

## People Strategy Action Plan - April 2023 to March 2026

**Year 1 - April 23 to March 24**

**Year 2 - April 24 to March 25**

**Year 3 - April 25 to March 26**

<b>Delivering for Belfast - The council will attract, retain and recruit a talented workforce that is motivated to achieve our ambitious plans for the city.</b>	<b>Year</b>	<b>Who</b>
Offer regular staff support, training or eLearning sessions on interviewee skills and selection techniques.	1, 2, 3	Corporate HR
Update our approach to Corporate Induction.	1	Corporate HR
Review and implement our approach to individual performance management cascading gradually to all tiers.	1, 2, 3	Corporate HR / CMT
Promote Belfast City Council as an employer that offers an exciting and diverse range of opportunities and roles.	1, 2, 3	Corporate HR
Support our inclusive growth ambitions through recruitment of suitable entry level posts, e.g. apprenticeships, and through volunteering and placement opportunities.	1, 2, 3	Corporate HR / Departments
Provide ring fenced job opportunities to the long term unemployed, providing pre-recruitment employment academies and increased employability outreach in communities to support our inclusive growth ambitions.	1, 2, 3	Corporate HR / Departments
Continue our leadership role in working with employers across the city to create pathways to employment		P&E

<b>Fulfilling my Potential - The Council will engage you and provide opportunities for you to develop and progress within the organisation</b>	Year	Who
Update our learning and development policy to include a review of the PDP process.	1	Corporate HR
Improve signposting to personal development opportunities for managers and staff.	1	Corporate HR
Develop a staff mentoring scheme that supports continued personal development and career progression.	2	Corporate HR
Provide additional opportunities for on-the-job development, work shadowing and project roles across the organisation.	1, 2 3	All Departments
Participate in Local Government Staff Commission (LGSC) review of recruitment processes.	1	Corporate HR
Produce and implement a workforce development plan to underpin new ways of working.	2	Corporate HR / CMT / Departments
Continue to develop our frontline staff through the frontline development programme.	1	Corporate HR / Departments
Continue to develop our leaders and managers at all levels through our leadership development programme.	1, 2, 3	Corporate HR
Continue our focus on completing organisation reviews and reducing temporary working arrangements.	1, 2, 3	Continuous Improvement
Via our Internal Communications Strategy, which ensures we continually address the need for all areas of our organisation to remain connected and engaged through communication we will continue to use feedback to work on the development of new channels and our regular channels.	1, 2, 3	Communications and Marketing
We will continue to make every effort to keep staff informed with accurate and timely information.	1, 2, 3	Communications and Marketing / Departments
<b>A Place for Everyone - The Council will be recognised as an employer that celebrates our success , the diversity of our workforce and the wellbeing of you.</b>	By When	Who
Show continued visible commitment to our people by working towards and achieving Diversity Charter Mark - Gold Level.	3	Corporate HR
Implement our gender and LGBT+ action plans and build on the existing equality and diversity awards and accreditations to demonstrate our continued commitment to equality and diversity.	1, 2, 3	Corporate HR and staff networks

Develop a Race Action Plan that focuses on making the council more reflective of the community we serve.	1	Executive Sponsor for Race / Departments
Offer all staff an annual programme of training to support employee health and wellbeing, including: - positive mental health and emotional wellbeing training (with a focus on resilience); - first aid mental health training; - stress awareness training for managers and - initiatives on improving your lifestyle including yoga, nutrition and physical care.	1, 2, 3	Corporate HR / Departments
Continue to promote better psychological health through an employee counselling service, which provides confidential help and support.	1, 2, 3	Corporate HR
Ensure that all our people have working environments that are conducive to them performing at their best.	1, 2, 3	Departments
<b>Other ongoing activity</b>	<b>By when</b>	<b>Who</b>
Keep our policies and procedures under review to support delivery of our ambitions in the Belfast Agenda and Corporate Plan.	1, 2, 3	All departments
We will identify workforce requirements to deliver our business now and in the future and develop plans and tools to ensure that we have the right people and skills where and when we need them.	1, 2, 3	Corporate HR and Departments
Develop hybrid working patterns where it suits the needs of the job.	1, 2, 3	All departments