



Belfast
City Council

Achieving Through People Framework

Our values and behaviours

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Foreword from the Chief Executive



Our Achieving Through People Framework sets out the behaviours that are expected from all employees in order to be effective in

our roles and serve the people of Belfast - irrespective of grade, area of work or professional expertise. The ATP framework recognises that our people are at the heart of everything we seek to achieve and that our success is not just measured on what we do, but also how we do it.

The ATP Framework is integral to our new People Strategy, which will set out our workforce priorities, including how we will lead, manage, develop, support and engage our employees.

Our People Strategy will put in place the foundations to ensure we have the skilled workforce we need to effectively deliver our corporate priorities as outlined in the Corporate Plan and as aligned to the Belfast Agenda.

The ATP Framework sets out clear expectations which will be used in all our people management processes including when we recruit; induct; provide feedback to and build the capacity of our employees. It will also assist in developing the new organisational culture.

It is a tool to help you when identifying strengths and development needs. It will help you identify the behaviours and skills you need to do your job to the highest standard, and if you are a manager, it sets out how you can develop and support your team members to achieve this.

This framework is underpinned by our organisational values, which guide the work of the council and inform our standards of behaviour.

Everyone in the organisation should familiarise themselves with the framework. I hope that we will collectively demonstrate the organisation's values and behaviours in everything we do right across the organisation - at all tiers. The framework should be used to help you deliver excellence in your job and get real satisfaction in your job role within Belfast City Council.

John Walsh



Achieving Through People Framework - an overview

At the core of the Achieving Through People Framework are our four **organisational values**. These are relevant to all staff as they underpin everything that we do; they are integral to the way we work and everyone has a responsibility to demonstrate these as they perform their role on a daily basis.

There are also four high-level competency **themes** within the framework, each with three sub-categories, known as **elements**.

Each element has its own individual description and has been translated into key effective behaviours, which all staff throughout the organisation are expected to demonstrate regardless of their specific role.

Effective behaviours are set out for employees with additional behaviours set out for managers, senior managers and leaders. Examples of less effective behaviours have also been included as a guide for both employees and managers.

Finally, there is an additional over-arching strategic theme, also comprising three elements. These apply to our senior leaders and relate to the strategic role that they play within the council.



Creativity



We are creative, always seeking new ways of working. Imagining and delivering a bright future for the city. We encourage innovation and new ideas in all that we do; giving positive recognition to those who contribute to our creativity.

Responsibility



We accept responsibility for our actions, individually and collectively. We act responsibly, respecting each other and taking care of Belfast's cultures and the environment.

Integrity

We are open and honest. We adhere to the highest possible ethical standards. We ask the people of Belfast to trust us to do the right thing. We trust and support one another.

Problem solving



We overcome problems through hard work, ingenuity, determination and real resilience. We overcome barriers and resistance and use our creativity to think about challenges in a different way.

Theme

1

**Understanding
our city,
council and
customers**

1

Corporate awareness

Knowing and understanding how the council works, the wider council agenda in the city context and our role in supporting it - including delivery of the Belfast Agenda.



Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Are aware of the issues affecting our city and neighbourhoods, particularly at their workplace.
- Understand how their role fits in and supports delivery of the Corporate Plan, the Belfast Agenda and services to the ratepayer.
- Understand how our objectives and priorities relate to the work of their team / service.
- Demonstrate our values and behaviours through their work.
- Contribute positively to what the council does.
- Keep up to date with what is happening across the council and how this links to their role.

Managers who are effective also...

- Ensure relevant policies / legislation are incorporated in their service.
- Make council objectives and priorities meaningful for staff so they understand how their role fits in.
- Help team members to understand how to effectively display our values and behaviours.
- Drive the implementation of the Belfast Agenda and embed it within service delivery.

Senior managers who are effective also...

- Role model the council's values and behaviours and support their colleagues and teams in doing so.
- Ensure that their management team and staff work to achieve a one council approach.
- Are aware of issues that may impact on change, services or decisions.
- Are committed to the delivery of the Belfast Agenda and ensure that information is clearly and regularly cascaded.

Employees and managers who are less effective...

- Do not effectively demonstrate our values.

- Think that performance isn't their responsibility.
- Take no interest in our services and achievements.

- Publicly criticise the council.
- Show little interest in city, neighbourhood and corporate issues.

Theme

1

**Understanding
our city,
council and
customers**

2

**Customer and
stakeholder focus**

Understanding and responding to internal and external stakeholders' needs and expectations, while providing an accessible and value for money service.

**Putting
customers
first**



Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Know who their customers and key stakeholders are.
- Deal with customers in line with agreed customer service standards.
- Take pride in delivering a first class customer service.
- See issues from the customer's perspective and ensure they are helpful at all times.
- Act to prevent problems or issues.
- Try to resolve customer problems or escalate if necessary to ensure the issue is addressed.
- Are flexible and willing to meet diverse or changing customer needs.
- Share current issues and customer feedback with their manager and colleagues.

Managers who are effective also...

- Champion a 'customer first' approach.
- Use customer and stakeholder feedback to improve service delivery.
- Raise awareness of our service delivery standards and practices through customer engagement.
- Seek information on service users and address any barriers to delivery.
- Share positive and negative feedback from customers and stakeholders with their team.
- Equip their team to adequately meet customer needs.
- Address customer needs, issues, comments and complaints and consider innovative ways to deal with these.
- Ensure that escalated issues are resolved and actioned appropriately.

Senior managers who are effective also...

- Create an environment to deliver operational excellence.
- Anticipate future needs to deliver excellent customer service and value for money.
- Take time to understand customer challenges and seek opportunities to address these.
- Incorporate appropriate customer feedback into council processes and plans.
- Understand and serve all of our communities, to help shape and achieve our vision and to develop an inclusive city.
- Keep elected members informed of issues in their area and provide them with progress updates.

Employees and managers who are **less effective...**

- Do not understand who the customer is.
- Do not put the customer first when delivering services.
- Ignore customer needs or fail to try to see things from their point of view.
- Make false promises.
- Do not keep customers informed of progress or are slow to respond to customers.
- Make decisions that satisfy operational needs but ignore those of the customer.

Theme

1

**Understanding
our city,
council and
customers**

3

Political awareness

Appreciates the importance of political sensitivity and its impact on the council and our role. Understands the political mechanisms and if engaging with elected members, does so in an effective and respectful manner.

A woman with dark hair, wearing a red collared shirt and a dark skirt, is smiling and holding a white sign with purple text. The background is dark, making the sign and her shirt stand out.

**Working in
a political
environment**

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Demonstrate political sensitivity, confidentiality and impartiality in their role and interactions.
- Ensure any personally held political opinion, displayed inside or outside of work, does not create a conflict of interest and/or bring the council into disrepute.
- Understand and comply with our employee code of conduct.
- Know how the council makes decisions and how these may impact on the work of their team and service.

Managers who are effective also...

- Build professional and constructive relationships with elected members.
- Manage the political impact of officer actions on elected members.
- Support their team in understanding the political decision-making process and the role of our elected members.
- Ensure that issues raised by members are responded to appropriately and in a timely manner.

Senior managers who are effective also...

- Ensure that member and council ambitions are realised and translated into council policies, processes and service delivery.
- Ensure that internal and external factors are incorporated in shaping service delivery.
- Evaluate and address the impact of new developments or shifts in the political environment.
- Develop and maintain constructive relationships with politicians, the press or partner organisations, when appropriate, whilst dealing with issues of sensitivity and public interest.
- Ensure effective and meaningful consultation with members in establishing and implementing corporate priorities.
- Set out for elected members how our strategies, plans and policies may impact on the organisation and communities

Employees and managers who are **less effective...**

- Do not comply with the code of conduct and the member/officer protocol.

- View elected members' involvement as unnecessary.
- Take a narrow personal, technical or professional view.

- Allow team members to fail to respond to or interact inappropriately with an elected member.
- Are not impartial or politically neutral when dealing with elected members.

Theme

2

**Working
with
others**

1

Promoting equality and diversity

Recognising the differences between people and incorporating equality of opportunity for the benefit of the council, its employees and its stakeholders.



Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Recognise the individual contributions that everyone brings to the team.
- Support a good and harmonious working environment and a culture of mutual respect.
- Be open-minded and respectful when others express their views, even when different from their own.
- Be aware of equality of opportunity, diversity and good relations.
- Be mindful of the impact of their own behaviour on colleagues and customers.
- Actively challenge bias, prejudice, discrimination or intolerance.

Managers who are effective also...

- Strongly address inequalities and build an inclusive work environment.
- Identify and challenge inappropriate behaviour, unfairness or attitudes that contradict our culture of mutual respect.
- Create and promote a positive and inclusive team environment that embraces and values equality of opportunity and diversity.
- Ensure less well-represented groups can contribute to and inform service delivery.
- Ensure compliance with our Section 75 statutory duties and policies and procedures in relation to equality, good relations and disability.

Senior managers who are effective also...

- Promote and role model an inclusive working environment and culture that values equality of opportunity and diversity.
- Ensure service delivery addresses any inequalities and helps to build an inclusive society.
- Demonstrate the ways in which the statutory duties in relation to equality, good relations and disability have been applied.

Employees and managers who are **less effective...**

- Express personal comments or opinions before considering their impact.
- Allow personal beliefs to impact on the workplace.
- Ignore intolerant or prejudiced behaviours or beliefs in their team.
- Allow unconscious bias to indirectly influence actions or decisions.
- Fail to anticipate, involve and incorporate the diverse range of stakeholders that are effected by our services and decisions.
- Do not comply with our statutory equality and good relation duties.

Theme

2

Working
with
others

2

Partnership working

Working with internal and external partners to deliver the Belfast Agenda and make our city successful, vibrant, safer, healthier, cleaner and greener; achieving more effective outcomes than by working separately.

Achieving
outcomes
together

Note – the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Understand how their area of work fits with that of other teams across the council and/or external partners.
- Build and maintain constructive working relationships across the council and externally where relevant.
- Effectively maintain honest and constructive working relationships when working in partnership, internally and externally.
- Identify where collaborative working will benefit Belfast City Council.

Managers who are effective also...

- Identify and engage with key stakeholders.
- Ensure that all stakeholders understand the purpose and expectations of the partnership.
- Successfully overcome obstacles to effective partnership working.
- Connect to stakeholders in a way that enables them to anticipate and understand their needs.
- Work with partners to solve problems that affect the city and its people.
- Work in line with agreed partnership working governance arrangements.
- Find ways to jointly plan and deliver work with partners and follow up on agreed actions where appropriate.

Senior managers who are effective also...

- Build effective strategic relationships at a senior level.
- Ensure that partnership working is relevant to the council's priorities and actions.
- Understand the issues that impact on decisions, and how other stakeholders may respond.
- Ensure that all partnerships are focused on delivering measurable benefits to the city and communities.
- Work with key influencers and partners, involve them in shaping the future of our city and delivering change.
- Work in line with agreed partnership working governance arrangements.

Employees and managers who are **less effective...**

- Do not contribute where required.
- Do not show flexibility.
- Believe their view is the only right one.

- Take all the credit when inappropriate to do so.
- Seek to achieve the council's objectives to the detriment of the partners.
- Do not engage with others across the council or externally.

- View partnership working negatively.
- Take a narrow view, not making the connections that may be helpful in the future.

Theme

2

**Working
with
others**

3

Your team role

Working with others to achieve results and develop good relationships. Treating everyone with dignity and respect.

A woman with short blonde hair, wearing a light green top and patterned leggings, stands against a dark blue background. She is holding a large white sign with the text "Delivering together" in teal. The background of the entire slide is a night-time aerial view of a city with lights and a prominent blue-lit dome structure.

**Delivering
together**

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Work flexibly and co-operate with others.
- Seek to learn from their colleagues.
- Recognise when colleagues need support and offer to help them.
- Actively participate in meetings and group discussions.
- Help others stay informed by sharing ideas and information.
- Build good working relationships with customers and colleagues.
- Take decisions at a level appropriate to their role.

Managers who are effective also...

- Engage with and motivate their team.
- Direct and guide their team to enable aims and objectives to be met.
- Facilitate and encourage their team to contribute to continuous improvement.
- Support and empower their team to show initiative and take decisions at the appropriate level without fear of reprisal.
- Instil a climate of trust in the workplace to enable team members to effectively fulfil their responsibilities.
- Lead and manage their team, addressing team and individual issues where necessary.
- Effectively break down barriers and discourage silo working.
- Recognise and celebrate individual and team successes

Senior managers who are effective also...

- Show visibility as the leader of their team.
- Role model effective team working.
- Actively promote a culture of high quality service and performance standards across their own team.
- Involve team members in the decision-making process, as appropriate.
- Promote empowerment in their department and/or service(s).
- Coach, motivate and assist individuals and teams to develop their own capabilities and skills.

Employees and managers who are **less effective...**

- Focus solely on their own interests rather than those of the team.

- Do not recognise the benefit of contributions from others.
- Dismiss others' ideas.
- Take all the credit when inappropriate to do so.
- Blame others when things go wrong.

- Work to achieve own rather than team goals.
- Work in a silo and do not involve or engage colleagues where appropriate.

Theme

3

Personal
impact

1

Accountability and personal responsibility

Being responsible for your own actions, seeing things through and doing what we say we will do.

**Our
individual
contribution**

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Perform their job role effectively and take pride in their work.
- Are aware of their personal behaviours and how they represent the council.
- Take responsibility to understand and demonstrate our values and behaviours showing trust, respect, honesty and integrity in all situations.
- Take care of their own personal safety, health and wellbeing.
- Take responsibility for own performance, decisions and actions.
- Address any issues of concern and learn from mistakes.
- Are resilient in challenging situations.
- Recognise at what level a decision should be made and only escalates decision-making to someone more senior if and when necessary.
- Ensure escalated decisions are followed through to completion.

Managers who are effective also...

- Act as a role model and promote, and display the council's values and behaviours.
- Take personal responsibility for making our vision a reality in their service.
- Instil a one council approach.
- Demonstrate ownership of their decisions and ensure follow through in commitments made.
- Ensure effective judgement when faced with challenging situations.
- Encourage and support a learning culture.
- Delegate to team members at a level appropriate to their role.

Senior managers who are effective also...

- Be considered approachable and fair by team members, colleagues and external stakeholders.
- Encourage a high performance culture, both in own area of work and across services.
- Demonstrate pride in success and encourage the team(s) to do so.
- Are resilient and take action in dealing with challenging situations.

Employees and managers who are **less effective...**

- Wait to be told what to do when they can see things need to be done.

- Procrastinate and need 'chased' for information or work that has been agreed.
- Ignore problems/mistakes and fail to accept them and take appropriate action.
- Make little or no effort to achieve results or targets.

- Do not effectively model our values and behaviours.
- Avoid or put off tackling the most difficult issues, relationships or leadership challenges.

Theme

3

Personal
impact

2

Developing yourself and others

Being self-aware. See opportunities to learn and develop in order to deliver and add value to your own role and that of your team.

**Building
our capacity**

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Recognise and take action to address personal development needs.
- Seek clarity when unclear about what is expected or how to do something.
- Seek feedback to develop.
- Share knowledge and experience with colleagues to help them learn.

Managers who are effective also...

- Regularly encourage and assist team members to identify their learning and development needs through the PDP process.
- Build capability and capacity in individuals and teams.
- Offer support to those who have difficulty coping with change.
- Recognise when team members show effort, make a difference or perform well.
- Provide opportunities and support for staff to apply their learning in the workplace.
- Evaluate the effectiveness of team development, ensuring that learning has been applied and objectives met.
- Create conditions for innovation in service delivery.
- Manage employee development expectations in line with operational needs, available budgets and ensuring equality of access.

Senior managers who are effective also...

- Champion and support a culture of learning and development whilst creating opportunities for others to develop.
- Strategically plan, manage and evaluate people development activity within their department.
- Forecast and assess current and future workforce skill requirements in line with emerging organisational needs and external trends.
- Actively identify and match available skills and attributes to meet organisational need.
- Consider career development activities for self and team members.

Employees and managers who are **less effective...**

- Do not engage in the process for agreeing development needs

- Avoid learning or applying new skills or knowledge required in the job.
- Do not recognise employee and team achievements and successes.

- Show little enthusiasm, commitment or interest in their work and their own personal development.

Theme

3

Personal
impact

3

Communicating with impact

Expresses ideas and information clearly, in a way which helps people understand; shares and listens to information, opinions and ideas using a range of effective methods.

**Listen, be
heard and
understood**

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Share relevant and appropriate information with others in order to improve and inform service delivery.
- Adjust their communication methods and style in response to others.
- Actively listen to others and consider their views before responding.
- Uses clear language and plain English in both oral and written communication.

Managers who are effective also...

- Use the most appropriate communication method(s) and delivery style to effectively communicate with team members.
- Be approachable, listen to and respond to the concerns of your team.
- Share relevant knowledge and information promptly to keep colleagues and stakeholders informed.
- Ensure that oral and written communication can be understood by different people or groups.
- Anticipate and address potential barriers to effective communication.
- Encourage others to share information and views.

Senior managers who are effective also...

- Articulate a clear strategic vision that everyone understands and buys in to.
- Communicate widely, clearly and with impact.
- Contribute meaningfully during interactions and dealings with the media, elected members and key external stakeholders to deliver key council messages.
- Ensure that all communication is in line with the council vision and values.

Employees and managers who are **less effective...**

- Assume others have understood what has been said.
- Fail to listen and interrupt at inappropriate times.

- Write in a way that lacks structure.
- Rely too much on one method of communication e.g. email.
- Speak critically about colleagues, council or councillors.

- Risk damaging the reputation of the council by posting inappropriate content on social or professional networking sites.

Theme

4

Service
delivery

1

Embracing and contributing to change

Open to change and adapts own way of working; highlights better ways of doing things.



Doing things
better

Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Be flexible and positive during times of change.
- Respond to challenges with willingness and enthusiasm.
- Offer support and help to motivate colleagues during times of change.
- Use knowledge and experience to put forward suggestions for improvement.
- Seek out opportunities to contribute to improvement.
- Look for solutions to problems faced by customers and colleagues.

Managers who are effective also...

- Communicate regularly and effectively, especially during times of change.
- Contribute to driving a culture for change and excellence.
- Embrace and adapt to organisational improvement.
- Embed best practice within service delivery.
- Engage and support their team during times of change.
- Acknowledge and recognise high standards in their team.
- Help team to maintain performance through periods of change.
- Create conditions for innovation and improvement.

Senior managers who are effective also...

- Visibly take collective accountability with senior colleagues for sponsoring, driving and supporting change.
- Ensure that council ambitions are realised and translated into service delivery with tangible outcomes.
- Communicate widely, clearly and with impact regarding organisational change.
- Ensure the full range of council services are considered when implementing organisational change.
- Keep abreast of wider developments within the external environment, using this information to embed joined up thinking.
- Drive a culture of initiative, flexibility and continuous improvement.
- Seek out opportunities for innovation and making changes to how things are done.
- Use appropriate approaches to implementing change.

Employees and managers who are **less effective...**

- Say “this is the way we always do it” and refuse to change.
- Lose focus, put things off, cut corners or give up.
- Understand the need for change but do not take active steps towards achieving it.
- Follow outdated procedures that are no longer effective.
- Appear unwilling to try new ways of working or unreasonably criticise new ideas.
- Repeat mistakes and overlook lessons learned from what has worked / not worked.

Theme

4

Service
delivery

2

Delivering results and managing our performance and risk

Provides suggestions for improvements to deliver positive results.



Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Attend work when fit to do so and deliver on time, to high quality and performance standards.
- Take a proactive approach to improve service delivery, reflecting on personal performance.
- Maintain awareness of risks and manage them as part of their jobs.
- Raise any issues of concern to their line manager on a timely basis.
- Get involved in activities that will help improve how they undertake their role.

Managers who are effective also...

- Set out and support a climate of high expectations, continuous improvement and innovation.
- Empower and support staff to contribute ideas for improvement.
- Review and manage performance, providing constructive team and individual feedback.
- Use benchmarking information to bring about improvement.
- Assign meaningful tasks and ensure that the team member understands the link to wider aims and objectives.
- Actively deal with poor performance to ensure effective service delivery.
- Proactively understand and manage risks.
- Ensure proper application and adherence to council policies and procedures at all times.

Senior managers who are effective also...

- Develop success measures to ensure effective performance, decision making and outcomes.
- Ensure effective application of the risk management framework and staff competence in this area.
- Share successes with their department and across the council to generate and inspire further success.

Employees and managers who are **less effective...**

- Accept the status quo and do not seek improvements.

- Do not assess and action priorities.
- Lose sight of the goals and targets.
- Resist meeting performance requirements.
- Let things drift.

- Avoid taking responsibility for performance.
- Ignore errors or fail to highlight them.

Theme

4

Service
delivery

3

Managing our resources

Manage our people and financial resources effectively and efficiently to deliver best value for money services.



Note - the below list of behaviours is neither all-inclusive nor exhaustive.

Employees who are effective...

- Understand the cost implications of your work, tools and equipment and use these efficiently and effectively.
- Identify opportunities to do things more effectively and efficiently.
- Manage their time effectively.
- Comply with Health and Safety responsibilities and other relevant policies and procedures.

Managers who are effective also...

- Identify resource requirements in line with service needs, priorities and budgets.
- Plan the most effective use of resources.
- Display effective leadership and people management skills.
- Ensure our people and resource management processes are complied with.
- Measures team and individual progress against service aims and priorities.
- Understand how our finances work and the key cost drivers of services.
- Ensure resources are aligned to service priorities whilst identifying opportunities for alternative income streams and cost reduction.
- Understand costs, income and expenditure for which they are responsible.
- Understand effective budget management at service, departmental and corporate level.
- Have a sound understanding of all relevant health and safety roles and responsibilities.

Senior managers who are effective also...

- Ensure the appropriate people resources are in place and aligned to budget allocation.
- Ensure employee skills match future organisational needs.
- Analyse and consider the impact of external environment when planning resource allocation.
- Ensure that financial planning and budgetary control are central to delivering value for money services.
- Plan budgets to consider the full cost analysis of initial projects, including investment for the future.
- Ensure that we manage our money effectively and identify and deliver efficiencies.
- Help grow our income in order to benefit the city.

Employees and managers who are **less effective...**

- Leave individuals and teams unclear on direction and priorities.

- Waste time or resources.
- Have unrealistic expectations of employees.
- Avoid addressing poor performance.

- Do not assess priorities or align resources effectively.

Element

1

Strategic leadership

.....
developing and
implementing our vision

Developing our aspirations and outcomes for the city

Strategic directors who are effective...

- Ensure a one council approach.
- Demonstrate strong personal leadership.
- Are personally committed to building, shaping and influencing the approach to implementing the Belfast Agenda.
- Communicate our aspirations and agreed outcomes of the Belfast Agenda.
- Develop and implement the strategic approach to corporate strategy and policy.
- Drive forward our strategic priorities while adhering to policies, procedures and systems.
- Work in partnership to develop and promote the council's role.
- Develop future aspirations and manage political ambitions, while taking account of internal and external factors.
- Ensure the right resources are in place.
- Ensure effective departmental risk management arrangements are in place (in line with the Risk Strategy).
- Maximise potential opportunities which will contribute to the success of our council and city.

Element

2

Engaging and connecting stakeholders to deliver our aspirations and agreed outcomes

Strategic directors, operational directors and heads of service who are effective...

- Consistently demonstrate our values and behaviours and ensure that employees can identify these.
- Ensure that staff understand their role in line with our aims and objectives.
- Allow staff the opportunity to influence and contribute to shaping our service delivery.
- Ensure effective communication and engagement internally and externally.
- Demonstrate resilience and integrity and take appropriate action when facing challenges.
- Are a credible champion and role model for the city and council.
- Actively promote an inclusive culture.
- Continually reinforce the strategic priorities of the council for the city.

Element

3

Delivering for the city

Strategic directors, operational directors and heads of service who are effective...

- Translate members' ambitions for the city into council strategy to continuously improve service delivery.
- Empower staff to be innovative, share their ideas and suggestions and improve service delivery.
- Set realistic objectives and deliverables that staff can clearly understand and which align with the Belfast Agenda, Corporate and Departmental Plans.
- Drive change and lead and manage staff through the change process.





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City Council

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