Welcome to the Lancashire County Council Staff Survey 2004, and thank you for taking part. Lancashire County Council has asked MORI to carry out a confidential survey amongst all staff on a range of issues concerning your working life.

Staff are the Council’s most important asset and your views are important to it. This is your opportunity to say what you think and to help us take forward the issues arising. Your responses will be used to identify the major issues arising from the survey and to drive the changes necessary.

Please be honest with your replies - the survey will be anonymous and confidential. Under no circumstances will individual responses be released to Lancashire County Council. National guidelines are being followed which will also prevent anyone being identified or traced by their responses.

If you have any problems completing this survey, or if you have any queries about confidentiality or how your responses are handled, please contact either Kirstin Meudell at MORI on 020 7347 3000, or Mike Walker, Research Manager at Lancashire County Council on 01772 533445, during work hours.

If you would like a large print version of this questionnaire please contact Kirstin Meudell at MORI on 020 7347 3000.

How to complete your survey:

- It will take about 15-20 minutes to complete the survey.
- Every question has a range of options for you to choose from, please choose the option closest to your opinion and tick the relevant box.
- Please answer all the questions.
- As you complete the questionnaire, please think about the questions in terms of your own work context, unless the question directly asks for views on Lancashire County Council as a whole. If you work in more than one job please make reference to your main job.
- By 'the Council' we mean Lancashire County Council as a whole.
- When you have finished, please return the questionnaire direct to MORI in the reply paid envelope provided, by 16 July 2004.
Section 1: Working at Lancashire County Council

Q1 Overall, how satisfied or dissatisfied are you with your present job?

Please tick one box only

<table>
<thead>
<tr>
<th>Option</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>☐</td>
</tr>
<tr>
<td>Fairly satisfied</td>
<td>☐</td>
</tr>
<tr>
<td>Neither satisfied nor dissatisfied</td>
<td>☐</td>
</tr>
<tr>
<td>Fairly dissatisfied</td>
<td>☐</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>☐</td>
</tr>
<tr>
<td>Don't know/no opinion</td>
<td>☐</td>
</tr>
</tbody>
</table>

Q2 Which of these phrases best describes the way you would speak of Lancashire County Council to people outside the organisation:

a) As an employer?

b) About its services?

Please tick one box for each question

<table>
<thead>
<tr>
<th>Option</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would be critical of Lancashire County Council without being asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would be critical of Lancashire County Council if I am asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would be neutral towards Lancashire County Council</td>
<td>☐</td>
</tr>
<tr>
<td>I would speak highly of Lancashire County Council if I am asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would speak highly of Lancashire County Council without being asked</td>
<td>☐</td>
</tr>
<tr>
<td>Don't know/no opinion</td>
<td>☐</td>
</tr>
</tbody>
</table>

Q3 Which of these phrases best describes the way you would speak of your section to people outside the organisation:

a) As an employer?

b) About its services?

Please tick one box for each question

<table>
<thead>
<tr>
<th>Option</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would be critical of my section without being asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would be critical of my section if I am asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would be neutral towards my section</td>
<td>☐</td>
</tr>
<tr>
<td>I would speak highly of my section if I am asked</td>
<td>☐</td>
</tr>
<tr>
<td>I would speak highly of my section without being asked</td>
<td>☐</td>
</tr>
<tr>
<td>Don't know/no opinion</td>
<td>☐</td>
</tr>
</tbody>
</table>
Here are a number of statements about working at Lancashire County Council (LCC). Please indicate to what extent you agree or disagree with each.

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

| a) I feel valued and recognised for the work I do |  |  |  |  |  |  |
| b) I am aware of LCC’s Corporate Plan and Strategic Objectives |  |  |  |  |  |  |
| c) I understand LCC’s Corporate Plan and Strategic Objectives |  |  |  |  |  |  |
| d) I understand what I have to do in my role to help achieve these objectives |  |  |  |  |  |  |
| e) I understand the roles and responsibilities of Councillors and the influence this can have on my role |  |  |  |  |  |  |
| f) I am committed to LCC’s Corporate Plan and Strategic Objectives |  |  |  |  |  |  |
| g) I believe LCC is committed to improvement |  |  |  |  |  |  |
| h) There is too much bureaucracy in LCC |  |  |  |  |  |  |

**Q5 Overall, how do you feel about the amount of work you do in a normal working week?**

**PLEASE TICK ONE BOX ONLY**

- I have too much work to do
- I have about the right amount of work to do
- I could do more work without too much effort
- Don’t know/no opinion

**Q6 Over recent years, do you think the amount of work you do in a normal working week has...?**

**PLEASE TICK ONE BOX ONLY**

- Increased
- Decreased
- Stayed about the same
- Only been here a short while
- Don’t know/no opinion

**Q7 To what extent do you agree or disagree with the following statements?**

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

| a) When I take on extra duties, my manager asks me if I need additional training |  |  |  |  |  |  |
| b) The Council provides help and support mechanisms to help people manage their workloads |  |  |  |  |  |  |
| c) I feel that stress at work is affecting me in my personal life |  |  |  |  |  |  |
| d) I feel that stress at work is affecting me in my job performance |  |  |  |  |  |  |
Below is a list of things that a job may offer. First, please indicate how satisfied or dissatisfied you are with each of these factors in your current role?

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

<table>
<thead>
<tr>
<th>a) Interesting work</th>
<th>b) Basic pay</th>
<th>c) Good benefits package (e.g. pensions, leave entitlement etc)</th>
<th>d) Job security</th>
<th>e) Feeling part of a team</th>
<th>f) Working hours</th>
<th>g) Work/life balance</th>
<th>h) Working environment</th>
<th>i) Sufficient resources to do your job</th>
<th>j) Making the best use of your skills and ability</th>
<th>k) Feedback on your performance</th>
<th>l) Feeling you have accomplished something worthwhile at work</th>
<th>m) Receiving praise for good work</th>
<th>n) Receiving sufficient training to do your job well</th>
<th>o) Opportunity to show initiative</th>
<th>p) Opportunity for career progression</th>
<th>q) Opportunity for personal development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

Now, looking at the list again, which six are most important to you?

**PLEASE TICK NO MORE THAN SIX BOXES**

- Interesting work
- Basic pay
- Good benefits package (e.g. pensions, leave entitlement etc)
- Job security
- Feeling part of a team
- Working hours
- Work/life balance
- Working environment
- Sufficient resources to do your job
- Making the best use of your skills and ability
- Feedback on your performance
- Feeling you have accomplished something worthwhile at work
- Receiving praise for good work
- Receiving sufficient training to do your job well
- Opportunity to show initiative
- Opportunity for career progression
- Opportunity for personal development
- None of these
Have you had a formal appraisal or Personal Development Assessment (PDA) with your line manager in the last 12 months?  PLEASE TICK ONE BOX ONLY

Yes ................................................................. □
No ................................................................. □
Don’t know/no opinion ........................................ □

IF YOU REPLIED ‘YES’ AT Q9a THEN PLEASE ANSWER Q9b AND Q9c, OTHERWISE GO TO Q10a

Thinking about your most recent appraisal or PDA, which of the following elements were included? PLEASE TICK ALL THAT APPLY

A full and open discussion of my strengths .................................................. □
A full and open discussion of my areas for improvement .......................... □
Targets/objectives setting for the coming year ........................................... □
A discussion of my training needs .............................................................. □
A discussion of my career development ..................................................... □
Sufficient opportunity for me to express my views ................................. □
None of these ......................................................................................... □

How useful did you find your appraisal ….? PLEASE TICK ONE BOX FOR EACH STATEMENT

Very useful Fairly useful Not Very useful Not at all useful Don’t know/no opinion

For your current work and responsibilities .............................................. □  □  □  □  □
For your future career development ......................................................... □  □  □  □  □

Section 2: Management Style

Have you heard of the County Management Board (CMB)?  PLEASE TICK ONE BOX ONLY

Yes ..................................................................................... □
No ..................................................................................... □
Don’t know/no opinion ........................................................................ □

IF YOU REPLIED ‘YES’ AT Q10a THEN PLEASE ANSWER Q10b, OTHERWISE GO TO Q11

Here are a number of statements about Lancashire County Council's County Management Board (CMB). This group includes the Chief Executive and senior officers. Please indicate to what extent you agree or disagree with each. PLEASE TICK ONE BOX FOR EACH STATEMENT

Strongly agree Tend to agree Neither agree nor disagree Tend to disagree Strongly disagree Don’t know/no opinion

a) The CMB has a clear vision of where the Council is going ...................... □  □  □  □  □
b) I have confidence in the CMB of this Council ....................................... □  □  □  □  □
c) The CMB has an obvious impact within the Council ........................... □  □  □  □  □
d) The CMB is not interested in listening to staff opinions ........................ □  □  □  □  □
e) I would like more opportunity to tell the CMB what I think ................. □  □  □  □  □
f) The CMB is not relevant to my role ......................................................... □  □  □  □  □

5
Listed below are a number of statements that could be used to describe your immediate line manager, i.e. the person to whom you report on a day-to-day basis. Please indicate how often these apply, if at all.

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

<table>
<thead>
<tr>
<th>My Manager...</th>
<th>Always applies</th>
<th>Usually applies</th>
<th>Sometimes applies</th>
<th>Rarely applies</th>
<th>Never applies</th>
<th>Don't know/no opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Is approachable</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b) Treats me with fairness and respect</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>c) Consults me on matters where I can contribute</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>d) Keeps me in touch with what's going on</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>e) Makes decisions quickly when needed</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>f) Appreciates the pressure I come under in my job</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>g) Makes clear what is expected of me</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>h) Acts on my ideas</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>i) Gives me credit if I've done a good job</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>j) Gives me feedback on how I am doing</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>k) Is good at delegating responsibility</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>l) Helps me to manage and plan my workload effectively</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>m) Knows his/her job</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>n) Supports the team</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>o) Passes on issues/my concerns to his/her manager</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>

**Section 3: Communications**

**Q12 How well informed do you feel Lancashire County Council keeps you?**

**PLEASE TICK ONE BOX ONLY**

- Fully informed: ☐
- Fairly well informed: ☐
- Gives me only a limited amount of information: ☐
- Doesn't tell me much at all: ☐
- Don't know/no opinion: ☐

**Q13 When Lancashire County Council puts out information to staff, how do you feel about it?**

**PLEASE TICK ONE BOX ONLY**

- I always believe it: ☐
- I usually believe it: ☐
- I believe it about half the time: ☐
- I seldom believe it: ☐
- I never believe it: ☐
- Don't know/no opinion: ☐
The following statements may relate to communications at Lancashire County Council. Please indicate to what extent you agree or disagree with each.

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Tend to agree</th>
<th>Neither agree nor disagree</th>
<th>Tend to disagree</th>
<th>Strongly disagree</th>
<th>Don’t know/no opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Communications are good within my section</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Communications are good within my directorate/DSO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>c) Communications are good between different directorates/DSOs</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>d) I trust what the Council tells me</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>e) I feel I can openly express my views here</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>f) There is not enough opportunity for employees to let Lancashire County Council know how they feel about things that affect them and their work</td>
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<tr>
<td>g) Information is cascaded throughout the Council effectively</td>
<td></td>
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</tr>
<tr>
<td>h) It is easy to find the information I need</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) I receive the information I need to do my job on time</td>
<td></td>
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</tr>
<tr>
<td>j) I receive too much information to be able to read it all</td>
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</tr>
<tr>
<td>k) The CMB core brief helps give me a better understanding of what is going on</td>
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</tr>
<tr>
<td>l) I find the information on the Intranet site useful to me</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>m) The Intranet is easy to use</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>n) Staff are consulted in advance of management decisions that affect them and their work</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>o) Speaking up on issues where you disagree with management can damage your career prospects</td>
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<td></td>
</tr>
</tbody>
</table>
Listed below are a number of ways in which you may receive information about Lancashire County Council.

a) From which sources do you receive most of your information about Lancashire County Council?

b) And which ways would you prefer to receive your information?

PLEASE TICK ALL THAT APPLY AT A) AND B)

<table>
<thead>
<tr>
<th>a) Receive</th>
<th>b) Prefer</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Team briefings</td>
<td></td>
</tr>
<tr>
<td>b) Personal contact from immediate manager/supervisor</td>
<td></td>
</tr>
<tr>
<td>c) Personal contact from Senior Management</td>
<td></td>
</tr>
<tr>
<td>d) Trade Union</td>
<td></td>
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<tr>
<td>e) Notice boards</td>
<td></td>
</tr>
<tr>
<td>f) Memos</td>
<td></td>
</tr>
<tr>
<td>g) Core Brief</td>
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<tr>
<td>h) Bugle</td>
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</tr>
<tr>
<td>i) Vision</td>
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<td>j) Newsbrief</td>
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<tr>
<td>k) Fast Forward</td>
<td></td>
</tr>
<tr>
<td>l) Intranet</td>
<td></td>
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<tr>
<td>m) Internet</td>
<td></td>
</tr>
<tr>
<td>n) E-mail</td>
<td></td>
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<tr>
<td>o) Grapevine/rumour</td>
<td></td>
</tr>
<tr>
<td>p) Press/external media</td>
<td></td>
</tr>
<tr>
<td>q) Video</td>
<td></td>
</tr>
<tr>
<td>r) CD-Rom</td>
<td></td>
</tr>
<tr>
<td>s) Other</td>
<td></td>
</tr>
<tr>
<td>t) None of these</td>
<td></td>
</tr>
</tbody>
</table>

Have you read either of the following publications since Easter?

a) Newsbrief
b) Fast Forward

PLEASE TICK ALL THAT APPLY AT A) AND B)

<table>
<thead>
<tr>
<th>a) Newsbrief</th>
<th>b) Fast Forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Read printed version</td>
<td></td>
</tr>
<tr>
<td>Read electronic version</td>
<td></td>
</tr>
<tr>
<td>Not read</td>
<td></td>
</tr>
<tr>
<td>Don't know/no opinion</td>
<td></td>
</tr>
</tbody>
</table>

Do you have access to any of the following through work?

PLEASE TICK AS MANY AS APPLY

<table>
<thead>
<tr>
<th>E-mail</th>
<th>Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intranet</td>
<td></td>
</tr>
<tr>
<td>Remote access to LCC computer system (e.g. by laptop or Blackberry)</td>
<td></td>
</tr>
<tr>
<td>None of these</td>
<td></td>
</tr>
</tbody>
</table>
Below are a number of topics about which you might receive information at work. Which of these, if any, would you like to have more information about? PLEASE TICK ALL THAT APPLY

- The Council’s strategic direction and corporate objectives
- How well the Council is doing
- The difficulties being faced by the Council
- Changes or decisions made by the Council
- Your section’s objectives
- How well your section is doing
- The specific difficulties being faced by your section
- Changes or decisions made by your section
- Initiatives being undertaken by your section
- Initiatives and successes of other sections
- Government initiatives and plans that affect the Council
- Regional Government
- Issues affecting your conditions of service
- Things that happen outside work that are interesting to you
- Other
- None of these

Section 4: Equal Opportunities

Here are a number of statements about equal opportunities at Lancashire County Council. Please indicate to what extent you agree or disagree with each. PLEASE TICK ONE BOX FOR EACH STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Tend to agree</th>
<th>Neither agree nor disagree</th>
<th>Tend to disagree</th>
<th>Strongly disagree</th>
<th>Don’t know/no opinion</th>
</tr>
</thead>
</table>
a) In my experience the Council is an equal opportunity employer |     |               |                           |                 |                   |                      |
b) People are treated with fairness and respect here |     |               |                           |                 |                   |                      |
c) The Council provides fair access to training and development opportunities for staff |     |               |                           |                 |                   |                      |
d) The Council provides fair access to flexible working opportunities |     |               |                           |                 |                   |                      |
e) The Council provides fair and consistent benefits to all staff |     |               |                           |                 |                   |                      |
f) The recruitment process is fair and transparent |     |               |                           |                 |                   |                      |
Here are some phrases which might be used when talking about recent changes at Lancashire County Council (LCC). Please indicate to what extent you agree or disagree with each.

**PLEASE TICK ONE BOX FOR EACH STATEMENT**

<table>
<thead>
<tr>
<th>a) I look forward to change as a challenge.</th>
<th>Strongly agree</th>
<th>Tend to agree</th>
<th>Neither agree nor disagree</th>
<th>Tend to disagree</th>
<th>Strongly disagree</th>
<th>Don’t know/no opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>b) The reasons for change are well communicated to me.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>c) Change here is well managed.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>d) There is too much change at LCC.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>e) When changes happen, staff at LCC are consulted in advance.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>f) Regional Government will bring positive change at LCC.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>g) I feel that I can influence change.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
<tr>
<td>h) The results of this survey will bring about changes at LCC.</td>
<td>Strongly agree</td>
<td>Tend to agree</td>
<td>Neither agree nor disagree</td>
<td>Tend to disagree</td>
<td>Strongly disagree</td>
<td>Don’t know/no opinion</td>
</tr>
</tbody>
</table>

Finally, if you could make one suggestion to improve your working life at Lancashire County Council, what would it be?

**PLEASE WRITE IN BELOW USING BLOCK CAPITALS**

________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
Section 6: About You

As an independent, objective research company, MORI promises that your questionnaire will never be linked to you as an individual. Views expressed will depend on a number of factors: your job function for example. We will want to report on your views as a relevant group, but we will NOT analyse the details below in such a way that you can be identified individually. We also have a rule whereby we do not look at the views of groups of less than 10 people separately. MORI is a member of the Market Research Society and is bound by its Code of Conduct not to identify individual respondent's views.

C1 Length of service
PLEASE TICK ONE BOX ONLY
Up to 6 months ............................................
More than 6 months and up to 1 year ..........
More than 1 year and up to 2 years ............
More than 2 years and up to 6 years ...........
More than 6 years and up to 10 years .......
More than 10 years and up to 15 years .......
More than 15 years .................................

C2 Gender:
PLEASE TICK ONE BOX ONLY
Male .........................................................
Female .....................................................

C3 How would you describe your ethnic group?
PLEASE TICK ONE BOX ONLY
White
British ................................................
Irish .....................................................
Other White ...........................................

Mixed
White and Black Caribbean .....................
White and Black African .......................
White and Asian ....................................
Other Mixed ..........................................  

Asian or Asian British
Indian .................................................
Pakistani ..............................................
Bangladeshi ...........................................
Other Asian .........................................

Black or Black British
Caribbean ............................................
African ............................................... 
Other Black .........................................

Chinese .............................................

Other Ethnic Group .............................

C4 Age:
PLEASE TICK ONE BOX ONLY
Under 25 ................................................................
25 - 39 ..................................................................
40 - 49 ..................................................................
50 - 59 ..................................................................
60+ ......................................................................

C5 Are your working hours ...?
PLEASE TICK ONE BOX ONLY
Full-time (30+ hrs) ........................................
Part-time (9-29 hrs) ......................................
Casual .........................................................

C6 Are you based in Preston or elsewhere in the County?
PLEASE TICK ONE BOX ONLY
Preston .......................................................
Elsewhere ...................................................

C7 Do you have any long-term illness, health problem, or disability, which limits your daily activities or the work you can do?
PLEASE TICK ONE BOX ONLY
Yes ..........................................................
No ..........................................................

Please indicate which of the following categories your job falls into. Please tick the hourly rate or equivalent full-time salary.

**PLEASE TICK ONE BOX ONLY**

### Resources Directorate
- Accountancy/Corporate Finance
- Audit
- ICT Services
- Pay Unit
- Building Design Unit
- Estates Unit
- Property Strategic Services Unit
- Resources - Other

### Education and Cultural Services
- Business Services
- Pupil Services
- School Standards Group
- Lifelong Learning and Cultural Services

### Environment Directorate
- Business Services
- Traffic and Safety
- Transport Policy
- Highway Consultancy
- Planning
- Welfare Rights
- Trading Standards
- County Analyst
- Emergency Planning
- Registration and Coroner's Service

### Environment Services DSO

### Social Services
- Headquarters and HQ Groups
- Admin and Finance/Support Services (excl. HQ)
- Adult Services
- Children and Family Services
- Older People Services

### Care Services DSO
- Headquarters
- Residential
- Home Care
- Day Care

### Commercial Services DSO
- Headquarters
- School Crossing Patrol
- Commercial and Civil Catering
- School Catering
- Cleaning

### Office of the Chief Executive
- Legal Services
- Policy Unit
- Democratic Services
- Corporate Communications Group
- County Personnel Services Group
- Youth Offending Team

### Lancashire County Developments Ltd

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Please indicate which of the following sections do you work in? **PLEASE TICK ONE BOX ONLY**

**Resources Directorate**
- Accountancy/Corporate Finance
- Audit
- ICT Services
- Pay Unit
- Building Design Unit
- Estates Unit
- Property Strategic Services Unit
- Resources - Other

**Education and Cultural Services**
- Business Services
- Pupil Services
- School Standards Group
- Lifelong Learning and Cultural Services

**Environment Directorate**
- Business Services
- Traffic and Safety
- Transport Policy
- Highway Consultancy
- Planning
- Welfare Rights
- Trading Standards
- County Analyst
- Emergency Planning
- Registration and Coroner's Service

**Environment Services DSO**

**Social Services**
- Headquarters and HQ Groups
- Admin and Finance/Support Services (excl. HQ)
- Adult Services
- Children and Family Services
- Older People Services

**Care Services DSO**
- Headquarters
- Residential
- Home Care
- Day Care

**Commercial Services DSO**
- Headquarters
- School Crossing Patrol
- Commercial and Civil Catering
- School Catering
- Cleaning

**Office of the Chief Executive**
- Legal Services
- Policy Unit
- Democratic Services
- Corporate Communications Group
- County Personnel Services Group
- Youth Offending Team

**Lancashire County Developments Ltd**

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Thank you for taking part

Please return this questionnaire in the reply paid envelope provided by 16 July 2004