

# **Craigmillar Literacy Trust**

## **Strategic Plan 2020-24**

**January 2020**

### **1. Our Vision**

Every person is empowered through literacy in the community of Craigmillar.

### **2. Our Mission**

We support people's literacy skills through working with children, young people, families, parents and carers and other adults, and across communities, in Craigmillar.

### **3. Our Values**

#### **Relationships**

Our work is relationship based. Mutual respect underpins how we work. We aim to be responsive and reflective in all we do.

#### **Community**

We are community-based and are responsive to our changing community. We aim to build social capital in our community, enabling connections to be made between people. We support and encourage a sense of belonging and identity.

#### **Partnership and Collaboration**

Working together is at the heart of what we do. We work in collaboration with others. We are flexible in the way we work.

#### **Nurturing and Growing**

We are an organisation that is welcoming and cares. We create an environment that is warm and nurturing. We cultivate a learning environment.

#### **Empowering People**

We believe everyone has the ability to learn and change and be creative. We facilitate opportunities for people to explore and define literacy on their own terms.

#### **Being Inclusive**

We are an organisation that values people. We understand the importance of belonging and we take proactive steps to ensure we are inclusive and accessible in all we do.

## **4. Our Goals for 2020-24**

### **Goal 1**

**To deliver an effective early literacy programme to families with babies and young children in the community.**

### **Goal 2**

**To deliver an effective literacy programme to children and young people between the ages of 4 and 18 and their families in the community, promoting learning and creativity.**

### **Goal 3**

**To develop new ways to deliver literacy support to adults in the community.**

### **Goal 4**

**To develop as a visible, accessible literacy organisation in all aspects of our work.**

### **Goal 5**

**To ensure our governance and management arrangements and structures meet the needs of the organisation.**

## **5. Our strategies and objectives for 2020-24**

**Goal 1: To deliver an effective early literacy programme to families with babies and young children in the community.**

### **Our strategies**

- 1) Delivery of a varied and flexible universal programme for all families with babies and young children focussing on the key messages of early communication and early literacy.
- 2) Delivery of targeted early intervention support programmes including Family Support at Home and Talking Together with referrals from Health Visitors, Speech and Language and Early Years Settings.
- 3) Working in partnership with other key agencies Health Visitors, Speech and Language Therapy, Early Years Settings, Community Library and other community groups to deliver shared aims and objectives.
- 4) Undertaking evaluation and consultation with a range of stakeholders including parents/carers, key partners and individuals.

### **Objectives**

- 1) By 2023 there is an increase of 20% of families reporting positive outcomes for children and parents/carers (social networks, sharing stories, increased vocabulary).

- 2) By 2023 the number of home visit referrals for children under 6 months of age will increase by 20%.
- 3) By 2022 there is an increase of 20% in families feeling supported by Talking Together.
- 4) By 2022 an external evaluation of project will be completed.

**Goal 2: To sustain and deliver an effective literacy programme to children and young people between the ages of 4 and 18 and their families in the local communities, promoting learning and creativity.**

#### **Our strategies**

- 1) Provide a programme for children, young people and family members that increases motivation and develops skills in literacy including reading for pleasure and other creative and learning activities.
- 2) Work in partnership with schools, community organisations and others to increase children, young people and families' involvement and engagement in literacy activities.
- 3) Empower local parents and carers and professionals to support children and young people, and other adults, in their literacy development.
- 4) Support the continuity of participation from our programme with babies, young children and families to our programme with older children, young people and their families.
- 5) Undertake evaluation and consultation with children, young people, families, professionals and other agencies.

#### **Objectives**

- 1) To deliver an annual literacy programme including creative residencies, author visits, peer literacy groups and events through our annual Craigmillar Book Festival.
- 2) To offer regular Family Literacy activities for 10 plus families a year in 2020 and increasing 20% per year until 2024.
- 3) To explore the potential of other innovative models of delivering out of school literacy programmes to children and young people with initial work undertaking in 2020/21
- 4) To commission an external evaluation of our work by 2022.

**Goal 3: To develop new ways to deliver literacy support to adults in the community.**

**Our strategies**

- 1) Developing antenatal work with key partners in health.
- 2) Delivery of family literacy work with a focus on adult engagement.
- 3) Explore and develop a programme of work with adults that is responsive to need and builds on our current work with young people and parents and carers.

**Objectives**

- 1) By 2023 a pilot antenatal programme of support for 10 expectant mothers.
- 2) By end of 2021 we have established Family Literacy work
- 3) By 2021, to have explored the potential of a programme for adults and establish this by end of 2022.

**Goal 4: To develop as a visible, accessible literacy organisation in all aspects of our work.**

**Our strategies**

- 1) To maximise the involvement of people from the community of Craigmillar in all aspects of design, delivery and governance.
- 2) To ensure that our relocation will be to a visible and accessible literacy centre, providing community-based resources and activities.

**Objectives**

- 1) To have an accessible and interactive online presence by summer 2022.
- 2) For all services and activities to be co-designed and co-delivered with the community, other stakeholders and service users, including children and young people.
- 3) To explore the potential and then partner with other local services and organisations to create a Craigmillar Literacy Trust Literacy Hub by 2021.
- 4) By 2022 to have secured new premises in an accessible location.
- 5) By 2023 these premises are being regularly used as a community asset.

**Goal 5: To ensure our governance and management arrangements and structures meets the needs of the organisation.**

**Our strategies**

- 1) To ensure the development of the Board, in terms of recruitment of trustees and effective collective decision-making and governance.
- 2) To put in place structures for the management of the organisation so that the organisation is able to deliver on its 5-year strategy.
- 3) To identify, encourage and support local people to become board members.
- 4) To ensure all services are accessible and inclusive.

**Objectives**

- 1) To report annually on the progress towards objectives and goals in this strategy.
- 2) By 2020 to have integrated the management structures of Craigmillar Literacy Trust.
- 3) To annually audit the skillset of the Board and recruit accordingly.
- 4) By 2021 the board to include at least two former beneficiaries of the Trust's services.
- 5) By 2021 to have developed a refreshed accessibility and inclusivity policy which reflects the changing population of Craigmillar.