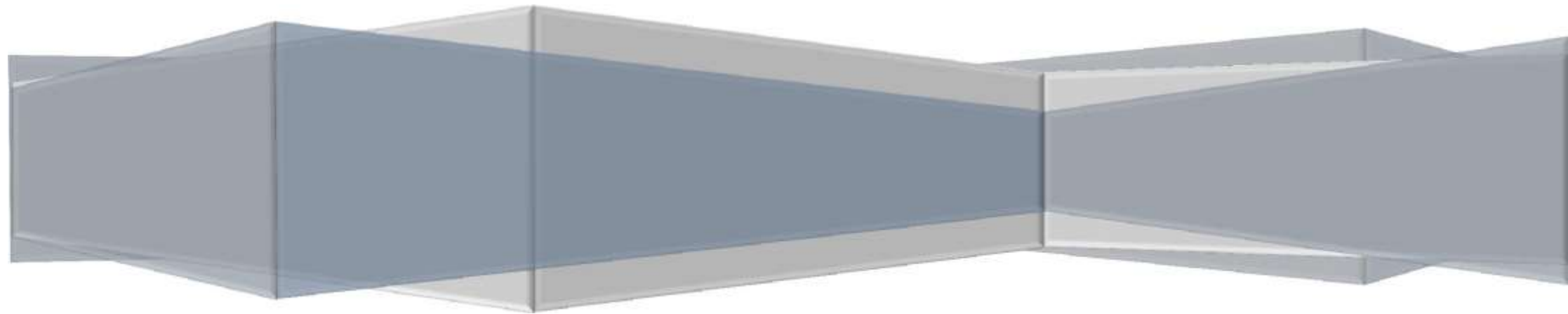




Strategic Plan 2013 - 2017

Center for Independent Living



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Foreword

This plan is built on the past experiences and future aspirations of the people with disabilities CIL represents. It is part of an on-going planning process and summarises CILs priorities, policies and initiatives for the future of CIL in a testing economic climate.

CIL welcomes the publication of the Value for Money report last year, which supports everything CIL has been advocating for over the last twenty-one years. The movement from a medical model to a social model has been a slow process and although welcome progress has been achieved the shift in Government mind-set must not be eroded through an increasing focus on austerity.

CIL is a user-led organisation, directed from the bottom-up and truly inclusive of people with disabilities. The end user is always at the forefront of the CIL ethos. By offering individual and group peer supports CIL believes it can truly represent the real experiences of people with disabilities. CIL will always be ready to tackle the specific issues of discrimination, inequality and human rights failings of society and Government on behalf of people with disabilities and will continue to lobby until the United Nations Convention on the Rights of People with Disabilities is ratified in Ireland.

Over the next two years CIL will continue to support the nationwide Network of CILs and individual people with disabilities by working, promoting and advocating through the Social Model of Disability. It will do so in partnership with other organisations, bodies and agencies to ensure the right to independent living and to achieve equality and full inclusion for all people with disabilities in Ireland.

On behalf of the Board of Directors I would like to thank the staff of CIL and all the stakeholders both past and present for their commitment and hard work and for the consultation, experience and insights that have helped form this plan.

It is my honour as Chairman to work on your behalf at both National and International level and I look forward to guiding the implementation of this plan over the coming two years.

Michael McCabe

Chairperson CIL

INTRODUCTION

The Center for Independent Living (CIL) is a not for profit company, limited by guarantee and with charitable status. It is a grassroots organisation run by people with disabilities for people with disabilities, with the main aim of empowering and enabling people with disabilities to achieve Independent Living.

Established in 1992 CIL emerged as a reaction against a tradition of institutional or family based care, which were the only options open to people with disabilities at the time. The structure of CIL is a practice result of the consolidation of people with disabilities who joined together around the aim of ensuring that people with disabilities had the opportunity of achieving Independent Living (IL) within the community. The result was the first Personal Assistance Service (PAS) in Ireland and the movement toward the social model of service delivery for people with disabilities in Ireland.

CIL places the needs of people with disabilities at the heart of all of its activities and provides a range of services to support and develop Independent Living at both local and national level. Today CIL continues to provide individual and group supports to people with disabilities seeking to move toward Independent Living. As a representative body it seeks to inform and influence disability policy and practice at the highest possible level. It also provides Independent Living training and expertise to individuals within the community and voluntary, public and private sectors and members of the public looking to learn more about its benefits. As the serving leadership of the CIL Network CIL provides operational supports, to the Network of nationwide CILs, that promote and develop Independent Living at community level.

Unique Position

CIL is uniquely positioned to promote the Independent Living philosophy and represent the views of people with disabilities. Its unique attitude to disability has been replicated by many but remains specific to CIL. It is owned and led by people with disabilities for people with disabilities to facilitate their involvement at all levels of our communities. It is representative of people with disabilities and accountable to them. As an organisation it remains needs-led and outcome focused and will continue its commitment to continuous improvement in the services it provides. Ultimately CIL strives toward all people with disabilities being seamlessly integrated into mainstream society removing the need for active campaigning for services and instead focusing on the benefits Independent Living provides to all members of society.

WHAT DO WE MEAN BY?**Independent Living**

Independent Living (IL) developed from people with disabilities becoming more aware of their right to express their needs and aspirations. Energised by the civil rights movement the first CIL was established by people with disabilities in 1972 in California and slowly the ethos spread across the US and Europe.

Independent Living is the right of all persons regardless of age, type or extent of disability to live in the community, as opposed to living in an institution; to have the same range or choices as everybody else in housing, transportation, education and employment; to participate in the social, economic and political life of their communities; to have a family; to live as responsible respected members of their communities with all the duties and privileges that this entails, and to unfold their potential (Adolf Ratzka).

CIL operates under the Independent Living philosophy, which is based on four main assumptions; that each life is valuable; that regardless of a person's disability they have the ability to choose; that people have the right to practice control over their own lives regardless of the oppressive attitude and practice of society and finally, that each person with a disability has the right to fully participate in society

Independent Living does not imply a desire to lead life in self-sufficient isolation. It means that a person with a disability is afforded the same right to choice and self-determination that all other individuals take for granted. These choices often require that a person with a disability be supported, either by assistive technology, environmental adaptation or by the physical help of another individual. It is the element of choice and the fact that it is the person with a disability who chooses and directs his or her own services that underpins the Independent Living approach to disability that CIL adheres to.

Personal Assistance Services

Personal Assistance Services (PAS) are at the heart of Independent Living and were introduced to Ireland by CIL as a pilot project in the 1990's. PAS facilitate the employment of a Personal Assistant (PA) who is paid to provide assistance to a person with a disability to live independently. The person with a disability delegates tasks that they may not otherwise be in a position to do to a Personal Assistant. A Personal Assistant assists the person with a disability in all aspects of daily living. This may include assisting with personal and domestic care needs, social, educational or work activities.

PAS ensures that people with disabilities can have the opportunity to live independently, and supports the capacity of people with disabilities to come together around important policy issues, which are critical to true Independent Living, from areas of housing, transport, and education to employment and environmental access.

CIL did not provide PAS beyond the two-year lifespan of its original pilot project, concentrating instead on the range of additional supports required to encourage people with disabilities to live independently in the community. However CIL PAS have continued to be provided at a local level through the individual CILs that developed nationwide.

Leader

A person with a disability who employs a PA is commonly known as a 'Leader'. A Leader takes full responsibility for the instructions he/she gives to their PA, and for the actions and consequences that follow from these. CIL recognises that the term Leader comes with associated values and that no term is acceptable to all.

Social Model

The medical model perception of disability considers and develops policy by placing people in isolation and considering them in terms solely of their specific impairment, implying that it is the person with a disability themselves who are different. In essence the experience of disabled people under this model echoes that of other minority groupings where the body is classified as the deviant, not society itself.

The social model of disability counteracts this debate by focusing the debate on a critique of the social barriers in society, which serve to exclude people with disabilities. Within this model practices such as unequal job opportunities, segregated and insufficient education, environmental barriers, inadequate public transport and limited lifestyle opportunities are highlighted in how they deny people with disabilities full access to the social world. This shift in thinking highlights the need to consider disability outside that of the medical aspect, and expand the debate to consider environmental factors and social control systems in general society.

The success of the social model can be traced directly to the collective efforts of people with disabilities themselves. Here, the challenge of the social model can be observed in the changing power relations from that of dependency, where the person with a disability under the medical model faces an individual abnormal experience of disability within society, to that of the social model where exclusion from society is dealt with as a collective facing an oppressive system.

CIL is still awaiting the full and complete policy implications of the adoption of the social model of disability at a government level and continues to advocate for policy implementation and change. It remains that people with disabilities have no legal right to a Personal Assistance Service and CIL continue to campaign for a Personal Assistance Act and a corresponding legislative framework. Crucially, CIL continues to work with the Government to support a social model of policy development and ratification of the United Nations Convention on the Rights of Persons with Disability.

Direct Payments

To facilitate the development of IL in Ireland, under a social model, it was envisaged that a consumer controlled PAS would be available. The original pilot PAS programme, entitled Incare, which was established by CIL, was entrusted to various service agencies nationwide. However the element of control and choice for the person with a disability in choosing and managing their service has become diluted. The person with a disability is now assessed for need and allocated a set number of service hours, based on their individual requirements and available service funds, through a local service provider. Although the person with a disability acts a 'line manager' in the tripartite employee-employer-manager relationship they do not receive direct funding to manage the service themselves.

The introduction of Direct Payments to the person with a disability would allow him/her to employ their own PAs and invoice the funding agency for the cost of the service. CIL believe that this person-centred system would allow the service user increased control and choice but also increased responsibility, which would need to be offset with appropriate levels of peer support and training.

The CIL Network

CIL is now an organisation of, and for people with disabilities who pursue Independent Living through advocacy and the provision of essential services such as PAS. It strives to promote these services and project positive images, representations and perceptions of the people with disabilities who access its services through the CIL Network.

Since 1992 CIL has supported the development of nineteen autonomous Centers for Independent Living nationwide who work together under the CIL Network. The core work of the CIL Network has continued to reflect the work of the early CILs which includes housing, personal assistance, mobility/transport, access, peer counselling, information, technical assistance, employment, education and training, income/benefits and advocacy. By providing quality services this Network has benefited the lives of many thousands of people with

disabilities around Ireland. CIL provides operational supports to the CIL Network and works to support the provision of quality, person-centred, unique services for the Leader.

The Policy Perspective

CIL has been engaged for 21 years in advocating for the rights of people with disabilities to live an independent life based on equality. As the movement progresses, CIL continues to work from a rights based approach to achieve the right for people with disabilities to live independently as outlined in Article 19 of the United Nations Convention on the Rights of Persons with Disabilities.

Key to the work of CIL is that it is distinctively a peer led organisation, founded and led by people with disabilities delivering services and supports for people with disabilities through the CIL Network and the wider IL community. This gives CIL unique knowledge through the 'lived experience' of its Leaders. Based on this experience, CIL continues to promote and advocate for the Social Model of Disability focusing not on rehabilitating the individual with a disability but instead on raising awareness and rehabilitating our society and environment to ensure universal design, accessibility and inclusion for all.

In line with the *Disability Policy Review Report (October, 2011)* CIL works to realise a society where people with disabilities are supported to participate fully in economic and social life and have access to a range of supports and services to enhance their quality of life and well-being. CIL aims to do this through the provision of individualised peer support services that are determined by the person with a disability, directed by the person with a disability and delivered to the person with a disability by a Leader from within his/her own community.

The shift from a medical model to a social model of disability was not a smooth transition but one that required the vision and determination of people with disabilities themselves. With increasing financial and social difficulties it is vital that society does not return to the paternalistic culture of passive dependency where decisions are made for people with disabilities rather than by them. The benefits of Independent Living to society by increasing the capacity and contribution of people with disabilities within the community are undeniable. However for continued progress toward true person-centred services people with disabilities have to be prepared to take the lead in the development and maintenance of their services and leave behind the past culture of passivity and fear.

WHO WE ARE**Vision**

CIL looks forward to the full development of rights based choices to enable independent living, equality and inclusion for all people with disabilities.

Values

CIL works from a rights based approach, underpinned by the philosophy of Independent Living and the social model of disability. All of the work of CIL is imbued by its core values and all activities are aimed towards promoting these values:

- **Options (Choice)**

Everyone has the right to a full and meaningful life of their choosing, and the right to choose the appropriate supports to overcome whatever barriers may prevent that lifestyle choice. This includes the right to choose what type of supports will be useful, who provides those supports and how and when those supports are provided.

- **Rights**

CIL operates from a rights based approach. People with disabilities have the right to be recognised as equal citizens, to live a life of their own choosing through Independent Living, and to self-determine their own supports as fully included members of society.

- **Empowerment**

As equal citizens, people with disabilities have the right to take responsibility for their own lives, and to avail of all relevant resources and opportunities to make meaningful choices. Fundamental is the design and control of user-led services and the involvement of service-users in the provision and monitoring of all services to ensure that CIL is user led and peer supported. CIL facilitates opportunities for people with disabilities, as active citizens, to participate in and contribute to the decision making processes that affect all people with disabilities.

- **Independence (Control)**

People with disabilities have a right to the ultimate control over their lives and the assistance that is in place to allow them to live their lives. People with disabilities have a right to this autonomy to self-determination. This includes access to information on issues which affect their lives, being consulted and being listened to, and taking the responsibility to share in the decisions which directly affect their lives.

Based on these values, CIL is committed to equality, inclusion, solidarity and independence. CIL aims to honour its commitment to the above through providing peer led services and supports and using its lived experience as people with disabilities to inform the development of an inclusive society.

Mission

CIL is led by people with disabilities working in partnership with others, and is committed to people with disabilities being recognised as equal citizens and achieving equal membership of an inclusive society, to make informed decisions about their own lives in accordance with individual needs and lifestyle choices, to design and develop their own services, to achieve equality of experience through consensus, respect and value for all and to represent and advocate on behalf of their peers.

This mission will not be achieved within the two-year lifespan of this Strategic Plan. It will require a determined effort over many years on the part of CIL, the CIL Network, individual people with disabilities, local community and voluntary groups, government, funders and others. This Strategic Plan sets out the next steps toward CIL achieving its mission.

STRATEGIC PRIORITIES

CIL has clearly set out its Strategic Priorities over the next two years. Each of these priorities are Leader driven ensuring that people with disabilities are actively engaged and empowered at every stage of the implementation process.

Priority 1: To provide peer support to Leaders, building the capacity of Leaders to self-advocate and advocate for others, raising awareness of Independent Living and ensuring quality person-centred services are available to meet their needs.

Priority 2: To monitor and analyse trends in national and European policy developments with regard to disability, to impact the development of new policy and to advocate for the implementation of existing policy which effects people with disabilities.

Priority 3: To identify and support, through partnership working, the educational and training needs of Leaders, Personal Assistants, CIL Staff and Boards and the wider community, to enhance awareness and understanding of the Independent Living Philosophy, and to support Leaders to live independently.

Priority 4: To monitor and develop the operational support offered by CIL to the CIL Network, ensuring it is meeting the needs of individual CIL's, thereby facilitating the provision of quality person-centred CIL services to Leaders as the end-user.

Priority 5: To develop and implement models of best practice for CIL as a sustainable accessible user-led organisation, ensuring high standards of governance and to ensure the values of equality, integrity, quality, transparency and accountability underpin all CIL activities.

PROGRAMME OF ACTION

CIL has developed a clear programme of action to achieve each of its strategic priorities over the next two years.

Goal 1: Leader Support and Advocacy

To provide peer support to Leaders, building the capacity of Leaders to self-advocate and advocate for others, raising awareness of Independent Living and ensuring quality person-centred services are available to meet their needs.

CIL has always recognised that to enable people to move on from congregated settings they will need access to individualised supports that are designed to meet their individual needs and desires. *The Congregated Settings Report (HSE, 2011)* highlighted that moving people from congregated settings to dispersed housing will require community based supports that are tailored to people's individual needs. CIL pioneered this model over a decade ago through 'Operation Get Out' in the 1990's, which facilitated the movement of people from institutionalised care into independent living. This was enabled through the provision of Leader led support units that were based on the delivery of personalised supports to people with disabilities by Leaders.

Today CIL continues to offer peer supports to people with disabilities through its Leader Forums. A Leader Forum is a collective of people with disabilities with some common or shared goals or experiences. The purpose of the Leader Forum is to offer members the opportunity to make contact with others who can offer support. The deafening silence of institutionalised care can be easily replaced by the isolation of living independently outside of one's community circle. To overcome this CIL's Leader Forums offer people with disabilities the opportunity to work one-to-one with the person with a disability to provide identified supports to enable them to live actively within their community. One of the primary ways in which people find support and information is when they meet with others in similar situations as themselves.

In line with the HSE's *New Directions – Personal Support Services for Adults with Disabilities* the primary aim of the Leader Forum is to provide increased support for the inclusion of people with disabilities within their local communities. Through these supports the person learns to access education, training and social opportunities which lead to their increased personal health and wellbeing and their overall positive transition to independent living. CIL is aware that individualised supports to enable independent living require flexibility and cannot be limited to what one service provider can provide. Inter-agency cooperation will be encouraged at all times to ensure the specificity required through the person-centred model can be met.

Objective 1: To establish, develop and support on an on-going basis Leader Forum groups at county, regional and national level to provide opportunities for people with disabilities to come together, provide one-to-one and group peer supports to one another and act as a collective voice for Leaders.

Key Success Indicators:

- Leader Forums established in all four Network Region geographical areas at county and regional level.
- A National Leader Forum is supported, developed and resourced.
- All Leader Forums operate on a user-led bottom-up approach that ensures Leader requirements are heard at the individual level before gaining the peer-group perspective and utilising their collective action.
- Increased numbers of people with disabilities coming forward to participate in Leader Forums.
- Leader Forums provide opportunities at local, regional and national level for Leaders to come together to share ideas and experiences, learning more about services available, obtain accurate information.
- Facilitated forums are available to people with disabilities providing them with an opportunity to talk through problems they are facing, or choices they have to make, and gain and provide peer support through listening to others who share similar feelings and experiences.
- Leaders are supported and empowered as Peer Mentors, trained to support, encourage and otherwise assist others with a disability, or similar life situation to increase independence and maintain the quality of life they desire for themselves.

Objective 2: Provide outreach support to Leaders that may be isolated, particularly in rural areas, and to people with disabilities that do not live independently but live in institutional, group or congregated settings

Key Success Indicators:

- Increased awareness of people with disabilities of the Independent Living philosophy and its benefits.
- An outreach support service is provided to people with disabilities that are not living independently to support them and raise awareness that self-determination is within reach.

- The isolation of people with disabilities is reduced as they engage in helping and supporting others through the sharing of ideas and information and providing support.

Objective 3: To build and nurture effective and inclusive local network support units to complement Leader Forum services.

Key Success Indicators:

- Identification of local community support groups willing to work together to support the transition to Independent Living for people with disabilities.
- Positive relationships are established between service providers and people with disabilities within their communities.
- Increased numbers of people with disabilities and their families accessing community supports.

Objective 4: To ensure that Leaders are core to the decision making processes that may impact people with disabilities and the services and supports accessed by people with disabilities.

Key Success Indicators:

- The National Leader Forum provides a voice for people with disabilities on service and policy issues that they identify for progression.
- Leaders are supported to self-advocate, advocate for others and act as representatives for people with disabilities who are not in a position to represent themselves
- CIL is established as a representative group to act as a voice for Leaders as a collective.

Goal 2: Policy: Research, Analysis, Development, Monitoring & Implementation

To monitor and analyse trends in national and European policy developments with regard to disability, to impact the development of new policy and to advocate for the implementation of existing policy which effects people with disabilities.

Social research is essential to the accurate representation of CIL and its members as people with disabilities in society. CIL conducts action research to source information that has direct use and value for people with disabilities for the purposes of piloting new initiatives and improving existing services utilised by people with disabilities.

Within the area of social policy, CIL aims to develop a specific social policy focus based solely on the social model of disability. This policy focus will be guided by and directly represent people with disabilities.

Objective 1: To consult with people with disabilities, at local and national level, to ensure that people with disabilities are core to the processes of disability policy analysis, development, implementation and advocacy.

Key Success Indicators:

- Consultation model established for engagement with people with disabilities on policy analysis, development and change at local, national and European level through both the Leader Forums and CIL Network.
- People with disabilities are supported to engage as active citizens through awareness raising, capacity building and empowerment programmes.
- Increased participation and feedback from people with disabilities on policy issues.

Objective 2: To conduct peer-led action research to support the work undertaken by CIL.

Key Success Indicators:

- Opportunities for learning will be capitalised on to ensure an understanding is developed of the long-term effects of internalised oppression of people with disabilities on individuals, the community and the wider society.

- Leaders are supported and empowered to develop participatory research projects that utilises accurate and ethical information and results in user-led findings.
- Links established with relevant educational bodies to provide a partnership approach to continuous research.
- Research published to support people with disabilities to access and utilise direct payments pilots or programmes.

Objective 3: To engage, in collaboration with other relevant stakeholders, on an on-going basis in relevant policy analysis and development to pursue rights, equality, inclusion and social justice for Leaders.

Key Success Indicators:

- CIL maintains active membership on relevant National and Regional Consultative Forums.
- Research will be published to support Leaders to access and utilise direct payments pilots or programmes.
- A Personal Assistance policy proposal will be written in consultation with Leaders and submitted to government.
- A Direct Payments policy proposal will be written in consultation with Leaders and submitted to national government.
- Policy is disability proofed and based on equality and social justice and is representative of the views of people with disabilities.
- Learning opportunities will be capitalised on and collaboration with statutory and non-statutory agencies prioritised to examine how new models of support can enable people with disabilities to live more independently within their local communities.
- Promotion of CIL as a learning peer led organisation, that values the sharing of skills and knowledge at all levels of its business.

Objective 4: To monitor policy development, change and strategy at a national and European level to ensure effective implementation of existing and new legislation.

Key Success Indicators:

- The United Nations Convention on the Rights of Persons with Disabilities will be continuously monitored for developments, particularly with regard to Article 19, and Shadow Reports submitted as required.

Goal 3: Education and Training

To identify and support, through partnership working, the educational and training needs of Leaders, Personal Assistants, CIL Staff and Boards and the wider community, to enhance awareness and understanding of the Independent Living Philosophy, and to support Leaders to live independently.

CIL realises that education and training is essential to promote the philosophy of Independent Living, to support people with disabilities to realise their full capacity and potential and to support the CIL Network to deliver quality standards of supports and services to all people with disabilities. As a training and research organisation CIL places a strong emphasis on the achievement of quality standards and services.

Objective 1: To work in collaboration with Leaders, employers, relevant agencies and stakeholders to increase awareness around the issues relevant to people with disabilities and create new opportunities for people with disabilities to address these issues.

Key Success Indicators:

- Bespoke training workshops, funders' briefings, networking opportunities, and consultation events organised and delivered.
- A national network of Leaders as trainers who are willing to deliver training on a number of areas including the Independent Living Philosophy, Advocacy and Accessibility is developed.
- A partnership approach to Direct Payments is adopted that ensures people with disabilities who wish to avail of self-managed services or direct payments are supported.
- Rollout of the CIL Training Resource Pack with support for CILs to deliver the training modules.
- Development and implementation of an Independent Living Course for CIL Managers and Staff.
- Development and implementation of an Empowerment Program for people with disabilities who access CIL services through the Network.

Objective 2: To increase public knowledge and perception of Independent Living.

Key Success Indicators:

- To develop third level opportunities to increase understanding of Independent Living through progressing the Certificate in Disability Studies, in partnership with NUI Maynooth, to a Diploma level course.
- An internship programme developed specifically for graduates taking part in the Disability Studies course.
- A 'Talks to Schools' program aimed at raising awareness of disability related issues at a national and secondary school levels is developed.

Goal 4: Network Support, Development and Expansion

To monitor and develop the operational support offered by CIL to the CIL Network, ensuring it is meeting the needs of individual CIL's, thereby facilitating the provision of quality person-centred CIL services to Leaders as the end-user.

The CIL Network provides quality person centred services to people with disabilities. They do so based upon the belief that only people with disabilities truly know what other people with disabilities need. CILs strive to ensure that all people with disabilities have access to supports they need to live independently within the community whether these supports are PAS, transport, home care, training programmes, lifeskills programmes, household maintenance or advocacy.

The CIL Network brings together representatives from CILs, to work collaboratively and support each other, towards ensuring that all people with disabilities in Ireland can have the choices and supports necessary, and access to quality services to enable all people with disabilities to live independently. CIL actively supports the requirements of the members of the CIL Network and acts as the national voice for the CIL Network.

Objective 1: To support the CIL Network to share and implement best practice to facilitate the delivery of high standards of quality services to Leaders.

Key Success Indicators:

- CIL Quality Standards are developed and promoted to ensure high standards of PAS delivery for all people with disabilities.
- CIL Network members supported to work with people with disabilities to access new pilot projects and implement new initiatives. This may include the provision of support to Leaders to access Direct Payments.

Objective 2: To unite and organise the CIL Network on a regional basis to provide a means for the expression of their collective requirements from CIL on behalf of the people with disabilities they support and represent.

Key Success Indicators:

- Regional Networks will be strengthened with on-going quarterly meetings and reviews. These will provide an opportunity for the CIL Network to feed in and guide the strategy, work and actions of CIL.
- Regional Network established in Dublin.

Objective 3: To broaden and strengthen CILs visibility as a national service provider through the promotion of current CIL programmes and the expansion of the Network.

Key Success Indicators:

- Network development plan designed and implemented to address geographical gaps where no CIL exists.
- Raised awareness of the role of CIL.
- Collated information available on the range of services available throughout the CIL Network.

Objective 4: To formalise and develop the working relationship between CIL and the CIL Network on an on-going basis.

Key Success Indicators:

- Formalisation of the CIL Network Structure and the appointment of CIL as the Spokesperson for the CIL Network, without trespassing on the autonomy of individual CILs.
- Implementation of quarterly operational plans developed by the CIL Network.
- Networking membership structure evaluated.
- Building of the skills capacity of CILs to apply for and manage funding for their activities and services.
- Appointment of Network Directors to the CIL Board of Directors.

Goal 5: Organisational Development

To develop and implement models of best practice for CIL as a sustainable accessible user-led organisation, ensuring high standards of governance and to ensure the values of equality, integrity, quality, transparency and accountability underpin all CIL activities.

CIL is acutely aware of the need to ensure cost effective and value for money organisational processes, to maximise its resources while working toward its mission. CIL are committed to developing the organisation on an ongoing basis to monitor and evaluate its work to ensure the organisation operates within its remit as an organisation led by people with disabilities for people with disabilities.

Objective 1: Increase the organisations financial resources to provide and develop CILs frontline services.

Key Success Indicator:

- Diversified core funding streams will be sourced and secured.
- Project funding will be identified and secured on an on-going basis.
- CIL will operate in the most cost effective way under the Value for Money report.
- CIL will ensure the longevity of the Independent Living philosophy through the procurement and tendering process for services.

Objective 2: Develop a multi-functional Board of Directors to guide CILs strategic direction.

Key Success Indicator:

- Reviewed CIL Memorandum and Articles of Association in line with revenue, legal and governance obligations.
- Strengthened CIL Board of Directors that provides a wide skills base and accurately embodies the population sample CIL represents.
- All Board members trained in good governance practices ensuring CIL operates responsibly under the Governance Code for Community & Voluntary Organisations.

Objective 3: Review, develop and implement all appropriate organisational and employment policies.

Key Success Indicator:

- All necessary employment and organisational policies are developed and implemented.
- Training available to all staff that require support to implement policy revisions.
- CIL continues to operate as an Equal Opportunities Employer as reflected in its policies, procedures and practices.

Objective 4: Develop and manage the activities of CIL in line with revenue, governance and quality standards.

Key Success Indicator:

- Organisational health check completed and recommendations addressed.

MEASURING SUCCESS

CIL appreciates that it is often difficult to define or accurately measure improvements in many of the soft service areas it provides. However CIL will work to provide tangible benefits to the lives of the people with disabilities it represents.

CIL will continuously monitor the implementation of its Strategic Plan 2013-2017 through a number of measures:

- Providing quality services to people with disabilities: measured by user feedback.
- Accurately representing the views of people with disabilities: measured by the numbers of people with disabilities actively engaging in Leader Forums and consultation workshops and the number of consultative forums/groups CIL is invited to attend.
- Providing quality training and educational supports: measured by the numbers of individuals attending training/educational events.
- Publishing information, advice and research on the range of issues affecting people with disabilities: measured by the number of materials published and the number of requests for this material.
- Providing quality services to the CIL Network: measured by quarterly operational workplans and analysis of performance indicators.
- Development and management of CIL services in line with the quality standards set down by the relevant agencies: measured by CILs progress in meeting these standards.

INVESTING IN OUR FUTURE

CIL is currently funded by the Health Service Executive. Through this funding CIL works to achieve its mission and provide a participative, inclusive and cohesive community for people with disabilities.

CIL advocates for the rights of the people it represents through the Junior Minister of State with responsibility for Disability, Equality, Mental Health and Older People in the Department of Health and Department of Justice, Equality and Defence. To ensure greater protection for the increasing numbers of people with disabilities and ensure they are truly represented, at the highest political level, CIL will continue to advocate for a Minister for Disability throughout the duration of this plan.

APPENDICES

- Guiding Principles of CIL
- Operational Plan 2013-2017
- Organisational Chart

CIL GUIDING PRINCIPLES

- To work from the bottom up, as a grassroots organisation led by people with disabilities, to ensure that decision making within the organisation is led by people with disabilities.
- To work from a rights based approach based on the principles of community development particularly equality, capacity building, empowerment, awareness raising, inclusion, collective action and social justice.
- To deliver peer designed and led supports and services in a timely efficient and person centred way.
- To deliver comprehensive independent services with professionalism and expertise from a person centred approach.
- To listen to Leaders and respect their individual needs.
- To provide services and supports and to implement change in relation to social, economic, political and environmental change.
- To work in partnership and collaboration with others to share expertise, access mainstream services and avoid duplication.
- To interact with the community with openness and integrity.
- To approach all work with respect to the autonomy and the diversity of the network of CILs.
- To operate in accessible manner and to ensure that all events projects and resources are designed and delivered with accessibility at the core.

CIL OPERATIONAL PLAN 2013 - 2017

Project Name	Description	Objectives	Input	Output	Outcome
Goal 1: Leader Support and Advocacy					
Leader Supports	<ul style="list-style-type: none"> To provide peer support to Leaders, building the capacity of Leaders to self-advocate and advocate for others, raising awareness of Independent Living and ensuring quality person-centred services are available to meet their needs. 	<ul style="list-style-type: none"> Establish active Leader Forums in each region. Establish a circle of community supports available to people with disabilities within each region. Reduced social isolation by providing individualised supports to people with disabilities who remain in congregated settings or isolated home units. Promote the importance of family support when introducing people with disabilities to independent living. 	<ul style="list-style-type: none"> 1 WTE National Leader Coordinator 1 WTE National Leader Coordinator 0.7 WTE Network Support Officer 1 WTE National Leader Coordinator 0.6 WTE Training Research & Policy Officer 1 WTE National Leader Coordinator 	<ul style="list-style-type: none"> Number of people with disabilities participating in Leader Forums. Number of people with disabilities referred through each regional forum to partner community services. Number of people with disabilities requesting individual supports. Number of congregated settings requesting Independent Living briefings. Number of family members accessing supports through the Leader Forums. 	<ul style="list-style-type: none"> People with disabilities move toward individualised supports. People with disabilities actively contribute to their communities. Reduced dependence on congregated settings and a move toward Independent Living. Reduced family barriers when moving away from congregated settings due to an awareness of the benefits IL can provide.

Goal 2: Policy: Research, Analysis, Development, Monitoring & Implementation					
Partnerships	<ul style="list-style-type: none"> To monitor and analyse trends in national and European policy developments with regard to disability, to impact the development of new policy and to advocate for the implementation of existing policy which effects people with disabilities. 	<ul style="list-style-type: none"> Consultation model developed that harnesses the voice of the service user. Policy is monitored at a national and European level to ensure it accurately reflects legislative changes. Inter-agency cooperation between service providers and CIL to ensure the specific needs of individual people with disabilities can be met. National policy protects people with disabilities who wish to self-manage their services CIL will become a pan-disability organisation 	<ul style="list-style-type: none"> 1 WTE National Leader Coordinator 0.7 WTE Network Support Officer 0.6 WTE Training Research & Policy Officer 1 WTE CEO 0.7 WTE Network Support Officer 1 WTE CEO 1 WTE National Leader Forum Coordinator 	<ul style="list-style-type: none"> Number of people with disabilities directly feeding into policy issues. Number of shadow reports submitted. The number of organisations willing to provide services to people with disabilities requiring additional support within the community. Draft user-led legislation to facilitate Direct Payments Number of people with disabilities requesting a Direct Payment Number of people with disabilities (physical and 	<ul style="list-style-type: none"> National policy that is truly reflective of individual end-user requirements. Ratification of UNCRPD to offer increased protection to people with disabilities at a national and European level. Improved cross-agency support to ensure the specificity required through the person centered model is met. People with disabilities are offered real choice when accessing PAS Cross-disability support to all people with

		that will provide support to all people with disabilities irrespective of their disability.	<ul style="list-style-type: none"> 0.7 WTE Network Support Officer 	sensory) accessing supports. <ul style="list-style-type: none"> Number of people with disabilities (mental health) accessing supports. Number of people with disabilities (intellectual disabilities) accessing supports. Number of CILs providing supports to people with disabilities (mental health). 	disabilities removing the need to access multiple service providers.
Goal 3: Education and Training					
Independent Living Promotion	<ul style="list-style-type: none"> To identify and support, through partnership working, the educational and training needs of Leaders, Personal Assistants, CIL Staff and Boards and the wider community, to enhance awareness and understanding of the Independent Living Philosophy, and to support Leaders to live independently. 	<ul style="list-style-type: none"> To work in collaboration with Leaders, employers, relevant agencies and stakeholders to increase awareness around the issues relevant to people with disabilities. To create new opportunities for people with disabilities to address the issues that act as a barrier to Independent Living. 	<ul style="list-style-type: none"> 0.6 WTE Training Research and Policy Officer 1 WTE Communications Officer 1 WTE Leader Forum Coordinator 0.6 WTE Training Research and Policy Officer 	<ul style="list-style-type: none"> Number of Disability Awareness Training Sessions held. Number of Independent Living Awareness sessions held. Number of individuals attending training programs. Number of people with disabilities willing to act as trainers. Number of Leaders signed-up to the centralised Leader Database for information distribution. 	<ul style="list-style-type: none"> Increased movement to mainstream community living for people with disabilities as the barriers to Independent Living are identified and addressed. People with disabilities are supported to champion each other in their movement toward a mainstream society.

		<ul style="list-style-type: none"> To increase awareness of the positive impact IL has already had on the lives of people with disabilities. To ensure the IL Philosophy is embedded at the core of each CIL To provide increased Educational possibilities for people with disabilities. 	<ul style="list-style-type: none"> 1 WTE Communications Officer 0.6 WTE Training, Research & Policy Officer 0.7 WTE Network Support Officer 0.6 WTE Training Research and Policy Officer 0.6 WTE Training Research and Policy Officer 	<ul style="list-style-type: none"> Number of individuals accessing the National CIL webpages and social media pages. Launch of an awareness raising National 21st Anniversary event. Number of individuals requesting informational material from CIL. Number of CILs willing to implement the Training Resource Pack. Number of CIL Network Staff completing Independent Living training. Number of people with disabilities completing the CIL Empowerment Program. Development of the Certificate in Disability Studies Course to Diploma Level. Number of people with disabilities participating in the Diploma. Number of people with 	<ul style="list-style-type: none"> Independent Living is viewed as a possibility for individuals in residential or congregated settings. All CILs offer people with disabilities services that support their right to Independent Living and reduce the barriers to community inclusion. The number of unemployed people with disabilities is reduced.
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Goal 4: Network Support, Development and Expansion					
Operational Support	• To monitor and develop the operational support offered by CIL to the CIL Network, ensuring it is meeting the needs of individual CIL's, thereby facilitating the provision of quality person-centred CIL services to Leaders as the end-user.	• To ensure the CIL Network is sharing and implementing best practice to facilitate the delivery of high standards of quality services to Leaders. • Develop a code of practise, with specific IL inbuilt standards, for CILs to apply to their service. • Develop comprehensive funding resources and	• 0.7 WTE Network Support Officer • 0.6 WTE Training, Research & Policy Officer • 0.7 WTE Network Support Officer • 1 WTE Leader Forum Coordinator	• Production of Employee, PA & Leader Manuals • Online database of operational policies. • Number of CILs requesting contract & policy support • Number of CIL Managers attending Regional Network meetings. • Production of a CIL Quality Standard (QS) for the delivery of services. • Numbers of CILs implementing the QS • Increased number of evaluation meetings between CILs and Leaders • Number of CILs accessing the online	• Quality person-centred services delivered to the end-user. • Quality, person-centred, value for money services as standard through CIL PAS. • Financial sustainability for CIL activities that

		<p>supports for individual CILs to examine.</p> <ul style="list-style-type: none"> To develop a CMS that meets the individual CILs needs, while respecting the service users confidentiality, and is fully compliant with the HSE requirements for CMS implementation. CIL will become a centralised Garda Clearance point for the CIL Network. 	<ul style="list-style-type: none"> 0.7 WTE Network Support Officer 1 WTE Communications Officer 0.7 WTE Network Support Officer 0.7 WTE Network Support Officer 	<p>funding database.</p> <ul style="list-style-type: none"> Number of CILs requesting assistance in developing applications. Number of CILs collaborating on funding applications. Number of CILs requesting the CMS. Number of CILs who implement the CMS and become fully trained in its functions. CIL CMH appointed as an approved Garda Clearance Centre. Number of CILs requesting Garda Clearance applications 	<p>promote the IL and CIL ethos and assist people with disabilities to live independently.</p> <ul style="list-style-type: none"> Increased reliability in Government disability statistics. Increased protection for people accessing services through CILs.
Goal 5: Organisational Development					
Governance	To develop and implement models of best practice for CIL as a sustainable accessible user-led organisation, ensuring high standards of governance	<ul style="list-style-type: none"> To develop a multi-functional Board of Directors to guide CILs strategic direction. 	<ul style="list-style-type: none"> 1 WTE CEO 	<ul style="list-style-type: none"> Reviewed CIL Memorandum and Articles of Association Number of new Directors joining the Board of Directors Number of Directors 	<ul style="list-style-type: none"> CIL is a quality organisation that is compliant with all governance, revenue and tax obligations.

	<p>and to ensure the values of equality, integrity, quality, transparency and accountability underpin all CIL activities.</p>	<ul style="list-style-type: none"> To increase the organisations financial resources to provide and develop CILs frontline services. To ensure the viability of CIL through the HSE procurement and tendering process. 	<ul style="list-style-type: none"> 1 WTE CEO 1 WTE Finance Officer 1 WTE CEO 0.7 WTE Network Support Officer 	<p>attending Governance training.</p> <ul style="list-style-type: none"> Number of successful project funding applications. % Increase/Decrease in core funding Establishment of a Finance Committee Set user criteria inbuilt into the tendering process. Number of independent people with disabilities on the tender assessment teams. CIL development pack for organisations seeking to establish themselves as a CIL 	<ul style="list-style-type: none"> People with disabilities are supported to move toward Independent Living People with disabilities receive quality services that offer value for money and support their full inclusion in mainstream society.
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CIL ORGANISATIONAL CHART

