

Shetland
Community
Learning and
Development
(CLD) Plan
2018-21



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1. Welcome

Welcome to Shetland's Community Learning and Development (CLD) Plan 2018 – 2021.

Shetland's greatest asset is its people and this Plan places the people of Shetland at the heart of community learning and development (CLD) planning. While for many, Shetland is a great place to live, for others, without the financial, personal and social resources and networks, life in Shetland can feel hard, lonely and isolating. This Plan recognises the need to work with individuals, families and communities to support them to address issues, and improve their circumstances. It offers a shared commitment to work more collaboratively both within CLD and with wider partners to overcome the most challenging issues facing our communities.

To do this will require that everyone work together more than ever. It will require new ways of working, creativity and innovation. It will require the development of new skills and a willingness to engage in challenging conversations to address difficult issues. It will require keeping an eye on the bigger picture - building on and enhancing all that is good about Shetland to ensure that the infrastructure, assets, skills and capacity is there to support the changes required to improve circumstances for those who experience disadvantage and have a poorer quality of life than others.

Now the Community Empowerment (Scotland) Act 2015 is in place, effective CLD is more important than ever. This Plan is a valuable contribution to the [Shetland's Partnership Plan 2018 – 2028](#), and has been developed in parallel, sharing its vision and commitment to work more closely with people and communities. It aims to support and accelerate the Partnership's capacity to work jointly in developing best practice in community engagement, in line with the [National Standards](#). CLD will help to build the confidence and skills of individuals and groups to shape services and make their communities more inclusive, vibrant and welcoming.

“We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein

2. Executive Summary

CLD is essential to ensuring economic and personal growth particularly for those who experience disadvantage and inequality. The purpose of this Plan is to coordinate provision of CLD. This Plan will focus on six identified priorities aligned to the Shetland Partnership Plan, where CLD partners can work together to add value and maximise impact.

We will deliver lifelong learning opportunities to develop the skills, confidence and aspirations required for financial resilience and active participation. We will develop the talents, confidence and ambitions of our young people to enhance their employability and support them into attractive jobs. We will work with people who are long-term unemployed and who face barriers to employment to build their confidence and aspirations.

CLD plays a significant role in helping to make our communities more resilient. It empowers local people to make changes in their communities. It inspires activism and pride and enables people to use their skills and talents. We will work with communities to enable them to shape local services, influence decisions and become more inclusive. We will work with others to address barriers and develop opportunities to build skills and confidence, which leads to, increased volunteering amongst those who may not traditionally volunteer.

We will foster skills for participatory budgeting and work with communities to reduce poverty, inequalities and loneliness. CLD is paramount to helping make Shetland a fairer and equal place to live, learn and work.

We will work collaboratively to address generational health and poverty related inequalities, which are fundamental to improving children and young people's attainment. We will deliver a range of learning to improve essential literacy, numeracy, language and digital skills. We will target provision to ensure we reach those individuals and families who face the greatest disadvantage and have the most need.

This Plan is about continuous improvement and will raise the profile, demonstrate and share the impacts of CLD for Shetland. We will work with partners, to target resources to address barriers and improve access and participation. We will improve the journeys of learners at every stage and ensure that we have a skilled, confident and committed workforce, including our volunteers.

“The purpose of CLD is empowering people, individually and collectively, to make positive changes in their lives and in their communities, through learning.”

CLD Strategic Guidance for Community Planning Partnerships, June 2012

3. Introduction

3.1 What is Community Learning and Development (CLD)?

Community Learning and Development is both a professional sector and a way of working, which aims to build capacity and help empower individuals, families, groups and communities to address issues of importance to them. It traditionally incorporates adult learning, youth work and community development activity. The Scottish Government [Strategic Guidance](#) for Community Planning Partnerships 2012 requires that specific focus be placed on:

“Improving life chances for people of all ages, through learning, personal development and active citizenship; and building stronger, more resilient, supportive, influential and inclusive communities”.

While targeting support towards:

“Primarily disadvantaged or vulnerable groups and individuals of all ages to engage in learning, with a focus on bringing about change in their lives and communities”

3.2 Why do we need a CLD Plan?

Shetland Islands Council has a statutory duty under [The Requirements for Community Learning and Development \(Scotland\) Regulations 2013](#) to produce a three-year plan, which outlines how Community Learning and Development (CLD) will be delivered in the local authority area. This legislation aims to:

- Ensure communities across Scotland, particularly those which are disadvantaged have access to the CLD support they need;
- Strengthen the coordination between the full range of CLD providers;
- Reinforce the role of communities and learners in the assessment, planning and evaluation processes;
- Make Community Learning and Development’s role and contribution more visible.

Local authorities are also required under the CLD Regulations to provide leadership and direction to drive the action needed to ensure the contribution of CLD partners is maximised in the reform of public services. Leadership is shared locally between the Council’s Community Development and Youth Service.

3.3 Governance and Delivery

There are many partners involved in the delivery of CLD locally. These include Shetland Islands Council, Voluntary Action Shetland, Shetland College, Skills Development Scotland, NHS Shetland and a wide range of third sector, voluntary, youth and community groups.

Shetland Community Learning and Development Partnership (SCLDP) brings together many of these partners and is tasked with ensuring the people of Shetland, have access to the CLD support they need, and to ensure the outcomes and actions detailed herein are delivered. Membership of the Partnership is listed in **Appendix 1**.

This Plan is intended as an active and evolving document. With participation, engagement and improvement at its heart, SCLDP will involve communities in the development and delivery of action planning and improvement projects detailed in the Plan. Project teams will be formed where necessary, to take forward actions with community members / organisations and partner agencies.

Progress against the Plan will be reported through the Shetland Partnership, Shetland Islands Council's Education and Families Committee and by partner organisations to their respective Boards, Forums and Committees as necessary.

All partners involved in the delivery of CLD should contribute to these requirements through:

- Community development - building capacity and influence in communities by enabling people to build the confidence, understanding and skills required to influence decision-making and service delivery.
- Youth work, family learning and other early intervention work with children, young people and families, which facilitates personal, social and educational growth and enables them to gain a voice, influence and meet their own needs and goals.
- Community based adult learning programmes, including building reading, writing, numbers and computer skills, and English for Speakers of Other Languages (ESOL)
- Learning for vulnerable and disadvantaged groups in the community
- Learning support and guidance in the community; and
- Volunteer development

4. Local Context, Priorities and Evidence

4.1 Local Context

“CLD Plans should focus on locally identified priorities where collective action can have the most benefit to the community”

Education Scotland, Revised Guidance Note on Community Learning and Developed Planning 2018 – 2021

The starting point for the development of this Plan is [Shetland’s Partnership Plan 2018 – 2028](#). Shetland’s Partnership Plan is a plan for all partners and communities in Shetland. It identifies a shared vision and priorities for all of us to work towards, both individually and collectively to improve the lives of everyone in Shetland. Based on robust evidence, it focuses on improving outcomes for the most vulnerable individuals and groups in our communities.

Shetland Partnership analysed a range of data e.g., what the community said about Shetland in the 2016 Place Standard survey, data and research around population, health, crime rates, income, the cost of living, poverty, education, the economy, employment, and much more. The Partnership also engaged in conversations with a range of partners and community bodies. This provided a clear, evidence base and understanding of needs, circumstances and the aspirations of our local communities and helped to identify a shared vision and set of priorities which Shetland Partnership partners have now signed up to work towards to improve the lives of everyone in Shetland.

Our Shared Vision

“Shetland is a place where everyone is able to thrive, living well in strong, resilient communities and where People and communities are able to plan and deliver solutions to future challenges”

Shetland’s Partnership Plan 2018 – 2028, Our Shared Vision and Priorities

Our Shared Priorities



Participation

People participate and influence decisions on services and use of resources



People

Individuals and families thrive and reach their full potential



Place

Shetland is an attractive place to live, work, study and invest



Money

All households can afford to have a good standard of living

4.2 The Evidence



Participation

The Shetland Partnership wants to help people in communities actively participate with public services and providers to improve the lives of people in Shetland. People in Shetland have told us they would like more involvement in the decisions that affect them (Scottish Household Survey 2016). Shetland Partnership wants to help people to be more closely involved in shaping the future of their communities. This will include helping people and communities to develop the skills and knowledge in order to participate fully and effectively in community planning, and will aim to empower those who can benefit most.



People

The Shetland Partnership wants to help everyone in Shetland to have as good an experience of life as possible, improving health, reducing poverty and making sure that people are connected in their communities. This priority will involve finding permanent, sustainable solutions to the causes of poor outcomes. Working to improve the life chances and outcomes for those people who are born into more disadvantaged families. The number of disadvantaged people in Shetland is relatively small, but there has not been much improvement in these numbers in recent years and we want to do better.



Place

The Shetland Partnership wants to ensure that Shetland can attract and retain the people it needs to sustain its economy and communities into the future. We have low unemployment and high educational attainment. We are seeing evidence of some rural depopulation and our working age population is on the decline. Businesses are struggling to recruit due to a shortage of skilled labour and access to employment, services and opportunities can vary depending on where people live. We need to ensure that distance and circumstances are not a barrier to opportunity and that communities have sufficient people and resources to deliver the services they require.



Money

The Shetland Partnership wants to reduce the number of people experiencing poverty and financial hardship in Shetland. Shetland has low unemployment and relatively high incomes compared to the rest of Scotland, but the cost of living in Shetland is high such that even those people who are in work and earning a reasonable income can experience hardship. We need to find innovative ways to help people to reduce their outgoings and ensure that everyone in Shetland has the opportunity to maximise their income through positive employment.

4.3 Shetland CLD Plan, 2015 - 2018

During the life of our first [Shetland CLD Plan 2015 – 2018](#), much was achieved and learned. CLD has helped:

- Improve language, literacy, numeracy and digital skills necessary for individuals to achieve goals in their personal, family and working lives.
- Individuals facing disadvantage to benefit from a range of learning opportunities and make connections in their communities.
- Young people to improve their confidence and abilities to support them into meaningful work.
- Develop thriving communities, grow volunteering and build the capacity of groups and organisations to identify needs, develop solutions and manage assets.
- Communities to help themselves and realise their aspirations by successfully completing a formal request for the transfer of assets under new community empowerment legislation.
- Over 350 people to engage in local place making workshops with design professionals and identify how their places and community can be improved.
- Develop the skills and capacity of Community Councils to engage with their community through participatory budgeting.
- Raise the profile of and tackle loneliness and isolation by rolling out awareness raising sessions for Partnership staff and community groups

4.4 CLD Inspection 2017

This Plan also takes account of the findings of Education Scotland's [Inspection of CLD in Shetland, 2017](#)

Key strengths identified by HM Inspectors were:

- Well established culture of volunteering and community involvement increasing the learning offer and improving communities.
- Young people making a significant contribution to community life in Shetland.
- A rich and diverse range of learning and development opportunities, which are enhancing lives.
- Well focused and targeted programmes meeting specific needs.

Areas identified for ongoing improvement were:

- Improve capacity to evaluate in order to develop an accurate overview of the impact of CLD work.
- Work with communities to develop a shared approach to addressing emerging needs.

5. Local and National Policy

The national and local policy landscape affecting CLD continues to develop and change. It is likely this will continue over the coming years as the Education (Scotland) Bill 2018 and new Regional Improvement Collaboratives are rolled out.

Northern Alliance (Regional Collaborative) is an Education focused partnership between eight local authorities in the North of Scotland. Shetland is represented by both Education and CLD, working collaboratively to address the following key priorities:

Priority 1 – Improvement in attainment, particularly literacy and numeracy
Priority 2 – Closing the outcome gap between most and least disadvantaged children
Priority 3 – Improvement in children and young people’s health and wellbeing
Priority 4 – Improvement in employability skills and sustained positive school leaver destinations for all young people

Appendix 2 provides links to many of the strategies and legislation relating directly to specific aspects of CLD.



6. New Priorities, 2018-2021

Over the next three years, Shetland CLD partners will focus collective action on the following six priority areas, to help drive improvement on the priorities and outcomes in Shetland’s Partnership Plan 2018 – 2028.

Our overarching priority and focus is **PARTICIPATION**. We will look to support and accelerate partners’ capacity to work jointly and develop and build positive relationships with communities and ensure that everybody’s voice is heard and those who want to participate can in a variety of different ways.

CLD Priority	What we want to do:
Participation	Build the capacity of individuals, partners, groups and communities to engage and participate
Family and inter-generational learning	Improve the life chances of those most in need so they can thrive and reach their potential, with a focus on closing the poverty related attainment gap
Community resilience	Build the capacity of individual, groups and communities to shape their own futures and unlock barriers and inequalities
Financial resilience	Build the capacity of individuals, groups and communities to withstand and adapt to life events that impact on individuals, families and community circumstances
Workforce development	Develop the skills, confidence and capacity of the CLD workforce, to deliver on CLD priorities
Use performance data more effectively	Improve and develop the systematic collation and analysis of key performance data to inform shared evaluation and planning, track outcomes, demonstrate impact and secure improvement across strategic priorities

Shetland CLD Partnership has engaged in a series of conversations with members of the community, community groups, third sector organisations and staff teams in the development of the Plan. These conversations, alongside ongoing community intelligence, feedback from work such as our ‘Islands with Small Populations’ initiative, have informed the development of priorities, outcomes and actions detailed herein.

Appendix 3 sets out the CLD Action Plan 2018 – 2021. Actions will be further developed with the community and partners in line with the Revised Guidance Note on Community Learning and Development Planning 2018 – 2021, and the National Standard for Community Engagement.

7. Unmet Need

At a time of ever changing national policy, realignment of priorities, and decreasing resources, it should be no surprise that it is unlikely all CLD needs will be met during the life of this Plan. The Revised Guidance on Community Learning and Development Planning (2018 – 2021) acknowledges this:

“The identification of unmet need is not a deficit but rather an understanding that there continue to be needs within communities and that a collective approach will be required to address them over the 3 year period.”

Many factors influencing unmet needs in this Plan are the big issues of transport, cost of living and broadband, and are the focus of other plans and strategies. Childcare is a major barrier to learning, employment and participation for many people in rural Shetland. While it is unlikely that short term solutions will be found, which remove these barriers for all, CLD partners are committed to developing closer relationships in communities and working with local communities and partners to develop and test out local solutions. We must listen more and discover what motivates people to participate and contribute. Engaging people meaningfully requires time, high quality support and investment.

The challenge facing Shetland CLD Partnership is in ensuring that partners develop the skills and capacity to enable people to have a stronger say in the decisions of the organisations that serve them, while striving to maintain high quality delivery of services to those who need them now. Investing and focusing on prevention and on reaching those who will benefit most takes time and effort. There will inevitably be unmet needs, as efforts are diverted to this work.

Appendix 1 – Shetland CLD Partners

Organisation
Citizens Advice Bureau Shetland
Highlands and Islands Enterprise
NHS Health Improvement
Shetland Arts
Shetland College
Shetland Library
SIC Children’s Services / Youth Service
SIC Community Planning and Development / Community Development
SIC Economic Development
SIC Sport and Leisure
Skills Development Scotland
Voluntary Action Shetland – also representing Third Sector Organisations

“I want us to create a society where volunteering is the norm – where opportunity and expectation are not limited by upbringing or social circumstances, and where we all celebrate and honour the contributions we make. It is time to change the narrative on volunteering – to celebrate existing activity whilst finding new ways to engage with anyone who wants to participate.”

Aileen Campbell, MSP Cabinet Secretary for Local Government and Communities – Volunteering For All: Our National Framework

Appendix 2 –Key Policy Context and National CLD Outcomes

Strategies and Legislation relating directly to specific aspects of CLD

[Strategic Guidance for Community Planning Partnerships: Community Learning and Development](#)

[The Requirement for Community Learning and Development \(Scotland\) Regulations 2013](#)

[The National Policy Context for Community Learning and Development \(CLD\) Planning November 2017 \(Revised Guidance\)](#)

[Our ambitions for improving the life chances of young people in Scotland National Youth Work Strategy 2014-2019](#)

[Adult Learning in Scotland Statement of Ambition](#)

[Welcoming Our Learners: Scotland's ESOL Strategy 2015 – 2020](#)

[Adult Literacies in Scotland 2020, Strategic Guidance](#)

[National Standards for Community Engagement](#)

[Volunteering For All](#)

Wider policy context significant for CLD

[The Christie Commission](#)

["Learning together" Scotland's national action plan on parental involvement, parental engagement, family learning and learning at home 2018 - 2021](#)

[National Performance Framework](#)

[2017 National Improvement Framework and Improvement Plan](#)

[Children and Young People \(Scotland\) Act 2014](#)

[Getting it right for every child \(GIRFEC\)](#)

[Early Years Collaborative](#)

[Opportunities For All - Post-16 transitions - Policy and Practice Framework](#)

[Skills for Scotland: A Lifelong Skills Strategy](#)

[Developing Scotland's Young Workforce](#)

[Community Empowerment \(Scotland\) Act 2015](#)

Local Strategies

[Shetland's Partnership Plan 2018 - 2028](#)

[Shetland Islands Council Our Plan 2016 - 2020](#)

[On Da Level, Achieving A Fairer Shetland](#)

[Shetlands Integrated Children's Service Plan 2017 - 2020](#)

[Active Shetland Strategy 2018 – 2023](#)

[Shetland Islands Council Economic Development Strategy 2018 - 2022](#)

[Local Police Plan 2017 - 2020](#)

National CLD Outcomes

Youth Work	Adult Learning	Community Development
Young people are confident, resilient and optimistic for the future	Adult learners are confident, resilient and optimistic for the future	Communities are confident, resilient and optimistic for the future
Young people manage personal, social and formal relationships	Adult learners develop positive networks and social connections	Communities manage links within communities and to other communities and networks
Young people create, describe and apply their learning and skills	Adult learners apply their skills, knowledge and understanding across the four areas of life	Community members identify their capacities, learning and skills, enhance them and apply them to their own issues and needs
Young people participate safely and effectively in groups	Adult learners participate equally, inclusively and effectively	Community members form and participate equally, inclusively and effectively in accountable groups
Young people consider risk, make reasoned decisions and take control	Adult learners are equipped to meet key challenges and transitions in their lives	Communities consider risk, make reasoned decisions and take control of agendas
Young people express their voice and demonstrate social commitment	Adult learners express their voices, co design their learning and influence local and national policy	Communities express their voice and demonstrate commitment to social justice and action to achieve it
Young people's perspectives are broadened through new experiences and thinking	Adult learners critically reflect on their experiences and make positive changes for themselves and their communities	Community members' perspectives are broadened through new and diverse experiences and connections

Community Learning and Development Mangers Scotland, March 2018

Appendix 3 – Action Plan

Shetland CLD Partnership Plan 2018 - 2021			
1. PARTICIPATION		Outcomes	
Build the capacity of individuals, partners, groups and communities to engage and participate		Partners, individuals, groups and communities' have increased skills and knowledge and feel more able to engage, participate and influence the decisions that affect them. Individuals have a stronger understanding of how and why decisions are taken. Increase in number of partners seeking to involve communities in decision-making.	
Examples of existing activity			
<ul style="list-style-type: none"> • Participatory Budgeting (PB) - Community Councils building knowledge and understanding of their local community, using PB to engage with and enable local people to have a say in how local money is spent to address local needs • Voices for Equity - Reducing inequalities through participation, by bringing together those who are facing inequality with decision makers • Community Justice Partnership Participatory Budgeting project – community involved in allocating £25K to projects which will prevent offending / improve outcomes for people with offences or affected by crime in Shetland • Islands With Small Populations - developing new ways of working with/ building relationships between services and islands with populations under 100 • OPEN – Employment of six Emotional Well-being and Resilience Project Members to give young people a voice at a strategic level. 			
Key Objectives / Actions	Timescale	Lead	Output/Outcome Indicators
1.1 Participation Hub - build knowledge, skills and confidence of partners (CLD and wider SPP) to maximise effective involvement of the community in decision making <ul style="list-style-type: none"> • Develop webpage • Develop resources / toolkit • Workforce development <i>(SPP: Participation Delivery Plan)</i>	By 2021	Community Development	Resources developed and available online; Training programme developed and being rolled out; increased levels of participation; more people feel they can influence decisions; reporting on impact of participation increases
1.2 Pilot “Place based Community Conversations” in 3 communities, to build connections and relationships, focusing on those who may not participate or have a voice <i>(SPP: Participation Delivery Plan)</i>	By 2021	Community Development / Youth Service	Communities identified and on board; Partners engaged; productive relationships developed between services and community; impact of way of working evaluated, reached those who do not usually participate; impact on individuals measured; participation levels increased
1.3 Volunteering For All - widen participation in volunteering and develop access to opportunities, particularly for under-represented / disadvantaged groups; in line with	May 2020	Voluntary Action Shetland	Working group established; framework developed; base line data gathered and findings analysed; campaign / plan developed and delivered; increased connections and opportunities; increased participation of under–represented groups

the Scottish Government Volunteering For All: Our National Framework			
1.4 Develop a youth engagement participation model, delivered by young people <i>(Regional Improvement Collaborative Priority)</i>	September 2020	Youth Service	Young people recruited; project delivered, sustainable model for future engagement identified / developed; feeding into the Integrated Children and Young Peoples' Strategic Planning Group
1.5 Voices for Equity – reduce inequalities through participation, by bringing together those who are facing inequality with decision makers <i>(SPP: Participation Delivery Plan)</i>	May 2020	CP+D	Evaluation report complete by May 2020; impact statements used to inform future roll out of this way of working
1.6 IWSP (Islands with Small Populations) event - bring 5 island communities together to share experiences, discuss priorities and identify shared opportunities <i>(SPP: Participation Delivery Plan)</i>	June 2019	CP+D	Event held; all 5 islands participate; shared understanding of key issues and initial thoughts on how to work together to address them;

Shetland CLD Partnership Plan 2018 - 2021			
2 FAMILY AND INTER-GENERATIONAL LEARNING		Outcomes	
Improve the life chances of those most in need so they can thrive and reach their potential, with a focus on closing the poverty related attainment gap		CLD Partners are prioritising prevention and working with individuals, families and communities to tackle generational inequalities. Children, young people and parents, feel more connected with school community. Fewer people are experiencing disadvantage and the health and wellbeing and attainment of children / young people has improved. Young people and families experience improved outcomes by learning together. Parents are more involved in their children's learning.	
Examples of existing activity			
<ul style="list-style-type: none"> • Shetland Befriending Scheme – roll out of service to provide befriending for adults age 16+ to enhance the quality of their life and capacity for personal development • Local Learning Partnerships - delivering family and inter-generational programmes in response to identified needs, eg: food poverty, cooking on a budget • Anchor Project - family centred approach to support vulnerable people and families to thrive and make positive changes in their lives 			
Key Objectives / Actions	Timescale	Lead	Output/Outcome Indicators
2.1 Re-convene Family Learning Working Group to develop shared plans to deliver on SIC Strategy for Parental Involvement and Parental Engagement	August 2019	Community Development / Youth Service	Group established; audit of current activity complete; action plan developed; relevant partners involved; programme of family learning developed and being rolled out;
2.2 Develop a MCR (Motivation, Commitment and Resilience) mentoring programme in Shetland - to help young people in need of support to achieve educational outcomes and fulfil their potential	By 2021	Youth Service	MCR programme delivered in 3 secondary schools; improved skills, confidence, attendance and attainment in young people;
2.3 Deliver Northern Alliance 'Introduction to Family Learning' training programme to partners to build shared understanding and partnership approach to family learning across Shetland	October 2019	Community Development	Training delivered; more family learning projects being delivered

Shetland CLD Partnership Plan 2018 - 2021			
3 COMMUNITY RESILIENCE		Outcomes	
Build the capacity of individual, groups and communities to shape their own futures and unlock any barriers and inequalities		Individuals, groups and communities are accessing learning, employment, services and opportunities in innovative ways; Communities are confident, resilient and optimistic, and actively involved in shaping their own future. Communities and groups are confident and skilled and can access the support needed to manage local assets. Increased health and wellbeing, connectedness, reduced isolation and loneliness.	
Examples of existing activity			
<ul style="list-style-type: none"> • Young Ambassadors – young people working with Promote Shetland to develop authentic social media content about being young in Shetland • Employability Pathway - working together to provide effective support to help people increase their chances of getting, staying in and progressing further in work • Rural and Islands Housing Fund project – piloting community based approach to addressing housing needs in rural areas • Mind Your Head – research to identify gaps in service provision for children, young people and families around mental health and well-being 			
Key Objectives / Actions	Timescale	Lead	Output/Outcome Indicators
3.1 Community Assets – work with communities to identify support needed to assist community groups to manage and develop community assets	March 2020	Community Development	Audit of issues and needs completed, analysed and plan developed to best support community groups;
3.2 Pilot a “Community Hub” model – focusing a range of services and activity around a particular community /	March 2020	Shetland CLD Partnership	Community identified; community and partners on board; base line data gathered to focus actions and measure impact
3.3 Support the implementation and development of Recreate Scalloway place planning – community led approach to developing a future vision for Scalloway	By 2021	Community Development	Actions being delivered in accordance with Recreate Scalloway Action Plan Report 2019; membership of Scalloway Development Group increased; Group is confident and driving forward initiative
3.4 Develop a plan for a sustainable growing area where vulnerable groups (young people and adults) can be involved in growing fresh food	2020	Youth Service	Partners in place; plan developed and actioned; greenhouse constructed; facility used by range of groups; increased confidence, skills, health and wellbeing of participants measured
3.5 Pilot Childcare project in Yell with the community to better understand childcare needs / responses required to meet local needs	By 2021	Economic Development	Working group established, needs identified, plan developed to support childcare development in Yell, childcare needs being met;
3.6 Digital skills – develop a one stop virtual hub of how and where folk can access digital skills support	April 2020	Shetland CLD Partnership	Audit of current provision complete; information collated and one stop virtual info hub developed

Shetland CLD Partnership Plan 2018 - 2021			
4 FINANCIAL RESILIENCE		Outcomes	
Build the capacity of individuals, groups and communities to withstand and adapt to life events that impact on individual, family and community circumstances		Individuals and families are accessing the support they need to maximise their income potential. Communities are empowered and able to develop innovative local solutions and support mechanisms to help people maximise their incomes and minimise their outgoing	
Examples of existing activity			
<ul style="list-style-type: none"> • Fair Food pilot project, working with communities to find local solutions to food poverty and develop capacity of families to be involved in improving their life. • CAB Shetland outreach service in local health centres, providing assistance with debt, welfare/benefit rights, employment... • Over £1.469m of external funding secured by 11 different community projects during 2018/19 to deliver valuable community activity / services • Shetland Community Connections providing independent support and advice to plan self-directed supports and maximise personal budgets • Voluntary Action Shetland – delivering training on financial management and accounts to community groups 			
Action	Timescale	Lead	Output/Outcome Indicators
4.1 Identify individuals / groups most in need of financial capacity building and pilot financial resilience programme to develop the skills, confidence	December 2020	Shetland CLD Partnership	Working group established; research methods agreed; needs and target groups identified, pilot programme developed and delivered; sustainable models identified for future
4.2 Fair Food – capture success stories and learning to date and roll out in 3 rural communities	By 2021	CP+D	Report complete; learning identified and shared to support future
4.3 Deliver S4 financial management in all schools	By 2021	Youth Service	Programme delivered to all S4 pupils; increased skills and understanding

Shetland CLD Partnership Plan 2018 - 2021			
5 WORKFORCE DEVELOPMENT		Outcomes	
Develop the skills, confidence and capacity of the CLD workforce, to deliver on CLD priorities		Staff and volunteers feel connected, confident, skilled and supported to try out new ideas. Staff and volunteers are confident in using self-evaluation tools, and can identify how their practice leads to improved outcomes for participants; Volunteers and community groups feel supported, recognised and valued	
Examples of existing activity			
<ul style="list-style-type: none"> • Improvement Training - a number of CLD partners have undertaken SIFS, Agile, Design Thinking, ABCD training • Community Councils – members and clerks participating in a rolling programme of training and information sharing • Third Sector Organisations – coordinating and delivering training to the third sector workforce 			
Action	Timescale	Lead	Output/Outcome Indicators
5.1 Undertake a training needs analysis to better understand the learning needs of the CLD workforce; and develop a portal to share opportunities	September 2019	Shetland CLD Partnership	Needs analysis complete; Calendar of training developed, and implemented over duration of Plan; Number of staff and volunteers accessing CPD opportunities increases over duration of Plan; Number of organisations supported
5.2 Deliver a CLD Event(s) each year to bring people together, share, inspire, learn from each other and celebrate success	By 2021	Shetland CLD Partnership	Event(s) delivered; Number of participants; Evaluation and outcomes of the workshop measured
5.3 Deliver learning sets in key policy areas: <ul style="list-style-type: none"> • National Standards for Community Engagement • Community Empowerment Act • Community Asset transfer • Participation Requests • Fair Work Employability and Skills 	By 2021	Community Development	Programme developed; Training delivered; Cross section of partners/community participated; Number of participants;
5.4 Roll out improvement training to CLD partners, eg: SIFS, Agile, Design Thinking, ABCD training (SPP: Participation Delivery Plan Action)	By 2021	Shetland CLD Partnership	Training delivered; Cross section of partners participated; Number of participants

Shetland CLD Partnership Plan 2018 - 2021			
6 USE PERFORMANCE DATA MORE EFFECTIVELY	Outcomes		
Improve and develop the systematic collation and analysis of key performance data to inform shared evaluation and planning, track outcomes, demonstrate impact and secure improvement across strategic priorities	Consistent reporting and shared understanding of progress against outcomes and targets from all CLD partners. Partners share data regularly and appropriately. Partners identifying trends, unmet and emerging needs and using evidence to adapt services to inform improvement and future delivery. Partners are aligning their work to CPP priorities. The impact of CLD practice is recognised and evidenced across policy areas.		
Examples of existing activity			
<ul style="list-style-type: none"> • Anchor Project has put in place information sharing protocols that will enable data sharing between partners to achieve improved outcomes for families. • Community based Adult Learning programmes informed by local learner engagement • Employability Pathway redesign informed by performance data in order to deliver improved individual outcomes 			
Action	Timescale	Lead	Output/Outcome Indicators
6.1 Undertake an audit of data currently collected by CLD partners, which links to CLD priorities and how it is used	September 2019	Community Development	Audit complete – info gathered, collated, analysed and reported; Gaps in base line data identified and reported
6.2 Develop and embed consistent monitoring framework for all actions in the CLDP Plan 2018 – 2021, with six monthly reporting update and review	August 2019	Community Development	Framework developed / adopted and being used by partners; Partners sharing and using information effectively; Performance information demonstrates impact
6.3 Deliver training on Outcomes, and HGICLD / HGIOTSO self-evaluation frameworks	February 2020	Shetland CLD Partnership	Training delivered; Good range of partners participate
6.4 Hold annual partners event to review progress and update priorities	June 2020	Shetland CLD Partnership	Case studies and impact statements gathered to illustrate outcomes and demonstrate progress; Report produced;

