



  
**KEEN**

**Our Plan  
2019-24**

STAL  
& FAMILY  
**COOKING**  
**NEEDY THE CLOWN**  
ACROBATS, ITALIAN GYMNASTS  
BY TROTTER LANDRY  
DANCING PONIES



**A unique, youth-led  
movement - creating,  
supporting, and  
promoting inclusion!**

# Finding what you need

Any plan is only as good as the team behind it, and any good plan must be flexible and responsive to change.

*Our Plan 2019-24* is intended to be all these things, and to help us stay focused on the big picture. It is mainly the why and how of what we hope to achieve, entrusting the details of the 'what' to our community and team.

Using it as a touchstone will help us stay on track and measure how our work is making a difference. It is person focused, as people are the important asset we have, and the key to achieving our goals.

We hope you feel inspired reading it. Please don't hesitate to get in touch using either of the contact details below if you would like to discuss further!

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## The basics: **Why we are here**

Every person with additional needs ought to be fully included in their community and in wider society, with equal opportunities to their peers - this is their right.

**Right now, this is not reflected in the real world, and we think this must change!**

We believe that it *is* possible to create a world in which these rights are respected and secured.

We exist to help lead at the forefront of this challenge, and we will continue our work until the kind of world described above is a reality for all people with additional needs.



## The basics: How we will work

Our experience over almost 35 years has taught us a lot about the complexity and scale of the challenge in front of us. We know that we must retain our focus on the big issues, challenge the status quo both outside and within KEEN, and be ready to do things differently. We are committed to:

- **being brave, innovative, and ambitious** in everything that we do!
- **developing close strategic partnerships** between organisations, so that we can work together on the biggest issues.
- **promoting simple, cost effective solutions** that can have a big impact.
- **monitoring and evaluating the effectiveness of our work**, and learning from both our successes and failures.



## The basics: What we will do

In 2018/19 we considerably expanded our own programme of sessions and projects, and established two new strands of work: (1) supporting inclusion within other organisations and strategic partnership on inclusion between organisations, and (2) promoting and campaigning for inclusion more widely. In 2019-2024, we will continue to develop all three strands of our work, by:

- **expanding delivery of our programme of sessions and projects**, in line with existing goals and in areas of Oxford and the UK where we can have the greatest impact.
- **supporting inclusion** within a greater number of other organisations.
- **campaigning to change actions and perceptions on additional needs** across the UK and internationally, with a focus on engaging with young people.
- **driving greater strategic partnership** between organisations working in Oxfordshire and further afield.



## The basics: Where we will do it

We aim to have the greatest impact we can for those most in need, and that means looking outside of Oxford to other places in which we can support inclusion, and efficiently scale our work. We can do this while retaining our grassroots, community led approach, at the same time as strengthening the work in our Oxford Hub.

### UK focus

- Initially, in 2019/20, we will seek to launch **pilot projects in UK cities** as recommended by our late 2018 study.
- Starting in autumn 2019, we will initiate a three year project to promote inclusion across the UK via our **#ShareOneWorld** campaign.

### International focus

- Initiate development of an international **'Young People's Manifesto for Inclusion'**, creating links with international universities targeted to maximise impact.
- Build collaboration with **KEEN USA** across a range of areas.



## The basics:

# A person-centred approach

Our broadest goal is to change our cultural approach towards inclusion for the better. The greatest potential for this ultimately lies not in organisations, but with individuals. Therefore, our work at all levels is designed to reach, inspire, persuade, and involve people as much as possible! We hope to influence people in key ways that include:

- Participant-led sessions and projects, with people with additional needs taking on key positions of leadership and responsibility.
- Campaigning focused around the actions and perceptions of young people towards additional needs
- Ensuring that a person-centred philosophy exists in our team of trustees, staff team, and volunteer team too





## Goal One: Create exceptional community-led projects in Oxford and new UK hubs

### Our Oxford Hub

We will continue to extend and expand the provision that we offer to people with additional needs and their families in Oxford, building on our existing award-winning work in the city.

### Projects in partnership

When establishing new projects, we will emphasise partnership as an essential element, motivated by our community itself.

### Establish UK branches

We will establish new projects elsewhere in the UK, initially targeting areas that our research has highlighted as most in need of the kind of support we can offer.



Across our UK branches, we are aiming for a five-fold increase in community led session delivery by 2024 (5000 hours to 25000 hours).



## Goal Two: Support inclusion and partnership in organisations outside KEEN

### Community Sports Partner Programme

We plan to expand our Community Sports Partner Programme (CSPP) within Oxford City in 2019/20, and to extend it to other areas of Oxfordshire and the UK by 2021.

### New partnership

(Brookes, IMAS, Sport England) to understand effectiveness of NGB inclusion training model

### Oxfordshire Additional Needs Partnership

We will continue to help support and develop this strategic partnership focused on the most persistent and systemic issues facing people with additional needs.



By 2024, every person with additional needs in Oxford has access to a range of appropriate social and recreational opportunities within easy reach of their home.



## Goal Three: Youth and participant-led UK and international campaigns for inclusion

### #ShareOneWorld Campaign

This three year project will aim to reach as many 8-25 year olds across the UK as possible, involving them as pledge-makers to make their communities more inclusive.

### Swimclusive!

We will launch our campaign for leisure centres in Oxfordshire to offer inclusive swimming lessons to children with additional needs, at the same price and at the same times as their peers.

### 'International Young Person's Manifesto for Inclusion'

This project will be youth-led multi-organisation and country collaboration, supporting young people to take the lead in setting out what fully inclusive communities ought to look like.



By 2022, to have involved 30,000 young people across the UK as pledge-makers in an effort to make their communities more inclusive.



## Goal Four: Understand ourselves better

### Develop our participant-led monitoring and evaluation

As we develop new branches of KEEN in other areas of the UK it will be important to further strengthen our monitoring and evaluation resources and processes, partly so that these can be scaled effectively.

### Pool knowledge across the UK

As we develop new branches of KEEN in other areas of the UK it will be important to further strengthen our monitoring and evaluation resources and processes, partly so that these can be scaled effectively.



By autumn 2020, to have improved our current approach to monitoring and evaluation further, and scaled it across our other UK KEEN branches. By autumn 2021 to have held the inaugural UK KEEN conference!



## Goal Five: Develop our sustainability through projects generating earned income

### Incubate INK

We are already supporting the development of INK ([www.inkoxford.com](http://www.inkoxford.com)), an arts-based workshop series- into a fully independent and self-sustainable social enterprise, with work to build our catalogue of stockists ongoing.

### KEEN Guided Tours

In autumn 2019, we will launch 'KEEN Guided Tours', offering fully inclusive walking tours in Oxford. We have a provisional target of £3,000 gross profit from these tours in Year One, and hope to scale substantially.



By 2024, we aim that **30% or more** of our overall expenditure is generated by earned income from projects that directly benefit people with additional needs.



# Find out more

Thank you for reading! We'd love to hear from you if you have any questions or would like to be in touch more generally. Please also follow us on social media!

Follow us @keenoxford @loveinclusion



## How to find out more

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## Useful reference materials

1. Annual Report and Accounts 2017/18, KEEN, November 2018
2. KEEN Making a Difference 2018-19, KEEN, August 2019





**Our Plan  
2018-19**

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