



# ASSOCIATION OF CHARITABLE FOUNDATIONS

TRUSTEES' ANNUAL REPORT  
AND FINANCIAL STATEMENTS  
YEAR ENDED 31 DECEMBER 2020



# CONTENTS

01

CHAIR'S INTRODUCTION

02

CHIEF EXECUTIVE'S INTRODUCTION

04

TRUSTEES' ANNUAL REPORT 2020

06

ABOUT ACF

08

ACF IN NUMBERS

10

ACF SUPPORTS

14

ACF ADVOCATES

16

ACF CONNECTS

20

ACF INSPIRES

23

ACF THRIVES

28

GOVERNANCE

30

ADVISERS AND BANKERS

31

OUR THANKS

32

INDEPENDENT AUDITOR'S  
REPORT TO THE MEMBERS

35

FINANCIAL STATEMENTS

# CHAIR'S INTRODUCTION

I AM WRITING THIS INTRODUCTION EXACTLY ONE YEAR ON FROM THE FIRST CORONAVIRUS LOCKDOWN. OVER THE LAST YEAR, WHAT WOULD SEEM EXCEPTIONAL HAS BECOME THE NORM.



Sadly, the UK has suffered the highest death rate since the Second World War. Much of the economy has been regularly shut down. The state has paid the wages of millions of furloughed workers. There has been a wave of voluntary action to help those in need. And researchers have created new vaccines from scratch which the NHS, partners and volunteers have rolled out at the rate of over a thousand inoculations a minute.

Foundations have been at the forefront of how the country has responded. From providing funding to arts and heritage organisations facing closure under lockdown rules, to helping in the search for a vaccine (and importantly to ensuring that it is available beyond the richest countries), to supporting local food banks and mutual aid.

But Covid-19 has also caused deep and lasting scarring to many communities and, while it has brought many together to help each other, the direct impact of the pandemic and the associated economic and social impact have deepened inequalities between different groups in society and internationally. Charitable foundations will surely play their part in making building back better a reality and not an empty phrase.

As Chair of the Association of Charitable Foundations, I am particularly proud of how ACF has worked to support foundations through this crisis. The team have switched the full events programme online.

Staff have shown incredible resilience as they have worked from home to maintain the support provided to foundations. And momentum has been maintained, not least in completing publication of all the reports from the Stronger Foundations programme.

And the team have also stepped up with new work to meet the challenge. New support and advice related to Covid-19 and its impacts have been developed, and the new Funders' Collaborative Hub was launched to enhance the effectiveness of individual and joint responses by funders and philanthropists to maximise their impact.

It has become a bit of a cliché, but 2020 was truly a year like no other. And I am pleased to say, the response from ACF has been like no other. I am confident that ACF will ensure that foundations continue to be supported to play their part as the country recovers.

A handwritten signature in black ink, appearing to read 'Janet Morrison'.

**Janet Morrison OBE (Chair)**  
Date 25 May 2021

# CHIEF EXECUTIVE'S INTRODUCTION

2020 WAS NOT THE YEAR THAT ANY OF US HAD PLANNED OR HOPED FOR. AS I LOOK BACK AT THE LAST 12 MONTHS, COVID-19 CASTS A LONG, DARK SHADOW OVER THE WHOLE PERIOD – CHANGING ALL OF OUR LIVES IN WAYS WE COULD NEVER HAVE ANTICIPATED.



The impact was felt most keenly by the most vulnerable in society, and the inequalities surrounding this were shockingly visible.

For ACF, our aim is always to support foundations in their work, and this has been our primary concern over the past twelve months. While we rapidly altered our plans to address the impact of Covid-19, this has not blown us off course. Rather the virus has raised the stakes of ACF's mission to support foundations to be ambitious and effective in the way that they use their resources for good.

Each of our 400 plus members has its own individual mission, that shaped their response to the events of the past 12 months. For some, particularly those working with local communities, the pandemic demanded swift, emergency action. For others, the impact was more indirect and less immediately obvious. And all foundations had to continually adjust the way they worked throughout the year to comply with the latest restrictions on social distancing, at a time when individual staff and trustees were often facing some challenging personal circumstances.

I am generalising from a range of experience, but overall I think one can see four broad responses by foundations.

Firstly – many acted swiftly to provide immediate emergency funding – whether to support the search for a vaccine, or to meet basic community needs – such as food and PPE.

A second broad response was to help existing grantees by being flexible in terms of how grants were used and reported on, adopting as light a touch as possible in terms of processes, and offering additional support where needed.

Thirdly, as the pandemic unfolded, foundations looked for where there are gaps in funding and where new relationships are needed to address them. In the light of the disproportionate impact of Covid-19 on black and minority ethnic people, many funders looked again at how they work with BAME-led organisations and communities.

And fourthly foundations are increasingly thinking about the collective effect of their work and how they can be more than the sum of their parts. We found an unprecedented desire among our members to work more closely together in their response to Covid-19. And to support this aspiration we worked with foundations and with input from broader civil society, to develop the Funders' Collaborative Hub, a project now hosted by ACF working in partnership with several members.

More broadly, ACF has continued to create opportunities for foundations to make sense of the impact Covid-19 was and is having; to share, identify and promote stronger approaches and responses. We didn't give up on the 'day job' – supporting our members through offering training seminars, briefing events, and opportunities to influence policy. We continued to be vigilant in ensuring that the legal and regulatory environment is supportive to the work of foundations through our policy work. Success in this arena is often invisible and incremental – stopping things from happening, or laying the groundwork for future changes – but is no less important for that.

All of this required us to find new ways of working – not so much 'digital first' as 'only digital'.

We sought out and signposted to useful guidance for foundations on a range of issues from cybersecurity to working from home. We drew on insights from experts, for example, from our four Official Partners on the impact of market turmoil on foundation endowments. And we brought together foundations to highlight aspects of the Covid-19 crisis that demanded a sectoral response, such as the structural racism brought into sharp focus by the #BlackLivesMatter response to the killing of George Floyd.

**'OURS IS A TIME THAT WILL ASK FOUNDATIONS TO BE MORE AMBITIOUS AND EFFECTIVE THAN EVER BEFORE IN USING OUR INDIVIDUAL AND COLLECTIVE RESOURCES FOR GOOD.'**

The past year also saw the culmination of our Stronger Foundations initiative, as we published a series of reports on what ambitious and effective foundation practice looks like, based on the findings of six member-led working groups considering a range of aspects of foundation practice, from Strategy and Governance to Investment. The reports, each containing 'pillars' of stronger foundation practice were timely. Our findings on Transparency and Engagement were published in the same week that Edward Colston's statue was toppled into Bristol harbour, prompting a national debate about the origins of wealth deployed for philanthropic purposes.

While the focus of public attention has understandably been on Covid-19 and its impact, the climate crisis has not gone away. With the 26th UN Climate Change Conference taking place in Glasgow in 2021, we are seeing strong interest from foundations and philanthropy infrastructure bodies in the ground-breaking UK Funder Commitment on Climate Change, developed by our members and now hosted by ACF. Over 50 foundations have signed thus far, pledging to play a part in addressing the causes of the climate crisis and supporting adaptation to its effects.

In summary, 2020 has been quite a year. None of this work would have been possible without the support of our members, the leadership of our board and staff team, and the commitment of our Official Partners. So I would like to start this annual report by saying a huge thank you to them all, and to everyone who kept the ACF show on the road over the past twelve months.

Covid-19 has tested us all – and it will leave a deep scar and a tough legacy. Ours is a time that will ask foundations to be more ambitious and effective than ever before in using our individual and collective resources for good. The response that we have all made to Covid-19 – and the way that foundations have stepped up to the challenges – do show that we can change much more than we dared to believe possible. And as foundations seek to step up to this challenge, ACF will be there to support them every step of the way.

**Carol Mack OBE (Chief Executive)**  
Date 25 May 2021

# TRUSTEES' ANNUAL REPORT 2020

**We are very pleased to present the 2020 annual report and accounts, demonstrating ACF's continued achievements as it pursues its mission to support foundations to be ambitious and effective in the way they use their resources for social good.**

2020 is the penultimate year of the five-year strategy. We had expected to further embed delivery of our core objectives and to begin to look ahead at how we responded to the changing environment for foundations. Covid-19 instead presented a massive challenge to the organisation. We switched all events to online only – including our conference – and rapidly adapted to new tools to engage with our members. We switched to mainly digital communications by default. Our new office next to Toynbee Hall in London remained largely empty and we have worked with staff to develop new ways of working. As set out in this report, we provided support to help our members adapt to Covid-19, to share experiences and also led new work as part of the response, including the new Funders' Collaborative Hub.

Despite this new and unexpected work, we have also worked to deliver the core elements of our existing strategy and to move ACF and the foundation sector forward. We completed the set of reports from the Stronger Foundations programme, and launched a new online tool to support the programme as well as a guide for chairs. We took over hosting the Funder Commitment on Climate Change and celebrated our 50th signatory to it. We delivered our annual conference with a wealth of thought-provoking key speeches, panel discussions and Q&A sessions, and ran the annual joint conference with Funders' Forum for Northern Ireland.

We surveyed our members on foundation salaries and benefits. We ran over 30 meetings with networks, including the Social Impact Investors Group and Finance, Investment, Resources Management network.

We could not achieve what we have in this exceptional year without the support of our members, and they remain at the heart of our mission to help foundations to be more effective and ambitious in using their resources for social good. Each trustee has a connection to a member organisation, rooting our work in the reality of foundations' day to day activity.

Our members are generous with their time and expertise and contribute to the work of every team.

We would also like to thank our staff, our Official Partners (Cazenove Charities, CCLA, Mercer and Ruffer) and our funders. Thank you for everything that you do to help ACF achieve its vision of a world that is supported, sustained and strengthened by the effective use of foundation resources.

**"WE JOINED ACF AS WE COULD SEE THE BENEFITS OF BELONGING TO AN ORGANISATION THAT NOT ONLY BROUGHT FUNDERS TOGETHER, BUT ALSO PROVIDED TRAINING, NETWORKING AND REGULAR UPDATES. THESE BENEFITS PROVED INVALUABLE WHEN OUR WORLDS WERE TURNED UPSIDE DOWN AS THE PANDEMIC HIT."**

ACF MEMBER

As we enter 2021, ACF will continue to challenge itself to deliver more for our members. Key programmes of work include continuing progress on the Stronger Foundations initiative, delivery of a refreshed learning and events programme in new ways, the replacement of our CRM system, and preparing ourselves for a further five-year strategic planning horizon.

**'WE COULD NOT ACHIEVE WHAT WE HAVE IN THIS EXCEPTIONAL YEAR WITHOUT THE SUPPORT OF OUR MEMBERS, AND THEY REMAIN AT THE HEART OF OUR MISSION TO HELP FOUNDATIONS TO BE MORE EFFECTIVE AND AMBITIOUS IN USING THEIR RESOURCES FOR SOCIAL GOOD.'**



# ABOUT ACF

## ACF IS THE MEMBERSHIP BODY FOR FOUNDATIONS AND GRANT-MAKING CHARITIES BASED IN THE UK

Founded in 1989, we have over 400 members who reflect the diversity of the foundation sector, including family trusts, corporate foundations, broadcasting appeals and livery companies, which fund a very wide range of charitable causes.

**Our vision** is a world that is supported, sustained and strengthened by the effective use of foundation resources.

**Our mission** is to support foundations to be ambitious and effective in the way that they use their resources for social good.

**Our values** guide our work

- We care
- We are open
- We are evidence based
- We are ambitious

**Our strategic objectives**

We support foundations by advocating on their behalf and by inspiring and connecting them. To do this ACF itself needs to thrive and be sustainable as an organisation.



### 1

**ACF SUPPORTS** foundations in achieving their charitable objectives by:

- Providing information, advice and training
- Gathering, distilling and disseminating learning
- Building and developing resources on foundation practice
- Signposting sources of specialist expertise
- Environment-scanning for trends and debates
- Informing members of issues affecting their practice

### 2

**ACF ADVOCATES** on behalf of foundations for an enabling policy, legislative and operating environment by:

- Developing and enhancing an evidence base
- Making the case for philanthropy in civil society
- Closing the 'knowledge-gap' around foundations
- Protecting and advancing foundations' interests
- Building relationships and networks with other policy actors
- Intervening strategically

### 3

**ACF CONNECTS** foundations to people, organisations, governments and movements relevant to their work, by:

- Convening members and other actors around issues
- Brokering relationships relevant to members' work
- Playing a facilitative role in potential collaboration
- Providing a protected space for conversation and exchange
- Optimising our learning and events programme
- Analysing, developing and targeting our member offer

### 4

**ACF INSPIRES** foundations to be ambitious and effective in the way that they use their resources, by:

- Developing a set of principles for excellent foundation practice
- Providing access to national and international thought leadership
- Reflecting societal challenges and external feedback
- Nurturing an environment conducive to self-reflection
- Promoting positive case studies from the UK and beyond
- Showcasing relevant thinkers, debates and provocations

In order to achieve this, we must ensure that ...

### 5

**ACF THRIVES** and is sustainable, supporting members over the longer term, by:

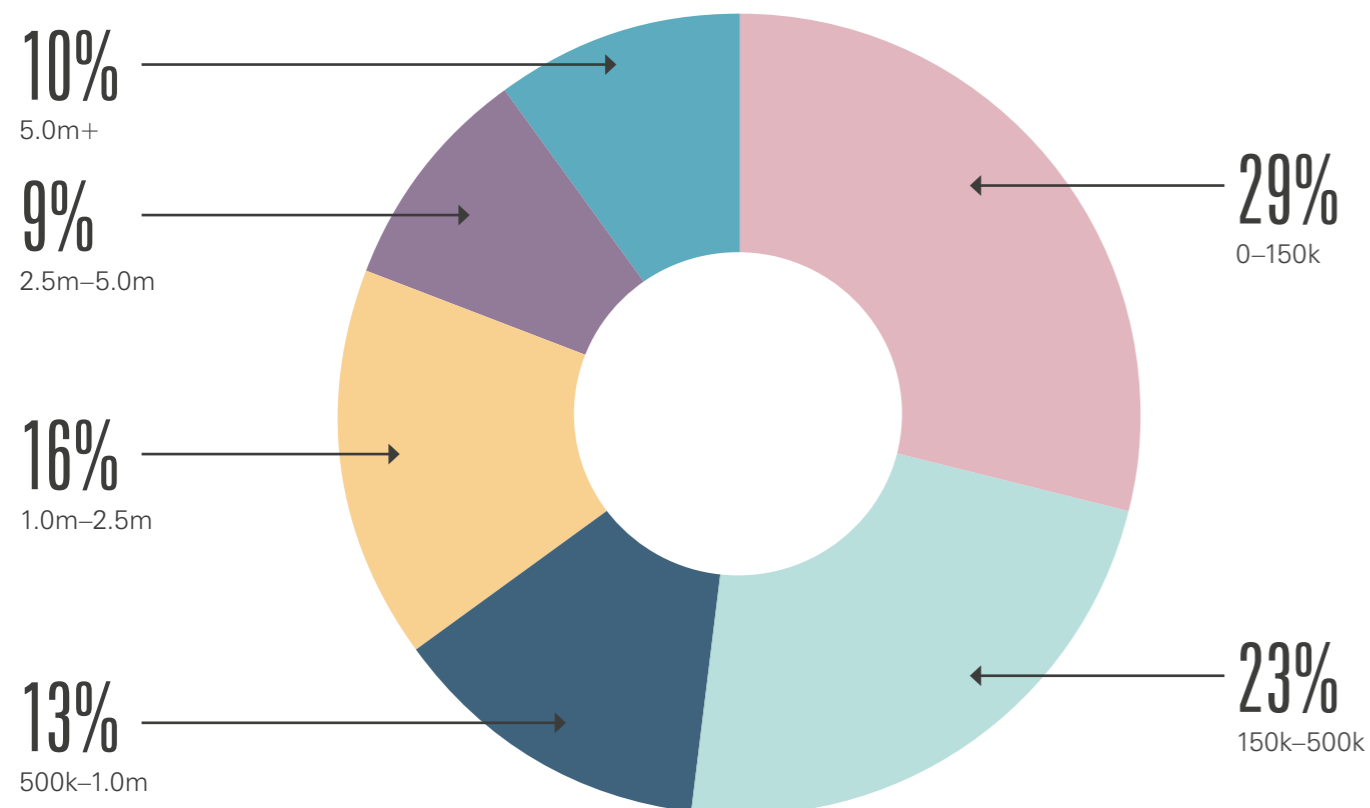
- Ensuring we are financially robust
- Responding to member need
- Valuing our people
- Implementing effective systems
- Adapting to technological change
- Nurturing a values-driven culture and prizing environmental sustainability

# ACF IN NUMBERS

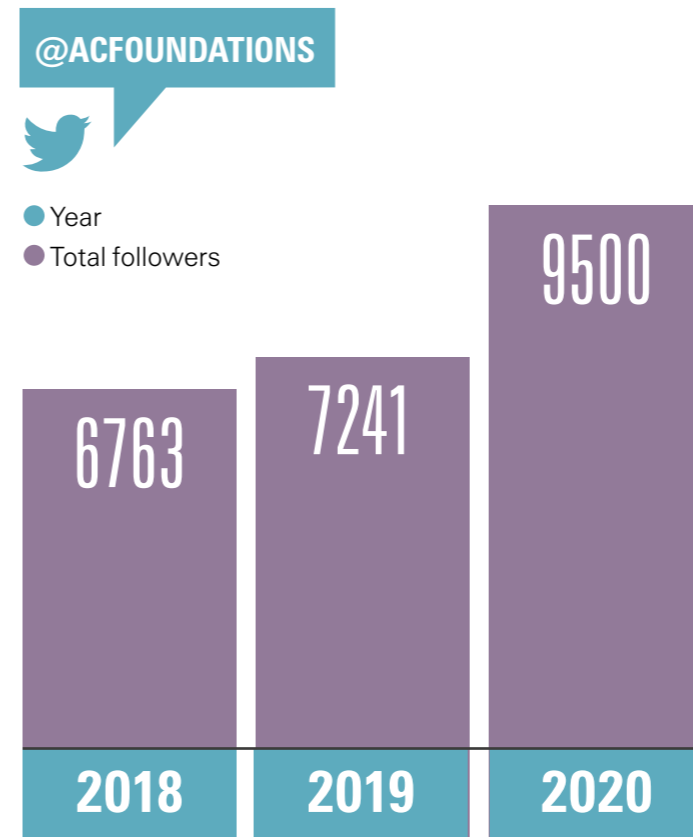
## ACF MEMBERSHIP 1989 – 2020



## MEMBERS BY GRANT EXPENDITURE



## TWITTER FOLLOWERS



## FUNDER COMMITMENT ON CLIMATE CHANGE SIGNATORIES



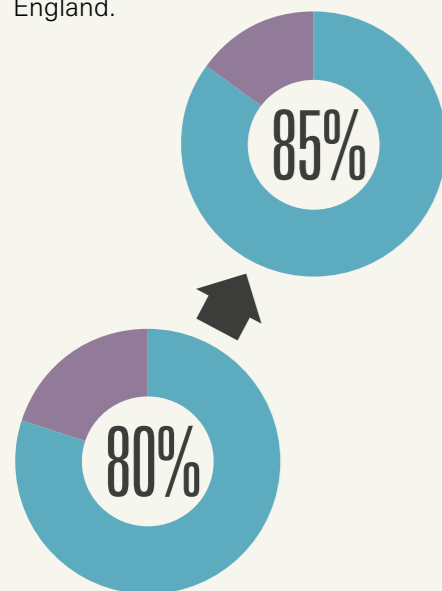
# ACF SUPPORTS FOUNDATIONS IN ACHIEVING THEIR CHARITABLE OBJECTIVES

ON 31 DECEMBER 2020, ACF HAD


407  TOTAL MEMBERS

94 & 313  
Associate and Affiliate members Full members

In our annual members' survey, 80% of respondents felt connected, very connected or extremely connected to ACF, rising to 85% for members operating outside of England.



In the survey, we asked respondents to say which of our activities were the most important to them:

 52%

ACF's community and peer networks

 47%

practical guidance

 40%

training and professional development activities

 39%

regular newsletters.

## Covid-19

As the Covid-19 pandemic unfolded, ACF moved quickly to help our members to respond. We set up a central repository of information on our website [Covid-19 – ACF](#), which we have kept updated throughout the crisis. We moved the Funders' News newsletter online and switched to fortnightly mailings from monthly to keep members up to date. We shared initial experiences via Twitter so that members could see how each other were responding. We also set up events to share experiences, the first of which took place on 19 March 2020.

Following from this initial activity, we ran a survey of members in March and April to see how members were responding, sharing the findings with members and using this to inform our ongoing response: [Covid-19: Results of ACF's survey on foundations' responses](#). We continued to use our communications to share the experiences, practice and ideas from members, with a major focus on this in our July and December editions of Trust & Foundation News. We produced briefings and guidance for members throughout the year about issues related to Covid-19, including:

- guidance on avoiding grant fraud: [ACF publishes new guidance and webinar on grant fraud](#)
- briefings on the impact of Covid-19: [The impacts of Covid – a briefing for funders](#)
- how the Stronger Foundations recommendations could be used to help foundations respond: [Stronger Foundations? The response to the Covid-19 crisis.](#)

## Black Lives Matter protests

The Black Lives Matter movement shone a bright spotlight on structural and systemic racism across society. This incorporated the charity sector, which was subject to analysis and inquiry from both within and beyond.

The foundation sector received direct calls to respond, including that they ringfence parts of grants budgets and improve board diversity. This catalysed an unprecedented level of activity, with **funders committing** not just to broad principles of flexibility and responsiveness in relation to Covid-19, but specific effort to address racial inequality. Initiatives included the Funders Alliance for Race Equality, which provided tools for foundations to undertake audits of their grant-making.

**'THE FOUNDATION SECTOR RECEIVED DIRECT CALLS TO RESPOND, INCLUDING THAT THEY RINGFENCE PARTS OF GRANTS BUDGETS AND IMPROVE BOARD DIVERSITY.'**

Future Foundations UK was launched, 'supporting minoritised racial groups working in the UK Trust and Foundation sector to connect, create and champion a vision of a just future', which **published a statement** on how UK foundations could achieve 'radical change' in the wake of the pandemic. The DEI Coalition supported more than 15 ACF members through a programme of peer-learning. At the end of the year the **Baobab Foundation** was established, 'led by the Black and Ethnic Minority community organisations it supports'.

ACF hosted a panel discussion on this **urgent issue**, attended by 200 foundation representatives. We have signposted members to the work of others mentioned above and prioritised work to tackle racism within our overall diversity, equity and inclusion work, which is described in more detail below.

## Trust & Foundation News, Funders' News and briefings

Our flagship magazine publication Trust & Foundation News (TFN) contributes to our mission to help foundations become more effective and ambitious. This year, we focused on giving space to staff and trustees from foundations to talk about their experience of the pandemic and their response to it, which we know from feedback has been very valued.

We switched our monthly Funders' News to digital only and increased its frequency to fortnightly at the start of the pandemic to ensure members had the most up to date information. The Funders' News publication is currently distributed to 1,170 recipients.

We produced regular briefings throughout the year, as mentioned in the Covid-19 section above.



# “I THOUGHT THE SEMINARS COVERED A REALLY GOOD RANGE OF TOPICS AND REALLY HELPED ME TO UNDERSTAND WHAT I SHOULD BE FOCUSING ON.”

INVESTMENT SEMINAR PARTICIPANT

## Professional development

Our professional development programme is a series of half or one day seminars that support foundation staff and trustees to develop their understanding of good grant-making practice, the technical aspects of being a foundation, as well as creating space to consider strategic decisions facing foundations today. It includes seminars on leadership both for new foundation directors, and those aspects of being a foundation trustee that are different to those of leading an operational charity.

Being able to respond to current issues and new areas of learning is a key aspect of the programme. In 2020 we introduced a new course on unconscious bias in grant-making.

As a result of the Covid-19 pandemic, ACF’s professional development programme moved online from the end of March 2020 and continued to remain active throughout the year.

The table below shows the level of engagement with our professional development programme. The drop in numbers reflects the impact of the pandemic but also the spinning out of our investment learning, which is outlined separately. We also offered a number of free events for members to support them in their response to Covid-19, which are not included in the table.

## “GREAT CONTENT AND SPEAKERS! LOTS OF USEFUL AND SPECIFIC EXAMPLES OF DIFFERENT STRUCTURES”

SIIG LEARNING SESSION PARTICIPANT

ACF professional development programme	2018	2019	2020
Number of seminars	31	31	15
Total number of members attending	296	354	204
Total number of non-members attending	94	63	52
<b>Total number of attendees</b>	<b>390</b>	<b>384</b>	<b>256</b>

## Investment Learning Programme (ILP)

The ILP encompasses a range of ACF activity focused on providing members with expert insight and thought leadership on foundation investment, with a particular focus on areas of growing interest around responsible, sustainable and impact investment. During 2020 this work included:

- **publication of the Stronger Foundations Investment report**, with associated learning sessions delivered virtually on the report itself; approaches to responsible, sustainable and impact investing among foundations; and the investment commitment of the Funder Commitment on Climate Change.
- **sharing of the expertise of ACF’s four Official Partners** – Cazenove Charities, CCLA, Mercer and Ruffer – through articles in Funders’ News and Trust & Foundation News; investment seminars for members providing an introduction and overview for senior foundation staff and trustees regarding foundation investment responsibilities and approaches (one two-day live course and five shorter sessions delivered virtually); two sessions at ACF’s annual conference; and two virtual webinars in the early stages of the pandemic on investment approaches.

## SIIG MEMBERSHIP GREW TO



• **facilitating the Social Impact Investors Group (SIIG)** which exists to support foundations interested in starting or currently undertaking social impact investing. Membership grew to 35 foundations or organisations with philanthropic assets. Supported by an active steering group, SIIG delivered monthly learning sessions and catch-ups, and organised a series of market information days where foundations heard from social purpose funds, enterprises and charities. The SIIG member toolkit was furnished with further templates, exemplars and practical resources on social investment. The SIIG continued to monitor diversity, equity and inclusion, delivering a balanced roster of presenters based on gender and ethnicity, and giving a platform to those with lived experience of the social issues via specially filmed commentary or participation at SIIG events.

• **the Finance, Investment & Resources Management (FIRM)** network for large foundations continued to flourish, with regular communication between members, and more formal meetings featuring speakers on home working and the future of work, using data to help charities increase their impact, sustainable investment, staff resilience and tax.

### SIIG events 2020

Seven learning sessions	154+ participants
Four Market information days	141+ participants
Six member update calls	43+ participants
<b>17 events</b>	<b>338+ participants</b>

# “WE ARE ABOUT TO REVIEW OUR INVESTMENT POLICY, SOMETHING I HAVE NOT BEEN INVOLVED IN BEFORE, AND I FEEL THAT THE INFORMATION OBTAINED IN THESE SEMINARS WILL BE A GREAT HELP.”

INVESTMENT SEMINAR PARTICIPANT



# ACF ADVOCATES ON BEHALF OF FOUNDATIONS FOR AN ENABLING POLICY, LEGISLATIVE AND OPERATING ENVIRONMENT

A key priority for ACF is our advocacy work, which aims to proactively influence the operating environment for foundations. In doing so, ACF seeks to protect and enhance foundations' ability to fulfil their individual charitable missions and make their irreplaceable collective contribution to a vibrant civil society.

## Covid-19

The pandemic and the measures to contain it have had a damaging effect on many organisations and causes. While there was a wave of voluntary action around local mutual aid efforts and in efforts closely linked to Covid-19, for many established organisations the pandemic has hit their funding while demand for their services has grown.

We were aware early on that the scale of need from organisations and causes went beyond the ability of foundations to fill the gap. Our [survey of members on Covid-19](#) showed that ACF members were quick to step up and we communicated the ways in which they were helping to policy-makers, politicians and the media.

Establishing the narrative about the role of foundations laid the framework for our involvement with the Never More Needed campaign, organised by a group of charity umbrella bodies.

The campaign called for emergency support for those charities affected by the loss of income as lockdown and social distancing rules meant charities were unable to fundraise or trade in their usual way. The Chancellor announced a £750m emergency package in April 2020, and mentioned in his statement the way that foundations were playing their part in supporting charities: [Chancellor's statement on coronavirus \(COVID-19\) - GOV.UK](#). We have continued to support calls from the [Never More Needed](#) campaign for additional funding, but these have not been successful.



'BEYOND COVID-19, WE CONTINUED TO FOCUS ON INFLUENCING THE OPERATING ENVIRONMENT FOR FOUNDATIONS SO THAT THEY CAN ACHIEVE MORE FOR THE PUBLIC GOOD.'

## Influencing the operating environment

Beyond Covid-19, we continued to focus on influencing the operating environment for foundations so that they can achieve more for the public good. We have engaged heavily with work related to the Statement of Recommended Practice (SORP) for charity accounts, both as a member of the SORP Committee and in its engagement strand of work on funders and donors as part of the review being carried out by the charity regulators for England and Wales, Scotland, Northern Ireland and Ireland.

We have developed a more formal relationship with the Charity Commission for Northern Ireland, acting as a critical friend to their work.

We have engaged with the Charity Commission for England and Wales, including in their review of guidance on charity investment and we look forward to the process for the appointment of their new chair.

The UK government has had less of a focus on the role of charities and community groups than previous administrations, but the Prime Minister personally commissioned backbench MP Danny Kruger to review what role they might play in the Government's levelling up agenda.

We responded to the review and Danny Kruger spoke at ACF's conference in November, alongside the civil society minister Baroness Barran and Rushanara Ali MP, chair of the All Party Parliamentary Group on Philanthropy and Social Investment. The review was positive about the role of foundations and recommended a number of funds to be distributed by independent foundations, though the Government has subsequently decided that government departments will choose successful bids.

THE FORUM  
NOW HAS  
NEARLY



200

MEMBERS

## Members' Policy Forum

Our Members' Policy Forum is an initiative that aims to increase opportunities for all our members to engage directly with ACF's policy work, raise issues of interest and concern, and regularly engage with policy-makers in government. We have continued to develop it and in 2020 we shifted the Forum online with monthly email newsletters and online events. The Forum now has nearly 200 members.

# ACF CONNECTS FOUNDATIONS TO PEOPLE, ORGANISATIONS, GOVERNMENTS AND MOVEMENTS RELEVANT TO THEIR WORK

We do this through our networks, online via social media and our Funder Network website, and outreach to other networks. We are also increasingly connecting with European and international networks to share good practice and thought leadership.

Our community and peer networks were rated in the top three reasons for membership by 52% of respondents to our annual survey (see page 10).

## Networks

- 388 attendees (\*this is total number of attendees, not unique attendees. It does not include the attendees for FIRM or SIIG)
- 27 network meetings (\*this does not include FIRM or SIIG)

In 2020 we supported 17 member-led networks led by a team of volunteer convenors from ACF membership. The majority of the networks focus upon funding themes (eg children and young people, or criminal justice), while others explore elements of grant-making (eg good practice in monitoring and evaluation). Two support specific job roles in foundations (eg finance staff, run in partnership with Charity Finance Group), one is for funding in Northern Ireland, and one is for senior leaders concerned with social justice.

As a result of the Covid-19 pandemic, all of ACF's networks were moved online from the end of March 2020 and continued to remain active throughout the year.

	2017	2018	2019	2020
<b>Number of networks</b>	19	19	17	17
<b>Number of network meetings</b>	30	34	32	27*
	2017	2018	2019	2020
<b>Attendance</b>	379	494	362	388*

“THE MOST BENEFICIAL ASPECT OF MEMBERSHIP IS THE ABILITY TO CONNECT WITH AND LEARN FROM COLLEAGUES IN OTHER TRUSTS AND FOUNDATIONS.”

ACF MEMBER

## International networks

ACF remains committed to sharing expertise and knowledge with similar organisations working in other countries. We have a close relationship with the Donors and Foundations Networks in Europe (Dafne). We have contributed to their Philanthropy Advocacy Project which maps activity in each European country. We have also worked with Dafne and with colleagues from France and Spain in particular to develop an international Funder Commitment on Climate Change, drawing on our experience of working on this. We have contributed to other European level discussions and initiatives, for instance sharing our work on diversity, equity and inclusion and tackling racism with European colleagues.

## Countries and regions

ACF works across all four nations of the UK and has members based and funding in each nation. A member of staff based in Northern Ireland provides a point of contact for stakeholders and supports local foundations and those in Great Britain with an interest in Northern Ireland, in order to enhance their knowledge and effectiveness. The ACF NI Network and conference held in November 2020 with the Northern Ireland Funders' Forum offered spaces for engagement, learning and identification of opportunities for collaboration.

In Scotland and Wales, we primarily work with Wales Funders Forum and Scottish Grantmakers. Our Chief Executive chairs the Wales Funders Forum. We have presented to the Scottish Grantmakers on our work on climate change in 2020 and we continue to develop our relationship.

In England, we also engage with regional funding forums and presented on Stronger Foundations at a number of meetings, as well as starting to engage with them and other regional funders through the Funders' Collaborative Hub, which features their work on its website.

## Active ACF networks

### Funding theme networks

- Asylum, refugee and migration
- Children and young people
- Criminal justice
- Housing and homelessness
- International funders
- Mental health (inactive)
- Tackling poverty
- Violence against women and girls

Woburn Place Collaborative which brings together larger foundations working on social justice issues

### Foundation type networks

- Smaller funders
- Corporate foundations

### Geographically based networks

#### Northern Ireland

### Funding practices networks

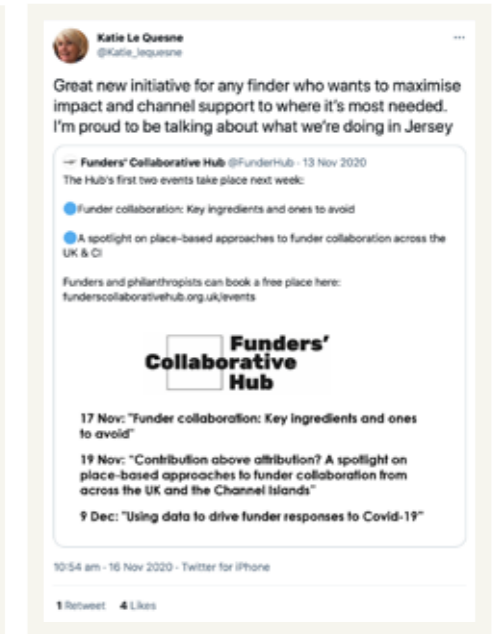
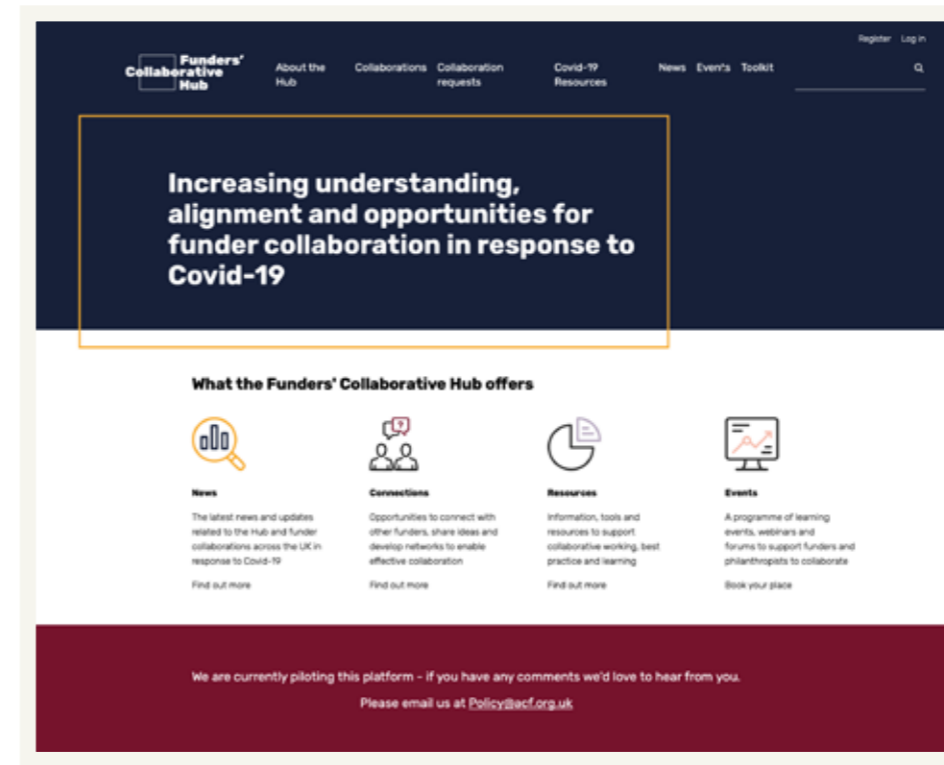
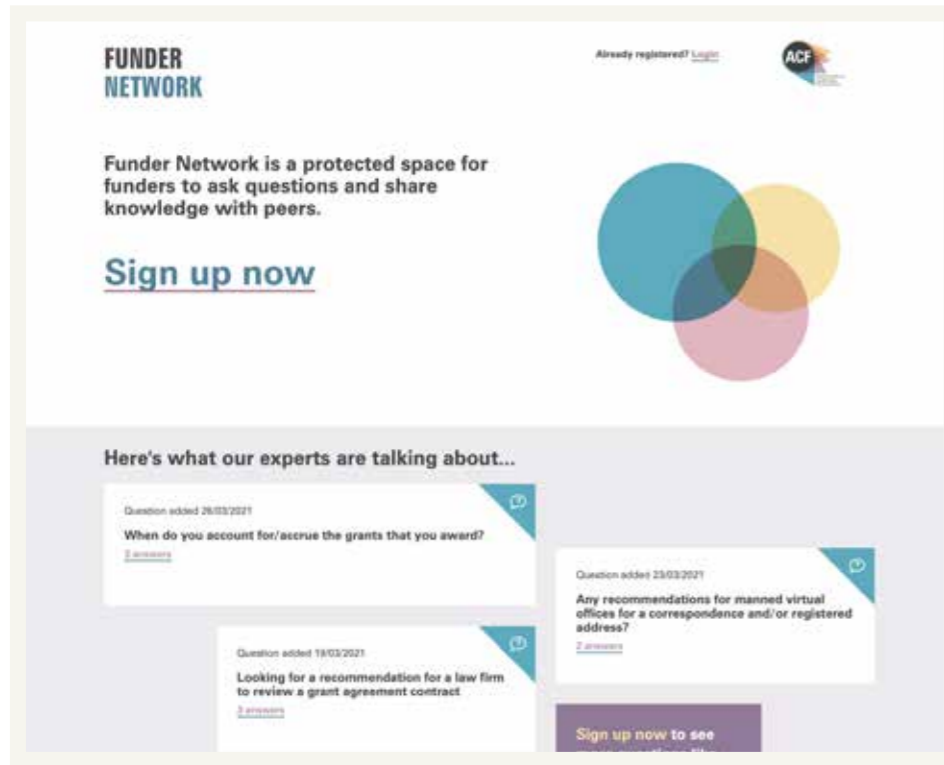
- Monitoring and evaluation
- Place based learning

#### SIIG – Social Impact Investors Group

### Job role networks

FIRM – Finance, Investment, Resources Management network for Finance and Investment Directors of large foundations

Finance in grant-making, run with Charity Finance Group



**Funder Network**

ACF's Funder Network is an online knowledge sharing platform, enabling members and other funders to contribute queries, concerns and expertise about policies and practices relating to foundations.

The Network at present has just over 900 registered users. In 2020 there were 78 questions posted on the Network, and a total of 203 answers commented in response to these. The most answered questions this year were on developing a safeguarding policy, using Salesforce, and responding to Covid-19.

**Funders' Collaborative Hub**

One of the outcomes from the initial meetings with members we organised in response to Covid-19 was to explore how we could support more collaboration. This led to our Trustee Board in April approving the development of a Funders' Collaborative Hub, hosted by ACF but working closely with partners in the foundation sector.

The aim of the Hub was to enable foundations to make a collective contribution to the recovery and renewal of civil society, through a time-limited, evidence-based and strategic response. The vision was that the recovery and renewal leads to a sector that is effective, informed, inclusive and resilient in the new circumstances.

In May ACF held the first meeting of the initial strategy group, comprised of representatives from foundations and civil society. The Hub brought together the activity and intelligence developed in specialist 'spokes' – which are existing and developing collaborations of organisations in the field working on the funding of particular areas. The strategy group agreed that it would aim to answer four primary questions:

- What collaborations are happening already in response to Covid-19?
- Who else is involved or is interested in a collaboration focused on an area of importance to us?
- How can our funding best help?
- Where are the emerging needs and gaps?

A small project group, involving foundation representatives and ACF staff, was established to take forward the concept and strategic vision. More than 50 organisations have expressed an interest in being involved to date, including a range of prospective 'spokes'. Twenty foundations took part in user testing interviews and design workshops delivered with colleagues from Shift and the National Lottery Community Fund.

In early November, ACF and the coalition of organisations supporting its development, publicly launched the Funders' Collaborative Hub with a new website: [funderscollaborativehub.org.uk](https://funderscollaborativehub.org.uk).

In addition to the resources on the web platform, the Hub actively brings together existing collaborations, funders and philanthropists with new ideas, and civil society organisations. A Twitter account [@FunderHub](https://twitter.com/FunderHub) was launched, which has already attracted several hundred followers.

In October, ACF convened a webinar about funder collaboration, attended by more than 60 members and a wider programme of events was launched, which will deliver a variety of content to foundations and philanthropists. The Hub was also the subject of a plenary session at the ACF and Northern Ireland Funders' Forum conference, and a number of regional funder forums.

To date, funding has been secured from Lloyds Bank Foundation for England and Wales, Henry Smith Charity, John Lyon's Charity and Esmée Fairbairn Foundation. Additional in kind support was also provided by Esmée Fairbairn Foundation for the web platform and staff time. ACF is now developing plans for the future of the Hub through 2021, which will involve additional fundraising to cover the costs of delivering the project longer term.

**“GREAT NEW INITIATIVE FOR ANY FUNDER WHO WANTS TO MAXIMISE IMPACT AND CHANNEL SUPPORT TO WHERE IT'S MOST NEEDED.”**

@FUNDERHUB TWITTER FOLLOWER



# ACF INSPIRES FOUNDATIONS TO BE AMBITIOUS AND EFFECTIVE IN THE WAY THAT THEY USE THEIR RESOURCES

Over the past few years, mandated by our membership, ACF has become more deliberate in this aspect of our work, through our flagship annual conference, speaking and writing publicly on a wider range of issues and also instituting a major work stream specifically aimed at identifying what ‘excellent’ practice looks like for foundations.

## Stronger Foundations 2020

2020 saw the culmination of the Stronger Foundations project, with the conclusion of its member-led working groups, publication of seven reports, delivery of more than 20 engagement events, a national conference, and the launch of a self-assessment tool for members. Falling against the backdrop of Covid-19 meant that most of this activity was delivered in different ways to how we had originally planned. Yet the impact of the pandemic on foundations and the communities they care about meant that the project’s aim to support foundations to be ambitious and effective with all their resources was more relevant and urgent than ever.

In addition, digital delivery hugely increased our reach to members and others, meaning that opportunities for engagement were significantly increased, particularly for those based beyond England.

Across the year more than 600 ACF member representatives were directly involved in Stronger Foundations activities – from participating in a working group, to speaking at or attending a report launch event, to joining practical sessions about implementing its recommendations. Stronger Foundations was featured in more than a dozen media pieces, and was the focus of international conferences and sessions in the wider UK sector – from the Northern Ireland Funders Forum annual conference to the Small Charities Coalition. Its methodology was also presented to sister associations in Spain, Italy and Switzerland, as well as to the Wales Funders Forum.

An internal evaluation of Stronger Foundations and its impact to date found that members involved in the initiative were overwhelmingly enthusiastic for both the process and the products of the initiative, and that the project had achieved attributable and substantive impact on foundation practice across the UK and internationally. As well as six final reports from the working groups, ACF produced a report tailored specifically to chairs of foundation boards, launched at an event for this group attended by more than 60 member chairs. A ‘cross-cutting themes’ report was launched in time for ACF’s national conference, drawing together some of the golden threads of the initiative.

In December, a self-assessment benchmarking tool was launched, enabling members to choose the thematic area they would like to prioritise and support them to take action in pursuing excellent practice in this area.



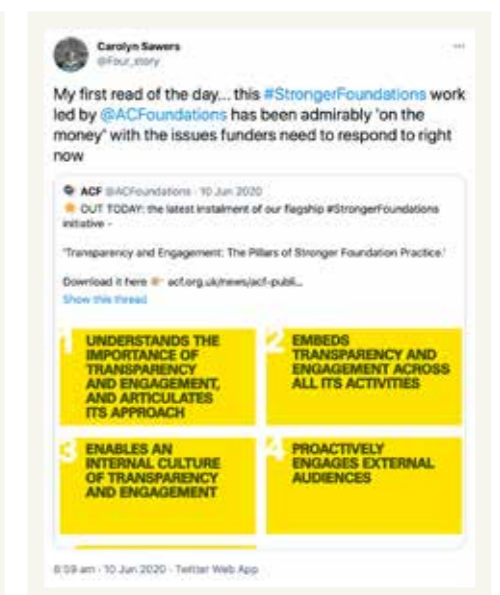
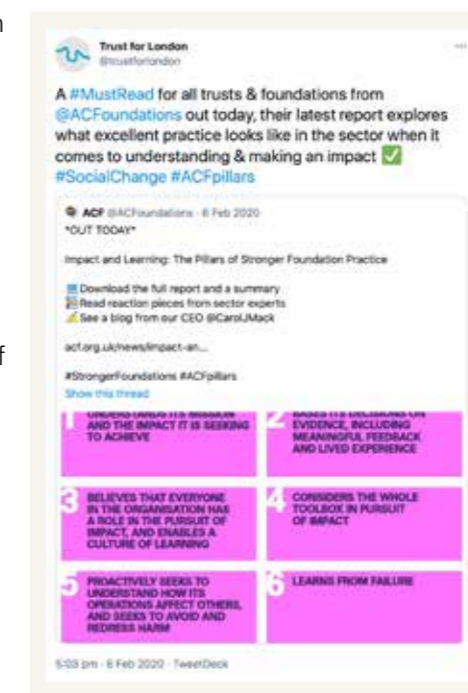
ACF Stronger Foundations Reports



It provides a mechanism through which foundations can consider the example actions and behaviours for each pillar, reflect on and score their own performance, record examples of how and to what extent the foundation is meeting each pillar and summarise planned future actions.

Feedback from members told us that the results were helpful in a variety of contexts, such as board meetings, staff away days, strategic reviews and team discussions. A blog summarising the first month of the tool’s use found that the most action was being taken in relation to diversity, equity and inclusion, but that this was also the area where foundations reported the least confidence and progress.

Supporting members to implement the learning and recommendations from Stronger Foundations is now a cross-organisational priority. It will be incorporated into ACF’s activities and form the basis of our content in the years ahead.





### ACF annual conference

ACF's first virtual conference took place on 25 and 26 November 2020. The conference theme, Stronger Foundations: Reflect. Recover. Renew, aimed to provide delegates with a platform to consider what impacts the Covid-19 crisis had on the sector, what was learnt in the first nine months of the pandemic and what future considerations should be.

The circumstances meant that the conference needed to be very different from the one we had initially planned for (450+ delegates for one full day at QEII Conference Centre). The team are incredibly proud of what they achieved in challenging circumstances, as we also switched from our original preferred software for the conference to Zoom to deliver the range of content we looked for. We sold a total of 247 tickets. The conference was positively received by members, who were sympathetic to the limitations of the format. Speakers included outgoing chair of the Wellcome Trust Dame Eliza Manningham-Buller, Minister for Civil Society Baroness Diana Barran and sessions with a diverse range of speakers from foundations and wider civil society.

### Climate change

The Funder Commitment on Climate Change was launched by a group of funders at ACF's 2019 conference. ACF took on the role of hosting the Commitment in June 2020 and it now has over 50 signatories. With financial support from the Esmée Fairbairn Foundation, we also developed a package to support signatories and encourage new foundations to sign.

### Diversity, equity and inclusion

2020 exposed and amplified many pre-existing structural and societal inequalities, from poverty to disability, from gender to ethnicity. Covid-19 had a disproportionate impact on some groups of people more than others, particularly those with existing health problems, older people, those living in poverty and people from Black, Asian or other communities that have been marginalised because of their race or ethnicity. It was particularly impactful on people experiencing an intersectionality of these.

At ACF, we pursued DEI as a priority both internally and externally. We reviewed our first DEI policy, [published on our website](#), as 'a framework for our members and the wider sector to hold us to account', covering board and staff diversity, recruitment practices, data management and processes. We made changes to how we recruit our board, which is elected from and by our members. We found that encouraging and actively engaging all our members to promote ACF trusteeship is resulting in a board that is more diverse and representative not only of our broad membership but society itself.

We also changed the way in which we appoint our staff. We now shortlist with the BeApplied platform that enables anonymised applications, we don't ask for unnecessary qualifications and experience, and we've introduced flexible working arrangements. But we still have a long way to go before our staff team reflects the diversity of the population of the UK, and this will be something we will need to continue to work at. To strengthen our internal efforts and accountability, our CEO signed ACEVO's [Eight principles to address the diversity deficit in charity leadership](#). We also became an active member of Dafne's working group on racial equity.

We prioritised promoting our Stronger Foundations [report on Diversity, Equity and Inclusion](#), which had been published in October 2019, and highlighted ACF members pursuing its nine pillars of stronger practice.

DEI was a major strand of our annual conference in November, with speakers addressing a wide range of topics including governance, disability, gender and racial inequality. We also delivered sessions on DEI to foundations and others at more than 20 national and international events, including the Chartered Institute of Fundraising's Equality, Diversity and Inclusion Committee and the Scotland Funders' Forum.

ACF established a [DEI resources](#) page featuring recent blogs, resources, toolkits and video content for members looking to enhance their understanding and improve their practice. An ACF event for members in June on racial disparity and Covid-19 was attended by more than 200 foundation representatives. It has since been viewed [more than 450 times](#).

In 2020, we and our members made some progress to address issues related to DEI. But we cannot, and must not, stop there. As our CEO said in a [public blog](#) in November:

*"Becoming a more diverse, equitable and inclusive organisation, sector and society is a journey not a destination. And it is a journey that demands us all to move at speed. As with all journeys, the critical point is to make a start, to head in the right direction and continue to ask hard questions about progress. And that is something we all can do."*

*Carol Mack, ACF Chief Executive*

# ACF THRIVES AND IS SUSTAINABLE TO SUPPORT MEMBERS OVER THE LONGER TERM

**In order for ACF to effectively support and connect foundations, to inspire the sector and to raise its influence and profile, it is essential that we have effective systems and processes and are financially stable.**

The trustees have given careful consideration to any need to change the financial statements as a result of the Covid-19 pandemic and have determined that no changes are necessary.

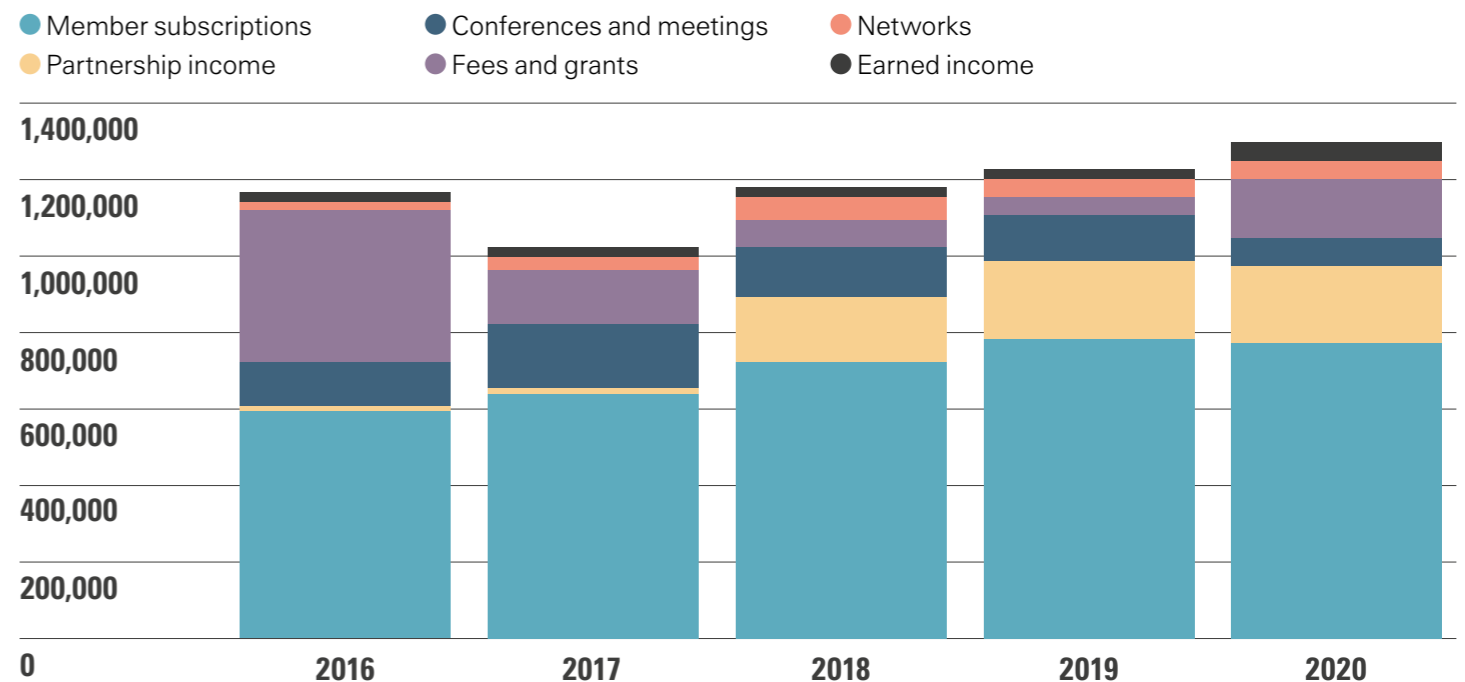
### Ensuring ACF is financially robust

ACF was not immune to the impacts of Covid-19, and required us to balance available resources to deliver our ambitious programme. We are grateful to the continued support of our members, including providing additional grants in 2020, to enable ACF to maintain progress on key activities. Our financial position continues to be stable with the continuation of the Official Partner Programme (OPP). The OPP continues

through until the end of 2021 and ACF's intention is to seek to renew the programme with the current partners.

Recent years have seen a steady growth in membership and networks, supported by the greater profile of our advocacy for the foundation sector, and new opportunities to contribute to our Social Impact Investors Group, Members' Policy Forum, and the Stronger Foundations initiative.

### GROUP INCOME TRENDS 2016–2020



# “ACF OFFERS US A CHANCE TO ACCESS GOOD PRACTICE IN A CAREFULLY THOUGHT OUT WAY, WHICH HAS REALLY ADDED TO MY KNOWLEDGE.”

## ACF MEMBER

While the pandemic forced a substantial change to the way ACF delivers its membership benefits and policy work, we were able to maintain a stable financial position as evidenced by the financial statements.

The audited financial position shows a £12,474 unrestricted operating deficit for the year. This deficit reduced our total general fund to £536,888. Of this, £88,577 represents fixed assets, leaving free reserves of £448,311.

The trustees have considered the unrestricted reserves that ACF requires to sustain its operations with reference to the Charity Commission for England and Wales’ guidance on charity reserves as set out in CC19. Trustees have agreed a long-term aim of balancing income and expenditure to deliver a level of reserves that is between four and six months’ operating expenditure. The current free reserves balance is towards the lower end of this range at 31 December 2020. During the year ACF commenced work on replacement of its CRM system, which will become operational in 2021, streamlining processes and enhancing member engagement.

The board has determined that the current level of reserves is sufficient to mitigate operating deficits before we begin to rebuild reserves again in 2022. The board considers that the use of reserves and their movement below the target range is acceptable in order to manage the impact of the coronavirus pandemic and the cost of implementing the new CRM system while continuing to deliver ACF’s strategic plans.

Income and expenditure forecasts for a three-year period are reviewed annually and in-year performance is monitored at each trustee meeting to ensure the impacts of Covid-19 and the investment in the new CRM are assessed and remedial action agreed if necessary.

### Status

ACF is both a registered charity, registration number 1105412, and a company limited by guarantee incorporated on 27 July 2004 and registered in England and Wales, registration number 5190466. Its governing document is a Memorandum and Articles of Association. ACF’s registered office is Fourth Floor, 28 Commercial Street, London E1 6LS.

ACF has a wholly owned trading subsidiary, ACF Conferences and Seminars Limited. This is a company incorporated on 5 January 2000, registration number 3902450, and limited by a single share held by ACF. The directors of the company are listed at the end of this report. ACF manages its commercial relationships which generate trading income via this company. This includes the Official Partner Programme and commercial activities linked to the annual conference. ACF Conferences and Seminars Limited has agreed a deed of covenant that obligates it to pass all its profits to the charity at the end of each financial year. The accounts that accompany this report show the consolidated financial information for the ACF and ACF Conferences and Seminars Limited. The narrative in this report covers the operations of the charity and the subsidiary company.

### Going concern

In view of the foregoing it is the view of the ACF board at the time this annual report and the annual accounts are signed, that both ACF and ACF Conferences and Seminars Limited are going concerns. In view of Covid-19 the trustees have given additional consideration to the going concern status of the charity and ACF Conferences and Seminars Limited and do not consider there to be any additional concerns to report.

### Income to support our services to members

ACF’s principal sources of funding are membership subscriptions, grants and fees for its charitable activities, and the Official Partner Programme. Members pay an annual subscription on a sliding scale, which is based on their grant expenditure in the previous year. In 2020 ACF received four restricted grants, further detailed in Note 5 to the financial statements. ACF does not set a target to raise income from its cash reserves, nor does it have an investment policy.

### ACF’s approach to fundraising from the public

ACF does not seek funds directly from the public, nor do we use commercial or professional fundraisers. As a result, we are not signed up to a voluntary fundraising regulation scheme or standard. ACF has complaints and whistleblowing procedures and these can be found on our website. We have received no fundraising related complaints.

### Remuneration policy

All trustees give of their time freely and no trustee remuneration was paid in the year.

ACF provides a competitive employment offer, which is designed to attract and retain staff with the appropriate skills. Budgetary constraints, external environment, wider job market, values of the organisation and the morale of staff will all be factors in deciding any employment offer. ACF is a London Living Wage employer.

During 2019 ACF developed, and continues to administer, a pay policy that enables us to ensure that we continue to attract, retain and motivate our talented staff team, while providing more clarity and transparency about pay differentials between staff.

The current full-time equivalent salary differential between the highest and lowest paid staff member is 3.2 (2019 3.9).

The highest paid member of staff was the Chief Executive, receiving a salary in the year of £87,323 (an increase of 1.7% on 2019: £85,863) and a non-consolidated performance-related payment of £5,000 (2019: £5,000). The Chief Executive’s total financial benefit (including employer pension) was £101,055 (an increase of 1.6% on 2019: £99,449).

ACF is not required to publish its gender pay gap information given its relatively small size, however, chooses to do so voluntarily.

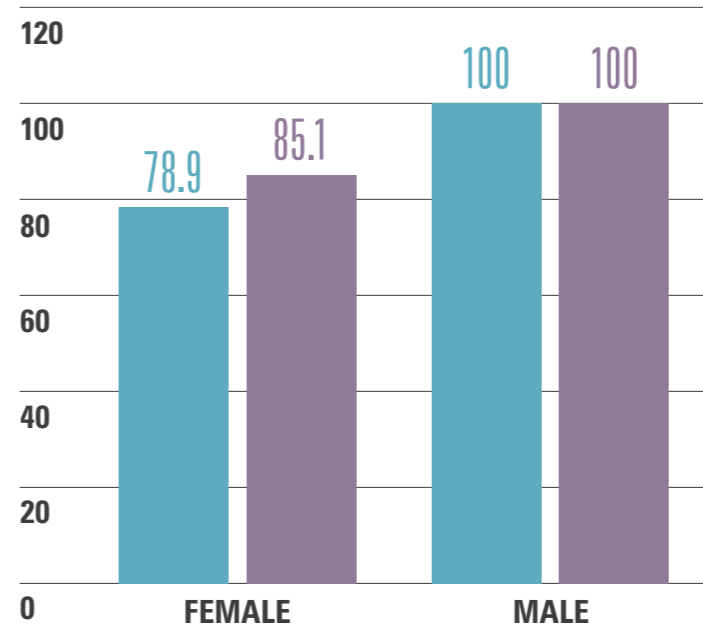
This year, we have followed the UK Government guidelines for disclosure of this data using the prescribed formulae.

Improvements have been made, with the females’ median hourly wage at 5 April 2021 14.9% lower than the males’ median hourly wage, compared to 21.1% at the same date in 2020. When comparing mean hourly wages, the females’ hourly wage is 12.9% lower than the males’ hourly wage at 5 April 2021. The differences between males’ and females’ hourly wage averages are primarily because two of the five male employees are Director-level posts. ACF’s executive and senior management has an equal balance of male and female staff.

	Females	Males	Total
Top quarter	2	2	4
Upper middle quarter	2	2	4
Lower middle quarter	3	1	4
Lower quarter	4	0	4
<b>Total</b>	<b>11</b>	<b>5</b>	<b>16</b>

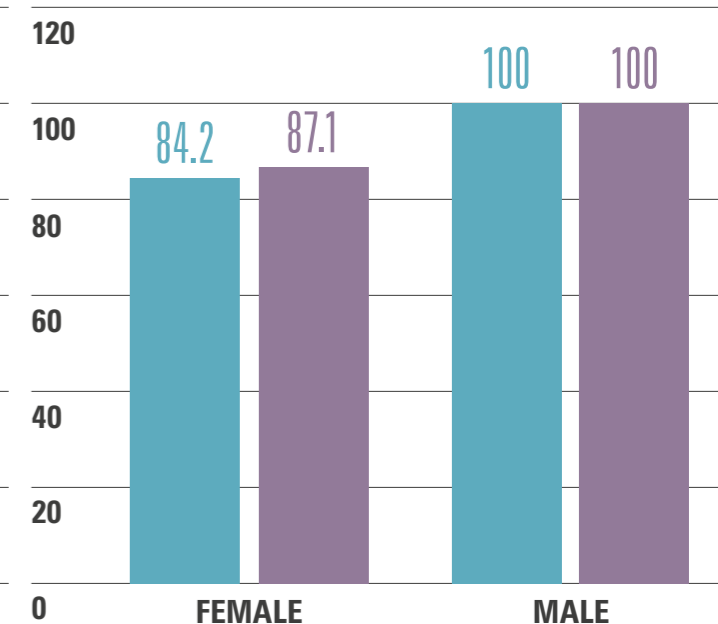
### MEDIAN

● April 20  
● April 21



### MEAN

● April 20  
● April 21



Female hourly wage rates are presented as a percentage of male hourly wage rates to indicate the relative gender pay gap more easily than the raw data.

**Balance sheet liabilities**

ACF is carrying a Pensions Trust Growth Plan liability on its balance sheet, which represents the net present value of the deficit reduction contributions payable by ACF. This year has again seen a reduction in ACF’s liability leaving the balance at £50,918 (2019: £61,050).

The Pensions Trust Growth Plan has put in place arrangements to assist Plan members who have difficulty meeting payments as a result of the pandemic. ACF does not expect to need this assistance.

The Plan invests for the long term and monitors its investment strategy and funding position. We understand that the scheme is in the process of completing a triennial review and at the conclusion of the review the deficit funding is likely to be reviewed.

ACF holds no funds as a trustee on behalf of others.

**Risk management**

ACF actively manages the risks it faces. Key risks are identified and reviewed at the quarterly Finance and Risk Committee and annually by the Board. Measures to manage all risks are in place. Key risks being actively managed are as follows:

**“GENEROUS KNOWLEDGE SHARING, OPPORTUNITIES TO MEET AND COLLABORATE WITH OTHER ORGANISATIONS, GUIDANCE ON BEST PRACTICE, AND CONSIDERED ADVOCACY FOR THE SECTOR ARE JUST A FEW OF THE BENEFITS ACF MEMBERSHIP HAS GIVEN US.”**

ACF MEMBER

Key risk	Implications	Mitigations	Impact	Likelihood
<b>ACF staff’s capacity to deliver 2021 workplan</b>	ACF is unable to deliver impact in the sector, having a negative influence on reputation and membership in the medium term	<ol style="list-style-type: none"> <li>1. Ensure that workplan is prioritised based on impact and resources released for priority elements</li> <li>2. Ensure all programmes of work have detailed plans, success criteria and milestones</li> <li>3. Increase staff engagement through consistent communication of priorities / progress using RAG ratings</li> </ol>	High	Low
<b>Covid-19 continues to have a destabilising effect on member engagement</b>	Members become more inward looking, leading to ACF programmes (Stronger Foundations, climate action, collaborative Hub) losing relevance and reduction in attendance at learning and events programme	<ol style="list-style-type: none"> <li>1. Proactively engage across the membership to ensure ACF is meeting member needs</li> <li>2. Analyse events programme attendances, comparing with 2020 and prior in-person performance</li> <li>3. Monitor engagement of core policy programmes at each touchpoint, documenting member engagement trends over time</li> </ol>	Medium	Medium
<b>Staff physical and mental wellbeing negatively impacted by Covid-19</b>	Staff (or family) become unwell and/or well-being compromised, impacting ACF’s ability to service members, increasing ACF costs to backfill and potentially increasing staff turnover	<ol style="list-style-type: none"> <li>1. Ensure directors have flexibility to balance work output to personal circumstances</li> <li>2. Managing workplan to account for variable staff capacity levels</li> <li>3. Ramp up well-being activities to ensure ACF has support programmes for all staff</li> <li>4. Ensure 121 process captures work progress and personal wellbeing</li> </ol>	High	Medium

Key risk	Implications	Mitigations	Impact	Likelihood
<b>Poor membership renewals</b>	Financial deficit compromising ACF’s ability to deliver work plan and core services	<ol style="list-style-type: none"> <li>1. Regular reporting of 2021 renewal status notices to senior leadership</li> <li>2. Maintain and update new members target list, reviewed at each monthly leadership team meetings</li> <li>3. Senior leadership contact across the membership to ensure ACF benefits in step with needs</li> </ol>	High	Low
<b>CRM delivered over time and budget</b>	Inability to deliver the benefits proposed, additional costs incurred in development and potential reliance on ThankQ and resulting higher support costs	<ol style="list-style-type: none"> <li>1. Ensure a complete project plan is detailed, milestones noted and project governance is maintained</li> <li>2. Critically evaluate suppliers’ resource availability to ensure adequacy</li> <li>3. Manage internal work programme to allocate appropriate internal resource, especially for testing and training</li> </ol>	Medium	Low
<b>Official Partners do not renew during 2021 for 2022 and beyond</b>	Lack of securing contracts for 2022 and beyond would have a long-term impact on the support ACF can provide the sector	<ol style="list-style-type: none"> <li>1. Secure renewals for 2022 and beyond during Q2 2021</li> <li>2. Continue to provide high quality learning events where Official Partners can share their expertise with members</li> <li>3. Enhance our virtual conference delivery for 2021</li> </ol>	Medium	Low



# GOVERNANCE

## Board of trustees of the charity

Name	Position	Committee membership(s) during the year	Appointed or resigned date	Member
Janet Morrison OBE	Chair	Officers		The Baring Foundation*
Jessica Brown	Vice Chair	Officers	Appointed Vice Chair 09.02.21	Trusthouse Charitable Foundation
David Renton	Treasurer	Officers, Finance & Risk, ACF Conferences and Seminars Limited		Guy's and St Thomas' Foundation*
Nick Acland	Trustee	Nominations & Remuneration	Reappointed 23.09.20	Henry Smith Charity
Andrew Barnett OBE	Trustee	Nominations & Remuneration		Calouste Gulbenkian Foundation (UK branch)
Michelle Molyneux	Trustee	Finance & Risk		The Worshipful Company of Grocers
Klara Skrivankova	Trustee	Finance & Risk, ACF Conferences and Seminars Limited		Trust for London
Anthony Tomei CBE	Trustee	Finance & Risk		The Bell Foundation
Edward Walden	Trustee	Nominations & Remuneration		Power to Change
Sufina Ahmad MBE	Trustee		Appointed 23.09.20	John Ellerman Foundation
Sarah Benioff	Trustee		Appointed 23.09.20	Cripplegate Foundation
Aanchal Clare	Trustee	Nominations & Remuneration	Appointed 23.09.20	Peter Minet Trust
Síofra Healy	Trustee		Appointed 23.09.20	Community Foundation Northern Ireland
Kenneth Ferguson	Vice Chair	Officers	Resigned 23.09.20	The Robertson Trust
Fozia Irfan	Trustee	Nominations & Remuneration	Resigned 23.09.20	Bedfordshire and Luton Community Foundation
Joanne Knight	Trustee	Finance & Risk, ACF Conferences and Seminars Limited	Resigned 23.09.20	British and Foreign School Society
Sheila Jane Malley	Trustee	Nominations & Remuneration	Resigned 23.09.20	The Co-op Foundation
James Wragg	Trustee	Nominations & Remuneration	Resigned 23.09.20	Esmée Fairbairn Foundation

\* Trustee was linked to this member on appointment to the board.

## The Trustee Board

The Board is responsible for the general management and supervision of the work of ACF. The trustees of ACF meet quarterly to set the strategic direction of the charity and monitor its effectiveness.

ACF's trustees are elected by our membership for a term of three years, may be re-elected, but cannot serve for more than six successive years. At least four trustees retire at each AGM.

All elected trustees must at the time of their appointment be connected to a member of ACF, for example as a trustee or as a member of staff. In addition, the board may co-opt a further five members to the board. ACF's members are non-governmental organisations in the UK, whose functions or activities include grant-making for charitable purposes, and endowed charitable foundations.

## Trustee induction

New trustees are invited to a half day induction where they meet key ACF staff and discuss ACF's objectives, activities and budgets. They normally receive an information pack as part of their induction which includes the relevant guidance for trustees from the Charity Commission for England and Wales, together with papers from recent Board meetings. Trustees individually also attend ACF's member events and thereby widen their awareness of current issues and concerns amongst ACF's membership.

## ACF's objects and public benefit

ACF's objects are to further the work of charitable grant-making trusts and institutions for the public benefit by:

- advancing the education of the public in such trusts and institutions and carrying out research and publishing the results of such research
- promoting the collective and individual effectiveness of such trusts and institutions and better methods of administration and management of their resources.

Under the Companies Acts 1985 and 1989, ACF is limited by guarantee and does not have share capital. Its memorandum and articles of association were fully reviewed and revised in 2004 and amended in 2018. The trustees have had regard to the Charity Commission for England and Wales' guidance on public benefit in considering what work the charity should undertake and in the performance of their duties.

The Chief Executive, the directors and heads of departments are the key managers in charge of directing and controlling the charity on a day-to-day basis operating under a trustee approved scheme of delegation.

The trustees (who are also directors of the Association of Charitable Foundations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 (FRS102)
- make judgements and 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 is inappropriate to presume that the charitable company will continue in business.

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 and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and,
- 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 auditor is aware of that information.

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

## ACF Conferences and Seminars Limited

### Directors

Gemma Instrall  
Carol Mack OBE  
David Renton  
Klara Skrivankova (appointed 23.10.20)  
Kevin Nunn (resigned 21.07.20)  
Dr Joanne Knight (resigned 23.09.20)

### Company Secretary

Natasha Kousseff (appointed 07.09.20)  
Kevin Nunn (resigned 21.07.20)

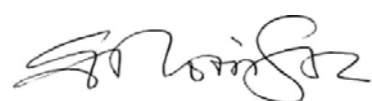


# ADVISERS AND BANKERS

Bankers	Solicitors	Auditors
<b>Cater Allen Private Bank</b> 2 Triton Square, Regent's Place London, NW1 3AN	<b>Stone King</b> Boundary House 91 Charterhouse Street London, EC1M 6HR	<b>Saffery Champness LLP</b> 71 Queen Victoria Street London, EC4V 4BE
<b>Unity Trust Bank</b> Four Brindley Place Birmingham, B1 2JB	<b>Russell-Cooke</b> 2 Putney Hill London, SW15 6AB	
<b>CCLA Investment Management Limited</b> COIF Charity Funds 85 Queen Victoria Street, London, EC4V 4ET		
<b>Close Brothers Limited</b> 10 Crown Place London, EC2A 4FT		

In preparing this report the trustees have taken advantage of the small companies exemption provided by section 415A of the Companies Act.

Approved by the Board and signed on its behalf by:



**Janet Morrison OBE (Chair)**

**Date** 25 May 2021



**David Renton (Treasurer)**

**Date** 25 May 2021

# OUR THANKS

**ACF's work would not be possible without support and encouragement from many members and other supporters. We would like to express our particular thanks for these as follows:**

**ACF's Official Partners:**

- Cazenove Charities
- CCLA
- Mercer
- Ruffer

**For additional core support of ACF's activities:**

- Garfield Weston Foundation
- Tudor Trust
- Wolfson Foundation

**For additional financial support for:**

- Members' Policy Forum - Barrow Cadbury Trust
- Funders' Collaborative Hub - Henry Smith Charity, John Lyon's Charity and Lloyds Bank Foundation for England and Wales
- UK Funders' Commitment on Climate Change - Esmée Fairbairn Foundation
- International Philanthropy Commitment on Climate Change - Daniel and Nina Carasso Foundation

**For in kind support for:**

- Funders' Collaborative Hub - Esmée Fairbairn Foundation

**For serving on the FIRM steering group:**

- Anne-Laure Bedouet, Education Endowment Foundation
- Amahl Smith, Royal Commission for the Exhibition of 1851
- Fiona Young, Tudor Trust
- Matthew Whittell, John Ellerman Foundation
- Caroline Bee, St John's Foundation

**For participating in the Steering Group of the SIIG (Social Impact Investors Group of foundations):**

- Douglas Gunn, Trust for London (Co-Chair)
- Ben Smith, Esmée Fairbairn Foundation (Co-Chair)
- Jo Heywood, Big Society Capital (Co-Chair)
- Jessica Tyrrell, Bank Workers Charity
- Mark O'Kelly, Barrow Cadbury Trust
- Hamesh Patel, The Clothworkers' Foundation
- Tim Wilson, City Bridge Trust
- Jennifer Gordon / Amir Rizwan, Comic Relief
- Barnaby Wiener / Jessamy Gould / Shishir Malhotra, Treebeard Trust
- Jan Doole, Tuixen Foundation

We would also like to thank all those many members who have generously hosted meetings on behalf of ACF or given their time to convene our networks or to speak at our events.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

## Opinion

We have audited the financial statements of Association of Charitable Foundations (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the consolidated and charity only balance sheets, the consolidated statement of cash flows and notes to the financial statements, including 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 affairs of the group and the parent charitable company as at 31 December 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## 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 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the 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.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

## 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 which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' 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 where the Companies Act 2006 require 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 to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

## Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 29, 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 the 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 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 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 as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

## Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements.

# FINANCIAL STATEMENTS

We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and management and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

## Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud.

We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Cara Turtington** (Senior Statutory Auditor) for and on behalf of Saffery Champness LLP

Chartered Accountants  
Statutory Auditors  
71 Queen Victoria Street  
London EC4V 4BE

**Date** 25 May 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Association of Charitable Foundations Consolidated statement of financial activities (incorporating an income and expenditure account) For the year ended 31 December 2020

				2020	2019
	Note	Unrestricted	Restricted	Total	Total
		£	£	£	£
<b>Income from:</b>					
Charitable activities:					
Members' subscriptions		766,338	-	<b>766,338</b>	783,645
Network subscriptions		55,213	-	<b>55,213</b>	54,455
Conferences and meetings		77,244	-	<b>77,244</b>	114,613
Fees and grants	5	60,500	89,580	<b>150,080</b>	48,200
Earned income		225	-	<b>225</b>	698
Other trading activities	2	200,000	-	<b>200,000</b>	200,000
Investment income		1,339	-	<b>1,339</b>	2,588
Other income including rental income		38,004	-	<b>38,004</b>	20,143
<b>Total income</b>		<b>1,198,863</b>	<b>89,580</b>	<b>1,288,443</b>	<b>1,224,342</b>
<b>Expenditure on:</b>					
Charitable activities:					
Members' services	4	1,141,938	-	<b>1,141,938</b>	1,080,805
Conferences and meetings	4	69,399	-	<b>69,399</b>	114,084
Project expenditure	4, 5	-	61,819	<b>61,819</b>	82,361
<b>Total expenditure</b>		<b>1,211,337</b>	<b>61,819</b>	<b>1,273,156</b>	<b>1,277,250</b>
<b>Net income/(expenditure)</b>		<b>(12,474)</b>	<b>27,761</b>	<b>15,287</b>	<b>(52,908)</b>
<b>Actuarial gains/(losses) on defined benefit pension schemes</b>	12	<b>(876)</b>	<b>-</b>	<b>(876)</b>	<b>4,271</b>
<b>Net movement in funds</b>	13	<b>(13,350)</b>	<b>27,761</b>	<b>14,411</b>	<b>(48,637)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	13	559,320	-	<b>559,320</b>	607,957
<b>Total funds carried forward</b>	13	<b>545,970</b>	<b>27,761</b>	<b>573,731</b>	<b>559,320</b>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.



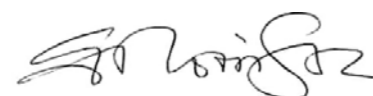
**Association of Charitable Foundations**  
**Consolidated balance sheet**  
For the year ended 31 December 2020

		2020	2020	2019	2019
		Group	Charity	Group	Charity
	Note	£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	7	88,577	88,577	112,753	112,753
Investments	8	-	2	-	2
		<b>88,577</b>	<b>88,579</b>	112,753	112,755
<b>Current assets:</b>					
Debtors	9	147,877	331,399	125,935	293,581
Cash at bank and in hand		275,014	88,555	328,805	96,954
Short term deposits		394,253	394,253	322,196	322,196
		<b>817,144</b>	<b>814,207</b>	776,936	712,731
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	10	(266,032)	(263,097)	(213,318)	(149,115)
<b>Net current assets</b>		<b>551,112</b>	<b>551,110</b>	563,618	563,616
<b>Total assets less current liabilities</b>		<b>639,689</b>	<b>639,689</b>	676,371	676,371
Creditors: amounts falling due after one year	10a	(15,040)	(15,040)	(56,001)	(56,001)
<b>Net assets excluding pension liability</b>		<b>624,649</b>	<b>624,649</b>	620,370	620,370
Defined benefit pension scheme liability	12	(50,918)	(50,918)	(61,050)	(61,050)
<b>Total net assets</b>		<b>573,731</b>	<b>573,731</b>	559,320	559,320
<b>Funds</b>					
Restricted funds	13	27,761	27,761	-	-
Unrestricted funds:					
Designated funds					
Pension Trust deficit reduction fund	13	60,000	60,000	50,000	50,000
Pension liability reserve	13	(50,918)	(50,918)	(61,050)	(61,050)
General fund	13	536,888	536,888	570,370	570,370
Total unrestricted funds		<b>545,970</b>	<b>545,970</b>	559,320	559,320
<b>Total funds</b>		<b>573,731</b>	<b>573,731</b>	559,320	559,320

As permitted by Section 408 of the Companies Act 2006, no separate Statement of Financial Activities for the charity alone has been presented. The net surplus of the standalone charity for the year was £15,287 (2019: net deficit £52,908) before transfers between funds.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees and authorised for use on 25 May 2021 and signed on their behalf by:



**Janet Morrison OBE (Chair)**

**Company registration no. 5190466**



**David Renton (Treasurer)**

**Association of Charitable Foundations**  
**Consolidated statement of cash flows**  
For the year ended 31 December 2020

	Note	2020	2020	2019	2019
		£	£	£	£
<b>Net cash provided by operating activities</b>					
	14		36,548		(112,943)
<b>Cash flows from investing activities:</b>					
Purchase of fixed assets		(19,618)		(129,944)	
Purchase of investments		-		-	
Interest income		1,339		2,588	
<b>Cash provided by investing activities</b>			<b>(18,279)</b>		<b>(127,356)</b>
<b>Cash flows from financing activities</b>			<b>-</b>		<b>-</b>
Change in cash and cash equivalents in the year			<b>18,269</b>		<b>(240,299)</b>
Cash and cash equivalents at the beginning of the year			<b>651,001</b>		<b>891,300</b>
<b>Cash and cash equivalents at the end of the year</b>	15		<b>669,270</b>		<b>651,001</b>

**Association of Charitable Foundations**  
**Notes to the Financial Statements**  
For the year ended 31 December 2020

**1A ACCOUNTING POLICIES**

The following principal accounting policies have been consistently applied in preparing the financial statements.

**Group accounts**

The financial statements present the consolidated Statement of Financial Activities (SOFA), consolidated Statement of Cash Flows and the consolidated and Charity Balance Sheets comprising of the consolidation of the Charity with its wholly owned subsidiary ACF Conferences & Seminars Limited (company registration number 03902450).

**Basis of preparation**

These financial statements have been prepared in accordance with the Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1 March 2018), Charities SORP (FRS102) and the Companies Act 2006. The functional currency of the charity is £.

**Public benefit entity**

The Association of Charitable Foundations ('the Association') meets the definition of a public benefit entity under FRS102.

**Critical estimates and areas of judgement**

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. In making these estimates the Association makes assumptions concerning the future. The Trustees do not believe that there is a significant risk of a material adjustment being made to the carrying amounts of assets and liabilities included in these financial statements within the next financial year. Key estimates include the useful economic life of fixed assets, the recoverability of debtors and the assumptions made by the actuary in valuing the pension liability.



**Association of Charitable Foundations**  
**Notes to the Financial Statements**  
For the year ended 31 December 2020

**Fund accounting**

Unrestricted funds comprise both the General Fund and any Designated Funds. The General Fund comprises membership subscriptions and other incoming resources received or generated for the objects of the Association without further specified purpose.

Going into 2020, trustees had designated two funds, the Pensions Deficit Reduction Fund, and the Pension Liability Reserve Fund. Both represent funds that the trustees have put aside from General Funds to fund particular expenditure and are restricted in an administrative rather than a legal sense. For further details of designated funds, see note 13.

Restricted funds are to be used for specified purposes as expressed in grant agreements. Restricted grants are recognised in full in the Statement of Financial Activities in the period in which they are received or receivable whichever is the earlier, unless they are for a specified period in which case they are deferred. These funds and movements in them are described in note 5.

**Tangible fixed assets**

Expenditure on office equipment of less than £500 is charged to the Statement of Financial Activities when incurred. Expenditure greater than £500 is capitalised and depreciated. Depreciation is provided on capitalised fixed assets at rates calculated to write off the cost of each asset over their expected useful lives as follows (less estimated residual value where this is readily available):

Office Furniture, IT and telecommunications equipment

**3 years**

Software development

**5 years**

Leasehold improvements – Acorn House

**5 years**

Toynbee Hall

**3 years**

For office equipment and Acorn House leasehold improvements, a full year's depreciation is charged in the year an asset is purchased. For Toynbee Hall leasehold improvements, depreciation is charged on a monthly basis from November 2019 (beginning of occupation). For software development, depreciation is charged on a monthly basis from the month in which asset is usable, with ongoing expenses such as licences and maintenance to be expensed when incurred.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to receipt, any performance conditions attached have been met, it is probable that the income will be received and the amount can be measured reliably. Deferred income is income received or recorded before it is earned, and shown in the income statement only when it can be matched with the period in which it is earned.

**Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Wherever possible costs are directly attributed to these headings. Costs common to more than one area are apportioned using a suitable basis.

**Allocation of support costs**

Indirect costs are those costs incurred in support of the charitable objectives and governance of the Association. These have been allocated to the charitable activities on a basis that fairly reflects the true use of those resources within the organisation.

**Financial assets/liabilities**

The charity has financial assets/liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value, unless otherwise stated in the relevant account policy note(s), 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.

The investment in the subsidiary is stated at cost.

**Going concern**

The trustees consider that there are no material uncertainties about the Association's ability to continue as a going concern. In view of Covid-19 the trustees have given additional consideration to the going concern status of the charity and ACF Conferences and Seminars Limited and do not consider there to be any additional concerns to report.

**Pension arrangements**

Now:Pensions  
ACF participates in a defined contribution pension scheme, Now:Pensions. The amounts charged to the statement of financial activities for the defined contribution scheme represent the contributions payable in the period.

TPT Retirement Solutions  
ACF also participates in the TPT Retirement Solutions (formerly Pensions Trust) Growth Plan Scheme. This is a multi-employer scheme where ACF's share of the underlying assets and liabilities cannot be identified on a consistent and reasonable basis. In accordance with FRS 102, it is therefore accounted for as a defined contribution scheme. A deficit funding arrangement is in place for the scheme. A liability is recognised for the net present value of the deficit reduction contributions payable by ACF. Actuarial gains/losses are separately classified on the statement of financial activities.

**1B. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES 2019**  
**INCLUDED FOR COMPARATIVE PURPOSES**

	Note	Unrestricted £	Restricted £	2019 Total £
<b>Income from:</b>				
Charitable activities:				
Members' subscriptions		783,645	-	783,645
Network subscriptions		54,455	-	54,455
Conferences and meetings		114,613	-	114,613
Fees and grants	5	-	48,200	48,200
Earned income		698	-	698
Other trading activities	2	200,000	-	200,000
Investment income		2,588	-	2,588
Other income including rental income		20,143	-	20,143
<b>Total income</b>		<b>1,176,142</b>	<b>48,200</b>	<b>1,224,342</b>
<b>Expenditure on:</b>				
Charitable activities:				
Members' services	4	1,080,805	-	1,080,805
Conferences and meetings	4	114,084	-	114,084
Project expenditure	4, 5	-	82,361	82,361
<b>Total expenditure</b>		<b>1,194,889</b>	<b>82,361</b>	<b>1,277,250</b>
Net (expenditure)/income for the year		(18,747)	(34,161)	(52,908)
<b>Actuarial gains/(losses) on defined benefit pension schemes</b>	12	<b>4,271</b>	<b>-</b>	<b>4,271</b>
<b>Net movement in funds</b>		<b>(14,476)</b>	<b>(34,161)</b>	<b>(48,637)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward	13	573,796	34,161	607,957
<b>Total funds carried forward</b>	13	<b>559,320</b>	<b>-</b>	<b>559,320</b>

Expenditure of £25,011 has been reclassified from Conferences and meetings to Members' services. This reclassification is also reflected in prior year totals on the Statement of Financial Activities, Note 3, and Note 4.

## 2. ANALYSIS OF OTHER TRADING INCOME

	2020	2019
	£	£
Official Partnership Programme fees	200,000	200,000

## 3. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

	2020	2019
	£	£
Salaries and wages	661,664	601,594
Social security costs	66,454	60,974
Pension contributions	63,364	61,152
Pension Trust finance cost	619	1,128
Recruitment & training	15,555	32,734
Temporary staff, consultancy & all other staff costs	88,789	69,064
<b>Total</b>	<b>896,445</b>	<b>826,646</b>

Staff costs were incurred in the following way:

	2020	2019
	£	£
Unrestricted funds		
Members' services	835,373	793,616
Restricted funds		
Effective Foundations Initiative	-	27,330
Funders' Collaborative Hub	38,571	-
Members' Policy Forum	14,383	-
UK Funders' Commitment on Climate Change	6,038	-
International Philanthropy Commitment on Climate Change	2,080	-
Foundation Giving Trends	-	5,700
<b>Total</b>	<b>896,445</b>	<b>826,646</b>

The above salaries and wages for 2020 include aggregate termination payments totalling £20,750.

The following number of employees received benefits (excluding employer pension) during the year between:

	2020	2019
£90,000 and £99,999	1	1

The highest paid member of staff was the Chief Executive, receiving a salary in the year of £87,323 (2019: £85,863) and a non-consolidated performance-related payment of £5,000 (2019: £5,000). The total financial benefit (including employer pension) awarded to the Chief Executive was £101,055 (2019: £99,449).

The total employee benefits including pension contributions of key management personnel were £304,975 (2019: £266,780). In addition, one interim position was filled via an agency, resulting in further key management personnel costs in the year of £24,475 (2019: £16,500 for one consultant).

The average number of staff employed in the delivery of charitable activities in the year was 15.5 (2019: 15.7); FTE 12.8 (2019: 13.4)

## 4. ANALYSIS OF TOTAL RESOURCES EXPENDED

### 4.1 Current year

	Staff Costs	Indirect Costs	Governance Costs	2020
	£	£	£	£
<u>Unrestricted Funds</u>				
Members' Services	835,373	286,725	19,840	1,141,938
Conferences and Meetings	-	68,133	1,266	69,399
<b>Total Unrestricted Resources Expended</b>	<b>835,373</b>	<b>354,858</b>	<b>21,106</b>	<b>1,211,337</b>
<u>Restricted Funds</u>				
Project Expenditure	61,072	747	-	61,819
<b>Total Restricted Resources Expended</b>	<b>61,072</b>	<b>747</b>	<b>-</b>	<b>61,819</b>
<b>Total Resources Expended</b>	<b>896,445</b>	<b>355,605</b>	<b>21,106</b>	<b>1,273,156</b>
	(Note 4 and 5b)	(Note 5a)	(Note 5c)	

### 4.2 Prior year

	Staff Costs	Indirect Costs	Governance Costs	2019
	£	£	£	£
<u>Unrestricted Funds</u>				
Members' Services	793,616	271,094	16,095	1,080,805
Conferences and Meetings	-	111,679	2,405	114,084
<b>Total Unrestricted Resources Expended</b>	<b>793,616</b>	<b>382,773</b>	<b>18,500</b>	<b>1,194,889</b>
<u>Restricted Funds</u>				
Project Expenditure	33,030	49,331	-	82,361
<b>Total Restricted Resources Expended</b>	<b>33,030</b>	<b>49,331</b>	<b>-</b>	<b>82,361</b>
<b>Total Resources Expended</b>	<b>826,646</b>	<b>432,104</b>	<b>18,500</b>	<b>1,277,250</b>
	(Note 4 and 5b)	(Note 5a)	(Note 5c)	

#### 4A. ANALYSIS OF INDIRECT COSTS

##### 4a.1 Current year

	Members' Services	Conf & Meetings	Project Expenditure	2020
	£	£	£	£
ICT & communications	38,590	5,766	30	<b>44,386</b>
Publications & printed matter	45,504	-	-	<b>45,504</b>
Meetings & events	-	51,961	717	<b>52,678</b>
Other & staff expenses	39,612	-	-	<b>39,612</b>
Property-related expenditure	163,020	10,406	-	<b>173,425</b>
	<b>286,725</b>	<b>68,133</b>	<b>747</b>	<b>355,605</b>

Indirect costs, where relevant, have been allocated based on actual expenditure. IT & property costs have been apportioned between Members' Services and Conferences & Meetings based on income percentages.

##### 4a.2 Prior year

	Members' Services	Conf & Meetings	Project Expenditure	2019
	£	£	£	£
ICT & communications	38,738	5,789	-	<b>44,527</b>
Publications & printed matter	35,057	270	32,782	<b>68,109</b>
Meetings & events	-	87,999	-	<b>87,999</b>
Other & staff expenses	79,372	-	-	<b>79,372</b>
Property-related expenditure	117,927	17,621	16,549	<b>152,097</b>
	<b>271,094</b>	<b>111,679</b>	<b>49,331</b>	<b>432,104</b>

#### 4B. ANALYSIS OF STAFF COSTS

##### 4b.1 Current year

	Members' Services	Project Expenditure	2020
	£	£	£
Salaries and wages	627,892	33,772	<b>661,664</b>
Social security costs	66,454	-	<b>66,454</b>
Pension contributions	63,364	-	<b>63,364</b>
Pension Trust deficit contributions	619	-	<b>619</b>
Recruitment and training	15,555	-	<b>15,555</b>
Temporary staff, consultancy & all other staff costs	61,489	27,300	<b>88,789</b>
	<b>835,373</b>	<b>61,072</b>	<b>896,445</b>

##### 4b.2 Prior year

	Members' Services	Project Expenditure	2019
	£	£	£
Salaries and wages	568,564	33,030	<b>601,594</b>
Social security costs	60,974	-	<b>60,974</b>
Pension contributions	61,152	-	<b>61,152</b>
Pension Trust deficit contributions	1,128	-	<b>1,128</b>
Recruitment and training	32,734	-	<b>32,734</b>
Temporary staff, consultancy & all other staff costs	69,064	-	<b>69,064</b>
	<b>793,616</b>	<b>33,030</b>	<b>826,646</b>

#### 4C. ANALYSIS OF GOVERNANCE COSTS

	2020	2019
	£	£
Auditor remuneration – audit fee for current year	<b>10,910</b>	12,545
Auditor remuneration – VAT review	<b>5,148</b>	-
Auditor remuneration – tax compliance	<b>800</b>	800
Internal & External Meetings	<b>3,345</b>	2,934
Trustee expenses	<b>877</b>	1,241
Sundries	<b>26</b>	980
	<b>21,106</b>	18,500

Governance cost apportioned based on income percentages.



## 5. RESTRICTED FUNDS – GROUP AND CHARITY

### 5.1 Current year

Project	Funders' Collaborative Hub	UK Funders' Commitment on Climate Change	International Philanthropy Commitment on Climate Change	Members' Policy Forum	2020
	£	£	£	£	£
<b>Grant income</b>	<b>50,000</b>	<b>22,500</b>	<b>2,080</b>	<b>15,000</b>	<b>89,580</b>
<b>Expenditure</b>					
Staff & consultancy	38,571	6,038	2,080	14,383	<b>61,072</b>
Direct project costs	130	-	-	617	<b>747</b>
Overheads	-	-	-	-	-
<b>Total Expenditure</b>	<b>38,701</b>	<b>6,038</b>	<b>2,080</b>	<b>15,000</b>	<b>61,819</b>
<b>Net Income</b>	<b>11,299</b>	<b>16,462</b>	-	-	<b>27,761</b>
<b>As at 1 January 2020</b>	-	-	-	-	-
<b>As at 31 December 2020</b>	<b>11,299</b>	<b>16,462</b>	-	-	<b>27,761</b>

### 5.2 Prior year

Project	Effective Foundations	Foundation Giving Trends	2019
	£	£	£
<b>Grant income</b>	-	<b>48,200</b>	<b>48,200</b>
<b>Expenditure</b>			
Staff & consultancy	27,330	5,700	<b>33,030</b>
Direct project costs	-	32,782	<b>32,782</b>
Overheads	6,831	9,718	<b>16,549</b>
<b>Total Expenditure</b>	<b>34,161</b>	<b>48,200</b>	<b>82,361</b>
<b>Net Income</b>	<b>(34,161)</b>	-	<b>(34,161)</b>
<b>As at 1 January 2019</b>	<b>34,161</b>	-	<b>34,161</b>
<b>As at 31 December 2019</b>	-	-	-

#### Funders' Collaborative Hub

Funding from the Henry Smith Charity, John Lyon's Charity, and Lloyds Bank Foundation for England and Wales, to support the Funders' Collaborative Hub, an initiative to enable increased understanding, closer alignment, and opportunities for funder collaboration in response to Covid-19.

#### UK Funders' Commitment on Climate Change

Funding from Esmée Fairbairn Foundation to support ACF's hosting of the UK Funder Commitment on Climate Change, to promote the commitment and support signatories to implement the pledges.

#### International Philanthropy Commitment on Climate Change

Funding from Daniel and Nina Carasso Foundation towards ACF's role in supporting Dafne (Donors and Foundations Networks in Europe) and other organisations to develop an international equivalent of the above UK Commitment.

#### Members' Policy Forum

Funding from the Barrow Cadbury Trust to support the work of the Members' Policy Forum, an initiative that increases opportunities for our members to engage directly with ACF's policy work, raise issues of concern, and regularly engage with policy-makers in government.

#### Effective Foundations Initiative

Prior year only. The Effective Foundations Initiative is legacy funding from The Diana, Princess of Wales Memorial Fund and the Tubney Charitable Trust.

#### Foundation Giving Trends

Prior year only. Funding from the Pears Foundation to support research by Professor Cathy Pharoah resulting in the annual publication by ACF of Foundation Giving Trends.

## 6. TRUSTEE BOARD EXPENSES

The Trustee Board members received no remuneration.

The amount of travel and other expenses reimbursed to, or paid on behalf of three Trustee Board members was £877 (2019: seven members at £1,241).

All trustees must be a trustee, employee or other representative of a member of the Association at the time of their election to the Board.

There were no related party transactions requiring disclosure in the year.

## 7. TANGIBLE FIXED ASSETS

Group and charity	Leasehold Improvements	Office Furniture, IT and telecoms equipment	Software Development	Total
	£	£	£	£
<b>Cost</b>				
At 1 January 2020	94,059	76,060	-	<b>170,119</b>
Additions in the year	-	1,440	18,178	<b>19,618</b>
Disposals in the year	-	-	-	-
At 31 December 2020	<u>94,059</u>	<u>77,501</u>	<u>18,178</u>	<b><u>189,737</u></b>
<b>Depreciation</b>				
At 1 January 2020	(5,226)	(52,140)	-	<b>(57,366)</b>
Disposals in the year	-	-	-	-
Charge for the year	(31,353)	(12,443)	-	<b>(43,796)</b>
At 31 December 2020	<u>(36,579)</u>	<u>(64,583)</u>	<u>-</u>	<b><u>(101,162)</u></b>
<b>Net Book Value</b>				
At 31 December 2020	<u><u>57,480</u></u>	<u><u>12,918</u></u>	<u><u>18,178</u></u>	<b><u><u>88,575</u></u></b>
At 31 December 2019	<u>88,833</u>	<u>23,920</u>	-	<u>112,753</u>

All tangible fixed assets are used for direct charitable purposes.

## 8. INVESTMENT IN SUBSIDIARY UNDERTAKING

	2020	2019
	£	£
	<b>2</b>	<b>2</b>

The charity holds 100% of the issued ordinary share capital of the following company:

Subsidiary	ACF Conferences and Seminars Limited
Country of registration	England and Wales
Class	Ordinary
Shares held	100%

The aggregate amount of capital and reserves and result of this undertaking for the last relevant financial year were as follows:

Subsidiary	ACF Conferences and Seminars Limited
Principal activity	Conferences
Capital and reserves	£2
Profit for the year	£nil

	2020	2019
	£	£
Turnover for the period	200,163	213,060
Cost of sales	(96,474)	(81,659)
Gross profit	103,689	131,401
Profit on ordinary activities before taxation	103,689	131,401
Tax on profit on ordinary activities	-	-
Profit for the year, transferred to the charity at year end	103,689	131,401

## 9. DEBTORS

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£	£	£	£
Amounts due from subsidiary undertaking	-	210,826	-	194,388
Prepayments and accruals	82,980	79,676	82,532	75,925
Taxation	135	135	-	-
Other debtors	64,761	40,761	43,403	23,268
	<b>147,876</b>	<b>331,398</b>	125,935	293,581

£5,000 of the total owed by ACF Conferences and Seminars Limited is a loan and is repayable at the option of the charity and is non interest-bearing.

## 10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£	£	£	£
Accruals	38,144	37,427	29,834	40,471
Meeting fees received in advance	3,333	3,333	4,815	4,815
Subscriptions received in advance	56,830	56,830	52,366	52,366
Trading income received in advance	-	-	50,000	-
Staff leave carried forward	20,648	20,648	11,376	11,376
Staff wages	3,922	3,922	2,900	2,900
Other taxation and social security	3,759	3,759	27,632	2,790
Staff pensions	7,693	7,693	6,056	6,056
Dilapidations provision	53,501	53,501	-	-
Other creditors	78,202	75,984	28,339	28,341
	<b>266,032</b>	<b>263,097</b>	213,318	149,115

In both years, meeting fees, subscriptions, and trading income received in advance entirely relate to the next financial year.

From 2013, the Trustees adopted an annual dilapidations provision to reflect the estimated cost of future expenditure where the Association has contractual obligations for reinstatement relating to any property lease.

The charge for the dilapidations provision in 2020 is £6,000 (2019: £8,000).

## 10A. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£	£	£	£
Dilapidations provision	8,500	8,500	56,001	56,001
Subscriptions received in advance	6,540	6,540	-	-
	<b>15,040</b>	<b>15,040</b>	56,001	56,001

Subscriptions received in advance relate entirely to 2022 financial year and beyond.

## 11. TAXATION

The Association is exempt from tax as all its income is charitable and is applied for charitable purposes.

## 12. PENSION LIABILITY

The Association participates in the Pensions Trust Growth Plan scheme, a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme is carried out every three years, the most recent of which was carried out at 30 September 2017. This valuation showed assets of £795m, liabilities of £926m and a deficit of £132m (data from the 2020 valuation is expected in mid-late 2021). To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

### Reconciliation of opening and closing liabilities

Group and charity	2020	2019
	£	£
Provision at 1 January	61,050	75,377
Unwinding of the discount factor	619	1,128
Deficit contribution paid in year to the Pensions Trust	(11,627)	(11,184)
Impact of changes in the Pensions Trust's fund valuation assumptions	876	1,086
Amendments to the contribution schedule	-	(5,357)
<b>Provision at 31 December</b>	<b>50,918</b>	<b>61,050</b>

Under the Association's recovery plan, £11,975 deficit contributions are due in the coming year, with the balance (subject to annual adjustments) to be paid in regular instalments ending 31 January 2025.

Where the scheme is in deficit and where the Association has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

## 13A. UNRESTRICTED FUNDS GROUP AND CHARITY

Current year	General fund	Pension Trust Deficit Fund	Pension Liability Reserve Fund	2020
	£	£	£	£
Balances at 1 January 2020	570,370	50,000	(61,050)	<b>559,320</b>
Net income before transfers	(12,474)	-	-	<b>(12,474)</b>
Actuarial gains/(losses) on defined benefit pension schemes	-	-	(876)	<b>(876)</b>
Transfer from/(to) General Fund	(21,008)	10,000	11,008	-
Balance at 31 December 2020	536,888	60,000	(50,918)	<b>545,970</b>

Prior year	General fund	Pension Trust Deficit Fund	Pension Liability Reserve Fund	Office Move Fund	Member Services Fund	Web Developments Fund	2019
	£	£	£	£	£	£	£
Balances at 1 January 2019	491,504	40,000	(75,377)	60,000	50,000	7,669	<b>573,796</b>
Net income before transfers	15,700	-	-	(27,343)	(5,088)	(2,016)	<b>(18,747)</b>
Actuarial gains/(losses) on defined benefit pension schemes	-	-	4,271	-	-	-	<b>4,271</b>
Transfer from/(to) General Fund	63,166	10,000	10,056	(32,657)	(44,912)	(5,653)	-
Balance at 31 December 2019	570,370	50,000	(61,050)	-	-	-	<b>559,320</b>

### General Fund

The general fund is the value of unrestricted funds after future pension liabilities have been accounted for and comprises fixed assets, current assets and liabilities.

### Pension Trust Deficit Reduction Fund

In 2015 trustees decided to create a designated fund to build a reserve fund to cover ACF's Pension Trust liability. It is the trustees' current intention to designate £10,000 into this fund per year. The first transfer was made in 2015 and £10,000 has been transferred every year from 2015-2020. This policy will continue until the fund is sufficient to cover ACF's share of the liability. The amount transferred will be reviewed every few years.

### Pension Liability Reserve Fund

To reflect the very low probability that the liability is crystallised in one go a corresponding negative designated reserve fund has been created to show the true level of general funds.

### Office Move Fund

Prior year only. In 2017 the trustees designated £60,000 for the costs of an office move, initially expected to take place in 2018 but which then took place in 2019. The balance remaining at the end of 2019 was transferred to the general fund.

### Member Services Fund

Prior year only. In 2018, the trustees designated £50,000 to cover the costs of one-off activities in 2019 to strengthen member services. Work on selecting and implementing a new CRM system using this fund began in 2019 and was expected to be completed in 2020 but is now planned to take place in 2021. The balance remaining at the end of 2019 was transferred to the general fund and the costs incurred in 2020 and 2021 will be capitalised and depreciated across the useful life of the system.

### Web Developments Fund

Prior year only. In 2017 the trustees designated £20,000 to cover the costs of a rebuild of the Funder Network website and developments to the ACF website. Most of this work took place in 2018, with the remainder completed in 2019 and the balance transferred to the general fund at the end of 2019.



### 13B. ANALYSIS OF NET ASSETS BETWEEN FUNDS GROUP AND CHARITY

Current year	Fixed Assets & Investments	Current Assets	Creditors	Pension Deficit Liability	2020
	£		£	£	£
<b>Restricted Funds</b>					
Project Funds	-	27,761	-	-	<b>27,761</b>
<b>Unrestricted Funds</b>					
Designated Funds					
Pension Trust deficit reduction fund	-	60,000	-	-	<b>60,000</b>
Pension Liability reserve	-	-	-	(50,918)	<b>(50,918)</b>
General Fund*	88,577	729,383	(281,072)	-	<b>536,888</b>
Total unrestricted funds	88,577	789,383	(281,072)	(50,918)	<b>545,970</b>
Total funds	88,577	817,144	(281,072)	(50,918)	<b>573,731</b>

\*After fixed assets have been accounted for, ACF's general fund is £448,311 which forms ACF's free reserves. This is calculated as follows:

Total general fund	536,888	
Less fixed assets & investments	88,577	
	448,311	(£457,617 in 2019)

Prior year	Fixed Assets & Investments	Current Assets	Creditors	Pension Deficit Liability	2019
	£		£	£	£
<b>Restricted Funds</b>					
Project Funds	-	-	-	-	-
<b>Unrestricted Funds</b>					
Designated Funds					
Pension Trust deficit reduction fund	-	50,000	-	-	<b>50,000</b>
Pension Liability reserve	-	-	-	(61,050)	<b>(61,050)</b>
General Fund	112,753	726,936	(269,319)	-	<b>570,370</b>
Total unrestricted funds	112,753	776,936	(269,319)	(61,050)	<b>559,320</b>
Total funds	112,753	776,936	(269,319)	(61,050)	<b>559,320</b>

### 14. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
Net income for the reporting period as per the statement of financial activities	15,287	(52,908)
Depreciation charges	43,796	18,383
Interest income	(1,339)	(2,588)
(Increase)/decrease in debtors	(21,942)	(33,772)
Increase/(decrease) in creditors	11,753	(32,002)
Non-cash movement on defined benefit pension liability	(11,008)	(10,056)
<b>Net cash provided by operating activities</b>	<b>36,548</b>	<b>(112,943)</b>

### 15. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2020	Cash flows	At 31 December 2020
	£	£	£
Cash in hand	328,805	(53,791)	<b>275,014</b>
Notice deposits (less than three months)	322,196	72,057	<b>394,253</b>
Total cash and cash equivalents	651,001	18,266	<b>669,267</b>

### 16. OPERATING LEASE COMMITMENTS GROUP AND CHARITY

	2020	2020	2019	2019
	£	£	£	£
	L&B	Office Equipment	L&B	Office Equipment
Within one year	76,800	3,016	115,200	<b>3,016</b>
Between 2 and 5 years	-	-	76,800	<b>3,016</b>
5 years +	-	-	-	-
	76,800	3,016	192,000	<b>6,032</b>

All amounts above include VAT, a portion of which will be recoverable under partial recovery. Operating lease rental payments during the year were £107,136 (2019: £55,953)

### 17. RELATED PARTY TRANSACTIONS

The charity has a wholly owned subsidiary, ACF Conferences and Seminars Limited. For the year ended 31 December 2020 the subsidiary declared a gift aid distribution of £103,689 to the charity (2019: £131,401).

Bidirectional recharges have also been made between the charity and the trading subsidiary relating to trading activities (the trading subsidiary was charged £92,439 [2019: £57,988] by the charity and the charity was charged £1,182 [2019: £14,984] by the trading subsidiary).

At the year end the subsidiary owed the charity a total of £210,826 (2019: £194,388) inclusive of gift aid, and the charity owed the trading subsidiary £1,182 (2019: £14,984).

There were no other related party transactions requiring disclosure in the year.

Association of Charitable Foundations  
is a company limited by guarantee,  
registered in England and Wales.

Registered Company No. 5190466.

Registered Office:  
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Registered Charity Number: 1105412.

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