PRIORITY AREA 1: ORGANISATIONAL DEVELOPMENT

Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Implementing appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council	H	Clear mechanisms identified, implementation plans progressed	March 2016 and on-going	Directors/ relevant Chief Officers	Time spent supporting/ delivering actions.
Implement actions required to achieve the Excellent level of the Equality Framework	H	Progression towards the "Excellent" level of the Equality Framework.	April 2017	Chief Officer: Human Resources/Head of Community Engagement	Time spent developing, delivering actions.
Revise and update the 9th Pay and Workforce Strategy	H	Revised PWS produced, approved & implemented	Version 10 approved by Employment Committee by March 2017	Chief Officer: Human Resources	All appropriate training identified will need to be contained within existing budgets
Continue to remodel the Children's and Adults workforce through organisational development activities	H	Remodelling plans produced and approved, implementation under way.	March 2016 and on going	Directors/ relevant Chief Officers	Time involved in consultation, potential retraining costs.
Capture up to date information on the skills/qualifications of all employees through the new LMS/HR systems	H	Skills audits completed and plans amended.	April 2016 and on-going	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions

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Continue to support managers and staff to develop mobile and flexible working arrangements in response to changes in technology	H	Council wide and Departmental Action plans being implemented	April 2015	Directors/ relevant Chief Officers	Cost of amending processes/procedures plus the cost of amending documentation, staff time on briefing sessions
Review the Council's digitised appraisal system	H	Scheme reviewed and adjusted where necessary	April 2016 and again in October 2016	Chief Officer: HR/relevant Chief Officer	Cost of amending processes/procedures
Participate in appropriate benchmarking activities to ensure that the Council provides services which are effective and value for money	M	Annual benchmarking undertaken in relevant areas	Annually	Directors/ relevant Chief Officers	Cost of participation in benchmarking surveys and analysis of results
Implement the actions from the next Staff survey and continue to conduct a triennial staff survey.	M	Departmental Action plans being implemented	March 2016 and ongoing	Departmental HR Managers	Cost of amending processes/procedures

The majority of the Resource Implications revolve around the "opportunity costs" of staff time; any financial implications are contained within existing pre-determined budgets.