

Public Health Agency
People Strategy
2026–2030

Delivering for **Our People**



Working together



Excellence



Openness & Honesty



Compassion

HSC Values

Chief Executive **Foreword**



Aidan Dawson
Chief Executive

I am proud to present the PHA People Strategy 2026–2030, which sets out a bold and forward-thinking vision for the future of our workforce.

Our people are the heart of the Public Health Agency, and this strategy aims to ensure all staff are supported, developed, and inspired to deliver excellence in public health outcomes. At its core, this strategy reflects our shared values within the Health and Social Care system—Working Together, Openness & Honesty, Compassion, and Excellence—and has been shaped through meaningful engagement with staff across all levels, job roles and Directorates.

It is a collective commitment to creating a compassionate, inclusive, and high-performing workplace where every individual feels valued, empowered, and equipped to make a real difference.

We recognise the challenges and opportunities ahead—demographic change, technological advancement, financial pressures, and the transformation within our own organisation. This strategy responds with ambition and clarity, setting measurable targets to help us navigate this dynamic environment with confidence.

Central to our approach is a focus on agility, innovation, and continuous improvement. We will invest in our people, prioritise wellbeing and engagement, and strengthen governance and accountability. By doing so, we will build a workplace culture that attracts, retains, and develops talented individuals, enabling us to meet current and future public health needs with compassion and excellence.

Thank you to everyone who contributed to shaping this strategy. Together, we will create an organisation where people feel proud to belong and inspired to achieve.

Contents

Chief Executive Foreword	2
Strategic Context	4
External Factors	4
Internal Factors	5
Our People Strategy is informed by key frameworks and lived experience:	5
Our Workforce	6
Our People Ambition	7
Our People Priorities	8
Workforce Intelligence & Forecasting	8
Talent Acquisition & Retention	8
Workforce Flexibility & Adaptability	9
Personal and Professional Development	10
Capacity Building for Emerging Needs	10
Leadership and Succession Planning	11
Wellbeing and Support	11
Innovation, Empowerment, Recognition and Celebration	12
Staff Voice and Engagement	12
Governance & Engagement	14
Appendix One	16
Action Plans	16
1.0 Workforce Intelligence and Forecasting	16
2.0 Talent Acquisition & Retention	17
3.0 Workforce Flexibility & Adaptability	17
4.0 Personal & Professional Development	18
5.0 Capacity Building for Emerging Needs	19
6.0 Leadership and Succession Planning	20
7.0 Wellbeing and Support	21
8.0 Innovation, Empowerment, Recognition and Celebration	22
9.0 Staff Voice and Engagement	23
Appendix 2	24
OVERVIEW OF ACTIONS BY TEAM	24

Strategic Context

The Public Health Agency (PHA) works to protect and improve the health and wellbeing of people in Northern Ireland by providing expert public health leadership, delivering health protection and improvement programmes, reducing health inequalities, and supporting evidence based commissioning. Operating within a dynamic and continually evolving health and social care system, where external and internal forces shape our priorities, challenges, and opportunities, the PHA through partnership working and strong system leadership, plays a central role in ensuring high quality, safe and effective public health services.

As a regional leader, PHA must navigate financial pressures, respond to emerging public health threats, and embrace digital solutions to enhance service delivery. Our success depends on strong partnerships across government, health providers, and communities, underpinned by a culture of collaboration, resilience, and continuous learning.

External Factors

- **Population Growth:** Northern Ireland's changing demographics, specifically an ageing population, bring new demands for public health services, requiring us to anticipate and respond to the changing needs of a diverse and growing population.
- **Technological Advancement:** Rapid developments in technology, particularly in artificial intelligence and digital health, are transforming how we deliver services, analyse data, and engage with the public. Embracing these advancements is essential for maintaining a modern, effective workforce.
- **Financial Constraints:** Ongoing budgetary pressures mean we must be innovative and resourceful, ensuring value for money while continuing to invest in our people and services.
- **Evolving Programme for Government:** Shifts in government policy and public health priorities, including those driven by the Programme for Government and wider HSC system developments, require us to remain agile and responsive.
- **HSC System Developments:** Integration across the Health and Social Care system, including new models of care and collaborative working, is reshaping the context in which we operate.

Internal Factors

- **Transformation and New Operating Models:** The PHA has undergone significant organisational change with the implementation of a new operating model under the Reshape Refresh programme. This will continue to develop with modernisation over time and the evolution of the new Data and Digital Directorate. These initiatives are designed to enhance our effectiveness, flexibility, and alignment with strategic goals.
- **Staff Engagement and Recognition:** We are committed to fostering a culture where staff feel engaged, valued, and recognised for their contributions. This is reflected in our ongoing efforts to improve communication, celebrate achievements, and provide meaningful opportunities for involvement.
- **Organisational Development:** Continuous improvement in our structures, processes, and leadership is central to building a resilient and future-ready organisation.

Our People Strategy is informed by key frameworks and lived experience:

- **Regional Workforce Strategy 2026:** Setting out the regional goals for the workforce across the Health & Social Care Service.
- **People Plan 2024 to 2025:** Building on the foundations and lessons learned from our previous plan, ensuring continuity and progress.
- **Skills Development Framework:** Guiding the development of essential capabilities for our workforce, now and in the future.
- **Staff Engagement:** Insights from staff engagement exercises, co-design workshops, and town hall feedback ensure our strategy is grounded in the real experiences and aspirations of our people.

This People Strategy positions our workforce at the heart of this transformation—empowering staff to adapt, innovate, and thrive in an environment where change is constant and the need for impact is greater than ever.

Our **Workforce**

The Public Health Agency at 31st October 2025 had 416 staff working collaboratively to deliver a vast Public Health Agenda – here are some of the areas of activity;

416 staff working collaboratively to deliver on Public Health Services



Our People **Ambition**

At the heart of our People Strategy lies a clear and compelling ambition:

To create a compassionate and inclusive workplace which builds on the dedication, expertise and commitment already demonstrated by our staff. By continuing to nurture compassionate relationships, proactive support, and understanding of diverse needs, we aim to empower our people through openness, collaboration, and excellence to improve health and wellbeing for everyone in Northern Ireland.

This vision, whilst challenging, sets the tone for everything we plan to do over the next 4 years, driving transformative workforce development, shaping a progressive organisational culture, and delivering world class public health services.

Our ambition is rooted in the Health and Social Care (HSC) values of Working Together, Openness and Honesty, Compassion, and excellence. It reflects our unwavering commitment to putting people first—both within our organisation and across the communities we serve.

We recognise that our people are our greatest asset and we are proud of all that has been achieved to date. By fostering an environment where every individual feels valued, respected, and supported, we seek to build on this strong base to unlock the full potential of our workforce. This means creating opportunities for growth, encouraging innovation, and ensuring that everyone has a voice in shaping the future of the Public Health Agency.

Our strategy is designed not only to respond to current challenges, but also to anticipate future needs. Building on the progress already made we are committed to continuing to build a workplace that is agile, resilient, and ready to adapt to the evolving landscape of public health. Through collaboration, continuous learning, and a shared sense of purpose, we will empower our staff to deliver excellence and make a lasting difference to health and wellbeing in Northern Ireland.

Our People **Priorities**

01

Shaping Our Workforce



Strategic Workforce Planning to meet future Public Health Needs

- Workforce Intelligence & Forecasting.
- Talent Acquisition & Retention.
- Workforce Flexibility & Adaptability.

To meet the evolving needs of the public health, the Agency is committed to building a workforce that is agile, adaptable, and future-ready.

Our vision for 2030 is to create an environment where we have clarity on our needs, with a pipeline of suitably qualified staff who are adaptable and able to respond rapidly to emerging challenges, collaborating across disciplines within a supportive and innovative organisation.

Workforce Intelligence & Forecasting

We will harness data and analytics to drive evidence-based workforce planning. Through self-assessment, workforce modelling, and scenario planning, we will:

- Identify current and emerging skills gaps across the organisation.
- Develop and implement interactive dashboards to provide leaders with real-time insights, supporting agile and informed decision-making.
- Forecast future workforce requirements in response to demographic trends, technological advancements, and public health priorities.
- Use these insights to inform recruitment, development, and succession planning, ensuring our workforce remains future-ready.

Talent Acquisition & Retention

Attracting, developing, and retaining talented, experienced and committed individuals is central to our strategy. We will:

- Define and communicate a compelling employer value proposition that reflects our values, culture, and opportunities for growth.
- Implement inclusive recruitment strategies to build diverse talent pipelines, ensuring our workforce reflects the communities we serve.

- Develop a Career Pathways Framework, providing clarity on progression routes and supporting staff at every stage of their careers.
- Invest in onboarding, mentoring, and professional development to enhance staff engagement and retention.
- Monitor and act on candidate and staff feedback to continually improve the candidate and employee experience and reduce turnover.

Workforce Flexibility & Adaptability

To respond effectively to changing public health needs, we will embed flexibility and adaptability into our workforce models. This includes:

- Developing agile workforce structures that enable rapid redeployment during emergencies or periods of high demand.
- Promoting cross-functional and multidisciplinary working, breaking down silos and encouraging collaboration across teams and disciplines.
- Offering flexible working arrangements, enabling staff to balance personal and professional commitments whilst supporting organisational resilience. This will include the regular review and updating of approaches which support staff whilst being aligned with business requirements to ensure that service delivery, operational priorities, and organisational objectives remain fully met.

02

Investing in Our Workforce



Workforce Development and Capacity Building

- Personal and Professional Development.
- Capacity Building for Emerging Needs.
- Leadership and Succession Planning.

The success of the Public Health Agency depends on the talent, commitment, and continuous growth of our workforce.

Recognising that our people are our greatest asset, we are dedicated to providing meaningful opportunities for personal and professional development, building capacity to meet emerging needs, and cultivating strong, values-driven leadership at every level.

Through targeted investment in our staff, we will ensure the PHA remains agile, innovative, and equipped to deliver responsive, evidence-based interventions that meet the needs of the population we serve.

Personal and Professional Development

Investing in the continuous growth of our staff is at the heart of our strategy. By 2030, the PHA will seek to have embedded a culture of lifelong learning, ensuring that every individual has the opportunity and support to develop their skills and realise their full potential. To achieve this, we will:

- Deliver targeted development programmes in priority areas identified through the workforce planning needs assessment, equipping staff with the expertise needed to address emerging public health challenges.
- Have captured the evolving needs for the Skills & Development Framework which will allow it to be further developed into a dynamic framework which incorporates clear guidance and flexible learning pathways for all roles and career stages.
- Ensure managers are equipped to achieve full participation in the Appraisal process with an emphasis on meaningful, supportive conversations alongside personal development planning (PDP) where there is a commitment to providing equal access of opportunities for staff at all levels. This will be supported with a mandatory organisational target of achieving and sustaining compliance rates above 95%.
- Encourage staff to take ownership of their personal and professional growth, with regular development conversations and support from line managers.
- Provide a range of learning opportunities, which extend across both formal and informal training, learning, coaching and mentoring to ensure staff have a variety of appropriate options which can be tailored to individual needs.

Capacity Building for Emerging Needs

To remain agile and responsive in a rapidly changing environment, the PHA will build capacity in areas of greatest need. To achieve this, we will:

- Identify and address organisational capability gaps through regular workforce analysis and self-assessment mechanisms, ensuring our people are equipped for future challenges.
- Establish Communities of Practice across disciplines and regions, fostering peer learning, knowledge exchange, and the spread of best practice.
- Encourage cross-skilling and portfolio careers, enabling staff to broaden their expertise and contribute flexibly to organisational priorities. This might include approaches such as job rotation; secondment opportunities or project work to enhance capability and learning.
- Monitor the impact of capacity building initiatives, adapting our approach to maximise effectiveness and organisational readiness.

Leadership and Succession Planning

Strong, values-driven leadership is essential for the success of the PHA and the wellbeing of our workforce. To achieve this, we will:

- Embed coaching and mentoring at all levels, supporting the development of current and future leaders and creating a culture of support and shared learning.
- Align leadership development programmes with the public health strategy, ensuring leaders are equipped to drive organisational priorities and model HSC values.
- Implement a robust approach to Succession Planning to identify and nurture talent to ensure continuity in critical roles and organisational resilience with regular review and refinement of our approaches, informed by staff feedback and organisational needs.
- Provide accessible leadership development opportunities for staff at all grades, promoting inclusive leadership and supporting career progression.

03

Supporting Our Workforce



Creating a culture of inclusion, Collaboration and Innovation

- Wellbeing and Support.
- Innovation, Empowerment, Recognition and Celebration.
- Staff voice and Engagement.

Supporting our workforce means creating an environment where every individual feels empowered, valued, and cared for—enabling all staff to contribute their best to meeting the organisation’s Corporate Plan.

By 2030, the PHA will seek to empower its staff, encouraging innovation and will embed recognition, and wellbeing at the heart of its culture, ensuring that staff are not only supported but also inspired to lead and drive positive change.

Wellbeing and Support

Supporting the wellbeing of our workforce is fundamental to the PHA’s success. The organisation will provide resources and create a supportive environment to encourage all staff to actively improve their health and wellbeing. To achieve this, we will:

- Actively promote the importance of Health & Wellbeing with a programme of events available corporately and through local action plans in collaboration with our Health & Wellbeing People champions.

- Continue to promote the benefits of flexible working arrangements and actively encourage staff to achieve a healthy work-life balance.
- Ensure that managers have access to Mental Health awareness training to ensure they are equipped to recognise and respond to wellbeing needs within their teams.
- Put in place and progress an action plan to review and where possible improve physical workspaces, ensuring they are safe, comfortable, and conducive to staff wellbeing. Alongside this to consider digital working environments to ensure they are secure, as intuitive as possible and connected systems that enable staff to work effectively, be confident and feel supported from any location.

Innovation, Empowerment, Recognition and Celebration

We are committed to fostering a culture where staff are empowered to innovate, lead change, and are recognised for their contributions. To achieve this, we will:

- Continue to develop the 'staff insights and ideas exchange' where staff can submit, develop, and collaborate on improvement ideas.
- Support teams to access creative problem-solving and design thinking workshops, enabling teams to tackle real organisational challenges and present their solutions to leadership.
- Develop a recognition framework that includes ideas for both corporate events and local team initiatives, ensuring success is acknowledged at every level. Share stories and case studies across the organisation that highlight the impact of staff-led initiatives, celebrate innovation, and give visibility to the 'unsung heroes' whose support and dedication often go unnoticed but are vital to team success.

Staff Voice and Engagement

Ensuring that every staff member has a voice and feels engaged is central to our strategy. We seek to create safe, inclusive spaces for dialogue and feedback, and act transparently on what we hear. To achieve this, we will:

- Conduct regular pulse surveys to monitor engagement, morale, and organisational climate. Publish summary results and clear action plans, so staff see how their feedback leads to real change.

- Continue to develop our Culture through People Champions to encourage participation and ensure feedback is representative across all teams and roles.
- Create opportunities for co-design, involving staff in shaping policies, processes, and new initiatives from the outset.
- Continue to empower staff to speak up safely and confidently, strengthening our culture of openness, transparency, accountability and trust.

Governance & Engagement

Effective governance and meaningful engagement are essential to delivering this Strategy and ensuring accountability, transparency and shared ownership across the organisation. In this regard the following will be the key forums to oversee the delivery of this strategy:

- **Organisational Development and Engagement Forum (ODEF):** Provides overall oversight of the Strategy, coordinating workstreams, reviewing progress, and producing quarterly reports for assurance.
- **Senior Leaders Forum:** Offers strategic direction and challenge, with quarterly agenda items dedicated to reviewing progress, identifying risks, and shaping organisational priorities.
- **Agency Management Team (AMT) & PHA Board:** Hold ultimate governance responsibility—endorsing key decisions, monitoring delivery, and ensuring the Strategy aligns with corporate objectives.
- **Planning Performance Resources (PPR) Committee:** Receives quarterly progress reports, providing scrutiny, assurance and guidance to maintain momentum and ensure improvements are embedded.

Staff engagement will be ongoing and active, reinforced through:

- Regular engagement events.
- Confidential feedback mechanisms.
- Transparent reporting on progress.
- Structured feedback loops so staff voices directly inform implementation.

This approach ensures that the Strategy is shaped **with** staff, not just for staff.

Partnership with Trade Unions

We will continue to work in close partnership with Trade Union colleagues through:

- Representation on ODEF.
- Ongoing engagement via the Joint Negotiating Forum (JNF) / Local Negotiating Committee (LNC).
- Regular updates on progress and planned changes.

Review and Continuous Improvement

The Strategy will be reviewed annually. Adjustments will be informed by:

- Workforce data.
- Staff feedback.
- Evaluation of delivery and impact.
- Emerging organisational and public health priorities.

This ensures the Strategy remains dynamic, responsive and aligned with the needs of our people and the communities we serve.

Appendix One

Action Plans

In the context of the following Action plans the following should be noted;

Year 1 refers to – 2026/27 • Year 2 refers to – 2027/28

Year 3 refers to – 2028/29 • Year 4 refers to – 2029/30

What	How	When	Who	Measure of Success
1.0 Workforce Intelligence and Forecasting				
1.1 Establish a skills self-assessment platform that delivers insights into workforce capabilities and identifies skill gaps.	Develop tools and process on a digital platform to facilitate skills self-assessment which will be directly linked to the Skills Development Framework. Embed into the Appraisal Process, with Senior Leaders responsible for ensuring consistent use across their teams and for creating the conditions where staff feel able to reflect honestly on their skills and development needs.	Year 1	Project Oversight Group	Tools operational
		Years 2-4	Senior Leaders Forum (SLF)	Outputs available providing clear organisational level information with clear action plans arising therefrom. Meaningful experience is the lived experience of every staff member demonstrated through feedback.
1.2 Timely, data-driven workforce Information to support management in determining their needs	Dashboards (visual tools) developed and available to Senior Managers to allow them to understand complex workforce information and effectively monitor workforce trends, turnover rates, and skill gaps in their area to support informed decision making	Years 2-3	HR Team	Information readily available to Senior Managers.
		Years 3-4	Senior Leaders	Information used by Managers to consider their long-term needs
1.3 Workforce Planning Toolkits for Managers	Toolkits which will allow managers to consider the skills they can recruit to; where the gaps might be; where technology will take over and where they will need to commission skill sets from other organisations where it makes sense to do so.	Year 2-3	HR Team	Toolkits available and a schedule of inputs for managers in place to ensure they know how to use them.
		Years 3-4	Managers	Managers using toolkit at least annually.

What	How	When	Who	Measure of Success
2.0 Talent Acquisition & Retention				
2.1 Define and Communicate a Compelling Employer Value Proposition (EVP)	Identify the unique strengths, values, and opportunities PHA offers to inform a clear EVP that highlights culture, values, development, and career growth. Identify the channels for using the information to inform attract Talent and retain staff.	Years 1-2	Working Group involving HR; Comms; Directorate reps	EVP developed and communicated.
2.2 Develop a work placement programme with options for attracting diverse talent	Partner with community organisations and educational institutions to reach diverse talent pools.	Years 2-4		Placement programmes in place with strong links with educational providers.
2.3 Develop a Career Pathway Framework	Map out all roles and potential progression routes within the organisation.	Years 2-4		Clear Pathways available for all levels and functions.

What	How	When	Who	Measure of Success
3.0 Workforce Flexibility & Adaptability				
3.1 Develop a Workforce mobilisation framework which will enable rapid redeployment in emergency scenarios	Map out requirements and ensure process is in place for the redeployment of staff, ensuring process for regular review and training as well as ensuring availability of staff support, if required, post incident.	Years 1-3	Working Group involving Emergency planners and SLF members	Framework available and in place
3.2 Establish cross functional Public Health Planning teams to deliver the Corporate Plan	Set up teams in line with operating model and in the context of organisational priorities	Year 1	Corporate Services and SLF members	Strategic Planning Teams established
		Years 2-4	SLF members	Strategic Planning Teams ensuring collaborative working across the organisation.
3.3 Review and updating of flexible working approaches which continue to support staff whilst being aligned to business requirements.	Have in place and regularly promoted flexible working options which supports staff to maintain an appropriate work life balance whilst continuing to meet organisational delivery requirements.	Years 3-4	HR Team in collaboration with Senior Leaders Forum	Flexible working options in place which balance organisational and individual needs whilst taking account of the regional HSC approach.

What	How	When	Who	Measure of Success
4.0 Personal & Professional Development				
4.1 Identify priority learning needs from the Skills Assessment outputs and how such will be met	Make available programmes in priority areas ensuring all staff have access to relevant learning opportunities.	Years 2-4	SLF members	Programmes to meet the need are available through a range of mechanisms. Uptake by staff is proportionate to the identified need and available learning opportunities.
4.2 Evolve and promote the Skills & Development Framework, providing clear guidance and flexible learning pathways for all roles and career stages.	Annual promotion of Appraisal for Managers and Staff. Availability and promotion of training for Managers and staff each year on the Appraisal process and how to ensure meaningful supportive conversations.	Years 1-4	HR Team	Managers reporting clarity and confidence on how to complete meaningful Appraisals and deliver on PDP's; Staff reporting clarity on what to expect.
	Development of Career Pathways in each area of the business at all levels.	Years 2-4	Project Group with reps from each area.	Career Pathways available and in place to make progression in PHA clear for all levels of staff across all professions. Staff reporting clarity on how to progress within PHA and confidence in the process.
4.3 Ensure full participation in Appraisal process including personal development planning (PDP), with a mandatory organisational target of achieving and sustaining compliance rates above 95%..	Implement tools to support the alignment of Personal Development Plans with organisational priorities, encouraging staff to take ownership of their personal and professional growth, with regular development conversations and support from line managers.	Years 1-2	Skills self-assessment Project Group	Tools available and operational to support PDP and training arrangements.
		Years 1-4	Line Managers	PDPs in place for all staff which are delivered upon year on year

What	How	When	Who	Measure of Success
5.0 Capacity Building for Emerging Needs				
5.1 Conduct regular workforce analysis and skills assessments to identify and address capability gaps aligned with future public health priorities.	The annual appraisal process will produce an annual self-assessment of skills aligned to profiles. This should be overlaid with workforce data annually to inform the Senior Leaders.	Years 1-4	HR Team	To have available the overview of the self-assessment with change measured and reported year on year.
	Senior Leaders to identify the skill needs of the organisation in light of future public health priorities and use the data available to understand and identify the gaps and potential gaps in light of workforce information.	Years 1-4	Senior Leaders Forum	To have a clear mechanism for identifying the future needs and being informed by the annual self-assessment to identify gaps and solutions to ensure skills required are available.
5.2 Establish and support shared learning primarily across the PHA to foster peer learning, knowledge exchange, and innovation. Consideration may need to be given to shared learning with other Agencies and Public Health authorities.	Members of the Senior Leaders Forum to agree mechanisms for sharing of knowledge and to maintain oversight of this process. Whilst primarily within PHA in the first instance, consideration should be given to developing of strategic partnerships with other Public Health authorities or other agencies across Northern Ireland which might enhance learning.	Year 1	Senior Leaders Forum	Process established and if appropriate, external partners identified.
		Years 2-4	Senior Leaders Forum	Knowledge exchange is practiced as routine.
5.3 Encourage cross-skilling and portfolio careers by offering secondments, project rotations, and multidisciplinary training.	Develop proposals which are clear, sustainable and targeted for developing and supporting knowledge enhancement and exchange.	Years 2-3	HR Team through co-design	Proposals developed which will deliver real change and opportunity for PHA staff.
	Consider and agree proposals which are practical and can be delivered either internally or in partnership with other organisations.	Years 3-4	Senior Leaders Forum	Uptake of a range of approaches to upskilling across the organisation. Staff reporting improved experience and exposure.

What	How	When	Who	Measure of Success
6.0 Leadership and Succession Planning				
6.1 Embed coaching and mentoring programmes at all levels to support the development of staff at all levels and in particular to support development of current and future leaders.	Identify all those already trained as coaches or mentors.	Years 2-3	HR Team	Coach / Mentoring network established with clear pathways for access of this type of support.
	Engage with the Leadership Centre on how to access a broader range of coaches / mentors – possibly considering partnering with other HSC organisations to ensure that coaching and / or mentoring is available from independent trained practitioners. Facilitate PHA trained coaches or mentors to maintain their skills by having time available to ensure a reciprocal arrangement is in place.	Years 2-4	Line Managers	Active Mentoring and / or coaching relationships in place with positive feedback on experience.
6.2 Align leadership development programmes with the public health strategy and HSC values, ensuring accessibility for staff at all grades. .	Review available leadership development programmes and identify those most suitable for public health to ensure delivery of the agenda.	Years 1-2	Project Group with reps from each area considering career pathways	Leadership programmes available which complement the organisational needs. Participation in available programmes with staff demonstrating benefits of such.
6.3 Implement a robust approach to succession planning to identify, nurture, and prepare talent for critical roles, ensuring organisational resilience.	Identify and share tools which will allow managers to consider strategic workforce planning in their respective areas. Provide access to workforce dashboards which show the changing labour pool within the PHA.	Years 1-2	HR Team	Tools available to the organisation to allow for the planning of future needs.
	Identify critical roles and readiness for the changing Public Health requirements and labour pool within the PHA. Using annual PDPs to ensure readiness for future opportunities.	Years 2-4	Senior Leaders	Each area of business has identified the future skills required to deliver the changing public health agenda with appropriate talent pipelines in place.

What	How	When	Who	Measure of Success
7.0 Wellbeing and Support				
7.1 Expand and promote access to wellbeing resources, including mental health support, flexible working options, and wellbeing champions in each department.	Build on the outputs from the Work Well Live Well programme ensuring a full action plan is in place which will promote Health & Wellbeing across the PHA at all levels. This might have a mix of Corporate, local and individual approaches.	Year 1	People Champions	Action Plan and approach developed to meet the need and communicated through all PHA Channels
		Years 2-4	People Champions	A wide range of staff participating in available initiatives. 75% of staff reporting improved Health & Wellbeing
7.2 Train all managers in mental health awareness and supportive leadership, equipping them to recognise and respond to wellbeing needs within their teams.	Deliver mental health awareness training; provide toolkits; integrate wellbeing into leadership programmes.	Years 2-4	People Champions	85% of managers' report confidence in supporting wellbeing at work.
7.3 Regularly review and improve physical psychological and digital work environments, ensuring they staff wellbeing by maintaining safe, inclusive and comfortable physical spaces and providing secure, intuitive digital systems that support effective working from any location with clear working arrangements for all.	Conduct annual workplace audits; gather staff feedback; implement improvements where possible or advise staff on options where desires are not possible. Actions will be supported by clear communication, training and guidance to help staff navigate physical spaces and digital systems confidently and effectively.	Year 1		Process established.
		Years 2-3	Corporate Services in collaboration with People Champions	Improved feedback from staff on workplace environment which recognises limitations where necessary.

What	How	When	Who	Measure of Success
8.0 Innovation, Empowerment, Recognition and Celebration				
8.1 Continue to develop the 'staff insights and ideas exchange' where staff can submit, develop, and collaborate on improvement ideas.	Promote and refresh process for receiving staff feedback with all suggestions receiving feedback through corporate channels	Years 1-4	People Champions in collaboration with Corporate Services	Regular ideas submitted indicating staff engagement. All ideas responded to either positively or with mitigation demonstrating the value of staff voices.
8.2 Support teams to access creative problem-solving and design thinking workshops, enabling teams to tackle real organisational challenges and present their solutions to leadership.	Make available support for teams to apply design thinking principles to real world and organisational issues.	Years 1-2	Project Group led by Corporate Services	Evidence of participation / uptake at all levels and across all Directorates of the organisation
	Integrate sustainability and climate considerations.	Years 1-4		Climate change mitigation initiatives embedded in PHA policies and regularly championed on a proactive basis.
	Create a platform for sharing solutions	Years 3-4		Working in conjunction with BSO PaLS to ensure environmental considerations are incorporated into procurement of services.
8.3 Develop a recognition framework that includes ideas for both corporate events and local team initiatives, ensuring success is acknowledged at every level. Share stories and case studies across the organisation that highlight the impact of staff-led initiatives, celebrate innovation, and give visibility to the 'unsung heroes' whose support and dedication often go unnoticed but are vital to team success.	Create a recognition framework which incorporates best practice and differing approaches.	Years 1-2	Project Group led by Engagement Officer and People Champions with HR Input	Framework is in place and operational.
	Implement the framework by organising award events, sharing team and individual stories through PHA communication channels, and creating regular 'Spotlight' features that celebrate achievements across all roles—including those whose contributions often happen behind the scenes.	Years 3-4	Project Group led by Engagement Officer and People Champions with HR Input	Recognition and / or award events are established with high uptake across the organisation. Staff feedback incorporates value of these mechanisms.

What	How	When	Who	Measure of Success
9.0 Staff Voice and Engagement				
9.1 Conduct regular pulse surveys to monitor engagement, morale, and organisational climate. Publish summary results and clear action plans, so staff see how their feedback leads to real change.	Use short surveys; share results transparently; link actions to feedback in staff communications.	Year 1 with agreed tools annually	HR Team in collaboration with Senior Leaders Forum	50% of staff respond to surveys and report feeling their voice is heard. 75% respondents report their voice is heard.
9.2 Continue to develop our Culture through People Champions to encourage participation and ensure feedback is representative across all teams and roles.	Develop the People Champion Forum with clarity of roles therein across Health & Wellbeing and Culture.	Years 1-4	Engagement Officer and People Champions	Active Forum meeting regularly with quantifiable outcomes by way of corporate, and local action plans. Staff report an improved culture within the organisation.
9.3 Create opportunities for co-design, involving staff in shaping policies, processes, and new initiatives from the outset.	Use a range of mechanisms for involving staff, project group, Townhalls when appropriate etc.	Years 1-4	Senior Leaders	Evidence of staff engagement in working groups and Town Hall sessions. Staff report confidence in influencing decisions.

Appendix Two

Overview of actions by team

Who is leading	Ref no	Key Priorities	Year 1	Year 2	Year 3	Year 4
HR Team	1.2	Workforce Data and Dashboards				
	1.3	Workforce Planning Toolkits for Managers				
	3.3	Review Flexible Working Options				
	4.2	Promotion of Appraisal for Managers and Staff				
	5.1	Skills Gap measured and reported on each year				
	5.3	Develop proposals for cross skilling				
	6.1	Identify Coaching / Mentoring Network				
	6.3	Strategic Workforce Planning Tools made available to Managers				
	9.1	Pulse Survey process established				
	9.1	Pulse Surveys conducted with outcomes communicated				
Project Groups co-ordinated by HR	1.1	Skills Assessment Platform & Dashboards				
	2.1	Employer Value Proposition in place				
	2.2	Identify Talent Pipelines to inform attraction and retention				
	2.2	Work Placement Programme in place				
	2.3	Career Pathways Framework developed for each area of business				
	4.2	Skills & Development Framework Evolution				
	4.3	Career Pathways Framework developed for each area of business				
	6.2	Identify Leadership Development Programmes				
	8.3	Develop Recognition Framework				
Senior Leaders Forum	1.1	Oversight of Appraisal Process/Skills Assessment completion/usage				
	1.2	Oversight of Workforce Intelligence Outputs and usage				
	3.1	Workforce Mobilisation Framework developed				
	3.2	Strategic Planning Teams Established				
	4.1	Prioritisation of Learning Programmes to meet needs				
	5.1	Future Skills Identification				
	5.2	Communities of Practice established				
	5.2	Knowledge sharing practiced as routine				
	5.3	Encourage cross skilling.				
	6.3	Succession Planning considered				
	9.3	Opportunities identified for staff to influence decisions				
Line Managers	1.3	Engaging in use of toolkits and outputs with SLF member				
	4.3	Conducting Self Assessments through appraisal with staff				
	4.3	PDPs in place and delivered on consistently				
	6.1	Embed Coaching & Mentoring				

Who is leading	Ref no	Key Priorities	Year 1	Year 2	Year 3	Year 4
Engagement Officer with People Champions (with HR input)	7.1	Develop and Promote Health & Wellbeing Initiatives Planned and delivered				
	7.2	Mental Health Awareness training for Managers				
	8.1	Promote and refine staff feedback mechanisms				
	8.3	Develop and implement Recognition Framework				
	8.3	Implement Framework				
	9.2	People Champion Forum established				
Corporate Services	7.3	Annual Workplace Audits Process Established				
	7.3	Annual Workplace Audits conducted				
	8.2	Promoting Innovation and creative problem-solving and design thinking				

Public Health Agency People Strategy 2026–2030



Public Health Agency
12-22 Linenhall Street, Belfast BT2 8BS.
Tel: 0300 555 0114 (local rate).
www.publichealth.hscni.net

Find us on:

