



STAFF SURVEY 2025

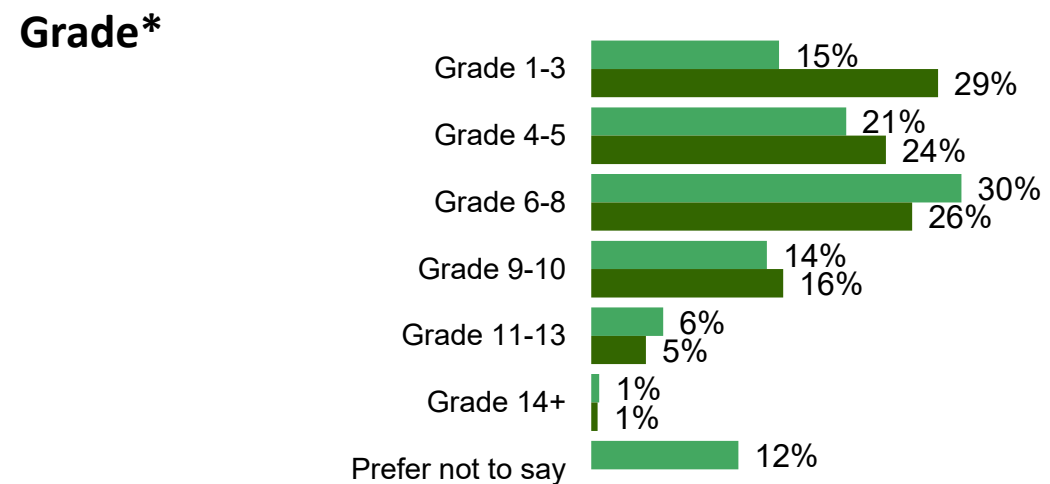
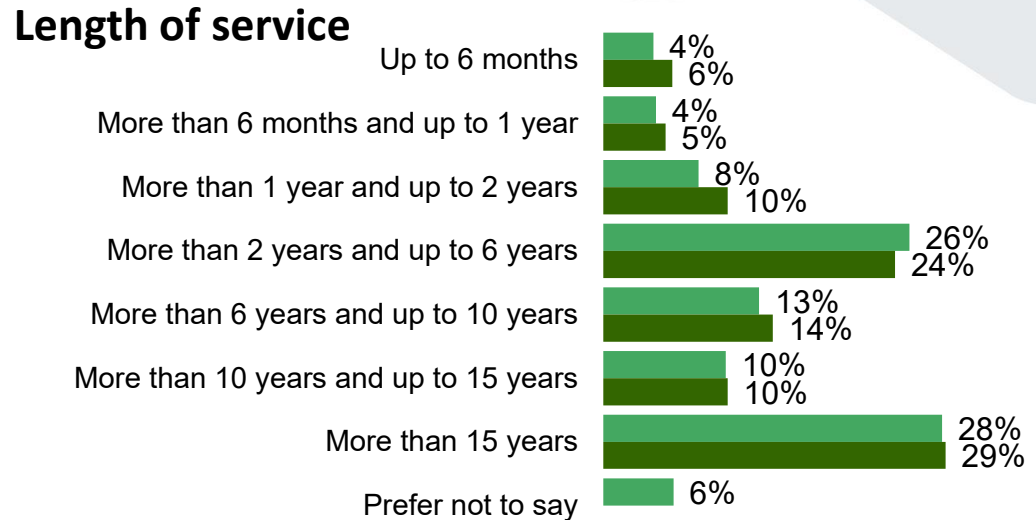
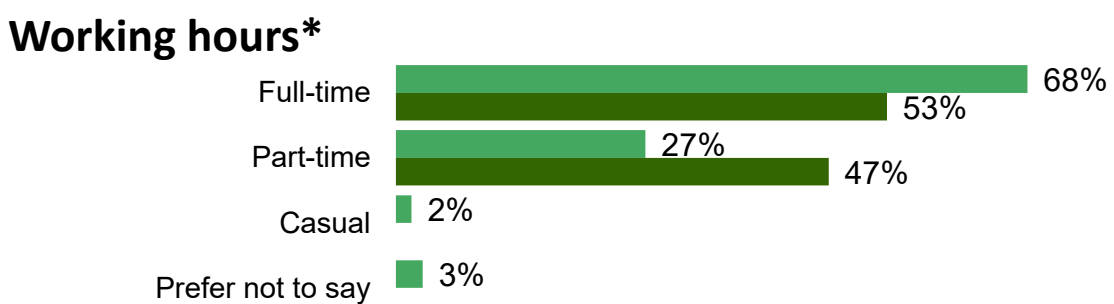
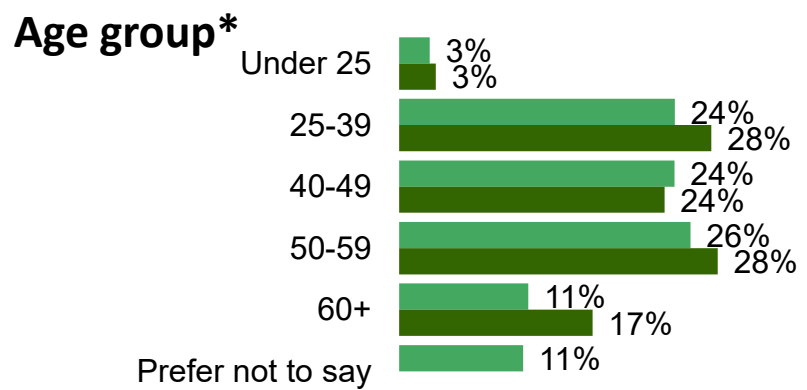
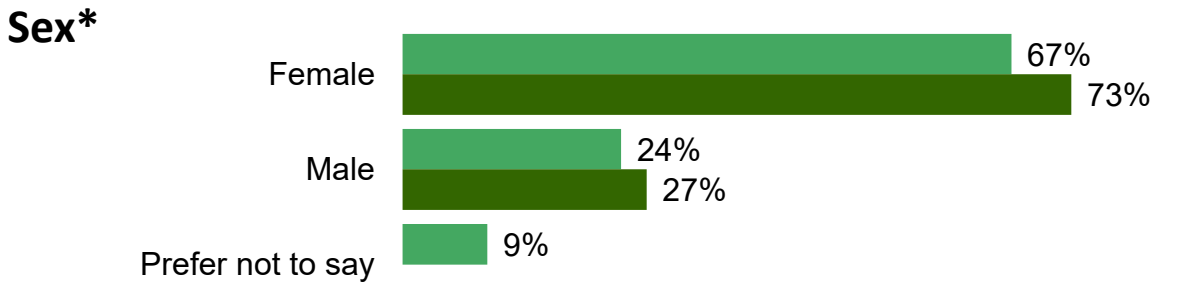
Business Intelligence and People Services

Background

- Census to all 13,663 staff. Excludes teachers and teaching staff.
- Fieldwork from 29 September to 20 October 2025.
- Conducted in-house by Business Intelligence and People Services.
- Online methodology. Non-networked staff and Catering Services staff completed a shorter survey.
- Statements marked * were asked in both surveys.
- Active promotion and targeted support to improve response.
- 5,449 respondents. 40% response rate. In 2024 it was 51%.
- Data are unweighted. Confidence interval is +/-1%.
- Comparisons made to last year's survey, where possible.
- Percentages may not sum due to rounding. Statements in red are negative.



Respondent profile

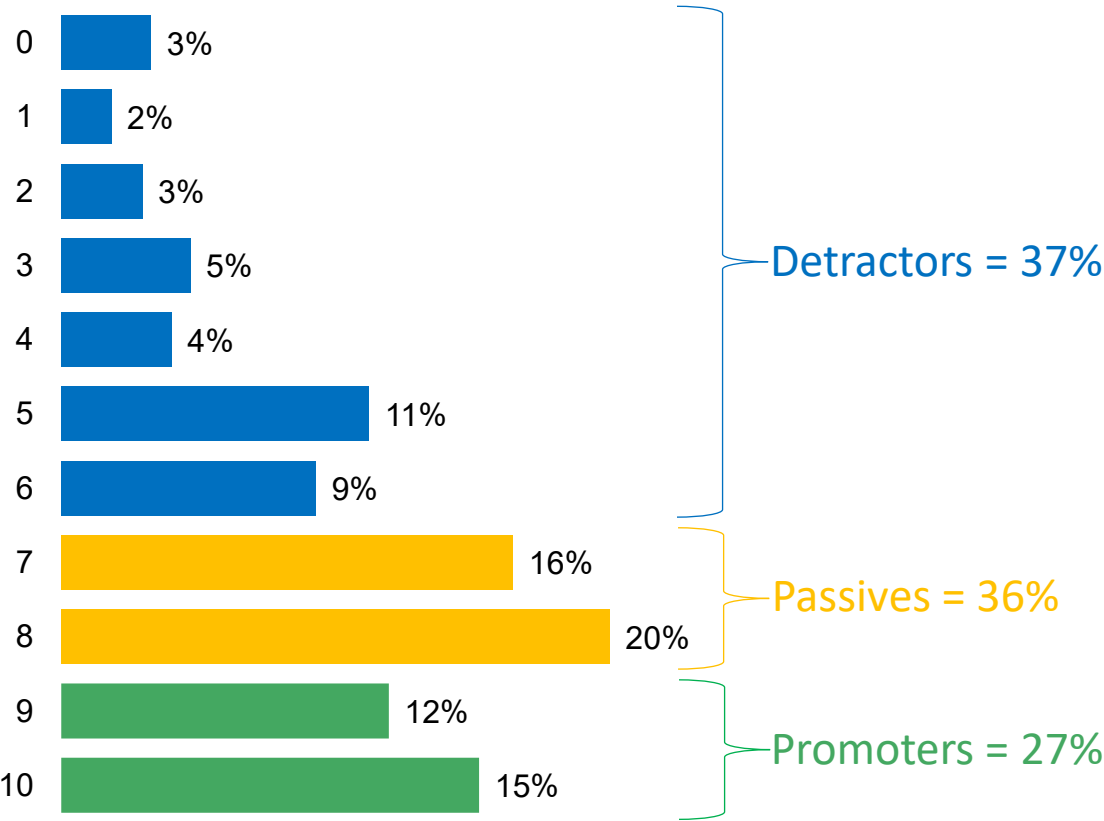


■ Survey respondent profile
 ■ County council profile

Base: all respondents (4,334-5,426)

Recommend the council as a good place to work

On a scale of 0-10 (where 0 is not likely and 10 is highly likely) how likely is it you would recommend Lancashire County Council as a good place to work?*

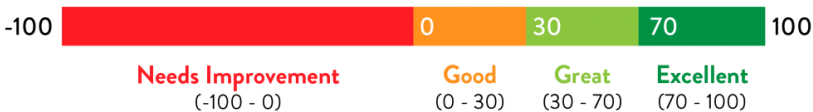


Employee net promoter score (eNPS) = 27% promoters - 37% detractors

eNPS 2025 = -10

eNPS 2024 = -4

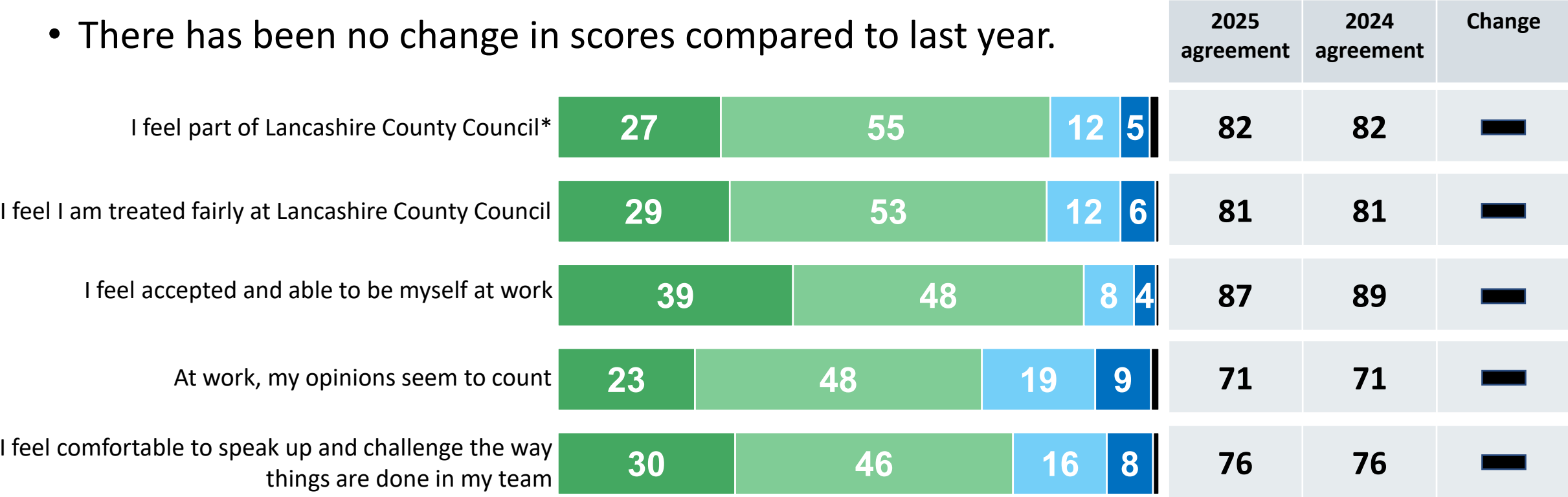
NET PROMOTER SCORE (NPS) ANALYSIS



Base: all respondents (5,361)

Working at Lancashire County Council

- Many staff agree that they feel part of the council, are treated fairly and feel accepted and able to be themselves at work.
- Many staff say their opinion seems to count and are comfortable speaking up.
- There has been no change in scores compared to last year.



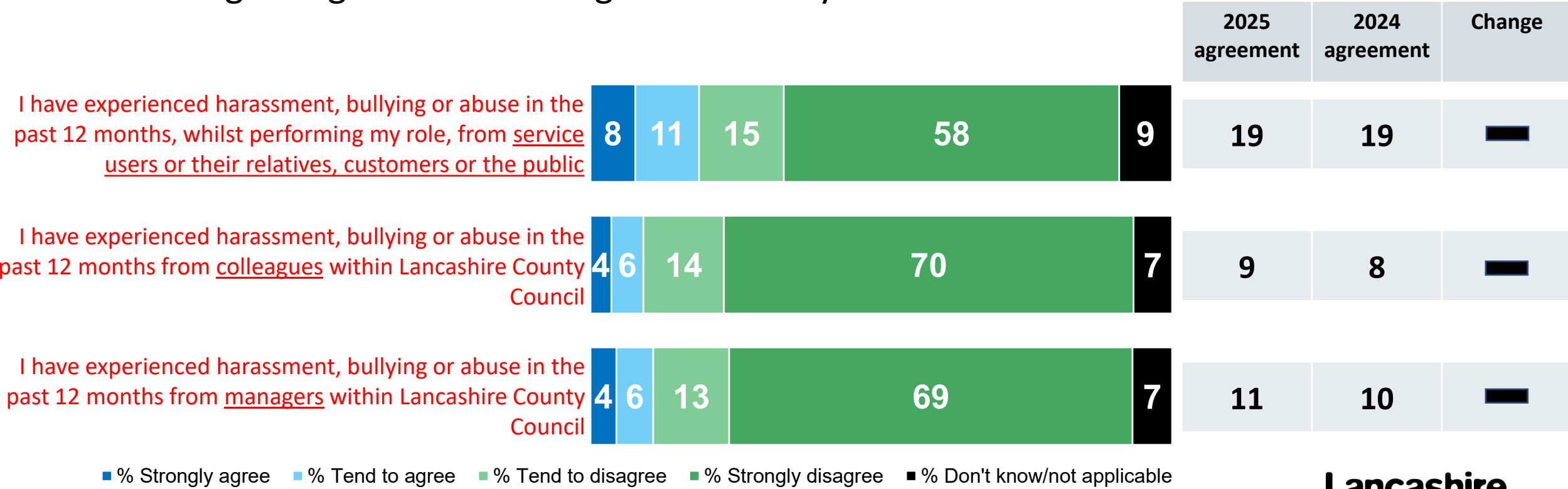
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,265-5,397)

Working at Lancashire County Council

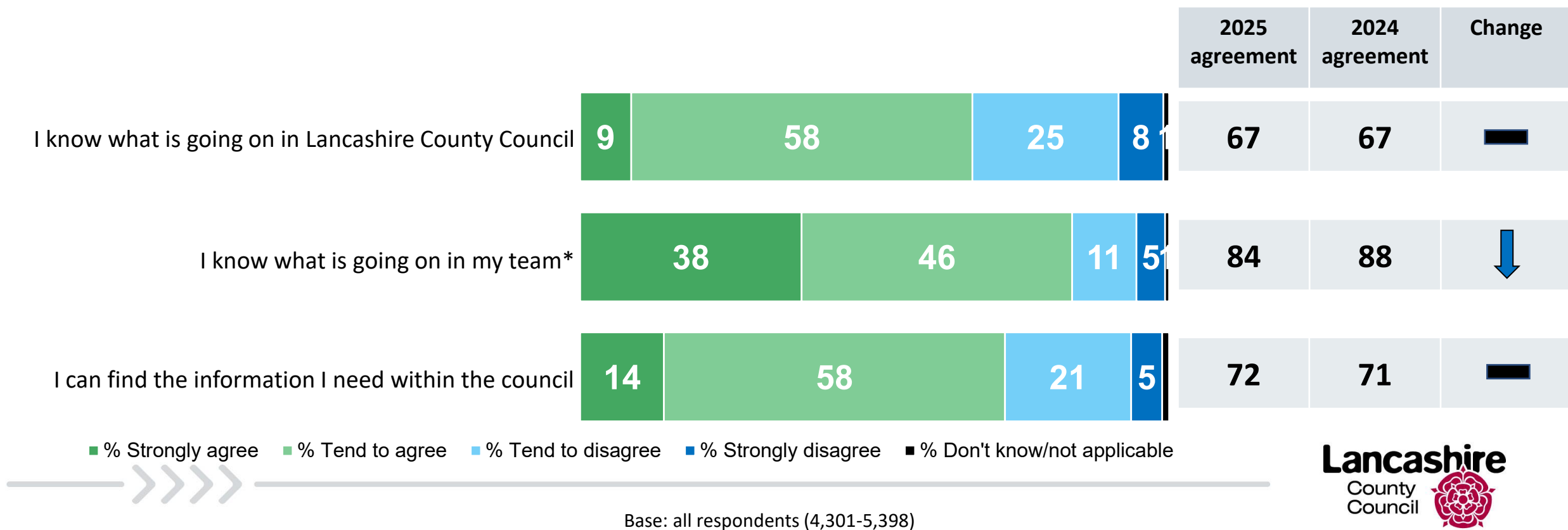
- 19% staff have experienced harassment, bullying or abuse in the past 12 months from service users or their relatives, customers or the public, the same as last year.
- Fewer staff have experience this from colleagues or manager, with about 1 in 10 of staff agreeing. This is unchanged from last year.



Base: all respondents (5,391-5,400)

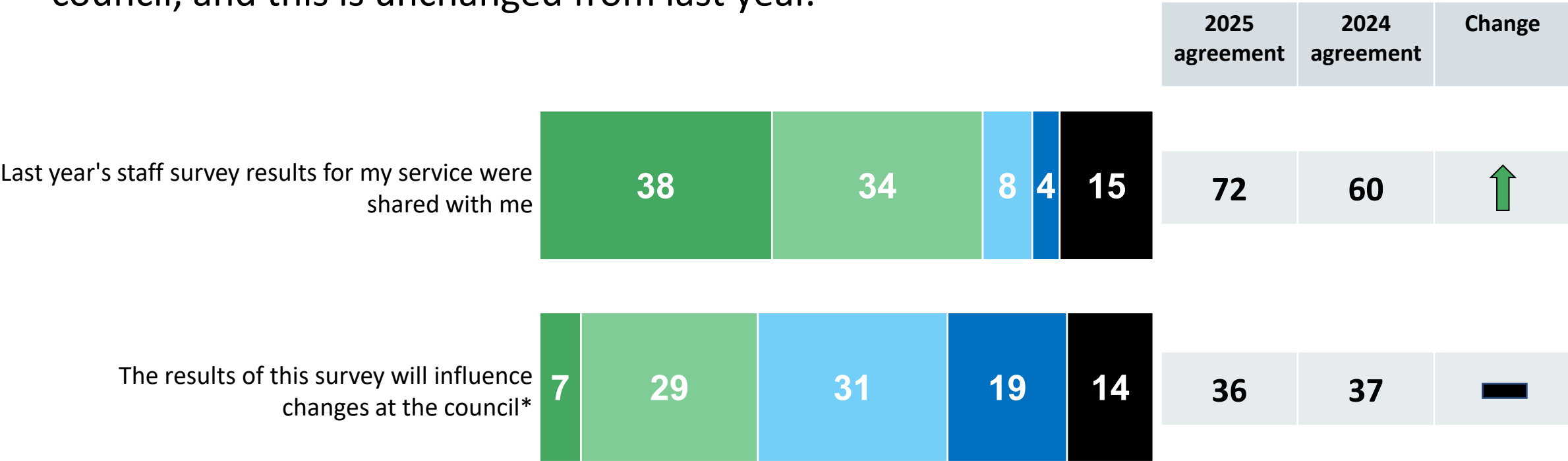
Communication and change

- Staff are most likely to agree that they know what is going on in their team, but this is slightly lower than last year.
- There is lower agreement that they know what is going on in the council.
- 7 in 10 agree they can find the information they need in the council,



Communication and change

- More staff now say that last year’s survey results were shared with them compared to the previous year’s score.
- There is low agreement that the results of this survey will influence changes at the council, and this is unchanged from last year.



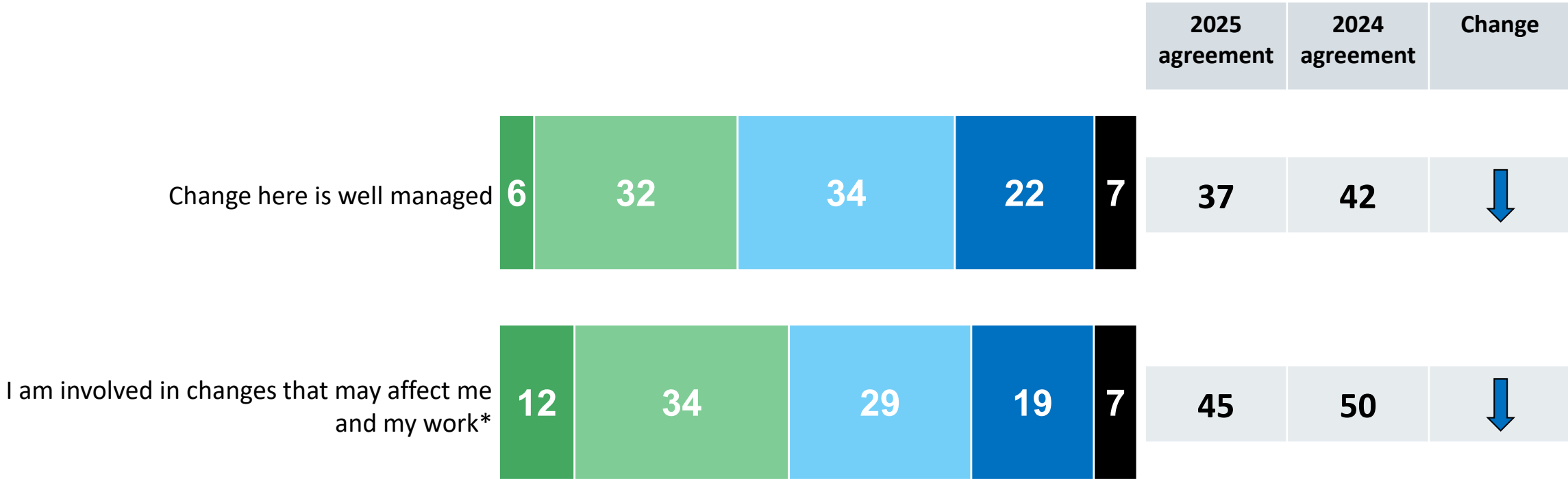
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,315-5,401)

Communication and change

- Fewer staff than last year say that change here is well managed.
- Fewer than last year feel involved in changes that may affect them and their work.



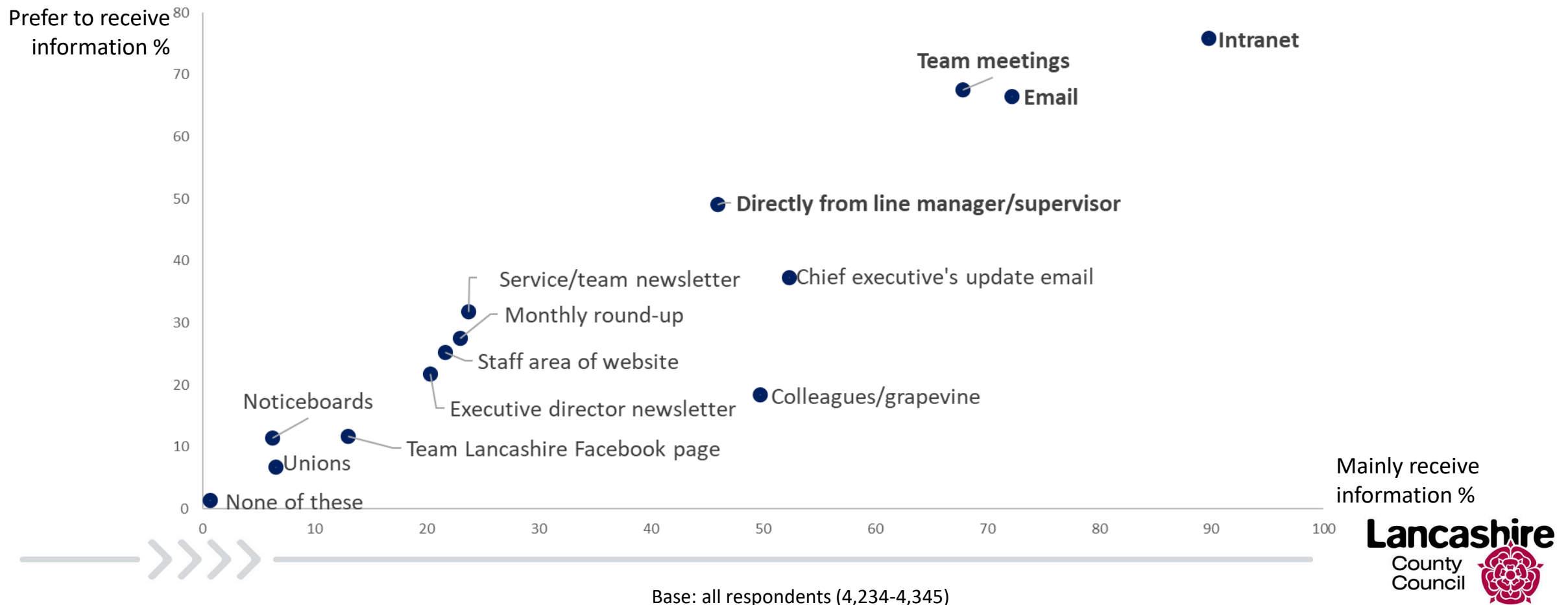
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,321-5,413)

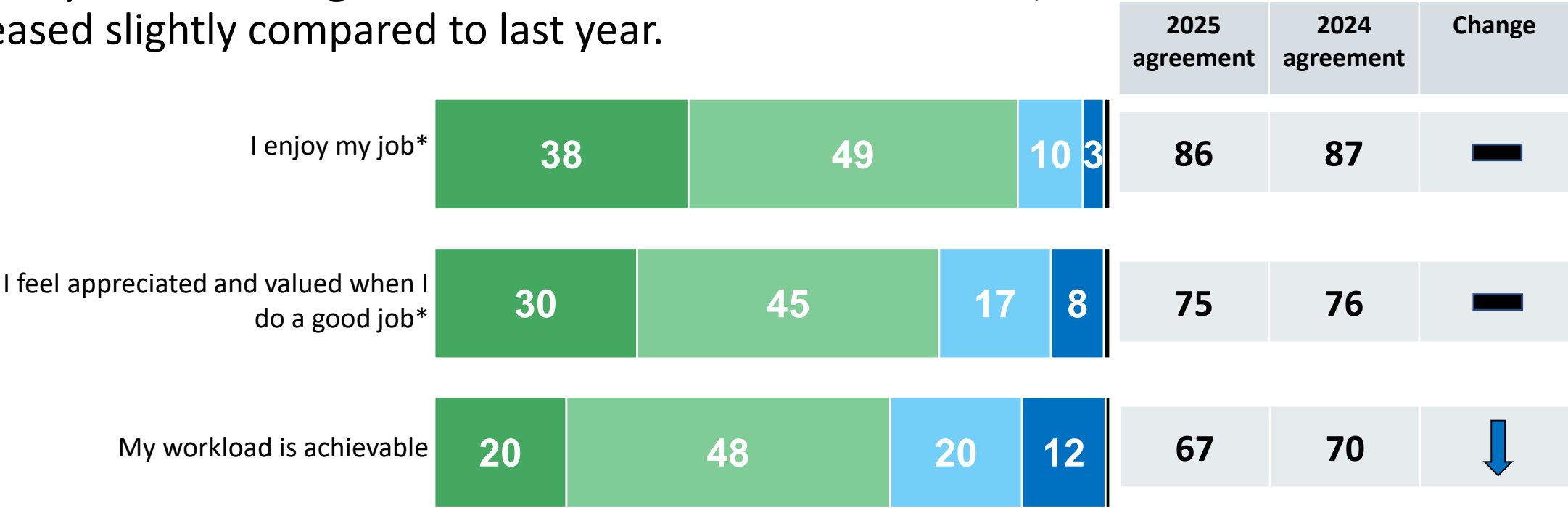
Communication and change

- The intranet is the source that most staff currently receive information about the council and the source that most would prefer. Team meetings, email and directly from line manager/supervisor are the next most preferred sources.



Work and resources

- Most staff agree that they enjoy their job. Feeling appreciated and valued has a relatively lower agreement compared enjoyment. Both have remained the same compared to last year.
- Relatively fewer staff agree that their workload is achievable, and this has decreased slightly compared to last year.



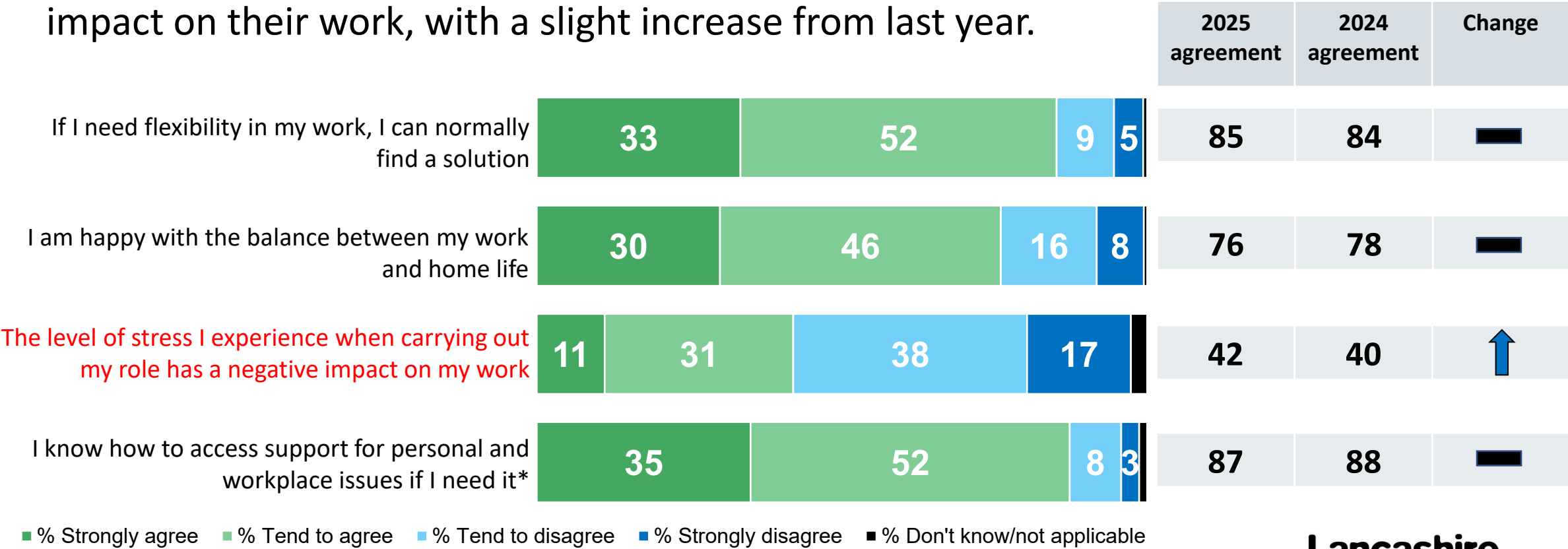
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,292-5,386)

Work and resources

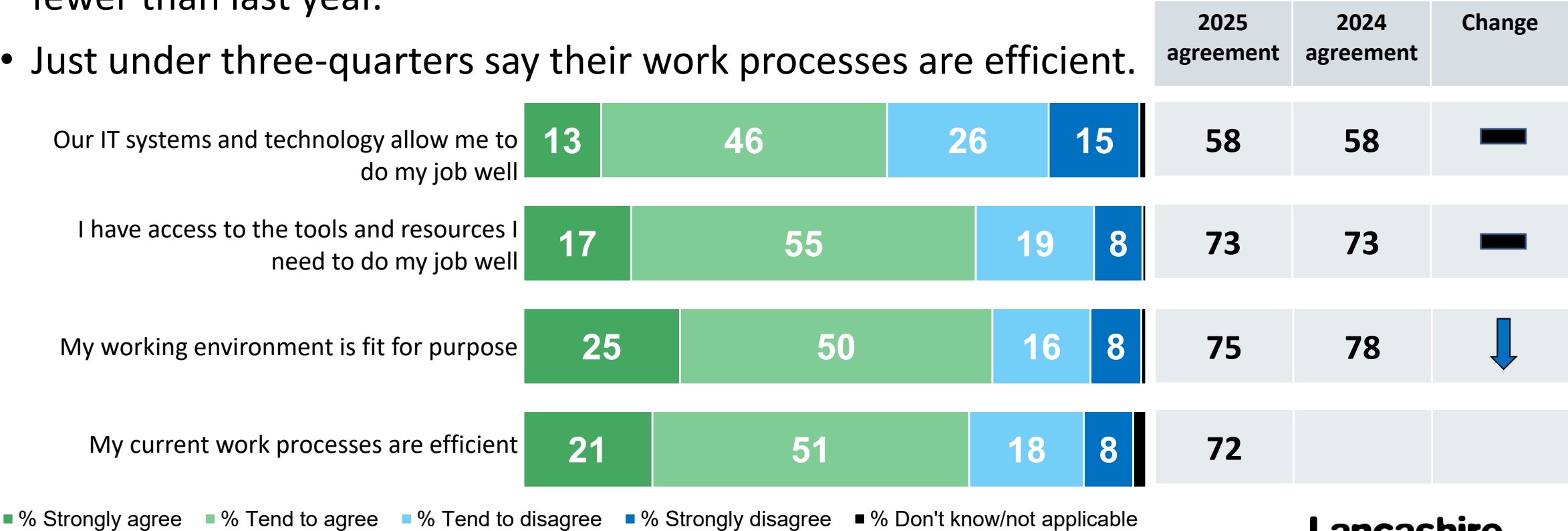
- Most staff can find a solution if they need flexibility. Relatively fewer are happy with their work-life balance.
- Over two-in-five staff agree that stress when carrying out the role has a negative impact on their work, with a slight increase from last year.



Base: all respondents (4,296-5,406)

Work and resources

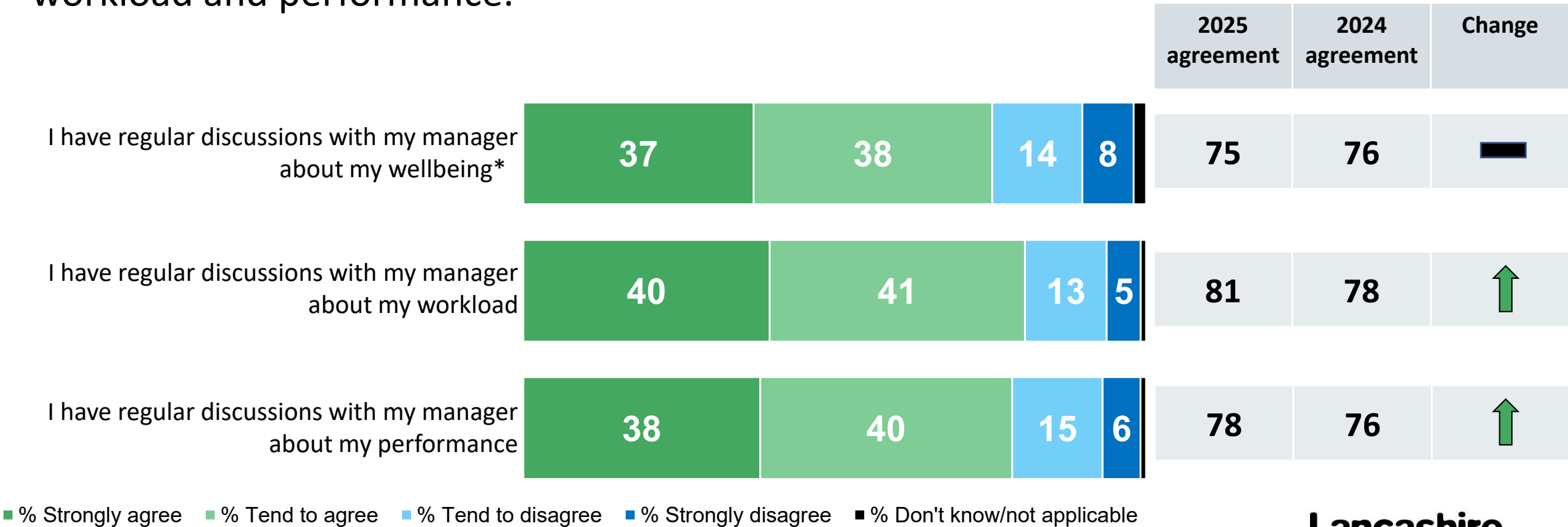
- There has been no change in agreement that IT systems and technology allow the job to be done well, or access to tools and resources.
- Many staff feel that they have a working environment that is fit for purpose, but this is fewer than last year.
- Just under three-quarters say their work processes are efficient.



Base: all respondents (4,327-5,426)

Performance and development

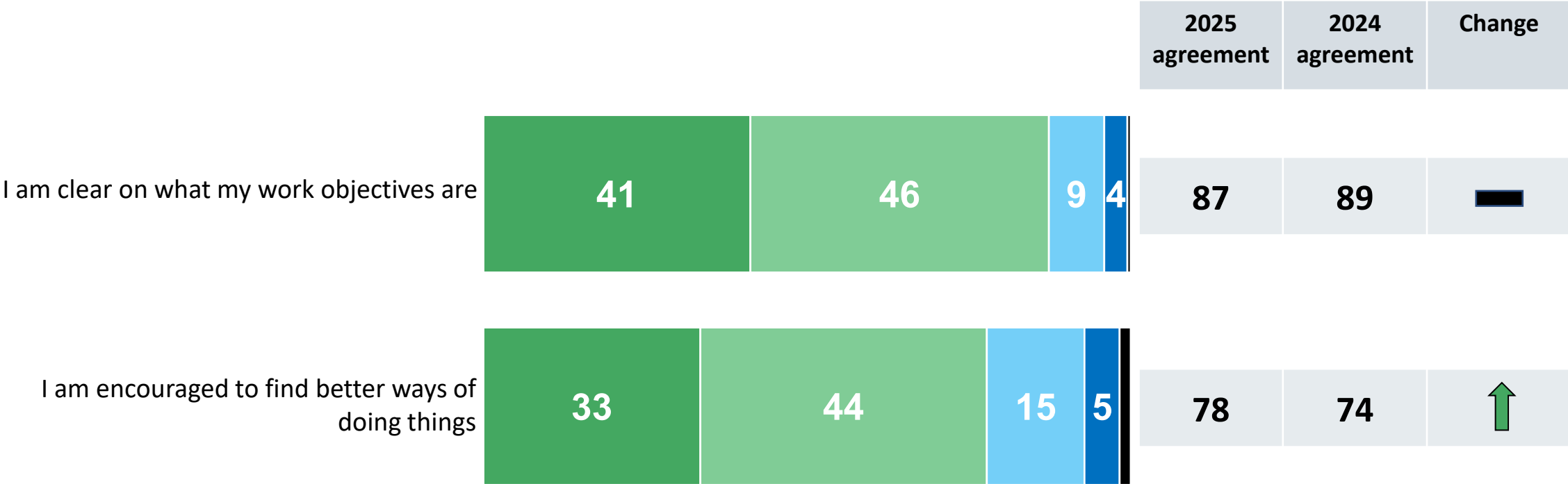
- Around three-quarters of staff have regular discussions with their line manager about their wellbeing, workload and performance.
- Slightly more staff than last year agree that they have regular discussions about workload and performance.



Base: all respondents (4,332-5,434)

Performance and development

- Most staff agree that they are clear on what their work objectives are.
- Many are encouraged to find better ways of doing things and this has increased compared to last year.



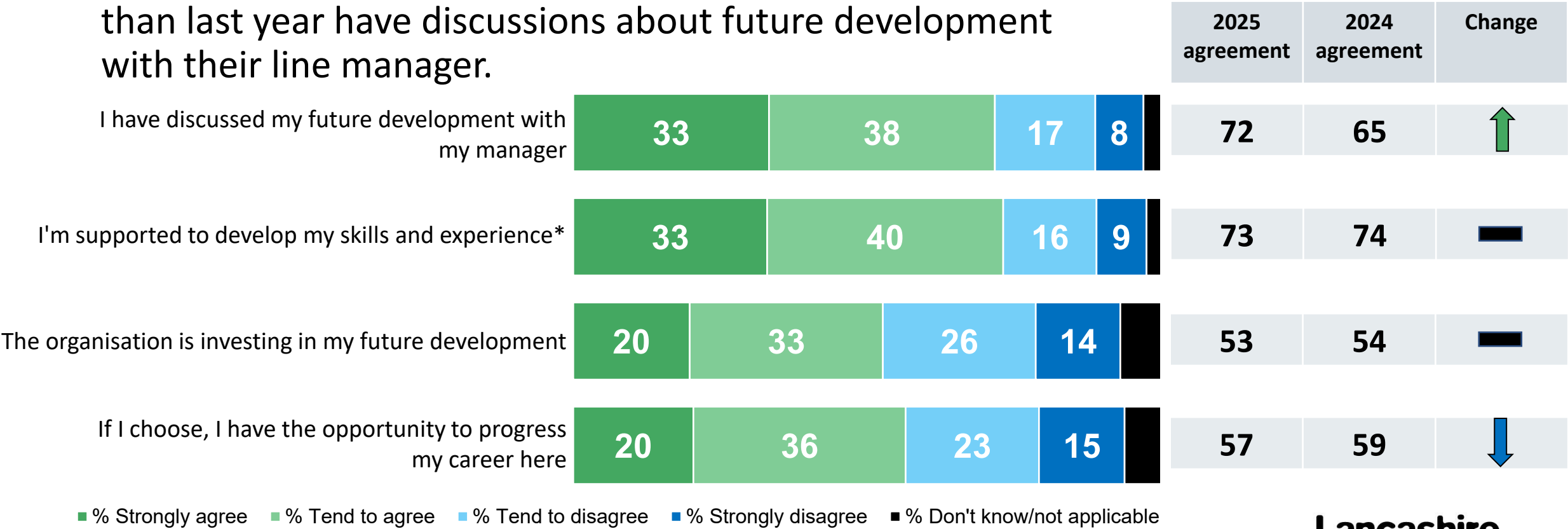
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,333-4,338)

Performance and development

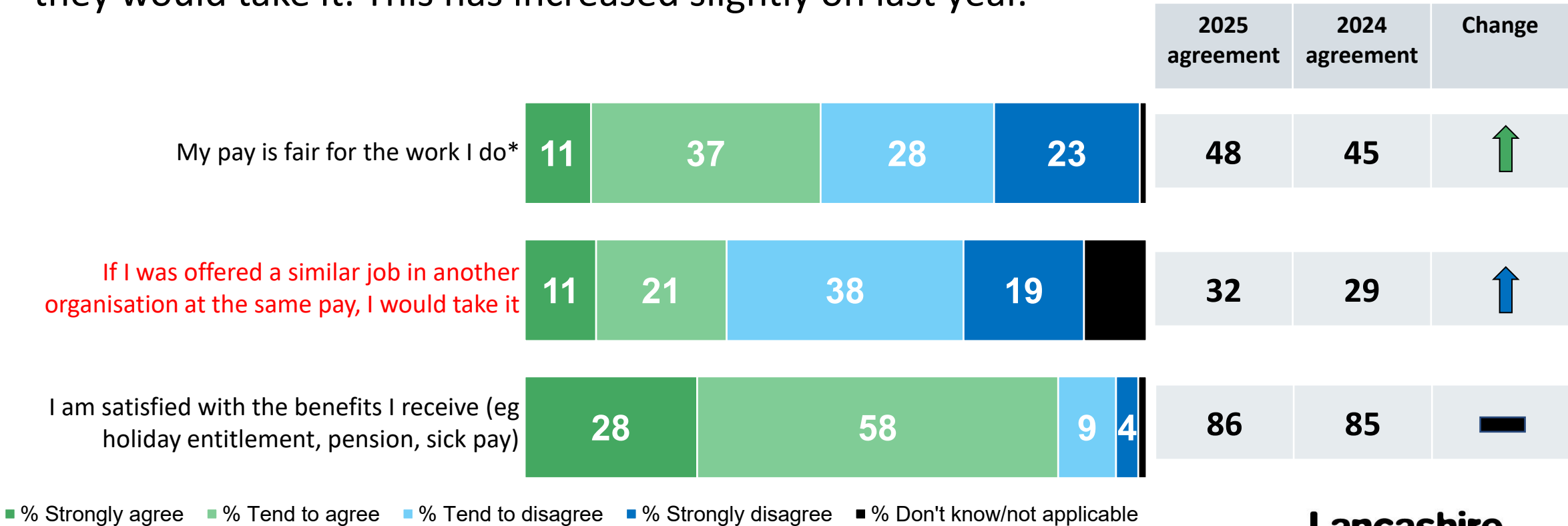
- Over half of staff say that they can progress their career if they choose, and think the organisation is investing in their future.
- Many staff agree they are supported to develop their skills and experience. More than last year have discussions about future development with their line manager.



Base: all respondents (4,335-5,415)

Pay and benefits

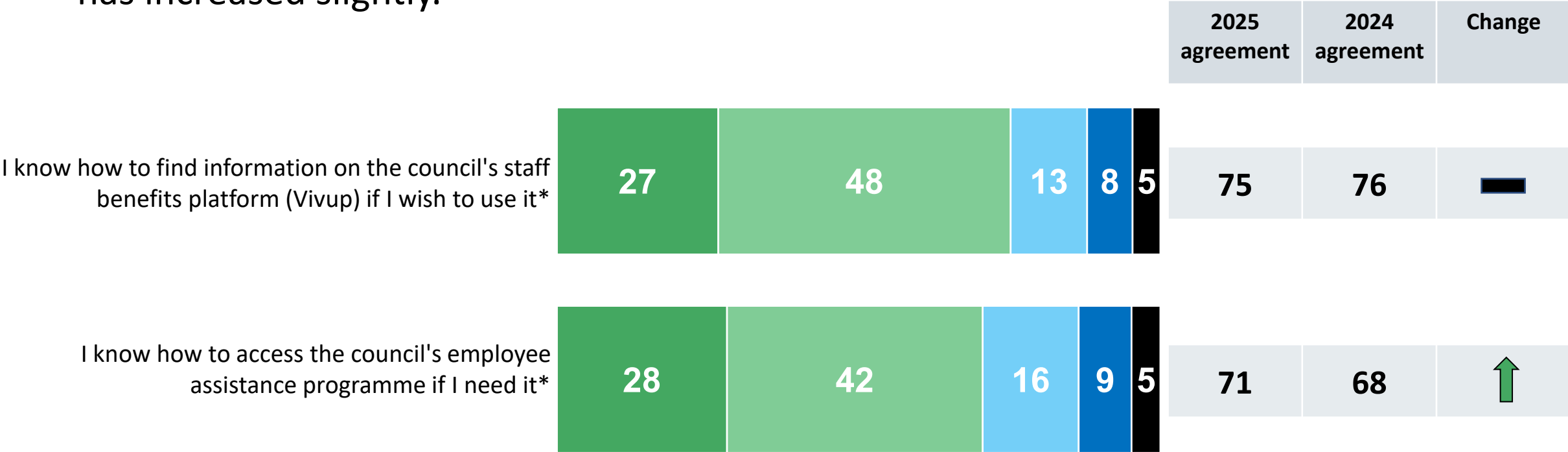
- Most staff are satisfied with the benefits they receive. There is lower agreement on pay being fair for work done, but this has increased from last year.
- A third of staff say that if they were offered a similar job elsewhere with similar pay, they would take it. This has increased slightly on last year.



Base: all respondents (4,299-5,436)

Pay and benefits

- Three-quarters of staff know how to find information on the council’s staff benefits platform (Vivup).
- 7 in 10 know how to access the council’s employee assistance programme and this has increased slightly.



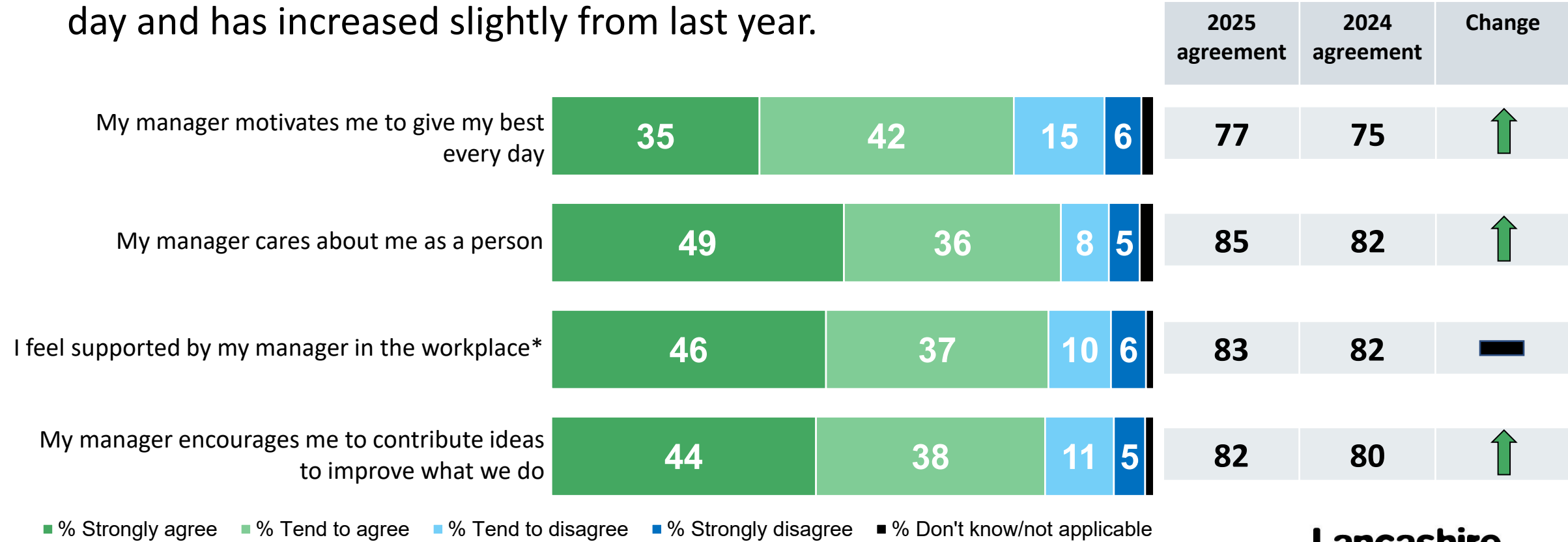
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (5,405-5,422)

Leadership

- Staff are most likely to say that their manager cares about them as a person, supports them and encourages them to contribute improvement ideas.
- Three-quarters agree that their manager motivates them to give their best every day and has increased slightly from last year.



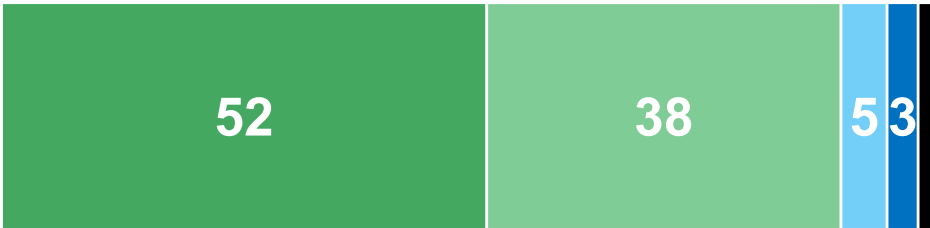
Base: all respondents (4,338-5,423)

Leadership

- Most staff agree that their manager shows respect for others, and that their manager works with others to achieve team goals.
- Both have increased slightly from last year.

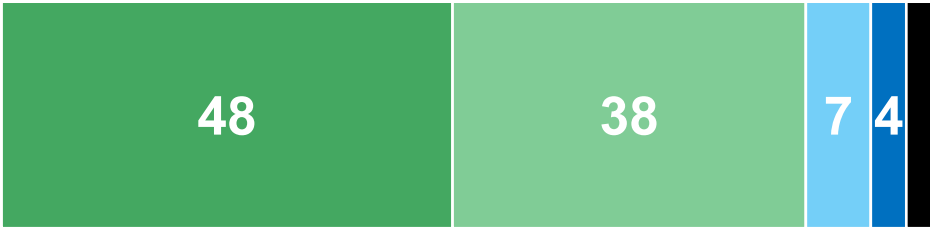
2025 agreement	2024 agreement	Change
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My manager shows respect for others



90	88	↑
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My manager works with others to achieve team goals



86	84	↑
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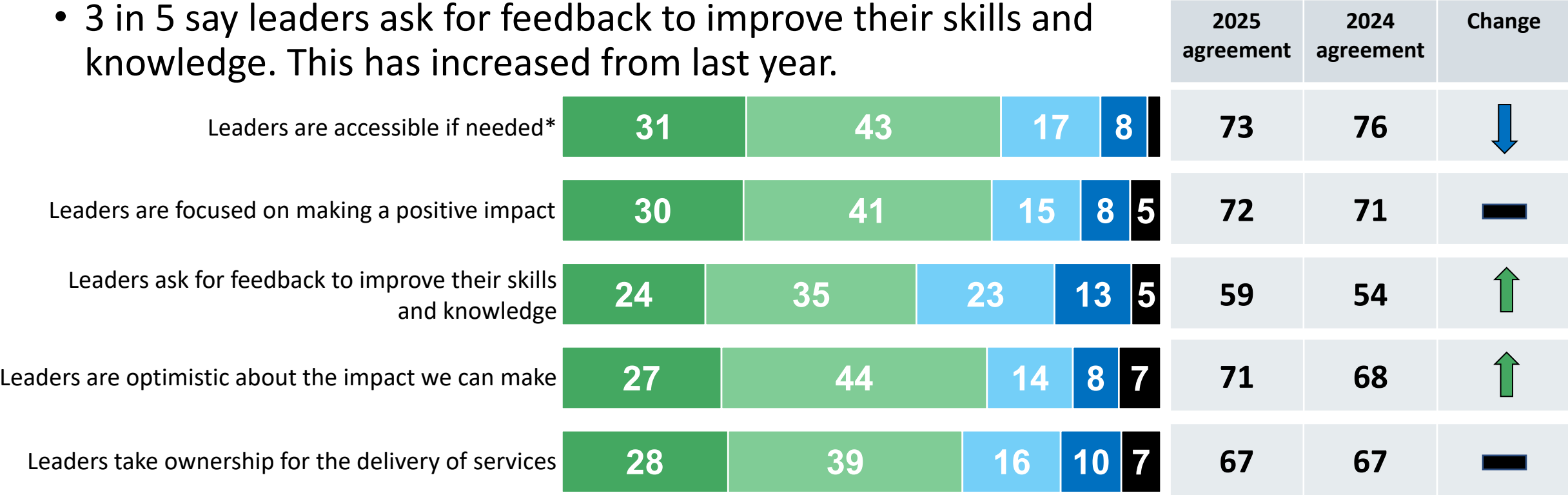
■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



Base: all respondents (4,334-4,341)

Leadership

- About three-quarters say leaders are accessible and focused in making a positive impact. Two-thirds say leaders are optimistic and take ownership for the delivery of services, and this has increased from last year.
- 3 in 5 say leaders ask for feedback to improve their skills and knowledge. This has increased from last year.



■ % Strongly agree ■ % Tend to agree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know/not applicable



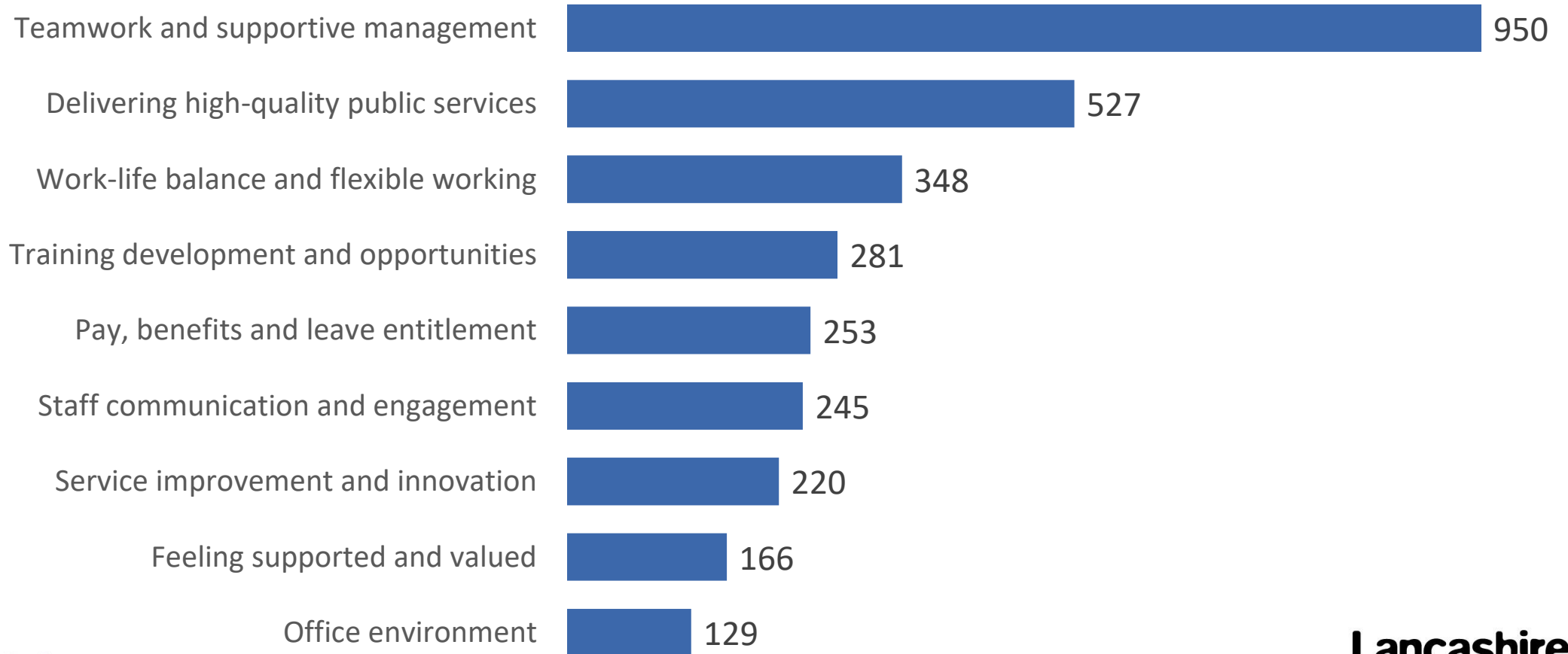
Base: all respondents (4,325-5,429)



Free text questions analysis

What are the things we are doing really well?

- Top mentions by number of comments made



Base: all respondents (5,449)

What are the thing we are doing really well?

The most frequently praised aspect of working at the Council from the comments is our strong culture of **teamwork and supportive management**, with staff highlighting approachable leaders, psychological safety, and a sense of being valued. Staff report feeling supported by managers and colleagues, highlighting a strong culture of teamwork, mutual respect, and collaboration across teams. Staff also take pride in **delivering high-quality public services**, especially in frontline roles that make a tangible difference to communities. Staff share the council's commitment to delivering consistent, person-centred services despite resource challenges, highlighting recent improvements in digital efficiency, frontline dedication, and inclusive community support.

Staff consistently value **flexible working** for enhancing productivity, reducing stress, supporting wellbeing, and enabling a healthier work-life balance—especially for those with caregiving responsibilities or health needs. Staff also value the Council's commitment to **training and development**. **Benefits and leave entitlements** are seen as positives and many see pay as fair. Notable improvements in **staff communication and engagement** have been appreciated. There is also recognition of **service innovation**, and an emphasis on **employee wellbeing**.



In their own words – what we do well

- “My team has a positive and supportive culture where I am valued and encouraged.”
- “Managers are highly supportive, approachable, and genuinely care about the workforce they oversee.”
- “Speaking for the area in which I work, the work we do makes a real difference to service users and provides ongoing benefits to them and the wider community.”
- “Making a difference day to day and caring about customers and service users.”
- “The flexible, hybrid working model at the council really supports a better work-life balance and helps us stay focused, productive, and motivated.”
- “The ability to work from home, utilising Teams etc to stay connected and having the flexibility to meet in person when its beneficial.”
- “I feel supported in my job role by my direct manager and team. I feel like there are training courses available and room for me to progress my career if I wanted to.”
- The Leadership framework is really useful as a management tool and the courses have been great. I feel the investment in leaders is starting to make a real difference to the teams at LCC.
- “We’re moving forward in some areas with developments which benefit customers. Reasonable pay and good terms and conditions for staff and excellent wellbeing support via EAP.”
- “Communication has improved over the last year from Leaders. When mixed-message are sent out to the wider public the Council have been very quick to send out a message to ensure the information is clear”



What are the things we need to improve?

- Top mentions by number of comments made



Base: all respondents (5,449)

What are the things we need to improve?"

Staff feedback highlights a strong desire for **clearer communication and more inclusive change management**, particularly around restructures and strategic decisions. **Pay and recognition** emerged as a key concern with over 700 references, with feelings of being underpaid relative to responsibilities and seeking fairer grading and incentives. There are calls for stronger, more visible **leadership and management**, with emphasis on empathy, consistency, understanding of operational challenges and enhanced people skills.

The **office environment and facilities** are mentioned with issues around equipment, meeting rooms, office space, and parking. Staff also seek improvements in **systems and processes**, citing inefficiencies and frustrations with IT platforms. A recurring theme is the need to **amplify staff voice**, ensuring feedback influences decisions and action. **Career development** remains a priority, with requests for clearer progression pathways and access to training. Concerns around **workload and staffing levels** point to burnout and resourcing gaps. **Flexible working** is highly valued but there are concerns about future direction regarding trust, autonomy to deliver roles and emerging mandated office days. Finally, there is a call to strengthen **equality, diversity, and inclusion**, with better support for disabled and neurodiverse colleagues and a more diverse leadership cohort.



In their own words – what needs to improve.....

- “Communication with staff from Senior Leaders is poor, especially through change. Consultation with staff is poor and senior leaders appear to be pushing their own agendas and not listening to staff.”
- “Actually have a detailed plan regarding how changes will actually work in practice.”
- “The implementation of changes is very poor- with changes that have a huge impact on workload(s) for many people being implemented overnight / there is no consideration to workload pressures already”
- “Pay does not reflect intensity of workload. Impact of staff sickness on case loads/stress is severe -requires better management. Stop changing processes - its chaotic. Staff MH support – disappointing!”
- "The CSC offices do not have sufficient meeting rooms to accommodate work with parents, particularly adult direct work sessions.”
- “Provide local office space that is fit for purpose- especially for agile workers.”
- “There are no opportunities for advancement in my service. it is disheartening. My manager is great but management at the next level up is sketchy. Pay is terrible“
- “Get a grip of hidden bias throughout services, particularly in management, instead of playing lip service to the issues around equality and diversity. I want to see action, not rhetoric.”
- “Not always easy to report or discuss bullying if it is linked to management so a lot of it stays under the radar until employees leave County seeking alternative employment or are signed off sick”
- “[Redacted] SLT have an almost callous disregard for employees well-being, opinions and circumstances, invest in their training. Staff morale is at an all-time low and they show no ability to motivate.”
- “The need to work from the office, there is never a rational response to coming in the office more it is because we have been told from higher management. What is the rationale?”



Positives

- Many staff agree that they feel part of the council, are treated fairly and feel accepted and able to be themselves at work.
- Many staff say their opinion seems to count and are comfortable speaking up.
- Staff are most likely to know what is going on in their teams. More staff now have had their service-level staff survey results shared with them.
- Most staff continue to enjoy their job, feel valued and appreciate, and are clear on their work objectives. Slightly fewer say that their workload is achievable.
- Many staff value the flexibility in their work, feel supported and are happy with work-life balance.
- Many staff know how to find information on Vivup, but fewer know how to access the employee assistance programme, but it has increased.
- Manager generally are seen positively, show respect for others and achieve team goals. Motivation of teams by managers has improved slightly, as has caring and seeking the contribution of improvement ideas.
- Leaders are seen positively by many, and more are now asking for feedback to improve their skills and knowledge.



Improvement areas

- The survey response rate is lower than last year.
- There has been a statistically significant decrease in eNPS, and it remains negative.
- More staff disagree than agree that their pay is fair for the work that they do. But agreement has improved from last year. They are satisfied with the benefits they receive.
- There is low agreement that the results of this survey will influence changes at the council, and is unchanged from last year.
- Despite staff feeling able to speak up and half feeling involved in change, more staff still disagree than agree that change is well managed. Agreement is now lower than last year.
- Staff are most likely to experienced harassment, bullying or abuse from service users or their relatives, customers or the public. There is no change in this from last year, or the proportion experiencing harassment from colleagues or managers.
- Some staff say that stress in their role has a negative impact on their work, and this has increased slightly from last year.
- Fewer now feel that their working environment is fit for purpose.
- Some do not feel that they are given opportunities for development or career progression.
- Compared to last year, more say that if they were offered a similar job in another organisation at the same pay, they would take it.

Next steps

EELT workshop meeting – 19th Nov 2025

Review the data and insights emerging from the staff survey 2025.

Consider current and emerging challenges facing LCC and what staff survey insights highlight as priorities for focus and action in the next 12 months.

Agree corporate priorities to be driven by EELT as a collective effort and commitment.

Agree governance process to ensure continued focus and delivery against priorities across the organisation.

Extended DLT workshops - Nov/Dec 2025:

Directorate level deeper dive into survey data and insights

Local action planning against agreed corporate priorities

Agreement of local SRO's to progress and report on priorities to DLT

Agreement of local governance process and frequency of reporting to maintain focus on action against priorities.

