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## **DIAL Barnsley**

- Passionate About Possibilities

**Strategic Plan 2013-2017**

# What we do and our work in Barnsley

**DIAL Barnsley is an organisation run by and for disabled people and carers in Barnsley.**

Established in 1985 from the belief that disabled people themselves are the 'experts' in understanding the needs of disabled people and with a willingness to share that experience and knowledge.

We are a registered charity and we remain an independent user led organisation, providing a range of information, advice and support services which respond to the needs and demands of local disabled people.

Our trustees and management team are actively involved in local networks and partnerships, representing the views of disabled people with local service planners and providers and helping to influence and shape service provision and developments.

We have a reputation for successfully engaging with service users where other organisations have failed. We believe this success is due to our commitment to put the service user at the heart of everything we do and to our ethos which is to:

**“See the person first”**

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**Foreword from  
Steve Waller -  
Chair of DIAL Barnsley**



Welcome to our new Strategic Plan 2013-2017, which describes a strong and exciting vision for the future and provides a definitive framework, within which our strategic objectives can be achieved.

It is an ambitious plan, which will see a change in our approach and one which is responding to the challenging social and economic environment of today. It is however, realistic and builds on the excellent reputation we have achieved for our past work.

As always the plan has been co-produced and represents the views and aspirations of disabled people and carers in Barnsley.

# Ambition Statement

To meet our organisational aims and demonstrate the values that underpin our work we intend to develop services that reflect the changing needs of disabled people and carers.

We will add to our portfolio of service provision based on genuine co-production, be proactive in representing the views and needs of disabled people and further this by developing our infrastructure support for other emerging User-Led Organisations.

We will build our awareness raising capacity and maintain and increase our preferred provider profile with stakeholders.

Foreword from Sharon Brown  
Chief Executive Officer



“What will DIAL Barnsley look like in 2017?” This was the question that acted as the catalyst for our thinking about our organisation and laid the foundations for our journey in developing our new strategic plan.

This approach enabled us to appraise our current activities and determine those which would require continued investment as well as recognise the external factors, challenges and opportunities that would influence any future developments.

During the preceding two years we have seen a 47% increase in demand for our core services that provide peer advice, information and support and have successfully evidenced the impact that preventative models of provision, like this, have on individual’s health and wellbeing.

Additionally we have developed new solutions and interventions in response to service user need, and our reputation for developing co-produced provision, based on genuine need has gained respect and recognition both locally and nationally.

We recognise that the health and social care landscape is changing rapidly and the government is looking increasingly to the third sector to take greater responsibility for delivering front-line services that demonstrate innovation, best value and better outcomes for individuals. We consequently need to come to the fore and demonstrate our ability to meet the demands of the market.

Our strategic plan is therefore geared towards growing our organisation to better support the needs of local people with an emphasis on prevention and an approach that promotes self-reliance and improving health and wellbeing.

We are an ambitious organisation and we believe are the right organisation to meet the challenges ahead and provide an exemplary model of practice which other organisations can follow. We aim to be a modern, third sector organisation, working as an equal partner with key public bodies with a robust, sustainable financial strategy and infrastructure required to realise our ambitions.

We have set ourselves some challenging goals but have put in place a coherent and robust strategy that will enable us to deliver these. We will continue to involve disabled people and carers in the shaping and creation of new solutions; develop and strengthen stakeholder partnerships; raise our profile and be a visible brand within local communities and ensure service excellence in everything we do.

In 2017 DIAL Barnsley will be delivering high quality services that match the needs of service users, be resilient and flexible, have financial stability and be the trusted voice of local disabled people and carers.

# About Us



# **Our vision, values and mission**

In putting this Strategic Plan together we have undertaken a wide ranging view of our organisation in terms of its strengths, weaknesses, opportunities and threats.

We have invited external input to challenge us and have sought input from a wide range of service users and stakeholders at all levels.

Combined with an analysis of the external influences we have developed a new vision, set of values and mission as set out overleaf.

**Our vision** for the people we serve is:

### **A Life without Boundaries**

and is achieved by working with them, through the services we deliver, to overcome and remove social, environmental and attitudinal barriers.

**Our values** underpin everything we do and shape our behaviour, both as an organisation and as individuals working within DIAL Barnsley. Our values are:

- **Inclusive** : We include anyone who has rights under the Equality Act's definition of disabled people. This includes anyone with a physical/sensory impairment, mental health condition, learning difficulty or long-term health condition. We also recognise anyone who declares themselves to be a disabled person.
- **Expert**: As an organisation run by and for disabled people, we have a unique and insightful perspective. Our history and work provides us with a depth of knowledge on the issues and barriers faced by disabled people in Barnsley. We use this knowledge to add value to our own work and that of the public, private and third sectors in order to effect change for disabled people.
- **Innovative**: We are adaptable, embrace change and try new ways of doing things. We work in an imaginative and flexible way, seeking feedback to help us innovate.
- **Responsive**: We listen to the needs of and work in partnership with disabled people and our stakeholders. We respond in a timely manner and in a way that is enabling, supportive and professional.

**Our mission is to support and empower disabled people and carers, enabling them to live a more enriched and independent lifestyle.**

# National and Local Context

We are facing a new and changing health and social care landscape. It is well documented that traditional services will not be sustainable in the future, particularly when faced with the growing number of older people.

The significant local population of disabled people have a part to play in the shaping and creation of solutions to meet the challenges. It is important that the voice of disabled people across the borough is strongly represented to influence future strategies.

## **The Big Picture – national policy**

The **Localism Act 2011** sets out a series of measures with the potential to achieve a substantial and lasting shift in power away from central government and towards communities and local people.

The **Welfare Reform Act 2012** is bringing the biggest changes to benefits since the 1940s with the potential impact of financial hardship, poverty, risk of starvation and homelessness for many people.

The **Health and Social Care Act 2012** has marked a significant shift in the way health and social care services are designed and delivered with the introduction of Clinical Commissioning Groups, the transfer of public health to local authorities and local Healthwatch as the consumer champion.

The **Social Care Bill 2013** has targeted local authorities with ensuring they cultivate a market which provides variety of choice for meeting the care and support needs of the local population .

## **Local Perspective**

### **What is the current picture?**

Barnsley is ranked 47<sup>th</sup> in the Index of Multiple Deprivation 2010, has a population of 233700 (ONS mid-2012 estimate) and 24.4% of residents report having a long term illness or disability compared to national average of 16.9%.

Additionally,

- 14190 are claiming Employment Support Allowance or Incapacity Benefit
- 15.8% of adults have a diagnosis of depression
- Population of people aged 65+ is forecast to increase by 54.2% in Barnsley by 2030, higher than the national average of 50.7%.
- 11.7% of Barnsley residents provide unpaid care

## **Local Policy**

The **Barnsley MBC Community Strategy 2011-2015** acknowledges the continued challenges around health inequalities and financial exclusion

and has prioritised the need to ensure that people's wellbeing is at a level that enables them to get involved. In delivering its Corporate Plan Barnsley MBC has established a new governance structure which will engage communities to have a greater involvement in shaping and designing services to improve their lives.

The **Health and Wellbeing Strategy 2013-2016** for Barnsley acknowledges the link between wellbeing and empowerment leading to an improved ability to deal with crisis and hardship. The intended outcomes of the strategy are:

- Health inequalities are reduced so all residents have the best possible quality of life
- Older people achieve safe, healthy and independent living
- Residents have greater choice and control over their health and wellbeing

To meet the challenges and outcomes local statutory bodies will focus on:

- Providing accessible universal advice and information
- Promoting self-care, enablement and switching from 'cure' to 'prevention'
- Encouraging communities cohesion that builds on local services which meet local needs

We believe with such a significant local disabled population it is imperative that disabled people have the knowledge, support and confidence to contribute to shaping the changes ahead.

# **Our Strategic Aims and how we will deliver them**

**To deliver our vision and mission we have developed three strategic aims for 2013-2017 which provide the overarching focus for all our work.**

Our three strategic aims are to:

1. Give a voice through personal experience
2. Remove stigma, challenge discrimination and promote equality
3. Ensure services match need

The following pages outline the key objectives we will deliver, to meet our strategic aims

## **Organisational Aim**

1. Give a voice through personal experience

## **Objective**

- 1.1 Provide universal information and advice services to disabled people and carers in Barnsley which supports enablement and promotes independence

## **Approach**

- A. To be proactive in the understanding of the information and advice needs of disabled people and carers in Barnsley and surrounding areas
- B. To develop and continuously improve a delivery model in response to the information and advice needs of local disabled people and carers
- C. Establish formal and informal relationships with disabled people and carers in Barnsley and beyond
- D. Ensure services are delivered through a peer advice model thus promoting our ethos of deeper empathy and understanding
- E. Encourage self-reliance and self-help as a way of reducing dependence

## **Outcomes**

### **Outcome 1**

Disabled people and carers will have an increased awareness of relevant services available to them resulting in them making informed choices to improve their quality of life and to live independently

### **Outcome 2**

Disabled people and carers will feel more in control of their lives leading them to being more able to be socially included

### **Outcome 3**

Disabled people and carers will experience an improvement in their health and wellbeing

## Outcome 4

Disabled people and carers will feel confident to support themselves and others in the future



## **Objective**

- 1.2 To deliver a range of volunteering activities which enable disabled people and carers to achieve their goals and aspirations and contribute to building social capital

## **Approach**

- A. Proactively identify and encourage volunteers from our client base to promote the spirit of reciprocity
- B. To consolidate and develop a cross organisational volunteer support structure, policy and practice

## **Outcomes**

### Outcome 5

More disabled people and carers will improve their, or utilise existing, skills through volunteering

### Outcome 6

More disabled people and carers will increase their confidence to take up opportunities to realise their potential

## **Objective**

- 1.3 To provide issue based peer support, guidance and representation to disabled people and carers in Barnsley and surrounding areas

## **Approach**

- A. To be both proactive and responsive in identifying issues based gaps in service provision and developing solutions e.g. homelessness, employment etc.
- B. Ensure services are delivered through a peer support model thus promoting our ethos of deeper empathy and understanding
- C. To work in partnership with other organisations to deliver joint initiatives where this is most effective

## **Outcomes**

### Outcome 7

Disabled people and carers feel supported to challenge decisions which impact on their individual lives

### Outcome 8

Disabled people and carers are supported to make a change which will improve their quality of life

### Outcome 9

Disabled people and carers experience an improved customer journey in accessing support and guidance in Barnsley

## **Objective**

- 1.4 Provide peer support planning and brokerage to disabled people and carers in order to underpin the implementation of personalisation

## **Approach**

- A. To provide independent high quality support planning for disabled people and carers
- B. To promote the benefits of independent support planning and brokerage amongst professionals, disabled people and their families
- C. Ensure services are delivered through a peer advice model thus promoting our ethos of deeper empathy and understanding
- D. To develop models of reciprocal support between individuals using personal budgets

## **Outcomes**

### Outcome 10

Disabled people and carers have more flexibility, choice and control over their support

### Outcome 11

Disabled people and carers feel they have contributed by supporting each other

## **Objective**

- 1.5 To bring together disabled people and carers with similar or like experience for mutual support and promote self-reliance

## **Approach**

- A. To further develop the workshop model *utilised in other successful projects for delivering learning*
- B. To use the workshop model to cascade learning for disabled people and carers
- C. To establish links within local communities to identify common characteristics and issues that affect disabled people and carers
- D. To facilitate the establishment of social networks of disabled people and carers

## **Outcomes**

### Outcome 12

Disabled people and carers feel less isolated through their shared experience

### Outcome 13

Communities will feel better informed through cascaded learning

### Outcome 14

Communities will feel stronger and more resilient

### Outcome 15

Disabled people and carers feel they have contributed by helping others

## **Organisational Aim**

2. Remove stigma, challenge discrimination and promote equality

## **Objective**

2.1 To promote a positive image of disabled people and carers through an empathic workforce and inclusive working practices

## **Approach**

- A. A commitment to employing a workforce that reflects the community it serves
- B. To nurture and foster equality of opportunity in an open and supportive workplace environment

## **Outcome 1**

Staff are confident that they inspire others through example

## **Outcome 2**

External stakeholders recognise DIAL Barnsley as an inclusive employer

## **Objective**

- 2.2 To promote a positive image of disabled people and carers through trustee and staff involvement in local, regional and national networks and other stakeholder activities

## **Approach**

- A. A commitment to employing a workforce that reflects the community it serves
- B. To continue to support the board of trustees and develop their skills to enable them to contribute in a co-productive way, to issues affecting disabled people and carers
- C. To maintain awareness about local and national policy that impacts on the lives of disabled people and carers

## **Outcomes**

### Outcome 3

Trustees report an improvement in their skills base

### Outcome 4

Trustees feel more confident that they are representing the views of disabled people and carers

### Outcome 5

Trustees and staff feel they have influenced local and national policy through making a positive contribution and representing local disabled people and carers

## **Objective**

- 2.3 To influence change through challenging public bodies in relation to discriminatory systems practices that impact on the lives of disabled people and carers

## **Approach**

- A. To work in partnership to ensure a stronger voice
- B. To utilise existing or develop new contacts who can influence change
- C. To understand the impact of discriminatory practices and be proactive in raising awareness

## **Outcomes**

### Outcome 6

A reduction in the need for disabled people and carers to access support in relation to discriminatory systems practices

### Outcome 7

DIAL is recognised locally as an organisation that influences change in relation to discriminatory systems practices

## **Organisational Aim**

3 Ensure services match need

### **Objective**

- 3.1 To continue to maintain and develop a trusting relationship and genuine dialogue with disabled people and carers who use our services

### **Approach**

- A. To actively encourage involvement of disabled people and carers in all aspects of our work
- B. To use a variety of mechanisms to ensure that disabled people and carers are involved in planning and shaping of our services
- C. To develop and embed within the organisation, tools for sharing outcomes of disabled people and carers involvement and input

### **Outcome 1**

Disabled people and carers feel they are able to influence and shape the services provided by DIAL Barnsley

### **Outcome 2**

Disabled people and carers feel involved, recognised and rewarded



## **Objective**

- 3.2 To represent the needs and views of disabled people and carers with external stakeholders and commissioners

## **Approach**

- A. To work to the principles of co-production
- B. To build on the established dialogue and connectivity with local disabled people and carers
- C. To promote the principle of reward and recognition for disabled people and carers involvement

## **Outcomes**

### Outcome 3

Disabled people and carers are confident that their needs and views are being genuinely represented with external stakeholders

### Outcome 4

DIAL Barnsley to be recognised by external stakeholders as the experts in relation to the needs and views of disabled people and carers

## **Objective**

- 3.3 To nurture and support third sector groups and organisations in their aspirations to become more user led and responsive to the needs of disabled people and carers

## **Approach**

- A. To be a positive role model for user led organisations

## **Outcome 5**

Organisations are more aware of the benefits of being user led

## **Outcome 6**

Organisations feel more supported in achieving their aspirations/ambitions to become user led and in delivering more responsive services

# Organisational Change

The key objectives outlined in the preceding pages represent an ambitious programme of work until 2017. A clear set of activities will be captured in an operational plan which will reflect existing projects as well as determine other activities which require development and investment.

This section highlights our current services and resources and how we plan to expand these in order to deliver our strategy.

## Delivering more User Led Services

2012

- Information
- Advice
- Appeal Support
- Support Planning

2013

- Information
- Advice
- Appeal Support
- Support Planning
- Issue Based Advice e.g. Fuel Poverty
- Health & Wellbeing Support
- Issue Based Peer Support e.g. employment

2017

- Information
- Advice
- Appeal Support
- Support Planning
- Issue Based Advice e.g. Debt, Homelessness
- Social Networks
- Employment Support
- Advocacy
- Enabling Services
- Awareness Raising
- Social Policy
- Training

## **Investing in our assets**

### **Human Resources**

DIAL Barnsley is governed by a board of trustees, the majority of whom have personal experience of disability. We have a strong and committed Board, Management Team, staff members and bank of volunteers.

These human resources are our greatest asset and will be the cornerstone of everything we achieve between now and 2017. Our planned continued growth will require more staff and a strengthened management structure to support it. We have quality marked HR policies and procedures to support our workforce however as part of our strategy we will review these to ensure they match the needs of an expanding team.

We will continue to invest in the training and development of our workforce with paid and unpaid staff having equality of opportunity for personal development.

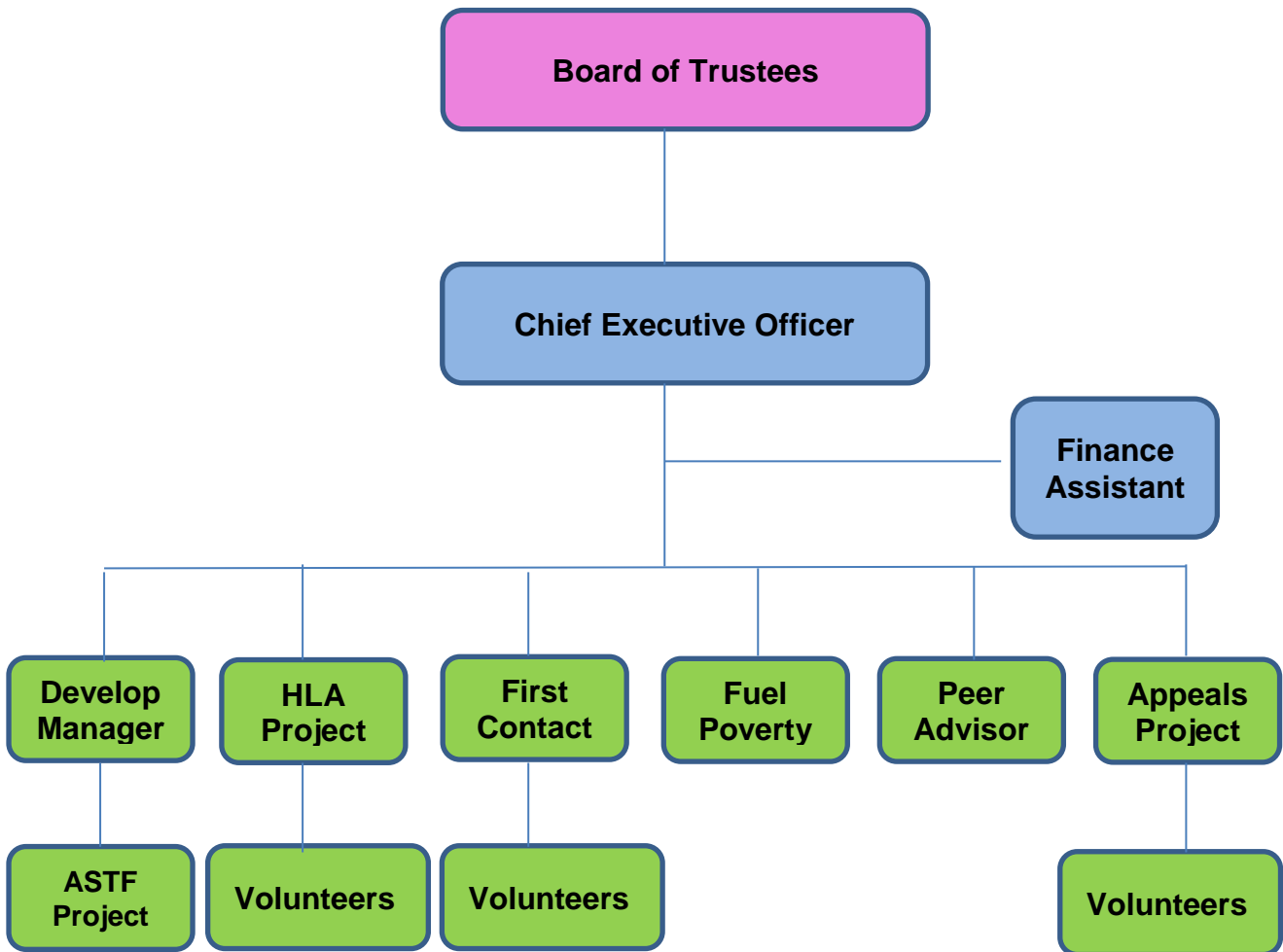
During the lifespan of this strategy we will undertake a skills analysis of our board of trustees to identify any gaps and further strengthen their important collective role through training or recruitment.

### **Infrastructure**

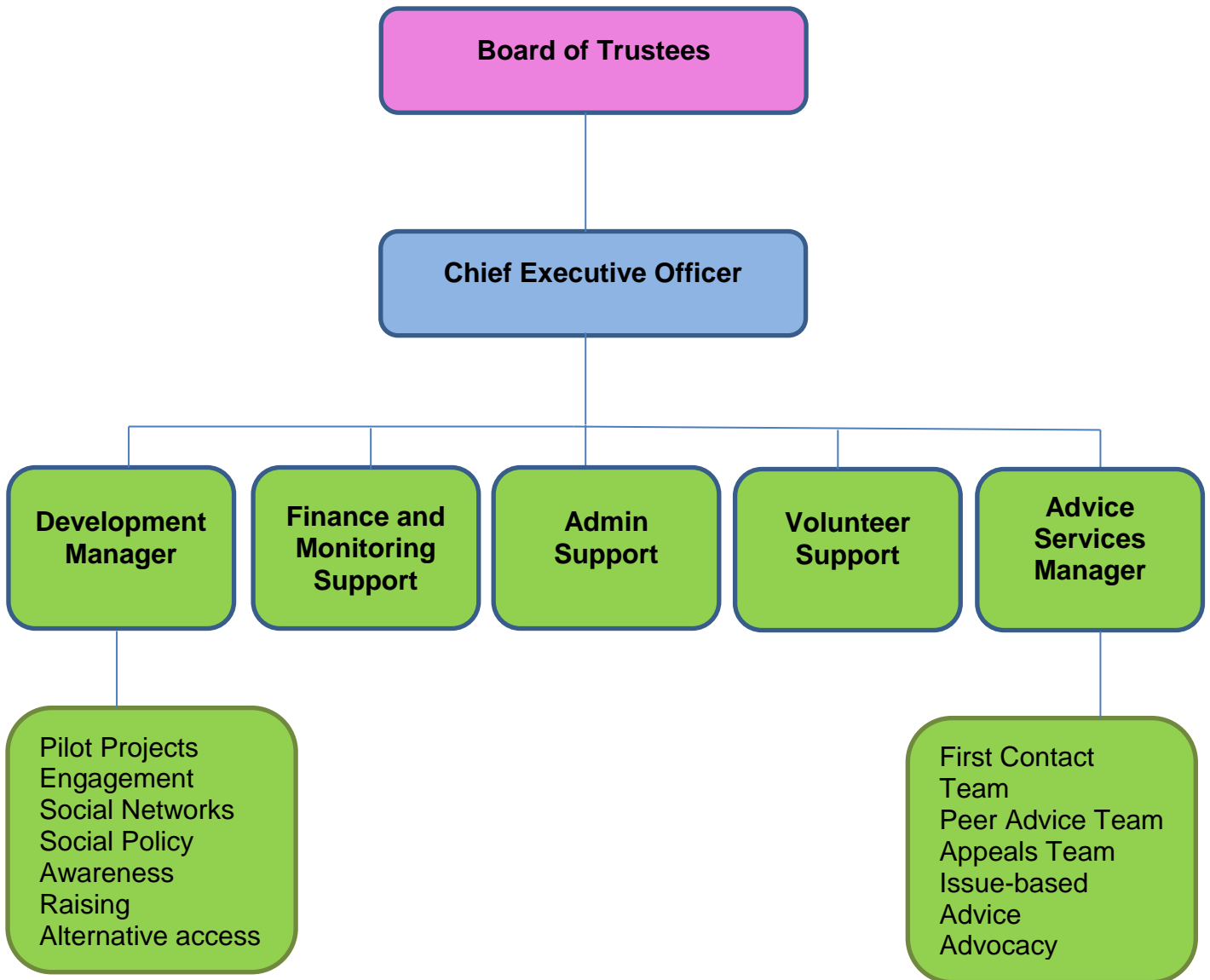
To expand and achieve our stated ambitions we will need to develop our infrastructure to support our expansion. This will take into account our:

- premises
- operating locations
- IT systems and processes

## Current Organisational Structure

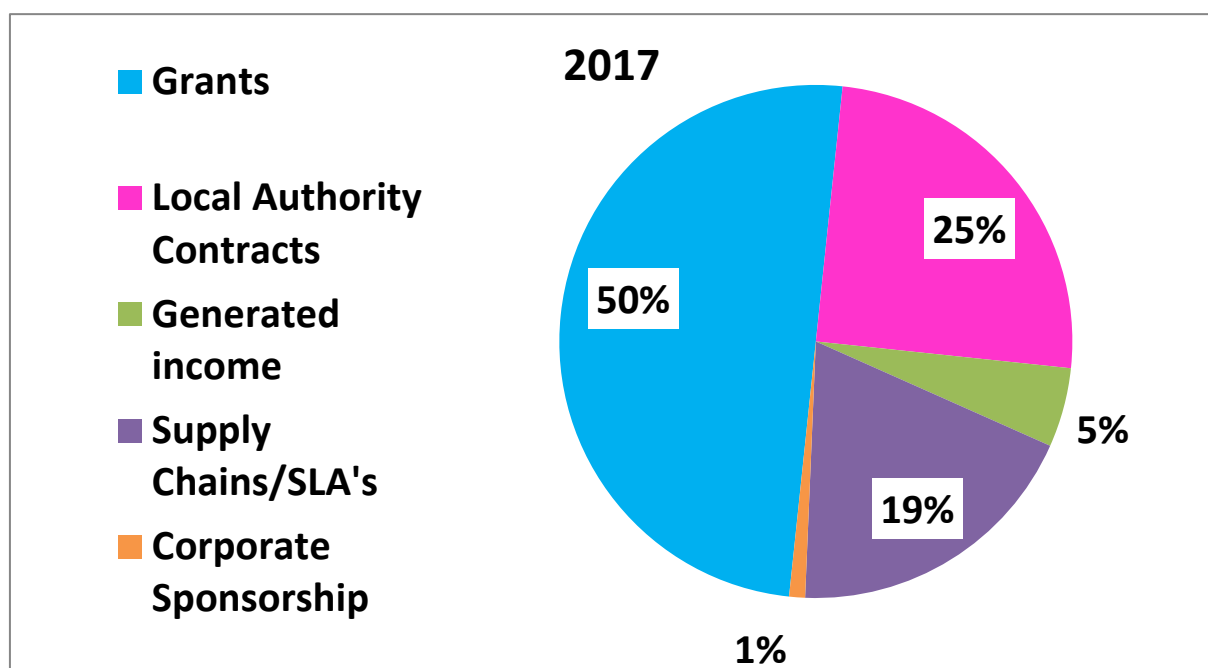
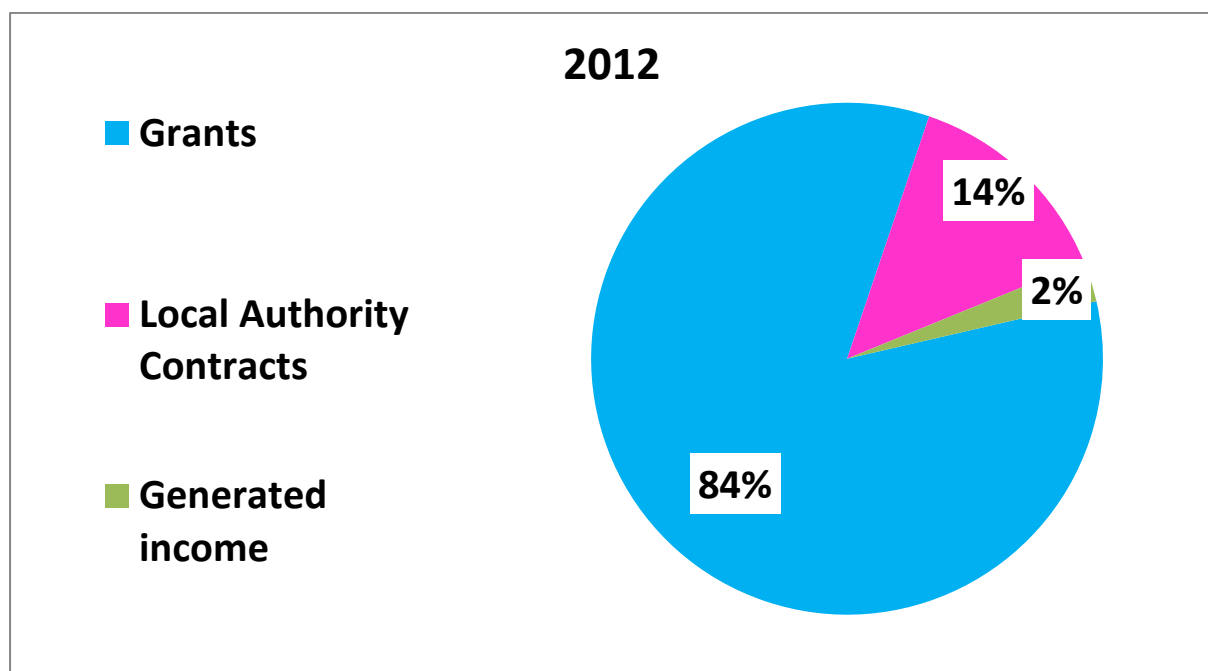


## Organisational Structure 2014 and Beyond



## Finance

Currently our funding is heavily reliant on grant funding. To achieve our ambition and growth in service provision as described, we will need to diversify and increase our income sources, particularly from contractual sources. A financial sustainability strategy will be developed and implemented which reflects the growing importance, particularly by the statutory sector, in the voluntary and community sector delivering more value for money services and reduces our reliance on unsustainable funding sources.





# Performance Measurement

DIAL Barnsley recognises the need to have a balanced set of performance measures that demonstrate accountability and credibility with an emphasis on delivering outcomes and improving quality. Here we identify our key areas of performance measurement and the rationale behind these.

## **Key Performance Areas**

### **Planning**

We can clearly define our mission, values and aims and our plans are based on the needs and expectations of service-users. We have clear priorities and targets are set for the short and medium term and progress regularly reviewed.

### **User-Centred**

We recognise and value our service- users who are central to the design, delivery and review of services and activities.

### **Monitoring & Evaluation**

We systematically collect and analyse performance-related data and use monitoring to evaluate organisational practice and results. We use learning to improve our performance and to develop our organisation, improve services and deliver better outcomes.

# Quality Assurance

DIAL Barnsley is committed to providing the highest standards of service and positively embraces the principles of quality assurance in order to achieve business excellence.

Our commitment to continuous improvement and to equality and diversity means we will strive to be the very best at what we do and ensure that we are equitable in all our work.

## Quality Assurance

### Our Current Standards



Our principle Quality Standard that assures our advice provision and which is externally audited over a two-year cycle.



Our organisational self- assessment Quality Standard designed for third sector organisations built on twelve quality areas including governance, planning and leadership.



Awarded by Jobcentre Plus to recognise our commitment to recruiting, employing and retaining disabled people within our organisation.

Our Future Ambition is to attain the quality standards as outlined below.



Quality Mark that externally assesses in seven areas of advocacy provision.



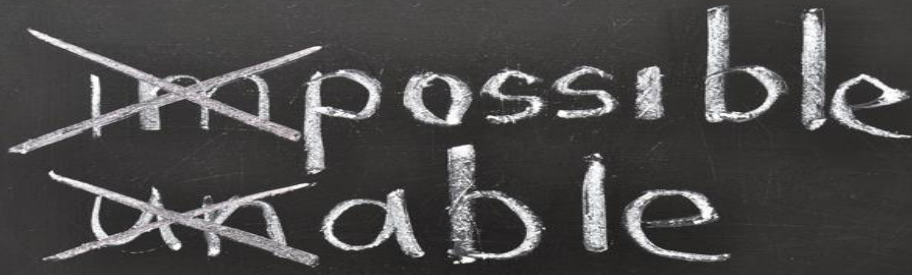
Six standards against which organisations can be formally accredited to demonstrate LGBTI inclusive practice and service delivery



Charter for employers who are positive about mental health



A quality standard for good practice in volunteer management



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We welcome your views on our Strategic Plan 2013-2017.  
Please contact us using the details below.

The publication is available on our website, however if you would like a copy in an alternative format please let us know using the contact details below

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