



STRATEGIC PEOPLE PLAN REPORT 2025/26





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BACKGROUND

The Council aspires to be an employer of choice by aligning all HR initiatives with the overarching Council Plan. This commitment ensures that our workforce is valued, supported, and empowered to achieve excellence in service delivery.

Scottish Borders Council will continue to modernise service delivery by working, managing, and leading collaboratively across organisational boundaries with our communities and partners. To support this collaboration the Council will have to develop effective behaviours, skills, actions, and styles of working through innovation, technology, and leadership to ensure that we have a workforce that can respond effectively and be flexible to meet the demands of new service delivery models.

STRATEGIC PEOPLE PLAN 2025/26

The Council values its workforce as essential to success. A strategic people plan aligns Human Resources with the Council Plan, promotes excellence, and ensures sustainability. The following sections outline our strategy for managing and developing our people to meet our goals.

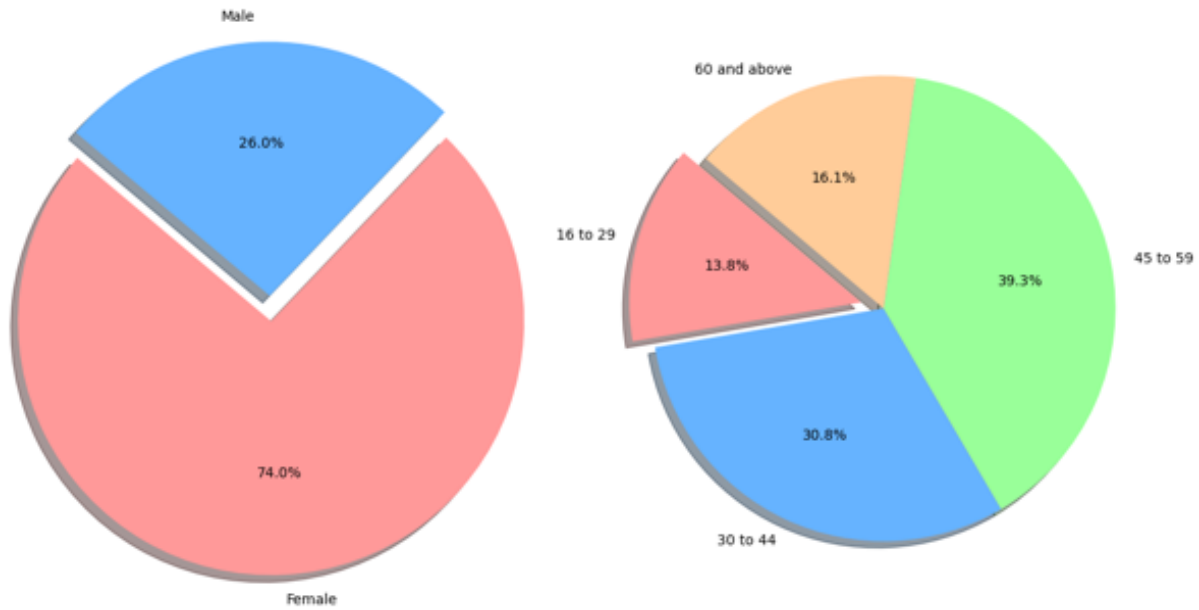
VISION:

- In the future we will be a smaller more flexible organisation designed to deliver the best outcomes for our communities.
- It sets out how we will support the Council Plan through our workforce, with three key outcomes.

KEY OUTCOMES:

- Scottish Borders Council is an employer of choice
- Maximising our capacity and performance – ensuring we give everyone the opportunity to develop the skills they need to do their job well
- Fostering a supportive and positive culture

OUR WORKFORCE



Workforce 2025/26	
5,164	Number of people working for the council – headcount
4101.44	Number of people working for the council – full time equivalent
885	Number of casual/bank staff
15%	Turnover of staff in last year
4.54%	Days lost due to absence in last year per employee

Age profile	
13.79%	16 to 29
30.78%	30 to 44
39.33%	45 to 59
16.10%	60+

EMPLOYEE ENGAGEMENT SCORE – 63.5%

This score is based on the percentage of positive responses to the following questions:

- I enjoy working at SBC
- I would recommend SBC as a place to work to my friends and family
- I am proud to work for SBC

REPORTING ON PROGRESS

Our Strategic People Plan will be progressed under the direction of the Council Management Team. An annual update on the progress of the outcomes and actions will be reported to Council and published on the council website.

	Strategic Outcome 1 Scottish Borders Council an Employer of Choice	Strategic Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone	Strategic Outcome 3 Fostering a supportive and positive culture
Description	The council attracts the right people and retains skilled employees.	Our employees have the training, skills, commitment and autonomy to deliver high-quality services and improve customer outcomes.	We prioritise employees' wellbeing by fostering an inclusive and supportive workplace culture.
Opportunity	Maximise potential candidate pools, promote the benefits of working for the council as well as improve the recruitment and on-boarding experience.	There are opportunities for the council to add more career pathways and 'grow your own' schemes and digitally upskill the workforce	The council has tools in place for supporting employee well-being, a clear set of competency and behaviour standards are embedded in the appraisal process
Challenge	The competitive labour market makes it challenging to attract and retain talent. Candidates expect flexible working practices, comprehensive benefits packages, and career development opportunities.	Transforming the way, we work will require updating our skills, addressing digital skill gaps, and improving customer service. Focusing on learning, development, and career progression across leaner structures.	To attract talent and maximise workforce performance the council must address any barriers to work including equality related barriers.
Action	Review our approach to the promotion of careers in the council and the candidate experience, while seeking to build employee pride in the Council.	Continue to develop the grow your own programme and career pathways, continue building a digitally enabled workforce.	Deliver our Equality mainstreaming objectives and continue to develop and implement employee well-being initiatives.
Measures	Recruiters and candidate experience and employee engagement survey. Analysis of exit questionnaires.	Employee engagement survey, updated training matrices and training needs assessments. satisfaction rates from training courses.	Employee engagement survey and attendance levels.

OUTCOMES

Our Strategic People Plan sets out our aspiration to be an employer of choice with people who are skilled and engaged in delivering services that have a positive impact for our communities.

The plan has three outcomes that we will work towards with clear goals, actions that link directly to the Council Plan and performance indicators, where appropriate, to measure our success.



STRATEGIC OUTCOME 1

TO BE AN EMPLOYER OF CHOICE

Our goal is to make the council an attractive workplace, drawing in the best candidates and retaining skilled employees. We recognise our staff's positive impact on communities and prioritise putting customers first. Recruiting and retaining individuals with the right skills and attitudes is essential for future success.

ACTIONS:

- Streamline the recruitment process using digital tools to provide a better experience for recruiting managers and candidates.
- Create a greater online presence for SBC and the roles we have available
- Enhance our employee benefits package
- Implement innovative sourcing strategies to attract staff.
- Develop a robust onboarding process to integrate new hires seamlessly into the Council's culture and operations.
- Develop a robust onboarding process for new managerial appointments.
- Digitise the job evaluation process and review the current pay and grading model to attract and retain high-calibre staff for future needs.

We will measure success through:

Output	Key Performance Indicator	2025/26 Target
Employee onboarding	Sample surveys of staff onboarding experience	80% positive
Employee engagement	The percentage of staff who enjoy working at SBC	3% increase
Employee engagement	The percentage of staff who would recommend SBC as a place to work to their friends & family	3% increase
Employee engagement	The percentage of staff who are proud to say they work for SBC	3% increase
Employee benefits	The number of staff registered	5% increase
Turnover rates	Annual staff turnover %	Maintain stability

STRATEGIC OUTCOME 2

MAXIMISING OUR CAPACITY AND PERFORMANCE BY DEVELOPING NECESSARY JOB SKILLS FOR EVERYONE.

Our goal is to ensure employees have the right training, skills, and autonomy to deliver high-quality services and improve customer outcomes.

Our transformation programme will change the way we work and in the future roles will require new skills, increased flexibility, and a mindset of continuous improvement. Developing and supporting people is essential for attracting and retaining talent.

Addressing skills gaps will remain a critical area of focus, as will implementing innovative approaches to learning and development and career progression across leaner structures.

ACTIONS:

- Identify key competencies and skills required for future roles.
- Continue to conduct regular skills assessments to identify areas for improvement.
- Offer continuous learning opportunities through training programmes, qualifications, workshops, traineeships, apprenticeships, and coaching/mentorship.
- Encourage career development and create more career pathways for advancement within the Council.
- Ensure staff have access to the right digital skills training to drive improvement and productivity.
- Succession Planning and Leadership Development:
 - o Continue developing succession plans across the Council.
 - o Promote the leadership training and mentoring programmes to develop future leaders within the Council.
 - o Ensure a smooth transition of leadership roles to mitigate risks associated with turnover.
 - o Ensure employees appointed to leadership roles have the skills and support to lead effectively.
- Encourage the use of digital solutions when redesigning services to drive improvement.
- Continue to invest in digital tools for remote work, collaboration, and performance management.
- Encourage innovation and creativity among employees to drive continuous improvement.

We will measure success through:

Output	Key Performance Indicator	2025/26 Target
Modern Apprentices	Number of MA roles in the Council	2% increase
Career Pathways	Number of career pathways in the Council	5% increase
Employee engagement	Percentage of staff able to access the learning & development they need to do their job well	2% increase
Employee engagement	Percentage of staff able to contribute to their own career development	2% increase
Employee engagement	I receive regular feedback on my performance	2% increase
Clear digital skills pathways	Appropriate courses available to enhance digital skills across the workforce	Full suite of courses available on SB Learn



STRATEGIC OUTCOME 3

FOSTERING A SUPPORTIVE AND POSITIVE CULTURE

We prioritise staff wellbeing by fostering an inclusive and supportive workplace culture.

ACTIONS:

- Promote employee well-being by encouraging participation in the Council's health, wellness and lifestyle benefit programs.
- Promote work-life balance through flexible work arrangements and supportive policies.
- Maintain positive engagement with trades unions colleagues
- Foster a culture of open communication and transparency to enhance employee engagement and satisfaction.
- Foster a diverse and inclusive workplace culture that values and respects individual differences.
- Continue to review HR policies and practices to ensure equity and fairness in recruitment, promotion, and remuneration.
- Provide training and resources to promote cultural competence and awareness among employees.

We will measure success through:

Output	Key Performance Indicator	2025/26 Target
Employee engagement	Most days I feel happy in my job	3% increase
Employee engagement	I feel part of a team	3% increase
Employee engagement	My work/life balance is good	3% increase
Employee engagement	I recognise when I start to feel under pressure	2% increase
Employee engagement	When I am feeling under pressure at work, there is someone I can talk to	2% increase
Employee benefits	Increase in Aviva App registrations	5 % increase

STRATEGIC PEOPLE PLAN PERFORMANCE AND TRANSFORMATION ACTIONS 2025/26

Actions under the Strategic People Plan will ensure we have an engaged workforce that is fully equipped, supported, and empowered to deliver customer service excellence.

Action 1	Candidate attraction and on-boarding
Description	Review of the approach to candidate attraction, recruitment and on-boarding, identifying opportunities to better promote the council as an employer and streamline recruitment processes.
Outcome	Streamlined and user-friendly recruitment and on-boarding process.
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice
Completion Date	December 2025

Action 2	Improve Employee engagement levels
Description	Support employee engagement using regular ongoing employee surveys, trend analysis and engagement with trade union colleagues. Launch the staff charter
Outcome	Improved trends in positive responses in annual employee survey. Clarity on responsibilities and expectations
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone Outcome 3 Fostering a supportive and positive culture
Completion Date	Ongoing

Action 3	Enhance staff benefits
Description	Promote the availability of benefits across Council Services. Add additional benefits.
Outcome	Improved staff wellbeing and engagement
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 3 Fostering a supportive and positive culture
Completion Date	December 2025

Action 4	Carry out medium- and long-term workforce forecasting in the annual cycle of people planning to ensure we have the right people with the right skills in the right place.
Description	Proactively plan for future staffing levels, embed succession planning and talent management tools to ensure development and retention of critical skills and knowledge, and identify future leaders.
Outcome	Retention of staff and targeted use of training and development opportunities
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone
Completion Date	March 2026

Action 5	Carry out a review of mandatory training to ensure it reflects best practice
Description	Ensure mandatory training reflects best practice and is targeted appropriately
Outcome	Staff are appropriately trained
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone
Completion Date	September 2025

Action 6	Improve employee access to HR information and support.
Description	Create a central access point of contact for all HR information and queries and explore the use of an internal chat bot
Outcome	Improved efficiency and employee experience
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone Outcome 3 Fostering a supportive and positive culture
Completion Date	September 2025

Action 7	Maximise the use of Business World
Description	Create HR dashboards to assist data driven decision making
Outcome	Improved timeous decision making, better management of staff using real time information
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone
Completion Date	March 2026

Action 8	Improve staff engagement through suggestions for service improvements survey
Description	Interactive staff survey to collect ideas and suggestions for service improvements and efficiencies
Outcome	Improved service delivery and standards of customer care
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone Outcome 3 Fostering a supportive and positive culture
Completion Date	January 2026

STRATEGIC PEOPLE PLAN PERFORMANCE AND TRANSFORMATION DELIVERED ACTIONS 2024/25

Actions under the Strategic People Plan 2024/25 that have been delivered.

Action 1	Candidate attraction and onboarding
Description	Revise and enhance the job descriptions for the 20 roles that make up 80% of recruitment activity.
Outcome	Clear role definition and improved candidate attraction
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice
Completion Date	March 2025

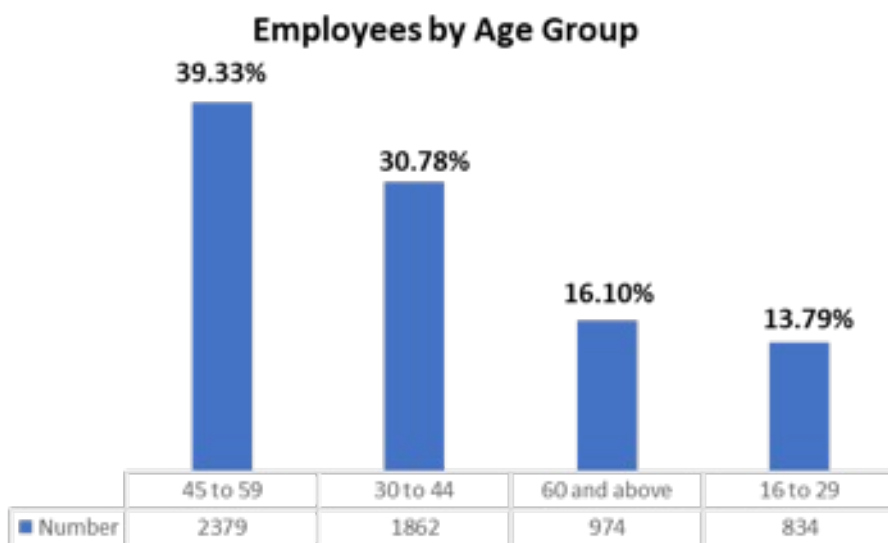
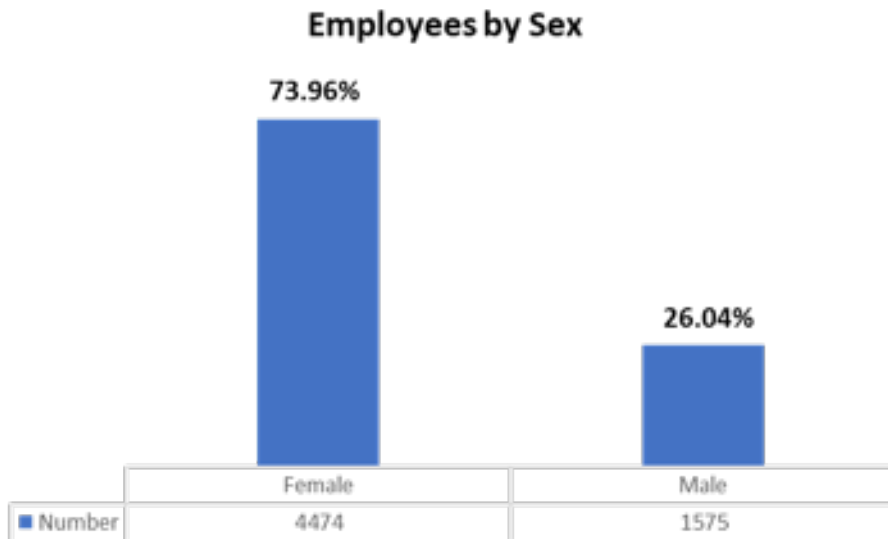
Action 2	Improve Employee engagement levels
Description	Develop a staff charter
Outcome	Clarity on responsibilities and expectations
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 3 Fostering a supportive and positive culture
Completion Date	December 2024

Action 3	Complete a review of the use of temporary contracts
Description	Improve commitment and retention through the creation of permanent roles
Outcome	Improved staff engagement
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 3 Fostering a supportive and positive culture
Completion Date	Partially complete ongoing to June 2025

Action 4	Launch a coaching model
Description	Cascade a coaching model with the Council Management Team
Outcome	Improved engagement and skills development
Council Plan Theme	Working together improving lives
Strategic People Plan Theme	Outcome 1 To be an employer of choice Outcome 2 Maximising our capacity and performance by developing necessary job skills for everyone Outcome 3 Fostering a supportive and positive culture
Completion Date	Stage 1 completed see table for Stage 2 & 3 timescales

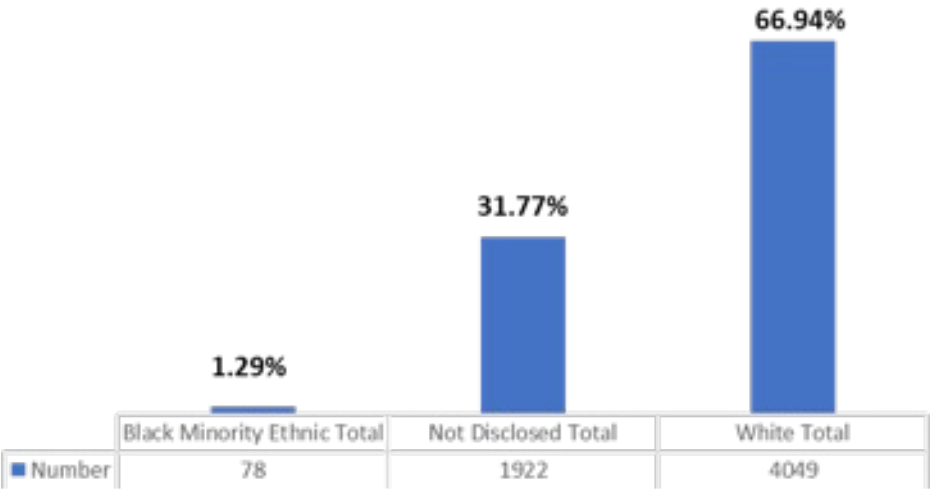
EQUALITY AND DIVERSITY AT SCOTTISH BORDERS COUNCIL

(Data as at 31/12/2024)

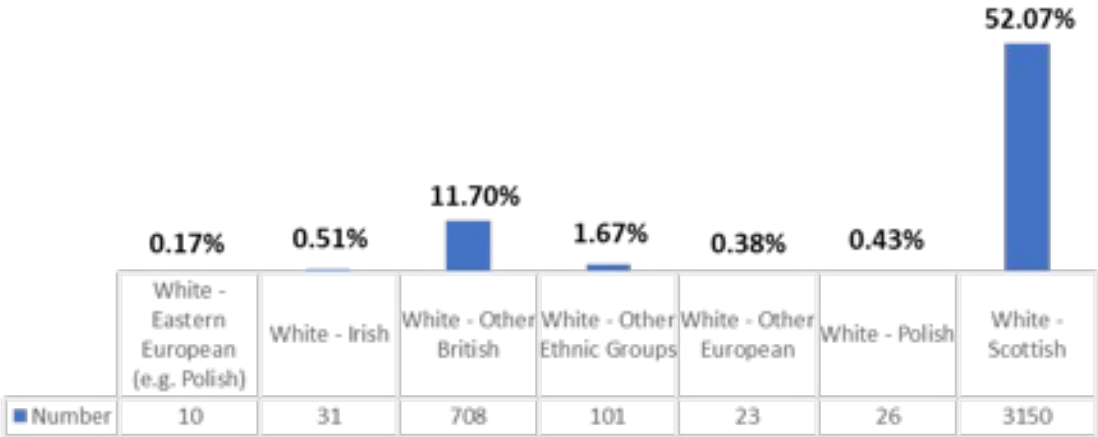




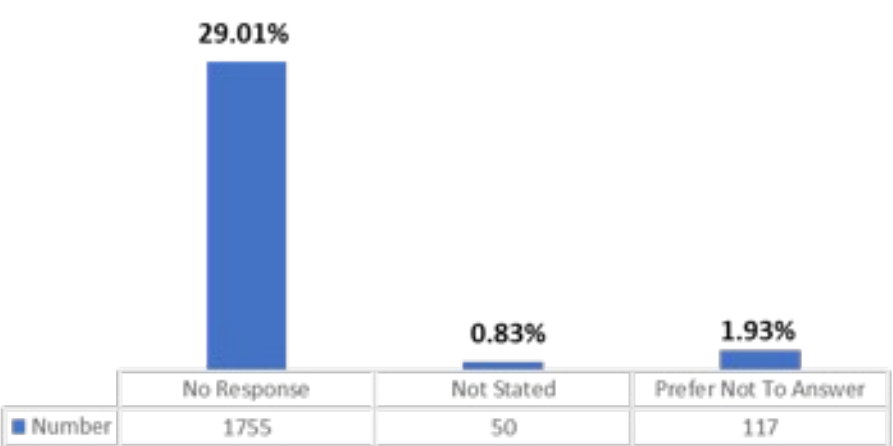
Employees by Diversity - Ethnicity Summary



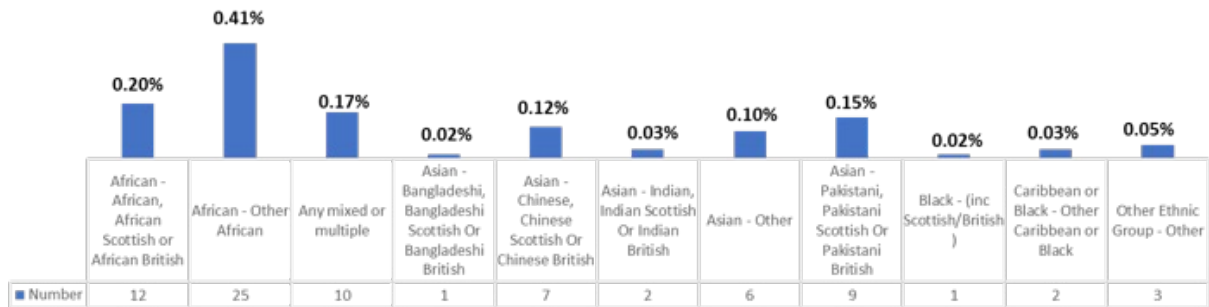
Employees by Diversity - Ethnicity White Total Breakdown



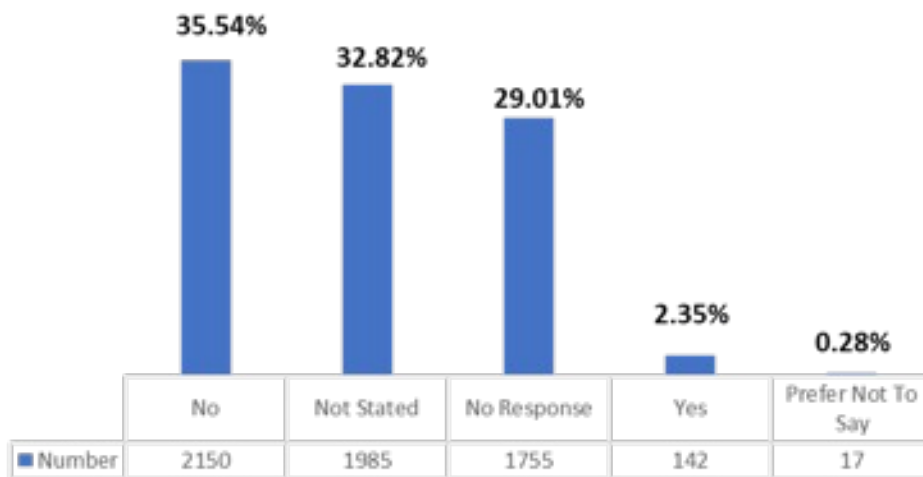
Employees by Diversity - Ethnicity Not Disclosed Breakdown



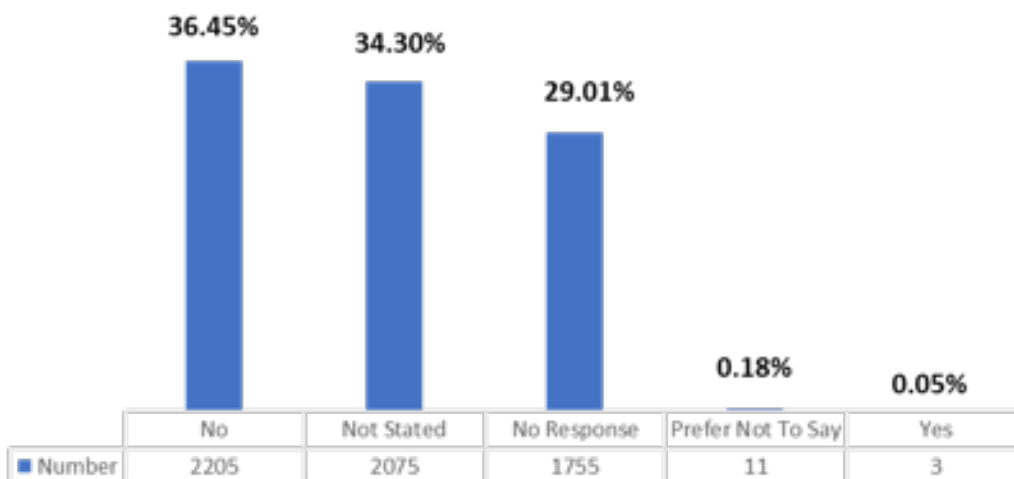
Employees by Diversity - Ethnicity Black Minority Ethnic Breakdown



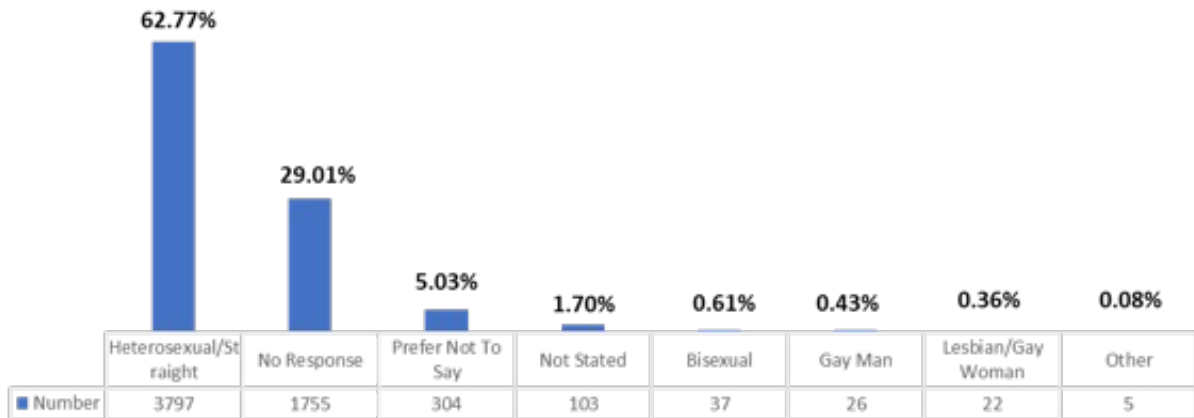
Employees by Diversity - Disability



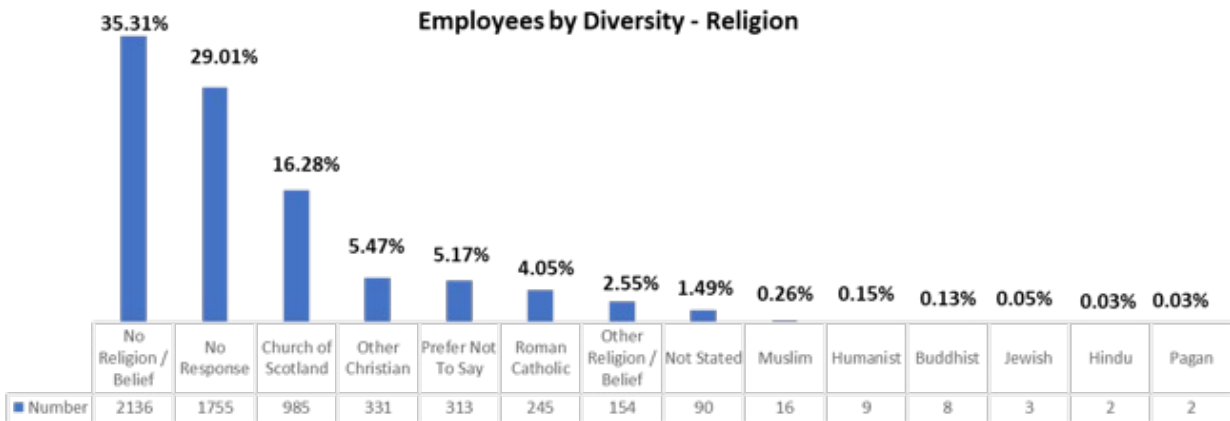
Employees by Diversity - Transgender



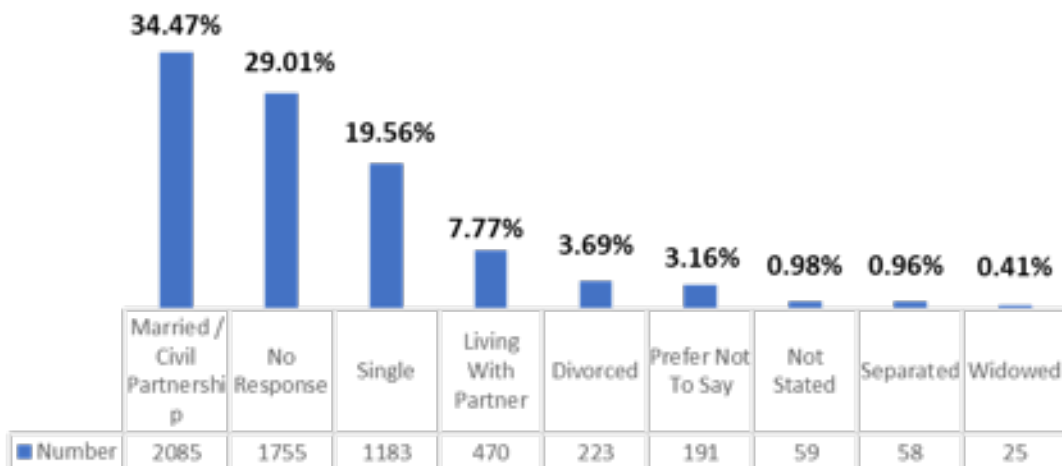
Employees by Diversity - Sexual Orientation



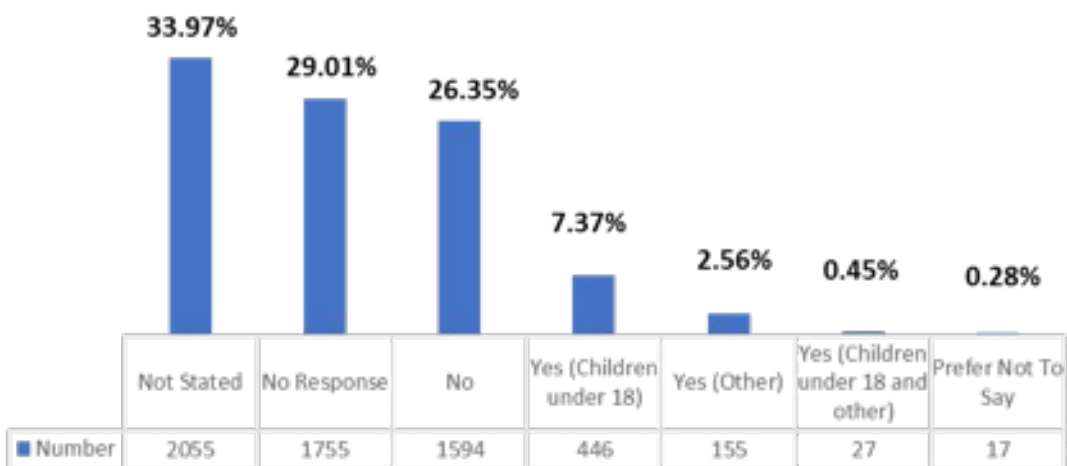
Employees by Diversity - Religion



Employees by Diversity - Relationship



Employees by Diversity - Carer

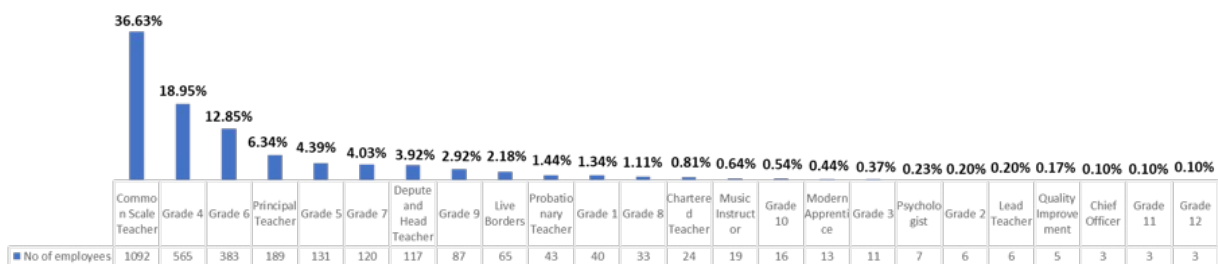


Employees by Diversity - Nationality

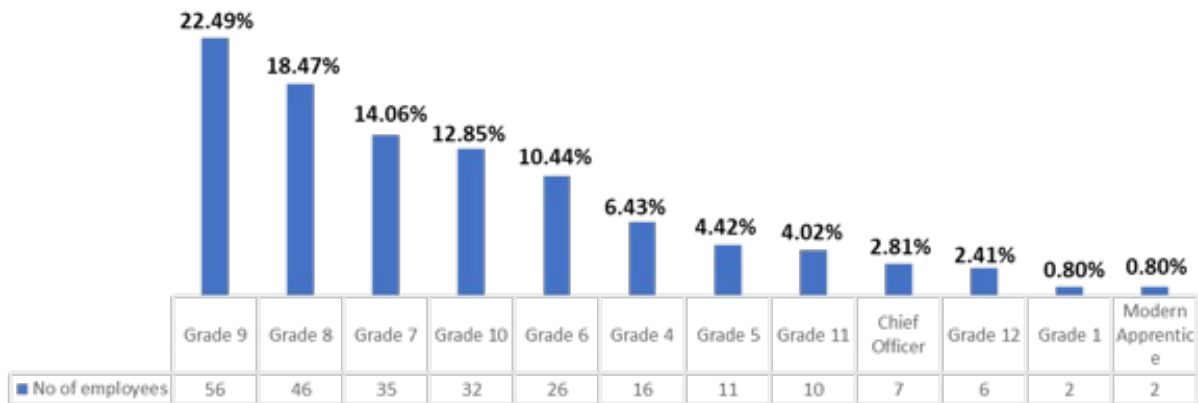


Directorate composition by Pay Grade

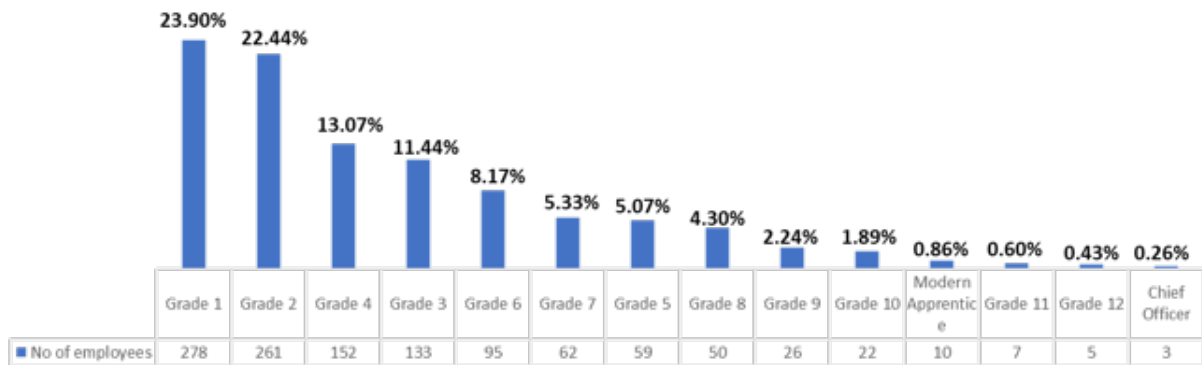
Education & Lifelong Learning



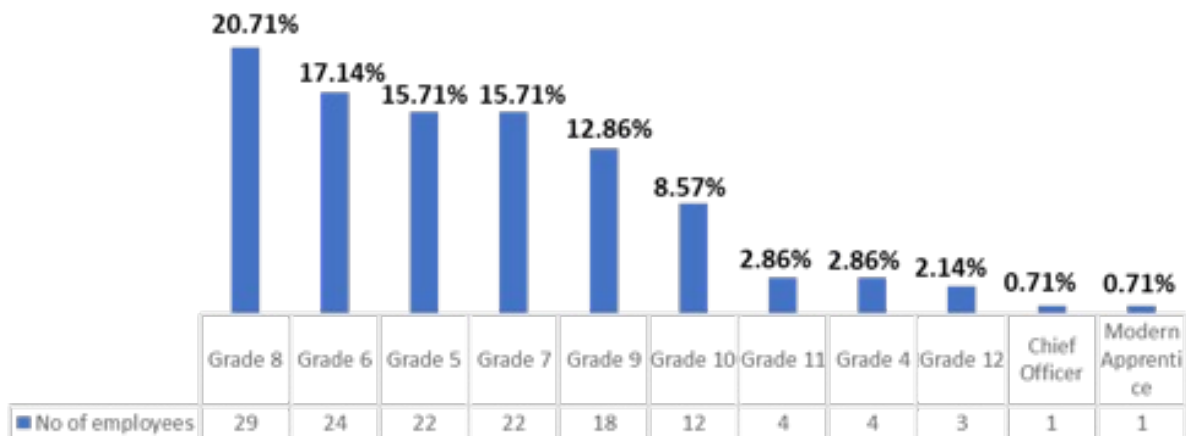
Finance & Corporate Governance



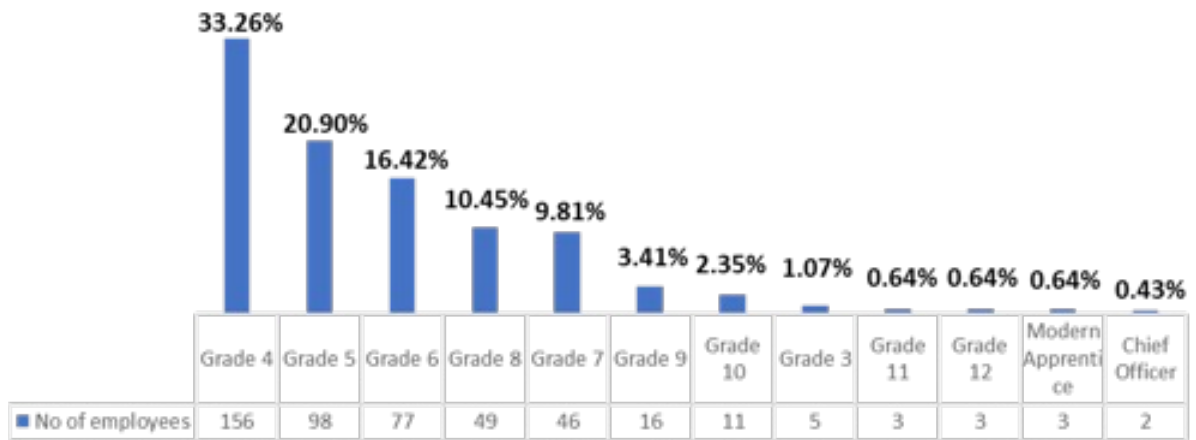
Infrastructure & Environment



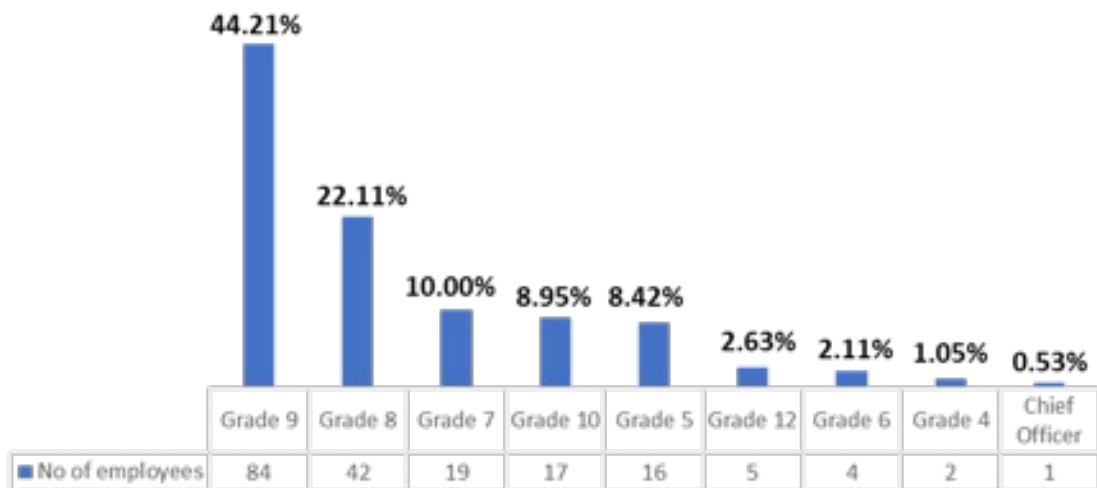
People, Performance & Change



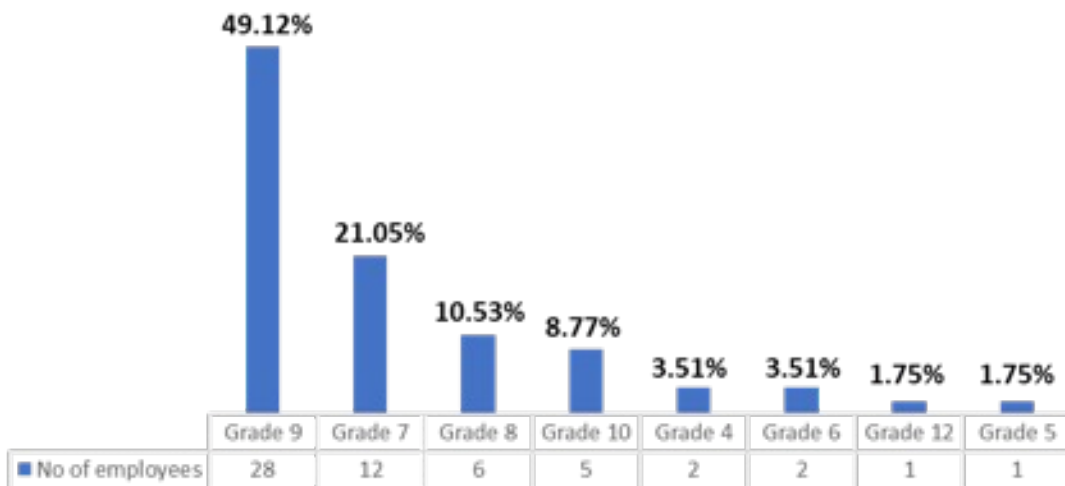
Resilient Communities



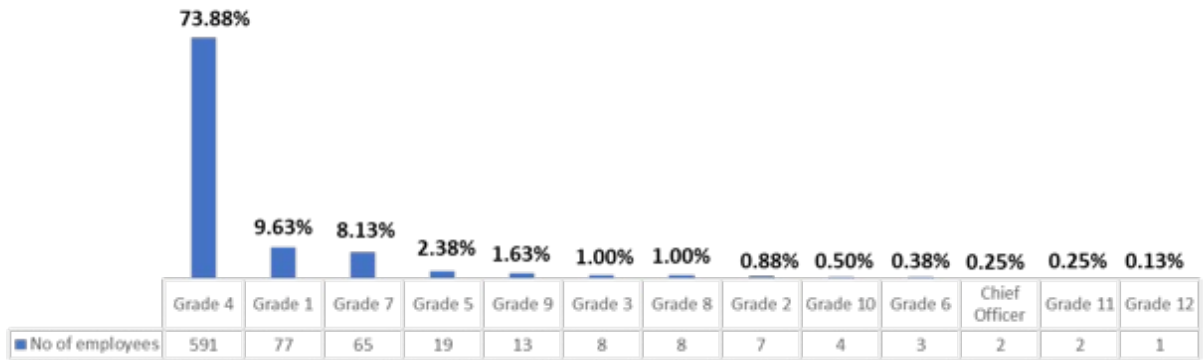
Social Work & Practice - IJB



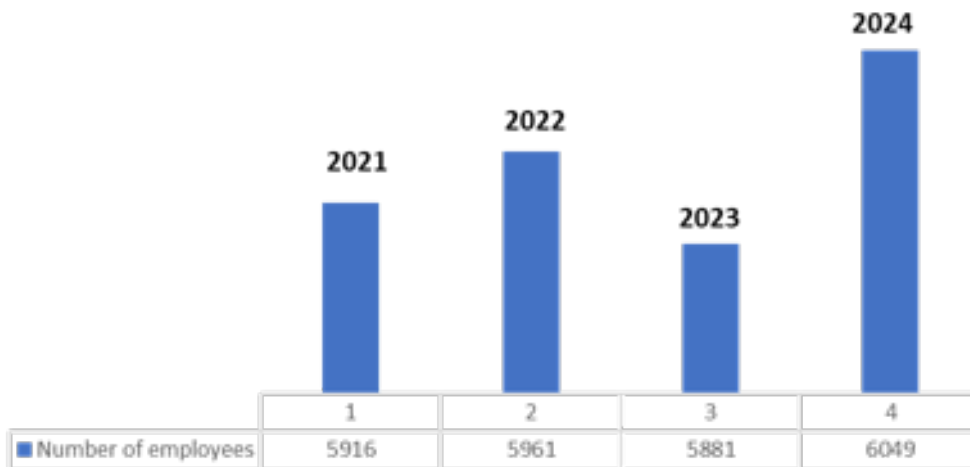
Social Work & Practice - SBC



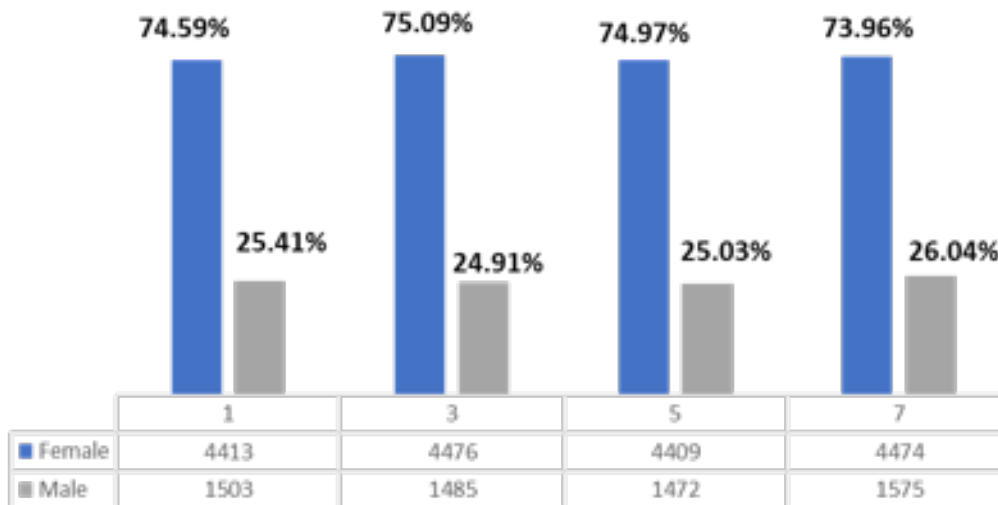
Strategic Commissioning & Partnerships



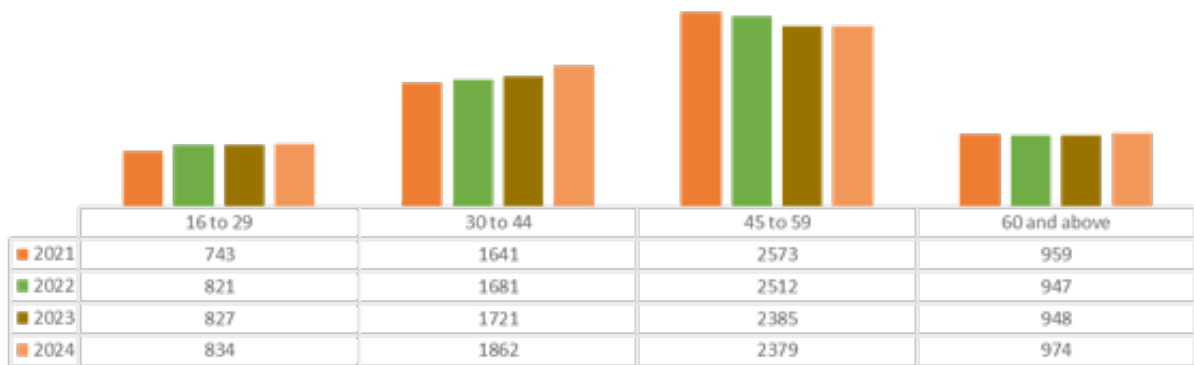
Number of Employees



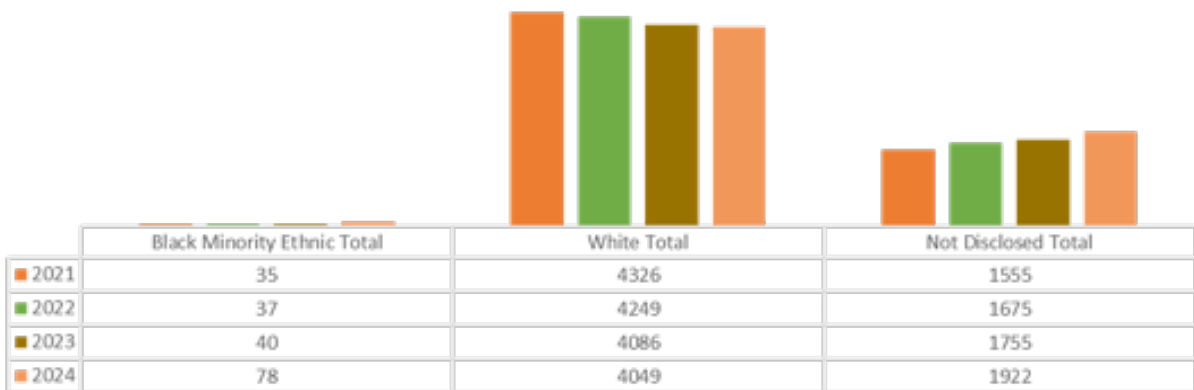
Employees by Gender



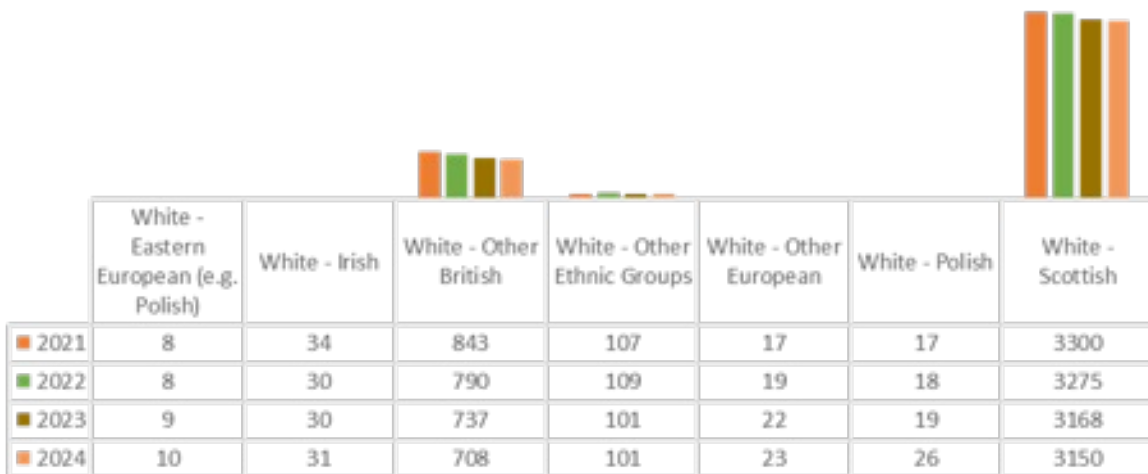
Employees by Age Group



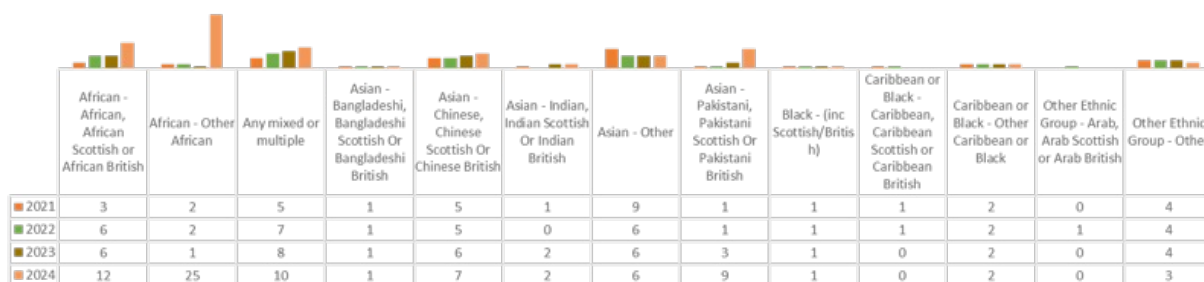
Employees by Diversity - Ethnicity Summary



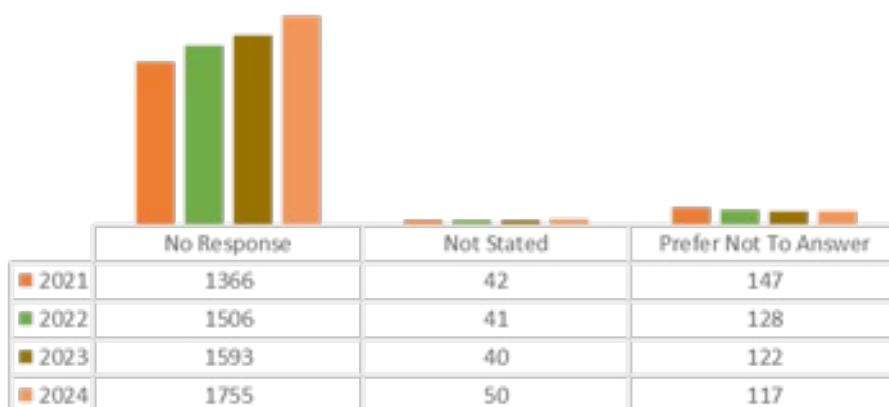
Employees by Diversity - Ethnicity White Total Breakdown



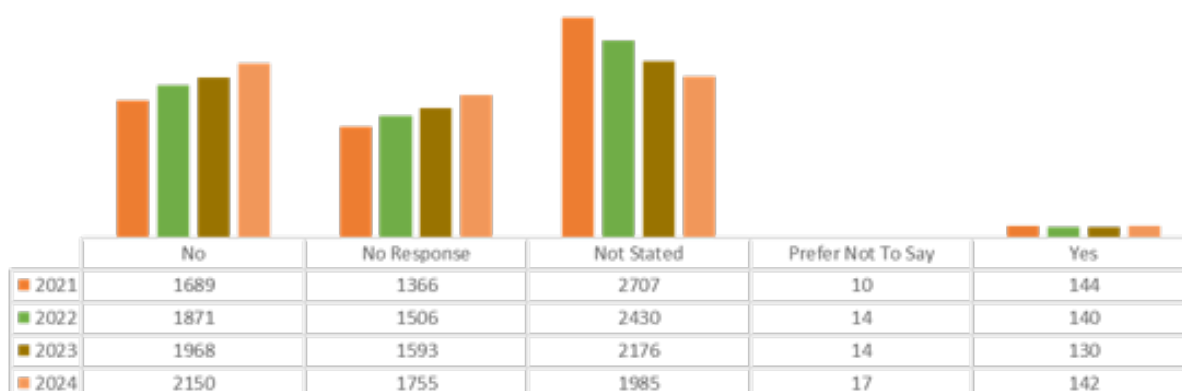
Employees by Diversity - Ethnicity Black Minority Ethnic Breakdown



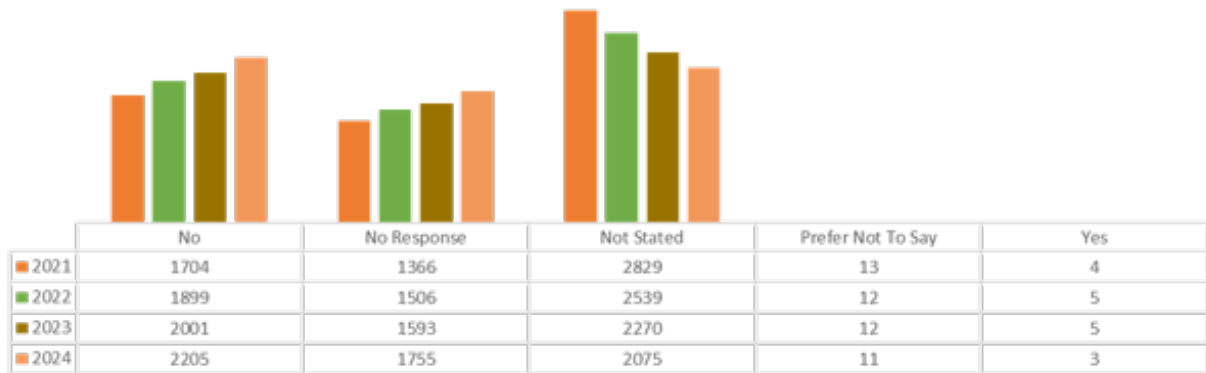
Employees by Diversity - Ethnicity Not Disclosed Breakdown



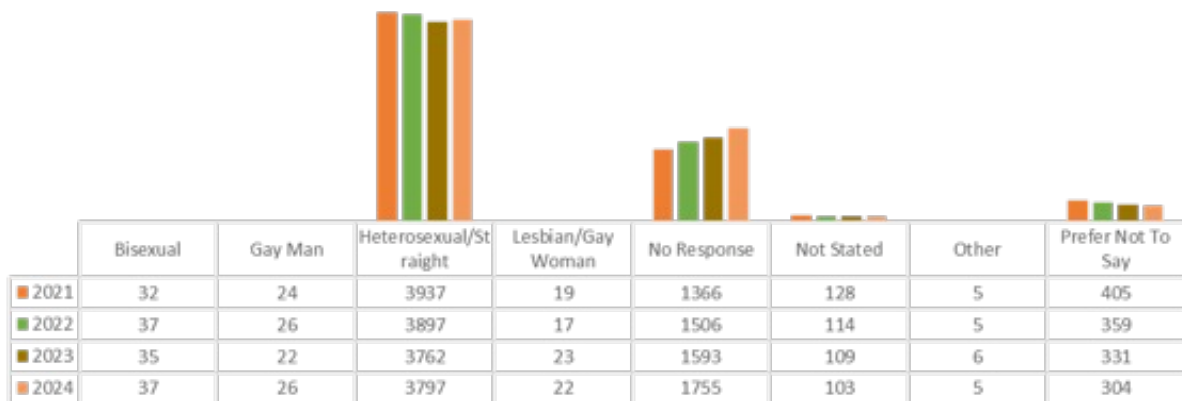
Employees by Diversity - Disability



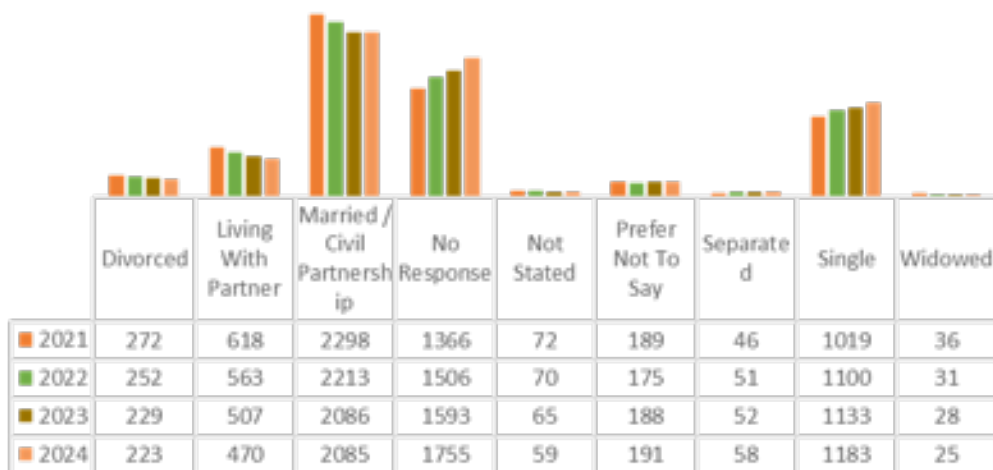
Employees by Diversity - Transgender



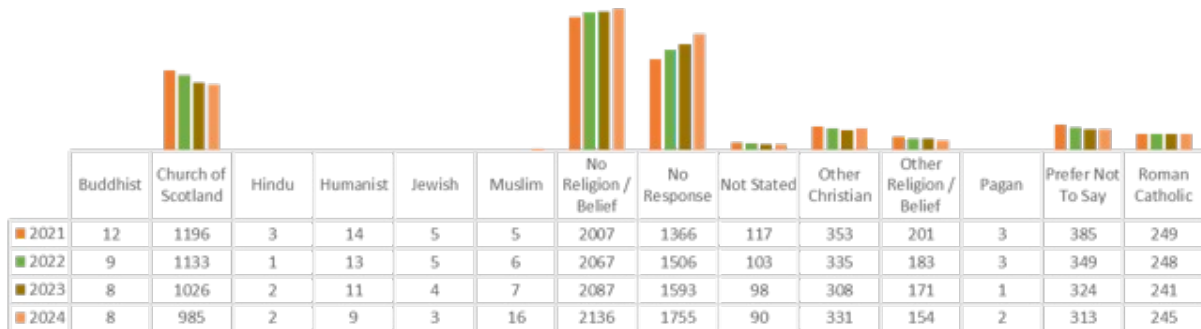
Employees by Diversity - Sexual Orientation



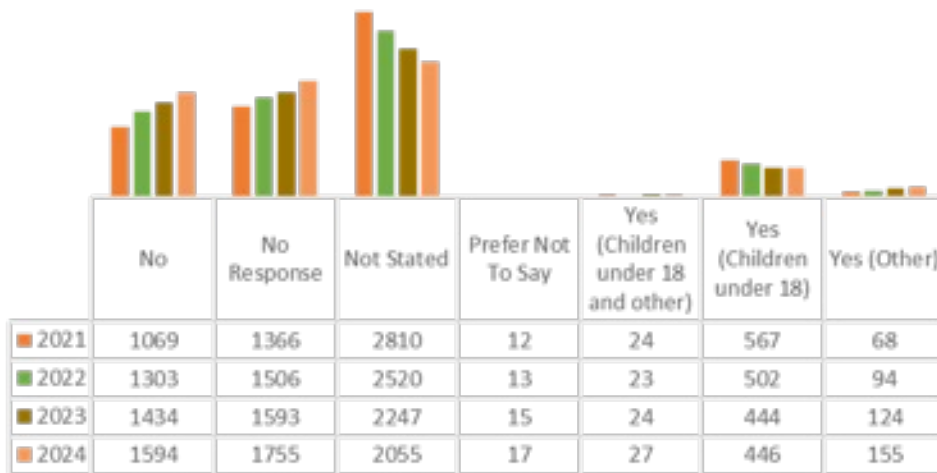
Employees by Diversity - Relationship



Employees by Diversity - Religion



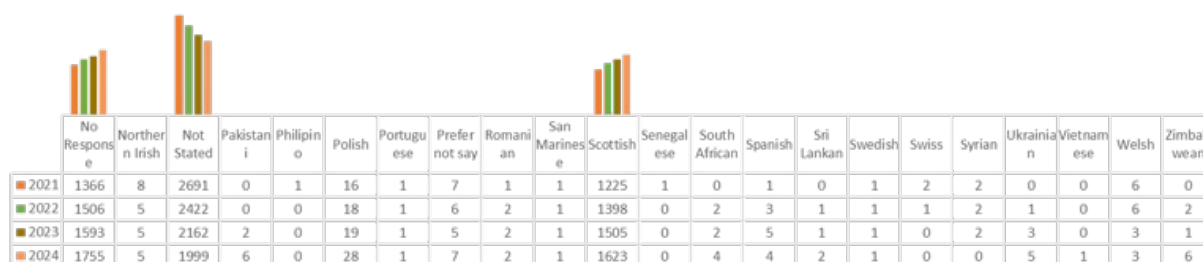
Employees by Diversity - Carer



Employees by Diversity - Nationality (Part 1)



Employees by Diversity - Nationality (Part 2)



HR Metrics

NUMBER OF PAYROLL /PENSION PAYMENTS OVER LAST YEAR

Payroll	Year	No of Payments	Total Net Pay
Scottish Borders Council	2023	65,358	114,585,513
	2024	66,051	121,984,484
Pensioners	2023	48,429	21,656,446
	2024	50,763	23,677,145

UPTAKE OF STAFF BENEFITS SINCE 2023

Year	Quarter	Benefits Portal Sign Up	Cycle to Work	Car Salary Sacrifice	Shared Cost AVC	Aviva Health
2023	1	979	28	64	172	
	2	1135	18	68	177	
	3	1405	16	75	188	
	4	1565	12	82	196	289
2024	1	1709	21	94	209	319
	2	1837	21	97	218	336
	3	1945	13	105	220	355
	4	2024	19	118	230	381

Note – Cycle to Work was relaunched in February 2023

STAFF SURVEY 2024

Scottish Borders Council runs an annual staff survey. For 2024, in addition to the corporate survey, a separate survey was run for Adult Services (Adult Social Work and Social Care). This was a shorter survey because of the similarity between a number of questions in the corporate survey and those in the national imatter survey, which is completed by Health and Social Care staff in Scotland.

The two surveys had a combined response of 985 in 2024, an increase from 949 in 2023.

As above, the overall engagement score was 63.5% (as opposed to 64% in 2023).

The engagement score is calculated by measuring the number of respondents who responded positively ("agree" or "strongly agree") to the following questions:

- I enjoy working at SBC
- I would recommend SBC as a place to work to my friends and family
- I am proud to work for SBC

The questions with the highest positive response were:

- I recognise when I start to feel under pressure – 94%
- I am good at adapting to change – 91%
- I know what is expected of me in my role - 91%

The questions with the lowest positive response were:

- My team has the capacity to cope with its current workload – 32%
- I believe there will be opportunities for me to progress at SBC – 42%
- We have strong leadership at SBC – 45%

Employee Turnover Rate: Measures the percentage of employees who leave. This helps identify retention issues and the effectiveness of retention strategies. Also utilise exit questionnaire data we have, and detail actions taken as a consequence.

Year	Quarter	Count of Leavers	No of Active	Percentage
2023	1	97	5093	1.90%
	2	100	5090	1.96%
	3	193	5088	3.79%
	4	124	5124	2.42%
2024	1	117	5149	2.27%
	2	94	5194	1.81%
	3	177	5173	3.42%
	4	125	5179	2.41%

Number of flexible retirements in train

Year	Flexible Retirements
2023	34
2024	48

TRAINING, LEARNING, DEVELOPMENT & GROW YOUR OWN PROGRAMMES

(STRATEGIC OUTCOME 2)

Investing in training and developing your staff internally is a strategic approach that yields significant benefits in recruitment, retention, and staff satisfaction. By fostering a culture of growth and professional development, organisations not only attract top talent who are eager to advance their careers but also retain employees who feel valued and supported in their roles. Moreover, providing opportunities for continuous learning and skill enhancement boosts morale and job satisfaction, leading to a more engaged and motivated workforce. In turn, this creates a positive feedback loop, where satisfied employees are more likely to stay with the company, reducing turnover and the associated costs of hiring and onboarding new staff. Overall, the emphasis on internal development nurtures a loyal and skilled workforce, positioning the organisation for long-term success.

Working across the Council services, departments and in conjunction with local businesses we have provided positive destinations for people across the Borders region. Building on the work already done, the Council plan to work more collaboratively with schools, colleges and universities as pupils approach leaving age, providing them with potential opportunities and options the Council has to offer as an employer of choice including the benefit of “earn & learn” through apprenticeships, traineeships, and career pathways.

COURSES & RESOURCES (2024/2025)

	Total Number	Descriptor
Training courses available (via Business World)	637	This is the total count of courses available in the period through the course catalogue. It excludes some courses organised directly by other teams (e.g., Health & Safety, Adult Social Care).
Training hours completed	14,943	Number of training hours completed by staff attending training sessions. This does not include time spent completing elearning.
SBLearn active resources	1623	Includes 330 Video Arts modules under licence. Most other modules are created in-house or for SBC, with a few licenced ones (e.g., Reablement for Care Workers).
SBLearn active users	7079	This includes Councillors, NHS personnel with MOSAIC training access, non-SBC staff using temporary logins, foster carers, and volunteers.
SBLearn resource completions	27,726	Number of elearning courses completed on SBLearn.
Corporate Mandatory elearning training completions	12,501	This mandatory elearning training for all staff, including extra modules for managers, does not include core mandatory training for specific services/department/teams or role-specific mandatory training (e.g., Adult Social Care, education, passenger assistants) undertaken out with SBLearn.

All data gathered from SBLearn & Business World



DEVELOPING OUR WORKFORCE

THE NEXT GENERATION LEADERSHIP (NGL) PROGRAMME

This Corporate leadership programme develops key skills in senior managers or potential future leaders identified in the Services' People Plans. It focuses on areas crucial to the success of the Scottish Borders Council and offers participants a chance to shape the organisation's culture.

Year	Number of participants
2019 - 2020	12
2023 - 2024	13

*Please note that the programme was suspended during COVID and reviewed in line with the new operating model and council plan between 2020 – 2022.

SOCIAL WORK TRAINEESHIP SCHEME

Year	Number of Social Workers Trained	Number of Mental Health Officers Trained
2019-2020	2	0
2020-2021	4	1
2021-2022	2	3
2022-2023	3	0
2023-2024	5	2
2024-2025	6	1
Current Total to date	22	7
Expected Future Provision		
2025-2026	5	2
2026-2027	5	2

SOCIAL WORK POSTGRADUATE PROGRAM

Since its inception in 2021 it has provided further development opportunities for staff across the Social Work department in the following areas:

Program	Total Completed & Currently Undertaking Qualifications (2024-2025)
Practice Education PG-Certificate	10
Social Work Leadership & Management PG-Certificate	8
Adult Support & Protection PG-Certificate	8
Children's Welfare & Protection PG-Certificate	18
Advanced Occupational Therapy Masters	5

TEACHER (GROW YOUR OWN) INVESTMENT

Since 2017 these investments in this traineeship scheme have reduced costs as vacancies are filled and agency staff reduced.

Year	Secondary School Teachers	Primary School Teachers
2017 - 2023	24	28
2024 - 2025	4	2

Total number since 2017 - 2024/2025:

- 24 Secondary School Teachers
- 28 Primary School Teachers

TEACHER LEADERSHIP PROGRAMMES

Program	Participants Graduated
Into Headship	8
First Steps in Leadership & Management The University of Edinburgh	12
Next Steps in Leadership (Partnership with East Lothian Council)	2
Post Graduate Certification – Growing Professional Learning	3
Post Graduate Certificate – Extended Work based Project and completing the full Masters in Education	6
Newly Qualified Teachers NQTs With GTCS Provisional Registration.	47 (40 Primary & 7 Secondary)

MODERN APPRENTICES (MA)

Scottish Borders Council is committed to developing our MA programme with most individuals' finding a role within the council or otherwise finding a positive destination. It is worth noting that external funding for MA's is no longer available for staff and that these will have to come from internal budgets and may impact on the number recruited going forward.

Scottish Borders Council is committed to developing our MA programme with most individuals' finding a role within the council or otherwise finding a positive destination. It's important to note that the staff costs for an MA must be covered by internal budgets, which may affect the number of recruits in the future. However, MA learning providers such as Borders College, can assist with training costs, which vary depending on the age of the MA and the occupational sector.

Year	Number of Apprentices
2020/21	36
2021/22	75
2022/23	50
2023/24	37
2024/25	33
Total	201

Table 1 below shows the breakdown of those apprentices retained **within Scottish Borders Council** by Directorate and year.

Table 1	2020/21	2021/22	2022/23	2023/24	2024/25
Adult Social Care					2
Education & Children Services	20	30	15	12	13
Finance & Corporate Governance		2	2	2	1
Infrastructure & Environment	3	9	9	4	1
People, Performance & Change		2	1	3	
Resilient Communities	5	10	11	3	6
Social Work		1	2	1	

Table 2 below shows the breakdown of those remaining apprentices by destination and year.

Table 2	2020/21	2021/22	2022/23	2023/24	2024/25
University/College		2			
External Employment		11	4	2	2
Unknown	8	8	6	10	8

DEVELOPING AN INTERNAL COACHING PROGRAMME (STRATEGIC OUTCOME 3)

Introducing of a more coaching focused culture to the whole organisation as part of the Operating Model (Culture).

This initiative is a key element of our commitment to support managers and staff in their ongoing professional development, we aim to introduce a coaching culture within SBC through a formal coaching programme.

BENEFITS OF COACHING:

- Enhances self-reflection and awareness
- Identifies strengths and areas for improvement
- Improves critical thinking and problem-solving skills
- Helps achieve goals
- Fosters self-reliance, responsibility, and accountability
- Encourages team and organisational contributions
- Builds peer support networks
- Promotes effective communication

Embedding a coaching culture will empower colleagues to make decisions, solve problems, and work independently.

PROPOSED STAGES:

Stage	Initiative	Timeline
1	Executive coaching for senior leadership	2024 - 2025
2	Developing an internal coaching network	2025 - 2026
3	Integrating coaching into all managerial/leadership training programmes	2025 - 2026
4	Raising coaching awareness across all staff	2025 - 2027

COACHING FOR TEACHERS

Training 2023/2024	Number of Staff
Coaching for Success	11
Coaching for Success Train the Trainer	7



MEDIUM AND LONG TERM FORECASTING

A medium-term workforce forecast for the Scottish Borders Council involves predicting the staffing needs and trends over the next three to five years. This forecast takes into account various factors such as demographic changes, economic conditions, technological advancements, and policy shifts.

Key elements of the forecast include:

1. **Employee Turnover:** Estimating the rate at which employees will leave the organisation and identifying strategies to retain talent.
2. **Recruitment Needs:** Assessing the number of new hires required to fill gaps and support growth initiatives.
3. **Skill Development:** Identifying the skills needed for future roles and planning training programs to upskill current employees.
4. **Succession Planning:** Preparing for the replacement of key positions to ensure leadership continuity.
5. **Workforce Diversity:** Promoting a diverse and inclusive workforce to enhance creativity and innovation.
6. **Technological Impact:** Evaluating how emerging technologies will affect job roles and required skills.

By addressing these elements, the Scottish Borders Council can ensure a well-prepared and adaptable workforce that meets the community's needs and supports the council's strategic goals.

A long-term workforce forecast for the Scottish Borders Council involves predicting staffing needs and trends over the next five to ten years. This forecast considers a broader range of factors and aims to ensure the council is well-prepared for future challenges and opportunities.

Key elements of the long-term workforce forecast include:

1. **Demographic Trends:** Analysing population changes, such as aging workforce and migration patterns, to anticipate future workforce needs.
2. **Economic Projections:** Assessing economic conditions and their impact on job growth, funding, and resource allocation.
3. **Technological Advancements:** Evaluating the long-term impact of emerging technologies on job roles, automation, and required skills.
4. **Policy and Regulatory Changes:** Considering potential changes in government policies, regulations, and funding that could affect workforce planning.
5. **Environmental Factors:** Assessing the impact of environmental sustainability initiatives and climate change on job roles and organisational priorities.
6. **Organisational Strategy:** Aligning workforce planning with the council's long-term strategic goals and vision to ensure a cohesive and forward-thinking approach.

By addressing these elements, the Scottish Borders Council can develop a robust and adaptable workforce that is well-equipped to meet the community's needs and support the council's long-term objectives.

THE IMPACT OF TECHNOLOGY

Technological advancements are set to significantly impact job roles within the Scottish Borders Council. The integration of new technologies will streamline processes, enhance employee experience, and drive continuous improvement. For instance, leveraging digital solutions when redesigning services can lead to more efficient operations and better service delivery. Continuing to Invest in digital tools for remote work, collaboration, and performance management will also be crucial.

Moreover, the introduction of AI into processes is expected to reduce administrative tasks. The council's focus on promoting innovation and creativity among employees will help drive continuous improvement and adaptability.

Overall, embracing technological advancements and learning new skills will be essential for staff to be able to operate efficiently and effectively in meeting the evolving needs of the community.



