



Kingston Centre for Independent Living Ltd

**“Making Independence
A Reality for All”**

**Strategic & Business Plan
October 2009 to September 2014**

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EXECUTIVE SUMMARY

For more than 40 years KCIL has championed the cause of disabled people by providing information, advice and support on disability issues and independence. In recent years KCIL has experienced considerable change, despite this we have continued to provide high quality services and more recently KCIL has retained its Investors in People Award.

Independent living is living just like everyone else. It is having opportunities to make decisions that affect one's life, pursuing activities of one's own choosing, limited only in the same ways that a non-disabled person might be. Independent living has to do with self determination. It's having the right and the opportunity to pursue a course of action and it's having the freedom to learn from one's own experience. As a user-led organisation of and for disabled people, our priority is to ensure that disabled and older people lead as full a life as they feel able to.

Over the next five years, KCIL plans to develop new and existing services in order that service users and members are able to achieve and maintain independent lives. We will build on our success to date by ensuring that we become the main provider of quality information and support services for people from all disability groups who live, work or study in the Royal Borough of Kingston.

We look forward to working with our members, service users and partners from statutory and local voluntary organisations throughout the coming years.

Mission Statement:

To achieve inclusion for all disabled people (and people with long-term illnesses) in all aspects of mainstream society, across the Royal Borough of Kingston upon Thames.

We will achieve this by:

- Developing services that respond to the emerging needs of our members and users
- Providing information about disability and other relevant issues

- Participating in the development of local, regional and national policies affecting the lives of disabled people
- Eliminating social and attitudinal barriers to full inclusion for disabled people
- Working in partnership with organisations that share our vision

Our Vision

A fully accessible and inclusive community where all disabled people are free to choose their preferred lifestyle, achieve their personal aspirations and are respected and celebrated across society.

Our Values

KCIL believes in:

- Full inclusion and equality
- User-involvement and consultation
- The Social Model of Disability and concept of Independent Living
- Working with all disabled people regardless of age, sex, gender, race, sexual orientation, religion or belief and cultural belief and impairment
- Reducing and eliminating discrimination and dismantling social and attitudinal barriers
- Working in partnership with any organisation which shares our vision of full human and civil rights for all.

We also believe that disabled people irrespective their age, level of disability, gender, sexual orientation, race, nationality or religious belief, are entitled to:

- Be safe from harm and harassment
- Enjoy good health and have full access to relevant services promoting health and wellbeing
- Achieve academically and have the chance to pursue a full range of career options
- Be encouraged and empowered to defend their civic and human rights
- Participate fully in civic processes and all issues affecting their lives
- Make a valued contribution to community life

OUR STRATEGIC INTENT

Over the next five years KCIL aims to build on our success to date by:

- Extending our reach¹ by 50% through the development of new, innovative services that support full independence and choice for disabled people and respond to emerging needs.
- Strengthening our ability to generate income from a broad range of income streams in order to achieve a 30% increase in our annual (core) turnover and long term financial stability.
- Investing in our staff and volunteers to ensure we have the necessary skills and expertise to build KCIL's capacity to deliver a wide range of services.
- Developing quality services and work towards achieving a quality kite-mark system e.g. PQASSO.
- Developing leadership and management
- Strengthening governance through improved board performance
- Developing our membership base in order to realise a 100% increase in organisational membership.
- Being accountable to our members and services users for all resources
- Increasing our involvement with service users and other agencies through consultation and partnership work
- Raising the profile of the organisation locally, regionally and nationally by developing a public and media relations.
- Contributing towards environmental sustainability.

KCIL: CURRENT SERVICE PROVISION

Information and Advice Service

KCIL has run a very successful information service for many years. In the absence of funding for a designated post the CEO and Officer Administrator currently provide advice and information to disabled people who are resident in the borough. This is mostly through telephone conversations, but includes meetings in the office and written communication. The

¹The people who are direct recipients of KCIL services eg Direct Payment users or people accessing one-to-one information advice and guidance.

service largely deals with basic queries (eg location of accessible dentists), but where queries are more complex or require specialist legal skills KCIL will refer clients on.

KCIL is a member of the borough-wide multiagency Information and Advice Group. This RBK funded project supports the Transformation of Social Care and Independence and Wellbeing Agendas and aims to work in partnership with existing information and advice providers to offer:

- A single online resource for accessing coordinated, reliable and timely information.
- Agreeing quality standards for the content delivery of information and advice

It is envisaged that information and advice provided by KCIL staff will draw on the content of RBK's online resource and that the KCIL website will have direct links to the site also.

Wates Foundation has contributed to the production of KCIL information including the newsletter and website development for the three years to November 2009.

Direct Payments Scheme

The Scheme provides support and monitoring for any disabled person who chooses to receive their care package in the form of a Direct Payment instead of receiving services from the council (such as Home Care). The scheme gives disabled people over 16 years old (or parents of disabled children) who are eligible for a community care service in the borough, control, choice and independence. The number of people using the scheme is growing, with over 250 people currently using the scheme on a regular basis and over 300 people receiving a one-off Direct Payment in any given year.

The support starts with advice on a one-to-one basis, through assistance with wording advertisements for personal assistants (care workers), and all elements of being a good employer. This involves a great deal of engagement with various departments of the local authority.

Brokerage and Support Planning

KCIL has recently been commissioned to develop a Third Sector Consortium to pilot a brokerage and support planning service for local people in receipt of individual budgets.

Working in partnership with RBK the project aims to provide support and training to service users and their families to enable them to take up and manage individual budgets. We will also be providing training and possibly accreditation for Support Brokers working in the local authority area.

The Kingston Brokerage Project was one of nine regional projects featured in the NHS Accelerated Development Pilot Programme looking at joint working across local authorities and health sectors. Kingston's project was unique in that it was a Local Authority / Voluntary Sector Partnership.

Holiday Grants – KCIL administers a fixed fund for Holiday Grants on behalf of Kingston Council. These are available to disabled people resident in the borough. Any disabled resident can apply for a grant of up to £175, as a contribution towards their holiday. Applicants are eligible for a grant in any 12 month period. Typically around 90 grants are made each year.

Black & Minority Ethnic (BME) Disability Project

This project was funded by the City Bridge Trust for 3 years, to August 2009. The BME Disability Officer worked across all local voluntary organisations and statutory bodies to ensure that BME communities can access services and facilities equally.

Findings from recent research commissioned by KCIL (2009) showed that disabled people from ME communities still find it difficult to find out about their rights and the services that are available to them. Of particular concern was the lack of interpretation and translation services to support access to many mainstream community services.

Kingston Independent

KCIL produces a quarterly newsletter, the Kingston Independent. This has a circulation of about 1,000 (700 individuals and 200+ organisations). The focus of the newsletter is local disability-related issues.

A new format piloted in the 2009 summer edition received positive reviews and for the first time the newsletter was available to many more people electronically. KCIL also produces a large print version and a talking newspaper edition for people who are visually impaired

Website

As the leading, local organisation of (and for) disabled people, KCIL needs its website to be the first choice for disabled people to turn to for information and advice on independent living in Kingston-upon-Thames.

KCIL has had a website since 2004. In order to respond to our users' needs we are currently developing a new, more accessible website to provide up-to-the minute accurate information about disability, independence and local issues. We aim to keep our members and users informed on their rights, inclusion issues and local and regional disability strategies. We also want to extend our reach and use the website as a means to encourage greater online and offline service user engagement.

Consultation & representation work

In order to represent the views of our members and service users we must consult regularly with disabled people. We have done this in the past through a variety of methods: direct questionnaires, one-to-one interviews, focus groups, research projects, peer support meetings and voting at the AGM. Also, where local issues are of particular concern to our members, KCIL will take on a representational role.

We sit on a wide range of organisations and groups, participate in consultation exercises run by other organisations – for example, Kingston Council and provide expertise relating to access or poor service delivery issues for members and the wider public.

KCIL has recently been involved with the following groups:

Kingston Equalities Forum

Kingston Town Centre Management Meetings

Kingston Inter-Faith Forum

Kingston Information and Advice Group
Kingston Safeguarding
Kingston Independence and Wellbeing Implementation Group
Kingston Blue Badge Appeal Panel (as a lay member)
Kingston Hate Crime Task Group

RADAR keys - KCIL sells Radar Keys. RADAR keys are used to unlock accessible toilets around the borough and across the UK. A RADAR key gives you access to cleaner, more accessible and better-equipped public conveniences. RADAR keys are now available from KCIL for £2.50 each (plus p&p).

FINANCIAL SUMMARY

KCIL is financially dependant on 3rd parties for our core income stream. Our main funder is the local council (RBK) who provide a core grant which contributes towards the Director and Administrative Officer salaries and organisational overheads, a Direct Payments Scheme Service Level Agreement and a grant towards a pilot Brokerage and Support Planning Scheme. Other small grants from Trusts and Foundations and the Primary Care Trust have made a limited contribution to overheads over the last year.

To provide a buffer KCIL has a reserves policy of keeping three months of salary and other costs in unrestricted funds. This is not a substantial sum and a more realistic target would be six months operating cost. However, current reserves could still provide some development funding in the short term to pump-prime new projects but in the longer term we will want to diversify our funding streams in order to minimize risk and contribute towards long term financial sustainability.

Accounting procedures

Our present financial procedures are adequate and include a staff Finance Policy which outlines internal control systems including payment authorisation and record-keeping procedures.

We set and approve an annual budget prior to or around the beginning of the financial year; we have our accounts audited by an external chartered accountant and we monitor performance against budget at quarterly Finance Sub-committee meetings.

1st Draft

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

<p>Strengths</p> <ul style="list-style-type: none"> • User-led and person centred; social model of disability • Established within the borough, with strong history • Committed staff , volunteers and Directors with relevant skills • Work across all disability groups • Good external relationships generally and effective links with statutory sector • In a good position to diversify 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Dependent on statutory funding • Monitoring and evaluation • Poor management information systems • Low public profile • Low media profile • Lack of succession planning • Not engaging with young disabled people • Not engaging with disabled people from LGBT community.
<p>Opportunities</p> <ul style="list-style-type: none"> • Key partner in RBK's Transformation of Social Care • Potential to develop new and innovative services • Developing partnerships with other agencies • New funding opportunities • Potential to develop cross sector funding • Developing a more robust system for collecting management information (SalesForce) • Strengthening our brand 	<p>Threats</p> <ul style="list-style-type: none"> • Pending cuts in central and local government spending • Current economic downturn may lead to reduced levels of funding from Trusts • Increased competition for funding • Current lack of capacity to meet rising level of needs • Increased emphasis on outputs

Strategic Analytical Information

Key strengths

- KCIL is unique in being the only local, user-led, independent pan-disability organisation.
- KCIL has a history of good links with local disabled people, organisations and agencies.
- KCIL has good links with local statutory services particularly RBK and other agencies.
- KCIL has loyal and committed staff, volunteers and trustees

Critical areas for improvement

- Diversification of income
- Monitoring and evaluation
- Public and media relations
- Customer relations (and customer relationship management)
- Engagement with young disabled people (aged 16-30 years old).
- Engagement with disabled people from the LGBT community.
- Trustee/ director recruitment (especially of disabled people and people from minority groups).

Opportunities for development

- Increased demand for information, advice and guidance as social care eligibility criteria is tightened.
- Working in partnership to develop services to support the transformation of social care. For example the Brokerage Consortium will allow us to extend our own reach by working with other organisations that have a more diverse client group. We can also use the exiting consortium to work in partnership/collaboration on other project proposals.
- Current government policy highlights the role of the 3rd sector in providing advice, advocacy, service brokerage and other support services. recognises personalised care and systems that put people in control as the cornerstone of policies for transforming social care.
- Developing a social enterprise model to enhance the delivery of public service contracts.

- There is a shift from acute services to preventative and community-based care. Primary Care Trusts are to move from providing to commissioning services.

Challenges to organisational sustainability

- Ability to attract funds during a recession especially since the current economic downturn will impact on the levels of funding available from statutory and other sources.
- Anticipated change in administration at the next general election could result in a change in central government commitment to involving local user led organisations in delivery of the personalisation agenda.
- European directives on procurement of services (over a minimum contract value) by public bodies could increase competition for KCIL when going for public sector contracts that would appear to sit naturally within the remit of a user-led organisation.
- Ability to build bridges with previous members and prominent local disabled people who have become disenchanted with the organisation during the recent lull in organisation activity including reduced participation in local and national campaigning / activism.
- Ability to keep up-to-date and involved with other local initiatives eg local LINKs network
- Ability to develop and maintain strong branding.

Environmental Analysis

External environment

1. Promotion of health and well-being, preventative services, development of user-led organisations, access to better information, advocacy and support, promotion of independent living principles (including each locality having a user-led organisation modelled on existing Centre's of Independent Living) and practice, involvement of "seldom heard groups", development of action & learning sites, housing, transport, health, employment and economic well-being including volunteering, review of Disability Living Allowance (DLA) and Attendance Allowance (AA), support for older people, those in transition to adulthood, and disabled parents are also a priority.
2. There has been a change of local criteria for accessing services to only critical and substantial. Those with low/moderate need should also be considered and prevention is seen as key. KCIL has a role in service development and needs to look creatively at the

commissioning possibilities once RBK has identified these. We could also have a role in monitoring results of these changes, ensuring disabled people's needs are met appropriately, and in ensuring service providers meet their current and future obligations.

3. Disability Discrimination Act enactment offers opportunities for KCIL to develop services.
4. New Government legislation planned includes the Prime Ministers strategy for Carers expected spring 2008, Independent Living Bill and Governments green paper later in 2008.

Demographics

- More than 1 in 5 adults are thought to be disabled in the UK, with increasing numbers of people reporting mental health and behavioural issues.
- RBK estimate 12,000 – 16,000 disabled adults in Kingston, with up to 20,000 people who are long-term sick or disabled in the borough.
- Around 8,000 disabled people in the local are thought to be of working age of this number approximately 3,000 are considered to be economically inactive due to permanent sickness or disability.
- Significant health inequalities exist between wards in the Royal Borough, with 4 local deprived areas in terms of health and disability.
- RBK estimate that around 45 people per month are being assessed as having low/moderate needs.
- RBK expect to see a 29% increase in the local BME community by 2026.

Internal environment

Leadership

1. KCIL appointed a new Chairperson in Oct 2008
2. New CEO (Oct 2008) after a short vacancy. CEO now in post for 12 months and significant progress has been made across the organisation in during this period.

Staff and volunteers

3. KCIL currently has three regular volunteers (a newsletter editor, an information and website assistant and a general office assistant). We have developed a volunteer policy and support systems to ensure that volunteers at KCIL have positive experiences with the organisation. We continue to encourage volunteering as a means to ensure more disabled people have opportunities to be involved in service development and civil participation at a local level.
4. Direct Payments team now at full complement after some staff changes.
5. Project Development worker appointed for Brokerage and Support Planning Project.

Users

6. "Membership" under the new entity stands at around 90 disabled people. We need to increase membership and develop differentiated membership services
7. Consultation and involvement work has recently been stepped-up again and is vital to the aims of KCIL. Greater outreach and awareness raising is needed.

Organisation / Governance

8. KCIL recently became an Incorporated Company (April 2008).
9. KCIL has looked at the mix of skills and experiences required for our Board, and we are now working on recruiting members to fill current skills gaps.
10. Investors in People Reassessment (Feb 2009) was hugely successful. The organisation retained its IIP status and will be reviewed again in 2012.

Services

11. KCIL's Direct Payments Service is currently working in a changing external environment
12. Kingston Independent newsletter has been redesigned. Funding from Wates Foundation will provide a contribution to costs only until Nov 2009. Need needs to identify alternative funding and increase readership.
13. Holiday grants scheme continues and a annual feedback survey is now carried out.
14. RADAR key scheme needs significant promotion.
15. Loss of Information and Access services over the last couple of years leaves a funding and development gap as these areas continue to be core needs for local people.

16. Website is currently undergoing development to make it more interactive and inclusive.
17. KCIL currently does not offer an advocacy service and this is identified as need for service users. Existing local services support people with mental health issues or people with learning disabilities. There are no advocacy services currently available to meet the needs of people with more general disabilities.
18. Research is needed into local disabled people's experiences and service requirements generally. This would be useful to inform our service development and to compare and contrast with findings from KCIL's recent research (2009) into the needs of disabled people from BME communities in Kingston upon Thames.

Systems

19. Organisational policies have been recently updated by the CEO and KCIL now has a new staff handbook developed in conjunction with our HR consultant.
20. IT and server problems remain and ongoing issue at KCIL. Service outage regularly occurs and impacts on KCIL's ability to be meet work consistently to meet targets. This issue is currently being addressed in talks with our provider, Superhighways.
21. Office layout needs to be changed to increase accessibility and be more welcoming and allow for additional workers, volunteers, and services. We need to consider local opportunities for office space and/or outreach for services.

Funding

22. BME Disability service funded only to September 2009.
23. There has been an increase in the level fundraising bids submitted to Trusts and Foundations but greater diversity of funding is still a priority.

DESCRIPTION OF STRATEGIC PLANNING PROCESS

The strategic plan was initially drawn up by the CEO after reviewing KCILs current services, internal systems and taking into account feedback from members and service users. The draft document will be disseminated to staff, volunteers and Directors for consultation. Responses will be reviewed and incorporated into the document as appropriate. The amended document

will be made available to our members and funders for comments which will be considered by the Board of Trustees for incorporation into the final document.

Monitoring and Evaluation

Once the Strategic Plan has been approved by the KCIL Board the CEO will incorporate strategic monitoring into the full board meeting as a regular agenda item. The board members will assess performance against targets on a quarterly basis and review the plan and corresponding targets on an annual basis.

Goals for CEO

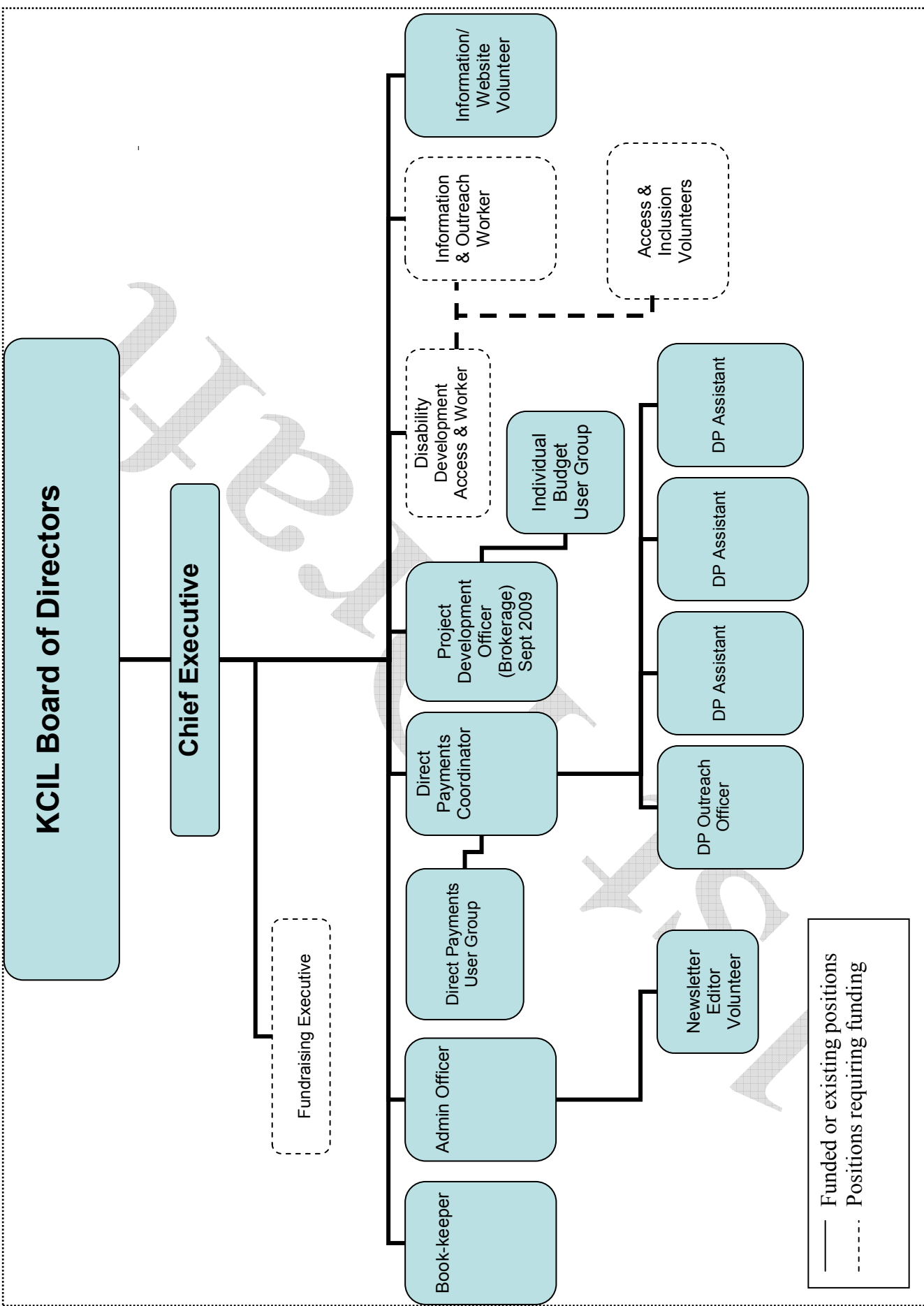
- To ensure staff are fully aware of the organisational aims and objectives
- To identify and secure the relevant resources required to implement the plan.
- To provide regular strategic updates to the KCIL board and staff.
- To support project leads to develop targets for their projects and to incorporate them into the strategic plan.

Goals for Board of Directors

- Identify realistic targets for governance
- Review board performance on a regular basis.
- Attend regular quarterly full board meetings and sub-committee meetings.
- Support the full participation of disabled board members and members from other minority groups for example considering alternative meeting formats (such as telephone conferencing) to allow full participation of disabled people.

Cost implications of delivering the strategy

To be submitted at a later date



Business (Operational) Plan

Strategic Objective	Activities	Success indicator	Cost implication/year (unless one-off cost).	Date	Lead
<p>Extending our reach by 50% through the development of new, innovative services that support full independence and choice for disabled people and respond to emerging needs.</p>	<p>Consultation with users, partners and funders</p> <p>Secure funding to appoint Development Worker and Information & Outreach Worker</p> <p>Increase uptake of services from young disabled people and disabled people from the LGBT community.</p> <p>Building on our work from the BME project to ensure that we continue to provide appropriate services for disabled people from BME communities.</p>	<p>New services identified for development</p> <p>Funding secured and workers in place</p> <p>Targeted marketing</p> <p>Targeted events</p> <p>Provision of translation and interpretation. Marketing & events</p> <p>Coordinated</p>	<p>N/A</p> <p>£35 -70K r (2x P/T or F/T)</p> <p>£200</p> <p>£400</p> <p>£800</p> <p>£500</p> <p>£2,000</p>	<p>Mar 2010</p> <p>Sept 2010</p>	<p>CEO/Staff</p> <p>CEO</p> <p>Staff</p> <p>Staff</p> <p>CEO</p>
<p>Strengthening our ability</p>	<p>Produce and implement a 3-year</p>	<p>Coordinated</p>	<p>£2,000</p>	<p>Jan 2010</p>	<p>CEO</p>

<p>to generate income from a broad range of income streams in order to achieve a 30% increase in our annual turnover and long term financial stability.</p>	<p>fundraising strategy to incorporate community, trust & foundation, corporate and individual giving.</p> <p>Establish a fundraising sub-committee group to support income generation activities outlined in the fundraising strategy.</p> <p>Appoint Fundraising Executive to coordinate community and personal fundraising campaign.</p>	<p>fundraising activities taking place.</p> <p>Volunteers actively involved in fundraising.</p> <p>Volunteer or salaried Fundraiser in post</p> <p>Plan in place and evidence of training & development across the team.</p> <p>Evidence of organisational response to identified training needs.</p> <p>Supervision and appraisal</p>	<p>£150</p> <p>£1,000 vol. or £14K (p/t).</p> <p>£5,500</p> <p>N/A</p> <p>N/A</p>	<p>April 2010</p> <p>Volunteer: Apr 2010 or salaried: Sept 2010</p> <p>March 2010</p> <p>Ongoing</p>	<p>CEO</p> <p>CEO</p> <p>CEO/DP Co</p> <p>CEO/Chair person</p> <p>CEO/DP Co</p>
<p>Investing in staff, directors and volunteers to ensure we have the necessary skills and expertise to build KCIL's capacity to deliver a wide range of services.</p>	<p>Produce an organisational training plan annually</p> <p>Annual skills audit (Staff, volunteers and directors)</p> <p>Annual appraisal and monthly supervision of staff</p>				

		records, staff feedback; evidence of performance improvement across the team.			
	Retain Investors in People (IIP) Status	KCIL achieves IIP Award at reassessment	£1,500 (one off)	March 2012	CEO
	Register with Charities Evaluation Service for PQASSO quality mark	KCIL acquires PQASSO toolkit	£150	Dec 2009	CEO
Developing quality services and working towards achieving a quality kite-mark system e.g. PQASSO.	Develop and implement systems for monitoring and evaluation of KCIL-wide services	KCIL achieves PQASSO Award. Evidence of more effective and efficient organisational systems/ procedures; continuous improvement.	* training budget	August 2011	CEO/staff/ directors

	<p>Consultation with users, members and other stakeholders</p>	<p>Service users tell us they receive better quality services. Commissioners receive positive feedback about our services</p>	<p>N/A</p>	<p>Dec 2010</p>	
	<p>Consultation with KCIL staff, volunteers and directors</p>	<p>Evidence better communication among staff, directors and volunteers.</p>	<p>N/A</p>	<p>Aug 2010</p>	
	<p>Acquire and implement a robust customer relationship management system.</p>	<p>Evidence of more creative thinking, enabling new perspectives and ways of working.</p>	<p>N/A</p>	<p>Dec 2010</p>	
		<p>SalesForce licences (x10) in place and staff trained to use</p>	<p>£13,000 (£10,000 of which is GIK)</p>	<p>Jan 2010</p>	<p>CEO / SF Consultant</p>

Developing leadership and management	<p>KCIL has a minimum skills and knowledge requirement for managers and senior staff supported to achieve this to ensure that they are able to support their staff to achieve organisational aims and objectives.</p> <p>Managers have ongoing professional development as well as support from their line manager.</p>	<p>system.</p> <p>All managers / supervisors meet KCIL's leadership and management competences.</p> <p>Managers have (or working towards) management qualification eg Chartered Institute of Management Level 3 (CEO Level 4/5)</p> <p>CEO, managers and Office Administrator have a 360 Annual Appraisal</p>	<p>* training budget</p> <p>* training budget</p>		
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Strengthening governance through improved board performance	Increasing Board membership and aim for 50% to represent users.	Board has at least 10 members half of whom represent disabled people.	N/A	Dec 2010	Chair/CEO
	Develop a fully comprehensive induction process for new Trustees/Directors	All trustees have had a KCIL induction and induction pack. Trustees.	N/A	Jan 2010	Office Admin/CEO
	Trustees are fully aware of their responsibilities and are able to be a critical friend to KCIL (e.g. able to challenge and support development)	Trustees have undergone external training in governance and responsibilities. Introduce a mentoring scheme for new Trustees. Regular review of governance procedures and	£1,000	July 2010 April 2010	CEO/Chair CEO/Chair
	KCIL Board meets its governance targets.		N/A	Annually	CEO/Board Members

Developing our membership and corresponding services	KCIL organisational membership increases significantly.	performance Membership increased to 100	By April 2010	Admin Off
		Membership increased to 125	April 2011	
	Membership services are developed in order to make loyalty to the KCIL brand more desirable.	Membership increased to 200	April 2014	CEO/ Admin Off
	Membership services are developed in order to make loyalty to the KCIL brand more desirable.	KCIL members are offered discounted products and priority services.	April 2012	CEO/ Admin Off
	Website membership is developed as a means for users to engage with the organisation, participate in consultation online and or provide peer support.	Facility and functionality in place and resources available to allow moderation	Jan 2011	CEO/Web Admin

<p>Being accountable to our members and services users for all resources.</p>	<p>Involve service users at all levels within the organisation eg as Board members, volunteers and staff.</p>	<p>Service users are actively encouraged to apply for all positions within the organisation.</p>		<p>CEO/ Staff/ Directors</p>
	<p>Increasing our engagement with service users and other agencies through consultation</p>	<p>Consultation events are held on a regular basis. Customer satisfaction surveys are carried out on a regular basis.</p>	<p>Annually Annually</p>	<p>CEO/Staff CEO/staff</p>
	<p>Provide members, users and other stakeholders with information on KCIL's performance against targets.</p>	<p>Impact Reports are produced and disseminated.</p>	<p>Annually</p>	<p>CEO/Staff</p>
<p>Increasing partnership work with other</p>	<p>Developing partnerships with local third sector organisations to deliver</p>	<p>Brokerage consortium has</p>	<p>Ongoing</p>	<p>CEO /external</p>

<p>agencies.</p>	<p>work that supports the independence and wellbeing of disabled and older people.</p>	<p>broadens its remit to address other relevant issues. Consortium members identify other projects suited to partnership bids.</p>	<p>Ongoing</p>	<p>agencies</p>
<p>Raising the profile of the organisation by developing public and media relations locally, regionally and nationally.</p>	<p>Developing further partnerships with statutory agencies especially PCT in order to deliver personalisation agenda</p>	<p>KCIL successfully bids for new public service contracts. Activities to be agreed with Patron year on year. Develop and PR and Marketing strategy. KCIL is regularly</p>	<p>Ongoing</p>	<p>CEO</p>
<p>Raising the profile of the organisation by developing public and media relations locally, regionally and nationally.</p>	<p>Involve KCIL's patron in raising the profile of the organisations locally and nationally. Establish links with press and other media, locally and nationally.</p>	<p>N/A</p>	<p>Ongoing</p>	<p>CEO/Chair</p>
<p>Raising the profile of the organisation by developing public and media relations locally, regionally and nationally.</p>	<p>Establish links with press and other media, locally and nationally.</p>	<p>£1,000</p>	<p>April 2010</p>	<p>CEO</p>
<p>Raising the profile of the organisation by developing public and media relations locally, regionally and nationally.</p>	<p>Establish links with press and other media, locally and nationally.</p>	<p>KCIL is regularly</p>	<p>Ongoing</p>	<p>Ongoing</p>

		<p>acknowledged in local press or broadcast media.</p> <p>KCIL regularly produces and circulates press releases / advertorials to promote our work or events.</p>		
<p>Organise public events to raise the profile of disability issues locally.</p>	<p>Events take place promoting disability awareness or in recognition of the achievements of disabled people.</p>	<p>£2,000</p>	<p>Annually</p>	<p>CEO/staff</p>
<p>Making a contribution to environmental sustainability eg minimising carbon</p>	<p>Incorporate sustainability principles, awareness and understanding in our work within KCIL offices and when engaging</p>	<p>Evidence of an environmental sustainability policy being</p>	<p>April 2010</p>	<p>CEO/Staff</p>

<p>emissions and adapting to the impacts of climate change.</p>	<p>with the community.</p>	<p>implemented</p>	
	<p>Establishing policy and practice that meets or exceeds relevant environmental legislation and adhering to agreements and standards at local and national levels</p>	<p>All paper products and other packaging are recycled. Energy efficiency opportunities are embraced throughout our work.</p>	<p>July 2011 CEO</p>