

Front Sheet: Council of Governors

Item number: 7

Date: 24 April 2025

Private/ public paper:	Public
Report Title:	2024 Staff Survey – Key Highlights
Author(s) Accountable Director:	Rebecca Malone, Sally Hockey, Charlotte Turnbull, Organisational Development Team) Caroline Parry – Executive Director of People
Presented by:	Heather Smith – Non-Executive Director
Vision and values:	<p>This report contains key highlights arising from the 2024 staff survey, after the national embargo was lifted on 13 March 2025.</p> <p>The information provided, along with supporting team reports and action plans, will equip SHSC teams and services to act effectively in response to staff feedback and make SHSC a great place to work and for care.</p>
Purpose and key actions:	This report is shared with the Council of Governors and to give assurance that actions are being developed in response to the staff survey results.
Executive summary:	<p>Overview summary SHSC Staff Survey 2024 Results</p> <p>Key highlights</p> <p>NHS England released the results of the national staff survey 2024 on 13 March 2025.</p> <p>Substantive staff</p> <p>The 2024 staff survey response rate for SHSC was 62.49% (total 1614). This was reported in our interim results by IQVIA as being rounded up to 63%. The NSS National Co-ordination Centre has rounded our final response down to 62%. The national comparator average response rate was 54%, so it is great to see our engagement score is 8% higher than the comparator average as a result of a successful engagement campaign.</p> <p>Our overall results are comparable with 2023, with marginal improvements across 66 questions (of 108 questions).</p> <p>SHSC advocacy scores show our highest results for five years. (2020-2024) with marginal improvements across the set.</p> <p>Bank workers</p> <p>Positive increase in response rate of 6% led to a final response of 34% (28% in 2023) with 15 more people engaged (92).</p> <p>We can report improvements across the overall question set for a second year. 71 questions have improved this year as compared to 37 questions improved from the 2023 results.</p> <p>Bank workers have scored advocacy questions higher than substantive staff for the second year in a row.</p>

	<p>As an organisation committed to improvement, it is positive to see that one of our most improved areas relates to our Involvement questions. Our 2024 results show marginal improvements, but our ranking has significantly increased due to the national comparator group scores decreasing, which has improved our quartile positioning for this set of questions. We sit within the average across this set of improvement questions.</p> <p>Overall insight and feedback from staff suggest that current priorities and action planning at organisation level, have supported marginal improvement. Our priority now is that actions will be refreshed to accelerate our work.</p>
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Which strategic objective does the item primarily contribute to:					
Effective Use of Resources	Yes			x	
Deliver Outstanding Care	Yes			x	
Great Place to Work	Yes	x			
Ensuring our services are inclusive	Yes			x	
What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.					
This work contributes to the delivery of the strategic priority 'create a great place to work'.					
BAF and corporate risk/s:	<p>There is currently 1 risk associated with this item:</p> <p>BAF 0020 Risk of failure as an organisation to live by our values caused by not addressing closed cultures poor behavioural issues and lack of respect for equality diversity and inclusion, resulting in poor engagement and communication, ineffective leadership and poor staff experience resulting in negative impact on our staff survey results, quality of service user experience and attracting and retaining high quality staff.</p> <p>Subject to action and impact following these results, the risk score may reduce.</p>				
Any background papers/ items previously considered:	None				
Recommendation:	<p>The Council of Governors are asked to:</p> <ul style="list-style-type: none"> note the content of the presentation provided 				



Sheffield Health
and Social Care
NHS Foundation Trust

SHSC

NHS Staff Survey

Council of Governors Meeting 24-04-25

KEY HIGHLIGHTS....

300 more people took part in the staff survey in 2024 (total 1706) than in 2023.



More of us would recommend SHSC as a place to work



More of us would refer friends and family for care with SHSC



Care for service users is still our top priority



We feel more supported by our managers



We need to do more work on supporting our diverse teams



We need to keep working on rewarding and recognising our staff

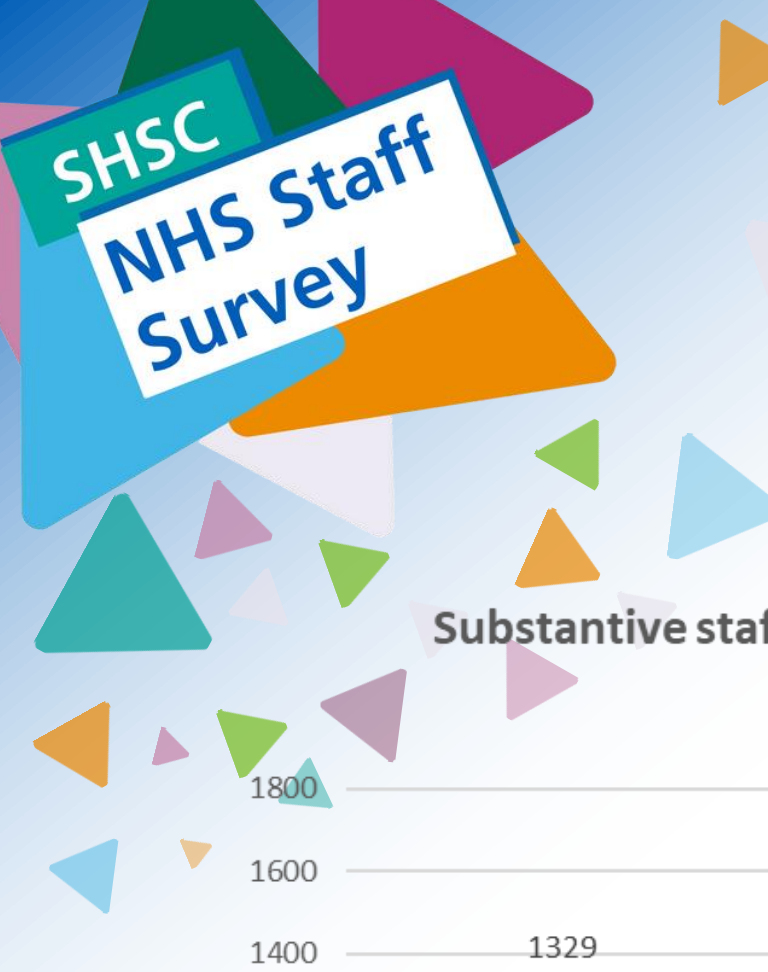
We will act quickly to look at our results and do things that make a difference.

The graphic features a central white rectangular box with a blue border, tilted at an angle. Inside the box, the text 'SHSC' is in white on a teal background, and 'NHS Staff Survey' is in blue on a white background. The box is surrounded by several large, overlapping triangles in various colors: teal, magenta, orange, and light blue. The entire background is filled with a dense pattern of small, colorful triangles in shades of teal, orange, magenta, and light blue.

SHSC

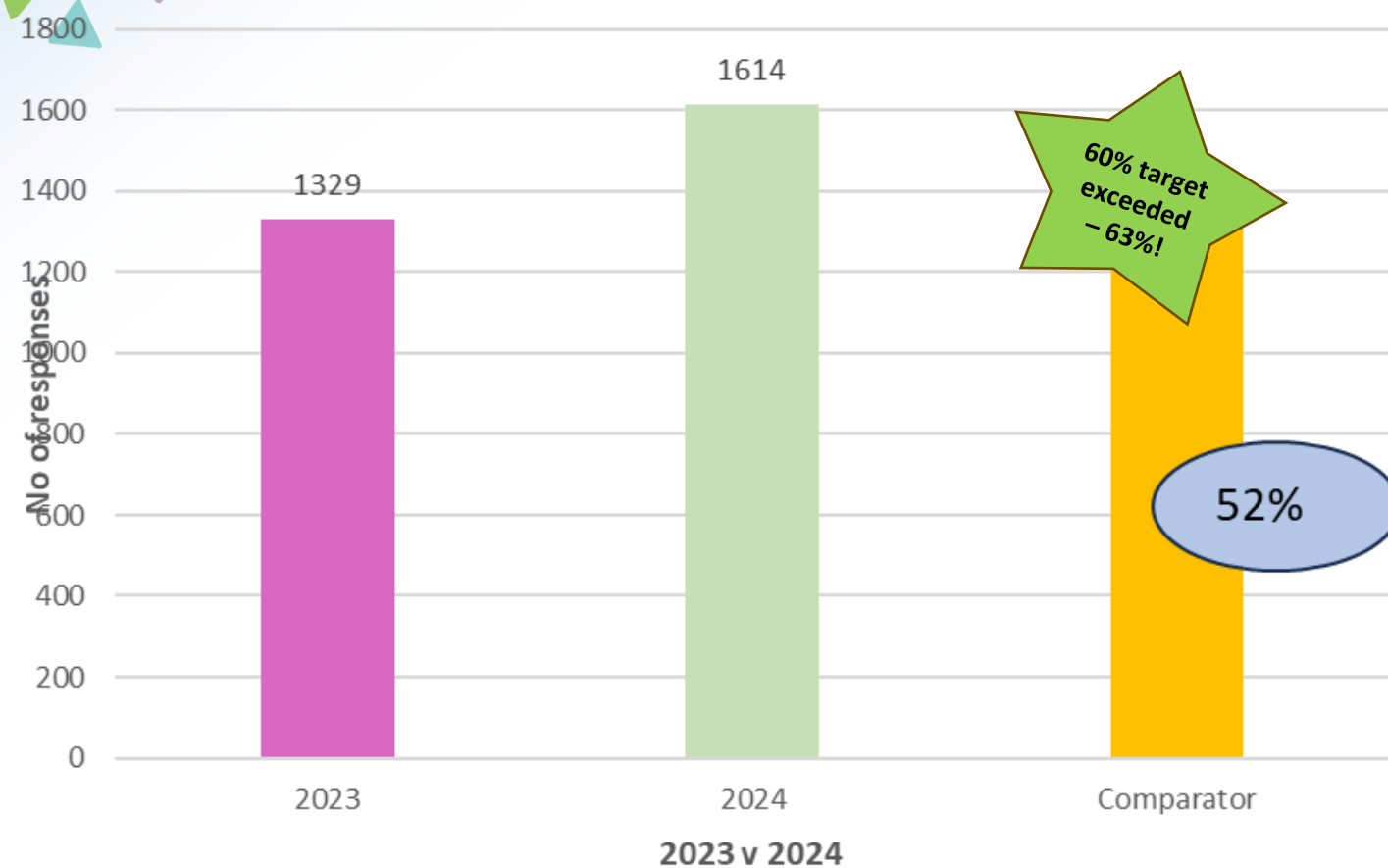
**NHS Staff
Survey**

How did we do – response rates?



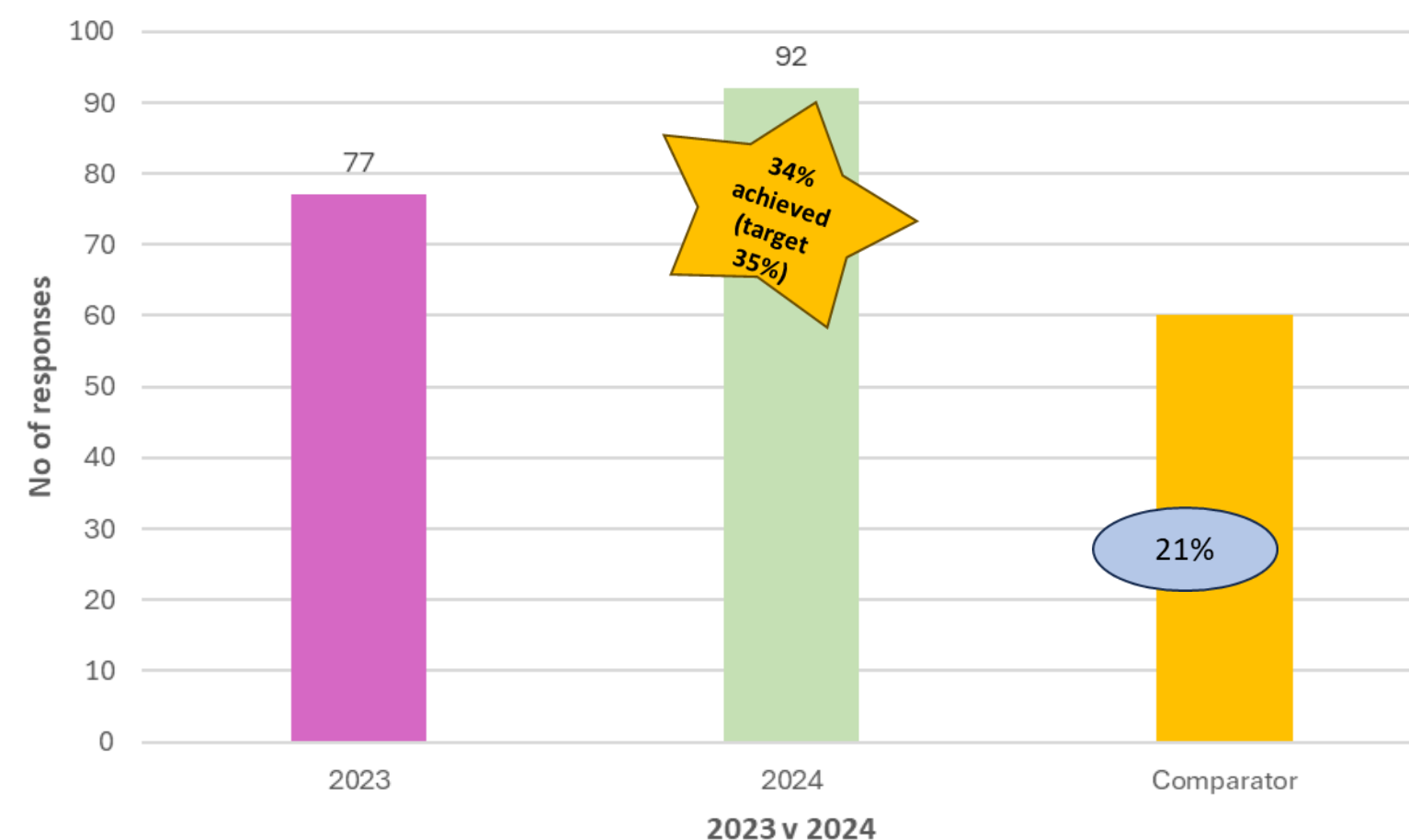
Increased response rates in 2024! - substantive staff & bank staff

Substantive staff response rate comparison between
2023 - 2024



Substantive - 2024 response rate 63%
v 52% comparator group (IQVIA only)
(SHSC 52% in 2023)

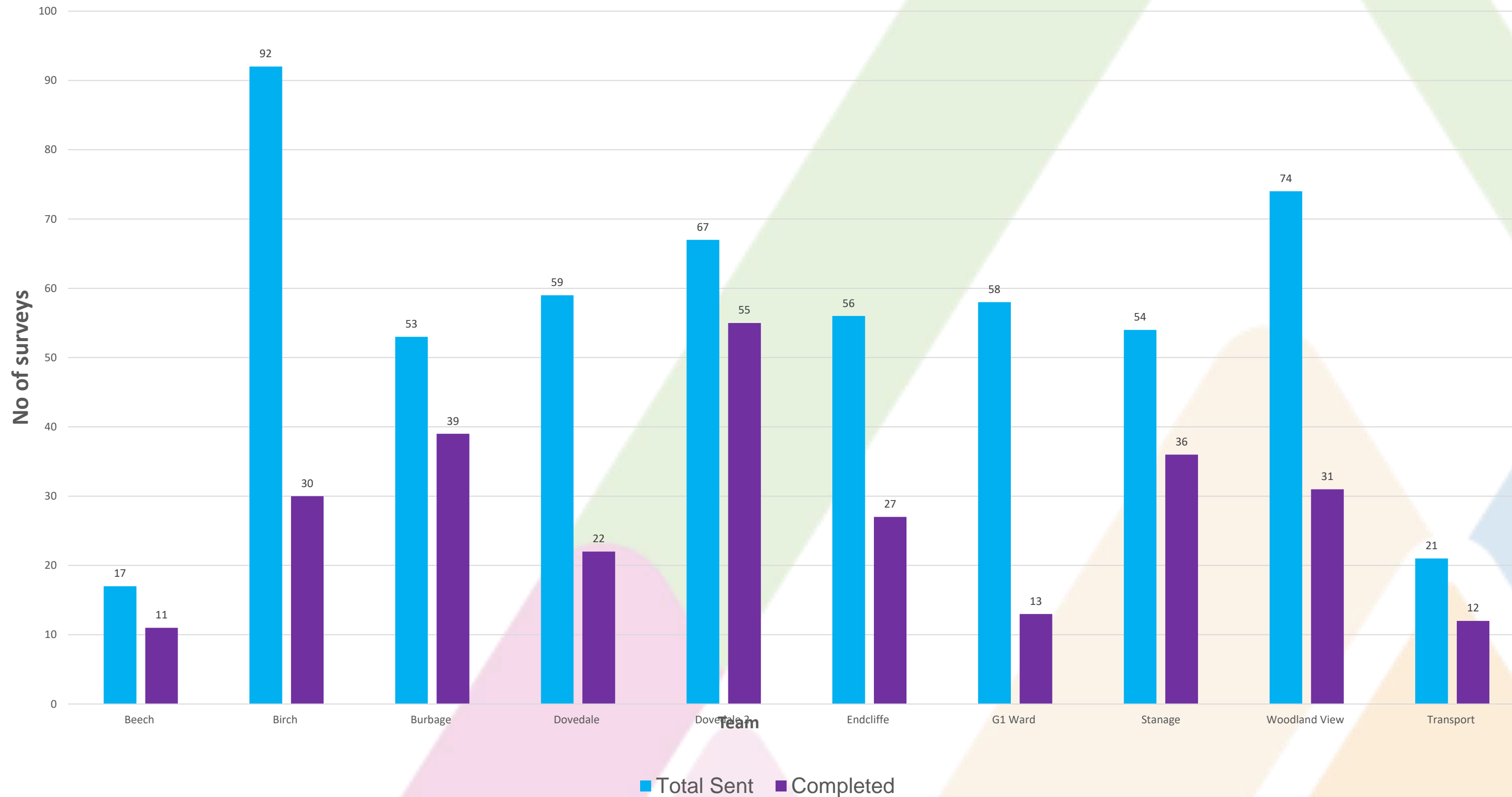
Bank staff response rate comparison between 2023-2024



Bank - 2024 response rate 34%
v 21% comparator group (IQVIA only)
(SHSC 28% in 2023)

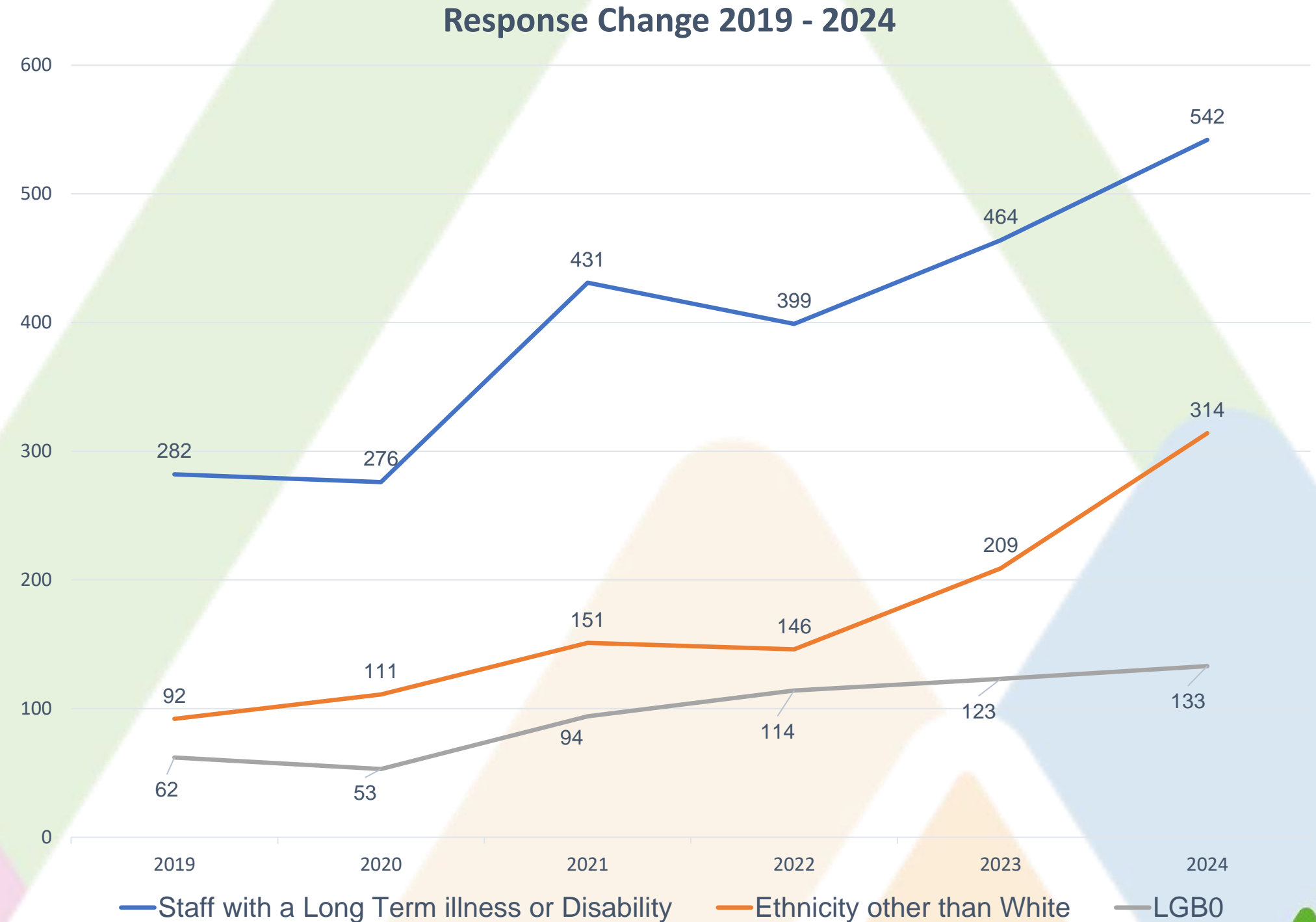
Paper surveys – making the process more inclusive

Paper surveys completed 2024



Positive increase in engagement of staff from key demographic groups

- **Year on year increases** continue in the number of staff from key demographic groups completing the staff survey.
- The largest percentage change is in the group 'ethnicity other than white' - a 3% percentage point increase from 2023 – 2024.



The background of the slide is white, covered with a dense pattern of small, colorful triangles in shades of teal, orange, purple, and light blue. In the center, there is a graphic consisting of several overlapping triangles in larger sizes, including teal, purple, blue, and orange. A white rectangular box with a blue border is placed over these triangles, containing the text 'SHSC NHS Staff Survey'.

SHSC

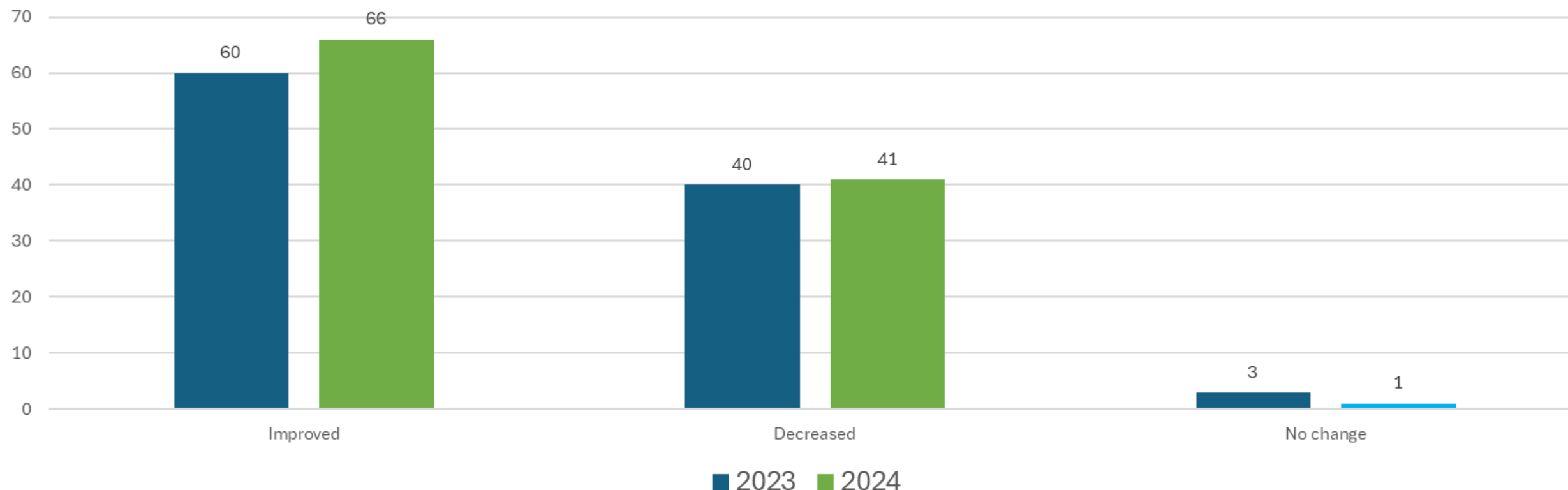
**NHS Staff
Survey**

How did we do – substantive staff?



Marginal improvement in overall question results

Overall staff survey score movement
between 2023 and 2024 results
substantive staff

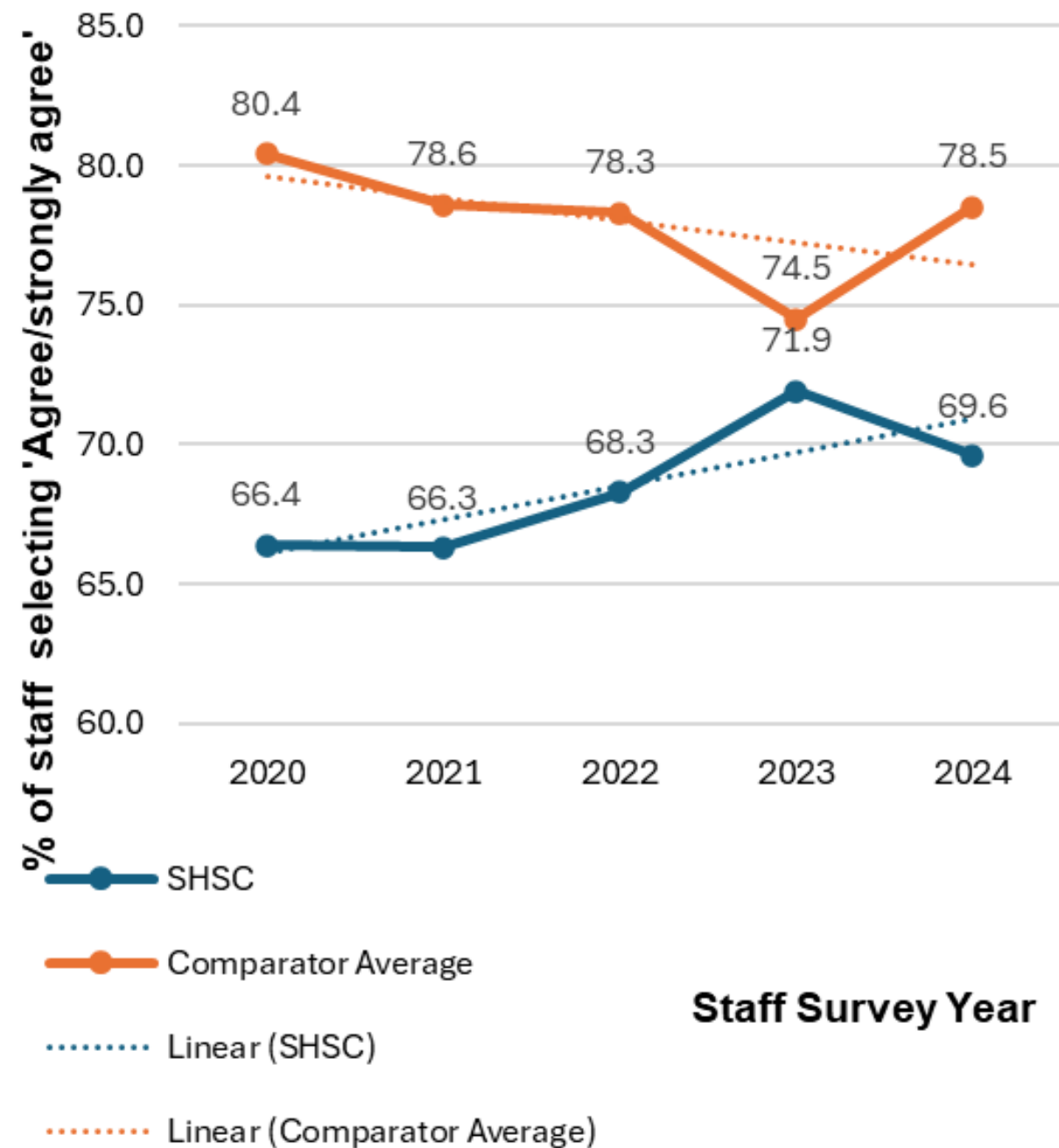


Marginal improvement in overall question results

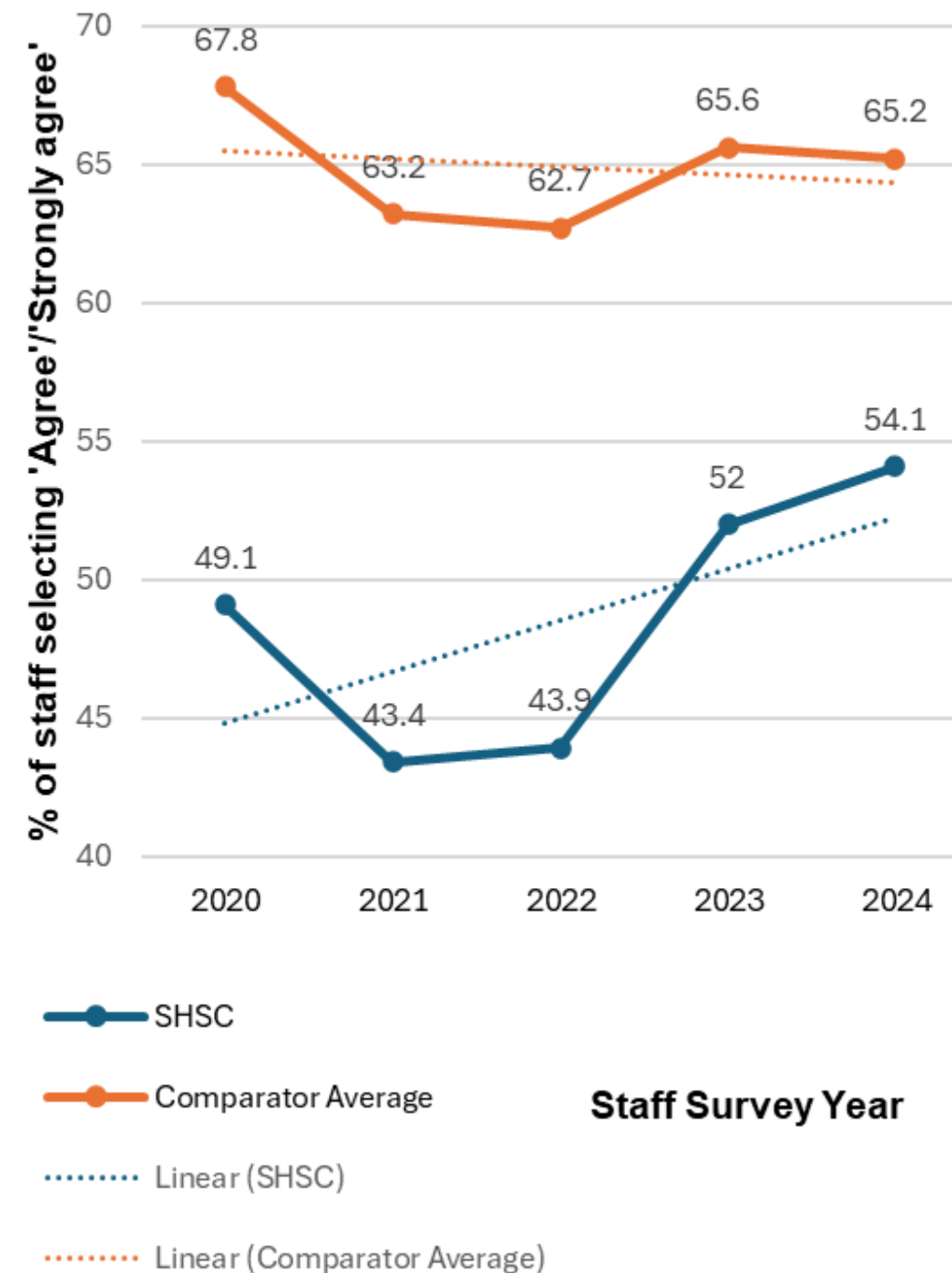


SHSC advocacy trends– 2020 to 2024

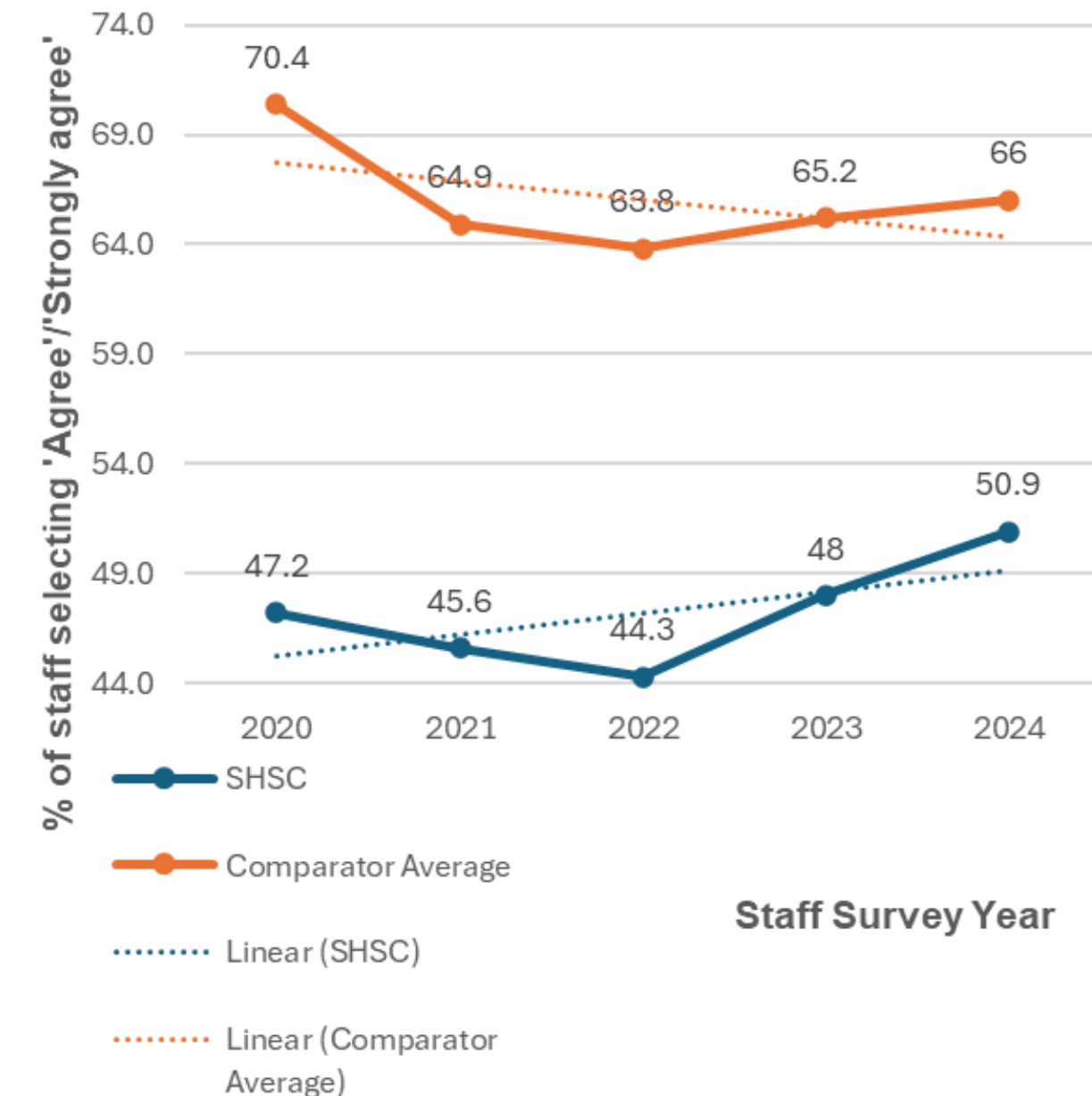
Q25a - Care of patients / service users
is my organisation's top priority



Q25c - I would recommend my
organisation as a place to work



Q25d - If a friend or relative needed
treatment I would be happy with the
standard of care provided by this
organisation



Blue – SHSC score

Orange – national comparator score (2024 is interim score until finalised)

Changes in staff experience of discrimination

- The survey asks about experience of discrimination from service users /from colleagues /from managers
- Experience of discrimination from any source has increased from 13% in 2023 to 16% from all staff responding in 2024.
- In 2024 this means that 263 staff said they had experienced discrimination of some sort
- There have been changes in the type of discrimination experienced

Type of Discrimination

On what grounds have you experienced discrimination

Ethnic background	+ 55	(91 in 2023, 146 in 2024)
Gender	+ 20	(38 in 2023, 58 in 2024)
Religion	+ 2	(14 in 2023, 16 in 2024)
Sexual Orientation	+ 3	(15 in 2023, 18 in 2024)
Disability	+ 15	(23 in 2023, 38 in 2024)
Age	+ 22	(32 in 2023, 54 in 2024)
Other	+ 1	(35 in 2023, 36 in 2024)

Reasonable adjustments – some green shoots



The percentage of staff who have been provided reasonable adjustments has increased for the first time in three years

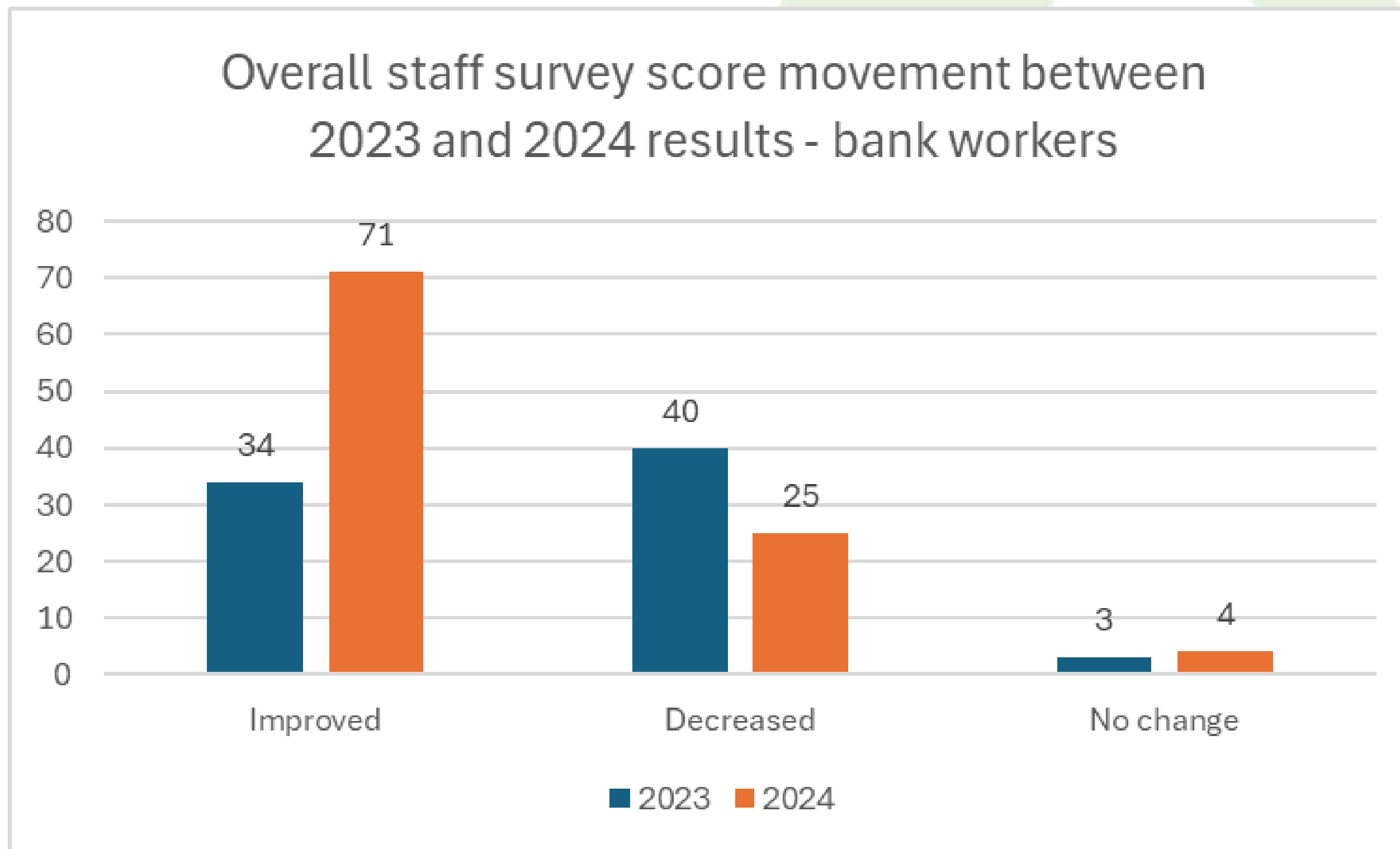
The graphic features a central stack of three overlapping triangles: a teal one at the top, a magenta one in the middle, and an orange one at the bottom. A white rectangular box with a blue border is placed over the teal triangle. The background is white and filled with numerous small, colorful triangles in shades of teal, orange, magenta, and light blue. The text 'SHSC' is written in white on the teal triangle, and 'NHS Staff Survey' is written in blue on the white box.

SHSC

**NHS Staff
Survey**

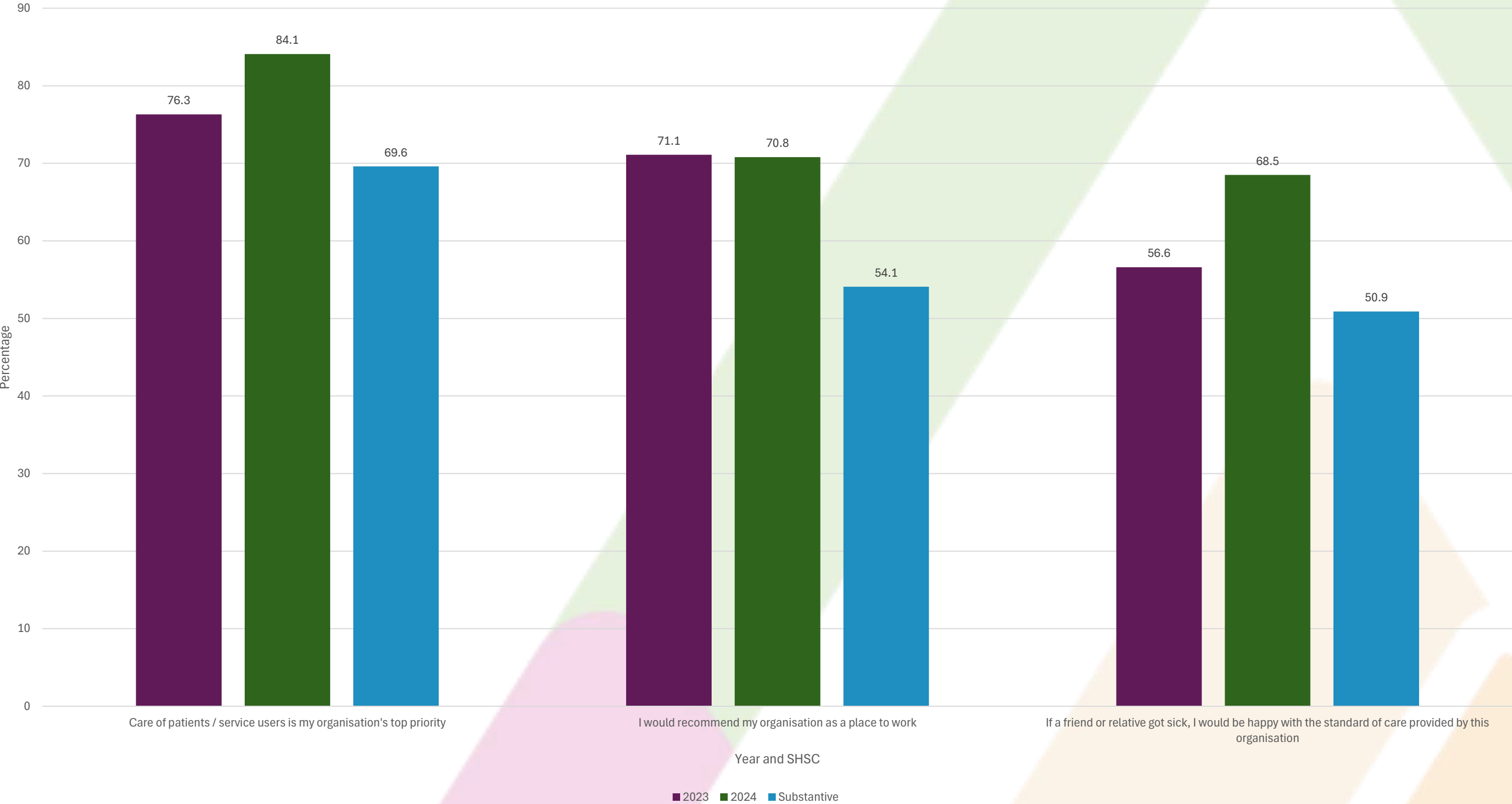
How did we do – bank staff?

SHSC key results - Bank staff



Our advocacy scores – bank staff

Advocacy Qs comparison (bank) 2023v2024 & SHSC



*There is no comparator group for the bank survey scores. We have provided the comparison between 2023 and 2024 and SHSC 2024 scores

The background of the entire slide is a light cream color, densely populated with small, multi-colored triangles in shades of teal, orange, purple, and grey. In the center, there is a cluster of larger, overlapping triangles in teal, purple, blue, and orange. A white rectangular box with a blue border is tilted and placed over these larger triangles. Inside this box, the text 'SHSC' is in white on a teal background, and 'NHS Staff Survey' is in blue on a white background.

SHSC

**NHS Staff
Survey**

How did we do nationally?

SHSC's position nationally on advocacy questions

More of us would recommend SHSC as a place to work



- Since 2021 there has been a 10% increase from 43% to 53%

Best in comparator group is +20%

More of us would refer friends and family for care with SHSC



- Of the three advocacy questions it's the highest increase of 2% from 48-50%

Nationally it's reported that 64.3% of staff across NHS England (all trust types) reported being happy with the standard of care provided in 2024, compared to 74.3% in 2023

Care for service users is still our top priority



- Our result declined from 72% in 2023 to 68% in 2024. Nationally 48.49% of staff across our comparator group agree it is, with 29.44% strongly agreeing



SHSC's position nationally on improvement questions



Positive engagement from questions relating to being involved in making improvements all increased.



Nationally overall engagement declined from across our comparator group from 2023 to 2024.

'I am able to make suggestions to improve the work of my team / department' was ranked 41st out of 51 in 2023 (quartile 4). In 2024, we were ranked 28th out of 50 (quartile 3).

'I am involved in deciding on changes introduced that affect my work area / team / department' was ranked 35th out of 51 in 2023 (quartile 3). In 2024, we were ranked 20th out of 50 (quartile 2).

'I am able to make improvements happen in my area of work' was ranked 42nd out of 51 in 2023 (quartile 4). In 2024, we were ranked 25th out of 50 (quartile 2).



SHSC wide action – Communicating our key messages on action to staff

We
said...
We
will...

1

1. Supporting you

Your safety and wellbeing remain our priority

We will do more to support you in terms of your safety, your wellbeing and your opportunity to give your best

2

2. Supporting our teams

We want to support our teams to be the best they can be in delivering quality care and leading improvements

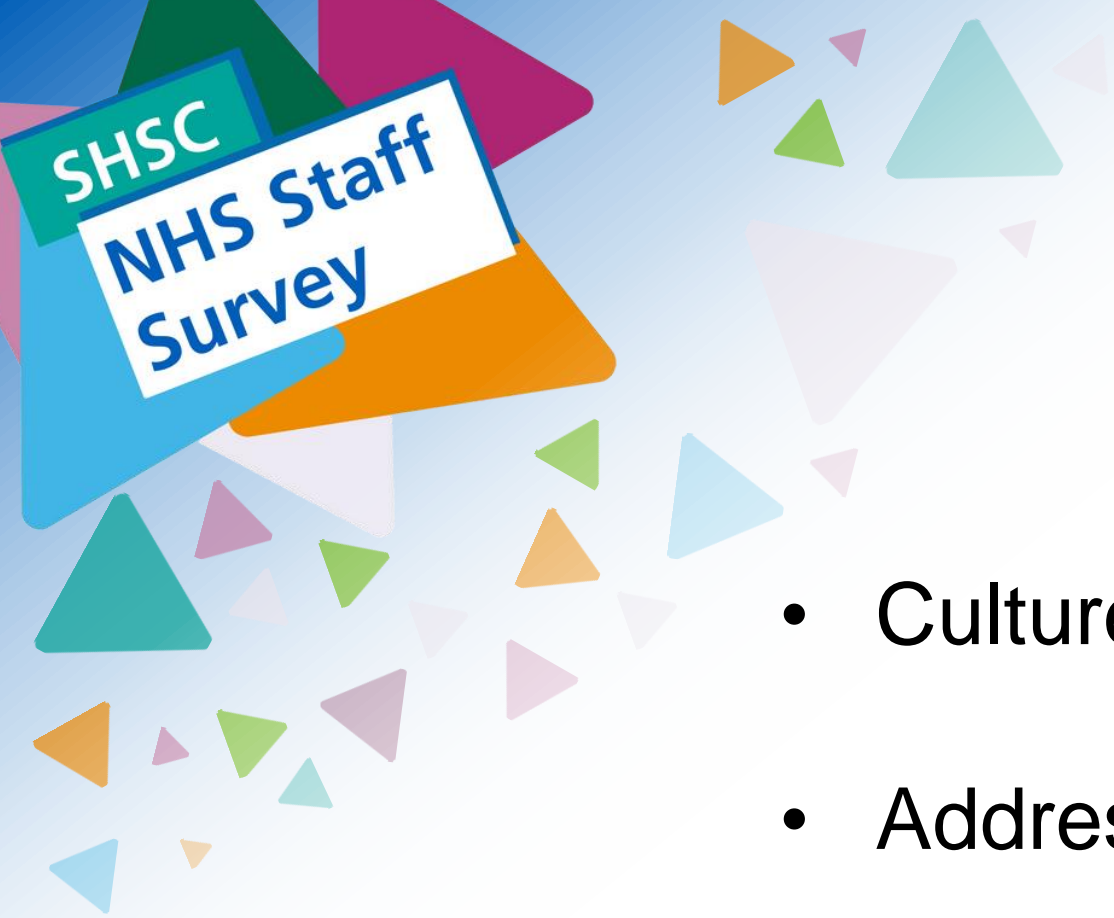
We enjoy working in our teams, but there's still more to do on making care our top priority and making SHSC a great place to work

3

3. Everyone counts and speak up culture

We are committed to living our values every day and will not tolerate discrimination of any type

We will deliver our values into behaviors transformation programme with the aim of making SHSC a great place to work



A clear call to action for all with accelerated action:

- Culture improvement
- Addressing Violence & Aggression and Sexual Safety in the workplace
- Tackling discrimination
- Local action plans reporting impact to address local survey results
- SHSC Manager development
- Rewarding and recognising our people for contribution to SHSC
- Continue to develop our Wellbeing Champions