

WECIL Strategy

2022-2027



We believe that Disabled children and adults are entitled to the same rights, choice and control over their lives that non-Disabled People have, and that they must be fully included in all aspects of society, and have influence over the issues that affect them.

www.wecil.org.uk

What is WECIL?

WECIL Ltd. is the West of England Centre for Inclusive Living. WECIL is now one of the largest Centres for Independent Living, or CILs, in the country. We are a Disabled People's Organisation – meaning that we are controlled by and provide services for Disabled People across Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire.

Disabled People's Organisations are:

- founded on, and guided by, clear values of independence, inclusive involvement and peer support
- controlled by Disabled People through leadership of decision-making
- uniquely identified by the direct lived experience and full inclusion of Disabled People

All of our services are co-produced with the Disabled People that use them and are built upon the Social Model of Disability. This teaches us that people are Disabled by the barriers that society builds around them. This means that the core of our work is to identify, raise awareness of, and seek to remove, those barriers.

Our Board of Trustees (who are our governing body and our most senior decision makers) is controlled by Disabled People. Our constitution guarantees that a minimum of 75% of the Trustees are Disabled People providing lived experience – with any other places allowing for us to recruit non-Disabled People for any skills or expertise gaps if necessary. The Board is elected each year by our Members, 100% of who are Disabled People, at our Annual General Meeting.

Around 50% of our staff are also Disabled People and we have a plan and workforce strategy to increase that figure, both to be an employer of choice for Disabled People, and also because at the heart of all of WECIL's services is the understanding that a lived experience of disability is the best qualification for delivering support and advice on disability issues.

Our Values include:

- Choice and control
- Integrity
- Amplifying the views of Disabled People
- Breaking down barriers
- Promoting equality and diversity
- Demonstrating inclusive practice

Where did WECIL come from?

WECIL grew from a need for Disabled People to manage and run their own services.

In 1989, at a time when there were no UK laws to protect Disabled People from discrimination, the Avon Coalition of Disabled People (ACODP) was formed. Part of their work was to campaign for 'Independent Living Services' and 'Direct Payments' to be made available to Disabled People. This would give Disabled People who were supported by their Local Authority the option to decide on, and manage, their own support needs, instead of the Council deciding how they would be 'taken care of'.

This was a radical proposal at the time, but ACODP was successful in its mission, and in 1994 secured funding to set up an organisation to deliver a range of services to Disabled People in the Avon area. The organisation was originally named The West of England Centre for Independent Living (WECIL), and was officially launched

in September 1995, by Jane Campbell (then Chair of the British Council of Disabled People and now Baroness Campbell of Surbiton).

WECIL focussed on supporting Disabled People to have more choice and control over their lives by employing Personal Assistants to meet their needs. This service continues today with WECIL's Independent Living Payments Team supporting over 800 Disabled People to use a Direct Payment to employ a PA. Other services from the early days, such as the Disability Information Advice Service continue to run today. Others, such as the Disability Arts Agency, Advocacy, Housing and Employment Services have changed, and along the way we have developed a range of other services which support Disabled People in different areas of their lives.

Why

We believe that Disabled children and adults are entitled to the same rights, choice and control over their lives as non-Disabled People, and that they must be fully included in all aspects of society, and have influence over the issues that affect them.

How

Our guidance and services help Disabled children and adults to live independently by:

- Being person-centred and building support around the unique needs and rights of each individual we work with
- Understanding disability as a rights-issue, viewed through the Social Model of Disability to best support our community and each other as colleagues
- Promoting inclusion so that Disabled children and adults can be part of mainstream society
- Drawing on our Staff, Trustees and Community's lived experience of disability to inform our practice
- Challenging and, where possible, removing the barriers that disable children and adults
- Co-producing the services that Disabled children and adults want
- Taking a holistic approach to work with families recognising their differing needs
- Developing staff members to a high degree of professional knowledge and expertise to enable the best response to the needs of everyone who uses our services
- Always prioritising equality, diversity and inclusion in our work
- Ensuring the highest quality of service provision
- Aiming to resolve customer demand first time, every time

WECIL's Service – Our 'What'

WECIL is an award winning, user-led organisation dedicated to supporting independent living to create a more inclusive society.

We provide a range of holistic services for anyone who identifies as a Disabled person including people with long-term health conditions. All of our services are designed for Disabled People, by Disabled People.

Children and Young People's Services which include a wide range of social activities and social action to support Disabled children and young people to grow to be proud and independent Disabled adults

Community Services which encompass a wide range of advice, guidance, education, peer advocacy, social networking and social action to strengthen our community resilience

Disability.Inc. which is our consultancy business that supports organisations of all sectors to be fully inclusive of Disabled People in their workforce and how they deliver their services.

Independent Living Payments Team which helps Disabled People who receive a personal budget, such as a Direct Payment, to manage their own support and be a good employer, as well as working with Councils to improve 'care systems'

Quality and Systems refers to the vital work that supports internal teams, such as administration, finance and governance including servicing our Board of Trustees

WECIL's Trustees delegate the day to day running of WECIL's services to its Chief Executive Officer and Management Team, who oversee and support the departmental teams of skilled, dedicated and compassionate experts delivering high quality services to Disabled People.

How we decide operational priorities

WECIL set key priorities for its operations using a system called Objectives and Key Results (OKRs) – in which we identify the key outcomes we want to achieve (the objectives) and describe the metrics or milestones that will demonstrate that we have achieved them (the key results) within a set time-frame, usually quarterly, after which they are reviewed, scored and new OKRs are set.

For the purpose of this strategy, we have worked across each department and with our Board to extend this goal setting system across the five years of

our strategy – identifying the really big achievements that we want to make, that will improve both our organisation and the society we live in, along with the steps we will need to take to demonstrate that we have achieved them.

The OKRs set below for each department give us our key business goals as we grow, improve and aim to increase our positive impact in achieving equality for Disabled People. The Strategic Objectives below provide a framework to monitor the quality of this service development.

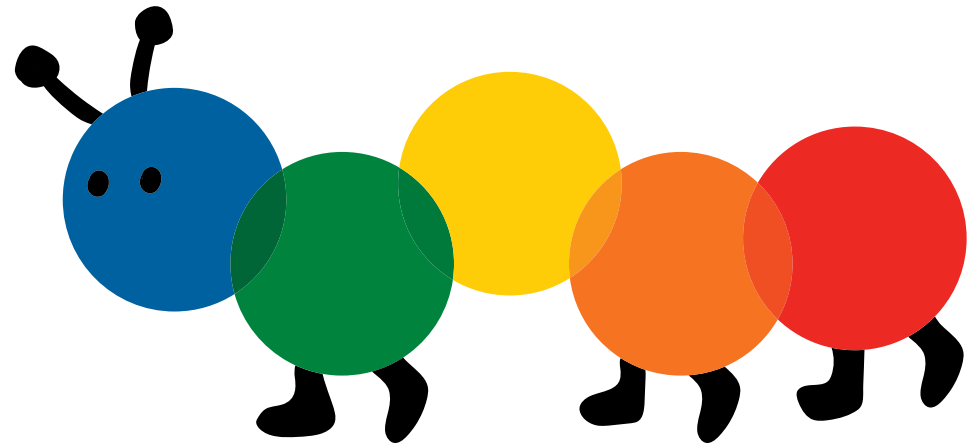


Strategic Objectives

Our current priorities, agreed by the Trustees, are strategic and run through all of our services. They are monitored by the Board's Quality Sub- Committee. These are to:

1. Take positive action to develop services that are inclusive and welcoming of the widest range of Disabled People (e.g. people with learning difficulties, mental health needs, d/Deaf people etc)
2. Take a holistic approach to identifying and meeting the requirements of Disabled People, empowering everyone to self-advocate, and supporting their right to choose and control their own support.
3. Become a well-known Disabled People's Organisation locally and nationally, seen as influential and providing a collective voice advocating disability equality, and influencing policy and practice through lobbying, co-production and partnership.
4. Develop a service delivery model that is financially sustainable, as well as being responsive to changing circumstances, flexible and innovative.
5. Take a systems-based approach to service improvement, including structured ways to collect service user feedback, so that all departments are efficient, high quality and valued by the people who use them.
6. Work in partnership with other equalities organisations to develop anti-racist practice and to diversify our service user profile to better reflect the region.
7. Improve our governance structure to ensure it is effective and inclusive of the Disabled People we serve, (and where appropriate parents/carers), and facilitates the co-design of services.
8. Develop a HR Strategy based on best practice in the employment of Disabled staff and volunteers, which promotes the wellbeing, inclusion and involvement of everyone working for WECIL, leads to a more diverse workforce and supports their development and progression.
9. To consult regularly with Disabled People to identify service gaps and their priorities for developing new support areas e.g. Housing, Health etc.





Children and Young People



WECIL's Children and Young People's Services are vital to support development towards an independent adulthood.

Though many of the statutory services we provide, such as Short Breaks in Bristol and Bath and North East Somerset, are formally commissioned to provide what is termed 'respite' to parents and carers, our activities are designed to ensure that Disabled children and young people can build skills and knowledge, grow in confidence, interact in different social environments and help build positive relationships.

WECIL's Children and Young People's Services have been our fastest area of growth over the past three years, including successfully merging with our

partner organisation Time2Share. While much of this growth has been to deliver towards our objective of ensuring that all core WECIL services are available in all WECIL core Local Authority Areas (Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire), in some cases it has been to meet gaps in provision caused by the closure of other organisations. This means that we have agreed to take on services that are vital to the Disabled children and their families that use them, but fall outside of our core activities to support independent living, and that we would therefore not select to bid for them if quality provision existed.

As such, our strategic objectives for Children and Young People's Services combine our ambitions to grow and enhance our own provision as well as encourage and support the development of a wider market of services with a range of practitioners better skilled to support Disabled Children and Young People. This way we can plan to confidently divest services that fall outside of WECIL's core objectives and look forward to a future where universal Children and Young People's activities are more inclusive.

OKR 1

Create a suite of services that provide genuine choice and control to Disabled children and their families by understanding their needs and utilising personal budgets

KR1

Develop a grass roots Parent and Carer Voice group which has demonstrably influenced meaningful statutory service change by end of Year 1 of the Strategy

KR2

Develop, in partnership with the wider youth and play sector, a CYP Navigator service to introduce a triage system which extends greater choice and control to children and young people with regards to services they can access by the end of Year 1 of the Strategy

KR3

Collaborate with colleagues from WECIL Independent Living Support Services, WECIL Community Services and Bristol City Council to deliver a successful trial of deploying Individual Service Funds for Disabled Children and Young People by the end of Year 1 of the Strategy – leading to a wider roll out in the following year

KR4

Develop a purpose-built premises to house our specialist Children and Young People (CYP) services before end of Year 3 of the Strategy

OKR 2

Improve the customer experience of Disabled Children and Young People and their families who access WECIL services by fully integrating into the wider WECIL programme, designing out duplication and waste work by rolling the CYP Team into the Navigators service

KR1

Create a single point of access within WECIL Navigators for all CYP demand that provides a first-time fix for families by the end of September in Year 1 of the Strategy

KR2

Our grass roots Parent and Carer Voice group to contribute to the development of effective strategies to improve the effectiveness of the CYP service within Year 1 of the Strategy

OKR 2 (cont)

KR3

Increase the number of CYP Specialist Navigators to 2 by end of Year 2 of the Strategy to ensure all families can receive the support they need at the first point of contact

KR4

Develop a deep understanding of the range of provision in CYP services across all of WECIL ensuring appropriate responses from all staff to enquires from Disabled Children and Young People and their families by Year 2 of the Strategy

OKR 3

Use our influence as the region's largest Disabled People's Organisation to increase access and inclusion of Disabled children and young people to mainstream provision

KR1

Engage the CYP sector and participation groups from across WECIL CYP delivery, in the development of an Inclusion Strategy for Bristol, which combats social isolation and segregation of Disabled Children and Young People by Year 2 of the Strategy

KR2

Develop a training programme which can be delivered in mainstream settings to upskill existing staff and provide better support for Disabled Children and Young People in those settings by Year 3 of the Strategy

KR3

Work with Further Education and Higher Education Youth/ Play Work courses to establish inclusive and accessible practice as a core value within Play and Youth Worker qualifications by December in Year 3 of the Strategy

KR4

5 organisations per year purchasing WECIL training to provide better support for Disabled Children and Young People in mainstream settings in Years 3, 4 and 5 of the Strategy



OKR 4

Provide appropriate pathways to adult services that meet the needs of Disabled young people aged 16-25 through our Transitions Service

KR1

Our research and pilot delivery with young people will establish the demand that our Transitions Service will be required to meet by the end of Year 1 of the Strategy

KR2

We will have co-produced a new model of delivery with Disabled young people which is responsive to their individual transition needs by December in Year 2 of the Strategy

KR3

We will co-produce a set of measures to evidence the impact of our Transitions Service in supporting Disabled young people to meet their personal objectives in transitioning to an independent adulthood by the end of year 2 of the strategy

KR4

We will refine and improve our Transitions Service on an annual basis using impact evaluation to ensure a cohesive service offering within year 3 of the strategy

OKR 5

Create a new organisation to which we can divest our care services and complex needs provision

KR1

Grow WECIL's high quality complex needs provision to meet the evidenced demand of families in the region by end of Year 2 of the Strategy

KR2

Resource and appoint a new Management role to develop the Complex Needs Provision business model by end of Year 2 of the Strategy

KR3

Work with consultants to investigate the market and identify potential Joint Venture partners to co-own a spun-out provision business by end of Year 3 of the Strategy

KR4

Develop new market opportunities by blending contracted statutory Short Breaks and Alternative Learning Provision with spot purchasing models utilising Direct Payments by end of Year 4 of the Strategy

KR5

Launch a new complex needs provision organisation, wholly or partly owned by WECIL by Year 5 of the Strategy

Community



WECIL's Community Services have seen a great deal of change and development in the past two years.

Most notably, as a response to COVID-19, we set up a new team of 'Navigators' to service all customer demand received from Disabled People, as many people were contacting us with support requests that fell outside of our existing menu of services. The Navigators became a team of highly experienced and caring practitioners who were given the space to have open-ended conversations with Disabled People about the challenges they faced and creatively build packages of support to meet those challenges, which could include one or more WECIL services or arranging support from elsewhere.

The impact of this new way of working was vital to WECIL's support in protecting our community against the risks posed by the pandemic, and the response from our community about this way of working was overwhelmingly positive. As such, we have prioritised the wider organisational adoption of the 'Navigators' approach' and have been successful in securing three years of funding from the National Lottery Community Fund to make this happen, which has enabled us to create a secure team of Navigators with a wealth of knowledge developed across a range of WECIL service delivery as well as vital lived experience of disability.

Other peer support approaches within WECIL's COVID response have been prioritised for continuation as we continue to build the strength across our WECIL Community. Pioneering self-advocacy and peer advocacy groups like our Know Your Rights panel provide a vehicle for co-production as part of a WECIL Community team. This is focussed on the opportunities and threats that come from changes to health and social care systems with the introduction of Integrated Care Systems and ever closer working with colleagues in WECIL's Independent Living Payments Team to develop more self-directed support planning and give Disabled People a better and more holistic experience when care and support needs have been identified.



OKR 1

Fully embed our Navigator approach across WECIL by Year 2

KR1

Replace the multiple front doors to WECIL with a single point of access to multi-skilled Navigators answering all customer enquiries by end of Year 1 of the Strategy.

KR2

Establish a cycle of Demand Mapping and train front-line staff to service all frequent demand by middle of Year 1 of the Strategy

KR3

Create support materials to meet frequent demand in a range of the region's commonly spoken languages and accessible formats, along with sufficient budget to provide interpreters by middle of Year 1 of the Strategy

KR4

Ensure access for all Disabled People in the West of England who currently access a Direct Payment or Individual Service Fund, or who are currently going through statutory Care Planning procedures, to Create My Support Plan and a WECIL Navigator who will support them to be self-directed in their Support Planning/Care Review by end of Year 1 of the Strategy

KR5

Complete a skills audit of all staff in relation to frequent demand through Navigators by end of Year 1 of the Strategy

OKR 2

Fully integrate WECIL's Navigators and support services into the new Health and Care structures (Integrated Care System/Partnerships) ensuring choice, control and high-quality health and social care outcomes for Disabled People

KR1

All WECIL provision is listed on Elemental¹ by end of Q1 in Year 1 of the Strategy.

¹Elemental is the Social Prescribing database which is to be implemented across the BNSSGCCG region

KR2

WECIL Navigators have access to the back end of Elemental by end of Q1 in Year 1 of the Strategy

KR3

WECIL to be represented on or regularly working in partnership with all locality-based ICP Boards (Locality Partnerships) across the BNSSGCCG² region by end of Year 1 of the Strategy

KR4

Work in partnership with key existing health-focused DPOs across the country to share best practice and unite to influence service delivery and commissioning models by ICSs across the country by end of Year 1 of the Strategy

KR5

WECIL Navigators to obtain 3 Social Prescribing contracts by Year 2 of the Strategy

OKR 3

Provide a platform for local Disabled People to influence change on a local, regional and national level through our impactful Voice and Activism function

KR1

Members of the WECIL community using WECIL as a platform to be engaged in Disability Rights voice and activism work will represent a wide range of impairments and intersection with all equalities groups across the region

KR2

Resource and employ a Policy and Engagement Lead by end of Year 1 of the Strategy

KR3

WECIL to be represented on all relevant Bristol One City Boards by end of Year 1 of the Strategy

²Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group

KR4

All of our Experts by Experience and consultation panels to be engaged as paid consultants for the work they do by end of Year 1 of the Strategy

KR5

Evidence that our research and partnership work with universities has impacted their Social Work course curricula, particularly to include modules on the Social Model of Disability and Direct Payments by Year 3 of the Strategy

OKR 4

Provide opportunities for Disabled People to stay connected and get involved in meaningful activities through the WECIL Community

KR1

Grow the befriending service based on the wants and needs of our community to offer a range of opportunities to stay connected, demonstrated by Disabled People reporting on new connections and improved health outcomes

KR2

Embed a clear co-production process across WECIL to influence the development of new services by end of Year 1 of the Strategy

KR3

Work in partnership with Black and minoritised community-led groups to increase participation from non-white Disabled People and ensure activities are culturally appropriate and appealing by Year 2 of the Strategy

KR4

Support all WECIL services to establish a Service User Co-production/Steering Group to lead service development by Year 2 of the Strategy

KR5

Develop a programme of varied face-to-face wellbeing and peer support activities, through co-production with Disabled People, which meet the needs of our community

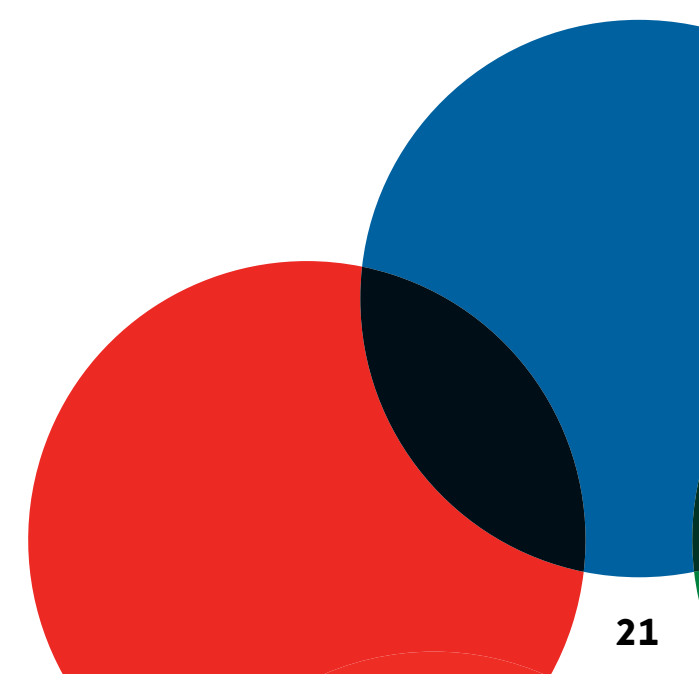


WECIL has developed a range of highly effective training, consultancy and Access Audit services, provided to organisations to support them in creating workplaces and service offerings that are totally inclusive of Disabled People.

These commercially-traded activities provide huge impact, effecting systems change in employment and removing barriers, physical or otherwise, that exclude Disabled People from benefiting from business and services across the region – which make a social enterprise offering we are proud to deliver.

We have acknowledged that there are difficulties in marketing these services alongside WECIL's wider offering, as the businesses and organisations we aim to sell to are a different audience to the individual Disabled People that make up the WECIL community, and so we have developed a new sub-brand for these activities which are now marketed under the name Disability.Inc.

Disability.Inc. will provide more paid opportunities for members of the WECIL Community to consult and train from their unique perspective and lived experience of disability as well as earning unrestricted income for WECIL's growth by impacting positive change.



OKR 1

Successfully implement a clearly defined brand marketing strategy for Disability.Inc.

KR1

Adopt a cohesive set of digital and physical marketing materials, including logo, document templates, presentation templates and branding guidelines, within Year 1 of the Strategy

KR2

Achieve wide brand awareness of Disability.Inc. through consistent social media campaigns averaging 2 weekly posts across LinkedIn, achieving 5,200 click through engagements (50 per post) in Year 1 of the Strategy

KR3

Launch our new brand and service offering at a high-profile event for key partners, customers and other stakeholders in Year 1 of the Strategy

KR4

Launch a standalone Disability.Inc. website that is solely targeted at Business clients, complementing the suite of WECIL online sites and apps, within Year 1 of the Strategy

KR5

Achieve 35% year-on-year sales increase in Years 1, 2 and 3 of the Strategy



OKR 2

Develop a market-leading training department with a portfolio extending beyond Disability Equality Training

KR1

Secure funding to deliver the Train the Competent³ programme and develop new Disability Equality Trainers and Co-Trainers from within WECIL Staff Team and WECIL Community Members – meeting the demand from our customers, providing income opportunities for our community and ensuring our trainers are representative of our communities within Year 1 of the Strategy

KR2

Secure accreditation for our Train the Competent Programme within Year 1 of the Strategy

KR3

Increase our income from training by 25% year on year in Years 1, 2 and 3 of the Strategy

KR4

Complete a demand mapping exercise of Employment Support needs of Disabled People in Year 1 of the Strategy and use this to co-produce and design a new programme of support which meets these needs

KR5

Partner with other high-quality, equalities-led organisations to create an Equality, Diversity and Inclusion training package by Year 3 of the Strategy



³Train the Competent is the name of pan-European development programme, funded by Erasmus+, in which WECIL participated to develop a framework for training new Disability Equality Trainers

OKR 3

Successfully market a clearly defined Unique Selling Proposition to increase our unrestricted income from consultancy by 20% year on year

KR1

Develop a clearly communicable business case for our consultancy services by working with new and existing customers within Year 1 of the Strategy

KR2

Resource and recruit to a new role of Consultant/ Business Navigator by Year 1 of the Strategy

KR3

Generate 50 new business leads per month through targeted marketing campaigns

KR4

Increase our income from consultancy by 20% year on year in Years 1, 2 and 3 of the Strategy

KR5

Maintain a market-leading understanding of demand from employers and service providers for Disability equality support and research through an actively engaged network of partner organisations and customers



Incorporating Inclusivity.

OKR 4

Continually adapt and improve our support to organisations based on effective impact evaluation

KR1

Develop a key set of reportable measures that demonstrate the impact of Disability.Inc. support for our business clients by Year 1 of the Strategy

KR2

Co-produce with Disabled People a key set of reportable measures that demonstrate the impact of Disability.Inc. support for Disabled People's inclusion in employment and in society by Year 2 of the Strategy

KR3

Maximise use of WECIL's database capabilities to produce customer-specific and service-wide reports on the above impact measures by Year 2 of the Strategy

KR4

Publish case studies from strategic partners and influential organisations to measure the direct impact of our service offer

KR5

Develop and implement follow up process post service delivery using WECIL's new database to measure impact and to cross sell and upsell services



OKR 5

Create a strong network of engaged organisations using a recognisable set of accreditations which give Disabled People confidence in their inclusion

KR1

Create three new strategic partnerships per year, spotlighting best practice in inclusion across sectors, throughout the period of the Strategy

KR2

Work with customers, Building Bristol and Disabled People to develop an Accessible Venue Mark which organisations want to attain, and which is recognised by Disabled People to give assurance that a venue meets high standards of accessibility by the end of Year 2 of the Strategy

KR3

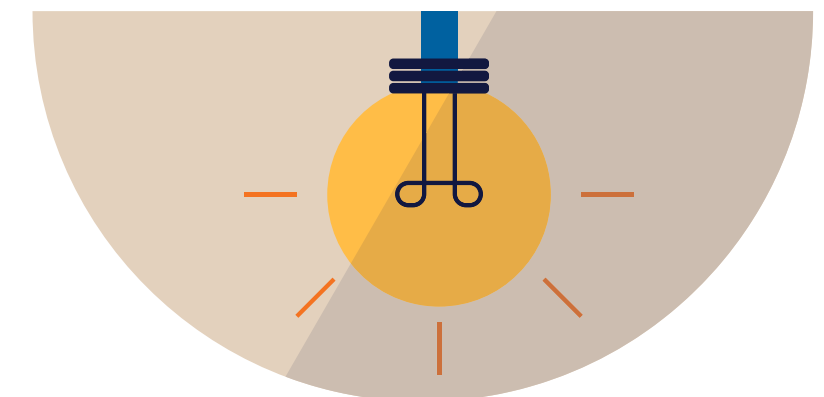
Work with five organisations each year to achieve the Accessible Venue Mark

KR4

Publicise that 30 organisations each year worked with Disability.Inc. to achieve our CPD Accredited training

KR5

Implement a business model for our Access Audits which enables members of WAIT (WECIL's Access and Inclusion Team) to be paid on a sessional worker basis – with the same pay and conditions as sessional workers within Children and Young People's Services by the end of Year 2 of the Strategy



Independent Living Payments



Independent Living Payments

WECIL's Independent Living Payments team have been providing expert support to Disabled People to use Direct Payments and other Personal Budgets to manage their own support and assistance for over 25 years.

Our team use expertise of the Care Act, employment regulations and lived experience of disability and care systems to guide Disabled People on all aspects of managing a Direct Payment, being an employer and using the Direct Payment to set and achieve their own objectives for independent living. The service also includes a payroll bureau and managed account service, a personal assistant (PA) matching service, PA apprenticeships and employer training.

More recently WECIL has been working in partnership with Bristol City Council to explore opportunities for systems-level change to Direct Payments and wider care systems to improve the support Disabled People receive and achieve greater individualisation, choice and control – which has led to piloting new products such as Individual Service Funds and extending the application of Direct Payments.

We recognise that it is vital that we work closely with the emerging Integrated Care Systems to ensure Disabled People are supported to

access their rights to personalised health care through better use of Personal Health Budgets and other products that support choice and control within the NHS.

Our strategic objectives for the Independent Living Payments Team concentrate on supporting a wider societal change towards the full application of the Care Act, as well as shifting into new a new business area for our existing Payroll Bureau social enterprise to develop new unrestricted income streams for WECIL's wider social impact.



OKR 1

Support the development of a thriving local third sector market providing Disabled People's support needs using tools such as Individual Service Funds

KR1

Register as an approved provider of Individual Service Funds on the Bristol City Council provider framework by end of Year 1 of the Strategy

KR2

Register as an approved provider of Individual Service Funds on South Gloucestershire and B&NES frameworks by end of Year 2 of the Strategy

KR3

Support greater person-centered support planning outside of our region, and contribute new unrestricted revenue to WECIL, by licensing Create My Support Plan to 5 external providers by end of Year 2 of the Strategy

KR4

Operate within the new Integrated Care System supply framework to provide Personal Budget Support and Support Planning to Disabled People accessing Personal Health Budgets across the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group area by Year 3 of the Strategy

KR5

Achieve at least one additional contract to provide Personal Budget Support across the West of England by Year 4 of the Strategy

OKR 2

Lead systems change in adoption of Personal Budgets for Disabled Children and Young People in the West of England

KR1

Use data from statutory sources to identify communities who are least likely to be in receipt of Personal Budgets and provided education and information to increase the uptake of Direct Payments, Individual Service Funds and Personal Health Budgets by these communities by year 2 of the strategy

KR2

Partner with Bristol City Council's Children and Families to provide Individual Service Fund support to families of Disabled Children and Young People in Bristol by year 2 of the strategy

KR3

Launch a comparable offering in partnership with South Gloucestershire County Council to offer Individual Service Fund support to families of Disabled Children and Young People in South Gloucestershire by year 3 of the strategy

KR4

Launch a comparable offering in partnership with Bath and North East Somerset Council to offer ISF support to families of Disabled Children and Young People in Bath and North East Somerset by year 3 of the Strategy

KR5

Launch a comparable offering in one further Local Authority Area to offer ISF support to families of Disabled Children and Young People supported by WECIL by Year 4 of the Strategy



OKR 3

Develop a national Continuing Professional Development (CPD) Accreditation for the professionalisation of Direct Payment Support Workers**KR1**

Work in partnership with a college to develop an accredited (e.g. Institute of Leadership and Management /Chartered Management Institute) Direct Payment Support Worker qualification and brought this training package to market by Year 2 of the Strategy

KR2

Support all WECIL Independent Living Payments Advisors to achieve Direct Payment Support Worker accreditation by Year 3 of the Strategy

KR3

Support 50 Direct Payment Support Workers from organisations across England and Wales to achieve Direct Payment Support Worker accreditation by Year 4 of the Strategy

KR4

Support all Centres for Independent Living and Disabled People's Organisations that provide Direct Payments Support across England and Wales to have Direct Payment Support Workers who have completed or are undertaking Direct Payment Support Worker accreditation by Year 5 of the Strategy

OKR 4

Develop a Direct Payments, Personal Budgets and Personalisation module, delivered by Disabled People, on a Social Work Degree or Masters course within a local University

KR1

Create a panel of Disabled People who receive Direct Payments to contribute their expertise to the co-production of the training module by Year 1 of the Strategy

KR2

Deliver a pilot module of the training to existing and trainee Social Work Practitioners by Year 2 of the Strategy

KR3

Sell the Module to a Social Work Degree or MA course in either University of Bristol or University of the West of England by Year 3 of the Strategy

KR4

Achieve a satisfaction rating of 10/10 from Social Work Practitioners who have undertaken the module by Year 4 of the Strategy

KR5

Sell the Module to a Social Work Degree or MA course at both University of Bristol and University of the West of England by Year 4 of the Strategy



OKR 5

Use the expertise of WECIL Social Enterprise Ltd to generate new unrestricted income for WECIL by developing our Payroll Bureau business beyond the charitable objectives of WECIL

KR1

Develop a marketing strategy and costed, time-based business plan to extend our Payroll services to local third sector organisations and SMEs by end of Year 1 of the Strategy

KR2

Launch a range of services for local third sector organisations and Small to Medium sized Enterprises to outsource their payroll operations to WECIL Social Enterprise Ltd by end of Year 2 of the Strategy

KR3

Provide Payroll Bureau services to 10 local third sector organisations and SMEs by end of Year 3 of the Strategy

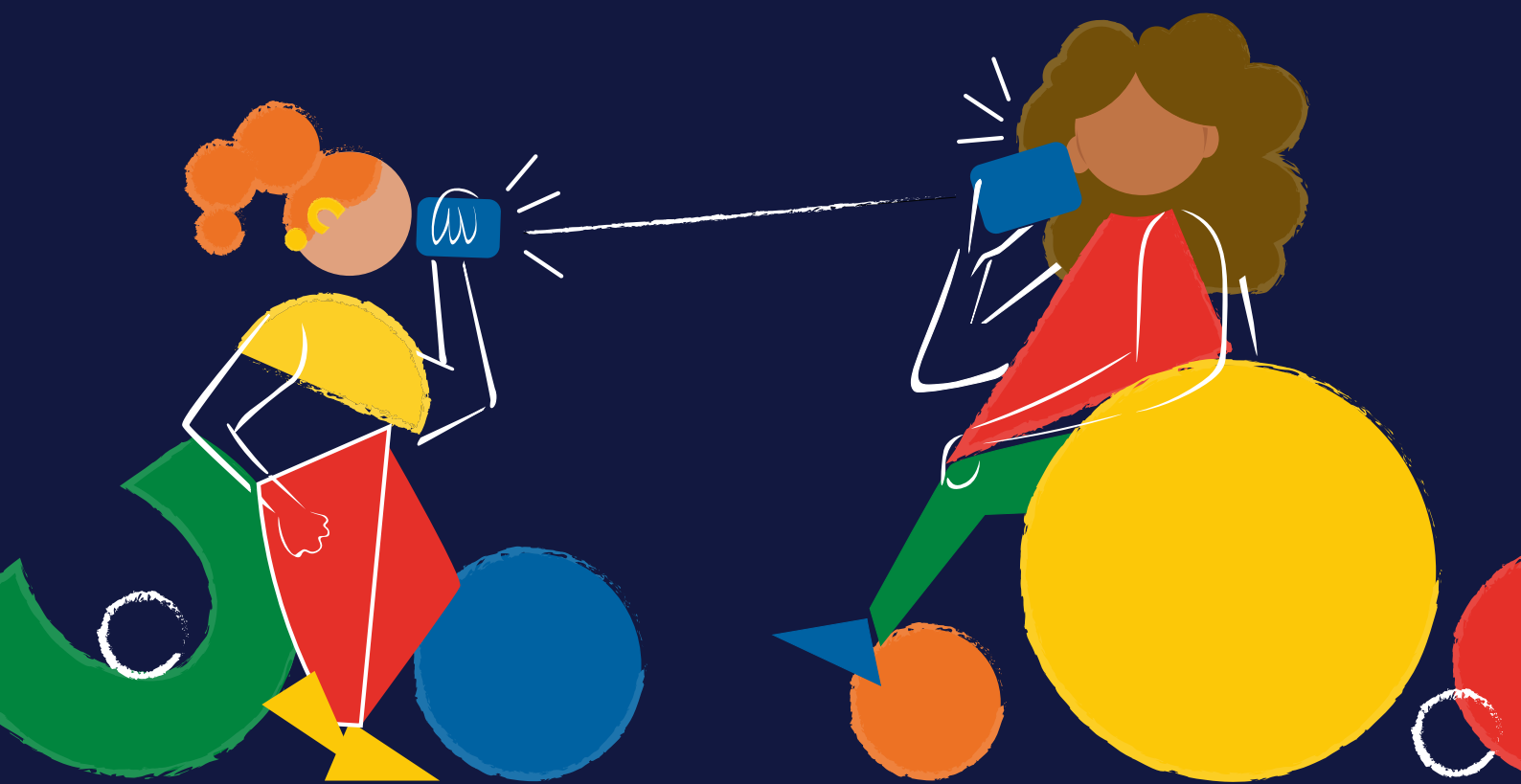
KR4

Increase Payroll Bureau income by 20% through provision of Payroll services to local third sector organisations and SMEs by end of Year 3 of the Strategy

KR5

Increase Payroll Bureau income by 100% through provision of Payroll services to local third sector organisations and SMEs by Year 5 of the Strategy





Get in touch

t: 0117 947 9911

e: hello@wecil.org.uk

www.wecil.org.uk