CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 10

ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 26 November 2026

Subject: Be the Future Update - Digital Strategy 2026-2031

Report by: Chief Executive

1.0 Purpose

1.1. This paper seeks approval of the Clackmannanshire Digital Strategy 2026 – 2031 and to agree the establishment of a new Clackmannanshire Digital Partnership to support delivery of the strategy.

1.2. The report provides an overview of the strategy, the proposed partnership approach, summarises the development of a Digital Action Log to coordinate delivery activity, and highlights the engagement undertaken to inform the final strategy. The strategy will provide a shared framework for the use of digital, data and technology to improve outcomes for residents, communities, businesses and public services across Clackmannanshire.

2.0 Recommendations

2.1. It is recommended that Council:

2.2. Approves the Clackmannanshire Digital Strategy 2026-2031, including it's strategic direction and priorities.

2.3. Agrees the establishment of a Clackmannanshire Digital Partnership to bring together public sector, community, third sector, education and business representatives to support deliver of shared digital priorities

3.0 Considerations

3.1. Background

3.2. The Council's previous Digital Strategy covered 2019–2025 and focused on digital leadership, strong technology foundations and customer-centred services. Since then, technological change and public expectations have accelerated. Financial pressures and changing demand have also increased the need for new ways of working. Developments in data, automation and artificial intelligence bring further opportunities and challenges. Together,

these factors have prompted a refreshed strategic direction for the next five years.

3.3. The Digital Strategy 2026–2031 provides this direction and sets out a shared vision for a digitally enabled Clackmannanshire. It explains how digital, data and technology will be used to improve outcomes, reduce inequality, strengthen local services and support economic growth. Digital inclusion is central to this vision, helping to ensure that all communities can benefit and that no one is left behind

3.4. Digital and Data Transformation is a core Be the Future priority for 2026/27 and a key enabler of the Target Operating Model. The strategy is therefore closely aligned with the Council's wider transformation ambitions. It will guide the use of technology, information and organisational capability to create more integrated, efficient and financially sustainable services.

3.5. The strategy also aligns with the shared vision for digitally enabled local government being developed by SOLACE Scotland, supported by the Improvement Service and the Digital Office for Scottish Local Government. This work promotes community empowerment, better services and wider reform. It recognises that technology alone will not deliver change. Effective leadership, workforce skills, user-centred design and trusted information are also essential. This alignment will help Clackmannanshire benefit from shared learning and reusable solutions across the sector.

3.6. Delivery of the strategy will be monitored through a Digital action log, with progress reporting through existing governance arrangements as appropriate

3.7. The strategy is consistent with the Scottish Government's Programme for Government 2026–2031 and its focus on public service reform. It supports prevention, better outcomes, simpler services and effective use of resources. It also complements the Transformation through Collaboration programme involving Clackmannanshire, Falkirk and Stirling Councils. The three councils are exploring how shared capacity, expertise and systems could improve resilience, productivity and value for money while remaining responsive to local needs.

3.8. Taken together, these local, regional and national developments provide the wider context for the refreshed strategy. It will create a clear framework for future digital initiatives, investment and service redesign across the Council and with partners. Approval of the strategy will establish a consistent and evidence-based approach to change, aligned with Council priorities, sector-wide developments and the wider programme of public service reform.

3.9. Strategy Overview

3.10. The strategy sets out a long-term vision for a digitally enabled Clackmannanshire and is built around three strategic pillars:

- Digital Inclusion and Empowerment
- Digital Growth and Opportunity
- Sustainable, Data-Led and User-Centred Public Services

3.11. These themes recognise that digital is not solely about technology. It is also about ensuring that residents can participate fully in society, that businesses can benefit from innovation and skills, and that public services are designed around the needs of citizens using data and evidence to improve outcomes. The strategy also places particular emphasis on ethical and transparent use of data, automation and artificial intelligence

3.12. Digital Action Log

3.13. The Digital Action Log and delivery plans are continuing to be developed following the engagement and consultation undertaken to date. Feedback received is being used to refine priorities, identify potential actions and inform how delivery will be coordinated and monitored. The Action Log will remain a live document, allowing it to respond to emerging needs and opportunities as the strategy is implemented. It will provide the operational mechanism for tracking initiatives, projects and improvement activity that contribute to the strategy's objectives. It will help ensure that the strategy remains practical, measurable and focused on delivery rather than becoming a static policy document.

3.14. The Action Log will:

- Record digital initiatives being undertaken by the Council and partner organisations.
- Identify ownership, progress, dependencies and risks.
- Support coordination across organisations where activity overlaps.
- Enable monitoring of progress against strategic priorities.
- Provide transparency and accountability through regular reporting.

3.15. Clackmannanshire Digital Partnership

3.16. Throughout the development of the strategy, a recurring theme has been that digital challenges cannot be addressed by the Council acting alone. Many of the opportunities and challenges identified span organisational boundaries and require collaboration between public services, communities, businesses, education providers and the third sector.

3.17. To support delivery of the strategy, it is proposed that a Clackmannanshire Digital Partnership is established. The purpose of the Partnership would be to:

- Strengthen collaboration between local organisations and communities.
- Share knowledge, expertise and learning
- Identify opportunities for joint working and external funding.
- Support delivery of shared priorities contained within the Digital Action Log.

- Provide a forum for discussing opportunities, barriers and emerging digital challenges.

- The Partnership would complement existing governance structures and would not replace existing decision-making arrangements.

- At this stage, approval is sought only for the principle of establishing the Partnership. No additional funding is being requested through this report. Any future proposals requiring financial investment would be subject to separate governance and approval processes

3.18. Engagement and Consultation

3.19. Significant engagement activity has informed the development of the strategy.

3.20. Internal engagement has taken place through discussions with the Senior Leadership Forum (SLF), Team Leader Forum (TLF) and services across the Council. This engagement helped identify digital challenges, opportunities and priorities and ensured the strategy reflects both organisational and community needs.

3.21. A dedicated Digital Strategy engagement event was held in Alloa Town Hall, bringing together elected members, public sector partners, businesses, community groups and third-sector organisations. The event explored digital inclusion, digital skills, economic growth, innovation and service transformation. Participants identified strengths, opportunities and priority areas for future action.

3.22. The event was supported by guest speakers from organisations including the Digital Inclusion Alliance, Scottish Tech Army, Digital Office for Scottish Local Government and the Scottish Digital Academy, helping bring national expertise and examples of good practice to the discussion. Feedback received was overwhelmingly positive and demonstrated strong support for greater collaboration and partnership working.

3.23. In addition, dedicated youth engagement activities are planned with local schools and young people to ensure that the voices of future residents, learners and workers are reflected within the strategy and associated action planning. Outputs from these sessions will continue to inform future updates to the Digital Action Log and delivery planning.

4.0 Sustainability Implications

4.1. The strategy supports more efficient and accessible service delivery through increased use of digital channels, reducing unnecessary travel and paper-based processes where appropriate. The enhanced use of data and technology will support evidence-based decision making, more effective use of resources and improved organisational resilience.

4.2. The strategy also promotes digital inclusion and accessibility, helping ensure that the benefits of digital transformation are distributed fairly across Clackmannanshire's communities. It recognises that digital services must be

complemented by appropriate support and alternative access routes where required to avoid exacerbating inequalities.

5.0 Resource Implications

5.1. Approval of the Digital Strategy does not commit the Council to any specific additional expenditure and there are no direct financial implications arising from approval of the strategy itself.

5.2. The proposed Digital Partnership is intended to operate through existing organisational networks and collaboration arrangements. No additional funding is being requested as part of this proposal.

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 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)

Yes ☒

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

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".

10.2 Digital Strategy EFSIA

10.3 Clackmannanshire Council Digital Strategy

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 ☒

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

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

Title:
Clackmannanshire Council Digital Strategy 2026-2031 – Equality and Fairer Scotland Impact Assessment

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

The Digital Strategy has the potential to improve equality of access by reducing digital exclusion, strengthening digital skills and delivering accessible, user-centred services. However, digital transformation could widen existing inequalities where people lack suitable devices, connectivity, skills, confidence or support.

The Council will mitigate these risks by maintaining assisted digital, telephone, face-to-face and community-based access where needed, applying accessibility and inclusive-design standards, and monitoring impacts on different groups. Further evidence and engagement will inform the detailed assessment, and individual projects arising from the strategy may require their own proportionate EFSIA.

Summary of actions taken because of this assessment:

- Maintain assisted digital, telephone, face-to-face and community-based access where needed.
- Embed accessibility and inclusive design in digital services.
- Target support towards people at risk of digital exclusion.
- Monitor impacts on equality groups and people experiencing socio-economic disadvantage.
- Complete proportionate impact assessments for individual programmes and service changes where required

Ongoing actions beyond implementation of the proposal include:

- Maintain the Digital Partnership to coordinate activity across the Council, communities, public services, the third sector, academia and industry, with clear partnership governance and shared objectives.
- Work with regional and national partners, including the City Region Deal, Digital Office and Improvement Service, to attract funding, share expertise and maximise local benefit from digital investment.
- Work with organisations such as Connecting Scotland, telecommunications providers, libraries, schools and community groups to improve access to devices, connectivity, affordable services and digital-skills support.
- Deliver and annually review the Digital Transformation Delivery Plan through the Digital Leadership Board.
- Monitor service accessibility, digital inclusion, user satisfaction and the impact of digital change on different equality groups and people experiencing socio-economic disadvantage.
- Continue engagement with residents, staff and partners, using feedback to improve services and identify unintended impacts.

- Maintain assisted digital, telephone, face-to-face and community-based access where needed.
- Review the EFSIA as the strategy develops and complete proportionate assessments for individual programmes and service changes where required

Lead person(s) for this assessment:

Alison Bonner, Digital and Data Transformation Lead
Luke Pritchard-Woollett, Data and AI Project Manager

Senior officer approval of assessment: Chris Alliston, Head of Corporate Services

DATE: 30th October 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 Council's Equality and Fairer Scotland Impact Assessment guidance. 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 purpose of the Clackmannanshire Council Digital Strategy 2026–2031 is to set the Council's strategic direction for using digital technology, data and innovation across all Council services. It aims to improve outcomes for residents, reduce inequality and transform public services in a sustainable, secure and ethical way.

The strategy seeks to:

- reduce digital exclusion and improve access to devices, connectivity, skills and support;
- deliver accessible, inclusive and user-centred services;
- maintain assisted digital, telephone, face-to-face and community-based access where needed;
- build digital confidence, skills and capability among residents, employees and partners;
- use digital technology, data, automation and artificial intelligence ethically, transparently and securely;
- support local businesses, employability, innovation and inclusive economic growth;
- redesign services around user needs and outcomes;
- improve the use, quality and governance of data;
- strengthen digital infrastructure, cyber security and organisational resilience; and
- work with communities and partner organisations to maximise the benefits of digital investment.

The strategy provides an overarching framework for digital transformation across every Council service. It will guide future programmes and service changes, supported by a Digital Transformation Delivery Plan and measures covering accessibility, digital inclusion, user satisfaction and environmental impact.

2. Why is the proposal required?

Clackmannanshire Council faces increasing demand for services, financial pressures and rising expectations from residents. Existing ways of working are becoming increasingly difficult to sustain, and the Council must continue to transform how services are designed and delivered in order to improve outcomes, deliver best value and remain resilient in the face of changing demands.

Digital technology, data and innovation are key enablers for this transformation. The strategy is required to provide a clear, Council-wide framework for digital transformation across all services, ensuring that investment, service redesign, workforce development and partnership activity are aligned to shared outcomes and priorities.

The strategy is also required to address challenges associated with digital exclusion. While digital services can improve accessibility, efficiency and convenience, barriers relating to income, geography, disability, age, language, connectivity, skills, confidence and trust can prevent some people from fully benefiting from digital opportunities. The strategy seeks to ensure that digital transformation reduces rather than increases inequality, and that no one is left behind.

3. Who is affected by the proposal?

As the Digital Strategy applies across all Council services, the proposal has the potential to affect a wide range of individuals, communities and organisations.
The groups affected include:

- All residents who access, or may need to access, Council services.
- People who are digitally excluded or at greater risk of digital exclusion, including those experiencing socio-economic disadvantage, limited digital skills, poor connectivity, accessibility barriers or low confidence in using digital services.
- People who require assisted digital, telephone, face-to-face or other non-digital methods of accessing services.
- Individuals with protected characteristics under the Equality Act 2010, particularly where digital accessibility, inclusion, communication or service access may be affected.
- Council employees, elected members and service teams whose working practices, skills, systems and processes may change as a result of digital transformation.
- Community organisations, voluntary organisations, schools and partner agencies involved in delivering services or digital inclusion activity.
- Local businesses, social enterprises and third-sector organisations who may benefit from increased digital capability, skills development and improved access to digital services and data.
- Regional and national partners involved in shared digital services, innovation, data sharing and service transformation initiatives.

The strategy is intended to deliver benefits across the whole of Clackmannanshire; however, particular consideration is required for those who may face barriers to digital participation to ensure that digital transformation reduces rather than reinforces existing inequalities.

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

The Digital Strategy is Council-wide and supports, or is supported by, a range of related policies, strategies and activities, including:

- the Digital Transformation Delivery Plan and associated service-redesign programmes;
- anti-poverty, digital-inclusion and community-learning activity;
- customer access, customer service and channel-management arrangements;
- accessibility and inclusive service-design standards;
- staff digital-skills programmes;
- data protection, information governance, records management and data-sharing policies;
- data transformation, analytics and performance-management activity;
- artificial intelligence governance, ethical assessment and the Council's proposed AI Register;
- cyber security, cyber resilience, business continuity and risk-management arrangements;

- procurement, commissioning and supplier-management policies;
- economic development, employability and support for local businesses;
- community engagement, participation and partnership-working arrangements;
- climate-change, sustainability and net-zero plans; and
- individual service strategies, transformation projects and technology implementations arising from the Digital Strategy.

The strategy also connects with the work of the Digital Partnership and with regional and national collaboration involving public services, the third sector, academia, industry and national digital bodies. Relevant existing EFSIAs should be reviewed, and individual programmes arising from the strategy may require their own proportionate impact assessments.

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 - the Digital Strategy 2026–2031 is a strategic decision as it establishes the Council's long-term direction and priorities for the use of digital technology, data and innovation across all Council services. The strategy will influence future service delivery, transformation activity, resource allocation, workforce development, technology investment and partnership working.

The strategy is intended to improve outcomes for residents, reduce inequality, support inclusive growth and ensure that no one is left behind in the digital age. As it has the potential to affect how services are accessed and delivered across Clackmannanshire, it is relevant to both the Public Sector Equality Duty and the Fairer Scotland Duty.

Accordingly, this assessment considers the impact of the proposal on people experiencing socio-economic disadvantage, including those who may face barriers relating to income, affordability, digital access, connectivity, skills and confidence

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	**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	Digital Strategy engagement event with over 60 representatives from the public sector, third sector and local businesses; engagement with primary and secondary school pupils; external research on digital inclusion and participation.	Evidence indicates that age can influence digital access, confidence and skills. Older people may experience barriers relating to confidence, accessibility and access to support, while younger people are increasingly reliant on digital services and expect accessible digital interactions. Engagement with Education colleagues has highlighted the importance of digital skills, digital safety and accessible online services. The proposal seeks to reduce these barriers through digital-skills development, inclusive service design and continued availability of assisted support.
Disability	External research on digital accessibility and disability; Digital Strategy engagement activities; internal leadership engagement.	Evidence demonstrates that disabled people can face barriers in accessing digital services where accessibility standards are not met or where services are not designed around user needs. The proposal specifically commits to accessible, inclusive and user-centred service design, recognised accessibility standards and maintaining assisted access where required.
Race	External research on digital exclusion; Digital Strategy engagement event; engagement with community stakeholders.	Evidence suggests that language barriers, digital confidence and awareness of available services can affect some minority ethnic communities. The strategy recognises the need for accessible support, inclusive communications and digital-skills opportunities that meet diverse community needs.
Sex	External equality evidence; internal engagement with Council officers and managers.	No specific adverse impacts have been identified at this stage. The proposal is expected to benefit all residents through improved access to services, skills and support. Ongoing monitoring will be required to ensure impacts are experienced equitably.
Gender Reassignment	External equality evidence; internal engagement activity.	No specific impacts have been identified through available evidence. The strategy's commitment to accessible, inclusive and user-centred services is expected to promote equitable access for all users.

Equality Group	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).
		Further evidence may be required as services are redesigned.
Sexual orientation	External equality evidence; stakeholder engagement activity.	No specific barriers have been identified through current evidence. The strategy's focus on inclusion, accessibility and user-centred design is expected to support equitable access to services and opportunities.
Religion or Belief	External equality evidence; stakeholder engagement event involving a broad range of community and partner organisations.	There is currently limited direct evidence linking religion or belief to digital access or participation. However, accessible communication, inclusive engagement and multiple service-access channels will help ensure services remain accessible to people from all faiths and beliefs. Further consultation may be required where service redesign affects specific communities.
Pregnancy or maternity	External equality evidence; internal engagement.	Digital services can improve convenience and accessibility for pregnant people and parents by reducing the need for travel and enabling flexible access to services. Continued non-digital channels remain important where personal circumstances require alternative forms of support.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	External equality evidence.	No specific impacts have been identified. In line with Equality Act requirements, this characteristic is primarily relevant to employment matters. The strategy's workforce elements will be implemented fairly and consistently across the workforce.
Socio economic disadvantage (if required)	External research on digital exclusion and poverty; Digital Strategy engagement event; local partner engagement; Digital Strategy evidence base.	Strong evidence exists that income, affordability, connectivity, access to devices, skills and confidence contribute to digital exclusion. These barriers can limit access to services, employment opportunities and participation in society. Reducing digital exclusion is a central objective of the strategy, supported through digital-inclusion activity, partnership working, skills development, assisted access and support for affordable connectivity. The proposal is therefore highly relevant to the Fairer Scotland Duty.

7. Based on the evidence above, is there relevance to some or all of the equality groups? Y

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:

A range of engagement activities have already informed the development of the Digital Strategy, including engagement through Senior Leadership Team and Team Leader Forums, face-to-face engagement with primary and secondary school pupils, and a Digital Strategy engagement event delivered in partnership with the Digital Office, Scottish Tech Army and Scottish Digital Academy. The engagement event was attended by over 60 representatives from local businesses, third-sector organisations and public-sector partners.

Based on the evidence gathered to date, no immediate requirement has been identified for a separate formal consultation on the strategy itself. However, ongoing engagement will continue through the Digital Partnership, service-design activities and delivery of the Digital Transformation Delivery Plan.

Further targeted engagement may be undertaken where required with:

- People experiencing digital exclusion or socio-economic disadvantage.
- Older people and individuals with low digital confidence or skills.
- Disabled people and representative organisations to support accessibility and inclusive design.
- Minority ethnic communities and people whose first language is not English.
- Community, voluntary and third-sector organisations supporting vulnerable groups.
- Residents, staff and service users involved in the co-design and testing of digital services.
- Young people through schools and youth engagement activities.

Additional evidence will continue to be gathered through service user feedback, digital inclusion data, accessibility monitoring, stakeholder engagement and equality impact assessments completed for individual programmes and service redesign activities arising from the strategy.

Given the strategic nature of the proposal and the extensive engagement already undertaken during its development, future engagement activity will be proportionate and focused on specific projects, services or groups where additional evidence is required to understand and mitigate potential impacts.

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

Engagement and research undertaken during the development of the Digital Strategy identified strong support for a Council-wide approach to digital transformation that improves outcomes for residents while ensuring that digital inclusion, accessibility and fairness remain central to service design.

Key findings from engagement and research included:

- Broad agreement that digital transformation should improve access to services rather than create additional barriers for residents.
- Recognition that digital exclusion remains a significant challenge for some individuals and communities, particularly where barriers exist relating to affordability, connectivity, digital skills, confidence and accessibility.
- Support for maintaining assisted digital, telephone, face-to-face and community-based access channels alongside digital services.
- Strong support for delivering accessible, user-centred services designed around the needs of residents and communities.
- Consistent feedback that digital skills development and ongoing support are essential for both residents and employees.

- Recognition of the need to use data and artificial intelligence ethically, transparently and with appropriate human oversight.

Feedback from local partners highlighted the importance of collaboration across the public sector, third sector, education and business communities to maximise the benefits of digital investment and reduce duplication.

Engagement with primary and secondary school pupils identified the importance of digital skills, digital participation, online safety and ensuring that future services meet the expectations of younger residents.

Stakeholders supported ongoing engagement and co-design as digital services are developed and improved.

The evidence gathered through external research, engagement with Senior Leadership Team and Team Leader Forums, the Digital Strategy engagement event, local partner engagement and pupil engagement has informed the objectives, guiding principles and delivery approach within the strategy. No significant concerns were identified that would prevent the strategy from proceeding; however, stakeholders emphasised the need for continued monitoring, engagement and equality impact assessment as individual programmes and service redesign activities are implemented.

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		There is a potential risk of indirect disadvantage if services rely heavily on digital access, as some older people may experience barriers relating to digital confidence, skills or accessibility. This will be mitigated through assisted digital support, continued face-to-face and telephone access, digital-skills support and accessible service design.
potential for developing good relations	X			Intergenerational learning and community-based digital inclusion activity may help develop understanding and participation across age groups.
potential to advance equality of opportunity	x			The strategy includes measures to improve digital skills, confidence and access to services for residents of all ages, helping to reduce barriers to participation.

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		There is a potential risk of indirect discrimination if digital services are not accessible. The strategy commits to recognised accessibility standards, inclusive design, user testing and alternative access channels to mitigate this risk.

potential for developing good relations	X			Co-design and engagement with service users can improve understanding of accessibility needs and barriers.
potential to advance equality of opportunity	x			Improved accessibility, flexible access channels and user-centred design may increase access to services and opportunities for disabled people.

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		People whose first language is not English may experience barriers accessing digital services and support. Mitigations include accessible communication, community engagement and inclusive digital-skills support.
potential for developing good relations	X			Partnership working and community engagement provide opportunities to engage with diverse communities.
potential to advance equality of opportunity	x			Improved access to services and targeted digital inclusion activity can help reduce barriers to participation.

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		X		No specific risks have been identified at this stage. Services will continue to be monitored to ensure equitable access.
potential for developing good relations	X			Improved access to services may benefit all residents.
potential to advance equality of opportunity	x			Accessible digital services and skills opportunities are expected to benefit all users regardless of sex.

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			X	No specific risks have been identified. Inclusive service design and equal access principles will apply.
potential for developing good relations	X			The strategy promotes accessible and inclusive services for all users.
potential to advance equality of opportunity	x			Consistent digital access and user-centred design may improve access to services.

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			X	No specific impacts have been identified through available evidence.
potential for developing good relations	X			Inclusive and accessible services support positive experiences for all residents.
potential to advance equality of opportunity	x			Improvements to service access and digital participation are expected to benefit all users.

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			X	No specific risks have been identified. Services will continue to be available through multiple access channels.
potential for developing good relations	X			Community engagement and inclusive service design support participation from diverse groups.
potential to advance equality of opportunity	X			Improved access to council services may support wider participation.

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	No specific risks have been identified.
potential for developing good relations	X			Improved access to services and information may benefit parents and carers.
potential to advance equality of opportunity	X			Flexible digital access may reduce the need for travel and improve access to services.

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	No specific impacts have been identified. This characteristic is relevant only in relation to employment matters.

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			Reducing digital exclusion is a core objective of the strategy. Actions include support for affordable connectivity, access to devices, digital-skills development, targeted support for vulnerable groups, partnership working, and maintaining assisted and non-digital access channels. The strategy has strong potential to reduce inequalities associated with affordability, access and digital participation.

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?

This assessment does not identify any issues that would prevent the implementation of the Digital Strategy or require significant changes to the overall programme timetable. However, it reinforces the importance of ensuring that digital inclusion, accessibility and equality considerations are embedded throughout delivery. The strategy commits to maintaining assisted digital, telephone, face-to-face and community-based access where required, alongside the development of digital services. It also highlights the need for accessible communications, inclusive service design and ongoing engagement with residents, employees, partners and communities.

Delivery of the strategy may require ongoing investment in digital inclusion initiatives, accessibility improvements, user research, engagement activities and workforce development. These requirements will be considered and managed through the Digital Transformation Delivery Plan and through individual project business cases. Specialist support may also be required for accessibility reviews, inclusive service design, digital inclusion activity and the ethical use of data and artificial intelligence.

Individual programmes and service redesign activities arising from the strategy may require additional time for consultation, user engagement, accessibility testing and project-specific equality impact assessments. These activities will be incorporated into project planning and delivery arrangements. Overall, the assessment supports implementation of the strategy and confirms that equality, accessibility and socio-economic considerations should remain an ongoing part of governance, delivery and performance monitoring

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**
	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.
x	**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.
	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.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

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:**

Details of individual feedback on the policy are contained within the policy audit history. The findings of this EFSIA, including identified risks, mitigations and post-implementation monitoring actions, will be shared with senior decision-makers before final approval and retained as part of the approval record.

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.**

Following implementation of the Digital Strategy, the Council will:

- Establish and maintain the Digital Partnership to support collaboration across the public sector, third sector, education, communities and local businesses, ensuring that digital transformation reflects local needs and opportunities.
- Provide regular progress updates to Council on delivery of the Digital Strategy and Digital Transformation Delivery Plan, including progress against agreed outcomes, performance measures and strategic priorities.
- Monitor the impact of digital transformation activities on equality groups and people experiencing socio-economic disadvantage.
- Review digital inclusion indicators, accessibility performance, user satisfaction measures and feedback from residents, employees and partners.
- Continue engagement with residents, employees, schools, community groups and partner organisations to identify barriers, opportunities and emerging needs.
- Maintain and promote assisted digital, telephone, face-to-face and community-based access channels where required.
- Use service user feedback, complaints, compliments and performance data to identify and address any unintended impacts on protected groups.
- Ensure that accessibility and inclusive-design principles continue to be applied to new and redesigned digital services.
- Complete proportionate Equality and Fairer Scotland Impact Assessments for significant programmes, projects or service redesign activities arising from the strategy where required.
- Review and update digital inclusion, accessibility, data governance and ethical AI arrangements in line with emerging legislation, national guidance and best practice.
- Periodically review this EFSIA and update it where significant changes to the strategy, evidence base or delivery approach occur.

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

The impact of the Digital Strategy on equality groups and people experiencing socio-economic disadvantage will be monitored through the governance arrangements established for the strategy and the associated Digital Transformation Delivery Plan.

Monitoring activities will include:

- Regular reporting to Council on delivery of the Digital Strategy, including progress against agreed outcomes, objectives and performance indicators.
- Oversight and challenge through the Digital Partnership, enabling feedback and insight from community organisations, public sector partners, education providers, local businesses and the third sector.
- Monitoring accessibility compliance, digital inclusion measures, service usage, customer feedback and user satisfaction across digital and non-digital channels.
- Reviewing complaints, compliments and service feedback to identify any unintended impacts on people with protected characteristics.
- Monitoring participation in digital inclusion initiatives, digital-skills programmes and assisted digital support activities.

- Using service-design, engagement and consultation activities to gather feedback from residents, employees and partner organisations, particularly those at greater risk of digital exclusion.
- Reviewing equality impacts as part of the development and implementation of significant programmes, projects and service redesign activities arising from the strategy.
- Periodic review of this EFSIA to ensure that it remains accurate and reflects emerging evidence, changes in legislation, national guidance and local priorities.

The findings from this monitoring activity will be used to inform continuous improvement, identify any adverse impacts and ensure that appropriate action is taken to promote equality of opportunity, reduce digital exclusion and support inclusive access to Council services

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

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Luke Pritchard-Woollett

Signed: [redacted]

Date: 10/07/2026

Senior officer approval of assessment:

Signed: [redacted]

Date: 30/10/2026

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

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk



Clackmannshire Council

Digital Strategy

2026–2031

Foreword

Clackmannanshire is changing. The way people live, work, learn and access services continues to evolve, and digital technology is increasingly shaping the opportunities available to our communities and our economy.

This Digital Strategy sets out our ambition to ensure that Clackmannanshire is ready to embrace those opportunities while ensuring that no one is left behind. Digital transformation is not simply about introducing new technology. It is about improving outcomes, making services work better for people, strengthening our communities and creating new opportunities for growth and participation.

We also recognise that we cannot deliver this ambition alone. The opportunities and challenges facing Clackmannanshire extend beyond organisational boundaries. Success will depend on working with our communities, businesses, public services, education providers, the third sector and our wider partners. The proposed Clackmannanshire Digital Partnership will help us bring this collective expertise together and turn shared ambition into coordinated action.

This strategy therefore represents both a commitment and a starting point. It provides a shared direction for the years ahead, supported by a detailed action plan that will enable us to turn our priorities into practical delivery.

We want Clackmannanshire to be a place where everyone can benefit from the opportunities that digital brings, where people and communities have the skills and confidence to participate, organisations can innovate and grow, and public services are inclusive, trusted, sustainable and shaped around the people who use them.



Clackmannshire in context

A small, connected and changing place — with both significant challenges and significant opportunity.

Around 51,600 people call Clackmannanshire home. While the overall population is expected to remain broadly stable over the next decade, its age profile is changing, with a growing proportion of older residents.

The opportunity is therefore not simply to digitise existing services. It is to use digital, data and technology to expand participation, strengthen communities, support businesses, improve public services and create new opportunities.



+67.9%

Growth in the 75+ population since 2001

The 75 and over population has grown significantly, while the 0–15 population has fallen by 16%.

0%

Projected population change, 2022–2032

The population is projected to remain broadly stable, compared with 4.4% growth across Scotland.

25%

Area in Scotland's 20% most deprived

18 of Clackmannshire's 72 areas are among Scotland's 20% most deprived.

7.9%

Adults aged 16–64 with low or no qualifications

The 2022 estimate for Clackmannshire, compared with 9.9% across Scotland.

21%

Households recieving Council Tax Reduction

Around one in five households receive Council Tax Reduction, highlighting the importance of affordability and digital inclusion.

67.9%

Economically active working-age population

Around two-thirds of Clackmannanshire's working-age population are economically active, compared with 77% across Scotland.

Why is Transformation needed?

Clackmannanshire, like communities across Scotland, is facing increasing demand, changing expectations and continued pressure on resources. Demographic change, financial pressures and growing complexity mean that traditional ways of delivering services will not always be sustainable in the future.

At the same time, digital technology, data and new ways of working are creating opportunities to deliver better outcomes, improve experiences and make services more sustainable.

Transformation is therefore not simply about introducing new technology or moving existing services online. It is about looking at the way we work and asking what could be done differently, designing services around people's needs, simplifying processes, making better use of data and evidence, and giving staff the tools and skills they need to work effectively. It also means ensuring that people who face barriers to digital access are not left behind, with accessible services, support and non-digital routes remaining an important part of how we work.

The opportunities extend beyond the Council itself. By working more closely with communities, businesses, education, health and other public and third-sector partners, we can share knowledge, reduce duplication and create new opportunities for Clackmannanshire as a whole. Transformation provides an opportunity to build a more connected, inclusive and resilient place using digital as an enabler to support people, strengthen communities, grow the local economy and improve public services.

The case for change is clear: to improve outcomes and deliver sustainable public services, Clackmannanshire must act now to build a digitally enabled, ethical and partnership-driven council fit for the future.



Changing needs

Communities are changing, and people increasingly expect services that are accessible, responsive and designed around their circumstances.



Increasing demand

Demand for public services continues to grow while the resources available to deliver them remain constrained.



New opportunities

Digital, data, automation and AI provide opportunities to improve productivity, personalise services, generate insight and develop new forms of participation.



A changing world

Climate change, economic uncertainty, technological change and evolving expectations mean that our services and infrastructure need to be resilient and adaptable.

Our Mission

Our ambition is to deliver better outcomes for all residents, reduce inequalities, and ensure that no one is left behind in the digital age.

Digital transformation is not an end in itself; it is an important enabler of better outcomes for our communities, our economy and our environment.

We will build on the opportunities presented by digital technology, data and emerging technologies to improve how services are designed and delivered, strengthen connections between organisations and communities, and create new opportunities for people and businesses across Clackmannanshire.

> **Together with our partners and communities, we will harness the power of digital technology to improve lives, strengthen services, reduce inequalities, and create a more inclusive and connected Clackmannanshire.**

Our approach will be grounded in the principles of transparency, fairness, privacy, security and appropriate human oversight. We will ensure that innovation is pursued responsibly, with the needs and rights of our communities at its centre.

By working in this way, we will create a more modern, agile and resilient Council — one that is better equipped to respond to changing needs, make informed decisions, work collaboratively and deliver services that improve outcomes for the people of Clackmannanshire.



“Our mission is to harness digital, data and technology to improve outcomes for the people of Clackmannanshire

Working ethically and in partnership to build trust, reduce inequality and create better, more sustainable public services for the future.”

What Digital Means for us

Digital technology is changing how people live, work, learn, connect and access services. For Clackmannanshire, the opportunity is not simply to adopt new technology, but to use digital, data and innovation purposefully to improve outcomes and create opportunities.

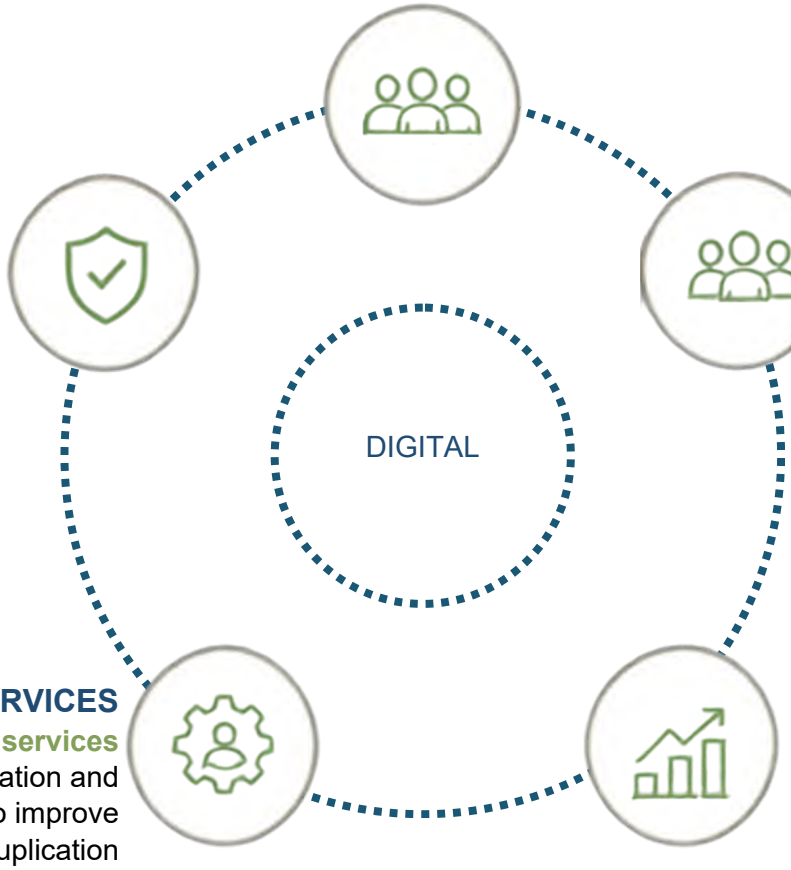
PEOPLE
Better experiences for people
Make services easier to understand, access and navigate

COMMUNITIES
Stronger Communities
Use digital connectivity, skills and participation to help people connect

ECONOMY
A stronger local economy
Support local business entrepreneurs and the workforce to develop digital capability

SERVICES
Smarter, sustainable services
Use data, automation and technology to improve productivity, reduce duplication and help public services make better use of limited resources.

RESILIENCE
A Resilient future
Build secure infrastructure, develop digital capability



> **The measure of digital transformation is not how much technology we introduce. It is the difference it makes to people's lives, our communities, our economy and our public services.**

Key Drivers



People

Clackmannanshire's rural geography, diverse communities and changing demographic profile create both challenges and opportunities.

Reliable connectivity, accessible services and digital skills are essential to ensure that everyone can participate in the digital future.

Sustainability and Resilience

To remain sustainable, council services must make better use of data, automation and shared platforms to reduce duplication, manage demand and support staff capacity.

Digital transformation enables more efficient service delivery while maintaining assisted and non-digital channels where they are needed.





Climate and Net Zero

Digital capability will support our net zero and climate resilience ambitions by helping us manage assets more effectively, reduce unnecessary travel through online services, and make better environmental decisions using data.

Collaboration

There is a clear ambition to deliver services in partnership with other councils and local partners, supported by shared digital platforms and data.



Our Principles

User-Centered
Services are designed around the needs, experiences and outcomes of people and communities.

Inclusive and Ethical
Digital services are accessible, fair and transparent, with responsible use of data and AI.

Collaborative
We work in partnership across councils, communities and sectors to deliver joined-up solutions.

Data-Driven
Decisions are informed by high-quality data, insight and evidence, supported by strong governance.

Technology-Enabled
We use modern technology to improve efficiency, resilience and innovation.

Secure by Design
Security and cyber resilience are embedded from the outset to protect systems, data and users.

Innovative and Sustainable
Innovation supports long-term service sustainability and environmental responsibility.

A Skilled Digital Workforce
We invest in skills, confidence and continuous learning across our workforce.

Transparent
We are open about how technology, data and AI are used and hold ourselves accountable



Our Strategic Pillars



Our Strategic Framework

To deliver our ambition for digital and data, our approach is structured around three Strategic Pillars. Together, these pillars describe where digital, data and partnership working will be focused to improve outcomes for people, communities and public services in Clackmannanshire.

The pillars set the direction. They are deliberately high level, describing the change we want to see and the principles that guide our decisions. They build on the mission and guiding principles set out earlier in this strategy, and each one is explored in detail in the pages that follow.

Direction alone is not enough. To make sure the strategy leads to real change, each pillar is supported by a Digital Action Log. The Action Log translates our ambitions into practical, tangible deliverables, each with clear measures of success. It gives us a way to track progress, show what has been achieved and be open about where we need to do more.

The actions in the log will be delivered by the Clackmannanshire Digital Partnership. Bringing together the Council, communities, businesses, education providers, health and public services and the third sector, the Partnership recognises that no single organisation can deliver this ambition alone.

STRATEGIC PILLARS

01 A Digitally Inclusive and Empowered Clackmannanshire

02 Digital as an Enabler of Growth and Opportunity

03 Sustainable, Data-Led and User-Centred Public Services

DIGITAL ACTION PLAN

Clear deliverables | Measurable | Partnership Working



A Digitally Inclusive and Empowered Clackmannanshire

Ensuring that everyone in Clackmannmanshire can access, trust and benefit from digital services and opportunities.

A Digitally Inclusive and Empowered Clackmannanshire

Digital plays an increasingly central role in how people access services, participate in society and manage their daily lives. Barriers such as access to devices, connectivity, skills, confidence and trust can prevent people from fully engaging with digital services, risking the exclusion of those who already face disadvantage.

Addressing these challenges is essential to improving outcomes, reducing inequality and ensuring that digital transformation supports, rather than widens, existing gaps.



To address these challenges and to support our digital future, we have set the following objectives:

1. **Reduce digital exclusion across all communities**
2. **Ensure all digital services are accessible, ethical and user-centred**
3. **Build digital confidence, skills and trust amongst staff and residents**
4. **Maintain assisted and non-digital channels where required**

A Digitally Inclusive and Empowered Clackmannanshire

Reduce digital exclusion across all communities

Digital exclusion remains a significant barrier to accessing services, opportunities and support. Differences in income, geography, age, disability and language can limit access to devices, connectivity and digital literacy.

Transformation is essential to improving outcomes, tackling inequality and ensuring that digital transformation benefits all communities in Clackmannshire.

What this means in practice

- Have access to affordable devices and reliable connectivity
- Have opportunities to develop essential digital skills
- Are supported to engage with digital services confidently and safely

Key priorities

- Target digital inclusion support at individuals and communities most at risk of exclusion
- Work with partners to provide devices, data and support
- Ensure training and support is accessible to people
- Regularly assess digital exclusion and adapt support based on evidence and community feedback

Ensure all digital services are accessible, ethical and user-centred

Digital services must be designed around the needs of people, not organisational structures or systems. Accessibility, ethical use of data and transparency are key. Effective digital transformation requires services improve outcomes rather than create barriers. This objective focuses on embedding inclusive, user-centred and ethical design as standard practice.

What this means in practice

- Digital services are easy to use and meet accessibility standards
- Services are designed with users, reflecting lived experience
- Data and AI are used transparently, responsibly and for public benefit

Key priorities

- Involve residents, staff and partners in the co-design and testing of services
- Ensure all digital services meet accessibility standards and inclusive design principles
- Embed ethical frameworks for data and AI use, aligned with national guidance
- Continuously improve services based on user feedback and performance insight

A Digitally Inclusive and Empowered Clackmannanshire

Build digital confidence, skills and trust

Digital inclusion is not only about access; it also requires confidence, skills and trust. People must feel able to use digital services safely and understand how their data is used.

Building digital confidence supports independence, improves service outcomes and strengthens trust between communities and public services.

What this means in practice

- Citizens feel confident using digital tools and public services
- Users understand how their data is used and protected
- Trust digital services and emerging technologies

Key priorities

- Provide accessible digital skills training focused on confidence as well as competence
- Promote digital awareness around privacy, online safety and data protection
- Engage communities in conversations about data use and emerging technologies
- Publish clear information about how digital tools and AI are used in council services

Maintain assisted and non-digital channels

Digital services should enhance choice, not remove it. Some residents will continue to need, or prefer, non-digital or assisted support due to accessibility needs, confidence, personal circumstances or the complexity of their situation.

Maintaining alternative channels is essential to ensuring fairness and preventing exclusion.

What this means in practice

- People are not disadvantaged by a move to digital services
- Support is available for those who need help using digital channels
- Non-digital options remain available where appropriate

Key priorities

- Maintain assisted digital support through face-to-face, telephone and community-based channels
- Design services that allow smooth movement between digital and non-digital channels
- Monitor the impact of digital changes on different user groups
- Use insight from assisted channels to improve digital service design
- Clearly communicate the support available to help people access services in ways that work for them



Digital as an Enabler of Growth and Opportunity

Using digital, data and innovation to support skills, economic participation and sustainable growth.

Digital as an Enabler of Growth and Opportunity

Digital capability is a key driver of economic participation, productivity and innovation. Strengthening digital skills, supporting businesses and leveraging innovation are critical to enabling inclusive growth and improving access to opportunity.

By working in partnership and aligning with regional and national programmes, digital can support workforce development, attract investment and help local organisations adapt and thrive in a changing economy.



To address these challenges and to support our digital future, we have set the following objectives:

1. **Strengthen Digital Skills and Workforce Capability**
2. **Support Local Businesses and the Digital Economy**
3. **Enable Innovation and the Use of Emerging Technology**
4. **Work in Partnership to Maximise Digital Opportunity**

Digital as an Enabler of Growth and Opportunity

Strengthen Digital Skills and Workforce Capability

A digitally capable workforce is essential to supporting inclusive growth and ensuring people can access new and emerging opportunities.

As technology continues to change the nature of work, it is vital that people have access to the skills, confidence and pathways needed to participate fully in the local and regional economy.

What this means in practice

- People have access to digital skills that support employability
- Staff and partners are equipped to adapt to changing digital roles
- Digital skills development is inclusive and accessible

Key priorities

- Embed foundational digital skills across the council and partner workforce
- Support advanced skills development in data, automation, AI and service design
- Work with colleges, the Scottish Digital Academy and training providers to align provision
- Ensure inclusive access to upskilling opportunities across all communities

Support Local Businesses and the Digital Economy

Small and medium-sized enterprises, social enterprises and the third sector play a vital role in Clackmannanshire's economy. Digital adoption can improve productivity, resilience and access to new markets.

This objective focuses on supporting organisations to make effective use of digital tools and data, strengthening the local economy and enabling sustainable growth.

What this means in practice

- Local organisations can adopt and use digital tools confidently
- Businesses are supported to innovate and grow sustainably
- Public sector data and investment support economic opportunity

Key priorities

- Promote digital support programmes
- Encourage adoption of secure digital platforms and cloud technologies
- Support homeschooling and flexible working infrastructure
- Open up appropriate public sector data to stimulate innovation
- Work with partners to align economic development and digital support activity

Digital as an Enabler of Growth and Opportunity

Enable Innovation and the Use of Emerging Technology

Innovation and emerging technologies provide opportunities to address complex challenges and improve outcomes.

By taking a responsible and ethical approach to innovation, Clackmannanshire can test new solutions, learn quickly and scale what works, while ensuring public benefit and trust remain central.

What this means in practice

- Innovation is purposeful and focused on real outcomes
- New technologies are assessed ethically and transparently
- Learning from pilots informs wider adoption

Key priorities

- Establish innovation pilots and testbeds linked to real service challenges
- Horizon scan for emerging technologies relevant to place and services
- Leverage national and regional innovation funding
- Share learning across partners and services to accelerate adoption

Work in Partnership to Maximise Digital Opportunity

Inclusive growth cannot be delivered by any single organisation. Strong partnership working is essential to aligning investment, sharing expertise and delivering joined-up outcomes.

This objective focuses on collaboration across public services, the third sector, academia and industry to maximise the benefits of digital investment.

What this means in practice

- Digital investment is coordinated and aligned across partners
- Regional and national programmes deliver local benefit
- Collaboration supports innovation, skills and economic growth

Key priorities

- Work with City Region Deal partners to deliver digital and skills investment
- Collaborate with national bodies such as the Digital Office and Improvement Service
- Engage with academia, Innovation centres and the local tech community
- Establish clear partnership governance and shared objectives
- Use partnership working to attract funding, expertise and innovation



Sustainable, Data-Led and User-Centred Public Services

Transforming how public services are designed and delivered to improve efficiency, resilience and outcomes.

Sustainable, Data-Led and User-Centred Public Services

Public services face increasing demand, financial pressure and complexity. Digital, data and modern ways of working provide an opportunity to redesign services around user needs, improve efficiency and support better decision-making.

To realise these benefits, services must be secure, resilient and ethically governed, with data used transparently to improve outcomes. This pillar focuses on embedding digital as a core enabler of sustainable, high-quality public services.



To address these challenges and to support our digital future, we have set the following objectives:

1. **Design Services Around User Needs and Outcomes**
2. **Embed Data-Led Decision-Making and Insight**
3. **Use Digital, Data and AI Ethically and Proudly**
4. **Strengthen Digital Infrastructure & Resilience**

Sustainable, Data-Led and User-Centred Public Services

Design Services Around User Needs and Outcomes

Traditional service models often reflect organisational structures rather than user needs. Redesigning services around people and outcomes is essential to improving experiences, reducing avoidable demand and delivering better value.

This objective focuses on applying user-centred design to priority services, ensuring they are simple, joined-up and responsive.

What this means in practice

- Services are designed around user needs and life events
- Processes are simpler and easier to navigate
- Digital and non-digital channels work together seamlessly

Key priorities

- Involve users, staff and partners in service redesign and testing
- Reduce duplication and fragmentation across service journeys
- Use insight and feedback to drive continuous improvement
- Ensure service design supports accessibility and inclusion

Embed Data-Led Decision-Making and Insight

Data is a critical asset for understanding demand, improving outcomes and targeting resources effectively. To realise its value, data must be high quality, well governed and actively used in decision-making.

This objective focuses on improving data maturity and embedding insight into everyday operational and strategic decisions.

What this means in practice

- Decisions are informed by timely, reliable data
- Data is shared and reused appropriately across services
- Insight supports prevention and early intervention

Key priorities

- Improve data quality, standards and interoperability
- Invest in analytics tools, dashboards and skills
- Promote data sharing across services and partners where appropriate
- Build communities of practice to embed data-led culture

Sustainable, Data-Led and User-Centred Public Services

Use Digital, Data and AI Ethically and Transparently

As digital tools, automation and AI become more prevalent, it is essential that their use is ethical, transparent and accountable.

Public trust depends on clear governance, human oversight and engagement with communities. This objective focuses on ensuring that innovation delivers public benefit while protecting rights and building confidence.

What this means in practice

- AI and automation are used responsibly and ethically
- Decisions remain transparent and explainable
- Communities understand and influence how technology is used

Key priorities

- Establish and maintain an AI lifecycle governance framework
- Publish and maintain an AI Register covering council services
- Align with Scotland's AI Strategy and Ethical Digital Nation principles
- Embed ethical assessment into service design and procurement
- Engage residents and partners on data and AI use

Strengthen Digital Infrastructure & Resilience

Resilient digital infrastructure and strong cyber security are foundational to sustainable public services. As reliance on digital systems increases, it is essential that technology is secure by design, reliable and able to adapt to change.

This objective focuses on protecting services, data and users while enabling innovation and interoperability.

What this means in practice

- Systems are secure, resilient and fit for the future
- Risks are proactively managed and mitigated
- •Infrastructure supports efficient, joined-up services

Key priorities

- Adopt the Strategic Framework for a Cyber Resilient Scotland
- Embed security and privacy by design across all services
- Rationalise legacy systems and adopt common platforms where appropriate
- Integrate with national digital identity and shared services
- Ensure supply chain security and compliance with national standards
-

Delivering The Strategy



Turning priorities into action

The strategy will be supported by an action plan that translates our strategic priorities into practical, measurable activity. This will bring together existing programmes and initiatives alongside new opportunities identified through engagement with our partners and communities.

The strategy will remain a living framework. We will review our priorities, learn from delivery and respond to changes in technology, policy, funding and the needs of our communities.

1. **Prioritised**
   Focusing effort on the opportunities where digital can make the greatest difference.
2. **Collaborative**
   Working across organisational boundaries and with communities to deliver shared outcomes.
3. **Phased**
   Building momentum through achievable activity while creating the foundations for longer-term transformation.
4. **Measured**
   Tracking progress, outcomes and benefits — and using evidence to refine our approach.
5. **Transparent**
   Sharing progress, learning and challenges with partners and stakeholders.

“Our digital future will not be delivered by one organisation. It will be built through shared ambition, connected efforts and collective action.”

The Digital Partnership

The Clackmannanshire Digital Partnership will bring together organisations and people with a shared interest in creating a more digitally inclusive, connected and prosperous Clackmannanshire.

The Partnership will complement existing organisational responsibilities and governance. Its purpose is to create the connections, shared understanding and collective momentum needed to turn our digital ambition into action.



The Digital Partnership

The Clackmannanshire Digital Partnership will bring together organisations and people with a shared interest in creating a more digitally inclusive, connected and prosperous Clackmannanshire.

The Partnership will complement existing organisational responsibilities and governance. Its purpose is to create the connections, shared understanding and collective momentum needed to turn our digital ambition into action.

Connect
Bring organisations, communities and expertise together around common challenges and opportunities.

Collaborate
Share knowledge, resources and learning to build on existing work and avoid unnecessary duplication.

Create
Identify and develop new opportunities, initiatives and innovative approaches that can benefit Clackmannanshire.

Invest
Explore opportunities to align resources, attract external funding and develop stronger joint business cases.

Learn
Share what works, learn from what does not, and build a culture of continuous improvement across the digital ecosystem.

Our digital future

This strategy is not an endpoint. It is a shared commitment to creating lasting change across Clackmannshire. We will continue to turn the strategy into action, work with partners and communities, measure progress, learn from experience and adapt as technology, opportunities and local needs evolve.

> **Together, we can build a more inclusive, connected, sustainable and digitally empowered Clackmannshire.**

