

ORGANISATIONAL DEVELOPMENT & PEOPLE STRATEGY

2022 -
2025



INTRODUCTION

At Breckland Council we have embraced the Government's agenda to modernise local government. Our approach is to lead change rather than follow it and to add the best value we can to our communities. We achieve this by developing our people to reach their full potential, empowering and trusting them, and providing them with knowledge, opportunities and skills to achieve and succeed.

We care for, listen to, and support people and businesses within our district. We have big ideas and always come up with innovative ways to meet the needs of the local communities we serve. Through our actions, we want to make things better.

Through effective communication and engagement we ensure that our workforce and elected Members work collaboratively towards a common goal, making decisions driven by data and putting the customer at the heart of everything we do.

The environment in which we operate has changed; our budgets and staffing levels have reduced and we're still seeing the impact of COVID-19. During COVID, our workforce was fast tracked into an agile working environment. We are committed to ensure people continue to feel supported in this new way of working, where they are trusted to manage their workload and empowered to contribute to the evolution of the organisation. We will continue with our true and strong commitment to professional development, staff well-being, support and positive culture right across the organisation.

Our people come first and we will continue to develop our culture to make Breckland Council a great place to work.



OUR PEOPLE PROMISE

Employees expectations about when, where and how they work have changed and we want to be the organisation people aspire to work for. Our People Promise describes what it's like to work for and be part of Breckland Council.



We recognise

We know how hard #TeamBreckland work to deliver excellent services to our communities and we know how important it is that those efforts are recognised and appreciated. We say thank you, we listen to our workforce and act on their feedback.



We care

We care about each other and understand what's important to our colleagues. We take care of our own and one other's health and well-being. Our focus is on how we create a positive place to work where people feel engaged, happy and supported, whatever their life journey.



We develop

We will provide excellent lifelong learning and career development opportunities for people at all levels, equipping them with the knowledge and tools to perform at their best. Leaders will be supported to coach and inspire great teams, and create environments in which people from all backgrounds and abilities are free to use their creativity.



We want Breckland to be great place to work

We will continue to work hard to make Breckland Council a great place to work. We want it to be a dynamic and innovative environment where everyone feels they belong, feel included and one which is based on trust. We encourage different and for people to be individual. We do our best to provide the right environment for our people to thrive and be the best version of themselves. We are proud of our organisation and the district we serve.

Overall, we have big ambitions, we are professional, we are supportive of each other, we are leaders of change not followers, WE ARE #TeamBreckland.



OUR PRIORITIES

Corporate Plan

Our Corporate Plan sets out our priorities for the future and are grouped into four key themes:



Everything we do contributes to the key themes in the Corporate Plan; however, the Organisational Development and People Strategy particularly focusses on how we will deliver the strategic priorities within the Working Smarter Theme.

These are:

- We will develop a 'smarter working' organisation (strengthening our existing organisational intelligence), using data to shape and inform decisions.
- We will support and empower our people to be the best they can be through wellbeing support, development, and training.
- We will promote our council to protect and enhance its reputation, helping us to attract and retain high-calibre staff, and making sure we are seen to be a partner of choice to work with others across the district and beyond

With the Council encouraging a hybrid working model where most people work from a variety of different locations, making sure our people feel supported and part of the organisation, has never been more important:

- Our people need to feel they are part of a supportive and caring environment with new policies and ways of working established and communicated to enable this to happen.
- As part of this, we want to look with a fresh pair of eyes at how we can, as an organisation, foster an inclusive working environment that takes account of the different experiences people have had during the pandemic, and that harnesses the strength and value of a diverse workforce.

To support this, we have developed a 'Breckland Cares' campaign calendar of activity, linked to one of the following three themes:

- a) Caring for ourselves (internal-focus: employees and members)
- b) Caring about everyone (internal and external-focus: diversity & inclusion, vulnerability)
- c) Caring for our environment (internal and external focus: sustainability strategy)

The campaigns shine a light on several passions of ours including mental health, diversity and inclusion and climate change.

Our Values

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|--------------------------|--|
| Respect: | We include others equally and recognise the strength of our diversity |
| Integrity: | We are open and honest and trust others to be transparent too. |
| Working together: | We work in partnership and communicate clearly to ensure consistently positive outcomes for all. |
| Empower: | We support each other to make valued contributions and achieve our full potential |

How we work

What we do matters, but how we do it does too. Our 'How we work' document describes the important shared attitudes, beliefs, and behaviours that everyone is expected to demonstrate to our colleagues, partners and communities.


Having a clear and widely understood way of how we will work and treat one another is really important. This framework starts being used from when we recruit and throughout the employee lifecycle.

There are five Core Behaviours:

- Collaborative
- Ambitious
- Results-Driven
- Empowering
- Supportive

How we work

What we do matters, but how we do it does too. These are our shared attitudes, values and behaviours that we demonstrate to our colleagues, partners and communities

Breckland Cares 

C Collaborative
I actively look for ways to work with colleagues across different services, encourage their ideas and recognise their skills and talent. I consciously stay connected with my colleagues. I recognise and celebrate their successes.

A Ambitious
I challenge myself to do things to the best of my ability by being open minded and taking ownership of my work. I am positive about the work I do, I work hard and I am a proud ambassador for the Council.

R Results-Driven
I understand our priorities and how I can make a difference. I am driven to achieve results, ensuring I provide the best possible service, wherever and whenever is best for the customer.

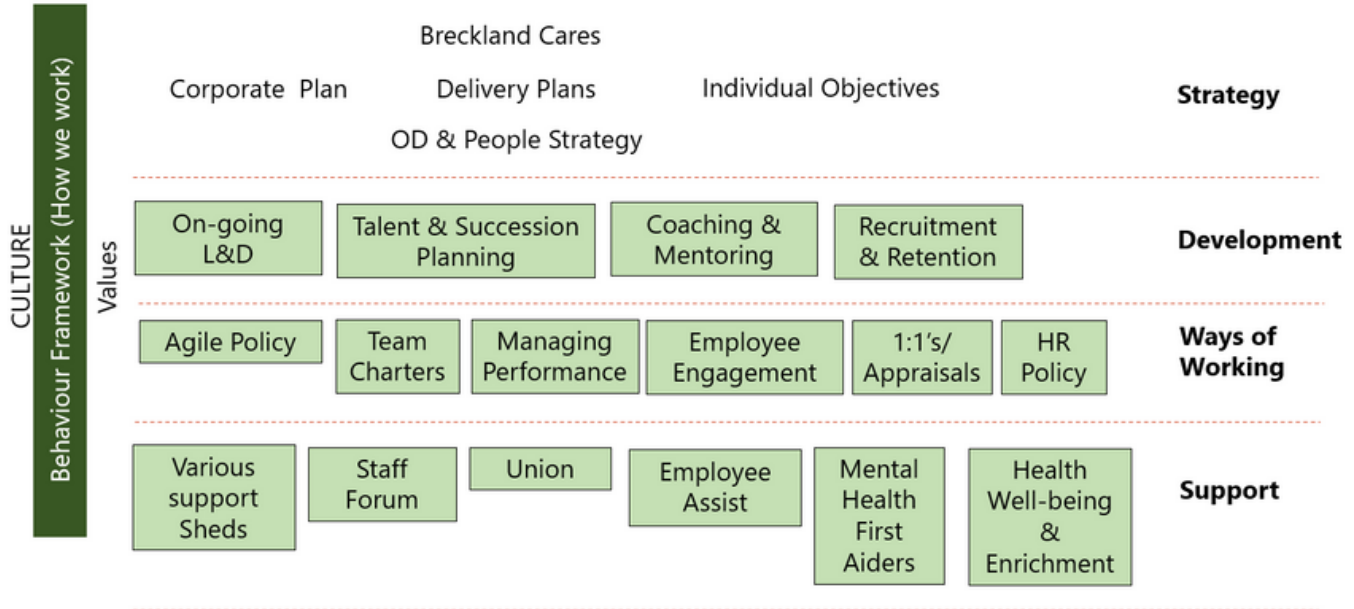
E Empowered
I am energetic about challenging the status quo, I look for new ways to do things and embrace technology. I ask for support when I need it and take responsibility when things don't go well to learn for the future, without fear.

S Supportive
I treat others how I would want to be treated. I am caring and understanding towards everyone. I prioritise my well-being so I can be at my best. I value my colleagues by treating them with kindness, dignity and respect.

#TeamBreckland

How it all fits together

OD & People Strategy – How it all fits together



KEY THEMES

To deliver the strategic priorities our OD & People Strategy will focus on five key themes:

1. Talent Attraction & Retention
2. Progression and Performance
3. Healthy, Happy Workforce
4. Employee Engagement & Recognition
5. Culture & Leadership



TALENT, ATTRACTION & RETENTION

"We need to attract the best to be the best"



HOW WE WORK

Use a behaviours-based approach to attract and retain people who embrace our culture to deliver with impact.

FUTURE WORLD OF WORK

Developing what the Future World of Work looks like for Breckland and how we become a leader in this field within the public sector.



TALENT

Singing our own praises and developing how we attract the best talent.

OUR WELCOME

Making sure our welcome is reflective of our organisation



PROGRESSION & PERFORMANCE

"We want local government to be a sector people are queuing to join because of the opportunities we can offer"



LEARNING PATHWAYS

Having clear learning pathways for both our people and Elected Members to encourage and support development and progression

TECHNOLOGY

Utilising technology to open up the art of possible, widening access to learning and in a way that allows us to grow and develop as individuals and as an organisation.



PERFORMANCE CULTURE

We work hard to get the job done. We're clear on what our purpose is and make sure what we're doing is based on our customers wants and needs. We own our performance and are measured on outputs.



TALENT PIPELINE

Creating a talent pipeline that identifies and invests where skills are needed. We make the best of our Apprenticeship Levy and passionately believe in 'growing our own'.



HEALTHY, HAPPY WORKFORCE

"We care about individuals and want them to feel valued: that starts with health and happiness"



MENTAL HEALTH

Supporting Mental Health in the workplace and encouraging our people to bring their whole selves to work

HEALTH AND HAPPINESS

Making health and happiness a priority and creating an environment and culture that supports this



WORK-LIFE-BALANCE

Working in an agile environment, while trusting and empowering our people to be at their best and have a healthy work-life balance

DIVERSITY & BELONGING

Treating our people as individuals by understanding and harnessing the strength and value of a diverse workforce and ensuring they feel a sense of belonging.



EMPLOYEE ENGAGEMENT & RECOGNITION

"We want our people to feel heard and their achievements celebrated"



LISTEN

Making people feel heard by acting on their feedback to bring about positive change

MOTIVATE

Understanding what motivates our people and creating an environment where they can thrive.



CELEBRATE ACHIEVEMENTS

Making our people feel valued by celebrating their achievements



STAY CONNECTED

Keeping people connected by providing the right information at the right time and in the right way



CULTURE & LEADERSHIP

"We all have a responsibility to lead by example and create a culture that encourages everyone to thrive"



PEOPLE CENTRIC CULTURE

Fostering a people centric culture that puts individuals at the heart of everything we do. We trust our people and invest in them to be the best they can be.

INNOVATION

We encourage people to be creative and seek out opportunities for innovation using a 'considering the art of the possible' type approach. We take risks; trialling, refining and learning along the way.



AUTHENTICITY

We are an organisation that cares, trusts, listens and learns. Our workplace is somewhere we can all feel comfortable to be ourselves.

COACHING CULTURE

We strive to have an engaged, motivated and energised workforce where a coaching style is intrinsic to our organisational culture. It's an environment where leaders help people to grow, thrive and perform through great conversations all underpinned by trust.



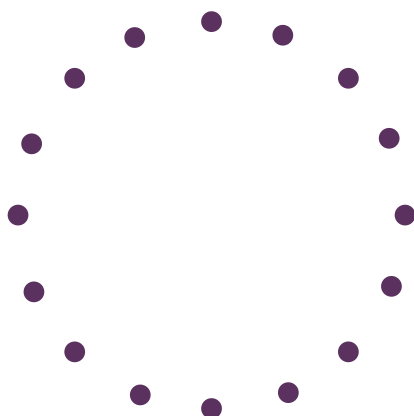
STRATEGIC OUTCOME MEASURES

In order to measure our success in delivering our five key themes, we aim to monitor our performance against the following measures:

Outcome	Measure
We have a healthy people turnover	Turnover is below our target of 1.5% per month
We are able to fill vacant posts in a timely manner	Time from resignation until offer date. Target 7 weeks.
Our people recommend Breckland as a great place to work	80% or more agree. Measured from New starter Surveys and All Staff Survey (annually)
New Starters are effectively inducted and given a welcome reflective of our organisation	80% are satisfied they have been effectively inducted. Measured through 2- and 9-month new starter surveys
We are getting the best value from our Apprenticeship Levy and 'growing our own'. We are seeing a good spread of apprenticeships at all levels across the organisation'	Funds are being effectively used from the levy with zero funds wasted due to expired time limits. Measured by an annual review of Apprenticeships.



Outcome	Measure
Our people feel valued, supported, connected and engaged	80% of staff feel this way. Measured by the Annual Staff Survey results
Our people agree that Breckland Council provides positive action on health and well-being	80% of staff feel this way. Measured by the Annual Staff Survey results
Exceed improvement through our key performance indicators	Annual assessment at end of Q4
Our Sickness Absence levels are manageable and have minimal impact on the day to day delivery of services.	Days sick per Full Time Equivalent



Working

Smarter

www.breckland.gov.uk

