

About our strategic plan

This strategic plan outlines a roadmap for Dyspraxia/DCD Ireland for the coming three years. The process of strategic planning has enabled our Board of Directors and staff to review our services and how we accomplish our work, to re-develop the mission, vision and values of the organisation and to consult with our members and key stakeholders about how we could best invest our limited resources over the coming years. This strategy features six goals that we believe respond to the various needs and challenges which were identified during our consultation process. Implementing these goals is intended to place our organisation in a secure position so we may continue to deliver and grow our services for members, young people and individuals with dyspraxia/DCD and their families. Our strategic plan also engages with and builds upon current and emerging relationships with other key stakeholders in the sector.

The COVID-19 pandemic presented our organisation with a number of challenges but has also opened up previously unexplored opportunities that will better utilise our scarce organisational resources. For this reason, we are taking bold decisions to significantly alter how we deliver our services, to focus our attention on accessible online national supports and to build our service offerings. To achieve this, Dyspraxia/DCD Ireland will move away from local, volunteer-led support groups and will direct much-needed resources to rollout new national campaigns, tackle emerging issues and strengthening our organisation into the future; above all, we maintain our commitment to provide the best value to our members and the wider dyspraxia/DCD community.

Our strategic goals for 2021-2024

Our strategy features six goals, which we aim to achieve over the next three years. These goals are:

- **Goal 1** Reconfigure our service offering to ensure broader and more consistent coverage of supports to people with dyspraxia/DCD at a national level while ending coordination of local activity and support groups.
- **Goal 2** Put in place a funding strategy that aims to diversify and increase our income streams, in order develop new resources for our members and people living with dyspraxia/DCD.
- **Goal 3** Develop and implement a communication plan to guide efforts to raise greater awareness about dyspraxia/DCD and the work of Dyspraxia/DCD Ireland.
- **Goal 4** Develop a range of educational programmes that will support and inform best practice learning for a range of audiences.
- **Goal 5** Embrace technology as a means of providing online resources, therapeutic interventions and advice and information including a redevelopment of the Dyspraxia/DCD Ireland website.
- **Goal 6** Promote Dyspraxia/DCD Ireland as an excellent place to work and an employer of choice.

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Foreword

This strategic plan marks an exciting and ambitious point in the growth of Dyspraxia/DCD Ireland. As a Board of Directors, we have used the opportunity created by the COVID-19 pandemic to critically assess where we are as an organisation, what we are doing, and most importantly, how we meet the needs of our members and the wider dyspraxia/DCD community in Ireland.

The six strategic goals contained in this plan represent a positive step forward for the organisation in moving to a broader and more national focus, which seeks to use our limited resources in the most effective way possible and to extend the reach of our services to a higher number of people in the coming years.

The Board of Directors believes that implementing this strategic plan will allow our organisation to create a greater impact by driving increased awareness of dyspraxia/DCD, while also offering the widest range of services and supports to members and the dyspraxia/DCD community.

Ann Marie Galvin

Chairperson

Dyspraxia/DCD Ireland

Message from our CEO

The past two years have been a very difficult time for many charities and Dyspraxia/DCD Ireland has been no exception. Preparing a new strategic plan during such a time of uncertainty was challenging, but it also opened up new possibilities and options that had not previously been considered before the COVID-19 pandemic.

Looking back on the history of Dyspraxia/DCD Ireland, it has had many moments when strategic yet difficult decisions had to be made. Flexibility, progress and change are what keeps charities afloat and we, who are mandated to oversee the organisation, would not be carrying out our duty if we did not recognise and meet the challenges faced currently.

Raising greater awareness of dyspraxia/DCD and ensuring that services are provided to as many people as possible was a key driving factor in our new strategy and we believe that the goals outlined in this strategic plan will drive the organisation forward in new and exciting ways over the next three years.

With the support of the Board of Directors, our staff, our members and the broader community we have a real opportunity to raise greater awareness; to lobby and to advocate more effectively on behalf of children and individuals with dyspraxia/DCD, their families and supporters, as well as to ensure this organisation is truly representative of all of those that it serves.

Sharon Lane

Chief Executive Officer Dyspraxia/DCD Ireland

Vision, Mission and Values

Our Vision

A society where people with dyspraxia/DCD have the knowledge and skills to live to their full potential, and where family members, friends and service providers understand how best to offer support.

Our Mission

To ensure that the dyspraxia/DCD community have the information, skills and support to effectively fulfil their potential and to equip professionals and the wider society with information about dyspraxia/DCD in order to promote understanding and accessibility at a national level.

Our Values

As an organisation, we commit to the following values in all aspects of our work:

- 1. **Integrity** We will be professional and respectful in how we undertake our work to ensure our services reflect evidence-based, best practice training and interventions.
- **2. High-quality** We will continuously work to deliver high-quality services and governance standards.
- **3. Inclusive** We are a non-judgemental and inclusive organisation that is open and welcoming to people of all backgrounds, identities, and experiences.
- **4. Transparent** We will be transparent and accountable to our members and the wider community in all areas of our work.
- **5. Responsive** We are committed to being adaptive, flexible and responsive to the needs of our members and to any person who seeks our assistance. We will provide people with the best support to help them reach their full potential.
- **6. Impact driven** We believe in using our resources to generate the greatest impact for people with dyspraxia/DCD and we will continuously explore ways in which we can improve our work into the future.

2 About Dyspraxia/DCD Ireland

2.1 About Dyspraxia/DCD

Although the term dyspraxia is most commonly used in the general population in Ireland, in the UK, and in other parts of the world, formal diagnosis is confirmed under the categorisation of Developmental Coordination Disorder (DCD). The terms dyspraxia and DCD are used collectively in this strategy in order to include both community and clinical language. Research shows that between 6 - 10% of children of school-attending age will show signs of dyspraxia/DCD; this equates to at least one child in every class in primary and secondary school in Ireland. ¹

As described in the American Psychiatric Association's latest edition of the Diagnostic and Statistical Manual of Mental Disorders (DSM-5), a child with developmental coordination disorder has motor coordination below expectations for his or her chronological age. Difficulties with coordination of either gross or fine motor movements can interfere with academic achievement or activities of daily living.

In the previous DSM edition (DSM-IV-TR), developmental coordination disorder was included under the broad category of "learning disorders"; however, in DSM-5 it is subcategorized as a motor disorder within the broader category of "neurodevelopmental disorders". An additional criterion included in DSM-5 is that the onset of symptoms occurs during the developmental period.

2.2 About Dyspraxia/DCD Ireland

Dyspraxia/DCD Ireland was established as The Dyspraxia Association of Ireland in 1995 by a group of parents and family members of children with dyspraxia/DCD. The organisation now operates under the name, "Dyspraxia/DCD Ireland" where it delivers a range of supports and services to young people and adults with dyspraxia/DCD, parents and families of children with dyspraxia/DCD, as well as professionals working with individuals with dyspraxia/DCD (e.g., teachers, occupational therapists, tutors, etc.). While the scope of our work is broad, our focus is supporting people with dyspraxia/DCD and their families, as well as communicating greater awareness and understanding of dyspraxia/DCD in the community.

Dyspraxia/DCD Ireland is governed by a voluntary Board of Directors and supported by a full-time Chief Executive Officer, who is responsible for overseeing the operations of the organisation and coordinating the provision of our services. The organisation also employs a part-time programme administrator.

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¹ British Association of Community Child Health (Child Development and Disability Group) *Standards for child development services: a guide to commissioners and providers*. London: Royal College of Paediatrics and Child Health, 2000

Figure 1 Organisational structure of Dyspraxia/DCD Ireland



2.3 About our Service Provision Information & Advice Helpline /DCD Ireland

Our national telephone helpline is often the first port of call for many people seeking information, advice and/or support. Our staff share valuable information and direction to assist people in navigating assessments, follow-on services, educational supports, and employment opportunities to name a few. In 2020, our helpline operated five-days per week and answered calls for primary assistance from 655 people. Frequent areas where support and information was sought included education, getting a diagnosis, and follow-on supports for children.

Other areas of enquiry that saw a marked increase in 2020 included supports with adult diagnosis, mental health, and queries in relation to a recent diagnosis. Our email information service also saw significant demand in the past year with over 400 emails seeking information and support related to dyspraxia/DCD diagnosis (both child and adult), mental health-related concerns, available supports, and activities for children.

Support Groups

Dyspraxia/DCD Ireland serves as an umbrella organisation for 23 local support and activity groups operating across the country and facilitated by a group of volunteers, all of whom have direct lived experience of dyspraxia/DCD either in person or as a family member. Support and activity groups provide a range of activities ranging from sports groups, social groups, peer support groups and many more.

Workshops, Talks and Seminars

Dyspraxia/DCD Ireland holds a series of webinars, seminars and educational talks by professionals and specialists working with children and adults with dyspraxia/DCD. In the past

year, these services have transitioned from in-person to online offerings and we have seen a very positive response to this.

Our organisation is also developing new workshops for young people and adults with dyspraxia/DCD, parents and families, as well as professionals (e.g. teachers, tutors, occupational therapists, etc.). The aim of these workshops are to provide participants with important information that can support individuals with dyspraxia/DCD to reach their full potential. In 2020, we held 21 online workshops/programmes ranging from single sessions to 10+ session with various groups. More than 1,725 people attended these groups in the past year.

Online Factsheets and Resources

Our website contains a wide range of online resources and factsheets covering a range of topics relevant to the experiences of people with, or people who support those with dyspraxia/DCD. These online resources, in combination with our phone helpline, are the most helpful way of getting advice and/or learning quickly about different services available for people with dyspraxia/DCD in Ireland.

Awareness Raising

At both a national and local level, Dyspraxia/DCD Ireland seeks to raise awareness of dyspraxia/DCD and advocates on behalf of our members and the wider dyspraxia/DCD community in Ireland. We strive to promote greater awareness in schools, workplaces and communities, as well as to advocate on behalf of people with dyspraxia/DCD when working with NGOs, statutory agencies, and government departments.

Signposting and Referral Supports

We signpost people with concerns or queries to appropriate professional supports in the community. This may include assessment services, education and learning support services, health and social care services and legal services as well as social and recreational service providers across Ireland.

2.4 Our Funder and Partners

Dyspraxia/DCD Ireland works in close partnership with a number of organisations, including:

Health Service Executive (HSE) - The HSE in Community Health Organisation (CHO) Area 9 (Dublin North, North City) is our main funder. The HSE is responsible for the delivery of all public health services across Ireland. We refer people to HSE assessment services and support people who have received a diagnosis of dyspraxia/DCD through the HSE.

Spectrum Alliance - Spectrum Alliance is an Irish umbrella network of disability organisations working together to promote greater awareness regarding rights and entitlements for those affected by a range of neurological disorders. This network is comprised of Dyspraxia/DCD Ireland, Aspire Ireland, Dyslexia Association of Ireland and ADHD Ireland.

University of Limerick –Dyspraxia/DCD Ireland works in close partnership with University of Limerick's School of Allied Health, with staff delivering the Masters in Occupational Therapy and Physiotherapy programmes, as well as the Irish World Academy of Music and Dance's Music Therapy programme.

University College Dublin – Each year we offer two internships to students from UCD. In turn, students undertake work across social, policy, research and lobbying on our behalf.

Dublin City University – Each year we provide seminars to students and teachers undertaking the elective model in special needs teaching.

Children's Rights Alliance – The Children's Rights Alliance (CRA) is a member-based organisation comprising over 100 organisations working together to uphold the rights of children and young people in Ireland. We refer complex cases to them on a regular basis and we are active in engaging as members and in supporting the implementation of the CRA strategic plan.

Mental Health Reform – Mental Health Reform (MHR) is a member-based organisation and Ireland's leading coalition advocating for progressive reform of mental health services and supports in Ireland. We are active members of MHR advocating on behalf of our members with mental health needs.

Disability Federation of Ireland – Dyspraxia/DCD Ireland works in close partnership with the Disability Federation of Ireland (DFI), which is an umbrella network for disability services and for organisations working with people with disabilities. The federation is comprised of over 66 services across Ireland. We engage with the DFI in a number of ways at both national and regional levels. Our involvement includes participation in working groups, representation at various events and supporting the implementation of the DFI strategic plan.

Sports Partnerships – We work with Sports Partnerships at national and local level to ensure that inclusive sports programmes are available for people with Dyspraxia/DCD in the wider community.

Library Services – We work with a number of local Library services to provide talks on dyspraxia/DCD within local communities.

Open Doors Initiative – We are a member of the Open Doors initiative and work actively to build employment opportunities and raise awareness of Diversity and Inclusion with employer groups and organisations around the country.

Specialisterne – We have a signed MOU with Specialisterne, a specialist employment agency working actively to support people with Dyspraxia/DD and other neurodiverse conditions into further education, training and employment.

3 How the strategy was developed

3.1 Overview

This section outlines the five steps used by Dyspraxia/DCD Ireland to consult with our members and key stakeholders to develop our strategic plan. Our strategic planning process was supported and facilitated by Quality Matters, an independent research charity.

3.2 Reviewing our Vision, Mission and Values

An important step in reviewing where we are and where we need to grow was to review our vision, mission and values. Our vision statement describes what Dyspraxia/DCD Ireland believes an ideal world would look like for people with dyspraxia/DCD and their families. Our mission describes our work and what we do to help make this vision a reality. Lastly, our values explain how we undertake this work and our commitment in all aspects of our work.

3.3 Consultation with Stakeholders

Dyspraxia/DCD Ireland sought the views of its members on what is working well, and what is needed to improve our work into the future. In total, 183 individuals shared their views through surveys, focus groups and/or phone interviews. The figure below provides a breakdown of who took part in this consultation process.

Figure 2 Breakdown of groups involved in consultation

Parents, guardians or carers of children with DCD	124 individuals
Adults with DCD	16 individuals
Professionals working with individuals with DCD	18 individuals
Partners or spouse of a person with DCD	8 individuals
Board of Directors with Dyspraxia/DCD Ireland	12 individuals
Staff with Dyspraxia/DCD Ireland	3 individuals
Did not specify	2 individuals

3.4 Analysing findings and themes

The Board of Directors and staff examined emerging themes and findings from the consultation. The feedback provided reassurance in areas of strength, and helped us to focus our decision making on what improvements we can make over the coming years in order to strengthen our service offering and to support people with dyspraxia/DCD and those who support them.

3.5 Generating our strategy

Over a number of workshops, the Board of Directors and staff met to reflect on the direction of the organisation and to develop our strategic goals. This was a challenging yet thought provoking process that compelled both Board members and staff to think carefully and ambitiously about our work and what we could accomplish to ensure that our goals were achievable with our limited resources.

3.6 Summary

This strategic plan was an opportunity for Dyspraxia/DCD Ireland to stand back and reflect on its recent past, and to explore different ways the organisation could transform its ambitions into reality. As an organisation we are looking forward to the challenges and opportunities that lie ahead for our work. We appreciate the feedback shared by our members and other key stakeholders, as well as the commitment displayed by the Board of Directors and staff who were involved in this process.

4 Our Strategic Goals

4.1 Overview

The section below provides an outline of our six strategic goals and offers a detailed explanation of each goal, the rationale for this goal, our steps to achieving it and what we understand successful achievement of this goal would look like.

Strategic Goals at a glance

Over the next three years, Dyspraxia/DCD Ireland aims to achieve the following goals:

- **Goal 1** Reconfigure our service offering to ensure broader and more consistent coverage of supports to people with dyspraxia/DCD at a national level while ending coordination of local activity and support groups.
- **Goal 2** Put in place a funding strategy that aims to diversify and increase our income streams, in order develop new resources for our members and people living with dyspraxia/DCD.
- **Goal 3** Develop and implement a communication plan to guide efforts to raise greater awareness about dyspraxia/DCD and the work of Dyspraxia/DCD Ireland.
- **Goal 4** Develop a range of educational programmes that will support and inform best practice learning for a range of audiences.
- **Goal 5** Embrace technology as a means of providing online resources, therapeutic interventions and advice and information including a redevelopment of the Dyspraxia/DCD Ireland website.
- **Goal 6** Promote Dyspraxia/DCD Ireland as an excellent place to work and an employer of choice.

4.2 Goal One

Reconfigure our service offering to ensure broader and more consistent coverage of supports to people with dyspraxia/DCD at a national level while ending coordination of local activity and support groups

Rationale

To ensure the needs of our members, the wider dyspraxia/DCD community, as well as health and educational professionals seeking support can be effectively met by the organisation, and to better optimise use of our staff time, Dyspraxia/DCD Ireland will shift our primary mode of support to a national and centralised approach. Centrally-coordinated events including educational and peer support workshops, the Dyspraxia/DCD annual summit, telephone helpline service and fundraising events will be further developed and expanded. Services will be refined and improved based on the needs of our members and the wider Dyspraxia/DCD community.

After much consideration and deliberation, the Board of Directors have decided that staff will no longer provide national coordination and support to local activity/support groups. The national office will instead signpost to relevant and appropriate services in communities who provide similar supports.

How we will achieve this goal?

- I. Communicate decision to cease all activity/support groups with our wider membership.
 - a. Engage with volunteers involved in delivering activity/support groups to make sure people are aware of local services and/or organisations who provide similar supports in their community.
 - b. Signpost members interested in social activities and/or outings to either local services and/or organisations who provide similar supports locally.
- II. Develop a change management plan outlining the consultation process, timeline and approach for how services will be restructured.
- III. Hold a consultation with members and volunteers to explore the needs and gaps in order to understand how Dyspraxia/DCD Ireland can better deliver services that meet needs of both members and the wider community.
- IV. Create a proposal for a revised model of service delivery to replace national management of local peer support groups.
- V. Develop an implementation plan and implement changes to Dyspraxia/DCD Ireland's model of services, ensuring that consistent communications and a robust review process form part of the model.

What success will look like?

A new model of service provision that meets the needs of individuals and families who are seeking support and information. This new model will maximise the professional resources and expertise of the organisation, while meaningfully engaging the invaluable resources of peer support and volunteers. Individuals interested in activities for people with dyspraxia/DCD will be signposted to relevant community organisations who can provide alternative supports. Dyspraxia/DCD Ireland will use our resources to develop services that have a wider reach for both members and the wider dyspraxia/DCD community throughout the country.

4.3 Goal Two

Put in place a funding strategy that aims to diversify and increase our income streams, in order develop new resources for our members and people living with dyspraxia/DCD

Rationale

For the organisation to grow and expand, Dyspraxia/DCD Ireland must increase its funding and diversify its income streams. By exploring different methods of fundraising, the organisation hopes to balance our self-generated income with both statutory funding and broader fundraising opportunities.

How we will achieve this goal?

- I. Establish a Fundraising Sub-Committee. This sub-committee will be comprised of Board members, members and other volunteers involved in Dyspraxia/DCD Ireland who are interested in supporting the organisation with developing its fundraising strategy.
- II. Undertake a review of past funding and revenue generated by Dyspraxia/DCD Ireland to understand any issues relevant to our ongoing financial sustainability and to develop fundraising targets for the next three years.
- III. Develop a three year fundraising strategy that will include at least:
 - a. A sound evidence-based business case to request increased funding for service provision and support from the HSE and new funding from the Department of Education.
 - b. Exploration of philanthropic funding opportunities for various facets of our work.
 - c. An exploration of the feasibility, utility or potential return from a corporate gift-giving plan.
 - d. Membership/public fundraising pack to provide guidance to our supporters on how to fundraise in their local community.
- IV. Review our fundraising strategy and targets on an annual basis and make changes to our approach, where necessary.

What success will look like?

The Board of Directors and staff will have a number of pathways to increase funding. This funding will be used to increase our service provision in line with the results of the consultation and planning process as detailed in Goal Four. Dyspraxia/DCD Ireland will have a range of funding sources, which will greatly assist with reducing any risk and/or reliance on a single funding stream.

4.4 Goal Three

Develop and implement a communication plan to guide efforts in raising greater awareness about the work of Dyspraxia/DCD Ireland

Rationale

To increase the likelihood that Irish society is aware of, informed about, and inclusive of people living with dyspraxia/DCD. We will ensure that people with dyspraxia/DCD, their families and supporters and the healthcare professionals who serve them are more aware of what dyspraxia/DCD is, how it impacts people and what can be done to mitigate its impact on daily life.

How we will achieve this goal?

- Develop a statement of purpose to explain why dyspraxia/DCD Ireland hopes to increase public awareness and how the organisation intends to engage with different audiences.
- II. Undertake a SWOT analysis of dyspraxia/DCD Ireland's existing communications and awareness raising approaches.
- III. Undertake a range of analyses that will support the development of a new communications strategy including:
 - a. A theory of change for communications;
 - b. Clarification of objectives for communication;
 - c. Audience segmentation clarification of stakeholder groups and communications channels;
 - d. Messaging development, tone etc.
- IV. Develop awareness raising and communications plan that builds on findings from this research, including:
 - a. Communication activities;
 - b. Key messages for each activity or campaign;
 - c. Indicators of progress and success;
 - d. Timelines and responsibilities;
- V. Review and update the communication plan on an annual basis.

What success will look like?

There is a well-considered communications strategy in-place to support increased awareness of dyspraxia/DCD and of our organisation. The communications strategy will alert people to the various supports we provide. This will be marked by an increase in the number of people who engage with our organisation in seeking supports, information and advice on a year-by-year basis.

4.5 Goal Four

Develop a suite of educational programmes that support and inform best practice learning for a range of audiences

Rationale

Through the strategic planning process, Dyspraxia/DCD Ireland identified a gap in access to reliable information and education for people with dyspraxia/DCD and their families as well as health care professionals, employers and the wider community. It is estimated that at least one child in every classroom has dyspraxia/DCD and that the condition affects between 6-10% of the general population, many of whom have not received a formal diagnosis and many others who do not receive any ongoing supports 2 .

In our strategic planning process, we listened to families and individuals who reported they would benefit from pre-recorded training and information on how they can deal with a range of concerns at home, at school and at work.

To address this, Dyspraxia/DCD Ireland will develop educational workshops and information videos for parents of young people with dyspraxia/DCD, as well as for children and adults with dyspraxia/DCD and other interested groups, such as healthcare professionals, educators and employers. The educational programmes will teach participants about the condition, bust myths, and offer practical advice and strategies for supporting people with dyspraxia/DCD.

How we will achieve this goal

- I. Determine resources to recruit and hire a specialist with experience in developing accessible and easy-to-use digital training for different audiences.
- II. Seek feedback from members about their experiences with dyspraxia/DCD and explore how workshop would address the needs of people with dyspraxia/DCD.
- III. Review feedback and develop a learning framework that clarifies the content, delivery and objectives for each workshop and who are the intended audiences.
- IV. Pilot and implement the workshops for each group. This training may be delivered as an in-person workshop, an online/ digital course or a combination of options. Workshops will be promoted among both members, professional bodies, schools, health services and the wider public.
- V. Develop an outcome measurement survey to assess benefits and outcomes for participants and use this information to continue developing high quality resources and best practices in service delivery.

What success will look like?

People with dyspraxia/DCD, their families and others working alongside people with dyspraxia/DCD will have access to high-quality, evidence informed, and accessible educational programmes.

 $^{^{2}}$ Figures taken from Dyspraxia Foundation UK website.

4.6 Goal Five

Embrace technology as a means of providing online resources, therapeutic interventions and advice and information including a re-development of the Dyspraxia/DCD Ireland website

Rationale

The COVID-19 pandemic has taught us the importance of online resources for connecting people and providing quick, reliable access to essential information. Dyspraxia/DCD Ireland aims to ensure that our website contains useful, comprehensive and evidence-based information and resources for members, their families and for the wider public. This goal will build on progress made in relation to the previously detailed goals for developing a communications plan and developing new educational workshops and information videos.

How we will achieve this goal?

- I. Establish a sub-Committee to undertake scoping and project planning, consultation and lead work with a website developer to redesign our website.
- II. Conduct a survey with members and other people who might use our website to understand what information and resources are needed or would be useful.
- III. Develop any new resources (additional to those identified in Goal Four) identified as required through consultation.
- IV. Launch the website and invite members to offer their feedback on the quality of resources, advice and information.

What success will look like?

Our website will be a high quality resource for diverse stakeholder groups interested in learning more about dyspraxia/DCD and where they can access a wide of range of information that responds to their needs, challenges and experiences.

4.7 Goal Six

Promote Dyspraxia/DCD Ireland as an excellent place to work and an employer of choice

Rationale

In simple terms, being an employer of choice means that our organisation is a great place to work. Dyspraxia/DCD Ireland will invest in our people to help them with reaching their full potential and to support the organisation with achieving its mission and strategic goals. We will do this by creating opportunities for ongoing professional training and development as well as promoting a collaborative environment that embraces a positive culture of engagement, equality, inclusion and diversity.

How we will achieve this goal?

- Identify a standard or process by which the organisation can measure our current standing in terms of excellence as a workplace, employee engagement or another relevant topic
- II. Undertake an assessment and identify areas of strength and areas for development on an annual basis in order to achieve excellence as an employer/workplace
- III. Track our achievements and monitor progress on an annual basis. When there is opportunity, we will promote these successes in our external communications.

What success will look like?

We will be well placed to attract and retain professional, flexible and high-quality staff while creating a positive organisational culture that is responsive to individual needs, goals and learning objectives.

5 Acknowledgements

5.1 Our Board of Directors

Anne Marie Galvin	Chairperson
Aoife Crowley	Board Member
Mark Finnegan	Board Member
Aisling Connolly	Board Member
Adrienne Butler	Board Member
Eoin O'Beara	Board Member
Sheelagh Carroll	Board Member
Damien McCoy	Board Member
Rion O'Farrell-Walsh	Board Member

5.2 Our Staff

Sharon Lane	Chief Executive Officer
Fay Dunn	Programme Administrator

5.3 Special thanks

Dyspraxia/DCD Ireland would like to thank our members and everyone who shared their thoughts, ideas and views to help with developing our strategic plan. We would like to acknowledge the facilitation skills and support provided by Philip Isard from Quality Matters, who assisted our organisation with developing this strategy. Lastly, we would like to acknowledge the funding and support received by the HSE.

