

acevo

PROFESSIONAL

Focussed on Leaders

Practical and Constructive

RESPONSIVE

Non-bureaucratic

Entrepreneurial, Ambitious *and*

Bold

IMPACT REPORT

2015 / 2016

Foreword

2015/16 was a challenging year for both the sector and ACEVO. We saw a general election and the ensuing change of government. We saw significant debate over the future of the sector; and we saw our CEO of 15 years step down to lead a new venture focussed on strengthening governance.

Throughout this transition, we have continued to lead on key debates for the sector. We have been a stronger voice than ever before, advocating on behalf of our members. On topics including fundraising, governance, Freedom of Information and campaigning, we have been helping lead the sector response. We have also been commenting on areas we know matter to our members, including the closure of harmful care institutions and public service reform. Our voice, and that of our members, is stronger and further reaching than ever. Indeed, our coverage was triple that which we received in 2014/15 – which was itself a doubling of the year before.

In these challenging times, our members need us to be more than a voice. So, 2015/16 saw our programme of leadership development classes, local networking forums, and direct member support expand and benefit our membership. Calls to our CEO in Crisis line continued, unfortunately, to proliferate, showing just how stark the challenges are across the sector. It has never been more difficult to be a social sector leader – and ACEVO is a point of constant contact, support and encouragement that seeks to help our members keep on making the decisions that help others.

We engaged nationally with our members on a new three year strategy and the message we received was loud and clear: more engagement, more member services, more accountability and more innovation in what we do. At the same time we were given the welcome steer by our members that they want us to keep on being robust in our media work - and be the voice on the sector's side. We have developed partnerships across the sector and beyond, with other representative bodies, with business and with government, that deliver value for members and enable us to multiply our impact.

Our three year strategy, 'Leading the Charge' makes real those key commitments to engage ever more locally, democratically, innovatively and accountably, and this is what our task will be in 2016/17. 2015/16 was a year of transition but I am confident that we will come to view it as a key year of investment and evolution, where a new and exciting identity for the UK's leading network for charity and social enterprise leaders began to be formed.



Paul Farmer
Chair



About ACEVO

ACEVO is a network of our members, for our members.

We want to see a nation of inspiring charity and social enterprise leaders who are empowered to make the biggest difference they can to their beneficiaries, to their organisations and to society.

Our network means that we can work directly with charity and social enterprise chief executives and leaders to play our part to achieve that vision, as well as opportunities to learn from and support each other.

Our members collectively have a turnover of more than £10 billion, lead thousands of charity staff and help millions of beneficiaries. The depth, seniority, diversity, expertise, engagement and strength at the local level of our network allow us to offer each of our members support that no other network can.

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

In everything we do, we strive to be:

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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

At the end of March we had 1,373 members.

Membership Categories

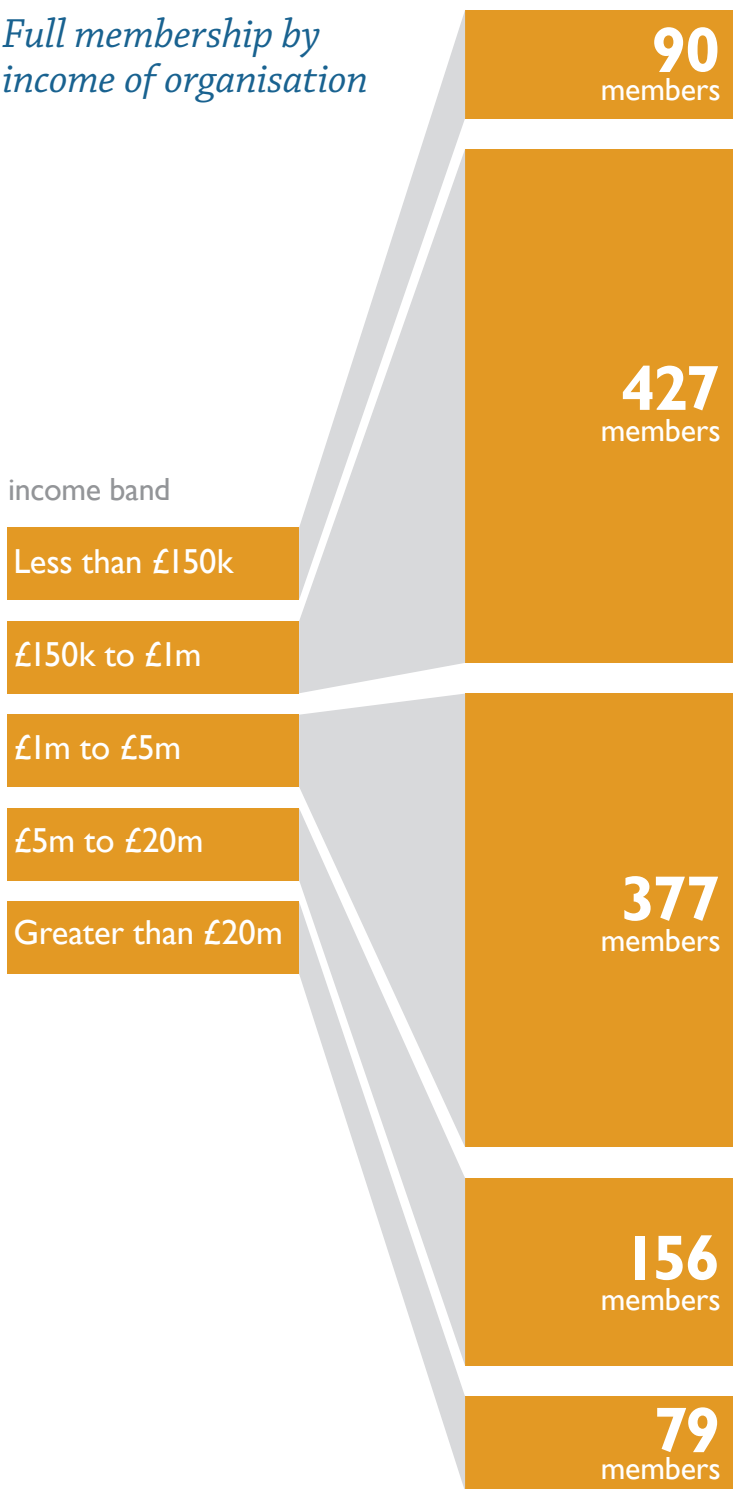
Full Membership Are you a CEO or the most senior executive in your organisation? Then our Full Membership is for you. Full Membership provides the resources CEOs need to run their organisations effectively and successfully.

Senior Leadership Are you a Deputy Chief Executive 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? Senior Leadership 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.

Associate Membership Are you a Chair or Trustee, or interested in civil society leadership? Associate Membership gives you access to information and select events as well as discounts on our expert publications.

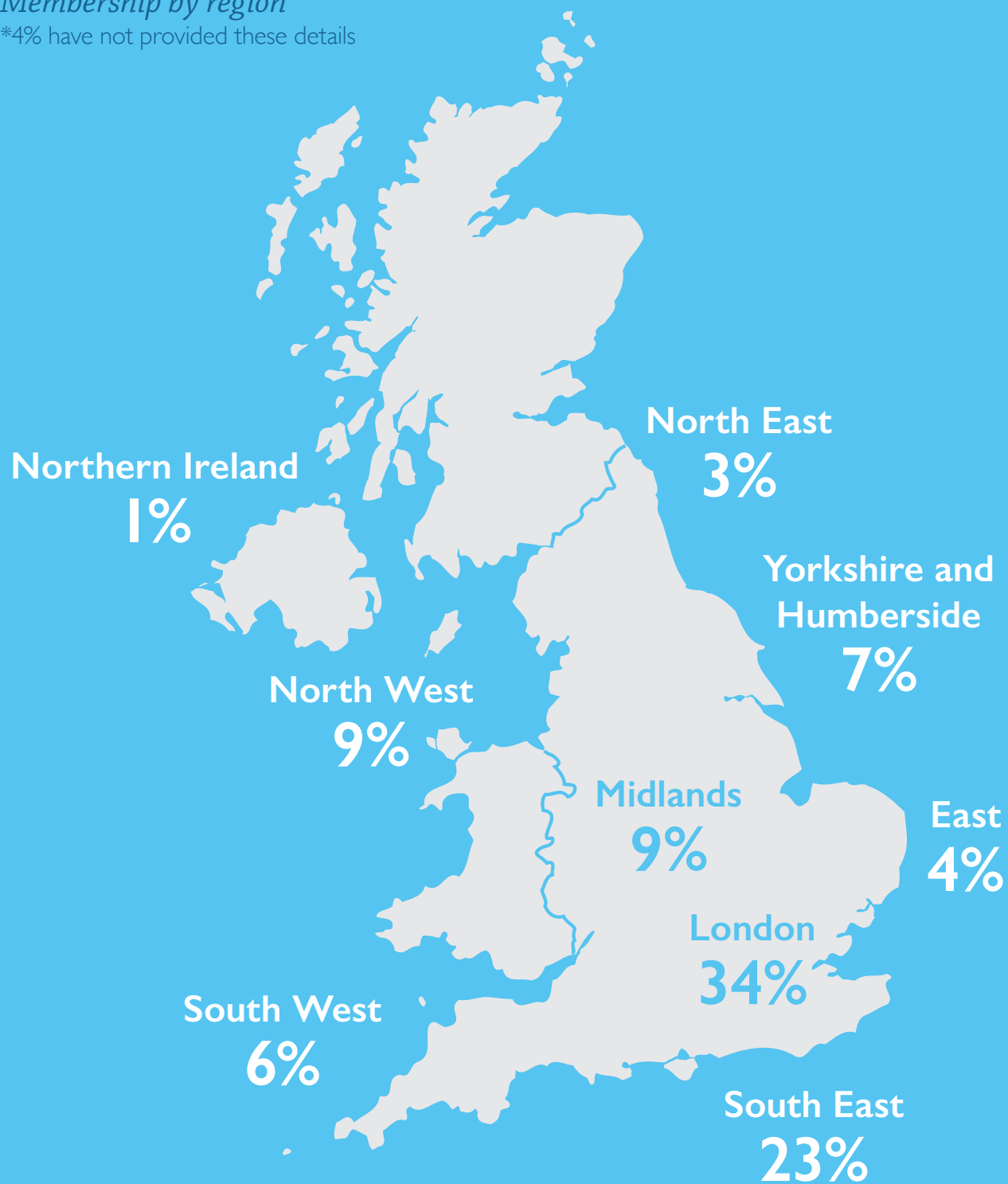
Affiliate Membership Discounted membership which is available to all CEOs or senior leaders in not-for-profit organisations with an income of under £150,000.

Full membership by income of organisation



Membership by region*

*4% have not provided these details



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.

CEO in Crisis Helpline

Our CEO in Crisis service supports members whose relationship with their Chair or board has broken down and who 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 2015/16 we had 48 callers to our CEO in Crisis helpline.

I joined ACEVO for the networking and contacts mainly, I was aware of the crisis service and thought it was a good thing, but always wondered who would ever need it. I didn't quite understand what it was there for or who, as a CEO, wouldn't be able to deal with any problem arising and would need to use it. I now know what and who it is and I'm so grateful that you are there for this, and for me now.

CEO in Crisis user

Governance Helpline

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 2015/16 have included queries on trustee confidentiality agreements, dealing with AGM resolutions and discussing succession planning for the Chair role with the current Chair.

During 2015/16 there were 40 separate callers to the Governance Helpline.

Publications

ACEVO's governance and leadership publication database continues to be a great resource for members on subjects such as leadership, governance, finance and fundraising. During 2015/16, 381 publications were ordered. Our most popular titles include 'The Chief Executive's First 100 Days'; 'Leading the CEO and Chair to Effective Governance' and 'Understanding Your Costs'.

ACEVO Solutions

ACEVO 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 has provided: specialist Voluntary, Community and Social Enterprise (VCSE) engagement and advice for over £5m worth of contracts; over 300 hours of bid writing, reviewing and editing support; over 200 hours of support to get VCSE consortia off the ground, and workshops and training for nearly 200 people.

We have supported four organisations with specific social investment advice and business development. We have continued to provide strategic commissioning and procurement advice to central government, the NHS and local authorities.

In the last year we have transformed and expanded our business model.

Transformation Highlights:

- We won a total of £90k to support three organisations through the Big Potential Fund, keeping our commitment to support organisations in the third and public sectors to make greater use of social investment.
- We won our first NHS England contract to deliver market development support in the learning disability sector, keeping our commitment to supporting voluntary organisations to engage more effectively with commissioners, and showing commissioners how they can benefit from the best the sector has to offer.
- We supported several large consortia with a range of complex support, laying foundations for future business and contracts, including winning significant employment support opportunities.

Networking and Events

One of the things our members value most about ACEVO is the opportunity to network with their peers – often whilst hearing from high profile speakers through our events programme. During 2015/16 ACEVO provided 93 events including local, grass-roots forums, round tables and conferences for members, giving 1,275 leaders the opportunity to network with their peers, share knowledge and keep up with best practice. 61% of our events take place outside London.

Annual Conference

Our flagship event, the Annual Conference in November 2015 was attended by over 250 delegates who heard from a series of notable speakers including William Shawcross, Chair of the Charity Commission; Anna Turley MP, Shadow Minister for Civil Society; David Babbs, CEO of 38 Degrees; Peter Kellner, President of YouGov and Polly Toynbee, Guardian columnist. Delegates were also able to attend a series of workshops on topics ranging from 'Using evidence to drive success' to 'The Chair – CEO relationship - making it work'.

Special Interest Groups

Our Special Interest Groups (SIGs) are an opportunity for CEOs from a specific sector or with a specific interest to share experiences, hear from relevant speakers, discuss pertinent policy issues and develop shared solutions. During 2015/16 ACEVO ran SIGs for Arts, Heritage and Sport; Health and Social Care and Women CEOs.

Just a quick thank you for another excellent forum meeting today. I found the presentation really thought provoking and came away with a set of short and long term actions that I am confident can really enhance how we are currently working.

Member speaking about our CEO Forums



Learning with Leaders

We continue to look for new ways to enthuse the membership. Our Learning with Leaders series of events in association with CCLA has continued to attract support and a great response from members. It sees leadership luminaries from all walks of life spend time with ACEVO members. Speakers during 2015/16 included Dame Julia Cleverdon and Guardian journalist Zoe Williams.

Women's Summit

One of our most popular events of 2015 was our CEO Women's Summit. We had a great line up of speakers including Polly Neate, CEO of Women's Aid and Stella Creasy MP.

Health and Social Care Conference

In October 2015 we held a Health and Social Care Conference in Leeds with excellent speakers including the former Minister of State for Care Norman Lamb MP.



Campaigns and Policy

Policy

ACEVO's campaigning, influencing and policy research continued to flourish.

Since the General Election 2015, the collective voice of charity leaders has been crucial to the national debate. ACEVO has spent the last year drawing attention to the issues that matter across a spectrum as broad and diverse as the ACEVO membership itself.

Our three year strategy pledges to position ACEVO as a leading media voice for the sector and we have not been shy of meeting that commitment. ACEVO has been commenting, prompting, and campaigning across trade, national, and international mass media. Nowhere has our ability to reach into the heart of national debates been showcased better than in October 2015, when then Chief Executive Sir Stephen Bubb appeared on the Today programme, to discuss social care reform, to be followed by then Director of Public Policy Asheem Singh the next day, discussing charity governance and making the case for better understanding of the work of ACEVO members, their boards and staff.

Social media

ACEVO's social media presence has grown steadily. Across 2015/16, we reached over a million Twitter timelines. Each tweet we send now reaches consistently more people than it would have done a year ago and this means that we can provide more of a voice for our members' own work.

Coming in from the Cold – Youth Loneliness in London

Over Easter 2016 we launched Coming in from the Cold, our report on youth loneliness in London. This groundbreaking report focussed on bespoke research carried out for us by member organisation Get Connected (now known as The Mix).

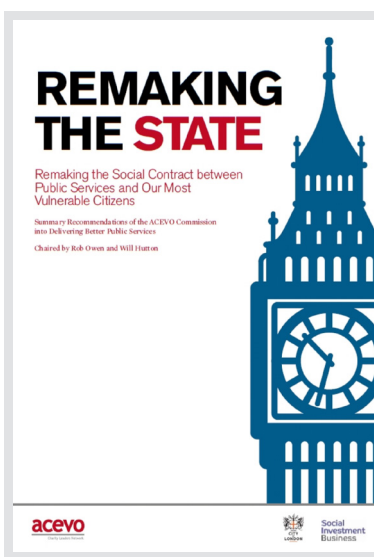
This report received significant attention including a launch event featuring representations from the campaigns for Mayor of London. The report was also featured on BBC London TV and radio, as well as London Live local television and in the Guardian and the Times.

**A Deputy Mayor for Young People?
Yes!**

Shaun Bailey Conservative
Member of the London Assembly (2016)

Remaking the State: Pro-Third Sector Public Service Reform

Our flagship commission on public service reform, chaired by Rob Owen, CEO of the St Giles Trust, and author and journalist Will Hutton, launched its report in November 2015. This called for a radical rethinking of the way in which our public services are delivered, so that they work for the benefit of the people.



This report was launched at our Annual Conference, and endorsed at launch by the then Shadow Minister for Civil Society, Anna Turley MP. In her first speech to the sector, she called on government to heed our advice, and refocus public services on prevention, rather than crisis management.

These challenges facing the sector show exactly why the ACEVO report published today entitled Remaking the State, A Call to Action, is so timely and important.

Anna Turley (2016)

Time for Change Campaign – Transforming Services for people with learning disabilities

Having chaired the Transforming Care and Commissioning Group in 2014, Sir Stephen Bubb led an independent review of the Transforming Care programme throughout 2015/16. This evaluated the progress of NHS England, the Department of Health, and their partners in transforming services for people with learning disabilities after a failed government promise to support everybody inappropriately living in hospital back into the community.

We have published two reports to much public acclaim. This has not just been a campaign of words.

As a result of this work NHS England has agreed a closure programme which will see far fewer individuals being housed in inappropriate settings. This is real change which has been achieved by working alongside our members who are experts in health and social care.



We have to do what Stephen's report rightly put the spotlight on: the fundamental redesign of care for new cohorts of people going forward. That must be a permanent shift away from the residue of institutional care models that we have.

Simon Stevens NHS England Chief Executive to the Public Accounts Committee (February 2015)

Defending the Sector

It has been a challenging year for the sector as it faces continuing questions about governance, fundraising and campaigning to name a few. In line with our commitment to be a leading voice ACEVO has faced debates head on.

Fundraising in the wake of the Olive Cooke affair, Kids Company and the questions this raised around governance, the Charities Bill which conferred new powers on the Charity Commission, the Cage/Rowntree affair in which the regulator attempted to dictate where charitable foundations could spend money, the role of the Charity Commission, Ministerial interventions, countless inquiries, the Freedom of Information issue - ACEVO has made its voice heard in all of these debates.

An important aspect of this has been our collaborative project with the NCVO – designed to present a united front in defence of the sector – which successfully sought to protect the Big Lottery Fund.

Our collaboration with other sector bodies was also central to our efforts to counter the anti-advocacy clause, announced by the Cabinet Office in January 2016. We were at the forefront of the campaign against this clause. Working with the NCVO we sent a joint letter to the Prime Minister which was co-signed by 130 third sector leaders. The Government has since stated that it is 'pausing' the implementation of the clause in government grants, and we will continue to call for proper and robust consultation with our sector.

Party Conferences 2015

2015 also marked ACEVO's largest ever Party Conference programme. With seven events across three conferences, we were one of the highlights of the third sector's party conference schedule and ensured that ACEVO members' concerns were taken to the heard of the political debate.

From discussing the purported silencing of charities in a standing-room-only debate at Labour, to a discussion of the challenges facing Muslim charities - we covered the breadth of issues affecting the sector.

Press

We are known for our strong media voice but this year we have had our most intense media year to date, with treble the coverage of the previous year, and a considerably higher number of profile appearances on national radio and television.

Overall ACEVO has had more than 2,200 media hits this year, reaching an audience and readership numbering over 30 million and with a value, according to independent measure, of more than £3.2 million. Our three year strategy pledges to position ACEVO as a leading media voice for the sector and we have not been shy of meeting that commitment, and neither will we be in the future.

Leadership Development

The ACEVO leadership development strand focuses on providing practical skills, developing resilience with resources and guides for members to get through the challenges they face and effectively lead their organisations to success.

Members access a range of leadership development opportunities, with programmes either provided by ACEVO or by third parties at negotiated discounts for members. During 2015/16 our key offer included our monthly Leadership Masterclasses, the Emerging Leaders programme and the Accelerated Leadership programme. These are aimed at leaders at different stages of their personal development or who prefer different styles of learning.

We have continued our positive 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 55% discount. 132 members have accessed a leadership development course through ACEVO or partners in 2015/16.

We also continue to offer free Personal Development Planning for members. Demand has steadily increased with 23 plans delivered in 2015/16. Demand for our mentoring and coaching services has also been high, with 40 mentor/mentee matches made and 5 coach/coach relationships made. Our service extends to organising job swaps, site visits and shadowing opportunities.

In November 2015 we announced the fourth cohort of ACEVO Fellows. The ACEVO Fellowship aims to champion inspirational and emerging leaders from across the country. 30 nominations were received from the membership and five Fellows were chosen. Each Fellow received up to £3,500 in leadership development support and was recognised with their award presentation at the ACEVO Dinner. We thank The Leadership Trust for their financial support with our annual Fellowship programme.



The 2015/16 Fellows are:

John Rendell - CEO, PEAS UK

Emma Williams - CEO, PTA

Judi Rhys - CEO, Arthritis Care

Othman Moqbel - CEO, Human Appeal

Sarah Collis - Director, Self Help UK

Finances

This summary financial information is taken from the full Trustees' Annual Report and Group Financial Statements 2015/16, which were signed by the Chair Paul Farmer on behalf of the Trustees on 26th September 2016.

The following charts represent graphically some of the key figures from ACEVO's group financial statements for the years ended 31st March 2016. 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 26th September 2016.

The auditors are
Sayer Vincent
Chartered Accountants and Statutory Auditors
Invicta House
108-114 Golden Lane
London EC1Y 0TL

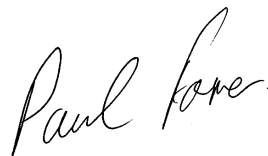
These charts provide an overview only. For a proper understanding of ACEVO's results and financial position, the full financial statements should be referred to and are available via the Company Secretary or at www.acevo.org.uk/accounts.

These have been difficult times for the sector, and ACEVO has been challenged too, but our mission has never been more crucial.

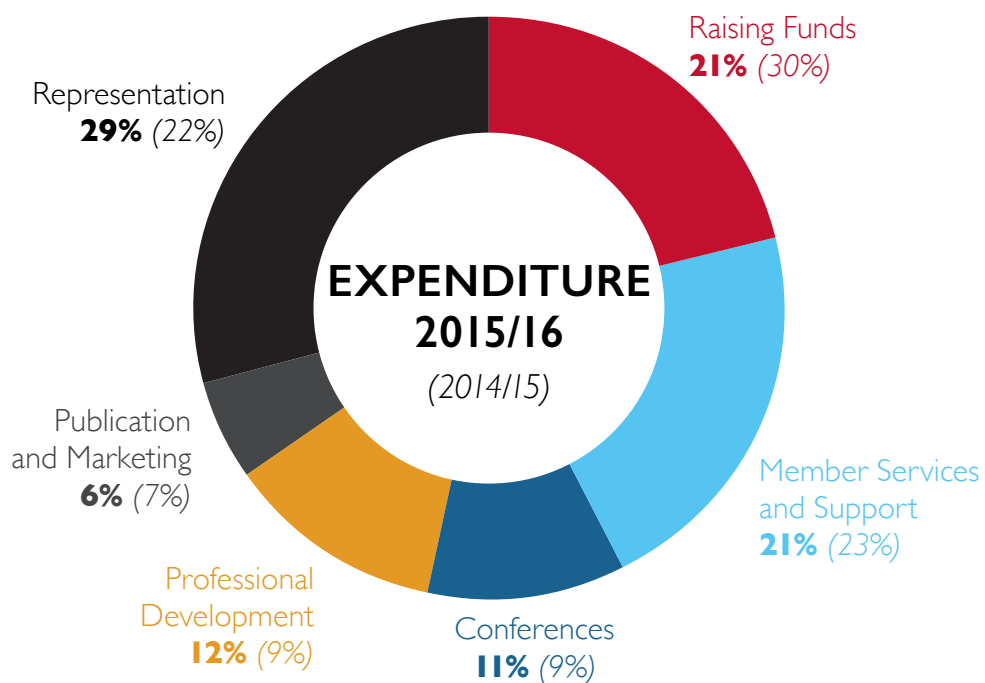
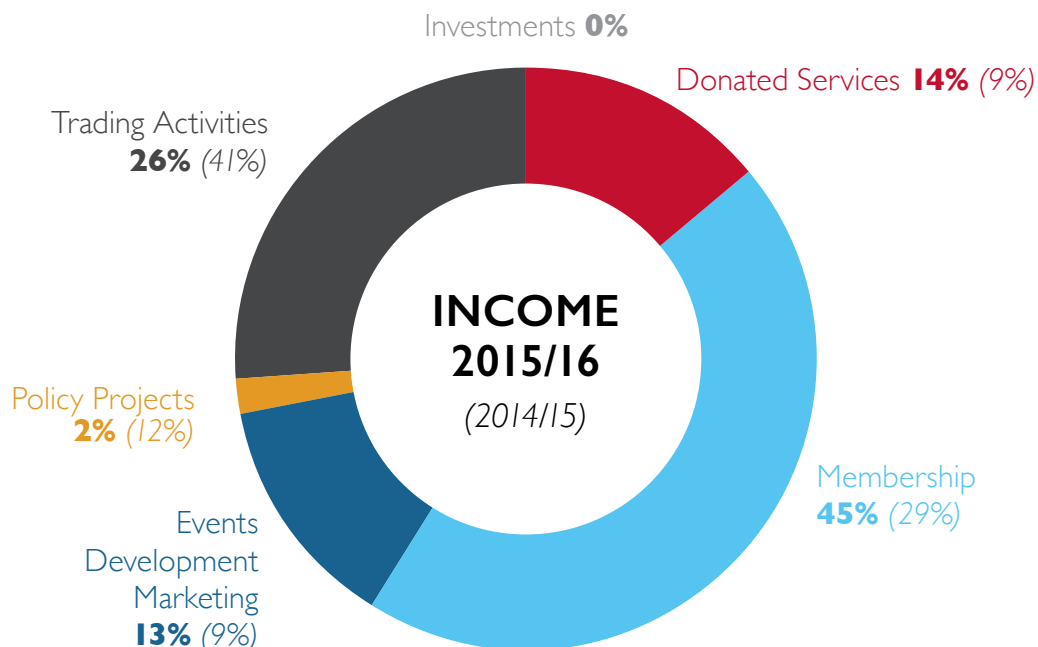
Details of the ACEVO Group income and expenditure are set out on page 21 of our Annual Report and Consolidated Financial Statements. The deficit in 2016 was £190,801, and the total group fund balances reduced to £292,792 of which £17,368 was represented by a designated tangible fixed asset fund.

2015/16 was a year of transition but I am confident that we will come to view it as a year of key investment and evolution, where a new and exciting identity for the UK's leading network for charity and social enterprise leaders began to be formed.

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 2016 our free reserves were £277,424 which is within our reserves policy.



Paul Farmer
Chair of Board of Trustees



acevo

**a network of our members
for our members**

ACEVO

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Association of Chief Executives of Voluntary Organisations Company Limited by
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Company number 3514635 Registered Charity number 1114591