Corporate Improvement Plan Action Plan 2025-28

ID	Theme	Outcome	Success Measure	Key Date	2025/26 Progress	Status
CIP01	Transformation	Scottish Approach to Service Design is embedded into our transformation programme.	Report on utilisation of framework in at least 3 services' change processes.	Mar-27	Transformation strategy approved and approach to transformation and Project Management Office underway. Approach to transformation projects still being put in place.	On track to revised timescale
CIP02	Transformation	We identify opportunities to resolve data challenges through production of Power BI reports to support our Connect for Success principle - Data and evidence-driven.	Increase in Power BI reports available by 6 per quarter.	Mar-26	2025/26 FQ1 - 4 2025/26 FQ2 - 9 2025/26 FQ3 - 13 2025/26 FQ4 - 16	Complete
CIP03	Transformation	Data deployment and accessibility is improved by the development of interfaces.	Data platform launched and available.	Jun-25	The Data platform was launched and used for the first live Power BI report for the Revenue and Benefits Team in June 2025. It has since been used and is now available to support the creation of other reports.	Complete
CIP04	Transformation	Self-assessment feeds into improvement plans at team, service and corporate levels using appropriate LGBF indicators.	Number of improvement plans at each level that have self-assessment as the source of improvement identified.	Mar-26	The Council has been selected as a pilot in the national self-evaluation framework (NSEF) and this will shape our approach to self-evaluation. Success measure and key date to be revised depending on outcome of pilot.	Delayed and rescheduled to align with NSEF.
CIP05	Transformation	We improve accessibility, capture and use of data through increased use of online forms.	Increase in online forms, that are compatible with data analysis and automation processes.	Jul-26	The Web Team carried out a full review of all forms as part of Budget Transformation activities and a priority list of eform additions and improvements has been added to the Customer Engagement Team, Team Plan for 2026/27. Property Services have developed and implemented a MS Forms Client Service Request form replacing the original A5 process representing a key step in improving accessibility and the capture of consistent data. The form will ultimately integrate with Concerto to enhance reporting, analysis and to reduce errors/improve consistency by ensuring data is extracted from a single point of origin. Property Services are also keen to investigate automation of the Helpdesk function similar to the HR bot. Estates and Property Development are working with Community Development to develop an online form for asset transfer - expressions of interest. Phase one of the HR&OD Digital Project saw the launch of an AI chat bot and implementation of service desk ticketing functionality as well as an exploration for replacement for the absence telephone line. Phase two will further this work with ongoing exploration of absence line functionality and an optional appraisal for all forms with appropriate automation identified.	Complete

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CIP06	Transformation	Our learning council principle is embedded through increased use of pilots and reflective evaluation.	2 pilot approaches complete and evaluated.	Oct-26	Direct participation in the Microsoft Copilot Proof of Concept pilot, testing its use in day to day work and providing feedback on effectiveness and wider application. Use of Copilot across HR&OD to support meeting notes, actions and documentation, alongside sharing learning with colleagues. Ongoing engagement with services to promote use of Copilot, with a focus on building capability for workforce planning, improving insight and reducing administrative effort. A small pilot of Head Teachers on improving system leadership through professional collaboration took place August - December 2025. The service refers to this as 'Self-improving Schools' Groups' (SISG). SISG pilot results showed strengthened professional trust, collaboration, and clarity around school improvement priorities within the group. The first implementation phase for SISG will start in August 2026.	Complete
CIP07	Transformation	A new target operating model that supports delivery of connect for success is developed and implemented.	Operating model designed and approved with key stages of maturity articulated.	Mar-27	The target operating model work has been fully scoped with senior management and an outline design set out. Chief officers have approved elements of the model and a vision for each element providing the overall design and desired maturity. A presentation will be delivered to Strategic Leadership Forum in June and a project brief for the delivery of the model has been drafted.	On track to revised timescale
CIP08	Transformation	A Transformation and Savings Strategy aligned to longer term financial approach is developed.	Transformation and Savings Strategy is in place.	Mar-26	Transformation Strategy was reviewed and agreed by Policy and Resources committee in May 2026 for onward approval at Council in June 2026.	Complete
CIP09	Transformation	Tools and learning are in place to support the project pipeline and project management approach.	Learning is in place to manage projects and programmes.	Mar-27	The Council provides accredited training on project management via an SCQF Level 8 PDA in Project Management, which covers all aspects of project and programme management. Specific training or learning on the pipeline of projects will be developed once the pipeline is up and running.	On track to revised timescale
CIP10	Performance	Our performance reporting shows clear links with Corporate Plan Priorities.	Strategic outcome indicator dashboards built.	Mar-26	Approach to strategies has been agreed and process has been established for reporting on strategic outcomes as strategies are reviewed or developed.	Complete
CIP11	Performance	The public can easily see how we are performing against our priorities and outcomes.	Clear and transparent Public Performance Reporting information is available on the website.	Mar-26	Performance pages have been updated as part of the Performance Excellence Project and information is added as it becomes available.	Complete
CIP12	Performance	Each Head of Service has an improvement plan.	Automatic data feeds are maximised to enable focus on improvement actions being implemented on time.	Mar-27	Improvement plans on track for March 2027.	On track
CIP13	Performance	We use data and evidence to inform best deployment of resources to meet operational service standards.	Performance dashboards pilot evaluated and rolled out.	Mar-26	Team dashboards have been built and are in place; three to be finalised on completion of RIS Review.	Complete

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CIP14	Performance	We evidence efficiency in our performance reporting and monitoring processes through our updated Performance Improvement Framework, streamlining performance and KPIs.	Time spent collating performance data reduced by 15%.	Mar-27	Baseline survey has been completed and target set to achieve a 15% reduction in time in 12 months.	On track
CIP15	Performance	Risk is minimised by increasing mandatory training completion.	Managers have clearer oversight of employee mandatory training completion.	Oct-25	Further work is ongoing to increase accessibility for managers.	Complete
CIP16	Community engagement	We increase the reach of our consultation and engagement to a wider group of representatives and demonstrate that we have listened to their views by publishing all findings online.	Stakeholder information for consultation and engagement updated to include representatives of a wider range of protected characteristics and statutory areas and engagement findings published on website.	Mar-27	Consultation and engagement direction has been strengthened through updated guidance and supporting tools. Island specific engagement highlighted in reports to the Islands Sounding Board.	On track
CIP17	Finance	We have a revised approach to delivery of the Capital Programme.	Revised approach to delivery of the capital programme is agreed.	Mar-27	The review of capital arrangements started in 2025/26 with a report presented to Council in February 2026 which agreed a change in approach relating to property maintenance, repairs and renewals. It also allowed for a strategic approach and exercise flexibility within the capital funding framework in order to manage the impact of investment decisions on the annual revenue budget and in the context of safeguarding the council's longer-term financial sustainability. It has not been possible to progress all aspects of the review during 2025/26, as such the review will continue during 2026/27.	On track to revised timescale
CIP18	Leadership and workforce	We provide skills development and knowledge enhancement in data skills to enable teams to deliver services.	Increase in employee knowledge and confidence in regard to data skills. Baseline of eligible (networked) employees 10%, target 50%.	Apr-27	The number of evaluations submitted is too low to allow meaningful extrapolation of data for 2025/26.	On track to revised timescale
CIP19	Leadership and workforce	There is an increase in the number of young people working for the Council through relevant pathways.	Increase in number of young people working for the Council as reported in our Health of the Organisation report FQ4.	Mar-27	Reporting introduced in 2025/26 on Health of the Organisation dashboards and baseline of 4% established to track progress against this over time.	On track
CIP20	Leadership and workforce	Our pathways support internal progression.	Service workforce plans include progression pathways (formal or informal).	Mar-28	Growing Our Own has been added to the workforce planning discussions and actions will be included in Health of the Organisation reporting following the 2026 workforce planning meetings.	On track

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CIP21	Leadership and workforce	We improve our organisational capacity by using data and evidence to target interventions to improve wellbeing.	Maintain or improve ranking for sickness absence in LGBF.	Jun-26	An updated wellbeing strategy was approved by Council in June. Following approval, the wellbeing strategy will be supported by the creation of corporate and team-level wellbeing actions. Interventions will be evaluated and reported through Health of the Organisation and performance data. Our ranking for non-teaching absence fell from 20 to 27 and from 28 to 31 for teachers in 2024/25. This mirrors an overall increase in sickness absence for both employee groups across Councils in Scotland as a whole. Targeted interventions have taken place to address specific issues within service areas including focus on return-to-work discussions, development day to improve managers' understanding of responsibilities. The impact of these interventions and recently agreed wellbeing actions will be subject to ongoing evaluation.	Partially complete
CIP22	Leadership and workforce	We support older workers and provide opportunities for young workers through implementation of succession planning.	Succession plans in place for senior leadership roles.	Mar-27	Areas of risk have been identified and highlighted. A new leadership development programme is in development, and the flexible retirement procedure has been updated to support approval of flexible retirements prior to age 60 and clarify the timescales around flexible retirement. Some flexible retirements have already been approved at third tier level to support smooth succession planning. Recent adverts for senior leaders have been filled by internal candidates.	On track
CIP23	Leadership and workforce	By providing skills development and knowledge enhancement in digital skills, we enable teams to deliver services.	Increase in employee knowledge and confidence in regard to digital skills. Baseline 15%, target 80% of eligible (networked) employees.	Mar-28	Completion of AB365 programme to build digital skills confidence increased to 24%. Actions carried out to contribute to that include promotion to employees, inclusion within mandatory training completions in HOO reporting, in workforce planning conversations and reporting to the 365 Board. A further digital skills action plan to be created via 365 board. Digital skills survey results demonstrate an average confidence rating of 6.5/10 which reflects the increasing pace and demand of digital change on the workforce.	Timescales revised
CIP24	Leadership and workforce	We create a stable workforce by reducing the reliance on temporary and agency staff through delivery of the Agile project and review of recruitment.	Temporary posts reduced by 10% and number of Agency Staff reduced by 5%. Spend to be used as the basis of success measure.	Mar-27	Comparisons show a reduction in temporary posts of 20% on 2024/25. Spend on agency workers reduced by 17.4% over the same period. Spend to be used as a more reliable and appropriate measure to monitor.	On track
CIP25	Leadership and workforce	We increase the reach of our engagement with employees.	Increase employee survey response rate to 25%.	Mar-28	Response rate to 2025 survey increased to 21.7%. Further work around engagement has taken place with the aim to increase response rate to 2026 survey.	On track to revised timescale
CIP26	Leadership and workforce	The golden thread runs through our strategic workforce planning.	Our Strategic Workforce Plan is reviewed to reflect transformation and financial strategies.	Mar-26	The Transformation Strategy was agreed in June which will be presented to Council in September along with update on Strategic Workforce Plan conversations.	On track