
Report to Clackmannanshire Council

Date of Meeting: 20th March 2025

Subject: Be the Future: Clackmannanshire Transformation Space

Report by: Strategic Director of People

1.0 Purpose

- 1.1. This paper updates Council following the report on 21 March 2024 about the Council's Be the Future Transformation Plan. It sets out specific proposals to significantly move the Council's ambitions for working with our communities by creating a framework to enable community voice led service prioritisation and transformation.
- 1.2. The report describes the creation of the Clackmannanshire Transformation Space. This will be a 'space', or way of working, where community voice is amplified and leads on how services are delivered and prioritised, with the Council and all other partners supporting and enabling them.
- 1.3. To ensure we follow the public pound and achieve best value we are putting in place a clear framework for how this will work. Critically, as well as satisfying the need to monitor and report on outcomes, it will empower individuals and communities receiving public services in Clackmannanshire by involving them in the design and delivery of the services they use.
- 1.4. In addition, the paper proposes the creation of a Transformation Fund, to be managed by an experienced Charity Fund Management organisation – a Fund Manager. This Fund Manager will underpin the new arrangements by working with communities and individuals to identify and prioritise spend on early intervention activities in line with the priorities agreed in the Local Outcomes Improvement Plan.

2.0 Recommendations

2.1. It is recommended that Council approves:

- 2.2. The creation of a Community Interest Company to support the 'Clackmannanshire Transformation Space' which will ensure that community voice is at the heart of prevention and early intervention proposals designed to achieve better outcomes for Clackmannanshire communities. This will require Council to put in place contracts and legal agreements to secure proper governance (Paras 3.16 and Appendix 1).

- 2.3. The creation of a Transformation Fund, to be managed by an experienced Fund Manager, to provide the supporting transformation funding arrangements. It is proposed to use Foundation Scotland for the first year of this new way of working. As well as acting as the Fund Manager, Foundation Scotland will manage the Community Voice work, analyse and sift the emerging proposals, award the grants to deliver the proposals, and manage the resulting reporting requirements. This will require Council to put in place contracts and legal agreements to secure proper governance (Paras 3.18 to 3.23 and Appendices 1 and 2).
- 2.4. The creation of an Oversight Board, involving Council, private sector, public sector and community representatives to oversee the Clackmannanshire Transformation Space and ensure the desired outcomes are being achieved from this new way of working. (Paras 3.17 and Appendix 4).
- 2.5. It is recommended that Council notes:**
- 2.6. The proposals in this paper present a radically different way of working, and Year 0, the first year of operation, allows the Council, its partners and communities to trial the approach, learn from it, and adapt it, as it moves towards Year 1. Involving communities in the design, development and delivery of services in this way, is sector-leading Christie focused reform and community empowerment.
- 2.7. The proposals in this report allow the Council to implement Year 0 of the Clackmannanshire Transformation Space, including setting up the Transformation Fund. Year 0 also includes the set up of governance arrangements for funds to be awarded to communities with oversight by the Council and its partners, including Independent Funders. As such, Officers will report back during the year, but also a full report on Year 0 will be prepared seeking appropriate authorisation before proceeding to future years.

3.0 Context and Proposals

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. In the Be the Future Update presented to Council in March 2024, it was noted that the Family Wellbeing Partnership was showing great progress as follows:
- Resources and staff had moved closer to communities, integrating services, and involving and empowering individuals in the design and delivery of services.
 - This shift was strengthening collaboration with community organisations and partners to support Clackmannanshire communities and improve outcomes for local people.

- This approach had attracted national interest and from other local authorities, as well as some funders.
- This is another development which demonstrates the Be the Future Target Operating Model.

Progress

- 3.3. Over the last year much work has taken place to build on the successes and learning from the Family Wellbeing Partnership (FWP). A ***new model of public service delivery*** has emerged from developing and designing how the Council can create a collaborative community voice-led transformation space. This ‘Space’, or way of working, will prioritise the services and delivery models identified by communities as those which will result in the best outcomes.
- 3.4. The proposals described in this report are the culmination of several years of working closely and differently with our communities. We can already see new ways of working emerging and we know that communities have new ideas that they want to take forward. This was demonstrated in the success of the FWP work with the Lens which allowed communities to come forward with their own innovative and often low-cost ideas on how to meet their needs.
- 3.5. Over the course of the last year further events and community engagement have taken place to ensure we truly understand how to best support our communities, and they have informed the design work being proposed in this paper. Our communities are impatient for this new way of working to become the current way of working and are excited about the opportunities it presents.

A Strategic Framework underpinned by Local Voice

- 3.6. The strategic outcomes for this new model of public service delivery will be aligned with those prioritised by the Clackmannanshire Alliance through the Wellbeing Local Outcomes Improvement Plan. This approach therefore offers the opportunity to provide more pace to the work of the Community Planning Partnership along with the opportunity to put community at the heart of Community Planning.
- 3.7. This framework allows Clackmannanshire to both build on past work, such as the review of community assets, as well as preparing for the future. Elected Members will be familiar with the local social and fiscal challenges facing the area, and to understand these better it is proposed to undertake an expert thematic analysis with the Centre for Public Policy and Public Health Scotland. This work will be sector-leading and allow us to consider more carefully how to invest in prevention. In creating the Clackmannanshire Transformation Space we will have put in place a strategic framework to allow our decisions and priorities to be fully aligned.
- 3.8. The design work can only progress so far and now needs to move onto trialling these new ways of working, allowing everyone to learn during Year 0 – the first year of operation. This is a natural next step and support a community-inclusive approach to the design, building on earlier work done within the FWP on the Scottish Approach to Service Design.

- 3.9. To now move into Year 0, a critical part of the plan will be to shift funds into prevention and a community focused Transformation Fund. Officers are reviewing a range of existing Council funds that can be transferred to start the Transformation Fund, ensuring that while this takes place statutory service delivery is not impacted. This is described further in paras 3.23 and 5.2.
- 3.10. In making these changes it is important to recognise that developing a community voice-led approach to service delivery supports the Council's fiscal challenges outlined in the Budget Context and Outlook report presented to Council at its annual budget setting meeting on 27 February 2025. In responding to community needs the Council is increasingly taking a more holistic and strategic view of how our services should be organised and structured. With more focus on prevention and early intervention, driven by community-designed solutions, that will in turn lead to less reactive service delivery and greater efficiency across the Council.
- 3.11. The Clackmannanshire Transformation Space plans have attracted much interest from Scottish Government Ministers, including the First Minister, who has articulated a desire for radical Public Sector Reform. This follows the recent Accounts Commission report on Public Sector Finances which has amplified the need for Councils to think very differently about how they best serve the needs of their communities. These proposals are therefore seen as a potentially significant development in relation to Public Sector Reform.
- 3.12. Since the publication of Campbell Christie's seminal report in 2011 on The Delivery of Public Services, national and local government have been working towards developing services that are focused on prevention and designed hand-in-hand with communities. In 2015 the Scottish Government passed the Community Empowerment Act (Scotland) putting a range of duties on local government to empower communities at all levels. The proposals in this report are sector leading by putting in place exactly the type of public service transformation that has been called for, for many years.
- 3.13. Inevitably given the innovative and novel nature of the proposal, as we develop and implement the various strands of Year 0, additional governance requirements may emerge beyond those detailed in this paper. To facilitate and expedite both transparency and governance, regular updates on progress will be provided to Council through the Be the Future Update reports, thereby also streamlining the processes for securing additional governance should it be required.

Clackmannanshire Transformation Space

- 3.14. It is proposed to create the Clackmannanshire Transformation Space, which will focus on the strategic outcomes, to be delivered by local solutions, contained within the Clackmannanshire Alliance Wellbeing Local Outcomes Improvement Plan. These outcomes are:
- Wellbeing: addressing physical and mental health and wellbeing; outcomes for young people; and poverty.
 - Economy and Skills: addressing the labour market and Fair Work; and economic opportunities.
 - Places: creating sustainable places and environmental sustainability.

Council will be familiar with these outcomes which have been well researched and are clearly understood. If Council accepts the proposals for the new way of working contained in this report it will support the development of solutions which are holistic and cross-service, community defined and funded in a new way.

3.15. The Clackmannanshire Transformation Space will aim to:

- Reduce silos and deliver whole person and family wellbeing responses
- Deliver community voice-led system transformation
- Demonstrate agile and an impactful flow of funds
- Build community wealth and a wellbeing economy
- Deliver a single reporting framework which is accepted by partners and has relevance to the community
- Leverage additional funds into the community

3.16. There are a number of elements and participants to the Clackmannanshire Transformation Space, but principally it is about a new way of working within a strategic framework that will support and enable:

- Community Voice to be heard as the principal determinant of prevention and early intervention solutions.
- Strategic and robust monitoring and control of funds.
- Outcomes that are holistic and can be clearly identified and demonstrated.

3.17. This innovative and new way of working will have a number of key participants with unique and important interdependent roles. They are all required to make the Clackmannanshire Transformation Space a truly inclusive, open and purposeful way of transforming how Clackmannanshire Council and its partners meet the needs of their communities. Appendix 1 contains a simple diagram to illustrate this along with a description of the roles of:

- Community Voice
- Clackmannanshire Council
- The Fund Manager
- Independent Funders
- Charitable Independent Company (CIC).

3.18. In addition to these key participants an **Oversight Board** will be created to oversee how the new arrangements will operate. It will ensure priorities are aligned to the Local Outcomes Improvement Plan and that community voice is a key driver for the work being progressed. It is anticipated that the Oversight Board will comprise of representatives of the Council, Health Board, Health and Social Care Partnership, Police, College, Public Health Scotland, Clackmannanshire's communities and the private sector, with others to join, as appropriate. A draft Terms of Reference for the Oversight Board is attached at Appendix 4.

Funding Arrangements – Clackmannanshire Transformation Space

3.19. It is proposed to enter into a partnership with Foundation Scotland, the Fund Manager, which is an independent charity with significant experience of

managing and divesting funds and working with communities. This will be supported with a legal agreement between the Community Interest Company and Foundation Scotland. Foundation Scotland will manage the funding, they will support community voice by engaging with communities to support applications for projects and assess those applications, issue grant letters and undertake ongoing monitoring and reporting.

- 3.20. Foundation Scotland are also experienced in working with communities to build local capacity around creating new and innovative solutions for local service delivery. Council officers and partners will work closely with Foundation Scotland to support their work, as well as building their own skills as part of the transformation and Be the Future plans.
- 3.21. In the first year of operation, Year 0, the Council will be the main funder but, along with the CIC (see Appendix 1), will work to leverage other funders to become invested in this new way of working from across public, private and 3rd sector funders. It is anticipated that this new and collaborative way of working, driven by community voice led prevention, will encourage these partners/funders to add funds to the overall Transformation Fund.
- 3.22. Additionally, Officers have submitted a funding bid to the Scottish Government's recently announced 'Invest to Save' fund, which is focused on Public Sector Reform, and should this be successful these funds would also be added to the Transformation Fund. The Hunter Foundation current commitment to the Council will cover start-up costs and costs associated with the partnership with Foundation Scotland.
- 3.23. It is intended that grants offered in Year 0 will depend on the type and scale of the potential solution proposed. In some cases, grants may be for small amounts of less than £10,000, but for larger proposals they may be significantly higher, at say £100,000. Foundation Scotland have already developed clear terms and criteria for the award of grants of different levels and have experience of operating these. Grant letters will therefore link the award of funds to the outcomes expected. This is an important aspect of Year 0 where we will learn and adapt how grants are awarded, as well as the value of the grants issued. This will then feed into plans for Year 1.
- 3.24. Based on a current review of Council budgets it is expected that in Year 0 the Council could invest up to £1m with a specific focus on addressing our most urgent needs in relation to Whole Family Support including housing and homelessness, mental health and wellbeing, and improving economic opportunities. The approach to releasing funds to support the Transformation Fund will be developed over Year 0 as proposals emerge and are fleshed-out, and as the Council starts to shift from current ways of working to the new community voice-led way of working. The aim will be to continue to build up the Transformation Fund with further Council funding sources, along with leveraged funds. See Appendix 2 for an indication of how the process would work.

Learning and Improvement

- 3.25. An important aspect of the analysis and reporting will be to provide clear evidence of the impact of how funds have been used. This will also support the continued evolution of the Local Outcomes Improvement Plan feeding into

the Strategic Outcomes and informing the ongoing approach to the Clackmannanshire Transformation Space and Fund.

- 3.26. In view of the pioneering nature of this approach it is expected that Year 0 of the Clackmannanshire Transformation Space will require to be agile and flexible enough to adapt, reflecting ongoing feedback from communities and investors about how this new model works. Another key benefit of Year 0 will be for Council officers, along with partners to trial the model and make alterations to improve the arrangements, as well as becoming more familiar with this way of working.
- 3.27. Council will be aware that the Family Wellbeing Partnership has been supported with a Learning Partner. It is proposed to continue with this approach through the Clackmannanshire Transformation Space to ensure that early learning and insight continues to inform what is working. This will also support speedy adaptation and adjustment to improve how the partnerships are working.

4.0 Sustainability Implications

- 4.1. No specific sustainability implications are identified. However, this new approach to service design and delivery responds to the fiscal challenges and growing community needs facing the Council, and our ambition to be more sustainable and viable in the medium to longer term.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report which includes the potential to identify funds from a number of current revenue budgets already focused on supporting Wellbeing. The value of these funds could be up to £1m which would be transferred into the Transformation Fund. Elected Members will be provided with reports on these transfers.
- 5.3. It is anticipated that these funds will be identified and transferred gradually over the year and linked to the funding applications to support the strategic priorities agreed through the Local Outcomes Improvement Plan. This will be developed during year 0 as new ways of working emerge and to support a shift from reactive service delivery to preventative service delivery.
- 5.4. The costs associated with the partnership with Foundation Scotland are estimated at £49,500 and both these, and year 0 start-up costs will be met from the current commitment from The Hunter Foundation to support the Family Wellbeing Partnership. It should be noted that Foundation Scotland are also funding up to £30,000 of year 0 to help to develop the model.
- 5.5. During year 0, the Council will not be required to fund setup costs and there are no other expected costs at this time. If further costs are identified during Year 0 these will be brought back to Council for consideration.

5.6. Discussions will continue with Scottish Government colleagues to secure an Invest to Save bid to add to the Transformation Fund. It should also be noted that Audit Scotland and CIPFA have been kept informed as these proposals have developed and are keen to see how the plans develop.

5.7. Finance have been consulted and have agreed the estimated financial implications as set out in the report.

5.8. *Staffing*

5.9. There are no staffing implications identified, other than those who are already working with the Family Wellbeing Partnership to support communities. There is no expected additional burden on Council support teams but this will be confirmed during Year 0. The Trade Union representatives have been briefed on the proposals contained within this report.

5.10. *Risks*

5.11. A number of risks have been identified at this stage and they are outlined in Appendix 3.

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 and 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

These proposals comply with Council Policies and specifically aim to significantly develop the Council's Be the Future Transformation Programme.

8.0 Equalities Impact

- 8.1 The Transformation Space is an inclusive approach to prevent and early intervention with community voice at its heart. During Year 0 it will be important to test out the equalities implications of the approach and learn from that.

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.

10.0 Appendices

- 10.1 Appendix 1 – Clackmannanshire Transformation Space diagram and description

Appendix 2 – Clackmannanshire Transformation Fund diagram and description

Appendix 3 – Draft Risk Register

Appendix 4 – Oversight Board Draft Terms of Reference

11.0 Background Papers

- 11.1 Other documents of relevance to this report:

Christie Commission on the Future Delivery of Public Services
<https://www.gov.scot/publications/commission-future-delivery-public-services/pages/1/>

Community Empowerment Act (Scotland) 2015
<https://www.gov.scot/binaries/content/documents/govscot/publications/factsheet/2017/02/community-empowerment-scotland-act-summary/documents/community-empowerment-act-summary-pdf/community-empowerment-act-summary-pdf/govscot%3Adocument/Community%2BEmpowerment%2BAct%2B-%2Bsummary.pdf>

Scottish Approach to Service Design <https://www.gov.scot/publications/the-scottish-approach-to-service-design/documents/>

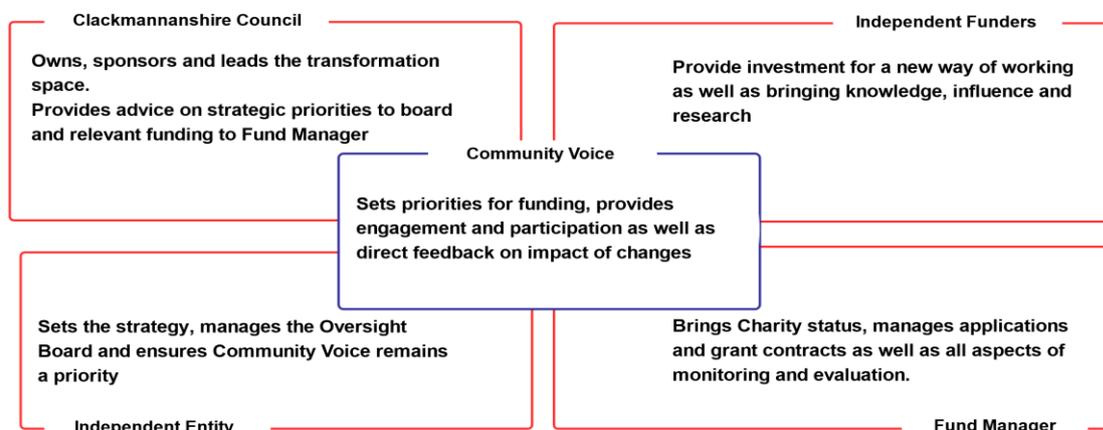
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CLACKMANNANSHIRE TRANSFORMATION SPACE – KEY PARTNERS



Community Voice: this will be at the heart of the space, key to prioritisation, defining the most appropriate solutions, and in some cases involved in delivering them, decision making and understanding the impact of changes. Community Voice will be inclusive and wide-ranging, seeking voices from across Clackmannanshire’s diverse communities and locations, as well as those from specific communities of interest, such as the 3rd sector interface, community councils, children and young people, parents, older adults, people with disabilities, ethnic minorities (this is not exhaustive).

Many of Clackmannanshire’s communities have informed the shaping of the proposals presented in this paper and are looking forward to working in this new way. They will be supported to **create a Citizens Panel** which will identify ideas and priority areas for investment, working with the Council and LOIP priorities and expert evidence. Community members will then be involved in sifting the initial proposals and approving the final proposals, as well as sitting on the Oversight Board, described in Appendix 4.

Clackmannanshire Council: will be the overall owner of the Clackmannanshire Transformation Space and provide much of the leadership and resources required to ensure that the strategic aims are met. The Council has already exercised a key leadership role in the area as the convenor and leader of the Community Planning Partnership. As part of exercising its leadership in this new way of working, the Council will be a principal investor (funds and resources) in Year 0, working with other partners to identify other funds to create a truly cross-sector approach to investment in the area.

The Council will also exercise its leadership and oversight role in a number of ways through:

- The natural engagement between Elected Members and members of their communities at surgeries, attending events and responding to inquiries, as well as interaction with Council and partner organisation officers;

- Membership of the Oversight Board;
- Membership and part owner of the Community Interest Company;
- Membership of Clackmannanshire Alliance;
- Receiving reports and updates through Committees and Council meetings.

The Fund Manager (Foundation Scotland): with charity status will be engaged to manage the Transformation Fund from applications, and awarding offers of grants, through to monitoring and evaluation, and reporting to the Council on the use of the funds. The Fund Manager will also manage many of the community voice aspects initially, while supporting community capacity building and working closely with the Council.

It is important that the Fund Manager is separate from the Council to guarantee independence for other community partners investing, but also to manage and hold funds from private investors. This separation of duties, particularly to a fund manager with experience of managing a variety of philanthropic funders, will give confidence to all of the investors, as well as ensuring proper governance.

While Foundation Scotland will partner with the Council for Year 0, it is proposed to tender this arrangement for future years, using the learning during Year 0 to develop our requirements. The cost of this arrangement is less than £50,000, allowing the Council to proceed at this stage, but recognising that an Invitation to Tender is required for future years.

Independent Funders: such as Trusts, Foundations and other philanthropic organisations, along with other private investors will be attracted by the innovative, community voice-led approach as well as the opportunity to leverage funding. They will add value beyond funding through influence, knowledge and research.

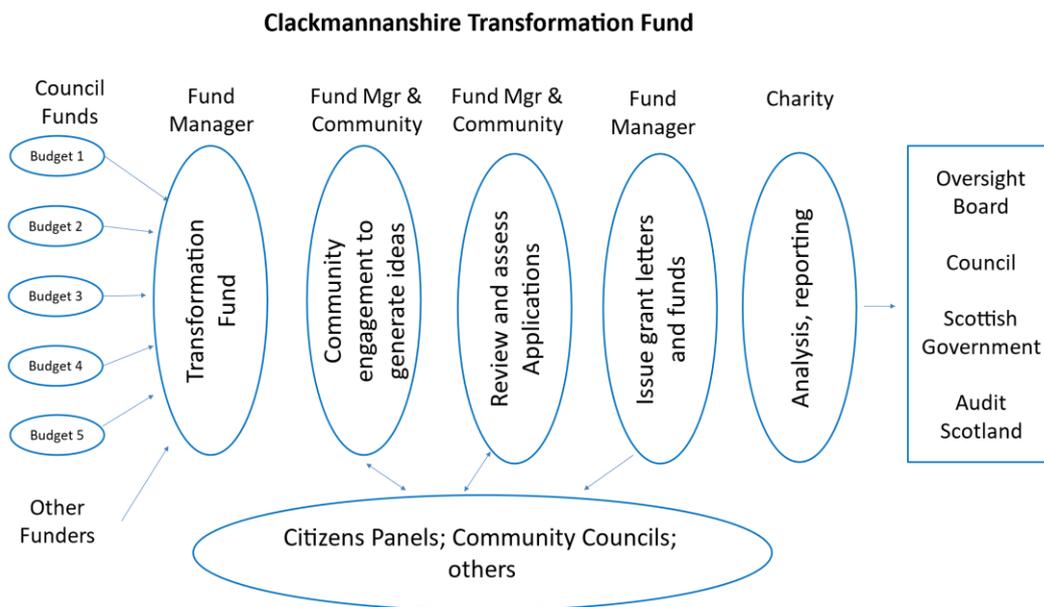
A Funders Pack is already under development to encourage Independent Funders, trusts and foundations, to get involved in this new approach. During Year 0 it is proposed to develop a funding strategy which will be led by the Charitable Independent Company (see below).

A Charitable Independent Company (CIC): will be set up to take ownership of ensuring community voice leads the transformation. The company will service the Oversight Board (see Appendix 4), develop a fundraising strategy including submitting bids to secure funds, not currently available to the Council, and which will be part of the Transformation Fund. The Company will ensure that community-voice remains at the forefront of decision-making yet aligned with the strategic priorities agreed for the Transformation Space and Fund from the Wellbeing Locality Outcomes Improvement Plan.

The Charitable Independent Company will be set up by the Council's external solicitors (FraserMortonMacRoberts) as a Company Limited by Guarantee and will obtain Charitable status during Year 0. There will be a minimum of three owners of the company of which the Council is one. Initially the Council will be the owner of the Company but during Year 0 independent funders and community representatives will be offered the opportunity to become joint owners and sit on the Charitable Independent Company Board.

CLACKMANNANSHIRE TRANSFORMATION FUND

The diagram below indicates how this process would work, illustrating how funds would be divested via a grant application process based on the strategic outcomes from the Local Outcomes Improvement Plan and arguably Clackmannanshire’s greatest needs. This shows how the Transformation Fund would be created, how proposals for investment would be generated and reviewed, the issue of grant letters, and ongoing monitoring and support. Community-voice will underpin the entire process.



The Council is the overall owner of the Transformation Space and as well as sitting on the Oversight Board and the Board of the Charitable Independent Company, Elected Members can expect to receive regular reports on how this new model of service delivery is progressing. In particular the Council has been championing a new streamlined approach to reporting and Year 0 will allow this to be developed and tested.

CLACKMANNANSHIRE TRANSFORMATION SPACE DRAFT RISK REGISTER

With any new way of working there will be a number of inherent risks. The table below sets out these risks and explains how they are being mitigated.

Risk Definition	Risk Mitigating Actions
Risk of Council Funds transferred to the Transformation Fund being used inappropriately.	Funds from the Council to be transferred into the Transformation Fund could be drawn down on request and related to approved proposals and grant awards. Foundation Scotland has significant experience in managing investor funds and have audited governance procedures including how they report on their use. Early work will take place to review the reporting to be provided to the Council to build further assurance. Grant awards will have conditions and include regular monitoring on progress.
Risk of communities not engaging and new proposals not emerging	The partnership with Foundation Scotland goes some way towards mitigating this risk with their extensive experience of engaging with communities. The Council's Family Wellbeing Partnership has already demonstrated that many members of Clackmannanshire's communities want to find new ways to resolve long-standing problems, as well as having more control in the solutions and their delivery.
Risk of not engaging with other potential funders	A number of other potential funders, trusts and foundations are familiar with the Council's proposed approach and have worked with Clackmannanshire's communities in the past e.g. The Community Lottery Fund; Corra Foundation. A Funders Pack is already in preparation to be used to encourage potential funders to find out more and to invest in Community Voice solutions.
Risk of Audit Scotland being critical of the Council's approach	Audit Scotland have been kept informed of the Council's plans and are keen to see how they proceed. Additionally, the Accounts Commission has reported that Council's require to take forward significant service reform to ensure the communities needs are met. They have already looked favourably on Councils trying new approaches.
Reputational Risk	The partnership with Foundation Scotland, as a recognised Fund Manager with over 20 years' experience will provide reassurance and credibility. The Oversight Board will receive regular monitoring and

	<p>progress reports in line with good governance practice. This could also be viewed as an opportunity for the Council to enhance its reputation as a forward-thinking and progressive Council.</p>
<p>Risk that the Oversight Board will not involve the relevant parties</p>	<p>A draft terms of reference has been created for the Oversight Board – see Appendix 4. Officers have already received much interest in public, private, 3rd sector and potential independent funders to be involved in the Clackmannanshire Transformation Space and will continue to engage with all interests.</p>

OVERSIGHT BOARD DRAFT TERMS OF REFERENCE

1. Oversight Board Role and Purpose

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

It will:

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

2. Functions carried out by The Board

Enabling

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

Learning

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

Transformation

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

Listening

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

Communications

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

3. Board Membership

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

Mandatory Representatives:

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

Optional Representatives:

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

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

4. Roles and Responsibilities

Board Members

- Review and endorse investment proposals against agreed criteria.
- Monitor financial and operational progress of funded initiatives.
- Challenge strategic decisions to ensure effective resource allocation.
- Ensure community needs remain at the forefront of decision making
- Represent stakeholder interests.
- Provide input on policy recommendations related to investment strategy.

Co-Chairs

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

Secretariat

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

5. Decision-Making Process

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

6. Meetings

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

7. Monitoring and Reporting

- Regular reports on funded projects will be presented at each meeting.
- An **annual review** of investment outcomes will be conducted by the Fund Manager.

- The Board will produce a **public-facing report** summarizing key decisions and impacts.
- The Terms of Reference will be reviewed annually to ensure alignment with objectives and emerging needs. Amendments must be approved by a majority vote of the Board.