

Working together to change lives 2017/18

# What we do

Independent Lives is a user-led charity working with disabled people, people with support needs, and carers, to enable people to lead full, active and independent lives.



- We work directly with disabled people, people with complex health needs and parents and carers of disabled children. We provide a Direct Payments support service to help people arrange and manage their own personalised care and support. We offer banking, payroll, training and recruitment services so people can manage their own budgets and personal assistants. Our Care Service provides personalised home-based care and support. We engage with people with support needs living in the local community through user-led support and action groups and our volunteer programme, and campaign on the rights of disabled people.
- 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 coproduction, and health and social care integration.

### www.independentlives.org

# Welcome to our annual Impact Report

This report covers my first year as Chief Executive of Independent Lives, and what a year it has been!

Some of the highlights of the year are presented in this report. For me personally, being able to work with all of our stakeholders to shape our future direction has been invaluable. Thank you to all of you for being so engaged in supporting people across West Sussex and Hampshire to live independently.

Reading through this report I am especially proud of the achievements of our wonderful staff and volunteers – the sheer volume of enquiries handled by our Direct Payment Information and Advice team whilst still maintaining such an excellent rating in the quality of the service, is exceptional.



This ability to deliver such a high standard of care and support to so many customers is reflected across all of our services.

So a heartfelt well done to everyone at Independent Lives.

Rebecca Smicle

Chief Executive

Our Impact Report features some of our biggest achievements from the past year, and gives us a chance to reflect on progress made in the last three months since we launched our strategic objectives for the next three years.

I continue to be inspired by our customers and amazed by the capability and conscientiousness of our team. Health and social care is a challenging sector but is the most rewarding. We have worked hard in the last year to strengthen the organisation financially and look forward to seeing how we realise our future vision for independent living.

I hope you enjoy reading about the work of Independent Lives.

Val Kiln-Barfoot

Chair

## Our year at a glance



New customers using our Direct Payments information & advice service rated:

**95%** 'good/excellent' for the time given to explain my needs.

**94%** 'good/excellent' on the knowledge and expertise of staff



Supported **466** people to start employing Personal Assistants



Payroll service maintained customer levels providing services to **1,410** customers



10 volunteer placements for people with support needs who contributed **813** hours a **40%** increase on 2016-17



Now support **139** people with their Personal Health Budget across West Sussex, Brighton and Hove and Portsmouth



**32,066** hours of care in 2017



**£39,440** funding brought into the local economy



Direct Payments information & advice service telephone helpline delivered **5,000** separate enquiries and requests for information



Banking Administration Service maintained customer levels, providing services to **683** customers



Finalists for Guardian Public Service Award, Third Sector Award, West Sussex Partners in Care Accolades



**94%** participants rated training as good or very good

The life changing impact of my Direct Payment

I have been receiving Direct Payments for the past two years now, and they've completely changed my life.

About five months ago I temporarily moved out of my flat so that the internal doorways could be widened to accommodate my wheelchair, and so that a ramp could be installed outside the front of my property. During this time I was staying in a hotel, at which my personal assistants were still visiting me. Without a Direct Payment I wouldn't have been able to receive this support – it made a huge difference seeing a friendly face every day and having the same level of support I was used to at home.

# "It's the flexibility they offer that makes receiving a Direct Payment so important to me"

Without one I wouldn't be able to do half of the things I do now – and that's speaking from experience. I'm able to go to the cinema, go out for meals with my family, and have been able to start volunteering with Independent Lives.

None of this would have been possible for me before.



"It can feel overwhelming at first, but like anything else it's just a learning process.



For the first time in years I feel secure, because I know that I'm in control of my support and can direct it as I need it. Someone I know and trust can always be there for me if I need them, and I can get out of the house more than I ever could before.

If anyone has the choice to receive a Direct Payment, I would always suggest that they go for it. There's plenty of support out there to help you with the process and how to best spend your money. It can feel overwhelming at first, but like anything else it's just a learning process. Once you get used to managing it yourself there's really no comparison.

I no longer feel isolated from the rest of the world because of all of these things which I've been able to draw together thanks to my Direct Payment.

It really has made that much difference.

Working with our members to champion independent living and fairer society

In 2018 we launched our membership programme so people with support needs and carers can influence the direction of our charity and how we develop our services.

Martin Osment shares why he is a member of Independent Lives. Martin is also a member of the Access Steering Group chaired by Independent Lives where access groups from across the county share resources and work jointly. He is also the elected public governor for Adur with Sussex Community NHS Trust.

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Charities serve their communities. Communities are dynamic, constantly changing over time, so charities need to plan ahead to ensure they meet any future needs. Inviting people to take a more active role in achieving objectives is definitely something which should be encouraged more broadly across the third sector.

It's important to note that in some cases independence can lead to isolation. Participation needs to be directed towards achieving results, and not just talking about things. Unfortunately, it is all too easy to create talking shops, rather than support networks. Only with the combined feedback from every avenue of society are you able to effectively cater to the needs of everyone you serve. Across all I do I get a unique perspective.

I get feedback from the Adur Access and Mobility Group and the Access Steering Group, which led to a monthly street surgery at Adur Saturday Farmers Market. I wouldn't have been able to realise a need for this without active involvement. These kinds of outcomes can only be achieved with something like the membership programme.

Everyone has unique experiences and views - confidence grows with engagement, but if people don't engage, their views are unlikely to be known, let alone heard and responded to. Everyone has something that they can contribute, and should not only be encouraged to share, but should also recognise their duty to do so as a member of society.

Martin Osment

#### Would you like to be a member of Independent Lives?

Members contribute to the direction of our charity, take part and vote in our AGM, receive regular updates on what's happening in health and social care locally and nationally, and have an active role in supporting people to live independently.

Contact us today to find out more!

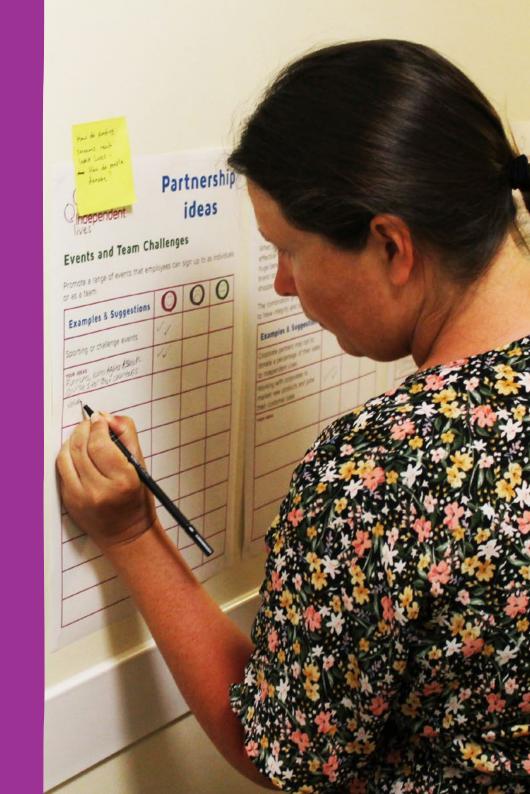


# Working with our stakeholders to shape our future direction -

# How can we best serve people with support needs over the next three years?

To shape the future direction and priorities of Independent Lives, we consulted with our stakeholders through our AGM and Staff Away Day. The events were attended by 95 people taking part in voting, group exercises, poster sessions and facilitated discussion:

- Our customers commissioners and contract managers from local authorities and Clinical Commissioning Groups, customers who use our services
- Representatives from national and local organisations that we work with
- Internal stakeholders volunteers, trustees, staff





#### What questions did we ask ourselves?

- Corporate partnerships: who would we work with and how?
- Membership models: as a user-led organisation what should our membership offer look like?
- Updating our vision & mission: who would we like to support to live independently?
- Lend a Hand rebrand: what would be the impact of rebranding our care service?
- Personal budget service development our journey so far and where we need to go next
- Identifying income sources businesses, contracts, grants & donations, fundraising
- 2020 Vision Accessible information for all stakeholders
- Volunteering across Independent Lives where next?

Read the <u>consultation report</u> for full details.

We are delighted to be recognised as 'Good' by the **Care Quality** Commission for the second consecutive inspection!





Events



#### Our Care Service...

Our first priority is our customers - we work hard to ensure the Care Service is safe and reliable. Since our last Care Quality Commission inspection we have introduced real-time software which customers and staff can access securely. All of our care workers have training that exceeds mandatory requirements, and have refresher training.

We recognise that social isolation is an issue for people with support needs. We help our customers to get out and about with customer coffee mornings and the monthly newsletter. Our customers can take part in accessible gardening clubs through our partnership with Breathing Spaces.

Our staff retention rates that are higher than the industry standard and we celebrate the achievements of our staff in our dedicated Facebook page.

We are committed to reducing food waste and are signed up to FareShare so customers can receive food that is surplus and would otherwise be thrown away. FareShare food is worth on average £7,900 per year.

We rebranded our care service so it is easier for customers and staff to understand that its part of a range of services supporting people to live independently.

Leanne has been a support worker with the Independent Lives Care Service since May 2011. As we approach her anniversary of 7 years with us we caught up with her to find out more about her and her role...

I have worked in the care sector since I was 17, I absolutely love care work and always knew this was the career I would excel in. The start of each day is completely different - visiting regular faces, meeting new people, travelling to new areas and learning new skills. Most of my daily duties include personal care, domestic tasks and the odd outing!

My favourite part of the role is meeting new customers, learning all about them and their needs, it's so interesting. I have listened to many happy tales, but also some touching and life changing stories – this role is a real eye opener and I cherish some of the wonderful moments I have experienced over the past 7 years.

I have grown with the role, I've become more confident and I've changed the way I look at things and prioritise differently – these qualities are also reflected in my home life. I am patient and very open minded.

Being a support worker can be very demanding and tiring, but this is totally outweighed by having great job satisfaction. I thrive on helping meet our customers' expectations, and helping them to remain independent in their own homes.

"I feel happy that I always finish my day knowing I have made a positive difference to at least one person's life" Training is vital to being a good support worker. It makes me feel safe and confident in the work I do. Independent Lives gives training to all new starters and offer refresher courses as and when they are needed. I learn best when I get stuck in and shadowing at the start of my career was so valuable. I have had 1-2-1 training at customer's houses, which is especially helpful if their needs are complex or they have a strict routine.

The team I work with are amazing too! I feel like a valued member of staff. Communication is a key skill to this work, keeping up to date with the office, colleagues and mostly importantly our customers. You don't always get a chance to see all of your colleagues daily, so when we get together at social events through work we really do have a good laugh and catch up – I really enjoy this.

Making a difference to someone's day is so rewarding, it can be the smallest of tasks to improve their day – such as moving a side table closer or making sure they have their favourite meal for lunch. Making them feel safe and valued in their own environment is so important to them, and me! As I have mentioned I have worked in care since I was 17, and I truly value the time I get to spend with each customer, something you don't always get a chance to do in a care home.

# "If someone was to ask me about starting a career in care, I wouldn't hesitate in saying go for it!"

Even if you haven't had any experience of working in care, don't worry, training is provided - kind people are our kinda people!

I feel happy that I always finish my day knowing I have made a positive difference to at least one person's life. I have had some ups and downs over the 7 years, both in work and my personal life and I've felt totally supported each time. I'd just like to say a big, heartfelt thank you.

> A big thanks to Leanne for taking the time to share her experience and thoughts with us...here's to another 7 years!

> > We are recruiting...visit our website for details.

Using technology to support independent living

Technology is advancing and assistive technology is becoming mainstream – the internet of things, mobile technology and voice controlled devices are having a transformative effect on how people with support needs live independently.

We asked our Direct Payment Information and Advice customers about their access needs, and how we could use technology and online resources to improve our services.

#### Information & advice online

61% of customers said they would be happy to receive advice and support online.

We have now introduced Zoom so customers can interact with our advisors remotely from their home. "Yes - many people would welcome this face to face opportunity assisted by technology. It would certainly be quicker and easier than exchanging emails. In some cases it could be more useful than telephone calls"





### Accessible information

**91%** of our customers said they find factsheets and templates useful.

**33%** of customers weren't sure where to find the free factsheets and templates so we have redesigned our website so make them easier to find.

**45%** of customers said they would like more information online including video clips so we extended our resources to include Easy Read, video, British Sign Language, large print and audio.

We have introduced a new section to our website so customers can find out about options in managing their own budgets in a range of accessible formats.

#### **Personal Budgets explained**

Personal budgets are money allocated for your care and support needs. You can choose to receive this money as a Direct Payment – so the money is paid directly to you. This can give greater choice and control over the care and support you receive.

#### There are different kinds of Personal Budgets - find out more below.

We know the language can be quite complicated so visit the Jargon Buster (credit: Think Local, Act Personal) or contact us if anything is unclear.



Personal Budgets from a local authority explained



Personal Health Budgets explained



Individual Service Funds explained



Educational & Health Care Plans explained



Disability Related Expenses explained

Improving shills, hnowledge and confidence...

Whatever our economic future, people need support to gain the confidence and skills to find rewarding work, and discover opportunities to participate in our communities and enjoy healthy,

independent lives.



We are passionate about ensuring quality and safety when providing care and support. We have applied the knowledge and expertise we have gained through our care service, developing easy-to-use training materials.

To reflect the training needs of frontline workers we have expanded our portfolio of training materials.

We continue to provide first-class training to personal assistants, and residential and community-based support workers, on completing the care standard set out in the Care Certificate.

Our award-winning clinical training service enables personal assistants to complete clinical tasks, so people with support needs have more choice and control over their care.

We would like to thank Skills for Care for their support of our training by funding personal assistant and employer training through their user led organisation funding stream.



"When I first employed PAs, training was really difficult to find. Moving easy access to good training is vital to ensure my staff are not just performing their duties correctly, but so they feel invested in and supported to fulfil their potential. It makes them feel valued and able to see their job as a 'career'

- Employer

"Good to update my hnowledge, brought the subjects back to my thoughts and made me think more about the things I do naturally in my workplace"

- Personal Assistant

## **Connecting Volunteers**

By providing personalised and supported volunteering opportunities through the Connecting Volunteer programme, disabled people are able to gain confidence, new skills, contribute to our community, and improve their wellbeing. Each role is tailored to help achieve the outcomes that are most important to them, in a supportive workplace.

We work with people with support needs, working together to identify a volunteer role. We talk about what they would like to achieve, looking at health, contribution to our organisation, skills and experience, confidence and enjoyment of the role. We also explore how they would like to volunteer - from home, online, in the office, hours and any support needs they may have.

All volunteers have flexibility and we support people with a diverse range of support needs. Our volunteers may have mental health conditions, be non-verbal, have complex needs, or have physical disabilities that require adapted equipment to facilitate using computers, but as our organisation is led by disabled people our organisational culture is inclusive and non-judgemental. Social isolation is major issue for some disabled people. As a Mindful and Disability Confident employer, we know that flexibility in the workplace, understanding reasonable adjustments and a culture that is inclusive and open, results in a productive workforce with a wide range of people with support needs.

#### Our volunteers have dedicated hours of their time in the past year a 40% increase over 2016-17

We're incredibly grateful for everything our volunteers have achieved in 2018.

There have been some very tangible outcomes as a result of Connecting Volunteers

Three of our volunteers have moved into paid employment including two volunteers who now work for our organisation.

One volunteer has gone into fulltime education and continues to volunteer in the holidays.

One volunteer has gained the confidence to start presenting their own radio show. Two volunteers have gained the confidence to look for paid work.

# Championing excellence in health and social care

#### **Guardian Public Service Award finalists 2017**

Our project recognised by the Guardian Public Service Award formed a partnership between two NHS CCGs, Horsham and Mid Sussex and Crawley CCGs, Independent Lives, Living Well Dying Well, and Helen Sanderson Associates.

theguardian Public Service Awards 2017 Finalist

The project explored how Personal Health Budgets could be used to support people at the end of life to have a 'good death' without adding extra financial pressures on the NHS.

By 'good death' we mean one that puts the person reaching end of life at the centre of everything by promoting conversations, building a strong support plan that reflects the individuals personal choices and ensuring care workers, families and those close to the individual are working collaboratively and supporting each other through what is a little spoken about, difficult time.

By providing a Personal Health Budget to individuals and a supportive framework to help them spend it on the services they wanted, we were able to demonstrate a person-centred end of life care pathway that could save money.



#### Third Sector Awards finalist 2017

The project was also recognised by the Third Sector Awards 2017 where our Director of Services Katherine Wynne had the honour of meeting Bear Grylls!





West Sussex Partnerships in Care Accolades 'Unsung Hero' award: Runner up

The West Sussex Care Accolades is an annual celebration of all that's good about care provision in the county.

We are so proud that Luke Dummer, administration assistant for our care service, was shortlisted as an Unsung Hero because of his dedication to his work and consistently going above and beyond in his role.

Sam, Luke's manager described his approach and attitude;

"When Luke returns from holiday we always breathe a sigh of relief! He is reliable, willing and most importantly keeps us all smiling. He picks up 'can you just do tasks' without even questioning why. He just cracks on with the task in hand - his commitment is outstanding".



Influencing health and social care 2

### Members of Independent Living Strategy Group expert panel:chaired by Baroness Jane Campbell

- Advised on European Human Rights Commission aims on independent living
- Contributed to response to Government Green Paper on Social Care
- Consulted on use of Pre-Payment Cards

#### Voluntary Organisation Disability Group

 Co-chair of Marketing and Communications Network coordination



#### South East Network of Disabled People's Organisations

- Contributed to response to Government on the Improving Lives green paper
- Advised on European Human Rights Commission aims for independent living
- Collaborated on resources for Parability to support campaign to share
  unused athletic equipment for free use/hire by disabled people
- Contributed to Disability Rights UK's user-led commissioning project Getting Things Changed

#### Supporting Community Based Solutions

• Chief Executives from key local charities meet monthly to work on key joint priorities and liaise with West Sussex County Council

#### Access steering group

 Coordinated sharing of knowledge and resources across user-led access groups in West Sussex

#### Integrated Personal Commissioning, NHS England

 Participated in the board to support governance and future direction



# We need your support

#### Be a trustee

Independent Lives is looking to grow our board and are now recruiting people with experience and passion in the following sectors: legal, social care, media/marketing and human resources.

We also always want to hear from people with lived experience, so if you have support needs or are a carer do get in touch.

This is your opportunity to work alongside a vibrant and diverse group of trustees and be an integral part of the team.

If you would like to make a real difference to a local charity supporting local disabled people to live independently, then we would love to hear from you!

#### Become a member

Members contribute to the direction of our charity, take part and vote in our AGM, receive regular updates on what's happening in health and social care locally and nationally, and have an active role in supporting people to live independently.

We welcome people with support needs, carers, and anyone interested in taking an active role in our charity.

By becoming a member you will help us to achieve our charitable objectives and support people to live independently.



# Choose Independent Lives as your charity of the year

Independent Lives has been working with disabled adults and children since 2001, providing support so they can continue to live in their own home.

By choosing Independent Lives as your charity of the year you will help us to continue to provide this much needed care and support.

Visit our website for more information.

#### Volunteer

At Independent Lives you'll develop new skills and build on existing experience and knowledge. You'll have the chance to give something back to the community, and to make a difference to those around you.

#### Support us financially

By making a donation to our charity, however large or small, you will make a real difference to the lives of disabled people, carers and people with health conditions.

#### Follow us on social media





# Measuring our progress...

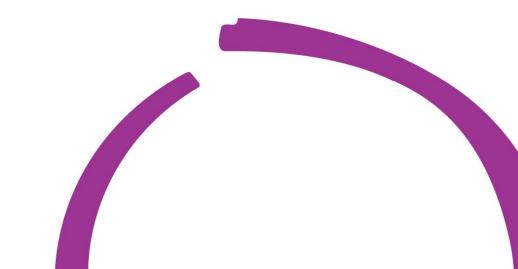
We are six months into our three year business strategy.

Find out how we are progressing with our strategic objectives.

**Strategic objective**: Maintain a strong, stable and sustainable base to consistently support and deliver our mission now and in the future.

Outcome	Diversify - income, locations, types of services, who we support
	Grow where we see new opportunities that fit with our vision
Progress	

- Diversified our grant applications and secured £39,440 funding into the local economy.
- Secured Skills for Care funding secured to support our customers train their support staff.
- Offering spot purchasing of PHB support to CCGs.
- You can now fundraise on our new website



**Strategic objective**: champion choice and control through person centred support planning and Personal Budgets support, services, information and advice.

Continue to support people through Personal Budgets, Personal Health BudgetsOutcomeand Direct Payments support services and grow our services so we support a<br/>wider range of people in more locations

- Supported 466 disabled people to employ their own personal assistants through personal budgets, across West Sussex and Hampshire.
- Helped 1,557 people through our information and advice telephone helpline, covering 5,000 separate enquiries and requests for information.
- We are very proud of our excellent team of advisers who met or exceeded all internal and external key performance indicators, including a 93% customer satisfaction rate.
- Supported 32 new customers with continuing health and social care funding to access a Personal Health Budget and introduced spot purchasing.
- Now support 168 PHB customers across West Sussex, Brighton and Hove and Portsmouth.
- Payroll service maintained customer levels providing services to 1,410 customers.
- Banking Administration Service maintained customer levels, providing services to 683 customers.

Outcome	Extend our service to include Individual Service Funds, pooled Direct Payments and new uses for Personal Health Budgets
	Support personalised services across education, health and social care
Progress	

• Our work in championing equality and personalisation has been nationally and locally recognised in

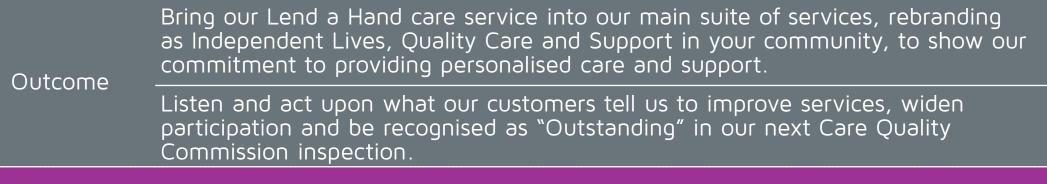
#### theguardian Public Service Awards 2017 Finalist







Strategic objective: provide quality community care and support where people choose to live.



- Our care service has supported 184 customers in their own home in 2017 delivering 32,066 care hours.
- Achieved Care Quality Commission 'Good' rating for second consecutive time.
- Achieved CHAS accreditation.
- Develop and launch recruitment plan and retention strategy: new advertising channels introduced, social media engagement with staff improved, and staff awards and bonus scheme introduced.
- Staff sickness levels are below industry average as outlined by Skills for Care.
- Funding opportunities researched and projects in development.
- Partnership with accessible gardening project. Regular coffee mornings introduced.
- Monthly customer newsletter introduced. All customer-facing materials reviewed and updated.
- Staff and customers consulted on service name change at away day, and service agreed to be rebranded as Independent Lives care service in 2018.
- Care 'rounds' bidding successful so now providing care in new locations across West Sussex.

**Strategic objective**: innovate and build support and services around the individual and the community, where and how they need it.

Outcome	Invest our funds and time in fundraising to make our communities more accessible, support our social groups and activities and provide opportunities to get involved.
	Invest in workforce development and career pathways through our PA Academy & our award winning training service.

#### Progress

- In 2017 158 care support workers, Personal Assistants and other support workers attended 140 training sessions.
- 94% of participants rated the training as excellent or very good, with 99% saying following the course they felt more confident in their role.

Outcome Invest in technology to improve services and processes, and engage with our customers how and when they choose.

- Launched mobile-friendly website with enhanced PA Pages to support disabled people to employ Personal Assistants
- Offer online meetings to customers using Zoom software
- Continue to invest in Carefree care service customers/staff can access and update their records remotely
- Platform integration on website donations and e-commerce functionality now enabled
- Website features accessible content video / BSL / large print / audio now available

**Strategic objective**: collaborate to optimise what is available to support disabled people's access, engagement, wellbeing and equality.

Outcome	Engage our community and stakeholders to support our customers through membership.
	Work with our sector to champion equality.

- In 2017, our volunteers contributed 583 hours of their time. Two volunteers moved on to paid employment (one with our organisation). All volunteers feel they have moved closer to their aspirations and goals. Staff surveys have demonstrated that the wider organisation feel that there is a positive impact to our organisation from volunteer's contributions.
- Use Access to Work Government initiative to provide advice and practical support to disabled employees.
- Disability Confident scheme: we offer a guaranteed interview scheme to any disabled person who meets the mandatory requirements set out in our job descriptions.
- Mindful Employer scheme: supports existing and new employees, and employers, with easier access to information and support in relation to staff experiencing stress, anxiety, depression or other mental health conditions.



**Strategic objective**: Improve the sector by supporting the wellbeing of staff, trustees, members, supporters, volunteers, customers and the wider population.

Outcome	Ensure quality is measured through quality marks, standards and KPIs and continue our commitment to being a Mindful Employer and a Disability Confident employer.
	Continue to provide flexible and rewarding employment opportunities and work towards becoming a Foundation Living Wage employer.
Progress	

- Skills Matrix undertaken across Direct Payment IAA service.
- ISO compliance and CHAS accreditation achieved.
- Disability Confident scheme maintained: The Disability Confident scheme aims to help employers make the most of the opportunities provided by employing disabled people. It is voluntary and has been developed by employers and disabled people's representatives. Independent Lives has achieved Level 3-Disability Confident Leader.
- Mindful Employer scheme maintained.



## Outcome Engage with our customers, members, volunteers and trustees to deliver our mission together.

#### Progress

- In 2017 we consulted through our AGM, and Away Day, supported by follow-up surveys with those who couldn't attend.
- The consultation was summarised in a report and shared with participants.
- This was used by our executive leadership team to inform the development of the business strategy for the next 3 years.
- Our Vision, Mission, Values have been reviewed and updated to reflect the wider range of people we support, and to simplify the language used.

Outcome Measure the impact of our work so we can evidence the value and effectiveness of our actions.

#### Progress

• Expanded and standardised the way we measure social impact across all service areas.



# A big thank you to our customers for your feedback!



At Independent Lives we are passionate about putting our customers' needs at the heart of our organisation. We aim to learn from all of your feedback to make improvements where appropriate.

### Banking Administration Service

"I would really like to thank you very much for all your support you have given to me with my father's account. I could not fault the service of you or your team. Any problems were rectified promptly, and I found it very easy to contact you by telephone or email, with a friendly, professional and swift response at all times."

"The small crew gives a personal touch. I know people's names. If they can't sort it, they find someone who can, they never leave me hanging."

### Consultancy

"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.

"Your generosity with time and experience since way back; your subsequent guidance, knowledge and skills and your constant willingness to innovate, with the open-mindedness towards risk management, all have collectively been a refreshing and supportive blast of fresh air."

#### Recruitment Solutions

"Independent Lives support me in employing help for my disabled sister and are a truly excellent organisation. So efficient and helpful."

#### Payroll

"Thank you, I really appreciate it. In case you'd like to pass on to anyone within the organisation, I do feel the payroll service is excellent and is a really valued support, any queries are always dealt with quickly and helpfully and the routine payroll administration is super efficient – your team certainly deserves recognition!"

#### Chstomer newsletter subscriber

"Thank you, these regular communications are vital and very very valued."

### Direct Payments Information & Advice

"Independent Lives support me in employing help for my disabled sister and are a truly excellent organisation. So efficient and helpful."

"Thank you for this month's figures. I should like to thank you for all the help in the past you so kindly have given me, when I had unanswered questions that I bombarded you with at the beginning! I must say I shall not hesitate in referring Independent Lives services to my friends should they ever be needed in the future."

#### Care Service

"The person who came to my husband this morning is an excellent carer and is welcome back at any time."

"Very happy with my care worker, excellent carer."

### Training Service

"Thank you all for your interesting, informative and thought-provoking talk yesterday. The informal feedback we had from the patients who attended was very positive and we are very grateful for your time in supporting our patients in this way."

"Just to say one of my sisters PA's attended 3 of your training session the last couple of weeks and she said that she thoroughly enjoyed her training session with you. She said you were very thorough and very knowledgeable and she was a Registered Nurse."





Independent Lives Southfield House, 11 Liverpool Gardens, Worthing, West Sussex, BN11 1RY Charity number:1153815 Registered in England No:8654797 Independent Lives (Disability)