

**MEETING: 17/09/2020**

**Ref: 16002**

**ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**

**Inclusion London**

**Adv: Gilly Green**

**Base: Lambeth**

**Amount requested: £342,190**

**Benefit: London-wide**

**Amount recommended: £336,110**

**The Applicant**

Inclusion London (IL), a charitable company, is the principal infrastructure organisation in London run and controlled by Deaf/Disabled people (DDPO) which provides policy, campaigns and business development support to 70 plus DDPOs across London (who in turn provide services to over 76,000 Disabled Londoners).

**Background to the application**

Research shows that approximately 25% of Deaf and Disabled People's Organisations (DDPOs) have closed in the last 5 years. Closure and cuts to these services are taking place at the very time demand for their services is rising. The National Council for Voluntary Organisations (NCVO) evidences an increasing demand for services from small charities and this is compounded for DDPOs by the disproportionate effects of austerity, rates of poverty and inequality amongst disabled people. The onset of COVID 19 has served only to worsen an already challenging situation. There is a clear need for bespoke and accessible business support for DDPOs as they try to strengthen and sustain their organisations. IL's work with London DDPOs found that 75% want more practical and individual support with funding bids; 66% want support to demonstrate their added value and to model and cost services more effectively; and 63% want support with monitoring and evaluation and regular training on core business topics. Additionally, IL plays a key role in representing the needs and promoting the voice of its member agencies to ensure inclusion of disabled people's needs in strategic planning and funding decisions but it does not have adequate capacity itself to gather and analyse the trends and data for its influencing work. In response IL wishes to recruit a Director of Business Support over 5 years to provide bespoke 'business basics' training workshops, advice surgeries, and fundraising and impact measurement support. It also wishes to provide additional hours for two key posts within the organisation to enable better trends and data gathering which will feed the influencing work with strategic commissioners, funders and partners.

**The Recommendation**

IL is the only pan-London organisation providing specialist capacity building support to the London DDPO sector including designing, developing and delivering a range of bespoke and accessible coaching, training, advice, peer networking, toolkits and resources. IL also plays a critical role in wider partnership working with a focus on supporting pan-equalities working and improving the capacity of civil society organisations to understand and address diversity and inclusion issues. You will be aware that you have already supported IL significantly this year for a differently focused piece of work. However, the strategic importance of this organisation, the demands on the sector, and the disproportionate impact of COVID 19 on disabled people builds a strong case for support. This is a critical piece of work and support

from the Trust could be transformational to the DDPO sector. A grant over 5 years is recommended:

**£336,110 over 5 years (£76,570; £75,590; £77,140; £70,130; £36,680) for the salary of a Business Director and associated development and training activities, plus a contribution to staff capacity for shaping programme activities.**

### **Funding History (currently active grants)**

Meeting Date	Decision
08/07/2020	LCRF. This purpose of this grant is fund the work outlined in your proposal, to ensure that London Community Response increases its reach in Deaf and Disabled communities
13/05/2020	Stepping Stones. £50,000 to Inclusion London to engage consultants to review current training products, carry out recommendations to upgrade this offer and prepare a detailed business plan, enabling the charity to apply for social investment.
13/05/2020	Bridge to Work: £100,000 over two years (2 x £50,000) to provide follow-on support for young people completing Supported Internships.
11/05/2017	Bridge to Work. £775,000 over five years (£161,000; £150,000; £151,000; £155,000; £158,000) for a Project Manager; other key staff; and operational costs of the Inclusion London/Action on Disability joint Bridge to Work project. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.

### **Background and detail of proposal**

There are 3 key elements to the proposal to strengthen the voice and capacity of DDPOs in London. Firstly, the creation of significant 121 business support capacity plus an on-going programme of business basics training; secondly additional capacity to carry out up to date research and needs analysis of the sector and to review the ongoing impact of the current situation on the sector; and thirdly to enable IL to take a more pro-active and extensive role in voice, representation and cross sector partnership working at a pan-London. Since the end of the previous funding for this work in July 2018, there has been a significant impact on IL's ability to reach and work with DDPOs who face additional barriers accessing support including: very small DDPOs; those working on intersectional and cross equalities strands; and Deaf organisations. Each strand of the work is important but taken together in this proposal there is a real opportunity to strengthen a sector currently under huge strain. There are good monitoring frameworks in place and the organisation will take an agile and adaptive approach to the programme of work as needs change.

### **Financial Information**

The organisation is well supported by a small number of key Trusts and Foundations. In 2019/20 its income increased significantly with around £300k of new funding. It also raised £192k from training and consultancy fees. For 2020/21 the organisation forecasts a further increase with £440,000 to date having been raised in emergency funding – although some of this will be onward granted. With earned income being a relatively low proportion (c. 12%) of total income, IL is not anticipating being unduly financially impacted by Covid-19 on the financial front at least. The organisation's reserves policy is to hold 6 months' worth of operating expenditure. Given unrestricted expenditure is very low as a proportion of all expenditure, the table below shows free reserves held in relation to all operating expenditure - hence the reserves held appear low in relation to the policy but are not of concern in relation to turnover on unrestricted expenditure.

Year end as at 31 MARCH	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	611,481	960,172	1,320,392
- % of Income confirmed as at 24th July 2020	N/A	100%	98%
Expenditure	(540,690)	(878,062)	(1,315,970)
Total surplus/(deficit)	<b>70,791</b>	<b>82,110</b>	<b>4,422</b>
Split between:			
- Restricted surplus/(deficit)	29,814	77,318	0
- Unrestricted surplus/(deficit)	40,977	4,792	4,422
	<b>70,791</b>	<b>82,110</b>	<b>4,422</b>
Operating Expenditure (all expenditure)	540,690	878,062	1,315,970
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	207,849	212,641	217,063
No of months of operating expenditure	4.6	2.9	2.0
Reserves policy target	270,345	439,497	657,985
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(62,496)	(226,856)	(440,922)