

**Future New Forest**  
Transforming tomorrow, together

# People Strategy

## 2025 - 2029

# Stages of Strategy development

Discover

Evidence collection – internal and external sources.

Design

Key themes that represent NFDC journey.  
Accessible, understandable and memorable visual concept.

Deliver

Action plan aligned to the themes. Three phases over five years.



# Discovery sources

HR Peer review

External forces &  
best practice

Corporate Plan &  
Future New Forest

People Strategy

Workforce data

Employee survey  
results & 10-point  
plan/actions

Feedback from the  
HR & Comms teams,  
and staff groups

Leadership team  
feedback

# Discovery Headlines - what we're doing well

- Corporate plan - Awareness and understanding
- Wellbeing support
- Cohesion within teams
- Line management support
- Early careers
- Recruitment & onboarding process
- Existing staff - committed staff with appetite for change



# Discovery Headlines – to address

## **Recruitment & Retention**

- National & Regional recruitment and retention issues in Local Government
- Attracting diverse applicants, but not pulling through to hires
- Ageing workforce
- Pay & Reward disparities

## **Diversity & Inclusion**

- Workforce data tells us we lack diversity
- Significant differences in ration of men and women in middle management, and fewer women entering leadership roles

## **Learning & Careers**

- National Skills shortages, development of Skills England
- Apprenticeship Levy pot to utilise and develop our talent for the future
- Lack of career path and general development opportunities

## **Culture**

- People can feel fearful of making mistakes
- Concerns around unacceptable behaviour and inappropriate language
- Resilience and readiness for change
- Silo working

## **Leadership & Management**

- Inconsistent management practices
- Lack of accountability and autonomy

## **Communication**

- Lack of consistent messaging across the workforce by appropriate methods

# Employer of Choice

At NFDC we:

- attract and retain the best people.
- learn and develop in our roles and our careers, performing to our best ability.
- are recognised and rewarded for the contributions we make.
- have the confidence to put forward ideas, try out new concepts and take actions within clear boundaries and expectations.
- work together with our colleagues across the Council, partners and community.
- are included and have a strong sense of belonging.
- know how our work makes a difference to the community we serve.
- are open, sharing our experiences, and learning from each other.

# Employer of Choice:

grow

connect

empower



## grow

- Learning & Development
- Talent management
- Workforce planning
- Early career roles
- Mandatory training
- Performance management
- Leadership & management development
- Career pathways

## connect

- Collaboration –spaces and opportunities
- Ongoing engagement with all staff
- Sharing learning and best practice
- Partnerships and Community
- Internal Comms
- Staff networks

## empower

- Targeted support for teams in change
- Digital skills for all
- Fit for future skills - change, customer focus, co-production.
- People managers essentials programme
- Coaching, mentoring & buddying
- Inclusive action
- Team development
- Effective org/team structures

## strong roots

- HR practices
- Health & Wellbeing offer
- Pay & Reward (inc non-pay benefits)
- Recognition scheme
- HR policies and procedures
- Flexible working
- Behaviours framework
- Leadership and management competencies
- Job descriptions
- Data
- People team

Employer of Choice:  
grow connect empower





# Culture



For people, place, prosperity

Corporate plan 2024 to 2028

# LEAF

**Learning**  
We learn from what we and others do well and where we need to improve, we support staff development and organisational growth

**Empathy**  
We will show kindness, actively look to understand people's different needs, and ensure our services are responsive.

**Ambition**  
We will be ambitious for our people and our place, embracing innovation and best practice.

**Fairness**  
We will act fairly, honestly, and openly in all that we do.

**Our values**  
Our values underpin the council's vision and priorities by shaping our behaviours and the way we work.


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Culture change programme & Behaviours framework



# People strategy action plan



Theme	Establishing Foundations	Building our capabilities	Embracing excellence
strong roots			
Grow			
Connect			
empower			