**Developing a business case for your reward strategy: a checklist**

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| To help you develop your business case, we have provided a checklist of questions to consider and answer that will help you provide pertinent information in your business case to your stakeholders. Consider the answer to these questions and how you will present them in your final business case document or presentation. |
| * What are the total costs of your pay and rewards at the moment?
* How do these break down across the main staff groups and bands, and the major areas of base pay, pay progression, pension, allowances, overtime?
* How effectively is this money being spent at the moment?
* Which areas are fixed, and which can be varied?
* Which do you think deliver the best value and which appear to be less effective investments?
* How well managed and controlled are they?
* How engaged and motivated are our workforce at present?
* How does this vary across the employer?
* What is the role of pay and rewards in engaging/disengaging staff to perform?
* What are our key strengths and weaknesses in terms of performance in delivering on our patient care and other vital goals?
* How well do we recognise and reward exceptional performance and contribution?
* How well do we manage and communicate our total rewards offer?
 | * Do staff fully understand and value the full rewards package?
* Is their sufficient choice and flexibility for staff to vary the package to suit their own circumstances and needs?
* How do we compare externally in our rewards?
* Are there any areas where we have or are likely to experience recruitment and retention problems?
* How well are the staffing requirements for our business and workforce plan likely to be delivered under current reward arrangements?
* What are the major issues we are experiencing in applying the NHS terms and conditions to our own situation?
* What changes are we proposing, in reward goals, designs or application/operation, to address these issues?
* How will any changes proposed improve the delivery of our business plan?
* How will they improve the effectiveness of our reward investments and delivery of our patient care and key performance goals?
* What are the business benefits of any changes proposed?
* How will we measure and demonstrate improvement?
* What are the risks of changes and how will we manage and minimise these?
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In addition to the checklist of questions, completing the following statements may be helpful in drafting your business case or provide suggestions for the content.

* The current level of alignment between rewards and our business strategy is....
* The alignment with the needs and characteristics of our employees is....
* External practice and trends indicate....
* The overall strengths and weaknesses of and opportunities and threats to current rewards are....
* In the future our reward principles should include....
* We will measure the effectiveness of the delivery of our reward principles by....
* The current state of delivery of our reward principles is....
* The gap between where we are and where we need to get to on our rewards is....
* We can better reinforce our patient care and other values with rewards in future by....
* The level and direction of reward change indicated is....
* The specific changes we need to make in base pay, allowances, benefits, communications etc. to deliver on our strategic principles and goals and detail in the next phase are..