



VOX Business Plan
2014-2017

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Executive Summary

About Voices Of eXperience (VOX)

VOX is the National Mental Health Service User Led organisation, which works in partnership with mental health and related services to ensure that service users get every opportunity to contribute positively to changes in the services that serve them and wider society.

VOX supports individuals and groups and works with members to ensure that their views are listened to. Mental health service user led groups, include diagnostic specific national groups and regional and local groups. As all are members of VOX we ensure that we supplement the views of our individual members by representing the wider range of views gathered by VOX working. We do this by working with all who are in a position to provide and share a great deal of local or specialist knowledge and information.

In addition to our organisational linked member organisations and associate member organisations VOX works with a range of key partners and broad range of organisations such as the Royal College of Psychiatrists and Healthcare Improvement Scotland (HIS).

The purpose of this business plan is to set out the priorities for the next three years, and to ensure that we have the resources to be able to deliver on these.

Background

The need for a way to bring together the voice of mental health service users in a meaningful way was explored at an Open Space Event which was held in Dundee in 2004. The event was attended by 102 service users from across Scotland and as a result of the ideas shared, a clear mandate was given to the steering group to develop a national service user led organisation to represent mental health service users in service design and delivery matters at a national level.

An interim management group began work to develop a 3 year Development Plan, Business Plan and a Constitution. In addition, funding was sought to provide VOX with a Development Coordinator. The Scottish Governments Mental Health Division recognised of the need to develop a more consistent and representative approach to engaging with those who are affected by Scottish policy and service development and therefore agreed to fund VOX during its development period.

VOX was launched in December 2006, and has since been developing and growing to become an inclusive and sustainable organisation.

In 2008 we received four years funding from Comic Relief which allowed us to employ a diversity facilitator and a part time administrator. We have more recently been awarded a three year investment grant from comic relief to develop a community leaders programme to further embed diversity and equality work within VOX. This alongside continued Scottish Government funding has allowed us to grow and develop and work on behalf of our membership.

Aims and Objectives

Vision

VOX's vision is to *"share the voices of experience in mental health to create an equal, improved and empowering society for those with mental health problems"*

Mission Statement

To sustain a national organisation of, for and by people who have experienced mental health problems, facilitate partnership working and strengthen the voice of people who have had a mental health problem.

Aims of VOX

- ❖ To advance community development through the facilitation of communication and exchange of experiences, information and support between and among people who have, or have had, mental health problems and other support organisations, to develop the capacity of such people to more fully engage with their communities and to participate in civil society.
- ❖ To promote, establish, operate and /or support other similar projects and programmes which are in furtherance of VOX's charitable purposes.
- ❖ To advance the health and to relieve the needs of people who have, or have had, mental health problems by encouraging the provision of services which will improve their conditions of life and also facilitate their full integration into society;
- ❖ To advance education in relation to mental health issues;

Objectives

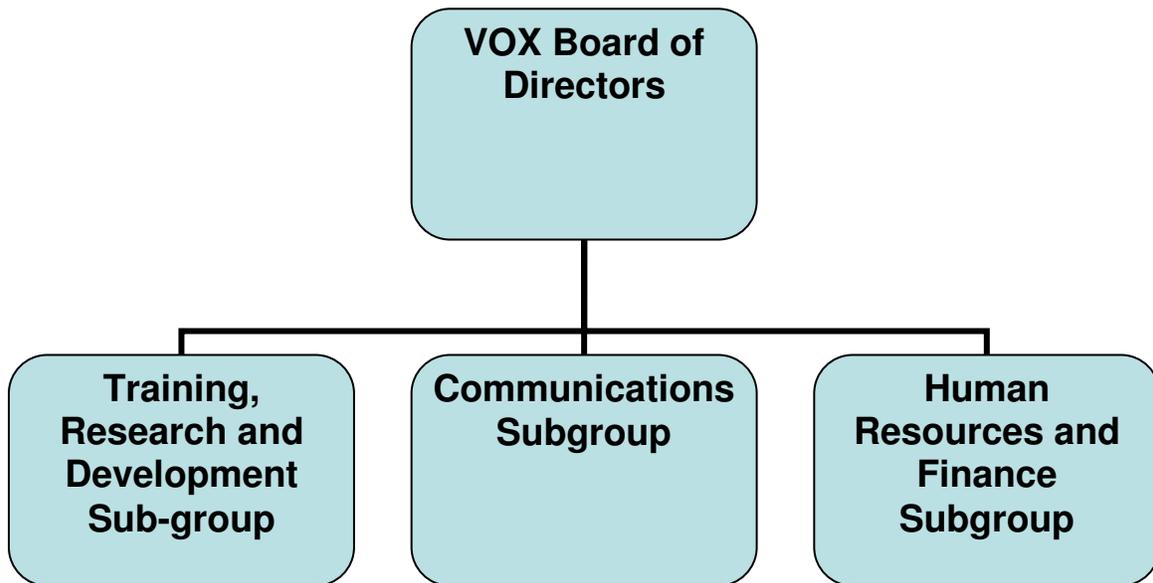
VOX's objectives are as follows;

- ❖ To sustain an accountable national organisation of, and for, people who have or have had mental health problems.
- ❖ To be a source of information, support and guidance in developing the capacity of people who have or have had mental health problems to participate in civil society and in the development of services with which they may engage.
- ❖ To offer a structure for people to communicate with each other, and other organisations, so that they may exchange opinions, perspectives and experiences.

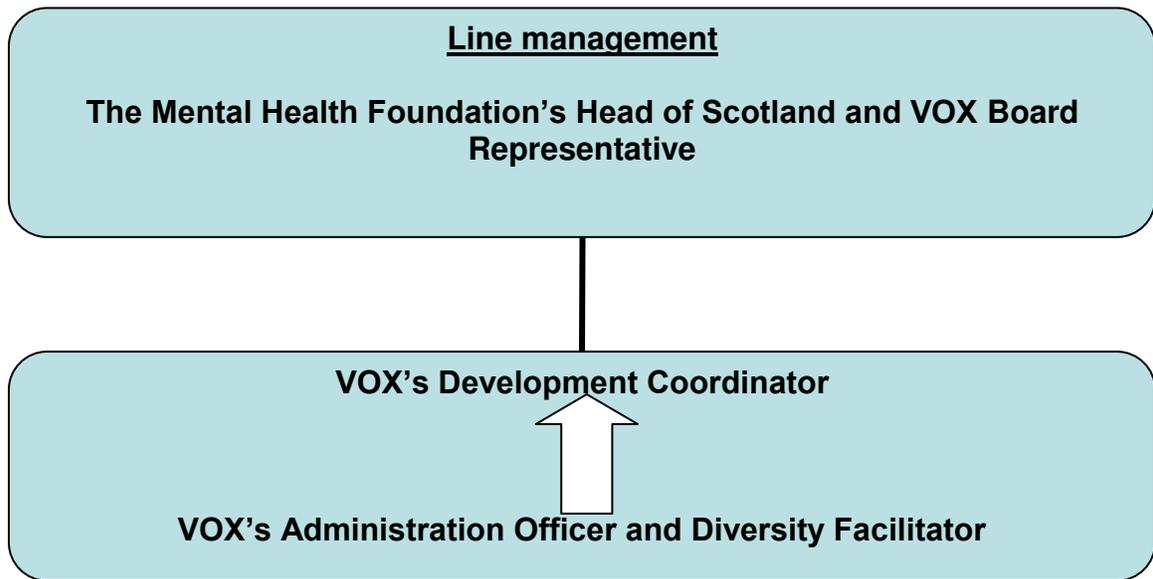
Legal and Management Structures

On the 25th June 2010 the register of Companies for Scotland certified VOICES OF EXPERINCE as incorporated under the Companies Act 1985 as a private company and that the company is limited. Company Number 361753. Charitable status was given by the Office of the Scottish Charity Regulator, charity number SC040646.

The Structure of VOX's Board



Line Management Structure



There are clear links between the human resources and finance sub-group and the line management structures.

VOX is managed by a Board of member Directors;

Board of Directors

Joyce Mouriki – Chairperson, (individual representative).
Francis Fallan – Vice-Chairperson (Lanarkshire Links representative).
Gordon Johnson – Treasurer and (Bipolar Scotland representative).
Colin Murchie – (HUG representative).
Dougie Pickering – Company Secretary and (individual representative).
John Sawkins – (individual representative)
Tracy Laird – (individual representative)
Pamela Shanks – (individual representative)
Carol Mapley – (individual representative)
Dianna Manson – (individual representative)
David Harrison (West Dunbartonshires Forum representative)
Lisa Archibald - (New Horizons' representative)

In addition to the member directors we have non member directors who help to guide how VOX develops.

Non-member directors:

Richard Norris, is the director of the Scottish Health Council and has been involved with VOX for the last six years.

Alex Davidson, is involved in social care and policy work across Scotland has been an adviser to the board since VOX was launched.

Dr. Alison Thom is a consultant in adult general psychiatry and provides a wealth of experience and skills to support VOX's development.

Advisers

VOX also has a number of advisers who cover areas such as mental health law, social work, allied health professionals and mental health nursing.

Sub-group Structures

In addition to our board of directors VOX has a sub-group structure. This includes training, research and development subgroup, a communications sub-group and a human resources and finance subgroup.

The aim of the training, research and development sub-group is to look at training needs of VOX members and board members, consider consultation work

which should be carried out with our members, and to support the development of new initiatives.

Training, Research and Development Sub-group Members;

Douglas Pickering
Colin Murchie
Tracy Laird
William Brady
William McGlashan
Gordon Johnson
Mark Gallacher
Allie Hamilton

Our communications sub-group considers internal and external communication needs, including our website, facebook, newsletter and media relations.

Communications Sub-group Members;

Gordon Johnson
David Atiyah
John Sawkins

We are currently re-establishing our human resources and finance sub-group.

VOX has three members of staff listed below;

VOX staff team

Wendy McAuslan	VOX Development Coordinator (part time)
Mahmud Al-Gailani	VOX Diversity Facilitator (full time)
John Steel	VOX Administration Officer (full time)

Independence

VOX has taken many steps forward to progress towards full independence. So far we have set up VOX as a charitable company, we have our accounts audited externally, and we have a range of policies and procedures in place. We still receive a range of support from the Mental Health Foundation in relation to financial management, and project line management.

VOX has some limitations in relation to unrestricted funding and capacity and for these reasons we are exploring employing a consultant who can carry out a 'one off' piece of work to develop a plan of action, looking at what still needs to be done/ risks and other wider factors, and this is expected to start in the coming months.

SWOT analysis

There are a number of influencing factors which have emerged in terms of the work of VOX.

These include the following.

<p><u>Strengths</u></p> <p>VOX is a membership organisation and its views are valid/ independent for this very reason.</p> <p>The Scottish Government provide many opportunities to influence policy makers both within the Scottish Government and out with.</p> <p>We have very dedicated staff, directors and volunteers who help us to progress our aims.</p> <p>We work in partnership with a large number of organisations, and have good relationships with a range of partners.</p> <p>We have great relationships with our members, who see how VOX is able to give them a voice and influence.</p> <p>Many of our aims fit in with the Scottish Governments mental health strategy, and this provides us with a some excellent opportunities</p>	<p><u>Weaknesses</u></p> <p>We are a small organisation in terms of staff numbers; we can therefore only focus on some of the issues our members would like us to progress.</p> <p>We find it hard to compete with other larger organisations in terms of bidding for pieces of work on mental health service user involvement.</p> <p>Some areas of influence are very difficult, and we aren't always able to measure our influence in an outcome based way.</p> <p>We sometimes have to rely on output measures in order to see what we have achieved.</p> <p>The amount of time involved in the capacity building side of VOX can be overlooked/ misunderstood. The process of Capacity Building is in itself is an outcome which can facilitate an individuals recovery.</p>
<p><u>Opportunities</u></p> <p>There are opportunities to encourage organisations to provide funding for us to carry out service user led research/members research to provide them with the views of the service user.</p>	<p><u>Threats</u></p> <p>There is likely to be a reduction in funding from charities, trusts and the government.</p> <p>In times of economic crises sometimes funding is directed more towards</p>

<p>We could further utilise the skills of our volunteers by seeking funding for a volunteer coordinator.</p> <p>We now have partial independence; this means we have a greater range of funding we could apply for.</p>	<p>service provision.</p> <p>Due to the economic situation individuals may be less likely to feel empowered, and may feel worried about getting more involved in a voluntary capacity in case it has a negative effect on accessing benefits.</p> <p>Changes in the focus of government could effect future funding.</p> <p>Reduction in funding for local projects could reduce local knowledge and capacity which in turn could make VOX less able to reflect the views of our group members.</p>
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We aim to ensure that as far as possible over the next couple of years we make use of our strengths and opportunities and try and turn and build on some of our weaknesses. We also have a number of threats which we must be aware of in our future planning and take this context into account in relation to VOX's logic model.

LOGIC MODEL

VOX has developed a Logic Model to help us more effectively plan and focus on what we aim to do. It has also helped us to think through how we can most effectively measure what we do. For the purposes of this business plan we have identified seven key areas we want to focus on in terms of outcomes.

Like any logic model we have had to make certain assumptions that particular outputs will lead to the outcome we desire. Based on these assumptions we have worked on developing a list of inputs and outputs we feel will deliver the desired outcomes – see Appendix 1.

We are going to be carrying out some further work on this logic model over the next few months to clarify and focus our evaluation measures, and we aim to develop some new measures around influencing policy.

Outcome measures

The outcome areas which we cover in the LOGIC model include the following.

- ❖ Members direct the work of VOX
- ❖ We share, explore and model good practice
- ❖ We aim to build capacity within those who have or have had mental health problems
- ❖ Utilise members experiences to improve models of care, services and society more generally
- ❖ We aim to challenge stigma and discrimination
- ❖ We aim to gather evidence and capture our members views and experiences
- ❖ We promote justice, human rights and social inclusion

We aim to focus on these 7 outcome measures over the coming three years and build upon these taking into consideration our SWOT analysis.

Outcome measure 1.

Members' direct our work

VOX continues to ensure that our members set VOX's priorities, we are clear that it's our members' organisation. We do this by using a range of methods including world café style, open space, participatory appraisal and by utilising creative methods, for instance our most recent event utilised the skills of a cartoonist. Using all of the above methods we find ways of prioritising the key issues, this again is done in variety of ways, and it ensures we are clear that our members all have a chance to have a say on what is important to them.

Our members continuously mention employment, meaningful activity and the benefits system as key priorities; however priorities change and we must always ensure we continue to engage with our members in innovative ways to find out what our members think is important. We aim to continue to explore new methods of engagement

We also ensure that we have strong links with the views of a range of groups by attending other organisations members meetings, by developing and maintaining structures which can represent a wide range of views from a number of groups and other sources.

Outcome measure 2

We share, explore and deliver good practice

One of the key ways in which we have involved service users in sharing experiences and learning from other countries is through the International Initiative for Mental Health Leadership. The IIMHL is a “virtual” agency that works to improve mental health services by supporting innovative leadership processes.

VOX aims to continue to learn from others experiences and to help share our own learning. In 2014 VOX will be involved in the IIMHL which will take place in Manchester, where we aim to be involved in hosting other individuals and organisations who wish to hear about the work VOX are involved in. We also want to enable a number of opportunities for VOX members and others who wish to get involved in the leadership programme.

We hope to be able to continue to offer opportunities like this in the future to our members and continue to share good practice in Scotland, learn from other countries and develop service user leadership.

Members have also been able to input into national and international learning through a range of conferences and events, and again this provides opportunities to share good practice.

Through the training sessions that VOX developed we had feedback that a large strength in bringing together group members was the sharing of good practice, we hope to build on this over the next three years, and find more effective ways of capturing some of the ‘informal leaning’ which takes place.

Through our communications strategy we continue to develop and progress ways of sharing good practice, much of this is influenced by partnership working and by trialling different methods. We are starting to develop more effective ways of sharing good practice.

Outcome Measure 3.

Capacity Building for Individuals, Groups and Organisations

VOX continues to build the capacity of individual service users, groups and organisations. By building capacity, engaging in rewarding meaningful activity and improving career options it is hoped that we can support individuals in their recovery, in addition to influencing positive change. Furthermore we hope to improve the effectiveness of groups and organisations.

One of the ways we currently build capacity is through the community leaders’ programme where we have trained and supported individuals who have learned basic facilitation skills/community development and knowledge around mental health. These individuals are then involved in building a community of interest around mental health within a diversity grouping e.g. young people/minority ethnic women. This is opening up opportunities and building a range of skills within those individuals.

VOX had hoped to be able to seek funding for a volunteer coordinator who would be able to develop more capacity for VOX to work with volunteers who want to get more involved. The community leaders' programme has started to develop some of the components we wanted from more dedicated involvement of our members; however we would also still like over the next three years to have someone who is focussed on building a network of volunteers who could then take forward new developments and be more actively involved in VOX.

We also aim to continue to support local groups and individuals to access training. Over the next three years we wish to hold two group training sessions a year, and two individual members training sessions a year, this will help to continue to build capacity within the service user movement. Another key area which will be central to the capacity building aspect of our work is the bringing together of individuals to help to develop new collective advocacy groups and networks in areas where none currently exist.

Outcome measure 4

Utilise members' experiences to improve models of care, services and society more generally

We aim to continue to focus on ensuring the services provided to our members are influenced by how our members experience those services. VOX is a member of a range of groups whereby collaborative working helps to ensure that service users' views are taken account of. There are a number of strands within this including influencing models of care, service provision, developing outcome measures, and influencing society more generally.

We therefore wish to continue to influence all of these areas by attending and influencing decisions at a range of groups. Some examples include The Mental Health Cross Party group in the Scottish Parliament which provides opportunities to ensure that we are able to voice any concerns raised by our members. We can also influence how mental health strategy develops through the Scottish governments' implementation groups, and the range of commitments which come under the Scottish Governments mental health strategy.

Other ways of improving services includes a vast amount of work we do with the Royal College of Psychiatrists;

This includes having two Directors on Scotland's Executive committee in addition to the RCP's UK work. The UK work involves having a VOX representative elected as Chair of the UK wide Service User Fora (SUF) - 3yr term) at College, and as Chair, having a seat on Council of College (Governing body)

VOX also has representation on the Central Policy Committee; this includes representation on the on Ethics Committee and the Academy of Royal Colleges.

VOX also works with a range of partners to develop outcome measures e.g. involvement in the Scottish Patient Safety Programmes (mental health), climate tool, and the Scottish Recovery Indicator (sri2) Steering group.

Other groups we link into include work with the service user and carer tribunal group, the association of directors of social work, The Scottish Recovery Networks Steering Group and psychological therapies development group.

An on-going piece of work which demonstrates how we aim to utilise members' experiences is in our work with the Scottish Government on commitment 2. The commitment aims to 'increase the involvement of families and carers in policy development and service delivery. We agreed a process whereby VOX would carry out seven focus groups with service users to gain their views on this area and fed this into the steering group. VOX and other organisations that involve and represent service users, families and carers then discussed how to progress this important area of work. This is a unique opportunity to influence the way in which family and carers are involved in the care of those who have or have had mental health problems. This will hopefully ensure that our members views are able to be at the forefront of a complex and emotive issue and can positively influence the direction of any change on this topic.

VOX is also one of two lead partners in the Scottish government strategy's commitment one work and working with the Mental Health Foundation and Supported by Healthcare Improvement Scotland will lead in the production of a report on Scottish Mental Health over the past ten years.

Outcome measure 5 Challenging Stigma and Discrimination

VOX shall continue to seek opportunities to raise awareness of mental health; this shall include our continuing involvement with the Scottish Mental Health Arts and Film Festival (SMHAFF). The Mental Health Arts and Film Festival is hosted by the Mental Health Foundation and involves a range of partners. The partnership approach allows everyone to come together and have a more significant impact in exploring mental health, raising awareness and engaging with the wider community.

VOX has been most heavily involved in SMHAFF's Kelvingrove art gallery event, where we used a range of events and activities to look at issues around stigma/rights and diversity. This is anticipated to remain a flagship event in VOX's calendar over the next three years, and will link in heavily to the community leaders' programme to raise awareness of multiple discrimination and the complexity of stigma and rights

Over the next three years VOX is going to be a key partner within the See Me re-founded programme where future anti-stigma developments are going to heavily focus on utilising the experience of those who have or have had mental health problems in shaping the programme. This will be both a strategic level and a community development level. The re-founded partnership organisations have already demonstrated their commitment to this by the inclusion of VOX in the recruitment process for all senior staff and by reshaping the management structure to include VOX as a senior partner

Outcome Measure 6

Gathering Evidence/capture our members views and experiences

VOX's plans includes four consultation exercises each year, this includes a mixture of proactive and reactive consultations to make sure there is a balance between members' priorities and government priorities. Members prioritise, and our training research and development group further guides and steers how and what we choose to focus on in terms of consultations.

Recent work has included

- Social Media, IT and Mental Health
- Spending Cuts
- Personalisation
- The role of the carer (from a service user perspective)

Key areas which have been highlighted by members over the last couple of years and areas we wish to develop in the coming year may include the following (to be ratified);

- Views on compulsory treatment
- Peer Support (formal/informal)
- Employment/workplace mental health
- The benefits system

Outcome Measure 7

Promoting Justice, Human Rights and Social Inclusion

VOX is also continuing to develop its diversity work through the community leaders' programme.

Building on our previous diversity program we have started work on establishing a group of skilled community leaders who will lead on awareness raising and development work in seven specific interest areas;

Minority ethnic women, young people, older people, people who are in the justice system, people with dual diagnoses, people with experience of domestic abuse and people who live in remote and rural areas.

So far we have recruited and trained 15 people focusing on the 1st three areas and the community leaders are currently at varying stages of development. The work involved building links and capacity with service user lead groups and mainstream equality organisations.

VOX continues to link into the work with the Mental Welfare Commission (MWC) and Scottish Human Rights Commission (SHRC) on commitment five of the mental health strategy.

Over the next three years we want to ensure we are exploring our members' views on rights and mental health, we want to both raise awareness of rights in relation to mental health but also wish to shape and involve members views in forming research and policy around this important issue.

Project plan – VOX Gant Chart

Please see below a one year timetable of the work which will be carried out by VOX each year (running April 2014 to end March 2015), This relates to the outcome we wish to deliver on.

Task Month	A	M	J	J	A	S	O	N	D	J	F	M
Members direct VOX's work												
Sharing good practice												
Capacity Building - ongoing												
Improving Services - ongoing												
Awareness Raising (Mental Health Arts and Film Festival) See Me – lived experience												

Measuring Outcomes – on-going												
Undertaking Research (Four Consultations to take place a year)												
Promoting Justice, Human Rights and Social Inclusion – on-going												
Supporting the VOX board Development Day and Training Sessions												
Communications Work - newsletter												
Maintaining the website and facebook – on-going												
Project independence work												
Updates to Funders						*SG *CR						*SG *CR

***SG – Scottish Government**
***CR – Comic Relief**

Resources

VOX currently receives funding from the Scottish Government and Comic Relief. We will also be seeking funding for a volunteer coordinator who can build capacity of volunteers to continue with the diversity work which has been developed over the last two years. Our members feel that a volunteer coordinator would help to provide some sustainability to the work which VOX carries out, and would fit in well with our underlying principles of being service user led.

	2014- 2015	2015- 2016	2016- 2017
Scottish Government Funding (tbc)	110,000	115,000	115,000
Comic Relief Funding (confirmed)	84,000	42,000	0
Funding to be sourced for volunteer coordinator		£40,000	£70,000
<u>Total</u>	<u>£194,000</u>	<u>£197,000</u>	<u>£185,000</u>

Marketing and Publicity

VOX has a communications strategy which considers issues such as how we build our membership and attract interest in our organisation. We currently utilise the VOX website, facebook and publicity materials to attract new members. We also attend events and talk to a range of mental health service providers.

VOX aims to continue to produce regular newsletters and provides weekly updates. In addition we also produce a Diversity e-Bulletin looking at mental health from diverse community perspectives. VOX also arranges consultation events and are constantly developing opportunities to allow people to have their say on specific topics.

VOX recently carried out some work with our members on how they would like to see social media and mental health develop, and we aim to integrate some of these findings into our future communications strategy.

Monitoring and Evaluation

Our outcomes are linked to particular outputs which we shall measure throughout the lifespan of VOX's initiatives.

Outcome Measures, what we shall monitor and evaluate

VOX shall focus on the following outcome measures;

OUTCOME 1

VOX members direct VOXs development

This will be achieved by holding two members meetings a year, (in December and June) in addition to a roving meeting. Members' views will shape staff/board and members strategic direction, work plans and project developments.

This information shall be collected from members meetings by using evaluation forms, and rapid appraisal methods. We will ask specific questions around whether individuals feel their voice was heard, and if they feel they have a say in how VOX develops.

Within our strategic and work plans the key issues which our members raised shall be evident.

OUTCOME 2

VOX shall play a part in sharing, exploring and delivering good practice service user involvement.

VOX shall do this by linking into opportunities such as the IIMHL. We aim to share the way in which we have developed to help support and encourage other countries to do the same. We will also seek opportunities to learn from other countries.

This shall be gathered through reports from delegates and from less formal collection of quotes and comments on how individuals and groups have felt able to share, explore and deliver good practice.

OUTCOME 3

Capacity Building for Individuals, Groups and Organisations

Capacity Building shall be captured through monitoring and evaluation work carried out by independent consultants who are working on measuring a number of themes particularly within the community leaders' programme.

Other ways in which capacity building shall be captured shall be by using evaluation forms from development days VOX facilitates and evaluation forms for those who attend group and individual training. Areas of interest shall be around the impact of engaging in the training. This could be in relation to health and future meaningful activity/training/career prospects and social inclusion more generally. Furthermore how involvement has helped to progress their aims in relation to advocacy and community development.

OUTCOME 4

Utilise members' experiences to improve models of care, services and society more generally

We aim to measure this both qualitatively and quantitatively. We are aware that we can have a wide reach in terms of the number of opportunities to influence, and the number of volunteers who are involved in a range of structures and networks.

We aim over the next three years to develop some more effective tool for gathering the more qualitative information. This is often complex as we are hoping that our involvement influences the decisions of policy makers and wish to capture this in some way.

We aim to explore new ways of capturing our influence within the policy arena, and aim to utilise opportunities with an independent consultant who is involved in our diversity programme to do so.

OUTCOME 5

Challenge Stigma and Discrimination

VOX aims to develop a close working relationship with the See Me Re-founded Programme. Part of this will involve looking at what outcomes we will want to achieve within the lived experience component of the programme, and deciding on key measurement and evaluation models to ensure that we are achieving our aims and objectives.

Over the coming year it is anticipated that there will be a clear framework for measuring the impact of those who have or have had mental health problems within Scotland's anti-stigma programme.

OUTCOME 6

Gathering evidence/capturing our members views and experiences

VOX shall measure the numbers of those who engage in having their voice heard. Reports shall be validated by those who were involved to ensure that the views captured are accurately reflected. Furthermore participants will be asked if

they felt the methods/style and opportunities were effective in enabling individuals to have their voice heard.

OUTCOME 7

Promoting Justice, Human Rights and Social Inclusion

VOX shall do this by working with members from diverse communities to ensure they are integral to any new policy or developments which are taking place, and shall raise awareness of human rights issues by disseminating information such as our diversity bulletin widely to influence policy makers.

We are working with Brighter Purpose to develop an evaluation framework specifically for the comic relief diversity and leadership aspect of the project.

The framework shall set out plans for collecting information on our key outcomes and indicators, in addition to possible unexpected outcomes (given the asset based community development approach).

We would hope to focus on three or four key areas to build the evaluation around this would include the following areas;

- Ability of individuals who are currently under-represented/have least voice to influence policy and practice
- Strengthened communities through the leadership approach
- Benefits of an assets based approach in mental health
- Research skills for collective advocacy e.g. valid and reliable information collated to influence policy.

These members will be best placed to challenge stigma and discrimination using contact theory by modelling the contribution that people with mental health problems can and do make and by providing specific training sessions to organisations using a community conversations approach (an approach designed and used within MHF diversity work which creates an environment where it is possible to share perspectives in relation to mental health using community development approaches rather than more traditional mental health training approaches).

This approach creates a dialogue where each participant's expertise is acknowledged alongside the information that facilitator is able to bring and therefore it creates an opportunity for mutual learning. This is an important aspect of VOX's approach where those with lived experience are recognised as experts in their own experiences.

Appendix 1 – Logic Model

Inputs	Outputs	Outcomes (short/medium)	Outcomes (long term)
Members and staff time Funding for events and activities, catering, travel and venue costs	Members Meetings to prioritise and direct areas of work Regular links with members We shall work with all members to support and develop the sharing of information by either hosting a meeting or attending local or national meetings to share views.	<u>Outcome 1. VOX members direct VOX's developments</u>	Members organisation led
Support to those who are attending, volunteers commitment	Individual members 'links' to other groups & organisations Attending relevant conferences/e.g. IIMHL to share and learn	<u>Outcome 2 Sharing, exploring and delivering good practice</u>	Improved services and society
Printing costs, website hosting costs	Using social media and other methods e.g. bulletins, website etc. to share good practice		
Training costs, time for preparation, planning and delivery	Bringing individuals together to support the development of new groups (where none currently exist). Developing opportunities e.g. informal information sessions to share and learn Offer development day facilitation sessions to individuals and groups. Develop individual and group training sessions programme	<u>Outcome 3 Capacity Building for Groups and Individuals</u>	Stronger Service User Voice
Opportunities to attend relevant meetings and events	Attend relevant events/conferences/steering groups and meetings to influence	<u>Outcome 4 Utilise members experiences to influence</u>	Improved services and society
Effective partnership working, commitment and time	Work in partnership with See Me re-founded to develop the lived experience component of the See Me programme Work plans/strategic plans directed from members views.	<u>Outcome 5 Challenge stigma and discrimination</u>	Increased public awareness
Staff and volunteers time and commitment	Run consultation events/focus groups, surveys etc.	<u>Outcome 6 Gathering evidence/capturing our members views and experiences</u>	Clearer view of the direction of travel
Staff time, individuals who want to become community leaders, programme costs	Work with organisations such as the Mental welfare Commission and the Scottish Human Rights Commission to progress members views. Developing the community Leaders Programme to build capacity within communities who are often not actively engaged in the mental health arena.	<u>Outcome 7 Promoting Justice, Human Rights and Social Inclusion</u>	Greater awareness of rights and influence from those who are currently not as engaged in the mental health arena

