Compass Disability Services
Pointing you in the right direction

Taking a user-led approach:

A toolkit to inform organisations about the user-led model and enable them to take steps towards adopting a user-led approach

March 2011

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Introduction

Compass Disability Services was established in 2000 by a group of disabled people who identified a need, then set up an organisation to provide a service to fill this gap. Since that time the organisation has developed and grown in size, but has remained staunchly committed to reflecting the needs of users and involving members in decisions throughout the organisation. Compass Disability Services has been a user-led organisation since its inception and we continue to advocate this approach today.

This document aims to provide an insight into the importance of user-led organisations (ULOs) within our local context and includes some tools which are aimed at enabling other third sector organisations to take a user-led approach, should they wish to.

In researching this document we have come across some useful tools that are already available for disabled people's organisations and have therefore decided there is no need to reinvent the wheel and repeat this work. Therefore we have aimed this document at providing some ULO tools to enable other organisation to take a user-led approach, whether they are faith groups, organisations set up for people from minority ethnic backgrounds, carers organisations, etc. We believe an organisation taking a user-led approach would bring benefits to service users of all backgrounds – not just disabled people – and many of the ULO principles will apply.

Background

The foundations of ULOs as we understand the term today are firmly embedded in the field of health and social care. ULOs may seem like a recent phenomenon but social and health care users have struggled for many years to have their voice heard, with the civil rights movement starting in the 1960s. Modern ULOs of disabled people started with attempts in the early 1980s by disabled people to leave residential care and live in the community, which was latterly supported by the introduction of Community Care (Direct Payments) Act 1996.

The recent flurry of attention in ULOs has been encouraged by a number of policy drivers, particularly with the publication in 2005 of the 'Improving life chances of disabled people' report, which recommended that by 2010 there should be a ULO in each locality (defined as a local authority area with social care responsibilities), modelled on existing centres for independent

living (CILs); this is commonly referred to as recommendation 4.3. In 2006 the Department of Health established a ULO project to address recommendation 4.3 and envisaged that ULOs will be one of the key mechanisms for encouraging the participation of disabled people, carers and other people who use support in the design, delivery and monitoring of resources and services to support independent living. The importance of ULOs was reinforced in 2007 by Putting People First which highlighted the need for ULOs and recognised these organisations as a key aspect of delivering the personalisation agenda.

These policy drivers have all contributed to ULOs (or the term ULO) being a well-recognised expression and, due to the context of these policy drivers, ULOs are particularly associated with the field of health and social care and/or disabled people's organisations (DPOs). Therefore it seems that many people assume that a ULO is a DPO and vice versa; in many instances the terms ULO and DPO are used to mean the same thing, however we consider that this can cause confusion because this is not necessarily the case.

Definitions of a user-led organisation (ULO)

The Social Care Institute for Excellence (SCIE) definition:
> "A ULO is an organisation that is run and controlled by people who use support services including disabled people, mental health service users, people with learning difficulties, older people, and their families and carers."
> (SCIE, 2009)

This definition specifically relates to ULOs that fulfil recommendation 4.3 – that is organisations that support independent living (DPOs).

Another widely accepted definition that is more generic is:
> "A user-led organisation is one where the people the organisation represents, or provides a service to, have a majority on the management committee or board, and where there is clear accountability to members and/or service users."
> (Morris 2006)

It is important to remember that just because an organisation works with service users does not mean it is a ULO. The key part of Morris' definition is the last part 'with clear accountability to members and/or service users'; being truly user-led means much more than having a group of service users on your board of trustees, which could be a tick-box exercise. It is

imperative that the accountability is clear and involvement is at all levels across the organisation. Some people prefer to use the term 'user-controlled organisation' to better reflect the power that service users hold within the organisation.

Shaping Our Lives carried out a brief consultation regarding ULOs (2009, unpublished) which said there are some basics that an organisation should be able to demonstrate if it is to be considered a ULO:
- It is based on clear values of independence, involvement and peer support.
- Service users control the organisation.
- ULOs are uniquely identified by their knowledge, which is based on direct, lived experience.

These key points are often summarised are values, power and knowledge and are generally considered defining points when deciding if an organisation is user-led or not.

ULO Design Criteria

As part of their ULO project the Department of Health produced a 'ULO design criteria' which aims to define the key requirements of being a viable and sustainable ULO. The criteria consists of 21 points which detail the values the organisation should adhere to and organisational characteristics it should have, with a caveat that each criterion may be met in a variety of ways according to local circumstances, demand and resources.

The Department of Health's user-led organisation design criteria aim to define the key requirements to be a viable and sustainable ULO (within the health and social care field):

1. Work from the Social Model of Disability perspective
2. Promote independent living
3. Promote people's human and other legal rights
4. Is shaped and driven by the initiative and demand of the organisation's constituency
5. Is peer support based
6. Covers all local disabled people, carers and other people who use support either directly or via establishing links with other local organisations and networks
7. Is non-discriminatory and recognises and works with diversity in terms of race, religion and belief, gender, sexual orientation, disability and age

8. Recognises that carers have their own needs and requirements as carers
9. Engages the organisation's constituents in decision-making processes at every level of the organisation
10. Provides support to enable people to exercise choice and control
11. Is a legally constituted organisation
12. Has a minimum of 75% of the voting members on the management board drawn from the organisation's constituency
13. Is able to demonstrate that the organisation's constituents are effectively supported to play a full and active role in key decision-making
14. Has a clear management structure
15. Has robust and rigorous systems for running a sustainable organisation (e.g. financial management, contingency planning)
16. Is financially sustainable as there will be no ongoing central government funding
17. Has paid employees, many of whom reflect the organisation's constituency
18. Identifies the diverse needs of the local population and contributes to meeting those needs
19. Is accountable to the organisation's constituents and represents their views at a local level
20. Supports the participation of its constituents in designing, delivering and monitoring the organisation's services
21. Works with commissioners to improve commissioning and procurement.

Functions of ULOs

Much of the research and writing around ULOs is within the health and social care field as previously mentioned, however even within this confinement there is no single model that a ULO must conform to or specific functions they must perform. ULOs in different areas may well be different in many ways – particularly depending on the stage of development of the organisation, its purpose, how it is funded, and the contracts it has with statutory agencies. However ULOs are likely to all have common aspects.

The Department of Health describe disabled people's ULOs as "one of the key mechanisms for encouraging the participation of disabled people, carers and other people who use support in the design, delivery and monitoring of services designed to support independent living".

Importance of being user-led

By taking a user-led approach the organisation's work should be informed and driven by the needs and wishes of its constituency. It should operate in a way in which removes any barriers to full participation by its constituents, and should be accountable to that constituency.

By involving (often marginalised) groups of users in the development and direction of the organisation, a sense of empowerment of individuals and groups can be achieved, resulting in increased participation and therefore making a greater contribution to wider society.

In the health and social care field ULOs are now widely considered to play a vital role in the development of the independent living agenda by supporting service users to navigate the health, social care and benefits systems. Research indicates that direct payments have been more successful in areas where there has been a ULO to support their implementation.

Why should organisations take a user-led approach?

There are many potential benefits of taking a user-led approach. Of course there may well be challenges and barriers during this process too, but here we are looking at some of the reasons why it might be a good idea for your organisation.

User-led organisations – or those taking a user-led approach – can bring added value to services because they are founded on shared, core values which have arisen from the experiences of local people. Value can be added in a number of ways:

- ULOs work with and for local people.
  ULOs are an authentic voice – their voice is legitimate and credible, both to commissioners and other service users, because it is based on direct experience. ULOs hold strong values that reflect local service users' views. They are uniquely placed to understand how local service users experience services and what they need.

- ULOs have specialist expertise.
  The knowledge and skills held by ULOs – such as knowledge about the needs of local service users, and the impact of services in the local community – can help make local services and the commissioning cycle more effective. ULOs believe they can help commissioners save money over the long term because of their emphasis on prevention (DH 2007).

- ULOs are able to highlight barriers which exist for marginalised groups and finding innovative ways of overcoming them.

- ULOs can be a one-stop-shop and can provide peer support.
  ULOs can act as a single point of contact and information for commissioners, service providers and local service users. They are a one-stop-shop resource with expertise in areas such as advocacy, self-help and peer support.

- ULOs have the ability to work with 'hard-to-reach' groups in involvement and consultation activities.
  ULOs can help to tackle social exclusion by providing an opportunity for service users to get involved in running their own organisations and through doing this increase their skills and confidence. They can also be a pathway for service users to get involved in all aspects of service delivery and development, for example, through service user representation on partnership boards. In this way ULOs often help people back into employment (DH 2007) and can help address health inequalities by supporting service users to access the support that they need (DH 2007).

Over recent years much time and effort has gone into promoting user-led organisations within the health and social care sector and through this work public sector organisations have been encouraged to see the benefits that user-led organisations can bring to the local area. Therefore if your organisation did decide to take a user-led approach the local authority should already be aware of the concept at least and hopefully supportive and understanding of this approach.

Potential Challenges

It's a fact that people react to change in different ways, some people may embrace it but often people are fearful of change. Responses can vary from pretending it's not happening to stubbornly refusing to cooperate. When these 'people' are your organisation's service users, employees and/or board members it makes sense to be wary of some of the potential challenges you may encounter along the way to becoming a ULO.

Many organisations will need to undertake a fundamental change in the way the organisation operates, of course this will depend on how user-led your organisation is at present and how user-led you wish to be. The user-led way of working will need to see the balance of power firmly shifted into the hands of the service users, particularly in relation to strategic decision-

making. There are several potential challenges that could be associated with this, for example some board members may be not willing to relinquish this power and reluctance to take this forward may manifest itself in different forms. It is therefore difficult to define a solution to this challenge other than to alert you to the potential for this and if taking a user-led approach really is going to be a fundamental change in the way the organisation operates then good change management principles need to be embedded into the process from before the start. Some suggestions include:

- Consult widely – try to engage everyone (employees, trustees and service users) early on and ask as many people as possible to contribute to the process so that they feel like they 'own' it (rather than it being imposed upon them).
- Communicate – try to ensure that everyone knows what is going on, particularly when milestones are reached so they are kept up-to-date and momentum is maintained; it might be a good idea to designate a place (physical or online) so people can find out information for themselves and the process is transparent (this is particularly the case if working documents are available for all to see).
- Be clear – clarify the reasons why your organisation is becoming user-led and the benefits have been identified and recognised by everyone.

Mentoring

Mentoring is a partnership between two people – a mentor and a mentee – normally working in a similar field or sharing similar experiences. The role of the mentor is to advise and offer support, and the mentee takes the learning role.

The use of mentoring in developing user-led organisations can be particularly useful, where a more developed ULO takes on the role of mentor to provide support and guidance to a developing or emerging ULO. The mentor, having already been through the process, is able to share their experience of what worked well for them as well as perhaps warn against things that did not. Of course we recognise that every organisation will not face the same barriers or need to overcome the same issues, but a mentor could provide valuable insight, share best practice and possibly share useful contacts.

Compass Disability Services has been a ULO for many years and has vast experience within this area. We feel we would be a good position to offer mentoring support to emerging or developing ULOs. Please contact us to

discuss your requirements and we can put together a tailored training or mentoring package to suit your needs.

How to take a user-led approach

Hopefully you have now gained a greater understanding about the background and importance of ULOs. One of the main aims of this document is to provide organisations with tools to enable them to take a user-led approach or at least incorporate the views/needs/ideas of service users to a greater extent within the work that they do.

Over the last few years many disability organisations throughout the country have undertaken some form of work around being, becoming or developing ULOs, therefore there are already a vast number of documents and tools in existence (and available online) that will help disability organisations to become a ULO. One of the key documents we have come across is titled 'User-led Organisations Support Pack: A toolkit to help voluntary and community sector organisations wishing to develop as user-led organisations' which has been developed in East Sussex by East Sussex Disability Association and East Sussex Adult Social Care with a team of service user and carer experts. This support pack provides an in depth study into the elements that make up a ULO with full explanations of each aspect of the Department of Health ULO Design Criteria and other tools.

We hope that this document and the following tools will enable other organisation to take a user-led approach, whoever their beneficiaries are.

Tool 1: The first step; have the discussion

Consultation is key whenever changes are taking place or being considered – and can bring many benefits too. People will feel involved in the process and being able to influence decision-making can be also be very empowering. In addition, opening a topic up for discussion can bring in many other viewpoints, questions, concerns, etc that one person alone could not foresee.

With this in mind we recommend that the first step to taking a user-led approach will be to consider and discuss with other people the question:
What will being user-led mean to our organisation?

Depending on the present set up of your organisation, the 'people' that you discuss this with could vary greatly, from discussing with your colleagues in the office and engaging with service users to meeting with your trustees/management board.

Do not forget that consultation can take up considerable amounts of time, especially if you are going out to service users to ask their views, whether that be in person (allowing for staff time, travelling, collating the responses, etc) or not (composing a questionnaire, sending it out, waiting for responses, collating results, etc). Of course this is no reason to omit this part of the process, however it is worth bearing in mind that time needs to built into the process to allow for this valuable feedback to be gathered.

However these discussions take place, this should be an opportunity to have a 'blue-sky thinking' discussion that is open and frank. Think about:
▪ What benefits might it bring?
▪ Will other services/opportunities be open to your organisation?
▪ Will it mean fundamental changes will be required in order to fully embrace the user-led approach?
▪ What roles will your board of trustees/management committee undertake?
▪ What other implications might it have on your work/organisation?

After discussing your options, you may decide to progress with adopting a user-led approach. Before you embark on this journey it is useful to determine how user-led you are present and how user-led you want to be in the future. Use tool 2 overleaf to help you answer some of these questions.

Tool 2: How user-led are you? How user-led do you want to be?

Loosely based on the Department of Health's ULO Design Criteria, we have developed the following assessment criteria to help your organisation gauge how user-led you presently are and which aspects of being user-led are important to you. We recommend copying and distributing this tool throughout your organisation so that a range of views are gathered – include members of staff, trustees and service users. Some of the criteria are rather subjective and bringing these thoughts together from a range of people could provide a really good opportunity to benchmark your current position against the ULO assessment criteria, as well as find out which aspects are important to different people. If you decide to proceed with becoming user-led/taking a user-led approach it would be useful to repeat this exercise in 12 months' time, to see how far the organisation has progressed and if there are now different priorities.

Complete the table below by ticking the relevant box against each of the assessment criteria with regards to your own organisation and providing evidence where appropriate.

No.	ULO Assessment Criteria	Yes, we currently do this	We partly do this	We wish to do this	We don't wish to do this	If yes (or partly), what evidence is there?
1	Our organisation is shaped and driven by the initiative and demand of our constituency					
2	We promote people's human and other legal rights					

No.	ULO Assessment Criteria	Yes, we currently do this	We partly do this	We wish to do this	We don't wish to do this	If yes (or partly), what evidence is there?
3	We aim to work in a way that does not exclude people or impose barriers so that everyone can be a part of our organisation/use our services					
4	Our work covers all local people (as defined within our governing document) either directly or via establishing links with other local networks and organisations					
5	We are non-discriminatory and recognise and work with diversity in terms of race, religion and belief, gender, sexual orientation, disability and age					
6	We engage our constituents in decision-making processes at every level of the organisation					

No.	ULO Assessment Criteria	Yes, we currently do this	We partly do this	We wish to do this	We don't wish to do this	If yes (or partly), what evidence is there?
7	We provide support in a way which enables all our users to exercise choice and control (e.g. providing communication support)					
8	We are a legally constituted organisation					
9	We have a minimum of 75% of voting members on the management board drawn from the our constituency					
10	We have a clearly defined management structure					
11	We have robust and rigorous systems in place for running a sustainable organisation (e.g. financial management, contingency planning)					

No.	ULO Assessment Criteria	Yes, we currently do this	We partly do this	We wish to do this	We don't wish to do this	If yes (or partly), what evidence is there?
12	We are financially sustainable and independent of central government funding					
13	We have paid employees, many of whom reflect our constituents					
14	We identify the diverse needs of the local population and contribute to meeting those needs					
15	We are accountable to our constituents and represent their views at a local level					
16	We can demonstrate the participation of our constituents in designing, delivering and monitoring our services					
17	We work with commissioners to improve commissioning and procurement					

No.	ULO Assessment Criteria	Yes, we currently do this	We partly do this	We wish to do this	We don't wish to do this	If yes (or partly), what evidence is there?
18	Our policies reflect our commitment to our user-led approach					
19	We can demonstrate that our constituents are effectively supported to play a full and active role in key decision-making					

Before moving on to how you actually go about taking a user-led approach (tool 3 overleaf) it would be helpful to identify some priority areas that your organisation would like to focus on in the first instance:

1. _____

2. _____

3. _____

4. _____

Tool 3: How do you go about taking a user-led approach?

There's no easy answer to this question. Doing the 'doing' will take time, commitment and effort from all people involved in your organisation, so it is worth making sure everyone is on board with it before you start.

If you already have a Board of Trustees or Management Committee, of course a full and frank discussion will need to take place with them.

Other details that need considering:
- Will the user-led approach 'fit' within your organisation's governing documents (Constitution/Memorandum/Articles of Association)?
  - If not, will you alter the governing documents or abandon the user-led approach?
- Will there be polices that need reviewing in order to accurately reflect the organisation's user-led approach? (Tool 4 goes on to help you write a user-led policy).

Once you have decided to 'go for it' we would recommend writing an action plan which incorporates all of the key aspects of the previous discussions. An action plan will not only to enable you to keep a record of what you have achieved so far and what still needs to be done, but this is also a very useful tool for clarifying your thoughts and future actions into a logical order.

An action plan template has been included on the following page to help get you started.

Action Plan Template

What	How	By Who and When	Resources / Budget	Measurement
What is your overall objective?	*What actions need to be undertaken to achieve the 'what'?*	*Who will undertake the actions and when does it need to be done by?*	*What costs will be incurred? What is the budget to achieve the action?*	*How will you know when the task has been achieved? What will be the result you are AIMING for?*
Make sure that every box is completed in order to get the best out of this exercise and everyone knows who should be doing what, by when, why and what their targets are/how they know when they've done it.	You may need to undertake more than one 'how' in order to achieve your 'what' – sometimes several are required.	Try to avoid 'ongoing' if possible; set an achievable deadline so that you can monitor how much has been completed.	Don't forget that staff time is a valuable resource.	Try to be specific with your measurements (i.e. use numbers or percentages) – it isn't the end of the world if you don't achieve them but you've got to have a target to aim for.

Tool 4: What goes into a user-led policy?

A user-led policy can be a really useful tool to help clarify the degree to which users can influence the organisation, for both internal (employees, volunteers, etc) as well as external parties (commissioners, other service users, funders, etc).

Writing a policy does not need to be an exhausting exercise, as daunting as it might sound. If you already have some procedures in place it may just be a case of clarifying and formalising these procedures into a policy. However if you are starting from scratch, we suggest that some key elements of a user-led policy could be:

- Definition of a 'user'
  - Who does your organisation consider it's users to be? All people that are 'signed up' in some way to the organisation or any person that receives a service? This may be obvious but for some organisations it can be a very useful exercise to clarify this.

- Purpose for the policy
  - What does being user-led or taking a user-led approach mean to your organisation and why is it important?
  - What benefits will it bring?

- Degree to which users influence the organisation
  - This can range from asking users to input into decisions that may affect the services they receive to electing users onto your board of trustees or management committee to lead and direct the organisation from a strategic point of view.
  - IMPORTANT NOTE: electing users onto your Board does not automatically mean you will become user-led, there also has to be clear lines of communication and accountability – it is not a simple tick-box.

- Reporting and communication
  - The methods by which you will keep users informed about the organisation and how they will feed information into the organisation.

- How users can become elected onto the board of trustees/management committee (if this is the approach you are going to take)?
  - This may be simply pointing to another policy, such as recruitment of trustee's policy.

- Responsibilities
  - Who is responsible for which parts of the policy?
  - If you are implementing a new policy then this aspect is particularly important to make sure that it gets done!

- Development and review
  - At what time periods will you review the policy and see if any changes to the level of user involvement are appropriate and if it can be developed further?
  - IMPORTANT NOTE: this is not an opportunity to change the policy in order to undermine the users' voice/influence/decisions whenever convenient, but a system should be formalised to ensure that the policy remains in line with best and current practices.

Of course there are likely to be other aspects that need to be included that will only be relevant to your own circumstances. We recommend consulting widely with your colleagues, trustees/management board and of course your service users to gather their views for a workable and accurate policy.

Compass Disability Services user-led policy is included at Appendix A for your reference.

Additional Resources:

The Social Care Institute of Excellence (SCIE) website has a whole section dedicated to information about ULOs:
http://www.scie.org.uk/publications/guides/guide36/understanding/index.asp

SCIE homepage: http://www.scie.org.uk

East Sussex User-led Organisations Support pack:
http://www.eastsussex.gov.uk/NR/rdonlyres/A7F3BCC7-5F2D-4FBF-AB2E-C04CC9524350/0/ULOSupportPackWordVersion.pdf

National Centre for Independent Living (NCIL) has a whole section dedicated to ULO resources: http://www.ncil.org.uk/contentid94.html

NCIL homepage: http://www.ncil.org.uk

The Department of Health (DH) website contains a number of policy documents and research papers relating to ULOs: http://www.dh.gov.uk

<u>**User-led Policy**</u>
Compass Disability Services
Units 11 – 12 Belvedere Trading Estate
Taunton TA1 1BH

November 2009
Review: October 2012

Introduction

In line with our Equal Opportunities Policy, Compass Disability Services is committed to identifying and eliminating all forms of discrimination, providing equal opportunities to all and promoting diversity throughout our organisation. All people that come into contact with our organisation can expect to be treated fairly, with respect, dignity and understanding.

Compass Disability Services is a user led and user centered organisation that was developed in response to peoples' needs. Compass Disability Services recognises and values the experience and knowledge that users bring to the organisation, and aims to continue to involve them in decision making at every level, through consultation and representation. Compass Disability Services is committed to providing needs-led, strategically planned quality services. Compass Disability Services also provides representation through membership of public and third sector bodies and provides support services through contractual arrangements.

Definition

For the purpose of this policy:
'Users' are people who use or benefit from Compass Disability Services' services and activities. Made up as follows:
- Individual service users or individual members of any project managed or facilitated by Compass Disability Services.
- Individuals who participate in consultation activities.
- Any disabled person or person who represents them who has an interest in our services/organisation.
- Trustees.

'Partners' are organisations who use or benefit from Compass Disability Services' services and activities. Made up as follows:
- Associate or organisational members of any project or service managed or facilitated by Compass Disability Services.
- Organisations we work with as part of a project.
- Commissioning bodies.
- Strategic organisations/group e.g. Somerset Strategic Partnership.

- Being 'user centered' means including users/partners in decision making processes and working together to implement change and ongoing service delivery.

Purpose
The aim of this policy is to:
- Set out how Compass Disability Services will involve users in effective, ongoing and informed joint working.
- Ensure user involvement is central to the organisations activity, service delivery and monitoring.
- To ensure user engagement is meaningful.

User versus Commissioning and Contracts
Compass Disability Services has a commitment to our user centered policy but acknowledgement has to be given to the restraints of contracted and commissioned work. Although the types of work undertaken by Compass Disability Services will initially be driven by our user led approach, once engaged with a commissioner, Compass Disability Services must adhere to its contractual obligations relating to that piece of work. In addition the work undertaken has to be linked to that for which funding can be obtained.

Service Delivery
Compass Disability Services will ensure that, in all service delivery planning, the organisation's plans, aims and proposed outcomes will be based on the needs of users and partners. This will be done through:
- Keeping users and partners informed of consultation opportunities, events, forums and meetings.
- The opportunity to share views being included in every newsletter issue and in each project section of our website.
- Users and partners being invited to evaluate all projects and services delivered by Compass Disability Services at least annually. The results of these evaluations will be considered by the management team and the Board of Trustees when preparing business plans and work plans.
- Research, findings from consultations, individual and group feedback being fed into and taken account of by the management team and the Board of Trustees when preparing business plans and work plans.

Access
Compass Disability Service will endeavour to ensure that all services and facilities are fully accessible to all users and partners. Where support is needed to enable user participation every effort will be made to make this available i.e. transport to meetings, advocacy, sign language, electronic note taking, interpreter, care support etc. Any event organised by Compass Disability Services will be held at an accessible venue. Where

Compass Disability Services has been invited to attend or be part of an event that is organised by another agency we will encourage the use of an accessible venue and the provision of support to enable participation.

Reporting

Compass Disability Services are committed to keeping users and partners informed of our user led approach through:

- The production of an annual review distributed to all users and partners.
- The maintenance of the Compass Disability Services website. This will contain a copy of:
    - Compass Disability Services Business Plan.
    - Equality Impact Assessments for each project or service.
    - Our User-led Policy.

Trustee Appointments

Trustees will be elected by our users as defined above, in line with Compass Disability Services' Articles of Association and our Recruitment and Election of Trustees Policy. No less than 80% of the Board of Trustees will be disabled people.

Responsibilities

All staff and Trustees have a responsibility to adhere to this policy and promote a user led approach through:

- This policy informing the decision making of Trustees and the Management Team when developing the organisation and its projects and services.
- This policy being part of the induction process for all new staff.
- This policy being considered when developing and introducing any policy or procedure in the organisation.

Development

Compass Disability Services will continually look to develop new ways of integrating its user led approach throughout the organisation.

Policy Revisions

This policy will be reviewed every three years and amended as necessary or earlier in accordance with forthcoming legislation.

Other information

- Equal Opportunities Policy.
- Equality Impact Assessment Policy.
- Articles of Association.
- Recruitment and Election of Trustees Policy.