

LEARNING VISIT REPORT
Inclusion London 13351

<p>1.1 Date of visit: May 23rd 2018</p>	<p>1.2 Name of visiting Grants Officer: Joan Millbank</p>	<p>1.3 People met with: AH and LJ-K</p>
<p>1.4 Programme Area & Outcomes: Strengthening London's Voluntary Sector.</p>		
<p>1.5 Purpose of the award: £114,200 continuation funding over two years (£56,500; £57,700) for a part-time (21 hours pw) Business Development Manager and project overheads in order to strengthen London's Deaf and Disabled people's organisations' (DDPOs) effectiveness and sustainability.</p>		
<p>MONITORING INFORMATION</p>		
<p>2.1 Project Outcome 1: DDPOs have improved skills in costing services, financial modelling, and business planning. Progress made: 20 groups were expected to participate and benefit over 2 years. In year one the project delivered four training days to 19 individuals from 11 DDPOs; a total of 257 hours of coaching support were provided. This included coaching on the bespoke financial modelling tool, support with developing strategic and business plans, information, advice and practical support on fundraising/income generation opportunities related to business plans. A further 10 groups are expected to have participated by the end of year two.</p>		
<p>2.2 Project Outcome 2: DDPOs have improved skills in evidencing and marketing the impact and value of their organisations and services Progress made: 20 groups were expected to participate and benefit over two years. In year one, 26 individuals from 10 DDPOs accessed training and/or coaching on this topic; 93 hours of coaching support was provided. This included coaching on impact measurement, data capture, use of tools for articulating what organisations do and the impact they have e.g.: strategy maps, customer journey mapping, visual impact articulation tools. Four organisations received additional specialist support with developing visual marketing materials e.g.: infographics, pictocharts, graphic illustration. 10 groups are expected to have participated by the end of year two.</p>		
<p>GRANT OFFICER COMMENTS</p>		
<p>Impact: Inclusion London (IL) is an umbrella body for Deaf and Disabled people's organisations (DDPO) across the capital; these are groups governed by and run for disabled people. Continuation funding (i.e. two-year additional following on from a</p>		

three-year grant) was granted as the work was assessed as being of strategic importance to London DDPOs and the communities they represent and assist, particularly as disabled people face increasing and significant challenges compared to other Londoners. For example, research on the impact of welfare reform and changes in social care found that the cumulative effect of the changes is estimated to be 9 times greater for disabled people than other citizens.

IL's approach to supporting organisations is to take practical consideration of each group's access needs to support full participation and understanding. They often create bespoke resources to meet these needs. For example, Croydon People First - a membership organisation of adults with learning disabilities – required visual representation of information (use of pictures), single words, touch pad IT screens and large print to engage their board members in drafting their strategic plan and to start business planning.

Lauren from Disability Advice Service Lambeth, provided detailed feedback on how the training and coaching helped her as a service manager and her organisation overall. She described the benefits as increased understanding of organisation practices, including the need for and means of financial planning, service design and impact measurement. She described impact as improved trustee engagement, more effective planning and delivery of organisation services, improved identification of (unmet) needs and gaps in service, and consideration of cumulative impact. Her enthusiastic description of benefit and value was echoed in the findings of IL's annual user group survey 2017.

Learning: Challenges to supporting organisations in their effective delivery of their work and meeting their respective outcomes include:

- Organisation culture e.g. historical ways of operating can limit trustee and staff members' willingness to consider and do things differently.
- Unintended organisation inequality. For example, an unintended consequence of access workers (supporting trustees with learning disabilities) and interpreters (supporting deaf trustees) is that they can often hold more information and hence power than the trustees they support.
- Limits on time available e.g.: working with DDPOs tends to require more time.
- Different levels of understanding, time and learning required by individual trustees within a group of trustees.

Knowledge: IL believe that these factors may be unique – or at least often present – in working with DDPOs. It is therefore developing a bespoke impact measurement tool specifically for DDPOs, with help from Inclusion Barnet and as a co-production model.