Community Learning and Development Partners'

Strategic Plan for Dumfries and Galloway 2018 - 2021

Dumfries &

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I am delighted to welcome you to our second Community Learning & Development(CLD) Partners' Strategic Plan for Dumfries and Galloway covering the period 2018 – 2021 and which forms part of our statutory responsibilities outlined in the requirements for CLD (Scotland) regulations 2013.

Across our region we have a significant number of voluntary groups, community organisations, trusts and partnerships, who along with various public bodies are involved in providing a range of CLD activities such as learning for all; volunteering opportunities; capacity building; community engagement and youth work.

This work is key, for example, to help support individuals to increase their personal confidence; gain new qualifications and increase their employability potential; supporting those experiencing disadvantage and poverty; or for a small community group to develop the skills to lead on a key project such as taking on responsibilities for a community facility.

As we continue to work through unprecedented financial challenges, the principles and approaches which are common to CLD will be essential in increasing life chances; ensuring our communities are listened to and have the opportunity to influence decision making;



Elaine Murray – Chair of Dumfries and Galloway Community Planning Partnership Board and Leader of Dumfries and Galloway Council

supporting learners to transform their lives and empowering communities to achieve their ambitions.

This strategic plan builds on the strong partnerships already formed through existing Community Planning arrangements and aims to build on the positive feedback received following the Education Scotland Inspection which took place during November and December 2017.

This new plan outlines our Partners' CLD priorities and commitments and aims to secure provision over the next three years with a specific focus on:

- Increasing learning and skills opportunities
- Increasing opportunities for children and young people
- Partnership working
- Supporting volunteers and communities
- Workforce Development

It gives me great pleasure to commend this plan and I am confident that CLD Partners will make a difference to our communities by delivering on the agreed key outcomes.





1. INTRODUCTION

The Community Learning & Development (Scotland) Regulations 2013 place a statutory requirement on local authorities to publish a plan every 3 years outlining how it will co-ordinate and secure "adequate and efficient" Community Learning & Development (CLD) provision with other sector partners.

The inaugural CLD Partners' Strategic Plan for Dumfries and Galloway 2015-18 has laid the foundations for improvements in CLD over the last 3 years and which has led to the formation of a CLD Partnership comprising a wide range of sector partners and who have assumed responsibility to deliver and report back on the plan. This work has led to:

• Partners' planning more effectively together for the benefit of our communities

- Roles and responsibilities becoming clearer
- Joint working having a greater impact on individuals and communities
- Improved understanding of data and priority areas for targeting resources across our region
- Communities and community groups starting to have a greater understanding and involvement in influencing how provision meets identified needs
- Capacity of communities and our workforce being increased
- The profile of CLD being raised with improved governance arrangements in place
- Education Scotland praising the high quality CLD arrangements that are place for Dumfries and Galloway following a formal inspection (November/December 2017)

2. WHAT IS COMMUNITY LEARNING AND DEVELOPMENT?

The role of CLD is to empower individuals, groups and communities utilising a variety of different approaches including community engagement, capacity building and facilitating accessible learning opportunities to affect positive change. The key principles which underpin this are:

- **empowerment** increasing the ability of individuals and groups to influence matters affecting them and their communities
- participation supporting people to take part in decisionmaking; inclusion, equality of opportunity and anti-discrimination
 recognising some people need additional support to overcome the barriers they face
- inclusion, equality of opportunity and anti-discrimination
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- **self-determination** supporting the right of people to make their own choices; and
- **partnership** ensuring resources, varied skills and capabilities are used effectively

Within the context of Scottish Government's National Performance Framework, CLD's specific focus should be:

- improving life chances for people of all ages through learning, personal development and active citizenship
- stronger, more resilient, supportive, influential and inclusive communities.

Scottish Government's expectations on what is included under the term "community learning and development" includes all relevant partners contributing to the following outcomes:

- community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers)
- youth work, family learning and other early intervention work with children, young people and families
- community-based adult learning, including adult literacies and English for speakers of other languages (ESOL)
- volunteer development
- learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders
- learning support and guidance in the community

3. POLICY CONTEXT

The national and local policy affecting CLD continues to change and evolve and will continue to do so over the coming years. This new plan taking us to 2021 considers the changes which are on the horizon with the aim of delivering a focused vision and improved outcomes for our communities living across our region:

National Drivers (Education)

- Getting It Right For Every Child
- Curriculum for Excellence
- The National Improvement Framework for Scottish Education (NIF)
- The Scottish Attainment Challenge
- Developing the Young Workforce (2014)
- Science, Technology,
 Engineering, and Mathematics
 Education and Training Strategy
 for Scotland (2017)
- Education Governance Review Next Steps (2017)
- Pupil Equity Fund
- Regional Improvement Collaboratives



Key Learning

- CLD Strategic Inspection Nov/ Dec 2017
 Skills Development Scotland
- Inspection Dumfries & Galloway - 2017
- Education Standards and Quality Report 2016/17
- Social Work annual report 2016/17



Local Policy Context*

- Council Plan 2017-2022
- Local Outcomes Improvement Plan 2017 - 2027
- Locality Plan on Food Sharing 2017 – 2027
- Partners' Equalities Outcomes 2017 2021
- Anti-Poverty Strategy 2015 2020
- Children's Services Plan 2017 - 2020
- Regional Economic Strategy 2016-2020
- Health & Social Care Strategic Plan 2016-2019
- Community Justice Improvement Plan 2018-2021
- Dumfries and Galloway College Plan
- Skills Development
 Scotland Operating Plan 2018-2020
- Third Sector D&G Business Plan
- DG Unlimited Strategic plan 2017-2021

National Drivers CLD

- The requirements for CLD (Scotland) Regulations 2013
- Strategic Guidance for Community Planning Partnerships: CLD 2012
- Community Empowerment (Scotland) Act 2015
- National Youth Work Strategy 2014 2019
- Adult Learning Statement of Ambition for Scotland 2014-2019
- Guidance to Community Planning Partnerships on the Community Empowerment (Scotland) Act 2015
- Adult Literacies in Scotland 2020
- National Standards for Community Engagement
- Scottish National Health and Wellbeing Outcomes
- Community Justice (Scotland) Act 2016
- Scotland's ESOL Strategy 2015-2020
- National Gaelic Language Plan 2018- 2023

Key Intelligence

- Health and Social Care Needs Assessment 2018
- Strategic Needs Assessment for Children & Young people 2017
- Community Learning Needs Assessment 2017/18
- Scottish Index of Multiple Deprivation Data
- Building Healthy Communities Qualitative Evaluation 2016
- Young People's Needs Assessment 2018
- Crichton Institute Poverty and Deprivation Study
- Ward Profiles
- Community Intelligence



4. HOW HAVE WE USED DATA/INTELLIGENCE?

Over the past few years a range of improved data sources and community intelligence has become available and which is helping partners to target resources and better understand need across Dumfries and Galloway. Particularly within our region, it is important that the Scottish Index of Multiple Deprivation data(SIMD) is not utilised in isolation. The recommended approach for using SIMD in local areas is to produce a local set of comparisons across the various data zones. We also know from the Crichton Institute's research into "understanding the dimensions of poverty and deprivation in Dumfries and Galloway" that poverty exists right across our region and not just in the most populated areas. The majority of our most deprived people do not live within the areas which are classified as most deprived using the SIMD. For older people this is particularly important because only 16% of older people live in our recognised areas of deprivation. Our key learning in helping to shape this new plan therefore derives from:

- Education Scotland Inspection November/December 2017
- Health and Social Care Strategic Needs Assessment 2018
- Strategic Needs Assessment for Children and Young people 2017
- Community Learning Needs assessment 2017/18
- Engagement undertaken in the production of the Local Outcomes Improvement Plan 2017 – 2027 including use of the Place Standard

- Community Justice Improvement Plan 2018-2021
- Crichton Institute's research into "understanding the dimensions of poverty and deprivation in Dumfries and Galloway"
- Scottish Index of Multiple Deprivation (SIMD) 2016: A Dumfries and Galloway Perspective
- Lived experience of those facing poverty (including feedback from the Education Scotland Inspection linked to the Tackling Poverty Reference Group)

The Year of Young People 2018 presents a unique opportunity to engage with a significant number of children and young people across our region aged between 10-25 years old to find out more about the issues affecting them and their communities. The ambition is to involve 10,000 young people in this exercise as part of the "10,000 voices" project. The results of this work will not be available until December 2018 and therefore our CLD Partners' annual action plan will need to be re-freshed at relevant points to reflect key issues arising from this work.

5. WHAT WE KNOW ABOUT OUR AREA

Some key statistics about our region and our population base:



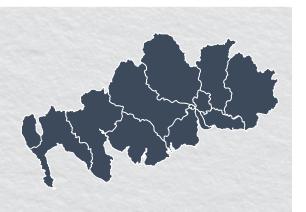
of the population living in remote rural locations



the overall population is projected to decline from to nearer 143,000 by 2039, a decrease of 4.5% (NRS population projections, 2012 based)

44.9%

nearly half of all people in Dumfries and Galloway live in areas classified as rural (areas with fewer than 3,000 people)



31%

the estimated number of older people (aged 75 and over) living alone in 2017 was over 7,500. This is expected to increase by 31% to over 9,850 people across Dumfries and Galloway by 2027



people living in the most deprived 20% of neighbourhoods in Dumfries and Galloway are more than twice as likely to be admitted to hospital as an emergency compared to those living in the least deprived areas



there is estimated to be a reduction in the number of working-age people, from 94,966 in 2011 to 75,894 in 2039, resulting in fewer people working in the health and social care sector



Dumfries and Galloway has 16 data zones in the 20% most deprived in Scotland i.e. 1.2% national share of the most deprived areas in Scotland; this equates to 16 out of 193 data zones (8.3%) in the 20% most deprived in Scotland



more than half the total minority ethnic population resides in Nithsdale; just over 20% in Annandale and Eskdale; and around 11% for both Stewartry and Wigtownshire (Census 2011, data aggregated from datazones to match localities)



large-scale social surveys put the lesbian, gay and bisexual LGB population at between 2 and 2.5% of the general population although it is recognised that the true percentage is likely to be much higher and in D&G an estimate of 5% would be a reasonable assumption



In total there are 4,025 households in Dumfries and Galloway affected by at least three dimensions of deprivation including:

- a person who is unemployed or long-term sick/disabled;
- no person with highest qualification of Level 2 or above;
- a person with bad or very bad general health, or long-term health problem/disability;
- overcrowded accommodation or no central heating.

6. TRENDS AND STATISTICS

1100 Over 1100 volunteers currently contributing to delivering on CLD outcomes through partners

involved in CLD Partnership

75.7% Xsattire Awards

The number of Saltire Awards issued through Third Sector Dumfries and Galloway has increased from 704 in 2014/15 to 1237 in 2016/17 (an increase of 75.7%)

18



practitioners are currently registered with the CLD Standards Council as either associate or full member

740

Groups and organisations contributing to CLD activities as registered through Third Sector Dumfries and Galloway



THIRD SECTOR Dumfries and Galloway



94.6%

Positive destinations for young people have increased from 87.4% in 2011/12 to 94.6% in 2015/16



Senior Phase - The four-year trends of both literacy and numeracy attainment in Dumfries and Galloway shows a year on year increase for 5 of the 6 measures with level 5 literacy remaining the same as the previous year. (National Improvement Framework Evidence Report – Dumfries and Galloway May 2018)



2014-2017 DE

Young people achieved 68 gold, 234 silver, 502 bronze Duke of Edinburgh awards 92.5%

of 16-19-year olds are participating in training, education or employment compared to the national average figure of 91.1% (Skills Development Scotland – Annual Participation Measure for 16–19 year olds in Scotland 2017)

7. GOVERNANCE ARRANGEMENTS

The lead within the local authority for co-ordinating the development of this new Plan sits within the Children, Young People and Lifelong Learning Directorate, however key services and organisations contributing to CLD Outcomes sit across all four Council Directorates and through a range of key partners, community and voluntary organisations operating across our region. The Council's Communities Directorate and Third Sector Dumfries & Galloway have a key role to play linked to the Community Empowerment (Scotland) Act 2015.

The CLD Partnership includes key sector partners and assumes overall responsibility for delivering on the outcomes and actions detailed within the plan.

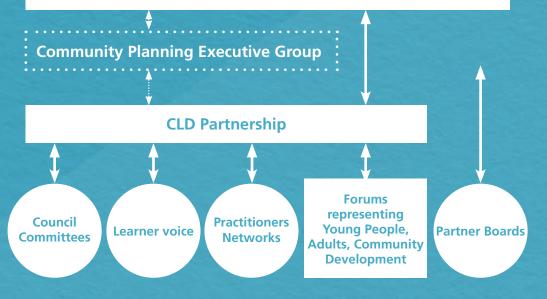
CLD Partnership – core membership and key contributors

D&G Council (7 key Services)	Third Sector, Dumfries & Galloway
DG Health & Wellbeing, Directorate Public Health	D&G Health and Social Care Partnership
Building Healthy Communities	Dumfries and Galloway College
Skills Development Scotland	DG Unlimited/arts sector
Department for Works and Pensions	DGVoice
Children's Hearings Scotland	LEADER

Progress against the CLD Partners' Strategic Plan is reported through the Community Planning Partnership Board on a quarterly basis with full scrutiny of the annual Action Plan taking place on an annual basis. The operation of the CLD Partnership is considered annualy by the Community Planning Executive Group which is ultimately approved by the Dumfries and Galloway Community Planning Partnership Board.

Relevant progress and specific projects/initiatives are also reported back through appropriate Partners' individual board mechanisms such as NHS, Dumfries and Galloway College and Third Sector Dumfries & Galloway.

Dumfries and Galloway Community Planning Partnership Board



8. QUALITY ASSURANCE AND CONTINUOUS IMPROVEMENT

Through our CLD Partnership we will continue to self-evaluate as partners utilising key quality assurance frameworks such as "How good is the learning and development in our Community?" and relevant quality indicators from "How good is our Schools" (4th Edition); How good is our culture and sport? (2nd Edition), "How good is our third sector organisation?" and "How good is our College?"

Whilst self-evaluation activity continues to be undertaken at a strategic level, partners are aware that arrangements need to be clearer for involving partners working at a ward/area basis and this is an identified area of improvement going forward.

In terms of a local authority perspective, CLD performance has also contributed to Public Sector Improvement Framework Assessments and a Council wide Best Value Audit which took place during Spring/ Summer 2018.



9. EDUCATION SCOTLAND INSPECTION NOVEMBER AND DECEMBER 2017 - KEY LESSONS LEARNED

Dumfries & Galloway Council was recently inspected by Education Scotland as part of the new model for inspection activity which focused around *"how good is the learning and development in our community?"* This inspection encompassed a Strategic Inspection of CLD arrangements followed by a place - based inspection which focused on the town of Dumfries.

This Inspection of CLD in Dumfries and Galloway Council found the following key strengths:

- Strong leadership that is driving change
- Well targeted approaches for those facing additional challenges
- Ambitious community organisations taking forward innovative projects
- Participants and volunteers contributing to learning

Strategic Improvement areas:

- Improving the voice of community organisations
- Develop a shared understanding of provision and progress





"Leaders at all levels also demonstrate an active commitment to making positive change"

"Partnership work to address poverty is well developed and ambitious"

"CLD partners are committed to ensuring staff and volunteers are appropriately supported to carry out their roles"

"Partners use data, research and needs assessments well to plan learning programmes"

"CLD targets are referenced in the Council Plan for 2017-22 and focus on targeting vulnerable children and young people"

9. EDUCATION SCOTLAND INSPECTION NOVEMBER AND DECEMBER 2017 - KEY LESSONS LEARNED (cont'd)

Through feedback received following the formal inspection process and through focus groups facilitated as part of the development of this plan, partners are aware that further focus is required on the following key areas over the next period of CLD planning:

Community planning, community development and

community engagement

- improving our understanding of the range of local groups and organisations that are contributing to CLD outcomes across our region
- implementing mechanisms to better engage, support and involve groups and organisations in the decision-making processes; this includes clarifying the roles between thematic, area and ward partnership groups/forums
- enhancing community voice and empowerment

Adult learning, family learning and volunteering

- capturing the overall picture of adult learning and volunteering to help inform future planning
- partners developing a stronger and shared understanding of progress
- developing clearer learning pathways for progression with partners
- ensuring celebration of achievement events have a higher profile
- improve the voice of learners in decision making

Young people and schools

- improving awareness and understanding of CLD partner work with schools
- improve the tracking of young people's achievements in and out of school to better inform career choices
- provide clearer information for parents around the support available for families linked to learning opportunities and the various services who can help
- increase awareness and understanding with schools on how CLD Partners can effectively contribute to improving attainment through Pupil Equity Fund opportunities



Workforce development

- improve the co-ordination of workforce development opportunities across partners including development of a joint training calendar
- investigate opportunities to increase joint career long professional development between teaching and CLD practitioners to help support improved learning experiences for young people

Equalities

- improving partner work around digital inclusion and particularly to support older people and those accessing Universal Credit
- continuing to raise our awareness of the barriers faced by people with protected characteristics and ensure equal opportunities for all
- continue to promote/develop positive actions around the inequalities framework



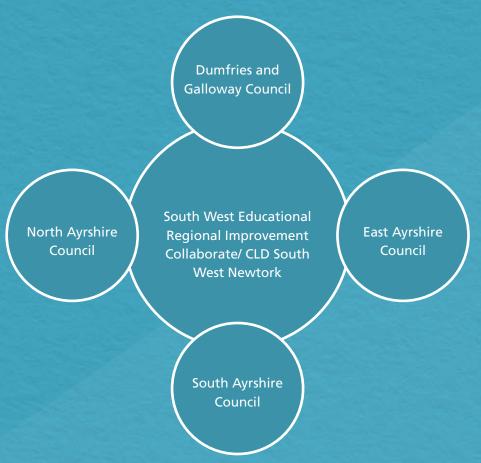


10. REGIONAL IMPROVEMENT COLLABORATIVES/CLD SOUTH WEST NETWORK

During 2017, as part of the Education Governance Review undertaken by Scottish Government, six new Education Regional Improvement Collaboratives (RIC's) were established across Scotland, with Dumfries and Galloway joining North, South and East Ayrshire in the South West Collaborative. The aim of these RIC's is to bring together a range of professionals with a focus on:

- improving wellbeing, attainment and positive outcomes for young people
- driving improvements in performance making use of all available evidence and data

A CLD South West Network is also in place covering the same geographical areas as the South West RIC with CLD professionals working together to help improve workforce development opportunities, share best practice and ensure that the work of CLD partners can help contribute to the delivery of the South West Educational Improvement Collaborative Plan.



11. BARRIERS TO PARTICIPATION AND DEFINING UNMET NEED

The geography of Dumfries and Galloway presents some unique challenges in terms of communities being able to access services. Key emerging issues are summarised as follows:

Infrastructure

Dumfries and Galloway has the third highest proportion of people living in remote rural locations after Argyll and Bute and the Highlands with 1 in 5 people from Dumfries and Galloway living in places considered to be remote and rural. There are currently a number of infrastructure challenges that impact on the community being able to access key services and learning opportunities due to:

- Access; availability and frequency of public transport
- Upgrades required to A75, A76, A77 and associated rural roads
- Generally poor quality broadband speeds and reliability issues including some outlying areas with no broadband coverage which is affecting digital participation
- Travel distance to Community hubs to access improved facility provision/services

Improvement action - The CLD Strategic Partnership needs to develop closer linkages with partners/agencies leading on transport and broadband improvements to help ensure barriers to participation in learning are reduced/removed.

In particular, we would look to build on the innovative community transport model being taken forward through the Dumfries and Galloway social transport public social partnership.

Information and intelligence

The Strategic Needs Assessment for Health and Social Care 2018 has identified some gaps in intelligence and local knowledge surrounding the following:

- the challenges faced by the third sector work force
- housing needs for vulnerable people
- the needs of black and minority ethnic communities
- the physical health of mental health patients
- social capital and community resilience
- the impact of obesity and gambling

Improvement action - The CLD Partnership and particularly Third Sector Dumfries and Galloway have a key role to play in working collaboratively with Health and Social Care locality partnerships to help explore these issues; identify solutions and contribute to positive improvement actions.

11. BARRIERS TO PARTICIPATION AND DEFINING UNMET NEED (cont'd)

Building Community Capacity and Capability

The Community Empowerment (Scotland) Act has provided a sound basis for partners to work more closely with communities to help them realise their ambitions.

Increasingly, communities are being supported by partners to participate in the design and delivery of local services, enabling their communities to be sustainable at a time of public sector spending restraint.

For example, partners support communities to take ownership of public sector buildings and land under Community Asset Transfer arrangements. This has resulted in the community managing a wide variety of local projects from community centres to Men's sheds and harbour facilities.

Third Sector Dumfries and Galloway and the Council work jointly to support communities to build capacity to enable them to gain skills and confidence to meet this challenge.

Communities are also participating in conversations around prioritising services using a Participatory Budgeting approach and public services are increasingly influenced and directed by public vote on the premise that local people know best, what is needed, and what works in their community.

Improvement action - CLD partners are engaging together to understand emerging needs; work together to maximise the capacity building resource available across all partners; and prioritise those who need assistance most.

Third sector Dumfries and Galloway will work closely with the Council's community planning and engagement team to develop locality partnership roadshow events aimed at increasing the capability and capacity of local organisations.

Accredited Learning

At the current time, accredited qualifications for young people such as Duke of Edinburgh Awards is growing in popularity across Secondary Schools. It is expected that there will be increased demand for this type of accreditation activity over the next few years, however capacity is already being stretched across those with lead responsibilities. This could be further compounded over the coming years in light of the current financial climate.

Through anecdotal discussions with partners there would also appear to be some gaps identified in improving accredited learning opportunities for young disabled adults who leave Secondary School and mechanisms for the continuation of learning linked to those involved in the Justice System at every stage.

Improvement action – The areas of Community Capacity building and accredited learning require to have a key focus within the new 3-year CLD Action Plan, including a concentrated effort and upskilling of the CLD workforce in order to maintain and meet future requirements.



12. DEVELOPMENT OF OUR NEW OUTCOMES AND OBJECTIVES

In reviewing progress against the previous CLD Partners' Plan 2015 – 2018, partners were keen to recognise and acknowledge that within existing Community Planning arrangements there are a range of key groups and partnerships who are already contributing effectively to CLD Outcomes. Whilst it is essential that the CLD Partnership maintains the overview, partners felt that there was a clear opportunity to define a more specific focus for the Partnership going forward.

This led to the following vision, principles and outcomes to take forward CLD over the next 3 years':

Vision

"Our vision is to work together as CLD partners to strengthen the sector across Dumfries and Galloway to enable our people and communities to improve their life chances and quality of life."

Key Principles

- working together in partnership for the benefit of our communities
- enabling communities to take the lead
- sharing information and intelligence to improve our joint planning and targeting of resources
- ensuring that we reflect on our progress on a regular basis to support continuous improvement
- promoting equality and diversity in all that we do





Outcome 1 - Skills and learning opportunities are co-ordinated across partners and our provision is targeted and reaching those in most need

- continue to ensure that partners are working together to develop clear learning pathways
- partners are sharing information and intelligence to ensure that opportunities are targeted at those who need them most



Outcome 2 - Our children and young people are experiencing improved outcomes and positive destinations through enhanced partnership working

- strengthen and clarify relationships between CLD providers and schools
- continue to increase positive destinations for our young people
- increase opportunities and experiences for those who are hardest to reach



Outcome 3 - Volunteers, target groups and community organisations are supported to develop their capacity and capability in order to maximise opportunities linked to the Community Empowerment (Scotland) Act

- clarify the support available for community organisations
- tailor support packages to help upskill our communities
- better co-ordinate volunteering opportunities and support across our partnership



Outcome 4 - The involvement of learners and community organisations in shaping CLD priorities has increased and is leading to positive change

- work on a local basis to bring together key groups and organisations involved in CLD to help develop a shared understanding of the challenges and opportunities
- improve awareness and understanding of how groups and organisations are contributing to CLD Outcomes
- improve engagement and communication so that learners and community organisations have the opportunity to have their voice heard and that this is leading to evidenced change

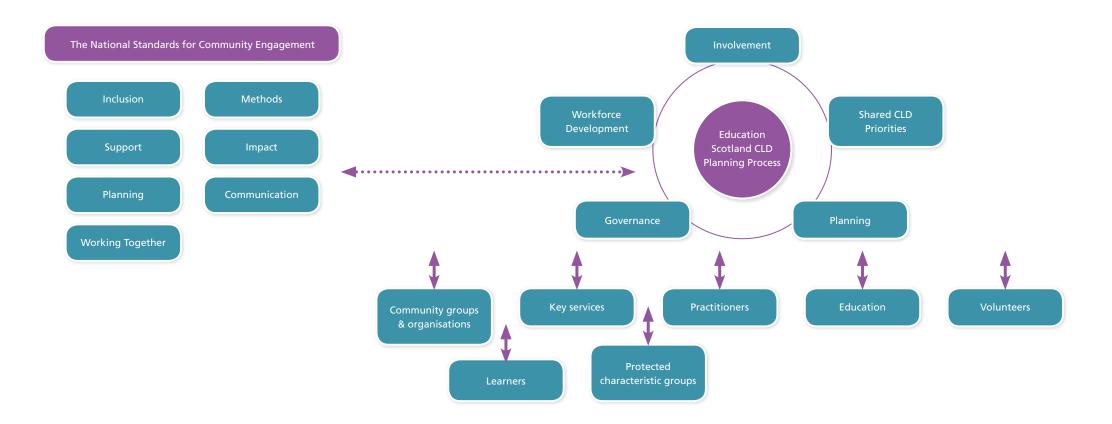
Outcome 5 - Our CLD Sector workforce has the necessary skills to deliver on the ambitions of our plans

- increase the number of CLD practitioners registered with the CLD Standards Council
- improve access to and awareness of partner CLD related training and learning opportunities for volunteers and practitioners



INVOLVEMENT IN THE PLAN

In developing our accompanying three year Action Plan we considered the key requirements highlighted with the Education Scotland, "revised guidance note on Community Learning & Development Planning 2018 – 2021" and the National Standards for Community Engagement:



The engagement on our new CLD Strategic Plan took place over a seven month period. The feedback from this combined with learning from the recent CLD Strategic Inspection and also from other key engagement, such as that linked to the development of the Local Outcomes Improvement Plan 2017 – 2027 has helped shape our plan for the next three years and which is attached as Appendix 1 of this document.

APPENDIX 1

COMMUNITY LEARNING AND DEVELOPMENT PARTNERS' PLAN 2018 – 2021 (3 YEAR ACTION PLAN)

N.B. Please refer to glossary of terms at end of this document

S – Short Term (1 year), M – Medium Term (2 years), L – Long term (3 years)

Outcome 1	How we will meet these key outcomes?	Time-scales		Who will lead/contribute?	Evidence/Impact/Indicators
Skills and learning opportunities are co-ordinated across partners and our provision is targeted and reaching those in most need	 Key Strategic Actions Develop a new regional Centre of Excellence for skills with partners - this will make learning pathways clearer, more effective and increase workforce development opportunities Use up to date intelligence/data to agree partner delivery across the region with a focus on targeting those in most need Sign up to Scotland's Digital Participation charter and ensure our digital support is co-ordinated with partners and supports older people and those affected by Universal Credit as a priority Explore opportunities for funding and partnership work through the South of Scotland Economic Partnership and Borderlands Initiative. Key Operational Actions Provide a range of learning opportunities/interventions which help to improve the health & well-being of our communities and target groups Provide a range of skills development opportunities for our communities and targeted at those in most need (i.e. unemployed people, disabled people, those facing poverty) Ensure that those who require ESOL support and refugees requiring specialist skills/assistance to help integrate into society and secure employability have their needs met Support people experiencing poverty move from dependence to independence through confidence building/accredited learning/securing employment Ensure equality of opportunity and support is available to those involved in the Justice System, at every stage, including victims and families to help improve positive outcomes Increasing employability by supporting the Links to Work project and prioritising support to those with little or no qualifications Promotion of my world of work (Skills Development Scotland) amongst partners, parents and targetel learners Use the commissioning of training services to increase capacity and support providers to assist reach those who are most vulnerable Make better use of community assets and schools to provide improve	M S S M S M S M S M S M S/M S/M S M S/M S/	 D&G College Outcomes Plan (20:20 Vision) Links directly to Local Outcomes Improvement Plan (LOIP) - (Outcomes 1& 2) Crichton Institute poverty data/SIMD data Key target groups identified in LOIP Community Learning needs assessment 2017/18 Learned experience from Tackling Poverty Reference Group Key data from Department for Work and Pensions(DWP)/unemployment trends Adult learning statement of ambition National outcomes for adult learning Strategic Plan 2017-2019 for Youth services Service review; Services for young people Education Authority Annual Plan Community Justice Improvement Plan 2018-2021 DGC Equality Outcomes DG Unlimted Strategic Plan Locality Health and Wellbeing Teams/Health and Social Care Plans National Health and Wellbeing Outcomes Regional Social Prescribing Framework Discussions/engagement with key local groups and organisations Equality Act 2010 - The 9 protected characteristics Scotland's ESOL Strategy 2015-2020 D&G Council Gaelic Language Plan 2016-2021 	Main Stakeholders(Leads)CLD PartnershipEconomic Leadership GroupDumfries and GallowayCollegeYouth GuaranteePartnershipLifelong Learning ServiceSkills Development ScotlandMain ContributorsBridge Board/CommunityPartnersTackling Poverty Co- ordination GroupCommunity JusticePartnershipLGBT Youth ScotlandYoung People's ServicesEquality & DiversityWorking GroupTackling Poverty Reference GroupWellbeingStrategic Housing/ Homelessness ServiceThird Sector Dumfries and GallowayDumfries and Galloway Health & Wellbeing, Directorate Public Health	 From an initial baseline – an increase in the number of people who face barriers achieving qualifications and/or citing increases in confidence (new indicators linked to European Funding streams) An increase in the no. of learners participating in learning opportunities A clear and co-ordinated programme of learning opportunities agreed with partners is in place No. of new programmes being delivered from community facilities/schools No. of new learning programmes being delivered from the Bridge Case Studies on impact of ESOL Case studies on previous offenders continuing learning on exiting justice system Case studies on how participation in learning has improved health & well-being Case studies on how improving digital skills has led to improved life chances
	joint events with partners				

Outcome 2	How we will meet these key outcomes?	Time-scales	Key sources of information/reference point	Who will lead/contribute?	Evidence/Impact/Indicators
Outcome 2 Our children and young people are experiencing improved outcomes and positive destinations through enhanced partnership working	 How we will meet these key outcomes? Key Strategic Actions Implement and establish a new regional model for youth democracy and participation Use the results from Year of Young People 2018 engagement to develop priority projects for young people Increase awareness and understanding within the youth work sector on the use of youth work outcomes and indicators for quality improvement, self- evaluation, and demonstrating the value of youth work. Continue to focus the support and delivery of community-based youth work opportunities for young people Partners are offering a co-ordinated range of intervention and prevention activities focused on improving health & wellbeing for young people Help increase awareness and understanding of how CLD can be used to improve attainment and maximise impact of Pupil Equity funding Partners are working together to develop a STEM (Science, Technology, Engineering, Maths) Strategy for the region Key Operational Actions Develop and implement improved tracking mechanisms with partners to help record learning journeys/achievements in/out of school including school to College pathways Ensure every secondary school has access to an agreed wider achievement offer Develop new learning opportunities linked to STEM (Science, Technology, English and Maths). Widen Family Learning approaches across the 	Time-scales	Key sources of information/reference pointStrategic needs assessment for Children & Young people 2017Young People's Participation and Engagement Strategy10,000 voices Young People's engagement 2018Links directly to LOIP Outcomes 1&2Year of Young People Plan for Dumfries & GallowayNational Youth Work Outcomes and ExperiencesCorporate Parenting PlanYoung People's Services PlanEducation Authority Annual PlanNational Health and Wellbeing OutcomesChildren's Service's Plan	Who will lead/contribute? Main Stakeholders (Leads) Youth Guarantee Partnership Youth Work Strategic Group Young Peoples Services Health & Wellbeing Strategic Group Year of Young People Strategy Group Building Healthy Communities(BHC) Plan Champions Board Skills Development Scotland Education Early Years Strategic Group Main Contributors CLD Partnership Lifelong Learning Services	 Evidence/Impact/Indicators No of new /targeted programmes in place which are having an evidenced positive impact Increasing no. of young people participating in learning opportunities and acheiving accredited awards Increasing trends in positive destinations for young people/ participation measure No. of CLD partners involved in the delivery of activities in schools through use of Pupil Equity Funding Case studies evidencing how CLD can help to improve attainment Case studies evidencing how intervention activities are leading to improved life chances Case studies evidencing how family learning interventions are working and improving outcomes for parents and families
	 workforce through upskilling of staff Increase opportunities for care experienced young people to participate within youth work and CLD activity 	s			

Outcome 3	How we will meet these key outcomes?	Time-scales	Key sources of information/reference point	Who will lead/contribute?	Evidence/Impact/Indicators
Volunteers, target groups and community organisations are supported to develop their capacity and capability in order to maximise opportunities linked to the Community Empowerment (Scotland) Act	 Key Strategic Actions We will review Community Planning arrangements so that the roles between thematic, area and ward partnership groups become clearer for all Promote the agreed partnership arrangements to maximise opportunities linked to the Community Empowerment (Scotland) Act: DGC Participatory Budgeting Framework Scotland Partners' Asset transfer community arrangments Partners Participation Requests arrangments DGC Co-producted Commissions Partners Volunteering arrangements Key Operational Actions Implementation of the DGC Volunteering Strategy and Guidance Agree on a co-ordinated and consistent volunteer support package across CLD partners Ensure that the skills and experiences of volunteers are matched to best opportunities available 	S M S/M M M	Links directly to LOIP Outcome 8 National outcomes for Community Development Communities Directorate Business Plan DGC Directorate Business Plans Third Sector D&G Business Plan Council Volunteer Strategy Community Participation and Engagement Strategy Community Empowerment(Scotland) Act 2015	Main Stakeholders (Leads) • Community Planning and Engagement Unit • Third Sector D&G Main Contributors • CLD Partnership • Young People's Services/ Lifelong Learning and Wellbeing • NHS Dumfries and Galloway • Health and Social Care Partnership • All Council Directorates • Dumfries and Galloway Health & Wellbeing, Directorate Public Health	 Capturing case studies of effective/ best practice and sharing No. of volunteers agreements (DGC) No. of organisations supported to deliver (DGC) No. of volunteers helping to deliver on CLD Outcomes through partners Case studies on community organisations who are successfully taking on projects/assets within their areas Case studies on best practice in volunteering

Outcome 4	How we will meet these key outcomes?	Time-scales	Key sources of information/reference point	Who will lead/contribute?	Evidence/Impact/Indicators
The involvement	Key Strategic Actions		Links to LOIP Outcomes 1,2,3, 8	Main Stakeholders	Increasing no. of groups/
of learners and community	 increase our understanding of groups and organisations contributing to CLD outcomes on 	М	Consultation Mandates	(Leads)	organisations formally engaging with CLD Partnership
organisations in shaping CLD priorities has increased and is	a local basis across our region to help strengthen partnership arrangements and identify and address emerging local need		Key target groups identified in LOIP	DGC – CommunitiesCLD Partnership	 No. of groups citing that partnership working and joint impact has improved over a 3-year
leading to positive change	 Improve local engagement arrangements to ensure effective mechanisms are in place with local learners, community groups and organisations to 	М	Community Learning needs assessment 2017/18	 Dumfries and Galloway Health & Wellbeing, Directorate Public Health 	period
	help identify and address key issues and better inform CLD planning		Learned experience from Tackling Poverty	 Health and Social Care Partnership 	Case study on how new reporting
	 Implement the Partner's Strategies for Community Participation and Engagement 	S	reference group	Third Sector D&G	arrangements are leading to improved communication; improved partnership working; meaningful
	 Improve communication and involvement in the CLD Partnership by developing reporting lines to 		Youth Participation and Youth Engagement	Main Contributors	change and the profile of CLD being raised and valued.
	include the following: - Youth Work Strategic Partnership	S/M	Strategy	Youth Work Strategic Group	
	- Lifelong Learning Partnership - Community Development practitioners network		National Standards for Community	Scottish Youth Parliament Young	Case studies on how the views of
	- Learner voice		Engagement	Peoples' ServicesWellbeing	young people communities are being captured and which is leading to service improvements.
	Key Operational Actions			Community action	
	• We will increase awareness and raise the profile of our CLD Plan by:	S		through participation and engagement (CAPE)	
	- Re-launching and promoting our website				
	- Developing social media presence				
	- Developing a free membership circulation list specifically for front line CLD sector partners/ organisations				
	 Ensure a mechanism in place to capture views of young people/Members Scottish Youth Parliament (Youth participation and engagement Strategy) 	S/M			
	 Commit to our improvement journey by undertaking a rolling programme of self-evaluation activity on an area/ward basis involving key community groups/organisations 	S/M			
	 Establishment of the Elected Dumfries & Galloway Youth Council 	S			
	 Develop a local (regionwide D&G) Young Person's Sports Panel, to allow for a youth voice to be represented and heard in relation to sport and physical activity. 	S/M			

Outcome 5	How we will meet these key outcomes?	Time-scales	Key sources of information/reference point	Who will lead/contribute?	Evidence/Impact/Indicators
Our CLD Sector workforce has the necessary skills to deliver on the ambitions of our plans	 Key Strategic Actions Support key outcomes emerging from National CLD Workforce development action plan Undertake assessment of sector skills gaps/ emerging needs linked to changing local /national priorities Communicate the purpose and value of the youth work outcomes and indicators within the youth work sector and to key partners and stakeholders Key Operational Actions Developing a programme of training and learning which meets the needs of our workforce Sharing and co-ordinating improved opportunities for development and recognition of volunteers Commitment to developing annual cross sector training/learning calendar Supporting the upskilling of communities and our workforce to be confident in a variety of community enagement techniques Promoting CLD Standards Council membership and core competencies for practitioners to all those contributing to and working within CLD sector 	S/M S S S M S S/M S	National CLD Workforce Plan National occupational standards for youth work Education Authority Annual Plan Council Volunteer Strategy CLD Standards Council Competency Framework for Practitioners	Main Stakeholders (Leads) CLD Partnership Main Contributors CLD South West Network Third Sector D&G Youth Work Strategic Group Young People's Services All Council Directorates Dumfries and Galloway Health & Wellbeing, Directorate Public Health Health and Social Care Partnership	 Increasing no. of practitioners registering with CLD Standards Council over a 3- year period No. of joint training/learning opportunities open to partners each year, including uptake No. of training/learning opportunities offered which directly contribute to priority areas identified in the national CLD Workforce Development Action Plan Case studies on how improved workforce development is leading to better skilled practitioners and volunteers and improved outcomes/ community impact

Appendix 2 – Local Policy Context – Key Linkages with CLD Plan 2018 - 2021

Council Plan (Principles) 2017 - 2022	Local Outcomes Improvement Plan 2017 - 2027
 Council Plan (Principles) 2017 - 2022 Focus on early intervention and prevention Encourage safe and resilient communities Help the most vulnerable people and those in need Develop skills and opportunities Listen to our communities and people Deliver efficient and sustainable services Be open and honest Work in partnership Be ambitious for our region Deliver locally 	 Outcomes Improvement Plan 2017 - 2027 Outcome 1: Everyone who needs help to work receives the right support Outcome 2: Learning opportunities are available to those who need them most Outcome 3: Health and Wellbeing inequalities are reduced Outcome 7 – People are well connected Outcome 8: Individuals and communities are empowered
Children's Services Plan 2017 - 2020	Regional Economic Strategy 2016 - 2020
 Ensure children and young people are safe and free from harm Ensure children and young people get support at the earliest appropriate time through prevention and early intervention Improve the well-being and life chances of our most vulnerable children and young people 	 Developing places by empowering communities to address economic challenges and opportunities Creating a culture of better skills and opportunity which will retain and attract people of working age and improve the competitiveness for individuals and businesses

- Work to reduce or remove barriers so that all children and young people have equality of opportunity
- Deliver the best possible health and wellbeing for all children and young people
- Raise attainment and be ambitious for all children and young people

- Creating a shared vision and partnership working across the public, private and third sectors along with our providers of further and higher education

Health and Social Care Strategic Plan 2018	Equalities Outcomes Plan 2017 – 2021
 "Making our communities the best place to live active, safe and healthy lives by promoting independence, choice and control" Commitments We will support people to lead healthier lives We will work with people to identify and make best use of assets to build community strength and resilience We will actively promote, develop and support volunteering opportunities We will strengthen public involvement at all levels of planning health and social care and support We will support the provision of a Multi-Agency Safeguarding Hub to ensure a joined-up approach in terms of identifying, sharing information about and responding to adults at risk of harm We will measure performance against good practice from elsewhere and encourage and support new ideas locally We will share learning about health and social care inequalities, including their causes and consequences, and use this information to drive change 	 Improve employment prospects of our young people Ensure that our decisions take full account of equalities considerations Ensure our information and services are easily accessed Ensure young people are more actively engaged in local decision making Encourage participation and engagement of people with Protected Characteristics Ensure interventions are early and effective Ensure the people who are deemed most at risk from harm will be identified, supported and protected Promote fairness and respect across our organisations and communities Tackle the causes and effects of poverty Raise attainment, achievement and participation for children with Protected Characteristics Remove barriers so that all children and young people have equality of opportunity
 Community Justice Outcomes Improvement Plan 2018 - 19 Priority 2: Promote equality of access and opportunities for all those involved in the justice system including victims and families Priority 3 – Encourage, support and develop multi agency approaches which improve effectiveness 	 Local Policing Plan 2017 – 2020 Outcome 2 – Learning Outcome 3 – Health & Wellbeing Outcome 8 - Involvement

Skills Development Scotland – Operating Plan 2018 - 2020

- Goal 1 Employers are better able to recruit the right people with the rights skills at the right time
- Goal 2 Employers have high performing, highly productive, fair and equal workplaces
- Goal 3 People have the right skills and confidence to secure good work, progress in their careers and achieve their full potential
- Goal 4 Increased equality of opportunity for all
- Goal 5 SDS is an employer of choice, an exemplar of fair work and internationally recognised for excellence, innovation and customerfocus.

Third Sector Dumfries & Galloway Business Plan

Core business and Funding

- Volunteering Development
- Social Enterprise Development
- Supporting and developing a strong third sector
- Building the third sector relationship with community planning

Aims

- Inequalities
- Civic Society
- Resilience
- Social Capital
- Community Empowerment
- Community Development
- Active Citizenship
- Enterprising Third Sector

D&G College – Vision 2020		DG Unlimited Strategic Plan 2017 – 2021
1. 2. 3. 4. 5. 6.	egic Outcomes We will provide opportunities to access and progress through education and training at all levels. We will deliver education and training that is a route to employment and career development and is aligned to local and national economic need. We will be the first choice for recruitment, training and development of the workforce. We will enable communities to grow and develop through local education and training. We will support more businesses to start-up, grow and diversify. We will enable people to build their independence and confidence in a supportive environment. We will enable people, through lifelong learning, to remain healthy and socially engaged.	 Mission "We seek to create Scotland's leading rural arts network by supplying creative practitioners and organisations to help themselves and each other; providing a collaborative voice; celebrating and nurturing talent; and growing the next generation of creative practitioners" Strategic Aims Advocacy Advice, support and skills development Investment Sustainability & Resilience
Healt 2021	 ch and social care equality and diversity joint outcomes 2017 - EDO 1 Integrated services are better at using the equality monitoring information they collect to provide services that meet individual needs EDO 2 Integrated services will help to make sure that all different kinds of people feel safe, respected and supported; including staff, patients and visitors. EDO 3 All people, no matter their sexuality, gender or sexual expression will experience less unfair treatment. EDO 4 More young people and disabled people will be successfully supported to access work place opportunities, reducing barriers, so they feel part of the working community 	Local Fire and Rescue Plan for Dumfries and Galloway 2018 Purpose "To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland" Our Priorities Improved Local Outcomes Impro

Appendix 3 – Summary of learner and volunteer feedback

CLD Plan learner engagement – summary of key skills requirements identified

Life skills	Basic literacy and numeracy skills	English and budgeting skills
Confidence building	Managing money/bills	Help with Universal credit
Helping children with homework	Understanding early child development	Science, Technology, Engineering, Maths (STEM)
Coping with stress	Accredited qualifications	Community integration
Cooking from scratch	Merchandising	Listening skills
Using full range of functions on a mobile phone	Communication skills	Being able to work as part of a team
Being able to contribute to and influence decisions	Computing	CV preparation/interview skills

CLD Plan learner engagement - summary of barriers to participation

Poor transport links and costs, particularly in very rural areas	Reduced funding leading to less opportunities	Working with Teachers/Parent Councils
Childcare availability and costs	Embarrassment/lack of confidence	Money problems
Isolation	No internet access	Health problems
Carer responsibilities	Mental health	Availability of local support for learning

CLD Plan volunteer engagement – summary of key barriers to involvement and general comments

Barriers	Summary of other General Comments
Transport	majority of volunteers felt that they receive good support and training, including induction
Time	that skills are being best utilised
Shift work	enjoy being involved in a range of opportunities
Carer responsibilities	that the contributions of volunteers are recognised, including involvement in celebration events. There could, however, be more recognition from senior leaders on the key role that volunteers play
Red tape/bureaucracy	Sometimes difficult to influence decision making
Funding for resources	
Accessibility to venues and affordability of facilities	
Health/mental health/anxiety	

Appendix 4 - Impact of volunteering

"I have enjoyed working as a part of one big team at Youth Beatz and it is a great sense of achievement when everyone works together to transform the dock park into Youth Beatz, Scotland's largest free music festival and you get to see the whole community enjoying themselves in your home town."

"It has helped me grow in confidence"

"I am more aware of how my actions can affect others"

'By being part of this group I feel as If I have become part of a family as we are all very friendly and work well as a team, I have confidence and I feel now that I can approach the general public and have a conversation with them. I have also been given the opportunity to attend events that I may never have attended. It has also got me out of the house more now, which my mum and dad are very happy with.' "As a volunteer I have been fortunate to attend Volunteers Celebration Events organised by the Youth Work Team, where you are presented with a certificate for volunteering your time to the youth work service, it is a great night, you feel proud to be a volunteer."

> 'I decided to start volunteering because she wanted to make a difference. When I hear the good stories from the young people I have helped I know I have made a difference.'

'Volunteering provides a lovely experience. You meet great people and I'm always impressed by how willingly other people are to give their time for other people...I get so much pleasure out of it.'

"It's all about communities and connecting communities"

'Volunteering has made me build confidence in myself by going to events and talking to people. Before I would stand back let others do the talking but now I can be the one that talks to people.'

Appendix 5 – references

The Requirements for Community Learning and Development (Scotland) Regulations 2013 Revised Guidance Note on Community Learning & Development Planning 2018-2021 https://education.gov.scot/Documents/CLDGuidanceNotes2017.pdf The National Policy Context for Community Learning and Development (CLD) Planning November 2017 https://education.gov.scot/Documents/Accompanying-note-for-CLD-guidance-2017.pdf Health and Social Care Strategic Needs Assessment 2018 http://www.dg-change.org.uk/strategic-needs-assessment-second-edition/ Dumfries and Galloway Local Outcomes Improvement Plan 2017 - 2027 Crichton Institute (2015) Understanding the Dimensions of Poverty and Deprivation in Dumfries and Galloway Scottish Index of Multiple Deprivation (SIMD) 2016: A Dumfries and Galloway Perspective Community Empowerment (Scotland) Act 2015 http://www.legislation.gov.uk/asp/2015/6/contents/enacted Council Plan 2017 – 2022 Anti-Poverty Strategy 2015 – 2020 Dumfries and Galloway's Children's Services Plan 2017 – 2020 Equality Outcomes 2017 – 2021 Regional Economic Strategy 2016 – 2020 Community Justice Outcomes Improvement Plan 2018 - 19 http://www.dumgal.gov.uk/article/16350/Strategies-plans-and-policies (link to key Council Plans) Dumfries and Galloway College 20:20 Vision Local Policing Plan 2017 – 2020

CLD Partnership – established a few years ago to act as a Strategic forum to oversee CLD activities across the sector and involving a range of key partners including various Council Services; Dumfries and Galloway College; Third Sector Dumfries and Galloway; Skills Development Scotland; National Health Service. This Partnership has led to improved joint planning and targeting of resources.

LOIP – Local Outcome Improvement Plan – every local authority requires to have a plan in place clarifying its community planning priorities with partners.

Centre of Excellence – a new concept that it currently being investigated at the moment which would see Council Services; College; NHS; Third Sector partners; private sector planning together and sharing resources to better co-ordinate workforce development, training & learning opportunities including improved learner journeys/pathways for young people and adults. This would lead to improved professional development across the sector and improved quality of learning opportunities for young people and adults.

Scotland's Digital Participation Charter - a national initiative aimed at giving everyone in Scotland the essential digital skills they need to do their jobs, live their lives and confidently use digital services. http://digitalparticipation.scot/

Lifelong Learning & Skills Framework – This model complements the development of a centre of excellence and helps partners agree and co-ordinate the delivery of learning opportunities to help increase positive impacts within personal, social, civic, family and work setting. Skills frameworks help clarify the range of qualifications and learning opportunities on offer to make it clearer to see how individuals can progress and develop their skills and which employment routes this can take them down.

ESOL – English for speakers of other language.

LGBT – Lesbian, Gay, Bisexual, Transgender.

World of Work – a dedicated web site through Skills Development Scotland targeting parents, teachers and pupils with online resources available to assist with learning, employments skills and career choices.

Adult Learning Statement of ambition – national strategy for adult learning which recognises that learning should be; learner-centred, lifelong and life-wide and highlights the national ambitions for adult learning.

South of Scotland Enterprise Agency - The new agency is a unique and exciting opportunity for the South of Scotland. It is a chance to bring a fresh approach to economic development and regeneration and to transform the economy to ensure that it reaches its potential so that towns, communities and people across the South enjoy increased prosperity. It is an opportunity to address exclusion, responding to the barriers preventing people participating in the economy, enjoying inclusive growth and accessing opportunities. The Agency will be able to build on the traditions and strengths of the area with an eye to future growth. https://www.skillsdevelopmentscotland.co.uk/newsevents/2018/may/south-of-scotland-enterprise-agency-plans-attract-interest/ Borderlands – An initiative to promote the economic growth and competitiveness of the Dumfries and Galloway and Borders areas including attracting investment to these areas. http://www.dumgal.gov.uk/article/17345/Borderlands-Growth

Celebration Events – bespoke occasions where learners come together to have their achievements more formally recognised.

Wider Achievement – skills and activities taking place outwith the classroom setting such as volunteering, youth work and recognised programmes such as Duke of Edinburgh awards.

Year of Young People – national priority during 2018 aimed at celebrating, recognising and increasing opportunities for our young people across culture; education; participation; health and wellbeing; equality and discrimination and enterprise and regeneration. https://www.yoypdg.co.uk/

Family Learning – encourages parents and children to learn together or enable parents/ carers to learn more about how to support a child's learning.

Pupil Equity Funding - Pupil Equity Funding is additional funding from the Scottish Government's £750 million Attainment Scotland Fund, allocated directly to schools and targeted at closing the poverty related attainment gap. This funding is to be spent at the discretion of Headteachers working in partnership with each other and their local authority. In 2017/18, Scotland's schools received a share of over £120 million, and in 2018/19 this is set to increase to over £122 million.

STEM (Science, Technology, Engineering and Maths) – National policy area aimed at improving levels of STEM enthusiasm, skills, and knowledge in order to raise attainment and aspirations in learning, life and work. To encourage the uptake of more specialist STEM skills required to gain employment in the growing STEM sectors of the economy, through further study and training.

South West CLD Network – a partnership working group for CLD professionals operating in Dumfries and Galloway; South Ayrshire; North Ayrshire and East Ayrshire. One of six similar networks which cover the whole of Scotland. There is a focus on priorities such as workforce development and supporting national initiatives.

Self-evaluation – where partners meet to discuss and review their joint performance, progress and challenges and identify area of improvements for the future. A number of "challenge" questions are usually used to help generate discussion on specific areas of performance.

If you would like some help understanding this document or require it in another format please contact 030 33 33 3000