Board meeting

18 September 2025

Staff survey results

Purpose of paper

For discussion

Board action required

The Board is asked to consider the findings and support the proposed strategic actions to address areas for improvement.

Brief summary

This item presents the findings from NICE’s June 2025 staff engagement survey, including key trends, comparative data, and triangulated insights from the Values Survey. The paper outlines areas of strength, persistent challenges, and proposed actions to support cultural and organisational development.

Key points to note include:

* The response rate increased to 70%, continuing a positive upward trend.
* The engagement score rose to 72%, with improvements across all index areas.
* Highest scoring areas include pride in NICE’s contribution, relationships with managers, and feeling respected.
* Persistent challenges include empowerment and wellbeing.
* Triangulated insights with the Values Survey highlight gaps in trust, autonomy, leadership visibility, and siloed working.

A series of targeted actions are proposed, including a CQI project on trust and autonomy, a refreshed Inspire Awards format, and deeper integration of restorative, just and learning culture principles as well as targeted organisational development interventions.

Board sponsor

Helen Williams, Chief People Officer