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Staff Survey 2025

People & OD Committee, 16 April 2026

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Purpose

The purpose of this item is to provide the People and Organisational Development Committee with a summary of the National Staff Survey 2025 results and highlight the key themes identified within the findings.



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Survey results

2025 Staff Survey Results

Response rate:

PHW



Directorate Breakdown of results:

Overall NHS response:

30.0% for 2025
 21.9% for 2024

	2023	2024	2025
	% Completed	% Completed	% Completed
PHW - ICC			
Research, Data & Digital	78.4%	73.9%	63%
Health and Wellbeing	75.2%	69.8%	50.3
Health Protection and Screening Services	38.3%	49%	40%
Operations and Finance	83.5%	100%*	82%
People and OD	97.8%	100%	94%
Nursing Quality & Information Governance	84.6%	100%*	92.6%
Policy & International Health WHO Collaborating Centre	72.2%	78.3%	66.3%
Corporate and Board	Supressed	53.6%	80%

PHW - ICC	% completed	% completed	% completed
Health Protection	62.3%	50.2%	62.1%
Infection Services	30.2%	52.2%	23.0%
Screening Services	38.2%	44.7%	47.8%

Public Health Wales | *Over 100% responses
 ** Unable to benchmark as no denominator

Overall Engagement Index



	2023	2024	2025	Since last year	Over 3 years
Staff Advocacy and recommendation (Advocacy)	71.3%	72.8%	71.3%	▼ -1.50 pp	Same
Intrinsic psychological engagement (Motivation)	66.4%	63.6%	64.9%	▲ 1.26 pp	▼ 1.5 pp
Ability to contribute towards improvement at work (Involvement)	62.5%	59.7%	58.0%	▼ -1.66 pp	▼ 4.33%

Benchmarking

Engagement Index Questions	Score above Benchmark
I would recommend my organisation as a place to work	+5.87pp
I am involved in deciding on changes introduced that affect my work/area/team/department	+5.14pp
I am proud to tell people I work for my organisation	+4.17pp
I am able to make improvements in my area of work	+3.18pp
I am happy to go the extra mile at work when required	+2.23pp
I look forward to going to work	+2.05pp
I am enthusiastic about my job	+1.39pp

Staff Survey Themes	Score above Benchmark
Patient Safety	+5.30pp
We Champion Flexible Working	+3.87pp
We Nurture Healthy Working Environments	+3.61pp
Staff Engagement	+3.42pp
We Recognise Everyone's Contribution	+3.13pp
Morale	+2.25pp
We Are Continuously Learning And Improving	+0.98pp
We Are All Able To Speak Up	+0.98pp
We Are Compassionate and Inclusive	+0.95pp
We Are Stronger Together	+0.51pp

Theme Trends since 2023

Patient Safety (No sub theme) ▲ 9.3pp

Staff Engagement ▼ -1.90pp

We Are All Able To Speak Up ▼ -1.46pp



Lowest & Highest Themes for 2025

Morale 61.3% - No sig change

Staff Engagement 64.7% ▼ -1.90pp

We nurture healthy working environments - 65.9% ▼ -1.45pp

We champion flexible working 74.8% ▲ 1.1pp

We are stronger together 73.8% ▲ 1.1pp

We are compassionate and inclusive 73.1% - No sig change

Sub Themes Changes

Changes Over Last Year

- **Team Working** ▲ 2.07 pp
- **We recognise everyone's contribution** ▲ 2.15 pp
- **Inclusion** ▲ 2.76 pp
- **Development** ▼ -1.89 pp
- **Work Pressure** ▼ -1.48 pp

Sub Theme Trends Since 2023

- **Burnout is the only area to increase each time** ▲ 3pp total
- **Involvement/Ability to Contribute Towards Improvement at Work** ▼ 4.5pp
- **Raising Concerns** ▼ 2.1pp



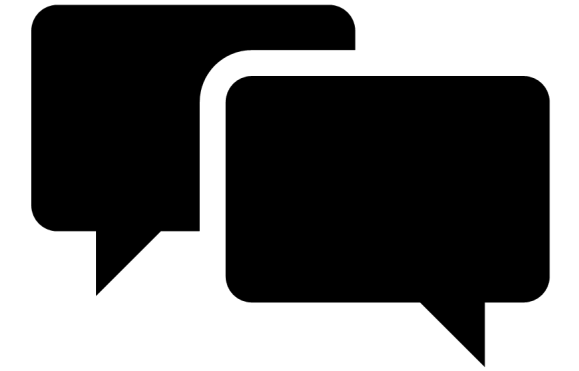
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Priority Areas:



Employee Voice/Able to Speak Up (1)



Year-on-year decrease in theme since 2023 (total of -1.46pp)

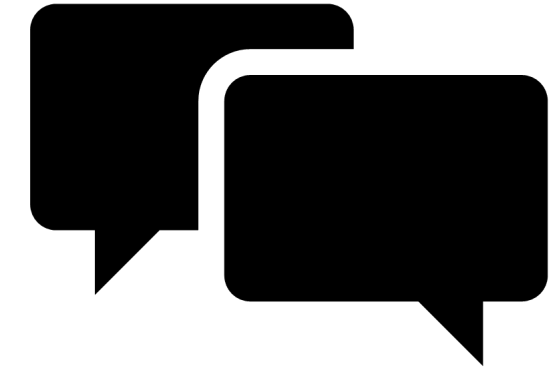
Raising Concerns

- I feel safe to speak up about anything that concerns me in this organisation 61.3% ▼ -2.26 pp since 2024
- I would feel secure raising concerns about unethical behaviour. 73.7% ▼ -2.81 pp since 2024 & ▼ 6.0pp total since 2023
- If I spoke up about something that concerned me, I am confident my organisation would address my concern 50% ▼ 1.77pp total since 2023

Autonomy and Control

- I am involved in deciding on changes introduced that affect my work/area/team/department 51.7% ▼ - 6.20pp since 2023
- I have a choice in deciding how to do my work 73.4% ▲ 2.45pp

Employee Voice/Able to Speak Up (2)



Patient Safety Culture

- My organisation encourages us to report errors, near misses or incidents 83% ▲ 1.59 pp since 2024 and ▲ 4.4pp in total since 2023
- When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again 68% ▲ 7.7pp in total since 2023
- We are given feedback about changes made in response to reported errors, near misses and incidents 57.2%

Workload/Capacity/Burnout (1)



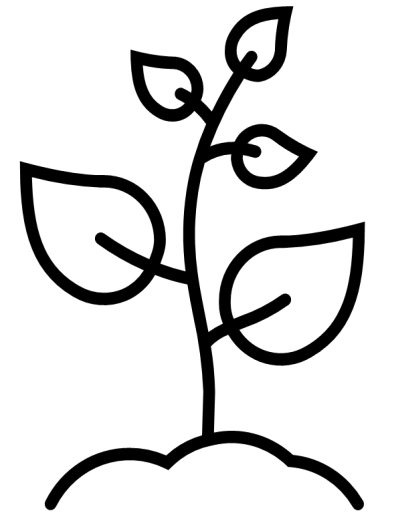
- We Nurture Healthy Working Environments - theme with largest decline since 2024 65.9% ▼ 1.44pp over the year
- Sub-Theme of Burnout 39.5% positivity rating overall:
How often, if at all, do you feel burnt out because of your work? 40.4% + ▲ 2.4 pp since 2024 (3 pp total increase since 2023)
- There are enough staff at this organisation for me to do my job properly 47.4% ▼ 1.77pp
- I have unrealistic time pressures 37.8% positivity (but 21.8% say often to always)
- How often, if at all, are you exhausted at the thought of another day/shift at work? 48.8%
▲ 2.4 pp (6.8pp increase since 2023 – (but 21.3% say often or always)



Workload/Capacity/Burnout (2)

- How often, if at all, do you feel worn out at the end of your working day/shift? **30.2%**
▲ 1.4pp since 2024 (4.8pp increase since 2023)
- How often, if at all, do you not have enough energy for family and friends during leisure time? **4.3%** ▼ 5.4pp since 2023
- 50.9% reported presenteeism (coming in despite not feeling well enough)
- 32.6% felt unwell due to work related stress
- On a positive note – choice in how to do work increased ▲ 2.45pp as did workplace relationships
▲ 3.56pp - which help mitigate burnout
- How often, if at all, does your work frustrate you **24.6%** (lowest positivity of all the burnout questions)

Career Growth

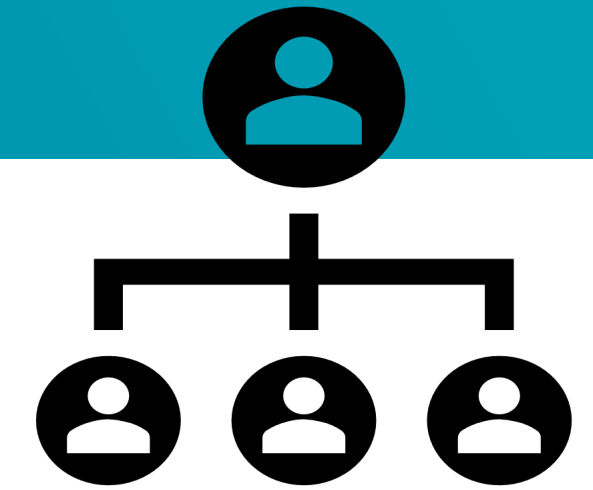


➤ Sub-theme on Development has dropped by just under 2pp

- There are opportunities for me to develop my career in this organisation **53.2% ▼ 4.1pp**
- I have opportunities to improve my knowledge and skills **▼ 2.1pp**
- I am able to access the right learning and development opportunities when I need to **59.2% ▼ 1.9pp**
- I feel supported to develop my potential **61% - no change**

➤ Sub-theme on Appraisal - Over 75% positivity

- My appraisal/PADR helped me agree clear objectives for my work **85.9% no change**
- My appraisal/PADR left me feeling that my work is valued by my organisation **74.6% ▲ 2.5pp**



Line Manager Effectiveness

- We are continuing to perform well across almost all line-manager-related questions (75%+) with managers perceived as encouraging and caring
- It is a largely stable picture – with some minor year-on-year improvements:
 - " My immediate manager (line manager) values my work. **79% ▲ 1.9 pp**
 - "My manager asks for my opinion before making decisions that affect my work": **68% ▲ +2.3pp**
- Some areas are in decline:
 - "My manager is interested in listening when I describe challenges" **▼ 1.59pp**
 - "My manager takes effective action to help me with problems" **▼ 1.34pp**
- There are positive scores on teams working well together **72.5% ▲ +2pp** and people being polite **78% ▲ +3.88 pp** which could link to positive culture being created by managers

Bullying & Harassment

Still present, but is declining (i.e. moving in the right direction):

- Managers/ team leaders ▲ 1.8%
- Colleagues and team members ▲ 1.6%
- Unwanted behaviour from staff and colleagues ▲ 1.4%



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Next Steps



Next Steps

- Organisational results have been shared
- Currently refresh high-level integrated engagement action plan (IMTP Commitment)
- Directorate level results and review of local integrated action plans
- Staff Survey 2026 – October to November