

revised



Independent
Living Fund

Business Plan

2013-15

Our mission

We are committed to continue to provide our users with a high quality service that supports them to achieve positive independent living outcomes, with greater choice and control over their lives.

We will continue to work with Government, local authority partners, the devolved administrations and other key stakeholders, to ensure an effective transfer of our users' support on 30 June 2015.

We will ensure that our experience and the lived experience of our users are captured to inform the future development of independent living support.

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Foreword from the Chairman and the Chief Executive

The role of the Independent Living Fund (‘the ILF’) is to deliver discretionary cash payments directly to disabled people, allowing them the choice and control to purchase personal support and live independent lives in their communities.

In March 2013 we produced a two-year business plan, to deliver the Minister’s decision to close the ILF and deliver our users to sole local authority support on the 31 March 2015.

On 6 November 2013 the Court of Appeal quashed this decision, on the grounds that more documentary evidence was required to demonstrate that the Minister was aware of the full extent of the potential impact of closure on ILF users, and to demonstrate due regard was given to the Public Sector Equality Duty (PSED).

Following the Court’s decision the Minister of State for Disabled People took time to reflect and consider all aspects of the PSED, the United Nations Convention on the Rights of Persons with Disabilities and together with an Equality Analysis which acknowledged the changing environment associated with statutory mainstream adult social care, the Minister’s new decision was to close the ILF on the 30 June 2015.

With the new decision now in place, it is both timely and prudent for the ILF to review the two-year Business Plan and incorporate and reflect any necessary changes to refocus our programme and review the services and actions delivered through the course of the 2014-15 business year and beyond until the Fund closes on 30 June 2015.

Our focus has been to re-establish a closure programme and to focus on providing a high quality service to our users, by supporting them through these changes and ultimately through the closure of the ILF and the transfer of their care and support to local authorities.

We will continue to support our staff through this significant period of change, this will include career transition services, skills and job coaching and guidance and advice on how to best secure the outcomes sought by each individual at the end of this process.

It remains important that we build on our recent successful engagements to maintain an open dialogue and effective working relationships with all of our transfer partners to ensure our users are supported through these changes in a coherent, timely and consistent manner, and that we provide an effective transfer of all our users on 30 June 2015.



Stephen Jack
Chairman



James Sanderson
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 approximately 17,000 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.

The ILF was established in 1988 and since then we have supported over 46,000 disabled people. Since 1993 we have developed strong partnerships with over 200 local authorities across the UK by jointly funding individually tailored care and support care packages. Through this partnership we have provide a nationally consistent method for delivery of social care, achieving better outcomes for disabled people and enabling high quality independent living.

On the 6 March 2014, the Minister for Disabled People took the decision to support ILF users through the Independent Living Fund until 30 June 2015, after which, responsibility for our users care and support would be transferred to local authorities in England and the devolved administrations in Scotland, Wales, and Northern Ireland. Over the next period we will provide an effective means of transfer through close engagement with our users, our local authority partners and other key stakeholders.

We will continue to provide a high quality service for our users both prior to and through transfer to local control that supports them to achieve positive independent living outcomes.

We also continue to ensure that we deal efficiently with our casework and achieve consistently high levels of customer satisfaction.

Our strategic aims 2013-15

Strategic aim 1 - Maintain service and complete the transfer programme

In order to deliver this aim we will:

- 1.1 Deliver service to our users in line with Ministerial commitment to maintain their packages of support until transfer on 30 June 2015.
- 1.2 Continue to deliver the transfer programme, whilst achieving agreed key performance targets, to ensure programme delivery remains on-track for user transfer on 30 June 2015.
- 1.3 Deliver our Convergence Programme to those users who were visited between 18 November 2013 and the 6 March 2014, to provide them with the opportunity to discuss any practical concerns around transfer and to share this information with their local authority.
- 1.4 Work closely with stakeholders to design and deliver an engagement and communication programme, to provide regular information to assist and support our users, local authorities and the devolved administrations through the transfer.
- 1.5 Maintain our high standards in customer service excellence, grounded on user experience, and being responsive to individual needs.

Strategic aim 2 – Preparing for closure

In order to deliver this aim we will:

- 2.1 Develop a closure programme that builds on the transfer review programme and from the individual programme workstreams to ensure a fully managed and effective closure of the ILF on 30 June 2015 Design and implement a revised support plan which provides comprehensive information regarding an individual's independent living outcomes.
- 2.2 Through our Universal Outcome Programme, provide each user with comprehensive information, including a revised support plan documenting their individual independent living outcomes, prior to transfer to their local authority.
- 2.3 Build and maintain internal and external relationships to support the ILF through the closure programme and the 'Lights-out' period, these relationships will include our key stakeholders and regulators.
- 2.4 Put plans in place to deliver a legally compliant closure, liaising with key stakeholders to ensure that data and other assets are appropriately transferred to third parties.
- 2.5 Capture the ILF's intellectual capital including process, policies and good practice that have developed to support disabled people with high support needs over the past 27 years.

Strategic aim 3 – Support our people

In order to deliver this aim we will:

- 3.1 Ensure we have developed a robust Human Resources (HR) Plan that maintains sufficient staff resources and skills to deliver the transfer programme on 30 June 2015, and the ‘Lights-out’ closure programme post June 2015.
- 3.2 Deliver a learning and development plan that alongside our performance management system, assists us to deliver our programme and equips and enables our staff to maximise their choices and options for the future.
- 3.3 Deliver an exit scheme for our people that supports the ILF Closure Programme, whilst providing support to our people via a Career Transition Service (CTS).
- 3.4 Continue to liaise closely with the Civil Service Local team and the East Midlands HR network to ensure that our people who would like to remain in the civil service are aware of opportunities that are available locally and within the region.
- 3.5 Continue to deliver strong employee participation and engagement through a full communications programme for all staff.

Strategic aim 4 – Deliver sound governance

In order to deliver this aim we will:

- 4.1 Ensure appropriate and robust governance and control systems are regularly monitored to identify and effectively manage risk.
- 4.2 Deliver robust, prudent and informative financial management, within agreed budgetary provisions that adhere with regulations and guidance;
- 4.3 Maintain our performance management systems and provide appropriate resilience and good value for money.
- 4.4 Undertake an internal and external audit programme that provides sufficient assurance levels to the Board of Trustees, the Accounting Officer and the DWP.
- 4.5 Ensure that an appropriate governance programme is established to deliver an effective closure of the ILF that is on time and delivers the proper closure in terms of financial, legal and administrative requirements.

Maintain service and complete the transfer programme

1.1 Deliver service to our users in line with Ministerial commitment to maintain their packages of support until transfer on 30 June 2015.

We will continue to support our users and maintain their support packages, through our dedicated, personalised, and high quality service, until our users are transferred to local authorities and devolved administrations on 30 June 2015.

Our caseworkers and independent assessors will ensure all users have had a transfer review and an individually tailored support plan prior to transfer. Once a user transfer review is complete, our systems are designed to provide continued support and maintenance of the user's care package, through to transfer.

1.2 Continue to deliver the Transfer Programme and achieve established key performance targets, to ensure programme delivery remains on-track for user transfer on 30 June 2015.

We aim to have arranged a transfer visit for every ILF user by 31 January 2015.

Our performance standards have been discussed and agreed with the DWP. Our aim is to meet the agreed service standards shown in figure 1 and to further improve our performance by setting challenging internal performance indicators. We will complete the user transfer preparation programme by April 2015.

1.3 Deliver our Convergence Programme to those users who were visited between 18 November 2013 and the 6 March 2014, to provide them with the opportunity to discuss any practical concerns around transfer and to share this information with their local authority.

We will deliver the Convergence Programme and engage with our users ascertaining how they would like their support to be delivered going forwards and their preferences for the management of their support and funding arrangements. This programme assists in supporting users' future discussions of their support needs with their local authorities. Where appropriate, we will share convergence information with local authorities to further support the transfer.

1.4 We will work closely with stakeholders to design and deliver an engagement and communication programme, to provide regular information to assist and support our users and their local authorities and devolved administrations through the transfer

We will deliver a planned programme of communications with users to keep them informed of plans for transfer, key deadlines for information and policy updates. We will share these plans with stakeholders, including users themselves, to ensure they meet the needs of users.

We will run an engagement programme for local authorities, commencing in October 2014. This will start with a meeting with the top 15 English local authorities (in size) and ADASS and will aim to share best practice between local authorities and inform them of our communications and transfer plans. We will also meet with local authorities in the devolved administrations, working with the government in each country to communicate plans as they develop.

1.5 Maintain our high standards in customer service excellence, grounded on user experience, and being responsive to individual needs.

We will continue to demonstrate our commitment to high quality customer service by retaining the Customer Service Excellence standard and ensure that our service standards and user outcome satisfaction levels are maintained. We will support this aim by seeking early and satisfactory resolution to all complaints.

We will continue to operate a responsive service, in doing this we will provide our users with timely updates and essential information to best ensure they remain informed of all the relevant and necessary actions prior to transfer in 2015.

Our Senior Management Panel and User Personal Case Committee will continue to review all exceptional requests for funding from our users and provide a route for them to appeal decisions we make.

We will regularly review our structure, teams and capacity to ensure that the changing environment is managed and incorporated into our plans. Our processes and actions will naturally change from review and support to transfer and support as we undertake the transfer of user support to local authorities and the devolved administrations.

Figure 1 - performance standards

Quality	At least 98% award accuracy, meaning we will correctly process our awards in terms of legislation, policy and process.
Satisfaction	At least 92% of our users to rate 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.

Preparing for closure

2.1 Develop a closure programme that builds on the transfer review programme and from the individual programme workstreams to ensure a fully managed and effective closure of the ILF on 30 June 2015.

We have developed a programme to deliver the closure of the ILF on 30 June 2015. The programme will direct and support the effective transfer of users to their local authority or devolved administration in a planned, supported and timely manner.

We will deliver the transfer and closure programme through six internal workstreams (User Transfer, Finance, Human Resources, Legal & policy, Physical Infrastructure and Management Information and “Lights-out”) with oversight and governance provided by the Trustees, the ILF Executive, DWP and our Internal and External Auditors.

In the final phase of our closure plan the ‘Lights-out’ period will be undertaken by our specialists who will be responsible for preparing the final annual report and accounts, governance statements and post project reports to complete the administration and reporting cycles required in a corporate closure.

At the end of ‘Lights-out’ we will ensure that outstanding liabilities have been met; all contractual obligations have been transferred or terminated and that information has been properly transferred to the appropriate partners and authorities.

2.2 Through our Universal Outcomes Programme, provide each user with comprehensive information, including a revised support plan containing their individual independent living requirements, prior to transfer to their local authority.

Our support plan is designed to be a holistic and informed plan that captures all the relevant information regarding our users’ current support arrangements. The new support plan, called the PRO model, will include the detail of the current Provision of support, the Resources that underpin the support package and, most importantly, the independent living Outcomes the user both plans and currently experiences.

To support our users and ensure that they have the information they require for transfer, we will reissue every user with their support plan, accompanied by a ‘transfer preparation’ booklet and other important information. The transfer preparation booklet and accompanying information will be designed in partnership with our Advisory group and other stakeholders and will aim to provide users with practical information to assist them with the transfer.

We will ensure that local authorities and devolved administrations are provided with copies of the information sent to users where appropriate.

2.3 Build and maintain internal and external relationships to support the ILF through the closure programme and the ‘Lights-out’ period, these relationships will include our key stakeholders and regulators.

Working with our key stakeholders we will devise appropriate communications and information sharing strategies as we transfer our users to local authority and devolved administration control and when undertaking the process of corporate closure.

We will continue to take account of and adopt the most recent legislative requirements and changes, and implement where practicable, current good practice.

We will discuss and consult with local service providers to explore the most effective means of sharing information to improve knowledge and understanding of the options available locally to assist with the transfer of our users to local control.

2.4 Put plans in place to deliver a legally compliant closure, liaising with key stakeholders to ensure that data and other assets are appropriately transferred to third parties.

We will devise and agree an appropriate legal structure for the ‘Lights-out’ period, in conjunction with the Department. We will review our responsibilities under the Trust Deed in relation to closure and winding up, as well as our wider responsibilities to ensure that we are legally compliant.

We will review all of our assets and devise plans for them post-closure, ensuring assets are transferred to third parties in an effective and consistent manner. This will include a review of every file to ensure the information is properly compiled, accurate and up to date. We will introduce a range of new governance measures and control checks to help ensure user’s records are fully complete prior to transfer.

2.5 Capture the ILF’s intellectual capital including process, policies and good practice that have developed to support disabled people with high support needs over the past 27 years.

The ILF has brought about some significant innovations and developments within the field of independent living throughout its 27 year history. It will be important to capture the knowledge, information and learning and ensure that the closure of the organisation does not lead to a loss of our intellectual capital.

We are launching a project to ensure that our intellectual capital is captured and not lost, and shared prior to closure; we intend to capture our learning to support developments in the delivery of adult social care and to provide insights into the lived experience of our users.

Support our people

3.1 Ensure we have developed a robust Human Resources (HR) Plan that maintains sufficient staff resources and skills to deliver the TRSP on 30 June 2015, and the “Lights-out” closure programme post June 2015.

We have designed our HR plans to provide the relevant support to our people throughout the delivery of our transfer review and support programme and the ILF’s ‘Lights-out’ corporate closure programme.

We will refine and develop our staffing plans to provide the relevant skills and resources to administer and complete the programme, on-time, to the agreed quality and within budget,

Should there be a requirement to recruit we will apply a fair and equal process to recruit the right person, with the right experience, qualifications and skills. Where we require additional resources we will seek to employ staff on secondment or on a fixed term basis to address a short-term needs,

By issuing a preference questionnaire to all our employees we will risk assess our staffing plans, skills and capacity. We will support our staff and ensure that they have the ‘tools’ to enable them to meet their aims and objectives in delivering the ILF business plan objectives.

3.2 Deliver a learning and development plan that alongside our performance management system, assists us to deliver our programme and equips and enables our staff to maximise their choices and options for the future.

Our learning and development plans are based on the business needs of the organisation and the overarching aim to develop our people within both existing and emerging roles, as the business changes and new challenges present themselves. To complement this we encourage job shadowing, deputising and additional self-directed learning via the Civil Service Local scheme (CSL).

We will also engage with our staff to keep them focussed on both the programme and also on their own personal and career development path. In this we will encourage our employees to broaden their skill-set and volunteer for new areas of work and projects associated with the successful delivery of the transfer review programme and the closure of the ILF.

Our Performance Management System (PMS) will support our managers to address all aspects of performance, and provide feedback and encouragement. Through this and our six-monthly calibration meetings, we will ensure that the appraisal system is fair and consistently applied.

Within the business we will implement our continuous improvement plan to ensure that we continue to apply the Investor in People silver standard, in line with our commitment to be an employer that develops and supports its staff.

We will implement the necessary actions to retain the Committed to Equality (C2E) and Positive about Disabled People accreditations, through to the closure of the ILF. Both accreditations recognise our capacity to deliver strong organisational performance in the areas of equality and issues linked to disability.

To meet both the legislative requirements of employment law and the requirements of the organisation we will review and update our HR policies.

3.3 Deliver an exit scheme for our people that supports the ILF Closure Programme, whilst providing support to our people via a Career Transition Service (CTS).

We will manage a Voluntary Redundancy Scheme (VR) and liaise with the Cabinet Office, My CSP and PCS to ensure that the process runs as smoothly as possible. We will ensure that our people know and understand the options that are available to them to help inform their decisions.

Our people will be declared surplus and have the ability to apply for Civil Service jobs at stage 2 once people can leave without their roles needing to be filled.

Once the VR is concluded we will support the people who could potentially be made compulsory redundant. This will include holding individual consultation meetings to gain a better understanding of what they are looking for upon departure from the ILF; provide information on redeployment; and ultimately hold period of reflection meetings with the Cabinet Office before issuing CR notices.

We will engage a Career Transition Service (CTS) to support our staff through these changes. This will provide dedicated professional transition support for all our staff designed to build staff confidence; improve skills and self marketing, improve the individuals performance in the application and interview process and their capacity and capability to engage fully in the job market prior to leaving the ILF.

3.4 Continue to liaise closely with the Civil Service Local team and the East Midlands HR network to ensure that our people who would like to remain in the civil service are aware of opportunities that are available locally and within the region.

Our staff have a full role to play when seeking a new job offer through the tail-end of the closure programme; we very much see this as a partnering situation between the employer and the employee.

We expect commitment, enthusiasm, skills, determination and tenacity from the individual to locate, compile papers, apply for and secure a new job after ILF closure. We will provide the support, encouragement and the 'tools' to assist people to achieve their aims.

During this period we will work closely with Civil Service Local team, DWP and other government departments in the regional redeployment network to source job opportunities within the civil service.

The Cabinet Office protocols for handling surplus staff situations will be followed to help to avoid recourse to compulsory redundancies for those people who want to remain in the Civil Service.

3.5 Continue to deliver strong employee participation and engagement through a full communications programme for all staff.

We will continue to engage on a range of issues affecting our employees and the delivery of our business through regular briefings, both with the management team and the organisation as a whole. These will encourage open discussion and feedback on issues such as the closure programme, delivery of our business plan and user transfer review progress. Through our intranet we will continue to keep our employees up to date with important news and developments.

Once we secure Cabinet Office approval for an exit scheme we will clearly communicate the options that are available to our staff. Through holding regular meetings on a group and individual basis, we will ensure that people have sufficient information to enable them to make realistic choices around redeployment, retirement and exit.

We will discuss our timetable and plans in detail to appraise staff as early as possible to maximise the timescales they have to work within to secure their chosen options. Whilst we clearly have a programme to deliver, and will not put this at risk, we will at the earliest point in time discuss expected exits timetables, decommissioning of work and the planned introduction of our career transition services.

One area that we monitor through several mechanisms is staff morale. We appreciate that these are difficult times for many staff and that our people have many different requirements and expectations, however we firmly believe that we have a support package that will maximise the options for everyone going forwards.

We will continue to have open dialogue with representatives of the Public and Commercial Services Union (PCS). In particular we will consult with them on the exit schemes, closure programme and the support that we will offer to our employees.

Delivering sound governance

4.1 Ensure appropriate and robust governance and control systems are regularly monitored to identify and effectively manage risk.

We will review and where necessary amend our framework documents to ensure they remain 'fit for purpose'. By taking the appropriate departmental and independent legal advice, we will ensure that our founding documents and policies are able to deliver all aspects of the transfer and closure programmes.

Our control systems will provide us with accurate and timely data and high assurance levels on all aspects of our business.

Our data control systems are designed to properly manage the transfer of our sensitive personal user data to local authorities and the transfer of our business sensitive ILF corporate data to DWP.

Our controls enable us to test our effectiveness and compliance within business and legislative requirements such as the Data Protection Act, and are a standing item for the Audit Committee.

We will regularly review our strategic, operational and programme risks that both threaten the achievement of our objectives and also provide us with opportunities for change. Our strategic risks are discussed at our Risks and Controls Board and reported at Trustee and Executive Board level. Risks are reviewed at our Audit Committee and shared with the Department.

4.2 Deliver robust, prudent and informative financial management, within agreed budgetary provisions that adhere with regulations and guidance.

We will continue to operate effective, timely, independently assured and audited financial management processes. These provide the Trustees, the DWP and other key stakeholders with assurance and confidence that there is strong financial management.

Our financial management is underpinned by appropriately delegated authorities and segregation of duties. This ensures adherence to the requirements of HMT's 'Managing Public Monies', we steward our monies and seek value for money solutions when managing or acquiring goods and services.

Our Payment Security team, provide assurance that award managers comply with the terms of the user's individual award. In order to safeguard the public purse and the user's best interests, we investigate any known misuse whether due to compliance or fraudulent activity. Where recoveries are identified these are managed and followed up to resolution. Alongside our responsibilities to Managing Public Monies, the returns generated through this activity support the ILF's ability to live within its delegated financial authority.

4.3 Maintain our performance management systems and provide appropriate resilience and good value for money.

Our performance management system enables us to monitor and communicate how the ILF is performing against its published and agreed strategic and operational aims and objectives.

Our management information is used to identify and highlight performance across the business, against plans this will assist us to continue to quantify deliverables and highlight any emerging risks.

During 2014 we will review all our contracted services to ensure that business critical systems and specialist areas remain fully supported throughout the closure and 'Lights-out' programme.

We will review the requirements of the TRSP and apply the necessary resources in terms of our contracted Independent Assessors. When workloads dictate we will provide the appropriate notice to assessors and reduce this requirement.

The performance of our contracted service providers is managed through regular quarterly contract meetings. This will continue to provide assurance that we continue to obtain good quality services and value for money.

4.4 Undertake an internal and external audit programme that provides sufficient assurance levels to the Board of Trustees, the Accounting Officer and the DWP.

We will engage internal audit on a rigorous programme to provide key assurances to the Audit Committee, Trustees, the Accounting Officer, the DWP and other key stakeholders.

Our audit programme is designed to review all the key aspects of the business and leads to the production an annual auditor's opinion.

The National Audit Office (NAO) is the statutory auditor, and they have appointed Deloitte to act as an external auditor, to ensure full public accountability for the public funds provided by Government

All our Auditors and NAO are regular attendees at the ILF Audit Committee.

4.5 Ensure that an appropriate governance programme is established which delivers an effective closure of the ILF.

We will use the principles of Prince2 to govern our Closure and "Lights-out" programme. This methodology will enable us to identify the skills, expertise, capacity, resilience and resources to deliver the key aims and objectives of the 'Lights-out' plan.

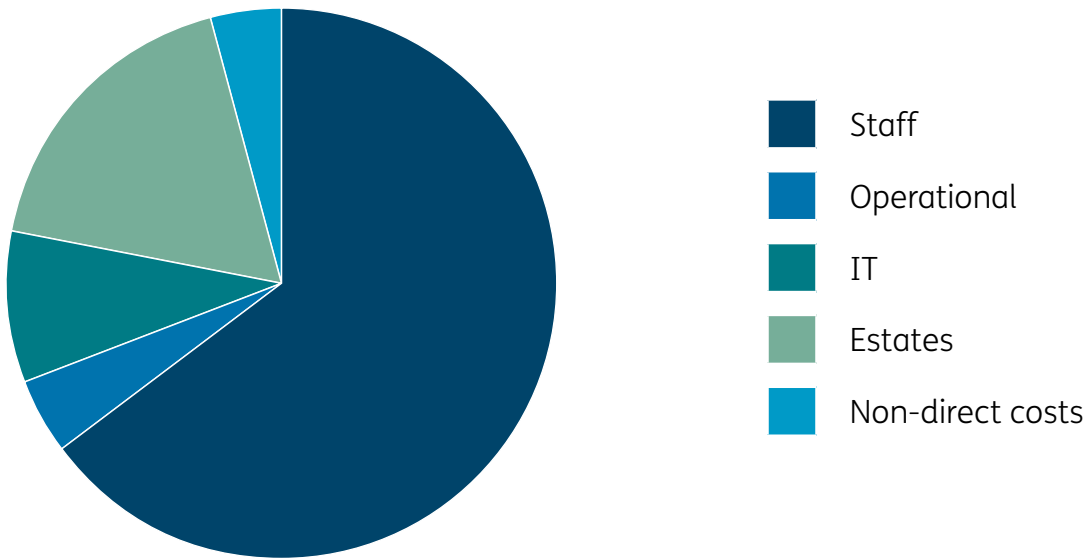
We also have a clearly defined governance structure for decision-making and regular reporting to relevant stakeholders.

All key activities in the closure process will be managed through a series of key functional workstreams; these have been documented into specific time managed plans with regular risk assessments. The ILF will also prepare an end stage project closure report to conclude the Gateway process, this process is managed by the DWP officials through the Programme Steering Group.

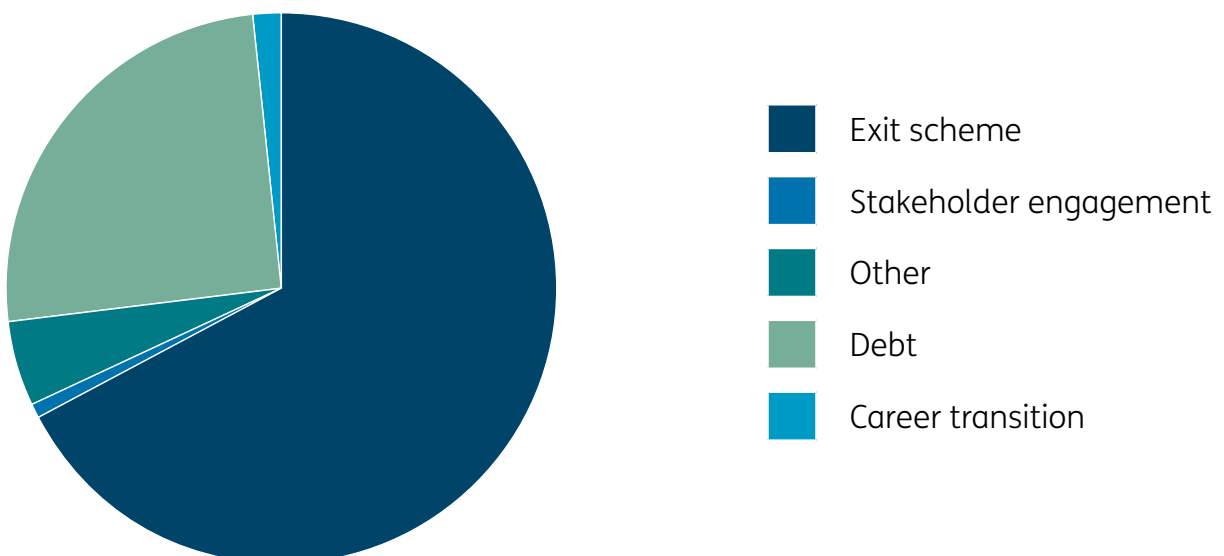
Overall we will seek to adopt best practice throughout this programme and ensure that the closure of the ILF meets the required legal, operational and auditing requirements.

Our resource plan

Core admin costs Budget 2014/15 - £5.8m



Closure costs Budget 2014/15 - £4m



At 31 March 2015	£m	User numbers
DEL P Gross	£280.7m	16445
GB	£272.4m	15828
NI	8.3m	617

Grant recoveries - budget	£6.1m
GB	£6m
NI	£0.1m

DEL P net	£274.6m
GB	£266.4m
NI	£8.2m

ILF Trustees and Executive Board

ILF Trustees

Stephen Jack	Chairman
Peter Cooke	Vice Chairman, Audit committee member
Mike Boyall	Treasurer and Chair of the Audit Committee
Sally Sparrow	Trustee, Chair of the Remuneration Committee and Chair of the User Personal Case Committee
Yogi Amin	Trustee
Susan Winterburn	Trustee, Chair of the Advisory Group

Executive Board

James Sanderson	Chief Executive
Steve Jarratt	Finance & Resources Director and Deputy Chief Executive
Roland Knell	Head of Information & Governance (SIRO/SRO)
Jesse Harris	Strategy & Social Work Director
John Denore	Head of Operations
Gillian Smith	Head of Human Resources
Jennie Walker	Head of Corporate Affairs

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