2026-27 Quarter to September 2026 People, Change and Community Strategy Performance Report - Service Plan Actions

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

People, Change & Community Strategy
Overall Plan Progress

ction Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS2025-28	**People, Change and Community Strategy Service Plan**	1		31-Mar-2028	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. Service Plans have Priority ratings ranging between 1 & 4. Actions have been weighted to allow more accurate measurement of progress of the Service Plan by placing a higher value on those Actions rated with a higher priority. Weightings are as follows. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1)	**49%**	

People, Change & Community Strategy Section 4: Strategic Outcomes or Priorities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS STRAT 25-28	Section 4 Strategic Actions	1		31-Mar-2028	Progress of the Strategic element of the plan is measured by 12 Actions. 9 Actions are due to complete in 2026/27 3 Actions are due to complete by 31 March 2028	**51%**	

People, Change & Community Strategy Section 5: Service Level Outcomes or Priorities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS SERV 25-28	Section 5 Service Level Outcomes	2		31-Mar-2028	Progress of the Service Level element of the plan is measured by 11 Actions. 5 Actions are due to complete during 2026/27 6 Actions are due to complete by 31 March 2028	**47%**	

Section 4: Strategic Outcomes or Priorities 4.1 (L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT ERC 1 25-28	**Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action.**	1	1. Develop stronger, more resilient, supportive, influential and inclusive communities (L) 2. More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services (CP) Improvements in specific location measures in locality plans. Consideration being given to case study-based reporting to evidence delivery for locality plans.	31-Mar-2028	The overall progress of this Theme is determined by the **Five Actions** below (STRAT ERC 1.1 25-28 to STRAT ERC 1.5 25-28). THEME PRIORITY: **1** THEME WEIGHTING: **3**	**72%**	

STRAT ERC 1.1 25-28	Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.	1		31-Dec-2026	**Q2 2026/27** - Work continues with Locality Plans and the subsequent volunteers around both areas to drive forward progress. Currently work is underway to explore funding and governance sustainability as well as overall reviews of the locality plans. At a recent CPP board, approval was sought to work with the Improvement Service to carry out a review of both locality plans, and we are awaiting updates on their availability to support this work.	95%	
STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1		31-Mar-2027	**Q2 2026/27 -** Considerable work has been undertaken to develop a Moray Council Community Engagement & Consultation strategy. There were 710 responses from a wide range of online, paper and in person responses. There is a draft strategy prepared, along with implementation plans, report summaries and this is intended to go up to corporate committee in November. There has been a range of engagements supported by the Communities service, including our Youth Charter, bus station developments for young people, coastal communities fund to name a few. Support has been offered across Council services to increase Moray Engage use, including development of a hub for the educational ASN team. Overall, in the last quarter, Moray Engage saw a little over 17,500 site visits, and 3,763 contributions (where they have meaningfully engaged in surveys, polls etc.)	85%	
STRAT ERC 1.3 25-28	Support the engagement and consultation work on service specific projects (e.g. Libraries and Leisure) (BV1.2)	1		31-Mar-2028	**Q2 2026/27 -** Work with Falconer Museum continues to progress in partnership with Economic Development. Support ongoing awareness and support for trustees, support with governance and overall trustee health check work continues. 5 separate groups are supported around varying stages of allotment progress, from lease assignation in Elgin to exploration of land in Lossiemouth – work with key departments such as estates remains strong here. Support with ENB Masterplan in Lesmurdie continues, Support continued for projects arising from locally identified priorities and community action. Lesmurdie and Kingsmill progressed a community park improvement project: consultation and master planning were substantially completed, a picnic bench was installed, goalposts progressed through Council processes and an August event attracted 150+ attendees and raised £1,640.	50%	
STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1		31-Mar-2028	**Q2 2026/27 -** Work on this Action is progressing well. We have pulled a working group together to look more broadly at the next iteration of the LOIP and a significant part of this will look at broader shared engagement. There is a communications group also looking at being established which will aid	45%	

					this. There was a data workshop for the new LOIP in September, which drew together key partners and began the data evaluation process. Engagement plan writing begins mid-October. This will pull together a range of key partners who will support the engagement across Moray.		
STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1		31-Dec-2026	**Q2 2026/27 -** Work is continuing through the Community Planning Partnership short-life working group to explore options for strengthening how community insight is gathered across Moray. The group is reviewing existing partnership data, identifying evidence gaps, and considering approaches to better capture community views and lived experience to inform the new Local Outcomes Improvement Plan. Discussions are focused on identifying the most effective and sustainable approach, including the potential role of a community survey, panel, or similar mechanism, while also mapping existing engagement activity across partners to avoid duplication. This work aligns with the emerging Council-wide Community Engagement and Consultation Strategy and wider ambitions to strengthen participation, reduce inequalities and support evidence-based decision-making	85%	

Section 4: Strategic Outcomes or Priorities 4.2 (L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT PC&CS 1 25-28	**Develop stronger, more resilient, supportive, influential and inclusive communities**	1	Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved. 1. Adult Learner Signposting landing page developed 2. Increase and sustain number of adult learning opportunities posted on ALIS system 3. Increase in people accessing community-based adult learning opportunities delivered 4. Case studies/qualitative reports on activities and impacts shared	31-Mar-2028	The overall progress of this Theme is determined by the Action below (STRAT PC&CS 1.1) & 7 Milestones. THEME PRIORITY: **1** THEME WEIGHTING: **3** **New Action for 2026-28 Action is annual but ongoing for the duration of the plan. Expected progress is 50% at end of year 1 (March 2027) and 100% by March 2027.** In addition **Seven Milestones** measure progress over the remaining 2-years of the plan: **<u>MILESTONES</u>** **Year 1 -by 13/03/2027** 1. Adult Learner Signposting landing page developed **(Outstanding)** 2. Case studies/qualitative reports on activities and impacts **(Outstanding)**	**7%**	

					3. Increase and sustain number of adult learning opportunities posted on ALIS system (**Outstanding**) 4. Increase in people accessing community-based adult learning opportunities delivered (**Outstanding**) **Year 2 by 31/03/2028** 1. Case studies/qualitative reports on activities and impacts **(Outstanding)** 2. Increase and sustain number of adult learning opportunities posted on ALIS system (**Outstanding**) 3. Increase in people accessing community-based adult learning opportunities delivered (**Outstanding**)		
STRAT PC&CS 1.1 26-28	Extend approaches to promote easier access to adult learning in Moray	1		31-Mar-2028	**Q2 2026/27 -** Improving access to adult learning opportunities remains a key focus of delivery under the Moray Partnership CLD Plan 2024-2027, particularly within the "Learning for Life" priority. Feedback from adult learners has highlighted the need for clearer information about the learning opportunities available, with partners working together to make pathways into learning easier to understand and access. A range of activity is contributing to this aim, including Adult and Family Learning provision, Learner Link-Up sessions, development of learner voice, and work to improve how learning opportunities are promoted and communicated. These developments complement wider CLD initiatives across Moray, including the Multiply Programme, community learning activity at The Link in New Elgin, and partnership efforts that support confidence-building, wellbeing, skills development and employability. Ongoing work will continue to strengthen awareness of learning opportunities, enhance referral pathways between services and partners, and ensure that adults facing barriers to participation, including poverty, rural isolation, digital exclusion, low confidence and key life transitions, are able to access appropriate learning and support. In addition to the above, we have recruited 8 volunteers to enhance capacity and are currently developing new and refreshed work plans to ensure it remains current.	25%	

Section 4: Strategic Outcomes or Priorities 4.3 (CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
1STRAT PC&CS 2 2025-28	**Develop and maintain a skilled, motivated and flexible workforce and adapt to deliver sustainable services**	1	Provide clear leadership, direction and model behaviours to foster - 1. A positive and respectful workplace. 2. Maximise capacity and performance 3. Enhance employee experience and wellbeing by continually improving our culture and engagement.	31-Dec-2026	The overall progress of this Theme is determined by the Six **Actions** below). THEME PRIORITY: **1** THEME WEIGHTING: **3**	**75%**	
HROD25-28 Strat 4.1	Establish Leadership Development programme to address corporate and individual needs aligned to the qualities and leadership skills as set out in the corporate management restructure.	1	1. Revised longer-term strategy and plan developed to meet organisational requirements. 2. Interim phase 1 completed. 3. Range of leadership development activity in place across management tiers. 4. Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points. 5. Number of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey). 6. Employee survey question(s) on management impact to provide baseline and show improvement over time.	31-Dec-2026	**Q2 2026/27 -** Service Manager engagement continued through Q2, with one-to-one sessions used to identify leadership and management development needs following the corporate management restructure. The longer-term leadership approach has been further developed around the Council's competencies and operating model principles, and work with Columba 1400 has moved into programme co-design, action planning and arrangements for reporting progress.	90%	
HROD25-28 Strat 4.2	Develop and implement a recruitment approach that addresses service requirements. Promote employment opportunities and raise the profile of Moray Council as an employer.	1	1. Increased number of candidates meeting criteria for council vacancies in hard to fill posts (specifics to be developed further as per service requirements) 2. Attrition rates improved (lowered) for areas with high turnover (to be developed further as per service requirements).	31-Dec-2026	**Q2 2026/27 -** Work has continued to develop a more consistent recruitment approach that responds to service needs. The next stage is to embed guidance on the exceptional use of open-ended recruitment and defined three-month campaigns where vacancies recur, while working with services on tailored approaches for hard-to-fill roles. Recruitment activity should be reviewed against vacancy patterns, candidate response and time to appoint so that the approach can be refined. Partnership activity to promote employment with Moray Council and Moray as a place to live and work remains part of the wider approach.	70%	

			3. Reduced number of repeat adverts and reduction in time taken from advert to first day of employment. 4. Feedback of positive impact from managers through personnel forum. 5. Baseline for number of career progression opportunities established.				
HROD25-28 Strat 4.3	Have in place fair and competitive pay and conditions that are recognised and free of bias	1	1. Assessment against Scottish Government's Minority Ethnic recruitment toolkit with improvement actions identified 2. Improvement in Moray's ranking for LGBF indicators in relation to Gender Pay Gap & % of the highest paid who are women. 3. Increased number of applications and subsequent appointments from ethnic minority groups.	31-Dec-2026	**Q2 2026/27 -** The People Management Service continues to support the consistent application of job evaluation, pay arrangements and employment policies. Quarter 2 work should bring together the latest gender pay gap and workforce equality evidence, identify actions arising from the Minority Ethnic Recruitment Toolkit assessment, and clarify how these will be monitored. This will provide a stronger evidence base for assessing fairness, competitiveness and potential bias in pay and conditions.	70%	
HROD25-28 Strat 4.4	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council	1	1. Option development for Working week e.g reducing working hours, and subsequent action plan for preferred option selection. 2. Working practices reviewed and levels of enhanced rates payable reduced. 3. Terms and conditions revised	31-Dec-2026	**Q2 2026/27 -** Development of a modernised approach to conditions of service continues alongside work on the Council's operating model and financial sustainability. The next stage is to define proposals, assess their workforce, service and financial implications, and engage recognised Trade Unions before decisions are sought through the appropriate governance arrangements. An implementation plan will be needed to set out responsibilities, consultation requirements, timescales and how intended benefits will be measured. During Quarter 2, the wider workforce and organisational development evidence base was refreshed through workforce planning engagement with Heads of Service, Service Managers, elected members and Trade Union colleagues. This has clarified the principal issues to be addressed through modernised employment arrangements, including flexibility, organisational resilience, leadership capacity, attraction and retention, digital capability and support for change. The revised Employment Policy Framework approach was approved by Corporate Committee in August, providing a more adaptive and timely route for reviewing employment policies while retaining appropriate consultation.	50%	
HROD25-28 Strat 4.5	Have in place actions to address issues arising from the employee survey and workforce planning themes	1	1. Employee Survey action plan developed and agreed at Committee 2. Services progress improvements as per action plan.	31-Dec-2026	**Q2 2026/27 -** The annual workforce planning cycle was completed and the Workforce Planning Report and refreshed 2026/27 action plan were approved by Corporate Committee in August. Service-level outcomes have continued to be translated into practical actions, including succession	95%	

			3. Service level actions arising from workforce planning are progressed within services and monitored through the regular performance management framework		planning, leadership development, recruitment and retention, digital capability, health and wellbeing and preparation for change. The future employee survey approach has also been developed further, with an agreed quarterly model and an initial leadership survey planned to provide timely evidence on the impact of the management restructure, culture and change.		
STRAT PC&CS 2.1	Ensure key projects are resourced, planned and delivered within agreed timescales and budget	1	1. Projects are resourced sufficiently to allow timely completion of aims and objectives 2. Projects completed on time and achieved objectives 3. Workload on project and core staff is managed and manageable	31-Oct-2026	**Q2 2026/27 -** People Management and Organisational Development continue to review the capacity, priorities and dependencies needed to deliver key projects while maintaining HR, payroll, OD and H&S services. Quarter 2 reporting includes confirming the position on recruitment to key posts, the resources assigned to the Improving Attendance project and payroll requirements, and the agreed plans, budgets and milestones for each priority project. Delivery risks and any resource gaps are to be escalated through service governance in time to inform decisions. For OD&C, re-alignment and re-prioritisation has been required to support co-design and delivery of organisational change including Columba 1400, Digital Champions, along with agreed service plan priorities, planned work and reactive response, particularly for professional H&S advice and guidance.	80%	

Section 5: Service Level Outcomes or Priorities
5.1 Youth Work - deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 1 25-28	**YW deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people**	2	1. Working together to make the biggest difference to the outcomes for people in Moray. 2. Young people are more ready to enter employment, training or college 3. Young people participate in informal learning programmes they have co-designed and as a result have increased attendance at school.	30-Jun-2027	The overall progress of this Theme is determined by the **Two Actions** below (SERV ERC 1.1 25-28 & SERV ERC 1.2 25-28) THEME PRIORITY: **2** THEME WEIGHTING: **2**	**90%**	
SERV ERC 1.1 25-28	Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing	2		31-Mar-2027	**Q2 2026/27 -** Targeted youth work delivery in partnership with secondary schools has continued across Moray during Q2, supporting young people's health and wellbeing, personal development and employability skills. Health and Wellbeing programmes and S3 Pathways activity remain a core element of the youth work offer, with delivery tailored to identified need and	80%	

	issues and/or Employability activities in S3.				measured through the Youth Work Outcomes and Skills Framework. Partnership working with schools and Moray Pathways has continued to strengthen progression opportunities for young people, particularly those at risk of disengagement from education. During the quarter, the Employability Summer Programme was delivered on behalf of Moray Pathways, supporting young people to make a positive transition from school into employment, further education or training. Additional targeted opportunities have included the continued development of the Buckie Hub, Tech Trek and Gaming Hub activities, providing engaging environments in which young people can build confidence, develop social connections, enhance digital skills and improve wellbeing. The quarter also saw the launch of the Duke of Edinburgh's Open Award Centre for young people aged 14+, delivered in partnership with Outfit Moray, extending access to accredited youth achievement opportunities for those who may not otherwise be able to participate in school. Work will continue throughout the year to ensure a consistent and responsive targeted youth work offer across all secondary schools, supporting positive wellbeing, increased engagement and improved progression pathways for young people across Moray.		
SERV ERC 1.2 25-28	Outreach youth workers are employed in Buckie, Forres, Keith and Elgin to pilot work in school and in the community with young people who are not fully engaged in learning.	2		29-Jun-2026	**Q2 2026/27 -** The funding for the Outreach Youth Worker posts ended at the end of the last quarter (June 2026).	100%	

Section 5: Service Level Outcomes or Priorities 5.2 Recruitment and Retention							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.1	**Develop a succession planning approach that builds internal capacity and contributes to a positive culture**	2	Internal capacity is increased with internal candidates enabled to prepare for alternative and promoted positions. Measures for number of internal applicants developed:	31-Mar-2028	THEME PRIORITY: **2** THEME WEIGHTING: **2** In addition, **Three Milestones** measure progress over the remaining 2-years of the plan: **MILESTONES**	**30%**	

			Year 1 – measure/baseline established Year 2 – 5% increase in volume of internal applicants Year 3 – 2.5% increase and 5% increase in number of career progression opportunities		**Year 1 -by 13/03/2026** 1. measure/baseline established **(COMPLETE)** **Year 2 by 31/03/2027** 1. 5% increase in volume of internal applicants **(Outstanding)** **Year 3 by 31/03/2028** 1. 5% increase in number of career progression opportunities (**Outstanding**)		
HROD25-28 Serv 5.1.1	Develop approach to build succession planning	2		31-Mar-2028	**Q2 2026/27 -** The agreed corporate succession planning approach has been embedded further during quarter 2 through the annual workforce planning cycle and Service Manager engagement. Workforce data and service discussions have been used to identify ageing workforce risks, critical roles, specialist skills gaps and opportunities for knowledge transfer, career pathways, apprenticeships, graduate or trainee routes and targeted development. Practical examples are now emerging across Education, HR, Legal Services, Planning and Building Standards, and Community Protection.	25%	
HROD25-28 Serv 5.1.2	Monitor the application of the Council's agreed succession planning approach that builds internal capacity and contributes to a positive culture	2		31-Mar-2028	**Q2 2026/27 -** Monitoring arrangements have progressed during quarter 2 through workforce planning discussions and the use of refreshed workforce intelligence. Data on age profile, retirement risk, recruitment and service-specific skills pressures is being used alongside information gathered through Talent Link to test how consistently succession planning is being applied and where further action is needed. The August workforce report confirmed that around 30% of the workforce is aged 55 or over and reinforced the need for planned development, knowledge transfer and "grow your own" routes.	25%	

Section 5: Service Level Outcomes or Priorities 5.3 Organisational Development							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.2	**Develop and implement initiatives to create a culture where employees are prepared and supported. Encourage flexibility and adaptability.**	1	Employee survey questions establish baseline for monitoring improvement on: 1. Impact of training and development to support new ways of working	31-Mar-2028	**Q2 2026/27 - Quarter** 2 activity has strengthened the integrated approach to preparing and supporting employees through change. Service Manager engagement and workforce planning have identified leadership, skills, succession and change-readiness needs; the Columba 1400 programme has progressed into co-design; and work with ICT on Digital Champions and wider digital workforce capability has continued. The evidence and priorities have also been brought together to inform development of the	**50%**	

			2. Levels of confidence in being supported to be flexible and adaptable 3. Levels of confidence in improved efficiency and levels of service achieved as a result of change 4. Positive feedback from change exercises		future People Strategy, with a stronger commitment to learning and development, culture, employee experience and organisational adaptability.		

Section 5: Service Level Outcomes or Priorities 5.4 Best Value Actions							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.4	**Implement workforce related actions contained within the Best Value Plan in accordance with agreed timescales**	1	Effective distributive leadership and collaborative working. Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to support transformation. Improved use of data including exploration of use of real time data where possible - Employee survey responses show greater than 20% improvement in leadership questions - Culture of cooperation and partnership evidenced in leadership survey results - Real time data researched and assessed with timescale for implementation if viable	31-Dec-2026	**Q2 2026/27 -** Workforce related Best Value actions have been progressed through the refreshed 2026/27 Workforce Plan approved by Corporate Committee in August. Quarter 2 activity has strengthened alignment between Best Value commitments and the practical programmes on leadership and culture, succession planning, workforce intelligence, employee engagement, attendance and wellbeing, digital capability and employment policy modernisation. Lead responsibilities and expected outcomes have been clarified, with relevant activity now reflected in service and corporate planning discussions.	**66%**	

Section 5: Service Level Outcomes or Priorities 5.5 Continuous Improvement							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS-PM-26-28 Serv 5.5	**Guide relevant services to complete assessments by March 2027**	2	Cycle is embedded	31-Mar-2027	**Q2 2026/27 -** During Quarter 2, PSIF work continued in line with the agreed timetable. Following a consensus session with Financial Services at the end of June, an improvement plan was agreed and the final report circulated to all staff. A consensus session for Governance was held in August, with work to develop the improvement plan ongoing. For Housing, Property and Communities, analysis of the survey responses is complete, with the findings provided to the Head of Service to confirm next steps. An update on the initial pilot assessment involving HR, OD and ICT was also provided to the Improvement Service. With the Growth, Planning & Climate improvement plan now in place for six months, an update on progress will be requested over the next few weeks using the Improvement Service Six-Month Check-In template. Attendance at three briefing / training sessions on PSIF developments and an annual review catch-up meeting is scheduled.	**60%**	

Section 5: Service Level Outcomes or Priorities 5.6 Performance Management							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS-PM-26-28 Serv 5.6	**Performance Management**	2		31-Mar-2027	**New Action for 2026. Progress measured over 1 year. Expected progress at 25%/quarter**	**32%**	
PC&CS-PM-26-28 Serv 5.6.1	Further development of Ideagen for performance reporting	3	Creation of dashboards for reporting 1. Agree format and reporting of dashboards	31-Mar-2027	**Q2 2026/27 -** Dashboard queries updated to reflect annual refresh of actions and PIs. Corporate Plan created on Pentana for future reporting and same to be applied to LOIP also. Feedback still to be sought from ELCT on dashboard functionality and use.	40%	
PC&CS-PM-26-28 Serv 5.6.2	Provide information and research support in the development of the LOIP 2027	1	Council meets data and analysis requirement in its contribution to the revision of LOIP priorities	31-Mar-2027	**Q2 2026/27 -** Moray Profile generated and it along with partner inputs on strategies, plans and data was presented to a Moray Partnership event in September at Elgin Library to build a shared evidence base and start the conversation around priorities for the next Local Outcomes Improvement Plan. This work supports an evidence-led, outcome-focused and	30%	

			1. Actions and outcome measures in place for LOIP 2027		partnership-owned LOIP, using data, trends and insight to identify where inequalities are greatest and where collective action can make the biggest difference. CPOG and CPB will be kept informed of progress, aim to present draft LOIP by June 2027.		

Section 5: Service Level Outcomes or Priorities 5.7 Health and Wellbeing							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS25-28 Serv 5.8	**Ensure the Health and Work Policy and Procedures providing a supportive and comprehensive framework within which to manage health and wellbeing and any absence that occurs are applied by managers**	2	1. Improve attendance at work and manage sickness absence through additional targeted support to assist in maximising attendance thus reducing costs and improve practice and adherence to policy. 2. Absence is managed effectively and levels are reduced efficiently and timeously 3. Measures are deployed that support school-based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately (i) Review proactive measures to reduce sickness absence. (ii)Ensure revised absence management procedures are applied by managers.	31-Mar-2028	**New Action for 2026 - Recurs annually for duration of the plan (2 Years). Expected progress at the end of Year 1 is 50%, quarterly progress expected is 12.5%.** **1 Sub Action (PC&CS25-28 Serv 5.8.1)**	**25%**	
PC&CS26-28 Serv 5.8.1	Proactively support the Health & Wellbeing of employees; review measures to reduce absence, ensure procedures are applied, provide support to reduce V&A in schools	2		31-Mar-2028	**Q2 2026/27** - Work has continued to support employee health and wellbeing through the Health and Work Policy, professional HR advice, manager support and the Improving Attendance Project. The Workforce Planning Report and refreshed 2026/27 action plan were approved by Corporate Committee in August, confirming health and wellbeing, attendance improvement, workforce resilience and support for change as continuing priorities. Quarter 2 activity has focused on using workforce and absence data to target support where absence and workforce pressures are highest, particularly in schools, and on strengthening manager confidence through advice, guidance and learning. Work has also progressed to support menopause in the workplace, with the Council signing the Menopause Workplace Pledge, continuing menopause cafes and Viva Engage support,	25%	

					and beginning preparation for Menopause Friendly Accreditation, including mapping existing provision against accreditation and future equality action planning requirements. Education continues to lead work on violence and aggression in schools, with HR, OD and Health and Safety support contributing to improved reporting, practical support for school-based staff and actions to help reduce absence linked to challenging behaviour.		

Section 5: Service Level Outcomes or Priorities 5.8 Workforce Culture for Change							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS-WC-25-28 Serv 5.9	**Develop workforce culture to support and enable change**	1	1. Employees are involved in change with opportunities to support the design, delivery and implementation of service-related changes and transformation (i) Feedback from teams will be used to assess the effectiveness of change management through and the successful implementation of service-related changes	31-Mar-2028	**Q2 2026/27** - Work has continued to develop a workforce culture that supports and enables change, with activity now more clearly aligned to the refreshed Workforce Plan approved by Corporate Committee in August 2026. The approved plan confirms preparing the workforce for change, leadership, digital skills and workforce development as key 2026/27 priorities. Quarter 2 activity has focused on bringing together the outcomes from workforce planning, service engagement, leadership development and digital transformation into a more coherent approach to culture change. The Columba 1400 values-based leadership and culture change programme has progressed from initial scoping into programme co-design, with the focus on strengthening shared leadership behaviours, trust, collaboration, accountability and change ambassador capacity. Work has also continued with ICT on the Digital Champions framework and wider Microsoft 365 roll-out to build digital confidence and support new ways of working. The future employee engagement approach has been developed further, with a proposed quarterly pulse survey model and initial leadership survey to provide more timely evidence on culture, change and the impact of the management restructure. This work is also informing development of the future People Strategy, with a stronger focus on employee experience, organisational adaptability, leadership, learning and development, and sustained cultural change.	**25%**	