



acevo
Impact
2014/15

Foreword

2014-15 was a remarkable and exciting year for ACEVO. We more than doubled our media coverage. We were top news item on the BBC, and first in the debate at Prime Minister's Questions. We hit the newspaper front pages, and our pre-election Social Leaders Debate was streamed online to thousands.

As the leading voice of charity and social enterprise leaders, ACEVO is on the up. Our movement is gaining ground, growing in number for the first time since the financial crash. We are needed more than ever, to help third sector leaders develop services and lessen the impact of cuts to local budgets. And we are investing in the next generation, with our exciting new leadership programme that will bring in the best business, academic and social expertise from all over the world to train great leaders with potential.

We are planning for the future. ACEVO Solutions, our best-in-class consultancy service, is refining and expanding its offer for 2015/16. It supports a range of organisations in areas including capacity building, commissioning and procurement, bidding, governance and consortium development. ACEVO has led on the public services reform agenda for a decade; ACEVO Solutions converts policy in to action.

Our new 3 year strategy is being drawn up with our members right across the UK. Our challenge is maintain our excellence; to be even more local, democratic, collaborative and innovative. Together with our growing movement, that is what we will achieve.

Stephen Bubb *Paul Farmer*

Sir Stephen Bubb, CEO
Paul Farmer CBE, Chair



About ACEVO

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

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.

In everything we do, we strive to be:

Professional

Focused on leaders

Practical and constructive

Responsive

Non-bureaucratic

Entrepreneurial, ambitious and bold



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. 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

Membership by category



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 income of £150,000 or less.



Corporate Partnerships

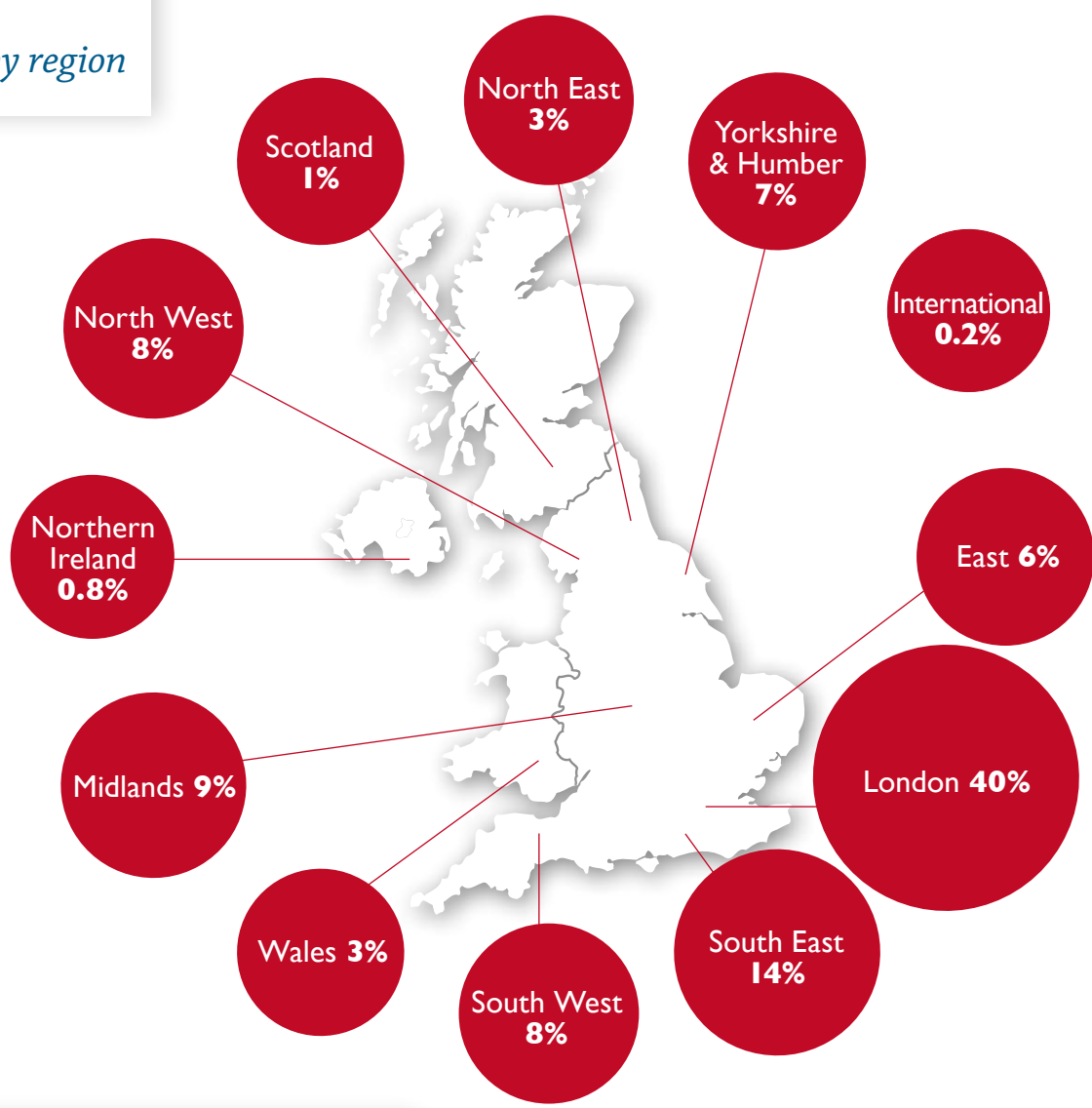
Are you a company with Corporate Social Responsibility agenda? Do you offer services to the third sector? Maybe you just need to stay abreast of third sector issues? Then you're very welcome to join ACEVO as a Corporate Partner.



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.

Membership by region



Membership by income of organisation



Advice and Support

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

Our CEO in Crisis service supports members whose relationship with their Chair or board has broken down and they need support in trying to repair the relationship. Alternatively, a CEO may believe their job is at risk and want to understand their rights and options.

During 2014/15, we have supported 36 new callers to CEO in Crisis as well as continuing to support a number of members who have ongoing cases from prior years.

To effectively carry out the role of Charity CEO it is vital that a sound and supportive relationship exists between the Chief Executive and the Trustee board. When I found that relationship had broken down, it was extremely reassuring to be able to contact ACEVO for support. I met with an ACEVO representative and talked through the history of the problem, the facts and the personalities involved. What I got was an honest appraisal of the situation, and that in itself was most useful. When you are in the middle of a situation an unbiased and honest external opinion is of great value.

When a problem occurs we, as charity leaders, assume that we should be able to put things right. When the problem becomes directed at us personally it can be difficult to find a trusted confidante who will give sound and unbiased advice. This is what I found through ACEVO and I cannot speak highly enough of the CEO in Crisis service. I would recommend ACEVO membership on the basis of this one service alone.

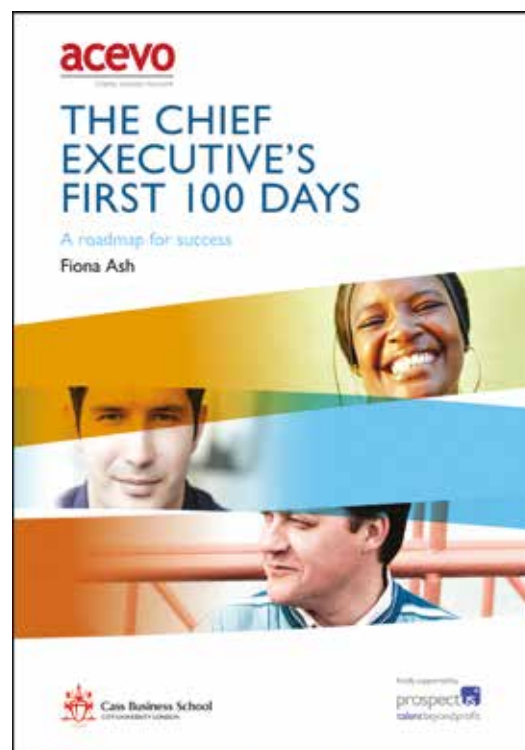
CEO in Crisis user

I sought out Governance support to further my understanding and appreciation of good governance procedures. ACEVO listened to my suggestions and concerns carefully and gave appropriate, reasoned and impartial advice. The result has been that I have been able to deliver relevant proposals and applicable recommendations to my board, which have been very well received.

Rachel Kelly
CEO, Reading Matters

The ACEVO Governance Helpline exists to offer members support on general governance queries. It can also be used as a sounding board to discuss relationship issues between the CEO and Chair or board that haven't yet hit crisis point but where guidance is needed. Calls to the service during 2014/15 have included queries on trustee confidentiality agreements, dealing with AGM resolutions and discussing succession planning for the Chair role with the current Chair.

ACEVO publications continue to be a great resource for members on subjects such as leadership, governance and developing policy issues. During 2014/15, we updated and re-published 'The Chief Executive's First 100 Days' one of our most popular publications. Other in-demand titles included 'Leading the CEO and Chair to Effective Governance' and 'A CEO's Guide to Board Development'.



During 2014/15, 539 publications were ordered by members and sector leaders.

Through our trading subsidiary ACEVO Solutions, we have provided consultancy support for a range of organisations with our in-house expertise including capacity building, commissioning and procurement, bidding, governance and consortium development.

ACEVO Solutions has provided: Specialist VCSE engagement and advice for over £1 billion worth of contracts; over 100 days of bid writing, reviewing and editing support; over 150 hours of support to get VCSE consortia off the ground; workshops for nearly 200 people; and consultancy on Right to Challenge to over 30 small organisations.

We have supported eight organisations with specific investment and contract management support, allowing them to play a key role in large public service delivery supply chains, including in transforming rehabilitation. Other organisations have pursued social investment and have been in a position to diversify their income thanks to our support. We have continued to provide strategic commissioning and procurement advice to central government, the NHS and local authorities.

CASE STUDY

St Giles Trust is a highly successful third sector organisation providing services for ex-offenders to help develop skills; give on the job training and reduce the chance of reoffending.

ACEVO worked with St Giles Trust to secure funding through the Cabinet Office's Investment and Contract Readiness Fund (ICRF). ACEVO's remit was to help them grow their services and capacity, thus improving their position to take on contracts under the Ministry of Justice's Transforming Rehabilitation programme.

ACEVO provided bid writing support to St Giles for the fund application and provided assistance in putting together a budget and project plan. As a result of the support provided St Giles submitted a successful ICRF application for a grant of £94,800 with a view to securing contract valued at £500,000.

With further project management, stakeholder engagement and bid support St Giles successfully tendered under the Transforming Rehabilitation programme and won as part of a consortium in two contract areas.

Networking and Events

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.

Our Annual Conference in November saw the largest gathering of charity and social enterprise chief executives in the UK.

Nearly 300 delegates listened to keynote speeches from major figures such as Will Hutton (*right*), Chair, Big Innovation Centre; Mark Johnson, CEO, User Voice and Sir Tim Smit, Executive Vice-Chairman and Co-Founder, The Eden Project. Delegates also had the opportunity to attend a choice of 10 practical workshops on topics ranging from 'The CEO and Effective Board' to 'Developing the Talent in your Organisation'.

ACEVO's regular CEO Leadership Forums are exclusively for members and provide opportunities to network, learn and gain peer support. They are held in the North West, North East, Yorkshire and Humber, the Midlands, South West as well as London and the South East, ensuring members can attend events locally to them.



It really has been a very good day and I have been given lots of food for thought.

Anna Wolkowski
CEO, Dove House Hospice

ACEVO also supports members through our Special Interest Groups (SIGs), providing sector specific networking and learning events. SIGs include Arts, Heritage and Sport; Black and Asian Leadership; Children, Young People and Families; Health and Social Care; Professional Associations and Women CEOs.

Other events throughout 2014/15 have included two Health and Social Care conferences where speakers included Jeremy Hunt, Secretary of State for Health, Andy Burnham, Shadow Secretary of State for Health and Simon Stevens, CEO, NHS England. Delegates at our third annual Women CEO Summit heard from Lynne Berry OBE, Chair, Commission on Voluntary Sector and Ageing and Harriet Minter, Head of Guardian Professional's Women in Leadership. We continue to provide the Learning with Leaders series of events in association with CCLA. Speakers in 2014/15 have included Oliver Letwin MP, Rabbi Baroness Julia Neuberger DBE and David Aaronovitch.



The best part of my ACEVO membership is attending the CEO Leadership Forums. There are always inspirational speakers, we're kept tuned in to key issues affecting the sector and there's always lots of time for all the CEOs to understand and support each other. It has offered me a huge professional network of people which has been crucial to sustainability and success.

**Gary Buxton, Chief Executive,
Young Advisors Charity**

During 2014/15, ACEVO facilitated 109 networking events with a total of 2,366 attendees. 50% of our events were held outside of London.

I enjoyed and benefited from the wide range of experience and presentations from keynote speakers, for example Mark Johnson and Sir Tim Smit's delivery contrasted sharply with other equally challenging keynote speakers.

**Norma Hornby
CEO, Canal Boat Adventure Project**



Campaigns and Policy

ACEVO's influence on behalf of our membership reached new heights in 2014/15. We are proud to be able to raise our members' voices in the heart of Westminster, across Whitehall and on the airwaves.

In the run up to the 2015 General Election, the collective voice of charity leaders has been crucial to the national debate. As politicians of all stripes traded blows, ACEVO spent the year drawing attention to the issues that matter across a spectrum as broad and diverse as the ACEVO membership itself.

During 2014/15 ACEVO made 587 appearances across broadcast, specialist and national media

We are proud that ACEVO members are given sector-leading profile on the issues that matter. Here are some of the highlights.

The Fight for Free Speech:

ACEVO led the response to the passage of the 'Lobbying Act' and the argument for an independent third sector in conjunction with the Harries Commission on Civil Society. Following significant campaigning, ACEVO helped secure a commitment from the Labour Party and the Green Party to repeal the act. ACEVO continues to encourage other parties to follow suit.

Public Service Reform:

ACEVO's commission on public service reform, Remaking the State was launched in Autumn 2014. The commission, chaired by author Will Hutton and St Giles CEO and ACEVO member Rob Owen continues to gather momentum, with several engagement events over the course of the year, which will lead into a series of publications outlining a new future for the sector and government.

We have continued to argue for reform of public service contracts, and have argued robustly for fairer terms for third sector organisations and against 'gagging clauses' as part of the DWP providers working group, in forums across government and across the media.

Regulatory and Funding Reform, Local Government

We continue to provide an expert voice on issues relating to third sector regulation and on the work of the Charity Commission. In December 2014 ACEVO Chief Executive Sir Stephen Bubb argued forcefully for more streamlined and constructive charity regulation when appearing in Parliament during committee hearings on the Protection of Charities Bill. Our Commission on the future of charity regulation, chaired by Lord Low of Dalston, has gathered momentum, with a public select committee event that has informed the imminent publication.

Our report '*Real Local Change*' published with the Local Government Association in September 2014 demonstrates the breadth of ACEVO's work across the country helping to build charity and social enterprise consortia - from Knowsley to Gateshead to Norfolk and beyond.

We continue to be a leading voice for new third sector investment opportunities, with our report on social investment at the local level, *'The Local Opportunity'* published in August 2014. *'Good with Money'*, our guidance on responsible and ethical investments for charities, was published at the end of 2014, demonstrating considered leadership on the issue in response to the headlines that emerged from the Panorama programme on the subject in December 2013. In our detailed responses to Treasury consultations, the budget and the Autumn Statement, ACEVO continues to make the case for a socially purposeful, effective third sector as a central contributor to our economy and society.

Health and Social Care:

ACEVO is a leading advocate for third sector leaders to play a crucial role in the conversation about the future of the NHS and in the delivery of the services that will improve it. As a strategic partner to the Department of Health, we work across the health system, from advising the Secretary of State Jeremy Hunt and his team on policy matters to publishing a statement of principles for better voluntary sector working with Central and Southern Commissioning Unit.

Our work on Alliance Contracting, culminating in a report published in March 2015 on building new collaborations to deliver better healthcare, was covered widely by specialist press and has influenced government and opposition policy formation. ACEVO is proud to have led the policy thinking behind this move and will continue to campaign for third sector collaborations to be incentivised by commissioners.

Following consultation with several of ACEVO's members, Sir Stephen Bubb was asked to lead a report examining the failure by the Government to meet the 'Winterbourne Pledge' - the promise to move people with severe learning difficulties and/or autism out of institutions and into the community. Sir Stephen's 2014 report, which argued for the stepped closing of institutions and for citizens' rights to choose community care providers received national acclaim - and was praised by the Prime Minister and Leader of the Opposition on the floor of the House of Commons, as both committed to ensure action on this crucial issue.

Sir Stephen has come up with good ideas for how we bring together the health service and local authorities to ensure that people with learning disabilities are treated with respect.

David Cameron MP

Prime Minister's Questions - 26 November 2014

Giving a voice to the under-represented: Faith Charities

Following submissions from a delegation of ACEVO members, ACEVO raised concerns with the Charity Commission and within the wider sector about the perceived negative treatment of Islamic faith-based charities. We have hosted roundtables with the Charity Commission and raised issues such as access to finance and regulatory matters. ACEVO has convened a working group to investigate the pivotal contribution of such faith-based organisations to a healthy society. In March 2015 Sir Stephen Bubb visited Pakistan to see the work of these organisations on the ground, culminating in submissions to the three major party leaders on next steps for better engagement.

#freesociety the ACEVO manifesto

#FreeSociety was launched at the 2014 ACEVO Annual Dinner in November and its challenges were welcomed and addressed directly by new Minister for Civil Society Rob Wilson MP (below). The manifesto was compiled from consultation with our members via surveys and direct conversations with members through our Special Interest Groups amongst other forums. The manifesto contains 36 fully implementable policies to put the third sector at the forefront of a new political era.

This detailed package merits consideration by the Government and all political parties in the run up to 2015

Rob Wilson MP
speaking at the launch of Free Society

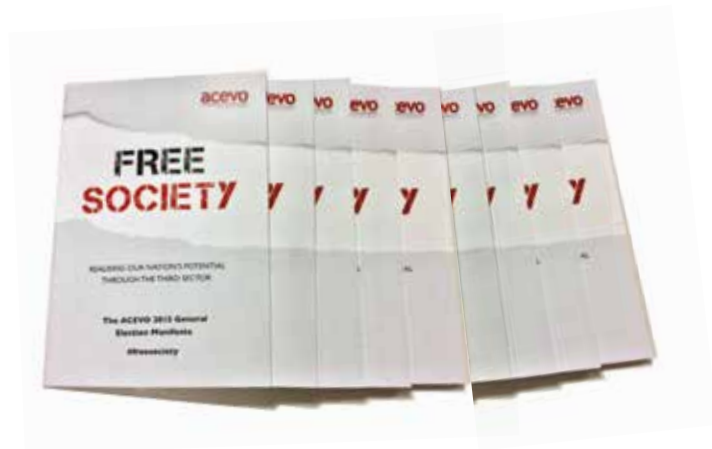


The three major policy asks were to -

- Protect charity free speech and independence in law
- Create a community magna carta to guarantee citizen rights to choose community public services
- Give proceeds from fines of fraudulent bankers back to society

#FreeSociety has received major coverage across the media and many of the recommendations have been included in the party agendas including:

- Labour and the Green's pledges to repeal the Lobbying Act
- The Conservatives' plans to give legal backing to charitable action and to give LIBOR fines to society
- Labour and the Liberal Democrat's plans to to make the third sector a preferred partner to the NHS and to develop citizens' rights to choice and voice in health



A leading collective voice for third sector leaders

In May 2014, The Gathering of Social Leaders set the tone for the election year debate with representatives of major parties including Nick Hurd MP, Lisa Nandy MP and Jon Cruddas MP, outlining their third sector offers.

Our party conference programme was the highlight of the autumn political season for the third sector.

ACEVO's Red, Blue and Yellow Books featured contributions from 43 front line politicians and major party leaders including Rt Hon Ed Miliband MP and Rt Hon Nick Clegg MP. Our work there with partners the Charities Aid Foundation, and our conference polling and events on social investment, produced in tandem with the Social Investment Business and Big Society Capital, provided a platform for the third sector voice to be strong in this crucial year.

In March 2015, ACEVO convened the sector's premier pre-election hustings: The Social Leaders Debate. The debate featured representatives from five major political parties and took place at Church House before an audience of 200 charity sector leaders and workers and many more watching via the live web feed.

At the same time we launched, in conjunction with our partners Charities Aid Foundation, the Social Landscape Report, the first in a series that studies the state of the third sector.

This, alongside our continuing Social Sector Tracker series, will be important research for third sector campaigns going forward.



Leadership development

Masterclasses

Learning doesn't stop when you become a member of the management team. In May 2014 we launched our series of Masterclasses, one-day courses covering all aspects of the CEO and senior leadership role which have proved very popular.

Topics have included:

Building High Performing Teams

Embracing Change and Thriving

Influencing with Integrity

Language of Influence

Presenting with Impact and Charisma

*Space to learn, reflect
and think about me*

*Do it - has really
helped me in my
plans, now and in
the future*

*Life changing - really
great insights*

Emerging Leaders

We continue to support up and coming leaders through our regular Emerging Leaders course.

The course aims to help senior managers explore how they can be at their best in their current role and then if desired progress their career by preparing themselves to be ready to undertake the role of a Chief Executive within the Sector.



*Absolutely worth going on,
a new way of thinking,
very thought provoking*

*Worthwhile, affirming,
instructive*

*Very relevant skills and
tools to make you more
effective*

Personal Development

Members can also access Personal Development Planning and Mentoring and Coaching through ACEVO.

As a new CEO, I wanted to find a mentor to get peer feedback on my performance and to learn from someone who has experience in the role. It has been a challenging first year but the support and guidance from my mentor has been invaluable. Our meetings have given me the opportunity to discuss challenges and find solutions, it has also boosted my confidence in my decision making and helped me to build relationships and influence trustees.

Amy Couture
CEO, Hemihelp and ACEVO Mentee

During 2014/15 we delivered 47 Personal Development consultations and matched 33 mentoring and 2 coaching relationships.

This service is invaluable and I can't begin to express my gratitude.

Mary-Jane Willows, ACEVO mentee
CEO Association of Young People with ME

The scheme has been hugely beneficial and I cannot thank my mentor enough for his endless encouragement, supportive challenge and professional advice.

Helen Garfield, ACEVO mentee
CEO Primrose Hospice

I built confidence and the ability to take a step back from what is going and recognise the bigger picture, as well as the day to day problems. As a CEO it can be isolating, it was great to have an independent person to chat things through with.

Emma, ACEVO mentee

It's been a real pleasure to see the mentee grow and flourish in her first CEO role and I have every confidence that the future she will go from strength to strength and certainly prove a tremendous asset for the sector. It's been a privilege to have had the opportunity to play a small part in her development and I have also learnt much from her.

Ruth Sutherland
CEO Relate (now CEO Samaritans) and ACEVO mentor

I was delighted to receive the gift of a Leadership in Management course with my ACEVO Fellowship award in November 2014...I cannot be more positive in expressing the value to me personally and professionally nor of the benefits to my family and my employer, of my participation on this course. I know myself better, and I recognise more how I impact on others. More so, I know better how to make good use of myself as a leader.

Daryl Ormerod
CEO University of Cumbria
Students' Union and
ACEVO Fellow 2014





At our Annual Dinner in November we announced the recipients of the 2014 ACEVO Fellowship Awards.

Run in partnership with the Leadership Trust, the Fellowships aim to uncover and champion inspirational sector leaders. Nominations are made from within the ACEVO membership and the five awards are decided by a panel of expert judges.



The 2014 recipients are:

- **Seb Elsworth**
Director of Partnerships and Communications and Deputy CEO, Social Investment Business
- **Abdurahman Sharif**
Executive Director, Muslim Charities Forum
- **Daryl Omerod**
CEO, University of Cumbria Students' Union
- **Maria McNicholl**
Head of Prison Projects, St Giles' Trust
- **Jeremy Taylor**
CEO, National Voices

Due to the high standard of nominations, the panel also decided to give Judges' Recognition Awards to:

- **Jessica Taplin**, CEO, Get Connected
- **Jo Beaumont**, CEO, Community Transport

Finances

This summary financial information is taken from the full Trustees' Annual Report and Group Financial Statements 2014/15, which were signed by the Trustees on 15 July 2015.

The following charts represent graphically some of the highlight figures from ACEVO's group financial statements for the years ended 31 March 2015 and 2014. The charts are extracted from those financial statements which have been filed with Companies House and the Charity Commission. The charity's auditor issued an unqualified audit opinion on the full group financial statements dated 15 July 2015.

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. ACEVO broke even before a budgeted investment from reserves, in the leadership programme. When combining the investment in this project with underlying operating costs, the resulting cost to the organisation was £46,000.

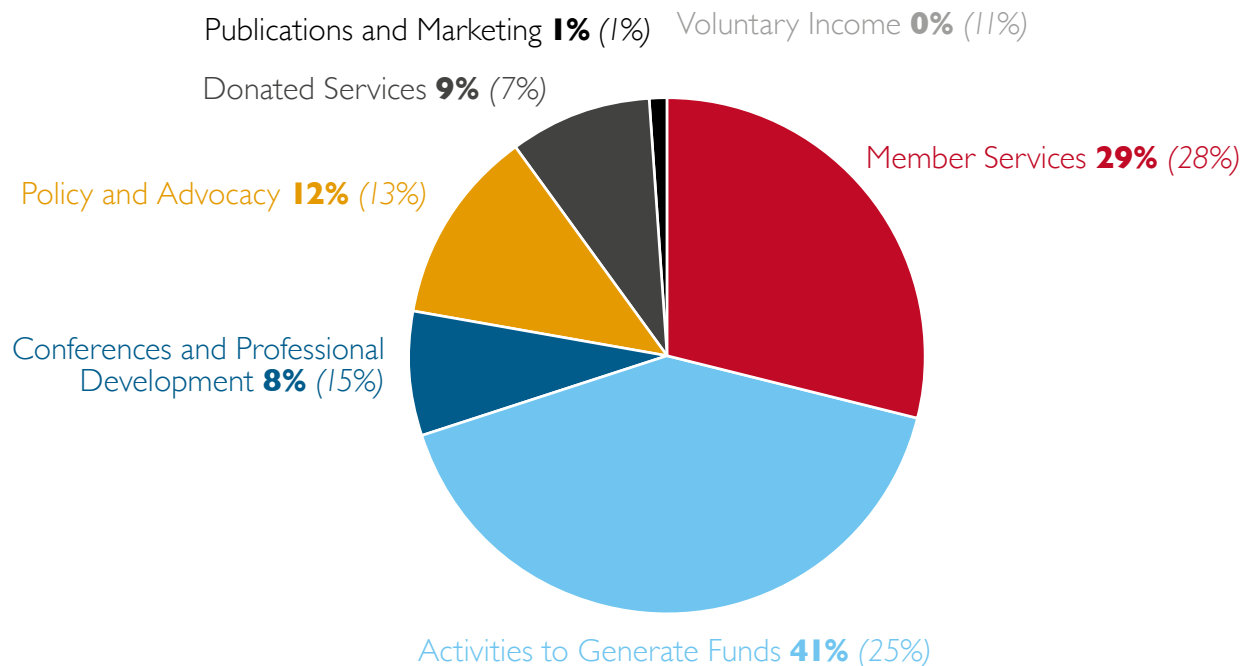
ACEVO's reserves policy is based on a review of future strategic plans, along with a risk assessment of key areas of income and expenditure. At 31 March 2015 our free reserves were £434,000 which is comfortably within our reserves policy.

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.

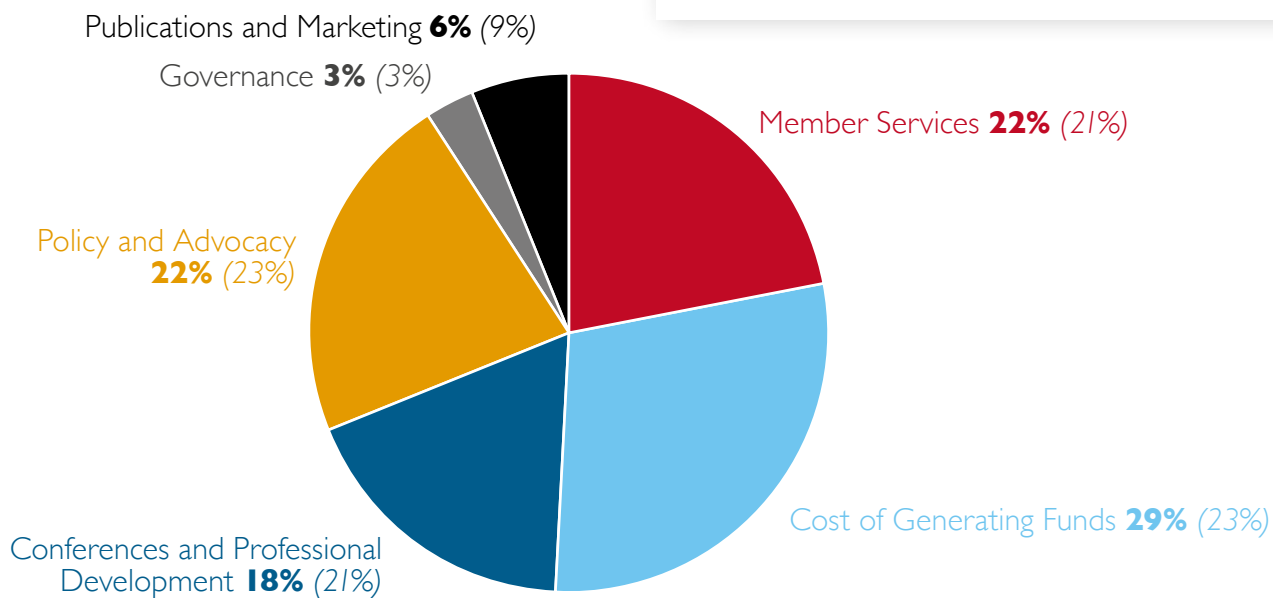


Paul Farmer
Chair of Board of Trustees

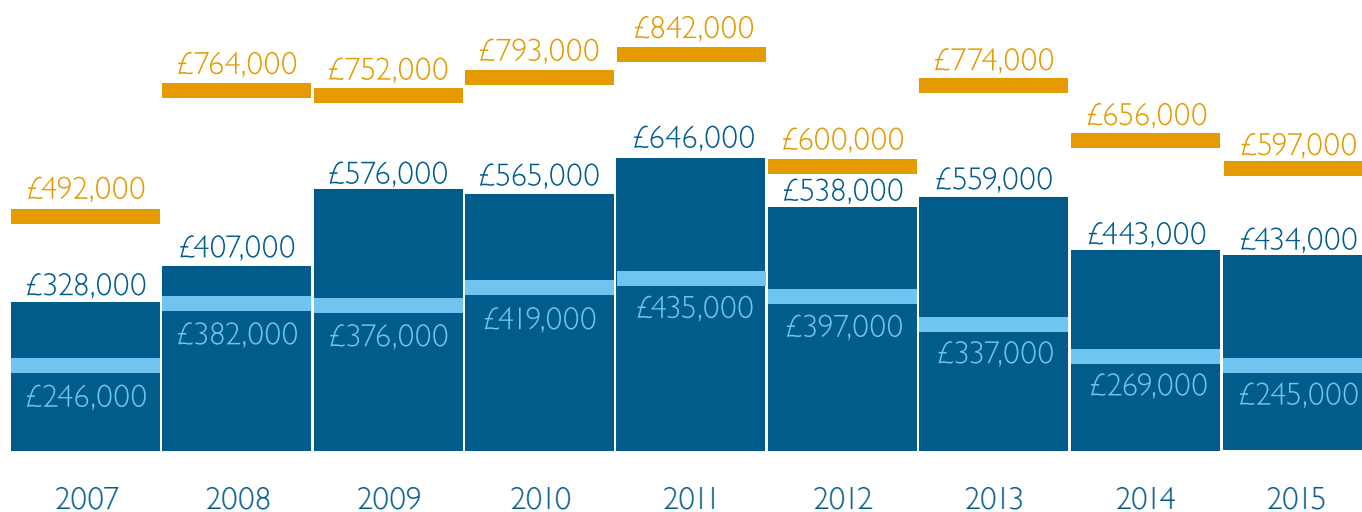
How we raised our income **2015** (2014)



How we spent our resources **2015** (2014)



Free Reserves Position 2007 - 2015



ACEVO Leadership

Management Team

Sir Stephen Bubb

Chief Executive
stephen.bubb@acevo.org.uk

Jenny Berry

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

Asheem Singh

Director of Public Policy
asheem.singh@acevo.org.uk

Jessica Spearman

Director of Finance and Company Secretary
jessica.spearman@acevo.org.uk

Jennifer Finn

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

Mark Winter

Director of ACEVO Solutions and Head of Health
mark.winter@acevo.org.uk

Trustee Board

Lesley-Anne Alexander CBE

(Chair, resigned Jan 2015)
CEO, RNIB

Sharon Allen (Vice-Chair, elected January 2015)

CEO, Skills for Care

Virginia Beardshaw

(Vice-Chair, resigned January 2015)
CEO, ICAN

Sir Stephen Bubb

CEO, ACEVO

Paul Farmer (Chair, elected January 2015)

CEO, Mind

Joe Irvin

CEO, Living Streets

Jill Halford (Treasurer)

Director, PwC

Kulbinder Kang

CEO, People First Housing

Rachel Kelly

CEO, Reading Matters (elected January 2015)

Kate MacDonald

CEO, Young People's Support Foundation
(elected January 2015)

Paul Martin OBE (resigned January 2015)

CEO, Lesbian and Gay Foundation

Jehangir Malik OBE

Director, Islamic Relief (elected January 2015)

Srabani Sen (resigned May 2014)

Jon Sparkes

CEO, Crisis (elected January 2015)

Sarah Talbot-Williams

CEO, Above and Beyond

Kate Welch

CEO, Social Enterprise Acumen



Charity Leaders Network

ACEVO is the Charity Leaders Network.

As the Association of Voluntary Organisations, we are the leading voice of the UK's charity and social enterprise 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.

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