

# Trustees' Report and Consolidated Financial Statements for the year ended **31 March 2020**

Association of Chief Executives of Voluntary Organisations  
Company number: 03514635  
Registered charity number: 1114591

**acevo**  
imagine, inspire, improve

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The board of trustees of the Association of Chief Executives of Voluntary Organisations (ACEVO) presents its report with the consolidated financial statements for the year ended 31 March 2020, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 43 and comply with the Charities Act 2011, the Companies Act 2006, the charitable company's Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice 2019 applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

## Chair and CEO's welcome

As the network for civil society leaders, ACEVO provides inspiration, support, connection, advocacy and skills to executive leaders across civil society. At the time of writing we are in the midst of COVID-19 and the possible implications for the organisation are reviewed in this report. While the full ramifications are still developing, the crisis has highlighted more than ever the need for effective leadership in our sector and for ACEVO's vital support of those leaders through a challenging time of change. It has also showed the value of ACEVO's influencing and advocacy, speaking on behalf of civil society leaders and representing their voice to government, the media and other influences before, during and beyond this crisis.

ACEVO's financial year ended a week after the UK went into lockdown due to the COVID-19 pandemic. This was the start of an incredibly testing time for civil society organisations, but we were thankful that our performance in 2019-20 left ACEVO in the best possible shape to weather the coming storm and continue to support our members and the sector through this difficult period.

During 2019-20, ACEVO's membership grew by over 21% and we ended the year in a good financial position, with a £15k surplus resulting from an unrestricted surplus of £63k less £49k expenditure on restricted funds brought forward, leaving our unrestricted reserves comfortably within the range set by the trustees. Having undergone a well-received rebrand, successful website rebuild and relaunch, and vital IT upgrade during the year, we started 2020-21 with a strong community, reputation and ability to deliver our services to members, adapting to changing circumstances as required.

As the world moves into a new post-pandemic landscape, we will continue to support our sector's leaders to imagine better, inspire others and improve lives.

**Rosie Ferguson, chair and Vicky Browning, CEO**



Just renewed our ACEVO membership which is money well spent.  
It's been a tumultuous year and they have been our rock!"

**Katie Antill, joint CEO, Alzheimers and Dementia Support Services**

# Highlights 2019-20

|   |   |  |
|---|---|--|
| <p>A network of<br/><b>1,443</b> + 21%<br/>members</p>  | <p>“ ACEVO has<br/>been our rock!</p>   | <p><b>72</b> members<br/>matched<br/>with<br/>mentors</p>  |
| <p><b>81%</b><br/>Member retention rate</p>   | <p><b>19</b> regional<br/>forums in<br/>seven<br/>locations</p>   | <p><b>54</b> events<br/>with <b>1,450</b> attendees</p>  |
| <p>“ The CEO in Crisis<br/>service is<br/>outstanding</p>   | <p><b>In Plain Sight</b><br/>Report on bullying in<br/>the charity sector</p>   | <p><b>11</b> Leadership Worth<br/>Sharing podcast<br/>episodes<br/>with <b>3,878</b> listens</p> |
| <p>+29%<br/><b>341,438</b><br/>visits to our website<br/><br/>+11%<br/><b>27,536</b><br/>followers on Twitter</p> | <p><b>70%</b><br/>Member engagement rate</p>  | <p>“ A strong and<br/>supportive<br/>culture</p>   |
| <p><b>178</b><br/>members accessed our<br/>governance and advice surgeries</p>                                    | <p><b>6</b> leadership<br/>competencies<br/>launched</p>  | <p><b>65</b> CEOs<br/>facing crisis supported</p>  |
| <p>“ A trusted<br/>and open<br/>environment</p>   | <p><b>45</b> corporates<br/>sharing<br/>our vision<br/>of encouraging effective and<br/>inspiring civil society leaders</p> | <p>“ ACEVO goes<br/>from strength<br/>to strength</p>  |

ACEVO's greatest strength is our network of fantastic members, supported by our corporate partners and funders. **Thank you for being with us.**

[acevo.org.uk](http://acevo.org.uk)  
[@acevo](https://twitter.com/acevo)

## Vision, purpose and public benefit

ACEVO is the Association of Chief Executives of Voluntary Organisations. We're a network of over 1,400 CEOs and aspiring CEOs who head up everything from small, community-based groups, to ambitious medium-sized organisations, to well known, well-loved national and international not-for-profits.

Our leaders drive positive change in their organisations and in their communities, and our peer-to-peer network supports and encourages them throughout their career.

ACEVO's vision is to see civil society leaders making the biggest possible difference. Together with our network we inspire and support civil society leaders by providing connections, advocacy and skills.

Our values are to be:

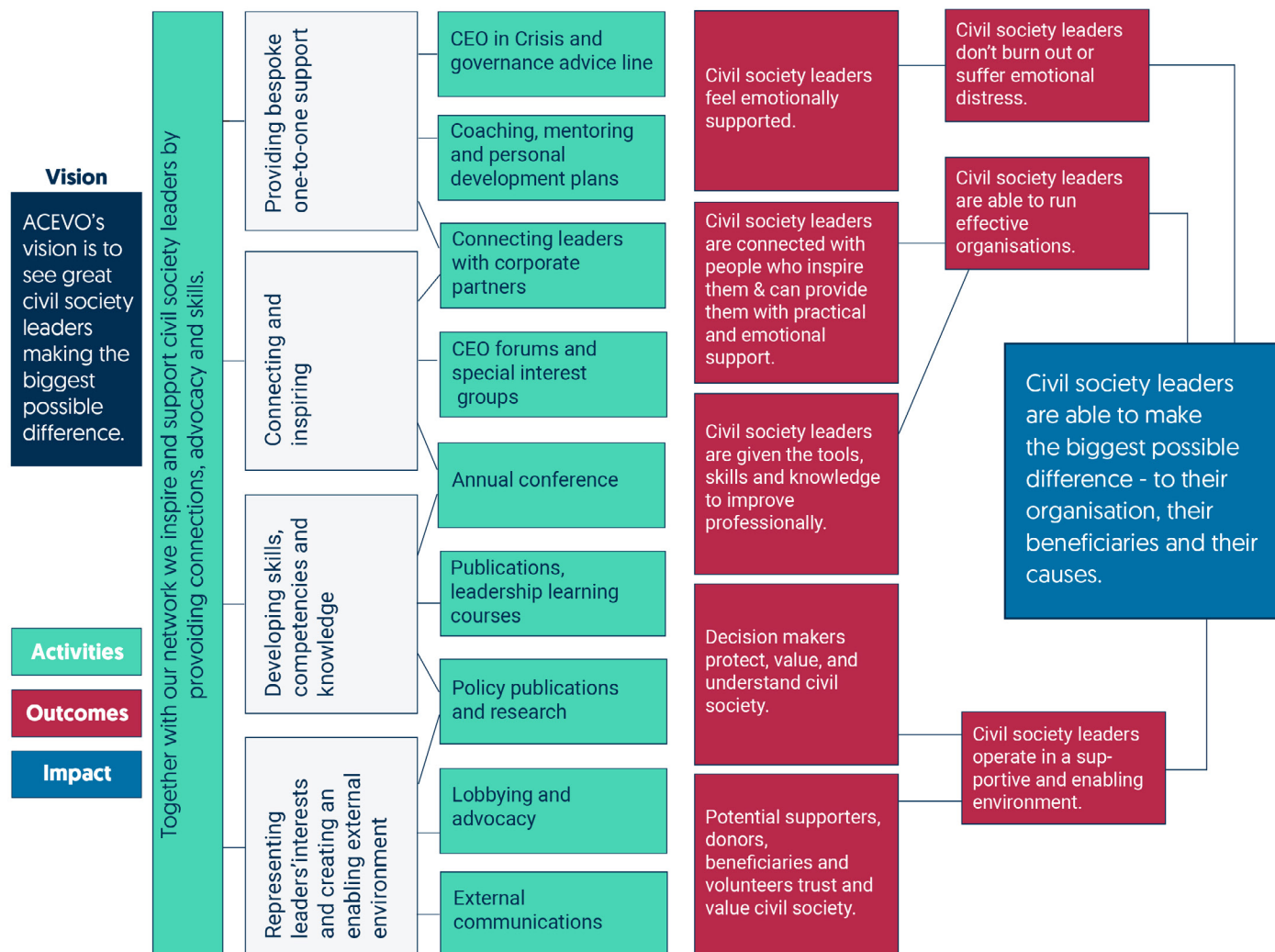
- **Member-driven:** We involve our members and include them in our thinking. We are driven by their needs and their potential to achieve change.
- **Connected:** We achieve more through bringing people together, building the relationships and networks that generate confidence and belief.
- **Ambitious:** We are bold, confident, energetic and vibrant. We are both agile and entrepreneurial in leading and supporting our members in the challenges ahead.
- **Honest:** We always act with integrity and in the best interests of our members. We do what we say we will do and are open about both our objectives and our impact.

### Our public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities, and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the objectives and activities that have been set.

ACEVO's public benefit is delivered through the contribution it makes to civil society and beyond: our 'ripple effect'. Our members imagine a better world. By supporting CEOs and strengthening leadership within the sector, ACEVO inspires its members to have a greater impact on their organisations and - through them - their beneficiaries and causes, to improve lives. We believe that investing in our sector's leaders strengthens the impact they achieve.

# Theory of change



## Activities and achievements

### Achievements against our strategy

In the second year of our three year strategy launched in July 2018, ACEVO has delivered against our five strategic strands – connection, inspiration, support, advocacy and skills - and the financial performance and governance which underpin our ability to deliver our strategic objectives and maintain our financial sustainability.

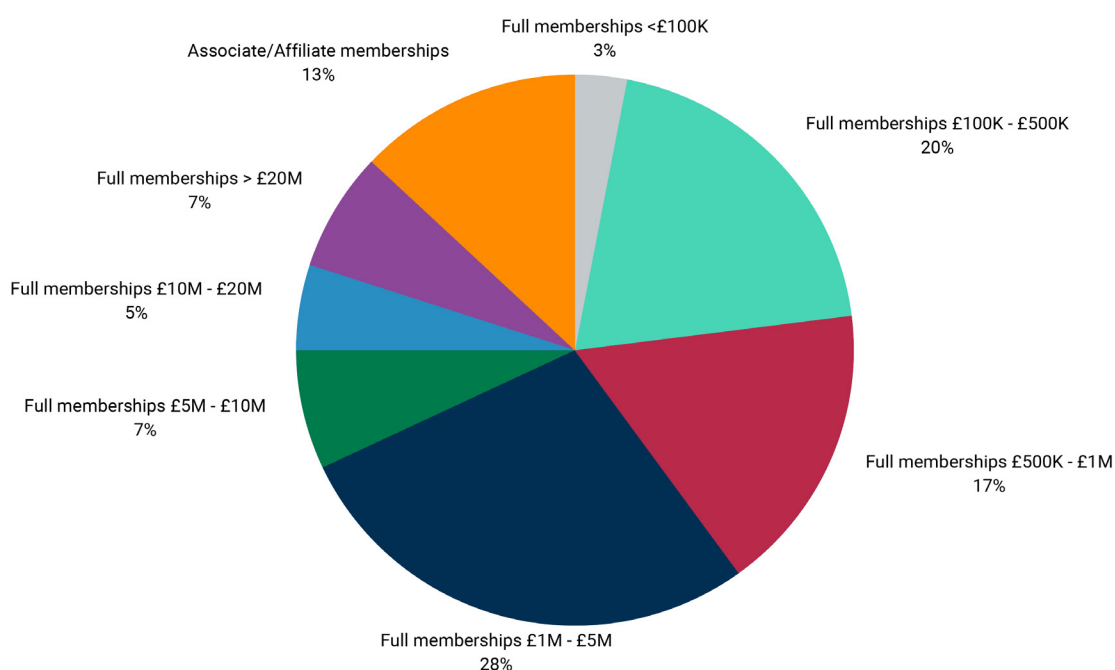
### Connection

Our ambition is to build our network of civil society leaders to enable peer support and widen the reach of our services.

This year:

- Our network grew by 21% to 1,443 members (2018: 1,195).

| Category                          | Members |
|-----------------------------------|---------|
| Full memberships < £100K          | 45      |
| Full memberships £100K - £500K    | 285     |
| Full memberships £500K - £1M      | 242     |
| Full memberships £1M - £5M        | 408     |
| Full memberships £5M - £10M       | 104     |
| Full memberships £10M - £20M      | 68      |
| Full memberships > £20M           | 106     |
| Associate \ Affiliate memberships | 185     |
|                                   | 1443    |



- We achieved an average annual member retention rate of 81% and a 70% engagement rate with members.
- In September, alongside our brand refresh, we launched our new website, which is fully integrated with ACEVO's member database, making it easier to use and more visually appealing. [acevo.org.uk](https://acevo.org.uk) saw a 30% uplift in visitor numbers year on year (341,428 website page views by 70,693 users).
- Towards the end of the financial year, we undertook a member survey to get a 'pulse check' from members on how they viewed membership. We had a response rate of around 6%: thank you to all those members who responded.
  - 97% of respondents said they were either satisfied or very satisfied with their experience as a member.
  - 84% rated ACEVO membership as 8 out of 10 or higher.
  - When asked if they would recommend ACEVO membership to non-members, on a scale of 0 (not likely at all) to 10 (extremely likely), 84% of respondents rated ACEVO 8 or above. This gave us a Net Promoter Score of 63% which is classed as 'great' and not far off Netflix's score of 68%!

### What we learned:

- Building a new website takes more time than you think, and then more time than that. In future we will be more generous with deadlines, build in more time for testing and ensure all staff members whose work is likely to be impacted by digital developments are included in the change programme.
- That said, with the development of the ACEVO online Community, we also learned that you can launch quickly and enhance as you go on, largely thanks to the core functionality of the product having been thoroughly explored during the web-build phase. Thinking ahead at an early stage paid dividends later in the process.
- Sometimes we need to balance our desire to push forward with new ideas with a realistic assessment of our capacity to deliver.



I am really enjoying being an ACEVO member. It's led me into numerous interesting connections and conversations, and it feels like you are building a very strong and supportive culture across the membership."

**Jim Minton, CEO, Toynebee Hall**



## Inspiration

Our ambition is to showcase good leadership within civil society to inspire by example.

This year:

- We know that being a social sector CEO can be the most brilliant job in the world, but it can also be difficult and draining. At ACEVO, we want to energise and inspire leaders to be the best they can be. To celebrate a culture of imagining better. And to champion leaders who can create a successful, impactful sector with the difference they make. Having already updated our vision, mission and values to reflect this ambition, in September, we revealed our refreshed brand with the new strapline **imagine, inspire, improve**.



Many congrats to ACEVO's fantastic team. The rebrand is excellent and as ACEVO goes from strength to strength it's a great reminder why I'm so pleased to be a member."

**Rob Music, CEO, Jo's Cervical Cancer Trust**

- Comms-wise, we now have 27.3k Twitter followers; we published 120 blogs over the year with 27k views in total and average blog views of 74 per day.
- We launched the ACEVO 'Leadership Worth Sharing' podcast, with 11 episodes recorded year to date and over 3.2k listens (up to end of Q3).



Just caught up on @ACEVO leadership podcast with the excellent @KateLeeCEO. Recommended. Collaboration, communication, disruption, bravery, exec pay, authenticity. All there."

**Andrew Fletcher, CEO, Together for Short Lives**

- Our weekly Leader2Leader member email remains one of our most popular membership benefits, with a 40% average open rate.



I loved getting Leader2Leader today. It was the reading material equivalent of going to work on an egg or having my Weetabix! I was well set up for what came at me."

**Anne Fox, CEO, Clinks**

What we learned:

- With the brand refresh, we learned that sometimes bringing in experts for specific elements (in our case, the strapline) is worth the cost outlay, even if they are unbudgeted. And working with trusted partners ([Bowley Design](#) and [Digital Garden](#)) also makes big projects much less stressful.

## Support

Our ambition is for civil society leaders to feel supported and connected through their membership.

This year:

- We gave practical support to 178 members through our governance and member advice lines.
- 65 members received support and advice through our CEO in Crisis service, a 20% increase on last year.
- We were pleased to recruit our new head of member support to double our service provision capacity for members.



I think ACEVO is amazing and have got loads out of it since I joined, but the CEO in Crisis service is outstanding and I'd recommend that every CEO join for it alone."

**Name withheld by request**

- ACEVO remains part of the cross-sector steering group for the Charity Governance Code and we worked to promote the Code to members, as well as applying it to our own governance processes (see p21).
- We matched 70 members with mentors. We are grateful to CCLA Investment Management for its ongoing support for our mentoring scheme.



A great opportunity to share experience. Even if you've been a CEO for years you will gain from being a mentor."

**Kate Welch, CEO, Social Enterprise Acumen**

## What we learned

- As a membership organisation grows, it is difficult to balance an increase in membership with investment in the resource required to support the membership. Some well-timed and longer-term grant funding from Garfield Weston enabled us to recruit the additional support we needed, just in time for us to be able to respond effectively to increased member demand due to the COVID crisis.
- Seeing the rise in demand for our CEO in crisis support service emphasised the need for us to do more preventative work in 2020-21 to help CEOs before situations reach to crisis level. We will introduce "talk to us" and "spot the red flag" services.
- Alongside supporting them through business as usual, we need to ensure we provide our members with opportunities for headspace and reflection through the introduction of a new Friday Review event. And we also need to build in more opportunities for our own staff to have time for analysis, reflection and strategic thinking.

## Advocacy

Our ambition is for our policy work to amplify the voices of our members and represent their interests.

This year:

We focused on our five policy pillars:

- **Freedom to campaign:**
  - We campaigned for anti-advocacy clauses to be re-written or removed from government grants and contracts, supported the campaign for reform of the Lobbying Act and, working with Bond and NCVO, delivered clarification of Electoral Commission guidance on the Lobbying Act.
- **Increasing black and Asian representation in charity leadership**
  - We worked with Civil Society magazine to raise the voice of black and Asian leaders in the charity sector; carried out research with Voice4Change England exploring the lived experience of black and Asian people working in charities with recommendations for improving race equity in the sector in our report due in June 2020, and launched our race equity action learning set programme pilot in January 2020, bringing five chair/CEO pairs together to find practical ways forward to address this issue.
- **Commissioning**
  - We worked with NCVO and Lloyds Bank Foundation on Rebalancing the Relationship, a report due out in late summer 2020 which addresses how the collaboration between large and small voluntary organisations can improve to deliver the best outcomes for service users, ensure the diversity of the sector, and protect local economies.
- **Leading safe cultures**
  - Our 'In Plain Sight' report on bullying in the charity sector, delivered in partnership with Centre for Mental Health, was published in June 2019.



Great report. Great leadership.”  
Tom Lawson, CEO, Turn2Us

- **Public policy**
  - Ahead of the December 2019 General Election, we published a manifesto asking for everyone elected to serve in government to root their work in seven values: equity, opportunity, safety, community, love, dignity and sustainability. 'We Imagine Better' also called for MPs to work in partnership with civil society to instigate long-term, ambitious and cross-governmental plans that will improve the lives of everyone in the UK.
  - We published two of a series of research outputs with nfpSynergy looking at trust in charities to bring more informed data to the debate.
  - We launched our #WeImagineBetter manifesto in advance of the December 2019 general election, calling for a shared vision between politicians and civil society to create long-term change for a better future.



Congratulations ACEVO on another compelling and inspiring case for how #WelmagineBetter – showing a brilliant range of amazing and inspiring leaders across civil society saying what needs to be said.”

**Sufina Ahmad, director, The John Ellerman Foundation**

#### What we learned:

- The imposition of the nationwide lockdown in March prompted us to delay the launch of Home Truths, our report on race equity in the sector. This decision was hard reached, but ultimately we felt that ensuring the report landed in a context where leaders would have the capacity to receive it well was more important than meeting the original deadline.
- We know that some members and the wider sector find some of our policy activity challenging (for example, Home Truths and our In Plain Sight report last year into bullying in the sector). As part of our next strategy review, we need to articulate with the board how challenging we want to be as an organisation so we agree the right balance of support and challenge for our sector's leaders.

## Skills

**Our ambition is for ACEVO to develop the skills and competencies of civil society leaders.**

#### This year:

- We held 54 events around the country, including:
  - 19 CEO forums in seven locations around the country attended by 351 members.
  - 12 special interest group (SIG) meetings held across five locations attended by 218 members.



After a difficult couple of weeks it was really great to spend a few hours with peers hearing such a positive take on challenging times from someone with a vast amount of knowledge and experience.”

**Deborah Parker, Cinema for All**

- Kindly supported by CCLA Investment Management, we held five 'Look Out' lunch meetings attended by 185 members. Guests included Lord Toby Harris from the Fundraising Regulator, Nicholas Hellen from the Sunday Times and Baroness Diana Barran, the charity minister



ACEVO has created a trusted and open environment in this series, where speakers and participants can feel comfortable in exploring challenging issues in a spirit of candid enquiry.”

**Mark Devlin, CEO, Young Epilepsy**

- Nine one-day Leadership Learning workshops were attended by a total of 203 members. The workshops covered a mixture of general leadership and governance subjects as well specific skills training including crisis communications, storytelling, lobbying and influencing. Thanks to Sarasin and Partners for its ongoing support for our Leadership Learning series.
- We ran two new and emerging leaders programmes, helping 29 members explore how they can be at their best in their current role and also progress their careers.
- The Jane Slowey memorial membership programme offered tailored support and skills development for eight women within their first two years of being a CEO.
- Our annual conference attracted 382 delegates. The conference generated new ideas for 98% of delegates, 96% of attendees were inspired and 93% connected with people they felt would help them or their organisation develop.



#acevoconf19 was everything I wanted/needed it to be:  
collegiate, respectful, challenging, inspiring. And the BEST fun!

**Rick Henderson, CEO, Homeless Link**

#### What we learned:

- During the first year of our Jane Slowey memorial programme, we learned that co-creation with participants is a much better way of developing a programme such as this rather than assuming we have all the answers.
- While ACEVO has always had a strong track record of supporting CEOs new to the role, we also recognise the need to keep developing our existing leaders, so we are developing a new programme for experienced leaders to be launched in 2020.

## Financial sustainability

**We will secure the income and resources required to deliver our strategic objectives and maintain our financial sustainability.**

Thank you to our 45 corporate partners, organisations which share our vision of encouraging effective and inspiring civil society leadership and provide support and advice to ACEVO and its members:

#### Strategic partners

CCLA, Compass Executives, Ellis Whittam, Energycentric, Hempsons, Sarasin and Partners LLP, Second-sight.

#### Premium partners

Action Planning, Barclays, BDB Pitmans, Blackbaud, Brewin Dolphin, Buzzacott, Campbell Tickell, Charles Stanley, Digi-Board, Endsleigh, Flexifleet, Forster Communications, Freeths LLP, GBG Loqate, Green Park, haysmacintyre, Keda Consulting, MCM Net, Moore Kingston Smith, nfpSynergy, PIB Insurance (formerly aQmen), Protecture, Rothschild, Ruffer, Russam, Smart Desc, Stone King, The Athena Programme, Total Enterprise Solutions (TES), uCheck, Womble Bond Dickinson, Wrigley's

#### Corporate partners

Dashboard Media, Digithouse, Latcham Direct, Sayer Vincent, Skills for Care, Working Families



We had a half hour conversation on the phone with one corporate partner that really drilled down into the questions that I need to ask as a CEO to my trustee board, with some specific advice and information. That's been extremely useful.

**Laura Hyde, CEO, Citizen's Advice East Herts**

## Grant funding

We'd like to thank a number of foundations for their support. Through funding our core work, they have demonstrated their belief in ACEVO as a vital part of a successful, impactful voluntary sector and enabled our members to imagine better, inspire others and improve lives.

In 2019-20, ACEVO was grateful for grant funding from Barrow Cadbury Trust, Woodford, Garfield Weston, Lloyds Bank Foundation, National Lottery Awards for All, Pears Foundation and Woodford Investment Management. We also received project funding from DCMS, the Leadership Trust Foundation and the National Lottery Community Foundation.

## What we learned

- Despite a reasonably robust risk assessment process, we didn't see a global pandemic on the cards. We have learned to always be alert to the possibility of sudden change outside our control and to ensure we have the contingency planning and flexibility needed to respond quickly to unexpected events.

## Future plans

Key developments for 2020-21 include:

- Increased digital offering through the next phase of our website rebuild, including launching our member community and increasing our online delivery of services, including through webinars and digital meetings
- Developing and embedding our impact measurement
- Creating a strategy for member support
- Enhancing our leadership development offer through a new service for experienced leaders
- Embedding our recent policy work
- Continuing to grow unrestricted income
- Developing a new three year strategy from 2021.

The advent of the COVID-19 pandemic in the last weeks of this financial year has already meant the acceleration of some plans and the postponement of others. We anticipate a delayed financial consequence from the crisis, which may have a negative effect on member recruitment and retention rates as the full impact of the sector's loss of revenue impacts our members in the months ahead, and may impact revenues from corporate supporters. However, we are maintaining a tight control on costs and are determined to continue to provide an effective, supportive and responsive offer to members during and after the pandemic.

## Financial review

Details of the ACEVO Group income and expenditure for the year are set out on page 28. Income for the year was £1,105,963 (2019: £1,000,655); costs were £1,091,303 (2019: £885,327). The surplus in 2019-20 was £14,660 comprising an unrestricted surplus of £63,528 (2019: £45,371) and expenditure on restricted funds brought forward of £48,868. Carried forward restricted funds were £21,089 (2019: £69,957). The application of funds in support of ACEVO's charitable activities is disclosed in note 18. At 31 March 2020 total group fund balances increased to £348,332 (2019: £333,672).

ACEVO Solutions Ltd is a wholly owned subsidiary company of ACEVO, delivering corporate sponsorship and affinity activity which support ACEVO's main charitable activities. ACEVO Solutions made a surplus of £66,426 during the year (2019: £93,324) (see note 12). This will be paid to ACEVO as a qualifying charitable donation.

### Reserves policy

In defining its reserves policy, ACEVO has considered what level of free reserves it is appropriate for the charity to hold in order to ensure its financial sustainability, future strategic development and continuing to operate and meet the needs of members in the event that unforeseen and potentially financially damaging circumstances arise. It has taken into account the reliability and continuance of future income generation and funding, timing of cash flow and working capital requirements and cover for unplanned emergency repairs and premises costs. This is subject to further review due to the COVID-19 pandemic and the uncertainty this is creating for future income streams and costs. Free reserves represent unrestricted funds of the charity excluding restricted and designated funds.

The determination of an appropriate reserves level is a key part of the strategic planning process. This is linked into a risk assessment of key areas of income and expenditure, along with the following:

- Working capital
- Financial risk management
- Future strategic development
- COVID-19 considerations

The trustees review the reserves level on an annual basis, along with the risk assessment of key areas of income, as this provides the information on an adequate level of reserves to be maintained.

The current risks around COVID-19 are an example of why we hold such free reserves and the trustees are aware that we may need to utilise free reserves during FY2021 and beyond due to the uncertainty currently faced. The trustees consider therefore that it would be prudent to set aside an amount equivalent to between three to five months of the forthcoming year's planned expenditure costs – for 2020-21 this would be between £276k and £460k. The free reserves at 31 March 2020 £327k are within the range of its reserves policy.

## Going concern

The trustees reviewed ACEVO's financial plans in March 2020, as part of their normal annual review, as well as our principal financial risks. At that time, they were satisfied that there were sufficient resources to continue operating for the foreseeable future and accounts have been prepared in the knowledge that ACEVO is a financially viable organisation.

Since then, the effect of COVID-19 has also been assessed by the trustees in June 2020, reviewing the organisation's ongoing forecasts and projections to ensure that the organisation remains financially viable. With regard to the next accounting period, the year ending 31 March 2021, the most significant areas that are likely to affect the charity's net assets are the anticipated reduction in new member recruitment and corporate income.

Having completed an IT upgrade at the start of 2020, we were able to quickly follow government advice to operate remotely and can continue to do so for the foreseeable future. We have moved our member services online and anticipate being able to commence income-generating online events after the summer. There is more uncertainty around the volume of corporate income, however several of our larger corporate partners have already indicated that they will continue to support us at the same levels as 2019. We have also been informed that we have been awarded an unrestricted grant of £200k over the next five years from the Paul Hamlyn Foundation.

We have actively reduced operating costs as far as possible, without detrimentally impacting on our services to members, and will continue to review our plans to identify any further cost savings.

The charity has a strong balance sheet, with free reserves of £327k and no indication of any short term cashflow shortfall. Given the availability and liquidity of these unrestricted funds, the trustees believe the charity will have sufficient resources to meet its liabilities as they fall due.

As such, they remain satisfied that the charity can continue operating for the foreseeable future and these accounts have been prepared on a going concern basis.



## Reference and administrative details

|   |   |
|---|---|
| Status                                    | The organisation is a charitable company limited by guarantee, incorporated on 20 February 1998 and not having a share capital. The company was registered as a charity on 7 June 2006.   |
| Governing document                        | ACEVO is governed by its Articles of Association, as adopted on 25 June 2019.   |
| Company number                            | 03514635  |
| Charity number                            | 1114591   |
| Registered office and operational address | 150 Fenchurch Street, London EC3M 6BB   |
| Trustees                                  | <p>Rosie Ferguson<br/>Kate Welch, vice chair (to 5 December 2019)<br/>David Smith, deputy chair (from 5 December 2019)</p> <p>Jill Halford, treasurer</p> <p>Kate Allen (from 5 December 2019)<br/>Kulbinder Kang (to 5 December 2019)<br/>Jehangir Malik<br/>Ruth Marks<br/>Othman Moqbel (to 5 December 2019)<br/>Menai Owen-Jones<br/>Rosie Slater-Carr (from 5 December 2019)<br/>Sue Tibballs<br/>Wanda Wyporska (5 December 2019)</p> |
| Chief executive                           | Vicky Browning (an ex officio trustee)  |
| Banker                                    | National Westminster Bank plc<br>332 High Holborn, London WC1V 7PS  |
| Solicitor                                 | Hempsons<br>100 Wood St, London EC2V 7AN  |
| Auditor                                   | Sayer Vincent LLP<br>Chartered Accountants and Statutory Auditors<br>Invicta House, 108-114 Golden Lane, London EC1Y 0TL  |

## Structure, governance and management

### Governing document

ACEVO is a company limited by guarantee governed by its Articles of Association dated 25 June 2019. It is registered as a charity with the Charity Commission. Full membership of ACEVO is open to individuals holding the chief executive post (or equivalent) of civil society organisations. In the event of an insolvent winding up, each member's liability is limited to £1.

### Appointment of trustees

As set out in the articles of association, the board of trustees comprises

- not more than 10 trustees elected from among and by the full members;
- not more than four trustees appointed by co-option, which may include the chair and the treasurer; and
- the chief executive of the Association as an ex-officio member of the board.

Board members may serve up to two terms of three years. At the board meeting on 6 December 2018 trustees agreed to co-opt Jill Halford to the board as acting treasurer for an additional year, from December 2019 – December 2020.

### Trustees' induction and training

On appointment, new trustees are provided with information about the company including its constitution, strategy and plans, finances, staffing structure and its risk register. Their attention is drawn to relevant Charity Commission guidance. They are offered the opportunity to meet with the chief executive and other staff for a full briefing on the organisation's work.

### Organisation

The board is responsible for the governance of the charity. The trustees delegate the running of the organisation to the chief executive, within a framework of delegated authority. The board meets at least quarterly. The board has established a Finance and Audit Committee and a Remuneration Committee to which appropriate matters are delegated.

### Trustees

The trustees who served during the year, and their pattern of attendance at board meetings, are shown in the table below.

| Trustee                  | 17/7/2019 | 10/10/2019 | 05/12/2019 | 17/3/2020 |
|--------------------------|-----------|------------|------------|-----------|
| Vicky Browning (CEO)     | √         | √          | √          | √         |
| Rosie Ferguson (chair)   | √         | √          | √          | √         |
| Jill Halford (treasurer) | √         | √          | √          | √         |
| Kate Allen               | o         | o          | x          | x         |
| Jehangir Malik           | √         | x          | x          | √         |
| Kulbinder Kang           | √         | √          | √          | o         |
| Ruth Marks               | √         | √          | x          | √         |
| Othman Moqbel            | √         | √          | √          | √         |
| Menai Owen-Jones         | √         | √          | x          | √         |

|                            |   |   |   |   |
|----------------------------|---|---|---|---|
| Rosie Slater-Carr          | o | o | √ | √ |
| David Smith (deputy chair) | x | √ | √ | x |
| Sue Tibballs               | √ | √ | √ | √ |
| Kate Welch                 | √ | x | √ | o |
| Wanda Wyporska             | o | o | √ | √ |

Key o: not in post, X: did not attend, √: attended

The board has delegated detailed aspects of its work to a Finance and Audit Committee. The board members who served on the committee were Jill Halford (chair), Rosie Ferguson, Kulbinder Kang (to 5 December), Menai Owen-Jones (to 5 December), Rosie Slater-Carr (from 5 December), Wanda Wyporska (from 5 December) and Robin Osterley who served as a co-opted member of the committee.

The Finance and Audit Committee has key responsibilities for

- ongoing monitoring and review of financial performance
- ensuring there is a framework for accountability
- reviewing the systems of internal control
- identifying, managing and reporting of financial and operational risk
- ensuring ACEVO is compliant with relevant legal and regulatory requirements, along with good practice
- considering the relationship with and monitoring the performance of ACEVO's external auditors.

The board has also delegated some decisions to its Remuneration Committee, which comprises Rosie Ferguson, Jill Halford, Kate Welch (to 5 December 2019) and David Smith (from 5 December).

The Remuneration Committee has delegated authority for

- determining the remuneration and conditions for the chief executive of ACEVO, and in the event of a vacancy, overseeing arrangements for the appointment of a CEO, making recommendations to the board
- agreeing a remuneration policy for the organisation that supports the objects, vision, mission and strategic priorities of the charity
- reviewing and agreeing all HR policies and the staff gifts and hospitality register.

The trustees would like to register our thanks for the commitment, input and service of Kate Welch, Kulbinder Kang and Othman Moqbel who all stepped down on 5 December 2019.

## Key executive personnel

The key executive personnel (ACEVO's senior management team) at the end of the year were: Vicky Browning, chief executive; Pete Johnson, head of business development; Catherine Macrae, head of finance and operations; Anne Wallis, head of membership and marketing and Kristiana Wrixon, head of policy.

## Related parties

None of the trustees receives remuneration or other benefit from their work with the charity, other than Vicky Browning, the CEO. Trustees are invited to declare any relevant interests at each board meeting, and formally requested to submit an annual register of interests form. Other than their interests as chief executives of member charities, board members have reported no relevant interests or transactions. The charity's wholly owned subsidiary, ACEVO Solutions Ltd was established to operate ACEVO's related trading and non-charitable business streams – principally corporate partnerships and sponsorship and affinity schemes. ACEVO Solutions Ltd gift aids all its distributable profit to ACEVO.

## Remuneration policy

The board is responsible for considering the chief executive's remuneration, taking account of the skills and experience required and sector norms for charities of similar size. Staff pay is reviewed annually by the Remuneration Committee in relation to their responsibilities and performance, the external economic environment and financial affordability for ACEVO. ACEVO is a Living Wage Employer.

Vicky Browning's salary was £86,700 plus pension benefits of 6%. Vicky Browning is an ex officio trustee. ACEVO's articles require the chief executive to be a trustee, and allow the chief executive to be remunerated.

## Risk management

### i) COVID-19

The principal uncertainty currently facing the organisation is the impact of the ongoing global COVID-19 outbreak. The trustees and executive team continue to monitor the outbreak, including UK Government advice, and acknowledge that the organisation faces a prolonged period of uncertainty. While the evolving nature of the situation means it is not possible to accurately quantify the financial impact, the organisation is in a good financial position to help manage this risk. Steps are being taken, on an ongoing basis, to minimise the impact on the charity's activities and the effect this may have on the organisation's supporters and beneficiaries. Infrastructure is in place to allow staff to work remotely and our key priority is to ensure, as far as possible, that our core member services are still available when needed.

### ii) On-going risk management

The board follows a comprehensive risk management policy which clearly defines the roles of the board, finance and audit committee and senior staff in identifying and managing risk, and how the register of risks should be used as a live document. The board identifies the key risks and discusses the impact, likelihood and the risk management in place to mitigate these risks. The key risks currently identified by the board, and their mitigation, are shown in the table below.

| Key risk   | Mitigation   |
|--|--|
| Coronavirus pandemic: Income/renewals affected due to lack of member service/engagement. Members' income falls leading to lower renewals | All member services have been switched to digital delivery and additional services have been developed |
| Economic downturn/recession hits income as members and corporates cannot afford to join/renew  | Retain sharp focus on costs and member and corporate partner engagement                                |
| Loss of key staff  | Staff satisfaction at a good level: maintain focus on staff wellbeing and development                  |
| ACEVO is not financially sustainable   | Reserves are within levels set by trustees   |

The trustees are satisfied that appropriate steps are being taken to manage these risks, and that sufficient procedures are in place to enable management and trustees to assess the effectiveness of risk management.

## Fundraising

ACEVO does not engage in public fundraising and does not use professional fundraisers or commercial participators. The charity nevertheless observes the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and ACEVO received no complaints relating to its fundraising practice.

## Equality and diversity

ACEVO is proud to be an equal opportunities employer. This means that decisions concerning recruitment, promotion, dismissal or any other aspect of employment will be based on the needs of the business and not any assumptions based on sex, race, age, disability, gender reassignment, sexual orientation, married or civil partnership status, pregnancy or maternity, religion or belief. This is an important commitment which all employees are expected to share. Employees are encouraged to raise with management any discriminatory behaviour, assumptions or attitudes they encounter at work and are entitled to do so free from any reprisal providing they are acting in good faith.

In line with the ACEVO/Institute of Fundraising [racial diversity leadership principles](#), ACEVO has committed to setting permanent and minimum targets for diversity that reflect the participants, donors, beneficiaries and the population of the area the charity operates in.

The board and staff targets are:

|  | ACEVO staff              |                | ACEVO trustee board      |                |
|--|--------------------------|----------------|--------------------------|----------------|
|  | Target within five years | Current status | Target within five years | Current status |
| Gender balance (women:men)                     | 60:40                    | 87:13          | 60:40                    | 80:20          |
| Proportion of BAME staff /trustees             | 40%                      | 33%            | 40%                      | 20%            |
| Proportion of staff/trustees with a disability | 20%                      | 0              | 20%                      | 0              |

A full explanation of why we chose these targets and how we aim to achieve them is [available on our website](#).

In July 2020, ACEVO published its [gender and equity pay gap data](#).

## Compliance with the Charity Governance Code

The aim of the Charity Governance Code is to help charities and their trustees develop high standards of governance. As a sector, we owe it to our beneficiaries, stakeholders and supporters to demonstrate exemplary leadership and governance. The Code is not a legal or regulatory requirement. Instead, the Code sets the seven principles and recommended practice for good governance and is deliberately aspirational, a tool for continuous improvement towards the highest standards.

One of ACEVO's strategic objectives is to establish the organisation as the voice and promote of good governance. As a result, we need to ensure we are working to ensure our own governance is conducted to a high standard.

We completed a self-assessment against the Charity Governance Code for Small Charities in February 2019, led by a task and finish group of trustees and staff. This involved producing a framework which we used to benchmark our performance against the seven principles, each of which has an accompanying set of recommendations (there are a total of 71 recommendations in the Code).

This was reviewed in May 2020 at which point we fully met 88% of the total recommendations, partly met 10% of them, and 1% were not relevant to our operation.

The key areas where we judged progress to be ongoing but not completed were:

- extending the capture and reporting of outputs and outcomes to include impact evaluation;
- the process for reviewing the board's effectiveness;
- our work on improving the board's diversity.

Progress against the code is reported annually to the board, and we will undertake another full self-assessment of our performance against the Charity Governance Code in 2022.

## Trustee's responsibilities in relation to the financial statements

The trustees (who are also directors of ACEVO for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement as to disclosure to our auditors

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## Auditor reappointment

Sayer Vincent LLP was reappointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

## Approval

The trustees' annual report was approved by the trustees on 1 October 2020 and signed on their behalf by

Rosie Ferguson  
Chair

Jill Halford  
Treasurer

# Independent auditor's report to the members of the Association of Chief Executives of Voluntary Organisations

## Opinion

We have audited the financial statements of Association of Chief Executives of Voluntary Organisations (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011;

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the group financial statements is not appropriate; or
- The trustees have not disclosed in the group financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.



## Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the group financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's or parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements.

We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (senior statutory auditor)

Date 2 October 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Association of Chief Executives of Voluntary Organisations

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2020

|  | Note | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2019<br>Total<br>£ |
|--|------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Income from:</b>  |      |                   |                 |                    |                   |                 |                    |
| Donations and legacies   | 2    | -                 | -               | -                  | -                 | 16,207          | 16,207             |
| Charitable activities  |      |                   |                 |                    |                   |                 |                    |
| Membership services  | 3    | 525,496           | -               | <b>525,496</b>     | 425,377           | -               | 425,377            |
| Training and development   | 3    | 195,454           | -               | <b>195,454</b>     | 182,630           | -               | 182,630            |
| Policy and representation  | 3    | 3,005             | 125,754         | <b>128,759</b>     | -                 | 35,725          | 35,725             |
| Supporting services and projects   | 3    | 40,000            | 9,000           | <b>49,000</b>      | 30,000            | 81,000          | 111,000            |
| Other trading activities   | 4    | 206,126           | -               | <b>206,126</b>     | 228,710           | -               | 228,710            |
| Investments  |      | 1,128             | -               | <b>1,128</b>       | 1,006             | -               | 1,006              |
| <b>Total income</b>  |      | <b>971,209</b>    | <b>134,754</b>  | <b>1,105,963</b>   | <b>867,723</b>    | <b>132,932</b>  | <b>1,000,655</b>   |
| <b>Expenditure on:</b>   |      |                   |                 |                    |                   |                 |                    |
| Raising funds  |      | 138,495           | 1,206           | <b>139,701</b>     | 101,730           | 3,231           | 104,961            |
| Charitable activities  |      |                   |                 |                    |                   |                 |                    |
| Membership services  |      | 359,685           | 33,708          | <b>393,393</b>     | 309,196           | 9,819           | 319,015            |
| Training and development   |      | 281,742           | 2,454           | <b>284,196</b>     | 252,488           | 8,018           | 260,506            |
| Policy and representation  |      | 127,759           | 146,254         | <b>274,013</b>     | 158,938           | 41,907          | 200,845            |
| <b>Total expenditure</b>   | 5    | <b>907,681</b>    | <b>183,622</b>  | <b>1,091,303</b>   | <b>822,352</b>    | <b>62,975</b>   | <b>885,327</b>     |
| <b>Net income / (expenditure) before net gains / (losses) on investments</b> |      | <b>63,528</b>     | <b>(48,868)</b> | <b>14,660</b>      | <b>45,371</b>     | <b>69,957</b>   | <b>115,328</b>     |
| Net gains / (losses) on investments  |      | -                 | -               | -                  | -                 | -               | -                  |
| <b>Net income/(expenditure) for the year and net movement in funds</b>       | 6    | <b>63,528</b>     | <b>(48,868)</b> | <b>14,660</b>      | <b>45,371</b>     | <b>69,957</b>   | <b>115,328</b>     |
| <b>Net movement in funds</b>   |      | <b>63,528</b>     | <b>(48,868)</b> | <b>14,660</b>      | <b>45,371</b>     | <b>69,957</b>   | <b>115,328</b>     |
| <b>Reconciliation of funds:</b>  |      |                   |                 |                    |                   |                 |                    |
| Total funds brought forward  |      | 263,715           | 69,957          | <b>333,672</b>     | 218,344           | -               | 218,344            |
| <b>Total funds carried forward</b>   |      | <b>327,243</b>    | <b>21,089</b>   | <b>348,332</b>     | <b>263,715</b>    | <b>69,957</b>   | <b>333,672</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. No income was obtained from donations or legacies in 2020. Movements in funds are disclosed in Note 18 to the financial statements.

Association of Chief Executives of Voluntary Organisations

Balance Sheets

Company Number: 03514635

As at 31 March 2020

|  | Note | Group<br>2020<br>£ | 2019<br>£ | Charity<br>2020<br>£ | 2019<br>£ |
|--|------|--------------------|-----------|----------------------|-----------|
| <b>Fixed assets:</b>                           |      |                    |           |                      |           |
| Investment in subsidiary undertaking           | 11   | -                  | -         | 1                    | 1         |
|  |      | -                  | -         | 1                    | 1         |
| <b>Current assets:</b>                         |      |                    |           |                      |           |
| Debtors  | 14   | 60,595             | 110,611   | 472,072              | 385,681   |
| Short term deposits                            |      | 240,880            | 240,648   | 240,880              | 240,648   |
| Cash at bank and in hand                       |      | 480,236            | 408,972   | 44,558               | 115,901   |
|  |      | 781,711            | 760,231   | 757,510              | 742,230   |
| <b>Liabilities:</b>                            |      |                    |           |                      |           |
| Creditors: amounts falling due within one year | 15   | 433,379            | 426,559   | 409,179              | 408,559   |
| <b>Net current assets</b>                      |      | <b>348,332</b>     | 333,672   | <b>348,331</b>       | 333,671   |
| <b>Total net assets</b>                        |      | <b>348,332</b>     | 333,672   | <b>348,332</b>       | 333,672   |
| <b>Funds:</b>                                  |      |                    |           |                      |           |
| Restricted funds                               | 18a  | 21,089             | 69,957    | 21,089               | 69,957    |
| Unrestricted funds:                            |      |                    |           |                      |           |
| General Funds (Free reserves)                  |      | 327,243            | 263,715   | 327,243              | 263,715   |
| Total unrestricted funds                       |      | 327,243            | 263,715   | 327,243              | 263,715   |
| <b>Total funds</b>                             |      | <b>348,332</b>     | 333,672   | <b>348,332</b>       | 333,672   |

The parent charity result for the year included in the group accounts is a surplus of £14,660 (2019: a surplus of £115,328).

Approved by the trustees on 1 October 2020 and signed on their behalf by

Rosie Ferguson  
Chair

Jill Halford  
Treasurer

Association of Chief Executives of Voluntary Organisations

Consolidated statement of cash flows

For the year ended 31 March 2020

|   | Note | 2020<br>£ | £              | 2019<br>£ | £              |
|---|------|-----------|----------------|-----------|----------------|
| <b>Cash flows from operating activities</b>   |      |           |                |           |                |
| Net income / (expenditure) for the reporting period<br>(as per the statement of financial activities) |      | 14,660    |                | 115,328   |                |
| Dividends, interest and rent from investments   |      | (1,128)   |                | (1,006)   |                |
| Decrease/(increase) in debtors  |      | 50,016    |                | (48,528)  |                |
| Increase in creditors   |      | 6,820     |                | 71,525    |                |
| <b>Net cash provided by operating activities</b>  |      |           | <b>70,368</b>  |           | <b>137,319</b> |
| <b>Cash flows from investing activities:</b>  |      |           |                |           |                |
| Dividends, interest and rents from investments  |      | 1,128     |                | 1,006     |                |
| <b>Net cash provided by investing activities</b>  |      |           | <b>1,128</b>   |           | <b>1,006</b>   |
| <b>Change in cash and cash equivalents in the year</b>  |      |           | <b>71,496</b>  |           | <b>138,325</b> |
| Cash and cash equivalents at the beginning of the year  |      |           | 649,620        |           | 511,295        |
| <b>Cash and cash equivalents at the end of the year</b>   |      |           | <b>721,116</b> |           | <b>649,620</b> |

Analysis of group cash and cash equivalents

| Group                                  | At 1 April<br>2019<br>£ | Cash flows<br>£ | Other<br>changes<br>£ | At 31 March<br>2020<br>£ |
|--|-------------------------|-----------------|-----------------------|--------------------------|
| Cash at bank and in hand               | 408,972                 | 71,264          | -                     | 480,236                  |
| Deposits (more than 3 months)          | 240,648                 | 232             | -                     | 240,880                  |
| <b>Total cash and cash equivalents</b> | <b>649,620</b>          | <b>71,496</b>   | <b>-</b>              | <b>721,116</b>           |

Notes to the financial statements

For the year ended 31 March 2020

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**1 Accounting policies**

**a) Statutory Information**

Association of Chief Executives of Voluntary Organisations is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 150 Fenchurch Street London EC3M 6BB.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (March 2018) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiary ACEVO Solutions Limited on a line by line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. The financial results of the parent company are disclosed in note 13.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees considered the financial position of the company and its business plan in March 2020 and were content that these plans were affordable and that the accounts should be prepared on a going concern basis. However, the impact of the recent COVID-19 outbreak and its financial effect has meant that the executive team and trustees have been reviewing financial plans for the next 12 months to ensure ACEVO can continue its business-critical activities and achieve its charitable objectives. The principle risk is its ability to generate sufficient income to cover the costs of meeting these objectives. In the current year and committed for next year there has been an increase in membership subscriptions and income, however there is more uncertainty around the size and volume of amounts from sponsors. Given the availability and liquidity of unrestricted funds totalling around £327k, the trustees believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern. The trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Notes to the financial statements

For the year ended 31 March 2020

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**1 Accounting policies (continued)**

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on the proportions of direct staff cost in each activity.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £3000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

- Computer – hardware and software                      3 years
- Office Equipment    4 years
- Leasehold improvements    up to a maximum of the remaining term of the property lease

**m) Investments in subsidiaries**

Investments in subsidiaries are at cost.

**n) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.



Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies (continued)

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r) Pensions

ACEVO operates a defined contribution pension policy in compliance with the stakeholder pension requirements. The employer contributions are charged to the statement of financial activities in the period in which they are incurred.

s) Critical judgements and estimates

In the course of preparing the financial statements, no judgements have been made in the process of applying the Group's accounting policies, other than those involving estimations that have had a significant effect on the amounts recognised in the financial statements.

2 Income from donations and legacies

|           | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2019<br>Total<br>£ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Donations | -                 | -               | -                  | -                 | 16,207          | 16,207             |
|           | -                 | -               | -                  | -                 | 16,207          | 16,207             |

2019 income has been restated to exclude £30,000 unrestricted funds previously reported as donations, now shown as supporting services income (see note 3)

3 Income from charitable activities

|                           | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2019<br>Total<br>£ |
|---------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Membership Fees           | 525,496           | -               | 525,496            | 425,377           | -               | 425,377            |
| Training and development  | 195,454           | -               | 195,454            | 182,630           | -               | 182,630            |
| Policy and representation | 3,005             | 125,754         | 128,759            | -                 | 35,725          | 35,725             |
| Supporting services       | 40,000            | 9,000           | 49,000             | 30,000            | 81,000          | 111,000            |
| Total                     | 763,955           | 134,754         | 898,709            | 638,007           | 116,725         | 754,732            |

2019 income has been restated for the following;

£30,000 unrestricted funding previously reported as donations, now shown as income from supporting services (see note 2)

£54,850 unrestricted funding previously reported as member fees, now shown as sponsorship income (see note 4)

## Association of Chief Executives of Voluntary Organisations

### Notes to the financial statements

For the year ended 31 March 2020

#### 4 Income from other trading activities

|  | 2020<br>Total<br>£ | 2019<br>Total<br>£ |
|--|--------------------|--------------------|
| Sponsorship Income                         | 135,092            | 147,950            |
| Commissions received from affinity schemes | 35,569             | 35,307             |
| Trading income from business activities    | 35,465             | 45,453             |
|  | <u>206,126</u>     | <u>228,710</u>     |

2019 income has been restated to include £54,850 funding previously reported as corporate membership fees , now shown as as sponsorship income ( see note 4)

All income from other trading activities is unrestricted.

Notes to the financial statements

For the year ended 31 March 2020

5a Analysis of expenditure (current year)

|                                 | Staff          | Other direct costs | Support        | 2020 Total       | 2019 Total |
|---------------------------------|----------------|--------------------|----------------|------------------|------------|
| <b>Charitable activities</b>    |                |                    |                |                  |            |
| Membership services             | 165,051        | 55,436             | 172,906        | <b>393,393</b>   | 319,015    |
| Training and development        | 85,907         | 116,436            | 81,853         | <b>284,196</b>   | 260,506    |
| Policy and representation       | 81,804         | 96,105             | 96,104         | <b>274,013</b>   | 200,845    |
|                                 | <b>332,762</b> | <b>267,977</b>     | <b>350,863</b> | <b>951,602</b>   | 780,366    |
| <b>Other trading activities</b> |                |                    |                |                  |            |
| Cost of raising funds           | 66,846         | 6,148              | 66,707         | <b>139,701</b>   | 104,961    |
|                                 | <b>399,608</b> | <b>274,125</b>     | <b>417,570</b> | <b>1,091,303</b> | 885,327    |

2019 expenditure has been restated to reallocate expenditure of £35,031 from Membership services to Cost of raising funds (see note 5b)

|                      | Member Services | Training and development | Policy and representation | Cost of raising funds | 2020 Total     | 2019 Total |
|----------------------|-----------------|--------------------------|---------------------------|-----------------------|----------------|------------|
| <b>Support costs</b> |                 |                          |                           |                       |                |            |
| Management and admin | 93,350          | 45,696                   | 52,531                    | 35,939                | <b>227,516</b> | 231,694    |
| Office and premises  | 53,194          | 24,497                   | 29,301                    | 20,499                | <b>127,491</b> | 129,236    |
| Governance           | 9,325           | 3,600                    | 4,827                     | 4,153                 | <b>21,905</b>  | 13,683     |
| Other                | 17,037          | 8,060                    | 9,445                     | 6,116                 | <b>40,658</b>  | 11,800     |
|                      | <b>172,906</b>  | <b>81,853</b>            | <b>96,104</b>             | <b>66,707</b>         | <b>417,570</b> | 386,413    |

The basis of allocation of support costs is staff time spent on areas of strategic focus.

Notes to the financial statements

For the year ended 31 March 2020

5b Analysis of expenditure (prior year)

|                                 | Staff          | Other direct costs | Support        | 2019 Total     |
|---------------------------------|----------------|--------------------|----------------|----------------|
| <b>Charitable activities</b>    |                |                    |                |                |
| Membership services             | 122,173        | 40,020             | 156,822        | 319,015        |
| Training and development        | 81,000         | 95,543             | 83,963         | 260,506        |
| Policy and representation       | 73,688         | 30,566             | 96,591         | 200,845        |
|                                 | <u>276,861</u> | <u>166,129</u>     | <u>337,376</u> | <u>780,366</u> |
| <b>Other trading activities</b> |                |                    |                |                |
| Cost of raising funds           | 53,278         | 2,646              | 49,037         | 104,961        |
|                                 | <u>330,139</u> | <u>168,775</u>     | <u>386,413</u> | <u>885,327</u> |

2019 expenditure has been restated to reallocate expenditure of £35,031 of expenditure from Membership services to Cost of raising funds in line with the restatement of income (see notes 3 & 4)

|                      | Member Services | Training and development | Policy and representation | Cost of raising funds | 2019 Total     |
|----------------------|-----------------|--------------------------|---------------------------|-----------------------|----------------|
| <b>Support costs</b> |                 |                          |                           |                       |                |
| Management and admin | 94,238          | 50,544                   | 57,962                    | 28,950                | 231,694        |
| Office and premises  | 52,012          | 28,019                   | 32,337                    | 16,868                | 129,236        |
| Governance           | 5,374           | 2,620                    | 3,359                     | 2,330                 | 13,683         |
| Other                | 5,198           | 2,780                    | 2,933                     | 889                   | 11,800         |
|                      | <u>156,822</u>  | <u>83,963</u>            | <u>96,591</u>             | <u>49,037</u>         | <u>386,413</u> |

The basis of allocation of support costs is staff time spent on areas of strategic focus.

Notes to the financial statements

For the year ended 31 March 2020

**6 Net income for the year**

This is stated after charging /(crediting):

|   | 2020<br>£         | 2019<br>£         |
|---|-------------------|-------------------|
| Depreciation                            | –                 | –                 |
| Interest receivable                     | (1,128)           | (1,006)           |
| Operating lease rentals:                |                   |                   |
| Property                                | 22,000            | 20,781            |
| Equipment                               | 3,348             | 3,603             |
| Auditor's remuneration (excluding VAT): |                   |                   |
| Audit                                   | 8,700             | 8,500             |
| Other services                          | 4,100             | 875               |
|   | <u>          </u> | <u>          </u> |

**7 Staff and trustee remuneration and expenses**

Staff costs were as follows:

|                       | 2020<br>£      | 2019<br>£      |
|-----------------------|----------------|----------------|
| Salaries and wages    | 491,566        | 441,926        |
| Social security costs | 47,188         | 38,364         |
| Pension contributions | 57,446         | 48,571         |
| Total Staff Costs     | <u>596,200</u> | <u>528,861</u> |

The following number of employees received employee benefits in excess of £60,000 (excluding employer national insurance and employer pension contributions) during the year between:

|                   | 2020<br>No. | 2019<br>No. |
|-------------------|-------------|-------------|
| £80,000 – £89,999 | <u>1</u>    | <u>1</u>    |

Vicky Browning was paid £86,700 (2019: £86,692 which included prior year back pay) as Chief Executive with employer pension contributions of £5,202 (2019: £15,219 which included a prior year adjustment). Vicky Browning is a member of the ACEVO Board, ex officio.

The ratio of the highest paid member of staff to the lowest was 4:1 (2019: 4:1).

Other than as above, no remuneration was paid to the Trustees during the year (2019: nil). Six trustees (2019: 6) were reimbursed expenses £3,270 (2019: £3,050) in respect of travel and subsistence. The charity maintains a liability insurance policy that protects both the charity and its Trustees from losses arising from neglect or default by the Trustees, employees or other agents of the group.

Members of the Board (other than Vicky Browning as Chief Executive) have had no beneficial interest in the charity, or the trading subsidiary, ACEVO Solutions Limited.

The total employee benefits including employer pension contributions and employer national insurance of the key management personnel were £307,823 (2019: £347,225).

Notes to the financial statements

For the year ended 31 March 2020

8 Staff numbers

The average number of employees during the year was as follows:

|                           | 2020<br>Headcount | 2019<br>Headcount | 2020<br>FTE | 2019<br>FTE |
|---------------------------|-------------------|-------------------|-------------|-------------|
| Member Services           | 4.9               | 3.9               | 3.9         | 3.3         |
| Training and development  | 1.6               | 2.1               | 1.5         | 1.5         |
| Policy and representation | 3.0               | 2.3               | 2.4         | 2.0         |
| Supporting services       | 5.4               | 5.1               | 5.0         | 4.7         |
|                           | <u>14.9</u>       | <u>13.4</u>       | <u>12.8</u> | <u>11.4</u> |

9 Related party transactions

There were no donations from trustees in the year (2019: £nil) which were subject to any conditions or restrictions or significant in the context of our overall income.

A management charge of £139,700 was made for the year (2019:£80,536) to the charity's trading subsidiary, ACEVO solutions ltd

A distribution of profits for the year of £66,426 (2019: £93,324) was received from the charity's trading subsidiary.

A payment of £100 was made to The Equality Trust, whose CEO is the trustee Wanda Wyporska, for a speaker engagement fee.

10 Taxation

ACEVO is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities.

|                    | 2020<br>£ | 2019<br>£ |
|--------------------|-----------|-----------|
| UK corporation tax | <u>-</u>  | <u>-</u>  |

11. Investments – Charity

Investment in subsidiary undertaking at cost

|                                      | Total<br>£ |
|--------------------------------------|------------|
| At 1 April 2019 and at 31 March 2020 | <u>1</u>   |

ACEVO Solutions Limited is registered in England and Wales (Company Registration No. 07194347) and has a share capital of one share of £1, representing 100% of the voting rights. The share capital is wholly owned by the charity and the company is consolidated into the group financial statements as a subsidiary.

ACEVO Solutions has a Board of Directors. At the Balance Sheet date the Board had two members who were also ACEVO trustees. See note 12.

Notes to the financial statements

For the year ended 31 March 2020

12 Subsidiary undertaking

The charitable company owns the whole of the issued ordinary share capital of ACEVO Solutions Limited, a company registered in England (company number 07194347). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the charitable company. The trustees David Smith (from 5 December 2019), Kate Welch (resigned 5 December 2019) as well as the CEO, Vicky Browning, are directors of the subsidiary. A summary of the results of the subsidiary is shown below:

|   | 2020<br>£        | 2019<br>£ |
|---|------------------|-----------|
| Turnover  | 206,126          | 173,860   |
| Cost of sales   | <b>(72,994)</b>  | (42,146)  |
| Gross profit  | <b>133,132</b>   | 131,714   |
| Administrative expenses                                 | <b>(66,706)</b>  | (38,390)  |
| Profit before tax and distribution                      | <b>66,426</b>    | 93,324    |
| Distribution to parent charity                          | <b>(66,426)</b>  | (93,324)  |
| Retained in subsidiary                                  | -                | -         |
| The aggregate of the assets, liabilities and funds was: |                  |           |
| Assets  | <b>475,843</b>   | 339,586   |
| Liabilities   | <b>(475,842)</b> | (339,585) |
| Funds   | <b>1</b>         | 1         |

A management charge of £139,700 was made for the year (2019: £80,536).

13 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

|                     | 2020<br>£     | 2019<br>£ |
|---------------------|---------------|-----------|
| Gross income        | 1,099,815     | 997,390   |
| Result for the year | <b>14,660</b> | 115,328   |

14 Debtors

|   | Group         |           | Charity        |           |
|---|---------------|-----------|----------------|-----------|
|   | 2020<br>£     | 2019<br>£ | 2020<br>£      | 2019<br>£ |
| Trade debtors                           | 42,567        | 92,076    | 2,402          | 45,561    |
| Prepayments                             | 18,028        | 18,535    | 18,028         | 18,535    |
| Amounts due from subsidiary undertaking | -             | -         | 451,642        | 321,585   |
|   | <b>60,595</b> | 110,611   | <b>472,072</b> | 385,681   |

Notes to the financial statements

For the year ended 31 March 2020

15 Creditors: amounts falling due within one year

|   | Group          |                | Charity        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2020<br>£      | 2019<br>£      | 2020<br>£      | 2019<br>£      |
| Membership fees received in advance     | 255,465        | 220,912        | 255,465        | 220,912        |
| Other member income received in advance | 26,186         | 16,847         | 26,186         | 16,847         |
| Trade creditors                         | 22,639         | 9,705          | 22,639         | 9,705          |
| Accruals                                | 36,812         | 60,800         | 36,812         | 60,800         |
| Taxation and social security            | 31,597         | 47,274         | 31,597         | 47,274         |
| Other creditors                         | 230            | 7,421          | 230            | 7,421          |
| Deferred sponsor income                 | 60,450         | 63,600         | 36,250         | 45,600         |
|   | <b>433,379</b> | <b>426,559</b> | <b>409,179</b> | <b>408,559</b> |

Membership fees received in advance comprises £234,953 for 2020/21, £17,312 for 2021/22 and £3,200 for 2022/23.

16. Movements in income received in advance and deferred income

All year end balances relate to income where the work has not yet been completed or contracts are still active and therefore the income cannot be recognised.

17a Analysis of group net assets between funds (current year)

|  | Restricted<br>funds<br>£ | General<br>unrestricted<br>£ | Total funds<br>£ |
|--|--------------------------|------------------------------|------------------|
| Current assets                           | 21,089                   | 760,622                      | 781,711          |
| Current liabilities                      | -                        | (433,379)                    | (433,379)        |
| <b>Net assets at the end of the year</b> | <b>21,089</b>            | <b>327,243</b>               | <b>348,332</b>   |

17b Analysis of group net assets between funds (prior year)

|  | Restricted<br>funds<br>£ | General<br>unrestricted<br>£ | Total funds<br>£ |
|--|--------------------------|------------------------------|------------------|
| Current assets                           | 69,957                   | 690,274                      | 760,231          |
| Current liabilities                      | -                        | (426,559)                    | (426,559)        |
| <b>Net assets at the end of the year</b> | <b>69,957</b>            | <b>263,715</b>               | <b>333,672</b>   |



Notes to the financial statements

For the year ended 31 March 2020

18a Movements in funds (current year)

|   | At 1 April<br>2019<br>£ | Income &<br>gains<br>£ | Expenditure &<br>losses<br>£ | Transfers<br>£ | At 31 March<br>2020<br>£ |
|---|-------------------------|------------------------|------------------------------|----------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                |                          |
| Barrow Cadbury Trust                      | 20,000                  | 9,000                  | (29,000)                     | -              | -                        |
| Lloyds Bank Foundation                    | 20,000                  | -                      | (20,000)                     | -              | -                        |
| Jane Slowey memorial membership programme | 14,207                  | -                      | (3,118)                      | -              | 11,089                   |
| National Lottery Awards for all           | 10,000                  | -                      | -                            | -              | 10,000                   |
| Paul Hamlyn foundation                    | 5,750                   | -                      | (5,750)                      | -              | -                        |
| DCMS                                      | -                       | 37,400                 | (37,400)                     | -              | -                        |
| Lloyds Bank Foundation joint with NCVO    | -                       | 21,126                 | (21,126)                     | -              | -                        |
| National Lottery Community grant          | -                       | 67,228                 | (67,228)                     | -              | -                        |
| <b>Total restricted funds</b>             | <b>69,957</b>           | <b>134,754</b>         | <b>(183,622)</b>             | <b>-</b>       | <b>21,089</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                |                          |
| General funds (free reserves)             | 263,715                 | 971,209                | (907,681)                    | -              | 327,243                  |
| <b>Total unrestricted funds</b>           | <b>263,715</b>          | <b>971,209</b>         | <b>(907,681)</b>             | <b>-</b>       | <b>327,243</b>           |
| <b>Total funds</b>                        | <b>333,672</b>          | <b>1,105,963</b>       | <b>(1,091,303)</b>           | <b>-</b>       | <b>348,332</b>           |

**Purposes of restricted funds**

Barrow Cadbury: a grant to be spent on research, branding, marketing and development of new services as well as the general costs of the organisation.

Lloyds Bank Foundation: a grant to be spent on research, branding, marketing and development of new services as well as the general costs of the organisation.

Jane Slowey Memorial Fund: donated funding for ACEVO's Jane Slowey memorial membership programme to provide support, guidance, advice and mentoring for women who have recently become CEOs or are aspiring CEOs of a charity or social enterprise, particularly those who are under 45, from BAME backgrounds and/or who have a disability.

The National Lottery Awards for all: a match-funding grant to support the Jane Slowey memorial programme.

Paul Hamlyn: a grant to support the stabilisation and growth of ACEVO.

DCMS: A grant to fund the project and report "Leading safe cultures: eliminating workplace bullying in charity leadership.

Lloyds Bank Foundation : a grant to NCVO and ACEVO to improve collaboration between big and small charities engaged in public service delivery.

National Lottery Community grant: a grant to understand the lack of racial diversity in the charity sector and explore potential steps forward.

Notes to the financial statements

For the year ended 31 March 2020

18b Movements in funds (prior year)

|   | At 1 April<br>2018<br>£ | Income &<br>gains<br>£ | Expenditure &<br>losses<br>£ | Transfers<br>£ | At 31 March<br>2019<br>£ |
|---|-------------------------|------------------------|------------------------------|----------------|--------------------------|
| <b>Restricted funds:</b>                  |                         |                        |                              |                |                          |
| Barrow Cadbury Trust                      | -                       | 21,000                 | (1,000)                      | -              | 20,000                   |
| Lloyds Bank Foundation                    | -                       | 20,000                 | -                            | -              | 20,000                   |
| Jane Slowey memorial membership programme | -                       | 16,207                 | (2,000)                      | -              | 14,207                   |
| National Lottery Awards for all           | -                       | 10,000                 | -                            | -              | 10,000                   |
| Paul Hamlyn foundation                    | -                       | 20,000                 | (14,250)                     | -              | 5,750                    |
| DCMS                                      | -                       | 35,725                 | (35,725)                     | -              | -                        |
| Calouste Gulbenkian                       | -                       | 10,000                 | (10,000)                     | -              | -                        |
| <b>Total restricted funds</b>             | <b>-</b>                | <b>132,932</b>         | <b>(62,975)</b>              | <b>-</b>       | <b>69,957</b>            |
| <b>Unrestricted funds:</b>                |                         |                        |                              |                |                          |
| General funds (free reserves)             | 218,344                 | 867,723                | (822,352)                    | -              | 263,715                  |
| <b>Total unrestricted funds</b>           | <b>218,344</b>          | <b>867,723</b>         | <b>(822,352)</b>             | <b>-</b>       | <b>263,715</b>           |
| <b>Total funds</b>                        | <b>218,344</b>          | <b>1,000,655</b>       | <b>(885,327)</b>             | <b>-</b>       | <b>333,672</b>           |

**Purposes of restricted funds**

Barrow Cadbury: a grant to be spent on research, branding, marketing and development of new services as well as the general costs of the organisation.

Lloyds Bank Foundation: a grant to be spent on research, branding, marketing and development of new services as well as the general costs of the organisation.

Jane Slowey Memorial Fund: donated funding for ACEVO's Jane Slowey memorial membership programme to provide support, guidance, advice and mentoring for women who have recently become CEOs or are aspiring CEOs of a charity or social enterprise, particularly those who are under 45, from BAME backgrounds and/or who have a disability.

The National Lottery Community Fund: a match-funding grant to support the Jane Slowey memorial programme.

Paul Hamlyn: a grant to support the stabilisation and growth of ACEVO.

DCMS: A grant to fund the project and report "Leading safe cultures: eliminating workplace bullying in charity leadership.

Calouste Gulbenkian: a grant to ensure leaders in the voluntary sector receive the support they need now and in the future.

Notes to the financial statements

For the year ended 31 March 2020

19 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

|                    | Property      |               | Equipment |              |
|--------------------|---------------|---------------|-----------|--------------|
|                    | 2020          | 2019          | 2020      | 2019         |
|                    | £             | £             | £         | £            |
| Less than one year | 22,000        | 22,000        | -         | 3,307        |
| Two to five years  | -             | 22,000        | -         | -            |
| Over five years    | -             | -             | -         | -            |
|                    | <b>22,000</b> | <b>44,000</b> | <b>-</b>  | <b>3,307</b> |

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.