



PLEASE NOTE VENUE OF MEETING

INVERCLYDE ALLIANCE BOARD

MONDAY 16 JUNE 2025 – 2PM

**GREENOCK CUT VISITOR CENTRE, CORNALEES BRIDGE, LOCH THOM, INVERCLYDE
PA16 9LX**

Please note that this will be an in person meeting only.

BUSINESS

1. **Apologies for Absence**
2. **Minute of Previous Meeting** (copy attached)
3. **Matters Arising**
4. **Inverclyde Alliance Board Action Tracker** (copy attached)
5. **Inverclyde Partnership Plan Biannual Progress Report – January 2025 to June 2025**
Report by Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council (copy attached)

Related Partnership Plan outcomes:

- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery
- People live longer and healthier lives
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- Communities can have their voices heard and influence the places and services that affect them
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm.

6. **Revised Structure for Alliance Board Thematic Groups**
Report by Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council (copy attached)
7. **Partnership Development and Arrangements**
Report by Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council (copy attached)
8. **The Future of Inverclyde Cares**
Report by Vicki Cloney, CVS Inverclyde

9. **Evaluation of the Inverclyde Approach to tackling Child Poverty**
Report by Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council (copy attached)

Related Partnership Plan outcomes:

- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- Development of strong community-based services that respond to local need

10. **Active Inverclyde Strategy – Annual update on action plan**
Report by Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council (copy attached)

Related Partnership Plan outcomes:

- People live longer and healthier lives.
- Communities can have their voices heard, and influence the places and services that affect them

11. **Partner updates on 2025 events and significant activities**
12. **AOB**
13. **Date of Next Meeting – Monday 6 October 2025**

Enquiries to – **Lindsay Carrick** – 01475 712114

INVERCLYDE ALLIANCE BOARD

MONDAY 17 MARCH 2025

THE WATT INSTITUTION, 15 KELLY STREET, GREENOCK

Present: Councillors E Robertson (Chair), G Brooks, R Moran, L Quinn (Inverclyde Council), Dr B Von Wissman (NHS Greater Glasgow & Clyde), Ms C Elliott (CVS), Ms L Bayston (Skills Development Scotland), Mr S Frew (Scottish Enterprise), Mr R Turnock (River Clyde Homes), Area Commander K Murphy (Scottish Fire & Rescue Service), Superintendent P Robertson (Police Scotland), Mr J McGowan (Office of Martin McCluskey MP), Ms D MacDonald (Scottish Government) and Ms C Cunning (Renfrewshire Council).

In attendance: Ms L Long, Mr S Jamieson, Ms R Binks, Ms M Rae, Ms R Braddick, Mr T McEwan, Mr H Scott, Mr N McIlvanney and Ms L Carrick (Inverclyde Council), Ms K Phillips, Ms M Ward, Ms M McIntyre, Ms S Bryan and Ms M Coyle (Inverclyde HSCP).

APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Chief Superintendent R Fraser (Police Scotland), with Superintendent P Robertson substituting, Dr F Simpson (Scottish Government) with Ms D MacDonald substituting, Mr A Comrie (Strathclyde Passenger Transport), Ms K Wallace (NatureScot), Ms S Rae (West College Scotland) and Mr S MacMillan MSP.

Prior to the commencement of business Board Members and officers were given a tour of the Watt Institution which comprises the McLean Museum and Art Gallery, the Watt Library and Inverclyde Archives.

MINUTE OF PREVIOUS MEETING

The minute of the meeting of 2 December 2024 was submitted and approved.

MATTERS ARISING

There were no separate matters arising.

NOMINATIONS FOR INVERCLYDE ALLIANCE BOARD VICE CHAIR

There was submitted a report by the Corporate Director Education, Communities & Organisational Development, Inverclyde Council advising the Alliance Board on the nomination for Alliance Board Vice Chair.

Decided:

- (1) that Charlene Elliott, Chief Executive, CVS Inverclyde be appointed as Vice Chair of the Inverclyde Alliance Board; and
- (2) that the Boards thanks be conveyed to Chief Superintendent Gordon McCreadie, Police Scotland who previously held the position of Vice Chair for his contributions.

INVERCLYDE ALLIANCE BOARD ACTION TRACKER

There was submitted an action tracker arising from previous decisions of the Alliance Board.

Decided:

- (1) that the actions on the tracker be noted; and
- (2) that the revised action tracker be submitted to the next meeting of the Board taking account of the comments made at the meeting.

INVERCLYDE PARTNERSHIP PLAN BIENNIAL PROGRESS REPORT - OCTOBER 2024 TO MARCH 2025

There was submitted a report by the Corporate Director Education, Communities & Organisational Development, Inverclyde Council providing a progress report on the implementation of the Partnership Plan 2023-2033 which included progress updates from the Thematic Groups for (1) Child Poverty, (2) Economic Strategy and (3) Net Zero. The Board heard a presentation by the three lead officers of each group providing oversight and the delivery of the Partnership Plan. Thereafter Mr Jamieson, Mr McIlvanney and Mr Bryan answered a number of questions from members. The Chair conveyed her thanks to all officers involved in the work undertaken on the implementation of the Partnership Plan.

Decided: that progress made towards the implementation of the partnership plan be noted.

PARTNERSHIP DEVELOPMENT AND ARRANGEMENTS

There was submitted a report by the Corporate Director Education, Communities & Organisational Development, Inverclyde Council providing an update on plans to further develop Inverclyde Alliance and its meeting and reporting arrangements

Decided: that the update and plans to further develop Inverclyde Alliance and its meeting and reporting arrangements be noted.

PARTNER PRESENTATION BY CLARE CUNNING – BAIRNS HOOSE

The Board heard a presentation by Clare Cunning, Renfrewshire Council. The presentation provided information on the Bairns Hoose model which is a single-location alternative to courts, social work offices and police stations in the West of Scotland, bringing together child protection, health, justice and therapeutic support to those who have been victims or witness to abuse and to children under the age of criminal responsibility whose behaviour has caused harm. Thereafter Ms Cunning answered a number of questions from members. On behalf of the Board, the Chair thanked Ms Cunning for attending the meeting and for the work undertaken on the Bairns Hoose model detailed in her presentation.

Decided: that the presentation be noted.

INVERCLYDE STRATEGIC NEEDS ASSESSMENT 2024

There was submitted a report by the Corporate Director Education, Communities & Organisational Development, Inverclyde Council informing the Alliance Board of the latest updates to the Inverclyde Strategic Needs Assessment. The Alliance Board moved into small discussion groups to consider the key issues detailed in the assessment. Feedback from each group was gathered and it was noted that the Alliance Board will be invited to a briefing on the Strategic Needs Assessment to enable a more detailed discussion on the key issues for Inverclyde.

Decided:

- (1) that the Alliance Board notes that the Inverclyde Strategic Needs Assessment has been updated and that it is available as a partner resource on the Inverclyde Council website; and
- (2) that thanks be conveyed to Karen McCready, Corporate Policy and Performance Officer with Inverclyde Council for the work undertaken on the Strategic Needs Assessment 2024.

COMMUNITY FOOD GROWING STRATEGY: YEAR TWO PROGRESS

There was submitted a report by the Corporate Director Education, Communities & Organisational Development, Inverclyde Council providing an update on progress made in relation to the year two actions contained within the Inverclyde Community Food Growing Strategy.

Decided: that the progress made during year two of the Inverclyde Community Food Growing Strategy be noted.

PARTNER UPDATES ON 2025 EVENTS AND SIGNIFICANT ACTIVITIES

The Board discussed partner updates, upcoming events and significant activities occurring in 2025. The discussion focussed on partners providing an overview of their partnership-based work with others. During discussion on this item, Ms L Bayston advised the Board that Skills Development Scotland have been working with the Scottish Government and partners on the post school skills reform. She noted that the Scottish Government held a consultation on the future of the post school education system in mid 2024 which followed an independent review by the Scottish Government which focussed on funding, provision of apprenticeship, learner support, simplification of the landscape and proposing the move of responsibility for all apprenticeships and national programmes to the Scottish Funding Council. The Tertiary Education and Training (Funding and Governance) (Scotland) Bill was introduced in February 2025 and is at stage 1 of the process. If passed, a 3-stage parliamentary process and proposed changes set out in the bill could come into effect in mid to late 2026. Ms Bayston stated that until such times Skills Development Scotland's delivery of apprenticeships will remain the same and confirmed that further updates will be provided to the Board.

Ms Louise Long

Councillor Moran referred to Ms Louise Long, Chief Executive, Inverclyde Council, who would shortly be leaving to take up a new post. On behalf of the Alliance Board, he thanked her for her contribution and extended best wishes to her for the future.

DATE OF NEXT MEETING

It was noted that the next meeting of the Alliance Board will take place on Monday 16 June 2025 at 1pm.



Inverclyde Alliance

Inverclyde Alliance Board Action Tracker

Date of Meeting	Action	Progress Update
5.12.22	Partner hosts Thematic workshops to be arranged, and variety of Board meeting locations and visits to be arranged.	Inverclyde Council and Boglestone Community Centre have offered to host the October 2025 Board in tandem with Challenge Poverty Week.
02.10.23	University of Strathclyde Workforce Research Participation in the University of Strathclyde research project as a partnership approach be progressed.	M Rae provided an update to March 2025 Board and will provide a further verbal update to the June meeting.

Date of Meeting	Action	Progress Update
7.10.24	NHS GGC Mental Health Strategy Refresh Public Engagement Updates will be provided to future meetings	Partner progress update to be provided at June 2025 Board by K Phillips.
7.10.24	Developing a Population Framework for Scotland PHS presentation slides were shared at October 2024 Board. Updates to be provided to future meetings	Update to be provided at June 2025 Board by B Weissman.
2.12.2024	Town Centre Action Plans Link to be circulated	Plans awaiting final amends before publishing.
17.03.25	Economy - Skills/MA in Inverclyde Partners to look at how this can be prioritised in Inverclyde with information to be brought back to the Board.	Partners have been emailed with a request for any information to be shared with R Braddick for collation.
17.3.25	Spaces offering free Wi-Fi Partners to share details of any local Wi-Fi access they offer. List to then be shared and made public across all partner websites/relevant channels.	Partners emailed for updates and R Braddick will liaise with Partners at the June Board meeting to collate information.
17.3.25	Partnership Development and Arrangements Conversations with partners to be arranged	Partner catchups with Chair and Vice Chair are being arranged by council officers.
17.3.25	Strategic Needs Assessment 2024 Briefing to be arranged for Alliance Board Members and Elected Members	Council officers are reviewing diary space to schedule sessions after the summer break.
17.3.25	Partner Updates in 2025 events and significant activities C Elliott to email partners re information on Community Mental Health and Well-being - opening date etc.	Complete



Inverclyde Alliance

AGENDA ITEM NO: 5

Report To:	Inverclyde Alliance Board	Date:	16 June 2025
Report By:	Ruth Binks Corporate Director Education, Communities & Organisational Development, Inverclyde Council	Report No:	
Contact Officer:	Morna Rae, Head of Organisational Development, Policy & Communications, Inverclyde Council	Contact No:	
Subject:	Inverclyde Partnership Plan Biannual Progress Report January 2025 to June 2025		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Alliance Board with a progress report on the implementation of the Partnership Plan 2023-2033.

2.0 SUMMARY

- 2.1 Inverclyde's Partnership Plan was formally agreed by the Alliance Board on the 13 March 2023. This progress report provides details of the progress that has been made towards the Partnership Plan outcomes during the period January 2025 to June 2025.
- 2.2 Oversight and delivery of the Partnership Plan outcomes sits with the following thematic groups Children's Services Partnership; Thriving Communities; Safe and Supported Communities; Tackling Inequalities and Improving People's Lives; Economic Board; and Place Partnership.
- 2.3 This report presents a progress update for the past six months for the Thriving Communities, Safe and Supported Communities, and Children's Services thematic groups. Updates on the work of the other three thematic groups were brought to the March 2025 Alliance meeting.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Alliance Board notes the progress updates and considers any additional action required.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 Inverclyde's Partnership Plan 2023-33 was formally agreed by the Alliance Board on the 13 March 2023, with a focus on the themes of Empowered People, Working People, Healthy People and Places, A Supportive Place, and a Thriving Place. These themes are all associated with further high-level outcomes.

4.2 The Alliance Board Terms of Reference and proposed delivery structure grouping under the new Partnership Plan were agreed by the Alliance Board on 18 March 2024. Updates on the work of each group and progress against the outcomes are brought to the Alliance Board on a six-monthly basis. At the March 2025 meeting information was provided in relation to Tackling Inequalities and Improving People's Lives: Economic Board and Place Partnership.

This report provides a progress update for the past six months for the Thriving Communities, Safe and Supported Communities, and Children's Services thematic groups.

4.3 The appendices to this report provide detail of work against the Partnership Plan outcomes. To support discussion at the Alliance meeting the three lead officers will each provide a short presentation covering:

- Key areas of progress over the past six months/impact/case studies,
- Areas of challenge and opportunities, and
- Future plans.

5.0 COMMUNITY PLANNING PARTNERSHIP DELIVERY GROUP UPDATES

5.1 Children's Services Partnership

CSP Development Session – 29th April 2025:

Session held with partnership members reflecting on:

- The statutory context of children's services plans.
- The current Inverclyde plan: partnership strengths and areas to further develop.
- Thinking towards the next children's services plan (2026).

Priority 1: Children, young people & families are listened to, and their views are used in designing and delivering services.

- The young person's engagement plan is in the final stages of development and is going through final governance checks before publication,
- A second cohort of staff are now undertaking 'Signs of Safety' training, with third and fourth cohorts already identified. The baseline evaluation of this training is now close to completion.
- A Quality Improvement group has been established and a local action plan agreed and rolled out to SW and health teams.
- The Inverclyde Trauma Informed Leadership programme has now been established and will be rolled out from June 2025.

Priority 2: Children and young people's health and wellbeing is promoted and improved.

- A test of change in the Family Nurse Partnership has been relaunched to support antenatal and postnatal breastfeeding support visits for young mums.

- Uptake of Active Schools activities is positive, with 50% of the school population participating in some form of activity, a high proportion of which come from SIMD 1&2 areas.
- Over one hundred S1 to S3 pupils have received a four-session programme on substance misuse. The programme continues to be delivered across schools. This work will be complimented by a communication and engagement programme across communities for local parents.
- A local directory of third sector supports has been produced by CVS colleagues. This will be an online resource for children, young people and families and provide information on the range of local supports available.

Priority 3: Children and young people feel safe and loved and are supported to stay in their families.

- Through the Whole Family Wellbeing Fund work, the Early Intervention Hub is showing a positive impact, reducing demand on presentations to SW services.
- LENS projects continue to progress, including:
 - The Home from Home programme was launched in January, and offers a community based, family friendly space for care experienced young people and their families.
 - To improve uptake of local foster carers, services are planning an increase to the local fee for foster carers receive, making it more competitive with peer authorities. This aims to increase the number of local foster carers, improving opportunities for looked after young people to remain at in their home community.

Priority 4: Children and young people, families and services work together to reduce inequalities.

- To support the delivery of the Scottish Attainment Challenge, work is progressing to agree Family Support Work Service for 2025/26.
- Evaluation of the Inverclyde Approach has been complete and demonstrates the strong positive partnership working to help support families and communities away from the impact of poverty. The report will be presented to Alliance Board in June.

Progress against actions is presented within Appendix 1.

5.2 Thriving Communities Update

- Development of ESOL Fast Track Online Volunteer Training Programme and local Reflective Practice courses were run with participation from CLD Partners.
- The CONSUL platform 'Community Choices' has been launched as part of Community Conversations locality engagement and seeking community feedback on the Warm Hands of Friendship. There is still some development work to follow to establish this platform as a centralised engagement platform for both local authority and partners. The draft summary of the overarching feedback is provided in the following link <https://sway.cloud.microsoft/zkK3iXvMEokKrAFo?ref=Link>
- Inverclyde Council's Inclusive Communities service worked in partnership with the Scouts to secure RCGF funding of £515,000 to modernise the Bank Street community hub, which will provide a more inclusive space for CLD sector provision in a SIMD 1 area.
- Building on a commitment to provide accessible health resources, Inverclyde Libraries hosted a public event showcasing the NHS "Being A Partner in My Care" Realistic Medicine app in

Greenock Central library, directly empowering community members to become active participants in their healthcare journey.

- Active Inverclyde page on Inverclyde Life launched at event in Feb 2025.
- The International Women's Day event hosted at the South West Library exemplified partnership commitment to fostering local workforce development and community enrichment. The event featured a distinguished local retired GP and author, who shared invaluable insights into the challenges and triumphs she experienced during her career. Furthermore, local businesses actively participated, offering firsthand perspectives on their operational challenges and providing valuable advice to attendees. This initiative not only celebrated the achievements of women but also served as a platform for knowledge transfer, mentorship, and inspiration, thereby contributing to the empowerment and potential advancement of the local workforce.

Progress against actions is presented within Appendix 2.

5.3 Safe and Supported Communities Update

- The Scottish Fire and Rescue Service (SFRS) held a series of Key Partner Home Fire Safety Visit (HFSV) Teams Presentations to help partners understand the revised HFSV application process. This replaced individual meetings and aimed to better prepare organisations for the upcoming Partner Application launch, particularly regarding the Data Sharing Framework and next steps to becoming an SFRS partner. The new application, when launched, will create a secure two-way referral process between SFRS and partner organisation to promote safety in the home.
- Ten pupils from Notre Dame High School and Inverclyde Academy gained valuable skills through the second Fire Skills course of 2024 in November, a joint initiative by the Scottish Fire and Rescue Service (SFRS) and Inverclyde Council. The course offered opportunities for young people to enhance their team building and leadership capabilities, alongside raising their awareness of the impact of risky behaviours. Thanks to a youth-work approach, with Inclusive Communities staff working alongside SFRS, the students' participation led to youth work accreditations alongside their personal achievement. A successful funding bid to Tesco Community Grants Fund to ensure sustainability of this valuable partnership project resulted in members of the public choosing the project to receive a 'Golden Grant' of £5,000 in March. This funding will allow the partnership to run several more of these fire skills courses in Inverclyde.
- Inverclyde Council Community Safety & Resilience Team partnered with HSCP Health Improvement Team to run a pilot community 'walk and talk' event to test a community safety lens version of the Place Standard Tool. This was undertaken as part of a national project being undertaken by Public Health Scotland and Scottish Community Safety Network. The Inverclyde pilot session ran on 26 March in Greenock East and was attended by both community members and a range of local partnership representatives. The results of the pilot will be analysed and shared with the Alliance Board at the October meeting of the Board. The Council and HSCP intend to continue developing use of the Place Standard Tool locally and intend to run further projects in different locality areas of Inverclyde.
- The "16 Days of Activism to Eliminate Violence Against Women & Girls" campaign in Nov/Dec 2024 featured several initiatives, including webinars by the Improvement Service, a dedicated website with resources, MS Teams backgrounds and promotional materials for partners, banners displayed publicly (including at Cappielow football stadium), a smaller banner for partners, youth engagement activities, a church service, Police Scotland campaigns on stalking, harassment, sexual violence, domestic abuse, and vulnerability on nights out, and Inverclyde Women's Aid drop-in sessions and a well-attended fundraising Fire Walk.
- Delivering Equally Safe has funded a national project, delivered in partnership by The Scottish Commission for People with Learning Disabilities (SCLD) and People First (Scotland) who have

co-designed a GBV and Learning Difficulty (LD) self-assessment toolkit called Equally Safe and Supported. Our LD Team in Inverclyde has agreed to pilot the toolkit which is practical set of resources designed to help organisations make their services accessible to women with LD who have experienced GBV. Through discussion locally, a representative from LD has been identified to attend MARAC. Although this will only cover who clients who have a diagnosed Learning Disability, it is a positive step towards better identifying disabilities through MARAC.

- The Inverclyde Community Justice Third Sector Forum have secured funding via Inverclyde HSCP Health Improvement to introduce a pilot programme 'Community Matters Pack.' This pilot aims to support people leaving prison and returning home to Inverclyde by providing them with information and some items that may assist in their first couple of weeks of their liberation. The pilot is due to commence during summer 2025 and a further update will be provided to the Inverclyde Alliance Board on commencement.
- With respect to the Community Justice Scotland annual report, that report highlighted; "There are strong links with a range of strategic partnerships across Inverclyde, most notably in the Alcohol and Drugs Partnership, Community Safety Partnership and Violence Against Women Partnership. As will be noted, this strong work will be more formalised with the creation of a Safe and Supported theme within the community planning partnership locally."

The Inverclyde Alliance Board are directed to two specific areas in respect of the above updates:

- As noted through the publication of a new Inverclyde ADP Strategy was progressed during the previous year with significant input from services and individuals across Inverclyde. Towards the end of the reporting period work commenced to action responses to the actions within the new ADP Strategy. The Strategy is available via <https://inverclydeadp.org.uk/wp-content/uploads/2025/03/Inverclyde-Alcohol-and-Drug-Partnership-2024-2029-Strategy-Document.pdf>
- There has been significant work undertaken by the ADP to launch and maintain our website accessible at <https://inverclydeadp.org.uk/> . the website provides a range of information for individuals and their families of services in Inverclyde. There are also sections around stigma and hope highlighting the progress of individuals across Inverclyde. Plans are being made to build in a course booker giving a one stop approach to our website.
- The ADP Committee have also approved work to review the existing structure of the Inverclyde ADP including the Committee and wider family group's structure and its links with a range of strategic groups in Inverclyde. This work commenced in February 2025 with a final option being presented to the ADP later in the year.

Progress against actions is presented within Appendix 3.

6.0 IMPLICATIONS

- 5.1 Legal: None
 Finance: None
 Human Resources: None
 Equality and Diversity: None
 Alliance Partnership Plan: The progress updates within this report relate to outcomes within all five themes of the Partnership Plan.

6.0 CONSULTATIONS

- 6.1 None.

Inverclyde Children's Services Plan 2023-26

CSP Action Plan – Progress Report

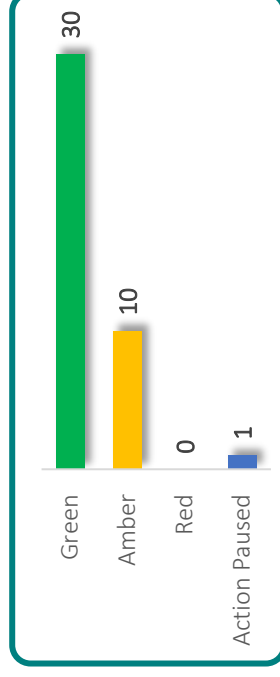
Date of Meeting: 15 May 2025

Introduction

This report provides an update the Children's Services Partnership on progress made against the actions contained in the Inverclyde Children's Services Partnership 2023-26. All updates provided cover the period up to **April 2025**. In total, **41** actions are detailed in this report.

Overall:

- **73.2%** of actions are on track and assessed as green.
- **24.4%** of actions are slightly adrift and assessed as Amber.
- No actions are assessed as Red.
- **1** action was paused, accounting for **2.4%** of actions.



Structure of this report

This report is structured into two sections:

- [Section 1 – Exceptions Report:](#) This section provides a focus on actions that are assessed as Red or Amber. It is structured by the four priority areas.
- [Section 2 – Full Action Report](#) This section provides **all** updated actions, including all those assessed as Green and the Red and Ambers included in section 1. It is also organised by priority area.

Section 1 – Exceptions Report

The tables below contains all actions/sub-actions that are considered slightly off track (amber), off track (red), action paused (blue), or no update (grey):

Outcome 1- Children, young people and families are listened to and their views are instrumental in designing and delivering services					
No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS
1.1	Our children, young people and families will help to shape their plans and their views will influence how we deliver services with them.	1.1a	With children, young people and families, we will develop an engagement plan to ensure their views are (a) reflected in individual plans and (b) help shape our future delivery model.	Susan Chambers (Support from L. Ellis, C. McCahill)	There will be a draft of the engagement document sent to Senior CSP Leadership at the beginning of May for final discussion before it is completed. Document is currently being finalised.
	Our care experienced children and young people will be fully involved in decisions and there will be nothing decided about them without them.	1.1b	We will deliver training and engagement with multi-agency staff and managers to improve their effective communication with children, young people and families	Susan Chambers (Support from L. Ellis, C. McCahill)	Due to different policies for using training for foster carers we were limited to use the PPB. So, with permission myself and a colleague have rewritten some training materials to best fit service delivery. This is now distressed behaviour strategies. It has no elements of safe holding and also has additional strategies and supports for specific areas required. We have also added in 5 principals of trauma informed practice as well as other useful resources. This has been preliminarily offered to FC and potentially can also be used for other areas such as Kinship.
		1.1c	Our strategic and delivery plans and policies will demonstrate how we are delivering on the UNCRC.	Susan Chambers (Support from L. Ellis, C. McCahill)	CR sessions continue to be offered and delivered across the authority. We are currently also supporting medical students with these inputs and have agreement from GP practice to engage with IROC and see how we can develop this across the care community.

Outcome 2 Children and young people's health and wellbeing is promoted and improved

No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS	RAG
2.2	We will ensure children, young people and families have opportunities to improve physical health and development	2.2d	Implement the thrive under 5 programmes across Inverclyde	Lynn Smith	TU5 has had a busy few months. With just over 200 referrals to date. 70 food packs have been given out each week over the last few months. Referrals continue from the nurseries, parent and toddler groups, home-start and Children & Families team. Community food growing continues in all nurseries across Inverclyde with support being delivered in each nursery each month from our Food workers. Children are given the opportunity to see where their food comes from and also what we cook with the produce.	
		2.2e	Improve uptake in the Young Peoples H&W survey	Hugh Scott	We agreed that 3 secondary schools would pilot the survey last term. This has taken place and our next step is to come together with all secondaries to agree the best way of rolling out to all in the new school session. Data that is personal to a pupil needs to be acted on immediately therefore we need to find a way of schools having instant access whilst also collating at HQ. we will then use the analysis of this data to inform future planning and compare results with East Renfrewshire	
2.3	Reduce rate of 27-30 month developmental concerns being identified.	2.3a	Roll out of PALs- Play Assisted Language skills across health and education.	Lynn Smith	Paused due to staffing crisis in health visiting teams	

Outcome 3 Children and Young people feel safe and loved and are supported to stay in their families					
No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS
3.1	We want our children and young people to be safe and remain in their own home and community	3.1.a	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Outreach Service)	Emma Bilsland	<p>Work is taking place within the service to shift the balance of care to provide earlier help and strengths-based support to families to reduce the need for children to be looked after (Intensive Family Support Model)</p> <p>Investment in earlier help and intensive supports will also be critical to shifting the balance of care away from the current use of residential placements.</p> <p>We do continue to receive referrals for outreach support – as with previous update, this is supported by our children's houses and is not a long term solution.</p>
		3.1.b	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Throughcare Team, Evening and Weekends)	Emma Bilsland	As above.
		3.1.f	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (The Lens: Throughcare Hub)	Emma Bilsland	<p>The Throughcare Hub was intended to be a person-centred, flexible, and supportive environment for young people to learn new skills, gain qualifications and grow in confidence at their own pace.</p> <p>There is no significant update – work in relation to this is ongoing, with the Throughcare Team</p>

				working with the young people that they support to consider ways in which they can		
	3.1.g	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Recruitment of Foster Carers)	Emma Bilsland	<p>As before - We aim to increase the number of local fostering placements for children of all ages, including those aged 12 and over.</p> <p>A review of foster home fees was undertaken as part of the recruitment strategy. Benchmarking our established fee structure for foster carers against other local authorities has revealed that carers in Inverclyde are at times financially disadvantaged compared to their counterparts in neighbouring areas such as Renfrewshire. It is hoped that reviewing and adjusting the fees paid to foster carers will help improve recruitment and retention in the area.</p> <p>We continue to explore the impact that a targeted digital marketing campaign might have on our ability to recruit and retain foster carers. Considerable progress has been made in this area.</p> <p>It will also be important that we continue to support and grow kinship placements where children are able to remain within their wider families.</p> <p>The targeted campaign with our residential services did not have the impact that we had hoped.</p>		
3.3	3.3a	Young People feel safer and experience less harm within the wider community	Informed and influenced by the experiences of our young people, we will work together to co-design	Hugh Scott	Areas of perceived risk to young people have been mapped out by the Contextual Safeguarding sub-group, however this work needs to be further	

			interventions and supports which improve young people's feelings of safety, inclusion, belonging and ambition in the local community.		developed with inclusion of young person voice. As part of this work, CLD have worked with a group of Clydeview Academy pupils to run a pupil survey which identified locations where they felt safe and comfortable in Inverclyde and conversely where they did not feel safe.	
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Outcome 4 Children, young people, families and services work together to reduce inequalities

All actions assessed as Green

Section 2 - All Actions

RAG: RED = Off Track/ areas of concern AMBER = Slightly off-track, being managed GREEN = Progressing Well/ On-Track

Outcome 1- Children, young people and families are listened to and their views are instrumental in designing and delivering services

No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS	RAG
1.1	Our children, young people and families will help to shape their plans and their views will influence how we deliver services with them.	1.1a	With children, young people and families, we will develop an engagement plan to ensure their views are (a) reflected in individual plans and (b) help shape our future delivery model.	Susan Chambers (Support from L. Ellis, C. McCahill)	There will be a draft of the engagement document sent to Senior CSP Leadership at the beginning of May for final discussion before it is completed. Document is currently being finalised.	
	Our care experienced children and young people will be fully involved in decisions and there will be nothing decided about them without them.	1.1b	We will deliver training and engagement with multi-agency staff and managers to improve their effective communication with children, young people and families	Susan Chambers (Support from L. Ellis, C. McCahill)	Due to different policies for using training for foster carers we were limited to use the PPB. So, with permission myself and a colleague have rewritten some training materials to best fit service delivery. This is now distressed behaviour strategies. It has no elements of safe holding and also has additional strategies and supports for specific areas required. We have also added in 5 principals of trauma informed practice as well as other useful resources. This has been preliminarily offered to FC and potentially can also be used for other areas such as Kinship.	
		1.1c	Our strategic and delivery plans and policies will demonstrate how we are delivering on the UNCRC.	Susan Chambers (Support from L. Ellis, C. McCahill)	CR sessions continue to be offered and delivered across the authority. We are currently also supporting medical students with these inputs and have agreement from GP practice to engage with	

						IROC and see how we can develop this across the care community.		
1.2	We will ensure planning for children, young people and families is strengths-based and outcome-focussed and reflects the national refresh of GIRFEC	1.2a	We will develop and deliver a training programme for all children's services staff on GIRFEC	Molly Coyle	Training in relation to Signs of Safety and GIRFEC a second cohort training now underway, with 3 rd and 4 th cohort scheduled. Baseline evaluation nearing completion.			
		1.2b	In partnership, we will develop quality assurance actions that evaluate our progress and share learning from individual plans.	Molly Coyle	Improvement plan now approved with clear actions in place with all areas of agreed workforce development actions incorporated.			
		1.2c	We will audit plans for care experienced children and young people to ensure our services have positive impact to support positive, ambitious outcomes	Molly Coyle	Children Planning and Improvement Officer's have now resumed reviewing children and young people who are looked after at home. Andy Campbell and Clare Fallone will audit and review 12 files on a quarterly basis and provide feedback to the Quality Improvement Group and practitioners. The first cycle of 12 will begin on 1st May.			
1.3	We will work in truly trauma-informed ways with children, young people and families	1.3a	We will deliver multi-agency Trauma Informed Practice training and awareness across Inverclyde and embed measurable trauma informed approaches that reflect our diverse communities	Laurence Reilly	The current Delivery and Improvement Plan for Trauma Informed Practice in Inverclyde has been updated following significant steps forward as measured against the current plan. This plan covers the following areas: 1. Leadership and Culture. 2. Workforce Development and Wellbeing. 3. Feedback Loops. 4. Policies and Processes.			

				<p>The role of the Trauma Informed Ambassador is currently evolving.</p> <p>The Inverclyde Trauma Informed Leadership programme has now been created. This will be rolled out from June 2025.</p> <p>Level 1 training has been augmented through a collaborative agreement with Glasgow City Council, who have created an enhanced training package of materials in this area.</p> <p>Level 2 training has been augmented through the identification of a number of trainers from within Inverclyde.</p> <p>Level 3 training will now take place in collaboration with the training provider Epion.</p> <p>The Trauma Informed Strategic Group conference for leaders in Inverclyde Council, HSCP, Police Scotland and 3rd Sector has been postponed and a new date is being pursued for late August/early September 2025. The aim is to have the same keynote speakers - Martin Crewe – CEO Barnardos, Dan Johnson – Director of Kibble Services and one of the authors of the Scottish Government’s National Trauma Transformation Programme and Dr Laura James – Improvement Service Trauma Lead. There is also an aim to have the same workshops on offer the 3rd Sector, HSCP and Education Services.</p>
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					Funding from the Scottish Government for the role of the Trauma Informed Practice Lead has now been mainstreamed until further notice.
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Outcome 2 Children and young people's health and wellbeing is promoted and improved

No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS	RAG						
2.1	We will ensure children and young people have access to appropriate mental health supports	2.1a	Continue to commission and deliver the Wellbeing Service for Children and YP	Laurence Reilly	The next steps forward for the CYPCMHW programme will be more challenging as the funding picture has changed. A new plan for 2025-26 is currently being developed.							
		2.1b	The National Trauma Training Programme will be rolled out across Inverclyde.	Laurence Reilly	Please see above.							
		2.1c	Continue to deliver the Inverclyde Emotional Wellbeing Triage meetings (IEWTM)	Lynn Smith	IEWT meetings continue on a fortnightly basis Referrals submitted through the group are then directed to the appropriate service							
		2.1d	Continue to ensure delivery of 18-week referral to treatment timescales for CAMHS	Lynn Smith	The GGC referral to treatment target of 18 weeks is being met. In Inverclyde the RTT is sitting around 6-8 with urgent referrals being seen on day 1/2							
2.2	We will ensure children, young people and families have opportunities to improve physical health and development	2.2a	Continue to support breastfeeding.	Lynn Smith	Support continues to all antenatal and postnatal women who choose to breastfeed. Postnatally women are offered home visit within 2 days of discharge. Consequently, we have met the Scottish Government's targets by reducing attrition rates by 10% at 6-8 weeks by 2025.							
		2.2b	Continue to support high of immunisations across Inverclyde.	Lynn Smith	Test of change for Family nurse project relaunched to provide antenatal and postnatal visits to promote breastfeeding.							
		2.2c	Encourage participation in sports and activities.	Hugh Scott	The table below show Term 2 participation and both terms collated including the protected characteristics that are reported to SportsScotland.							
					<table><tr><td></td><td>Term 2</td><td>Term 1 & 2</td></tr><tr><td>Total participants</td><td>3383</td><td>4828</td></tr></table>		Term 2	Term 1 & 2	Total participants	3383	4828	
	Term 2	Term 1 & 2										
Total participants	3383	4828										

					community. The working group are now looking at methods to promote the directory.		
	2.2d		Implement the thrive under 5 programmes across Inverclyde	Lynn Smith	TU5 has had a busy few months. With just over 200 referrals to date. 70 food packs have been given out each week over the last few months. Referrals continue from the nurseries, parent and toddler groups, home-start and Children & Families team. Community food growing continues in all nurseries across Inverclyde with support being delivered in each nursery each month from our Food workers. Children are given the opportunity to see where their food comes from and also what we cook with the produce.		
	2.2e		Improve uptake in the Young Peoples H&W survey	Hugh Scott	We agreed that 3 secondary schools would pilot the survey last term. This has taken place and our next step is to come together with all secondaries to agree the best way of rolling out to all in the new school session. Data that is personal to a pupil needs to be acted on immediately therefore we need to find a way of schools having instant access whilst also collating at HQ. we will then use the analysis of this data to inform future planning and compare results with East Renfrewshire		
2.3	2.3a	Reduce rate of 27-30 month developmental concerns being identified.	Roll out of PALs- Play Assisted Language skills across health and education.	Lynn Smith	Paused due to staffing crisis in health visiting teams		
2.4	2.4a	Provide evidence-based intensive home visiting programme to all young women	We will continue to resource and sustain the concurrent model of Family Nurse Partnership programme delivery alongside delivery of the Revised Universal Pathway.	Lynn Smith	Family Nurse Partnership programme continues to be offered across Inverclyde and has now expanded into Argyle and Bute. The programme is delivered by a team of 4 nurses in Inverclyde, with a new nurse due to start in August 2025. FNP is delivered alongside the Universal Pathway to all young mum up to the age		

					of 19 and to care experienced young mums to the age of 25.		
	2.4b	We will explore the potential to deliver programme to all eligible young women under 21 years old as per Best Start Bright Futures vision.	Lynn smith	Family Nurse Partnership programme is now being offered to all young mum up to the age of 19 and for those who are care experienced young people we now offer the programme up to the age of 25.			
2.5	2.5a	We will develop substance use programmes in schools that develop personal & social skills and increase knowledge of substances and related issues.	Hugh Scott	There have been approximately 1100 pupils within s1-3 who have currently received the four lessons. Whilst the lessons are still being delivered that number should increase by June. The lessons this year have been made more specific and personal to each year group as the team have developed a lesson for each individual year group instead of the shared s1-3 and s4-6 lesson that was used last year.			
	2.5b	We will provide initiatives that tackle normative beliefs around prevalence of substance use.	Hugh Scott	The Substance Use Framework delivered by the team is challenging behaviour and language around substance use. A full evaluation will be available by August 2025.			
	2.5c	We will develop initiatives that involve families and communities to encourage development of healthy attitudes towards substances.	Hugh Scott	The team are working to identify communication sessions that can be delivered to parents and communities in a non-judgemental, interaction and informative way. These will be developed through the summer. The team now consists of two members of staff, and this should remain stable until March 2026.			
	2.5d	We will provide targeted/indicated prevention work with Young People at risk of harm from substance misuse.	Hugh Scott	The new member of the Substance Use Team has been employed from the Youth Work team to enhance the collaboration between the two			

						teams, this will help to increase targeted support and outreach during the holiday period.
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Outcome 3 Children and Young people feel safe and loved and are supported to stay in their families

No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS	RAG
3.1	We want our children and young people to be safe and remain in their own home and community	3.1.a	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Outreach Service)	Emma Bilsland	<p>Work is taking place within the service to shift the balance of care to provide earlier help and strengths-based support to families to reduce the need for children to be looked after (Intensive Family Support Model)</p> <p>Investment in earlier help and intensive supports will also be critical to shifting the balance of care away from the current use of residential placements.</p> <p>We do continue to receive referrals for outreach support – as with previous update, this is supported by our children's houses and is not a long term solution.</p>	
		3.1.b	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Throughcare Team, Evening and Weekends)	Emma Bilsland	As above.	
		3.1.c	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (The Lens: Practice Pad)	Emma Bilsland	<p>The Practice Pad continues to be utilised by several teams across Children and Families, though primarily by Throughcare and our Residential Service.</p> <p>Young people who are transitioning to live independently are using the property to develop their skills and build their confidence and self-</p>	

				esteem. The property is also being used as a venue for drop-ins supported by the Throughcare Service.		
3.1.d	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (The Lens: Feel Good Fund)	Emma Bilsland	There is no significant update - The Feel-Good Fund continues to be instrumental in providing young people with opportunities that they might not otherwise have been able to access.			
3.1.e	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (The Lens: Home from Home)	Emma Bilsland	<p>The Home from Home was formally launched in January 2025 – a property was found in Port Glasgow and decorated / furnished with input from our young people. Care experienced young people are now able to spend time in a home within the local community. This takes them away from social work offices where “contact” has traditionally taken place. The property has been developed to include a small sensory space and has a working kitchen to allow families to cook together, making the time together feel more natural.</p> <p>The Home from Home is proving to be a positive addition to the service.</p>			
3.1.f	Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (The Lens: Throughcare Hub)	Emma Bilsland	<p>The Throughcare Hub was intended to be a person-centred, flexible, and supportive environment for young people to learn new skills, gain qualifications and grow in confidence at their own pace.</p> <p>There is no significant update – work in relation to this is ongoing, with the Throughcare Team</p>			

				working with the young people that they support to consider ways in which they can		
				As before - We aim to increase the number of local fostering placements for children of all ages, including those aged 12 and over. A review of foster home fees was undertaken as part of the recruitment strategy. Benchmarking our established fee structure for foster carers against other local authorities has revealed that carers in Inverclyde are at times financially disadvantaged compared to their counterparts in neighbouring areas such as Renfrewshire. It is hoped that reviewing and adjusting the fees paid to foster carers will help improve recruitment and retention in the area. We continue to explore the impact that a targeted digital marketing campaign might have on our ability to recruit and retain foster carers. Considerable progress has been made in this area. It will also be important that we continue to support and grow kinship placements where children are able to remain within their wider families. The targeted campaign with our residential services did not have the impact that we had hoped.	Emma Bilsland	
				3.1.g Work with key partners for more children and young people who are looked after away from home to remain in Inverclyde. (Recruitment of Foster Carers)		
				3.1.h Work with key partners for more children and young people who are	Emma Bilsland	As before, progress has been made in exploring ways that we can provide responsive and flexible

		looked after away from home to remain in Inverclyde. (Review of Balance of Care)		intensive whole family support to the children, young people and families who access our service to reduce the need for children to be looked after away from their home and wider family network. Considerable efforts continue to be made so that children in need of permanent care arrangements have their assessments completed and plans carried out without delay. Due to this, we have seen an increase in children being registered as needing permanent care out with their birth family – this will have a direct impact on the availability of local foster placements.	
	3.1.i	Work with key partners to review the service and provision offer around Lomond View Academy to ensure less young people need to be educated away from Inverclyde.	Michael Roach	The provision at Lomond View continues to evolve and be reviewed in readiness for 2025/26. This now includes the Hone Link workers moving into the LVA team from May and as a result an offer is being developed in partnership with the existing but reducing offer from Bernardo's via the AC and the WFWF. The move of NEST from St Michael's to LVA is under way for August 25.	
3.2	3.2.a	Develop our multi-agency Whole Family Wellbeing model to provide targeted interventions that reduce risk of harm and build and strengthen family capacity.	Laurence Reilly	The early intervention (EI) work of the WFWF is showing measurable impact in reducing the pressure on the Request for Assistance Team in Social Work. The EI Hub is working well with plans in place to ensure sustainability. The intensive aspect of the WFWF will be focused on at the next WFWF Multi-Agency Governance Group.	

3.3	Young People feel safer and experience less harm within the wider community	3.3a	Informed and influenced by the experiences of our young people, we will work together to co-design interventions and supports which improve young people's feelings of safety, inclusion, belonging and ambition in the local community.	Hugh Scott	Areas of perceived risk to young people have been mapped out by the Contextual Safeguarding sub-group, however this work needs to be further developed with inclusion of young person voice. As part of this work, CLD have worked with a group of Clydeview Academy pupils to run a pupil survey which identified locations where they felt safe and comfortable in Inverclyde and conversely where they did not feel safe.	
		3.3b	Continue to resource the delivery of community-based youth work opportunities, which meet the needs of young people, offering universal and targeted provision.	Hugh Scott	Provision of Universal youth work and targeted provision is continuing working with young people 11 to 18 years, through our work in I Youth Zones, detached and outreach programmes as well as targeted provision such as Clyde Pride, EAL Youth Group and Inverclyde Youth Council providing a voice to Inverclyde Young people.	
		3.3c	Work in partnership with key partners to promote campaigns and deliver programmes to children and young people with a focus on safety.	Hugh Scott	Our Outreach and detached workers will be working in partnership with youth work staff and Greenock Tesco, to pilot a project looking to reduce anti-social behaviour and build positive relationships within the store.	

Outcome 4 Children, young people, families and services work together to reduce inequalities

No.	WHAT IS IT WE WANT TO DO	Act. ID	HIGH LEVEL ACTIONS	LEAD OFFICER	PROGRESS	RAG
4.1	We want to reduce inequalities of educational outcomes linked to deprivation	4.1a	Deliver the Scottish Attainment Challenge Plan for Inverclyde	Michael Roach	No significant update other than work is under way to secure a Family Support Work Service into 2025/26. This has been achieved by utilising funding from the SEF fund as well as unallocated funding from the WFWF budget, meaning approx. £200K per year for the next two years. Work is ongoing at this stage with procurement colleagues to identify the best route to achieve this.	
		4.1.b	Deliver the Education Services Senior phase action plan	Michael Roach	This is ongoing as part of the Education Services Directorate Service plan. No significant update	
		4.1c	Deliver the Education Services Directorate Service plan	Michael Roach	The Standards and Quality report on the 2024/25 Education Services Directorate Service plan will be presented to the Education Committee in May 2025. A draft copy can be shared with the CSP group at this stage, pending approval. A report will also go to Education Committee in May 2025 re the work referred to in Feb 2025 which includes a report on the Education service written by Education Scotland as part of the National Thematic Inspection into how Education Services support school improvement. Again, this report can be shared with the CSP group.	
4.2	We will ensure that cost of living doesn't act as barrier for children, YP and families in Inverclyde	4.2a	Continue to deliver the Child Poverty Plan for Inverclyde	Ruth Binks	The Evaluation of the Inverclyde Approach has been completed by Urban Foresight the highlights the success of partnership working based on relationships to improve support for families and communities. The Evaluation will be reported to the Alliance Board in June.	

					<p>Many of the families have reduced the days they attend the after school childcare now that they have to pay for the service, albeit a reduced rate supported by Universal Credit. The families who were not entitled to UC but still require childcare will receive support from the Early Adopter Community on a case by case basis. This includes families who are kin ship carers, families who are in training or learning or families where there are challenges in relation to the child's social and emotional needs, trauma or adversities faces by the child and/or family.</p> <p>Engagement and interactions with the families who require support are continuing, parents are disclosing a range of poverty or inequalities related challenges especially around food, debt, abuse and learning.</p> <p>BASK have started the after-school childcare service in South/SouthWest from 28 April, however, only 4 children have registered for a place. Engagement and investigations around the needs of families in this area will continue.</p> <p>There was a range of activities during the two weeks of activities during the Easter Break with families from the B'Hive, the after school families and the families in South/South West to engage, to start building the platform of community using the B'Hive and the B'Hub. This was averaging 30 families each day.</p>
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					<p>Scottish Government has commissioned THRIVE an organisation to support the development of the Early Adopter Team, implement the Scottish Approach to Service Design to ensure that the people of Inverclyde are supported and empowered to actively participate in the definition, design and delivery of their public services (from policy making to live service improvement). This is continuous until the end of March 2026. In addition they have commissioned IPSOS Scotland to gather and analyse the data collected.</p>	
4.3	We will have an ensure inclusive curriculum and methods of working to embrace cultural differences	4.3.a	Deliver resources and training as identified by the Inclusive Curriculum Group	Michael Roach	<p>Education Officers and Inverclyde practitioners continued to contribute to national networks and policy in relation to equalities, ensuring that local views fed into national policy and supports and that authority networks were accessing the most up to date materials and information.</p> <p>All establishments continued to have the development of anti-racist education as a priority on their improvement plans for session 2024-25.</p> <p>The Equalities Co-ordinator Network, introduced in 2023/24, continued to aim to:</p> <ul style="list-style-type: none"> • Reinforce our commitment to equalities consistently across all settings and further develop a more inclusive curriculum. • Ensure we are acting to meet our legislative duties, as outlined in The Equality Act 2010 and General Teaching Council for Scotland (GTCs) Standards for Equality and Diversity. 	

					<ul style="list-style-type: none"> • Facilitate support for staff directly involved in delivering the Equality Outcomes. • Offer an opportunity to showcase good practice and improvements that relate directly to one or more of the Protected Characteristics. • Engage with staff, pupils and families on equalities issues. <p>Every establishment in Inverclyde continued to have an Equalities Coordinator, with the majority attending network meetings regularly. This session the network worked to further develop practitioner knowledge and confidence but also shifted focus to support and drive forward change within the curriculum. Over 80% of Coordinators report having made moderate to high progress on developing staff knowledge and understanding of race and racism.</p> <p>Co-ordinators have had opportunities to share what is working well for them within their settings and engage with partners such as Education Scotland and West of Scotland Development Education Centre (WOSDEC) to further develop curriculum content.</p> <p>We have shared self-evaluation materials, some which support engagement in strategic whole establishment planning and some which guide practitioner planning for learning and teaching. 80% of co-ordinators reported having made moderate to high progress on reviewing policies,</p>
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					<p>curriculum, resources and procedures, up from 38% last year.</p> <p>The Inverclyde Support Guide has been updated and continue to reference and support engagement with high quality materials and resources. All coordinators have access to this guide.</p> <p>In partnership with WOSDEC early, second and third level practitioners were provided with CLPL opportunities to build confidence in exploring Anti-racist Education (ARE), engage with the new national Anti-Racist Education resource and collectively consider next steps. Following the WOSDEC sessions, 100% of participants rated confidence in using the ARE resource, likelihood of using it and sharing learning on the resources as high, with most selecting the highest rating on the scale. This is exemplified by feedback from one participant: <i>“This is fabulous, and the resources will be a real help for educators to lead on this with their children.”</i></p> <p>The number of practitioners across Inverclyde who have now completed the national Building Racial Literacy programme continues to grow with 14 having completed the training, 19 completing over this academic session and Inverclyde participating in every cohort of the programme since its launch. The programme seeks to ensure that our educators here in Inverclyde are racially literate and not ‘race evasive’ and promote anti-racism as a baseline professional value, empowering them to identify and implement anti-racist behaviours and</p>
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					<p>processes in their everyday practice. BRL is named as a key professional learning programme by co-ordinators with some establishments having multiple members of staff trained. This network also acted as a support for any practitioner who had attended the national Building Racial Literacy (BRL) training. We now have five BRL alumni practitioners who have completed the Leading Anti-Racist Professional Learning (LEARPL) training and three mentors. The training promoted anti-racism as a baseline professional value, empowering practitioners to identify and implement anti-racist behaviours and processes in their everyday practice. Our mentors made use of the LEARPL learning materials to deliver authority wide professional learning to two cohorts of practitioners. Training participants fed back strong appreciation for the informative content, practical resources, and the supportive, non-judgmental approach to learning. The feedback also emphasised the enhanced knowledge gained, as well as opportunities for continued learning through links to further resources.</p> <p>Equalities Co-ordinators have reported that the primary activities within establishments have been staff engaging in professional learning on race and racism (100% report making progress with 57% rating moderate to complete), reviewing resources and policy using self-evaluation tools, developing pupil-led Anti-racist or Equalities groups, and parental and community engagement. This, in turn, has increased staff</p>
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					confidence and capacity to have racially literate discussions with pupils, decolonising the curriculum, teaching on global citizenship and celebrating diversity. The impact on outcomes for pupils is greater knowledge and understanding of race and racism, with 71% of Coordinators reporting moderate to high progress in this area, nearly doubled from 37% of Coordinators reporting these levels of progress last year. In one class, pre and post-learning scores rose from 4.5% to 95.5% in understanding race, and from 31.8% to 100% in understanding racism, showing the potential power of learning inputs achievable once racial literacy is well embedded.	
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Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
			Target date	

1. Systematic approach to Locality Action Plans				
1.1	Update existing Locality Plans	Locality Action Plans	<ul style="list-style-type: none">Community Learning and Development, Community Safety & Resilience and Sport (IC)	June 2024 1.1
Progress update: Complete. 6 new locality actions plans were presented and approved at the June 2024 Alliance board. The 6 new locality actions plans can be located https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/localities				
1.2	Configuration and launch of CONSUL system as the online tool for community engagement	Locality Action Plans	<ul style="list-style-type: none">Community Learning and Development, Community Safety & Resilience and Sport (IC)	March 2025 1.1
Progress update: Complete. CONSUL system configured and launched as part of the Community Conversation weeks. Platform available at https://inverclyde.communitychoices.scot/				
1.3	Develop an annual partnership engagement calendar	Locality Action Plans	<ul style="list-style-type: none">All Community Learning and Development Partners	June 2024 1.1
Progress update: Ongoing. Achieving this action or outcome will necessitate enhanced collaboration across the CLD sector and will continue to evolve through the subgroups of Thriving Communities. However, a significant challenge remains fluctuating external funding, particularly for the third sector. This instability creates obstacles to establishing a sustainable engagement plan that can be effectively implemented.				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
			Target date	
2. Development of Community Councils				
2.1	Development of Community Councils within areas they are not currently operating	-	<ul style="list-style-type: none">Community Learning and Development, Community Safety & Resilience and Sport / Legal Services (IC) / Community Councils	1.1
Progress update: <u>Ongoing</u>. Two interim elections are set to take place in September and October 2025 for the two areas currently without a community council. These elections present an opportunity to implement a more focused and strategic engagement plan, with the goal of establishing two new community councils.				
2.2	Support Community Councils to be more confident through different modes of training	-	<ul style="list-style-type: none">Community Learning and Development, Community Safety & Resilience and Sport (IC) / Community Councils	1.1
Progress update: <u>Ongoing</u>. The interim election for Greenock West and Cardwell Bay caused a delay in the inaugural meeting for the AICC, which is now scheduled for the 8th of May. Following discussions with Community Councils and insights from a training needs assessment, two key areas—Planning and Community Engagement—have been identified. A training and engagement session is being planned for July or August to address these priorities.				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
			Target date	
3. CLD Partnership Plan (2024-27) – Year 1				
3.1	Empowering individuals and growing a culture of participation	CLD Partnership Plan 24-27	<ul style="list-style-type: none">All Community Learning and Development Partners	Aug 2025
<p>Progress update: Ongoing.</p> <p>Warm Hand of Friendship (WHF) Celebration Event is being planned in Port Glasgow during the week of April at the B'Hive, following the conclusion of most WHF initiatives. This event will directly support multiple action points: acknowledging and thanking the community and voluntary sector for their winter contributions and facilitating knowledge sharing; strengthening relationships with CLD partners; communicating our vision for the Early Action Collaborative (EAC), Fairer Futures Partnership (FFP), and the Inverclyde Approach; and equipping the FFP Steering Group with information on local community services as the FFP expands. This celebration will serve as a crucial step in consolidating our winter efforts and strategically planning for future community engagement and celebrating success. Also, planning partnership event for Volunteer week in June 2025</p> <p>IC Inclusive Communities have procured CLD module for Hanlon Information System and plan to go-live with the system on 1 April 2025. As the system develops it will be assessed for inclusion of partnership data and/or allowing additional partnership access.</p> <p>A partnership has been established with UWS to promote opportunities to have a degree in community education. Additionally, local reflective practice workshops were also held with CLD partners.</p> <p>A partnership working group has been established to develop how the partnership captures progress in the context of wider system change in Inverclyde, with a CLD approach being central to the aspirations of this change.</p> <p>Inclusive Communities worked with WCS on Community College Provision, promoting pathways from CLD partners to WCS provision.</p> <p>Development of ESOL Fast Track Online Volunteer Training Programme.</p> <p>Inverclyde Leisure external courses have been advertised to raise awareness of opportunities and skills development to aid recruitment and offer local community the opportunity to gain qualifications.</p>				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
	<p>Inverclyde Libraries actively engages with a variety of key partnerships and collaborative groups to enhance community well-being and access to information. This includes participation in the Community of Practice, the Maximising Independence initiative, and the Chronic Pain Management Subgroup. Furthermore, Inverclyde Libraries contributes to crucial health-focused collaborations such as the Cancer Engagement Screening Working Group and maintains strong Partnerships working with the Health and Social Care Partnership (HSCP) and Your Voice. Beyond health and social care, the library service also regularly collaborates with the local arts organisation RIG Arts on programming centred around the garden and arts, demonstrating a commitment to cultural enrichment within the community.</p> <p>The International Women's Day event hosted at the South West Library exemplified partnership commitment to fostering local workforce development and community enrichment. The event featured a distinguished local retired GP and author, who shared invaluable insights into the challenges and triumphs she experienced during her career. Furthermore, local businesses actively participated, offering firsthand perspectives on their operational challenges and providing valuable advice to attendees. This initiative not only celebrated the achievements of women but also served as a platform for knowledge transfer, mentorship, and inspiration, thereby contributing to the empowerment and potential advancement of the local workforce.</p>			
3.2	Building stronger, more resilient communities	CLD Partnership Plan 24-27	<ul style="list-style-type: none">All Community Learning and Development Partners	Aug 2025
<p>Progress update: Ongoing.</p> <p>The CONSUL platform 'Community Choices' has been launched as part of Community Conversations locality engagement and also seeking community feedback on the Warm Hands of Friendship. There is still some development work to follow to establish this platform as a centralised engagement platform for both local authority and partners. The draft summary of the overarching feedback is provided in the following link https://sway.cloud.microsoft/zkK3iXvMEokKrAFo?ref=Link</p> <p>Inclusive Communities worked in partnership with the Scouts to secure RCGF funding of £515,000 to modernise the Bank Street community hub, which will provide a more inclusive space for CLD sector provision in a SIMD 1 area.</p> <p>Early stages of creating a digital champion network across Inverclyde from local CLD Digital groups.</p> <p>A partnership with the Inverclyde Centre for Independent Living enables the provision of walking stick ferrules within the welcoming and accessible environment of the library.</p>				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
				Target date
3.3	Increased participation in physical activity programs offered across Inverclyde	CLD Partnership Plan 24-27	<ul style="list-style-type: none">All Community Learning and Development Partners	Aug 2025
<p>Progress update: <u>Ongoing</u>.</p> <p>Inverclyde Libraries actively broadens access to essential resources and facilities that directly address community needs. For instance, staff within library branches are piloting the NHS Realistic Medicine app, an initiative designed to empower individuals and their families to engage more fully in discussions about their healthcare, fostering active participation in their own care.</p> <p>Collaborating with the audiology department at the Inverclyde Royal Hospital (IRH), the library also serves as a convenient point for individuals to obtain hearing aid batteries, eliminating the need for a hospital visit. These initiatives demonstrate Inverclyde Libraries' commitment to integrating vital resources into accessible community spaces, directly responding to practical needs and enhancing the well-being of residents.</p> <p>Building on a commitment to provide accessible health resources, Inverclyde Libraries hosted a public event showcasing the NHS "Being A Partner in My Care" Realistic Medicine app in Greenock Central library, directly empowering community members to become active participants in their healthcare journey.</p> <p>Recognizing the library's central role in community well-being, the Maximising Independence co-ordinator for the area invited Inverclyde Libraries to host Functional Fitness MOTs. These sessions, open to everyone, provided valuable assessments and practical advice on maintaining independence and managing daily activities. Furthermore, Inverclyde Libraries was invited to participate in the Lyle Kirk's Social Prescribing Day, underscoring the understanding that well-being extends beyond physical health and acknowledging the crucial role of local groups in combating social isolation.</p> <p>Multiply - Healthy cooking programmes with embedded accreditation delivered. CLD trained in Health Literacy by NHS - April 2025</p>				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
				Partnership Plan Links

<p>IL partnered with NHS department tasked with helping child poverty and inequalities by offering some fully funded memberships. The company also works closely with 3rd sector organisations to provide funded membership to local groups. There has been further training provided to 3 gym staff to enable Live Active sessions to be delivered across the community.</p> <p>To ensure a supportive and understanding environment, all Inverclyde Libraries staff members have completed Stage 1 Trauma-Informed Practice training. This investment in staff development equips them with the foundational knowledge and skills to interact with library users in a way that recognizes and responds sensitively to the potential impact of trauma, fostering a more welcoming and inclusive space for everyone in the community.</p>

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
			Target date	

4. Active Inverclyde Strategy				
4.1	Delivery of the Active People high level actions	Active Inverclyde Strategy	• Active Inverclyde Implementation Group	March 2025 1.2, 3.1, 3.3, 5.4
Progress update: <u>Ongoing with the development of the Portal on Inverclyde Life</u> <ul style="list-style-type: none">• Active Inverclyde directory developed and launched at event on 26th Feb 2025• 400 + groups/organisations invited to attend · 24 groups/organisations attended• Active Inverclyde tab on Inverclyde Life Directory is now live and groups/organisations can access and register at https://inverclydelife.com/services/browse/sport-exercise• Sports clubs at the event gave case studies of Active Inverclyde Strategy in action, sharing targeted projects which they had started to get women and girls into sports• Flyer has been produced to promote the concept of Active Inverclyde which includes a link and QR code to the Active Inverclyde section on Inverclyde Life directory• Plans in place to profile Active Inverclyde through local media, billboards, registration information and marketing materials				
4.2	Delivery of the Active Communities high level actions	Active Inverclyde Strategy	• Active Inverclyde Implementation Group	March 2025 1.2, 3.1, 3.3, 5.4
Progress update: <u>Ongoing.</u> <ul style="list-style-type: none">• Map local assets and facilities: Discussions in place to explore the capacity to create this function with web company and budgeting requirement• Discussions in being held to create a plan to promote clubs through an Active Inverclyde calendar				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
				Target date
4.3	Delivery of the Active Environment high level actions	Active Inverclyde Strategy	<ul style="list-style-type: none">Active Inverclyde Implementation Group	1.2, 3.1, 3.3, 5.4
Progress update: <u>Ongoing.</u> <ul style="list-style-type: none">Contact made with Inverclyde Council Active Travel coordinator, however more joined up work needed between the activity groups locally and wider policiesExploring additional groups who could joint Active Inverclyde from an environmental point of view				
4.4	Delivery of the Active Partnerships high level actions	Active Inverclyde Strategy	<ul style="list-style-type: none">Active Inverclyde Implementation GroupCommunity Learning and Development, Community Safety & Resilience and Sport (IC)Sportscotland	1.2, 3.1, 3.3, 5.4
Progress update: <u>Ongoing.</u>				

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
5. Inverclyde's Community Food Growing Strategy				
5.1	Delivery of capacity building high level actions - Building capacity within communities to ensure they have the skills and knowledge to take part in food growing.	Inverclyde's Community Food Growing Strategy	<ul style="list-style-type: none">Invergrow Project OfficerFood Network	1.2, 3.1, 3.3
<p>Progress update: Ongoing.</p> <p>ICFN remains actively engaged in delivering a diverse range of training and community engagement initiatives across Inverclyde. From themed events like Potato Week to pop-up sessions hosted in local community spaces, ICFN continues to foster participation and awareness around food growing and sustainability. These activities offer opportunities for hands-on learning, knowledge sharing, and strengthening local connections.</p> <p>Additionally, ICFN's ongoing efforts are highlighted in the report presented to the Alliance Board on March 17, 2025, which provides further details on the scope and impact of the work undertaken. These initiatives align with the broader goals of promoting food accessibility and encouraging local involvement in sustainable growing practices. Through training programs, workshops, and community-led events, ICFN is enhancing food education and strengthening the region's commitment to sustainable development.</p> <p>https://www.inverclyde.gov.uk/assets/attach/18001/10-Inverclyde-Food-Growing-Strategy-Update-Paper-Year-Two-2025.pdf</p> <p>The following link offers a comprehensive overview of the initiatives carried out through the Invergrow project. This project has been instrumental in promoting sustainable food growing practices, enhancing community engagement, and supporting local efforts to increase access to fresh produce.</p> <p>In addition to practical skills development, the project emphasises the importance of sustainable food systems and the role they play in community resilience. By creating accessible growing spaces and encouraging participation, Invergrow is strengthening local networks and supporting long-term food sustainability. More details on the achievements and ongoing efforts can be found via the provided link.</p> <p>https://sway.cloud.microsoft/uVql6GwS8cLvR3W?ref=Link</p>				
5.2	Delivery of partnership working high level actions - Creating strong partnership working between communities, the Council and housing associations.	Inverclyde's Community Food Growing Strategy	<ul style="list-style-type: none">Food NetworkCommunity Learning and Development, Community	1.2, 3.1, 3.3

Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
			Safety & Resilience and Sport (IC)	
<p>Progress update: Ongoing</p> <p>The Food Growing Strategy Group continues to meet quarterly and recently provided an update on the second year of the strategy to the March Alliance Board. https://www.inverclyde.gov.uk/assets/attach/18001/10-Inverclyde-Food-Growing-Strategy-Update-Paper-Year-Two-2025.pdf</p> <p>The group is now outlining the process for developing a new food strategy for 2026–2029, with a focus on growing spaces and food accessibility. Meanwhile, the ICFN is progressing toward becoming a SCIO, which will help enhance the network's sustainability and unlock additional funding opportunities.</p>				
5.3	Delivery of resources high level actions - Ensuring communities have the resources they need to be able to take part in food growing.	Inverclyde's Community Food Growing Strategy	<ul style="list-style-type: none"> Invergrow Project Officer Food Network 	March 2025
				1.2, 3.1, 3.3
<p>Progress update: Ongoing.</p> <p>In its first funding window in February 2024, Invergrow focused on supporting community growing spaces, receiving 14 applications. Eleven projects were successfully granted funding totalling £31,000, aligning with the priorities of the Food Growing Strategy. As a result, approximately 695 individuals participated in Invergrow activities, benefiting from its positive impact on local engagement and sustainable food-growing efforts. Continuing into its second year, the project further strengthened community groups by allocating £27,000 to 11 initiatives in March 2025. This funding aimed to bolster volunteer programs, ensuring they had the necessary resources to sustain and expand their efforts in food-growing and community-led sustainability. The below link provides a more detailed overview of the Invergrow Project.</p> <p>https://sway.cloud.microsoft/uVql6GvvS8cLvR3W?ref=Link</p>				
5.4	Delivery of food poverty reduction high level actions - Contribute towards a reduction in poverty through strong partnership working.	Inverclyde's Community Food Growing Strategy	<ul style="list-style-type: none"> Food Network 	March 2025
				1.2, 3.1, 3.3

On-going	Complete
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Thriving Communities Action Plan 2024-25 – Progress Update (1 October 2024 to 31 March 2025)				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
			Partnership Plan Links	

<p>Progress update: <u>Ongoing.</u></p> <p>As of May 2025, efforts to advance this outcome remain ongoing, with various partners across Inverclyde playing a vital role in supporting its development. Community-led initiatives continue to thrive, including the orchards and growing spaces managed by Inverclyde Shed, as well as key locations such as Parklea and Belville, which provide accessible food-growing opportunities for local residents.</p> <p>While these growing spaces and food provision efforts—such as the Pantry—offer valuable short-term support in addressing food insecurity, this outcome is inherently long-term. Sustainable solutions require continued collaboration, strategic planning, and investment to create lasting change. Strengthening local food networks, enhancing accessibility to fresh produce, and fostering community engagement remain central to achieving a resilient and self-sustaining approach to food security in Inverclyde.</p>

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
				Partnership Plan Links

1. Community Justice Outcome Improvement Plan

1.1	CJOIP Strategic Aim 1- Optimise the use of diversion and intervention at the earliest opportunity	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: Ongoing. As of 31 March 2025, the Scottish Government have yet to publish revised national standards for diversion from prosecution. This action cannot be progressed locally until concluded by the Scottish Government. Local DfP figures for 2024-25 will be published by next update to Inverclyde Alliance Board.					
1.2	CJOIP Strategic Aim 2- Ensure that robust and high-quality community interventions and public protection arrangements are consistently available.	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: Ongoing. During the reporting period, Inverclyde Justice Social Work commenced the provision of Electronically Monitored Bail Supervision in line with national guidance, this compliments the provision of bail supervision in Inverclyde.					
1.3	CJOIP Strategic Aim 3- Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: Ongoing. The Inverclyde Community Justice Third Sector Forum have been awarded funding via Health Improvement to pilot 'Community Matters' bags to individuals leaving prison custody and returning to Inverclyde. Preparatory work commenced in early 2025 and it is anticipated that the pilot will roll out during summer. The bags aim to provide some essential items for people in their first few weeks after leaving custody as well as linking them to local services.					

On-going	Complete
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Safe and Supported Communities Action Plan 2024-25 – Progress Sheet					
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date	Partnership Plan Links
1.4	CJOIP Strategic Aim 4- Strengthen the leadership, engagement, and partnership working of local and national community justice partners.	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: <u>Ongoing</u>. Although under the banner of 1.1 and 1.3, there was partnership activity with respect of diversion from prosecution and unplanned liberations during the reporting period.					
1.5	CJOIP Strategic Aim 5 - Improve housing and homelessness outcomes for individuals in the justice system.	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: <u>Ongoing</u>. Work continues to progress around this work area. Both the Community Justice Partnership and Inverclyde Strategic Housing Partnership are confident this action will be completed during the 2026-27 reporting period.					
1.6	Misc. Community Justice Partnership issues	Community Justice Outcome Improvement Plan	<ul style="list-style-type: none"> Community Justice Partnership 	March 2025	1.2, 4.1, 4.2, 4.3
Progress update: <u>Ongoing</u>. Inverclyde Community Justice Partnership on an annual basis submits to the national governing body, Community Justice Scotland, an annual activity report highlighting progress against the nationally determined outcomes. A Scotland wide report was laid before the Scottish Parliament in March 2025 and can be accessed via https://communityjustice.scot/wp-content/uploads/2025/03/CJS-Outcome-Activity-Annual-Report-2023-24.docx					

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
				Partnership Plan Links

2. Community Safety Strategy 2023-26 – Year 2

2.1	Delivery of the Violence and Antisocial Behaviour high level actions - There is a reduction in the level of violence and antisocial behaviour within our communities.	Community Safety Strategy 2023-26	<ul style="list-style-type: none">Community Safety Partnership	March 2025	1.2, 3.1, 4.1, 4.3
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Progress update: Ongoing.

Ten pupils from Notre Dame High School and Inverclyde Academy gained valuable skills through the second Fire Skills course of 2024 in November, a joint initiative by the Scottish Fire and Rescue Service (SFRS) and Inverclyde Council. The course offered opportunities for young people to enhance their team building and leadership capabilities, alongside raising their awareness of the impact of risky behaviours. Thanks to a youth-work approach, with Inclusive Communities staff working alongside SFRS, the students' participation led to youth work accreditations alongside their personal achievement. A successful funding bid to Tesco Community Grants Fund to ensure sustainability of this valuable partnership project resulted in members of the public choosing the project to receive a 'Golden Grant' of £5,000 in March. This funding will allow the partnership to run several more of these fire skills courses in Inverclyde.

A short-term local partnership working group was established to carry out an interim review of the current local antisocial behaviour (ASB) strategy until the results of a national review into the approach to ASB have been published. The review resulted in some amendments to the strategy to ensure it reflected some important local changes and was approved by the Education and Communities Committee in March. An extended working group is being planned to develop a new strategy during 2025-2026 now that the recommendations from the national review have been published, with one particularly relevant recommendation highlighting that Local Authorities review and update their current Antisocial Behaviour Strategic arrangements and Strategies, to ensure a dedicated focus and spend on the prevention and addressing of antisocial behaviour.

Inverclyde Council and Police Scotland have made progress in re-establishing formal systematic data sharing arrangements to inform partnership activity, with the recent provision of high-level police data for specific data projects on understanding the pattern of both antisocial behaviour and violence within Inverclyde.

Inverclyde Council's Inclusive Communities and Tesco are collaborating on a pilot youth café in Tesco's Greenock store as a proactive measure against a perceived rise in antisocial behaviour among young people within the store.

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet					
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date	Partnership Plan Links
2.2	Delivery of the Serious Accidents high level actions - There is a reduction in the number of serious accidents at home and on our roads.	Community Safety Strategy 2023-26	<ul style="list-style-type: none"> Community Safety Partnership 	March 2025	1.2, 3.1, 4.1, 4.3
Progress update: Ongoing. The Scottish Fire and Rescue Service (SFRS) held a series of Key Partner Home Fire Safety Visit (HFSV) Teams Presentations to help partners understand the revised HFSV application process. This replaced individual meetings and aimed to better prepare organisations for the upcoming Partner Application launch, particularly regarding the Data Sharing Framework and next steps to becoming an SFRS partner. The new application, when launched, will create a secure two-way referral process between SFRS and partner organisation to promote safety in the home.					
2.3	Delivery of the Safeguarding high-level actions - Communities in Inverclyde feel safe and are protected, particularly those most at risk	Community Safety Strategy 2023-26	<ul style="list-style-type: none"> Community Safety Partnership 	March 2025	1.2, 3.1, 4.1, 4.3
Progress update: Ongoing. Inverclyde Council Inclusive Communities Service are working with Children's Services partners from HSCP, Police Scotland, and Action For Children on a Contextual Safeguarding community mapping exercise. This exercise will also be informed by young people's perceptions of safety in the community. CLD Youth Work linked with a group of young people from Clydeview Academy to run a survey of young people around their perceptions of safety in the community, and this was presented within the school at the end of March. Representatives from the group also attended the first local area network meeting of the contextual safeguarding group to share best practice in this developing area of work.					
2.4	Delivery of the Partnership Working high level actions - Strong and effective joint working arrangements across the community planning partnerships are developed to promote a holistic approach to community safety	Community Safety Strategy 2023-26	<ul style="list-style-type: none"> Community Safety Partnership 	March 2025	1.2, 3.1, 4.1, 4.3
Progress update: Ongoing. Inverclyde Council Community Safety & Resilience Team partnered with HSCP Health Improvement Team to run a pilot community 'walk and talk' event to test a community safety lens version of the Place Standard Tool. This was undertaken as part of a national project being undertaken by Public Health Scotland and Scottish Community Safety Network. The Inverclyde pilot session ran on 26 March in Greenock East and was attended by both					

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Safe and Supported Communities Action Plan 2024-25 – Progress Sheet					
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date	Partnership Plan Links

community members and a range of local partnership representatives. The results of the pilot will be analysed and shared with the Alliance Board at the October meeting of the Board. The Council and HSCP intend to continue developing use of the Place Standard Tool locally and intend to run further projects in different locality areas of Inverclyde.

Inverclyde Community Safety Partnership undertook a partnership self-evaluation exercise during quarter 4 of 24-25, with the results highlighting strengths, weaknesses, and areas for improvement in partnership working. The partnership members will work on a continuous improvement action plan to prioritise the areas requiring greatest focus for improvement in effective strategic partnership working.

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links

3. VAWG 2023-26 – Year 2

3.1	Delivery of the Reject VAWG high level actions	VAWG Strategy 2023-26	• VAWG Partnership	March 2025	4.1, 4.2, 4.3
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Progress update: Ongoing.

16 days of Activism to Eliminate Violence Against Women & Girls during Nov/Dec 2024 highlights:

- The Improvement Service delivered webinars on pertinent themes.
- A '16 Days' website was developed and promoted, including graphics, animations, links to services/support/websites, information, calendar of events and photos. It remained open over the festive period.
- MS Teams background, promotional materials, banners/backgrounds were available for use for all partner organisations.
- A large banner was displayed on pitch side at Cappielow and posters displayed around public areas promoting national messages with a bar code link to the 16 Days website until the end of the festive period.
- A smaller 6-foot banner was available for promotion by services and partners. Morton Women Football Club were photographed supporting the campaign at the Scottish Cup match on the 8th of December 2024.
- The CLD Youth Team worked with young people on considering the question 'what you would do in a world without violence against women?' Answers were and posted on Youth Team social media and the Young Scot website.
- A church service was held.
- Police Scotland promoted Action against Stalking & Harassment, 'Don't Be That Guy' (challenging Sexual Violence), 'Is That Me' (raising awareness of Domestic Abuse and Coercive Control) and 'Ask for Angela' (for anyone feeling vulnerable on a night out).
- Inverclyde Women's Aid held several information & awareness drop-in sessions across the community. They hosted a Fire Walk on the 29th of November to mark the campaign and recognise the strength of the women who have accessed support. The event was organised by Firewalk Scotland and was very well supported and attended. A raffle held following the Firewalk raised £3500 for IWA.

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Safe and Supported Communities Action Plan 2024-25 – Progress Sheet					
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date	Partnership Plan Links
3.2	Delivery of the Equal Citizens high level actions	VAWG Strategy 2023-26	• VAWG Partnership	March 2025	4.1, 4.2, 4.3
Progress update: <u>Ongoing.</u> Delivering Equally Safe has funded a national project, delivered in partnership by The Scottish Commission for People with Learning Disabilities (SCLD) and People First (Scotland) who have co-designed a GBV and Learning Difficulty (LD) self-assessment toolkit called Equally Safe and Supported. Our LD Team in Inverclyde has agreed to pilot the toolkit which is practical set of resources designed to help organisations make their services accessible to women with LD who have experienced GBV. Through discussion locally, a representative from LD has been identified to attend MARAC. Although this will only cover who clients who have a diagnosed Learning Disability, it is a positive step towards better identifying disabilities through MARAC.					
3.3	Delivery of the early and effective interventions high-level actions	VAWG Strategy 2023-26	• VAWG Partnership	March 2025	4.1, 4.2, 4.3
Progress update: <u>Ongoing.</u> MARAC Information Session was held on the 11th of March 2025. It was attended by 13 representatives from 9 services. Up to date information was provided on new policies and protocols for dissemination through their organisations: RIC for children & young people, Accessible RIC, MARAC to MARAC.					
3.4	Delivery of the men desist from VAWG high-level actions	VAWG Strategy 2023-26	• VAWG Partnership	March 2025	4.1, 4.2, 4.3
Progress update: <u>Ongoing.</u> Consideration is being given to implementing Safe and Together across Inverclyde HSCLP with initial discussions taking place with other local authorities regarding their experience and learning from undertaking this. Further, Inverclyde representatives are participating in the Social Work Scotland Child Protection Subgroup regarding the possibility of a national roll out of Safe and Together to look at what Government support would be required to action this.					

On-going	Complete
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Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
				Partnership Plan Links

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Partnership Plan Links
			Target date	
4. Inverclyde Alcohol and Drug Partnership				
4.1	Objective 1: Reduce deaths and improve lives	ADP Strategy 2024-29	• Alcohol & Drugs Partnership	1.2, 3.1, 3.2, 4.1, 4.2, 4.3
Progress update: <u>Ongoing</u>. During the reporting period the ADP commissioned a Specialist Intensive Recovery Service, for individuals with alcohol and/or drug addictions, be put in place to help support individuals accelerate their recovery and enable them to achieve significant and lasting change. This work was initiated in August 2024 and concluded with the award on consortium basis to Inverclyde Community Care Forum (Your Voice Inverclyde) and Moving-On (Inverclyde). This commission builds on previous commissioned recovery work in Inverclyde. The commissioned service operates from 1 April 2025 for a period of two years. The ADP have also commissioned the provision of a family support service to Scottish Families Affected by Alcohol and Drugs (SFAD). This is a direct award on an annual basis. In July 2024, the ADP completed safe recruitment of a Harm Reduction and Capacity Building Officer to support work across 4 broad themes; training, harm reduction, capacity building and stigma. In the period on commencement of the post until 31 January 2025 the following activities were undertaken: Up to 31st January 2025, 17 Naloxone Briefings have been delivered by the staff member to 124 people, providing 135 naloxone kits. Up to 31st January 2025, the ADP hosted or facilitated 16 training courses including drug, harm reduction and naloxone to final year Social Work students and staff within Inverclyde Centre, Family Inclusive Practice Training led by Scottish Families Affected by Drugs and principles of harm reduction to a range of staff in statutory and third sector organisations in Inverclyde.				
4.2	Objective 2: Embed a whole family approach to treatment and support	ADP Strategy 2024-29	• Alcohol & Drugs Partnership	1.2, 3.1, 3.2, 4.1, 4.2, 4.3

Safe and Supported Communities Action Plan 2024-25 – Progress Sheet				
Ref	Action / Outcome	Relevant Strategy / Plan	Lead Person / Partner	Target date
				Partnership Plan Links

Progress update: Ongoing.

As noted in 4.1, work has progressed with the Harm Reduction and Capacity Building Officer with a focus on delivery training, this includes work that supporting a whole family approach. Additionally work has progressed during the reporting period with respect to the publication of a new Inverclyde ADP Strategy with four proposed improvement actions around this theme. Work is being progressed during 2025/26 to develop local responses to these themes.

4.3	Objective 3: Ensure a coordinated and whole system approach	ADP Strategy 2024-29	<ul style="list-style-type: none"> Alcohol & Drugs Partnership 	March 2025	1.2, 3.1, 3.2, 4.1, 4.2, 4.3
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Progress update: Ongoing.

During the reporting period the ADP published a new Inverclyde ADP Strategy with four actions in respect of ensuring a coordinated and whole system approach. Work is being progressed during 2025/26 to develop local responses to these themes.

Additionally the ADP hosts a Residential Rehabilitation Pathway operated in partnership with the ADP, Turning Point Scotland and Alcohol Drug Recovery Services. This pathway supports a Scottish Government commitment to increase the number of people receiving public funding for Residential Rehabilitation. An update on the opening months of the pathway will be provided to the Inverclyde ADP Committee in May 2025 and a further update brought back to the Inverclyde Alliance Board in the next update.

4.4	Objective 4: Delivering trauma-informed practice	ADP Strategy 2024-29	<ul style="list-style-type: none"> Alcohol & Drugs Partnership 	March 2025	1.2, 3.1, 3.2, 4.1, 4.2, 4.3
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Progress update: Ongoing.

During the reporting period the ADP published a new Inverclyde ADP Strategy with four action in respect of delivering trauma informed practice. Work is being progressed during 2025/26 to develop local responses to these themes.

On-going	Complete
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Inverclyde Alliance

AGENDA ITEM NO: 6

Report To:	Inverclyde Alliance Board	Date:	16 June 2025
Report By:	Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council	Report No:	
Contact Officer:	Rhoda Braddick, Corporate Policy, Performance and Communications Manager, Inverclyde Council	Contact No:	01475 712722
Subject:	Revised Structure for Alliance Board Thematic Groups		

1.0 PURPOSE

- 1.1 The purpose of this report is to propose a revised structure for Alliance Thematic Groups.

2.0 SUMMARY

- 2.1 There are currently six thematic groups that feed into the Alliance Board and the current structure is attached as Appendix 1 to this report. One of the six groups is titled Tackling Inequalities and Improving People's Lives. It is felt that this group should no longer remain as a standalone thematic group. This is because the Community Empowerment Act places a very specific focus on tackling inequalities and therefore it would make sense for this issue to be tackled by all of the Alliance groups rather than to have a specific separate thematic focus.
- 2.2 The groups that feed into the current Inequalities group also fit into other Alliance groups. The proposal of this paper is to reduce the six thematic groups to five. The Tackling Inequalities group would therefore no longer be a specific thematic group, and the sub groups would be absorbed into other groups. The current structure is attached as Appendix 1 to this report. The proposed new structure is attached to this report as Appendix 2 and the revised terms of reference and membership is attached as Appendix 3. Inverclyde Cares is considered in a separate paper to this report.

3.0 RECOMMENDATIONS

- 3.1 The Alliance Board is asked to approve the new structure for the thematic groups as outlined in Appendix 2 of this report and the associated terms of reference as outlined in Appendix 3.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 The Community Empowerment (Scotland) Act 2015 placed a legal duty on Community Planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of Community Planning. The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and Community Planning Partnerships (CPPs) are required to produce a Local Outcomes Improvement Plan. In addition, CPPs are required to produce Locality Plans which focus on an area where residents experience the poorest outcomes and set the priorities for these communities.

At its meeting of 13 March 2023, the Inverclyde Alliance approved the vision, themes, and high-level outcomes for the 2023-33 Partnership Plan. They also approved the review of the plan delivery structures and delegated the development of actions and performance indicators to the thematic groups. Following the agreement of proposed delivery structures at the Alliance Board on 2 October 2023, approval was given for the development of a more detailed Terms of Reference, and this was approved in March 2024. The current structure is attached as Appendix 1 to this report.

- 4.2 Since that time groups have been meeting, and progress reports are taken to the Alliance Board. However, the Inequalities group has identified significant overlaps with the work of other groups. This is because if the work of the Alliance is to have a specific focus on tackling inequalities for those who are most disadvantaged then Inequalities should be considered by each of the groups. In addition, and subject to another paper to this Alliance Board, there is now a proposal that Inverclyde Cares should cease because it has now been overtaken by other initiatives and third sector working.
- 4.3 Because of the cross sector working and partnerships across all of the groups, removing a specific Tackling Inequalities group would necessitate a change of structure but this could be accommodated within other groups. The proposal is to move the Child Poverty Action Group to be incorporated into the Children's Services Partnership. The Financial Inclusion Partnership would be considered as part of the Economic Board and the Trauma Informed Steering Group would be considered under Safe and Supported Communities. This means that all groups would address tackling inequalities as part of their remits, and this is a better fit with the focus of the Community Empowerment Act.
- 4.4 A proposed revised structure is attached as Appendix 2 and a revised terms of reference for the groups is attached as Appendix 3 to this report.

5.0 IMPLICATIONS

Legal: None

Finance: None

Human Resources: None

Equality and Diversity: None

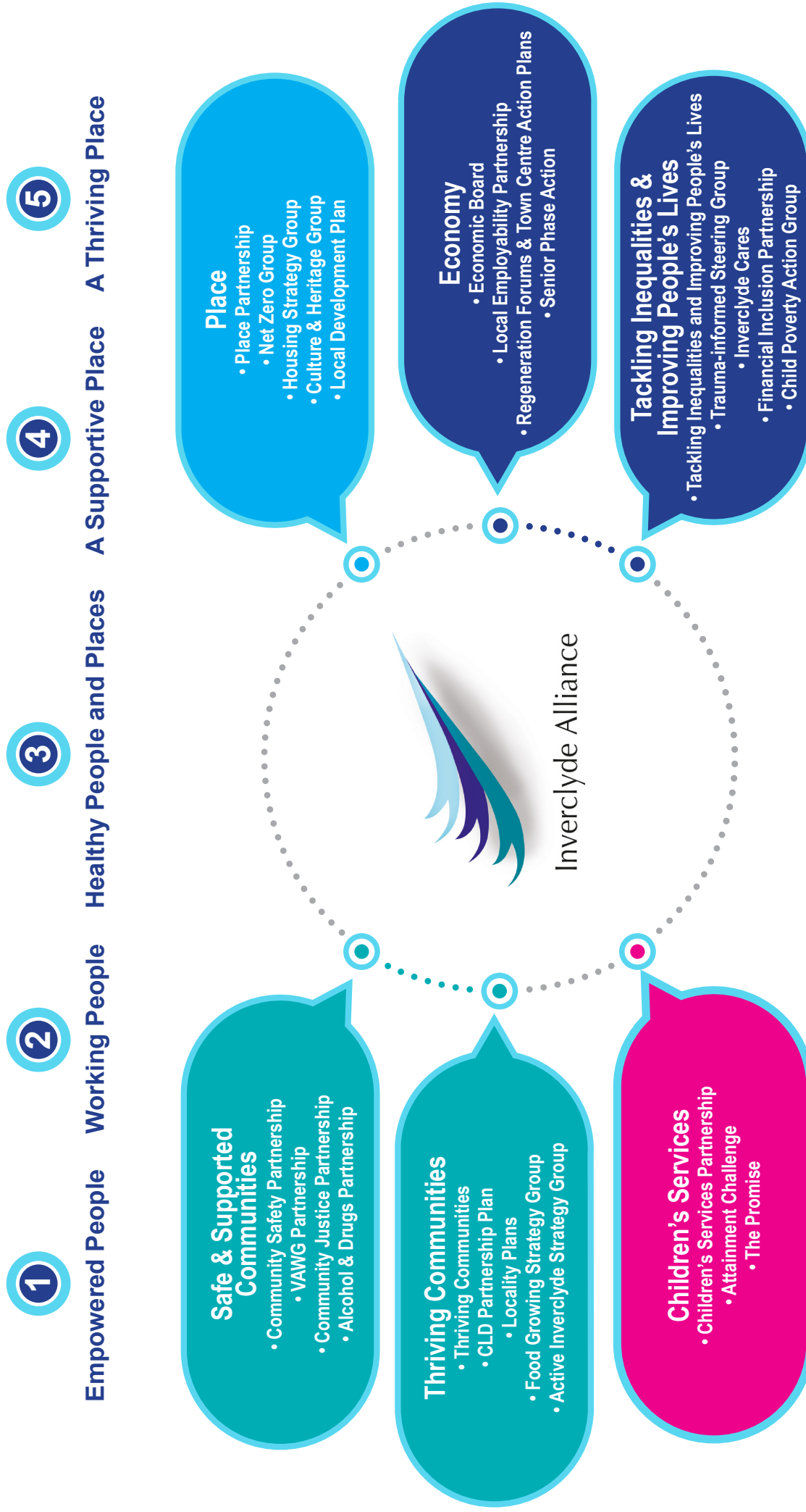
Alliance Partnership Plan: The structure updates within this report relate to thematic groups who are responsible for delivering the Partnership Plan.

6.0 CONSULTATIONS

- 6.1 NA

Inverclyde Alliance - Community Planning Partnership

KEY PRIORITIES



Inverclyde Alliance - Community Planning Partnership

KEY PRIORITIES

1

Empowered People

2

Working People

3

Healthy People and Places

4

A Supportive Place

5

A Thriving Place

Safe & Supported Communities

- Community Safety Partnership
- VAWG Partnership
- Community Justice Partnership
- Alcohol & Drugs Partnership
- Trauma-informed Steering Group

Thriving Communities

- Thriving Communities
- CLD Partnership Plan
- Locality Plans
- Food Growing Strategy Group
- Active Inverclyde Strategy Group

Children's Services

- Children's Services Partnership
- Attainment Challenge
- The Promise
- Child Poverty Action Group

Place

- Place Partnership
- Net Zero Group
- Housing Strategy Group
- Culture & Heritage Group
- Local Development Plan

Inverclyde Alliance

Economy

- Economic Board
- Local Employability Partnership
- Regeneration Forums & Town Centre Action Plans
- Senior Phase Action
- Financial Inclusion Partnership



Inverclyde Alliance

INTRODUCTION

This Terms of Reference sets out a governance framework for Community Planning in Inverclyde. It details the context for Community Planning, including the legislative requirements and the guiding principles which underpin the work of Inverclyde Alliance, the area's Community Planning Partnership. The Alliance's core structures are outlined in the document, along with the format of meetings, how the Alliance will be supported and the expectations of the partners organisations that make up the Alliance.

SECTION 1: ABOUT COMMUNITY PLANNING

STATUTORY DUTIES

Community Planning is a way of working that places residents and communities at the heart of enhanced service delivery; with partners working together more effectively and efficiently to improve outcomes.

Inverclyde Alliance is a partnership group representing the key Community Planning partners for the area, bringing together public bodies, communities, the voluntary sector and the private sector to plan and deliver high quality, local and accessible services that are focused on improving lives for the people of Inverclyde and addressing inequalities.

The Local Government in Scotland Act 2003 created a statutory basis for Community Planning. The Community Empowerment (Scotland) Act 2015 made a number of significant changes to Community Planning legislation.

The Act gave Community Planning a clear statutory purpose focused on improving outcomes, and placed specific duties on partners to:

- Prepare and publish Local Outcome Improvement Plans (LOIPs).
- Develop locality plans for smaller geographical areas experiencing poorer outcomes.
- Review and report publicly on progress towards their LOIPs and locality plans; and
- Contribute such funds, staff and other resources the Community Planning Partnership considers appropriate to improve local outcomes in the LOIP and secure participation of community bodies throughout community planning.

The Community Empowerment (Scotland) Act 2015 placed a legal duty on Community Planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of Community Planning. The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and Community Planning Partnerships (CPPs) are required to produce a Local Outcomes Improvement Plan. In addition, CPPs are required to produce Locality Plans which focus on an area where residents experience the poorest outcomes and set the priorities for these communities.

Under the Act, the running and effective delivery of Community Planning is a shared responsibility. The Act applies a range of duties, designed to support shared leadership and governance, on specified statutory community planning partners. These partners are:

- Inverclyde Council
- NHS Greater Glasgow & Clyde
- Police Scotland
- Scottish Enterprise
- Scottish Fire & Rescue Service

In addition, the Act expands the number of public sector bodies subject to Community Planning duties. Statutory Community Planning bodies for the Alliance, in addition to those listed above, are:

- Inverclyde Health and Social Care Partnership (Integration Joint Board)
- Scottish Natural Heritage
- Sports Scotland
- West College Scotland
- Visit Scotland
- Historic Environment Scotland
- Scottish Environment Protection Agency
- Skills Development Scotland (SDS)
- Strathclyde Partnership for Transport (SPT)

GUIDING PRINCIPLES

Community Planning in Inverclyde will be underpinned by the following guiding principles:

Limited number of priorities focused on addressing inequalities - The Alliance will pursue a limited number of priorities at any one time, concentrating on the development and mainstreaming of its added-value. The Alliance is committed to promoting equality and reducing the impact of inequality on our residents.

Collaborative Gain - The Alliance should only come together if there will be additional 'collaborative gain' achieved from partnership working.

Community empowerment – The Alliance will support communities to empower them to take part and influence local decision making.

Strategic Value – Initiatives taken forward by the Alliance will be of fundamental importance to the local population, reflecting issues identified through both community engagement and analysis of data.

High Impact – the priorities and initiatives taken forward by the Alliance will be likely to bring about significant benefits to communities.

Effective Community Engagement – the priorities and initiatives taken forward by Inverclyde Alliance will be developed in consultation and through engagement with all relevant stakeholders and the communities of Inverclyde.

Early Intervention and Prevention – The Alliance will take a partnership approach to identifying new ways of working that support the development and implementation of preventative and early intervention approaches that will help to reduce inequalities.

Sustainability – The Alliance will take a partnership approach to achieving a just and net zero economy.

SECTION 2 – EXPECTATIONS OF COMMUNITY PLANNING PARTNERS

All partners are expected to:

- Communicate the Alliance's vision and priorities across their organisation and to their stakeholders. The Alliance's vision and priorities should also be reflected in the plans and strategies of all partners; this applies to both local and national organisations. National organisation should articulate the Alliance's vision and priorities in a local level document.
- Contribute to developing, implementing, monitoring and evaluating Alliance policies, strategies and action plans.
- Contribute to identifying local needs and seeking opportunities to engage local communities.
- Commit their organisation's resources to implement agreed Alliance plans.
- Influence and shape the strategies and plans of other organisations and groups in order to complement the aims and objectives of the Alliance.
- Represent the Alliance and its objectives at public meetings, events, workshops and conferences, and 'champion' its work.
- Operate in an open, accessible, responsive and accountable manner and represent the interests of their sector at meetings of the partnership.
- Report back to their organisation or partners on the outcome of Alliance meetings ensuring actions are embedded in partner plans.
- Challenge colleagues on their role in delivering pieces of work and integrating the Inverclyde Alliance's vision into their organisation's policies and strategies.

- Champion Inverclyde's plans and publicise achievements throughout the Alliance and the wider community of Inverclyde and Scotland.
- Attend all meetings and ensure that a depute attends when they are unable to; and
- Ensure relevant information, research and evidence is shared to enhance reporting and learning of the partnership.

SECTION 3 – VISION AND HIGH-LEVEL OUTCOMES

The Community Planning Partnership's vision for Inverclyde is:

The Inverclyde Commitment:

'Success For All: Getting it Right for Every Child, Citizen and Community'

Inverclyde's Partnership Plan 2023-33 sets out the strategic priorities that the Community Planning partners in Inverclyde will focus on to achieve this vision. This should in turn improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequalities.

The outcomes we will achieve are grouped under five themes.

The high-level outcomes are:

THEME 1: EMPOWERED PEOPLE

- Communities can have their voices heard, and influence the places and services that affect them
- Gaps in outcomes linked to poverty are reduced

THEME 2: WORKING PEOPLE

- More people will be in sustained employment, with fair pay and conditions
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs

THEME 3: HEALTHY PEOPLE AND PLACES

- People live longer and healthier lives
- Supportive systems are in place to prevent alcohol and drug misuse
- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change

THEME 4: A SUPPORTIVE PLACE

- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm

THEME 5: A THRIVING PLACE

- Growth in our working age population by encouraging people to stay here, and attracting new people to settle here

- Development of strong community-based services that respond to local need
- Homes are energy efficient and fuel poverty is reduced
- Increased use of active travel and sustainable transport options
- Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities

To achieve these outcomes, the Alliance structure contains thematic groups who have responsibility for producing and delivering actions plans against the outcomes. We report on progress on these actions through the Alliance and in our annual report. A range of data indicators also assist us to measure progress.

SECTION 4 – INVERCLYDE ALLIANCE STRUCTURES

GROUP 1 - THE ALLIANCE BOARD

Role

The Alliance Board is Inverclyde's Community Planning Partnership (CPP). It operates strategically, take key decisions, leads the partnership, and carries out an overall scrutiny role. The role of the Alliance Board is to:

- act as the public meeting for Community Planning in Inverclyde,
- scrutinise delivery of partnership action plans and associated activity aimed at delivering outcome improvement,
- analyse performance linked to the Partnership Plan, supported by detailed performance monitoring,
- ensure the CPP has the widest possible impact on and involvement of the public sector, private sector, third sector and communities,
- promote and publicise the work of Inverclyde Alliance, and
- oversee the work of thematic groups as outlined in the structure diagram.

Membership

The membership of the Alliance Board will include Inverclyde Council (4 Elected Members and Chief Executive). The following partners will have one place each:

- Greater Glasgow and Clyde NHS (statutory partner)
- Scottish Enterprise (statutory partner)
- Police Scotland (statutory partner)
- Scottish Fire and Rescue (statutory partner)
- West College Scotland
- Job Centre Plus
- Health and Social Care Partnership Integration Joint Board
- Nature Scot
- Skills Development Scotland (SDS)
- Strathclyde Passenger Transport
- The Third Sector
- The Scottish Government
- Inverclyde Housing Associations Forum
- Youth representative

The local MP and MSP and Inverclyde Council Corporate Directors and Service Manager (Corporate Policy, Performance and Partnerships) will also be in attendance.

Meetings

The Alliance Board meets on a quarterly basis with meetings held in March, June, October, and December each year. Additional development sessions or workshops will be organised as required. Each Alliance Board meeting will consider:

- minutes of the previous meeting
- reports relating to the performance management of the Partnership Plan
- reports submitted by any partner

Chair

The Chair of the Alliance Board will be drawn from the five statutory partners responsible for Community Planning. Currently the Chair sits with Inverclyde Council. Any change to the Chair would require agreement from the Board. A Vice-Chair will be sought from the membership agencies detailed above. The Chair has responsibility for:

- determining non-critical decisions such as submission of data returns, replying to correspondence, or attending national events on behalf of the partnership.
- agreeing the agenda and reports for each meeting
- ensuring the efficient conduct of each meeting; and
- ensuring robust discussion takes place before any decisions are made.

Decision-making

While it is desirable that decisions will be reached by broad consensus, those which are not will be decided by a show of hands vote by the members of the Board. If the Board is unable to reach a decision, the Chair will have the deciding vote.

Support

Inverclyde's Council's Committee Services will provide secretariats for all meetings of the Alliance Board and have responsibility for the following:

- Issuing a call for agenda items six weeks prior to a meeting
- Organising a pre-agenda meeting which will consist of the Chair, Vice-Chair, Chief Executive of Inverclyde Council and any partner organisations who have a report on the agenda.
- Issuing the agenda and papers two weeks prior to a meeting.

The Service Manager (Corporate Policy, Performance and Partnerships) Manager will provide the following support to the Alliance:

- Set the agenda for Alliance meetings in liaison with the Chair and co-ordinate the development and submission of reports; and
- Coordinate the development of the partnership; and
- Advise the Alliance Board on matters relating to Community Planning.

LOCALITY PLANNING

As part of the community planning element of the Community Empowerment (Scotland) Act 2015, Inverclyde Alliance has a responsibility to develop locality plans for those areas of Inverclyde which experience the greatest inequalities. Locality Plans aim to address specific needs within a local authority by targeting areas with considerably poorer outcomes compared to other areas within the same authority area or Scotland as a whole. While three of Inverclyde's six locality areas may seem to face greater inequality, it's crucial for Inverclyde Alliance to recognise that individuals experiencing significant challenges exist across all six localities. This means many community efforts and organisations addressing inequalities operate throughout the entire authority area. It remains the preference to keep six locality plans for this reason.

Locality Plans serve as guides for addressing key issues within specific areas. By analysing local data and actively engaging with communities, these plans distinguish priority concerns. Crucially, Locality Plans also outline collaborative actions that both Inverclyde Alliance and local residents will undertake to tackle these challenges.

Six Locality Actions plans were produced in 2020 highlighting key priorities for each locality derived from various methods of community engagement. Section 11 of the Community Empowerment (Scotland) Act 2015 requires that each community planning partnership keep under review the question of whether it is making progress in improving the achievement of each local outcome in the locality plan. It must also from time to time review the locality plan itself and must publish any revised locality plan which results from such a review. Progress against current Locality Plans during the period 2020 to 2023 has been reported to Inverclyde Alliance and made publicly available.

The Locality Planning structures were based on a Community Engagement Network model. Following a review the Inverclyde Alliance agreed in 2024 to shift towards a new Locality Plan engagement model that embraces technology, accommodates diverse preferences, and empowers residents to actively shape Inverclyde's future, which will facilitate broader community participation in shaping Locality Plans. An Inverclyde-wide engagement network, based on a mixture of online and locality-based face-to-face engagement is known as "Inverclyde People's Network".

This is supported by the online Inverclyde Community Choices Platform, Inverclyde's localised version of Consul, which is the recommended platform from COSLA in relation to community engagement.

In addition, each of the six locality areas will host community conversation weeks once per year to reflect on and co-produce their own Locality Plans, which are supported by both digital engagement and a range of face-to-face engagement.

THEMATIC GROUPS

A number of thematic groups are either statutorily required and/or guidance recommends that they sit within Community Planning structures.

Alongside this we have considered the most effective local arrangements to support the delivery of the outcomes in the Partnership Plan. The structure is illustrated in the diagram below.



The table below outlines responsibility for each of the Partnership Plan outcomes. The thematic groups will report on progress against the outcomes through performance reports and periodic presentations and reports to the Alliance Board.

Outcome	Responsible reporting group(s)
Communities can have their voice heard, and influence the places and services that affect them	<ul style="list-style-type: none"> • CLD Partnership
Gaps in outcomes linked to poverty are reduced	<ul style="list-style-type: none"> • Children's Services Partnership • CLD Partnership
More people will be in sustained employment, with fair pay and conditions	<ul style="list-style-type: none"> • Economic Board
Poverty related gaps are addressed, so young people can have the skills for lifelong learning, life and work	<ul style="list-style-type: none"> • Children's Services Partnership • Economic Board
Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs	<ul style="list-style-type: none"> • Economic Board • Place Partnership
People live longer and healthier lives	<ul style="list-style-type: none"> • CLD Partnership
Supportive systems are in place to prevent alcohol and drug misuse	<ul style="list-style-type: none"> • Safe and supported communities • Alcohol and Drugs Partnership
Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change	<ul style="list-style-type: none"> • Place Partnership
Vulnerable adults and children are protected and supported, ensuring they can live safely and independently	<ul style="list-style-type: none"> • Community Safety, Community Justice and VAWG Partnerships
We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery	<ul style="list-style-type: none"> • Children's Services Partnership • Community Safety, Community Justice and VAWG Partnerships
Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm	<ul style="list-style-type: none"> • Community Safety, Community Justice and VAWG Partnerships
Growth in our working age population by encouraging people to stay here, and attracting new people to settle here	<ul style="list-style-type: none"> • Place Partnership
Development of strong community-based services that respond to local need	<ul style="list-style-type: none"> • CLD Partnership • Place Partnership
Homes are energy efficient and fuel poverty is reduced	<ul style="list-style-type: none"> • Place Partnership
Increased use of active travel and sustainable transport options	<ul style="list-style-type: none"> • Place Partnership
Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities	<ul style="list-style-type: none"> • Place Partnership

All the thematic groups will:

- Bring together key officers from across community planning partners to develop and deliver a range of activities, collated through action plans, which support delivery of the priorities.
- Report on delivery of the action plan to the Alliance Board every six months, either directly or reporting on progress within a parent group action plan.

- Facilitate better collaboration between partners to bring about 'added value' benefits, which would not be achieved by individual partner organisations working on their own; and
- Utilise policy contexts, available statistics, and feedback from communities to inform the development of action plans

Group 2 - Economic Board

The group's responsibilities will include delivery against the outcomes:

- More people will be in sustained employment, with fair pay and conditions
- Poverty related gaps are addressed, so young people can have the skills for learning, life, and work
- Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs

Other contributing groups include the Local Employability Partnership, Senior Phase Action Partnership, Financial Inclusion Partnership and Regeneration Forums.

The Economic Board will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The key Council link will be the Head of Regeneration, Planning & Public Protection. Representatives from partner agencies may undertake the role of group chair.

The group membership will be comprised of Inverclyde Council, West College Scotland, SDS, Inverclyde Chamber of Commerce, and Scottish Enterprise. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

Group 3 - Children's Services Partnership

This group's responsibilities include delivery against the outcomes:

- Gaps in outcomes linked to poverty are reduced
- Poverty related gaps are addressed, so young people can have the skills for learning, life, and work
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery

Other contributing groups include the Child Poverty Action Group, Attainment Challenge, the Child Poverty Action Group and The Promise.

The Children's Services Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The group will be chaired by Head of Children's Services (HSCP), who will also act as the key Council link.

The group membership will be comprised of Inverclyde Council, Inverclyde HSCP, Children's Hearing Scotland (CHS), Scottish Children's Reporter Administration (SCRA), NHS GG&C, and CVS. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

Group 4 - Safe and Supported Communities

These are three separate strategic groups. Due to the synergies of their work and the common membership there will be a review of how the groups strategic oversight and outputs can be linked.

These group's responsibilities include delivery against the outcomes:

- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm

The groups will jointly coordinate reporting on progress directly to the Alliance Board.

The key Council link(s) will be the respective lead officers for Community Safety and Community Justice. The trauma informed steering group will also feed its partnership working into this group. Representatives from partner agencies may undertake the role of group chairs.

The membership across the three partnership strategic groups will be comprised of Inverclyde Council, Inverclyde HSCP, Police Scotland, Scottish Fire and Rescue, HM Coastguard, CVS, British Transport Police, Scottish Prison Service, NHS GGC, Scottish Courts, Skills Development Scotland, Turning Point, local Housing Associations, Inverclyde Women's Aid, Action for Children, Barnardo's, ASSIST, Rape Crisis, and Victim Support. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The groups will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

Group 5 – Thriving Communities

This group's responsibilities include delivery against the outcome:

- Communities can have their voices heard, and influence the places and services that affect them
- Gaps in outcomes linked to poverty are reduced
- Development of strong community-based services that respond to local need
- People live longer and healthier lives

Other contributing groups include the Active Inverclyde Strategy Group and the Food Growing Strategy Group. This group will also provide oversight of Locality Planning activity.

The CLD Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups and locality plans.

The group will be chaired by Inverclyde Council's Director of Education, Communities and Organisational Development, who will also act as the key Council link.

The group membership will be comprised of Inverclyde Council, Inverclyde HSCP, Skills Development Scotland, West College Scotland, CVS, and DWP. Other partners may be

invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.

Group 6 - Place Partnership

This group's responsibilities include delivery against these outcomes:

- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change
- Growth in our working age population by encouraging people to stay here, and attracting new people to settle here
- Development of strong community-based services that respond to local needs
- Homes are energy efficient and fuel poverty is reduced
- Increased use of active travel and sustainable transport options
- Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities

Other contributing groups include the Net Zero Group, Housing Strategy Group, Culture and Heritage Group, and Regeneration Forums.

The Place Partnership will report on progress directly to the Alliance Board and include any relevant progress from the action plans of the other contributing groups.

The key Council link will be Inverclyde Council Director of Environment and Regeneration. Representatives from partner agencies may undertake the role of group chair.

The group membership will be comprised of Inverclyde Council, Scottish Natural Heritage, Inverclyde Housing Associations Forum, CVS, and SPT. Other partners may be invited to join the group on a long or short-term basis as required. All partner agencies should be represented on the group by a senior strategic leader.

The group will meet quarterly and oversee the work of other contributing multi-agency partnership groups and subgroups.



Inverclyde Alliance

AGENDA ITEM NO: 7

Report To:	Inverclyde Alliance Board	Date:	16 June 2025
Report By:	Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council	Report	
Contact Officer:	Morna Rae, Head of Organisational, Development, Policy & Communications, Inverclyde Council	Contact No:	01475 712845
Subject:	Partnership Development and Arrangements		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Alliance Board with an update on national work in relation to Community Planning and to present a proposal for the key performance indicators to be monitored and reported on behalf of the Alliance.

2.0 SUMMARY

- 2.1 At the March 2025 meeting of the Alliance several areas of partnership development were agreed. This included:
- Review of the Improvement Service's (IS) recently published report National CPP Self-Assessment and
 - Development of an updated set of key performance indicators (KPIs) for the Alliance.
- 2.2 An overview of the IS report is provided for the Alliance's consideration along with the proposed KPIs. The Scottish Government have also recently published a report entitled *The Community Empowerment (Scotland) Act 2015: Update and Findings Report*. The sections of this report relating to Community Planning are summarised for the Board's information.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Alliance Board considers the national reports, consider any implications for Inverclyde Alliance and discusses the proposed key performance indicators. Future updates on the national work will be shared with the Alliance when they become available.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

4.0 BACKGROUND

IMPROVEMENT SERVICE (IS) NATIONAL COMMUNITY PLANNING SELF ASSESSMENT

- 4.1** The IS has a role in supporting Community Planning in Scotland. This includes operating the Secretariat for the Scottish Community Planning Network. This network brings together Community Planning stakeholders from across the country to collate their experience and provide advice and guidance to leaders and policy makers on collaborative working in community planning. They are also responsible for collating and analysing the Local Outcome Improvement Plans and Locality Plans published by CPPs to find exemplary practice that can be highlighted and shared. Further work is undertaken on horizon scanning to ensure that Community Planning Managers are abreast of all future policy that may impact on their work. The Corporate Policy, Performance and Communications Manager links in with this national work.
- 4.2** In 2024 the IS developed a new approach to self-assessment for Community Planning Partnerships (CPPs). This self-assessment focussed on the strategic Board level of CPPs and is based on the well-established Public Service Improvement Framework (PSIF) Checklist Approach. A number of CPPs undertook the related self-assessment and the outputs have been combined in a national report. This is available at [National Community Planning Self-Assessment Overview Report 2024](#).
- 4.3** The assessment covers a range of key themes, each populated with statements that respondent's rate from strongly agree to strongly disagree. The national report finds that the most positive responses were provided in the Shared Leadership section. Similarly, Community Needs and Empowerment also had very positive feedback. The themes of Governance & Accountability, Performance Management and Impact were generally positively rated. Only one section, which is Effective Use of Joint Resources, scored under 50% in terms of 'agreed' or 'strongly agreed' statements. This may reflect the challenging financial conditions that community planning partners are experiencing currently.
- 4.4** Inverclyde Alliance undertook a self-assessment exercise in 2022. This was based on the IS's Partnership Checklist and covers similar themes to the recent national exercise. This was complemented by one-to-one meetings between the Chair of the Alliance and Alliance partners. The key findings from this exercise included there are strong relationships between partners and a collective ambition and commitment to Inverclyde. Partners are positive about Community Planning and the ability to have a collective impact. Partners believe that we have a strong approach to evidence, and how this shapes our work locally. Highlighted themes for development included the delivery structures, meeting formats and performance management arrangements. These are all areas which have been improved over the period since the exercise, and there are further related proposals elsewhere on the agenda for this meeting. A 2025 schedule for the Alliance Chair, Vice Chair, and individual partners to meet is currently being developed. Any key themes arising from these discussions will be fed back to the Board. Performance management and delivery structure arrangements continue to be refined.

4.5 COMMUNITY EMPOWERMENT (SCOTLAND) ACT REPORT

When the Community Empowerment (Scotland) Act 2015 was passed by the Scottish Parliament in 2015 it provided a legal framework to promote and encourage community empowerment and participation, by creating new rights for community bodies and placing new duties on public authorities. The Act introduced a clear statutory purpose for community planning focused on improving outcomes. Community planning became explicitly about how public bodies work together and with the local community to plan for, resource and provide services which improve local outcomes in the Local Authority area, all with a view to reducing inequalities.

- 4.6** The 2015 Act requires Community Planning Partnerships (CPP's) to:
- co-operate with other partners in carrying out community planning.
 - prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement.

- identify smaller areas within the Local Authority area which experience the poorest outcomes and prepare and publish locality plans to improve outcomes on agreed priorities for these communities.
- review and report publicly on progress towards their LOIP and locality plans and keep the continued suitability of these plans under review.
- “Contribute such funds, staff and other resources as the CPPs considers appropriate” to improve local outcomes in the LOIP and secure participation of community bodies throughout community planning.

4.7 Not only did the 2015 Act expand the number of public sector bodies that are subject to community planning duties, but it also placed explicit duties to support shared leadership and collective governance on specified CPPs: the local authority, NHS, Police Scotland, Scottish Fire and Rescue Service and enterprise agencies.

4.8 The Community Empowerment (Scotland) Act 2015: Update and Findings Report was published in March 2025 and is available at [Findings and Update Report - Community Empowerment \(Scotland\) Act 2015](#). The purpose of this report is to present the findings of in-depth reviews of parts of the Act, including community planning. This is predominantly based on the related Local Government, Housing and Planning Committee post legislative scrutiny exercise.

4.9 The assessment found that there are areas of excellence where CPPs are embedding the principles of the Act. There is demonstration of clear commitments to shared leadership, clear outcomes and aligned objectives, transparent structures that enable accountability to communities and in many areas a shift from consultation to new methods that enable greater community participation.

4.10 The following have been identified as areas to be progressed either within the dedicated community planning improvement work, or through wider, interconnected work by other policy areas:

- streamlining complex lines of accountability
- exploring Audit Scotland’s routine audit of statutory partners other than Local Authorities, regarding the effectiveness of their participation in community planning
- addressing variation in the standard and effectiveness of CPPs and sharing examples of best practice across CPPs
- helping renew CPPs’ focus on the importance of empowerment and participation through identifying opportunities to drive improvement and share best practice, such as increasing the funding provided to the Improvement Service
- refreshing the community planning guidance and ensuring legislative and policy
- coherence between community planning and priorities such as Community Wealth
- Building and increasing regionalisation of economic development
- giving early consideration to the role of CPPs in delivering the ambitions of a Community Wealth Building Bill and explore how CPPs can best contribute to increasing regional economic collaboration and encourage collaboration between CPPs within regions.
- considering amending the Act to require CPPs to invite the local Third Sector Interface and local anchor organisations to be partners
- considering whether CPPs are sufficiently funded and exploring how CPPs can direct their own resources.
- commissioning research into the impact made by CPPs in improving inequalities.
- better aligning of outcomes across the public sector, from the Scottish Government’s National Performance Framework through to local delivery by statutory partners
- fostering more sharing of and continuity in CPP leadership and exploring what training is needed to enable effective leadership of CPPs.
- incorporating the role of CPPs into the Local Governance Review work being undertaken jointly by the Scottish Government and COSLA

4.11 The Committee also concluded that Scottish Government should explore how it can support community planning by resourcing a network of local community engagement officers within Local Authorities, and by encouraging CPPs to ensure they have sufficient community planning officers. They referenced the role of all partners in supporting the effective and efficient delivery of community planning, including the role of community engagement.

KEY PERFORMANCE INDICATORS (KPI)

- 4.12** Due to the strategic focus of the Alliance the main KPI reporting and scrutiny ties into the annual report on progress against the Partnership Plan outcomes. It is vital that these performance indicators reflect the joint partnership approach and so they should be drawn from across partner organisations as well as national sources. An updated KPI list has been developed and consultation undertaken with Alliance partners. This is available at Appendix 1. It is proposed the Board discusses this list and its implications across the thematic groups. It will also be used as part of the Alliance performance reporting arrangements going forward.

5.0 IMPLICATIONS

Legal: None

Finance: None

Human Resources: None

Equality and Diversity: None

Alliance Partnership Plan: The progress updates within this report relate to outcomes within all five themes of the Partnership Plan.

6.0 CONSULTATIONS

- 6.1** None.

Inverclyde Alliance - Key Performance Indicator Options 2025-26

Key Indicator	Main Link Group
Empowered people	
Percentage of children living in relative poverty after housing costs	Children's Services Partnership
Percentage of children living in relative poverty after housing costs (BY AGE?)	Children's Services Partnership
Percentage of children living in relative poverty after housing costs (BY WARD?)	Children's Services Partnership
Number of families benefiting from affordable childcare	Children's Services Partnership
Average tariff score in most deprived area (SIMD Q1)	Children's Services Partnership
Literacy attainment (p1, P4, P7 combined) between most and least deprived	Children's Services Partnership
Numeracy attainment (p1, P4, P7 combined) between most and least deprived	Children's Services Partnership
Percentage of looked after people achieving a positive destination compared to area average	Children's Services Partnership
Percentage of school leavers living in most deprived areas gaining 1+ awards at SCQF5	Children's Services Partnership
Working people	
Full time median earnings for employees living in Inverclyde	Economy
Employment rate – economically active population (16–64-year-olds)	Economy
Unemployment rate for 16–19-year-olds	Economy
Number of households with no adult in employment	Economy
Business Gateway startups per 10,000 population	Economy
Number of apprenticeships	Economy
Crisis Grant applications - number received	Economy
Crisis Grant applications - number paid	Economy
Crisis Grant applications – total spend	Economy
Community Care Grants - number received	Economy
Community Care Grants - number paid	Economy
Community Care Grants – total spend	Economy
Annual participation in education/training/employment 16–19-year-olds	Economy
Percentage of unemployed people assisted into work from council programmes	Economy
Healthy people and places	
Mental Health Wellbeing Scale - male	Thriving Communities
Mental Health Wellbeing Scale - female	Thriving Communities
Healthy life expectancy - male	Thriving Communities
Healthy life expectancy - female	Thriving Communities
Healthy birth weight	Children's Services Partnership

Child healthy weight in primary 1 - boys	Children's Services Partnership
Child healthy weight in primary 1 - girls	Children's Services Partnership
Active Schools participation	Thriving Communities
A supportive place	
Reducing crime – number of crimes committed per one thousand population	Safe and Supported
Reducing crime - Number of crimes committed by young people	Safe and Supported
Improving road safety – number of road traffic injuries/deaths	Safe and Supported
Reducing racial abuse – number of race/hate crimes	Safe and Supported
Number of incidents of domestic violence	Safe and Supported
Fire safety – number of fire incidents	Safe and Supported
Reducing alcohol misuse - hospital admissions due to alcohol misuse	Safe and Supported
Reducing drug misuse - hospital admissions due to drug misuse	Safe and Supported
Alcohol related deaths	Safe and Supported
Drug related deaths	Safe and Supported
Number of sites used for community food growing	Thriving Communities
A thriving place	
Number of adult learners achieving core skills supported by CLD (SQF level 2-4)	Thriving Communities
Number of adult learners supported to improve their literacy	Thriving Communities
Adults participating in ESOL courses and New to Scotland	Thriving Communities
Digital inclusion - number of computer users at Inverclyde Libraries	Place
Digital inclusion - number of computer sessions at Inverclyde Libraries	Place
Total number of physical visits to Inverclyde Libraries	Place
Business survival rate	Economy
Carbon emissions per capita within LA area	Place
Trees planted	Place
Satisfaction rates with parks and open spaces	Place
Satisfaction with Inverclyde as a place to live	Place
Satisfaction with the neighbourhood as a place to live	Place
Number of affordable homes approved	Place
Number of affordable homes completed	Place

The Future of Inverclyde Cares

Reporting Officer: Vicki Cloney, CVS Inverclyde

May 2025

Background

Inverclyde HSCP Strategic Plan 2019-2024 outlined Six Big Actions and how they contribute to improved outcomes for the people of Inverclyde. Big Action Six of the plan focused on building on the strengths of our people and our community, and it is recognised that the skills, resources, and relationships of people within our communities are key to the successful delivery of these improved outcomes. In response, a new public health approach called Inverclyde Cares was developed and ran between June 2020 and June 2023. Hosted by CVS Inverclyde, this initiative brought together communities, statutory services and Third Sector partners with the aim to promote inclusive communities that support residents to live active and fulfilling lives while also celebrating the positive stories about Inverclyde that often go unnoticed.

Between 2022 and 2023 Inverclyde Cares was a vehicle used to strengthening the bridges between all those who have a role to play in making Inverclyde the best possible place to live and work. In partnership with Inverclyde HSCP and Ardgowan Hospice, the programme lead for Compassionate Inverclyde was seconded to CVS Inverclyde in May 2021 to become the programme lead for Inverclyde Cares. Four workstreams were developed, which addressed bereavement, kindness, challenging stigma and remembering together after the Covid-19 pandemic. In the Spring 2023 the Inverclyde Cares Programme Board began to discuss the future of Inverclyde Cares. Compassionate Inverclyde received support from Ardgowan Hospice, CVS Inverclyde and Inverclyde HSCP to become an independent charity. Much of the four workstreams transitioned to the new organisation, with Challenge Stigma remaining with the Resilience Network hosted by CVS Inverclyde. This change brought a new discussion about where Inverclyde Cares fits within the wider governance structure in Inverclyde. It is recommended that this work becomes a subgroup of the HSCP's Inequalities Group due to the close alignment of their shared priorities. As a subgroup, the aims and objectives of Inverclyde Cares report into the Inverclyde Alliance Board via the Inequalities Group, now known as the Tackling Inequalities and Improving People's Lives thematic group.

Inverclyde Cares Reimagined

The Partnership Facilitator from CVS Inverclyde was appointed the chair of Inverclyde Cares. She invited third sector partners to come together in November 2024 to discuss the aims and ambitions of Inverclyde Cares as a new subgroup within the Inverclyde Alliance governance structure. It acknowledged that any action plan for this group needed to be based on the needs of local communities, and Your Voice and CVS Inverclyde were tasked with reviewing previous community engagement data to understand what residents had already told us. This work identified that Inverclyde's third sector is embedded across all six of the Alliance Thematic Groups, which fed into a discussion during the next Tackling Inequalities and Improving People's Lives partnership meeting where the future of Inverclyde Cares was considered. The Director of Education, Communities and Organisational Development, the Interim Chief Officer of Inverclyde HSCP and the Partnership Facilitator from CVS Inverclyde had a further discussion, where it was agreed that the aims and objectives of Inverclyde Cares have been met. Likewise, it was acknowledged that many of the potential workstreams for Inverclyde Cares already exist among the Alliance's Thematic Groups.

Next Steps

The recommendation from these discussions is that Inverclyde Cares group is disbanded to avoid future duplication of work. This brings an opportunity to look closely at the Alliance Thematic Groups to understand where third sector work feeds into the strategic governance structure. While there is a strong sense of positive cross-sectoral partnership working locally, CVS Inverclyde will conduct a mapping of third sector work in relation to the six Thematic Groups to evidence the third sector's contribution to an integrated Inverclyde. This work will be completed during Summer 2025 and will be reported to the Alliance Board in due course.



Inverclyde Alliance

AGENDA ITEM NO: 9

Report To:	Inverclyde Alliance Board	Date:	16 June 2025
Report By:	Ruth Binks, Corporate Director Education, Communities & Organisational Development, Inverclyde Council	Report No:	
Contact Officer:	Hugh Scott, Service Manager, Inclusive Communities, Inverclyde Council	Contact No:	01475 712828
Subject:	Evaluation of the Inverclyde Approach to tackling Child Poverty		

1.0 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to present to the Alliance a recent evaluation that was undertaken by Urban Foresight on the Evaluation of the Inverclyde Approach to tackling Child Poverty which was part of the Scottish Government Child Poverty Accelerator Fund 2024/25.
- 1.2 Inverclyde Council commissioned Urban Foresight to collate the impact of four local projects who are tackling child poverty. Since January 2024, Routes into Supported Employment (RiSE), Early Adopter Community (EAC), Child Poverty Practice Accelerator Fund with Home Start Renfrewshire and Inverclyde and Thrive Under Five (TU5) were identified as embodying whole family approaches and believe that a system of interconnected support helps move people out of poverty. The four projects joined together to test the theory of the Inverclyde Approach and were considered as part of this evaluation.
- 1.3 The full Evaluation Report at Appendix 1 demonstrates the Inverclyde Approach effectively addresses the many factors contributing to child poverty and should be considered as an effective strategy to be implemented wider across Inverclyde to tackle child poverty.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Alliance:
 - notes this report and the evaluation of the Inverclyde Approach at Appendix 1; and
 - notes the recommendations and associated appendices of the evaluation will be submitted to a future meeting of the Education and Communities Committee and the HSCP Integrated joint Board.

Ruth Binks
Corporate Director Education, Communities & Organisational Development

3.0 BACKGROUND AND CONTEXT

- 3.1 Inverclyde Council received £88,000 from the Scottish Government Child Poverty Practice Accelerator Fund between November 2023 to March 2025. The overarching objectives and outcomes of providing this funding included Early Intervention parenting support for families living in poverty, provided an integrated system of support including financial wellbeing assessment, codesign the service with parents and commissioning an external organisation to conduct an evaluation of the Inverclyde Approach.
- 3.2 In late 2019 Inverclyde Child Poverty Action Group, collaborated with Public Health Scotland to develop a theory of change that a system of interconnected services that is codesigned with people and that delivers a place-based family centred whole systems approach will support people out of poverty, provide opportunities and choice that will reduce inequalities within our community.
- 3.3 When Inverclyde Council received funding for the Early Adopter Community, the theory of change was operationalised. RISE had already begun delivery with allocated funding to mitigate deprivation using a person-centred approach, which was based within the Greenock Town Centre. The NHS Greater Glasgow and Clyde then introduced the Thrive Under 5 and the Child Poverty Accelerator Fund project awarded funding for the Home Start Renfrewshire and Inverclyde project. These circumstances presented an opportunity to join together and to formally test the theory of the 'Inverclyde Approach'. Urban Foresight was commissioned to evaluate this test of change.

4.0 FINDINGS

- 4.1 Inverclyde Council commissioned Urban Foresight to evaluate and evidence the impact of adopting a whole-system, place-based approach—known as The Inverclyde Approach. This model is rooted in relationships, trust, and compassion, with the aim of improving choice, voice, and opportunities for individuals and families experiencing poverty and inequality. Four local projects across Inverclyde adopted this approach, all reporting positive outcomes for participants. The Inverclyde Approach highlights the values and dedication of staff and partners working collaboratively to improve outcomes for the community.
- 4.2 The evaluation identified and shared good practice across the projects, noting the impact of the projects in:
- building strong, trusting relationships.
 - supporting the holistic wellbeing of families.
 - creating opportunities for the whole family; and
 - providing continuous, integrated support for individuals with complex needs, particularly in relation to employability and parenting.

These outcomes are achieved through an interconnected system of services, reinforcing the effectiveness of the Inverclyde Approach in delivering meaningful, lasting change within communities.

- 4.3 The evaluation also provides information on the learning that has taken place through the projects, highlighting both the barriers and enablers for transformational systems change. Key themes included:
- the importance of an integrated infrastructure and coordinated workforce.
 - strong relationships and trust across services and partners.
 - shared resources and capacity across organisational boundaries.
 - empowered, resilient communities involved in service design; and
 - a shift toward continuous learning, early intervention, and testing innovative approaches

5.0 NEXT STEPS

5.1 This positive evaluation report recommends that the Council and its partners consider:

1. wider Integration of the Inverclyde Approach by embedding the approach across the authority to support whole-family working, prioritise relationship-based practice, and empower communities; and
2. creating an environment for sustainable change through adapting internal processes, align funding opportunities, and adopt transformative monitoring and evaluation methods to support changemaking efforts.

The evaluation report provides a blueprint for building successful service and family partnerships to address child poverty, based on learning from the four pilot projects.

5.2 The recommendations are now being considered by the Child Poverty Action Group in Inverclyde and will inform future work of the group.



Evaluation of the Inverclyde Approach to tackling child poverty

PREPARED FOR
Inverclyde Council

Executive Summary

The Inverclyde Approach

23% of children in Inverclyde are living in poverty¹ and their families have increasingly complex needs. The Inverclyde Approach (the Approach) focuses on coordinating services and building trusting relationships around the needs of families rather than expecting families to navigate a complex web of services.

The Inclusive Communities Service in Inverclyde Council theorised that the Approach would improve the way in which services support families and enable the Council to more effectively tackle child poverty.

The Approach is based on the belief that it is not a single programme, but a system of interconnected support that helps people move out of poverty. As a result, it is a whole systems and whole family approach that aims to deliver more coordinated support for families:

- **A whole systems approach** – partnership with other services, including community and third sector organisations, working with families to design and deliver services and integrating values-based leadership.
- **A whole family approach** – a person-centred, place-based approach that prioritises building relationships, creating safe spaces, and supporting families wherever they are in their journey. This includes providing trauma-informed services.

The Inverclyde Approach not only responds to the local situation in Inverclyde, but contributes to wider policies tackling child poverty, including, but not limited to: [Best Start, Bright Futures](#), [Getting it Right for Every Child](#), [The Whole Family Wellbeing Fund](#) and the [No One Left Behind Approach](#).

Since January 2024, four projects, Routes into Supported Employment (RISE), Early Adopter Communities (EAC), Child Poverty Practice Accelerator Fund project with Home-Start Renfrewshire and Inverclyde (subsequently referred to as Home-Start) and Thrive Under 5 (TU5), were identified as embodying whole family approaches. These projects joined together to formally test the Inverclyde Approach. Urban Foresight was commissioned by Inverclyde Council to evaluate this test of change.

¹ Inverclyde Child Poverty Action Group, Child Poverty Local Action Report (Year 6: 2024-2025), 3

Collective impacts on the whole family

The evaluation has demonstrated that the projects testing the Inverclyde Approach have had several impacts on families, with three main themes:

- **Engaging with families** – the Inverclyde Approach has collectively reached 375 families (**Appendix 4**) building strong relationships with them and facilitating activities for them to do together.
- **Supporting the health and wellbeing of the whole family** – the projects are facilitating emotional wellbeing, embedding movement and physical wellbeing into daily life, and improving access to, and relationships with, food.
- **Supporting parents and carers to progress in their employability and parenting journey** – the projects are enabling parents to progress in employability, facilitating financial wellbeing among families, and building wider parenting, life skills and confidence.

As the approach facilitates a more interconnected set of services, their impacts are mutually reinforcing and therefore described as collective impacts.

Transforming ways of working towards a whole system approach

The Inverclyde Approach not only serves the whole family, but considers the different touchpoints within the system which support a family. The projects have been working holistically in ways that align services, empower communities, and embed learning.

The evaluation has demonstrated that the projects have successfully made progress in transforming ways of working. Specific structures of the system have been identified that both help and hinder the project's ability to transform ways of working:

Barriers ↴	Enablers ↴
De-prioritisation of partnership working in resource constrained environments.	Structures that support a coordinated approach e.g., shared strategic spaces.
Workforce perceptions on partnership: <ul style="list-style-type: none">→ Inaccessibility of referral systems.→ Incompatibility of internal systems, including data sharing.→ Competing priorities and funding.	Trauma-informed training for the workforce. Workforce perceptions on partnership: <ul style="list-style-type: none">→ Better understanding of the local support offer.→ Ability to share best practice.→ Opportunity to align approaches across services.→ Improvement of services for families.

	<ul style="list-style-type: none"> → Increased personal confidence in referrals. → More efficient use of resources.
Co-design fatigue.	<p>Involving families early and in every step from design to delivery.</p> <p>Integrating co-design into ongoing engagement.</p>
Short-term funding opportunities paired with high expectations and delayed internal processes.	<p>Transformational shift to evaluation methods to support continuous testing and learning.</p> <p>Funding opportunities that support the time investment required to build relationships between services and with families.</p>

The evaluation of the test of change has provided insight on how to build and maintain successful trusted relationships between services. **Appendix 5** outlines a blueprint for applying the Inverclyde Approach to partnerships based on the critical success factors identified in the evaluation.

Recommendations for tackling child poverty

Integrating the Inverclyde Approach

This evaluation demonstrates that the Inverclyde Approach should be integrated more widely across the locality. There are four recommendations for how to continue to support the implementation of the Approach:

Recommendation ↴	Summary ↴
1/ Shift mindsets on poverty and how it needs to be tackled.	Services should work to shift mindsets of the workforce and senior leadership to ensure that everyone understands the complexity of tackling child poverty and the importance of taking a partnership and trauma-informed approach. This is the foundation of implementing the Inverclyde Approach.
2/ Invest in working together to serve families.	Services should invest in working together through a partnership approach, to provide a coordinated support offer for families that is place-based and person-centred.
3/ Prioritise familiar faces in services.	Services should prioritise having dedicated roles that act as a central point of contact for families. This ensures families build relationships with, and trust in, services, and encourages them to discuss their needs more openly.
4/ Empower communities to be involved in creating services that work for them.	Services should integrate opportunities for co-design into their ways of working, to meet families' support and accessibility needs. This ensures services are fit for purpose, use resources effectively and place people at the heart of service delivery.

Creating a more supportive environment for changemaking

The evaluation of the test of change also showed that the system has fundamental barriers that prevent or restrict services' abilities to implement the Inverclyde Approach. There are three recommendations for changes in the system to more effectively to tackle child poverty:

Recommendation ↘	Summary ↘
1/ Ensure internal processes are adaptable.	All services should adapt their internal processes to better support whole system and whole family approaches. This will ensure that services can be more agile in response to changing circumstances and more effectively work together.
2/ Create supportive funding opportunities.	Funders should create long-term funding opportunities that are designed to support whole system and whole family approaches. This will ensure that funding expectations and timelines reflect and support the time investment required to build trust with families and coordinate services.
3/ Adopt transformative Monitoring and Evaluation (M&E) approaches.	Funders and senior leadership should ensure M&E approaches reflect: <ul style="list-style-type: none">→ the depth of support families require.→ the work across the system needed to achieve this.→ the time investment required to facilitate the depth of support shifting from transactional services to transformational changes for families, and communities.

Next steps ↘

The evaluation has demonstrated that the Inverclyde Approach effectively addresses the many factors contributing to child poverty. The projects supported positive outcomes for the whole family, and they have begun to develop a coordinated system of support that is adaptive and shaped by the families it aims to serve. These results suggest the Inverclyde Approach should be implemented more widely across the locality.

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1.0 Introduction

The Inverclyde Approach is a whole systems and whole family approach. This means it aims to deliver place-based and person-centred services that use trauma-informed practices to put families at the heart of delivery. Since the beginning of 2024, four projects – Routes into Supported Employment, Early Adopter Communities, Child Poverty Practice Accelerator Fund project and Thrive Under 5 – have been working together to test the hypothesis that the Inverclyde Approach would enhance support provided to families in Inverclyde.

1.1 The Inverclyde Approach

What is the Inverclyde Approach?

The Inverclyde Approach (the Approach) focuses on coordinating services around the needs of families and building trusting relationships with them, rather than expecting families to navigate a complex web of services.

The Approach is based on the belief that it is not a single programme, but a system of interconnected support that helps people move out of poverty. As a result, it is a whole systems and whole family approach that aims to deliver more coordinated support for families:

- **A whole systems approach** – a mindset and way of working that recognises poverty is the result of a range of inequalities, rather than just income, and that to successfully support families, services and the system must work together. This includes partnerships with other services, including community and third sector organisations, working with families to design and deliver services and integrating **values-based leadership**.
 - Values-based leadership is a leadership style focused on instilling a shared set of values in the workforce.
- **A whole family approach** – a person-centred, **place-based** approach that prioritises building relationships, creating safe spaces, and supporting families wherever they are in their journey. This includes taking a **trauma-informed approach** to help every member of the family to personally develop, and to maintain and/or strengthen their physical, mental, and financial wellbeing.
 - A trauma-informed approach recognises that addressing trauma is an essential part of service delivery and achieving this requires partnership across services,

upstream working and reconceptualisation of practices and policies through a trauma-focused lens².

What were the aims of this project?

The Inclusive Communities Service in Inverclyde Council theorised that the Inverclyde Approach would improve the way in which services support families and enable the Council to more effectively tackle child poverty. The project aimed to test this theory.

Since January 2024, four projects, Routes into Supported Employment (RISE), Early Adopter Communities (EAC), Child Poverty Practice Accelerator Fund (CPAF) project with Home-Start Renfrewshire and Inverclyde (subsequently referred to as Home-Start) and Thrive Under 5 (TU5), were identified as embodying whole family approaches. These projects joined together to formally test the Inverclyde Approach. Table 1 provides details on the four projects.

² Scottish Government, Trauma-Informed Practice: A Toolkit for Scotland, 7-8

Table 1: Projects involved in testing the Inverclyde Approach.

Project	Where does it sit?	Scope	Timeline	Description
Routes into Supported Employment (RISE)	Advice Services – part of Inverclyde Health and Social Care Partnership (HSCP)	Greenock and Port Glasgow	November 2021-December 2024	<ul style="list-style-type: none"> → RISE aimed to support men aged 20-40 with a range of complex issues including recovery from substance misuse, offending, and homelessness. → Participants of the programme received individualised support from an Occupational Therapist and Community Support Workers to improve their skills and reduce barriers to employment, education and/or training.
Early Adopter Community (EAC)	Inverclyde Council	Port Glasgow	Round 1: January 2023 – March 2024 Round 2: March 2024 – March 2026	<ul style="list-style-type: none"> → Piloting a locality-based approach to delivering affordable childcare (After School Childcare (ASC) and holiday childcare) to families who are low-income or who are one of the child poverty priority families. → Family wellbeing support is provided to families who require additional support including advocacy. → Transportation to ASC, healthy snacks and activities are provided to children participating.
Child Poverty Practice Accelerator Fund (CPAF) project with Home-Start Renfrewshire and Inverclyde (Home-Start)	Third sector	Greenock East/Central	December 2023 – March 2025	<ul style="list-style-type: none"> → Implementing a Whole Family Wellbeing model through the CPAF project, in partnership with Inverclyde Council. → Supporting 45 families with an emphasis on parents with mental health concerns and children under five. → Involves one-to-one support and group activities to foster peer connections and resilience.
Thrive Under 5 (TU5)	Inverclyde HSCP NHS Greater Glasgow and Clyde (NHSGGC)	Port Glasgow	January 2023 – present (ongoing)	<ul style="list-style-type: none"> → A pilot to support children under the age of five to achieve a healthy weight, by tackling issues of food security. → Provides families with the resources and knowledge to make healthier choices around food including food vouchers, flat pack meals, parent cooking classes, and family activities focused on food and physical activity.

1.2 Why is the Inverclyde Approach needed?

23% of children in Inverclyde are living in poverty³ and their families have increasingly complex needs. Many families are still facing challenges following the COVID-19 pandemic and the current cost of living crisis. For example, according to NHSGGC's Health and Wellbeing Survey (2024), around 40% of people said that they had difficulty meeting food and/or home energy costs at least occasionally - this increased to 50% in the most deprived areas.⁴

In late 2019, Inverclyde Council and the Inverclyde Child Poverty Action Group collaborated with Public Health Scotland to map out support services for families living in poverty. They found that while there was a comprehensive set of services available, the offer of support within each service was too narrow.

It was understood that single programme interventions working in isolation would not effectively tackle the complex needs of families and help them out of poverty. Thus, a theory of change was developed to design a more holistic service offering. The theory of change was informally adopted by members of the Child Poverty Action Group. Unfortunately, COVID-19 interrupted efforts to take the theory of change forward.

When Inverclyde Council received funding for EAC, the theory of change was operationalised. RISE had already begun delivery with allocated funding from the Council to mitigate deprivation in the Greenock Town Centre area. EAC built on the whole systems approach adopted by RISE. The NHSGGC then introduced TU5 in Inverclyde and CPAF funding was awarded for the project with Home-Start. These circumstances presented an opportunity to formally test the Inverclyde Approach.

³ Inverclyde Child Poverty Action Group, Child Poverty Local Action Report (Year 6: 2024-2025), 3

⁴ Inverclyde Child Poverty Action Group, Child Poverty Local Action Report (Year 6: 2024-2025), 6

1.3 How does the Inverclyde Approach align with wider strategic goals?

The Inverclyde Approach not only responds to the local situation in Inverclyde, but contributes to wider policies tackling child poverty.

[Best Start, Bright Futures](#) is the Scottish Government's overall plan for tackling child poverty. It is underpinned by the idea that 'no one action in isolation can make the change needed'. *Best Start, Bright Futures*, like the Inverclyde Approach, recognises the need for interconnected services rather than individual programmes.

Additionally, the Scottish Government is committed to a 'no-wrong door approach', which means no matter which service families contact, that service is able to support families or connect them to help that meets their needs, in the right setting.

A series of policies and funds support the Scottish Government's priority to end child poverty. Two of these fund projects within the Inverclyde Approach – the CPAF and the EAC.

The person-centred and whole systems thinking embedded in the Inverclyde Approach aligns with several Scottish Government policies, including but not limited to:

- [Getting it Right for Every Child](#) (GIRFEC) – focused on enhancing the wellbeing of all children and young people and building a flexible 'scaffold of support' around them. This policy places the child or young person and their family at the heart of services, with full participation in decisions that affect them.
- [The Whole Family Wellbeing Fund](#) – aiming to transform services that help families to ensure that all families can access preventative, holistic support, according to their needs and when they need it.
- [No One Left Behind Approach](#) – a long-term, scalable, place-based model of delivery for employability support that is person-centred and aims to integrate key services e.g., health, justice, social work and housing.

Beyond *Best Start, Bright Futures*, there is also alignment with strategies that address wider determinants of health and wellbeing. For example, [A Healthier Future: Scotland's diet and healthy weight delivery plan](#), [Active Scotland Delivery Plan](#) and [Scotland's Public Health Priorities](#).

The Inverclyde Approach not only responds to local needs, but aligns with national strategies for tackling child poverty and supporting whole family wellbeing.

1.4 Evaluation of the Inverclyde Approach

This report presents the findings of the evaluation of the Inverclyde Approach and provides recommendations for implementing the Approach moving forward.

The report explores:

- **Methodology** – how the evaluation was designed and applied.
- **Collective impacts for families** – the impact of the Approach on families, including their relationships with services, health and mental wellbeing, and personal development journey.
- **Transforming ways of working** – how the Approach has changed ways of working to embed a whole systems approach.
- **Recommendations and next steps** – how the Approach should be implemented moving forward.

The Appendix provides additional outputs from the evaluation of the Approach, including a summary of the project data collection methods, the Inverclyde Approach theory of change, ripple effect map, project participation numbers and the blueprint for success with partnership.

2.0 Methodology

Urban Foresight collaborated with the projects and Inverclyde Council to design an evaluation that captured the impact of the Inverclyde Approach on whole family outcomes and how services worked together.

2.1 The evaluation approach

Urban Foresight worked with the projects and Inverclyde Council to co-design a theory of change (**Appendix 1**). The theory of change was an essential step, as it provided the first visualisation of how the inputs, activities, outcomes and impacts of the four projects fit together.

The theory of change also provided the foundation for developing an evaluation framework. Urban Foresight worked with the team to understand their needs for a more agile framework that incorporated all services and was streamlined to reduce Monitoring and Evaluation (M&E) burden.

The final framework included twenty questions which focused on five themes: process learning, system activities, whole family impact, parent / carer impact, and child impact. It introduced four new research methods in addition to the projects' existing data collection activities: **evaluation meetings, insight reports, a workforce survey and ripple effect mapping - to capture process learnings and impact data.**

Appendix 2 summarises the methods used by projects to collect their impact data.

Evaluation meetings

The evaluation meetings were held monthly and brought together the leads of each project from Inverclyde Council, Inverclyde HSCP, and Home-Start. They focused on reflection and provided an opportunity to delve deeper into identified insights.

Insight reports

Urban Foresight designed and distributed insight reports on a monthly basis - 24 insight reports were completed between July 2024 and January 2025.

These reports asked teams to share:

- What they had done – engagement with other services, events and/or activities held, and any changes to their referrals or ways of working.
- What went well.
- What did not go well and what they did to overcome any challenges.
- Any key learnings.

Workforce survey

Urban Foresight designed a survey to engage the local workforce and build a better understanding of their knowledge about, and experience of, partnership working.

The survey included 17 questions designed to gather both qualitative and quantitative data on:

- Organisational background information.
- Awareness of, and referral to, other services in the system.
- Experience with partnership working.
- Experiences of trauma-informed training (where relevant).

A total of 22 people responded to the survey, roughly 50% from the public sector and 50% from the third sector, with one respondent from the private sector.

Ripple effect mapping

Ripple effect mapping is an evaluation method that identifies and visualises the wider intended and unintended impacts of an approach over time.

Urban Foresight facilitated an in-person ripple effect mapping workshop with the project leads and a Council representative in July 2024. This session built an understanding of their journey to developing the Inverclyde Approach and captured the activities and impacts of the approach to-date. The map was updated on an ongoing basis to reflect progress to-date.

The map is displayed in **Appendix 3** with a link to the Kumu and the presentation.

2.2 Data analysis

Urban Foresight completed qualitative, quantitative and systems mapping analysis on the data collected.

This included:

- A thematic (inductive) approach to analyse this data, involving identification of insights. The team then met to agree on important themes.
- Quantitative analysis of survey data, to examine trends in the local workforce's awareness of, confidence in, and experience with partnership, referrals, and service data.
- Analysis of the ripple effect map to identify impact pathways for the Inverclyde Approach.

The collective analysis led to the development of recommendations that were sense-checked with the project leads.

3.0 Collective impacts on the whole family

The projects testing the Inverclyde Approach have had four main impacts on families; development of robust relationships with families, opportunities for activities as a family, supporting the health and wellbeing of the whole family and supporting the adults in families to progress in their employability and parenting journey. As the Approach facilitates a more interconnected set of services, their impacts are mutually reinforcing and therefore described as collective impacts.

3.1 Engaging with families

The Inverclyde Approach has collectively reached 375 families (Appendix 4) – building strong relationships with them and facilitating activities for them to do together.

Each of the projects have successfully engaged and supported a range of families in Inverclyde. However, the measurement of the number of families must further be contextualised with the depth of support families need and the impacts of engaging deeply.

Home-Start staff discuss the often “unseen funnel of effort” required to get families to the point of engaging with services and support.

“Our team are skilled in minimising any barriers for families as they may be faced with issues, such as distrust of services, unwillingness to accept outside help or anxiety around appointments. It may take weeks of trying to contact and set up a visit before the first meeting.” – Home-Start

Strong relationships with services

Families engaging with these services often have extremely complex needs. To effectively support them or even help them get to a place where they feel comfortable engaging with services, the projects have invested significant time and resources building relationships with them.

Each of the projects have/had key positions that act as a familiar face within the service, to facilitate regular and sustained engagement with families and provide the time to build trust. The positions highlighted were:

- RISE – the Occupational Therapists.
- EAC – the Family Wellbeing Worker (FWW).
- Home-Start – the Intensive Family Support Worker and the Family Support Coordinator.

- TU5 – the leaders of activities in nurseries (existing staff members which parents are familiar with or other familiar faces like the Community Food Workers).
- Advice Services – dedicated point of contact for engagement in partnership services.

Families placed significant value on these roles. Their strong relationships with families served as the foundation to providing effective support. For example, Home-Start reflected on the impact of their Intensive Family Support Worker:

“For more complex families, our Intensive Family Support Worker often becomes a trusted adult especially with lone parents, helping them with the children or supporting a parent to spend one-to-one time with one child while looking after the others, accompanying them to mental health and GP appointments which they otherwise wouldn’t attend on their own.”

Activities with the whole family

Facilitating activities for families to participate in together is another aspect of going deeper with engagement. The projects have designed many of their activities to provide families with the opportunity to eat healthy, cook, play, explore, and socialise together. Participating in activities together is an additional impact to the goal of the session itself e.g., learning about vegetables, as shown in the ‘Activities Together’ case study.

CASE STUDY 1:

Activities Together: Thrive Under Five

What activity was run:

The pilot session of Dinky Diggers, run by Belville Community Garden, was completed at the beginning of 2024 in a local nursery garden. The session invited parents and carers to come along and participate with the children. Activities included bug hunting, chalk drawing/writing, climbing, digging and toasting marshmallows on the campfire.

What happened during the activity:

One child with additional support needs (ASN) attended the session with their parent. The parent was keen for their child to join in with the session, however, was anxious about the campfire and their reaction to other children in the session.

During the session, the child went over to the campfire where the leader of the activity was working. The child was calm and stopped to look at the fire and the leader. The leader talked with the child and offered them a long skewer with a marshmallow on the end. The leader was very calm and quietly spoke with the child, keeping them focused and providing encouragement. The child was engaged in the activity, looking at the marshmallow and the fire, raising and lowering the skewer to toast the marshmallow.

What were the impacts for the family:

The parent was taken aback and could not believe how calm and focused their child was throughout the activity. They were very moved, became less anxious for their child and left the session happy, reassured and emotional. The parent could not wait to share the experience with their partner at home. The child even made a toasted marshmallow for their parent.

The campfire and one-on-one time spent with the parent in this outdoor environment was invaluable for both the child and their parent. The parent plans to take part in future sessions.

What can other services learn:

Services should create opportunities for not only parents and children to spend time together, but the opportunity for parents to see their children experience new things and go outside their comfort zone in a safe and supportive environment. These opportunities can help support parents' wellbeing around their child and build stronger relationships between parents and their children.

3.2 Supporting the health and wellbeing of the whole family

The Inverclyde Approach has effectively supported families to maintain and/or improve their health and wellbeing. The projects provided opportunities and resources for families to make progress on their emotional wellbeing, embed movement into their daily lives, eat healthier food, and build healthier habits around food.

Facilitating emotional wellbeing

The projects have, and are continuing to, facilitate emotional wellbeing through both reducing crisis states e.g., stress and feelings of isolation, as well as building support structures e.g., links with their community to support longer-term emotional wellbeing.

Reducing crisis states

The projects have helped to support families' emotional wellbeing by intervening to disrupt crisis states. The projects achieved this by directly providing mental health support. For example, RISE provided one-on-one support to participants through an Occupational Therapist. RISE staff reflected on the impact of the intervention:

“Without the support of RISE, he would have given up and relapsed by this stage. Instead, he feels focused, has increased self-awareness on his strengths and assets and for the first time has engaged productively with mental health services.”

The projects have also helped to create circumstances that support families to move out of crisis states. For example, for EAC families, the provision of regular and affordable childcare had a significant impact on both the parents' and children's wellbeing.

The end of year 2023/24 childcare questionnaire captured the impacts of ASC on families. 93% of parents agreed they felt less stressed and more supported, while 100% of parents agreed that they felt reassured.

“It has been an absolute life saver. My stress levels over childcare are non-existent now. I can go to work every day without worrying all the time. So, thank you so, so much” – EAC parent.

Additionally, the ASC has supported the children's wellbeing through creating a stable routine for them, which has been especially beneficial for children with ASN.

“My child is settled, and it gives her routine while we are going through autism assessment, and the team couldn't be more accommodating” – EAC parent.

Supporting long-term wellbeing

In addition to moving families out of crisis state, projects have also helped to families to build structures to support their long-term mental health. This has been achieved through the creation of safe spaces, where families can come, connect with other parents, access support and build a community. For example, Home-Start families have benefitted from safe spaces, such as family group and special events like the Summer 2024 safari trip.

Figure 1 shows the results from the Wellbeing Survey sent out to Home-Start families, which found that:

- 100% of respondents reported improvements to some extent in their emotional health and wellbeing.
- 89% of respondents reported feeling less isolated and having made more connections with other parents to some extent.

One Home-Start parent reflected:

“Knowing we have somewhere to come to that feels safe, the kids can play and learn, and I know I can be honest about how I am really feeling.”

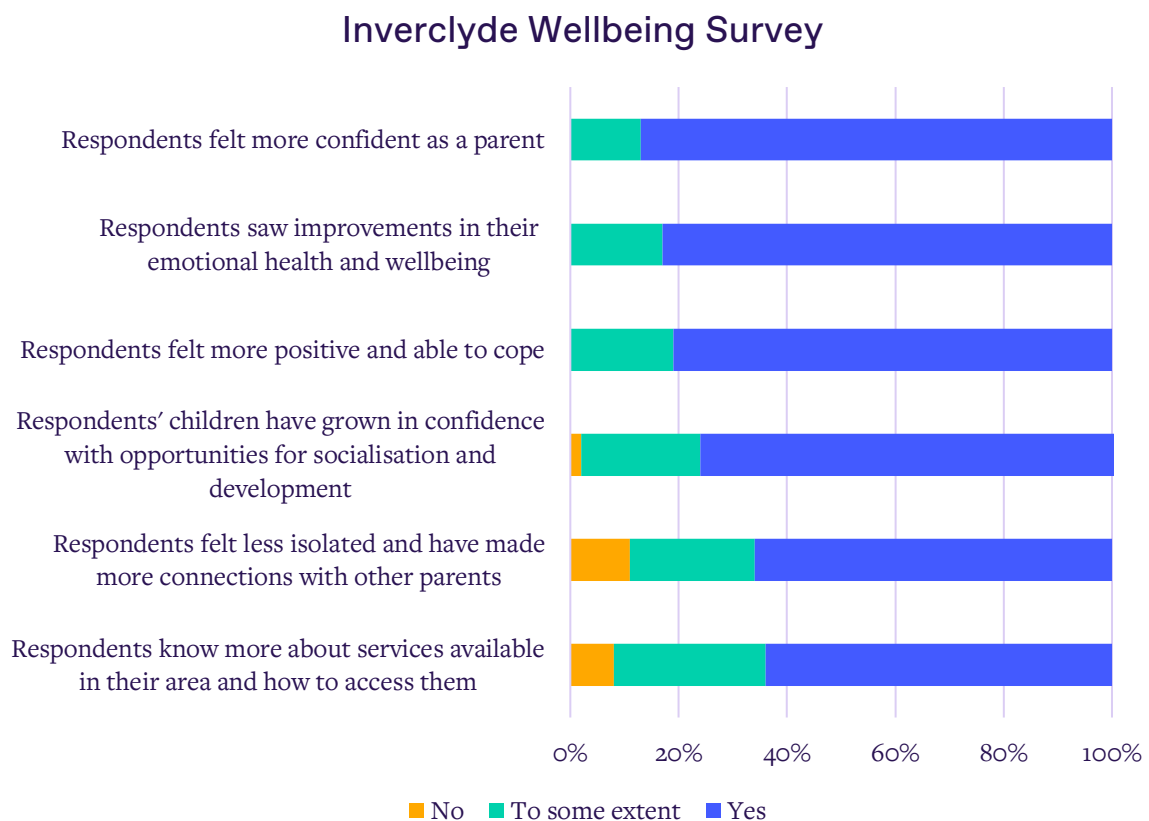


Figure 1: Results of the Inverclyde Wellbeing Survey sent out to Home-Start parents.



Figure 2: Home-Start Summer 2024 safari trip.

The special events, e.g., the Summer 2024 trip, provided additional opportunities for creating connections (Figure 2).

“It means a lot as it gets us out the house which makes me less isolated and on a little trip that they wouldn’t normally go on and gave me the opportunity to meet new friends without financial hardship” – Home-Start parent.

Family Group and the special events have effectively supported the creation of longer-term emotional wellbeing through connections to other parents. Additionally, the events have provided opportunities for the children to grow their emotional wellbeing through interaction and connection with other children: 98% of respondents reported their children have grown to some extent in confidence with opportunities for socialisation and development.

Embedding movement and physical wellbeing into daily life



Figure 3: Home-Start family activities.

The projects have supported and are continuing to support families to build healthier lifestyles by providing opportunities to participate in regular movement.

For example, RISE supported participants to embed movement in their daily life through the provision of a gym pass. This enabled access to spaces to be physically active. 71% of participants made progress on healthy lifestyles through their participation in RISE (Figure 4).

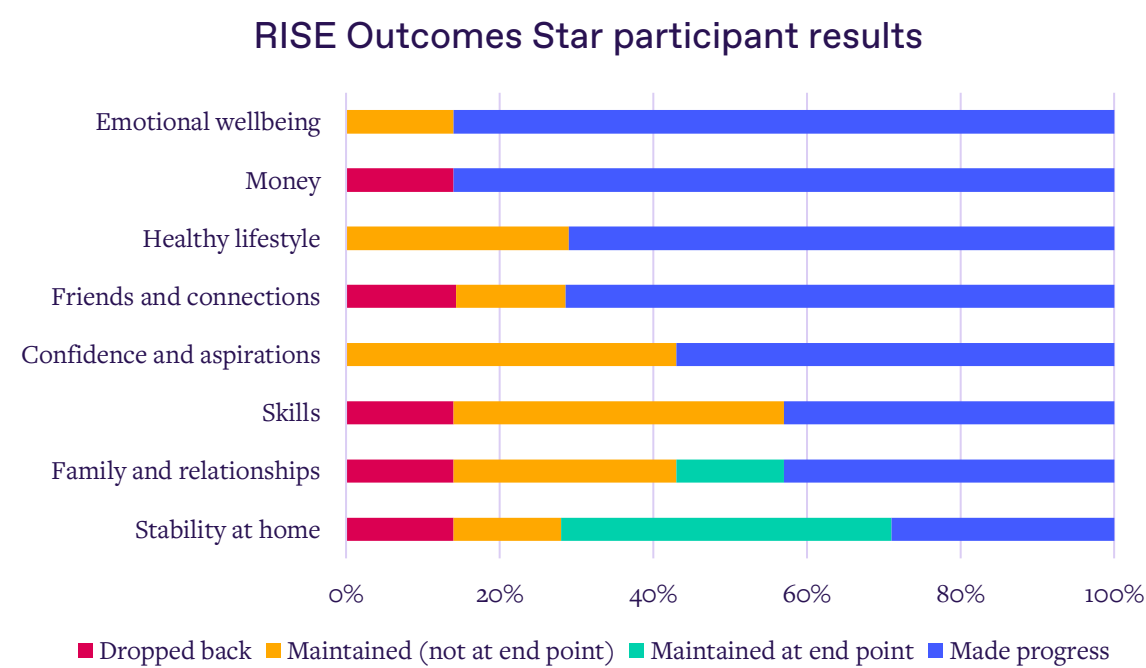


Figure 4: RISE Outcomes Star final results from project participants.

The projects have also facilitated specific opportunities for families to be active regularly, as a family and in their communities. For example, the TU5 programmes offer a variety of ways for families to be active together suited to their interests and needs (Table 2).

"Had a great time having some outdoor fun with [my child] at nursery. I could see that [my child] loved getting involved in activities [they] normally wouldn't such as toasting marshmallows. Overall, I thought it was a great activity to teach little ones about the outdoors" – Dinky Diggers parent participant.

Table 2: Summary of TU5 physical activity programmes.

Programme	Description	Number of sessions (as of January 2025)	Average number of families attending
Morton in the Community	Football for fun sessions for children and parents.	10	5
Dinky Diggers	Provided by Belville Community Gardens, the session is an outdoor activity for children and parents playing childhood games e.g., chalking, bug hunting, parachute games, fire lighting and marshmallow roasting.	27	15
Zumbini	Zumba for children under five and their parents with music, movement and musical instruments. Delivered at nurseries.	24	12

Improving access to, and relationships with, food

The final important way in which the projects are supporting health and wellbeing is through food. Importantly, the projects are enabling access to food, providing healthier food options and supporting families to build better relationships with food.

Access to food

Many families struggle with food security and projects have intervened to help families access food. For example, Home-Start provides hot rolls for families at the Family Group. Their families may not always have access to hot food and therefore having a regular space where they know they will have that provision has been extremely impactful for parents:

“Having a hot roll at group sometimes can be the only hot thing I have to eat that day” – Home-Start parent.

TU5 also provides food vouchers to families, to be used at major food retailers including Tesco.

Provision of healthier food options

The projects have also provided healthier food options to families, promoting wider healthy eating habits. For example, EAC's ASC ensured 87 children between September 2023 and April 2024 had regular access to healthy snacks and drinks four days a week during term-time. A further 489 children in Port Glasgow attended EAC's breakfast club in the same time frame and had access to healthy breakfast options.

The end of year 2023/24 questionnaire showed that just under 50% of parents strongly agreed that their child ate a better variety of foods.

TU5 has also directly provided healthy food options to families through three programmes.

- Peas Please – to deliver two pieces of vegetables each week for six weeks to all nurseries in Port Glasgow.
- Soup bags – to deliver soup bags to families in nurseries (600 soup bags over 2024/25).
- Flat pack meals – to deliver all ingredients for a healthy meal, a recipe book and a QR code to a video of a community cook making recipes (over 1,159 meals given out over 2024/25).

Additionally, these programmes have helped create opportunities for families to cook healthy food and eat meals together in their home.

“I think the flat pack meals were very good and the instructions were very easy to follow. My daughter loved helping me cook using this and I will definitely be making more recipes from the book.” – TU5 family.

Building better relationships with food

Finally, the projects supported families to improve relationships with, and skills around, food. For example, TU5 runs three types of programmes that provide space for families to learn about food, experiment with new foods, and understand where their food comes from together (Table 3).

Table 3: Summary of TU5 programmes focused on improving relationships with, and skills around, food.

Programme	Timeline	Description	Impact
Joint events between TU5 and Inverclyde Food Network (ICFN)	2024	→ Families are engaged in activities to support healthy eating, such as making healthy alternatives e.g., pitta pizzas, fruit kebabs and vegetable skittles and playing the “where does it grow?” game using fresh fruit and vegetables.	<ul style="list-style-type: none">→ Children tried new fruits and vegetables.→ Children demonstrated curiosity regarding their food.→ Parents were able to get support and advice on getting their children to eat more healthily.

Nursery gardening	March – July 2024	→ ICFN attended the nursery garden monthly to show children how to garden e.g., pull weeds, dig holes and plant herbs, vegetables and flowers.	→ Gardening at the nursery gave children the opportunity to learn about where their food comes from, what goes into growing their food, and to practice being curious about food.
Drop-in events	Ongoing	→ For example, the Moveable Feast, a three-course meal run monthly at various venues across Inverclyde which is open to everyone in the community. The meal is free, or families can leave a donation.	→ Provides families with the opportunity to eat with other families and be served at the table by volunteers. → Reduces the loneliness and isolation of families.

3.3 Supporting parents and carers to progress in their employability and parenting journey

The Inverclyde Approach has helped families progress in their personal development journey, no matter where they are on the journey or what the milestones and destination look like. The projects are supporting parents through three pathways employability, financial wellbeing, and wider parenting and life skills.

Enabling parents to progress in employability

The projects have supported parents / adults to progress in employability in three ways – supporting their development of aspirations and confidence, helping them to build the skills to progress, and supporting them into new opportunities.

For example, RISE supported participants in all three of these areas.

- 57% of participants were found to have improved their confidence and raised their aspirations during the programme (Figure 4).
- 43% made progress on their skills during the programme (Figure 4). As of March 2024, three participants had completed training and/or further education, and three were in the process of completing courses.
- As of March 2024, six participants had moved into some form of employment or education (full-time, part-time, university and college programmes).

The projects did not just directly offer employability support, but the interventions themselves provided the right circumstances for parents and carers to progress. For example, access to reliable, regular and affordable childcare provided EAC parents and carers the time they needed to engage in education, employment, or training:

- 100% of families contacted for a wellbeing check agreed that without the ASC provision it would be either very difficult or not possible at all for them to work or attend education.
- 89% of those families reported that they now work full-time because of this programme and have been able to increase their working hours due to the flexibility that ASC allows.

“The ability to work full time as a single parent which would not have been possible otherwise and the financial drain of childcare would not have been feasible” – EAC parent.

Finally, the projects have created opportunities within their own services for families to continue to develop their capabilities. For example, when families reach the end of their time with Home-Start, they are encouraged to attend Home-Start’s Volunteer Training Course.

The Volunteer Training Course prepares participants to volunteer at Home-Start, providing them with the necessary skills and confidence to do so. Six Home-Start parents have participated in the training and all six have gone on to volunteer at Home-Start. The ‘Pathways into employability’ case study explores the impact of these opportunities.

CASE STUDY 2:

Pathways in employability: Home-Start

Where did we start:

A lone parent was referred to Home-Start by their Health Visitor. The parent was dealing with a number of mental health challenges, which were exacerbated by the COVID-19 lockdowns, and they were isolated with little family support.

How did we progress:

Following several visits from Home-Start's Family Support Coordinator (FSC), the parent trusted the service enough to try attending Family Group with their child. On the morning of the group, the FSC directly supported the parent to help them feel comfortable to come in, have coffee and let their child play with toys.

The safe, supportive environment of the Family Group was a turning point for the parent. Through the encouragement of others, the parent gradually became an active participant in the group, offering assistance to fellow parents and volunteering to meet other parents in town before the sessions.

Where did we get to:

The parent soon assumed a Parent Helper role, which serves as a valuable transition for those who no longer require Home-Start services, but still wish to remain involved and build their confidence. When the parent's child started school, they took the next step and attended Home-Start's Volunteer Preparatory Course. The parent is now a much-valued Volunteer Group Worker, volunteering twice a week at Home-Start's Parent and Family Groups.

What can other services learn:

When serving families, there are many elements of employability, and steps along the employability journey. Furthermore, employment may not be the final aspiration. Progression in personal development needs to be celebrated and recognised as impactful for families. Opportunities, within spaces where families have existing strong relationships, such as volunteering, should be leveraged to help parents grow.



Figure 5: Home-Start family group.

Facilitating financial wellbeing among families

The Inverclyde Approach projects have helped families strengthen their financial wellbeing. While progression on an employability journey contributes to financial wellbeing, projects have also more directly supported economic security through ensuring uptake of eligible benefits, facilitating access to hardship funds, improving financial habits and helping families access tailored financial support services.

Supporting full benefits attainment

The projects supported participants to build their financial wellbeing through helping them to claim their full entitled benefits.

For example, RISE helped programme participants realise financial gains in the form of unclaimed social security entitlements – in particular disability-related benefits. Realised financial gains totalled over £64,000 per annum for ten of the programme participants. During the programme, 86% of participants were reported to make progress with respect to money (Figure 4).

Additionally, the projects have helped families access non-governmental economic support. For example, the CPAF-funded coordinators in Home-Start have helped families secure £5,292 in total benefits in the form of:

- Hardship payment funds – The Buttle Trust, Save the Children, and others.
- Children in Need grants for specific household items.
- Foodbank vouchers.

Financial security support

The projects supported families by helping them to access the right support for their situation, at the right time. For example, in the end of year 2023/24 questionnaire, 50% of respondents agreed that their income had improved since the beginning of the EAC.

All EAC families are encouraged to take part in a financial wellbeing assessment when they first enter the service. Over 70% of survey respondents completed a financial wellbeing assessment. All 18 families who were spoken to during the wellbeing check were also offered a referral to Advice Services – eight families initially accepted the referral.

Furthermore, in the wellbeing check, families were found to need support on a variety of issues, including but not limited to: threat of redundancy, barriers to understanding benefits as English was not a first language, and benefits with Kinship placement. This conversation helped the FWW to understand where families needed support, ensuring they were connected to relevant support services. Investing the time in a conversation with families ensured that the most effective support for families' financial wellbeing could be offered.

Building wider parenting, life skills and confidence

The Inverclyde Approach has supported the personal development journey of parents / carers by helping them to build their capacity and confidence in their role as a parent and their skills to provide for their family.

For example, Home-Start both provides an environment that fosters personal development and offers specific courses to support parents / carers on their journey. 87% of respondents from the Inverclyde Wellbeing Survey felt more confident as a parent from their engagement with Home-Start (Figure 1).

All Home-Start families are offered learning and development courses to help build their capabilities. Three specific courses support families to build their self-worth and capabilities (Table 4).

Table 4: Home-Start parenting capacity building courses.

Course	Description	Families participated	Outcomes
Equip for Life course	Designed to build confidence, peer support and self-worth using a mixture of teaching, interaction and tasks in a safe and welcoming environment.	9	Supporting families to get to the point of participation in this course often marks a milestone in their journey of change.
Antenatal Mellow Parenting course	Delivered by an accredited Family Support Coordinator and is completed on a one-to-one basis in the family's home.	3	Increase in wellbeing following the course.

The projects have also helped to support parents to develop specific capabilities to help them in their role as parents. For example, Home-Start offers a two-hour Infant and Child First Aid Course to all their parents. These sessions help to build parents' confidence to know what actions to take if faced with a medical emergency. Ten parents have participated in the training so far and have received a certificate and first aid kit upon completion.

Additionally, TU5 provides Community Cooking Sessions, which aim to improve parents / carers cooking skills and abilities to cook at home. The pilot included four sessions arranged over a four-week period. This was initially aimed at mums with young children and had six parents attend the sessions. All recipes made at the sessions were simple, suitable for children and families, and mainly included five ingredients with plenty of vegetables, herbs, spices, and beans.

In 2024/25, Community Cooks delivered 14 cooking courses. This included 43 cooking demonstrations with over 376 people in attendance. The sessions provide parents / carers the opportunity to improve their cooking skills, get advice around healthy eating, learn more about nutrition, and find ways to include more fruit and vegetables into their family's diet.

TU5 also provides opportunities for parents and carers to progress within this setting. The TU5 coordinator shared:

“A parent from TU5 has delivered their first session as a community chef and started their first cooking class. This is a single parent with two children who really struggled and needed a lot of support from agencies but has gone on to complete an REHIS accredited course and is now teaching other parents.”

4.0 Transforming ways of working towards a whole system approach

The Inverclyde Approach not only serves the whole family, but it considers the different touchpoints within the system which support a family. The projects have been working holistically in ways that align services, empower communities, and embed learning.

This section outlines the process learning gathered since June 2024, which demonstrates that the projects have successfully made progress on transforming ways of working.

Specific structures of the system have been identified that both help and hinder the projects' ability to transform ways of working (Table 5).

Table 5: Summary table of the enablers and barriers for transforming ways of working

Barriers ↴	Enablers ↴
De-prioritisation of partnership working in resource constrained environments.	Structures that support a coordinated approach e.g., shared strategic spaces.
Workforce perceptions on partnership: <ul style="list-style-type: none"> → Inaccessibility of referral systems. → Incompatibility of internal systems, including data sharing. → Competing priorities and funding. 	Trauma-informed training for the workforce. Workforce perceptions on partnership: <ul style="list-style-type: none"> → Better understanding of the local support offer. → Ability to share best practice. → Opportunity to align approaches across services. → Improvement of services for families. → Increased personal confidence in referrals. → More efficient use of resources.
Co-design fatigue.	Involving families early and in every step from design to delivery. Integrating co-design into ongoing engagement.
Short-term funding opportunities paired with high expectations and delayed internal processes.	Transformational shift to evaluation methods to support continuous testing and learning. Funding opportunities that support the time investment required to build relationships between services and with families.

4.1 Aligning local services to create a coordinated approach

At the centre of a whole system approach to tackling child poverty is the alignment of local services. The projects have ensured a coordinated approach to service delivery and engagement with families. This has been achieved through four structures that support a partnership approach. However, the projects still face challenges around connecting to some services and regarding capacity.

Building the infrastructure for a coordinated approach

The projects have collaborated to align work between themselves and the wider system through the evaluation infrastructure, partnership approaches, joint working and shared strategic spaces.

1/ Evaluation infrastructure

As noted, a key part of Urban Foresight's evaluation approach was implementing monthly evaluation meetings, which began in June 2024.

Prior to the monthly meetings, there was not a set space or time for the four projects to come together. Team members reflected that there was great value in having dedicated time to sit down with the other projects, review what has been happening in the past month, what has gone well, and where there have been challenges.

The ripple effect map (**Appendix 3**) shows that these meetings allowed trust to be built between the projects. This was a key impact that resulted in TU5 building partnerships with the other services, Home-Start formalising their relationship with the Council, and helping to foster a more collaborative environment.

2/ Partnership approach

Building on the relationships developed within the shared monthly meetings, the projects have taken a partnership approach with this test of change. This approach is best illustrated by two key relationships.

First, is the relationship between TU5 and Home-Start. Figure 7 shows how this partnership has developed through multiple pathways:

- Home-Start has joined TU5's Steering Group, which feeds into decision-making and direction setting for the service.
- Home-Start also offers TU5 referrals to all their families. Since this practice has begun, Home-Start has heard positive feedback from the families, who have shared that they like the recipes and participating in TU5's activities is encouraging them to cook as a family.
- Home-Start and TU5 are co-locating, meaning they are delivering services in shared spaces. Home-Start has attended TU5's stay and play sessions and they jointly planned an event with Financial Inclusion.

The second such relationship is the partnership approach of Home-Start and Advice Services, which aims to develop smoother signposting pathways into Advice Services.

“The partnership with Advice Services through the CPAF project has delivered measurable and tangible benefits for the families I support. Developing a collaborative approach, we have established a closer working relationship between Home-Start and Advice Services and a more open and transparent exchange of information. Together with the existing support we provide at Home-Start, this strengthened partnership has enhanced our capacity to address families’ needs.”
– Intensive Family Support Worker.

Figure 8 maps out the evolution of this partnership, which formally began with the assignment of a dedicated point of contact within Advice Services for Home-Start. This contact visited Home-Start’s monthly meeting to introduce themselves and start to build relationships with the Home-Start staff.

To strengthen the relationship and ensure alignment, the projects implemented regular catch-ups. Additionally, they adapted the way in which information was being shared, to enable the contact to share updates on the families directly with the FSCs.

The partnership was further iterated upon to offer joint appointments with both the point of contact and a FSC – co-locating the services for families.

This partnership approach has improved the ability of both projects to serve families and meet their needs. The partnership approach case study shared in the latter part of this section demonstrates the extent of the impact.



Figure 6: Child playing at Home-Start.

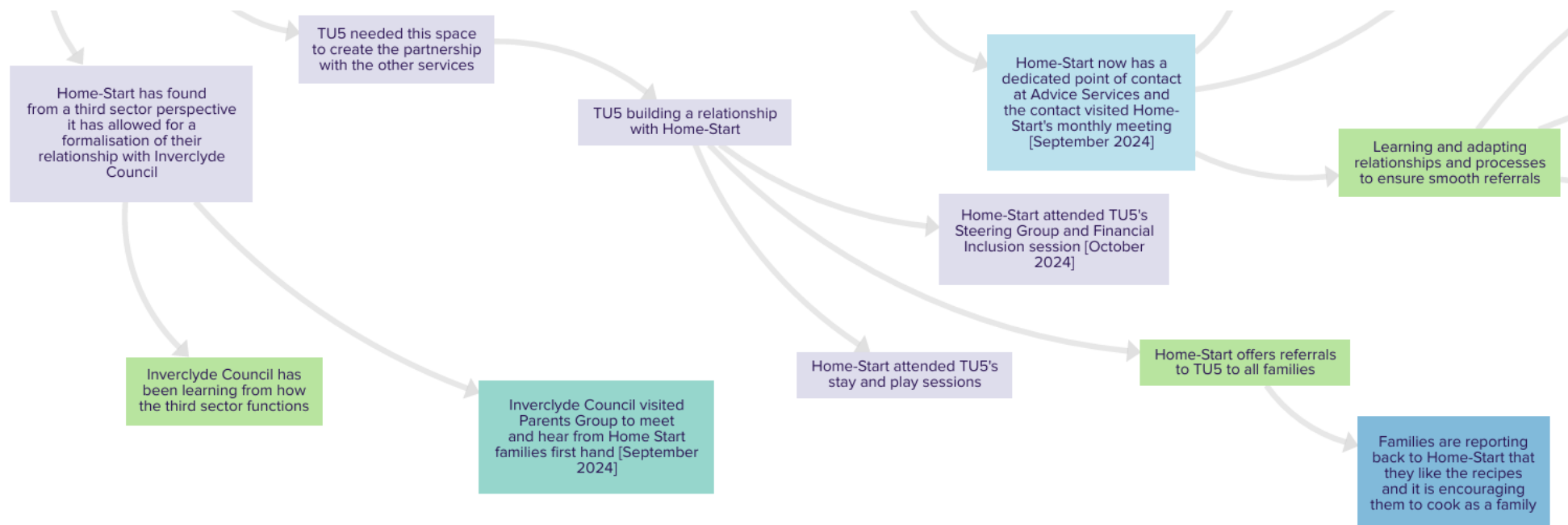


Figure 7: Screenshot of the ripple map showing the relationship between Home-Start and TU5.

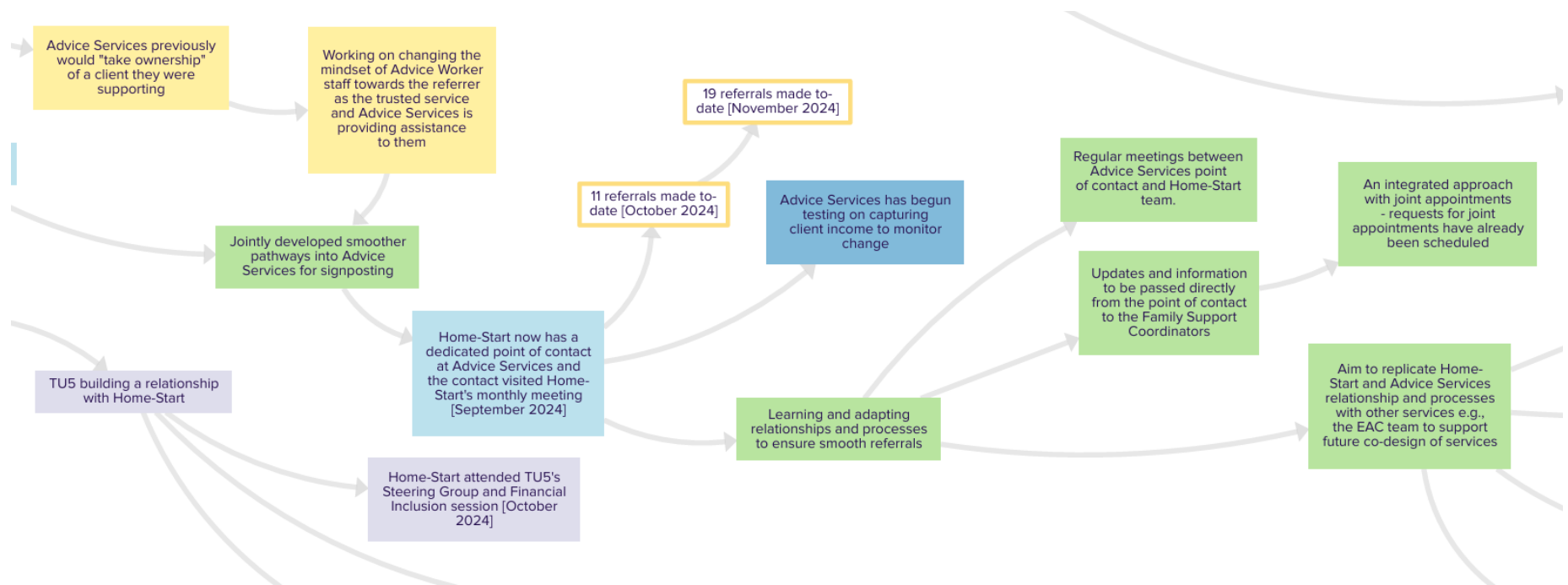


Figure 8: Screenshot of the ripple map showing the relationship between Advice Services and Home-Start.

3/ Joint working across the system

The projects have taken a partnership approach within the test of change and have worked to improve joint working with the wider system.

For example, TU5 undertook significant joint working across the local and national system around the issue of emergency infant food. TU5 met with the Scottish Government and local teams around Scotland regarding this issue. Following this meeting, TU5 worked in partnership with the Breast Feeding Coordinator, local third sector organisations, health, social work and ICFN to develop a local pathway for emergency infant feeding in Inverclyde (Ripple effect map – **Appendix 3**).

This example illustrates a small sample of the connections the projects have built across the system to support a partnership approach. The projects are applying the Inverclyde Approach more broadly to begin to create a more interconnected set of services for families.

4/ Shared strategic spaces

Finally, the projects have transformed existing or created new shared strategic spaces to support engagement, coordination and shared learning. This has ensured the sustainability of partnerships beyond the test of change.

For example, in the beginning, there was a desire from the project teams to be more connected to the Inverclyde Child Poverty Action Group. Home-Start has now joined this group, ensuring all projects in the Inverclyde Approach are represented in this strategic space.

This space has been leveraged to share learning on the approach. Urban Foresight attended one of the groups meetings in January 2025, to present the ripple effect map and explore the journey of the Inverclyde Approach and what had been achieved to-date. Inverclyde Council and Home-Start also presented impacts specifically from the CPAF funded aspect of the project.

The projects are able to use this space as a way to check-in with each other as well as align with the wider child poverty landscape in Inverclyde.

Additionally, a local implementation group has been developed in response to EAC round two. The project teams plan to have continuity between the members of this group and the Local Child Poverty Action Group, to continue to develop the Inverclyde Approach (Ripple effect map – **Appendix 3**).

There are now multiple structures which provide the time and space for the projects to interact, and which are independent from this evaluation. This ensures that the projects can continue to coordinate and develop a sustainable partnership approach.

CASE STUDY 3:

Partnership approach: Home-Start

Where did we start:

A lone-parent self-referred into Home-Start due to struggling with the aftermath of a relationship breakdown. The parent was very isolated, on long-term sick leave from their job as a support worker and struggling with their own mental health. The parent faced challenges engaging with services and was hesitant to seek assistance for their mental health concerns, as they knew many healthcare professionals through their job.

How did we progress:

Home-Start's FSC encouraged the parent to visit their GP and request a referral for mental health support. The parent was also paired with a Home-Start Home Visiting volunteer, who provided both emotional and practical support on a weekly basis. This support enabled the parent to engage in community activities with their child and reduce the family's isolation.

With a trusted relationship established, the parent confided in her FSC about their financial worries - they had contacted a trust deed company for advice about their debt. The FSC discussed the income maximisation support that could be offered through the collaborative work with Advice Services. Initially hesitant, they cancelled appointments but felt more at ease when accompanied by the FSC.

Where did we get to:

After some initial phone consultations, the parent began attending appointments and experienced a sense of relief as their debt burden started to ease. During the income maximisation assessment, it was discovered that the parent was not receiving all the benefits they were entitled to since they were no longer employed.

The Advice Worker recommended applying for adult disability payment, based on the parent's health condition, and assisted them in completing the application. The parent's application was approved, and they are now receiving adult disability payment.

What can other services learn:

The comprehensive and combined support provided by Home-Start, the FSC, the Home Visiting volunteer and Advice Services has had a significant impact on families, as it ensures they do not have to navigate the system alone. Services should take a partnership approach to help them meet the needs of families better than they could independently.

Barriers to coordinating services

There have been great accomplishments with coordinating services through this test of change. However, it has also revealed parts of the system where there is further work to be done.

Throughout the evaluation, the project teams gained a better understanding of the need for specific employability support when parents are ready for that guidance. To serve these needs in the near future, EAC round two and the Fairer Futures Partnership have recruited a dedicated employability worker to bridge the gaps into improved outcomes, learning, training, and employment outcomes.

This dedicated worker will help address the employability support needs of parents and carers engaging in EAC round two and the Fairer Futures Partnership. However, recruiting employability support is not sustainable due to the constrained funding environment. While there have been challenges meeting that need through existing capacity within the Council, the projects reflect that moving forward they must focus on:

"Creating opportunities and requests from employability services at the earliest stages of the project development."

Additionally, creating a more coordinated approach is challenging in capacity and/or resource constrained environments. Services in these situations must balance the immediate need for service provision with investment in building strong foundations for partnership. A key example of this has been the Health Visitors. While this is a central service to connect and coordinate with, there has been a massive shortage of Health Visitors.

"Numbers of referrals are a bit slower [as] our Health Visitors are short on staff and under a lot of pressure" – TU5 coordinator.

Partnership working and referrals may get deprioritised when services are resource constrained. That is a reality of the environment, but it means, through no fault of any individual service, that it is more challenging to coordinate services.

4.2 Supporting the workforce to implement a coordinated approach

To effectively coordinate and align services, the local workforce must be given the knowledge and skills to facilitate a partnership approach. The workforce survey sent out in summer 2024 provides insight into perceptions around partnership, the existing partnership landscape, and how well equipped the local workforce feels to implement this.

Since the workforce survey was administered, the projects have begun to implement changes to support their workforce on the partnership approach.

The baseline

The survey captured the workforce's awareness of the system, the referral process, and the existing relationships between services.

Awareness of the system and the referral process

The survey demonstrated clear strengths in the workforce's knowledge and awareness of services. 81% of respondents agreed they are aware of all the relevant services in Inverclyde and over 71% agreed they know where to find information on services in Inverclyde (Figure 9).

However, staff noted there is a missing link with referral processes. Only 57% agreed that they feel confident in the referral process and only 52% agreed they find it accessible (Figure 9).

“Referral processes are not always easy to understand, and waiting lists are a barrier to people accessing the correct support at the correct time.”
– Third sector staff member.

While the workforce felt confident in their knowledge of the system, creating a coordinated approach faces challenges if the workforce feels the system is not sufficiently organised to connect people to services when they need it.

To what extent do you agree that you...

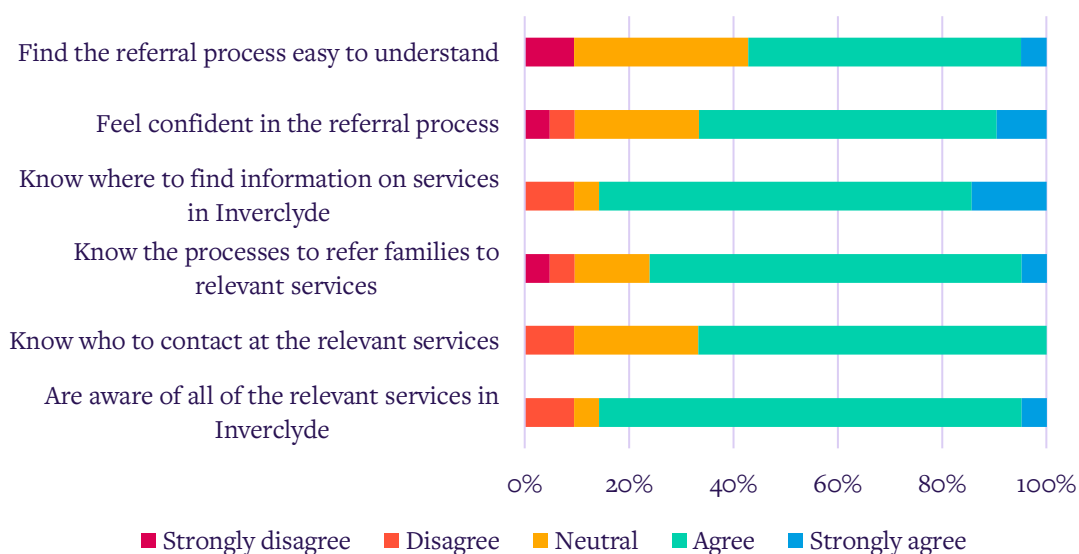


Figure 9: Workforce survey results on a question asking about respondents understanding, confidence and awareness of the local referral systems.

Relationships between services

The survey also showed some existing partnerships within the system. 62% of respondents defined their relationship to other services as “we partner / collaborate with other services” (Figure 10).

One public sector staff member reflected:

“I have worked in collaboratives and in partnerships within the council and across the local community planning partnership and with local community groups.”

The existing connections between services provides a strong foundation for coordinated working moving forward.

How would you define your relationship to other services in the system?

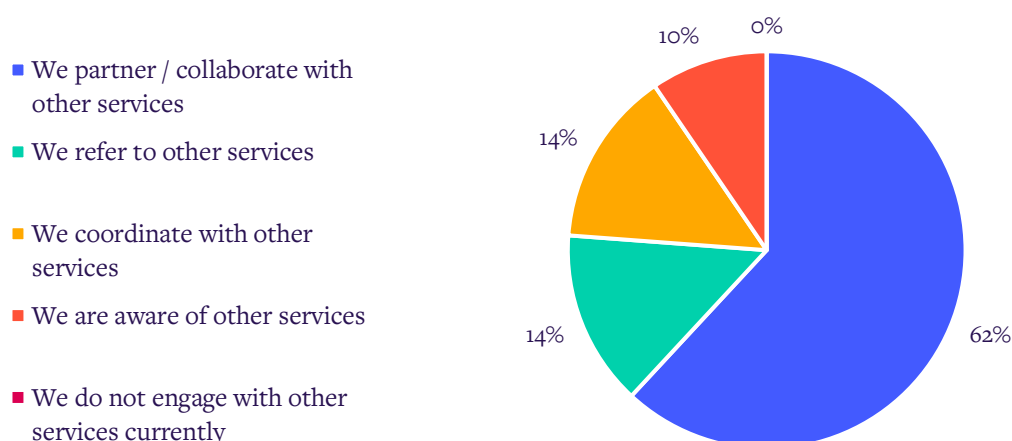


Figure 10: Workforce survey results from a question asking respondents how they would define their relationship to other services in the system.

Perception and experiences of partnerships

The survey also captured a snapshot of the perceived benefits and challenges of partnership approaches from respondents' experience.

Benefits of partnerships

The main benefits that emerged included:

- Better understanding of the local support offer.
- The ability to share knowledge and best practice.
- The opportunity to align approaches across services.
- The improvement of services for families.
- Increased personal confidence in referrals.
- More efficient use of resources.

Challenges of partnerships

The core challenges of partnership that emerged included:

- An incompatibility of internal systems, creating barriers to sharing knowledge.
- Data protection challenges around sharing information.
- Mismatched priorities between organisations.
- Tension in partnerships, caused by organisations competing for the same funding.

Trauma-informed training

The survey also explored respondents' experiences of trauma-informed training. Over 60% of the respondents participated in trauma-informed training in their workplace. One major theme emerged from their reflections on how the training has influenced their approach to working with families experiencing poverty.

The respondents reflected that the training prompted a change in mindset to consider the impact of trauma on families in their everyday working. This centred around three reflections:

- How living with poverty can be and often is a source of trauma.
- How earlier trauma can impact families' relationships with services today.
- How much work is needed before those who have experienced trauma feel ready to access support, function in life and progress in their journey.

However, two respondents also reflected that poverty was not expressly tied into the trauma-informed training and therefore the training did not have a clear impact on their work. This could point to a need for establishing a clearer link between trauma and poverty in the training materials.

The first steps to supporting a shift within the workforce

The survey provided valuable insight into the views of the workforce in summer 2024. The projects have taken early steps to support their workforce to leverage a coordinated approach and changes within the workforce have occurred as a result of the implementation of a partnership approach.

Advice Services worked to support a shift in mindset within its workforce.

“Partnership working is crucial to monitor the success of the project. Historically, Advice Services would “take ownership” of a client we are supporting. We have had to adjust our perception of this - the referrer is the trusted service, and we are providing assistance to them. For them to best support their client, it needs to be an integrated approach. Changing the mindset of existing Advice Worker staff on the reasoning of this approach has been challenging but worthwhile and may be something that we look at within the wider team.” –
Advice Services.

As a result of their successes with Home-Start, Advice Services is aiming to replicate this relationship with other services in the system. The ripple effect map (**Appendix 3**) shows how the experience of, and learning from, this relationship has led Advice Services to undertake some organisational re-structuring to better support this way of working.

Home-Start has also reflected on the impact of their partnership with Advice Services, acknowledging that implementing the partnership approach itself has helped to enhance their ability to support families.

“Collaborating on cases with Advice First has bolstered our confidence in addressing financial issues with families, knowing we have a trusted partner who will follow through. Seeing successful outcomes has been very rewarding.”

– Home-Start Coordinator.

New shared strategic spaces also help to address challenges around competing agendas, as the projects now dedicate space to discuss and align agendas. While there are ongoing challenges to overcome, the projects have been able to leverage the benefits of partnership working and begin to collaborate to overcome the challenges.

4.3 Empowering communities

Empowering communities to lead and shape services is an essential part of a whole system approach. The projects have engaged families in this process through both formal co-design methods and integrated co-production into ongoing service delivery.

Co-design methods

The projects used co-design approaches to gather information on families' needs, to support service design and understand their experiences with ongoing services. The methods used included surveys, focus groups, and co-design events.

For example, EAC completed an in-depth co-design process to ensure the ASC offering was designed with families' needs at the centre. Prior to beginning the service, an online survey was released which asked families about their thoughts on childcare, how they currently use it, and their needs – 169 families responded.

To further contextualise the survey results, a Project Officer attended six attainment work groups at the local primary schools. Both of these early methods helped to define the need for flexible, affordable childcare before and after school and during the holidays.

Another example is Home-Start's use of co-design events:

- Home-Start partnered with Save the Children to run a co-design event in June 2024.
- In January 2025, Scotland's Social Justice Secretary visited Home-Start where the Minister heard from parents about the impact that poverty is having on families supported by Home-Start. Parents specifically highlighted the negative effects of having benefit income wrongly stopped.

Integrating co-design into ongoing engagement

The projects also embedded co-design in their day-to-day work. This meant prioritising building relationships, meeting families in spaces where they already are, and supporting families when they self-organise.

Prioritising building trusted relationships

The projects focused on building strong relationships with the families as a basis for co-design. For example, EAC leveraged the FWW role to invest time in building trust with the families and help strengthen future co-design. Additionally, the project has recruited a dedicated co-design worker, who started in September 2024, to direct EAC's engagement with families.

Furthermore, prioritising relationship building was found to have a positive impact on participants. For example, RISE took a person-centred approach that focused on building rapport with participants. The participants reported the difference in their experience of RISE compared to other services. Advice Services will be taking this learning, and evidence of what worked for participants, forward in other services.

“[The participant] reports he has spent most of his life feeling disillusioned by his experience with statutory services but describes that RISE feels different because he feels valued within this system and there has been flexibility around his engagement.” – Community Support Worker.

Meeting families where they are

The projects ensured that co-design activities involved services going to families in spaces which were accessible and familiar to them. This not only reduced the burden for families but ensured the projects were taking a trauma-informed approach. For example:

- RISE integrated co-design into exit conversations with programme participants.
- EAC focused on having structured conversations with parents as they collected their children from ASC.
- Home-Start’s relationship-based one-to-one support means the project informally engages families in conversations on an on-going basis about their needs and experiences.
- TU5 amended its evaluation approach to begin asking all delivery partners to conduct an evaluation of their services. This means that parents have the opportunity to feed into the service at the delivery locations.

Supporting families when they self-organise

The projects have also enabled opportunities for parents to be more directly involved in the decision-making process through joining existing decision-making spaces or creating their own.

For example, during the test of change, two parents joined the TU5 Steering Group and now have a platform to share their experiences, shape activities, and play a role in decision-making.

Additionally, Home-Start’s engagement with families has inspired parents to form a group for families with neurodiverse children. Families have been empowered to create spaces where they can advocate for their needs and help shape services (Ripple effect map – **Appendix 3**).

Being mindful of the value of families’ time

Balancing engagement with families is difficult – not only in making sure it is accessible to them, but avoiding co-design fatigue.

“Getting the correct time and place that suits the needs of families is difficult. Families are asked for their input into lots of services and to participate in lots of consultations, this means that they may have ‘fatigue’ in participation in this type of engagement.” – EAC project coordinator.

Families’ time and input is valuable and while prioritising co-design is an important aspect of the Inverclyde Approach, projects must be mindful of the investment being asked of families.

4.4 Embedding continuous learning

The Inverclyde Approach has embedded continuous learning processes which has enabled the use of on-going learning to create change in services as they have been delivered, and the collection of learning to help shape future projects.

How learning has been applied throughout the project

Structures to support continuous learning

The test of change has used three evaluation methods to support ongoing learning:

- Insight reports – submitted monthly by each project to record process learning. Team members shared that the insight reports were a valuable space for reflection.
- Monthly meetings – to discuss key reflections from the insight reports as a wider team.
- Ripple effect map – the first ripple mapping exercise occurred in-person and helped team members develop a greater understanding of the collective project (Ripple effect map – **Appendix 3**). The map has also been used to share back learnings to wider audiences e.g., Local Child Poverty Action Group.

How learning has been embedded to-date

The relationship between Home-Start and Advice Services best demonstrates how the projects have applied their learning to adapt processes and improve their ways of working to best serve families (Figure 4). Both projects took an iterative approach to working in partnership, including holding regular meetings between the teams, changing the way information flowed, and shifting to offer joint appointments for families.

Home-Start and Advice Services reflected on the process stating:

“Initially, there were some challenges as this was a new way of working that needed review of processes from both parties, however these were overcome, and the partnership has gone from strength to strength.”

The ongoing learning process not only served to refine the relationship between Advice Services and Home-Start, but this refined approach to partnerships has also begun to be implemented in other services, mostly notably between EAC and Advice Services. A dedicated Advice Services worker has attended EAC outreach events and is starting to build relationships with both the EAC project team and EAC families (Ripple effect map – **Appendix 3**).

How learning is being applied to future projects

The projects have also collected learning from this test of change and have plans to apply it to future projects or future iterations of existing projects. In some cases, this application is already underway.

With the completion of RISE in December 2024, the project is in the unique position to have completed its evaluation and have final takeaways that can be applied to future projects. This was important to projects for two reasons.

First, the evaluation process itself took a whole systems approach. The RISE evaluation was led by the Corporate Director for Education and Communities and attended by three Corporate Directors, Service Managers, and team leaders from across three services within the local authority. It was held as a facilitated conversation / forum about what went well and where there might have been challenges. Team members involved in this process found it to be extremely valuable.

“The project has now ceased, however, the review highlighted areas where processes could have been improved and the communication between services was useful. The outcome was an understanding that the principles around the whole systems approach to RISE was beneficial to the service user, however, the existing processes created the challenges that prevented the proposed outcomes from being achieved.” – Project manager.

Second, the outcomes of the evaluation itself were extremely insightful, demonstrating:

- The importance of integrating financial inclusion through all interventions.
- The value of streamlining services to support a single point of contact for clients.
- Required changes in the approach to effectively engage other departments in the Council.

The projects plan to use this learning to directly inform the new Fairer Futures Partnership project and EAC Round Two in Inverclyde.

Additionally, wider learning about how to implement and support the Inverclyde Approach is already shaping other projects in the locality. For example, informing the Values-based leadership programme and feeding into further engagement for the changes at Boglestone Community Centre (Figure 11).

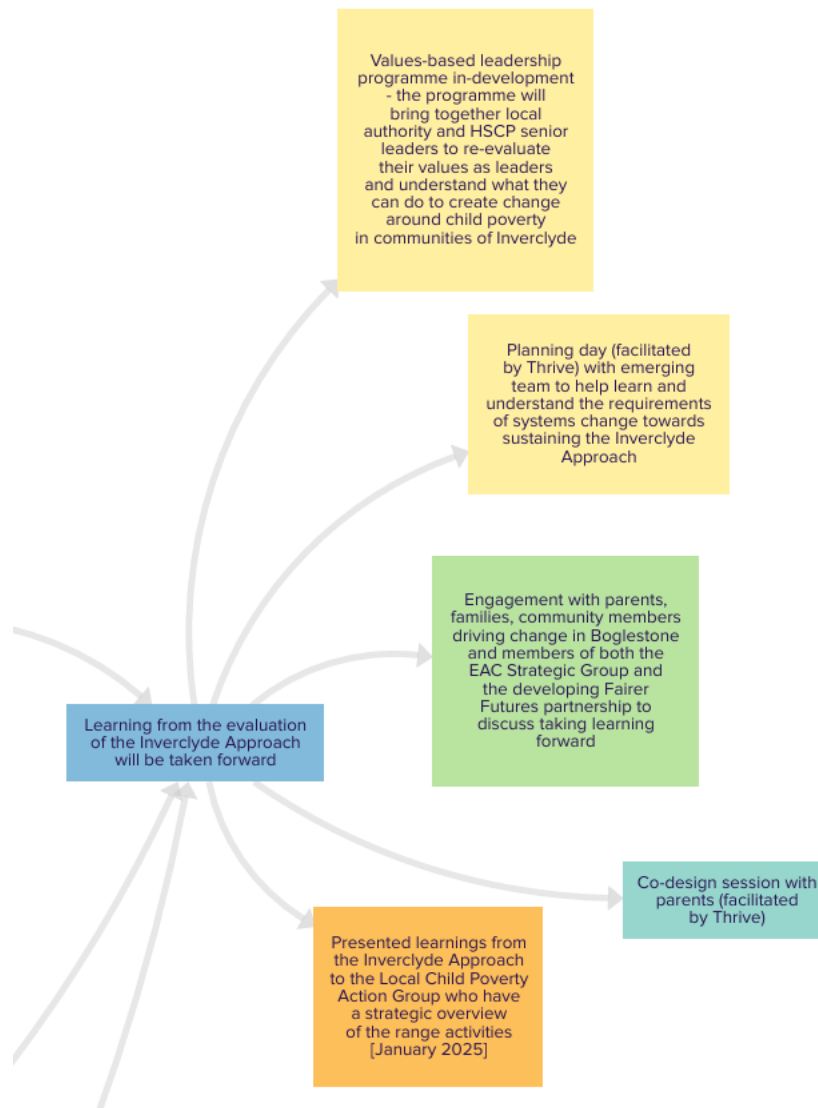


Figure 11: Screenshot of the ripple effect map showing how learning from the Inverclyde Approach is already being applied.

4.5 Navigating the tackling child poverty environment

The Inverclyde Approach exists within a system that currently has barriers which impede projects' ability to effectively create change and implement the Approach. These challenges centre around funding, expectations around delivery, and internal processes.

The first barrier to implementing the Inverclyde Approach is the tendency for short-term funding opportunities. Short-term funding and the expectations around what will be achieved within that timeframe has created challenges for the projects.

“There is a lot of work to do and lots of unknowns. This makes it feel overwhelming and difficult to know where to begin. The impact of having funding approved and grants organised is that there is pressure to deliver the correct thing quickly, not taking into account that we are testing and trialling systems for EACs” – EAC project coordinator.

The projects feel there is pressure to deliver the correct solution within condensed timeframes, which may not align with the realities of tackling child poverty. Additionally, short-term funding is contradictory to the evidenced need to invest time and resources into building relationships with families and strong foundations for partnerships between services.

“[We have] challenges around the speed of expectations and how quickly everything needs to be implemented.” – Project manager.

Finally, projects face challenges with slow internal processes, which further exacerbate the pressure of truncated timelines. For example, projects feel they cannot be agile when recruiting for a post within a new project.

“Challenges employing people into the posts, the internal processes are difficult, seeking approval and the timescale to appoint is frustrating. [We ended up] identifying people from within the organisation who have the skills, knowledge and experience.” – Project manager

Project teams found internal processes slow progress and further delay reaching tight timelines for delivery.

4.6 A blueprint for success: partnerships in a whole family approach

The evaluation of the test of change has provided insight on how to build and maintain successful, trusted relationships and partnerships between services. **Appendix 5** outlines a blueprint for applying the Inverclyde Approach to partnerships based on the critical success factors identified in the evaluation.

6.0 Recommendations for tackling child poverty

6.1 Integrating the Inverclyde Approach

This evaluation demonstrates that the Inverclyde Approach should be integrated more widely across the locality. There are four recommendations for how to continue to support the implementation of the Approach (Table 6).

Table 6: Tackling child poverty recommendations.

Recommendation ↴	Summary ↴
1/ Shift mindsets on poverty and how it needs to be tackled.	Services should work to shift mindsets of the workforce and senior leadership to ensure that everyone understands the complexity of tackling child poverty and the importance of taking a partnership and trauma-informed approach. This is the foundation of implementing the Inverclyde Approach.
2/ Invest in working together to serve families.	Services should invest in working together through a partnership approach to provide a coordinated support offer for families that is place-based and person-centred.
3/ Prioritise familiar faces in services.	Services should prioritise having dedicated roles that act as a central point of contact for families. This ensures families build relationships with, and trust in, services, and encourages them to discuss their needs more openly.
4/ Empower communities to be involved in creating services that work for them.	Services should integrate opportunities for co-design in their ways of working to meet families' support and accessibility needs. This ensures services are fit for purpose, use resources effectively and place people at the heart of service delivery.

1/ Shift mindsets on poverty and how it needs to be tackled

Services should work to shift mindsets of the workforce and senior leadership to ensure that everyone understands the complexity of tackling child poverty and the importance of taking a partnership and trauma-informed approach. This is the foundation of implementing the Inverclyde Approach.

What	Support, facilitate and enable the shifting of mindsets in both the workforce and senior leadership, to embed a whole system and trauma-informed approach to poverty.
Why	<p>Those working to address poverty need to understand that there are multiple factors which contribute to families' experiences of poverty, including income. A partnership approach enables services to address these factors systematically, as well as enabling services to intervene upstream and support families before they reach crisis states.</p> <p>It is also important for everyone to understand the need to support families with trauma as a part of service delivery. A trauma-informed approach enables services to shift their structures, organisation and delivery to prioritise building trust and promoting safety.</p> <p>This understanding from senior leadership ensures the cultural and operational changes needed to support the Approach, such as funding allocation and altering ways of working. This understanding from the workforce ensures buy-in for implementing the Approach and will ensure they themselves work more effectively. Finally, it empowers everyone to embody the values of the Inverclyde Approach, challenge the status quo and have difficult conversations to ensure organisations can better support for people experiencing poverty.</p>
How	<p>Senior leadership:</p> <ul style="list-style-type: none">→ Continue to run additional sessions, such as the values-based leadership programme.→ Encourage those in these roles to promote a whole system, trauma-informed approach to poverty in their organisations / departments. <p>Workforce:</p> <ul style="list-style-type: none">→ Facilitate formal training and/or structured conversations – e.g., trauma-informed training in the workplace.→ Begin to implement a partnership approach – as the experience of Home-Start demonstrates, there is a lot of value in the workforce observing the impacts of a partnership approach in practice.
Priority	Immediate, as this is the foundation for integrating the Inverclyde Approach across the locality.

2/ Invest in working together to serve families

Services should invest in working together through a partnership approach to provide a coordinated support offer for families that is place-based and person-centred.

What	Services should invest in partnerships based on trusted relationships and look to collaborate with other services, including community and voluntary sector support, early and often.
Why	A partnership approach ensures that families are given person-centred support. It means that services are aligned and able to offer coordinated assistance, connecting families to the help they need, when and where they need it.
How	<ul style="list-style-type: none">→ Follow / implement the blueprint to creating successful partnerships.→ Leverage structures that create the space and time for working together. Avoid creating new structures, rather maintain, enhance or consolidate existing ones to reduce time and resource burden on partners. These could be:<ul style="list-style-type: none">○ Shared strategic spaces e.g., local strategic meetings.○ Communities of Practice.○ Co-location opportunities e.g., joint appointments / delivery.→ Support and enable community and voluntary partnerships.
Priority	3-6 months

3/ Prioritise familiar faces in services

Services should prioritise having dedicated roles that act as a central point of contact for families. This ensures families build relationships with, and trust in, services and makes them feel more comfortable sharing their needs.

What	Prioritise having the time and staff resources within services to build trusted relationships and create a ‘face of the service’ that acts as a dedicated point of contact for families.
Why	Familiar faces within the Inverclyde Approach were essential to building rapport and trust between families and services. These relationships meant families felt more comfortable disclosing needs, as well as accepting support and referrals.
How	<ul style="list-style-type: none">→ Ensure that existing key positions in services that fulfil this role are maintained and sufficiently resourced.→ Where there is no position currently, develop a new position or adapt existing roles and responsibilities to provide this level of engagement.
Priority	Ongoing

4/ Empower communities to be involved in creating services that work for them

Services should integrate opportunities for co-design into their ways of working, to better meet families' support and accessibility needs. This ensures services are fit for purpose, use resources effectively and place people at the heart of service delivery.

What	Integrate co-design into every day working and support the whole family to be involved in shaping the design, delivery and evaluation of services.
Why	<p>Services are the most supportive to families when they have been involved in their development and implementation. This approach ensures services are meeting their needs, in a way that is accessible to them and allows services to adapt on an ongoing basis.</p> <p>Co-design also allows services to use resources effectively by reducing the provision of help that does not meet families' needs.</p>
How	<ul style="list-style-type: none">→ Meet families where they are with co-design opportunities – combine into existing engagement where possible and take a trauma-informed approach.→ Integrate families into decision-making spaces, not just co-design events.→ Support parents / carers to create their own groups or join existing groups that feed into service design and delivery. Offer support to them when they self-organise.→ Balance opportunities for engagement with quality/depth of engagement – prioritise holding fewer opportunities with more depth of engagement to avoid co-design/engagement fatigue. Where possible and applicable, work in partnership with other services to hold joint co-design events.→ Ensure feedback loops – share back to families how their input is being used.
Priority	Ongoing

6.2 Creating a more supportive environment for changemaking

This evaluation of the test of change showed that the system has fundamental barriers that prevent or restrict services' abilities to implement the Inverclyde Approach. There are three recommendations for changes in the system to more effectively tackle child poverty (Table 7).

Table 7: Creating a more support environment for changemaking recommendations.

Recommendation ▾	Summary ▾
1/ Ensure internal processes are adaptable.	All services should adapt their internal processes to better support whole system and whole family approaches. This will ensure that services can be more agile in response to changing circumstances and more effectively work together.
2/ Create supportive funding opportunities.	Funders should create long-term funding opportunities that are designed to support whole system and whole family approaches. This will ensure that funding expectations and timelines reflect and support the time investment required to build trust with families and coordinate services.
3/ Adopt transformative M&E approaches.	Funders and senior leadership should ensure M&E approaches reflect: <ul style="list-style-type: none">→ the depth of support families require.→ the work across the system needed to achieve this.→ the time investment required to facilitate the depth of support shifting from transactional services to transformational changes for families, and communities.

1/ Ensure internal processes are adaptable

All services should adapt their internal processes to better support whole system and whole family approaches. This will help services be more agile in response to changing circumstances and work more effectively together.

What	Internal processes, especially within statutory services, are adapted / adaptable to support a whole system and whole family approach.
Why	<p>A lack of agility in internal processes can be a challenge, especially in environments where timelines are constrained by external factors e.g., funding. Rigid internal processes can also be misaligned or actively hinder partnership approaches.</p> <p>A more flexible approach enables a service to be more responsive to place-based needs and more easily develop and maintain partnerships.</p>
How	<p>→ Investigate ways to enable information sharing between services. This could include:</p> <ul style="list-style-type: none">○ Data sharing agreements.○ Data protection / shared consent forms. <p>→ Enable statutory services to shift ways of working in line with the capabilities of the third sector.</p>
Priority	3-6 months – changing the structures of the system that hinder the Inverclyde Approach is one of the early steps to enabling transformation.

2/ Create supportive funding opportunities

Funders should create long-term funding opportunities that are designed to support whole system and whole family approaches. This will ensure that funding expectations and timelines reflect and support the time investment required to build trust with families and coordinate services.

What	Create and/or enable long-term funding opportunities and the associated processes that support whole system and whole family approaches.
Why	The current funding environment largely does not reflect the complexities associated with tackling child poverty. Expectations around outcomes are often misaligned, with the short timelines attached to funding. This does not support long-term systems change efforts.
How	<ul style="list-style-type: none">→ Create funding opportunities that are longer-term – this will ensure stability of support for services and families, as well as allowing for a thorough test and learn approach.→ Enable more collaborative funding opportunities – where both statutory and third sector services can jointly apply for funding.
Priority	1-2 years

3/ Adopt transformative M&E approaches

Funders and senior leadership should ensure M&E approaches reflect the depth of support families require, the work across the system needed to achieve this, and the time investment required to facilitate the depth of support shifting from transactional services to transformational changes for families, and communities.

What	Expectations for projects and the corresponding M&E approaches align with the complexity of tackling child poverty.
Why	<p>M&E methods and expectations often do not consider the depth of support families require, fail to effectively capture the impacts of collaboration across the system, and do not recognise the time investment required.</p> <p>Shifting M&E approaches to capture transformational change will help to support understanding and acceptance that employability might not be the final outcome for all families. It will also help to capture the impacts of different ways of working.</p>
How	<ul style="list-style-type: none">→ Change mindsets around recognising the upfront investment required to build and maintain partnerships between services and relationships with families.→ Reflect change in mindset in M&E approaches – setting outcomes around supporting families along the journey.→ Leverage systems methods which capture the wider impacts often missed by traditional evaluation methods e.g., ripple effect mapping.→ Place equal if not more emphasis on qualitative outcomes in evaluations compared with quantitative assessments.→ Consider an embedded evaluation partner to support M&E – this will ensure objectivity and allow the workforce to focus on delivering services for families.
Priority	1-2 years

7.0 Next Steps

The evaluation of this test of change has demonstrated that the Inverclyde Approach effectively addresses the many factors contributing to child poverty. Not only have the projects supported positive outcomes for the whole family, but they have begun to develop a coordinated system of support that is adaptive and shaped by the families it aims to serve. These results suggest the Inverclyde Approach should be implemented more widely across the locality.

This assessment aimed to test the Inverclyde Approach through the RISE, EAC, Home-Start and TU5 projects. The evaluation has demonstrated that the Inverclyde Approach enables projects to provide a depth of support to families, through prioritising relationship building and opportunities for activities as a family.

Providing depth of support over breadth has allowed projects to help families build their mental and physical wellbeing and progress on their personal development journey. This whole family impact is further contextualised by the way in which services are working together.

The projects have transformed ways of working through building structures to enable a partnership approach, beginning to create a workforce ready for this approach, empowering families to shape services and embedding continuous learning.

The test of change has been successful, showing the Inverclyde Approach enables services to work in ways which more effectively support families living in poverty. With this evidence, the Inverclyde Approach should be implemented more widely across the locality and changes should be made to the wider system to create an environment that supports this.

Families living in poverty have complex needs and to effectively provide the required support, when they need it and in spaces that are best for them, services need to take a whole systems and whole family approach, and adopt the Inverclyde Approach.

Moving forward, the Council plans to develop a distinct brand for the Inverclyde Approach. This will further support an identifiable model for services to adopt and unify behind.

Appendices



Appendix 1: The Inverclyde Approach theory of change

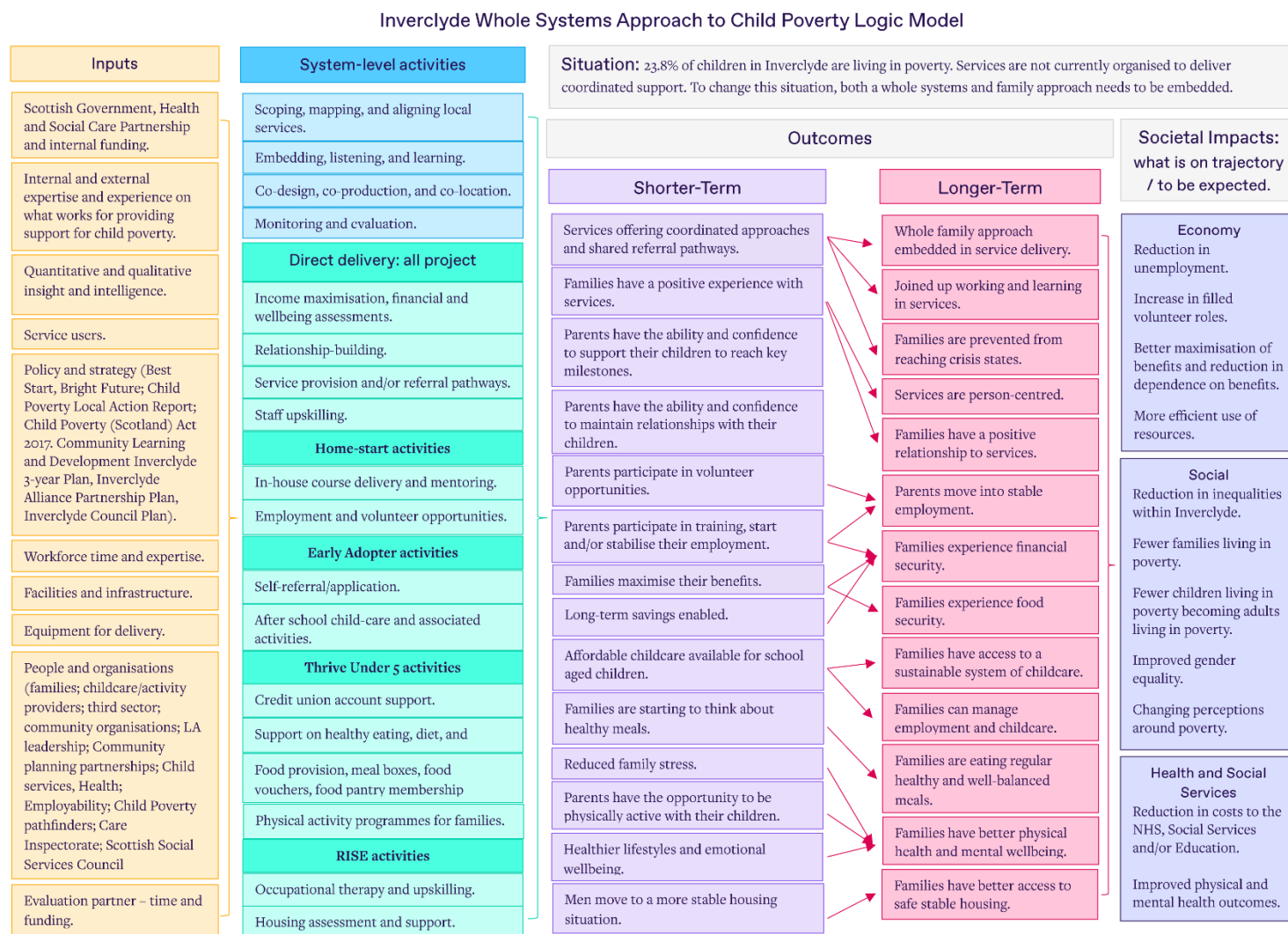


Figure 12: the Inverclyde Approach logic model.

Appendix 2: Project data collection methods

For the duration of the evaluation, the projects continued to collect data through their existing mechanisms. Urban Foresight verified what data was required from the projects and all data was shared with Urban Foresight for analysis in January 2025.

Table 8 summarises the methods used by projects to collect their impact data.

Table 8: Summary of project data collection methods.

Service	Methods
RISE	<ul style="list-style-type: none"> → Monitoring and reporting of participant outcomes – carried out by the Community Support Workers and Occupational Therapists. → Triangle Outcomes Star. → Exit conversations with participants – carried out in October 2024.
EAC	<ul style="list-style-type: none"> → End of year 23/24 childcare questionnaire. → Quarterly reporting through the Scottish Government framework. → Family wellbeing call – carried out by the Family Wellbeing Worker in February 2024. → BASK (childcare provider) evaluation. → Co-design methods – informal and formal engagement throughout the project.
Home-Start	<ul style="list-style-type: none"> → Inverclyde Wellbeing Survey – sent out to families January 2025. → Charitylog system – Family Support Team logged every interaction and intervention with families. → Family wellbeing assessment reviews – skills and wellbeing tracking completed quarterly with families.
TU5	<ul style="list-style-type: none"> → Delivery partner evaluations – monitoring participation, activity outcomes and the collection of parent / carer feedback for all activities on an ongoing basis. → Internal monitoring of referrals.

Appendix 3: Ripple effect map

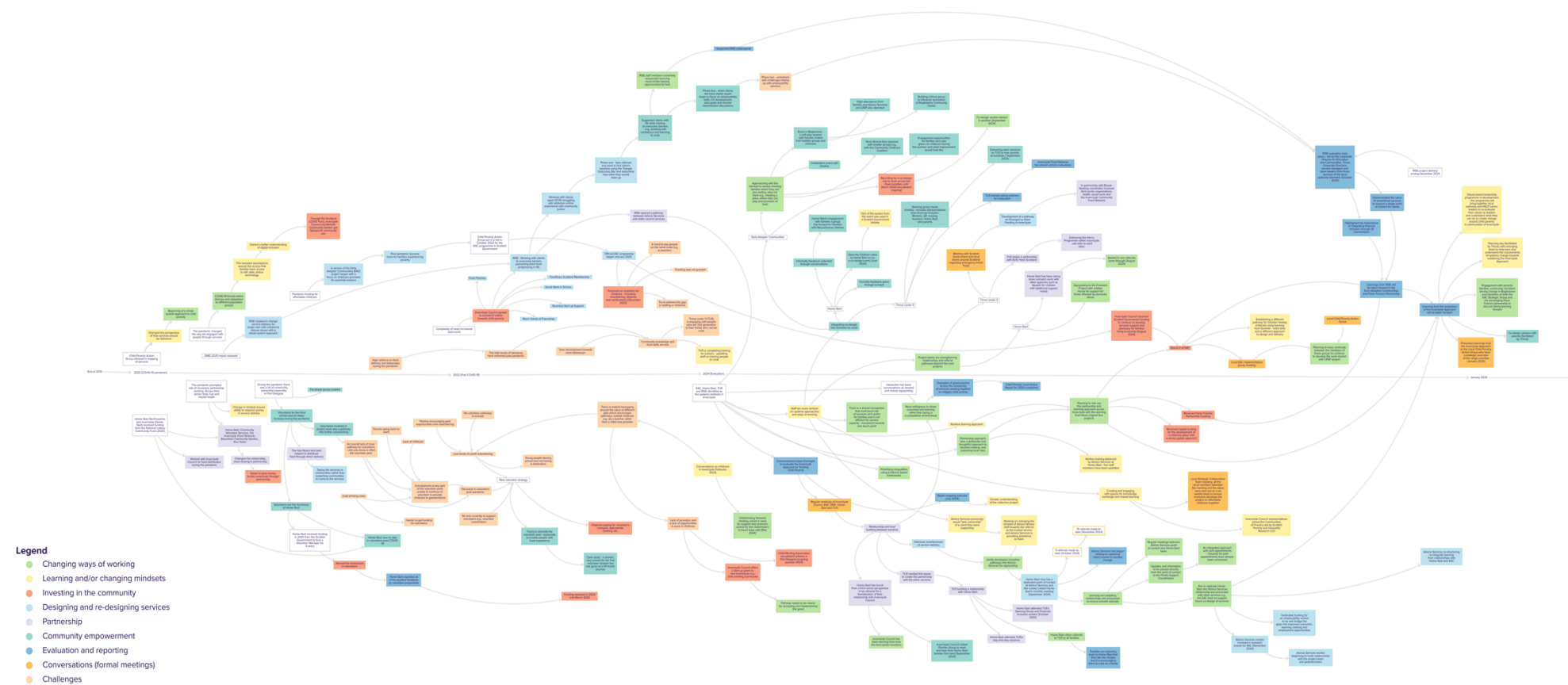


Figure 13: *Inverclyde ripple effect map in Kumu.*

Presentation of the ripple map.

Appendix 4: Who is the Inverclyde Approach reaching?

The projects each have a unique family focus and collectively reach a broad range of the families living with poverty in Inverclyde. Table 9 provides a summary of who the projects are reaching.

Table 9: Numbers of the families reached by the projects as part of the Inverclyde Approach.

Project	Family focus	Timeline	Number of families engaged
RISE	Men aged 20-40 with a range of complex issues including being in recovery, offending and homelessness.	2021-2024	46
EAC	Families on low-income or one of the priority families.	2023-2024	67
Home-Start	Families with complex needs such as mental health, disabilities, domestic abuse and child protection	2024	72
TU5	Families with children under the age of five.	2023-2025	190

Appendix 5: A blueprint for success

The evaluation of the test of change has provided insight on how to build and maintain successful partnerships between services. Table 10 outlines a blueprint for applying the Inverclyde Approach to partnerships.

Table 10: A blueprint for success - the factors that support a successful partnership for both services and families.

What?	Why?	Theme
Ensure dedicated contacts.	A dedicated contact helps to kick-start the partnership. Like how families benefit from familiar faces – partnerships flourish with them as well. Following the establishment of a dedicated contact, it is important to ensure the relationship between services is embedded.	Relationships
Create opportunities to build trust between services.	Establishing trust is essential to the success of partnerships and to ensure each organisation has the confidence to refer. An introduction meeting, face-to-face, if possible, provides the opportunity to understand each other's work, processes, approaches and expectations for the partnership. Regular contact should occur following this, to maintain trust and deepen relationships.	Values-based leaders
Align goals and objectives.	Shared goals and objectives, for families and for the partnership itself, will facilitate effective collaboration. These should be developed together at the introduction meeting or soon after.	Shifting from transactional to transformational changes
Move beyond referrals, towards co-location.	Co-location ensures that services are coming to families where they already are and often in spaces that are trusted and safe. This reduces the burden on families and presents a stronger partnership between services to families. Co-location could be held at one service's space or a neutral space, such as a community centre.	Place-based and Person-centred
Upskill staff.	Upskilling staff formally or informally through the partnership will help them to be more informed and support families on wider issues e.g., welfare. It will also support staff to be more flexible in their approach to working with other services and families. The goal is not to replace other services, but to ensure the workforce has the knowledge and skills to identify	Trauma-informed and Values-based

	the next steps in the support offer for a family and confidently connect them with other organisations.	
Be adaptable and flexible in approaches to partnership.	<p>This approach to partnership will be new to many. It requires a willingness to be flexible and to adapt the approach to partnership, as services learn more about working together.</p> <p>This test and learn approach will help tailor the partnership to the unique context and needs of the services and the families they support, for example the adjustment of how frequently services communicate or how information is shared between them.</p>	Shifting away from failure towards learning, testing and adapting



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Inverclyde Alliance

AGENDA ITEM NO:10

Report To: Inverclyde Alliance Board

Date: 16 June 2025

Report By: Ruth Binks
Corporate Director Education,
Communities and Organisational
Development, Inverclyde Council

Report No:

Contact Officer: Hugh Scott
Service Manager
Inclusive Communities,
Inverclyde Council

Contact No: 01475 715450

Subject: Active Inverclyde Strategy – Annual update on action plan

1.0 PURPOSE

- 1.1 The purpose of this report is to give an update on the activity carried out as part of the Active Inverclyde Strategy between April 2024 – March 2025 to the Inverclyde Alliance Board.

2.0 SUMMARY

- 2.1 The purpose of the Active Inverclyde Strategy is to provide a framework for community planning partners in Inverclyde to work together to increase participation in physical activity, including sport.
- 2.2 The Active Inverclyde Strategy is accompanied by a more detailed action plan that has been developed in consultation with local communities and other stakeholders. The action plan ensures that the actions taken to increase participation on physical activity, including sport, meet the needs of communities.
- 2.3 This report provides detail on the activity carried out as part of the Active Inverclyde Strategy during the period April 2024 to March 2025. The full action plan is presented within Appendix 1. A link to the online flyer is within Appendix 2.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Alliance Board:
- a. Notes the progress made during the period April 2024 to March 2025 as detailed within the Action Plan (Appendix 2).

4.0 BACKGROUND

- 4.1 The purpose of the Active Inverclyde strategy is to provide a framework for community planning partners in Inverclyde to work together to increase participation in physical activity, including sport. To develop and drive an action plan in relation to the Active Inverclyde Strategy, a multi-agency partnership implementation group was established. The group is made up of local clubs and Community Sports Hubs, young people, Inverclyde Leisure, Inverclyde HSCP, sportscotland, and other local services.
- 4.2 The Active Inverclyde Strategy concentrates on four main themes that reflect the areas the group believes are pivotal to achieving a reduction in health inequalities and an increase in levels of physical activity. These are:
- Active People.
 - Active Communities.
 - Active Partnerships; and
 - Active Environment
- 4.3 The action plan contains greater detail of the actions and initiatives that will be implemented by partner organisations. The action plan focuses on the four active Inverclyde themes to identify gaps and future areas for development.

5.0 ACTIVE INVERCLYDE ACTION PLAN UPDATE

- 5.1 The main areas of progress against the action plan during 2024-2025 are as follows:
- Active Inverclyde Working Group (AIWG) has continued to meet on a regular basis. New members have joined the group to increase the groups/organisations which are represented and involved in shaping the future work of the strategy.
 - AIWG is represented at Thriving communities' Alliance Board delivery group where regular updates and progress are presented.
 - Public consultation had indicated a need for a platform which the public could visit to see what physical activity and sports opportunities are available within Inverclyde. CVS was contracted to create an Active Inverclyde section within Inverclyde Life Directory.
 - A flyer (Appendix 2) has been created in both hard and online copies. The flyer not only provides information on the aims and vision of the strategy but also a link to take members of the public to the directory.
 - Launch event was held on the 26th February 2025 which informed those in attendance of the aims of the strategy and also the support required from them as local physical activity and sports groups/organisations on their role in bringing strategy to life and the need for them to register information on the Active Inverclyde directory on Inverclyde Life; and
 - During the launch event local clubs shared projects which brought some of the work of Active Inverclyde to life demonstrating how they have introduced sessions to support girls and women to try sports. These demonstrated how clubs can take alternative approaches to increase their reach within the local community to support people not only try new activities but also benefit from the social and emotional aspects of being active.

There are two keys' threads to profiling for AIWG going forwards:

- to encourage local physical activity and sporting groups/organisations to register details on Active Inverclyde Directory on Inverclyde Life; and
 - raise awareness with the public to visit the directory to see what is on offer
- 5.2 Further work is also required to progress the areas that remain red around active asset mapping, travel partnerships, funding opportunities and expand the marketing plan.

- As the directory is populated the group will be able to see where facilities/groups meet. Further discussions with the web designers to develop the capacity on the directory where a map of assets/groups/organisations will be created to support users with searching for opportunities to engage in.
- Over four hundred groups/organisations were invited to the launch event all groups invited will receive a link with a voice over of the presentation to encourage them to register their service on the directory.
- Further engagement with Inverclyde Council around active travel plans and infrastructure developments to support and enhance active living. Invite of representation to sit on the AIWG.
- Discussions/Agreement needed on the financial resources to support the work of AIWG going forwards the group are keen to achieve some key area.
- Marketing campaign to highlight some of the key work around physical activity and sport locally to motivate people to be more active/continue to be active. A key aspect of this is creating short video clips from groups to play in public screens.
- AIWG believe that to encourage groups/organisations to register on the portal that they would be motivated through incentives such as reduction in lets and/access to promotion of their services linked to the Active Inverclyde brand on local billboards; and
- The working group will need to look at updating/refreshing the initial Active Inverclyde Strategy which has now expired.

6.0 IMPLICATIONS

- 6.1 Legal: None at present
 Finance: None at present
 Human Resources: None at present
 Equality and Diversity: None at present
 Alliance Partnership Plan: The actions contained within this report will contribute to the following Partnership Plan outcomes:
- People live longer and healthier lives.
 - Communities can have their voices heard, and influence the places and services that affect them.

7.0 CONSULTATIONS

- 7.1 There have been no other consultations outside of the public consultation mentioned within this report.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 None

Active Inverclyde Action Plan – Update May 2025

Theme: Active People						
Outcomes	Key Actions	Timescale	What will success look like?	Who is responsible?	Progress May 2024	Progress May 2025
<ul style="list-style-type: none"> Increase physical activity levels amongst residents living in the least active and deprived areas of Inverclyde. Increase physical activity levels amongst groups of people where inactivity inequalities are the greatest e.g. those with a disability, vulnerable groups, older people. Consult and involve our residents in developing, delivering and monitoring 	<p>Design and circulate Active Inverclyde consultation to establish baselines and understand needs and barriers.</p> <p>Identify and engage organisations that work with inactive groups to ensure reach and understand needs and barriers.</p> <p>Map relevant local opportunities including groups, clubs and organisations.</p>	<p>June 2024</p> <p>June 2024</p> <p>June 2024</p>	<p>Strong evidence base for future developments. Opportunities are relevant, accessible and inclusive. Physical activity is increased in target areas and/or with target groups.</p> <p>Feedback from target groups is gained. Opportunities are relevant, accessible and inclusive. Physical activity is increased in target areas and/or with target groups.</p> <p>There is an increase understanding of what is happening/offered locally.</p>	<p>Implementation Group</p> <p>Implementation Group</p> <p>Implementation Group</p>	<p>Active Inverclyde consultation complete (green)</p> <p>Ongoing with the development of the Portal, key group representatives attending the Town Hall and our Open Day (amber)</p> <p>Ongoing with CVS. Company contracted to build portal. Implementation group to develop approach to ensure as many opportunities as possible are on portal (amber)</p>	<p>Active Inverclyde consultation complete (green)</p> <p>Organisations and groups identified and engaged with during the development of AI page (green)</p> <p>Mapping to date reflected in the current live directory content, additional groups/organisations can now access and register (green)</p>

the impact of the strategy.	<ul style="list-style-type: none">Develop new opportunities for people to engage in sport and physical activities as coaches, officials and/or volunteers, building local capacityDevelop elite pathways locally.	Develop Active Inverclyde portal/resource to promote local opportunities, facilities, resources and benefits of being active.	September 2024	Information is accessible to all citizens. Physical activity is increased in target areas and/or with target groups.	Implementation Group Corporate Communications	Ongoing with the development of the Portal, key group representatives attending the Town Hall and our Open Day (amber)	Directory developed and launched at event on 26 th Feb 2025. 400 + groups/organisations invited to attend; 24 groups/organisations attended
							All groups initially invited will receive a link to a voice over power point presentation after the event (green)
		Develop information/campaign materials using local visuals and opportunities to define being active and promote the benefits of being active.	June 2024	Campaign materials are developed and displayed across Inverclyde. Knowledge and understanding is increased amongst stake holders. Active Inverclyde brand is developed which is relevant and recognised.	Implementation Group Corporate Communications	Ongoing with the development of the Portal, key group representatives attending the Town Hall and our Open Day (amber)	Sports clubs at the AI event gave case studies of Active Inverclyde Strategy in action, sharing targeted projects which they had started to get women and girls into sports (green)
							Flyer has been produced to promote the concept of Active Inverclyde which includes a link and QR code to the Active Inverclyde section on Inverclyde Life directory (green)

								Plans in place to profile Active Inverclyde through local media and billboards. Registration information and marketing materials (amber)
Theme: Active Communities								
Outcomes	Key Actions	Timescale	What will success look like?	Who is responsible?	Progress May 2024	Progress May 2025		
<ul style="list-style-type: none">Engage with communities to identify the barriers that prevent residents from being more active and/or participating in physical activity including sport.Increase and sustain opportunities for people to engage in physical activities, including sport as coaches, officials	Identify and engage with groups and organisations that work in communities to promote opportunities and to understand needs and barriers, especially amongst target groups.	June 2023	Feedback from the community is gained. Opportunities are relevant, accessible and inclusive. Physical activity is increased in target areas and/or with target groups.	Implementation Group	Public consultation completed June 2023. Inactive data analysed. Focus on locality & disability didn't flag up areas for focused work (green)	Public consultation completed June 2023. Inactive data analysed. Focus on locality & disability didn't flag up any areas for focused work (green)		
	Map local assets and facilities	September 2024	There is an increase understanding of what resources/facilities are available locally.	Implementation Group	No current progress (red)	Discussions in place to explore the capacity to create this function with web company and budgeting requirement (amber)		
	Develop Active Inverclyde portal/resource to promote local opportunities, facilities, resources and benefits of being active.	September 2024	Information is accessible to all citizens. Physical activity is increased in target areas and/or with target groups.	Implementation Group Corporate Communications	The contracted company and the implementation group are eager to contribute to the system's functionality. Clubs within the group are willing to pilot the system. Discussions	Active Inverclyde page on Inverclyde Life Directory is now live and groups/organisations can access and register (green)		

<p>and/or volunteers, building local capacity;</p> <ul style="list-style-type: none"> • Ensure the voices of targeted groups and individuals are represented across all partnerships and in the design of physical activities and sport opportunities. • Tackle inactivity using effective local networks which engage with and empower local people 	<p>Develop information/campaign materials using local visuals and opportunities to promote volunteering opportunities.</p>	<p>December 2024</p>	<p>Campaign materials are developed and displayed across Inverclyde. Knowledge and understanding is increased amongst stakeholders. Active Inverclyde brand is developed which is relevant and recognised. Capacity of local groups and clubs is increased. Physical activity is increased in target areas and/or with target groups</p>	<p>Implementation Group Corporate Communications</p>	<p>are required to determine the appropriate level of information displayed for each group/organisation. A clear onboarding process needs to be established for groups/organizations to share data (amber)</p> <p>Current discussions around branding. Company creating samples (amber)</p>	<p>Sports clubs at the AI event gave case studies of Active Inverclyde Strategy in action, sharing targeted projects which they had started to get women and girls into sports (green)</p> <p>Flyer has been produced to promote the concept of Active Inverclyde which includes a link and QR code to the Active Inverclyde section on Inverclyde Life directory (green)</p>
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<p>to increase their activity levels including Community Sports Hubs & wider voluntary sector.</p> <ul style="list-style-type: none"> Celebrate success and champion our sports competitors and volunteers to instil pride and raise awareness. 						Plans in place to profile Active Inverclyde through local media and billboards. Registration information and marketing materials (amber)
	Highlight and celebrate local role models at all levels.	Ongoing	Information is shared in local and national media. Engagement is increase across community. Local citizens are inspired/motivated to become more active.	Implementation Group Corporate Communications	Sports clubs currently doing this however more scope to do Inverclyde wide (amber)	Sports clubs at the event gave case studies of Active Inverclyde Strategy in action, highlighting local role models (green)
						Discussions in being held to create a plan to promote clubs through an Active Inverclyde calendar (amber)
	Promote inspiring/good news stories relating to physical activity, including sport.	Ongoing	Information is shared in local and national media. Campaign materials are developed and displayed across Inverclyde. Local citizens are inspired/motivated to become more active.	Implementation Group Corporate Communications	Sports clubs currently doing this however more scope to do Inverclyde wide (amber)	Sports clubs at the event gave case studies of Active Inverclyde Strategy in action, sharing targeted projects which they had started to get women and girls into sports (green)
						Discussions in being held to create a plan to promote clubs through an Active Inverclyde calendar (amber)

	Identify opportunities to work together to offer local citizens, especially identified groups, the opportunity to become more active	Ongoing	Opportunities/activities are developed based on local needs. Capacity of local groups and clubs is increased. Physical activity is increased in target areas and/or with target groups	Implementation Group Corporate Communications	Media campaign will be required to launch the portal Road shows to promote the portal Engagement in community councils to raise awareness of Strategy (amber)	Plans in place to profile Active Inverclyde through local media, billboards. Registration information and marketing materials (amber) Partnership working around linking groups together who can benefit from working together (amber)
Theme: Active Environment						
Outcomes	Key Actions	Timescale	What will success look like?	Who is responsible?	Progress 2024	Progress May 2025
<ul style="list-style-type: none"> Design and implement a sustainable active travel plan for all education establishments and communities 	Engage with relevant services/agencies around active travel plans.	Ongoing	Active travel plans are developed and applied across Inverclyde. Physical activity is increased in target areas and/or with target groups	service/agency to be identified	No progress (red)	Contact made with Inverclyde Council Active Travel coordinator (amber) More joined up work needed between the activity groups locally and wider policies (amber)

<p>across Inverclyde.</p> <ul style="list-style-type: none"> • Increase physical activity in all parks and open spaces. • Harness the opportunity that digital innovation can bring to increasing physical activity. • Build 'Active Design' principles into all new developments including offices and housing. • Create safer active places and active communities through active design to improve infrastructure necessary to enable greater use of existing assets for physical activity. • Influence planning and secure further investment in 	<p>Develop information/campaign materials using local visuals and opportunities to promote use of local assets and/or facilities.</p>	<p>December 2024</p>	<p>Use of parks and open spaces by local citizen is increased. Physical activity is increased in target areas and/or with target groups</p>	<p>Implementation Group Corporate Communications</p>	<p>Marketing group working on materials (amber)</p>	<p>Flyer has been produced to promote the concept of Active Inverclyde which includes a link and QR code to the Active Inverclyde section on Inverclyde Life directory (green)</p>
						<p>Plans in place to profile Active Inverclyde through local media, billboards. Registration information and marketing materials (amber)</p>
<ul style="list-style-type: none"> • 	<p>Commitment is sought from other services and organisations about Active Design in all new developments.</p>	<p>Ongoing</p>	<p>Local infrastructure to support active living is developed. Physical activity is increased in target areas and/or with target groups</p>	<p>service/agency to be identified</p>	<p>No progress (red)</p>	<p>No progress (red)</p>

our sports infrastructure.	Access funding to increase opportunities, build capacity and improve infrastructure.	Ongoing	Funding for specific projects is secured.	service/agency to be identified	No progress (red)	No progress (red)
	Engage with relevant services/agencies around Active Design principles	Ongoing	Local development plan illustrates commitment to improving infrastructure and support of active living.	service/agency to be identified	No progress (red)	Exploring additional groups who could join Active Inverclyde from an environmental point of view (amber)
Theme: Active Partnership						
Outcomes	Key Actions	Timescale	What will success look like?	Who is responsible?	Progress May 2024	Progress May 2025
<ul style="list-style-type: none"> Identify the strategic partners, networks and champions required to create robust and meaningful partnership working at national and local level. Ensure the voices of targeted groups and individuals are represented 	Broaden participation in Active Inverclyde Strategy implementation by engaging other stakeholders.	Feb 2023	Larger number of stakeholders with ownership of strategy. Representation at different levels is evident.	Hugh Scott ASDD representatives	Stakeholders represented on working group and key individuals invited on ad hoc basis to share local projects to see where they fit in around the strategy (green)	Exploring additional groups who could join Active Inverclyde from an environmental point of view (amber)
						Additional members recruited on the back of launch event(green)
	Confirm governance arrangements for Active Inverclyde Strategy.	April 2024	Governance is in place demonstrating a partnership approach.	Tony McEwan Hugh Scott	Ongoing with Tony McEwan and Hugh Scott (amber)	Adhering to governance in place from Inverclyde Council (amber)
	Report progress and update	Ongoing	Regular updates are developed	Tony McEwan Hugh Scott	Being achieved with regular updates being circulated to all	Reports being submitted to

<p>across all partnerships.</p> <ul style="list-style-type: none"> Tackle inactivity using effective local networks which engage with and empower local people to increase their activity levels including Community Sports Hubs. Ensure physical activity and sports priorities are reflected in other emerging plans and strategies. Influence and secure further investment in our sports infrastructure. Ensure linkages with all relevant local and national policy and frameworks. 	stakeholders at regular intervals		and circulated to all stakeholders.		stakeholders (amber)	Thriving communities and alliance board (green)
	Continue to develop and invest in Community Sports Hubs (CSH)	Ongoing	Membership of CSH is increased and more opportunities offered through these networks.	SportScotland ASSD representatives	CSH well established in 3 key areas. Inclusion is a key focus within the current work of CSH (amber)	Continual commitment and discussion for expansion (amber)
	Engage SGBs about strategy and seek support for local initiatives and/or facilities.	Ongoing	SGBs are more active in Inverclyde.	SportScotland ASSD representatives Hugh Scott	Active Inverclyde Strategy still being developed around this area (amber)	Active Inverclyde Strategy still being developed around this area (amber)
	Access funding to increase opportunities, build capacity and improve infrastructure.	Ongoing	Funding for specific projects is secured.	Implementation Group	Active Inverclyde Strategy still being developed around this area (amber)	Working group have requested consideration for funding (amber)

Active

PEOPLE, COMMUNITIES, PARTNERSHIPS & ENVIRONMENTS



Inverclyde Alliance



inverclydelife.com/active-inverclyde

Active INVERCLYDE STRATEGY

Active INVERCLYDE STRATEGY

The Inverclyde Alliance Board is Inverclydes' Community Planning partnership (CPP) with overall responsibility for overseeing the development and implementation of the Active Inverclyde Strategy, which sets out a framework for community planning partners in Inverclyde to work together to increase participation in physical activity, including sport.

The strategy aims to reduce inequalities by increasing opportunities for all our residents to improve physical activity whether that be exercise, sport, play, dance and active living such as walking, housework and gardening to promote and embed a culture of inclusion and participation.

Central to this strategy is the involvement of all clubs, organisations, agencies and participants involved in the development and delivery of physical activity, including sport in Inverclyde.



Active PEOPLE

- Increase physical activity levels amongst residents living in the least active and deprived areas of Inverclyde;
- Increase physical activity levels amongst groups of people where inactivity inequalities are the greatest e.g. those with a disability, older people and women and girls;
- Consult and involve our residents in developing, delivering and monitoring the impact of the strategy;
- Develop new opportunities for people to engage in sport and physical activities as coaches, officials and/or volunteers, building local capacity;
- Invest in and develop elite pathways locally



Active PARTNERSHIPS

- Identify the strategic partners, networks and champions required to create robust and meaningful partnership working;
- Ensure the voices of targeted groups and individuals are represented across all partnerships;
- Tackle inactivity using effective local networks which engage with and empower local people to increase their activity levels including Community Sports Hubs;
- Ensure physical activity and sports priorities are reflected in other emerging plans and strategies;
- Influence and secure further investment in our sports infrastructure;
- Ensure linkages with all relevant local & national policy and frameworks.



Active COMMUNITIES

- Engage with communities to identify the barriers that prevent residents from being more active and/or participating in physical activity including sport;
- Increase and sustain opportunities for people to engage in physical activities, including sport as coaches, officials and/or volunteers, building local capacity;
- Ensure the voices of targeted groups and individuals are represented across all partnerships and in the design of physical activities and sport opportunities;
- Tackle inactivity using effective local networks which engage with and empower local people to increase their activity levels including Community Sports Hubs & wider voluntary sector;
- Celebrate success and champion our sports competitors and volunteers to instil pride and raise awareness.



Active ENVIRONMENTS

- Increase physical activity in all parks and open spaces;
- Harness the opportunity that digital innovation can bring to increasing physical activity;
- Build 'Active Design' principles into all new developments including offices and housing;
- Create safer active places and active communities through active design to improve infrastructure necessary to enable greater use of existing assets for physical activity;
- Influence planning and secure further investment in our sports infrastructure.

