</b>	<b>(126,267)</b>
<b>Net assets excluding pension asset</b>		<b>3,050,471</b>	<b>2,857,500</b>
<b>Defined benefit scheme asset</b>	18	-	-
<b>Net assets including pension asset</b>	14/15	<u><u>3,050,471</u></u>	<u><u>2,857,500</u></u>
<b>Funds</b>			
Endowment funds		420,418	475,861
Restricted funds		1,243,137	703,952
Unrestricted funds			
Designated funds		667,558	735,566
General funds		719,358	942,121
Unrestricted income funds excluding pensions asset		1,386,916	1,677,687
Pension reserve	18	-	-
Total unrestricted funds		<u>1,386,916</u>	<u>1,677,687</u>
<b>Total funds</b>	14/15	<u><u>3,050,471</u></u>	<u><u>2,857,500</u></u>

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 10 July 2023 and signed on its behalf by



Gillian Findlay  
President



Simon Brown  
Vice President

Company number: 252131

## Museums Association

### Statement of Cash Flows

For the year ended 31 March 2023

	2023 £	2022 £
<b>Cash flow/(outflow) from operating activities</b>		
Cash generated from operations	(23,325)	(85,003)
Interest paid	-	-
Net cash provided by/(used in) operating activities	<u>(23,325)</u>	<u>(85,003)</u>
<b>Cash flow from investing activities</b>		
Bank interest received	47	45
Acquisition of fixed asset investments	(87,953)	(35,004)
Disposal of financial instruments	-	-
Net cash used in investing activities	<u>(87,906)</u>	<u>(34,959)</u>
<b>Net increase in cash and cash equivalents</b>	<b>37,349</b>	<b>(119,963)</b>
Cash and cash equivalents at beginning of year	4,377	124,340
<b>Cash and cash equivalents at end of year</b>	<u><b>41,726</b></u>	<u><b>4,377</b></u>

### Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2023 £	2022 £
<b>Net income including endowments</b>	<b>192,970</b>	<b>(550,268)</b>
<b>Adjustments for:</b>		
Depreciation charges	20,252	24,396
Amortisation	43,275	50,960
Bank interest received	(47)	(45)
Net (gains)/ losses on investments	274,878	(138,775)
Decrease (increase) in pension asset	-	188,000
Decrease / (increase) in stock	-	-
Decrease/ (increase) in debtors	(613,707)	261,938
Increase/ (decrease) in creditors	59,053	78,790
<b>Net cash provided by/(used in) operating activities</b>	<u><b>(23,325)</b></u>	<u><b>(85,003)</b></u>

## Museums Association

### Notes to the Financial Statements

#### For the Year Ended 31 March 2023

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##### 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.
- 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.

## Museums Association

### Notes to the Financial Statements

#### For the Year Ended 31 March 2023

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#### Accounting Policies (Continued)

- 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.

#### **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.

## Museums Association

### Notes to the Financial Statements

#### For the Year Ended 31 March 2023

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#### Accounting Policies (Continued)

- 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
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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.

## Museums Association

### Notes to the Financial Statements

#### For the Year Ended 31 March 2023

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#### Accounting Policies (Continued)

- 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.

**Museums Association**

**Notes to the Financial Statements**

**For the Year Ended 31 March 2023**

**3. Donations, grants and legacies**

	Restricted £	Unrestricted £	2023 £
<b>Trusts and funded projects</b>			
UKRI Mindsets & Missions	869,178	-	869,178
UKRI Digital Learning	22,000	-	22,000
Decolonisation programme	-	-	-
Paul Hamlyn	-	40,000	40,000
Wellcome Trust	119,000	-	119,000
Other	18,072	882	18,954
	<u>1,028,250</u>	<u>40,882</u>	<u>1,069,132</u>
Esmee Fairbairn Collections Fund	<u>151,680</u>	-	<u>151,680</u>
	<b><u>1,179,930</u></b>	<b><u>40,882</u></b>	<b><u>1,220,812</u></b>

	Restricted £	Unrestricted £	2022 £
<b>Trusts and funded projects</b>			
Decolonisation	89,000	-	89,000
Museums Freelance	25,000	-	25,000
ACE	150,000	-	150,000
Paul Hamlyn	-	40,000	40,000
Wellcome Trust	119,000	-	119,000
HMRC JRSI	-	32,659	32,659
Other	1,175	-	1,175
	<u>384,175</u>	<u>72,659</u>	<u>456,834</u>
Esmee Fairbairn Collections Fund	<u>161,683</u>	-	<u>161,683</u>
	<b><u>545,858</u></b>	<b><u>72,659</u></b>	<b><u>618,517</u></b>

**4 Charitable activities**

	Restricted £	Unrestricted £	2023 £
Membership	-	947,607	947,607
Publications	-	156,201	156,202
Events	-	329,156	329,156
Professional development	-	26,205	26,205
	<u>-</u>	<u>1,459,169</u>	<u>1,459,169</u>
	<b><u>-</u></b>	<b><u>1,459,169</u></b>	<b><u>1,459,169</u></b>
	Restricted £	Unrestricted £	2022 £
Membership	-	929,869	929,869
Publications	-	140,104	140,104
Events	-	212,942	212,942
Professional development	-	37,460	37,460
	<u>-</u>	<u>1,320,375</u>	<u>1,320,375</u>
	<b><u>-</u></b>	<b><u>1,320,375</u></b>	<b><u>1,320,375</u></b>

**Museums Association**

**Notes to the Financial Statements**

**For the Year Ended 31 March 2023**

**5. Total Resources Expended**

	Publications £	Events £	Membership £	Professional Development £	Policy & Public Affairs £	Governance £	Support £	Trusts/ Projects £	Total £
Staff costs - direct (Note 7)	174,252	147,198	211,184	77,259	179,376	-	306,903	182,261	<b>1,278,433</b>
Direct costs	137,016	150,363	24,837	1,440	4,251	5,183	236,485	113,334	<b>672,909</b>
Grants and Bursaries	-	-	-	-	-	-	1,245	254,792	<b>256,037</b>
Depreciation	-	-	-	-	-	-	63,527	-	<b>63,527</b>
Trustees' expenses	-	-	-	-	-	9,680	-	-	<b>9,680</b>
sub total	311,268	297,561	236,021	78,699	183,627	14,863	608,160	550,387	<b>2,280,586</b>
Allocated support costs	166,139	83,070	186,907	62,302	124,605	(14,863)	(608,160)	-	-
Total resources expended	<b>477,407</b>	<b>380,631</b>	<b>422,928</b>	<b>141,001</b>	<b>308,232</b>	-	-	<b>550,387</b>	<b>2,280,586</b>

**For the Year Ended 31 March 2022**

	Publications £	Events £	Membership £	Professional Development £	Policy & Public Affairs £	Governance £	Support £	Trusts/ Projects £	Total £
Staff costs - direct (Note 7)	146,088	117,099	171,770	62,291	160,514	-	341,458	169,159	<b>1,168,379</b>
Direct costs	102,821	95,543	24,506	268	7,931	3,630	157,812	168,037	<b>560,548</b>
Grants and Bursaries	-	-	-	-	-	-	-	682,771	<b>682,771</b>
Depreciation	-	-	-	-	-	-	19,464	55,891	<b>75,355</b>
Trustees' expenses	-	-	-	-	-	7,147	-	-	<b>7,147</b>
sub total	248,909	212,642	196,276	62,559	168,445	10,777	518,734	1,075,858	<b>2,494,200</b>
Allocated support costs	132,378	94,556	151,289	56,733	94,556	(10,777)	(518,734)	-	-
Total resources expended	<b>381,287</b>	<b>307,198</b>	<b>347,565</b>	<b>119,292</b>	<b>263,001</b>	-	-	<b>1,075,858</b>	<b>2,494,200</b>

**Museums Association**

**Notes to the financial statements**

**For the year ended 31 March 2023**

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

This is stated after charging/crediting:	<b>2023</b>	2022
	<b>£</b>	£
Interest payable	-	-
Bank charges	<b>23,577</b>	22,481
Depreciation	<b>63,527</b>	75,356
Operating lease rentals		
▪ property	<b>95,297</b>	72,147
Board's remuneration	-	-
Board's reimbursed expenses (travel and subsistence)	<b>9,680</b>	7,148
Auditors' remuneration:		
▪ Audit	<b>15,500</b>	18,995
▪ Other services	-	-
Income from quoted investments	<b>68,272</b>	54,041
Bank interest receivable	<b>47</b>	45

£ 3,934 in reimbursed travel and subsistence costs relating to attendance at Board meetings were paid to 6 board members (2022: £ 1,202) during the year. Trustee indemnity is covered by the organisation's Charity Care insurance.

## Museums Association

### Notes to the financial statements

#### For the year ended 31 March 2023

#### 7. Staff costs and numbers

Staff costs were as follows:	2023 £	2022 £
Salaries and wages	919,473	855,779
Settlement payments	0	34,326
Social security costs	99,698	92,409
Temps/Consultants	47,764	2,088
Costs of pension scheme - defined contribution	79,073	73,752
Costs of pension scheme - defined benefit	60,890	71,918
	<b>1,206,898</b>	<b>1,130,271</b>
Other staff costs	71,728	36,053
	<b>1,278,433</b>	<b>1,168,379</b>
Total emoluments paid to staff were:	<b>919,473</b>	<b>855,779</b>

The Charity considers its key management personnel comprise the trustees, the Chief Executive Officer and 3 heads of departments. The total employment benefits of the key management personnel were £ 381,727 (2022: £ 356,856). Trustees receive no remuneration.

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

	2023 No.	2022 No.
Number of employees receiving £90,001 - £100,000	1	-
Number of employees receiving £80,001 - £90,000	3	2
Number of employees receiving £70,001 - £80,000	-	2
Number of employees receiving £60,001 - £70,000	-	-

The employees above participated in the pension scheme. Contributions paid on behalf of the employees totalled £ 26,720 (2022: £ 25,101).

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

	2023 No.	2022 No.
Publications	4.0	3.5
Restricted projects	3.0	1.5
Events	2.0	2.0
Membership	4.5	4.0
Professional development	1.5	1.5
Policy and public affairs	3.0	2.5
Support	3.0	3.0
	<b>21.0</b>	<b>18.0</b>

**Museums Association**

**Notes to the financial statements**

**For the year ended 31 March 2023**

**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 and Equipment £	IT & Computers £	Total £
<b>COST</b>			
At 1 Apr 2022	74,134	182,298	<b>256,432</b>
Additions in year	-	19,363	<b>19,363</b>
At 31 March 2023	<u>74,134</u>	<u>201,661</u>	<u><b>275,795</b></u>
<b>DEPRECIATION</b>			
At 1 Apr 2022	42,756	173,547	<b>216,303</b>
Disposals in year	-	-	-
Charge for the Year	4,940	15,312	<b>20,252</b>
At 31 March 2023	<u>47,696</u>	<u>188,859</u>	<u><b>236,555</b></u>
<b>NET BOOK VALUE</b>			
<b>At 31 March 2023</b>	<u><b>26,438</b></u>	<u><b>12,802</b></u>	<u><b>39,240</b></u>
At 31 March 2022	<u>31,378</u>	<u>8,751</u>	<u>40,129</u>

**10. Intangible fixed assets**

	Website & Database £	Total £
<b>COST</b>		
At 1 Apr 2022	439,360	<b>439,360</b>
Additions in year	68,590	<b>68,590</b>
Disposals in year	-	-
At 31 March 2023	<u>507,950</u>	<u><b>507,950</b></u>
<b>AMORTISATION</b>		
At 1 Apr 2022	411,638	<b>411,638</b>
Disposals in year	-	-
Charge for the Year	43,275	<b>43,275</b>
At 31 March 2023	<u>454,913</u>	<u><b>454,913</b></u>
<b>NET BOOK VALUE</b>		
<b>At 31 March 2023</b>	<u><b>53,037</b></u>	<u><b>53,037</b></u>
At 31 March 2022	<u>72,398</u>	<u>72,398</u>

**Museums Association**

**Notes to the financial statements**

**For the year ended 31 March 2023**

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**11a. Investments**

	<b>2023</b>	2022
	<b>£</b>	£
Rathbones Greenbank		
At 01 April 2022	2,915,916	2,777,141
Disposal proceeds	-	-
Additions during the year, at cost	-	-
Disposals during the year, at brought forward value	-	-
Realised (losses) gains	-	-
Unrealised (losses) / gains	<u>(274,878)</u>	<u>138,775</u>
At 31 March 2023	<u><b>2,641,038</b></u>	<u>2,915,916</u>

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

Fixed interest	569,508
UK equities	912,765
Global equities	883,202
Property	126,983
Other assets	148,580
At 31 March 2023	<u><b>2,641,038</b></u>

No individual holding represented more than 5% of the market value of the portfolio at the balance sheet date.

Analysis of investment portfolio	<b>2023</b>	2022
	<b>£</b>	£
Rathbones Greenbank	<u>2,915,916</u>	<u>2,915,916</u>
At 31 March 2023	<u><b>2,641,038</b></u>	<u>2,915,916</u>

**Museums Association**

**Notes to the financial statements**

**For the year ended 31 March 2023**

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<b>11b. Investment in subsidiary</b>	<b>2023</b>	2022
	£	£
Shares in subsidiary at cost	<u>2</u>	<u>2</u>

**12. Debtors**

	<b>2023</b>	2022
	£	£
Trade debtors	<b>126,449</b>	68,957
Grant Debtors	<b>857,480</b>	290,983
Other debtors	<b>12,091</b>	4,996
VAT recoverable	<b>9,503</b>	-
Prepayments and accrued income	<b>74,088</b>	100,968
	<u><b>1,079,611</b></u>	<u>465,904</u>

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

	<b>2023</b>	2022
	£	£
Trade creditors	<b>110,568</b>	57,465
Accruals	<b>44,477</b>	55,477
PAYE, social security and other taxes	<b>37,320</b>	32,743
VAT payable	-	18,422
Other creditors	<b>9,511</b>	7,607
Subscriptions in advance	<b>453,725</b>	424,834
	<u><b>655,602</b></u>	<u>596,548</u>

All deferred income recognised in 2022 was released in 2023.

Museums Association

Notes to the financial statements

For the year ended 31 March 2023

14. Movements in funds

	At 31 March 2022 £	Incoming Resources * £	Outgoing Resources £	Transfers £	At 31 March 2023 £
<b>Endowment funds</b>					
Beecroft Bequest	475,861	11,588	(67,031)	-	<b>420,418</b>
<b>Total endowment funds</b>	<b>475,861</b>	<b>11,588</b>	<b>(67,031)</b>	<b>-</b>	<b>420,418</b>
<b>Restricted funds:</b>					
Benevolent Fund	350,919	12,724	(101,223)	-	<b>262,420</b>
Esmee Fairbairn Collections Fund	124,997	151,680	(157,475)	-	<b>119,202</b>
UKRI Digital Learning	23,724	22,000	(23,724)	-	<b>22,000</b>
UKRI Mindsets & Missions	-	869,178	(140,649)	-	<b>728,529</b>
Wellcome Trust	119,000	119,000	(162,100)	-	<b>75,900</b>
Museum Freelance	400	-	-	-	<b>400</b>
NLHF NI	-	5,000	-	-	<b>5,000</b>
Decolonisation programme	84,727	-	(57,926)	-	<b>26,801</b>
Communicating Decolonisation	-	9,000	(6,300)	-	<b>2,700</b>
ACE CRF	185	-	-	-	<b>185</b>
<b>Total restricted funds</b>	<b>703,952</b>	<b>1,188,582</b>	<b>(649,397)</b>	<b>-</b>	<b>1,243,137</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Pension Company	600,000	-	-	-	<b>600,000</b>
Fixed Asset reserve	60,274	-	(19,009)	-	<b>41,265</b>
Access	1,873	-	(14,625)	10,000	<b>(2,752)</b>
Campaigns and membership	73,419	-	(34,374)	(10,000)	<b>29,045</b>
<i>Total designated funds</i>	<b>735,566</b>	<b>-</b>	<b>(68,008)</b>	<b>-</b>	<b>667,558</b>
<b>General funds</b>	<b>942,121</b>	<b>1,548,263</b>	<b>(1,771,026)</b>	<b>-</b>	<b>719,358</b>
<b>Total unrestricted funds</b>	<b>1,677,687</b>	<b>1,548,263</b>	<b>(1,839,034)</b>	<b>-</b>	<b>1,386,916</b>
<b>Pension reserve fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total funds</b>	<b>2,857,500</b>	<b>2,748,433</b>	<b>(2,555,462)</b>	<b>-</b>	<b>3,050,471</b>

\* Includes gains/losses on investment assets

## Museums Association

### Notes to the financial statements

For the year ended 31 March 2023

#### Movements in funds (continued)

#### 14) 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 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.

The Decolonisation programme is supported by the Art Fund, the Esmee Fairbairn Foundation, the John Ellerman Foundation and the Paul Hamlyn Foundation to provide guidance and support to the sector.

The MA received £ 95,200 from the Wellcome Trust as part payment of a grant fund for UK science centres.

The MA received £ 869,178 towards programme and grant funds for the UKRI Mindsets & Missions programme.

#### 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 has funds set aside for future capital expenditure.

The Access fund was established to support access and inclusion needs for MA events and activities.

Designated campaign and support funding was established to support MA campaigns and membership.

#### 15. Analysis of Net Assets Between Funds

				2023
	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total Funds £
Intangible Fixed Assets	-	-	53,037	53,037
Tangible Fixed Assets	-	-	39,240	39,240
Investments	446,037	338,237	1,708,185	2,492,459
Net Current Assets	(25,619)	904,900	(413,546)	465,735
Pension scheme asset	-	-	-	-
<b>Net Assets at 31 March 2023</b>	<b>420,418</b>	<b>1,243,137</b>	<b>1,386,916</b>	<b>3,050,471</b>
				2022
	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total Funds £
Intangible Fixed Assets	-	-	27,722	27,722
Tangible Fixed Assets	-	-	40,129	40,129
Investments	492,460	373,441	2,050,015	2,915,916
Net Current Assets	(16,599)	330,511	(440,179)	(126,267)
Pension scheme asset	-	-	-	-
<b>Net Assets at 31 March 2022</b>	<b>475,861</b>	<b>703,952</b>	<b>1,677,687</b>	<b>2,857,500</b>

## Museums Association

### Notes to the financial statements

#### For the year ended 31 March 2023

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#### 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.

No Trustees held a position with entities which at the year end had debtor balances (Membership or Events Fees) with the Museums Association:

**2023**  
£

\_\_\_\_\_  
-  
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In the year one Trustee (S Kassam) was paid £2,500 for a review of the Esmee Fairbairn Collections Fund.

#### 17. Operating lease commitments

	<b>2023</b>	<b>2022</b>
	£	£
<b>Property</b>		
Less than one year	93,000	93,000
2 to 5 years	372,000	372,000
More than 5 years	<u>325,500</u>	<u>418,500</u>
<b>Other</b>		
Less than one year	1,147	1,147
2 to 5 years	-	-
More than 5 years	<u>-</u>	<u>-</u>

## Museums Association

### Notes to the Financial Statements

#### For the year ended 31 March 2023

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#### 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 2019 by a qualified actuary. As the scheme was fully funded no contributions were made in 2022-23.

Defined benefit cost:

	<b>2023</b>	2022
	<b>£'000</b>	£'000
Current service cost	-	-
Net interest cost on the recognised defined benefit asset	-	-
Remeasurements recognised in the SOFA	-	-
	<u>-</u>	<u>-</u>

Remeasurements recognised in Other Comprehensive Income:

	<b>2023</b>	2022
	<b>£'000</b>	£'000
Remeasurement of defined benefit obligation	<b>(1,002)</b>	(154)
Return on plan assets	<b>113</b>	(318)
Change in effect of the asset ceiling	<b>889</b>	472
	<u>-</u>	<u>-</u>

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

Financial Assumptions:

	<b>2023</b>	2022
	<b>%</b>	%
Discount rate at the end of the year	4.9%	2.9%
Retail Price Inflation	3.2%	3.8%
Consumer Price Inflation	2.6%	3.1%
Increases in deferment	2.6%	3.1%
Rates of increase to pensions in payment		
Pensions earned before 6/4/97	0.0%	0.0%
Pensions earned after 5/4/97	3.2%	3.8%

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 2023:

Life expectancy	Male	Female
Member aged 65 at the effective date of the calculations	20.2	22.6
Member aged 65 at a date 20 years after the effective date of the calculations	21.5	23.7

## Museums Association

### Notes to the Financial Statements

For the year ended 31 March 2023

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#### Financial Assumptions (cont.)

Demographic and other assumptions	2023	2022
Mortality before retirement	Nil	Nil
Mortality after retirement base table	101% male and 104% female.	100% S3PA with ages rated
Future improvements	CMI_2021 [1.25%]	CMI_2020 [1.25%]
Cash commutation	All members will commute	All members will commute
Retirement age	Normal retirement age	Normal retirement age
Proportion of members with	85% - Males; 75% females	85% - Males; 75% females
Average age difference between	Females are 3 years younger	Females are 3 years
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:

	2023 £'000	2022 £'000
Present value of defined benefit obligations	3,328	3,328
Fair value of plan assets	<u>(3,328)</u>	<u>(3,328)</u>
Net asset recognised in the Balance Sheet	<u>-</u>	<u>-</u>

**Museums Association**

**Notes to the Financial Statements**

**For the year ended 31 March 2023**

**18. Defined benefit pension scheme (continued)**

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

	<b>2023</b>	2022
	<b>£'000</b>	£'000
Opening defined benefit obligation	<b>3,328</b>	3,419
Service cost (Current and past)	-	-
Interest cost	<b>97</b>	75
Remeasurement arising from changes in assumptions	<b>(1,132)</b>	(202)
Remeasurement arising from experience	<b>130</b>	48
Benefits paid	<b>(21)</b>	(12)
	<b><u>2,402</u></b>	<b><u>3,328</u></b>
Liabilities at end of period		

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

	<b>2023</b>	2022
	<b>£'000</b>	£'000
Opening fair value of plan assets	<b>3,992</b>	3,607
Interest income	<b>116</b>	79
Actual return on plan assets, excluding interest income	<b>(113)</b>	(346)
Contributions by employer	-	-
Benefits paid	<b>(21)</b>	(12)
	<b><u>3,974</u></b>	<b><u>3,328</u></b>
Assets at end of period		

The actual return/(deficit) on plan assets was £ (0); (2022: (£0)).

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

	<b>2023</b>		2022	
	<b>£'000</b>	%	£'000	%
Equities	477	12%	2,330	70%
Bonds & Gilts	3,378	85%	300	9%
Property	79	2%	599	18%
Cash	40	1%	100	3%
	<b><u>4,974</u></b>		<b><u>3,929</u></b>	

## **Museums Association**

### **Notes to the Financial Statements**

**For the year ended 31 March 2023**

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

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

The MA also receives £1.3 million per year for 2023-24 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 Esmee Fairbairn trustees, the Esmee Fairbairn chief executive, the Museums Association's chief executive and two members from the museums community. Based on the composition of the panel and the fact that the Esmee Fairbairn chief executive has the casting vote on the approval of awards, the

Under this arrangement the Museums Association is holding the funds as an intermediary, awaiting instruction from Esmee 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 Esmee Fairbairn Foundation.

As such, funds received and distributed under this arrangement have been excluded from the MA's accounts. This year, £ 282,677 was carried forward, £ 1,073,000 was received and £ 1,252,420 was awarded. At the year end, the MA held cash of £ 323,895 which is payable to grantees under the programme. This bank balance and corresponding liability have also been removed from the financial statements.