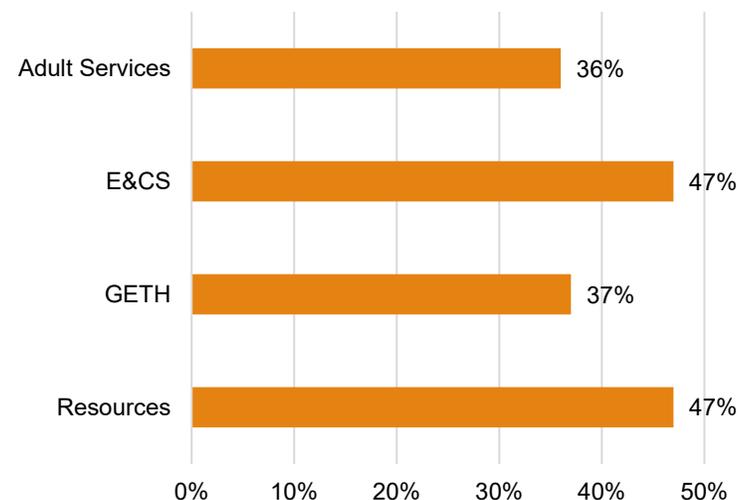# Staff Survey Results 2023

Survey Background & Methodology

- Census to all **12,892 staff**. Excludes teachers and teaching staff.

- Survey live from **2 October to 20 October 2023**.

- Conducted **in-house** by Business Intelligence and People Services.

- **Online** methodology.

- Two surveys – those that regularly use a computer or device in their work and those that don't.

- **5,926 respondents** (46% response rate).

2023 Overall LCC Response Rate

- 2021: 37%
- 2022: 49%
- 2023: 46%
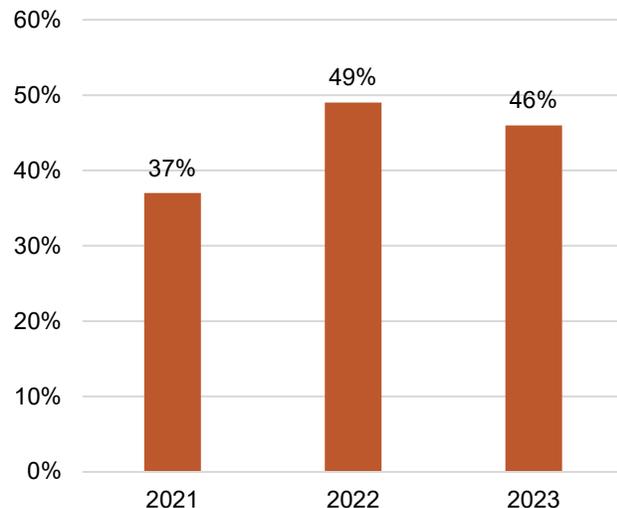
2023 Response Rate by Directorate

- Adult Services: 36%
- E&CS: 47%
- GETH: 37%
- Resources: 47%

Lancashire County Council

Summary of Survey Findings

Strengths to Maintain / Build On

- High numbers of staff who:
  - **like working for the council**;
  - **enjoy their jobs**;
  - **are committed**.
- Staff are clear how **their work** supports wider **organisational goals**.
- **Positive, supportive and caring line management** is identified as a core strength.
- Much feedback to suggest that the council is considered a **fair and inclusive employer**.
- **Flexibility** is highly regarded.

Areas for Improvement

- Some groups becoming **increasingly disengaged** and less inclined to be **advocates for LCC** as an employer.
- Some fundamental challenges with:
  - **reward and remuneration**;
  - **our systems and technology**;
  - **opportunities for career progression**.
- Key issue relating to the way leaders **manage** the significant **changes** needed in the council in response to demands and challenges.
- **Management of change** and **perceived lack of staff involvement** in change, appears to be driving some of the decline in advocacy.

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Highest & Lowest Scores

Adult Services Top 5 Scores

	Lancashire County Council Total	Adult Services
Respondents	**5,880**	**1,155**
I understand how my role contributes to the objectives of my service	92%	88%
I have regular discussions with my line manager about my performance	81%	87%
I have appropriate opportunities to discuss, with my manager, issues I have that affect me and my work	87%	87%
I feel accepted and able to be myself at work	88%	86%
I know what is going on in my team	88%	85%

Bottom 5 Scores

	Lancashire County Council Total	Adult Services
Respondents	**5,880**	**1,155**
My pay is fair for the work I do	43%	27%
The results of this survey will influence changes at the county council	40%	34%
Change here is well managed	48%	39%
I am involved in changes that may affect me and my work	53%	46%
I am satisfied with the benefits I receive	63%	50%

Figures exclude 'don't know/not applicable' responses

■ Statistically significantly **better** than Lancashire County Council total
■ Statistically significantly **worse** than Lancashire County Council total

Lancashire County Council

E&CS Top 5 Scores

	Lancashire County Council	E&CS
Respondents	**5,880**	**1,556**
I understand how my role contributes to the objectives of my service	92%	95%
I know what is expected of me at work	89%	93%
I know what is going on in my team	88%	92%
I enjoy my job	88%	92%
I understand how my role fits into the council's strategy	87%	90%

Bottom 5 Scores

	Lancashire County Council	E&CS
Respondents	**5,880**	**1,556**
The results of this survey will influence changes at the county council	40%	41%
My pay is fair for the work I do	43%	44%
I am involved in changes that may affect me and my work	53%	53%
Change here is well managed	48%	54%
The organisation is investing in my future development	55%	60%

Figures exclude 'don't know/not applicable' responses

■ Statistically significantly **better** than Lancashire County Council total

■ Statistically significantly **worse** than Lancashire County Council total

Lancashire County Council

GETH Top 5 Scores

	Lancashire County Council	GETH
Respondents	**5,880**	**955**
I understand how my role contributes to the objectives of my service	92%	93%
I know what is expected of me at work	89%	91%
If I need flexibility in my work, I can normally find a solution	87%	90%
I think the council is a fair and inclusive employer	87%	90%
I feel accepted and able to be myself at work	88%	90%

Bottom 5 Scores

	Lancashire County Council	GETH
Respondents	**5,880**	**955**
The results of this survey will influence changes at the county council	40%	42%
My pay is fair for the work I do	43%	50%
Change here is well managed	48%	54%
The organisation is investing in my future development	55%	55%
I am involved in changes that may affect me and my work	53%	57%

Figures exclude 'don't know/not applicable' responses

■ Statistically significantly **better** than Lancashire County Council total

■ Statistically significantly **worse** than Lancashire County Council total

Lancashire County Council

Resources Top 5 Scores

	Lancashire County Council	Resources
Respondents	**5,880**	**1,700**
If I need flexibility in my work, I can normally find a solution	87%	94%
I understand how my role contributes to the objectives of my service	92%	94%
I think the council is a fair and inclusive employer	87%	92%
I know what is expected of me at work	89%	92%
My working environment is fit for purpose	80%	91%

Bottom 5 Scores

	Lancashire County Council	Resources
Respondents	**5,880**	**1,700**
The results of this survey will influence changes at the county council	40%	47%
Change here is well managed	48%	48%
My pay is fair for the work I do	43%	51%
The organisation is investing in my future development	55%	55%
I am involved in changes that may affect me and my work	53%	61%

Figures exclude 'don't know/not applicable' responses

■ Statistically significantly **better** than Lancashire County Council total
■ Statistically significantly **worse** than Lancashire County Council total

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Free Text Question Responses

Free Text Question Responses

What one thing most needs to be improved to help you do your job to the best of your ability?

Adult Services	
Work and workloads	29.3%
Pay	21.8%
Technology	16.9%
Culture	15.1%
Line managers	10.8%

Education & Children's Services	
Work and workloads	30.7%
Pay	15.4%
Technology	15.0%
Culture	12.5%
Flexible working	10.5%

Growth, Environment, Transport & Health	
Work and workloads	24.6%
Technology	23.8%
Communication	11.6%
Recruitment and progression	9.9%
Culture	9.5%

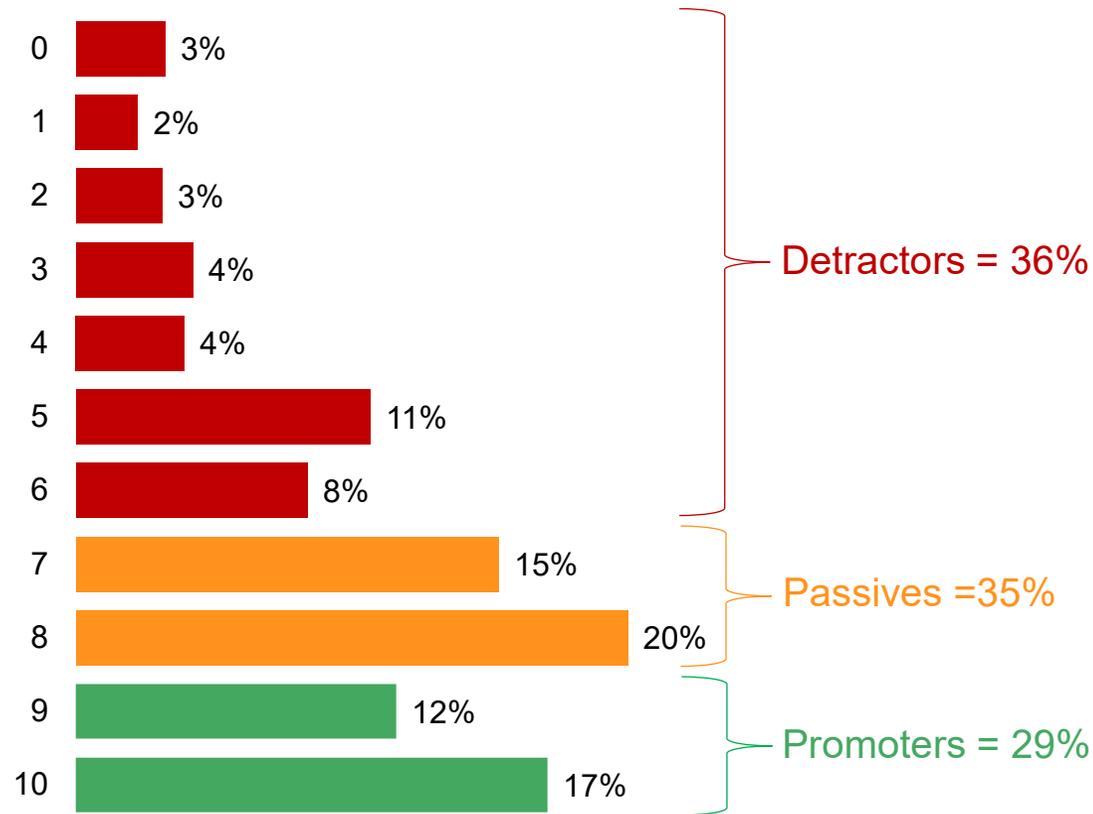| Resources	
Work and workloads	31.2%
Technology	17.2%
Pay	13.8%
Communication	9.2%
Culture	8.6%

Lancashire County Council

Net Promoter Scores

Recommending LCC 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?
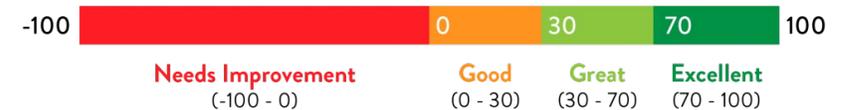
Base: all respondents (5,808)

Score	Percentage
0	3%
1	2%
2	3%
3	4%
4	4%
5	11%
6	8%
7	15%
8	20%
9	12%
10	17%

Detractors = 36%

Passives = 35%

Promoters = 29%

Net promoter score (NPS) = 29% promoters − 36% detractors

NPS 2023 = -7

NPS 2022 = -4

NET PROMOTER SCORE (NPS) ANALYSIS

-100   0   30   70   100

Needs Improvement (-100 - 0)	Good (0 - 30)	Great (30 - 70)	Excellent (70 - 100)

Lancashire County Council

Net Promoter Scores

Year	Description	Lancashire County Council	Adult Services	Education & Children's Services	Growth, Environment, Transport & Health	Resources
2021	Total Detractors Passives Promoters **NPS**	4,669 28% 39% 33% **5**	972 31% 35% 33% **2**	1,450 29% 42% 29% **-1**	899 30% 38% 32% **1**	1,100 20% 41% 39% **18**
2022	Total Detractors Passives Promoters **NPS**	5,953 34% 35% 30% **-4**	1,191 42% 31% 27% **-16**	1,434 32% 39% 29% **-4**	942 38% 34% 28% **-9**	1,744 27% 37% 37% **10**
2023	Total Detractors Passives Promoters **NPS**	5,768 36% 35% 29% **-7**	1,140 47% 31% 23% **-24**	1,522 33% 39% 28% **-5**	936 32% 35% 33% **1**	1,666 28% 37% 34% **6**

NET PROMOTER SCORE (NPS) ANALYSIS

-100 ——————————— 0 — 30 — 70 — 100

Needs Improvement (-100 - 0)   Good (0 - 30)   Great (30 - 70)   Excellent (70 - 100)

Lancashire County Council

Looking Ahead

People Strategy Priorities 2024/25

- **People Strategy Outcomes:** Innovative & Creative, High Performing, Valued and Supported, Healthy & Productive, Respectful & Inclusive, Resilient & Adaptable ([lcc-peoplestrategy-one-page.pdf (lancscc.net)](lcc-peoplestrategy-one-page.pdf))
- EMT have agreed the following **priorities** for the new **People Board**.

Line & Senior Managers	Personal Development	Your Job	Communication	Working at LCC
Leadership & management expectations & capabilities Leadership & management development	Strategic workforce planning to help us truly understand our resourcing and retention issues Career pathways - 'A career, not a job'	An exploration of a shift to total rewards Further define our hybrid working practices	Creation of an engagement strategy including a refreshed internal communications approach	EDI workforce strategy and a first push to collating our workforce data to truly understand our workforce Supporting Good Days at Work programme

- **Reported** and **monitored** via the People Board.

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Questions & Reflections