

<b>COMMITTEE:</b>	Cabinet
<b>MEETING DATE:</b>	9 September 2025
<b>BY:</b>	Executive Director for Council Resources
<b>REPORT TITLE:</b>	Strategic Workforce Planning
<b>REPORT STATUS:</b>	Public

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## **1 PURPOSE OF REPORT**

- 1.1 To update Cabinet on the plan of work underway in response to the recent Best Value Audit recommendations related to Workforce Planning.

## **2 RECOMMENDATIONS**

Members are recommended to:

- 2.1 Note the progress with completion of the current 2023-2027 Workforce Action Plan.
- 2.2 Note and support the proposals and work underway to develop the new East Lothian Council (ELC) Strategic Workforce Plan 2026-2029.

## **3 BACKGROUND**

### **2023-2027 Workforce Action Plan**

- 3.1 The 2023-2027 Workforce Plan was presented and approved by Cabinet in January 2023. In 2024, Audit Scotland provided recommendations to improve ELC's Workforce Plan 2023-2027 as part of the Workforce Innovation audit. The key recommendations related to this paper are contained in the Background Paper - "Best Value Audit - Workforce Innovation - how councils are responding to workforce challenges."
- 3.2 Significant work and progress have been made to complete the actions contained in the 2023-2027 Workforce Plan. Recommendation 1 of the

Best Value Audit was to ensure objectives were SMART (Specific, Measurable, Agreed, Realistic, Timebound). As a result, these actions have been updated to reflect that requirement in Appendix 1. As of September 2025, 32 actions have been completed, 18 are in progress, 3 are New/Not Started. All these actions will either be completed by August 2026 or carried forward into the new Strategic Workforce plan to be completed by December 2026.

### **Strategic Workforce Plan 2026-2029**

- 3.3 Strategic workforce planning enables organisations to proactively align their workforce requirements with long-term objectives, ensuring the right people with the right skills are in place when needed. It supports cost-effective staffing by forecasting future requirements, identifying skills gaps, guiding recruitment, development and succession planning efforts. The process also focuses on identifying and mitigating risks related to employees within the Council. Effective workforce planning ensures that a Council is not simply reacting to risks e.g. a talent drain due to retirements or employee attrition. It is a constant strategic evaluation of how talent risk can impact a council's finances, service delivery and community relationships.
- 3.4 To support the approach to future Strategic Workforce Planning, the HR and Organisational Development (OD) teams completed valuable training in June 2025 with the Local Government Association (LGA). This training has helped shape the approach now being taken by ELC. Further training for the HR team and the Corporate Management Team (CMT) is scheduled for later in the year. Midlothian Council are similarly arranging training for their CMT.
- 3.5 A Workforce Planning Implementation Group has been set up with the Head of Corporate Support as the project sponsor and this group is meeting monthly with an agreed terms of reference and project plan. The group will co-ordinate the development and implementation of a Strategic Workforce Plan aligned with organisational priorities that reflects the Best Value audit recommendations.
- 3.6 The revised Workforce Plan will be completed by August 2026 and will be based on a 3-year period of 2026-2029. The final Workforce Plan will be presented to Cabinet and will be reviewed annually, with 6 monthly updates reported to the Policy Performance and Review Committee (PPRC). This is to ensure appropriate monitoring, scrutiny, and assurance.
- 3.7 Service Managers will be required to complete service level workforce plans. This process will support services to identify risks within their workforce and actions to mitigate these, as well as respond and plan for challenges in the future. OD will collate this information to develop corporate actions which specifically address service and wider organisational needs.

## **Support for Services**

- 3.8 As suggested in recommendation 2 of the Best Value Audit report, OD are creating guidance and a template for Service Managers to use within their Service Plans along with briefing sessions, so managers can create their Service Workforce Plans.
- 3.9 In response to recommendation 4, OD presented a paper to the Corporate Management Team (CMT) in June 2025 outlining an approach to capture and monitor work being completed in services where digital inclusion is more challenging. This also included highlighting all the recent positive work and progress within these teams. The Scottish Council for Voluntary Organisations (SCVO) Foundation and Essential digital skills checklists will be included in the employee induction process/checklist by end of September 2025. This means managers can identify what digital skills learning gaps may be present when an employee starts and ensure appropriate development/support is provided.
- 3.10 In response to recommendation 6, HR will be providing Service Managers with the ability to pull key employee data from iTrent (People Management System) to help them understand the age profile of their teams. This will help managers to identify roles at risk due to those in those posts being aged 55 plus (and possibly likely to retire in the near future) and where only one person does that role. These are known as single points of contact roles. This will help Service Managers to identify where potential gaps may be and with support from HR and OD succession plan for these posts.

## **4 POLICY IMPLICATIONS**

- 4.1 Not applicable.

## **5 RESOURCE AND OTHER IMPLICATIONS**

- 5.1 Finance: Costs for training have been identified within current budgets.
- 5.2 Human Resources: No additional staffing resource is required to deliver this work.
- 5.3 Other (e.g. Legal/IT): None
- 5.4 Risk: None

## 6 INTEGRATED IMPACT ASSESSMENT

### 6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

X

**or**

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	
Socio-economic disadvantage/poverty	
Climate change, the environment and sustainability	
Corporate parenting and care-experienced young people	
Storage/collection of personal data	
Other	

The Integrated Impact Assessment relating to this report has been published and can be accessed via the Council's website:

[https://www.eastlothian.gov.uk/info/210602/equality\\_and\\_diversity/12014/integrated\\_impact\\_assessments](https://www.eastlothian.gov.uk/info/210602/equality_and_diversity/12014/integrated_impact_assessments)

## 7 APPENDICES

### 7.1 Appendix 1: 2023-2027 Workforce Action Plan

## 8 BACKGROUND PAPERS

- 8.1 Best Value Audit - Workforce Innovation - how councils are responding to workforce challenges.

## 9 AUTHOR AND APPROVAL DETAILS

### Report Author(s)

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<b>Date</b>	15 August 2025

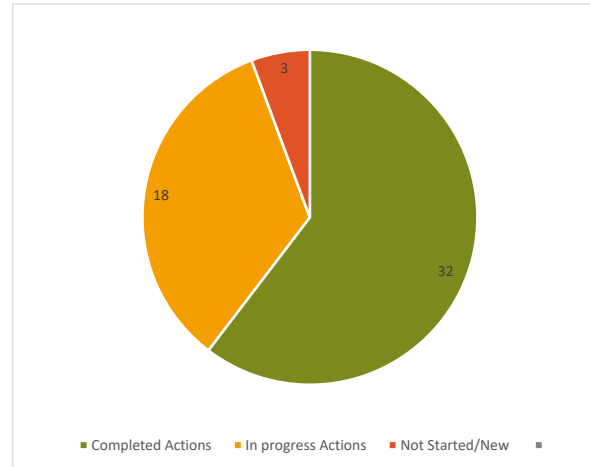
### Head of Service Approval

<b>Name</b>	Hayley Barnett
<b>Designation</b>	Head of Corporate Support
<b>Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed</b>	Complete
<b>Approval Date</b>	21 August 2025



## Appendix 1: Workforce Plan Update - August 2025

Completed Actions 32  
In progress Actions 18  
Not Started/New 3



Ref	Outcome	Action	Head of Service	Lead	Target Date	Update	Status
1	Sustain a skilled, flexible resilient and motivated workforce	Provide services with a Training and Development Plan within their Service Plans – identifying training and development needs of staff and how these will be met.	Finance	OD	Mar-24	OD provided a training plan template explaining the benefits and how to complete a Training and Development Plan. This was issued with the new Service Planning Guidance that was issued to Service Managers in June 2023 and re-issued in March 2024.	Complete
2	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland Recommendation:</b> Set SMART action plans setting out how council level and service level actions are being progressed.	Finance/Corp Support	OD/HR	Sep-25	The current update now reflects SMART actions.	Complete
3	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland Recommendation:</b> Expand the range of data and intelligence available within the Workforce Plan.	Corp Support/Finance	HR/OD	Jul-26	This will be included in the revised Workforce Plan 2026-2029.	Not started - New
4	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland Recommendation:</b> Develop a workforce planning performance management framework, linked to its Workforce Plan to inform future workforce planning.	Finance/Corp Support	OD/HR	Jul-26	This will be included in the revised Workforce Plan 2026-2029.	Not started - New

5	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland Recommendation:</b> Provide guidance, templates and training to assist services in identifying supply and demand issues and consider the emerging objectives and actions within their areas ensuring there is a consistent approach to workforce planning across the council.	Finance	OD	Dec-25	OD are drafting guidance for managers as part of Service Plans. Service managers will then receive briefings on how to complete OD and HR have received training from the LGA. Further training to be arranged for other HR team to participate.	In progress - 50%
6	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland Recommendation:</b> Almost 25 per cent of the council's employees are over 55 years old. Put clear plans in place to address future succession planning challenges and inform service design.	Finance	OD	Jul-26	Relating to Action no.3 the Service Plan template will identify for 2026-2029 how services are planning how to respond to the aging workforce.	In progress - 40%
7	Sustain a skilled, flexible resilient and motivated workforce	Review service training and development plans and requirements following submission of their service plans.	Finance	OD	Jul-26	Once submitted OD will review all to identify common themes to develop actions to include within the next update of the Workforce Plan.	In progress - 30%
8	Sustain a skilled, flexible resilient and motivated workforce	Update the <i>East Lothian Way</i> to ensure council staff behaviours reflect the Workforce Plan vision, and in particular the emphasis on delivering customer focused, person centred trauma informed and inclusive services.	Finance	OD	Dec-24	East Lothian Way has been updated to include leadership behaviours which are expected of all people managers. These were based on input from managers and employees as to what the most important behaviours were for them. The East Lothian Way has also been re-branded with the inclusion of the new Person-Centred behaviours and communicated to all employees.	Complete
9	Sustain a skilled, flexible resilient and motivated workforce	Embed the <i>East Lothian Way</i> into staff induction, webinars, and leadership development.	Finance	OD	Dec-24	1. The East Lothian Way is now included in Welcome to the Council induction and all e-learning, PRD and webinars where appropriate. Two animations promoting the EL Way have been communicated to all employees. 2. A no cost 360 feedback tool has been piloted by managers to gather feedback on their behaviours. This has received positive evaluations from those who have undertaken it and is now provided as a service on request. 3. Core leadership learning related to the East Lothian Way leadership behaviours is now available on the intranet.	Complete
10	Sustain a skilled, flexible resilient and motivated workforce	Provide a flexible approach to Personal Review and Development (PRD) process and promote the benefits of regular 1-1s meetings that meet the needs of all services.	Finance	OD	Apr-25	1. New guidance and choice of templates were made available in 2022 and now revised in April 2025 to further simplify and including a manager form. 2. New 1:1 meeting templates with guidance were made available for managers to structure conversations - October 2024. The Intranet page now has extensive resources available for managers to use to support employee conversations whether ongoing 1:1 or for annual or 6 monthly PRD.	Complete



11	Sustain a skilled, flexible resilient and motivated workforce	Increase accountability for take up % of PRD's within services. Provide an online mechanism for monitoring of take up of PRD's in each service.	Finance	OD	Dec-25	2024 staff survey shows a small increase in staff having had a PRD in the last 12 months from 55%-59%. OD presented a paper to CMT in April 2025 regarding improving monitoring of completion of PRD. Online PRD functionality is a requirement for the new Learning Management System (LMS) procurement which would allow more effective monitoring. Additionally including evidence of completion within Service Plans.	Complete
12	Sustain a skilled, flexible resilient and motivated workforce	Develop the knowledge and skills of level of front line employees to provide a person-centred and trauma informed response to service users.	Finance	OD	Aug-25	Extensive progress has been made. Work has been completed within Education, Customer Services and Libraries, Facilities, Financial Inclusion, Children Services inc Residential Care, H&SC, Elected Members, Connected Communities, H&S, HR. Trauma training – 1038 employees have completed the e-learning level 1 module. Additional NHS trauma modules are available. 180 people have received Level 2 training which will have been delivered through service specific workshops and workshops open to all employees. To increase partner organisation capacity/skill/knowledge and community awareness, trauma trainer training has been rolled out in third sector partner organisations via VCEL and Public Health Scotland. Also Enjoy Leisure, Changes Community Health and Bridges. A train the trainer model has been being rolled out to include key services e.g. H&SC. Staff wellbeing features within all training as a key enabler. Work has also started to use a Trauma informed lens to policy - e.g. Domestic Abuse and Gender Based Violence. The theme of trauma is embeded within our Participation and Engagement Strategy, Poverty Plan and Local Outcome Improvement Plan.	Complete
13	Sustain a skilled, flexible resilient and motivated workforce	By December 2026, explore and assess options to address recruitment market challenges and improve employee retention. This will include conducting market analysis of other local authorities, benchmarking sources, and developing a set of recommendations—covering both recruitment and retention strategies—for consideration by the Corporate Leadership Team.	Corp Support	HR	Dec-26	A recruitment task group was been established and has undertaken various inputs in line with Action Plan such as tailoring advertising of posts. We are actively considering various options to recruit to hard to fill posts, use fo Market Supplement. We are looking at Pay and Grading, we are aexploring various employee benefits such as salary sacrifice schemes, We have worked with services on career development schemes	In progress - 40%

14	Sustain a skilled, flexible resilient and motivated workforce	Conduct a review of Council Terms and Conditions to ensure they reflect current employment market conditions and are fully aligned with the Council Plan and Workforce Plan. The review will include benchmarking against comparable local authorities, consultation with key stakeholders, and the development of recommendations for approval by the Corporate Leadership Team	Corp Support	HR	Dec-26	Work has been undertaken on Pay and Grading structures to take account of the impact of recent pay awards. Engagement to commence with relevant trades unions.	In progress - 30%
15	Sustain a skilled, flexible resilient and motivated workforce	Develop measures aimed to meet the Council's commitment to be an Equal Opportunities employer. Carry out a review of recruitment procedures and practice against the Scottish Government's Minority Ethnic Recruitment Toolkit and make any necessary changes	Corp Support	HR	Oct-24	Completed. Ethnic minority toolkit being used to influence recruitment processes.	Complete
16	Sustain a skilled, flexible resilient and motivated workforce	Review the Annual Equal Pay Audit in line with Government guidance to assess whether it should include information and actions to address pay gaps faced by employees with protected characteristic groups along with the gender pay gap; for example Ethnicity & race and Disability Pay Gap audit	Corp Support	HR	Dec-26	Annual Equal Opportunities monitoring and Pay Gap monitoring reports shared with JCC. Awaiting guidance from S. Government on extending pay gap reporting to other protected characteristics groups.	Complete
17	Sustain a skilled, flexible resilient and motivated workforce	Carry out a stress and mental health audit of employees correlated against the protected characteristics as part of employee engagement surveys; and use the results to inform the development of mental health and wellbeing training and support services.	Corp Support	HR	Oct-23	The 2023 Staff survey focussed on health and wellbeing, including stress. The results were used to inform support for staff mental health and wellbeing including personal resilience and wellbeing modules on learnPro.	Complete
18	Sustain a skilled, flexible resilient and motivated workforce	Achieve "Equally Safe at Work" employer accreditation by December 2026 and progress the development of a gender-based violence policy. This will include completing all required self-assessment activities, engaging with staff and stakeholders, and drafting a policy framework aligned with national guidance and best practice	Corp Support	HR	Dec-26	An Equally Safe Leadership Partnership has now been created, first meeting was 01 Nov, which includes the Council and partners and is being chaired by the Leader of the Opposition. HR not involved in this group. Domestic Abuse and Gender Based Violence Policy due to go to CLT Aug/Sept 2025.	In progress

19	Sustain a skilled, flexible resilient and motivated workforce	Update the Post-employment Equalities Questionnaire to mirror the current 'myjobscotland' questionnaire	Corp Support	HR	Mar-26	Questions with Revenues to update Itrent.	In progress - 50%
20	Sustain a skilled, flexible resilient and motivated workforce	Promote Stage 3 Data Collection by increasing the frequency of alerts sent to employees reminding them to update their Equalities Information on myHR and the introduction of an additional reminder into the mandatory Equality and Diversity elearning module	Corp Support	HR	Oct-24	Periodic reminder sent to employees to update equalities information. Equalities module is core mandatory for all employees with the content revised every 12 months.	Complete
21	Sustain a skilled, flexible resilient and motivated workforce	Make appropriate adjustments to support neuro divergent employees.	Corp Support	HR	Oct-24	Guaranteed interviews for people with disabilities who meet post essential criteria.	Complete
22	Sustain a skilled, flexible resilient and motivated workforce	Increase the number of targeted recruitment initiatives to promote employment with the Council to people from underrepresented groups and address traditional gender stereotype roles in employment.	Corp Support	HR	Oct-24	Positive Action Campaign for recent Craft Apprentice recruitment. Introduced part time opportunities, which is included in job adverts, for middle management roles to encourage females to apply. Gender decoder applied to job adverts randomly. Guidance doc on Flexible Working policy and procedure finalised and distributed to Head Teacher. Signposting to East Lothian Works added to all apprenticeships job adverts – includes guidance on completing applications, interview skills, training and further learning opportunities. Info and signposting for support from East Lothian Works now included as standard on all Craft/Modern Apprenticeship role adverts. Information on compulsory professional subscription requirement now captured on Job Register managed by Service Review Team.	Complete
23	Sustain a skilled, flexible resilient and motivated workforce	By December 2026, further enhance employee engagement in relation to equal opportunities by conducting a qualitative insight exercise—such as focus groups, anonymous surveys, or facilitated discussions—to identify barriers to disclosing equalities information. Findings will inform the development of targeted actions to improve trust, transparency, and inclusivity in data collection and reporting	Corp Support	HR	Dec-26	Equalities Working Group established with TU reps. to assist drive on Equality issues. New HR Equalities Officer employed from June 2025. Sexual harrassment contact line established, new E-Learning, Policy.	In progress - 60%

24	Sustain a skilled, flexible resilient and motivated workforce	Support and encourage our young workforce; attracting, recruiting and retaining young people through creating employment and training opportunities through appropriate training schemes and supporting Modern Apprenticeships in various occupational areas	Corp Support	HR	Dec-26	Scottish Government Workforce for the Future funding has been subsumed within 'No-one Left Behind' funding. Funding now targeted to support parental employability and the overall level of funding has been cut by £100,000 so there are limited resources available to support Modern Apprenticeships in this financial year. The option for suppliers to provide/ support this type of activity is also included within the council's Procurement Community Benefits Wish list. This includes options for providing work experience/ apprenticeships. Established career development schemes to grow our own professional staff in hard to recruit areas.	In progress - 60%
25	Sustain a skilled, flexible resilient and motivated workforce	Raise awareness of how services can improve Digital literacy skills in the workforce including conducting Digital Skills audits where required and working with the relevant teams/ Service to build capability in implementing and using new systems and digital tools. Consideration will be given to addressing the specific needs of staff affected by the 'digital divide' that may arise from dyslexia or low literacy/ numeracy skills	Finance	OD	Oct-24	1. Created guidance for managers on the intranet on how to improve digital inclusion and obtain low cost refurbished devices from IT off the network so employees without a network account can log on. 2. EL Works provide free digital skills training for employees. Also literacy, numeracy and qualifications in Maths/Arithmetic and Communication National 3/4. Services can broker this support with them directly. 3. Shared the support available with the Infrastructure management team. 4. Developed M365 skills and how to access F3 Teams licences for depot managers in Amenity Services. 5. Created simple guides for employees to access learnPro (request from Property Maintenance). 6. Offered digital skills assessment surveys to several teams that are working on new digital systems or starting to use paperless systems; customer service platform, HMS, cab devices in waste. These were not taken up but are available. 7. 8. OD has also helped Infrastructure secure desktops in Macmerry depot and requested for Kinwegar. Identified how many staff do not have devices and logins. 9. Created posters for depots to raise awareness on how to access payslips including QR code for mobiles. 10. Quarterly reminder on Manager's Update regarding digital inclusion resources and EL Works support started in October 2024.	Complete
26	Sustain a skilled, flexible resilient and motivated workforce	<b>Audit Scotland recommendation:</b> Develop and implement an action plan to monitor progress in addressing digital exclusion.	Finance	OD	Jun-25	OD have presented a paper to CMT jointly developed with Infrastructure and Property Maintenance managers to capture digital inclusion actions where appropriate within service plans and annual monitoring and reporting. Also using digital skills checklists as part of induction.	Complete
27	Sustain a skilled, flexible resilient and motivated workforce	Conduct annual employee engagement surveys with a focus on health and wellbeing.	Finance	Transforma	Apr-26	Surveys complete for 2023 and 2024. Paper aproved at CMT in June 2025 for a survey every 2 years and a pulse survey in-between years. Questions will be developed with employees and other relevant groups to ensure it is relevant to employees and useful data for ELC.	Complete for 2024
28	Sustain a skilled, flexible resilient and motivated workforce	Increase staff survey response rate particularly in 'frontline' services with relatively low response rates	Finance	Transforma	May-26	Paper presented at CMT in June 25 regarding the 2026 survey and actions which will be taken to increase response rates. This includes working with "frontline" services to better understand how to engage them in this process given the constraints they have with digital access.	In progress - 20%

29	Sustain a skilled, flexible resilient and motivated workforce	Provide feedback to staff on outcome of the survey and actions being taken in response to issues raised	Finance	Transforma	Aug-24	You Said We Did article on the results of the 2024 survey was published in Inform and on the intranet.	Complete
30	Sustain a skilled, flexible resilient and motivated workforce	Inform elected members and Trade Unions of the results of the survey and the actions being proposed to respond to issues raised	Finance	Transforma	Jun-24	The results of the 2024 survey and the actions have been presented to elected members and Trade Unions at the Joint Consultative Committee.	Complete
31	Sustain a skilled, flexible resilient and motivated workforce	Maintain and improve high levels of positive engagement reflected in the eight core engagement questions.	Finance	Transforma	Dec-25	1. East Lothian Way has been reviewed and been promoted amongst all staff (see Action no.6) 2. Proposals for training and development for front-line managers have been implemented (see Action no.38).	Complete
32	Sustain a skilled, flexible resilient and motivated workforce	By December 2026, develop and implement an active approach to succession planning that includes job shadowing, short-term secondments, and other experiential learning opportunities. The aim is to support the transfer of skills, experience, and knowledge; build workforce flexibility; and motivate staff to remain employed with the Council. A pilot programme will be launched in at least two service areas, with outcomes evaluated and reported to the Corporate Leadership Team	Corp Support	HR	Dec-26	A small task group of service managers is to be established to consider and develop options for succession planning. Some small service specific examples developed by the Service Review Team e.g. career development scheme (grow our own). Ties in with work in recruitment group which is covering attraction and retention.	Limited progress to date
33	Sustain a skilled, flexible resilient and motivated workforce	Continue to explore strategies and initiatives to improve employee attendance and wellbeing .	Corp Support	HR	Oct-24	In 2023: 3 Virtual Appointment days for Able Futures – all fully booked, Once monthly Wellbeing Wednesday messages signposting to support, including: Refresh your wellbeing, Time to Talk, Cancer Awareness, Burnout, Benefits of Walking. EAP provider attending team meetings in H&SC and Libraries to promote the Service. EAP Wellbeing App promoted, Listening Ears programme being re-invigorated with development sessions. Promotion of Mental Health Awareness Week. Massage /Reflexology sessions ongoing Scottish Mental Health First Aid Training provided Step Count Challenge. Menopause Group promotion and support. Carers Wellbeing Support In 2024: Walking & Cycling promotion, 5 new Listening ears trained, Provision of e-bike trial, Menopause Support Group promotion, Trauma Informed teams session arranged for Listening Ears/signposting info, Bowel Cancer Awareness - invitation to info sessions, Massage /Reflexology sessions ongoing, Promotion of Wellness Action Plans, Step Count Challenge, MHFA Refresher for Listening Ears, HSF visit to JMH, Listening Ears Trauma Informed session, Book Club.	Complete

34	Sustain a skilled, flexible resilient and motivated workforce	Respond to 50% of staff reporting work related stress and concerns about workload and to concerns about Mental Wellbeing and Physical Health	Corp Support	HR	Dec-26	Survey results shared with HR and Healthy Working Lives team to assess whether further actions are required to support staff and to increase awareness of support available. All services were asked to review responses to stress related questions in the survey and engage with Health & Safety and HR partners to identify actions to respond to particular issues highlighted by the survey. The new Customer Strategy attempts to reduce/ more effectively manage pressure from customers caused by service 'failure'/ multiple forms of engagement. Re-prioritising services, new ways of working, service re-design and further development of digital services should aim to reduce workload/ caseload/ pressures that cause work related stress. Further consideration to be given to support provided to Home and Hybrid working staff to reduce stress related to 'social isolation' and 'lone working'. Review support, advice and learning resources provided to help managers and staff deal with work related stress.	In progress - 40%
35	Sustain a skilled, flexible resilient and motivated workforce	Respond to concerns raised about bullying and harassment from the staff survey in 2023	Corp Support	HR	Dec-25	Review of Harassment at Work Policy to be brought forward and completed in 2023 and then awareness of the policy to be promoted amongst all staff. OD has made e-learning material available to managers and staff to deal with bullying and harassment and to continue to raise awareness of the East Lothian Way endorsement of good behaviour and awareness of unacceptable behaviour. H&S have completed How to Deal with Challenging Behaviour (within the community) in Customer Services, Waste Services, Connected Communities and Enjoy Leisure. Prevention of sexual harassment hotline set up as well as new e-learning module	In progress - 60%
36	Sustain a skilled, flexible resilient and motivated workforce	Evaluate and improve the effectiveness of H&S management arrangements as best practice to reduce accidents and injury of employees.	Communities	H&S	Dec-25	A proposal was discussed with unions regarding Health and Safety by making more effective use of the joint consultative groups. H&S was added to the JCG agenda. Audit on incident reporting and investigation across the Council was completed end of June 2025. Recommendations were fed back to service managers and Heads of Service. The next audit will be risk assessments will be completed by end of December 2025.	In progress - 50%
37	Sustain a skilled, flexible resilient and motivated workforce	Continue to review staff recognition, rewards and benefits (including the range of non-cash employee benefits in terms of salary sacrifice schemes and discount scheme) to ensure the Council recognises and promotes the success, achievement and commitment of its staff	Corp Support	HR	Dec-26	A new Salary Sacrifice scheme (AVC) was introduced in 2022. HR looking at opportunity to introduce other offers such as a home electronic scheme. Extended SS Scheme for bike to allow access to a greater range of bikes and encourage more uptake (done). Extending SS for cars to teaching staff roll out by year end (done). Investigate implementation of Home Electronics scheme. Recruitment of new HR Projects Officer in August 2025 to take forward workstreams	In progress - 75%

38	Sustain a skilled, flexible resilient and motivated workforce	Develop and implement an effective staff communications plan, including encouraging and supporting the sharing of ideas and best practice, which will reach all staff, to ensure staff feel engaged with, understand and contribute to the change agenda	Corp Support	Comms	Dec-26	Research has been undertaken regarding alternative channels for employee engagement e.g. Viva Engage on M365. New team resource will be in place later in 2024 to be able to progress work in this area.	In progress - 10%
39	Sustain a skilled, flexible resilient and motivated workforce	Procure a new Learning Management System (LMS) for on-line learning that is user friendly and can more effectively engage staff in using e-learning modules and digital learning.	Finance	Transformation	Mar-26	A new LMS preferred provider was approved at DTB in March 2025. IT could not approve due to supplier being unwilling to fully resolve a medium grade security risk and internally approving their own remediation of other risks. Currently identifying alternative suppliers.	In progress - 30%
40	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Provide a standard set of tools and training to support service re-design through the provision of project support, improvement methodologies and change management training and support.	Finance	OD	Oct-24	Change management training delivered in September as part of the Finance System project. Further workshop by end of 2024 for team managers regarding their specific roles in leading change. OD trainer is accredited to deliver PROSCI Change management to minimise costs. Introductory webinars are available to all employees on the intranet. Change management sponsor and training for CMT being identified. Portfolio Management tools and methodologies established.	Complete
41	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Reshape the council workforce profile to better align with demographic trends, financial constraints and emerging service delivery models, including digital services and the wider transformation programme.	Corp Support	HR	Dec-26	Work ongoing with regard to financial pressures. Service review activity increasing and to be aligned to the Transformation programme priorities. Ties in with number 3 above	In progress - 10%
42	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Review the Council's Human Resources policies and procedures to support the Council's transformation agenda and support effective people management practice at a time of change, including ensuring effective management of issues of grievance, underperformance and capability	Corp Support	HR	Dec-25	Policies constantly under review/ development in line with policy development workplan. The bullying and harassment policy will be reviewed in 2023/24	Complete
43	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Monitor the proposal to create a National Care Service to understand the implications of the proposal not just on adult and children's social work staff but on staff across all services; and, where possible, take actions to mitigate negative impacts on council staff	Corp Support	HR	Dec-26	The Government has delayed the introduction of the National Care Service legislation so no action being taken by the council at this stage.	Complete

44	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Provide development ideas/ learning via Manager's monthly on how to support hybrid working and staff health and mental wellbeing	Finance	OD	Oct-24	Manager Monthly is on a Teams channel with 256 managers receiving a weekly post on average on a range of topics including hybrid working. HWL team have a tab so they can post relevant information. This is an ongoing activity and the action to set up is complete so further review not required.	Complete
45	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Provide training, advice and support for staff in adapting to new ways of working such as Hybrid Working	Finance	OD	Apr-25	Information on new ways of working including Hybrid Working has been provided for managers and staff in 2023. There are podcasts available on Hybrid working on the intranet. OD sourcing new bite sized e-learning on this topic.	Complete
46	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Grow and develop a Digital Champions network to ensure employees have the required knowledge and skills to use Microsoft 365 and other relevant applications.	Finance	OD	Oct-24	There are now almost 140 champions with an active Teams Channel where apps and tools are being discussed. 18 Digital Leaders (senior managers) have also been recruited to provide input into the M365 rollout and increase take up of M365 tools and knowledge within their service areas. All staff now (Aug 24) have access to the 365 Skills Hub developed by NHS Scotland. This provides access to a wide range of free learning to help develop digital skills. This work is now moving from OD to the M365 Project manager.	Complete
47	Support and initiate transformational change, encouraging and supporting staff to work in a more agile way	Develop flexible approaches to learning and building capability for succession planning and for emergency situations and business continuity.	Finance	OD	Aug-25	OD has worked with services directly on workforce planning related issues on a consulting basis building customised approaches to help with succession planning and considering future skill requirements. Completed delivering a programme for Amenity Services to ensure a pipeline of skilled employees to move into Depot Manager posts in the future. The process for services to engage with OD for this Workforce Development support is now on the intranet and will be regularly promoted. New Development Officer - Leadership Development approved in June 2025 by EMT will enable this work to continue within other services.	Complete



48	Build and sustain leadership and management capacity	Deliver leadership development programmes for all people managers (CMT/ SMT/ Team Leaders and first line managers) to ensure consistent modelling of leadership behaviours across the council and to further enhance our culture of empowerment and continuous improvement	Finance	OD	Jul-26	The key focus areas for leadership development are: 1. equipping people managers with the tools to sustain change linked to transformation. 2. Developing leaders of the future to meet service needs. 3. Embedding consistent people manager behaviours and learning. 2 Change Managers now in post embedding change management practice in transformation projects and developing managers to be able to lead change effectively. Peer coaching group for SMT and group for Team managers meeting regularly. CMT mentoring – Team managers can request to have mentoring from a CMT member. 7 Service managers have also volunteered for the IS Local Government Connect cross council mentoring programme. Aspiring Senior Leaders – first programme complete and highly rated. Aspiring Service managers programme in progress. Aspiring Managers – will be developed once new Development Officer is in post. All delivered at no cost using internal resource. Learning resources for new and current resources available on the intranet. Podcast "Role of a People Manager" developed with current team managers/HR/OD available on the intranet.	In progress - 70%
49	Build and sustain leadership and management capacity	Provide a blended programme of learning for managers via webinars, face-to-face sessions and mentoring for new and existing people managers on topics to support them with individual learning needs and core manager skills	Finance	OD	Oct-24	OD have provided a range of learning options for new and experienced managers. Working with services based on their needs ensures the best use of resource and ensures the service obtains best value related to their required outcomes. Core learning is now linked to the Leadership behaviours and available on the intranet.	Complete
50	Build and sustain leadership and management capacity	Provide introduction to management learning options e.g. webinars, e-learning and videos to those who are keen to develop into a managerial position in the future to support career progression.	Finance	OD	Dec-24	Renewed licence for leadership videos and podcasts which is added to every month. Over 50 skills challenges (short bite sized learning modules) are also available. This is being expanded to include topics identified by people managers as being priority e.g. Managing Conflict. Essential learning required for all new People Managers either new to ELC or to being a manager is now available on the intranet.	Complete
51	Build and sustain leadership and management capacity	Develop interventions to support managers and supervisors in communicating and engaging with staff to support effective team management, team building and team relationships	Finance	OD	Oct-24	The OD team provide advice and guidance to managers who wish to develop more effective team relationships or participate in team building. This is core OD function so further monitoring is not required.	Complete
52	Build and sustain leadership and management capacity	Ensure all managers receive training on how to deliver PRD's, give effective feedback, support staff development and tackle staff and team performance issues early on	Finance	OD	Oct-24	OD have provided learning resources on PRD's and Difficult Conversations which focus on early intervention which are available within Core Leadership learning on the intranet. This learning is also an induction requirement of all new people managers. Line managers are responsible for ensuring their employees complete this learning.	Complete

53	Build and sustain leadership and management capacity	Ensure all managers have information and access to learning resources and development and learning opportunities so they can support and advise staff with identified development requirements	Finance	OD	Oct-24	Manager's Monthly posts regular resources. L&D intranet pages have been updated to make resources easier to find. ELC Skills Network now established.	Complete
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