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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21st March 2024**

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**Subject: Be the Future Update, March 2024**

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**Report by: Chief Executive**

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## **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. This paper provides updates in respect of the BtF priority – Collaborative Community Models, as agreed in the statement of priorities by Council on 5 October and more recently on the 29 February Budget for 2024/25. It also provides additional information on how aspects of this work will be developed.

## **2.0 Recommendations**

### **2.1 It is recommended that Council approves:**

**2.1.1** The plans to progress a new investment model to support our commitment to Keep the Promise to our care experienced children and young people, and to start the development of a new children's provision for Clackmannanshire, noting this is part of our ongoing Family Wellbeing Partnership Approach (para 3.6).

**2.1.2** The next steps (para 3.12) to further develop the governance model and processes to allow the funding to flow to the community, noting that Council will be provided with further updates in due course.

### **2.2 It is recommended that Council notes:**

**2.2.1.** Progress in developing a Collaborative Community Funding Model which will establish a single integrated vehicle for targeting funds to communities to deliver on local priorities (paras 3.8-3.11).

**2.2.2** Progress on advancing a framework and design for taking forward the development of Collaborative Community and place-based asset management models, and the commitment to work with local organisations to have more control and ownership of community assets (para 3.13).

### **3.0 Background**

3.1 The Council's Be the Future Transformation Programme has provided the framework for shaping Council priorities, investment, and delivery since 2019. It focuses on three key themes:

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Wellbeing.

3.2 Empowering Families and Communities has been at the heart of the approved TOM, with the key goal of improving service delivery and handing over more voice and agency to communities to design and deliver the services they need and want.

#### **Family Wellbeing Partnership**

3.3 Through the work of the Clackmannanshire Family Wellbeing Partnership (FWP), resources and staff are moving closer to communities, integrating services, and involving and empowering individuals in the design and delivery of services. With investment of more than £2.5m since 2020, including from the Scottish Government and the Hunter Foundation, new ways of working are being developed, and creating communities where everyone has the opportunity to flourish.

3.4 This shift in delivery and approach is already strengthening collaboration with community organisations and partners and is enabling Clackmannanshire to continue to support its communities and improve outcomes for local people. Columba 1400 continues to work alongside the Council and its communities to drive a leadership culture where people do things differently.

3.5 The FWP approach has attracted interest nationally and from other local authorities, as well as from funders, because of its clear focus on collaboration with community organisations and individual community groups. This approach is one of the earliest illustrations of the Be the Future Target Operating Model developments. The work is leading to a change in both the culture and approach adopted by the Council and in time will result in changed structures and skills requirements for our staff too.

3.6 Work is already underway, with the support of the Vardy Foundation, to develop a new funding model to allow the authority to obtain investment in new capital assets. This will result in sustainable models of residential care and support for care leavers, supporting more young people in their local community and reducing reliance on external providers. Work is currently focussed on scoping the feasibility of sites, to provide additional housing for

care experienced children and young people who are currently living out of the local authority area.

- 3.7 This approach will allow savings achieved to be reinvested in support and care for children and families. This is an innovative partnership model to secure alternative investment funding which reduces demands on Council capital funding and resources. Clackmannanshire is the first authority in Scotland to develop such a partnership approach and this is resulting in significant interest from national and other local governments.

### **Collaborative Community Funding model**

- 3.8 Given the continuing pressure and challenges on public sector financial funding alongside, alongside the increasing complexity of addressing social need, it has been recognised that this funding approach is also potentially complementary to further strengthening how we build community wealth and deliver a wellbeing economy.
- 3.9 Over time, this new model would aim to deliver improved outcomes for individuals, families and communities, creating new jobs and addressing issues such as transport and childcare. This approach is being progressed internationally and in other UK authorities with successful models existing in Plymouth, North of Tyne and Wigan. Clackmannanshire is leading the way in pioneering the approach in Scotland.
- 3.10 The fund would build on existing local authority and community assets and align these assets with future funding opportunities. It is envisaged that existing but related local government funding streams would be identified (such as Employability, Mental Health, Childcare, Whole Family Wellbeing Fund), and that these would be consolidated into a single investment fund for the purposes of both simplification and to facilitate leverage of additional funding. It is envisaged that the funding vehicle would have charitable status which would enable access to additional sources of funding, particularly social investment funds and from values-based funders, currently unavailable or difficult to tap into under existing governance. These increased funds would be available to unlock community led services leading to better outcomes.
- 3.11 By taking an integrated and whole systems approach to the pooling of funding into a single funding vehicle, the restrictions and inflexibility of existing individual funding streams can be mitigated and silo working minimised as a consequence of the removal of ringfencing of funds. Central to the model is putting individuals and communities at the centre of the service provision which directly affects them.
- 3.12 Considerable research and engagement have already been undertaken through a discovery phase. Advice has been sought from a range of

organisations including Audit Scotland, CIPFA, Foundation Scotland, and the Scottish Government with support from the Hunter Foundation. There is considerable interest in this model as Public Sector Reform progresses in Scotland.

3.13 Council is asked to agree to the following next phase of development, comprising:

- developing the structure and governance model
- defining the risk management plan
- developing a business plan and fundraising plan
- stakeholder and community engagement
- agreeing an Evaluation and Impact Assessment Plan
- agreeing a single reporting framework

### **Collaborative Community and Place-based Asset Management Models**

3.14 As set out in the Council's Statement of Annual Priorities agreed as part of the Budget- setting for 2024/25, we will continue to work with communities to support the transfer of assets to community organisations and initiatives. As part of Budget decision-making Council has delegated authority to the Chief Executive to put in place resource to support the development of collaborative community and placed based models of asset management,

3.15 The Job profile is currently being developed but will focus on three Council-agreed priorities:

- the development of specific community and placed based asset management approaches, starting with Sauchie Hall and the Ben Cleuch Centre
- the development of sustainable models of transport, working with communities, partners, and stakeholders
- developing options for Place redesign

3.16 Ultimately this investment seeks to provide additional support to develop a collaborative approach with communities so that they have more ownership and control over the assets and services that they have identified for their communities, building on the work of What Matters to you (WM2U) and The Lens where organisations and communities are taking a lead in service delivery and design.

## **4.0 Sustainability Implications**

4.1 No sustainability implications are identified.

## **5.0 Resource Implications**

5.1 *Financial Details*

5.2 *Staffing*

**6.0 Exempt Reports**

6.1 Is this report exempt? No

**7.0 Declarations**

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

(1) **Our Priorities** (Please double click on the check box )

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**

Be the Future

**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 No

**10.0 Appendices**

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

None

**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

<https://www.humanlearning.systems/uploads/Plymouth%20Alliance.pdf>

<https://www.wigan.gov.uk/Council/The-Deal/The-Deal.aspx>

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