

acevo

Charity Leaders Network



ACEVO IMPACT REPORT 2013

FOREWORD



Lesley-Anne Alexander CBE, Chair



Sir Stephen Bubb, CEO

The last twelve months have seen our sector endure its hardest period for years. Under attack from all sides on Legal Aid, Judicial Review, campaigning at elections and over our funding, the response has – as ever – been to stoically continue speaking truth to power and carry out the work demanded of us with distinction. That means it is more important than ever to clearly articulate ACEVO's impact, on behalf of third sector leaders and their organisations over the last twelve months.

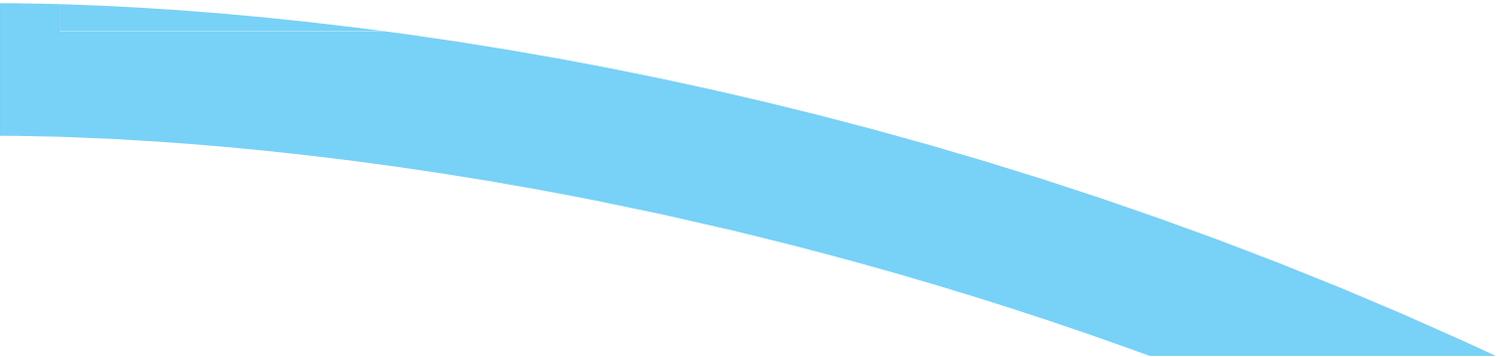
This report outlines how ACEVO is funded and governed, how we work, and our dedication to championing our sector's fantastic work for our beneficiaries and communities all over the country. It marks the transition from a year of numerous challenges to a year of great opportunity. 2014 won't be easy – no time will ever be – but the looming Scotland referendum and next year's General Election leave us the space to chart our own course in these turbulent political waters. As the report shows, every part of ACEVO is finely-tuned and ready for the challenge ahead. Let's look forward to it with anticipation!

*Lesley-Anne
Alexander*

Lesley-Anne Alexander CBE, Chair

Stephen Bubb

Sir Stephen Bubb, CEO

A large, light blue decorative graphic that starts as a wide horizontal bar on the left and tapers to a point on the right, resembling a stylized arrow or a wave.

ABOUT ACEVO

ACEVO is the Charity Leaders Network. As the Association of Chief Executives of Voluntary Organisations, we are the leading voice of the UK's charity and social enterprise sector.

Our vision

Our vision is to inspire effective leadership in a modern, enterprising sector.

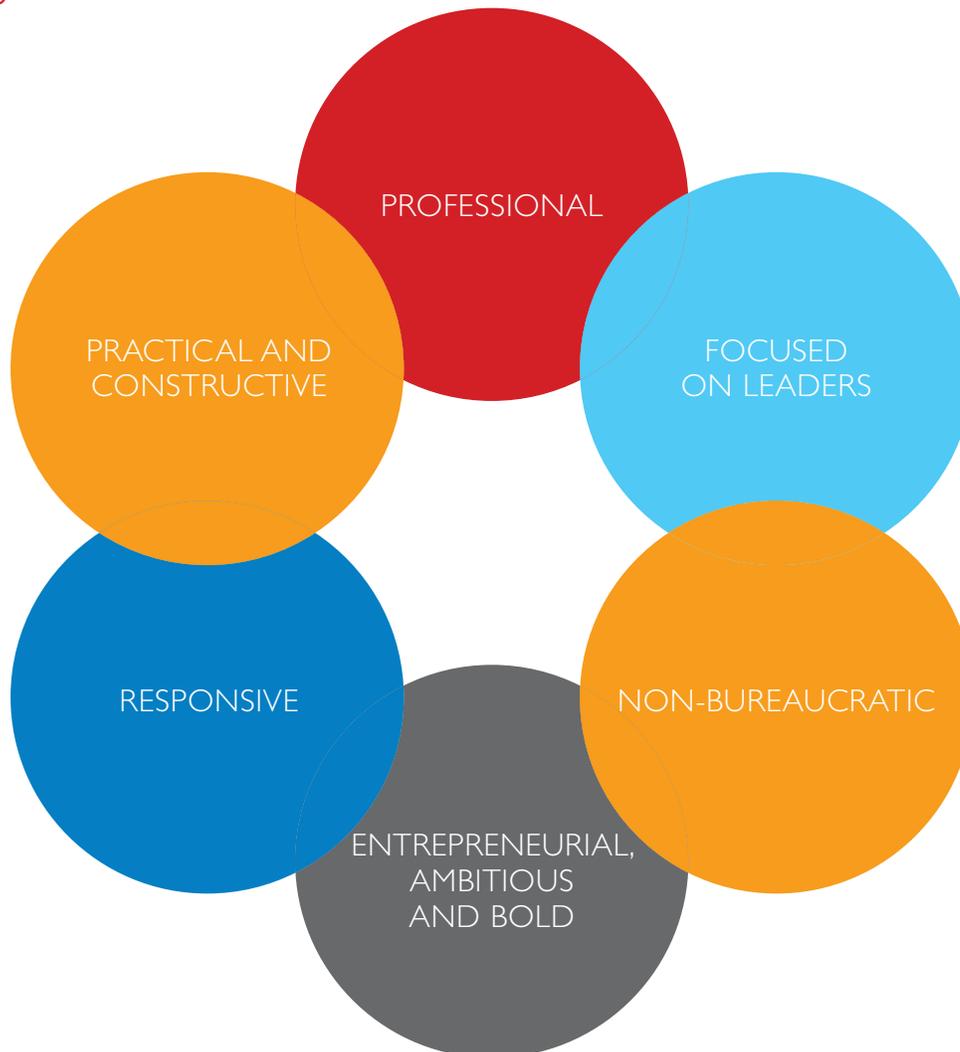
We provide support and representation for members ranging from leaders of small community based organisations to those of the nation's best known charity brands.

Our values

In everything we do, we strive to be:

- Professional
 - Focused on leaders
 - Practical and constructive
 - Responsive
 - Non-bureaucratic
 - Entrepreneurial, ambitious and bold
-

OUR VALUES



OUR MEMBERSHIP

Good leadership matters. It matters to organisations and it matters to the public. It can guarantee success and it can make the difference when resources are scarce.

About ACEVO

We aim to achieve high quality leadership in our sector by:

- Supporting and inspiring members
- Creating networks of leaders
- Supporting leadership in the regions
- Nurturing future leaders

We have five membership categories:

Full Membership

Are you a CEO or the most senior executive in your organisation? Then our Full Membership is for you. Full Membership provides the resources CEOs need to run their organisations effectively and successfully.

Associate Membership

Are you a Deputy Chief Executive, a trustee or a Director? In a senior management team? Or an out-of-post CEO? Perhaps you would like to develop your skills and become a third sector CEO? Associate Membership keeps you up-to-date with all third sector issues and can provide the training you need if you're looking to progress your career to Chief Executive level.

Affiliate Membership

Do you run a small organisation? As part of our aim to support leaders of smaller bodies, we have discounted the membership fee. This category is available to CEOs of organisations with an annual turnover of £50,000 or less.

International Membership

Leaders based abroad who have an interest in the UK's third sector can join ACEVO as International Members, allowing unique contact with UK peers. ACEVO helps build cross-boarder relationships and runs events abroad. On occasions, we can also offer travel bursaries and job-shadowing opportunities to and in the UK.

Corporate Partnerships

Are you a company with Corporate Social Responsibility agenda? Do you offer services to the third sector. Maybe you just need to stay abreast of third sector issues? Then you're very welcome to join ACEVO as a Corporate Partner.

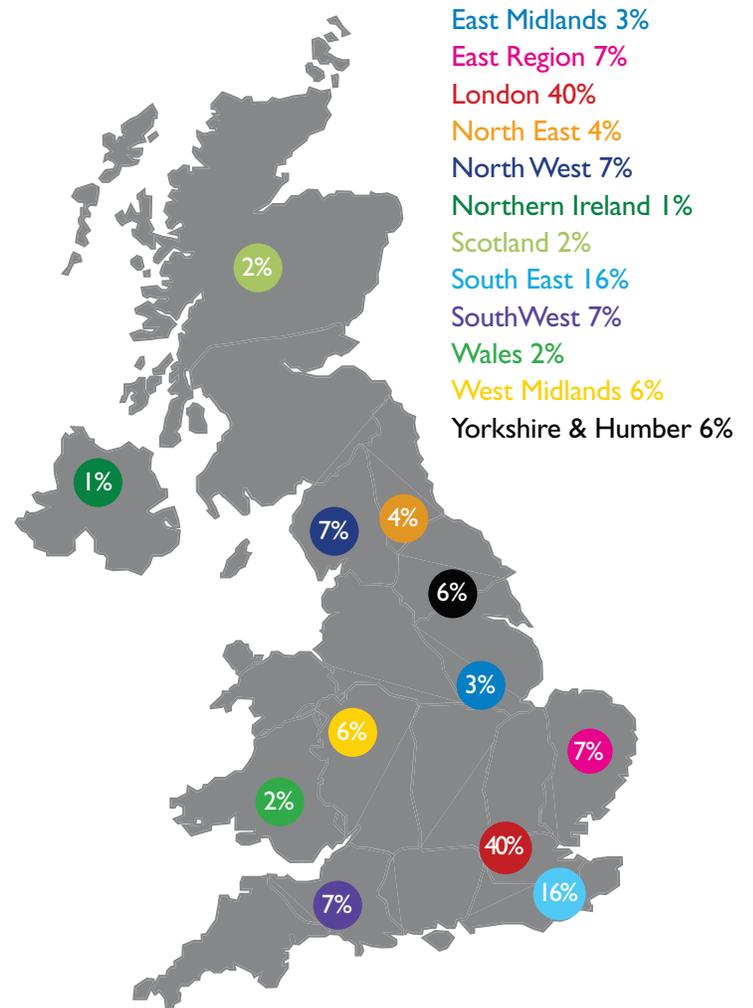
MEMBERSHIP CATEGORIES



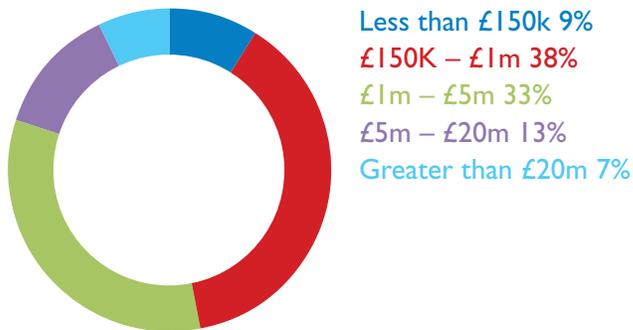
MEMBERSHIP BY CATEGORY



MEMBERSHIP BY REGION



MEMBERSHIP BY INCOME OF ORGANISATION



2013 A YEAR IN REVIEW

One of the things members value most about ACEVO is the opportunity to network with their peers and hear from high profile speakers through our events programme

Networking and events

Being a CEO or leader can be lonely. One of the things members value most about ACEVO is the opportunity to network with their peers and hear from high profile speakers through our events programme. During 2013, ACEVO provided more than 120 events, conferences and meetings for our members to network with their peers, share knowledge and keep up with best practice.

Annual Conference 2013

November saw the largest gathering of charity and social enterprise chief executives and chairs in the UK. Over 300 delegates listened to keynote speeches from major figures in business and the third sector. The theme of the conference was 'Funding your ambition'.

As ever, a series of notable speakers gave wide ranging and detailed insight including:

- Dawn Austwick, CEO, Big Lottery Fund
- Matthew Taylor, CEO, RSA
- Sandra Schembri, CEO, House of St Barnabas
- Colin McCallum, Executive Director, University Advancement, University of Salford

Delegates also had the opportunity to attend a choice of 9 practical workshops on topics ranging from 'The Language of Influence' to 'Building Strength and Resilience'.

"Really good keynote addresses. Extremely relevant to how things are today and probably what most organisations are experiencing. Gives hope and motivates."

Lynne Wealleans,
Beth Johnson Foundation.

"Excellent event, Matthew Taylor was superb!"

Mirelle Frost,
Helplines Partnership.

Special Interest Groups

ACEVO Special Interest Groups (SIGs) are an opportunity for CEOs from a specific sector or with a specific interest to share experiences and develop shared solutions. Each group is chaired and driven by an ACEVO member and supported by an ACEVO member of staff. Each SIG has a few meetings throughout the year where members of the SIG can get together to talk about the latest issues and policy news.

149 members have networked through our Special Interest Groups in 2013.

ACEVO supported 7 different SIGs during 2013:

- Art, Heritage & Culture
- Black & Asian Leadership
- Children, Young People & Families
- Health & Social Care
- Professional Associations
- Welfare to Work
- Women CEOs



99% OF LEADERS SAID THEY WOULD RECOMMEND AN ACEVO EVENT



OVER A THIRD OF OUR EVENTS HAVE TAKEN PLACE OUTSIDE OF LONDON



DURING 2013, OVER 2,000 LEADERS HAVE ATTENDED AN ACEVO EVENT

Learning with Leaders

In association with CCLA, our Learning with Leaders programme has gone from strength to strength. Each event is a space for leaders to hear from high profile speakers on topical issues such as managing change, the economy and leading into the future. Designed to be informal and held over lunch or dinner, they offer an excellent opportunity to network with other leaders and discuss the challenges sector leaders face. Speakers in 2013 included Maria Miller MP, Secretary of State for Culture Media and Sport, Guardian journalist Polly Toynbee, academic Maurice Glasman and Roland Rudd, Chairman and Founder of RLM Finsbury.

Regional events

At the beginning of 2013, we re-launched our regional forum programme. Over the course of the year we have held monthly CEO Leadership Forums for members in the North West, North East, Yorkshire and Humber and South West and bi-monthly forums for members in London and the South East. We have also extended the forum programme to Wales. Each event follows a similar format with a speaker on leadership or topical issues as well as reflection on recent developments around the group.

Other events in 2013 have included our annual Health & Social Care Conference where we were joined by Norman Lamb MP, Minister of State for Care and Support as well as Sir Hugh Taylor, Chairman of Guy's and St Thomas' NHS Foundation Trust who launched the report of the ACEVO Prevention Taskforce. In September we held our second annual Women's Summit, which examined female leadership, gender equality and women and innovation.



LEADERSHIP DEVELOPMENT

Learning doesn't stop when you become a member of the management team.

Learning doesn't stop when you become a member of the management team. To deliver in an individual capacity, on-going development of skills is essential. ACEVO provides a range of leadership development tools including training, publications and a coaching and mentoring service.

During 2013 we continued offering personal development plans for members. As no two CEOs are alike, neither are the discussions or plans. Over the course of the year we have provided more than 62 individual plans with demand increasing as awareness of this service grows.

Coaching and Mentoring

During 2013, ACEVO effectively matched 20 mentor/mentee and 6 coach/coachee relationships with positive outcomes for both parties. Our service extends to organising job swaps, site visits and shadowing opportunities. This type of peer support is a cost effective way of expanding networks, learning from others in similar or different roles and situations and utilising the extensive

range of skills, knowledge and experience within the membership.

"I would just like to confirm how helpful I have found the mentoring service you offer. You put me in touch with Peter – an experienced CEO – and he has been and continues to be an absolute gem!.... I feel I have got someone on 'my side' who I can openly and honestly bounce things off, whose brains I can pick and who can give me a fresh perspective on things whilst challenging (gently) my ideas and thoughts. He has enabled me to think differently and given me a huge amount of confidence that actually I am doing OK!"

Helen Garfield,
CEO, Primrose Hospice

Leadership programmes

We offered three core leadership programmes during 2013; Inspiring Leadership, Emerging Leaders and Accelerated Leadership. Each programme is aimed at leaders at different stages of development or

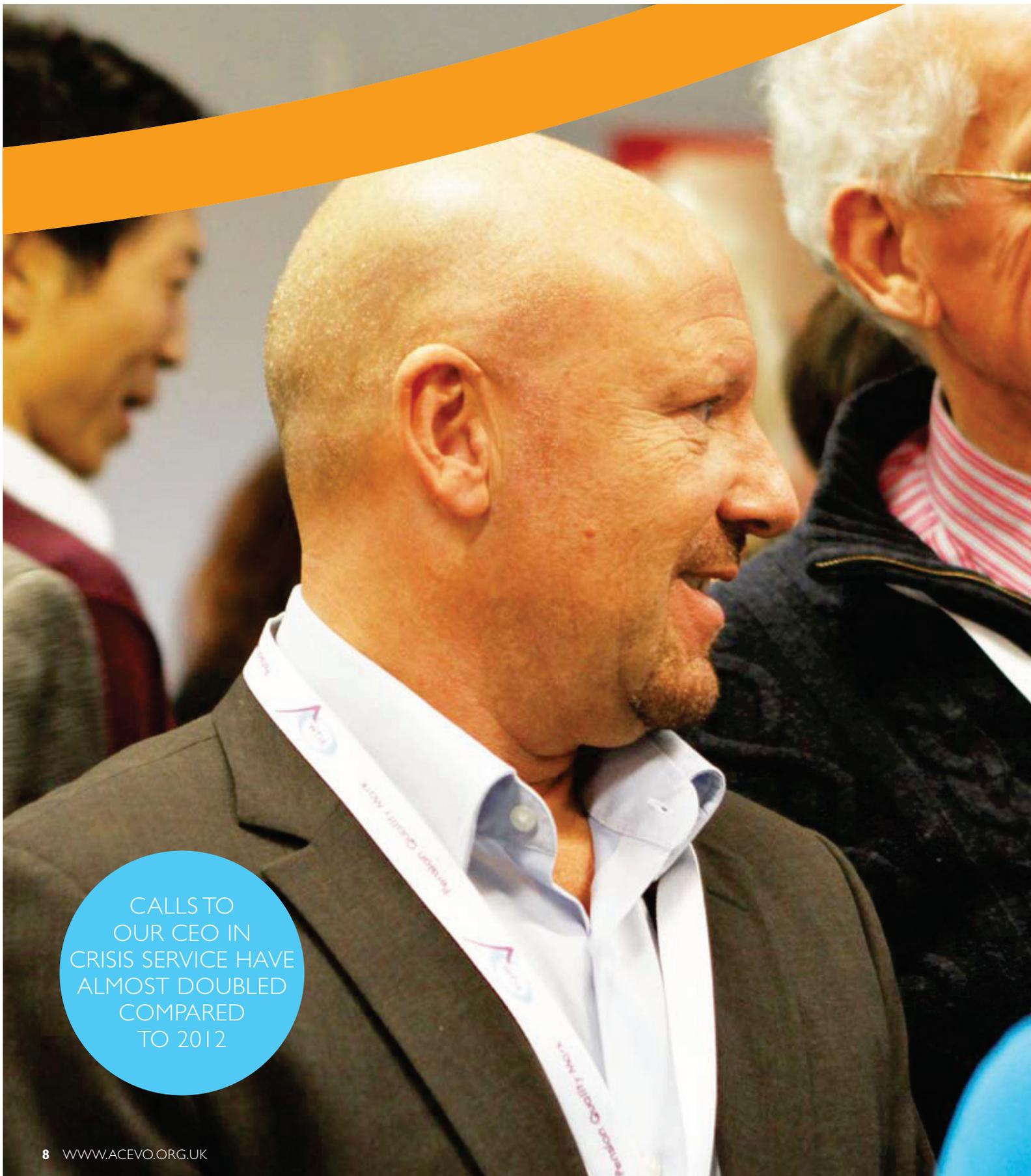
prefer a different mode of learning.

We have seen a declining interest in our core programmes during the year and are now exploring alternative ways to deliver the leadership development our members require in a way that is financially accessible as well as time efficient.

Leadership Trust

In late 2012, ACEVO announced a partnership with the Leadership Trust, an independent charitable trust with a strong reputation for leadership development. The partnership allows ACEVO members to access the Trust's suite of development programmes at a significant discount. The courses offer cross-sector learning experiences, with a range of programmes offered across England and add to the breadth of development opportunities ACEVO membership provides.

In late 2013, we established a similar partnership with Salford Business School, University of Salford.



CALLS TO
OUR CEO IN
CRISIS SERVICE HAVE
ALMOST DOUBLED
COMPARED
TO 2012

ADVICE AND SUPPORT

Many third sector CEOs are under great pressure to deliver their mission. ACEVO's advice and support services are tailored to issues that challenge our members most

CEO in Crisis

Many third sector CEOs are under great pressure to deliver their mission. Sometimes boards can pressurise or dismiss CEOs without good reason or by following the correct disciplinary procedures. The CEO in Crisis service is a resource for members who's relationship has broken down with the board or feel their job is at risk. The service provides support from ACEVO experts and access to emotional and legal support where appropriate.

During 2013 we have supported 81 members through CEO in Crisis, an increase of 93% compared to 2012.

Governance review service

ACEVO's governance review service provides a confidential, comprehensive, and robust assessment of the effectiveness of third sector boards, chairs and CEOs. The review process is based entirely on confidential feedback from board members, CEO and SMT and can be tailored to each

Member helplines

Through our corporate partners, ACEVO membership provides access to the following free helplines (a maximum usage policy applies):

Employment Law and Health & Safety Helpline – provided by Ellis Whittam

Legal Helpline – provided by Bircham Dyson Bell

Pensions Helpline – provided by Foster Denovo

Publications

ACEVO publications continue to be a great resource for members on subjects such as leadership, governance, finance and fundraising. Our most popular titles include *'Leading the CEO and Chair to Effective Governance'*, *'The Chief Executive's First 100 Days'* and the annual *'Pay Survey'* report.

Members receive publications either free of charge or at significant discount.

During 2013, 921 publications were ordered by members and sector leaders.



BESPOKE SUPPORT

ACEVO's consultancy arm ACEVO Solutions provides bespoke support for members and their organisations.

We have a range of areas of expertise including capacity building, commissioning and procurement, bidding, governance and consortium development. One example of the support provided during 2013 is the Knowsley 'Forward Together' Consortium Development.

We helped the local sector develop a delivery consortium that fed into the local council's change strategy for commissioning, and was a key part of developing a diverse and competitive market. Local organisations had an excellent track record of delivering services but much of this had been grant funded, and where they were delivering contracts, these were smaller, targeted commissions.

In helping organisations think through how they could compete for larger contracts and collectively deliver better value, we facilitated a six months consortium development process. We supported a Steering Group of leading organisations to explore the options and then create a fit-for-purpose consortium.

They opted for a 'formal consortium' model with a 'hub and spokes' operating infrastructure, giving the sector the strategic capacity to coalesce around forthcoming opportunities. Six months later, Forward Together has just been awarded its first contract.

POLICY AND ADVOCACY

ACEVO remains one of the most influential third sector voices in Westminster, Whitehall and the media.

In 2013 ACEVO worked to oppose the government's Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Bill, which would restrict charities' ability to campaign on issues in advance of elections. Working with fellow members of the Commission for Civil Society and Democratic Engagement, we campaigned against the bill through national and sector-specific media, as well as through, and behind-the-scenes discussions with ministers and key officials. We also contributed to a report setting out the sector's chief concerns with the bill and prepared briefings for MPs and Lords considering the bill in Parliament.

We successfully argued for a further pause in the bill to address the sector's concerns, and will use this time to press for further changes.

We have continued to call for progress on public service reform, and have engaged closely with government around particular public service areas. We have been closely

involved in the Ministry of Justice's proposals for reforming rehabilitation services, and have argued for a major role for the voluntary sector in delivery, through meetings with key officials in the Ministry as well as formal consultation responses.

Working jointly with Shaw Trust, we produced a report examining the future of the Work Programme, and how it could be refined and improved in future to achieve better outcomes for both service users and providers. The new employment minister, Esther McVey MP, and her Labour shadow, Stephen Timms MP, attended the launch event.

We have engaged with the Cabinet Office around its proposals for procurement reform for small and medium sized enterprises (including charities), as well as its implementation of the new EU procurement directive.

With many of our members working in the field of health and social care, we have worked with the Department of Health, NHS England, Monitor and the CQC on a range of issues,

such as the provider licensing and regulation system. We produced a joint report with the Foundation Trust Network and the King's Fund looking at the potential for partnership working between Foundation Trusts and the voluntary sector to improve patient care. We also published a report based on the findings of a taskforce chaired by Sir Hugh Taylor (Chair of Guy's and St Thomas' Trust), which called for a shift in focus and resources towards preventative forms of health and social care.

Voluntary sector governance remains a hot topic for many of our members and in late 2012 we launched a commission to examine the practical issues faced by charities in relation to governance. The report of the commission; Realising the Potential of Governance was launched in September 2013 and put forward advice and recommendations as to how charities can improve their governance standards and processes.

GOVERNANCE

Trustee Board

ACEVO's board oversees the direction and management of the association. The board meets five times a year including a strategic away-day. Board members are often involved in other aspects of ACEVO's work such as sitting on sub-committees, chairing special interest groups and acting as ambassadors for ACEVO. We are committed to good governance and the board has reviewed its performance against the code of good governance using the methodology of ACEVO's own governance review tool.

The board consists of:

- up to twelve full members elected by the membership
- up to three individuals co-opted by the board
- a treasurer appointed by the board
- ACEVO's chief executive

Board members:

Allison Agius,
CEO, Catalyst Stockton
(resigned 8 April 2013)

Lesley-Anne Alexander,
CEO, RNIB (ACEVO Chair)

Sharon Allen,
CEO, Skills for Care

Cliff Allum,
CEO, Skillshare International

Virginia Beardshaw,
CEO, ICAN (ACEVO Vice Chair)

Sir Stephen Bubb,
CEO, ACEVO

Joe Irvin,
CEO, NAVCA
(joined 17 January 2013)

Diana Kingdon,
CEO, Greenoak Housing Association

Cath Lee,
CEO, Small Charities Coalition
(resigned 1 January 2013)

Mark Lever,
CEO, The National Autistic Society

Paul Martin,
CEO, Lesbian and Gay Foundation

Priscilla Nkwenti,
CEO, Black Health Agency

Robin Osterley,
CEO, Making Music
(resigned 18 October 2013)

Srabani Sen,
CEO, Contact a Family

Sudhir Singh,
MHA MacIntyre Hudson (Treasurer)

The Chair, Vice Chair and Treasurer are the officers of the board. For further information about the board please contact the Company Secretary on 020 7014 4600.

FINANCE

Finance

This summary financial information is taken from the full Trustees' Annual Report and Group

Financial Statements, which were approved by the Trustees on 31 July 2013.

The Group Financial Statements have been audited and were given an unqualified audit report by our auditors, Buzzacott LLP. They have been submitted to the Registrar of Companies and the Charity Commission.

This summary information may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full Trustees' report, Group Financial statements and auditors' report may be obtained from the Company Secretary or downloaded from the ACEVO website www.acevo.org.uk/accounts

Lesley-Anne Alexander

Lesley-Anne Alexander CBE,
Chair of Board of Trustees

The charts on page 15 represent graphically some of the highlight figures from ACEVO's group financial statements for the years ended 31 March 2012 and 2013. The charts are extracted from those financial statements which have been filed at Companies House and the Charity Commission. The charity's auditor issued an unqualified audit opinion on the full group financial statements dated 2 September 2013. The auditor is:

Buzzacott LLP
Statutory Auditor
130 Wood Street,
London
EC2V 6DL

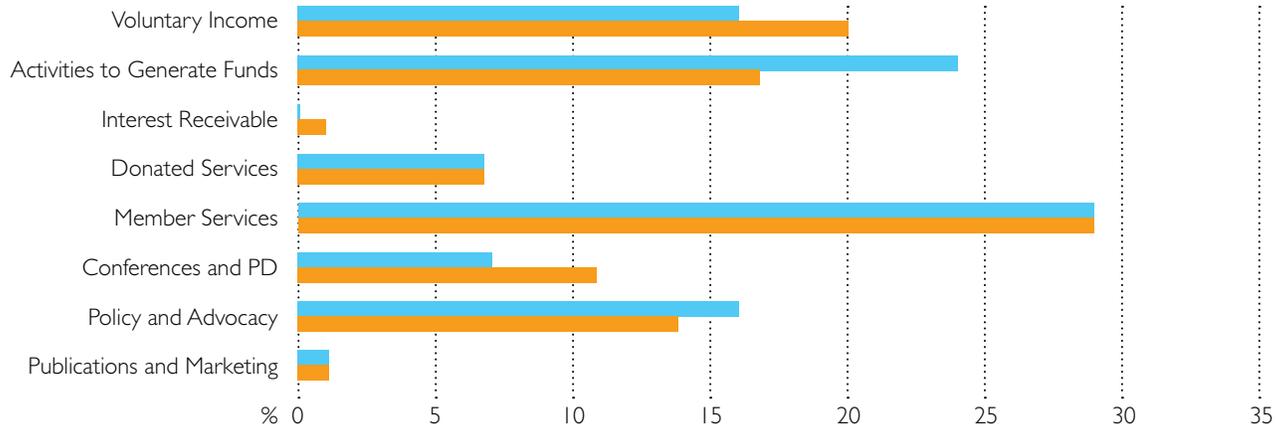
These charts provide an overview only. For a proper understanding of ACEVO's results and financial position, the full financial statements should be referred to and are available via the Company Secretary or at www.acevo.org.uk/accounts.

As for many of our members this has been a challenging year for ACEVO. Our range of work and services continues to grow, and we are fortunate to have a strong financial position to support us through this challenging time. ACEVO broke even with a surplus of £640, increasing general funds by £21,133, despite income decreasing by £147,204.

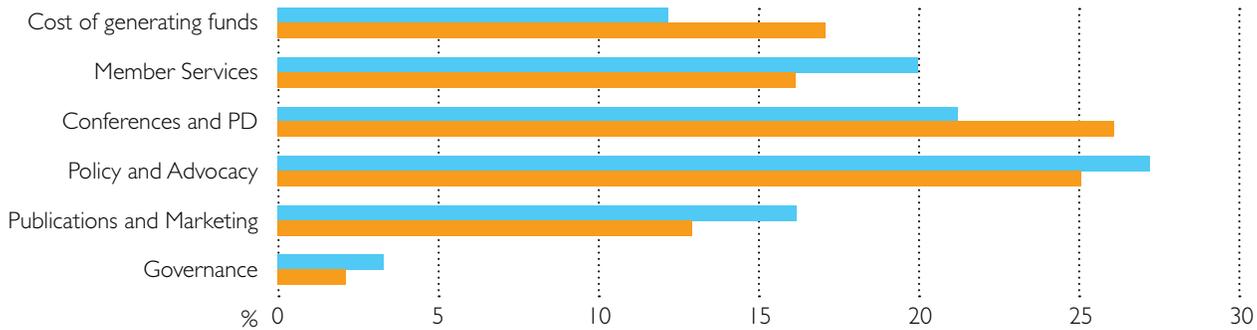
ACEVO's reserves policy reflects the risks associated with current activities, particularly around membership, events and trading activities through ACEVO Solutions. The Board have considered the future strategic plans and consider the reserves policy prudent in light of some uncertainty around future income streams. At 31 March 2013 our free reserves stood at £559,263 which is comfortably within our reserves policy.

The Board is committed to ensuring ACEVO's sustainability and is confident in our long term-strategy to ensure that we continue to meet our members' needs.

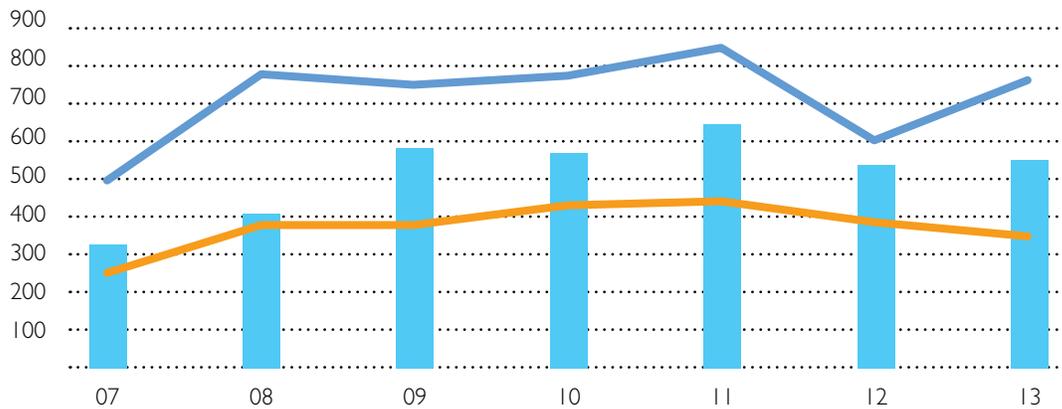
HOW WE RAISED OUR INCOME



HOW WE SPENT OUR RESOURCES



RESERVES AS AT 31 MARCH 2013



Sir Stephen Bubb

Chief Executive
stephen.bubb@acevo.org

Peter Kyle

Deputy Chief Executive
(until 30 September 2013)

Jenny Berry

Director of Leadership and
ACEVO North
jenny.berry@acevo.org.uk

Jennifer Finn

Director of Member Services
jennifer.finn@acevo.org.uk

Ralph Michell

Director of Policy and
Communications
(until 14 June 2013)

Asheem Singh

Director of Policy and
Communications
(from 18 November 2013)
asheem.singh@acevo.org.uk

Jessica Spearman

Director of Finance and
Administration
jessica.spearman@acevo.org.uk

Thank you

We would like to thank all the individuals, partner organisations, government departments and funding bodies, who help us in our work.



acevo

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 ACEVO