

### building on achievement championing disabled people advocating quality

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1990s - 2017

25 + years – some change but too much familiarity



- disabled people still marginalized
- UN report on UK rights
- disability poverty
- under-funded services
- challenge to secure full cost recovery
- poor and variable contracting and commissioning
- public sector expecting charities to subsidise them



### What matters most

- rights and entitlements
- financial security
- decent housing
- quality personalised services
- employment opportunities
- transport
- equality, dignity and justice



### **Charities must**

- be values based and mission driven
- behave true to values
  - not simply use as PR
- always be honest
- put beneficiaries first
- be well governed
- involve and have beneficiaries at heart of governance
  - engage independent advocates as necessary
- be well led
- be exemplar employers
- lead by example

championing beneficiaries advocating for beneficiaries

campaigning and providing collective voice

speaking truth to power - challenging those in power and authority

promoting alternative policies

providing high quality specialist bespoke services

innovating and trail blazing

influencing professional practice

### Role of charities and VCS

### But not ....

- subsidizing public services and state
  - unless in exceptional circumstances and it's a deliberate strategic choice
- contracting for 'paint by number' public services
- contracting like a corporate
- seeking growth for its own sake
- putting institution and staff before beneficiaries
- operating services in conflict with values and mission
- being gagged

### V O D G 2017 and beyond









# Many challenges and questions

today and in future

- political uncertainty
- economic fragility
- increasing poverty
  - reduced personal spending power
- austerity and more cuts
  - especially local government
- social care underfunding
- 'welfare reforms'
- localism and decentralisation
- technological advance
- Brexit or ...?
- public trust declining in government, politics, business and charities?
- regulatory change
- hostile MSM and social media
  - 'fake news'

not being nostalgic for 'golden age'

not playing the victim

always putting beneficiaries first

being ready to change

strategic yet pragmatic

holding on to values and mission

taking the 'high ground'

### **Charities and VCS must change**

# Service providing charities have to ....

- engage with commissioners and procurers
- make case for grants
  - and not accept default of competitive contracts
- collectively and individually only accept 'full cost plus' fees
- be prepared to say "no" to public sector commissioners and procurers
- be ready to stop or close services
  - especially if underfunded
- seek collectively to shape commissioning and contracting policy, regulation and practice
- engage government, opposition parties, LGA, NHS Con Fed, etc
- campaign on these issues

# Radical solutions may be required

- separate service delivery from core charity
- transfer service provision to others
- concentrate on core purpose
- establish 'trading arms'
- partner with other providers
  - from charity and other sectors
- change service delivery model
  - e.g. residential to personal support
- change business model
- seek alternative investment capital
- embrace technology

### Radical solutions are necessary

- Separate service delivery from core charity
- Transfer service provision to others
- Establish 'trading arms'
- Partner with other providers from other sectors
- Change service delivery model e.g. residential to personal support
- Change business model
- Seek alternative investment capital
- Embrace technology

### And above all



- live and breath values and mission
- be ready and willing to change
- ensure sustainability
- act to highest professional standards
- speak out and speak up
- seek allies
- partner where appropriate
- act collectively role of VODG

trustees

executive leaders

critical chair – CEO relationship

important board and SLT relationship

staff

funders

contracting bodies

## We all have big responsibilities and choices

voice of the sector

lobby and influence government, political parties, LGA, etc.

influence wider VCS and charity sector

partner with others on shared agendas

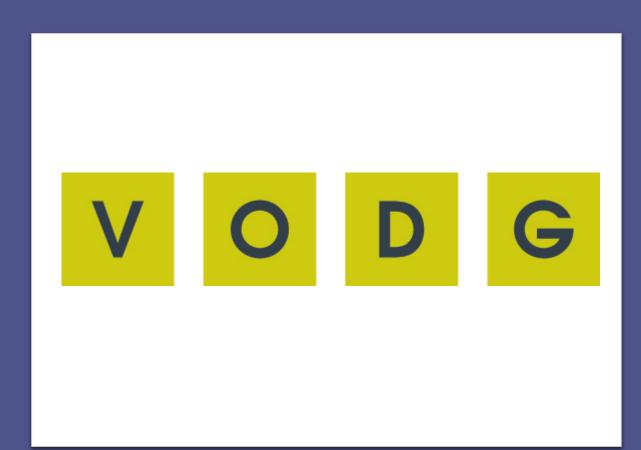
support and develop trustees and sector leaders

professional development and sharing of excellence

foster change and challenge poor practice in members

shared services

### **Opportunities for VODG**



- championing the rights and entitlements of disabled people
- supporting members to secure these rights and entitlements

### **Building on 25 years of achievement**

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