

2024-27



Strategic Plan

Supporting disabled people to live the life of their choice



Wiltshire Centre for Independent Living
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Charity no. 1120611 Company no. 5480761



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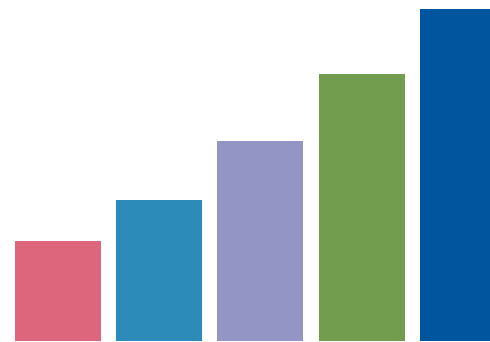
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OUR VALUES

WHAT WE BELIEVE:

We passionately believe that all people have an equal right to live independent lives.

WHO WE ARE:

We are a disabled people's user led organisation.

We are led by people with lived experience.

We are values led and believe in the power of people and communities .

WHAT WE DO:

We promote choice and control so that everyone we work with can live the life of their choice.

We ensure all of our work is led by the disabled people we work for.

We support and celebrate the growth of inclusive communities.

HOW WE DO IT:

We work in a person centred way, enabling people to live the life of their choice.

We work to people not systems; rather than trying to fit people into service boxes, we work alongside them in the context of their lives.

We ensure that they have the right information at the right time so people have choice and control over how they live their life.

We adopt a flexible and positive approach.

We work in partnership with other voluntary sector organisations and with health and social care locally.

ABOUT US

WHAT WE BELIEVE:

In the next three years we will contribute to a radical rethinking of how disabled people are perceived in our communities and by our services in Wiltshire.

We will put disabled people at the forefront of social change, working to make Wiltshire a county where no one is left behind, or unable to live well due to structural inequalities such as access to good housing, good employment and a good standard of living.



WHO WE ARE:

We are an organisation managed by disabled people and committed to supporting all disabled people to achieve choice, control and equal rights to live independent lives.

We are proud of our Wiltshire roots and our work is at the heart of local communities. We build on relationships and social connections, reaching those who are seldom heard. As such, our work is a huge part of the solution to well-being and tackling inequality.



WHAT WE DO:

Local integrated services need to be at the heart of strategies and planning for social change while shifting the focus of 'power' away from 'professionals' and towards individuals and communities.

At Wiltshire CIL we have established this way of working and the process of doing things differently through collaboration with individuals; Co-production is at the heart of everything we do and we work with people on the basis of 'what is strong, not what is wrong'.

We will be ambitious and willing to push the boundaries and we will do this with good humour and creativity, prioritising the creation and maintenance of meaningful relationships with all our stakeholders.



HOW WE DO IT:

Wiltshire CIL lives its values. Our values are what distinguish us and highlight the contribution we make. They also act as a reference guide when making strategic decisions, keeping us true to our roots as a disabled people's organisation.

All our services are underpinned by three core elements: person-centered, strengths-based, co-produced. This provides cohesiveness to our work streams.

Our staff are our key asset, and we support them to put people at the heart of everything they do. We do this by intentionally being process-light, making sure our systems don't get in the way of us providing timely and flexible support to people who use our services.



HOW WE SUPPORT DELIVERY



Partnership working

We build excellent relationships with local and national partners.

We practice proactive communication and deliver continual innovation making us excellent delivery partners.

We work collaboratively and in partnership with organisations that share our values.

We will build on our existing relationships with partners in the community and develop new ones with organisations that share and support our values and ways of working.

We work with professionals in both health and social care to support them to make the cultural shift to person centred approaches to health and wellbeing.





Evaluation and development

All our work is part of a 'plan/act/review' cycle enabling us to adapt and respond to evidence, learning from what works to grow good services.

We use evidence and good practice to inform and develop our models of support.

Evidence is both qualitative and quantitative e.g.

- stories
- outcome measures
- demographics
- service use data
- economic data

We work with partners to grow our evidence to support global data collection and analysis.

We aren't afraid of 'negative' data or if things go wrong; we use this to understand how we could do things differently and better in the future.





Maintaining and developing a cohesive and kind staff team

We work as one organisation: applying our policies across the organisation, encouraging teams to work together in supporting each other, treating all teams fairly and offering opportunities to all.

We support workers to be resilient and resourceful, encouraging a culture where staff aren't afraid to take risks or make mistakes.

We encourage all staff members to see themselves as leaders within the organisation, contributing to organisational goals through their practice and ideas and providing a workplace environment where staff feel able to learn from each other and the people they work with and for.

We regularly revisit our values and explore how these look in practice.

We share and celebrate success.

We invest in our people, reward them fairly, communicate clearly and consistently whilst remaining diverse, equitable and inclusive.



Ensuring a good organisational infrastructure

We ensure policy, process and practice are well thought out and applied.

We ensure robust financial management.

We employ expert HR policy, and management support.

All line managers work to our line management framework and receive regular support through our line managers' forum.

We will put in place a modern, forward-thinking governance structure to guide our work.

We are environmentally responsible in all of our operations.





Delivering excellent services in line with our core values

As an organisation we aren't afraid to contract as well as grow, knowing that our primary purpose is to support disabled people to live well in Wiltshire.

We work to our values that include delivering beyond what is expected of us.

We look for opportunities that support the delivery of our aims.

We are innovative, creative and enthusiastic about the work we do.

We will ensure a secure and sustainable future for Wiltshire CIL.

We will maintain existing contracts and diversify funding streams where appropriate, so that we can keep building on our movement for change and delivering to a high standard.



KEY MESSAGES FROM OUR WILTSHIRE POPULATION

The key messages have been generated from the responses of over 2000 disabled people, in groups, in communities and in one to one conversations from all parts of Wiltshire.

They were all asked the same question:
What does a good life look like to you?

This is what they told us:

WE WANT WHAT YOU WANT...

A home; equal and meaningful relationships; to be valued and have purpose; to be hopeful about the future, and to have choice and control over all aspects of our lives



WE MAY WELL NEED SUPPORT, BUT WE WANT THE RIGHT SUPPORT...

Independent living does not mean living without support. Support works best when provided by people that are liked, known and trusted, and is led by the people receiving it. The right support at the right time can stop people finding themselves in a crisis or unable to cope



WE WANT RELATIONSHIPS THAT REALLY MATTER...

Having people around us that we trust and love can support us all to live well. Relationships work best when we value each other as equals



WE WANT TO LIVE IN A PLACE CALLED HOME...

The homes we live in need to fit with who we are - this might mean living with others or on our own. A house is not a home if we don't feel that we belong and are safe in the place we live



REAL CONNECTIONS IN REAL COMMUNITIES...

Community is people not places. People want to be a valued and active part of their community. People might need some support to 'access their community'. Support works best when it helps people to meet others, help each other and enjoy each others' company. Communities need to be fully accessible, accepting and safe for people

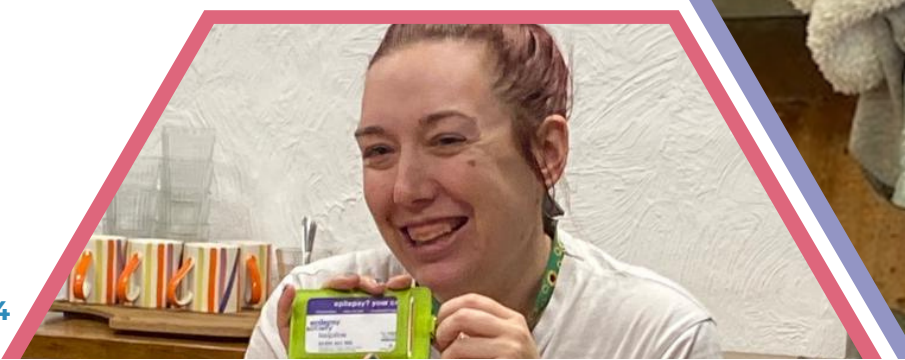




We are not there yet: ‘Written off for being different’

There are many examples of people feeling excluded from normal everyday life, which includes our places of work and our communities.

We now need to act and ensure that every Wiltshire resident and every professional involved in the health and social care system play their part to ensure that people get to live the lives they deserve.





OUR AIMS

Our key messages form the basis of this strategy and our strategic focus and have been translated into 3 aims which will guide all our strategic planning and delivery for the next 3 years.

1

Choice and Control

We will develop opportunities that will increase the choice and control people have over their own lives and enable people to be hopeful about the future

2

Co-production

We will promote the voice of disabled people in all areas of our society, so that they can take an active role in creating good local systems and positive living environments that support people to thrive

3

Community

We will develop the conditions that enable people to maintain and grow meaningful relationships and co-create strong communities that can support people to live well

THE NEXT 3 YEARS

OUTCOMES 2024 - 2027

In order to change the way people live and thrive in Wiltshire and deliver our 3 aims, with the resources we have available, we will focus on the following key outcomes:



Real Choice and Control



A Pioneer Movement for Change



Inequality Challenged



Dynamic Governance





Real Choice and Control

Disabled people have knowledge, confidence and access to appropriate resources and information giving them real choice and control over their lives.

Achieved through:

- Providing high quality and timely support in all aspects of self directed care including personal health budgets and personal budgets delivered through direct payments
- Promoting and supporting the role of Personal Assistants through training and finding innovative ways to engage people to join the Personal Assistant workforce
- Developing and implementing new flexible ways for people to organise support e.g. pooling personal budgets and micro enterprises
- Community Connectors walking alongside people to build and live their lives well

We will know it is working because:

- Disabled people will be using direct payments and/or personal health budgets in creative ways that give them choice and control over their support
- People will be actively engaged and working together to live the life of their choosing using their unique assets and strengths

A Pioneer Movement for Change

Disabled people's influence will continue to grow adding momentum to a movement for change where disabled people are given equal opportunities to live well and shape theirs and Wiltshire's future.

Achieved through:

- People signing up to be a pioneer and an active change maker in Wiltshire
- Raising ambition for disabled people to shape their communities so they work for all residents and create positive futures for themselves
- Developing opportunities for disabled people to co-produce and co-design health and social care services that work for them

We will know it is working because:

- The transformation of social care and health services will be led by disabled people and underpinned by true co-production





Inequality Challenged

Communities are places where people take control and are instrumental in challenging social inequalities enabling people to live happier, healthier lives and be hopeful for the future.

Achieved through:

- Working with communities as collaborators so people identify what they need to live well and how they can achieve it
- Working alongside people to support them to find the resources they need to live well
- Creating opportunities for people to come together to offer support and knowledge to each other

We will know it is working because:

- A grassroots movement of change will emerge in local communities where inequalities are challenged, and health and wellbeing improved
- Disabled people will have a sense of empowerment and agency through participation in small community owned action that will be celebrated

Dynamic Governance

Wiltshire CIL will co-create an inclusive model of active and dynamic governance that weaves its way throughout the whole organisation.

Achieved through:

- Having a modern and forward thinking Board of Trustees that focuses on risk, business and compliance
- Having working groups for each of the strategic aims. Each group will consist of staff and Pioneers – with a representative from each group feeding into the board of trustees

We will know it is working because:

- Practice and policy will be co-designed and evaluated by those who work for and are supported by Wiltshire CIL
- Staff and Pioneers will enjoy being part of the leadership of Wiltshire CIL because the model of governance in practice is welcoming and attractive to people



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