

<b>Workforce Development and People Strategy</b>	
<b>Executive Summary</b>	<p>This report presents the Workforce Development and People Strategy, Learning and Development Strategy and the Role Model Manager Framework for approval by Full Council.</p> <p>The documents set out NNDC's approach to developing and supporting its workforce and ensuring readiness for Local Government Reorganisation (LGR).</p> <p>The strategies aim to ensure NNDC attracts, retains and develops a skilled, motivated and engaged workforce. Failure to implement presents risks, including the possibility of reduced employee engagement, higher staff turnover, reduced quality of service and weakened recruitment and retention capability.</p> <p>The adoption of the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework is recommended to support organisational stability, promote staff development and ensure NNDC and its staff are well positioned to navigate the challenges and opportunities associated with LGR.</p>
<b>Options considered</b>	A review was undertaken of people strategies from Local Authorities both locally and nationally.
<b>Consultation(s)</b>	The Workforce Development and People Strategy has been shared with JSCC for comment.
<b>Recommendations</b>	To approve and adopt the Workforce Development and People Strategy, Learning and Development Strategy and Role Model Manager Framework.
<b>Reasons for recommendations</b>	The adoption of the Workforce Development and People Strategy will promote good practice in line with other organisations, invest in the development of the workforce and achieve readiness for LGR.
<b>Background papers</b>	<p>Workforce Development and People Strategy</p> <p>Learning and Development Strategy</p> <p>Role Model Manager</p>

<b>Wards affected</b>	N/A
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Susan Sidell, HR Manager, susan.sidell@north-norfolk.gov.uk

<b>Links to key documents:</b>	
Corporate Plan:	The strategies proposed are required to ensure the Council has robust recruitment and retention policies, enabling the delivery of projects and supporting the Corporate Plan Objectives.

Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	<p>Once approved The Workforce Development and People Strategy will become a Council Strategy, this will link with the below Council Policies and Strategies;</p> <ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Learning and Development Strategy</li> <li>• Role Model Manager</li> <li>• Learning and Development Guide</li> </ul>

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

## 1. Purpose of the report

1.1. The purpose of this report is to present the North Norfolk District Council Workforce Development and People Strategy, setting out the Council's approach to workforce development, wellbeing and inclusion, giving consideration to Local Government Reorganisation (LGR).

1.2 The strategy lays out the priorities and plan to attract, retain and develop a skilled and engaged workforce to support NNDC's Corporate Plan and statutory responsibilities, whilst taking part in the LGR process for Norfolk.

## 2. Introduction & Background

2.1. The Workforce Development and People Strategy is being put forward to support NNDC's commitment to its officers, to build skills and resilience and to prepare for changes that may take place through LGR. The Workforce Development and People Strategy has previously been shared with the Joint Staff Consultative Committee and members of Unison. As well as being subject to review through the internal audit process.

2.2. The strategy is designed to allow the organisation to fulfil the priorities set out within the Corporate Plan, by ensuring the workforce is skilled, engaged and adaptable.

2.3. The strategy has been informed by the NNDC Staff Engagement Survey which was carried out in 2024.

### 3. Proposals and Options

- 3.1. The strategy includes a number of key priorities to ensure the officers of NNDC are placed in the best position in the run up to LGR. These include;
- Attract and retain ambitious and motivated talent
  - Support our staff and ensure development needs are met
  - Develop motivational managers and leaders
  - Build resilience into our workforce through promoting and supporting employee wellbeing
  - Develop a diverse workforce where everyone's contribution is valued
  - Continue to ensure strong governance in all we deliver
- 3.2. The Workforce Development and People Strategy will introduce the following principles;
- We will continue to invest in our staff through our Learning and Development Strategy and succession planning, in order to build resilience into our organisation to face challenges that arise.
  - We will continually review our benefits offering to ensure that NNDC is an attractive employment prospect for current and prospective employees.
  - We will respond to opportunities as an organisation through developing competency within our staff.
  - We will recognise exceptional contribution to the organisational goals and objectives.
  - We will develop systems and processes to make the cascading of information throughout the organisation as effective as possible.
  - We will encourage and engage our staff to embed net-zero into all we do within NNDC.
  - We will create a motivational team of managers through a role model manager who will inspire and encourage innovation and high performance.
  - We will make workforce plans in response to external factors, collaborating with our staff and partners whenever it is possible and appropriate to do so, ensuring that we have the right staff and the right skills in the right roles.
- 3.3. NNDC's commitment to employees as outlined within the strategy is as below;
- **Investing in our people** – we will strive to provide officers with the tools and techniques required to carry out their roles, committing to access the appropriate training required and enable officers to the very best in their role.
  - **Planning our future workforce and being an employer of choice recognising the uncertainties of LGR** – we are ambitious to become an employer of choice. We will look to provide the opportunity to grow our own making use of the apprenticeship levy, recognising the importance of succession planning and talent management for our future success.
  - **Building leadership and Management capability in relation to our people and position them in the context of opportunities arising through LGR** – we recognise that in order to deliver on our promise to our people we need to invest in our leaders and managers.
- 3.4. To allow NNDC to deliver on both the principles and the commitment to employees to support them through LGR, the Workforce Development and People Strategy will focus on three distinct areas;
- Involvement in Change
  - Motivational Leadership
  - Personal Development

3.5. As part of the offering to officers both in terms of successful implementation of the Workforce Development and People Strategy and in preparation for LGR, a Learning and Development Strategy and Role Model Manager Framework will be implemented. These documents can be viewed as appendices to this report.

#### 4. Corporate Priorities

4.1. As detailed previously the strategy makes reference to and aims to assist NNDC to achieve the ambitions laid out within the Corporate Plan and prepare officers for LGR.

#### 5. Financial and Resource Implications

5.1. There are no direct financial implications resulting from this report beyond the established training and workforce development budgets approved as part of the budget process. Any additional resourcing implications resulting from the implementation of the Workforce Development and People Strategy will be presented to the AD for Corporate Services, Chief Executive and Director for Resources and S151 Officer in line with agreed processes.

##### Comments from the S151 Officer:

The successful implementation of these strategies will reduce the financial and operational risks associated with any increased vacancies or staff churn.

#### 6. Legal Implications

6.1. There are no legal implications resulting from the implementation of the Workforce Development and People Strategy.

##### Comments from the Monitoring Officer

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.*

Whilst there are no legal implications in implementing the strategy itself, prior engagement with managers, consideration of employment laws and Equality Act duties, as well as GDPR considerations should be complied with.

#### 7. Risks

7.1. The risks of not approving implementation of the Workforce Development and People Strategy at a time of potential uncertainty as a result for LGR could be a disengaged workforce leading to a high level of employee turnover and the inability of NNDC to provide high quality service to residents during the transition to new unitary authorities.

7.2. The risk of not approving the implementation of the Learning and Development Strategy and Role Model Manager Framework is an impact on the ability to

recruit successfully, poor retention and poor employee morale, which will again lead to poor service delivery.

7.3. The risks in the context of LGR are the workforce of NNDC are not fully skilled and positioned to compete for roles within a new unitary authority.

## **8. Net Zero Target**

8.1. N/A

## **9. Equality, Diversity & Inclusion**

9.1. An equality impact assessment will be undertaken following approval of the strategy. As drafted it is not believed that there would be any negative impacts on equality issues. The intention is for the Workforce Development and People Strategy and the Learning and Development Strategy to apply to all officers of the Council.

## **10. Community Safety issues**

N/A

## **Conclusion and Recommendations**

The Workforce Development and People Strategy, alongside the Learning and Development Strategy and the Role Model Manager Framework will assist NNDC in attracting and retaining talent and prepare the workforce to transition to roles within the new unitary authorities.

It is therefore recommended that Full Council formally approve the adoption of the following;

- The Workforce Development and People Strategy
- The Learning and Development Strategy
- The Role Model Manager Framework