



Real Challenges: Real Change

Association for Real Change Strategy
2013 – 2016

Association for Real Change Central Office & England

Marsden Street, Chesterfield, Derbyshire S40 1JY

Email: contact.us@arcuk.org.uk • Tel: 01246 555043

www.arcuk.org.uk

Association for Real Change Northern Ireland

Ash Grove, Wildflower Way, Belfast BT12 6TA

Email: arc.ni@arcuk.org.uk • Tel: 028 9038 0960

www.arcuk.org.uk/northernireland

Association for Real Change Scotland

Unit 12 Hardengreen Business Centre, Dalkeith, Midlothian EH22 3NX

Email: muriel.mcleod@arcuk.org.uk • Tel: 0131 663 4444

www.arcuk.org.uk/scotland

Association for Real Change Cymru

C/o Marsden Street, Chesterfield, Derbyshire S40 1JY

Email: contact.us@arcuk.org.uk • Tel: 01246 555043

www.arcuk.org.uk/cymru

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Launch of the Learning Disability Service Framework
September 2012, Northern Ireland

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introduction

“Strategy is not the consequence of planning but rather the opposite: its starting point.”

Henry Mintzberg, Canadian business strategist



ARC Staff and Board talk strategy over lunch at the away day

One of the hallmarks of an effective charity is that it is clear about its purpose and direction.

We knew that our current strategy would end in April 2013 and the ARC Board was very clear, when it set about planning the new strategy, that they wanted to involve as many members and stakeholders, including the whole staff team, as best as it possibly could.

The first thing we needed to do was make sure we were all clear what we meant by ‘strategy’ and what we wanted to update. The Board agreed that we needed to:

1. Be clearer about our purpose.
2. Better understand the current reality in which all our members and stakeholders work.
3. Be more confident about the future possibilities.

This meant we needed to take a number of steps to update our mission, to talk to our members about their current concerns and expectations about the future, and revitalise our vision.

Our aim is for anyone looking at this strategy to be able to instantly work out who we are, what we do and why. By reading this strategy you should also be able to understand our priorities. Furthermore, we want it to help us to judge our future plans and inform our decisions about what we will do and why.

A handwritten signature in black ink that reads "Jacqueline Bell".

Jacqueline Bell,
Chief Executive Officer, Association for Real Change

Our four steps to our strategic plan

- 1. Thinking and planning** – building up an analysis of the main issues affecting the work we do to support our members and stakeholders.
- 2. Learning by listening** – understanding the current reality – for us, our members and stakeholders.
- 3. Creating vision for the future** – using our members' survey results.
- 4. Declaring the outcomes we wanted to see** – to be used as monitoring tools to measure our impact.

The next stage...

This strategy will facilitate our teams in England and Wales, Northern Ireland and Scotland to develop action plans focussing on how they will support our members and stakeholders to achieve best quality life outcomes for people who use their services.

We welcome any feedback about our work and would encourage people to contact us if they have any views or ideas of how we should be working or ways to improve what we do.





1

our purpose

Values in Care delivering
Active Support in South Wales

The reason we are here

The Association for **Real Change** exists to improve the quality of life for people who have a learning disability by supporting anyone who is involved in the planning or delivery of support and services.

Our work may also benefit people who have other support needs. We are committed to sharing our learning and experience across all sectors that may benefit.

2

our vision

Our vision as a leading umbrella body¹ representing service providers in the learning disability sector, is to be the first choice for:

- **Providers** across all sectors including the public, voluntary and independent sectors, who want to improve how they support people who have a learning disability and those with other support needs, who want information, innovative ideas, practical support, workforce development, and creative opportunities to network, share learning and opportunities to influence others.
- **People who have a learning disability** who want to be involved with improving outcomes and how their support is planned and run at a local and national level, just like our work with the National Involvement Network in Scotland.
- **The Statutory Sector: Governments, Local Authorities and Regulators** who want the best opportunity to engage effectively with the local sector and improve relationships between themselves and providers.

¹ Umbrella bodies are infrastructure organisations that exist to support providers in a particular area or sector to achieve their aims, by offering expertise, support and development.

opportunity
engagement information
workforce development
ideas providers & members
influence
innovation practical support
involvement network
shared learning

3

real change philosophy: **our beliefs**

1. We believe that everyone should be treated equally and, as unique individuals, everyone makes valuable contributions to society.
2. We believe that person centred values and models of support are the best way to improve people's quality of life.
3. We believe that everyone should have the support they need to be included in their local community.
4. We believe that people should have the opportunity to be involved in how their support is planned and delivered at both a local and national level.
5. We believe that everyone who plans or delivers support should have access to the knowledge, experience and skills they need to continually improve what they do.
6. We believe that people's quality of life can be improved by supporting those who plan and deliver support to work effectively in partnership with each other and with the people they support.
7. We believe in the capacity of those who plan and deliver support to continually reflect and change their practice to improve what they do.
8. We believe that people are best placed to make informed choices about how they live their lives.

Everyone is unique. Everyone can make valuable contributions to society.

The Association for Real Change champions equal human rights for all and defends the right to freedom, respect, protection, equality, and self determination. Everyone should be treated with dignity in their daily lives and all services must promote this principle.

4

real change
values: **how
we work**

Our four core **values**
are our guiding
principles, which
will shape all our
actions



Members of the Belfast 'Telling It Like It Is' (TILII) Group visit Stormont, 2012

1

Striving for excellence in all that we do, we will make sure:

- We are clear about the outcomes we wish our work to achieve.
- Through our membership and networks, we have excellent knowledge and understanding of the sector in which we work, and focus on the needs of our members and stakeholders.
- We are an inspiring presence and our work motivates others.
- We will always challenge poor practice and offer help and support to improve.
- We recognise and support the development of the good practice that delivers excellent outcomes.
- We are always reliable and dependable.

2

Our commitment to collaboration, communication and active involvement, means

- We effectively initiate and support endeavours that enable our members and stakeholders to work together and learn from each other.
- We actively listen to our members and stakeholders and respect diversity of views.
- We communicate effectively with all stakeholders in accessible and appropriate formats.
- We actively involve individuals with a learning disability through collaboration and accessible communication.
- We openly and fairly represent the views of our members and stakeholders when we are seeking to influence others.
- We seek to involve all members and stakeholders in identifying and progressing the outcomes our work seeks to achieve.

3

By being a person-centred and learning organisation, we ensure

- We regularly and effectively evaluate how well we have met our outcomes and use this learning to continually improve, individually and collectively.
- We are a learning organisation that encourages and develops the people who work for us to achieve their potential to deliver excellent member services.
- We routinely ask our members and stakeholders how well we embody our values and use this learning to continually improve our work.

4

Embracing diversity, for us means embrace equality and diversity in all of its dimensions

- We seek to understand members' and stakeholders' opinions, beliefs and cultures.
- Respect and tolerance will characterise the conduct of our relationships with each other and all our members and stakeholders.
- We will offer support to anyone that wants to improve the lives of people who have a learning disability, in line with our vision and beliefs.

5

our strategic aims

We have identified **four strategic aims** where we will focus our attention and resources to achieve **Real Change**

These aims are informed by a significant shift in our strategic direction, which emerged from a survey of membership. We will continue to focus on the needs of our members and stakeholders whilst recognising a wider interest for the organisation within the broad learning disability and health and social care field. This includes people who have a learning disability, their families, carers, commissioners and other stakeholders.



Preparing for a march against Hate and Mate Crime as part of the Safety Net Project - Barnstaple, Devon, 2011

We aim to:

1

strategic aim

Provide support, training, information and development and networking opportunities to organisations which recognise the need to improve their:

- 1.1** Governance, leadership and management.
- 1.2** Quality and standards of care and support for individuals based on person-centred practices.
- 1.3** How they involve people in the planning and delivery of services.
- 1.4** Workforce learning, development and support.
- 1.5** Training that inspires people to lead, learn and grow through reflection, challenge and continually striving to deliver the best outcomes for people who use services.
- 1.6** Information.



We aim to:

2

strategic aim

Enable members and stakeholders to collaborate more effectively and learn from each other by:

- 2.1** Providing more opportunities to connect and liaise within and across sectors.
- 2.1** Taking the initiative to work collaboratively and build partnerships with others so that we make the best use of time and resources.
- 2.3** Acting as a trusted facilitator and honest broker across the care sectors by building better relationships that share and support practices which deliver the best results.
- 2.4** Showing leadership by working equally with organisations perceived as thriving, as well as those facing challenges.

We aim to:

3

strategic aim

Increase the voice of providers and people who use services locally, regionally and nationally, providing strong representation by:

- 3.1** Better understanding the needs of our members and stakeholders so that we can accurately reflect the needs of the sector and people who have a learning disability.
- 3.2** Increasing our social policy work to raise awareness of the impact of the practical implementation of government legislation and policy on our members and stakeholders.
- 3.3** Maximising opportunities to influence policy by working with other network organisations.
- 3.4** Raising our profile so we are a strong presence, which influences Government policies and Service Standards, at all levels, in the nation countries.



We aim to:

4

strategic aim

Strive for excellence in all that we do to ensure we meet all our agreed outcomes by:

- 4.1** Effectively involving people with a learning disability, as well as provider organisations, in how we run and in the delivery of our work.
- 4.2** Being a person-centred and innovative organisation, evaluating and sharing learning, with members and stakeholders and other groups that may benefit.
- 4.3** Leading by example both within our organisation and to champion the work of providers across the sector.
- 4.4** Operating with effectiveness and efficiency at all levels.
- 4.5** Member-led and responsive to stakeholders' needs.

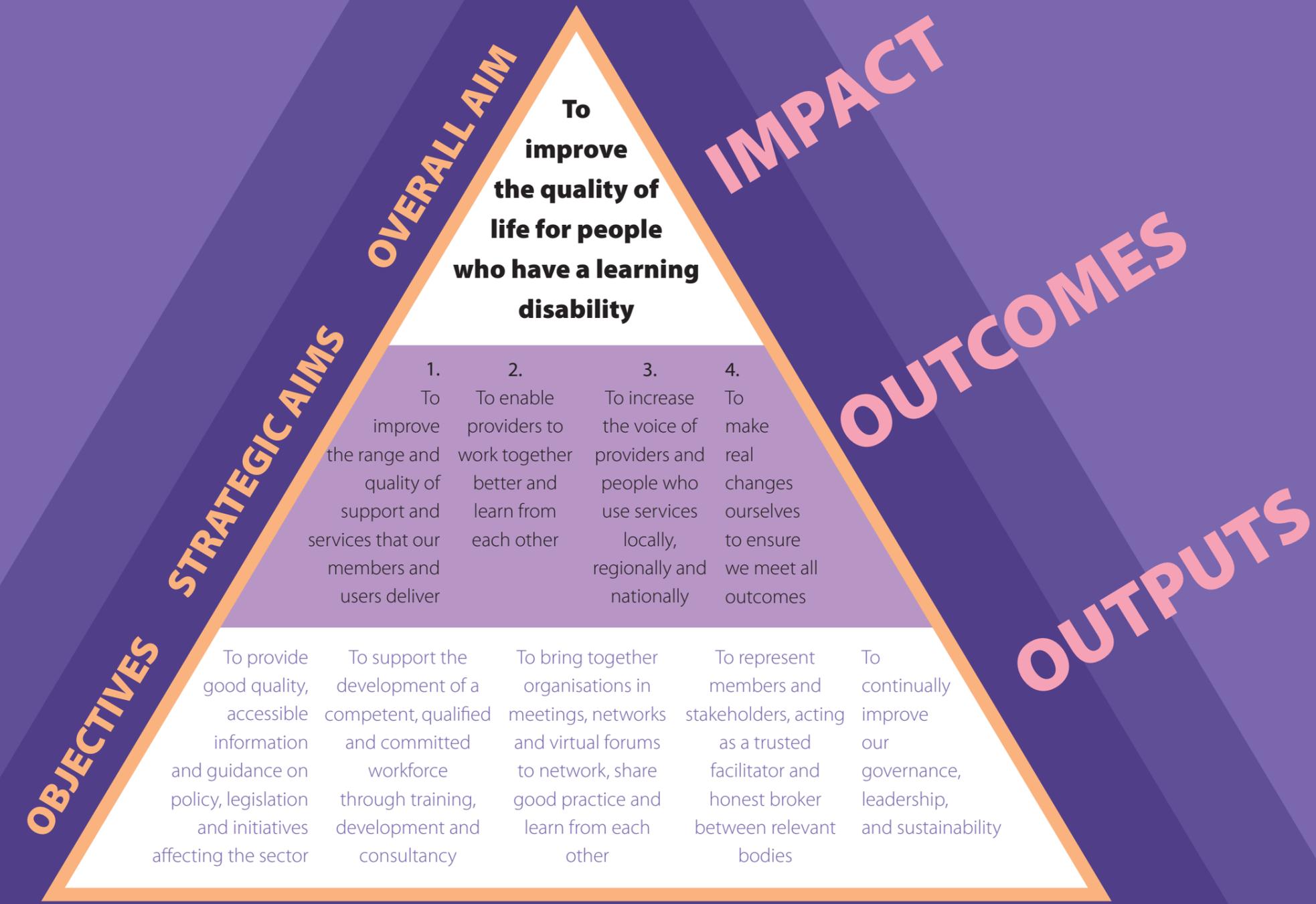
6

the **difference** we want to make

Caroline Grey, Chairperson of the National Involvement Network (NIN), run by ARC Scotland. Members of the Network wrote the Charter for Involvement. The Charter shows how people who use support services want to be involved in the service they get, in the organisations that provide their services and in the wider community.



To improve the quality of life for people who have a learning disability



6.1 aims, outcomes and indicators

Outcomes are the significant changes that we want to see as a result of our activities. For ARC these changes may be for:

- Providers
- Practices and policies
- Individuals and communities

We are aware of the constant tension between our **population outcome** – *to improve quality of life for people who have a learning disability* – and our **performance outcome** – *which is supporting our members and stakeholders to help them achieve the best outcomes.*

Our strategic outcomes and outcome indicators reflect how we intend to measure our performance and try to address this tension in our work.

We will measure the **difference we will make** by asking ourselves:

- How much difference have we made?
- And is anyone better off as a result?

We will **monitor our operational objectives** by measuring:

- How much of something have we done?
- How often?



Members of the Dumfries and Galloway Advisory Group who helped set up self-advocate groups for people with learning disabilities in all parts of Dumfries and Galloway.

Strategic Aims We aim to:	Outcomes Our members and stakeholders will have	Outcome Indicators We'll measure progress through the
1. Improve the range and quality of support and services that our members and stakeholders deliver	<ol style="list-style-type: none"> 1. Increased knowledge 2. Improved practice 3. Better leadership 4. Increased staff commitment and motivation 5. Improved involvement of people who get support in planning and delivering support 6. Improved quality of life of people who use services 	<ol style="list-style-type: none"> 1. Numbers accessing training products 2. Numbers accessing information material 3. Numbers attending workshop and conference events 4. Numbers reporting increased knowledge and understanding as a result of our actions 5. Numbers reporting new or improved practice 6. Numbers reporting increased motivation 7. Numbers achieving qualifications 8. Numbers reporting using European Care Certificate minimum standard 9. Numbers reporting improved leadership 10. Number of organisations reporting improved involvement of the people they support 11. Number of people who get support reporting improved involvement 12. Examples of people who use services having improved quality of life 13. Proportion of training delivered by ARC involving individuals who use services

Strategic Aims We aim to:	Outcomes Our members and stakeholders will have	Outcome Indicators We'll measure progress through the
2. Enable providers to work together better and learn from each other	<ol style="list-style-type: none"> 1. Providers work together more often and more effectively to improve practice 2. Improved knowledge by sharing information 3. Improved practice by working together 	<ol style="list-style-type: none"> 1. Numbers reporting increase in collaborative work 2. Amount of activity on virtual forums 3. Numbers attending network events and meetings 4. Numbers reporting use of improved practice as a result of working together
3. Increase the voice of providers and people who use services locally, regionally and nationally	<ol style="list-style-type: none"> 1. Engaged more often and more effectively with local planning and decision-making processes including shaping their local market 2. Increased dialogue with funders and commissioners 3. Improved representation and influence on key national legislative, policy and strategic planning processes 4. Better involvement of the people who they support in how their organisation is planned and run 	<ol style="list-style-type: none"> 1. Numbers accessing information concerning policy, legislation and guidance 2. Extent statutory sector engage with members and stakeholders 3. Number of member and stakeholder responses to formal consultations 4. Number of national and local planners/decision-makers engaged in activities led by ARC 5. Number of planning and decision-making groups (national and local) in which ARC represent views of stakeholders 6. Extent of adoption of strategies for involving people who get support 7. Numbers of people who get support who are involved in planning and decision-making processes 8. Examples of policies, legislation and guidance (national and local) that have been improved through ARC representation

Strategic Aims We aim to:	Outcomes Our members and stakeholders will have	Outcome Indicators We'll measure progress through the
4. To strive for excellence in all that we do so that we are fully fit for our purpose now and into the future	ARC UK will: <ol style="list-style-type: none"> 1. Secure the resources it needs to achieve its strategic outcomes 2. Provide staff with the support, training, and resources (information, Performance Management Framework, etc.) they need to achieve excellence 3. Have effective and efficient governance and leadership 4. Evaluate the difference we make to organisations and the people that they support 5. Evaluate stakeholders perceptions of how we work 	<ol style="list-style-type: none"> 1. Our customers reflect the full range of stakeholders that make a difference to the lives of people who have a learning disability 2. Successful funding strategy and income generation in place resulting in balanced budget 3. Reserves built in line with Reserves Policy 4. Systems and process are designed to facilitate sharing of information to our stakeholders and across ARC 5. We have systems in place to measure what difference we're making 6. We have systems in place to evaluate how ARC is perceived by our stakeholders 7. We change what we do in response to our evaluations 8. Percentage of staff satisfaction reported in annual appraisals 9. Extent which Board members report quality PMF and financial information to inform strategic decisions making 10. Numerical strength in Board attendance 11. Sub Committees operating with fully functioning Chairs

7 membership of the association

By becoming a member of the Association you will benefit from:

- **Being involved:** as part of a diverse community sharing ideas and values, and benefitting from opportunities to collaborate, build relationships and network.
- **Having a voice:** and joining with like-minded organisations to influence government policy and developments via representation at local, regional and national levels.
- **Being supported:** with
 - guidance and information to keep you up-to-date with news and abreast of key developments within the sector.
 - training, consultancy and funding opportunities to help develop a competent, qualified workforce.

Other benefits:

- Discounts on publications, training, events and conferences.
- Access to a wide range of qualifications with reduced rates for Registration and Certification.
- Participation in ARC projects and pilot training programmes.
- Promotion of your organisation and a Job Vacancy Listing Service via the ARC UK website.

Joining the Association

For further information on membership, or to join the Association for Real Change, please visit our website:

www.arcuk.org.uk/blog/join-arc-now/

Alternatively, please contact our membership team at the Chesterfield Office, who will be happy to help.

Email: contact.us@arcuk.org.uk

Tel: 01246 555043

