

THE STRATEGIC STAIRCASE

A review of progress 2010/11



The objectives agreed by the full Council of DSN in 2010 have been reviewed following consultation with staff members and with Trustees of the charity. This review has identified a number of areas of work, which will be continued over the financial year 2010/11 and supplemented by a range of new objectives, developed in consultation with service users, D/deaf communities, other stakeholders, Trustees and staff of the network. Departmental action plans will be produced within relevant teams.

Below is a brief review of progress against our 2010/11 objectives:

● **Launch a regional Youth Service in partnership with other agencies supporting D/deaf people across the North West.**

Following a successful bid to the Big Lottery, DSN became one of 4 partners (DSN, MSDP, Manchester Deaf Centre & Deafness Resource Centre) to provide a regional Youth Service from January 2010 to December 2015 - the philosophy of which is 'reverse integration' (hearing youth into D/deaf environment).

We appointed a part time Youth Worker on 1st January 2010.

The Youth Service (Deaf Active Cheshire) is now a registered charity in it's own right, has it's own governance (Steering Group & Trustees).

● **Employ a dedicated staff member to formally re-launch a DSN Volunteer service, strengthening links between DSN, it's Trustees and the wider D/deaf and hearing communities.**

Through legacy income, we were able to recruit a part time Volunteer Coordinator to re-establish and manage DSN's volunteer service.

The appointment commenced in April 2010 & has formalised all the processes to ensure Volunteers are appropriately vetted & inducted into DSN

A formal public launch of the new service will take place during Volunteer's Week 1st - 7th June 2011.

● **Launch a pilot project supporting older people to minimise the impact of age-related hearing loss.**

This objective is in it's infancy & dependant on feedback from the housing trusts we're working with, this project aims may need to be redefined.

The interest in having a specialist worker around D/deafness is clearly there, however the fact of this being age-related is in question.

● **Develop a focus on health-related services and build closer working links with local audiology services.**

This objective is proving more difficult to achieve than we had originally anticipated. This is primarily due to the governments announcement that the PCT's will disappear in 2013.

Ongoing discussions with Health related bodies are taking place and we hope to see a significant shift towards meeting this objective in 2011/2012.

● **Develop staff throughout DSN and consider a distributive management approach.**

Following an IIP re-assessment in 2009, an opportunity to further enhance our status as a credible employer was identified. A distributive management approach allows Senior Managers to identify a specific area of work that staff can take responsibility for without the need for Senior Management approval.

This has proved successful during a pilot scheme and will continue to be part of our ongoing operational procedures.

● **Implement an Environmental Management System, engaging staff and other stakeholders in the process.**

We have implemented an Environmental Management System (EMS) & have identified key areas in which we have the greatest environmental impact. Several measures have been put into place to try to reduce this.

We have created an extensive document which outlines all aspects of the EMS. The document aims to give a complete overview of what we currently do and what we plan to do in the future.

We have recently focused on our energy consumption (electricity, gas, petrol and water). Staff have been educated on ways to save energy and have been encouraged to reduce energy consumption where possible. We are encouraging people to car share more and have introduced a Cycle to Work scheme.

In 2011/2012 we hope to achieve the Acorn standard and plan to make further changes to how DSN controls and monitors it's environmental impact.

● **Develop a system of Social Accounting, creating effective monitoring and reporting systems across the organisation.**

The process began in August 2010 by surveying people on DSN's Vision. Results of this survey have been produced in a report which is currently being translated into BSL and will be available on DVD and on our website.

The next stage of the process is to survey opinions of the services we provide.

Once this survey is completed and the results have been collected it should be possible for us to have a 'draft' set of Social Accounts produced and ready for audit by April 2011. These accounts will not be as comprehensive as we would like due to the limited amount of data currently available but will give us a foundation to build on.

● **Develop a diversified fundraising and income generation strategy, focused on the needs of D/deaf people.**

We have met with Stephen Wright of Grant Funding Skills Ltd and are in the process of producing a funding strategy which will be completed and ready to roll out in the next financial year.

In addition to this we are also working with Stephen to look at previous unsuccessful bids to identify areas for improvement ; and will work together to produce future bids.

● **Extend stakeholder consultation and engagement, developing appropriate feedback and communication tools.**

Consultation events which have taken place over the last 12 months have allowed us to begin this process.

Early feedback suggests there is still some way to go to effectively engage, but as part of our Social Accounting processes, this will continue to improve.



Objectives for 2011/12



Following a detailed review of existing objectives, we have identified new and continuing objectives for 2011/12. Individual services will construct action plans to support these objectives.

Team development plans will link to the identified objectives to provide 'a golden thread', connecting individual performance and development with the shared organisational goals. We believe this will ensure a consistent approach; a widespread understanding of our aims; and a set of shared targets for their achievement.

We are proposing a smaller number of objectives in 2011/12 but each will have a broader focus to enable flexibility and allow for external influences, whilst retaining positive, achievable outcomes.

Our primary objectives for 2011/12 will be:

- Further develop the Regional Youth Service and elect a youth representative onto the DSN Council of Management.
- Launch a pilot project to minimise the impact of age-related hearing loss.
- Develop a focus on health-related services and build closer working links with the local providers.
- Build on the current system of Social Accounting, creating effective monitoring and reporting systems across the organisation.
- Develop a diversified fundraising and income generation strategy, focused on the needs of D/deaf people.
- Extend stakeholder consultation and engagement, developing appropriate feedback and communication tools.
- Develop Community Audiology in partnership with the NHS
- Develop a range of services operating out of The Macclesfield office to ensure we utilise the building to its maximum potential
- Develop projects that would support Housing trusts to more appropriately meet the needs of their D/deaf tenants.
- Launch an Apprenticeship Scheme.
- Celebrate 35 years of DSN

Please have a look at our newly constructed website at... www.dsnonline.co.uk

