



Workforce Development Strategy

Happy, Healthy, Here

September 2010

Version 2.2

Document History:

Version	Date	Author	Change Reference
V0.1	8 th Dec 08	Sue Reay	Initial Document
V0.2	22 nd Dec 08	Colin Ward	First Draft (full document)
V0.3	30 th Dec 08	Sue Reay	Amends to include Happy, Healthy, Here
V1.0	11 th Feb 09	Colin Ward	Final Draft: following XMT (04/02/09) rewording of work/life balance statement on Page 16 and minor style change as agreed
V1.1	15 th May 09	Colin Ward	Published version incorporating action plan with timescales
V2.0	26 th Jul 10	Colin Ward	First Draft (2010 update)
V2.1	18 th Aug 10	Colin Ward	Added comments from Sue Reay and Workforce profile data updated
V2.2	1 st Sept 10	Colin Ward	Final Draft: following XMT (01/09/10)

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File Location:

Q:\Xentrall_Shared\Organisational Development\Workforce Development Strategy v2.2.doc

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1. Introduction

1.1 Vision

Our Vision is: to create a seamless partnership with clear, shared objectives, collaborative relationships and a common culture to enable each Council to achieve more than it could on its own

Our Core Values are:

- Valuing our Employees
- Delivering Customer Service Excellence
- Delivering High Performing / High Quality Services

Our Culture is:



1.2 Strategic Objectives:

Our overall strategic objectives are set out in the legal agreement and are:

- To jointly provide a range of corporate and transactional services to Darlington and Stockton Borough Councils;
- To secure efficiencies whilst retaining highest rated performance;
- Improve service capacity and resilience;

- To form a nucleus around which both Councils and future partners could align service delivery;
- To build capacity in partnership councils, securing intellectual capacity, recruitment and retention and sustainability;
- To act as an exemplar or prototype of collaborative working for the North East;
- To ensure that the partnership is both “future proof” and expandable.

1.3 Background

In December 2005 approval was given for detailed work to be undertaken looking into the possibility of joint working between Stockton and Darlington Borough Councils.

The report concluded that benefits could be achieved by bringing together a number of services into a Shared Services Partnership, as follows:

- Transactional HR;
- Transactional Finance;
- Design and Print;
- Information and Communications Technology.

Following the development of a robust business case, in November 2007 both Councils gave the go ahead for the partnership to be established.

Xentrall Shared Services was established on 1st May 2008.

2. Context

2.1 Core Values and Culture - People

One of our three core values is 'valuing our employees'. Our workforce development strategy 'Happy, Healthy, Here' sets out what that means for us and how we will achieve our objectives. The success of our strategy is measured through the People performance indicators in our Balanced Scorecard. Outturn performance for 2009 /10 showed the following results;

Indicator	Target	2008/09	2009/10
Overall employee satisfaction (increase)	3.53	3.70	3.70
% appraisals undertaken (100%)	100%	100%	100%
Satisfaction with learning and development (increase)	3.25	3.50	3.50
Sickness absence (reduce)	9.5 days	12.44 days	8 days
Employee turnover (monitor)	10%	9.73%	7%
Diversity targets	(see Appendix 1)		

2.2 Working in Partnership

Xentrall Shared Services has been set up to work in partnership with Darlington and Stockton Councils. We will work closely with both Councils in order to improve our organisational and operational effectiveness. Additionally, in recognising the 'employer' role held by Stockton Council, we will fully utilise the support available, particularly in relation to **development and learning** at an individual, team and organisation level.

2.3 Strategic Priorities

The Local Government Workforce Strategy 2010 (Delivering Through People) aims to support councils in achieving the skilled, motivated, flexible and diverse workforces needed to deliver value for money services that make a difference to the communities they serve. In so doing it proposes the adoption of five strategic priorities;

1. **Organisational Development**
2. **Leadership Development**
3. **Skills Development**
4. **Recruitment and Retention**
5. **Pay and Rewards**

In Xentrall we will address these priorities through our Happy, Healthy, Here objectives:



3. Implementation, Evaluation and Monitoring

The Workforce Development Plan has been drawn up by the Partnership Organisational Development Officer in conjunction with the Xentrall Management Team. The Management Team will monitor the Workforce Development Plan to ensure its achievement.

The Shared Services Manager will report to the Partnership Board on key actions and progress on the plan.

4. Our Achievements

Since 'going live' on 1st May 2008, we have already recorded a number of development achievements at an individual, team and organisational level. These include;

- Customer First Assessment Level 2 for ICT and Finance
- Customer Service Excellence for whole of Xentrall
- First Annual Employee Survey conducted and Employee Focus Groups held
- Employee Workshops (Culture & Values)
- Xentrall Leadership Development Programme (CPCR) completed
- ICT Leadership Development Programme (CPCR) completed
- Post Entry (Qualification) Training – Application process launched
- XIP – Employee Intranet Pages developed and published
- Bi-monthly Xentrall 'To You' Newsletter published
- Reward & Recognition Strategy Launched
- Archies Annual Awards held
- RefleXions – employee suggestion scheme launched

5. Our Workforce

In determining a strategy for workforce development it is important to have a clear picture of the current state of the organisation. We do this by gathering relevant data in a number of ways, e.g. staff surveys, payroll data and staff census. A profile of the Xentrall workforce at 31st March 2010 is attached at Appendix 1.

Analysis of this data will help us plan for and address the impact upon the workforce of any future challenges or changes that the organisation may face.

The approach we will take in developing our workforce is set out in the following sections (5.1 to 5.5) reflecting the strategic priorities referred to earlier in section 2.3 of this document. Within each section, detailed actions have been listed to explain how we will deliver on these priorities. A summary of key actions is included at Appendix 5.

5.1 **Organisational Development**

Organisational Culture and Values

Current Position

Moving into its third year, Xentrall has begun to establish a strong identity both within and outside of the organisation. Having been given the opportunity to be 'different' we have tried to embrace everything that is good about our partner Councils and then to build on this. As a result a distinct Xentrall culture has been created with our underpinning values and beliefs now dictating the way we go about our everyday business.

What we need to achieve

Sustain a positive culture, unique to Xentrall, but that continues to promote a true feeling of partnership.

Promote our values and beliefs as a way of supporting a positive organisational culture.

Continue to communicate, as necessary, our culture and its associated values and beliefs both within and outside of the organisation, paying particular attention to all key stakeholders.

How we are going to achieve this

Continue to work with the Senior Leadership Team (XSLT) to promote the key principles upon which our culture and beliefs are based.

Continue to work with the extended leadership team (XLT) to further develop and communicate our culture and beliefs throughout the organisation.

Deliver an ongoing programme of events to support the development of our organisational culture through the contributions of XSLT and XLT.

Engage with all remaining employees in Xentrall through Employee surveys and focus groups.

Encourage all XLT members to promote the following positive behaviours identified and endorsed as part of the Leadership Development Programme 2009/10;

- **Honesty** – communicating and acting truthfully.
- **Professionalism** – utilising autonomy and independent judgement, and following clear professional ethics.
- **Team Playing** – working cooperatively together for a common goal.

Ensure delivery of our core values and beliefs is appropriately recognised and rewarded as part of our Reward & Recognition Strategy (see also Section 5.5)

5.2 Leadership Development

Leadership Development Programme

Current Position

We recognise the importance of identifying the potential of all of our employees, and investing in the talent available within our workforce. We do this with the key aim of creating a supportive environment where our employees are able to take full advantage of opportunities for progression to more senior roles when these arise. This is particularly important during the early years of our business in order to deal with rapid organisational change. With this in mind, the Xentrall culture promotes continuous learning and improvement at all levels.

What we need to achieve

A management development framework.

A 'coaching style of management' that builds capacity and capability, and promotes a learning culture throughout the organisation.

A Leadership Development Programme for senior managers that responds to current and future learning needs.

A succession plan that supports the progression of all our employees to more senior roles within Xentrall, and our partner Councils where this is appropriate.

How we are going to achieve this

Maintain a detailed picture of the skills needed to deliver service excellence, that builds on the Outline Skills Matrix and reflects the development needs of the organisation and its people, now and in the future (see Appendix 2)

Enlist appropriate senior managers and team leaders on to Stockton's coaching and mentoring skills programme.

Develop a Succession Planning Policy and Framework.

Enlist appropriate senior managers on to Stockton Councils Manager Development / Induction programmes (relevant modules).

Ensure all individual learning and development needs, as identified in PDP's, are considered and addressed in service training plans.

Continue to develop the identity of XLT as a group of 'senior managers' with key responsibilities as leaders and influencers and to support their ongoing development, paying particular attention to the five key areas for further attention identified as part of the Leadership Development Programme 2009/10;

- Leading by example.
- Growing the business (business development).
- Learning together.
- Building and strengthening relationships
- Reflecting on 'where we are now' / continuous improvement.

Core Management Training

Current Position

The development of managers is an important aspect of Xentrall's Leadership Development Programme and core management training will address policy and procedural issues such as conducting appraisals, sickness absence management, discipline and grievance, recruitment and selection, financial management, managing opportunity and risk, and health & safety issues. In addition Xentrall will make use of Stockton's Manager Development Programme to focus on core competencies for managers.

What we need to achieve

Managers with the skills and competence to effectively undertake their roles, based on the Gallup 12 elements of great managing (see Appendix 3).

A fully embedded learning culture that supports ongoing development at individual, team and organisational levels, and that acknowledges the value of attaining qualifications in line with nationally recognised standards.

How we are going to achieve this

Utilise Stockton's management competency framework supplemented by internal briefings / guides and link to Xentrall appraisal process.

Provide a range of development opportunities for team leaders, supervisors and first line managers to support their progression within Xentrall.

Create an XLT page on XIP and establish this as an ongoing source of learning and support for all XLT members.

Link our development activity to the National Qualification Framework (see Appendix 4).

Diversity Training for Managers

Current Position

Managers within Xentrall have previously benefited from attendance on a range of courses through corporate training programmes run by the partner Councils. Diversity is at the heart of the Xentrall planning framework and embedded throughout the policy and performance cycle. As such continued high level diversity training is of great importance and will be addressed within all induction and training interventions.

What we need to achieve

A competency framework that ensures diversity issues are embedded within the behaviours of managers.

Managers and leaders who are comfortable with Xentrall's approach to equality and diversity in order to ensure best practice in service provision and delivery.

How we are going to achieve this

Identify training needs linked to manager competencies to lead diversity across Xentrall.

Incorporate a managing diversity programme as a component of our management and leadership programme.

5.3 Skills Development

Workforce Development Planning for the future

Current Position

Workforce information is produced and monitored in order to facilitate and plan for any necessary changes to the structure and make up of the workforce. A key way of achieving this is through succession planning and career pathways.

What we need to achieve

Ensure all managers are collecting data and undertaking workforce development planning on a regular basis.

Future workforce needs are catered for in light of changing legislation, working practices and employee expectations.

Employees with the skills we need, now and in the future.

Develop career paths, in particular where skills shortages exist now.

How we are going to achieve this

Promote skill sharing and a team based approach to service delivery to avoid over reliance on individual employees and to ensure performance levels are not adversely affected as a result of normal staff turnover.

Working with service managers to help them understand future workforce development needs.

Producing annual service training plans to ensure priorities are identified.

Give managers the skills and tools to undertake workforce development planning.

Build workforce development planning into service planning and monitor, review and revise the Workforce Development Strategy accordingly.

Competency Framework

Current Position

The existing corporate competency framework within Stockton Council is incorporated within Xentrall's performance appraisal process.

What we need to achieve

Ensure the competency framework is understood by employees in Xentrall.

Develop training interventions linked to the identified competencies.

A robust appraisal framework covering all employees in Xentrall.

A competency based recruitment process.

How we are going to achieve this

Review job / role profiles to ensure all aspects of competency framework are appropriately embedded.

Review and update all related documentation and processes in line with any changes to Stockton's competency framework.

Skills Shortages

Current Position

Currently, there are no apparent skill shortage areas, however, we will continue to closely monitor workforce data (in particular the age profile of the organisation) in order to be ready to respond promptly to any issues that may arise.

What we need to achieve

Through an appropriate skills audit, identify future skills needs within Xentrall.

Become an employer of choice, including among traditionally 'hard to reach' groups.

Ensure the workforce is representative of the local community.

Development initiatives that ensure specific skills do not disappear from our workforce.

How we are going to achieve this

Carry out skills / qualifications audit.

Promote Xentrall as an employer of choice at recruitment / careers fairs and other appropriate campaigns.

Monitor hard to fill posts.

Review role profiles periodically to ensure they are accurate and up to date.

Investors in People (IIP)

Current Position

In 2009 Xentrall took part in Stockton Councils Investors in People assessment and as a result we are now celebrating the achievement of a Silver Award at the higher level of IIP Assessment. Achieving Investors in People **Silver** is evidence of a forward thinking and expansive approach to cascading best practice through every level of the organisation. It demonstrates a **progressive approach** to business improvement through people.

The council was also assessed under the Health and Well Being standards which are awarded by the Department of Health in conjunction with IIP UK, and was commended for its commitment to employee well being through its workforce health and well being strategy.

What we need to achieve

Continue to recognise and follow the IIP standard and implement any development actions from the 2009 assessment.

Work with other services of the Council to increase the 'profile' level of the corporate assessment year on year and to 'go for gold' when reassessed in 2012.

A Reward & Recognition initiative aligned to the organisations culture, values and beliefs (see Section 5.5 for more details).

How we are going to achieve this

Ensure appraisal and development policy meet the requirements of the Investors in People criteria and framework.

Work with the Council to implement as necessary within Xentrall, any development actions resulting from the 2009 assessment.

Further develop the Xentrall Reward & Recognition strategy in line with IIP criteria (see Section 5.5 for more details).

Learning Organisation / Skills for Life

Current Position

Improving skills for life of the local government workforce is a key priority identified in the Local Government Workforce Strategy 2010.

We will contribute to Stockton Council's work in partnership with Union Learning Representatives to promote learning amongst all groups of employees within Xentrall.

Through its association with Stockton Council, Xentrall endorses the Skills Pledge and also, supports the national initiative - 'Get On' Local Government Award.

What we need to achieve

Ensure skills for life competencies are integral to the development of our employees.

Achieve targets identified in skills pledge.

Identify employees who do not hold an NVQ level 2 or equivalent qualification.

Develop an Induction Programme and ensure employees have the skills and knowledge to undertake their jobs effectively.

Ensure access to skills for life programme is automatic for those employees identified through assessment at appraisal.

How we are going to achieve this

Continue to work with the Council and Trade Unions to promote a life long learning culture and in particular support the 'Go Excellence Award' action plan (the next step).

Develop an action plan to meet training needs and targets in the skills pledge.

Build on Induction Framework by developing an Induction Handbook and implementing an associated Induction Programme.

Partnership & Integrated Learning

Current Position

By nature of its position as a provider of services to the two councils, Xentrall will continue to develop partnership working with Darlington and Stockton Councils as necessary to support job enrichment and provide access to career development opportunities.

In addition Xentrall will promote and share more widely its experiences of delivering service solutions through partnership.

What we need to achieve

Work in partnership with other organisations that can add value to our workforce development arrangements.

Partnership working for employees, through secondments and work placements, in order to increase opportunities to expand their experience, skills and networking.

How we are going to achieve this

Work with Darlington, Stockton and any other appropriate partner organisations to create the most effective development programme possible.

Work in partnership with the Trade Unions to promote 'learning for all'.

Return on Investment

Current Position

Xentrall has not yet developed a systematic approach to measuring the 'return on investment' of learning and development interventions.

What we need to achieve

Ensure a satisfactory return on investment for all learning and development interventions.

How we are going to achieve this

Explore the alignment of learning interventions with organisational objectives for each activity within the Workforce Development Strategy.

Identify and begin to measure appropriate qualitative and quantitative indicators to report on the value of learning for each activity within the Workforce Development strategy.

Evaluate the Workforce Development Strategy initiatives to ensure progression is made and outcomes achieved.

5.4 Recruitment and Retention

Work Life Balance

Current Position

We are aware of the many and varied demands placed upon the time and energy available to our employees in balancing work and non-work commitments. As far as is possible we are providing our employees with the ability to make choices in the allocation of their time and energy. In acknowledging the importance for our employees of establishing an appropriate 'work life' balance, we also recognise the significant business opportunities that can arise from adopting a supportive approach. These include;

- higher productivity and competitiveness.
- increased flexibility and customer service.
- raised morale, motivation, commitment and engagement.
- reduced absenteeism.
- improved recruitment and retention of a diverse workforce
- becoming an 'employer of choice'.
- meeting legal requirements.

What we need to achieve

Ensure that we meet our legal requirements in respect of all work life balance issues (e.g. holidays, carers leave, flexible working arrangements).

A management culture where employee requests for contractual and other ad hoc arrangements with regard to working hours/patterns, are considered positively with the aim of achieving an appropriate balance between the personal needs of our employees and those of our customers, without compromising agreed levels of performance in service delivery.

How we are going to achieve this

Fair and consistent application of policies and procedures in respect of Flexible working hours, Part time working, Temporary reduction in hours, Variable hours working, Job sharing, Term time only working, Special leave, Study leave, Career breaks etc..

When appropriate consider and support working from home.

Support the corporate 'workwise' agenda and when appropriate put Xentrall forward as a pilot for new initiatives (e.g. Annualised Hours, Compressed Hours / 9 day fortnight).

Develop our Existing Workforce

Current Position

The appraisal process includes for the capture of all necessary information in order to support the learning and development of our workforce, through a comprehensive learning and development programme. The importance placed upon the development of our workforce is also reflected in the Xentrall Leadership Development Programme set up to support a group of 50 employees identified as having key leadership responsibilities (see also Sections 5.1 and 5.2 above).

What we need to achieve.

A culture that recognises the value of 'growing our own' talent in line with current and future skills needs.

An understanding of the skills needed to succeed in delivering service excellence now and in the future.

A workforce that embraces the Xentrall culture, values and beliefs and feels able to contribute fully to the achievement of its vision of excellence for all.

How we are going to achieve this

Maintenance of an accurate skills matrix for the organisation.

Fully inclusive appraisal process designed to identify development needs at individual, team and organisational levels.

Suitably resourced learning and development programme to address identified development needs.

Develop XIP as a learning resource and promote this to all employees.

Make use of employee attitude surveys, new starter surveys, exit interviews etc. to find out what the workforce is thinking and take action to address any issues that are not supporting the development of the workforce.

Attracting New Talent

Current Position

As a new organisation we continue to build our brand and following on from the reputations built up by our partner councils, we aim to be an employer of choice within the Tees Valley area.

What we need to achieve

A recruitment strategy that uses an attractive employer brand with the primary aim of bringing in, when appropriate, new talent with fresh ideas that complement and enhance the skills mix currently available within the Xentrall workforce.

How we are going to achieve this

Develop a professional and positive employer brand and ensure this is used consistently in all recruitment activity.

Develop a true picture of the organisation and the roles of individual employees and ensure that this is adequately and consistently described in any documentation used in the recruitment process.

Promote Xentrall as an employer of choice within the employment market place, attending careers conventions / jobs fairs as necessary to achieve this.

Identifying and Addressing Skills Gaps

Current Position

Whilst, at the present time, we do not have any obvious or significant problems in attracting and retaining a suitably skilled workforce, we will not be complacent in this area of development.

In recognising that we are a new organisation operating within a working environment that is subject to ongoing change, we need to take appropriate steps so that we know and can respond to the future requirements placed upon us, whatever they may be.

Anticipating and taking action to address current and future workforce requirements will therefore be an important and necessary part of our partnership, organisational and service planning.

What we need to achieve

A process for identifying current skills within the workforce and for matching these to the skills necessary to deliver excellent services now and in the future.

How we are going to achieve this

Design and maintenance of an accurate skills matrix for the organisation.

Through a robust appraisal process which takes account of all appropriate skills and competency frameworks when assessing current performance and future service requirements.

Forming Business / Education Links

Current Position

As a new organisation we do not have any clearly established links with educational establishments, however, these will be built up over time in order to support a learning environment that is in tune with the future needs of our business.

What we need to achieve

Attract the right calibre of people in sufficient numbers to apply for positions as they arise in Xentrall now and in the future.

How we are going to achieve this

Promote key future jobs and careers to local schools, colleges and universities.

Support school work experience and trainee programmes on an ongoing basis.

5.5 Pay and Rewards

Our approach to total reward recognises the need to follow established national and local policy whilst introducing a range of creative practices intended to enhance a feeling amongst our employees of being valued for the work they do.

We will take appropriate steps to communicate our approach to reward and recognition to our employees and will also provide any necessary training / briefing interventions for managers to ensure that they are effective in applying this approach in practice.

Financial Reward

Current Position

The main financial aspect of Xentralls reward package is directly linked to the local government national pay scales as negotiated by the NJC for employees and the JNC for Chief Officers.

What we need to achieve

Equality and fairness in the allocation of grades to posts within Xentrall.

Equality and fairness in the use of any other financial incentives.

How we are going to achieve this

Adherence to the Single Status Agreement and associated Job Evaluation Scheme in operation within Stockton Council.

Fair and consistent application of local policies and procedures associated with individual pay issues.

Benefits

Current Position

As employees of Stockton Council, all Xentrall employees are eligible to join a Local Government Pension Scheme. The scheme available is that run by the Teesside Pension Fund (TPF). Former employees of Darlington Council were given the option to transfer their deferred benefits from the Durham County Council Pension Scheme (DCCPS) into the TPF.

In addition, within Xentrall we have begun to build up a range of other benefits. These will complement an existing package of benefits available via Stockton Council.

What we need to achieve

Smooth transfer of former Darlington employees into TPF.

A portfolio of benefits that is attractive to existing employees and potential employees of the future.

How we are going to achieve this

Create a portfolio of 'other benefits' and publicise accordingly to existing employees and (via the recruitment process) to prospective future employees.

Learning and Development

Current Position

The need to invest in our people is recognised and highlighted within all our strategic documents. Inclusion of related service targets within the balanced scorecard reflects the importance of learning and development to the success of our business.

An outcome of the appraisal process is the production of 'training plans' at service level and Heads of Service regularly review performance against these, to ensure commitments are met.

What we need to achieve

A challenging and rewarding work role for all of our employees.

Access to Professional / Career Development where necessary/appropriate.

Opportunities for personal growth.

An appraisal process that supports the identification of learning and development at individual, team and organisational level, together with an assurance that this is recorded on Personal Development Plans (PDP's) and any necessary action taken to fulfil the commitment.

How we are going to achieve this

Through an appraisal process that is integral to the business of Xentrall and that complements all other related strategic activity.

Use information obtained from the appraisal process (PDP's) to generate a picture of learning and development needs at individual, team and organisational levels.

Prepare an annual training plan/programme for each service area and review appropriately to ensure all necessary activity takes place and delivers expected outcomes.

The Working Environment

Current Position

Since its formation, Xentrall has invested heavily in creating a work environment that supports good working practice and that promotes a willingness among its employees to contribute discretionary effort (to 'go the extra mile') in providing customer service.

In particular, attention has been paid to the physical office environment to support and enhance our 'team based' approach to working and to provide our employees with an appropriate level of comfort whilst at work.

What we need to achieve

Policies and procedures that reflect the importance of involving our employees in the generation of ideas and suggestions in support of a culture of 'continuous improvement' in the way work is done.

A level of freedom and autonomy that allows our employees to 'get on with the job' without unnecessary interference and obstruction.

A healthy 'work – life' balance for all our employees.

A culture that fairly recognises and appropriately celebrates our achievements.

A culture where employees are able to raise matters of concern in the knowledge that they will be listened to and dealt with appropriately.

How we are going to achieve this

The application of flexible ways of working in line with the Workwise agenda.

Adherence to the Xentrall communication strategy ensuring the involvement of employees at all levels within the organisation.

A Reward & Recognition Strategy detailing how and why success will be celebrated.

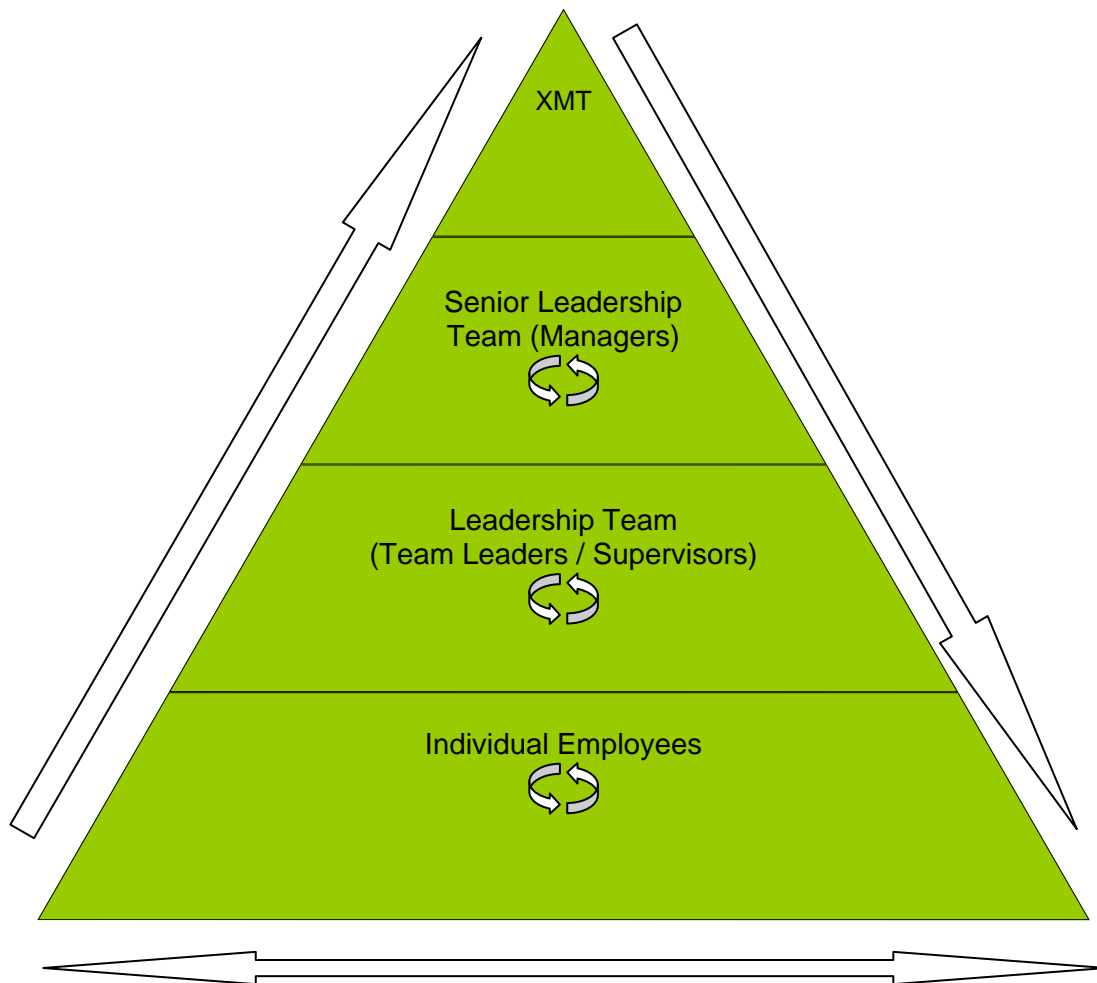
An annual awards event to appropriately recognise individual and collective achievements.

An employee suggestion scheme (RefleXions) to encourage and support innovation.

6. Communications

Good internal communications is crucial to ensuring a successful organisation where employees feel well informed and involved in the decision making and shaping of the organisation.

Effective communications should occur at all levels:



Communications should be:

- cascaded down the organisation from one level to another
- up the organisation to the appropriate level to ensure effective outcome
- across the organisation (we don't work in silos)
- and within groups

Communications should involve listening as well as explaining or providing information and it should encourage engagement / involvement at all times.

Xentrall has worked hard to improve communications with all stakeholders and continues to develop new and more effective ways of sharing information. A Stakeholder Management and Communications Strategy sets out the minimum standards expected and a Customer and Communications group exists to provide the necessary focus for seeking improvement.

7. Employee Satisfaction Surveys

Employee satisfaction surveys will be undertaken on a regular basis to obtain the quantitative data required to support our workforce development strategy and the work underpinning our Values and Culture.

An initial survey was undertaken in March 2008 before the Partnership went live. This survey informed the Stakeholder Management and Communications Strategy.

The first 'employee survey' was conducted in March 2009 and the quantitative data obtained was used to inform the employee satisfaction performance indicators in the Balanced Scorecard.

In addition to the quantitative information it is important to have good qualitative data and this is obtained via employee focus groups / workshops held throughout the year as well as using less formal methods such as the 'grapevine'.

The results of the survey were reported in our bimonthly employee newsletter 'To You'.

A second employee survey will be held during 2010 and we will report results on our Intranet (XIP). The reports will not only set out the comments we receive but also an action plan to remedy any issues and inform our continuous improvement process. This will be our feedback loop.

8. Equality and Diversity

Equality is at the heart of everything we do and we are committed to this principle in respect of all our stakeholders.

From an employment perspective, equality targets have been set and will be monitored as part of Xentrall's balanced scorecard approach to performance measurement (see Appendix 1 for details of current performance and targets for 2010/11).

All of our staff will be encouraged and supported to understand the need for awareness of diversity issues within their communications and all their customer / stakeholder engagement. This will be done by briefing staff in respect of the actions outlined in the Single Equality Scheme (Stockton) and the Race, Disability and Gender Equality Schemes (Darlington).

Appendix 1 – Workforce Profile March 2010 / Equality Targets 2011

Gender Full / Part Time	Number of Employees	%age
Female Full Time	97	45.54
Female Part Time	36	16.90
Male Full Time	78	36.62
Male Part Time	2	0.94
Total	213	100

Age	Female	Male	%age Female	%age Male	Totals	
					Number	%age
16 – 19	3	1	1.41	0.47	4	1.88
20 – 29	23	13	10.80	6.10	36	16.90
30 – 39	25	20	11.74	9.39	45	21.13
40 – 49	41	33	19.25	15.49	74	34.73
50 – 59	36	12	16.90	5.63	48	22.54
60 – 65	5	1	2.35	0.47	6	2.82
Plus 65	0	0	0.0	0.0	0	0.00
Total	133	80	62.44	37.56	213	100

Disability	Number of Employees	%age
Disabled	13	6.10
Not Disabled	173	81.22
Undeclared	27	12.68

Ethnic Origin	Number of Employees	Home Office Category	Total	%age
Asian or Asian British Chinese	1	Asian or Asian British (A)	5	2.35
Asian or Asian British Other	3			
Asian or Asian British Pakistani	1			
White British	58	White (W)	208	97.65
White English	147			
White Other	1			
White Other British	2			
TOTAL	213	Total	213	100

Equality Description	2010/11 Target	March 2010
The %age of top 5% of earners who are women	50.00%	50.00%
The % of top 5% who are from black and minority ethnic communities (BME)	3.15%	0%
The % of top 5% of earners that are disabled	6.30%	0%
% of employees declaring they meet the Disability Discrimination Act definition.	6.81%	6.10%
% of employees from a BME community	2.0%	2.35%

Appendix 2 – Outline Skills Matrix

PEOPLE	PROFESSIONAL DEVELOPMENT (QUALIFICATIONS, CPD)				KIT BAG		
	Mentor	LEADERSHIP MANAGEMENT				Policy and Procedures	
	Coach					Health & Safety	
	Appraiser	RESPONSIBILITY FOR PEOPLE (SUPERVISORY)				General Guidance	
	THE XENTRALL WAY - ALL XENTRALL EMPLOYEES INDUCTION (CULTURE, VALUES & BELIEFS) GENERIC / TRANSFERRABLE SKILLS Minimum NVQ LEVEL 2 or equivalent (SKILLS PLEDGE)					Competency Framework	
	TECHNICAL AND SERVICE SPECIFIC						
	ICT	DESIGN & PRINT	FINANCE	HR			

Appendix 3 – The 12 Elements of Great Managing

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q¹² - emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Appendix 4 – National Qualification Framework (NQF)
(incorporating Framework for Higher Education Qualifications (FHEQ))

National Qualifications Framework (NQF)		Framework for Higher Education Qualifications (FHEQ)
Previous Levels (and examples)	Current Levels (and examples)	
5 Level 5 NVQ * (in Construction Management) Level 5 Diploma (in Translation)	8 Special Awards 7 Level 7 Diploma (in Translation)	D (doctoral) Doctorates M (masters) Masters degrees, postgraduate certificates and diplomas
4 Level 4 NVQ * (in Advice & Guidance) Level 4 National Diploma (in Professional Production Skills) Level 4 BTEC Higher National Diploma (in 3D Design) Level 4 Certificate (in Early Years)	6 Level 6 National Diploma (in Professional Production Skills) 5 Level 5 BTEC Higher National Diploma (in 3D Design) 4 Level 4 Certificate (in Early Years)	H (honours) Bachelor degrees, graduate certificates and diplomas I (intermediate) Diplomas of higher education and further education, foundation degrees and higher national diplomas C (certificate) Certificates of higher education
3 Level 3 Certificate (in Small Animal Care) Level 3 NVQ (in Aeronautical Engineering) A Levels		
2 Level 2 Diploma (in Beauty Specialists) Level 2 NVQ (in Agricultural Crop Production) GCSE's Grades A* - C		
1 Level 1 Certificate (in Motor Vehicle Studies) Level 1 NVQ (in Bakery)		
Entry Entry Level Certificate in Adult Literacy		

* At the present time NVQs at levels 4 and 5 will continue to be awarded against the previous NQF levels.

Appendix 5 – Organisational Development Action Plan

Description of Task	Responsibility	Target Completion
Develop an action plan to meet training needs and targets in the skills pledge	Heads of Service	September 2010
Engage with all employees in Xentrall through employee surveys and focus groups	Partnership Performance Officer / Partnership Organisational Development Officer	December 2010
Deliver programme of events to promote development of organisational culture through contributions of XSLT and XLT members and support ongoing identity and role for XLT group.	Partnership Organisational Development Officer / Shared Services Manager	ongoing
Conduct regular employee surveys (inc: new starter feedback, exit interviews)	Partnership Organisational Development Officer / Shared Services Manager	March 2011
Design and develop an Induction Handbook for Xentrall and implement an associated Induction Programme, including targeted support for managers.	Partnership Organisational Development Officer	March 2011
Ensure all individual learning and development needs as identified in PDP's are considered and addressed in annual (service level) training plans.	Heads of Service	March 2011
Design and develop a Skills Matrix that reflects the development needs of the organisation and its people, now and in the future	Partnership Organisational Development Officer	March 2011
Create portfolio of benefits and link with Induction/Welcome Pack.	Partnership Organisational Development Officer	March 2011
Carry out skills / qualifications audit.	Partnership Organisational Development Officer	December 2010
Develop a Succession Planning Policy and Framework.	Partnership Organisational Development Officer	March 2011
Review job / role profiles to ensure all aspects of competency framework are appropriately embedded.	Heads of Service	March 2011
Develop XIP as a learning resource and promote to all employees.	Partnership Organisational Development Officer	March 2011