

Charity Registration No. 1093538

Company Registration No. 4401961

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2014

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2014

Trustees	J Chew SA du Boscq de Beaumont J Noble Dr T Boon (resigned 18 March 2014) K Frame (appointed 1 January 2015)
Secretary	J Chew
Charity number	1093538
Company number	4402961
Principal address	2-5 Colville Mews Lonsdale Road London W11 2AR
Registered office	1 Colville Mews Lonsdale Road London W11 2AR
Auditors	Goldwins Chartered Accountants 75 Maygrove Road London NW6 2EG
Bank	HSBC plc P.O. Box 160, 12A North Street Guildford Surrey GU1 4AF

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2014

The Trustees are pleased to present their annual reports together with the financial statement of the charity for the year ending 31st December 2014 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005).

The Trustees confirm that they have paid due regard to the Charity Commission's public benefit guidance when deciding what activities the charity should undertake.

Our purposes

The objects of the charity are to educate the public on design and in particular to the subjects of advertising and packaging and their history by establishing and maintaining a museum to be open to the public for displaying exhibitions.

The purposes of the charity are:

- To advance education in the subject areas relevant to the Museum
- To increase access to learning experiences for wider audiences
- To maintain and preserve the heritage represented by this Museum

The main objectives of the charity for the year ending 31st December 2014 were to:

- Advance the enjoyment and understanding of commercial art, design, and social and consumer history to as wide an audience as possible;
- Offer high quality learning experiences to a range of existing and new audiences;
- Increase opportunities to access the collection through raised awareness;
- Enhance the breadth of understanding of the Museum through integration with creative industries;
- Develop community ties through learning and volunteering programmes;
- Preserve objects and specialist knowledge for future generations to experience;
- Ensure continued growth is supported through increased financial stability;
- Seek new premises suited to the next stage in the Museum's development.

The strategies employed to achieve the charity's aims and objectives were to:

- Present new exhibitions and displays for the enjoyment and learning of our visitors;
- Offer opportunities for local people to get involved through volunteering and special events;
- Identify new public audiences whose learning can be enhanced by tailored products;
- Increase the number of people who have the opportunity to learn by raising awareness of the Museum through marketing and PR;
- Provide facilities for colleges and businesses to hold creative sessions at the Museum;
- Diversify funding sources and maximise income from activities where appropriate;
- Build on existing relationships with borough and relevant property developers and form new relationships.

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Activities during 2014

All the Museum's activities relate to the advancement of learning from our collection. We consider all interactions with the exhibition to be learning experiences, and we encourage a broad range of visitors to enjoy this resource. Building the level of general public visitors increases the number of individuals who benefit from access to the collection. Some audiences are encouraged to visit through the provision of educational products. Our publicity and marketing campaigns aim to increase regional, national and international audiences of all ages and backgrounds. Community activities including an established volunteering programme engage local people, some of whom may need encouragement or support to access the collection or get involved.

Permanent collection and special exhibitions

The Museum currently displays around 12,000 items of daily life spanning 150 years of British consumer culture. Through the everyday objects, visitors relive memories and learn how branding and packaging affects our lives. Learning opportunities are broad, including areas such as social history, product design, intellectual property, branding and communications. Each exhibit contributes to the appreciation of graphic art and commercial design.

Temporary exhibitions attract new audiences, gain press coverage and listings, and act as a vehicle to bring more visitors to the core collection by a particular date. A Valentine's display was launched in February to encourage visitors to reveal their sweetheart's childhood memories and favourite forgotten brands. The display takes visitors from the Victorian era up to the 1950s, after which they can walk through to the modern day. A display on 'War Games' was launched in July 2014 to coincide with commemorations of the hundredth anniversary of the start of the First World War. The collection displayed uncovers the board games that Britons played while their loved ones were fighting at the front.

During the year we have increased efforts to find and secure suitable new premises to accommodate the Museum's growing activity. One promising site was identified and approved by Trustees. Considerable efforts were made toward *PI Global* acquiring the property on behalf of the Museum.

A Development Director was appointed in July 2014 to manage the planning, coordination, and financial control of the project to relocate the Museum with particular responsibility for securing support from grants and trusts. The fundraising plan to support a relocation project targets four potential sources: corporate, individuals, IP and grants and trusts. A freelance fundraiser was appointed in May, specialising in individual fundraising. Several strategy consultants were met throughout the year and an appointment was made in December. The Museum team have started initial work toward Accreditation, to help prepare for a bigger operation and open routes to funding. A consultant was appointed in August to commission a review of the Robert Opie Collection in its entirety.

Education programme

Learning in the Museum ranged from structured sessions to self-led activities. When developing new activities we consider both learning for general public visitors and formal provision, such as for schools and colleges. Wherever possible the programme is linked to the latest educational syllabus, ideally around subjects that have less provision overall from London's other museums. Accessibility to the collection is increased with the steady expansion of our education programme.

Monday taught sessions were affected by changes to the national curriculum, making it necessary to overhaul previously developed resources. For the second year running and throughout 2014 the Museum continued to offer tailored activities to all school groups ranging from Early Years (nursery) to Key Stage 4. The new primary History curriculum has a focus on the 20th century at Key Stage 2, this led to the development of an exciting new taught session on *20th Century Leisure and Entertainment*.

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At Key Stages 1 and 3, the History curriculum shifted focus towards significant events and inventions, with sessions for Key Stage 1 on *Significant Historical Events* and for Key Stage 3 on *Britain at the First Industrial Nation*. Key Stages 1 to 4 can now attend a workshop on *Packaging Design*, this proved to be the most popular session for 2014. The Key Stage 4 curriculum saw an increasing number of students studying toward Business qualifications. GCSE and BTEC students can now attend taught workshops on IP and Branding, as well as Marketing and Customer Profiling. In 2014 24 taught sessions were held in the Museum compared to 41 in 2013. All taught activities gave pupils the opportunity to experience one of our handling collections: a unique learning benefit of museum visits.

Higher Education and Further Education tutors and students continue to have access to free resources for thirteen subjects to support self-led learning during group visits. The Museum launched an extension activity on the subject of Branding in the Portobello Road area for groups visiting the Museum. In November 2014 the Museum held its first *Teacher Twilight* event; teachers were invited to participate in the handling collection activities, giving an insight into the taught sessions available.

We built on our year round family learning offer by launching a special summer *Design Your Own Ice Lolly* activity, incorporating exploration of the collection with creative tasks. In November, for the second year running, we took part in the *Kids in Museums* nationwide initiative: *Museums Takeover Day*. This saw a group of year six pupils design and install the *'12 Days of Christmas'* family trail, this was then marketed for all visitors to take part in to attend over Christmas.

Adult learning included three evening lectures including the Museum's first participation in *Culture 24's Museum's at Night*. The Museum at Night events were hosted on the 15th and 16th of May on the topics of *Cigarettes and Alcohol*. Award winning beer writer Pete Brown delivered an entertaining talk with a show reel of alcohol advertising. Museum Director Robert Opie presented a fascinating look at the dramatic story of tobacco through packaging and advertising. Our continuing partnership with *The Culture Capital Exchange* produced the event *'The Rise of Chinese Branding'*, delivered by Dr. Giovanna Puppini in October. All three events sold out and created a positive framework from which to develop future adult learning events.

The Creative Reminiscence Packs, developed with funding from the *Royal Borough of Kensington and Chelsea Arts Service*, were loaned out for the first time in 2014. The packs are available for loan as a resource for support workers in our local area as well as for taught sessions delivered by the Museum Learning team.

Volunteers

The Museum relies on voluntary help from our local community and across London. During the year 79 volunteers gained professional experience through supporting a broad range of activities, including running our front of house, marketing, retail, and administration. In addition, nine education volunteers delivered taught sessions, developed and evaluated resources and promoted our activities to schools. The volunteering programme has grown to include administrative volunteers supporting the office, and development volunteers who have particularly focused on survey gathering. Our volunteer team provide essential support to group visitors who benefit from a higher ratio of staff to visitors, such as elderly, disabled or early years groups.

We offered practical support to job-seekers by providing mentoring about careers in heritage and signposting employment opportunities within the cultural sector. Exit feedback shows that experience gained at the Museum of Brands has a positive effect on volunteer employability, but our success in retaining volunteers who find work demonstrates that individuals value their experience with us as more than just a route to employment. The Museum itself has employed two of our volunteers.

We would like to thank our volunteers and interns for their ongoing support.

Marketing and PR

Coverage during the year included a twelve minute feature on *UKTV's* museum series *'Professor Hutton's Curiosities'*, and in *BBC2's Collectaholics*. *Time Out* magazine covered the Museum in an article on London's

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playful collections. *Buzzfeed* included the Museum in an article of '18 Hidden Gems Around The World That You Need To Visit'. The Museum featured in the *Metro* magazine in July, with an article from Robert Opie on 'Saving our consumer heritage'. *The Londonist* featured the Museum in 'A Beginner's Guide To West London's Cultural Gems'.

The Museum Gift Shop and Tea Room won *The Winstan Bond Trophy for Trading and Enterprise at the Museum + Heritage Awards* in May 2014. After winning an *AIM Sustainability Grant* in 2013 the Gift Shop and Tea Room was developed and nominated for the award. Staff attended the awards dinner and were pleased to accept the trophy. Other nominated venues included *National Museums Liverpool*, *National Gallery*, *Kelvingrove Art Gallery and Museum*, and the *Science Museums Group*.

We are keen networkers within our sector, raising the profile of the Museum and our various activities. Our events team attended trade shows and were active members of the *Unique Venues of London* partnership. The visitor services team attended the *Excursions Fair* in January 2014 to further develop and maintain relationships with 'Travel Trade' companies. Based in the UK and overseas, these companies organise tours to London for large groups of students and adult learners.

The Museum's participation in the *Connect 10* competition generated lots of positive publicity amongst established and new visitors. We received 1,700 votes in a nationally publicised competition to win an artist, although we came in second, the competition contributed toward building the profile of the Museum. In May 2014, the Museum's At Night 'Cigarettes and Alcohol' events both sold out and were featured in the *Londonist*, *Discover Britain*, *Time Out Magazine* and blog.

November's *Kids in Museums* event attracted press coverage on a local & national level. Our Learning Officer took part in an on-air interview with Penny Smith and Paul Ross on *BBC London 949*, the Museum was selected by the *Kids in Museums* organisation to represent the *Takeover Day* event in the capital. The event was attended by Philip Mould, CEO of *Kids in Museums*, who wanted to see the creativity in action. Interviews were recorded for *Fun Kids Radio* and the *Smart Schools Council Community*.

Following the launch of the new Museum website in 2013, there was a 9% increase in traffic to the website in 2014. The site continues to build online audiences and increase conversion from online to actual visitors. During the year we continued to embrace social media as a route to reach potential visitors, promote all activities and engage in dialogue with online audiences. The Museum's social media followers continued to grow with 20% more followers on Facebook than in 2013, and 25% more on twitter compared to 2013.

The Museum, along with another eleven museums and historic houses in London, are partnered with the *National Trust* to offer a 50% discount to its members. 16% of visitors took advantage of this offer over the year, 6% of website visitors were referred through the National Trust website. From June-August the Museum worked with Groupon to offer 2 for 1 tickets to a new audience, emailed to over three million Londoners, accounting for 6% of traffic to the website and 3% of visitors overall.

Income generation

We generate income through a wide range of activities that fall within our charitable aims. These include learning activities, which are funded by grants or sale of services such as school sessions, our publishing arm of ten titles in the Robert Opie Scrapbook series, each containing thousands of images from the collection, bringing the resource to a national audience and raising awareness of the Museum.

Our association with the branding, marketing and retail sectors, other charities and educational bodies continued to grow through hiring of our spaces for seminars, training, product launches and lectures. Organisations using our conference space visit the Museum as a learning activity during their programme for the day and evening events involve tours of the collection. Nearly all events had a direct relevance to our collection, e.g. branding or marketing departments, creative agencies, and training in a relevant field. Discounts are offered for educational bodies and charities to ensure the venue is affordable for a wide range of organisations. In a competitive corporate event market we have continued to focus on marketing and high service standards throughout the year.

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Achievements and performance

Visitors

During the year 40,844 people visited the Museum, an increase of 9% on the previous year, coming in 1% under the budgeted figure. The quarterly visitor increase/decrease of +27%, +25%, +7%, -20% show a marked decline in visitors for the last quarter of the year. The compound growth in visitor numbers over the last eight years is 15%. In 2014 53% of visitors were from the UK compared to 62% the previous year. Most growth was seen in visitors from Western Europe.

The increased proportion of overseas visitors is a continued trend year on year that has been boosted by 'Travel Trade' activity during the year. A close working relationship with 36 student tour companies generated 95 group bookings, compared to 78 bookings the previous year. Several companies specialising in higher education include the Museum on their business themed programmes. Senior group bookings have decreased by a third, with 29 bookings from senior groups made in 2014 compared to 54 in 2013. Feedback suggests that groups will return for special exhibitions. Efforts will be made in 2015 to recapture this market.

Personal recommendation accounted for 20% of visitors, with a further 23% finding us online. The website *TripAdvisor* contains independent reviews of the Museum: 550 contributors have rated the Museum 44th of 921 London attractions, making this the 9th highest museum and 6th highest non-national museum. With an estimated 240 museums across London this is a huge achievement.

Our website was visited by 135,458 people accessing visitor information and resources. This is an increase of 9% on the previous year. Social media communities (*Facebook* and *Twitter*) grew by a 22% to 13,921 and 28,906 supporters received our e-newsletters. Dialogue with past and potential visitors' increases footfall, builds the Museum community and shares our latest news and future plans.

Learning and volunteers

During 2014, 13,534 visitors were schoolchildren or students. A total of 456 pupils attended taught sessions. 2,432 pupils aged 11 to 16 attended teacher-led sessions, an increase of 30% from the previous year. Regular communication with a database of 6,603 educators resulted in higher education audiences remaining at 22% of total visitors. Our HE/FE reach is firmly national and increasing internationally. The website's Learning page had 8,835 unique page views in 2014, showing a 112% increase compared to the previous year. Better access to learning resources was a key objective when the new website was launched in July 2013.

The Museum delivered tailored activities to all school groups on Mondays ranging from Early Years (nursery) to Key Stage 4 throughout the year. *The National Society for Education in Art and Design Educator Survey Report 2014* showed that school visits to museums declined across England due to curriculum changes, this was reflected by a 27% drop in the number of bookings for taught sessions compared to 2013. Key Stage 2 bookings were down 71% on the previous year, attendees of Early Years Foundation Stage sessions were up 13% on 2013, and in September for the first time the Museum offered taught sessions for Key Stage 4, GCSE and BTEC classes, with 85 students attending workshops. Time was taken to research, develop and diversify the Museum's offering of school age taught sessions.

The worksheets for Further and Higher Education groups continue to be popular with 21% of 396 groups using them in 2014. 27% were used by Higher Education groups and 57% by Further Education groups demonstrating the potential to expand our provision for older student groups. Branding (17%), Business Studies (15%), Communication Strategy (11%) and Business Marketing (10%) and Advertising (10%) were the most popular worksheets.

The *Teacher Twilight* event was marketed to all teachers and course leaders to encourage bookings for taught sessions and self-guided visits. The social media response and interaction was incredibly positive and 48 educators booked for the event. Formal feedback was solicited from all teachers and this has informed the Museum's wider research into audience development. 89% of attendees were from Secondary, Further and

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Higher Education indicating that this market is more likely to respond to this type of engagement than Primary Schools. The most popular subject teachers were Business Studies at 23% and Art and Design at 18%.

Family learning grew through targeted offers over various school holiday periods. During the Easter holidays 91 people took part in a creative activity, compared to 71 in 2013. This boosted family visits by 30% with 57 in 2014, compared to 44 in 2013. Outcomes were shared across social media, generating great awareness amongst an audience with great potential for growth. The summer holidays saw the launch of a new 'Design Your Own Ice Lolly' activity, during this period family ticket sales increased by 35%. Our second Museum Takeover Day was a huge success, with Year 6 pupils from our local Primary School designing the '12 Days of Christmas' family trail; this was marketed to families for the Christmas period 2014/15.

Adult learning included three evening lectures including the Museum's first participation in *Culture 24's Museum's at Night*. The Museum entered *Culture 24's Connect 10* competition to win an artist for the event, with 27% of the votes we came in second place with over 1,700 votes and received a small bursary toward the Museum at Night events. Both *Museums at Night* events and the *Chinese Branding* talk sold out with over 80 people in attendance each evening, feedback was entirely positive with 100% rating the events as very good or excellent and 80% of attendees had never visited the Museum before. All lectures are planned to fundraise, delivering a profit for the Museum and add to an area of specialist knowledge to our visitors' experience.

Our Reminiscence loan packs for older local residents were loaned out for the first time in 2014. The packs have been loaned out 19 times in 2014 with an estimated reach of 600 users participating in sessions delivered by organisations including *Alzheimer's Society*, *Jewish Care* and *Open Age*.

We continue to recognise the high value of our thriving volunteering programme, with a total of 79 people (mainly local) supporting the charity over the year. The average length of stay for our volunteers is 11.5 months. Volunteers went on to secure paid roles in cultural organisations including *Buckingham Palace*, the *Southbank Centre* and *National Portrait Gallery*. The voluntary team gave an average of 75 hours per week, supporting our visitors on a daily basis without impacting front of house staffing costs. Five people attended professional training courses during the year, including subjects such as marketing, customer service and first aid. Following the launch of our administrative volunteer programme in 2013, we had eight administrative volunteers in 2014 gaining professional experience in areas including data management, general administration and customer service, each giving 2 days per week for three months.

All learning opportunities, including new exhibitions are considered a vehicle to raise awareness of the Museum to a broad range of people through related PR and marketing activity. Contribution to income generation was considered when developing all learning activities.

Income generation

Income from overall admission sales of £169,008 was just slightly under budget by £654, showing a steady growth of 9.6% on the previous year. Admissions were broken down into three areas for 2014, General Admissions achieved sales of £133,524, Group Bookings £33,503 and Education Sessions were almost 50% under budget at total income of £1981. Volunteers gathered Gift Aid signatures from 17% of total visitors, a decrease of 1% which can be explained by the 9% increase in international visitors. We estimate just over half of Museum visitors are eligible to sign for gift aid, we have captured 49% of all adults which is a fantastic achievement from a voluntary front of house team.

Retail (café and shop) generated valuable income of £1.35 per visitor, compared to £1.31 in 2013 (just over £55,000 total). The profit margin reached the achieved target and came to 51% (51% in 2013). Overall, Retail income for 2014 (excluding scrapbooks) increased by 12.2% compared to 2013. Including Scrapbook sales in the Museum, spend per visitor was £1.46; these sales are included separately as part of 'Scrapbook Sales' in the Management Accounts. The Museum gift shop and cafe development was nominated and won the *Museum + Heritage Winstan Bond Trophy for Trading + Enterprise Award 2014*. Improvements to the selection of stock have been made on the basis of our visitor age and type. A new book range and shop display was introduced, aimed at a professional and academic audience. This has helped increase book sales by 42%. More

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contemporary designs targeted at generations born in the 70s, 80s and 90s have also helped increase sales. New items targeted at men and women have also been introduced this year which has enabled defined sections of merchandise targeted at specific groups. Beverages & Confectionary sales, which account for 18% of total retail, increased by 24% compared to the previous year.

In 2014, 104 different companies used our venue space for 129 external events, compared to 96 companies and 117 events in 2013. This was 32% occupancy of the space, based on fifteen available slots per week. Venue hire income increased by 15% to £221,014, with profit margin improving slightly to 35%. The venue business produced £77,976 of profit to support the Museum's core activities - our largest income source after admissions. Highlights of the year included hosting a global brand's senior leadership programme which took place over seven non-consecutive seven days. Repeat business has thrived, with 32 events from those using us more than once in the year. Feedback has been excellent, with 100% of users rating facilities good or excellent compared to 98% the previous year. 84% of responding clients rated our service excellent (78% in 2013). Of the remaining 16%, 13% rated the service good and 3% average, so overall 100% of clients were satisfied.

Brand-owners account for 24% of our bookings. Other main users are education 13%, media 8%, consulting 8%, agencies 6%, and marketing and PR 5%. Word of Mouth generates 26% of enquiries, with attendance of previous events accounting for a further 21% of enquiries and 25% of enquiries come from those browsing online. Marketing of our facilities brings in new clients. The conversion rate for events enquiries has decreased from 21% in 2013 to 18% in 2014. 27% of event enquiries do not proceed due to the space already being booked by another company and 17% due to lack of capacity. This indicates a strong case for expanded facilities in larger premises.

Sponsorship, donations and grants remain an important source of income for the Museum. During the year we made three grant applications, one of which succeeded in securing funds of £2,700 to support the education programme. We would like to thank our major sponsor Diageo for their continued support of our work through their generous contribution of £45,000 per year.

It should be noted that commercial activities such as corporate events, publishing and sponsorship of exhibitions help deliver our learning objectives.

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Financial review and pricing policy

The Museum's core financial aim is to run a financially sustainable museum through building activity and diversifying income streams. Turnover of £545,988 showed an increase of 10% from £498,336 in the previous year. Total income fell slightly below budget, expenses were also slightly lower than budget. This can be explained by the year's Scrapbook sales being under budget, an activity with high related costs.

Principal funding sources were admission fees plus Gift Aid £177,207; venue hire £221,014; retail £55,251; grants and gross sponsorship £46,000 and publishing £45,995. Staff costs accounted for 28% of turnover, compared to 27% in the previous year. Operational spend per visitor of £5.86 shows a slight increase of 3% from £5.69 in 2013. This figure should decrease with visitor growth in current premises. Our third year as a publisher delivered a profit of £8,321. The profit margin has decreased to 18% from 28%, due to a rise in cost of reprinting.

We closed the year with a healthy bank balance of £240,081.

We continue to run our cafe, shop, venue hire and publishing within the main charity. As these areas grow we will review any benefit or need to establish a trading subsidiary on an annual basis.

The charity relies on income from admissions and other sources to cover its operating costs. In setting admission prices, accessibility to young people and those on lower incomes is a priority. Concessionary tickets are 67% of full price tickets and are not restricted to particular times or days. An additional 10% discount is offered for groups. The average ticket price across the year was £4.13, showing an increase of £0.02 from £4.11 in 2013. Admission fees will increase and a new Annual Ticket will be launched on 1st January 2015. We consider the Museum excellent value for money as an opportunity to experience high quality learning, particularly when considering the cost of access to cultural experiences across London as a whole. Venue hire prices were not increased during the year, having last been increased in 2011. Changes to retail pricing were in line with supplier charges, with the occasional adjustment to stay in line with market.

Reserves policy

Reserves are needed to bridge the gap between spending and receiving of resources and to cover unplanned expenditure and help fund expansion. The Trustees consider the minimum level of reserves to cover six months of operational costs, currently calculated to be £119,696. A bank balance of £240,631 on 31st December 2014 covered the minimum reserve. In calculating the reserves we have excluded from the total funds the restricted income, fixed assets and designated funds. The balance sheet shows current unrestricted funds of £334,358. The Trustees consider the Museum to be commercially sound.

Plans for future periods

The Museum aims to continue growth in public and online audiences, widening visitor base and reach, and increasing turnover. Although visitor numbers are approaching maximum capacity, careful management of busy periods will allow further footfall growth.

Our thriving education programme will be extended to accommodate more school key stages and higher education topic areas, as well as developing our offer for adults, seniors and families, and outreach work. We aim to increase the capacity for taught sessions in the near future by taking on additional space to allow delivery Tuesday to Friday. Temporary exhibitions, events and new activities will target broader audiences, with a focus on quality of experience and relevance to our collection. In 2015 the Museum will launch a regular series of Evening Talks and Friday Late night openings. Links with our community, borough and sector will be strengthened through participation in relevant events and our volunteer programme.

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The Museum will continue its efforts to find suitable new premises to accommodate the Museum's growing activity. The Museum Trustees and management team in November approved a move to larger premises in Lancaster Road W11 close to Ladbroke Grove station. This move is wholly dependent upon the purchase of the premises by the current landlord from the Terrence Higgins Trust following over a year of negotiations. The Development team will continue working toward this major capital project, involving specialist staff and input from all stakeholders on a new positioning for the Museum. The Museum team will continue their work toward Accreditation, to help prepare for a bigger operation and open routes to funding.

Directors and Trustees

The directors of the charitable company (the charity) are its Trustees for the purpose of charity law. The Trustees and officers serving during the year and since the year end were as follows:

J Noble
J Chew
SA du Boscq de Beaumont
Dr T Boon (resigned 18 March 2014)
K Frame (appointed 1 January 2015)

The Chief Executive Officer is:

C Griffin

None of the Trustees has any beneficial interest in the company. All the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Structure, Governance and Management

Governing Document

The Charity is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 25th March 2002.

Appointment of Trustees

Following a review by the Trustees of the skill base of the Board it was decided to recruit additional Trustees. When required, a broad approach is used to recruit new Trustees rather than relying on personal recommendations. The trustee role is outlined in a job description. Appointment of new Trustees is a decision for the current board. One third (or the number nearest one third) of the Trustees must retire at each AGM with those longest in office retiring first and the choice between any of equal service being made by drawing lots. In 2014 the Museum welcomed Kate Frame, Head of Conservation and Collection Care at Historic Royal Palaces, to the Board.

Organisation

A board of Trustees (comprising no fewer than two and no more than ten) administers the charity. The board meets bi-annually with virtual meetings as required. The CEO, Museum Manager and one advisor meet monthly to review finance and forward planning. To facilitate effective operations the CEO has delegated authority for operational matters including finance. The organisational structure of the Charity is the board of Trustees, CEO (unpaid), Museum Director, Development Director, Museum Manager, Museum staff (three f/t and six p/t) and around 30 volunteers at any time during the year. The Trustee responsibilities are set out in the Statement of Trustees Responsibilities on page 11. All other decisions are made by the CEO, Museum Director, Museum Manager and Museum staff.

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Related parties

Any contractual relationship or connection between a Trustee or manager of the charity and a related party must be disclosed to the board of Trustees, see page 18 (note 6) and page 22 (note 16).

The charity has a contractual relationship with Packaging Innovation Ltd, founding sponsors and owners of the Museum premises, of which Chris Griffin is Managing Director. The Museum rents office space within Packaging Innovation Ltd, and benefits from access to infrastructure such as IT support that is invaluable to the Museum's operations.

Risk Management

A risk register is maintained for the Charity. This is updated on an ongoing basis by the CEO, Museum Manager and one advisor with input from Museum staff. All changes and additions to the risk register are reviewed by the board at the AGM. This includes reviewing the systems and procedures that have been put in place to manage major risks.

Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

In accordance with section 485(2) of the Companies Act 2006, a resolution proposing that Goldwins Chartered Accountants be appointed as auditors of the company will be put to the Annual General Meeting.

On behalf of the board of trustees



J Chew
Trustee

Date: 19th March 2015

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

The directors are responsible for preparing the Trustee's report and the accounts in accordance with applicable law and Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its net income and expenditure of the charitable company for that year.

In preparing these accounts, the trustees 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; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the accounts comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE MUSEUMS OF BRANDS, PACKAGING AND ADVERTISING

We have audited the financial statements of Museum of Brands, Packaging and Advertising for the year ended 31 December 2014 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes.

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).

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error.

This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2014 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.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE MUSEUMS OF BRANDS, PACKAGING AND ADVERTISING

Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

Matters on which we are required to report by exception

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.

Anthony Epton

**Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG**

25 March 2013

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 2014 £	Total 2013 £
<u>Incoming resources from generated funds</u>						
Donations	2	46,000	-	-	46,000	48,900
Activities for generating funds		103,786	-	-	103,786	94,877
Investment income	3	521	-	-	521	214
		150,307	-	-	150,307	143,991
Incoming resources from charitable activities		395,681	-	-	395,681	354,344
Total incoming resources		545,988	-	-	545,988	498,335
<u>Resources expended</u>						
Costs of generating funds						
Fundraising and publicity costs	5	88,328	-	-	88,328	70,108
Trading costs	5	197,808	-	-	197,808	184,461
Charitable activities						
Museum costs	5	239,478	-	-	239,478	200,856
Governance costs	5	3,940	-	-	3,940	3,047
Total resources expended		529,554	-	-	529,554	458,472
Net incoming resources before transfers		16,434	-	-	16,434	39,863
Gross transfers between fund		-	-	-	-	-
Net incoming resources		16,434	-	-	16,434	39,863
Fund balances at 1 January 2014		373,924	-	100	374,024	334,161
Fund balances at 31 Dec 2014		390,358	-	100	390,458	374,024

The Statement of Financial Activities also complies with the requirement for an income and expenditure account under the Companies Act 2006.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

BALANCE SHEET

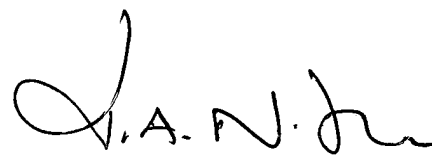
AS AT 31 DECEMBER 2014

	Notes	£	2014 £	£	2013 £
Fixed assets					
Intangible assets	8		56,000		64,000
Tangible assets	9		1,643		41,683
Heritage assets	10		100		100
			<hr/>		<hr/>
			57,743		105,783
Current assets					
Stocks		36,646		31,339	
Debtors	11	93,493		120,560	
Cash at bank and in hand		240,630		147,722	
		<hr/>		<hr/>	
		370,769		299,621	
Creditors: amounts falling due within one year					
	12	(38,054)		(31,380)	
		<hr/>		<hr/>	
Net current assets			<u>332,715</u>		<u>268,241</u>
Total assets less current liabilities			<u>390,458</u>		<u>374,024</u>
Capital funds					
Endowment fund	13		100		100
Income funds					
Restricted funds			-		-
Designated funds	14		56,000		102,358
Unrestricted funds	14		<u>334,358</u>		<u>271,566</u>
			<u>390,458</u>		<u>374,024</u>

These Financial Statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The accounts were approved by the Board on 19th March 2015


J Chew
Trustee


J Noble
Trustee

Company Registration No. 4402961

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2014

1 Accounting policies

1.1 Basis of preparation

The accounts have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice. "Accounting and Reporting by Charities", issued in March 2005 and the Companies Act 2006.

1.2 Incoming resources

Gifts, grants and intangible income are recognised at the market value attributable on receipt.

Incoming resources are recognised when absolute entitlement passes to the charity.

1.3 Tangible fixed assets and depreciation

Tangible fixed assets other than leasehold improvements stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold property	Straight line over the lease term
Fixtures, fittings & equipment	Straight line over 3 or 4 years depending on type of asset

Inalienable assets are held at the market value attributable on receipt.

1.4 Publishing Rights

Publishing rights are valued at cost less accumulated amortisation. Amortisation is calculated to write off the cost in equal annual instalments over 10 years.

1.5 Accumulated funds

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.6 Stock

Stock is valued at the lower of cost and net realisable value.

2 Donations

	2014	2013
	£	£
Donations, gifts and grants	46,000	48,900

Donations, gifts and grants comprise of donations of £46,000.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

3	Investment Income			2014	2013
				£	£
	Interest receivable			521	214
4	Incoming resources from the charitable activities			2014	2013
				£	£
	Museum admissions and events			395,681	354,344
5	Total resources expended				
		Staff costs	Other costs	Total	Total
		£	£	2014	2013
				£	£
	Costs of generating funds				
	Fundraising and publicity costs	71,525	-	16,803	88,328
	Trading costs	-	-	197,808	197,808
	Total	71,525	-	214,611	286,136
	Charitable activities				
	Museum costs				
	Activities undertaken directly	108,112	49,837	81,529	239,478
	Governance costs	-	-	3,940	3,940
		179,637	49,837	300,080	529,554

Governance costs include payments to the auditors of £2,200 (2013 - £2,200) for audit fees.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

6 Trustees

Except as disclosed below, none of the trustees (or any other persons connected with them) received any remuneration during the period.

J Chew was paid £4,000 during the period (2013 - £4,000) for the provision of financial management services.

7 Employees

Number of employees

The average monthly number of employees during the period was:

	2014	2013
	Number	Number
Museum running	4	4
Fundraising and publicity	2	1
	<hr/>	<hr/>
	6	5
	<hr/> <hr/>	<hr/> <hr/>

Employment costs

	2014	2013
	£	£
Wages and salaries	168,348	122,340
Social security costs	11,289	9,790
	<hr/>	<hr/>
	179,637	132,130
	<hr/> <hr/>	<hr/> <hr/>

There were no employees whose annual emoluments were £60,000 or more.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

8	Intangible fixed assets	Publishing rights
		£
	Cost	
	At 1 January 2014	80,000
	Additions	-
	Disposals	-
		<hr/>
	At 31 December 2014	80,000
		<hr/>
	Depreciation	
	At 1 January 2014	16,000
	On Disposals	-
	Charge for the year	8,000
		<hr/>
	At 31 December 2014	24,000
		<hr/>
	Net book value	
	At 31 December 2014	56,000
		<hr/> <hr/>
	At 31 December 2013	64,000
		<hr/> <hr/>

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

9	Tangible fixed assets	Leaseholds improvements £	Fixtures fittings & equipment £	Total £
	Cost			
	At 1 January 2014	370,744	26,096	396,840
	Additions	-	1,797	1,797
	Disposals	-	-	-
	At 31 December 2014	370,744	27,893	398,637
	Depreciation			
	At 1 January 2014	332,386	22,771	355,157
	On Disposals	-	-	-
	Charge for the year	38,358	3,479	41,837
	At 31 December 2014	370,744	26,250	396,994
	Net book value			
	At 31 December 2014	-	1,643	1,643
	At 31 December 2013	38,358	3,325	41,683
	Net book value at 31 December 2014 represents fixed assets used for:			
	Direct charitable purposes:			
	Museum	-	1,643	1,643
	Other purposes:	-	-	-
	Corporate governance	-	-	-
		-	1,643	1,643

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

10 Heritage assets

The inalienable asset comprises the gift of 8,000 items donated by Robert Opie. These are stated at a notional value of £100, as it has not been possible to obtain a market value.

11 Debtors	2014 £	2013 £
Trade debtors	78,374	110,548
Other debtors	385	1,252
Prepayments and accrued income	14,734	8,760
	<hr/>	<hr/>
	93,493	120,560
	<hr/> <hr/>	<hr/> <hr/>

12 Creditors: amounts falling due within one year	2014 £	2013 £
Trade creditors	26,320	10,257
Taxes and social security costs	6,628	3,523
Accruals and deferred income	5,106	17,600
	<hr/>	<hr/>
	38,054	31,380
	<hr/> <hr/>	<hr/> <hr/>

13 Endowment Funds	2014 £	2013 £
	100	100
	<hr/> <hr/>	<hr/> <hr/>

The endowment fund represents the Heritage asset donated to the charity. For further details of this asset see note 10.

MUSEUM OF BRANDS, PACKAGING AND ADVERTISING

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2014

14 Movement in funds

	Balance at 01 Jan 2014	Incoming resources	Resources expended	Transfers	Balance at 31 Dec 2014
Designated Funds					
Leasehold improvement funds	38,358	-	(38,358)	-	-
Publishing rights	<u>64,000</u>	-	<u>(8,000)</u>	-	<u>56,000</u>
	102,358	-	(46,358)	-	56,000
General funds	<u>271,566</u>	<u>545,988</u>	<u>(483,196)</u>	-	<u>334,358</u>
Total unrestricted funds	<u>373,924</u>	<u>545,988</u>	<u>(529,554)</u>	-	<u>390,358</u>

The Designated fund represents funds which are tied up in the leasehold improvements.

15 Analysis of net assets between funds

	Designated funds	Unrestricted funds	Endowment funds	Total
Fund balances at 31 December 2014 represented by:				
Intangible fixed assets	56,000	-	-	56,000
Tangible fixed assets	-	1,643	100	1,743
Current assets	-	370,769	-	370,769
Creditors: amounts falling due within one year	-	(38,054)	-	(38,054)
	<u>56,000</u>	<u>334,358</u>	<u>100</u>	<u>390,458</u>

16 Related Parties

J Noble, a trustee is also Company Secretary of the British Brands Group. The British Brands Group has hired the Museum for events during the year on an arms length basis paying full rates. The amount received by the Museum in this respect during the year was £3,106.

C Griffin is the Managing Director of Packaging Innovation Limited. Packaging Innovation Limited rents the premises out to the Museum at a subsidised rate of £21,000 per annum and in addition hires out the conference room for museum events on an arms length basis paying full rates. The amount received by Packaging Innovation Limited in this respect during the year was £ 66,105.