

An orange oval logo containing the text "Building Our Futures" in black, bold, sans-serif font.

**Building
Our
Futures**

CONFERENCE PRESENTATION

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BOF Consultant**

**Building Our Futures
The Human Resources and
Management Needs of
Deaf and Disabled People's
Organisations
in London**

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Futures**

Funded by



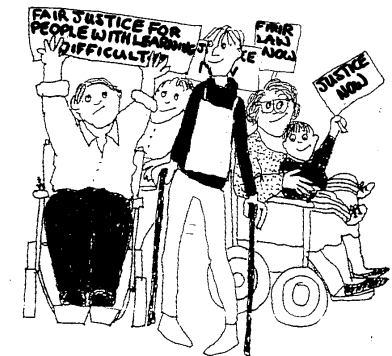
Trust for London

Tackling poverty and inequality

Building Our Futures (BOF)

A 2 year action-research project

- Led by London Deaf and disabled people's organisations (DPOs)
- Carried out by Toosh Limited
- BOF looked at the Human Resource, management and employment needs of DPOs and of disabled employees



Explaining the jargon!

BOF Building our Futures

DPOs Deaf and Disabled People's organisations- organisations run by Deaf and/or disabled people (75% of Management Committee are deaf/disabled)

HR Human Resources - managing staff

Voluntary sector: not-for profit community organisations

2nd tier organisations: community organisations that support other community organisations

CEO Chief Executive, Manager or Director



Purpose of the action-research

- ▶▶ To gather evidence on the particular HR and management needs of DPOs and their Deaf and disabled employees: **what is different about DPOs?**
- ▶▶ To work with a number of London DPOs to develop and pilot a range of solutions: **what works?**
- ▶▶ To use the findings and solutions to improve policy, practice and support: **Changing the way things are**

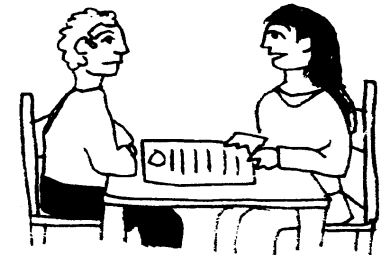




How was the research done?

Phase 1: research and trying out solutions

- ▶▶ Desktop research
- ▶▶ Interviews with 9 DPOs about their HR and management needs
- ▶▶ Interviews with 17 disabled employees
- ▶▶ Funders and other organisations consulted
- ▶▶ Trying out a set of HR/Management 'solutions'
- ▶▶ Publishing the recommendations



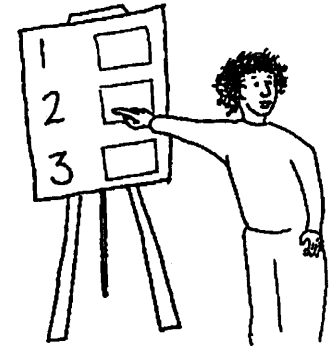


How was the research done?

Phase 2:

Turning the recommendations into action

- Workshops with DPOs and 2nd tier organisations
- Discussions with funders and Access to Work
- Drawing up draft projects to put the recommendations into practice
- This conference
- 2nd tier organisations take on responsibility for the projects, with help from funders





The context: disabled people and employment

- ▶▶ 1 Million disabled people say they want to work
- ▶▶ The Government aims to get as many disabled people as possible off benefits and into work
- ▶▶ Only 30% of employers currently employ a disabled person, and 58% had not employed a disabled person in the last ten years (*DWP 2010*)
- ▶▶ Deaf and disabled people still face discrimination and barriers in most workplaces
- ▶▶ Disabled people have less access to training and lower standards of education, which makes it more difficult for them to get jobs





BOF key findings: DPOs

Most DPOs are not unlike other voluntary sectors in that:



- They have a single Chief Executive who manages staff, fundraises, does budgets, support the Management Committee, does policy, deals with governance etc etc
- They are facing threats from commissioning, public services cuts
- They provide quality and imaginative services at low cost to their communities
- Their users are involved in the running of the organisations
- They provide employment and volunteering opportunities





BOF key findings: What makes DPOs different?

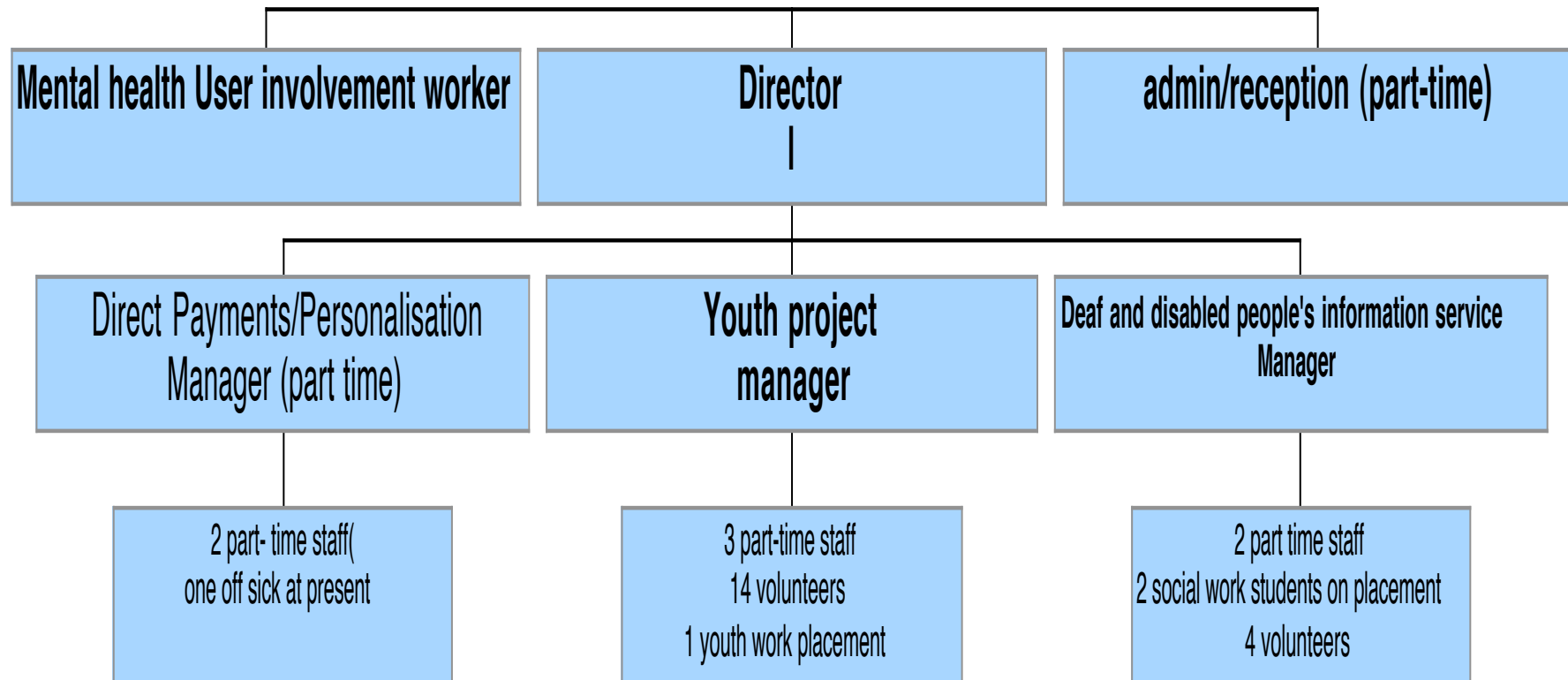


DPOs are unique:

- They are led by disabled or Deaf people
- They target all or most of their jobs at Deaf and disabled people, some of whom will have no previous experience of work and so need longer induction and more support
- Most CEOs are disabled people and face barriers themselves
- DPO management Committees are made up of disabled or deaf people, the majority of whom have no experience of paid work and very little knowledge of HR
- DPOs face particular pressure beyond those of being a voluntary sector organisation

Case study: Disability Walford

Disability Walford Management structure



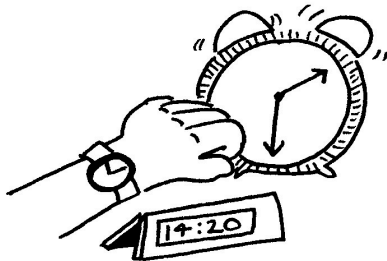


BOF key findings: Challenges for DPOs

DPOs are more likely to:



- Employ mostly part-time staff
- Recruit disabled staff with a variety of access needs which are not recognised, have to negotiate with Access to Work or cover costs themselves
- Rely on and train disabled volunteers to support the work of their organisation, but cannot get support from Access to Work



- Have to manage complex impairment and performance issues (e.g. sickness absence, capacity etc)
- Not be able to access support or training
- Have considerable extra costs- accessible premises, support costs, training, etc

BOF Key Findings

meeting DPO staff access needs



DPOs are not getting the HR and management support they need:

- Not all DPOs know about Access to Work
- There is some good practice but many problems with Access To Work: process, delays, not recognising full range of disability related costs, volunteer costs not covered, managing PAs
- DPOs are not included in wider voluntary sector support networks and resources
- Lack of inclusive training and support on HR and management that is geared to the particular needs of DPOs





BOF Findings: the costs and benefits of DPOs



- Real costs (resources, premises, time, effort & money) of running DPOs, having disabled staff and volunteers, and running inclusive services are not recognised by funders
- DPOs at a disadvantage when bidding for contracts because of ‘higher costs’
- DPOs’ added value is not recognised in allocating funds or contracts



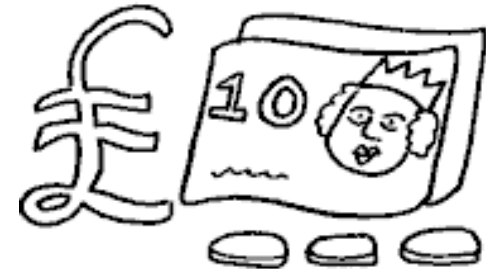
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Recommendations

▶▶ ▶▶ ▶▶ BOF Recommendations

Understanding the needs and costs of running a DPO



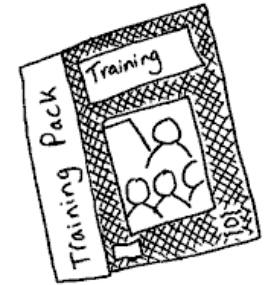
- ✓ Develop guidance for funders, commissioners and DPOs to identify the additional needs and costs of DPOs: access, employment, managerial, HR, accessible services and projects
- ✓ Research the feasibility of a regional DPO 'contingency fund' to meet costs of staff cover for long term sickness absence
- ✓ Access costs considered separately from general running costs so DPOs not at a disadvantage



BOF Recommendations

Support, advice and training for DPOs

- ✓ A London wide training and peer support network for CEOs and Trustees/Management Committees (online and face-to-face)
- ✓ A package of accessible HR training and learning for DPOs
- ✓ A HR support service tailored to DPO needs
- ✓ Support network for DPO staff



▶▶▶▶ BOF Recommendations



External help and support: 2nd tier

- ✓ Work with 2nd tier support providers and policymakers to raise awareness of and address the needs of DPOs and ensure services are accessible
- ✓ A review (Disability Equality Impact Assessment) of the information, training and support provided by 2nd tier organisations
- ✓ Targeted outreach work to DPOs by key regional and national 2nd tier organisations



BOF Recommendations

External help and support: Access to Work

- ✓ Promotion of the Access to Work scheme and good practice to DPOs, the voluntary sector and to disabled people
- ✓ Funders and 2nd tier organisations must provide information about A2W
- ✓ Partnership between A2W and DPOs e.g. staff training
- ✓ Advice on employment of personal assistants at work
- ✓ Extend A2W support to volunteers

▶▶▶▶▶ BOF Recommendations



Building strong staff teams

- ✓ Training for staff on identifying, raising and managing impairment and access issues
- ✓ Research into ways of increasing career development opportunities for disabled staff ie qualifications, accreditations, mentoring and secondment schemes
- ✓ Set up a pilot project to enable DPOS to recruit and meet access needs of disabled volunteers



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