



RICHMOND USERS **INDEPENDENT LIVING** SCHEME

Better Support to a Better Life

RUILS Strategic Plan 2010 -2013

Adopted August 2010

RUILS Strategic Plan 2010-2013

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Section 1: Executive Summary

Richmond Users Independent Living Scheme (RUILS) has been going through a period of tremendous change. The development of Self Directed Support and the subsequent changes in the way that the Council works has meant that RUILS has had to develop and change to ensure that we can deliver the variety of services that our clients need. We have developed organically, responding to need. It is now time to consolidate, assess where we are, what we have achieved and where we want to be. This plan is the blueprint for the development and provision of our future services.

RUILS is a user-led organisation that is committed to ensuring that individuals who use social care services are in the driving seat. Our objectives for the next three years reflect this as they focus on working with our clients and the wider community to develop and provide personalised services and putting structures in place to ensure that RUILS remains a robust and sustainable organisation. To achieve these objectives we have identified six areas of work that we will be our prime focus. Within these we have identified outcomes for the individuals that we support, and for the organisation itself, that we will be aiming to achieve. Individuals will have the information and support that they need to manage the services and the type of support that they choose. There will be a wide range of activities in the market place for them to choose from and they will have access to a wide range of opportunities to engage with their community, experience independence and personal growth. RUILS services will be of a high quality and delivered in acceptable time frames by motivated and well trained staff and volunteers.

These outcomes will be achieved by building upon and developing the services that we currently offer: Support Planning and Brokerage, Direct Payment Support, paFinder, Training Workshops, the Helpline, our Website and other publications. We will also be looking to develop new services in response to the changing needs of our clients. We remain committed to being the independent voice of the individuals who use Direct Payments and Personal Budgets and will develop our consultation group YourSay and a campaigning wing to ensure that these voices are heard.

Section 2: Our Mission, Vision and Values

Richmond Users Independent Living Scheme (RUILS) is a not-for-profit, user-led charitable company. We consult, represent and support our 'peer clients' to achieve high quality, personally tailored support that is based on their own choices and aspirations and meets both their daily living and long-term needs.

Our ground-breaking work is person-centered and engages individuals as active and equal partners in the planning and implementation of their support. By embracing the key elements and values of Self Directed Support and Personalisation, we offer an alternative model of social care provision that gives disabled people, elderly people and people who use mental health services the same choice, control and freedom as any other citizen – at home, at work, and as members of the community.

Our mission is to support disabled people (both children & adults), older people, individuals who use mental health services and people with learning disabilities to live the life of their choice and to reach their full potential.

Our vision is for a society where disabled people and individuals who use mental health services are independent, valued, effective, equal and fully engaged in their community.

Our Values

We will:

- Ensure that our clients' views, needs and preferred way of working are at the centre of everything that we do.
- Support our clients to become independent,
- Collaborate with others to achieve our vision,
- Campaign to ensure that the values and principles of Personalisation become a reality for all individuals,
- Carry out strong financial management and sound operating principles.

Our Five Key Objectives:

Objective 1

To provide a range of personalised **support services** that is tailored to the individual's needs. Our services will increase individual choice and control and will reduce dependence on traditional prescriptive services.

Objective 2

To increase RUILS' **membership** and the number of peer-led activities that we run to ensure that the individual is at the heart of everything that we do.

Objective 3

We will work on our own, and in partnership, to **influence public** attitude, government policy and local government implementation of Personalisation, Independent Living and Disability Rights agendas.

Objective 4

We will ensure that our **structure**, workforce, governance, finance and operations are geared to ensure that we can deliver our **mission**.

Objective 5

To increase our out-reach and **community** activities and to engage more widely and regularly with the **minority** element of our target population i.e. those who are isolated and hard-to-reach.

Section 3: RUILS Current Profile

Richmond Users Independent Living Scheme (RUILS) was formed by a handful of disabled people sitting round a kitchen table and deciding to do something to improve their quality of life by making Direct Payments a more viable option. After banging on many closed doors and the waving of placards, the founder members of RUILS managed to get the Council to develop Direct Payments and to date, there are almost 450 beneficiaries.

As the Personalisation agenda has been rolled out and Self Directed Support developed, RUILS's primary role has changed from a campaigning organisation to one that offers services and peer support to all disabled people, their carers and parents, older people and individuals that use mental health services.

Current Core Activities and Services

1. Support Brokerage

Support Brokers work with clients to help them to think through and write their Support Plan. Once the plan has been approved they work with the client to get the plan up and running. This can involve helping them to find suitable staff or providers, sourcing activities and finding services and/ or equipment.

2. Direct Payment Support Service

The Independent Living Advisors who provide this service assist individuals to set up and manage their Direct Payment. Advisors support individuals to:

- Take their Personal Budget as a Direct Payment (DP).
- Decide and source what they are going to spend their DP money on.
- Budget and manage their spending.
- Fulfil and sustain their obligations and responsibilities as an employer.
- Secure support that is cost-effective, personally tailored and (if appropriate) self-managed.

2. PaFinder

The paFinder service helps individuals who are looking to employ a Personal Assistant to

find someone for them to employ. Advisors give advice on matters to do with employing staff for the first time, managing staff and the training available for Personal Assistants.

4. Helpline

Our helpline is the first point of contact for RUILS and the Richmond Independent Brokerage Service (RIBS). Advisors answer questions about Direct Payments, Self Directed Support and other issues around Independent Living and living with a disability. Where we are unable to help we put the individual in touch with the person that can.

5. Publications

We produce a newsletter called Options. This is written by individuals who use services and gives readers up to date information about Direct Payments, Self Directed Support and living independently. We also have a website and a lively forum where individuals post ideas, discussions and views. We have a facebook group and a Twitter page. We also produce leaflets and 'How to do it yourself' guides.

6. Training

We provide Support Planning and Brokerage and Direct Payment training to Local Authority staff.

7. Consultation

YourSay is our consultation group that meets every month to share their experiences, give feedback on RUILS and Local Authority policies, instigate research and make change happen.

8. Partnership Work

We currently work in partnership with the Council on every level to ensure that Self Directed Support is rolled out successfully in the Borough. We work individually on cases with care managers, operationally we are involved in a number of work groups including market development and quality monitoring and strategically we sit on the Personalisation Board.

We also work in partnership with local voluntary sector groups and are an active member of the Richmond Independent Brokerage Service (RIBS) (a consortium that oversees the independent brokerage project and is involved in market development).

9. Development & Promotion of Personalisation and Self Directed Support (SDS)

We are involved in a number of forums where we work with other organisations to develop and implement Personalisation and SDS. We are an active member of the London SDS Forum and have taken part in conferences and workshops. We have also been involved in developing co-production and Citizen Leadership programmes in the Borough.

We promote Self Directed Support locally by giving presentations at local events and meetings and nationally we have attended and given presentations at conferences. We often meet with other local authorities and user-led organisations to share our learning and to support them to make the change to SDS.

Recent Achievements:

Office of Disability Issues (ODI) Network of Networks

RUILS was selected to be part of an innovative research project run by the ODI that is looking at different ways that the Government can engage and consult with disabled people.

RUILS Survey

In a recent comprehensive survey conducted on our current clients over 80% of our clients were satisfied with the services that we currently offer and 87% would recommend our services to others. 81% were very satisfied with the website, leaflets and guides that we produce and 77% said that they would recommend these to others.

Over 86% of 'Options' readers said that it was accurate, relevant, accessible, attractive and interesting with 90% saying that they would recommend it to others.

NCVO Case Study

The work that RUILS has been developing with Richmond Council was selected by the National Council for Voluntary Organisations (NCVO) to be showcased as an example of good practice in working together to transform Adult Social Care. A case study on RUILS and Richmond Council is available from the NCVO (<http://www.ncvo-vol.org.uk/public-service-delivery/case-studies#Richmond>).

Local Innovation Award

RUILS and Richmond Council were short-listed for the Governments Local Innovation Award. We were nominated for providing innovative services to the disabled and elderly residents of Richmond.

Office of Disability Issues – Support, Advocacy and Brokerage Project

RUILS and Richmond Council were selected along with Essex and Southampton to be an Action and Learning Site for the ODI Support, Advocacy and Brokerage Project. This project is examining the advantages and disadvantages of elements of the care management process being delivered by User-Led organisations.

Richmond Independent Brokerage Service (RIBS)

RUILS was instrumental in setting up the Richmond Independent Brokerage Service (RIBS). This is a consortium of ten Richmond Voluntary Sector organisations that are working together to deliver independent Support Brokerage in Richmond.

Section 4: Market Place

RUILS operates in the London Borough of Richmond which has a population of 180 000. Of this population 12.4% have a disability and of those 95.8% receive community based care. Just over 7% of the Richmond population is seventy-five years or older. Currently Richmond has a greater number of individuals in residential care than the national and London average.

Social Care Population

As of June 2010 there are approximately 4100 individuals in receipt of Council social care services in Richmond. Over 70% of these clients are physically disabled and 13% are people who use mental health services. There are approximately 369 individuals with learning disabilities in receipt of services and 1561 registered carers in the borough (67% of whom are over the age of 65)

As of June 2010 there are approximately 1600 individuals with a Personal Budget in the London Borough of Richmond. Of those there are 429 individuals who are taking their Personal Budget as a Direct Payment.

Voluntary Sector Provision

There are approximately 600 voluntary organisations serving the borough of Richmond. They range from national charities that have large resources and high local profiles to small informal and unconstituted neighbourhood groups.

Home-care Provision

Richmond has many Homecare providers who provide services that are traditionally delivered as 'time and task'. They do not offer personalised, outcome-based services, yet have captured a large part of the social care market.

Personalisation

The government is supporting the Personalisation agenda and the devolving of services to local, non-statutory organisations. It also acknowledges that social care that allocates people budgets so they can shape, with the advice of professionals and peers, the support they need, is a participative approach that delivers personalised, lasting solutions to people's needs at a lower cost than traditional, inflexible and top-down approaches.

Self Directed Support requires a different response to that currently provided by the above providers. RUILS has adopted ways of working that are in keeping with SDS. Our approach is person-centred and recognises that there are disabling experiences that are common to all. Thus, we work across all client groups and in a way that is best suited to the individual. By tailoring our services to our clients needs we are able to offer as much or as little support as each individual needs to take control of their care and support.

Section 5: Influencing Factors

RUILS – Strengths

- User led
- Proven track record of providing Person-Centred Support Services.
- Local knowledge and networks.
- Committed workforce and Board of Trustees.
- Excellent track record of partnership working.
- Board of trustees have great bank of experience of self directing their support.
- Expertise & experience of setting up Self Directed Support
- Excellent partnership and working relationship with the Council.

RUILS – Opportunities

- Greater partnership working within the borough and regionally.
- Expanding our services to other boroughs.
- To influence and develop the way that the Personalisation agenda is rolled out nationally.
- To share our experience through training, conferences & workshops.
- Have services and publications that we can sell.
- Develop new services to meet unmet need.

RUILS- Weaknesses

- Small staff & volunteer team delivering a wide range of services.
- Year to year funding.
- Insufficient level of financial reserves.
- Reliance on Council Contract Funding.
- Current premises may limit potential for future growth.

RUILS – Threats

- Change to local or central government policy.
- SDS being discredited as an effective way of delivering services.
- Being perceived as another wing of the Council.
- Competition from larger, more robust national organisations.
- Local Authority budgets being cut.
- Contracts that are set on targets at the expense of quality.
- Change to key staff or Board Members.
- Economic downturn detrimental to grant funding and sponsorship.

Section 6: Strategies

In order to achieve our objectives (as defined in Section 2), RUILS has divided its activities into six core areas. In each area we have set an Outcome for the individuals who use our services that we are aiming to achieve over the next three years.

Activity 1: Information and Advice:

Over the next three years we are working towards the following Outcome:

Outcome 1:

All clients have access to up-to-date, accurate, timely, easily understood and confidential advice and information that is relevant to their individual needs.

Actions:

1. Develop our Helpline to be a junction box of information - if we don't know the answer we will find someone who does.
2. Increase the number of visitors and browsers to our website by 30% each year.
3. Develop new ways of providing information and information-sharing platforms so that our website appeals to a wider customer base.
4. Develop new guides to cover different topics e.g. managing PAs, and make these available to download and/or to purchase via our website.
5. Ensure that all leaflets and publications are available in different formats for different client groups.
6. Increase the circulation of the leaflets and newsletter.
7. Launch the Recruitment Handbook. This is a step by step guide to recruiting and managing support staff.
8. Continue to utilise mediums such as our Forum, Twitter, facebook and the texting service to keep our clients informed and up to date.
9. Look at innovative technology to enable our clients to take more control over their budgets and their lives.

Activity 2: Support with the Self Directed Support Process

Over the next three years we are working towards the following Outcome:

Outcome 2:

Personal Budget holders are able to choose and access new and existing services that help them to be confident, organised and effective self-managers of their support.

Actions:

1. Continue to provide tailored support to individuals to enable them to have choice and control over the support they need.
2. Continue to work in partnership with care managers to ensure that individuals are well supported to access Direct Payments.
3. Develop a peer mentoring programme where experienced self-mangers of Personal Budgets mentor new clients.

4. Develop a peer support planning programme where individuals who have already written their support plan help others to do theirs.
5. Implement a comprehensive training programme for volunteers and staff.
6. Introduce a payroll service.
7. Develop a Managed Account service for those individuals who want the choice of having a Personal Assistant but don't want to manage the money.
8. Develop the paFinder service to be a fully comprehensive employment service that offers support from writing the Job Description to the completion of the contract.
9. Develop the paFinder service online.
10. Launch and develop the Recruitment Handbook for Direct Payment employers. This Handbook is a step by step guide to the recruitment and management of support staff.
11. Develop new ways of delivering our support services to ensure that individuals get the right support from the right team.
12. Continue to work in partnership to deliver Support Planning and Brokerage Services.
13. Develop and deliver a series of workshops to enable the individual to take control and manage their support.
14. Developing our training programme to offer training to care management teams in other boroughs.
15. Pilot innovative new approaches e.g. utilising IT to enable individuals to get the support that they need.

Activity 3: Supporting independence and personal potential

Over the next three years we are working towards the following Outcome:

Outcome 3:

Volunteers and clients have access to activities and events that develop their capacity and interests via work experience, social interaction and community engagement.

Actions:

1. Implement a comprehensive volunteer and peer mentoring programme to offer opportunities to disabled people, their carers, older people & individuals who use mental health services. This will include:
 - Office based work experience
 - Peer Support Planning
 - Peer Mentoring
 - SDS Roadshow presenters – locally & nationally
 - Workshop trainers
 - YourSay consultant/peer representative
 - Co-opted trusteeship and
 - Citizen Leaders
2. Develop the Richmond Time Bank to enable individuals to use their skills and experiences in exchange for services and support that they need.
3. Work with other agencies to increase opportunities for individuals with disabilities to obtain employment.

4. Increase the number of individuals with disabilities employed in our own organisation.

Activity 4: Support to develop the market place

Over the next three years we are working towards the following Outcome:

Outcome 4:

Personal Budgets holders have a wide choice of support options that are person-centred and affordable.

Actions:

1. To collect and collate regular client feedback to the Council and other providers, on the quality of SDS services and areas of unmet need.
2. To undertake joint working with the Local Authority to stimulate market development.
3. To offer training for Council and Provider staff in Personalising Services.
4. To facilitate community groups in their efforts to establish social-care related Social Enterprises.
5. Develop our own membership to include offering our members added value for being a member of RUILS.

Activity 5: Campaigning & Lobbying for Change

Over the next three years we are working towards the following Outcome:

Outcome 5:

Holders of Personal Budgets experience real benefits and tangible change in their independence, economic wellbeing and access to housing, transport, social, educational and recreational opportunities.

Actions:

1. To set up a campaigning wing of RUILS that is separate from the services that we are currently delivering.
2. In consultation with our clients, identify key local issues that we will take forward to the Council.
3. Work with partner organisations and other third sector organisations to identify key national issues about which we can lobby central government.

Activity 6: Internal Working Methods

Finance:

Over the next three years we are working towards the following Outcome:

Outcome 6:

RUILS has a diversity of income streams and is independently adjudged to have robust financial systems that sustain a viable organisation that can resist changes in funding.

Actions:

1. Secure Local Authority Contract in the London Borough of Richmond.
2. To introduce systems for membership subscription and charges for service and goods/products.
3. Develop new services, resources and publications that we are able to charge for within the Borough of Richmond and in other Boroughs.
4. Engage in marketing and advertising our services within the borough and, where appropriate, to other boroughs.
5. Recruit a treasurer to work with the Chief Executive to oversee all financial matters and to work strategically to predict and respond to change.
6. Identify gaps in our current funding and potential future funding and employ fundraising activities to ensure that we diversify our funding streams.
7. To increase the amount of money that we currently have in reserves to the equivalent of 6 months of running costs.
8. Secure two additional Self Directed Support related contracts in other boroughs.
9. License or sell our new Recruitment Handbook to clients in other boroughs; other Councils and or other voluntary sector organisations.
10. To develop a training arm offering training in Direct Payments, Self Directed Support, Support Planning & Brokerage to market to other boroughs.

Human Resources

Over the next three years we are working towards the following Outcome:

Outcome 7:

All staff and volunteers are supported, trained and motivated to provide effective, high quality services.

Actions:

1. Research, develop and implement an appraisal and performance related remuneration scheme for staff and volunteers.
2. Source and appoint a councillor or coach to be available to staff to provide support around bereavement and other stress-related issues.
3. Conduct a training needs analysis of all staff and volunteers and construct a training plan for staff and volunteers.

Quality:

Over the next three years we are working towards the following Outcome:

Outcome 8:

The services that we deliver are of a high standard and are delivered within acceptable time frames.

Actions:

1. Continue to develop and implement an on-going client satisfaction survey.
2. Develop with clients a Client Charter that documents what our clients can expect from us and our time frames for delivering services.
3. To obtain our Pqasso Quality Mark.
4. Regular monitoring and review of all the services that RUILS provides.

Section 7: Board of Directors and Management

RUILS is a user-led organisation and over 75% of our Board are living with a disability.

Chair: Richard Kember

Vice-Chair (& Company Secretary): Gareth Savin

Financial Advisor: Martin Denhart

Current Board Profiles**Richard Kember**

A former teacher and therapeutic counsellor, Richard has 30 years personal experience of living with a disability and receiving 'care' services. He has served as a Trustee of a number of local and national charities as well as advising local authorities and acting as chair of the Department of Health Peer Support Project.

Gareth Savin

Gareth has studied for a degree in Business and Finance. He has a diploma in counselling and is currently completing a degree in Social Science with the Open University. Paralysed in 1992, Gareth's fifteen years of living with a spinal cord injury has given him a wealth of experience as a recipient of social care services. A spell of institutional care has informed and strengthened his resolve to advance the benefits of independent living by becoming an active member of our Board and a volunteer trainer of Care Managers and others.

Elizabeth Chambers

Retired Nurse Manager, Elizabeth worked in the NHS and with British Airways Health Services. She has served as a Trustee of a charity-run hotel (Ashwellthorpe Hall Association), which provided holidays for disabled people and is an associate member of the Mobilise Organisation. She has life long experience of disability within her immediate family.

Deborah Bloud

As a state registered nurse and midwife, Debbie has 21 years experience of the NHS. Her charity work includes 9 years as a volunteer for the Heart Foundation and the Baby Trust and other work experience includes that of an Administrative Secretary to a barrister. Debbie has been in receipt of Direct Payments since 2004 and is a vocal advocate of the personal freedom and independence that the scheme offers.

Jamal Mohamad

A political refugee from Iraq, Jamal was forced to abandon his career of 24 years as a Senior Chemist, following a period of imprisonment and torture by the previous regime. His escape also ended his charitable work in his home city where he had served as a Trustee of an organisation that helped people on low-income to secure land that provided a measure of subsistence. Despite having to re-build his life, Jamal has never lost his commitment to disadvantaged groups and has been an ever-present member of the RUILS Board where he provides a valuable insight into the experience of being a recipient of Direct Payments since 1998 and a member of a minority ethnic group.

Jean Hamilton

As a founding member of RUILS and a Direct Payment recipient for over 10 years, Jean Hamilton brings a wealth of experience to the RUILS Board. Jean grew up in Scotland and after attending secretarial college worked in the civil service. Her own experience of ill health and disability drew her to offering advice to others and she has volunteered for many years in that capacity.

Robert Burgis

A former salesman, sales manager and Director of Business Development, Robert brings a wealth of business experience and the experience of using Direct Payments to the Board. Robert is also a Trustee for VISOR (Visually Impaired Society of Richmond), sits on the Joint Commissioning Group, Users & Carers Group, Disabilities Access Group and the Disability Equality & Access Partnership. Robert ran his own business which he had to close due to ill health.

Tim Coulton

A former marketer and change facilitator for an international oil company, Tim is now a near - full time carer for his wife. The world of "the disabled" and "care services" is quite new for him, but he is committed to understanding it fully and making a contribution.

Peter Majongwe

Peter is a social worker and in 2006 he suffered a spinal cord injury and became a recipient of social service support. He is fiercely independent and continues to work for the London Borough of Richmond. He also has over 12 years of Human Resource experience from running his own company.

Shireen Lam

After many years of working as successful business woman specialising in Human Resources, Shireen became a wheelchair user in 1993. After many years of trying different kinds of care, Shireen took control of her support and became a recipient of Direct Payments. She lives a very active and independent life and plays an active role in the recruitment of Personal Assistants to the RUILS paFinder service.

Martin Denhart

Martin Denhart is a graduate chartered accountant with extensive overseas experience in Africa, Europe and the Middle East. He has worked in private, national and joint ventures,

and has been CFO for two substantial successful overseas start-ups. Now retired, he is primarily a carer and works part-time for charity as time allows.

Management:

Chief Executive:	Cathy Maker
Project Manager Direct Payment Support Service:	Jackie Jones

Cathy Maker (Chief Executive)

Cathy trained as a health psychologist and worked in the private health care sector as an operations manager where she managed a call centre and five private health care clinics across London. She has experience in recruitment and for many years volunteered for the Terrence Higgins Trust. She joined RUILS in June 2004 and has worked with service users to develop the services that RUILS currently offers. She has been instrumental in building RUILS' capacity, reputation and partnerships with other voluntary sector organisations and the Council.

Jackie Jones (Manager Direct Payment Support Service)

Jackie has worked in the field of Social Work for a number of local authorities and has been instrumental along with service users in developing the Direct Payment Support Service in Richmond. She has been at the forefront of this service for over 10 years and has a wealth of experience in supporting individuals to set up and manage their Direct Payments and access the Independent Living Fund. Jackie has led many innovative projects that have enabled individuals to make personal decisions around how they would like their support needs to be arranged.

Section 8: Financial Information

Predicting Trends in Income

Income	Current Position	Prediction of Trends	Action needed
Council Contracts	85% of income. Annually agreed. Can change services as long as delivering outcomes.	Reduction in Council Spending BUT Increase in the amount of work being done out of the Council.	Secure 3 year contract Look to secure 2 further contracts outside of Richmond Borough.
Grant Funding	2-3% of income. Current Grant ends April 2011	Reduction in grants available. Will fund individual start up projects.	Look at Grant funding for individual projects
Fundraising	0%	Need to increase this to 5%	Need to identify fundraising opportunities e.g. web-based, sponsorship & legacies.
Charged for services/publications	0%	Increase to 15% of our income	Agree charging strategy for Publications, paFinder online & Recruitment Handbook online
Commissioned Project Work	3%	Difficult to predict	Need to ensure that we keep RUILS at the forefront as we will be approached to do further project work.

Budget forecast 2010

		2010
Income	LBRuT Contracts	£ 360 443
	Other Grants	£ 10 000
	Balance carried forward	£ 45 000
	Commissioned Project work	£ 13 500
	Total	£ 426 293
Expenditure		
	Staff	£ 273 319
	Volunteer	£ 3 700
	Project Costs	£ 102 204
	Support Costs	£ 31 826
	Governance Costs	£ 2 300
	Total	£ 413 349

Section 9: Appendices

1. Current Organisation Structure



Organisational chart
july 2010.doc

2. RUILS Work Plan 2011-2012

This is a RUILS working document for staff and Board. It is located RUILS/Staff Admin/Workplans/FullWorkplan for RUILS

3. Document Control

Section updated	By whom:	Date:

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