Appendix 1: Outcomes & Benefits

Output	Changes	Outcomes	Benefits	Objectives	Drivers
Stream 1 - Developing Leadership					
Leadership/Management restructure across the organisation	An accountable and flexible management structure to meet the future needs of the organisation and its residents.	Decisions take place at the right level of the Council	Reduced operating costs Reduced time taken to reach decisions for residents and staff	Establish a Common Operating Model	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio Enhancing the skills and flexibility of the workforce
Focussed Leadership and Management development	A supportive culture Consistent Leadership and Management skills developed and rolled out throughout the organisation	Leaders and managers able to work with ambiguity and deal with future challenges	Improved leadership and management Increased attendance at corporate development events by senior managers	Implement mandatory development programmes for Leaders and Managers	
Development of succession plan methodology	Corporate methodology to identify future leaders	An environment where honest conversations can take place regarding an employee's development/career path. Managers will be able to plan for the future	Increase number of staff identified as future leaders/managers	Establish a 'Future Leaders' Programme	

Output	Changes	Outcomes	Benefits	Objectives	Drivers
Stream 2 - Developing the Organisation					
New Common Operating Model (organisation structure) in place	Simplify the Council's structure	Customer focussed organisation	Reduced workforce to meet accommodation requirements Dis-benefit Reduction in staff morale	Establish a Common Operating Model	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio Enhancing the skills and flexibility of the workforce
All iTrent modules have been implemented	iTrent's full potential is used	Electronic pay and leave processes	Reduced paper based systems Reduction in duplication	Implementation of ITrent Self Service	
Employees work towards the agreed culture	The workforce is able to work flexibly and employees are accountable for their actions.	Staff participate in setting the organisation's culture	Improved awareness of staff of the organisation's culture expectations	Establish a Culture Change Programme	
The workforce promotes the organisation's Values and Behaviours	The workforce is aligned to the Value and Behaviours	Staff work and conduct themselves in line with the Values and Behaviours	Improved awareness of staff of the organisation's Value & Behaviour expectations	Relaunch the organisation's Values & Behaviours	
Stream 3 - Developing Skills & Capacity of the Workforce					
Development of a simple audit & data recording system Develop ITrent module	Introduction of new recording system	A map of what skills we have, what skills will be required, where in the organisation	Increased understanding of the future skills requirements for the future	Carry out a 'Future Skills' Audit	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio

Output	Changes	Outcomes	Benefits	Objectives	Drivers
A skilled and flexible workforce able to deal with future challenges	More staff attending relevant training	A flexible workforce	Increased number of staff attending training	Implement new corporate development programme	Enhancing the skills and flexibility of the workforce
Skilled workforce	Staff attending relevant training	A focussed development programme for different categories of employees are established	Improved relevant skills across the Council	Implement mandatory development Programmes for different categories of staff	
Stream 4 - Resourcing the Organisation					
A Recruitment and Retention Strategy is developed and implemented	Recruitment takes place in accordance with the organisation's Strategy – hiring managers are aware of what the Council wants to achieve	A flexible workforce able to meet customer expectations and future challenges	Increased profile of the organisation in the job market place Improved focus on the 'type' of candidate the organisation wishes to appoint.	Develop and implement a Recruitment Strategy	Reduced operating costs A smaller accommodation foot print – 7:10 desk to head ratio Enhancing the skills and flexibility of the workforce
The organisation's Safer Recruitment Policy is updated	Well trained recruitment panels	iTrent is fully utilised to automate a number of processes Policy and procedures enable hiring managers to recruit the best available candidates	Reduced time taken to appoint Increased use of automated processes Improved recruitment decisions	Review the organisation's recruitment procedures & policies	

Output	Changes	Outcomes	Benefits	Objectives	Drivers
The organisation continues to provide a robust Apprenticeship Scheme	The organisation is able to attract sufficient number of external and internal candidates.	Over time the organisation Council will have a better balance of employees by age profile. The organisation uses the apprenticeship to upskill existing staff	Improved balance of the workforce by age Increased number of internal apprenticeship placements	Ensure the organisation meets its statutory duties by appointing a range of apprentices	
Stream 5 - Pay & Benefits					
A revised Job Evaluation scheme with associate procedures	A different JE approach is adopted	A new system that reflects future needs	Reduced time spent on JE	Review of JE policies & procedures	
A revised pay model that enables the organisation to recruit and retain a skilled workforce	A different approach to the organisation's pay model is adopted	Competitive salary structure A reduced pay bill	Dis-benefit; A reduced staff morale or staff satisfaction	Review of pay model	Reduced operating costs Enhancing the skills and flexibility of the workforce
Revised Collective Agreements that enable the organisation to recruit and retain a skilled workforce	A fundamental review of the organisation's terms and conditions take place	Reduced operating costs	Dis-benefit Reduced staff morale or staff satisfaction	Review of Collective Agreements & Terms & Conditions	