

## Inclusion London: Strategic business plan 2018-2021

### Our Vision

An inclusive world, free of disabling barriers where diversity and human rights are valued and where Deaf and Disabled people have dignity, choice & control, independence and equality of opportunity.

### Our Mission

To promote Deaf and Disabled peoples equality and inclusion by supporting Deaf and Disabled people's organisations (DDPOs) in London to have a strong and influential collective voice and to deliver empowering and effective services; and by raising awareness and understanding of the unique contribution DDPOs make to London and the lives Deaf and Disabled people .

### Our Values

All our work is based on the followings core values and principles:

- We believe every human being has **equal Human rights**.
- We are committed to creating an **inclusive society, free of discrimination** where everyone is able to participate and contribute and **where diversity, including impairment, is valued**.

- 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.
- We believe in **independent living in its fullest sense** as defined by the UN Convention of the rights of people with disabilities (UNCRPD).
- We are **passionate about the unique value of DDPOs** as a key way of achieving equality for Deaf and Disabled people and passionate about raising awareness and understanding of the contribution DDPOs make to London.
- We are committed to **strengthening and developing Deaf and Disabled people led organisations** in London
- We believe Deaf and Disabled people and our organisations are **stronger together**.
- We are committed to **meeting the needs of Deaf and Disabled people's organisations (DDPOs)** in an accessible and inclusive way.
- 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.

## Inclusion London's Offer and our expertise

Inclusion London is the only London wide organisation run by and for Deaf and Disabled people. Established in 2008, we have built a strong reputation for delivering effective, accessible services that create real change, strengthen London's DDPO sector and get the views and interests of Deaf and Disabled Londoners and our organisations onto the policy agenda at a local, regional, national and international level.

Inclusion London's commitment to human rights, the Social Model of Disability and the Cultural Model of Deafness mean we emphasise, in all our work, the importance of understanding and removing disabling barriers, creating and sharing inclusive practice and facilitating Deaf and Disabled people's leadership.

We currently work with over 65 frontline London DDPOs in London who have a combined total turnover of over £25,000,000 delivering a range of essential independent living advice, advocacy and voice services to over 150,000 Deaf and Disabled Londoners.

We support DDPOs by providing:

- campaigns and policy support to enable London DDPOs to have a strong, collective and influential voice on issues that affect DDPOs and their members and users . We work to raise awareness and understanding of disabling barriers and how they can be removed and we also facilitate DDPOs involvement in local, regional and national democratic and policy making structures.
- business & organisational support that build the skills, knowledge, capacity and sustainability of London DDPOs . Our capacity building services include 1-2-1 business and financial skills support and advice, strategic planning, impact measurement and fundraising training and DDPO consortia support. We support DDPOs to capture and evidence their added-value and 'USP' and increase Deaf and Disabled peoples involvement, influence and leadership within DDPOs and the wider community. We also run two key projects working in partnership with DDPOs that build the capacity of DDPOs to deliver effective employment support and hate crime support services.
- leadership within the wider disability rights movement through our involvement in the Reclaiming Our Futures Alliance (ROFA) – a UK wide grassroots alliance of DDPOs.

Our work gives us a unique reach and insight into the experiences, needs, views and interests of London's Deaf and Disabled communities and our organisations and we are committed to sharing this knowledge with the wider community, service providers and policy & decision makers.

Our reach and knowledge of our sector together with our policy and equalities experience makes us ideally placed to advise organisations on how to become more inclusive and accessible. We provide a range of training and consultancy

services to support this work including successfully delivering a four year contract for Transport for London to develop and deliver a range of Disability Equality Customer Service Training.

### Strategic aims for 2018-2021

We have 3 strategic aims that will direct our work over the next 3 years and help us achieve our mission and vision.

1. **Collective voice and influence:** To support London DDPOs to have a strong, collective and influential voice so that the human rights, needs, interests and views of Deaf and Disabled people are met and disabling barriers removed.
2. **Support and strengthen DDPOs:** To provide a range of accessible business and organisational support services that build the skills, knowledge, capacity and sustainability of London DDPOs.
3. **Promote awareness and understanding of the unique contribution DDPOs make to London:** To evidence and communicate the value of DDPOs and increase Deaf and Disabled peoples involvement, influence and leadership within DDPOs and the wider community.

These strategic aims and the work detailed in the table below that we plan to carry out over the next three years are a culmination of a range of feedback and consultations with DDPOs, partners, funders and IL staff . We have used feedback from our project monitoring and evaluation work, our annual in-depth members survey, evaluation information from all our events, training and networking plus the daily conversations we have with DDPOs about our work, our sector and the issues and needs of the communities we present and serve.

Our strategic aims for 2018 to 2021 remain the same as our previous business plan. The work we detail to meet these aims either develops current activity and provision that we know works or develops new areas of work that meets the emerging needs of our sector and communities.

### Our work for 2018-2021.

The table below details our three strategic aims. Under each of these three aims we have a set of priority aims with details of the work we will do and the outcomes we want to achieve to help us meet each priority aim.

Work that is on-going or in place to do is marked in the status column as “current”; work that we have secured funding for but have not yet set up is marked “new” and work we want to carry out but have to secure funding or capacity for is marked “proposed”.

### **Strategic Aim 1: Collective voice and influence**

<b>Priority aims</b>	<b>What we will do</b>	<b>Outcomes</b>	<b>Status of work</b>
1.1 Secure reversals and mitigations to welfare reform and austerity measures that are negatively impacting on Deaf and Disabled people	a) Secure continuation funding for Campaigns project post Nov 2018 b) Work with GLA, partner organisations & DDPOs to ensure data is collected and used by DDPOS to influence national, regional and local welfare reform	<ul style="list-style-type: none"> <li>Increased evidence, understanding and information about impact of Welfare reform and austerity measures on Deaf/Disabled Londoners</li> <li>Use of this evidence and data in local, regional and national</li> </ul>	a) Current b) Proposed c) New d) New

	<p>policy</p> <p>c) Work with the EHRC, GLA, Parliamentarians and DDPOs on conditionality issues</p> <p>d) Campaign for a social security system that is based on a social rather than a biopsychosocial model of disability</p>	<p>campaigns and policy and decision making</p> <ul style="list-style-type: none"> <li>• Increased awareness among the public, policy-makers and politicians of the lack of evidence to justify conditionality</li> <li>• Increased awareness amongst Parliamentarians of the social model of disability &amp; the cultural model of Deafness and dangers of the biopsychosocial model of disability.</li> </ul>	
<p>1.2 Improved employment support for Deaf and Disabled people and better protections against Deaf/Disabled people being inappropriately pushed into unsuitable work</p>	<p>a) Work with Mayor / GLA to ensure devolved responsibilities for employment support are discharged in a way that is consistent with the social model of disability</p> <p>b) Research and data analysis at a Borough level and work with DDPOs and partners to share and use data</p> <p>c) With DDPOs identify and evidence key areas that continue to cause significant barriers within the Access to Work scheme</p>	<ul style="list-style-type: none"> <li>• Devolved employment support funding and services reflect a Social model of disability / cultural model of Deafness approach</li> <li>• Improved evidence base of impact of low pay and insecure employment on disabled people and of increasing barriers to work.</li> <li>• Improvements to Access To Work are secured</li> </ul>	<p>a) New</p> <p>b) Proposed</p> <p>c) Current</p>
<p>1.3 Better protections for</p>	<p>a) Promote the Article 19 definition of independent living and support</p>	<ul style="list-style-type: none"> <li>• Increased awareness of a Article 19 definition of independent living</li> </ul>	<p>a) Current</p> <p>b) Current</p>

<p>Disabled people's rights to independent living</p>	<p>DDPOs to work with local public bodies to raise understanding.</p> <p>b) Lobby for enshrinement of Article 19 of the UNCRPD in domestic legislation and legislative change to reverse current case law enabling local authorities and CCGs to use the question of available resources to make decisions contrary to an individual's well-being.</p> <p>c) Research and analyse data on London Councils budget setting to identify implications for Care Act implementation and breaches</p> <p>d) Work on redress issues relating to legal aid and Care Act</p> <p>e) Carry out strategic communications work on independent living issues</p>	<p>amongst DDPOs, public bodies, policy makers and Parliamentarians</p> <ul style="list-style-type: none"> <li>• Political parties agree policies enshrining Article 19 in domestic legislation</li> <li>• Increased evidence about budget cuts and increased use of this evidence by DDPOs in campaigning and lobbying work</li> </ul>	<p>c) Proposed</p> <p>d) Proposed</p>
<p>1.4 To put onto the policy agenda the urgency of the failing self-directed support system</p>	<p>a) Build a qualitative evidence base comparing boroughs through FOIs, focus groups and a survey of DDPOS</p> <p>b) Organise campaign and media programme</p>	<ul style="list-style-type: none"> <li>• Increased evidence and awareness of self-directed support system failings</li> <li>• Secure commitments from London Councils to change their practices</li> </ul>	<p>a) Proposed</p> <p>b) Proposed</p>
<p>1.5. Secure support</p>	<p>a) Work with new Hate Crime</p>	<ul style="list-style-type: none"> <li>• Secure a change in hate crime</li> </ul>	<p>a) New</p>

for a change in hate crime legislation to provide parity for Deaf & Disabled people	Consortium project to continue representation on Hate Crime forums and ensure input into policy and consultations opportunities	legislation to provide parity for Deaf & Disabled people	
1.6. To strengthen the collective voice of Deaf and Disabled people & DDPOs	<p>a) Secure funding for London Campaigns office (LCO) post and Policy officer post</p> <p>b) Organise quarterly pan-London campaigns meetings open to individual campaigners as well as DDPOS</p> <p>c) Co-ordinate DDPO pre-meets and debriefs before and after quarterly Disability APPG meetings.</p> <p>d) Support setting up of campaigns group in three London boroughs where the local DDPOs has identified this need</p>	<ul style="list-style-type: none"> <li>• Increased co-ordination of DDPO campaigns and sharing of campaign issues</li> <li>• Increased engagement by DDPOs in Parliamentary processes including APPDG.</li> <li>• Increased campaigning and voice opportunities in at least 3 boroughs</li> <li>• Increased numbers of Deaf/Disabled campaigners</li> </ul>	<p>a) Current</p> <p>b) Proposed</p> <p>c) Proposed</p> <p>d) Proposed</p>
1.7. To build and develop DDPO campaigns and policy skills, to influence change on issues of relevant local importance and to raise the	<p>a) Co-ordinate campaigns and media training for DDPOs x 4 per year</p> <p>b) Developing campaigns information for DDPOs – 1 toolkit and 3 factsheets per year</p> <p>c) Publicising, promoting and supporting DDPO campaigns on</p>	<ul style="list-style-type: none"> <li>• Increased campaign and influencing skills in DDPOs</li> <li>• Increased knowledge of relevant campaign and policy issues</li> <li>• Increased influence by DDPOs at a local, regional and national level</li> </ul>	<p>a) Proposed</p> <p>b) Proposed</p> <p>c) Proposed</p> <p>d) Proposed</p>

profile of disability issues in their areas	social media d) Weekly campaigns and policy update including calendar of relevant campaigns events across London		
1.8 Better use of legal rights protections to uphold and advance Deaf/Disabled people's equality, access and inclusion	a) Secure additional casework funding for the Disability Justice Project b) Secure continuation funding for the Disability Justice project from Nov 2019 c) Run DDPO Legal network x 4 per year d) Run training and advice workshops for DDPOs on legislation and case law e) Work with DDPOs and partner organisations to identify strategic litigation opportunities and link with campaigns work f) develop legal resources for DDPOs	<ul style="list-style-type: none"> <li>• Increased access to justice by Deaf/Disabled people</li> <li>• Increased use of legal protections to uphold and advance Deaf/Disabled people's equality, access and inclusion</li> <li>• Increased skills and knowledge about how to challenge discrimination amongst DDPOs</li> <li>• Increased contact and understanding of disability equality issues amongst legal profession</li> </ul>	a)Current b)Current c)Current d)Current e) Current f) Current
1.9 Continue leadership role in disability movement	a) Continue to play an active role in Reclaiming Our Futures Alliance (ROFA) b) Continue leadership role in the UK DPO CRPD Monitoring Coalition and its engagement work with UK	<ul style="list-style-type: none"> <li>• IL ensures the needs, interests and voice of DDPOs is heard and addressed by wider movement</li> <li>• Continued national unified voice of grassroots organisations that reflects the views and needs of DDPOs</li> </ul>	a) Current b) Current c) New

	<p>government</p> <p>c) Gather and submit evidence to UN Disability Committee for UNCRPD monitoring</p>	<ul style="list-style-type: none"> <li>• Increased opportunities for strategic DDPO engagement with Government</li> <li>• Increased evidence about implementation of the UNCRP and affect on Deaf/Disabled people</li> </ul>	
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## Strategic Aim 2: Support and strengthen DDPOs

Priority aims	What we will do	Outcomes	Status of work
2.1 To build the leadership and service manager skills of Deaf/Disabled people working within DDPOs	<p>a) Identify a small pool of Deaf/Disabled potential leaders &amp; service managers within DDPOs and scope out / pilot programme of coaching, training, secondment and mentoring</p> <p>b) Secure funding to set up and run the leadership programme including ensuring dedicated capacity to work with potential Deaf leaders /service managers</p> <p>c) Secure consultancy opportunities with wider DDPO</p>	<ul style="list-style-type: none"> <li>• Increased numbers of skilled and experienced leaders and service managers within DDPO sector leading to more effective DDPOs</li> <li>• Improved pathways to leadership positions within DDPOs</li> <li>• Increased capacity to meet demand for expert and bespoke consultancy support to wider DDPO sector</li> </ul>	<p>a) New</p> <p>b) Proposed</p> <p>c) Proposed</p>

	sector for people on the programme		
2.2 Increase business and organisational skills of DDPOs	<p>a) Secure funding for a p/t Business advisor (BA) to work alongside Business Manager</p> <p>b) Secure funding for contribution to Business Manager post from April 2019</p> <p>c) To provide a rolling programme of training for DDPOs on strategic planning, impact measurement, added value, fundraising and Disability equality</p> <p>d) To maintain and build business and organisational resources including funding opportunities</p> <p>e) To facilitate peer networking opportunities for workers and leaders within DDPO sector</p>	<ul style="list-style-type: none"> <li>• Increased planning, financial, fundraising and organisational skills within DDPO sector</li> <li>• Increased opportunities for peer networking and learning</li> </ul>	<p>a) Proposed</p> <p>b) Proposed</p> <p>c) Current</p> <p>d) Current</p> <p>e) Proposed</p>
2.3 Improve quality of DDPO advice & advocacy services and use of data to influence policy making	<p>a) Secure funding for a pan-London DDPO Advice &amp; Advocacy Support service. The service will include legal advice casework support, service development advice and support to assist DDPOs to gain relevant accreditations including the Advice Quality Standard (AQS)</p>	<ul style="list-style-type: none"> <li>• Increased provision of high quality DDPO advice and advocacy services</li> <li>• Increased provision of DDPOs with accredited information, advice and advocacy services.</li> <li>• Improved casework practice</li> <li>• Increased opportunities to share casework learning</li> </ul>	<p>a) Proposed</p>

	accreditation, production of bespoke resources & training to advice and advocacy practitioners working in DDPOs and collation of DDPO casework data for strategic policy and campaigning work at a sub-regional, regional and national level.	<ul style="list-style-type: none"> <li>Better 'mining' and use of casework data as evidence for influencing policy and social change</li> </ul>	
2.4 Increase access to IL's training and events	<p>a) Embed live streaming in all training and events</p> <p>b) Increase use of webinars</p>	<ul style="list-style-type: none"> <li>Increased numbers of beneficiaries</li> </ul>	<p>a)New</p> <p>b)New</p>
2.5 DDPOs are more able to be financially sustainable and better able to communicate their USP.	a) Secure funding to refine and finish added value and financial model tools developed by IL over the last 5 years and to pilot tools with DDPOs	<ul style="list-style-type: none"> <li>Increased ability and capacity to demonstrate the added-value of DDOs</li> <li>Increased financial modelling and planning skills amongst DDPOs leading to more effectively run and sustainable organisations</li> </ul>	a) Proposed
2.6 To build and develop DDPOs capacity to deliver employment support services that reflect a social model of disability approach	<p>Run IL's Making It Work project to work with 5 DDPOs to:</p> <p>a) set up supported internships</p> <p>b) develop and support DDPOs to deliver a rights based employment support training course for Deaf/Disabled people</p> <p>c) work with employers at a local and strategic level to support inclusive employment practice.</p>	<ul style="list-style-type: none"> <li>Evidence gathered on the contribution DDPOs can make to supporting Deaf/Disabled people into employment</li> <li>Evidence gathered on the impact and benefits of using a social model of disability approach to employment support</li> <li>Increased knowledge and skills about Deaf/Disabled peoples employment</li> </ul>	<p>a) Current</p> <p>b) Current</p> <p>c) Current</p> <p>d) Current</p> <p>e) Current</p>

	<p>d) work with Campaigns and policy team and partner organisations to influence wider employment support policy and provision</p> <p>e) carrying out a range of monitoring and evaluation work to ensure robust body of evidence to influence future employment support policy and provision</p>	<p>rights and effective approaches to securing a job.</p> <ul style="list-style-type: none"> <li>• Evidence gathered of unmet need including on-going needs of Deaf/Disabled people in-work</li> </ul>	
<p>2.7 To build and develop DDPOs capacity to address Hate crime against Deaf/Disabled people and provide accessible support services .</p>	<p>a) Recruit Hate Crime Project Manager (HCPM) and set up a pan-London Hate Crime consortium of DDPOs to share expertise, learning and to co-ordinate and secure funding for the consortium</p> <p>b) Develop resources to support wider DDPO sector to tackle Hate crime</p> <p>c) Engage in policy, consultation and partnership working with MPS, MOPAC, CPS and other stakeholders</p>	<ul style="list-style-type: none"> <li>• Access to accessible and peer run support services for Deaf/Disabled people who are victims of hate crime and violence set up .</li> <li>• Increased sharing of expertise and learning on Hate crime issues amongst DDPOs</li> <li>• Increased capacity to influence Hate crime related policy and practice across London</li> </ul>	<p>a) New</p> <p>b) New</p> <p>c) New</p>
<p>2.8 To build and support good governance of</p>	<p>a) Secure funding to rollout bespoke good governance training to DDPOs , to develop</p>	<ul style="list-style-type: none"> <li>• Better understanding of governance needs and issues within DDPO sector</li> <li>• DDPOs are better able to recruit and</li> </ul>	<p>a) Proposed</p>

DDPOs	and share related resources and to gather evidence on governance needs of DDPOs and best practice in relation to user-led Boards and utilising lived experience at a strategic level	support Deaf & Disabled trustees <ul style="list-style-type: none"> <li>Increased effectiveness of DDPO Boards</li> </ul>	
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### Strategic Aim 3: Promote awareness and understanding of the unique contribution DDPOs make to London

Priority aim	What we will do	Outcomes	Status of work
3.1 Develop IL's DDPO membership and membership offer	a) increase DDPO membership b) identify how formal membership of IL can be used to encourage greater Deaf/Disabled leadership of DDPOs	<ul style="list-style-type: none"> <li>Clear membership and membership criteria agreed and implemented that promotes and supports greater control of DDPOs by Deaf and Disabled people and IL's strategic aims</li> </ul>	a) Current b) New
3.2 Improve data on DDPOs	Secure funding for a IL Operations Manager who will lead following work:	<ul style="list-style-type: none"> <li>Up to date data on DDPOs collated and disseminated</li> </ul>	Proposed

	<ul style="list-style-type: none"> <li>a) Maintain and improve current data gathering on IL DDPO members using charity log and through membership and service correspondence</li> <li>b) Ensure compliance with GDPR</li> <li>c) Carry out annual survey with DDPOs to capture data on campaigns, policy and business support needs of our sector</li> <li>d) Collate and update data on the contribution DDPOs make to London including financially, service provision</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of the value and USP of DDPOs collated and disseminated</li> </ul>	
3.3 Improve understanding, reputation & profile of DDPOs and their USP amongst Charitable Trusts	<ul style="list-style-type: none"> <li>a) Continue partnership working with Trusts on the “Strengthening Voices, Realising Rights” funding initiative for DDPOs in London</li> <li>b) Develop DDPO briefing offer to Charitable Trust on DDPOs and what we do and offer</li> <li>c) Maintain and extend individual relationships with Trusts</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to Charitable Trust funding by DDPOs</li> <li>• Increased accessibility of Trusts funding processes</li> <li>• Increased understanding amongst Trusts of the needs of Deaf/Disabled and DDPOs and how DDPOs are distinct from disability charities</li> </ul>	<ul style="list-style-type: none"> <li>a) Current</li> <li>b) Proposed</li> <li>c) Current</li> </ul>

3.4 Improve IL communications	<ul style="list-style-type: none"> <li>a) Maintain IL website</li> <li>b) Increase use of social media</li> <li>c) Increase range of IL information in accessible formats</li> </ul>	<ul style="list-style-type: none"> <li>• IL better able to evidence and celebrate the contribution it and DDPOs make to London</li> </ul>	<ul style="list-style-type: none"> <li>a) Current</li> <li>b) Current</li> </ul>
3.5 Develop key internal IL strategies to progress strategic aims and priorities	<ul style="list-style-type: none"> <li>a) develop and implement a Fundraising strategy to implement strategic business plan by Sept 2018</li> <li>b) fully implement IL financial modelling completed by September 2018</li> <li>c) develop annual operational plan by Sept 2018</li> <li>d) recruit key posts by Sept 2018</li> <li>e) scope feasibility of Operations Manager post</li> </ul>	<ul style="list-style-type: none"> <li>• IL has infrastructure in place to deliver this business plan</li> </ul>	<ul style="list-style-type: none"> <li>a) Current</li> <li>b) Current</li> <li>c) Current</li> <li>d) Current</li> <li>e) New</li> </ul>
3.6 Develop training and consultancy offer (in partnership with Transport for All)	<ul style="list-style-type: none"> <li>a) build on T&amp;C success and develop training product and marketing with TfA</li> <li>b) set up national training programme for Uber</li> <li>c) secure any forthcoming tender for DET with TfL</li> </ul>	<ul style="list-style-type: none"> <li>• Organisations have increased Disability equality understanding and skills</li> <li>• IL has increased unrestricted income</li> </ul>	<ul style="list-style-type: none"> <li>a) Current</li> <li>b) Current</li> <li>c) Current</li> </ul>