

The Enabling Wales Toolkit



**An Enabling Society in
which disabled
children and adults
enjoy the right to
independent living
and social inclusion.**



Enabling Wales
Galluogi Cymru

The Enabling Wales Project

The Enabling Wales Toolkit is aimed at disabled people and those around them, who want to see things change in the area where they live and work. You could call them users of services that don't meet their needs and aspirations. You could also call them future leaders and agents of change.

This document has been brought together using the insights of Disabled People's Organisations (DPOs) from across Wales. Some of these individuals have gained these insights through everyday experience; some by taking part in Disability Wales's Enabling Wales Programme; and some from both. It wouldn't have been possible to write the toolkit without their willingness to share their time and passion for change - thank you.

Toolkit Author:

Dafydd Thomas, the Wellbeing Planner

Cover design by Greener Graphics www.greenergraphics.co.uk

Project Advisors:

Wendy Ashton, Chair, Disability Wales; Donna Coyle, Wales Cooperative Centre; Jackie Davies, Welsh Government; Rachael Eales, DEWIS Centre for Independent Living; Stephen Harris, DEWIS Centre for Independent Living; Rhiannon Hicks, Disability Wales; Catherine Lewis, Children in Wales; Paula Reed, Disability Wales.

Enabling Wales Coach:

Chris Tally Evans.

Enabling Wales Trainers:

Eva Fielding-Jackson; Chris Johnes; Anna Nicholls; Brian Thirsk; Claire Wickham; Val Williams.

It is with great sadness to note that during the development of this toolkit, one of its contributors, Mr Brian Thirsk, passed away. An energetic and tenacious community development practitioner, Brian was a dedicated supporter of individuals who found themselves marginalised and excluded from wider society. He worked with individuals to help them gain the self-confidence to join with others so that they might change their situation.

It is fitting then that future users of this Toolkit will be able to continue Brian's work and gain in confidence; cooperate effectively and challenge the problems society throws at them.

Contents

1	Introduction	6
	The Enabling Wales Project	6
	The Enabling Wales Toolkit	8
	The Social Model of Disability	9
	Time for change	10
2	Working in a group	11
	What is a team?	11
	Finding Like Minded People	12
	Listening Properly	13
	Running a Meeting	14
	Sorting out arguments	16
3	Identifying the Challenge	18
	Co-Production	18
	Newspaper Headline	20
	40-20-10-5	20
4	Being Creative	21
	The Five Whys	21
	Mind Mapping	22
	Buzz Groups	23
	Brain Writing	24
	Mind Tiles	24
5	Thinking Big	26
	Your Mission Statement	26
	Values and Guiding Principles	26
	The skills of the team	28
	Where am I now?	29
	Where do I want to go?	30
	Mind the Gap	32
	Bringing it all together - You Strategy	32
	The Campaign Wall	33

6	Looking after yourself	35
	Trying something new	35
	Planning	35
	Assertiveness	35
	Find sometime for you	36
7	Disabled People's Organisations	38
	About the movement	38
	Independent Living	38
	What is a Disabled People's Organisation (DPO)?	39
	What does a DPO do?	40
	Where can I find my nearest DPO?	41
8	Setting up a Centre for Independent Living	43
	What are Centres for Independent Living (CILs)?	43
	Is setting up a CIL the best thing to do?	44
	Governing your organisation	46
	Organisational Policies	46
9	Developing a Business Plan	48
	Writing your business plan	49
	Elements of your business plan	50
	Getting a bank account	51
	Accessing Funding and Grants	52
	Targeting Success	53
10	Who Else Can Help?	55
	The Opinion Formers	55
	Help in developing your organisation	59
	Your rights and the law	62
11	Getting Heard	64
	Where are you now?	64
	Where do you want to go?	65
	Build an audience	65
	What do you want to say?	67
	Words of wisdom	68
	Your Logo	69
	Which methods?	70
	What's your timetable?	72
	What's effective?	72

1 Introduction

"Two years ago, I had a very important decision to make: Do I swim or do I sink in the face of cuts to benefits and the support I am entitled to?

I knew I had to keep fighting for what is right - both for me and others - but I did not have any idea of where to begin. My knowledge of governmental systems and processes was poor and my contacts were non-existent. I felt like a lone voice in an increasingly uncaring world, without any confidence or belief in myself.

The Enabling Wales programme changed all of this by giving me the knowledge and encouragement I needed to become a disability rights activist. I learnt all about local and national government, how to work in a group and the organisational skills needed to represent the needs and rights of all disabled people efficiently. This was carried out in a fun and friendly environment that allowed me to create many contacts.

I truly believe that the Enabling Wales course changed my life for the better. It empowered me and taught me that the only thing I have to lose are my chains. It can do the same for you through this toolkit."

Nathan Davies
March 2017

The tough choices Nathan faced are disappointingly familiar to many people in Wales. Fortunately with the help of the Enabling Wales Programme, he was able to turn things around and change his life.

The Enabling Wales Project

The Enabling Wales project has provided an innovative development and training programme for disabled people, Disabled People's Organisations and Centres for Independent Living throughout Wales.

The Project has developed and delivered a comprehensive programme of training, coaching and consultancy designed to:

- Develop young disabled people as future leaders;
- Strengthen existing Disabled People's Organisations (DPO's) so that they represent the voice of disabled people more effectively;
- Provide support for establishing new DPO's in parts of Wales, where disabled people are under-represented; and
- Support the development of new Centres for Independent Living (CILs) as social enterprises.

The Enabling Wales training was available to disabled people aged 16+ throughout Wales and across the spectrum of impairments and long-term health conditions.

The Project was a partnership between Disability Wales, Wales Co-operative Centre and Dewis CIL. It was based upon each organisation's specialist knowledge and expertise to provide young disabled people and disabled adults with a unique learning opportunity.

The Enabling Wales Project was developed following on from Disability Wales's Independent Living NOW! Campaign, which subsequently supported Welsh Government to develop the Framework for Action on Independent Living. The Enabling Wales project made a significant contribution to achieving progress on the ground in each of the nine key actions for improvement identified in the Framework for Action on Independent Living.

The Project was funded by Welsh Government, via the Equality and Inclusion Grant 2014 - 2017.

For more information on the Framework for Action on Independent Living and its nine key actions visit:

<http://gov.wales/topics/people-and-communities/equality-diversity/rightsequality/disability/framework-for-action/?lang=en>

The Enabling Wales Toolkit

This Toolkit aims to give its user the advice and insights from the Enabling Wales Project. Within this toolkit you will find:

- A series of stand alone sections that will help those who are new to disability rights activism as well as seasoned campaigners;
- A number of ideas on how to guide newly formed groups and established organisations through a series of activities to increase their effectiveness and impact;
- Some background into Disabled People's Organisations and Independent living; and
- Details of organisations who can help in your quest.

Social Model of Disability

The Enabling Wales Toolkit has as its foundation, the Social Model of Disability. This is one of two very different ways of understanding why disabled people have different life experiences compared with non-disabled people. The following two 'models' help describe the differences:

- The Medical Model of Disability is a more traditional view and focuses on the limitations of an individual's body; whilst
- The Social Model of Disability says that the problem isn't with people's bodies. The problem is caused by society not thinking of disabled and non-disabled people as equals, who have the same rights. Society just sees needs and problems.

The Medical Model of Disability looks at impairment from a medical point of view. This starts with seeing 'disability' as something that needs to be cured or treated in order to make everyone the same. Where this isn't possible, then care is provided. However this is often offered in ways that limit rather than support independent living.

In the 1970s and 1980s, disabled people couldn't relate to their personal experiences as a medical problem, so they came up with the Social Model to help them make sense of their own situation and take back control over their lives.

The Social Model separates impairment from disability. The impairments are the medical conditions that people have. Disability is the restriction placed on the lives of people with impairments, because society doesn't take their requirements into account. As a result this means that society creates unnecessary barriers that stop people living their lives to the fullest.

It is these barriers that prevent disabled people from having equal choices. They can be:

- physical or environmental - things that can be seen or touched
- social or attitudinal - the way people think and act
- organisational, financial and emotional.

This model helped everyone recognise that it's the barriers that are stopping disabled people in Wales reaching their full potential. These barriers mean that right now in Wales there are:

- transport services not everyone can use;
- schools where pupils are segregated;
- Harassment and hate crimes against disabled people;
- Poor access to goods and services, for example, leisure centres, cinemas and shops;
- Inaccessible housing and
- Insufficient home care services.

The Social Model helps people understand that it's the barriers in society that need to be taken away. The impairments people have are not going to disappear, but in a fully accessible society, nobody will be disabled.

Time for Change

Disability Wales aims to promote the understanding, adoption and implementation of the Social Model of Disability throughout Wales. It is widely accepted that disabled people generally have fewer opportunities and a poorer quality of life than many non-disabled people.

Society is the problem, not disabled people. Disability is viewed as something that is imposed on people with impairments by a society that creates barriers to equality.

Disabled people are members of society who experience disadvantage because barriers have been unnecessarily created. Where barriers have been created, they can also be removed.

The Enabling Wales Toolkit has been designed to help you remove those societal barriers and reach your full potential.

2 Working in a group

Although sometimes challenging, working with other people in a group has many rewards. At its most simple, doing things with someone else can share the workload and free up your time - but you must make sure you working towards the same thing! In this Section, we will explore ways of working with other people, as the first part of building up a team that wants to make positive change.

What is a team?

"After several years of poor health, I eventually became a wheelchair user. My life obviously changed, but I wanted to live my life as I had done before. But this became almost impossible because of the lack of awareness and support for the rights of disabled people within my hometown of Bridgend at that time.

I wrote letters, sent out countless emails and made 100s of phone calls demanding my rights, but it made little difference as a lone voice.

Then one day I bumped into a fellow Disability Rights campaigner. She introduced me to three other likeminded people who were all trying to achieve the same rights as me. We then worked together to set up a disability group in Bridgend and almost straight away we had success and saw huge improvements to local transport, access to businesses and overall attitudes.

For 11 years now I have Chaired Bridgend Coalition of Disabled People and such groups have far more power to influence change than one lone individual.

Individuals can do great things, but locally lead well run groups can achieve far more and I would urge disabled people in every town across Wales to unite and pull together."

Simon Green,
Bridgend Coalition of Disabled People

A team is a group of people who come together to achieve a common goal. They work best when they:

- have team members who use their own individual strengths for the good of the team. That can mean at times taking the lead; making sure things get done or sometimes listening to other team mate's concerns;
- have a common goal that they remain focused on;
- talk to one another honestly and openly, and sometimes disagree; and
- trust and support one another.

Think of any team - a sports team, a choir or a local business. The successful teams are ones which recognise that a group is made up of people with different skills who, when working together, can make a greater impact. Think of the difference made to the quality of the music when the voices of a choir or instruments in a band all work together. Ideally members of a team will learn to work well with one another, but this can take time. The following sections have some hints on how to get teams working together more effectively.

Finding Like Minded People

Section 10 of this Toolkit gives some ideas of national organisations you can contact to find out about what's going on locally - Disability Wales would be a good start.

For more information visit: www.disabilitywales.org

Alternately, you might want some information about the kind of activities taking place within your area - organisations or individuals who are active locally. The Local Voluntary Councils will have a list of the Organisations that are in your area - including information on when and where they meet and what their interests are (see Section 10). Contact your local Voluntary Council to find out more by visiting:

<http://www.wcva.org.uk/members-partners/county-voluntary-councils>

It can be intimidating to go along to a meeting of another organisation for the first time - so take some with you. Most

organisations will welcome a new face and will want to know why you came and what your interests are in relation to the group.

Your interest in connecting with other people could also be linked to a subject other than disability rights. The local arts centre, community centre or library are also places where things happen with other people. They should have notice boards with notices of what's going on locally, or alternatively ask members of staff if they can help.

Listening Properly

Listening is not the same as hearing. Listening to others requires focus and paying attention to the person who is talking. To begin with you've got to stop talking and be prepared to listen.

Activity

Try using some of the following exercises when to help someone say what's on their mind are:

- Ask open-ended questions using words like what, where, when, how, and who. Open-ended questions are the opposite of closed questions. Closed questions are ones where the only answer the speaker can give is either yes or no.
- Try listening to the person and how they feel about their story. What words do they use to describe how they feel? Happy, sad, frustrated, elated, relieved, uncomfortable....
- To finish and check that you've heard things properly, wait till they've stopped talking then repeat the story back to them using your own words. This can help them understanding if they've said things clearly too.

It's probably worth sharing this information with the people you are working with, so that they all understand what listening properly means.

Running a Meeting

Good meetings can be really fun and help a team or group of people to bond. Bad meetings can seem to go on forever and make people frustrated or lose interest in what everyone is trying to do.

Preparation is key to any meeting. Making sure everyone knows what the meeting is for is very important. Is the meeting going to make a decision or get ideas? Is it an information share or a discussion about something in particular? Once you're clear about that, other things like the start time and finish time will help people participate and make their contribution.

It's really important from the start to make sure the meeting is accessible to all. That means ensuring that the venue is somewhere that everyone can get to. Secondly you need to be sure that once they've arrived at the venue, they can get into the venue. Is the place where you plan to hold your meeting accessible to everyone? Have you checked yourself? If it isn't, try and find another venue.

As an alternative you might want to hold your meeting via Skype or teleconference. It's a different experience from having a face-to-face meeting - you don't always get the full meaning of what someone is trying to say, but it can be a useful alternative. You might want to have the first few meetings face to face with your group, then as you get to know one another better, something like Skype can be a platform you use every now and then.

Another issue to consider as you prepare for the meeting is that everyone who attends will be able to take part. You need to check with participants the format that they want the information in. Also how would they like to contribute during the meeting? Do they need an audio version? Braille? Makaton? Will some of your participants need support in terms of subtitling or British sign language?

These are things you need to think about and routinely organise for your group as you go forward so that everyone can take part. It's also about showing to the rest of the world what using accessible formats means in practice.

It's also good practice to make sure everyone has the information they need for the meeting as early as possible, so that you get the best out of them when you finally get everyone together.

Some of that information will include preparing an agenda - or a list of what's going to be discussed. You might want to ask people who are attending the meeting what they would like on the agenda and do they want to contribute in any way - like introduce their ideas for others to discuss. It's a good idea to have 'Any Other Business' and the 'Date of the next meeting' at the end of your agenda.

Before the meeting starts you'll need someone to manage, or chair the meeting. This individual will need to welcome everyone who has come; make sure the meeting keeps to time; that those who want to speak get their chance; and that if necessary, that the purpose of the meeting is met. In other words, decisions are made, ideas thought up or plans discussed. The Chair has a really important role in making sure someone at the meeting who has agreed to do something after this particular meeting has taken place, knows what is expected of them and by when. If you have a lot to say about something on the agenda, it's probably not a good idea that you chair it!

During the meeting ask someone to write some notes of what's taken place. Some people like to detail every point discussed, others just write down what was decided. Both are fine and the amount of detail the notes contain will depend very much on who is writing them down.

It's really nice for people who come to your meeting to have a cup of tea or coffee before it starts. It's a chance to speak to them before the more serious business starts - and you get to know them a bit more. They're only people at the end of the day.

If there are new people, make them feel welcome, let them know what's going on and make sure you get their contact details so that you can get in touch with them after the meeting.

Sorting out arguments

Be prepared for disagreements within a group of passionate people. It takes time for people to learn to work together effectively. You might need to help different members of a group understand what it means to work together effectively.

Activity

Here are some simple steps to sort out disagreements, before they become big problems for everyone.

- Identify the people or smaller groups of people not getting on. Ask them to meet with another independent person who will run, or chair the meeting at a place that's new to everyone.
- At the start of the meeting ask them to agree how they will treat each other during the meeting and afterwards.
- Then get them to list what they agree on.
- Then ask the two parties to explain what the problem is.
- Then ask each party to share with the other what they're thinking about the issue.
- Ask them to think of solutions to the disagreement or problem (use some of the techniques mentioned later on in this toolkit).
- Get each party to agree on one solution to this situation. This can take time, but it's something they must do before doing anything else.
- Ask them to plan a date when to meet again to talk about how things are going with the new way of working.

What next?

Let's review this section.

- ✓ You've got a group of likeminded people together;
- ✓ You've agreed a way of properly listening together;
- ✓ You've spotted a physical venue that everyone can access;
- ✓ You've produced information in a way that everyone who is coming to your meeting can use;

- ✓ You've organised your meeting with an agenda, papers and a Chairperson to make sure it starts and ends on time;
- ✓ You've come up with a way to sort out disagreements;
- Now it's time to do something ...

3 Identifying the Challenge

How you look at a particular challenge can influence your ideas. Until recently, everyone looked at old bits of wood, paper and plastics as rubbish; unwanted material that needed to be got rid of either through burning or burial. Throwing away or burning these materials created a lot of problems for our environment and cost us all money.

Looking at these 'waste' materials as the ingredients for something else has transformed the way society looks at rubbish. Recycling and reuse industries now stop huge amounts of materials from being burnt or thrown away - turning them instead into all manner of things from designer handbags to park benches!

This reframing of a challenge is at the heart of the Enabling Wales Programme and this Toolkit. The Social Model of Disability helps to reframe an issue in a way that explains how the skills, abilities and assets that disabled people have can make a wonderful contribute to a diverse and stronger society - and that disabled people aren't something that need to be fixed or brushed aside.

Co-Production

Co-production is a term that is popping up more and more in Wales as services at every level are being asked to do more and more with less and less money. This presents an opportunity for disabled people to reframe the discussion within every sector in Wales.

Rather than thinking of disabled people as passive users of services, co-production means disabled people can lead and be equal partners in commissioning, designing, delivering and evaluating all the services around us.

The Welsh Government has defined co-production as "The concept of genuinely involving people and communities in the design and delivery of public services, appreciating their strengths and tailoring approaches accordingly... (It) is fundamentally about doing things 'with' rather than 'to' people".

Co-Production in Action

"Not so long ago, members of Ceredigion's disabled community had identified that our local authority had done very little generally in respect to the 2010 Equality Act. After a lot of discussions with different organisations, including the leader of the council, it was agreed that a Disability Forum was needed to make sure everyone was aware of the effects of different policies on the disabled community in the area.

As a group, Ceredigion's disabled community adopted a co-productive approach with the local authority, health board and police. Because of national cuts in funding we realised that the money wasn't there to give us everything we were asking for. So we had to work in a different way and find solutions that were acceptable to everyone involved.

To get things done we took the time to understand each issue from the perspective of all the parties involved. As a Forum we worked really hard to find the common ground. We knew that progress is easier if everyone is singing from the same hymn sheet."

Paul Clasby
Ceredigion Disability Forum

What the Welsh Government and other organisations in Wales need are examples of change and people who can genuinely coproduce with others. Taking time to identify the challenges you face will help you work out possible solutions. Working up these solutions with people who might be part of the problem could help reframe the challenge and change the conversation. Here are a few ways that can help you identify your challenge - and hopefully come up with part of the solution.

Newspaper Headline Activity

Imagine you want to explain the challenges you face as if it were a newspaper headline. Use the process to think about the problem. You could write about it as a current issue, or something you're reporting on from the past.

Write in the style of your favourite newspaper, blog or magazine. You might want to try and write it in the style of a Tabloid newspaper or celebrity magazine.

Show it to your friends and family and ask them to tell you honestly what they think. Write that down what they say and how you react - there could be some insights and learning for you there.

40 - 20 - 10 - 5 Activity

Working on your own or in a group, try explaining your challenge in up to 40 words. Then cut that down to 20 words. Try 10. Finally try and explain what you want to change in just 5 words. This is the heart of the challenge you face.

What next?

Let's review this section.

- ✓ You've taken time to identify your challenge;
- ✓ You've tried to reframe the problem, to see if there's answer that could suit everyone;
- ✓ Have you been able to co-produce some answers to the challenges you face?
- ✓ Is there another organisation out there that might be able to help?
- ✓ You've thought of ways of explaining what's challenging you to other people;
- Now it's time to think of creative ways of overcoming the problem you face ...

4 Being Creative

People can be creative in lots of different ways - obvious examples would be by making things, by telling stories or through making music. People can also be as creative when trying to solve a puzzle or when rising to a challenge.

This Section will look at steps you can take to be creative when trying to solve a problem. This can be an exciting process in itself. One where you will learn lots about the issue, even more about yourself and make a difference to people's lives.

The Five Whys

The Five Whys is a form of questioning that tries to explore the root causes for a particular problem. The question 'why' is repeated and the answer forms the basis of the next question.

For example:

Question: Why are only some people able to help us access services in the local council?

Answer: Not everyone in the council knows about the members of your group.

Question: Why doesn't everyone in the council know about the members of our group?

Answer: Not everyone in the council is given the information about the barriers the members of your group face.

Question: Why isn't everyone in the council given the information the barriers the members of our group face?

Answer: Because not everyone has routine training on disability rights within the council.

Question: Why doesn't everyone have routine training on disability rights within the council?

Answer: Because the council doesn't have a training programme / internal newsletter / they struggle keeping up to date with the information / new people join the council all the time (these are root causes to this particular problem).

Using Five Whys works particularly well if you think the problem you face has something to do with the way an organisation works and doesn't have a single cause. How effective the Five Whys technique can be in uncovering answers does depend on how much knowledge you or the people in your group have about a particular organisation or process and how it works.

It's really important your asking the right question at the start, or you might focus on the wrong thing. In our example, had the first question been 'Why are these people not helping us?' the process might have taken longer or even ended up with a completely different answer.

Use Section 3 - Identifying your Challenge to make sure your framing the problem properly.

Mind Mapping

Mind Mapping is a way of generating ideas in a free and visual way – it's not about getting everything down, but it does help make the links between topics and ideas or people and their roles. A mind map will have key words, images, graphics and different colours all connected together. To create a mind map, you need a really big sheet of paper, some colour pens or pencils, lots of space and absolutely no artistic ability.

Activity

To generate your mind map, follow these five key steps:

1. Draw a picture of the topic or question in the middle of your paper as the focus for your work. Use lots of colour and add a question at the centre that captures the issue you want to explore.
2. Talk to the people your creating this mind map with. Together think of some words, phrases or pictures of possible answers to your question or challenge.
3. Draw lines from the central picture or question and link them with your new words, phrases or pictures.
4. Talk and think again of possible answers to this new layer of information and continue to add new lines, words, phrases and pictures.

5. Repeat this a bit more if you can, then stop. Step back from the paper - maybe now is the time to have a quick break.
6. Go back to the paper with the other members of your group and with different coloured pens try and make connections and links with the information in front of you. Do these new links provide answers to some of your questions? Or insights? Or prompts to find new sources of information?

Mind Maps with groups will help you capture new ideas and areas to follow up. It's a really good way of seeing how things link up. At the very least it's something you can put on your Campaign Wall (see later notes).

For more information see Tony Buzan, Use Your Head, Mind Mapping.

Buzz Groups Activity

You'll need to have paper, pens and a flipchart and an idea about what you want to change.

To start with, each person in the meeting or workshop writes down what they think might be the best way of solving the problem. They can take as much time as they need and write as many ideas as they have on as many pieces of paper as they want.

The next stage is to pair up so that each individual then shares their idea with somebody else. Each pair then agrees on the best idea or ideas from their discussion. At this point, the pairs might take time to talk through each idea so that they are clear what it is.

Each pair then has to explain to the rest of the group about what they think is their best idea - they can do this in any way they choose. Remember the flip chart is there, so if someone wants to put up some words or draw a picture to explain their idea, that's fine.

The final stage is for the whole group to vote on the best idea to take forward. It's important that the whole group gets a chance to understand each idea and challenge it - in this way the idea probably gets better. This last stage is to make sure the whole group agrees

on the best idea; and is clear on who is doing what and how its going to be done.

Brain Writing

This is a very democratic and quiet way of coming up with ideas¹ by making sure that everyone gets a chance to say what they think.

Activity

Each participant will need a piece of paper. On it they write what they consider to be the problem they want tackling and their name - so that everyone knows who 'owns' each 'problem.'

The sheets are passed round all the members of the group so that they get a chance to write down on every sheet what they think is the solution to each problem. If they can't think of an answer, that's ok. Keep passing the sheets round until no more ideas come from the group.

Once that is done, give the sheet back to the Problem Owner. They then get the chance to look at all the answers and think which is the best solution. They can either go away and tackle the problem - but it's probably better they feedback to the rest of the group to feed into the group's overall plan of action.

Mind Tiles

The basic steps of using a mind tiles is to write two ideas down on a piece of paper or post it note, then try and make a third idea by building on or combining the other two ideas.

For example, a famous ski equipment company was struggling to connect skiing to the youth market. The designers in the company wrote the word skis on dozens of post it notes, then wrote a long list of what young people liked - ranging from music, games and so on. They generated a lot of ideas from this process, such as skis + headphones - but accepted that most of them would go nowhere.

¹ The Smart Solution Book David Cotton Pearson Books 2016

One combination was skis + skateboard, which they adapted to Snowboarding.

Try doing this in pairs to start off with. What is your challenge? What ideas have you come up with using the Mind Maps or other techniques from this Toolkit? Write all your ideas down on post it notes - remember only one idea per post it note. Then put the ideas together in sets of two - try and write a third idea on a different coloured piece of paper or post it note that links the two. Change the pairings of ideas, then try again with the different coloured post it notes to see if you have an idea that will link things up.

Once you and your group have gone through this, bring all the different coloured post it notes together and discuss some of the ideas. Do any of them have any potential to be taken further?

What next?

Let's review this section.

- ✓ You've thought about the benefits and energy that comes from being creative;
- ✓ You've experimented with a number of tools that can help you think a bit more creatively;
- ✓ You've also experimented with a number of tools that you can use time and again in different Sections of this toolkit when you need to work with others in a creative way;
- ✓ Hopefully you've had time to think of other ways that help you and your group be more creative;
- ✓ You've also had lots of opportunities and exercises to try with members of your group which is going to help you work better together as a team;
- Now it's time to think of creative ways of overcoming the problem you face ...

5 Thinking Big

We all have dreams - some are bigger than others. We may want to change things and wonder where to start. If you're using this toolkit, you probably have very specific ideas of what you want to change.

Activity

At this point, try and answer these three simple questions:

- Where am I now? For example, what is the current situation or service like?
- Where do I want to go? For example, what would I like the local services to look like?
- How will I get there?

Your Mission Statement

Your big idea, the thing you want to change the most is called your mission. You should try and explain it to others using something called a missions statement - which explains who you are, what you do, who for and where. In other words, it explains to others why you exist.

It's something that you might have to change slightly from time to time, but it's worth spending time with other people you know or as part of a group to make sure you've got it about right.

Values and Guiding Principles

This is another way of saying what's important to you and those you work or cooperate with. Try and get it clear in your mind, in words or even as a picture, of what you're all about as a group.

The first step in doing that might be to answer some of the following questions:

- Does everyone have an equal say in your group?
- Should everyone be able to play an equal role in the community around them?
- Thinking of the Social Model, do we all agree that our impairments are not the problem?
- Are the barriers in our communities and wider society the problem?

Think of some examples of groups with different values and guiding principles. What can you learn from them? Are there any similarities?

Activity

If you want to have a discussion about values get everyone to sit in a circle facing in towards each other. Someone starts by turning to the person sitting next to them and saying one of their own beliefs. For example, I believe all people are equal.

The person they are speaking to listens then adds to that statement with something they believe and agree to. For example 'I believe all people are equal irrespective of their age or religious beliefs.'

After a few goes, the individual statements will probably need to be about something different but still related to your mission statement. Again, it'll be about them as an individual and what they'd hope to do together as a group or team.

As the statements go round the circle, different issues will come out - probably until members of the group run out of ideas. When lots of issues and views have been shared - use this discussion as the starting point for agreeing on a set of values for the group or team.

What is an organisation's soul?

"An organisation's soul explains why it exists; what it stands up for and what it wants to become. It tells everyone why you get up in the morning, the role you play in society and how you behave in society."

"Being able to describe your organisation's soul will help investors, stakeholders, sponsors, employees and users relate to what you do in a very human way."

Allen Bewley
Flintshire Disability Forum

The skills of the team

If you're starting to work together as a team or a group and reached this point, then you've got really far. You've identified what you want to do, with who, by when and where. You've agreed the values that describe how you'll all work as a group or a team to make your mission statement happen. Now is the time to think what you'll need to do to achieve your mission statement.

Look at the people around you. The ones who have helped this far, what do you know about them? What are their interests and their skills? Do they have access to a computer, the web and a printer? Do they use social media like Twitter and Facebook? Do they want to? Who do they know who would be interested in what you're trying to do? Do they know people who could help?

Activity

It's time to get even more organised, so sit down with the members of your team and list:

- Their skills - Any courses they've been on? Or things they've learned by themselves?
- Their experiences
- Their motivation and passion - what do they want to change?

- Their interests - Social media? Baking? Anything!
- What other groups are they a part of?
- What resources they have - access to a meeting room? A computer? A smart phone?
- Who do they know who could help?

Share that information with each other. If someone new joins your group, in time it's probably a good idea to ask them the same questions.

Where am I now?

Now is a good time to have a good look at what you and your group have to offer. You can assess your overall situation and guess at how ready you are to achieve your overall mission by carrying out what's known as a SWOT analysis.

Activity

Divide the group up into smaller groups and get them to answer the following questions. You'll need paper, pens and a flipchart to do this properly.

- What are your group's Strengths? Think about the skills, experiences, passions and interests that you've listed earlier. This is a good one to start with. When you feel you've answered all you can, move onto the next question.
- What Opportunities are out there for your group in carrying out its mission? Be specific. Are there new grants, projects or vacant accessible buildings in your area that you'd like to access? Is there a particular issue that people are talking about that fits in with what you're group are trying to achieve? Again, once you've answered all you can, move onto the next question.
- What are the Weaknesses that you have as a group? What skills are missing? Do you or members of your group need some particular training or support with something? Do you have any money as a group? Is the group big enough?

- Finally, what are the Threats to your group and what you're trying to achieve? It might be that there are lots of other organisations doing similar work but not exactly what you want to do. A lack of interest shown by the local press on what you're trying to achieve?

Get the whole group to listen as they share their thoughts. People should feel happy to ask questions at this stage about people's answers.

Remember to write all this information down. Share it with someone you trust to see what they think.

Where do I want to go?

It's time to imagine what would change if you had achieved your mission over the next five years.

Activity 1 Where do I want to go?

Divide the group up into smaller groups and give them plenty of paper, pens and flipcharts. You can use the Brain Writing technique to make sure everyone gets a chance to say what he or she thinks.

Ask the group to think about the future and imagine that the world would look like if they had achieved their mission. Ask the group to answer the following questions:

- What would it mean for you as individuals?
- What would it look like in your local area?
- What would it mean to the community groups you work with?
- Can you think of any other things that might change if you achieved your mission?

Share with the group all of the suggestions and come up with a description that you can all agree on.

Activity 2 Where do I want to go?

Use the Brain Writing technique with the members of your group to imagine what would need to happen in the first year of your journey to start moving towards achieving your mission? Share your thoughts with the group and come up with the best description. Agree which are the most likely things to happen.

Activity 3 Where do I want to go?

Now think of what needs to happen in between these the first year and the time when you achieve your mission - say in five years' time? Use the Brain Writing technique again.

Now is the time to try and put the ideas into a series of steps that could be taken next year, the year after next and so on in order to make your five year plan happen.

Activity 4 Where do I want to go?

Take each steps of your vision and fill in the following table.

Vision	To you and your group	In your local area	For your local community	Who is going to do it?	By when?
What needs to happen in the first year?					
What needs to happen in between?					
What needs to happen in the fifth year?					

Mind the Gap

At the start of this section you've had time to think about your skills and interests. You've also taken time to talk to the members of your team or group so that you get a better understanding of their skills, interests, experience, contacts and other resources.

You've then gone on to think about what you'd like to do together; what you'd like to change; the impact you aim to have - your mission. You've also spent some time thinking about the steps you need to take over the next few years to make the vision real. Don't be surprised if the group's combined skills and abilities you don't match with what you'd like to do.

Any group activity needs people with different strengths - such as different voices in a choir or different skills in a team. Sports teams are always recruiting new players with different skills so that they can win the next match. Or a business might hire a new person with new skills so that they can grow and continue to be successful.

Think about the skills you have compared to what want to achieve. Maybe recruit some specific people to help you meet your goals (See Section 10 to find people who can help).

Bringing it all together - Your Strategy

Now is the time you can bring all this information into one place. Written in this way it can be used in a lot of ways - to explain to supporters and other stakeholders what you're group is trying to do; or as something you can share with potential funders or grant givers.

So let's recap:

- You've worked out what you want to do as a group - this is called your mission statement;
- You've also explored how you're going to work together as a group of people - these are your group or organisational values;
- You have an understanding of the current skills and experiences of you team - this information is priceless. It's a great starting place to work from. With the results from your SWOT analysis, you have a really good picture of the state of your group or organisation going forward. Understanding where the skill and experiences gaps exists for your group and organisation will help

you find the right people to help you achieve your mission statement.

- All of this detail makes your strategy a really powerful tool to help you and the members of your group plan what you need to do over the next five years. This series of steps are your Strategic Priorities - something to focus your group's energy around each year.

Now it's a matter of putting all this planning and thinking into practice. This is where the rollercoaster ride begins.

An Organisational Strategy

An organisational strategy can be described using these simple steps:

- Where are you going?
- How do you intend to compete?
- What is your game plan?
- How you going to measure the steps in achieving your goal?

Allen Bewley
Flintshire Disability Forum

The Campaign Wall

When you set out to achieve your Big Idea, write it down somewhere. You could then map out your journey of achieving your Big Idea on a wall - ideally where you have your group meetings. Make sure you have lots of pieces of paper, colours, pins and ribbons to hand.

Use the space to collect information and illustrate what's going on and what you've already done. It's a really good way of mapping out what you want to do but even more important you can use it every day to show you what you've already done.

Don't just collect your successes - use your Campaign Wall to document when things didn't go to plan. Ask yourself why when that

happens. If you have an answer, put that on the Wall so that you know what to do next time.

At the very least you'll have something to talk about with people who want to know what your group is about.

What next?

Let's review this section.

- ✓ Now you're really starting to get good at all of this - even though at times it can be a real challenge;
- ✓ You've worked out what you want to do as a group and what you want to change;
- ✓ As a group you've managed to come up with a mission statement, your group values and explored the skills that you share as a group - which makes working together so powerful;
- ✓ You've also taken a hard look at yourselves and what you can currently do and thought about where you want to go together - the changes you want to make as part of a longer term vision;
- ✓ You've also used some tools that will help make your vision the new reality and thought again about any skills that may be missing and how to get hold of them;
- ✓ And you've started to put together a Campaign Wall to map out how to make your Big Idea reality;
- Well, now it's time to check that you're still looking after yourself in the middle of all this activity and energy.

6 Looking after yourself

Staying motivated and doing everything else you have to do in everyday life can sometimes be difficult. You'll be very busy and be making regular decisions on what needs to be done next. Also, people don't like change - so things take time. With all of this in mind you'll need to look after yourself along the way.

Trying something new

Working with other people will give you a huge boost of energy and determination to get things done - but sometimes it can cause problems. Use the suggestions in Section 2 - Working with a Group to make that effort of working with other people as easy as possible. Look for different approaches and try something new, it's often scary, but that step into the unknown will keep you interested and learning all the time.

Planning

All the planning described in the previous sections will help you over time. It means that everything isn't done last minute - which can be stressful and tiring.

Doing the planning together is a way of making sure everyone knows what they have to do and by when. Also everyone in the group owns the answers as well as the problem - that makes for a happy team.

Assertiveness

Some people don't like things to change and can get both frightened and obstructive. As a result they may avoid you or stay out of the way because they don't know how else to deal with change. As a result, you don't get to see them at the meetings, activities or events you've planned. Sometimes you will need to say what you think and be assertive, in order to make things change. You'll need to do this in a way that respects them as individuals and helps you at the same time.

Activity

Here are a few simple steps you can take to be more assertive and get the changes you want:

1. Speak on behalf of yourself – I want, I think, I feel, I don't want, I don't think, I don't feel;
2. Talk about your feelings;
3. Ask questions and listen; and
4. Be prepared to make some changes.

This exercise is probably best done following the steps detailed in *Sorting Out Arguments* in Section 2.

Find some time for you

Jan Kench of Mencap Ceredigion has a daughter with a learning disability and has campaigned tirelessly on her behalf.

"I became involved with Mencap Ceredigion in 2001. I had just come back to Ceredigion with my family to live. I have a daughter with a learning disability who was 8 at the time and thought that if I really wanted to know what was available for her in the County and to also meet others in the same position as I, the best thing was to join a charity and get involved.

I joined the local branch of Mencap Ceredigion and am now their Chair. My daughter is 24 and through her own involvement with the Charity she enjoys all the social activities and projects that we have to offer. She has also made best friends through the network of members that we have in Ceredigion which now reach nearly 300. I have taught her early to speak out and to demand her rights, so far so good!

I have learnt so much in my years as a Mother of a person with a learning disability that I could write a book, perhaps one day I shall.

For those who have just become parents of a child with a disability or has a child who has just been diagnosed or a parent who has lived the life of your child's disability, take on all the support that may

be offered but do so knowing you have the child's interests at heart, be confident and don't be afraid to question.

Do not dwell on your child's label when you can be enjoying your child's own unique gifts. Find out what your child can do, not what they can't and shout it to the World. Tell everyone about their abilities first and their disabilities second.

On top of all this campaigning, it's important to enjoy being a parent and find some time for YOU."

7 Disabled People's Organisations

About the movement

Disabled people have had many different roles in different cultures, but historically within Britain and the West, disabled people have been viewed either as victims or sinister individuals to be feared. The Disabled People's Movement came into being in the late 1970s and 1980s in the UK and has fought to stop oppression, prejudice and discrimination in all its forms.

The Social Model of Disability has given the means to describe what we as disabled people in Wales actually experience (see start of Toolkit). Impairments are the medical conditions that people have; disability is the restriction placed on people with impairments, because society doesn't take these requirements into account.

It's important to remember that society needs to be fully accessible so that disabled people don't experience restrictions and inequalities as they live their lives. It is the achievement of an accessible society that unites Disability Wales, Enabling Wales graduates and other Disabled People's Organisations to be active and to campaign for societal change.

Independent Living

Independent Living is a concept that has been developed by the disabled people's movement over the past forty years and is based on four main ideas:

- that all human life is of equal value;
- that everyone, whatever their impairment, is capable of making informed choices about their life;
- that disabled people have the right to be in control of all aspects of their lives, in the same way as non-disabled people; and
- that disabled people have the right to be fully included as active participants in society on an equal basis with non-disabled people.

Independent Living is about:

- removing the barriers that prevent full social and economic participation in mainstream society;
- every citizen having the same freedom, choice, dignity, control and opportunities – at home, at work and in the community;
- everyone choosing the way they live their lives in their own way;
- being fully included and heard in all assessment, planning and decision making processes:
- having control of the resources needed to achieve their full potential and
- being valued and respected for the unique individuals that we are.

Practical solutions do exist, such as Direct Payments and Citizen Directed Support. These can help make Independent Living, disability equality and social inclusion a reality. However, wider political and cultural change is necessary to achieve these goals long term. That means we as disabled people, need to get organised.

What is a Disabled People's Organisation?

A Disabled People's Organisation (DPO) is one way in which disabled people can work together more effectively. They are set up by disabled people for disabled people and promote the Social Model of Disability. As an organisation, DPOs demonstrate to decision makers and other disabled people that any disabled person can lead, take control, and run an organisation and make things change.

DPOs will have disabled people at the heart of the organisation's decisions making processes and activities. These organisations have been described as being 'of disabled people,' rather than 'for disabled people.'

Disability Wales defines a Disabled People's Organisation (DPO) as one where "the constitution requires that disabled people are in the majority of voting membership of their organisations by at least 51%

and where applicable on their Executive Committee or other governing body.”

DPO's are committed to equality, human rights and the empowerment of disabled people and as such are welcoming to all disabled people as supporters, members, activists or employees. Disabled people often have a better understanding of the issues and challenges that are faced by disabled people, their families and Carers. As a result, DPOs use that understanding and first hand lived experience to represent disabled people, raise issues regarding inclusion, enable full participation and reflect the disabled people's views.

What does a DPO do?

Disabled People Organisations (DPO) do the following:

- Engage in a wide range of activities that influence key issues such as Independent Living, housing, access, transport, advice and support, as well as setting up and running local groups.
- Encourage disabled people and service providers to give more choice and control over the services that are delivered or support that is offered.
- Involve disabled people in the design, deliver and evaluation of the services that the organisation carries out.
- Offer the expertise, knowledge and direct experience of disabled people and insight on how to deliver better services for others.
- offer a variety of services which can include direct services, disability equality training, advocacy, peer support and assistance in the implementation of legislation
- Offer information in a variety of communication formats as well as advice on how to make information more accessible.
- Produce guidance, factsheets, directories, newsletters, and an opportunity to feed into consultation through focus groups and virtual discussion.
- Subscribe to the Social Model of Disability and provide the collective force and voice needed to affect social change and promote inclusion of disabled people.

Where can I find my nearest DPO?

Across Wales, there are a number of local disabled people's organisations which work to promote independent living. These include:

- Disabled People's Coalitions and Alliances – these have a campaigning and engagement focus, but also provide peer support, training and information and advice; they have the potential to make a major impact at local level.
- Access Groups – their core role is to engage on planning and building control issues, but some engage more widely on access and equality issues and provide consultancy to the private sector and;
- Centres for Independent Living - for more information see Section 8.

Taken together, these groups make up a network that supports disabled people to develop their skills and share their experiences. This network also enables effective engagement with public services and the private sector, provide better services and create jobs.

The situation in each area is different. In a few parts of Wales, all elements of the network exist, are active and supported, and groups feel that they are able to make an impact in improving disabled people's lives. In most parts of Wales, only some elements are in place, and in some parts, none exist, so that disabled people are at greater risk of exclusion and dependence.

To find your nearest DPO visit www.disabilitywales.org

The aim of the Enabling Wales Programme and Enabling Wales Toolkit is to help people organise. Get political. Have more individuals and more group's active; create a stronger and more vibrant network in order to improve disabled people's lives and show society that any disabled person can lead, take control, and run an organisation and make things change.

What next?

Let's review this section.

- ✓ You've found out about Independent Living and how Disabled People's Organisations can help make that a reality;
- ✓ You've also found out where and how you can access your nearest DPO;
- Now let's look at Centres for Independent Living and what they're set up to do....

8 Setting up a Centre for Independent Living

What are Centres for Independent Living?

Centres for Independent Living (CILs) are organisations controlled and run by disabled people - with a clear commitment in their governing document or constitution that the membership and management of the organisation is by a majority of disabled people. As a minimum they must be committed to sharing information and advocating on behalf of disabled people within their local area.

Paul Clasby from Ceredigion Disability Forum has a very simple message about Centres for Independent Living. He says that they should "provide services and support that promote a person's independence in a variety of ways."

With that in mind, Paul states that they must:

1. Be run and controlled by disabled people
2. Provide services to disabled people
3. Involve disabled people in decision-making
4. Be positive about employing disabled people
5. Work in partnership with Local Authorities, other bodies & organisations
6. Be run as a business – not for profit / social enterprise

As social enterprises, CILs try to tackle social problems, improve communities and people's life chances. They need to do things that earn money and make profits like any other business, but the main difference is that they re-invest any profits they make to do more good. Examples include creating local jobs; organising training opportunities for people who could otherwise be left out; or funding community projects - the list is endless.

According to Social Enterprise UK, social enterprises should:

- Have a clear social and/or environmental mission;

- Generate the majority of their income through trade;
- Reinvest the majority of their profits back into the organisation;
- Be separate from government;
- Be majority controlled in the interests of the social mission; and
- Be accountable and transparent.

If you've got this far in the toolkit, you'll realise that starting a new organisation is no quick and easy process, so be ready to invest time and effort in making it happen. But the energy and passion you put in will be repaid and then some, because of the positive changes you will have made to your life; other disabled people's lives and wider society. On the way you'll meet some amazing people and make some lifelong friends, so read on.

Is setting up a CIL the best thing to do?

Setting up and running a new Centre for Independent Living is a big responsibility, but not something you need to or should do by yourself. There are lots of organisations out there that can help. By now you should also have group of people around you who all feel that doing something like this is the way forward.

Many of the participants on the Enabling Wales Programme felt that someone thinking about starting a Centre for Independent Living should answer the following questions before doing anything else:

- When it comes to trying to get things changed, you need to ask yourselves, do I have to do it? If so, why?
- Is there similar organisation locally, already there, who could champion my cause?

If there is a similar organisation locally, the Enabling Wales participants advised getting in touch and finding out if they're not doing what's needed, find out why. If you don't get the answers you looking for, then maybe setting up a new Centre for Independent Living is the answer.

The Wales Cooperative Centre is able to provide expert advice to groups of people who want to set up the structure for a Centre for

Independent Living - particularly as a social enterprise. They can also help with business planning (see Section 9).

Activity

Before you give them a call, ask yourself the following questions:

1. Do you have a group of passionate, experienced and skilled people around you who are willing to work together to turn an idea into reality?
2. Have you already spotted a building or venue that could be your Centre? Is it accessible to everyone? How much space is there? Is it visible within your local community? Do you think it could become the flagship for disability rights within the area? Somewhere where like-minded people can come together? Does it have the potential to attract visitors from outside the area? Have you spoken to its owner?
3. If you don't have a venue organised how are you going to share information and advocate on behalf of disabled people locally? As an alternative, could it be a peripatetic or virtual service that people could use?
4. Do you have a business plan? You're going to be starting a business (see Section 9) so you need to start thinking about ways of getting money into your organisation. It could be a cafe, a training centre or public space. You might be able to raise more money from publicity, newsletters or sponsorship.
5. Your business plan also needs to be clear how your organisation will cooperate and network locally with other organisations.
6. You probably need to keep recruiting people to what you want to do. People come and go for a number of reasons beyond your control, but if your group is welcoming and making things happen, you'll always find new people. You just need to accept that things will change as your organisation gets off the ground and starts to make a difference.

For information and support on setting up the structure for a Centre for Independent Living contact The Wales Cooperative Centre by visiting: <http://wales.coop>

Governing your Organisation

In Section 5 - Thinking Big, you and your group will have written out what you're all trying to achieve - your mission statement. You will also have written out how you're going to achieve your mission statement through detailing your shared values and guiding principles.

The next step is to put this information into your organisation's Governing Document. This is a legal document that contains all information about what your organisation is set up to do, how it is structured, how it will run and how it may change over time.

The Charity Commission has advice on how to write a Governing Document, for more information visit:

<https://www.gov.uk/guidance/how-to-write-your-charitys-governing-document>

Or alternately visit The Wales Cooperative Centre website for advice and support every step of the way from writing your governing document and eventually registering your organisation with either the Charity Commission or Companies House or both. For more information visit: <http://wales.coop>

If you want to talk to someone about the values and guiding principles of a Centre for Independent Living, contact Disability Wales by visiting: <http://www.disabilitywales.org>

Organisational Policies

Your Local County Voluntary Council, the Wales Council for Voluntary Action, and the Wales Cooperative Centre can help you develop a range of policies that will help you manage your organisation's operations. They will help you write policies ranging from issues like volunteer training, employing people, health and safety to combating climate change.

Please do not just copy and paste your organisation's name into any blank policies they provide. You will have missed a fantastic opportunity.

These policies represent how your organisation works on a daily basis. How will it avoid risks in the workplace? How will it treat the people who help by volunteering? What it pays people? How it limits its environmental impact? How does it support its members?

These policies represent the values and culture of your organisation. You and the organisation's stakeholders need to have discussed and agreed all of these issues before anything is written up as a policy. Once you have agreement, then you have an organisational culture and finally you write the policy.

As your organisation matures, you will need to be satisfied that new people understand and commit to the principles contained in all of these policies. You will need to train people on the policies; give them a copy and keep a copy in a public place such as in a building or on a website. You will need to review each policy and update things on a regular basis - just so that everything is up to date.

There are lots of organisations who can help you with this (see Section 10).

What next?

Let's review this section.

- ✓ You've found out some of the things you need in place if you want to start a Centre for Independent Living;
 - ✓ You've identified what a Governing Document is and who can help you write it;
 - ✓ You've also had a taster of the support that's out there to write up all the policies you might need to make your new Centre for Independent Living work;
 - ✓ But remember, having conversations about how the organisation operates is the first step in producing a policy.
- Now let's look at developing a business plan....

9 Developing a Business Plan

A business plan is a planning and decision making tool with a particular focus. It helps you identify the people who will give you money or resources for a service that you or your group will provide. To make that happen, you need to be really clear about who these people are, your customer, and what service you are going to give them. Your business plan is like a road map that will help you understand the steps you need to take from where you are now, to where you want to be.

Activity

The **Meeting House Cafe** has a large spare room that it would like to hire out as a meeting space for groups in the town. The cafe is in the bustling town of Abernille in rural Wales, which famous for its many visitors, thriving community networks and excellent public transport links. The cafe itself is in a building that faces a traffic free street within the middle of the town, but the meeting room itself is on the first floor - which can only be accessed by a short flight of stairs.

The Cafe is open from Monday to Saturday and is open from 9 am to 6 pm. It serves hot food and hot drinks all day until 6pm. The owners are community minded, but cost of using the meeting rooms need to be covered, which they estimated as £10 per hour for heating and lighting. The cafe owner has no budget to alter the room or building beyond getting some new furniture and paint for the room itself.

Working with your group try and answer the following questions about the Meeting House Cafe's idea to use its spare room as a meeting space for the community:

- Describe the cafe owner's current situation?
- Where do they want to go?
- Who is involved?
- What is the product or service?
- How could you market the service?

- Any information about operating the business that is known?
- Any legal issues to consider?
- Any financial issues to consider?
- What do you know about the project?
- What else would you like to know more about with this project?
- Any challenges?
- What would be your final recommendation?

Share the thoughts of the group about this example. What have you learned? Are there similar issues you need to consider for your particular group? Use the questions to prompt a discussion with the members of your group.

Writing your business plan

Making a business plan will help you think about your organisation and its operation on issues like staffing, premises and communications. Putting a business plan together also helps you look at what's happening in terms of funding, potential customers and changes in policy or law that might have an impact on your activities. In this way, you can say that your business plan will be both inward and outward looking.

The way you put your business plan together is important. It's not something ideally you should be doing by yourself. In fact, writing a business plan is an ideal way of getting other people involved.

You can get help from any number of agencies in developing a business plan - see Section 10. It's worth doing as much preparation as you possibly can before you get in touch with them. Working with your group / organisation / colleagues and try and answer the questions in the next section.

The Elements of your Business Plan

Basic Information

- Describe your business activities
- What will the business plan on selling or producing?
- What resources or money do you currently have for the business?
- What do you want to achieve through the business?

People involved

- What the names of the people involved?
- Do you know about their skills, experience and qualifications?
- Who is going to manage the business?
- Describe the work that needs to be done to deliver your business?
- Describe which skills you think will be needed to deliver your business.
- Is there a gap between the skills you and your people already have and what you think will be needed?
- Do any of the people involved need training?
- Can you identify what will they need and where they can get it?

The Product or Service

- Describe in detail all the things you want to make or sell
- Who else makes the same kind of things you want to make or sell?
- Why is what you're planning different? Phrases like Unique Selling Point or Point of Difference are used here.
- Where are you going to make your product? Will you need a building?
- How are you going to deliver your product?
- Does someone else have to supply the raw materials for your final product?
- Will you need to have a stock of materials?

Marketing

- Who are your customers?
- Where can you find them?
- How do you communicate with them? How often? What do they tell you?
- How much money do they currently have to spend on what you're planning to make or sell? How do you know?

Financial Issues

- What is the total cost of what you have in mind? Think of the people involved, any materials you might need. Are there any other costs you need to consider like rent, heating a building, telephone and internet charges?
- Is the cost going to change over time or stay the same?
- How much do your suppliers or subcontractors charge? Are their costs fixed?
- If you have stock, how much can you afford to hold? Does it have a sell by date?
- How much money will you need to get going?
- How much money will you need to keep going?
- Where can you get that money from? Grants? Loans?

Legal Issues

- What will the legal status of your organisation need to be? A charity or a social enterprise? Who is involved? How will decisions be made? (See Section 8 on Governance).
- What about agreements between different organisations? Are there any assets involved and who owns them? Are you producing something totally unique and need to patent it?

Getting a Bank Account

If you're going to be trying to raise money, get paid money for services or access grant funding you're going to need open a bank account. The choices range from an individual opening a separate personal bank account as the group's Treasurer; to having a

business or charitable account opened in the name of your established and constituted organisation (see Section 8 on Governance).

Although the separate personal bank account managed by the group's treasurer is the easiest and quickest to set up, for everybody's peace of mind it is much better to have a stand-alone bank account for the organisation. In that case, the bank will probably insist that money can only be drawn out of the account using a cheque book signed by two members of the group. This makes sure that all payments out of the account are legitimate and accountable to anyone who wishes to see how the organisation raises and spends its funds.

If as a group you want to access grant funding, then the grant giver will almost certainly insist that any monies go into an organisational account, rather than an individual's personal account.

Finding the right bank for your organisation can be a challenge, but there are plenty of organisations who can help (see Section 10 on Who Else Can Help). You might have to spend some time speaking to a number of different banks to find out what they need from you and also what services you want from them.

Accessing Funding and Grants

If you want to access funding you've already done most of the hard work.

From Section 5 you've identified what your mission statement is and the values your group agrees with. As part of that discussion you may have discussed who you will or won't take money from. If that hasn't happened, then maybe now is the time to think that through.

From Section 7 and 8 you've gone through the process of deciding the kind of organisation you want to set up going forward.

Finally, in writing up your business plan you've identified:

- what you want to do;
- for how long;
- what resources you have to make your plans a reality and

- what resources you need to bring into the organisation if it costs more than what's available to you in your bank account.

Section 10 will help you identify some organisation you could talk to about fund raising, for example Local County Voluntary Councils.

Section 11 gives you ideas on how you might want to organise a campaign or series of fund raising events or crowd sourcing project to bring resources into your organisation. The principles are all the same, even if the message is slightly different.

If you're able to answer and provide all of this information, then you are in a strong position to find a funding scheme or grant that will support what you have in mind.

It is never a good idea to chase after funding that doesn't easily fit in with what you, your friends and your supporters have agreed that the organisation has been set up to do in terms of its mission statement and organisational values. It will invariably mean doing more work for you during the lifetime of the grant.

It can also mean that you're sending out the wrong message to your stakeholders. For example, imagine how hard it would be to get the supporters of the Abernille Disabled People's Organisation to understand why it had accepted money from an international arms manufacturer to set up an internet cafe!

Targeting success

As part of this process its good practice to give yourself targets to help you measure progress in delivering your business plan.

The targets could be financial - how much money have you spent or how much money has been put into your bank account. Or they could be to do with your clients - how many new clients have you got? How many returning clients have you got?

These kinds of measures will help you look at how your business is performing. In this way you can see where your organisation's strengths are and which activities need more attention and resources. Overall this information will help you understand if your ideas are realistic or need to change.

What next?

Let's review this section.

- ✓ You've realised that a business plan is a planning and decision making tool;
- ✓ And that the process of writing one is as important as the final plan itself because your trying to be clear on who are your clients, what they want and where you'll find resources to make your business happen;
- ✓ If you've answered those questions then you'll be in a position to open a bank account and access grant funding; and
- ✓ With all that happening, you probably realise that having some way of measuring success will help you keep on top of your business planning process;
- Well, now it's time to find out which organisations out there can help you make your dreams come true ...

10 Who Else Can Help?

The Opinion Formers

Disability Wales

Disability Wales is a not for profit membership organisation made up of groups and allies from across Wales. They champion the rights, equality and independence of all disabled people regardless of physical or sensory impairment, learning difficulty or mental health condition.

They are recognised as the lead organisation in Wales in promoting the understanding, adoption and implementation of the Social Model of Disability.

They are an excellent organisation to contact if you're thinking of setting up your own Disabled People's Organisation. Not only could they help you directly, they would know if anything similar was happening in other parts of Wales.

For more information visit: <http://www.disabilitywales.org>

Equality and Human Rights Commission

The Equality and Human Rights Commission has a statutory Disability Committee with duties to promote equality and human rights in respect of 'disability matters'. The Committee supports the Commission in monitoring and reporting on the United Nations Convention on the Rights of Persons with Disabilities (CRPD).

Article 19 of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) says that

- disabled people have an equal right to live in and take part in the community;
- disabled people have the right to the same choice and control as non-disabled people; and
- Governments should do everything they can to ensure disabled people enjoy these rights.

Local Government

Local government in Wales is made up of:

- county and county borough councils
- police, national parks and fire and rescue authorities
- town and community councils

The county and county borough councils are the biggest part of local government. They are also called local authorities. There are 22 local authorities in Wales.

Each Council has:

- Councillors - democratically elected members who hold the government to account and represent the interests of their constituents.
- A Cabinet - made up of politicians who are responsible for political leadership of the government.
- Officers who support the cabinet to manage and deliver services on a day-to-day basis.

Local government is responsible for delivering a wide range of services to local communities. There are some things local authorities must do, like provide education and social services. There are other things it can do, such as promote culture, arts sports and leisure.

Local authorities commission services, which can include care services. When a local authority commissions services, it should involve service users and relevant organisations to shape the design of those services.

Local authorities also procure goods and services from external bodies.

You can influence your local government by:

- Voting at local elections;
- Contacting your Councillor or Cabinet Member and
- By campaigning and signing petitions.

The National Assembly for Wales

The National Assembly for Wales represents Wales and its people, makes its laws and holds the Welsh government to account. It is made up of 60 Assembly Members who are elected at Welsh General Elections. 40 of those elected represent individual constituencies and the remaining 20 represent the five regions of Wales.

The Assembly Members come together to hold the Welsh Government to account by approving the annual budget, passing laws proposed by the government and scrutinising Welsh Government policies. Meetings take place in the Senedd twice a week during each Assembly term.

A number of committees

- Scrutinise the policies and spending of the Welsh Government;
- Hold Ministers to account; and
- Consider draft legislation.

You can influence the Welsh Government and National Assembly by:

- Voting in elections;
- Contacting your Assembly Member or Cabinet Member;
- Responding to Welsh Government Consultations;
- Take part in inquiries and
- By campaigning and signing petitions.

The Welsh Government is responsible for many areas of daily life including:

- Economic Development
- Education
- Health Services
- Housing
- Transport

- Local Government
- Public Administration
- Social Care
- Town and Country Planning

Public Services Ombudsmen for Wales

The Public Services Ombudsmen for Wales has legal powers to look into complaints about public services and independent care providers in Wales. He can also look at the behaviour and conduct of elected council members of across Wales within each local authority.

You can get more information about how to make a complaint or request an investigation from the Public Services Ombudsmen's website by visiting <https://www.ombudsman-wales.org.uk/>

The service is impartial and free of charge.

The Welsh Government

The Welsh Government is the devolved government for Wales. It has responsibilities in many areas of public life in Wales. The role of the Welsh Government is to:

- develop policies and make them happen;
- propose Welsh laws (Assembly Bills);
- put Welsh laws in practice; and
- make decisions on matters it is responsible for.

The Welsh Government is made up of the First Minister, Welsh Ministers, the Counsel General and Deputy Ministers. The Welsh Government is supported by the civil service, which doesn't get involved in politics in Wales.

UK Government

The UK Government has overall responsibility for some public services in Wales including the police, prisons and justice system, defense, national security and foreign affairs.

There are currently 40 Members of Parliament from Wales representing 40 constituencies around Wales. They are elected every five years in General Elections. Like Assembly Members, the Members of Parliament hold the UK Government to account in Westminster on the policies that affect Wales and aren't the responsibility of the Welsh Government.

To find out who your local Member of Parliament is and what they can do to help you visit: <http://www.parliament.uk/mps-lords-and-offices/mps/>

You can influence the UK Government by:

- Voting in elections;
- Contacting your Member of Parliament;
- Responding to UK Government Consultations;
- Take part in inquiries and
- By campaigning and signing petitions.

Help in developing your organisation

Citizens Advice

Citizens Advice provides free, independent, confidential and impartial advice to everyone about his or her rights and responsibilities. Their information covers benefits, work, debt and money, housing, law and the courts, immigration and problems when you're buying goods.

As well as providing advice, they run campaigns based on what they have learned working with the users of the services they provide. The local branches provide support and information on what's happening in your area.

To find out more information about the location of their offices and the services on offer, visit <https://www.citizensadvice.org.uk/wales/>

Local County Voluntary Councils

Local County Voluntary Councils and Volunteer Centres are a network of county-based support organisations that help local people make a positive difference to their communities. They provide very practical local support that includes funding advice, information about training opportunities, information about local networks, loan out equipment, and even help photocopy and print materials.

They are membership organisations that provide a really useful local view on what's going on. They have very practical experience of where decisions are made, and which organisations are active at a very local level.

If you want to find other individuals or organisations that are active locally, they're a good place to start. If you're thinking of setting up your own organisation, they would be a good contact to make as they would know if anything similar was happening in your area.

For more details visit: <http://www.wcva.org.uk/members-partners/county-voluntary-councils>

Social Enterprise UK

Social Enterprise UK is a membership organisation that helps social enterprises get started. It also provides advice and services to members on a whole range of social enterprise issues.

For more information visit: <http://www.socialenterprise.org.uk>

Wales Cooperative Centre

The Wales Cooperative Centre wants to create a better, fairer and more cooperative Wales by supporting individuals and organisations to build businesses that deliver for both their customers and society as a whole. Their core values include working with others collaboratively in a way where everyone benefits. They value diversity and democracy and want to stimulate business, communities and people to take control and reach their potential.

If you want to find out if there's a similar organisation near you, then get in touch. If such an organisation doesn't exist, they will help you get one started with business planning and advice on organisational governance.

For more information visit: <http://wales.coop>

Wales Co-Production Network

The Co-Production Network for Wales has a fantastic online library of documents about co-production. You can also register to get regular updates and find out about up and coming events.

For more information visit:
<https://allinthistogetherwales.wordpress.com>

Wales Council for Voluntary Action

The Wales Council for Voluntary Action is a national membership organisation that supports the voluntary sector across Wales. They have a broader view of what's going on in the voluntary sector across Wales. They could put you in touch with influential organisations and individuals to help you with your campaign.

They can also provide you with some more general support to help build up your impact or even the organisation. This would include supporting volunteers; ideas on promoting volunteering; ideas and courses for volunteer or trustee training and developing, plus ideas on how you might access funding from across Wales or the UK.

They represent the needs of the voluntary sector across Wales and spend a lot of their time lobbying national Government and organisations.

Again, if you're thinking of setting up your own organisation, they would be a good contact to make. They would know if anything similar was happening in your area.

For more details visit: <http://www.wcva.org.uk/>

Your rights and the law

The Equality Advisory Support Service

They provide information, advice and support on discrimination and human rights issues to individuals in England, Scotland and Wales, including advice on what the Equality Act 2010 says and how this applies to Disabled People.

For more information visit: www.equalityadvisoryservice.com

Department for Work and Pensions

The DWP site has a section that covers the duties of the UK Government under The United Nations Convention on the Rights of People with Disabilities, as well as further information about the convention:

<http://odi.DWP.gov.uk/disabled-people-and-legislation/un-convention-on-the-rights-of-disabled-people.php>

Disabled/Deaf People's Organisations Legal Network

The DDPOs Legal Network aims to bring together DDPOs and lawyers to work together raising understanding of the legal system, legislation, case law and policy that relates to the quality of life, rights and inclusion of Deaf and Disabled People.

For more information visit:

<http://www.publiclawproject.org.uk/ddposlegalnetwork.html>

Disability Law Service

Run by and for Disabled People. DLS is a registered national charity. For more information visit:

<http://www.disabilityrightsuk.org/publications.htm>

Disability Rights UK

Disability Rights UK publishes guides to disability rights. For more information visit: <http://www.disabilityrightsuk.org/publications.htm>

Linda Laurie Associates

The LLA is run entirely by Disabled People. It is a consultancy that works throughout Wales, Scotland and England. It sells a range of training and consultancy services designed to help Disabled People's Organisations and public sector bodies ensure that they are aware of and comply with equality, employment, community care and health laws. For more information visit: www.llassociates.co.uk

What next?

Let's review this section.

- ✓ You've been able to look at who has responsibility for which services in Wales;
- ✓ You've also identified some influential organisations that you might be able to use to help you make the changes you want;
- ✓ You've worked out what you want to do as a group and what you want to change;
- ✓ You've also identified organisations who could help you if you can't find an organisation that's doing what you need;
- ✓ Even if that means setting up your own organisation from scratch;
- Well, now it's time to think of getting your message out there in a way that makes people take notice ...

11 Getting Heard

Think of all the ways that people hear about different things to buy, places to go or causes to support. There are hundreds of them. At some point during your journey to make changes to your circumstances, you'll need to get a message out to your intended audience. To be effective, it's worth following these simple steps - and go back to them no matter how much experience or insights you collect on the way. It'll only make your communication's efforts that much better.

Effective Campaigning

"Working on disability rights can at times be extremely rewarding and at other times incredibly frustrating, but in my experience, I found it's really important not to let your frustrations show when you're dealing with officials or representatives of an organisation. If you start to scream and shout at someone, it's too easy for them to ignore you and disregard your demands. In my experience, I've been much more effective in getting what I want when I've been clear about what I've wanted to say and who I've wanted to say it to."

Paul Clasby
Ceredigion Disability Forum

Where are you now?

This bit can be tough. This is where you may need to talk to different people or work with members of a group to try and understand what other people are thinking about a particular issue, campaign, rule of law or group. Try and think of this in terms of what is being said about a particular topic and what that looks like in the news, newspapers or social media.

It's really important to be honest with yourself at this point. As you go through the next few steps you may need to come back to check if some of your basic assumptions are right or wrong.

Where do you want to go?

So what do you want to change? What is the difference you want? How do you want people to think about the issue that interests you? What do you want them to be saying or thinking? What should they be feeling compared to how they feel now?

This is really exciting - the start of something big. And what would it look like if you made it happen? Refresh your mind about your mission statement and your values at this point (see Section 5 - Thinking Big).

Build an audience

Activity 1 - Building an Audience of supporters

To start with, think of everyone who supports what you do and make a note of his or her contact details. Your supporters are key - it's a group of people you can build on and get energy and ideas from. Get as many details as you can about each one of these individuals - postal addresses and telephone numbers for a start. An email addresses is a great way of getting your message to lots of people very quickly, so get them if you can. But remember it's important to ask these individuals if you can use their email address to keep them up to date with what you're doing.

Social media outlets like Facebook, Twitter and Instagram are another way of getting your information to lots of people in a very short space of time. If you don't use social media yourself, you probably know someone who does - so get them to help.

Your supporters are one part of your Campaign Mailing List. The other important part of this List are the people you're trying to influence - the people whose minds and decisions you want to change. This is going to be a much smaller list so try and be selective here and target the right people. You could use up a lot of goodwill and energy trying to influence everyone all of the time.

Activity 2 - Building an Audience to inform

Pick off a few individuals or organisations that you want to really engage with. Again get as many details as you can about each one of these individuals.

There will be people on that list you can call Influencers - Section 10 will give you some ideas. They are the kind of people who know everyone; they know what's going on and if they can't help you, they can put you in touch with someone who can. Don't contact them about everything. Think carefully about the kind of things you want them to do - to do that effectively, you need to spend a bit of time working out what you want to say. That's the next step.

Activity 3 - Building an Audience of influencers

Again get as many details as you can about each one of these individuals. Take time to think carefully about the kind of things you want them to do - to do that effectively, you need to spend a bit of time working out what you want to say.

But before we move onto the next section, it's important to remember that your Campaign Mailing List will change all of the time. If you continue to collect the names and contact details of every person or organisation you come across who is willing to support what you do, this part of your list will grow and grow. It will be the same with your list of Influencers.

The smaller part of your Campaign Mailing List will be made up of the individuals or organisations you want to influence. As you become more successful and effective, this list will change too. You'll need to continually keep an eye on who you're targeting and how.

It's also worth putting a Press List together. This will be made up of people you can contact from local and national radio, television or newspapers. These people aren't officially for or against what you're doing because of the nature of their work, but they'll be interested if you can give them a story. Spend some time with them to understand what they need. If you can help them do their jobs

effectively by supplying them with stories, they'll regularly be in touch.

Activity 4 - Building a Press List

Get as many details as you can about each one of these individuals. Find out if they're on radio, television, newsprint, online. Find out what they're interested in and find out the best way to keep them up to date.

What do you want to say?

It's a really good exercise to look at what you want to change from lots of different angles. You can use the Head Heart Push Pull² technique to do just that.

Think about your message using your 'Head.' This means being clear about the facts and figures of your message. Using the perspective of the 'Heart' will focus on the emotion of what you're trying to say. It's a way to unleash the passion and anger in your audience. But that won't work for everyone.

So think about your message in a way that 'Pushes' people into agreeing with you. Your argument or message has got to be so strong that people have no choice but to agree. Finally, a message that 'Pulls' people along means that the other alternatives aren't as inviting as what you have on offer. Your audience won't be able to stop themselves from getting involved.

Activity

To help you work out your messaging, divide your group into four and work out what you want to say using these four headings. Ask each members of each group to think about the thing you want to say in a way that deals with either the Head, Heart; or in a way that Pushes or Pulls people into making the change. Papers, pens and flipcharts would really help people here.

² The Smart Solution Book David Cotton Pearson Books 2016

Once your group has had a chance to do this, ask each member from each of the smaller groups to tell everyone what they discussed. You now have key messages that should interest most of your audience in one way or another. The next step is how to let your audience know what's going on.

Words of wisdom

- Remember you're not going to be able to target everyone with your information or campaign message, so you're going to have to make choices.
- Be prepared for people who don't agree with you. It can be really disappointing and disheartening when that happens - but use those experiences to try really listen to what they're saying. Learn from their perspective and use that understanding to strengthen your own message and undermine theirs. There's always the next time.
- Don't bombard people with your messages or campaign details, you'll find it too easy for people to start ignoring you.
- Pick and choose your moments of when to get in touch with your supporters.
- Pick you're moments when it comes to what you want to say. Lots of times it will be possible to link your message to other events that are happening around the country. Your local message and personal story can help make the national story seem more real - it's certainly something that most journalists will be interested in.

So let's recap.

- ✓ You have a group of people working together with different skills but the same interest.
- ✓ Together, you've worked out what you want to change.
- ✓ You have a list of supporters who are willing to add their voice to what you want to do.
- ✓ You've picked out a group of Influencers who will make sure you're message is heard in the right places when you ask them to.

- ✓ You've also pinpointed who are the people and the organisations you want to target....
- Now it's time to think about the best way of doing that.

Your Logo

If you still haven't managed to think of a name or even a logo for your group, then now would be a good time. One way might be to think of a name that is linked to your organisation's Mission Statement or Values (see Section 5 - Thinking Big). Examples like the Campaign for Real Ale or the Campaign for Nuclear Disarmament are very different organisations, but you know straight away what they stand for.



**CAMPAIGN
FOR
REAL ALE**



Or your group's name could be linked to the area where your group was set up - such as Oxfam. Or even use a name that's linked to an incident that was the inspiration for you and others to get together in the first place - such as Stonewall.



Even though all of these examples are relatively large organisations now, they all started off small, with a few people with lots of energy and passion, who all wanted to see things change. Their names

and logos are something that has developed over time as their ideas and messages have become clearer.

Activity

Use Brain Writing, Buzz Groups or Mind Tiles to think of a name or logo for your group. Have people work in pairs or small group and come up with as many ideas as they can in a short space of time. Make it fun and exciting.

Ask everyone to share their ideas. Pick a few that have potential and show them to your supporters or Influencers.

Which methods?

One thing is certain; the methods you use for getting your message out are going to constantly change. You're going to have to be creative and mapping this out might help you see what's possible and productive. It might help to think of it in the following way:

Working with people - this is about doing things face to face. It could be organising a stall on a high street as a way of talking to people one to one; or getting a group of people to organise a demonstration about what you want to change; or organising a public event for people to show their support.

It's really important to do this last bit, as it'll make you feel good about being part of something bigger. It's also a chance for other people to bring their own passion, perspective and energy to what you're trying to do. You'll probably end up with some more volunteers to help with your campaign.

Social media ought to be included here as it's really about connecting with people too. Things like Twitter, Facebook and Instagram are full of stories about people, written by people. You can get a huge amount of people interested in something really quickly with a good social media campaign. Images and logos can have a big impact on social media - often there isn't space to write lots and lots of information.

Working with processes - this might mean fitting into established local authority processes such as writing letters of complaint; putting a report together or giving evidence to formal bodies like the National Assembly or the Public Ombudsman. For some people it's not as exciting or energising as working with people, but it's an important part of any campaign and the final document will give you something else to share with people and gather even more support.

Working with publications - These things can take time and money and it often ends up with people using all their energy on just producing the publication. The real focus is what you're going to do with the publication once it's finished. Ask yourself what you want people to do once they've read your booklet or leaflet. It's amazing how many times this question is overlooked!

If you're producing a publication to share with your supporters - remember to include the cost of the postage in what you're doing. It's often forgotten. This is where emails, the internet and social media can make a huge difference. It makes producing a virtual publication really quick; it's a click of a button to get it to your audience and you'll get instant feedback on what you've produced.

Working with publicity - this means generating it or using it. So you might need to get the local or national press interested in what you're trying to do by organising an event that explains what your campaign is all about.

Another approach is to link your local campaign to a national event - the press is always looking for a local angle and more often than not, they're looking for a story about a person.

And remember a new report, strategy or building is only part of the story. How these things impact on you or one of your friends is the real story that will generate public interest and support.

You can probably think of other ways of getting your message out there, which don't start with P! Try them and see what happens.

What's your timetable?

Something else you can add to your Campaign Wall is a timetable of events so you can plan your communications activity. When are you planning to hold your event? How long have you got before you need to get the text to the designers for your new membership leaflet? Which day is the local councils reviewing one of its policies? What's the deadline for the community newspaper? These are all questions that you need to be put on your Campaign Wall. It's time to get organised.

What's effective?

You always need to ask yourself if what you're doing is making a difference. You'll know if it's the change you want from all the work you did on Thinking Big and Developing a Strategy (see Section 5), but it's always useful to keep in mind where you're aiming for with your campaign.

Always remind yourself if you've learned anything new. Take time out to answer some of the following questions:

- Do you need to revisit your Strategy?
- Do you need to say something different as part of your campaign?
- Is it time to have a re-think about who you're aiming all this effort at?
- Any new names for the Campaign Mailing List?
- Any of the methods working better than others?
- Do you need to put more effort into social media or is your letter writing campaign effective?

Can you think of anymore?

Go back to your group and ask the same questions? If you try something and it doesn't work, you can learn even more from that too.

Activity

A very simple way to see if your communications efforts are working is to ask the people you meet if they've heard of you. If they have, ask them where? Or how did they find out about your organisation? It's a real easy way of checking what works.

What next?

Let's review this section.

- ✓ You've been able to review your current situation - which is a bit similar to Section 5 about your mission statement and values, but this time the focus has been on the issues that you want to communicate;
- ✓ Again you've taken time to think about what is it you want to change when it comes to what people are saying and thinking about a particular topic;
- ✓ You've taken time to work out who can help you make this change;
- ✓ You've also identified who you need to target with your communications work - is there a particular person, public figure, decision maker or member of the press?
- ✓ You've also really thought about what you want to say and how these different messages can spark different reactions from different people;
- ✓ You should have noted the different ways that get your message across from conversations to logo design;
- ✓ You've planned a timetable and thought about ways to see what has the biggest impact;
- **Well, now it's time to put it into practice ...**



WELLBEING
Planner

