



Breckland
COUNCIL



ORGANISATIONAL DEVELOPMENT & PEOPLE STRATEGY

2025-2028

INTRODUCTION

At Breckland Council, we recognise that change is inevitable, especially with the ongoing conversations around devolution and Local Government Reorganisation. Rather than reacting to change, we choose to lead it, ensuring that we continue to serve our communities effectively while developing our staff to be future-fit and digitally ready.

We have fully embraced the Government's agenda to modernise local government, seeking innovative ways to deliver the best possible value to our communities. By investing in our people, we empower them with the knowledge, skills, and opportunities needed to thrive in a rapidly evolving landscape.

Our commitment remains clear: we listen to, support, and care for the people and businesses in our district. We embrace bold ideas and challenge ourselves to find creative solutions that address the ever-changing needs of our communities.

Through strong communication and collaboration, our workforce and elected Members work towards a shared vision - one that is data-driven, customer-focused, and future-ready.

The environment in which we operate is constantly evolving, and we continue to adapt to meet new challenges. Financial pressures, workforce demands, digital transformation, and changing community expectations are shaping the future of local government. The shift towards a remote-enabled model has redefined how we collaborate and deliver services. We remain committed to ensuring that our people feel supported, trusted, and empowered, with the tools and opportunities they need to thrive in a modern, dynamic workplace.

Professional development, staff well-being, and a positive, inclusive culture will always be at the heart of Breckland Council. Our people come first, and we will continue to make Breckland Council a great place to work - one that embraces change, fosters growth, and leads the way in shaping the future of local government.



OUR PROMISE TO OUR PEOPLE

Employees' expectations about when, where, and how they work have evolved, and at Breckland Council, we embrace this change. We recognise the importance of balancing remote-enabled working with meaningful face-to-face collaboration. Our approach ensures that our people feel connected, supported, and empowered, no matter where they work.



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 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 included and one which is based on trust. We encourage people to be individual and 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.



CORPORATE PLAN

Breckland is a Council that cares, listens, and supports people and businesses within our district. We are proud of our district, and as an organisation we are working hard to make it a place where people and businesses can thrive, inspiring them to live, work, visit or do business here.

As a council, we have big ideas and challenge ourselves to come up with new and creative ways to meet the needs of the communities we serve, especially those who need our help the most. We are also an employer that encourages our staff to grow and develop, empowering them to achieve their full potential and deliver for our district

Our priorities for the future are grouped across three key themes:

Inspiring 
communities

Thriving 
Places

Working 
Smarter 2035



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

BRECKLAND CARES

In addition to the Corporate Plan's three themes, Breckland Council continues its commitment to delivering a programme of caring activity spanning the entire organisation and focusing on all its people, including our staff, our residents and our businesses.



Breckland Cares includes a range of projects which are delivering specific and important changes. We will develop plans that include:

- Strengthening our commitment to the Armed Forces Covenant;
- Reviewing the Council's policies to ensure we are an inclusive employer;
- Providing mental health training and awareness to support our communities; and

Under the banner of Health & Wellbeing, shining a spotlight on workplace health.



BEHAVIOUR FRAMEWORK

What we do matters, but how we do it does too. Our Behaviour Framework 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.

There are five Core Behaviours:

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



You Can view the Framework here:



Our Values

Respect – We embrace diversity, treat everyone equally, and recognise the strength that different perspectives bring.

Integrity – We are open, honest, and transparent, fostering a culture of trust and accountability.

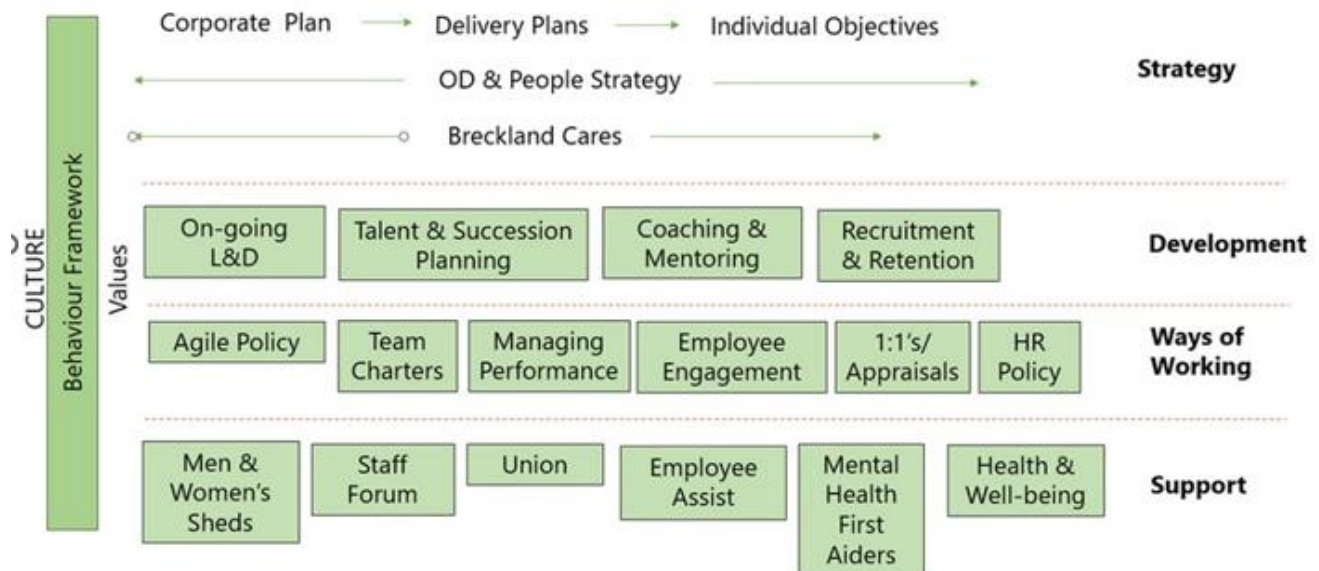
Working Together – We collaborate effectively, communicate clearly, and build strong partnerships to achieve positive outcomes.

Empower – We support and inspire each other to contribute meaningfully and reach our full potential.



How it all fits together

Organisational Development & People Strategy – How it all fits together



KEY THEMES

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



Talent Attraction & Retention



Progression and Performance



Happy, Healthy Workforce



Employee Engagement & Recognition



Culture and Leadership





TALENT ATTRACTION & RETENTION

Attracting the Best – Recruit Me

We take a proactive, behaviour-based approach to attracting and retaining people who align with our values and culture, ensuring they can make a real impact. By promoting our employer brand, embracing inclusive hiring practices, and showcasing career pathways, we position Breckland as a forward-thinking employer of choice.

Seamless Transitions – Onboard Me

A positive onboarding experience is key to engagement and retention. We create a welcoming and structured introduction to Breckland, ensuring every new team member - whether an employee or Elected Member - feels valued, informed, and equipped to succeed from day one. Our onboarding process blends digital innovation with personal connection to build a strong sense of belonging.

Empowering Growth – Develop Me

We invest in lifelong learning and career development to support our people in reaching their full potential. Our Y-shaped career pathways provide opportunities for both Leadership and Technical progression, enabling individuals to advance in ways that align with their strengths and aspirations. Through mentoring, coaching, apprenticeships, and digital learning, we build a workforce that is resilient, skilled, and ready for the future.

Future-Ready – The Future World of Work

The way we work is evolving, and we are committed to leading the transformation within the public sector. As a remote-enabled organisation, we embrace hybrid and flexible working, supported by technology and AI to enhance productivity, collaboration, and service delivery. We continuously adapt to ensure our people have the tools, resources, and culture to thrive in an ever-changing world.

Building a Stronger Workforce – Talent

We take a strategic approach to workforce planning, identifying key skills needed for the future and developing a robust talent pipeline. Through succession planning, targeted learning opportunities, and the effective use of the Apprenticeship Levy, we invest in our people to create a high-performing and future-fit organisation. Our commitment to 'growing our own' ensures we nurture internal talent while also attracting external expertise.



PROGRESSION & PERFORMANCE

Learning Pathways

We are committed to providing clear learning pathways for both our people and Elected Members, supporting continuous development and career progression. Whether following a Leadership Pathway or a Technical Pathway, individuals can access opportunities that help them grow in their chosen direction. By embracing technology, we unlock new possibilities for learning, ensuring that development is accessible, flexible, and aligned with the needs of both individuals and the organisation.

Technology and AI

The future of work is evolving, and so are we. We actively integrate technology and AI into our learning and development strategies, enabling smarter ways to acquire skills, streamline processes, and enhance decision-making. Digital learning platforms, AI-driven insights, and automation help us stay agile and prepare our workforce for the challenges of tomorrow.

Performance Culture

We take ownership of our performance and focus on delivering real impact. With a clear purpose, we ensure that our work is aligned with the needs of our customers and communities. A strong performance culture means setting clear expectations, measuring success based on meaningful outputs, and continuously striving for excellence.

Talent Pipeline

A future-fit organisation invests in its people. Our talent pipeline identifies and develops the skills needed to succeed, ensuring we have the right people in the right roles at the right time. We maximise the potential of our Apprenticeship Levy and Graduate scheme and are passionate about 'growing our own', building internal capability through structured development programs and career progression opportunities.



HEALTHY, HAPPY, WORKFORCE

Mental Health

We are committed to supporting mental health in the workplace by fostering an open and inclusive culture where people feel safe to bring their whole selves to work. Through proactive support, awareness initiatives, and access to resources, we ensure our people feel valued, heard, and empowered to thrive.

Health and Happiness

A happy, healthy workforce is a productive one. We prioritise well-being by creating an environment where physical and mental health are supported, and where happiness is recognised as a key driver of success. From well-being initiatives to workplace culture, we actively invest in the health and happiness of our people.

Work-Life Balance

As a remote-enabled organisation, trusting and empowering our people to work in ways that help them perform at their best while maintaining a healthy work-life balance. Our culture is built on flexibility, accountability, and a strong commitment to personal well-being.

Diversity and Inclusion

We celebrate the individuality of our people, recognising that a diverse and inclusive workforce strengthens our organisation. By understanding and harnessing different perspectives, experiences, and backgrounds, we foster innovation, collaboration and a truly representative workplace.



Employee Engagement & Recognition

Listen – Turning Feedback into Action

We actively listen to our people through staff forums, surveys, and engagement sessions, ensuring everyone has a voice in shaping our organisation. Feedback is not just collected - it drives real change through action plans that address key themes, fostering a workplace where people feel valued, heard, and empowered.

Motivate – Creating a Thriving Workplace

Understanding what drives our people is key to creating an environment where they can do their best work and feel fulfilled. We engage through regular check-ins, development discussions, and peer-led initiatives, ensuring motivation is built into everything we do. By recognising contributions and aligning work with personal and organisational goals, we create a culture where everyone can thrive.

Celebrate Achievements – Recognising and Rewarding Success

We believe in recognition at all levels, from everyday appreciation, thank you notes to formal awards. We celebrate the hard work and dedication of our people. By embedding a culture of appreciation, we ensure every contribution - big or small - is acknowledged and valued.

Stay connected – Clear, Timely, and Meaningful Communication

Keeping people connected means providing the right information at the right time, in the right way. Through all staff briefings, digital platforms, and interactive forums, we ensure our workforce stays informed, engaged, and connected.



CULTURE & LEADERSHIP

People-Centric Culture

Our culture is built around people - we put individuals at the heart of everything we do. We trust, empower, and invest in our workforce, ensuring they have the support, skills, and opportunities to reach their full potential. With our CEO recognised as Chief Executive of the Year 2024, leadership at Breckland is about people first, setting the tone for an organisation that values and champions its employees.

Innovation – Thinking Beyond Boundaries

We foster a culture of curiosity and continuous improvement, encouraging our people to challenge the status quo, explore new ideas, and push the boundaries of what's possible.

Authenticity – A Workplace Where You Belong

We are an organisation that cares, trusts, listens, and learns. Our workplace is one where people feel comfortable to be themselves, knowing their contributions are valued and their voices heard. By nurturing an inclusive and psychologically safe environment, we create a culture where authenticity thrives, and diverse perspectives drive better outcomes.

Coaching Culture – Leading with Trust and Growth

We believe that great leadership is about enabling others to succeed. Our coaching culture ensures that leaders are mentors, facilitators, and catalysts for growth - engaging in meaningful conversations that help people develop, thrive, and perform at their best. With trust at its core, our approach to leadership is not about hierarchy, but about supporting, guiding, and unlocking potential at every level.



STRATEGIC OUTCOME MEASURES

People Turnover Below Target

Maintaining a low turnover rate through improved employee engagement, retention strategies, and professional development.

Timely Filling of Vacant Posts

Ensuring that vacant roles are filled quickly and effectively through efficient recruitment processes, leveraging both internal talent and external expertise to meet the needs of the organisation.

Employee Advocacy: "We Recommend Breckland Council"

Measuring employee satisfaction and advocacy through engagement surveys and other feedback mechanisms, with a focus on employee experience and Breckland's reputation as an employer of choice.

Maximising Apprenticeship Levy, Graduate Programme and Internal Development

Optimising the use of the Apprenticeship Levy, internships, and training programmes to foster career progression within Breckland, ensuring we are growing our own future leaders and specialists.

New Starter Satisfaction

Gathering feedback from new starters through surveys and focus groups to assess their onboarding experience, satisfaction, and integration into the organisation.

Employee Health, Well-being and Engagement

Ensuring that health, well-being and engagement are prioritised, with employees feeling valued, supported, and connected, through initiatives that provide meaningful support for its people.

Continuous Performance Improvement

Sustaining improvements through data-driven performance metrics, regular feedback loops and individualised personal development plans ensuring high standards and continual growth.

Recognition as Leaders of Change and Innovation

Establishing Breckland Council as a leader of change, actively embracing transformational and transorganisational change within a rapidly evolving external environment.



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