ROLE MODEL MANAGER

NNDC MANAGER FRAMEWORK

March 2026

NORTH
NORFOLK
DISTRICT
COUNCIL

Introduction

The 'Role Model Manager' is a manager framework that reflects the people management standards of the Council and is designed to support our current line managers and aspiring line managers to develop the attributes, skills and knowledge required to be successful in a management role.

This framework forms part of the wider learning and development strategy and should seek to be aligned horizontally with other HR related policies and strategies.

Once finalised this framework will be fully integrated onto Skillgate (our learning platform) with guidance documents, a self-assessment tool, personalised development plans and individualised recommended learning. Furthermore, this framework will form the foundation on which our more formal Talent Development Programme will be built upon.

The framework consists of four areas of competency, managing myself, managing my people, managing my service, and managing my stakeholders.

Within each area of competency sits four key criteria, these criteria are considered essential to successfully managing that area of work. There are five levels in which managers and aspiring managers can assess themselves against within each key criterion. This self-assessment will form the basis of their own development plan.

The Talent Development Programme will provide more extensive learning opportunities through structured learning. This learning will be developed to align with each key criteria at each level of the framework.

One of the four areas of competency will be covered each quarter through a programme of both instructor led and self-learning. Learning will be supported through in house mentorship, on the job learning and access to a library of resources including; Perlego, e-learning, guided research, and social learning. Learning will take 70:20:10 model which identifies that 70% of what we learn is achieved through experience, 20% through social means and 10% through formal learning.

Adopting this framework will ensure that a standard of people management is adopted across the Council, that managers and team leaders are provided with the tools, support, and skills to succeed in their roles and create clear learning pathways that enable the Council to acquire the future skills our people and organisation needs.

Managing myself
- I take care of my own wellbeing and build personal resilience
- I am self aware and emotionally intelligent
- I manage my own performance and am accountable for my work
- I am committed to my personal and professional development

Managing my people
- I take an open, respectful and inclusive approach to managing my people
- I create a positive, engaging working environment that creates a sense of purpose
- I manage peoples workloads, ensuring i provide clarity, meaning and appropriate resources
- I provide personal and professional development

Managing my service
- I am innovative and creative in my approach to delivering objectives
- I work collaboratively and adopt a 'one Council' mindset
- I make commercial and ethical decisions that benefit our stakeholders and the reputation of the Council
- I contribute to the Net Zero agenda

Managing my stakeholders
- I put customer service at the heart of all I do
- I use effective communication skills
- I build and maintain positive relationships
- I am politcally astute and sensitive to the political climate

Managing myself

Looking after your own wellbeing:
Being able to effectively manage your own wellbeing helps you build resilience, which will at times be needed in your role as a line manager/leader. When your wellbeing is compromised you risk making poor decisions, you may be unable to juggle workload, this can impact how you feel and how you treat and communicate with your team members. It is important to practice self-care, monitor your wellbeing and mental health to build personal resilience.

Being emotionally intelligent:
The ability to recognise and regulate your emotional state is key to creating a positive working environment for both you and your team. Understanding and empathising with your team members will assist with maintaining successful working relationships and managing situations that could otherwise lead to conflict and disruptive behaviours.

Taking responsibility for your own performance:
Effectively managing your own workload and being responsible for the timely delivery of service objectives is a priority for all managers. Having the skills to delegate effectively, solve problems innovatively through smart working practices and understanding how team structures and job design impacts performance will better enable you to deliver your work objectives.

Being committed to your personal and professional development:
Keeping your technical expertise up to date ensures you maintain the industry knowledge required to best support your team in their day to day roles. However, by building your wider knowledge of people practices, management techniques, health and wellbeing and trends within the sector itself will allow you to maximise your impact as a line manager/leader and get the best from your team.

Managing myself

Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I look after my own wellbeing and build personal resilience:	I understand the importance of personal wellbeing and take action to maintain positive emotional and mental health. I can identify when I need help and know how to source it.	I take ownership of my personal well-being and inspire others to look after theirs by providing the tools and opportunity to do so.	I seek new positive ways to influence my own and my team's well-being to overcome specific challenges in the workplace.	I identify situations that might put my own and my team's wellbeing at risk and put measures in place to mitigate the risk.	I role model resilience and self-care. I create a culture which embraces, prioritises, and protects the wellbeing of others.
I am self-aware and emotionally intelligent:	I regularly undertake reflective practice and seek to have a deep understanding of myself, my strengths, and my limitations.	I understand the impact my actions and behaviours have on others and use self-regulation to maintain positive relationships.	I can manage my emotions during periods of stress and pressure. I challenge unhelpful thinking and unhelpful feeling patterns in myself before they impact others.	I am highly self-aware and emotionally intelligent; My behaviour and actions remain consistent, and I am always kind in my interactions with people.	I create a culture that encourages the development of individual emotional intelligence and builds social intelligence in teams.
I manage my own performance and am accountable for my work:	I manage my own workload and related pressure effectively. I can delegate appropriately.	I use effective time management techniques to manage multiple activities, I apply creative and innovative solutions to overcome problems.	I manage the demand of my job and communicate realistic expectations to others. I take full accountability for the delivery of work within my area of responsibility.	I put in place smart working practices and new ways of working to manage mine and other's workloads. I challenge unrealistic expectations and apply prioritisation techniques effectively.	I role model resilience and accountability. I make interventions through the effective use of workforce planning, job design, smart working practices and resource management.
I am committed to my professional development:	I recognise the importance of maintaining my professional skills and knowledge and can identify gaps in myself and others.	I seek feedback from a wide range of colleagues and use this to determine my current personal and professional development needs.	I reflect on the impact my own development can have on my area of responsibility and tailor my learning to achieve positive outcomes.	I role model my own continuous development and create an environment that encourages and facilitates learning and development.	I identify and resolve skill and knowledge gaps in myself, other's and organisationally. I create a learning culture and promote lifelong learning.

Managing my people

Being open, respectful, and inclusive:
The way we are treated at work has a huge bearing on our job satisfaction, engagement, and performance. Good leaders are honest, authentic, and show compassion and empathy for other people. By treating your team members with respect, valuing their differences, and taking an inclusive approach, you will create better and more sustainable working relationships, reduce conflict, and contribute to high performance.

Maintaining a positive working environment:
The environment in which people work is often as, if not more important than the work itself. Employees should know they are supported, trusted to work autonomously and their input is valued. Furthermore, when the physical environment is calm, friendly, and productive we are more engaged and less stressed. As a manager/leader you are responsible for ensuring the working environment that your team works in inspires them to do their best work.

Workload management:
Being able to keep workload at the correct level is important to maintain optimal performance from your team members, prolonged excessive workload contributes to burn out, stress, periods of absence and high turnover. Workload that is varied and stretching yet manageable is motivating, rewarding and contributes to creating a sense of purpose which is important to individual and team wellbeing.

Supporting Professional Development:
Not all employees will want to progress, but most employees want the opportunity to develop their personal and professional skills to be the best they can be in their roles. Ensuring your team members have and maintain the skills and knowledge required to perform well in an ever changing work environment allows for autonomy, confidence, and ownership which in turn promotes a positive culture and ensures optimum performance.

Managing my people

Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I take an open, respectful, and inclusive approach to managing my people:	I provide honest and open feedback that avoids blame and criticism. I turn mistakes into opportunities to learn.	I am transparent and open when sharing work related matters with my team. I respect different perspectives and am open to different ways of doing things.	I understand the difference between equality and equity and ensure everyone is treated as an individual.	I challenge conscious and unconscious bias behaviours in myself and in others and foster a culture of authenticity.	I build and maintain a culture that embraces psychological safety and embeds equity, equality, diversity, and inclusion for all.
I create a positive, engaging working environment that creates a sense of purpose:	I take every opportunity to celebrate success, large and small and create a sense of belonging that empowers people to succeed.	I effectively manage hybrid working, maintaining a sense of unity, team spirit and collaboration across my area of responsibility both face to face and remotely.	I create and maintain a calm and friendly atmosphere that promotes both cognitive performance and social collaboration.	I create and maintain a work environment that encompasses respect, empathy, and compassion amongst colleagues, identifying and managing conflict when it arises.	I understand and utilise a range of engagement approaches and motivation techniques. I inspire passion, excitement, and a drive for public service across the Council.
I manage people's workload, ensuring I provide clarity, meaning and resource:	I set clear objectives and accountabilities, ensuring that work is appropriate for the capabilities and capacity levels of the individual.	I empower others with the autonomy to manage their workloads and make decisions within their field of expertise without unnecessary interventions.	I take responsibility for the delivery of work from my areas of responsibility and ensure that the resources, tools, and skills are in place to enable delivery.	I create a structure that is sustainable, manages capacity, enable success, and meets the needs of the organisation.	I use strategic Human Resource management to provide a structure and working practices that ensures sustainability, capacity, and capability across the Council.
I support personal and professional development:	I invest in my teams personal and professional development at both a team and individual level and have processes in place to develop knowledge and capabilities.	I use coaching techniques to support and empower my teams, I encourage others to adopt a growth mindset.	I identify learning and development needs in my area of responsibility and ensure these needs are met to optimise performance and the delivery of objectives.	I source and promote mentoring opportunities for myself and others and make sure the time and resources are available.	I promote a culture of coaching that allows people to reach their potential, I encourage cross departmental working to develop skills across the Council.

Managing my service

Being innovative and creative:
By creating a culture that encourages challenging as the norm, taking an innovative approach to problem solving and where everyone has a voice you create an engagement in change that may otherwise be resisted. Allowing people to adopt new ways of doing things and taking an approach that welcomes the input of others you will have access to solutions that may not have been otherwise considered.

Working collaboratively and adopting a 'one team' mentality:
Focusing solely on the delivery of your own objective's risks; hindering the objectives of other areas, duplication of work and underutilising skills that may be available elsewhere. By understanding the impact our own work has on other departments, taking a horizontal approach and a 'one team' mentality we are contributing to the objectives of the whole Council and maximising the resources that are available to us.

Practicing ethical decision making:
Ensuring the decisions, we make align with the Values of the Council protects the Council from reputational harm. Incorporating our values into the decision making process and assessing the impact of our decisions on stakeholders, the environment and the workforce ensures we find the right balance between being cost effective and doing the right thing.

Contributing towards the Net Zero agenda:
Understanding the impact your work has on the environment and seeking new ways of doing things will help contribute to achieving the Net Zero agenda of the Council rather than contributing to the problem we all collectively face. Encouraging your team to seek sustainable solutions and role modelling in this area will ensure that we stand the best chance of achieving this key objective.

Managing my service

Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I am innovative and creative:	I create an open environment where creativity and innovation are encouraged. I welcome challenge and new ideas.	I provide methods of communication flow that enables creativity and idea sharing for all within my area of responsibility.	I reward the use of innovation that positively impacts the delivery of services and makes organisational improvements.	I take calculated risks to achieve positive outcomes for the Council and deliver departmental objectives.	I drive innovation and creativity through new ways of working across the Council that achieves positive outcomes for our stakeholders and communities.
I work collaboratively and adopt a 'one Council' mindset:	I understand the roles and responsibilities of other departments. I consult subject experts across the council to ensure compliance with established processes and best practice.	I build positive and productive working relationships with my peers; breaking down silos and utilising different skill sets and knowledge to achieve departmental objectives.	I understand the impact that my area of work has on other areas of the Council and am open to new ways of working to ensure the achievement of objectives beyond my area of responsibility.	I create a culture of collaboration and a 'one Council' team spirit. I put systems and processes in place that enables departments to work together.	I create a culture of open communication and engagement across the workforce and with wider stakeholders, I build relationships with external bodies that benefit the Council.
I make commercial and ethical decisions that benefit our stakeholders and the reputation of the Council:	I ensure the decisions I make align with the Councils values, I consider the impact my decisions will have on the wider Council and its stakeholders as part of the decision making process.	I take full accountability for the decisions I make. I reflect on the effectiveness of my decisions and communicate learnings with others to assist future decision making.	I consider the different ethical perspectives, values and priorities of my stakeholders and their implications when making decisions.	I influence and challenge others to ensure decisions are ethical, in line with the Councils values and are to the benefit of the Council and its stakeholders.	I role model and promote ethical leadership and professionalism. I make responsible decisions balancing the ethical perspectives of others. I shape how ethics inform wider decision making and governance.
Contribute towards the Net Zero agenda:	I understand the impact that my team/ department has on the environment, and I consider sustainability when making decisions.	I actively seek new and innovative opportunities that will minimise the impact my team/ department has on the environment.	I role model sustainability and encourage my team members to work in way that makes a positive contribution to the environment.	I create a culture that actively contributes to the Councils Net Zero agenda, and I maximise environmental sustainability within my area of responsibility.	I contribute to the wider green agenda across the Council. My decisions balance the best possible outcomes for the environment and our stakeholders.

Managing my stakeholders

Putting Customer Service first:
Creating a culture of public service and a drive to deliver and exceed customer expectations means role modelling a standard that lives up to those expectations. Engaging with your customers, understanding their needs, and ensuring regular and honest communication takes place at all levels will help drive service delivery that positively benefits our communities.

Using effective communication skills:
By building a wide range of communication skills and learning when to deploy them you will be more likely to reach the right resolutions to challenging issues. Using diplomacy, negotiation, active listening, adapting your communication style to meet the needs and level of understanding of your audience, providing honest and transparent information and making the complex simple will ensure you are able to influence outcomes that best suit the needs of the Council.

Building and maintaining relationships:
All relationships are built on trust, being able to maintain effective relationships with our stakeholders means being accountable for your work, keeping communication regular, honest, and open, doing what you say you will do and setting realistic expectations. Building the knowledge and skill to build effective relationships with all personality types and maintain positive and respectful communication during times of challenge, conflict and opposition will ensure objectives continue to be delivered and minimises the risk of stagnation through breakdown in communication.

Being politically astute:
In your role as line manager/leader you will need to successfully navigate the challenges of political opposition and resistance. You will need to be able to robustly challenge and influence Members to reach the right outcome for the Council and its communities whilst maintaining positive working relationships and political neutrality.

Managing my stakeholders

Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
I put customer service at the heart of all I do:	I role model excellent customer service, I consider my customers when making decisions and change processes to ensure maximum satisfaction.	I regularly engage with my stakeholders to understand their needs and adapt the delivery of services to ensure their needs are being met.	I effectively anticipate future customer demands and plan my service, processes, and resources accordingly.	I measure the performance and service standards of my team and department in relation to customer service and address concerns promptly.	I create a culture that prioritises customer service and provide the tools that will enable service delivery that exceeds customer expectations.
I use effective Communication Skills:	I take responsibility for providing responsive, honest, and regular communication with my stakeholders.	I use empathy and active listening skills when communicating with stakeholders to reach outcomes that are mutually beneficial.	I use diplomacy to effectively communicate with a diverse range of internal and external stakeholders to deliver the best outcome for the Council.	I can adapt my communication style to suit any situation, making complex matters clear to all recipients.	I lead on inter-organisational negotiations and take a visible lead on progressing difficult issues that will be of benefit to the Council.
I build and maintain effective relationships:	I build trust by behaving with integrity and doing what I say I will do.	I practice active listening and employ empathy and respect for other people's opinions.	I understand different personality types and I build effective and respectful relationships with a diverse range of people.	I manage difficult conversations professionally; I communicate with impact.	I build a large network of relationships with current and future stakeholders.
I am politically astute and sensitive to the political climate:	I respond to questions and challenge with expert confidence in a timely way.	I regularly engage Members, understanding their preferred approach. I initiate purposeful conversations and effectively influence to reach the right outcomes for the Council.	I consider potential reactions and resistance and adapt my communication when informing Members on the decisions I make to get their buy in.	I confidently and robustly challenge Members if the Councils reputation or the delivery of services is put at risk despite being faced with significant opposition.	I effectively and robustly navigate different views and interests to find a way forward on complex matters that is best for the Council and its stakeholders.

Action Plan

Role Module Manager Framework				
Action	Outcomes	Timeline	Responsible Officer	Involving
Get framework adopted formally				
Submit a report to Full Council along with the people strategy	A manager Framework that is formally adopted and approved for implementation alongside the wider L+D strategy	Completed	HR Manager, HR Advisor	Full Council
Build learning programmes based the criterion and varying levels				
Explore the best existing platform for holding and displaying learning content	Learning material that accessible and user friendly.	Completed	HR Manager, HR Advisor	HR Team IT
Source and manage full range of content, procuring external material if and when appropriate	A full management and talent development programme that embeds the knowledge and skills required to progress and succeed at NNDC	Ongoing and variable	HR Manager, HR Advisor	Procurement Officer
Establish appropriate and inclusive delivery methods for each criterion and level	An accompanying learning and development program to each criterion that incorporates adaptive delivery methods to suit the needs of the learner	August 2027	HR Manager, HR Advisor	HR Team IT
Supplement learning programmes with manager toolkits, workshops and mentorship				
Design and deliver a range of support material relating to management, policy and framework criterion	Readily available toolkits including guides, prompts, templates and insightful material to aid managers in managing their teams in line with the agreed criteria and existing policies	November 2026	HR Manager, HR Advisor	HR Team

Utilise internal resources and expertise through coaching and mentoring when required	All learners will have a mentor or coach (dependant on need and preference) to support them through their learning journey	January 2027	HR Manager, HR Advisor	Assistant Directors Service Managers CDU
Consider software such as page tiger to deliver toolkits, workbooks and other learning materials	Toolkits that are interactive using a range of informative messaging including videos	Completed	HR Manager, HR Advisor	HR Team IT
Align learning programmes to wider L&D strategy, and other HR policies and procedures.				
Align framework with the Councils performance management processes, policies and reporting structures	A management framework that compliments and strengthens performance and development policies and processes	January 2027	HR Manager, HR Advisor	HR Team CDU Assistant Directors
Update the learning and development guidelines to reflect changes and ensure horizontal alignment with all other HR policies	Organisational learning is weaved throughout people policy and practices and becomes embedded in organisational culture	January 2027	HR Manager, HR Advisor	HR Team
Upcoming strategies such as Total reward and wellbeing should be linked and aligned with the approved L+D strategy	Organisational and workforce practices that drive performance by alignment to the competency framework and NNDC values	Ongoing as and when	HR Manager, HR Advisor	HR Team
Develop assessment methods against the framework based on 360 feedback processes				
Develop an assessment framework which incorporates reflective self-assessment, scenario analysis and 360 feedback	An assessment framework that accurately identifies opportunities for individuals personal and professional development and one that captures the actual level and not perceived level of competence	July 2027	HR Manager, HR Advisor	HR team Assistant Directors
Align the assessment process with the Council's check-in and performance management processes	A non-burdensome analysis of that aligns and enhances performance management processes	July 2027	HR Manager, HR Advisor	CDU Assistant Directors Service Managers

Establish a communication plan for the implementation and monitoring of the framework				
Set clear communications plans	An informed workforce fully aware of the opportunities available to them and engaged in personal and professional development	Ongoing from launch of people strategy	HR Manager, HR Advisor	Comms IT
Undertake an equality impact assessment	A framework and accompanying learning programme that is inclusive and equitable	January 2027	HR Manager, HR Advisor	HR Service Managers
Utilise internal communications to promote learning programmes and activities	A workforce that is fully informed and engaged in the learning and development opportunities available to them	Ongoing throughout the year	HR Manager, HR Advisor	Comms IT
Design a measurement programme to evaluate success				
Design an evaluation process to review success	An evaluation process that successfully measures the impact of delivery	February 2027	HR Manager, HR Advisor	CDU
Undertake review surveys at key milestones	A robust evaluation system that allows for continuous learning and improvement	Ongoing following implementation	HR Manager, HR Advisor	CDU IT
Design and Implement feedback loops to ensure action can be taken and improvements made in reasonable timeframes	A robust evaluation system that allows for continuous learning improvement	July 2027	HR Manager, HR Advisor	Comms
Agree and Implement and measure a set of KPIs	Robust measures in place that demonstrate ROI and identifies areas of improvement required	July 2027	HR Manager, HR Advisor	Assistant Directors CDU Service managers