



Royal Association for Deaf people

STRATEGIC PLAN

2017-2022



Together with Deaf people; creating
a better, more accessible future

Patron: Her Majesty The Queen. Founded 1841. Registered Charity No. 1081949.
A company limited by guarantee registered in England No. 3973353



Deaf people tell us....
RAD provides the services I need. If I'm not sure about something I can ask; they understand me

Our Vision

Together with Deaf people; creating a better, more accessible future

Our Mission

We promote equality for Deaf people through the provision of accessible services

Our Values

We:

- take the time to understand and deliver what matters to Deaf people
- respect Deaf language, identity, community, heritage and diversity
- develop services and partnerships that Deaf people need or want
- acknowledge the contributions our staff and volunteers make
- always deliver on our promises
- communicate clearly
- promote continuous improvement in all we do
- are honest with ourselves and with stakeholders

Deaf people tell us....
my doctor won't pay for an interpreter, I had to take my daughter to interpret – that can't be right can it?



Introduction from the Chair and Chief Executive

The Royal Association for Deaf people (RAD) was established in 1841, as the “Royal Association in Aid of the Deaf and Dumb” by a prosperous London printer and bookbinder George Crouch. He had five Deaf children. He recognised that Deaf people could make an equal contribution to society. This ethos of equality and accessible services still drives us forward after 175 years.

In the past 175 years RAD has grown and developed, providing a wider range of services to Deaf people. We are the oldest Deaf organisation in the UK, with a long and distinguished history as a pioneer of charitable work. Our Patron is Her Majesty the Queen.

We are immensely proud of our heritage and our achievements and we have a real sense of excitement about the future. We respect and value Deaf language, identity, culture, community, heritage and diversity. As an organisation we have a long association with the Deaf church, it is part of our history; we are proud of this.

Technology has and will continue to have a significant impact on the lives of Deaf people. Technology enables

communication in ways that it would have been hard to envisage even a few decades ago. It has created opportunities for Deaf people and it brings opportunities for RAD.

Developing firm foundations for the future

The past five years have been a period of consolidation. We have restructured the organisation, enhanced our relationship with the Deaf community and made sure we have the right people doing the right jobs. We are an organisation fit for the future. We are able to make firm plans to ensure that we are delivering and promoting accessible services for Deaf people in the short, medium and longer term.

Deaf people are the touchstone which guides our work. In 2016 we commissioned Manchester University

Deaf people tell us....if people try and learn a few basic signs it makes me feel so much better – it’s like they care how I feel and that I matter to them



to work with us to help us understand the needs of Deaf people now and to consider how these needs may change in the future. Deaf people told us that the services we provide are services that they need. However they are sometimes disappointed if we are unable to secure funding for these services where they live. Part of our long term strategy is to generate more money through fundraising; we will use this money where other funding is not available.'

2016 saw the development of a range of investment plans which will help RAD to grow and be sustainable in the longer term.

Our strategic plan for 2017-2022 is based upon the results of our Manchester University research and the development of our investment plans. It is a strategy which will meet the needs of Deaf people and ensure the longer term sustainability of the charity.

Our strategy is clear. It reflects the need for change and it sets the scene for a period of growth and development. It reflects the organisation we are and the importance of our heritage. Deaf people are in the driving seat of this strategy.

We have four key ambitions for our work in 2017 - 2022.

1. To deliver the services Deaf people want and need
2. To support mainstream providers to be accessible to Deaf people
3. To ensure financial sustainability
4. To be an exemplary employer

Together we will plan and deliver the services that Deaf people want and need.



Toby Burton
Toby Burton
Chair



Jan Sheldon
Dr Jan Sheldon
Chief Executive

Our ambitions for 2017 – 2022

1 To deliver the services Deaf people want and need

We believe that every Deaf person has the right to have services delivered in their preferred language no matter where they live.

How will we do it?

- We will hold an annual engagement event with members of the Deaf community to consult on service delivery. We will ask for feedback about the services we deliver, the ways we communicate with them and the technology that they are using
- Each of our service areas will consult with Deaf people and produce annual operational plans which will set out what services will be delivered and the key performance indicators for service delivery
- We will work with commissioners to secure funding to support the delivery of services for Deaf people
- We will undertake annual quality assurance reviews of our services which will identify key areas for improvement and service development
- We will continue to improve our website to provide the information Deaf people want and need
- We will develop partnerships which support the delivery of services for Deaf people
- We will continue to engage with stakeholders to raise awareness about the services Deaf people want and need
- We will increase awareness of the RAD brand and the services that we offer

Deaf people tell us....
hearing people sometimes shout at me – I still can't hear them; I'm Deaf

How we will know we have achieved our ambition in 2022?

- We will listen to the feedback from our engagement events. Our event reports will show a year on year improvement and demonstrate that our services are the services Deaf people want and need
- We will deliver on the key performance indicators identified in our operational plans
- We will continue to secure funding to support the delivery of services for Deaf people
- Our quality assurance reviews will show year on year improvement and development
- Market testing will confirm the RAD website is the 'go to' website for information and services Deaf people want and need
- We will see geographical growth



2 To support mainstream providers to be accessible to Deaf people

A significant number of mainstream providers are not Deaf aware; they don't understand how to communicate with Deaf people or understand their needs. Their services are not accessible to Deaf people. This means that Deaf people often get a poor service every day of their lives. We want to change this; Deaf people should have equal access to services.

How will we do it?

- We will ask Deaf people for feedback about accessing mainstream services and we will act upon their feedback
- We will develop our range of Deaf Aware Quality marks
- We will deliver Deaf Awareness training to a wider audience
- We will work with mainstream providers to support them to provide accessible services to Deaf people

How we will know we have achieved our ambition in 2022?

- We will see year on year growth in the implementation of our Deaf Aware quality marks
- We will see significant year on year growth in the number of mainstream organisations receiving Deaf awareness training
- We will see significant growth in our translation work

Deaf people tell us....my son's school provided an interpreter at a parents' evening, without this support I'd have no idea how he was doing



3 To ensure financial sustainability

For too many years our charity has drawn upon reserves. If we continue to do this we will not be here in the future to provide the services Deaf people want and need. We will work to generate the funds our organisation needs to deliver the services Deaf people value.

How will we do it?

- Our financial plan will ensure that RAD operates within funds generated and does not draw upon reserves by 2022

How we will know we have achieved our ambition in 2022?

- We will show a significant increase in unrestricted income through the implementation of our fundraising strategy
- We will operate a breakeven budget by 2022
- Growth in new contractual areas will be consolidated
- We will ensure that we have a solid infrastructure

Deaf people tell us.... Deaf awareness training helps people to understand my communication needs



Conclusion

4 To be an exemplary employer

We are immensely proud of all of our staff and our volunteers. Our work would not be possible without them. We aim to make our charity an employer of choice, one where everyone thrives, develops and delivers the best possible service.

How will we do it?

- We will ensure everyone feels valued for their knowledge, skills, experience and the contributions they make
- We will be an employer that poses no barriers for Deaf people
- We will recognise potential, encourage growth, invest in our team and enable people to develop within a supportive environment
- We will have an exemplary Rewards and Recognition policy to celebrate achievements and what we value

How we will know we have achieved our ambition in 2022?

- We will achieve and maintain Investors in People Platinum
- Our staff feedback will demonstrate a year on year improvement in levels of satisfaction
- All of our team members will have regular meetings to review their progress against their appraisal objectives and to make sure they have the right skills and knowledge to do the job



Our five year strategy will make a difference to Deaf people. We know this because it is based on feedback from Deaf people. It will promote accessible communication, embrace technology, break down barriers, reduce discrimination and help Deaf children, young people and adults live the lives they want to live.

Our strategy will develop the organisation to help to ensure it is sustainable in the longer term and flexible enough to respond to change.

Together with Deaf people; we will create a better, more accessible future

Your support

Your support is important to us. We welcome volunteers who are able to give their time either on a regular basis or to support our community events.

We are also extremely grateful for any donations we receive. For more information about how to support us please contact Jan Sheldon at jan.sheldon@royaldeaf.org.uk or call us on 0845 688 2525 - your gift could make a world of difference to Deaf people.

Deaf people tell us....I missed a train announcement once and arrived 3 hours late for a meeting

Deaf people tell us....RAD told me about the Access to Work grant. My employer is really pleased; I can play a full part in team meetings and I don't miss out on any information



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