



BUSINESS PLAN

2026-30

WWW.RAID.CHARITY

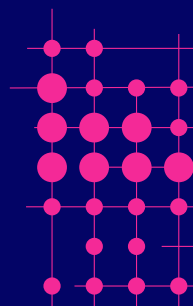


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Photo: Neurodiverse Support Group



Chair's Message



Photo from left: Lucia Albrecht, Ladies Captain 2025-26, Lucy Byrne, CEO, Celia Watts, Chair of trustees and Teresa Gibson, Finance Officer at RAID at The Richmond Golf Club ladies day raising vital funds for RAID. Thank you!

Celia Watts

RAID Chair of Trustees at RAID

On behalf of the Board of Trustees, I would like to thank everyone who shared their experiences, ideas and feedback to help shape our priorities and goals.

As a user-led organisation, your voices are at the heart of everything we do, and this plan reflects our shared ambition for the future.

Celia Watts, Chair of Trustees

'Yes, I agree that RAID has many important strengths, especially providing accessible, rights-based advice and support for Disabled people facing serious challenges.'

'For people like me, who are dealing with severe physical illness, mental trauma, financial hardship, and unsafe housing, organisations like RAID can be essential.' Client Survey 2026



The difference we will make

This Business Plan sets out RAID's vision, priorities and ambitions for the period 2026–2030. As an organisation led by and for Disabled people, we will continue to place Disabled people and their interests at the centre of everything we do. Our priorities have been shaped by the views and experiences of Disabled people, carers, members, staff, volunteers and trustees. We have also drawn on local and national strategies and evidence to understand the challenges facing Disabled people and to ensure that our plans respond to changing needs and opportunities.

Over the next four years, we want to make a lasting difference by ensuring that more Disabled people:

- **Have access to high-quality information, advice and support when they need it;**
- **Are able to live independently and have greater choice and control over their lives;**
- **Experience improved health, wellbeing and reduced social isolation;**
- **Have opportunities to participate in their communities and achieve their goals;**
- **Feel listened to, valued and represented in decisions that affect them; and**
- **Benefit from services that are inclusive, accessible and shaped by lived experience.**

We recognise that the external environment remains challenging. Demand for services continues to increase and competition for funding is likely to intensify. Despite these pressures, we have chosen to be ambitious because we know that Disabled people need strong, independent organisations that advocate for their rights and provide practical support.

We will review progress annually to ensure that our priorities remain relevant, our resources are used effectively and our work continues to deliver meaningful and measurable outcomes for Disabled people and their families.

Through this strategy, RAID will continue to be a trusted partner, a strong voice for Disabled people and a catalyst for positive change in our communities.

About RAID

RAID is firmly rooted in its local community and works actively across the London Borough of Richmond upon Thames, while also delivering services and support in the neighbouring boroughs of Hounslow and Kingston.

As a Deaf and Disabled People's Organisation (DDPO), we are passionate about the unique insight, added value and expertise that our lived experience brings. This identity underpins everything we do and ensures that Disabled people remain at the heart of our work.



We manage the Disability Action and Advice Centre in Teddington, which serves as both our office base and the main location for the delivery of our advice services and wider activities, including social groups and counselling.

Our wide client reach provides us with a genuine understanding of the needs, challenges and aspirations of Disabled people and enables us to deliver services that are responsive, inclusive and person-centred.

Our strengths lie in our specialist expertise in disability, our commitment to delivering high-quality services, and our proven track record in leading and sustaining successful partnerships.



Our Vision

Empowered Disabled people living independently and participating fully and equally in society.

Our Mission

RAID will empower Disabled people to achieve greater independence and choice by providing a range of services and support. We will work to remove barriers identified by Disabled people.



Our Values

- **The Social Model of Disability** - We believe in a Social Model of Disability that says that people with impairments are disabled by the way society is run and organised and we believe in a Cultural Model of Deafness that celebrates Deaf people's linguistic culture and language. For more information on The Social Model of Disability see the Shape Arts video definition or watch this animation.
- **Independent Living** - We believe in independent living in its fullest sense as defined by the UN Convention on the Rights of Disabled People (UNCRDP), that Disabled people should enjoy the same life opportunities, independence and choices as non-disabled people. An easy read version of the UNCRDP can be found as a link from this page.
- **Inclusion** - We believe in 'Nothing about us without us' - that Deaf and Disabled people and our organisations should be fully involved in decisions and issues that affect us. We have systems in place for consultation and feedback and deliver services that our users need. We believe in being responsive to the changing needs of Disabled people.
- **Healthy Organisational Culture** - We are a vibrant organisation that provides a safe space for Disabled people. We have a culture based on trust, respect, integrity and openness and we embrace diversity and equality of opportunity.
- **Working in Partnership** - we recognise that working in partnership to share expertise, costs and reduce duplication results in better services for Disabled people.

What is a DDPO?

Deaf and Disabled People's Organisations (DDPOs) are organisations that provide services and support for Disabled people. But it's not just that. We are organisations in which most of the staff, volunteers, and board of trustees have lived experience of disability or a long-term health condition.

RAID is a charity as well as being DDPO. We provide services for Disabled people and we are run and controlled **by** Disabled people, **for** Disabled people.



Our approach to disability

We use the term Disabled people to cover all groups of people with impairment including: people with learning difficulties, people who experience mental distress, Deaf people, people with visual impairment, people with hearing impairment, people who are neuro-divergent, people with long term health conditions, people with non-visible impairments and people with physical impairment.

We recognise and respect that some of the groups (in our definition) do not think of themselves as being disabled but we believe we are united by the disabling barriers we face in an ableist society.

[The Advisor] was incredibly professional, empathetic, and clear. She provided me with actionable, step-by-step advice regarding Universal Credit and my housing rights. Her ability to explain complex processes in a calm and reassuring manner gave me exactly the clarity and confidence I needed to move forward.

RAID client feedback 2026

Our Objectives

To achieve our vision of independence and choice for Disabled people we will

- Include Disabled people in the planning of our services and promote wider opportunities for engagement and inclusion
- Work with Disabled people to identify and remove barriers they are experiencing in accessing services and support
- Ensure Disabled people have a strong voice locally
- Raise awareness about Disabled people's needs and accessible service provision with service providers and employers
- Increase employment, education, volunteering and leisure opportunities
- Provide high quality information and advice
- Reduce poverty and increase financial security of Disabled people
- Understand, track and respond to changing needs.



Photo - Business Plan consultation 2026

'For people in situations like mine, RAID's support can be life-changing.'

Survey 2026

Our History

For more than 35 years RAID has been providing advice, support and empowerment opportunities to Disabled people across the London Borough of Richmond upon Thames and neighbouring boroughs.

Established in 1988 by Disabled people attending a local day centre, the organisation began as a telephone helpline and has grown steadily in response to the needs and aspirations of the local Disabled community. RAID became a Company Limited by Guarantee in 1999. In keeping with our identity as an organisation of and for Disabled people, our governing document requires that at least 51% of our Board of Trustees are Disabled people or carers. This ensures that lived experience remains at the heart of our governance, decision-making and service development.

Today, RAID is a medium-sized charity employing 25 staff and supported by around 60 volunteers. We manage a fully accessible community building and deliver a wide range of services that enable Disabled people to live independently, improve their wellbeing and participate fully in community life.

We remain committed to supporting people with all types of disability and long-term health conditions. Through careful planning, strong partnerships, a reputation for high-quality delivery and a commitment to listening and responding to local needs, we have developed the broad range of services described below. As demand and expectations continue to evolve, we will continue to adapt and innovate to ensure Disabled people remain at the centre of everything we do.

RAID's current services fall into 2 broad areas

1. Rights Based Advice and Information Services

We have four main advice areas:

Benefits Advice

Information Navigation

Money Advice

Energy Advice

We also support people to access grants and other sources of financial assistance to help alleviate some of the additional costs associated with disability, including higher energy bills, specialist equipment, mobility and transport costs, household essentials, digital access, and the financial pressures arising from low incomes and the cost of living.

In addition, we directly administer grants to Disabled people and carers on behalf of the local authority and local grant-giving organisations, helping individuals and families to manage financial hardship and maintain their independence.

These include:

- The Crisis Resilience Fund
- Richmond Charities
- Richmond Foundation

By helping people to access advice at the right time, we aim to prevent crises from escalating, reduce stress and anxiety, and support Disabled people and carers to live independently and with dignity.

RAID provides free, one to one advice and support for all Disabled people and carers. In 2026 we began a new Energy Advice projects supporting Disabled people to understand and reduce their energy bills.



'I would be lost without this support. You know about rights. You are understanding and accommodating to those with complex needs.'

Feedback form 2026



Photo - BuddyUp outing

'It meant a lot because I had company, I was listened to and understood also motivated to keep chasing my goals and future ambitions.'

Mental Health Peer Support

'The Connect to Tech sessions with Josh and James have really saved the day and improved my mental health and wellbeing greatly.'

Connect to Tech

'NSG has changed my life by connecting me with similar people, providing support and giving me somewhere to socialise as a neurodiverse adult.'

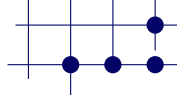
Neurodiverse Support Group (NSG)

2. Promoting Wellbeing, Inclusion and Independence

RAID delivers a range of services that promote social inclusion, improve wellbeing and support Disabled people. Through these programmes, RAID helps people to reduce isolation, improve their health and wellbeing, develop new skills and connections, and live more independent and fulfilling lives.

Services and support include:

- **BuddyUp**, operating across the London Boroughs of Richmond and Kingston, matches volunteer buddies with young Disabled people to enable them to access social, leisure and community activities and build confidence and independence.
- **SPADE Gardening Service**, provides practical gardening support to older and Disabled residents, helping people to maintain safe and accessible outdoor spaces and continue living independently in their own homes.
- **Connect to Tech**, offers digital skills training and support to help people gain confidence using technology, improve digital inclusion and access essential services and opportunities.
- **Mental Health Peer Support**, providing opportunities for people with lived experience to support one another, reduce isolation and improve wellbeing.
- **Peer Network and Social Activities**, brings people together through a range of groups, events and volunteering opportunities, helping individuals to develop friendships, build confidence and become active members of their communities.
- **Low-Cost Counselling**, led by our Counselling Manager and delivered by a team of experienced therapists who are newly or recently qualified. We continue to deliver our service to ensure that Disabled people and carers can access timely and affordable counselling.



Business Plan

Introduction

This Business Plan for 2026–2030 sets out RAID's priorities and ambitions for the next four years.

The period covered by this plan will present both opportunities and challenges. Demand for our services has increased significantly in recent years and we recognise that competition for funding and resources is likely to remain intense. At the same time, the need for strong representation, accessible services and the voices of Disabled people to be heard has never been more important.



As an organisation led by and for Disabled people, this plan has been developed through engagement with our members, service users, volunteers, staff and trustees. Our priorities reflect the experiences, aspirations and changing needs of the communities we serve and are informed by evidence, feedback and analysis. In developing this Business Plan, we have drawn on:

- Business Plan and members events held in 2026 involving members, service users and volunteers;
- A survey in 2026 to gather the views of Disabled people on future priorities;
- Monitoring and evaluation data, client feedback and levels of demand for existing services;
- Feedback from staff and volunteers, together with operational and service priorities;
- Annual reviews of progress against previous Business Plan objectives; and
- A PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis undertaken by the Board of Trustees.

This Business Plan is intended to be a living document. Progress against our priorities will be reviewed regularly to ensure that RAID remains responsive to changing circumstances, financially sustainable and firmly focused on improving outcomes for Disabled people.

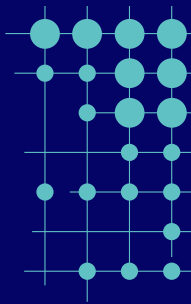


OUR PRIORITIES & STRATEGIES

Priority 1 – Services that Empower

We want to:

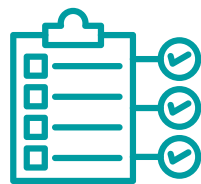
- Keep our advice services strong and accessible
- Grow peer support, digital skills and wellbeing programmes
- Develop new services where gaps exist
- Improve how we measure our impact



We will continue to deliver and develop high-quality, accessible, and rights-based services that enable Disabled people to overcome barriers, increase financial security, build skills and confidence, and live more independently. Grounded in the social model of disability, our services focus on addressing the systemic, environmental, and attitudinal barriers that limit choice and participation.



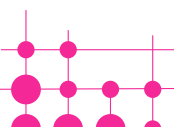
Our advice services will remain central to our offer, delivering measurable outcomes across money and debt, benefits, housing, and welfare. We will strengthen outcomes monitoring and impact measurement to demonstrate effectiveness, inform continuous improvement, and meet commissioner and funder requirements. Insight from our advice work will also be used to challenge barriers within statutory systems and influence service design.



We will expand peer support and co-produced services that reduce isolation, strengthen wellbeing, and enable Disabled people to support one another through shared experience. Practical services that promote well-being and foster independence—such as Connect to Tech digital inclusion training and Spade, our low-cost gardening and counselling services—will be developed further where there is clear demand and sustainable funding.



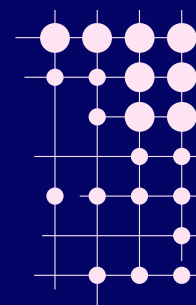
Co-production will be embedded into service planning, improvement and service accessibility. We will seek funding to develop new services in line with emerging needs, where new funding can be found or funding is re-prioritised. Financial sustainability will underpin delivery and we will ensure full cost recovery, and strengthen fundraising and income generation to support growth and maximise impact for Disabled people.



Priority 2 – Be more visible

We want to:

- Ensure professionals and Disabled people are aware of all our services
- Develop more marketing materials and more creative ways of marketing e.g. use video and social media to let people know about our successes.
- Be more vocal about the issues experienced by Disabled people.



“I also think you undersell yourselves: two examples of 'strengths' you have not listed are your superb advice about benefits, with a genuine commitment to helping clients succeed; and the kindness of staff - the welcome when you arrive, the understanding when you are struggling, and even a cup of tea and some privacy when I started crying in reception!” Client Survey 2026



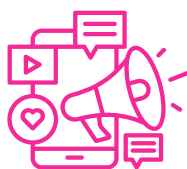
Our organisation's legal name is Richmond Advice and Information on Disability (RAID), but for some time we have been using the name Richmond AID. Over time, we identified that our public-facing identity was causing confusion, with service users and partners sometimes mistaking us for a local authority service. In addition, our previous branding and website design were dated and not fully accessible or easy to use, limiting engagement and reach.



Feedback from service users showed that many people already referred to us simply as "RAID", with strong recognition across age groups, including both younger and older Disabled people.



In response, we have rebranded to clarify our identity as an independent, user-led disability charity and to improve accessibility and usability. A new name, logo, and accessible website (launching at www.raid.charity) better reflect who we are and how people engage with us.



This change requires a planned programme of marketing and publicity to ensure service users, commissioners, funders, and partners understand the rebrand and can easily find and access our services. Alongside promoting our new identity, we will make greater use of our regular e-newsletter and social media platforms to highlight the difference our work makes, celebrate achievements, share case studies and success stories, and demonstrate the positive impact of our services.



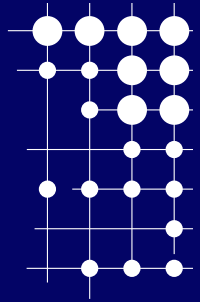
This will strengthen recognition of RAID, reduce confusion, increase engagement with Disabled people and professionals, support our influencing work, and contribute to the organisation's sustainability and future growth.



Priority 3 – Disabled Leaders Driving Change

We want to:

- Strengthen our co-production by creating more ways in which Disabled people can shape our services
- Engage and empower Disabled people by increasing our membership and develop more ways of getting members involved
- Improve trustee and volunteer training
- Make sure all voices are included – including people from different communities with a wide range of disabilities



We will strengthen Disabled people's leadership, voice, and influence to challenge systemic barriers, promote rights, and shape policy and practice at local and national levels.

We will grow and diversify our membership and invest in strong, inclusive governance by recruiting, training, and supporting trustees, staff, and volunteers with the skills needed for the future. Through our training, campaigns, forums and peer-led activity, Disabled people will develop the confidence, knowledge, and influencing skills to understand power, challenge ableism, and advocate effectively for change, grounded in the social model of disability.



Equality, equity, diversity, and inclusion will be embedded across our policies, practices, and organisational culture, ensuring we have the skills, capacity, and resources to deliver inclusive services.

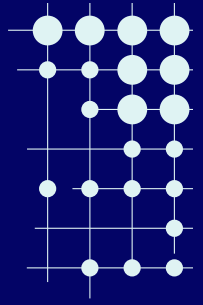
GAPS and BARRIERS identified by Disabled people

- ***Support for autistic and neurodivergent adults***
- ***Independence skills, help to get into work and maintain a job***
- ***Financial hardship, and cost of living pressures***
- ***Access to affordable mental health support in the community***
- ***Disabled people being discriminated against and not heard***
- ***Reducing barriers caused by online-only systems***
- ***Support for Disabled people dealing with trauma, PTSD, and domestic violence recovery***

Priority 4 – Building Voice and Influence

We want to:

- Challenge barriers and issues through campaigns, in particular, housing and transport
- Create more ways for Disabled people to influence local services
- Use social media to share stories and raise awareness of barriers
- Bridge the gap between the council and local people
- Work in partnership to push for change



We will build on our co-production approach by creating inclusive opportunities for Disabled people to come together, share lived experience, and shape meaningful change. This will influence the design and delivery of services within RAID, as well as across health, local authority, and wider statutory systems.

We will deliver dedicated, intersectional engagement, working at the intersections of disability, race, gender, and sexuality, to ensure a wider range of voices are heard and represented. Through forums, peer-led activity, and advocacy, Disabled people will build confidence, knowledge, and skills to influence decisions that affect their lives.

We will strengthen our strategic communications to amplify Disabled people's voices, expanding our digital presence, storytelling, and outreach using engaging and fully accessible formats. This will support greater public awareness, stronger connections with decision-makers, and more effective campaigning.

We will continue to work in solidarity with wider social justice movements and organisations, including Inclusion London, Disability Rights UK, and Funding for Justice, strengthening collective influence and impact. We will also raise awareness of the unique role and value of a Deaf and Disabled People's Organisation (DDPO) like RAID in empowering Disabled people and driving change.



CLIENT SURVEY 2026

'Housing should remain a major campaign priority because without safe housing, physical and mental health can continue to deteriorate.'

'As a powerchair user, the pavements in the borough are harrowing at best & downright dangerous at worst. I can end up sliding into the road when there's rain and could be hit by upcoming traffic!'

'Online forms should be a lot easier to fill in and not prevent Disabled people access due to fear of the tech and not applying for help when needed.'

Strategic Objectives

Supporting Strategies for Sustainability and Impact

In addition to our core priorities and service delivery, there are several key areas that are critical to the success and sustainability of our organisation. These include:

- **Working in Partnership with Commissioners and Funders** – building strong, collaborative relationships to secure support and influence local systems
- **Financial Strategy** – ensuring long-term sustainability, effective resource management, and resilience in a competitive funding environment
- **Our Approach to Risk Management** – identifying, monitoring, and mitigating risks to protect our clients, staff, and organisation
- **Governance and Quality Assurance** - maintaining strong leadership, accountability, and robust systems to ensure high-quality services, legal compliance, and continuous improvement.

These areas provide the foundation for our operational effectiveness and enable us to deliver maximum impact for Disabled people in Richmond.

Working in Partnership with Commissioners and Funders

We work in partnership with local government, commissioners, the NHS, and funders to deliver shared priorities and measurable improvements for a fairer, more inclusive society.

Our approach is grounded in co-production and peer led values. By involving Disabled people as equal partners, we ensure that lived experience directly informs the design, delivery, and evaluation of local policy and services. This leads to solutions that are more effective, more sustainable, and better aligned with real community needs.

Our work delivers practical impact across health, social care, and social welfare. By reducing barriers, strengthening local networks, and supporting Disabled people to participate fully in their communities, we help improve outcomes while making better use of public resources.

We are ambitious about our role in driving change. We will continue to deepen our partnerships, expand our reach, and influence systems at a strategic level—supporting long-term, preventative approaches that ensure no one is excluded.

Financial Strategy

RAID has a strong track record in income generation and is currently funded through a combination of contracts from the London Borough of Richmond upon Thames, South West London and St George's Mental Health Trust, Achieving for Children, locally focused charitable organisations, and regional and national grant-making bodies.

RAID has effective financial management and has a Finance Sub-Committee that meets bi-monthly, effectively managing our resources including the fully accessible Disability Action and Advice Centre building where we are based. We are aiming to create a diverse funding base to provide strong financial sustainability.

Demand for our advice and support services has increased significantly following the pandemic and the cost of living crisis. While we have secured additional funding to respond to current levels of need, demand continues to grow and is expected to remain high.

We generate some income through charges for some services, including Counselling and Spade gardening services. In line with our values and commitment to inclusion, we operate a flexible approach to fees, offering reduced charges, fee waivers and support to access grants for people who would otherwise be unable to afford services.

Over the life of this strategy, we will strengthen our financial resilience by pursuing a mixed funding model and applying full cost recovery principles wherever possible.

This will ensure that funding applications and contracts reflect the true cost of delivering high-quality, accessible and inclusive services, including management, infrastructure, engagement, and reasonable adjustments required to support Disabled people.

We recognise that funding is likely to become increasingly competitive and that resources will remain constrained. We will therefore carefully balance the pressure to meet growing demand with our commitment to meaningful engagement and co-production with Disabled people. Decisions about priorities and service development will be guided by need, impact and financial sustainability, ensuring that we maintain the quality, accessibility and inclusiveness of our services rather than focusing solely on volume of delivery.

Where resources are limited, we will prioritise activities that deliver the greatest benefit to Disabled people and seek opportunities to diversify income, develop partnerships and focus on maximising our impact. Our aim is to achieve long-term financial sustainability while remaining true to our mission of empowering Disabled people to live independent lives and have choice and control.

Risk Management

RAID has adopted the risk management approach recommended by the Charity Commission. We maintain a comprehensive Risk Register which identifies potential risks across a range of areas including finance, governance, service delivery, workforce, safeguarding, information governance, health and safety, and reputation.

Risks are assessed according to their likelihood and potential impact, enabling an overall risk rating to be assigned. Risks are categorised as:

- **Green** – low risk, where awareness and exception reporting are sufficient;
- **Amber** – medium risk, requiring assessment and assurance that appropriate controls and procedures are in place;
- **Red** – high risk, requiring detailed assessment and an action plan to reduce exposure.

The Risk Register is reviewed and updated annually, with high-level risks and progress against mitigation actions monitored regularly by the Board of Trustees and Finance Sub-Committee. This enables the organisation to respond proactively to emerging challenges and ensure that appropriate controls are in place.

Key strategic risks over the period of this plan include increasing demand for services, funding uncertainty, recruitment and retention of staff and volunteers, and maintaining the quality, accessibility and sustainability of services. Through active risk management, RAID seeks to protect its assets and reputation, maintain effective governance, and ensure that Disabled people continue to receive high-quality, inclusive support.

Governance and Quality Assurance

As a user led DDPO RAID's commitment to Disabled people leading the organisation is at the heart of our governance. We also have a commitment to a diverse workforce and leadership. We ensure fair and equitable employment and services thoughtfully and accessibly designed policies and practices.

The quality of our work is important to us. We run our services well and we seek feedback and co-produce to make things better. RAID have held the Advice Quality Standard (AQS) for Disability Advice to the highest level (casework) since 2015 and we also have the AQS for debt advice, to casework level. We are registered with the Information Commissioners Office (ICO) and with the Financial Conduct Authority (FCA).

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RAID operates a Quality Management System covering the provision of advice, advocacy, support services and practical help for Disabled people. Our Advice Manager brings consistency of delivery across all our advice services who carries out regular supervision and case files reviews as part of our Advice Quality Standard.

We review and report on what we do with service reports, annual business plan reviews and feedback reports. We show the difference we make in our annual Impact Report, case studies and statistics.



Appendix 1

Local and National Drivers

The environment in which RAID operates continues to be challenging and fast changing. National and local government face significant financial pressures and competing priorities, while Disabled people continue to experience disproportionate levels of poverty, exclusion and inequality. Demand for advice, advocacy and support services has increased significantly and is expected to remain high throughout the life of this Business Plan.



National Drivers

Cost of Living and Financial Hardship

Disabled people continue to face higher living costs than non-disabled people due to the additional costs associated with disability, including energy use, specialist equipment, transport and personal support. Rising prices and continuing pressures on household incomes have increased financial hardship and demand for advice, welfare benefits support and access to grants.

Health Inequalities and Mental Wellbeing

Disabled people experience poorer health outcomes and higher levels of social isolation than the general population. The long-term effects of the pandemic, increasing levels of poor mental health and growing pressures on NHS and social care services mean that access to timely support, community-based services and preventative interventions is more important than ever.

Pressures on Adult Social Care

Adult social care services continue to face increasing demand, workforce shortages and financial pressures. Many Disabled people and carers struggle to access appropriate support and continue to face significant care charges. There is increasing recognition of the importance of prevention, early intervention and community-based support in helping people to maintain independence and wellbeing.

Poverty and Welfare Reform

Changes to welfare and employment support systems, combined with rising living costs, have increased the risk of poverty and financial insecurity for many Disabled people. Advice and advocacy services continue to play a vital role in ensuring that people are able to access the benefits and support to which they are entitled.

Equality, Rights and Inclusion

Despite progress in some areas, Disabled people continue to experience barriers to employment, housing, transport and access to public services. People with multiple protected characteristics may experience compounded disadvantage and discrimination. Disabled People's Organisations have an important role in promoting equality, challenging discrimination and ensuring that Disabled people's voices are heard in decisions that affect their lives.

National Drivers

Digital Inclusion

Increasing digitisation of public services has created opportunities for greater accessibility but has also widened inequalities for people who lack access to devices, connectivity or digital skills. Supporting digital inclusion will remain an important part of enabling Disabled people to participate fully in society.

Increasing Demand and Competition for Funding

Demand for services is increasing at a time when public finances remain constrained and competition for charitable and statutory funding is expected to intensify. Organisations will need to demonstrate impact, collaborate effectively and diversify income sources to remain sustainable.

Local Drivers

The Importance of Co-production

There is increasing recognition locally and nationally that services should be designed and delivered with Disabled people rather than for them. As a Deaf and Disabled People's Organisation, RAID is uniquely placed to bring lived experience into decision-making, service development and policy discussions, ensuring that Disabled people remain at the heart of local priorities.

Integrated Care Systems (ICS)

Health and care services across South West London are increasingly being delivered through integrated partnerships between the NHS, local authorities and the voluntary sector. There is growing recognition of the role that community organisations play in preventing ill health, reducing inequalities and supporting independent living.

Strong Partnerships with Local Authorities

RAID works closely with the London Borough of Richmond upon Thames and neighbouring boroughs, including Kingston and Hounslow, to provide advice, support and grant programmes for Disabled people and carers. We also work in partnership with Achieving for Children and other statutory agencies to support families with disabled children and young people.

Growing Need and Demographic Change

Increasing demand, an ageing population and rising numbers of people living with long-term conditions are placing additional pressure on services. There is a growing need for accessible, preventative and person-centred support that enables people to remain independent and connected to their communities.

Appendix 1

Social Model of Disability - <https://www.inclusionlondon.org.uk/disability-in-london/social-model/the-social-model-of-disability-and-the-cultural-model-of-deafness/>

Cultural Model of Deafness - <https://www.inclusionlondon.org.uk/disability-in-london/cultural-model-of-deafness/the-cultural-model-of-deafness/>

Shape Arts video definition - https://www.youtube.com/watch?v=24KE__OCKMw

Social Model video animation - <https://www.youtube.com/watch?v=9s3NZaLhcc4>

Independent Living - <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/article-19-living-independently-and-being-included-in-the-community.html>

UNCRDP - <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

‘Nothing about us without us’
<https://www.un.org/development/desa/disabilities/international-day-of-persons-with-disabilities-3-december/international-day-of-disabled-persons-2004-nothing-about-us-without-us.html>

Thank you!