

# *Independent Living Fund (2006)*

## *Business Plan*

*2010-11*

*We've helped  
over 46,000  
disabled people  
since 1988*



**independent  
living fund**

**Making choice real for disabled people**

The Independent Living Fund is an  
Executive Non-Departmental Public Body  
of the Department for Work and Pensions



*This business plan  
lays out our plan  
of action for the  
coming year.*

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# *Independent Living Fund (2006)*

## *Business Plan 2010-11*

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# *Foreword from the Chairman and the Chief Executive*

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As those charged with the stewardship of the Independent Living Fund, we are acutely conscious of the critical role that our organisation plays in supporting disabled people with high and complex needs to find ways of participating fully in community life.

The challenge facing all of us engaged in adult social care is that, while we increase our understanding of how to best remove the barriers that stand in the way of a full quality of life for disabled people, the competition for the available resources constantly increases too.

Many people have a direct interest in how well we confront this challenge. Our users, the Government, organisations of disabled people, and over 200 local authorities we work in partnership with are all entitled to expect us to account for how well we engage with and listen to our users, to manage their expectations and meet their needs. They also have a real interest in how efficiently we disperse taxpayers' money, how coherently we work with our partners, and the distinctive value we deliver.

Supporting our existing 21,000 users is our first priority, and ninety-six percent (96%) of the money we are allocated for 2010-11 helps them to meet their care needs, whilst providing employment for approximately 50,000 carers.

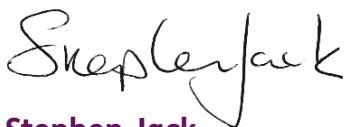
We have continued to keep our running costs under 3% of our total funding and intend to maintain this throughout 2010-11. We will examine ways of improving our administration and increasing efficiencies, all the while providing the best possible customer service.

Making best use of the remaining 1% of the funds presents the biggest challenge. In recent years demand has outstripped available funding, and we have had to progressively tighten our criteria. At the beginning of this business year, we restricted new applications to people in work. We appreciate that this created problems for some local authority partners with their own funding constraints, and disappoints disabled people who might have expected to join the ILF.

In the summer of 2009 we delivered a series of events to consult regularly with our users. These events focused on the 'Right to Control' and the 'Big Care Debate'. Over 600 users responded to our national questionnaire, and 124 users and their carers attended one of our eight consultation events across the country.

We have also embarked on a more comprehensive consultation exercise called “You Tell Us” held throughout the United Kingdom between March 2010 and January 2011. Through these events we seek the views, observations and opinions of our users, to enable us to better understand their needs, wishes and aspirations. As a result of our consultation programmes, we have improved the flexibility of our payment arrangements and learned much about our users’ hopes for personal budgets in the future.

This business plan lays out our plan of action for the coming year. We would be very pleased to hear from any individual or organisation with a shared interest that can work with us or add value to our efforts.



**Stephen Jack**  
Chairman



**Patrick Boyle**  
Chief Executive



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# About us

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*The Independent Living Fund (ILF) is an Executive Non-Departmental Public Body of the Department for Work and Pensions (DWP).*

Our role is to deliver discretionary payments direct to over 21,000 disabled people across the United Kingdom (UK), allowing them the choice and control to purchase personal care and domestic assistance and live independent lives in their communities.

We work in partnership with over 200 local authorities, providing a nationally consistent method for delivery of social care, achieving better outcomes for disabled people and enabling high quality independent living.

We operate from our central office in Nottingham, Equinox House, while also engaging over 80 self-employed social care professionals across the UK. Our assessors visit our users in their own homes to identify their needs in conjunction with local authority social services departments, and also deliver customer service visits.



*We work in partnership  
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# Background

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## Background and history

The ILF was established in 1988, pioneering the delivery of cash payments for individually tailored care and support packages for disabled people. We have developed strong partnerships with local authorities across the UK by jointly funding care packages since 1993.

We have made awards of almost £3 billion to over 46,000 disabled people since 1988.

## Current support

We offer a unique service to our users which extends far beyond the support typically available from local authorities acting alone, and beyond the efficient delivery of direct cash payments. We maintain close ongoing support to our users during their relationship with us. We visit new users at home after six months and then again at least every two years.

Our support ensures that our users' combined ILF and local authority funding continues to meet their needs and, where possible, their wider aspirations for independent living.

Through our help many disabled people, who might otherwise have been confined to their homes or continue living within institutional care, are able to live full lives in the wider community. In 2010-11 we will take part in the Government's 'Right to Control' Trailblazers, to give disabled people more choice and control over support they receive from the state.

Through ILF funding, many of our users choose to employ their own personal assistants to provide day-to-day care and assist them to achieve their independent living goals. According to our records our users employ an average of two to three personal assistants each. This equates to approximately 50,000 personal assistants, employed directly through ILF funding, representing a significant contribution to the economy.

We also support our users to meet and overcome the complex and sometimes daunting responsibilities of becoming an employer.

## Our service

The ILF is part of the benefit system and has a record of delivering cost-effective social care funding spanning 22 years. Over this period, we have developed considerable expertise in supporting independent living. Our priority remains to deliver an excellent service to our users, informed by their experiences of receiving our support.

We ensure that we deal efficiently with our casework and achieve consistently high levels of customer satisfaction. We have previously met the Government's Charter Mark standard in recognition of our commitment to excellent customer service. In 2010, we will be assessed against the Government's new standard, Customer Service Excellence.

Because we operate across the whole of the UK we recognise that we are ideally placed to make a significant and informed contribution to the overall independent living agenda. We also understand our responsibility to support the delivery and success of Government initiatives.

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# Our strategic context

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There is a strong and sustained movement across the UK towards increased empowerment for individuals in the way that they access and use public services.

In particular, disabled people have increased expectations for greater choice and control over the resources available to them, and for participation and inclusion in the community and within the workplace.

This momentum is being supported through several Government initiatives, which are providing impetus and direction for change. The ILF is aligning with our sponsor, DWP, and with the devolved administrations, to support and contribute to this agenda. These initiatives include:

- The Right to Control, including Trailblazers
- Putting People First, including personal budgets
- Social mobility
- Welfare to Work
- Localisation

We are committed to working closely with our partners, which include both central and local Government, to explore, test and co-produce the national components that a locally delivered system of the future will require.

With increasing demand and restricted availability of funding we are resolved to reform the core functions of the ILF so that we work in the closest possible harmony with other bodies supporting disabled people, and develop even more cost efficient ways of supporting our users.

We will strive to implement changes that are not only seen as practical and desirable but that will also command the support and respect of disabled people.

In a broader quality assurance process, we will also review and investigate whether outcomes sought by disabled people are being achieved in practice.

*Disabled people have increased expectations for greater choice and control over the resources available to them.*

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# *Our mission and core purpose*

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*We are committed to providing support to disabled people to enable them to live independently, allowing them full choice and control over their lives, and enabling them to achieve positive outcomes.*

## **Our mission is:**

### **Making choice real for disabled people**

We are a UK-wide Government body that makes cash payments directly to disabled people so they can purchase the care and support of their choice. We also work with local authorities and other partners to enhance the quality of independent living for those we support.

## **Our core purpose is to be:**

**A national resource dedicated to delivering financial support to disabled people and advancing standards of independent living.**

To help us deliver our mission and core purpose, we have devised a set of principles that underpin all of our work.

## **Our guiding principles are:**

- **To provide ILF users with opportunities to achieve full inclusion in society.**
- **To work in partnership within Government and with our other stakeholders to promote self-directed support across the UK.**
- **To ensure organisational capacity to deliver our current role and, in discussion and agreement with Government and other key stakeholders, develop the future role of the ILF.**

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# *Our values and behaviours*

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*The ILF shares core values with DWP.  
At all times throughout the year we will aim to be:*

## **Achieving the best**

- By delivering a high quality service to users based on their feedback and meeting our targets.
- By using resources efficiently, providing value for money and ensuring high standards of professionalism.

## **Respecting people**

- By responding to users' individual needs and recognising differences.
- By valuing the contribution of staff and assessors.

## **Making a difference**

- By focusing on the achievement of real outcomes for our users.
- By engaging positively with partners and stakeholders.

## **Looking outwards**

- By taking responsibility for making the wider system work through effective partnerships and support for others.
- By involving and speaking well of our customers, users, colleagues and stakeholders and being transparent in all our communications.

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# *Our wider contribution*

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*In addition to sharing our values and behaviours with DWP, we will also make a wider contribution to the Department's aims and objectives.*

## **Maximise employment opportunities for all**

Where the ILF supports people to make at least the first essential steps towards community and voluntary activity, ensuring that no one is written off and setting a vital example to others.

## **Promote independence and wellbeing in later life, continuing to tackle pensioner poverty and implementing pension reform**

Where established ILF awards continue beyond the age of 65, and allow older disabled citizens a means of using their Disability Living Allowance to enjoy the same opportunities as everyone else.

## **Equality of opportunity for disabled people**

Where ILF awards permit disabled people with complex and high support needs to exercise the same choices as everyone else.

We will also contribute to the Government's wider aims and objectives as well as those of the devolved administrations in Scotland, Wales and Northern Ireland.

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The Government also set 30 public service agreements (PSAs), spanning a number of Government departments, which set out the key priority outcomes the Government wants to achieve between 2008-11.

Through our work we are assisting with progress against each PSA listed below:

- **PSA Delivery Agreement 8**  
Maximise employment opportunity for all.
- **PSA Delivery Agreement 15**  
Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.
- **PSA Delivery Agreement 16**  
Increase the proportion of socially excluded adults in settled accommodation and employment, education or training.
- **PSA Delivery Agreement 17**  
Tackle poverty and promote greater independence and wellbeing in later life.
- **PSA Delivery Agreement 18**  
Promote better health and wellbeing for all.
- **PSA Delivery Agreement 19**  
Ensure better care for all.

We expect that cost control, continuity of investment, value for money, inclusion and social mobility will continue to be important aspects of any Government's agenda.

We are also acutely conscious that the new Comprehensive Spending Review period will present different challenges and objectives for the ILF to navigate over the next few years.

The ILF Trustees and Executive are keen to work with Ministers and by using our experience, will contribute to and develop systems and strategies in support of the Trailblazers in England.



*We are keen to work closely with a wide range of disability organisations across the UK that share our commitment to deliver improved personal choice and individual control for disabled people.*

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# Key relationships

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*To achieve our objectives we will work closely with Government and other partners and stakeholders to ensure that we are developing best quality services to support our users and other disabled people.*

## **Our stakeholders**

The Government – through **DWP, the Office for Disability Issues (ODI), the Department of Health, and the Department for Communities and Local Government** – has an interest in ensuring we deliver value for money, and play a strong role in delivering the reform of social care and independent living.

**The Scottish Executive, the Welsh Assembly and the administration in Northern Ireland** have a direct interest in ensuring that the contribution of the ILF supports policies within the different countries of the UK.

**Our existing users** have a strong interest in helping us deliver services that enable them to achieve the outcomes that matter most to them.

The majority of our awards have been made in partnership with **over 200 local authorities and trusts** through their adult social care managers. We will continue to work with them and their representative associations to transform service delivery to increase choice and control for our users.

**Organisations of disabled people, including Centres for Independent Living**, have an interest in ensuring that the ILF presents the highest standards of independent living, and that our policies and practices continue to develop and promote these.

We are keen to work closely with a wide range of disability organisations across the UK that share our commitment to deliver improved personal choice and individual control for disabled people.



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# *Our strategic aims*

2010-11

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## **Strategic aim 1**

### **Our services**

Deliver a high quality and efficient service to meet our performance targets and customer expectations.

## **Strategic aim 2**

### **Our users**

Work with our users to ensure their experiences inform our practices and to help them secure the independent living outcomes they seek to achieve.

## **Strategic aim 3**

### **Our partnerships**

Work in partnership with local authorities to develop greater alignment and simplification.

## **Strategic aim 4**

### **Our people**

Value and develop our people to ensure we have the right behaviours and skills to achieve our objectives.

## **Strategic aim 5**

### **Our resources and governance**

Ensure all of our resources are targeted effectively and used appropriately within a well-managed system of governance and control.

## **Strategic aim 6**

### **Our wider contribution**

Engage with our stakeholders to advance independent living opportunities for disabled people in the transformation of social care.

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# *Deliver a high quality and efficient service to meet our performance targets and customer expectations.*

**Strategic aim 1**  
Our services

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## To achieve this strategic aim we will:

- a** Deliver a high quality service against our published key performance targets, which are monitored by our Trustees, the ILF Executive and DWP.
- b** Deliver the highest standards of customer service to all our users, through a supportive and proactive use of new technology and effective management of our customer service standards.
- c** Ensure accessibility for all through our literature and internet based information.
- d** Maintain and further develop our high standards of initial customer contact to meet the needs and wishes of our users whilst maintaining the excellent work carried out by our dedicated caseworkers.
- e** Enhance our quality assurance systems to identify improvements to our processes.
- f** Introduce new technologies, and upgrade and enhance our core processing systems to increase efficiency, improve processing times and better manage the way in which we handle and process information.

### **a Deliver a high quality service against our published key performance targets, which are monitored by our Trustees, the ILF Executive and DWP.**

We will continue to measure our services against the key performance targets listed in figure 1 and agreed by DWP. A further level of internal management measures and controls, which all feed into our overall performance framework, supports these key performance targets.

By delivering against these targets, we will ensure that our users and partners all benefit from our quality-driven approach, and our ability to provide fast and accurate services. We will regularly review our performance against these targets by reporting and analysing the results in meetings with Trustees and the Executive, and with DWP, our stewardship and sponsor department.

In addition, the ILF will continue to improve internal reporting to measure performance. This will be made publicly available through the ILF website.

**[www.dwp.gov.uk/ilf](http://www.dwp.gov.uk/ilf)**

Our key performance targets	
<b>Service delivery</b>	Review visits to be undertaken and resulting work to be processed within 11 weeks of being raised.
<b>Quality</b>	Accuracy of award at least 96%, meaning we will correctly process our awards in terms of legislation, policy and process.
<b>Satisfaction</b>	At least 90% of users will rank our service as satisfactory or better.
<b>Value for money</b>	The ILF administration costs will be less than 2.85% of the total start of year budget agreed with DWP.

Figure 1

**b Deliver the highest standards of customer service to all our users, through a supportive and proactive use of new technology and effective management of our published customer service standards.**

We will develop our methods of communication by consulting widely with our users and introduce changes to our work management systems to provide greater responsiveness to individual user needs.

We will strive to ensure that all interactions with users add value to our business in meeting our customers' needs. Through this process, we will seek to continuously improve by building in efficiencies that are strongly focused on our customers' requirements. We will remove unnecessary duplication, and streamline our processes to deliver an accessible, timely, accurate and effective service.

**c Ensure accessibility for all through our literature and internet based information.**

We work hard to improve the accessibility of our information booklets and forms, and have attained the Crystal Mark accreditation from the Plain English Campaign for the clarity of our easy-to-read guide.

We will further improve and refine our literature and internet based information throughout 2010-11 using feedback from our users and their organisations.

We will continue to provide all letters, information booklets and literature in a range of concise and accessible formats including Braille, audio, large print, electronic formats and languages other than English on request.

**d) Maintain and further develop our high standards of initial customer contact to meet the needs and wishes of our users whilst maintaining the excellent work carried out by our dedicated caseworkers.**

Building on the work we have already undertaken, we will continue to assess and improve our customer service to provide a better-tailored response, based on the needs and wishes of our users.

We acknowledge that our users value the continuity of relationship with our caseworkers and assessors and we will ensure that any changes build on the excellent work already undertaken by our dedicated teams.

**Customer contacts**

Figure 2 gives a summary of the levels of contact we had with our users last year (2009-10).

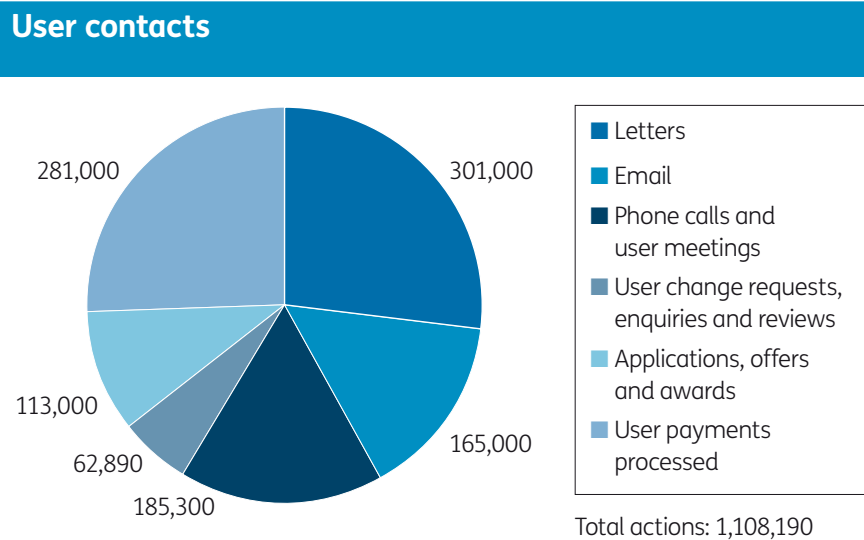


Figure 2

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## *Our quality target for 2010-11 is to meet a 96% accuracy rate for all user payments selected for authorisation.*

### **e Enhance our quality assurance systems to identify improvements to our processes.**

The ILF engages over 80 independent, self-employed assessors who regularly visit our users to assess their care and support needs. These assessors work closely with colleagues from local authority social services departments to ensure that the most effective and appropriate individual care package is discussed and agreed.

We have reorganised our internal management and team structures to enable us to more effectively manage the end-to-end casework process. These changes involve both our office-based staff and our self-employed assessors.

This integrated approach will enable us to apply uniform monitoring tools and consistent management initiatives, and deliver quicker and more accurate results for our users.

In 2010-11 we will review our full range of management controls and quality assurance systems for all our staff and our assessors, working across the UK. This work will inform our planned improvements programme for both customer service and organisational governance.

#### **Quality and efficiency**

It is vital that the quality of our work continues to meet high standards. To this end, our quality target for 2010-11 is **to meet a 96% accuracy rate for all user payments selected for authorisation.**

This means we will correctly process our awards in terms of legislation, policy and process, while working to improve this target.

We receive grants from DWP and, in Northern Ireland, from the Department for Social Development. It is important that our administration expenditure is controlled so that as much money as possible is made available to our users.

Over the last few years, we have spent less than three pence in the pound (3%) on administration, and this became a formal target in 2009-10. In recognition of the particular need for continued efficiency, we will continue to spend less than 2.85% in meeting our administration costs in 2010-11.

### Application review

Last year we introduced new application reviews after six months. We found from engagement with our users that the six-month point is an important stage in receiving payments.

The application review visits take place in the users' own homes, giving them the opportunity to discuss how we are meeting their needs and expectations. Local authorities are kept fully informed of these visits but are not required to attend.

These visits provide important assurances to both users and the ILF that things are working properly, and give us the chance to resolve any problems.

Following our review of this process, we will include more support and investigate issues around available and effective signposting to other services in the future. We will also use this important additional customer service to gain a better understanding of the impact our support has on independent living for our users.

### Biennial review

We have an established regular programme for reviewing users' support packages. Our assessors arrange visits with our users, in partnership with local authorities, to comprehensively review their package of support.

Our review visits are also an integral part of our governance measures to ensure the organisation has the necessary payment assurance in place and that our monies are appropriately and effectively targeted and managed.

**f Introduce new technologies, and upgrade and enhance our core processing systems to increase efficiency, improve processing times and better manage the way in which we handle and process information.**

We have developed our own user administration system to support all aspects of our casework and our customer service processes, and we will make sure this is kept up to date to provide effective and efficient Information Technology (IT) support to case workers and assessors.

We develop and improve the information on our website to keep users and stakeholders updated with information, and we are planning an online access portal – initially for our network of assessors and then once reviewed we will consider extending this to other key work groups.

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The web portal will allow our self-employed assessors across the UK to securely send their reports to our Nottingham office electronically, reducing turnaround time, and improving the accuracy and security of users' personal data.

IT equipment and standard software are maintained through a rolling upgrade programme. We will continue to maintain our data security and business continuity systems to ensure personal data is protected and customer service can continue in the event of any interruptions to normal working arrangements.

As well as focusing on the needs of our users, we will work to improve organisational efficiency by introducing key measures to assess our performance and the effectiveness of our processes. Our performance measurement system will be further improved to pinpoint where additional efficiencies can be made.

We have made significant advances with our new database and processing system, 'Ici', and aim to complete its development by the end of the year.

During 2010-11, we will undertake a full end-to-end review of all of our main operational processes and practices to ensure that what we do is focused on improved results and better outcomes for our users.

*During 2010-11, we will undertake a full end-to-end review of all of our main operational processes and practices.*



*We will continue to gather information through our experiential and satisfaction surveys, through personal contact and through feedback via living magazine.*

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*Work with our users to ensure their experiences inform our practices, and to help them secure the independent living outcomes they seek to achieve.*

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**To achieve this strategic aim we will:**

- a** Carry out surveys which measure user experience and act on the results.
- b** Continue to develop our user groups, to inform further improvements to our service, policy and practices, and our approach to involvement and co-production.
- c** Further develop our Advisory Group of users and disabled people's organisations to assist ILF Trustees and the Executive to inform and develop future plans.

**a Carry out surveys which measure user experience and act on the results.**

We place great importance on gathering the views and opinions of our users, and using this information to improve the quality and efficiency of our service to them.

In line with our customer service strategy, we will continue to gather and collect information through our experiential and satisfaction surveys, through personal correspondence and contact and through feedback via **living** magazine. We will publish our findings on our website.

We will effectively monitor and review all complaints including any cases that require further formal consideration by senior management or Trustees. We will use this information to improve our systems and processes to provide a better service for our users and other stakeholders. The results of this information will ensure that we continue to meet our users' needs and expectations, and enable us to assess the differences our activities make to our users' lives.

**b Continue to develop our user groups, to inform further improvements to our service, policy and practices, and our approach to involvement and co-production.**

We will improve our organisational decision-making by listening to our users' through an agreed strategic position on co-production.

We plan to improve our engagement with users by including them in stakeholder boards such as the editorial board of our in-house magazine **living**.

We have also designed our regional strategy to maximise user engagement by continuing our programme of regional user consultation events across the UK.

**'You tell us' programme**

During last year's successful consultation on the Right to Control and the Big Care Debate, one message came across loud and clear: our users want more opportunities like this to meet face-to-face.

In response, we are delivering a series of meetings with our users across the UK. These events will give our users a chance to have their say about ILF developments, and to meet our staff and other ILF users.

We notify our users in advance of each event and consider their accessibility requirements to encourage as many users as possible to attend.

In this way and by further developing and analysing our users' experiential surveys, we will improve how we capture our users' views and needs. We will use these methods to better understand how we assist our users to achieve positive outcomes and their goals of independent living.

**ILF assessors**

Our self-employed assessors are a vital link between the ILF and our users.

Our assessors all hold a social work or equivalent professional qualification, and have face-to-face contact with our users. They are skilled in discussing the needs of our users and their individually tailored care and support packages.

As part of our programme of ongoing development, we will make qualitative improvements to the work of our assessors by gathering user feedback, improving our recruitment and selection processes, and by ensuring our assessor induction training is relevant and appropriate.

**"You tell us" timetable**

**April 2010**

Wrexham, Ipswich and Blackpool

**May 2010**

Edinburgh

**June 2010**

Exeter

**July 2010**

Aberdeen

**September 2010**

Cardiff

**October 2010**

Belfast

**November 2010**

Newcastle

**January 2011**

Nottingham

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**C Further develop our Advisory Group of users and disabled people's organisations to assist ILF Trustees and the Executive to inform and develop future plans.**

*Our self-employed assessors are a vital link between the ILF and our users.*

'Making choice real for disabled people' requires us to understand and capture the very best advice and guidance from all our partners engaged in reforming the delivery of social care and independent living.

Our Advisory Group consists of two Trustees, four of our users and four representatives from user-led bodies, to help us ensure that we talk to the right people, ask the right questions, gain appropriate insights, use sound methods of involvement and consultation and properly interpret what we are told. We will further develop this group to ensure that our policies and processes remain both informed and relevant.

We will ensure that our decisions are informed by the groups recognised in our single equality scheme (SES), and include our users in producing equality impact assessments.

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## *Work in partnership with local authorities to develop greater alignment and simplification.*

**Strategic aim 3**  
Our partnerships

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### To achieve this strategic aim we will:

- a** Focus more strongly upon personal outcomes.
- b** Support the introduction of personal budgets.
- c** Revise our arrangements for users to contribute to their awards.
- d** Increase flexibility for our users.
- e** Develop and introduce a new protocol between the ILF and all local authorities to agree and implement best practice within the award process.
- f** Help to make the Right to Control Trailblazers a success.

#### **a Focus more strongly upon personal outcomes.**

We are well advanced in our plans to focus more strongly upon the outcomes that our users want to achieve, rather than exclusively upon a list of tasks for personal care and domestic assistance. We intend to introduce some extra flexibility both in the list of tasks, and in the way that we permit users to spend their awards.

#### **b Support the introduction of personal budgets.**

The personalisation agenda in England is being advanced through the Department of Health's 'Putting People First' initiative, which extends personal budgets to people who receive support from adult social care services in local authorities. The ILF will support this initiative and similar developments elsewhere in the UK by ensuring that where local authorities are able to offer personal budgets to people who are also ILF users, they will have no difficulty in bringing their ILF funding into the new arrangements.

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**c** **Revise our arrangements for users to contribute to their awards.**

New ILF awards are essentially joint awards with the relevant local authority. At present, both partners in the award make a charge to the user. We shall investigate an approach in which the ILF makes a standard deduction from benefits leaving the local authority free to assess a single appropriate charge.

**d** **Increase flexibility for our users.**

We know from our consultations with our users that some people would welcome greater flexibility to receive and spend their awards in ways that meet their particular needs, and which fit more neatly with the arrangements adopted by their local authority.

We have already extended the period through which users can retain unspent monies, and the time before awards need to be suspended when the user goes into hospital, as well as allowing averaging of awards

over the year. We intend to explore the notion of a more enduring award that does not require adjustment as often as at present.

**e** **Develop and introduce a new protocol between the ILF and all local authorities to agree and implement best practice within the award process.**

Our users have a right to expect that the two sources of funding (ILF direct payments and local authority care and support) communicate well with each other, take consistent positions in discussions and arrangements with users, and try to make the joint award as simple, flexible and user-friendly as possible. This is especially important as we try to support users to receive personal budgets if they want them.

We are developing a protocol that local authorities and ourselves can sign up to, which enables us to influence, develop and deliver agreed good practice.

**f** **Help to make the Right to Control Trailblazers a success.**

The ODI has approved eight areas – known as Trailblazers – in England to trial the new Right to Control (R2C) for disabled people. It will test out different ways of grouping funding from several streams so that users can use their money more flexibly.

We are pleased to have played a significant part in the development of the Trailblazers and are working with all the local authorities to support this activity.

Within Trailblazers, the ILF will be granted additional powers to enable its policies to fit even more closely with adult social care, in particular in supporting outcomes and enabling payments to be made more flexibly to both our new and existing users in the Trailblazers. We shall keep all our users in Trailblazer areas well informed about these developments.

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# *Value and develop our people to ensure we have the right behaviours and skills to achieve our objectives.*

**Strategic aim 4**  
Our people

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## **To achieve this strategic aim we will:**

- a** Review and where necessary reorganise our structure to meet the challenges outlined in this business plan.
- b** Ensure our managers and staff are well informed, supported and developed.
- c** Encourage all our staff to embrace change and support them through it.
- d** Develop a performance and development strategy that drives the activities of management and staff.
- e** Provide equal opportunities for all and embrace diversity as one of our main cultural assets.

### **a Review and where necessary reorganise our structure to meet the challenges outlined in this business plan.**

To meet the challenges within our changing workload, our enhanced external focus and remit to advance the standards for independent living, we have reorganised and restructured our organisation. We have done this and balanced it with achieving results whilst maintaining and improving our high standards of customer service.

We will continually review and refresh our structure to meet our targets, Government reforms, and the challenges of new technologies and different ways of working, while retaining flexibility to adopt and embrace change.

We also aim to use our unique position to influence and add value to the wider social care and independent living agenda. We will do this by working closely with our partners and key stakeholders, and promoting the views, experiences and aspirations of our users.

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*Our leadership and coaching programmes will continue to provide our staff with the necessary skills to develop their careers.*

---

**b Ensure our managers and staff are well informed, supported and developed.**

We will produce a detailed learning and development plan for our employees. Our leadership and coaching programmes will continue to provide our staff with the necessary skills to develop their careers and meet the challenges and needs of the business.

We will develop a communications strategy to ensure that we continue to engage with our staff, and keep them briefed and informed of developments within our organisation.

Our staff will continue to be involved in the development of our business plans – their feedback will help management to decide how best we can achieve our organisational aims.

Open dialogue with our staff representatives in the Public and Commercial Services Union (PCS) will be an integral part of keeping our staff informed on significant changes.

PCS are invited to attend our monthly Executive Management and Operations Management Board meetings.

We also hold regular joint negotiating committee meetings and provide both staff and their representatives access to the organisation's decision-making processes.

Improvements in IT and in particular Management Information Systems (MIS) will provide managers with important, accurate and timely data to manage teams more effectively.

**c Encourage all our staff to embrace change and support them through it.**

Through our leadership programme, we will continue to provide managers with the skills to understand how they contribute to developing choice, support and independence for disabled people. We will provide employees with an awareness of the changing social care agenda and what it means for the ILF.

We will undertake a staff survey in 2011 and benchmark the results against the 2009 staff survey. In addition, we will continue to measure our progress against our recent attainment of the Investors in People (IiP) bronze standard to ensure that we build on our strong performance in this area.

**d) Develop a performance and development strategy that drives the activities of management and staff.**

During 2009-10, we implemented revisions to our performance management system (PMS). The system defines a consistent set of measures against which all staff performance is reviewed. These measures were developed against the ILF core values and capture the skills and behaviours the organisation needs to meet its business objectives.

The system is structured to ensure that an individual's performance is reviewed and reported regularly and consistently throughout the year, and on a one-to-one basis between manager and staff. The process of 360-degree feedback will be introduced in 2010 to further enhance the system.

The ILF has created a coaching and feedback culture. All employees will have access to a coach and are supported in career management through a number of tools and processes including the ILF skills matrix.

**e) Provide equal opportunities for all and embracing diversity as one of our main cultural assets.**

We will ensure that actions outlined in our single equality scheme are achieved. We will work to maintain the Jobcentre Plus 'two tick' accreditation symbol in recognition that we are positive about disability and strive to set a good example in the employment of disabled people. We will work with recruitment agencies that specialise in equality and diversity.

We will also conduct an equal pay review to ensure we fully reflect equality legislation and continue to be fair.

Equality and diversity training will be provided to all employees, and visits to Portland College (a specialist residential college for people with disabilities and learning difficulties) will continue to help our employees better understand the needs of disabled people.

We plan to further develop this programme through work placements for disabled people and we will continue to identify further options for employees to have greater contact with our users and other disabled people.



*We are positive about disability and strive to set a good example in the employment of disabled people.*

---

# *Ensure all of our resources are targeted effectively and used appropriately within a well-managed system of governance and control.*

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**Strategic aim 5**  
Our resources and  
governance

## To achieve this strategic aim we will:

- a** Manage administration expenditure within budget.
- b** Effectively procure goods and services, and regularly review the key service providers for the organisation.
- c** Improve management information through the creation of an internal research unit to assist effective decisions on use of resources.
- d** Ensure that we have in place strong systems of internal control.
- e** Ensure that we have effective risk management arrangements.
- f** Ensure that we have plans in place to deal with any incident that might jeopardise the delivery of our business.
- g** Carry out effective internal and external audit programmes and follow up on key issues with the Executive and the Audit Committee.

## **a** Manage administration expenditure within budget.

The Resources Director has overall responsibility for managing expenditure within budget and providing advice and support to budget holders. The budget is set by the Executive, approved by the Board of Trustees, and reviewed by DWP as our sponsor Department.

In order to ensure that public money is used for supporting disabled people as intended, administration costs are closely managed to provide value for money. Our target for 2010-11 is to continue to hold our administration expenditure below 3% with a published target of 2.85% of total funding provided year on year.

Budgets are allocated to individual budget holders who sign an annual delegation letter and provide regular expenditure and forecast information. The Accounting Officer supported by the Executive reviews expenditure on a monthly basis, and formal reports are provided to the Board of Trustees and DWP every quarter.

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*Our users regularly tell us that we make a significant difference to their lives. We try to improve our understanding of exactly how through surveys and engagement work.*

---

**b Effectively procure goods and services, and regularly review key service providers for the organisation.**

A procurement manager, formally accredited with the Chartered Institute of Purchase and Supply (CIPS), oversees procurement of all goods and services.

Our procurement policy positively encourages tenders from employers of disabled people and the procurement manager ensures regular contract reviews are carried out with key suppliers.

The ILF has reviewed and updated its procedures to include the provisions required by Cabinet Office, which involves Ministerial Oversight and where certain triggers are exceeded, Gateway Reviews.

**c Improve management information through the creation of an internal research unit to assist effective decisions on use of resources.**

Our users regularly tell us that we make a significant difference to their lives. We try to improve our understanding of exactly how through surveys and engagement work.

We have developed an internal research unit to gather information on the impact of our funding has on our users, their families, carers and to wider society.

Developing our knowledge of our user base, how we are performing and how this information fits into the wider context of social care, will enable us to develop services and target our resources more effectively.

We supply our managers with regular information on performance and resources. The ILF management information system has been reviewed and updated to improve our analysis and better inform our policies and decisions. A key component of this has been to simplify and publish data in an accessible and useable format.

Performance information will be maintained across a number of statistical measures to support our key performance targets, agreed with DWP. This information also supports our internal management targets and provides data, which may also be of external interest – for example, unit administration costs or risk and control statistics.

**d Ensure that we have in place strong systems of internal control.**

As an integral part of delivering service improvements, we will continue to operate sound mechanisms of internal control. Where possible, we integrate our governance, business planning, risk management and other control assurance mechanisms to prevent duplication of effort and ensure governance issues relate coherently and seamlessly to the business.

The Board of Trustees has responsibility for maintaining sound systems of control to address key risks and ensure that the requirements of the constituting ILF documents (the Trust Deed, the Conditions of Grant Agreement, and the ILF Management Statement) are met.

The Chief Executive, as Accounting Officer, has responsibility for maintaining a sound and robust system of internal control that supports

the achievement of our aims, policies and objectives. The Chief Executive also has a responsibility for safeguarding the public funds and assets of the ILF.

The Accounting Officer is required to produce an annual statement on internal control (SIC) to accompany our end of year financial accounts. The statement must give assurance to the Principal Accounting Officer of DWP about the effectiveness of the internal control systems. This in turn provides assurance to Parliament, key stakeholders and the public that the organisation's corporate governance arrangements are robust and effective in delivering its published business plan objectives, and in safeguarding public funds.

A key area for financial control is the recovery of grants from individuals. This area of work is managed on a day-to-day basis by a dedicated team, and regular reports are provided to the Executive, the Payment

Security Board and the ILF Audit Committee to provide assurance that the work is well-managed and public funds are protected. Grant recovery information is also provided in the audited annual accounts.

Both internal and external auditors will provide assurance on the effectiveness of our systems independently. Our internal audit programme is agreed on an annual basis by our Audit Committee, which comprises members of our Board of Trustees.

On behalf of the Board of Trustees, the Audit Committee reviews the adequacy of:

- the strategic processes for risk, control and governance, and the Statement of Internal Control
- the accounting policies, the accounts and the annual report, including the process for review of the accounts prior to submission for audit, levels of error identified and management's letter of representation to the external auditors

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## *All bulk and sensitive external data transfers are governed by a strict data transfer policy.*

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- the planned audit activity and results of both the internal and external audit
- management responses to issues identified by audit activity including the external audit's management letter
- assurances relating to the corporate governance requirements for the organisation
- anti-fraud policies and whistle-blowing processes.

### **e Ensure that we have effective risk management arrangements.**

We regularly review the principal strategic risks that both threaten the achievement of our policies, aims and objectives and/or provide ILF with opportunities to change and develop the business. Our system of internal control is based on ongoing risk management processes, including advice and guidance from DWP. It also identifies the controls in place to manage those risks at three key levels:

- Strategic level – key risks identified and managed by the Executive and reviewed by the Audit Committee.
- Directorate level – key risks identified and managed by directors and their management teams.
- Programme and project level – key programme and project risks. Risks that potentially undermine the identified outcomes of a programme or project are reported through the sponsoring director to the ILF's Executive Board, which may consider these risks for inclusion in the ILF's strategic risk register.

To ensure that data security continues to conform to Cabinet Office guidance, we have introduced a series of additional measures. We have improved our access control and clear desk policies, to ensure that our building is secure, and all data and files are locked away at the end of each day.

All bulk and sensitive external data transfers are governed by a strict data transfer policy. These data transfers cannot be undertaken until the required transfer request is authorised by the individual information asset owner, assessed by our information technology team and authorised by the ILF Senior Risk Information Owner (SIRO) prior to dispatch.

These procedures were audited in 2009-10 and discussed at the ILF Audit Committee; there is also an Information Security update as a standing item to Audit Committee. These measures ensures that our policies and progress continue to be appropriately managed, reported on and fit for purpose.

*These improvements will enhance our ability to recover from a business-wide disruption and enable us to recover our business systems more quickly.*

We will improve the security of our IT systems in 2010 by introducing thin client technologies and working towards access to the Government Secure Intranet (GSI). Thin clients will remove the hard disk drives from our offices and centralise our data to our secure IT server room, while the work leading to a decision on the installation of GSI will enable the ILF to implement additional security measures through the development of the project.

**f Ensure that we have plans in place to deal with any incident that might jeopardise the delivery of our business.**

There is a constant need to analyse risks – small and large – that could disrupt our business. Our primary aim is to safeguard our people and ensure that we are in a position to continue to deliver our business to our users.

Part of managing our risk portfolio is to have adequate and appropriate plans to recover our business in the event of a serious incident.

As part of our ongoing commitment to business continuity throughout 2010-11, we are implementing new technologies, which will improve our resilience and place a strong emphasis on maintaining our core systems required for day-to-day business.

The planned improvements (virtual servers, and thin client technologies) will enhance our ability to recover from a business-wide disruption and enable us to recover our business systems more quickly than is presently available.

**g Carry out effective internal and external audit programmes and follow up on key issues with the Executive and the Audit Committee.**

The National Audit Office is the statutory auditor for the ILF as an Executive Non-Departmental Public Body of DWP, and we agree an annual audit programme with them that covers all aspects of the formal reports and accounts, to ensure full public accountability for the funds provided by Government.

In addition, we have contracted a professional internal audit service with RMS Tenon, which will deliver approximately 50 days of internal audit work on key processes, and provide regular reports and an annual internal audit report to the Accounting Officer and the Audit Committee.

The Trustees have appointed an Audit Committee to advise both the Accounting Officer and the Board of Trustees, with terms and conditions satisfying the requirements for governance of public bodies.



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# *Engage with our stakeholders to advance independent living opportunities for disabled people in the transformation of social care.*

**Strategic aim 6**  
Our wider contribution

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## To achieve this strategic aim we will:

- a** Support the transformation of social care.
- b** Take responsibility for making the wider system work through effective partnerships and support for others.
- c** Make a positive contribution towards national consistency in the implementation of the personalisation agenda.
- d** Present a strong corporate identity as a key player in the delivery of social care.

### **a** Support the transformation of social care.

The transformation of social care is fundamental for choice and control for disabled people. By continuing to invite experts to speak to our Trustees and Executive Boards, our Advisory Group, and working with our staff and assessors, we will increase our awareness of the challenges and opportunities the ILF faces.

Our work will support the ODI's vision for disabled people in Britain: to have the same opportunities and choices as non-disabled people to improve their quality of life, and be respected and included as equal members of society. This is outlined in the ODI's Roadmap 2025, which sets out the Government's vision for equality for disabled people.

Increasingly our users seek more flexibility in how they use their awards, so we will look at how we can ensure that funding relates to the outcomes they seek. We will work closely with our users, and explore ways to agree with our local authority partners the processes and arrangements that are most likely to achieve this.

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*We will offer a focal point for national consistency as well as playing a part in identifying best and common practice.*

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**b Take responsibility for making the wider system work through effective partnerships and support for others.**

Towards the end of the last financial year, the previous government took steps to restrict growth in ILF funding, which meant that the ILF was running at capacity. To remain within budget the Trustees agreed to take some exceptional decisions, which included restricting new applications to the ILF to people in work of at least 16 hours per week.

In over 20 years of operation this had never previously been necessary and the trustees were deeply disappointed to be in the position of having to make this decision.

Whilst the budget available for the ILF to support people with high and complex needs for 2011-12 is not yet determined, Government will consider this as part of this year's spending review process.

The trustees will endeavor to introduce and discuss a reformed model of support that enables us to primarily protect and support existing users whilst (and where funding permits) potentially exploring a means of accepting a limited number of new users by specific agreements with local authority partners, focused on those people who can best benefit from our support

As a national organisation responsible for advancing independent living, we can do more to help the wider social care system work more efficiently in its delivery of personalised support.

We want to re-examine the joint processes we have with local authorities to assess and maintain our users' awards. This will include looking at respective charging arrangements, the needs assessment process, how ongoing support can be strengthened, and making use of pilot work with local authorities.

We shall assist the ODI in their preparation for the Right to Control Trailblazers and participate when they start in December 2010.

The Trailblazers are a major opportunity to demonstrate how the delivery of adult social care can benefit even more strongly from the degree of national consistency and quality that the ILF can offer.

Our work to develop a revised model of funding for new users will be taken forward with the help of our Advisory Group, our users and their organisations, and local authorities and their representative bodies, with a view to having a revised approach agreed with ministers and in place through revised powers for the ILF in 2011-12.

**c Make a positive contribution towards national consistency in the implementation of the personalisation agenda.**

We are keenly aware that both the ILF and our local authority partners are grappling with some challenging issues as we seek to transform services for self-directed support. These include how to assess needs, allocate resources, and develop arrangements for support planning, advocacy and brokerage.

These include how to assess needs, allocate resources, and develop arrangements for support planning, advocacy and brokerage.

Because local authorities have to provide funding to each user to at least the “threshold sum”, the ILF award ensures that a combination of ILF and local authority funding supports the very best national practice in independent living for our users.

We shall continue our consultation through local authority study days, user events and developing options to pilot new ways of working.

This may also involve working closely with DWP towards specific revisions in our Trust Deed to give the ILF Trustees the necessary powers to enable agreed changes to be implemented.

**d Present a strong corporate identity as a key player in the delivery of social care.**

Our strategic direction requires a strong corporate image to run alongside it. We will continue to implement and further expand the use and recognition of our new visual identity across all of our communications and stationery.

We will identify and analyse the relationships we have with other partners and stakeholders to enable us to effectively plan and deliver an external focus and ensure we have a voice in the ongoing debate about social care delivery.



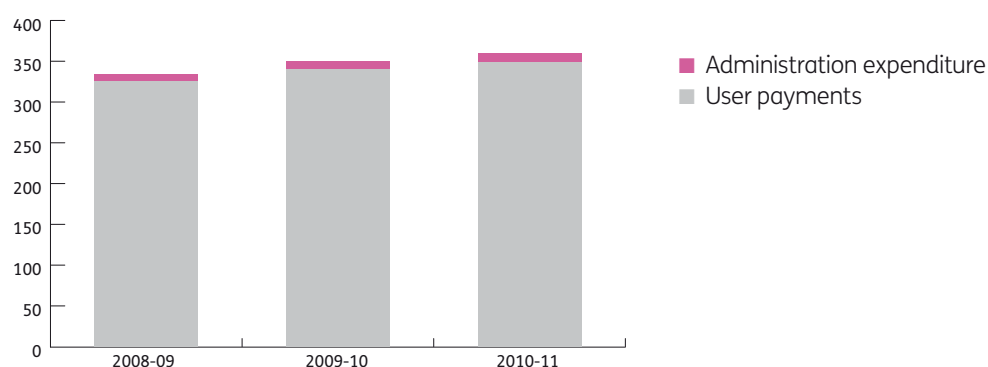
*A combination of ILF  
and local authority  
funding supports  
the very best  
national practice in  
independent living  
for our users.*

# Resource plan

## Financial resources

Financial year	User payments (£ million)	Administration expenditure (£ million)	Total expenditure (£ million)	Administration proportion
2010-11 (Target)	349.3	9.9	359.2	2.8%
2009-10 (Actual)	340.7	9.4	350.1	2.7%
2008-09 (Actual)	325.3	8.8	334.1	2.6%

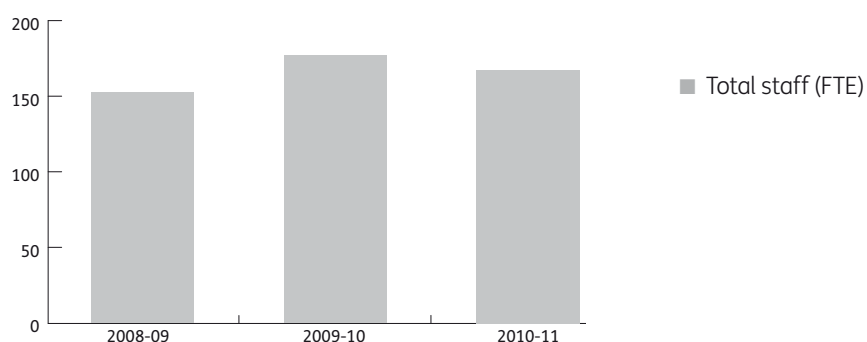
## Expenditure 2008-11



## Staff resources

Financial year	Customer service	Support	Total FTE	Sickness absence level
2010-11 (Target)	117.7	49.7	167.4	Less than 9
2009-10 (Actual)	122.3	45.4	167.7	8.6
2008-09 (Actual)	109.5	43.0	152.5	8.3

## Total staff - Full time equivalent (FTE)



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# Looking ahead

A forward look by  
the Chief Executive

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These are challenging times for organisations seeking to remove the financial and structural barriers, which stand in the way of disabled people leading the lives they wish to lead.

Recently, to ensure the ILF does not overspend, we had to make difficult decisions about who can apply for ILF support. Naturally, our primary focus was to protect our existing users' funding.

I believe that with our 21,000 users and 21 years of experience, the ILF has a role to play in the wider consultation and debate about the future provision of independent living. I am delighted with our strong consultation arrangements: regular meetings with our contact officers in every local authority; user events planned throughout 2010-11 across the UK; and our Advisory Group meetings, comprising users and representatives from disabled people's organisations.

As partners with local authorities, we see our future role as ensuring a combined and simplified service for our users. But our users also tell us that our focus on independent living, national standards and consistency, portability of awards, and stability of case management need to be preserved within an integrated care system.

We are committed to personal budgets that offer the flexibility many of our users tell us they want. We can play a full part in establishing an effective model for personal budgets worthy of extension in due course to all parts of the UK.

The Right to Control Trailblazers will also provide a great opportunity for real progress towards a more integrated support system, with choice and control for recipients of adult social care.

People who know the ILF are in no doubt about our commitment and determination to work with our users towards further improvements, and extend our help and support to as many people as possible. We know from the countless stories that we hear from our users, and their friends and carers, what a difference ILF funding can make. It is quite possible that we could see sustainable progress towards a more cohesive system based on choice and control, focused on positive outcomes for disabled people.

I hope that our determination and experience, increased collaborative working and extensive consultation, will help the ILF play a key part in supporting a vision of fully inclusive lives in the community for disabled people.



**Patrick Boyle**  
Chief Executive

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# ILF Trustees

## Annex A

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**Stephen Jack**  
Chairman



**Peter Cooke**  
Vice Chairman



**Margaret McGlade**  
Trustee



**Yogi Amin**  
Trustee



**Susan Winterburn**  
Trustee



**Nick Danagher**  
Trustee



**Mike Boyall**  
Treasurer and Chairman of  
the Audit Committee



**Sally Sparrow**  
Chairman of the HR Committee  
and User Personal Care Committee



**Marie Martin**  
Trustee

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# Executive Board

Annex B

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**Patrick Boyle**  
Chief Executive



**James Sanderson**  
Chief Operating Officer and  
Deputy Chief Executive



**Steve Jarratt**  
Resources Director



**John Denore**  
Operations Director



**John Fuller**  
Strategy & Communications Director



**Gillian Smith**  
Human Resources Director



**Jesse Harris**  
Social Work Director



**Roland Knell**  
Information & Governance Director

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# *ILF Audit Committee*

Annex C

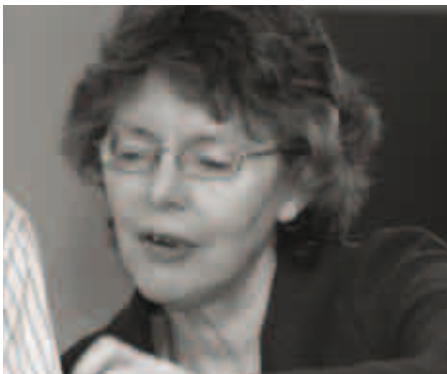
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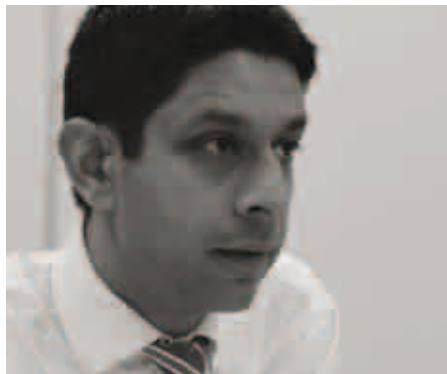
**Mike Boyall**  
Chairman



**Peter Cooke**  
Member



**Margaret McGlade**  
Member



**Yogi Amin**  
Member

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# Contact details

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## **Independent Living Fund**

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Fax: 0115 945 0948  
Email: [funds@ilf.org.uk](mailto:funds@ilf.org.uk)

## **living magazine**

If you have any questions regarding **living** magazine, please email: [living@ilf.org.uk](mailto:living@ilf.org.uk)

## **Advisory Group**

You can contact the Advisory Group at:

Tel: 0115 945 0792  
Email: [advisory.group@ilf.org.uk](mailto:advisory.group@ilf.org.uk)



[www.dwp.gov.uk/ilf](http://www.dwp.gov.uk/ilf)



the  $\mathbb{R}^n$ -valued function  $\mathbf{f}$  is a solution of the system (1) if and only if  $\mathbf{f}$  is a solution of the system (2).

Let us assume that  $\mathbf{f}$  is a solution of the system (2). Then, for any  $t \in \mathbb{R}$ , we have

$$\mathbf{f}(t) = \mathbf{f}(0) + \int_0^t \mathbf{f}'(s) ds = \mathbf{f}(0) + \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

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