



THRIVING COMMUNITIES

2024 – 2025

HOW GOOD IS OUR COMMUNITY DEVELOPMENT



thrivingcommunitiesouthayrshire.co.uk

INTRODUCTION

In South Ayrshire **Community Learning and Development** plays a crucial role in breaking down the barriers faced by individuals, ensuring learners, families and communities reach their full potential, improve their life chances and raise their aspirations. This is developed and delivered through Youth Work, Lifelong Learning and **Community Development**.

Community Development is a process where people come together to take action on what's important to them. It helps communities to organise, and to identify the issues they want to address, or the opportunities they want to explore. This can be done by communities of place or communities of shared identity. **Community Development** is about making a fairer, just and more inclusive society.

In developing the **Community Learning & Development 2024 – 2027 Plan**, a consultation and engagement exercise was undertaken with the community, partners and the workforce. Workshops took place with the **CLD Partnership** and other relevant partners. The survey posed key questions such as identifying priorities for CLD over the next 3 years, understanding the impact of CLD activities on individuals, uncovering any barriers to participation and asked for information on areas for development and improvement.

Whilst developing our **2024/27 CLD Partnership Plan**, we identified four key priorities through various consultations carried out with communities, partners and staff. We asked these groups to identify their priorities by ranking them from 1-10 (1 being the highest priority and 10 being the lowest). The feedback indicated that **Community Development** would be a strategic priority.

Our priority areas for **Community Development** were as follows:

- Support and empower our communities to take on assets within their community
- Provide support to communities to access funding
- Coordinate the consultation and engagement process for the implementation of Place Planning Across South Ayrshire
- Provide support to Community Groups & Associations across South Ayrshire

COMMUNITY DEVELOPMENT

SUPPORTING OUR COMMUNITIES TO THRIVE

Community Development is a pivotal function of CLD. It involves a deliberate and structured approach aimed at collaborating with specific groups united by location, interests, affiliations, or identity to actively participate in community decision making. Our 2024/25 report, which covers the reporting period from 1st July 2024 – 30th June 2025, will focus on Education Scotlands 'How Good is Our Community Learning and Development' in relation to Quality Indicators 2.1 (Empowered Communities) and 4.1 (Delivery of Community Development)

Our goal is to encourage communities to voice their preferences for meeting their needs and to influence service delivery aiming to empower communities to take charge and expand their choices in daily living.

We will support communities by raising awareness of funding opportunities and work with relevant partners who can assist communities to take forward actions that are important to them.

Connecting communities with resource and expertise, we aim to ensure that they have the financial and strategic support needed to achieve their goals and help them to thrive.

SUPPORTING OUR COMMUNITIES TO TAKE ON ASSETS

Community organisations play a vital role in supporting local people, delivering services and strengthening social connections. To achieve long term stability & sustainability, many organisations seek to own their own assets, such as buildings and land.

Owning Assets empowers community organisations to be more secure, sustainable and resilient. It can help to foster independence and strengthen their role within a community.

Ownership or control of land and buildings is a powerful tool for communities to drive change and achieve their own goals. In the first place it provides a base for activities and services that might not otherwise be accessible to members of a particular community, and can provide jobs, training and bring income to the local area. More widely, it can provide stability and sustainability for the community organisation, allowing them to develop new initiatives and support other developing groups, and it can create a stronger sense of community identity, cohesion and involvement.

Community Empowerment (Scotland) Act
2015

Within South Ayrshire we have been supporting local community groups by first working and supporting them to take on long term leases of buildings, assisting with any capacity building needs or funding support. Officers will also sign post groups to the Community Asset Transfer (CAT) Team.

The CAT team provide advice and assistance to community groups who are considering making this first step in full ownership.

Often in the first instance groups are encouraged to try a long term lease of a building to help build their knowledge and experience of running a facility, and to build their capacity to take on the asset fully if they so wish.

Thriving Communities Officers have supported a range of community groups through this process.



The following groups have been supported to take on a long term lease of a facility:



65 Club Prestwick



Annbank Village Hall



Heathfield Community Centre



Kincaidston Community Centre

Groups currently working towards a long term lease include:



Colmonell



Ballantrae



Dailly

Since August 2024 3 applications for Community Asset Transfer were approved by the Cabinet of South Ayrshire Council.

- CAT application for ownership of the McCosh Hall and Bowling Green in Kirkmichael. Application submitted by the Kirkmichael Ayrshire Development Trust (SCIO). Approved by Cabinet August 2025.
- CAT application for ownership of tennis courts and surrounding land in the village of Coylton. The CTB is Coylton Lawn Tennis Club (SCIO) which has held a lease on the property for several years. CAT application was approved by the Cabinet in June 2025.
- CAT application for ownership of Barr Community Centre and Bowling Green submitted by Barr Community SCIO. Approved by Cabinet in Sept 2024.

COMMUNITY ASSET TRANSFER



To date the following Community Asset transfers have been successful within South Ayrshire for full ownership of their land/building:

Colmonell Community Association SCIO

Friends of Dundonald Castle SCIO

Ayr Lawn Tennis Club SCIO

Pinwherry & Pinmore Development Trust

Troon Watersports Centre SCIO

COMMUNITY OWNERSHIP IN ACTION

DUNDONALD CASTLE VISITOR CENTRE

In 2021, Friends of Dundonald Castle SCIO (FoDC) achieved the successful Community Asset Transfer of the Dundonald Castle Visitor Centre, securing this much-loved building for the local community and turning it into a busy and successful Community Hub that continues to grow from strength to strength. Support from South Ayrshire Council has come in many forms, from the Community Empowerment Fund and Thriving Communities programmes to infrastructure support, including the creation of the new McQuiston Bridge, which has opened up safe and accessible walking routes around the Castle grounds. In 2024, this thriving community hub, open seven days a week throughout the year, welcomed more than 29,000 visitors.

Today, the Visitor Centre is not just a gateway to the 14th-century royal castle but a true community hub. It houses a café, museum, and gift shop stocking local crafters, artists and authors, and hosts 16 local clubs from Knit & Natter, Scrabble and archaeology clubs to our dementia-friendly Back in Time group, yoga, and a Silent Book Club. For many, it has become a lifeline. One user has said: “Attending the [hub] has been a lifeline for me... it gives me confidence to go out. The staff are so friendly and supportive.” Another shared: “The... Centre and its wonderful staff have saved my sanity... the friendly atmosphere has created a sanctuary and community hub for so many people like me.” These words underline how deeply the Centre matters to local wellbeing.



FUNDING SUPPORT

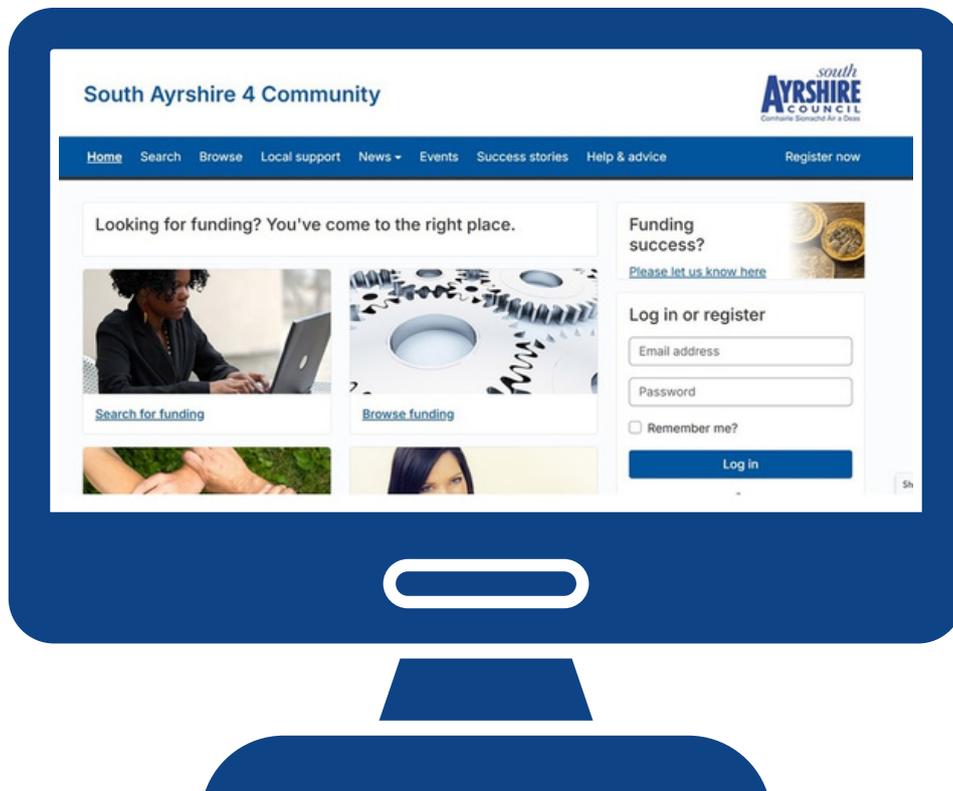
Funding is vital for community groups because it provides them with the resource that they need to deliver local programs, support local needs and create opportunity for growth. With proper funding these groups can strengthen social connections, empower individuals, improve well-being and address challenges within the community. The benefits extend beyond immediate support – funding helps build more **inclusive, resilient** and **sustainable** communities where everyone has the chance to thrive.



Social media has also become an important communication tool. Thriving Communities Community Learning and Development Facebook page now provides up to date information on funding opportunities, with an average of 18 posts per week.

Over the past year, our External Funding Officer has provided advice and information to a wide range of community groups and organisations to help identify both external and internal funding opportunities.

72 dedicated funding reports were prepared and issued to groups.
24 bi-weekly funding alerts have been circulated to community groups across South Ayrshire August 2024-2025



Additional support has been provided to groups requiring help with applications, alongside information and advice sessions on how to prepare strong submissions to funders. As part of the Council's commitment to supporting community and voluntary groups, charities, and social enterprises in accessing external funding, a free online resource – South Ayrshire 4 Funding is available.

This resource provides a cohesive approach to external funding and enables groups to identify the best funders for their projects.

- **1,391** searches have been carried out in the past year.
- **279** groups are currently registered as users

To date, South Ayrshire 4 Funding has helped generate over £700,000 in funding for the area, delivering a return of £20.39 for every £1 invested.

INTERNAL FUNDING INVESTED

Alongside external funding support, Thriving Communities has also invested directly in communities through a range of funding opportunities since August 2024.

FINANCIAL INCLUSION FUNDING

Thriving Communities are committed to supporting Financial Inclusion Projects that aim to reduce poverty and improve quality of life for communities:

Dailly Community Development Trust	£1000
Carrick Rugby Football Club	£750
Ayr and Prestwick Mens Shed	£1000
Mossblown Matters	£1000
Girvan Town Team	£600
VASA Pantry	£1000

Following approval by Councillors at Cabinet, additional funding was allocated for 2025/26, allowing a second Financial Inclusion Fund to be launched:

Ayr Gaiety Partnership	£2500
Honey Pot Childrens Charity	£4142
Ballantrae Trust	£1000
Ayr United Football Academy	£3000
Vics in the Community	£4142
Seascape	£4142
Recovery Ayr	£2000
Broken Chains	£3642
Carrick Centre	£4142
Glendoune	£3250

A total of £60,000 was also distributed to support the work of food pantries

VASA - Ayr £35000

VASA - Girvan £12500

Carrick Centre £12500

COMMUNITY EMPOWERMENT FUNDING

The Community Empowerment Fund (CEF) is part of the UK Shared Prosperity Fund (UKSPF) and supports community groups in taking ownership of land or assets, completing capital or development projects, and achieving priorities identified within their Place Plans or Community Action Plans. Applicants applied for:

Small Grants: up to £4,950 – to address barriers to sustaining a group or to fund smaller development projects.

Development Grants: up to £15,000 – for groups taking ownership of land/assets, going through a Community Asset Transfer (CAT), or taking the lease of an asset.

2024/25 Awards

Budget: £105,000 (Capital £55,000, Revenue £50,000)

Applications received: 22

Successful applications: 12, with grants ranging from £2,600 to £15,000

2025/26 Awards

- Budget: £100,000 (Capital £80,000, Revenue £20,000)
- Applications received: 27
- Successful applications: 16, with grants ranging from £608 to £15,000
- Conditions: All awarded funds must be spent by 28 February 2026

PARTICIPATORY BUDGETING FUND

The Participatory Budgeting Fund (PB) is also supported through UKSPF and aims to empower local communities to influence how funding is allocated to projects that meet local health, wellbeing, and community priorities.

2024/25 Awards

Budget: £90,000, in partnership with the Health and Social Care Partnership

Local allocation: £15,000 to each of the six localities:

Ayr North

Ayr South & Villages

Girvan & South Carrick

Maybole & North Carrick

Prestwick & Villages

Troon & Villages

Grant range: £500–£3,000 per group

Groups funded: 66

2025/26 Awards

Budget: £70000, divided by population across four Thriving Communities localities:

- Ayr North
- Ayr South & Villages
- North & South Carrick
- Prestwick, Troon & Villages

Grant range: £500–£2000 per group

Focus areas:

- Adult and Family Learning
- Financial Inclusion (Cost of Living Support)
- Youth Work
- Community Development

Groups funded: 42

COASTAL COMMUNITIES

South Ayrshire's Coastal Communities Fund has been established to invest revenue from Scottish Crown Estate marine assets. Community groups are invited to apply if they can demonstrate that projects will deliver clear benefits to the economy and/or the safety, health, and wellbeing of coastal communities. This years fund distributed £45,000 to 24 local groups

SOUTH AYRSHIRE CHARITABLE TRUST

The South Ayrshire Charitable Trust was set up to assist and improve the lives of South Ayrshire residents who are in need because of poverty, age, ill-health, disability, financial hardship or other disadvantage. The available funding is split geographically.

A total of 24 community groups received funding totaling £16,610

LOCALITY BASED FUNDING SURGERIES

Thriving Communities has developed a strong working relationship with the National Lottery Community Fund (TNLCF) in Scotland. Working with TNLCF's South Ayrshire officer, and in partnership with VASA a series of local funding surgeries were introduced.

COMMUNITY FUND

FUNDING SURGERY

Book a one-to-one, face-to-face slot with The National Lottery Community Fund's dedicated Funding Officer for South Ayrshire. Discuss TNLCF funding programmes, your project ideas and proposals, eligibility criteria and application process.

PRE-BOOKING ESSENTIAL.
Open to organisations registered in South Ayrshire
Half hour surgery slots available on each day. Slots offered on a first come first served basis after registering an interest via Eventbrite.

25 SEPT	WALKER HALLS, TROON **1 SLOT AVAILABLE 12.15PM**
30 SEPT	VASA OFFICES, AYR **1 SLOT AVAILABLE 10.30AM**

Due to last minute cancellations, the above slots are now available. These will be allocated on a first come basis by emailing angela@vasa.scot

Email angela@vasa.scot to secure your slot

Logos for VASA and South Ayrshire Council are present at the bottom.

These surgeries provide community groups with the opportunity to book 30-minute face-to-face appointments with the funding officer to discuss project ideas and receive direct feedback.

- 5 surgeries have been held since August 2024.
- 54 community groups have participated.
- As a result, **£1,499,090** has been distributed to groups in South Ayrshire since August 2024.

“Funding surgeries enable me to provide face-to-face support and advice about TNLCF's programmes, while also giving groups the chance to receive honest feedback on their project ideas. The involvement of Thriving Communities and VASA has strengthened this model, ensuring groups can access specialist local support alongside National Lottery advice.”

Lauren Farquharson, National Lottery Funding Officer for South Ayrshire

PETER BOYLE BOWLING CLUB

COMMUNITY EMPOWERMENT FUNDING

£14030



“ The purpose of the club is to provide a sporting and social space for members and the public to participate in activities and enhance their physical health and mental wellbeing.

This grant has enabled the club to enhance the social space and reach out to members and the wider community to make a valued difference to their health and wellbeing.

It has enabled them to upgrade the security system and as a result secured a Premises Licence. As a result, they have been able to host more functions which has created more revenue for the club.

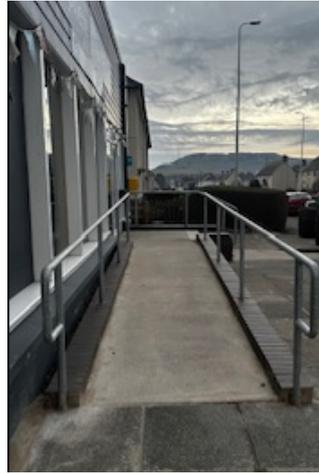
They are progressing with their development plan and have managed to bring a few things forward as a result of the grant awarded and extra revenue as a result of more functions.

Club Member

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BIOSPHERE BIKES COMMUNITY EMPOWERMENT FUNDING £15000

Funding was awarded for the installation of a disabled ramp access to the front of the Biosphere Bikes Shop & Community Hub and the underspend that resulted in the contractor not being VAT registered was spend on an Adult Tricycle and Junior Tricycle to support Accessible Community Active Travel.



The installation of the ramp was completed in January 2025 and we now have fully accessible access to the shop and community hub. As a direct result of this funding, we have been able to offer employment to a wheelchair bound young person. Ease of access has also helped many people access the community hub using the ramp who previously had difficulty entering or leaving the hub. The purchase of the two tricycles was approved by the Community Empowerment Fund and these were purchased in March 2025. These will be added to our stock of all ability cycling and wheeling equipment for accessible affordable community use.

The installation of a disabled ramp access to the front of the Biosphere Bikes shop has made a significant difference to our community bike charity by ensuring that everyone, regardless of mobility challenges, can participate in cycling activities, workshops, and training. It has created a more inclusive and welcoming space, allowing disabled individuals to access the premises safely and comfortably. This improvement has also encourage more community engagement, attracted volunteers and supporters, and enhance the charity's reputation for accessibility and inclusivity. Ultimately, the ramp has helped the charity better serve its mission of making cycling accessible to all.

Val Schofield, Biosphere Bikes

TROON MENS SHED FUNDING SUPPORT

The support Thriving Communities have provided to Troon Men's Shed has been invaluable for us. From the face-to-face meeting we had in January at the Walker Hall, to the advice and signposting since then, the ongoing support regarding funding has been critical. Thriving Communities have identified funding opportunities appropriate to both our current and ongoing activities, as well as our longer-term HPP CAT acquisition and redevelopment plans.

Through this support we received a £9,766 grant towards the eventual purchase of Hosiery Park, plus a £5,000 donation from the R&A Legacy Fund, which Thriving Communities put us forward for. The direct support and wider advice have given us the confidence to "keep going" with our search for additional funding opportunities in line with our larger redevelopment costs (circa £200k).

The funding landscape is a real challenge for groups new to it, and honestly, without Thriving Communities' support, I don't think we could have navigated it successfully on our own. Thanks very much for all Thriving Communities have done for us, and we look forward to working with them in future.

—Owen, on behalf of TMS

CRAIGIE ALLOTMENT ASSOCIATION

“ Thriving Communities’ support has been brilliant. They attended our AGM to let us know about possible funding sources and later visited the allotments to find out more about who we are and what we do. With their support, we secured Destination South Ayrshire funding, which we used to hold a social event for all plot holders, their families and friends. It was well attended, helped new members get to know others, and allowed visitors to learn about the opportunities of taking on an allotment in South Ayrshire. We have also been accepted to take part in this year’s Doors Open Day on 13 September 2025. Without the funding, our social day would have been a much smaller affair and we would not have been able to take part in Doors Open Day.

We have also recently been awarded funding from the Mushroom Trust, which will help us achieve a longer-term aim of providing bulky gardening supplies such as compost and manure at a sustainable cost to plot holders. Many of our members are retired, and some don’t drive, so accessing these supplies can be a barrier to working their plots effectively.

We would not have known about these funding sources, or had the confidence to apply for them, without Thriving Communities’ support. Thank you!
Secretary



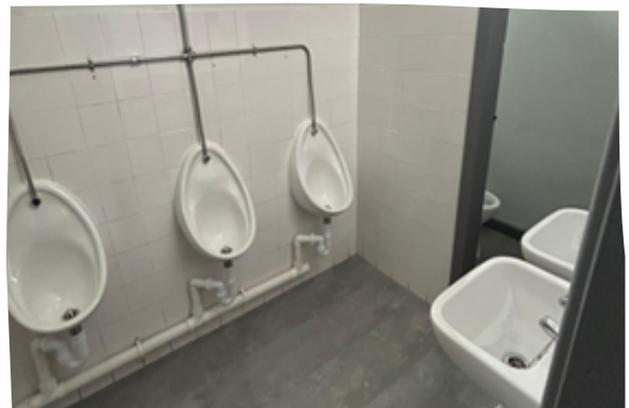
ANNBANK COMMUNITY ASSOCIATION

Funding for Annbank Community Centre – Toilets Renovation Project

“We received valuable support from Thriving Communities in preparing our application to renovate the toilets at Annbank Community Centre. They helped us to draft the application, ensuring it was clear and met the funder’s requirements. This guidance made the process far less stressful and gave us confidence in putting our project forward.

As a result of this support, we were successful in securing funding to carry out the renovation. Thriving Communities’ advice was extremely helpful and made a real difference in enabling us to achieve this improvement for our community facility.

Funding Volunteer





“Thriving Communities immediately understood the scope, scale, and value of our project and were able to suggest several sources of funding that might help, including the National Lottery Communities Fund, Destination South Ayrshire, and South Ayrshire Council’s Community Benefits scheme. They offered clear guidance on how to apply and who to speak to in order to improve our chances of success.

Our situation was unusual, as the events we were planning had to take place in early May 2025, meaning some funding sources might not have been open or in funds until very close to when we needed to pay for services. Thriving Communities were proactive in ensuring we were alerted as soon as applications opened, that we used the right processes, and that the right people were contacted about our proposals. They were an excellent and highly knowledgeable resource, helping us pitch our application for the best chance of success.

We were successful in securing funding from the National Lottery Communities Fund, Destination South Ayrshire, and from companies connected to the Community Benefits Scheme.”

Committee Member

BUILDING CAPACITY AND EMPOWERING COMMUNITIES

Thriving Communities officers work hand in hand with community groups to deliver capacity building programmes. **Community Capacity Building** is vital for achieving sustainable development, and promoting resilience. By investing in people and their collective strengths, communities become capable of addressing challenges and shaping their own future

Currently officers within Thriving communities are working with groups to assist them to operate independently with providing targeted support where needed, ensuring sustainable community-led activity, strong networks, and ongoing engagement in local initiatives.

- Ayr North Time Team – Supported to become self-sufficient from June 2025.
- Wallacetown Women’s Group – Progressing towards self-sufficiency, aiming for independence by 2026.
- Kincaidston Women’s Group – Supported to become a constituted group, linking with other groups and staff for guidance; expected to operate independently in 2026.
- Ayr North Exclusively Women’s Group – Running independently, requesting support as needed and engaging with campaigns.
- Violence Against Women Joint Action Group (JAG) – Carried out a scoping exercise led by Thriving Communities. This exercise identified groups and support for women with long term wider local networks. This resource supports groups who are not ready to make the steps to become independent.

GLENDOUNE COMMUNITY ASSOCIATION



Glendoune plays a crucial role in easing financial strain by offering practical support, access to essential resources, and opportunities that empower residents to improve their circumstances. Through initiatives like food distributions, school holiday campaigns, cost free events, gas & electricity distribution, and support with essentials, Glendoune helps reduce everyday pressures faced by families and individuals living in poverty.

Equally important is the role of partnership working. By collaborating with local agencies, charities, schools, health services, and other council services, Glendoune helps address deeper, interconnected issues such as drug and alcohol misuse, poor mental health, and criminal activity. These partnerships allow for a more coordinated response—ensuring that residents not only receive the immediate help they need but are also supported on the path to long-term stability and well-being.

By connecting people to the right support, creating safe spaces, and championing community-led solutions, Glendoune has become a trusted hub for change. It not only relieves financial pressure but also tackles the root causes of hardship, helping build a safer, healthier, and more resilient community for all

COMMUNITY COUNCILS

Community Councils are an important part of South Ayrshire's community. They confirm the Government's commitment to an inclusive democracy which involves local people in the decisions made by their local authorities. Community Councils are voluntary bodies which exist within a statutory framework and which have been granted statutory rights of consultation. The general purpose of a Community Council is to ascertain, co-ordinate and express the wider views of the entire community within its boundaries. Community Councils will seek to represent and include all sections of their communities, regardless of age, gender, ability, ethnic origin, political or religious beliefs, or sexual orientation. They can complement the role of the local authority but are not part of local government.

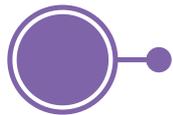
There are currently 23 active Community Councils across South Ayrshire, representing 218 members.

Thriving Communities have been leading the review and update of the Scheme of Establishment for Community Councils to ensure it remains fit for purpose and continues to strengthen local democracy across South Ayrshire.

COMMUNITY COUNCILS

The revised scheme will provide a stronger framework to support Community Councils role in giving local people a voice in decision making.

The consultation process has been designed to maximise participation and transparency



February 2025 – Report presented to Cabinet to gain approval to start the consultation process.



March 2025 – Stage 1 Consultation – Online survey launched via Your Area Your Voice Your Choice, with additional opportunities to provide feedback on paper at local libraries.



May 2025 – Working group established, supported by Thriving Communities to collate consultation responses and draft the revised scheme.



August 2025 – Draft scheme to be presented to Cabinet, approval sought to begin Stage 2 of the consultation.



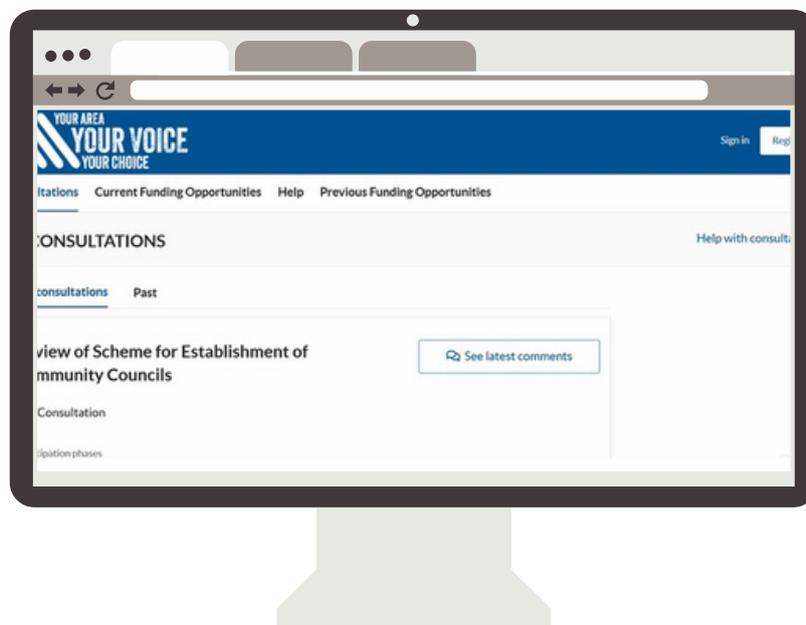
September 2025 – Stage 2 Consultation – Online survey to be launched on Draft Scheme via Your Area Your Voice Your Choice, with opportunities to provide feedback on paper at local libraries. Locality drop in sessions are also organised



January 2026 – Scheme of Establishment to be presented to full Council. The new scheme is due to be launched in April 2026.



Your Area, Your Voice, Your Choice is South Ayrshire Council's new digital community engagement platform that allows open participation within the community. It will enhance current community engagement practices and has been successfully launched in 2025 to deliver funding applications and voting as well as consultation including our Community Council Scheme of Establishment updates.



COMMUNITY LED ACTION PLANS AND LOCAL PLACE PLANS

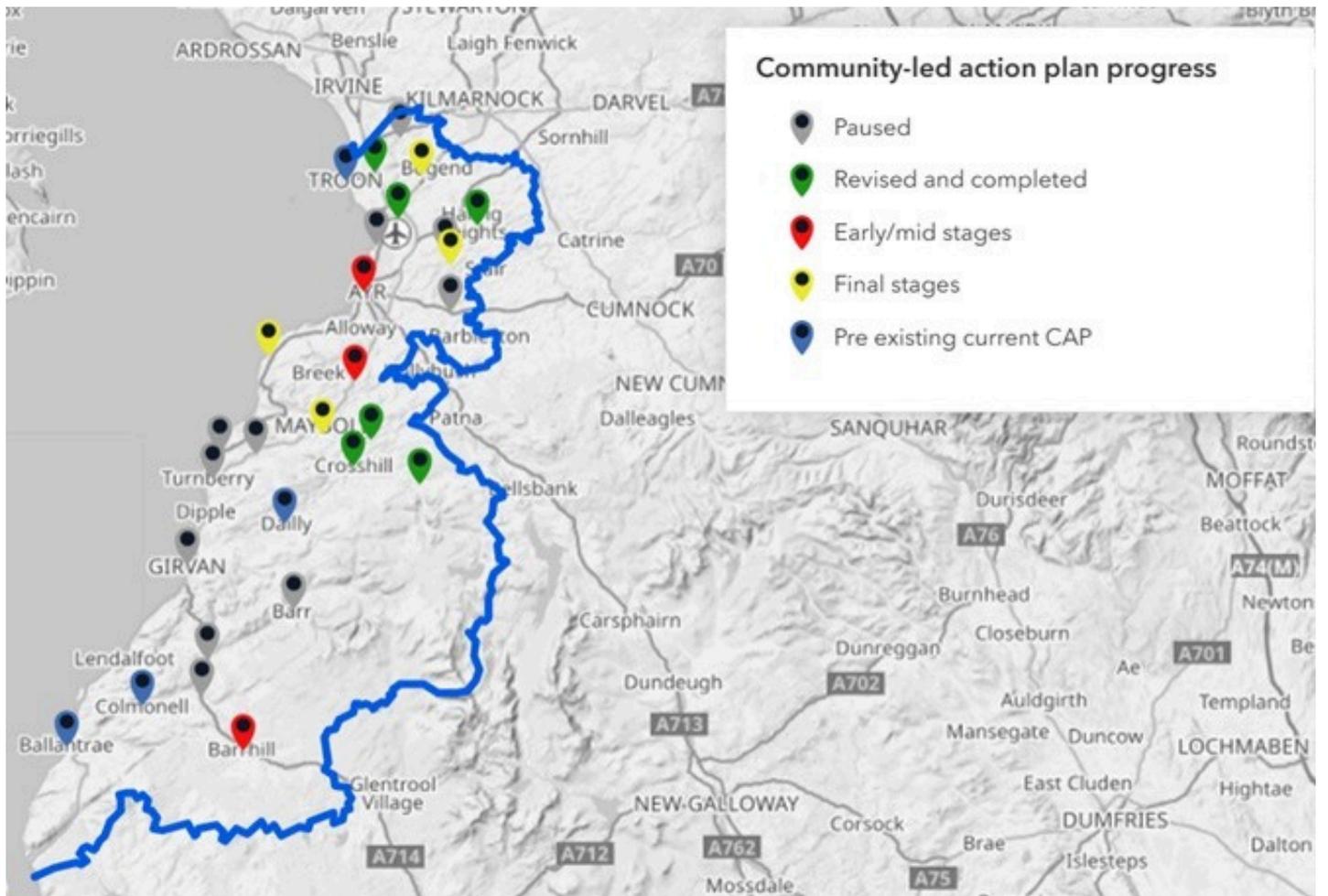
Community-led approaches and collective impact are on the forefront of South Ayrshire Council's agenda. It follows the recommendations of the Community Empowerment (Scotland) Act 2015 but most importantly it reflects a desire to engage and work differently with our communities.

Council services are supporting community-led bodies to lead and be the main drivers of their community action plan. Rather than making policy and programs for people, the communities are encouraged to enable themselves, empower every member of the community and partner with the council and other stakeholders.

There is none better than those with lived experience to participate and develop a community-led action plan. These plans include a list of aspirations with short-, medium- and longer-term objectives and will ensure that any projects within the community are: community-led; place-based; place-focused and with a collective impact

- Enhance efficiency in the use of local authority resources
- Enhance effectiveness of funding by enabling how it is delivered to be tailored to reflect local needs in the hopes of stronger outcomes
- Foster inclusion of voices of communities experiencing disadvantage by using place as an organising principle for community engagement
- Address systemic challenges by using a defined place (community or area) to consider the range of ways people experience social, economic, and physical disadvantage, and how these interact

In most localities it is the Community Councils who are taking forward the community-led action plans, yet South Ayrshire Council is not excluding communities where a community council is not established and working with other community-led local groups



WHAT ARE WE GOING TO DO NEXT.....

Funding opportunities have increased capacity and enabled communities and partners to address key issues. Increased funding has helped support with the cost-of-living, has empowered communities and improved places and spaces. These achievements reflect the priorities set out in our CLD Partnership Plan 2024–2027 – supporting communities to take on assets, access funding, engage in place planning, and strengthen local groups.

Building on the increased funding and strengthened partnerships of 2024/25, our next steps will focus on deepening empowerment and sustainability, aligned with Education Scotland's How Good is Our Community Learning and Development (HGIOCLD) framework:-

1. Develop 'Your Area Your Voice Your Choice' web-based resource for engagement, funding and consultation
 - HGIOCLD 2.1, Empowered Communities:- Enhances transparency and participation in local decision-making.
2. Create an online training platform for Community Councils
 - HGIOCLD 4.1, Delivery of Community Development:- Strengthens governance and leadership capacity.
3. Launch Scheme of Establishment 2026 for Community Councils
 - HGIOCLD 4.1, Ensures councils are representative, sustainable, and aligned with national standards.
4. Introduce Connecting Communities group to allow groups to connect, collaborate and thrive
 - HGIOCLD 2.1, Builds networks of empowered groups, fostering collaboration and peer learning.

These areas for improvement build directly on the priorities identified in our CLD Partnership Plan 2024–2027, ensuring that communities are empowered, resilient, and supported to thrive.