
NATIONAL FEDERATION OF VOLUNTARY BODIES

Providing Services to People with Intellectual Disability



National Federation Secretariat

Service Plan 2012

Introduction

I am very pleased to present the Service Plan of the Secretariat of the National Federation of Voluntary Bodies for 2012.

The National Federation of Voluntary Bodies Providing Services to People with Intellectual Disability is a national umbrella organisation for voluntary/non-statutory agencies who provide direct services to people with intellectual disability in Ireland. Our 62 member organisations provide services to 22,000 people with intellectual disability and their families in the Republic of Ireland, employ 15,500 staff in a wide range of roles and have the benefit of the contribution of well over 3000 volunteers. Our members account for in excess of 85% of this country's direct service provision to people with an intellectual disability. The services provided by National Federation member organisations are aspired on the values as set out in the O'Brien Principles (1987) of Inclusion, Choice, Dignity, Respect, Participation and Contribution. They are rooted in the rights based perspective that people who avail of intellectual disability services have the right to live full and active lives, and be active participating members of their own community.

During the course of 2011, the National Federation of Voluntary Bodies implemented in full the provisions of its revised Memorandum & Articles of Association culminating in the establishment of five new Area Federation Committees, the election of a new Board of Directors and the formulation of a new Strategic Plan to give direction to the Federation over the period 2011-2014. The formulation of the Strategic Plan was based on a comprehensive consultation process with our membership through our Area Federation Committee network and five key strategy priorities were identified as follows:

1. To provide guidance and leadership to our member organisations in the shaping and implementation of National Policy.
2. Consolidate our commitment to continuous quality improvement and innovation.
3. Staff employed and volunteers engaged by member organisations should be equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability.
4. Comprehensively review the funding and financial issues affecting the sector.
5. To deepen our relationship with key external stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities.

Our Service Plan for 2012 outlines a detailed set of actions which will give effect to the strategic priorities identified. Our main priority during 2012 will be to provide support and leadership to our members in the management and delivery of change.

As the sector embraces the most significant policy and funding challenges in decades the need for capacity building and strengthened cohesion amongst our membership at the national, regional and local levels has never been more important and we will be developing specific initiatives to address these issues.

It is critically important that we consider how best we can support and include people with intellectual disability, and their families, in the decision making processes that affect their lives and we will be working closely with our Quality Sub Committee in this important work.

We are very conscious of the many and varied challenges presenting to our sector at this time and given the limited nature of our resources it will be necessary for us to prioritise our actions which we will do with the agreement and guidance of our Board.

In order to ensure that we remain focussed and on track in terms of delivery of our Service Plan we are committed to monthly team meetings and a mid-term review of our performance in Summer 2012.

We rely heavily on our Sub Committee structure to assist us in the delivery of our Service Plan. In 2012, our Sub Committees will be substantially reduced in number but will remain a very important resource to us and I want to place on record in advance my gratitude to members for their practical support to us without which it would be impossible to deliver our Service Plan for 2012.

**Brian O'Donnell,
Chief Executive,
National Federation of Voluntary Bodies.**

Strategic Priority 1: To provide guidance and leadership to our member organisations in the shaping and implementation of National Policy.

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<ul style="list-style-type: none"> ■ Support our membership in the management of change through the development of best practice change management guidelines. 	<ul style="list-style-type: none"> ■ Working closely with the Board we will implement our Strategic Plan and provide effective leadership in the management of the current change agenda. ■ We will finalise and publish our Guidelines document on Person Centred Medication Management (PCMM). 	<p>Ongoing</p> <p>Q3</p>
<ul style="list-style-type: none"> ■ Provide practical support in the implementation of all new relevant National Policy Initiatives. 	<p>At a National level we will co-operate with the statutory authorities in the implementation of key policies as follows:</p> <ul style="list-style-type: none"> ■ Value for Money and Policy Review ■ New Directions – HSE’s Report on Review of Adult Day Services; <ul style="list-style-type: none"> ➤ Co-operate with the HSE in the development of a high level national implementation plan. ■ Congregated Settings Report. <ul style="list-style-type: none"> ➤ Agree with HSE a date for the cessation of admissions to congregated settings ➤ Work with HSE and Department of Environment, Community and Local Government in the development of a high level, national framework to ensure co-ordination between the implementation of the recommendations of the report on congregated settings and the National Housing Strategy for people with a disability. ➤ Co-operate with HSE in the development of a national implementation plan ➤ Through our Area Federation Committees work closely with HSE in development of regional and area level implementation plans based on the national implementation plan. ➤ Through our Next Steps project, identify a number of demonstration sites to test feasibility and identify best practice. ■ Progressing Disability Services for Children and Young People (PDSCYP) <ul style="list-style-type: none"> ➤ Work with HSE in the development of regional and area level implementation plans ➤ Co-operate with HSE in establishing clear pathways and links to school services 	<p>Ongoing</p> <p>Q2</p> <p>Q3</p> <p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q1</p> <p>Q1-Q4</p> <p>Q3</p>

	<ul style="list-style-type: none"> ➤ Work with HSE in commencing the reconfiguration of available resources in those areas where plans are completed. ➤ Supporting our members in the implementation of PDSCYP via our reference group ➤ Promoting family centred practice and family leadership ■ Children's First policy ➤ Cooperate with HSE in the roll out of the Children's First policy ■ Review of Autism Services <p>We will support member organisations in the implementation of national policy including through the use of appropriate relevant tools and processes, e.g. Real Life Connections</p> <ul style="list-style-type: none"> ■ Provide support around Easy To Read materials ■ Next Steps – Showcase good learning ■ Assist in reviewing the current information systems and information needs for disability services and make recommendations for future planning. ■ Continue our engagement with the HSE in the conduct of the National Audit of Client Protection ■ Cooperate with HSE in the development and implementation of an Adult Safeguarding Policy ■ We will encourage the ratification of the UN Convention on the Rights of Persons with Disabilities by Ireland, and advance the process of alignment of service provision to the Convention requirements. ■ We will continue to work with the coalition of organisations interested in progressive Legal Capacity Legislation including supported decision-making models. We will engage with the relevant parties and consult with member organisations and stakeholders to review the Legal Capacity Bill when it is published. ■ We will engage with the Law Reform Commission on the need for reform of the Criminal Sexual Offences Act 1993, and highlight the negative impact it has on supporting people in relationships. ■ We will engage in the process to review the Mental Health Legislation 	<p>Q3</p> <p>Ongoing Ongoing</p> <p>Ongoing Ongoing</p> <p>Ongoing Ongoing</p> <p>Ongoing Ongoing Ongoing Ongoing</p> <p>Q1 and ongoing</p> <p>Q1 and ongoing</p> <p>Q1</p>
<ul style="list-style-type: none"> ■ Strengthen cohesion within the Federation at national and regional levels. 	<ul style="list-style-type: none"> ■ Each of the five Area Federation Committees will be visited at least once during 2012 by the Chief Executive and Chairperson of the National Federation of Voluntary Bodies ■ We will encourage further cooperation and cohesion between member organisations through Shared Innovative Learning events, the Next Steps Project, through the General Assemblies, Sub Committees and task groups. 	<p>Ongoing</p>

<ul style="list-style-type: none"> ■ Support effective implementation of the National Disability Strategy. 	<ul style="list-style-type: none"> ■ We will continue our active participation on the National Disability Strategy Implementation Group (NDSIG) and will keep abreast of all issues regarding implementation of the National Disability Strategy and will liaise with our member organisations on the elements of the Strategy that are working well and the elements that may require evaluation and review. 	Ongoing
<ul style="list-style-type: none"> ■ Focus on research that impacts on the provision of progressive individualised supports to people with disabilities to live a life of their choice. 	<ul style="list-style-type: none"> ■ We will adopt a research to practice agenda and will ensure that the voice of people with disabilities is heard. ■ We will build on the learning gained from the implementation of the National Federation Research Strategy to date and continue to develop a strong research base within National Federation member organisations. 	Ongoing

Strategic Priority 2: Consolidate our commitment to continuous quality improvement and innovation

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<ul style="list-style-type: none"> Be involved in the shaping and implementation of the HIQA National Standards in Residential Disability Services. 	<ul style="list-style-type: none"> Share learning from HSE audit of implementation of the HIQA standards within our member organisations Contribute to the re-drafting and shaping of the HIQA standards 	<p>Q1</p> <p>Ongoing</p>
<ul style="list-style-type: none"> Identify extent to which quality accreditation has been achieved, or is being actively pursued, by member organisations. 	<ul style="list-style-type: none"> All Members Organisations will be surveyed 	<p>Q2</p>
<ul style="list-style-type: none"> Provide practical support to member organisations in the implementation of appropriate quality systems. 	<ul style="list-style-type: none"> Our Quality Sub Committee will provide guidance and support to member organisations who are introducing quality systems. We will support our member organisations in preparation for the commencement of a system of registration and inspection of residential services for adults and children with disabilities (HIQA) 	<p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> Identify the innovative and best practice quality developments for dissemination throughout the Federation and presentation to the critical decision makers. 	<ul style="list-style-type: none"> Our Centre for Innovation & Learning will arrange 4 Shared Learning Seminars on innovative practice in the sector, the content of which will respond to the expressed learning needs of the member organisations. Guidelines will be developed on producing translated health information materials, in partnership with the HSE, through a case study of the Informing Families Project information materials development. We will develop a compendium of innovative practice examples and will share these on the National Federation website 	<p>Q1-Q4</p> <p>Q1</p> <p>Q2</p>

<ul style="list-style-type: none">■ Consider and advise on how best to support and include people with intellectual disability, and families, in the decision making processes that affect their lives.	<ul style="list-style-type: none">■ Having regard to the Shared Innovative Learning event on Participation in Decision Making which took place in October 2011, our Quality Sub Committee will develop a comprehensive strategy for effective participation of people with intellectual disability in decision making at all levels of the National Federation.	Q4
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Strategic Priority 3: Staff employed and volunteers engaged by member organisations should be equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability.

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<ul style="list-style-type: none"> ■ Ensure that training and development initiatives are focussed on skills development to meet the requirements of the new policy direction. 	<ul style="list-style-type: none"> ■ Through our HR Sub Committee we will a) survey our members to collate the existing training materials and courses that are available and share these resources amongst our membership and b) identify priority areas for learning that are relevant to the new policy direction ■ We will arrange change management training with Advanced Management (Eddie Molloy) for senior management of the member organisations ■ We will promote staff development through specific training and development initiatives aimed at enhancing service delivery and quality (e.g. through the delivery of the Front Line Managers programme; SKILL programme; customised training programmes, etc). 	<p style="text-align: center;">Q3</p> <p style="text-align: center;">Q2</p> <p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Maximise the potential of the Croke Park Agreement to achieve greater flexibility in terms of skills mix and work practices. 	<ul style="list-style-type: none"> ■ We will support member organisations to realise the potential of the Cork Park Agreement by engaging positively and constructively with all stakeholders including e.g. Health Services Executive, Trade Unions. 	<p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Identify and implement initiatives to address and overcome the challenges presented by the moratorium on public sector recruitment. 	<ul style="list-style-type: none"> ■ Our HR Sub Committee will consider the feasibility of establishing various initiatives 	<p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Ensure that the value add which a vibrant community and voluntary sector brings to the lives of people with intellectual disability is clearly articulated and understood. 	<ul style="list-style-type: none"> ■ We will proactively pursue a structured intensive communications / PR programme to showcase the added value of the voluntary sector and current best practice developments ■ We will support, develop and highlight members' expertise, innovation and positive outcomes for people with intellectual disabilities, resulting from members' work, for example, through the Next Steps Project ■ We will support our Inclusive Research Network to develop a public awareness campaign to foster 	<p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Q3</p>

	<p>positive attitudes towards a diverse and inclusive society.</p> <ul style="list-style-type: none"> ■ We will establish a task-group to quantify and highlight: <ul style="list-style-type: none"> ➤ The extent to which voluntary organisations are proactively fostering good community connections, enabling people with intellectual disability to get to know people in their own communities and highlighting the importance of interdependency in all our lives. ➤ The role played by voluntary organisations in facilitating the development of social networks to help people with intellectual disability to develop long lasting, freely chosen, relationships. ➤ The strategies developed by voluntary organisations to raise awareness of disability issues in communities. 	Q3
<ul style="list-style-type: none"> ■ Provide a support service to member organisations regarding HR matters 	<ul style="list-style-type: none"> ■ We will ensure that organisations are fully briefed on human resource / industrial relations issues through regular meetings of the Human Resources Sub Committee, meetings with Corporate Employee Relations Services, HSE and the HSE HR Directorate. ■ We will continue to engage with the Garda authorities in relation to Garda Vetting on behalf of our members ■ We will arrange for representation on all relevant national fora e.g. National Joint Council, Joint Information and Consultation Forum, etc. 	Ongoing Ongoing Ongoing

Strategic Priority 4: To deepen our relationship with key external stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities.

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<ul style="list-style-type: none"> ■ Ensure Federation is represented on all key national and regional Disability Fora. 	<ul style="list-style-type: none"> ■ We will co-operate with the establishment of HSE’s National, Regional and Local Consultative Fora and arrange for representation on each. ■ We will participate on the National Disability Strategy Implementation Group 	<p style="text-align: center;">Q2</p> <p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Strengthen our collaboration with national advocacy groups and other national organisations 	<ul style="list-style-type: none"> ■ We will arrange regular meetings with the following groups to discuss issues of mutual concern or interest: <ul style="list-style-type: none"> ➢ Inclusion Ireland; ➢ DFI; ➢ Not for Profit Business Association; ➢ National Parents & Siblings Alliance; ➢ National Advocacy Service ➢ National Disability Authority ■ We will continue our partnership with the National Institute for Intellectual Disability in providing on-going support to the Inclusive Research Network (IRN) 	<p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Collaboration with international partners 	<ul style="list-style-type: none"> ■ We will continue our active participation as a member of the European Association of Service Providers for Persons with Disabilities (EASPD). This involves <ul style="list-style-type: none"> ➢ Input into EU’s Disability Strategy 2010 – 2020, and evaluation of its implications for service provision in Ireland. ➢ Participation as a Project Partner in the EU Project on Inclusive Education for People with Intellectual Disability – Pathways to Inclusion (P2i); ➢ Continue to be represented on the Board of EASPD and on the Standing Committee on Education. ➢ Supporting the roll-out of the Informing Families Guidelines in other European countries 	<p style="text-align: center;">Ongoing</p>

Strategic Priority 5: Comprehensively review the funding and financial issues affecting the sector.

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<ul style="list-style-type: none"> ■ Develop a robust service costing methodology. 	<ul style="list-style-type: none"> ■ We will organise a two day event to consider costing methodology frameworks, Supports Intensity Scale (SIS), In Control; Tendering & Commissioning of Services ■ We will arrange for the implementation of a national pilot of a service costing methodology for the intellectual disability sector 	<p style="text-align: center;">Q1</p> <p style="text-align: center;">Q4</p>
<ul style="list-style-type: none"> ■ Consider and review Resource Allocation Models. 	<ul style="list-style-type: none"> ■ We will work with the NDA following the publication of their comparative analysis of Supports Intensity Scale (SIS) and In Control 	<p style="text-align: center;">Q3</p>
<ul style="list-style-type: none"> ■ Respond to the Government's Value for Money Report on Disability Services. 	<ul style="list-style-type: none"> ■ Engage where appropriate following the publication of the Government's Value for Money Report on Disability Services. 	<p style="text-align: center;">TBD</p>
<ul style="list-style-type: none"> ■ Examine in detail all matters relating to the commissioning and tendering for services. 	<ul style="list-style-type: none"> ■ We will arrange for a presentation on the new Service Level Agreement Template following the HSE review ■ We will prepare a discussion document on commissioning, tendering and procurement of services ■ We will develop a pre-Budget submission for the Intellectual Disability Sector. 	<p style="text-align: center;">Q1</p> <p style="text-align: center;">Q2</p> <p style="text-align: center;">Q3</p>
<ul style="list-style-type: none"> ■ Examine the feasibility of a shared services approach to achieving better value for money. 	<ul style="list-style-type: none"> ■ We will seek funding to examine the feasibility of a shared services approach through piloting in three geographical areas. ■ We will facilitate closer collaboration between member organisations in the provision of services and supports. 	<p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Ongoing</p>
<ul style="list-style-type: none"> ■ Review all matters relating to the introduction of personalised budgets. 	<ul style="list-style-type: none"> ■ We will develop a discussion paper on the area of personalised budgets 	<p style="text-align: center;">Q2</p>

Other: Efficient & Effective Operation of the National Federation of Voluntary Bodies Secretariat & Company

Key Result Area	Deliverable Output 2012	Target Completion Quarter
<p>As an incorporated company limited by guarantee it is important that the National Federation is operated in accordance with best corporate governance practice. It falls to the National Federation Secretariat to meet these obligations and also to ensure that its own affairs are managed efficiently and transparently.</p>	<ul style="list-style-type: none"> ■ During 2012, the National Federation will arrange for <ul style="list-style-type: none"> ➤ 8 meetings of Board of Directors during 2012; ➤ 4 meetings of General Assembly during 2012; ➤ An Annual General Meeting in September 2012; ➤ Establishment of new Sub Committee structure and population of membership to each; ➤ Development of a Service Plan to give effect to objectives outlined in Strategic Plan ■ The Secretariat will arrange for the preparation and audit of financial accounts, including monthly management accounts to be prepared and submitted to Chairperson of National Federation's Finance Sub Committee and quarterly management accounts to be forwarded quarterly to all Finance Sub Committee members. ■ Explore funding and other opportunities to maintain current Secretariat's service provision ■ The Secretariat will oversee the administration of the National Federation of Voluntary Bodies Pension Scheme, including liaison with New Ireland Assurance and Cornmarket. It will arrange a pension workshop for member organisations' pension administrators during 2012. ■ Review and update National Federation of Voluntary Bodies' Pension Scheme Trust Deed ■ Completion of Pension Trustees Training in line with Pension Board's requirements. ■ The Secretariat will comply with the requirements of the Freedom of Information Act by: <ul style="list-style-type: none"> ➤ Collecting quarterly FOI statistics from relevant member organisations; ➤ Collating statistics into a template and forward quarterly reports to the Department of Finance and Office of the Information Commissioner; ➤ Collating end of year statistics for inclusion in the Annual Report of the Information Commissioner. ■ We will share information amongst our member organisations and with the wider community on: innovative developments; policy and legislative issues; best practice and other areas of interest gathered by the Secretariat Team from a wide range of sources (including regular communication with member organisations, research, and consultation through Sub Committees, the National Federation's 	<p>Ongoing</p>

	<p>Board of Directors and General Assembly, and from statutory bodies and voluntary organisations).</p> <ul style="list-style-type: none"> ■ Website ■ Weekly Updates – quantify and continue to update members ■ We will facilitate networking and the sharing of information, resources and expertise between organisations through supporting the operation of the National Federation Sub Committees which are focused on key areas of work. ■ We will use the following channels to inform our members: <ul style="list-style-type: none"> ➤ our websites www.fedvol.ie and www.informingfamilies.ie ➤ quarterly newsletters; ➤ training provision; ➤ publications; ➤ conferences and seminars, including a suite of ‘Shared Learning’ seminars throughout 2012; ➤ regular e-mail bulletins; ➤ and through the meetings of the General Assembly, National Federation Board, and Sub Committees. 	
<p>Projects:</p>	<ul style="list-style-type: none"> ■ The ‘Next Steps’ Project aims to identify supports and barriers experienced by our member organisations in embracing the change agenda towards individualised supports, and to develop initiatives to support our members in this change agenda. The participant are undertaking a range of actions in key theme areas such as Staff and Management Development; People’s Involvement in Decision Making; Family Leadership; and Reconfiguration of Services, and are reporting on progress through a series of case studies. Evaluation of these initiatives will identify supports and barriers in achieving individualised supports, and the learning from the project will be shared with all key stakeholders. ■ The Informing Families Project developed <i>National Best Practice Guidelines for Informing Families of their Child’s Disability</i>, which were piloted in the Cork region from 2008-2010. This project was the recipient of a Taoiseach’s Public Service Excellence Award 2010. In 2011 the Guidelines were adopted in Temple St. Children’s Hospital, and a proposal was developed to support strategic roll-out on a national basis, using the learning gained through the successful implementation in Cork. In 2012 we will pursue funding avenues to support national roll-out based on this strategic proposal. ■ We will continue to support the Going to College Project which champions the civic engagement of persons with an intellectual disability through access to inclusive higher education at NUI Galway, thereby developing an evidence based model for inclusive higher education. A university/community 	<p>Ongoing</p>

	<p>partnership will enable each person to share in the student experience and develop the vision, knowledge and transferable skills to live a more inclusive, independent life in their community. We will support the development of and promote Inclusive 3rd level education nationally through participation in advisory groups, meetings with universities and 3rd level institutions, and contributing to research in this area.</p>	
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