

HEREFORDSHIRE
COUNCIL

Employee opinion survey 2008

Headline report

Issue 1

November 2008

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Executive summary

This report presents a brief summary of the results of the 2008 employee opinion survey for Herefordshire Council. It highlights the significant differences (i.e. greater than +/- 5 percentage points) since last year and presents charts and a table showing how council employees responded to each question in the questionnaire. The survey of PCT staff, which is underway at the time of writing is not included in this report. Further, more detailed reports will be published – see the section “further reports” below.

The survey and response rate

This is the eighth annual survey of employees of Herefordshire Council. It has been conducted such that the start coincided with the PCT staff survey and includes a number of questions common to both.

The survey of council employees was launched on 26th September and closed on 7th November, while the PCT survey will close on 12th December required by the national programme. The council survey was made available on the intranet and posted to most employees. As a pilot, to test the effect of moving towards a paperless survey, it was not posted to the 393 employees of the environment and culture directorate, who either submitted online or requested a paper copy.

1,050 or 50% of the 2,115 employees responded to the survey and 31% of these responses were submitted online.

The response rate for environment and culture directorate whose staff were not sent paper questionnaires was 43%. Due to reorganisation there is no directly comparable figure for 2007, but in that year, the response rate for the environment directorate was 69% and cultural services was 39%.

Major changes since last year

Using a threshold of 5 percentage points to identify major changes¹ of opinion since last year there were:

- 2 questions which show significantly improved opinions (reduced levels of bullying or harassment from customers/service users, greater satisfaction with one’s physical work environment).

- 9 statements which indicate significant deterioration of opinion including morale, understandability of plans and policies, inter-departmental co-operation and relations between senior management and employees.

Views about Herefordshire Council

Amongst the views about the Council, nearly three-quarters (72%) of respondents say its good to work for and over two-thirds (68%) intend to be working here in 12 months time. Less than a quarter (24%) agree that inter-departmental co-operation and understanding is good and around a third (35%) have faith that action will be taken on problems identified in this survey.

Views about management

Feedback from this section includes: over three-quarters (82%) of respondents have a clear understanding of their job priorities and objectives, 84% have control over their work and 75% agree that they have adequate training and development. Three-quarters have confidence in the fairness of their line manager’s decision making compared to 44% who feel that way about senior management. 44% believe that relations between senior management and employees are good.

¹ See “Notes and terms used” section below

Views on the culture within Herefordshire Council

Amongst the views expressed, around three quarters of respondents believe that employees are treated equally and fairly regardless of a range of factors such as religion and race, but a little over half agree that equality of treatment extends to position in the organisation.

The greatest sources of bullying and harassment of employees are customers / service users (responsible for 29% of respondents sometimes feeling bullied or harassed) and managers (19%).

While over three-quarters (78%) of respondents find that flexibility in their job helps them to meet work/home commitments, more than a third (36%) disagree that they can meet the requirements of their job without working excessive hours.

Travel to work

On a typical day, over half the respondents drove to and from work in a car on their own. Three quarters of respondents work flexitime, one quarter do not.

Further reports

Further, more detailed reports will be produced as follows:

- Full results for the Council as a whole, including 2006 and 2007 results – by mid December
- Full results for all directorates including 2006 and 2007 results where applicable and also contrasting with the Council results – by mid December.
- Full results for all service areas with sufficient responses including 2006 and 2007 results where applicable and also contrasting with the Council results – by end January.
- A report comparing the results of the PCT staff survey and Herefordshire Council surveys – March.

In addition to informing all employees:

- The council level reports are provided particularly to inform the Joint Management Team of corporate wide issues.
- The directorate reports are aimed particularly at Directorate Management Teams and identify the issues at the directorate level.
- The service area reports are to inform service management teams and to identify issues within the service.

Introduction

This was the eighth annual employee opinion survey of Herefordshire Council. The survey was launched on 26th September 2008 when the survey was made available on the intranet and a questionnaire was posted to all non school-based employees with the exception of those in the environment and culture directorate. This year, for the first time and as part of a pilot towards fewer paper copies, employees in this directorate alone did not receive their own paper questionnaire, though copies were made available for staff in places such as libraries and tourist information centres.

The council survey was timed to coincide with the start of the PCT staff survey, though it closed on 7th November, sooner than the PCT survey which remains open until 12th December as required by the national programme. A number of questions were added to the PCT staff survey to provide a set of questions identical to both organisations.

This report is limited to the council survey only.

An email was sent to all email users promoting the survey and inviting people to complete it, either online or by using a paper copy, but not both. The online survey is an identical set of questions and could be completed anonymously: at no stage were people asked to identify themselves.

The survey was further promoted by posters in all buildings, in publications such as Team Talk and First Press, emails to key managers and 2 reminders to all email users.

The survey was extended to 7th November, a week longer than originally planned to allow further opportunity for employees on holiday during half term week at the end of October.

This report briefly presents the results of the survey and highlights the major (i.e. those greater than 5 percentages points – see “**Significant**” below) changes compared to 2007.

Notes and terms used

In this report, percentages quoted are calculated as a proportion of the total respondents to this survey (i.e. 1,050) and have been rounded to the nearest integer.

The term “**Agreement**” is calculated as the sum of those answering “**Strongly Agree**” and “**Agree**”. Similarly “**Disagreement**” is the sum of those answering “**Strongly Disagree**” and “**Disagree**”.

In the context of the employee opinion survey for the council as a whole, the term “**Significant**” when used to describe a difference is defined as a difference of 5 percentage points or more. This threshold is an arbitrary figure but enables the larger differences to be highlighted amongst the many smaller changes.

For instance, if in 2007 there was 70% agreement with a particular statement, and the same statement this year achieved 77% that would be considered a ‘significant improvement’. Similarly, if the level of agreement declined from 70% in 2007 to 65% this year, that would be identified as a significant deterioration.

The test for significant difference is independently applied to both agreement and disagreement. So, a positive change may be identified when either the agreement has increased or the disagreement decreased – or both.

Key differences in opinions from the 2007 survey

This section identifies those statements in the survey where the opinions of the respondents this year are **significantly*** more positive (first table) or negative (second table) than those last year. Results are considered more positive if there is either *greater* agreement or *less* disagreement. Results are considered more negative than last year if there is either *less* agreement or *greater* disagreement.

* Significant in this context means a difference of 5 percentage points or more – see “notes and terms used” section of this report for more details.

Positive

The table shows statements where there has been significant improvement compared with 2007. This may be due to either *increased* agreement or *decreased* disagreement.

There are two statements for which there has been a positive improvement this year when compared to 2007.

Statements showing significant positive improvement this year	Year	Agree	Disagree
3.2d. I sometimes feel bullied or harassed by customers / clients / service users. (Note: for this question, less agreement or more disagreement is better)	2008	29%	62%
	2007	34%	56%
3.7 I am satisfied with my physical work environment.	2008	68%	27%
	2007	62%	34%

Negative

The table shows statements where there has been significant deterioration compared with 2007. This may be due to either *decreased* agreement or *increased* disagreement.

There are nine statements where there has been significant deterioration this year when compared to 2007.

Statements showing significant deterioration this year	Year	Agree	Disagree
1.3 The council is open, honest and accountable to all its customers.	2008	43%	34%
	2007	48%	28%
1.5 Generally, plans, policies and processes are understandable.	2008	50%	39%
	2007	54%	34%
1.8 I believe that action will be taken on problems identified in this survey.	2008	35%	42%
	2007	43%	36%
1.9 There is good understanding and co-operation between different directorates / departments.	2008	24%	59%
	2007	26%	54%
2.2 Morale within my work area is generally good.	2008	49%	45%
	2007	57%	38%
2.15 I have confidence that senior management's decision making is fair.	2008	44%	31%
	2007	52%	27%
2.16 Relations between senior management and employees are good.	2008	44%	35%
	2007	52%	30%
2.17 My Staff Review and Development (SRD) was a worthwhile discussion.	2008	59%	26%
	2007	66%	22%
3.3 I am satisfied with my current terms and conditions of employment.	2008	64%	30%
	2007	69%	25%

Response rate and breakdown by directorate

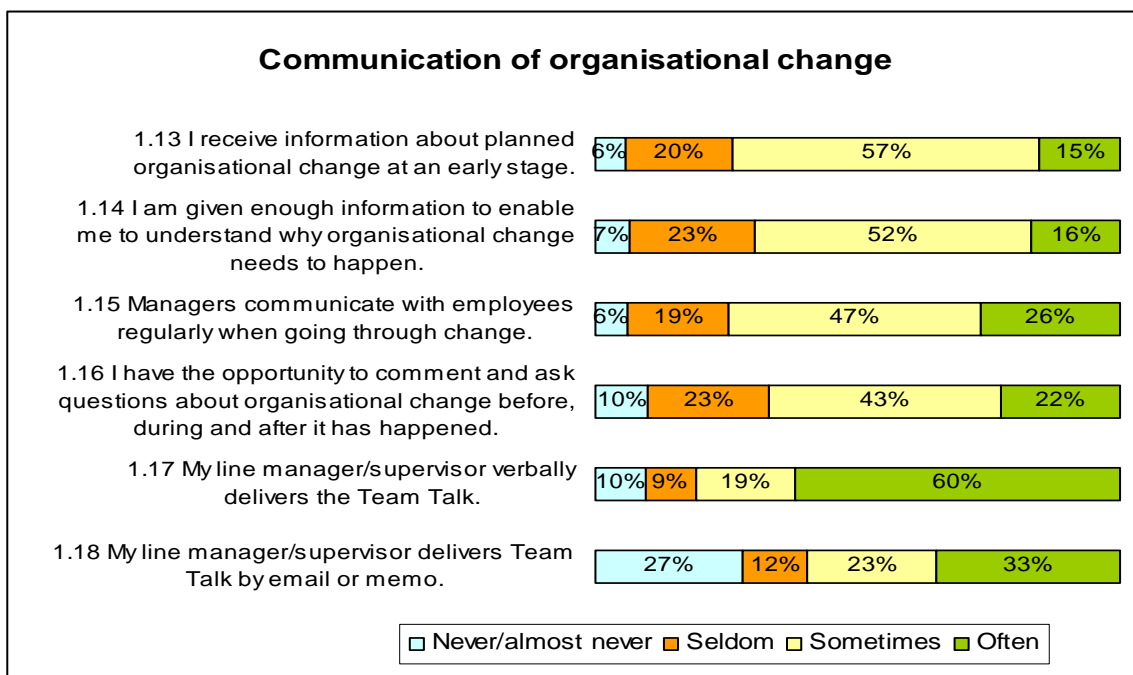
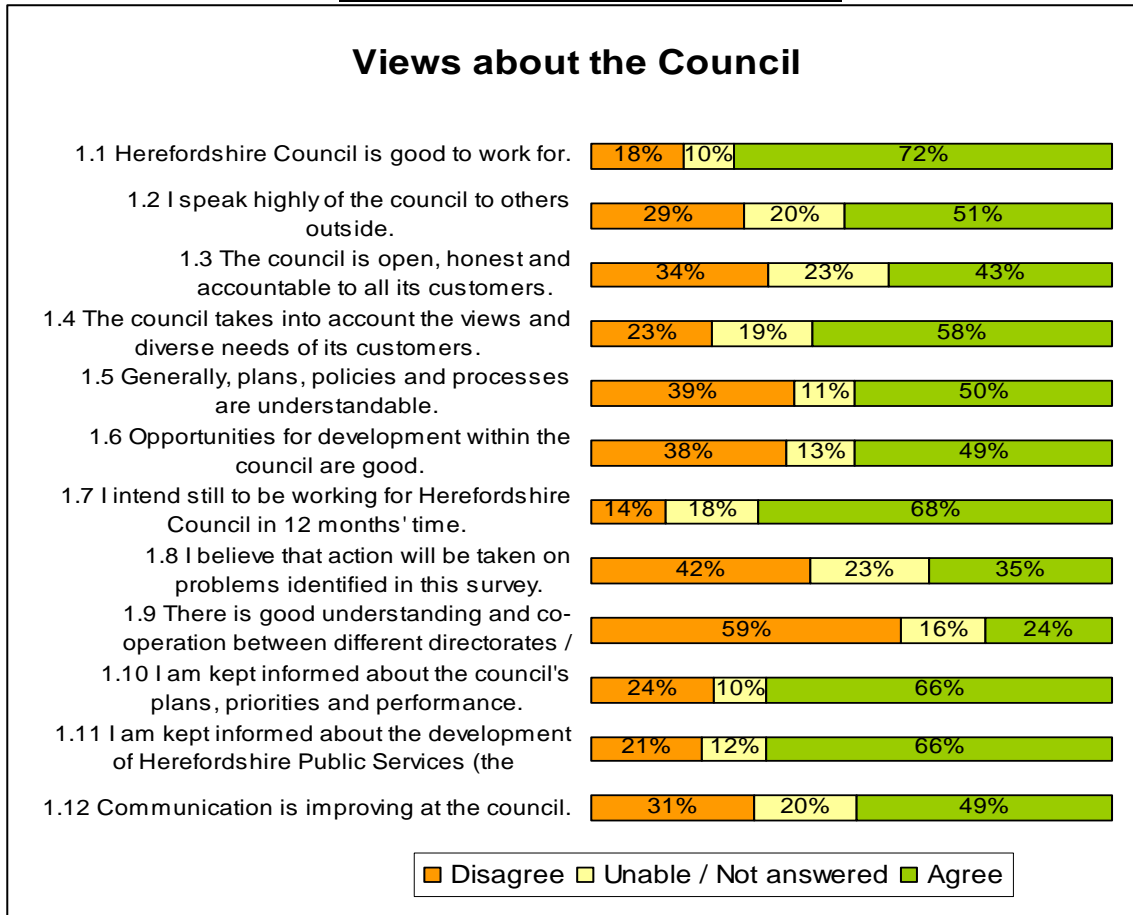
A total of 1,050 responses were received from the 2,115 employees giving a response rate of 50%. 31% of these responses were submitted online.

Directorate / department	Service area	Responses	Number of staff	Response rate
Children's services Directorate				
	Inclusion and improvement	86		
	Safeguarding and vulnerable	64		
	Central policy, performance and development	13		
	Community operations	4		
Total Children's services		167	466	36%
Resources directorate				
	Audit services	10		
	Asset management and property services	27		
	Financial services	43		
	Benefits and exchequer	55		
Total Resources		135	241	56%
Deputy chief executive and assistant chief executive (legal)				
	Herefordshire partnership support team, communications, emergency planning, policy & performance	32		
	ICT services	41		
	Legal and democratic services	37		
	Customer services (Info, MRU, archives)	38		
	Corporate programmes/Herefordshire connect	15		
Total Deputy chief exec. & Asst. chief exec. (legal)		163	296	55%
Adult social care				
	Learning disability services	32		
	Mental health services	6		
	Older people services, physical disabilities services	74		
	Commissioning, safeguarding, performance and records management	17		
Total Adult social care		129	378	34%
Environment and culture directorate				
	Environmental health and trading standards, waste	53		
	Support services	11		
	Highways	23		
	Cultural services	67		
	Parks and countryside	14		
Total Environment and culture		168	393	43%
Regeneration directorate				
	Economic and community development, lifelong learning, community safety, DST	46		
	Strategic housing	17		
	Planning services, transportation	72		
Total Regeneration		135	277	49%
Chief executive, deputy chief executive & their secretariats		11		
Human resources services		47		
Total Chief exec, deputy chief exec & sec/HR		58	64	91%
Unclassified - no area indicated		95		
Total Herefordshire Council		1050	2115	50%

Charts of results

The following pages summarise the results of sections 1 to 3 of the survey presenting them as charts in the order that they appeared in the questionnaire. The percentages are expressed as proportions of the 1,050 people who responded to the survey and are rounded to the nearest integer.

Section 1 – Views about the Council



Frequency of Team meetings

1.19 How often do you have team meetings? 3% 21% 66% 9%

Never Less often than monthly Between weekly and monthly At least weekly

Community Strategy

1.20 Have you read the Herefordshire
Community Strategy? 51% 16% 32%

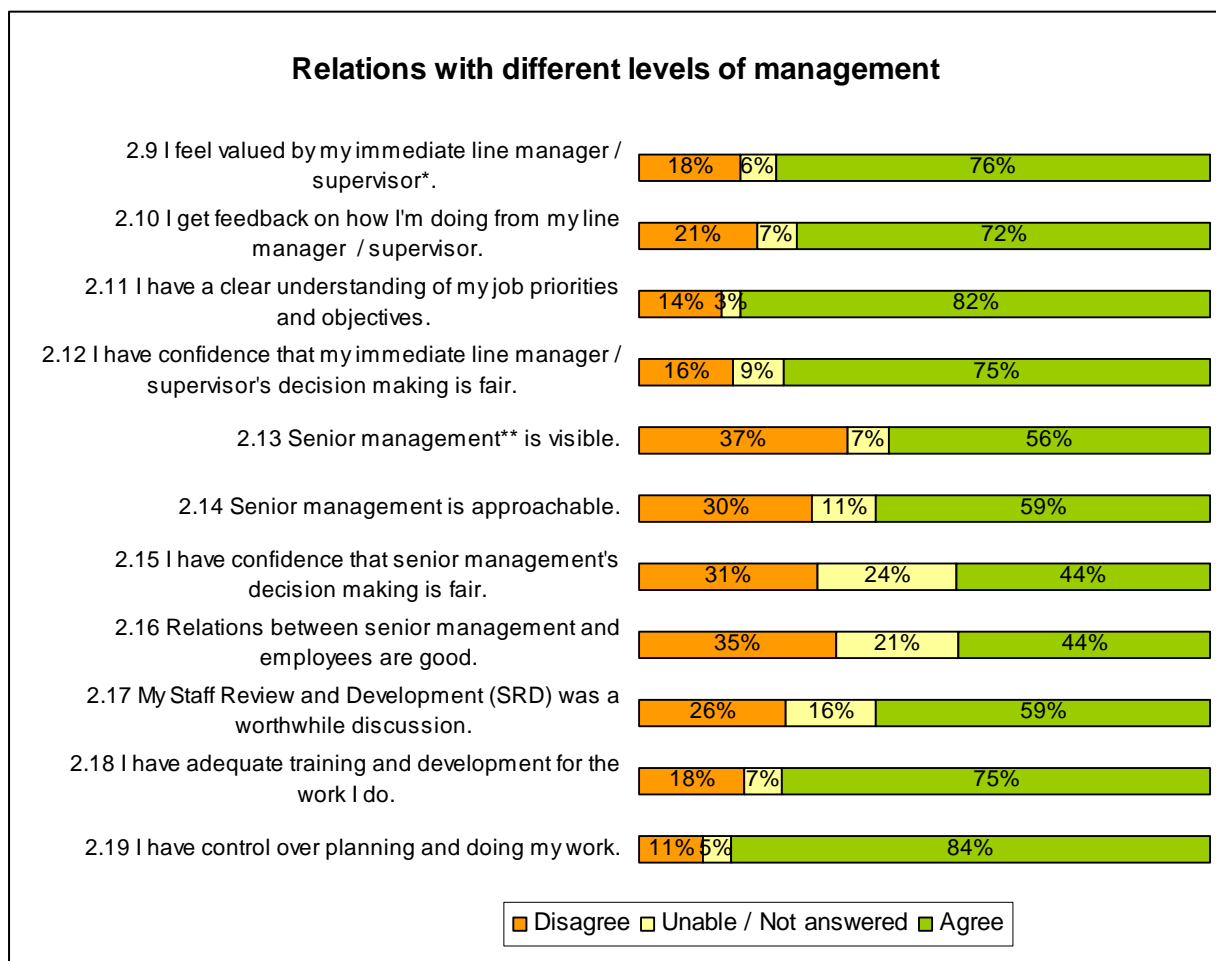
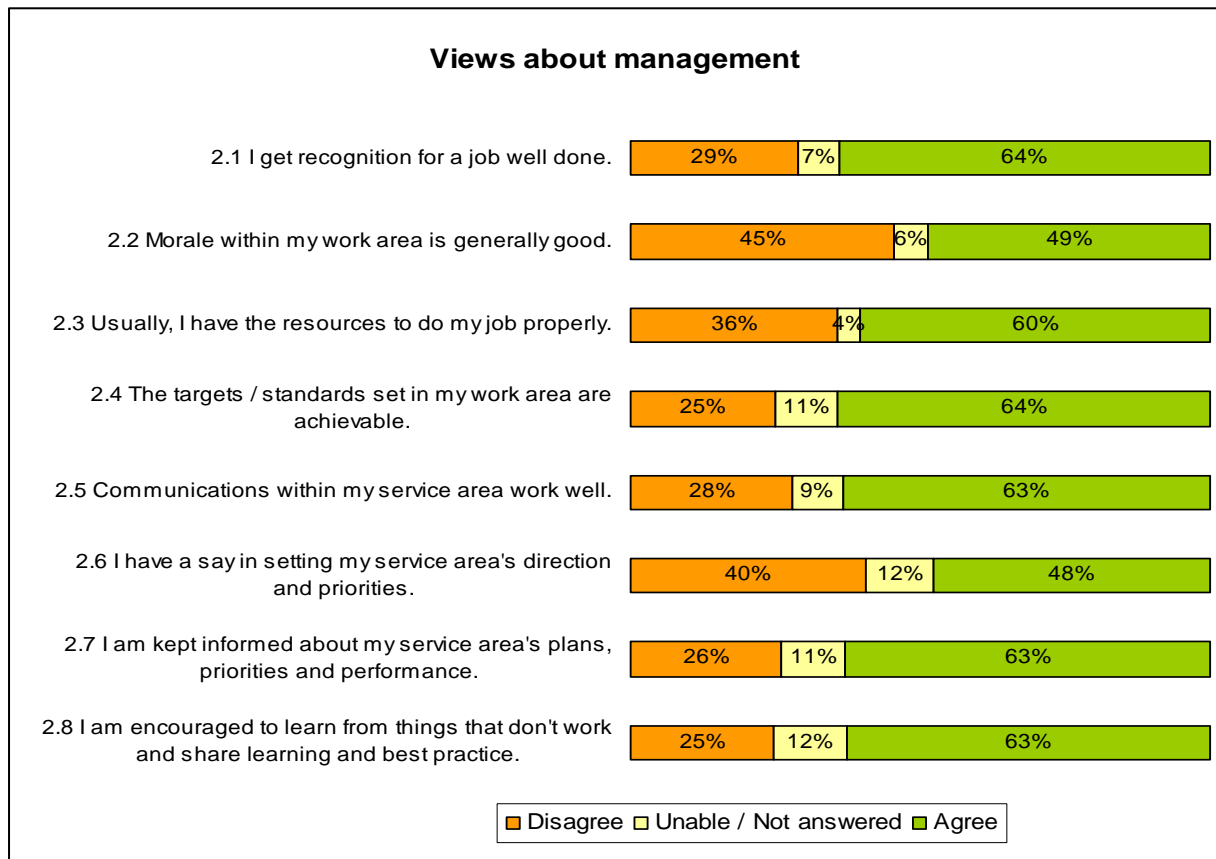
No Don't Know Yes

Awareness of Herefordshire Partnership

1.21 Do you know enough about the
Herefordshire Partnership? 16% 47% 34%

I am not interested in the Partnership No, I could do with more information Yes, I know enough

Section 2: Views about management



Section 3: Views on the culture with the council

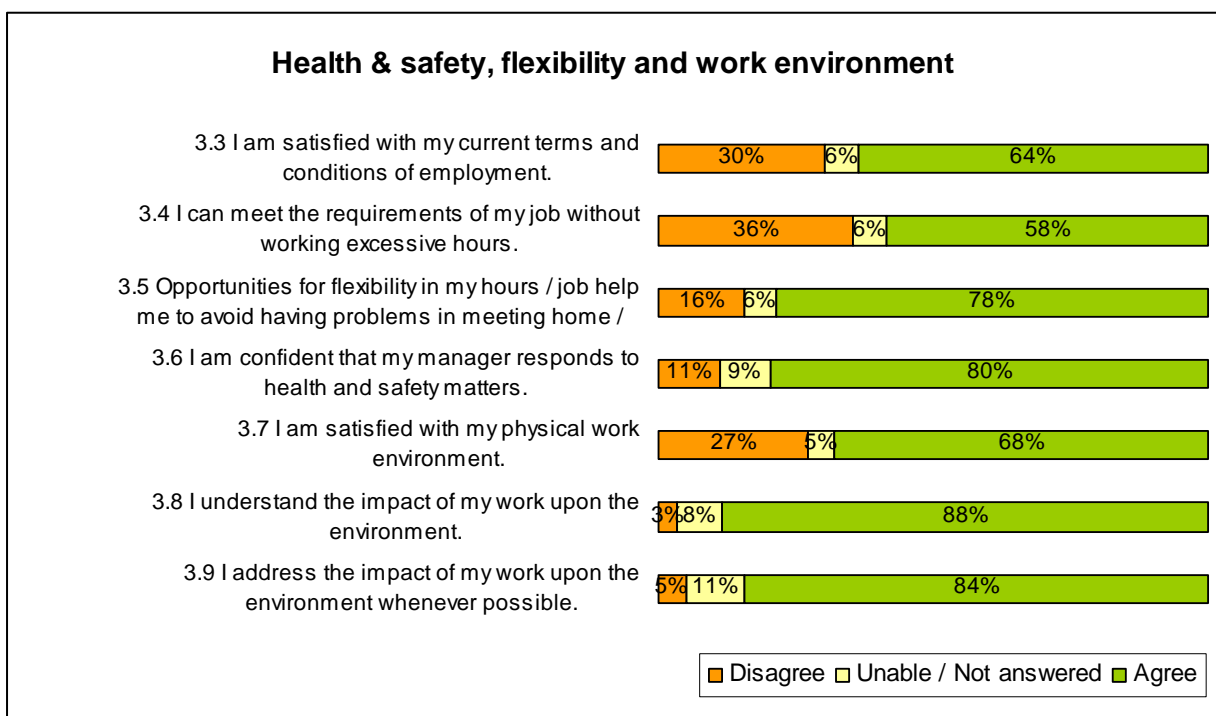
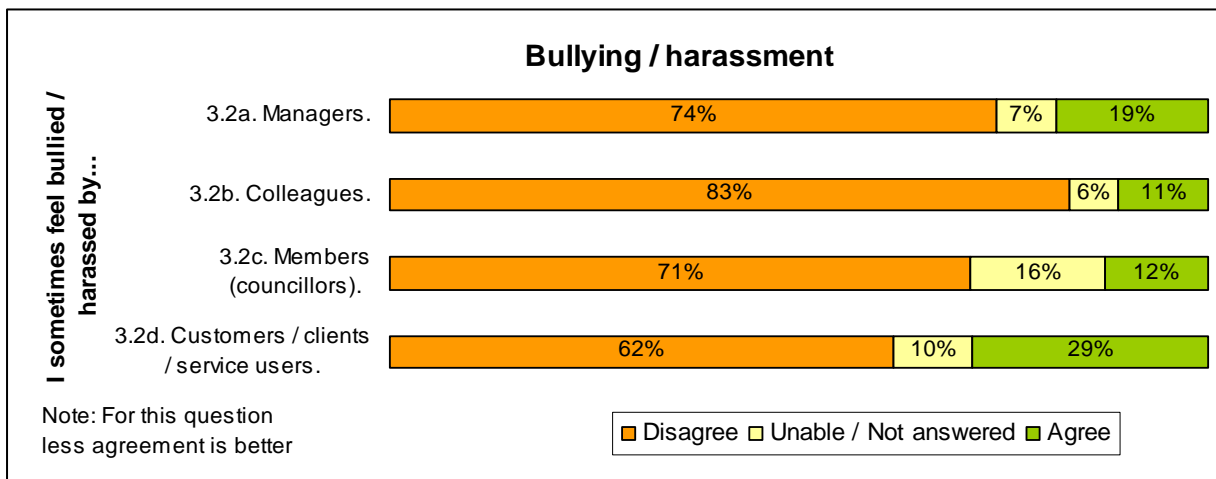
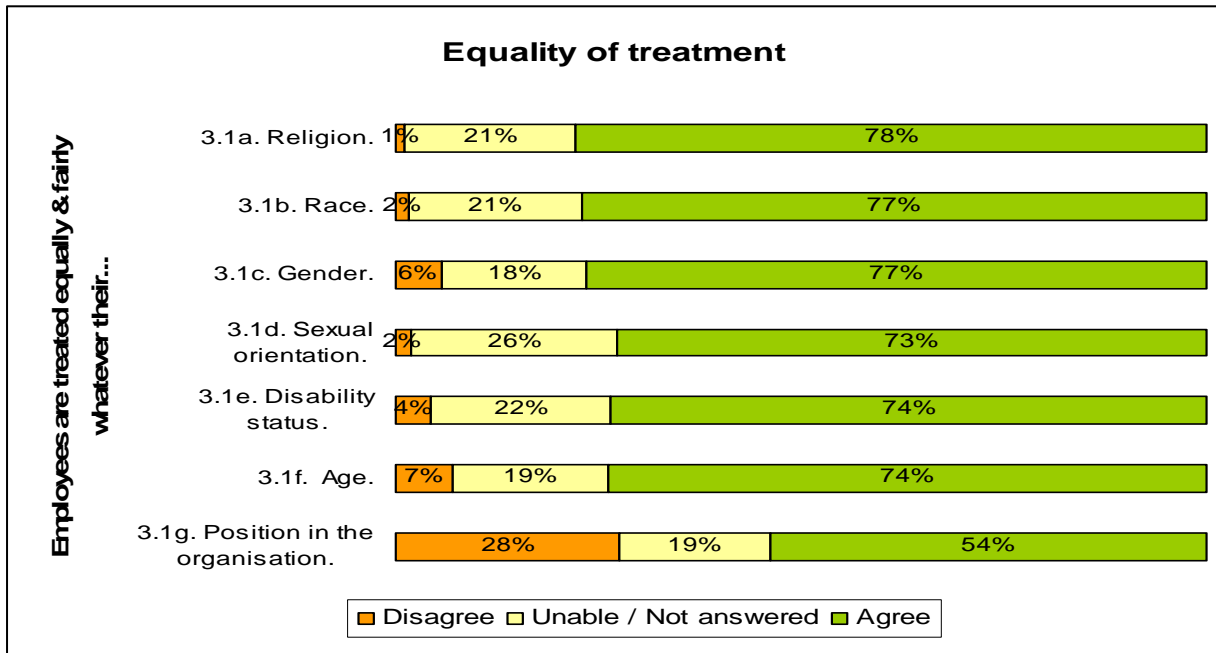


Table of results

The following pages summarise the results of the survey and presents them as they appeared in the questionnaire. The percentages are expressed as proportions of the 1,050 people who responded to the survey and are rounded to the nearest integer.

Note that when 5 or fewer people selected an option, this will therefore be presented as 0%.

"What's your view?" - 2008

Section 1 - Your views about Herefordshire Council

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
1.1 Herefordshire Council is good to work for.	6%	67%	14%	4%	9%
1.2 I speak highly of the council to others outside.	4%	47%	24%	5%	18%
1.3 The council is open, honest and accountable to all its customers.	2%	40%	27%	7%	21%
1.4 The council takes into account the views and diverse needs of its customers.	3%	54%	19%	4%	17%
1.5 Generally, plans, policies and processes are understandable.	1%	48%	31%	8%	10%
1.6 Opportunities for development within the council are good.	4%	45%	28%	9%	12%
1.7 I intend still to be working for Herefordshire Council in 12 months' time.	16%	52%	9%	5%	16%
1.8 I believe that action will be taken on problems identified in this survey.	3%	32%	28%	14%	22%
1.9 There is good understanding and co-operation between different directorates / departments.	1%	23%	46%	14%	15%
1.10 I am kept informed about the council's plans, priorities and performance.	3%	63%	18%	6%	9%
1.11 I am kept informed about the development of Herefordshire Public Services (the partnership between the pct and the council).	2%	64%	17%	4%	11%
1.12 Communication is improving at the council.	3%	47%	24%	7%	18%
	<i>Often</i>	<i>Sometimes</i>	<i>Seldom</i>	<i>Never / Almost Never</i>	
1.13 I receive information about planned organisational change at an early stage.	15%	57%	20%	6%	
1.14 I am given enough information to enable me to understand why organisational change needs to happen.	16%	52%	23%	7%	
1.15 Managers communicate with employees regularly when going through change.	26%	47%	19%	6%	
1.16 I have the opportunity to comment and ask questions about organisational change before, during and after it has happened.	22%	43%	23%	10%	
1.17 My line manager/supervisor verbally delivers the Team Talk.	60%	19%	9%	10%	
1.18 My line manager/supervisor delivers Team Talk by email or memo.	33%	23%	12%	27%	
1.19 How often do you have team meetings?	9% <i>At least weekly</i>	66% <i>Between weekly and monthly</i>	21% <i>Less often than monthly</i>	3% <i>Never</i>	
1.20 Have you read the Herefordshire Community Strategy?	32% <i>Yes</i>	51% <i>No</i>	16% <i>Don't Know</i>		
1.21 Do you know enough about the Herefordshire Partnership?	34% <i>Yes, I know enough</i>	47% <i>No, I could do with more information</i>	16% <i>I am not interested in the Partnership</i>		

Section 2 - Your views about management

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
2.1 I get recognition for a job well done.	14%	50%	21%	8%	6%
2.2 Morale within my work area is generally good.	9%	40%	28%	18%	5%
2.3 Usually, I have the resources to do my job properly.	6%	54%	24%	11%	3%
2.4 The targets / standards set in my work area are achievable.	7%	57%	19%	6%	9%
2.5 Communications within my service area work well.	8%	55%	21%	7%	7%
2.6 I have a say in setting my service area's direction and priorities.	8%	40%	30%	10%	10%
2.7 I am kept informed about my service area's plans, priorities and performance.	9%	54%	20%	6%	9%
2.8 I am encouraged to learn from things that don't work and share learning and best practice.	11%	52%	18%	6%	10%
2.9 I feel valued by my immediate line manager / supervisor*.	29%	47%	10%	8%	5%
2.10 I get feedback on how I'm doing from my line manager / supervisor.	23%	49%	15%	6%	6%
2.11 I have a clear understanding of my job priorities and objectives.	22%	60%	10%	4%	2%
2.12 I have confidence that my immediate line manager / supervisor's decision making is fair.	25%	50%	11%	5%	8%
2.13 Senior management** is visible.	12%	44%	23%	14%	6%
2.14 Senior management is approachable.	12%	46%	19%	11%	10%
2.15 I have confidence that senior management's decision making is fair.	8%	36%	19%	12%	22%
2.16 Relations between senior management and employees are good.	8%	36%	22%	13%	20%
2.17 My Staff Review and Development (SRD) was a worthwhile discussion.	12%	46%	18%	8%	14%
2.18 I have adequate training and development for the work I do.	14%	61%	14%	5%	6%
2.19 I have control over planning and doing my work.	23%	61%	8%	3%	4%

* If you have both a manager and supervisor, you should consider the question as relating to the person who is responsible for your work on a day to day basis.

** Senior management refers to your own manager's manager and the levels above.

Section 3 - Your views on the culture within Herefordshire Council

3.1 Employees are treated equally and fairly whatever their:

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
a. Religion.	25%	53%	1%	0%	19%
b. Race.	25%	53%	1%	0%	19%
c. Gender.	24%	53%	5%	1%	15%
d. Sexual orientation.	24%	49%	2%	0%	23%
e. Disability status.	23%	51%	4%	1%	20%
f. Age.	22%	52%	6%	1%	17%
g. Position in the organisation.	14%	39%	22%	6%	16%

3.2 I sometimes feel bullied / harassed by:

a. Managers.	4%	15%	45%	30%	5%
b. Colleagues.	2%	9%	49%	34%	4%
c. Members (councillors).	1%	11%	44%	27%	14%
d. Customers / clients / service users.	4%	24%	41%	21%	7%

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
3.3 I am satisfied with my current terms and conditions of employment.	7%	57%	23%	8%	5%
3.4 I can meet the requirements of my job without working excessive hours.	4%	54%	23%	12%	5%
3.5 Opportunities for flexibility in my hours / job help me to avoid having problems in meeting home / work commitments.	19%	60%	11%	4%	4%
3.6 I am confident that my manager responds to health and safety matters.	16%	64%	8%	3%	8%
3.7 I am satisfied with my physical work environment.	12%	56%	18%	10%	4%
3.8 I understand the impact of my work upon the environment.	14%	74%	2%	1%	7%
3.9 I address the impact of my work upon the environment whenever possible.	14%	70%	3%	2%	9%

Section 4 - Travel Patterns

4.1 In a typical week, which best describes the pattern of where you work?

(A mix implies at least half a day)

- | | |
|---|--|
| 59% <i>At one work location</i> | 21% <i>A mix of several locations</i> |
| 0% <i>At home</i> | 3% <i>A mix of home and one work location</i> |
| 8% <i>Out visiting clients or facilities</i> | 3% <i>A mix of home and several work locations</i> |
| 5% <i>Other, please specify below</i> | |
| 5% of the respondents specified other reasons | |

4.2 If you never work from home, why not? (Tick all that apply)

- | | |
|--|---|
| 18% <i>Not applicable - I sometimes work from home</i> | 33% <i>Type of work not suitable</i> |
| 8% <i>Prefer the office/base environment</i> | 4% <i>Home environment not suitable</i> |
| 30% <i>IT provision not available</i> | 6% <i>Never thought about it</i> |
| 9% <i>Other, please specify below</i> | 2% <i>Doesn't suit me</i> |
| 10% of the respondents specified other reasons | |

4.3 Do you work flexi time? 74% Yes 24% No

4.4 Do you take off FULL days either as flexi time or as time off in lieu? 61% Yes 32% No

52% of the respondents specified figures

4.5 Approximately how far do you typically travel to work (one way) ?

- | | | | |
|----------------------------|----------------------------|-------------------------|---|
| 9% <i>Less than 1 mile</i> | 17% <i>1 up to 2 miles</i> | 26% <i>2 - 5 miles</i> | 11% <i>6 - 10 miles</i> |
| 28% <i>11 - 25 miles</i> | 7% <i>26 - 50 miles</i> | 1% <i>Over 50 miles</i> | 1% <i>N/A - no specific place of work</i> |

4.6 If you sometimes drive to work, what are the main reasons for doing so?

(Please indicate up to THREE reasons.)

- | | |
|--|--|
| 14% <i>Not applicable - I do not drive to work</i> | 45% <i>Need the car for work during the day</i> |
| 34% <i>Too far to walk or cycle</i> | 20% <i>Car quicker/more reliable than public transport</i> |
| 25% <i>No suitable public transport available</i> | 7% <i>Car cheaper than public transport</i> |
| 12% <i>Drop off/collect a child at school on the way</i> | 18% <i>Carrying things (Files, equipment etc.)</i> |
| 4% <i>Personal safety</i> | 9% <i>Other reasons</i> |
| 22% <i>Need the flexibility to leave when I want to</i> | |

4.7 Would you be prepared to car share when commuting to and from work?

(Car sharing is when 2 or more commuters travel in the same car together.)

- | | | | |
|---------------------------|----------------|---------------|----------------------|
| a. As a driver? | 36% <i>Yes</i> | 45% <i>No</i> | 7% <i>Already do</i> |
| b. As a passenger? | 32% <i>Yes</i> | 49% <i>No</i> | 7% <i>Already do</i> |

4.8 Are you registered on the TWOSHARE database? 9% Yes 84% No 4% Don't know

4.9 Do you car share when going to meetings?

- | | | | |
|--------------------|----------------------|------------------|---------------------------|
| 35% <i>Usually</i> | 40% <i>Sometimes</i> | 6% <i>Seldom</i> | 17% <i>Not applicable</i> |
|--------------------|----------------------|------------------|---------------------------|

Note: 0% indicates 5 or fewer responses

4.10 How often have you used a pool bike in the last 12 months?

89% Never	2% Once	3% 2-5 times
1% 6-10 times	1% 11-20 times	2% over 20 times

4.11 We are interested to know how you normally travel to work for the MAIN part of your journey. Think about your last TYPICAL working week and the journeys you made each day. Then look at each column below and tick the box that best describes how you travelled for the MAIN part of that journey. For example, if on the first day of your working week (Monday for most people), you travelled by bus for the main part of your journey to work, then tick the BUS row in the "Day 1 to work" column.

	Day 1 to work	Day 1 from work	Day 2 to work	Day 2 from work	Day 3 to work	Day 3 from work	Day 4 to work	Day 4 from work	Day 5 to work	Day 5 from work
Car on my own	58%	58%	54%	54%	55%	55%	54%	54%	52%	52%
My car with others at the Council	3%	2%	3%	2%	3%	3%	2%	1%	2%	2%
My car with others NOT at the Council (in dropping off children etc)	8%	6%	8%	7%	7%	6%	6%	6%	7%	7%
Passenger in Council employee's car	2%	1%	2%	1%	2%	1%	2%	1%	1%	1%
Passenger in other car	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Walk	10%	10%	11%	11%	11%	12%	11%	11%	10%	10%
Cycle	6%	6%	6%	6%	6%	6%	6%	6%	5%	5%
Motorbike/scooter	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bus	3%	3%	3%	4%	3%	3%	3%	3%	2%	3%
Train	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Worked at home	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
By car to other destination	1%	2%	2%	2%	1%	1%	1%	2%	1%	1%
By public transport to other destination	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
On leave	1%	1%	0%	0%	1%	1%	1%	1%	2%	2%

Section 5 - About You

Your gender: 30% *Male* 66% *Female*

Your age: 5% *Up to 24* 20% *25 to 34* 24% *35 to 44* 28% *45 to 54* 12% *55 to 59* 5% *60 or over*

What is your current salary range for a 37 hour week?

26% *Up to £16,000 pa* 44% *Between £16,000- £28,500 pa* 20% *Over £28,500 pa*
(*up to £8.29 p/h*) (*£8.29- £14.77 p/h*) (*over £14.77 p/h*)

Do you have a disability, long term limiting illness or health problem (12 months or more) which limits daily activities or the work you can do? 6% *Yes* 78% *No*

Your sexual orientation (please tick one only):

78% *Heterosexual* 1% *Bisexual* 1% *Gay* 1% *Lesbian* 11% *Prefer not to say*

Your religion/belief (please tick one only):

58% *Christian* 0% *Muslim* 0% *Jewish* 0% *Hindu*
0% *Sikh* 1% *Buddhist* 29% *None* 2% *Other (please specify):*

Your ethnicity (please tick one only):

89% *White British* 0% *Black British*
2% *White other, please specify* 0% *Black other, please specify*
1% *of the respondents specified* 0% *of the respondents specified*

0% *Chinese British* 0% *Asian British*
0% *Chinese other, please specify* 0% *Asian other, please specify*
0% *of the respondents specified* 0% *of the respondents specified*

0% *Mixed British* 0% *Any other background, please specify*
0% *Mixed other, please specify* 0% *of the respondents specified*
0% *of the respondents specified*

What best describes your normal pattern of work? (You may need to tick more than one box)

71% *Full time* 23% *Part time* 2% *Job share* 1% *Other*

What is the nature of your contract of employment?

87% *Permanent* 3% *Temporary* 2% *Casual / Relief* 4% *Fixed term contract*

How long have you worked at Herefordshire Council, or its predecessors?

11% *Under 1 year* 11% *1 up to 2 years* 25% *2 up to 5 years* 23% *5 up to 10 years* 26% *Over 10 years*

In which section do you currently work?

Please tick the one box that best reflects the current organisation. If unsure please ask your manager. If you have more than one job within Herefordshire Council please complete this form based on what you consider to be your main job. If you are on secondment please complete this for the job to which you are seconded.

Children's services directorate

- 8% *Inclusion and improvement*
- 6% *Safeguarding and vulnerable*
- 1% *Central policy and performance and development*
- 0% *Community operations*

Resources directorate

- 1% *Audit services*
- 3% *Asset management and property services*
- 4% *Financial services*
- 5% *Benefits and exchequer*

Chief executive and assistant chief executive (human resources)

- 1% *Chief exec, deputy chief executive, directors & their secretariats*
- 4% *Human resources services*

Deputy chief executive and assistant chief executive (legal)

- 3% *Herefordshire partnership support team, communications, emergency planning, policy & performance*
- 4% *ICT services*
- 4% *Legal and democratic services*
- 4% *Customer services (Info, MRU, archives)*
- 1% *Corporate programmes, Herefordshire Connects*

Adult social care directorate

- 3% *Learning disability services*
- 1% *Mental health services*
- 7% *Older people services, physical disabilities services*
- 2% *Commissioning, safeguarding, performance and records management*

Environment and culture directorate

- 5% *Environmental health and trading standards, waste*
- 1% *Support services*
- 2% *Highways*
- 6% *Cultural services*
- 1% *Parks and countryside*

Regeneration directorate

- 4% *Economic and community development, lifelong learning, community safety, DST*
- 2% *Strategic housing*
- 7% *Planning services, transportation*

Section 6 - Your general comments

Please use this space for comments on this survey or on any issues connected with your employment with Herefordshire council.

28% of the respondents have given comments.

Thank you for completing this questionnaire.