
Report to Clackmannanshire Council

Date of Meeting: 25th November 2025

Subject: Be the Future Update: Digital and Data Transformation

Report by: Chief Executive

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 an update on progress on the Digital and Data Transformation Theme.
- 1.2. This paper sets out the proposed Be the Future Corporate Priorities for 2026/27. These priorities are agreed before the start of each financial year to ensure alignment with business and operational plans.
- 1.3. This paper also provides an update on the Clackmannanshire Transformation Space.

2.0 Recommendations

It is recommended that Council approves :

- 2.1. The Be the Future Corporate Priorities for 2026/27 and agrees that these will continue to be reported to the Strategic Oversight Group and the Be the Future Board with thematic updates provided to Council each cycle. (paragraph 3.48-3.55 and Appendix C)
- 2.2. That the priorities moved to implementation will be reported to Council when updates on progress need to be highlighted, to allow for continued transparency and scrutiny.(paragraph 3.51 and Appendix C)

It is recommended that Council notes:

- 2.3. The strategic direction of the Digital and Data Transformation programme as outlined in the 5-year roadmap (paragraphs 3.1-3.11 and Appendix A).
- 2.4. The progress across each of the workstreams which reflect the Council's ongoing drive to innovate, enhance efficiency, and put people at the centre of its services—supported by digital tools, continuous learning, and partnership working (paragraphs 3.12 – 3.47).

- 2.5. The progress on the Clackmannanshire Transformation Space (paragraph 3.56-3.59)

Considerations

2.6. **Digital and Data Transformation Programme**

- 2.7. Progress on the Digital and Data Transformation Programme was last presented to Council in February 2024, with highlights as part of the top three themes reported each cycle.
- 2.8. The Digital and Data Transformation Programme is a key initiative under the Council's Be the Future Transformation Programme, aimed at modernising service delivery through digital innovation, data-driven decision-making, and a focus on person centred design. At its core, the programme seeks to enhance operational efficiency, improve customer experience, and build a digitally confident workforce.
- 2.9. Significant progress has been made in putting in place the foundational systems and skills needed to grow and enhance the programme.
- 2.10. The Council has successfully brought together several digital tools (the Customer Service Hub, Automation technology, and the Data platform) to create a single, easy-to-use framework for delivering services.
- 2.11. By using several different technologies, the Council can address a broader range of challenges, enhance flexibility, and deliver more tailored services. This way, each tool is used for what it does best, helping improve how things are done, and supporting innovation across departments. Importantly, this milestone marks a significant advancement in our digital journey, as it demonstrates our commitment to using modern solutions that empower both staff and the communities we serve.
- 2.12. Other accomplishments include the enhancement of staff digital literacy through targeted learning and training sessions on emerging technologies like Automation and Power Bi. The development of a robust programme methodology, and establishing a "Build it once, use it many times" approach which ensures solutions are shared and benefited across multiple projects. Our strategic partnerships with the Scottish Government and University of Stirling have supported initiatives such as the comprehensive Data Maturity Assessment and are fostering open innovation through graduate placements and regional collaborations aligned with City Region Deal projects.
- 2.13. **Roadmap**
- 2.14. Clackmannanshire Council's 5-year roadmap (Appendix A) articulates a bold and people-focused vision for digital transformation. It aims to create a more connected, efficient, and forward-thinking council by leveraging technology not just for operational improvement, but to empower communities and reform service delivery. The roadmap is structured across short, medium, and long-term phases, allowing flexibility to adapt to rapid technological advancements, particularly in generative AI and automation.
- 2.15. The roadmap is informed by various national frameworks, including collaborative initiatives led by the Chief Executive in partnership with Solace, the Improvement

Service, and the Digital Office. This collective effort articulates a commitment to transforming local government through digital innovation, inclusivity, and resilience, the “Digital to Be State”. The vision is implemented through blueprints encompassing three key areas—Community Empowerment, Service Delivery, and Service Reform—each aimed at integrating digital and data-driven approaches into local government operations. A white paper has been produced, and officers are continuing their collaboration with partners to further develop the vision design manual and delivery plans, thereby facilitating effective adoption by local authorities.

- 2.16. The roadmap’s strategic direction is also informed by national guidelines. It reflects the key characteristics of a digital council—digital leadership, user focus, collaborative working, technology and data enablement, and innovation—as defined by Audit Scotland.¹ It directly supports the national call for councils to build common solutions and enhance data-driven decision-making as proposed by Scottish Government.²
- 2.17. Customer Service Hub
- 2.18. The Customer Service Hub is designed to make experiences better for both customers and employees and bring new digital services to the workplace. Eleven applications have been launched across a range of council services exemplifying the Council’s commitment to people focused design, digital transformation, and efficient public service delivery.
- 2.19. Several digital solutions for School and Early Learning and Childcare enrolments, as well as Free School Meals and Clothing Grants, have been introduced. The purpose was to offer parents and guardians accessible online services, while improving administration, reducing response times, and providing up to date information to support decision making.
- 2.20. The new online forms have validation checks, reducing the number of follow-up calls required to clarify missing and incorrect information. They also allow parents and guardians to upload supporting documents, thereby removing the need for in person visits to complete the child’s enrolment. Parents and guardians receive automated updates on about their applications, reducing the number of queries received.
- 2.21. The new case management systems assist staff in managing applications through the different stages, standardising processes and providing increased visibility of the status of cases. The system helps flag issues, for example highlighting duplicate applications. Staff and parent feedback has been positive, with additional enhancements planned for the future.
- 2.22. The introduction of the new online Roads applications is providing substantial benefits to both partners and residents. A full set of online forms, enhanced with Ordnance Survey mapping functionality, now makes it easier and faster to apply and upload documents. Applicants can conveniently submit applications at any time, eliminating the need for repeated progress calls. This improved system ensures that customer service is seamless, with applications and queries handled promptly and efficiently. All correspondence and case management are

¹ Audit Scotland, (2021), ‘Digital progress in local government’.

² Scottish Government, (2021), ‘A changing nation; how Scotland will thrive in a digital world’.

safely maintained in one central location and can be viewed securely by all team members, which means enhanced data quality, faster responses, and improved communication. These solutions also allow staff to devote more time to proactive site visits, while offering robust case tracking, performance reporting and faster responses to public enquiries.

2.23. Automation

- 2.24. The Automation workstream is designed to streamline high-volume, repetitive tasks using Robotic Process Automation (RPA). Its core purpose is to enhance operational efficiency, improve accuracy, and free up staff time for more value-adding activities
- 2.25. The Council has delivered a focused programme of activity under the banner of *Automation September*, designed to promote awareness, generate ideas, and showcase opportunities for automation and wider Digital Transformation across services.
- 2.26. The month-long series of events included a dedicated stand in Kilncraigs, sessions at the Senior Leadership Forum (SLF) and Team Leader Forum (TLF), as well as several “lunch and learn” opportunities for staff. The programme was a significant success, generating high levels of engagement across services and resulting in more than 150 ideas submitted for consideration. These ideas are now being assessed by the Digital Transformation team to determine their viability for future delivery, with several opportunities already identified for implementation.
- 2.27. As a result, work has commenced on specific proposals, including the automation of licensing reminders, auto population of Sheriff Court forms, and a wider digital solution to improve the referral process within the Children’s Wellbeing Partnership.
- 2.28. The high level of participation has demonstrated the appetite across the organisation to embrace innovation and reinforces the Council’s commitment to smarter working practices.

2.29. Data Insights

- 2.30. The Data Maturity Assessment, commissioned by the Scottish Government and conducted in Spring 2024, aimed to establish a baseline understanding of Clackmannanshire Council’s data capabilities and identify priority areas for strategic improvement. Key findings highlighted significant gaps in leadership engagement, data skills, and tool usage.
- 2.31. As a result, a plan was developed to improve data governance and standards through the implementation of a refreshed Data Governance Framework, supported by strategic oversight from the Data Advisory Group (DAG). A series of audits have been conducted to identify gaps in existing policies and procedures, leading to the development of key resources designed to enhance data integrity, security, and usability, and are being embedded across services as part of the Data Insights platform roll out.
- 2.32. The platform represents a key milestone in strengthening evidence-based decision making and improving service delivery. It includes a powerful new data

tool with over 300 open-source datasets and links to council-held information, allowing staff to compare data by postcode and area. Initial efforts focused on factors influencing child poverty, this has now evolved to include data on environment, health, crime, housing, lifestyle with plans to add climate and sustainability information. The platform has been developed to make this intelligence accessible to council teams and local partners, with a future open-source public version planned. This work is already informing strategic planning, improving insight, and building a strong foundation for partnership working across the region. Please refer to **Appendix B** for examples of the type of dashboards in the new data platform.

- 2.33. Work has now commenced with Housing, Children's Services and Justice Services. All Housing data has been successfully onboarded to the platform, and collaboration with the team is underway to design and build tailored reporting. The first reports in development cover rent arrears and empty properties, which will provide managers with more timely and accurate insights to support service delivery.
- 2.34. Training is also being delivered to Housing colleagues, so they can manage their own reports and data. This approach will help embed a culture of evidence-based decision making across the service. Onboarding for Environment and Property teams is scheduled to begin shortly, further extending the reach and benefits of the new platform.
- 2.35. SMART Clacks
- 2.36. The SMART Clacks workstream aims to improve residents' health and service delivery using smart devices (Internet of Things, or IoT). Its primary purpose is to automate manual processes, monitor environmental conditions, and enable proactive maintenance, particularly within social housing, energy management, and air quality.
- 2.37. The Council's innovative use of sensors in homes aims to drive significant improvements in public health and housing quality across Clackmannanshire. By monitoring temperature and humidity, the Council is introducing an 'early warning system' that proactively prevents the development of damp and mould, safeguarding the wellbeing of residents. This pilot scheme, to be deployed in 61 properties, provides property managers with real-time insights, enabling swift interventions that protect both the health of tenants and the long-term value of the Council's housing stock.
- 2.38. This forward-thinking approach offers a host of benefits. Unlike traditional inspections, which are often resource-intensive and occur only after issues arise, smart sensors enable the Council to act before problems escalate. This not only reduces the need for costly repairs but also ensures homes remain healthy and comfortable for residents. The data-driven strategy allows for smarter decision making, ensuring that interventions are targeted, efficient, and effective.
- 2.39. Overall, this pilot highlights the Council's commitment to creating safer, healthier, and more efficient housing. By embracing cutting-edge technology and proactive maintenance, Clackmannanshire is setting a positive example for future housing initiatives and paving the way for broader adoption throughout the region.
- 2.40. Digital Champions

- 2.41. The Council's Digital Champion Programme is a key part of the Digital and Data Transformation work, designed to build a digitally confident and capable workforce. The programme empowers staff across service areas to support their colleagues in adopting digital tools-particularly Microsoft 365-through peer-to-peer learning, tailored support, and community engagement. Its purpose is to improve digital literacy, foster a culture of knowledge exchange, and ensure the successful rollout of new technologies by embedding support within teams.
- 2.42. The programme has made significant strides; the Digital Champions have played a pivotal role in the M365 migration, delivering one-to-one and group training sessions, creating help guides and videos, and supporting staff at remote sites and with varied work patterns. Their efforts have enabled IT teams to focus on technical delivery while ensuring staff receive accessible, ongoing support. The Champions also led a council-wide Digital and Data Skills Assessment, using creative engagement methods to achieve high participation and inform future training needs.
- 2.43. Be the Future – Benefits Realisation Update
- 2.44. The Be the Future update paper that was presented to Council in May 2024 noted the progress in developing the process for agreeing benefits realisation and the associated plan. To ensure the Be the Future programme is achieving its outcomes a Benefits Realisation Plan (BRP) was to be developed to track progress.
- 2.45. The BRP will identify, define, plan, and monitor the benefits for the Be the Future Programme. It will demonstrate how activities link to outcomes. The BRP aims to incorporate both quantitative and qualitative indicators.
- 2.46. The Digital and Data Transformation team is undertaking work to take this forward. Work is progressing to establish a robust approach to measuring and realising the benefits of the Be the Future (BTF) programme, ensuring that outcomes can be clearly demonstrated and reported.
- 2.47. A comprehensive analysis has been undertaken to draft a set of recommended Key Performance Indicators (KPIs) aligned to each BTF outcome and theme. These proposed measures are currently subject to internal review with Directors and will be presented to the BTF Board in due course. The intention is to agree approximately five high-level KPIs for each theme, providing clear oversight of progress and impact.
- 2.48. Alongside this, a supporting framework is being developed to ensure that every BTF workstream and project establishes its own short and medium-term KPIs. This will allow benefits to be measured consistently and transparently across the programme. Collectively, these measures will form the foundation of a future BTF dashboard, delivered through the Council's new data platform, providing elected members and officers with a clear line of sight on progress and outcomes.
- 2.49. Future Opportunities: National Robotarium
- 2.50. Discussions are progressing with the National Robotarium ([The National Robotarium | People Centred :: Intelligence Driven](#)) to identify how robotics could support service delivery for citizens. A partnership between Clackmannanshire

Council and the National Robotarium presents a transformative opportunity to embed cutting-edge robotics and AI into public service delivery, economic development, and community wellbeing. The National Robotarium, a globally recognised centre for robotics innovation based at Heriot-Watt University, offers tailored support through feasibility studies, technical proposals, and roadmapping services to help organisations assess and adopt robotics solutions. For Clackmannanshire, this could mean co-developing smart technologies for areas such as social care, education, infrastructure, and health, with potential pilot projects at sites like the Forthbank Living Lab, the Wellbeing Hub and Lochies School.

2.51. The collaboration would enable the Council to access expert knowledge, bespoke robotic systems, and funding opportunities, while also contributing to Scotland's ambition to lead in AI and robotics. By aligning with the Robotarium's mission to create community-informed innovation, Clackmannanshire can position itself at the forefront of the technological revolution, fostering local talent, attracting investment, and enhancing services for residents.

2.52. The Be the Future board meeting on 20th November will be hosted at The National Robotarium with a tour of the facilities and challenge session beforehand.

2.53. **Be the Future Corporate Priorities 2026/27**

2.54. The Be the Future Update report presented at Council in October 2023 approved *"that the traditional 4-year corporate plan approach was replaced by an annual Be the Future Statement of Corporate Priorities to be considered and approved by Council. This provided a thread of continuity over the long-term, consistent with the Be the Future. Additionally, it provided added agility to pivot and adapt our work and priorities annually, based on emerging events and threats and organisational learning, development and continuous improvement."*

This ability to adapt our work and priorities aligns with how the transformation programme is progressing over time

2.55. We propose four key priorities for 2026/27. These are:

- Digital and Data Transformation
- Asset Strategy
- Workforce Strategy.
- Collaboration Work – This is a new priority to be introduced to cover the Collaboration work with Falkirk and other partners that we are undertaking.

These will be our core Be the Future Corporate Priorities for 20/26/27 which will be reported to Council.

2.56. The remaining priorities of the Family Wellbeing Partnership, Sustainable Transport, Investment Strategy and Communication and Engagement will move to implementation and become part of how we deliver services.

- 2.57. Progress on these programmes of work will still be reported to Council as the work continues. This mechanism will allow for continued transparency and scrutiny and allow information to flow through as required.
- 2.58. Internally, updates on the City Region Deal (CRD) are reported to the Strategic Oversight Group and the Be the Future Board. Reporting on the City Region Deal will be added also.
- 2.59. Place based redesign has been superseded by the work progressing on the TOM and the Collaboration Work.
- 2.60. Appendix C sets out the proposed Be the Future Corporate Priorities for 2026/27 and the other programmes of work that will be reported as part of BtF.

2.61. **Clackmannanshire Transformation Space**

- 2.62. As agreed by Council in March 2024, the governance framework for the programme is now fully in place. An agreement has been concluded between the Council and Foundation Scotland as Fund Manager; the Citizens' Panel (Community Voice) has been convened and is operating in line with that agreement; and all Fund Administration and Governance requirements are being adhered to. Grantees are progressing activity against the Strategic Aims set out in the agreement. In parallel, the Transformation Space Community Interest Company (CIC) has been established and is operational, with a separate agreement in place between the CIC and Foundation Scotland. The Oversight Board has met and formally ratified the Panel's initial allocations.
- 2.63. Participation continues to grow, with over 50 residents now serving on the Citizens' Panel. The first topic—prevention of homelessness—saw the Panel meet four times, beginning in July to examine local need and develop a future vision. A subsequent call for proposals generated six investment opportunities; the Panel agreed to fund five projects, awarding £297k in total. A second Panel on Mental Health in Young People has met and issued a call for proposals (closing 7 November). A third Panel on Employability will convene in November, supported by a group of employers who will meet later in the month to inform priorities and delivery.
- 2.64. Feedback from Panel members indicates the process is challenging, enjoyable and rewarding, with participants citing increased understanding and collective purpose: *"Interesting to see how the process worked and how decisions are made"; "Great that local people are being asked to be involved"; "Proud to be part of this group... a warm, positive feeling that we can help change things in Clackmannanshire."* Others reflected on collaborative impact—*"One per cent from a hundred people beats 100% from one person"*—and on respectful deliberation: *"Lively debate, fair chance for everyone, good teamwork and a great mix of people; I'd encourage others to take part."*

The CTS will continue to test out the agreed processes for the remainder of Year 0 (until March 2025). Council will then be provided with a further update and any relevant decisions brought forward after that date.

3.0 Sustainability Implications

- 3.1. Digital solutions can facilitate more sustainable service delivery; these are on a case-by-case basis and are documented as part of the use case development.

4.0 Resource Implications

4.1. Financial Details

- 4.2. 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 ☐
- 4.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

Staffing

- 4.4. The cost of operating the Digital and Data Transformation Programme are covered by annual capital budget provision.

5.0 Exempt Reports

- 5.1. 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 Impact Assessments

- 8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) No ☒

- 8.2 If an impact assessment has not been undertaken you should explain why:

The progress updates contained within this report are part of a wider programme and do not require any decisions to be made.

The Be the Future Corporate Priorities will be included in the Council Budget for 2026/27 which will have an overall EIA.

9.0 Legality

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

10.0 Appendices

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

- Appendix A: Digital and Data Transformation Programme 5-year Roadmap
- Appendix B: Data Platform Example Dashboards
- Appendix C: BtF Corporate Priorities 2026/27

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 ☒

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Appendix A: Digital and Data Transformation 5 Year Roadmap

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Digital Transformation 5 Year Roadmap



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Timeline:

Short-term

Medium-term

Long-term

Connected Communities

- Data self service
- Provide an open data platform, which allows communities to access & share data
- Online tools for idea generation and open innovation

Intelligent Automation

- Expand our Automation tools to use AI
- Use technology to identify opportunities for automation

Regional Digital and Data Collaborations

- City Region Deal opportunities: Digital Hub, SIEC, ILIH
- Explore opportunities for AI and Innovation hubs within the area

SMART Clacks

- SMART IoT Network
- SMART data hub & open data platform which allows the public to access sensor data

Empowering Digital Communities

- Deliver a new Citizen data portal
- AI for community needs
- Citizen engagement platform to share community needs and influence council decision making
- Online collaborative participatory budgeting

Fostering Strategic Innovation Partnerships

- Improve engagement with the local technology and innovation community
- Hold innovation and collaboration events such as "Hackathons"
- Offer graduate placements for Data and Technology Students

Data Insight Transformation

- Roll out our Data tools to all areas
- Create Data Portal for Council and Partners
- Data Personas and visual storytelling
- Data Governance system
- Benefits Realisation Dashboards

Modern Workplace

- Offer learning opportunities for emerging tech
- Copilot, Automation and PowerBI Lunch and Learn
- Improve the Councils Digital and Data literacy
- Workforce Development
- Digital Champions

Scaling the Programme

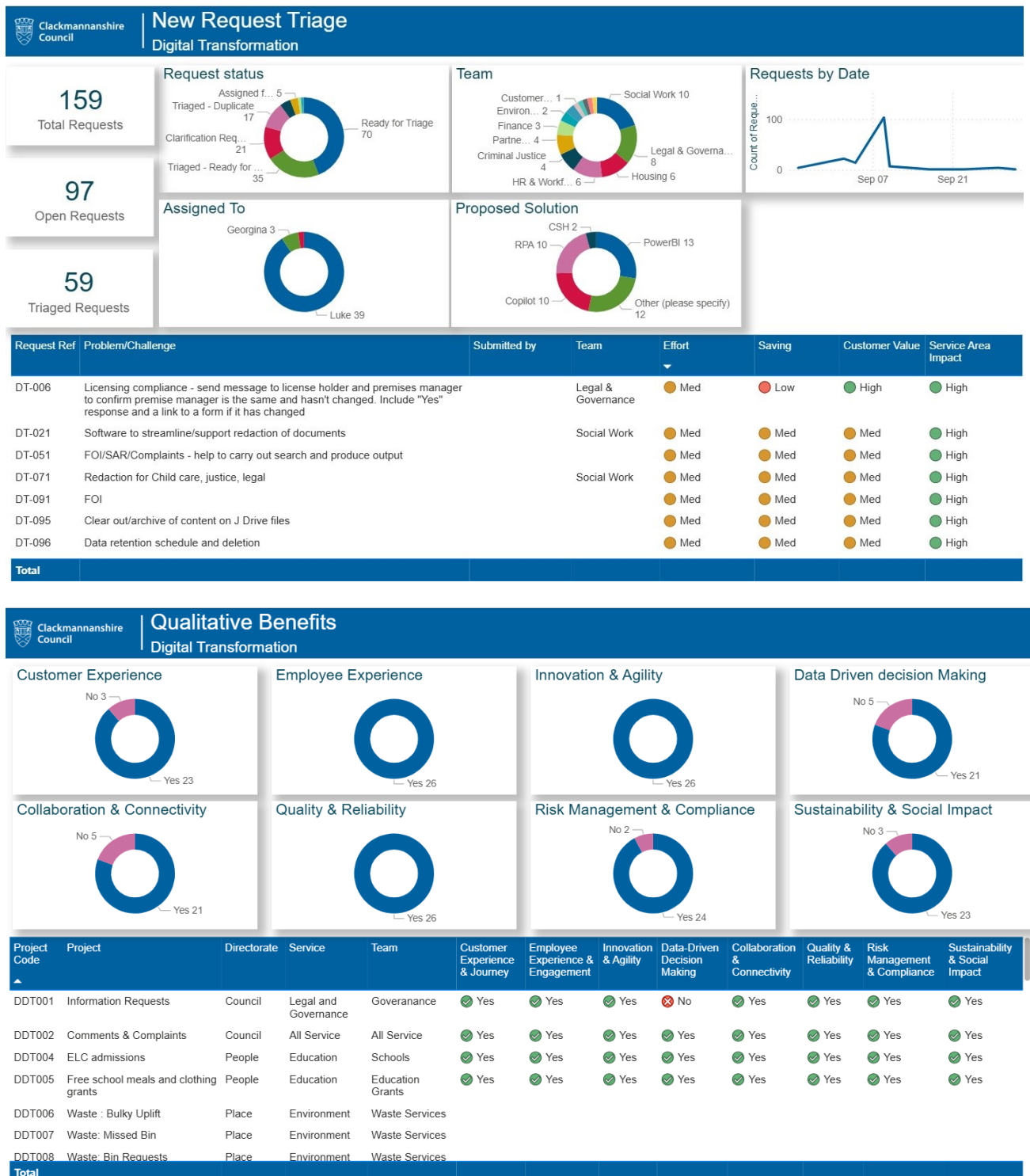
- Service Design
- Programme Delivery Methodology and Standards
- Design Governance & Standards
- Common Components that can be reused
- IoT Strategy & Refreshed Digital Strategy

Holistic Application Deployment

- Bring together our tools like the Customer Service Hub, Automation, Data and IoT to maximise benefits
- Create automation tools to improve efficiency
- Identify opportunities to use technology to improve how we work (i.e. Copilot Chat)

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Appendix B: Data Portal Example Dashboards



Appendix C: Be the Future Corporate Priorities 2026/27

Priority Theme	Scope	Progress to Date
Digital and Data Transformation	The programme aims to create a more connected, efficient, and forward-thinking council by integrating technologies such as automation, IoT, and advanced data platforms. It is structured around four key themes—Customer Experience, Working Smarter, Colleague Journey, and Maximising Impact—and is underpinned by a five-year roadmap aligned with national frameworks and local priorities.	Work is ongoing to secure and modernise our IT infrastructure. The Digital and Data programme continues to progress at pace. The 5-year roadmap has been agreed and is aimed at creating a more connected, efficient, and people-focused council. The SWIT system and Reimagining Social Care programme of work is now underway. The new Housing Management IT system is also progressing.
Asset Strategy	Our Corporate Asset Management Strategy will help provide a structured approach to managing the physical assets of our Council within the context with the desire to maximise on our financial investment and in return the social and community benefits. The strategy will outline the alignment of our assets to the Council Priorities and Objectives, seek to provide a framework for optimal performance, managing risk and enhancing sustainability and resilience, followed on by a high-level Strategic Asset Management Plan.	The Asset Management Strategy is on track to be presented to Council at the November meeting. The strategy will outline the alignment of our assets to the Council Priorities and Objectives, seek to provide a framework for optimal performance, managing risk and enhancing sustainability and resilience, followed on by a high-level Strategic Asset Management Plan.
Workforce Strategy	In April 2025 the Council concluded its Interim Workforce Strategy, designed as a means to develop the Council's approach to workforce development, and workforce planning. It is expected that a revised Strategic Workforce Plan will be brought forward in conjunction with the TOM.	Work has begun to scope out a new Strategic Workforce Plan for the period 2025-28, which will align and be brought forward with the Target Operating Model (TOM). In addition to the above, work continues to offer structured programmes to enhance workforce development across Services, such as the ongoing SLF / TLF programme of events, Step Forward Mentoring Programme, and an imminent procurement exercise for formal leadership development programmes for both aspiring, and senior managers.
New- Collaboration Work	The focus of the Collaboration work is to delivering future efficiencies and savings to support the Council's agreed MTFS, as well as considering service sustainability. The work also linked to the Council's Target Operating Model and will help inform the next phase of the Council's transformation programme.	The discovery phase for the collaboration work with Falkirk has concluded, looking at the potential opportunities for transformation and shared delivery models across both Councils and with other partners in the longer term.
<u>Programme of Implementation</u>		
Family Wellbeing Partnership	Established in 2020 the Clackmannanshire Family Wellbeing Partnership (FWP) approach seeks to transform how Clackmannanshire communities are supported through a transformative shift away from crisis-driven service delivery towards one that is relational, community-led and focused on enabling families and individuals to thrive. This approach has reshaped how children, young people, and families access support through a co-ordinated network of services which, working together, reduce inequality, prevent statutory escalation, and empower families.	The Family Wellbeing Partnership continue to lead public sector reform, sharing good practice, and leveraging funding to continue achieving the following goals. -Develop the conditions to enhance wellbeing and capabilities -Create a community where everyone has the opportunity to flourish -Ensure a radical shift towards preventative and relational model of public services -Voice and agency of Clackmannanshire people and communities at the heart of decision making
Sustainable Transport	Sustainable Transport was introduced as a priority theme in the BtF update report to council in October 2023. The scope of the priority included: - Resilient local transport - Carbon Reduction and Net Zero - Regional Connections - Partnership Opportunities - Consolidating/ pooling opportunities	Council has approved the Wellbeing Economy approach to Transport Strategy and the Short-Term Actions. A more detailed implementation plan will be developed setting out resources and project detail.

Communication & Engagement Model	To transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) as well as developing a transformed capacity and approach re engagement and participation. Consultancy firm Clark have been contracted to produce a new communications and engagement strategy for the Council.	Work is progressing well with Clark aiming to have first draft with Clackmannanshire Council for feedback by Christmas following survey and focus groups so the outcomes of these can be included.
Investment Strategy	Clackmannanshire's Investment Strategy is a long-term, place-based plan designed to transform the region through strategic investment, community engagement, and partnership working.	The next step is to create the strategic framework in which the Investment Strategy will operate, with key initial stakeholders to be proposed. An Investment Funding and Strategy Officer post was advertised but the post was not filled. Options are currently being evaluated in terms of readvertising or a potential strategic partnership model. A revised job profile has been produced to better reflect our aspirations.
Stirling & Clackmannanshire City Region Deal	A commitment between the Scottish Government, UK Government, Stirling Council, Clackmannanshire Council and the University of Stirling, to deliver a total investment of £214 million over ten years to support the economic development of the Stirling and Clackmannanshire city region The deal is based around 6 themes: Innovation, Digital, Culture, Heritage & Tourism, Transport, Connectivity & Low Carbon Infrastructure and Skills and Inclusion	In year 6 of the 10-year Investment Programme, within Clackmannanshire the current status of projects is as follows; -3 projects have been delivered, the Japanese Garden, the Regional Energy Masterplan and the Active Travel Phase 1 Alva to Menstrie route -2 projects are currently in delivery, the Flexible Skills Project and, led by the University of Stirling, Scotland's International Environment Centre (SIEC1) -6 projects are at the business case development and approval stage (or pre business case) including Active Travel, the Alloa Heritage & Enterprise Centre, Alloa Regional Digital Hub, Lone Parent Project and, led by the University of Stirling, SIEC2 Intergenerational Living Innovation Hub (ILIH)