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The Greater Manchester Passenger Transport Executive  
The North West Development Agency  
The North West Joint Improvement Partnership (formerly CSIP)  
The North West Strategic Health Authority  
The Office for Disability Issues  
The Working Neighbourhood Fund  
Trafford MBC

# Partnerships

We work in partnership in many ways and at many levels – we would like to acknowledge the following for their support and joint working:

Access to Work

Body Positive North West

Bury MBC

Crown Prosecution Service

Department for Work and Pensions

ekosgen

Greater Manchester Coalition of Disabled People

Greater Manchester Passenger Transport Executive

Greater Manchester Probation Service

Harvest Housing Group

Independent Living Fund

Jobcentre Plus, locally, regionally and nationally

Lesbian and Gay Foundation

Manchester City Council

Manchester Deaf Centre

Manchester Disabled People's Access Group

Manchester Learning Disability Partnership Board

Manchester Parent/Carers Group

Manchester People First

Merseyside Disability Federation

North West Development Agency

North West Training and Development Team

Oldham MBC

Open College Network

Stockport MBC

The Equality and Human Rights Commission

The International Learning Centre

Trafford MBC

Trafford Disability Partnership Board

Trans Resource and Empowerment Centre

Voice UK

...and all the other organisations we would mention if we had space.

# 1

## Mission & Aims

Our **Mission Statement** is:

To promote the **rights, responsibilities** and **respect** of disabled people

### **Aims:**

We have translated our Mission into a number of Strategic Aims, all of which are intended to support disabled people to play a full, economically active role in society:

- Aim 1:** To work with individual disabled people to support them to be independent, to seek employment, and develop their careers.
- Aim 2:** To work with employers, providers and other agencies involved in the labour market to promote best practice in all aspects of recruitment, retention, and progression.
- Aim 3:** To tackle the barriers and discriminatory policies and practices which disadvantage disabled people in the economy, society, and the labour market.
- Aim 4:** To ensure our organisation demonstrates excellent practice through good governance, strong management, and continuous improvement.
- Aim 5:** To ensure Breakthrough UK policy and operational activities are recognised as leading edge at local, national, and international levels.
- Aim 6:** To explore, develop, and promote the concept of Independent Living in a diverse cultural context.

# 2

## Chair's Comments



I am very pleased to be able to record that this year has resulted in a positive out-turn in almost every aspect of our work. After the massive disruption reported in last year's Review, the Board and staff have worked together diligently to deliver a more secure foundation for Breakthrough. Our performance has been achieved despite several risks, only one of which was the need to manage stability whilst seeking major change. In the year we faced the potential loss of two major contracts in Manchester and Liverpool, the ending of the lease on our head office in Manchester, a difficult financial situation and a level of uncertainty for staff.

This year has been one of planning for change and delivering on those plans, of ever more stringent budgets and controls alongside efforts to diversify and increase our income, and of carefully reviewing what we do, including how effectively the Board of Directors works. Consequently we have met our targets, developed new projects, generated a healthy financial surplus, delivered a very successful Independent Living Awards event, and raised our profile regionally and nationally. Plans are in place to develop and expand both our Board and our senior management team.

Our activities to build a stronger Breakthrough have not happened in a vacuum – this has been a busy year on the policy front with, for example, the government's Right to Control initiative which Lorraine outlines in her report. We have seen controversial proposals on the funding of the social care system, as well as the 'Valuing Employment Now' policy aiming to improve the employment levels for people with learning disabilities.

The Equalities Bill is set to pass into legislation, opening up new approaches and ways of working, whilst the government's welfare reform agenda continues to be rolled out. We have seen changes to Equality 2025 in order to streamline and focus advice to the government on disability and we have seen the UK Disabled People's Council launch its 2010 Manifesto, based on a new human rights perspective on disability. A general election in May will no doubt bring more changes.

In the public domain, many disabled people are increasingly concerned at the "assisted dying" debates and the under reporting of hate crime against disabled people. The ways in which these are reported have come under criticism, particularly the assisted dying debate, with the legitimate voices of disabled people not always being heard. Directly related to this is the uncertainty relating to levels of public spending in light of the economic situation. Disabled people's organisations are concerned that services which support independent living and which aim to deliver on the prevention agenda may be seen as soft options and therefore may be vulnerable to cuts. We will want to position ourselves at the forefront of fighting the battle to ensure that the momentum in delivering on independent living progresses rapidly and effectively, which has been at the very core of Breakthrough's values since its inception.

2009/10 has been a positive year for us with many improvements made and more planned. This has been achieved by the willingness of all to see through a difficult agenda, steered carefully and strategically by our senior management team. With such strong foundations in place we look forward to next year, and I offer my thanks to all involved in our successes.

**Jackie Driver**

Chair of the Board of Trustees

# 3

## Chief Executive's Report



Our responses to last year's disasters and difficulties have led to a year of planning and implementing change, as outlined in the Chair's summary, which has resulted in a much stronger position than we had dared hope for. Our review of major and core features of Breakthrough – including sustainability and 'fit for purpose' – is still being implemented but already is bringing new business, new ways of working, a budget surplus, and a return to a strong staff morale.

The Core Review led initially to examining our core management and administrative functions: these changes, though painful, are almost complete. Alongside them we have begun to deliver other planned activities such as expanding our work to address independent living more explicitly, identifying and assessing new lines of business and putting structures in place to develop our staff's abilities to respond flexibly to this new agenda.

We have proactively continued with our employment work, securing a further four year contract in Liverpool in a stiff open recruitment round, and beginning a new piece of work in Knowsley supporting people with learning disabilities into work. Our contract with Manchester has been extended for eighteen months and the developing horticultural sites are proving both popular and effective. Our Independent Employment Advocacy service goes from strength to strength whilst we explore options to continue the project beyond the current end-of-funding date in October 2010.

A major part of our venture into independent living is the government's 'Right to Control' initiative (RtC), which aims to bring several support funding streams together, simplify processes and develop user involvement and co-production. At a national level I remain on the government's RtC Advisory Body at the Office for Disability Issues, whilst locally Breakthrough has been a key partner in the Greater

Manchester bid to be a RtC trailblazer and test out the proposals. We learnt in February that the Greater Manchester bid was successful and are now in the project design stage, preparing to 'go live' in December 2010 across Bury, Manchester, Oldham, Stockport and Trafford and involving both Jobcentre Plus and the Independent Living Fund across these authorities.

We have also worked closely with Trafford to develop and deliver a local CIL through a mentoring and project development role. This began with a feasibility study and the development of a modular business plan and is now moving to the mentoring stage and the recruitment of an interim governing body. Breakthrough is acting as the 'parent' organisation while the governing body is developed and incorporated.

Our work on hate crimes against disabled people has moved on to a stage of working with people who have experienced hate crime, working with them so that they can develop the skills to support others who have similar experiences; meanwhile our role as stakeholder policy advisor to the NW Strategic Health Authority continues to be well received. Our regional work also includes a role on the Personalisation Board of the NW Joint Improvement Partnership, supporting a key plank of the government's policy on moving control of support to disabled people themselves. We have continued involvement in the NW Equality and Diversity Group which supports the implementation of the Regional Equality and Diversity Strategy and acts as a network of regional and sub-regional organisations to discuss equality and diversity issues of common concern.

Part of our change agenda is to further develop the Policy Think Tank (PTT) by expanding its remit and widening the membership, a piece of work for next year. The PTT continues to respond to government consultations, and particularly influential was our response to the RtC consultation which we published quickly in order to make it available to others. We have also worked hard to influence the Office for National Statistics (ONS) in terms of the questions they ask in their general disability survey, a piece of ongoing work in which ONS has engaged with us over the year. A recently secured project is to develop a much needed protocol for work between disabled people's and carer's organisations; this can be a fraught relationship with apparently opposing matters or positions making joint work a difficulty – we await the result with interest.

Nationally the work as Advisor to the Speaker's Conference on Parliamentary Representation is complete. I remain a member of the Disability Employment Advisory Committee (DEAC) at the Department for Work and Pensions; my work this year has focused on Access to Work, briefing Ministers and senior civil servants on a range of matters, and general contributions to the committee. I also remain on the National Advisory Group of RtC, bringing not only a service provider point of view from a disabled people's organisation, but also a wider view that encompasses employment and partnership work.

And of course our Independent Living Awards are now a piece of national work, with nominees and sponsors from across the country coming together for a wonderful night of recognising progress towards independent living, some excellent networking – and a good time had by all!

All in all, this has been an encouraging year, despite some difficult staff situations and a volatile environment both locally and nationally: we have seen our partners, our Board, and our staff members rising to meet the challenges, and delivering over and above expectations. As ever, my thanks go to all for their generosity in terms of their efforts and support.

**Lorraine Gradwell MBE**

Chief Executive

# 4

## Changing Lives

**How has Breakthrough supported disabled people to be independent, to seek employment, and to develop their careers?**

### Support for Disabled People

In the period April 2009 to March 2010:

- 662** people were supported through our employment, training, and advocacy services.
- 50** people were supported into paid employment.
- 69** people were supported into voluntary work.
- 174** people received in-work support from employment officers to learn or retain a job.
- 50** people benefited from one-to-one intensive advocacy support to remove employment related barriers.
- 85** people developed skills in IT, Retail, Administration, or Horticulture at Breakthrough training sites.
- 56** people were supported onto external training programmes.
- 35** people participated in self-advocacy workshops, learning about employment rights and sharing strategies for dealing with employment barriers.
- 133** people received tailored responses to their enquiries from our Advocacy Centre's Information Service.
- 10** people were supported through grievances, **4** through Tribunals and **6** through workplace appeals.

- Breakthrough teams met or exceeded all targets in service delivery contracts.
- The Advocacy Service assisted clients to claim £111,036 in benefits they were entitled to.
- 67% of Breakthrough employees in 2009-2010 identified as disabled people. In the staff satisfaction survey, 100% of our disabled employees agreed that their access requirements were met by the organisation.

## What our Stakeholders Say

**Jackie** was out of work before she became involved in the Breakthrough retail training programme. The skills she developed gave her the opportunity to work as a volunteer herself and she has been successfully helping others for three years now.

Jackie also works as a cleaner at the Innovation Centre and is working towards an NVQ2 in cleaning and support services.



“ I really enjoy volunteering.  
The training gave me the confidence  
and skills I needed ”

**Kristian** came to Breakthrough after completing a placement with the Prince's Trust. His goal was a managerial post and he wanted to move forward quickly. Whilst waiting for the right job he was helped to find a position in the catering industry. With support from his Breakthrough Employment Officer he researched various opportunities and submitted many applications; a range of fields were explored. Eventually Kristian was successful in an application to undertake a Health and Social Care course which is now almost complete. Alongside his studies he worked full time as a care assistant. Kristian continues to receive Breakthrough support.



Working with Breakthrough has given me confidence to apply for jobs. Breakthrough shows that it cares.

**Lisa** approached Breakthrough because she did not think her employer was treating her properly in relation to her impairment and she was absent from work. With the help of her Outreach Advocacy Worker she was able to persuade her employer to listen and understand. She successfully returned to work with appropriate reasonable adjustments.

I wouldn't be in work now without Breakthrough's service. The Outreach Advocacy Worker gave me confidence and support. I was given information I could use and which enabled me to access other agencies. I would recommend Breakthrough.

**Shirley** felt stressed in the job she was in. Together with her Breakthrough Employment Advisor she worked out an action plan to tackle the problems. With some perseverance and a new found confidence she found a job that matched her needs. Shirley describes the future as being much brighter now and recommends that other clients be determined and hopeful.



‘ My employment officer gave me the belief that I was able and had the ability to make my own decisions. ’

**Gail's** role at work was changed without any regard to her impairment. She was told that she would have to leave. With the help of Breakthrough's Outreach Advocacy Worker she was able to successfully explain her rights to her employer and return to work.

‘ The Breakthrough service was fantastic. The Outreach Advocacy Worker was amazing, always professional, courteous, and up to date. ’

**Carl** wanted to expand existing voluntary work skills when he joined the Breakthrough retail training programme. He gained valuable experience in stock sorting and cash handling and was offered the opportunity to gain literacy and numeracy qualifications through Breakthrough's partner college – The International Learning Centre.

Carl was successful in a recent application to join the Innovation Centre team and will be joining them soon.



“The support Breakthrough has given is perfect. I have had the chance to make new friends and meet new people which has helped improve my confidence and communication skills.”

**Halima** was helped to regain her job and gain confidence with the help and support of her Outreach Advocacy Worker. She regularly sought advice when she was unsure of anything and attended the Disabled People's meetings. Halima felt that Breakthrough had made a real difference because they gave her someone that would listen.

“Thank you Breakthrough for being there in my troubled days.”

**Musa** struggled to pursue job opportunities before he turned to Breakthrough for help. With the support of an Employment Officer in the application and interview stages he was able to win a post in a retail outlet where he was given three months' training and put on a career development path.



When I signed up for Breakthrough I felt there was someone behind me, someone who had faith in me. I have not reached my true potential but I believe with the help of Breakthrough I will get there soon.

# 5

## Changing Organisations

**How has Breakthrough worked with employers, providers, and other agencies involved in the labour market?**

### Support for Organisations

In the period April 2009 to March 2010:

- 1,828** organisational users accessed online information resources produced by our Independent Employment Advocacy Centre.
- 183** extra people from different organisations signed up to receive our monthly e-bulletin containing policy updates and good practice information.
- 44** enquiries from organisations received detailed, tailored responses. A further **38** were signposted to appropriate information.
- 860** people participated in our training on disability equality, best practice in employment, and accessible events.
- 97%** of course participants rated our training as either good or excellent in terms of content, delivery, and overall usefulness.
- 21** organisations commissioned work from our Training and Consultancy Services and a further **29** developed links with the service.

## **Employment Service**

Breakthrough has employment teams which serve the cities of both Manchester and Liverpool. Our teams aim to guide and support people into paid and voluntary employment as well as into work related training schemes. They work alongside disabled people helping them to identify and overcome barriers that prevent them from obtaining and retaining employment or getting appropriate training for work. In addition they liaise directly with a large number of employers and agencies, providing up to date information, support, and signposting as necessary.

## **Training, Research, and Consultancy**

The Training, Research, and Consultancy team had another busy year with demand for services continuing to develop. Growth was achieved across all income-generating areas and the following represent just a few of our accomplishments, demonstrating the breadth and diversity of the work we undertake.

In partnership with social research organisation ekosgen and the NW Regional Development Agency a large research project was carried out exploring the economic activity of disabled people in the North West. The emergent recommendations will be fed into the Development Agency's Regional Strategy for 2010.

A successful bid to the NW Joint Improvement Partnership was developed, to recruit, develop, and monitor an interim governing body to oversee the setting up of the Trafford Centre for Independent Living.

Bespoke high-volume training programmes were designed and delivered to organisations as diverse as Willow Park Housing Trust, and Greater Manchester Probation Trust. The on-going workforce development programmes at Manchester Metropolitan University, and Manchester City Council Adult Social Care continued to elicit excellent feedback from both participants and commissioners.

Work was undertaken to document internal processes and build the capacity of our network of associate training consultants – all of whom identify as disabled people and have first-hand experience of barriers to inclusion.

## Information and Advocacy

The Independent Employment Advocacy Centre (IEAC) provides a range of support to disabled employees, service users, and residents through outreach surgeries, workshops, one to one advocacy, an enquiry service, and information resources.

This year an evening law clinic was set up in partnership with LawWorks. The sessions are staffed by volunteer solicitors from local law firms and provide one off advice to disabled people and people living in the Ardwick area on issues around employment, housing, and consumer rights.

## What our Stakeholders Say

**Christopher Corfield**, Equality and Diversity Officer at Pennine Care NHS Foundation Trust said

I have had the pleasure of working with a range of staff from Breakthrough UK throughout the last year and have always been extremely satisfied with the help, support and guidance I have received. Breakthrough UK has been particularly supportive in assisting the Trust to launch and develop its network for disabled staff. Michelle Scattergood was kind enough to attend the launch and make a presentation highlighting the journey the organisation has undergone since its launch in 1998 and the support provided to disabled staff. Michele highlighted the benefits and potential pitfalls related to running a successful staff network and pointed out the importance of organisations going beyond the two ticks standard and really involving disabled people and staff. Subsequently I have had the privilege of working with Elaine Astley who has provided support and advice on numerous occasions and who, along with Sally Hicks, the Trust commissioned to provide developmental sessions for the network. The first of these took place in March 2010 and was extremely well received by the group. The Trust looks forward to continuing its positive relationship with Breakthrough UK in the forthcoming year.

**John Lamb**, Director of Environment Strategy at Trafford Council said

“Can I thank you and your colleagues for collating and sending “Breakthrough.” I do always read – sometimes in more depth than others, but it is succinct, punchy and keeps me up to date.”



One of our many popular training sessions.

# 6

## Changing Society

**How has Breakthrough tackled the barriers and discriminatory policies and practices that disadvantage disabled people in the economy, society, and the labour market?**

### Influencing and Informing Policy

Breakthrough continues to influence and shape policy at all levels of government, and other sectors, as it relates to disabled people. Our Chief Executive, Lorraine Gradwell MBE, leads on this crucial work and all staff continue to have a policy and ambassadorial role. This year has seen the development of the policy section to further strengthen the work carried out at a local, regional and national level. Breakthrough has been busy in the following areas:

- The Manchester Board which oversees the strategic direction of the City Council and its strategic partners.<sup>1</sup>
- The Core Group for Manchester City Council Disabled People's Engagement Network which oversees and steers Manchester City Council's policy on disability equality since our involvement membership has been streamlined.
- Lorraine was invited to chair a session at the Shafallah International Forum in Doha, Qatar, which brought together key organisations from across the world to debate independent living.<sup>2</sup>
- Lorraine was the Special Advisor on Disability to the Speaker's Conference on Parliamentary Representation. A report outlining recommendations for future good practice was produced.<sup>3</sup>

<sup>1</sup> <http://www.manchesterpartnership.org.uk/3143/pages/the-board.aspx>

<sup>2</sup> <http://www.shafallah.org.qa/index2.html>

<sup>3</sup> <http://www.parliament.uk/about/mps-and-lords/principal/speaker/speakers-conference/speakers-conference/>

- We are working with Trafford Metropolitan Borough Council (TMBC) to produce a fully transferable model for the development of a CIL which will support organisations to make those difficult steps from initial commitment to a shared vision and the translation of this into operational reality. Breakthrough will act as the parent organisation for the CIL until it is transferred to the new Board.
- Breakthrough are members of the NW Joint Improvement Partnership Personalisation Programme Board which has fed into the formation of a staff group at Breakthrough to look at how we can ensure our services are truly person centred. This has also played an important part of the development of the TMBC CIL as listed above.
- Lorraine continues to attend the Disability Employment Advisory Committee (DEAC), an internal committee of the Department for Work and Pensions (DWP), which provides confidential strategic advice to Ministers and senior departmental officials on proposed and current policies.<sup>4</sup>
- Breakthrough continues to act as a specialist disability advisor to the NW Strategic Health Authority on key policies, projects, and strategies: we have been instrumental in ensuring key disability resources were included on their H.E.L.P portal.<sup>5</sup>
- Lorraine attends the National Advisory Group of Right to Control (RtC), bringing both a service provider point of view from a disabled people's organisation, but also a wider view that encompasses employment and partnership work. Breakthrough was successful in a collaborative bid with five Local Authorities, Jobcentre Plus, Independent Living Fund, and Access to Work to become a RtC trailblazer site, which will enable us to fully explore and use the synergies between RtC and the development of CILs and ULOs.<sup>6</sup>
- Following on from last year's launch of our Hate Crime report we have secured funding from the Equality and Human Rights Commission to deliver a project entitled 'Working it Through Together'.
- We hosted our second Independent Living Awards to recognise and highlight organisations which have shown good practice in making areas of everyday life such as transport, information and employment more accessible to disabled people. Building on the success of this event we have secured sponsorship to continue the event for 2010/11.

<sup>4</sup> <http://www.dwp.gov.uk/about-dwp/public-bodies/dwp-sponsored-public-bodies/disability-employment-advisory/>

<sup>5</sup> [http://www.northwest.nhs.uk/document\\_uploads/Equality\\_and\\_Diversity/A\\_partnership\\_of\\_equals.pdf](http://www.northwest.nhs.uk/document_uploads/Equality_and_Diversity/A_partnership_of_equals.pdf)

<sup>6</sup> <http://www.officefordisability.gov.uk/working/right-to-control.php>

At last year's event Minister for Disabled People Jonathan Shaw said

‘ In Government, we take our commitment to independent living for disabled people seriously. Government can put legislation in place, but it is organisations like the ones we celebrate who make change happen in reality. ’

## What our Stakeholders Say

**Mary Helson**, Co-Deputy Director, Office for Disability Issues said

‘ Breakthrough UK has made a significant contribution to policy on independent living for disabled people. At both national, and local level Breakthrough is an influential advocate for the social model of disability and the difference which choice and control makes in enabling disabled people to live the lives they wish to live. The direct experience of disabled people in Manchester and Liverpool who have been supported by Breakthrough's services has been reflected in Breakthrough's authoritative and informative written responses to government consultations, in discussions at the National Advisory Group on the Right to Control, and at a successful consultation event, attended by the Minister for Disabled People, which Breakthrough hosted in Liverpool in 2009. Breakthrough case studies, drawing on Breakthrough's advocacy and other services for disabled people, have been used in developing the Office for Disability Issues' (ODI) good practice guide for the Right to Control Trailblazers. ’

Breakthrough is modelling co-production with both local authorities and the ODI building working relationships where disabled people are involved as partners, shaping policy and delivery, and sharing decisions. The organisation has a central role in trailblazing the groundbreaking Right to Control in Manchester. ’

**Joanne Willmott**, Putting Putting People First, Programme Manager, Trafford MBC, said

“ We have had the opportunity to work with Breakthrough to support co-production with disabled people in Trafford. Their intervention and support has made a significant impact on a wide range of initiatives such as the move to establish a Centre for Independent Living (CIL) here in Trafford. In 2009/10 Trafford Council commissioned Breakthrough to work with disabled people in Trafford to produce a document looking at the feasibility of such a Centre and to arrive at ways through which the Centre could be run and governed.

The CIL will be an organisation run by disabled people for disabled people based on the principles of independent living and providing a range of services and facilities for disabled people living in our Borough. Breakthrough is a local organisation run by disabled people and their experience, expertise, and excellence in working with disabled people made them an ideal choice for undertaking this important work. We are extremely pleased with the results that have been achieved so far.

This is a very exciting project, which promises to make a significant impact upon the lives of disabled people in Trafford and we are looking forward to working with Breakthrough over the coming months to bring this ambitious initiative to fruition. ”

Breakthrough also contributes through the work of other staff to:

- The North West Equality and Diversity Group
- Manchester Learning Disability Partnership Board
- Manchester Physical Disability Partnership Board
- Liverpool Learning Disability Partnership
- Trafford Metropolitan Borough Council CIL Steering Group
- Wythenshawe Employment Group

# 7

## Achievements and Performance

### Research

We work in partnership with a range of public, private, and third sector organisations to carry out research in order to contribute to the development of policy and practice within the fields of disability equality and independent living. We augment our in-house expertise by drawing on the skills of associates, all of whom identify as disabled people and have extensive professional and academic experience in designing and delivering social and management research projects.

In June 2009, we were awarded £10,000 from Trafford MBC to undertake a feasibility study on the creation of a Trafford Centre for Independent Living, which was undertaken in partnership with Difference Matters and TurnAround Research and Consultancy. We ran a series of consultation meetings with disabled residents across Trafford, and based on what people told us, we developed a business plan. As a result of this work, Breakthrough and Trafford MBC have received funding from the NW Joint Improvement Partnership to recruit and develop an interim governing body of disabled people who live in Trafford to oversee implementation of the business model.

We worked jointly with social research organisation, ekosgen, to undertake research funded by the NW Regional Development Agency into the economic participation and inclusion of disabled people within the North West of England. The study highlighted the opportunities available in the North West and the barriers faced by disabled people in gaining and sustaining employment that meets their aspirations. The outcome of the study was a series of practical recommendations and solutions to increase economic participation and inclusion in the region, which the Development Agency aims to integrate into their 2010 Regional Strategy.

We worked in partnership with Merseyside Disability Federation, the Lesbian and Gay Foundation and the Trans Resource and Empowerment Centre to undertake research on behalf of the Equality and Human Rights Commission (EHRC) into what public, private, and third sector organisations are doing to break down barriers to personalised services for disabled people from lesbian, gay, bisexual, and transgender communities. The results of a questionnaire collected from service providers across the region were put to focus groups of disabled people from these communities in order to tease out the key issues. The research formed part of a series of pilot studies which the EHRC undertook nationally with the aim of making sure that all communities know about the new personalisation agenda in social care, and that all have access to it.

Breakthrough's 'Working it Through Together' project (WITT) was established in early 2010 to support victims and witnesses of disability hate crime in Greater Manchester. Funded by the Equality and Human Rights Commission, Breakthrough is working in partnership with local and national organisations to support disabled people, particularly those from BME and LGB&T communities, to report disability hate crime and deal with the after effects. As well as providing one-to-one advocacy support for disabled people affected by hate crime, the project will also bring disabled people together to form a peer advocacy support group. This group will receive training on advocacy, disability action training, as well as training from the Crown Prosecution Service. The steering group includes Greater Manchester Police, Manchester City Council, Victim Support, the Crown Prosecution Service, the National Probation Service, Body Positive North West, Manchester People First and Voice UK.



# Management and Governance

2009/10 has been a year of significant change within Breakthrough. A core review was carefully conducted and recommendations resulted in a new structure in the core of the organisation. We are confident that this new structure provides a firm platform from which we can continue the provision of leading-edge services and ensure we can respond and develop within the new challenges ahead.

The involvement of our staff has been central to the delivery of change. They have worked together in different teams throughout the year on introducing a new set of core competencies, launching a new website and developing an approach for staff training and development which will be the bedrock of the new structure.

The financial management of the organisation has also been subject to review and the development of new monitoring processes has supported a very successful year following the difficult financial times reported in last year's Impact Review.

A new Senior Management Team will be in place in the early part of 2010/11 and we look forward to a bright and exciting year ahead.

Meanwhile the Board of Directors are reviewing their own performance, conducting a skills and a gap analysis, and looking at the recruitment and induction of new Board members in order to best build on and support our ongoing achievements.

# 9

## Recognition

**Breakthrough continues with our commitment to spreading the word about our work to ensure policy and operational activities are recognised as leading edge at local, national, and international levels.**

### Spreading the Word

**We do this in a variety of ways:**

**Website:** Monthly visitors to our website have averaged over 1,000 per month over the year. After consultation with staff and stakeholders, our new website was launched at the end of February, and feedback to date has been very positive.

**IEAC E-bulletin:** We distribute the e-bulletin to an ever expanding list of individuals and organisations every month. 183 organisations and 200 individuals signed up during the year. Topics cover good practice in the employment of disabled people, useful research, updates on independent living policy initiatives, and legislative changes.

**Free Wire Magazine:** Four issues of Free Wire magazine were written and produced by disabled people focusing on their employment experiences. These were distributed widely at events and made available online. Recent topics have included disabled people's stories about gaining confidence when returning to work after a long break, experiences of work trials, and retaining either voluntary or paid work.

## Media Coverage:

Articles about Breakthrough have appeared in the following publications:

Able Magazine  
 Greater Manchester Coalition Information Bulletin  
 LawWorks Clinics Newsletter  
 Liverpool Echo  
 Manchester Evening News  
 Stockport Express

Articles also appeared online:

[www.altogethernow.org.uk](http://www.altogethernow.org.uk)  
[www.choicesandrights.org.uk](http://www.choicesandrights.org.uk)  
[www.disabilitypartnership.org.uk/newsletter](http://www.disabilitypartnership.org.uk/newsletter)  
[www.fundingcentral.org.uk/newsview](http://www.fundingcentral.org.uk/newsview)  
[www.gpsi.co.uk](http://www.gpsi.co.uk)

We also issued **9** press releases which can be found on our website at [www.breakthrough-uk.co.uk](http://www.breakthrough-uk.co.uk)

## Open Days and Events:

### Manchester Open Day

Another successful Open Day was held in May 2009 at our Head Office in Ardwick attended by the Lord Mayor of Manchester, Councillor Alison Firth and the Lord Mayor's Consort, Andrew Fox. Our exhibition stands attracted many visitors who were also able to chat with representatives from the different departments within Breakthrough.



## Right to Control

In November 2009 Breakthrough, on behalf of the Office for Disability Issues, hosted the North West Regional Consultation for the Right to Control. The event was held at the Radisson SAS Hotel in Liverpool and provided disabled people's organisations and individuals with an opportunity to have their say about the Right to Control agenda.



Pictured from l to r: Mary Helson, Co-Deputy Director, ODI, Jonathan Shaw MP, Minister for Disabled People, Tom Lowton, Project Manager Liverpool Employment Services and Lorraine Gradwell, MBE, Chief Executive.

## Independent Living Awards

In June 2009 Breakthrough hosted the second national Independent Living Awards which highlight and celebrate commitment to the independence of disabled people. The awards showcased organisations across the country that have excelled in making areas of everyday life, such as transport, housing, information, and employment more accessible to disabled people. Guests included senior representatives from local, regional, and national organisations. Sponsors were Northwest Regional Development Agency, Manchester City Council, NHS North West and the Office for Disability Issues.

Mark Baggley and representatives from Choices and Rights receiving their Information award from the Lord Mayor of Manchester, Councillor Alison Firth.



Jonathan Shaw MP, Minister for Disabled People giving his keynote speech



Mark Baggley, Director, Choices and Rights said

“ The event was incredibly well organised, very accessible and proves that disabled people can do things as well as anyone else, if not better. It was certainly a credit to your organisation and members of staff who were involved. ”

### **Dada Fest**

For the seventh year running, Breakthrough sponsored the Emerging Artist Award at the annual Deaf and Disability Arts Festival (DaDa Fest) awards. This award gives recognition and a financial boost to deaf and disabled artists starting out on their careers.



Carrie Beckwith receiving her award from Michele Scattergood, Deputy CE, Breakthrough (L)

# 10

## Future Plans

**As noted elsewhere, we have finished the year on a high note, strategically, financially, and operationally: but this does not mean we can be complacent and we are keen to maintain momentum. There remain challenges and opportunities for us and we are confident that we can deal with the first and make the most of the second.**

### Challenges:

Possible funding cuts remain a potential future difficulty due to the financial crisis. The recession means that people are either losing their jobs, or not getting into work in the first place, with indications being that the impact on disabled people will be great. Further, there may be reductions in local authority budgets, with a knock-on effect for independent living support and personalisation programmes.

Although we have secured a four year contract for our Liverpool work, the Manchester contract has been extended pending a re-orientation of the work: there is still no continued funding for our Advocacy service.

## Opportunities:

Whilst maintaining our momentum on employment support, expanding our remit to explicitly address independent living has opened doors to more diverse work streams. This includes consultation with disabled people in Trafford regarding a Centre for Independent Living (CIL) which resulted in a proposed business plan and a partnership project to develop the CIL.

Plans to develop our policy function are bearing fruit: we identified funding in our core review to have a dedicated staff post, and resources to proactively commission research of our own. In terms of marketing and publicity we have commissioned a PR consultant who has effectively raised our profile in local and national publications. Our growing reputation has led to an increased number of partnerships and joint working across a range of sectors.

Our plans to “grow Breakthrough” are doing well: we aim that our re-invigorated senior management team, and our committed staff team, will continue to take us along this path.

# 11

## Financial Summary

This report covers the period from April 2009 to March 2010

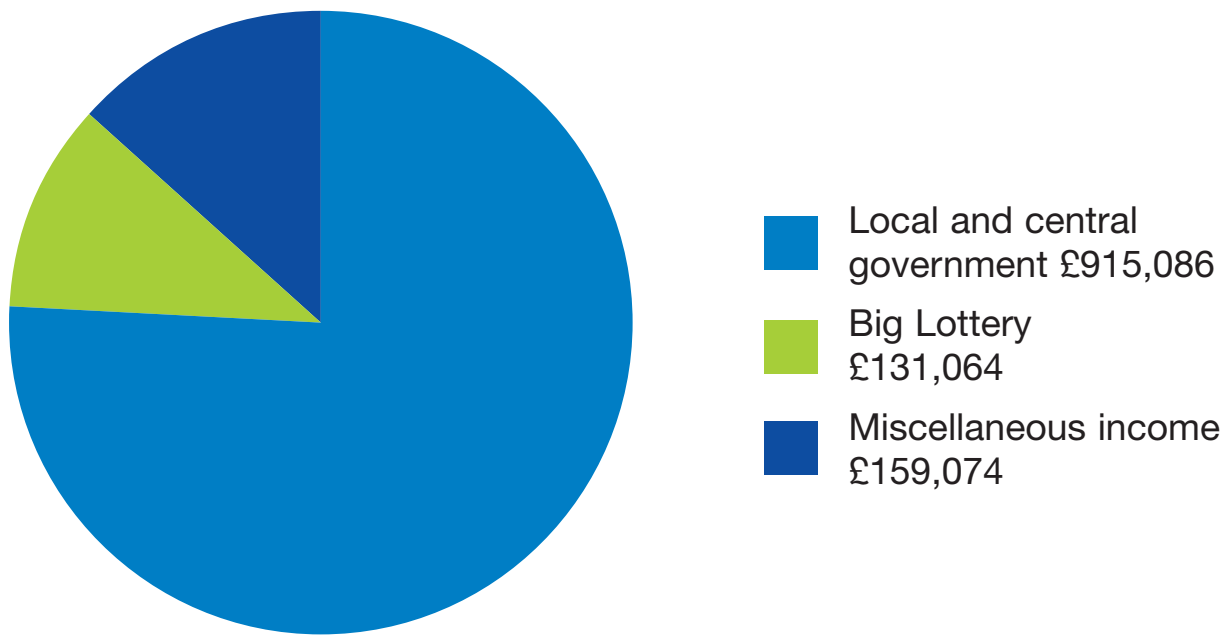
### Income and Expenditure 2009 – 2010

<b>Income</b>	<b>£000</b>	<b>%</b>
Local and central government	915,086	76
Big Lottery	131,064	10.8
Miscellaneous income	159,074	13.2
<b>Total</b>	<b>1,205,224</b>	<b>100</b>
<hr/>		
<b>Expenditure</b>	<b>£000</b>	<b>%</b>
Personnel	733,652	67.3
Premises	194,323	17.8
Administration	112,882	10.3
Events	10,920	1.0
Training	21,103	2.0
Depreciation	18,080	1.6
<b>Total</b>	<b>1,090,960</b>	<b>100</b>
<hr/>		
<b>Surplus</b>	<b>114,264</b>	

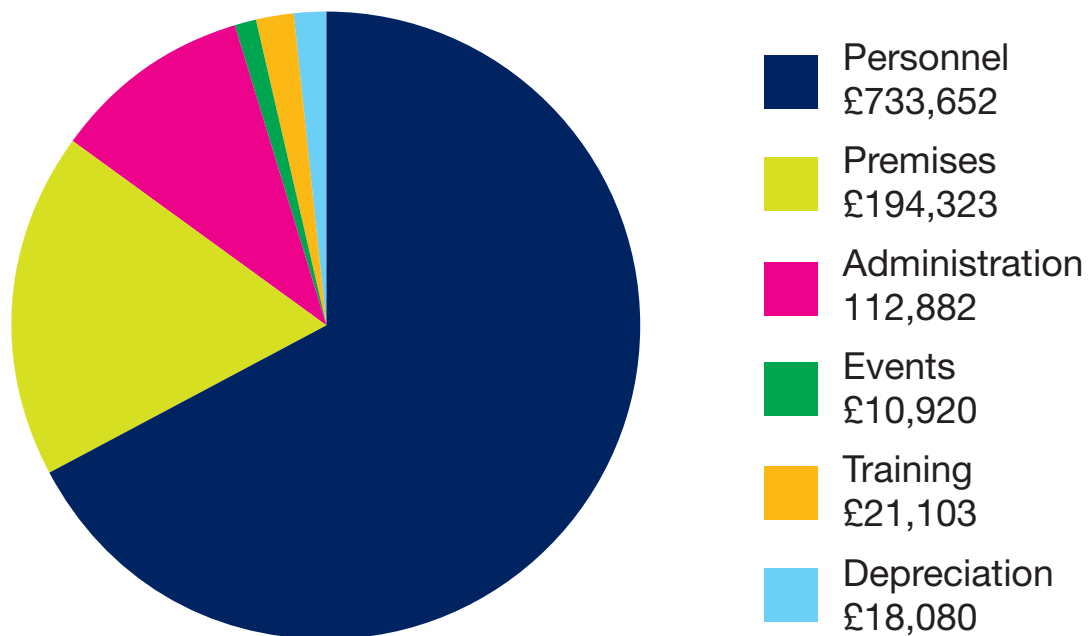
The above summarised financial information is extracted from the full Trustees' Annual Report and statutory financial statements, which were approved by the Trustees. The statutory financial statements, on which the auditors, Whitehead and Co. gave an unqualified audit report, will be submitted to the Registrar of Companies and the Charity Commission.

The full Trustees' reports, statutory financial statements and auditors' reports may be obtained from the Company Secretary, or the Head of Finance, at Breakthrough UK Ltd.

## Income 2009/10



## Expenditure 2009/10



# 12

## About Breakthrough UK

**Breakthrough UK is a successful and growing social enterprise which since 1997 has led the way in tackling barriers to employment and independence which many disabled people experience. The company is controlled by disabled people and two thirds of our staff are disabled people.**

### What We Do

#### Employment and Training Services

##### **Our Employment Services in Manchester and Liverpool:**

- support disabled people to access employment, voluntary work or training
- support employers and placement providers with information and signposting.

##### **Our Training Services in Manchester:**

- provide work related training to disabled people in areas such as IT, Administration, Retail, and Horticulture.

#### Employment Advocacy and Information

##### **Our Independent Employment Advocacy Centre provides:**

- confidential advocacy support to disabled employees and jobseekers
- self advocacy workshops and outreach surgeries
- a drop-in resource centre, online resources, and toolkits
- an enquiry and information service
- updates and e-bulletins on policy and best practice guidance.

## Training, Research, and Consultancy Service

### **Our Training, Research, and Consultancy Service offers:**

- lively and interesting training promoting disability equality, tailored to customer needs
- consultancy on strategy, policies and good practice
- conference speakers, briefings, and workshops at all levels
- skilled researchers.

## Policy

### **Breakthrough works to shape the future by:**

- influencing policy through strategic bodies locally, regionally, and nationally
- operating a Policy Think Tank of prominent and well respected disabled people who are expert in their fields.

# 13

## Who's Who at Breakthrough

### Directors/Trustees as at 31 March 2010

<b>Jackie Driver</b>	Chair
<b>Dean Cavanagh</b>	Deputy Chair, Treasurer and Company Secretary
<b>Basil Curley</b>	Director (Manchester CC Representative)
<b>Jackie Daniel</b>	Director
<b>Angela Madeley</b>	Director
<b>Martin Pagel</b>	Director (Manchester CC Representative)
<b>Kirit Patel</b>	Director
<b>Joan Rutherford</b>	Director
<b>Clair Wilson</b>	Director
<b>Lorna Young</b>	Director (since 01 March 2010)



### Directors'/Trustees' Profiles

#### Jackie Driver

Jackie is Chair of Breakthrough UK, an organisation of disabled people, aimed at improving the life chances of disabled people through employment, training, and independent living opportunities. She was previously the secretary to the Board of Trustees of Manchester Deaf Centre. She has been involved in developing local, regional, and national work to ensure D/deaf people get greater access to services and employment opportunities.

Jackie is Head of Good Relations at the Equality and Human Rights Commission. Her programme of work

focuses on good relations and community cohesion. Current programmes include leading on the disability related harassment formal inquiry, Beyond Tolerance – making sexual orientation a public matter and adaptive conversations – balancing interests between equality strands. She also takes a practice lead in the Commission on sexual orientation, driving the agenda for delivering a comprehensive strategy around key priorities in LGB equality.

She previously worked at the Disability Rights Commission heading up the Employment and Equalities strategy and prior to this worked within the Local Government sector heading up strategic equality policy work, housing and homelessness strategies.

Jackie is a member of the Homes and Communities Agency (HCA) equality advisory board where she advises on specific issues relating to black and minority ethnic communities, disability, gender, religion and belief, sexuality, and age. She also works with the HCSA to support the delivery of its vision for diversity and respond to current and emerging equality and diversity challenges.

## Dean Cavanagh



Dean is Access Manager for Capital Programme Division, Manchester City Council. Recent areas of work have included the Disability Discrimination Act programme, Building Schools for the Future programme, Surestart programme and Primary School Rebuild Programme where he advises and promotes disability equality and inclusive design.

Dean is currently in his final year at Salford University where he is studying for a Masters Degree in Accessibility and Inclusive Design.

Dean has been a Board member since 2005 and particularly relishes the work Breakthrough undertakes around advocacy and promoting the rights of disabled people.



## Councillor Basil Curley

Basil is a Councillor for Charleston ward in North Manchester as well as working as an employee of the Manchester College, being involved in the 'Targeting Abuse Campaign', Shore Green Supported Housing for People with Dementia, the Physical Disability People's Partnership Board, the Learning Disabilities Partnership Board and the Local Involvement Network.

Basil is closely involved with the Greater Manchester Health Commission; The Chairs Collaboration Group, one of whose objectives is to ring fence a thousand jobs per annum for Manchester residents; North West Immigration and Asylum Seekers Partnership and through this he represents the Council on the Westminster Advisory Group which discusses funding for unaccompanied asylum seekers children in the UK. He has also been involved in raising funds to provide greatly improved homes for Manchester residents.

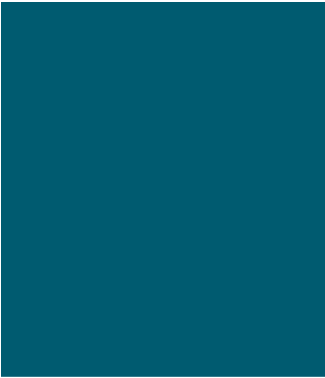
He is a champion of dignity and care and his main focus is on people who have mental health issues. Basil is also involved in campaigning to remove the stigma attached to people who experience mental illness. Other issues he is involved in are Staff Awards; Safeguarding Adults; credit Unions; Valuing Older People; Supporting World Aids day; Supporting PRIDE; and Change in Mind.



## Jackie Daniel


Jackie was appointed as Chief Executive at Manchester Mental Health and Social Care Trust in November 2008. A qualified nurse, with 27 years experience in the NHS, Jackie has been a National Health Service Chief Executive for the last 7 years. She has led change programmes in Coventry and Warwickshire focusing on the implementation of new service models, financial and service improvement and strengthening partnership working. She was also previously Chief Executive at the Robert Jones and Agnes Hunt Orthopaedic and District General NHS Trust in Shropshire.

A Registered General Nurse who holds a BSc (Hons) in Nursing Studies and a MA in Quality Assurance in Health and Social Care.




Jackie regularly speaks at national conferences on subjects including leadership and change management, developing effective partnership working and engaging patients and the public in developing health services.

### Angela Madeley




Angela is the Board lead for Independent Living. She was an Executive Council Member with Greater Manchester Coalition of Disabled People until March 2009 and has been involved in disabled people's organisations for many years. She has also worked as a Disability Action Trainer.

### Councillor Martin Pagel

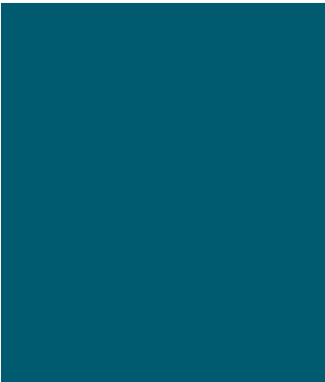



Martin is a Councillor for Cheetham Ward in Manchester and is a non-executive Director for Manchester Mental Health and Social Care Trust. He is also a member of the Breakthrough Policy Think Tank. At the Mental Health Trust his principal involvement has been to ensure direct involvement by users and carers in progressing the Anti-Stigma Campaign around Mental Health.



As a local councillor Martin's main activities have been involved in tackling drugs and prostitution. He is also an active carer for two older people. Any spare time is devoted to the enjoyment of football.

### Kirit Patel



Kirit is the Race Equality Programme Co-ordinator for Oxfam. Since April 2005, Kirit has been responsible for delivering on a programme of work on race and poverty, mainly in the north of England and focused on the discrimination and inequalities faced by minority and migrant women. Before joining Oxfam, Kirit was a manager for the Black Health Agency, a charity delivering health initiatives for disadvantaged minority groups, locally and nationally. Currently, he is a member of the advisory group for One North-West, the regional infrastructure support network for the BME third sector; and for the Regional BME Advisory Group, supported by Government Office North West and North West Regional Development Agency. These groups have been formed to develop and support more progressive and inclusive policies; and in so doing assist to shape better and secure futures for everyone in the region.



## Joan Rutherford

Joan is a qualified Town Planner, with a BA degree in Town & Regional Planning from Sheffield University; a member of the Town Planning Institute (MRTPI) and of the Urban Design Group.

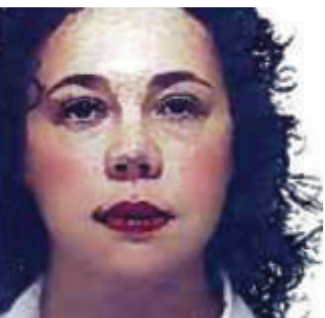
She managed Manchester City Council's Access Team for about six years prior to retiring in 2007. She is a member of Manchester Women's Design Group. MWDG won the 'Women and Environment' award from Manchester City Council, for the work the group has done in producing a gender checklist.



## Clair Wilson

Clair is a resourcing/recruitment specialist and has worked in the industry since 1995 recruiting to a broad spectrum of roles at executive level, such as Chief Executives of Local Authorities in the UK, through to operational level, appointing Industrial Laundry workers in Australia. She holds a PGDip in HR Management and is CIPD qualified. Clair is Director of her own company, BRL (Better Resourcing Ltd), working with clients to improve their resourcing strategies and practices.

In 2010 Clair has worked with a global oil company to improve their recruitment processes in the Middle East, is working with the clients of Amris eRecruitment to ensure that they get the most out of their use of recruitment technology and is leading the recruitment function of Serco's national Welfare to Work/Work Programme.



## Lorna Young

Lorna joined Manchester City Council as a disabled person in August 2005. Her current role is as a Programme Officer within the Drug and Alcohol Team in Manchester City Council. She was elected as Secretary of the newly restructured Council wide Disabled Staff Group in October 2008. She leads on networking with key Council Departments and senior managers. She is a member of the Council's Corporate Disabled Strategic Staff Group (CDSSG) which is a forum for key disabled staff to raise issues and agree a strategic approach to employment

policies with senior managers. Lorna also belongs to the Disabled People's Engagement Network (DPEN), a Manchester group involving representatives from community based disabled groups. DPEN acts as a critical friend to the Council in ensuring it meets its obligations under disability equality across employment, education, transport, built environment, advocacy and peer support.

## Management Team during 2009/10



**Lorraine Gradwell, MBE**

Chief Executive



**Michèle Scattergood**

Deputy Chief Executive



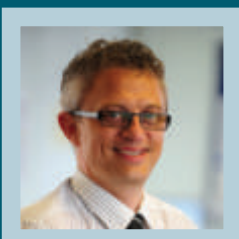
**Rob Riley**

Head of HR, Info Systems &  
Employment Service Contracts



**Theresa Cartmill**

Head of Finance,  
Compliance, and Premises



**Gary Timperley**

Business Development  
and Events Manager

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[www.breakthrough-uk.co.uk](http://www.breakthrough-uk.co.uk)

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Breakthrough UK is a company limited by guarantee registered in England and Wales.