

2026-27 Quarter to June 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							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
PC&CS20 25-28	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) Priority 4 (Ongoing) Strategic Actions - Weighting (3) Priority 4 (Ongoing) Service Level - Weighting (2)	38%	

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	45%	

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	29%	

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	65%	

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	Q1 2026/27 - Work is underway to review each locality plan	94%	
STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1		31-Mar-2027	Q1 2026/27 - Work is underway to engage communities, partners, community councils and council employees to inform the development of a Council-wide Engagement and Consultation Strategy. This builds on the approved CPP engagement plan and uses a range of methods, including Moray Engage, surveys, pop-up engagement and partnership activity, to understand how people want to be engaged, what they want to be engaged on, and how they can influence council decisions. Moray Engage use continues to increase, with previous platform information showing 33,137 site users, 108 surveys, 66 news feeds, 7 polls and 20 ideas boards. Current engagement is open until September 2026 and has already received over 400 responses. The findings will inform the draft strategy, staff tools and training, the VOiCE approach, an engagement calendar, “you said, we did” feedback arrangements and the development of a Youth Charter setting out how young people want to be engaged. This work will also support more consistent engagement across services, stronger community participation and the Council’s wider participatory budgeting ambitions. Consultation and Engagement continues with services on a range of projects relating to the future of council services.	75%	
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	Q1 2026/27 - Work with Cultural Quarter – Application to Architecture Heritage Fund was successful and recruitment process underway to appoint a Development Officer to support with the next phase of the project Work with Economic Development to support Falconer Museum trustees still ongoing to ensure they can take on a lease of the building. Work in both Buckie and Lossiemouth is underway to look at potential sites in both settlements for allotments. Forres Allotments Group now have a licence to occupy in place for their site at Bogton Road, Forres while they work with Estates to agree allotment lease terms. Allotment demand exceeds availability with 92 requests on	40%	

					Allotments Waiting List as of 23/3/26. The highest waiting lists are in Forres (31), Lossiemouth (23) and Buckie (21). the remaining 17 are spread across 6 areas. All engagement processes are currently being reviewed with the intention of engaging on a new consultation and engagement strategy and youth engagement guidance, this will come to committee for approval.		
STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1		31-Mar-2028	Q1 2026/27 - Work is underway with Community Planning partners through a short-life working group to review relevant collective data and develop an engagement plan to identify gaps in partnership activity. This will support the rewrite of the new Local Outcomes Improvement Plan and help ensure future priorities are informed by shared evidence, community insight and partner input. Once the engagement plan is developed, a subgroup will be established to focus on shared communication and engagement arrangements across partners, including identifying the most appropriate platforms and processes to support consistent participation and feedback. A small ringfenced fund has been identified and will be used to provide targeted support for this work	40%	
STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1		31-Dec-2026	Q1 2026/27 - Work to explore the establishment of a community survey/panel is being progressed through the wider Community Planning partner short-life working group which is currently reviewing collective partnership data and identifying gaps in evidence, community voice and lived experience to support development of the new Local Outcomes Improvement Plan. Existing council documents highlight the need to develop more consistent shared engagement arrangements with partners, including approaches such as citizen panels and lived experience groups, supported by Moray Engage, VOiCE planning, “you said, we did” feedback and improved data capture. The subgroup will consider whether a community survey, panel or similar mechanism would provide the most appropriate and sustainable way to gather regular insight from communities across Moray, including underrepresented groups and those with lived experience. This is also being discussed as part of that group with partners to understand what other panels and citizen surveys exist. This work will also align with the developing Council-wide Community Engagement and Consultation Strategy, the Community Planning Partnership approach, and ambitions to strengthen participation, reduce inequalities and support evidence-led decision-making. A small ringfenced fund has been identified to provide targeted	80%	

					support for this work, including the development of appropriate platforms, engagement methods and partner arrangements.		
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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.	3%	
STRAT PC&CS 1.1 26-28	Extend approaches to promote easier access to adult learning in Moray	1		31-Mar-2028	Q1 2026/27 - Work is underway to extend approaches that make adult learning easier to access across Moray, in line with the Moray Partnership CLD Plan 2024-2027 and its “Learning for Life” priority. The CLD Plan identifies that adult learners have said it is not always easy to find out what adult learning opportunities are available and sets out a partnership approach to remove barriers to learning, improve signposting and increase the number of adult learners each year. Progress is being supported through Adult and Family Learning activity, Learner Link-Up sessions, development of learner voice, and work to create clearer, more user-friendly information about the adult learning offer. This also builds on wider CLD activity across Moray, including support through the Multiply Programme, community-based learning at The Link in New Elgin, and partnership work to improve access to learning, confidence, wellbeing and employability. Further work will focus on improving visibility of opportunities, strengthening referral and signposting routes with partners, and ensuring learning is accessible to adults across different communities, including those experiencing barriers linked to poverty, confidence, digital access, rurality or life transitions.	13%	

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	69%	
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	Q1 2026/27 - Progress has been around scoping requirements for external support from Columba 1400, defining and agreeing the specification of work and mapping out the plan going forward. Service Manager engagement will also inform requirements for leadership development with sessions underway and continuing over the summer.	80%	
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	Q1 2026/27 - Progress has continued on developing a more consistent and responsive corporate recruitment approach. Revised guidance is being introduced so that open-ended recruitment is used only exceptionally, with recruiting managers able to run defined recruitment campaigns at three-month intervals where ongoing demand exists. This will improve candidate engagement, recruitment oversight and workforce planning, while enabling tailored approaches for historically hard-to-fill posts. Work with partners to promote Moray as a place to live and work is also continuing.	60%	

			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	Q1 2026/27 - Progress has continued towards ensuring that pay and conditions remain fair, competitive and free from bias. Monitoring of the Gender Pay Gap and wider workforce equality data remains ongoing, alongside consideration of improvement actions arising from the assessment against the Scottish Government's Minority Ethnic Recruitment Toolkit. Consistent application of job evaluation, pay arrangements and employment policies continues to be supported through professional HR advice. Further work will focus on strengthening workforce data and implementing targeted equality actions.	60%	
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	Q1 2026/27 - Progress has continued on developing a modernised conditions of service framework that supports operational effectiveness and the Council's financial sustainability. Engagement with the Trade Unions is being planned and has informed discussion on future ways of working and potential changes to employee terms and conditions. This work is being aligned with the emerging Council operating model and wider leadership development activity. The next phase will focus on agreeing the strategic direction, assessing service-level implications and developing a clear implementation plan.	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. 3. Service level actions arising from workforce planning are progressed within services and monitored through the regular performance management framework	31-Dec-2026	Q1 2026/27 - Service Engagement completed with confirmation of outcomes at service level provided to Heads of Service to embed and take forward through service planning and performance management framework. Report on workforce planning drafted for presentation to Corporate Committee in August 2026. Refreshed options appraisal to move from full biennial survey plus pulse surveys in alternate years to schedule of pulse surveys annually ready for presentation to CLT with plan for first pulse survey on implementation of corporate management restructure ready for launch in Q2/3.	95%	
STRAT PC&CS 2.1	Ensure key projects are resourced, planned and	1	1. Projects are resourced sufficiently to allow timely completion of aims and objectives	31-Oct-2026	Q1 2026/27 - Progress has continued in strengthening the capacity required to deliver priority projects and maintain core service provision. Recruitment activity has advanced across key HR and OD	70%	

	delivered within agreed timescales and budget		2. Projects completed on time and achieved objectives 3. Workload on project and core staff is managed and manageable		roles, alongside ongoing work to align available resources with the Improving Attendance project, payroll requirements and wider service priorities. Project resourcing, timescales and delivery risks continue to be monitored to support effective and sustainable implementation.		
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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	61%	
SERV ERC 1.1 25-28	Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing issues and/or Employability activities in S3.	2		31-Mar-2027	Q1 2026/27 - Targeted youth work continues to be developed in partnership with secondary schools to support young people's health and wellbeing, employability skills and positive progression pathways. Moray's Youth Work offer includes bespoke Health and Wellbeing programmes focused on improved resilience, confidence and engagement in school and community settings, alongside Pathways activity for young people from S3 upwards to develop life and employability skills with Moray Pathways partners. During Q1, work has continued to strengthen links with secondary schools and tailor delivery around identified need, building on previous transition, groupwork and classroom-based activity. This includes support for young people who may be disengaging from learning or who would benefit from targeted activity to build confidence, skills, relationships and readiness for future learning, training or employment. The wider CLD approach and recent youth work reporting also highlight increased youth work participation, growth in sessions delivered, and the positive impact of outreach youth work in supporting earlier intervention with schools and communities. Further work will continue with secondary Head Teachers and partners to shape a consistent youth work offer	62%	

					across Moray, including targeted health and wellbeing sessions and S3 employability/pathways activity.		
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		30-Jun-2027	Q1 2026/27 - The outreach youth work pilot has continued during Q1, with outreach youth workers supporting work in schools and communities in Buckie, Forres, Keith and Elgin. The focus remains on engaging young people who are not fully participating in learning, have poor attendance, or need additional support to build confidence, relationships and positive routines. Although recruitment and retention of outreach staff has continued to be challenging due to the time-limited nature of the pilot, the posts remain an important part of the wider Youth Work offer and provide a flexible link between schools, communities and young people. Activity has included targeted school and community-based engagement, early intervention with young people at risk of disengagement, and support for local responses such as the Buckie Youth Hub, which was developed around needs identified by young people, school staff, families and partners. Further work is required to evaluate the impact of the pilot, consider sustainability beyond the current contract period, and agree how outreach youth work can continue to support attendance, learning engagement, wellbeing and positive progression pathways across Moray.	60%	

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: 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	31-Mar-2028	THEME PRIORITY: 2 THEME WEIGHTING: 2	25%	
HROD25-28 Serv 5.1.1	Develop approach to build succession planning	2		31-Mar-2028	Q1 2026/27 - Approach has been developed and is in place. Topic for discussion at all WFP meetings with HoS and at Service Manager	13%	

					engagement sessions, raising awareness and supporting tangible actions.		
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	Q1 2026/27 - Data and insights now following through from changes made to the questions asked of applicants through TalentLink. Analysis of the data will inform further actions required to ensure the approach is applied consistently and has an impact on outcomes.	13%	

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 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	31-Mar-2028	Q1 2026/27 - Collaboration with ICT service on support for the development of Digital Champions framework to ensure digital capability across the workforce and develop digital skills. Ongoing programme of organisational change planned and agreed taking a holistic approach to supporting cultural change across the workforce.	40%	

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	31-Dec-2026	Q1 2026/27 - Progress has focused on reviewing the workforce-related actions within the Best Value Plan and aligning these with existing HR, organisational development and workforce planning priorities. Lead responsibilities, dependencies and delivery timescales are being clarified, with arrangements established to monitor progress, risks and outcomes through the appropriate governance framework. Further work will focus on implementing the agreed actions and evidencing their contribution to organisational improvement.	33%	

			- 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				
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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	Q1 2026/27 - Work has progressed during Q1 to support the continuous improvement assessment cycle across relevant services. This builds on the Best Value Action Plan commitment to implement self-evaluation and develop a clearer corporate overview of service improvement activity. Early assessment activity has already provided useful learning, with EGD PSIF completed and improvement actions agreed with the Head of Service, Finance checklist analysis completed and planning underway for the next stage, and Governance checklist work being prepared for circulation. The process is beginning to identify common organisational themes, including areas where services may need further support to complete assessments, participate in consensus activity and translate findings into practical improvement actions. Further work will focus on guiding remaining services through the assessment process, ensuring improvement actions are captured consistently in service or team plans, and considering how progress can be tracked corporately through existing performance management arrangements. This will help embed a regular continuous improvement cycle and support better evidence of improvement across the Council by March 2027	25%	

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	23%	
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	Q1 2026/27 - Pentana structure updated to reflect revised management structure. Service Plans approved in the June cycle of committee meetings have been added to Pentana. Dashboard queries being updated to reflect revision to corporate plan / service plan actions and PIs. Work required to use Pentana to monitor LOIP and Corporate Plan and feedback to be sought from ECLT on dashboard functionality.	20%	
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 1. Actions and outcome measures in place for LOIP 2027	31-Mar-2027	Q1 2026/27 - Work has commenced to provide information and research support for the development of the new LOIP 2027. A Moray Partnership data workshop has been developed to begin building the shared evidence base for the next Local Outcomes Improvement Plan, with a focus on understanding what collective data currently exists across partners, identifying intelligence and evidence gaps, and considering how lived experience and community voice can inform future priorities. The work is intended to support an evidence-led, outcome-focused and partnership-owned LOIP, using data, trends and insight to identify where inequalities are greatest and where collective action can make the biggest difference. Early activity has focused on scoping partner data sources, identifying available dashboards and reports, exploring qualitative insight already held by partners, and considering the foundations of a shared outcomes dashboard. Following the initial stages of collecting the collective data, findings will be presented at a joint event of the CPP Executive Board and the CPOG to allow priorities for the new plan to be determined. This supports the Council's contribution to ensuring the new LOIP is informed by robust evidence, community insight and clear measures of progress and aligns with other plans that are currently being developed.	25%	

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)	13%	
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	Q1 2026/27 - Work has continued to proactively support employee health and wellbeing through the implementation of the Council's Health and Work Policy, ongoing professional HR advice, and targeted support to managers on attendance, wellbeing and absence casework. The Improving Attendance Project is now progressing in schools, with dedicated HR capacity in place to support Head Teachers and school leaders to manage absence consistently, reduce pressure on school leadership teams and provide earlier, more supportive intervention with employees. Q1 activity has focused on analysing absence data, identifying schools with the highest absence levels, gathering baseline information from Head Teachers, and developing a more consistent approach to absence notification, return-to-work arrangements and application of the Health and Work procedures. Health at Work training and bite-sized learning continue to be used to strengthen manager confidence and capability, with further training scheduled and practical support being targeted where	13%	

					absence levels, workload pressures or leadership capacity indicate greatest need. The project is taking a preventative and people-centred approach, recognising that good attendance is supported by a positive work experience, early intervention, clear expectations, consistent management practice and appropriate wellbeing support. Further work is planned to embed activity already underway, including continued support to the highest-absence schools, learning from schools with stronger attendance levels, review of the Health at Work Policy, and a pilot at Elgin Academy where principal teachers will support informal return-to-work discussions to reduce pressure on senior leaders. Work is also progressing to support the reduction of violence and aggression in schools. Education is leading a joint group with Trade Union involvement, with activity focused on identifying practical measures, improving incident reporting, strengthening staff confidence and ensuring school-based employees feel safe and equipped to manage challenging behaviour. This work aligns with the wider workforce planning and culture change agenda. The Columba 1400 values-based leadership programme will support leaders and Change Ambassadors to strengthen trust, collaboration, accountability, constructive challenge and values-led behaviours, helping to create a more positive, supportive and consistent employee experience across the Council.		
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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	Q1 2026/27 - Work has progressed during Q1 to develop a workforce culture that supports and enables change, with activity focused on leadership development, employee engagement, workforce planning and digital skills. The Columba 1400 values-based leadership and culture change programme is being developed to strengthen leadership, employee values, trust, shared behaviours and confidence across senior leaders, Heads of Service and Change Ambassadors. The first meeting with ECLT took place in July, with further work focused on co-designing the programme and linking it to the Council's guiding	13%	

				principles and operating model. Work is also underway to involve employees in change through service engagement, employee survey feedback, workforce planning discussions and future pulse surveys. Funding has also been secured to progress Digital Champions and support the roll-out of Microsoft 365 to all employees, helping to build digital confidence and ensure staff have the skills needed to support change. Funding has been secured for a project to review and update HR policies, screening arrangements, processes and line manager training. This will help ensure managers have the skills, confidence and guidance needed to manage people effectively, while also ensuring HR has clear routes to provide consistent advice and support. A key outcome for this work will be reduced vacancies, reduced sickness and reduced HR issues.		
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