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Foreword

Welcome to our Five Year Strategic Plan.

Whatever the future of Scotland holds for its young people, this document describes high level priorities for YouthLink Scotland the National Agency for Youth Work and recognised intermediary and voice for the sector.

We believe that the Strategic Plan primarily supports the delivery of the five National Outcomes within the National Performance Framework listed below while also recognising that the work of YouthLink Scotland and our members contributes directly or indirectly to other National Outcomes relating to sports, health culture and justice in particular.

In writing this plan we have listened carefully to feedback from members, funders, other stakeholders and partners. We have analysed and evaluated our past performance. We have taken messages and lessons from external evaluations of our work including a recent HMie Review and reflected on how they correlate to key government strategies and policies, including those concerning public service reform. In particular we will try to maximise youth work’s contribution and profile relating to Community Planning and CLD Guidance, Curriculum for Excellence and Getting it Right for Every Child and Young Person (GIRFEC).

We have also examined our capacity as an organisation, considered where we need to seek or make investment and restated our value base including the reaffirmation of the Nature and Purpose of Youth Work.

The Board has given a clear steer as to future direction. That direction will be evidenced both here and within our annual Development Plans. These Development Plans will set the timeframe for the delivery of our stated outcomes and provide the platform for regular progress reviews. We will seek to represent those who work directly with young people using Youth Work practice and with others with an interest in the welfare and development of our young people. We will ensure our membership is diverse and inclusive.

As an organisation we look forward to the challenges and opportunities that lie ahead. We look forward to working in partnership with members, government and its agencies and with the wider third sector. We will rigorously evaluate our activities and regularly consult members and partners. We hope we can be worthy of the trust placed in us by our members stakeholders and the young people of Scotland that we strive to serve.

I commend this plan to you.

 Alex Linkston CBE
 Chair
## Strategic Plan at a Glance

<table>
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<tr>
<th>Vision</th>
<th>A nation which values its young people and their contribution to society, where young people are supported to achieve their potential.</th>
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<tr>
<td>Mission</td>
<td>To be the collective voice of youth work and to represent the policy and practice needs and interests of the youth work sector to government and other stakeholders.</td>
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### Values

- **We are an organisation that believes in young people and are focussed on their needs.**
- **We are an organisation that consults and represents our membership with integrity.**
- **We are an organisation that is ethical, equitable and non-discriminatory.**
- **We are an organisation that promotes learning, innovation and forward thinking.**
- **We are an organisation that is committed to the highest standards of protection and safety for young people.**

### National Outcomes

- **Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**
- **Our children have the best start in life and are ready to succeed.**
- **We have tackled the significant inequalities in Scottish society.**
- **We have improved the life chances for children, young people and families at risk.**
- **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**

### YouthLink Scotland Expected Outcomes

#### All young people have access to high quality youth work.

- **Scotland’s ambition for its young people is supported by sustainable investment in youth work.**
- **A workforce that is confident, skilled, well led and effective.**
- **The positive role and impact of youth work in achieving national outcomes and local priorities is reflected in policy and acknowledged by the people of Scotland and our partners.**

#### Indicators

- **Access and inclusion for young people to quality youth work provision has improved and is evident throughout Scotland.**
- **Gaps in quality youth work provision have been identified and plans to address inequality of provision established.**
- **Youth workers have increased their capacity to evaluate and promote quality youth work and articulate its distinctive approach within educational practice.**
- **Youth workers have developed new, innovative and quality youth work practice to meet the challenges young people face.**

<table>
<thead>
<tr>
<th>Access and Inclusion</th>
<th>Political parties recognise the value and impact of youth work and commit to sustained investment in it.</th>
<th>The case for a sufficient workforce to match young people’s needs and aspirations, supported by labour market intelligence, is made to funders, employers and key stakeholder bodies.</th>
<th>The people of Scotland are informed of the role of youth work and the contribution it makes to improve the life chances of its young people.</th>
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<td>Gaps in quality youth work provision</td>
<td>Charitable Trusts, Public Sector Funders and Business recognise the value and impact of youth work and commit to sustained investment in it.</td>
<td>The workforce has improved access and awareness of CPD, including effective leadership development pathways.</td>
<td>YouthLink Scotland partners and stakeholders acknowledge the role and impact of quality youth work opportunities.</td>
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<td>Youth workers</td>
<td>The Youth Work Sector has the skills and knowledge to take advantage of all available funding opportunities.</td>
<td>The workforce is more confident and skilled and is effective in demonstrating the impact of traditional and emerging practice.</td>
<td>Agencies and organisation with the responsibility of policy implementation acknowledge the role and impact of youth work.</td>
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<td>Young people</td>
<td>Young People have increased access to quality youth work opportunities. Increase in peer led grant making programmes targeting investment where there is the greatest level of need.</td>
<td>The workforce has demonstrated its ability to work flexibly with partners to achieve the best outcomes for young people.</td>
<td>The impact of youth work is positively promoted by the media and government.</td>
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#### Approach

- **Promoting Youth Work.**
- **Developing resources.**
- **Supporting the sector to pilot emerging areas of practice.**
- **Leading innovation in Youth Work.**

<table>
<thead>
<tr>
<th>Promoting Youth Work.</th>
<th>Campaigning for sustainable investment in youth work.</th>
<th>Promoting CPD pathways for all.</th>
<th>Providing network opportunities and events.</th>
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<td>Developing resources.</td>
<td>Supporting the sector to access existing funding streams.</td>
<td>Facilitating cross-sector CPD and training.</td>
<td>Producing legislative and policy briefings.</td>
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<td>Supporting the sector to pilot emerging areas of practice.</td>
<td>Demonstrating the social and economic value of youth work.</td>
<td>Advocating on behalf of the sector.</td>
<td>Facilitating research and communicating the findings.</td>
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Our Vision
A nation which values its young people and their contribution to society, where young people are supported to achieve their potential.

Our Values
We are an organisation that:

- believes in young people and are focussed on their needs;
- consults and represents our membership with integrity;
- is ethical, equitable and non-discriminatory;
- promotes learning, innovation and forward thinking;
- is committed to the highest standards of protection and safety for young people.

Our Mission
To be the collective voice of youth work and to represent the policy and practice needs and interests of the youth work sector to government and other stakeholders. We will achieve this by:

- supporting the sector to demonstrate the impact and value of their work;
- promoting a positive image of young people and youth work;
- helping the sector to identify new sources of sustainable funding and make effective use of existing resources;
- representing the range of views and interests of the sector to all levels of government;
- being a key partner with government in workforce development;
- encouraging more adults to volunteer or consider a career in youth work;
- providing information and support to the youth work sector and other partners;
- undertaking research that will contribute to a better understanding of the role of youth work and of the needs of young people in Scottish society;
- campaigning for equality of access to youth work for all young people;
- maintaining an independent approach to the prosecution of our mission.

Our Expected Outcomes

- All young people have access to high quality youth work.
- Scotland’s ambition for its young people is supported by sustainable investment in youth work.
- A workforce that is confident, skilled, well led and effective.
- The positive role and impact of youth work in achieving national outcomes and local priorities is reflected in policy and acknowledged by the people of Scotland and our partners.
Statement on the Nature and Purpose of Youth Work

Following extensive discussion and consultation with the youth work sector, the purpose of youth work was well defined in Step it Up*, and is as follows:

- To build self-esteem and self-confidence.
- To develop the ability to manage personal and social relationships.
- To create learning and develop new skills.
- To encourage positive group atmospheres.
- To build the capacity of young people to consider risk, make reasoned decisions and take control.
- To develop a ‘world view’ which widens horizons and invites social commitment.

Youth Work has three essential and definitive features:

- **Young people choose to participate**
  The young person takes part voluntarily. She/he chooses to be involved, not least because they want to relax, meet friends and have fun. The young person decides whether to engage or to walk away.

- **The work must build from where young people are**
  Youth work operates in young people’s own personal and recreational territory – within both their geographic and interest communities. The young person’s life experience is respected and forms the basis for shaping the agenda in negotiation with peers and youth workers.

- **Youth Work recognises the young person and the youth worker as partners in learning process**
  The young person is recognised as an active partner who can, and should, have the opportunities and resources to shape their lives. The relationship and dialogue between the young person and youth worker is central to the learning process.

The characteristics and purpose detailed here define youth work. Youth work is an empowering process. Youth work is thus one of the very few practices whose remit provides for young people to exercise genuine power – to take decisions, follow them through and take responsibility for their consequences. Youth work seeks to tip the balance of power in young people’s favour.

We believe government, local and national, are increasingly recognising the contribution the youth work sector can make over a wide range of policy areas. Our aim is to ensure that, over the next five years, that recognition can lead to the requisite long term resourcing of the sector in a manner which other parts of education and social policy have come to take for granted.

We want to see young people and the youth work sector empowered so that Scotland can foster the development of adulthood in our young people and welcome them into the commonwealth of Scottish society as equals.

*STEP IT UP: www.youthlinkscotland.org
Policy Context

The Scottish Government’s ambition, as outlined in the Children and Young People’s Bill, is for a Scotland that is the best place for young people to grow up in. This is underpinned by GIRFEC and the SHANARRI Principles (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included) and the rights of all children and young people as enshrined in the UNCRC.

The ambition is delivered through the National Performance Framework and the National Outcomes. Youth Work which sits within a community learning and development context, has a distinctive nature and purpose which is valued by the sector, key stakeholder and partners. It makes a contribution to many national outcomes, noting particular resonance with five national outcomes, and in particular national Outcome 4, which relates to the Curriculum for Excellence:

- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We have tackled the significant inequalities in Scottish society.
- We have improved the life chances for children, young people and families at risk.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

YouthLink Scotland’s Strategic Plan is informed by this context and by existing and emerging legislation which is intended to strengthen the legislative base for Youth Work and Community Learning and Development.

The Children and Young People’s Bill, the Community Learning and Development through the Community Planning Partnership Strategic Guidance and the SSI – The Requirement for CLD (Scotland) Regulations 2013 will all have a significant impact on the way in which we take forward in the next five years.

The Strategic Plan will contribute to the revised Youth Work Strategy and also the youth framework, “Valuing Young People – principles and connections to support young people to achieve their potential” which focuses on:

- Ensuring that all young people have the support they need to achieve their potential.
- Positive opportunities for, and positive engagement with young people.
- Early intervention to nurture potential and offer support at an earlier stage in a young person’s life.

Youth works relevance in areas such as health and wellbeing, literacies, youth justice, outdoor education, environmental issues, sport, arts and culture, employability and formal education is very clear.

We look forward to a meaningful and exciting five years that can be a new dawn in this nation’s approach to our young people and how we engage with them in a positive mutually beneficial partnership.
Summary of Policy Drivers

1 Getting It Right For Every Child
   Children & Young People’s Bill
   Equalities and Human Rights Policy
   SHANARRI
   National Parenting Strategy
   Looked After Children and Young People: We Can and Must do Better

2 Curriculum for Excellence
   Building the Curriculum 1-5
   Building the Curriculum and Outdoor Learning
   Senior Phase

3 Community Learning and Development
   Valuing Young People
   Community Planning Partnership Strategic Guidance for CLD
   SSI – The Requirement for CLD (Scotland) Regulations 2013
   Community Empowerment and Renewal Bill
   Scottish Community Empowerment Action Plan

4 Youth Employment and Transitions
   Skill Strategy for Scotland: A Lifelong Skills Strategy
   More Choices: More Chances
   Smith Group Report
   Youth Employment Strategy
   Careers, Information, Advice and Guidance Strategy
   Post 16 Reform
   Opportunities for All (16+ Activity Agreements)
   Strategic Pipeline Stage and Nature of Provision
   Wood Commission – Final Report due 2014

5 Modernising Government
   Renewing Scotland’s Public Services – SG Response to Christie Commission
   Scotland’s Digital Future

6 Health
   Better Health, Better Care Action Plan
   National Mental Health Strategy
   Assets for Health

7 Youth Justice and Prevention
   Preventing Offending by Young People: A Framework for Action
   No Knives Better Lives
   Promoting Positive Behaviour

8 Other themes
   National Youth Arts Strategy (Time to Share 0-25 year olds)
   Youth Sports Strategy (in development)
   Sustainable Development
   Workforce Development
   Registration and CLD CPD Strategy
   Youth Participation
Quality and Practice

All young people have access to quality youth work

Indicators

- Access and inclusion for young people to quality youth work provision has improved and is evident throughout Scotland.
- Gaps in quality youth work provision have been identified and plans to address inequality of provision established.
- Youth workers have increased their capacity to evaluate and promote quality youth work and articulate its distinctive approach within educational practice.
- Youth workers have developed new, innovative and quality youth work practice to meet the challenges young people face.

Key Actions

- We will work towards all young people having the right to experience quality community learning and development opportunities through youth work.
- We will ensure youth work offers a distinctive approach within educational practice recognising the young person and the youth worker as partners in the learning process.
- We will encourage and promote practice of a high standard and ensure this is clearly communicated to stakeholders and meets the challenges faced by young people.
- We will focus on improving youth work practice in relation to youth participation, social media and technologies, equalities, health, justice, formal education, international work and literacies.
- We will increase our capacity to collect, evaluate and promote quality practice which clearly shows local and national policy makers the positive impact of youth work.
- We will support research in emerging areas of work and disseminate findings.
Funding and Investment

Scotland’s ambition for its young people is supported by sustainable investment in youth work

Indicators

• Political parties recognise the value and impact of youth work and commit to sustained investment in it.
• Charitable Trusts, Public Sector Funders and Business recognise the value and impact of youth work and commit to sustained investment in it.
• The Youth Work Sector has the skills and knowledge to take advantage of all available funding opportunities.
• Young People have increased access to quality youth work opportunities.
• Increase in peer led grant making programmes targeting investment where there is the greatest level of need.

Key Actions

• We will campaign for all political parties to recognise the value of youth work and commit to invest in it.
• We will make strong and sustained arguments about the positive impact of youth work on young people and society, making the case for the recognition of the social and economic value of youth work.
• We will work to improve the level and sustainability of funding for the sector by working in partnership with government and other funders.
• We will better prepare the sector to take advantage of funding opportunities.
**Development and Improvement**

**A workforce that is confident, skilled, well led and effective**

**Indicators**

- The case for a sufficient workforce* to match young people’s needs and aspirations is made to funders, employers and key stakeholder bodies.
- The workforce has improved access and awareness of CPD, including effective leadership development pathways.
- The workforce is more confident and skilled and is effective in demonstrating the impact of existing and emerging practice.
- The workforce has demonstrated its ability to work flexibly with partners to achieve the best outcomes for young people.

* The workforce includes the entire youth work workforce whether voluntary or paid.

**Key Actions**

- We will utilise labour market intelligence to articulate the need for an appropriately skilled, resourced, and effective workforce.
- We will support the workforce to be able to understand its identity, purpose, and values and to communicate these to others.
- We will encourage the workforce to engage with related disciplines, and influence their approach to work with young people.
- We will support and strategically engage with the Standards Council for CLD, Education Scotland and other relevant bodies overseeing the professional development of the workforce.
- We will, in consultation and partnership with members, prioritise the CPD needs of the workforce as they emerge and develop innovative and relevant CPD programmes.
- We will work with Education Scotland, Evaluation Support Scotland and others to offer opportunities for our members to improve their capacity and confidence in relation to self-evaluation and continuous improvement.
- We will use our annual youth worker of the year awards to highlight the dedication, skill and impact of the youth work workforce.
Policy and Recognition

The positive role and impact of youth work in achieving national outcomes and local priorities is reflected in policy and acknowledged by the people of Scotland and our partners

Indicators

- The people of Scotland are informed of the role of youth work and the contribution it makes to improve the life chances of its young people.
- YouthLink Scotland partners and stakeholders acknowledge the role and impact of quality youth work opportunities.
- The role of youth work is articulated positively in policy documents at national and local levels.
- The impact of youth work is positively promoted by the media and government.
- The youth work sector has the skills to collate, articulate and demonstrate the role and impact of its work.
- Policy development accurately reflects the potential role of youth work.
- Agencies and organisation with the responsibility of policy implementation acknowledge the role and impact of youth work.

* The term government refers to local government, Scottish, UK and EU Government and government agencies.

Key Actions

- We will work with government, national agencies and our members to ensure that our work is embedded within mainstream policy and that the sector is better resourced to deliver on the relevant national and local priorities.
- We will develop our work with the Scottish Government on agenda such as Justice, Health, Employability and Education and will maintain our commitment to improve the sector’s involvement in promoting positive choices for young people.
- We will develop robust evidence gathering to support consultation responses by engaging our membership.
- We will undertake research which will improve the quality of evidence, promote a culture of continuous improvement and track the impact on policy and legislation.
- We will use our communication strategy to highlight the positive impact of youth work on young people and demonstrate its social and economic value.
- We will invest in public relations to showcase the impact of the sector through internal and external media channels.
- We will produce a ‘State of the Nation’ document which will give a picture of what is happening through-out the sector informed by sector wide mapping.
- We will produce a Youth Work Manifesto to articulate the needs of the sector in advance of future government elections.
YouthLink Scotland is a Company limited by guarantee and is constituted by its Memorandum and Articles of Association. The Annual General Meeting elects Honorary Office Bearers, being a Chairperson, a Vice-Chairperson and an Honorary Treasurer, all of whom are also elected to serve on the Board. The Board may co-opt additional members provided that the total number of Directors does not exceed sixteen. The Local Authorities and National Voluntary Organisations each have three nominated Board members.

The Directors are responsible for the stewardship of the company, public accountability and ensuring an appropriate strategy for the charity in the years ahead. The Directors delegate responsibility for the day to day operation and management to the Chief Executive. The Directors and the Chief Executive have developed a work programme and budget to achieve the objectives of the charity. The Chief Executive, is charged by the Board to be responsible for the delivery of this plan and reports to the Board on performance at regular meetings.

The Directors have set up a separate Finance and Audit sub-committee to review the budgets in detail, approve funding applications, salary rises, capital expenditure and other adjustments to costs. The Finance and Audit sub-committee is also closely involved in the year end audit process.

The HR sub-committee reviews and revises the Terms and Conditions of Employment, HR policies and procedures, advises the Board on specific staffing issues including staffing levels and is a base of knowledge and expertise in human resource matters that can be shared with member organisations.

YouthLink Scotland appoint auditors under section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 who report annually.

The Senior Management Team at YouthLink Scotland meet regularly to monitor progress against the company’s annual development plan and related contracts, producing quarterly progress reports for the Board of Directors.

A full evaluation is carried out on all areas of work carried out by YouthLink Scotland (self-evaluation and/or external evaluation). In addition YouthLink Scotland is subject to review by HMie.

The most recent HMie Review can be viewed at http://www.youthlinkscotland.org/Index.asp?MainID=7274

Any queries with regard to this document should be addressed to the Chief Executive at YouthLink Scotland E: info@youthlinkscotland.org
Organisation Asset Development

YouthLink Scotland recognises that the strategic objectives of the organisation require investment in the organisational assets in order to form a strong foundation for achieving its goals.

Over the next five years YouthLink Scotland will develop the following organisational assets in order to sustain and future proof the company so that it can continue to provide sector leading services for its members in the years ahead.

**Human Resources**
YouthLink Scotland will develop and implement a CPD policy to ensure that the organisation becomes a learning community for its workforce.

**Self-evaluation Framework**
YouthLink Scotland will embed a Self-evaluation Framework across all aspects of the organisation’s work plan and by doing so support the organisation to clearly describe why all activities, projects and programmes exist and what difference they make.

**ICT infrastructure**
Due to the significant developments in technology YouthLink Scotland will prioritise a full Business Technology Review so that we identify and utilise future products and services that are key to innovation and success.

**Social Media**
YouthLink Scotland will develop and implement an Action Plan which positions YouthLink Scotland as a sector leader in the use of new technologies, enhancing our services to members and promoting best practice.

**Customer Relationship Management**
YouthLink Scotland will introduce a Customer Relationship Management System. As part of this process YouthLink Scotland will also review and update where necessary our Membership Categorisations, Communication Strategy, Customer Services Charter and Enquiry Handling Protocols.

**Research Capacity**
YouthLink Scotland will increase the skills and capacity of the staff team in order to support the youth work sector’s engagement in research programmes and by doing so build the evidence base that demonstrates the impact and value of youth work’s role.

**Equalities**
YouthLink Scotland’s will seek to appoint an experienced Quality Improvement Officer in 2014 with a specific focus on driving the equalities agenda forward so that we become a best practice organisation for Equalities and Human Rights by 2015.
Members

National Voluntary Youth Work Organisations (36)

Aberlour Child Care Trust
Barnardo's Scotland
British Red Cross
Clubs for Young People (Scotland)
Commonwealth Youth Exchange Council
Duke of Edinburgh's Award
Fast Forward
Girlguiding Scotland
LGBT Youth Scotland
Lowland Reserve Forces Cadets Association
Marine Society Sea Cadets
Ocean Youth Trust Scotland
Rathbone
Scottish Association of Young Farmers’ Clubs
Scottish Outdoor Education Centres
Scottish Wildlife Trust
Scottish Youth Parliament
Scout Association
Scripture Union Scotland
Tall Ships Youth Trust
The Boys’ Brigade
The Church of Scotland
The Conservation Volunteers
The Girls’ Brigade in Scotland
The Iona Community
The Methodist Church in Scotland
The Prince’s Trust – Scotland
The SSC
Urban Saints
Venture Scotland
Woodcraft Folk
YMCA Scotland
Young Scot
Youth for Christ
Youth Scotland
YWCA Scotland

Regional Voluntary Youth Work Organisations (9)

Callander Youth Project: Callander
Columba 1400: Portree
Hot Chocolate Trust: Dundee
Hyzone Ltd: Hamilton
Play the Game: Hamilton
Reeltime Music: Motherwell
The Yard Adventure Centre: Edinburgh
Tullochan Trust: Vale of Leven
yipworld.com. Cumnock

Local Authority and Local Government Trust (32)

Aberdeen City Council
Aberdeenshire Council
Angus Council
Argyll & Bute Council
City of Edinburgh Council
Clackmannanshire Council
Comhairle Nan Eilean Siar
Dumfries & Galloway Council
Dundee City Council
East Ayrshire Council
East Dunbartonshire Council
East Lothian Council
East Renfrewshire Council
Falkirk Council
Fife Council
Glasgow Life – Communities
Highlife Highland
Inverclyde Council
Midlothian Council
Moray Council
North Ayrshire Council
North Lanarkshire Council
Orkney Islands Council
Perth & Kinross Council
Renfrewshire Council
Scottish Borders Council
Shetland Islands Council
South Ayrshire Council
South Lanarkshire Council
Stirling Council
West Dunbartonshire Council
West Lothian Council

Other National and Regional Organisations (18)

BBC Children in Need Scotland
International Voluntary Service
NHS Health Scotland
NSPCC
Parent Action for Safe Play
PKAVS
Police Scotland
RNIB Scotland
roshni
Scottish Commissioner for Young People
Scottish Fire and Rescue Service
SCQF
Skills Development Scotland
SkillsForce Scotland
Support Training Action Group (STAG)
SYHA Hostelling Scotland
The Salvation Army
University of Strathclyde
Partners and Stakeholders

In addition to our members we work with several key funding, infrastructure and government organisations. This group of partners’ changes with work patterns but will include the following:

- 3rd Sector employability forum
- ASH Scotland
- Association of Directors of Education in Scotland (ADES)
- British Council
- Children in Scotland
- Commonwealth Games Legacy Group
- Commonwealth Youth Exchange Council
- Community Justice Authorities
- Community Learning & Development Managers Scotland (CLDMS)
- Convention of Scottish Local Authorities (CoSLA)
- Creative Scotland
- CRUSE bereavement care
- Dyslexia Scotland
- Education Scotland
- Generations Working Together
- Learning and Skills Improvement Service (LSIS)
- NHS Health Scotland
- Police Scotland
- Scotland’s Colleges
- Scottish Commissioner for Children & Young People
- Scottish Council for Voluntary Organisations (SCVO)
- Scottish Credit & Qualification Framework (SCQF)
- Scottish Funders Forum
- Scottish Government – Children’s Rights and Wellbeing Division
- Scottish Government – Commonwealth Games Legacy Team
- Scottish Government – Employability and Skills Division
- Scottish Government – Health & Social Care Directorate
- Scottish Government – Housing and Regeneration, Culture and Commonwealth Games Directorate
- Scottish Government – Learning Directorate
- Scottish Government – Local Government and Third Sector Directorate
- Scottish Government – Safer Communities Directorate
- Scottish Leaders Forum
- Scottish Parliament
- Scottish Qualifications Authority (SQA)
- Scottish Youth Parliament (SYP)
- Skills Development Scotland
- Society of Local Authority Chief Executives and Senior Managers (SOLACE)
- Standards Council for CLD
- The Association of Chief Police Officers in Scotland (ACPOS)
- The Big Lottery
- UK Education Training Standards (UK ETS)
- Volunteering Round Table
- Young Scot
- YouthBank Scotland (YBS)