

**PRIORITY AREA 1: DEVELOPING THE ORGANISATION**

<b><u>Developing the Organisation</u></b>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Develop and implement appropriate mechanisms to nurture and develop talent through mentoring, coaching and secondments within the Council as part of the Good to Great initiative	H	Clear mechanisms identified, implementation plans approved	March 2015 and on-going	Directors/ relevant Chief Officers/Good to Great Groups	Time spent developing, delivering actions.
Implement actions required to achieve the Excellent level of the Equality Framework	H	Maintenance of the "Achieving" level of the Equality Framework.	April 2017	Chief Officer: Human Resources/Head of Community Engagement	Time spent developing, delivering actions.
Revise and update the existing Pay and Workforce Strategy	H	Revised PWS produced, approved & implemented	Version 9 approved by Employment Committee by March 2016	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 2015 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	Learning and Development Manager/Departmental HR Managers	Cost of amending documentation, staff time on briefing sessions

## Unrestricted

<b><u>Developing the Organisation</u></b>					
Action	Priority	Outcomes	By When	Responsibility	Resource Implications
Support managers and staff to develop flexible working arrangements in response to the Time for a Change initiative	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
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 2015 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.