



## Building castles in the air: the case for professionalising the third sector

31 October 2007

'If you have built a castle in the air your work need not be lost - that is where they should be. Now put the foundations under them.'

Henry Thoreau

This year marks the 20<sup>th</sup> anniversary of acevo, the chief executive's professional body. Throughout those 20 years it has consistently argued for greater professionalism in the sector, whether in the leadership of chief executives and their boards, or in promoting professional standards in the management of staff, resources and volunteers.

There have been those who have argued that to aim for professionalism is to take the heart out of what it is to work in the third sector. There have been times when 'amateur' was a badge of honour: the poorly produced leaflet, the ramshackle office and the absence of technology were a sign of how in touch one was with the clients.

We have moved on. In this lecture, I will argue that as the sector has grown in size, the understanding of the need for professionalism in the operation of third sector organisations and in our dealings with clients has grown, but needs further strengthening. We are no longer the hippy sector and it is time that opinion recognised this.

In the beginning, amateur reflected an activity that took up an unpaid part of a person's life - for instance athletes had to develop their sport in the time left over from earning their living, whereas professionals were deemed

to earn their living through their primary activity and hence devoted most of their time to it. The distinction between the two led in due course to perceived differences in attitude: professionals were serious and committed about their calling, whereas amateurs were perhaps as serious but could not contribute the commitment in the same depth. The whole standards of what was expected from a professional came to be higher than from an amateur, and in the end that is what it is about ... standards.

The issue of the amateur versus the professional is still a live one. In 2006 the Centre for Policy Studies reported caustically that 'large charities appear to be developing an increasingly corporate style in recent years.'<sup>1</sup> And in the recent Commons debate on the third sector, an MP spoke in shocked tones about a national charity paying its Finance and Fundraising Director £80k - imagine!

To paraphrase Henry James, the third sector is a 'loose and baggy monster'. Our significant diversity between traditional charity, community organisation, campaigning group, professional association, social enterprise, mutual and faith organisation makes definitions difficult and generalisations problematic. Indeed the National Council of Voluntary Organisations (NCVO) have recently embarked on an exercise to try to define the sector, an admirable project though one easy to decry, as did Third Sector when it headlined, "Sector's philosophical pursuit of proof it exists"<sup>2</sup>

If the definition of the sector is difficult it is therefore no surprise that when it comes to statistics the sector is consistently underplayed and undervalued.

---

<sup>1</sup> CPS, 'Charity' by Smith and Whittington, 2006

<sup>2</sup> Third Sector

## Our growing sector

There are over 190,000 charities with an annual income of £38 billion (income that has almost doubled since 1997). The sector employs over 611,000 full time equivalent (FTE) staff in what NCVO define as 'general charities'. However the sector is much larger than just registered charities so our workforce and contribution is therefore significantly higher.

The problems are illustrated by the NCVO statistics – the most commonly quoted – which omit social housing, even though the majority of Registered Social Landlords (RSLs) are charities. And it is this low figure that is often used by policy makers and government ministers.

In fact, it is estimated by the London School of Economics (LSE) that there are a half a million third sector bodies, with a workforce (FTE) of 1.5 million staff and a volunteer workforce (FTE) of 6 million.

Clearly there is a major difference between the often quoted NCVO figure of 611,000 staff and the broader definition of the sector used by the LSE which shows a staffing figure larger than the staff of the NHS.

The third sector encompasses social enterprise. The Government estimate these are some 55,000 social enterprises with a combined turnover of £27.6 billion and contributing £8 billion to GDP<sup>3</sup>. And yet many such social enterprises are also registered charities. The social housing market has grown by leaps and bounds in the last 20 years. Many RSLs are registered charities – others are not. But they all do the same job. The National Housing Association puts the combined turnover of RSLs at just over £9 billion and a workforce of 125,000.

This is not an academic difference. Policy makers in government and elsewhere consistently underplay the role of the sector in economic regeneration. It encourages policy makers and policy-chiefs to ignore the

---

<sup>3</sup> Social Enterprise Action Plan, Cabinet Office November 2006

strength of the sector and its potential to drive change. It reinforces a view of the sector as 'voluntary' and small-scale. It reinforces those who prefer to see the sector as well meaning but marginal, community-based and volunteer-led as this poses no real challenge to the state. Recent reports from Civitas and the Centre for Policy Studies (CPS) have attacked large charities, and particularly their campaigning role and their professionalism. The attacks on 'administrative costs' are at heart, an attack on the growing professionalism of the sector and therefore our effectiveness in challenging either the public or private sectors and the status quo.

This is not simply a UK phenomenon. Lester Salamon, of John Hopkins University in the States, has been campaigning for changes to the way national statistics are compiled. He argues that 'statistics are the lens through which we see the world.'<sup>4</sup> Currently national statistics for the sector in terms of GDP or manpower significantly underestimate the sector contribution. He argues this leads to policy makers underestimating the economic impact the sector makes.

He has collected data from the third sector in 40 countries. This shows collectively that:

- The sector involves US\$1.9 trillion in operating expenditure
- The sector generates 48 million jobs (FTE)
- 4.6% of the active population work in the sector

Following this work he has developed a method for collecting data on the sector in 'satellite' accounts to the main national accounts, which are now being produced annually by 8 countries. These satellite accounts show that the sector contributes 5.2% to GDP on average.

- In the USA it is 7.2%, Canada 7.3% and France 4.2%.

---

<sup>4</sup> Prof. Lester Salamon, acevo briefing October 2007

- In comparison, for those same 8 countries the energy sector contributes 2.4%, construction 5.1% and financial institutions 5.6%.

Regrettably the UK's Office of National Statistics have refused to develop satellite accounts so we do not have comparable figures, apart from the work by the LSE.

It is my contention that this re-inforces the argument for professionalism. A growing sector, exerting power and influence whether in campaigning and advocacy, delivering services, or promoting civil society, needs to ensure high standards of professionalism in its leadership and organisation, and if the sector is growing then the public will expect to see greater transparency and accountability in charities.

Core to the acevo task has been the mission to develop the leadership of CEOs in the sector and to promote professionalism more widely.

David Milliband described our sector as "the supplier of power to individuals and communities."<sup>5</sup> Charles Handy has argued that just as the 20<sup>th</sup> century was a century of nations and political parties, the 21<sup>st</sup> will be the century of the not-for-profits.

Are we equal to the task?

### **Professional conduct**

In 2005 acevo consulted its members on what came to be described as a 'Manifesto for a modern, enterprising third sector.' This set out our vision for the third sector and the role for a professional third sector leader. It proposed that:

A modern, enterprising third sector organisation:

---

<sup>5</sup> Speech to NCVO Conference, 2006

1. *Is professional and passionate*
  - \* demonstrates the highest standards of professionalism in working with clients, staff, volunteers, and all other stakeholders,*
  - \* is effective, efficient and responsible in generating and managing funding streams and fundraising activities, and*
  - \* is passionate about achieving change and delivering results on behalf of clients and members, actively encouraging their engagement.*
2. *Is well-led*
  - \* is committed to valuing and encouraging leadership at all levels and recognises that continued professional development is core to organisational performance,*
  - \* provides appropriate training and support to staff and volunteers to ensure their effectiveness, and*
  - \* values and utilises the full potential of our society through an active commitment to diversity and inclusion*
3. *Is well-governed*
  - \* has governance structures, systems and processes that are robust and 'fit for purpose', ensuring accountability, upholding independence and enabling effective decision-making,*
  - \* shows an understanding of, and respect for, the complementary but distinct nature of executive and non-executive roles, and ensures that trustees are effectively recruited, supported, and developed, and*
  - \* shapes its mission and work to reflect the needs of the clients and communities it exists to serve, and promotes accountability and transparency in all its work with stakeholders and the general public.*
4. *Is enterprising*

- \* actively encourages innovation and enterprise in increasing impact and achieving change, recognising the importance of social, economic and environmental factors,*
- \* proactively challenges the 'status quo', including its own policies, strategies and processes, with a view to continuous improvement, and*
- \* works to ensure a healthy bottom line, aiming to generate surplus for investment, growth and sustainable development.*

But a professionally-led sector also needs to develop its own standards of professional conduct as would be common in many parts of the public or private sectors. The sector has traditionally baulked at developing general codes of conduct but recently attitudes have been changing; for example with the development by the leading sector bodies of a Code of Good Governance introduced in 2005.

At the beginning of 2007 acevo conducted its first in-depth external analysis of member opinion on the development of acevo and its professional task. This showed there was strong support for the introduction of a Code of Professional Conduct for the sector's CEOs. During 2007 a professional standards working group have been consulting on such a code and the final proposals are to be put to a ballot of acevo members in December 2007.

### **Independence and Professionalism**

The debate on 'independence', stirred unhelpfully by inaccurate reporting and discussion of a Charity Commission survey has, however, further highlighted the need for professionalism.<sup>6</sup> It has been acevo's contention that, properly managed, sector engagement with a democratically elected state is not only compatible with organisation mission but enhances it.<sup>7</sup>

---

<sup>6</sup> 'Stand and Deliver', CC, 2007

<sup>7</sup> Stephen Bubb (acevo), *Choice and Voice* (September 2006)

Jeremy Swain, acevo member and CEO of Thames Reach, argues, “we enjoy a partnership with funders based on shared aims and genuine collaboration. The idea of pure, absolute and sacrosanct independence, with no pressure whatsoever from funders and other stakeholders is a bizarre holy grail of little interest to those working on the ground.”

In the pamphlet Julia Unwin produced for acevo ‘Speaking truth to power’, she argued that often the real threat is perceived pressure and self-censorship.

Once again we are driven back to the need for a professional approach and the ability to determine when external pressure is helpful and constructive and when it may undermine independence of purpose. An organisation which has developed its capacity, has achieved effective funding relationships and has strong leadership is better equipped to stand up to improper pressure. An organisation that is confident in its governance and is transparent and accountable, is better able to demonstrate independence.

### **Passion and Professionalism?**

Does a growing professionalism drive out spirit and passion? On the contrary, in our sector both are essential. Castles in the air need foundations. Three wonderful sector leaders illustrate what I mean.

#### **Cecily Saunders**

Take the example of Dame Cecily Saunders, the founder of the Hospice movement. Today there are hundreds of hospices in over 95 countries modelled on the very first hospice, St Christopher’s, Sydenham, which she established in 1967. Now run by acevo member, Barbara Monroe; it cares for some 2,000 patients and their families each year and trains more than 60,000 health professionals. Professionally run, it has influenced standards



of care for the dying throughout the world. And it is the legacy of one woman building her castle in the air.

Whilst working as a nurse at St Thomas's hospital she met a dying patient, David Tasma, a refugee from the Warsaw ghetto. He was friendless, with no family and no consolation. Cecily saw that the pain of cancer could be tamed by drugs but intolerable distress could only be made tolerable by care that ranked the physical and spiritual needs of the patient together.

Her experience was reinforced by work as a volunteer at St Luke's Home for the Dying and St Joseph's, Hackney. Here she met another patient who finally inspired her to found St Christopher's Hospice: a place to find shelter on the most difficult part of life's journey. It took years of planning and financing but her vision was underpinned by great skills of administration and fundraising. She campaigned for changes in medical attitudes which eventually led to the Royal College of Physicians establishing palliative medicine as a distinct medical specialism.

But to establish hospices as the essential service they are today, she had to put the foundations under her castle in the air.

#### **Rev. Bruce Kenrick**

My second example is Bruce Kenrick, founder of the Notting Hill Housing Trust and Shelter. Kenrick, an evangelical minister in Notting Hill, saw the evils of Racism in the '50s and the failure of local and central government to tackle homelessness. He came home one day in 1963, and as he said, "saw all the belongings of our next-door neighbour piled out on the street. While she was out with her child the landlord had come and removed all her things from the one room, locked the door and dumped them all on the pavement."

So in 1963 he formed the Notting Hill Housing Trust (NHHT), mortgaged his own home to buy another to use which was renovated and let to poor

families. This began a programme of buying houses at auctions, renovating them and then renting them out at reasonable rents to needy families.

Today the NHHT, run by acevo member Kate Davies, is responsible for 20,000 homes and has a turnover of £150 million and 750 staff.

Kenrick also saw the need to change government policy and national attitudes to housing. Impatient with the obfuscations of local councils he decided a national campaign was needed – Shelter was launched in 1966. Both charities he founded – his castles in the air – came out of Kenrick's passion, commitment and inspiration but the success of both lies in the fact that the essential foundations of professionalism were put in place to support them.

And I suspect The Rev Kenrick would have some pungent remarks to make to those politicians who don't think charities should campaign!

### **Joe Mitty**

Joe was Oxfam's first paid employee, responsible for doing the accounts and various administrative tasks. Oxfam opened a shop in Broad Street, Oxford in 1949 as a collection centre for items sent into Europe. Mitty quickly realised that they could sell goods to raise money so he made the shop more professional, smartening it up with regular opening hours. It quickly started bringing in income and other charities copied his example. Since then Oxfam has raised £500 million from their shops and now there are around 7,500 shops in Britain turning over £550 million a year.

Mitty said when asked the secret of success said, "two words, rage and passion". Rage because of the inequality and injustice in the world and a passion to do something about it."

But he also had something else, professionalism. Today's third sector is large and growing. It is playing an increasingly important role in the delivery of client focused public services, as a voice and advocate for citizens and in challenging and campaigning, as well as generating voluntary action and this is true not only in the United Kingdom. Third sector and civil society organisations are growing across the world.

### **The pressures for professionalism**

So what are these pressures?

1. The sector is now taken extremely seriously by government and by all political parties in the development of policy and implementation. The sector and individual third sector organisations can strongly influence the direction of government thinking. It is not only at national level. Increasingly third sector organisations are influencing local councils and health authorities. This is true whether it is a case of delivery of services, as a voice and advocate, or as a builder of communities and social cohesion. Stuart Etherington wrote recently: "if we play a greater role in shaping public policy through citizens' juries and a citizens' commission, then we are going to have to ensure that we adequately reflect the needs of the people that we work with and support"<sup>8</sup>
2. There have been significant moves towards increasing the role of the third sector in delivering public services. This trend can be expected to continue. In delivering services both the contracting party and the client will expect the same level of professionalism whether delivery is through a public, commercial or third sector contractor. If our particular pitch as the third sector is that we

---

<sup>8</sup> Voluntary Matters October 2007

are more client focused, more grounded in communities then we had better be able to prove that.

3. It is clear that social cohesion cannot be achieved solely through state action but requires the involvement of communities and citizens and this is often most effectively delivered through third sector organisations.
4. People do not see political parties as the sole means of democratic expression. It is clear that in what has come to be termed the 'democratic deficit'; third sector organisations can play a major role in mobilising citizens and communities and giving expression to marginalised or excluded communities. As the Chief Secretary of the Treasury, Andy Burnham, told a recent acevo top 300 lunch, "the health of our democracy increasingly rests on the third sector." It is now the case that some large national charities have larger memberships than the combined memberships of the three political parties. To quote the advisory group on campaigning and the sector "Disenfranchised individuals and communities are given opportunities to participate in the democratic process through third sector campaigning".
5. The growth of consumerism and the demands of citizens for more participation have similarly strengthened the arguments for professional third sector organisations. People are demanding higher standards from organisations, whether they are in the third, private or public sector. Child or elder abuse is no more or less acceptable when carried out by a state or third sector organisation. This applies whether the service is provided by employed staff or by volunteers. Increasingly the management and deployment of volunteers has become more professional, whether in the need for training, observance of health and safety rules, or regulations on, for example, criminal records. And

simply because a service is delivered by volunteers does not mean the public will expect lower standards.

6. The growth of the global economy and the communications revolution puts a further spotlight on the need for transparency and accountability in organisations. Globalisation increases the pressure on third sector organisations to work across boundaries, to learn from others and to seek to match the power and reach of the corporate and government sectors.
7. There is a growing interest amongst young people in working in the sector and, indeed developing a career in the sector. A recent acevo survey of top graduates conducted with Teach First found that nearly 50% of top graduates wanted "to make a difference" in the job they took up on leaving university. 25% of them wished to pursue a career in the third sector. This is coupled with a growing realisation generally that the third sector is an employer where it is entirely possible to follow a professional career. For example, whilst 20 years ago the majority of social workers were employed by local councils, now the majority work in private or third sector bodies.

### **But are there limits?**

And yet we cannot ignore the fact that pressures against professionalisation of our sector remain strong. Witness the intermittent stories complaining about chief executives' salaries. Many organisations are afraid to spend too much of their resources on 'administration' and are complicit in accepting the arguments that every penny in the pound must go to a good cause. For example, until recently, the proud boast of 'Children in Need' was just that - though it is good to note that this year they modified this to "for every penny donated, a penny goes to charity."

We are also vulnerable to general romanticism about volunteering. To politicians, commercial companies and the general public volunteering is seen as a free gift incurring no expense on the organisation organising the volunteer. Yet volunteering is not immune from the pressures of professionalism outlined above. There is a cost to the proper employment of volunteers. There is considerable strength in our sector's ability to harness volunteer effort. This is a distinctive and proud part of our sector and often crucial to how we deliver. Many organisations remain largely or solely volunteer led. How far does the professional agenda affect such organisations?

There is also that persistent movement that believes "small is beautiful". Again politicians and some sections of our own sector are too prone to the belief that the real sector inhabits only small or community organisations and that large, or national charities have lost their way. I have even heard this process described as the 'Tescoisation' of the sector. Indeed the right wing think tank, Civitas, published a report which advocated the removal of charity status from large charities.

This is reflected in the mute acceptance of poor governance practices and shocking lack of diversity of trustee boards where the vast majority of board chairs are white, middle aged men.

Can it be possible for all sector bodies, especially small volunteer led charities, to take part in this drive for professionalism? But even small community organisations are subject to the demands of accountability and transparency. So it is a matter of degree. But are there limits to the professionalising of the sector? CEO salaries have grown and have been at the forefront of arguments for professional pay. But where does this stop? Do we expect salaries to grow in the way the public sector has grown, with some local authorities and quangos awarding CEOs and Permanent Secretaries with total salaries at over £200,000? Or if you pursue the

argument, to the levels of a commercial sector CEO where it seems the sky is the limit?

The 2007 acevo pay survey has shown that for the first time the median salary of third sector CEOs with more than 1,000 staff has risen to £100,000. A thoughtful editorial in "Third Sector" made the point:

"there are plenty of people, well informed about the world and sympathetic to the growing professionalism of charities who still need some convincing that salaries should go much higher than they already are. It's a sensitive area in terms of public relations and the sector needs to be open about what is happening and argue the case carefully."

I particularly agree with that later point. I believe we can make the case if we want to, but generally we are rather wimpish and embarrassed about doing so.

Are there any differences between the jobs we do and those in other sectors? One of the strengths of our sector, we argue, is the ethos of integrity, empathy and passion. And our face to the public is based on that appeal too. If we become seen as too commercial or bureaucratic do we damage the brand?

At present 80% of CEOs in acevo membership come from outside the sector, with the largest cohort from the private sector. You could argue that with only 20% being recruited from within there is a problem with succession planning. On the other hand you could make a case that our ability to recruit widely, based on talent and not preconceptions of "sector" is a strength.

My view is that we are far from a major problem. However, there is a balance to be drawn, taking strength from the passion and commitment shown by those three wonderful examples I have quoted but underpinning

that passion with the professionalism that delivers for our clients and our stakeholders.

### **Strengthening the foundations**

If the case for greater professionalism is made where are the areas we need to examine in order to strengthen the foundations?

#### **1. Capacity of sector organisations**

For nearly nine years acevo has campaigned for sustainable funding regimes; notably through our advocacy of full cost recovery (a term invented in the acevo board room) and long term contracting. It is very clear that the difficulties in fundraising to provide support for capacity development, or the failure of grant makers or contractors to provide effective funding have inhibited the development of the sectors' infrastructure.

2. The public and private sector spending on training and development is, on average, 50% higher than the third sector.<sup>9</sup> In acevo's 2007 Pay Survey, we note that the median training and development spend on chief executives is £1,000. It is not just in training and development that we lag behind. Our ability to devote funds to monitoring and evaluation, or to research and development, inhibit our effectiveness and hinder innovation. Increasingly stakeholders, donors, or supporters require sophisticated mechanisms for communication and yet IT support in organisations is weak.

IT development in third sector organisations is essentially different than in commercial organisations because systems must support but not substitute for the human interactions between clients, customers and the organisation's staff. As an example, people phoning the Samaritans could not be met by "Good evening. If you are depressed

---

<sup>9</sup> People count survey 2006



press 1, contemplating suicide press 2, have just taken an overdose press 3."

3. The sector has been slow to recognise the importance of leadership in driving change: for example, it is only recently that NCVO and acevo have jointly promoted the establishment of a third sector leadership centre (now based at Henley Business School). Yet such a centre is poorly funded in comparison with leadership development in the public and private sectors.

## Governance

4. Chief Executives have for some time been concerned at the strength of the sector's governance arrangements. Heavy reliance on trustees, who hold non executive and unpaid position, may have hindered effectiveness. Acevo is about to publish the findings of a commission of enquiry looking at 'Chief Executives and Governance'. In a survey of chief executives conducted for this enquiry it is striking that only 40% of acevo members could agree with the proposition "my board is highly effective in developing and reviewing our strategy".

In an era where transparency and accountability have been given prominence, the sector's recruitment of trustees raises serious concerns. Over half of acevo's member boards rely on word of mouth for recruiting their chair. It is hardly surprising that this has led to a situation where the majority of the trustees of charities are drawn from white, mainly middle aged men.

If it is accepted that professionalism in our sector must be strengthened, then this requires attention to our governance model. More radical steps may be needed in larger charities where different governance models might be appropriate and whilst it is accepted that the non paid, non executive model may be particularly suitable in

smaller charities and community organisations, there is also a case for paying trustees in some charities. Payment can help underpin the move to expect trustees to undertake training, read papers and be subject to appraisal, but even without such payments we must expect better levels of engagement at board level.

## Resources

5. Funding and contracting reform, access to capital markets and a growing asset base, greater attention to the education of donors and funders and a bolder approach by organisations in educating the giving public to the nature of modern day charity can help increase the resources available to organisations to invest in a professional approach to organisational development and to management of staff and volunteers.

The government has made a commendable attempt to support capacity building in the sector. Despite its difficult origins the capacity building programme has ensured some investment in infrastructure development. The Big Lottery Fund have similarly been prepared to support capacity building. These set good precedents – though only a few foundations have yet to follow these fine examples.

Perhaps more exciting are plans by government to support more asset transfer to third sector organisations and to improve our access to investment. Initiatives such as Future Builders and the Adventure Capital Fund (which I chair) are opening up the capital market in a way that has never been available in the past. Plans to use unclaimed assets to support the establishment of a Social Investment Bank likewise offer the exciting potential for the sector to develop its capital asset base. One of the strengths of the social housing market has been its strong capital asset base. Many traditional charities have

only been able to develop a capital base through fundraising. This has significantly hindered their ability to expand and develop.

6. This, however, does raise the question of whether there are too many third sector organisations? There is great strength in the diversity of the third sector. Different motivations and enthusiasms, passions and vision are behind the seemingly large number of charities in existence. This is positive. But it may be that the desire to compete more effectively or to grow the resource base will lead to more charities considering the potential of merger, or greater collaboration, say through joint campaigns or sharing back office resources.
7. Does this have implications at a national level for umbrella organisations? I think it does. Is there a need for closer collaboration between the key professional bodies in the sector, notably acevo, the Institute of Fundraising and the Charity Finance Directors' Group and the main umbrella body, the NCVO? Whilst each organisation has an entirely legitimate and proper function in representing its members I would expect there to be growing demands for a more federal type approach which could combine the resource base of each organisation and the undoubted benefits of shared facilities but based on the separate professional voice of each organisation. Such a strengthened national organisation would be a strong boost to a professional sector, and strengthen our ability to influence and advocate at national level, whether with the Government or more broadly in the national arena.
8. I would also expect that, increasingly, third sector organisations would be looking towards partnerships with the private sector. Clearly there has been partnership working between many third sector organisations and the public sector. There have been fewer examples of such arrangements involving commercial organisations. Yet the more recent examples, for example between SERCO and Rainer on offender management and between SERCO and ICAN on learning difficulties in

schools have shown the potential for marrying commercial expertise with the passion of the third sector.

#### European links.

9. It is particularly fitting that in our celebration of 20 years of acevo we have, with colleagues in France and Sweden, established euclid, a European wide third sector leaders' network. This organisation is dedicated to developing and promoting the leadership role of chief executives across Europe. It is a mark of how far our sector has grown that we want to learn and develop our leadership not simply within local or national boundaries but with sector leaders across Europe. We can learn from good practise elsewhere. Indeed, if innovation is to flourish how can we afford not to look at examples of good practise?
10. Is there need for cultural change in the sector itself? It is time that we put aside divisive arguments about small versus large, is time to recognise the value and importance of leadership and the real strength of larger organisations and national charities.
11. Acevo itself is now planning to move towards chartered status, building on the proposed Code of Professional Conduct. We want to build and enhance the reputation and the standing of the charity chief executive - a career worthy of note! And we need a leadership pathway from the amateur to the professional.

Time also to recognise that we can play a more significant role on the national stage. Trustees, staff and volunteers increasingly accept that a growing third sector requires a truly professional approach that enables us to build our castle in the air.

Stephen Bubb

October 31, 2007