



Cork Centre for Independent Living Limited

Next Directions - Our Strategic Plan 2019-2024





Cork CIL has a vision that people with disabilities in Ireland have to the greatest extent possible, the opportunity to live, free from discrimination, a full life of their choosing, with their families and as part of wider society and their local community.

Our mission is to work with and on behalf of people with disabilities to develop and influence public policy, public services, supports and opportunities which maximise people's choice and control over their lives and services.

The experience and perspectives of people with disabilities is at the centre of what we do and underpins our values of Independence; Transparency; Accountability; Integrity and Honesty

Cork Centre for Independent Living Strategic Direction 2019-2022

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Forward

Cork Centre for Independent Living

Strategic Direction 2019-2024

Introduction

This Strategic Plan describes the key objectives and priorities for Cork Centre for Independent Living (Cork CIL) for the next 5 years.

Key Objectives and Priority Actions.

Independent Living:

- ✚ To ensure that Service Users are central to the design, delivery and review of services.
- ✚ To ensure that services and activities are person-centred, based on the assessed needs of our Service Users.
- ✚ To promote and support self-managed and self-directed service.

Governance:

- ✚ To meet all legal and regulatory responsibilities and to be accountable to all our stakeholders.
- ✚ To lead the organisation, its people and services making sure that our vision, purpose and values remain relevant.
- ✚ To ensure the transparent, efficient, effective and economic use of resources.

Services:

- ✚ To offer person-centred, flexible services which support maximum independence and choice for Service Users.
- ✚ To ensure transparent and responsible use of resources and be a service provider of choice.
- ✚ To explore new and diverse opportunities to expand services and supports for Service Users.

People:

- ✚ To continue to improve management and decision making to support staff, manage risk and ensure safe service protocols.
- ✚ To support staff development to enhance their skills, increase job satisfaction and maintain service quality.

The Independent Living Movement

The philosophy of the independent living movement is that people with a disability irrespective of their level of disability should have the same rights to self-determination, equal opportunities and the same level of choice and control in their daily lives as non-disabled people.



Independent living is a philosophy, a way of looking at disability and society, and a worldwide movement of people with disabilities working for self-determination, self-respect, and equal opportunities.

Underpinned by the philosophy of Independent Living, Cork CIL is committed to 'promoting self-determination and equal participation in the community for people with disabilities.

Independence We are committed to promoting independence through the provision of person-centred services and supports and by using our knowledge and experience to influence policy development and decision making in the sector.

Transparency We listen to what people have to say. We value their opinions and ideas and strive to work in an open and transparent way in all that we do.

Accountability Our services are needs led and we operate to the highest standard in everything we do and are accountable to our stakeholders.

Integrity We keep people at the centre of what we do and ensure that the services and supports we offer are delivered equitably and fairly and to the highest standard.

Honesty Cork CIL is committed to a culture of mutual respect and honesty between Service Users, members, staff and volunteers. We work hard to deliver services and supports that reflect individual person-centred needs.



Our Impact - Future Directions Strategic Plan

The Cork Centre for Independent Living Strategic Plan Future Directions describes our four Strategic Pillars, and these have guided the way we have worked and underpinned how we supported our service users. At the end of 2018 Cork CIL was providing over 55,000 face to face hours of community-based person-centred Assisted Living Service supports to people with primary physical or sensory disability in Cork South Lee.

Reducing the Waiting Lists

Cork CIL works in active partnership with the Health Service Executive (HSE) to provide person centred supports and to ensure an equitable and transparent approach to service planning and service delivery. We have together reviewed and clarified the criterion and referral process for the Assisted Living Support Services and continue to ensure applicants and referrers know what services we can support and how to apply for these supports. Cork CIL and the HSE would like to respond immediately to all requests, but we are now providing the same level of services with less funding, so a waiting list must operate. Cork CIL maintains and validates the prioritised waiting list each year to ensure that it is a real reflection of the service need. We have established Cork CIL as a central contact point for Public Health Nurses and applicants to make enquiries and ask advice about the services.

Developing the Travel Club

Cork CIL works to provide services and supports that Service Users want and need. Accessible affordable transport was and is a real-life challenge for people with disability or mobility issues. Responding to this Cork CIL established its Travel club. We now have accessible vehicles staffed by professional drivers who are able to be booked by Travel Club members to get to appointments, shopping or other local trips. We plan to build on this and explore how we can expand the service to respond to more specific needs in the life of our new strategy

Valuing Our Staff

Our staff are our most valued asset. Without their commitment and skills, we would not be a provider of choice for many of our service users. We have ensured that all staff are aligned to the health service executive consolidated pay scales, all staff have to date received annual increments that have been due, and staff receive premia payments for antisocial hours work.

Improving our Performance

The Assisted Living Personal Assistant Services is valued by everyone who uses it. This service varies from person to person and can range from a few hours to a significant level of complex supports. Whatever the service it is important to the person using it and we have worked hard to be as responsive as possible and to ensure that services are scheduled as needed and staff are. To support staff and service users and enhance our responsiveness in service delivery we have successfully introduced our new IT time management system. This is improving the way we work and record activity and has added value to the service by allowing co-ordinators to refocus on service user and staff interventions and supports. All our service data is stored off site in the state and in full compliance with general data protection regulations.

New Directions 2019 -2024

As we implement our next strategic plan, we will focus on improving our communications and increasing our reach. We will do this by progressing our plans to re-design our website to make it more user friendly and a valued platform for sharing information with all our stakeholders, potential employees and providing dedicated portals for Service User, Staff and the Board.

Our Commitment to Governance

Cork Centre for Independent Living is committed to ensuring an excellent Corporate Governance structure which provides a basis from which we can deliver quality services guided by our mission, underpinned by our ethos and in line with our core values.

The Board of Directors takes a leadership role in the development and achievement of our strategic objectives. The membership of the Board reflects the person-centred ethos of the organisation, comprising service users, community and business representatives. Our business is conducted through regular Board meetings and a subcommittee structure. The Executive Management Team members, at the Board's request, attend the meetings of those groups to provide maximum and timely information and advice on matters of organisational importance. We are committed to ensuring that our decisions are made in the best interest of stakeholders.

As a registered charity and a company limited by guarantee Cork Centre for Independent Living and is governed by its Articles of Association and the Companies Act 2014. All activities are and will continue to be conducted in compliance with common law, statute, EU directives and service level agreements with State bodies and other contractors.

As a publicly funded organisation, Cork CIL demonstrates the highest levels of accountability and transparency regarding its financial management. To achieve this, we provide accurate and timely information which complies with legal and statutory requirements. We maintain a strong system of internal controls which ensures the integrity of the financial information provided by us.

We are committed to ensuring transparency to ensure the confidence of all our stakeholders which we will achieve by compliance with statutory regulations and voluntary codes of conduct. Cork CIL is committed to the Governance Code and work with the Charities Regulatory Authority, appointed under the terms of the Charities Act 2009.

The Framework for Disability Services

Cork CIL is one of around 200 non – profit disability services that receive state funding. The development of disability services in the State are guided by framework strategies, which include:

Transforming Lives

Transforming Lives is one of the key policy documents contained in the HSE Transforming Lives Programme ([Value for Money & Policy Review of Disability Services in Ireland](#)). It sets out an approach to day services that envisages all the supports available in communities that will be available so that people with disabilities have the widest choice and options about how to live their lives and how to spend their time.

New Directions

‘New Directions’ sets out supports that should be available to people with disabilities using day services. It proposes that day services should take the form of individualised outcome-focused supports to allow adults using those services to live a life of their choosing in accordance with their own wishes, needs and aspirations.

Interim Standards

In 2015, the HSE published [Interim Standards for New Directions Services and Supports for Adults with Disabilities](#). This needs service providers and key stakeholders to involve people with disabilities in the design, delivery, monitoring and evaluation of the services and supports provided. These documents underpin the Department of Health’s National Service Plan, which in turn influences the strategic direction of service providers and ensures efficiency and quality of services is a guiding principle. As a state funded service provider Cork

CIL is required to achieve a balance between its mission and values and the vision and objectives applied to the health service as we deliver the best possible services within the resources available to us.



The Cork Kerry Community Healthcare Operational Plan 2018

This sets out the type and volume of health and personal social services to be provided in community settings in Cork and Kerry including disability services.

Cork Centre for Independent Living Services.

Everyone who uses the Cork CIL services is unique. Many people who use the Cork CIL services have complex and high support needs while others have fewer complex needs but use services and supports that are important to them, their independence, and their choice.

Cork CIL works in partnership with people with disabilities, the Health Services Executive (HSE), Department of Employment and Social Protection (DEASP), and other agencies to provide a range of supports and services to people with disabilities living in the South Lee area of Cork city and county.

Cork CIL supports peer led activities through its active participation with Cork CIL members, the Independent Living Movement of Ireland [ILMI], community and disability groups like the Cork Access Group, and the Cork CIL Travel Club.

All service funding is subject to change and the need to ensure efficiency, transparency and value for money is important and Cork CIL will continue to work with all its stakeholders to ensure a fair and transparent use of resources.

Health Services Executive (HSE) Funded Services

Cork CIL is funded under Section 39 of the Health Act 2004. All the services provided on behalf of the HSE are described in a Service Level Agreement between the HSE and Cork CIL. This Service Level Agreement is closely monitored, and the level of funding is agreed each year as allowed for under Section 39 of Health Act 2004. It is in this context and on behalf of the HSE, Cork CIL provides; Personal Assistant (PAs) Services to Adults; Enhanced Home Care Packages for Adults and Personal Assistant (PAs) Services to children and teenagers

Department of Social Protection (DSP) Community Employment (CE) Scheme

Cork CIL is also a sub-sponsor of a DEASP Community Employment Scheme. This scheme has available 9-nine part-time placements for eligible trainees, offering workplace training and experience in a range of roles from personal assistant to project worker. A dedicated CE Supervisor with experience in disability services works in partnership with Cork CIL to ensure that the participants have a valuable experience, that CIL benefits and that we continue to enhance and develop our links with community employment projects.

Other Agencies

Along-side the main service contracts Cork CIL also provides PA's for people with disabilities on behalf of other organisations including Muscular Dystrophy Ireland, COPE Foundation, UCC and CIT.

Continuous Improvement & Service User Involvement

Quality is about continuous improvement and striving to do better both in the services we offer and the way that the organisation is run. It is not enough to say that we have a quality service we must systematically review our activities, measure these against current best practice and demonstrate our achievements or outcomes.

Quality must be woven throughout our practice and our services. The principles of Lean Thinking, the PQASSO (Practical Quality Assurance System for Small Organisation) framework and industry best practice will guide this and support us to achieve efficient and effective person-centred services.

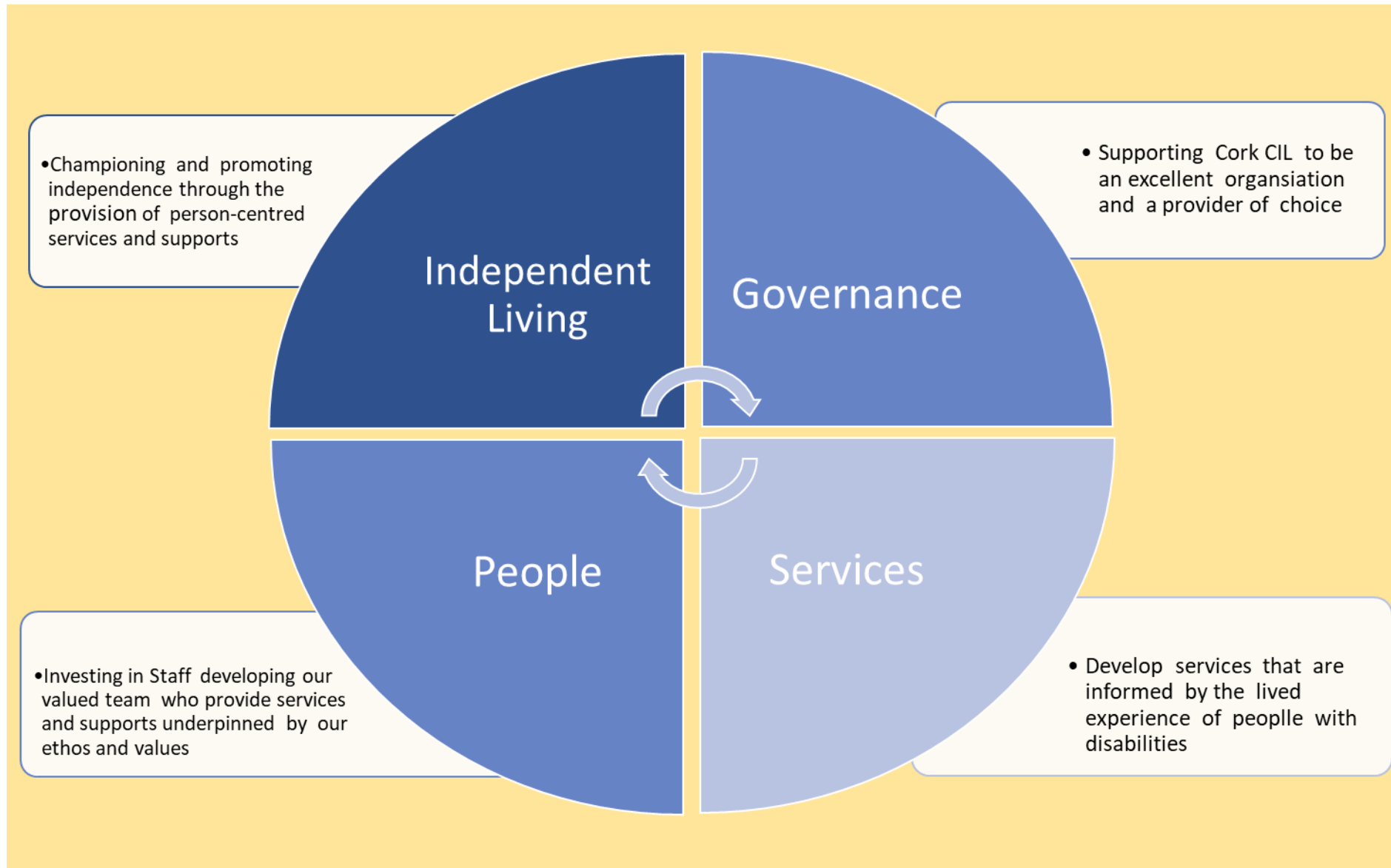


Cork CIL believes that the value of its services can best be determined by the Service User and to this end Cork CIL works hard to encourage the active involvement of its members and service users.

Service Users are involved in the organisation in voluntary capacities as members of the Board of Management and keep Service Users issues high on the agenda.

We look to our Service Users to help us identify the priorities for the services asking their opinion about the service and what they would wish for the future of their service. The ideas of staff and Service Users guide this plan.

Next Directions - 2019-2024 Our 4 -four core strategic pillars.



Pillar 1 Independent Living

Strategic Goal: We are committed to promoting independence through the provision of person-centred services and supports and by using our knowledge and experience to influence policy development and decision-making advocating for enhanced services.

Include service users in the review, design and delivery of services

- we will ask service users what they value about their service
- we will encourage service user to be actively involved in their service.

Promote self-directed and self-managed services

- by advocating for enhanced resources for community disability services.
- support service user to develop the knowledge and skills to directly manage their own service and
- work with service users to explore a CCIL model of 'self managed services'

Support Service Users to prioritise their service needs and goals

- by working with each service user assess individual needs and identified outcomes
- by working with each service user to get the best out of their service
- by linking with each service user in a regular service review

Pillar 2 Governance

Strategic Goal: To be an excellent organisation, working to the highest standards of openness and transparency developing partnerships with organisations who share our values to champion the rights of people with disabilities.

Champion CIL

- by upholding the vision, values and ethos of Cork CIL and
- by advancing the purpose of Cork CIL and
- by understanding and balancing the needs and expectations of all our stakeholders

Be accountable

- by developing our Board Members and our employees to understand and meet our individual and collective responsibilities
- we will review our legal form and governing document to ensure fit for purpose

Manage Risk

- by acting with integrity in the best interest of Cork CIL and
- supporting the development, implementation and review of comprehensive operational standards that support us to meet our statutory and regulatory requirements

Pillar 3 Services

Strategic Goal To provide person centred services that are informed by the experiences of people with disabilities and guided by our mission, and underpinned by the principles of transparency, accountability, honesty and integrity.

Foster pride & confidence in our services

- by developing services that people want and that are guided our mission and underpinned by our ethos and values
- by continuous improvement in decision making and ongoing assessment & the management of risk

Make Cork CIL a provider of choice

- by understanding what service users, staff and other stakeholders value.
- developing knowledge and investing in the skills of all staff
- promoting a culture of respect

Use resources well and effectively

- by guiding our practice with the development and implementation of dynamic policies
- by working with each service user so they get the best out of their service
- by having a fair, consistent and evidence based approach to all aspects of our service.

Pillar 4 People

Strategic Goal: To ensure that our staff have the right skills knowledge and experience, support them to understand their role and to know who they are accountable to. Support staff to achieve consistently high standards of service in line with Cork CIL mission and underpinned by our values.

Supporting our staff

- by creating opportunities for personal professional development.
- by providing structured support and supervision for all staff.
- by ensuring easy access to policies procedures and guidelines for all staff.

Listening to Staff

- by understanding what staff value.
- by involving staff in service reviews.
- by creating a staff forum to share ideas.

Valuing our staff

- by investing in the skills and knowledge of all staff.
- by improving the systems in Cork CIL to make life easier.
- by creating opportunities for staff mentorship.