

All Wales People First



Reducing Dependency, Promoting Rights Business Plan 2016 - 2019

All Wales People First
Business Plan 2016 to 2019

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1. Executive Summary

There are over 14800 people with a learning disability registered throughout Wales according to Government statistics. Since 2002 the number of people with a learning disability registered by government has increased by 20% (Welsh Government Statistics). This figure is set to grow with the increased survival rate among young adults with severe and complex disabilities and reduced mortality amongst older adults (Estimating Future Need/Demand for Supports for Adults with Learning Disabilities in England, University of Lancaster, 2004). In addition trends in impairment show an increasing number of children being reported as having complex needs, Autistic Spectrum Disorders and mental health issues.(Ref: Hidden Lives, Improving Life chances of people with a learning disability, Turning Point, 2004)

This Business Plan is about ensuring that people with learning disabilities across Wales have the skills and confidence they need to have their voice heard and to be in control of their own lives, to be strong and effective self-advocates who are masters of their own destinies and who are able to influence the services and policies that affect their lives. We want our members to positively respond to the opportunities presented to them by the introduction of the new Social Services and Well-being (Wales) Act 2014. We want to demonstrate that our National Council has set the Organisation's Values (All Wales People First Manifesto 2011) and identified the Strategic Aims that underpin all our work. We will then demonstrate that all the actions we want to take to achieve the Strategic

Aims, will contribute to the Outcomes that the Welsh Government wish to see as a result of the introduction of the Social Services and Well-being (Wales) Act 2014.

2. The Organisation.

Our Purpose

All Wales People First is an organisation for, and led by men and women with a learning disability. It is unique in Wales in that it is the only national organisation that solely represents the voice of men and women with a learning disability. It receives its mandate directly from people with learning disabilities in Wales and its direction from a National Council of People First members, elected at local level through the 22 groups throughout Wales. The National Council ensure that people with learning disabilities are included in the public authority's vision for Wales.

All Wales People First is a company limited by guarantee, registered in March 2009.

The National Council is supported by a committed team of Board Directors who ensure that the National Council's activities are carried out within constitutional, legal and financial frameworks.

Mission Statement

All Wales People First is the united voice of self-advocacy groups and all people with learning disabilities in Wales. It shares knowledge and information to achieve equal rights and a positive image.

Our Core Values

The National Council has embedded values adopted from the People First Manifesto (2011) to underpin all of its work

- **The right to plan our own lives**
- **The right to good transport**
- **The right to good housing and support**
- **The right to good relationships, marriage and parenthood**
- **The right to good health**
- **The right to education and work**
- **The right to growth and self-advocacy**
- **The right to independent living**
- **The right to safe and inclusive communities**

The National Council first formulated these rights in 2011 when designing an All Wales People First Manifesto to help members to decide what they wanted from prospective Welsh Assembly members. These rights now contribute to the ethos of the organisation and have become our core values. These core values, identified by members from all over Wales, are the foundations members need in place to help achieve Well-being, and they allow All Wales People First to truly call itself a Values Based Organisation.

These core values for our organisation, also expressed as our Rights, have a direct relationship with the Well-being definition that relates to all areas of a person's life and defined in Section 2 of the Social Services and Wellbeing (Wales) Act 2014. These are:

- a. Well-being (**I know and understand what care, support and opportunities are available to me and I get the help I need, when I need it, in the way I want it**); **the right to independent living – People First Manifesto**
- b. Physical and mental health and emotional well-being (**I am happy and I am healthy**); **the right to good health – People First Manifesto**
- c. Protection from abuse and neglect (**I am safe and protected from abuse and neglect**); **the right to safe and inclusive communities – People First Manifesto**
- d. Education, training and recreation (**I can learn and develop to my full potential and I can do the things that matter to me**); **the right to education and work – People First Manifesto**
- e. Domestic, family and personal relationships (**I belong and I have safe and healthy relationships**); **the right to good relationships, marriage and parenthood – People First Manifesto**
- f. Contribution made to society (**I can engage and participate and I feel valued in society**); **the right to safe and inclusive communities and the right to work – People First Manifesto**
- g. Securing rights and entitlements (**My rights are respected, I have voice and control, I am involved in making decisions that affect my life, my individual circumstances are considered, I can speak for myself or have someone who can do it for me and I get care through the Welsh language if I need it**); **the right to plan our own lives – People First Manifesto**

h. Social and economic well-being (I am supported to work, I have a social life and can be with the people that I choose, I do not live in poverty and I get the help I need to grow up and be independent); the right to growth and self-advocacy and the right to work – People First Manifesto

i. Suitability of living accommodation (I have suitable living accommodation that meets my needs); the right to good housing and support – People First Manifesto

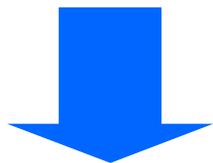
Our Structure

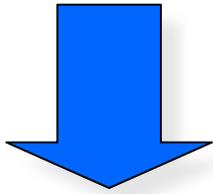
All Wales People First is an organisation for, and led by men and women with a learning disability.

Conference
and Annual
AGM

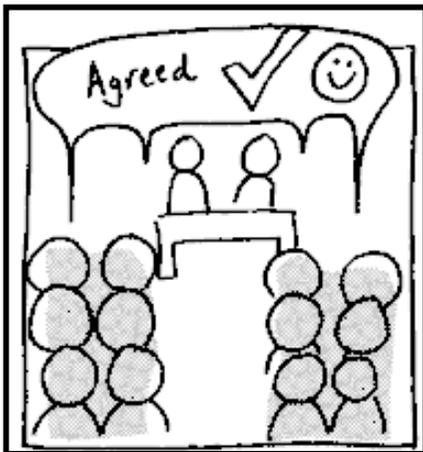


Members attend the Conference and help to make decisions about the principles of the organisation and what should be the priorities for the year ahead.

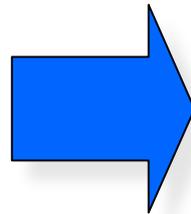




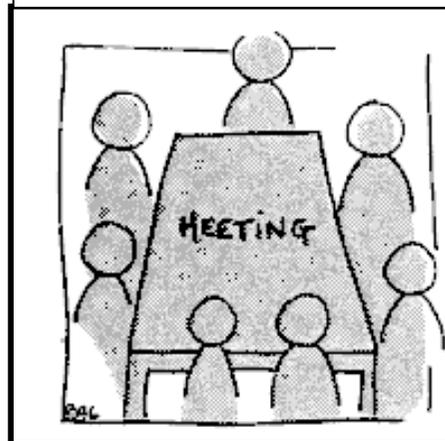
National Council



22 members of the Council, elected by groups in each local authority area. Collectively they decide the values, ethos, policies and longer-term priorities of the organisation.



Board of Directors



12 Directors make sure that AWPf works within the law, stays financially secure and manages its staff properly

The Staff Team

The Management Team of All Wales People First comprises three posts with very different responsibilities:-

The National Director.

The organisation appointed its first National Director in October 2012. This is a unique position as it requires the post holder to have a learning disability. The Director is able to represent the membership, and the wider Learning Disability community, in a unique way in his work with statutory agencies and third sector organisations.

The National Director is Joe Powell. Joe was diagnosed with Asperger's syndrome at the age of 20 after spending many of his teenage years without speaking and has since spent many years in and out of care homes and care services. Joe, after much hard work is now living independently and attending the University of South Wales studying for a degree in English and Creative Writing. He is very much in demand as a conference speaker and is a member of a number of national organisations such as Research Autism, Disability Hate Crime Working Group, Autism Strategy Refresh Group and a board member of the Care and Social Services Inspectorate Wales.

Joe is the Head of the organisation.

The National Council Development Worker

The National Council is made up of elected representatives from 22 local People First groups that reflect the local government boundaries throughout Wales. It is led by a Chair and Vice Chair and decides the policies and long term priorities of the organisation.

The National Council Development Worker is Yvonne Boxall who was appointed (as Adviser under the old staff structure) in April 2001. Her background comprises Teaching and 3rd sector positions, working in schools in Llanelli as well as a teaching post, rising to Deputy Manager, for the Richmond Fellowship in Swansea (a 3rd sector provider for young adults with learning disabilities and mental health issues) and then as Development Officer for SCOVO (now Learning Disability Wales). She took overall operational and financial responsibility for All Wales People First until the recent staff restructure was implemented.

The Business Manager

The Business Manager has overall responsibility for inward face activities of the organisation. These include, financial management, performance management, information and communication, partnership working and reporting organising and servicing the Board of Directors.

The Business Manager is John Pearse and was appointed in March 2012. His background is a local authority career in Leisure Management and latterly in Business and Performance Management. The role within Leisure Management was Operational Manager with responsibility for Customer and Service Development and as such he was responsible for Project Managing a variety of schemes from a European funded new Library and Community Centre to Alternative Curriculum Training for young people Not in Education Employment or Training. He took early retirement from second tier post as an Operational Manager in Cardiff Council. Educated to degree level John is also a Diploma Member of the Chartered Institute for the Management of Sport and Physical Activity and a member of the Chartered Quality Institute.

3. Our Achievements

In our last Business Plan (The Way Forward) 2012 to 2015, in the face of unprecedented economic austerity, All Wales People First set itself a radical agenda to transform the organisation and respond to the many economic, political, social and technological influences its members faced. We realised that for people with a learning disability to flourish and participate in a modern Wales these issues must be addressed and the solutions must be innovative, outcome focused and cost efficient.

The organisation recognised that its past achievements, the formation and development of a National Council and a strong Board of Directors had enabled a point to be reached where we could take a radical step and appoint a National Director with a learning disability.

During the grant period and along with funding for a National Director, we also made a commitment to transformational efficiency measures. The main thrust of this efficiency was a staff restructuring, appointing a Business Manager to work alongside the Director and changes to our office base; we worked towards a 'virtual' office, instead of bricks and mortar. This made savings in the first year and they carried through to subsequent years, and enabled costs on office and administration to be substantially reduced and redirected to the membership, the front line.

Over this 3 year period the organisation has embedded the five strategic aims from the 2012 to 2015 Business Plan and achieved in all of these. They now underpin all aspects of our daily business. They are:-

- **Strategic Aim Number 1 – Ensuring People Have a Voice**
- **Strategic Aim Number 2 – Making the Voices Stronger**
- **Strategic Aim Number 3 – Making the Voices Heard**
- **Strategic Aim Number 4 – Making Communities Stronger**
- **Strategic Aim Number 5 – Making the Organisation Stronger**

This Business Plan will now highlight the success under each of these strategic aims.

Strategic Aim Number 1 – Ensuring People Have a Voice

- **What did we want to do?**
- **We wanted to provide information in the right way and at the right time so that people with learning disabilities can exercise greater control over their lives.**
- **How did we do it?**
- **Talk Back** – Published 4 times a year and posted to all the membership. A well respected ‘Voice’ of the People.
- **Voting** – National Council participating in national hustings and 22 Election Tool Kits produced for local groups.
- **The National Council** – The democratic heart of the organisation meet 6 times each calendar year to guide policy, implement decisions and to participate in the ‘big decisions’ eg Social Services and Wellbeing Act its codes and regulations consultation.
- **Barod, a Community Interest Company** – AWPf Directors with staff input, set up a company selling services such as research, mentoring, training and consultancy. Launched at the Welsh Government they have now been trading for over a year.
- **Annual Conference** – A national conference attracting around 100 delegates themed with topical issues each time.
- **BIG Lottery Fund** – A bid driven by the imperative to give members access to information and training through digital media and to try and fill a void created by the demise of the Advocacy Grant scheme.
- **Support Workers Forum** – Support workers from all over the country given an opportunity to come together and discuss common issues such as the end of the Advocacy Grant scheme, and to look for possible solutions

OUTCOMES

The outcomes linked to this strategic aim are;

- Members being more aware of issues that affect their everyday life.
- Members will respond to the Welsh Government consultation and have an understanding of the impact of the Social Services and Wellbeing Act.

Strategic Aim Number 2 - Making the Voices Stronger

- **What did we want to do?**
- **We wanted to improve the skills of the National Council so that they can engage more effectively as advocates, self-advocates and with partnership agencies**
- **How did we do it?**
- **Training Needs** – There has been a continuous programme of training over the duration of the Business Plan, it has also been identified as an important strand of the BIG Lottery Bid for funds for a digital media Hub.
- **Website and Social Media** – With the appointment of the National Director the use of social media has vastly increased. The Director has a Facebook page and a Twitter Account to keep the membership updated.
- **Legacy** – All Wales People First received a Legacy donation from the late Colin Vyvyan a former Board member. Colin's wish is that the money should be used to train support workers.
- **Membership** – At the 2012/13 AGM members voted to increase the categories of membership to include group membership.
- **Supporting Individuals to make a difference.** – The organisation continues its important work in supporting individuals to apply for and hold public positions such as Trusteeships, Directorships and public appointments.
- **Appointment to the Learning Disability Advisory Group.** – With our support our National Council Chair has taken up the position of LDAG co-chair making sure that people with a learning disability have a strong voice on the primary advisory group to the Minister for Health and Social Care in the Welsh Government.

OUTCOMES

The outcomes linked to this strategic aim are:-

- The members of the National Council becoming more aware of the environment they operate in and their relationships with other sector agencies.
- National Council members becoming representatives on outside bodies i.e. LDAG, Disability Wales.

Strategic Aim Number 3 - Making the Voices Heard

- **What did we want to do?**
- **We wanted to inform people with a learning disability about their rights as voters and encourage them to vote and engage with politicians.**
- **How did we do it?**
- **Democracy** - Members of the National Council attended the national Disability Hustings, hosted by Disability Wales and the WCVA hustings. We took part (and asked a question!) in ITV's Four Leaders Debate. National Council had an 87% voting turn out in the local elections.
- **People First Manifesto Launch** - We launched the People First Manifesto on 1st April 2011. The press, all political candidates, and our wider network of contacts, received the Manifesto. We used social media (eg Twitter) to circulate it as widely as possible. We produced an election pack for local People First groups. The pack included: the Manifesto, mini Manifestos, the election toolkit, suggested questions for hustings, the campaign booklet, and Don't Be a Nobody, Be a Voter

posters.

- **Hate Crime** – The National Director represents All Wales People First on the Disability Hate Crime Action Group (D.H.C.A.G.) and advises the Welsh Government. The group aim is to identify strategies to combat Disability Hate Crime.

OUTCOMES

The outcomes linked to this strategic aim are:-

- People First members becoming more politically aware and participating in local elections.
- Election toolkits sent to 17 groups for the local Government elections in May 2012
- The Percentage of National Council voting at the 2012 elections

Strategic Aim Number 4 - Making Communities Stronger

- **What did we want to do?**
- **We wanted to set up a system that enables local groups to become more involved and accepted in their local community.**
- **How did we do it?**
- **Timebanking** – Carmarthenshire People First are leading on this initiative, they have a dedicated officer progressing the project through the local membership. They have produced a package of training and information. Rather than produce another alternative for our members we will roll this package out to other groups via the Digital Hub project.
- **Pan Gwent People First/Sustainable Social Services** – Pan Gwent was conceived as a response to the Welsh Governments Sustainable Social Services and Making the Connections agenda and later the Williams report. All groups in

the Gwent area meeting together and have become constituted group to respond to these changes on an area level.

- **HERIO** - During the National Council strategy day the West Wales groups, Pembrokeshire, Ceredigion, Carmarthenshire set themselves the objective of working together as a region using the example of Pan Gwent. These 3 groups formed a joint working organisation called HERIO. They were later joined by POWYS PEOPLE FIRST.
- **Learning Disability Awareness Training** – A Consortium delivered project (Learning Disability Wales, Mencap Cymru, All Wales Parents and Carers Forum and ourselves) presented Learning Disability Awareness courses to a wide variety of public sector organisations throughout Wales. All Wales People First designed the training programme and organised the ‘train the trainer’ course for our local groups. People with a learning disability delivered the training at a local level. 14 local groups became skilled in course delivery and 65 courses were held training circa 1,000 public service employees.

OUTCOMES

The outcomes linked to this strategic aim are;-

- Members becoming more active in their local communities.
- Form regional groups with members participating in the development in line with the public authority’s realignment.
- Learning Disability awareness delivered by local groups to the public sector.

Strategic Aim Number 5 - Making the Organisation Stronger

- **What did we want to do?**
- **We wanted to appoint and train a new Director (who has a learning disability) to lead the organisation’s development and achieve the aims of the organisation at a local and national levels.**

- **How did we do it?**

- **The National Director** – The undoubted success of Joe Powell's appointment as National Director has meant that Joe has gone on to establish membership of many influential national groups and given All Wales People First and the People First movement a high profile. The ability of the Director to move and operate in political circles and be recognised for his ability will ensure the organisation continues to be held in high regard by the disability community and other agencies.

- **Restructuring the organisation**

All Wales People First has achieved the original restructuring of the organisation, as set out in the business plan with a firm belief that it is now in better shape to respond to the changing political, social and technological landscape. The organisation is in a better position to resource the support our new Director needs to be a success. We also have a new way of working without the permanent fixture of a 'bricks and mortar' office. The organisation has made efficiency savings by sharing an office desk in the space of another learning disability organisation.

- **A UK People First**

The National Director, the Chair and Vice Chair of National Council attended a meeting with Scotland People First in April 2013. The Director chaired the UK wide conference and discussion centred on a national UK People First manifesto. This alliance will provide powerful partnership to fight the changes to welfare benefits and other issues which fall under the Westminster Government's reserved powers.

- **Funding**

The organisation continues to be funded by the Welsh Government for its core business and will allow the majority of the National Council's plan to be implemented. We have no additional funding however to report in this period, but we do report progress within the Lottery Award system.

We have also been a member of the British Institute of Learning Disabilities steering group for the Advocacy Grant Scheme.

OUTCOMES

The outcomes linked to this strategic aim are:-

- The organisation gaining greater credibility within the disability community and other agencies.
- The appointment of a person with a learning disability taking the lead for the direction of the organisation.

Our Future Aims and Objectives.

The Business Planning Process

At our National Council Residential meeting, March 18th and 19th 2014 our elected members from all over Wales held their Business Planning Workshop session to identify their strategic aims and objectives to help achieve Wellbeing for all members over the life of the next Business Plan.

The National Council held a series of 3 workshops;-

- **In an ideal World.....**
- **Café Conversations**
- **Change is here, what do we do about it?**

Over the 2 days we addressed important future issues where members asked questions of themselves, whilst thinking about the Core Values of the Organisation.

We asked;-

What would **you** be in an ideal World?

What would **People First** be in an ideal World?

What stops you achieving these things?

The National Council Members also conducted a 'Café Conversations Workshop' based around current newspaper articles and were asked to respond to them through the values and outcomes they want for themselves. The conversation themes were around the following topics

- Self - Advocacy

- Community and cuts.
- Benefits
- Education
- Health
- Social Media
- Relationships
- Independent Living

Members were then given a Toolbox of possible solutions to achieve the outcomes they desired. These included;-

- Using our rights. Eg Human Rights, Equal Rights, and UN Conventions.
- Working with Partners.
- Getting heard through the media.
- Formal complaints processes.
- Engaging politicians.
- Running a campaign.
- Learning new skills.
- Creating 'champions'
- Joining a Community Action group.
- Creating a service.
- Asking for research to be done.
- Creating new models.
- Developing training
- Having a presence.

The issues and solutions, underpinned by the organisations values were then related and linked to All Wales People First's Strategic Aims established over the period of our current Business Plan to form the new Aims and Objectives platform for us to aspire to achieve over the life of this Business Plan.

Our Aspirations

All Wales People First wants to ensure that people with learning disabilities, wherever they live in Wales, are able to have access to advocacy and self-advocacy organisations so that they can receive support to articulate, and achieve, what matters to them in their daily lives in order to attain and maintain their well-being. We want to ensure that people with learning disabilities understand their rights, especially their Human Rights. We want to ensure people with learning disabilities move towards greater independence and an increased quality of life, with less dependence on services that undermine independent living. We want to ensure that People First Groups across Wales contribute to creating an environment which prevents people with learning disabilities from becoming over dependent on Social Services, or from reaching a crisis, thus reducing the need for complex care packages.

This Business Plan will now link our core values and our aspirations to the Strategic Aims we will work to achieve, and the outcomes the Welsh Government want to see for all its citizens, as set out in the Social Services and Well Being (Wales) Act 2014.

These well established strategic aims are

- **Strategic Aim Number 1 – Ensuring People Have a Voice**
- **Strategic Aim Number 2 – Making the Voices Stronger**
- **Strategic Aim Number 3 – Making the Voices Heard**
- **Strategic Aim Number 4 – Making Communities Stronger**
- **Strategic Aim Number 5 – Making the Organisation Stronger**

The detail of ‘**What we want to do**’ and ‘**How will we do it**’ and all our targets are contained in our detailed work plan, Appendix 1. The highlights of our 3 year programme taken from the National Council Business Planning Workshop, are as follows;-

Strategic Aim Number 1 – Ensuring People Have a Voice

- What do we want to do?

We want to provide information in the right way and at the right time so that people with learning disabilities can exercise greater control over their lives.

- How will we do it?

We will develop the political reporting of our National Directors activities on our Website, our Twitter account and our Facebook page.

We will achieve and maintain membership of national organisations with National Council members and our Director.

We will hold a themed Annual Conference each year with the subject decided by National Council but underpinned by promoting independent living.

We will ‘champion’ advocacy and self-advocacy for our members through membership of LDAG.

We will produce information for our website on the UN Convention on Human Rights for People with Disabilities

These actions will positively contribute to the following National Outcomes Framework measures:-

- Percentage of people who felt involved in decisions about their life.
- Percentage of people reporting that they are in control of their daily life.
- Percentage of people who feel that they were treated with respect.
- Percentage of adults with high life satisfaction scores.
- Percentage of people reporting they have the right information about how to lead a healthy life.

Strategic Aim Number 2 – Making the Voices Stronger

- What do we want to do?

We want to improve the skills of the National Council so that they can engage more effectively as advocates, self-advocates and with partnership agencies and organisations

- How will we do it?

We will identify the training needs of the members of the National Council each time a new one is elected, every 2 years, and the general membership and respond with suitable training packages.

We will seek out a partner from the Education Sector and develop a nationally recognised qualification for support workers - and work towards establishing All Wales People First National minimum standards.

We will further develop the Learning for Leadership Course for our members and consider different delivery formats.

We will develop an All Wales People First policy and approach to co-production and citizen directed co-operatives.

We will develop the BIHR guide 'Make Human Rights Happen' into a digital format for members and groups.

These actions will positively contribute to the following National Outcomes Framework measures:-

- Percentage of people reporting that they can do the things that matter to them.
- Things I do in my life are worthwhile.
- Percentage of people whose quality of life has improved from the support they have received.
- Percentage of people who felt they were treated with respect.
- Percentage of people reporting that they are in control of their daily life as much as they can be.

Strategic Aim Number 3 – Making the Voices Heard

- **What do we want to do?**

We want to inform people with a learning disabilities about their rights as voters and encourage them to vote and engage with politicians.

- **How will we do it?**

We will produce information for our members at election times

We will seek membership for the National Director on at least 2 government working parties on Learning Disability or related issues.

We will campaign and advise members on their benefit rights and independent living as well as the Social Services and Wellbeing (Wales) Act.

We will help local People First groups to identify opportunities to respond to the delivery of the Social Services Act.

We will always invite a senior politician to deliver a key note speech at our annual conference.

These actions will positively contribute to the following National Outcomes Framework measures:-

- Percentage of people who feel involved in decisions about their life.
- Percentage of people reporting that they are in control of their daily life as much as they can be.
- Percentage of people satisfied with the amount of time they have to do things they like doing.
- Percentage of people who felt that they were treated with respect.

Strategic Aim Number 4 – Making Communities Stronger

- **What do we want to do?**

We want to set up a system(s) that enables local groups to become more involved and accepted in their local communities

- **How will we do it?**

We will help groups respond positively to the outcomes of local council reorganisation and the reorganisation of Social Services Departments.

We will develop the conference outcomes from ‘Work, the good, the bad, and the ugly’, into a training resource for getting people into work.

We will develop the IT skills of members.

These actions will positively contribute to the following National Outcomes Framework measures:-

- Percentage of people who feel they belong to their local area.
- Percentage of people who think that their local area is a place where people from different backgrounds get on well together.
- Percentage of people who think that people in their local area treat each other with respect and consideration.
- Percentage of people reporting they feel safe.
- Percentage of people reporting that they often feel lonely

Strategic Aim Number 5 – Making the Organisation Stronger

- **What do we want to do?**

We want to develop the skills of the National Director (who has a learning disability) to lead the organisation's development and achieve the aims of the organisation at a local and national level.

- **How will we do it?**

We will review the current staffing structure to ensure it is fit for purpose for the new business period, assessing the need for a full time director and developing a succession plan for potential retirements.

We will identify additional training opportunities for the director.

We will support the director in his personal development and help in development of the soft skills set needed for leadership.

We will support the director in his public appointment roles with the CCSIW and the HIW.

We will create internship opportunities for the National Director and/or National Council members.

We will actively target the recruitment of young members (under 25).

We will develop a formal training package for support workers with an Education Sector partner.

These actions will positively contribute to the following National Outcomes Framework measures:-

- **Percentage of people who feel satisfied with the people that provide their help and support.**
- **Percentage of people who feel satisfied with the support they have received.**

- Percentage of people reporting that they feel valued in society.
- Percentage of people reporting they feel safe.
- Proportion of referrals where the risk has been removed or reduced for the victim.

To achieve our five strategic aims and achieve the positive culture the Social Services and Well-being (Wales) Act deserves, All Wales People First recognises that the organisation must make a step change for this Business Plan to be successful. Just as this organisation was not afraid to undergo Transformational Change with its Business Plan, The Way Forward 2012 to 2015, and responded to the challenges of austerity, it is not afraid to make the changes required to embrace the SSWB (Wales) Act now. A step change now would carry the organisation's momentum forward and build on the foundations laid over the last 3 years.

Organisation Review

The staffing structure of All Wales People First was conceived 4 years ago in response to the needs of the organisation, the economic climate at the time, and the bid for Section 64 funding for the Grant period 2012 to 2015. The structure was a radical departure from what had existed to date and made the case for the organisation to be led by a National Director with a learning disability and supported by a personal assistant. To complement this role, the structure had a Business Manager to address the inward facing issues around running the organisation. The structure was completed with the role of a National Council worker supporting the National Council in its work.

In addition to this structure the Business Plan 2012 to 2015 made the business case to close the organisations office and have each member of staff home based.

The organisation has come a long way over the period of this grant, Joe's work capability and capacity have enabled the staffing structure to be refined and it comprised 3 officers of equal status and remuneration. This structure was further refined in October 2015 to make the National Director Head of the organisation with the Business Manager and National Council Officer reporting to the National Director.

These are;-

- The National Director
- Business Manager
- National Council Development Officer.

The existing structure is based around the current strengths of each member of staff.

In preparation for this Business Plan and in response to the Social Services and Wellbeing Act and its funding stream the New Sustainable Social Service 3rd Sector Grant, All Wales People First has taken this unique opportunity to review its operation in order to build on the success of the last 3 years. To facilitate this review, we have employed an external consultant to give both rigor and objective assessment to this process. We want the organisation to be in the best of health to give a robust response to the future challenges faced by the 3rd Sector. The consultants, appointed in November 2014, were Transformation Partners (Wales) Ltd and the methodology used for the review was face to face interviews with staff and stakeholders using the SWOT analysis as the review template. The vision and brief given to Transformation Partners (Wales) Ltd made it clear that All Wales People First wants to be in a position of strength to respond and address the new Act, moving the organisation forward whilst continuing to represent its members and their agenda at the highest levels of Government within the Principality. Review of the Organisation and was delivered in January 2015.

All Wales People First Structure Review – Conclusions.

- It is recognized as the organization format matures the current structure neither sustainable or desirable
- The Director should be full-time, with different support
 - Leadership development / influencing & negotiating skills.
 - Mentor/coach.
 - 'Special adviser'
- Clarity of leadership responsibility to enable performance management to be more effective.
- Other roles are recognized and built into the new funding bid.
- Work is essential with PF groups on collaboration, sustainability, control, making the act work
- Programme / project management key role
- Succession planning and knowledge transfer is a priority.

Our Programme – Reducing Dependency, Promoting Rights.

Our main funding partner, the Welsh Government, financially underpinned 'The Way Forward' Business Plan 2012 to 2015 through the grant scheme operated under Section 64 of the Health Service Act 1968 and Section 28(b) of the National Health Service Act 1977. The purpose of the grant funding was to support the core activities of pan Wales voluntary organisations in the health and social care sectors for adults with physical and/or sensory disabilities. The most notable and high profile achievements from the last Business Plan included:-

- The appointment of a National Director of the organisation with a learning disability.
- The appointment of a Business Manager for all inward facing aspects of the organisation.
- The closure of the 'bricks and mortar' office and the move to a virtual office and redirecting resources to the membership, achieving a 52% reduction in 'back office' costs and an increase of 62% of monies able to be spent on members.
- A trading partner of the organisation, BAROD, which generates an income for itself and provides employment for people with a learning disability.

To build on these foundations we are now looking to achieve funding by the Welsh Government through the New Sustainable Social Services Third Sector Grant. As already described we believe our work plan set out in our Strategic Aims will contribute positively to the National Outcomes Framework by adding to our members' wellbeing. Within the grant period our programme of projects and developments will give the step change we are looking to achieve.

The Programme of 6 individual projects is designed with an overall purpose of strengthening the voice of people with a learning disability and to give those individuals maximum control over their lives through the programme theme of **Reducing Dependency, Promoting Rights.**

The Welsh Government, through their document Sustainable Social Services: A Framework for Action have outlined the Principles they wish to work to. Through the Programme of Projects All Wales People First are proposing we will reflect these principles:

- **A strong voice and real control.**

By making local groups sustainable our members will develop the self-advocacy skills to make their own decisions and therefore control their lives.

- **Support each other.**

Our National Council and People First group structure will strengthen the support for individuals with a learning disability and provide opportunities for preventative services at a local level.

- **Respect.**

By promoting human rights our members will know how to enact their rights and know that they can expect to be treated with dignity and respect.

- **Adjusting to new circumstances.**

Our National Council and Regional Group structure will support our members through the change in various stages of life, such as moving into work, living alone, relationships and parenthood.

- **Stability**

Giving our members the support and confidence to grow and develop and belong to, and be valued within their communities helping to create stability in their lives.

- **Simplicity**

Giving and getting help in the most appropriate way for individual members by providing 'low level' preventative services, be it through self-advocacy, peer advocacy, advocacy or signposting.

- **Professionalism.** We will to help our local group network throughout Wales become fit for purpose in their ability to respond to the new Social Services and Wellbeing Act by providing support worker training.

The Reducing Dependency, Promoting Rights programme will deliver the following projects;-

Project 1

A Rights Champion - The voice of people with learning disabilities - A full time National Director with support. We want to build on the success of our appointment of a part time National Director with a learning disability by increasing his capacity to full time. We want to provide assistance to him with a part time Policy and Research post to fully harness the impact of his work. This project would create capacity of the third sector to support service design and delivery and contribute to the shaping and design of social services policy, particularly with the present post holder, Joe Powell, being a member of the board of the Care and Social Services Inspectorate of Wales LDAG and the Hate Crime Network as well as his membership of over 24 groups with national significance.

Project 2

National Council and Programme Governance. All Wales People is an organisation for, and led by men and women with a learning disability. It receives its mandate directly from people with learning disabilities in Wales and its direction from a National Council of People First members, elected at local level through the 22 groups throughout Wales, who ensure that people with learning disabilities are included in the vision for Wales. We want to develop the role of the National Council to oversee projects, particularly the projects that will redevelop the local group structure. All Wales People First see the

development of the National Council as a Programme Board as vital to the fundamental principles of a member led organisation where people with learning disabilities themselves set the direction.

The next 3 Projects are concerned with the re-positioning and re-shaping the local People First and self-advocacy groups to meet the changing needs and expectations of members and enabling their positive responses to the opportunities presented by the Social Services and Well-being (Wales) Act 2014. These projects will be sustainable at a local level beyond the grant period and leave a legacy for future members.

Project 3

Group Realignment. Sustainable Social Services for Wales: A Framework for Delivery recognises that to make social services truly sustainable we cannot do things 22 times across Wales. All Wales People First recognises that the present group structure is struggling to maintain itself and that things must change if people with learning disabilities are to access help and support and preventative services. We propose to build on the lessons we have learnt through our formation of Pan Gwent People First and restructure our local group network into one that reflects Social Services. We realise that this will mean fewer groups on a national level and also recognise that localism is cherished by grass root members; the challenge will be to restructure and respond to area needs but retain the local support for members. As part of this modernisation project we would also look to refresh and update the Management and Practise Box that gives policy and structure to groups. This update would reflect the new Social Services and Wellbeing Act and the group realignment.

Project 4

Support Worker Training. It has long been recognised that support workers throughout our local group network are able to secure employment with no formal qualifications. All Wales People First Board member, Mr Colin Vyvyan recognised this and upon his death bequeathed a gift of £20,000 to All Wales People First to be spent on Support Worker Training. All

Wales People First have taken steps to use this money to form a partnership with Cardiff and the Vale College with the intention of establishing a formal value and rights based qualification, recognised on the Qualification Credit Framework, and encompassing Self Advocacy, Advocacy, member led values and member led outcome based delivery, along with reducing dependency into a bespoke curriculum. We would ask the Welsh Government to match this £20k to enable us to carry out backlog training through our group network, to upskill our staff into a confident and competent workforce.

Project 5

My Rights, My Voice. This project is in partnership with Learning Disability Wales, All Wales Forum of Parent and Carers and the British Institute of Human Rights. This element of funding is for All Wales People First's contribution only.

The aim of this project is to enable people with a learning disability to train support staff on the United Nations Convention on the Rights of Persons with Disabilities. The project has already been started through existing funding and a total of 73 participants, 24 students and 49 support staff have received training. We now need to roll the project out nationally and broaden its scope. The desired outcome of this project is to ensure that social care staff know and understand the rights of people they support, and that they can help people develop, become less dependent on services and become full members of their community.

This modernisation agenda for our group structure would refresh the local groups, giving members new skills and upskilling the workforce by the end of the grant period. Subsequent to this grant period All Wales People First would look to introduce a quality standard for groups attaining a minimum standard of operation.

Project 6

National Conference. The All Wales People First National Conference 2014 Work, the Good, the Bad, the Ugly attracted over 100 delegates from all over Wales and keynote speakers Lesley Griffiths AM and Mark Drakeford AM. The theme of the

conference was Work and it gave our members the tools and knowledge to enable them to take their rightful place in employment. The outcome of the conference was received loud and clear, that our members want to work. Work builds people's confidence and self-esteem and wages reduce dependency. We want to hold a themed Annual Conference each year on the established priorities of the wider membership, but underpinned by promoting independent living and thereby reducing dependency.

Our Partnerships

All Wales People First has had a professional staff team of 3 part time officers over the duration of the current Business Plan, however it has a big reputation for 'punching above its weight'. This has been achieved not only through the dedication and hard work of the officers involved, but also by the realisation that through working in partnership with other organisations and agencies our Strategic Aims can be achieved. For this Business Plan we will again be working with partners to achieve our vision and although we will be requesting some growth in staff capacity we will want to retain and build on the small dynamic team ethos we have developed over a number of years. Our principle Partners over the life of this Business Plan will be:-

The Welsh Government

Local People First Groups/Volunteer Resources

The 22 Local People First self-advocacy Groups from all over Wales will provide members for our National Council to deliver policy, and also give a resource of volunteer and paid delivery teams. The All Wales team recognise that there are people with Learning Disabilities with the talents and skills that can help to make this Business Plan a success. We envisage people with Learning Disabilities delivering the Business Plan content where ever possible as individuals or as part of their People First group.

Barod

Barod is a workers cooperative, run by people with and without a learning disability, and born out of the foresight of two All Wales People First Directors and 3 members. Barod makes information easier to understand, carries out research, offers training/mentoring and runs workshops to help people and organisations to work together better. Barod is involved in a number of coproduction initiatives

Learning Disability Wales.

Learning Disability Wales is a national charity representing the learning disability sector in Wales. All Wales People First has a close relationship with Learning Disability Wales and, along with Mencap and All Wales Forum for Parent and Carers form the Consortium.

Learning Disability Wales provide for its members through;-

- Informing
- Educating
- Influencing
- Listening

Learning Disability Wales bring experience to the Partnership and provide the infrastructure of payroll and hot desking to enable All Wales People First to make best economic use of resources.

The All Wales Forum of Parents and Carers, Learning Disability Wales, Mencap Cymru and All Wales People First (who meet as members of the Learning Disability Advisory Group, Consortium), hereby referred to as 'the consortium' pledge their on-going commitment to working together for the wider benefit of people with learning disabilities and their parents and carers across Wales. In light of the difficult times of austerity we are facing and in line with the Social Services and Well Being Act (2014), each of the consortium partners recognises the importance of avoiding duplication and in working together (or with other partners) to achieve a high quality of support for people with learning disabilities and their parents and carers and in having a wider impact than just the core membership of the component partners.

With this in mind the members of the consortium have consulted over the new Social Services and Well Being Act and have shared their proposed grant applications for the 2016-2019 Sustainable Social Services Grant Section 64 bid. All partners are satisfied that each bid, does not duplicate the work that the others are doing and subsequently complement each other in delivering an excellent national support framework to people with learning disabilities, their parents and carers and third sector organisations across Wales. Whilst the consortium have always been, and are still committed to working work together in partnership, where appropriate, there is also a recognition that the individual organisations of the consortium serve different functions within Wales and therefore there may be times, where it may be wholly appropriate that they work either independently (or with other partners outside of the consortium) in order to best achieve objectives across a broader range of issues and to best represent the needs and wishes of the individual organisations core memberships.

Where such cases arise, the consortium pledge to share information and resources where requested and to update each other regularly on the progress they are making to promote mutual learning and development. If necessary and where capacity allows, the consortium partners would seek to lend their support to the other consortium partners should they be requested to do so. The consortium share a mutual passion for improving the lives of people with learning disabilities and their parents and carers across Wales and pledge to continue to work together to achieve these outcomes in this current Business Plan, 2016 – 2019.

Finance and Resources

	2016-2017	2017-2018	2018-2019
Project Revenue Expenditure	£231,325 (all)	£211,074 (all)	£186,325 (all)
Salaries	£107,313	£123,928	£107,313
Employer NI	£ 9,262	£ 10,434	£ 9,262
Employer Pension	£ 7,570	£ 8,816	£ 7,570
Office Allowance	£ 1,080	£ 1,296	£ 1,080
Support/travel costs	£ 17,000	£ 22,000	£ 17,000
Telephone	£ 2,500	£ 3,000	£ 2,500
National Council Exp	£ 15,000	£ 15,000	£ 15,000
MAP Box update	£ 10,000	Nil	Nil
Match Funding(Pjt 4)	£ 20,000	Nil	Nil
National Conference	£ 10,000	£ 10,000	£ 10,000
Admin (incl. Comms. & information)	£ 8,000	£ 8,000	£ 8,000
Finance/Accounting	£ 3,600	£ 3,600	£ 3,600
Website	£ 5,000	£ 2,000	£ 2,000
Recruitment	£ 12,000	Nil	Nil
Board Expenses	£ 3,000	£ 3,000	£ 3,000
TOTAL	£231,325	£211,074	£186,325

2016-2017	£231,325
2017-2018	£211,074

2018-2019	£186,325
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Appendix 1 - Work Plan to be confirmed.

Appendix 2

Communication Strategy

Statement of Purpose.

This Communications Strategy has been developed to achieve the organisations Purpose and Mission Statement outlined in this Business Plan (Page 4). We want to promote our Business Plan 2016 to 2019 programme of 'Reducing Dependency, Promoting Rights' to our stakeholders. This strategy will demonstrate how effective communications with stakeholders can;-

- Help us to achieve our overall organisational targets within the work plan.
- Engage effectively with our stakeholders.
- Demonstrate the success of our work.
- Ensure people understand what we do and stand for.
- Influence to change perceptions.

Situation Analysis.

The organisation currently has a staff structure that was conceived 4 years ago and represented a radical departure from the previous arrangement, with a National Director, a Business Manager and a National Council development Worker.

The organisation now wants to build on the success of the last 3 years by a positive response to the Social Services and Well-Being (Wales) Act 2014. It is recognised that the Act is a 'game changer' in that it represents departure from the previous provision with the citizen at centre stage. A shift in power from institutions towards people is a key ambition of the Act and this implies new models of delivery for vulnerable people across Wales. Our new Business Plan is about responding to this new world influencing

the statutory agencies through the full time office of a National Director and having a modernising agenda for our group structure giving members the ability to self-advocate and upskilling the workforce and attaining minimum standards of operation within local groups.

Stakeholder Analysis

The National Council – This is the 22 members of the National Council elected by the local groups in each local authority area. Collectively they decide the values, ethos, policies, and long term priorities of the organisation.

The Board of Directors – This is the 12 Directors that ensure that the organisation works within the law, stays financially secure and manages its staff.

The Staff Team – At present there are 3 part time members of staff, but to deliver the 2016 to 2019 Business Plan there will be additional project staff for specific purposes on fixed term contracts.

The Consortium – This is a group of 4 organisations, Learning Disability Wales, All Wales People First, Mencap and All Wales Parent and Carers. Their role is to discuss approaches to issues they have in common and provide 'best fit' solutions to the issues and ensure no duplication of effort.

The Welsh Government – The government has introduced the Social Services and Well – Being Act (Wales) 2014 and has been the main funder of All Wales People First through the Section 64 Grant.

The All Wales People First membership – The members of this organisation from all over Wales and number 416 (as at June 2015)

Local Authorities – The 22 local councils that make up the present map of Wales.

Learning Disability Advisory Group – The LDAG advises the Government on learning disability policy and practise. The group is made up of professionals working in the health, social care and voluntary sector in Wales as well as a representative from the Welsh Government and 2 people with a learning disability.

Our Key Messages

- All Wales People First is a positive brand.
- We have a track record of success.
- We are an organisation for, and led by men and women with a learning disability.
- We are unique in Wales as the only organisation that represents the voice of men and women with a learning disability.
- We have learning disability sector knowledge.
- We have a National Director with a learning disability as the voice and leader of the organisation.
- We provide value for money, with effective and efficient use of resources.
- We want to further professionalize and develop the local group offering.
- We see the Social Services and Wellbeing Act as an opportunity for our members to control their own destiny.

Communications Channels

- | | |
|-------------------------------|-------------------------|
| ➤ National Conference and AGM | ➤ The Annual Report |
| ➤ Talk Back Magazine | ➤ The website |
| ➤ Facebook | ➤ Twitter |
| ➤ Email | ➤ Team meeting/briefing |

➤ Board meetings

➤ Mail shot

➤ Work Plan

The Communication Matrix

	Conference/ AGM	National Council meetings	Talk Back	Website	Facebook	Twitter	Email	Face to Face meetings	Work Plan targets	Annual Report
National Council	√	√	√	√	√	√	√	√	√	
Directors	√		√	√			√	√	√	√
Staff	√	√	√	√	√	√	√	√	√	√
Consortium							√	√	√	
Welsh Government	√		√	√			√	√	√	√
AWPF members	√	√	√	√	√	√	√			√
Local Councils			√	√			√	√		
LDAG		√		√	√	√	√	√		

Evaluation

The success of the Business Plan through this communication strategy will be monitored and record through the work plan that is monitored through the staff team on monthly basis. This in turn is then reported in the Board Meeting through a Report of the Organisation slot in the board meeting. It is a standing agenda item for each board meeting and contains updated financial situation of the organisation and progress towards the targets set in the work plan. The work plan will contain the following information to enable the staff team to judge the success or otherwise of the Communication Strategy.

- 1) The Conference theme will be linked to the Programme of Projects '*Reducing Dependency, Promoting Rights*' and the number of delegates will be recorded.
- 2) National Council Meetings will record attendance at each meeting and aim for a target of 70% attendance at each meeting.
- 3) The circulation of Talk Back is linked to the membership, we will be recording the number of members and increasing that number.
- 4) The revised website will record the number of hits made on it on a monthly basis.
- 5) Face book and Twitter will record the number of followers.
- 6) Team meetings will record the issues if any linked to the recording and using the information.
- 7) The Annual Report will be submitted to the Welsh Government in July of each year. We will also produce an Accessible Version on a CD to enable the wider membership to hold the National Council, the Board of Directors and the staff team to account.



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Company Limited by Guarantee No: 6833956

Funded by the Welsh Government



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Welsh Government**