



North Lanarkshire  
**Community Learning  
& Development**  
Partnership



# North Lanarkshire CLD Partnership Plan 2021-24

Version 1 –  
September 2021

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# Foreword

## Previous Planning Arrangements

The North Lanarkshire Community Learning & Development Partnership has been working together over the past three years to deliver its previous 2018-21 Plan.

Published in 2018, the CLD Partnership Plan sought to build on previous local developments, whilst recognising that work was still ongoing to finalise other local planning arrangements such as the new 'Plan for North Lanarkshire' and Local Outcome Improvement Plan. During this period, the CLD Partnership produced a 'Strategic Alignment Plan' through consultation with stakeholders and using the draft priorities being developed at the time by the wider North Lanarkshire Partnership (NLP). This approach allowed the CLD Partnership to adjust to future strategic changes, whilst continuing to meet national obligations and the needs of the communities of North Lanarkshire.

The 2018-21 CLD Partnership Plan covered 12 statements of ambition and highlighted several cross-cutting themes agreed by partners and based on local needs. Significant progress has been made during the life of the plan, however partners have recognised that many of the needs highlighted in 2018 will still require to be supported on an ongoing basis.

Partners have also recognised that many of the expected developments from the 2018-2021 Plan were directly affected by the recent COVID-19 pandemic, which had a significant impact on the lives of individuals and communities across North Lanarkshire and on member organisations within the North Lanarkshire CLD Partnership.

## Ongoing Impact of COVID-19

During 2020 and 2021, the COVID-19 pandemic has had a significant impact on work of all staff and volunteers providing community-based learning and development support across North Lanarkshire.

Many of those working within frontline agencies were immediately involved in a partnership-led response from the outset, through the provision of urgent supplies, personal support and local programmes, including practical daily support, seven days per week, for the children of keyworkers and the most vulnerable local families and individuals.

Throughout the recovery phase, Community Learning & Development partners have continued to provide direct support to communities whilst meeting COVID regulations as they change and develop. This has led to new ways of working for many, such as online learning, and an increase in other existing methods of engagement to meet the needs of learners and participants such as support via telephone, outdoor education and detached work.

Moving forward, the CLD Partnership recognises that COVID-19 will continue to have an impact on the development of its provision over the next three-year period beyond 2021. From a planning perspective, the CLD Partnership is aware that planned provision will need to remain flexible as restrictions, guidance and legislation continues to change throughout the recovery period. The Partnership also understands, however, that now, more than ever, community-based learning and development work will have a key role to play to ensure that individuals and communities, already impacted by COVID, do not become further disadvantaged or disempowered.

## Planning Portfolio Approach to Recovery

In order to respond to changing needs during the pandemic, thematic plans have been developed locally to meet the ambitions of the previous CLD Partnership Plan and respond to the current needs of communities. Recently developed plans have included visions for [Youth Work](#), [Adult Learning](#), [Family Learning](#) and a range of related plans developed by lead stakeholders across the Partnership. In line with the updated [Plan for North Lanarkshire](#), further

work has also taken place to establish clearer links with the North Lanarkshire Partnership and the nine new [Community Board](#) structures to engage communities in discussions around local priorities, in addition to existing learner and participant forums across the CLD Partnership.

By recognising the current strategic landscape, rather than layering in completely new action plans, the CLD Partnership proposes to adopt a 'Planning Portfolio' approach which will directly link to a broad range of current North Lanarkshire plans and reflect any changes or updates to these plans as they develop over the next three years. This approach will also allow for greater consultation and evaluation of specific aspects of the CLD Partnership Plan, with the links to each individual thematic plan allowing for focused learner engagement, practitioner discussion and evaluation in each thematic area.

Where each thematic plan within the CLD Partnership's Planning Portfolio currently has its own targets, planned outcomes or performance indicators, these will be used to report back to the CLD Partnership on progress along with newly developed joint performance indicators where relevant.

# 1. What is Community Learning and Development?

Community Learning and Development (CLD) is:

- A distinct sector of education alongside early years, primary, secondary, further and higher education
- A discipline using a distinct set of competencies that can be utilised by staff in a range of settings across the public sector and third sector
- A process of supporting 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
- An area of activity, undertaken in a wide range of settings, that promotes the national outcomes for community learning and development.

The Strategic Guidance for Community Planning Partnerships: Community Learning and Development (2012) continues to underpin national CLD policy in Scotland. The Guidance notes that CLD is '*a distinctive process of engagement and support, with a learning content that is negotiated with learners.*'

CLD '*plays a central part in ensuring individuals, families and communities across Scotland reach their potential through lifelong learning, mutual self-help and community organisation - and that the available support and opportunities are community-led, built around people's aspirations.*'

## Purpose of CLD

The Purpose of CLD, as defined by the Scottish Government, is to **empower people, individually and collectively, to make positive changes in their lives, and in their communities, through learning.**

## Principles of CLD

The Community Learning and Development approach is based on a commitment to the principles of:

- **Empowerment** - Increasing the ability of individuals and groups to influence matters affecting them and their communities
- **Participation** - Supporting people to take part in decision-making
- **Inclusion, equality of opportunity and anti-discrimination** - Recognising some people need additional support to overcome the barriers they face
- **Self-determination** - Supporting the right of people to make their own choices
- **Partnership** - Ensuring resources, varied skills and capabilities are used effectively.

## Priorities of CLD

In January 2004 the Scottish Executive published '*Working and Learning Together to Build Stronger Communities*' (WALT) which confirmed three national Priorities for Community Learning and Development:

- **Achievement through learning for adults** - Raising standards of achievement in learning for adults through community-based lifelong learning opportunities incorporating the core skills of literacy, numeracy, communications, working with others, problem solving and information and communications technology (ICT).
- **Achievement through learning for young people** - Engaging with young people to facilitate their personal, social and educational needs and enable them to gain a voice, influence and a place in society.
- **Achievement through building community capacity** - Building community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision making and service.

## CLD Outcomes

Within the three national CLD priorities above, relevant organisations, staff, volunteers and participants have been involved in developing a suite of National CLD Outcomes. These outcomes articulate the difference that Community Learning & Development makes with, and for, learners and communities across Scotland. The outcomes are not intended to be prescriptive but seek to support local processes around engagement, planning, delivery, communication and self-evaluation by providing a common language for CLD practitioners. Although individually tailored to each of the three CLD Priorities, the outcomes follow similar themes and are now known collectively as the National CLD Outcomes.

General Themes	Youth Work	Adult Learning	Community Development
<b>Confidence, Resilience and Optimism</b>	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.
<b>Relationships, Networks and Connections</b>	Young people manage personal, social and formal relationships.	Adult learners develop positive networks and social connections.	Communities manage links within communities and with other communities and networks.
<b>Applied Learning and Skills</b>	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.
<b>Participation, Inclusion and Equity</b>	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.
<b>Decision Making</b>	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.
<b>Empowerment and Social Responsibility</b>	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.
<b>Positive Experiences and Reflection</b>	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.

Working with its member organisations and stakeholders, the North Lanarkshire CLD Partnership will continue to use and develop the National CLD Outcomes throughout the delivery of its plan for 2021-24.

## 2. North Lanarkshire Community Learning & Development Partnership

The North Lanarkshire Community Learning and Development Partnership was formally established in its current form in 1999. The CLD Partnership brings together a wide range of local and national organisations involved in the development of learning, skills and community capacity building across North Lanarkshire. It is recognised that the three national CLD priorities around youth work, adult learning and community capacity building are delivered by many different local organisations, ranging from small voluntary sector projects to large public sector agencies.

Whilst each member organisation continues to have its own specific purpose, the North Lanarkshire CLD Partnership aims to bring stakeholders together, as equal partners, to jointly assess needs, plan services, review outcomes and develop practice for the benefit of local learners and participants.

The North Lanarkshire CLD Partnership works on behalf of the wider North Lanarkshire Partnership and delivers against the community planning partnership's ongoing commitment to the **Strategic Guidance for Community Planning Partnerships: Community Learning and Development (2012)**.

### Strategic CLD Partnership

A strategic group of partner agencies lead the CLD Partnership. This group involves agencies committed to the advancement of community-based learning across North Lanarkshire, including:

- Department for Work & Pensions
- New College Lanarkshire
- NHS Lanarkshire
- North Lanarkshire Council
- Routes to Work
- Skills Development Scotland
- Voluntary Action North Lanarkshire

The Strategic CLD Partnership meets regularly to ensure that local CLD providers are working together, through the CLD Partnership Plan, to meet the needs of communities, and the ambitions of the North Lanarkshire Partnership, through the sharing of relevant information, resources, evaluation and training.

### CLD Partnership Sub-Groups

Sub-groups of the Strategic CLD Partnership and Local CLD Partnerships are also convened as necessary to take forward areas of work on behalf of the wider group. Sub-groups have been created to develop key ambitions around topics such as employability, English for Speakers of Other Languages (ESOL), celebrating achievement and the promotion of health and wellbeing. At a strategic level, sub groups have been set up to manage particular events, such as the annual CLD Partnership Celebration of Learning, or to lead on specific areas of work. One example of this is the Digital NL sub-group of the CLD Partnership, which was set up in 2016. The Digital NL sub-group has since gone on to establish its own structures and steering group, which directly reports to the CLD Partnership.

## 3. Identifying Needs & Engaging with Communities

The CLD Partnership will continue to work with local individuals, organisations and communities to identify the changing needs of North Lanarkshire and respond to these through a clear, strategic approach.

By working alongside existing North Lanarkshire Partnership (NLP) networks, such as Community Boards, North Lanarkshire Youth Council, Learner Voice forums, school cluster arrangements and other local forums, the CLD Partnership will gather and share relevant information as widely as possible across the sector to identify the needs of North Lanarkshire residents and respond to these in appropriate, adequate and efficient ways.

### Identifying Needs

By identifying the needs of our communities, along with the use of good quality, robust, background information, the CLD Partnership will aim to target resources at those requiring most support. Where continued needs or trends have been identified, the CLD Partnership will work over the duration of this plan to put in place early intervention provision to reduce longer term barriers for individuals, families and communities.

The information below provides a background to the needs of North Lanarkshire residents by establishing some baseline data for the 2021-24 Plan.

### Geography

North Lanarkshire covers a geographical region of over 180 square miles within Scotland's central belt. The area includes a variety of communities ranging from rural settlements to larger towns such as Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts and Wishaw.

### Population

North Lanarkshire has an estimated resident population of 341,370 (2019). This is the 4<sup>th</sup> highest population of all 32 local authority areas in Scotland. The local population has been growing since 2009 (+1.9%, +6,210 people), however this is at a lower growth rate than the national average. It is estimated that North Lanarkshire's population growth will remain favourable for the next 10 years.

Currently the population is predicted to increase 0.3% by 2028 (+990 people), compared to growth of 1.8% in Scotland. The North Lanarkshire population is then projected to fall by -1.2% (-3,010 people) from 2028 to 2043. Over this period, it is expected that there will be a 29.1% reduction in the number of children under the age of 16 and a 7.6% reduction in the working age population by the year 2043. Over the same period, a 39.6% increase is expected in adults aged 65+.

Inward migration is a general sign of a positive economic picture. The local net migration rate is +3.57 per thousand (2019) compared to +5.53 per thousand in Scotland; meaning more people are coming into North Lanarkshire than leaving, but this is at a lower rate than the national average.

2.1% of our population belong to an ethnic minority, this equates to 7,048 people as at the 2011 census. 1.5% of the population were born in counties outwith the UK and EU, which is lower than the Scottish average of 4%. According to the 2011 census, 1% of the population does not speak English well and 0.2% do not speak English at all, which is similar to the Scottish average (1.2% and 0.2% respectively).

There are approximately 151,000 households in North Lanarkshire. Most recent data (2018) shows that 60% are owner occupied, which is similar to the national average of 59%. Social housing accounts for 29% of homes, with 23% run by the local authority and 6% provided by housing associations. This compares to 12% and 11% respectively across Scotland. North Lanarkshire Council remains the largest local authority landlord in Scotland with a stock of 36,315 homes (2018). The private rented sector accounts for 9% of homes in North Lanarkshire compared to 12% across Scotland. By 2041, it is predicted that single adult households in North Lanarkshire will increase by 60% (almost 15,000 people).



## **Economy**

Based on growth in Gross Value Added (income approach) per head of population, growth in North Lanarkshire was +2.4% compared to +2.9% on average across Scotland. These figures are from 2018 and will not yet reflect the impact of the COVID-19 pandemic.

Gross weekly pay for North Lanarkshire residents (based on full-time employees) is £580.50 compared to £595.00 on average across Scotland. While wages have risen steadily for the people who live locally, this has been at a lesser rate than earnings at national and UK levels.

76% of economically active people in North Lanarkshire (of working age) are in employment compared to 76.5% across Scotland (Sep 2020). After a period of relative stability, employment rates in North Lanarkshire have started to show a decline. This is in line with the national trend and the figures are already reflecting the impact of the pandemic.

Business survival rates in NL picked up in 2019 (55.5%) after a decline in 2018 (53.3%). This figure is based on the percentage of VAT / PAYE registered businesses that survive for at least three years. The national rate in 2019 was 56.5%. The impact of the pandemic is not yet reflected in these results.

There are 9,930 enterprises located within the area. Almost 95% of these enterprises employ less than 50 employees. 12.5% of enterprises are in the wholesale and retail sector and 16.7% are in construction (2018).

75.8% of North Lanarkshire's population is estimated to live within 500 metres of a derelict site (2017) - this is land available for development. This is much higher than the Scotland average of 29.8% demonstrating the potential for investment opportunities in North Lanarkshire.

## **Communities**

According to the Scottish Index of Multiple Deprivation (2020), 60 of North Lanarkshire's 447 datazone areas are ranked as being in the 10% of most deprived datazones in Scotland. This accounts for 12.6% of the population (around 43,000 residents).

Looking more widely at North Lanarkshire datazones ranked as being in the 20% most deprived in Scotland, 153 areas (34.2% of NL datazones) fall into this category, accounting for 32.5% of the total population (around 111,000 residents). If comparing all local authorities based on datazones ranked as the 20% most deprived in the country, North Lanarkshire is the sixth most deprived local authority area in Scotland.

26.2% of children in North Lanarkshire live in poverty, after housing costs, compared to the national average of 24% (2018-19). As with other indicators of deprivation, there is disparity across local areas. Based on Council ward areas, Cumbernauld North has the lowest percentage of children in poverty (17%), whilst Airdrie North has the highest proportion (29%).

4.6% of working age people claim one or more benefits (Sep 2020) compared to the Scottish average of 3.5%. Whilst the COVID-19 pandemic has increased benefit claims nationally, the rise in local claimants has been steeper. The percentage claiming benefits in February 2020 was 3.8% against a Scottish average of 3.3%.

92% of residents rate their neighbourhood as a very good or fairly good place to live, compared to an average rating of 94% in Scotland overall (2019). 89% of North Lanarkshire residents living in the 20% most deprived areas in Scotland (according to SIMD) think their neighbourhood is a very good or fairly good place to live, which is higher than the national average of 85% across Scotland.

43.8% of North Lanarkshire's residents turned out to vote in the local elections in 2017; this compares to 46.9% nationally. This has reduced from 50.4% in 2010. Although elections to the Scottish Youth Parliament in 2021 will be carried out differently due to COVID-19, North Lanarkshire has consistently been one of the highest performing areas in Scotland regarding the number of SYP votes cast by of young people.

26% of adults provided unpaid help to a local organisation in the last twelve months (SHS 2019), an increase from 16% in 2014. This rate is the same as the average national rate (26%). This type of unpaid help generally refers to types of community volunteering.

Total recorded crime in North Lanarkshire dropped by 2% between 2019-20 and 2020-21, whilst total crimes across Scotland remained static across the same period. Crime rates (530 per 10,000 population), however, are the fourth highest in Scotland (2020/21) and higher than the national average (451 per 10,000 population)

Residents recycle 40.3% of household waste each year compared to a national average of 44.9% (2019).

## **Education**

33% of pupils gained 5 or more awards at Level 6 compared to a Scottish average of 35% in 2018/19. This is an improvement from 23% in 2011/12. More recent figures for 2019/20 have been subject to changes in assessment due to COVID-19.

21% of pupils living in the 20% most deprived areas in Scotland (according to SIMD) gained 5 or more awards at Level 6 (2018/19) compared to the Scottish average of 18%. This is an improvement from 12% in 2011/12, however there is still a marked attainment gap for pupils living in the 20% most deprived areas, compared to the overall student population.

35 pupils per 1,000 were excluded from North Lanarkshire Schools in 2018/19 compared to the Scottish average of 21.6 per 1,000. Although local schools have seen a 25% drop in exclusion rates since 2010/11, rates have remained consistently higher than the national average.

Pupil exclusions for looked after children are also higher than the national average, with data from 2016/17 showing a rate of 137.1 exclusions per 1,000 pupils, compared to the Scottish average of 79.9 per 1,000.

94.3% of North Lanarkshire's pupils enter a positive destination upon leaving school (2018/19) compared to the Scottish average of 95%. This is an improvement from 87.6% in 2011/12, although still equates to around 300 young people per year (5.7%) who leave without a positive destination, many of whom are the hardest to reach or have disengaged from school.

15.1% of the working age population (aged 16 to 64) have no formal qualifications (2019) which may restrict their ability to access employment opportunities. This equates to around 33,000 working age adults across North Lanarkshire. Despite showing improvement and dropping from 20.1% in 2011, this remains higher than the Scottish average of 9.8%.

## **Health, Wellbeing & Care**

Life expectancy estimates at birth in North Lanarkshire (based on 2017-19 data) are 75.2 for males (Scottish average is 77.1) and 79.6 for females (Scottish average is 81.1). Although life expectancy has increased over recent years, locally and nationally, rates in North Lanarkshire have remained lower than average.

Mortality rates (for those aged under 75) are well above the Scottish average for cancer and coronary heart disease. Hospitalisation rates for emergencies and chronic obstructive pulmonary disease are also well above the national rates.

27.2% of babies are breastfed at 6-8 weeks (2020), which has increased from 23.1% in 2017/18. Compared to the Scottish average of 43.9% (2020), however, this suggests that fewer babies get the best start in life in North Lanarkshire.

82.5% of children reviewed at 27-30 months had no concerns recorded compared to a Scotland average of 85.5% (2018/19). Early identification of developmental issues is crucial to ensuring that children reach their full potential.

There were 62 deaths from suicide registered for North Lanarkshire residents in 2020, up from 57 in 2019. Based on data from 2015-19, rates of suicide are slightly higher in North Lanarkshire (14 per 100,000) than the Scottish average (13.6 per 100,000).

The percentage of the population prescribed drugs for anxiety/depression/psychosis in 2019/20 was 21.8% against a Scottish rate of 19.7%. This has risen steadily from 2009/10 at 15.2% (14.4% across Scotland) and the gap has widened.

Based on a sample of patients (adults) registered with general practitioners in North Lanarkshire, 68% of those supported at home agree they are supported to live as independently as possible compared to the Scotland average of 70% (2019/20). 63% of those supported at home agree that their services and support have an impact on improving or maintaining their quality of life compared to the Scotland average of 67% (2019/20).

33% of carers feel supported to continue in their caring role compared to a Scottish average of 34%

95% of looked after children in North Lanarkshire are looked after in a community setting - this is one of the highest rates in Scotland. Of these, on average:

- 70% are looked after in a home setting
- 25% within another community setting, such as foster care
- less than 5% in residential setting, such as children's houses

In line with the national position, child protection registrations in North Lanarkshire have fluctuated but with a general upward trend.

## Meeting Needs

The North Lanarkshire CLD Partnership will aim to respond to these needs and challenges by removing barriers and working in partnership to reduce the impact of multiple deprivation. Whilst the links between illness, under-attainment, unemployment and deprivation are clear, learning can provide a means to achieving better health, employment and prosperity for individuals and communities.

Through sector-leading Community Learning and Development response and initiatives, the North Lanarkshire CLD Partnership will help to build stronger, healthier, more equal and sustainable communities.

## Unmet Needs

The North Lanarkshire CLD Partnership acknowledges the scale of the challenges facing North Lanarkshire residents and notes that not all expressed or perceived needs will be met by the CLD Partnership, or the wider community planning partnership, over the life of this current plan.

**Unplanned Developments** - Over the course of the Partnership's previous strategy (2018-2021), member organisations had to adapt to emerging priorities such as providing support to those being resettled from Afghanistan or diverting frontline resources to reduce the local impact of COVID-19. By continuing to support forward planning across the community, the CLD Partnership hopes to minimise the risks of emerging unmet needs, but understands that it cannot plan for every contingency over the next three years.

**Funding and Resources**- The CLD Partnership recognises that, if public and voluntary sector funding were to decrease over the life of this plan, organisations may have to reduce the scale of their provision accordingly. Where opportunities exist, but are limited in scale due to funding restrictions, it is acknowledged that this could lead to needs being identified but being unmet by CLD Partnership providers. Through a range of targeted approaches, working within priority communities, the CLD Partnership will continue to use its resources as effectively as possible. If targeting was to increase, due to any reduction in resources, the CLD Partnership acknowledges that some needs within non-priority areas may not be met.

The Partnership will ensure that, through self-evaluation and reporting, specific unmet needs are captured and recorded to provide guidance to the strategic CLD Partnership and to inform future changes to the plan, if necessary.

## Community Engagement

*“Community engagement is a way to build and sustain relationships between public services and community groups - helping them both to understand and take action on the needs or issues that communities experiences. (National Standards for Community Engagement)*

Community Learning & Development has an essential role to play in giving communities the confidence and skills they need to engage effectively with community planning.

North Lanarkshire Community Learning and Development Partnership supports strategies and activities aimed at closing the gaps in attainment and opportunity, achieving social justice and encouraging community regeneration. Through its member organisations and stakeholders, the CLD Partnership will continue to engage meaningfully with individuals and communities in a variety of ways, most suited to the needs of those being engaged.

Examples of how the CLD Partnership will take this forward are:

**Community Boards:** Supporting the North Lanarkshire Partnership’s wider local engagement opportunities through its nine [Community Boards](#).

**Place Standard Tool:** Continuing to promote and support the local use of the national Place Standard Tool, based on 14 key questions about life within communities.

**Community Empowerment (Scotland) Act:** Enabling North Lanarkshire residents to become involved in the community empowerment and renewal opportunities created by the Act, such as Community Asset Transfer, Participation Requests and Participatory Budgeting.

**Public Forums:** Building the capacity of local forums and networks to express the needs of geographic communities or communities of interest (e.g. Community Forums, Parent Councils, Pupil Councils, North Lanarkshire Youth Council (NLYC), local Youth Forums, etc.).

**Learner Voice and Focus Groups:** Developing further opportunities for CLD learners and participants to express their views on their learning journey, either within member organisations or across relevant partnership groups (e.g. Adult Learner Forums, Participant Focus Groups, etc.)

**Participant Surveys and Evaluations:** Continuing the use of regular surveys, questionnaires and evaluations with CLD participants and learners, both as groups and individuals, to provide feedback on the quality of services and to assess progress within the CLD Partnership’s Plan.

**Online Tools:** Many CLD Partnership members have adopted online tools to engage with communities through social media messages and opinion polls, online survey websites and the use of audio and video technology to capture participant views. The CLD Partnership has also collectively promoted online engagement tools via its Your NL Community website and related online surveys and will continue to develop partnership working online.

### National Standards for Community Engagement

Further engagement work will take place, formally and informally, in addition to the examples above, based on the needs of learners, participants and communities. This engagement may be carried out using traditional methods, online tools or specific resources, however our local engagement will always follow the national Community Engagement Standards, as previously adopted by the North Lanarkshire CLD Partnership.

The National Standards for Community Engagement are not designed to replace existing community engagement or participation frameworks. They are intended to act as a central benchmark and reference point for best practice. They are designed to reflect the developing policy relating to participation, engagement and community empowerment in Scotland

The previous set of ten Community Engagement Standards were updated in 2016 and now comprise of seven national standards. These are:

- Inclusion:** We will identify and involve the people and organisations that are affected by the focus of the engagement.
- Support:** We will identify and overcome any barriers to participation.
- Planning:** There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.
- Working Together:** We will work effectively together to achieve the aims of the engagement.
- Methods:** We will use methods of engagement that are fit for purpose.
- Communication:** We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.
- Impact:** We will assess the impact of the engagement and use what we have learned to improve our future community engagement.

## 4. National and Local Strategic Context

The North Lanarkshire Community Learning and Development Partnership supports the objectives of a variety of other local and national strategies which help to guide and inform CLD practice within our communities.

### National Performance Framework

The Scottish Government has created a National Performance Framework (NPF) to provide a clear vision for public services and to enable progress to be monitored across the country. The Scottish Government's **purpose** is: **'To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth'**

Five overarching **strategic objectives** were also created to guide the development of all public services in an integrated way. These objectives are:

- **Wealthier & Fairer** Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- **Smarter** Expand opportunities for Scots to succeed from nurture through to lifelong learning, ensuring higher and more widely shared achievements.
- **Healthier** Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- **Safer & Stronger** Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.
- **Greener** Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

The strategic objectives are underpinned by 11 **national outcomes** and are monitored through a set of more **national indicators**, which are regularly updated. The most recent 11 national outcomes are:

- 1 We grow up loved, safe and respected so that we realise our full potential
- 2 We live in communities that are inclusive, empowered, resilient and safe
- 3 We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
- 4 We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- 5 We are well educated, skilled and able to contribute to society
- 6 We value, enjoy, protect and enhance our environment
- 7 We have thriving and innovative businesses, with quality jobs and fair work for everyone
- 8 We are healthy and active
- 9 We respect, protect and fulfil human rights and live free from discrimination
- 10 We are open, connected and make a positive contribution internationally
- 11 We tackle poverty by sharing opportunities, wealth and power more equally

Through local Community Learning & Development opportunities, the North Lanarkshire CLD Partnership will continue to play a key role achieving all five national strategic objectives. By empowering individuals and communities to make a lasting difference to their lives and the lives of others, the CLD Partnership aims to make North Lanarkshire a wealthier, fairer, smarter, healthier, safer, stronger and greener place to live.

### Community Planning

The national priorities detailed above link directly to the local priorities and outcomes within every local authority area across Scotland. Through **Local Outcome Improvement Plans (LOIPs)**, Community Planning Partnerships are required to set out the local outcomes that their CPP will prioritise for improvement. Through LOIPs, Community Planning Partnerships should also identify smaller areas, which currently experience the poorest outcomes, and publish plans to improve outcomes on agreed priorities for these communities.

Community planning in North Lanarkshire is led by the Strategic Leadership Board of the North Lanarkshire Partnership. Across North Lanarkshire, shared local priorities and ambitions are published within the [Plan for North Lanarkshire](#). The plan for North Lanarkshire sets out 5 Priorities and 25 Ambition Statements. The 5 Priorities are to:

1. **Improve economic opportunities and outcomes.**
2. **Support all children and young people to realise their full potential.**
3. **Improve the health and wellbeing of our communities.**
4. **Enhance participation, capacity and empowerment across our communities.**
5. **Improve North Lanarkshire's resource base.**

Locally, the approach to co-producing and monitoring Local Outcome Improvement Plans is organised around nine local Community Boards. These Community Boards:

- Ensure local community involvement and governance for local decision making and investment.
- Work with local communities to develop targeted Local Outcome Improvement plans for their area.
- Develop engagement plans for key parts of the Plan for North Lanarkshire relevant to a particular area or community of interest or identity.
- Support local approaches to engagement, including digital engagement.
- Create opportunities for local people to influence partners and, where appropriate, joint resources through sustainable models such as Participatory Budgeting.

The North Lanarkshire CLD Partnership will work closely with the nine Community Boards to ensure that engagement continues to take place at a local level with stakeholders and that the needs of local individuals and communities continue to be met over the life of the CLD Partnership Plan.

The North Lanarkshire CLD Partnership will report on its performance towards the Plan for North Lanarkshire (and therefore National Performance Framework outcomes and indicators) via individual organisations and collectively, where appropriate, via the North Lanarkshire Partnership.

By evaluating the progress of the CLD Partnership Plan for 2021-24 and through representation within North Lanarkshire Partnership structures, the North Lanarkshire CLD Partnership will continue to deliver outcomes which meet the needs of local people and contribute towards wider national targets and objectives.

### **National CLD Guidance**

The North Lanarkshire CLD Partnership has worked closely with national partners, including Education Scotland and the Scottish Government, to support the wider strategic and legislative basis for CLD. Through consultation with CLD Partnerships and Community Planning Partnerships across Scotland, three significant documents were produced during 2012 and 2013 which set out the key strategic priorities for the CLD sector.

The '**Strategic Guidance for Community Planning Partnerships: Community Learning & Development**' was published by the Scottish Government in June 2012. This CLD Strategic Guidance built on previous national CLD strategies such as **Working and Learning Together** (2004) and its subsequent 2008 update. The guidance document placed a large emphasis on the role of CLD within Community Planning Partnerships (CPPs) and detailed the government's expectations of how CPPs should develop a CLD approach to delivering the Scottish Government's strategic objectives. Further guidance has subsequently been published to support the three-yearly planning cycle which has now been in place since 2014.

In May 2013, '**The Requirements for Community Learning and Development (Scotland) Regulations 2013**' were approved by the Scottish Parliament. The 'CLD Regulations', as they have now commonly become known, provided a legal basis for CLD in Scotland by creating subordinate legislation under section 2 of the Education (Scotland) Act 1980. The legislation, which officially came into force on the 1<sup>st</sup> of September 2013, places an obligation on local education authorities and their partners to ensure that:



- Communities across Scotland - but particularly those who are disadvantaged - have access to the CLD support they need;
- Communities across Scotland are enabled to express their needs for CLD provision; and
- Community Planning Partnerships (CPPs), local authorities and providers of public services more generally respond appropriately to the expectations set by the CLD Strategic Guidance.

The North Lanarkshire CLD Partnership will continue to meet and exceed the requirements set out in the 2013 CLD Regulations by working alongside learners, community groups, practitioners, delivery organisations, community planning partners and national agencies to provide a range of high quality Community Learning & Development programmes. Through consultation and evaluation with stakeholders, the CLD Partnership Plan will provide a framework for local CLD providers to jointly assess the needs of our local communities and identify any barriers that may exist.

### **National Policy Context for CLD**

In addition to the North Lanarkshire CLD Partnership's specific commitments to the CLD Regulations, local community planning structures and national targets, the CLD Partnership, and its member organisations, play a key role in delivering a wide range of Scottish Government policies. These policies impact on the CLD Partnership's work with children, young people, adults, families and communities, along with our own employees and volunteers, by ensuring that local CLD provision contributes to common national approaches.

Within local Community Learning and Development opportunities, many national strategies and policies can apply. Several national agendas also complement each other, with some also providing additional practical guidance on the delivery of services. Although a wide range of strategies can therefore apply to Community Learning and Development, some of the key national policies and legislation which influence the work of the North Lanarkshire CLD Partnership include, among others:

- [Achieving Excellence & Equity: 2021 National Improvement Framework & Improvement Plan \(2021\)](#)
- [Adult Learning in Scotland Statement of Ambition \(2014\)](#)
- [Adult Literacies in Scotland 2020 \(2010\)](#)
- [Children and Young People \(Scotland\) Act \(2014\)](#)
- [Climate Change Plan 2018-2032 \(2020 Update\)](#)
- [Community Empowerment \(Scotland\) Act \(2015\)](#)
- [Culture Strategy for Scotland \(2020\)](#)
- [Curriculum for Excellence \(2004 onwards\)](#)
- [Developing the Young Workforce: Scotland's Youth Employment Strategy \(2014\)](#)
- [Equality Act \(2010\)](#)
- [Equally Safe: Scotland's Strategy to Eradicate Violence Against Women \(2018\)](#)
- [Every Child, Every Chance: Tackling Child Poverty Delivery Plan 2018-22 \(2018\)](#)
- [Future Skills Action Plan \(2021\)](#)
- [Getting it Right for Every Child \(2010 onwards\)](#)
- [National Action Plan on Parental Involvement, Engagement, Family Learning & Learning at Home 2018-21 \(2018\)](#)
- [National Youth Work Strategy 2014– 2019](#)
- [New Scots: Refugee Integration Strategy 2018-22 \(2018\)](#)
- [No One Left Behind: Next Steps for Employability Support \(2018\)](#)
- [Scotland's Careers Strategy: Moving Forward \(2020\)](#)
- [Scottish Attainment Challenge \(2015 onwards\)](#)
- [Strategic Guidance for Community Planning Partnerships: Community Learning & Development \(2012\)](#)
- [The Requirements for Community Learning and Development \(Scotland\) Regulations \(2013\)](#)
- [Volunteering for All: National Framework \(2019\)](#)
- [Welcoming Our Learners: Scotland's ESOL \(English for Speakers of Other Languages\) Strategy 2015–20 \(2015\)](#)
- [Working and Learning Together to Build Stronger Communities \(2004\)](#)



Members of the CLD Partnership have also been actively involved in the consultation processes around further national frameworks currently in development such as the new Lifelong Learning Framework, Adult Learning Strategy and Youth Work Strategy. The publishing of some national strategies has been delayed due to the impact of COVID-19, but the CLD Partnership will respond to these frameworks when they become available and will aim to adapt local CLD planning where relevant.

Whilst most of the policies and strategies above are far reaching beyond the Community Learning and Development sector, many of the key drivers behind them are relevant to CLD learners, participants and groups. An example of this is the Scottish Government's **National Improvement Framework (NIF)**, aimed at improving national education standards through key NIF drivers (see diagram).

Although the drivers are largely focused on early years and school provision, the North Lanarkshire CLD Partnership has a clear role in working with colleagues to improve attainment through Parental Engagement, School Improvement and Performance Information, while also acting on behalf of key community-based professionals engaging with children, young people, parents and communities.

### **Local Policy Context for CLD**

As with the national strategies shown above, the North Lanarkshire CLD Partnership is also guided by local priorities as set out by the North Lanarkshire Partnership, including its working groups and stakeholder organisations.

Some of the strategies and action plans which have been developed at a North Lanarkshire or regional level include:

- Community & Voluntary Sector Strategy for North Lanarkshire
- [Glasgow & Clyde Valley Strategic Development Plan \(Clydeplan\)](#)
- [Health & Social Care NL Strategic Plan 2016-2026 \(& Strategic Commissioning Plan 2020-23\)](#)
- [Lanarkshire Colleges Regional Outcome Agreement 2019-22](#)
- [Lanarkshire Mental Health and Wellbeing Strategy 2019-2024](#)
- [North Lanarkshire Children's Services Plan](#)
- [North Lanarkshire Community Safety Strategy 2020-25](#)
- [North Lanarkshire Equality Strategy 2019-24](#)
- [North Lanarkshire Gaelic Language Plan 2016-21](#)
- [North Lanarkshire Local Policing Plan 2020-23](#)
- North Lanarkshire Physical Activity Strategic Framework 2020-2024
- [North Lanarkshire Tackling Poverty Strategy 2020-23 \(& Child Poverty Action Report\)](#)
- Strategy for Carers in North Lanarkshire 2019-24
- [West Partnership Plan 2020-23 \(Glasgow City Region Education Improvement Collaborative\)](#)

All of the examples above are underpinned by the overall [Plan for North Lanarkshire](#) and associated Local Outcome Improvement Plans developed through the nine local Community Boards.

The North Lanarkshire CLD Partnership recognises the local and national guidance outlined above and aims to contribute to these outcomes through the development of wide ranging and appropriate Community Learning & Development programmes. Through community-based learning, the CLD Partnership will support young people, adults and communities to achieve their full potential in relation to the personal, social and economic objectives set out in the relevant local and national strategies above.

As some national strategies have been delayed due to the impact of COVID-19, so too have some local strategies. The Community and Voluntary Sector Strategy for North Lanarkshire, originally due to be published in 2020, will be further updated to take into consideration the changing role of the sector as a result of COVID-19. A local Improving Cancer Journey plan is also in development through key partners. The CLD Partnership recognises the importance of these plans, along with other local strategies delayed by COVID-19, and will aim to fully incorporate these into CLD Partnership planning, where relevant, as they are published.

## 5. Vision, Priorities & Ambitions

### CLD Partnership Vision Statement

*“Our vision for North Lanarkshire is of a strong vibrant community where everyone is committed to improving the quality of life, work, and attainment for themselves and others”*

### CLD Partnership Priorities

Across the North Lanarkshire CLD Partnership, we will achieve our vision and contribute to local and national priorities through **5 key priorities**, closely linked to the priorities of other community planning partners via the North Lanarkshire Partnership (NLP). The five priorities for the North Lanarkshire CLD Partnership are:

- 1 **Improve economic opportunities and outcomes**
- 2 **Support all children, young people, adults and families to realise their full potential**
- 3 **Improve the health and wellbeing of our communities**
- 4 **Enhance participation, capacity and empowerment across our communities.**
- 5 **Improve North Lanarkshire’s resource base**

### CLD Partnership Ambitions

Work towards the five priorities above will be guided through **12 statements of ambition**. The CLD Partnership will:

- 1 **Support inclusive growth, employment and social enterprise through the development of core skills for learning, life and work such as literacy, numeracy ESOL and digital inclusion.**
- 2 **Reduce the poverty and inequality-related attainment gap through the targeted support of marginalised and vulnerable young people, adults, families and communities, particularly at key transition stages.**
- 3 **Co-produce a range of well-planned and tailored learning offers with individuals, groups and communities that adequately meet their needs and are efficient in their delivery.**
- 4 **Recognise and celebrate achievement, attainment and progression.**
- 5 **Improve the health, wellbeing and safety of individuals and communities, targeting those most at risk, including those most disproportionately affected as a result of COVID-19.**
- 6 **Enable individuals and communities to make well-informed choices around their own wellbeing, shared spaces, impact on others and the wider environment.**
- 7 **Engage meaningfully with individuals and communities to identify local needs and opportunities through Community Boards and other structures appropriate to their needs.**
- 8 **Build the capacity of individuals, communities and the voluntary sector to meet their own needs and the needs of others.**
- 9 **Empower individuals and communities to express their voices, influence local decision making and understand their rights and responsibilities as citizens including the local implementation of the UNCRC.**
- 10 **Work in partnership with communities and stakeholders to target resources based on local needs and assets through joint approaches such as participatory budgeting and community wealth building.**
- 11 **Jointly monitor, evaluate and share the impact of learning and participation across North Lanarkshire, in line with local and national frameworks, outcomes and indicators.**
- 12 **Develop a skilled, professional and cohesive CLD workforce across partnership organisations, staff and volunteers.**

Throughout all of its priorities and ambitions, the CLD Partnership will also continue its development of many cross-cutting themes which reflect the values and principles of Community Learning and Development such as:

- **Inclusion & Equality**
- **Workforce Development**
- **Digital Inclusion**
- **COVID-19 Recovery**
- **Mental Health & Wellbeing**

## 6. Planning Portfolio

In order to respond to changing needs, the North Lanarkshire CLD Partnership will build upon the existing local and national frameworks and strategies highlighted in this document, whilst also developing thematic action plans to take forward specific priorities and ambitions.

Each plan will allow for more focussed engagement and evaluation with learners and practitioners and will provide a more specific approach to planning, reviewing and reporting work. As each plan within the CLD Partnership portfolio develops, links and references to each will be updated to reflect the changes throughout the life of this plan.

Key delivery plans within the CLD Partnership's portfolio are:

### **Youth Work**

[North Lanarkshire CLD Partnership Working with Young People Delivery Plan 2020-22](#)

This plan further develops the partnership's previous Strategy for Working with Young People. It outlines the approach of a two-year action plan to support with COVID-19 recovery work, in place of an originally planned five-year strategy. The plan provides details on identified needs, actions and outcomes along with details of how these directly link to the national outcomes for youth work and the Plan for North Lanarkshire.

### **Adult Learning**

[North Lanarkshire CLD Partnership Adult Learning Delivery Plan 2020-22](#)

This plan builds on previous local and national strategies for adult learners, such as 'Adult Learning in Scotland' and the development of the new national Adult Learning Strategy. It sets out key actions across the North Lanarkshire CLD Partnership over a two-year period as part of COVID-19 recovery planning and directly links to the Plan for North Lanarkshire and its associated Programme of Work.

### **Family Learning**

[North Lanarkshire CLD Partnership Family Learning Delivery Plan 2020-22](#)

This plan builds on the national planning for Family Learning and Parenting set out in Learning Together and the National Action Plan on Parental Involvement, Engagement, Family Learning and Learning at Home. It sets out key actions, timescales and outcomes around Family Learning and Parenting work in North Lanarkshire including responses to the challenges of COVID-19 recovery.

### **Communities**

Actions from the Community and Voluntary Sector Strategy for North Lanarkshire 2020-2023 will play a key role in the work of the CLD Partnership over the next three years, along with the North Lanarkshire Partnership's commitment to engage with communities via nine new [Community Boards](#) and to continue to develop and support the capacity of communities. Although currently still in draft format, the [Community & Voluntary Sector Strategy](#) will be included as part of an updated CLD Partnership Planning Portfolio.

## 7. Cross Cutting Themes

### Inclusion and Equality

Inclusion is about taking action to remove barriers to participation and learning. Inclusion also involves eliminating discrimination and promoting equality.

Promoting inclusion and equality is crucial for all providers of Community Learning and Development, along with all other service providers, to ensure that everyone is treated fairly, with dignity and respect, and that the learning and support opportunities provided are open to all.

Equality is a basic human right and North Lanarkshire CLD Partnership working with communities will:

- Actively oppose all forms of unlawful or unfair discrimination
- Actively promote good relations and equality of opportunity for all sectors of the community
- Celebrate and value diversity
- Support the development of strong, secure, self-reliant, self-confident communities free from unlawful discrimination.

Equality and inclusion are also central to achieving the four capacities of Curriculum for Excellence and are key to developments within the National Improvement Framework and other local and national strategies.

The CLD Partnership and its member organisations will ensure that all relevant duties and requirements, such as the Public Sector Equality Duty and the Fairer Scotland Duty, will be considered when making strategic decisions. Depending on the lead organisation, tools such as Equality Impact Assessments (EqIAs), Fairer Scotland Assessments, Children's Rights Impact Assessments and others may be used to determine how inequalities can be reduced through planning.

### Workforce Development

The Community Learning and Development Partnership recognises the important role it and its constituent organisations have in promoting and organising workforce development. This may take the form of continuing professional development (CPD) opportunities that can either be specific to a partnership organisation, or can be offered to other partners, or bespoke joint CPD identified to meet the needs of the CLD Partnership.

Future workforce development will continue to build on existing strengths to further develop awareness, capacity and competencies within the CLD Partnership. It will focus on continued improvement in the quality and performance of services to those with most need. Workforce development needs will be identified and continuous improvement in practice will be supported.

The CLD Partnership will facilitate the sharing of workforce development information between members and plan for improvement through workforce development that will result in providers across the partnership developing skills that lead to better outcomes for service users.

The North Lanarkshire Community Learning and Development Partnership will place great emphasis on the development of a learning culture, where workforce development will be progressed through the acquisition of competence-based skills and capabilities, underpinned by principles, values and ethics.

The workforce will be encouraged to take advantage of membership and registration with the CLD Standards Council for Scotland, and to use the i-Develop platform to access and share resources. Stakeholders will also be involved in professional development opportunities offered across other neighbouring Community Learning and Development Partnerships with similar priorities via the West CLD Alliance.

As a result, the workforce involved in the field of CLD will have increased professional confidence, a stronger shared identity, and will work in an open, supportive and inclusive way with all stakeholders.

In recent years, examples of joint workforce development across the CLD Partnership have included digital inclusion training, mental health training, volunteer development and access to regional and national learning sessions.

## Digital Inclusion

Ensuring digital inclusion for all people in North Lanarkshire is recognised as a key challenge facing all partners. Across a wide range of policy agendas the further application of digital technology will provide increasing opportunities to improve service delivery and the quality of life for local citizens. Set alongside this is recognition that people who do not connect to and access these opportunities will become more 'excluded' and disadvantaged. Without appropriate interventions, this is much more likely to be the outcome for the individuals, families and communities that are already the most vulnerable and deprived in North Lanarkshire.

A vision of a 'Digitally Included North Lanarkshire' was published as part of the CLD Partnership's Strategy for 2014-18 with the vision that '...every individual, family and community in North Lanarkshire has access to - and confidence in using - digital technology to improve the quality of their lives'. In addition to its own resources, the CLD Partnership successfully secured funding from North Lanarkshire Council and the Lanarkshire Further Education Fund (via New College Lanarkshire) to establish Digital North Lanarkshire in 2016. The project is supported and delivered by over 40 local learning providers. Provider details can be accessed by learners via [www.DigitalNL.co.uk](http://www.DigitalNL.co.uk) and shared outcomes are now benchmarked across providers, supported by joint training for staff and volunteers across the partnership.

The project provides Community Learning & Development Partnership organisations, and other local stakeholders, with the ability to refer learners on to the most appropriate partner for their own needs and availability. To ensure a consistency of approach across partners, Digital NL has created a standardised suite of outcomes, allowing learners to participate in Bronze, Silver and Gold level Digital North Lanarkshire programmes, whilst collecting 'Digital Badges' along the way and recording their progress in a Digital Diary, which can be shared across providers.

Through Digital North Lanarkshire, local organisations have also been supported to access other digital inclusion programmes such as Connecting Scotland, where digital devices and data connectivity have been distributed via member projects to those who are facing barriers to their inclusion and who cannot afford to access these devices themselves.

## COVID-19 Recovery

Following on from the initial COVID-19 response phase, which saw CLD Partnership member organisations working together to deliver urgent support to those most in need, partners are now continuing to work together to ensure that the impact of the COVID pandemic is reduced in the longer term, particularly for those disproportionately affected due to other barriers.

Throughout the recovery phase the Community Learning & Development Partnership will address COVID recovery as an integral cross-cutting theme within each of its key priorities and ambitions to ensure that learners and participants are not further disadvantaged due to COVID-related impacts such as loss of learning, reduction in income, unemployment, health issues or any other barriers created as a result of COVID.

Through the creative use of new methods of learning and engagement, the CLD Partnership will aim to provide a flexible approach to the programmes it delivers to individuals and communities and to support each other, as organisations, through the sharing of knowledge and resources in order to provide these services.

## Mental Health & Wellbeing

In addition to existing community needs around mental health and wellbeing, COVID-19 has increased the acute demands on local organisations to support positive mental health and wellbeing. The recent pandemic has also further raised awareness of the relationship that poor mental health and wellbeing can have with poverty, deprivation, addiction, homelessness and isolation, and the challenges that can be faced around culture, stigma and discrimination. The [Lanarkshire Mental Health and Wellbeing Strategy, 2019-2024](#) '*Getting It Right for Every Person*' (GIRFEP) is a local partnership response to put mental health and wellbeing on a par with physical health and builds on the actions of the [Scottish Government Mental Health Strategy 2017-2027](#)

The CLD Partnership fully endorses the promotion of early intervention and prevention work around mental health and wellbeing and will, through its members organisations and projects, promote key aspects of the Lanarkshire Mental Health and Wellbeing Strategy through practical actions such as:

- Social prescribing, signposting and referring via local community-based provision and wider online or telephone-based support services.
- Training and capacity building for staff and volunteers, including topics such as mental health first aid, suicide prevention and the reduction of self-harm through programmes such as [Lifelines Lanarkshire](#).
- The promotion of joint campaigns and awareness raising around mental health and wellbeing, such as Mental Health Awareness Week, Suicide Prevention Week and a variety of other local and national campaigns.

As we move through the phases of COVID-19 towards recovery, CLD Partnership members are committed to the continued focus on positive mental wellbeing and to ensure that the right help and support is available whenever it is needed. As the transition to recovery develops, work will be guided by local recovery plans and the national [Mental Health Transition and Recovery Plan](#).

## 8. Measuring Impact and Reporting Performance

### Measuring Impact

The National Performance Framework, the Local Outcomes Improvement Plan and the Plan for North Lanarkshire have provided community planning partners with a shared set of outcomes and clear guidance on what should be measured.

To further develop this, indicators developed by Her Majesty's Inspectorate of Education (HMIE), within Education Scotland, in the refreshed '[How Good is our Community Learning & Development](#)' have provided a framework to self-evaluate the impact our actions are having on the communities of North Lanarkshire. The CLD Partnership will use the quality improvement framework to improve its capacity for self-evaluation, for evidencing the outcomes and impact, and for planning for improvement. The latest updated version of the framework is expected soon and will be used to update local processes once published.

**The Learning, Evaluation and Planning (LEAP) framework**, developed by the Scottish Community Development Centre, supports us to plan more effectively; identify and evidence the changes that we hope to make; learn from our experiences and work in partnership with one another. LEAP is an approach to planning and evaluation that is outcome-focused, participatory and learning-based. It is designed to be a useful tool in all aspects of project, programme and policy development, planning and management. It can be used in different contexts and by partners working in different sectors. It helps to ensure that all those involved are working to a shared agenda.

**The Plan, Do, Study, Act (PSDA) improvement framework** is a method of developing, testing and implementing changes leading to improvement. The framework encourages the testing of changes on a small scale based on the study of available data. This approach helps to avoid organisations or individuals taking immediate, untested action.

### Reporting Performance

The North Lanarkshire Community Learning and Development Partnership and relevant sub-groups will gather information in relation to the plan to monitor progress

In addition, performance data in relation to quantitative and qualitative measures and indicators linked to the North Lanarkshire Partnership's community planning arrangements will be collected and reported by the CLD Partnership members.

In order to further support the joint monitoring of performance, the CLD Partnership will develop new arrangements over the coming three years to share progress across a range of common key performance indicators (KPIs). Building on initial joint work already being developed nationally via CLD Managers Scotland and other sector networks, the CLD Partnership will aim to build a shared framework to capture local progress and to inform future decision making.