

# Arts & Business



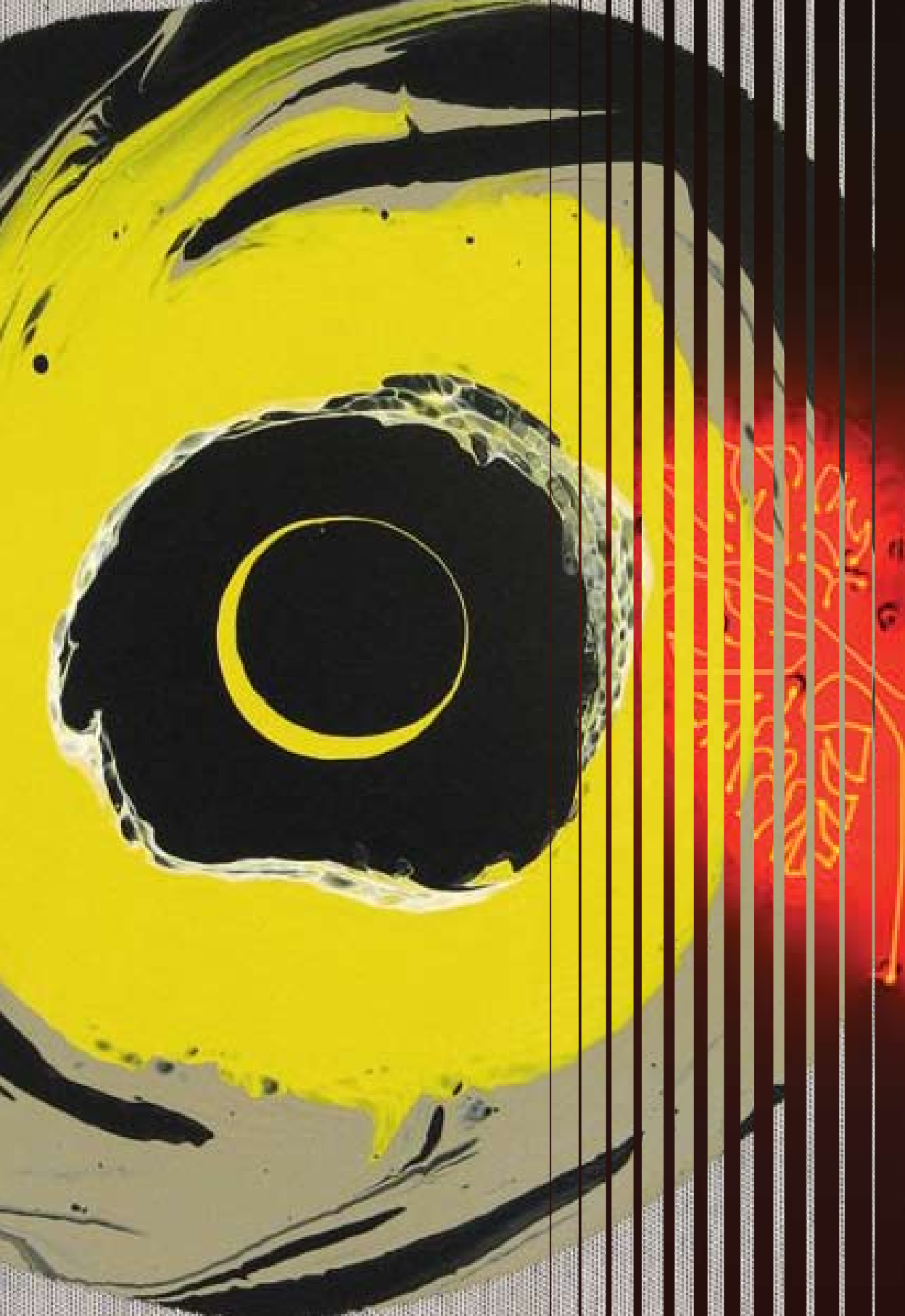
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## Annual review 2010/2011

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In partnership with

**BUSINESS  
IN THE  
COMMUNITY**



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# Chair's Review

Since our foundation in 1976 our ambition has been to encourage all forms of private sector contributions to support arts organisations. These can enrich everyone's life and help to transform business and communities.

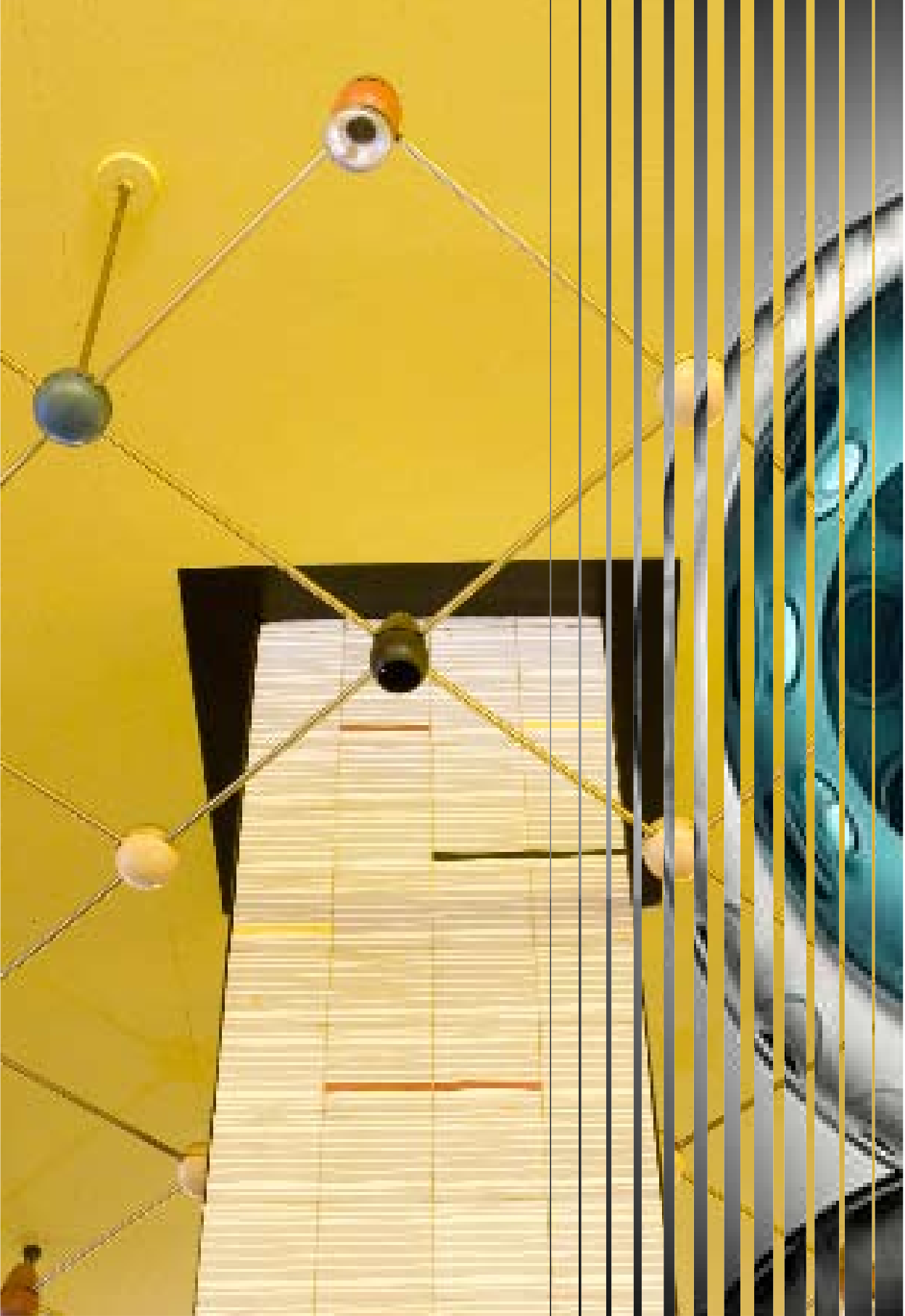
We shall make further progress in pursuing our ambition, but through a new structure. Arts & Business is now in a formal alliance with Business in the Community (BITC) so this will be the last time I write as Chair. During my term we have taken the very significant step of transferring legal control and ownership of Arts & Business from the existing trustees to a sole corporate legal member, that is BITC. I am very grateful to have had the support of my fellow trustees in this process who accordingly resigned on the day of transfer.

Arts & Business is still an independent charity but operating as a subsidiary of BITC, continuing to use its own name, brand identity, and charity number and maintaining the same ambition. Separate charitable trusts were established to handle the Arts & Business franchise in Scotland, Wales and Northern Ireland in order to facilitate the transition, capture strong support from their local communities and build further on local connections. Working with full and continuing cooperation, I am confident that such changes will enable Arts & Business to continue its work across the whole of the United Kingdom even more effectively.

I became Chair of Arts & Business at a difficult time when our public subsidy was completely cut. We had to choose the best route forward and I am convinced that this alliance with another of the Prince's Charities with so many similar connections, is right for the organisation and for all our commercial and cultural partners.

After 28 years leading the organisation and finally ensuring the successful transition our Chief Executive, Colin Tweedy, has decided to step down. I hope you will join me, all past Chairs and all trustees over many years in thanking Colin for his tremendous contribution, firstly in shaping Arts & Business and then delivering so much to both communities.

**In the UK the arts are in our DNA and we want to see them flourish across the whole country. There are many shining examples of what can be achieved when arts organisations work with business to stimulate further arts development.**



# Chair's Review

Through this transition we shall see Arts & Business return to business and there is much to build on. When I look at the work of some of our Principal Members such as Sky Arts developing their Ignition Series; BP's on-going partnership with four of the top cultural bodies; over 40% of Prudential's employees volunteering in work time or The Co-op's British Youth Film Academy, these few examples show what dynamic coupling between arts and business can achieve.

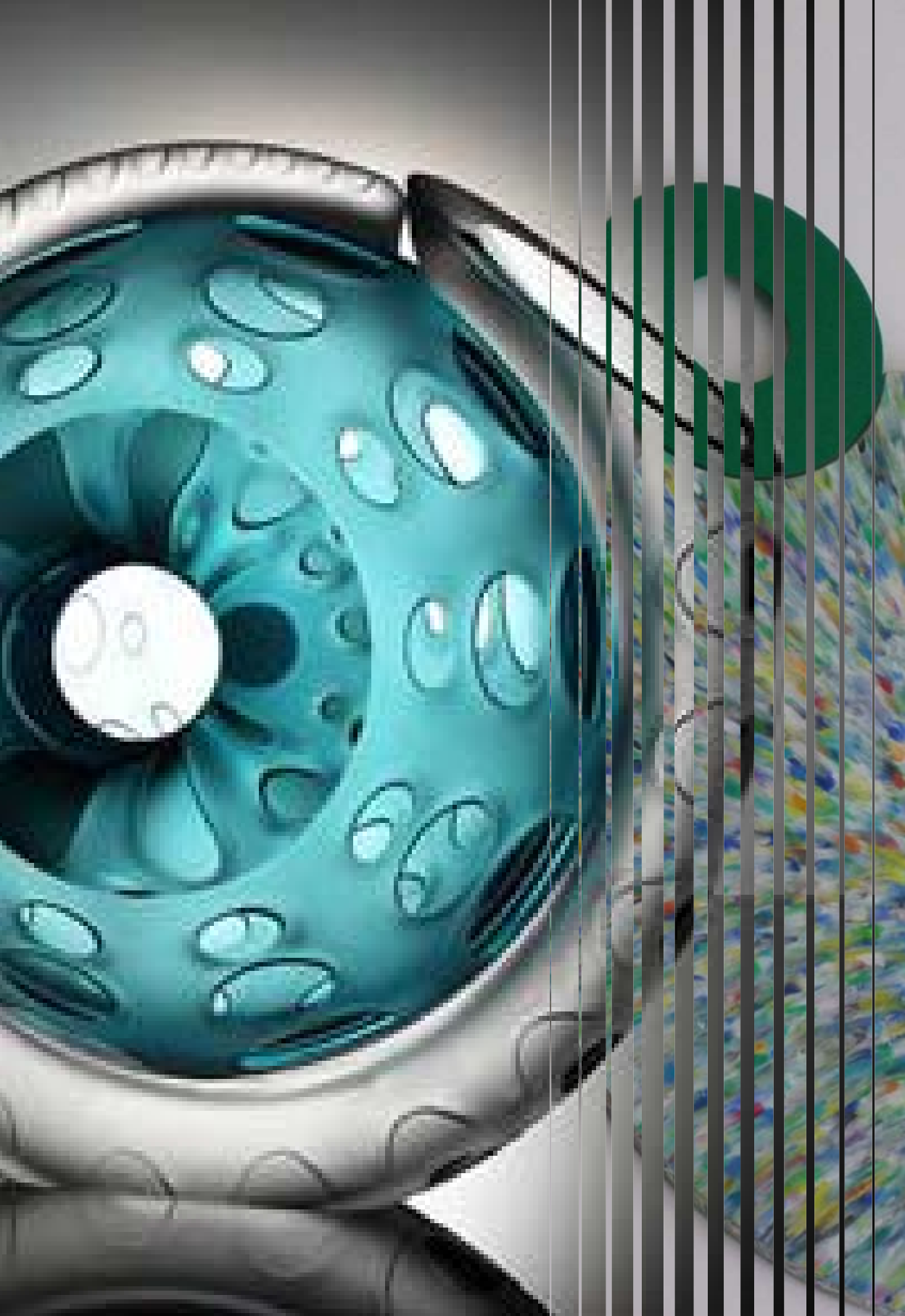
I also see how many more opportunities there could be especially if the taxation climate were a little more encouraging through, for example, raising the threshold of Gift Aid or in facilitating lifetime gifts to charitable organisations.

In the UK the arts are in our DNA and we want to see them flourish across the whole country. There are many shining examples of what can be achieved when arts organisations work with business to stimulate further arts development. Bruntwood's sponsorship of the Royal Exchange Playwrite Competition, VSM UK championing the arts in good and bad times or Roper Rhodes who have supported the cultural life of the City of Bath for many years are just a few of many case studies of strong long term relationships. I want to congratulate these businesses and all our other members for the innovation and creativity they have shown. I also want all other businesses to realise that there has never been a better and more potent time to get involved.

Our model for the future is clear; a new confident alliance is in place with BITC in a federation with national organisations in Scotland, Wales and Northern Ireland. We will continue to help business collaborate with the arts and to show where their efforts can make the most difference. The UK remains the global reference point for such widescale and successful partnerships and as we enter a new era, Arts & Business will continue to do all it can to make sure the two sectors maximise the benefits from these relationships.

**Mark Austen**

**We will continue to help businesses collaborate with the arts and to show where their efforts can make the most difference.**



# Chief Executive Officer's Review

The year under review has been one of the most eventful in our history. We launched our Private Sector Policy for the Arts as a clarion call for public funders and the cultural sector to seize on the opportunity to reboot and rewire their relationship with the private sector and each other.

If imitation is the best form of flattery, the fact that many of our proposals appear now to be public policy, is gratifying to us. However the fact that Arts & Business is losing, from April 2012, all our public funding in England, has necessitated a radical restructuring that has been both challenging and painful.

The need to preserve and sustain our pioneering work developed over thirty five years was paramount in our future planning. The decision to merge with Business in the Community will see Arts & Business, we believe, grow from strength to strength, with the support and influence of Business in the Community and its 850 business members. We see this as the opening of a new chapter in our history, with us continuing to put our vision of the arts transforming people's lives, at the forefront of business. Our operations in Scotland, Wales and Northern Ireland continue to receive public funding from their own governments and public agencies and therefore the trustees saw this as the right time to enable our colleagues in these three nations to become self standing, independent charities.

So three new charities now join the Arts & Business family and we look forward to the new alliance of Arts & Business, across the United Kingdom, continuing to develop private sector support even more effectively.

Yes, these are exciting and challenging plans, but sadly we have had to say to goodbye to many talented and committed colleagues in England. Their achievements will always be a testament to their dedication. We wish them well in their future careers and thank them for helping to ensure that the arts and business movement continues to flourish.

On a personal note, this is now the opportune time for me to step down as Chief Executive. I have been privileged to have worked for this organisation for twenty eight years. Business in the Community has asked me to become a Vice President of Arts & Business after the merger and to take on an ambassadorial role. I have accepted their invitation. I am delighted that I have still an opportunity to help shape this remarkable organisation as it moves into its next phase of development.

**Colin Tweedy**

**We look forward to the new alliance of Arts & Business, across the United Kingdom, continuing to develop private sector support even more effectively.**





## Activities & achievements

# UK wide activity

## 2010/11

During 2010/11, we continued our work offering training, advice and support to individuals within the arts and cultural sector in all areas related to private sector partnerships including fundraising, board development, individual giving, mentoring and volunteering.

## Business support

We aim to increase the number of businesses engaging with the cultural sector by growing the A&B business network and increasing business support.

## Trustee training and participation

We helped to strengthen and develop the competencies of arts boards through our work in board governance. In the last year we provided 36 trustee training and board development courses, and undertook tailored board development work for 45 cultural organisations, benefitting over 800 trustee participants.

## Mentoring

We launched a mentoring scheme this year and successfully matched 12 young mentees with senior leaders in the arts fundraising sector. As a partner with the European Year of Volunteering we matched skilled business volunteers with arts organisations across England.

## 10,000 followers

Our social media accounts have become highly followed with the A&B Twitter account accruing over 10,000 followers. This makes it one of the most engaged and powerful accounts in the cultural sector.

## 1,255 arts members

The success of our information and advice services is echoed in our Arts membership which again increased by a further 10% to 1,255.

## Over 100

We delivered over 100 speaking engagements on philanthropy, corporate, conference platforms and published 59 new case studies, each promoting a specific aspect of private sector partnerships with the arts.

## Policy work

Leading the policy debate – our Private Sector Policy for the Arts a compelling framework of action to reboot and rewire the mixed arts funding economy – concluded “the overriding aim for cultural policy must be to impact more quickly on the ability of the whole arts sector to transform it’s capacity to generate and sustain private funds.”

## £2,352,119

The challenge fund The Big Arts Give was established in partnership with philanthropist Sir Alec Reed and The Big Give to stimulate new individual philanthropy for the arts. The scheme raised a total of £2,352,119 of new philanthropy for the sector.

## Research

Our Private Investment in Culture survey noted a fall in private investment. Private contributions fell 3% to £659m and business contributions by 11% to £144m.

## Master classes and workshops

Over the past year our master classes and workshops provided arts delegates with practical insights from their peers on topics ranging from legacy fundraising and major donors through to online fundraising and reporting return on investment. Our annual symposium welcomed over 250 attendees and we offered face-to-face, telephone and on-line advice sessions.

## The Prince of Wales Medals

Our President presented The Prince of Wales Medals for Arts Philanthropy at St James’s Palace to the 2010 honourees Mr Richard Broyd, Mr Anthony d’Offay & Mrs Anne d’Offay, Helen Thorpe, Mr and Mrs David Seligman, (The late) Lord Wolfson & Family.

## Cultural fundraising

We held our second annual Frontline Fundraising Symposium providing the right practical advice and expert voices to help unlock additional funding for all our cultural partners. “Cultural fundraisers continue to produce astounding results, but they are perpetually being asked to achieve more with less.”



# Scotland

This year has seen Arts & Business Scotland (ABS) celebrate its 25th anniversary. Our quarter century has seen us become a partner in helping Scotland's culture sector reach its current high international standing.

Since our inception we have directly invested £7.1 million in the arts in Scotland through Government supported sponsorship incentive schemes, engaged with around 1,300 businesses and at our twenty fourth annual Awards ceremonies celebrated over 850 business and arts partnerships.

Our direct projects with business have included such outstanding projects as The Arts@Work programme. Developed for Scottish Widows it provided personal development benefits to 68% of the company's 4000 plus staff and positively impacted on 43% of employees' attitudes.

The Glenfiddich International Artists Residency Programme, now entering its 10th year, has not only enabled over 60 artists from all five continents to live and work in the Dufftown distillery, it has become an invaluable international marketing tool for the Glenfiddich brand.

These 25 years have also seen arts devolution followed by political devolution. It is therefore appropriate that Arts & Business is devolving its country operations and in Scotland we face this new future with confidence. The Scottish Government has committed a further 3 years of £300,000 per annum for our match sponsorship scheme and we are developing our strategic relationship with both Creative Scotland and Museums Galleries Scotland. In addition to our successful established services this year we have rolled out and reinvigorated our practice.

First we relaunched Skills Bank with the support of Heineken, in partnership with Creative Scotland we launched a forum for its funded organisations' Chairs with over 50 attending the first meeting, we joined with the Centre for Charitable Giving and Philanthropy (CGAP) producing research and training to expand arts philanthropy and with Creative Scotland's support we launched a Scotland specific crowdfunding site, in partnership with Angel Shares, that will pilot the use of digital engagement for individual donations.

In spite of economic and social uncertainties, Scotland's cultural life is robust. We look forward to playing our part in encouraging corporate and individual funding, that vital segment that helps ensure the vibrancy and significance of Scotland's arts.

**Barclay Price**

## 25

Celebrating a quarter of a century building Scotland's cultural standing.

## £7.1m

Direct investment in the arts in Scotland since our inception.

## 60+

The Glenfiddich International Artists Residency Programme, now entering its 10th year, has enabled over 60 artists from all five continents to live and work in the Dufftown distillery.

## £300,000

The Scottish Government has committed a further 3 years of £300,000 per annum for our match sponsorship scheme.



# Wales

The work of Arts & Business Cymru continues to go from strength to strength.

Business and arts membership enjoyed significant growth and the CultureStep Investment Programme enjoyed huge success, with many deeply rooted and sustainable partnerships being enabled. During 2010/11, £90,000 government money levered over £670,000 direct business investment – a return of over £7:£1. A&B Cymru was also delighted that, thanks to Arts Council of Wales funding, it was able to re-launch Arts & Kids Cymru. This far reaching scheme has already engaged hundreds of socially disadvantaged young people in the arts through business support.

Much of A&B Cymru's work is focused on bringing benefit to business' staff. The demand for arts based training increased substantially and over 200 people were engaged in its Professional Development Programmes. In addition to delivering these key programmes, the Cymru team hosted 20 events (including the sell out awards ceremony) and provided advice to over 300 individuals from business and the arts.

All in all, a truly successful year. The Wales operation has come a long way since 1988, when ABSA – the Association for Business Sponsorship of the Arts – first established an office in Cardiff.

Since that time, the organisation has seen many developments. The name change to Arts & Business in 1999 was, significantly, the same year as Wales' National Assembly was formed. Highlights of the last decade include the consistent increase in members, profile and credibility, the introduction of the Professional Development Programmes and, perhaps most importantly, the opening of the North Wales office in 2001. Another key stage in A&B Cymru's life was securing independent funding from the Welsh Government in 2008.

This ongoing commitment has allowed the team to focus clearly on the needs of business and the arts and work in partnership with them to build healthy, rewarding and sustainable communities.

In November 2011 the operation will see its biggest change yet with its move to independence. This exciting development is seen by all A&B Cymru's stakeholders and partners as a natural, proper part of true devolution. The change will build on all achievements to date by allowing A&B Cymru to further tailor its work to the specific needs of Wales, extending its reach and effectiveness to people across the country.

## £670,000

During 2010/11, £90,000 government money levered over £670,000 in direct business investment.

## 20

The Cymru team hosted 20 events, including the sell out awards ceremony.

## 2011

In November 2011 the operation will see its biggest change yet with its move to independence. This exciting development is seen by all A&B Cymru's stakeholders and partners as a natural, proper part of true devolution.



# Northern Ireland

Arts & Business NI retained its strong membership base increasing arts membership to 90 and business membership to 63. Derry & Belfast were the chosen venues for A&B NI's delivery of 2 seminars entitled 'Are you Fundraising Ready?'. Additionally 3 half days sessions were delivered on the Individual Giving programme, which was funded through the CIIF programme.

Arts Council of Northern Ireland (ACNI) support enabled arts fundraisers to avail of a series of 5 master classes with subsequent business mentoring support on key development topics plus 3 recession arts breakfast seminars. Support and advice was offered to 83 individuals via one-to-one surgeries and online support. 5 local council areas played host to 58 attendees who participated in 5 'Introduction to Sponsorship' seminars delivered to community arts organisations.

The successful Art of the Pitch programme trained 6 cultural managers in how to prepare and deliver a pitch to a sponsor – one organisation secured a sponsorship as a result and the winning pitch received one years mentoring from a leading NI business. The A&B NI LINK programme offered 10 cultural managers an opportunity to gain a University accredited Diploma in Management Practice, they were trained in strategic business planning and income generation strategies, with a best practice trip to Boston.

Cultural boards in NI were strengthened via our various Board and governance programmes. We placed 17 business volunteers onto arts boards. Bespoke governance training was offered via our board development days and Trustee training courses. Our strategic partnership with our Principal funder the ACNI was strengthened and developed. The Investment programmes funded by ACNI saw us invest £194,320 in 37 partnerships, leveraging £5.70 for every £1 invested translating to leveraged business sponsorship of £1,107,450.

Relationships were also developed at Ministerial level with the Minister for Culture, Arts and Leisure and Enterprise Minister jointly hosting an In Camera dinner in Parliament Buildings in 2010. The Culture Minister also attended and spoke at various A&B NI events throughout the year. A re-focused business member events & communications strategy delivered 12 events including a new thought leadership series Business Thinking Rewired, supported by Invest NI and McKinty and Wright Solicitors.

In 2012 A&B NI will celebrate its 25th year. A&B NI has a long serving and highly experienced staff team who are passionate about their work and have strong links and experience with the arts and business sectors. A&B NI is looking forward to the next 25 years and the opportunities that lie ahead.

**Mary Trainor-Nagele**

## 90/63

Arts & Business NI retained its strong membership base increasing arts membership to 90 and business membership to 63.

## £194,320

The Investment programmes funded by ACNI saw us invest £194,320 in 37 partnerships,

## £1,107.450

By investing £194,320 in 37 partnerships we leveraged 1.1m in business sponsorship.





# **Financial highlights**

# Financial highlights

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## Financial commentary

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The Financial Statements for the year for A&B and the Group may be found on pages 22 to 23.

The results of the Group include the operating activities of all A&B's regional offices together with the results of its trading subsidiary, Arts & Business Services Limited ("Services"). These Financial Statements comply with the requirements of SORP 2005 which was first adopted by A&B in 2006.

The Group result for the year was a surplus of £113k compared to a surplus of £221k in the preceding year. The Group's free reserves, excluding designated funds and fixed assets, increased to £2,242k.

After deducting a distribution of £30k, A&B's trading subsidiary ("Services") broke even (2010: broke even). Turnover decreased from £821k to £775k. This was due to the fall in business membership and consultancy activity referred to above. Services made a distribution under Gift Aid to its parent charity of £30k (2009: £7k).

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## Funders

The main source of funds for A&B is the Department of Culture Media & Sport ("DCMS") through Arts Council England ("ACE"). A&B also receives funding from the Scottish Executive Government, Arts Council Northern Ireland ("ACNI") and the Wales Assembly Government - both directly and through Arts Council Wales.

In addition, A&B raises funds for its activities by way of grants, subscriptions and donations as well as through its trading subsidiary, and the sale of membership and other services. The Board is grateful to all A&B's funders, donors and sponsors for their generous support of the charity's activities.

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## Reserves policy

The Finance & General Purposes committee reviews the Reserves policy on an annual basis. Following the 2009 review, and in the light of the then economic climate, the trustees adopted a policy that the “free reserves” would be maintained at a figure equivalent to the costs of six months of ordinary activity. These “free reserves” are required in order to address potential risks, contingencies and opportunities for which other funds may not be available.

At 31 March 2011, the “free reserves” (as defined by SORP 2005) amounted to £1,815k together with £635k held in designated funds for specific purposes. The free reserves figure represents approximately 7.1 months of ordinary expenditure.

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## Investment policy and performance

The charity’s investments are made in accordance with the trustees’ investment powers, which are set out in the charity’s governing document. The policy is to obtain the best return on the funds surplus to the charity’s immediate needs whilst minimising the risk of capital depreciation. A review of the policy was undertaken by the trustees in October 2009 when it was decided to spread the risk more evenly across the three deposit takers, HSBC Bank plc, COIF Charities Deposit Fund and the CAF Charities Deposit Fund. The revised policy is to:

- keep a minimum of £500k on deposit with A&B’s bankers (currently HSBC Bank plc)
- spread risk more evenly across the three deposit takers
- invest surplus funds only in bank deposits or similar with deposit takers rated AAA or similar or which are adjudged by the Finance & General Purposes committee to have a similar status
- regard the members of the Finance & General Purposes committee as being “suitably qualified” to advise the trustees on the discharge of their responsibilities

The trustees’ investments are shown in the attached Balance Sheet as Investment Deposits within Current Assets.

**Arts & Business group, including Arts & Business Limited**  
**Consolidated statement of financial activities for the group**  
**(incorporating an income & expenditure account) For the**  
**year ended 31 March 2011.**

	Notes	Unrestr'd funds £'000	Restricted Funds £'000	2011 Totals £'000	2010 Totals £'000
<b>Incoming resources</b>					
Grant and voluntary income					
Grants	3, 14	5,149	116	5,265	5,600
Earned income					
Advocacy, research & events	1	226		226	269
Arts capacity building	2	136		136	145
Business development	3	313		313	372
Consultancy		160		160	104
Projects	5	68		68	67
Other earned income	4	25		25	39
Investment income		13		13	16
<b>Total incoming resources</b>		<b>6,090</b>	<b>116</b>	<b>6,206</b>	<b>6,612</b>
<b>Resources expended</b>					
Costs of generating funds					
Costs of operating A&B services ltd	5	436		436	343
Fundraising and publicity costs	5	39		39	44
Total cost of generating funds		475		475	387
Charitable expenditure					
Advocacy, research & events	5	1,447		1,447	1,967
Arts capacity building	5	1,265		1,265	1,588
Investment programmes	5	695		695	685
Business development	5	626		626	691
Consultancy	5	370		370	331
Projects	5	472	108	580	506
Support to charities with parallel objects	5	211		211	196
Other activities	5, 14	404		404	17
Governance	5	20		20	23
<b>Total charitable expenditure</b>		<b>5,510</b>	<b>108</b>	<b>5,618</b>	<b>6,004</b>
<b>Total resources expended</b>		<b>5,985</b>	<b>108</b>	<b>6,093</b>	<b>6,391</b>
<b>Net incoming resources before transfers</b>	<b>14</b>	<b>105</b>	<b>8</b>	<b>113</b>	<b>221</b>
Transfers between funds		4	-4	0	0
<b>Net movement in funds for the year</b>		<b>109</b>	<b>4</b>	<b>113</b>	<b>221</b>
Funds brought forward at 1 April 2010		2,368	49	2,417	2,196
<b>Funds carried forward at 31 March 2010</b>		<b>2,477</b>	<b>53</b>	<b>2,530</b>	<b>2,417</b>

The notes on pages 4 to 15 form part of the financial statements.

**Arts & Business Group, including Arts & Business Limited  
Charity and Group Balance Sheets as at 31 March 2011.**

	Notes	Charity 2011 £'000	Group 2011 £'000	Charity 2010 £'000	Group 2010 £'000
<b>Fixed Assets</b>					
Tangible fixed assets	10	27	27	43	43
		27	27	43	43
<b>Current Assets</b>					
Debtors	11	426	449	376	364
Investment deposits		1,512	1,512	1,508	1,508
Cash at bank		1,571	1,756	1,191	1,382
		3,509	3,717	3,075	3,254
<b>Current Liabilities</b>					
Creditors	12	1,010	1,214	705	880
		1,010	1,214	705	880
<b>Net Current Assets</b>		<b>2,499</b>	<b>2,503</b>	<b>2,370</b>	<b>2,374</b>
<b>Total Assets less Current Liabilities</b>		<b>2,526</b>	<b>2,530</b>	<b>2,413</b>	<b>2,417</b>
<b>Reserves</b>					
Restricted Funds	13	53	53	49	49
Unrestricted Funds	14	2,473	2,477	2,364	2,368
<b>Total Reserves</b>		<b>2,526</b>	<b>2,530</b>	<b>2,413</b>	<b>2,417</b>

Approved and authorised for issue by  
the trustees and signed on their behalf by:

**Mark Austen**  
Chair



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# The Prince's Charities

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## Education and Young People

The Prince's Drawing School  
The Prince's School of Traditional Arts  
The Prince's Trust  
The Prince's Teaching Institute  
The Prince's Foundation for Children & The Arts  
The Prince's Scottish Youth Business Trust

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## Environmental Sustainability

University of Cambridge Programme for Sustainability Leadership

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## The Built Environment

The Prince's Foundation for the Built Environment  
The Prince's Regeneration Trust  
The Great Steward of Scotland's Dumfries House Trust

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## Responsible Business and Enterprise

Arts & Business  
Business in the Community  
Scottish Business in the Community  
In Kind Direct  
PRIME  
PRIME Cymru  
The Prince's Youth Business International

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## International

The British Asian Trust  
The Turquoise Mountain Foundation

# Principal members

**Bank of America  
Merrill Lynch**



The **co-operative**  
good for everyone

**ERNST & YOUNG**  
*Quality In Everything We Do*



 **Lloyds TSB | Commercial Finance**



**PRICEWATERHOUSECOOPERS** 

**PRUDENTIAL** 

**sky ARTS**

# Business Members

AAMCI Consulting Limited  
 Aardman Animations Ltd  
 Aaron & Partners Solicitors  
 Aberdeen and Grampian Chamber of Commerce  
 Admiral Group  
 Alchemy Wealth Management Ltd  
 Allianz  
 Allied Domecq Plc  
 Amcen Cyfyngedig  
 Andaz Liverpool Street  
 Anderson Strathern LLP  
 Anglian Water Group  
 Appleyard Lees  
 Argent Estates Limited  
 Arthur Cox  
 Ashleybank Investments Ltd  
 Aurora Events and Marketing  
 Bangor University  
 Balhousie Care Group  
 Bank of America Merrill Lynch  
 Bank of Ireland  
 Bank of Scotland  
 Barcelo Cardiff Angel Hotel  
 Barclays Commercial Bank  
 Barclays plc  
 Barclays Wealth  
 Bart Spices Ltd  
 BBC Cymru Wales  
 BDO Services Ltd  
 Beachcroft LLP  
 Beattie Communications  
 Belfast Harbour Commissioners  
 Belfast Media Group  
 Belfast Visitor & Convention Bureau  
 Birmingham Chamber Of Commerce & Industry  
 Birmingham City Council  
 Birmingham Post  
 Black Horse  
 Black Light  
 Bombardier Aerospace  
 Botanic Inns Ltd  
 BP International Ltd  
 Brewin Dolphin  
 Bridgewater Management Limited  
 British Sky Broadcasting  
 Broomfield & Alexander  
 Bruntwood Estates Ltd  
 BT Ireland  
 Business in the Community  
 Business In The Community Northern Ireland  
 B4B  
 Caboodle Media  
 Calderdale Metropolitan Borough Council  
 Cambridge City Council  
 Carmarthenshire County Council  
 Cambridge University Press  
 Cameron Presentations  
 Capital Apartments Ltd  
 Capita Symonds  
 Cardiff Metropolitan University  
 Carrick Creative  
 Carson McDowell

CBI North West  
 CBI Wales  
 CB Richard Ellis Limited  
 Ceidiog Communication  
 Centotre Ltd  
 Cello mruk research  
 ChandlerKBS  
 Chevron Upstream Europe  
 Mint  
 Civitas Law  
 Clarke Associates  
 Clear Partnership  
 Cleaver Fulton Rankin  
 CLIPP  
 Clogau Gold  
 Club LS1  
 Clydesdale Bank  
 Coastal Housing Group Ltd  
 Cobbetts  
 Coca Cola HBC Ireland  
 Commercial Conclusion  
 Confederation of British Industry  
 Confused.com  
 Consarc Design Group Ltd  
 Conwy County Borough Council  
 Cornwall Chamber Of Commerce & Industry  
 Cowan & Partners  
 The Co-operative Group (CWS) Ltd  
 Costain Ltd  
 Coutts & Co  
 Crossrail Ltd  
 Cruz and Co Ltd  
 Culver Financial Consultancy Ltd  
 Cumbria Tourist Board  
 Cunningham Coates Stockbrokers  
 Cutty Sark  
 Daily Post  
 Darlington Arts Ltd  
 Davy Northern Ireland  
 Dean Clough Limited  
 Deutsche Bank  
 Devon & Cornwall Business Council  
 Diageo Northern Ireland  
 Dirty Design  
 Dischromatics  
 The District  
 DLA Piper UK LLP  
 DMH Stallard  
 Donnelly Neary & Donnelly  
 Dorset Business  
 Double Art Ltd  
 Dundee & Angus Chamber of Commerce  
 Dwr Cymru Welsh Water  
 Eastbourne & District Chamber of Commerce  
 Edding (UK) Limited  
 Edinburgh Chamber of Commerce  
 Edwards & Co  
 Ekspan  
 Elspeth Consulting  
 Emerald Group Publishing  
 Ernst & Young  
 Essex County Council

# Business Members

Essex & Suffolk Water  
 Eskmills  
 Essential Edinburgh  
 Ethnic Business Support Programme  
 Eversheds LLP  
 Everything Everywhere  
 Firmus Energy  
 First ScotRail  
 FlightLink Wales  
 Foot Anstey Solicitors  
 Fulcrum Direct Ltd  
 Frank McGlone  
 Freight Design Ltd  
 Freshwater PR & Marketing  
 Gallaher Limited  
 Gamlins Solicitors  
 Gillespie Macandrew LLP  
 Glasgow Chamber of Commerce  
 GlaxoSmithKline plc  
 Glyndwr University  
 Gormleys Fine Art  
 Gregg Latchams LLP  
 Gunwharf Quays Management Limited  
 GWE BusinessWest  
 G W Consulting  
 G4S Care & Justice Services (UK) Limited  
 Haden Freeman Ltd  
 Harrison Photography  
 Heineken UK Ltd  
 Henzteeth  
 Herbert Smith LLP  
 Heritage Hardwood Conservatories Ltd  
 Hortons' Estate Ltd  
 Hospital Innovations  
 Hugh James  
 iCrossing  
 Institute of Directors  
 Institute of Directors Scotland  
 Institute of Physics Publishing  
 Inverness Chamber of Commerce  
 Inver House Distillers Ltd  
 Irwin Donaghey Stockman  
 Irwin Mitchell Solicitors  
 Jackson Coles  
 Jaguar Land Rover  
 James Street South  
 Jarrold & Sons Ltd  
 Jeremy Kidd  
 John Lewis Cardiff  
 John Lewis–Trafford Centre  
 KBC Bank  
 Kingscavil Consulting  
 Kinnarps  
 Kingston Smith LLP  
 KPMG  
 Kynesis Ltd  
 Land Securities  
 Lawrence Miller & Co  
 Legal & General (Wales)  
 Leicestershire County Council  
 Liddell Thomson  
 Like Minds

The List  
 Liverpool Chamber of Commerce and Industry  
 Liverpool Commercial District Partnership  
 Lloyds Banking Group  
 Lloyds TSB Commercial Finance Ltd  
 London & Strategic Estates Ltd  
 The Loop Communication Agency  
 Lyons Davidson  
 Malmaison Hotel  
 Manchester Chamber of Commerce and Industry  
 Manchester Metropolitan University  
 Manorhaus  
 Marion Thackway  
 Marketing Birmingham  
 Marketing Industry Network  
 Marshall Group of Companies  
 Marsh UK Ltd  
 Maskreys Ltd  
 Material Marketing and Communications Ltd  
 Maybourne Hotels  
 McFadden Associates Ltd  
 Mercure Bristol Holland House Hotel & Spa  
 The Mersey Partnership  
 Metro Ecosse  
 McGrigors Belfast LLP  
 McKinty & Wright Solicitors  
 Mearns & Gill Ltd  
 Millar McCall Wylie Solicitors  
 Minster Press  
 Mint Group  
 Mint Hotel Glasgow  
 MurmurART  
 Murray Beith Murray WS  
 National Australia Bank  
 Newport City Council  
 Nicholson & Bass Ltd  
 Northern Bank  
 The Northern Trust Company  
 Northwest Regional Development Agency  
 NWBLT Enterprises Limited  
 Opus Classical  
 Origin Partners  
 Ove Arup & Partners International Ltd  
 Parker Green International  
 Park House Club  
 Park Plaza Cardiff  
 Partners in development  
 Patton Group  
 Paul French Limited  
 Paul Widdup  
 Pendine Park Care Homes  
 Pentland Group plc  
 Peplematters (Europe) Ltd  
 Pinsent Masons Llp  
 PMD Group Limited  
 PricewaterhouseCoopers  
 Principality Building Society  
 Pro Active Resolutions  
 Provident Financial Plc (HO)  
 Prudential UK & Europe  
 Quality Scotland  
 Queens Arcade

Ralli Solicitors  
 Real Estate 4 Intelligent Lifestyle (REIL)  
 Regional International Business Convention  
 Research Institute for Arts & Humanities at Swansea University  
 Richemont International Ltd  
 Richmond Associates  
 Riverside Inverclyde  
 Robinson McIlwaine  
 Rockwool Ltd  
 Roland Dransfield PR  
 Rolls-Royce plc  
 Roper Rhodes Ltd  
 Ross Labels Limited  
 Royal Institution of Chartered Surveyors  
 Royal Mail Group Ltd  
 Royal Oak Hotel  
 Russell-Cooke Solicitors  
 Salford Business School  
 Salisbury & Co.  
 SB Studio  
 Scottish Business In The Community  
 Scottish Council for Development & Industry  
 Scottish Family Business Association  
 Scottish Government  
 Scottish Power  
 Scottish Retail Consortium  
 Scottish Widows Plc  
 Seven Marketing  
 Sheffield City Council  
 Shell UK Limited  
 Sheridan Group  
 Shiseido Co. Ltd  
 Shropshire Council  
 Silver Star Holidays  
 SMARTS  
 Smoke Control Services  
 Smith of Derby Limited  
 Smith & Nephew Plc (Wound Management) Sort Design  
 Smith & Williamson  
 Spindogs  
 Spirit Marketing Group  
 Standard Life  
 Staying Cool  
 Stratagem  
 Stride Treglown Davies  
 Surrey Chambers of Commerce  
 S4C  
 Talisman Energy (UK) Ltd  
 TAQA Bratani Limited  
 Tennants Auctioneers  
 Tennent's NI  
 Thames Valley Chamber of Commerce Group  
 Thought For Yorkshire Society  
 Titanic Quarter Limited  
 TLT LLP  
 Toshiba Of Europe Ltd  
 The Town House Collection  
 Tonick Business Publishing  
 Total E&P UK plc  
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 Travlaw LLP  
 TTP Group  
 Turcan Connell  
 Turner Broadcasting System Europe  
 UES Energy  
 Ulster Bank Ltd  
 Ulster Journals Ltd  
 Unilever R&D Port Sunlight  
 University of The West of England  
 University of Ulster Jordanstown  
 University of Wales Newport  
 U105 Ltd  
 Valero  
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 VSM (UK) Ltd  
 Wales & West Utilities Ltd  
 Walker Morris  
 Wendy Hopkins Family Law Practice LLP  
 Weightmans  
 West Coast Energy  
 Wessex Group  
 Wessex Water Plc  
 Willis and Company (Insurance Brokers) Ltd  
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 William Anderson & Sons Ltd  
 William Grant & Sons Distillers Ltd  
 WM Morrison Supermarkets plc  
 Wolfströme Design  
 Wolseley plc  
 Whitenoise  
 Whitespace  
 Ynni Gwynt Cymru Windpower Wales  
 WJR Consulting  
 Wrenbridge Land Ltd  
 Yorkshire Bank Plc  
 Yorkshire Forward  
 Zeffa

# Arts Members

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 20,000 Voices  
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 9Bach  
 AA2A  
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 Abbey Road Centre Bangor  
 Aberdeen International Youth Festival  
 Aberdeen Performing Arts  
 Aberystwyth Arts Centre  
 Academy Of Live & Recorded Arts (ALRA)  
 Academy of St Martin in the Fields  
 Accidental Theatre Productions  
 Act Now Creative Training  
 Action Factory Community Arts Ltd  
 Adad/Dance Uk  
 Admiration Theatre  
 Adverse Camber  
 Afrique Performs  
 Aisling Ghear Theatre Company  
 Akademi  
 Aldeburgh Music  
 Allerdale Borough Council  
 Alley Arts And Conference Centre  
 Almeida Theatre  
 Amgueddfa Genedlaethol Cymru/National Museum Wales  
 Andrew Carnegie Birthplace Museum  
 Anglia Ruskin University  
 Animate Projects Limited  
 Anne Peaker Centre for the Arts in Criminal Justice  
 Appledore Book Festival  
 Appledore Visual Arts Festival  
 Apples & Snakes  
 Arc  
 Arcane Dance Company  
 Archif Genedlaethol Sgrin a Sain/  
 National Screen & Sound Wales  
 Architecture Centre  
 Architecture Centre Network  
 Arcomis  
 Ards Borough Council Arts Committee  
 Armley Mills  
 Arnolfini  
 Art Asia  
 Art Circuit Touring Exhibitions  
 Art in Hospital  
 Art Shape Ltd  
 Artes Mundi  
 ArtHertz  
 Artichoke Trust Ltd  
 Artlink Central  
 Arts Care Gofal Celf  
 Arts Connection Gyswllt Celf  
 Arts & Disability Forum  
 Arts & Theatres Trust Fife  
 Arts Active Trust  
 Arts Alive Wales  
 Arts Canteen  
 Arts Care Gofal Celf  
 Arts Council England, East  
 Arts Council England, East Midlands  
 Arts Council England, North West  
 Arts Council England, South East  
 Arts Council England, West Midlands  
 Arts Council England, Yorkshire  
 Arts Council of Wales  
 Arts For All  
 Arts For Health Cornwall and Isles of Scilly  
 Arts For Rutland  
 Arts Inform  
 Artscare  
 Artsdepot  
 Artsekta  
 Artworks Creative Communities  
 Artworks-mk  
 Arvon Foundation  
 Askonas Holt Ltd  
 Aspek  
 Assault Events  
 Assembly Rooms & Guildhall Theatre  
 Association of British Orchestras  
 At Bristol  
 Attitude is Everything  
 Audiences London  
 Audiences NI  
 Audiences South  
 Audiences South West  
 Aune Head Arts  
 Avon Festivals  
 Bach Choir  
 BAFTA  
 BAFTA Scotland  
 Ballet Cymru  
 Baltic, Centre for Contemporary Art  
 Bamboozle Theatre Company  
 Bampton Classical Opera  
 Band On The Wall  
 Bangor University  
 Barber Institute Of Fine Arts  
 Barbican Centre  
 Barbican Theatre  
 Bardic Theatre  
 Basildon Best Excellence Cluster  
 Bath Area Network For Artists (BANA)  
 Bath Festivals Ltd  
 BBC National Orchestra of Wales  
 BBC Performing Arts Fund  
 BBC Television  
 BE Festival  
 Beaford Arts  
 Beam  
 Beamish Development Trust  
 Beat Initiative  
 Bedford Players Trust  
 Belfast Circus School  
 Belfast City Council  
 Belfast Exposed  
 Belfast Film Festival  
 Belfast Music Society  
 Belfast Philharmonic Society  
 Belfast Platform for the Arts  
 Belfast Print Workshop  
 Belfast Trad  
 Belfast Waterfront

Belgrade Theatre Coventry  
 Ben Uri Gallery  
 Benjamin Franklin House  
 Benslow Music Trust  
 Beyond The Boarder  
 Big Telly Theatre Company  
 Bigfoot Arts Education Wales  
 Bigfoot Arts Education West Kent Ltd  
 Birds Eye View  
 Birmingham Contemporary Music Group  
 Birmingham Hippodrome Theatre  
 Birmingham Museum & Art Gallery  
 Birmingham Repertory Theatre  
 Birmingham Royal Ballet  
 Black Box  
 Blackbaud  
 Blackburn With Darwen Borough Council  
 Blackpool Grand Theatre  
 BOCS  
 Bodelwyddan Castle Trust  
 Bombastic Ltd  
 Borders Book Festival  
 Bournemouth Creatives  
 Bournemouth Symphony Orchestra  
 Box Clever Theatre Company  
 Bradford Theatres  
 Breaking Barriers Community Arts  
 Brecon Jazz  
 Bridging Arts  
 Bridgwater Arts Centre  
 Brighton Dome and Festival Ltd  
 Brighton Early Music Festival  
 Brighton Festival Fringe  
 Brighton Photo Fringe  
 Bristol City Council  
 Bristol City Library Service  
 Bristol Creative Projects  
 Bristol Ensemble  
 Bristol Festival Community Group  
 Bristol Museums, Galleries and Archives  
 Bristol Old Vic Theatre School  
 Bristol Old Vic Trust Ltd  
 Bristol Royal Hospital for Children  
 British Federation Of Brass Bands  
 British Film Institute (BFI)  
 British Isles Gallery  
 British Library  
 British Youth Opera  
 Britten Sinfonia  
 Bromley By Bow Centre  
 Brooklands Museum  
 Bruce Tait Associates Ltd  
 Bruiser Theatre Company  
 Brunel's SS Great Britain  
 Buckinghamshire County Council  
 Budleigh Salterton Festivals Trust  
 Budleigh Salterton Literary Festival  
 Bury St Edmunds Festival  
 Bush Theatre  
 Butetown History & Arts Centre  
 Buxton Opera House  
 C&T Theatre Company  
 CADE, Writtle College  
 Cahoots NI  
 Cairncastle Ulster Scots Group  
 Caledoniart Ltd  
 Calouste Gulbenkian Foundation  
 Cambridge Arts Theatre  
 Cambridge Film Trust  
 Cambridge Wordfest  
 Canolfan Gerdd William Mathias  
 Canterbury Festival  
 Cappella Nova  
 Caravanserai Productions Limited  
 Cardiff Metropolitan University  
 Cardboard Citizens  
 Carl Rosa Opera  
 Carmarthenshire Arts  
 Carmarthenshire Theatre  
 Carnaval del Pueblo Association  
 Carnival Village  
 Carousel  
 Castlefield Gallery  
 Cathedral Quarter Arts Festival  
 Celtic Media Festival  
 Celtic Music Radio  
 Central School of Ballet  
 Centre for Contemporary Arts  
 Chapter Arts Centre  
 Charities Aid Foundation  
 Charles Rennie Mackintosh Society  
 Cheltenham Festivals Ltd  
 Cheshire County Council – Tatton Park  
 Chester Festivals Partnership  
 Chichester Festival Theatre  
 Chichester Festivities  
 Chickenshed Theatre Company  
 Children's Discovery Centre  
 Chinatown Arts Space  
 Chinese Arts Centre  
 Chisenhale Gallery  
 Cinemagic World Screen Festival for Young People  
 Circomedi – Academy Of Circus Physical Theatre  
 Cirque Nova Ltd  
 Citizens Theatre  
 City Eye  
 City of Birmingham Symphony Orchestra  
 City of London Festival  
 City of London Sinfonia  
 Classworks Theatre  
 Clean Break  
 Ciwb Conwy Cube  
 Clwyd Theatr Cymru  
 Cockpit Arts  
 Collective Gallery  
 CoMA (Contemporary Music Making for Amateurs)  
 Comberton Village College  
 Comedi Productions  
 Commissions East  
 Community Arts Forum  
 Community Dance Wales  
 Community Music East  
 Community Music Wales  
 Complicite

# Arts Members

Compton Verney  
 Contact Theatre  
 Conwy County Council  
 Copeland Borough Council  
 Cornerhouse  
 Cornwall Arts Centre Trust  
 Cornwall Council, Creative Services  
 Cornwall Film Festival  
 Cothu  
 Cottenham Village College  
 Council For British Archaeology  
 Courtauld Institute Of Art  
 Coventry Heritage & Arts Trust  
 Craft Central  
 Craft Northern Ireland  
 Crafts Council  
 Craftscotland  
 Craftspace  
 Craigmillar Community Arts  
 Creative & Cultural Skills (Wales)  
 Creative Future  
 Creative Junction  
 Creative Learning Agency  
 Creative Partnerships University of Sussex  
 Crediton Arts Centre  
 Crescent Arts Centre  
 Cryptic  
 CUBE Gallery  
 Cubitt Artists Ltd  
 Cuckoo Farm Studio  
 Cultivate  
 Cultural Enterprise Office  
 Cultural Industries Development Agency  
 Culture Sparks  
 CulturIann Macadam OFiaich  
 Cumbernauld Theatre  
 Cumbria Network  
 Curious Minds  
 Curwen Print Study Centre  
 Cwmni'r Fran Wen  
 Cyprus Well  
 Cyrenians Cymru  
 Dance 4  
 Dance Base  
 Dance Blast  
 Dance House  
 Dance Initiative  
 Dance Resource Base  
 Dance Umbrella Ltd  
 Dance United  
 DanceDigital  
 Dancer's Career Development  
 DanceXchange  
 Daphne du Maurier Festival of Arts & Literature  
 Darlington Borough Council  
 Dash Arts  
 David Hughes Dance Productions  
 Deafinitely Theatre  
 Deal Festival of Music and the Arts  
 Déda  
 Department for Culture, Media and Sport  
 Derby Museum & Art Gallery  
 Design Museum  
 Devon Artist Network  
 Devon Arts in Schools Initiative  
 Devon Guild of Craftsmen  
 Digital Arts Studios  
 Directors Guild Trust  
 Disability Arts Cymru  
 Discover  
 Donmar Warehouse  
 Dorchester Arts Centre  
 Double Elephant Print Workshop  
 Dovecot Studios  
 Down Arts Centre  
 Down Community Arts  
 Drake Music Scotland  
 Duchy Square Centre for Creativity  
 Dulwich Picture Gallery  
 Dumfries & Galloway Arts  
 Dundee Contemporary Arts  
 Dundee Rep Theatre  
 Dv8 Physical Theatre  
 East Anglia Art Fund  
 East Lothian Council - Arts Services  
 East Renfrewshire Council  
 East Street Arts  
 Eastern Angles Theatre Company  
 Eastside Educational Trust  
 Echo Echo Dance Theatre Company  
 Eden Arts  
 Eden Court Theatre  
 Edinburgh College of Art  
 Edinburgh International Book Festival  
 Edinburgh International Festival  
 Edinburgh International Film Festival  
 Edinburgh International Science Festival  
 Edinburgh Royal Choral Union  
 Edinburgh Sculpture Workshop  
 Edinburgh World Heritage  
 Eisteddfod Genedlaethol Cymru  
 EMJAZZ  
 English Heritage  
 English National Ballet  
 English National Opera  
 English Symphony Orchestra Ltd  
 English Touring Opera  
 English Touring Theatre  
 Ensemble Cymru  
 Enterprise Music Scotland  
 Ermine Street Project CIC  
 Eureka! The National Children's Museum  
 European Union Youth Orchestra  
 Everyman Liverpool Playhouse  
 Ex Cathedra  
 Exeter City Council  
 Exeter Phoenix  
 Exeter Respect Group  
 Fabric  
 FACT  
 Fairfield Halls  
 Falmouth Art Gallery  
 Federation of British Artists (Mall Galleries)  
 Federation of Scottish Theatre

Feile An Phobail  
 Feis Rois  
 Feisean nan Gaidheal  
 Festival City Theatres  
 Festival Fringe Society  
 Festivals Edinburgh  
 Fife Contemporary Art & Craft  
 Film Agency For Wales  
 Film and Video Umbrella  
 FILMCLUB  
 Find Funds  
 Firefly Arts  
 firstsite  
 Fitzwilliam Museum  
 Flintshire County Council  
 Florence Nightingale Museum  
 Flowerfield Arts Centre  
 Fly Right Dance Company  
 Football Photography & The World  
 Forest Forge Theatre Company  
 Freedom Studios  
 Friends of Caerphilly Youth Theatre  
 Frieze Foundation  
 Fringe by the Sea  
 Fuel Film & Television Ltd  
 Fusion Reloaded Network Council  
 Future Everything Cic  
 Futures Theatre Company  
 G39  
 Galeri Caernarfon Cyf  
 Gardyne Theatre  
 Garsington Opera  
 Gazebo Theatre In Education  
 Generator  
 Get Into Reading South West (GIRSW)  
 Glasdir  
 Glasgow East Arts Company  
 Glasgow Film Theatre  
 Glasgow Independent Studio & Glasgow Project Room  
 Glasgow Print Studio  
 Glasgow School of Art  
 Glasgow Sculpture Studios  
 Glasgow Theatres Ltd  
 Glasgowbury  
 Glasgow's Concert Halls  
 Glenkens Community & Arts Trust  
 Glenn Edwards  
 Gloucestershire Dance  
 Glyndebourne Festival Opera  
 Glyndwr University  
 GMMAZ  
 Gobo Theatre Limited  
 Golden Thread Gallery  
 Gosport Borough Council  
 Grand Opera House  
 Great Northern Event NW Ltd  
 Greater London Authority  
 Green Room  
 Greenwich Dance Agency  
 Greenwich Theatre  
 Grid Iron Theatre Company  
 Grimsby Institute Of Further & Higher Education  
 Groam House Museum  
 Guildford Book Festival  
 Guildford International Music Festival  
 Guildhall Press  
 Guildhall School of Music & Drama  
 Gulbenkian Theatre  
 Gwasanaeth Ysgolion William Mathias  
 Gwent Theatre  
 Gwyl Gobaith Festival of Hope  
 Gwynedd County Council  
 Hackney Empire  
 Half Moon Young People's Theatre  
 Hall for Cornwall  
 Halle Concerts Society  
 Hammonds School  
 Hampstead Theatre  
 Handel House Museum  
 Happenstance Theatre Company  
 Harewood House Trust Ltd  
 Harland Fundraising  
 Harris Museum & Art Gallery  
 Harrogate International Festival  
 Hay Festival Of Literature & Arts  
 Headway Arts  
 Heart 'N' Soul  
 Heart of Hawick  
 Hearts & Minds  
 Hebrides Ensemble  
 Helen Jamieson Music Consultancy  
 Helix Arts  
 Henley Festival  
 Hereford Photography Festival  
 Heritage Lottery Fund  
 Hexham Book Festival  
 Hi8US South  
 HI-Arts  
 Hidden Cities Ltd  
 Hijinx Theatre  
 Hillview School for Girls  
 Historic Royal Palaces  
 HMS Warrior 1860  
 Hoipolloi Theatre  
 Honiton Festival  
 Horniman Museum & Gardens  
 Horse & Bamboo Theatre  
 Horsecross Arts  
 Hospital Arts, Chelsea and Westminster Health Charity  
 House for an Art Lover  
 Hull Truck Theatre Company  
 ICIA University Of Bath  
 Ikon Gallery  
 Imagineate  
 Immediate Theatre  
 Impact Opera  
 Imperial War Museum  
 Imperial War Museum Duxford  
 Imperial War Museum North  
 In Kind Direct  
 Incidental  
 Independ-dance  
 Independent Theatre Council (ITC)  
 India Dance Wales

# Arts Members

Indigo Ltd  
 INN London Limited  
 Inspire Northumberland  
 Institute of Contemporary Arts (ICA)  
 Institute of Fundraising Cymru  
 Institute of International Visual Arts  
 Interplay Theatre  
 Ipswich Borough Council  
 Ironbridge Gorge Museum Trust  
 Island Arts Centre  
 It's My Shout Productions Ltd  
 Ixia  
 Jamaica Street Studios  
 Jazz Services Ltd  
 Jerwood Space  
 Jonzi D Productions  
 Joyful Company Of Singers  
 Junction CDC Ltd  
 Kabosh  
 Kagemusha Taiko  
 Kala Sangam  
 Karen Dell'Armi Contemporary Jewellery  
 Kent Music  
 Kent Sinfonia  
 Kernow Education Arts Partnership  
 Kettle's Yard  
 Kids In Control  
 Kill For A Seat Comedy  
 Kinetika  
 Kingswood Foundation  
 Kneehigh Theatre  
 Koestler Trust  
 Krowji Ltd  
 Kundu Arts  
 La Folia  
 Lagan Legacy  
 Lake District Summer Music  
 Lakeland Arts Trust  
 Lakeside Arts Centre  
 Lambeth Orchestra Limited  
 Language of Dance Trust  
 Lanternhouse International  
 Lawrence Batley Theatre  
 Leeds City Art Gallery  
 Leeds Grand Theatre & Opera House  
 Leeds Museum Discovery Centre  
 Leeds Museums & Galleries  
 Leicester Print Workshop  
 Leicester Theatre Trust  
 Leisureworks  
 Leith Festival  
 Library Theatre Company  
 Light House Media Centre  
 Lime Art  
 Limelight Music  
 Lincolnshire Dance  
 Linen Hall Library  
 Literature Wales Llenyddiaeth Cymru  
 Little Troll Productions Ltd  
 Little Wander  
 Live Music Now Scotland  
 Live Music Now Wales  
 Live Music Now Yorkshire  
 Live Music Now! London  
 Live Theatre  
 Liverpool Biennial  
 Liverpool Comedy Trust  
 Liverpool Culture Company Ltd  
 Llangollen International Musical Eisteddfod  
 Llangollen Pavilion  
 Llantarnam Grange Arts Centre  
 London Academy of Music & Dramatic Art (LAMDA)  
 London Bubble Theatre Company Ltd  
 London Libraries Development Agency  
 London Library  
 London Philharmonic Orchestra  
 London Sinfonietta  
 London Symphony Orchestra  
 Lotherton Hall  
 Lower Machen Festival  
 Ludlow Assembly Rooms  
 Lung Ha's Theatre Company  
 Lyme Regis Development Trust  
 Lyric Theatre  
 MAC – Midlands Arts Centre  
 Machynlleth Comedy Festival  
 Macrobert  
 Maiden Voyage  
 Makers Guild in Wales  
 Making Music  
 Making Music East Midlands  
 Manasamitra  
 Manaton & East Dartmoor (MED) Theatre  
 Manchester Art Gallery  
 Manchester Camerata Limited  
 Manchester International Festival  
 Manchester Literature Festival  
 Manchester Museum  
 Manning Camerata  
 Mantle Community Arts  
 Mari Thomas Jewellery  
 Mary Penley Fine Artists  
 Mary Rose Trust  
 Matt's Gallery  
 Media Art Bath  
 Media Education Wales  
 Medway Council  
 Melbourn Village College  
 Menagerie Theatre Company  
 Mercury Theatre  
 Mercy  
 Merseyside Dance Initiative  
 Mess Up The Mess Theatre Company Ltd  
 Michael Harvey  
 Mid Pennine Arts Association  
 Mid Wales Opera  
 Middlesbrough Council  
 Millennium Court Arts Centre  
 Millennium Forum  
 Mima (Middlesbrough Institute of Modern Art)  
 Mind The Gap  
 Miracle Theatre Company  
 Miskin Theatre  
 Mission Gallery

Modern Art Oxford  
 Modern Masterpieces  
 Mole Valley District Council  
 Momentum Arts  
 Mostyn  
 Motionhouse Dance Theatre  
 motiroti  
 Mousetrap Theatre Projects  
 Moving on Music  
 Mslexia Publications Ltd  
 Mu Dae London Art and Design Studio  
 Murder on the Menu  
 MUSA (Museum of the University of St Andrews)  
 Museum of Domestic Design & Architecture (MoDA)  
 Museum of London  
 Mushroom Works CIC  
 Music in Hospitals, Scotland  
 Music In The Round  
 Music Platform  
 Music Theatre 4 Youth  
 Music Theatre Wales  
 Musicians Without Borders  
 Myrtle Theatre Company  
 NaCOT  
 National Campaign for the Arts  
 National Children's Orchestra  
 National Coal Mining Museum for England  
 National Dance Company Wales  
 National Federation Of Artists Studio Providers  
 National Galleries of Scotland  
 National Gallery  
 National Glass Centre  
 National Horseracing Museum  
 National Library of Scotland  
 National Library of Wales – Llyfrgell Genedlaethol Cymru  
 National Maritime Museum  
 National Maritime Museum Cornwall  
 National Media Museum  
 National Museums Liverpool  
 National Museums Northern Ireland  
 National Museums Scotland  
 National Opera Studio  
 National Portrait Gallery  
 National Railway Museum  
 National Theatre  
 National Theatre of Scotland  
 National Theatre Wales  
 National Youth Arts Wales  
 National Youth Choir of Scotland  
 National Youth Orchestra of Great Britain  
 Natural History Museum  
 Natural Theatre Company  
 Nerve Centre  
 Network Artists in Northumberland  
 New Art Exchange  
 NEW Dance  
 New London Orchestra  
 New Perspectives Theatre Company  
 New Producers Alliance  
 New Theatre Royal  
 New Wolsey Theatre  
 New Writing North  
 Newark & Sherwood District Council  
 Newbloodart Ltd  
 Newbury Spring Festival  
 Newcastle Choral Society  
 Newham Music Trust  
 Newlyn Art Gallery & The Exchange  
 Newport Museum & Art Gallery  
 Newtownabbey Borough Council  
 NICE (Nordic Intercultural Creative Events)  
 Nmc Recordings Ltd  
 No Handbags Theatre Unlimited  
 NoFit State Circus  
 Noise Festival Ltd.  
 Norfolk & Norwich Festival  
 Norfolk Dance  
 North Down Borough Council  
 North East Arts Touring  
 North Highland Connections  
 North Lands Creative Glass  
 North Light Gallery  
 North Music Trust  
 North Tyneside Council-Arts Development  
 North Wales International Music Festival  
 North Yorkshire Youth Music Action Zone (NYMAZ)  
 Northampton Arts Collective  
 Northern Academy of Performing Arts  
 Northern Ballet Theatre  
 Northern Ireland Museums Council  
 Northern Orchestral Enterprises Ltd  
 Northern Print  
 Northern Stage  
 Norwich City Council  
 Norwich Heart  
 Norwich Puppet Theatre  
 Norwich Theatre Royal  
 Nottingham City Council (Leisure & Culture)  
 Nottingham Contemporary  
 Nottingham Playhouse  
 Nottingham Trent University  
 NPB Fundraising  
 Nuffield Theatre  
 nva Europe Ltd  
 Octagon Theatre  
 OffWestEnd.com  
 Old Vic Theatre  
 Oldham Coliseum Theatre  
 Oldham Museum & Gallery  
 Only Men Aloud  
 Open Clasp Theatre Company  
 Open Eye Gallery  
 Open House (Open-city) London  
 Open House Traditional Arts Festival Ltd  
 Opera North  
 Opera Rara  
 Opun, the Architecture Centre for the East Midlands  
 Orchestra of the Age of Enlightenment  
 Orchestra of the Swan  
 Orchestras Live  
 Oriel Davies Gallery  
 Oriel Myrddin  
 Orkney Islands Council  
 Ormeau Baths Gallery

# Arts Members

Other Ear Learning  
 Out of the Darkness Theatre Company  
 Outside In  
 Oval House Theatre  
 Oxford Contemporary Music  
 Oxfordshire Theatre Company  
 Paintings In Hospitals  
 Panarts  
 Panda  
 Peaceful Progress  
 Penarth Arts & Crafts Ltd  
 Pentabus Theatre  
 Performances Birmingham Ltd  
 Permanent Gallery  
 Philharmonia Chorus  
 Philharmonia Orchestra  
 Phoenix Cinema Trust Ltd  
 Phoenix Dance Theatre  
 Phoenix Square  
 Photofusion  
 PhotoVoice  
 Pier Arts Centre  
 Pitchcentral  
 Place: Built Environment Centre for Northern Ireland  
 Playwrights' Studio Scotland  
 Plymouth City Museum & Art Gallery  
 Plymouth College Of Art  
 Poet In The City  
 Poetry Society  
 Polka Theatre  
 Poltimore House  
 Poole Arts Trust Limited (Lighthouse)  
 Poorboy Ltd  
 Portsmouth City Council  
 Portsmouth Festivities  
 Prime Cut Productions  
 Prism Arts  
 Proboscis  
 Project Ability  
 Project Phankama Uk  
 ProMo-Cymru  
 Promote YT (Scotland)  
 Proms At St Jude's  
 Proper Job Theatre Company  
 Proteus Theatre Company  
 Psappa  
 Public Arts, Lancaster University  
 Publishing Scotland  
 Pump House Gallery  
 Puppet Animation Scotland  
 Purple Broccoli Theatre Ltd  
 QUAD  
 Quay Arts  
 Queen Street Studios  
 Queen's Film Theatre  
 Queens Hall Arts Centre  
 Queerupnorth (IQUN Ltd)  
 Questors Theatre  
 RADA  
 Rambert Dance Company  
 Random Accomplice  
 Ransom Productions  
 Rapid Colour  
 Rb&hArts  
 RCAHMS  
 Reading Arts & Venues  
 Recycle  
 Redcar & Cleveland Borough  
 Red Ladder Theatre Company  
 Regional Screen Scotland  
 Re-Live  
 Replay Productions  
 Retina Dance Company  
 Rhondda Cynon Taff Community Arts  
 Rhondda Cynon Taff County Borough Council  
 Rhythm for Life  
 Rhythmix  
 Rich Mix  
 Richard Attenborough Centre  
 Rifco Arts  
 Riverfront Arts Centre  
 Riverside Theatre  
 RJC Dance Theatre  
 Roses Theatre Trust Ltd  
 Rother District Council  
 Rotherham Metropolitan Borough Council  
 Roundhouse  
 Royal Academy of Arts  
 Royal Albert Hall  
 Royal Albert Memorial Museum And Art Gallery  
 Royal College of Music  
 Royal Court Theatre  
 Royal Festival Hall  
 Royal Institute of British Architects  
 Royal Institution of Cornwall  
 Royal International Pavilion  
 Royal Lyceum Theatre Company Ltd  
 Royal Marines Museum  
 Royal Opera House  
 Royal Pavilion and Museums  
 Royal Scottish Academy of Music and Drama  
 Royal Scottish National Orchestra  
 Royal Ulster Academy  
 Royal Welsh College Of Music & Drama  
 Royal West Of England Academy  
 Rubicon Dance  
 Russell-Cotes Art Gallery And Museum  
 Ruthin Craft Centre  
 Ruth McLees  
 S.M. Consultants  
 Sadler's Wells  
 Sainsbury Centre for Visual Arts  
 Salford Heritage Service  
 Salisbury Arts Centre  
 Salisbury International Arts Festival  
 Salisbury Playhouse  
 Sara Shamsavari  
 Sawston Village College  
 Scala Cinema and Arts Centre  
 School of Music and Sonic Arts  
 Science Museum  
 Scots Music Group  
 Scottish Ballet  
 Scottish Bass Trust

Scottish Book Trust  
 Scottish Borders Council  
 Scottish Chamber Orchestra  
 Scottish Dance Theatre  
 Scottish Ensemble  
 Scottish Mining Museum Trust  
 Scottish Music Centre  
 Scottish National Jazz Orchestra (SNJO)  
 Scottish Opera  
 Scottish Poetry Library  
 Scottish Storytelling Centre  
 Scottish Youth Theatre  
 Screen South  
 Seacourt Print Workshop  
 Sefton Park Palmhouse Preservation Trust  
 Sense Scotland  
 Serious Ltd  
 Serpentine Trust  
 Seven Stories  
 Shakespeare at the Tobacco Factory  
 Shakespeare's Globe Theatre  
 Shape  
 Sheffield Galleries & Museums Trust  
 Sheffield International Documentary Festival  
 Sheffield Theatres  
 Shepway District Council  
 Sherman Cymru  
 Shetland Arts  
 Show of Strength Theatre Company  
 Showroom & Workstation  
 Sidmouth FolkWeek Festival  
 Simon Fielder Productions  
 Sinfonia Cymru  
 Sing & Inspire  
 Sir Robert Woodard Academy  
 Skippko Arts Team  
 Snowdonia Arts Festival  
 Society For Storytelling  
 Soft Touch Arts Ltd.  
 Soham Village College  
 Somerset Art Works (SAW Ltd)  
 Somerset House Trust  
 Sound and Music  
 Sound Connections  
 South East Dance  
 South Hill Park  
 South Lanarkshire Council  
 South London Gallery  
 South Wales Intercultural Community Arts (SWICA)  
 Southbank Centre  
 Southwest Artwork  
 Space Studios  
 Spearfish Ltd.  
 Spectacle Theatre  
 Spike Island  
 Spiral Dance  
 SplitMoon Theatre Company  
 Square Chapel Trust  
 St Donats Arts Centre  
 St George's Bristol  
 St Martin-in-the-Fields Development Trust  
 St Paul's Cathedral Foundation  
 Stan's Cafe  
 Stellar Quines Theatre Co  
 Stephen Joseph Theatre  
 Sticky Fingers Early Years Arts  
 Stills  
 Stirling Smith Art Gallery & Museum  
 Stiwrt Theatre  
 Storey Gallery  
 Stories from the Web  
 Strabane District Council  
 Street Level Photoworks  
 Students' Union, University of the Arts London  
 Studio 106 Art Gallery  
 Studio Upstairs  
 Sunderland City Council:  
 Northern Gallery for Contemporary Art  
 SUPERACT  
 Surgeons' Hall Museums  
 Sussex Academy of Music Ltd  
 Sustrans  
 Swavesey Village College  
 Swindon Dance  
 Taking Flight Theatre Company  
 Talawa Theatre Company Ltd  
 Taliesin Arts Centre  
 Tamworth Borough Council  
 TAN Dance  
 Tang Arts Ltd  
 TAPE Community Music and Film Ltd  
 Tate  
 Tate Liverpool  
 Tate St. Ives  
 Tavaziva Dance  
 Tea House Theatre Ltd  
 Temple Newsam House  
 Test Valley Arts Foundation  
 Test Valley Borough Council  
 Tete a Tete  
 Thames Festival Trust  
 The Actors Centre  
 The Albany London  
 The Alnwick Garden Trust  
 The Anvil  
 The Arches  
 The Architecture Foundation  
 The Art Fund  
 The Art House  
 Theatr Mwldan  
 The Audience Business  
 The Bowes Museum  
 The Brewhouse Theatre & Arts Centre  
 The British & International Federations of Festivals  
 The British Museum  
 The Campaign for Drawing  
 The Cartoon Museum  
 The Castle Players  
 The Castle Wellingborough Ltd  
 The Chetham's Foundation  
 The Children's Media Conference  
 The Choir of St Michael  
 The Circus Space  
 The Civic (Barnsley Civic Enterprise Ltd)

# Arts Members

The Classical Opera Company  
 The Clyde Maritime Trust  
 The Collection  
 The Courtyard Centre For The Arts  
 The Creative Foundation  
 The Cultural Partnership  
 The Customs House  
 The Cynthia Corbett Gallery  
 The DaCapo Music Foundation  
 The Dartington Hall Trust  
 The Delfina Foundation  
 The Exeter Northcott Theatre  
 The Flavel Arts Centre  
 The Forum Trust  
 The Freewheelers Theatre Company  
 The Fruitmarket Gallery  
 The Hawth  
 The Hepworth Wakefield  
 The Heritage Alliance  
 The Highlanders Museum  
 The Holburne Museum  
 The Hub  
 The Hunterian  
 The John Hewitt Society  
 The Lightbox  
 The London Film School  
 The Lowry  
 The MAC  
 The Mailout Trust  
 The Maltings Theatre & Arts Centre  
 The Masterclass Media Foundation  
 The Mayflower  
 The Media Centre Network Ltd  
 The Mighty creatives  
 The Museum Of Science And Industry In Manchester  
 The National Football Museum  
 The National Piping Centre  
 The National Trust (Northern Ireland)  
 The National Trust for Scotland  
 The National Youth Orchestras of Scotland  
 The New Art Gallery Walsall  
 The Nomad Theatre  
 The Northern Centre For Storytelling Ltd  
 The Opera Group  
 The Oxford Playhouse  
 The Photographers' Gallery  
 The Pierian Centre  
 The Place (Contemporary Dance Trust Ltd)  
 The Plough Arts Centre  
 The Poetry Trust  
 The Point  
 The Pound Arts Trust Ltd  
 The Prince's Charities Foundation  
 The Prince's Foundation for Children & the Arts  
 The Prince's Foundation for the Built Environment  
 The Prince's School of Traditional Arts  
 The Prince's Trust  
 The PRS Foundation  
 The Public (c/o Sandwell Arts Trust)  
 The Queen's Hall  
 The Queen's Theatre Hornchurch  
 The Quilters' Guild of the British Isles  
 The Regent Centre  
 The Regent Theatre & Victoria Hall  
 The Royal Centre  
 The Royal Edinburgh Military Tattoo  
 The Royal Liverpool Philharmonic  
 The Royal Scottish Academy  
 The Sage Gateshead  
 The Showroom  
 The Spark Children's Arts Festival  
 The Story Museum  
 The Theatre Chipping Norton  
 The Theatre Company Blah Blah Blah  
 The Theatres Trust Charitable Fund  
 The University of Cumbria (Faculty of Arts)  
 The Village Storytelling Centre  
 The Welsh Sinfonia  
 The Whole Story  
 The Women's Library  
 The Wordsworth Trust  
 Theatr Ffynnon  
 Theatr Genedlaethol Cymru  
 Theatr Iolo  
 Theatr na n'Og  
 Theatre Alibi  
 Theatre By The Lake  
 Theatre Is...  
 Theatre Peckham  
 Theatre Royal Bath  
 Theatre Royal Brighton  
 Theatre Royal Bury St Edmunds  
 Theatre Royal Margate  
 Theatre Royal Newcastle  
 Theatre Royal Plymouth  
 Theatre Royal Wakefield  
 Theatre Royal Winchester  
 Theatre Sans Frontieres  
 Theatre Venture  
 Thelma Hulbert Gallery  
 Thwaite Mills  
 Timespan  
 Tindal Street Press  
 Tinderbox Theatre Company  
 Tobacco Factory Theatre  
 Tomorrow's Warriors Ltd  
 Torbay Council  
 Torch Theatre  
 Touch Trust Ltd  
 Tower Hamlets Summer University  
 Towner Art Gallery & Museum  
 Tradamis  
 Trail Recycled Art In Landscape  
 Trans Urban Arts  
 Travelling Light Theatre Co.  
 Traverse Theatre  
 Trinity Community Arts  
 Trinity Laban  
 Trinity Theatre  
 Tron Theatre  
 Turner Contemporary  
 Turner Sims Concert Hall  
 Ty Cerdd  
 Tyne & Wear Archives & Museums

Ucheldre Centre  
 UCL Bloomsbury Theatre  
 UK Centre for Carnival Art  
 UK Handmade  
 Ulster Bank Belfast Festival at Queen's  
 Ulster Orchestra  
 Ulster Youth Choir  
 Ulster Youth Orchestra  
 Unicorn Theatre for Children  
 Unique Events  
 University for the Creative Arts  
 University of Brighton Gallery & Theatre  
 University of Stirling Art Collection  
 University of Ulster – Coleraine  
 University of Wales Newport  
 University of Warwick Library  
 Unlimited Theatre Company  
 UP Projects  
 Urban Development  
 Urdd Gobaith Cymru  
 Usher Hall  
 UZ Ltd  
 Vale of Glamorgan County Council  
 Valley & Vale Community Arts  
 Valleys Kids  
 Vayu Naidu Company  
 Venue Cymru  
 Victoria & Albert Museum  
 Visible Fictions  
 Void Gallery  
 Volcano Theatre  
 Voluntary Arts England  
 Voluntary Arts Scotland  
 Wales Millennium Centre  
 Walford Mill Crafts  
 Walk The Plank  
 Wallace Collection  
 Walsall Hospitals NHS Trust  
 Wasafiri  
 WASPS Artists Studios  
 Waterfront Gallery  
 Watermill Theatre  
 Watershed  
 Waterside Theatre  
 Watford Palace Theatre  
 Welsh Fargo Stage Company  
 Welsh National Opera  
 West Dean College and Gardens  
 West Yorkshire Playhouse  
 WHALE Arts Agency  
 Wheelworks  
 Whitechapel Gallery  
 Whitworth Art Gallery  
 Wigmore Hall  
 Wigtown Festival Company  
 Wild Fire Studio  
 Wildscreen Trust  
 Wildworks  
 Wiltshire Music Centre Trust Ltd  
 Winchester Theatre Trust  
 Women & Theatre  
 Worcester Live  
 Word – University of Aberdeen Writers Festival  
 Wrexham County Borough Council  
 Writers In Prison Network  
 Writers' Centre Norwich  
 Wysing Arts Centre  
 YDance  
 York Museums Trust  
 York Theatre Royal  
 Yorkshire Dance  
 Yorkshire Sculpture Park  
 Yorkshire Youth & Music Ltd  
 Young At Art  
 Young Film Academy  
 Young Vic Theatre Company  
 Youth Dance England  
 Youth Music Theatre: UK  
 Youth Music Theatre: UK  
 Yvonne Arnaud Theatre  
 Zoe's Gospel Promotions  
 Zoom Cymru Ltd



# International associates

It is hardly surprising that the debate on private sector funding of culture has experienced a heightened global urgency over the last year. In some countries this increased interest has been led by governments, keen to ameliorate their sometimes stringent cuts to public funding. Elsewhere the movement has been spearheaded by cultural agencies, universities or arts organisations themselves as they seek to find a way out of their immediate challenges. Everyone, of course, wants a quick solution.

One of the core messages from both Arts & Business and its group of sister organisations around the world is that change in this area is happening but it rarely happens quickly. Anyone seeking to develop private sector support of culture should recognise the time, energy and patience needed to ensure that the right messages are developed and understood by all the key people involved.

Arts & Business has always shared its knowledge and expertise with countries or organisations exploring these issues. Over the last 35 years it has been central to the development of similar agencies in countries such as Japan, South Africa, Israel, Hong Kong and across Europe and today it leads CEREC, the meeting ground for European organisations promoting business support of the arts in their own countries. It has also led major training programmes for businesses and arts sectors in Russia, China and Viet Nam and has helped shape government, business and arts thinking in countries ranging from Canada to Nigeria and from Finland to India.

Over the last year, Arts & Business has been involved in initiatives in countries ranging from Spain, Austria and Germany through to Korea and the US. It has also provided individual advice to non-UK arts organisation wishing to improve their fundraising and global businesses seeking international sponsorship opportunities.

This latter work has highlighted the increasing importance for the arts to start developing co-ordinated fundraising work across borders. Businesses are increasingly pursuing unified marketing and development strategies over set geographic regions such as EMEA (Europe, Middle East and Africa). If the arts want to compete effectively against sport for the sponsorship opportunities which exist in these business strategies, then they need to make sure that they are able to deliver a unified group of equally strong business/arts partnerships in, say, London, Stockholm, Frankfurt and Warsaw.

**Over the last year, Arts & Business has been involved in initiatives in countries ranging from Spain, Austria and Germany through to Korea and the US.**

# Funders

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American Express Foundation  
Arts Council England  
Arts Council London  
Arts Council of Northern Ireland  
Arts Council Wales  
Arts Council England Midlands  
Arts Council England West Midlands  
Bank of America  
Business Link West Midlands  
Belfast City Council  
Creative Scotland  
Department for Business, Enterprise, Technology & Science, Welsh Government  
Department for Education & Skills, Welsh Government  
Department for Housing, Regeneration & Heritage, Welsh Government  
Leadership and Management Programme  
Midlands Museums, Libraries and Archives Council  
Museums Galleries Scotland  
Scottish Arts Council  
Scottish Government  
Scottish Museums Council

# Sponsors

Admiral Group  
Allianz  
AncNoc  
BBC Cymru Wales  
Black Light  
Bruntwood Estates Ltd  
Business Link  
Carrick Creative  
Clarke Associates  
Chevron Upstream Europe  
Clogau Gold  
Decantae  
Diageo  
First Great Western  
Flightlink Wales  
Flower Lodge  
GE Healthcare  
Glasgow City Council  
Glasgow School of Art  
Glenfiddich  
Glyndwr University  
Gormleys Fine Art  
G4S  
Haden Freeman  
Harrison Photography  
Heineken  
Hugh James  
Independent Foster Care Services  
Invest Northern Ireland  
IoD  
Jaguar Land Rover  
John Lewis Cardiff  
Legal & General (Wales)  
Lloyds Banking Group

Lloyds TSB Commercial  
Manchester City Council  
Marketing Birmingham  
McKinty and Wright Solicitors  
Museums Libraries and Archives (MLA)  
Nicholson & Bass  
NWBLT  
The Midland Hotel  
Park Plaza Cardiff  
Penninsula Home Improvements  
Potts Print (UK)  
Roland Dransfield  
Rolls-Royce  
Ross Labels  
Present Choices by Samantha  
RSAMD  
Scottish Cafe  
Silver Star Holidays  
Sort Design  
Stewarts  
Sutcliffe  
Tropicana  
Turcan Connell  
Ulster Bank  
Unilever  
Unity Trust Bank  
University of Wales Newport  
Valero  
Wales & West Utilities  
Welsh Government  
West Coast Energy  
Whitespace  
Ynni Gwynt Cymru Windpower Wales  
11th Hour Events

# Statutory information

The Board of Trustees of Arts & Business Limited present their report together with the audited balance sheet of the company and the consolidated financial statements of the Arts & Business Group for the year ended 31 March 2011.

At 31 March 2011, the Arts & Business group consisted of two companies: Arts & Business Limited (a charity registered in England & Wales with the number 274040 and in Scotland with the number SC039470, and a company limited by guarantee numbered 01317772) and one wholly-owned subsidiary company (Arts & Business Services Limited) numbered 4027285. Both companies are registered in England & Wales and their registered office is Nutmeg House, 60 Gainsford Street, London SE1 2NY.

## Report by the trustees on the Summarised Financial Statements

The summarised financial statements are extracted from the full statutory trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 30 August 2011. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 30 August 2011, will be submitted to the Charity Commission and to the Registrar of Companies.

The auditors have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2011.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees report, financial statements and auditors' report may be obtained from Arts & Business, Nutmeg House, 60 Gainsford Street, London, SE1 2NY.

Signed on behalf of the trustees by:  
**David Pemberton**

# Who's who

## President

HRH The Prince of Wales  
KG KT GCB OM

## Honorary Vice Presidents

Dame Diana Rigg DBE  
Deborah Bull CBE  
Ian Barlow  
Joanna Lumley OBE  
Professor John Kao  
Sheena McDonald  
Sir Gerry Robinson  
Sir Peter Davis  
Stephen Fry  
The Rt. Hon The Lord Mandelson PC  
The Rt. Hon The Lord Puttnam CBE  
William Sieghart

## Chief Executive

Colin Tweedy LVO OBE

## Executive team

Colin Tweedy  
Gavin Buckley  
Gill Bloomfield  
Jonathan Tuchner  
Keith Nicholls  
Lesley Wake  
Natalie Melton  
Verity Haines

## Secretary

Martin Williams FSA

## Trustees

Anne Gunther  
George Osborne  
Mark Austen (Chair)  
Peter Wallis  
Prof. Elan Stephens CBE  
Stephen Williams  
Wendy Austin

## Appointed on

### December 2nd 2011

David Pemberton  
Françoise Seacroft  
Stephen Howard



# Credits

## Front cover

Rebecca Newnham, Gingko  
Adrian Pritchard, Solar Swirl

## Inside front cover

Adrian Pritchard, Solar Swirl  
Brassart, To Suspend the Breath

## Page 2

Sarah Chapman, Untitled 2007  
Stephen King, Golf Ball Ceiling

## Page 4

Stephen King, Golf Ball Ceiling  
The Caffetteria, Lewis, Liverpool  
Amanda Notarianni, Ammonite

## Page 6

Amanda Notarianni, Ammonite  
Rebecca Gouldson, Recircle

## Page 8–9

Rebecca Gouldson, Recircle  
Lorna Green, Screen Savers

## Page 12

Lorna Green, Screen Savers  
Edge Walkers at Four, Ben Kelly

## Page 14

Edge Walkers at Four, Ben Kelly  
Yannick Dixon, The Wave

## Page 16

Yannick Dixon, The Wave  
Andrew G Magee, Paganhead

## Page 18–19

Rachael Nee, Lethe III  
Lorna Green, Bouquet  
Secondnature, Sprite

## Page 24

Secondnature, Sprite  
Chuck Elliott, Flow

## Page 40

Flora Gare, When I was Young  
Michelle Lord, Ultimate City #1

## Page 45

Michelle Lord, Ultimate City #1  
Lorna Green, Rainbow

## Inside back cover

Brassart, To Suspend the Breath  
Ravi Deepres, Seascape

## Back cover

Rebecca Newnham, Gingko  
Ravi Deepres, Seascape

