
Report to Council

Date of Meeting: 21st May 2026

Subject: Be the Future Update – TOM Update

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.
- 1.2. This paper provides an update on progress on the implementation of the ‘immediate state’ changes to the management structure set out in the previous Council paper in February 2026 [link to Council Paper here](#)

2.0 Recommendations

It is recommended that Council notes that:

- 2.1. The Target Operating Model has substantially implemented the “immediate state”
- 2.2. The new portfolios and Corporate Services function, as previously agreed by Council, are now established and the Directors and Depute Chief Executive have been appointed.
- 2.3. Three Heads of Service have been appointed, with the remaining post currently being recruited.
- 2.4. The next phase of implementation will focus on improved cross-Directorate alignment around shared outcomes, strengthened internal partnership and collaboration, and the continued development of outcomes-based portfolios led by the Chief Executive and Strategic Leadership Group.
- 2.5. A structured organisational change programme will be established to oversee the implementation of the new outcomes-focused Target Operating Model.

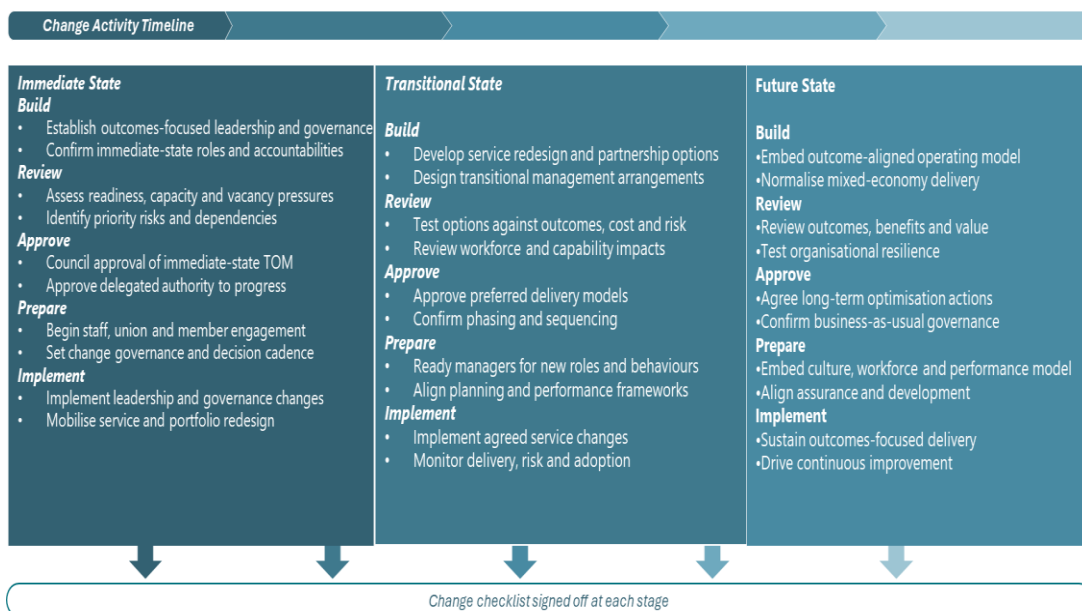
3.0 Considerations

- 3.1. The first phase of implementation of the Target Operating Model has focussed on changes impacting the three former Directorate portfolios. It is recognised that the structure will continue to change over time in three broad phases: The immediate state, a transition state and a future state.
- 3.2. The first step has moved the Council to the “immediate state”. This involved changes to the senior leadership structure, removing the 3 former Directorate, People, Place and Partnership and Performance and creating two new Director roles, one for Wellbeing, and one for Place and Economy. These roles will share accountability for delivering outcomes for Clackmannanshire. Following recruitment, the Director for Wellbeing has also been appointed to the role of Depute Chief Executive.
- 3.3. Four new Heads of Service roles have also been created, as approved by Council, to support the delivery of outcomes.
- 3.4. Appointment Committees were established in parallel with the application of the Council’s agreed policies and processes to support implementation of the agreed changes.
- 3.5. The following appointments have been made following engagement with the Appointments Committee;
 - Director of Wellbeing and Depute Chief Executive
 - Director of Place and Economy
 - Head of Service (Corporate)
 - Head of Service (Wellbeing) and Chief Education Officer
 - Head of Service (Wellbeing) and Chief Social Work Officer
- 3.6. The next phase of activity will include the appointment of Head of Service (Place and Economy). Recruitment to the post is advancing, with significant sector interest in the post. Interviews are scheduled for the 25th May 2026.

3.7. New Leadership

- 3.8. Now that the immediate structural changes are almost fully implemented, priorities include:
 - The design of outcomes portfolios within Wellbeing and Place and Economy Directorates. This design will be across the portfolios and not a separate exercise within each.
 - Review of Corporate Services for alignment and integration with Wellbeing and Place and Economy as appropriate.
 - Mapping of the as is/to be role design for Senior Manager and Team Leader tiers of management.
 - Establish a full programme of managed activity to support the change described including defining and developing a ‘New Deal’ with managers to balance high and changing demands with the right support and development.

- establish the resourcing requirement of design, deliver and monitor/ report on implementation and progress.
 - ensuring performance management remains aligned, agile and responsive to our evolving organisational design.
- 3.9. The new leadership and management structure will drive changed ways of working to better focus resources on delivering outcomes, removing service-level silos, and clearly prioritising investment in services that contribute to the delivery of priority outcomes.
- 3.10. One of the core tasks of the new leadership team will be to work with colleagues across existing structures and service areas, to bring functions closer together, reduce duplication and improve how we deliver services for our residents and communities. The focus will be on shared outcomes and how services are delivered to meet these outcomes.
- 3.11. Work is being taken forward by the Chief Executive and SLG to continue the design work regarding outcomes portfolios, which sit with Wellbeing and Place & Economy portfolios. Strategy sessions will take place during the summer to continue the development of this work.
- 3.12. This will be a phased process and there will be further consultation and engagement as the model progresses through transition to the future state. It is expected that the immediate stage leadership design will be finalised by the end of May 2026, with the wider management changes over the course of the following year. This is in line with the timeline set out in the February 2026 Council paper alongside the budget setting process.
- 3.13. Once the Head of Service (Place and Economy) has been appointed and start date confirmed, the financial impact of the changes in management structure can be confirmed. The saving assumption is based on a range of potential outcomes set out at between £70,650 and £127,587.
- 3.14. The new TOM implementation will also focus on engagement with Staff and Trade Unions. As work progresses, a commitment is given to engage with Trade Unions in both programme terms and in compliance with the Council's existing change processes and protocols. Clear internal and external communications will also be prioritised during this process.
- 3.15. Clear plans will be in place to consult, engage and support staff impacted by the change.
- 3.16. Communication and engagement are key to the successful implementation and change journey for transformational change. The Council will commit to a robust adoption and change management approach to take us through this journey.
- 3.17. This change approach for full implementation of the TOM will support new ways of working, and clearly defined benefits realisation.



- 3.18. A full programme of change will be established and consideration given to the resource required to oversee the design, development and monitoring of our work and progress.
- 3.19. In parallel work is underway transforming the Council’s Performance Management Framework, building on the One Plan, One Report foundations to develop a coherent outcomes-focussed ‘Golden Thread’.
- 3.20. This framework will strengthen alignment from corporate outcomes through to delivery and reporting, while simplifying reporting arrangements and continuing to align with existing statutory and service-level accountabilities.
- 3.21. At a strategic level, the model will support improved prioritisation, clearer and more transparent decision-making informed by robust performance data and self-evaluation, and stronger demonstration of Best Value and performance management best practice.
- 3.22. Subject to engagement on the proposed direction of travel, the next steps will focus on refining the Council’s strategic outcomes and priorities and testing the Performance Management Framework through a pilot phase ahead of wider implementation.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

5.2. 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

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. Staffing - no direct staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

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

(1) Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) Council Policies

Complies with relevant Council Policies

8.0 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:

Any potential impacts will be evaluated in line with the development of implementation plans.

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".

None

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

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