



## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

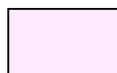
### AIM 1

**To reduce injustice, discrimination and prejudice experienced by children and adults with a learning disability.**

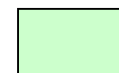
#### KEY



YEAR 1



YEAR 2



YEAR 3

Staff Team: D = Director, AD = Assistant Director, TEM = Training & Events Manager, T&E Team = Training & Events Team, CYPDO = Children and Young People's Development Officer, HRCC = Human Resources & Committee Coordinator, RC = Resource Coordinator, FO = Finance Officer, Info Team = Information Team, Admin Team = Administration Team, ICPC = In Control Project Coordinator, LDiAG Officer = Learning Disability Implementation Advisory Group Officer

Collaborators: T&F Group = Task & Finish Group, C of I = Community of Interest, A to E Group = Access to Employment Group, AWLDAN = All Wales Learning Disability Advocacy Network, AWCLN = All Wales Community Living Network, AWPf = All Wales People First, CEHR = Centre for Equality & Human Rights, WAG = Welsh Assembly Government, WDRG = Wales Disability Reference Group

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<u>Strategic Outcome</u>	<u>Key Tasks</u>	<u>Key Leads / Collaborators</u>	<u>Task Indicators</u>	<u>Outcome Indicators</u>
<p><b>1.1</b> Key relevant Government legislation at Welsh, UK &amp; EU reflects core aims of policy and practice document so that children and adults with a learning disability are seen as equals within society.</p>	<p><b>YEAR 1</b></p> <ul style="list-style-type: none"> <li>Influence health, social care and education agenda through regular monitoring, lobbying and attendance at national, U.K. and European committees/networks</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info Team, CYPDO</b></li> <li><i>AWPF, AWFPC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings attended</li> <li>Lobbying letters sent</li> <li>Monitoring of changes to documents</li> </ul>	<p>Key relevant legislation reflects the rights and interests of children and adults with a learning disability including changes to</p> <ul style="list-style-type: none"> <li>H&amp;SC policies</li> </ul>
	<p>To identify and undertake activity on two key areas identified through committees/networks, which have a significant impact on our membership.</p>	<ul style="list-style-type: none"> <li><b>D, AD Info Team, T&amp;E Team, CYPDO,</b></li> <li><i>AWPF, AWFPC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Activities identified</li> <li>Action plans drafted &amp; carried out</li> <li>Member feedback</li> </ul>	<p>Relevant policy amended to reflect views from members who attended/took part in activity</p>
	<ul style="list-style-type: none"> <li>To organise &amp; hold a minimum of two awareness sessions for members on the new Government of Wales Act.</li> </ul>	<ul style="list-style-type: none"> <li><b>AD, TEM, Info Team, CYPDO</b></li> <li><i>members</i></li> </ul>	<ul style="list-style-type: none"> <li>Workshops arranged &amp; held</li> <li>Attendance</li> <li>Evaluation</li> </ul>	<p>Greater number of people able to influence Government Act</p>
	<ul style="list-style-type: none"> <li>To pilot a Welsh version of the learning for leadership course</li> </ul>	<p><b>AD, TEM</b> <i>AWPF, AWLDAN and Members</i></p>	<ul style="list-style-type: none"> <li>Numbers &amp; feedback</li> <li>Courses held</li> <li>Evaluation</li> </ul>	<p>Group of LD people trained and ready to support lobbying activity</p>
	<ul style="list-style-type: none"> <li>To draft useful guide on Government of Wales Act to go into Update</li> </ul>	<ul style="list-style-type: none"> <li><b>Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>Handout written &amp; published</li> </ul>	<p>Greater number of people with awareness of Act in Wales</p>

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<p><b>1.1</b> Key relevant Government legislation at Welsh, UK &amp; EU reflects core aims of policy and practice document so that children and adults with a learning disability are seen as equals within society.</p>	<p><b>YEAR 2</b></p> <ul style="list-style-type: none"> <li>• Influence health, social care and education agenda through regular monitoring, lobbying and attendance at national, U.K. and European committees/networks,</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD Info Team, CYPDO</b></li> <li>• <i>AWPF, AWFPFC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Lobbying letters sent</li> <li>• Monitoring of changes to documents</li> </ul>	<p>Key relevant legislation reflects the rights and interests of children and adults with a learning disability including changes to</p> <ul style="list-style-type: none"> <li>• H&amp;SC policies</li> </ul> <p>Relevant policy amended to reflect views from members who attended/took part in activity</p> <p>Successful pilot course by impacting upon local &amp; national relevant legislation</p>
	<ul style="list-style-type: none"> <li>• To identify and undertake activity on two key areas identified through committees/networks, which have a significant impact on our membership.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD Info Team, T&amp;E Team, CYPDO</b></li> <li>• <i>AWPF, AWFPFC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Activities identified</li> <li>• Action plans drafted &amp; carried out</li> <li>• Member feedback</li> </ul>	
	<ul style="list-style-type: none"> <li>• To review the pilot of learning for leadership course.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, TEM</b></li> <li>• <i>AWPF, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of course completed and programme agreed for year to come.</li> </ul>	
<p><b>1.1</b> Key relevant Government legislation at Welsh, UK &amp; EU reflects core aims of policy and practice document so that children and adults with a learning disability are seen as equals within society.</p>	<p><b>YEAR 3</b></p> <ul style="list-style-type: none"> <li>• Influence health, social care and education agenda through regular monitoring, lobbying and attendance at national, U.K. and European committees/networks.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD Info Team, CYPDO</b></li> <li>• <i>AWPF, AWFPFC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Lobbying letters sent</li> <li>• Monitoring of changes to documents</li> </ul>	<p>Key relevant legislation reflects the rights and interests of children and adults with a learning disability including changes to</p> <ul style="list-style-type: none"> <li>• H&amp;SC policies</li> </ul> <p>Relevant policy amended to reflect views from members who attended/took part in activity</p>
	<ul style="list-style-type: none"> <li>• To identify and undertake activity on two key areas identified through committees/networks which have a significant impact on our membership.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team, T&amp;E Team, CYPDO</b></li> <li>• <i>AWPF, AWFPFC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Activities identified</li> <li>• Action plans drafted &amp; carried out</li> <li>• Member feedback</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<p><b>1.2</b> Young people with learning disabilities have an equal opportunity to gain vocational skills and work experience.</p>	<p><b>YEAR 1</b></p> <ul style="list-style-type: none"> <li>• To hold regional road-show events, highlighting issues, consulting on relevant policy changes &amp; inviting key local leaders to sign up to principles of our agreed lobbying strategy</li> <li>• LDW works with members to run a campaign highlighting children and young people's rights to access vocational training and jobs and supporting awareness raising events across Wales.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, CYPDO, T&amp;E Team, Info team</b></li> <li>• <i>A to E Group, AWWF, AWWFC, C of I, Members</i></li> <li>• <b>D, CYPDO, Info Team</b></li> <li>• <i>C of I, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Events held</li> <li>• Numbers attending</li> <li>• Evaluation</li> <li>• Campaign group established and meeting held</li> <li>• Campaign priorities agreed.</li> <li>• Local lobbying activity towards commissioners/ leaders carried out.</li> </ul>	<p>Commissioners/leaders signed up There is evidence that commissioners and providers have actively increased the range of opportunities available</p>
<p><b>1.2</b> Young people with learning disabilities have an equal opportunity to gain vocational skills and work experience.</p>	<p><b>YEAR 2</b></p> <ul style="list-style-type: none"> <li>• LDW campaign group to publish and disseminate best practice guide for all county leads including suggestions for changes to local plans and policies.</li> <li>• To go back to those who have taken part in consultation and gather evidence of policy improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, CYPDO</b></li> <li>• <i>C of I, Children in Wales, members</i></li> <li>• <b>CYPDO</b></li> <li>• <i>Transitions in Action Group, A to E Group, members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Guide developed and published, sent out to all relevant contacts.</li> <li>• Evidence gathered, and gaps to moving to work identified.</li> </ul>	<p>Evidence of strategic plans and policies that focus on gaining vocational skills and work experience. Greater national recognition of the need to develop this area of support.</p>

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<p><b>1.2</b> Young people with learning disabilities have an equal opportunity to gain vocational skills and work experience.</p>	<p><b>YEAR 3</b> To hold two seminars to highlight good practice in partnership working for transition.</p> <p>LDW campaign group to review success of campaign and awareness raising initiatives.</p>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, CYDPO, Info Team</b></li> <li>• <i>A to E Group, Children's C of I, members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Events held.</li> <li>• Number attending.</li> <li>• Evaluation</li> <li>• Review carried out and results published</li> </ul>	<p>Range of relevant good practice disseminated and adopted within local strategies</p>
<p><b>1.3</b> That the three advocacy projects we host (SAS, NEWSa &amp; Vale of Glamorgan People First) become sustainable and independent.</p>	<p><b>YEAR 1</b></p> <ul style="list-style-type: none"> <li>• Continue to provide ongoing payroll service for members as contracted</li> </ul>	<ul style="list-style-type: none"> <li>• <b>FO, RC</b></li> </ul>	<ul style="list-style-type: none"> <li>• Payroll processed</li> <li>• Contracts of payroll service delivery signed</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing financial payroll service to contracted members</li> </ul>
	<ul style="list-style-type: none"> <li>• April – SAS commences to function independently.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, FO</b></li> </ul>	<ul style="list-style-type: none"> <li>• SAS functions successfully.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable level of funding secured for the 3 projects.</li> </ul>
	<ul style="list-style-type: none"> <li>• Full supervisory, management and financial functions are provided for NEWSa and Vale of Glamorgan People First.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, FO, RC</b></li> </ul>	<ul style="list-style-type: none"> <li>• Full financial support given including preparation of budget, management accounts, managing bank accounts and providing payroll.</li> </ul>	<ul style="list-style-type: none"> <li>• Projects become independent.</li> </ul>
	<ul style="list-style-type: none"> <li>• NEWSa is supported to move to a 'shadow form of independence from October 2008</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, FO, RC</b></li> </ul>	<ul style="list-style-type: none"> <li>• Business plan fully completed</li> <li>• Management committee recruitment started</li> <li>• Funding applications completed</li> <li>• Funding confirmed</li> </ul>	

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<b>1.3</b> That the two advocacy projects we host (NEWSa & Vale of Glamorgan People First) become sustainable and independent.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Continue to provide ongoing payroll service for members as contracted</li> </ul>	<ul style="list-style-type: none"> <li>FO, RC</li> </ul>	<ul style="list-style-type: none"> <li>Payroll processed</li> <li>Contracts of payroll service delivery signed</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing financial payroll service to contracted members</li> </ul>
	<ul style="list-style-type: none"> <li>NEWSa commences to function independently.</li> </ul>	<ul style="list-style-type: none"> <li>AD, FO</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of admin/finance worker</li> <li>Launch of NEWSa independence.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable level of funding for the 2 projects.</li> <li>Projects function independently</li> </ul>
	<ul style="list-style-type: none"> <li>Full supervisory management and financial functions are provided for the NEWSa and Vale of Glamorgan People First.</li> </ul>	<ul style="list-style-type: none"> <li>AD, FO, RC</li> </ul>	<ul style="list-style-type: none"> <li>Full financial support given including preparation of budget, management accounts, managing bank accounts and providing payroll.</li> </ul>	
	<ul style="list-style-type: none"> <li>Vale of Glamorgan People First launch as independent service</li> </ul>	<ul style="list-style-type: none"> <li>AD, FO, RC</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of admin/finance worker</li> <li>Launch of Vale as independent organisation</li> </ul>	
<b>1.3</b> That the two advocacy projects we host (NEWSa & Vale of Glamorgan People First) become sustainable and independent.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Continue to provide ongoing payroll service for members as contracted</li> </ul>	<ul style="list-style-type: none"> <li>FO, RC</li> </ul>	<ul style="list-style-type: none"> <li>Payroll processed</li> <li>Contracts of payroll service delivery signed</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure newly independent projects are working on long-term stability business plans and full cost recovery.</li> </ul>	<ul style="list-style-type: none"> <li>AD, FO</li> </ul>	<ul style="list-style-type: none"> <li>Meeting held with both projects</li> <li>Long-term strategies agreed</li> </ul>	<ul style="list-style-type: none"> <li>Projects have clear long-term objectives for future.</li> </ul>

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<p><b>1.4</b> Advocacy organisations in Wales have increased and more stable funding so that organisations are better able to represent children and adults.</p>	<p><b>YEAR 1</b></p> <ul style="list-style-type: none"> <li>• Arrange event to address impact of BILD grant changes to advocacy funding and highlight ways of future working for advocacy funding.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team, Info Team, AWPF, AWLDAN, Members</b></li> </ul>	<ul style="list-style-type: none"> <li>• Event held, numbers of people attending.</li> <li>• Issues from event collated and forwarded to WAG for discussion &amp; support.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement from members of best funding strategies for taking advocacy forward</li> <li>• Renewed commitment from LAs to put in place secure longer term core funding.</li> <li>• Agreement from WAG to look at issues &amp; meet with relevant representative groups to discuss.</li> </ul>
	<ul style="list-style-type: none"> <li>• Publish promotional leaflet to distribute to commissioners, MPs, AMs raising awareness of need for core advocacy service and right to stable funding.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team, AWPF, AWLDAN Members</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promotional leaflet distributed.</li> </ul>	
<p><b>1.4</b> Advocacy organisations in Wales have increased and more stable funding so that organisations are better able to represent children and adults.</p>	<p><b>YEAR 2</b></p> <ul style="list-style-type: none"> <li>• Meeting with WAG representatives &amp; Minister to gain agreement on future funding strategies, including WAG building into core LA &amp; LHB grants targets for advocacy services and funding streams.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Admin Team, Info Team</b></li> <li>• <b>AWLDAN, AWPF</b></li> </ul>	<ul style="list-style-type: none"> <li>• Meeting held.</li> <li>• Agreement with WAG.</li> </ul>	<p>Commitment to increased longer term funding for advocacy organisations. Key objectives ready to be put into place in LAs &amp; LHBs core grant targets</p>
<p><b>1.4</b> Advocacy organisations in Wales have increased and more stable funding so that organisations are better able to represent children</p>	<p><b>YEAR 3</b></p> <ul style="list-style-type: none"> <li>• Undertake with members to set up a monitoring system through advocacy network to track impact of new funding strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team AWLDAN</b></li> </ul>	<ul style="list-style-type: none"> <li>• Report published.</li> <li>• Monitoring system established with members</li> </ul>	<p>Published report on monitoring of 1<sup>st</sup> year and highlighted results.</p>

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and adults.				
<b>1.5</b> The new Commission for Equality & Human Rights in its work in Wales fully supports children and adults with a learning disability.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Invite CEHR to become active partner in LDW values agenda</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> </ul>	<ul style="list-style-type: none"> <li>• Invitation Accepted</li> </ul>	Shared vision between CEHR & LDW for taking values for people with learning disabilities forward through signing of Values based joint Statement/Charter  Values charter and joint statement promoted through wider WDRG networks
	<ul style="list-style-type: none"> <li>• Work in partnership with CEHR to actively draft, promote and publicise Values Charter across Wales</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, T&amp;E Team, Info Team, CYPDO</b></li> <li>• <i>AWPF, AWFPC, AWCLN, AWLDAN, members</i></li> </ul>	Combined publicity and distribution of Charter across Wales	
	<ul style="list-style-type: none"> <li>• Establish and maintain good working relationships with CEHR.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> <li>• <i>members</i></li> </ul>	Meetings held and shared objectives agreed	
	<ul style="list-style-type: none"> <li>• Plan with partners in WDRG how it can promote assistance to CEHR</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>WDRG</i></li> </ul>	Promotional programme is developed	
<b>1.5</b> The new Commission for Equality & Human Rights in its work in Wales fully supports children and adults with a learning disability.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Work in partnership with CEHR to organise and hold a showcase event to share best practice in values based working</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, TEM, Info Team, Admin Team, CYPDO</b></li> <li>• <i>AWPF, AWFPC, AWCLN, AWLDAN, members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Event held</li> <li>• Number attending</li> <li>• Evaluation</li> <li>• Information gathered &amp; promoted</li> </ul>	CEHR activities, agendas and documents support and reflect the core aims and values of policy and practice document for learning disabilities.  Greater access to examples of best practice Public endorsement of charter from minister
	<ul style="list-style-type: none"> <li>• Write letter to Minister of H&amp;SC promoting new values charter &amp; seeking public endorsement from Welsh Assembly Government</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>CEHR</i></li> </ul>	<ul style="list-style-type: none"> <li>• Letter written</li> <li>• Charter sent to Minister</li> <li>• Written</li> </ul>	

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			acknowledgment from Welsh Assembly Government	
<b>1.5</b> The new Commission for Equality & Human Rights in its work in Wales fully supports children and adults with a learning disability.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Disseminate information about the new approved Values Charter to members, LAs, education services and LHBs, calling for sign up across Wales</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info Team</b></li> <li><i>AWPF, AWFPC, AWLDAN, AWCLN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Information disseminated.</li> <li>Sign up process set up</li> </ul>	Significant support and sign up to Values Charter from relevant stakeholders in Wales
<b>1.6</b> There is a greater commitment to the rights of, and support for parents with a learning disability.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Formalise task group</li> <li>Hold 3 regional events to identify group key priorities for taking work forward.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, TEM, Info Team</b></li> <li><i>Taskforce Group, Parents with learning disability Network</i></li> </ul>	<ul style="list-style-type: none"> <li>Events planned, promotional material printed, events held, numbers of people attending.</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>The taskforce group agrees and promotes priorities</li> </ul>
<b>1.6</b> There is a greater commitment to the rights of, and support for parents with a learning disability	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Arrange and convene 2 meetings of Taskforce Group to drive forward agreed priorities at local community level and within strategies and to gather best practice.</li> </ul>	<ul style="list-style-type: none"> <li><b>Admin Team, D, TEM, IO</b></li> <li><i>Taskforce Group, network</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings planned &amp; held</li> <li>Evidence gathered</li> </ul>	<ul style="list-style-type: none"> <li>Key priorities promoted and disseminated</li> <li>Best practice gathered</li> </ul>
	<ul style="list-style-type: none"> <li>Liaise with Norah Fry Research Centre on how best lobbying activity can be taking forward at Wales/UK levels.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, TEM, Info team</b></li> </ul>	<ul style="list-style-type: none"> <li>Meetings held and shared lobbying activity agreed and promoted</li> </ul>	<ul style="list-style-type: none"> <li>Greater national awareness of issues facing parents with learning disability</li> </ul>
<b>1.6</b> There is a greater commitment to the rights of, and support	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Hold national event with key political leaders, local councillors, MPs, commissioners, Social Services, etc, to</li> </ul>	<ul style="list-style-type: none"> <li><b>D, TEM,</b></li> <li><i>AWFPC, AWPF, AWLDAN, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>National event held and best practice booklet distributed.</li> <li>Political statements</li> </ul>	<ul style="list-style-type: none"> <li>Formal commitment with key partners and leads to rights of parents with a</li> </ul>

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for parents with a learning disability	highlight best practice way of working with parents with a LD to include booklet. • Review/consider need for any further activity.		of support achieved & legislation reviewed. • Review takes place	learning disability. • Needs of parents with a LD are reflected in county strategic plans
<b>1.7</b> That the best interests of the remaining 25 residents of Llanfrechfa Grange Hospital are fully reflected in the decisions taken about their resettlement.	<b>YEAR 1</b> • If required, to provide an additional year's support to residents within Llanfrechfa grange to assist with final resettlement issues.	• <b>AD, Advocacy worker</b>	• Number of visits and one-to-one meetings held with clients. • Numbers of 'move on' plans seen through.	Residents assessed and personal needs met and community support plans put in place.

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

### AIM 2

**To increase and extend opportunities for the active and meaningful participation of children and adults with a learning disability in every aspect of their lives and the wider community.**

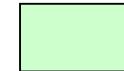
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## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<u>Strategic Outcome</u>	<u>Key Tasks</u>	<u>Key Leads / Collaborators</u>	<u>Task Indicators</u>	<u>Outcome Indicators</u>
<p><b>2.1</b> More children and adults with a learning disability have a person centred plan, and more plans are put into practice.</p>	<p><b>YEAR 1</b></p> <ul style="list-style-type: none"> <li>• Work with all members to ensure there are county level PCP strategies in place and that they include training and access to PCP for all people with a learning disability and their carers.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>All Core Staff</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• List of counties prepared where local strategies exist and include training and access to PCP</li> <li>• Counties which haven't done this identified and support given to set up the strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Local strategies have PCP built in as core focus of working with people with learning disabilities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to promote PCP at county level through transition families leading planning to expand opportunities to take part</li> <li>• Transition PCP courses up and running</li> <li>• Families as leaders in planning up and running</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CYPDO, T&amp;E Team, Info Team</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Information sent out to parent/carer support organisations and counties to highlight need for ongoing training and support.</li> <li>• Course built into core training programme</li> <li>• Training sessions held, numbers attended, evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to information and training relating to PCP and transition</li> <li>• Raised awareness of need.</li> </ul>
	<ul style="list-style-type: none"> <li>• Through members and communities of interest map and review extent to which children with learning disabilities are benefiting from PCP including transition.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, Info Team, CYPDO, Life Options</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct survey through All Wales Person Centred Planning Network</li> <li>• Collate results</li> <li>• Publish &amp; disseminate results through regional seminars with support from Life Options</li> </ul>	<ul style="list-style-type: none"> <li>• There is evidence of access levels to training and support for families using PCP.</li> <li>• Greater awareness of the need for PCP when looking at transition</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>• Work with national and regional PCP networks to share resources effectively and provide opportunities to share and resolve problems</li> <li>• Continue to support Networks as ongoing core activity.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, TEM, Info team</b></li> <li>• <i>AWPCPN, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• National and regional meetings arranged and held</li> <li>• Minutes disseminated to network members</li> <li>• Relevant issues raised and discussed through website and e-news facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater cohesion and partnership working between agencies supporting PCP development and implementation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Take forward development work on gaps that were identified within published LDIAG PCP paper from 2007/08.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team, Info Team</b></li> <li>• <i>AWPF, AWFPC, AWCLN, AWLDAN and wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Task and finish group set up</li> <li>• Actions for PCP Networks agreed</li> </ul>	
	<ul style="list-style-type: none"> <li>• Work with young people with complex needs on developing PCP through the Life Options project.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Life Options advocate</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of plans facilitated, numbers of support meetings to families.</li> </ul>	More young people in Carmarthenshire receiving personalised support
	<ul style="list-style-type: none"> <li>• Secure sustainable core funding for Life Options Project</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, RC</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bids identified and applied for</li> <li>• Funding secured.</li> </ul>	Life Options becomes sustainable.
<b>2.1</b> More children and adults with a learning disability have a person centred plan, and more plans are put into practice.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Hold national event to celebrate PCP achievements including stories of people who have PCP in their lives.</li> <li>• Invite those responsible for implementing local and national person centred planning strategies to event</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team, Info Team</b></li> <li>• <i>AWPF, AWFPC, AWCLN, AWLDAN and wider members, LAs</i></li> </ul>	<ul style="list-style-type: none"> <li>• Event held, profile raised.</li> <li>• Numbers attending</li> <li>• Evaluation</li> </ul>	National recognition of the success of PCP as a planning tool. Awareness of successful planning increased through promotion of real life stories. Greater access to PCP through local and national planning
	<ul style="list-style-type: none"> <li>• Continue to manage and provide the Life Options transition project dependent on continued core project funding</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Life Options advocate.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing service available to young people with complex needs in Carmarthenshire.</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>• Produce edition of Llais concentrating on PCP highs and lows, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info team, TEM</b></li> </ul>	<ul style="list-style-type: none"> <li>• Edition produced and published.</li> </ul>	strategies.
	<ul style="list-style-type: none"> <li>• Seek funding to produce DVD which includes tools to aid with PCP, examples stories and circulate to professional bodies, members, etc to encourage people to ask for PCP service across Wales</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team, TEM,</b></li> <li>• <i>AWPCPN, AWPF, AWFPC, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Funding obtained.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Training/mentoring service for PCP support to local authorities subject to funding being available e.g. Monmouthshire &amp; Newport SSD</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Project staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held with Las</li> <li>• Consultancy contracts agreed and signed</li> <li>• evaluation</li> </ul>	
<b>2.1</b> More children and adults with a learning disability have a person centred plan, and more plans are put into practice.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Review objectives, content and range of PCP training.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, TEM, T&amp;E Team</b></li> <li>• <i>AWPCPN, PCP Trainers group</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review completed.</li> </ul>	National recognition of the success of PCP as a planning tool. Awareness of successful planning increased through promotion of real life stories. Greater access to PCP through local and national planning strategies.
	<ul style="list-style-type: none"> <li>• Produce DVD</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team, TEM</b></li> <li>• <i>AWPCPN,AWFPC, AWPF, LAs</i></li> </ul>	<ul style="list-style-type: none"> <li>• DVD developed and disseminated</li> </ul>	
	<ul style="list-style-type: none"> <li>• Review impact of lobbying work on local and national PCP strategies through audit work with members.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, TEM, Info Team</b></li> <li>• <i>AWPCPN,AWFPC, AWPF, Las, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review completed.</li> </ul>	
<b>2.2</b> There is improved understanding of the Mental	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Create accessible download fact sheet to place on website and disseminate.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team</b></li> <li>• <i>Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Sheet produced and available through website</li> </ul>	Greater awareness of MCA amongst members and subscribers.
	<ul style="list-style-type: none"> <li>• Hold two seminars to highlight financial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, Info</b></li> </ul>	<ul style="list-style-type: none"> <li>• Events held, numbers</li> </ul>	

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Capacity Act amongst people with learning disabilities, carers and professionals, and we are able to monitor its effectiveness.	aspects/Court of Protection.	<b>Team,</b> • <i>AWLDAN, AWFPC, AWPf</i>	attending and feedback.	
	• Build into core training programme training sessions on Mental Capacity Act	• <b>T&amp;E Team</b>	• Training dates published • Training held, numbers attending • Evaluation	
	• Set up task group with partners in LDiAG to review test cases for impact • Draft paper	• <b>D, Info Team, Admin Team</b> • <i>LDiAG members</i>	• Task group set up, research done • Paper produced	Paper put forward through LDiAG to Minister
<b>2.2</b> There is improved understanding of the Mental Capacity Act amongst people with learning disabilities, carers and professionals, and we are able to monitor its effectiveness.	<b>YEAR 2</b> • Produce good practice guidance for professionals working with people with learning disabilities • Hold national event surrounding issues of capacity and the MCA. Launch good practice guidance	• <b>D, AD, Staff, T&amp;E Team</b> • <i>AWPF, AWfPC, AWCLN, AWLDAN and wider members</i>	• Guidance produced • Event held, guidance launched, numbers attending. • Guidance disseminated	Good practice guidance available in all local authorities, NHS bodies and member organisations  Fewer queries over act and minimal evidence demonstrating mis-use of act with people with learning disabilities.
<b>2.2</b> There is improved understanding of the Mental Capacity Act amongst people	<b>YEAR 3</b> • Review work done on promoting and informing on Mental Capacity Act in Years 1 & 2 within our membership.	• <b>D, AD, T&amp;E Team, Info Team</b> • <i>AWLDAN, AWfPC, AWPf</i>	• Plan review • Review completed and results published on website.	Any future needs put in next 3 year business plan

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with learning disabilities, carers and professionals, and we are able to monitor its effectiveness.				
<b>2.3</b> There is a greater understanding amongst targeted audiences of the potential advantages for more children with learning disabilities accessing integrated pre-school and childcare opportunities.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Publish report on findings from review in 2007/08, including in accessible format.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, CYPDO</b></li> <li>• <i>AWLDAN, AWFPC, AWPf</i></li> </ul>	<ul style="list-style-type: none"> <li>• Report written and published.</li> <li>• Accessible version published.</li> </ul>	Awareness raised nationally on current status of service delivery & accessibility. 3 key priorities set out to support change and collaborative partnership established
	<ul style="list-style-type: none"> <li>• Disseminate report o all LAs &amp; AMs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, Admin Team</b></li> <li>• <i>Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Document disseminated</li> </ul>	
	<ul style="list-style-type: none"> <li>• Explore potential for collaboration with organisations to include, Flying Start, CWYVS &amp; Kids Club Cymru</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CYPDO</b></li> <li>• <i>Children's C of I</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meeting held</li> <li>• Partnership agreed</li> </ul>	
	<ul style="list-style-type: none"> <li>• Partnership agree 3 main priorities to improve opportunity to accessing integrated children's activities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, CYPDO</b></li> <li>• <i>Children's C of I</i></li> </ul>	<ul style="list-style-type: none"> <li>• Priorities agreed.</li> </ul>	
<b>2.3</b> There is a greater understanding amongst targeted audiences of the potential advantages for more children	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Partnership to work with local parent groups, relevant organisations and key leads across agencies to put into practice 3 priorities for change to increase accessibility through local plans, strategies and pilots.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, CYPDO, Info Team</b></li> <li>• <i>Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing contact made with local carers and support organisations.</li> <li>• Lobbying of relevant agencies.</li> </ul>	Commitment to increasing opportunities agreed at national policy level.
	<ul style="list-style-type: none"> <li>• Partnership to hold meetings with relevant AMs to discuss national policy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO, Admin Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> </ul>	

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with learning disabilities accessing integrated pre-school and childcare opportunities.	and commitment to increasing opportunity and accessibility to children with learning disabilities accessing integrated pre-school and childcare opportunities.	<ul style="list-style-type: none"> <li>• <i>Children's C of I, wider members</i></li> </ul>		
<b>2.3</b> There is a greater understanding amongst targeted audiences of the potential advantages for more children with learning disabilities accessing integrated pre-school and childcare opportunities.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Hold 2 seminars in conjunction with Welsh Assembly Government to highlight best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, CYPDO</b></li> <li>• <i>WAG, Children's C of I</i></li> </ul>	<ul style="list-style-type: none"> <li>• Seminars held. Number of delegates attending.</li> </ul>	Increased number of opportunities available to children with learning disabilities to attend integrated pre-school and childcare settings.
<b>2.4</b> There is a better balance between safeguarding and risk-taking for children and adults with a learning disability.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Identify stories that demonstrate good balance between risk and safety – produce edition of Llais demonstrating good practice</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Stories gathered</li> <li>• Llais edition produced and published.</li> </ul>	Membership has increased knowledge.
	<ul style="list-style-type: none"> <li>• Hold public lobbying meeting with members to influence Equalities Minister and WAG policy on freedom of choice for people with a learning</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, T&amp;E Team, CYPDO, Info Team</b></li> <li>• <i>Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meeting held, ministerial attendance, members' attendance, information disseminated.</li> </ul>	Renewed commitment to freedom of choice surrounding risk and

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	disability.			people with learning disabilities from WAG.
<b>2.4</b> There is a better balance between safeguarding and risk-taking for children and adults with a learning disability.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Arrange two events (sponsored by Welsh Assembly Government) with LAs to look at signing up to providing services with a better balanced approach to risk taking for people with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team, CYPDO, Info Team</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Events held, LA/education and health officials attendance, Evaluation</li> <li>• Sign up process created and results published</li> </ul>	Public commitment to right to take considered risks, Increased evidence of desire to change risk averse culture.
	<ul style="list-style-type: none"> <li>• With partners, explore impact of child protection measures on opportunities for children with learning disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, CYPDO</b></li> <li>• <i>Children in Wales, Fostering Network</i></li> </ul>	<ul style="list-style-type: none"> <li>• Survey conducted</li> <li>• Results published</li> </ul>	Greater understanding of current situation in Wales.
<b>2.4</b> There is a better balance between safeguarding and risk-taking for children and adults with a learning disability.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Review held with membership to assess positive changes made as a result of lobbying work in Years 1 and 2</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, T&amp;E Team</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review planned and conducted..</li> <li>• Any future actions identified.</li> </ul>	Public commitment to right to take considered risks, Increased evidence of desire to change risk averse culture.
<b>2.5</b> Increase awareness of good practice and lead by example in how information can be made more accessible to people with	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Increase awareness of, and use of accessible information service through targeted marketing.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, RC, D</b></li> </ul>	<ul style="list-style-type: none"> <li>• Target audience agreed</li> <li>• Marketing material produced and disseminated</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of requests to make information accessible.</li> <li>• Income generated.</li> <li>• Public information is more accessible to children and adults with a learning disability.</li> </ul>
	<ul style="list-style-type: none"> <li>• Run courses on differing methods of communication techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of courses run, numbers attending</li> <li>• Evaluation</li> </ul>	

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learning disabilities.				<ul style="list-style-type: none"> <li>• Greater access to useful training on communication tools and techniques.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve our own practice through implementing recommendations of Accessible Task &amp; Implementation Group established in last Business Plan</li> </ul>	<b>D, AD, T&amp;E Team, Info Team</b>	<ul style="list-style-type: none"> <li>• Recommendations approved</li> <li>• Improvements made.</li> </ul>	<ul style="list-style-type: none"> <li>• LDW information is more accessible and more service user led.</li> </ul>
	<ul style="list-style-type: none"> <li>• Look to establish a project that employs people with a learning disability as journalists, working with new multi-media information systems.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, RC, Info team, training team</b></li> <li>• <i>AWPF</i></li> </ul>	<ul style="list-style-type: none"> <li>• Establish project outline</li> <li>• Funding applied for and given</li> </ul>	
<b>2.5</b> Increase awareness of good practice and lead by example in how information can be made more accessible to people with learning disabilities.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Build in marketing of the accessible information service into core marketing materials</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, RC, D</b></li> </ul>	<ul style="list-style-type: none"> <li>• Marketing material produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of requests to make information accessible.</li> <li>• Income generated.</li> <li>• Public information is more accessible to children and adults with a learning disability.</li> <li>• Accessibility to training</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to have information technique courses within core training programme.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Courses built into core training programme</li> </ul>	
	<ul style="list-style-type: none"> <li>• Work with members to support the Newshound project to gather 'real community' stories on personal experiences and to put these onto the LDW website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, RC, Info Team, T&amp;E Team</b></li> <li>• <i>Members, AWPF, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Stories gathered</li> <li>• Multi media information available on our website</li> </ul>	<ul style="list-style-type: none"> <li>• LDW information is more accessible and more service user led.</li> </ul>
<b>2.5</b> Increase awareness of good practice	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Review with membership to assess changes to our own practice and impact this has had</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, RC, D</b></li> <li>• <i>Members, AWPF, AWFPC, AWCLN, AWLDAN,</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review planned and conducted..</li> <li>• Any future actions identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Public information is in general more accessible to children and adults</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

and lead by example in how information can be made more accessible to people with learning disabilities.		<i>AWPCPN</i>		with a learning disability. <ul style="list-style-type: none"> <li>• Greater understanding of accessibility levels of LDW information</li> </ul>
	<ul style="list-style-type: none"> <li>• Review with membership the success of the improved accessibility of LDW information service</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team</b></li> <li>• <i>Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review carried out and results published</li> </ul>	
	<ul style="list-style-type: none"> <li>• Support the Newshound project to put together an exhibition of some of the 'real community' stories collected and use this to promote good practice to members and wider community.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, RC, Info Team, T&amp;E Team</b></li> <li>• <i>Members, AWPf, AWFPC, AWCLN, AWLDAN, AWPCPN</i></li> </ul>	<ul style="list-style-type: none"> <li>• Exhibition pulled together</li> <li>• Marketing of <i>info styles as good practice</i> put together and sent out.</li> </ul>	

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<b>AIM 3</b>
<b>To increase commitment to the rights and concerns of children and adults with a learning disability.</b>

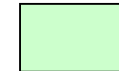
### KEY



YEAR 1



YEAR 2



YEAR 3

Staff Team: D = Director, AD = Assistant Director, TEM = Training & Events Manager, T&E Team = Training & Events Team, CYPDO = Children and Young People's Development Officer, HRCC = Human Resources & Committee Coordinator, RC = Resource Coordinator, FO = Finance Officer, Info Team = Information Team, Admin Team = Administration Team, ICPC = In Control Project Coordinator, LDiAG Officer = Learning Disability Implementation Advisory Group Officer

Collaborators: T&F Group = Task & Finish Group, C of I = Community of Interest, A to E Group = Access to Employment Group, AWLDAN = All Wales Learning Disability Advocacy Network, AWCLN= All Wales Community Living Network, AWPf= All Wales People First, CEHR = Centre for Equality & Human Rights, WAG= Welsh Assembly Government, WDRG = Wales Disability Reference Group

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<u>Strategic Outcome</u>	<u>Key Tasks</u>	<u>Key Leads / Collaborators</u>	<u>Task Indicators</u>	<u>Outcome Indicators</u>
<b>3.1</b> Welsh Assembly Government and Local Authority commitment to the rights and concerns of children with a learning disability is increased.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>As a core partner, LDW successfully contributes to the implementation and development of the Disabled Children Matter Wales campaign to influence the WAG and the National Assembly.</li> </ul>	<ul style="list-style-type: none"> <li><b>CYPDO, D, Info Team</b></li> <li><i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Campaign meetings attended</li> <li>Media coverage</li> <li>Responses from AMs and WAG</li> </ul>	Recognition of the needs of children with learning disabilities in national and local policies and plans.  DCMW Campaign reflects LDW values  Greater involvement from young people themselves
	<ul style="list-style-type: none"> <li>LDW successfully influences the development of WAG education, health and social care core policies for children with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li><b>CYPDO, D, Info Team</b></li> <li><i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings held</li> <li>Consultation responses made</li> </ul>	
	<ul style="list-style-type: none"> <li>LDW develops a reference group of children and young people with learning disabilities to provide advice on core activities</li> </ul>	<ul style="list-style-type: none"> <li><b>CYPDO, Info Team</b></li> <li><i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Reference group established</li> <li>Meetings held</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that LDW contributes to the development of WAG policies for children with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li><b>CYPDO, D, Info Team</b></li> <li><i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Membership of relevant WAG policy groups</li> <li>Meetings attended</li> <li>Responses to consultation documents</li> <li>Involvement of reference group</li> </ul>	
	<ul style="list-style-type: none"> <li>LDW increases its networking activity with members and other organisations</li> </ul>	<ul style="list-style-type: none"> <li><b>D, CYPDO, Info team</b></li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended/held.</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	working with disabled children.		<ul style="list-style-type: none"> <li>• Collaborative priorities agreed</li> <li>• Increased activity on children's policy issues.</li> </ul>	
<b>3.1</b> Welsh Assembly Government and Local Authority commitment to the rights and concerns of children with a learning disability is increased.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• With core partners, Learning Disability Wales reviews progress made on DCMW campaign and agrees any final actions needed</li> <li>• Meeting held with core partners and reference group to agree key campaign for the forthcoming year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review takes place.</li> <li>• Actions agreed.</li>   <li>• Meetings held</li> <li>• Campaign agreed</li> </ul>	Recognition of the needs of children with learning disabilities in national and local policies and plans.
	<ul style="list-style-type: none"> <li>• LDW successfully influences the development of WAG education, health and social care core policies for children with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> <li>• Consultation responses made</li> </ul>	
	<ul style="list-style-type: none"> <li>• LDW continues to support a reference group of children and young people with learning disabilities to provide policy advice to the organisation and training activity.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> <li>• Group input reflected in our activities and consultation responses</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure that LDW fully contributes to the development of WAG policies for children with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Membership of relevant WAG policy groups</li> <li>• Meetings attended</li> <li>• Responses to consultation documents</li> <li>• Involvement of reference group</li> </ul>	
	<ul style="list-style-type: none"> <li>• Learning Disability Wales maintains its networking activity with members and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners,</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended/held.</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	other organisations working with disabled children.	<i>Children's C of I, wider Members</i>	<ul style="list-style-type: none"> <li>• Collaborative priorities agreed</li> <li>• Increased activity on children's policy issues..</li> </ul>	
<b>3.1</b> Welsh Assembly Government and Local Authority commitment to the rights and concerns of children with a learning disability is increased	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• With core partners, Learning Disability Wales reviews progress made on campaign and agrees any final actions needed</li> <li>• Meeting held with core partners and reference group to agree key campaign for the forthcoming year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review takes place.</li> <li>• Actions agreed.</li> </ul> <ul style="list-style-type: none"> <li>• Meetings held</li> <li>• Campaign agreed</li> </ul>	Recognition of the needs of children with learning disabilities in national and local policies and plans.
	<ul style="list-style-type: none"> <li>• Learning Disability Wales maintains its networking activity and reviews future priorities with members and other organisations working with disabled children</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• <i>Partners, Children's C of I, wider Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended/held.</li> <li>• Priorities reviewed</li> <li>• Collaborative priorities agreed</li> </ul>	
<b>3.2</b> Adults with learning disabilities, carers, paid workers & planners have a stronger understanding of values.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Run campaign to encourage commissioners/LAs/LHBs/service providers to sign up to charter re-launched at 2007 annual conference.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team &amp; Admin</b></li> <li>• <i>AWFPC, AWP, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Number of sign ups</li> <li>• Press coverage</li> <li>• Awareness raised</li> </ul>	<ul style="list-style-type: none"> <li>• Increased take up of values training</li> <li>• Increased use of charter by other agencies.</li> <li>• Increased number of people with a learning disability being contracted to deliver training.</li> <li>• Greater understanding of the need for positive values in day to day working.</li> </ul>
	<ul style="list-style-type: none"> <li>• To further develop and deliver our core values training, including partnering/hiring as co-trainers people with a learning disability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team, T&amp;E team</b></li> <li>• <i>AWFPC, AWP, wider members, trainers consultants groups</i></li> </ul>	<ul style="list-style-type: none"> <li>• Establish group of co-trainers</li> <li>• Courses running &amp; level of attendance, evaluation</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>Actively promote values training as an essential tool for all charter signatories.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, T&amp;E Team, Info Team &amp; Admin Team</b></li> <li><i>AWFPC, AWPf, wider members, trainers consultants groups</i></li> </ul>	<ul style="list-style-type: none"> <li>Promotional material produced</li> <li>Courses marketed</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of values and greater number of trained people in Wales</li> </ul>
	<ul style="list-style-type: none"> <li>Information event organised for members on values, independence and rights including building these into existing local strategies and plans.</li> </ul>	<ul style="list-style-type: none"> <li><b>T&amp;E Team, Info team</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Promotional material produced</li> <li>Event marketed and held.</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness of values, independence and rights amongst target audience.</li> </ul>
	<ul style="list-style-type: none"> <li>Member organisations and our projects are assisted to take part in European exchange visits to promote shared values base</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info Team, CYPDO</b></li> <li><i>C of I, members</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding sought and approved</li> <li>Number of exchanges taking place</li> <li>Exchange of information and personal stories</li> </ul>	
<b>3.2</b> Adults with learning disabilities, carers, paid workers & planners have a stronger understanding of values.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Organise and hold a showcase event with commissioners/LAs/LHBs/service providers to demonstrate areas of good practice and working with strong values base.</li> </ul>	<ul style="list-style-type: none"> <li><b>TEM, AD, D, Info Team &amp; CYPDO</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Event organised and held</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Consistent commitment to Charter through examples of good practice</li> <li>Increasing public rejection of institutional models of working</li> </ul>
	<ul style="list-style-type: none"> <li>Publish edition of Llais to include examples of good practice amongst Charter signatories.</li> </ul>	<ul style="list-style-type: none"> <li><b>Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>Examples gathered</li> <li>Edition Published</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>Review local strategies &amp; plans for changes in value culture as a result of work in year 1</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD,</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Review carried out</li> <li>Gaps identified</li> <li>Further actions agreed</li> </ul>	<ul style="list-style-type: none"> <li>Strategic plans of LAs and other agencies to reflect values principles of new policy statement</li> </ul>
	<ul style="list-style-type: none"> <li>Event organised in partnership with All Wales Forum/All Wales People First for parents/carers/service users on values, independence and rights and how to lobby on local strategies</li> </ul>	<ul style="list-style-type: none"> <li><b>T&amp;E Team, admin team</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Event organised and held</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness of values, independence and rights amongst target audience.</li> <li>Collaborative working increased</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to explore opportunities for member organisations and our projects to take part in European exchange visits to promote shared values base</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info Team, CYPDO</b></li> <li><i>members</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding sought and approved</li> <li>Number of exchanges taking place</li> <li>Exchange of information and personal stories</li> </ul>	
<b>3.2</b> Adults with learning disabilities, carers, paid workers & planners have a stronger understanding of values.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Review progress made in increasing understanding of values amongst those partners worked with in years 1 and 2</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, T&amp;E Team.</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Review completed and actions agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness of values, independence and rights amongst target audience.</li> <li>Values built into working practices through shared understanding and approach</li> </ul>
<b>3.3</b> Exploit the new powers available to the Welsh Assembly Government to	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Awareness raising events for members held on the new Government of Wales Act</li> </ul>	<ul style="list-style-type: none"> <li><b>T&amp;E team</b></li> <li><i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>Events organised and held</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	Increased awareness and lobbying arising from Welsh Assembly Government legislation.

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

benefit children and adults with learning disabilities.	<ul style="list-style-type: none"> <li>• Continue to work with A.M.s, the political parties and partners to identify opportunities for new legislation as a result of the new Government of Wales Act</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• WAG, AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities identified and promoted to wider membership</li> </ul>	Increased collaboration on transition issues
	<ul style="list-style-type: none"> <li>• Continuing coverage of new legislative opportunities in Llais Update, Llais &amp; website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of topic</li> </ul>	
	<ul style="list-style-type: none"> <li>• Collaborate with partners in a regional convergence project looking at better transition from school to employment aimed to establish good practice for the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, T&amp;E Team, CYPDO</b></li> <li>• members</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners</li> <li>• Funding application submitted and approved</li> <li>• Meetings attended</li> <li>• Project proposal submitted</li> </ul>	
<b>3.3</b> Exploit the new powers available to the Welsh Assembly Government to benefit children and adults with learning disabilities.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Continue to work with A.M.s, the political parties and partners to identify opportunities for new legislation as a result of the new Government of Wales Act</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• WAG, AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities identified and promoted to wider membership</li> </ul>	Increased awareness and lobbying arising from Welsh Assembly Government legislation.
	<ul style="list-style-type: none"> <li>• Continuing coverage of new legislative opportunities in Llais Update, Llais &amp; website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of topic</li> </ul>	
	<ul style="list-style-type: none"> <li>• Provide support to convergence project through PCP training and mentoring of staff and input from reference group of young people.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, T&amp;E Team, CYPDO</b></li> <li>• members</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Training sessions arranged and held</li> <li>• Mentoring visits made</li> <li>• Reference group consulted</li> </ul>	Greater understanding of PCP within education setting and involvement of young people in planning.

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<b>3.3</b> Exploit the new powers available to the Welsh Assembly Government to benefit children and adults with learning disabilities.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Continue to work with A.M.s, the political parties and partners to identify opportunities for new legislation as a result of the new Government of Wales Act</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, CYPDO</b></li> <li>• WAG, <i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities identified and promoted to wider membership</li> </ul>	Concrete examples of benefits arising from Welsh Assembly Government legislation.
	<ul style="list-style-type: none"> <li>• Continuing coverage of new legislative opportunities in Llais Update, Llais &amp; website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of topic</li> </ul>	
	<ul style="list-style-type: none"> <li>• Provide continued support to convergence project through PCP training and mentoring of staff and input from reference group of young people.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Info Team, T&amp;E Team, CYPDO</b></li> <li>• <i>members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Training sessions arranged and held</li> <li>• Mentoring visits made</li> <li>• Reference group consulted</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

### AIM 4

**To increase the diversity and quality of service responses to reflect the individuality of children and adults with a learning disability.**

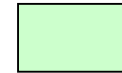
#### KEY



YEAR 1



YEAR 2



YEAR 3

Staff Team: D = Director, AD = Assistant Director, TEM = Training & Events Manager, T&E Team = Training & Events Team, CYPDO = Children and Young People's Development Officer, HRCC = Human Resources & Committee Coordinator, RC = Resource Coordinator, FO = Finance Officer, Info Team = Information Team, Admin Team = Administration Team, ICPC = In Control Project Coordinator, LDiAG Officer = Learning Disability Implementation Advisory Group Officer

Collaborators: T&F Group = Task & Finish Group, C of I = Community of Interest, A to E Group = Access to Employment Group, AWLDAN = All Wales Learning Disability Advocacy Network, AWCLN= All Wales Community Living Network, AWPf= All Wales People First, CEHR = Centre for Equality & Human Rights, WAG= Welsh Assembly Government, WDRG = Wales Disability Reference Group

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<u>Strategic Outcome</u>	<u>Key Tasks</u>	<u>Key Leads / Collaborators</u>	<u>Task Indicators</u>	<u>Outcome Indicators</u>
<b>4.1</b> The Ministers LDiAG significantly increases the diversity and quality of service responses.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Positively influence the work of the LDiAG by representing views of our membership</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended</li> <li>Issues raised and papers put forward</li> </ul>	Greater awareness of the work of the LDiAG  Greater access to feed into the work of the LDiAG by LDW members and networks
	<ul style="list-style-type: none"> <li>Ensure that through hosting the LDiAG Communication Officer post the work of the LDiAG is positively influenced and promoted through the Communication Strategy.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, LDiAG Officer</b></li> </ul>	<ul style="list-style-type: none"> <li>Information exchange events arranged and held</li> <li>Numbers attending</li> <li>Feedback gathered and presented</li> <li>Website maintenance</li> <li>Newsletter production</li> </ul>	
	<ul style="list-style-type: none"> <li>Promote good practice identified by the LDiAG to our membership and wider networks. .</li> </ul>	<ul style="list-style-type: none"> <li><b>Info Team,</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>Use Llais Update, Llais and the website to cover topics</li> </ul>	
	<ul style="list-style-type: none"> <li>Review role of LDiAG Communication Officer and Communication Strategy with LDiAG</li> </ul>	<ul style="list-style-type: none"> <li><b>D, LDiAG officer</b></li> <li>WAG</li> </ul>	<ul style="list-style-type: none"> <li>Review completed</li> </ul>	
<b>4.1</b> The Ministers LDiAG significantly increases the diversity and quality	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Positively influence the work of the LDiAG by representing views of our membership</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended</li> <li>Issues raised and papers put forward</li> </ul>	Greater awareness of the work of the LDiAG  Greater access to feed into the work of the

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

of service responses.	<ul style="list-style-type: none"> <li>• Ensure that through hosting the LDiAG Communication Officer post the work of the LDiAG is positively influenced and promoted through the Communication Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, LDiAG Officer</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information exchange events arranged and held</li> <li>• Numbers attending</li> <li>• Feedback gathered and presented</li> <li>• Website maintenance</li> <li>• Newsletter production</li> </ul>	LDiAG by LDW members and networks
	<ul style="list-style-type: none"> <li>• Promote good practice identified by the LDiAG to our membership and wider networks. .</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team</b></li> <li>• <i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Use Llais Update, Llais and the website to cover topics</li> </ul>	
	<ul style="list-style-type: none"> <li>• Review role of LDiAG Communication Officer and Communication Strategy with LDiAG</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>WAG</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review completed</li> </ul>	
<b>4.1</b> The Ministers LDiAG significantly increases the diversity and quality of service responses	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Positively influence the work of the LDiAG by representing views of our membership</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>AWFPC, AWPf, AWCLN, AWLDAN, wider members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Issues raised and papers put forward</li> </ul>	Greater awareness of the work of the LDiAG <ul style="list-style-type: none"> <li>• Greater access to feed into the work of the LDiAG by LDW members and networks.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure that through hosting the LDiAG Communication Officer post the work of the LDiAG is positively influenced and promoted through the Communication Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, LDiAG Officer</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information exchange events arranged and held</li> <li>• Numbers attending</li> <li>• Feedback gathered and presented</li> <li>• Website maintenance</li> <li>• Newsletter production</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>Promote good practice identified by the LDiAG to our membership and wider networks. .</li> </ul>	<ul style="list-style-type: none"> <li><b>Info Team</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>Use Llais Update, Llais and the website to cover topics</li> </ul>	
	<ul style="list-style-type: none"> <li>Review role of LDiAG Communication Officer and Communication Strategy with LDiAG</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li>WAG</li> </ul>	<ul style="list-style-type: none"> <li>Review completed</li> </ul>	
<b>4.2</b> Improved commissioning of services by local authorities delivers an increase in the diversity and quality of service response.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>LDW to form a campaign to Lobby for more prescriptive WAG guidance to go out to local authorities ensuring value based commissioning practice based on Person Centred Planning principles.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li>Trustees</li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider membership,</li> </ul>	<ul style="list-style-type: none"> <li>Campaign group established</li> <li>Meeting held and campaign priorities agreed</li> <li>Lobbying activity planned and undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Changes to guidance agreed. .</li> <li>Profile of need for good commissioning practice is raised</li> </ul>
	<ul style="list-style-type: none"> <li>Work with members to convene an event to promote better practice by demonstrating good examples.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD,T&amp;E Team</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider members</li> </ul>	<ul style="list-style-type: none"> <li>Gather good examples</li> <li>Event planned and undertaken</li> <li>Numbers attending</li> <li>Evaluation</li> </ul>	
<b>4.2</b> Improved commissioning of services by local authorities delivers an increase in the diversity and quality of service response.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Support WAG in dissemination of guidance</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Trustees, Info Team, Admin Team</b></li> <li>members</li> </ul>	<ul style="list-style-type: none"> <li>Administration support provided</li> </ul>	<ul style="list-style-type: none"> <li>Changes in commissioning of services being made</li> </ul>
	<ul style="list-style-type: none"> <li>Campaign group to lobby local authorities to action guidance changes within their commissioning practices.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li>AWFPC, AWPf, AWCLN, AWLDAN, wider membership</li> </ul>	<ul style="list-style-type: none"> <li>Meeting held</li> <li>Lobbying activity agreed and carried forward.</li> </ul>	
<b>4.2</b> Improved commissioning of	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Campaign group to review progress made in Years 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li>AWFPC, AWPf, AWCLN,</li> </ul>	<ul style="list-style-type: none"> <li>Review planned and undertaken</li> <li>Results published</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning of services reflects AWS principles and test</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

services by local authorities delivers an increase in the diversity and quality of service response		<i>AWLDAN.</i>	and disseminated • Take forward any identified outstanding actions	practice. • Less negative feedback from members about poor practice.
<b>4.3</b> Adults with a learning disability in Wales have an opportunity to try self directed support.	<b>YEAR 1</b> • Seek sustainable funding from LAs so that In Control Wales can function as an independent project.	• <b>AD, ICPC, FO</b>	• Funding applied for and secured	Pilot self directed support projects in Wales.  Raised awareness of self directed support
	• Support regular meetings of the project steering committee • Advisory groups established.	• <b>AD, ICPC</b> • <i>Partners, AWPf, AWfPC, AWCLN, wider Membership</i>	• Steering meetings take place. • Advisory groups membership agreed and meeting convened	
	• Support pilot self directed support projects become established.	• <b>AD, ICPC</b> • <i>Partners, AWPf, AWfPC, AWCLN, wider Membership</i>	• Participating authorities identified • Advice and support given to pilot LA's.	
	• Launch event to promote pilot of self directed support in Wales	AD, ICPC, T&E Team, Info Team, Admin Team	• Launch event arranged and held • Numbers attending	
<b>4.3</b> Adults with a learning disability in Wales have an opportunity to try self directed support	<b>YEAR 2</b> • Hold meeting with WAG representatives to discuss progress and findings.	• <b>AD, ICPC,</b> • <i>WAG, LAs, Partners, wider membership</i>	• Meeting held and information shared.	• Consolidate position of self directed support as a service option in Wales
	• Maintain steering group meetings to support monitoring of self directed support pilots	• <b>AD, ICPC,</b> • <i>Partners, Members</i>	• Steering meetings take place.	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>Steering group to provide mentoring support to local authorities participating in self directed support pilots</li> </ul>	<ul style="list-style-type: none"> <li><b>AD, ICPC,</b></li> <li><i>Partners, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Mentoring takes place</li> </ul>	
	<ul style="list-style-type: none"> <li>Advisory groups maintained to provide local support and guidance to self directed support pilots</li> </ul>	<ul style="list-style-type: none"> <li><b>ICPC,</b></li> <li><i>Advisory group</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings held</li> </ul>	
<b>4.3</b> Adults with a learning disability in Wales have an opportunity to try self directed support.	<ul style="list-style-type: none"> <li>Review work of pilots, meet people with a learning disability who are taking part and to complete evaluation.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li><i>Partners, AWPf, AWfPC, AWCLN, wider Membership</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings held, visits made and report published.</li> </ul>	<ul style="list-style-type: none"> <li>National commitment to principle of having individual budget as a model of service to choose from.</li> <li>Agreement from WAG on key priorities for taking self directed support forward in Wales</li> </ul>
	<ul style="list-style-type: none"> <li>Review progress made in Year 1 and Year 2 and to agree actions</li> </ul>	<ul style="list-style-type: none"> <li><b>AD, D</b></li> <li><i>Partners, AWPf, AWfPC, AWCLN, wider Membership</i></li> </ul>	<ul style="list-style-type: none"> <li>Meeting held and actions agreed.</li> </ul>	
	<ul style="list-style-type: none"> <li>Hold larger stakeholder meeting to include WAG, LAs, LHBs, member, etc – demonstrating impact of individual budgets in Wales and looking towards future planning strategies.</li> </ul>	<ul style="list-style-type: none"> <li><b>AD, T&amp;E Team, Info Team</b></li> <li><i>WAG, Las, LHBs, Partners, AWPf, AWfPC, AWCLN, wider Membership Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Meeting held, priorities for future agreed, commitment to take forward agreed with WAG.</li> </ul>	
<b>4.4</b> Quality of service responses are improved by developments in the recruitment, retention and training of the social care workforce and service diversity is increased by better	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Contribute to the development of the Care Council's Qualification Framework.</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li><i>members</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>% increase in retention rates for service provider staff.</li> <li>Decrease in gap for comparative rates of pay between voluntary sector and statutory sector staff.</li> <li>Overall level of funding per head for</li> </ul>
	<ul style="list-style-type: none"> <li>Positively influence the development of the social care regional partnership</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li><i>AWCLN</i></li> </ul>	<ul style="list-style-type: none"> <li>Agenda of the Regional Social Care Partnerships</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

support for voluntary sector providers.				<p>staff in learning disability services.</p> <ul style="list-style-type: none"> <li>• Increased % of service costs investing in staff training.</li> </ul>
<p><b>4.4</b> Quality of service responses are improved by developments in the recruitment, retention and training of the social care workforce and service diversity is increased by better support for voluntary sector providers.</p>	<p><b>YEAR 2</b></p> <ul style="list-style-type: none"> <li>• Contribute to the development of the Care Council's Qualification Framework.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>• % increase in retention rates for service provider staff.</li> <li>• Decrease in gap for comparative rates of pay between voluntary sector and statutory sector staff.</li> <li>• Overall level of funding per head for staff in learning disability services.</li> <li>• Increased % of service costs investing in staff training.</li> </ul>
	<ul style="list-style-type: none"> <li>• Positively influence the development of the social care regional partnership</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• AWCLN</li> </ul>	<ul style="list-style-type: none"> <li>• Agenda of the Regional Social Care Partnerships</li> </ul>	
<p><b>4.4</b> Quality of service responses are improved by developments in the recruitment, retention and training of the social care workforce and service diversity is increased by better support for voluntary sector providers.</p>	<p><b>YEAR 3</b></p> <ul style="list-style-type: none"> <li>• Contribute to the development of the Care Council's Qualification Framework.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• members</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>• % increase in retention rates for service provider staff.</li> <li>• Decrease in gap for comparative rates of pay between voluntary sector and statutory sector staff.</li> <li>• Overall level of funding per head for staff in learning disability services.</li> </ul>
	<ul style="list-style-type: none"> <li>• Positively influence the development of the social care regional partnership</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• AWCLN</li> </ul>	<ul style="list-style-type: none"> <li>• Agenda of the Regional Social Care Partnerships</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

				<ul style="list-style-type: none"> <li>Increased % of service costs investing in staff training.</li> </ul>
<b>4.5</b> More children and adults with a learning disability access direct payments and purchase more appropriate services.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Provide training on direct payments for people with learning disabilities and a range of audiences.</li> </ul>	<ul style="list-style-type: none"> <li><b>T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>Events held.</li> <li>Numbers attending.</li> <li>Evaluation</li> <li></li> </ul>	Increase in awareness of benefits of direct payments
	<ul style="list-style-type: none"> <li>Influence work of Direct Payments Overview group through regular attendance at meetings and raising member issues</li> </ul>	<ul style="list-style-type: none"> <li><b>AD</b></li> <li><i>AWPF, AWFPC, AWCLN, AWLDAN, wider Membership</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended</li> <li>Issues raised</li> </ul>	Continued input into WAG policy work
<b>4.5</b> More children and adults with a learning disability access direct payments and purchase more appropriate services	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>Review take up of direct payments and consideration given to identifying appropriate tasks for Year 3.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li><i>AWPF, AWFPC, AWCLN, AWLDAN, wider Membership</i></li> </ul>	<ul style="list-style-type: none"> <li>Review undertaken</li> <li>Tasks for year 3 agreed and planned</li> </ul>	% increase in number of children and adults accessing direct payments.
<b>4.5</b> More children and adults with a learning disability access direct payments and purchase more appropriate services	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Tasks dependent on full review in Year 2 and outcomes of self directed support pilot.</li> </ul>	<ul style="list-style-type: none"> <li><b>AD</b></li> <li><i>WAG, AWPF, AWFPC, AWCLN, AWLDAN, wider Membership</i></li> </ul>		Future strategy for direct payment support developed.
<b>4.6</b> Carers receive more active information and assistance and	<ul style="list-style-type: none"> <li>Consult with Carers community of interest on all relevant WAG legislation consultations to ensure input from carers is directly reflected in documents</li> </ul>	<ul style="list-style-type: none"> <li><b>AD</b></li> <li><i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>Consultations held</li> <li>Submissions made</li> </ul>	Greater understanding of priority needs for carers and increased number of informed

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

are given greater choice over their support systems.	<ul style="list-style-type: none"> <li>• Continue to work in partnership with the Carers Alliance to ensure voice for carers of people with a learning disability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, Carers Alliance, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Papers submitted</li> </ul>	carers for local and national lobbying.
	<ul style="list-style-type: none"> <li>• Hold event with carers to look at key priorities for next three years</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Consultation meeting held</li> <li>• Priorities agreed</li> </ul>	
	<ul style="list-style-type: none"> <li>• Support locally based carers groups to be trained on new initiatives to assist them with informing local and regional strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, Info Team, T&amp;E Team</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Training sessions held</li> <li>• Numbers of carers attending</li> <li>• Local consultation events held</li> </ul>	
<b>4.6</b> Carers receive more active information and assistance and are given greater choice over their support systems	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Work in partnership with the All Wales Forum to lobby local, regional and national commissioners on key priorities identified in year 1 through local and national events</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, info team</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Events held</li> <li>• Numbers attending</li> <li>• Number of LAs/ Health/AMS attending</li> </ul>	Increased recognition of needs of carers and reaffirmed commitment to carer support at local and national level.
	<ul style="list-style-type: none"> <li>• Continue to work in partnership with the Carers Alliance to ensure voice for carers of people with a learning disability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Papers submitted</li> </ul>	
	<ul style="list-style-type: none"> <li>• Consult with Carers community of interest on all relevant WAG legislation consultations to ensure input from carers is directly reflected in documents</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Consultations held</li> <li>• Submissions made</li> </ul>	
	<ul style="list-style-type: none"> <li>• Support locally based carers groups with assistance of All Wales Forum to be trained on new initiatives to assist them with informing local and regional strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD Info Team, T&amp;E Team,</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Training sessions held</li> <li>• Numbers of carers attending</li> <li>• Local consultation events held</li> </ul>	
<b>4.6</b> Carers receive more	<ul style="list-style-type: none"> <li>• Campaign group to carry out review of year 2 awareness and commitment</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review carried out and results published</li> </ul>	Increased recognition of needs of carers and

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

active information and assistance and are given greater choice over their support systems	campaign.	<i>membership</i>		increased number of informed carers for local and national lobbying
	<ul style="list-style-type: none"> <li>• Continue to work in partnership with the Carers Alliance to ensure voice for carers of people with a learning disability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings attended</li> <li>• Papers submitted</li> </ul>	
	<ul style="list-style-type: none"> <li>• Consult with Carers community of interest on all relevant WAG legislation consultations to ensure input from carers is directly reflected in documents</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Consultations held</li> <li>• Submissions made</li> </ul>	
<ul style="list-style-type: none"> <li>• Support locally based carers groups to be trained on new initiatives to assist them with informing local and regional strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD Info Team, T&amp;E Team</b></li> <li>• <i>AWFPC, wider membership</i></li> </ul>	<ul style="list-style-type: none"> <li>• Training sessions held</li> <li>• Numbers of carers attending</li> <li>• Local consultation events held</li> </ul>		

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

### AIM 5

**To maintain and enhance the accountability, efficiency, effectiveness, financial sustainability and governance of the organisation in order to uphold its values and deliver its mission and aims.**

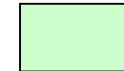
#### KEY



YEAR 1



YEAR 2



YEAR 3

Staff Team: D = Director, AD = Assistant Director, TEM = Training & Events Manager, T&E Team = Training & Events Team, CYPDO = Children and Young People's Development Officer, HRCC = Human Resources & Committee Coordinator, RC = Resource Coordinator, FO = Finance Officer, Info Team = Information Team, Admin Team = Administration Team, ICPC = In Control Project Coordinator, LDiAG Officer = Learning Disability Implementation Advisory Group Officer

Collaborators: T&F Group = Task & Finish Group, C of I = Community of Interest, A to E Group = Access to Employment Group, AWLDAN = All Wales Learning Disability Advocacy Network, AWCLN= All Wales Community Living Network, AWPf= All Wales People First, CEHR = Centre for Equality & Human Rights, WAG= Welsh Assembly Government, WDRG = Wales Disability Reference Group

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

<u>Strategic Outcome</u>	<u>Key Tasks</u>	<u>Key Leads / Collaborators</u>	<u>Task Indicators</u>	<u>Outcome Indicators</u>
<b>5.1</b> The values and mission of the organisation are understood by trustees, staff members, partners and funders, and are safeguarded.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• With the support of the PQASSO model, monitor activities undertaken to ensure that they are furthering the values and mission of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, Core staff</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Complete PQASSO up to Level 2</li> <li>• PQASSO internal monitoring reports are positive</li> </ul>	Progress in safeguarding the values and mission of the organisation can be measured
	<ul style="list-style-type: none"> <li>• Produce regular reports on our work that meet the needs of trustees, members, partners, funders and wider society.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team, RC, FO</b></li> </ul>	<ul style="list-style-type: none"> <li>• Various annual and periodic reports are provided.</li> </ul>	All audiences have an understanding of the work of LDW.
	<ul style="list-style-type: none"> <li>• The website is developed and maintained as an important communication medium between LDW and our audiences.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info team</b></li> <li>• <i>Trustees, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Regular review and maintenance of website takes place</li> <li>• Website receives a steady number of 'hits' per month, interactive parts of site are well used.</li> </ul>	
<b>5.1</b> The values and mission of the organisation are understood by trustees, staff members, partners and funders, and are safeguarded.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• With the support of the PQASSO model, monitor activities undertaken to ensure that they are furthering the values and mission of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, RC, Core Staff,</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Complete PQASSO up to Level 3</li> <li>• PQASSO internal monitoring reports are positive</li> </ul>	Progress in safeguarding the values and mission of the organisation can be measured.
	<ul style="list-style-type: none"> <li>• Work is commenced on new 3 year plan for the organisation for the period 2011/12-2013/14.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, core staff</b></li> <li>• <i>Members, Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> <li>• First drafts of strategic/business plan developed</li> </ul>	Progress made on future strategic/business plan.
	<ul style="list-style-type: none"> <li>• Produce regular reports about work that meet the needs of trustees, members,</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team, RC, FO</b></li> </ul>	<ul style="list-style-type: none"> <li>• Various annual and periodic reports are</li> </ul>	All audiences have a better understanding of

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	partners, funders and wider society.		provided.	the work of LDW.
	<ul style="list-style-type: none"> <li>The website is developed and maintained as an important communication medium between LDW and our audiences.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info team</b></li> <li><i>Trustees, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Regular review and maintenance of website takes place</li> <li>Website receives a steady number of 'hits' per month, interactive parts of site are well used.</li> </ul>	
<b>5.1</b> The values and mission of the organisation are understood by trustees, staff members, partners and funders, and are safeguarded.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>With the support of the PQASSO model, monitor activities undertaken to ensure that they are furthering the values and mission of the organisation</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, RC, core staff,</b></li> <li><i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>PQASSO internal monitoring reports are positive</li> </ul>	Progress in safeguarding the values and mission of the organisation can be measured
	<ul style="list-style-type: none"> <li>Work is completed on new 3 year plan for the organisation for the period 2011/12-2013/14</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, core staff</b></li> <li><i>Members, Trustees,</i></li> </ul>	<ul style="list-style-type: none"> <li>Meetings held</li> <li>Strategic/business plan approved by Trustees and published</li> </ul>	Core grant <b>2011/12-2013/14</b> secured
	<ul style="list-style-type: none"> <li>Produce regular reports on our work that meet the needs of trustees, members, partners, funders and wider society.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info Team, RC, FO</b></li> </ul>	<ul style="list-style-type: none"> <li>Various annual and periodic reports are provided.</li> </ul>	All audiences have a good understanding of the work of LDW.
	<ul style="list-style-type: none"> <li>The website is developed and maintained as an important communication medium between LDW and our audiences.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, Info team,</b></li> <li><i>Trustees, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>Regular review and maintenance of website takes place</li> <li>Website receives a steady number of 'hits' per month, interactive parts of site are well used..</li> </ul>	
<b>5.2</b> To provide services	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Prepare and circulate 11 editions of our</li> </ul>	<ul style="list-style-type: none"> <li><b>Info Team, D, AD</b></li> </ul>	<ul style="list-style-type: none"> <li>Number of editions printed</li> </ul>	<ul style="list-style-type: none"> <li>Readers are better informed.</li> </ul>

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to our members and partners that benefit them in their work with children and adults with learning disabilities and further LDW's mission.	newsletter per annum, Llais Update.	• <i>members</i>	• Feedback	
	• Prepare and circulate 4 editions per annum of our magazine Llais	• <b>Info Team,</b> • <i>Editor, Members</i>	• Number of editions published • Feedback	
	• Maintain and develop enews and other communication methods with members.	• <b>Info Team,</b> <b>Admin Team</b>	• Number of communications • Feedback	
	• Provide an information service to members	• <b>Info Team</b>	• Number of enquiries • Feedback	• Satisfaction level of enquirers.
	• The website is developed and maintained as an important communication medium between LDW and our audiences.	• <b>D, AD, IO,</b> • <i>Trustees, Members</i>	• Regular review and maintenance of website takes place • Website receives a steady number of 'hits' per month, interactive parts of site are well used.	
	• A core training programme is developed and delivered.	• <b>T&amp;E Team, AD,</b> <b>Info Team,</b> <b>CYPDO, D,</b> <b>Admin Team</b>	• Number of events held • Numbers attending • Evaluation	• Delegates/participants are better informed.
<b>5.2</b> To provide services to our members and partners that benefit them in their work with children and adults with learning disabilities and further LDW's	<b>YEAR 2</b> • Prepare and circulate 11 editions of our newsletter per annum, Llais Update.	• <b>Info Team, D,</b> <b>AD</b> • <i>members</i>	• Number of editions printed • Feedback	• Readers are better informed.
	• Prepare and circulate 4 editions per annum of our magazine Llais	• <b>Info Team,</b> • <i>Editor, Members</i>	• Number of editions published • Feedback	
	• Maintain and develop enews and other communication methods with members.	• <b>Info Team,</b> <b>Admin Team</b>	• Number of communications • Feedback	

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mission.	<ul style="list-style-type: none"> <li>• Provide an information service to members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of enquiries</li> <li>• Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction level of enquirers.</li> </ul>
	<ul style="list-style-type: none"> <li>• The website is developed and maintained as an important communication medium between LDW and our audiences.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, IO,</b></li> <li>• <i>Trustees, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Regular review and maintenance of website takes place</li> <li>• Website receives a steady number of 'hits' per month, interactive parts of site are well used.</li> </ul>	
	<ul style="list-style-type: none"> <li>• A core training programme is developed and delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, AD, Info Team, CYPDO, D, Admin Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of events held</li> <li>• Numbers attending</li> <li>• Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Delegates/participants are better informed.</li> </ul>
<b>5.2</b> To provide services to our members and partners that benefit them in their work with children and adults with learning disabilities and further LDW's mission.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Prepare and circulate 11 editions of our newsletter per annum, Llais Update.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, D, AD</b></li> <li>• <i>Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Number of editions printed</li> <li>• Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Readers are better informed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare and circulate 4 editions per annum of our magazine Llais</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team,</b></li> <li>• <i>Editor, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Number of editions published</li> <li>• Feedback</li> </ul>	
	<ul style="list-style-type: none"> <li>• Maintain and develop enews and other communication methods with members.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team, Admin Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of communications</li> <li>• Feedback</li> </ul>	
	<ul style="list-style-type: none"> <li>• Provide an information service to members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of enquiries</li> <li>• Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction level of enquirers.</li> </ul>
	<ul style="list-style-type: none"> <li>• The website is developed and maintained as an important communication medium between LDW and our audiences.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, IO,</b></li> <li>• <i>Trustees, Members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Regular review and maintenance of website takes place</li> <li>• Website receives a steady number of 'hits' per month, interactive parts of site are well used.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	<ul style="list-style-type: none"> <li>• A core training programme is developed and delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>T&amp;E Team, AD, Info Team, CYPDO, D, Admin Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of events held</li> <li>• Numbers attending</li> <li>• Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Delegates/participants are better informed.</li> </ul>	
<b>5.3</b> Ensure that we operate in an accountable, effective, responsible and financially sustainable manner.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Identify, establish and regularly review policies and procedures required by law and relevant to the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, HRCC,</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of all relevant HR and financial policies &amp; procedures reviewed &amp; updated as required by F&amp;P sub-committee.</li> </ul>	We can evidence that we meet best practice and all required standards including Charity Commission, SORP, Companies House and Health & Safety	
	<ul style="list-style-type: none"> <li>• Ensure that all HR policies fully reflect our values diversity and equality.</li> </ul>				
	<ul style="list-style-type: none"> <li>• Ensure that there are clear lines of accountability, delegation and appropriate support for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Supervision takes place regularly</li> <li>• Regular meetings between D &amp; AD</li> </ul>		
	<ul style="list-style-type: none"> <li>• Ensure as a minimum that LDW achieves a balanced budget in its core and project activities, and that it generates a surplus if possible.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Core bids submitted on full cost recovery basis</li> <li>• Financial and Management accounting reports</li> </ul>		Surpluses achieved.
	<ul style="list-style-type: none"> <li>• Ensure that LDW achieves its target for financial reserves in line with Charity Commission requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports.</li> </ul>		Reserves increase
	<ul style="list-style-type: none"> <li>• Ensure that LDW maximises existing sources of income.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports monitored and acted upon.</li> </ul>		Increase in income.
<b>5.3</b> Ensure that we operate in an	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Identify, establish and regularly review policies and procedures required by law</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, HRCC, Finance Team</b></li> <li>• <i>Trustees,</i></li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of all relevant HR and financial policies &amp;</li> </ul>	We can evidence that we meet best practice and all required	

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accountable, effective, responsible and financially sustainable manner.	and relevant to the organisation		procedures reviewed & updated as required by F&P sub-committee.	standards including Charity Commission, SORP, Companies House and Health & Safety	
	<ul style="list-style-type: none"> <li>• Ensure that all HR policies fully reflect our values diversity and equality.</li> </ul>				
	<ul style="list-style-type: none"> <li>• Ensure that there are clear lines of accountability, delegation and appropriate support for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD,</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Supervision takes place regularly</li> <li>• Regular meetings between D &amp; AD</li> </ul>		
	<ul style="list-style-type: none"> <li>• Ensure as a minimum that LDW achieves a balanced budget in its core and project activities, and that it generates a surplus if possible.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Core bids submitted on full cost recovery basis</li> <li>• Financial and Management accounting reports.</li> </ul>	Surpluses achieved.	
	<ul style="list-style-type: none"> <li>• Ensure that LDW achieves its target for financial reserves in line with Charity Commission requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports.</li> </ul>	Reserves increase.	
	<ul style="list-style-type: none"> <li>• Ensure that LDW maximises existing sources of income.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports monitored and acted upon..</li> </ul>	Increase in income.	
<b>5.3</b> Ensure that we operate in an accountable, effective, responsible and financially sustainable manner.	<b>YEAR 3</b>	<ul style="list-style-type: none"> <li>• Identify, establish and regularly review policies and procedures required by law and relevant to the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, HRCC, Finance Team</b></li> <li>• <i>trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of all relevant HR and financial policies &amp; procedures reviewed &amp; updated as required by F&amp;P sub-committee.</li> </ul>	We can evidence that we meet best practice and all required standards including Charity Commission, SORP, Companies House and Health & Safety
	<ul style="list-style-type: none"> <li>• Ensure that all HR policies fully reflect our values diversity and equality.</li> </ul>				
	<ul style="list-style-type: none"> <li>• Ensure that there are clear lines of accountability, delegation and appropriate support for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Supervision takes place regularly</li> </ul>		

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			<ul style="list-style-type: none"> <li>• Regular meetings between D &amp; AD</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure as a minimum that LDW achieves a balanced budget in its core and project activities, and that it generates a surplus if possible.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Core bids submitted on full cost recovery basis</li> <li>• Financial and Management accounting reports.</li> </ul>	Surpluses achieved.
	<ul style="list-style-type: none"> <li>• Ensure that LDW achieves its target for financial reserves in line with Charity Commission requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports.</li> </ul>	Target figure achieved.
	<ul style="list-style-type: none"> <li>• Ensure that LDW maximises existing sources of income.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Finance Team,</b></li> <li>• <i>Treasurer, F&amp;P Sub-Committee</i></li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Management accounting reports monitored and acted upon.</li> </ul>	Increase in income.
<b>5.4</b> Ensure that the Management Committee of Trustees functions effectively and that it fulfils its governance responsibilities.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>• Ensure that there are clear statements of roles, responsibilities, delegation of powers and conduct of meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, HRCC</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• All key roles &amp; processes are defined and documented within Trustee Handbook which is reviewed annually</li> </ul>	Key tasks are undertaken and completed and there is a measurable achievement of the majority of the strategic outcomes.
	<ul style="list-style-type: none"> <li>• Ensure that the composition of the committee reflects the nature of the memberships and has the correct range of skills.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, HRCC, Info Team</b></li> <li>• <i>Trustees,</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inviting representation from relevant communities of interest</li> <li>• Skills audit of trustees is regularly reviewed.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure that members and staff have a clear understanding of the committees' role.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• All new trustees receive an induction.</li> <li>• Staff have access to</li> </ul>	

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			Trustee Handbook	
	<ul style="list-style-type: none"> <li>• Ensure that the committee reviews its own performance.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Trustees regularly set aside time to review their performance through the management committee residential</li> </ul>	
<b>5.4</b> Ensure that the Management Committee of Trustees functions effectively and that it fulfils its governance responsibilities.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Ensure that there are clear statements of roles, responsibilities, delegation of powers and conduct of meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, HRCC</b></li> <li>• <i>trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• All key roles &amp; processes are defined and documented within Trustee Handbook which is reviewed annually</li> </ul>	Key tasks are undertaken and completed and there is a measurable achievement of the majority of the strategic outcomes.
	<ul style="list-style-type: none"> <li>• Ensure that the composition of the committee reflects the nature of the memberships and has the correct range of skills.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, HRCC</b></li> <li>• <i>trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inviting representation from relevant communities of interest</li> <li>• Skills audit of trustees is regularly reviewed.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure that members and staff have a clear understanding of the committees' role.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, HRCC, Info Team</b></li> <li>• <i>trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• All new trustees receive an induction.</li> <li>• Staff have access to Trustee Handbook</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure that the committee reviews its own performance.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D</b></li> <li>• <i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>• Trustees regularly set aside time to review their performance through the management committee residential</li> </ul>	

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<b>5.4</b> Ensure that the Management Committee of Trustees functions effectively and that it fulfils its governance responsibilities.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>Ensure that there are clear statements of roles, responsibilities, delegation of powers and conduct of meetings.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, HRCC</b></li> <li><i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>All key roles &amp; processes are defined and documented within Trustee Handbook which is reviewed annually</li> </ul>	Key tasks are undertaken and completed and there is a measurable achievement of the majority of the strategic outcomes.
	<ul style="list-style-type: none"> <li>Ensure that the composition of the committee reflects the nature of the memberships and has the correct range of skills.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, HRCC</b></li> <li><i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>Inviting representation from relevant communities of interest</li> <li>Skills audit of trustees is regularly reviewed.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that members and staff have a clear understanding of the committees' role.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD, HRCC, Info Team</b></li> <li><i>trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>All new trustees receive an induction.</li> <li>Staff have access to Trustee Handbook.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that the committee reviews its own performance.</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b></li> <li><i>Trustees</i></li> </ul>	<ul style="list-style-type: none"> <li>Trustees regularly set aside time to review their performance through the management committee residential</li> </ul>	
<b>5.5</b> The role of members, communities of interest and trustees in fulfilling the mission of the organisation is strengthened.	<b>YEAR 1</b> <ul style="list-style-type: none"> <li>Strengthen communication links/processes between members, C of Is and Trustees.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> <li><i>Trustees, C of Is</i></li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of existing processes/Consultation with members</li> <li>Clear process agreed</li> </ul>	<ul style="list-style-type: none"> <li>Improved information flows.</li> <li>More coverage of 'local' issues in Update.</li> <li>Improved responses to consultation documents.</li> </ul>
	<ul style="list-style-type: none"> <li>Place all committee papers on our website.</li> </ul>	<ul style="list-style-type: none"> <li><b>Admin Team, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>Information on web.</li> </ul>	
	<ul style="list-style-type: none"> <li>Personal blogs to be kept by Director and Assistant Director.</li> </ul>	<ul style="list-style-type: none"> <li><b>D, AD</b></li> </ul>	<ul style="list-style-type: none"> <li>Information on web.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Hold 4 regional seminars on topical issues.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Events held, numbers attending. Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• More explicit ownership of the organisations activities by member.</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct a members' survey and discuss findings with trustees</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Survey produced, disseminated and results published.</li> <li>• Meeting held with management committee</li> </ul>	
<b>5.5</b> The role of members, communities of interest and trustees in fulfilling the mission of the organisation is strengthened.	<b>YEAR 2</b> <ul style="list-style-type: none"> <li>• Strengthen communication links/processes between members, C of Is and Trustees.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> <li>• <i>Trustees, C of Is</i></li> </ul>	<ul style="list-style-type: none"> <li>• Process agreed in Year 1 actioned.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved information flows.</li> <li>• More coverage of 'local' issues in Update.</li> <li>• Improved responses to consultation documents.</li> <li>• More explicit ownership of the organisations activities by member.</li> </ul>
	<ul style="list-style-type: none"> <li>• Place all committee papers on our website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Admin Team, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information on web.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Personal blogs to be kept by Director and Assistant Director.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information on web.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Hold 4 regional seminars on topical issues.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Events held, numbers attending. Evaluation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Conduct a members' survey and discuss findings with trustees</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Survey produced, disseminated and results published.</li> <li>• Meeting held with management committee</li> </ul>	
<b>5.5</b> The role of members, communities of interest and trustees in fulfilling the mission of the organisation is strengthened.	<b>YEAR 3</b> <ul style="list-style-type: none"> <li>• Strengthen communication links/processes between members, C of Is and Trustees.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> <li>• <i>Trustees, C of Is</i></li> </ul>	<ul style="list-style-type: none"> <li>• Review impact of agreed process</li> </ul>	<ul style="list-style-type: none"> <li>• Improved information flows.</li> <li>• More coverage of 'local' issues in Update.</li> <li>• Improved responses to consultation documents.</li> <li>• More explicit ownership of the organisations</li> </ul>
	<ul style="list-style-type: none"> <li>• Place all committee papers on our website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Admin Team, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information on web.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Personal blogs to be kept by Director and Assistant Director.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD</b></li> </ul>	<ul style="list-style-type: none"> <li>• Information on web.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Hold 4 regional seminars on topical</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD, T&amp;E Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Events held, numbers</li> </ul>	

## STRATEGIC IMPLEMENTATION PLAN – 2008/2011

	issues.		attending. Evaluation	activities by member.
	<ul style="list-style-type: none"> <li>• Conduct a members' survey and discuss findings with trustees</li> </ul>	<ul style="list-style-type: none"> <li>• <b>D, AD, Info Team</b></li> </ul>	<ul style="list-style-type: none"> <li>• Survey produced, disseminated and results published.</li> <li>• Meeting held with management committee</li> </ul>	

**Date: 19<sup>th</sup> October 2007**