

AGENDA ITEM NO: 4

Report To:	Education & Communities Committee	Date:	18 March 2025	
Report By:	Ruth Binks Corporate Director Education, Communities and Organisational Development	Report No:	EDUCOM/26/25/HS	
Contact Officer:	Hugh Scott, Service Manager Community Learning Development, Community Safety & Resilience and Sport	Contact No:	01475 715459	
Subject:	Community Learning Development, Community Safety & Resilience and Sport Service Annual Report 2024			

1.0 PURPOSE AND SUMMARY

- 1.2 The purpose of this report is to share with members of the Education and Communities Committee the Community Learning Development, Community Safety & Resilience and Sport Service Annual Report 2024
- 1.3 This report outlines the impact of the service and the evidence it has in meeting national Community Learning and Development (CLD) indicators.
- 1.4 Following a service review reported to this Committee on 21 January the service has realigned under the name 'Inclusive Communities', therefore future annual reports will be reported under this service name.

2.0 RECOMMENDATIONS

2.1 Members of the Education and Communities Committee are asked to note the content of the annual report for the Community Learning Development, Community Safety & Resilience and Sport Service

Ruth Binks Corporate Director Education, Communities and Organisational Development

3.0 BACKGROUND AND CONTEXT

- 3.1 CLD is a field of professional practice that enables people to identify their own individual and collective goals, to engage in learning and take action to bring about change for themselves and their communities. CLD uses a range of formal and informal methods of learning and social development with individuals and groups in their communities. CLD programmes and activities are developed in dialogue with communities and participants, working particularly with those excluded from participation in the decisions and processes that shape their lives.
- 3.2 CLD is delivered in diverse settings and sectors, by practitioners with a wide variety of job titles and volunteer roles, working with people of all ages. This includes (but is not necessarily limited to:
 - Community Development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers);
 - Youth Work, family learning and other early intervention work with children, young people and families;
 - Community-based Adult Learning, including adult literacies and English for speakers of other languages (ESOL);
 - Learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders;
 - Working with individuals and communities to improve their health and wellbeing;
 - Volunteer development; and
 - Learning support and guidance in the community.
- 3.3 The Service goes beyond traditional community learning and development activities. It also includes teams working on community safety, antipoverty initiatives, active schools and sports development, and the Duke of Edinburgh's Awards. This holistic approach recognises that learning and development are interconnected with various aspects of community life. By incorporating these elements, the service aims to empower individuals and help communities thrive.
- 3.4 The annual report reflects on and celebrates the achievements and impacts of the service. The report also presents the Key Performance Indicators that Inverclyde Council submitted to Community Learning and Development Managers Scotland (CLDMS) for 2023-2024.

4.0 HIGHLIGHTS AND KEY MESSAGES

- The outcome of the Education Scotland inspection was positive, concluding that the local authority and its CLD partners were making sufficient progress with their CLD plan and demonstrated the capacity to continue improving. The report highlighted areas of practice for highlighting nationally such as the New to Scotland Youth Group, which is providing support to young people, including young refugees who spoke no English on arrival in Scotland;
 - Reintroduction of the Fire Skills course for young people in Inverclyde with the Scottish Fire & Rescue Service, delivering youth work accreditation alongside the personal development and community safety goals;
 - The Active Schools/Sports Development program experienced another successful year with increased participation. There was a rise in the number of pupils involved in extracurricular activities and leadership programs. Throughout the year, 353 volunteers conducted sessions for 4,903 pupils, promoting sport and physical activity. The leadership programs saw participation from 533 young people;

- Inverclyde now have nine out of 11 Community Councils formed, with two new Community Councils and a 30% increase in the number of Community Councillors within in Inverclyde;
- Youth work services at Port Glasgow I Youth Zone launched 'Scran Zone,' a 7-week cooking program. Six participants completed the program, earning a Dynamic Youth Award and showcasing their skills;
- Participation percentage in Duke of Edinburgh from SIMD 1 and 2 areas was the second highest in Scotland;
- Alongside the funds received from the Scottish Government for the early adopter and pathfinder projects, an additional £500,000 has been secured to transform parts of the Boglestone Community Centre into a modern family-oriented community hub; and
- A Service review was completed, and the Service will be aligned to an Inclusive Communities model going forward.
- 4.2 The report has been created as an accessible digital version and is best viewed from the following link <u>Community Learning & Development (CLD)</u>, <u>Community Safety & Resilience</u>, <u>and Sport:</u> <u>Annual Report 2024</u>. An extracted version of the report is also attached as Appendix 1 to this report.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		Х
Legal/Risk		Х
Human Resources		Х
Strategic (Partnership Plan/Council Plan)	Х	
Equalities, Fairer Scotland Duty & Children/Young People's Rights		Х
& Wellbeing		
Environmental & Sustainability		Х
Data Protection		Х

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (lf Applicable)	Other Comments
N/A					

5.3 Legal/Risk

No legal/risk implications arising from this report

5.4 Human Resources

No human resource implications arising from this report.

5.5 Strategic

This report helps demonstrate the Service's contribution towards delivery of the three Council plan themes.

6.0 CONSULTATION

6.1 No consultations undertaken.

7.0 BACKGROUND PAPERS

7.1 No background papers associated with this report.

Community Learning & Development (CLD), Community Safety & Resilience, and Sport: Annual Report 2024



Introduction

This annual report provides an opportunity to share some of the work that's been undertaken by the Community Learning and Development (CLD), Community Safety & Resilience, and Sport Service of Inverclyde Council in the past year. The Service works with adults and young people across Inverclyde to help improve their life chances; develop new skills and knowledge and create strong inclusive communities for the residents of Inverclyde.

Last year began with Education Scotland undertaking a progress visit to look at how well the Council and its CLD partners were having a positive impact on communities in Inverclyde. There was strong community voice representation throughout the visit, with focus groups of young people, adult learners, community members and organisations contributing to the evidence and assessment of the impact of CLD in the authority.

The report produced by Education Scotland was extremely positive, highlighting a number of strengths:

- strong leadership is evident across the council's CLD service team, with clear roles and responsibilities;
- the Council's approach fosters good collaboration among partners, leading to improved strategic outcomes;

- young people benefit from targeted programs, such as the Youth Hub sessions and the New Scots Youth Group;
- CLD partners are dedicated to reducing inequalities and removing barriers to learning, which includes addressing issues related to social isolation, mental health, and poverty;
- there is an increase in participation in awards and initiatives, such as the Duke of Edinburgh's awards and community-based projects that support food provision and community engagement; and
- staff and volunteers have access to well-planned professional development opportunities, which equip them with the necessary skills to adequately support learners and community members

In addition to this positive report, the service took the opportunity to undertake selfevaluation resulting in a review of the service to ensure resources continue to be allocated to those areas of priority identified by those who use the service.

Community Learning and Development Managers Scotland (CLDMS) 2023-2024 Performance Indicators

Although there are currently no nationally set performance indicators for the CLD Sector in Scotland, CLD Managers Scotland agreed at their Executive meeting in August 2020 to explore ways of gathering a more comprehensive picture through the organisation. The following Key Performance Indicators for 2023-24 were submitted by Inverclyde Council as part of that process. Despite increases in demand for services, the service demonstrated an increase in performance from the previous year.





270 adults with improved mental health and wellbeing outcomes through CLD activity

312 children and young people with improved mental health and wellbeing outcomes through CLD activity

34 community groups receiving capacity building support through CLD activity

3685 adults and young people taking part in influence and engagement activity through CLD

9265 adults and young people reached and engaged with through one off promotional events / drop-ins / community events / engagements / etc.

Youth Work Services



Youth work in schools

The Youth Work Team provides tailor made programs to pupils in each of the 6 secondary schools across Invercive. Programmes delivered through the Scottish Attainment Challenge fund aims to help reduce the poverty related attainment gap through work with S3 plus pupils. These programmes help them to achieve level 5 qualifications while improving levels of literacy, numeracy and attendance at school. Each school also has a senior phase offer: any pupil from S4 onwards who would benefit from different types of accreditation opportunities while also looking at a range of skills and education opportunities such as life

skills, substance misuse, mental health, being safe on the road, improving literacy and numeracy skills.



Attainment Accreditation 23-24

1 - Attainment accreditation figures for 2023-24. 83 Dynamic Youth awards and 11 Young Sports Leader awards.

Senior Phase Accreditation 23-24



2 - Senior phase accreditation figures for 2023-24. 15 Dynamic Youth awards, 33 Bronze Youth Achievement, 21 SQA Awards, 4 John Muir Awards, and 5 REHIS Food & Hygiene Awards

Mentors in Violence Prevention (MVP)

Mentors in Violence Prevention (MVP) is a peer mentoring programme that gives young people the chance to explore and challenge the attitudes, beliefs and cultural norms that underpin all forms of gender-based violence in our society. Exploring violence through a

gendered lens, young people are aware of biases that exist within society and develop leadership skills in order for them to employ 'active bystander' theory. Young people explore the scope of violence and are motivated in challenging victim blaming. All 6 secondary schools are supported by the Youth Work Service to deliver this programme. S5/S6 mentors are recruited and trained, and they in turn deliver workshops to S1 pupils within their school.

The training for teachers is also coordinated by the service through the Violence Against Women coordinator and Youth Work Lead.

Community-based youth work

Greenock and Port Glasgow I Youth Zones are home to our youth work offer to young people in Inverclyde. We deliver a range of arts based, music and gaming opportunities as well as access to trained youth workers who will offer a range of educational issue-based programmes, advice and guidance. Port Glasgow I Zone host drop ins and have activities such as DJ workshops and cooking. Greenock I Zone hosts the Friday evening Geek Zone, a space for young people who are interested in board games and a quieter space to relax and meet new friends.

Detached and outreach youth work

Our programme runs Thursday to Saturday from April until December dependent on weather conditions. The top conversation topics that we engaged young people with were: Alcohol, CLD Activities, Safety Messages, Health & Wellbeing, Education, Drugs and Transport.

The Risk-Taking behaviours that were discussed were: Vaping, Drinking Alcohol, Entering/Swimming in water, Smoking Cannabis & Playing/Setting Fires.

Our youth work team members staff also were present on the informal 'last day of school celebrations' in April at Earnhill Moors in Greenock to engage and support young people celebrating their very last day of school. The team met with over 400 young people through this, the Saturday Youth Café and various Summer pop up events (see below).

Saturday Youth Cafe

From February to the end of April, we ran a Saturday Youth Café Drop-In as a warm space for young people S1-S6, every Saturday from 2pm-6pm. We offered free food and refreshments every week to young people, as well as a warm space with youth work activities for the young people to participate and engage in. Additionally, we engaged with young people and gave them information and support on a number of issues they were facing such as, employability, CVs, healthy relationships, LGBT, higher education, mental health, coping strategies, behaviour management and coming out advice.

Summer 2024

We held drop ins for young people in our I Zones alongside pop-up events in the community. We had over 460 attendances at our events, at each activity we were able to offer young people something to eat and drink. We offered a cinema afternoon and a PS4 online challenge that attracted new young people to the service.



Targeted youth work

EAL Youth Club

EAL group average 8 young people attending each week and the highlight of 2024 was the club working on an art project for National Youth Work week promoting diversity in our I Zones. This group is still supported by 2 volunteers who were part of the founding group.

Young Scot

All P7 students across Invercies receive the Young Scot Magazine. In the spring of 2025, an Invercies specific edition of the Young Scot Magazine will be distributed to P7 students. This localised version will highlight local discounts, youth work, and community stories, further strengthening the connection between young people and their local area. Other areas of development include:

Young Scot Discounts: Invercies Youth Council conducted a survey of over 60 young people to identify local businesses where discounts could be applied through Young Scot cards. The results are being used to approach businesses, helping to secure discounts for youth in the community. Young Scot Website: The website will be continuously updated to provide information about youth work provision, safety messages, and other youth-related topics. It will also be a key resource for young people in Inverclyde.

These initiatives will help ensure young people in Inverclyde are well-informed, supported, and connected to their local community, offering them valuable resources and opportunities.

Young Scot will be supporting Invercive Council to consult with young people, between the ages of 16-25, to improve representation at decision making structures such as boards and committees.

Clyde Conversations steering group

The group continued to meet after planning and delivering Clyde Conversations 2023 and gained 12 PDC awards, 1 Dynamic Youth Award, and 13 Saltire Awards.

Supporting the Scottish Youth Parliament

In 2024, the service continued to support the election process for the Scottish Youth Parliament and continues to support the two members of the Scottish Youth Parliament following their election.

Youth Council (16 distinct participants)

Highlight of 2024, The Invercive Youth Council was commissioned by Sandyford to carry out a consultation exercise to establish potential areas of improvement for its young person's website. This was carried out during the summer break during various events. The group consulted with young people from a wide range of backgrounds before creating a report based on their findings and feeding back to Sandyford. The group was delighted to be told that out of 6 groups commissioned, it had consulted with the most young people.

LGBT (23 distinct participants)

The LGBT+ group 'Clyde Pride' has developed training materials that are now used to train youth work staff and volunteers. The group has also assisted with the journey towards gaining the LGBT Youth Scotland silver charter mark.

Scran Zone Case Study

During review week in Port Glasgow I Youth Zone, young people identified they would like to take part in more cooking opportunities. From this consultation staff decided to run a 7-week pilot programme to a small group of young people where they would focus on learning how to cook budget recipes they could make at home. Several young people volunteered to be the first participants, and the building opened on a Monday night exclusively for 'Scran Zone'. During the 2-hour session young people had the opportunity to make various meals

such as chicken curry, spaghetti Bolognese, macaroni cheese and chilli con carne. They also practised their baking skills to make truffles, shortbread, brownies, and old school cake.

6 young people completed Scran Zone achieving a Dynamic Youth Award. On the final night of Scran Zone young people invited their parents/carers along to Port Glasgow I Youth Zone where they showcased the work they had completed in their award booklets and made various cakes serving them with tea and coffee.

Feedback from the pilot has been fantastic with young people requesting more sessions and a waiting list for the next course. The service also has an older young person who took part in the pilot who would like to volunteer in the next group to help support Scran Zone.

"I liked how we focused on cooking things we could at home, and it was a smaller group" – Young person 16

"I learned how important food hygiene is and how to prepare food properly" – Young person 13















Clydeview Academy CLD Senior Phase Group Report (Sep 2023- April 2024)

The Clydeview Academy Senior Phase CLD Youth Work Services report outlines the activities and achievements from September 2023 to April 2024. The program was structured around three distinct groups, with two S4 groups receiving one double period of sessions weekly and the S5 group having two double periods. A total of twenty-two young people participated in the program, which was tailored to meet their specific needs through consultations and collaboration, fostering a sense of ownership in their learning experiences.

Throughout the program, students worked towards various awards, including the Dynamic Youth Award and the Bronze Youth Achievement Award. The S4 groups focused on life skills and issues such as risk-taking behaviours, with one group engaging in the Reality Works Virtual Baby Programme, while the S4 boys group addressed road safety through educational sessions and practical experiences at a local Fire Station. The S5 group concentrated on cooking budget-friendly meals, culminating in a cooking event where they prepared a three-course meal for invited teachers. Additionally, they demonstrated initiative by operating a tuck shop to fund a planned trip, deriving valuable lessons in planning, budgeting, and teamwork.

Evaluations from the participants show significant improvements in young people's confidence, social skills, and engagement. Feedback indicated that the program had a positive impact on their interpersonal relationships, problem-solving abilities, and overall self-view. Many students expressed a heightened sense of community belonging, highlighting the importance of these experiences in their personal growth and development as young individuals.





























Active Schools / Sports Development

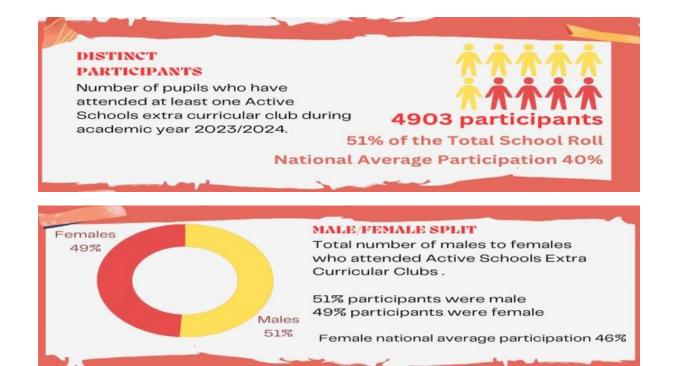


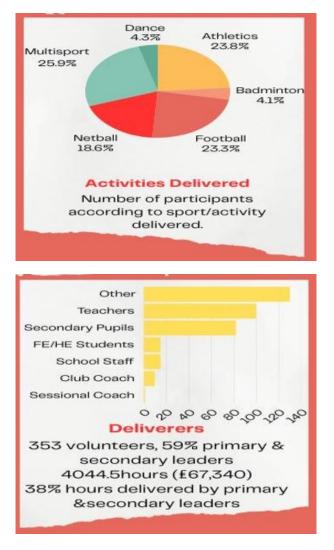
Active Schools

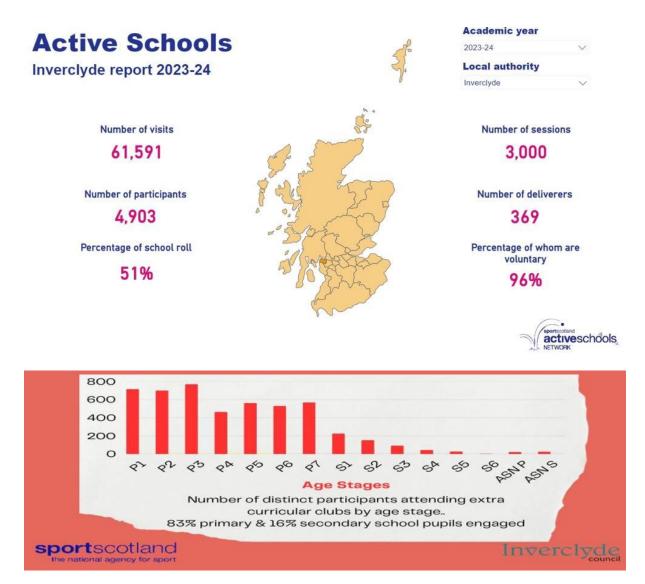
Active Schools is committed to providing a wide variety of extra-curricular sport and physical activity opportunities for children and young people to take part and enjoy new experiences. The wide provision relies on the team building a sustainable workforce through volunteers which requires partnership with a number of organisations including schools, collages and universities. This year has again been strong both in terms of the number of children and young people taking part as well as how many volunteers are engaged.



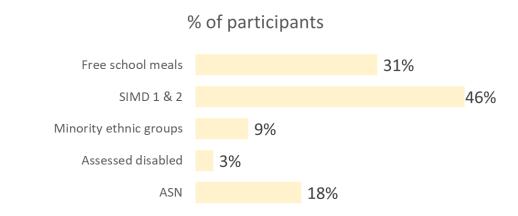
3 - Active Schools / Sports Development Team 2023-24







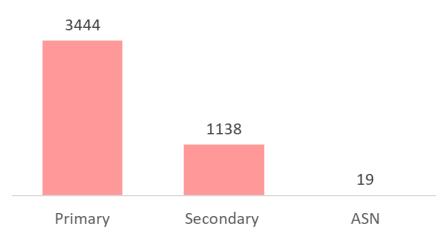
A further area that is captured is the characteristics of participants the below graph shows a breakdown of the key areas which are reported to Sportscotland



4 - Breakdown of participant characteristics. 18% had an additional support need, 3% were assessed disabled, 9% were from minority ethnic groups, 46% were from an SIMD 1 or 2 area, and 31% were free school meal entitled

Along side regular extra curricular provision sports competition were offered for pupils. Over the course of the term 41 events were delivered with participation reflected as below

Event participation numbers



5 - Breakdown of event participation numbers by school type. 3444 primary school, 1138 secondary school, and 19 ASN school.







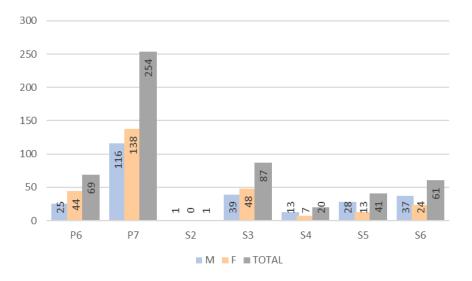






Leadership programme

This year 533 pupils engaged in a leadership programme, 49% being male and 51% female. The chart below shorts the breakdown per age stage for 2023/2024



6 - Number of pupils by school stage participating in the leadership programme

Leadership opportunities are offered at primary and secondary level. Within the primary school setting, pupils are trained and deliver lunch clubs to infants which contributes to ASMO numbers. At secondary level pupils are offered Legacy leaders, Young Ambassadors, Sports Committees, Young leaders awards and Sports Leaders qualifications (both through Active Schools own course and the team supporting school lead courses). The pupils deliver extra-curricular sessions and support at events. 101 S3 upwards pupils achieved the sports leaders qualification accredited by SQA, representing 83% of pupils who took part in the courses.



7 - Young ambassadors



8 - Promotional flyer for the Sports Leaders programme



9 - Participants in the Sports Leaders programme



10 - Participants in the Sports Leaders programme

Holiday camps

Holiday provision has expanded this year on locality basis. Camps ran in Port Glasgow Joint Campus, All Saints Primary, Notre Dame, Inverclyde Academy, St Columba's and Clydeview. We also had partnership for camps with Clyde Muirshiel, Inverclyde Leisure for Ice Skating, Inverclyde Athletics club and Morton in the community.

Active Schools/Sports Development offered multi sports camps for P1-7, netball camps, disability sessions, sports leadership course, P7-S1 transition as well outdoor sessions at Cornalees and Lunderston Bay. This has allowed a wide range of opportunities to be provided for young people.

The table below shows a breakdown of the Active Schools/Sports Development holiday programmes.

Summer 2023

60 Sessions, 859 attendances, 350 distinct participants

of those participating, 24% lived in SIMD 1&2, 5% had a disability, 13.5% had additional support needs

October 2023

27 Sessions, 421 attendances, 192 distinct participants

of those participating, 34% lived in SIMD 1&2, 8% had a disability, 15% had additional support needs

Easter 2024

22 Sessions, 488 attendances, 172 distinct participants

of those participating, 23% lived in SIMD 1&2, 3% had a disability, 13% had additional support needs











Inclusion

A key aspect to the team's work is reducing barriers to taking part in sport. To achieve this, we engage in national campaigns such as Active Girls day to raise the profile of women and girls in sport. Over the course of the women and girls in sport week there was increased focus on mass dance events within primary schools lead by secondary pupils as well as secondary schools holding female only activity days.



11 - Active Girls Day



12 - Active Girls Day

Partnership Working

Partnership working to achieve an Active Inverclyde, continues to go from strength to strength. Some of the partnerships which have continued/emerged over the year were:

- Morton in the community delivery of holiday programmes, curricular sessions, extra time and McDonalds celebration events;
- SFA £4600 received to run 4 McDonalds centres and 2 celebrations events. £360 received to support girls Spar football event;
- HS continued working to grow work around care experienced children and young people. Young people taking part in rock up and ride programme;
- College/Universities partnership agreements in place for supervised placements and volunteering opportunities;
- Modern Apprenticeship scheme ongoing work to support 1 MA to achieve qualification. Further funding secured to deliver MA programme with Enable works and sportscotland for a post for 18months; and
- Active Inverclyde representation within the working group and continued contribution to the progress of the group and strategy.

Community Sports Hubs

Three Community Sports Hubs continue to thrive with the support and commitment of funding until 2027 for Community Sports Hub Officer and a small budget for hub clubs. Each hub operates to meet the needs of clubs and the community surrounding the hub. Below is a snapshot of what each hub achieved this year.

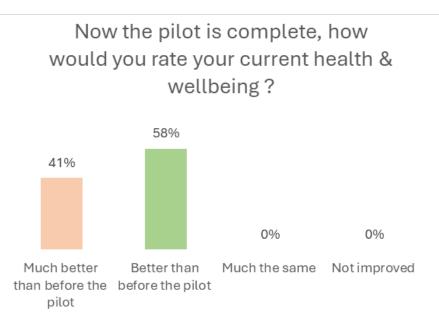
Gourock Sports Hub

• Gourock Park Bowling Club started a new session that supports adults with disabilities to be more active;

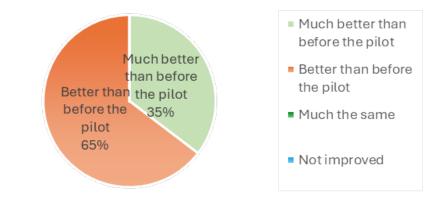
- Gourock Park Bowling Club organised an open day with 'Families Affected by Drugs & Alcohol' to try sport & physical activity but fell through on the day; Working with Chair & Secretary to meet with clubs to support their individual aspirations i.e funding etc;
- Weekly bowls sessions for adults with additional support needs are still running at Gourock Bowling Club; and
- Physical activity coordinator for local care home attended the bowls session to see if there's potential for partnership working. (meeting in July/ early August to further discuss).

Ravenscraig Sports Hub

• Both Inverclyde Athletic Club & Bounce Basketball started pilots targeting woman that are inactive. The tables below show the impact that the Bounce Basketball sessions has had on participants



Now the pilot is complete, how would you rate your current physical activity levels ?





- Hosted an open day in June with 60+ young people attending the session, majority not members of sports clubs already;
- The Bothy attended a hub meeting promoting their health walks/ buggy walks and discussed starting one in partnership with Branchton Community Centre; and
- The hub delivered/ supported the youth groups at Branchton Community Centre through the summer holidays.

Port Glasgow Sports Hub

- Worked in partnership with Active Schools to provide sporting sessions for young people with additional support needs; and
- Is working on a funding bid to offer family sporting sessions through the Tesco Community Fund.

Partnership working

• Meeting maximising independence officer at Health & Social Care Partnership (HSCP) to discuss further projects;

- Working with Health Improvement Senior at HSCP to explore new projects such as menopause;
- Representative from Green Spaces presented to hubs about Tesco Community Grant;
- Annual club accreditation workshop has been delivered;
- Supporting the bike maintenance project at St Stephen's High School;
- Discussions with Carer's Gateway Inverclyde to offer respite opportunities for young carers through sport & physical activity;
- Working with Notre Dame High School to offer cycling project in early 2025;
- Supporting both Rock Up & Ride & Proud2beActive; and
- Met with Inverclyde Alcohol & Drugs Partnership to discuss offering sport & physical activity through the Community Sports Hubs.



Duke Of Edinburgh's Award (DofE)

This year 134 participants completed their Bronze Award with another 52 receiving sectional certificates, 64 participants completed their Silver Award and 22 young people attending Holyrood Palace to receive their Gold Award.

CLD is committed to providing appropriate activities that satisfy each section of the Award. This includes a Tuesday Night at Clydeview Academy where 43 young people attended weekly to participate in activities such as Arts & Crafts, Badminton, Basketball, Guitar Lessons & Board Games. 23 young people also attended weekly to volunteer doing various tasks in the local community including litter picking and gardening.

221 young people participated in bronze, silver and gold expeditions, that continued to be free of charge for young people residing in Inverclyde.

There were two Gold Residentials organised by CLD with 37 young people attending a five day/night camp maintenance project at Everton Scout Campsite.

Each year CLD organises an Awards Ceremony for all Bronze and Silver participants who have completed the Award. In November there were 128 Bronze and 51 Silver participants presented with their badges and certificates at the Greenock Town Hall, with over 650 people attending.

Participant recruitment increased by 20.5% to 359, of which 13% are ASN groups and 38% SIMD 1-2 participation, placing us second in Scotland in terms of diverse participation. Access to young people through school programs, PSE class time, has increased to five schools where expedition training was completed over a six-week timetabled period. DofE staff also facilitated a twelve-week Fist Aid program in St Stephen's with 36 pupils completing the certificated course.







13 - Duke of Edinburgh awards ceremony at Greenock Town Hall

Empowering our communities



Community Council elections

Community Council Elections 2024

The community Council election window opened on the 17th of January 2024 and closed on the 7th of February 2024 at 4pm. To maximise community engagement we developed publicity materials and promoted the election via targeted social media and within the local press.

Community Learning and Development created an engagement plan, which included the following actions:

- Engaged with the 123 community members who had previously taken part in the community Council review consultation;
- Contacted community members (960) that shown in earlier consultations that they wanted to be more involved in their local community;
- All parents of pupils in our schools received an email promoting the election;
- CLD staff targeted groups within the Community and the community warm spaces across Inverclyde; and
- Partners such as CVS and the various housing associations promoted the election.



Community Learning and Development hosted two digital information sessions and four community drop-in sessions to allow community members to gain more information on the role of a Community Councillor and offer an opportunity to ask any questions. Members of Inverclyde Association of Community Councils also supported the digital information session.

Community Development staff developed separate engagement plans each of the six localities within Inverclyde. For example, three community conversations/meetings took place within Port Glasgow East to provide a platform for community engagement.

This approach to community engagement led to the establishment of the Port Glasgow East Community Council. Inverclyde now have nine out of 11 Community Councils formed, with two new Community Councils and a 30% increase in the number of Community Councillors within in Inverclyde.

For more information on Inverclyde Community Councils please Click here

Community capacity building

Community capacity building is the process of supporting communities to achieve the changes they want to see.

In 2024, the communities team supported over 36 groups in their development, offering assistance from helping new groups with their governance to aiding existing groups with their ongoing development needs. More recently, the team has supported the forming and development of an Inverclyde Veterans network.

Another notable example of this is the work carried out by the South-west Hub Committee and the Greenock South-west Community Council. This partnership approach, supported by Community Learning and Development, focused primarily on hosting community activities at the Greenock South-West Community Hub. Over the past year and a half, the group has secured funding, planned, and organised a community drop-in that has fostered a real sense of community within the area. Additionally, the group has organised Halloween parties, summer family sessions, and a community Christmas dinner.

Hub Celebrates 1 year



Locality plans development and engagement

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

Inverclyde Council would like your feedback to ensure the six locality plans reflect the needs of the community.	
Have your say on the priorities for your locality area.	Alternatively come along to one of our drop-in sessions between 5.30pm and 7pm:
Please scan the below QR code or visit www.smartsurvey.co.uk/s/LP2024/	22 April Greenock Central Library 25 April Inverkip Library 29 April Gourock Library 29 April Kilmacolm Library
For further support please contact: 07785 664644	02 May South West Library 02 May Port Glasgow Library

14 - Community Engagement to Co-Produce 6 Locality Action Plans.

A community survey ran from April 2024 to May 2024. The survey provided an opportunity for community members to state if they agreed or disagreed with the suggested priorities for their locality area, followed with an opportunity to suggest alternative areas of concern. The survey also asked for feedback on two Inverclyde wide priorities, transport and roads. Community Learning & Development Officers created an engagement plan to maximise engagement, actions within this plan included:

- Visiting groups across the six localities with paper copies of the survey;
- Support from Corporate Communications with wider publicity;
- Hosting 6 Community drop-on sessions in partnership with Inverclyde Libraries;

- Promotion of the survey via Schools and Third sector such as CVS and Your Voice; and
- Community drop-in sessions were also held within each locality between 22 April and 2 May.

The aim of the community drop-in was to provide a safe space for community members to access support to complete the survey, the support accessed was primary around supporting digital skills and further information in relation to the locality plans.

Community Choices Platform



To support community engagement across Inverclyde, we launched the Community Choices Platform, which is a digital tool for citizen participation enabling open, transparent and democratic engagement between public bodies and communities.

The Platform has five key elements:

- Debates Enables people to express the issues that are important to them. Creates space for listening, collaboration and sharing of issues and ideas;
- Proposals People can submit proposals at any time on a subject or issue. Proposals can gather 'supports' up to an agreed threshold. When the threshold is reached, the proposals can be moved to the voting section, where a vote can be taken for or against the proposal, or be directly considered to be carried out;
- Voting The voting module allows people to vote on citizens' proposals. The local authority may ask citizens to vote on specific options within a proposal;
- Collaborative Legislation A space to propose and discuss legislation and open documents for consultation; and
- Participatory Budgeting Allows citizens to directly propose and decide how to spend part of a local authority's budgeting is spent. Any registered user can make proposals and vote on the ideas of others. The budget can be divided different categories and or areas.

To be part of the conversation, please visit : <u>https://inverclyde.communitychoices.scot</u>



As part of the UK Government Funding Inverclyde Council have secured funding for the Invergrow project. The Invergrow project will support the workings of the Inverclyde Food Network and help implement key actions contained in the Inverclyde Food Growing Strategy. Key highlights include:

• The Invergrow project with the help of unpaid work have placed 6 new raised growing beds in River Clyde Home sheltered accommodation. There are 3 in John Gault House, 2 in Elliott Court, and 1 in Stewart House; and

• It provided £31,000 of funding and support to 11 groups across Inverclyde to support large and small food growing projects, encourage volunteers and build partnerships between communities.

Inverclyde Warm Spaces



Inverclyde's Warm Spaces

During the winter of 2024, Inverclyde Council again launched a Warm Spaces initiative to help residents stay warm and safe during the colder months. This fund provided £120,000 in grants to community groups to help them create and run Warm Spaces.

What were Warm Spaces?

Warm Spaces were places in the community where people could go to stay warm, socialize, and enjoy activities like:

- Hot drinks and snacks
- Board games and other activities
- Social events

Who benefited from Warm Spaces?

Warm Spaces were especially helpful for people who might be struggling to heat their homes, such as:

- Older adults
- Families with young children
- People experiencing homelessness

Impact of the Warm Spaces Initiative

The Warm Spaces initiative was a huge success, with over 9,000 people benefiting from the programs funded by the Warm Hands of Friendship Fund. This initiative showed the power of community collaboration in helping people during challenging times.

Poverty and wellbeing



Tackling Child Poverty in Inverclyde

Child poverty in Invercive continues to be a complex issue with long-term, multigenerational consequences. The approach to addressing child poverty adopts a rights-based, holistic framework, ensuring that children have the right to live free from poverty. Invercive Council remains committed to prioritising children's rights, trauma-informed care, and a person-centred, collaborative approach to service delivery. This strategy and approach emphasise the importance of engaging families, children, and young people to ensure their voices are heard in all decisions affecting them.

Key Actions and Achievements:

 Income from Employment: Invercive has focused on improving employability through training and learning programmes. Significant achievements include collaboration with local and national partners to increase childminding training and services, supporting local people to start businesses in the childcare sector. These efforts are helping families access and maintain stable employment, and increasing household income.

- 2. Cost of Living Support: Invercive's commitment to addressing the cost of living has led to the introduction of universal free school meals for children from Primary 1 to Primary 7, significantly reducing stigma and increasing uptake from 55% in 2018 to 80% in 2023. Additionally, financial support for families is being enhanced, with targeted measures to ensure children's basic needs are met, including access to clothing and food.
- 3. Support for Families with Additional Support Needs (ASN) and Disabilities: In response to the needs of families with additional support needs, a summer holiday service was co-designed with the ASN Parent and Carer Group. This service provided inclusive, sensory, and flexible activities, proving highly beneficial for families. The program focused on delivering a supportive, stigma-free environment for children with diverse needs, leading to improved outcomes and family satisfaction.
- 4. **Affordable Childcare:** The Early Adopter Community for Affordable Childcare continues to address barriers faced by families. The programme has supports 33 families per day, including those with lone parents, disabled family members, and those with 3 or more children. This initiative provides childcare, financial advice, and other essential services, enabling parents to pursue education, employment, and improved financial stability.
- 5. **Community Co-design and Empowerment:** Inverclyde has prioritised a collaborative, community-led approach, focusing on co-designing services with families who have experience of poverty. The success of initiatives like the Warm Hands of Friendship project demonstrates the power of community-driven service design. The Early Adopter Community for Affordable Childcare has adopted co-design principles, ensuring that services are responsive to the needs of families, particularly those with children under 5 and those with additional support needs.
- 6. **Income from Social Security:** Inverclyde aims to maximise social security uptake by enhancing financial assistance and welfare support for families in need. Actions include improving pathways to welfare assessments and strengthening systems that ensure targeted, evidence-based support is provided to those living in poverty.
- 7. **Monitoring and Evaluation:** To assess the effectiveness of its child poverty strategies, Inverclyde is working with Urban Foresight to evaluate its whole-systems approach, including programs such as the Child Poverty Accelerator and the Early Adopter Community. This evaluation will provide valuable insights into how comprehensive support systems can empower families and reduce poverty.

Conclusion: Inverclyde's approach to tackling child poverty continues to be guided by strong partnerships, a focus on prevention and early intervention, and a commitment to addressing the root causes of inequality. By combining evidence-based strategies, collaborative efforts, and community engagement, Inverclyde is making substantial progress in improving

outcomes for families living in poverty, ensuring long-term positive change for children and their communities.



Period Poverty

Inverclyde Council has continued to deliver the Period Poverty project, aiming to address the challenges faced by individuals who experience financial barriers in accessing menstrual products. The project has focused on increasing access to free sanitary products in schools, community centres, and other public spaces, ensuring that no one is excluded from their basic needs due to poverty. By providing menstrual products in easily accessible locations, Inverclyde Council has worked to reduce the stigma surrounding period poverty and ensure dignity for all individuals, regardless of their financial circumstances.

In addition to providing free sanitary products, the Period Poverty project has prioritised raising awareness and educating the community about menstrual health. Workshops, information sessions, and outreach campaigns have been carried out to combat misconceptions and promote better understanding of menstrual health. These efforts are

part of a broader initiative to normalise discussions about periods and ensure that individuals have the information they need to manage their health without shame or embarrassment. The project has also collaborated with local schools to distribute menstrual products to those who may not have regular access to them, directly addressing the financial barriers many families face.

The success of Inverclyde's Period Poverty project can be seen in the positive feedback from local communities and the significant increase in demand for the free products provided. The project has had a direct and tangible impact on reducing period poverty in the area, ensuring that individuals can participate fully in their education, work, and daily lives without being hindered by their menstrual needs.

Home School Link Workers

The impact of the Home School Link Workers (HSLWs) in Inverclyde has been significant in strengthening the relationship between schools, families, and communities. HSLWs provide support for families and children facing inequalities in education by addressing issues such as attendance, behaviour, and family circumstances. By providing support and guidance, HSLWs help parents understand and navigate challenges and ensure that children receive the support they need to succeed academically and socially. The close, trusted relationships fostered by HSLWs have proven invaluable in encouraging greater parental engagement and helping families feel more connected to the education system, which in turn enhances children's overall school experience.

The Transition Programmes in some schools in Invercive have also had a considerable impact, especially for students moving between primary to secondary school or from school to post-school education or employment. These programmes provide tailored support to ensure that students have the skills, confidence, and resources they need to navigate these important transitions. By focusing on the needs of students, the programmes reduce anxiety and help ease the adjustment process. The involvement of HSLWs in these transition programmes further enhances the support provided, as they work directly with families to ensure that students feel well-prepared and supported throughout the transition process.



The Young People's Health & Wellbeing Substance Officers

The success of the Young People's Substance Use Team in Invercive is evident in its comprehensive, targeted approach to addressing substance use and risky behaviour among young people within the school community. A key factor in the team's success has been its emphasis on building strong, trusting relationships with young people where they can openly discuss their issues and seek help without fear of stigma or discrimination. The Substance Use team provide a youth work approach to delivering educational programmes, allowing young people to share experiences and gain insights into their experiences. This peer-based approach has not only helped reduce feelings of isolation but has also empowered young people to build resilience around substance and risky behaviour.

The Young People's Substance Use Team has also made a significant impact through its collaborative work with schools, small youth work groups, and other community organisations. By integrating prevention programmes and awareness campaigns into schools the team has helped raise awareness of the dangers of substance misuse and the importance of seeking help early. By taking a collaborative, multi-faceted approach, the Young People's Substance Use Team has made a lasting difference in the lives of young people in Inverclyde Secondary Schools, supporting them to make healthier choices around substance use and risky behaviour.

"I have learned more about risks and what could happen if I take drugs, drink too much alcohol, or vape." S1-3 Pupil

That you should really think carefully about what you are doing as it can risk your own life. And if you do it might be too late, and you may regret your whole lifetime." S1-3 Pupil

"that disposable vapes are getting banned and that we generally have no knowledge of the effect of vaping in the long run or what chemicals are truly in a disposable vape." S4-6 Pupil I learned about the risks and causes of alcohol, vaping, drug use and risky behaviour." S4-6 Pupil

"I learnt how to keep me and others safe when being out drinking and knowing the risks that I've not to take and make sure to help anyone who gets themselves into bad risks." S4-6 Pupils

I really liked working with drugs and alcohol and I would like to learn more and stop people doing it." S1-3 Pupil

Community Safety & Resilience



The Community Safety and Resilience Team plays a vital role in promoting a safe and thriving Inverclyde community through a diverse range of activities. They provide strategic coordination for the Community Safety Partnership, ensuring collaborative efforts to address local concerns. Their work encompasses practical measures like managing school crossing patrollers to safeguard children on their way to and from school, and coordinating Bikeability programs to promote cycling safety and confidence. The team also focuses on addressing serious social issues, coordinating the Violence Against Women and Girls (VAWG) partnership and the Multi-Agency Risk Assessment Conference (MARAC) to protect vulnerable individuals. Furthermore, they oversee the critical work of the Sex Offender Liaison Officer, managing risk and safeguarding the community.

Road safety

School Crossing Patrol Service

The local authority's School Crossing Patrol Service operates over 30 crossing points strategically located throughout the area. These locations are carefully prioritised based on established guidelines that consider both pedestrian usage, particularly the number of primary school children crossing, and the volume and flow of vehicular traffic. This ensures resources are deployed where the risk to pedestrians is greatest. Demonstrating their

commitment to maintaining effective safety measures, the service undertook a comprehensive survey during 2024 to reassess and validate the existing risk categorisation of each crossing point, ensuring continued accuracy and effectiveness in protecting children and other pedestrians.

Popular Ardgowan Primary lollipop lady glad to be back

EDUCATION

16th August 2024

15 - Greenock Telegraph article November 2024



16 - School crossing patroller recruitment for sessional and permanent positions is ongoing throughout the year

Bikeability

In 2023-24 Inverclyde reported encouraging progress in the annual Bikeability return to Cycling Scotland. In 2022-23 nine primary schools participated in the programme across the local authority. Two of these schools undertook level 2 'on road' training with 65 pupils participating. In 2023-24 the number of schools participating in the programme overall increased slightly to ten, however there was a more notable increase in the proportion of these going 'on road' with seven schools opting to train their pupils at this level. The number of pupils going 'on road' therefore increased from 65 to 156, which represents an increase of 140%. The progress shown this year can be attributed to the commitment of the participating schools, in particular the volunteers from within the school staff who undertook the roles of instructors with the support from the Road Safety Officer within the Community Safety & Resilience team. Additional funding from Cycling Scotland was used to purchase cycle helmets and Community Tracks provided 13 bikes for participating children.



17 - Number of pupils going on-road training increased from 65 in 2022-23 to 156 in 2023-24

Inverclyde Fire Skills Course

During 2024 Inverclyde Council's Community Safety & Resilience team partnered with Scottish Fire and Rescue Service (SFRS) and the Council's youth work team to reintroduce the Fire Skills Course in Inverclyde. The course gives a group of young people an opportunity to learn about team building, problem-solving and health and safety as part of a Fire Skills course at Port Glasgow Community Fire Station. The course ran in March 2024 and again in November 2024, with pupils from St Stephen's High School, Port Glasgow High School, Notre Dame High School and Inverclyde Academy taking part in the week-long courses. The pupils all learned vital skills then rounded off the week with a practical demo in front of representatives from their schools, their families, elected members from Inverclyde Council and other partner agencies. They received certificates to mark their participation by elected members and the work carried out during the week was used as evidence towards accredited awards by Inverclyde Council's Youth Work team. A range of other partners including Police Scotland and HM Coastguard contribute to making this a highly successful course.











18 - Greenock Telegraph article November 2024

Violence Against Women and Girls (VAWG) and MARAC

Inverclyde Council's Community Safety & Resilience team play a crucial role in coordinating Violence Against Women and Girls (VAWG) partnerships and Multi-Agency Risk Assessment Conferences (MARACs) within the local authority area. They act as a central hub, bringing together various agencies such as police, health services, and social services to share information, assess risk, and develop safety plans for victims of domestic abuse and other forms of VAWG. By encouraging collaboration and communication between these agencies, the local authority team ensure a coordinated and effective response to VAWG, helping to protect victims and hold perpetrators accountable.

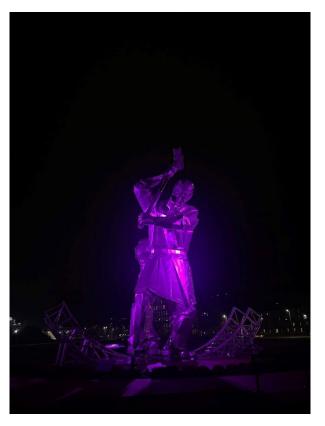
During 2024 the team also coordinated the annual MARAC Information Session. This is a yearly event that allows MARAC members to discuss what is working well, what could be improved. The results are presented to the MARAC Governance Group and outcomes addressed.

The primary campaign around VAWG is the 16 Days of Activism 2024 – Imagine a Scotland without Gender Based Violence. Each year between the 25th November and 10th December communities across the world take part in 16 Days of Activism Against Gender Based Violence. The campaign calls for the prevention and elimination of violence against women and girls. In 2024 the team coordinated a number of awareness raising activities including lighting up statues and partnering with Greenock Morton Football Club to highlight the campaign to a wider audience.

During 2024 the team also collaborated with Inverclyde Council HR team to revise and update existing policies to ensure they were aligned with the new Violence Against Women policy that was created as part of the Equally Safe at Work accreditation from the previous year.



19 - Greenock Telegraph article November 2024



20 - Inverclyde Ship Builders statue lights up purple to raise awareness during the 16 days of action campaign



Adult Learning & Literacies





694 learners participated in Adult Learning and Literacies provision

Overview

Adult Learning and Literacies offer a range of learning programmes, tailored to best suit the needs of our adult learners in Inverclyde. Through our community-based provision and our

work with partner organisations, we aim to support our learners to increase their skills to enable them to fully participate and achieve across the four areas of life: work, family, education and community. All of our learning opportunities also offer the chance to gain SQA accreditation, with no cost to our learners. Other programmes that sit under the umbrella of Adult Learning and Literacies are ESOL, that offers community based learning opportunities for Speakers of Other Languages at various learning levels and Multiply: Make Numbers Count, which is a nationally funded initiative to support people to upskill, increase confidence and gain qualifications in numeracy in short course and community based learning opportunities. settings.

ESOL - 181 learners attended

Throughout 2024 CLD and HSCP have been working in partnership to provide a learning offer tailored to the needs of the ESOL (English for Speakers of Other Languages) Community, with a 2023 Learner survey showing the need for intensive provision. This revamped approach to ESOL provision empowers Community Learning and Development (CLD) to meet both local and national policy objectives. This initiative emerged from the 2024 CLD Service Review process. CLD's ESOL efforts are guided by "Welcoming our Learners: Scotland's ESOL Strategy 2015-2020" and the "Adult Learning Strategy for Scotland 2022-2027".

The updated approach to ESOL provision addresses the nearly 1000% increase in ESOL referrals over the past three years.

- In 2019/20 24 referrals were received with 68 learners attending provision over the year (includes returning learners from previous year); and
- In 2024 over 230 referrals were received with 181 learners attending provision over the year

Currently, Community Learning and Development (CLD) offers language provision from A1 to B1 levels. The learning offer also includes provision for individuals who are not literate in their native language or who did not receive formal education in their home country.



22 - ESOL learners from our intensive course

The new approach is a collaboration between Community Learning and Development and HSCP to provide a learning offer tailored to the needs of the ESOL community within available resources. With increased funding and staffing rising from 1.65 to 2.5 full-time equivalents (FTEs), along with changes to the delivery model, CLD has been able to develop intensive curriculum-led courses. These courses have boosted weekly learning hours from 2 to 8 hours, and average group sizes have grown from 8 to 16.

To facilitate effective partnership referrals, Community Learning and Development (CLD) has been leading a group of partners to establish an ESOL pathway. This pathway indicates the specific language level needed to fully or partially engage in various activities or programs. Those New to Scotland often face negative experiences when they are not matched to the appropriate language level required for participation. CLD is collaborating with a range of partners, including West College Scotland, the Department for Work and Pensions (DWP), The Trust, Barnardo's, Belville Gardens, and Skills Development Scotland (SDS).

Multiply: Make Numbers Count - 105 learners with 32 achieving accreditation

During the reporting period of January to December 2024, Multiply: Make Numbers Count, developed a range of learning offers with a number of partners for anyone over the age of 19 in Inverclyde, to include learning offers:

Community Cooking – A 6 session practical cooking course, covering weights and measurements, cook once eat 4 times, compare and contrast activities and budgeting skills.

Scottish Prison Service – Working in partnership with Fife College, we deliver contextualised numeracy sessions to those serving custodial sentences within Gateside Prison.

Jericho House (Male and Female) – The Amateurs, a 6 session course based on the model of the apprentice, where teams went head to head in developing a business model with costings and then participated in a presentation to sell their model. This covered budgets, percentages, four rules of numbers and costings.

Community based and 1:1 provision – these sessions are delivered in community based session to make them accessible to the learners across Inverclyde. The sessions offer learners the opportunity to identify their individual numeracy goals, from which they create their own individualised learning plan and work towards achieving their identified short and long term goals.

All of the Multiply:Make Numbers Count learning offers have the opportunity to achieve Core Skills Numeracy accreditation and during the 2024 reporting period, 105 learners were supported within the provision, of which 32 learners successfully submitted portfolios and achieved accreditation.

Some of Inverclyde's learners we participants on a recent podcast about the national Multiply programme:

Are Number Getting In Your Way? Podcast EP 1 - 13 Dec 2024 by SunnyG103 | Mixcloud

Digital Skills with embedded Employability Support - 183 learners with 33 accreditation units awarded

CLD through a range of partnerships target those furthest from the labour market to offer Digital Skills with embedded employability support, 183 learners participated in this provision. CLD work closely with the DWP, SAMH and other local partners to target support to those that most need it. CLD support those who are long term unemployed, on a sickness related benefit or face significant physical or mental health barriers to employment by building their digital skills to allow them to independently:

- Build basic skills to allow digital access, including device support
- Search the internet to access employment websites
- Build their literacy skills to independently apply
- Build their MS Word skills to be able to create and update their own CV

Each learner is supported to develop an individualised learning plan to achieve their work, personal or family goals whilst working towards SQA qualifications where appropriate. CLD are the only providers locally of this provision.



23 - ICT class at Central Library

Community based Adult Literacies provision - 105 learners with 29 accreditation units awarded

We use a range of community-based venues to deliver 1:1 learning sessions, to support our more vulnerable learners to develop their literacies skills, to increase their opportunities for employment, further education or work placement programmes. Literacies learning sessions, run across Inverclyde, to support anyone age 16+ with all aspects of reading, and writing. Over the period January 2024 to December 2024, we have supported learners to study for the Police SET test, increase skills and confidence in reading to enable them to help their children with their school work, read them a bedtime story or be active participants in their education. 105 adult literacies learners were supported to increase their literacies with 13 achieving a range of Core Skills accreditation.

Spotter and referrer training is offered to anyone in frontline positions to identify the signs of someone who has literacies difficulties and how to refer them to our service. The most recent input was delivered to a group of trainee Social Workers who work within a range of disciplines, criminal justice, older people and children & families – all who participated recorded an increase in their knowledge and understanding of adult literacies.









Volunteers - 25 volunteers are active at present volunteering over 80hrs per week to support learners in Inverclyde

Across the Adult Learning and Literacies wider provision we offer opportunities for people to become volunteers within our sessions at present we have 28 volunteers active within our service.

In 2024 we:

Took our fast track ESOL training online with 7 learners completing the training and starting placement within our service.

Recruited and trained 7 Multiply: Make Numbers Count, who are now all actively volunteering and supporting our Multiply:Make Numbers Count learners

Other Brief Highlights:

18 learners achieved REHIS accreditation

37 learners participated in arts based health and well being provision

29 learners participated in Speak Gaelic provision

36 learners participated in volunteer led arts and family history provision

We offer RAAL (Recognising Adult Literacies Learners) accreditation training to all Council employees via the Council's training calendar, as well as Working Memory training to support staff to recognise how this can present and strategies to mitigate these in practice. 3 staff gained accreditation for SQA processes.

INFO STRATEGY =

Strategies and policies led by Inclusive Communities

- Community Safety Strategy
- Anti-social behaviour strategy
- Violence Against Women and Girls Strategy
- Active Inverclyde
- Inverclyde Food Growing Strategy
- Locality Action Plans
- Child Poverty Local Action Report
- Community Learning and Development 3 year Partnership Plan
- ESOL Strategy
- Participatory Budgeting Policy
- Asset Transfer Policy
- Inverclyde Leisure Strategy

Moving Forward

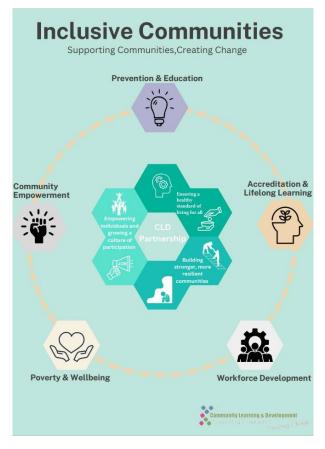
In 2024, the CLD (Community Learning and Development) service undertook a review that highlighted the interconnected nature of various aspects of CLD's work. Participants felt it

was essential to update the CLD delivery model in Inverclyde to better reflect evolving needs and service delivery methods.

The proposal suggests realigning CLD services to adopt an Inclusive Communities Model. Under this new structure, teams would will be reorganised around four key areas of activity.

- Prevention and education;
- Accreditation and lifelong learning;
- Community empowerment; and
- Poverty and wellbeing.

This restructuring aims to more effectively address community needs and improve service delivery.



24 - The key themes of the Inclusive communities model