

*Introduction:
How the education authority will co-ordinate its Community Learning and
Development provision with other providers in the area*

This three year plan outlines key Improvement Priorities for those involved in the delivery of Community Learning and Development in Aberdeen.

The aim of this plan is not to capture all of the current and proposed Community Learning and Development activity of individual partners in one document, but instead to focus on some shared Improvement Priorities for the next three years. This is the first Aberdeen Community Learning and Development plan and as such it is an evolving and living document which will be used to help build the partnership and shape and develop the Community Learning and Development offer in Aberdeen. This approach is consistent with the Guidance issued to the local authority and partners.

“Our expectation is that local authorities may focus initial attention on establishing and maintaining the process (with reference to existing processes and how these can be further developed, as discussed in relation to Regulation 2). This will establish a sound basis for developing and publishing the plan, while assisting them to work effectively with partners to deliver positive outcomes for communities and learners.

The Requirements for Community Learning and Development
(Scotland) Regulations 2013
Guidance for Local Authorities and their Partners

Partners who have been consulted are committed to the values and principles of Community Learning and Development and the involvement of learners and communities in shaping delivery. This Plan outlines a clear strategy for the systematic involvement of citizens, communities and partners through our community planning framework.

This plan has been developed to include the contributions of partners involved in Community Learning and Development across Aberdeen. Partners include the Third Sector, Academia, Community Planning, Aberdeen City Council, Youth Work providers, Adult Learning providers, learners, NHS, Sport Aberdeen and local Communities.

Four key strategic priorities are included as part of the first stage of this plan with the potential for further priorities to be identified throughout the lifetime of the plan. This will be achieved through the formation of a Strategic Group for providers of Community Learning and Development within Aberdeen City building upon and consolidating a number of existing forums where partners meet.

This plan will build and improve upon what is already working and will assist in terms of providing a framework where a strategic Community Learning and Development Partnership can work together to improve outcomes.

Our key Improvement Priorities for our first three year plan are to

- 1) Ensure an effective **Strategic Community Learning and Development Partnership** which is inclusive of local communities.
- 2) Further develop collaborative Community Learning and Development working which will contribute to **Improved Life Chances** in terms of:
 - youth work, family learning and other early intervention work with children, young people and families;
 - community-based adult learning, including adult literacies and English for speakers of other languages (ESOL);
 - learning support and guidance in the community.
 - learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders
 - Support to the implementation of the Inclusion Review
- 3) **Empower communities and communities of interest** through effectively building their capacity to engage as partners in shaping and delivering services and to engage fully in decision making processes:
 - community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers);
- 4) **Develop the Community Learning and Development workforce** including volunteers.

These priorities are summarised in four different logic models that are designed to show where we want to get to and the assumptions we have made about how we will get there.

While developing the strategic priorities partners recognise that resources will be balanced between supporting the wider community and priority geographic areas. Area Profiles for neighbourhoods within Aberdeen have been developed through a robust analysis of SIMD data. These profiles highlight the most deprived neighbourhoods within Aberdeen. There are eight neighbourhoods in Aberdeen with significant levels of multiple deprivation these are:

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|-----------------|--------------|
| • Cummings Park | • Seaton |
| • Mastrick | • Tillydrone |
| • Middlefield | • Torry |
| • Northfield | • Woodside |

In addition to the above, a SIMD report states that there are a number of communities which would be considered to be at risk of falling into the same category including Stockethill, Froghall, Powis and Sunnybank, and George Street.

Key communities of interest have been identified as:

- ESOL and literacies learners
- LGBT young people
- Learning and physical disabilities groups
- Offenders and those at risk of offending
- People facing multiple challenges including addictions and poor mental health
- People affected by Welfare Reform
- Young people at risk of not achieving a positive destination

How we anticipate working with these Communities of Interest

A number of forums and activities currently exist which allow partners to engage with these groups. The purpose of this plan is to better consolidate this work across CLD partners, identifying any unmet needs and developing and evaluating jointly by working towards the four priorities above.

Examples of current activities include:

ESOL & Literacies: At citywide level the Literacies Partnership and Citywide Adult Learning Focus Group have been developed, priorities identified and action plans are in development. At local level Learning Partnerships identify need and target resources for local communities. The Learning Partnerships feed back to the Learning and Workforce thematic group of the CPP.

LGBT Young People: Support is provided via Zone Youth and the youth work team who work with other partners including Terrence Higgins Trust developing peer led approaches.

Learning and physical disabilities groups: Community planning partners provide a range of services this includes Social Enterprises, Community based organisations and other third sector priorities.

Criminal Justice: Current examples of work undertaken include work with individuals under Community Payback orders to provide them with the opportunity to undertake accredited learning. This has recently been expanded to provide support to deliver core skills in the workplace for these learners.

People facing multiple challenges including addictions and poor mental health: Support for these individuals is provided through a number of partners including the Alcohol and Drugs Partnership.

People affected by Welfare Reform: Partners come together through various forums including Aberdeen Works to enable services to be developed and delivered in partnership.

Young people at risk of not achieving a positive destination: Aberdeen Guarantees was launched in 2014 and guarantees every young person between 14 and 25 an offer of education, training or employment. CLD plays an active part in this initiative.

Working toward the four priorities above will allow better sharing of data, joint planning and evaluation and cross partner CPD to better and more effectively address the needs of these communities. A better joint approach will reduce duplication, aligning services with demand and so make better use of limited resources and add to sustainability of the work.

1) Ensure an effective Community Learning and Development Strategic Partnership which is inclusive of local communities.

THE NEED	INPUTS	OUTPUTS	OUTCOMES			SUCCESS MEASURES
			Short term	Medium term	Long term	
There is a statutory requirement on the Council to lead on the production of a three year Community Learning and Development plan from September 2015	Community Learning and Development Partners will contribute time to the development of the strategic partnership group.	Production of a three rolling year Aberdeen Community Learning and Development Plan which is inclusive of emerging priorities.	There is increased understanding of Community Learning and Development priorities amongst partners within Aberdeen City	Improved understanding leads to value added delivery of services which meet local needs and strategic priorities.	Partners are working effectively together to deliver, develop and evaluate services which meet local needs and strategic priorities.	Partners are engaged and meet quarterly.
Community Learning and Development partners at strategic level recognise the need to improve joint planning and evaluation	Partners jointly target resources to identified need	An audit of Community Learning and Development resources both locally and strategically will be completed to enable resources to be aligned with need	Community Learning and Development partners 'own' and are committed to the delivery of the Community Learning and Development Plan.	The Community Learning and Development Plan is updated to meet new and emerging priorities.	There are improved outcomes for learners and communities and more effective use of limited resources.	Membership of the groups reflects the diversity of CLD partners
To review local learning partnerships ensuring resources are in each area to establish systematic joint planning, monitoring and evaluation.	Learning and Workforce Group will lead on the review of the 11 local Learning Partnerships and the reporting structure to Community Planning Aberdeen.	Production of a clear operating framework which supports the design and delivery of Community Learning and Development provision in local communities.	Mechanisms are developed to further involve local communities and learners in the process of local Community Learning and Development needs identification.	Learners and communities feel that they can help to shape the delivery of Community Learning and Development services using shared data.	Learners and communities are able to influence the delivery of Community Learning and Development services.	Strategic Partnership has developed KPIs to accurately measure impact of CLD work
Supporting CfE outcomes in schools	<u>CLD partners develop a cohesive offer to schools to support CfE outcomes.</u>	Production of an annual CLD offer to schools	Partners will start to share data on needs and Outcomes/Impact.	Contribute to raising attainment	Resources are being targeted to where priority Community Learning and Development needs have been identified via the use of shared data	CLD plan reviewed on an annual basis by the strategic partnership and reported to Community Planning Aberdeen.
						School performance data.

Assumptions
<p>Partners will continue to engage in the planning, monitoring and evaluation of Community Learning and Development Services through Strategic and locality focused groups.</p> <p>Joint planning will support targeted, increased and systematic community learning and development support in the areas of Aberdeen that are most deprived or at risk of falling into the same category. An early intervention approach will be adopted in the planning process.</p>

External Factors and Links	
Strategic Drivers	SOA / Local CP Links
Community Learning and Development Strategic Guidance for Community Planning Partnerships (2012)	Successful , inclusive and resilient communities
Community Empowerment Bill	
Review of the SOA and associated operating environment for CPP will potentially have a future influence in respect of this plan	

2. Collaborate to contribute to Positive Life Chances.

THE NEED	INPUTS	OUTPUTS	OUTCOMES			SUCCESS MEASURES
			Short term	Medium Term	Long Term	
Partners need to make efficient and effective use of available resources to ensure that priority communities and communities of interest are supported in terms inclusion (social, economic and education).	All partners commit to monitoring their support to priority communities and communities of interest and sharing this information at local and strategic partnerships.	Community Learning and Development Providers target their resource to priority communities and communities of interest via the identification of local need and use of shared data.	Community Learning and Development Partners further develop their partnership working practices to identify key Community Learning and Development delivery needs via strategic and local partnerships.	Community Learning and Development Partners routinely share data and good quality evidence which leads to improved positive outcomes for priority communities and communities of interest	Individuals and communities are healthier, happier and more resilient.	Partners learning offer is shared and transitions are well signposted and managed.
There is a need to provide Community Learning and Development services which enable citizens to progress in life and manage life transitions.	Partners share data and information relevant to priority communities and communities of interest. This should be inclusive of that related to services associated with wider achievement, developing the young workforce, Core Skills, ESOL, Health and Well-being, CfE, Youth Democracy, ESOL, Digital inclusion, volunteering and employability.	Lead roles identified for each service area Annual reporting of partner performance information related to Community Learning and Development provision associated priority communities and communities of Interest	Community Learning and Development Partners work more effectively to provide Community Learning and Development services which are addressing the needs of priority communities and communities of interest	Community Learning and Development partners offer support packages which assist priority communities of interest and targeted learners at key life transition stages.	Community Learning and Development services which support inclusion, equality and empowerment are now designed and implemented via local and strategic partnership frameworks.	Learners have and own their learning plans Performance indicators. During 2015/2016 partners will provide data to establish baseline, then targets will be set. Data will include: Number of individuals receiving guidance and support. No of Adults learner - Literacies - ESOL - CBAL - people in recovery of mental health
Individuals need to be involved in planning their learning journey	Time and resources from partners to provide a systematic approach to Guidance and Support	Clear learning offer developed across city Learning programmes changed to reflect	Community Learning and Development Partners work together to develop practices which enable priority	Community Learning and Development Partners collaborate with communities and communities of interest	Co design and preventative service processes now result in less need for Community Learning	No of Learner Hours (Adults) provided Number of Adults obtaining accredited

	Learners encouraged to participate in forums	learner voice	communities of interest and targeted learners to manage key life transitions stages.	to co design services which target areas of unmet need	<p>and Development crisis intervention services delivery.</p> <p>Individuals and communities are able to influence and shape the development and delivery of Community Learning and Development services</p>	<p>qualifications</p> <ul style="list-style-type: none"> - Core Skills - Adult Achievement award - Volunteering - Employability - ESOL <p>No of learners - young people</p> <p>No of Learner Hours (Young People)</p> <p>Number of Young People obtaining accredited qualifications</p> <ul style="list-style-type: none"> - Youth Achievement - Dynamic Youth - Duke of Edinburgh - Saltire Awards - Certificate of work readiness - employability - leadership awards <p>Additional KPIs will evolve during the lifetime of the Partnership plan. It is anticipated that qualitative measures will developed around the 4 capacities.</p>
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Assumptions
Community Learning and Development Partners will contribute to Community Learning and Development Strategic and operational frameworks to enable partnerships which help Communities, Communities of Interest and learners reach their full potential, building on their skills and interests to improve their life chances and their longer term outcomes.
Partners recognise that their resources will focus on priority communities priority communities of interest and targeted learners
Partners agree that transitions happen at many different life stages and that Community Learning and Development can help to improve outcomes through both preventative and transformative interventions.
Examples where Community Learning and Development partners may target resources include: <ul style="list-style-type: none"> • Key school transition stages for young people and families. • Young people entering the labour market and associated employability skills • Targeted learners undertaking ESOL, Digital and Core Skills • Those facing multiple challenges including addictions and poor mental health • Those affected by Welfare Reform • Youth democracy and engagement

External Factors and Links	
Strategic Drivers	SOA / Local CP Links
Community Learning and Development Strategic Guidance for Community Planning Partnerships (2012)	improved life chances for people of all ages, through learning, personal development and active citizenship
Community Learning and Development Regulations (2013)	
Statement of Ambition for Adult Learning	
Refreshed Youth Work strategy	
Integrated Children's Services Framework	
Review of the SOA and associated operating environment will potentially have a future influence in respect of this plan.	
Currently this Plan will be reported via the Learning and Workforce sub group of the CPP	

3. **Empower communities and communities of interest** through effectively building their capacity to engage as partners in shaping and delivering services and to engage fully in decision making processes.

THE NEED	INPUTS	OUTPUTS	OUTCOMES			SUCCESS MEASURES
			Short term	Medium term	Long term	
<p>To recognise the need to continuously improve the quality of their engagement with communities and communities of interest</p> <p>To build on the potential of individuals, families and communities to meet their own needs.</p> <p>To strengthen the voice and influence of communities and communities of interest and support to develop and manage sustainable needs led services</p>	<p>Partners contribute to a CPD programme related to community engagement and the Community Empowerment Bill.</p> <p>Partners engage and support existing and developing locality planning forums and associated Learning Partnerships to co-design and deliver services.</p>	<p>CPD programme is developed and operational.</p> <p>Northern Alliance Annual Conference in October themed on Community Empowerment</p> <p>Participatory Budget model has been piloted</p> <p>Participatory Budget model is tested & Evaluated via the CPP.</p>	<p>Increased confidence of partners related to community engagement and associated practices and policies</p> <p>Increased understanding of impacts of Community Empowerment Bill.</p>	<p>Wider representation from communities in decision making via increased engagement by partners</p> <p>Increase in community groups utilising the Empowerment Bill to enable transfer of assets and services.</p>	<p>Stronger and more confident individuals and communities</p> <p>Increase in communities developing assets and co-designing services.</p>	<p>CPD programme based on annual survey of partners</p> <p>Total number of participants on CPD Programmes</p> <p>Number of Partners involved in PB model</p> <p>Number of successful project evaluations through PB model.</p> <p>Number of successful Asset transfers</p>
			<p>Representatives from Communities and Communities of Interest are further engaged in decision making processes associated with Participatory Budgeting</p>	<p>Participatory budget model is used more widely across Aberdeen. There is increased evidence of learner and community voices influencing policy and service delivery.</p> <p>Increased confidence in the Community, Communities of Interest and the third sector to shape service delivery</p>	<p>Participatory Budget model is embedded as part of the CPP process.</p> <p>There is greater financial decision making by empowered communities</p> <p>Strong community organisations able to influence and directly deliver services.</p>	

To support, develop and celebrate volunteering.	<p>Review Community Planning Aberdeen Volunteering Strategy and associated action plan.</p> <p>Partners work with communities and communities of interest to promote volunteering as a positive option</p>	<p>Volunteer Strategy and Action Plan updated.</p> <p>Adult Achievement Awards have been piloted and are now in place</p> <p>All partners engage in an annual volunteer celebration event.</p>	<p>Volunteers feel valued and supported.</p> <p>There are further opportunities for volunteer accreditation.</p>	Volunteers benefit from Partners use of the new strategy.	Volunteers contribution to service delivery is recognised and celebrated.	Number of Adult Achievement, Saltire and other volunteering awards
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Assumptions
<p>Aberdeen has a strong voluntary sector delivering services and provision across the City.</p> <p>Changes in legislation including the Community Empowerment Bill 2015, supports Community Learning and Development partners to continue to enable and develop the capacity of individuals and community organisations.</p>

External Factors and Links	
Strategic Drivers	SOA / Local CP Links
Community Learning and Development Regulations	SOA Stronger , more resilient communities
Strategic Guidance	
Community Empowerment Bill	

4. Develop the workforce – Community Learning and Development Partners develop CPD for the paid and voluntary Community Learning and Development workforce

THE NEED	INPUTS	OUTPUTS	OUTCOMES			SUCCESS MEASURES
			Short term	Medium term	Long term	
<p>To develop the workforce and volunteers by accessing the wide range of skills and expertise that currently exists across Community Learning and Development Partners.</p> <p>There is a need to better coordinate the delivery of CPD across Community Learning and Development Partners to widen access and maximise resources.</p> <p>Partners need to use the data from the National Community Learning and Development Workforce study which maps and prioritises Community Learning and Development needs.</p>	<p>Partners agree to share skills and expertise.</p> <p>Partners agree to contribute to joint CPD and sharing learning</p> <p>Community Learning and Development Workforce CPD is embedded in Strategic and operational planning frameworks</p> <p>Northern Alliance and CLD Partnership use data from survey to inform their CPD programme for NE Scotland</p>	<p>Skills audit of local CLD workforce completed</p> <p>Partners complete an annual audit of CPD requirements for the Community Learning and Development workforce.</p> <p>Launch of first CPD programme in April 2016. Annual Community Learning and Development Partners CPD programme</p> <p>Programme of CPD available from Northern Alliance and CLD Partnership</p>	<p>Local Community Learning and Development partners build capacity via joint CPD.</p> <p>Partners have clearer understanding of current CPD needs and provision.</p> <p>Community Learning and Development Partners begin to jointly plan, develop and deliver learning opportunities for staff and volunteers.</p>	<p>Joint CPD delivery is becoming embedded within Community Learning and Development strategic and operational partnerships.</p> <p>A core programme of CPD is accessible to the Community Learning and Development workforce across Aberdeen</p> <p>Community Learning and Development partners plan and deliver CPD opportunities as part of their yearly planning cycle</p>	<p>Aberdeen is recognised as a quality investor in developing the Community Learning and Development workforce.</p> <p>The Community Learning and Development workforce and volunteers are able to benchmark and evidence learning.</p> <p>Community Learning and Development partnership CPD is the norm for workforce and volunteer development</p>	<p>CPD programme based on annual survey of partners</p> <p>Number of CPD opportunities available increases</p> <p>Number of participants on CPD opportunities</p> <p>Weekly CPD bulletin circulated to all partners</p>

Assumptions
Community Learning and Development Partners have the capacity to open their CPD programme to the wider Community Learning and Development workforce and volunteers.
Common CPD needs emerge through the annual audit of CPD.
Services have capacity to release staff for CPD.
Capacity and resources exist to enable the delivery of nil cost CPD to the voluntary workforce.
Delivery of CPD is as a key priority in the Community Learning and Development Strategic Guidance

External Factors and Links	
Strategic Drivers	SOA / Local CP Links
Community Learning and Development Regulations	SOA Stronger , more resilient communities
Strategic Guidance	
Community Learning and Development Competencies framework/ Standards Council	

Community Learning and Development Service Aberdeen Council – what the education authority will be doing to provide Community Learning and Development over the life of the plan

Aberdeen City Council's main Community Learning and Development function is divided across two Council Directorates, **Education and Children's Services** includes; Lifelong Learning (Adult Learning and Youth Work) and Family Learning. **Communities, Housing and Infrastructure** includes "Partnerships" (Capacity Building)

It is recognised that additional services within Aberdeen City Council also contribute to the provision. These include but are not exclusive: Creative Learning, Adventure Aberdeen, 16+ Opportunities for All and Libraries.

Staffing complement for Community Learning and Development main Local Authority Aervices:

1FTE Lifelong Learning Team Manager, 1FTE Partnerships Team Manager, 1FTE Family Learning Team Manager

Lifelong Learning Team

Adult Learning

1FTE Development Manager, 4 FTE Development Officers

Part time Staff

1.66 FTE Adult Learning Coordinators, 3.7FTE Adult Learning Tutors (Core Skills, ESOL & Literacies).

No Community Based Adult Learning tutors

Work Experience team, 2.5FTE Work Experience Organisers (Responsible for approximately 1500 work placements for 12 secondary schools)

Youth Work

1FTE Development Manager, 4FTE Development Officers

Part time Staff

3FTE Community Learning Youth workers, 1.32FTE Streetworkers, 1.23 Sessional Staff

Partnership Team

Capacity Building

1FTE Development Manager, 6FTE Capacity Building Officers

Healthy Minds (Adults in recovery of mental health)

10.5 FTE Manager (Funded by NHS), 2FTE Community Learning Workers (Funded by Health and Social Care)

Part time staff

0.41FTE Adult Learning coordinator (Funded by NHS)

Performance & Commissioning

1FTE Development Manager, 1FTE Community Centre Liaison Officer (supports voluntary management committees to run 24 leased Community Centres), 1 FTE Officer Performance

Learning Centres

1FTE Project Officer, 4.5FTE Learning Centre Supervisors who are heads of establishment and work in partnership with local community associations to develop the learning programme for 17 learning centres

Family Learning Team

1 FTE Adult Literacy Worker,
Part time staff

3FTE Family Learning Tutors Home Support, 1.35 FTE Family Learning Tutor (Groupworkers)

Community Learning and Development staff in Aberdeen work to deliver positive change in communities and in the personal lives of those living and working in our council area

You will typically find Community Learning and Development:

- In school settings working with young people, one to one work with young people at risk of disengaging, building youth representation through local forums and the Aberdeen Youth Council, delivering programmes such as the Duke of Edinburgh and Youth Achievement Awards and developing skills for employability for those young people who need that extra support to make their way in life.
- Working with adults through informal learning groups and one to one provision supporting improved reading, writing and numeracy, informal family learning groups, improving skills in English as a second language, delivering ICT learning programmes to enhance employability and improve life chances.
- supporting volunteers to make contributions in their community but also to enrich their own lives, supporting management committees to run 24 leased centres and their learning programmes, working with community groups so that they operate effectively, delivering training programmes for individuals and groups which lead to inclusive approaches in community settings and assisting with advice and guidance on managing and delivering local services.

Community Learning and Development Providers in Aberdeen - what other Community Learning and Development providers will be doing within the area over the period of the plan

There are a range of providers of Community Learning and Development services across Aberdeen – some of whom are listed below.

Category	CLD Provider	Description
Aberdeen City Council	Education Children's Services Communities Housing and Infrastructure	Adult Learning, Youth Work, Family Learning, 16+, Creative Learning, Libraries, Aberdeen Guarantees, Outdoor Learning Capacity Building - Community & Development Neighbourhood Planning, Healthy Minds, Partnerships Commissioning
Aberdeen Community Planning Partnership	Skills Development Scotland Police Scotland Scottish Fire and Rescue Civic Forum NHS Grampian Department of Work and Pensions	Providing support through CPP and Local Learning partnerships.
Third Sector Interface	ACVO	Supporting volunteering. Supporting third sector organisations. Promoting and supporting social enterprises. Connecting third sector to CPP.
Voluntary sector and registered charities	LEAD WEA Aberdeen Foyer Barnado's SHMU Silver City Surfers	Employability and inclusion Adult Learning Employability – mainly youth Youth employability Employability Delivery of ICT provision.
Community Centre Management Committees	24 number of Community Centre Management Committees	Community Based Adult Learning Classes and groups Learning Programmes for under 12s and Youth work
Uniformed Organisation	Scouts, Guides, Brownies, Rainbows, Army Cadet and Air training corps, Boys and Girls Brigade.	Youth Work delivery
Further and Higher Education	North of Scotland College	ESOL delivery, Employability

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	Aberdeen University Robert Gordon's University	CLD Post-Graduate course/ CUSP Widening access
Sport Organisations	Sport Aberdeen	Providing health and wellbeing activities and opportunities for volunteering and training.
Faith Groups		Under 5s and youth work Work with older people
Private Sector	Chamber of Commerce	Supporting Employability

The above list is in no way exhaustive and does not claim to include all of the organisations which contribute to Community Learning and Development across Aberdeen. These groups and organisations do not operate in isolation and it is recognised that there are a range of existing partnership and task groups in place across Aberdeen which are supported by many of the Community Learning and Development delivery partners.

It is further recognised that there is a need for a strategic CLP partnership framework to enable the further development of this Community Learning and Development Plan. This should not duplicate existing partnerships or networks but complement their role in the evolvement of Community Learning and Development service delivery.

A statement of CLD needs which will not be met within the period of the plan.

Logic model theme	Possible gaps/ issues
Develop an effective CLD Strategic partnership	<ul style="list-style-type: none"> • Partners may have conflicting agendas / funding requirements which make partnership working challenging • Reducing public sector resources could impact upon the Local Authorities contribution to a strategic partnership • Review of the CPP and SOA will impact upon the operating environment in which any Community Learning and Development Strategic Partnership operates • Duplication of forums in which Community Learning and Development services are developed may lead to lack of clarification and tensions in respect of priorities for service delivery
Collaborate to enable positive life chances	<ul style="list-style-type: none"> • In some communities a developing range of learning provision and resources are delivered by community groups and management committees This may result in an overreliance upon volunteers • Limited resources will lead to prioritisation of Community Learning and Development interventions in relation to targeted communities, learners and communities of interest. • Developing National agendas including Welfare Reform will increase local demand for Community Learning and Development services which may not be met. • The perceived wealth within Aberdeen City may result in limited

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	allocations from National funding streams to enable Community Learning and Development service development
Involve Communities and Communities of Interest in shaping and co designing services from engagement to empowerment	<ul style="list-style-type: none"> • Consultation fatigue of local communities and communities of interest • High dependence on the same volunteers potentially unsustainable • Need for increased support to enable communities to engage with partners and to deliver services this will impact on resources
Develop the workforce	<ul style="list-style-type: none"> • Current Lack of a cohesive framework for local workforce development and needs identification • Potential funding implications in terms of public sector reform