

THE BIG CONVERSATION

WHAT KIND OF **acevo**
DO YOU WANT TO SEE?

CONSULTATION PAPER

THE BIG CONVERSATION: INTRODUCTION FROM SIR STEPHEN BUBB



I'm delighted to offer this vision for the work of ACEVO in the future. It is the beginning a plan of action for how we will support and enable charity and social enterprise leaders, your organisations, and the wider third sector for the next three years.

This is a consultation document. It is the result of hours of conversation, surveys, reams of data that we have analysed and dissected.

You may not agree with all of it. Good! We're here to debate that. We believe that, as the UK's leading movement of charity and social enterprise leaders, it is time to have that conversation.

Everything in this document is still on the table, for discussion by you, ACEVO members across the UK. I urge you to make your voice heard and help us support you even more effectively.

Sincerely,

Sir Stephen Bubb, ACEVO CEO

THE CONTEXT: **ACEVO'S CURRENT SERVICE BASE**

OVER 28 YEARS, ACEVO HAS GROWN INTO THE UK'S PREMIERE SUPPORT ORGANISATION FOR THIRD SECTOR LEADERS. OUR SERVICE BASE IS AS FOLLOWS.

We develop charity leaders. We provide inspiring leadership development classes, personal development plans and one-to-one support locally and in confidence to help our members on their leadership journey.

We help charity leaders develop their organisations and broker new partnerships with others. We provide tools, toolkits and services that help organisations get investment and contract-ready, win bids, improve their governance and enter into innovative partnerships.

We represent charity leaders and campaign on their issues. We provide an inspiring, leading campaigning voice for the sector on the issues that matter to our members.

The purpose of the strategy will be to build on our core member offer; this consultation is to help us develop it and to help make our support offer to our members fit for the future.

PART ONE BRASS TACKS

Our Vision...

“ A world of inspiring charity and social enterprise leadership, locally and nationally (and internationally?) ”

...Our Mission...

“To support and strengthen charity and social enterprise leaders and their organisations. Because when charity and social enterprise leaders are strong, society benefits.”

...OUR METHOD...

ACEVO will inspire, develop and campaign for charity and social enterprise leaders and their organisations.

We will **inspire** charity and social enterprise leaders to be the best they can be.

We will **develop** CEOs of charitable organisations to keep them at the leading edge.

We will **campaign** on the big issues affecting our communities and our public life.

...OUR PLEDGES TO YOU, OUR MEMBERS

We will:

Act nationally and locally. We will fight for and support our members wherever they may be, on the ground and across the UK

Be robust and innovative. We will never accept second best for our membership or our sector and we will support you to achieve excellence in your endeavours

Be democratic. We will be transparent, accountable and hungry in our search for new vehicles for member participation

Be collaborative. We will find the best partners to aid our work on our members' behalf

acevo

Charity Leaders Network

PART TWO THE OFFER

1. BUILDING SOCIAL LEADERSHIP, FOR NOW AND FOR THE FUTURE. WE WILL INSPIRE THE SOCIAL LEADERS OF TODAY AND EDUCATE THE SOCIAL LEADERS OF TOMORROW.



1. BUILDING SOCIAL LEADERSHIP, FOR NOW AND FOR THE FUTURE: OUR APPROACH

We will broaden our leadership development work to benefit more ACEVO members, Whatever the stage of their leadership journey

We will inaugurate a best-in-class Leadership development programme that supports the sector's stars of tomorrow

We will encourage future social leaders from under-represented backgrounds through targeted development work

We will create a new track of ACEVO membership for promising senior directors – and ensure that these leaders of tomorrow are inspired, developed and campaigned for at every step of their journey.

2. LOCAL SUPPORT, TAILORED TO YOUR NEEDS. WE WILL ENSURE THAT CHARITY AND SOCIAL ENTERPRISE LEADERS ARE STRONG, WHEREVER IN THE UK THEY ARE.



2. LOCAL SUPPORT, TAILORED TO YOUR NEEDS: OUR APPROACH

We will expand our local membership forums across the UK.

We will elect members to chair our local forums. Our local chairs will serve time-limited terms and be voted into office at ACEVO's AGM.

We will enjoin policymakers, commissioners, businesses and other local players for the benefit of our members in these areas.

We will support our local forums with dedicated administrative support and help them create projects of relevance to local communities.



3. HELPING OUR MEMBERS UNLOCK THEIR FULL POTENTIAL.

WE WILL PROVIDE LEADING-EDGE DEVELOPMENT OPPORTUNITIES TO OUR MEMBERS. AND WE WILL BROKER AND HELP BUILD INNOVATIVE COLLABORATIONS IN PURSUIT OF THE COMMON GOOD.

3. HELPING OUR MEMBERS UNLOCK THEIR FULL POTENTIAL: OUR APPROACH

We will build our members' governance across the board and develop a suite of tools, guides and support

We will extend our members' 1-1 governance support and build it from a CEO in Crisis to a CEO in Confidence service

We will offer leading technical expertise on innovative, collaborative forms of contracting and procurement.

We will build new partnerships between charities, private and public sector organisations

We will develop ACEVO Solutions, our sector-leading consultancy service, into a full bid writing, advice and contract winning service to help build the skills and knowledge of our members and their organisations

4. PUTTING CHARITY LEADERS AT THE LEADING EDGE. WE WILL PLACE THE MOST INNOVATIVE THINKING, ADVICE, TOOLS AND SUPPORT AT THE DISPOSAL OF CHARITY AND SOCIAL ENTERPRISE LEADERS. WE WILL TELL THE WORLD ABOUT OUR SECTOR'S INNOVATIONS AND THE LEADERS THAT PROVIDE THEM.



4. PUTTING CHARITY LEADERS AT THE LEADING EDGE: OUR APPROACH

We will strengthen charities and social enterprises by enabling and supporting innovation and telling the world about our sector's advances

We will dedicate inspiration, networking and learning sessions to the intersection of technology, social innovation and the charity and social enterprise sector.

We will modernise and digitise our services to improve our service to members and allow them to share experiences.

We will also use open, networked technologies and multimedia to improve our offer and share our experiences of so doing for the benefit of members.



5. A LEADING CAMPAIGNING VOICE ON THE ISSUES THAT MATTER TO YOU. WE WILL USE ACEVO'S LEADING MEDIA PROFILE TO HELP OUR MEMBERS BUILD ALLIANCES THAT CHANGE THE TERMS OF THE LOCAL AND NATIONAL CONVERSATION – AND WE WILL LEND OUR VOICE TO EVEN THE MOST DIFFICULT BATTLES.

5. A LEADING CAMPAIGNING VOICE ON THE ISSUES THAT MATTER TO YOU: OUR APPROACH

We will develop ACEVO's sector-leading media presence to help our members further penetrate national print and broadcast media

We will reach out to and form relationships with all political parties in proportion to their representation in Westminster to help them understand our members' offer

We will build on our work with under-represented communities among our membership and the wider sector

We will be creative and robust in ensuring that our members' collective voice is at the top table on the issues that matter.

6. A MOVEMENT WE CAN BE PROUD OF, DRIVEN BY OUR MEMBERS. WE WILL ENSURE THAT ACEVO'S PRIORITY SETTING AND PROCESSES ARE ETHICAL, TRANSPARENT AND DEMOCRATIC.



6. A MOVEMENT WE CAN BE PROUD OF, DRIVEN BY OUR MEMBERS: OUR APPROACH

ACEVO's board is made of our members. We commit to further democratising our approach – and therefore broadening the ACEVO movement on firm foundations.

We will expand the remit of ACEVO's Special Interest Groups to encompass specific policy formation duties within ACEVO. The Chairs of new Special Interest groups will be elected at the AGM.

We will publish an organisation-wide ethical constitution – a statement that underpins our partnerships, our processes, our approach to staffing, diversity and pay

We will build a new partnerships with other like-minded organisations that support our vision for the sector – and that share our commitment to robust and vibrant democracy