

Rt Hon Alistair Darling MP
Chancellor of the Exchequer
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ

1st December 2009

Dear Chancellor,

As chief executives of charities, housing associations, community organisations and social enterprises across the UK, we work with individuals and communities in great need. Many of our service users are being severely impacted by the recession but are highly disempowered so have been largely absent from the current debates on shaping public spending. It is to rectify that absence that we are writing to you.

We know it is Government's responsibility to reduce the public deficit when the time is right and we want to be a constructive partner when that moment comes. We urge that in response to the pressures on public spending you work in partnership with our sector to carry out far-reaching reforms of our public services, rather than just top-slicing budgets of existing services, agencies and systems which led to social catastrophe for parts of our country in previous recessions.

Too many of the people we work with have already been let down by public services. Now is the time to work with us in reforming the system, enabling fewer resources to do more and effect lasting change and sustainable savings to the Exchequer.

From the smallest community organisations to the largest multinational charities, third sector organisations are able to deliver significant savings and higher success rates through detailed local knowledge, building social capital and providing holistic, personalised services. Examples of how the third sector already works with Government to produce successful outcomes are listed below.

- Many third sector organisations provide tailored, trusted support to help people into work, creating up to £160 worth of value for every £100 invested. However, just as many third sector organisations struggle to engage meaningfully with the State. Reforms to the commissioning of welfare to work programmes could allow more third sector organisations to help the unemployed and save the public purse money.
- There are countless third sector organisations keeping people physically and mentally fit or caring for older people or those with long term conditions. These programmes save the NHS billions by reducing the incidence of more expensive treatment costs further down the line. However, many organisations struggle to extend their programmes as the NHS continues to prioritise spending on acute care rather than prevention. Reform to the commissioning of health services could save the Government billions by helping the third sector keep more people out of hospital.
- Third sector organisations also save public money by reducing re-offending through programmes such as peer mentoring from ex-offenders, post-release support and help

re-integrating into society. Extending such schemes already in existence could shave billions off the cost of re-offending to Government.

- There are numerous third sector organisations playing a leading role in protecting the environment. From recycling, to conservation, to creating green jobs and investing in renewable energy generation, the third sector has enormous impact and can generate up to £10 of value for every £1 invested. However, for every example of success there remains potential unrealised: with better commissioning from Government, more third sector organisations could have a stronger environmental impact whilst simultaneously accruing long-term savings for the public purse.
- Many third sector organisations are working to help realise the potential of our children and young people by addressing issues such as crime, mental ill health, family breakdown, domestic abuse, disability, substance abuse and obesity which would cost the State trillions. But many of these organisations are not able to deliver their services as efficiently or widely as they could due to short sighted commissioning. With suitably targeted public funding in the sector's personalised children's services, we could save hundreds of billions over the coming years and realise the potential of future generations.

These examples are not exhaustive and we are convinced that Government could work more effectively with our sector across many further service areas. We stand ready for this challenge. In recent years we have achieved this in targeted ways by working alongside your colleagues in government departments. We now wish to bring this experience to the Treasury to help you make savings across Government. We can work effectively at local, regional, and national scales to bring different levels of analysis and information to bear in the fight for efficiency and sustainable savings.

We propose a high level summit with you and your senior officials to discuss these issues in more depth, look at how we can work closer together and help each other through this challenging phase. If you are interested in such an event, please contact Stephen Bubb, CEO of ACEVO (Association of Chief Executives of Voluntary Organisations), on stephen.bubb@acevo.org.uk or 0845 345 8496 to arrange a suitable date.

If we can work through this period of fiscal restraint astutely and in cooperation, we believe it need not reverse the progress we have made as a society over the past decade and could, in many cases, be the catalyst for much greater achievement in the future.

Yours sincerely,

Mr Stephen Bubb	CEO	ACEVO
Ms Kathryn Deane	Director	Sound Sense
Mr Paul Cornell	CEO	Grimsby Cleethorpes and Humber Region YMCA
Mrs Jane-Anne Tribe	Chief Officer	Humbercare Ltd
Mrs Brenda Bond	CEO	Age Concern Lewisham and Southwark
Mr Mike Keel	Deputy Chief Executive	Keech Hospice Care
Mr Peter Baker	CEO	Men's Health Forum
Ms Carole Cochrane	Chief Executive	The Princess Royal Trust for Carers
Ms Maggie Jones	CEO	Children England
Ms Lesley-Anne Alexander	CEO	RNIB
Mr Peter Cross	CEO	Skill Force
Mr Mike Barrett	Chief Executive	Porchlight

Mr Derek Twine CBE	CEO	Scout Association
Mr Will Fitzgerald	CEO	Teignmouth Community Association
Mrs Jane Palmer	CEO	Age Concern Milton Keynes
Mr Rob Owen	CEO	St Giles Trust
Dr Ben Todd	Executive Director	Arcola Theatre Production Company
Mr Tim Page	Director	Emmaus UK
Mr Philip Bartey	CEO	Autism Plus Ltd
Mr Stephen Nichols	CEO	The Pensions Trust
Mr Keith Halstead	CEO	Community Transport Association UK
Ms Jane Slowey CBE	CEO	Foyer Federation
Mr Kenneth Simpson	CEO	VSA
Mr Alan Hatton-Yeo	CEO	The Beth Johnson Foundation
Mrs Kath Parson	Chief Executive	Older Peoples Advocacy Alliance
Mr Steve Hawkins	Chief Executive	Local Solutions
Ms Leila Ferguson	CEO	West Berkshire Mencap
Ms Jacqueline Bell	CEO	Newcastle Council for Voluntary Service
Mr Andy Burman	CEO	The British Dietetic Association
Prof Margaret Talbot OBE	CEO	Association for Physical Education
Mr David Strudley	CEO	Acorns Children's Hospice Trust
Mr Stephen Owen	Chairman	Excellent Development
Mr Colin Smith	Chief Executive	Woodlands Hospice Charitable Trust
Mr Peter McEwen	Secretary	Nautilus Welfare Fund
Mr Tony Collins	CEO	Saint Michael's Hospice
Mr Andrew Barnett	Director	Calouste Gulbenkian Foundation
Mr Bob Taylor	CEO	Knowsley Housing Trust
Ms Sharon Allen	Chief Executive	St Anne's Community Services
Mr Rob Young	Chief Executive Officer	Leeds Society for Deaf and Blind People
Lord Victor Adebawale CBE	CEO	Turning Point
Ms Karen Osborn	CEO	Kent Association for the Blind
Ms Judy Weir	CEO	Aspire Choices Living
Mr Martin Kinsella	CEO	P3
Mr David Wolverson	CEO	Dimensions
Mr Jeremy Swain	CEO	Thames Reach
Mr Keith Reed	Director	Twins and Multiple Births Association
Mr Jon Sparkes	Chief Executive	Scope
Mr Tim Pain	CEO	Forest YMCA
Mrs Yveline Hands	CEO	Crossroads Care North Wales
Ms Jayne Pearce	Director of Administrative Services	The Bobath Centre for Children with Cerebral Palsy
Ms Wendy van den Hende	CEO	pfeg
Mr Daniel Singleton	National Executive Director	FaithAction
Mrs Dianne Asher	CEO	Wirral Autistic Society
Ms Lyn Middleton	CEO	Carers Centre Tower Hamlets
Ms Claire Dorer	CEO	NASS
Mr Phil Willerton	CEO	Watford & District YMCA
Mr Adrian Bagg	CEO	The Papworth Trust
Mr Paul Tatton	General Manager	Hull University Union
Ms Beverley Pass	Director	Surrey Women's Aid
Reverend Vaughan Jones	CEO	Praxis Community Projects
Mr Cliff Southcombe	Director	Social Enterprise Europe Ltd
Mr Richard Cowie	CEO	St Clare Hospice
Mr Barry Graham	CEO	Browning House
Mr Steve Woodford	CEO	Foundation
Mr Anton Derkacz	CEO	KCA(UK)
Ms Suzanne Millard	CEO	Guild Care

Mr Nigel J. L. Rothband	CEO	Retail Trust
Mr Cliff Prior	CEO	UnLtd
Mrs Dilys Davy	CEO	Women's Support Network
Mr Andy Jong	CEO	Dentaid
Mr Tim Houghton	Executive Director	Groundwork Solent
Mr Simon Cale	CEO	National Children's Centre
Mrs Alison Fisher	CEO	Bedfordshire and Luton Mind
Mrs Sheena Dunbar	Director	Age Concern Waltham Forest
Mr David Sidonio	CEO	Richmond upon Thames Council for Voluntary Service
Ms Sarah King	CEO	Reach
Mr Gary Bye	CEO	Life Path Trust
Mr Tom Flood CBE	CEO	BTCV
Ms Vicki Airs	CEO	Advocacy Alliance
Dr Bryan Teixeira	CEO	Naz Project London
Ms Lynne Berry OBE	CEO	WRVS
Ms Lynne Regent	CEO	The Anaphylaxis Campaign
Miss Jill Miles	CEO	South of England Advocacy Projects
Ms Aideen Jones	CEO	Southdown Housing Association
Ms Allison Agius	Executive Director	Catalyst Stockton
Mrs Robin Boles	CEO	In Kind Direct
Mr Mark Lever	CEO	National Autistic Society
Mr Greg Aitken	CEO	Hull & East Yorkshire Mind
Mrs Norma Saunders	CEO	The Sherwood Forest Trust
Mrs Pamela Ball	CEO	Wigan & Leigh CVS
Mr Jeffrey Hill	CEO	Children's Scrapstore
Mr Simon Dillsworth	Head of Business Development	Queen Elizabeth's Foundation for Disabled People
Mr Chris Hindley	CEO	Youth Federation
Mr Pete Lowen	CEO	Birmingham Law Centre
Mr David Scott-Ralphs	CEO	Seeability
Ms Annie McDowall	CEO	SHARE Community Ltd
Ms Liz Felton	CEO	Together
Ms Nuala O'Kane	CEO	Donna Louise Children's Hospice
Mr Gary Jones	CEO	Age Concern Camden
Mr Colin Chaytors	CEO	EFDS
Mrs Phyllis Campbell-McRae	CEO	CONNECT
Ms Sally Whitaker	Deputy Chief Executive	National Children's Bureau
Mr Paul Jenkins	CEO	Rethink
Mr Stephen Burke	CEO	Counsel and Care
Ms Gail Gray	CEO	Rise
Mr Tony Barlow	CEO	Wakefield and District Hospitals Contributory Scheme
Mr Jean-Luc Priez	CEO	Lench's Trust
Mr Ben Stansfield	Executive Director	Pecan
Ms Linda Roberts	Chief Executive	Wirral Information Resource for Equality and Disability
Dr Terry Ryall	CEO	v
Mrs Greta Randle	CEO	ACC
Miss Katherine Moulder	Director of Finance and Operations	George House Trust
Mr David Jones	CEO	The Council for Subject Associations
Ms Karen Hurley	CEO	Medway Cyrenians
Ms Virginia Beardshaw	CEO	I CAN
Mr Tony Shepherd	CEO	Safer London Foundation
Ms Leigh Vallance	CEO	BREAK
Mr Mike Hayes	CEO	Action for Kids
Ms Leslie Morphy	CEO	Crisis
Ms Annette Smith	CEO	Association for Science Education
Mr Richard Quallington	CEO	Community First
Mr Jon Rosser	CEO	Town & Country Housing Group

Mr John Bland	CEO	Kent Enterprise Trust
Ms Liz Fenton	CEO	Care for the Carers
Ms Hilary MacDonald	CEO	Age Concern Norfolk
Sir Nick Young	CEO	British Red Cross
Mr Vernon Jones MBE	CEO	CISWO
Mr Jon Davies	CEO	Families Need Fathers
Mrs Angela Dinsdale	CEO	St Cuthbert's Hospice
Mr Richard Coe	Chief Executive	Community Link Up
Ms Sarah Whitfield	CEO	Dorothy House Hospice Care
Ms Annette Roberts	CEO	Voluntary and Community Action Wirral
Mr Mel Akers	CEO	Aspects and Milestones Trust
Mr Robert Leader	CEO	St Dunstan's
Mr Neil Hunt	CEO	Alzheimer's Society
Ms Jackie Ballard	CEO	RNID
Dr Mohammed Ali OBE	CEO	QED-UK
Ms Denise Largin	CEO	The Camden Society
Mr Paul Stanfield	CEO	Claremont Project
Mr Jonathan Cheshire	CEO	Wheatsheaf Trust
Mr Trevor Page	Chief Executive	University of Leicester Students' Union
Mrs Tracey Fletcher	CEO	Attlee Foundation
Dr Nigel Carter	CEO	British Dental Health Foundation
Mr Tim Adkin	CEO	Realliance CIC
Mrs Nicola Carruthers	CEO	Thrive
Mr Michael Coward	CEO	St Luke's Hospice (Harrow and Brent)
Mr Stephen Dunphy	CEO	Abbeyfield Wales
Mrs Penny Taylor	CEO	Outlook Care
Mr Robin Osterley	CEO	Making Music
Ms Pam Robinson	CEO	Kick Start London
Mr Richard Furze	CEO	Friends of the Elderly
Mr Steve Johnson	CEO	DISC
Mr Paul Cummins	CEO	Sefton Training and Enterprise Projects
Mr Alan Dodd	Chief Executive Officer	Children Today Charitable Trust
Mr Kevin Moore	Manager	Walworth Garden Farm
Mr Tony Armstrong	CEO	Living Streets
Mr Paul Martin	CEO	Lesbian and Gay Foundation
Ms Ann Collins	CEO	Age Concern Neath Port Talbot
Ms Lola Barrett	CEO	Grenfell Housing Association
Ms Philippa Lyons	CEO	Berks, Bucks & Oxon Wildlife Trust
Mr Des Kelly OBE	Executive Director	National Care Forum
Mrs Jan Sinclair	CEO	West Middlesborough Neighbourhood Trust
Mr George Plenderleith	Director	Plymouth Guild
Mr Dalton Leong	CEO	The Shooting Star Children's Hospice
Mrs Janet Doghan	Chief Executive	Farleigh Hospice
Ms Jayne Howard	Director	Arts for Health Cornwall and Isles of Scilly
Mr Steve James	CEO	The Avenues Trust
Mr Adam Nichols	CEO	Changemakers
Mr Nevin Ringland	CEO	Praxis Care
Ms Michele Rigby	CEO	Social Enterprise East of England
Mr Drew Thomas	Deputy CEO	Manchester Solutions
Mr David Wilford	CEO	Holme Christian Community
Ms Christine Bowden	Chair of Trustees	Newham Academy of Music
Mrs Su Sayer OBE	CEO	United Response
Mrs Jo Dare	Director	Age Concern Isle of Wight
Ms Clare Tickell	CEO	Action for Children
Prof Richard Parish	CEO	Royal Society for Public Health

Ms Avril McIntyre	CEO	LifeLine
Mr Mark Wiggin	CEO	Catholic Care
Mr Nick Warren	Chief Executive	Voluntary Action Sheffield
Mr Jeremy Hughes	CEO	Breakthrough Breast Cancer
Mrs Sue Vasey	Chief Officer	North Yorkshire Learning Consortium
Mr Kevin Curley	CEO	NAVCA
Ms Denise Yates	CEO	National Association for Gifted Children
Mr Jeremy Iles	CEO	Federation of City Farms and Community Gardens
Ms Srabani Sen	CEO	Contact a Family
Mr Kulbinder Kang	CEO	People First Housing Association
Miss Julie Bentley	CEO	Family Planning Association
Mrs Sue Wyatt	CEO	Chaseley Trust
Mr Steve Williamson	Chief Executive	re'new
Mr Nigel Lewis	CEO	AbilityNet
Mr Phillip Watson	CEO	Manor Gardens Welfare Trust
Ms Sarah Brocklebank	CEO	Phyllis Tuckwell Hospice
Mr Richard Brook	CEO	Sense
Mr Tom Hill	Chief Executive	Helen & Douglas House
Mr Alex Whinnom	Director	Greater Manchester Centre for Voluntary Organisation
Mrs Aase Somerscale	Head of Finance & Administration	Martin House
Dame Elisabeth Hoodless DBE	Executive Director	CSV
Mr Mark Goldring CBE	CEO	Mencap
Ms Rachael Byrne	Executive Director	Home Group
Reverend Patricia Rogers	CEO	Kainos Community
Mr David Sulkin	CEO	Musicians Benevolent Fund
Mrs Carolyn Smyth	CEO	Buckinghamshire Mind
Ms Carolyn Bailey	CEO	Autism West Midlands
Dr Damian Hatton	CEO	Street League
Ms Jan Tallis	CEO	School-Home Support
Mr Matt Buttery	CEO	Family Matters Institute
Mr Martin Barnes	CEO	DrugScope
Mr Nick Marr	CEO	Henshaws Society for Blind People
Mr Murray Seccombe	CEO	Community Transport
Ms Jenny Edwards	CEO	Homeless Link
Mrs Bronwen Hewitt	Trust Director	Dame Hannah Rogers Trust
Mrs Christine Greer	CEO	Drinksense
Mr Paul Brinsley	CEO	Cornwall Hospice Care
Mr Tony Hawkhead CBE	CEO	Groundwork UK
Ms Jill Andrews	Operations Director	Safer London Foundation
Mr Richard Bolsin	General Secretary	Workers' Educational Association
Mr John Baker	CEO	Worthing Society for the Blind
Mr Steve Hannigan	Executive Director	Climb National Information Centre for Metabolic Diseases
Ms Jane Loughlin	CEO	St Elizabeth Hospice
Mr Jonathan Welfare	CEO	Elizabeth Finn Care
Miss Zoë Gray	Chief Executive	Learning Links
Mr Tom Conlin	CEO	Berkshire County Blind Society
Mr Richard Dinkeldein	CEO	The Mortimer Society
Mr David Reid	CEO	Birtenshaw
Miss Rebekah Pearson	CEO	Community Foster Care
Mr Leon Mexter	CEO	Regional Youth Work Unit
Mrs Sara Glover	Director of Finance & Support Services	Saint Francis Hospice
Ms Lee Barker	CEO	Saint Catherine's Hospice
Mrs Nicola Youern	CEO	YOU
Ms Wendy Bourton OBE	CEO	Care & Repair Cymru
Ms Kate Welch OBE	CEO	Acumen Trust
Mr John Wilkes	CEO	Scottish Refugee Council
Ms Samantha Drummond	CEO	Colchester Community Voluntary

Ms Sheila Chesney	Chief Executive	Services
Mr Peter Mountford-Smith	CEO	Basildon Mind
		Margaret Blackwood Housing Association
Mrs Sandi Downing	Manager	Carers Northumberland
Ms Barbara Gelb	Chief Executive	Children's Hospices UK
Mrs Gail Maguire	Chief Executive/ Centre Manager	Fountain Centre
Brigadier Mike Roycroft	CEO	The Whiteley Homes Trust
Mr Julian Stanley	Chief Executive	Teacher Support Network
Mr Neil McIntosh	CEO	CfBT Education Trust
Mrs Mary Bishop	CEO	Livability
Ms Anne Roberts	CEO	Crossroads Care
Ms Jenny Rogers	CEO	Leap Confronting Conflict
Mr Graham Elderfield	CEO	Earl Mountbatten Hospice
Ms Allison Ogden-Newton	Chief Executive	Social Enterprise London
Mr Tom Wright CBE	Chief Executive	Age UK
Mr Simon Antrobus	Chief Executive	Addaction
Dr John Harris	CEO	Metropolitan Society for the Blind
Miss Melinda Phillips	CEO	Housing 21
Ms Joyce Moseley OBE	Chief Executive	Catch22
Ms Sarah-Jane Mills	CEO	St Barnabas Hospice
Mr Jim Cullen	CEO	Caritas Care
Ms Sandy Beech	CEO	Beacon Employment
Mrs Heather Wood	CEO	Rainbow Trust Children's Charity
Mr Harry Barton	CEO	Northmoor Trust
Mr Tony Davis	Executive Director	Social Enterprise Berkshire CIC
Ms Claire Tyler	CEO	Relate
Mr Simon Gillespie	Chief Executive	MS Society
Mr Ciarán Devane	Chief Executive	Macmillan Cancer Support