



the **association** of
charitable organisations

**THE ASSOCIATION
OF
CHARITABLE ORGANISATIONS**

REPORT OF TRUSTEES

For the year ended 30th September 2018

Charity No: 1118605

Company No: 6113479

CHAIR'S FOREWARD

Our 2018 Trustees Report and Financial statements show that we have enhanced our support to our members and will continue to do so in the coming year. In particular, ACO is encouraging members to embrace digital solutions to support their clients and beneficiaries, to raise funds and to promote the work that they do.

Charity membership numbers have been fairly static in recent years, with the numbers recruited being offset by those leaving membership. We commissioned an independent review to assist us with membership recruitment. The report demonstrated that at 95% our retention rates are high, but recruitment is low, due to low numbers of recommendations. As ACO is the main place that members network and many members do not meet potential members that they could recommend ACO membership to, this presents an unusual and real challenge for ACO.

Our surveys and feedback from events demonstrate that we are getting our offer right and that ACO membership is valued. Our challenge is to harness this feedback and use it effectively to recruit new members, thereby generating additional income and allowing us to develop our support further. Our strategy is to continue to listen to our membership, enhance the support that we offer to meet the needs of a diverse membership, and to challenge members to respond to the changing world in which we live.

As we move forward into 2019 we will continue to raise awareness of issues affecting members, giving guidance and support. We will help to raise the profile of the work of the sector through a PR project. We will continue to make our work accessible to more people through better use of technology. We will recruit staff with the skills needed to grow and support our membership in the digital age.

As I come to the end of my term as Chair and trustee at ACO, I'm confident that members, staff and volunteers will continue to work together, putting those we support at the centre of our work and making a valuable contribution to society.

Kath Haines

ACO Chair of trustees

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1. OBJECTIVES and ACTIVITIES

Status

The Association of Charity Officers (ACO) was founded in 1946. In June 2011 members agreed to a change of name from Association of Charity Officers to Association of Charitable Organisations. This represented a shift in emphasis from focusing on members as individuals to organisations.

ACO is a registered charity, number 1118605 and a Company Limited by guarantee, company registration number is 6113479. The address of ACO's principal and registered office is: Acorn House, 314-320 Grays Inn Road, London WC1X 8DP.

Charitable objects

ACO's objects are 'to promote for the public benefit the efficiency and effectiveness of charities, particularly but not exclusively those which relieve individuals in need, by assisting in their better administration and promoting the sharing of information and practices useful to these charities'. ACO achieves its objects by:

- Undertaking research into the work and impact of our members
- Encouraging developments and innovations in service delivery for wider benefit
- Enabling collaborative and collective working and responses between members
- Providing members with timely information, training and advice
- Influencing the law and public policy affecting the work of its members
- Providing forums for networking, learning and peer support across the individual grant giving sector

2. ACHIEVEMENTS AND PERFORMANCE

The trustees are pleased to report the charity's activities as described below. All its charitable activities focus on ACO member organisations and are undertaken to further charitable purposes for the public benefit.

- ACO has no major financial liabilities.
- We maintained our target of 6 months' reserves.
- We began the process of investment in staff to improve and increase services to members.

The board and staff regularly review the future direction and development of the organisation. ACO continued to work towards achievement of the four strategic objectives contained in the operational plan.

i) To grow membership of the ACO

By 2020 we aspire to have: 200 plus charity members with 10% growth in annual charity membership; 25 Corporate members and 25 Associate members.

ACO has found it difficult to reach our membership recruitment targets:

- Charity member recruitment has been a slow process with equal numbers recruited and leaving membership. We failed to increase charity membership by the 10% target.
- Corporate membership recruitment and retention remains strong and target was met.
- Associate membership, aimed at charities providing paid for services to ACO charity members has stalled.

To shed light on performance in this area ACO commissioned a charity sector membership consultant to produce a review of membership services. The report answered two questions:

- How is ACO doing relative to other membership organisations in terms of member recruitment and retention?
- What does ACO need to do to get growth in member numbers within present resources?

The report concluded that “ACO has a very successful and well developed retention strategy with 95% of members renewing. This compares to sector benchmarks of 91% (Membership Benchmarking and Research Report 2017 by Sue Froggatt) and 78% (The 2018 Membership Marketing Benchmarking Report by Marketing General Incorporated). This was backed up by the latest membership survey when 100% of members said they would recommend ACO membership to others. Word of mouth recommendations are one of the main routes that membership organisations rely on to achieve growth. Based on this, we would expect a steady flow of new members coming from recommendations. However, as ACO is the main place that members network many existing members do not meet potential members that they could recommend ACO membership to. This presents an unusual and real challenge for ACO.

The report made 20 detailed recommendations that were accepted in full by the ACO trustee board for implementation in 2019.

ACO website front page features a series of videos using member vox pops aimed at promoting the value of ACO membership to prospective members.

ii) To develop a range of support and resources for members

By 2020 we aim to increase the variety of new support services available to ACO members, including a mentoring scheme for new CEOs, a development programme for charity member staff, volunteers and trustees on topical issues (delivered by partner organisations) and ACO standards/best practice guidance for charities supporting individuals.

Our legal helpline free to ACO members continued to be provided by our partner Russell-Cooke LLP.

ACO formed partnerships with the Cranfield Trust and Money Advice Service to benefit members with free advice, information and support around HR issues, strategic planning and debt and money advice.

We continue to post expert briefings and research publications on the Benepedia knowledge sharing website on a range of issues of interest to our members. ACO launched the Knowledge Hub to encourage members to share information.

ACO publishes ten editions of its newsletter Charity News Review (CNR) every year in both online and pdf versions. We use CNR to publish special reports, guest articles, policy news and spotlight on the work of members.

In the latter part of the 2018 we worked to produce a good practice guide for grant making to individuals. ACO published the report as a pdf and a printed version in December 2018 thanks to support from CCLA.

We conducted three surveys in the financial year on:

- Minimum Income Standard (December 2017)
- GDPR (January 2018)
- Annual Member survey (June 2018).

ACO designated February “GDPR Month” acknowledging the challenges the introduction of the General Data Protection Regulation would be faced by our members. We ran events, provided briefings and policy advice in addition to the free data protection helpline run by Icaris.

ACO worked closely with corporate member Quilter Cheviot on testing and developing a GDPR eLearning programme for charities. This course enabled charities to demonstrate to the ICO that they are taking a proactive approach to GDPR by raising awareness and understanding.

Annual Conference 2018

ACO has developed a model for its annual conference aiming to: establish the annual conference as the premier event for the sector

The 2018 ACO Annual Conference 2018 was held on Friday 27th April at One Great George Street, in Westminster. ACO is grateful to the major supporter of this event Quilter Cheviot.

Our theme was “The New Normal”, focussing on the changing nature of charity in a rapidly changing world, where work is no longer a guaranteed path out of poverty. Speakers included: Polly Mackenzie, Director at Demos, Sir Stuart Etherington, Chief Executive at NCVO, Faisal Rahman OBE, Managing Director & Founder Fair Finance, Dr Wanda Wyporska, Executive Director at The Equality Trust, Helen Barnard, Head of Analysis at Joseph Rowntree Foundation, Alan Bryce Head of Development & Operational Intelligence at the Charity Commission, and Craig Dearden-Phillips MBE.

Grant Making Forum

ACO’s regular members meeting, Grant Making Forum, had a successful year with meetings in London covering subjects such as:

- Measuring Impact at the Family Fund.
- How digital technology can support benevolent funders from Centre for Acceleration of Social Technology (CAST).
- GDPR Month special! Key Findings from the ACO Members GDPR Survey and "Ensuring organisations are prepared and compliant with GDPR" by ICARIS Sentinel.
- Safeguarding: “Managing the risks” Russell Cooke Solicitors and “Safeguarding: Transition to a safer culture” by the Athena Programme.
- Two new partner organisations providing free support to ACO charity members - The Cranfield Trust and The Money Advice Service.
- Round-table discussion on charity fraud and its detection from Turn2us.

ACO began videoing presentations and publishing edited film of discussion from each meeting on the website. This enables those unable to travel to access the expert briefings provided.

ACO is grateful to British Dental Association Benevolent Fund for supporting these events.

Under Fives

The objective of the Under Fives group is to support some of the smaller charities with five staff or less in meeting their strategic goals. The group discusses how the themes relevant to the benevolent sector, presented in the Grant Making Forum, translate to charities delivering on a smaller scale. This group is also the opportunity to discuss hands-on issues, outside of the workplace, and can be helpful in enabling staff to deal with day to day issues.

Digital First

ACO made a commitment to a digital first approach during this period. To assist in skilling up the team we were very happy to be awarded a place on the prestigious CAST digital fellowship in 2018. The Chief Executive attended workshops and found the learning programme extremely useful in planning and management of this area of work.

ACO took the opportunity to host a design workshop for Trustees and members. Ellie Hale from CAST made a presentation at the ACO Grant Making Forum on 30 November.

ACO now publishes a digital newsletter and is becoming more active on social media as a result of this initiative.

The staff team have started the job of rationalising the ACO website. This includes removing out of date items and keeping the site up to date, as well as adding new relevant content. We have decided not to invest in a website redesign at this point believing it would not be a good use of financial or staff resources.

iii) To be the voice for the sector, influencing policy and practice

Our aims in this area have been restricted, not least by reluctance from government to engage and consult with civil society organisations and a lack of policy interventions affecting ACO and its members in the last twelve months.

We have sharpened up our engagement and feedback systems for members to inform and shape the work of ACO and remain committed to fulfil the role as a strong and credible voice to represent the views of members to government and key influencers.

55% of our members reported an increase in applications either because of increased marketing to potential beneficiaries or rising levels of need.

Charity Times Awards

The ACO was a supporter of the Charity Times Awards held at the Park Plaza Hotel, Westminster Bridge in October 2018.

iv) To run ACO in a professional and financially sustainable way

ACO is preparing to achieve its aim for improved customer relationship systems and processes through work on succession planning, with two key staff retiring in 2019. To this end trustees have agreed recruitment of two new full time posts in early 2019, an Administrator and a Communications Officer, whilst retaining the post of Chief Executive.

ACO continued to evaluation the impact of ACO. We ran the second of our annual membership surveys:

- 95% thought we were getting the offer right?
- 88% found the ACO Network useful
- 91% were aware of the work around GDPR
- 83% said ACO provides good value for money; and
- 100% would recommend ACO membership to others.

Operations Manual

The staff handbook has been produced and a substantial amount of work has been completed on producing policies to ensure ACO is compliant with its legal requirements.

3. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The directors of the Charity, as defined in the Companies Act 2006, are also Charity Trustees for the purposes of charity law. Eligibility for election to the board of trustees is for up to fifteen trustees, 80% of whom must be a nominated representative of a charity member organisation at the time of appointment. Elections are governed by the Articles, (a copy of which may be obtained from the secretary or on the website).

Trustees are elected at the AGM for a term of office of three years. A retiring trustee may stand for re-election but may not be re-elected after serving for six years until three years from the date of his/her second retirement.

New trustees have an initial induction meeting with the Chair and the Chief Executive and are given a pack of relevant documents, which includes the Charity Commission's publication on the responsibilities of charity trustees.

A strong and effective board is synonymous with a strong and effective organisation. ACO continues to attract and recruit high calibre sector individuals to contribute as Trustees. The Board has agreed to recruit new members in early 2019 to fill gaps in the present array of skills and to maintain a diverse range of organisations represented.

Please see note 7 for trustees' disclosable interests under the Companies Act 2006.

The Trustees met regularly during the financial year, to undertake their governance role in reviewing and directing the performance of ACO, and in addition, a strategic away day was held in February 2018 to consider the future development and requirements of the organisation.

Trustees agreed to take up trustee indemnity insurance.

Trustees' Responsibilities Statement

The Trustees (who are also directors of the Association of Charitable Organisations for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS102 the Financial Reporting Standard applicable in UK and Republic of Ireland. Under company law the Trustees must not approve the financial statements unless they're satisfied that they give a true and fair view of the state of affairs of the charitable company and the 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 judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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's inappropriate to presume that the charitable group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They're also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

so far as each Trustee is aware, there is no relevant information of which the charitable company's independent examiner is unaware; and the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant information and to establish that the charitable company's independent examiner is 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. The Trustees have taken the exemption available to small companies and haven't prepared a strategic report.

Employees

The day to day management of the Charity has been delegated to the Chief Executive, Dominic Fox, supported by a small staff team. The Chief Executive is responsible for the day to day running of the organisation. The Finance Manager deals with day to day finance matters. Unfortunately, the Network Development Officer recruited in November 2017 left the organisation during 2018.

Succession planning has been high on the Board's agenda during 2018 with both long-standing members of staff indicating their retirement in 2019. We took the opportunity to assess the skills needed within the organisation to deliver the strategy in the coming years and develop roles accordingly. We have recruited an Administrator in January 2019 and are recruiting a Communications Officer. We have started the process of defining the new Chief Executive's role and will be recruiting in advance of Dominic Fox's retirement in December 2019.

The organisation remains co-located with ACF (Association of Charitable Foundations). We continue to operate streamlined operations and will review how we utilise our database to enhance and improve our communication with members.

Risk

ACO has a risk register that is reviewed regularly by trustees. The principal risk and uncertainty facing ACO in the year was the loss of key staff through retirement and the ACO losing members and failing to attract new. The Trustees planned for these early in the year and new staff have been appointed with a handover arranged with existing. The need to attract and retain new members was addressed with the "Review of membership services" and the Trustees have adopted recommendations from this report to mitigate against this risk moving forward.

Membership

Charity membership of the Association was 118 at 30th September 2018. ACO had 22 corporate members and 4 Associate members.

Statement of Public Benefit

Trustees have regard to the Charity Commission's guidance on public benefit and consider that ACO's activities have provided public benefit, through helping benevolence charities optimise their own public

benefit through a range of approaches, which include best practice initiatives, networking opportunities, and influencing policy where this is likely to impact on member charities and those they serve.

4. FINANCIAL REVIEW

The trustees are pleased to report that ACO has maintained the target of six months' reserves and has no outstanding major debt.

Trustees will continue to guide strategy and monitor performance to ensure the organisation's sustainability and success.

Remuneration policy for key management personnel

The ACO board decides remuneration for staff on an annual basis. The aim is to offer a fair salary to attract and retain staff to lead and support the delivery of the Charity's aims and objectives.

Reserves Policy

Any organisation requires reserves to safeguard itself against major fluctuations in income or delays in income being received and or unexpected items of expenditure. It is our objective to maintain our free reserves at a level of six months' expenditure to give the Board the security of being able to plan for the long term as well as continue to be able to pay necessary expenses such as salaries. Reserves as at 30th September 2018 were standing at £111,720; broadly 7 months of our budgeted expenditure for 2018/19. The financial position is closely monitored by the Board on a regular basis and reserves are considered by the Board as part of this monitoring exercise.

Copies of the full accounts are on pages 10 to 17 of this report.

5. PLANS FOR THE FUTURE

ACO Operational Plan

The current ACO operational plan runs until end of September 2019. New initiatives for 2018 / 2019 include:

- Publishing "Helping Individuals in Need: A guide to good practice for charities" by Caroline Aldred and Clementine Cowl. The guide was published as a pdf and printed version, free to members and other interested organisations.
- Develop a marketing and media campaign to raise the profile and visibility of the sector. ACO has appointed a PR firm, Definition, to design and implement this plan in 2019.
- Recruit two new posts, an Administrator and a Communications Officer to replace previous posts of Finance Manager and Network Development Officer, to support the ongoing development of the organisation.
- Recruit a new Chief Executive to replace the retiring CEO at the end of 2019.
- To recruit new trustees to broaden the expertise and fill skills gaps left by retiring trustees.
- Prepare for a possible office move in 2019.

6. IN APPRECIATION

At the heart of ACO is a collaborative ethos – ‘we are better together’. The trustees would accordingly like to give sincere thanks and express their appreciation to:

- ACO staff and volunteers for their assistance to Trustees and members during the year.
- Neil Finlayson of Kingston Smith LLP, Independent Examiner, for his support, generosity and advice.
- Sandra Harmon of Hospital Saturday Fund for taking board meeting minutes
- Member organisations that have generously provided meeting venues and hospitality.
- All commercial organisations/corporate affiliates and supporters that made donations, supported meetings or provided venues during the year.
- The Association of Charitable Foundations for providing office accommodation and much valued collaborative support.
- All members for their continued support, engaged participation in our events and for their vibrant contribution which enables our network to thrive.

Signed:

A handwritten signature in black ink that reads "K Haines". The signature is written in a cursive style with a horizontal line underneath the name.

Date: 7th February 2019

Kath Haines, Chair, on behalf of the Trustees of the Association of Charitable Organisations

7. CHARITY INFORMATION

Trustees - The trustees who held office during the financial year were as follows:

Kath Haines (Chair)	CABA
Paul Jackson (Treasurer)	The Hospital Saturday Fund
Julie Green	R. L. Glasspool Charity Trust
Carmel Miedziolka	
Kris Barnett	ICE Benevolent Fund
Caroline Aldred (Vice Chair)	CIMA Benevolent Fund
Clemmie Cowl	Dance Professionals Fund
D'Arcy Myers	SALRC/CTBF
Bryan Clover	Rainy Day Trust (resigned 21 August 2018)
John Brown	Iprovision
Chief Executive	Dominic Fox
Company Secretary	Dominic Fox

Professional advisers

Bankers:

Unity Trust Bank Plc, Nine Brindley Place, Birmingham B1 2HB

CCLA Investment Management Limited, 80 Cheapside, London EC2V 6DZ

Independent Examiner:

Mr Neil Finlayson, Kingston Smith LLP, Devonshire House, 60 Goswell Road, London EC1M 7AD

Solicitors:

Russell-Cooke, 2 Putney Hill, London SW15 6AB

Insurers:

CaSe Insurance (aQmen Ltd), James House, Emlyn Lane, Leatherhead, Surrey KT22 7EP

ANNUAL ACCOUNTS 2017 - 2018

ASSOCIATION OF CHARITABLE ORGANISATIONS STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 30TH SEPTEMBER 2018

	Notes	<u>2017-18</u> £	<u>2016-17</u> £
<u>INCOME</u>			
Members Contributions	2	118,984	121,837
Other income	3	14,300	16,659
Interest (Gross)		469	305
Total Income		<u>133,753</u>	<u>138,801</u>
<u>EXPENDITURE</u>			
Direct Charitable Expenditure	4	124,103	102,440
Governance Costs	4	6,982	2,044
Total Expenditure	4	<u>131,085</u>	<u>104,484</u>
NET INCOME FOR YEAR		2,668	34,317
Balance Brought Forward 1/10/2017		109,052	74,734
Balance Carried Forward 30/9/2018	10	<u>111,720</u>	<u>109,052</u>

All funds are unrestricted

BALANCE SHEET
AS AT 30TH SEPTEMBER 2018

	Notes	<u>2017-18</u> £	<u>2016-17</u> £
Current Assets			
Unity Trust Bank plc (Custom Current Account)		62,960	44,725
CCLA COIF – Deposit Account		104,502	119,033
Cash in Hand		-	-
Sundry Debtors and Prepayments		2,000	219
		-----	-----
Total Current Assets		169,462	163,977
Less Creditors falling due Within one year	9	(48,617)	(49,575)
		-----	-----
Net Current Assets		120,845	114,402
		-----	-----
Total assets less current liabilities		120,845	114,402
Creditors falling due after more than one year	9	(9,125)	(5,350)
		-----	-----
NET ASSETS	10	<u>111,720</u>	<u>109,052</u>
FUNDS			
Unrestricted funds		111,720	109,052
		-----	-----
		<u>111,720</u>	<u>109,052</u>

For the financial year ended 30th September 2018 the company was entitled to exemption from audit under section 477 Companies Act 2006. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of section 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

BALANCE SHEET (CONTINUED)

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006 and with Financial Reporting Standard 102.

Approved by the Board for issue on: 7th February 2019 and signed on their behalf by:

Kath Haines, Chair: 

Paul Jackson, Honorary Treasurer: 

Company Registration No: 6113479

ASSOCIATION OF CHARITABLE ORGANISATIONS

These Notes are an Integral Part of the Accounts **For the Year Ended 30th September 2018**

1. **Accounting Policies**

(a) **Basis of preparation**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102), the 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 United Kingdom and Republic of Ireland (FRS 102) Charities SORP (FRS 102) and the Charities Act 2011/Companies Act 2006. FRS 102 has been adopted for the first time when preparing these financial statements. The transition date to FRS 102 was 1 October 2014 and the last financial statements prepared under the previous financial reporting framework were prepared for the year ended 31 September 2015. The financial statements are prepared in sterling, which is the functional currency of the charity.

(b) **Going concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on income. After making enquiries the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

(c) **Depreciation**

Equipment, Fixtures, Fittings and Furniture are depreciated at 25% per annum on a straight line basis.

(d) **Subscriptions** are accounted for in the year to which they relate.

(e) **Financial Instruments**

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

(f) **Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(g) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements, nor do any estimates.

2. Members' Contributions

	<u>2017-18</u>	<u>2016-17</u>
	£	£
Subscriptions – Charity members	87,812	88,108
Subscriptions – Corporate members	19,250	20,750
Conferences	11,922	12,979
	<u>118,984</u>	<u>121,837</u>

3. Other Income

	£	£
Advertising	2,800	1,500
Training	3,000	-
Corporate sponsors' contributions towards conferences and events	8,500	14,250
Corporate Participator contributions	-	909
	<u>14,300</u>	<u>16,659</u>

4. Total Expenditure

		<u>2017-18</u>	<u>2016-17</u>
	Notes	£	£
Subscriptions & Publications		497	746
Rent, Rates & Service Charges	8	2,621	2,621
Repairs, Maintenance & Renewals		-	-
Copying, Printing, Stationery & Newsletter		6,702	3,145
General & Volunteer Expenses		260	276
Insurances		646	400
Postage		72	50
Telephone, Database, Internet & Website		7,833	6,447
Employment Costs	5	90,390	76,183
Meetings (including Travel)		13,480	9,333
Training		1,602	3,239
Governance costs		6,982	2,044
		<u>131,085</u>	<u>104,484</u>

5. **Employee Costs and numbers**

	<u>2017-18</u>	<u>2016-17</u>
		£
Gross Salaries	82,046	68,923
Employer National Insurance	5,540	4,296
Employer Pension Contributions	2,676	2,598
Professional Fees – Payroll service	128	368
	<u>90,390</u>	<u>76,183</u>

No employees earned £60,000 or more – there was 1 full-time and 1 part-time employee at the start of the year. Another full-time member of staff was employed from November 2017 to May 2018. There was 1 full-time and 1 part-time employee at the end of the year.

6. **Pension Costs**

The current arrangement for one employee of ACO is that the employer makes a contribution of 5% of gross salary per annum for the CEO to invest into his own private pension scheme. The pension staging date for auto-enrolment was in January 2017 and ACO has set up an appropriate scheme for employees.

7. **Trustees' Remuneration and Expenses**

No remuneration was paid to any Trustee but reimbursement has been made of necessary travel expenses of £311 and Awayday costs of £1,950 for 8 Trustees under Governance costs. No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2017 – nil).

8. **Lease**

There is no lease on the current accommodation, which is occupied under a memorandum of agreement in which there are no liabilities.

9. **Creditors**

	<u>2017-18</u>	<u>2016-17</u>
	£	£
Creditors falling due within one year		
Sundry Creditors	2,137	810
Subscriptions paid in advance	46,480	48,765
	----- <u>48,617</u>	----- <u>49,575</u>
Creditors falling due after more than one year		
Subscriptions paid in advance	9,125	5,350
	----- <u>9,125</u>	----- <u>5,350</u>

10. **Analysis of Net Assets**

	<u>2017-18</u>	<u>2016-17</u>
	£	£
Current Assets	169,462	163,977
Current Liabilities	(48,617)	(49,575)
Long term liabilities	(9,125)	(5,350)
	----- <u>111,720</u>	----- <u>109,052</u>

Independent examiner's report to the Trustees of The Association of Charitable Organisations

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 30th September 2018.

Responsibilities and basis of report

As the charity's Trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my independent examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for Accounting and Reporting by Charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Neil Finlayson

Date: 31/5/2019

Neil Finlayson, FCA, DChA

Independent Examiner

For and on behalf of Kingston Smith LLP

Chartered Accountants

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the **association** of
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