## Appendix B: Summary Map of Workforce Plan Outcomes and Benefits

Measuring **Deliverables Benefits Outcomes** Success Incremental pay progression through performance Improved safeguards against All benefits for each project can be Refreshed training package Tracking and management of Better trained managers deliver Contributes to improved Higher levels of training take-up Updated appraisal policy and discrimination for protected measured, and ongoing work is and associated employee performance through higher quality appraisals employee motivation procedures amongst managers groups being undertaken to confirm the Agresso communications timeline for the baseline measures to be in place, as for some projects it will not be possible to baseline until 2019 (such as for the Employee incremental Improved employee Tracking and management of progression based on Incremental pay progression performance and behaviours protected groups' performance performance and/or through performance project). Appraisal moderation panel through Agresso contribution N.B. All projects impact either directly or indirectly on the strategic performance indicators Scheme fairly rewards below. employees based on performance and/or contribution Effective targeting of our Implement a modern benefits package resources to benefit communities Reduced time to fill vacancies/ Increased number of external job New system of long service Increased take up of health and Easy access to a range of staff A modern, competitive and LCC is an attractive employer applicants increases likelihood of reduced no. of vacancies awards administration benefits leisure benefits attractive staff benefits package Council commitment to advertised more than once. appointing be a good employer Long service awards are Self service benefits portal Better management information Ability to better tailor benefits administered as part of the Lower rate of staff sickness Increased employee satisfaction available to staff on staff use of benefits offer existing Serco contract Sickness Absence **Employee Turnover** Strategic workforce planning (including recruitment and succession planning pilots) Reduced risk of skills/knowledge Good quality, intelligence lead Reduction in staff time Reduction recruitment costs and We plan effectively for future Succession plan for hard to shortage when employees retire Overall Strategic Workforce Plan requirement, freeing up resource succession planning used by staff time skills and knowledge needs recruit and retain posts. or move on managers for other tasks Good quality, intelligence lead Reduction in disruption to staff Reduction in cost of agency and service users caused by Reduction in number of agency Highest priority areas are attraction, recruitment and Central source of market and workers (offset against Review of policies which support retention plans used by frequent staffing changes/ identified and receive workers employment costs) or affect attraction and retention HRMI data appropriate support managers shortages Greater number of good quality Managers use toolkits to support Reduction in number of hard to Prioritisation process for current Attraction, recruitment and external candidates attracted to Reduction in unfilled vacancies recruitment and retention in recruit and retain posts and future hard to recruit and retention plan for hard to recruit hard to recruit and retain areas advertised on multiple occasions LCC retain posts. and retain posts. A toolkit of methods to support Increase in successful recruitment and retention, and Evaluation of recruitment and Reduction in voluntary turnover recruitments in hard to recruit help build strategies for hard to succession planning pilot activity in hard to retain areas and retain areas recruit and retain roles. **Review of recruitment service** Capacity to deal with Creation of a Centre of R and R team are able to Revised, more efficient fluctuations/increased volume Reduction in rate of applicant Excellence for Recruitment respond to customer demands in Reduced recruitment costs recruitment processes and more diverse roles for attrition a flexible agile manner and Resourcing recruitment Fully established teams are less likely to lead to increased Modern, easy to use recruitment Reduced rate of failed and Reduction in management time New methods of attraction sickness through employees website. repeat recruitment exercises needed to recruit being affected by work related stress and associated sickness More consistent approach to Increased number of candidates Increased manager satisfaction Gaps created by turnover will be advertising internal vacancies with the service filled more quickly attracted More internal progression Reduced voluntary turnover opportunities for existing staff **Agency worker contract re-procurement** Reduction in number of days a Multiple suppliers can be Enhanced governance and Agency workers moved into post necessary post is vacant with Stability within the workforce contacted to provide specialist visibity of spend and associated Vendor neutral contract Renegotiated rate per role work being picked up be other more quickly when required agency staff rationale staff Reduction in agency spend Review of agency worker usage New system for managing on Lower rate of staff sickness Reduction in costs per agency Reduction in volumes of agency (there could be an initial rise as to identify if posts should be Increased employee satisfaction and off contract spend workers off contract spend moves to the worker substantive contract) Reduction in managers' time Better overall agency worker Poor performers managed required to manage inadequate performance and enhanced New system to manage performance, freeing up effectively service delivery supplier performance resource for other tasks Implement apprenticeship reform strategy **Enables the Council to continue** Increased number and variety of to benefit from a highly Increased employment and Implmentation of new Increases LCC's reputation as a training opportunities for new professional workforce that training opportunities for local and existing employees good employer apprenticeship strategy meets current and future people business needs Supports achievement of Reduction in financial liability as Achievement of public sector statutory duty to provide regards apprenticeship levy education or training for 16-18 apprenticeship target

olds, including care leavers.

Increased number of apprenticeship opportunities in hard to recruit and retain areas

Page 95

