

Alnwick Castle Ashmolean Museum Barber Institute of Fine Arts Bath & North East Somerset Museums & Galleries Battersea Arts Centre Belvoir Castle Blarney Castle Bodleian Library Bosworth Battlefield Heritage Centre Brighton Royal Pavillion Museums Bristol City Council - Ashton Court Estate Bristol's Museums & Galleries & Archives British Museum Burghley Enterprises Ltd, Burghley House Cadw (Welsh Heritage) Canterbury Cathedral Cardiff Castle Cathedral of Saint Albans Chatsworth House Trust Chester Cathedral Christ Church Cathedral Colchester & Ipswich Museum Service Compton Verney House Trust Corinium Museum Courtauld Gallery Coventry Transport Museum Craven Museum & Gallery Cressing Temple Cutty Sark De La Warr Picture Gallery Durham Art Gallery Dove Cottage Dulwich Picture Gallery English Heritage Fan Museum Fitzwilliam Museum Enterprises Ltd Geffry Museum Glasgow Museums Retail Glasgow School of Art Glasgow University Guildford Museum Guildhall Art Gallery Hampshire County Council Haslemere Educational Museum Hawk Conservancy Trust Hermitage Rooms Hever Castle Highgrove Enterprises Historic Royal Palaces Enterprises Ltd Historic Scotland House of Commons House of Lords Hunterian Museum Imperial War Museum Jorvik Centre Kilmartin House Museum Kirkleatham Museum Lancashire County Museum Lancashire Museums - Museum Headquarters Leeds Castle Leeds City Museums & Galleries Library & Museum of Freemasonry Lichfield Cathedral London's Transport Museum Lowry Manchester Art Gallery Manchester Museum Manx National Heritage Mary Rose Mediatheque - Sciences et Societe Medway Museums & Galleries Museum in The Park Museum of London Museums Sheffield - The Millennium Gallery National Galleries of Scotland National Gallery Company Limited National Gallery of Scotland National Maritime Museum National Museum of Scotland National



ASSOCIATION
for CULTURAL
ENTERPRISES

annual report – 2008/09



Mitchell Library

The Association for Cultural Enterprises is a charity that promotes commercial best practice in the UK's cultural and heritage sector by providing training and networking opportunities and facilitating the sharing of information and experience between its members.

A company limited by guarantee registered in England & Wales no 6480726

Registered charity no. 1122763

Contents

Trustees' Report to the Members	4
Governance, structure and management	4
Trustees and committees	5
Objectives and public benefit	6
Delivery of objectives	6
Membership	7
Training and education	8
Finance	9
Outlook	10
Independent Accountant's Report, Financial Statements and Balance Sheet	11

Directors:

Mr. Robert Carr-Archer
(resigned 11th November 2008)

Mr Russell Cleaver
(resigned 23rd January 2009)

Mrs Susan Croxford
(resigned 23rd January 2009)

Ms Alison Dalby
(appointed 12th March 2009)

Mr Nigel Dickman (Honorary Treasurer)

Mrs Jill Fenwick

Mr Russell Miller

Ms Lorraine Moor

Mr Christopher Needham
(Deputy Chairman)

Mr John Stachiewicz (Chairman)

Miss Amanda Tosh

Miss Catherine Walden
(appointed 23rd January 2009)

Mr Michael Wright

Company Registered Number:

6480726

Charity Registered Number:

1122763

Registered Office: 24 Petworth Road,
Haslemere, Surrey GU27 2HR

Administrative Office:

c/o National Gallery Company Ltd,
St Vincent's House, 30 Orange Street,
London WC2H 7HH

Secretary: Mr. Neville Bass

Independent Examiner:

Mr. B E Marshall, Knox Cropper,
24 Petworth Road, Haslemere, Surrey
GU27 2HR

Bankers: HSBC plc, 165 Fleet Street
London EC4A 4DY

Solicitors: Farrer & Co LLP,
66 Lincoln's Inn Fields
London WC2A 3LH

Trustees' Report to the Members

The Association for Cultural Enterprises (ACE) is a company limited by guarantee and a registered charity. The accounting and membership year normally runs from 1st April to 31st March. Due to the incorporation of ACE in February 2008, the financial statements 2008/9 cover a thirteen-month period from 1st March 2008 to 31st March 2009.

Governance, structure and management

retail at senior level and demonstrable commercial management experience. Prospective trustees are normally recommended by existing Trustees and by Members from their personal and professional contacts. ACE also advertises trustee vacancies on its website. All Trustees are informed of their legal responsibilities to the Charity and of governance procedures generally. In view of their practical expertise further training is at present considered unnecessary, but this is kept under review.

ACE continues to be managed and run entirely by volunteers, including the Trustees. None of them, nor any officer or adviser, received any remuneration during the year.

Everyevent, a proprietary firm, is contracted to provide day-to-day administration and marketing support services. It is separately contracted to supply ACE Convention services and to market the accompanying trade show.

ACE's constitution consists of a Memorandum and Articles of Association, adopted at incorporation. It can be viewed at ACE's website: www.acenterprises.org.uk

All Trustees are required to have one or more of the skills required to govern and manage ACE effectively. These skills include finance, marketing & public relations,

Trustees and committees

During the past year Trustees shared their work among three committees, each responsible for one of three activity areas.

They are:

Learning and Development

Responsible for Conventions, Workshops, Study Days and all other training and educational activities which represent ACE's key objectives.

The Marketing Committee

Responsible for fundraising, publicity, promotion, website, design and copy of ACE's literature and stationery and related materials.

The Finance and Administration Committee

Responsible for budgets, accounts, financial reporting and company & charity secretarial business and statutory requirements.

Each Trustee serves on at least one committee, each of which has authority to co-opt additional suitably experienced persons as necessary.

All committees report to the Board which usually meets six times during the year.

At the 2009 Annual Meeting

Alison Dalby

(Press Officer, The National Trust)

Duncan Smith

(Commercial Manager, St Paul's Cathedral)

Catherine Walden ACA

(Finance & Business Support Director, National Gallery Company Ltd)

were all appointed to the Board after the 2008 Annual Meeting (Mr Smith being appointed after the year-end) and will retire and seek election by members.

During the year

Rob Carr-Archer

Sue Croxford

Russell Cleaver

resigned from the Board.

After the year-end

Nigel Dickman

Lorraine Moor

resigned from the Board.

The Trustees elected

John Stachiewicz

(Publisher & Head of Media Group, The National Trust) as Chairman to succeed Rob Carr-Archer.

Christopher Needham

(General Manager, Cathedral Enterprises Ltd, Canterbury Cathedral) to the newly created post of Deputy Chairman.

Catherine Walden succeeded Nigel Dickman as Honorary Treasurer on 1st April 2009.

Objectives and public benefit

ACE's objectives are stated in its Memorandum of Association as follows:

"to provide education and training for all of its Members and the general public on commerce in the cultural and heritage sector; to promote the voluntary sector for the benefit of the public by assisting voluntary organisations and charities to maximize their revenue by providing a forum for sharing information and ideas on commerce in the cultural and heritage sector".

In less formal language, ACE provides education and training to its members on a wide range of commercial activities within the cultural and heritage sector, helping to maximize self-generated income for their heritage organisations. Examples of that income include receipts from publishing, licensing, venue hire, film locations, retail and catering. ACE's pool of expertise is very considerable and all members are encouraged to take full advantage of it.

Delivery of objectives

Training is provided mainly by intensive Study Days, held during the year, on trading topics. Workshops and seminars are held at the Annual Convention and discussion forums, recently launched, take place on ACE's website: www.acenterprises.org.uk

This facilitates dialogue between members' organisations and helps the sharing of best practice principles and benchmark information.

Membership

Membership at 31st March 2009 is:

	2008/9	2007/8
Full members	163	176
Satellite members	14	Included in the figure of full members
Associate members	78	93

Although full membership has remained more or less constant, associate memberships have declined significantly. The decline in numbers in 2008/9 appears to be due to savings and cost-cutbacks in these difficult economic times.

However, since April 2009 there have been several new applications for full and associate membership.

Full membership, subject to the criteria set out in the Charity's Articles, is open to any cultural or heritage organisation in the UK that is established for public benefit and registered as a charity – or otherwise run not for profit. Such organisations include museums, galleries, libraries and archives, historic buildings and houses, including religious buildings, and historic gardens. Those organisations that are umbrellas for several heritage sites may obtain membership benefits (excepting voting powers) on payment of a nominal fee for each 'satellite' site.

Associate (non-voting) membership is open to any UK cultural organisation run for private profit, any overseas cultural organisation (whether non-profit or otherwise) or any commercial companies, firms and individuals that support ACE's work.

Both Members and Associates are warmly encouraged to attend ACE events and meetings, but voting is constitutionally allowed only to full member organisations through their nominated representatives.

Associate Membership is open to all organisations and individuals not otherwise eligible for full membership who support ACE's objectives.

Training and education

Study Days

During the period March 2007 to March 2008 ten Study Days were held, covering a range of topics from 'Practical Retailing' and 'Venue Hire', through to 'Picture Libraries' and 'Beating the Credit Crunch'. Locations included Cardiff Castle, The British Museum and The Royal Pavilion.

Most speakers and presenters at Study Days and at the Annual Convention act free of charge and Trustees are very grateful to them. Systematic feedback is obtained to ensure that Study Days continue to match members' needs and expectations.

Annual Convention

The two-day Convention was held in February 2009 at Glasgow. It was the first time that the event was held in Scotland and it attracted a record number of delegates and exhibitors. The Trustees especially express their gratitude to the City of Glasgow Council and to Culture & Sport Glasgow for their encouragement and support. Feedback on the Convention and the associated workshops and seminars was uniformly good. The Trade Show, held simultaneously, was sold out well in advance of the event.

The Convention Dinner and Best Product Awards was held at Kelvingrove Museum & Art Gallery and was deemed an enormous success, again attracting record numbers.

The 2010 Annual Convention will be held in the NE of England. Details will be announced shortly.

Finance

The Association has no employees and a contractor supplies administrative support. All expenses incurred relate to running the study days and convention or administering the membership and ACE's accounts. In the year ended 31st March 2009 there were some additional one-off expenses relating to the incorporation.

As a result of the surplus for the year, funds available have increased to £61,613 at year-end. ACE's policy is to maintain sufficient reserves to ensure continuity of its operations for the foreseeable future.

The accounts for the 13 months from 1st March 2008 to 31st March 2009 appear below. As this is ACE's first accounting period as an incorporated entity there are no prior year comparatives.

The Association's largest source of income continues to be from subscriptions. Income from Study Days has grown due both to their increasing popularity and to an increase in the number held. The Trustees' policy is to make the Study Days as affordable and accessible as possible, so their purpose is not to generate profit. However, attendance levels ensured that they did achieve a surplus of income over expenditure in this accounting period. The success of this year's annual convention means that this too has made a positive contribution to funds this year.

Outlook

Self-generation of funds remains crucial to the UK's heritage industry. Heritage Lottery funds, government subsidy and other forms of funding at both national and local authority level are already being sharply reduced with the potential for a damaging impact on members' organisations. The effective training, nurturing of best practices and networking opportunities that ACE provides are therefore of increasing importance to the membership. At the same time consumer expectations of their visitor experience within culture and heritage organisations, and in particular as regards retail and catering, continue to rise. It is therefore of vital importance that ACE fosters within its membership a level of commercial professionalism which has not always been consistent in the past.

ACE, working closely with all members, will continue its Study Day programmes, which have recently been extended to venues in Scotland, and will work towards further enhancements to the online and other discussion forums to provide the continuing training and information needed by its members. Further priorities for the period ahead include deeper penetration into members' organisations in order to ensure successful engagement with more staff, as well as broadening the range of Study Days to cover more commercial disciplines.

The Board of Trustees of ACE remains more confident than ever that the organisation provides a service that is of paramount importance to its membership, and that it will serve them in good stead in the future as their commercial activities provide core funding to support their institutions.

By Order of the Board



Neville Bass
Secretary
23 July 2009

Independent Examiner's Report, Financial Statements and Balance Sheet

Independent examiner's report to the Trustees of the Association for Cultural Enterprises

I report on the accounts of the Charity for the period from 1st March 2008 to the 31st March 2009, which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made to the Trustees, as a body, in accordance with the terms of my engagement. Our work has been undertaken so that we might carry out an Independent Examination of the financial statements in accordance with the General Directions given by the Charity Commissioners. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees, as a body, for our work or for this report.

Respective responsibilities of trustees and examiner

The Charity's Trustees are responsible for the preparation of the accounts: The Charity's Trustees consider that an audit is not required for this year (under section 43(2) of the Charities Act 1993 (the Act) and that an independent examination is needed. It is my responsibility to examine the accounts (under section 43(3)(a) of the Act);

to follow procedures laid down in the General Directions given by the Charity Commissioners under section 43(7)(b) of the Act, and to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 41 of the Act; and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of accounts to be reached.

Brian Marshall, F.C.A.
Knox Cropper Chartered Accountants
24 Petworth Road
Haslemere, GU27 2HR
24 July 2009

Statement of Financial Activities

1st March 2008 – 31 March 2009

Unrestricted funds £

Incoming resources

Incoming resources from generated funds

• Voluntary income Note 1	27,033
• Activities for generating funds Note 2	34,103
• Investment income Note 3	2,144
• Other incoming resources Note 4	49,081

Total incoming resources 112,361

Resources expended [Note 5](#)

Cost of generating funds	42,020
Governance costs	8,728

Total resources expended 50,748

Net incoming resources and net movement in funds [Note 7](#) 61,613

Fund balances brought forward –

Total funds carried forward 61,613

Balance Sheet

as at 31 March 2009

£

Current assets

Debtors Note 10	11,828
Cash at bank Note 11	58,224

70,052

Creditors Amounts falling due within one year [Note 12](#) 8,439

Net assets 61,613

Funds

Unrestricted 61,613

Total funds carried forward 61,613

The financial statements were approved by the Directors on 23 July 2009 and signed on their behalf by John Stachiewicz (Chairman) and Catherine Walden (Treasurer).

Notes to the Financial Statements

For the period from 1 March 2008 to 31 March 2009

* The company is entitled to exemption from audit under Section 249A (1) of the Companies Act 1985 for the period ended 31st March 2009.

1 Voluntary income

	Unrestricted Funds £
Members subscriptions	14,488
Associate memberships	8,235
Sponsorship	<u>4,310</u>
	<u>27,033</u>

2 Activities for generating funds

	Unrestricted Funds £
Study days income	22,088
Convention and exhibition income	11,067
Advertising income	<u>948</u>
	<u>34,103</u>

3 Investment income

Bank interest	<u>2,144</u>
---------------	--------------

All investment income arises from an interest bearing deposit account.

4 Other incoming resources

Transfer of funds from unincorporated association	<u>49,081</u>
---	---------------

5 Resources expended

	Cost of Generating Funds £	Governance Costs £	2009 Total £
Activities undertaken directly:			
Study day costs	16,291	–	16,291
Convention and exhibition costs	<u>1,422</u>	<u>–</u>	<u>1,422</u>
	17,713	–	17,713
Support costs (note 6)	<u>24,307</u>	<u>8,728</u>	<u>33,305</u>
	<u>42,020</u>	<u>8,728</u>	<u>50,748</u>

Notes to the Financial Statements

6 Support costs

	Cost of Generating Funds £	Governance Costs £	2009 Total £
Company formation	–	3,726	3,726
Insurance	665	–	665
Administration inc. postage and stationery	10,184	–	10,184
Magazines and leaflets	10,682	–	10,682
Website design and maintenance	575	–	575
Accountancy fees	–	3,047	3,047
Independent Examiner's fees	–	1,955	1,955
Travel and subsistence	2,201	–	2,201
	<u>24,307</u>	<u>8,728</u>	<u>33,035</u>

7 Net incoming resources

	2009 £
Independent Examiner's remuneration	1,955
Other external accountancy services	920
	<u>2,875</u>

8 Staff and administration costs

No remuneration directly or indirectly, out of the funds of the Charity, was paid or payable for the period to any Trustee or to any person or persons known to be connected with any of them.

Reimbursement of expenses made to Trustees during the period amounted to £ Nil.

9 Taxation

The Association is a registered charity and is potentially exempt from taxation in respect of income and capital gains received within the categories covered by Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Notes to the Financial Statements

10 Debtors	2009 £
Due within one year:	
Prepayments and accrued income	11,828
	<hr/>
11 Cash at bank	2009 £
Current account	799
Reserve account	7,425
Deposit Bond	50,000
	<hr/>
	58,224
	<hr/>
12 Creditors	
Amounts falling due within one year	
Accruals and deferred income	8,439
	<hr/>
13 Net assets between funds	Unrestricted Funds £
Currents assets	70,052
Creditors: Amounts falling due within one year	(8,439)
	<hr/>
	61,613
	<hr/>

Museums Liverpool National Museums of Northern Ireland National Museums
Scotland National Museums Wales - Amgueddfa Cymru National Portrait Gallery
National Trust Natural History Museum Norfolk Museums & Archaeology
Norwich Cathedral Nottingham Castle Palcrafts Pallant House Gallery Services
Ltd Pitt Rivers Museum Porthcurno Telegraph Museum Portsmouth City
Museum Rhondda Heritage Park River & Rowing Museum Royal Academy of
Arts Royal Albert Hall Royal Albert Memorial Museum Royal Botanical Gardens
Kew Enterprises Royal Collection Royal Commission On The Ancient & Hist'l
Monuments Royal Horticultural Society Royal Hospital Chelsea Royal National
Lifeboat Institution Royal Naval Museum Royal Opera House Royal Parks Royal
Shakespeare Company Russell-Cotes Art Gallery & Museum Saatchi Gallery
Saffron Walden Museum Sainsbury Centre for Visual Arts Salisbury Cathedral
Science Museum Severn Valley Railway Shakespeare Birthplace Trust Sir John
Soane's Museum Snibston Discovery Park South Ayrshire Museums & Galleries
South Bank Centre Southwark Cathedral St David's Cathedral St Georges
Chapel, Windsor St Paul's Cathedral Surrey Heritage Tank Museum Tate The
British Library The Faversham Society The Nature Discovery Centre The Real
Mary King's Close The Royal Botanic Garden Edinburgh The Royal Landscape
The Royal Yacht Britannia The Scottish Parliament Thinktank - Birmingham
Science Museum Towner Art Gallery Tullie House Museum Tunbridge Wells
Museum & Art Gallery Tyne & Wear Museums & Galleries University of
Greenwich V&A Museum Visit Worcester Waddesdon Manor Wales Millennium
Centre Wallace Collection Watts Gallery Weald & Downland Open Air Museum
Wellcome Collection Wells Cathedral Wesley's Chapel Westminster Abbey
Enterprises Ltd Whitechapel Gallery Wigan Leisure & Culture Trust Winchester
Cathedral Winchester City Council Winding House Woburn Enterprises Limited
York Minster York Museums Trust Yorkshire Dales National Park Authority

The Association for Cultural Enterprises (ACE)
c/o The Coach House, Sharman Road, Worcester WR1 3LA

Tel: 01905 724734

Fax: 01905 724744

Web: www.acenterprises.org.uk

designed by sunnythinking.com



printing donated by
templeisland.com