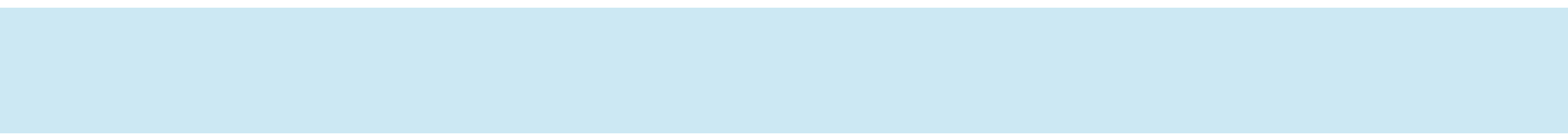
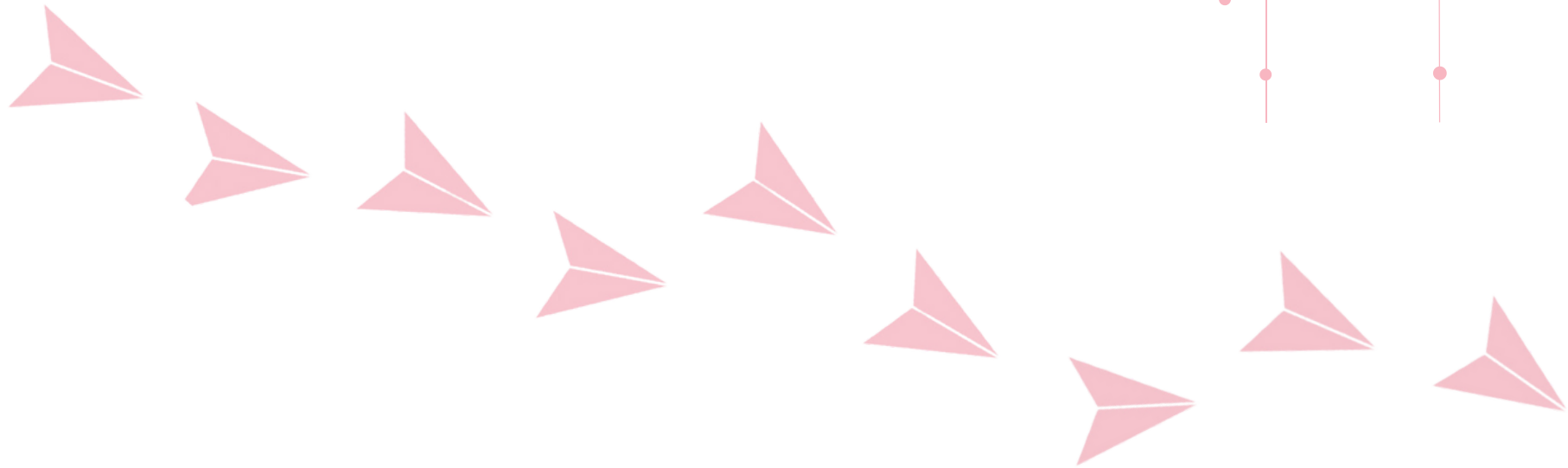
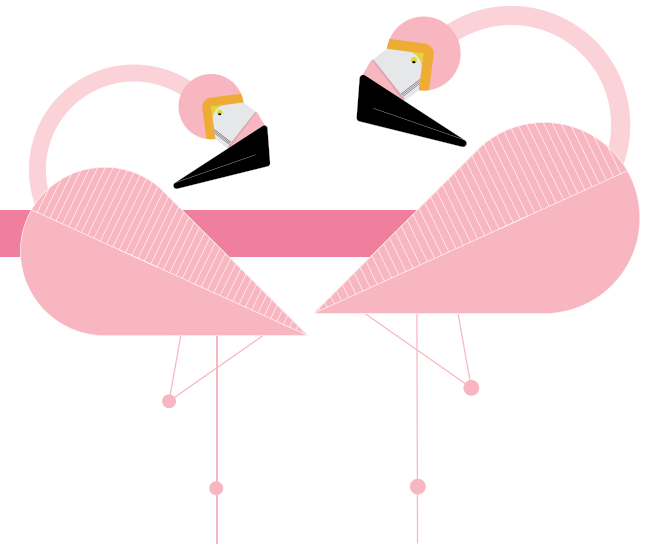


Lingo Flamingo

Strategic Plan 2023 - 2026



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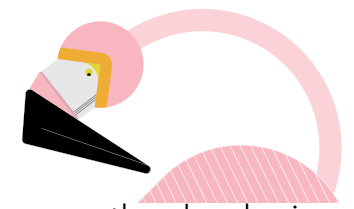
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Foreword:



Since founding in December 2015, Lingo has evolved from a wee idea to support older adults through foreign language learning, to an organisation which has **supported over 5,000 older adults living across Scotland**. We have undertaken projects from Stornoway to Stirling and have delivered classes in over 250 care homes, day centres and community halls. We have been fortunate to have worked with a vast array of partners such as the Open University, Edinburgh University, Glasgow Social Enterprise Network, School of Social Entrepreneurs, and SENSCOT. We have also been incredibly lucky to have worked with many supportive and flexible funders such as Firstport, the Big Lottery, GVCS, Glasgow City Council, Age Scotland and the Life Changes Trust. In addition, we have collaborated internationally with dementia led organisations in Greece, Slovenia, the USA and Romania to develop new ways of supporting older people living with dementia through inclusive and accessible language learning projects.

In 2018, the organisation pivoted to open up a language hub/nest in the south side of Glasgow, where we have taught over **1300 students different foreign languages ranging from Spanish to Japanese**.

We have been fortunate to witness their language progression, with some learners now being fluent language speakers after starting off with us as complete beginners. The hub has allowed us to grow and expand as an organisation, enabling us to deliver over 4000 lessons in care homes and day centres as well as helping to secure financial sustainability over the longer term.

We have spent hours, days, weeks and even months developing language content, lesson plans, exercises and workbooks for our students. In 2020, we launched our “E-flock” portal which provides additional exercises for our learners, enhancing their language-learning journey.

As well as the social impact we are creating, the organisation is in a healthy financial position. The foundation of the nest in Shawlands and the development of the online classes has provided Lingo Flamingo with a strong, solid base which enables us to **reinvest surplus, staff and materials into our social mission**.

Therefore, the income from the hub combined with grant funding and donations has helped us to strengthen and diversify our financial position.

Some of our most important assets are the many incredible and passionate members of staff who have been an integral part of the organisation over the past 7 years. Our staff, tutors and board of advisors have helped to deliver high quality and inclusive services and are the reason why we are where we are today. The progression we have made since 2015 has been fantastic, not bad from what was originally just a wee idea.

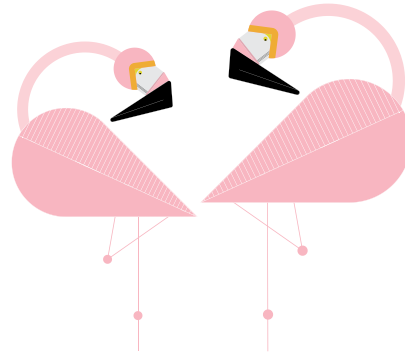
Although it is important to reflect back upon what we have achieved since 2015, the purpose of this strategic plan is to look ahead and assess what the organisation would like to achieve going forward. This strategic plan will provide guidelines about what we as an organisation can achieve.

Our vision, mission and core values:

Our Vision:

Lingo Flamingo's vision is to make language learning as accessible and inclusive as possible for all adults regardless of age.

We use languages as a way to improve the health, wellbeing and self-perception of our students.



Mission:

Our mission is to increase the reach of language learning, develop more opportunities for adults to learn foreign languages, reduce the stigma associated with dementia and inspire individuals to start their language learning journeys.

Core Values:

Accessible

To ensure that our delivery, materials, and lessons are as accessible as possible taking into account physical, mental and environmental factors that affect people's ability to learn foreign languages.

Confidence

To help build the confidence of language learners by providing a supportive, non-judgmental environment where participants can increase both their knowledge and their confidence.

Inclusive

To welcome all adults from different walks of life, providing an inclusive and safe environment that enables every participant's voice to be heard.

Fun

To spread joy through language learning, advocating the pleasure that language learning can bring regardless of ability or knowledge.

Not-for-Profit

To reinvest any financial surplus we make into the social goals of the organisation.

The difference we make:

A more detailed overview of the social impact we create can be found in our annual social impact reports on our website. However, for the purposes of this strategic plan, here are the 4 main social out- comes that we strive towards:

Create meaningful and cognitive boosting activities for older adults, as research has shown that language learning is a great way of keeping the brain fit and active, as well as being able to delay the effects of dementia. Studies published by the University of Edinburgh show that bilingual adults on average develop dementia up to 5 years later than monolinguals. In addition to this, language learning improves our decision-making skills, multitasking skills and heightens our ability to concentrate and communicate.

Promote and increase the reach of language learning, giving participants who are marginalised the opportunity to learn about foreign languages and culture. Language learning can often be perceived as a middle-class activity, only offered in certain communities. We therefore seek to increase the reach of language learning, providing more opportunities for people to learn foreign languages regardless of their social-economic background, geographical location or physical, mental, or cognitive ability.

Increase the mental-wellbeing, sense of purpose and self-perception of learners. Alongside the cognitive benefits of language learning, our research has demonstrated that language learners feel happier and more confident after our classes. Completing courses and gaining new knowledge enhances the self-worth and sense of accomplishment of our students and increases their confidence in their abilities. This is particularly important for older adults and people living with dementia who often need to fight against both internal and external prejudice regarding their age and their assumed cognitive ability.

Offer certified SQA qualifications as part of our language courses so that learners can receive a formal qualification. The completion of language qualifications helps our learners develop a real sense of achievement in later life and for many, this is their first ever formal qualification. In addition to upskilling older adults, the certificates also help to convey that it is never too late to learn something new and facilitates life-long learning opportunities for all adults.

Our Organisation:

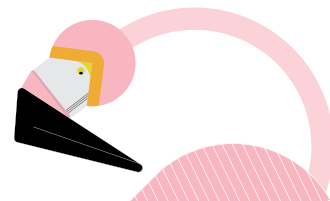
Below are the five core components of Lingo Flamingo: Our model, our staff, our classes, our resources, and our finances.

Our Model:

We are a not-for-profit organisation and therefore all the surplus we make is invested back into our organisation as well as into our social cause. Our care home classes are paid through grants and private sales while our hub classes are paid individually by direct customers. The hub is the trading arm of the organisation and the surplus made by the hub is used to help to subsidise the care home projects.

Our Staff:

Lingo Flamingo has three different tiers of staff, all of whom play an important role in the organisation. The first tier is our board of advisors who help to provide expertise and strategic support to Lingo Flamingo and provide an additional level of governance to the organisation. The second tier is our staff. We currently have 5 members on our team who help to run the operational side of the social enterprise. These staff members run the day-to-day operations of the organisation, from liaising with care homes and creating resources and graphics to managing bookings within the hub. Last, but not least - our tutors. We are very fortunate to have around 30 fantastic tutors who work in delivering projects in care homes and day centres as well as delivering projects from our nest in Shawlands.

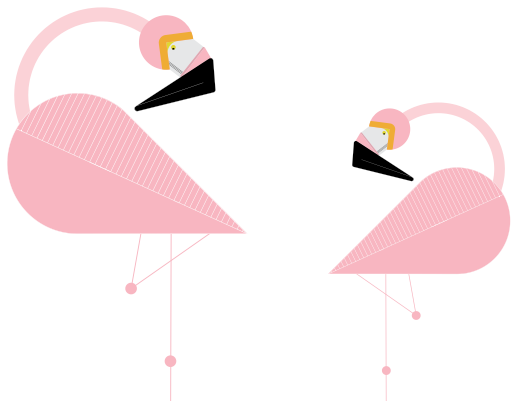


Our Classes:

Our classes are split into 2 different categories.

Firstly, care home and community classes which are primarily delivered in care homes and day centres across the whole of Scotland. These classes are for older adults including people living with dementia. These classes last between 10-12 sessions with each session lasting an hour. As part of our community classes, participants can choose to do an SQA unit in either Spanish, French or Italian.

Secondly, we offer classes from our hub in Shawlands and online via Zoom. These classes are offered in a range of languages including French, German, Spanish, Italian, Japanese and Portuguese. These classes last 90 minutes and run for 10 weeks in a row. We have 4 semesters per year, each lasting 10 weeks. Unlike the care home classes, these classes are offered at different levels: Hatchling- for learners with no prior knowledge of a language, Chick - for beginners with some previous exposure, Post-chick- for more advanced beginners and Fledgling for intermediate speakers progressing towards fluency.



Our Resources:

Over the last 8 years we have spent time developing and fine-tuning our resources. We have a wide range of resources for both our care home and hub classes. Our care home materials include lesson plans and workbooks as well as a Carers Portal which has a range of activities that can be facilitated by tutors and support staff alike. In addition to our care home resources, we also developed an online portal called "E-flock" where our hub students can continue to learn and have access to resources beyond our weekly classes.

Our Finances:

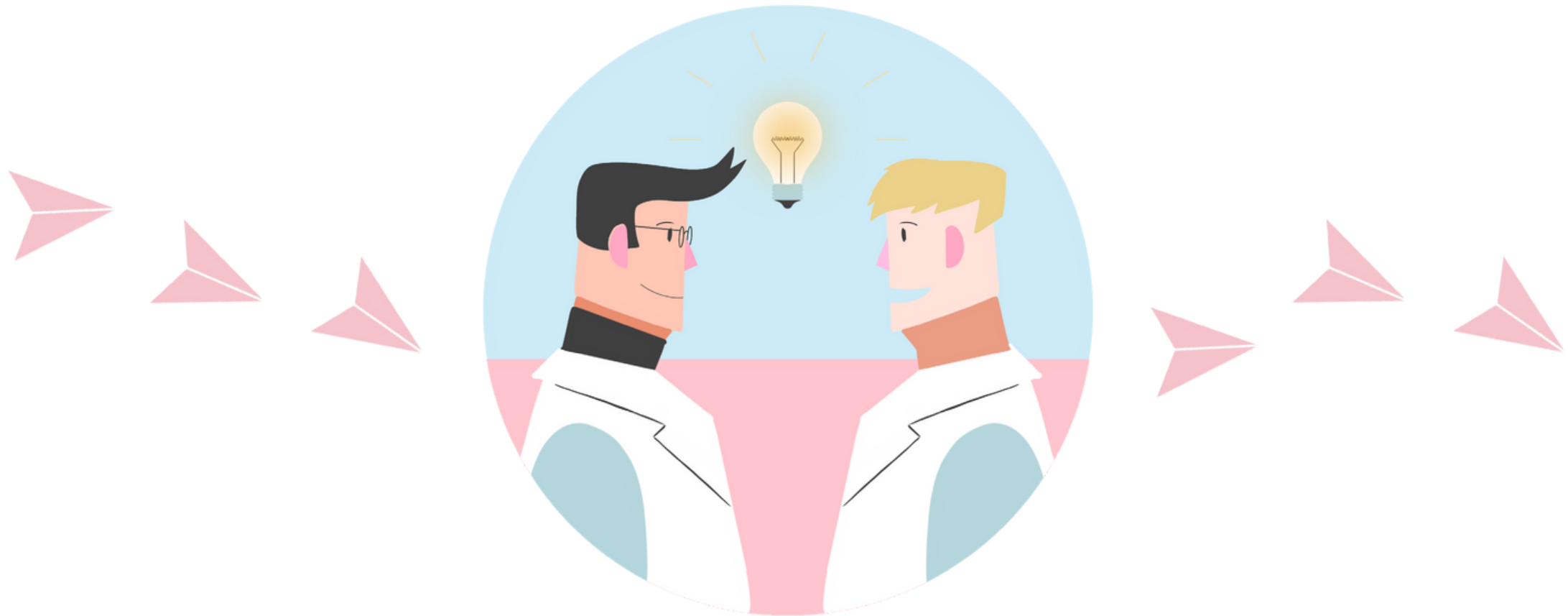
We have a mixture of income generated through trade directly to businesses (care homes) and directly to individual customers through our hub classes. Trading income is roughly 59 % of our annual income generated. As well as trading income we also receive around 40% of our income through grant funding. A very small percentage of income comes via donations - 1% a year. We seek to keep between 3-6 months' worth of reserves to help protect us against unplanned falls in income or unforeseen increases in expenditure.

"I really enjoy the informal nature of the class which makes it more enjoyable to learn. The structure of the class works really well and I'd highly recommend."



Our Strategy 2023 - 2026:

Our new strategy outlines how we will move forward over the next three years, building on our strong reputation within the care home community, capitalising on partnerships and listening to the diverse voices of those we work with. Preparation for the development of our strategic plan was informed initially by a student survey as well as separate discussions with staff and our board of advisors. The structure of our plan is based around the five core themes as described above: our model, our classes, our staff, our resources and our finances. Each theme has its own strategic goal, objectives and outcomes which will enable us to monitor our progress.



Theme 1: Our Model

Strategic Goal:

To run a transparent and inclusive organisation with a reliable and adaptable system of governance.

Objectives:

- To become a Scottish Charitable company with strong charitable goals by December 2023, to allow the organisation to grow and continue to support marginalised older adults.
- To have comprehensive policies and procedures to provide structure and rigour to the organisation.
- To have a strong board of trustees who provide strategic advice and expertise, helping to pave the strategic direction of the organisation.
- To register for Gift Aid by December 2026.
- To be a transparent organisation with open access to our financial accounts, overarching strategies, and social impact data.
- To reduce our carbon footprint and become a more sustainable business, with the goal of achieving net-zero emissions by 2030.

Measuring Progress:

- Some of the above objectives will be measured through incorporation, such as becoming a Scottish Charitable Company, being registered with OSCR or being Gift Aid verified.
- Others such as the further development of policies and procedures will be benchmarked against the current policies and procedures.
- We aim to establish a carbon footprint baseline for Scope 1 and Scope 2 emissions and implement measures such as sustainable sourcing, energy-efficient solutions, employee engagement and innovation.
- Certain objectives such as having a strong board of trustees or being a transparent organisation are less easy to measure and will therefore not be measured as such but instead will be periodically reviewed to ensure that the objectives are being met.



Theme 2: Our Classes

Strategic Goal:

To enhance access to adults of all different backgrounds, physical, mental, and cognitive abilities to learn foreign languages.

Objectives:

- To continue to promote and advocate the health benefits associated with language learning and to provide access for adults of all different backgrounds to language learning.
- To deliver high quality and meaningful language-based activities to older adults.
- To challenge stigma and prejudice about the perceived abilities of older people and people living with dementia.
- To develop marketing and promotion campaigns to spread awareness about both our care home and hub classes.
- To expand the reach of our SQA certificated courses for our care home and day centre courses.
- To acquire more space to enable us to increase our capacity to deliver hub/nest classes.
- To evaluate the impact created by both our hub and care home classes.
- To develop new methods of delivery to enable us to increase the reach of both care home and hub classes.
- To maintain and develop research partnerships to help increase knowledge regarding the benefits of language learning.

Measuring Progress:

- Quarterly Mixed Method surveys will be undertaken with both care home and hub students. These surveys will enable us to evaluate the impact our classes have had on their well-being and quality of life and will provide us with data that we can benchmark.
- To take yearly quantitative records of the number of participants, the number of courses, number of care homes worked in and the number of SQA participants. This data can thereafter be benchmarked with prior data to assess our reach and growth.
- To undertake qualitative methods such as case studies, interviews, videos, and pictures to help assess the depth of the social impact created.
- To take observational notes of our classes.
- To prepare annual social impact reports to showcase the social impact which Lingo Flamingo is making on a yearly basis.



Theme 3: Our Staff

Strategic Goal:

To be an inclusive, fair, and welcoming organisation that supports the well-being of its workforce.

Objectives:

- To maintain and develop flexible working conditions for our board, staff and tutors.
- To continue to be a living wage employer.
- To have an annual pay review where we review pay for our staff and tutors.
- To maintain and develop internal training and facilitate external training for our board, staff and tutors.
- To host events and exchanges for our staff to become better acquainted with one another.

Measuring Progress:

- To undertake annual surveys with staff to assess their general levels of happiness, incorporating a space for suggestions regarding how we can improve the working environment.
- To undertake formal and informal interviews with staff to get more details about ways in which Lingo Flamingo can enhance their work experience.
- To compare salaries and wages with similar organisations within the third sector on an annual basis to help ensure that Lingo Flamingo salaries are in line with the wider sector.

“It felt great to take part in the course. I never thought in all my years that I would learn Italian. I worked hard for the SQA qualification and will be framing my certificate and hanging it on my wall!”



Theme 4: Our Resources

Strategic Goal:

To have engaging, interactive and user-friendly resources catering to students with different needs and abilities.

Objectives:

- To continue to create, develop and tailor learning plans, resources and activities for both care home and hub students.
- To work closely with our students and their extended friends and families to ensure that our materials are as person-centred as possible.
- To work in partnership with external organisations to design and deliver co-produced training, materials and resources.
- To enhance our digital presence and social media by increasing our access to technology in both our care home and hub classes.

“Great class, very friendly tutor and great atmosphere in the class. The perfect way to spend a Tuesday evening! Très bien!”

Measuring Progress:

- To undertake a carbon footprint assessment allowing us to benchmark the environmental social change which we intend to create.
- To undertake pilots and focus groups to evaluate how any new services are received by our students.
- To obtain annual quantitative data from google metrics regarding the use of our online portals.



Theme 5: Our Finances

Strategic Goal:

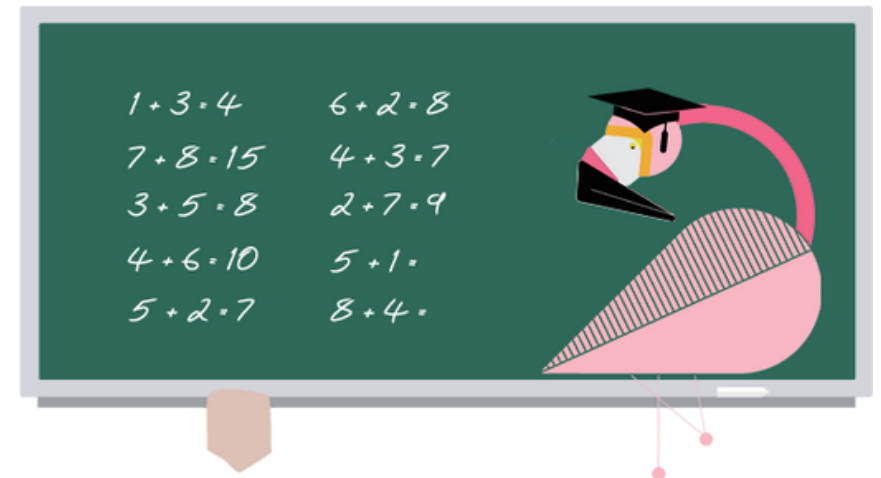
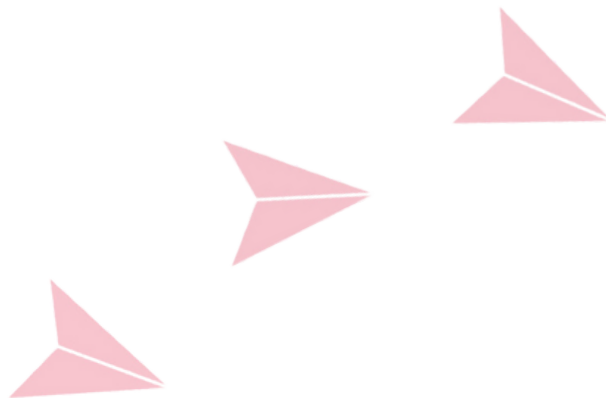
To maintain a healthy income through the diversification of income sources and to be a financially responsible and transparent third sector organisation.

Objectives:

- To maintain a stable income through a diversity of sources with at least 50% of organisational income obtained through trading.
- To obtain funding through local authority procurement processes.
- To develop a fundraising strategy by March 2024 to increase the amount of funding obtained through fundraising.
- To maintain a level of reserves between 3-6 months.
- By December 2023, develop more enhanced financial records including a more detailed overview of working accounts as well as support from a bookkeeper.

Measuring Progress:

- Our year-end financial accounts will provide an annual overview of the financial situation of Lingo Flamingo as well as detailing income and expenditure.
- Working accounts will help to break down grant spends/unrestricted and restricted income as well as providing monthly breakdowns of Lingo Flamingo's financial situation.
- To develop annual targets for both hub and care home sales.
- The use of Xero software will provide a further operational overview of our financial accounts.



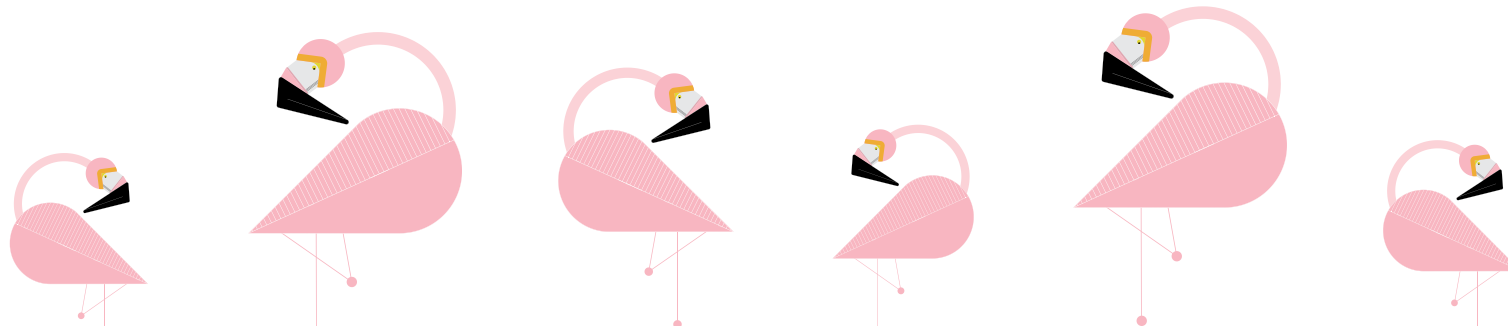
Our Future:

As discussed in the foreword, Lingo Flamingo has made significant steps since founding in 2015 and it is the intention of this strategic plan that the organisation can continue to develop and evolve over the next 3 years. The overarching goals of the organisation are:

- To be an inclusive, and fair organisation that supports the well-being of its workforce.
- To run a transparent and inclusive organisation with a strong system of governance.
- To have engaging, interactive and user-friendly resources catering to students with different needs and abilities.
- To maintain a healthy income through the diversification of income sources and to be a financially responsible and transparent third sector organisation.
- To enhance access for adults of all different backgrounds, physical, mental, and cognitive abilities to learn foreign languages.
- We are committed to improving our sustainability through the consistent monitoring of Net Zero emissions, incorporating sustainable sourcing and energy-efficient solutions, engaging employees, fostering innovation and developing a plan to measure Scope 3 emissions in the future.

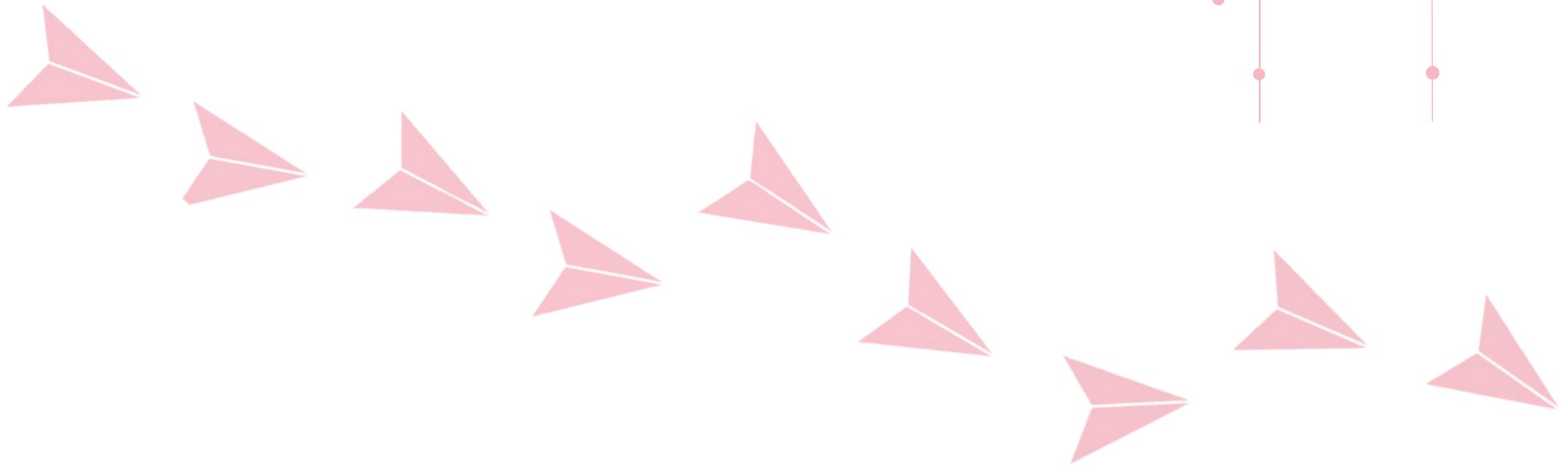
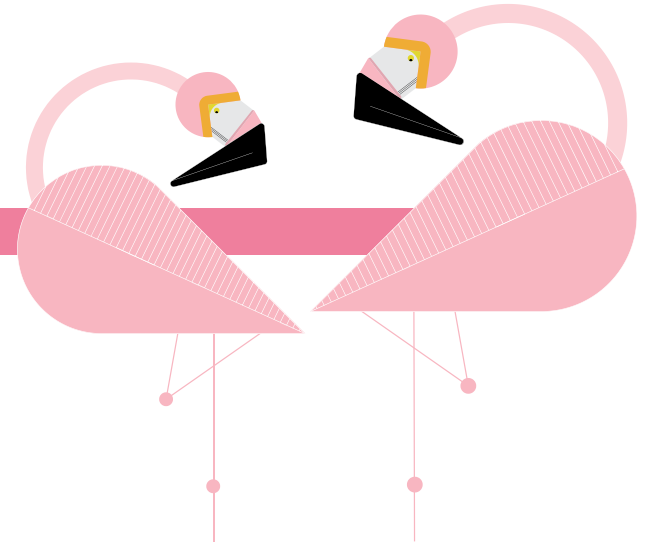
These overarching strategic goals will be monitored on an operational level by Lingo Flamingo staff and will be reviewed at a strategic level by the board of advisors/trustees and will help form an exciting new chapter in the future of the organisation.

We believe that this strategic plan will help to support our mission to increase the reach of language learning and develop more opportunities for adults to learn foreign languages, reduce stigma associated with dementia and inspire individuals to start their language learning journeys.



Lingo Flamingo

Strategic Plan 2023 - 2026



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