

Read On - Write Away!

Business Plan

2008-2009



a strategy to improve literacy in Derbyshire
and Derby City

Contents

ROWA! Mission Statement	3
Constitutional Aims	3
ROWA! Definition of Literacy	3
Business Plan Aims	4
Service Area 1: Supporting Literacy in Schools through Inventive programmes, family and Community approaches	5
Service Area 2: Supporting Literacy in Families	7
Service Area 3: Supporting Literacy for Employability, Citizenship and Community Engagement	10
Service Area 4: Internal Organisation and Development of ROWA!	13
Statement of ROWA! Performance Indicators	16
Appendix 1 – Local, Regional and National Partnerships	22

Mission Statement:

ROWA works with partners to identify, develop, promote and disseminate innovative and effective community literacy practice, from cradle to grave, to optimise access to 'lives of opportunity'.

Constitutional Aims:

1. to make significant improvements in the levels of literacy and basic skills, especially of those most disadvantaged by lower literacy skills
2. to promote a culture of enjoyment, achievement and celebration of literacy in all its forms
3. to contribute to the economic development of the region by improving the skills of the current and future workforce

ROWA! Definition of Literacy:

At its heart literacy is about the ability to read and write to levels which sustain day to day life, learning, work, culture and participation in society. The acquisition of literacy skills requires an adequate preparation for learning, sufficient opportunity to practice literacy skills, compatibility with institutional learning, openness to learning and confidence in ability. These pre-requisites can be summarised as a 'disposition to learn'. ROWA! seeks to find 'community solutions' to address literacy deficiencies caused by 'disposition to learn' problems.

The actual skills which the term 'literacy' encompasses are:

- listening and speaking
- reading and writing, using various media including ICT
- computation and problem solving

These skills are the foundation of participation in day to day life, education, employment, culture and democracy. ROWA! will promote reading and writing as both necessary skills and creative experiences.

ROWA! Business Plan 2008-09

This business plan is designed to deliver the first part of the corporate plan for 2008-2011 by:

- delivering existing commitments
- developing current programmes to improve their function, flexibility and capacity to be self-financing
- preparing a literacy strategy for Derbyshire to identify those areas still in need of literacy support and to develop tailored responses to these needs through partnership working and external funding

and is written around three service areas:

1. Supporting literacy in schools through intervention programmes, family and community approaches
2. Supporting literacy in families
3. Supporting literacy for employability, citizenship and community engagement

plus:

4. The internal organisational activity of ROWA!

A literacy strategy for Derbyshire will require a comprehensive description of need gathered through partnership intelligence. ROWA! will work in partnership to scope and research the need for literacy development in each of these themed areas. By mapping the work of partners, ROWA! will help to identify gaps and areas where further development is needed. ROWA! will look to develop service delivery projects in areas of community based learning, including working with volunteers.

This plan summarises each of the three service areas in the following format:

- Current and on-going programme
- Product and programme development through:
 1. Strategic Approach
 2. Partnership Working
 3. Communications and Intelligence
 4. Funding
 5. Research-based Activity
 6. Volunteering

Within each service area, projects are described in terms of the ROWA! corporate performance monitoring programme. A summary of the targets set under each service area is at the end of this Plan. For a detailed account of each project there are Project Guides which are kept at the ROWA! office.

Service Area 1: Supporting literacy in schools through intervention programmes, family and community approaches

Current and On-going Programme:

School based services (SBS) brings a modest income into ROWA!, £19,000 in 2007-8 and is the vehicle for sharing innovative programmes with and between schools. ROWA! will continue to support the engagement of parents and volunteers in schools, the training of teaching assistants to support literacy, the use of community projects to enhance school learning and the development of schemes which improve motivation for literacy.

ROWA! will agree contracts or equivalent working arrangements with the existing School-Based Trainers and will seek to recruit other trainers in order to refresh this valuable resource.

The contract to deliver SBS in Nottinghamshire has been renewed for a further four years.

ROWA! will deliver SBS within Stoke City and will continue to develop work with the City clusters.

ROWA! will arrange 3 All Write Now Conferences in the Midlands.

Opportunities to support literacy projects led by Partners:

- 1) Extended Schools Market Place (Derbyshire County Council)
- 2) Reading Connects (National Literacy Trust)

Product and Programme Development:

£10,000 has been set aside to modernise and improve the service by:

- Updating Better Reading Partners and Talking Partners, All Write Now, Push on Writing, Buddy Writing, and Better Words by the end of the year and link these to the Primary and Secondary Literacy frameworks.
- Training four more active teachers to be consultants on the design and delivery of school based services.

A community approach to embed literacy achievements within a heritage project is being developed in partnership with Springwell School.

1. Strategic Approach:

- To work with the School Improvement Service in Derbyshire and Derby City to target the schools most at risk.

- To use information collected by District Trusts, Derbyshire Tribal and the School Improvement Service to identify literacy problems.
- To work with the Looked After Children (LAC) Strategy Group to identify ways that LAC results can be improved.

2. Partnership Working:

- Forging two partnerships with organisations in the private sector to market the training and consultancy service.
- Increase contact with and support offered to secondary schools.
- To improve our direct communications with schools by identifying named contacts in each and working with at least three schools to develop tailored programmes to meet identified needs.
- To work with the School Improvement Service to link ROWA! programmes to other literacy intervention schemes, in a layered offer to targeted schools.
- To develop a community project in partnership with Springwell School which will also develop partnership arrangements with the Youth Service, Voluntary Community and Independent (VCI) groups, local libraries and Derbyshire Adult Community Education (DACE).

3. Communications and Intelligence:

The current networks are in Appendix 1. In addition we need to strengthen our communications with:

- School Improvement Services in Derbyshire and Derby City
- Individual schools, in particular, secondary schools

4. Funding:

School based services Nottinghamshire CC	Income target Successful tender	£75,000
Updating of products	From ROWA! funds	£10,000
Transitions research	Bid to corporate consultation	£15,000 possible £7,500
Secondary school writing project		
Heritage Project	BLF Heritage	£50,000

School based services are self financing. After costs have been met a small income for ROWA! development and core costs is generated The target turnover for 2008-9 is £75,000 of which £21,000 will be income for ROWA!

5. Research-based Activity:

- To design an evaluation plan and impact assessment tool for each of the updated programmes.
- Seek funding to explore how ROWA can support vulnerable pupils and help families stay 'connected' to education during transition between.
- To use the Derbyshire CC TRIBAL system for logging ROWA! interventions with school age pupils to determine if the intervention can be linked to subsequent educational outcomes.

6. Volunteering:

To find ways of including community involvement in school to support literacy outcomes.

Service Area 2: Supporting literacy in families

Current and On-going Programme:

Family Learning (FLLN) is a Learning and Skills Council (LSC) funded programme to encourage parents with low skill qualifications to take part in the early education of their children and to achieve adult qualifications in literacy and numeracy. ROWA! plays a key role in delivering these targets on behalf of DACE and will continue to do so. ROWA! will seek sufficient funding to employ a minimum of 0.5 staff and deliver agreed programmes.

Work with 8 Traveller and Gypsy families to improve literacy support and school readiness for pre-school age children. This project is funded through 2008-9 for work on the Foston site.

To develop family learning opportunities with offenders through an ESF funded project, Healthy Lifestyles. Project will close at end of May 2008.

To complete a 'first steps project' aimed at engaging and signposting families. in Erewash. This project, Engaging Erewash, funded through Economic Social Fund (ESF) will close in May 2008.

Supporting opportunities to support literacy projects led by Partners:

- Big Book Bash
- Family Learning Week

Product and Programme Development:

- To work with DACE, and other partners to re-develop family learning in order to offer a more flexible range of learning opportunities to suit a wider set of learning needs. In particular ROWA! would like to support reluctant families who are unwilling to join programmes, to find ways to offer sustained support to families who complete programmes, to offer family learning in literacy which does not necessarily have to be linked to adult qualifications, and to encourage the enjoyment of reading and writing within families.
- Family learning resources in home settings: for example literacy support in home settings of Looked After Children.
- To enhance the literacy support for families using Children's Centres to improve literacy readiness prior to school/literacy skills within families.
- To work with Derby City to develop a Gypsy family project on Glossop Street.
- Find ways to work with the VCI to support and enhance the work they do with Families. A joint project with the Derbyshire Learning and Development Consortium (DLDC) will be developed and funding sought from the Big Lottery Fund.

1. Strategic Approach:

- Participation in national and regional networks on developing Family Learning.
- Consultation and evaluation with Traveller Families.
- Audit of Early Literacy Support at Derbyshire Children's Centres.
- Evidence of need gathered from District Children's Trust Analysis.

2. Partnership Working:

<u>Healthy Lifestyles</u> Probation Service (Lincs, Notts, Leics, Northants, Derbyshire)	<u>FLLN</u> DACE Derbyshire Schools Children's Centres	<u>Traveller FLearning</u> Derbyshire Gypsy Liaison Group Children Centres TEAST
<u>Family Literacy Mentoring</u> LAC Homestart Women's Work	<u>Others:</u> Sheffield University Parenting Partnership DLDC	Connexions Derbyshire Youth service DACE Education settings

3. Communications and Intelligence:

The current networks are in Appendix 1. In addition we need to strengthen our communications with:

- DACE - Strategic Planning
- Derby City

4. Funding:

FLLN	DACE: target budget	£60,000
Healthy Lifestyles	ESF project closes end of May 2008	£26,257 available
Traveller Ed	From Early Years Budget 2007	£33,973
Early Years	From Children's Centres budget	£40,000
Engaging Erewash	ESF project closes end of May 2008	£18,500
Family Literacy Mentoring	Bid to Children in Need	Not successful - will resubmit
Transitions	Bid to the Nuffield Foundation Bid to Corporate Consultation budget	Not successful
Every Object Tells a Story	Possible trial funding	
Supporting FL in the VCI Sector	BLF bid with DLDC	

5. Research-based Activity:

- Research good Traveller education practice elsewhere in the UK.
- Compile data and statistics about Traveller development through family learning programmes and track progress through child school attendance records.
- Find funding for a joint research proposal with Sheffield University on Story Sacks as a method of capturing life stories with LAC.
- To use literacy projects to support and encourage parents'/carers' involvement in their children's education including transfer between educational settings. This is a joint proposal with the Parenting Partnership which is awaiting funding.
- Project to trial a scheme devised by Dr Kate Pahl for North Yorkshire Museum service based on using objects to tell and write stories.

- Membership of the National Advisory Committee for Research and Analysis into Family learning.

6. Volunteering:

Through a pilot project with LAC we have identified a need for more sustained literacy mentoring with families in home settings. In the course of designing this project we found that we could work with Homestart to extend their volunteers' skills, and with 'Women's Work' to support their work with mothers in the sex industry. We will try to obtain funding to develop this area of work.

Service Area 3: Supporting literacy for employability, citizenship and community engagement

Current and On-going Programme:

- ***The 'GO Award':***
ROWA! will continue to support DACE in improving the skill level of the DCC workforce by offering Level 1 and 2 courses in Literacy and Entry Level 3 in Numeracy. This work is entirely funded by the LSC through DACE.
- ***Supporting Continuing Professional Development (CPD):***
ROWA! will continue to signpost Basic Skills for Life CPD to practitioners until the funded project closes at the end of June.
- ***The Quality in Libraries Award (QLA):***
This product has had limited success in 2007-8 and needs to be re-engineered if it is to raise an income and share good practice. In addition, we will complete QLA commitments, continue to market QLA and hope that contracts pending with the Army will come to fruition. QLA has a target income of £15,000 which roughly equates to 14 projects.
- ***Buddy Plus+:***
This project places referred young offenders and school non-attenders at risk of exclusion with a volunteer mentor. The mentor offers support and development across a range of issues as needed by the young person. Some of this support is about school work, literacy or numeracy.

Supporting opportunities to support literacy projects led by Partners:

- National Year of Reading
- BBC RAW Campaign
- Adult Learners' week

Product and Programme Development:

QLA: In 2008-09 we will try to:

- get the award endorsed by a nationally recognised body
- develop a course for supporting literacy in libraries which is awarded by a recognised accreditor of library qualifications
- design a consultancy for libraries based on working with partners in literacy delivery programmes

The ROWA Board will monitor QLA activity and receive a report in June 2008.

Buddy Plus+: In 2008-09 this mentoring service is being extended to older Looked After Children.

Derbyshire Inter-generational Strategy (DIgS): This is a new area for ROWA with 'seed' funding from Adult Social Services for 0.6 of a practice officer. The project aims to support well-being in older adults through intergenerational work. ROWA! intends to incorporate lifelong learning and intergenerational learning through this project. ROWA! will seek further funding to extend intergenerational learning opportunities.

1. Strategic Approach:

- To assess the level and type of support ROWA! can offer in this service area we need to work with those agencies who have access to people whose opportunities are limited, such as Job Centres, Community Groups, the Probation Service, Adult Social Services, Community Safety Partnerships, Connexions, Primary Care Trusts (PCTs) and from workforce statistics etc.
- Workforce learning is part of the 'World Class Skills' target set by the LSC as a result of the Leitch report. ROWA! should explore if it can expand its successful first steps and basic skills experience to employers other than Derbyshire County Council.
- The East Midlands Business partnership will help us to gather information about need in the workforce which can be met through community based and mentoring projects.
- Information about the need of offenders and young people at risk of offending will come from Youth Offending Service, Youth Inclusion Support Partnership and the Probation Service.

2. Partnership Working:

<u>Workforce</u> DACE Trade Unions Skills brokers LSC	<u>CPD</u> Skills for life and work group	
<u>DlgS</u> Adult Social Services CAYA Beth Johnson Foundation Community Safety Partnership	<u>QLA</u> Derbyshire Community and Cultural Services Contractual agreements with other libraries	<u>Buddy Plus+</u> Youth Offending Service Youth Inclusion Support Partnership LAC Educational Support Volunteer Mentors

3. Communications and Intelligence:

The current networks are in Appendix 1.

In addition we need to strengthen our communications with:

- Economic and workforce development groups
- Networks with VCI
- Local learning communities and lifelong learning groups
- Volunteering support networks
- Young people's NEET support
- Research and Practice in Adult Literacy (RaPAL)

4. Funding:

Project	Funder	£
GO Award	Funded through LSC via DACE	Target income of £34,000
CPD	Funded through LSC - project finishes end June 2008	£14,005
DlgS	Funded by DASS £15,000 + £7,300 and CSP £10,000 <i>may require further funding to achieve targets</i>	£22,300 £10,000
QLA	Funded from Core with an income target of £15,000	£15,000
Buddy Plus+ +	Funded through Youth Offending Service £25,000 and LACES £10,000	£35,000
Mentoring for NEET and in the workforce	ESF bid	Depends on contracts

5. Research-based Activity:

The main researching bodies in this field are the National Research and Development Centre (NRDC) and National Institute of Adult Continuing Education (NIACE).

6. Volunteering:

Buddy Plus+ and the DIgS projects are dependent on the recruitment, training and support of volunteers.

Service Area 4: Internal organisation and development of ROWA!

Current and On-going Commitments:

- The ROWA! SMT meet once a fortnight to plan the business of ROWA!, make bids for funding, monitor project activity/budgets and manage staff.
- Support and develop 16 permanent members of staff and 3 temporary staff (at the start of 2008-09). All staff are managed by and have open access to their line manager and the Director. Communication is channelled through team meetings (4 per year), supervisions (2 per year) and project meetings, which are held at least once a month.
- Ensure efficiency of premises at the ROWA! headquarters in Matlock, in the Area Education Office in Chesterfield and on the ROWA! double-decker bus which is converted for use as a mobile classroom.
- Make sure all projects are described in project guides which are updated each year by end of June or within one month of projects being approved.
- Maintain leadership standards within the organisation by upholding the principles of IIP and IIV.
- There will be a monthly budget update and projects will be able to track activity on their own cost centres each month.
- In 2008-09 the ROWA! bus is programmed into projects with Travellers/ Gypsies, offenders, family learning and other events.

Organisational Development:

1. Strategic Approach:

To support staff and partners to collect information to map and prepare a literacy strategy for Derbyshire, through which future community based initiative and partnership working will be identified.

To expand the expertise available to ROWA! via the Board, or through sub-groups, in each of the three service areas.

To develop service area specialisms within the ROWA! staff and partners to ensure that the expertise required by ROWA! to carry out its corporate plan is available to the organisation.

2. Partnership Working:

- Expanding local strategic networks and partnerships
- Consider a method of Partnership working with other similar regional agencies to enhance the breadth of resources available to ROWA! and the market for ROWA! products and services.

3. Communications and Intelligence:

The current networks are in Appendix 1. In addition we need to strengthen our communications with:

- UK Literacy Association (UKLA)

4. Funding:

To investigate how core funding can be strengthened and to bid successfully for four more projects in this period.

Budget presumptions:

		£
Core income	DCC	£138,311
	Derby	£14,000
	LSC	£8,750
	Management recharge	£93,350
	Other income	£17,000
	TOTAL at 25 April 08	£272,411
Core costs	TOTAL at 25 April 08	£312,306

5. Research-based Activity:

To support staff in developing evaluation tools and processes for all ROWA! service activity.

6. Volunteering:

To complete an updated Volunteering policy so that ROWA! remains compliant with IIV and the Russell Commission.

		Schools/pupils	Families	ECCE	Totals
Target	AIMS	EY / KS1/ KS2 / KS3 / LAC / YOS / at risk	CC / schools / VCI / Trav – Gyp / Offender / fathers / grandparents/ LAC	NEET/ libraries / Unemployed / Workforce / CCE / particular need	
A1	Significant improvements to levels of literacy				
A1a	No. of people taking 'first steps' or non-accredited learning	60 young people	8 + 224 (adults)		292
A1b	Of A1a, no. of people reporting a sustainable development in skill, confidence, willingness to progress	60	4 + 120 (adults)		184 (63% of A1a)
A1c	No. of people beginning a programme to obtain an appropriate level qualification		1 + 40	300 (inc. some numeracy)	341
A1d	No. of A1c participants gaining an appropriate level qualification based on national targets		35	210	245 (71% of A1c)
A1e	No. of A1c who progressed in education, training, employment or engagement		40	100	140 (41% of A1e)
A2	Enjoyment, Achievement and celebration				
A2a	No. of times existing programmes are delivered	70	1 16 4	9	100
A2b	No. of people who participate in existing programmes	1000 adults + 8	8 128 adults 128 children 35	100	1407

Key

Data in Blue = Workplace Project

Data in Red = QLA Project

Data in Green = Buddy Plus+YOS

Data in orange = School based Services

Data in Purple = DiGS Project

Data in Brown = Traveller Project

Data in turquoise = FLLN /WFFL / FLIF

Data in Black = collated figure

		Schools/pupils	Families	ECCE	Totals
A2c	No. of new programmes (tailored responses) developed to meet identified need	3	1 3 1	15 10	33
A2d	No. of people who participate in new programmes	30	4 96 Adults 96 Children 12	200 150	588
A3	Improving workforce skills				
A3a	No of Basic Skills Awareness Raising programmes being delivered			5	5
A3b	No. of employer organisations working with ROWA! to support literacy initiatives			10	10
A3c	How is the regional capacity for delivery of S4L being improved?			Adds to LSC targets for DACE In house 'assessor training' and cascading of SfL training to all library staff	
	Operations				
	Partnership working				
P1	No. and type (Public, Private, VCI) and name of organisations working with ROWA to achieve ROWA mission.	6 Public	2 VCI 6 Public NIACE 15, public 1 VCI	5 public, 2 private, 1 VCI 3 Public 1 VCI 3 Public 2 VCI	47

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		Schools/pupils	Families	ECCE	Totals
P2	No. of new sustainable partnerships being developed	3 Public	1 VCI	2 5	11
	Strategy				
S1	No. of programmes being delivered in Derbyshire and, of these, proportion delivered to most disadvantaged i.e. to a disadvantaged target group or in the 30% of most deprived wards	1 – 100% 23 – 80%	1 – 100% 4 – 100%	15, 10% to most disadvantaged 10 – 80% 2 – DCC libraries, William Allitt School Newhall	
S2	No. of programmes being delivered in Derby and, of these, proportion delivered to most disadvantaged i.e. to a disadvantaged target group or in the 30% of most deprived wards	10 – 90%	1 – 100%	1 good practice event + 1 Basic Skills Awareness Raising event in Derby via DLDC 2 – Derby College, Sinfin Community School	
S3	No. of programmes being delivered elsewhere	37			37
	Funding				
F1	Proportion and type of project funding from funds other than core e.g. funding bid, commissioning, earned income	100% earned or bid	100% commissioned 100% commissioned / bid	100% commissioned 100% commissioned 100% commissioned 20% earned	Prop. of total ROWA income from funding other than core: 75%

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		Schools/pupils	Families	ECCE	Totals
F2	No. of new funding bids made in response to identified need	1 Transitions	5	1 6	13
F3	No. of successful bids				
	Research and evaluation				
R1	Are programme outcomes / (Impact assessment) monitored?	Evaluation data where possible	Yes Yes DACE-MIS	Yes Written reports and evaluation report to library Managers	
R2	How are programme outcomes monitored for long term affect?	Ongoing data	Ongoing – data collection by project staff, TEAST and school information service DACE- MIS	End of course evaluation and 18 months on and evaluation event/report May 08 for GO No As above	
R3	Proportion of satisfied ‘customers’.. participants, partners, funders	95%	80%	50% return surveys 80% 100% 80%	
	Volunteering				
V1	No of volunteers / mentors being recruited			60 35	95
V2	No. of people being supported through volunteer /mentor activity	60			60
V3	No. of volunteers being sustained and supported to IIV standards			70+	70+

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		Schools/pupils	Families	ECCE	Totals
V4	No of volunteers being trained to offer skills in literacy support			12 via GO + 10 via Reaching Out 70	92
	Organisational activity				
OA1	Which local / regional / national networks is each project linked to?	NYR BRP	Local traveller inter-agency groups City and County TIWG Save the Children Early Years Gypsy Traveller project	IDEA, DIUS, Move On Up, NIACE, Skills for Life and Work group, Public Sector Compact BJF 50+ Forums Local = DCC libraries, partner schools and FE colleges Regional = partner authorities National = National Literacy Trust (Vital Link), The Reading Agency, NIACE, BBC	
OA2	Which projects have a dissemination plan to share good practice learned at local and or regional and or national level?	Transistions FLLN	Gypsy/Traveller	GO Award action plan DigS QLA	

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OA3	ROWA! has an active up to date website which is frequently visited	Average 500 hits per week
OA4	Project guides completed by June or within one month of project approval	100%
OA5	Supervision with all staff carried out twice a year	100% met by deadline
OA6	A development plan for staff is updated	Twice a year following supervision
OA7	Team meetings	4 times a year with 80% attendance
OA8	Board meets	three times a year

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Appendix 1
Local, Regional and National Partnerships

Communications and Intelligence

	Partners	Local	Regional/National
School Based Services	CAYA SIS SMT Derby SIS	Extended Schools Market Place	Nottinghamshire County Council
	ROWA! e-bulletin to all Derby City schools	Individual schools	Education Bradford: Better Reading Partnerships
	Receive Derby City education newsletter		Andrell Education: Ros Wilson's Company for Writing Interventions
			NLT Reading Connects

	Partners	Local	Regional/National
FLLN	District Managers 0-11 Family Learning Co-ordinator, Derby City	Derbyshire Learning and Development Consortium	ROWA! e-bulletin to all England's Children Centres 4 p.a. PEEP based in Oxford
	DACE operations meeting		Family Learning Network
	Looked After Children Strategy Group		NLT Strategic Forum and Reading Connects
	Travellers Family Learning steering group		Nat. Advisory Group on Research and Analysis of Family Learning

	Partners	Local	Regional/National
Employment, Citizenship, Community Engagement	ADLIBS (DCC Librarians)	Derbyshire Partnership Forum: skills for life and work group	Regional Action Zone
	DACE operations group	Prison Libraries	BBC RaW
	DIGS Strategy group		Vital Link
			The Reading Agency
			NRDC
	Youth Offending Service UK Literacy Association (UKLA)	Regional Mentoring and Befriending Foundation	National Mentoring and Befriending Foundation

	Partners	Local	Regional / National
Organisation Development	CAYA Planning and Development SMT	Derbyshire Partnership Forum	NLT Strategic Forum
			Sheffield University

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a strategy to improve literacy in Derbyshire
and Derby City