

---

**EMPLOYEE SURVEY 2005**

---

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

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

---

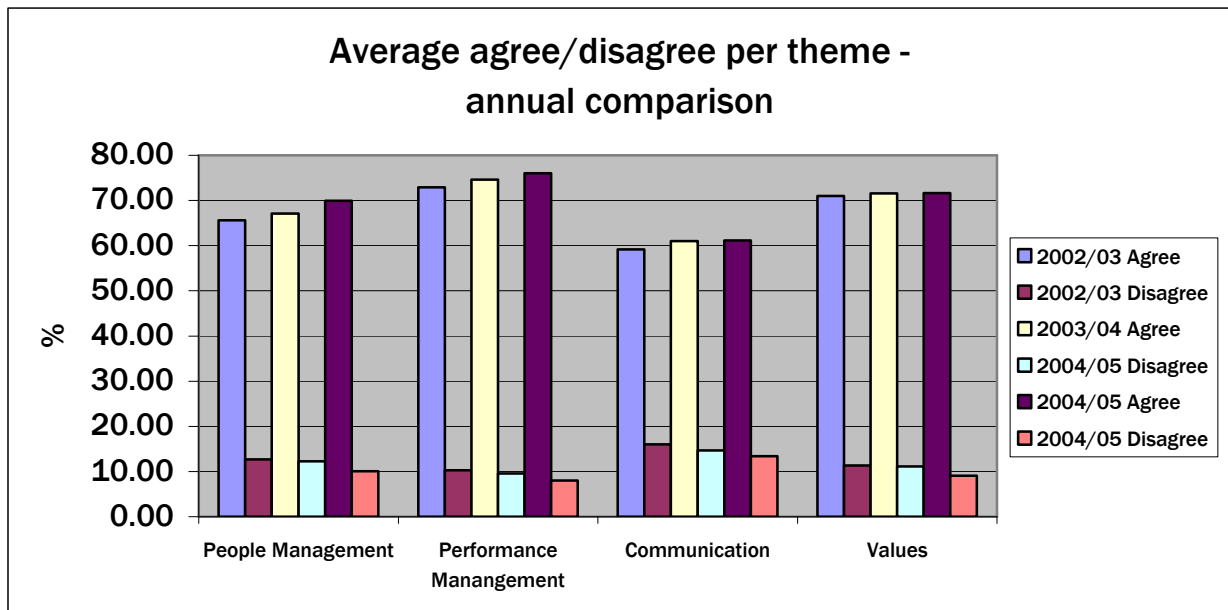
**Purpose of Report**

1. The purpose of this report is to inform Cabinet of the outcome of the results from the third employee survey conducted at the beginning of 2005 and to compare with the results of the benchmark surveys conducted in 2003/2004.

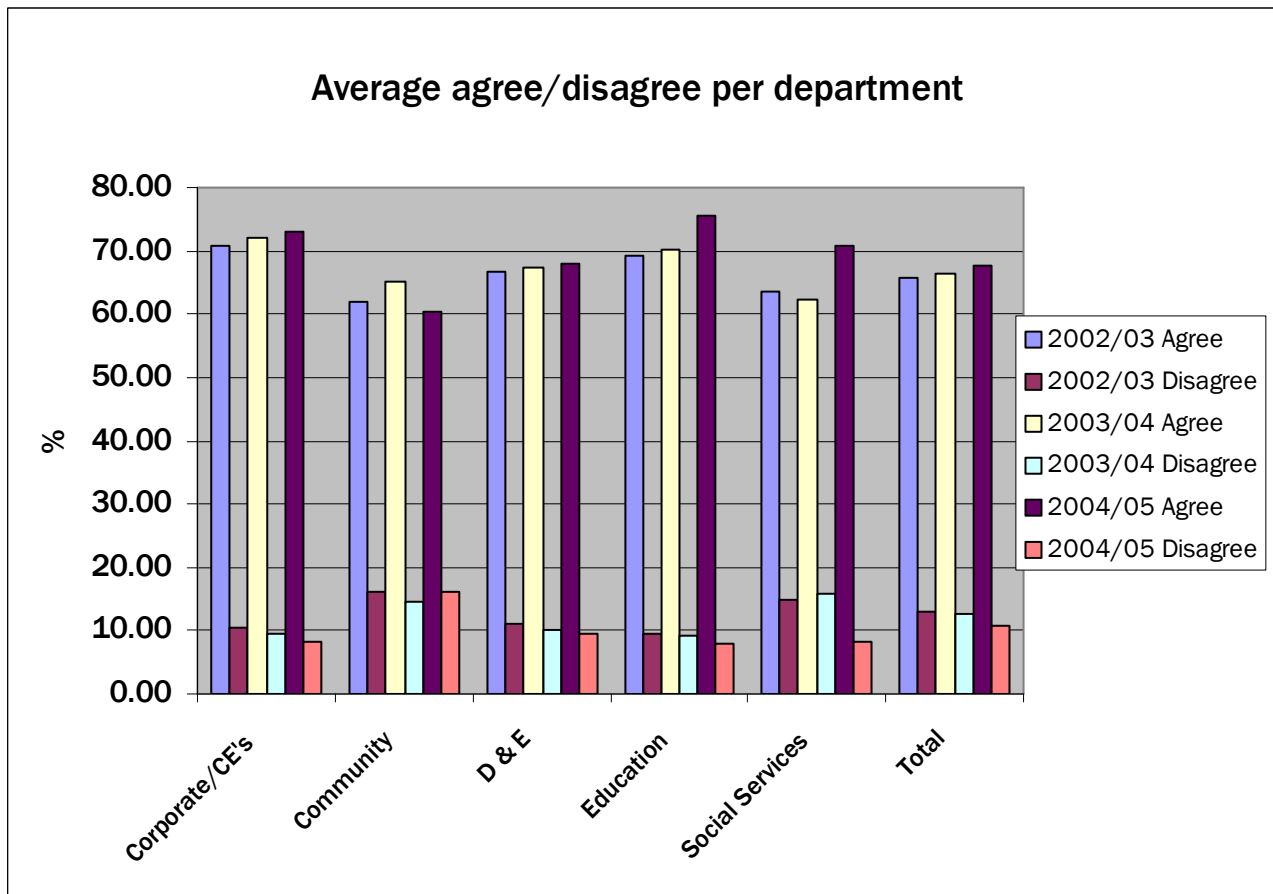
**Information and Analysis**

2. A report detailing the analysis of the results of the first employee survey was presented to Cabinet on 2nd December 2003 and a second on 16th November 2004. Since that time a further survey has been conducted and this report draws comparison between the results. The survey is an important measure of employee satisfaction and general progress in respect of the Organisational Development Strategy, Striving for Excellence.
3. The full 2005 report is attached to this paper.
4. At a corporate level the results are once again very good. Positive responses average 70.0% across all areas of the survey and negative responses average only 10.1%. This compares favourably to 68.6% and 11.9% respectively from the last survey. The most positive responses relate to the People Management (70.0% positive), Performance Management (76.0% positive) and Values, Rights and Responsibilities (71.6% positive) statements. Communications was again slightly less positive (61.1% positive).
5. People Management responses improved by 2.9 percentage points over the year, compared with 1.4 points for Performance Management, 0.1 points for Communications and 0 points for Values, Rights and Responsibilities.
6. At Appendix 2 of the main 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 than the average for the Authority, reflecting 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. However, a decline in the rate of positive responses from Community Services causes concern. Particularly troubling is a sharp fall in the already low levels from the communications block in that department despite an action plan being put in

place after the last survey. This is being urgently explored in more depth and issues addressed.



7. In contrast, Social Services, the lowest positive scorer last year, has improved greatly to second most positive overall. Education has also significantly advanced, to first place. The graph below shows the overall average position across departments.



8. Improvements in the People Management responses are mirrored by improvements in people management indicators including staff turnover, grievances and sickness absence. This shows an important link between employees' perceptions of good management and key management outcomes.
9. It is proposed, as with the previous survey, to feedback corporate results in the Flyer and that the new survey report at **Appendix 1**, is also placed on Public Folders/Intranet. As was the case last year Directors agreed a common approach to publish departmental results. It is suggested that this is done via a departmental newsletter.
10. As noted on page five of the report, the survey content and frequency may need to be revised in light of the planned new "Leading Edge" Organisational Development Strategy.

### ***Benchmarking***

#### *Methodology Issues*

11. In response to a request from CMT we have attempted to benchmark the results of this survey against other leading organisations, to get a measure of how well we are doing against other authorities. This has proved harder than anticipated. Research has shown that there is no published academic research on local authority staff attitude survey results and nothing collected by any national bodies has been released either.
12. The principal difficulty with benchmarking survey results is that the way a specific question is asked has a very large influence on the response; our own responses within the "Communications" block vary from 42.2% to 82.3% depending on the question asked. This makes it difficult to compare the results from different questions in different organisations. Results also vary by job role, making comparisons between industries very unreliable.
13. The best available source of data is an IDeA publication "CPA and employee attitudes" (2004), which does a comparative survey of local authority staff to look at the impact of CPA category on employee attitudes. This would be ideal, had the IDeA used a robust sampling technique. As it is, they admit that they have over-represented both managerial staff and "friendly" employees! The report gives MORI's local authority average satisfaction with present job as 59%, with the 'top 10' performers scoring 77%. The IDeA result is 88%.
14. The survey questions we ask do not directly measure satisfaction with the employee's present job. However we do ask "is Darlington Borough Council is a good organisation to work for", which corporately has improved from 69.6% to 73.6% this year. The MORI 'top 10' benchmark of 77% is probably a reasonable proxy measure for many of our questions.

### ***Future Options***

15. If the terms of reference for the survey are to be changed to include external benchmarking it may require a radical re-think. For more robust benchmarking outcomes, there are two main options. Revising the survey and co-ordinating questions in advance with NUBS would leave us with comparable surveys and let us benchmark effectively within that small group. Alternatively we could commission the survey from an organisation like MORI, who have a

substantial databank of both questions and responses. This would cost substantially more than at present and is an option previously ruled out by CMT due to cost.

### **Legal Implications**

16. 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**

17. 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**

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

### **Decision Deadline**

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

### **Key Decisions**

20. This report does not represent a key decision.

### **Recommendations**

21. It is recommended that Cabinet:: -
  - (a) note the comments regarding the analysis;
  - (b) note the proposal as agreed by CMT to publicise the attached report to all employees via the Flyer and public folders/Intranet and directors agreed to publicise the departmental results in a consistent manner;
  - (c) note that HRM will take forward the areas identified within the body of the survey report as needing attention at Organisational level;
  - (d) note that each Director will examine their departmental results in light of this analysis and report back to CMT by the end of September with their proposals for action to address areas of concern;
  - (e) note that a report was submitted to Joint Consultative Committee detailing both the corporate and departmental results

- (f) note that the future terms of reference for the employee survey and external benchmarking is to be reviewed later in the year following further work on revising the Organisational Development Strategy.

### **Reasons**

22. The recommendations are supported to enable this Council to progress its approach to employee involvement in the improvement of performance.

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

### **Background Papers**

No Background papers were used in the preparation of this report.

Carol Wyers ; Ext 2239  
SW

DARLINGTON BOROUGH COUNCIL  
EMPLOYEE SURVEY 2005

**A report of the findings**

Tom Harris / Carol Wyers / Neale Kipling – May 2005

## Contents

1. Executive Summary
2. Introduction
3. Survey methodology and response rates
4. Notes on analysis and interpretation
5. Analysis
  - ◆ People Management
  - ◆ Performance Management
  - ◆ Communication
  - ◆ Organisational Values, Rights and Responsibilities
6. Benchmarking
7. Departmental Comparison
8. Conclusions / Recommendations

### Appendices

1. Employee Survey 2005 results data – whole organisation
2. Employee Survey 2005 results data – departmental summary

## 1. Executive Summary

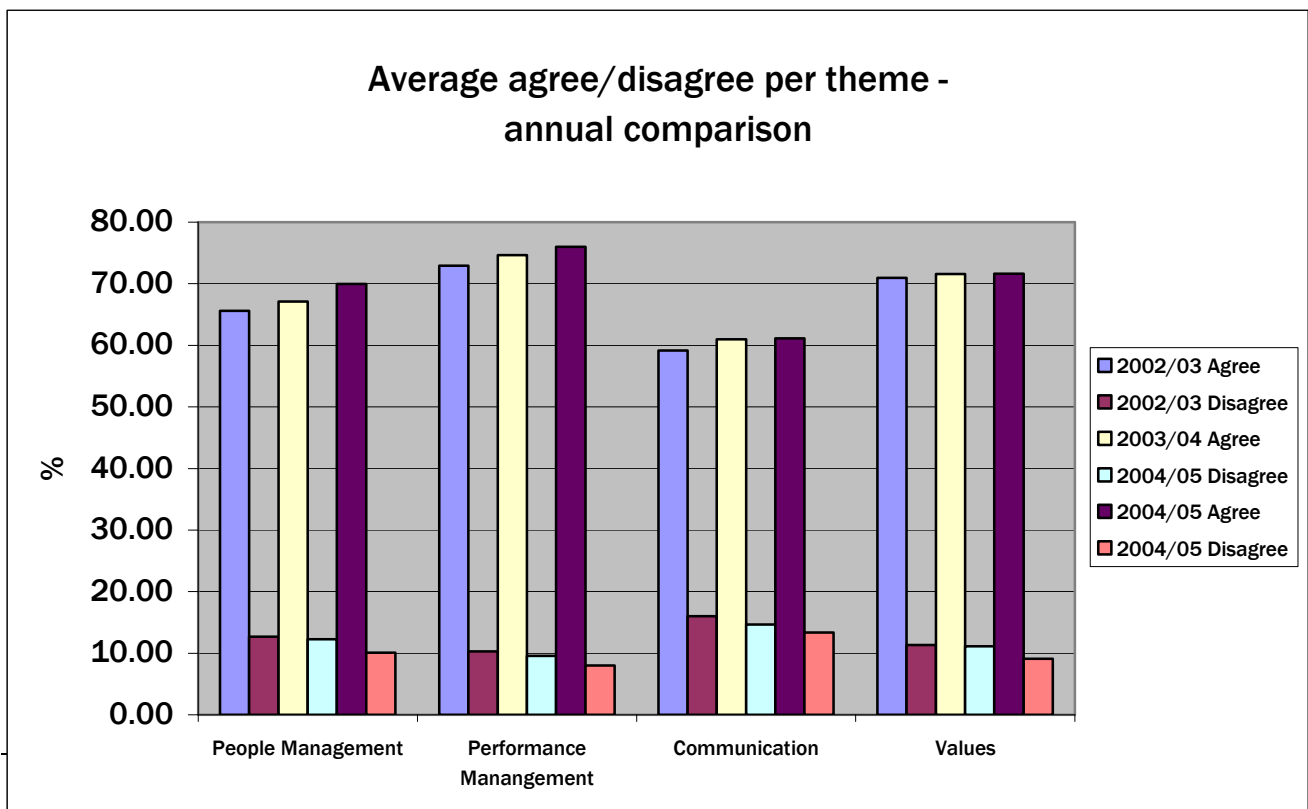
Once again, the overall response from employees to the survey has been positive. All sections of the survey, and all but four questions, got a positive response from more than 50% of the respondents, with a low level of negative responses. Overall, responses have further improved from last year.

The council got more positive responses in the People Management (70.0%), Performance Management (76.0%) and Values, Rights and Responsibilities (71.6%) sections than in Communications (61.1%).

People Management responses improved by 2.9 percentage points over the year, compared to 1.4 points for Performance Management, 0.1 points for Communications and 0 points for Values, Rights and Responsibilities. Performance varied within each block and each block has some responses which need improvement work.

Breaking down responses by department, a decline in the rate of positive responses from Community Services causes concern. Particularly troubling is a sharp fall in the already low levels from the communications block in that department. This should be urgently addressed.

It is clear that although most staff believe progress is being made against the themes of the Organisational Development Strategy, they are significantly less satisfied by our communications, and also believe this is an area we are improving on least quickly.





## 2. Introduction

We have been surveying our staff since 2003, to monitor progress against the Organisational Development Strategy (ODS), “Striving for Excellence”.

Survey questions are designed to measure progress against the four key areas of the ODS:

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

This report analyses the results of the 2005 survey, benchmarking against the previous two surveys. We retained all questions from the first and second surveys to provide a continuous time series and let us track attitudes over time. We have also done an analysis by department.

Raw response data is available as an appendix.

### 3. Survey methodology and response rates

Once again the HRM Division, working closely with the Policy Unit in the Chief Executive's Office, undertook the survey.

We gave a structured questionnaire to all employees except those directly employed by schools. Approximately 2580 paper questionnaires were distributed, direct to staff. Copies were also available online in public folders. The hard copy version had an attached confidential reply envelope. The Flyer and communications announcements were used to publicise the survey. People could respond anonymously.

887 questionnaires were returned, which is 20% higher than last year's response but 11% below the response for the first survey. We input the returned questionnaires into a statistical software package (SPSS) to generate the raw data. The response rate was approximately 34%, broadly reflecting returns in previous years. The responses also approximate the staff make-up of the authority in terms of age and ethnicity. The rate is sufficiently high to draw reasonable conclusions from the results.

Response rates varied between departments – for example 53.6% of D&E staff replied, while only 24.6% of Community Services staff did. This does affect overall accuracy, but a departmental breakdown is available for local use.

The survey comprises 42 statements relating to areas of the Organisational Development Strategy. Employees were asked to choose a response for each statement from the following options:

- ◆ Strongly agree
- ◆ Agree
- ◆ Neither agree nor disagree
- ◆ Disagree
- ◆ Strongly disagree

The survey may need to be revised depending on the content of the planned revised Organisational Development Strategy "Leading Edge" and the survey frequency may also be revised. Particular attention will need to be paid to various factors including job evaluation, Children's Services and the impact of ongoing change over the next year.

#### 4. Notes on analysis and interpretation

The responses have been grouped into the related areas of the ODS:

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

For easy comparison with previous years, analysis will focus on the proportion of respondents who reply “Agree”/“Strongly Agree” or “Disagree”/“Strongly Disagree”, leaving aside those who “Neither agree nor disagree”/“Don’t know” or who do not answer the question.

The wording of some of the questions has been slightly changed to improve clarity since the 2004 survey. Although this technically makes comparisons less reliable, the effects of this are likely to be small. The wording of responses has also changed over the lifetime of the survey, with “Tend to agree” and “Tend to disagree” used for responses 2 and 4 in the 2003 survey and “Agree”/“Disagree” in 2004 and 2005.

Although net responses to all questions are positive, as in previous years, this report focuses on the rate of improvement or decline in results. This is in line with the council’s drive for improvement and with the ODS.

The analysis includes tests for the statistical significance of changing results. In other words, estimating whether changes in reported results are due to an actual shift in opinion or from unavoidable sampling errors. Tests for statistical significance have been conducted at a confidence level of 0.95, assuming a population of 2500, and measured against previous years’ results. However, the analysis assumes that those previous results were themselves completely accurate and did not suffer from sampling error. This means that the effective confidence level in our significance tests will actually be somewhat less than 0.95. In practice, the results should be regarded as accurate for management information purposes.

## 5. Analysis

### (a) People Management

Overall, the responses to the people management statements are very good. An average of 70.0% of responses were positive, up from 67.1% last year and 66% the year before.

Particularly impressive improvements are seen in the headline indicator “Darlington Borough Council is a good organisation to work for”, climbing from 63.7% in 2003 to 69.6% in 2004 and 73.6% this time. This represents a 10 percentage point increase in two years, from a good baseline.

There has been a corresponding improvement in other key people management indicators. Improvement in these indicators is most marked in Social Services, which has also recorded the largest gain in people management responses on this survey. This shows very good performance by Social Services in improving their management of people.

<i>Indicator</i>	<i>2004 / 05</i>	<i>2003 / 04</i>
Employee Survey (people management % positive)	70.0%	67.1%
<i>(Social Services)</i>	73.96%	63.66%
Staff Turnover (%)	8.67%	10.33%
<i>(Social Services)</i>	6.89%	13.7%
Grievances (no.)	17	20
<i>(Social Services)</i>	1	7
Sickness Absence (days/employee)	9.93	11.19
<i>(Social Services)</i>	14.02	20.27

In general terms, answers followed a similar pattern to previous years. The most positive replies were, once again, to the statements “My manager lets me know what is expected of me” (83.0%) and “My manager makes time available when needed” (83.3%). Least positive were “The Council is committed to improving working lives for employees” (48.0%) and “Employee appraisal is an effective way of monitoring and developing my performance” (58.7%). Although rates are still relatively low, good progress has been made on “I feel secure in my job” (59.9%, up from 52.4% in '04 and 48.2% in '03).

**Priorities:**

Statement	Reason	% Positive		
		2005	2004	2003
“My manager asks for my ideas and opinions”	Declining	69.5	71.7	72.4
“The Council is committed to improving working lives for employees”	Still low, despite improvements	48.0	45.0	40.2

It will be difficult to sustain this positive momentum over the next twelve months, with upcoming issues such as a drive for Gershon efficiencies and the impact of job evaluation. A continuing emphasis on the development of management competencies for supervisory and management staff is crucial to progress.

**(b) Performance Management**

Overall, the responses to the performance management statements are also very good. An average of 76.0% of responses were positive, up from 74.6% last year and 73% the year before. Outstanding is the 94.1% of people who are “aware of the standard of service that I have to deliver” (up a significant 1.3% from 92.8% last year). “My skills are well used by the council” has also risen significantly, from 59.0% in 2004 to 64.1% this year.

There is clear evidence here that most employees know what the Council is aiming to achieve and what is expected of them. It seems that the performance management culture of the Council is becoming more embedded. Although we need to continue to make progress on our performance management systems, there are no statements in this block that are causing specific concern.

**Priorities:**

Statement	Reason	% Positive		
		2005	2004	2003
No statements are causing concern in this block.				

**(c) Communications**

The communications block has the lowest rates of positive support (61.1%) and this has not significantly changed in the past two years. Although progress has been made on some questions, there are also a series of indicators declining. As discussed in Section 6 below, Community Services responses to these communications statements have declined particularly sharply. In other areas, particularly Social Services and Education, performance has improved.

Within the communications block, two statements score notably higher than others – “I can easily get to see my line manager when I need to” (82.1%) and “I regularly see The Flyer” (82.3%). The second has fallen in this survey; we should make sure this important communications tool is reaching all staff.

As successful change management depends on effective communications, these results are concerning. This block of questions does not measure the effectiveness of communications techniques as much as employees’ perceptions of them. The pace of change in the authority is likely to accelerate over the next few years and it is vital that employees feel that the authority is committed to involving them in that change. Low positive responses to “Communication with Trade Unions is good” is particularly problematic in this context.

**Priorities:**

Statement	Reason	% Positive		
		2005	2004	2003
“Messages are communicated well within the Council”	Low, insignificant improvements	42.2	42.9	39.9
“Communication with Trade Unions is good”	Very low	33.4	29.7	32.8
“I regularly see The Flyer”	Declining, from a high base	82.3	84.0	84.7
“I regularly see my departmental newsletter”	Declined from last year	67.0	69.8	61.8
“My line manager keeps me informed”	Declining	68.7	70.2	71.2

**(d) Organisational Values, Rights and Responsibilities**

Responses to organisational values, rights and responsibilities statements were broadly stable from last year, with no statistically significant changes. The rate of positive responses was 71.6%, identical to 2004.

Significantly the least positive response is to the statement “I feel that there is general openness and honesty amongst employees” at 54.4%. This has not significantly changed since the start of the survey in 2003.

Overall, responses to the value statements are very positive and the static trend should not cause significant difficulties.

**Priorities:**

<i>Statement</i>	<i>Reason</i>	<i>% Positive</i>		
		<i>2005</i>	<i>2004</i>	<i>2003</i>
“I feel that there is general openness and honesty amongst employees”	Comparatively low and static	54.4	54.4	54.5

## **6. Benchmarking**

### **(a) Methodology issues**

We have attempted to benchmark the results of this survey against leading organisations, to get a measure of how well we are doing against other authorities. This has proved harder than anticipated. There is no published academic research on local authority staff attitude survey results and nothing collected by any national bodies has been released either.

The principal difficulty with benchmarking survey results is that the specific question asked has a very large influence on the response; our own responses within the “Communications” block vary from 42.2% to 82.3% depending on the question asked. This makes it difficult to compare the results from different questions in different organisations. Results also vary by job role, making comparisons between industries very unreliable.

The best available source of data is an IDeA publication “CPA and employee attitudes” (2004), which does a comparative survey of local authority staff to look at the impact of CPA category on employee attitudes. This would be ideal, had the IDeA used a robust sampling technique. As it is, they admit that they have over-represented both managerial staff and “friendly” employees! The report gives MORI’s local authority average satisfaction with present job as 59%, with the ‘top 10’ performers scoring 77%. The IDeA result is 88%!

### **(b) Best estimates**

The survey questions we ask do not measure satisfaction with the employee’s present job. The closest question we ask is “Darlington Borough Council is a good organisation to work for”, which corporately has improved from 69.6% to 73.6% this year. The MORI ‘top 10’ benchmark of 77% is probably a reasonable proxy measure for many of our questions.

Although some questions, such as “I regularly see The Flyer”, would be expected to be higher than 77%, others, such as “Employee appraisal is an effective way of monitoring and developing my performance”, are always likely to come out below this figure.

### **(c) Future options**

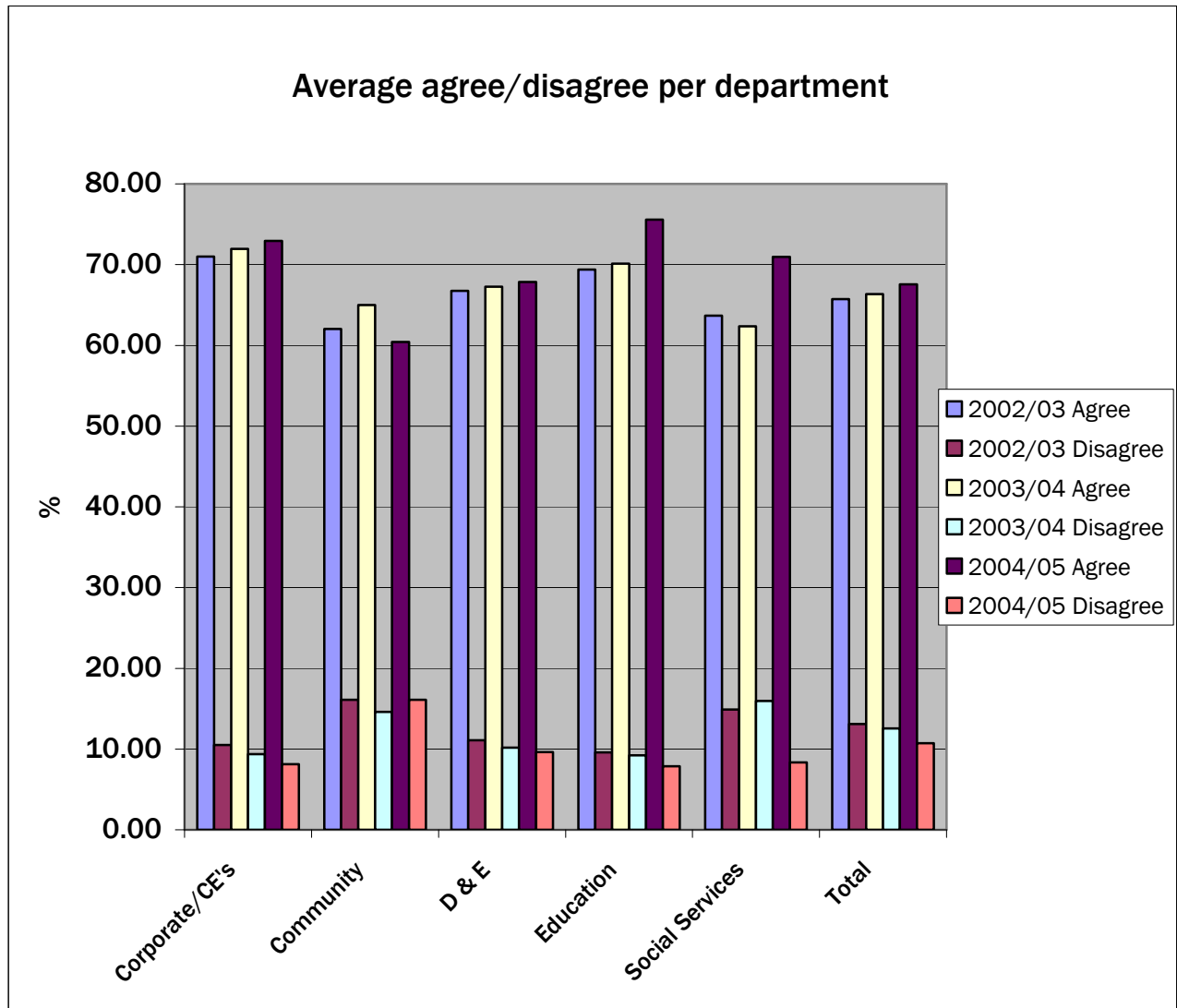
For more robust benchmarking outcomes, there are two main options. Co-ordinating questions in advance with NUBS would leave us with comparable surveys and let us benchmark effectively within that small group. More effectively, we could commission the



survey from an organisation like MORI, who have a substantial databank of both questions and responses. This would be cost substantially more than at present.

## 7. Departmental Comparison

As in previous years, there is some variation in responses by department. 15.2 percentage points separate the most positive department (Education) from the most negative (Community Services). The rate of improvement also varies – Social Services have increased “agree” responses by 8.2 percentage points, whilst Community Services’ have fallen by 4.8 percentage points. This is a reversal of last year’s trend for both departments and is a credit to Social Services.



It should also be acknowledged that the sample size for each department is small, so the sample error will be somewhat higher than for overall corporate judgements. In addition, the Community Services response rate was fairly poor. These both have the effect of making the data more volatile. Sampling a different fraction of the department, rather than any actual change in opinion, might explain some of the change in scores.

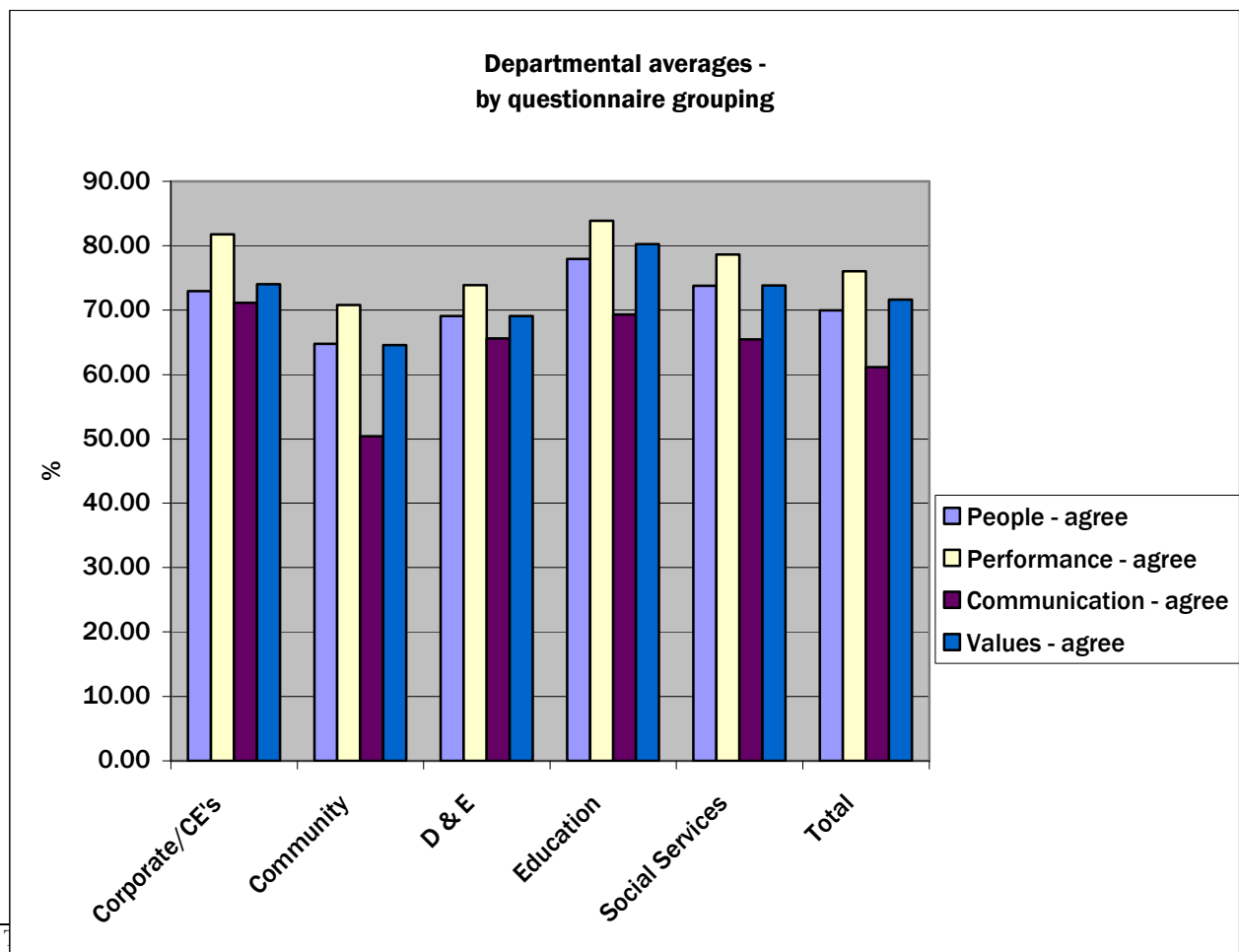
The reversal of improvements in Community Services’ results raises some questions about staff attitudes in that department. Drilling down into the data, the biggest fall is in communications, though all blocks have suffered some losses. Looking at a comparative breakdown by block by department, Community Services’ communications block is also the lowest of all blocks in all departments by more than 10 percentage points.

Looking in detail at the Community Services communications questions, scores seem particularly poor in questions measuring “corporate” communications. The level of penetration of The Flyer is also much lower than other departments, at only 69.4%.

This should be a matter of concern and immediate remedial action should be taken.

Within a given department’s scores, the relative strengths and weaknesses of each block are similar. Apart from Community Services’ communications block, results are consistent (although not identical) across the authority.

Detailed raw data is available from Neale Kipling for doing more detailed department-by-department analysis if required.



## 8. Conclusions

Overall, these results show good positive progress being made, reflecting significant efforts made over the last twelve months. Improvements in Social Services are particularly pleasing and positive response rates are, as in previous years, very good. Focus on individual questions which are performing relatively poorly does not detract from the improvements these results show.

The single most troubling headline result of this year's Employee Survey is a decline in the already low levels of "agree" responses to the communications block in Community Services. As mentioned above, this raises questions which should be investigated by the Director of Community Services as a matter of urgency.

**RECOMMENDED: That Directors should examine their departmental results in light of this analysis and instigate action to address any identified areas of concern.**

**RECOMMENDED: That corporately, the HRM division should take up areas identified for attention, particularly communications, as part of ongoing Organisational Development work.**

TH/CW/NK//2005/06/10

**Appendix 1 – Employee Survey 2005 results data – whole organisation**

**A. Are you:**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	299	33.7	34.3	34.3
Female	572	64.5	65.7	100.0
Total	871	98.2	100.0	
Missing System	16	1.8		
Total	887	100.0		

**C. What age group?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 or less	26	2.9	3.0	3.0
21-30	154	17.4	17.7	20.6
31-40	231	26.0	26.5	47.1
41-50	248	28.0	28.4	75.6
51-60	184	20.7	21.1	96.7
over 60	29	3.3	3.3	100.0
Total	872	98.3	100.0	
Missing System	15	1.7		
Total	887	100.0		

**E. Type of work you carry out?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Operational	89	10.0	10.3	10.3
Admin./Clerical	219	24.7	25.3	35.5
Technical/Professional	239	26.9	27.6	63.1
Supervisory	51	5.7	5.9	69.0
Managerial	113	12.7	13.0	82.0
Other	156	17.6	18.0	100.0
Total	867	97.7	100.0	
Missing System	20	2.3		
Total	887	100.0		

**B. Base of work?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Town Hall	269	30.3	31.1	31.1
Central House	103	11.6	11.9	43.0
Hopetown	38	4.3	4.4	47.4
Houndgate	46	5.2	5.3	52.7
Vicarage Rd	143	16.1	16.5	69.2
Library	30	3.4	3.5	72.7
Leisure facility	51	5.7	5.9	78.6
Other	91	10.3	10.5	89.1
Other Social Services building	38	4.3	4.4	93.5
Other Community building	56	6.3	6.5	100.0
Total	865	97.5	100.0	
Missing System	22	2.5		
Total	887	100.0		

**D. Ethnic origin?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid British	854	96.3	97.6	97.6
Irish	2	.2	.2	97.8
White and Asian	1	.1	.1	97.9
Indian	2	.2	.2	98.2
Bangladeshi	1	.1	.1	98.3
Caribbean	1	.1	.1	98.4
African	1	.1	.1	98.5
Any other white background	9	1.0	1.0	99.5
Any other Black background	1	.1	.1	99.7
Any other Asian background	3	.3	.3	100.0
Total	875	98.6	100.0	
Missing System	12	1.4		
Total	887	100.0		

**F. Department:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	117	13.2	13.5	13.5
	Development and Environment	149	16.8	17.2	30.8
	Chief Exec's / Corporate Services	120	13.5	13.9	44.6
	Social Services	165	18.6	19.1	63.7
	Community Services	314	35.4	36.3	100.0
	Total	865	97.5	100.0	
Missing	System	22	2.5		
Total		887	100.0		

**G. Length of service:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	106	12.0	12.3	12.3
	1-5	299	33.7	34.7	47.0
	6-10	166	18.7	19.3	66.3
	11-20	173	19.5	20.1	86.4
	more than 20	117	13.2	13.6	100.0
	Total	861	97.1	100.0	
Missing	System	26	2.9		
Total		887	100.0		

**H. Contract:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	780	87.9	90.6	90.6
	Temporary	55	6.2	6.4	97.0
	Casual	26	2.9	3.0	100.0
	Total	861	97.1	100.0	
Missing	System	26	2.9		
Total		887	100.0		

**I. Basis of employment:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	648	73.1	74.1	74.1
	Part time	204	23.0	23.3	97.5
	Job share	22	2.5	2.5	100.0
	Total	874	98.5	100.0	
Missing	System	13	1.5		
Total		887	100.0		

**J. Illness/Disability?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	2.9	3.0	3.0
	No	836	94.3	97.0	100.0
	Total	862	97.2	100.0	
Missing	System	25	2.8		
Total		887	100.0		

**K. Salary/Wage**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than £12,000 per annum	216	24.4	25.3	25.3
	Between £12,000 and £15,499 per annum	197	22.2	23.1	48.4
	Between £15,500 and £25,999 per annum	285	32.1	33.4	81.7
	Between £26,000 and £35,000 per annum	120	13.5	14.1	95.8
	Over £35,000 per annum	36	4.1	4.2	100.0
	Total	854	96.3	100.0	
Missing	System	33	3.7		
Total		887	100.0		

	STATEMENT	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know	% POSITIVE	2004 positive	1-year change	2003 positive	Change since 2003
	<i>People Management</i>							<b>70.0</b>	67.1		65.6	
1	<b>My manager lets me know what is expected of me</b>	22.5	60.5	10.2	4.2	1.9	0.7	<b>83.0</b>	79.2	↗	79.5	↗
2	<b>My manager makes time available when needed</b>	30.4	52.8	9.6	5.0	1.6	0.6	<b>83.3</b>	83.2	→	82.7	↗*
3	<b>My manager asks for my ideas and opinions</b>	24.2	45.2	17.3	8.4	3.8	1.0	<b>69.5</b>	71.7	↘*	72.4	↘
4	<b>I receive support in stressful situations</b>	27.0	46.0	14.6	7.5	3.5	1.4	<b>73.0</b>	70.7	↗*	72.1	↗*
5	<b>My development needs are identified in relation to my work objectives</b>	18.8	53.6	17.8	6.7	1.8	1.2	<b>72.4</b>	68.8	↗	69.2	↗
6	<b>The Council is committed to Equal opportunities</b>	20.3	55.8	19.4	3.5	0.7	0.3	<b>76.1</b>	73.4	↗	71.7	↗
7	<b>Employee appraisal is an effective way of monitoring and developing my performance</b>	13.9	44.8	24.7	12.0	3.3	1.2	<b>58.7</b>	58.2	→	58.6	→
8	<b>Darlington Borough Council is a good organisation to work for</b>	16.0	57.6	21.1	3.5	1.6	0.2	<b>73.6</b>	69.6	↗	63.7	↗
9	<b>I believe I have the opportunity for personal development in the Council</b>	13.0	46.5	24.1	10.8	4.5	1.0	<b>59.6</b>	55.8	↗	52.1	↗
10	<b>The Council is committed to improving working lives for employees</b>	8.4	39.6	37.7	10.9	3.1	0.3	<b>48.0</b>	45.0	↗	40.2	↗
11	<b>I am satisfied with the overall terms and conditions of my employment</b>	11.7	58.1	18.5	8.7	2.2	0.9	<b>69.8</b>	67.3	↗	66.0	↗

\* – Trend is not statistically significant (see methodology for details)

	STATEMENT	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know	% POSITIVE	2004 positive	1-year change	2003 positive	Change since 2003
12	The Council takes the safety of employees and service users seriously	19.8	57.6	15.9	5.2	1.4	0.1	77.5	75.4	↗*	75.3	↗*
13	I feel secure in my job	9.8	50.1	22.7	13.2	3.9	0.3	59.9	52.4	↗	48.2	↗
14	I am given training I need to do my job	13.3	62.2	15.5	6.5	1.7	0.8	75.5	68.8	↗	66.9	↗
	<i>Performance Management</i>							76.0	74.6		72.9	
15	I am aware the Council monitors both overall and individual employee performance	16.4	63.6	14.9	3.5	1.0	0.5	80.1	78.3	↗*	72.6	↗
16	I believe the Council is committed to delivering better services	16.1	63.5	16.3	3.3	0.2	0.6	79.6	79.3	→	73.9	↗
17	I am aware of the standard of service that I have to deliver	24.9	69.2	4.3	1.2	0.2	0.1	94.1	92.8	↗	92.0	↗
18	My line manager makes me aware of targets and objectives	21.3	58.4	12.9	5.5	1.4	0.5	79.7	78.1	↗*	79.2	→
19	Team work is encouraged by my line manager	23.7	48.6	16.4	7.8	2.8	0.6	72.3	73.4	↘*	73.5	↘*
20	I feel motivated to do my job	16.3	46.0	22.4	10.7	4.2	0.5	62.3	61.6	↗*	60.4	↗*
21	My skills are well used by the council	14.2	49.9	20.8	10.0	4.4	0.7	64.1	59.0	↗	59.1	↗
	<i>Communications</i>							61.1	61.0		59.2	
22	The Council is committed to improving communication	8.9	47.6	31.5	8.8	1.8	1.4	56.5	57.1	↘*	51.0	↗
23	Messages are communicated well within the Council	6.0	36.2	34.5	18.0	4.8	0.5	42.2	42.9	↘*	39.9	↗*

\* - Trend is not statistically significant (see methodology for details)



	STATEMENT	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know	% POSITIVE	2004 positive	1-year change	2003 positive	Change since 2003
24	I am informed of issues that affect the Council and their impact on my job	7.5	45.6	28.8	13.4	4.3	0.5	<b>53.1</b>	50.8	↗*	52.0	↗*
25	I am aware of corporate aims and objectives	10.2	55.7	23.3	8.1	2.0	0.7	<b>65.9</b>	66.6	↘*	63.8	↗*
26	I am given an opportunity to offer my views on how to improve services	10.0	45.0	27.8	12.8	3.3	1.0	<b>55.0</b>	57.1	↘*	51.3	↗
27	I can easily get to see my line manager when I need to	28.2	53.9	10.5	5.1	2.0	0.2	<b>82.1</b>	81.9	→	82.1	→
28	My line manager relays information to me effectively	20.7	49.3	18.3	7.9	3.3	0.5	<b>70.0</b>	67.8	↗*	69.6	→
29	I have regular team briefings	18.3	46.8	13.4	15.1	5.4	1.0	<b>65.0</b>	62.1	↗	62.9	↗*
30	Communication with Trade Unions is good	4.6	28.8	49.7	7.9	3.3	5.7	<b>33.4</b>	29.7	↗	32.8	↗*
31	Communication within the Council is a two way process	10.2	43.4	33.1	9.1	2.7	1.6	<b>53.6</b>	52.9	↗*	66.5	↘
32	I regularly see the flyer	22.4	59.9	7.8	6.0	3.2	0.7	<b>82.3</b>	84.0	↘*	84.7	↘
33	I regularly see my departmental newsletter	19.0	48.0	14.6	10.0	4.5	3.9	<b>67.0</b>	69.8	↘	61.8	↗
34	My line manager keeps me informed	16.8	52.0	19.0	8.0	3.1	1.1	<b>68.7</b>	70.2	↘*	71.2	↘
	<i>Values, Rights and Responsibilities</i>							<b>71.6</b>	71.6		71.0	
35	I feel I am treated fairly at work	20.0	53.0	18.8	5.2	2.2	0.8	<b>73.0</b>	72.1	↗*	71.5	↗*
36	I feel I am treated with respect by my work colleagues	22.6	59.5	11.9	4.0	1.6	0.5	<b>82.1</b>	81.4	↗*	79.8	↗

\* – Trend is not statistically significant (see methodology for details)

	STATEMENT	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know	% POSITIVE	2004 positive	1-year change	2003 positive	Change since 2003
37	I feel that my views at work are listened to	14.8	49.4	24.5	7.2	3.7	0.3	64.2	65.3	↓*	65.9	↓*
38	I feel that my contribution to the Council is valued	17.4	53.3	19.4	6.5	2.7	0.7	70.8	70.0	↗*	69.2	↗*
39	I feel free to question the way things are done	15.4	51.6	18.3	10.1	3.5	1.0	67.0	68.8	↓*	67.5	→
40	I believe I help the council to deliver a high quality service to it's users	25.5	64.3	8.5	1.0	0.3	0.3	89.8	89.0	↗*	88.1	↗
41	I feel that there is general openness and honesty amongst employees	10.9	43.7	29.0	11.1	4.5	0.8	54.5	54.4	→	54.5	→
	<i>Improvements</i>											
42	I believe I have seen improvements since the last survey was conducted in January 2003	5.4	23.5	45.2	10.7	4.4	10.8	28.9	30.7	↓*	No data	N/A

\* – Trend is not statistically significant (see methodology for details)

<i>Statements 1-14 People Management</i>	2005	2004	1 year change†	2003	Change since 2003†
Corporate/CE's – agree	<b>73.0</b>	72.5	→	70.1	↗
Corporate/CE's – disagree	<b>8.8</b>	9.7	↗	11.0	↗
Community – agree	<b>64.8</b>	66.4	↘	62.4	↗
Community – disagree	<b>13.6</b>	13.3	→	14.4	↗
D & E – agree	<b>69.1</b>	67.7	↗	66.2	↗
D & E – disagree	<b>10.3</b>	10.4	→	10.4	→
Education – agree	<b>78.0</b>	70.0	↗	68.5	↗
Education – disagree	<b>4.9</b>	9.8	↗	10.0	↗
Social Services – agree	<b>73.8</b>	63.7	↗	64.7	↗
Social Services – disagree	<b>8.1</b>	14.7	↗	14.9	↗
Total agree	<b>70.0</b>	67.1	↗	65.6	↗
Total disagree	<b>10.1</b>	12.3	↗	12.7	↗
<i>Statements 15-21 Performance Management</i>	2005	2004	1 year change†	2003	Change since 2003†
Corporate/CE's – agree	<b>81.8</b>	77.5	↗	77.0	↗
Corporate/CE's – disagree	<b>6.8</b>	8.3	↗	8.5	↗
Community – agree	<b>70.8</b>	74.8	↘	69.1	↗
Community – disagree	<b>11.0</b>	10.3	↘	13.1	↗
D & E – agree	<b>73.9</b>	73.9	→	72.0	↗
D & E – disagree	<b>9.1</b>	8.2	↘	9.8	↗
Education – agree	<b>83.9</b>	78.8	↗	78.9	↗
Education – disagree	<b>3.7</b>	6.2	↗	6.3	↗
Social Services – agree	<b>78.6</b>	70.7	↗	70.5	↗
Social Services – disagree	<b>5.9</b>	12.5	↗	11.6	↗
Total agree	<b>76.0</b>	74.6	↗	72.9	↗
Total disagree	<b>8.0</b>	9.6	↗	10.3	↗
<i>Statements 22-34 Communications</i>	2005	2004	1 year change†	2003	Change since 2003†
Corporate/CE's – agree	<b>71.1</b>	70.7	→	68.0	↗
Corporate/CE's – disagree	<b>8.0</b>	9.5	↗	11.8	↗
Community – agree	<b>50.4</b>	57.2	↘	54.5	↘
Community – disagree	<b>22.4</b>	19.2	↘	20.7	↘
D & E – agree	<b>65.6</b>	65.0	↗	62.3	↗
D & E – disagree	<b>10.1</b>	11.1	↗	13.2	↗
Education – agree	<b>69.3</b>	65.3	↗	60.2	↗
Education – disagree	<b>15.3</b>	10.9	↘	12.5	↘
Social Services – agree	<b>65.5</b>	55.3	↗	57.3	↗
Social Services – disagree	<b>10.1</b>	19.4	↗	16.8	↗
Total agree	<b>61.2</b>	61.0	→	59.2	↗
Total disagree	<b>13.4</b>	14.7	↗	16.0	↗
<i>Statements 35-41 Values</i>	2005	2004	1 year change†	2003	Change since 2003†

Corporate/CE's – agree	<b>74.0</b>	73.1	↗	72.3	↗
Corporate/CE's – disagree	<b>8.0</b>	9.1	↗	9.3	↗
Community – agree	<b>64.6</b>	71.3	↘	68.1	↘
Community – disagree	<b>13.8</b>	12.4	↘	13.7	→
D & E – agree	<b>69.1</b>	69.4	→	70.9	↘
D & E – disagree	<b>7.2</b>	8.8	↗	10.0	↗
Education – agree	<b>80.3</b>	76.7	↗	78.7	↗
Education – disagree	<b>4.0</b>	6.6	↗	6.9	↗
Social Services – agree	<b>73.8</b>	69.0	↗	66.7	↗
Social Services – disagree	<b>7.3</b>	14.5	↗	14.6	↗
Total agree	<b>71.6</b>	71.6	→	71.0	↗
Total disagree	<b>9.1</b>	11.1	↗	11.4	↗
<i>Statement 42 Improvement over year</i>	2005	2004	1 year change†	2003	Change since 2003†
Corporate/CE's – agree	<b>27.5</b>	34.9	↘	No data	N/A
Corporate/CE's – disagree	<b>11.7</b>	11.6	→	No data	N/A
Community – agree	<b>27.8</b>	34.6	↘	No data	N/A
Community – disagree	<b>21.1</b>	19.6	↘	No data	N/A
D & E – agree	<b>28.2</b>	28.6	→	No data	N/A
D & E – disagree	<b>13.4</b>	17.3	↗	No data	N/A
Education – agree	<b>32.8</b>	26.9	↗	No data	N/A
Education – disagree	<b>9.5</b>	18.5	↗	No data	N/A
Social Services – agree	<b>30.5</b>	30.8	→	No data	N/A
Social Services – disagree	<b>12.8</b>	24.5	↗	No data	N/A
Total agree	<b>28.9</b>	31.5	↘	No data	N/A
Total disagree	<b>15.1</b>	19.7	↗	No data	N/A
<i>All statements – Overall</i>	2005	2004	1 year change†	2003	Change since 2003†
Corporate/CE's – agree	<b>72.9</b>	72.0	↗	71.0	↗
Corporate/CE's – disagree	<b>8.1</b>	9.4	↗	10.5	↗
Community – agree	<b>60.4</b>	65.0	↘	62.0	↘
Community – disagree	<b>16.1</b>	14.6	↘	16.1	→
D & E – agree	<b>67.9</b>	67.3	↗	66.8	↗
D & E – disagree	<b>9.6</b>	10.2	↗	11.1	↗
Education – agree	<b>75.6</b>	70.1	↗	69.4	↗
Education – disagree	<b>7.9</b>	9.2	↗	9.6	↗
Social Services – agree	<b>71.0</b>	62.4	↗	63.7	↗
Social Services – disagree	<b>8.3</b>	16.0	↗	14.9	↗
Total agree	<b>67.5</b>	66.4	↗	65.7	↗
Total disagree	<b>10.7</b>	12.6	↗	13.1	↗