
Dyslexia Scotland

STRATEGIC PLAN

2015 – 2018

EXECUTIVE SUMMARY

DYSLEXIA SCOTLAND 3 YEAR STRATEGIC PLAN 2015-2018

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

DYSLEXIA SCOTLAND 3 YEAR STRATEGIC PLAN 2015-2018

INTRODUCTION

This is an Executive Summary of Dyslexia Scotland's 3 year Strategic Plan covering 2015-2018. The complete Strategic Plan can be found at <http://www.dyslexiascotland.org.uk/who-we-are>. The complete plan has been developed through extensive consultation with key stakeholders and has involved a range of organisations and individuals, including those whose lives are affected by dyslexia.

What is Dyslexia Scotland?

Dyslexia Scotland is both a registered charity (SC00951) and a company limited by guarantee (No. SC 153321). Based in Stirling, with a network of Branches across Scotland, we represent the needs and interests of people with dyslexia in Scotland.

What do we do?

Mission statement

Dyslexia Scotland aims to inspire and enable dyslexic people, regardless of age and abilities, to reach their potential in education, employment and life.

In line with the above Mission Statement, Dyslexia Scotland delivers a range of support and services as identified by, and on behalf of, dyslexic children, young people and adults. These currently include:

- National Telephone Helpline, available Monday – Thursday, 10.00am – 4.30pm; Friday 10am – 4.00pm: 0844 800 8484
- Advice on assessment, an Assessors' list for enquirers and assessment for children and adults by a visiting psychologist to our premises in Stirling
- Providing access to tutors, through the national tutor list; and training for current tutors
- Supporting projects for the Scottish Government and other partners, including the Addressing Dyslexia Toolkit www.addressingdyslexia.org and its continuing development and dissemination
- Website www.dyslexiascotland.org.uk, social media, leaflets and wide range of information
- Adult Network: quarterly meetings in Stirling; monthly meetings in Glasgow
- Conferences, Workshops and Training events
- Awareness-raising through roadshows, Dyslexia Awareness Week, campaigns and our Ambassadors
- Quarterly Magazine and a variety of services for members
- A range of local services provided through volunteer-led local Branches (18 in 2015)
- Influencing policy through participating in national committees, responding to consultations, regular meetings with Ministers and civil servants, and through membership of the Cross-Party Parliamentary Group on Dyslexia

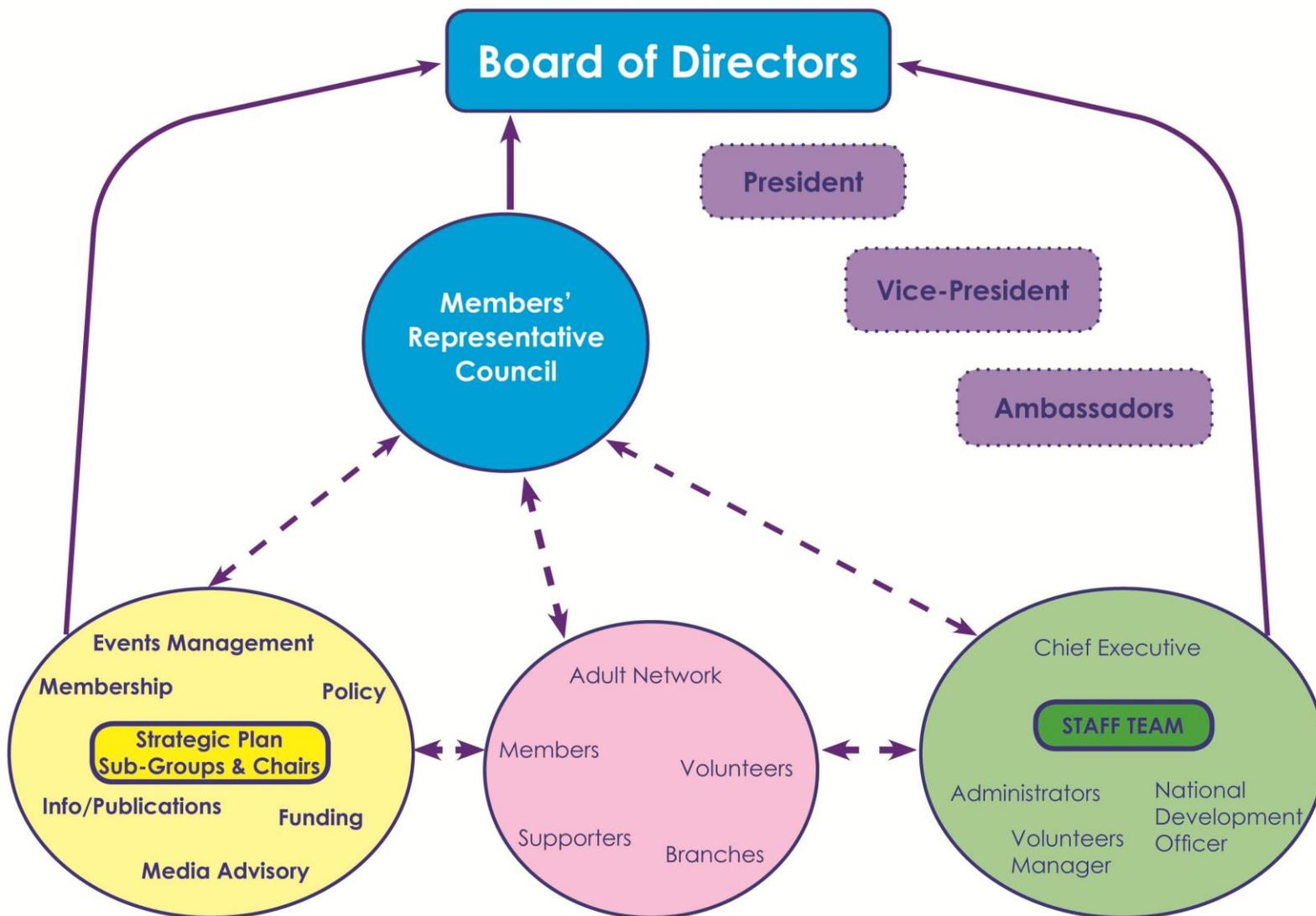
Dyslexia Scotland People – Who are we?

- High profile President (Sir Jackie Stewart O.B.E.)
- Dedicated Vice-President (Julia Trotter M.B.E.)
- Enthusiastic volunteers engaged on the Board of Directors, on our Members' Representative Council, as Ambassadors and helping across all of our work
- A network of Branches across Scotland; all run by volunteers
- Two Adult Networks
- A committed team of six paid staff led by the Chief Executive
- Many valued members, supporters and donors

The Board of Directors maintains general overall control of the charity. It has a duty to ensure that the charity is administered effectively, and is able to account for its activities and outcomes to the Office of the Scottish Charity Regulator (OSCR), to Companies House and to the public. The Board of Directors is led by the Chair of Board. The staff team of six is led by the Chief Executive who reports to the Board of Directors.

The Members' Representative Council (Council) acts as an advisory body to the Board of Dyslexia Scotland. The Council is led by the Chair of Council. Six Strategic Plan Sub Groups support the Board in taking forward the 3-year strategic plan.

The Branches share Dyslexia Scotland's governance structure, purposes and objectives and are run by volunteers.



What have we achieved through our previous 3-year Strategic Plan for 2012-2015?

A detailed list of our extensive achievements over the past 3 years, 2012-2015, can be found in Appendix 2 of the complete Dyslexia Scotland Strategic Plan for 2015-2018 at the following link: <http://www.dyslexiascotland.org.uk/who-we-are>. The past 3 years have been extremely busy and productive for the organisation. The following provides a flavour of what we have achieved:

- **Website:** average monthly visitors in 2012 were 18,208/month. Average monthly visitors in 2014: 32,516/month (an increase of **177%**).
- **Facebook** set up in March 2011, now has 2,982 Likes; **Twitter** set up in December 2011, now has 3,672 followers. **YouTube channel** set up in August 2014. Films also shared on social media and website.
- **Helpline:** The number of calls increased from **1608** in 2012 to **1685** in 2013 and **1654** in 2014. **60%** of the Helpline calls were from parents, **30%** from adults, and **10%** from others who support or work with dyslexic people. Callers talk about 'feeling more positive' and 'having a clearer sense of direction'. Our **first Helpline volunteer advisers** trained late 2011, taking calls early 2012. They currently answer calls for a total of 13 hours/week. **Helpline hours extended** in October 2014 to lunchtimes and to 4.30 pm, 4 days/week.
- **Dyslexia awareness training:** delivered 8 training sessions for 242 participants in 2012; 10 sessions for 316 participants in 2013; 16 sessions for 340 participants in 2014.
- **Dyslexia Awareness Week:** ran an average of 30 exciting events during November of each year across Scotland.
- **Annual Education conference attended by over 300 delegates** each year. Interesting, varied and popular practical workshops, keynote speakers and exhibitors. Training opportunity for branch and Adult Network volunteers. Very positive evaluation feedback.
- **First residential weekend held in May 2014** for branch and Adult Network volunteers, attended by 27 volunteers.

- **Careers Adviser pilot** and support in employment: Since 2013, **60** queries have led to **30** adults with dyslexia being supported by **6** volunteer Careers Advisers. Barclays Bank ran a Life Skills course for 5 job seekers with dyslexia in September 2014. Decision taken by Board to seek funding for full-time post to support this project longer term.
- **In 2012 we had 59** tutors on the list and this has **now risen to 79** – however a number of these are currently fully booked.
- **Scottish Football Association:** Dyslexia Scotland is the nominated charity for 2014-16. This will involve high profile fundraising and awareness raising opportunities. Launched by Steven Naismith in October 2014. Partnered the Scottish Football Association in 2015 for the Dyslexia Scotland Junior Cup.
- **Teacher-education:** Members of the National Partnership Group for 'Teaching Scotland's Future' until November 2012 when the Implementation Group was established. In August 2012, we asked the First Minister to consider revisiting the 2008 HMIE 'Education for learners with dyslexia review'. Education Scotland commissioned to carry out review in 2013. 'Making Sense' report was published in May 2014. Dyslexia Scotland an active member of the working group hosted by the Scottish Government and set up in October 2014, to take forward the report's recommendations.
- Dyslexia Scotland was commissioned by the Scottish Government to carry out 2 scoping exercises in 2013 – one on the feasibility of rolling out the **Dyslexia Friendly Schools (DFS) Project** across Scotland and the second on the feasibility of creating a **Dyslexia Toolkit for Adults**. Reports on both scoping exercises were submitted at the end of March 2014. We have since submitted further proposals on both.
- **Cross-Party Group on Dyslexia:** Dyslexia Scotland works closely with the Group Secretary and Convenor and is an active member of the Group. The Group has contributed to: a Debate on Dyslexia in October 2012 on the

Addressing Dyslexia Toolkit; promotion of Ellie's Blue Ribbon Campaign in Parliament; the Education Scotland review and its next steps; meetings on dyslexia and employment and an outline of Dyslexia Scotland's work.

- **Ambassadors: 7** high profile Scots became involved in May 2012, including **Chris Tiso, Steven Naismith, Ben Thomson, Paul McNeill, Mark Stoddart, Keith Cook and Nicola Morgan**. Their roles have included dyslexia awareness, media and social media campaigns, talks to challenge dyslexia myths.
- **3 Young Ambassadors** have since been recruited.

DYSLEXIA SCOTLAND'S SUMMARY STRATEGIC PLAN FOR 2015-2018

The following **high-level strategic aims and objectives have been set for the next three financial years, starting from April 2015**. Specific objectives to achieve outcomes in Operational Work Plans will be developed to maximise the available resources and these will reviewed in January each year, or in response to changing circumstances.

Dyslexia Scotland's Strategic Aims for 2015-2018

Aim 1 – To provide and promote high quality services

To provide high quality information, advice, training and support services that inspire and enable children, young people and adults with dyslexia to reach their potential; and to encourage other service providers to do the same.

Aim 2 – To influence and achieve positive change at a national and local level

To work collaboratively as a united specialist support and campaign body for Scotland to achieve positive change.

To support and contribute to research, consultations and projects.

Aim 3 – To give people with dyslexia a strong individual and collective voice

To develop and expand the role of local and national ambassadors.

To support and encourage people to tell their story through appropriate public platforms and the media.

To support and encourage people to participate in consultations.

Aim 4 – To ensure that Dyslexia Scotland is a sustainable, efficient and effective organisation

To ensure that the organisation has the governance, capacity, funding and membership support required to achieve the strategic and operational objectives of the plan.

These four strategic aims, developed in consultation with members of Dyslexia Scotland, will be met in close partnership with members, Branches, government, funding bodies and other key stakeholders.

Summary Strategic Plan for April 2015 – March 2018

The Table below sets out the specific targets to be achieved over the complete 3-year period of the Strategic Plan. The full version of the Plan provides the targets broken down for each of the three years. There are broadly two types of targets. There are **maintenance** targets which refer mainly to our core activity which has to be carried out to ensure that the day-to-day work of the organisation can proceed. These are listed in **blue**. There are also what we shall refer to as **development** targets which represent particular projects which are being taken forward, usually in collaboration with others. These are listed in **green**.

Summary Strategic Plan: 2015-2018

Aims	Targets
<p>1. To provide and promote high quality services</p> <ul style="list-style-type: none"> To provide high quality information, advice, training and support services that inspire and enable children, young people and adults with dyslexia to reach their potential and to encourage other service providers to do the same. 	<p>Information and Advice</p> <ul style="list-style-type: none"> Ensure existing leaflets, guides and magazines and advice reflect up-to-date knowledge and practice; develop new information in response to need and disseminate widely to Helpline callers, Branches and the public Provide quarterly themed magazines for our members including one per year for children and young people and one per year on Adult Dyslexia issues Provide access to our resource centre by various means, including an on-line library catalogue and borrowing service for members

- Redevelop the website in 2015 so that it has more multi- media content and is more accessible to mobile devices; develop a new logo as part of that redevelopment
- Keep website, and other social networking sites (such as Facebook and Twitter) up-to-date. They are key vehicles in helping us to deliver high quality information, advice and support to people with dyslexia and to our members. They also increase awareness among potential members, employers, educators and the public in general
- Develop use of web links in order to increase traffic on the Dyslexia Scotland website. Continue to target audiences through social media and explore what people are looking up about dyslexia
- Continue to use multimedia to raise the profile of Dyslexia Scotland and have more films on our YouTube channel, including films of young people sharing their experiences
- Strive to make all our communications dyslexia-friendly

Helpline

- Provide a national Helpline, including enabling access in a range of different ways, such as 'Web chat', telephone, emails. Change the Helpline number to an 03 number to reduce the cost to callers

Training, including Events

- Run 1 national conference, 4 training events, a 2-day residential and 2 information

meetings for Branches

- Run roadshows in at least 3 geographical areas
- Deliver core training and awareness raising across sectors (eg NHS, local authorities, police, prisons and the private sector)
- Have a presence through displays, workshops or speakers at other organisations' conferences and events
- Work with other organisations such as CALL Scotland to develop ICT training

Expanding the reach of our existing support and services

- In partnership with Working on Wheels, use their van to run dyslexia awareness roadshows to raise awareness across Scotland. Ensure that locations of roadshows (which should include city and rural neighbourhoods) provide good opportunities for engagement
- Raise awareness at a local level, where branches have the capacity, through attending events like coffee mornings and church cafés and by staffing stalls in shopping centres
- Increase the number and geographical spread of tutors and assessors where possible in order to meet demand

- Maximise the connection as nominated charity partner with the Scottish Football Association until June 2016

Improving employability access for people in, and seeking, work

- Recruit more Champions to promote the employment of people with dyslexia, including ex-offenders
- Make more links with Job Centre Plus, Job Centres, Trade Unions and public sector organisations, to explain about dyslexia and the services provided by Dyslexia Scotland
- **Careers adviser service:** Provide intensive support to dyslexic adult job seekers, initially with the help of volunteer careers advisers. Secure funding to employ an Employment Adviser.

Supporting and providing events during Dyslexia Awareness Week, including Ellie's Blue Ribbon Dyslexia Campaigns

- Continue to work with organisations supporting Dyslexia Awareness Week, including schools, workplaces, libraries and community centres
- Continue to support the Blue Ribbon Campaign by distributing at least 40,000 blue ribbons each year and reviewing each year

Offering consistent national and local support

- Deliver an assessment service (for children and adults) from our Stirling base through an Assessors' list and continue to explore ways of offering a low-cost assessment service for adults where appropriate
- Work with Branches to ensure support, provided at national and local level, complement each other
- Prepare standard presentations which Branch members can use to speak about dyslexia and the work of Dyslexia Scotland.
- Run 4 Adult Network meetings in Stirling, 10 in Glasgow and 2 Tutor seminars. Maintain and promote a Tutor Service database. Explore the development of an Adult Network in 1 other area.

Closer partnerships to deliver services

- Work with a range of national and local dyslexia organisations to coordinate service delivery
- Work with other charities not specifically concerned with dyslexia to reach more people with dyslexia (e.g. charities concerned with autism or dyspraxia)
- Maximise the use of key strategic bodies/partner agencies (including Young Scot,

	<p>YouthLink, Education Scotland, HMIE, STUC, CoSLA, Local authorities, NHS Education for Scotland, Skills Development Scotland, Scottish Prison Service, universities and other national bodies working with people with dyslexia) to promote and inform their stakeholders about Dyslexia Scotland and its services through their social media, websites and publications</p> <ul style="list-style-type: none"> • Maximise the connection as the nominated charity partner with the Scottish Football Association until June 2016, for both fundraising and awareness raising purposes • Work in partnership with National Farmers Union for Scotland (NFUS) on the Farmers with Dyslexia campaign and with the STUC on support for employees with dyslexia
<p>2. To influence and achieve positive change at a national and local level</p> <ul style="list-style-type: none"> • To work collaboratively as a united specialist support and campaign body for Scotland to achieve positive change. • To support and contribute to research, consultations and projects. 	<p>Influencing policy and practice</p> <ul style="list-style-type: none"> • Review and act on (if necessary) statistical data provided by the Pupil Census on recorded incidence of dyslexia among pupils in Scotland • Continue to be a proactive member of the Cross-Party Parliamentary Group on Dyslexia working under the 4 key themes of health, education, employment and behaviours • Continue to work with key stakeholders on the Making Sense Working Group and sub groups to take forward recommendations in the Education Scotland Report • Continue membership of the Equality and Inclusion Group set up by the Scottish Qualifications Authority

- Continue working with the Scottish Prison Service and prisons across Scotland
- Work with Skills Development Scotland to ensure that those with dyslexia receive appropriate support in seeking and sustaining employment
- Work with Education Scotland to set up a Specific Learning Difficulties Forum for Adult Literacy practitioners, to meet twice a year from October 2015 onwards. Review membership on an ongoing basis
- Maximise the use of key strategic bodies/partner agencies (including Young Scot, YouthLink, Education Scotland, HMIE, STUC, CoSLA, Local authorities, NHS Education for Scotland, Skills Development Scotland, Scottish Prison Service, universities and other national bodies working with people with dyslexia) to influence and inform their stakeholders about Dyslexia Scotland and its services through their social media, websites and publications

Improving employability access for adults in, and seeking, work

- Make more links with Trade Unions and public sector organisations to raise awareness about dyslexia and the services provided by Dyslexia Scotland
- Continue to raise awareness of the need for employers to make reasonable adjustments as required by the Equality Act (2010) so that employees with dyslexia are not discriminated against in the workplace

- Continue to promote the strengths of those with dyslexia at all levels in the workforce

Influencing the media in order to raise awareness of dyslexia

- Maximise the use of the media: continue to develop the media group, get social media support and other expert support as necessary
- Write articles for the press and specialist journals. Contribute on radio and TV as opportunities arise
- Build on *Dyslexia and Us* and develop a series of further case studies, in a range of different formats, such as YouTube film clips, which increase our media coverage
- Provide key media outlets (TV, Newspaper and radio) with a core script about Dyslexia Scotland and an offer to provide briefings on dyslexia when required
- Continue to develop links with sporting and similar organisations to support raising our profile and spreading awareness

Supporting and contributing to research and projects

- Continue to promote resources such as the Toolkit and to engage with teachers through local authorities and COSLA
- Work with Education Scotland and the government to take forward the Dyslexia-Friendly

	<p>Schools (Dyslexia and Inclusive Practice) Project, including meaningful consultation with children and young people</p> <ul style="list-style-type: none"> • Continue to work with the teacher-education universities to promote their Framework for Inclusion and to ensure that initial teacher education ensures that newly qualified teachers know how to work effectively with learners with dyslexia, access appropriate support and liaise appropriately with parents • Work with the Scottish Prison Service to continue to promote the DVD for prisoners <i>Dyslexia, Learning, and You</i>
<p>3. To give people with dyslexia a strong individual and collective voice</p>	<ul style="list-style-type: none"> • To develop and expand the role of national ambassadors (including recruiting more celebrities and high profile people with dyslexia) to act as role models, including a Young Ambassadors Group to raise awareness amongst young people • To provide induction and on-going volunteer support training to volunteers wishing to share their stories of dyslexia • To support and encourage people of all ages to tell their story through appropriate public platforms and the media • To support and encourage people of all ages with dyslexia (using the Ambassadors, Branch, Adult, Tutor and Membership Networks) to participate in consultations and to campaign for a dyslexia-friendly society

4. To ensure that Dyslexia Scotland is a sustainable, efficient and effective organisation

- To ensure that the organisation has the governance, capacity, funding and membership support required to achieve the strategic and operational objectives of the plan.

Governance

- Annually, hold at least 4 Board meetings, including a Review Day, and 4 Council meetings with updates from the 6 strategic plan sub-groups; run 2 information meetings per year for Branches; ensure the codes of good practice for Branches and Council are implemented and reviewed annually
- Review communication across HQ, Branches, Council and Board
- Hold an annual residential Branch meeting to share good practice and to provide training
- Review 'How good is our third sector organisation?' (Education Scotland) and draw up a plan to use the self-evaluation framework outlined
- Develop a succession plan for the Board (identify skill gaps; support Branch and Council members into Board member role)
- Develop access to HR and IT support
- Review sub-groups to ensure they match the needs of the organisation; discontinue or create new ones as appropriate
- Complete the Risk Assessment by August 2015 and review on a six-monthly basis thereafter

- Ensure that there is an effective quality assurance of adult learning delivery by tutors and partners (an action point following on from 2010 HMIE report) by developing, implementing and monitoring quality assurance guidelines and protocols with tutors
- Review progress in implementing the targets in this plan in September 2015 and update plan for 2016-17

People

- Review staff and volunteer capacity on an on-going basis as well as through the monitoring mechanisms set out above; and, where staff or volunteer capacity cannot be secured, revise the aims accordingly
- Support and strengthen the network of Branches across Scotland and enable them to provide consistent information, advice and support to members locally, including access to electronic forum, training sessions and support by the National Development Officer
- Develop new Branches in areas that are not covered across Scotland, where there is demand and the capacity to do this
- Ensure that the staff and volunteer team have the capacity and resources to deliver the strategic plan

Membership

- Administer and promote membership benefits widely and at every available opportunity (through the website, on emails, at events and through word of mouth), as well as proactively building relationships with public sector and corporate bodies to increase those categories of membership
- Review membership: explore barriers to membership, membership benefits and costs
- Provide opportunities for members to network, e.g. through the annual Members' Networking Day and Annual General Meeting

Funding

- Hold at least 4 Funding Group meetings per year and submit on-going applications to Trusts, Companies and private donors to secure identified funding priorities
- Monitor funding at every Board meeting and through established financial systems
- Find new supporters and sponsors (e.g. for Dyslexia Awareness Week) and enhance relationships with current sponsors and supporters
- Review income streams with a view to increasing self-generating funds and review operational costs such as premises and consider alternatives, where necessary, to secure best value for money

CONCLUSION

To summarise, this is an Executive Summary of Dyslexia Scotland's 3 year Strategic Plan covering 2015-2018. The complete Strategic Plan can be found at <http://www.dyslexiascotland.org.uk/who-we-are>. The complete plan was developed through extensive consultation with key stakeholders and has involved a range of organisations and individuals, including those whose lives are affected by dyslexia.

For further details about our work, please visit our website: www.dyslexiascotland.org.uk