

Background

1. In March 2006 London Councils Grants Elected Officers agreed to ring fence £283,500 for the development and provision of second tier disability services in London.

There is currently no pan-London second-tier organisation working with organisations of disabled people in London. The absence of an effective organisation inhibits the ability of borough based and local disability organisations to provide services to their members.

A consultation event was held in June 2006 to engage with a range of disability organisations and increase London Councils understanding of what types of second tier disability services are needed. 70 organisations attended and those present identified strategic policy and capacity building support as priorities for disability groups in London. It was agreed that an organisation should be created, run by disabled and Deaf people for disabled and Deaf people, with true representation of the range of disability and minority groups from all the London boroughs.

As a result of the consultation a Second Tier Disability Steering Group was set up to facilitate the development of the new London Wide Organisation for Disability (LWOD). The Steering Group has a membership of 20 and has met on a bi-monthly basis since June 2006.

At its meeting held on 6 June 2007 Grants Committee agreed by Delegated Authority to allocate £30,000 to retain consultants to;

- Map Deaf and disabled organisations in London
- Assess what Deaf and disabled groups need from a 2nd tier organisation
- Develop proposals on models of delivery for a 2nd tier organisation

This work was undertaken by Sue Maynard Campbell from Equal Ability and Dominic Church from Westminster Advisers.

Consultation with frontline organisations

2. Following the allocation of funding by Grants Committee Delegated Authority, Consultants were retained and extensive consultation work was undertaken.

The consultants contacted 150 user led organisations in London and sought their views through face to face and telephone interviews, postal questionnaires, consultation events and a web forum.

Draft proposals were and a report on the consultation findings were produced and consulted upon in December 2007. This report covered what the organisation should do, what it would look like and how disability organisations would be involved with it.

Following the consultation on the draft recommendations a final report has been produced. This contains proposals for the structure and operation of the new London Wide Organisation for Disability (LWOD). Key findings are detailed below.

Vision, Purpose and Structure

3. The LWOD will be a company (CIC) within the voluntary sector with a clear business focus. It will provide a first class support service to groups of Deaf and disabled people in London, and through them the wider Deaf and disabled community in London. The LWOD will work amongst Deaf and disabled people's groups and will work with those who have power to influence or control the services and other facilities that Deaf and disabled people want to use on equal terms.
4. The LWOD will start with a small central London office that is accessible and will work locally even if it is not located locally to borough organisations. The organisation will primarily focus on establishing strong lines of communication using web and e-mail based links that are able to meet stakeholder's access needs. There will be two sub regional forums based on the division of the city by the river Thames. These will develop organically depending on the needs of the sub regions and smaller forums for specific areas of interest may be set up for interests that do not fit borough boundaries.
5. The LWOD will have a small staff team that operate flexibly at a high level and will try to employ Deaf and disabled people recruiting on the basis of the skills needed for the job. The team will comprise a Chief Executive Officer and two Policy and Development Officers. Staff will work at a strategic level in a facilitating role rather than providing frontline services themselves. The organisation will develop systems for growing talent within the Deaf and disabled community such as secondment, work placement shadowing and mentoring.
6. The LWOD will be a Community Interest Company (CIC) whose members make up the Board. The Board will have 6-8 members including a Non-Executive Chair (Deaf / disabled), Chief Executive Officer, Group Representatives from Boroughs, Non Executive Members and co-opted members. Board members will be recruited for their skills e.g. finance, human resources, legal and will if possible be Deaf or disabled. Board members will be paid - levels of remuneration will be set by the appointments commission - this will enable the LWOD to attract and retain the skilled people it needs and widen the LWOD's potential recruitment pool. The Board will co-opt if it is clear that key community interests are not represented. Non staff appointments will be fixed term with a rigorous external assessment process and the LWOD will work to ensure that Deaf and disabled people working within the social model of disability have the opportunity to develop necessary skills to be board members.

Finances

7. Primarily the LWOD will be funded via traditional grant making bodies, such as London Councils, Big Lottery Fund, City Parochial Foundation and City Bridge Trust. This will enable the organisation to become established and to develop its two streams of work. As soon as possible the LWOD will start to diversify its income through various initiatives this will free up more mainstream funding for the organisations it supports. The LWOD will create partnerships, mainly with public and private sector organisations, which recognise the value of the work it does and who are willing to sponsor the LWOD to continue its work. The LWOD will become recognised as a provider of high level strategic resources through its access to Deaf and disabled people in London. As such it would expect to develop a client base of organisations in any sector wanting research or consultancy undertaken. Clients might include NHS London, Jobcentre Plus or the Employers Forum on Disability.

Next steps and recommendations

8. London Councils working in partnership with the voluntary sector has invested a significant amount of time and money in facilitating the development of a new second tier organisation for disability. In order to ensure that momentum is not lost the consultants recommend that London Councils in partnership with a disabled consultant / external disability organisation take responsibility for the establishment of the new LWOD. The involvement of an external disabled consultant will ensure that the disability sector retains ownership of the new organisation and London Councils continues in facilitating role.

Officers endorse the Consultant's recommendations.

9. There is currently no user led second tier disability organisation in London able to provide these services so the LWOD once established will be the only provider of the services that London Councils wishes to commission.

£285,000 has been ring fenced for the provision of policy and voice second tier services to the disability sector in London in 2007/08 and 2008/09.

Though London Councils would usually engage an organisation through a bidding process in this instance officers recommend that London Councils directly commissions the second tier policy and voice disability services from the new LWOD from the time it becomes operational during 2008/09.

Leading up to this it is proposed that an additional sum of £15,000 should be provided from the £285,000 allocated for 2007/08 for the initial development of the organisation as listed below. Officers will work closely with the organisation to aid its development and to develop appropriate milestones to control the release of future funding.

Initial funding of £15,000 will be used to;

- Retain a Disabled Consultant to provide impartial expert advice and support
 - Draft and agree Memorandum and Articles
 - Register Organisation with Companies House / Charity Commission
 - Recruit and interview interim Board Members
 - Recruit Chief Executive
 - Develop a draft business plan
 - Apply for funding on behalf of the new Organisation
 - Secure premises
 - Officially launch the organisation
10. Officers have continued to meet with London Funders such as the Big Lottery Fund, City Parochial Trust and Bridge House Trust all of whom are committed to supporting the development of the new London Wide Organisation for Disability and providing funding to it in the future. It has been agreed between these funders that a staggered approach will be taken to building up the funding of the organisation with London Councils providing the initial funding through the commissioning programme for the period 2008-2012. It is anticipated the Big Lottery Fund will provide complimentary funding for the period 2009-2013. City Parochial Trust and City Bridge Trust both operate rolling grants programmes

and will provide funding at later stages. All funders will provide 'in kind' support and advice to the new organisation and will ensure that funding adds value at each stage.

In addition there has also been considerable interest in the new LWOD from organisations such as TFL, LDA, GLA, EHRC and NHS. These may lead to other potential funding sources for the future increasing the impact of the organisation and helping secure its continued viability and sustainability.

Financial Implications

11. Resources totalling £283,500 per annum have been allocated by Leaders' Committee for the commissioning of second tier policy and voice services (priority 27) with effect from 2007/8. Officers recommend that members agree to commission these activities directly from the new LWOD during 2008/09. Additional funding of £15,000 should be provided to enable the establishment and development of the new organisation. The resources for development can be provided by London Councils from the £283,500 ring-fenced allocation for 2007/08.

A draft budget for the LWOD 2008/09 is attached as appendix 1.

Equalities Implications

12. Equalities legislation and best practice emphasise the value of support for disabled people's organisations. The formation of a new second tier organisation created by disabled people for disabled people will build the capacity of borough disability groups to participate in and influence the development of policies and services for all Londoners.

Recommendation:

That Grants Committee agrees to:

- Allocate £15,000 to establish and launch the London Wide Organisation for Disability (LWOD) from the 2007/08 ring fenced budget for specification 27.
- Directly commission the second tier policy and voice services for disability (service 27) from the new London Wide Organisation for Disability (LWOD).

Appendix 1. London Wide Organisation for Disability Draft



budget 2008/09

Capital Equipment	No.	£	£	Sub Total	
Printer			500		
Office furniture per person	4	400	1,600		
Desktop Computers	3	500.00	1,500		
Laptop with docking station	1	800	800		
Office Professional Plus software	1	400	400	4,800	Capital costs
Staff Costs					
Director's Remuneration			50,000		
Director's Pension Costs (6%)			3,000		
Policy			40,000		
Development			30,000		
Admin Support			23,000		
Staff Pension Costs (6%)			5,580		
Employers NI			18,304		
Staff Training			4,000		
Travel and Subsistence			5,000		
Non-Exec Remuneration	6		31,408	210,292	Staff Costs
Premises and IT Infrastructure					
Workstations space rental	4	3,995.00	15,980		
Deposit	4	3,995.00	15,980		
Moving in			1,598		
Website Design			10,000		
Comms Charge	4	100.00	400		
Comms Facilities	4	60.00	240		
ADSL Facilities	4	60.00	240	44,438	Premises + IT Infrastructure
Administration Expenses					
Access to information and meetings			10,000		
Printing, Post and Stationery			2,450		
Light and Heat			1,000		
Repairs and Maintenance			250		
Subscriptions			500		
Sundries			6,000		
Web Hosting and maintenance			1,260		
Call charges			360		
Mobile Phones	3	200.00	600		
Insurance			1,700		
Accountant			1,350	25,470	Miscellaneous running costs
Total Budget			285,000	285,000	





A London-wide Organisation of Disabled and Deaf People

Final Report

A report of work done between September 2007 and January 2008

Sue Maynard Campbell MBE BAHons Solicitor
Equal Ability CIC

London-wide Support Organisation

Who wrote this Report

This is the Final Report of work that a group of Deaf and disabled people and their organisations did between September 2007 and January 2008.

The Team doing the work included Equal Ability CIC, and NCIL (National Centre for Independent Living), Dominic Church and his Associates Laura Bryant-Smith and Penny Beschizza.

Although based on, and supported by the work of the rest of the Team, this Final Report with the Specification is written and presented by Equal Ability CIC and its Managing Director, Sue Maynard Campbell who led the Project Team.

All the Team are grateful to the Project Board, Steering Group, and all the many groups, organisations and individuals who have contributed their time and expertise along the way, often against the background of our very tight timetable.

30 January 2008

London-wide Support Organisation

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About this Report

London Councils, The City Bridge Trust and City Parochial Foundation are supporting work to suggest what an organisation able to represent and support disabled and Deaf people in London through their organisations might look like.

The first report of consultation findings together with a draft Specification went out to consultation in December 2007 to groups and others who had responded previously. The consultants asked what groups thought about their proposals for the new organisation. They asked 14 questions.

This Report follows on from the interim Consultation Report and we will try not to go over the same ground to make sure this Report is easy to read. It contains:

1. a short summary of **answers to the questions** asked by the consultants
2. the **Specification** for the new organisation that the consultants are recommending. That includes:
 - **its Vision** and what the new organisation will be there to do
 - how it will get **its money**
 - where it will have **its offices**
 - **its staff** and how it will find them
 - **its legal structure and Board**
 - **its accountability** to disabled people's groups in London
3. an **Action Plan** for the development of new organisation
4. a **Timetable For Development**

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Answers to the questions

We recognise that the Consultation Report went out with a very short timescale to respond, which was commented upon by a number of organisations. This was due to the short time for the whole project to be completed in.

Despite this 12 responses were received from organisations of disabled and/or Deaf people or Deaf/disabled people as individuals but who were clearly linked to a Deaf/disabled led organisation. In addition we received three responses from individuals not clearly link to any Deaf/disabled led group. 4 of the groups responding were Borough-wide groups intending to serve all disabled and Deaf people in their Borough. 1 response was from a grouping of smaller groups. 5 were from what we believe to be single interest or specific impairment groups.

Only one of the respondents used the questions asked to give replies to, the rest answered some together or even none specifically. It is therefore impossible to give an accurate analysis of the responses. All we can do is give a short summary under each subject.

Its Vision

There was little disagreement with the Vision and some enthusiastic support. Where there was disagreement it related to the choice of the community interest company and its being a business.

Its Location

There were a wide range of responses to these questions and no real agreement. Some responded that it should not share with another organisation, others that it should, or perhaps might have to. There was no agreement on whether co-location should be with an existing disability organisation or a wider voluntary sector organisation like the local CVS. Arguments for and against were put, sometimes by the same responding group. However, one thing that came out of the replies was a feeling that a sub-regional office was not necessarily expected provided a strong and supportive sub-regional presence was achieved. Again in relation to the regions and how they should be defined, few responded and there was no clear agreement. Two sub-regions to start with and allowing them to grow organically, that is in response to the needs of the groups in each area, received support. One Borough organisation on the edges of London asked for consideration to be given to how easy it would be for groups in all areas to get to the main office and for electronic networking to perhaps be more used.

Its Staff

There was general support for the proposed staffing structure and responsibilities. There was some response on the coverage of minority groups within the disabled community but no major disagreement. On the question of which policy areas were most important to focus on first, independent living was referred as a priority more than once as was regeneration. However the messages that came through most strongly were that the new organisation should not set priorities out at this stage but work them out once it is set up, and it should make alliances and work with disabled people's organisations already active in the area like NCIL for independent living.

Its Legal Structure

This was the question to which there were the strongest answers. However, less than one third of responses disagreed with the proposal to move to a community interest company

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structure and also away from a membership organisation, and some very strongly agreed. The Board size was generally supported although more at the smaller size suggested of 8. A small minority expressed concern about the need to perhaps bring in non-disabled Board members if disabled people did not come forward with the appropriate skills. But even here it was acknowledged that financial expertise might be in short supply in the disabled community. An emphasis on skill was overwhelmingly supported, and in addition suggestions were made as to how increasing skills within the Deaf and disabled community might be achieved.

Its Accountability

The idea of Forums did not satisfy the few who were concerned about a move away from a membership organisation. However, overall there was support for this proposal, although some concern about whether groups had the capacity for even that level of involvement and whether they might become dominated by stronger groups. If the right support, incentives and communication was in place it was felt people would stand for the Board and attend the AGM.

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Specification for a new London-wide support organisation for Deaf and disabled people's groups (LSO)

Its Vision and Purpose - what the new organisation (LSO) is and what it will be there to do

The LSO will be a company within the voluntary sector with a clear business focus. It will provide a first class support service to groups of Deaf and disabled people in London, and through them the wider Deaf and disabled community in London. It will also try to stimulate an enterprise culture within the Deaf and disabled community when looking to meet their needs.

The LSO will need two distinct but interlinked lines of work. These are:

- Work amongst Deaf and disabled people's groups
- Work with those who have power to influence or control the services and other facilities that Deaf and disabled people want to use on equal terms, most importantly, but not exclusively the GLA and its group - the LDA (London Development Agency), TfL (Transport for London), The Metropolitan Police Authority, and the London Fire and Emergency Planning Organisation; London Councils; and NHS London.

They will, wherever possible, do this by facilitating activity rather than doing things itself. This means that the LSO will need:

In relation to work with groups

- understand what is going on across London and in specific sub regions, which can support Deaf and disabled people's groups
- understand what Deaf and disabled people's groups in different areas across London need to support and develop their work
- work with mainstream services to help them remove barriers to their providing equal service to Deaf and disabled people's groups
- identify, or facilitate the development of, services that Deaf and disabled people's groups need especially through facilitating links and networks with other Deaf and disabled people's groups who may have developed the necessary skill or services and can perhaps train or mentor other groups for instance in making funding applications or dealing with staff issues

In relation to work with those in positions of power

- understand what work is already going on to promote the interests of disabled and Deaf people in the capital and where appropriate develop links and possibly ways to support existing groups working on a particular issue
- understand the priorities from Deaf and disabled people across London through working with their groups

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- understand the structures of the organisations who have power over the lives of Deaf and disabled people in London and built relationships with key organisations, departments and individuals
- gather and co-ordinate the Voice of Deaf and disabled people across London, and put their collective views to other bodies including government, public authorities, funders, and the voluntary sector
- maintain robust and effective feedback mechanisms to encourage Deaf and disabled people's groups to continue contributing to the Voice.

All that the LSO does will be based on the Social Model of Disability and promote equality and human rights for Deaf and disabled people. It must also be a model of good practice in relation to access for everyone.

In this way it will respond to what groups told us because it will:

- have a very clear purpose to focus on which should help prevent it being distracted by others
- not compete with the groups it is set up to support
- add value for its stakeholders, and not duplicate the work of others
- make sure that all it does is accessible

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Its money - how it will get it

Grants

At the beginning the LSO will be funded in ways which the voluntary sector has always been funded. It will apply to grant making bodies, such as City Parochial Foundation, City Bridge Trust and London Councils, for specific money to set up and build the organisation, and then to begin to develop its two streams of work. However, as soon as it can the LSO should look towards moving away from this type of funding leaving more for those it is there to support. It will be able to do this mainly because of its CIC status which is described later in this report.

Sponsorship

However, it will also create partnerships, mainly with public and private sector organisations, which recognise the value of the work it does and who are willing to sponsor the LSO to continue its work. These might include the GLA Group and London Councils.

Research and Consultancy Contracts

It will become recognised as a provider of high level strategic resources through its access to Deaf and disabled people in London. As such it would expect to develop a client base of organisations in any sector wanting research or consultancy undertaken. Clients might include NHS London, Jobcentre Plus or the Employers Forum on Disability.

The LSO's purpose makes it clear that in developing this work, it will expect to deliver its work through existing Deaf and disabled people's groups and businesses wherever possible.

In this way it will respond to what groups told us because it will not rely on short-term funding from a small number of public funders, but be flexible and commercial , adapting to changes in the funding environment.
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Its Offices - where the organisation (LSO) will be

The LSO may eventually be based sub regionally in four or five different locations spread across London. However, the consultation responses indicated that this was not a high priority for Deaf and disabled people's groups. They recognised that resources were limited. What will be key to the LSO's success is an ability to work locally, even if it isn't located locally. We recommend the LSO starts with two sub Regions, one north of the River Thames and one south, so that the other sub Regions can evolve organically out of these, that is sub divide to meet the needs of specific areas.

A priority task for the new organisation will be to establish lines of communication and ways of working with, and in, areas all across London. Creating an excellent, straightforward, system of web and email based links which can easily also be sent in other formats to meet specific access needs, will be essential. As will appropriate and effective use of telephone communications including text and conferencing.

The LSO will start with a small central London office, which may need to be the best that can be achieved in a short timescale. Its permanent home will not be large, but must be chosen for its accessibility in all senses of the word. So the building and the area around it needs to have excellent access and public transport connections. Its geographic location needs to take into account transport routes from all parts of the capital.

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The first year of funding for the LSO is estimated to be £266,092. This is made up as follows:

Capital costs		£4,800
Staff costs		£178,884
Access costs including interpreters	£10,000	
Premises and IT equipment		£44,438
Set up costs		£12,500
Administration expenses		£15,470

In this way it will respond to what groups told us because it will begin work as a **small, efficient and business-like** organisation, able to respond quickly, effectively and appropriately to the needs of groups of disabled and Deaf Londoners.

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Its Staff and how it will find them

The LSO will have a comparatively small staff but they will be high level and flexible. They will be able to operate effectively when working with staff at senior levels within public sector bodies and so on.

The LSO should try to employ Deaf and disabled people, but must recruit on the basis of the skills needed for the job. It should develop systems for growing talent within the Deaf and disabled community such as secondment, work placement, shadowing and mentoring. It should also explore filling its skills gaps without long term commitment by secondment from an outside organisation whose staff will also benefit from this experience.

Working within the Social Model of Disability, good and open communication with colleagues and others, and working in a fully inclusive and accessible way, should be in each member of staff's personal objectives.

The LSO will be led by a **Chief Executive Officer**, who will have appropriate administrative support for their role. The Chief Executive Officer's role would be:

- Leadership
- External Relations with key organisations such as GLA and London Councils
- Strategic direction implementation
- Financial Strategy and Stability
- Board relations
- Media and public relations

The remainder of the Staff Team will have a clear facilitating role, rather than actual delivery of day-to-day frontline services. The roles the Team will need to fulfil will be:

- a. To facilitate the development of local groups of Deaf and disabled people and the building of sustainable community and social enterprise
- b. To facilitate the development of an effective Voice of Deaf and disabled people within each sub Region to make sure the difference in issues across London comes out.
- c. To facilitate the inclusion of the Voice of under-represented sections of the Deaf and disabled community within pan-impairment groups or through their own groups where appropriate. These sections include people who are covered by the DDA (Disability Discrimination Act) but do not self identify as disabled people most of whom will not be aware of the Social Model of Disability. Those Deaf and disabled people who may not readily associate themselves with the LSO's work but who it will need to make sure it does work with include:
 - People who experience mental distress or illness
 - BAME Deaf and disabled people including asylum seekers and refugees
 - Neuro-diverse people and people with learning difficulties
 - The Deaf community
 - Young Deaf and disabled people
 - Older Deaf and disabled people

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- Deaf and disabled people in the LGBT (lesbian, gay, bisexual, transgender) community
 - People with long term medical conditions who do not consider themselves disabled
- d. To cover a number of specific areas of policy affecting the lives of Deaf and disabled people, to undertake research into them, and to coordinate the response of Deaf and disabled people's groups to any consultation in that area. Policy areas could include:
- Private sector service provision
 - Public sector services such as the justice system
 - Education
 - Employment
 - Health
 - Independent living
 - Transport
 - Leisure
 - Housing
 - Access
 - Regeneration

In this way it will respond to what groups told us because:

- It will provide strong leadership with clear objectives
- Staff will be high quality, skilled and qualified - 'The right person for the right issues'
- It will welcome staff who are Deaf, disabled or experience other barriers to participation
- Staff should provide a role model for other organisations in how they work

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Its Legal Structure and Board

The LSO will be a CIC or community interest company and a company limited by guarantee. This not for profit structure has been designed to facilitate communities doing things to help themselves, which is often not considered a charitable aim. Any money made from what the LSO does, which is left after all the costs of running the LSO, will go back in to the work of the organisation or benefit the wider Deaf and disabled community in London. The LSO will be a social enterprise.

We have two main reasons for this recommendation.

Attracting skilled people We firmly believe that Deaf and disabled people should be paid for their skills. Those on the Board should be paid fairly, in the same way that members of a hospital board are paid. This should enable the LSO to attract and retain the skilled people it needs to run it and to assist in the development of Deaf and disabled people's groups in London. The consultation made it clear that this was expected. Paying Board members will also establish a clear expectation of commitment from them. It was also clear from the consultation that Deaf and disabled people's groups hoped that those running the organisation would come from the community, that is, they would be Deaf or disabled people. Those people within the community who have developed most of the skills the organisation need will have developed them through working. They may still have a need to earn but limited energy to commit to voluntary work outside their paid employment. Paying the Board may mean someone is able to take the job as one part of earning their living. It will widen the LSO's potential recruitment pool.

We chose the CIC structure because charity trustees in general cannot be paid for being a trustee. The Charity Commission has been known to give permission for payment to people just for being a trustee, but these are rare and treated individually. It is very unlikely that more than a small minority of the Board would be allowed to be paid which could cause division.

Preventing division and tension between paid officers and an unpaid volunteer Board Because of the way in which those on the Board of a charity are its trustees, paid staff do not join Boards. In most organisations they attend Board meetings but it can often be the case that their skills and expertise in running the organisation are not appropriately recognised by the Board. In a number of cases of which we are aware, highly skilled managers have been excluded from Board meetings while the Board tries to "manage" the organisation.

We chose the CIC structure because in a CIC executive directors (who are employed in the organisation) and non-executive directors (who come in from outside to contribute their skills and experience) sit side by side on the Board, working together as a Team to take forward the work.

A CIC has a CIC Regulator, who is based at Companies House in Cardiff, who it has to answer to. The Regulator has stated:

"I want CICs to be able to attract high quality wealth creators as directors, paying them reasonable salaries, giving them immense job satisfaction, and the opportunity to put their talents to making profits for the public good."

The Regulator can take action if they think Directors are being paid too much.

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A CIC has to produce an Annual Report which shows how it has benefitted its community over the last year. The Regulator keeps an eye on the annual accounts to check that everything is in order and money isn't obviously being spent on the wrong things. However, in the government's words, it is "light touch" regulation compared with charities. At the end of this Report there is more information on CICs (community interest companies).

The members of the CIC will be the Board. This will make sure the LSO can act quickly to respond to changing opportunities and challenges. It will also reduce the need for resources to service a membership that may well not be active.

The Board will be small. We suggest a Board size of 6-8 initially for reasons of cost and efficiency. Later it may need to be increased but we would recommend a maximum of 12. This includes a Non-Executive Chair, the Chief Executive Officer, group representatives from the Boroughs, non Executive Directors and co-opted members.

The Board will be chosen for their skills. We recommend that a non Executive Chair, who must be a Deaf or disabled person, is appointed. Deaf or disabled Board members representing borough wide organisations will have places but will need to bring appropriate skills, and dedicate time to the LSO. Depending on the available skill mix a number of specific non Executive Directors may be recruited for their skills, such as finance, human resources, and legal, who will, if possible, be Deaf or disabled.

One role of the LSO must be to provide opportunities to ensure Deaf and disabled people who work within the Social Model of Disability can develop the necessary skills to be Board members. And also that Deaf and disabled people with the necessary skills can, if necessary, develop their understanding of the Social Model.

The Board will also have the responsibility to co-opt if it is clear any key community interests are not represented through the Borough or other Board members.

We recommend that non staff appointments are for fixed terms with a rigorous process set up to assess recruitment which involves independent assessors external to the LSO.

As a CIC the LSO's Chief Executive Officer, and possibly other staff, will be on the Board. There will therefore need to be a Remuneration Committee, with external independent advice, to set senior staff salaries. Members of the Board, or their organisations, will be paid for the time they spend because being on the Board will be a part-time job to which they are contributing their skills. External assessment mechanisms will need to be in place to set levels of payment.

In this way it will respond to what groups told us because:

- It will be **transparent** about the way it is funded, about how decisions are made, and in the way that it works
- It will have **an appropriate structure** that makes sure it can keep going

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Its Accountability to Deaf and disabled people's groups in London

There will be sub regional forums for local Borough based groups to come together from across the sub region. How big these regions are will be worked out on the basis of local need and resources. One or more forums may also be set up for specific areas of interest that do not fit neatly in geographical boundaries – perhaps disabled women refugees, or LGBT groups. Again these will be dictated by need.

Forums will be facilitated by LSO staff responsible for that sub region and will meet regularly so people can plan their attendance. Each sub Region forum can put forward a representative for the Board whose role will mainly be to make sure that their sub Region groups' specific interests are represented. They will however, need to demonstrate appropriate skills and accept the responsibilities of Board membership.

Once a year the LSO will be required to hold its Annual General Meeting in public and invite representatives of Deaf and disabled people's groups in London and other key stakeholders, such as partners and funders. The groups and other stakeholders will have the opportunity of speaking, in response to the Annual Report, about their views of the performance of the LSO, and the Board will be required to make an appropriate response which is recorded and made public.

Although it will not be a membership organisation, the success of the LSO will depend on having a reputation for being in touch with the Deaf and disabled people of London. If it does not have the confidence of the community it serves they will not involve themselves with it and it will be unable to "sell" its services. In many ways the LSO will need to be more in tune with, and responsive to, the community it serves, than if it had a membership list it could point to as its support, however unhappy that membership might be.

In this way it will respond to what groups told us because it will be accountable to groups of disabled and Deaf Londoners.
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London-wide Support Organisation

Action Plan for the development of new organisation

Those who responded to the consultation were, almost without exception, anxious that something happened quickly. The Project Board have indicated that they would hope the LSO would be ready to begin work early in the summer of 2008. We have therefore looked at a number of ways in which this could be achieved. We called them Options and worked through them to see how quickly the LSO could be set up. The only one that had a chance of getting the LSO working, for Deaf and disabled people's groups across London, quickly is the one we now put forward.

The Way Forward

London Councils should undertake to organise the setting up of the LSO and the appointment of an interim Chair and CEO and initial Board members

It would do this with the assistance of a senior figure from the disabled and Deaf community. This person would have no further involvement with the LSO beyond the recruitment process. The Chair and CEO should be recruited first and then be involved in the Board recruitment.

This relies on London Council to fund the cost of establishing the organisation. They may also need to take some key decisions leading to setting up the organisation whereas it now has a clear facilitating role. They can, however, involve the consultants in advising and also the senior figure mentioned before. It could also mean appointing the Chair and CEO before funding has been secured.

London-wide Support Organisation

What needs to be done now

To get the LSO up and running as an effective organisation, a lot of things need, or may need, to happen. Actions required would, we feel, include the following. Some of these Actions can happen at the same time as each other and some may happen in a different order:

- AP1. A decision must be made on the way the initial development work will be done
- AP2. Funding for, or the resourcing of, initial development work will need to be secured
- AP3. Identifying senior figure to assist in recruitment
- AP4. Details of the CIC Memorandum and Articles of Association (constitution) need to be worked out
- AP5. The company needs to be formed and registered both at Companies House and with the CIC Regulator
- AP6. Initial Business Plan to support funding applications needs to be drafted
- AP7. Funding for start up and initial running costs needs to be secured
- AP8. Remuneration (salaries and so on) needs to be set through an external mechanism
- AP9. Additional funding (sponsorship) needs to be secured for Non-Executive payments
- AP10. Recruitment arrangements for Chair and CEO (Chief Executive Officer) including job description and person specification need to be agreed
- AP11. Premises need to be identified and secured
- AP12. External assessment of recruitment process needs to be secured
- AP13. A Non- Executive Chair needs to be recruited
- AP14. The CEO needs to be recruited
- AP15. Initial Business Plan will need to be reviewed to make sure it is fit for purpose for delivery by the CEO
- AP16. The Board needs to be recruited
- AP17. Board need to approve the revised Business Plan
- AP18. Decision-making process moves to the Board

Timetable for Development (for non-graphic version see next page)

The Project Board wants a launch date in early summer 2008 approximately 17 weeks from 7 February. If funding is approved at the end of February the LSO will be working by the end of June. The timetable is tight but, we believe, achievable.

Action Point	Week number																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
For detail see pages 24/5																	
AP1 Decision	■																
AP2 Initial funding	■																
AP3 Senior figure		■															
AP4 Constitution									■	■	■	■					
AP5 Company													■	■	■	■	■
AP6 Business Plan		■	■														
AP7 Funding				■	■	■	■	■	■	■	■	■					
AP8 Salaries		■	■														
AP9 Sponsorship						■	■	■	■	■							
AP10 Recruiting process		■	■														
AP11 Premises										■	■	■	■	■	■	■	■
AP12 External Assessor				■	■	■											
AP13 Chair				■	■	■	■										
AP14 CEO				■	■	■	■										
AP15 Review BPlan								■	■	■	■						
AP16 Board recruited								■	■	■	■	■	■	■	■	■	■
AP17 Board reviews BP																	■
AP18 Board takes over																	■

Alternative Version of the Timetable

Action Point For detail see pages 24/5	Begin in	Complete by end
AP1 Decision	Week 1	Week 1
AP2 Initial funding	Week 1	Week 1
AP3 Senior figure	Week 2	Week 2
AP4 Constitution	Week 9	Week 12
AP5 Company	Week 13	Week 16
AP6 Business Plan	Week 2	Week 3
AP7 Funding	Week 4	Week 11
AP8 Salaries	Week 2	Week 3
AP9 Sponsorship	Week	Week 10
AP10 Recruiting process	Week 2	Week 3
AP11 Premises	Week 10	Week 15
AP12 External Assessor	Week 4	Week 5
AP13 Chair	Week 4	Week 7
AP14 CEO	Week 4	Week 7
AP15 Review BPlan	Week 8	Week 11
AP16 Board recruited	Week 8	Week 15
AP17 Board reviews BP	Week 17	Week 17
AP18 Board takes over	Week 17	Week 17

More Information about CICs (community interest companies)

- A CIC is company that is registered with Companies House as not for profit but it is **not** a charity, and cannot be a charity.
- A CIC has what is called “an asset lock” which means if the company, or any of the things it owns, are sold, the community, and not the people who are members of the company, get the money.
- In a CIC the Board can be made up of those senior staff working in the organisation and external non-executive directors. They work together, with clear objectives, to lead the company. This prevents the divisions that can cause tensions, often destructive to the organisation, between paid staff and an unpaid volunteer committee or board. This should not happen in a well run organisation but does happen.
- A CIC can pay its Board members. This enables there to be a real understanding that the role of a Board member is a part-time job and must be treated as such. We recognise benefits issues but there are ways to address this and development should not be directed by this one issue.
- A CIC is appropriate for a business focus where it intends to earn its money and not rely to any extent on grants, otherwise a charity structure might be more appropriate.
- There is a CIC Regulator who checks companies that want to register as CIC to make sure they are going to benefit a community that deserves it.
- The CIC Regulator also keeps an eye on the company’s accounts which are sent to Companies House every year, and wants a short report every year so they can check what the company has done has benefited its community. This is a public document that everyone can read.
- CIC status was specifically designed for social enterprises that want to be a limited company.

Some of the differences between CICs and charities

- A CIC can be set up to do anything that is legal, as long as what they do benefits their community. Charities must only do things that are charitable. So a CIC is free to work to make money.
- CICs have to pay tax on profits which charities may not have to. CICs cannot claim back tax on gifts like charities can.
- CICs are not entitled to the 80% mandatory rate relief that a charity has. However, it can apply for, and if its work is in practice mainly charitable it will probably get, 100% discretionary business rate relief, depending on the local Council’s approach.
- The CIC Regulatory is “light touch”. Charities have more rules they have to obey.