
Report to Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: **Be the Future Update – Clackmannanshire Transformation Space**

Report by: **Lorraine Sanda, Depute Chief Executive and Director of Wellbeing**

1.0 Purpose

- 1.1. This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. It provides an update on progress on the Clackmannanshire Transformation Space.

2.0 Recommendations

- 2.1. It is recommended that council:
- 2.2. Notes the progress of the Clackmannanshire Transformation Space in delivering voice led transformation contained in sub paragraphs 3.0 to 3.14.
- 2.3. Notes the investment which has been made in Clackmannanshire through the Transformation Space to improve outcomes for residents as outlined in **Appendix One**.
- 2.4. Notes the findings of the Year Zero End of Year Learning Report, **Appendix Two**, which evidences early impact, system change, and strong community engagement, alongside identifying key areas for development in Year One, contained in sub paragraphs 3.18 – 3.19.
- 2.5. Approves the continuation of the Clackmannanshire Transformation Space for a further three years, up to March 2029, based on the evidence provided that the Transformation Space model demonstrates effectiveness in delivering community-led, preventative and outcomes-focused change.
- 2.6. Approves the transfer of identified council funding for 2026/27, subject to a revised legal agreement, into the Transformation Space noted in 3.17.

3.0 Considerations

Clackmannanshire Transformation Space

- 3.1 Following Council approval in June 2025, the transfer of funding (£1.34 million) to Foundation Scotland to fulfil their role as the current Fund Manager has been completed, as per the legal agreement also now in place between Foundation Scotland and Clackmannanshire Council. The Oversight Board has been assembled and is now fulfilling its role as outlined in the June 2025 council update.
- 3.2 Three Directors have been appointed to the Independent Community Interest Company (CIC) which is now set up. Lorraine Sanda, Director of Wellbeing and Elma Murray and Zoe Ferguson (who are both independent of Clackmannanshire Council) currently make up the directorship of the Clackmannanshire Transformation Space CIC.
- 3.3 As a result of extensive engagement with community groups, the Community Voice panel (formerly referred to as the Citizens panel) now comprises of over 64 local residents with a wide range of backgrounds and experiences including significant lived experience of poverty, inequality, and related issues which help to inform and shape panel decision making.
- 3.4 £819,646 has been allocated awarded to community projects, supporting a diverse range of locally identified priorities. However, in line with the strategic direction set out in paragraphs 3.15 and 3.16, this funding should be understood not as discrete project support, but as part of a broader approach to strengthening community capacity, enabling long-term impact, and embedding delivery within the transformation space. From the wider panel, 42 members have been directly involved in a decision making panel to award investment that best meets their needs. Panels have reviewed 57 funding applications this year. Full details on all awards made in year zero can be found in **Appendix One**.
- 3.5 The fund manager makes payments to panel members to ensure they are paid fairly for their time and expertise, ensuring participation is accessible, valued, and inclusive. Different approaches to facilitation have also been delivered to ensure the process is accessible and inclusive. This includes all female facilitators for the women and girls decision making theme, safeguarding for young people through colleagues in Education and including 10 employers and 10 young people on the Employability theme. Conflicts of interest are noted and Panel members who have a conflict will leave the discussion for that particular bid.
- 3.6 The Oversight Board is fulfilling its role to ratify panel decisions and brings additional guidance, expertise and strategic advice. The board includes representation from Clackmannanshire Council, Elected Members, Public Health Scotland, NHS Forth Valley, the Joseph Rowntree Foundation and the Community Voice Panel. There are two permanent panel members on the board, with an additional panel member from each wave of funding invited to share their experience with the board and explain how the panel made their decisions.
- 3.7 The Oversight Board has discussed the need for continued long term funding of successful projects to ensure continuity, highlighting evaluations from UK

Governments Sure Start programmes where it was noted that positive outcomes were stronger over time and that early intervention work had produced long term impact. However, the funding was discontinued before these impacts had been realised. The Board also noted that while both the panel and the board are keen to see new and innovative ideas coming through, consistent funding is equally important. The intention is to support a transition whereby projects are increasingly able to move towards longer-term sustainability. This includes strengthening organisational capacity, developing partnerships, and exploring opportunities for alternative funding. PwC are providing pro bono support for some of the organisations who have already been funded. Work is ongoing with the panel to find ways to measure and evaluate impact, to identify where projects need to continue being funded.

- 3.8 Several sessions have now been held with panel members to identify priorities for Year One investment. A panel is currently looking at 'A better experience of finding and providing information' in direct response to Community Voice feedback that there are good initiatives happening across the county, but people do not always know where to go to find the right support at the point that they need it. Youth Voice forums are currently working with Young People to identify topics that matter to them, to be discussed by a Youth Community Voice Panel during the 26/27 academic year.
- 3.9 Over the past year, the Transformation Space has implemented a structured communications approach to ensure communities are informed, able to engage, and clear about its purpose and progress. This has included a dedicated website (clackstransform.org) and a public Facebook page sharing updates for residents and community organisations.
- 3.10 Since launch, the Facebook page has achieved over 15,400 views, demonstrating strong local reach. A closed Facebook group has also been established to support deeper engagement, with over 60 active members. Press releases linked to funding calls and awards have been widely picked up locally, supported by a regular newsletter providing updates on activity. A co-designed Panel Handbook has also been published to support current and prospective panel members.
- 3.11 Communications activity has also supported growing national interest, communicating the role Clackmannanshire Council is playing in leading new approaches to Public Sector Reform. A LinkedIn presence showcases the work at a national level, including coverage in *The Scotsman* highlighting the Transformation Space as an example of community-led public service reform. A policy paper, *From Christie to Clackmannanshire – a bold new approach to community-led, relational public service reform in Scotland*, has further strengthened attention and engagement with partners, national bodies and senior political stakeholders including the from the First Minister, reflecting increasing recognition of Clackmannanshire's approach.
- 3.12 Additional funding of £72,667 for Clackmannanshire projects has been secured through the fund manager, Foundation Scotland, drawing on a combination of Foundation Scotland's own resources and contributions from private donors they have identified. This funding has enabled support for projects previously approved by the panel but deprioritised due to budget constraints. The allocation of this additional funding reflects previously agreed priorities by panel

members and a focus on maximising impact across the programme, with consideration given to evidence of need, delivery readiness, and alignment with programme objectives. Through this partnership, a further £20,000 donation has also been secured to provide direct financial support to displaced residents of Coalsnaughton area.

- 3.13 Positive discussions are taking place to secure additional funding from independent funders and business to ensure the sustainability of the fund. The Hunter Foundation has agreed ongoing funding for Year One to cover the costs of the Fund Manager. Two fundraisers have been appointed by the CIC, initially on a three-month contract from April, to focus on fundraising. One is working on corporate and local business engagement, building relationships and developing a proposition for private investment. The Consultant has already secured a corporate donation from Ogilvie Construction and is progressing conversations for additional donations from both Robertson's Construction and Kerry Group, expected to secure additional investment in the region of £20,000. A second fundraiser is focusing on grants, trusts and foundations with a view to creating a funder pipeline. Early conversations have highlighted that further consideration is required to explore the potential benefits of establishing a SCIO for the Transformation Space, to access more charitable trusts.
- 3.14 Further opportunities to expand the fund include unlocking dormant trusts and securing targeted funding, including a dedicated allocation for young people. Work is underway, supported by Education colleagues, to establish a Young People's Community Voice panel aligned to wider Youth Voice activity, creating a pathway into ongoing participation.
- 3.15 The Be the Future Target Operating Model (TOM), approved by council in February 2026, establishes the Family Wellbeing Partnership as the core framework for delivering whole-family, preventative support and improving outcomes. It aligns funding, commissioning, and delivery around family needs rather than organisational structures. The model also positions the Transformation Space as key infrastructure, enabling families and communities to shape priorities, influence investment, and co-design services. Through independent governance, learning partnerships, and commissioning, it supports outcome-led decision-making, informs service improvement, and strengthens the Council's ability to operate within a mixed economy of provision.
- 3.16 The Target Operating Model reinforces a move towards more agile, commissioned, and outcomes-based approaches. As a Whole Family Support Early Adopter, this supports integrated planning, consistent partnership working, and greater funding flexibility, with a 'One Plan, One Report' approach aligning priorities, performance, and resources within a single outcomes-focused framework.
- 3.17 In 26/27, in scope policy areas where Scottish Government have agreed funding flexibility and/or reduced reporting requirements as a Whole Family support Early Adopter authority include:
 - Trauma Plan Funding
 - Community Mental Health and Wellbeing Fund

- Rapid Rehousing Transition Funding
- Homelessness Prevention
- Alcohol and Drug Partnerships Funding (Mission Fund Elements)
- Young Carers Funding
- Parental Employment Support (including additional Transport for Employment Funding)

Flexibility will also be applied to:

- Fairer Future Partnership Funding
- All Age Childcare - Early Adopter Community Funding
- Emerging Neurodiversity (ND) Funding
- Whole Family Wellbeing Funding
- Summer of Sport Funding
- Holiday Playschemes and Activity for Disabled Children Funding

3.18 Council officers are working with colleagues to agree the level of contributions for Year One (26/27) and how the various policy areas above can be fully aligned. Once contributions have been agreed, we will revise the current legal agreement to allow the transfer of funds. The role of the Community Planning Partnership is also expected to be more integrated into this whole system approach.

3.19 The Year 0 End of Year Learning Report (**Appendix Two**) provides independent evidence of the progress and early impact of the Transformation Space. It highlights that the model has successfully:

- Mobilised community voice at scale, with a diverse panel of over 60 residents actively shaping priorities and directing investment.
- Distributed significant funding aligned to local need, with increasing demand and engagement from organisations across successive funding rounds.
- Strengthened collaboration across sectors, bringing together public, third sector and private partners in new ways and reducing duplication.
- Demonstrated a shift towards prevention and whole-person support, with funding decisions explicitly recognising the interconnected nature of poverty, mental health, homelessness and employability.
- Built confidence, agency and capacity within communities, with panel members reporting increased confidence, influence and participation in wider civic activity.
- Enabled a test-and-learn approach to public service reform, supported by strong leadership, political backing, and a culture of reflection and adaptation.

Importantly, the report concludes that the Transformation Space is beginning to demonstrate the conditions required for long-term system change, including shifting power towards communities, aligning resources around outcomes, and influencing wider Council systems such as the Target Operating Model and One Plan/One Report approach.

3.20 The report provides independent evidence that the Transformation Space model is operating effectively and highlights a strong culture of continuous learning and adaptation, which is critical to long-term success. The learning

report identifies a number of priority areas for development in Year 1, alongside additional priorities agreed by the Transformation Space Oversight Board to support the next phase of delivery. Together these will guide activity in Year 1. These priorities are intended to consolidate Year 0 progress, address identified challenges, and support scaling of the model.

Priorities identified through the Year 0 learning report include:

- Building the market – Support organisations to strengthen their thinking around innovation
- Reinvestment and Scale Opportunities – Define a process with the panel to assess initiatives and identify where funding should be extended
- Evaluation of Investments – Work with the panel to agree a process for evaluating investments to complement the fund manager evaluation

Additional priorities agreed by the Oversight Board to strengthen the model and deepen community engagement include:

- Living Well Conversations – Build this Community Voice model to introduce a series of informal conversations between local people, elected members and officials.

3.21 In response to Community Voice feedback, Council Officers have been supporting work with Ceteris and Flexible Childcare Scotland to develop a Women’s Enterprise Hub with onsite childcare facilities. This project is an example of building the market. It will enable more women to start and grow businesses by removing childcare barriers, whilst boosting economic participation, wellbeing, and inclusive local growth. This partnership is also leveraging additional funding in Clackmannanshire through applications to charities and Scottish Government.

3.22 The progress outlined in this report demonstrates the Be the Future Target Operating Model moving decisively from design into delivery. The alignment of Family Wellbeing Partnership and the Transformation Space and new ways of working is strengthening collaboration, building community capability and creating the conditions for improved outcomes and long-term financial sustainability. Sustained investment and continuation of the Transformation Space is now required to consolidate this progress, scale what is working, and fully realise the intended system-wide benefits.

4.0 Sustainability Implications

4.1 There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1 Running costs for the Transformation Space for 2026-27 will be partly covered by The Hunter Foundation and partly by existing Invest to Save funding from Scottish Government. Discussions are underway with The Robertson Trust and Foundation Scotland around funding for ongoing costs on a multi-year basis. These costs include associated staffing costs related to developing and

delivering the Transformation Space. Following positive discussions with Scottish Government, a bid has been submitted to Scottish Government for additional funding through the next round of Invest to Save.

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

5.5 Staffing

5.6 Other than as discussed above, there are no further staffing implications arising from this report.

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 1 – Year Zero Investment Summary

Appendix 2 – End of Year 0 Learning Report

Appendix 3 – EQIA

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

Clackmannanshire Council: Be the Future – Transformation Space Update, June 2025

Clackmannanshire Council: Be the Future – Target Operating Model, February 2026

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Appendix 1: Clackmannanshire Transformation Space – Year Zero Investment Summary

Homelessness Prevention

£200,000 was invested through the council's Rapid Rehousing Transition Planning funding. Six organisations bid into the fund, with bids amounting to £340,000. The panel decided to award five of the bids. Overall investment made in Homelessness Prevention is **£297,406**.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Change Please Foundation	To contribute to the cost of delivering barista training, wraparound support, and paid placements for 6 people at risk of homelessness, improving skills, confidence, and work-readiness while addressing housing, wellbeing, and financial challenges.	£13,608	12 Participants at risk of homelessness (6 paid placements)	6 months
Action for Children (Functional Family Therapy)	To contribute to the cost of a part-time Functional Family Therapist for 2 years to support families at risk of breakdown, thereby improving family functioning and wellbeing and reducing risks of young people aged 15-19 becoming homeless in Clacks systems	£93,214	20 Families; estimating approx. 60 individuals	24 months
Barnardo's	To contribute to the cost of a three-year programme providing early intervention, targeted support, and family mediation to prevent homelessness among young people aged 16-25 and improve their housing readiness, wellbeing, and family relationships	£38,642	225 direct beneficiaries	36 months
Citizens Advice Bureau	To contribute towards housing support advice services for private rental tenants and landlords over two years, reducing risks of eviction and subsequent homelessness.	£75,000	200 beneficiaries	24 months
The Gate Charity	To contribute to a new three-year early intervention programme, providing life skills workshops, mentoring, housing literacy sessions, and welfare checks to those at risk of homelessness, building resilience, reducing isolation, and helping them stay securely housed.	£76,942	300 direct beneficiaries	36 months

Mental Health for Young People under 25 years

Investment of £25,000 was provided to this fund from the council's Community Mental Health Supports and Services Grant. An allocation of £100,000 was given to the panel to award organisations. The fund received thirteen applications amounting to just over £500,000. The panel decided to award five local projects, investing **£96,080** in Mental Health supports for young people.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Arts Included CIC - <i>Groove Grove Guitar sessions</i>	To trial provision of free guitar lessons for 8 young people who show interest in music, have low confidence and self esteem but for whom financial barriers prevent them pursuing out of school music opportunities.	£3,690	8 Young people	6 weeks
Barnardo's – Little Roots	To cover the costs of delivering a Little Roots befriending service for children ages 5-9 years in Clackmannanshire.	13,504	45 Children	36 months
Recyke-a-Bike – Beyond Four Walls	To deliver mountain bike training with three Clackmannanshire primary schools, targeting 48 children with poor mental health or emotional challenges to improve resilience, confidence and wellbeing.	£10,057	48 School pupils	12 months
SAMH – Stronger Minds, Brighter Futures	To provide a dedicated Children and Young People (CYP) Practitioner as a resource for schools across Clackmannanshire, delivering direct support, preventative interventions and capacity building, addressing gaps in mental health and wellbeing support for children and young people.	£42,875	Up to 1,000 young people and adults	12 months
Transform Forth Valley – Time 4 Us: Harm Prevention	To fund a staff role to deliver early intervention and harm prevention sessions, helping to reduce risks for vulnerable young people in Clackmannanshire.	£25,954	Not specified but, pilot reached 1,675 participants	12 months

Support for Women and Girls

The council's Family Wellbeing Partnership invested £75,000 to this theme. The panel had an allocation of £105,000 to invest in support for Women and Girls, utilising additional funding from Invest to Save and a private donation. The panel received 17 applications amounting to £426,032 and awarded 6 proposals to the value of **£98,058**.

*The panel have offered their remaining balance to Street Soccer Group to train 2-3 women up to coach. Enhancing skills and employability and building local capacity to sustain this project. Total investment awarded by the panel is **£105,000**.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Circle	To contribute towards early-intervention services supporting families in Clackmannanshire to build healthy relationships, safety, and resilience.	£7,050	65 family members	12 months
Ochil Youths Community Improvement	To support the costs of a creative gender equality project, helping young people to explore and challenge gender norms.	£7,720	100 P6/7 pupils	12 months
Victim Support Scotland	To provide support to women and girls in accessible community hubs across Clackmannanshire for those affected by abuse.	£11,298	50 women (aged 16+)	12 months
Resilience Learning Partnership	To contribute towards the costs of recruiting, establishing and running a VAWG lived experience panel in Clackmannanshire over two years, enabling survivor voices to directly inform local VAWG strategic planning and service design.	£28,684	Directly 8 women, & wider community impact	24 months
Wasp Community Club	To fund a weekly girls-only drop-in and targeted intervention programme addressing gender-based violence through education, support, and prevention, promoting wellbeing, resilience, and safer community connections for three years.	£32,100	Up to 450 girls	36 months
Street Soccer Group	To deliver a women's only soccer project in Alloa for women who are isolated	£11,206	40 women	12 months

	and excluded.			
*Street Soccer Group	The panel wish to see local women with lived experience trained up to coach so the project builds local capacity and trains people who could potentially take forward any activities in the future. They would like to offer Street Soccer the remaining fund balance to do this.	£6,942	2-3 women	12 months

Employability

Clackmannanshire's Local Employability Partnership invested £40,000 of No One Left Behind's Tackling Child Poverty funding for this theme. In addition to the Community Voice panel, an additional panel made up of employers and young people was convened to bring additional views and experiences. As a result, two separate briefs were developed for organisations to consider when bidding to an allocated fund of £400,000. For this theme, it was decided to provide organisations with two options; submit a full bid or submit an expression of interest with an outline idea to be considered. If panels like the expressions of interest, bidders will then be asked to submit a full application for consideration. The panel have received 19 applications amounting to £1,152,201, and 6 expressions of interest. Due the volume of applications, the panel added an extra shortlisting step to help them manage the volume of information. The panel made their initial decisions but it was established that some proposals were an exact fit for funding and provision delivered through the Local Employability Partnership. To avoid duplication, the panel reconsidered their awards, funding 8 projects to a value of **£321,160**. The panel will meet again with organisations who submitted an Expression of Interest to determine if there are any further proposals they would like to consider with the remaining balance.

Organisation	Summary	Cost	No. of Beneficiaries	Project Duration
Scotia Homecare Solutions Limited	To support an 'Introduction to Care in the Community' programme that provides unemployed residents with practical training and learning opportunities to help them explore and prepare for roles in the care sector.	£8,000	20 Participants	1 year
Alloa Hub	To contribute towards the salary of a new 16-hour per week Volunteer Assistant, enabling young adults to receive 1:1 support, build confidence and progress into sustained employment.	£30,000	45 Young People	3 years
Community Wellbeing and Education CIC	To contribute towards the costs of delivering accredited make-up training for 16 young women to improve their skills, confidence, and employability.	£12,820	16 Young Women	1 year

Resonate Together	To contribute to the cost of delivering a 12-month employability programme to design, fabricate and install permanent, site-specific chandeliers to build confidence, practical skills, and progression pathways for people facing barriers to employment.	£25,000	36 Participants	1 year
Routes to Work Ltd	The grant will pay for 6 programmes to run over the three years. 72 young people will benefit from improved confidence and work-readiness and will be supported to take the next steps.	£53,780	72 Young People	3 years
The Gate Charity	To support an employability project that will aim to provide training opportunities to residents facing poverty and barriers to work.	£83,700	150 – 200 Participants	3 years
Green Skills Training Limited	To support the delivery of a green energy sector employment programme that will aim to upskill young people with energy assessor qualifications.	£54,290	10 Participants	1 year
Wasps Community Club	To fund the delivery of hospitality and sports coaching programmes, providing practical skills, qualifications, and progression support to improve employability, confidence, and access to sustainable employment in Clackmannanshire.	£53,570	92 Participants	1 year



**CLACKMANNANSHIRE
TRANSFORMATION SPACE**



The Transformation Space:

Learning from Year 0,
the first year
of operations



**Clackmannanshire
Council**
www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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Overview

The Transformation Space aims to eliminate siloed funding and maximise community assets to deliver improved outcomes for the population of Clackmannanshire.

It pools funds from Clackmannanshire Council, Scottish Government and independent and private sector funders to support delivery of goals which are defined by the local community. Its focus is not only on what needs to change but on how change is implemented, supported and sustained.

Learning is actively built into the model: a learning partner accompanies the team, gathers stories and develops regular briefings ensuring that planning is based on experience on an ongoing basis. Over the course of Year 0 the learning partner has been developing a learning framework, based on indicators for success highlighted by the panel members and the team. This will guide us during Year 1 as we monitor progress. And it is hoped that the learning from the Clackmannanshire Transformation Space, a radically new approach rooted in the public sector, will provide valuable learning for public sector reform across Scotland.

In our initial Early Learning Report (September 2025) we detailed the story behind the founding and setting up of the Transformation Space and outlined the development of the new structure.

At that stage 50 people had been recruited to the Community Voice panel and it had met three times to consider a vision for ending homelessness in Clackmannanshire.

Since September 2025

- The panel has grown to more than **60 members**
- **£297,000** has been awarded to **five organisations** to prevent homelessness, supporting young people and families in a variety of ways (Nov 25)
- **£96,000** has been awarded to **five organisations**¹ to support young people's mental health (Feb 26)
- A panel which included women with lived experience of gender-based violence, was recruited to focus on the safety of women and girls. A call for proposals went out, **21** were received and **£105,000** was awarded to **seven organisations** by the panel (Mar 26)
- A session was held with **10 employers** and **10 fourth year pupils** at Alloa Academy to explore challenges in recruitment and barriers to employment. The output from this session was included in the call for proposals and participants were invited to become part of the decision making panel. (April 26)
- **£1.34m** funding has been transferred to the Transformation Space in Year 0 and by the end of April 26, **£820,000** will have been distributed
- Applications to the fund have increased with each call for proposals, **from six initial applications to 19** for the most recent call

1. <https://clackstransform.org/news/community-voice-have-decided-on-our-first-series-of-investments/>

Alongside setting up and running the Transformation Space, Clackmannanshire Council continues to work on an integrated planning process: the Community Wellbeing Plan (One Plan, One Report), endorsed by elected members in August 2024.

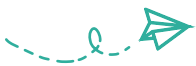
The local authority as a whole has now developed a new Target Operating Model, rooted in the collaboration pioneered by the Family Wellbeing Partnership, which has a clear focus on delivering outcomes for communities.

In this model

“Outcome leadership becomes the focus of senior leadership accountability. This will drive new ways of working and cascade throughout the organisation... it will be supported by strengthened leadership, shared purpose and drive, and underpinned by a new accountability matrix...Community empowerment and decision-making is a key principle

It is deliberately breaking the ‘linear’ route of management and planning in which services are grouped by leadership, in favour of recognising that many services will be contributors to a number of outcomes... and explicitly seeking options to drive partnership and collaboration opportunities in order to increase the impact, and to reduce the delivery risk, from the Council delivering all services itself.”²

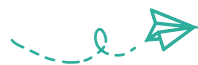
This model includes



a new Performance Framework, building on One Plan, One Report



workforce development focused on leadership, skills for partnership and prevention



strengthening the role of the Community Planning Partnership, sharing leadership, resources and accountability through channelling money through the Transformation Space and being accountable to one joint Performance Framework

The new target operating model was unanimously endorsed by elected members at a Council meeting in February 2026³. Clearly, it is too soon to say what impact it is having, but its development is an indicator of how the local authority is building the Transformation Space and the Community Voice panel into the heart of its structure.

The Early Learning Report detailed what was working well, what was enabling that to happen; the challenges and how they are being addressed and the risks and how they are being mitigated. It concluded with an outline of what success would like from different perspectives.

This Year 0 progress report revisits what is working well, identifies early signs of success; considers the challenges being faced at this point and concludes with questions for exploration in Year 1. A Learning Framework was constructed in a collaborative process with those involved in the design and delivery of the Transformation Space - and intended to guide planning and delivery in Year 1. It is included as Appendix 2.

“

It demonstrates that we are not risk averse. It's really innovative.

**Director of Place
and Economy**

“

Our constant question is where are you beginning to see this work make a difference? And where and how are you connecting together? That is the work of Year 0.

Fund Manager



3. See Annex 1: Transformation Space Ecosystem

What is working well?



A focus on vision

The Transformation Space started out with a clear and compelling vision: to build a healthier Clackmannanshire where communities live well and decisions are shaped by the people of Clackmannanshire.

This vision is underpinned by a widespread belief shared by community members and practitioners, that the community members, and people with lived experience, are the experts on what needs to change in their community and how that might happen, signalling a move from being seen as 'the problem to be fixed' to being the co-creators of the solution.

This founding Transformation Space ambition continues to guide everyone involved. And has been strengthened by the focus on a positive future which is at the heart of every panel discussion.



[A vision set by communities] is the direction of the travel for the Council as a whole – we should be a support function for the community and community organisations – it's a great approach – and our council needs to adapt and change in order for that to happen.

Employability Lead



Communication

A purposeful strategic communications plan working at both national and local levels was developed from the outset and is a fundamental part of the transformation process. Communicating the vision and progress towards it has been strengthened by the publication and dissemination of three resources over the past six months: the Early Learning Report (Sept 25), from Christie to Clacks (Dec 25) and 10 Steps to setting up a Transformation Space (Jan 26)⁴.

And there is a strong social media presence both on LinkedIn and Facebook.

Panel members and third sector organisations are being encouraged to speak to as many people as possible about the work of the Transformation Space. One of the panel members put a video on Facebook, and attracted 2500 views and generated 30 comments. By the beginning of February, the Transformation Space was covered in 15 online, offline and social clips with a potential audience of 1.96m.

4. <https://clackstransform.org/resources/>



Active and engaged leadership at all levels

The Transformation Space relies on political support both locally and nationally. It continues to attract cross party support locally because of the evident success of the Family Wellbeing Partnership, and the strong and respectful relationships between elected members and strategic leaders in the local authority.



I wanted to do something that would make a difference to the future as a councillor. [The strategic director] was starting to make inroads and I wanted to support her. I found this transformation really exciting... We all voted unanimously for it to go ahead. All of us are really enthusiastic about it. We are very early intervention focused. It has not been made into a political football. None of the elected members see it as a threat.

Elected member

It is actively led and championed by the Depute Chief Executive and Director for Wellbeing. She is working closely with the Director of Place and Economy and more widely across the local authority to develop a collaborative way of working which responds directly to the voice of local communities. This leadership is evident and inspirational within the local authority and beyond.

The Community Learning and Development Coordinator, who previously worked locally in the third sector sums it up like this:



I think we have got the buy-in from all senior leaders. It is a big shift. We have always had a really strong partnership between the third sector and the local authority. But the local authority has always been the gatekeepers of the money.

Now it is really in the hands of the community. It is due to senior managers having a vision. We had been working the same way and we were not seeing a shift. [The Depute Chief Executive and Director for Wellbeing] is willing to take that risk. She has talked about this for years. I still find it really interesting that everyone is willing to give up their power.

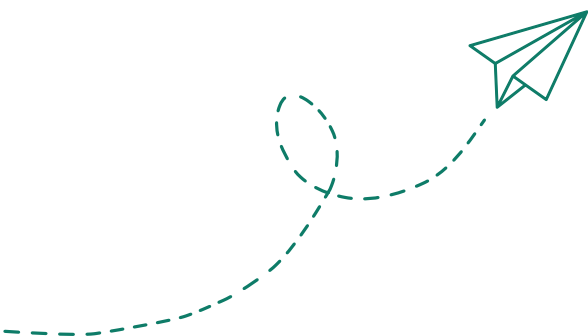
CLD Coordinator

Managers from the local authority and health have also invested in the Transformation Space, seeing it as an opportunity to release the expertise in the community, to promote a focus on prevention, to encourage more diversity in services and to bring match funding into the sector. For instance an investment of £25,000 from the local authority for young people's mental health, was topped up to £97,000 by the Scottish Government Invest to Save Fund and independent funders.



The Transformation Space was a different and innovative way to use the money.

Principal Educational Psychologist





Offering alternative ways to hold ourselves accountable

Clackmannanshire Council has been negotiating with Scottish Government to accept the annual Community Wellbeing Plan (One Plan, One Report) rather than reporting against multiple funding streams. The 2024–25 Report coordinates 11 plans under 6 overarching strategic outcomes. It was submitted to Scottish Government and scrutiny bodies in September 2025. Where feedback was received, it was positive. The 2025–26 Interim Report for Invest to Save funds was submitted in December 2025 to Scottish Government. By February 26 there were more developments to report so the Programme Lead for the Family Wellbeing Partnership requested a meeting with the Invest to Save team in Scottish Government. During that meeting she was told that the report was ‘outstanding’.



It felt like they were really invested in what we were doing.

Programme Manager for the FWP

Developing One Plan, One Report is demanding for the three council officers responsible for coordinating it, but it also

- saves time for elected members and other council officers.
- strengthens collaboration and reduces duplication
- provides a more unified system focused on prevention-focused long-term wellbeing outcomes

Particular examples of areas highlighted for development include children with disabilities, gender based violence prevention and strengthening specialist employability pathways for those with justice experience.

At a national level the Family Wellbeing Partnership’s STRIVE programme is being considered by audit and scrutiny bodies as a test of change to align their frameworks, cutting the burden of reporting requirements on a local authority⁵.



When we go to Audit and Scrutiny now, we go as a united People Directorate. We have all been through the plan and the report together. We are presenting an integrated, outcomes-focused plan mapped against the 6 key integrated outcomes, with a set of overarching indicators. One Plan, One Report negates the need for 22 covering papers to be presented twice a year to Council.

Each iteration of the plan and report has led to greater understanding of the strengths and areas for development, increasing collaboration and focus and leading to improved outcomes. The 2026/27 cycle will continue to refine our planning and reporting, learn from pooling of funds and take cognisance of the learning from the strong community voice through the Transformation Space and others.

Programme Manager for Clackmannanshire Family Wellbeing Partnership

5. The influence of the FWP and the Transformation Space at a national level will be explored in more detail in a further learning report on wider reach (June 2026).



The Community Voice Panel

The most visible progress over the past six months has been made by the Community Voice members. There are currently more than 60 members. The Community Development Advisor has been working one day a week throughout Year 0 to ensure recruitment to the panel has continued. At the behest of the panel, it has become more targeted to ensure a diversity of voices and expertise.



Having a diverse group of people is a real strength.

Panel member

Community Voice members have now made up four panels and have awarded over £500,000, a figure which will almost double by the end of April 2026, as awards are made by the Employment which Lifts People out of Poverty panel. In the Early Learning Report (Sept 25), the risk that the panel would not be able to come to a consensus about what to fund, has not been realised. Three of the panels have made decisions which have been ratified by the Oversight Board, with the fourth anticipated in April 2026.

Developing and supporting the Community Voice members has been a primary concern. Communicating clearly with more than 60 members has taken time and attention. In response to questions raised by members, the Programme Manager has, in conjunction with panel members, developed a handbook explaining the purpose of the panel, clarifying roles and expectations, and answering key questions about remuneration and expenses. And a team member at Foundation Scotland has been tasked with responding promptly to requests for information from panel members.

The approach to the panel is deliberately trauma informed, safeguarding is a serious consideration and panel members who have been recruited for their lived experience only declare it if and when they want to.

Overall panel members have overcome any initial scepticism, are enthusiastic about the approach and recognise how it is evolving over time.



At first it felt more like the same old... how we fill the cracks anyway. And I wondered how much power we really had... But when they listened to our views and overturned a recommendation, that made us feel like we did have some power.

Panel member



I'm blown away by the organisation and the attention to detail.

Panel member

Panel members are beginning to see the impact of their decisions. Although it is too early to assess whether the funded projects themselves are making a difference (they have yet to submit their first six monthly reports) jobs are being advertised in the local community which gave one panel member 'pride and reassurance that she was contributing to something meaningful'.⁶

And they are growing in confidence:



I facilitated the support for women and girls decision making panel. At the [beginning] one of the participants said she was really nervous. She participated and by the end she was saying it's OK I can do this... There is a growth in confidence and agency in that space and in that time irrespective of who is getting shortlisted for funding.

Fund manager

One panel member, who is also involved in another community voice initiative, has gone on to get a paid employability role with a local organisation and credits her involvement with both organisations as being key to her success. Other panel members have joined the Oversight Board or are taking part in wider forums to promote the Transformation Space and share their experiences.

Seeing the gaps has inspired another panel member to initiate their own response to the panel vision, recruiting others to specifically address the needs of neurodivergent young people. They are developing a proposal to set up their own community hub, using a Community Asset Transfer, to provide enterprise opportunities and support their wellbeing.



They are personally rising to the challenge. It gives you that sense of what can be possible.

Depute Chief Executive and Director for Wellbeing

The Programme Manager recently organised an independently facilitated feedback session for the panel to co-design the next stages of the process. It was attended by 12 panel members, who were keen to share ideas about how the existing process could be improved and what should happen next.

They suggested:

- improving the process of recruiting people to individual panels by offering the opportunities out more widely
- taking more time to prepare for discussions to ensure that they fully understand what is available in the area now
- having a process whereby they could send in ideas after panel discussions
- taking more time to review investments and make decisions

Feedback is also gathered from panel members during the process of making funding decisions. The Support for Women and Girls panel were particularly keen to give 'compassionate feedback' to organisations that they didn't award funding to, and to make a public statement explaining how the process was undertaken and decisions made.

The Programme Manager is working with Foundation Scotland to respond to all these suggestions over the coming months, designing ways in which panel members can have more opportunities to:

- get involved in supporting local organisations to apply for funding
- monitor and evaluate the success of funded initiatives
- hear in person from applicants to the fund
- select the issues they want to address in the community
- celebrate together and with projects which have been awarded funding

All the panel members were clear that they wanted to stay involved. Some have particular passions such as more opportunities for children with disabilities or improving mental health, especially for young people; others were enjoying meeting new people and having new experiences.

All of them were committed to improving their community.

“

I've not been here long and I feel like I'm part of the community now. It's a way of finding and making community and discovering more about my community.



“

It's a beautiful place – I want better lives for the children and families who live here.

“

Everyone's quality of life is interdependent so we must give marginalised people a voice.



“

The level of poverty is unacceptable.



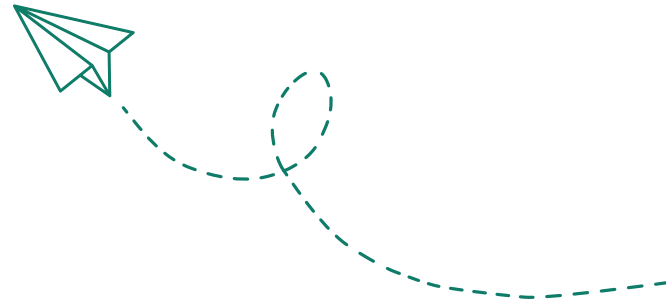
“

There is lots of potential – we can be a beacon for others.

“

I want to give something back – I have spare time now and I want to make a contribution





Distributing the Funding

Sixteen projects have now been funded, five focused on preventing homelessness, another five to improve the mental health of young people and six providing support to women and girls. And they appreciate receiving funding in this way:



We are thrilled to have been awarded funding to launch this innovative early intervention project. The model responds directly to a long-standing gap in local provision, where the absence of timely support has contributed to young people aged 16–25 reaching homelessness crisis. This project will enable us to intervene earlier and help our young people build stability and brighter futures.

Service Manager, Barnardo's

The panel has asserted its independence by choosing to fund some projects which have previously been turned down because they didn't meet specific local authority criteria. And there is some diversity, the applications for the Employment which Lifts People out of Poverty includes both the public and private sector.

Foundation Scotland pays particular attention to supporting good working relationships with funded organisations. Regular meetings bring organisations funded by all four panels together.

“By connecting organisations on a regular basis, these sessions aim to reduce duplication, strengthen collaboration, and enable more immediate joint working where common challenges or priorities are identified... This approach could support Clackmannanshire's growing understanding and culture of prevention by encouraging collective problem-solving and the development of innovative responses that extend beyond individual projects.”

Early indicators of success

The Early Learning Report (Sept 25), highlighted early indicators of success identified by panel members, council employees and elected members.

They included:

- the members of Community Voice come back and tell us that they have a genuine say and they stay on the panel
- elected members understand the process and are behind it
- the volume of applications for funding in response to the call for proposals increases

All these indicators have been met in the past six months.

In addition, early 'setup' indicators were identified at a workshop in June 2024 hosted by the Hunter Foundation and Clackmannanshire Council, facilitated by the International Futures Forum and attended by elected members from all political parties alongside key enablers. During the workshop participants highlighted 'must dos' to support the Transformation Space to succeed (highlighted below). There has been significant progress in relation to all these 'setup indicators'.

Must dos to support the Transformation Space to succeed



a **safe environment** for honest conversations about successes and failures



an **agile and reflective approach** that learns from experience and builds on what works



a clearly articulated **theory of change**



ensuring that the team has the **right skills**



resilient leaders who can navigate challenges



robust **tracking processes** to keep all partners aligned and informed



regular **engagement with authorising boards** to maintain legitimacy and momentum



stakeholders taking **responsibility for outcomes**, remaining transparent about their roles and seeking support from others with similar experiences

A commitment to learning

The strongest evidence of success is in relation to ‘an agile reflective approach’. The Strategic Leads for Clackmannanshire Council, the Programme Manager and Foundation Scotland have all shown a real willingness to highlight when it is not working well, to learn from mistakes and to try new approaches.



We can adapt and flex. We can do it because it is independent from the Council. We don't have to run it by anyone else.

Strategic Lead



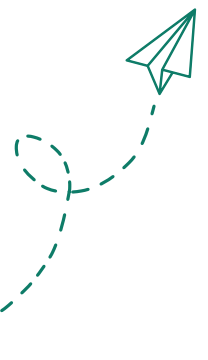
You will only learn the lessons from what goes wrong as well as right

Elected member

The Programme Manager has weekly meetings with the Depute Chief Executive and Director for Wellbeing, the leads in Clackmannanshire Council, the Hunter Foundation and the Fund Manager.

This regular contact of a small team enables them to ‘learn as they go’ adapting the process and innovating in a whole variety of ways including:

- ensuring that there is extra capacity in the Fund Management team to ensure better communication with panel members
- producing a handbook for panel members in response to frequently asked questions
- arranging for the panel to engage with local employers and young people as part of the process of exploring employment which lifts people out of poverty
- finding creative ways to include the voice of young people
- using a different way to recruit members for the support to women and girls panel to ensure that it included people with lived experience
- using a female team to facilitate that panel
- traffic lighting applications and providing summaries to reduce the volume of information
- developing an ‘expressions of interest’ stage to the application process so that organisations can get early feedback on whether their application is likely to be successful

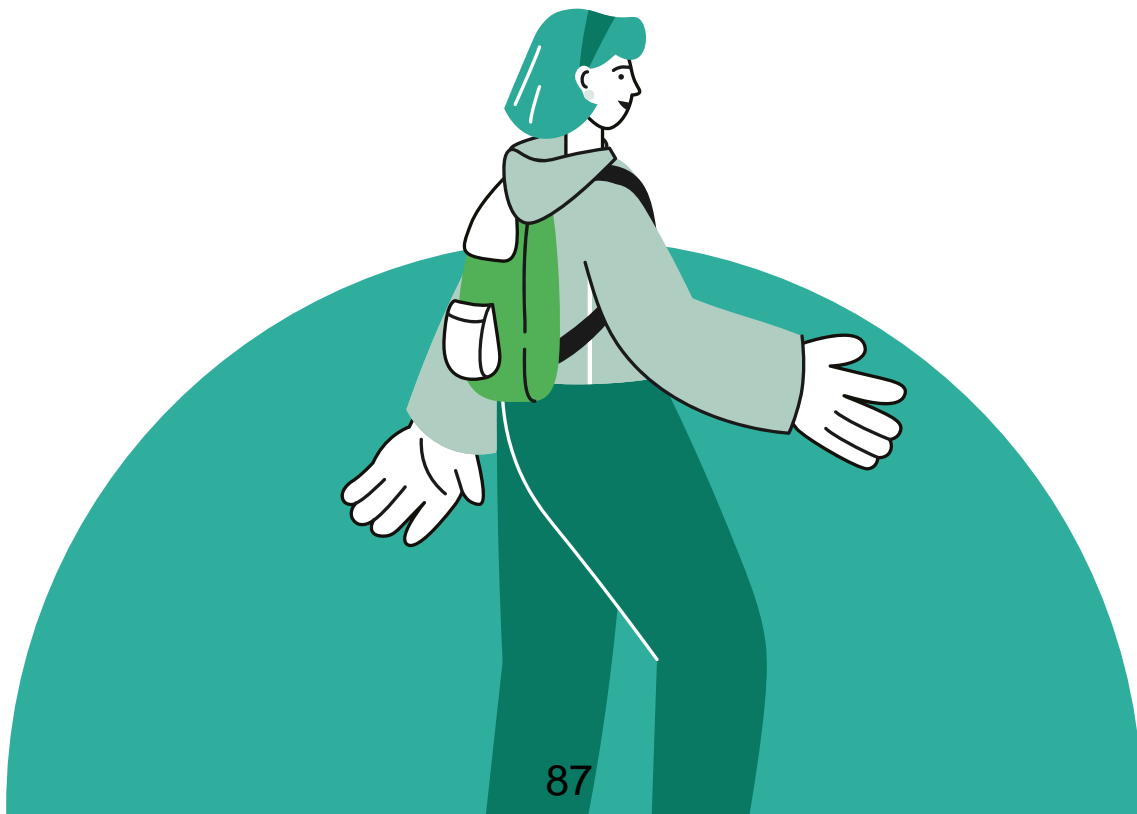


Year 1 Learning Framework

The 'set up indicators' developed in the June 2024 workshop guided the work of Year 0. And have given us time to develop a bespoke learning framework for the Transformation Space. This has been constructed through a collaborative process with those involved in the design and the delivery (see Appendix 2). The questions included in the learning framework encompass learning about operations, impact, systemic working and change, equity of voice and representation and sustainability.

They were developed to support considered and intentional reflection by the team and the Transformation Space Oversight Board enabling them to remain aligned to and meet the aims of the fund. They will guide us as we compile a learning and evaluation report to be submitted at the end of Year 1.

Quarterly learning sessions facilitated by the learning partner, began in December 2025 and focus on an exploration of the learning framework questions. These will continue throughout Year 1. There is a strong commitment to testing and learning, recognising that there is no blueprint and we will learn by through testing and reflecting.



Challenges and how they are being addressed

The pace of change

The tension between community members and elected members wanting to see real change fast, and the need to consolidate and ensure that all the foundations are strong, is evident. The work is proceeding at pace. For instance, the Prevention of Homelessness panel went from forming to awarding in 15 weeks, the Support for Women and Girls panel will have taken 20 weeks and the Employment that Lifts out of Poverty, approximately 22 weeks. A fifth panel has just begun meeting to address improving information for community members.



I am reasonably comfortable with that. What was important early on was to get momentum to get the Community Voice panel on board. By mid-April we will have four waves that have gone through the whole process.

Programme Manager

The challenge is that some panel members have felt rushed, and even 'led' at times and resourcing five panels in five months has put a lot of strain on the Fund Manager.



We are in react and support mode to the donor and the client... There are so many opportunities to miss a trick.

Foundation Scotland

And local organisations have struggled to keep up with the invitation not only to encourage local people to join the Community Voice panel, but also to develop their own responses to the call for proposals.

There is a consensus that over the next few months the pace needs to slow down to ensure that the due attention can be paid to the individual needs of panel members, getting the process right and focusing on the bigger picture. During May, the panel will come together to celebrate what they have achieved thus far, consider what differences want to see across Clackmannanshire and identify the focus for two more funding panels.

Slowing down will also allow for the development of a more solid short, medium and longer term strategy in Year 1. And it will enable the new Target Operating Model to take root so that the work of the Transformation Space can extend across the Council at the same time as making sure that it is not undermining other ways in which voice is being heard eg. through Community Councils.



We need to pause to navigate how we upscale it.

Director of Place and Economy



I think we can grow too quickly. I am learning that. We have to do it in a measured way allowing enough space for the innovation and growth.

Depute Chief Executive and Director of Wellbeing

Embedding the Transformation Space in the local authority structure

The Target Operating Model embeds the FWP outcomes-led and collaborative approach and will allow the Community Voice panel to influence more widely. The FWP One Plan, One Report approach is aligned with the Local Outcome Improvement Plan (LOIP) and the next step is to draw in all elements of the Council into a One Plan approach, ensuring that community voice is at the heart of all local authority work, promoting agility of delivery and reducing duplication.

This will take time. It will also necessitate managing larger amounts of money and convincing many more senior officers locally and nationally to take a risk.



The Transformation Space needs to be an integral part of Community Planning. It is an ideal place to identify early where the problems are and start to make a difference.

Elected member



I am happy to take the risk but it becomes harder if it is larger amounts of money.

Director of Place and Economy

Providing the right level of support to the Community Voice Panel

The Community Voice Panel has been the most successful aspect of the Transformation Space thus far and it presents the most challenges. It has been hard to keep up with members' continued need for information and to strike the balance between opening up the opportunity to participate in panels and ensuring that those with lived experience are prioritised.



We have been really trying to take the feedback we have been given and respond to it. We haven't got communication right yet with the panel.

Strategic Lead

Members feel heard but as the volume of applications for funding increases, other issues are arising. Some panel members want time to read all the applications in detail, whilst others want a summary.

*"When the proposals returned for assessment, she (panel member) was surprised to find that the group did not see the full applications. Instead, they were shown only assessments summarising them. To her, this raised questions about how much influence the participants really had and how transparent the process truly was."*⁸

Some are ready to move quickly, and others are taking time to get into their stride. Ensuring that everyone on the panel feels influential, included and well supported is an ongoing challenge.



More of a whole, the panels aren't ready to take the level of autonomy that we are offering them.. We had the topics in Year 0 but when we asked them for their priorities they are struggling with that.

Strategic Lead

Foundation Scotland and the Programme Manager are addressing it by:

- recognising that panel members have individual needs for support and information and putting additional resource in the form of more staff time into the Space so that members concerns can be addressed more promptly
- circulating more information in formats such as the website, the newsletter and the staff handbook
- ongoing dialogue with panel members, seeking and responding to feedback
- exploring opportunities for further dialogue between community members and funded organisations

There is a recognition that with more time, panel members could be given more opportunities to make a difference beyond making decisions about funding. This is beginning to happen naturally as they take the initiative to explore their own ideas (such as Community Asset Transfer for the neurodivergent community hub).

Spreading the word in the local community

Panel members have chosen to focus on 'finding the right support as the topic for their next round of funding because communication is an issue with local organisations and in the local community.

It is still the case that the Transformation Space is not well known or understood in Clackmannanshire.



I am wondering about how we are holding each other to account in this work. I think there is room to evolve something different which is about the community members and the funded organisations having some kind of dialogue, particularly at the beginning. Enabling the residents to set the tone before they get too far down the line.

Fund Manager



I have two children who live in the area who wouldn't have a clue. They are just living their lives.

Elected member



Getting the governance right

The Transformation Space is governed by an Oversight Board and a Community Interest Company. Two regular members of the Community Voice panel sit on the Oversight Board with additional places for members of panels which have recently made awards.

The Oversight Board provides reassurance to statutory funders and elected members that an adequate level of accountability and scrutiny is in place, and it also provides an opportunity for input from other trusts and foundations. It has met three times and each time it has ratified the decisions of the panel. Feedback from the community members about how to make it more inclusive has been acted upon.

Good governance which is simple, transparent and trusted by community members and by statutory and independent funders is crucial to the ongoing success of the Transformation Space. Both the Oversight Board and the Community Interest Company are still finding their role in terms of governance, understanding where they fit and the extent of their responsibilities. This extends to the two permanent Community Voice members on the Oversight Board who have both had 'why am I here?' moments in the past.

Focusing on outcomes for individuals and communities

The Transformation Space seeks to eliminate siloed funding, in Year 0 it has put out four calls for proposals addressing particular issues, such as preventing homelessness. Local authority and Scottish Government funding comes 'with labels' but the Community Voice panel sees both underlying causes and connections. It has championed a focus on the whole person and used its authority to fund initiatives that improve lives and build community without being narrowly targeted. In practice because it came through the Transformation Space, the funding was flexible.

For instance, when the panel was considering homelessness, they understood that the root causes could be related to mental health, poverty or employment and funded proposals that took a whole person approach.

The Community Voice approach aligns with the direction being taken by the FWP in One Plan One Report which focuses on progress towards outcomes for individuals and communities which straddle multiple policy areas. Balancing this systemic outcomes focus with the way funding is targeted in the statutory sector is an ongoing challenge.



Accountability and scrutiny

The national system for accountability and scrutiny is also focused on audit and performance in particular areas rather than outcomes for individuals or communities. And the level and type of reporting (eg. from the housing regulator) gives council officers the impression that they can't do what they are doing.



That is causing nervousness within the Council – people are wary because they are getting mixed messages. They want to do the right thing.

**Deputy Chief Executive and
Director of Wellbeing**



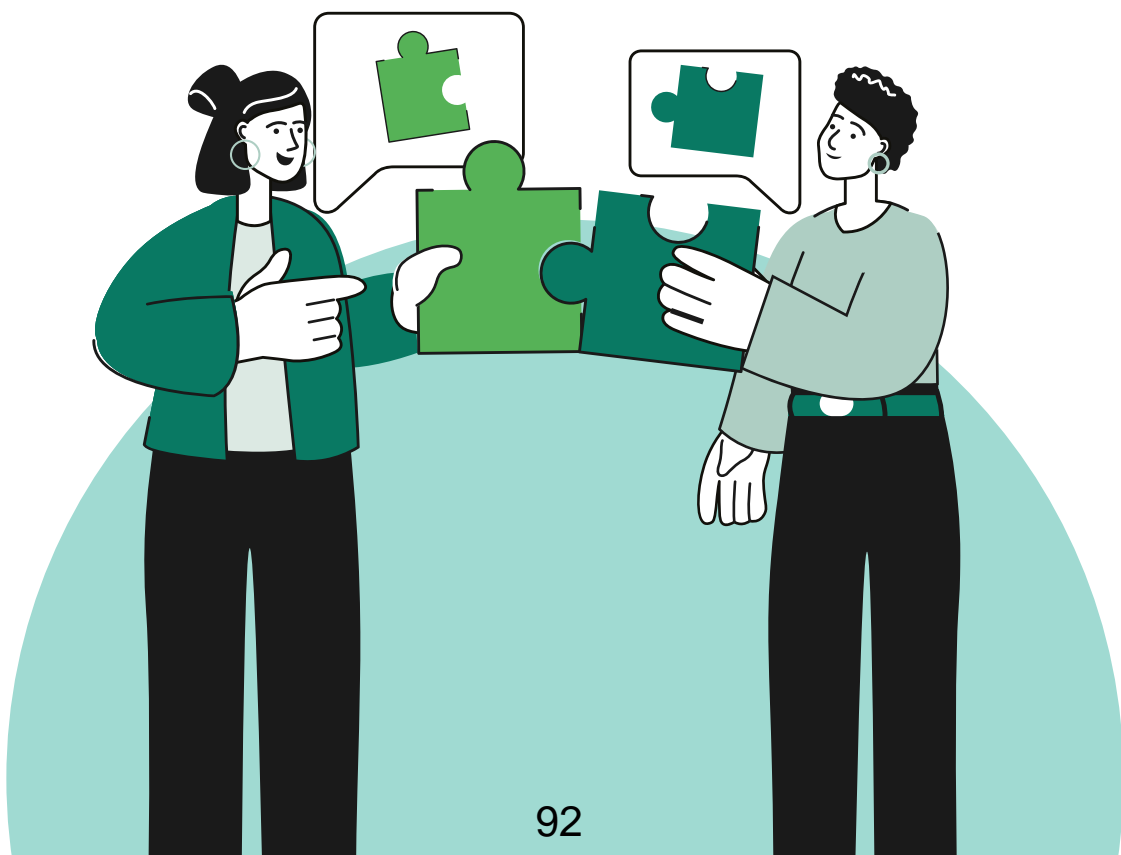
The £40,000 for the employability panel came out of the Child Poverty Fund. Scottish Government had quite a few questions around it.

Employability Lead

New national frameworks for accountability such as the Whole Family Support Outcomes Framework, introduce new indicators which underpin the Community Voice approach.

Ongoing negotiations with senior leaders in Scottish Government have informed changes in policy such as:

- recognising the role of Community Planning Partnerships and Third Sector locally
- funding and reporting flexibility
- specifying that communities should be involved in co-design and decisions on services
- including qualitative data (stories) as part of the evidence
- encouraging local authorities to explore further barrier reduction or report impact through a wider lens e.g. One Plan, One Report



Building the market and encouraging Innovative approaches

Part of the vision for the Transformation Space was that it should offer an opportunity for local groups and organisations to apply for funding in new ways. Local organisations have been applying but there is evidence that some smaller organisations might be missing out.



We need to get to the point that the local community leader with the great ideas can find us.

Programme Manager

Although the market is building: the first call for proposals attracted 6 applications, the most recent, 21, the Transformation Space has not attracted the range and diversity of applications particularly from local organisations and community groups that was anticipated.



What is coming through from the market is not as exciting and different as we had hoped. People are still relatively traditional in thinking about what would make the difference. We need to be careful because everyone sees it as a pot of money – it is about the change.

Depute Chief Executive and Director of Wellbeing

The Community Development Advisor tasked with finding out more about why local organisations weren't applying, and to encourage them to submit joint bids, found that they are suffering from the impact of many years of underfunding. They don't have the capacity to look for funding in new places, develop new ideas, or to collaborate.



We need to get the message across that it's worth a try. We will expect some new ideas to fail.

Community Development Advisor

The Community Panel have offered to reach out to smaller charities and community organisations to help them to apply for funds and promote the opportunity in schools and colleges. They are suggesting that more work is undertaken to make the application process even more straightforward. These ideas will be explored in the next couple of months.

Attracting new funding

Almost £74,000 of new funding has been found for the Transformation Space through Foundation Scotland identifying private donors. But bringing more and larger amounts of money is crucial for the Transformation Space to make a meaningful difference to the community of Clackmannanshire.

A new fundraiser and a corporate relationship lead have been engaged with specific objectives to increase Trust and Foundation income and to build relationship with local businesses. And Foundation Scotland are working with Clackmannanshire Council to explore the potential for releasing funds from dormant trusts.

Areas for exploration in Year 1

? How can we develop topics and funding calls which move us even further away from a siloed environment and towards funding outcomes for communities?

The Transformation Space is committed to working towards outcomes identified by the Community Panel that improve the lives of individuals and communities in Clackmannanshire and focus on prevention. The experience of the FWP has shown that it is not possible or helpful to separate these into particular areas such as mental health or homelessness, as they are all connected. But existing funding structures and accountability and scrutiny requirements provide a strong pull towards splitting into panels with a particular priority.

The intention in Year 1 is to find new processes and structures to allow for a focus on outcomes for individuals and communities, and the Community Voice panel are meeting in May 2026 to begin work towards this aim.

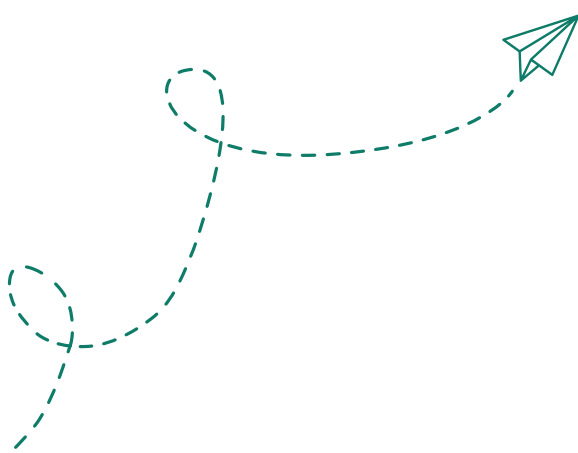
? How could we realise the full potential of the community voice panel without overburdening or exposing them?

The Community Voice panel members are keen to get more involved in setting the direction of the Transformation Space, assessing applications and evaluating the impact of funded organisations. However, they have varying amounts of interest in detail and varying amounts of time. And there are concerns that if their identities were made public they might be a risk of lobbying from organisations, particularly those that had not been awarded funding.

These considerations need to be explored in more depth in the next phase of the work.

? How can we put just the right amount of governance into the Transformation Space?

The governance structures set up to support the Transformation Space aim to reassure funders that public and foundation money is being spent responsibly at the same time as putting power into the hands of communities. The roles and responsibilities of different bodies are not completely clear. A review of governance is required in Year 1 and will be scheduled over the next few months.



Interviewees

Lesley Taylor

Principal Educational Psychologist

Stacey Craig Napier

Partnership Officer/Employability Lead

Kevin Wells

Director for Place/Economy

Veronica Cully

Programme Manager for Clackmannanshire
Family Wellbeing Partnership

Janine Rennie

Elected Member and Leader
of the Labour Group

Lorraine Sanda

Depute Chief Executive and
Director of Wellbeing

Lynn Hendry

The Hunter Foundation

Rachel Searle and Andy Hyde

Foundation Scotland

Norman Gill

Programme Manager,
Transformation Space

Madeleine Muirhead

Strategic Lead for Community
Collaboration and Redesign

Martin McManus

Community Development Advisor

Julie Haslam

CLD Coordinator

- Panel members Group Discussion attended by 12 Community Voice members
- Individual interviews with panel members
Heather Stobie (conducted by Ian McKenzie) and **Liz Hinchcliffe**



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TRANSFORMATION SPACE



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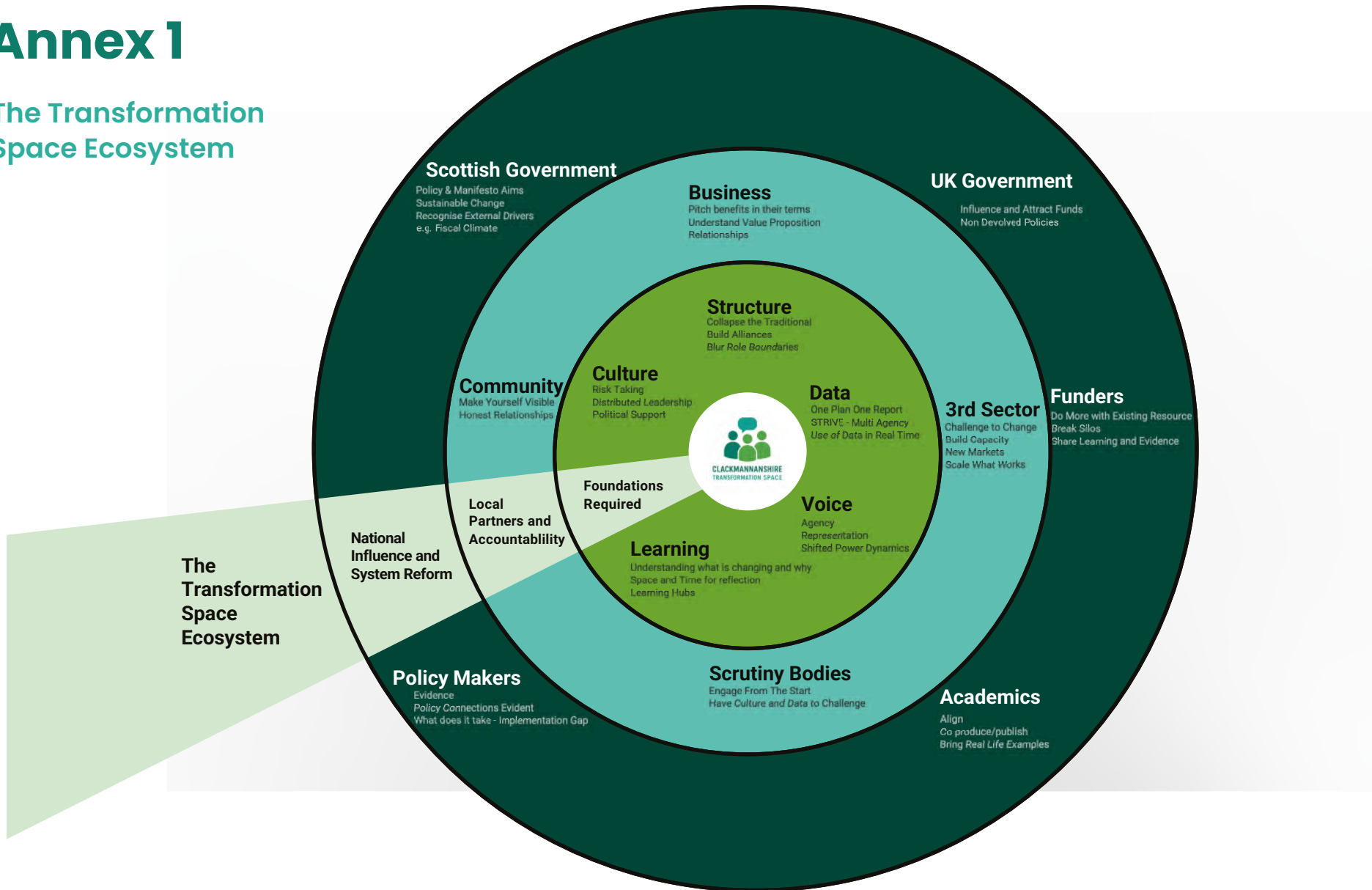


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Annex I

The Transformation Space Ecosystem



The Learning Framework: Design and Purpose

Overview and rationale

The learning framework presented here has been constructed to support the establishment, growth and ongoing implementation of the Transformation Space in Clackmannanshire. The Transformation Space represents a novel implementation of community led funding for public services driven by those living in that community. Its ultimate purpose is to deliver improved outcomes for the population of Clackmannanshire, reducing poverty and inequalities. The innovativeness of the devolved funding structure and shifting of power for decision making from council to community represents a departure from business as usual. As such, this approach can be better supported to grow and evolve through considered learning.

It has been built using a collaborative process with those involved in the design and delivery of the Transformation Space. Working together over the first 12 months of implementation (year 0), we sought to capture the intention of the fund, its aims for community development and for centring community voice. The learning questions presented below, were developed to support considered and intentional reflection by the Transformation Space Oversight Board in remaining aligned to and meeting the aims of the fund.

Alignment with Foundation Scotland monitoring and the Community Wellbeing Plan (One Fund, One Report)

The learning framework incorporates monitoring indicators providing quantitative measures complimentary to the qualitative insights and reflections from the learning questions. These monitoring indicators have been developed to align the learning framework with the outcome measurement framework implemented by Foundation Scotland for funded projects and with the Community Wellbeing Plan (One Plan, One Report) as the Clackmannanshire vehicle for statutory planning and reporting. To reduce research waste and resource burden, these monitoring indicators predominantly utilise data already being collected or readily available and that can be usefully used to support the One Plan, One Report approach.

Learning domains of the framework

There are three key domains that the learning framework supports:

- Operational Excellence
- Community Voice & Equity
- Sustainability & Systemic Change

These domains have emerged through the development of the framework and represent the core ambitions of the Transformation Space.

Operational excellence

At a practical level, there is the desire to ensure the fund is able to function to deliver funds to projects in an efficient and effective manner. However, operationally the framework goes beyond pragmatic delivery to reflect the aims of supporting diverse and innovative services beyond simply the established delivery organisations. The fund seeks to drive change, not business as usual. Central to the operation of the Transformation Space is the community panel so the operational domain also seeks to ensure that the delivery model is supporting a diverse range of community members to engage with the panel and remain engaged with it.

Community Voice & Equity

Central to the ethos of the Transformation Space is the empowerment of community and the elevation of their voice. Their decision making represents a shift in power as the community decides both what is being funded and generates themes for future funding. This itself is best achieved with conscientiousness and consideration, hence core to the learning framework is equity of voice and representation. These learning questions challenge the Oversight Board to ensure that their panels equitably represent the diverse communities in Clackmannanshire. This is most important in ensuring minority and underrepresented communities are included and heard. A proactive approach is sought to tackling anti-racism and discrimination ensuring that people from all backgrounds feel safe and encouraged to engage with the work of the fund.

Sustainability & Systemic Change

At the heart of the Transformation Space is the determination to create change across community and public sector services. The fund approaches the development of funding topics across service boundaries. The Transformation Space seeks to tackle topics of direct relevance to the community, that drive change through collaboration and have real impact in the communities most in need. This type of change takes time and sustained effort, the Transformation Space is not intended to be a one-off or short term activity but a new model of working for the future. It is in itself not solely a grantmaking scheme but seeks to provide infrastructure for long term community led systems change. Sustainability is considered within the learning framework by considering the financial sustainability of the fund and the operational sustainability of management, community panel and applicants. The Community Voice panel seeks to develop people both personally and professionally.

Learning questions and monitoring indicators for each domain

We present the learning framework as 5 categories of learning questions and 4 categories of monitoring indicators

Learning questions

Operational learning

- Is the fund able to distribute funds to grantees in a timely and effective manner?
- Are a diverse range of organisations able to be the primary grantee in direct receipt of funds?
- Are the funding panels able to retain their members?
- Is the voice of the different decision making panels and their members being meaningfully listened to when allocating funding to projects?
- Is there an understanding of who the likely target organisations are who might apply to a given funding call?
- Are funding calls accessible and searchable to organisations who might be looking to apply?

Fund learning

- Have funded projects met the outcomes that they stated they aimed to achieve?
- Are projects being reviewed so as to champion successes and provide support?
- Has grantee reporting been appropriately aligned to funding round objectives?
- Are funding round objectives SMART enabling their achievement to be appraised?
- Is data from public service datasets being used to inform the objectives set for funding rounds?
- Are high quality applications not appropriate to a current call being supported to apply for a future call and how is this being achieved?
- How is the Transformation Space linking with other funding opportunities to ensure collaboration, alignment and a lack of repetition?

Systemic working/change learning

- Are a diverse range of grantees in receipt of funding?
- Are projects seeking to tackle a broad range of issues and needs?
- How is community voice informing fund thematic area visioning?
- Is community aspiration and vision informing local authority planning and decision making?
- Are stories of change being collected and what do they say about the fund?
- What is the public perception of the delivery and impact of funded projects and the fund overall?
- How is the public perception of the fund being communicated with elected members, funding organisers, the Oversight Board and panels being captured and communicated?

Equity of voice and representation

- How does the constitution of the community panel reflect the communities involved?
- Does the panel include representation from minority and underrepresented communities?
- Are the voices of all community panel members fairly represented in decision making?
- Are the projects being funded meeting the needs of diverse populations within the communities
- How is the fund helping to tackle racism and discrimination?
- Does community panel activity actively support inclusion and equity of voice?
- How is the physical and psychological safety of panel members being considered and managed?

Sustainability learning

- Are financial commitments to future funding rounds being made?
 - Are these financial commitments increasing or reducing?
 - Are funding organisations making repeat donations to the fund?
- Is the management of the fund and the paid positions required to administer the fund being supported and filled locally?
- Is the fund in receipt of a sufficient number of high quality applications to enable it to allocate all of the funds in each round?
- What would the size of the fund need to be to fund all sufficiently high quality applications in each round? [What size could the fund begin to grow to?]
- How are panel members being supported to engage with wider opportunities?
- How are panel members being supported with personal and professional development?
- Are panel members being fairly remunerated for their time in way that enables them to afford to be involved?

Monitoring indicators

Operational learning

- Funds can be transferred to grantee organisations
 - Proportion of successful transfers of number allocated
- Diversity of organisations able to be primary grantees in direct receipt of funds
- involvement and retention of panel members
- Level of agreement on funding decisions
- Undertaking scoping of the target organisations against a given funding call

Fund learning

- Proportion of funded project outcomes met
- Funded project outcome reporting aligned to fund objectives
- Funding round / theme objectives are SMART

- Data from public service datasets is used to inform funding round objectives
- The number of high quality applications redirected to future funding calls or alternative funding streams and their destinations

Project level impact measure

- Project specific impact measure determined from Foundation Scotland outcomes framework

Systemic working/change learning

- Diversity of projects funded
 - Number of new grantees
 - Number of returning grantees
 - Organisation types funded
- Breadth of project outcomes
- Understanding, mindset and actions of public sector practitioners
- Identifying the instances and types of change that projects have contributed to
- Identify where thematic area visioning, funded projects and community input has informed the One Plan, One Report, Local Community Planning Partnership and Local Outcome Improvement Plan
- Appraisal of public feedback

Changes that have resulted from the presence and activity of the Transformation Space relating to

- Changes in commissioning and funding practices
- Changes in relationships between services and communities
- Changes to collaboration across sectors
- Examples of policy/service redesign influenced by Community Voice

Sustainability learning

- Embeddedness of the approach
 - Commitment to funding
 - From local authority departments
 - From private business
 - From other sources
- Translation to local ownership
 - Who holds the fund management positions?
- Proportion of funds allocated in each round / theme
- Level of funding required to fund all high quality applications made in a funding round
- Number and type of wider opportunities offered to panel members and uptake of those opportunities
- Number and type of development opportunities offered to panel members and uptake of those opportunities

Using the Learning Framework for Continuous Improvement

The learning framework is provided to strengthen the ability of the Transformation Space, through the Oversight Board, to engage in continuous learning and improvement as it embeds and matures. It provides a way for the Oversight Board to hold the delivery of the Transformation Space to account to the aims and aspirations on which it was founded. This can be exemplified in several ways illustrated below.

Effective operational delivery

Effective operational delivery is supported through aspects of the learning framework such as ensuring that there are sufficient funds available and that Transformation Space distribution mechanisms are able to release those funds to the organisations being funded. The Community Voice panel is essential to the effective operation of the fund. The Transformation Space needs to balance retention of panel members and their training and development with the need to bring in fresh voices ensuring representativeness.

Appropriate and meaningful funding themes

The Transformation Space will create the greatest change by ensuring that it is funding the most appropriate and meaningful themes. This is incorporated in the learning framework through understanding what has and what has not worked by appraising projects through both stories of impact and measurement of impact. The learning framework also challenges the fund to ensure that data is being used to support decision making about funding themes. These sources however are not sufficient to ensure that funding themes remain relevant and meaningful. The Community Voice panel are expected to be engaged in determining the funding themes and overall fund vision ensuring money is being spent in areas that are of greatest benefit to their communities.

Centring people's voices

Ensuring that people's voices remain at the centre of what the fund is doing is woven throughout the learning framework. Ensuring the panel is retained, developed and given fair remuneration for their time provides the basis of ensuring people want to be on the panel. The community panel is not only responsible for making decisions about what projects to fund in each round but also in determining what the funding themes are. This we expect to see grow as the fund matures and eventually the community panel more directly determines the visioning of the fund itself. With inequality disproportionately affecting those most disadvantaged and at risk in a community, it is essential that they are equitably engaged in the Transformation Space.

Legitimate place in public service delivery

As the Transformation Space moves into year 1 of operation, projects funded during year 0 will begin to demonstrate the difference they are making. The learning framework centres the collection of the stories through continued aligned measurement of outcomes to provide a growing body of evidence for the impact of the fund. The monitoring indicators are of direct relevance to the statutory planning and reporting of Clackmannanshire Council. By ensuring that the operation and impact of the Transformation Space can be evidenced from its inception in a way that is meaningful not just to local planning but national reporting, enables it to be seen as an essential model for public service delivery.

Meaningful change in communities

The structure of the Transformation Space centring community voice is focused on achieving the change that communities want and not the change that councils think the community needs. The learning framework can be used to contribute to ensuring that such meaningful change occurs in communities by encouraging reflection on the engagement of community panel members in both decision making and determining the fundings themes being offered. Focusing on fair and equitable representation of the Clackmannanshire community will help ensure that the changes serve the community broadly including those most disadvantaged. Stories of change will support the fund's understanding of what change has been achieved and how it has impacted on people in the community. Beyond the direct impact of funded projects, it will be important to understand the perception of the fund across the community outside of those involved in the Transformation Space and the funded projects. This understanding extends to those working in the Council and the Council's elected members to ensure the benefit of the fund is recognised more widely.



Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title:

Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

Clackmannanshire Transformation Space

Key findings from this assessment (or reason why an EFSIA is not required):

The assessment indicates that the Transformation Space proposal is likely to have positive equality and socio-economic impacts, particularly for groups experiencing homelessness, mental health challenges, poverty, unemployment and other forms of disadvantage. The model is designed to shift power to communities, strengthen participation of people with lived experience, and target systemic inequalities through

Summary of actions taken because of this assessment:

The assessment has reinforced the need to ensure that the Transformation Space strengthens inclusive participation, addresses inequalities, and targets resources toward groups experiencing socio-economic disadvantage.

Ongoing actions beyond implementation of the proposal include:

Ongoing actions include continuing to develop the Learning Framework, gathering data to understand impacts, and regular community voice panels ensure lived experience shapes decisions. Governance and equitable decision-making will be supported through ongoing CIC Oversight Board involvement. Cross-council and partner collaboration will remain central to embedding the model across key service areas. Efforts will continue to secure additional funding from a range of sectors, while senior leaders and community planning partners will stay actively involved to maintain alignment and accountability. Continuous learning and adaptation will guide future improvements and ensure the model continues to reduce inequalities and improve outcomes.

Lead person(s) for this assessment:

Judith Morrison

Senior officer approval of assessment:

Madeline Muirhead

DATE: 16 March, 2026

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The proposal aims to bring together multiple funding sources and empower local residents to shape priorities and decisions, enabling Clackmannanshire to deliver stronger, community-led solutions to issues such as homelessness, mental health, poverty and employability. By reducing siloed working and pooling resources through the Transformation Space model, the initiative focuses on both *what* needs to change and *how* change is implemented and sustained. It aims to maximise community assets, build local capacity, and establish shared governance to support long-term, preventative improvements in outcomes for local people. The learning generated from this new, collaborative approach within Community Planning is intended to inform wider public sector reform across Scotland.

2. Why is the proposal required?

The proposal is required to overcome fragmented funding and ensure communities can directly shape better, more preventative solutions to challenges like homelessness, mental health and poverty.

3. Who is affected by the proposal?

The proposal affects local residents, families, young people, and communities in Clackmannanshire who experience challenges such as homelessness, mental health issues, poverty, and limited employment opportunities, as well as the services and partners working to support them.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

This proposal relates to other Council policies and activities focused on community wellbeing, anti-poverty work, homelessness prevention, mental health support, employability, and the broader Transformation Space and Family Wellbeing Partnership approach, as these all aim to improve outcomes through joined-up, community-led decision-making.

- Family Wellbeing Partnership (FWP)
- One Fund, One Plan, One Report
- Community Planning (Clackmannanshire Alliance)
- Housing & Homelessness Prevention Strategies
- Children & Young People’s Mental Health and Wellbeing Plans
- Community Asset Mapping and Community Empowerment Activities
- Council’s Strategic Transformation and Public Sector Reform Work
- Local Anti-Poverty and Employability Strategies
- LOIP – Local Outcome Improvement Plan
- Be The Future

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Yes

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- *help you to understand the importance of your proposal for those from equality groups,*
- *inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and*
- *provide justification for the outcome, including where it is agreed an EFSIA is not required.*

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group Socio economic disadvantage (if required)	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age		Young people and families experience higher levels of mental-health and wellbeing challenges. A Young Peron’s panel is being developed to create broader spectrum of age representation.
Disability		People with disabilities particularly those experiencing mental-health challenges or addiction are already known to face inequalities in Clackmannanshire, and the proposal directly involves individuals with these lived experiences through the Community Voice Panel, helping ensure their needs are recognised and addressed.

Equality Group Socio economic disadvantage (if required)	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Race		No specific race-related evidence is provided in the documents, but the inclusive recruitment approach seeks to reflect diverse groups and reduce barriers to participation.
Sex		A dedicated funding theme addresses inequalities faced by women and girls, reflecting existing gender-based barriers in safety, wellbeing and access to support.
Gender Reassignment		No specific gender re-assignment evidence is provided in the documents
Sexual orientation		No specific impacts are identified in the available evidence; however, the proposal's emphasis on community voice, inclusion, psychological safety and removing participation barriers suggests positive potential effects across group
Religion or Belief		No specific impacts are identified in the available evidence; however, the proposal's emphasis on community voice, inclusion, psychological safety and removing participation barriers suggests positive potential effects across group
Pregnancy or maternity		There is no indication at this stage that this protected characteristic would be impacted.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		There is no indication at this stage that this protected characteristic would be impacted.
Socio economic disadvantage (if required)		The report addresses that people experiencing socio-economic disadvantage in Clackmannanshire especially those affected by poverty, homelessness, mental-health challenges and limited employment opportunities face significant and long-standing inequalities. The proposal directly targets these issues by involving people with lived experience in decision-making through the Community Voice Panel and by directing funding toward prevention and early support.

7. **Based on the evidence above, is there relevance to some or all of the equality groups? Y/ N/ unclear – Yes**

If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

The community people with lived experience of homelessness, poverty and mental-health challenges, Donors, Trusts, Consultants, Fund Managers and Learning Partners.

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Further engagement and research have included ongoing work with the Community Voice/Citizens Panel, where over 60 members with lived experience have helped shape priorities such as homelessness and youth mental health. Consultation with Scottish Government and key partners has supported alignment with national objectives and enabled successful funding bids. The Learning Partner has also conducted interviews and attended panel sessions to inform the emerging Learning Framework and ensure community insights directly influence decision-making.

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			<p>Promote intergenerational working where relevant, encouraging knowledge-sharing between colleagues or service users of different age groups.</p> <p>Highlight opportunities that benefit specific age groups, such as mentoring programmes, flexible working arrangements, or initiatives supporting early careers opportunities or changes.</p> <p>Review accessibility of information and processes to ensure they are inclusive for all age groups. This includes using clear language, offering multiple formats (digital and non-digital), and avoiding assumptions about digital skills.</p>
potential for developing good relations				
potential to advance equality of opportunity				

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			
potential for developing good relations	X			
potential to advance equality of opportunity	X			<p>Review policies and procedures to ensure they are applied consistently and contain no criteria that could unintentionally disadvantage protected groups.</p> <p>Ensure decision-making processes are transparent, with clear rationale documented so that all actions can be evidenced as fair and proportionate.</p>

				<p>Provide staff training and guidance on equality duties, unconscious bias, and inclusive practice to minimise inadvertent discriminatory behaviour.</p> <p>Offer appropriate adjustments or support where individuals may otherwise be placed at a disadvantage due to a protected characteristic.</p> <p>Conduct regular monitoring and analysis of data (e.g., service uptake, complaints, recruitment outcomes) to identify patterns that may indicate discrimination</p>
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Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			There is no evidence of disproportionate impact on individuals from racial minority backgrounds in this area.
potential for developing good relations				
potential to advance equality of opportunity				

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations	X			
potential to advance equality of opportunity	X			

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations	X			
potential to advance equality of opportunity	X			

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations	X			
potential to advance equality of opportunity	X			

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations	X			
potential to advance equality of opportunity	X			

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			
potential for developing good relations				
potential to advance equality of opportunity				

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	X			

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			Continue to ensure that people with lived experience of socio-economic disadvantage e.g. those affected by homelessness, mental health concerns, addictions, and financial hardship are directly shaping decisions and resourced to participate

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

No Impact

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	<p>No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>
	<p>Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.</p>
	<p>Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.</p>
	<p>Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

Step E - Discuss and review the assessment with decision-makers

13. **You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

14. Record any post-implementation actions required.

Ongoing monitoring to ensure the changes are working as intended and have no unintended negative impacts. Review feedback from staff/service users after the implementation period and make adjustments if necessary. Update relevant documentation, processes, or guidance based on what is learned during implementation.

15. Note here how you intend to monitor the impact of this proposal on equality groups.

16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Judith Morrison

Date: 19 March 2026

Senior officer approval of assessment:

Signed: Madeleine Muirhead

Date:

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.