

# The Highland Council

Agenda Item	<b>7</b>
Report No	<b>HP/18/25</b>

**Committee:**           **Housing and Property**

**Date:**                 **21 May 2025**

**Report Title:**       **Service Workforce Plan Annual Progress Report**

**Report By:**          **Assistant Chief Executive - Place**

## **1       Purpose/Executive Summary**

- 1.1     On 1 May 2024, Members noted the annual update of the Housing and Property Workforce Plan for 2022-2026. This report provides a further updated action plan summarising progress to date and actions for 2025/26.
- 1.2     Over the last 12 months the Housing and Building Maintenance service undertook a pilot programme of intensive workforce planning activities, and this report provides an overview of the work undertaken and the successful outcomes.
- 1.3     Cluster workforce plans were completed in March 2025 and the Place Workforce Plan includes information for Housing and Communities; Facilities and Fleet Management; Operations and Maintenance; Planning and Economic Development and Property and Assets. In addition, information from the service workforce plans was incorporated in a [Corporate Workforce Action plan](#) which was presented at Corporate Resource Committee on 20 March 2025.

## **2       Recommendations**

- 2.1     Members are asked to:-
  - i.     **Note** the Housing and Property workforce planning progress report and updated action plan; and
  - ii.    **Note** the positive outcomes from the report, including:-
    - a.     Creative recruitment techniques reduced the overall number of vacancies within the service.
    - b.     The Housing and Building Maintenance workforce planning pilot exercise involved enhanced HR support and resources over a 12-month period which enabled the managers to work together to identify and resolve challenges while developing their own managerial skills.
    - c.     The Housing Team were approved as a partner with the Chartered Institute of Housing's Professionalism Commitment.

- d. Specific specialist training commitments were given to areas such as fire and asbestos safety and how to deal with traumatic events and vulnerable customers.
- e. Team restructures improved efficiency, service delivery and supported staff development opportunities within the service.

### **3 Implications**

- 3.1 **Resource** - A failure to manage workforce planning and change puts at risk the Council's capacity to make the most effective use of resources. The impact of failure of statutory service delivery will have a reputational impact, as well as financial implications from any relevant regulatory body.
- 3.2 **Legal** - Care is required that large scale and complex workforce change be managed in line with current employment legislation and Highland Council policy.
- 3.3 **Risk** - Having a sustainable workforce is included as a risk in the Corporate Risk Register. There are also staffing resource challenges associated with budget constraints. The delivery of core and statutory functions will be impacted if the Service is inadequately resourced, and staff do not have the necessary skills to deliver core functions. This report mitigates the risk of an insufficient current and future workforce.
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - Staff wellbeing is a priority in the People Strategy and the Service action plans, and this is reflected in the Corporate Workforce Plan.
- 3.5 **Gaelic** – There are no Gaelic implications as a result of this report.

### **4 Impacts**

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is an update report and therefore an impact assessment is not required.

### **5 Introduction**

- 5.1 On 1 May 2024, the Housing and Property Committee noted the annual update of the service workforce plan for 2022-2026.
- 5.2 Workforce planning is the process that organisations use to ensure they have the right people with the right skills in the right place at the right time. Our workforce plan supports the Operational Delivery Plan, helping us transform our community, work with partners, and meet our budget and improvement goals.

- 5.3 There have been several changes in the Services since the last workforce plan was presented, including the Council's organisational restructure aligning seven services to three Clusters. The Housing and Property Service is now split across two sections within the Place Cluster; however, this report provides an update on the previously titled Housing and Property Service. New workforce plans will be developed based on the new structure in 2025/26.

## **6 Workforce Planning Updates**

### **6.1 Recruitment & Selection**

- 6.1.1 Recruitment continues to be a significant problem in some rural areas and specialist skilled roles, including Electricians, Housing Policy Officers, Quantity Surveyors and Property Surveyors. Repercussions from Brexit, lower salaries when compared to the private sector, increased outward migration and an aging Highland population all contribute to the difficulties experienced in recruiting suitable candidates. This is further exacerbated by the age profile of our workforce and predicted high numbers retiring in the very near future.
- 6.1.2 Significant focus was given to supporting, developing and increasing the number of foundation, modern and graduate apprenticeship opportunities within the service. In addition, hard to fill posts were identified with strategies put in place to fill essential vacancies. Examples of this included internal staff development and promotion, new apprenticeship frameworks, focused radio and social media advertisement and the development of career pathways. This was particularly effective because a high number of hard to fill vacancies have now been filled.
- 6.1.3 However, it is evident that further and ongoing emphasis must be placed on this to future proof the service as only 7.5% of service FTE are 29 years old or younger and 21% are over 60 years old. Furthermore, there are 35 apprentices within the service, and this makes up 2% of the service workforce.
- 6.1.4 The [Talent Strategy](#) recognises the Highland Council's need to plan, manage and improve people approaches, and supports the achievement of the [People Strategy](#) and implementation of the Council's [Delivery Plan](#). To create a robust organisation, we must embrace diversity and foster an inclusive workplace that encourages ambition and supports change. The Talent Strategy will provide the foundation to build the 'ambitious, sustainable and connected' culture, placing people at the very heart of the organisation.
- ### **6.2 Performance Management**
- 6.2.1 Consideration should be given to performance management being a critical component to workforce planning. It not only allows managers and staff to communicate expectations and outcomes, but it also provides information to management allowing them to make informed decisions regarding service delivery. Performance management can also help managers recognise areas for improvement and increase staff engagement and retention. It is essential that managers feel equipped to manage performance effectively and the service will aim towards 100% compliance with relevant managerial and HR training.

## 6.3 People Development

- 6.3.1 People Development was previously a challenge within the service due to the limited availability of internal resources. However, much improvement has been achieved corporately and within the service due to increased resource within the People Development Team including a recently appointed Career Coach, management development training at various levels and a variety of online training on Traineasy. Online access was increased for front-line and manual workers enabling them to use hotdesking facilities to access online training, payslips and other digital council resources.
- 6.3.2 Due to the variety of roles undertaken within the service, consideration is being given to how training can be shared between teams and an example of this is manual handling and working at height where many teams outsource this training to external providers. Sharing training and minimising the cost of external training will enable teams to share knowledge and skills and reduce the overall cost to the service.
- 6.3.3 Furthermore, commitments were given to look at additional and specialist training for teams. For example, the Housing Options Team undertook training on how to deal with traumatic events, vulnerable customers and additional support for neuro-divergent clients. The newly created building maintenance servicing team also require training on technical elements around fire and asbestos safety.
- 6.3.4 As part of the Talent Strategy that was approved by Corporate Resources Committee on 20 March 2025, the organisation intends to work towards Investors in People (IIP) Accreditation. IIP is an internationally recognised accreditation for people management and employee wellbeing, and it aims to increase productivity across organisations by creating a stronger, healthier and happier society. The focus of IIP accreditation is to invest in people, wellbeing and apprentices which aligns with our workforce planning ambitions.

## 6.4 Structures

- 6.4.1 Due to the recent organisational restructure, corresponding change is underway within the services and managers are working closely with their staff, HR and Trade Unions to review structures and ensure they are appropriate to enable successful service delivery and staff development. The service values the positive partnering relationship it has with Trade Unions, and they continue to be consulted regarding proposed changes.

## 7 Housing and Building Maintenance Pilot

- 7.1 Over the last 12 months, Housing and Building Maintenance management teams invested time and resources to focus on workforce planning activities to resolve challenges identified within the workforce plan. Four dedicated workshops took place with the management team to focus on:

- Workforce planning analysis;
- Recruitment and selection;
- Succession planning; and
- People development

- 7.2 The team focused on refreshing job descriptions, reviewing structures to ensure maximum service delivery, identifying training and skills gaps and recruiting hard to fill vacancies. The focused and creative recruitment campaigns were particularly successful; however, some hard to fill jobs remain vacant throughout the Highlands, including Electricians. Managers will continue to work with the Talent Team to develop methods to attract and retain applicants.
- 7.3 An exciting achievement during the pilot was the Housing Team being approved as a partner with the Chartered Institute of Housing's Professionalism Commitment. The Commitment was designed for housing providers to show that they value professionalism and education and are acting to demonstrate this commitment through the continuing professional development of their staff.
- 7.4 Overall, the pilot has been successful and brought together a diverse group of managers to share successes, challenges, and to help each other problem solve and work together to resolve challenges. The focused workforce planning activities will continue and the learning from the programme will be applied across the Place Cluster.

## **8 Action Plan**

- 8.1 The updated workforce action plan developed by the Housing and Property Management Team, supported by the HR Business Partner, is included as **Appendix 1**. The last two columns inform Members of progress to date and actions for 2025/26.
- 8.2 It is important to note that it is not possible to provide end dates for some actions because workforce planning is an ongoing process.

## **9 Priorities**

- 9.1 The workforce planning priorities identified for the Housing and Property Service over the next 12 months are:-
- Recruitment and retention;
  - Staff wellbeing;
  - Learning and development including improving links and career pathways with higher education;
  - Continued implementation of a sustainable staffing structures; and
  - New workforce plans to reflect the new Council structure.

Designation: Assistant Chief Executive – Place

Date: 22 April 2025

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Background Papers: Housing & Property Workforce Planning Committee Report

Appendices: Appendix 1 – Workforce Action Plan 2022/2026

APPENDIX 1

WORKFORCE ACTION PLAN 2022 - 2026 (Updated May 2025)						
WORKFORCE CHALLENGES PRIORITIES	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
Age profile						
55% of staff within the service are 55 years old or older, including almost 20% of staff who are aged 61 years old or older.	1. Utilisation of an effective Succession planning strategy	1. Sustainable service into the future with sufficient staff numbers	SMT, HRBP, Talent Team	Workforce for the future portfolio	Service structures are reviewed on an ongoing basis to ensure the right people and jobs are in place to enable successful service delivery, career progression and succession planning.  A corporate succession planning toolkit was developed and implemented in 2024 with single points of failure identified and actions agreed to resolve.	Succession planning toolkit to be implemented annually or when there is a change e.g. restructure, increased turnover.
	2. Promotion and utilisation of the MA and trainee Programme	2. Minimise ‘knowledge drain’ from increased retirements			The modern apprentice and graduate scheme is well established within the service with 35 apprentices in post currently. However, this is 2% of the service workforce.  Modern apprentice and graduate schemes require sufficient mentoring and coaching which requires dedicated resource.	Continue to promote and utilise modern apprentice and graduate schemes to fill vacancies.  Increase the number of modern and graduate apprentices.  SMT to review flexible retirement data and align this with career pathways and succession planning  Create an apprentice development programme to motivate, engage and attract new staff.
	3. Identify ‘single points of failure’	3. Increase the interest of H&P as a career option to school leavers			Succession planning enabled single points of failure to be identified and targeted recruitment and apprenticeship schemes enabled many to be mitigated. Further development is required on an ongoing basis to monitor single points of failure and create career pathways and an increased number of apprenticeships to promote Property and Housing career opportunities to school leavers and other prospective applicants.	Identify and monitor single points of failure and prioritise this in succession planning.
	4. Develop and support mentorship opportunities	4. Support the ageing workforce to remain in employment			Informal mentoring was introduced in some teams to promote staff development and knowledge sharing. The service is keen to enhance this and promote it across more teams.  The organisation introduced a corporate mentoring scheme which is available to all staff.	Increase the informal mentoring provision within the service and encourage engagement with the formal corporate scheme. Managers to link this to ERDs, succession planning outcomes and career pathways.  SMT to promote the corporate mentorship programme to potential mentors and mentees.
	5. Proactively engage with schools in Highland to promote Housing & Property as a career option				Developing the Young Workforce – managers attend DYW events to promote career opportunities to school leavers. Job adverts for hard to fill roles were extended to 4 weeks and circulated to secondary schools and colleges. Building Maintenance and other H&P colleagues visited schools to promote careers within the Council.	Continue to work in partnership with DYW and the Modern Apprentice Team. Further partnership working with schools and the modern apprentice programme is required to align the events with service skills gaps and hard to fill vacancies. Roll out school engagement relating to Housing and Property job opportunities
	6. Consider and implement measures for an aging workforce				Flexible working is encouraged and supported within the service.  ERDs are undertaken to ensure training and development opportunities are available to all staff.  Organisational training and support is available to staff in areas such as financial and retirement planning.	Implement succession planning and mentoring to enable opportunities for knowledge sharing.  Promote life long learning and multi-generational teams to encourage varied perspectives and engagement.
Employment Types	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
The Service has an annual Agency spend of approximately £170,000.	1. Review use of agency staff and reduce as part of the Recruitment strategy	1. Continued reduction in spend	SMT, Talent Team, HRBP	Workforce for the future Corporate Solutions	23/24 - The service reduced the agency worker spend by 25% with an approximate spend of £127,000 p/a.  24/25 - The updated agency spend for is <b>£143,116</b> . This shows a 12.5% increase in agency spend in the last 12 months. However, the overall agency spend since this plan was created has reduced by <b>16%</b> .	Continue to review and reduce the use of agency workers  HR to report agency usage figures to SMT on quarterly basis.
		2. Improved service delivery			There is currently a requirement for agency workers to cover long-term staff absences for essential Building Maintenance posts, such as to support the monitoring of utility companies to improve re-let times.	Reduce use of agency workers in Building Maintenance by managing attendance effectively and ensuring a resilient structure is in place

Recruitment and Retention	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
Difficult to recruit vacancies. Repercussions from Brexit, lower salaries when compared to the private sector, increased outward migration and an ageing Highland population all contribute to the difficulties experienced in recruiting suitable candidates.	1. Develop Recruitment Strategy	1. Ensure the right people at the right place at the right time, now and in the future	SMT, Line Managers, Talent Team, HRBP	Workforce for the Future	The Talent Strategy was approved in March 2024, along with the ongoing Workforce for the Future Portfolio developments.  Managers identified hard to fill posts and found creative ways to fill essential gaps. Examples included internal promotion and staff development, apprentice frameworks, focused radio and social media advertisement and the development of service career pathways.  Long standing trade vacancies were filled across Highlands.	Continue to focus on resolving recruitment challenges, particularly in rural geographical areas such as Lochaber and Skye.
	2. Review current recruitment process	2. Efficient and effective recruitment process			The recruitment process was reviewed and the approval process is now managed internally reducing the overall length of time to fill posts.	Talent link usage reports are being developed to assist HR and managers to analyse recruitment data.
	3. Refresh current job descriptions				Job descriptions were reviewed to accurately reflect the duties, skills and experience required for each role.	Continue to review job descriptions and prioritise based on succession plan and hard to fill roles.
	4. Develop career pathways				Career pathway for Housing and Building Maintenance roles was developed.  Career coach appointed to assist the organisation develop career pathways.	Continue to develop the career pathways and promote throughout teams. Use the pathway during staff ERDs and when advertising vacancies to highlight training and career development opportunities.
	5. Explore options with UHI to develop a Housing & Property related courses to avoid future workforce moving away from the Highlands				The service works with UHI and other colleges and universities to deliver apprenticeship schemes. Managers are investigating other Scottish colleges and universities where UHI are unable to provide suitable qualifications and courses.	Explore opportunities for hard to fill posts such as quantity surveyors and other technical roles. Discussion to take place with the Education Service and the Modern Apprentice team to align career events with service succession plans
	6. Review longstanding vacancies and determine if work can be undertaken differently				There are some posts in areas that have been vacant for a number of years and the service have been creative in identifying alternative service delivery solutions such as combining cleaning and facility management roles to create more attractive job opportunities.  Longstanding trade vacancies were filled, apart from some remaining Electrician vacancies.	This will be an area of focus for SMT going forward to consider alternative options for posts that have been vacant for more than 6 months.
2022/23 turnover rate = 13%  <b>2024/25 turnover rate = 15%</b> <b>- HC turnover rate = 13.9%</b>	7. Analyse reasons for leaving through Exit Interview process and resolve where possible	13. Reduce turnover			The turnover rate has increased from 13% to 15%.  It is understood that some staff choose short-term employment in CCFM roles while they seek other internal roles such as Pupil Support Assistants or apprenticeship opportunities.  Analysis of exit interviews and questionnaires showed that limited development opportunities and terms and conditions (specifically salary level) were the most common reasons for employees leaving the service.	The organisation should encourage all leavers and movers to complete the exit questionnaire.  Utilise the job evaluation scheme where there has been a permanent and material change to duties and level of responsibility.  SMT to review exit interview data on a quarterly basis.
	8. Review induction programme to improve support to new staff to increase the chances of long term employment				Inductions need to be reviewed across the service and it is recognised that the requirements will vary according to the needs of different roles. Full inductions should be undertaken when internal staff change job roles as well as for new appointments to the organisation. Inductions should be based on career pathways and linked to ERDs.	The People Development are reviewing the induction process and this may result in the creation of a corporate induction session for new starts.  All managers should complete the online induction training.



Staff Development	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
The pandemic had a negative impact on the development of staff because courses and training were not available.	1. Draft and implement a Service Learning and Development plan	2. Ensure that all staff are well equipped and feel confident to undertake their duties	SMT, Line Managers, HRBP, People Development Team	Workforce for the future portfolio	<p>The Housing Team have been approved as a partner with the Chartered Institute of Housing's Professionalism Commitment. The Commitment has been designed for housing providers to show that they value professionalism and education and are acting to demonstrate this commitment through the continuing professional development of their staff.</p> <p>The Service is in the process of completing the annual Employee Review and Development process for all staff.</p> <p>The service is working with People Development to create a condensed ERD tool for managers to use with front-facing staff to enable key conversations to take place with a high number of staff about wellbeing, health and safety and development.</p> <p>Front-line areas of the service often struggle to provide staff with protected learning time. Alternative strategies are being considered to overcome this challenge, such as computer access and logins for all staff and introducing dedicated training days and hot desking.</p> <p>Other teams within the service have provided protected time for mandatory and priority training and this is discussed with staff during 1-1s and ERDs.</p>	<p>Work with People Development to produce a service learning and development plan</p> <p>Complete and implement condensed ERD tool</p> <p>Undertake 100% of ERDs</p> <p>Ensure protected learning time for all staff</p> <p>Continue to develop management and HR training resources.</p> <p>Finalise and implement Career Pathways to assist managers and employees to have conversations about development.</p> <p>Explore shared training opportunities with other teams, services and clusters, such as Health and Safety training.</p> <p>Continue to explore specialist training requirements for teams e.g. fire and asbestos safety training and dealing with traumatic events and vulnerable customers.</p>
Structure and Roles	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
Given the current and forecasted budget challenges, the service has reflected on what, where and how services are to be delivered to best utilise the existing workforce. This has resulted in a new peripatetic FM operational model to deliver the right skills in the right place at the right time and at the right cost. Additionally, the structure review is being considered to drive service delivery efficiency. Continuous review is required as failure to manage workforce planning and change, puts at risk the Council's capacity to make the most effective use of resources.	1. Review current establishment and determine if the present roles are sufficient to meet change in needs and practice.	3. Establish a sustainable, cost effective structure that is fit for the future	SMT, HRBP		<p>Headcount = 1747</p> <p>FTE = 1217.61</p> <p>Vacancies = 17</p> <p>Individual team structures are being reviewed to meet the needs of the service, provide staff development opportunities and to achieve consistency of post titles and pay grades.</p> <p>Changes such as creating new essential roles and making some fixed-term roles permanent have helped to stabilise structures. This is an ongoing process and requires further focus across the service.</p> <p>The service has clear establishments in place as well as accurate records of vacancies.</p>	<p>Continue to review structures in line with the organisational restructure and service budgets.</p> <p>Further work is required to enhance cross geographical working to promote consistency of working practices and achieve an equal distribution of work.</p>
New Ways of Working	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
The Coronavirus pandemic brought to the fore the opportunity to take forward at speed, new ways of working for staff as well as new ways of service delivery.	<div>1. Identify Service Requirements and how this can accommodate a blended way of working.</div> <div>2. Identify office space (where and what) required</div> <div>3. Work with teams to complete the team agreement documents about ways of working</div>	4. Enhance service delivery and staff wellbeing though a blended approach to working	SMT, HRBP	Reconfiguring our asset base Corporate Solutions	<p>Team agreements were developed for each team to ensure that appropriate working arrangements are in place. Team agreements are required to be reviewed regularly to ensure they are fit for purpose.</p> <p>A review of the hybrid working policy is ongoing to ensure managers have a clear understanding of the corporate position. This will help the service to achieve the corporate asset management budget saving proposals.</p>	A review of the corporate hybrid working model is ongoing in line with the Corporate Solutions and the Reconfiguring our Asset Base portfolios.



Staff Wellbeing & Performance	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
The service absence levels are above the Council average sitting at 11.61 days per employee per year. The council average is 9.21 days per employee per year.	1. Provide training in absence management and performance management policy, guidance and processes.	5. Reduce staff absence and performance issues and improve overall staff wellbeing, resulting in reduction of cost and turn over.	SMT, Line Managers, HRBP, People Development	Workforce for the future Corporate Solutions	An attendance management e-learning module for mangers was launched at the end of 2023 to enable managers to provide employees with appropriate absence support.  Face-to-face training was also developed in the last 12 months to assist managers with attendance and performance management to compliment the online training provision.	Achieve 100% completion for mandatory management training on attendance and performance management.
Stress and musculoskeletal problems are the top two reasons for long term sickness absence within the service and this needs to be proactively addressed.	2. Utilise the Attendance Support Officers and Occupational Health to identify trends and act proactive to reduce absence				The Attendance Support Officer continues to provide managers and employees with support and advice on effective absence management. In addition, employees have access to the employee assistance programme.	Additional Attendance Support Officer resource is being considered to assist the organisation with the analysis and reporting of absence management data.
	3. Ensure that all staff have an up to date Employee Review and Development plan which includes Staff wellbeing.				ERDs and regular 1-1 with line managers are undertaken in the service with a condensed tool being developed to enable managers to have essential conversations with a high number of front-line staff.	
	4. Make staff aware of the Employee Assistance Programme and Mental Health First Aiders. Ensure that all managers have completed the compulsory Mentally Healthy Workplace course.				Managers have been encouraged to complete the compulsory Mentally Healthy Workplace training.	Provide quarterly report to SMT on training completed
					Stress and musculoskeletal problems continue to be the top two reasons for long-term absence within the service. DSE assessments are undertaken regularly and reviewed by line managers.  The Right to Disconnect policy was created to help the organisation recognise and respect the boundaries between home and work and supports the introduction of a behavioural framework aligned to organisational values, best practice and employee engagement based on trust and empowerment, maintaining a focus on work outcomes rather than presence.	DSE assessments to be reviewed regularly Managers to promote healthy working practices
					A staff wellbeing survey was undertaken in January 2024 and the findings helped to inform workforce planning. The wellbeing survey found that Highland Council are getting wellbeing right in many areas but also highlighted opportunities for improvements and factors staff feel impact the effective management of mental health and wellbeing.  The results highlighted that 75% of H&P respondents felt the demands on their time were reasonable and manageable and 75% said they feel they can do their job well.  However, 21% of respondents felt they can influence change within their team and 27% said changes within their team are opportunities for improvement.  A report was submitted to Corporate Resources Committee in March 2024 and the results of the survey were communicated to staff.	7% of Housing & Property staff responded to the wellbeing survey. More emphasis should be placed on enabling staff to complete future surveys to ensure representative findings and recommendations.  The survey report should be reviewed with SMT to discuss the findings at a service and cluster level and identify any further actions.

Staff Engagement Survey	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Link to the Delivery Plan	Achieved by May 2025	2025/26 Actions
In the survey undertaken in 2022, staff were asked to what extent they agreed/disagreed with a number of statements in relation to working with Highland Council	1. Discuss outcomes with Senior Management Team and take to team meetings.	3. Building on the strengths and address areas of improvement will enhance staff wellbeing and performance.	SMT, Line Managers, HRBP		<p>The outcomes from the 2022 staff engagement survey were shared and discussed with the service and a corporate action plan was drafted for Corporate Resources Committee in 2024.</p> <p>The employee engagement strategy was developed and is due to be published imminently.</p> <p>As per the Trade Union Partnership Agreement, staff and trade union engagement is carried out in relation to changes that impact staff.</p> <p>Viva engage is being used more frequently to share service information and corporate updates.</p> <p>Staff surveys were carried out by some managers to inform or review changes and gather feedback. For example, Facilities Management held staff roadshows to outline proposals and the survey enabled staff to provide <u>confidential feedback</u>.</p>	<p>Implement the employee engagement strategy.</p> <p>Continue to engage with trade unions and staff as required.</p> <p>Analyse team survey results and communicate findings with staff.</p> <p>Consider further team surveys and other methods to communicate with all staff and gather feedback.</p>
	2. Develop action plan to enhance positives and address areas of improvement.				<p>The key areas for improvement were identified as follows:</p> <ul style="list-style-type: none"><li>- Employee engagement</li><li>- Senior leader visibility</li><li>- Change management</li><li>- Salary and fair pay</li></ul> <p>These areas for improvement are discussed regularly with SMT to ensure staff engagement and change management are dealt with appropriately.</p>	<p>The service should continue to recognise and deliver on these desired outcomes.</p>