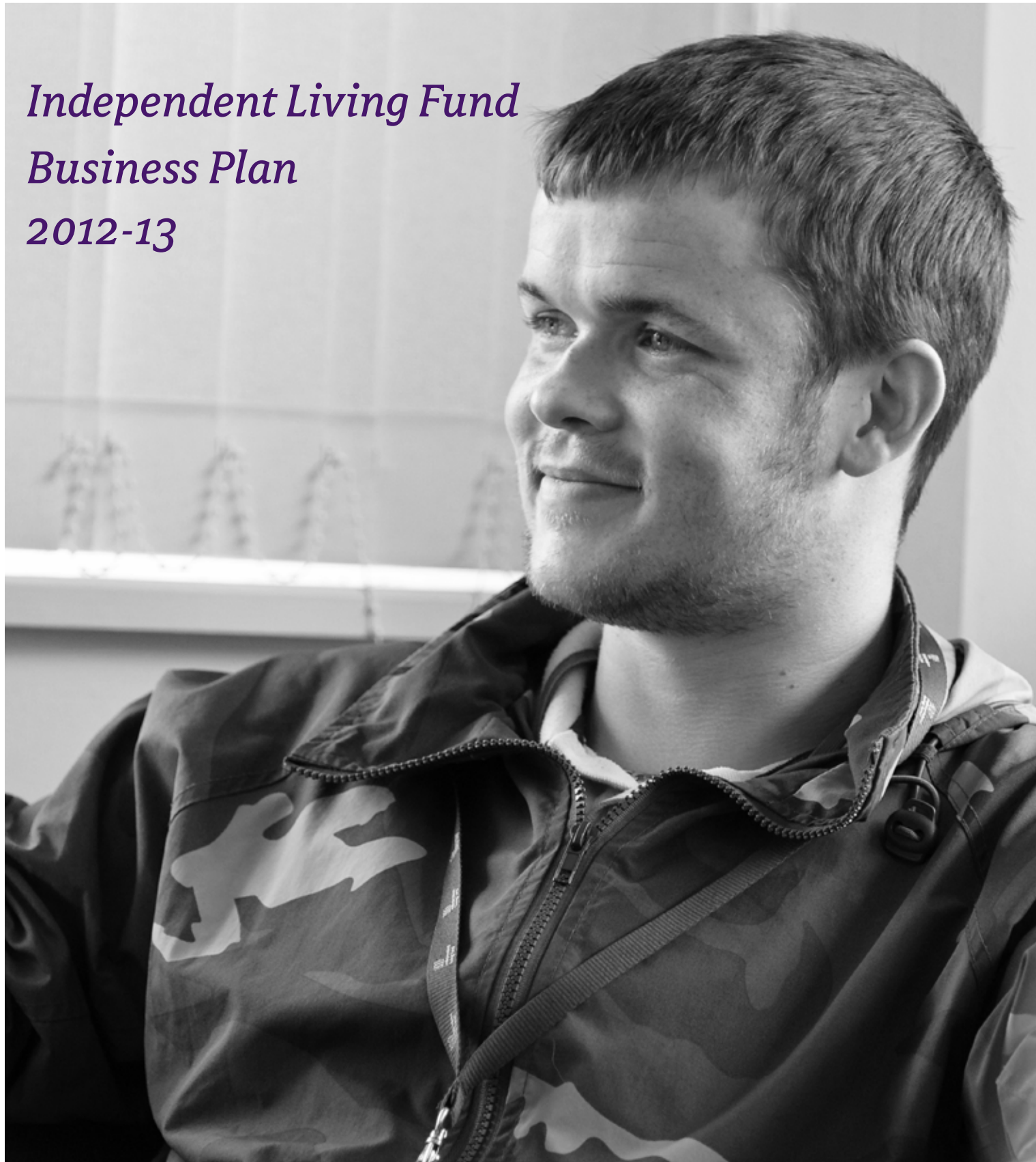


*Independent Living Fund
Business Plan
2012-13*



iif
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

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 and other stakeholders, and apply our expertise to assist with the development of solutions for the future support of our users, based on their lived experience.

Independent Living Fund (2006)

Business Plan 2012-13

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Foreword from the Chairman and the Chief Executive

Over the past 24 years, the ILF has played an important role in supporting disabled people to achieve their aspirations for independent living. We are proud of the service we provide and how we have influenced the development of the wider care and support system.

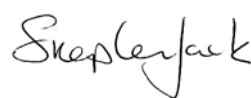
We are pleased that the Minister for Disabled People has committed to support our existing users throughout the period of the comprehensive spending review (2011-15) and to consult on the future of the ILF beyond this period. We are committed to working in partnership with Government to assist with the development of solutions for the future support of our users. To do this we will provide the benefit of our expertise and more importantly, our users' lived experience.

Throughout this period it is essential that we maintain our focus on delivering a high quality and efficient service to our users across the whole of the UK. As ever, we will strive for continuous improvement, ensuring that our service is both informed by, and responsive to, the feedback we receive. We will work closely with our stakeholders to deliver efficiencies through the development of our processes and approach.

We will continue to operate a sound system of governance and internal control to meet our responsibilities as an Executive Non-Departmental Public Body. By maintaining our administration expenditure at just 2%, we will continue to deliver our service within a cost effective operational model.

Our Trustees, employees, and independent assessors have a strong and dedicated focus on supporting our users in a person-centred way that is flexible to individual needs.

We have established a challenging and active programme of work for the organisation over the next 12 months. We are committed to working with our stakeholders to continue the delivery of high quality and cost effective services to our users, as outlined in this business plan.



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 19,700 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 46,500 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 provide a nationally consistent method for delivery of social care, achieving better outcomes for disabled people and enabling high quality independent living.

Operating from our central office in Nottingham, Equinox House, we currently employ 123 dedicated people and also engage 72 self-employed social care professionals across the UK. Our users can directly contact their dedicated case workers without having to go through an automated service, or call centre arrangements.

Our independent assessors also visit our users in their own homes every two years to identify their needs in conjunction with local authority social services departments. Through our close ongoing support we ensure that our users' combined ILF and local authority funding continues to meet their needs and, where possible, their wider aspirations for independent living.

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

In 2010, the ILF closed to new applicants but we will continue to support our existing users until at least 2015. In the spring 2012, the Government is expected to consult on the future support for our users beyond this time.

Our priority remains to deliver a high quality service to our users, which supports them to achieve positive independent living outcomes. We ensure that we deal efficiently with our casework and achieve consistently high levels of customer satisfaction.

Our strategic aims

2012 - 13

Strategic aim 1: Continuing to deliver our service

In order to deliver this aim we will:

- 1.1 Deliver support to our users in line with Ministerial commitment to maintain their packages
- 1.2 Ensure an ongoing focus on the need for customer service excellence grounded on user experience, and responsive to individual need
- 1.3 Deliver against key performance targets and demonstrate continuous improvement during the year
- 1.4 Review the opportunities to enhance further user service through the development of policy and process initiatives
- 1.5 Ensure that day-to-day delivery is fit for purpose within a changing context

Strategic aim 2: Developing solutions for the future

In order to deliver this aim we will:

- 2.1 Assist Government to deliver consultation on the future support of our users
- 2.2 Work closely with Government to share the benefit of our experience to inform and support decision making
- 2.3 Ensure that we have the resources, flexibility and skills necessary to deliver any required change programme

2.4 Develop an effective governance structure to assist with the development of solutions for the future support of our users

2.5 Enable progress towards an innovative and effective plan for the future, based on our experience

Strategic aim 3: Engaging with others

In order to deliver this aim we will:

- 3.1 Ensure good communication with users and stakeholders to provide clarity on the current and emerging organisational position
- 3.2 Maintain strong relationships with the DWP sponsor team and develop opportunities for a wider programme of engagement
- 3.3 Continue to work with our advisory group of disabled people to benefit from their lived experience
- 3.4 Maximise the use of feedback from our users to inform our decision making, and improve opportunities for working in co-production with disabled people
- 3.5 Use our knowledge and experience of supporting users to live independently to continue to contribute to wider developments in social care

Strategic aim 4: Supporting our people

In order to deliver this aim we will:

- 4.1 Deliver the comprehensive strands of our people strategy
- 4.2 Maximise internal meeting structures and communication methods to continue to deliver strong employee engagement
- 4.3 Consolidate the recent organisational restructure to ensure it remains fit for purpose within a challenging and changing environment
- 4.4 Further embed the use of our performance management system in order to maximise its benefits
- 4.5 Formulate and deliver a comprehensive learning and development strategy

Strategic aim 5: Delivering sound governance

In order to deliver this aim we will:

- 5.1 Maintain strong and appropriate Governance structures and internal control systems and review our framework documents and policies
- 5.2 Continue to deliver prudent and robust financial management within the delegated budget provision for 2012-13 in line with our responsibilities
- 5.3 Continue to deliver strong performance management, productivity and value for money
- 5.4 Design and implement an audit strategy that provides the Board of Trustees and the Accounting Officer with the appropriate levels of assurance
- 5.5 Take corporate social responsibility for our wider community and environment

Strategic aim 1

Continuing to deliver our service

1.1 Deliver support to our users in line with Ministerial commitment to maintain their packages

Our first priority as an organisation is to continue to support our existing users with a dedicated and personalised service, and meet our ongoing commitment to maintain packages of support. This will include continuing to review our policies and practices, and making amendments where necessary.

We will further develop work already started to establish a framework of outcome focused reviews that continue to meet the needs of our users within our available resources.

1.2 Ensure an ongoing focus on the need for customer service excellence grounded on user experience, and responsive to individual need

We will ensure that we continue to meet the Government's Customer Service Excellence standard through maintaining and continually improving standards of customer service.

Through our dedicated caseworkers and independent assessors we will continue to review and respond to changes in user care packages by operating a responsive person-centred user service. Reviewing how we communicate with our users, to best ensure they remain informed of policy in order to maintain their packages of support will remain a priority.

Our Senior Management Panel and User Personal Case Committee will review all exceptional requests for additional funding from our users and provide a route for them to appeal against decisions we make. We will ensure that we assess the impact of all new and amended policies and procedures through our Equality Impact Assessment Board, which includes representation from our users.

1.3 Deliver against key performance targets and demonstrate continuous improvement during the year

We have published performance standards which have been agreed with the DWP. Our aim is to continue to meet the agreed standards shown in figure 1 and to further improve our performance by setting challenging internal performance indicators and other measures, required in response to change.

We will work to establish improved management information systems that enable our Trustees, the Executive Board and the DWP to be suitably assured that performance standards are being met. We will continue to develop our current performance focused culture.

Using the feedback we gather from any complaints we receive and decisions we review, we will ensure that we learn from the experience to identify further service improvements.

1.4 Review the opportunities to enhance further user service through the development of policy and process initiatives

Our Operational Policy Board will continue to oversee the on-going programme of reviewing and rewriting policy documents to provide a more concise and transparent service to users. We will deliver extensive training to all our employees and independent assessors to assist their decision-making and knowledge of our governing documents.

We will develop a new support plan for users that is set up to balance outcomes, provision and cost, and incorporates learning from exceptional decisions and user feedback. By learning through our involvement in the Right to Control programme we will strive to develop our service and our employees and independent assessor's awareness of personalisation. We will also continue to promote new flexibilities for users who take part in Right to Control, to demonstrate the benefits these can deliver for our users.

1.5 Ensuring that day-to-day delivery is fit for purpose within a changing context

The ILF will continue to work in partnership with local authorities across the UK to jointly review all user support packages biennially to ensure that they continue to feel supported in managing and maintaining their ILF award. To assist us to do this and to consider how best we can further develop our relationships with all local authorities across the UK we will also review our service delivery team structure.

We will consider how best to synchronise the support we provide for different groups of users in line with their own unique circumstances. In 2012-13 we will also complete our file-restructuring project that we began in 2011-12, to ensure efficiency in our records management.

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	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 21 days.
Decision reviews	We will reply to official decision reviews within 21 days.

Strategic aim 2

Developing solutions for the future

2.1 Assist Government to deliver consultation on the future support of our users

In order to plan effectively for the consultation on the future of support for ILF users we will undertake a series of meetings with our DWP partners. To support delivery of the consultation we will clearly communicate with our users, local authorities, disabled people's organisations, and other stakeholders. We will then support a series of regional events to gather users and stakeholders' responses to the consultation.

We want to ensure that as many people as possible are able to respond to the consultation and we will also support stakeholders to run their own consultation events to assist seldom heard groups to have their say. We will provide additional support to our users, their families and representatives to assist them to be able to respond to the consultation.

2.2 Work closely with Government to share the benefit of our experience to inform and support decision making

By continuing to meet regularly with our users and advisory group of disabled people we will be able to provide essential feedback to help Government prepare for consultation on the future support for our users. We will also use this feedback to respond on behalf of our users to further Government consultations that affect the support they receive.

We will work collaboratively across our organisation, creating further opportunities to engage our employees on issues that may affect support for our users. This will extend to our Board of Trustees and we will make best use of their expertise to help find innovative solutions.

With over two decades of experience in supporting disabled people to achieve independent living outcomes we have accumulated substantial intellectual capital. We will continue to collect and develop this.

2.3 Ensure that we have the resources, flexibility and skills necessary to deliver any required change programme

We will develop our organisational structure to ensure all employee and independent assessors are suitably briefed and trained to help administer any change programme required following a decision being made about the future support of our users. By being prepared to face the challenges ahead we will be able to deliver a more effective programme.

2.4 Develop an effective governance structure to assist with the development of solutions for the future support of our users

We will develop a lean, efficient and appropriate programme of work in consultation with the DWP and other stakeholders to assist the development of solutions for the future support of our users. In doing this we will ensure that our contribution to the programme includes the appropriate level of rigour required for a significant change management programme.

We will ensure that programme delivery is focused on achieving planned outcomes against critical costs and that key stage impacts are regularly reported. In order to ensure that the issues, threats, risks and opportunities are escalated appropriately we will also apply our risk management processes to the programme.

2.5 Enable progress towards an innovative and effective plan for the future, based on our experience

The ILF has a proven track record of managing significant organisational change projects and in making the most efficient use of its resources to support these changes. This experience combined with the advances we have already made in developing the organisation's skills base, operational model and Governance structure puts us in a strong position to support the development of solutions for the future through innovation and planning.

We will carry out a full review of our processes in consultation with key stakeholders to create solutions for the future delivery of our services. We will also review our Trust Deed, Conditions of Grant Agreement, and policy framework to provide the legal structure required.

We will develop a comprehensive resource library of the intellectual capital we have developed throughout the 24 years of supporting disabled people to live independently. Using this information we will inform the wider discussion on independent living.

Strategic aim 3

Engaging with others

3.1 Ensure good communication with users and stakeholders to provide clarity on the current and emerging organisational position

We will issue timely direct communications to our users to assure them of our continued support and update them on policy change and important Government announcements about the ILF. By providing our users with clear information through our forms and literature in a range of accessible formats we will help them continue to understand their responsibilities.

Through our DWP corporate website **www.dwp.gov.uk/ilf**, and pages on Directgov we will provide up to date information and news about our organisation. This information will be complemented through further developing and issuing regular newsletters to our local authority contact officer network, independent assessors, and advisory group.

Through closely monitoring media interest in relation to the ILF and other news and announcements about wider social care developments, we will ensure that our Trustees, advisory group, and stakeholders are effectively briefed.

3.2 Maintain strong relationships with the DWP sponsor team and develop opportunities for a wider programme of engagement

Members of the Trustees and Senior Management Boards will hold regular meetings with DWP senior officials. Additionally, we hold monthly keep in touch meetings with our sponsor team within the DWP. Outside of these formal meetings our Chief Executive and Chair of the Trustees will maintain regular contact with senior officials, and continue open dialogue to keep the department sighted on appropriate issues across all areas of our business.

We will also enhance our working relationship with the DWP through greater joint working between our specialist functions, and explore secondment opportunities for our employees to further develop our partnership.

3.3 Continue to work with our advisory group of disabled people to benefit from their lived experience

Our advisory group, led by Trustees, is made up of ILF users and organisations of disabled people to help inform current policy and practice. The impact of any changes is also considered by our Equality Impact Assessment Board. We will continue to meet regularly with the advisory group throughout the year, and seek their guidance to ensure we are reaching seldom heard groups who may need support in having their say over decisions that affect their lives.

We will also use the group's advice to ensure that the Government's consultation on the future of the ILF is widely accessible to users, their families, and representatives. Following the outcome of the consultation we will also ask for advice on practical plans for the future.

3.4 Maximise the use of feedback from users to inform our decision making, and improve opportunities for working in co-production with disabled people

We will undertake a review of existing user experiential surveys with our advisory group. As part of this review we will further interpret management information that can be taken from the user surveys to help inform future service provision.

We will continue to have active involvement in developments in Adult Social Care, in particular the Right to Control programme. We will also continue to run a programme of employee visits to users and will promote the attendance of our employees at events that provide wider opportunities for engaging with our users.

3.5 Use our knowledge and experience of supporting our users to live independently to continue to contribute to wider developments in social care

Having supported disabled people for 24 years to achieve their independent living outcomes, we have a rich body of evidence to show how this can be done, both in practical terms and with regards to the systems that are needed for this to be achieved.

We will ensure that we are involved in initiatives that promote this ideal such as Right to Control and Think Local Act Personal. We will also engage with local authorities and their associations to share good practice and promote disabled people's independent living aspirations.

To support this activity we will develop our links with disabled people and their organisations to promote an understanding of the issues they face and equality outcomes. Working with the devolved administrations we will support new models of self directed support and personalisation with the aim of disabled people enjoying the same life choices as their non-disabled peers.

Strategic aim 4

Supporting our people

4.1 Deliver the comprehensive strands of our people strategy

We will continue to provide strong leadership to our employees and will review our People Strategy to ensure that all employees know and understand their responsibilities regarding the six strands we have identified. This will help to ensure that we have a motivated, healthy and safe workforce, which is recognised for its successes and supported by our managers.

Through our one-day initiative, our employees will be able to volunteer to work with disability related organisations. This, combined with the opportunity to accompany our independent assessors on their visits to our users, will help ensure our employees better understand the needs of disabled people.

4.2 Maximise internal meeting structures and communication methods to continue to deliver strong employee engagement

We will continue to communicate the key outcomes of the management board meetings through our intranet and regular fortnightly exchange briefings. These briefings encourage consistency of leadership and messages, and will enable greater dialogue at all levels of the organisation, providing a platform for two-way communication. Our quarterly full exchange briefings will update the whole organisation on business plan progress.

To help maintain our high level of employee engagement we will review the findings of the employee survey and involve our employees in drawing up key actions. We will manage and monitor the implementation of these actions to ensure they are progressed. We will also utilise the employee survey action plan to prepare the organisation for re-assessment of Investors in People in January 2013.

We will also continue to have open dialogue with representatives of the Public and Commercial Services Union (PCS).

4.3 Consolidate the recent organisational restructure to ensure it remains fit for purpose within a challenging and changing environment

We will produce a comprehensive staffing plan for the year and review any vacancies that arise to consider whether they need to be filled. Where recruitment is necessary we will apply a fair and equal process in order to ensure that we recruit the right person, with the right skills and qualifications.

By reviewing and evaluating our job descriptions for any roles that changed during the restructuring process, we will ensure clear understanding of individual responsibilities. To help further embed our performance management system we will provide necessary leadership training to ensure consistency in setting SMART and challenging key work objectives.

This will also provide assurance that roles are correctly graded and people are rewarded fairly for the roles they undertake.

4.4 Further embed the use of our performance management system in order to maximise its benefits

We will embed the performance management system (PMS) further to ensure that managers have the confidence and are supported to address both under performance and challenging situations in an appropriate manner, as well as to provide positive feedback. Through this and our six-monthly calibration meetings, we will ensure that the appraisal scoring system is fair and equitable and that managers are able to provide clear and consistent leadership aligned to our values and business objectives.

We will ensure that people have the resource and skills to achieve our aims through our PMS and a serviceable working environment that meets health and safety legislative requirements.

4.5 Formulate and deliver a comprehensive learning and development strategy

We will draft a learning and development plan based on the business needs of the organisation. This will follow a skills audit within each team to identify any skills gaps, and in turn provide individual learning and development opportunities. To complement this plan we will encourage job shadowing and deputising arrangements, and introduce the Civil Service Learning scheme to provide further opportunities appropriate to position and grade.

By undertaking a review of the process for agreeing employees' further education requests, we will ensure that we realise the objectives and expected return on investment from the outset. We will launch the Civil Service Development exchange to offer secondment and job shadowing opportunities to employees in other Government Departments within the East Midlands.

Strategic aim 5

Delivering sound governance

5.1 Maintain strong and appropriate Governance structures and internal control systems and review our framework documents and policies

We will review the effectiveness of our framework documents and undertake a broader internal review of internal processes and systems. This will provide assurance that we are properly supported by an appropriate policy framework.

We will regularly review our principal strategic risks that both threaten the achievement of our objectives and also provide us with opportunities for change. We manage our risks at three key organisational levels: strategic, operational and programme or project level.

5.2 Continue to deliver prudent and robust financial management within the delegated budget provision for 2012-13 in line with our responsibilities

We will provide assurance and confidence to our key stakeholders by managing our budgets within allocation and under the guidance of the HM Treasury guidance “Managing Public Monies”.

We will provide both strategic and functional reporting to provide financial assurance to the Board of Trustees, the ILF Audit Committee and the DWP sponsor team. In order to demonstrate that we appropriately manage and administer funding, we will continue to refine our financial modelling and provide timely and accurate financial information.

An important element of our financial control is the recovery of grants and unspent monies from our users. Our independent assessors and service delivery and grant recovery teams manage this area of work. We will further refine the reports in this area to provide greater assurance that this work is well-managed, that users’ payments are safeguarded and that public funds are protected.

5.3 Continue to deliver strong performance management, productivity and value for money

A key target is to hold our administration expenditure at 2% of total funding for the year. To achieve this we will review all aspects of administration expenditure and use our statistical and other management information to identify risks and opportunities, reduce waste, and seek improvements and efficiencies to our business. Value to our users and value for money will remain key drivers in all of these activities.

5.4 Design and implement an audit strategy that provides the Board of Trustees and the Accounting Officer with the appropriate levels of assurance

On behalf of the Trustees and the accounting officer, the audit committee review:

- risk management controls
- governance
- accounting policies
- the annual report and accounts
- audit reports
- management responses
- anti-fraud
- whistle-blowing processes

The National Audit Office 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. In addition, we have contracted PricewaterhouseCoopers who will deliver an agreed programme of internal audit work. Both internal and external auditors will provide further assurance on the effectiveness of our plans and systems independently and report these to the audit committee.

5.5 Taking corporate social responsibility for our wider community and environment

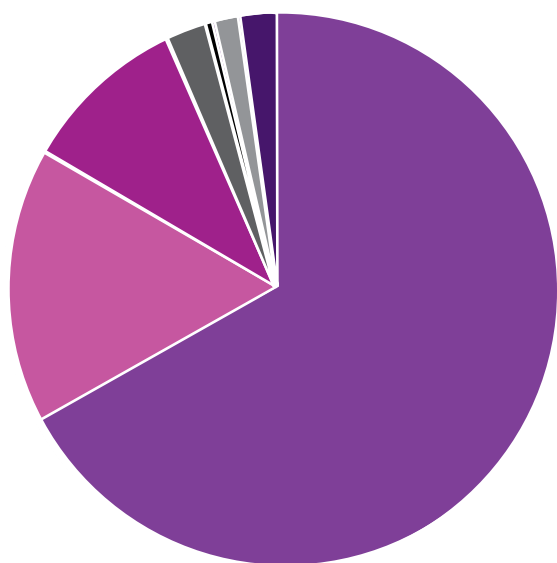
We will promote a series of green initiatives to provide improved awareness of energy consumption and waste management. We will manage environment friendly schemes such as increased use of electronic business via e-mail and our internet. These will also include encouraging greater use of public transport, car sharing for those who drive to work, and provision of season ticket and cycle loans.

We have a long and successful history of ongoing support for charities and will continue to support these activities. Encouraging our employees to take advantage of opportunities to volunteer with disability organisations will also help us contribute to the wider community in which we operate.

Through engaging with other local public organisations we will establish if the general public and our combined organisations can benefit from collaboration in an emergency or business continuity scenario.

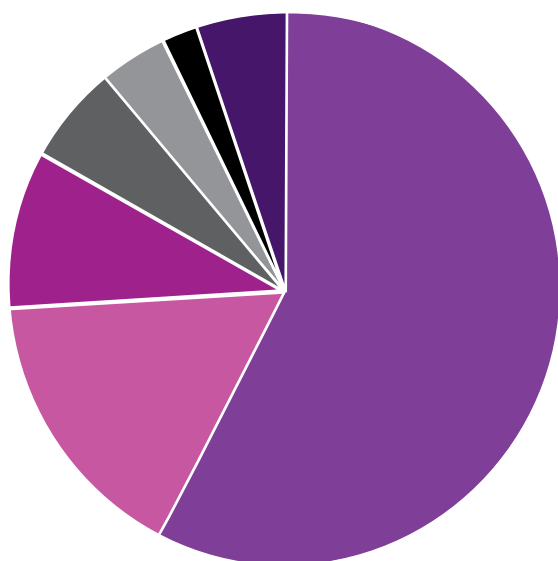
Our resource plan

UK budget 2012-13 £330.7m



- User payment England £220.2m
- User payment Scotland £54.9m
- User payment Wales £31.1m
- User payment Northern Ireland £9.4m
- Independent Assessor cost £1.1m
- Admin spend £6.5m
- Contingency £7.5m

UK administration budget 2012-13 £6.5m



- Staff costs £3.7m
- Estates £1.1m
- Information Security/Information Technology £0.5m
- Legal and professional £0.4m
- Other office costs £0.3m
- Consultation £0.1m
- Contingency £0.4m

ILF Trustees and Executive Board

ILF Trustees

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

Executive Board

James Sanderson	Chief Executive
Steve Jarratt	Resources Director and Deputy Chief Executive
John Denore	Head of Operations
Gillian Smith	Head of Human Resources and Facilities
Jesse Harris	Director of Strategy and Social Work
Roland Knell	Head of Information & Governance

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Website: www.dwp.gov.uk/ilf

Advisory Group

You can contact the Advisory Group by:

Phone: 0115 9450792

Email: advisory.group@ilf.org.uk



**independent
living fund**

Making choice real for disabled people