

---

**ORGANISATIONAL DEVELOPMENT STRATEGY/EMPLOYEE SURVEY**

---

**Responsible Cabinet Member(s) – Councillor Don Bristow, Resource Management Portfolio**

**Responsible Director(s) – Paul Wildsmith, Director of Corporate Services**

---

**Purpose of Report**

1. The purpose of this report is to inform Cabinet of progress in respect of the Organisational Development Strategy, “Striving for Excellence”, (ODS), and the results and analysis of the 2004 Employee Survey.

**Information and Analysis**

2. The Organisational Development Strategy, (ODS) was first launched in December 2001 following a process of taking stock involving widespread internal consultation. The strategy sought to place effective people management, performance management and communications as central to our success. Each aspect of the strategy is supported by a framework document. Since the launch of the ODS a significant number of initiatives have been implemented in accordance with the respective frameworks, to embed the striving for excellence approach. It must be borne in mind that this is however a long term strategy, which may take several years to reap the full rewards.
3. The environment in which we operate is constantly changing and it is vital that the ODS is kept alive and responsive to changing needs. Those needs include :-
  - (a) the emphasis on partnership working;
  - (b) changing role of elected members
  - (c) Best Value and CPA;
  - (d) the potential prospect of Regional Governance;
  - (e) the emphasis on continuous improvement and external assessment.

**Summary of Main Achievements**

4. A summary of our main achievements in respect of the ODS since December 2001 is detailed below:-

***People Management***

Revised PDR / appraisal scheme linked to the PMF  
Competency frameworks developed  
Foundation level Management Development Programme (110 managers completed, further programme underway)

Middle Manager programme completed June 2004, second due to commence  
Participation in the Teesside University Public Sector MBA  
Participation in the Local Government Employers Organisation National Graduate Development Programme  
Executive Development Pilot Programme commenced March 2004  
2 Employee Surveys designed, issued and analysed in-house  
Race Equality Scheme implemented  
iP re accreditation achieved for the third time  
Employee Suggestion scheme re-launched  
Corporate Induction re launched  
Recognition and Reward Scheme developed  
Striving for Excellence Award Ceremony established  
Senior Managers Workshops re-established

### ***Communication***

Chief Executive talk time established  
Corporate Notice Boards established  
e-learning Centre established  
In Touch Pilot scheme  
Departmental Consultative Committees established in all departments  
Employee panel established  
Joint Consultative attendance extended

### ***Performance Management***

New service planning template introduced  
Innovative service planning posters developed, now being recommended to other authorities by the Audit Commission and PWC  
Corporate Planning Network established  
BVPP was unqualified with no statutory recommendations (the highest score available) for the second year running  
Revised approach to incorporating the Corporate Plan and BVPP introduced in Darlington now Government guidance for all authorities  
Revised Community Strategy, Corporate Plan, service planning and performance management generally well received by the Audit Commission in the CPA 2003 update -contributed to a positive direction of travel statement  
External funding secured to purchase PerformancePlus  
Service planning updates made at Senior Managers' Workshops  
More than 10% improvement was made on BVPIs this year  
Sunday Times rated Darlington best in the country on BVPIs  
Public Service Agreement negotiated - potential to deliver £3 million if stretch targets are met  
Strategic steering group set up among key public sector partners to share approaches to performance management for the benefit of the LSP.

5. It is evident that a significant proportion of what was planned within the three supporting frameworks of the strategy has been implemented and it is acknowledged that this influenced and will continue to positively influence service delivery and the CPA result. Job evaluation, equal pay and the pay strategy are clearly the major local priority areas to be addressed by HRMD

during the remainder of 2004/05 and into 2005/06.

### **Future Needs**

6. Feedback from the Employee Survey suggests that one of the prominent areas of need is internal communication although there are other issues, which will need to be addressed. The survey has been repeated and 2004 results are very encouraging. Additionally, the Audit Commission Comprehensive Performance Assessment (CPA) has given some national direction as to where future efforts should be placed. It is now therefore an appropriate time to reflect on the ODS, review / reinforce our approach and where appropriate, revise the supporting framework documents.
7. The Audit Commission has published what it sees as the main people management issues arising from CPA in a briefing document, *Managing People, Learning from CPA*.
8. In this document the Audit Commission identified six factors which they believe are critical to successful people management in local government, these are;

Empowering leadership  
People management strategies  
Managing performance  
Capacity building  
Workforce diversity; and  
Recruitment and retention

9. In many respects these issues reflect the striving for excellence strategy which Darlington adopted two years ago and which preceded CPA. However, there is no room for complacency and we must continue to review our approach on a continual basis embracing external drivers and local priorities.

### **Future Needs - People Management**

10. The ODPM's office has recently launched a new national Pay and Workforce Strategy for Local Government and clearly this will be an important external driver in terms of our people management agenda. The strategy focuses on five key priority areas which are directly linked to Public Service Agreement (PSA) targets and are considered crucial in getting the best out of people :-
  - (a) **Developing Leadership capacity**-among both officers and members, including attracting effective leaders into local government from outside the sector.
  - (b) **Developing the skills and capacity of the workforce**-across the corporate centre of authorities, specific services, management and the frontline workforce.
  - (c) **Developing the organisation**-to achieve excellence in people and performance management, partnership working and the delivery of customer focussed services.

- (d) **Resourcing local government**-ensuring that authorities recruit, train and retain the staff that they need and address diversity issues.
- (e) **Pay and Rewards**- having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

11. **Desired outcomes of the ODPM strategy are;**

- (a) A progressive improvement in Service Delivery and CPA scores
  - (b) Local governments image as an employer improves and authorities find it easier to recruit, especially in hard to fill posts.
  - (c) Every authority is actively engaged in developing its workforce and elected members
  - (d) There are sufficient quality people in key occupational areas such as social work, environmental health and planning.
  - (e) The pay and rewards system enables authorities to motivate, recruit, retain and develop people within the constraints of affordability, recognising variations in local labour markets and achieving flexibility in making best use of staff and meeting customer needs.
  - (f) There are sufficient people with leadership and management skills in all local authorities.
  - (g) There are more career pathways and development opportunities for staff at all levels.
  - (h) Authorities have a more diverse workforce and elected membership that is responsive to and reflects the needs of a rapidly changing community.
12. The ODPM national strategy recognises that HRM has a strategic role in the future of local government and places a high emphasis on developing people and increasing the cost of training and development per capita. This places an even greater emphasis on identifying and meeting development needs which will have the maximum impact on improved service delivery.
13. The updated People Management Framework shown at **Appendix 1** reflects how we propose to embrace these challenges.

**Future Needs - Communication**

14. The Communications Framework has worked particularly well in some areas, the employee survey in two successive years highlights the Flyer as an effective communication tool and also once again confirms line managers as effective in relaying information. Overall there was a 61 % positive rating to the communications questions in 2003/04, a slight improvement on the first survey. However there is always scope for further improvement and this is particularly the case in terms of delivering a more coordinated and strategic approach to communicating key issues.
15. Corporate Induction has proved very effective and employees appreciate the personal contact with the Chief Executive and Directors. It has proved an ideal opportunity to raise awareness of the ODS and in particular the core values at a very early stage in employees service. Additionally it

provides a valuable opportunity for employees to learn about the Council's democratic process. Similarly Chief Executive's Talk Time has been well received.

16. The "In Touch" pilot scheme has not been so well used and it would appear that this is not an effective communication medium for our organisation and has therefore been discontinued.
17. The employee suggestion scheme **REWARD** has been well used with over 100 suggestions being put forward so far. This should be further supported and encouraged.
18. Senior Manager workshops are the only forum of this type bringing together all managers at this level. A review has been undertaken in terms of the frequency, format and content of the workshops and feedback suggest they are seen as valuable.
19. The Communications Framework has been amended to reflect current practice and a revised draft is attached at **Appendix 2**.

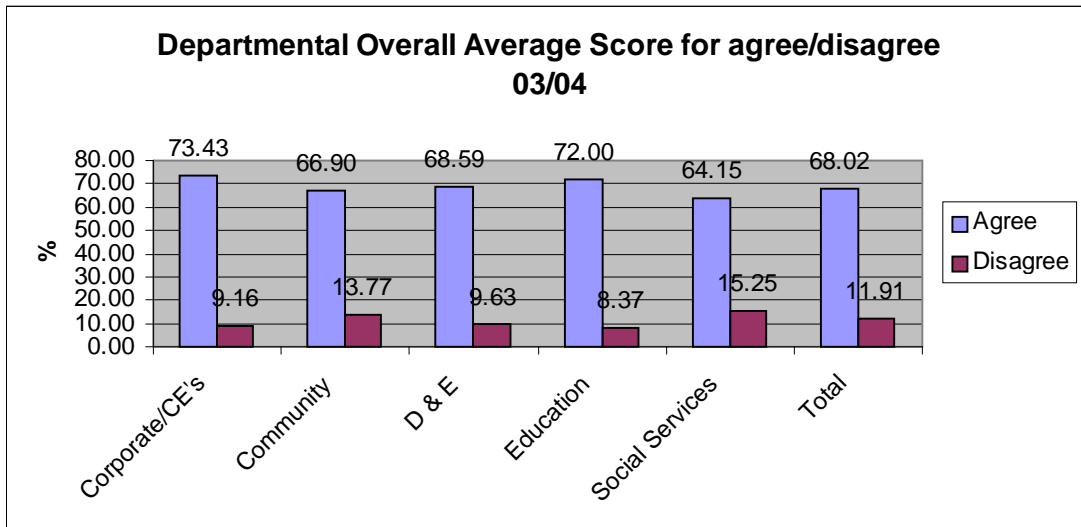
### **Future Needs - Performance Management**

20. The Performance Management Framework (PMF) is kept constantly under review through the Corporate Planning Network with opportunities for improvement identified and implemented as soon as possible. For example, year 2 of the service planning process is much more streamlined than year 1. A key focus of the next 12 months is to implement PerformancePlus software, successfully ensuring benefits for managers, members and key partners.
21. Significant progress has been made and the ODS has been a key factor in the organisations continued improvement. The essence of the strategy and its major components have not changed and it is not our intention at this stage to revise the strategy itself however, the supporting frameworks have been reviewed and revised accordingly to take account of progress, current issues and drivers. It is however recommended that a further "taking stock" exercise is undertaken in 2005 to include focus groups involving a wide cross section of the workforce, elected members and trades unions. The workload associated with the implementation of job evaluation and the introduction of a new pay policy would make it difficult to conduct a full review prior to this date. In any event the impact of job evaluation and revised pay structure will also be key to developing the ODS further.

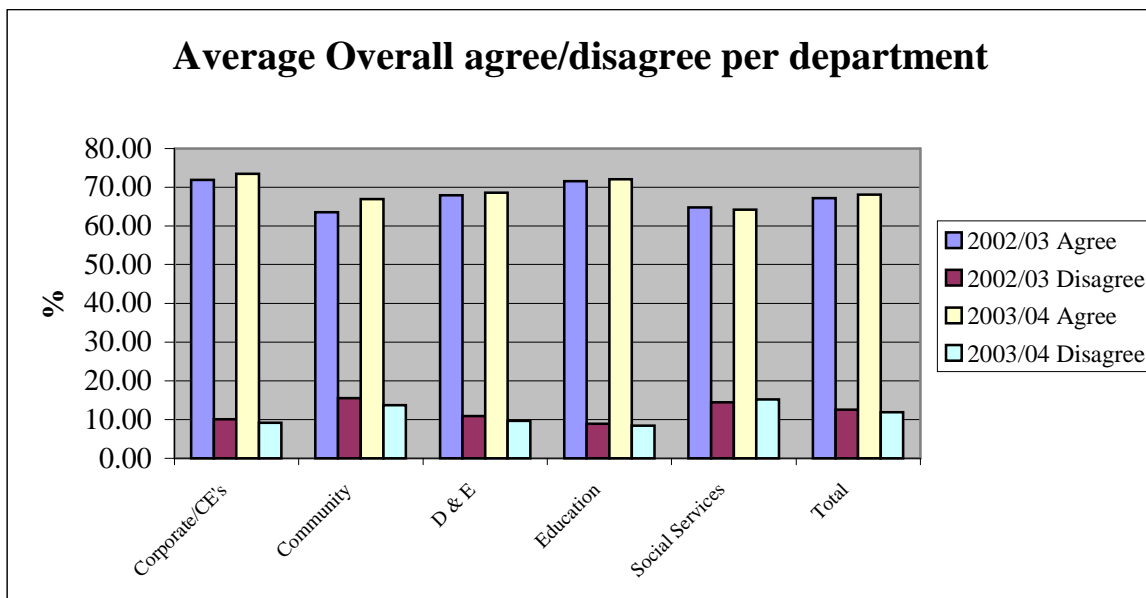
### **Employee Survey**

22. The Employee Survey was specifically designed to measure improvements resulting from the ODS. A report detailing the analysis of the results of the first survey was presented to Cabinet on 2nd December 2003. Since that time a further survey has taken place and this report draws comparison between the responses to both surveys. A copy of the full survey report is attached at appendix 4.
23. At a corporate level the results are once again very good showing positive responses averaging 68.02% across all areas of the survey and negative responses totalling only 11.91%. This compares favourably to 67% and 12.75% respectively from the last survey. The most significant positive responses relate to the performance management questions of the survey which had an average 74.64% positive response overall and a 9.57% negative. The communications questions of the survey were again slightly less positive than the average, however still attracted a 61%

average positive rating and only 14.66% of responses were negative. The table below shows the average overall agree/disagree per department.



24. The departmental analysis has again revealed little variation away from the average corporate response rates in most departments. At Appendix 2 of the survey report there is a data supplement which gives a summary and detailed breakdown of the position for each department. The average positive results are slightly lower in Community Services and Social Services than the average for the Authority. This reflects the responses in the last survey. This could well be due to the different make up of the workforce, for example in Community Services there is a higher percentage of former manual employees in harder to reach occupations and work locations which can impact upon communications issues. The graph below shows the overall average position across departments.



25. Overall 31.5% of respondents believed they had seen improvements since the last survey and 19.1% disagreed, the remainder were indifferent.

### Outcome of Consultation

26. A report outlining the results of the Employee Survey was presented to Joint Consultative Committee on 19th October 2004.

### **Legal Implications**

27. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council's approved procedures. There are no issues which the Borough Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report.

### **Section 17 of the Crime and Disorder Act 1998**

28. The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. It is not considered that the contents of this report have any such effect.

### **Council Policy Framework**

29. The issues contained within this report do not represent change to Council policy or the Council's policy framework.

### **Decision Deadline**

30. For the purpose of the 'call-in' procedure this does not represent an urgent matter.

### **Recommendation**

31. It is recommended that Cabinet :-
- (a) Note progress in respect of the Organisational Development Strategy;
  - (b) Note the priorities for the year ahead and endorse the revised framework documents;
  - (c) Note the outcome of the analysis of the employee survey;
  - (d) Note the proposal to publicise the results of the employee survey to all employees via public folders and that directors agree to publicise the departmental results in a consistent manner;
  - (e) Note that each department agreed to review their departmental action plans;

## **Reasons**

32. The recommendations are supported by the following reasons :-

- (a) Continued commitment to developing the organisation

**Paul Wildsmith**  
**Director of Corporate Services**

## **Background Papers**

- (i) The Organisational Development Strategy, Striving for Excellence
- (ii) ODPM -Pay and Workforce Strategy
- (iii) Audit Commission- People Management, Learning from CPA

Carol Wyers: Extension 2239



**Striving for Excellence  
People Management Framework**

Effective leadership and strong People Management remain key elements of the Council's Organisational Development Strategy 'Striving for Excellence.'

This document describes the Council's People Management Framework in detail and sets out the actions we will take in 2004/05 to build upon our success in supporting sound people management, enabling us to continue to attract and retain the right people to deliver our organisational objectives. It provides an integrated approach to delivering the key human resource priorities for Darlington Borough Council, supporting the recommendations of the Human Resource Management Best Value Review and underpinning the:-

- Councils Best Value Performance Plan
- Community Plan and
- Key National Drivers and the Governments Modernisation Agenda.

The framework also seeks to address the recommendations of the Audit Commission, Improvement and Development Agency (IDeA) and most importantly reflects the values of the organisation as expressed in the Organisational Development Strategy.

Effective people management is at the heart of successful delivery the Council's vision. As an organisation we can only deliver successful and cost effective services to our community if we have the right people with the right skills, in the right place at the right time and who are committed and valued for their efforts and contributions.

It is therefore essential that the Council's Human Resource Management (HRM) function drives forward actions and initiatives which will deliver effective people management for the organisation. Many initiatives have already been implemented since the OD Strategy was launched in 2001. The HRM Division adopts a style and structure, which continues to meet the changing demands upon it. This was recognised as part of the HRM Best Value Review improvement plan and the model of service provision for HRM was reviewed with a view to improving both performance and perception of the HRM service at a Corporate and Departmental level. The HRM service has subsequently been recognised as playing a pivotal role in the continuing success of the organisation.

The volume and pace of change within the Local Government Sector is constant and in developing the HRM service it is also necessary to continue to meet ongoing day to day and strategic objectives of the organisation which are detailed and prioritised in the actions and performance targets outlined in this document for 2004/05.

The actions required are grouped into the following areas:-

**STRATEGIC HRM LEADERSHIP**

**ORGANISATION AND WORKFORCE DEVELOPMENT**

**EMPLOYEE RELATIONS AND LEGISLATIVE REQUIREMENTS**

**RECRUITMENT AND SELECTION**

**DEVELOPING A DIVERSE WORKFORCE**

**HEALTH AND SAFETY**

**WORK BASED LEARNING ( INCLUDING MODERN APPRENTICES TRANSFERRED TO EDUCATION DEPARTMENT  
W.E.F.1/7/2004)**

## THEME: STRATEGIC HRM LEADERSHIP

**HRM Strategic Aim:** To support the organisation via the provision of a high quality, cost effective HRM service which meets both day to day requirements and provides strategic focus.

**Outcome:** Delivery of a quality HRM service, which meets organisational needs.

**Indicators and Targets:** Customer satisfaction survey - improved perception, importance, relevance and quality of the service as determined by customer satisfaction survey following establishment of survey methods and base line information.

Objective	Actions	Responsibility/Lead Officer	PI Targets and Outputs	Timescale
To provide a high quality, cost effective HRM service which meets both day to day requirements and provides strategic focus.	Ensure that the structure of HRMD continues to maximise resources and improve quality	Lesley Blundell	Ensure that service provides Best Value for the Council	Ongoing
	Constantly review the market place to ensure Best Value Delivery	Lesley Blundell	Improved perception of the HR function across the Council – Customer satisfaction survey.	Ongoing
	Maintain a high level strategic focus for the HRM Division	Lesley Blundell	Production and acceptance of the of the revised People Management and Communication strategy.	July 2004
			Clear evidence of organisational shift based on perceptions of HRM activity measured by Local Indicator – CR7.  Employee satisfaction rate of 69% - 2004.	Annual

## THEME: ORGANISATIONAL AND EMPLOYEE DEVELOPMENT

**HRM Strategic Aim:** To lead and support the ongoing development of the organisation and our people to ensure we are able to maximise performance and can respond to changing demands and priorities

**Outcome:** To achieve a shift in organisational culture and improved employee morale and performance.

**Indicators and Targets:** Employee attitude survey - improved perception of organisation by employees as determined by employee attitude survey following establishment of survey methods and base line information.

Improved corporate health indicators / BVPIs /local performance indicators - percentage of employees retiring early BVPI 14

Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
Revision to the People Management Framework and Communications Framework of the Organisational Development Strategy  (Performance Management Framework to be revised simultaneously by Policy Unit)	Gain approval via CMT  Implement and communicate agreed revised frameworks  Re issue the employee attitude survey  Evaluate the impact of the strategy through an attitude survey. Carry out further employee attitude surveys to monitor organisational shift, review as appropriate	Head of Human Resource Management - Lesley Blundell  and HR Manager - Workforce Development - Carol Wyers	Draft frameworks completed  Revisions approved by CMT  Revised frameworks applied across the Council  Employee attitude survey re issued and analysed  Results benchmarked against Baseline survey information  Organisational shift measured against baseline information CR7 – 2004 Target 69% Average improvement across all statutory Pis	July 2004  July 2004  September 2004 to and ongoing  January 2004 July 2004  Annually  Annually

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Implement a Management Development Programme to underpin the Organisational Development Strategy providing effective leadership	Continue Foundation Level Programme	Carol Wyers	Continued positive customer feedback	ongoing
	Identify potential providers For middle and executive development	Carol Wyers	Implementation of Middle Manager Programme	January 2004
	Select provider and gain CMT approval	Carol Wyers	Implementation of Executive Development Programme	March 2004
	Roll out programme			
Directly link individual Performance to corporate goals	Monitor implementation of PDR and quality check	Carol Wyers and Department al HR Managers	Effective PDR system <u>Local PI</u> : PDR's % of completed CR4a CR4b	Ongoing
Maintain and promote Council's IiP status	Raise awareness of IiP process Promote new IiP standards Co-ordinate review process	Carol Wyers	Retaining IiP award following review September 2004.	September 2004 and ongoing

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Ensure the Council operates an effective induction process	Keep under review	Carol Wyers	Effective Induction Process	Ongoing
Develop a systematic approach to workforce planning at Corporate and Departmental level	Improve the centralised system for capturing relevant management information and work with departments to improve workforce planning	Lesley Blundell/ Maggie Swinden / Jackie Henry / HR Managers	System continues to develop which supports monitoring against targets, PIs and corporate health indicators making maximum use of information available. Produce 6 monthly workforce information reports	Ongoing
Develop appropriate learning programmes which support needs in key areas e.g. Customer care	Expand upon existing Customer Care Skills training package	Carol Wyers	Improved range Customer Care Skills training packages	May 2004
Continue to adopt a flexible approach to meeting newly identified learning needs	Improve existing mechanism for capturing learning and development needs at organisation, team and individual level	Carol Wyers	Improved comprehensive collection process for learning and development needs focussed on key priorities	April 2004

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Maximise retention of employees through appropriate career development opportunities	Produce a workforce development plan embracing career development policy /succession planning issues	Carol Wyers	Introduction of a workforce development plan embracing a career development policy	October 2004
	Maximise investment in development activity to support key operational priorities	All managers	Well trained effective workforce Impacts on all PI's and external assessments	Ongoing
Work in conjunction with Democratic Services to improve the development of elected Members	Review existing pilot self assessment PDR scheme for Members including the Member competency framework	Carol Wyers / Linda Todd Democratic Services.	Identified member training needs are met	Ongoing
	Respond to requests to meet identified member development needs	Carol Wyers		

## **THEME: EMPLOYEE RELATIONS AND THE LEGISLATIVE FRAMEWORK**

**HRM Strategic Aims:** To support the organisation by the development of terms and conditions of service and policies and procedures which embrace good practice, legal requirements and the developing needs of the organisation.

**Outcome:** Improved performance of the organisation through its ability to recruit, retain, motivate and encourage high attendance of its employees whilst meeting its statutory and moral obligations as a good employer.

**Indicators and Targets:** Employee attitude survey - improved perception of organisation as an employer by employees as determined by employee attitude survey following establishment of survey methods and base line information.



Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
Introduce modern up to date flexible working arrangements through the adoption of Single Status Part 3 arrangements	<p>Complete the NJC Job evaluation process.</p> <p>Develop a pay and rewards strategy which meets equal pay/value requirements, meets organisational requirements and allows the organisation to recruit and retain key staff</p>	<p>Lesley Blundell</p> <p>and</p> <p>Debbie Large HR Manager</p>	<p>Percentage of Job Evaluation interviews successfully completed.</p> <p>Production of a job rank based on the NJC JE Scheme (Sorethumbing)</p> <p>Introduction of a pay and reward strategy based on the principles of equal pay.</p> <p>2004 target Employee satisfaction at 69%</p>	<p>December 2004</p> <p>April 2005 → June 2005</p>

Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
Introduce modern up to date flexible working arrangements through the adoption of Single Status Part 3 (continued)	Maintain ongoing dialogue with employees and Trade Unions on Single Status issues	Lesley Blundell  and  Debbie Large	Agreement and implementation of local provisions of Part Three National Agreement with the agreement of the Trade Unions  Reduced percentage of exit surveys showing adverse comments.  Reduction in the number of employment tribunals (*excludes current equal pay issues)  Reduction in number of employees retiring early. BVPI14	June 2005    Annual
Systematically develop/ review/revise all Policies and Procedures to embrace best practice and up to date legislative requirements, which reflect the core values of the organisation	Maintain a regular dialogue with employees and trade unions through appropriate mechanisms which will be regularly reviewed  Review/develop the following policies/guidelines: - Redundancy Sexual Orientation Age discrimination	Lesley Blundell  and  Maggie Swinden	Consultation with trade unions through appropriate mechanisms e.g. JCC, at departmental level, etc  Implementation/Communication of following policies:  - ER/VR - Redundancy - Employment of temporary and fixed term workers - Part-time working	Ongoing

	- Post-qualification training	Carol Wyers	Post-qualification training	
--	-------------------------------	-------------	-----------------------------	--

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Implement action required in relation to local and national initiatives	Support the development of joint services in Learning Disabilities and Mental Health Services	Katy Fairley HR Manager SSD	Implementation of joint services with appropriate HR processes in place	Various
	Assist in the implementation of Restructures, Partnership Working and Best value Review Recommendations where there is an HR impact or other organisational change	Lesley Blundell / HR Managers	Successful implementation of change e.g. Revised Refuse collection service	Various
Reduce the number of working days lost due to sickness absence	Provide appropriate training for managers in the operation of the policy	HR Managers		Ongoing
	Regular training programme on HR policies and procedures			Ongoing
	Proactive early intervention and advice	HR Managers		April 04
	Action/advice at appropriate time Introduction of Employee Assistance Programme			
	Provision of accurate and timely management information maximise the use of COMPEL	Maggie Swinden/Jackie Henry/HR Managers	Quarterly statistics to CMT	Ongoing

Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
Review the current provision of counselling services, Occupational Health and physiotherapy	<p>Re tender contract for Occupational Health Services</p> <p>Contract to OH provider awarded</p> <p>Develop a Stress Risk Assessment</p> <p>Introduction of Stress Risk Assessment and supporting guidelines</p>	<p>Debbie Large/Lesley Blundell</p> <p>Health and Safety Manager</p>	<p><u>BVPI12</u> Lost time due to sickness absence: 2004 target 10 days per employee</p> <p><u>BVPI15</u> Percentage of employees retiring early on ill-health grounds 2004 target 0.5%</p>	<p>April 04</p> <p>Feb 04</p>

## **THEME: RECRUITMENT AND SELECTION**

**HRM Strategic Aims:** To maximise use of resources to support the organisation by timely recruitment of relevant staff by fair and efficient means

**Outcome:** An efficient, cost-effective and fair recruitment and selection process which enables the Council to recruit the right people to the right jobs at the right time at the right cost which leads to enhanced overall organisational performance and improved performance in related Performance Indicators

### **Indicators and Targets:**

- Indicators:**
- Baseline information on current timescale for filling posts established
  - Cost efficiency of the R&S process
  - Staff turnover
  - Number of grievances/complaints relating to recruitment and selection decisions
  - Average improvement in Statutory PI's

Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
To adopt the most efficient, fair and cost-effective approach to employee recruitment, selection and retention	1. Develop a systematic approach to monitoring selection decisions at <u>all stages</u> of the selection process	HHRM Lesley Blundell Rec. and Selection team	6 Monthly workforce information reports Improved management information  Cost efficiency of R&S process – benchmarking data	June / November annually
	2. Explore alternative approaches to Recruitment and Selection e.g. competency based selection criteria	Rec. and Selection team Maggie Swinden / Carol Wyers	Alternative approaches explored and paper developed for consideration	September 2004
	3. Undertake Exit interviews to inform future policy	Departmental Mgt/ HR teams	All leavers requested to complete exit surveys; Exit Interviews as requested. Information fed to HRM Division to inform policy	Ongoing
	4. Implement a positive action strategy to increase number of employees with a disability /from BME's	Maggie Swinden / Rec. and Selection team	Improved results-BVI16a, 17a, 17b	Ongoing

**THEME: DEVELOPING A DIVERSE WORKFORCE**

**HRM Strategic Aim:** To help develop a diverse workforce which reflects the community in Darlington

**Outcome:** Improvement of Diversity in Workforce which leads to improved performance in related Performance Indicators



Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
<p>Incorporate diversity into all HR policies and procedures in accordance with legislation and best practice</p>	<p>1. Review / revise HR policies on a regular basis in terms of equality legislation and best practice.</p>	<p>Strategic/Implementation Social Inclusion Group /Maggie Swinden</p>	<p>Equality legislation and best practice in employment issues is implemented</p>	<p>To meet the timescales specified in the corporate mainstreaming plan</p>
	<p>2. Work towards achieving the employment related action to the agreed level of Equality Standard for Local Government</p>	<p>Strategic/Implementation Social Inclusion Group/Maggie Swinden</p>	<p>BV12 Agreed level achieved</p>	<p>Ongoing</p>
	<p>3. Implement EO and Racial Equality Anti Harassment and Bullying Policies /Procedures and supporting guides</p>	<p>Maggie Swinden/Departmental HR Managers</p>	<p>Policies and supporting guides implemented</p>	<p>To meet the timescales specified in the corporate mainstreaming plan</p>
	<p>4. Utilise and further develop monitoring process for equality policies and other employment functions</p>	<p>Maggie Swinden</p>	<p>Effective monitoring process is in place</p>	<p>To meet the timescales specified in the corporate mainstreaming plan</p>

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
	5. Maintain diversity /race awareness training covering all levels of employees.  6. Implement the Council's positive action strategy to increase the number of employees with a disability/ from an ethnic group.	Carol Wyers  Maggie Swinden/R and S team	Programme of diversity training is in place  Improvement BPI's 16a, 17a, 17b BVPI 11a/11b	Ongoing  Ongoing

## **THEME: HEALTH AND SAFETY**

**HRM Strategic Aims:** To ensure that risks to the health and safety of Council employees, service users and others from the activities and services of the Council are adequately controlled in line with legislation and best practice.

**Outcome:** Effective management of health and safety by all duty holders in the Council and in organisations providing services on its behalf.

**Indicators and Targets:**

Enforcement actions by the Health and Safety Executive. (*Target Freedom from prosecution or served notices*).

Objective	Actions	Responsibility/Lead Officer	PI's Targets and Outputs	Timescale
Establish effective health and safety policy and best practice	Review the corporate health and safety policy	HSM Dominic Passman	<p>Adopted revised policy having progressed through appropriate development and consultation exercises.</p> <p>BVPI 2/15</p> <p>Number of working days/shifts lost by Council employees due to accidents at work. <i>(30% by 2010).</i></p> <p>Reduction in number of days lost due to accidents at work <i>(30% by 2010)</i></p> <p>Number of reportable employee accidents in the Council per annum. <i>(Target major accidents 0% and ongoing reduction year on year to all others)</i></p> <p>Number of reportable non-employee accidents due to Council activities.</p>	June 04

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Continue with the development and delivery of health and safety training for managers	Assist departments to identify health and safety training needs for managers	Lead HSO	Manager training needs identified by departments	March 04
	Develop and deliver programmes to meet training needs	HSM Dominic Passman SHSO Colin Morrison	Training programme developed and delivered	04/05
Introduce a formal health and safety audit system across all departments	Assist departments to establish audit priority	HSM Dominic Passman	Departmental audit programme agreed	March 04
	Conduct and report on an agreed audit programme	Lead HSO	Audit reports produced for agreed programme	As per 04/05 audit programme
Continue the development of Asbestos Management Plans	Produce Asbestos Management Plans (part one) for surveyed premises	HSM Dominic Passman	Asbestos Management Plans (part one) produced for all surveyed premises	As per survey programme
			Plans to be used to produce part two and part three Asbestos Management Plans	As per 04/05 programme
Review current asbestos policy to reflect changes in legislation and Council	Review the asbestos policy	HSM Dominic Passman	Adopted revised policy having progressed through appropriate development	July 04

practice			and consultation exercises	
<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Develop and deliver asbestos training to persons nominated to manage asbestos left in Council premises	Assist departments to nominate employees in premises	HSM Dominic Passman	Nominated employees identified by departments	March 04
	Develop specific training programme	HSM Dominic Passman	Specific training programme developed	April 04
	Deliver specific training programme	HSM Dominic Passman	Specific training programme delivered	As per 04/05 programme
Develop the Intranet as a health and safety management tool	Continue to update HS information on the Intranet	HSM Dominic Passman	Access by PC users to relevant HS documentation	On-going
	Use the Intranet where appropriate in responding to requests for advice and as a tool during training	All HSO's	Increased awareness of HS systems and documentation	On-going
Develop risk management initiatives in relation to the following areas:  Stress Slips/Trips and Falls Musculoskeletal Disorders	Develop and disseminate a set of stress risk assessments	HSM Dominic Passman	Generic set of stress risk assessments for use as a management tool	Feb 04
	HS Unit to represent DBC on NEREO workgroups looking at sharing best	HSM Dominic Passman	Input into development of DBC initiatives in the priority risk management	As per risk management programme

Workplace Transport	practice in the priority risk management areas		areas	
<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Establish a Planning Supervisor function within the HS Unit as requested by Community Services Department	Develop and deliver a Planning Supervisor service to Community Services Department	SHSO Colin Morrison	Provision of a Planning Supervisor service to Community Services Department	From Jan 04

## **THEME: WORK BASED LEARNING FOR YOUNG PEOPLE**

**HRM Strategic Aim:** To raise participation and achievement of the young people of Darlington in post 16 learning programmes.

**Outcome:** Young people who are adequately prepared to engage in the employment market or to go onto further training / education.

**Indicators and Targets:** Increase percentage of school leavers entering work based training  
 Number of learners gaining qualifications /gaining employment /entering further training /education  
 Number of learners entering the new Entry to Employment (E2E) programme  
 Learning and Skills Council and Adult Learning Inspectorate ratings - maintain and improve upon existing levels  
 New members of staff fully qualified in NVQ, Key Skills and Basic Skills delivery

<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Attract participation of post 16 school leavers	Introduce new recruitment drive using various marketing methods	All Unit employees	Increase the number of school leavers entering the work based training programme	August 2004
Retain learners until completion of the training programme in accordance with their individual learning plans	Provide relevant and stimulating work experience/training coordinating on and off-the-job learning	All Unit employees	Positive outcome of attaining qualification/employment	On going
Recruit learners to the newly introduced Entry to Employment programme	Deliver training relevant to learners needs which may include basic skills, key skills, units of NVQ and personal development	All Unit employees	Number of learners able to enter the workforce with the confidence to use the necessary skills required in the workplace	On going



<b>Objective</b>	<b>Actions</b>	<b>Responsibility/Lead Officer</b>	<b>PI's Targets and Outputs</b>	<b>Timescale</b>
Ensure that all programmes delivered meets the requirement of the contract with the Learning and Skills Council Tees Valley	Undertake a systems audit and produce an action plan to rectify any deficiencies	Maureen Williams	LSC contract compliance	On going in accordance with LSC contract
To develop areas for improvement as highlighted in the Adult Learning Inspectorate report/Self Assessment	Implement action plans and meet set target dates	All Unit employees	Successful Adult Learning Inspectorate report	November 2004
Ensure that all new staff are given the opportunity to achieve appropriate qualifications	Increase the number of staff holding relevant qualifications by encouraging enrolment and attendance at various training venues	New employees of the Unit	All staff to be fully qualified in NVQ, Key and Basic Skills delivery	June 2005

Various/OD Strategy - People Management Framework Revised Sept 04

## **STRIVING FOR EXCELLENCE**

### **“A framework for effective communication”**

Good communication is at the heart of any successful business. In an organisation as diverse as a local authority, which includes a number of different ‘businesses’, professions and a wide variety of employee groups, it is a key element towards achieving corporate aims and objectives.

#### ***Good communication is two-way***

Effective communications works on many different levels and needs to be two-way and, where appropriate multi-way. It is not just about telling someone about something, or what to do, it is about listening and being prepared to take on board other people’s points of views and ideas; acting on this information where appropriate, and allowing time to discuss relevant issues further.

#### ***All Employees have rights***

Everyone and, therefore everyone’s opinion, in the Council is valued. All employees have the right to be kept well informed about issues affecting the Council, which will impact on them as employees. All employees have the right to comment on, and contribute to, the development of policies and procedures via agreed consultation with Trade Unions. To be effective communication needs to take account of individual differences and preferences. Different ways of communicating might need to be used to reach everyone effectively.

#### ***All Employees have responsibilities***

Effective communication is everyone’s responsibility. Everyone has a responsibility to take an active part in communication. Everyone has a responsibility to question anything they don’t understand and to share relevant information that they might have. Everyone must be open and honest and value other people’s views. Better understanding, involvement and focus throughout the organisation will create more ‘team’ feeling and help overall efficiency and effectiveness.



## **Our customers**

Whilst this framework is primarily focussed on internal communication with employees we cannot lose sight of our primary purpose, which is to provide effective services to the people of Darlington. Effective external communication is therefore equally important. External communications, particularly with the media, are managed by the Corporate Communications Unit.

Aims and Objectives of the Communications Framework;

Darlington Borough Council is striving to improve communications at all levels and this framework:

- Sets minimum standards for communication at all levels throughout the Council.
- Highlights examples of good practice that can be adopted throughout the Council.
- Ensures that key and relevant messages are communicated quickly and efficiently and that all managers and employees have opportunities to be involved in all communication.
- Sets standards for monitoring and reviewing communications on an ongoing basis.
- Expects all employees to play their part.

A number of initiatives have already been introduced to open up and improve communications throughout the Authority.

Leading by example the Chief Executive, Barry Keel, has toured all departments throughout the organisation with his Talk Time sessions offering employees the chance to talk to him direct and to make a difference.

The first employees survey was issued at the end of 2002. This survey gave all employees the opportunity to have a say about how they perceive the organisation. A second employee survey is currently underway and results will be compared to the first survey to see if progress is being made.

Most Directors also now operate an Open Door policy and have Open Forum Sessions regularly with their own employees and others will be doing so during 2004.

### **Our Strategy for improving communications in 2004.**

Employees are central to our success and therefore must be at the heart of communications. As we strive to constantly improve communications our emphasis in 2004 will be on recognising successes and ensuring key messages from CMT are communicated effectively to employees.

### **Communications Strategy Group**

The Communications strategy group comprises the Head of HRM, the Head of Policy and Head of Communications. The remit of the group is to liaise closely with CMT to identify key issues, which need to be communicated, and the best method to do so.

#### Celebrations

During 2004 we will ensure that success is recognised and publicised via;

- Awards ceremonies
- Communications Announcements
- Flyer and newsletter articles
- Press releases
- Executive briefings

## **Trades Unions**

The Joint Consultative Committee, which is well established, is the main forum for formal communications with the trade unions. During 2004 we will ensure that in each department there is an effective communication forum for consultation at a departmental level and that informal communication is improved.

## **Performance Development Review**

The PDR system provides a direct link between all employees and the service plan objectives for their area of work. The formal aspects of PDR supported by regular dialogue with employees, is an effective opportunity for two- way communication.

## **Summary**

To be effective, communication must be a two-way process. Employees have a responsibility to take advantage of communications' opportunities and to feed information back to senior management, and to each other. Managers have a responsibility to encourage and support all employees to take part in the communications process. Any information we seek to deliver should be credible, honest and consistent. Every effort should be made to make sure that it is delivered when it is likely to have the most impact on the audience for which it is intended, and that it is delivered in the most appropriate way for that audience.

The following table summarises the Communications Framework and illustrates key developments and activities taking place throughout the Authority. Many were introduced following the introduction of the ODS' Communications Framework two years ago and some are new. The revised framework makes clear the importance of employees being at the heart of the organisation and the need for them to be well informed as a key ingredient to organisational success.

THIS PAGE IS FOR CIRCLE DIAGRAM





## FRAMEWORK FOR EFFECTIVE COMMUNICATIONS

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
Corporate Management Team Meetings	The purpose of these meetings is to enable members of the Executive team to reach strategic decisions and communicate with each other. They will also receive feedback given by employees from a variety of sources in making such decisions or when making recommendations to Cabinet	Where relevant, decisions made by CMT will be communicated to all employees within two weeks of the meeting. Officers may be requested to present reports they have written to CMT.	CMT	Fortnightly	Improved Employee Survey Response Relevant Communications Questions
Chief Executive TALK TIME	Talk Time sessions offer employees an informal opportunity to talk to the Chief Executive directly.		CMT	There is a rolling programme with a minimum of two per year in each department	Improved Employee Survey Response Relevant Communications Questions
Directors Open Forum Sessions	These sessions offers employees an informal opportunity to talk to their director on a face to face basis and to make a difference			There will be at least one per year	
Executive briefings	These sessions are used to communicate	Usually delivered by a		Minimum two	

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
	key important messages to the whole workforce, e.g. issues such as the budget settlement.	director or the Chief Executive.		per year	
Directors' Open Door	Any employee can book a personal appointment with their director by making an appointment with via the P.A.			On request by appointment	
Senior Mangers Workshop	The purpose of these meetings is to communicate directly with all senior managers on key issues and to address strategic planning issues. Additionally they provide an opportunity to network with each other to address cross Departmental issues.			HRMD will organise these events with a minimum of three per year. CMT members will attend all workshops wherever possible	
Departmental Management Teams	These meetings provide an effective two-way flow of information between CMT and DMT's and for strategic planning at a departmental level. They also provide an essential forum for members to consult others in relation to groups they attend on behalf of DMT. Membership comprises Departmental Director, all Departmental Heads of Service, HR representative	Agenda's must include the following as standing items:  PI'S Staffing Issues. Communication Budget Position. Health & Safety.	CMT	Frequency of these meetings will be in accordance with CMT meetings	Improved Employee Survey Response Relevant Communications Questions

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
		Consultation and Feedback from Team briefings and other groups attended by members. Inclusion			
Team Briefing	This process will be used to communicate key issues arising from CMT /DMT meetings. Where possible meetings must be held to accommodate part time staff. Arrangements must be made by team leaders to brief those absent from meetings. Meetings will have agenda's and notes of meetings will be produced and circulated to all team members. Meetings will be a two-way discussion of issues to be fed back via the management chain. Team leaders will coordinate meetings after each CMT/DMT meeting.			Meetings will follow the CMT/DMT meeting cycle.	
1:1 meetings	These meetings are to give employees regular direct feedback in relation to their performance and development. They support and encourage two- way discussion. All employees will be offered	Additionally all employees can have direct access to their director or another member of CMT on	CMT	Monthly or on request for those not covered by Group PDR.	Improved Employee Survey Response Relevant Communications

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
	1:1 meetings with their supervisor at least bi-monthly in addition to their annual and six monthly PDR. For those employees covered by the group PDR arrangements 1:1 sessions will be available on request.	request via an appointment made through a PA.			Questions
Joint Consultative Committee:	The purpose of these meetings is to facilitate the formal consultation process with Staff Associations and Trades Unions on terms and conditions of service issues. These meetings form the more formal aspects of consultation and will be supported by informal consultation as required by HRMD and other managers on an ad hoc basis as requiring.			They will take place at least quarterly and will be chaired by the Cabinet Member with Resources and will be attended by relevant elected TU reps, Head of HRM and relevant managers depending on the agenda.	
Employee Survey	A confidential survey issued annually to all		CMT	Annually	Improved

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
	employees. The employee survey was specifically designed to measure progress in respect of the Organisational Development Strategy.				Employee Survey Response Relevant Communications Questions
Departmental Joint Consultative Committee	The purpose of these meetings is to facilitate the formal Consultation process with Staff Associations and Trades Unions on terms and conditions of service issues at a departmental level.			Tracking the JCC meeting cycle.	
Employee Panel	The employee panel has been established to directly consult with a representative sample of employees on a range of issues.			The Policy Unit coordinates the employee panel on an ad-hoc basis.	
Employee Suggestion Scheme	This scheme provides a direct opportunity for employees to put forward new ideas and initiatives and to be rewarded for their efforts.			On- going	
Corporate Notice Boards	Corporate Notice Boards are used to display key corporate messages. They are easily recognisable in Corporate colours			On- going	

<b>Means of Communication</b>	<b>Objective</b>	<b>Comments</b>	<b>Lead Officer</b>	<b>Frequency</b>	<b>PI</b>
The Flyer/ departmental Newsletters	<p>The Flyer is the internal corporate newsletter and will be used to cascade a range of HR related messages in addition to other operational and employee related news.</p> <p>Departmental newsletters are used to inform employees of relevant issues at departmental level</p>		CMT	Monthly	Improved Employee Survey Response Relevant Communications Questions
Internet/email/Intranet	The Council has a range of electronic communication media. A copy of the guidance on use of the internet, intranet and email is available from the IT section			Ongoing	

Various/OD Strategy - Communications Framework Revised Sept 04

**Striving for Excellence**  
**Performance Management Framework**  
**2004/05**

**Performance Management Framework**

This section describes the Council's Performance Management Framework (PMF) and the part it plays in assisting the organisation to demonstrate continuous improvement. It comprises the following sections:

- What is the PMF? - a brief definition.
- A glossary of terms - there is some unavoidable jargon associated with performance management and so a glossary has been provided to assist the remainder of the description.
- Delivering services effectively within a PMF - although this section focuses on definitions and details of the PMF mechanism, it is important not to lose sight of the sole purpose of the PMF - to assist the organisation to systematically improve the services it provides to Darlington's communities.
- Minimum requirements of the PMF - a summary of the main elements of the PMF, who is responsible for delivering them and frequency.
- PerformancePlus Local Authority – a computerized system for assisting in the mapping of service plans, linking objectives, recording, analysing and reporting performance data.

What is the PMF?

The PMF is a key mechanism for linking the aims and objectives of the Council with the outputs and outcomes for services, i.e. what services are delivered and to what standard.

Just as the Council's plans are increasingly being informed by consultation, they are also becoming more outcome-focused to incorporate feedback from performance monitoring. In this way, plans can be adapted to respond to both positive and negative developments over their lifespan.



The diagram above demonstrates the hierarchy of plans. Currently, the authority is required to produce approximately 70 statutory plans, excluding any locally produced business and service plans. It is important therefore to be very clear on the relationship between targets in the main statutory plans (Community Strategy and BVPP) and service plans. The Community Strategy has been developed containing a suite of indicators, including the Quality of Life indicators that have been collected since 2001/02 (the initial pilot year). There is an annual Community Strategy Action Plan that permits assessment against high-level objectives in the Community Strategy and against themes

Since 2002/03 the BVPP has been combined with a corporate plan into a single document that contains a look forward at strategy – what we want to achieve over the next 3 years and our performance in detail over the past year. Performance is assessed against approximately 150 statutory Best Value Performance Indicators (BVPIs) and a series of complementary local indicators. Targets for each of the next 5 years are set and the authority is judged on:

- The accuracy of data published.
- The degree to which the authority is projecting to improve (i.e. whether we are setting targets that are comparable with the top 25% of authorities in accordance with best value and which improve on current performance).
- The degree to which we are delivering (i.e. whether we are meeting targets set for the current year).
- The plans in place to support the achievement of the improvements forecast.

## Glossary of Terms



**Performance Management** - The control of the performance of the council so that it achieves what it wants to. This requires that the council has some strategic direction, aims, objectives and policies, and that it sets indicators and targets so that it can measure its achievement towards them. Implicit in this control are a suite of indicators and their regular reporting of actual performance against targets. By this means corrective action can be taken if targets are not met.

Additionally under Best Value councils have to report on a suite of Best Value Performance Indicators (BVPIs), which are fully audited. Increasingly the external auditor requires the BVPIs to be collected within a coherent Performance Management Framework so that they can have confidence that the PIs are being collected properly and consistently and that they are being used.

**Strategy** - A strategy is broadly what it is wished to achieve and how to get there and often the why by way of justification. Strategy and plan are often used interchangeably.

**Policy** - This is the means by which the strategy is achieved. There could be several ways or means to achieve the strategy - thus policy could change if it doesn't work.

**Aim** - A broad assessment of what it is wished to achieve. An aim may well have several particular objectives.

**Objective** - A detailed assessment of what it is desired to achieve but of a broader nature than a target.

**(Performance) Indicator** - The description of an activity or work (and mechanism) by which outputs or outcomes (sometime inputs) can be assessed.

**Performance Measure** - For our purposes the same as a Performance Indicator, although some organisations make a distinction between the two.

**Performance Target** - What output or outcome is desired to be achieved from a particular activity or work.

**Performance Standard** - The level of performance that it is required to achieve, which may be set as a minimum. Thus in Best Value the Government sets top quartile targets (based on the best performing councils) for certain BVPIs and different targets for others. These are in effect the Performance Standards that a council must achieve by the set dates.

**Input** - The resources used to get a particular activity or work done. For example 2 employees utilised, £50 000 spent, 5 personal computers used, etc. Less useful as a PI measure since it says nothing about the impact of the service, although it could be the reason why performance is poor.

**Output** - This is what happens as a result of the activity or work. For example 25 invoices processed, 6 reports written, 12 inspections done, etc. Output is more useful as a PI in that it is related to what the service user experiences and there is a tangible impact.

**Outcome** - The outcome is the effect on those who receive the service, the impact of the activity or work done. For example 95% of invoices paid within 30 days means people get money due in

an expected timescale, the appropriate action undertaken from the written reports, and an improved service as a result of the inspections. Outcome is most useful as a PI since it is (or should be) directly related to what the activity or work sets out to achieve.

To give an example a solar panel uses sunlight (input) to produce electricity, which powers an electric fan (output) that keeps me cool in the heat of the day (outcome).

Typically a strategy will have several aims, each aim several objectives and each objective several targets. The means of measuring achievement against these is by way of an (performance) indicator, which should normally be of the output or outcome type but occasionally it could be appropriate to use input.

### **An example by way of illustration**

The strategy is to reduce poverty and the policy to do this may well be to increase the level of benefits. One aim is therefore to have a system in place, which enables benefits to be distributed to all in need. One objective is to ensure that the system covers the whole country. A specific indicator could be to maximise the number of people over 65 receiving their benefit and the target is 100% by 31 March 2005.

An input could therefore be the amount of resource put into the benefit system or the level of benefit paid. The output could be that it is distributed fairly to all those who need it and an outcome that poverty is reduced, measured by better housing conditions and improved health.

### **Economy, Efficiency and Effectiveness**

There are three other terms that are usefully defined but note that they are closely related to each other. Usually a service should exhibit high economy, high efficiency and high effectiveness but high economy and high efficiency are no good without the service being effective. Equally very high effectiveness may require high inputs which gives a low economy and poor efficiency due perhaps to the need for redundancy (poor utilisation of resources) to produce such an effective service.

**Economy** - This is to do with the quantity of input being used to be produce a given output. Therefore the less (and lower cost) resource used the better.

**Efficiency** - Basically the ratio of output to input or the concept of getting more for less. Thus 1 person producing a report in 6 hours is more efficient than 2 people producing a report in 4 hours each.

**Effectiveness** - This is whether the activity or work achieves what it is desired to achieve and is fundamentally about outcomes. Using the report analogy; the fact that 2 people produced the report may make it better (more effective) than the report produced by the single person.

### **Delivering Services Effectively within a PMF**

The following diagram below shows broadly how the PMF operates, in particular how it is framed with the Council's need to deliver services to a plan, efficiently, effectively and

economically. Therefore there is an aspiration to deliver *excellent* services to all citizens of Darlington in accordance with the Council’s vision:

*To make Darlington a place where people want to live, work and are able to enjoy a high quality of life.*

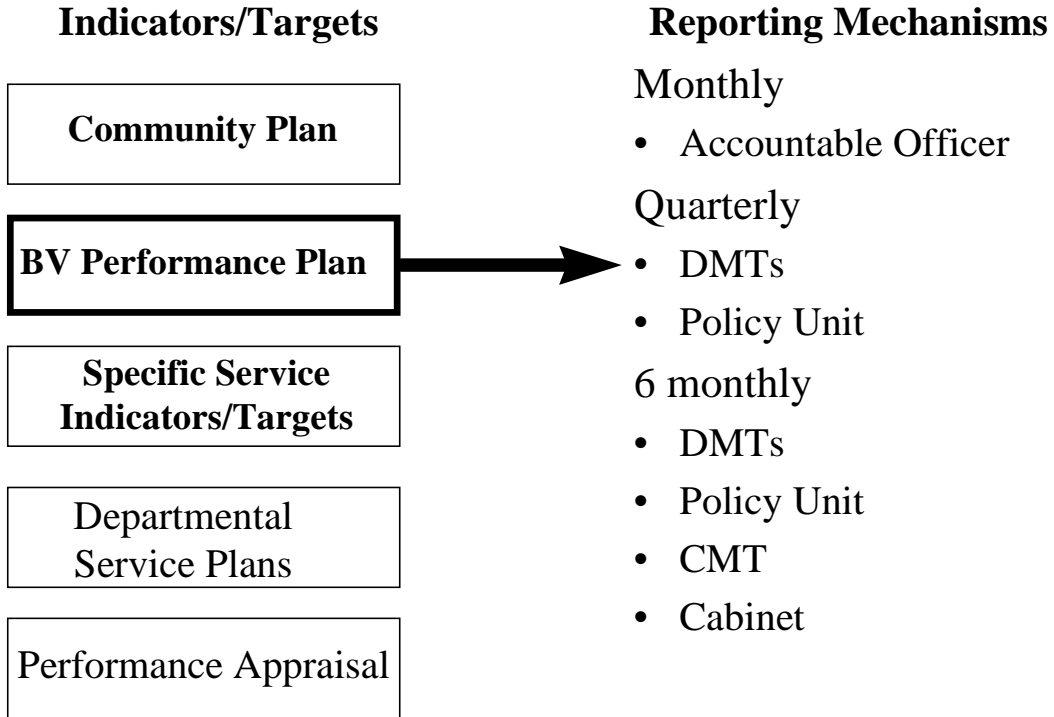


However in itself this is not enough it needs translating into action and this is the principal role of the PMF by giving definition to services and performance at achieving set targets.

In summary the PMF is the means by which the Council’s policies, practices etc. are put into practice. The *Performance* element represents the delivery of specified services to a certain standard using clear, laid-down criteria i.e. through a well-delivered system of targets reflecting the bold ambition. The *Management* requires that the performance is given conscious attention so that it is directed to achieve the required performance i.e. that accountability for performance is clear and managed through a system of reinforcement/incentives (the performance development review or appraisal system). The *Framework* represents the fact that there is a coherent monitoring system to enable performance targets to be set, managed in a dynamic manner, reported to those who need to know and most importantly used to monitor progress so that corrective action can be taken where performance is falling short.

The diagram below shows the hierarchy of performance reporting and illustrates the crucial concept that, within the PMF, performance is managed at different levels. The reporting mechanism is shown for reporting on indicators contained within the BVPP. As one moves up the column then the performance data becomes less detailed and focuses more on where poor performance is occurring so that corrective action can be taken. All this is being increasingly facilitated by the use of *PerformancePlus*.

Performance indicators with associated targets and actual performance achieved is detailed in various documents including service and department plans and the Best Value Performance Plan. In addition individual employee appraisals will contain agreed targets that they are required to meet and these are at the base of the pyramid. This is in recognition that delivery of services and the meeting of targets depend upon individual effort and action.



## Minimum Requirements of the PMF

A key to the successful operation of the PMF is that it is seen as a coherent whole but naturally it consists of linked elements, which will now be considered in turn. As described in a later section the computerised system *PerformancePlus* went live on 1 April 2004. This is being operating in dual running with the paper system for 2004/05 with a view to reducing the amount of paper reports in the following year. In the meantime the paper reports are being modified to reflect the symbols and terms used in *PerformancePlus*.

- Each department has a Performance Management Co-ordinator to bring together the performance data within that department.
- Each performance indicator has an Accountable Officer. For the financial indicators the appropriate accountant is also nominated alongside the service officer. The Accountable Officers feeds PI data (completing the required forms) to the Coordinator who is responsible for making sure that all the required data and explanation, as appropriate, is present. The data is also input into *PerformancePlus* within the department.
- At the moment quarterly monitoring and reporting is mandatory but there is flexibility to allow more frequent monitoring that may be required or necessary for certain indicators and at certain times. *PerformancePlus* (see below) enables individual indicators (or performance for groups of indicators) to be reported on as frequently as the data is collected. Reporting will be much more flexible and timely, allowing corrective action to be taken sooner rather than later.
- At the moment a specific form is used to record targets, monthly, quarterly and projected and actual annual performance. There is one form for each national and local indicator, which also contains the PI reference and the description. The form also allows the tracking of performance between and across different quarters and there is a requirement to explain variances from targets as well as details on the system used to collect the performance data. There is an optional form for monthly performance. Again 5-year targets can be entered into *PerformancePlus*.
- At the moment a specific form is used to record targets, which must be SMART and cover the next 5 years. To be of maximum use a target must be **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imebound. It is stressed that targets set need to be challenging and where appropriate take into account any statutory or other guidance given by the Government as well as the requirement to achieve top quartile performance (of all English local authorities) within 5 years. Departments are required to give reasons where targets are less ambitious than these.
- At the moment signed forms are required at the end of the year but in between they can be maintained electronically. The forms could be maintained electronically on *PerformancePlus* but at fundamental re-appraisal is to be undertaken of the requirement for paper forms.

- Regular (quarterly) meetings are held with Departmental Coordinators to keep departments informed about the requirements for Best Value, receive feedback and deal with queries. The external auditors (PricewaterhouseCoopers) are invited to attend these meetings.
- At the moment departments are required to produce a report on performance for all indicators (national and local) on a quarterly basis and take it to their Departmental Management Team with a copy sent to the Policy Unit. Such a report must identify those indicators for which performance is falling short of target and what action is being taken, or proposed, to remedy the situation. It must also include trend data. Reporting can be done from *PerformancePlus* and such reports can be posted to an intranet or an external website. Reports can be produced for any time period and covering high level objectives or at individual performance indicator level.
- At the moment the Policy Unit are required to produce a report on all the national performance indicators and the operation of the PMF and submit it to Cabinet and Scrutiny Committees every 6 months. Such a report must comment on those PIs for which performance is falling significantly short of target and also any difficulties that are being experienced with the operation of the PMF. Again this reporting will change as a result of *PerformancePlus*.
- The data provided by the PMF is used in employee appraisal including of directors.
- The existence of the PMF enables greater confidence to be placed on the Council's performance (what is actually happening on the ground) and eases the audit requirements.

### **Progress in 2003/04 and 2004/05 Action Plan**

The Council launched its Organisational Development Strategy (ODS) under the banner *Striving for Excellence* in 2002 containing three frameworks: People Management, Performance Management and Communications. The main components of the Performance Management Framework (PMF) were described as:

- a) Bold ambition
- b) Objectives/targets
- c) Accountability
- d) Monitoring
- e) Recognition/Reinforcement

Since then the PMF has continued to develop such that PricewaterhouseCoopers were able to comment in the 2002/03 Audit of Accounts on the considerable progress that had been made but also, importantly, that the Council recognised what still needed to be done.

It is evident that all the above components are being addressed as indicated below.

- a) The purchase of *PerformancePlus* with Darlington Partnership using Government-won funding and the extensive work done on service planning demonstrate our

ambition in this area. In addition the authority-wide implementation of *PerformancePlus* in such a rapid timescale, with full departmental buy-in is further evidence. This implementation has been validated by an external *PerformancePlus* consultant who has formally described the Council's progress as 'excellent'. In addition Darlington Partnership have mapped the Community Strategy into *PerformancePlus*, which will enable high-level monitoring of performance against objectives.

- b) The use of *PerformancePlus* has led us to take an even more rigorous approach to the setting of objectives and the indicators that measure achievement against them. An essential activity has been the strengthening of service planning and the use of posters to communicate the performance hierarchy. This enables individual employees to see where their contribution fits into the achievement of Council objectives. Previous to the introduction of *PerformancePlus* the achievement of targets was assessed on a strict basis but now a more sophisticated approach using tolerances is utilized. Each indicator will have an individual tolerance against which further investigation will be considered if the target is under or in some cases over-achieved.
- c) Officers have always been accountable for indicators, as shown within the ODS but in the Corporate and Best Value Performance Plan 2004/05 this has been more clearly extended, from the previous year, to Members. *PerformancePlus* allows officers and Members to keep an even closer watch on performance not only against PIs that they are accountable for but also objectives. For example Cabinet Portfolio holders will be able to examine performance against high-level objectives relating to their areas of responsibility and Directors likewise with top service and departmental objectives. If required this can be taken down to individual officer's PDR objectives.
- d) Departments have produced regular quarterly monitoring reports and performance has been reported every six months to Cabinet and Scrutiny Committees. In addition monitoring has been more regularly in some departments and for some indicators. For 2004/05 *PerformancePlus* greatly enhances monitoring capability in allowing this to be undertaken much more easily and regularly at both indicator and objective level.
- e) Through the service planning work done in all departments and the use of posters employees are increasing able to see how their contribution fits into the achievement of Council Objectives. Elected Members have been actively involved in service planning so that for example, the posters contain not only the signature of relevant Director but also the responsible Cabinet portfolio holders and the Scrutiny Committee Chair responsible for monitoring Personal Development Reviews (PDRs) are the mechanism by which individual performance is evaluated and achievement recognised.

A significant development therefore has been the purchase of a software system as noted above, *PerformancePlus*, that has not only enabled automation of some of the time consuming parts of the PMF but more importantly supports service planning, including the linking of objectives not only vertically in the hierarchy but also horizontally. The introduction of *PerformancePlus* has been actively managed according to PRINCE2 project methodology suitably modified to reflect

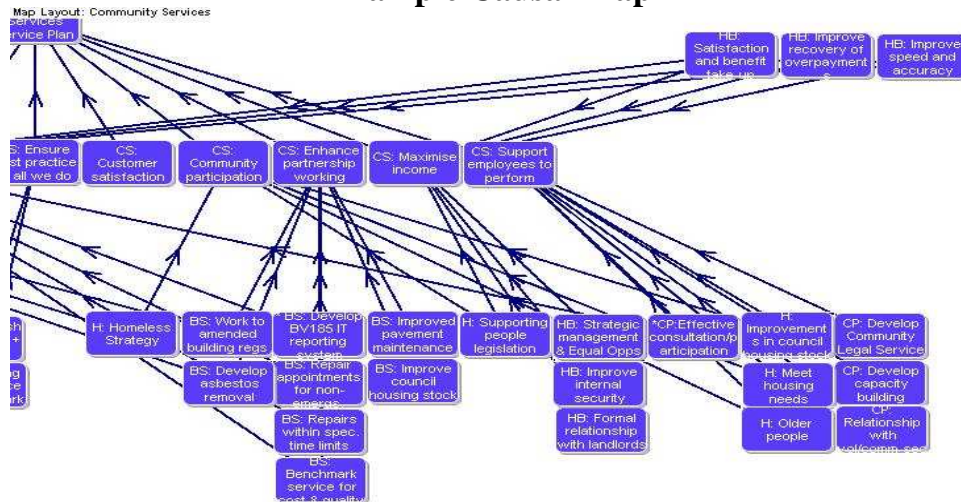
the scale of the project. To this end a Project Initiation Document (PID) set out what we aimed to secure from the project, alongside limitations and risks.

*PerformancePlus* went live at the beginning of April 2004 although all 2003/04 service plans were mapped into the system. In itself this exercise identified improvements to service planning that fed into the 2004/05 round of service planning. In addition data was input, where available, going back to April 2000 and high-level scorecards, for reporting, produced.

### **PerformancePlus Local Authority**

As noted the Council has purchased as part of Darlington Partnership a computerised performance management software system called *PerformancePlus* Local Authority. The principal characteristics will be briefly explained. An important feature is the mapping of service plans using Causal Maps that are a series of objectives at several levels. These are linked together as shown below in an extract of a map. The lines, depending on the colour, show the flow of performance data in the direction of the arrow or that one objective impact on another whilst not directly feeding performance data to it. The Causal Map is a useful communication tool that shows the relationship between the different parts of the Council’s services.

**Example Causal Map**





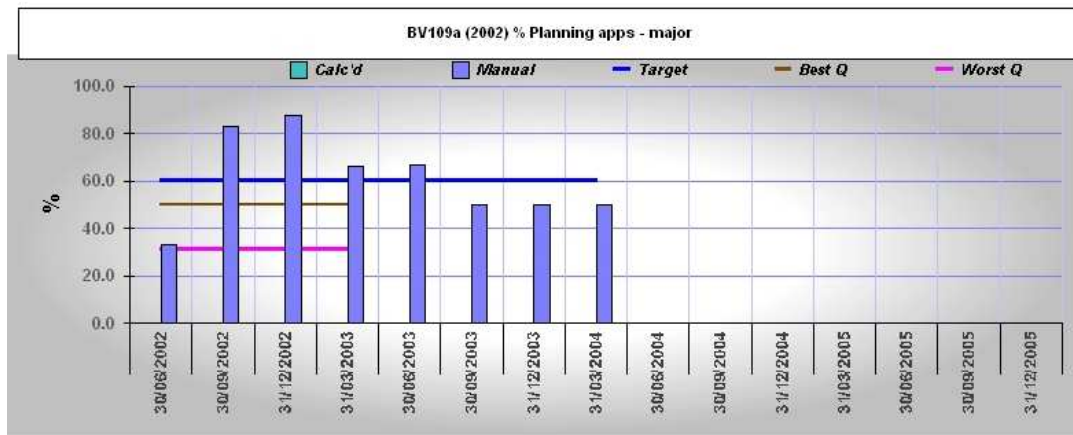
The principal reporting tool available in *PerformancePlus* is the Scorecard. An example is shown below. A Scorecard can show performance against target at any level in the performance hierarchy and allows ‘drill-down’ to individual indicators. What the Scorecard shows can be defined in *PerformancePlus*.

### Example Scorecard

Housing Benefit (CSHB)		Target	Actual	Var%
YTD Alert				
	Housing Benefit (CSHB) : Status	99.95	104.22	4.27
	CSHB: Accurate efficient prompt service : Status	100.00	92.59	-7.41
	CSHB: Ensure value for money : Status	100.00	?	?
	CSHB: Fraud : Status	?	?	?
	CSHB: Maximise staff development opps : Status	99.21	97.63	-1.59
	CSHB: Promote entitlement to benefits : Status	99.77	131.83	32.14
	CSHB: Recognised qualifications : Status	100.00	138.59	38.59
	CSHB: Recover overpayments claim subsidy : Status	100.00	92.06	-7.94
	CSHB: Support delivery of social housing : Status	?	?	?
	CSHB: Treat all citizens fairly : Status	100.00	145.30	45.30
	CSHB: Treat all citizens fairly : BV076a Number of claimants visited	242.00	286.00	18.18
	CSHB: Treat all citizens fairly : BV076b Number of fraud investigators	25.00	72.00	188.00
	CSHB: Treat all citizens fairly : BV076c Number of fraud investigations	0.20	0.20	0.00
	CSHB: Treat all citizens fairly : BV076d Number prosecutions & sanctions	1.20	0.90	-25.00

Another view in *PerformancePlus* is the ‘Trend’. This shows performance data and allows an easy view of the performance trend, comparison against the Target, Best Quartile and Worse Quartile. The graph is configurable as different types and other information can be added such as a regression line, mean and standard deviation.

### Example Trend view



Finally, these views can be put together in a Briefing Book that can be posted to the Council’s intranet and also the website.

*PerformancePlus* can therefore provide performance information either online or offline depending upon the audience.

## The 2004/05 Assessment

For 2004/05 therefore the PMF is in somewhat of a transition period with dual running of the manual systems including for data collection/recording and reporting arrangements alongside, in particular, the development of *PerformancePlus* reporting that is of especial importance.

Therefore as regards 2004/05 the key action is to continue the implementation of *PerformancePlus*. The PID that set out the project management arrangements contains a series of indicators that will be used to measure the success of the implementation. Principally these are resulting from actions during the implementation, and more so after the end of the project per se. However, the PID also identified a number of impacts that can be said to be key to the Council's business and these are also included in the first column. The Project Board will formally evaluate the success of the project management arrangements. To date there have been four update reports and in addition the Project Board have been kept apprised of progress on a regular basis

The intention has been to try and produce SMART indicators but we are especially interested in the considered views of managers, Members, the Policy Unit, PMF Coordinators and other users. Therefore a number of indicators try to capture these views. In the table below it will be noted that targets for most indicators go into 2005/06 since it is considered that the production of the 2004/05 outturns (and their audit) and the production of the 2005/06 Corporate Plan and Best Value Performance Plan will be a important test for the system.

### Assessment of the PMF for 2004/05

The table below therefore contains the indicators that will be used to evaluate the success of *PerformancePlus* and since this is now an integral part of the PMF also of the PMF. However, it is important to understand that although *PerformancePlus* is important to the PMF there is still a need to consider service planning and the PMF in general and to enhance the PMF given national developments, best practice and local needs.

#### ASSESSMENT CRITERIA OF THE PMF IN 2004/05

Objective (# Not in PID)	Indicator	Target	Date for achievement	Responsible officer
To spread use of P+ throughout the Council	1. Number of managers set up to use P+	15	31 March 2005	David Goodchild
To improve the use of performance data	2. Number of ad hoc queries	10 per week	31 March 2005	David Goodchild
	3. Timeliness of reports received into the PU	As per timetable	31 August 2005	David Goodchild
To ensure quality of performance data	4. Accuracy of data	No more than 1% errors	30 April 2005	PMF Coordinators

		discovered in end of year audit		
To ensure P+ meeting needs	5. Satisfaction of Head of Policy	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	Lorraine O'Donnell
	6. Satisfaction of PMF Coordinators	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	Lorraine O'Donnell
To improve use of performance data	7. Satisfaction of senior managers with performance data receiving – Quantity, Quality, Timeliness	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	Lorraine O'Donnell
	8. Satisfaction of Cabinet and Scrutiny Committee Chairs with performance data receiving – Quantity, Quality, Timeliness	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	Lorraine O'Donnell
#The functionality and ease of use of P+	9. Satisfaction of those who input data and produce Briefing Books	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	David Goodchild
To gauge the effectiveness of P+ at assisting in improving performance	10. Improvement in the Council's performance (from the 2002/03 base of 13.5% for non-financial BVPIs)	5%	31 August 2005 (interim 31 December 2004)	Lorraine O'Donnell
To improve use of performance data and to ensure P+ meeting needs	11. Satisfaction of PU departmental representatives as regard level of support needed for departments to produce appropriate Quantity, Quality and Timeliness of data	75% reporting mostly satisfied	31 August 2005 (interim 31 December 2004)	David Goodchild
To improve the efficiency of the PMF	12. Level of 'unproductive' support given to departments	Views of PU that decreased	31 August 2005	David Goodchild
To improve the sustainability of the PMF	13. Levels of stress in the PU and PMF Coordinators	75% saying less stressed	31 August 2005	David Goodchild
To gauge the effectiveness of P+ in supporting the PMF	14. The perception of the PMF pre and post P+	Views of PU and PMF Coordinators	31 August 2005	David Goodchild
<b>Impact</b>	<b>Relevant PIs</b>	<b>Target</b>	<b>Date for achievement</b>	<b>Overall responsible officer</b>
Performance data tied into the hierarchy	PIs 5, 6, 7, 8, 9, 10, 14	See targets for PIs	31 August 2005	David Goodchild

from CS to PDR				
Improvement in service planning	PI 14	See targets for PIs	31 August 2005	Lorraine O'Donnell
More timely performance data leading to service efficiency and development	PIs 3, 5, 6, 7, 8, 10, 11, 13, 14	See targets for PIs	31 August 2005	David Goodchild
Better reporting/presentation of performance data	PIs 3, 4,	See targets for PIs	31 August 2005	David Goodchild
Improved understanding of relationship between different objectives and associated PIs	14	See targets for PIs	31 August 2005	Lorraine O'Donnell

**Notes**

- a) Satisfaction indicators to be measured on a scale of 1 to 4 (1=Unsatisfied, 2=Partly Satisfied, 3=Mostly Satisfied, 4=Completely Satisfied).
- b) Stress to be assessed by asking officers if feel less or more stressed than previously.

# **Darlington Borough Council**

## **Employee Survey 2004**

**A report of the findings**

Carol Wyers/Neale Kipling revised September 2004

## **Contents**

- 1. Introduction**
- 2. Methodology and response rates**
- 3. Notes on analysis and interpretation**
- 4. Analysis**

**People management**  
**Performance Management**  
**Communication**

## **Values**

### **5 Departmental Comparison**

### **6. Conclusions**

### **7 Recommendations**

## **Appendices**

Appendix 1 Survey questions and Raw data-whole organisation.

Appendix 2 Data supplement departmental analysis.

## **1. Introduction**

Darlington Borough Council launched its Organisational Development Strategy, "Striving for Excellence" in December 2001 and in doing so recognised that progress regarding implementation of the strategy needed to be monitored on a continual basis. An integral part of the strategy is a monitoring process which includes feedback from employees. The strategy has three main elements and a fourth which is an underpinning set of core values, rights and responsibilities.

The four identified elements are ;

- People Management
- Performance Management
- Communications
- Organisational Values, Rights and Responsibilities

An employee survey was developed and conducted to measure progress in the four key elements of the strategy. The design of the survey reflects the four key elements above and assesses what employees perceive the council does well, what needs improving and the direction for future progress. This is the second survey of this kind and it is intended to repeat this process annually using the same question base to measure and benchmark progress against the first survey. An additional question has however been added to the second survey to seek views as to whether progress is being made. This report gives an analysis of the trends at both organisational and departmental level.

## **2. Methodology and response rates**

Once again the survey was undertaken in house by the HRM Division working in close collaboration with the Chief Executives Team in the Policy Unit on the analysis and interpretation of the results.

The survey could have been conducted in a number of formats, including consultation workshops, formal or informal interviews, briefing sessions. It was however decided that a questionnaire would be an opportunity to reach a wider audience and a structured questionnaire was subsequently designed.

The questionnaire was given to all employees with the exception of those who are directly employed by schools. A total of 2214 questionnaires were distributed,



which represents 58% of the total workforce. The survey was issued for return by January 04 in both an on line and hard copy format for those who did not have access to the email system. The hard copy version had an attached confidential reply envelope. The survey was publicised in the flyer and via the communications announcements. Respondents were able to respond anonymously.

A total of 741 questionnaires were returned from the total 2214 distributed which is slightly lower than the response to the first survey. Returned questionnaires were input to a statistical software package, (SPSS) and raw data has been generated by the SPSS system. There was an overall 33.46% response rate in respect of the total sample frame, 33.3 % were male and 66.7% female. 30.3% of respondents earn less than £15,000 and 25.8% earn more than £15,000 but less than £25,000pa. The majority of respondents, 32.2% were therefore in grades Scale 4 to the low PO range, the remainder at the mid PO range and above. This response rate and distribution of respondents roughly reflects the current grade distribution of the workforce and although this is less than a 50% response rate it is still a significant response and trends and conclusions can be drawn from the data.

A copy of the questions used and the raw data analysis produced using SPSS statistical software is located at *Appendix 1* of this report.

At *Appendix 2* there is a full data supplement detailing the departmental analysis.

### 3. Notes on analysis and interpretation

The survey comprises 42 statements which relate to areas of the Organisational Development Strategy. Employees were asked to rate the statements in terms of whether they agree or disagree with the statement. For each statement they could choose from the following options:

Strongly agree  
Agree  
Neither agree or disagree  
Disagree  
Strongly disagree

To simplify comparison of the results the responses have been grouped into the related areas of the Organisational Development Strategy. The categories are:

People management  
Performance management  
Communication  
Values

All agree and strongly agree responses have been analysed as a positive response and all disagree or strongly disagree have been acknowledged as negative. A net positive response can therefore be deduced by deducting the total gross negative response from the total gross positive response. Responses in the neither agree or disagree category were quite significant in volume for some statements but these have been disregarded in the analysis as have those in the not applicable category as no firm conclusions can be drawn from them. For ease of reference and comparison 10% of respondents equates to 74 employees.

The survey will continue to be repeated annually and will be bench-marked against the initial responses and subsequently year on year.

This report summarises the main results of the survey.

#### 4. **Headline Analysis**

##### (a) **People Management**

Overall the responses to most of the people management related questions are very positive with the average positive response rating at 67.11%, a slight increase on last year. There was a marked 6% increase in positive responses to the question "Darlington Borough Council is a good organisation to work for" rating this year at 69.6% and there was a corresponding 1.4% decrease in those who disagreed with the statement.

73.4% of employees positively responded to the statement that "*the Council is committed to Equal Opportunities*" and only 2.3% responded negatively, this represents a 1.7 % increase in positive responses and a 0.4% decrease in negative responses on the last survey

67.3% of respondents agreed they were satisfied with their overall terms and conditions of employment and 12.4 % disagreed, this is marginally more positive than last year.

In the first survey a total of only 39.8% agree/strongly agreed with the statement *I feel secure in my job* with 25.7% actually disagreeing/strongly disagreeing with this statement. In the 2004 survey this has increased to 52.4% agreeing, the percentage of those disagreeing with the statement decreasing by 7%.

##### (b) **Performance Management**

Generally there was a very positive response to most of the performance management related statements with positive responses averaging 74.64% again slightly higher than 72.93% in the previous year with increases reflected in almost all questions in this area of the survey. The highest response rate in this area relates to the statement, "*I am aware of the standard of service that I am expected to deliver*", with a total of 92.8% agree/strongly agree responses.

Correspondingly there was a combined agree/strongly agree total of 78.6% in respect of the statement, "*My line manager makes me aware of targets and objectives, although this is slightly lower than last years response*". Combined agree/strongly agree responses were also high in respect of the following:

*"Team work is encouraged by my manager" (73.4% agree and 8.7% disagree)*  
*"I believe the council is committed to delivery of better services" (79.3% agree and 5.3% disagree)*  
*"I am aware the council monitors overall and individual performance" (78.3% agree and 5.3% disagree).*

There is clear evidence here that most employees know what the Council is aiming to achieve and what is expected of them and that the performance management culture is becoming well embedded.

The lowest responses in this area still rated positively at 61.6% and 59. % respectively and these are in relation to levels of *staff motivation and whether employee believe their skills are being well utilised by the council*. However 17.3 % and 19.1% of employees respectively responded that they either disagree or strongly disagree that *"they feel motivated to do their job and that their skills are well used by the Council"*. The Council is striving for continuous improvement and therefore needs to continue to ensure that it is recognising and maximising the skills and abilities currently available. This issue will to some extent be addressed by a planned career development strategy.

### **(c) Communication**

Responses in the area of communication were mixed but the average positive response rate is still a significant 60.99%, which although lower than the other areas of the survey is still significant and 2% higher than the positive response last year. Clearly there are some effective mechanisms in place and the response to the statement "the Council is committed to improving communication" increased positively by 6% this year to 57.1%.

One of the most notable responses again being the response to the statement *"I regularly see the flyer"*, with a total of 84% agreeing/strongly agreeing. This obviously remains an effective communication mechanism and continued use should be made to communicate key issues. Once again 81.9% of respondents agree/strongly agree that *"they can easily get to see their line manager"*, with only 7.5% who disagree. 67.8% confirmed that *"their line manager is effective in relaying information"* with 14% who disagree, this is largely unchanged from last year. Combined with other responses in relation to the respondents profile it would again suggest that first line managers are generally effective in terms of

communication and accessibility and a general positive direction in terms of communication.

Overall 42.9 % agree/strongly agree that "*messages are communicated well within the council*" but 26.2% responded negatively to the statement, a 2% improvement on last year. A significant 30.6% of employees neither agree/disagree with the statement and whilst no negative or positive conclusion can be drawn from that it would at least suggest that they had no strong negative views.

Communication with the trade unions was still not considered to be good with only 29.7% responding positively and 13% responding negatively.

Generally positive responses in respect of this aspect of the strategy are still lower than the remainder of the survey, which highlights a need to continue to address communication issues across the organisation. The departmental analysis highlights Community Services and Social Services as being marginally less positive in this area than the corporate average.

#### (d) Values

One of the major aspects of the Organisational development Strategy is the publication of a set of core values. The questions in this section were specifically designed to test views in respect of the values. Overall there was an average positive response rate of 69.34%, slightly lower than in the last year, 89% of respondents positively responded to the statement "I believe I help the Council to deliver a high quality service to its users".

In terms of the response to "*whether employees feel they are treated with respect by colleagues*", 81.4% agree/strongly agree and 72% agree/strongly agree that "*they are treated fairly at work*", this is largely unchanged from last year.

The lowest agree/strongly agree response of 54.4% was in relation to the statement "*I feel there is general openness amongst employees*" with 17.4% who strongly agree/disagree with the statement. On this issue positive views in Corporate Services / Chief Executives, Education and Development and Environment Departments were marginally higher than the corporate average.

## 5. Departmental Comparison

Analysis of the findings has been undertaken at both a corporate and departmental level. The analysis shows very little variation between departments in terms of the overall positive and negative response rates. The highest overall average positive response was in Corporate Services/Chief Executives Department at 73.43%, followed closely by Education Department at 72%.

In the Corporate Services/ Chief Executives and Education Departments respondents were more positive in almost all areas of the survey. Community Services and Social Services again showed slightly lower than average positive response rates than other departments at 66.9% and 64.15% respectively, but again this is not unexpected given the different make up of the workforce.

In Development and Environment the composition of respondents varied from the corporate response in terms of the gender mix as there were more males than females responded. This is understandable given the make up of the workforce and occupational base in the department, which is predominantly what could have been defined in the past as traditional male occupational areas. The average positive response rate was 68.59% which compares favourably to the corporate average of 68.02%.

Further analysis of the response rates should be undertaken by Directors for their own department to take forward relevant issues. It is suggested that they all review their action plan and report back to CMT with their proposals.

## **6. Conclusions**

There has been a very positive response in all aspects of the survey which reflects a significant effort during the last 18 months. The survey is particularly positive in respect of some key areas such as commitment to equality, clarity of objectives and managers setting time aside for employees.

There are some areas which require attention particularly in respect of responses to the communication,

The departmental analysis did not show any major variation in response rates when compared to the corporate average as can be seen in the data supplement at Appendix 2. However, further analysis needs to be undertaken by Directors to explore differences in responses from various employee groups. Respondents in Community Services and Social Services were marginally less positive than colleagues in other departments. Employees in the Corporate Services/Chief Executives and Education departments appear to have responded marginally more positively in all areas of the survey than other departments.

There are further OD initiatives planned and some currently being implemented which will address some of these issues, these include:

- Implementation of a scheme relating to recognition of achievement
- A Career / Workforce Development strategy
- The PDR system is also an opportunity for managers to show recognition of skills and abilities and to focus future development on relevant individual needs.

## **6. Recommendations**

1. Those areas which require Corporate attention which cannot be addressed by existing or planned OD initiatives should be examined and where possible programmed into HRMD schedule of work during the remainder of 2004 or into 2005.

2. A review of the communication framework as detailed in the ODS has been undertaken and recommendations for improvement should be implemented.
3. Directors should undertake an audit of their individual departmental analysis and where appropriate instigate action to address any identified areas of concern. Subsequently a departmental action plan should be produced by each director and reported back to CMT.



**Employee survey results-raw data  
Whole Organisation**

**QA. Are you,**

**Male** 34.4% **Female** 65.6%

---

**QB. Which of the following do you class as your base of work?**

Town Hall 24.1% Central House 14.8% Hopetown House 5.4%  
Houndgate 5.9%  
Vic Road 13.8% Library 4.7% Leisure facility 9.1% other 9.7%  
Other Social Services Building 7.2% Other 10.8% Other Community Serv. 5.4%

---

**QC. What age group did you fall into on your last birthday?**

**20 or less** 2.5%                      **21-30** 16.1%                      **31-40** 25.2%  
**41-50** 31.2% **51-60** 19.8%                      **over 60** 5.2%

---

**QD. What is your Ethnic Origin?**

**British** 97.0%                      **Irish** 0.6%                      **White and Black African** 0.1%  
**White and Black Caribbean** 0.0%                      **White and Asian** 0.0%  
**Indian** 0.4%                      **Pakistani** 0.1%                      **Bangladeshi** 0.1%  
**Caribbean** 0.1%                      **African** 0.4%                      **Chinese** 0.1%  
**Any other White** 1.2%, **Any other Mixed** 0.2%, **Any other Asian** 0.1%  
**Any other** 0%

---

**QE. Which of the following best describes the type of work you carry out?**

**Operational** 10.4% **Admin./Clerical** 21.5% **Technical/Professional** 29.4%  
**Supervisory** 6%                      **Managerial** 13.2% **Other** 19.5%

---

**QF. Which Department do you work in?**

**Education** 15.2% **Development & Environment** 18.5% **Chief Exec's/ Corp. Services** 12.3% **Social Services** 22.7% **Community Services** 31.4

**QG. What is your length of service with Darlington Borough Council in whole years?**

**Less than 1 year** 11.8% **1-5 years** 32.7% **6-10 years** 22.2% **11-20 years** 20.1%  
**more than 20years** 13.2%

**QH. Are you on a permanent or temporary contract?**

**Permanent** 88% **Temporary** 8.3% **Casual** 3.7%

**QI. On what basis are you employed?**

**Full time** 71.2% **Part time** 25.3% **Job share** 3.4%

**QJ. Do you have a long -standing illness, disability, or infirmity?**

**Yes** 2.9% **No** 97.1%

**QK. What is your salary or weekly wage?**

**Less than £12,000 per annum** 31.3%

**Between £12,000 and £15,499 per annum** 20%

**Between £15,500 and £25,999 per annum** 33.7%

**Between £26,000 and £35,000 per annum** 10.7%

**Over £35,000 per annum** 4.3%

	STATEMENT	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
1	<b>My manager lets me know what is expected of me</b>	25.6	53.6	11.5	6.9	2	0.3
2	<b>My manager makes time available when needed</b>	30	53.2	9.1	5.3	2.2	0.3
3	<b>My manager asks for my ideas and opinions</b>	23.3	48.4	15.6	7.8	3.9	1
4	<b>I receive support in stressful situations</b>	26.6	44.1	15.9	7.9	4.1	1.4
5	<b>My development needs are identified in relation to my work objectives</b>	17.4	51.4	18.1	8.6	3.7	0.8
6	<b>The Council is committed to Equal opportunities</b>	17.9	55.5	20.5	3.7	1.6	0.7
7	<b>Employee appraisal is an effective way of monitoring and developing my performance</b>	10.8	47.4	23.6	11.3	5.7	1.1

8	<b>Darlington Borough Council is a good organisation to work for</b>	15	54.6	21.8	6.4	2.2	0
9	<b>I believe I have the opportunity for personal development in the Council</b>	11.5	44.3	23.9	15.3	4.4	0.7
10	<b>The Council is committed to improving working lives for employees</b>	7.2	37.8	37.1	14	3.9	0
11	<b>I am satisfied with the overall terms and conditions of my employment</b>	10.7	56.6	20.1	9.3	3.1	0.1
12	<b>The Council takes the safety of employees and service users seriously</b>	15.3	60.1	16	6.4	2.2	0
13	<b>I feel secure in my job</b>	9	43.4	28.7	14.6	4.1	0.1
14	<b>I am given training I need to do my job</b>	11.8	57	19.5	8.5	3	0.3
15	<b>I am aware the Council monitors both overall and individual employee performance</b>	14	64.3	14.7	4.8	1.9	0.3
16	<b>I believe the Council is committed to delivering better services</b>	15.4	63.9	15.3	3.9	1.4	0.1
17	<b>I am aware of the standard of service that I have to deliver</b>	25.6	67.2	5.1	1.9	0.1	0
18	<b>My line manager makes me aware of targets and objectives</b>	21.4	56.7	13.8	5.7	2.2	0.3
19	<b>Team work is encouraged by my line manager</b>	24.1	49.3	17.4	6.4	2.3	0.4
20	<b>I feel motivated to do my job</b>	16	45.6	20.9	12.1	5.2	0.3
21	<b>My skills are well used by the council</b>	15.3	43.7	21.6	12.7	6.4	0.3
	<b>STATEMENT</b>	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
22	<b>The Council is committed to improving communication</b>	10.3	46.8	29	10.5	3.3	0
23	<b>Messages are</b>	5.4	37.5	30.6	19	7.2	0.3

	<b>communicated well within the Council</b>						
24	<b>I am informed of issues that affect the Council and their impact on my job</b>	7.6	43.2	28.2	16.2	4.4	0.3
25	<b>I am aware of corporate aims and objectives</b>	10.4	56.2	22.1	8.9	2.2	0.3
26	<b>I am given an opportunity to offer my views on how to improve services</b>	10.9	46.2	25	13.8	3.8	0.3
27	<b>I can easily get to see my line manager when I need to</b>	27.3	54.6	10.5	4.8	2.7	0.1
28	<b>My line manager relays information to me effectively</b>	20.6	47.2	17.8	9.9	4.1	0.4
29	<b>I have regular team briefings</b>	18.4	43.7	14.4	15.9	6.3	1.4
30	<b>Communication with Trade Unions is good</b>	4.4	25.3	53	9.7	3.3	4.3
31	<b>Communication within the Council is a two way process</b>	11.8	41.1	33.1	10.2	3.5	0.4

	STATEMENT	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
32	<b>I regularly see the flyer</b>	25	59	6.8	5.2	3.7	0.3
33	<b>I regularly see my departmental newsletter</b>	19.9	49.9	13.7	8.8	5.2	2.5
34	<b>My line manager keeps me informed</b>	18.6	51.6	15.6	9.8	4.2	0.1
35	<b>I feel I am treated fairly at work</b>	17.1	55	16.2	8.3	3.5	0
36	<b>I feel I am treated with respect by my work colleagues</b>	21	60.4	10.2	5.3	2.9	0.3
37	<b>I feel that my views at work are listened to</b>	14.2	51.1	21.4	9.3	3.8	0.1
38	<b>I feel that my contribution to the Council is valued</b>	17.3	52.7	18.3	7.8	3.7	0.1
39	<b>I feel free to question the way things are done</b>	16.9	51.9	17.3	9.9	4	0
40	<b>I believe I help the council to deliver a high quality service to it's users</b>	25.8	63.2	9.1	1.1	0.7	0.1
41	<b>I feel that there is general openness and honesty amongst employees</b>	11.4	43	28.2	12.9	4.5	0
42	<b>I believe I have seen improvements since the last survey was conducted In January 2003</b>						

## **Employee Survey Data Supplement**

**EMPLOYEE SURVEY 2003/04****COMPARISONS 2002/03 TO 2003/04**

Average agree strongly agree/disagree % per theme	People Management			Performance Management		
	Q 1-14	Q 1-14	variance	Q 15 - 21	Q 15 - 21	variance
	2002-2003	2003-2004	04 to 03	2002-2003	2003-2004	04 to 03
Corporate/CE's - agree	70.11	72.46	2.34	76.96	77.47	0.51
Corporate/CE's - disagree	10.96	9.74	-1.23	8.50	8.26	-0.24
Community - agree	62.42	66.41	3.99	69.14	74.84	5.70
Community - disagree	14.43	13.28	-1.15	13.13	10.26	-2.87
D & E - agree	66.20	67.65	1.45	72.03	73.90	1.87
D & E - disagree	10.35	10.42	0.07	9.83	8.23	-1.60
Education - agree	68.50	70.03	1.53	78.87	78.76	-0.11
Education - disagree	9.96	9.81	-0.16	6.29	6.20	-0.09
Social Services -agree	64.71	63.66	-1.05	70.50	70.66	0.16
Social Services -disagree	14.90	14.71	-0.19	11.64	12.46	0.81
<b>Total agree</b>	65.59	67.11	1.51	72.93	74.64	1.71
<b>Total disagree</b>	12.67	12.29	-0.38	10.29	9.57	-0.71

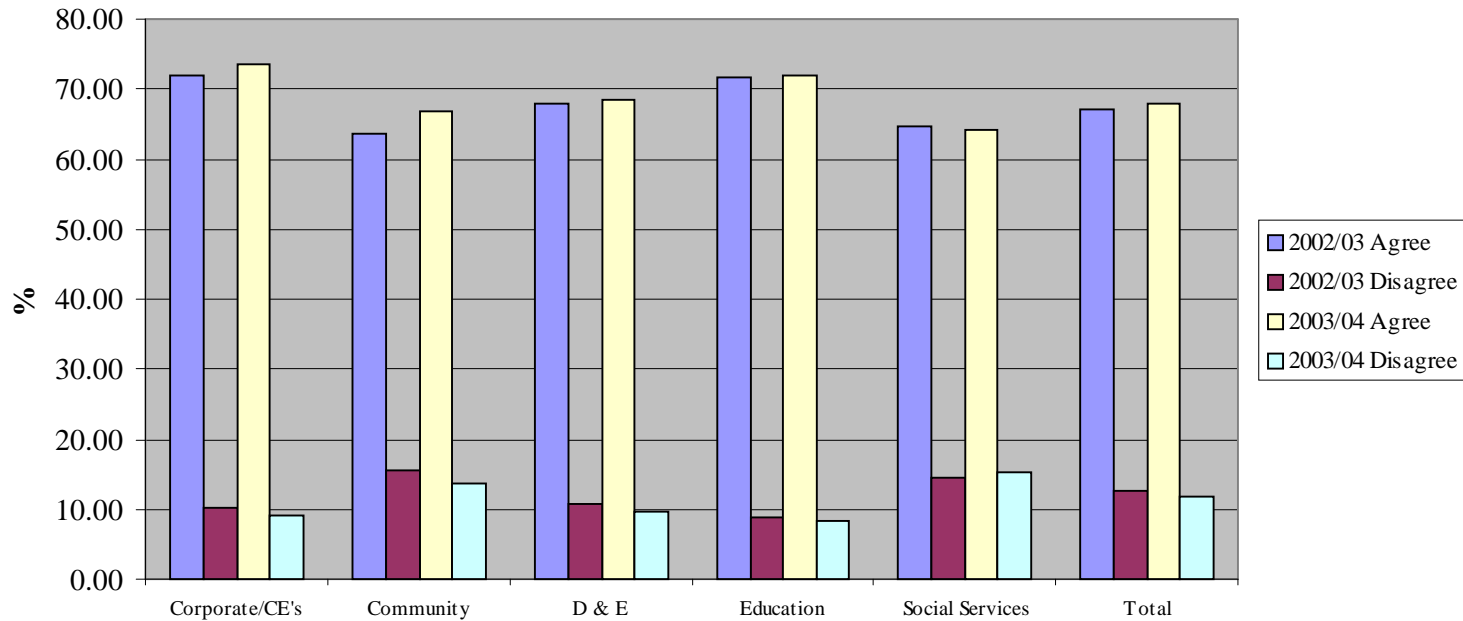
	Communication			Value		
	Q 22 -34	Q 22 -34	variance	Q 34 - 41	Q 34 - 41	variance
	2002-2003	2003-2004	04 to 03	2002-2003	2003-2004	04 to 03
<b>Corporate/CE's - agree</b>	67.96	70.71	2.75	72.34	73.10	0.76
<b>Corporate/CE's - disagree</b>	11.76	9.49	-2.27	9.30	9.14	-0.16
<b>Community - agree</b>	54.48	57.18	2.71	68.14	69.14	1.00
<b>Community - disagree</b>	20.75	19.18	-1.56	13.73	12.36	-1.37
<b>D &amp; E - agree</b>	62.31	65.05	2.74	70.91	67.76	-3.16
<b>D &amp; E - disagree</b>	13.16	11.12	-2.05	10.01	8.76	-1.26
<b>Education - agree</b>	60.20	65.34	5.14	78.69	73.87	-4.81
<b>Education - disagree</b>	12.48	10.87	-1.62	6.86	6.59	-0.27
<b>Social Services -agree</b>	57.30	55.34	-1.96	66.69	66.93	0.24
<b>Social Services -disagree</b>	16.83	19.35	2.52	14.56	14.47	-0.09
<b>Total agree</b>	59.16	60.99	1.83	70.97	69.34	-1.63
<b>Total disagree</b>	15.98	14.66	-1.32	11.36	11.10	-0.26

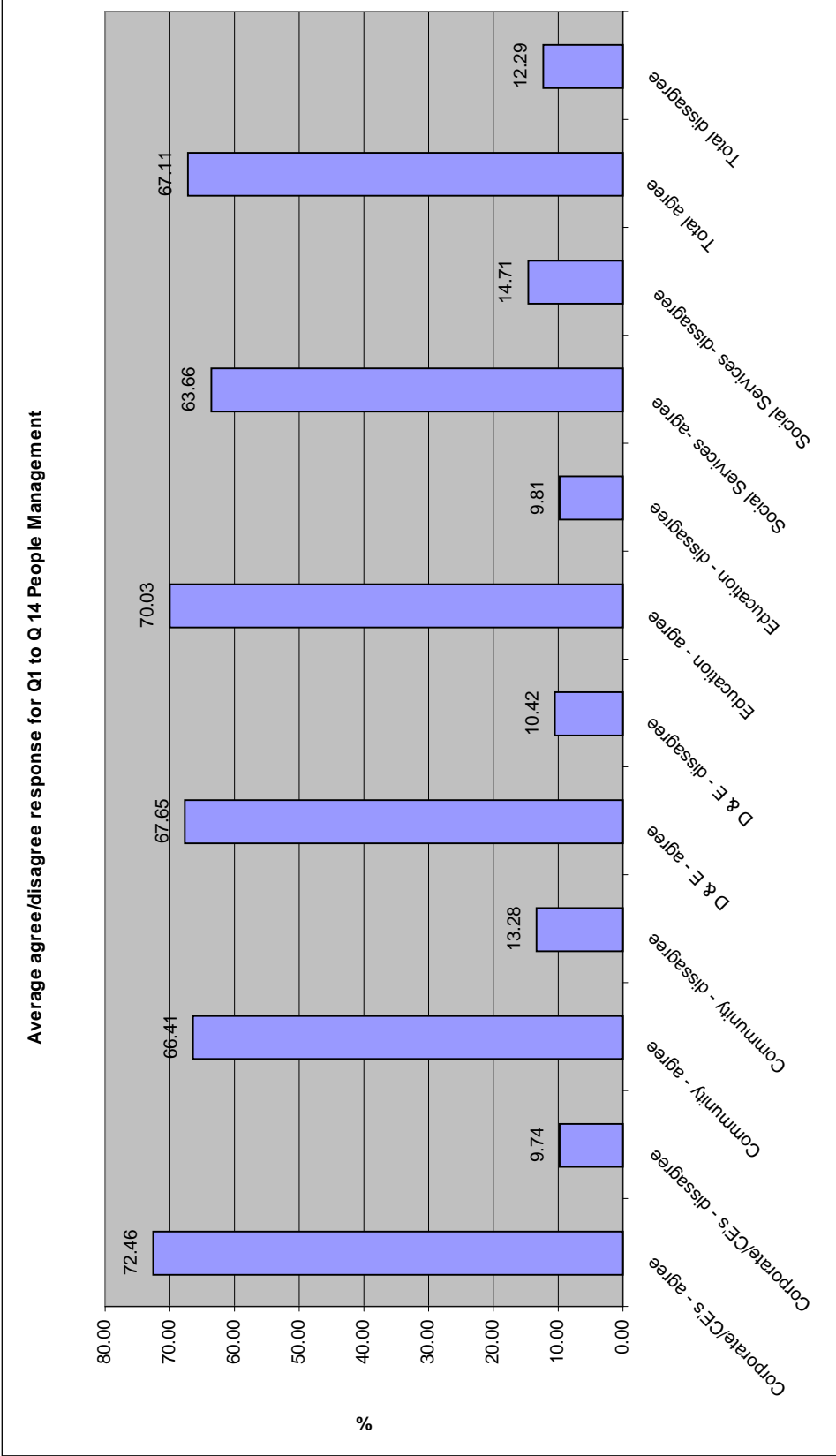


Average overall agree/disagree per department

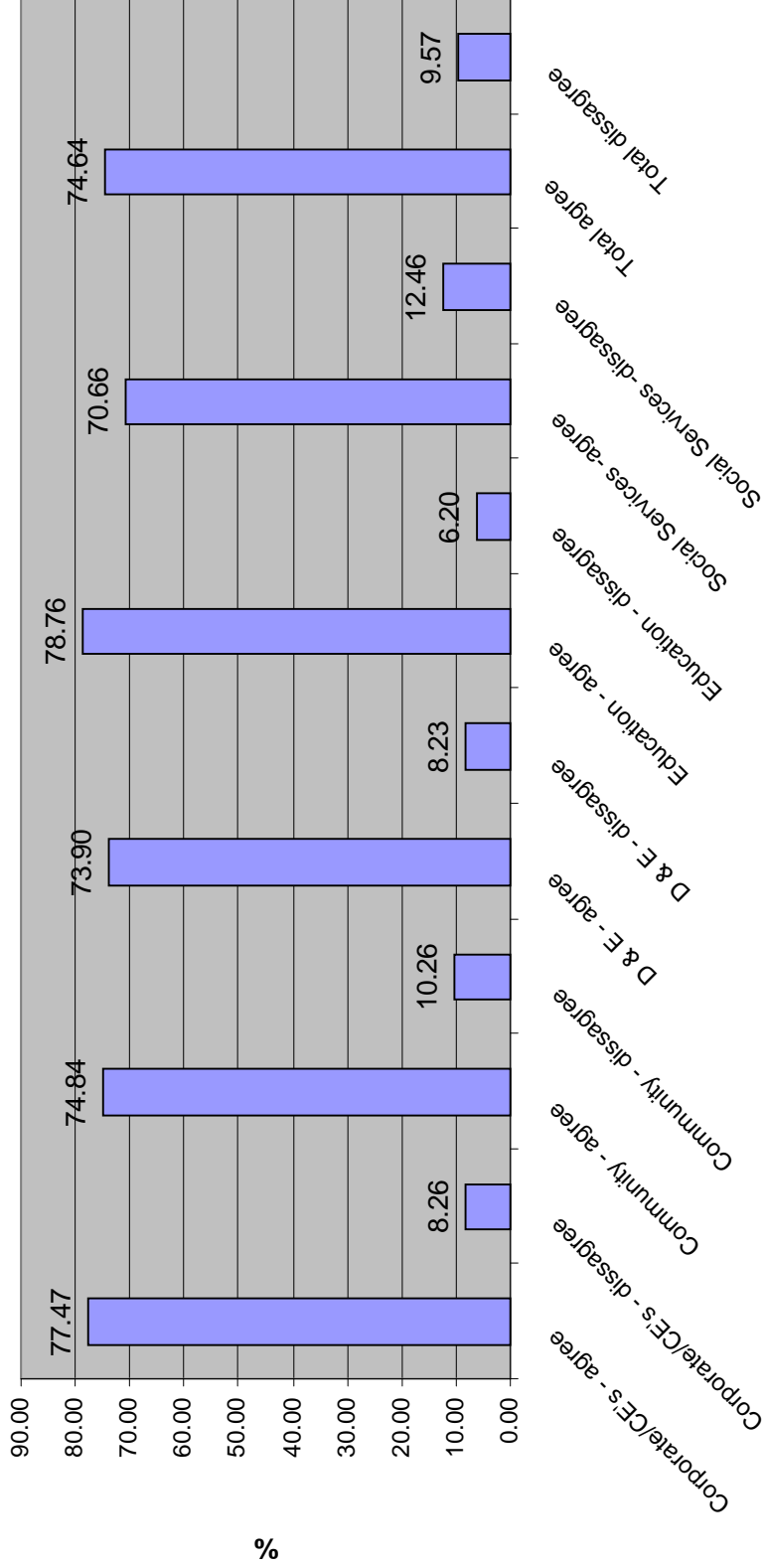
	Agree	Disagree	Agree	Disagree	Variance	Variance
	2002-2003	2002-2003	2003-2004	2003-2004	04 to 03	04 to 03
<b>Corporate/CE's</b>	71.84	10.13	73.43	9.16	1.59	-0.97
<b>Community</b>	63.55	15.51	66.90	13.77	3.35	-1.74
<b>D &amp; E</b>	67.86	10.84	68.59	9.63	0.73	-1.21
<b>Education</b>	71.56	8.90	72.00	8.37	0.43	-0.53
<b>Social Services</b>	64.80	14.48	64.15	15.25	-0.65	0.77
<b>Total</b>	67.16	12.57	68.02	11.91	0.86	-0.67

### Average Overall agree/disagree per department

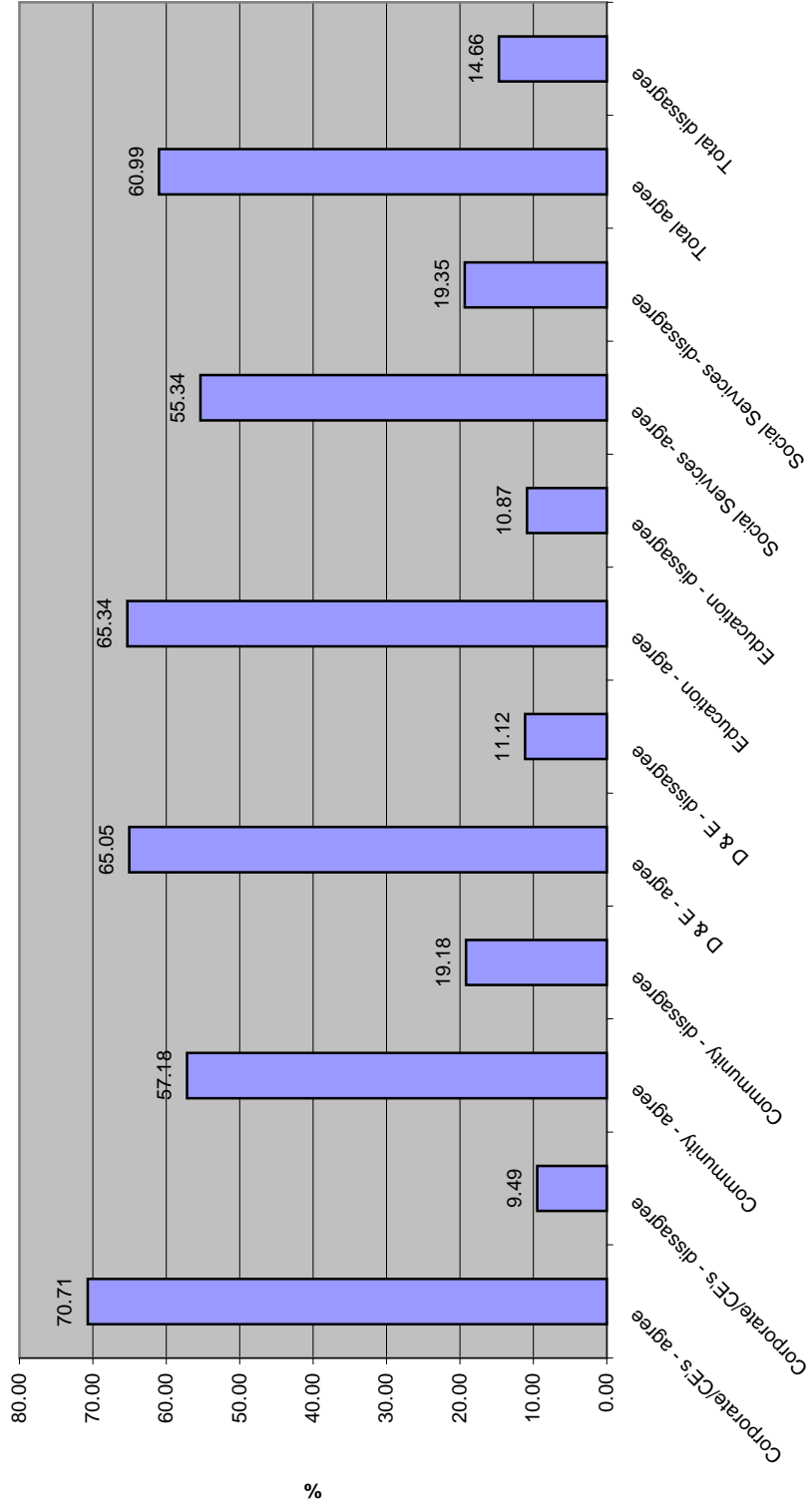




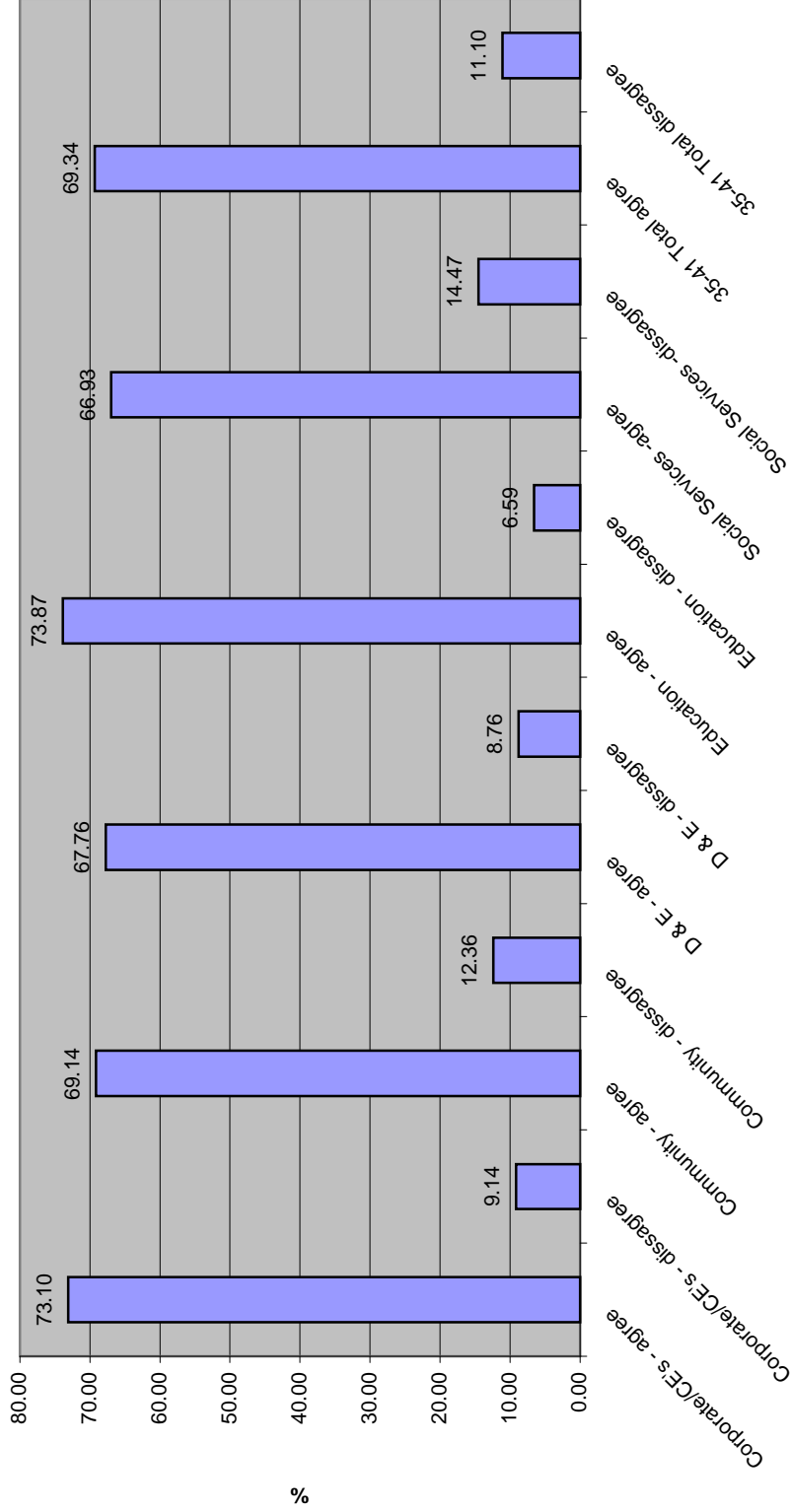
**Average agree/disagree response for Q15 to Q21 Performance Management**



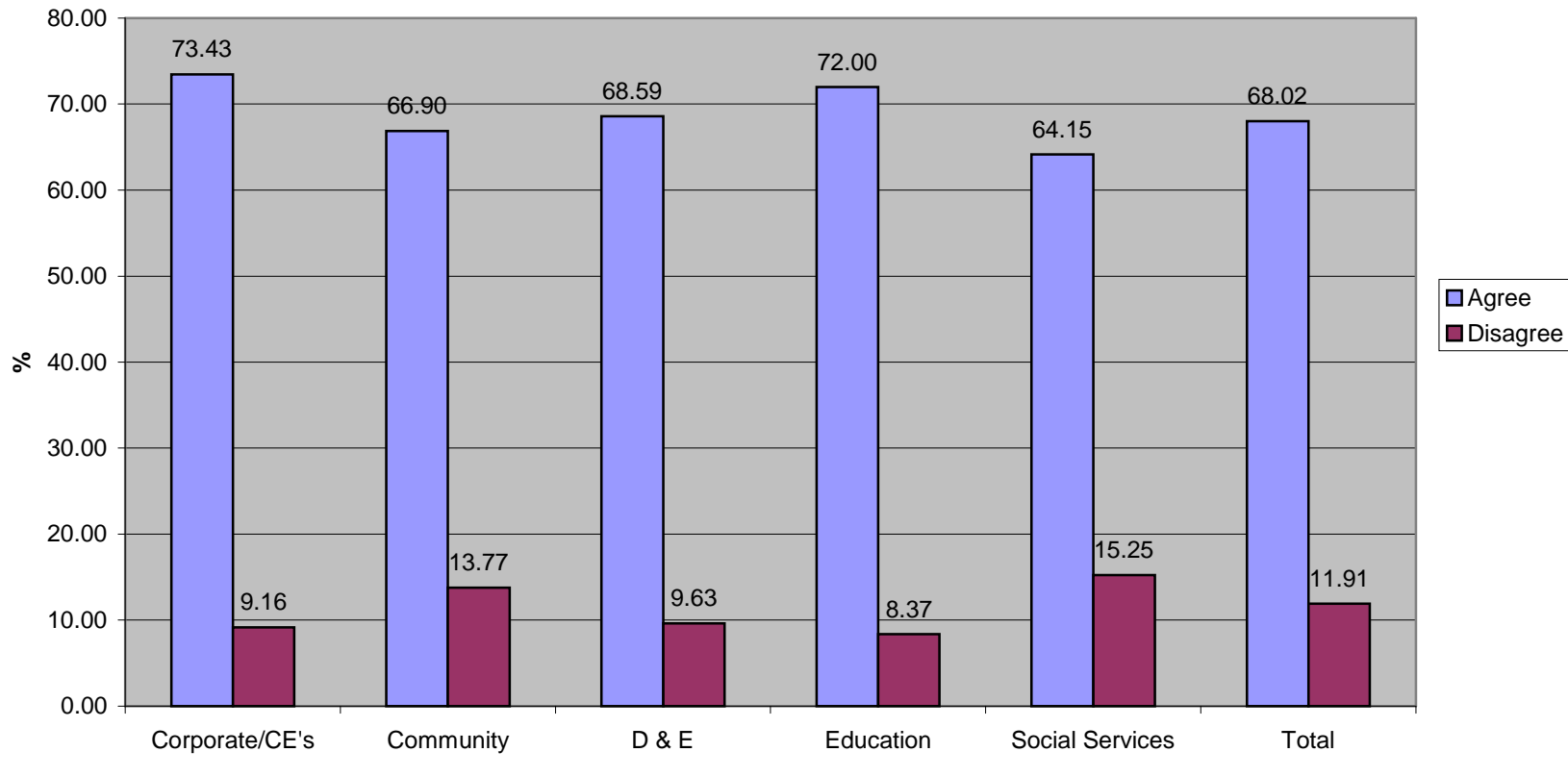
Average agree/disagree responses for Q22 to Q34 Communications



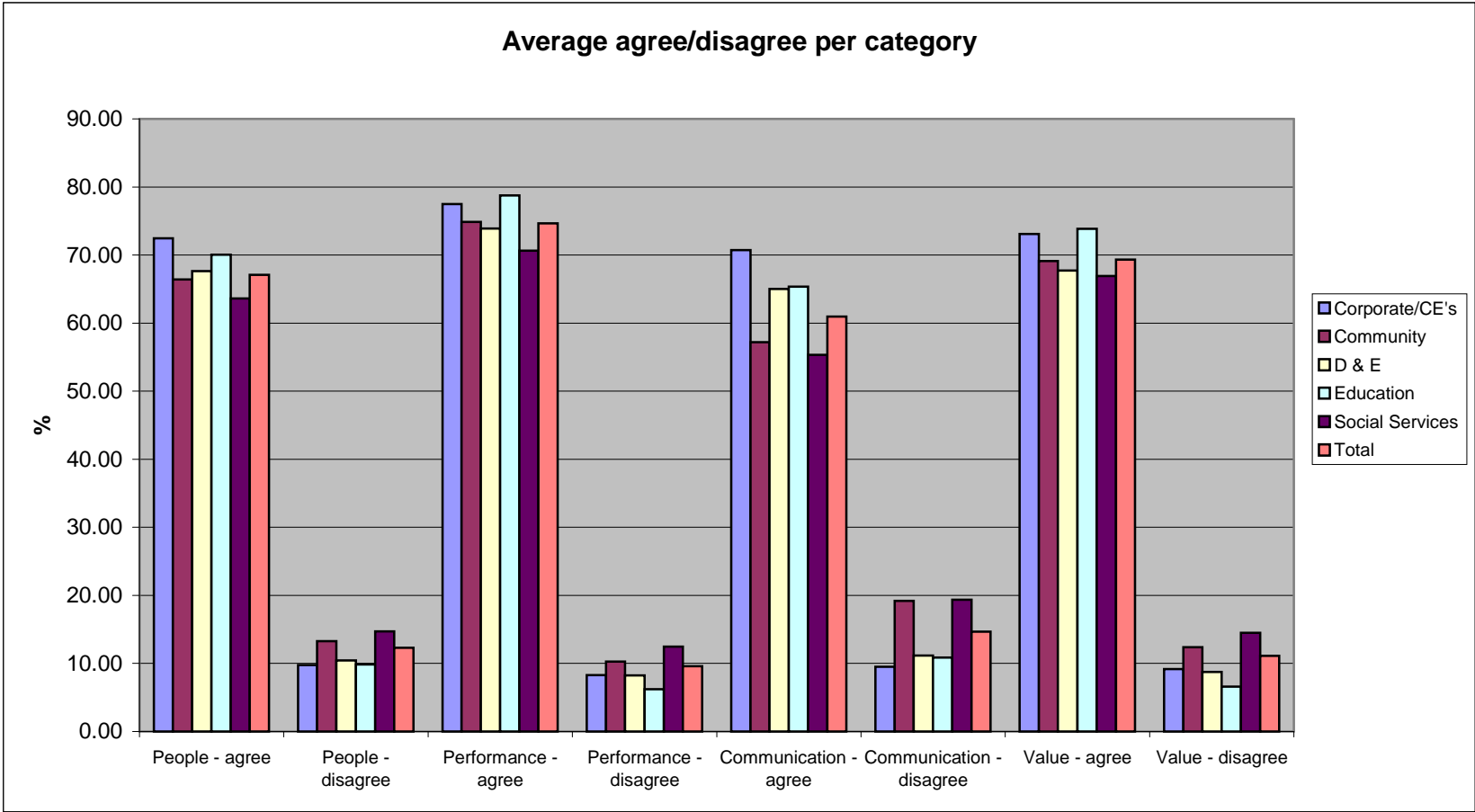
Average agree/disagree responses for Q35 to Q41 Value



Departmental Overall Average Score for agree/disagree 03/04



Average agree/disagree per category





Deptamental average agree/disagree per questionnaire grouping

