

Inclusion London: Strategic business plan 2022-2025 final

Our Vision

An inclusive world, free of disabling barriers where diversity and human rights are valued and upheld, and where all Disabled peopleⁱ have dignity, choice & control, justice, inclusion and equality.

Our Mission

To promote Disabled people's equality and inclusion by strengthening our disability rights & justice movement, by capacity building Deaf and Disabled people's organisations (DDPOs) to deliver empowering and inclusive services and by supporting DDPOs to have a strong and influential collective voice on issues affecting our diverse communities.

Our Values

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

- We believe every human being has **equal Human rights and is of equal value and worth.**
- We are committed to creating an **inclusive society, free of all discrimination** where everyone can participate and contribute and **where diversity, in all its forms 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 taking an **intersectionalⁱⁱ anti-racist approach** to our work. We value Disabled people's intersectional experience and understand Disabled people's inclusion and equality cannot be achieved until all human beings achieve justice, equality and inclusion.
- We believe in **independent living in its fullest sense** as defined by the UN Convention of the rights of Disabled people (UNCRDP).
- We are **passionate about the unique value of DDPOs**, as organisations run by and for Disabled people, in achieving equality for Disabled people and passionate about raising awareness and understanding of the contribution DDPOs make to London.
- We believe in '**Nothing about us without us**' - that 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 a pan-London organisation, run by and for Disabled people, that provides a range of capacity building, infrastructure support to over 70 DDPOs in London.

Established in 2008, we have built a strong reputation for delivering effective, accessible, capacity building services that bring about real change through supporting and strengthening London's DDPO sector and by getting the needs, issues and aspirations of Disabled people and our organisations onto the policy agenda at a local, regional, national and international level.

Inclusion London is values driven and we emphasise, in all our work, the importance of understanding and removing disabling barriers, tackling structural discrimination, creating and sharing inclusive practice and facilitating Disabled people's leadership.

We are committed to designing and delivering our services through peer working, intersectional and co-production approaches. We aim to create more opportunities over the next 3 years to support DDPOs to work together to identify key issues and develop solutions through peer action learning. We also aim to ensure the specific issues, needs and aspirations of Disabled people who experience intersectional discrimination including Black Disabled people, Disabled people of colour, Disabled women/girls and LGBTQI Disabled people are reflected in all our policy, voice and campaign work and that intersectional DDPOs receive the capacity building support they need.

We currently work with over 70 London DDPOs in London who have a combined total turnover of over £27,000,000 delivering a range of essential independent living advice, advocacy and voice services to over 150,000 Disabled Londoners.

We support DDPOs by providing the following range of capacity building support:

- campaigns, voice and policy support to enable London DDPOs to have a strong, collective and influential voice on issues that affect our communities. We work to raise awareness and understanding of our rights and entitlements and the disabling barriers and structural inequalities Disabled people experience and how they can be removed and appropriate resources and support put in place. We facilitate DDPOs involvement in local, regional and national policy making structures and we provide a range of training and advice to increase DDPOs campaign, voice and influencing skills and capacity.
- business & organisational support that build the skills, knowledge, capacity, and sustainability of London DDPOs. Our capacity building services include 1-2-1 business and organisational support and advice including: finance issues, strategic planning, impact measurement and fundraising. We support DDPOs to capture and evidence their added-value and the unique contribution they make to our communities and increase Disabled people's involvement, influence and leadership within DDPOs and the wider community.

- leadership within the wider disability rights & justice movement through our involvement in the Reclaiming Our Futures Alliance (ROFA) – a UK wide grassroots alliance of DDPOs and our work feeding into the monitoring of the UN Convention on the Rights of Disabled People (UNCRDP).

As the capital's only pan-London DDPO providing capacity building support to the DDPO sector, our position and our work gives us a unique reach and insight into the experiences, needs, views and aspirations of London's 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 long terms contracts with key public and third sector organisations.

Strategic aims for 2022-2025

We have three strategic aims that will direct our work over the next three 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 and aspirations of all Disabled people are met, disabling and structural barriers removed and appropriate resources and support are provided.
2. **Support and strengthen DDPOs:** To provide a range of accessible business and organisational support services that build the skills, knowledge, reach, capacity and sustainability of London DDPOs and the people working in our sector.

3. Building our movement: To provide a range of disability equality, intersectional and co-production capacity building support to enable DDPOs to reach and empower more Disabled people; be more representative and inclusive of marginalised / intersectional groups of Disabled people including people who experience disabling barriers but do not identify as being disabled; increase Disabled people’s involvement, influence and leadership within DDPOs and the wider community and to build the understanding and profile of DDPOs and the unique contribution DDPOs make to London and society.

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 specific in-depth engagement with DDPOs in developing this business plan, along with feedback from our monitoring and evaluation work plus the daily conversations we have with DDPOs about our work, our sector and the issues and needs of the communities we represent and serve.

The work we detail to meet our strategic aims either develops current activity and provision that we know works or develops new areas of work that try to meet the emerging needs of our sector and communities.

Our work for 2022-25.

The table below details the work we plan to do under our three strategic aims. Under each of our three aims we have a set of priority objectives with details of the key areas of work we will do and the outcomes we want to achieve.

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 yet to secure funding or capacity for is marked “proposed”.

Strategic Aim 1: Collective voice and influence

Priority objective	What we will do	Outcomes	Status of work
1.1 Increase the ability of campaigns led by Disabled Londoners and DDPOs to achieve real change.	Provide a range of campaign & policy advice and support to grassroots DDPO campaigns	Increased opportunities for Disabled Londoners / DDPOs to achieve improvements in policy and service provision	current
	Provide social media, strategic communications, online campaign approaches and relationship brokerage support using our connections with Parliamentarians & London Assembly reach to amplify the campaigns led by DDPOs	Increased profile and awareness of disability equality issues and campaigns	current
1.2 Increase the campaign & influencing skills of DDPOs and Disabled Londoners.	Develop and deliver a range of disability justice and rights training, advice, mentoring and resources	Increased numbers of Disabled people with key campaigns, policy and influencing skills	new
	Provide campaign and policy advice to DDPOs, co-produce manifesto asks and create hustings opportunities to maximise influencing in forthcoming Local, Mayoral and General elections	Needs of Disabled Londoners are better addressed in manifesto commitments	current
1.3 Increase the collective voice and influence of DDPOs at a regional & national level and	Organise quarterly meetings of the London DDPO campaign forum and facilitate 'deep dive' work into one policy theme per year with the aim of developing policy solutions and implementing influencing strategies to create policy change	Increased opportunities for DDPOs for DDPOs to develop a collective voice on key issues	current

increase opportunities for new thinking and policy on key equity issues		Grassroots policies developed that effectively address the needs and aspirations of Disabled people	
	Ensure all voice and policy work pro-actively includes issues, needs and experiences of Disabled people who experience intersectional discrimination including Black Disabled people, Disabled people of colour, Disabled women/girls and trans and LGBTQI Disabled people	Increased understanding, evidence and policy work that explicitly addresses the needs of Disabled people who experience intersectional discrimination and exclusion	new
	Facilitate DDPO engagement in public body consultations, carry out pro-active Parliamentary work and develop policy briefings maintaining a focus on anti-poverty issues	Increased numbers of DDPOs feeding into key consultations and increased awareness of disability equality issues and DDPOs amongst Parliamentarians	current
	Facilitate strategic collective engagement of DDPOs with London level decisionmakers	Increased opportunities to ensure Disability equality issues are addressed in London wide policy work	current
1.4 Increase the involvement of Disabled Londoners in campaigning on independent living/social care support and poverty/social security issues.	Continue to play a leadership role in supporting the national scrap social care charging campaign and continue to provide campaign and policy support to grassroots user-led social care/ independent living campaigns in London	Increased support for free social care and independent living principles	current
	Play a leadership role in the policy development & promotion of the National Independent Living strategy	Increased support for a national independent living service	current

	Maintain a focus on poverty/social security issues and build links with stakeholders working on these issues.	Increased examples where the specific poverty and social security needs, experiences and issues of Disabled people are recognised and addressed in policy work	current
1.5 Increase the collective voice and influence of DDPOs working on Hate crime issues, victim support and the criminal justice system	Provide Disability Hate Crime policy and representation with a range of strategic partners including MOPAC, MPS, Victim's Commission and Crown Prosecution Service as well as third sector organisations	Increased sharing of expertise and learning on Hate crime issues amongst DDPOs Increased capacity to influence Hate crime related policy and practice across London	current
	Continue to manage, support and develop the DDPO HC Partnership so it can maintain it's large membership and its role as the only peer support, voice, upskilling and learning DHC network in London	Increased provision of accessible and peer run support services for Disabled people who are victims of hate crime and violence	current
	Expand our criminal justice system policy and voice work using intersectional approaches	Increased knowledge and awareness of Disabled peoples experience of the criminal justice system and improvements that need to be made	proposed
1.6 To set up and deliver the Free Our People Campaign (FOPC) project .	To set up and support a Free Our People Campaign (FOPC) peer advocate network that will enable disabled inpatients and disabled allies to support each other to better challenge detainment and help secure appropriate support in the community.	Disabled people in institutions have increased connections with other disabled allies and are better able to challenge detention and secure appropriate community-based support.	new
	To develop FOPC peer advocacy policy and practice, and through continuous learning and evaluation, develop a	Improved support and resources for FOPC peer advocacy support	new

	range of accessible information, training and resources to support and develop FOPC peer advocacy.		
	To carry out FOPC policy, influencing and campaign work to ensure the voice, profile and needs of Disabled inpatients are heard by decision makers and policymakers.	Increased understanding and profile about the needs of Disabled inpatients	new
1.7 Build the capacity of London DDPOs to make effective housing advice, voice, influencing and campaign interventions	Fund 3 DDPOs and support them to identify, pilot and evaluate three different voice, influencing and campaign housing interventions	The housing needs, experiences and aspirations of Disabled people in London are better heard, understood and addressed by housing policymakers and providers	new
	Develop and set up a pan-London DDPO Housing network to share information and support across boroughs and to work with strategic bodies to increase understanding and profile of Disabled Londoners housing needs amongst strategic London bodies	DDPOs have increased opportunities to share information, experiences and develop collective views and actions on housing issues	new
	Develop and share bespoke and accessible housing information, guidance and resources and provide housing rights training to DDPOs and housing activists.	More DDPOs have knowledge and resources to support Disabled people to uphold and campaign for housing rights	new
1.8 Continue to carry out key strategic litigation interventions and maintain and develop our innovative partnership	Work with DDPOs and legal sector to identify potential strategic litigation opportunities	Increased access to justice and enforcement of rights by Disabled people and improved legal sector understanding of disability equality issues and the social model of disability.	current

working with the legal sector			
1.9 Provide leadership and strategic support to ROFA to ensure the alliance continues to develop its role as the leading national voice of grassroots DDPOs	Continue to play an active role in Reclaiming Our Futures Alliance (ROFA), England/UK engagement work with UK government and in gathering and submitting evidence to UN Disability Committee for UNCRDP monitoring	<p>Increased profile and influence of DDPOs in wider movement</p> <p>Continued national unified voice of grassroots organisations that reflects the views and needs of DDPOs</p> <p>Increased opportunities for strategic DDPO engagement with Government</p> <p>Increased evidence about implementation of the UNCRDP</p>	

Strategic Aim 2: Support and strengthen DDPOs

Priority objectives	What we will do	Outcomes	Status of work
2.1. Improve understanding & data on DDPO sector needs	Increase the number of DDPO's who have organisational health checks and improve DDPO membership information	<p>Improved data on DDPOs business and organisational needs</p> <p>Increased number of DDPOs who can identify and plan improvements to their services/ organisation</p> <p>Increased take up of IL services and support by DDPOs</p>	current
	Carry out specific work to map and build stronger connections with intersectional DDPOs	Increased knowledge of the needs of intersectional DDPOs	new

	Carry out research to provide evidence base about the additional organisational, HR, management and access costs of running DDPOs	Evidence base developed to help secure full cost funding models	current
2.2. Increase core business and organisational skills of DDPOs	Increase take up of one-to-one business and organisational support for DDPOs including intersectional DDPOs	DDPOs have improved core organisational and business skills and systems	current
	Continue to deliver and improve programme of 'business basics' training for DDPOs on: <ul style="list-style-type: none"> •Fundraising •Monitoring, evaluation and impact •Strategic planning •Finance 	DDPOs have improved core organisational and business skills and systems	current
	Secure funding to recruit one business and organisational advisor	Increased capacity building support to DDPOs	proposed
	Develop and support take up of key bespoke business and organisational support resources including: HR policies, quality assurance, project management, monitoring, evaluation and learning tools, webinars etc.	Improved systems, policies and practice that help ensure DDPOs are run effectively, efficiently and support diversity and inclusion	new
2.3. DDPOs are more financially sustainable and have increased levels of income	Develop and refine provision of financial one-to-one support for DDPOs including: setting up bespoke financial models, analysing and modelling organisational/service costs and support with service development and re-structuring.	DDPOs have improved core financial skills, planning and systems that help to maximise long term sustainability and resilience	current
	Secure funding to recruit a fundraiser to support DDPOs with funding training and advice, writing applications and relationship work with funders	DDPOs have increased funding and income to deliver support to Disabled people	proposed
	Provide one-to-one funding and income generation support for DDPOs	DDPOs have increased and diversified funding and income to deliver support to Disabled people	current
	Provide a programme of fundraising training for DDPOs: <ul style="list-style-type: none"> • Fundraising (grants and trusts) 	DDPOs have improved core fundraising and income generation	current

	<ul style="list-style-type: none"> • Income Generation • Partnerships for tenders • Local authority contracts 	skills that help to maximise long term sustainability and resilience	
	Increase and expand brokerage work with funders and influencing the funding environment	Increased understanding of DDPO needs and value by funders leading to increased funding opportunities	current
	Ensure all funding support offers target and work with intersectional DDPOs	Increased funding to intersectional DDPOs	new
2.4 DDPOs can gather evidence and demonstrate impact and added value	To develop monitoring and evaluation skills through co-production and training and advice	DDPOs have improved evidence base for demonstrating the added-value they bring to service provision and community	current
2.5 DDPOs have increased co-production and human centred service design skills	Provide training and advice on human centred design approaches, modelling and costing services and new ways of working	DDPOs have improved and innovative skills to design needs led services	proposed
2.6 Increase leadership opportunities and skills of Disabled people working in the DDPO sector	Secure funding to develop and pilot inclusive recruitment and career progression interventions across London DDPO sector	DDPOs have increased opportunities to successfully recruit and increase the diversity of our sector	proposed
	Secure funding to continue and develop our lived experience Disabled people's leadership training programmes and follow-on job and consultancy support to increase numbers of skilled leaders/managers consultants in our sector including leaders with intersectional experience	<p>Increased numbers of Disabled people becoming leaders in our movement and sector</p> <p>Increased 'pipeline' opportunities for Disabled people to gain leadership skills and experience</p>	proposed
	Provide peer support opportunities for current leaders in our sector	Current DDPO leaders less isolated and more supported	current

	Developing project management skills and new ways of working	DDPOs have increased and innovative project management skills and ways of working that enable our sector to be inclusive and harness as much Disabled talent as possible	proposed
	Develop specific succession planning tools and support	Increased number of Disabled people taking up leadership positions within DDPOs	proposed

Strategic Aim 3: Building our movement

Priority objective	What we will do	Outcomes	Status of work
3.1 Increase intersectional skills and approaches within the DDPO sector	Provide a rolling programme of DDPO intersectional training at least two (4 module courses) per year	DDPOs are more intersectional in their work	proposed
	Maintain, develop and promote intersectional resources and support intersectional peer action learning opportunities	DDPOs and Disabled people within DDPOs are supported to advocate for, and carry out, intersectional work	proposed
	Inclusion London implements its intersectional action plan including: <ul style="list-style-type: none"> • Building IL's intersectional understanding, knowledge, and evidence base • Embedding an intersectional approach in all our work • Representation: ensuring we reflect the communities we serve 	Inclusion London has increased skills, knowledge and lived experience to ensure intersectional issues and approaches are fully incorporated into the organisation and its work	new

	<ul style="list-style-type: none"> Targeted support across all IL services intersectional DDPOs and networks 		
3.2 Improve Disability Equality / social model understanding and skills in the DDPO sector	Provide a programme of quarterly core DET for DDPOs	Increased numbers of staff, volunteers and Trustees working in DDPOs have a good understanding of the social model of disability, cultural model of Deafness and wider disability equality issues	new
	Improve, update and share through open access social model, cultural model and DET resources	Increased public awareness and understanding of the social model of disability and key disability equality issues	new
3.3 Improve DDPO sector data and evidence of added-value	Produce annual 'state of the London DDPO sector' report highlighting current DDPO provision, contributions the sector makes and its impact and challenges and issues London DDPOs are experiencing	Increased understanding of DDPOs and the contribution our sector makes and the challenges we face	new
3.4 Increase co-production skills and approaches used by DDPOs	Pilot co-production project carried out working with 5 DDPOs to apply co-production approaches to different scenarios and generate learning and resources	Increased DDPO co-production skills and learning	new
	Co-production approaches embedded across all IL services	Improved capacity building support to DDPOs	new
3.5 Increase skills and capacity to carry out strategic communication work	Secure funding to carry out DDPO strategic communications partnership project to develop re-framed core disability equality and DDPO messages and related resources	DDPOs can more effectively communicate our key messages and work and connect with new audiences	proposed

3.6 Joint work with Deaf organisations to review role of DDPOs and work between Deaf organisations and DDPOs	Facilitate joint discussions between DDPOs and Deaf organisations	Explore and define what a DDPO means and develop best ways of working to ensure Deaf community is included and supported	proposed
3.7 Increase DDPO connection with wider equality, human rights and social justice movements	Build in capacity to make links with wider equality, human rights and social justice movements across all our work	Increased intersectional understanding, working and solidarity across social justice movements	new

ⁱ 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 invisible 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.

ⁱⁱ We are using the following description of intersectionality: “ways of working and thinking that include the interconnected nature of social categorisations such as race, class, gender and disability and the inter-dependent and compounded systems of discrimination, exclusion and disadvantage experienced by people who are subject to more than one of these social categorisations”.