

# Scottish autism

WHERE AUTISTIC PEOPLE  
ARE VALUED

## Strategic Plan 2019-2024 Summary



# Contents

<b>Introduction</b>	<b>Page 1</b>
<b>Our Vision, Mission &amp; Values</b>	<b>Page 2</b>
<b>Our Strategic Objectives</b>	<b>Page 3</b>
<b>Overarching Themes</b>	<b>Page 4-5</b>
<b>Monitoring &amp; Reviewing</b>	<b>Page 5</b>
<b>Who We Are</b>	<b>Page 6</b>
<b>Campaigning &amp; Raising Awareness</b>	<b>Page 7</b>
<b>Striving for Quality</b>	<b>Page 7</b>
<b>Our Services</b>	<b>Page 8</b>

**Find the full version of the Strategic Objective Plan on [Source](#).**

# Introduction

**This plan was developed through organisation-wide collaboration and although it will require imagination, innovation and collaboration to succeed, we are confident that it is realistic.**

Whilst progress has been made in recent years, we recognise that many challenges still lie ahead for autistic people and Scottish Autism.

We carried out extensive Strengths, Weaknesses, Opportunities & Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analyses to understand our operating environment and to make sure that our strategy responds to that environment, maximises opportunities and mitigates the following risks:

- Recruiting and retaining staff.
- Progress in the integration of adult health and social care.
- Not ensuring the profile and visibility of Scottish Autism is consistent with its capability and ambitions.
- Education; whilst ensuring participation through inclusion also recognising that mainstreaming does not suit all.
- Lack of substantial progress by local and central government to the goals of the Scottish Strategy for Autism.

# Our Vision, Mission & Values

## OUR VISION

A world where autistic people are understood and enabled to lead meaningful and fulfilling lives as valued members of the community.

## OUR MISSION

To enable autistic people to lead happy, healthy and fulfilling lives.

## OUR VALUES

### COLLABORATION

We work with others and value their opinions.

### COMPASSION

We work with each other and our supported people with care and kindness.

### CHANGE MAKERS

We never stand still, we move positively forward always focused on quality and being the best.

### CONTRIBUTION

We love what we do, we never lose sight of our purpose and the difference we make in society.

# Our Strategic Objectives

## Strategic Objectives & Key Performance Indicators

Objective	What are the outcomes?	How will we measure this?
To achieve growth through the diversification and expansion of services we provide to support autistic people in a range of settings	We offer autistic people more choice of services beyond those we provided in 2019	1 new service for different/new service user segment
		1 new service type
		>5% growth of existing services (supported people not income)
To enable sustainable societal change by campaigning and influencing government and decision makers	Autistic people are met with greater acceptance in their communities and society	A case study that demonstrates engagement with local and national strategy/policy makers e.g. First Minister Questions, Cross Party Working Group, CCPS etc
To drive innovation and improvement of service and staff development	Our services are of a high standard	>80% satisfaction amongst supported people
	Our people take part in and are positive about learning and development opportunities	100% Care Inspectorate grades 4 and above
To enhance our reputation as a leading employer within the sector	People choose to work with us and stay with us	<22% staff turnover
		>80% staff satisfaction with Scottish Autism as a place to work
		>75% of all internal appointments are internal promotions
To assert Scottish Autism as the definitive autism organisation in Scotland	People come to us first for our views on autism	>1 press article per month

# Overarching Themes

These Strategic Objectives and the work needed to achieve them are underpinned by five key and overarching themes:

Effective **engagement** with autistic people, communities, staff and policy makers.

A **risk appetite** that accepts risk in pursuit of the Strategic Objectives but not risk that affects autistic people or survival of Scottish Autism.

**Values** that can be 'seen' and run through Scottish Autism and underpin our work.

Good **leadership** is supported and staff developed to lead us through change and challenge.

Our **financial** position must provide **security** and enable growth in all our work.

# Overarching Themes

## Overarching Themes & Key Performance Indicators

Theme	What are the outcomes?	How will we measure this?
Engagement	Autistic people have a voice in what we do (services and campaigning)	75% awareness/participation among autistic people responding in CRM/stakeholder survey
	Our people tell us that their views count	75% staff satisfaction with staff ideas being taken into account
Risk Appetite	There are mitigation and management strategies in place for all high risks we face	100% high risks managed or mitigated
Values	Our people know and uphold our values	A case study that demonstrates how our people uphold our values
Leadership	Our people think our managers provide good leadership	85% staff satisfaction with leadership/management
Finance	Our financial performance enables us to invest in growth and service development	Increase fundraised income year on year by >10% Generate £7.5m cash flow from operations over the 5-year plan period

## Monitoring & Reviewing

The Scottish Autism Board of Trustees will review this strategy annually and receive quarterly updates on progress.

# Who We Are

We are a charity and a company limited by guarantee that is governed by a Board of Trustees, supported by the Senior Leadership Team. We have almost 1,000 staff who provide services for around 400 autistic people across most areas of Scotland including:

## Education

We deliver specialist education at our New Struan School in Alloa for children and young people aged 5 - 19.

## Day & Vocational Opportunities

Individuals who access our day services are supported to develop their social and communication skills. We also deliver vocational opportunities that allow people to develop work based skills.

## Advice Line

We have a dedicated team of advisors who are trained and experienced in working with autistic people.

## Community Support

Café Kudos (Carluke) and Makers Cafe (Alloa) provide opportunities for our supported individuals to access a supported working environment. Gartinnny Nurseries (Coalsnaughton) garden centre where adults are supported in their participation of running the centre.

## Supported Living

We offer up to 24 hour care and/or support which includes residential care in small group settings, care at home, housing support, support to manage tenancies and permanent residential care at Clannalba.

## Outreach

Outreach support varies and depends on the needs and aspirations of the individual. It can be provided to access social and leisure activities or to liaise with other agencies in relation to training, employment and social welfare support.

## Specialist Transition

We provide an intensive and effective model for transition at New Ridgepark in Lanark. It is here that we offer a sustained period of assessment and support.



## Campaigning & Raising Awareness

Through Knowledge Share seminars and effective collaboration with our stakeholders, we inform practice, strategy and policy on autism in Scotland to help promote understanding of autism.

We have also built partnerships locally, nationally and internationally with representation on the Council of Administration for Autism Europe.

In 2018, we collaborated with Children in Scotland and National Autistic Society Scotland to produce the “Not Included, Not Engaged, Not Involved Report” which highlighted the extent of unlawful exclusion from school being experienced across Scotland. We are also working with the Scottish Government to address the calls to action in "The Microsegmentation Report".



## Striving for Quality

Under Quality Scotland’s excellence programme we achieved the ‘Recognised for Excellence’ 5 Star Award in 2019 along with the Good Practice Award ‘Adding Value for Customers’ and the Scottish Award for Business Excellence. Through research, the Centre for Practice Innovation ensures we use sound knowledge management to continually develop and share good autism practice.



We improve our practice and service delivery through the Autism Practice Improvement Framework (APIF) which has seven overarching themes that encompass a number of statements against which organisations, services and individual practitioners can self-assess.

# Our Services

## Scottish Autism Geographical Coverage and Service Type



### 1. Central

- Residential Services
- Supported Living
- Outreach Services
- Social Group
- Day Opportunities
- Vocational Opportunities
- New Struan Day and Residential School

### 2. Lothian and Borders

- Day Opportunities
- Supported Living
- Outreach Support

### 3. South West Area Services (SWAS)

- Clannalba Residential Services
- New Ridgepark Transitional Assessment Service
- Supported Living
- Outreach Support
- Day Opportunities
- Vocational Opportunities

### 4. Tayside Services

- Supported Living
- Outreach Support
- Day Opportunity

### 5. West of Scotland Services

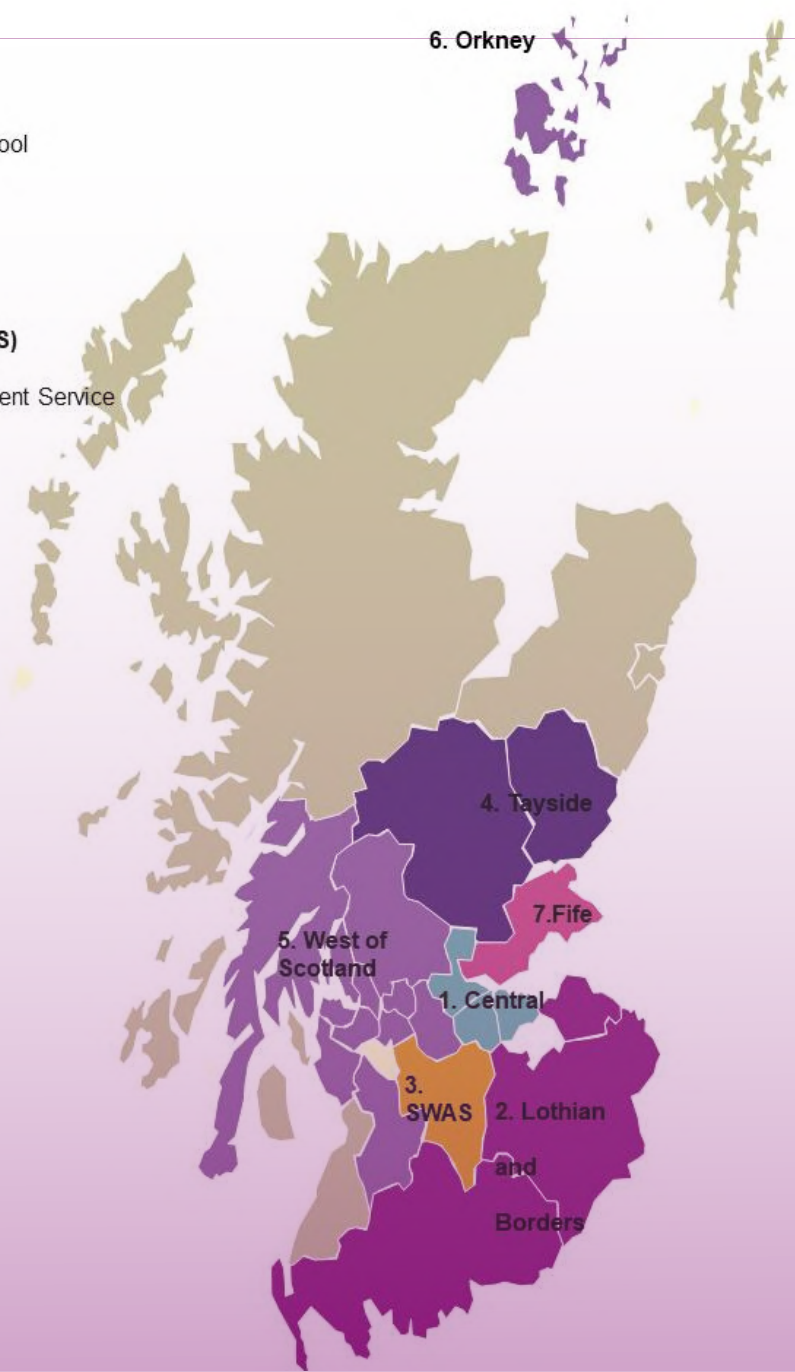
- Day Opportunities
- Supported Living
- Outreach Support

### 6. Orkney

- Supported Living
- Outreach Support

### 7. Fife Services

- Supported Living
- Day Opportunities
- Outreach Support
- One Stop Shop







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[www.scottishautism.org](http://www.scottishautism.org)