



Three Year Strategic Plan

2018-2021

Inclusion Gloucestershire

Introduction

Inclusion Gloucestershire was formed in 2016 by the bringing together of two existing user-led organisations, Gloucestershire Voices (established in 2010 and representing people with learning disabilities) and PING (established in 2014 and representing people with physical disabilities).



The two organisations had been working in tandem to serve their respective user groups and saw scope for joint working, as well as greater security and sustainability as one organisation.

Inclusion Gloucestershire is a registered charity with a board of directors, the majority of whom have lived experience of disability or mental health conditions.

The Board make key governance and strategic decisions and implementation of these is overseen by the Senior Management Team, led by the Chief Executive Officer. Day to day work is carried out by a staff team of over 40 dedicated colleagues, as well as volunteers.

By merging the projects that PING and Gloucestershire Voices delivered, and developing new ones, Inclusion Gloucestershire has three key project strands:

1. **Training and Development** – inclusive drama, creation of issue-based films and training development and delivery



2. **Engagement** – work engaging directly with people with disabilities through our Inclusion Hubs, MHELO, GEM project, mentoring and consultation

3. **Quality** – quality checking providers of residential care, domiciliary care and supported living settings



At the start of the 2018/19 financial year, income had grown by 24% through the acquisition of several new projects falling under the Engagement and Development strands. However, many of these projects are for a fixed one-year term so growth and the securing of longer term funded contracts remains a key priority for Inclusion Gloucestershire.

In line with other organisations working with people with disabilities and/or operating in the voluntary and community sector, Inclusion Gloucestershire faces challenges that must be carefully navigated. At a time of austerity, funding is harder to secure and we are very aware that our main funders, the Local Authority, are facing large budget cuts. At the same time, the percentage of

people with a disability, both nationally and locally, is growing so demand for our services is increasing. We must find alternate sources of funding and ensure that we stand out from the increasing competition we face from other organisations in the sector. The nature of our short-term contracts, most of which are funded for just a year at a time, is another challenge when it comes to planning ahead and offering security to our staff. A final key challenge is shifting priorities amongst our funders, necessitating Inclusion Gloucestershire to be adaptable in its offer whilst staying true to our values.

The purpose of this plan is to look forward to the next three years, setting out what we plan to achieve and how in the context of the challenges we have identified. Although a three-year plan, this is an evolving strategy that may change in response to the external environment. Responsibility for delivering this strategic plan lies with the Board and Senior Management Team, but all staff members and volunteers will play a part.

In this document any reference to disabled people includes individuals with a learning disability, physical disability or mental health needs.



Vision and Values

Vision (where we want to get to):

Our vision is an inclusive society that values, respects and includes disabled people every day and in every way



Our values:

- We make sure everyone is involved and included
- We empower choice and control through peer support and place experts by experience at the centre of our delivery
- We challenge when things aren't right and give people with disabilities a strong voice
- We believe it is right to treat people fairly and always behave in a way that is honest and trustworthy even when nobody is looking
- We are a caring and professional organisation who work together towards shared goals
- We work together to deliver exciting new ideas and support each other, our members and our community.



Assumptions

- People with Disabilities and / or mental ill health want to co-produce projects with Inclusion Gloucestershire.
- People with disabilities and / or mental ill health want to represent and engage on behalf of others.
- People with disabilities and / or mental ill health want their voices heard.
- There is scope to create improvements in services.
- Inclusion Gloucestershire has the skills and capacity to be effective at working alongside people.
- Other organisations value the work Inclusion Gloucestershire does and wants to work in partnership with us.

Theory of Change

Activities

People with disabilities and/or mental ill health take part in any of the following activities because of the work of Inclusion Gloucestershire;

Participate:

- Take part in co-produced projects.
- Make decisions about the work IG does.
- Take part in choosing new staff.
- Share the running of projects and activities.
- Take part in community activities.
- Learn new skills and improve existing skills.

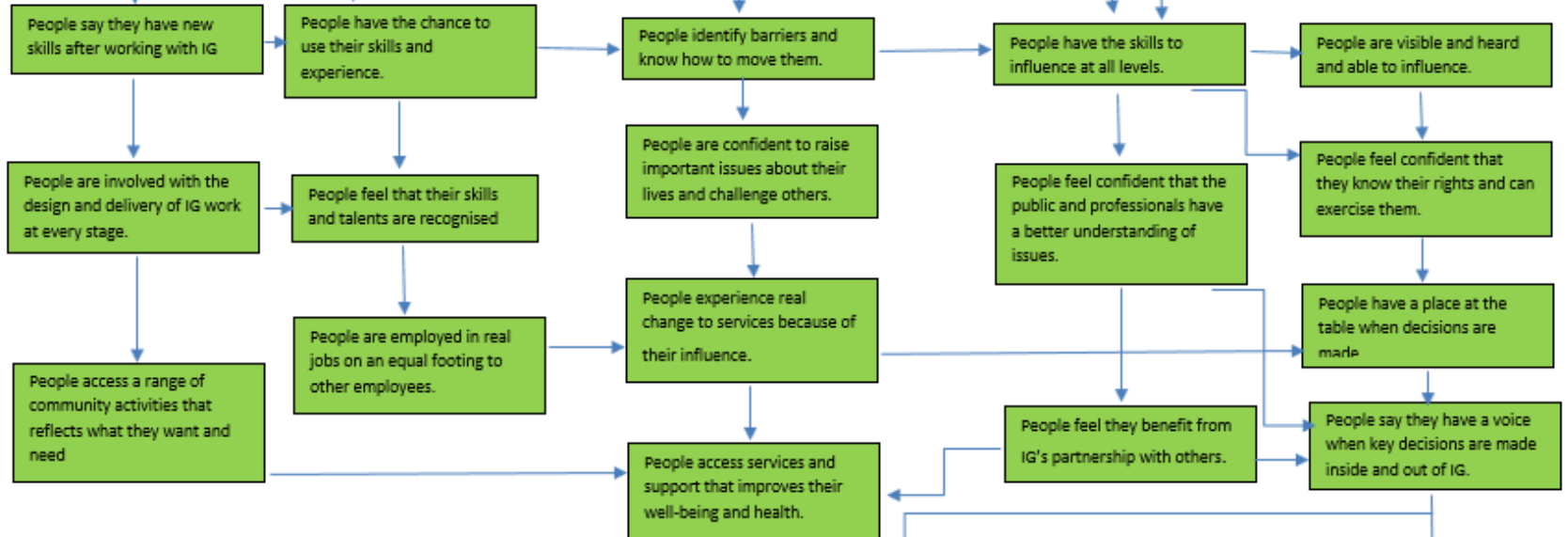
Improve:

- Tell service providers what is good and what needs to change.
- Represent others with disabilities across a range of activities.
- Help to create accessible information for others.
- Help to create and deliver training for organisations and groups.
- Help IG evaluate how well it is doing.

Influence:

- Work alongside decision makers to shape activities.
- Take part in local and national consultations.
- Raise awareness of health issues.
- Learn about rights and how to use them.
- Take part in meetings, events, etc. to share views.
- Take part as recognised Experts by Experience in key roles.

Intermediate Outcomes



Ultimate Goals

People with disabilities and / or mental ill health say they are at the centre and forefront of driving change in all aspects of their lives.

People with disabilities and / or mental ill health feel they are part of an inclusive society that values, respects and includes them every day in every way.

People with disabilities and / or mental ill health say they experience the best possible health, well-being and quality of life

What We Do

1. **Training and Development** – focused on developing and showcasing the skills of people with disabilities through drama, sharing information in accessible issue-based films, and delivering bespoke training.

The Dramatic Change **Drama Group** runs inclusive drama sessions for disabled and non-disabled members on a weekly basis. The group play drama games aimed at building skills and confidence, act out scenarios and rehearse for films and plays. Dramatic Change also deliver inspiring workshops in schools and youth settings to help disabled children and young people find a voice and have their stories heard.

Dramatic Change **films** are issue based short films featuring disabled actors, tackling issues from hate crime to what to expect during an annual health check. They are engaging, accessible and an interesting way to deliver important messages.

Dramatic Change also deliver bespoke **training** packages. To date this has used forum theatre and focused on the topic of self-neglect. Looking ahead, the group will widen training methods and take on other topics around inclusion and equality.



2. **Voice and Co-Production** – our work directly with people who have disabilities, aimed at ensuring that they are engaged, included and have the best possible quality of life.

We run **Inclusion Hubs** in five districts across the county. We welcome anyone with a disability or mental ill health and the Hubs provide a safe space in which to socialise, take part in meaningful activities, build links with the community, complete courses and lots more!

MHELO is a peer-led network that seeks to provide a voice for people with current or past mental health challenges. The group meets monthly and features guest speakers, information sharing and a safe, supportive space.

This year, Inclusion Gloucestershire are running a **Peer Mentoring** project, delivering one-to-one and group mentoring sessions to young people with disabilities in schools and colleges. Mentors all have a disability themselves and can share their experience and advice, with the aim of raising aspirations and informing about options.

Another new project for 2018/19 is supporting the roll-out of a new **PA Directory**, Glos Assistants. We will spread the word about this new website which matches up people who need assistance with those who can provide it, and support all parties to use it.

Finally, we are supporting and running a range of **consultation** projects to ensure that the voice of disabled people is heard by key decision makers and influencing positive change.



3. **Quality Checking and Improvement** – assessing the service received by people in residential homes, supported living settings, day centres or in their own homes through domiciliary care.

Inclusion Gloucestershire carry out approximately 156 rigorous Quality Checks and 72 follow-up visits per year on services for people with physical disabilities, learning disabilities and/or mental ill health. Our checks are all person-centred, and as with all of our projects are led by somebody with lived experience of disability.

Quality Checks are supported by a framework of questions, tailored to the type of setting and disability group. Following each check, a report is written and shared with the Provider, along with an Action Plan with specific areas for improvements.

Quality Checks are commissioned by Gloucestershire County Council and we work closely with their Quality Team to ensure that people are receiving the best possible care and support.



External environment

It is crucial that we remain aware of the external environment and the impact that it has on our operations. Below are the six main external drivers affecting Inclusion Gloucestershire.

1. Increasing Demand

16.7% of the 623,094 people living in Gloucestershire have a long-term limiting health problem, equating to 104,000 people. This proportion increases with age, and with an ageing population, the number of people with a disability will rise. Other factors are contributing to a rise in the proportion of people with disabilities: medical advances mean that very sick or premature babies are surviving but with disabilities, and there is an increase in chronic health conditions that are disabling.

What we need to do:

- Ensure that we can meet the needs of a growing population by actively seeking new projects and contracts, and scaling up existing ones where possible
- Ensure that the growing disabled population have a stronger voice than ever to influence change.

2. Decreasing resources

In line with other Local Authorities, Gloucestershire County Council continues to make budget cuts (£35 million in 2018/19) due to austerity. However beyond the current financial climate there is a recognition that demand for services outstrips supply and Adult Social Care is not sustainable in its current form.

What we need to do:

- Provide value for money in our services and seize opportunities in which we can deliver a service more cost effectively than other providers.
- Have a clear financial strategy, and reserves, to ensure that we are managing our resources well and planning ahead in case of a loss of funding
- Position ourselves to provide preventative community-based services, aimed at reducing the need for more costly, invasive interventions such as hospital care

3. Changing role of charities

There is an increased role for charities in delivering what were public sector services (e.g. day centres) and a continued emphasis on partnership working. Gloucestershire's Sustainability and Transformation Plan sets out a three-tier support system, placing greater emphasis on preventative community-based support to avoid the need for support for hospitals or social care.

What we need to do:

- Continue to position ourselves to deliver services such as the Hub that may previously have been provided by statutory bodies.
- Work in partnership with other organisations to share knowledge and reach groups that we do not currently have a strong presence in (e.g. BME communities and young people).



4. Joined-up services

We have already seen a move towards joined-up services in Gloucestershire, with cross-working between adults and children, different disability groups, and joint commissioning between Gloucestershire County Council and the Clinical Commissioning Group.

What we need to do:

- Be flexible in our offer to meet the changing priorities/needs of funders whilst staying true to our values
- Support members to navigate changes in services

The number and size of voluntary sector organisations is growing, and all are competing for the same limited resources.

What we need to do:

- Highlight our USP of being user-led
- Work in partnership to secure and deliver projects
- Clearly demonstrate the quality of our service and impact of our projects

6. Changes to the welfare system

Nationally there have been huge changes to welfare benefits that affect many disabled people, such as the introduction of Universal Credit and move from DLA to PIP.

What we need to do:

- Engage in projects intended to support, provide information about or consult about these changes
- Be aware of the wider repercussions of the changes (such as more disabled people seeking work, impact on health inequalities, reduced spending power) and provide services that meet unmet needs.



Key strategic objectives

Our priorities for the next three years

1. Ensure that the voice of disabled people is heard and makes a difference

The voice of disabled people too often goes unheard and championing it to ensure that it is heard, valued and acted upon is key to what we do.

How this will be achieved:

- Build our membership, ensuring that more people have a voice, and focusing on under-represented groups such as people from BME communities
- Continue to offer opportunities to engage with people with a range of disabilities, to gather feedback, hear their voice and feed it back to commissioners and providers
- Where needed, support people with disabilities to build their skills and confidence in order to find and share their voice
- Support advocacy organisations that champion the voice of disabled people



2. Do more good work for more people

We want to expand our offer within Gloucestershire so that we are reaching more people with disabilities, as well as moving out of county with projects that we see scope for on a bigger geographical scale.

How this will be achieved:

- Develop current projects (particularly Quality Checking and training delivery) into other counties
- Marketing and fundraising plans developed that will actively raise profile within the local community and beyond
- Attendance at key events to showcase our work on a local and national level
- Continue to raise our profile amongst professionals, the community and other stakeholders



3. Be efficiently run and clear in our reporting

We need to strike the right balance between being caring and professional and recognise that we need robust business practices to support our growing organisation, and transparent reporting to win new business.

How this will be achieved:

- Clear business processes and policies in place and followed
- Senior management team with the necessary skills and qualifications in business, finance and HR
- Implementing a clear structure with the necessary resources to support current delivery and future growth
- Clear project planning, reporting and impact measurement
- Independent annual audit



4. Support and develop staff and volunteers to fulfil their individual potential and that of Inclusion Gloucestershire

Our people at Inclusion Gloucestershire are our greatest asset and we know that as an organisation we can only perform at our best if they are supported and developed to as well.

How this will be achieved:

- Through our user-led approach, placing staff with lived experience of disability at the centre of delivery, appropriately supported by a Coordinator where necessary
- Comprehensive training programme for all staff and volunteers
- Robust recruitment process
- Development and promotion of internal staff wherever possible
- Supporting and developing managers so that they are best able to support their teams



5. Sustain and develop all existing contracts where possible, to replace those contracts where not and to grow the business by a further 20 % over the three-year period

This objective is based upon our need to retender for some contracts on an annual basis, to find other sources of funding to continue other projects and to look for other business to replace what always were, time limited one-off ventures

How this will be achieved:

- Follow our Funding Strategy
- Develop income generating business specifically in training and quality assurance
- Secure longer-term contracts
- Work in partnership with other organisations to realise efficiencies and economies
- Develop our Training and Development strand by securing at least one training contract per year, boosting Dramatic Change's income by 20% over the three years
- Expand the Quality Checking agenda to get private commissions by developing and marketing our bespoke offer and securing contracts that will boost Quality Checking's income by 20% over the three years
- Expand the Co-Production and Voice agenda to include more people, in particular children and young people, BME communities, older people and people with mental health needs, thus increasing income by 20% over three years.



6. Increase visibility and engagement

We and our members know that we do great work, but it is time to make sure that lots of other people know so that we can reach them with our offer.

How this will be achieved:

- Follow our Marketing Strategy

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- Increase presence on a local, regional and national scale as a leading disability organisation
 - Ensure that our services are reaching and benefitting an additional 20% of people per year
 - Develop and work in partnership with other organisations towards shared goals

7. Ensure the board and organisation work cohesively and proactively to both meet all the aims of this strategy and stay true to our values

The Board in their governance role and Senior Management Team in their administrative role must work cohesively together to respectively guide and govern the organisation, and manage and develop delivery.

How this will be achieved:

- Through strong governance protocols at board level
- Clear demarcations of responsibility for the board and management team
- A strong relationship between the Board and Senior Management Team based on trust, transparency and regular information sharing



Funding Plan

To achieve our strategic objectives we need to accomplish the following financial targets:

- Secure long-term contracts to enable planning and create greater financial security
- Grow directly commissioned business as an income stream
- Maintain the current level of funding received from the Local Authority and CCG, but increase other income so that reliance on these sources reduces
- Increase community fundraising and donation



	2018-19	2019-20	2020-21
Long term contracts	Start preparatory work to secure a long-term contract with GCC from 2019/20	Secure and deliver to long term contract with GCC	Deliver to long term contract with GCC
Directly commissioned business	<p>Firm up offer for directly commissioned business in Development and Quality projects</p> <p>Start discussions with potential clients re. directly commissioned work in the above two project strands</p> <p>Secure directly commissioned business contracts worth 10% of total income in at least one project strand</p>	<p>Firm up offer for directly commissioned business in Engagement project</p> <p>Discussions with potential clients re. directly commissioned work in all three project strands</p> <p>Secure directly commissioned business contracts worth 20% of total income in at least two project strands</p>	Secure directly commissioned business contracts worth 35% of total income in all three project strands

Diversification of income streams	By the end of the year, 15% of income is from sources other than GCC/CCG	By the end of the year, 30% of income is from sources other than GCC/CCG	By the end of the year, 50% of income is from sources other than GCC/CCG
Community fundraising and donations	<p>Form and strengthen links with clubs, corporates, societies, e.g. Rotary Club, 'charity of the year'</p> <p>Be nominated charity at at least two visible events (e.g. sponsored run, supermarket tokens)</p> <p>Create online fundraising options</p>	<p>Form and strengthen links with clubs, corporates, societies, e.g. Rotary Club, 'charity of the year'</p> <p>Be nominated charity at at least four visible events (e.g. sponsored run, supermarket tokens)</p> <p>Explore and implement other fundraising options</p>	<p>Form and strengthen links with clubs, corporates, societies, e.g. Rotary Club, 'charity of the year'</p> <p>Be nominated charity at at least six visible events (e.g. sponsored run, supermarket tokens)</p> <p>Explore and implement other fundraising options</p>

*This funding strategy cannot be developed further or in greater detail whilst we continue to rely on one-year contracts. It will be updated and developed in the near future.

Marketing Plan

To achieve our strategic objectives we need to accomplish the following through marketing:

- Build on the reputation and awareness of Inclusion Gloucestershire as the go-to disability charity in Gloucestershire
- Establish clear brand guidelines across the organisation
- Expand use of local and social media to spread awareness of our current offer and market our potential offer
- Develop local awareness and support through increased volunteer recruitment
- Demonstrate the projects that we deliver meet or exceed expectations



	2018-19	2019-20	2020-21
Reputation building	<p>Create and support an Ambassador role to represent IG at key meetings and events</p> <p>Ensure an up to date presence on websites and in directories</p> <p>Develop and maintain a professional website</p> <p>Develop a reputation as the go-to provider of Easy Read services</p>	<p>Ensure that Ambassadors, volunteers and staff are present at key meetings and events</p> <p>Ensure an up to date presence on websites and in directories</p> <p>Develop and maintain a professional website</p> <p>Develop a reputation as the go-to provider of Easy Read services</p>	<p>Ensure that Ambassadors, volunteers and staff are present at key meetings and events</p> <p>Ensure an up to date presence on websites and in directories</p> <p>Develop and maintain a professional website</p> <p>Develop a reputation as the go-to provider of Easy Read services</p>
Clear branding	Develop a consistent branding style across leaflets and publicity	Implement a consistent branding style across leaflets and publicity	Implement a consistent branding style across leaflets and publicity

Local and social media	<p>Boost our presence and following on social media</p> <p>Establish and utilise links with local and regional media (newspaper, radio, television)</p>	<p>Boost our presence and following on social media</p> <p>Establish and utilise links with local and regional media (newspaper, radio, television)</p>	<p>Boost our presence and following on social media</p> <p>Establish and utilise links with local and regional media (newspaper, radio, television)</p>
Volunteer recruitment	<p>Establish a volunteer profile and agreement</p> <p>Advertise for volunteers</p> <p>Recruit volunteers to at least one project</p> <p>Create and recruit to a school work experience programme in one project</p>	<p>Recruit volunteers to at least two projects</p> <p>Recruit to a school work experience programme and build links with schools and colleges</p> <p>Offer a student placement in partnership with the local university</p>	<p>Recruit volunteers to at least three projects</p> <p>Recruit to a school work experience programme and build links with schools and colleges</p> <p>Offer a student placement in partnership with the local university</p>
Demonstrating success	<p>Develop and implement impact measurement tools</p> <p>Collect testimonials and utilise in marketing material</p> <p>Create and share Annual Report</p>	<p>Develop and implement impact measurement tools</p> <p>Collect testimonials and utilise in marketing material</p> <p>Create and share Annual Report</p>	<p>Develop and implement impact measurement tools</p> <p>Collect testimonials and utilise in marketing material</p> <p>Create and share Annual Report</p>

