

Independent Living Fund

Business Plan 2011-12

Achieving better outcomes for disabled people and enabling high quality independent living

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

Contents

Foreword from the Chairman and the Chief Executive	4
About us	6
Background	8
Our mission and core purpose	10
Our values and behaviours	11
Key relationships	12
Our strategic aims 2011-12	13
Strategic aim 1: Delivering services	14
Strategic aim 2: Actively engaging	18
Strategic aim 3: Shaping a future model	20
Strategic aim 4: Developing people	22
Strategic aim 5: Effectiveness and accountability	26
Resource plan	31
Annex A – ILF Trustees	32
Annex B – Senior Management Board	33
Annex C – ILF Audit Committee	34
Contact details	35

Foreword from the Chairman and the Chief Executive

The ILF has a strong reputation for the effective delivery of high quality services for disabled people. We are proud that the support we provide assists our users to achieve their independent living outcomes and the high level of positive feedback we receive from them supports this position.

The Minister for Disabled People has committed to support our existing users throughout the period of the comprehensive spending review (CSR) 2011-15 and to initiate consultation on the future of the ILF beyond this period.

It is important that we continue to develop and improve the services we provide and actively engage in the wider debate about future funding arrangements in disability support and adult social care in light of this commitment.

As with many other parts of the public sector the ILF faces financial restrictions and a call to deliver greater efficiency and value for money.

To manage within our allocated budget for 2011-12 we remain closed to new applications. We are acutely aware of the disappointment this causes for those who would previously have received our funding to meet their independent living needs. We will consult with our key stakeholders to better understand the impact of closure to new applicants and we will use the output from this work to inform the debate on our future direction.

In 2011-12 we will reduce our administration costs to below 2.5% of total expenditure. At the same time we will increase payments to our users by £1.4 million. We aim to reduce our head count, primarily through voluntary means and further reduce our overheads and fixed costs by releasing office space and improving efficiency in our business systems and processes. These measures will enable us to meet our efficiency targets and redirect resources to disabled people. We aim to achieve these reductions with no loss or disruption to the quality or timeliness of our customer services.

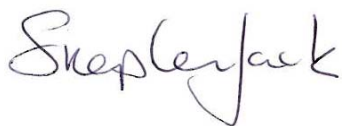
The ILF is no stranger to change, and over many years has demonstrated its ability to respond in an innovative, flexible and

positive way. Throughout this period of change our key priorities are as follows:

- Maintain delivery of high quality services and support our users;
- Actively engage with our users and key stakeholders, ensuring that their views and our combined expertise influence the changing landscape of disability support and adult social care;
- Delivering services that are greater value for money, achieving our financial targets and redirecting resources to disabled people;
- Redesigning the organisation to reflect a changing workload and supporting our people through the change process; and
- Work closely with our sponsor team at the DWP to contribute effectively to their business plan objectives for wider consultation to provide sustainable funding for independent living and assist with the Right to Control Trailblazers.

As ever, our primary focus will be continuing to support our 20,000 users through the challenges that we face together. We will provide appropriate communications mechanisms to ensure that their views and insights are heard by those undertaking consultation and gathering information in relation to both the ILF and changes in adult social care.

We are committed to working in partnership with Government, local authorities and the devolved administrations to inform the successful development of a sustainable model to support independent living beyond 2015, and to maintain high levels of support for our users throughout this period.



Stephen Jack, Chairman



Patrick Boyle, Chief Executive

About us

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 some 20,000 disabled people across the United Kingdom (UK), allowing them the choice and control to purchase personal care and other support services to 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, and also engage 77 self-employed social care professionals across the UK. These independent assessors visit our users in their own homes to identify their needs in conjunction with local authority social services departments.

Background

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 more than £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, visiting them at home 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.

We recognise that we occupy a unique place within both the social care and benefit systems, and that we are well placed to demonstrate how social care and DLA funding can work together in a nationally consistent way in the user's best interest.

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 began work in the Government's Right to Control Trailblazers, to give disabled people more choice and control over support they need. 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 45,000 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 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. In recognition of our commitment to excellent customer service, in 2010 we achieved the Government's Customer Service Excellence standard. We will build on this achievement in 2011-12.

As a UK wide organisation 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.

Our mission and core purpose

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.

We will continue to apply our expertise along with our users' insights to assist in the development of a future model that enables disabled people with high support needs to lead full lives in society.

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 key 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 a sustainable future model for independent living

Our values and behaviours

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 our 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 our users' individual needs and recognising differences.
- By valuing the contribution of our staff and our independent 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.

Key relationships

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 the DWP, the Office for Disability Issues, 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 agenda for social care and independent living.

The Scottish Government, 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.

Our strategic aims 2011-12

Strategic aim 1 - Delivering services

Deliver a high quality and efficient service to our users, which is informed by their experience and assists them to achieve their independent living outcomes.

Strategic aim 2 - Actively engaging

Engage with disabled people, their organisations and key stakeholders, ensuring their views and our combined expertise influence the changing landscape of disability support and adult social care.

Strategic aim 3 - Shaping a future model

Work in partnership with Government, local authorities and devolved administrations to inform the development of a sustainable model to support independent living.

Strategic aim 4 - Developing people

Value and develop our people and refine our organisational structure and culture to ensure we have the capacity, skills and behaviours necessary to achieve our objectives.

Strategic aim 5 - Effectiveness and accountability

Deliver services that are greater value for money and achieve our financial and key performance targets.

Strategic aim 1 - Delivering services

Deliver a high quality and efficient service to our users, which is informed by their experience and assists them to achieve their independent living outcomes.

To achieve this strategic aim we will:

- a Deliver against our published key performance targets that are monitored by our Trustees, the Executive Board and DWP.
- b Develop a revised operating model through consultation with our users and key stakeholders.
- c Deliver the highest standards of customer service, to add real value, while maintaining our Customer Service Excellence standard.
- d Continue to improve our systems and processes to drive organisational efficiencies, increase productivity and improve communications whilst applying the provisions within the Equality Act and our Single Equality Scheme.

a Deliver against our published key performance targets that are monitored by our Trustees, the Executive Board and DWP.

The ILF has established performance standards agreed with the DWP. During 2011-12 we will continue to meet the agreed standards listed in figure 1 and will also seek to further improve our performance by setting challenging internal performance indicators for us to achieve. We will work to establish improved management information systems that enable our Trustees, the Executive Board and DWP to be suitably assured that performance standards are being met.

Figure 1

Our key performance targets

Service delivery	Review visits to be undertaken and resulting work to be processed within 11 weeks of being raised.
Quality	Accuracy of award at least 98%, meaning we will correctly process our awards in terms of legislation, policy and process.
Satisfaction	At least 92% of our users will rank our service as satisfactory or better.
Complaints	We will reply to official complaints within 15 working days.
Decision reviews	We will reply to official decision reviews within 15 working days.
MPs letters	We will reply to letters from MPs within 10 working days.

b Develop a revised operating model through consultation with our users and key stakeholders.

During 2011-12 we will fully re-evaluate our approach to user reviews and develop a system that maximises the efficient use of resources to benefit our users, the ILF and our partner organisations. The new system will be more tailored to the individual and will help to ensure sustainable and flexible care packages exist for all 20,000 ILF users. To further support this aim the ILF will review the legal framework under which we operate to enable our users to fully realise the potential of a personalised approach to care.

In addition, during 2011-12 we will improve the services we offer through better and more targeted analysis of the increased management information we hold about our users.

c Deliver the highest standards of customer service, to add real value, while maintaining our Customer Service Excellence standard.

Through our user review process, our independent assessors will continue to work closely in partnership with both local authorities and our users, to build the most appropriate care package to further our users individual independent living aims and outcomes. We are acutely aware of the value our users place on their relationships with our assessors, not only for their professionalism and support but also for the consistency in contact, which often runs to many years.

The customer service team will work across all directorates to ensure that customer service is considered in the development of policy and procedure. Our complaints and decision review team will monitor this information to help identify improvements to current practice.

- d Continue to improve our systems and processes to drive organisational efficiencies, increase productivity and improve communications whilst applying the provisions within the Equality Act and our Single Equality Scheme.**

Operating with reduced resources the ILF will continue to deliver high standards of service to our users, through the development of closer working relations with them and more efficient processes. This will be achieved by systems improvements that enable more streamlined processing of work and continued emphasis on a regional structure responsive to local needs.

Within our business we will ensure that the provisions of the Equality Act are implemented. To assist with this our Single Equality Scheme will act as a core reference point within our business practices and within the change process.

Strategic aim 2 - Actively engaging

Engage with disabled people, their organisations and key stakeholders, ensuring their views and our combined expertise influence the changing landscape of disability support and adult social care.

To achieve this strategic aim we will:

- a Develop a stakeholder engagement and communications strategy that reflects our users' views and clearly establish the added value the ILF brings to disability support and adult social care.
 - b Ensure ILF strategic communications and business practices are informed by the products of our knowledge management project.
 - c Develop our co-production strategy with our Advisory Group, users and key stakeholders, to provide insight and use our experience to inform consultation and discussion.
-
- a Develop a stakeholder engagement and communications strategy that reflects our users' views and clearly establish the added value the ILF brings to disability support and adult social care.**

The ILF occupies a unique place within both the social care and benefit systems, and is well placed to demonstrate how social care and DLA funding can work together in a nationally consistent way in the user's interest.

We will extend our regular engagement with our users, the devolved administrations and local authorities, to include organisations of and for disabled people and NHS administrators, and work with them to establish where the ILF role is critical and most needed, and how it can best be delivered.

We will also review and consider how, in relation to key stakeholders and service providers, ILF involvement and monies may be used to negotiate and deliver improvements in services, administration, communication and reduced costs to our users.

b Ensure ILF strategic communication and business practices are informed by the products of our knowledge management project.

We intend to continue to capture the current views of as many of our users as possible and feed these into relevant Government consultations, as well as keeping users fully informed about developments at the ILF and in disability and social care more generally.

To do this we shall develop further our website which is now part of Directgov and engage in email and web-based contact with those users willing and able to use electronic means of communication. With better use of e-mail and other “electronic” media, we will reduce our printing and publication costs, whilst continuing to provide our monthly newsletters and living magazine to the widest possible audience.

If we are to identify and communicate our real added value whether for supporting existing users or potentially within a future revised funding model, we shall need to extend our analysis and recording systems relating to our users and their characteristics and needs.

We will also seek to better understand, analyse and record the current and changing constraints on the capacity of local authorities to provide support for fully independent lives for those with the highest support needs.

c Develop our co-production strategy with our Advisory Group, users and key stakeholders, to provide insight and use our experience to inform consultation and discussion.

The ILF Advisory Group consists of ILF Trustees, ILF users and representatives from disabled peoples' organisations. This mix of skills and experience helps the Trustees to adopt best practice in co-producing policies and practice. The Advisory Group has performed a valuable role in presenting the views of disabled people to Ministers and in steering the production of several ILF reports and submissions to Government.

We shall continue to meet with users around the four countries of the UK to better understand their needs and gain their ideas and insights on future support arrangements.

The Advisory Group will receive regular reports on co-production in operation through events that involve users as well as through other communication methods, and advise on how this can be further improved.

Strategic aim 3 - Shaping a future model

Work in partnership with Government, local authorities and devolved administrations to inform the development of a sustainable model to support independent living.

To achieve this strategic aim we will:

- a Contribute to the Dilnot Commission to ensure that our users are appropriately represented within the process.
- b Positively and proactively engage with Government and the devolved administrations to support consultation on the future direction of the ILF and adult social care.
- c Continue to develop our partnership arrangements with local authorities to support consultation and discussions on future support for our users.
- d Actively participate and support the Right to Control Trailblazer initiatives.

a Contribute to the Dilnot Commission to ensure that our users are appropriately represented within the process.

Following our response to the call for evidence we shall support the Commission by providing evidence from our experience, and by connecting our users into the work wherever they can contribute.

Our aim is for the Commission to recognise the importance of finding the best means of providing sustainable support to the ILF client group, and to leave behind principles that facilitate continued consultation on how that need can best be met.

Our ILF Advisory Group have personally presented evidence to the Dilnot Commission. This was a good opportunity for the commission to receive the views and informed insights of both our users and Trustees, first hand.

b Positively and proactively engage with Government and the devolved administrations to support consultation on the future direction of the ILF and adult social care.

The Government expects the consultation on the future direction of the ILF to start in Autumn 2011, and we will be ready to provide full consultation arrangements that draw in the expertise and opinions of all our users and stakeholders.

We shall need to make full use of the information gained through the knowledge management strategy in discussions with partners on the future model of support so that we can build agreement upon an accurate and agreed common picture of what is happening in practice.

c Continue to develop our partnership arrangements with local authorities to support consultation and discussions on future support for our users.

A key challenge for the ILF is to develop proposals for a sustainable model for supporting those with the greatest needs to live independently, so that after 2015 our existing users can migrate into such reformed arrangements. We want to co-develop and produce sustainable and well-supported plans for Government to adopt well before 2015.

We can better facilitate this by attracting and building a strong degree of support from disabled people and their representative bodies as well as local authorities in all parts of the UK. Ideally this will also involve other bodies such as carer associations, health providers, generalist and specialist impairment charities, and the disability and care media.

d Actively participate and support the Right to Control Trailblazer initiatives.

The Right to Control Trailblazers are testing ways in which a range of funding streams including the ILF can operate together in a way that provides a more satisfying and coordinated experience for the user.

We shall look for ways of synchronising client reviews, support plans, payment dates and charging practice, and aim to increasingly position our funding behind the outcomes that our users seek to achieve.

Strategic aim 4 - Developing people

Value and develop our people and refine our organisational structure and culture to ensure we have the capacity, skills and behaviours necessary to achieve our objectives.

To achieve this strategic aim we will:

- a Develop an appropriate and dynamic organisational structure and culture that is fit for purpose, meets our business needs and effectively deals with the challenges ahead.
 - b Ensure we have the required capacity, resources, and blend of knowledge, skills and behaviours to deliver our business plan objectives and drive continuous improvement.
 - c Ensure our managers and staff are well informed and supported in developing a career that is fulfilling, rewarding and achieves their full potential.
 - d Provide advice and guidance to embed the requirements of the Equality Act, ensuring the protected characteristics as well as diversity and respect become our main cultural assets.
- a Develop an appropriate and dynamic organisational structure and culture that is fit for purpose, meets our business needs and effectively deals with the challenges ahead.**

During the first six months of 2011 we plan to reduce our headcount by between 30 to 40 people as a result of efficiency savings and the downturn in work caused by the closure to new applications. Our aim is to reduce our headcount on a voluntary basis.

Following the conclusion of a voluntary exit scheme we will review the structure of the organisation and ensure that we continue to maintain our high standards of customer service and achieve our targets by retaining the skills and flexibility to embrace and implement change.

We will promote and provide the relevant skills and opportunities for our people and encourage greater contact and awareness with our partners and key stakeholders.

In creating and reviewing our HR policies and guidance, we are committed to incorporate the requirements of the Equality Act and our Single Equality Scheme. We will undertake equality impact assessments and promote increased engagement in this process with our Equality Board.

b Ensure we have the required capacity, resources, and blend of knowledge, skills and behaviours to deliver our business plan objectives and drive continuous improvement.

We will undertake a skills gap analysis to ensure we maintain the required skills and behaviours to deliver our business plan objectives.

We will continue to embed our recently revised performance management system (PMS). The system defines a consistent set of measures against which all people's performance is reviewed. We will set key work objectives that are SMART and challenging to ensure that the organisation meets its business objectives.

A calibration exercise will be undertaken to ensure that people are being measured fairly against the ILF core values and that behaviours are appropriate for the organisation. A voluntary process of 360-degree feedback will be introduced in 2011 to further enhance the PMS and encourage personal development.

All our employees will continue to have access to a qualified coach and be supported in career management through a number of tools and processes, including the ILF skills matrix.

c Ensure our managers and staff are well informed and supported in developing a career that is fulfilling, rewarding and achieves their full potential.

We will ensure that managers utilise the skills acquired through our leadership programme to understand how they contribute to developing choice, support and independence for disabled people.

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

We will undertake a staff survey in 2012 and benchmark the results against the 2009 staff survey. In addition, we will continue to measure our progress against the Investors in People (IiP) bronze standard to ensure that we build on our strong performance in this area. Our people will continue to be involved in the development of our business plans and their feedback will help management to decide how best we can achieve our organisational aims.

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

Embedding the improved HR system will provide managers with important, accurate and timely data and empower them to manage their teams more effectively.

d Provide advice and guidance to embed the requirements of the Equality Act, ensuring the protected characteristics as well as diversity and respect become 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.

In 2010-11 we undertook an equal pay review, which identified that our pay policy fully reflects equality legislation and continued to be appropriate and fair. In light of this we will review the 2011-12 pay award to ensure that this remains the case.

Visits to Portland College (a specialist residential college for disabled people) will continue to help our employees better understand the needs of disabled people.

In 2010 we invited several students from Portland College to participate in the Children's Commissioner's Takeover Day, a day where children are encouraged to participate with adults in the workplace and find their voice, and we aim to repeat this in 2011.

We will continue to offer work placements at the ILF for disabled people as well as identifying further options for employees to have greater contact with our users and other disabled people.

Strategic aim 5 - Effectiveness and accountability

Deliver services that are greater value for money and achieve our financial and key performance targets.

To achieve this strategic aim we will:

- a Make changes to our top-level governance model that makes best use of our Trustees' skills and experience.
 - b Provide assurance and confidence to our key stakeholders by managing our budgets within allocation and meeting our published financial administration target.
 - c Deliver our business plan within a system of strong governance, assurance reporting and stewardship controls.
 - d Develop an IT strategy with a measured and prudent use of new technologies to improve systems, record keeping, business performance and our users' experience.
 - e Demonstrate improvements in value for money and comply with government guidance in the procurement of goods and services.
- a Make changes to our top-level governance model that makes best use of our Trustees' skills and experience.**

Throughout the challenges of the past year we have been able to draw on the variety of specialist skills and experience amongst our Board of Trustees. In working closely together we have managed to bring a clearer understanding to the decision makers in Government of the issues that face our users and other disabled people within the wider agenda.

We plan to build on the successes of this past year by looking forwards at issues around board effectiveness and engagement, and how to get the best results and impacts for our users. Within this review process we will challenge our boards and ensure that we have the right mix of skills and a clear focus on the issues and priorities at hand.

Our Board of Trustees is very aware of the current economic climate and the difficult decisions many people, through necessity, are making at this time. To reflect this, the reductions in our headcount and the downturn in ILF casework, our Board

of Trustees have voluntarily waived 40% of their remuneration for 2011-12. They have also agreed to reduce the number of meetings across the year by approximately 40%.

b Provide assurance and confidence to our key stakeholders by managing our budgets within allocation and meeting our published financial administration target.

Our overall budget is allocated by DWP through the Principal Accounting Officer. The Chief Executive as ILF Accounting Officer through the Executive Board manages the budget on a day-to-day basis. Financial assurance is provided through regular reports to the Board of Trustees, the ILF Audit Committee and the DWP Sponsor Team and the DWP Financial Business partners.

The Resources Director has overall responsibility for managing expenditure within budget and providing advice and support to internal budget holders. In order to ensure that public money is used for supporting disabled people as intended, administration costs are closely managed to provide and demonstrate value for money.

The Resources Director has developed and continues to refine a rolling forecasting model to provide timely and accurate financial information to ensure that the fund is appropriately managed, apportioned and dispensed. The model provides for both strategic and functional reporting for the current year as well as subsequent and future years.

Our target for 2011-12 is to hold our administration expenditure below 2.5% of total funding provided year on year. To achieve this we will review all aspects of administration expenditure to establish if opportunities can be realised and where possible build in further efficiency gains.

Through a series of efficiency measures we will reduce our costs through a voluntary and measured reduction in our workforce, by reducing the office space we occupy, by bringing some work in-house (printing and design) and by reducing our call on external service providers by maximising the professional and technical skills of our people.

Reducing staff numbers is a difficult undertaking for any business however, we are seeking to reduce our numbers through a voluntary exit scheme and throughout the process will try, wherever possible, to avoid redundancies.

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

c Deliver our business plan within a system of strong governance, assurance reporting and stewardship controls.

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 the 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 and unspent monies from our users. Our Independent Assessors and our service delivery and grant recovery teams manage this area of work on a day-to-day basis. Regular reports are provided to the Executive, the Payment Security Board and the ILF Audit Committee to provide assurance that this work is well-managed and public funds are protected. The recovery of these funds is also reported 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:

- Strategic processes for risk, control, governance and the SIC
- 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
- Planned audit activity and results of internal and external audit work
- Management responses to issues identified by audit activity including the external audit's management letter
- Assurances relating to the corporate governance requirements
- Anti-fraud policies and whistle-blowing processes.

d Develop an IT strategy with a measured and prudent use of new technologies to improve systems, record keeping, business performance and our users' experience.

We will improve the security of our IT systems in 2011-12 by introducing thin client technologies and implementing 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. Implementing GSI will enable the ILF to introduce additional security measures and enjoy secure access to Government communications, policies and internal community forums (such as Human Resources, Finance and Governance).

We will aim to transfer more of our records from paper to electronic media, which will reduce our reliance on physical filing and provide greater resilience to our operations within our business continuity plans.

The success of our independent assessors' web-portal will be thoroughly reviewed in 2011-12 and lessons learned applied to additional portals for remote working and for Trustees.

e Demonstrate improvements in value for money and comply with government guidance in the procurement of goods and services.

We ensure that all goods and services are procured within the conditions laid down by the DWP and the Cabinet Office agreed best practice. This involves the production of detailed business cases to address need, accurately specify requirements, undertake competitive tender exercises, seek solutions within Government framework agreements and negotiated settlements where value for money will always remain a key driver.

We will operate within a system of agreed authorities stemming from the Conditions of Grant Agreement and delegated through our Directors and Budget Managers from the Accounting Officer.

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. Our contract information will clearly demonstrate both our effective management in this area as well as the savings realised within this area of work.

The ILF has reviewed, updated and will continue to refine our procedures to include the provisions required by both DWP and the Cabinet Office including the requirements of the Ministerial Oversight process are met.

Resource plan

Financial resources

Financial year	User payments (£ million)	Administration expenditure (£ million)	Total expenditure (£ million)	Administration proportion
2011-12 (Target)*	351.3	7.4	358.7	2.1%
2010-11 (Actual)	349.9	9.1	359	2.5%
2009-10 (Actual)	340.7	9.4	350.1	2.7%

* Independent Assessor costs included in Programme Expenditure for 2011-12

Staff resources

Financial year	Customer service	Support	Total FTE	Sickness absence level (days per year)
2011-12 (Target)	81	33	114	Less than 9
2010-11 (Actual)	106	40	146	9
2009-10 (Actual)	122.3	45.4	167.7	8.6

ILF Trustees

Annex A.

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 Remuneration Committee and User Personal Case Committee.

Marie Martin, Trustee

Executive Board

Annex B.

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

ILF Audit Committee

Annex C.

Mike Boyall, Chairman.

Peter Cooke, Member.

Margaret McGlade, Member.

Yogi Amin, Member.

Contact details

Independent Living Fund
Equinox House
Island Business Quarter
City Link
Nottingham
NG2 4LA

Phone: 0845 601 8815
or 0115 945 0700

Textphone: 0845 601 8816

Fax: 0115 945 0948

Email: funds@ilf.org.uk

www.dwp.gov.uk/ilf

living magazine

If you have any questions regarding living magazine, please email:
living@ilf.org.uk

Advisory Group

You can contact the Advisory Group at:
Phone: 0115 945 0792
Email: advisory.group@ilf.org.uk