

‘On the Pulse’ Engagement Survey – June 2025

Key findings- September Board 2025

NICE National Institute for
Health and Care Excellence



Response rates

Engagement Surveys	2025	2024	2023
NICE Overall	70%	64%	54%
Centre for Guidelines Dir	65%	67%	58%
Clinical Directorate	68%	48%	44%
Communications Dir	81%	62%	64%
Digital Information and Technology Dir	61%	50%	45%
Facilities, Improvement and People Dir	67%	82%	81%
Finance, Corporate & Commercial Dir	83%	65%	50%
HealthTech Evaluation Dir (HED)	100%	59%	54%
Impact and Partnership Dir	80%	77%	70%
Medicines Evaluation Dir (MED)	96%	58%	47%
Science Evidence and Analytics Dir	75%	77%	71%
Strategy, Policy and International Dir	84%	82%	63%



Engagement

	2025	2024	2023	2022	Latest change
NICE	72%	69%	68%	70%	↑
Centre for Guidelines Dir	72%	67%	64%	67%	↑
Clinical Directorate	75%	66%	74%	-	↑
Communications Dir	76%	74%	74%	72%	↑
Digital Information and Technology Dir	69%	64%	69%	67%	↑
Facilities, Improvement and People Dir	73%	78%	62%	67%	↓
Finance, Corporate & Commercial Dir	74%	73%	73%	68%	↑
HealthTech Evaluation Dir (HED)	72%	67%	69%	71%	↑
Impact and Partnership Dir	70%	70%	65%	68%	→
Medicines Evaluation Dir (MED)	70%	69%	69%	71%	↑
Science Evidence and Analytics Dir	75%	70%	71%	75%	↑
Strategy, Policy and International Dir	72%	70%	81%	81%	↑

NICE



Your Data Highlights



Average Happiness

Area for Improvement



Empowerment

Area for celebration



Pride

Six Steps to Workplace Happiness



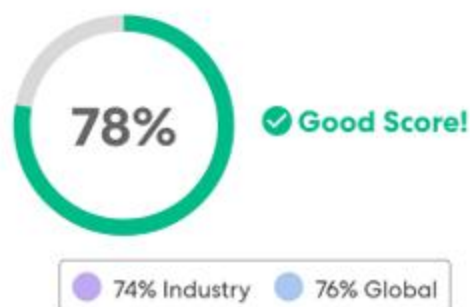
Wellbeing Risk Index



Flight Risk



Confidence in Management



Net Promoter Score



Diversity & Inclusion



Questions Breakdown

I feel pride in NICE's contribution to the world.	85%
I have a good relationship with my manager.	85%
I do something worthwhile.	80%
I am happy with the hours I work.	79%
I am treated with respect.	79%

Joining Up

NICE

Triangulated Key Highlights

1. Trust and Autonomy Are Persistent Challenges

- **Values Survey:** “We trust each other to make decisions” and “We act boldly” are the least understood, hardest to implement, and least consistently demonstrated.
- **Staff Survey:** Empowerment is the lowest scoring index (66%), with autonomy and decision-making flagged as weak areas.

2. Leadership Visibility and Role Modelling Need Strengthening

- **Values Survey:** Senior leaders score significantly lower on role-modelling values compared to line managers.
- **Staff Survey:** Staff call for authentic leadership and clearer strategic alignment.

3. Recognition and Reward Require Reinvigoration

- **Values Survey:** NICE Inspire Awards seen as “somewhat effective” with concerns about fairness and transparency.
- **Staff Survey:** Reward & recognition index improved but still not among top scores.

Joining Up

4. Siloed Working and Organisational Clarity Are Barriers

- **Values Survey:** Implementation of values drops significantly at the organisational level.
- **Staff Survey:** Comments highlight siloed working, unclear purpose, and information overload.

5. Wellbeing and Workload Stress Remain Concerns

- **Staff Survey:** “I rarely feel stressed because of work demands” is the lowest scoring question (57%), despite improvements.

Index Scores

	2025	2024	2023	2022	Latest change
Instilling pride	79%	77%	74%	78%	↑
Reward & recognition	75%	72%	71%	70%	↑
Job satisfaction	74%	71%	69%	71%	↑
Work Life Balance	74%	71%	-	72%	↑
Communication	77%	70%	-	-	↑
Empowerment	68%	67%	66%	67%	↑
User focussed	70%	67%	63%	65%	↑
Information sharing	70%	66%	64%	70%	↑
Wellbeing	68%	64%	63%	66%	↑
Innovation	66%	63%	62%	61%	↑

NICE



Highest Scores

	2025	2024	2023	2022
I feel pride in NICE’s contribution to the health and care system.	85%	82%	79%	81%
I have a good relationship with my manager.	85%	83%	83%	84%
I do something worthwhile.	80%	79%	77%	79%
I trust NICE’s communications	80%	71%	-	-
I am happy with the hours I work.	79%	71%	76%	76%
I am treated with respect.	79%	76%	75%	77%

The top 3 questions are consistently high scores for NICE year on year and their essence should be captured and celebrated.

NICE

Lowest Scores

	2025	2024	2023	2022
I rarely feel stressed because of work demands.	57%	54%	53%	54%
I am being developed.	63%	57%	59%	59%
My ideas are nurtured.	64%	61%	60%	59%
My innovation is valued.	65%	63%	63%	62%
I feel informed, with the information I need available and accessible.	66%	62%	68%	70%
I am empowered to make decisions.	66%	-	-	-

The 3 lowest scoring questions (at the top of the table) mirror the last year's results. It is also important to recognise that all these scores have made traction, which is a real achievement, noting there is still work to do.

NICE

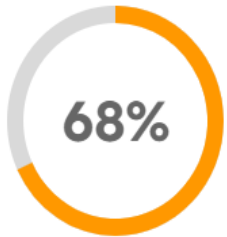
Focus Area for improvement: Empowerment

Empowerment is the lowest scoring area and consists of the 3 questions below

A low empowerment score can be caused through resources, culture or both

‘I am empowered to make decisions’ is also NICE’s 5th lowest scoring question across the survey this year

Strategic People Partners will discuss the results for individual directorates during their SLT meetings and support the development of action plans as needed



Improvement Advised

- ✓ I am empowered to make decisions. 66%
- ✓ I feel empowered to make improvements. 67%
- ✓ I have what I need to do my job well. 69%

	Empowerment	I am empowered to make decisions.	I feel empowered to make improvements.	I have what I need to do my job well.
Centre for Guidelines Dir	67%	67%	66%	69%
Clinical Directorate	72%	73%	72%	71%
Communications Dir	70%	70%	71%	69%
Digital Information and Technology Dir	61%	58%	60%	66%
Facilities, Improvement and People Dir	72%	69%	73%	73%
Finance, Corporate & Commercial Dir	72%	68%	73%	73%
HealthTech Evaluation Dir (HED)	68%	68%	69%	66%
Impact and Partnership Dir	62%	61%	61%	64%
Medicines Evaluation Dir (MED)	66%	65%	64%	69%
Science Evidence and Analytics Dir	71%	69%	69%	75%
Strategy, Policy and International Dir	67%	68%	66%	67%

Next Steps (in addition to and to support the Values Survey Actions, Appendix 1)

- **ET colleagues are** reviewing their localised data to understand local trends and develop an **action plan** with their directorate. **2 colleagues** are asked to volunteer as a stretch/developmental opportunity to get involved in coordinating and cocreating this work to support, with the oversight and guidance of ET colleagues and the relevant Strategic People Partner (SPP).
- **SPPs** will work closely with **ET, leaders, and managers** to interpret local survey data and co-design tailored **wellbeing interventions** that reflect team-specific needs. These local actions will be aligned with the broader organisational wellbeing strategy and actively inform the development of the People Strategy. SPPs will also facilitate cross-directorate learning by sharing effective practices and insights, ensuring a joined-up approach to wellbeing across NICE.

Values Survey Actions

Action 1

ET sponsorship and endorsement of a CQI project on the theme 'trust and autonomy', to be delivered in 2025-26, to address the gap in 'trusting each other to make decisions'.

This was initiated at the last senior leaders' development day but has been paused while the findings of this survey were considered.

ET endorsement, sponsorship and readiness to accept the project's recommendations has been identified as critical to the likely impact and success of the project.

Action 2

Implementation of a redesigned NICE Inspire awards format by September 2025, introducing team recognition and more transparent judging processes.



Actions continued

Action 3

Strengthen our organisational development offer to address siloed working and enable more effective change navigation.

We recommend designing targeted diagnostic and development interventions, using our OD expertise, to help teams better understand and shift behaviours underpinning siloed ways of working.

This includes embedding collaborative mindsets and improving collective ownership during times of change. This work should be closely aligned with ongoing organisational priorities such as business partnering and the “one team, one purpose” staff event theme to maximise coherence and traction across the organisation.



Actions continued

Action 4

Deepen values-led practice through consistent integration of restorative, just and learning culture (RJLC) principles across all People activity.

We propose taking an intentional and practical approach to embedding RJLC principles at every level, supporting directorates to explore, adapt and align ways of working to our organisational values.

Our SPP colleagues can be instrumental in this, helping directorates identify bespoke actions to enhance cultural consistency. This also sets the stage for shared leadership on values.



Actions continued

Action 5

Reinvigorate Executive Team and SLT visibility through meaningful values-driven engagement.

To respond to staff feedback around inconsistent role-modelling at senior levels, especially in remote contexts, we recommend a renewed focus on values-led engagement.

This could include enhancing ET walkarounds and SLT visibility by connecting them directly to our values and RJLC principles, creating genuine opportunities for listening and trust-building.

By integrating with existing IHI Walk/Talk Rounds initiative, we can increase the impact of what's already in motion, making senior leadership presence more meaningful, inclusive, and connected to culture.

