
Workforce strategy and priorities

7. Workforce planning involves identifying and addressing future capacity and skills gaps, at operational and leadership levels. It requires strategic thinking, comprehensive workforce data and ongoing consultation and engagement with staff and trades unions.

8. A council focused on achieving Best Value will have a workforce strategy that sets out expectations on how the local authority's staff will deliver its vision, priorities and values.

9. To be effective, workforce planning must be integrated across the organisation. Workforce strategies need to support the council in achieving its strategic priorities. They must support other key plans including financial, asset, digital and transformation planning. They need to be underpinned with detailed workforce plans within services.

The People Strategy 2023-2028 sets out the council's approach to have a skilled and engaged workforce and to be an employer of choice

10. The council approved its People Strategy 2023-2028 in November 2023, which replaced its People Strategy 2016-2023, which supports its corporate plan and budget strategy and was informed through consultation with key stakeholders. The People Strategy 2023-2028 is one of six strategies that support the delivery of the Corporate Plan 2023-2028.

11. The People Strategy 2023-2028 sets out four key outcomes:

- an employer of choice,
- an empowered and effective workforce,
- a safe, supportive and positive work culture,
- effective leadership.

12. The strategy highlights the challenges and opportunities that the council faces, along with indicators and targets detailing how the council will measure its performance against the four key outcomes.

13. The People Strategy 2023-2028 is supported through the council's Employee Engagement Framework, which sets out how the council will engage with staff and provide supportive leadership and consistent communications. The People Strategy is also supported by the Employee Health and Wellbeing Framework, which recognises that health and well-being are key enablers of effective individual and organisation performance.