

WORKFORCE DEVELOPMENT AND PEOPLE STRATEGY

March 2026



NORTH
NORFOLK
DISTRICT
COUNCIL

Introduction

The North Norfolk District Council (NNDC) Corporate Plan to 2027 sets out a clear and ambitious vision for the foreseeable future of North Norfolk, through the following objectives:



OUR GREENER FUTURE

We will continue our work to create a cleaner, green and zero- carbon future for North Norfolk.



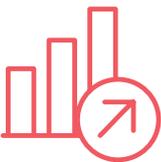
DEVELOPING OUR COMMUNITIES

We will develop our work to support confident, engaged, resilient and inclusive communities.



MEETING OUR LOCAL HOUSING NEED

We will seek to meet the challenges of local housing need.



INVESTING IN OUR LOCAL ECONOMY AND INFRASTRUCTURE

We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.



A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL

We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.

Our staff are key in our ability to deliver our ambitions and corporate plan. We recognise that our staff work in partnership with our contractors and other public sector organisations to provide a consistent level of service.



The Workforce Development & People Strategy sets out our priorities to ensure that we have the right talent and skills, knowledge and experience to deliver our priorities. We will work collaboratively, creating an inclusive, supportive and positive environment for our staff, who deliver high quality services to our local residents and communities.

In order to plan our workforce and staffing resources in the most effective way, we will engage with our teams to:



Attract and retain ambitious and motivated talent



Support our staff and ensure their development needs are met



Develop motivational managers and leaders



Build resilience into our workforce through promoting and supporting employee well-being



Develop a diverse workforce where everyone's contribution is valued



Continue to ensure strong governance in all we deliver

The plan covers all aspects of workforce development, at individual, service and organisational level. The action plan is designed respond to the opportunities and challenges.

Councillor Tim Adams
Leader of the Council

Principles

- 1** 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
- 2** We will continually review our benefits offering to ensure NNDC is an attractive employment prospect for current and prospective employees
- 3** We will respond to opportunities as an organisation through developing competency within our staff
- 4** We will recognise exceptional contribution to the organisational goals and objectives
- 5** We will develop systems and processes to make cascading of information throughout the organisation as effective as possible
- 6** We will encourage and engage our staff to embed net-zero into all we do within NNDC
- 7** We will build a culture of trust, honesty and respect through our staff living our values
- 8** We will create a motivational team of managers through a Role Model Manager who will inspire and encourage innovation and high performance
- 9** We will make workforce plans in response to external factors, collaborating with our staff and partners wherever it is possible and appropriate to do so, ensuring that we have the right staff and the right skills in the right roles

This strategy and the above principles are particularly important given the LGR journey on which NNDC has recently embarked. The actions included below will provide a renewed focus on learning and development, quality engagement with officers of all levels and wellbeing as we move forward in the transition period.

NNDC's commitment to you

Investing in our people - we will strive to provide officers with the tools and technology required to carry out their roles, committing to access to appropriate training to enable officers to do 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.

We will achieve the above by focussing on three drivers for staff engagement identified through the employee survey and employee representative workshops.

Involvement in Change

What we need

- Clear objectives and corporate goals
- Improved internal communication
- Officers to view change as positive
- Officers to feel empowered to be involved and contribute to continuous improvements
- Officers to take personal responsibility for their individual involvement and become an active part of the improvements we make

What does success look like

- We will provide opportunities for constructive input and value the input
- We will give our staff courage and trust in a confidential environment for their voice to be heard
- We want to attract and retain talented, innovative and motivated staff to NNDC

Activity	Year 1	Year 2	Year 3
Review internal Communication Strategy and consider delivery of Internal Communications to focus on maximising employee communication and involvement, driving corporate goals/messages/successes and achievements.	Commence	Continue	Review
Deliver change learning across organisation to help all staff identify the benefits of continual improvement.	Commence	Review and Continue	Review and Continue
Review the Recruitment and Retention process to support fast, effective and high quality appointments. Ensure all managers are training on the process.		Commence	Review
Continue to “Grow your Own” by ensuring effective and efficient use of the Apprentice Levy for new and existing members of staff.	Commence	Review and Continue	Review and Continue
Embed resilience into the Organisation through collaborative working and well-being focussed staff activities.	Commence	Review and Continue	Review and Continue
Enhance the onboarding process including managers to identify skills gaps in probation periods of new staff to ensure NNDC achieve 100% successful recruitment at the conclusion of probationary periods.	Commence	Review	

Motivational Leadership

What we need

- Consistent, high-quality leadership
- Clear direction through two way feedback and regular discussion
- Net zero ambitions to be embedded through performance management and corporate values

What does success look like

- We will work towards consistent and inspirational managers who will lead their teams equitably and fairly
- Strong communication to enable effective leadership, driving our corporate goals and ambitions
- A network of managers who will inspire, be confident to make changes for the benefit of the service and successfully bring others on the change journey

Activity	Year 1	Year 2	Year 3
Develop a management competency framework to support our expectations of our managers and leaders, and equipping our managers to have confidence and add value.	Commence	Continue	Review
Provide Management Development programmes and training to complement our management competency framework, making available to current and aspiring managers. Including focus around ownership of climate and net zero organisational goals.	Commence	Continue	Review
Review NNDC check in process to ensure it is fit for purpose, and actively creating a safe environment for open and honest continual two-way feedback.		Commence	Review
Create a Future Leaders Programme to support the NNDC succession planning, developing future inspiring managers and leaders and building resilient into the organisation.		Commence	Continue and Review
Empower managers to regularly check in with their teams to assess their workloads, the resources they require to do their job and other support they may wish to discuss to support their wellbeing.	Commence		

Personal Development

What we need

- To build strong culture of excellence within its staff
- Empower staff to deliver high quality services
- Be rewarded with a fair benefits package
- Attract and retain high calibre staff aligned with our goals and values

What does success look like

- Ensure we have a fair reward system to attract and retain high calibre staff
- Continue to “grow our own” talent
- Develop a transparent approach to succession planning
- Provide accessible training to all staff, ensuring fairness and equity
- Staff feel they are fairly rewarded and recognised for their work

Activity	Year 1	Year 2	Year 3
Implementation of the L&D Strategy to demonstrate the NNDC commitment to continual staff development.	Commence	Review and Continue	Review and Conclude
Develop a Training Network across the NNDC whereby peers/colleagues can collaborate to share knowledge/experience within an informal environment.		Commence	Review
Education, promotion and raising awareness of our Net Zero commitments.	Continue	Continue	Continue
Promote an accessible and easy to use training platform/library of all resources available to staff. Allowing staff to identify, with manager support, personal development they can access and when.	Continue	Continue	Continue
Create a “buddy” system for our staff to collaborate with one another – whether to support each other with physical or psychological support, or training/ knowledge sharing.		Commence	Review and Continue
Review ownership of training budgets and application for training process.	Commence	Review and Continue	Review and Continue
Design an approach to celebrating achievements and success.	Commence	Review and Continue	Review and Continue

Success

We will know we are succeeding when:

- There is a balanced relationship between the organisation and staff
- We can communicate with each other across the organisation more effectively
- Effective recruitment and retention
- Increased engagement and well being of officers across the organisation

Progress will be monitored through:

- Quarterly reporting to the JSCC
- Keeping staff updated through the staff briefing process
- Encouraging ideas and thoughts from you on progress through team meetings and one to ones
- Reviewing the delivery of the Workforce Development and People Strategy with CL

