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**Report to Clackmannanshire Council**

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**Date of Meeting: 26<sup>th</sup> June 2025**

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**Subject: Be The Future: Clackmannanshire Transformation Space  
Update**

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**Report by: Strategic Director, People**

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**1.0 Purpose**

- 1.1 This report updates Council following the report on 20 March 2025 about the Council's Be the Future Transformation Plan. The report notes the successful Invest to Save funding bid and describes work that has been taken forward on the creation of the Clackmannanshire Transformation Space, including the Community Interest Company ("CIC"), other funding identified and anticipated broad outcomes from the Transformation Space.

**2.0 Recommendations**

- 2.1 It is recommended that Council notes:
- 2.2 The success of the £1m Invest to Save Fund bid over the financial year 01/04/2025 to 31/03/2026 in connection with Clackmannanshire Transformation Space (Family Wellbeing Partnership).
- 2.3 The update on other funding that has been identified for Year 0 of the project, contained in sub paragraphs 3.7.1 to 3.7.3.
- 2.4 The update on the Year 0 setup of the CIC, the ongoing diligence and governance requirements contained in paragraphs 3.3 to 3.6, and the interim arrangement of the appointment of the Strategic Director for People to the CIC.
- 2.5 It is recommended that Council approves:
- 2.6 To the transfer of identified Council Budgets and/or Grants noted within this report and subject to input from Senior Manager of Legal & Governance and Chief Finance Officer any future identified Council Budgets and/or Grants to transfer Foundation Scotland as part of the operation of the Transformation Vehicle/Fund.

**3.0 Considerations**

- 3.1 Following on from Council's approval of the Transformation Vehicle, as set out in Report to Council in March 2025, both legal and other due diligence are continuing.
- 3.2 As set out in the said Report the aims of the Transformation Space are to:
- Reduce silos and deliver whole person and family wellbeing responses.

- Deliver community voice-led system transformation
  - Demonstrate agile and an impactful flow of funds
  - Build community wealth and a wellbeing economy
  - Deliver a single reporting framework which is accepted by partners and has relevance to the community
  - Leverage additional funds into the community
- 3.3 Recruitment for the Citizens Panel is underway with a particular focus being placed on those with lived experience of the issues we seek to address. It is anticipated that the first Citizens Panel will be reviewing proposals by mid-July 2025. A summary of the recruitment approach for the Citizens Panel is included as an Appendix A to this paper.
- 3.4 The Oversight Board (which will ratify the citizens' panel decisions) will be assembled over the coming months. Appendix B provides the Terms of Reference for the Oversight Board which will include elected member representation.
- 3.5 The CIC was formally constituted on 16 June 2025. To fulfil the legal requirements, a director requires to be appointed, which currently is the Strategic Director of People. Further directors will be required; with the role of ensuring that the Transformation Space aims are met. Further details will be included in the next update to Council on the appointment of Foundation Scotland Fund Manager, the creation of the Oversight Board and finalising of the citizens' panel.
- 3.6 The steps set out in this Report are integral to the pilot 'Year 0', as the transformation space is established and tested. Further updates on all aspects of the Transformation Space will be provided at future meetings.
- 3.7 Funds Identified**
- 3.7.1 Work began at the end of May 25, to establish and act on our strategy to generate additional funding via grants, trusts and foundations and the private sector. Extensive discussions have taken place with relevant officers in Scottish Government to gain support for the approach, which aligns with Government's focus on Whole Family Support and is in line with the Verity House Agreement and Clackmannanshire's People Community Wellbeing Plan (One Fund, One Plan, One Report).
- 3.7.2 A bid to the Invest to Save Fund, launched by Scottish Government in December 2024, for £1m has been successful and this will allow significant investment to the Transformation Space to test out approaches in Year 0 and beyond and support the strategy to leverage in additional funds. Funds will be transferred to Foundation Scotland with relevant governance and reporting.
- 3.7.3 Officers have identified the following initial funds for transfer which are focused on the strategic outcomes to be delivered by local solutions contained within the Clackmannanshire Alliance Wellbeing Local Outcomes Improvement Plan and in line Family Wellbeing Partnership objectives:
- Mental Health Funding £25,000
  - Homelessness Prevention - Rapid Rehousing Transition Planning (RRTP) £200,000

- Family Wellbeing Partnership £75,000

These funds align directly with:

- Wellbeing: addressing physical and mental health and wellbeing; outcomes for young people; and poverty.
- Places: creating sustainable places and environmental sustainability

### 3.8 Reporting

A Report will be brought back to Council during the year on further Director appointments and progress on the CIC and associated work. Additionally, a full report on Year 0 will be prepared, seeking relevant authorisations before proceeding to future years. Audit and Scrutiny, and where appropriate Council, will be provided with regular reporting on how the funding has been used, and outcomes achieved. Relevant reporting to Scottish Government will also continue

### 4.0 Sustainability Implications

- 4.1 The information contained within the ARC demonstrates that housing priorities contribute positively to sustainability.

### 5.0 Resource Implications

- 5.1 Costs of running the Transformation Space will be covered within the Invest to Save funding and the Hunter Foundation.

#### 5.2 Financial Details

- 5.3 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

- 5.4 Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

### 6.0 Exempt Reports

- 6.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

### 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

#### (1) Our Priorities

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☒
- Our families; children and young people will have the best possible start in life ☒
- Women and girls will be confident and aspirational, and achieve their full potential ☒
- Our communities will be resilient and empowered so that they can thrive and flourish ☒

#### (2) Council Policies

- Complies with relevant Council Policies ☒

## 8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒ No ☐

## 9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

## 10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- Appendix A – Community Voice
- Appendix B – Clackmannanshire Transformation Space Oversight Board

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)


Yes ☒ (please list the documents below) No ☐

- Report to Clackmannanshire Council, March 2025 - Be the Future: Clackmannanshire Transformation Space

### Author(s)

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### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

## **Appendix A**

### **Clackmannanshire Transformation Space – Community Voice – June 2025**

The Clackmannanshire Voice Led Transformation Space is a multi-year community fund that puts decision-making power into the hands of those who are most often excluded. It will support approaches to improve the lives of people living in poverty and hardship by enabling equity, power-sharing and long-term change. It will put more power into the hands of individuals and communities, by engaging local people on how best to deliver public services in Clackmannanshire and involving them in the design and delivery of the services they use.

The Transformation Space will give the citizens of Clackmannanshire voice and agency as we involve them in the creation and prioritisation of solutions as well as decisions on where funding should be invested.

#### **Citizens Panel**

A group of 40-50 individuals will be brought together from across Clackmannanshire (initially called a Citizens Panel, one of their first tasks being to decide what they should be called).

Our aim is to have a good representation of people who have experience of the problems we are trying to solve. With this in mind we have been targeting recruitment at groups across the county where that lived experience exists. These include, for example, Alloa Bumps and All and Street Soccer.

Groups have been provided with an information page linked to a series of questions which allows citizens to apply to join the panel. This information, and a link to the application form, will also be provided on the Transformation Space website when live w/c 16/6. At that point information around the panel and its role will be shared widely on social media and via other contacts (e.g. Hillfoots groups already working with Foundation Scotland, our Fund Manager).

Two information sessions will be held on 24<sup>th</sup> June 25, where prospective panel members can find out more about the role of the panel as well as being given the opportunity, and help, to sign up.

The selection of the 40-50 individuals will be made on the basis of achieving a wide range of locations, backgrounds and experiences. Panel members will be paid for their time in a way that suits them and will also be able to access cover for costs which might otherwise prove to be a barrier, such as childcare and transport.

#### **Citizens Panel and Oversight Board**

From our overall panel of 40-50, a smaller group of 8-10 will be selected on a topic by topic basis. Selection will be related to their background and experience to ensure we get the right voices in the room. This group will work with Foundation Scotland over several meetings to define issues, review solutions and propose funding destinations.

The Oversight Board will make decisions on who receives funding. These decisions will be made using consensus decision-making through facilitated discussions supported by Foundation Scotland.

Based on models of deliberative democratic civic participation, Foundation Scotland will also be on hand for the decision-making panel members to ask questions during their decision-making. They will bring a mix of their lived and learned experience to the decision-making panel but will not have decision-making powers.



## Appendix B: Clackmannanshire Transformation Space Oversight Board

### Terms of Reference

#### 1. Introduction

The Transformation Space (TS) is a structure that sets out to eliminate siloed funding and maximise community assets to deliver improved outcomes. It will also attract funds from other sources, leveraging public sector funds and strategically aligning existing local funding towards a set of locally agreed transformation goals.

The Transformation Space is not only focused on what needs to change, but on how change is implemented and sustained. The TS is creating the conditions for radical transformation in the design and delivery of local solutions, so that we can maximise our impact on local people and communities.

The vision for TS involves a step change in the way people approach, think through and develop solutions to problems by putting the community at the heart of the process. It asks everyone to believe that radical is possible when delivering better outcomes for citizens and invites them to put into place the Christie recommendations around empowering individuals, early intervention, and collaborating across sectors.

The TS has 5 Strategic Aims:

- Reduce silos and deliver a whole person response
- Voice-led system transformation
- Agile and impactful flow of funds
- Build community wealth and deliver a Wellbeing Economy
- Deliver a single reporting framework with relevance to the community

#### 2. Role Within Overall Governance

Oversight Board	<ul style="list-style-type: none"><li>• Sets overall strategy for fund priorities</li><li>• Ensures that investment proposals put forward fit with strategic objectives and thematic analysis</li><li>• Provides constructive challenge to CIC management and to Fund Manager</li><li>• Passes instruction on prioritised investments on to Fund Manager</li></ul>
Citizens Panel	<ul style="list-style-type: none"><li>• Proposes solutions based on lived experience and prioritises for investment</li><li>• Reviews investment proposals at Stage 1 of investment process and prioritises which go forward</li><li>• Reviews investment proposals at Stage 2 and decides which receive investment</li><li>• Passes instruction on prioritised investments to Oversight Board</li></ul>
Fund Manager	<ul style="list-style-type: none"><li>• Acts on instruction of Oversight Board, provided the charitable aims are met</li></ul>

#### 3. Oversight Board Role and Purpose

The Oversight Board forms a key part of the infrastructure of the TS and is established to ensure robust governance, transparency, and accountability in the endorsement and monitoring of investment proposals put forward by the Citizens Panel. The Board will also approve the strategy and provide challenge to management proposals, always prioritising and amplifying community voice within decision-making processes.

The Role of the Oversight Board:

## **Appendix B: Clackmannanshire Transformation Space Oversight Board**

- Receive input on investment proposals from the Fund Manager and Citizens Panel
- Ensure investment proposals are in line with strategic objectives.
- Monitor the progress of funded initiatives.
- Provide strategic challenge to ensure alignment with priorities.
- Enhance local engagement by continuing to integrate community perspectives into all investment decisions.

### **4. Functions carried out by The Board:**

#### **Enabling**

- Help address any issues or barriers that have significant implications for achieving the goals of the TS.
- Freely share all information necessary to the agreed investments with those leading the activity - for e.g. information on trends, outcomes, performance, risks and associated dependencies, assumptions, previous review materials, finances, etc.

#### **Learning**

- Help ensure that the work can benefit from local knowledge and experience of what is currently working alongside that gained from wider activities including, national reviews, research, and outcome evaluation from 'what works?' and 'best value' perspectives – supporting the use of consistent 'assessment' and 'capture' tools, and associated materials necessary to robust review and data analysis.
- Support the development of a learning community, promote a shared understanding of expectations about the measurement of long term and immediate impact and ensure that emerging learning informs the development of the work in real time.

#### **Transformation**

- Support both system and cultural change by sharing and accelerating the implementation of policies and practice which consistently put the voices of citizens at the centre.
- Enable the re-balancing and investment of public resources dedicated to citizens towards early support which results in them thriving.

#### **Listening**

- Enable people across all bodies represented to listen to citizens and respond in a relational way.
- Champion the rights of citizens to determine their own solutions and support them to make these real.

#### **Communications**

- Create the conditions for deep collaboration and alignment with parallel/concurrent initiatives and programmes.
- Proactively support story telling both internally and externally that celebrates success and creates a sense of change being possible.
- Develop and deliver a communication strategy.



### 5. Strategic Behaviours of The Board

- **We Listen** – to the evidence – voice of people – parents/children/ professionals, data and wider research.
- **We Identify** - areas the TS can create the greatest change and improvements.
- **We Learn** – be curious, understand what's changing, what's not, what impact it is or isn't having and why.
- **We Influence** – unlock, challenge, accelerate and by challenging current service delivery, develop opportunities for change.
- **We Lead** – model and support change at all levels. We make decisions and do things differently.
- **We Share** – stories of change, take an active role in communications and share the impact of our work.

### 6. Membership

The Board will consist of representatives from key sectors, ensuring a balanced and informed approach to oversight. Members include mandatory and optional representatives with a minimum of two from each group of mandatory representatives being required at each meeting:

Mandatory Representatives:

- Elected Council Members (3 representatives)
- Citizens Panel Representatives (3 members selected from the Citizens Panel)

Optional Representatives:

- Health and Social Care Partnership (HSCP) Representative
- Ceteris Representative (Business and Economic Development)
- Third Sector Representative
- Private Sector Representative
- Community Planning Partnership Representative
- Independent Funder Representative
- Independent Research Representative

There will be co-chairs for this board with one being a community representative and another independent of the public sector

### 7. Roles and Responsibilities

#### Board Members

- Review and endorse investment proposals against agreed criteria.
- Monitor financial and operational progress of funded initiatives.
- Challenge strategic decisions to ensure effective resource allocation.

## Appendix B: Clackmannanshire Transformation Space Oversight Board

- Ensure community needs remain at the forefront of decision making
- Represent stakeholder interests.
- Provide input on policy recommendations related to investment strategy.

### Co-Chairs

- Facilitate Board meetings and ensure efficient decision-making.
- Act as a spokesperson for the Board when required.
- Ensure all members contribute effectively and that meetings are inclusive and productive.

### Secretariat

A dedicated support team will be responsible for agenda setting, documentation, meeting minutes, and follow-up actions.

## 8. Decision-Making Process

- Decisions will be made by consensus where possible; otherwise, by a majority vote.
- A quorum will be met when at least 50% of the Board members, including at least two from each group of mandatory representatives, are present.
- Conflicts of interest must be declared, and affected members may be required to abstain from relevant decisions.

## 9. Meetings

- The Board will meet **quarterly**, with additional meetings scheduled as required.
- Meetings will be conducted in a hybrid format (in-person and virtual options available).
- Agendas will be distributed at least **one week in advance**.
- Minutes will be recorded and shared with all members within **two weeks** post-meeting.

## 10. Monitoring and Reporting

- Regular reports on funded projects will be presented at each meeting.
- An **annual review** of investment outcomes will be conducted by the Fund Manager.
- The Board will produce a **public-facing report** summarizing key decisions and impacts.

## 11. Review and Amendments

The Terms of Reference will be reviewed annually to ensure alignment with objectives and emerging needs. Amendments must be approved by a majority vote of the Board.

### **12. Confidentiality and Conduct**

- Members are expected to adhere to confidentiality agreements regarding sensitive information.
- Ethical conduct, professionalism, and impartiality must be maintained at all times.

