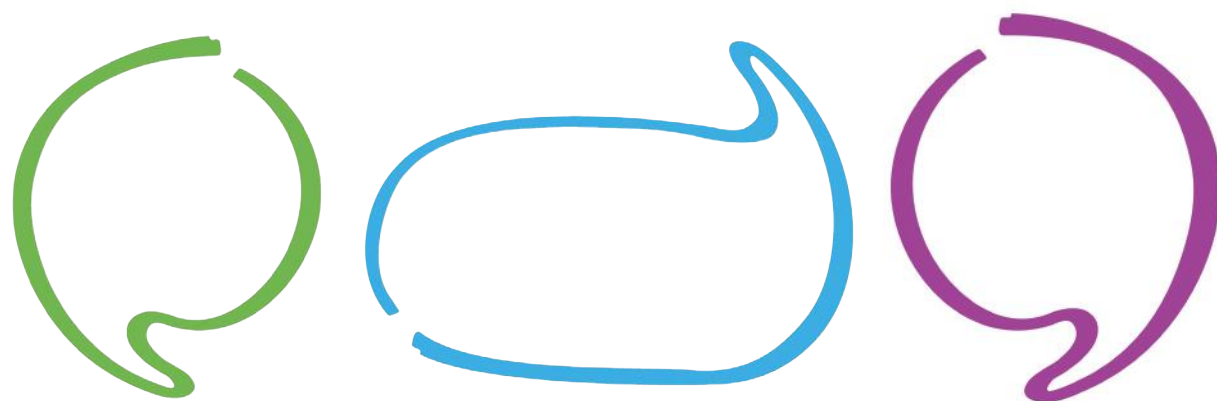




Making an impact

2016/17

Our vision is a society where everyone can live their life independently, with the same choices and freedoms, regardless of any disability, care need or caring responsibility.



Welcome to our annual Impact Report

As we write this in May 2017, we reflect on the progress that Independent Lives has made over the past year – expanding the ways we support disabled people and people with health conditions, to be able to participate equally in our society.

I am delighted after 13 years with Independent Lives to serve you as interim CEO, and look forward to working with our expanded Executive Leadership Team which is now joined by Katherine Wynne, Director of Services, and Jo Scutt as our new Director of Business Planning and Finance.

Independent Lives also welcomes the new additions to our Board of Trustees, Simon Wilson, David Hardman and Chandos Green, who bring their lived experience and sector expertise to our governance. I would like to take this opportunity to thank all of our board members for their time, support and guidance, as well as all of our employees and volunteers for their dedication and focus. You are what makes Independent Lives one of the best places in the country to work.

In the last year we not only supported 1,400 disabled people through the Direct Payment Information and Advice service, our care service Lend a Hand also provided 42,211 hours of care and support.

Now we look forward to our next 3 year strategic plan 'Vision 2020' which we are building in consultation with all of our stakeholders. In Vision 2020 we will challenge ourselves to continue to provide the best quality services in ongoing austerity, knowing we will be inspired and held to account by the people we serve: members of our board, commissioners, volunteers, our workforce, customers and local community.





This report picks out our highlights – and theirs – from 2016. It looks at achievements across two interlinked areas: programmes to support people to live independently and participate equally in society, and programmes which promote collaboration with professionals, encouraging them to look after their own wellbeing, enabling them to best provide personalised care.

Drawing upon information recorded through a rich set of qualitative and quantitative methods: interviews, surveys, customer feedback, databases and digital reporting, the report gives an insight into the impact of Independent Lives.

The starting point for all of the work highlighted in this report is what our customers have shared with us. We look forward to continuing working with you as partners, funders and customers in 2017 and beyond, supporting disabled people and people with health conditions, to participate fully in our communities.

Rebecca Smicle
Interim Chief Executive

Valerie Kiln-Barfoot
Chair

Who we are

Independent Lives is a user-led charity and social enterprise that works with disabled people, people with care needs, and those with caring responsibilities, to enable people of all ages to lead full, active and independent lives.

Our vision is a society where everyone can live their life independently, with the same choices and freedoms, regardless of any disability, care need or caring responsibility.

Our mission is to deliver top quality support and services to enable people with disabilities, care needs or caring responsibilities to lead independent and fulfilling lives. We strive to break down barriers that prevent people from living independent lives so that everyone can participate as fully as they want to in society.

We are:

- Committed to the social model of disability
- Led by disabled people
- Inclusive and understanding
- Committed to empowering people
- Committed to challenging and questioning inequality

Our social value statement sets out our commitment to:

- Optimise the wellbeing of the people we support and promote the sustainability of the communities in which they live.
- Think long-term: investing in long lasting outcomes.
- Work in partnership to deliver social value outcomes more widely.
- Exercise fair employment practices and contribute to socially inclusive communities.

Our work

We work directly with disabled people and people with health conditions: Providing a Direct Payments support service to help people arrange and manage their own personalised care and support. We offer banking, payroll, and recruitment services so people can manage their own budgets and personal assistants. Our care agency Lend a Hand provides personalised home-based care and support.

We engage with disabled people living in the local community through user-led support and action groups and our volunteer programme.

We work with health and social care professionals: Providing training and training materials, consultancy, and recruitment support. We work closely with local authority social care teams and Clinical Commissioning Groups on support planning, personalisation and co-production, and health and social care integration.

12
months

12
achievements

1

Independent Lives secured £68,768 of national funding into the local economy. All of which was invested in supporting local disabled people and developing the skills of our local health and social care workforce.

2

We are very proud of our excellent team of advisors who met or exceeded all internal and external key performance indicators, including a 95% customer satisfaction rate with the provision of our services in 2016.

3

Lend a Hand, our home care and support service, has continued to grow with a 7% increase in customers supported to a total of 181 customers and 42,211 care hours.

4

We are ISO 9001 compliant organisation and are working towards the new 2015 standard. This way we can continue to support our operational service delivery and development plans, to be accredited by the BSI for our quality management systems and processes.

5

Our innovation in training products and services for Personal Assistants and other care support workers achieved the Guardian Public Service award.

6

We transferred our accreditation from the Department of Work and Pensions 2 Ticks scheme, to the new Disability Confident scheme. This highlights that all of our recruitment and retention policies positively support the employment of disabled people. We are also a Mindful Employer and our Care Support Workers received a free 8 week Mindfulness Course.

7

We raised the standards of employment in Hampshire and West Sussex through being shortlisted as one of the country's best employers by Skills for Care.

8

Commissioned by NHS England to work with our local Clinical Commissioning Group, Living Well Dying Well and Helen Sanderson Associates on piloting using Personal Health Budgets in End of Life Care.

9

The Care Quality Commission inspection results in a 'Good' rating for Lend a Hand. We introduced the innovative PASS System so we can work towards an 'Outstanding' rating.

10

Our Connecting Volunteers programme grew, with 10 people with lived experience joining our teams.

11

We have launched our blog as a cost-effective platform to instantly share all of our stakeholders opinions, resources, and updates.

12

We increased our staff benefits: there is wider use of the mental health helpline, plus a Bonus Scheme for Lend a Hand care workers, and expanded use of flexible working to support our work/life balance.



Enabling people to live independently and have more control over their support and care through our core services

We are committed to providing reliable and trusted services which are designed around our customer needs, and will allow them dignity, choice and control.

Our Customer Quality Framework sets out our commitment.

At all times our staff members will:

- be polite and courteous
- give you time to explain your needs/query
- be efficient and helpful
- provide a range of options if needed
- promptly complete any work needed following your telephone call

"I just wanted to say a massive thank you for all the advice and support that you have given me. It has made everything so much easier.

Thank you for the patience and allowing me to ask millions of questions".

Launch of Clinical Training Service

“After 2 years of battling away getting nowhere... seeking help to set up a training plan for my team they have made it happen for me!”

Independent Lives supports disabled people to use their personal budget to employ their own personal assistants, or choose which agency they would like their care work provided by.

This means the individual can build up a relationship of trust and understanding with the person providing support.

In the past, healthcare needs will have been met by clinicians. The individual would have had little say in when and where the healthcare was provided and would have been unlikely to know the person providing the service.

Independent Lives developed a clinical training service which works within National Institute for Health and Care Excellence (NICE) guidelines, and trains personal assistants or care workers, traditionally viewed as working in social care, to undertake clinical tasks.

Why is this important?

- The training enables the person receiving healthcare to have more control over where and how their care is provided, and by whom.
- Care workers now have clinical expertise, supporting their professional development.
- It saves the NHS money – clinical tasks can be carried out by a personal assistant or care support worker, from a council-funded personal budget, or paid by an individual with healthcare needs.

The clinical training service demonstrates what good health and social care integration could look like – personalised and cost-effective.

“I feel so much more professional as an employer and at last I feel I am doing the right thing for my team”.



The Guardian recognised the clinical training service in November 2016, when it won the Learning and Development category of the prestigious Public Service Award.

The Guardian described the service: Independent Lives provides support services to people with disabilities living at home. Most are in receipt of a direct payment from the local authority or a personal health budget from the NHS.

Many clients employ a PA to support them in their daily lives. Despite the fact that many of these clients have complex health requirements, PAs generally have very little clinical training. And as clinical commissioning groups extend the use of personal health budgets, the need for trained PAs is increasing.

The charity has responded by developing its own training programme in conjunction with NHS England, the local continuing healthcare team and five local individuals and families who employ PAs. "We listened to them and what their needs were, so we ended up with a really good person-centred service," says Katherine Wynne, its integrated services manager.

Training service and training materials introduced

To support frontline workers to complete the Care Standards set out in Care Certificate, Independent Lives developed a range of easy-to-follow accessible workbooks. The workbooks encourage open dialogue between employers, staff and care receivers and have a simple, easy to follow layout.

Independent Lives now offers induction training for Personal Assistants, and training to professional working in residential and community settings, so that they provide care and support safely.

Care Certificate PA Induction Workbook

A workbook to help you when starting as a
Personal Assistant



Care Certificate Induction Workbook

A workbook to help you when starting work as
a Care Assistant



Care Certificate Induction Workbook

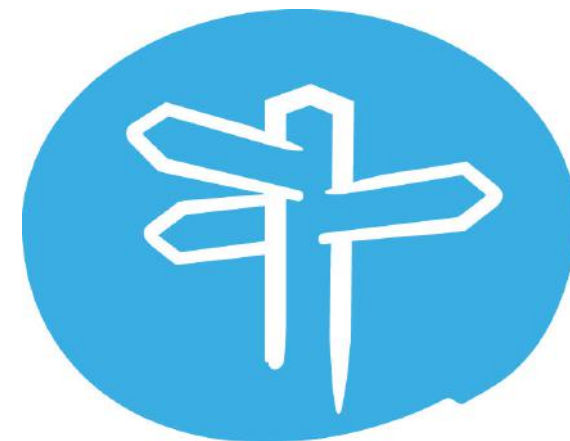
A workbook to help you when starting work as
a Support Worker or Healthcare Assistant



Supporting our customers to participate fully in our communities

Research by Sense found that **23%** of disabled people feel lonely most days, rising to **38%** for young disabled people.

Disabled people are twice as likely to be unemployed compared to non-disabled people. This year the government pledged to get one million more disabled people into work. Research by Scope indicates that achieving this goal would boost the economy by £45 billion by 2030.



Connecting Volunteers Programme

Since its introduction in February 2016, the Connecting Volunteers programme has helped

12

disabled people, people with mental health or health needs, and people with learning disabilities, to be directly involved in our work.

2 out of the 12 volunteers have now moved onto paid employment.



Connecting Volunteers programme

There are around 11.9 million disabled people in the UK – that's almost 1 in 5, or 19%.

Department for Work & Pensions, Family Resources

Survey UK 2013/14 (June 2015).

Volunteering provides a range of opportunities which enable people with support needs to actively contribute to Independent Lives and their local community - and to have a bigger say in what we do.

Independent Lives is committed to continually developing, strengthening and providing a range of volunteer opportunities for disabled people.

The aim of the Connecting Volunteers programme is to increase the number, value and accessibility of opportunities for disabled people to volunteer their time, skills and experience.

Disabled people are under-represented in volunteering roles; only 38% participate in formal volunteering compared to 46% of non-disabled people. UK Government 2013-14 Community Life Survey.

This is often because disabled people face significant barriers which are not due to an individual's disability, but rather a result of the attitudinal and environmental barriers created by society.

Volunteering helps people achieve their goals and gain experience in tasks that they have always wanted to try. But most importantly, they gain confidence, become active in the community and overcome social isolation.

Volunteering is a two-way process which should be mutually beneficial to both the volunteer and Independent Lives.

Connecting Volunteers Programme

The Connecting Volunteers programme has grown since its inception in February 2016, and we now have really dedicated volunteers who do a wide range of tasks including keeping database information up-to-date, blogging, writing minutes for meetings, supporting volunteer recruitment and being a 'buddy' for other volunteers.

Volunteering can have significant benefits, such as...

gaining new skills, increasing confidence,
becoming more included in society **and**
benefitting from general improvements in
health, wellbeing and happiness.



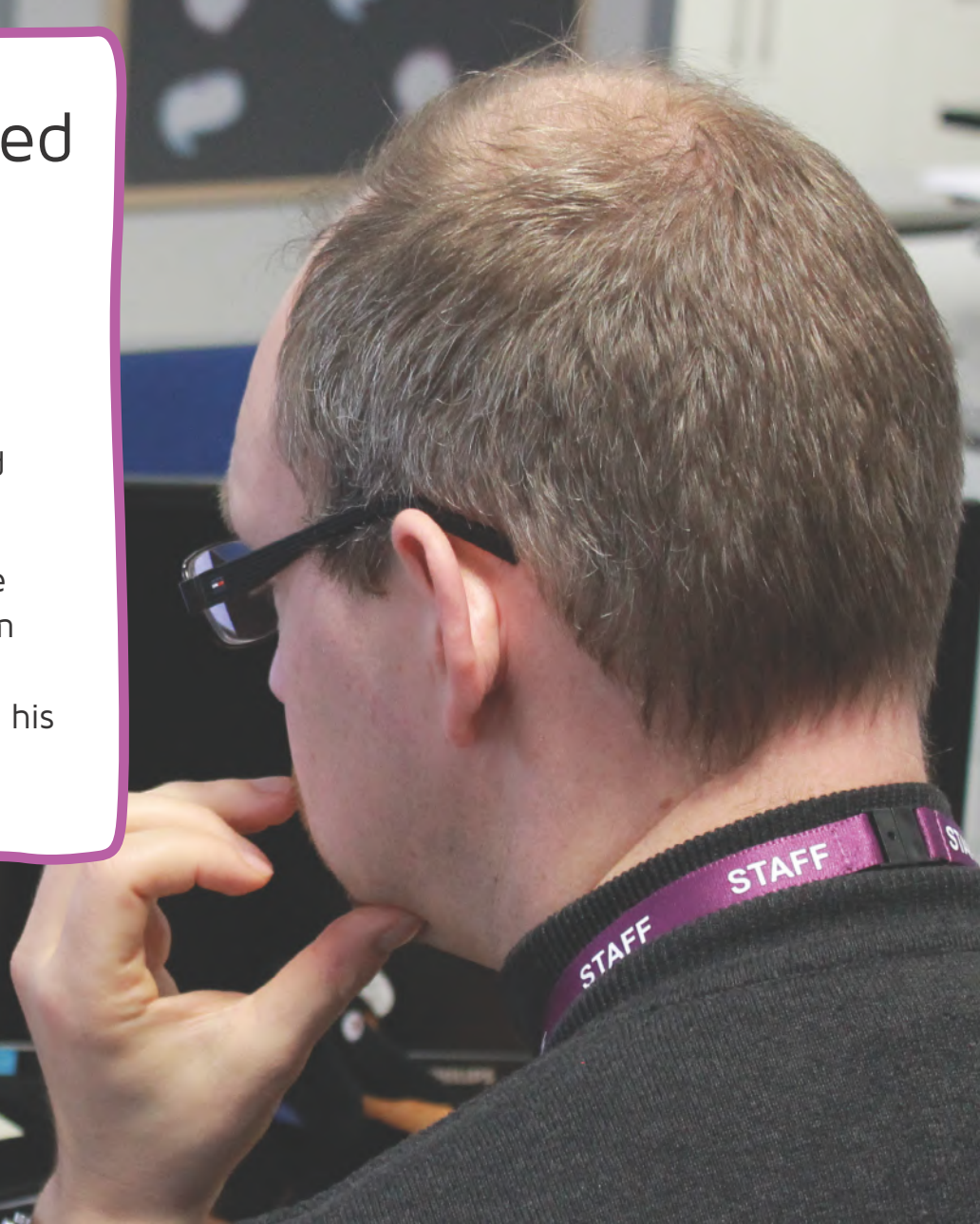
Connecting Volunteers Programme

“As soon as the programme opened I applied - I couldn't be happier”

Chris was the first volunteer to join the Connecting Volunteers programme, bringing a long history of volunteering.

Chris was looking for his next step in volunteering and wanted something more flexible which would further his development and adapt and change with him as his skills developed.

Since joining Independent Lives Chris has learnt new skills: minute taking, interviewing, using databases. These skills have helped him both in and outside work. He's also putting his newly developed interview techniques to great use when hosting the chat panel on his own radio show.

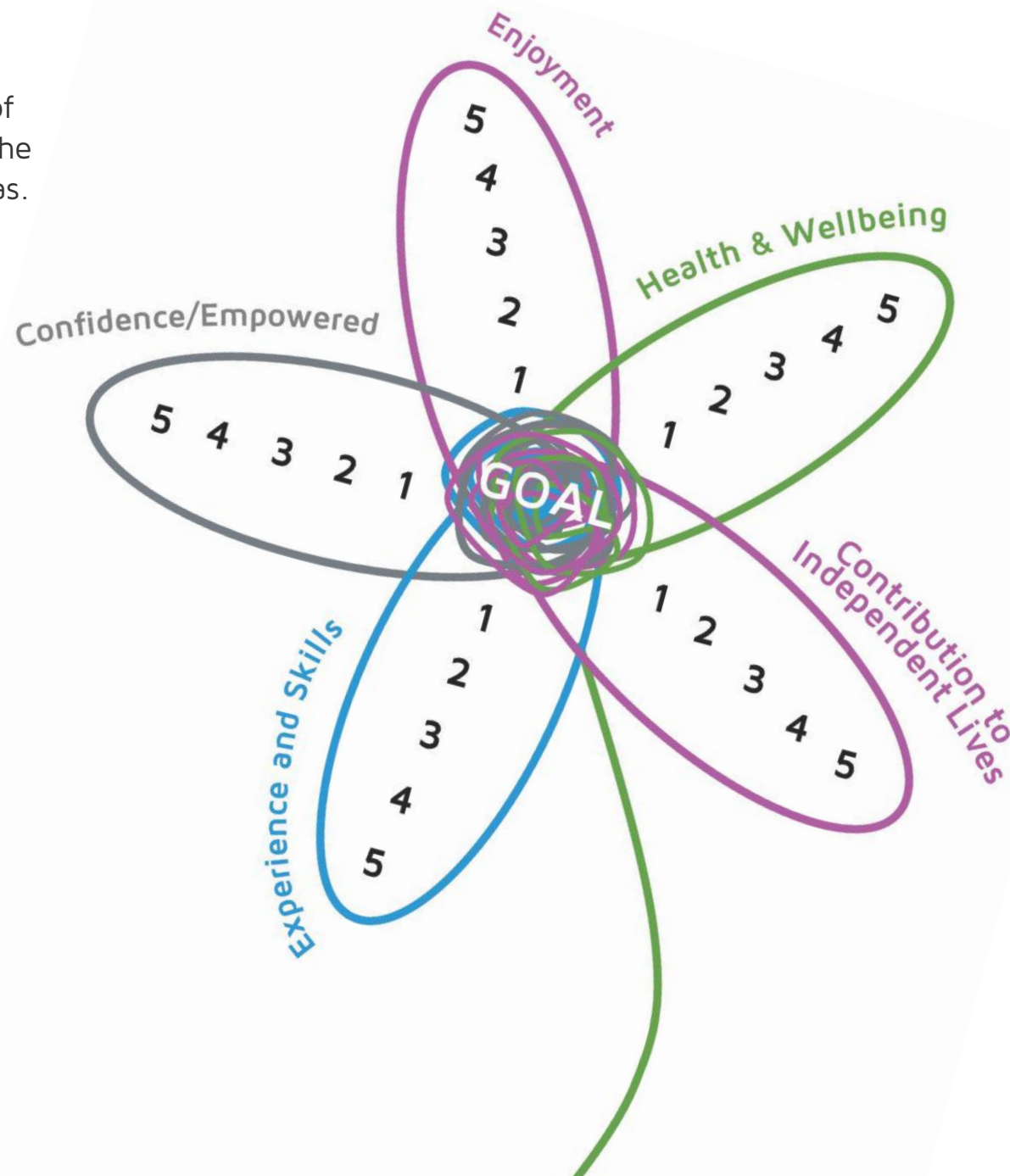


Connecting Volunteers Programme

The Outcome Daisy is used at the start and end of volunteering with Independent Lives to measure the progress towards aspirations and goals in five areas.

100% felt they had improved or significantly improved in at least two of the five areas measured.

50% felt all five areas had improved or very much improved.



Connecting Volunteers Programme



John is very satisfied with the training and support offered as a volunteer, and his confidence, skills and general health and well-being have increased greatly. He says "meeting new people" is the main benefit of volunteering with Independent Lives.



Steph started volunteering to build her confidence enough to return to work. Volunteering has helped with her anxiety and she has learnt new skills such as touch typing. She says "Independent Lives is so welcoming and a great place to be involved in".

Staff and trustees completed questionnaires to help assess the impact of the volunteer's work and understand more about the experiences of staff working with them. Staff comments include:

"Volunteers have had a very positive impact on paid staff and the entire organisation".

"I think the programme has been very successful and I hope that it is something that we continue to deliver and develop".



"My interactions with volunteers have been nothing but positive".

During 2016-2017
our volunteers
delivered 540 hours
of their time.

Recruitment and workforce development

Recruiting and retaining care support workers and personal assistants is challenging and is key to supporting people to living independently.

In 2016 we invested in recruiting a Workforce Development Officer, who:

- Consulted with personal assistants listed on our PA Pages database, to find out their views on the role, and identify training & networking needs
- Worked on bringing young people and unemployed people into the workforce through attending job fairs at local universities, and working with Job Centre Plus
- Promoted care work as a career choice by attending West Sussex County Council events and community events across the county
- Improved communications with personal assistants including a new bi-monthly PA newsletter
- Worked with the NHS and Princes Trust to enable local young people to gain first hand experience of working in health and social care
- Delivered an 8 week Mindfulness training programme for our care support workers, to support their mental health and resilience in the workplace
- Attended training on, and is developing, value based recruitment with our registered care manager.

Received **977** PA applications through our website, with over **400** PAs employed and **63** PAs receiving training.

Introduced free Facebook advertising and free advertising on our website to customers who don't pay for recruitment solutions.

Delivered a series of free to attend employer training events for customers employing their own support staff.

Secured investment into our local economy to deliver programmes focussing on developing the health and social care workforce, to the total value of £68,768.

Lend a Hand

Quality
care in
your home

Inspected and rated

Good



Following our CQC Inspection in February 2016, where Lend a Hand was rated 'good', we have invested in:

- Technology, introducing the PASS System which is a real-time digital care management platform that provides a single view of care records from enquiry, to medication and task changes, which reviews and automates the process of assessments
- Improved communications with our staff and customers: through Facebook, coffee mornings, regular newsletters, and field-based supervision and management
- Establishing Safeguarding Champions: specifically trained on safeguarding and monitoring
- Continuing to train our care support workers beyond the mandatory requirements
- Launching Care Support Worker of the Month: to say thank you to our staff in recognition of all of their hard work
- Enabling our care support workers to participate in a free-to-attend 8 week Mindfulness course to support their wellbeing and resilience in the workplace.



Supporting the pillars of Independent Living

Accessibility and transport

- Our annual survey of the Involvement Network identified that accessibility and transport is one of the main barriers preventing participation in our community. West Sussex has a number of access groups led by disabled people who are working to improve access in their local area. Independent Lives has formed an Access Steering Group bringing together the resources and skills from across the groups, enabling them to have a louder voice in their county.
- We talked to our customers and made a joint response to the government consultation on Accessibility in the Built Environment.

Benefits and funding

- Through our annual survey, our Involvement Network shared that money worries are one of the main barriers preventing participation in our community. We created new resources and shared personal experiences on Personal Independence Payments (PIP) which have been accessed online by over 4,500 people.
- We talked to our customers and made a joint response to the government consultation on PIP.



Supporting the pillars of Independent living

Rights

- Through our annual survey, our Involvement Network shared that understanding rights, law and legislation in health and social care is one of the main barriers preventing participation in our community.
- We represented the needs and experiences of our customers through participation in the West Sussex Adult Social Care Roundtable, West Sussex Safeguarding Board, Customers and Carers Forum, Supporting Community Based Solutions, South East Network of Disabled People Led Organisation (SENDPO), Independent Living Strategy Group, NHS England, Disability Rights UK, and the European Network of Independent Living.
- We developed new resources that apply rights in real-life situations.

Employment

- Three new trustees with lived experience joined our board in 2016 - over 75% of our board have lived experience.
- We are a Disability Confident organisation: this means we have a guaranteed interview scheme for anyone applying for a role who meets the essential criteria set out in the person specification.
- Our Connecting Volunteers programme continues to grow.



Working with health and social care professionals to design and deliver person-centred services

Using Personal Health Budgets in end of life care pilot

Research shows over half of people who wish to die at home; die in hospitals. Not only does this mean someone has passed away in unfamiliar surroundings, it costs on average £23,000 more per person for the last year of care.

In 2016, Independent Lives were commissioned by a local Clinical Commissioning Group (CCG) to explore how they could support a person's end of life choices and show how this could save the NHS money.

We worked with Crawley, Horsham & Mid Sussex CCG, Helen Sanderson Associates and Living Well Dying Well, to establish a new approach.

The result is a new framework of facilitators who can help individuals access a Personal Health Budget, support end of life conversations and enable a person's personal choices so they can have a 'good death' in their preferred place.



Our employees use Access to Work to support them in the workplace.

Our staff survey showed: 80.5% feel supported to have a work/life balance through flexible working

Our staff survey showed: 87.5% of our employees feel supported in their role.

Our induction programme includes Disability Awareness training, Information Governance, and Safeguarding training for all employees and volunteers.

By providing administrative support to the South East Network of Disabled People's Organisations (SENDPO) we facilitate joint working and resource sharing.



Our staff survey showed: 91.6% respondents feel that Independent Lives supports their wellbeing at work.

To support the wellbeing of our frontline workers Independent Lives provided an 8 week Mindfulness course to support them in the workplace. The training resulted in a 50%+ improvement in feeling you can cope, and 100% of participants now practise mindful techniques.

Testimonials



“Without the advisor’s help I would have found this experience a lot more confusing - he was excellent and very approachable.”
- **Direct Payment Information & Advice Service customer**

“I have been able to get out with my PA, and the support she gives me is most valuable. Thanking you for changing my life and helping in staying in my home.” - **Direct Payment Information & Advice Service customer**

“Thank you for all your help sorting out my carer’s pay and tax for the current tax year, I don’t know how I would have managed without your help.” - **Payroll customer**

“Everything is made so easy by independent lives. Having this Personal Health Budget has enhanced both of our lives beyond compare. Just excellent service from Independent Lives. It is amazing how much difference it makes.”
- **Personal Health Budget Direct Payment Information & Advice Service customer**

“The care I receive is priceless, I have had other carers but you are outstanding. I look forward to Mondays.” - **Lend a Hand customer**

“A heartfelt thank you for organising today. It was so very helpful. Packed full of great information, no wasted moments but at the same time relaxed and inclusive. The materials are user friendly & I know I have more work to do to put the learning into practice which I will start to do tomorrow when I see the woman I am supporting currently.”
- **Death Doula, Living Well Dying Well**

“When I took on personal health budget development in my new role as a health and care commissioner last year, I needed to get up to speed fast. The first contact name I was given by several different colleagues and organisations was Katherine Wynne at Independent Lives, who I was told had vast experience in this field, coupled with a transparent and can-do collaborative approach they had found invaluable. Since meeting Katherine, I can only confirm the praise.” - **Nick Seecharan, Programme Manager, Long Term Conditions Strategy & Transformation Horsham & Mid Sussex CCG and Crawley CCG**

“Thank you for the help, advice and support that Independent Lives gave me supporting my mum. Your advisor made mum felt so important and included in all decisions made.” - **Direct Payment Information & Advice Service customer**

“I’ve always been supported with flexible working to fit around my diagnosed mental health condition.” - **Staff survey 2016**



January to December 2016

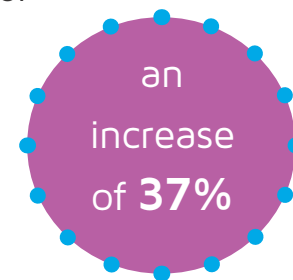
In the period 1st January to 31st December 2016 we...

Delivered training to **63**
Personal Assistants
working for individual
employers in their
own homes through
a Direct Payment



Supported
540
disabled people to start to
employ their own Personal
Assistants through social
care personal budgets

Helped **1,778**
people through our
information and
advice telephone
helpline, covering
5,426 separate
enquiries and requests
for information



✓ Assisted **714** people to use banking administration
services so they could access the choice of a Direct Payment...

...more than twice the number of people than in 2015!

Supported **29** new customers
with continuing health and social
care funding to access a Personal
Health Budget



We are now supporting **82**
Personal Health Budget customers
across West Sussex, Brighton and
Hove and Portsmouth



Provided Payroll services to
1,337
customers, an increase of 40%

Lessons learnt and priorities for 2017 and beyond

We are operating in a changing and challenging sector: our Vision 2020 Business Strategy will draw upon the expertise, priorities and experience of our Executive Leadership Team, Board, and stakeholders through our re-designed AGM taking place this summer.

Our staff survey and away day identified that we could improve our internal communication, so we've established a working group to address this.

Using technology to increase participation and reduce costs: We have learnt that it's not always possible for people to meet face-to-face. In 2017, we will make more use of technology to enable more participation in our projects and wider representation from all stakeholders in meetings. But also provide training and advice, and to keep our customers and employees safe.

Access Steering Group: it is early days and we are formalising priorities and how we will work together.

Responding to the impact of the general election.

Accessible information: The information, services and resources we produce should be accessible to our customers – we are working towards The Information Standard and undertaking a review of our customer needs and preferences.

Independent Lives blog: We need to maximise use of the blog as a platform for all of our stakeholders to share their opinions and experiences.

Expand the free resources and guides based on the experiences of our customers and what our frontline staff are telling us.

One of our main priorities for this coming year is to develop our 2018-2020 business strategy and with this in mind are holding our AGM and Stakeholder Meeting in June.

The day will bring together representation from all of our stakeholders, to reflect on our 2014-2017 strategy and identify our future direction.

Volunteering, corporate partnership, fundraising, membership models and accessible communications are just some of the areas we will cover.

We look forward to reporting on this in our next Impact Report!

Get in touch

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