

## Appendix I – Draft Workforce Strategy summary

Vision			
To develop an inclusive, high-performing, healthy and motivated workplace, an organisation that is prepared for the future and an employer of choice.			
Priorities			
1: Being prepared for the future	2: Developing a One Council culture and leadership	3: Improving representation and equity	4: Becoming an employer of choice
<p><b>What does good look like?</b></p> <ul style="list-style-type: none"> <li>- We transform the organisation to be ready for the future - with the right resources, skills and support in place to achieve the Corporate Strategy vision.</li> <li>- Everyone feels included and involved in organisational changes.</li> <li>- We understand what skills we need for the future and develop talent pipelines – with opportunities for people to develop their skills so they can progress within the organisation.</li> </ul>	<p><b>What does good look like?</b></p> <ul style="list-style-type: none"> <li>- Everyone is aware of their role in achieving our vision – through regular two-way communication.</li> <li>- We have an environment of trust, support and safety.</li> <li>- Staff feel valued and engaged – and we celebrate success.</li> <li>- We take a One Council, collaborative approach.</li> </ul> <p>Leadership:</p> <ul style="list-style-type: none"> <li>- We have visible and values-led leadership.</li> <li>- We have a performance culture – with clear accountability whilst recognising good practice.</li> <li>- We have a comprehensive leadership development programme.</li> </ul>	<p><b>What does good look like?</b></p> <ul style="list-style-type: none"> <li>- An inclusive and supportive workplace where everyone feels treated fairly.</li> <li>- A workforce profile that reflects the diversity of city we serve.</li> <li>- Services are designed around the diverse needs of our citizens.</li> <li>- We improve the workplace experience and remove barriers for under-represented groups.</li> <li>- We develop leaders from diverse backgrounds, so we have a more diverse senior leadership team.</li> <li>- We bring diverse and fresh perspectives to our work.</li> </ul>	<p><b>What does good look like?</b></p> <p>Recruitment:</p> <ul style="list-style-type: none"> <li>- We strengthen our reputation as an employer to attract and retain a diverse range of talent into a career in the council.</li> <li>- We have accessible and flexible recruitment pathways</li> <li>- We have reduced vacancy and turnover rates in key occupation areas.</li> </ul> <p>Retention:</p> <ul style="list-style-type: none"> <li>- We have a comprehensive learning and development programme, equipping staff with the tools and skills to perform at their best.</li> <li>- We have more internal progression opportunities (especially through apprenticeships).</li> <li>- We have flexible working arrangements and good quality workspaces.</li> <li>- Staff feel safe, supported and well at work.</li> </ul>