



Passionate  
about  
possibilities.

# Strategic Plan 2019-2022

‘Supporting, Enabling and Empowering’



# Contents

	Page
 Foreword	3
 About us	4
 Ambition statement	5
 Our vision, our mission	6
 National context	7
 Nation context – Brexit	8
 Local context	10
 Strategic outcomes	12
 Aims and objectives	13
 Our approach to success	17
 Performance measurement and quality assurance	18
 Organisational sustainability	19
 Coproduction	20
 Organisational structure 2019	21



# Foreword

During the last four years DIAL has undergone a period of change both in the way that we deliver services and the range of services we provide. We have laid the foundations for future delivery which will enable us to achieve our organisational aims and objectives during the lifetime of this strategic plan.

We have been moving from a traditional service delivery model, whereby people are passive recipients of services to an asset-based approach where people are reciprocators and in control of their own needs and wellbeing and DIAL being the enabler.

We have worked together with our trustees, staff and volunteers to support this culture shift, ensuring they champion our new approach whilst embracing their knowledge skills and expertise. The coming three years will see us build on these foundations, continuing to strive for business excellence and putting people at the heart of everything we do.

We will be bold, innovative and quality driven because we are Passionate about Possibilities.

**Sharon Brown**  
**Chief Executive Officer**



# About us

DIAL Barnsley is a local disabled persons user led organisation and a registered charity. 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.

Today we remain an independent user led organisation, providing a wide range of advice, information and support services which respond to the needs and demands of local disabled people, their families and carers.

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 local disabled people and believe this achievement is due to our commitment to put our target audience at the heart of everything we do. We are passionate about possibilities for the people we serve and our aim is to enable and empower them so they can achieve their aspirations and live independent lives.



# 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 status with stakeholders

**Definition of disability under the Equality Act 2010** - a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to carry out normal day to day activities.

- 'substantial' is more than minor or trivial
- 'long-term' means 12 months or more



## **Our mission is**

to support and empower disabled people, their families and carers to address poverty and social exclusion and improve their health and wellbeing

## **Our vision is for**

a world that is truly inclusive



# National context

-  The government's sustained reductions in public spending since 2010 have presented major challenges to the Health and Social Care system and the impact of austerity measures on disabled people is well documented (Demos, 2010).
-  The Welfare Reform Act 2012 introduced fundamental changes to the welfare system and is likely to have a significant impact on the incomes and wellbeing of disabled people. The key changes affecting disabled people are the introduction of Universal Credit which will replace much of the benefits and tax credits system for people both in and out of work and the introduction of Personal Independence Payment to replace the Disability Living Allowance.
-  The Care Act 2014, which came into effect from 1st April 2015, is the most significant reform of care and support in more than 60 years. The Act replaces numerous previous laws and combines them into a single law and coherent approach to adult social care in England. The Act aims to achieve the provision of clearer, fairer care and support; places a new emphasis on individual wellbeing; highlights prevention and delay of the need for care and support; and embeds and extends the personalisation agenda in social care through its focus on people and carers being in control of their care and support.



# National context – Brexit

While there is still significant uncertainty about what the impact of Brexit will be in the short and long term, it will have implications for all organisations and the economic and regulatory environment in which we operate.

## Economic

Voluntary organisations must remain alert to the wider economic environment in which they are operating. The Charity Finance Group has recently published a 'cost benefit analysis of Brexit for charities':

**'Based on what we know so far...there is a huge risk that instead of healing the divisions in society for those who feel left behind, Brexit is about business and the wealthy and not about ordinary people and the disadvantaged'**

In times of economic uncertainty, people's lives become harder and need increases and it's important that we as charities are ready to help when those people seek help. We must make sure that those who feel left behind are not frustrated and made to suffer further and of course, we have to remain resilient in volatile times.



# National context – Brexit continued

## Employment

Around 4-6% of staff working for charities in the UK are EU nationals, and some charities working in areas such as health and social care could face particular challenges if it becomes more difficult to recruit staff from the EU

It is important that organisations which employ EU nationals keep up to date with any changes to immigration policy and the rules for employing workers from outside the UK



# Local context

## Population Demographics

Barnsley faces some significant challenges over the next few years. People are living longer, but with this comes an expectation of a rise in the number of people with one or more long term conditions. This will place extra demands on an already stretched health and care system. Health outcomes are improving within the borough but compare relatively poorly to the rest of the country, with marked life expectancy variations within the borough itself.

There are approximately 233,700 residents across the borough 24.4% of residents report having a long term illness or disability compared to national average of 16.9% and over 27000 local residents are known to provide unpaid care. Projections estimate that the population will be 242,000 by 2017 with the most significant changes are increases in the under 16s population and also the over 65s as a result of people living for longer. Barnsley has now a greater proportion of those of aged over 65 years than those aged under 16 years

## Deprivation

Overall, Barnsley is ranked the 39th most deprived area in England out of 326, a decline from IMD 2010 when it was the 47th most deprived area. 21.8% of areas in Barnsley are amongst the 10% most deprived in England.



# Local context continued

20.3% (30,120) of the working age population in Barnsley are receiving out of work benefits. This is the highest in South Yorkshire. Of the 30,120 residents who are on out of work benefits, 41% are claiming due to mental health and behavioural disorders.

## Potential impact of Brexit on DIAL's target audience

There is obviously uncertainty on how local disabled people will be affected but considerations are that:

-  low income groups will be disproportionately affected by any price increases in food and fuel e.g. reduction in availability or price increase of some foods could affect some vulnerable groups, significant price increase for gas and electricity for households
-  Inflation could impact on adult social care providers resulting in further increase in costs.
-  Trade regulations or changes to patterns could impact on supply of medication, particularly as only some medications can be stockpiled



# Strategic outcomes

As a result of implementing this Strategic Plan DIAL will achieve the following outcomes:

-  Disabled people their families and carers are more confident to make informed choices
-  Disabled people their families and carers are more involved in delivering our projects and services
-  Disabled people their families and carers feel less socially isolated and more engaged in their community
-  Disabled people their families and carers are more able to achieve their potential



# Aims and objectives

## Aim 1:

To improve access to information, advice and guidance so disabled people, their families and carers have increased understanding and are better informed to make choices

## Objectives

-  To provide universal information to disabled people, their families and carers
-  To provide peer led welfare benefits advice and guidance to disabled people, their families and carers
-  To build the skills of disabled people, their families and carers around their IAG issues which enable them to be self-supporting
-  To develop services that address the social welfare needs (e.g. managing a tenancy, fuel poverty) of disabled people, their families and carers
-  To provide services that empower disabled people and carers to exercise their rights



# Aims and objectives

## Aim 2:

To reduce social isolation of disabled people, their families and carers

## Objectives

-  To extend the geographical reach of the timebanking project
-  To facilitate activities that bring people together
-  To develop a network of peer support groups
-  To explore and develop other models of bringing people together



# Aims and objectives

## Aim 3:

To increase access to opportunities for disabled people, their families and carers to achieve their potential

## Objectives

-  To provide a range of volunteering activities to upskill disabled people their families and carers
-  To provide a range of support services that enable disabled people, their families and carers to achieve their employment, educational and life skills aspirations
-  To facilitate activities which improve the health and wellbeing of disabled people, their families and carers



# Aims and objectives

## Aim 4:

To increase the opportunities for disabled people, their families and carers to have healthy lifestyles

## Objectives

-  To facilitate activities that improve disabled people, their families and carers health and wellbeing
-  To raise awareness of healthy lifestyle options which enable disabled people, their families and carers to make an informed change



# Our approach to success

-  Be user-led and maintain a peer-based model approach
-  Use co-production to keep disabled people, their families and carers at the centre of everything we do
-  Be proactive in influencing commissioners and decision makers about issues that impact on disabled people, their families and carers
-  Invest in a skilled, trained and empathic workforce
-  Take an asset-based approach to developing and delivering services
-  Continue to monitor, evaluate and measure the outcomes of the work that we do
-  Ensure that measuring the social impact of our work is a core organisational strength
-  Embrace the opportunities of partnership working to deliver enhanced services for local communities
-  Be responsive to external social, economic and political change
-  Achieve value for money while maintaining service



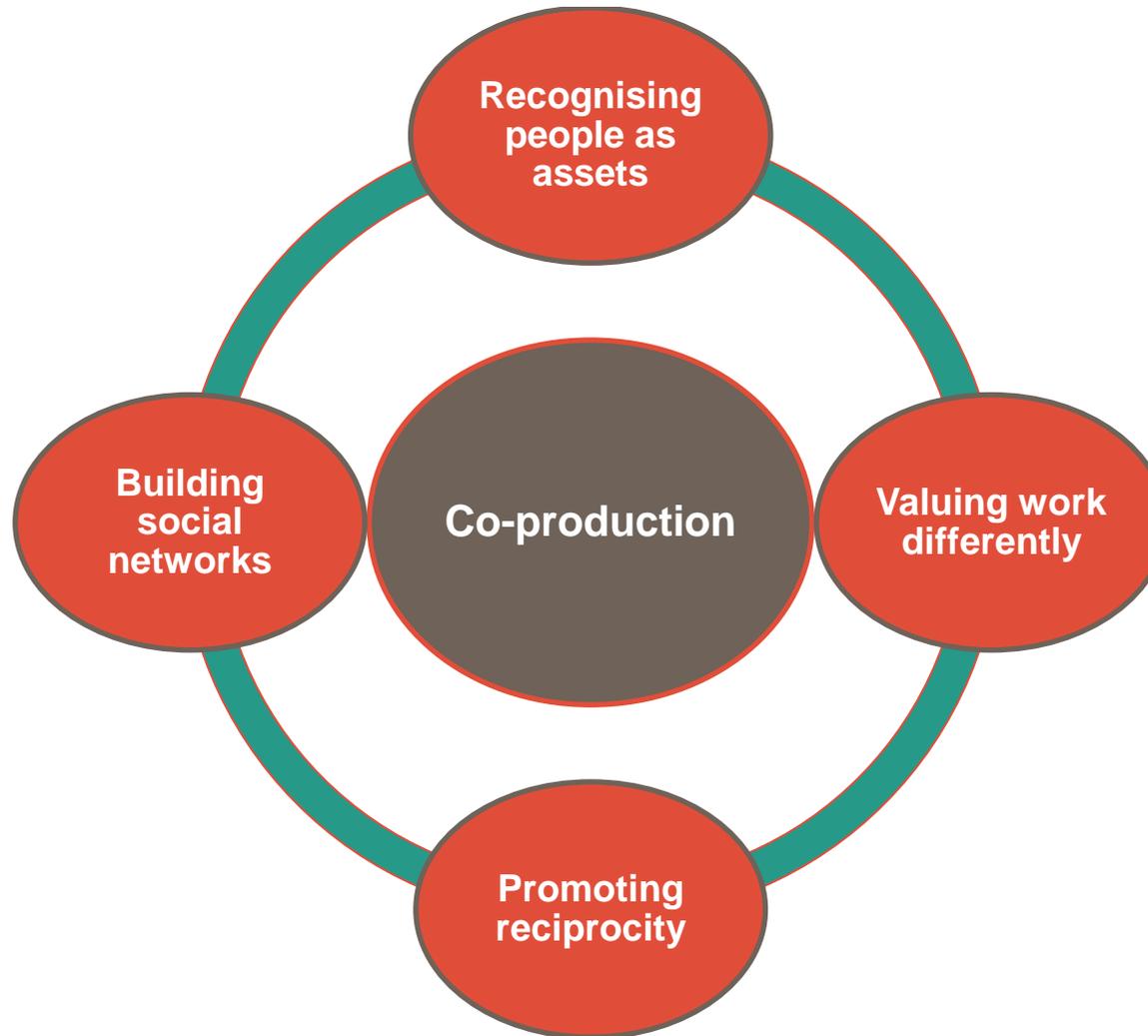
# Performance measurement & quality assurance



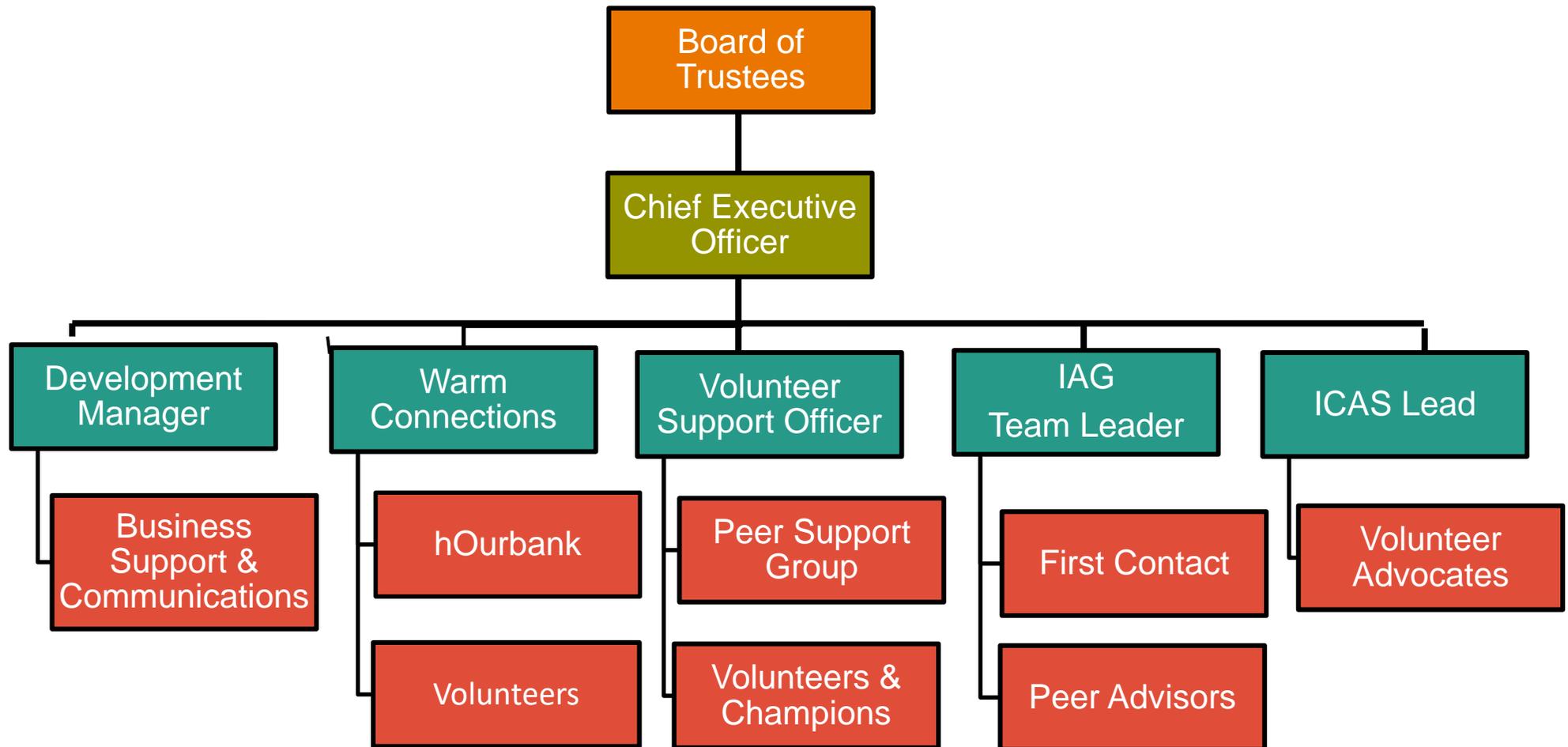
# Organisational Sustainability



# Co-production



# Organisational Structure 2019





# ‘Supporting, Enabling and Empowering’

This publication is available on our website, however if you would like this plan in an alternative format, please let us know using the contact details below:

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