

# NHS Hertfordshire and West Essex ICB

2024 NHS Staff Survey

Breakdown report

Introduction	5
People Promise element and Theme results – Breakdowns 1	6
468 CHIEF OF STAFF	7
468 FINANCE	8
468 HBL ICT	9
468 MEDICAL	10
468 NURSING	11
468 OPERATIONS	12
468 PERFORMANCE	13
468 PRIMARY CARE	14
468 STRATEGY	15

468 ICB ASSURANCE 922562	17
468 ICB BUSINESS INFORMATICS 922564/ICB PERFORMANCE 922593	18
468 ICB Business Development 922563	19
468 ICB CCG-IT PROGRAMME 922642	20
468 ICB CEO/ BOARD OFFICE 922565	21
468 ICB COMMUNICATIONS & PR 922572	22
468 ICB CONTINUING HEALTHCARE ASSESSMENT & SUPPORT 922157	23
468 ICB CONTRACT MANAGEMENT 922574	24
468 ICB CORPORATE GOVERNANCE 922576	25
468 ICB CYP MANAGEMENT TEAM 922098	26
468 ICB EXCEPTIONS & PRIOR APPROVALS 1 922244	27
468 ICB FINANCE/469 ESTATES AND FACILITIES	28
468 ICB HUMAN RESOURCES 922584	29
468 ICB IT HELP DESK 922646	30
468 ICB IT MANAGEMENT TEAM/Ad Hoc business/Svc Transformation	31
468 ICB IT NETWORK & TELECOMS 922647	32
468 ICB MEDICINES MANAGEMENT - CLINICAL 922173	33
468 ICB NURSING & QUALITY PROGRAMME 922248/DELEGATED GP 922211	34
468 ICB OPERATIONS MANAGEMENT 922591	35
468 ICB PHM TEAM 922525/OPERATIONAL IT 922583	36
468 ICB SAFEGUARDING 922245	37
468 ICB SERVICE PLANNING & REFORM/ADMIN PROJECTS 922600	38
468 ICB SERVICE REDESIGN - (P) 922523	39
468 ICB STRATEGY & DEVELOPMENT 922599	40

People Promise element and Theme results – Breakdowns 2 (cont.)

16

468 THIRD PARTY HOSTED SERVICES 4/ICB COMMISSIONING 922571/PRIMARY CARE IT 922179

41

This breakdown report for NHS Hertfordshire and West Essex ICB contains results by breakdown area for the People Promise element and theme results from the 2024 NHS Staff Survey. These results are compared to the unweighted average for your organisation.

**Please note:** It is possible that there are differences between the ‘Your org’ scores reported in this breakdown report and those in the benchmark report. This is because the results in the benchmark report are weighted to allow for fair comparisons between organisations of a similar type. However, in this report comparisons are made within your organisation, so the unweighted organisation result is a more appropriate point of comparison.

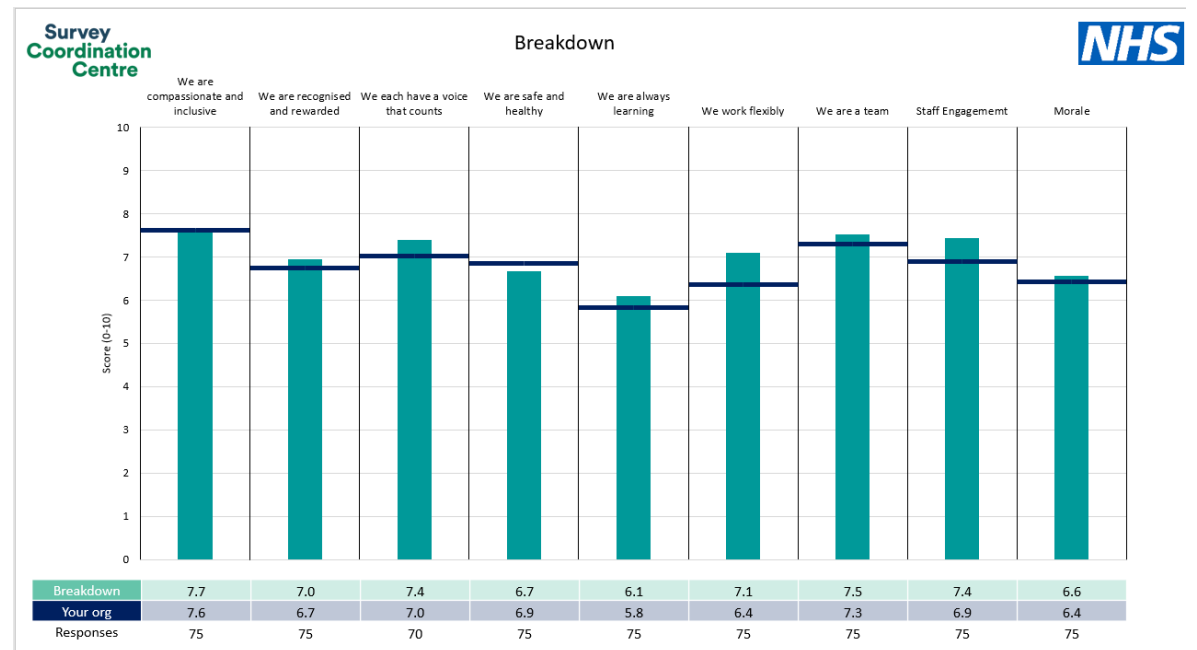
The breakdowns used in this report were provided and defined by NHS Hertfordshire and West Essex ICB. Details of how the People Promise element and theme scores were calculated are included in the Technical Document, available to download from our results website.

## Key features

Breakdown type and **breakdown name** are specified in the header.

Breakdown results are presented in the context of the (unweighted) **organisation average ('Your org')**, so it is easy to tell if a breakdown area is performing better or worse than the organisation average. For all People Promise element and theme results, a higher score is a better result than a lower score.

The **number of responses** feeding into each measure and sub-scores for the **given breakdown** are specified below the table containing the breakdown and trust scores.



**! Note:** When there are fewer than 10 responses in a group, results are suppressed to protect staff confidentiality. For some organisations this could mean that all breakdown results are suppressed.

# Breakdowns 1

NHS Hertfordshire and West Essex ICB  
2024 NHS Staff Survey



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



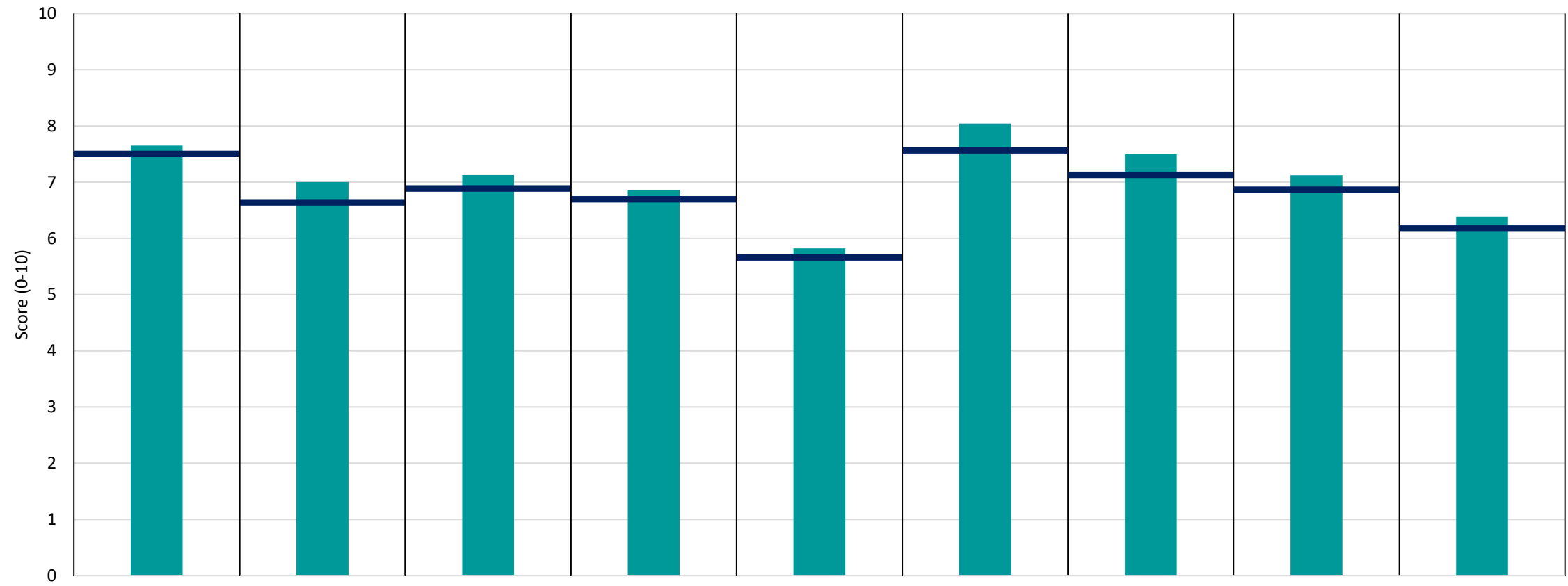
We are a team



Staff Engagement



Morale



Breakdown	7.65	7.00	7.13	6.86	5.82	8.04	7.50	7.12	6.39
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	50	50	50	50	49	50	50	50	50



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



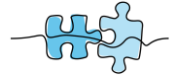
We are safe and  
healthy



We are always  
learning



We work flexibly



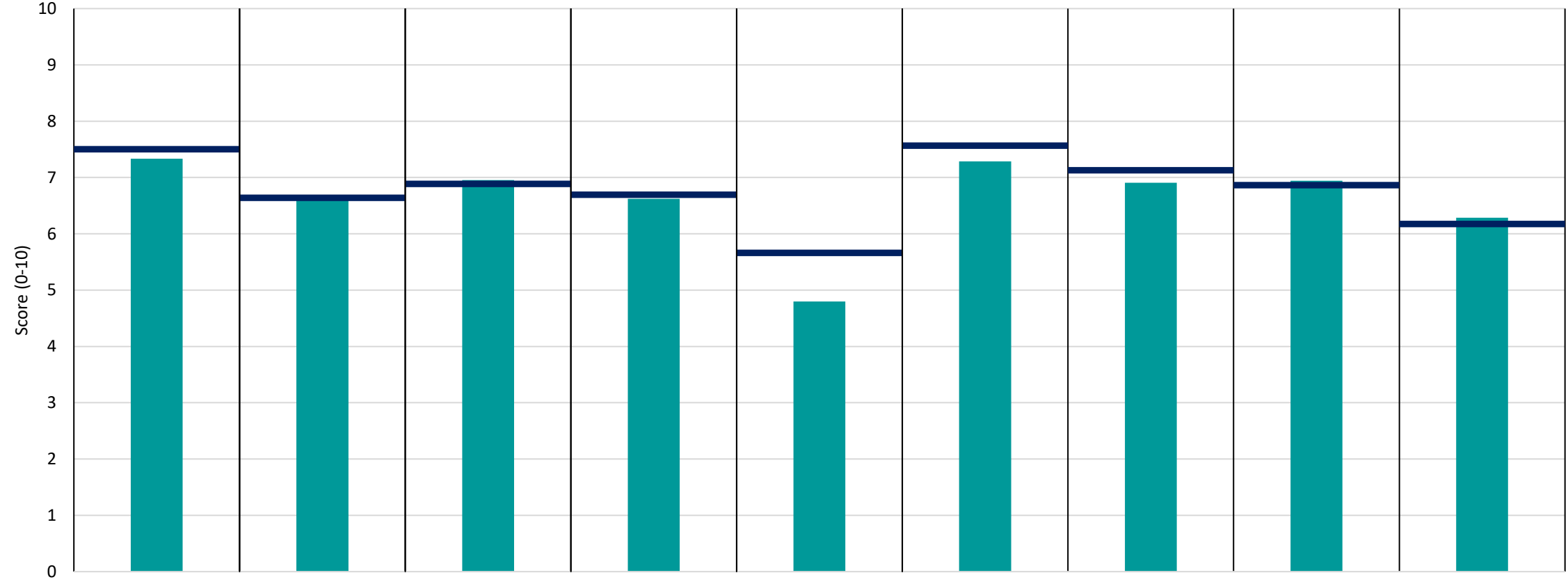
We are a team



Staff Engagement



Morale



Breakdown	7.33	6.62	6.95	6.62	4.80	7.29	6.91	6.94	6.29
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	56	56	56	56	56	55	56	56	56





We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



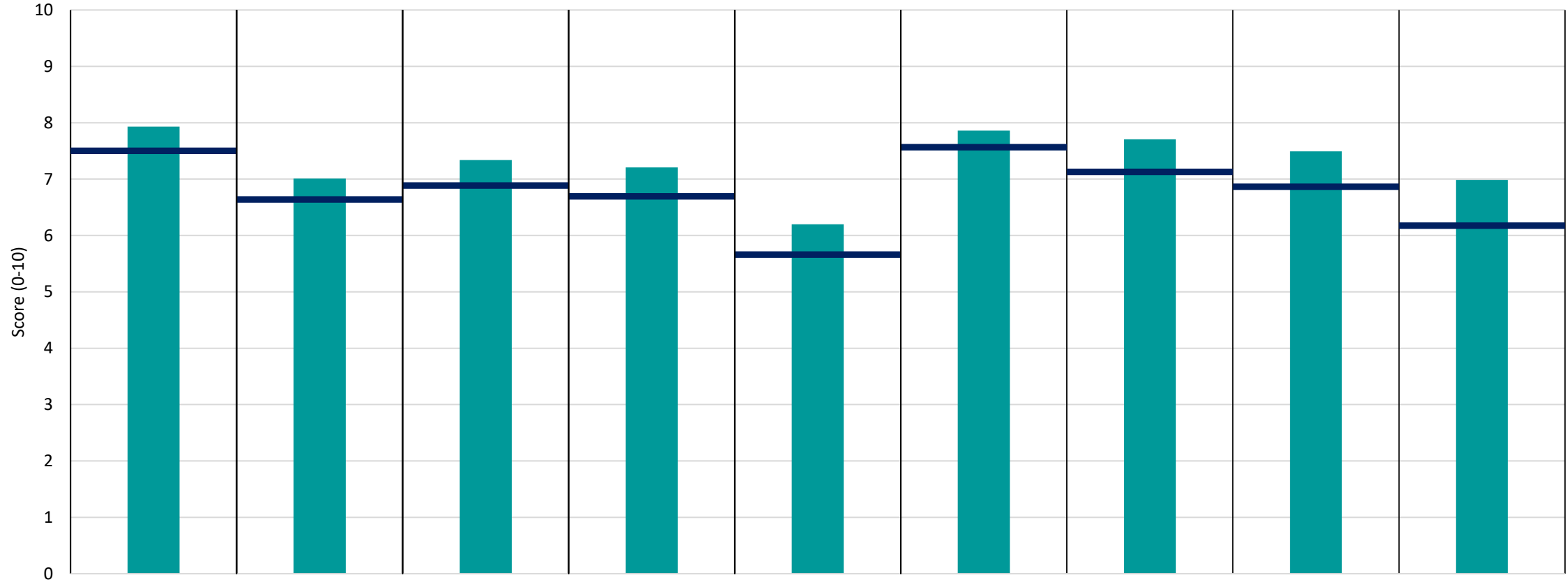
We are a team



Staff Engagement



Morale



Breakdown	7.93	7.01	7.34	7.21	6.20	7.86	7.71	7.49	6.98
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	93	94	90	92	93	94	93	95	94



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



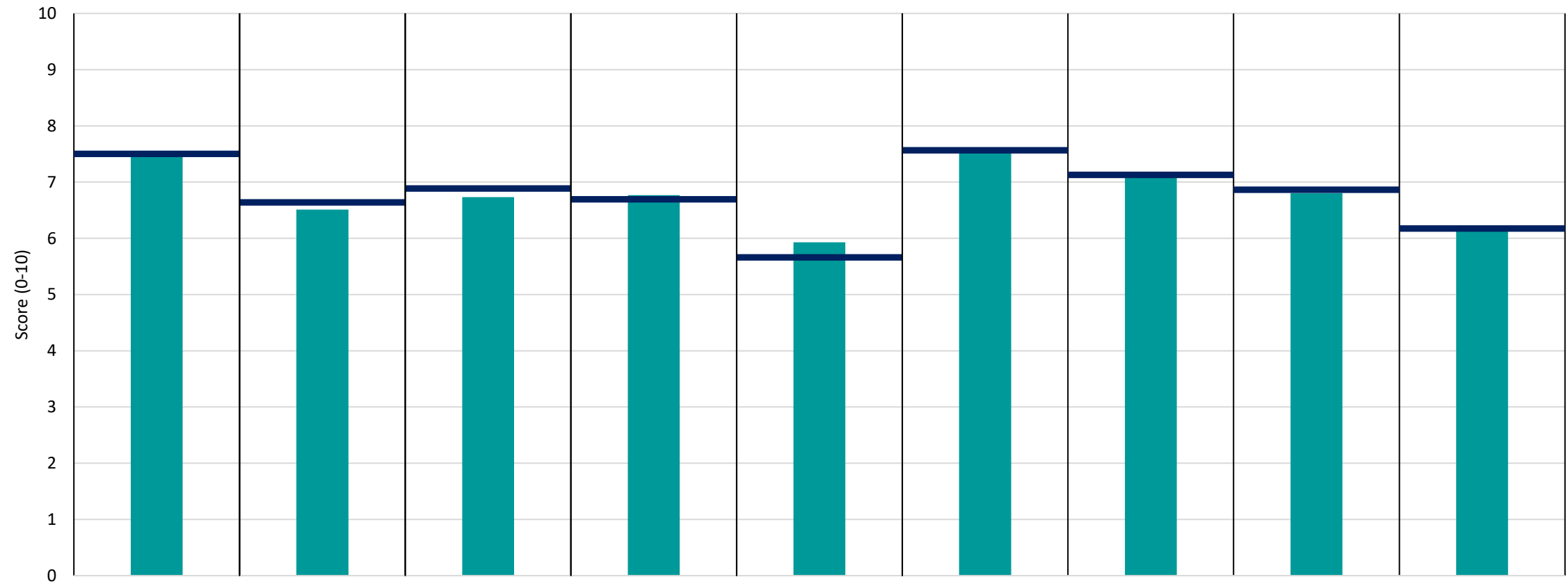
We are a team



Staff Engagement



Morale



Breakdown	7.47	6.51	6.73	6.77	5.93	7.53	7.13	6.80	6.22
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	89	89	89	89	87	89	89	89	89



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



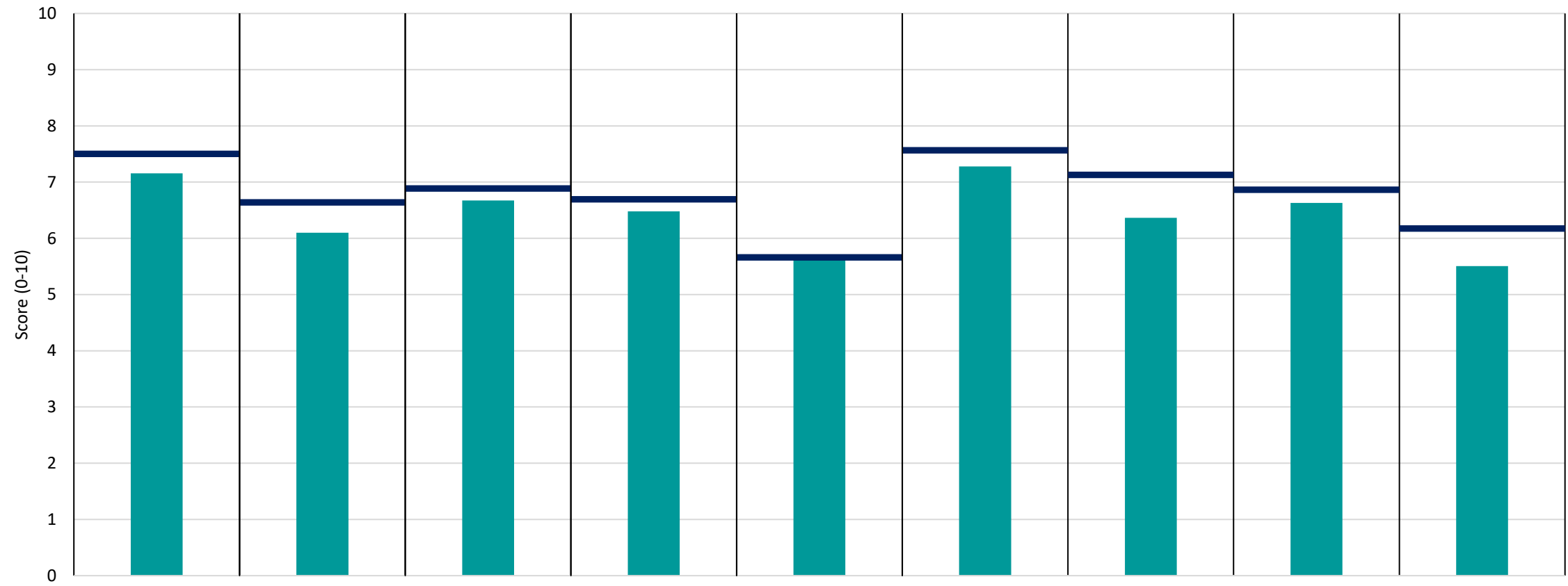
We are a team



Staff Engagement



Morale



Breakdown	7.16	6.10	6.67	6.48	5.63	7.28	6.37	6.63	5.50
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	52	51	52	51	50	51	51	52	52



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



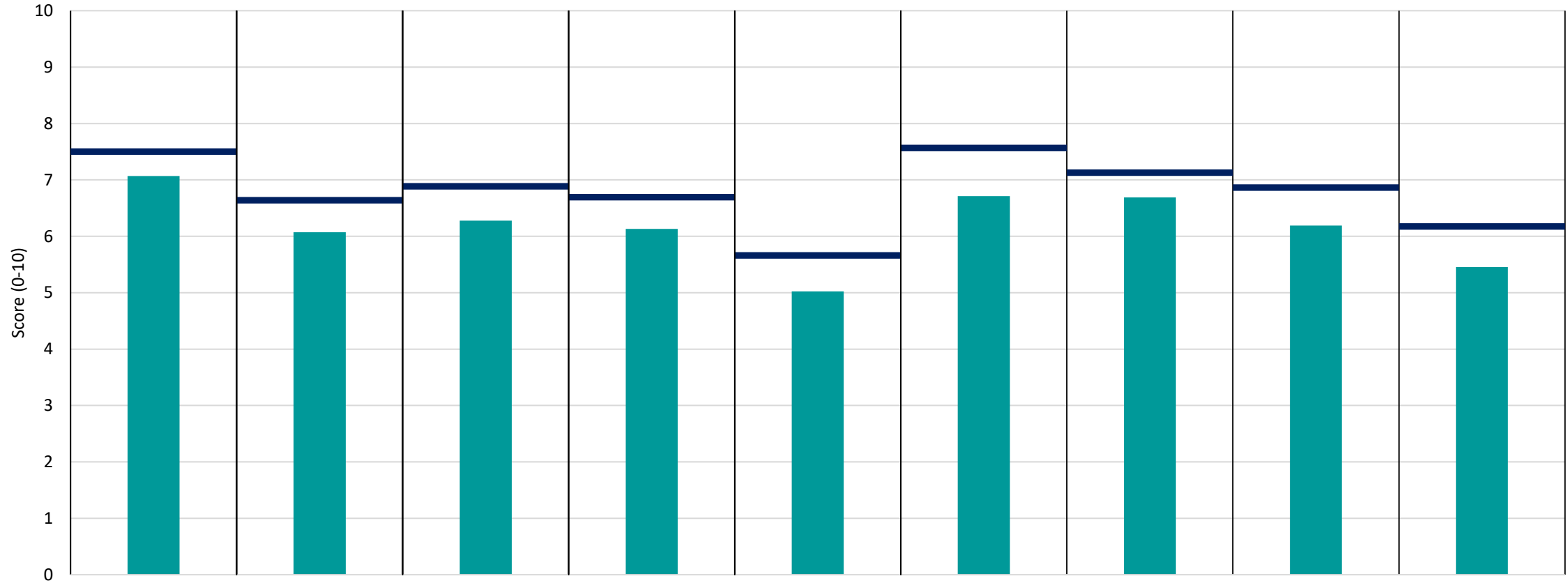
We are a team



Staff Engagement



Morale



Breakdown	7.07	6.07	6.28	6.13	5.03	6.71	6.69	6.19	5.45
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	119	119	119	118	113	117	119	119	119



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



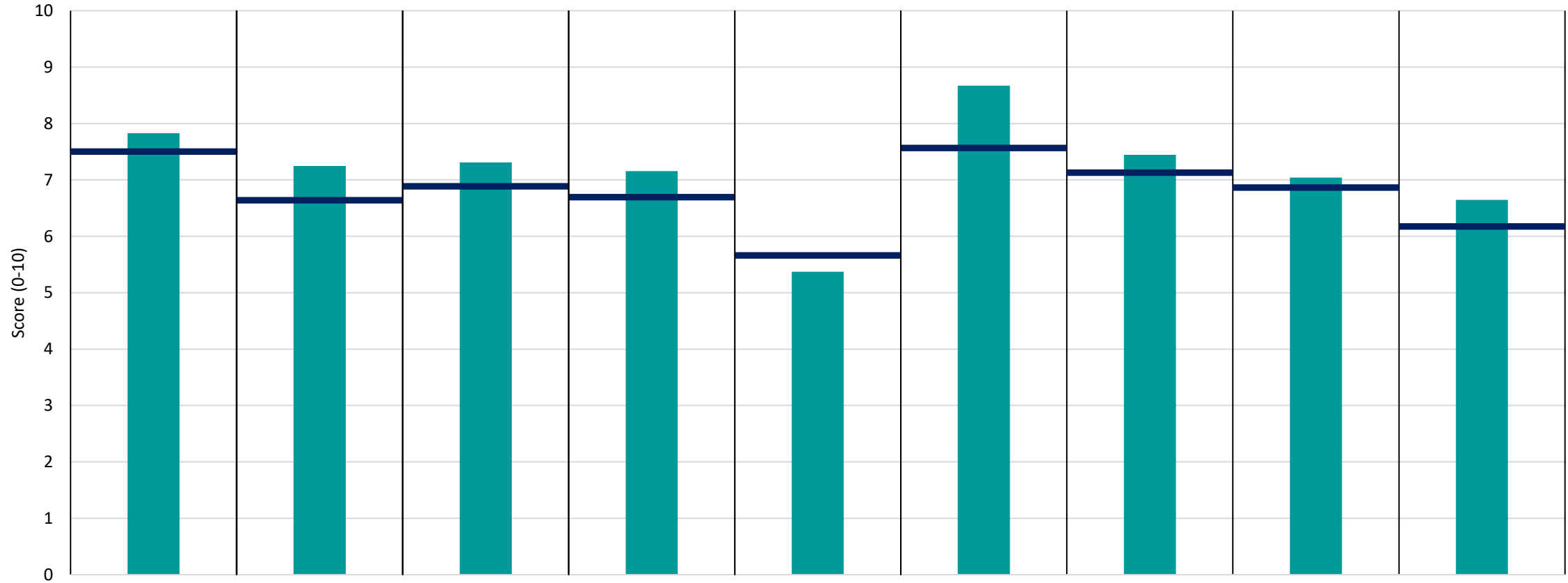
We are a team



Staff Engagement



Morale



Breakdown	7.83	7.25	7.31	7.16	5.37	8.67	7.45	7.04	6.64
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	38	38	37	38	37	37	38	38	38



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



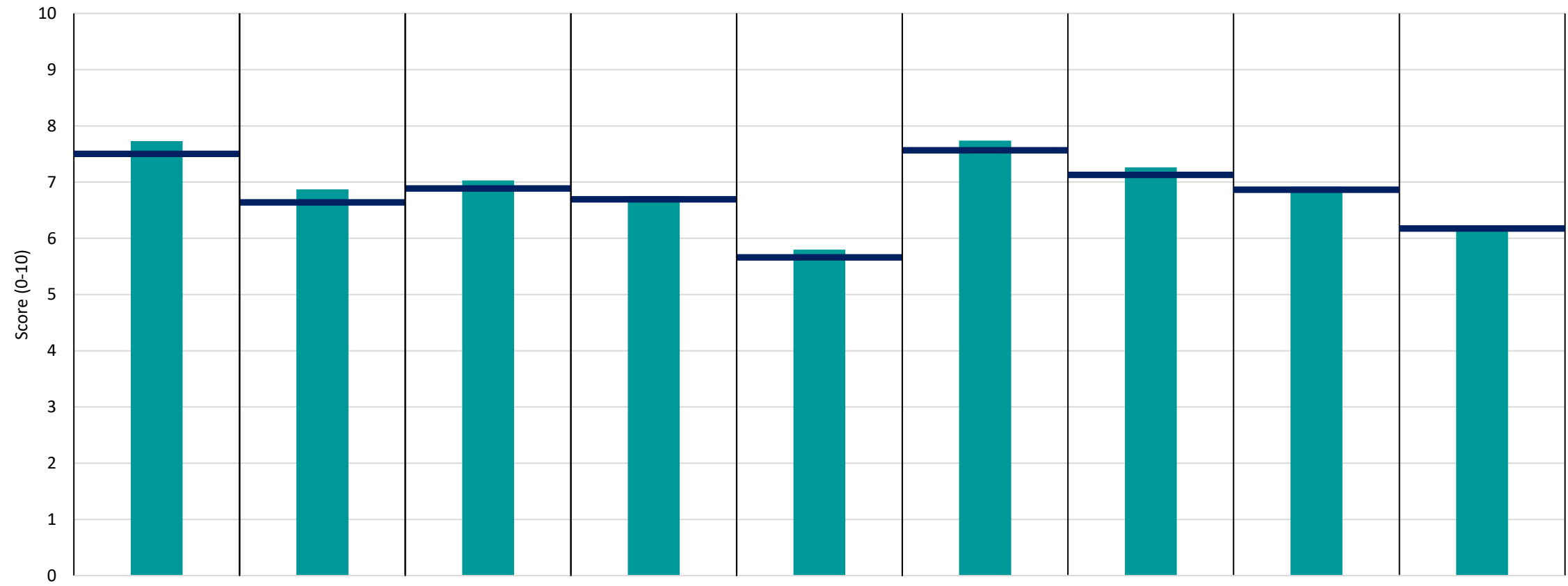
We are a team



Staff Engagement



Morale



Breakdown	7.73	6.87	7.03	6.75	5.80	7.74	7.26	6.92	6.23
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	69	69	68	69	67	69	69	69	69



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



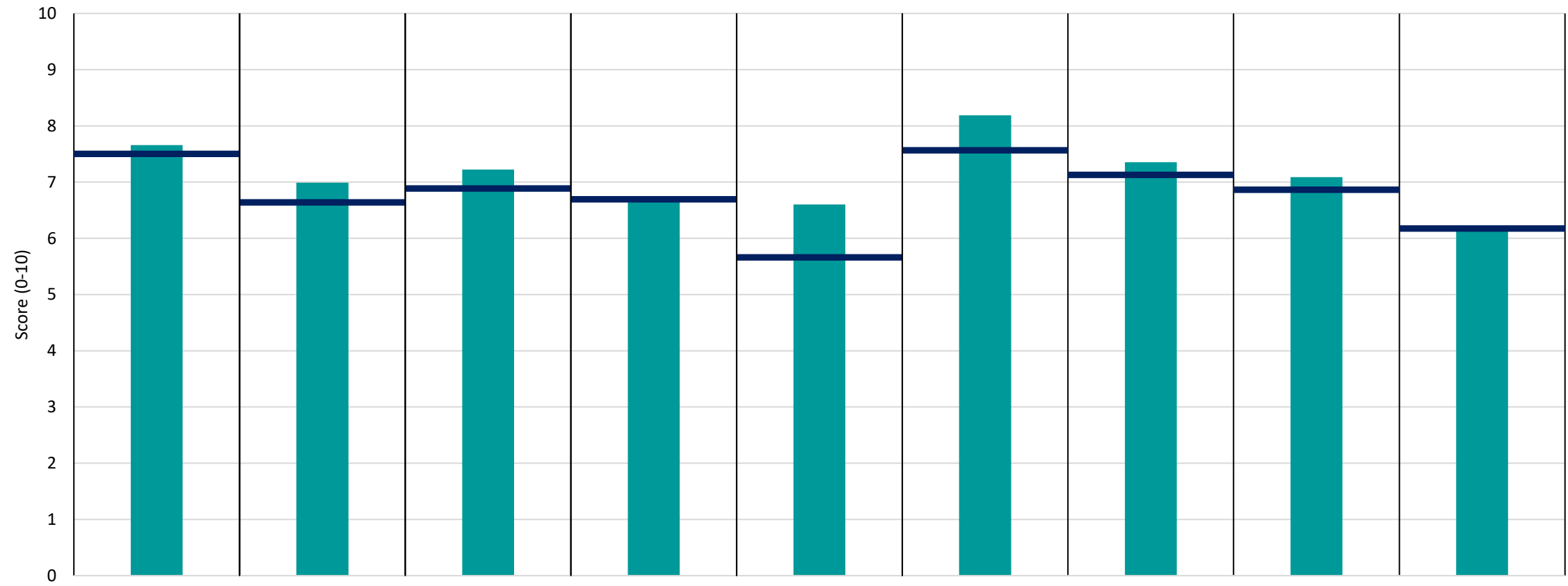
We are a team



Staff Engagement



Morale



Breakdown	7.66	6.99	7.22	6.65	6.60	8.19	7.35	7.09	6.21
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	46	46	46	46	45	46	46	46	46

# Breakdowns 2

NHS Hertfordshire and West Essex ICB  
2024 NHS Staff Survey





We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



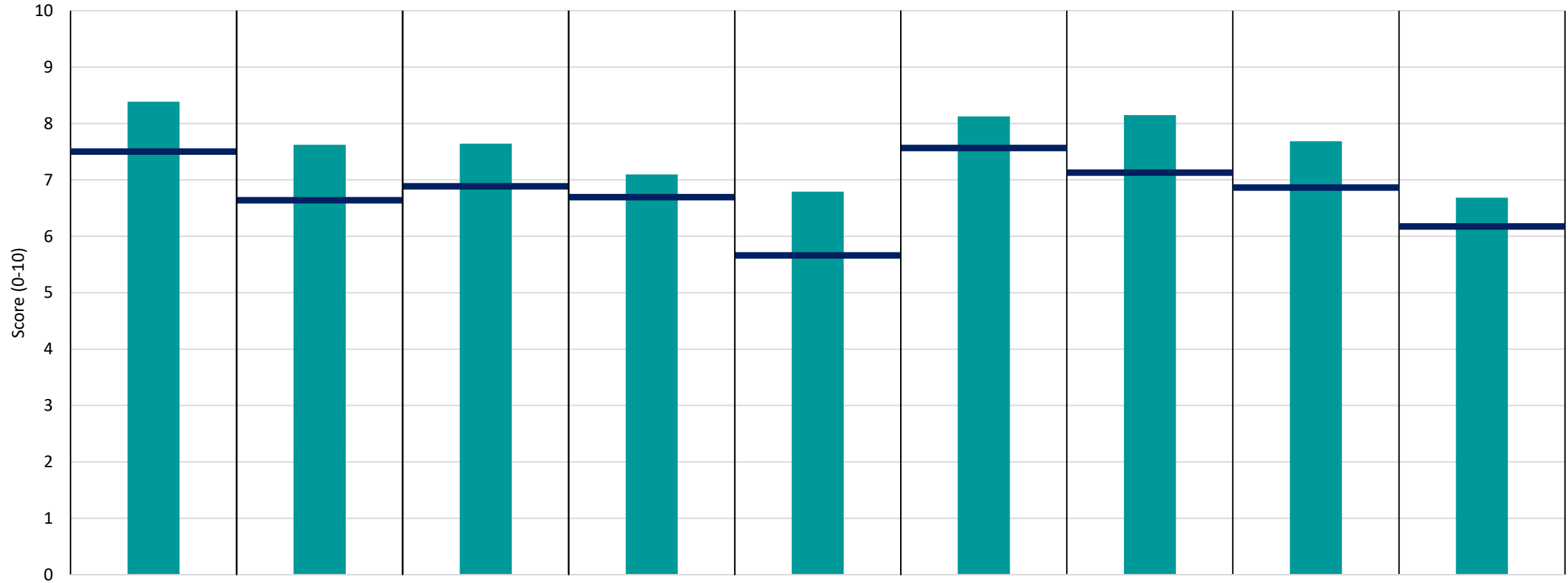
We are a team



Staff Engagement



Morale



Breakdown	8.39	7.63	7.64	7.10	6.79	8.13	8.15	7.69	6.69
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	12	12	12	12	12	12	12	12	12



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



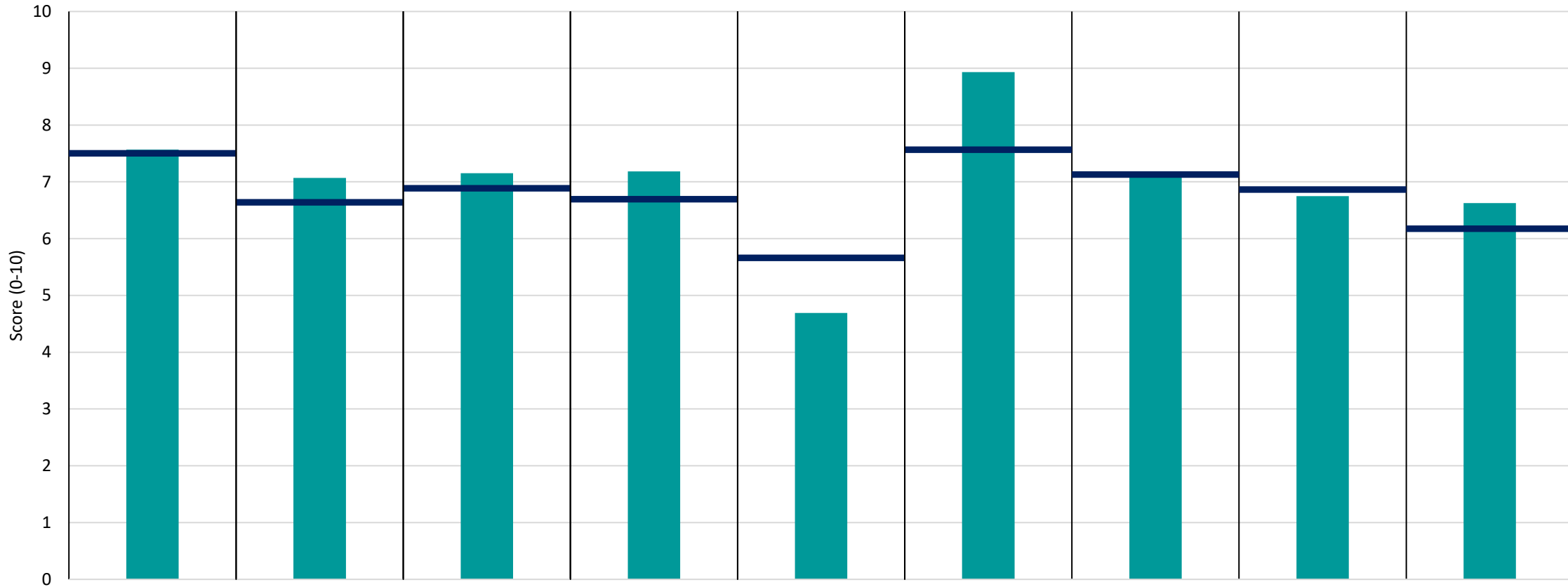
We are a team



Staff Engagement



Morale



Breakdown	7.57	7.07	7.15	7.18	4.69	8.93	7.12	6.75	6.63
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	26	26	25	26	25	25	26	26	26



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



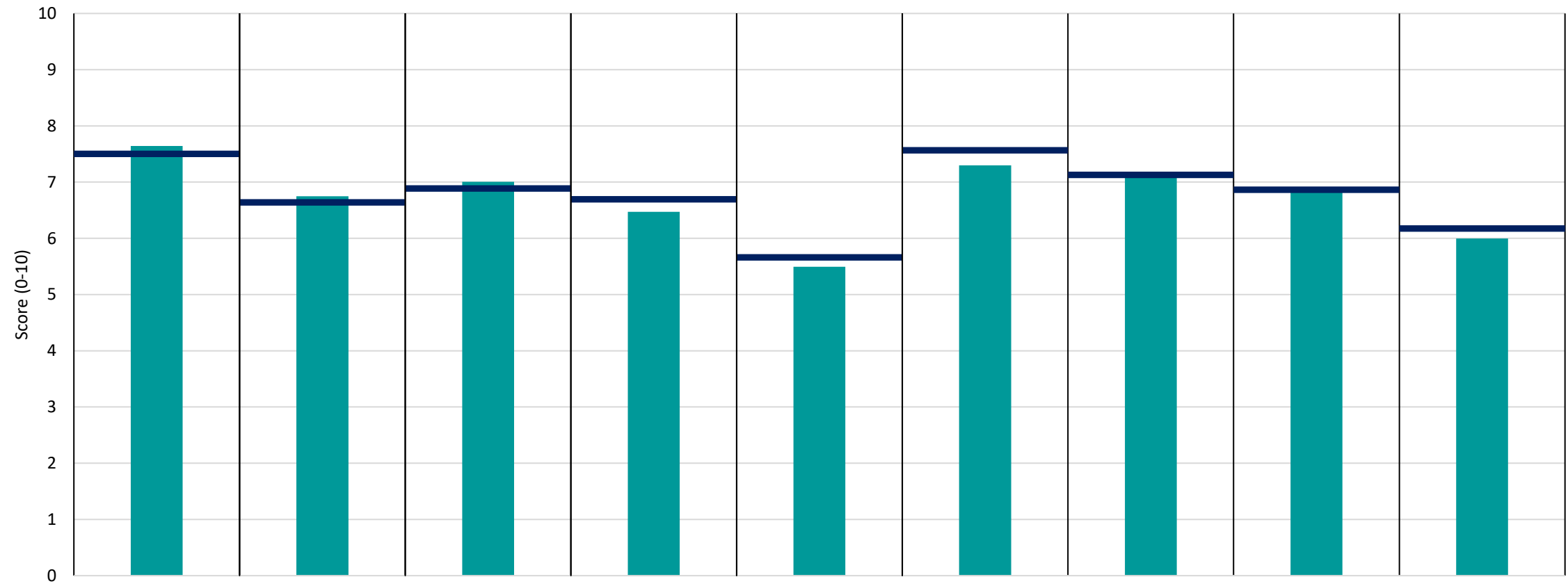
We are a team



Staff Engagement



Morale



Breakdown	7.64	6.75	7.00	6.47	5.49	7.30	7.17	6.90	6.00
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	28	28	28	28	27	28	28	28	28



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



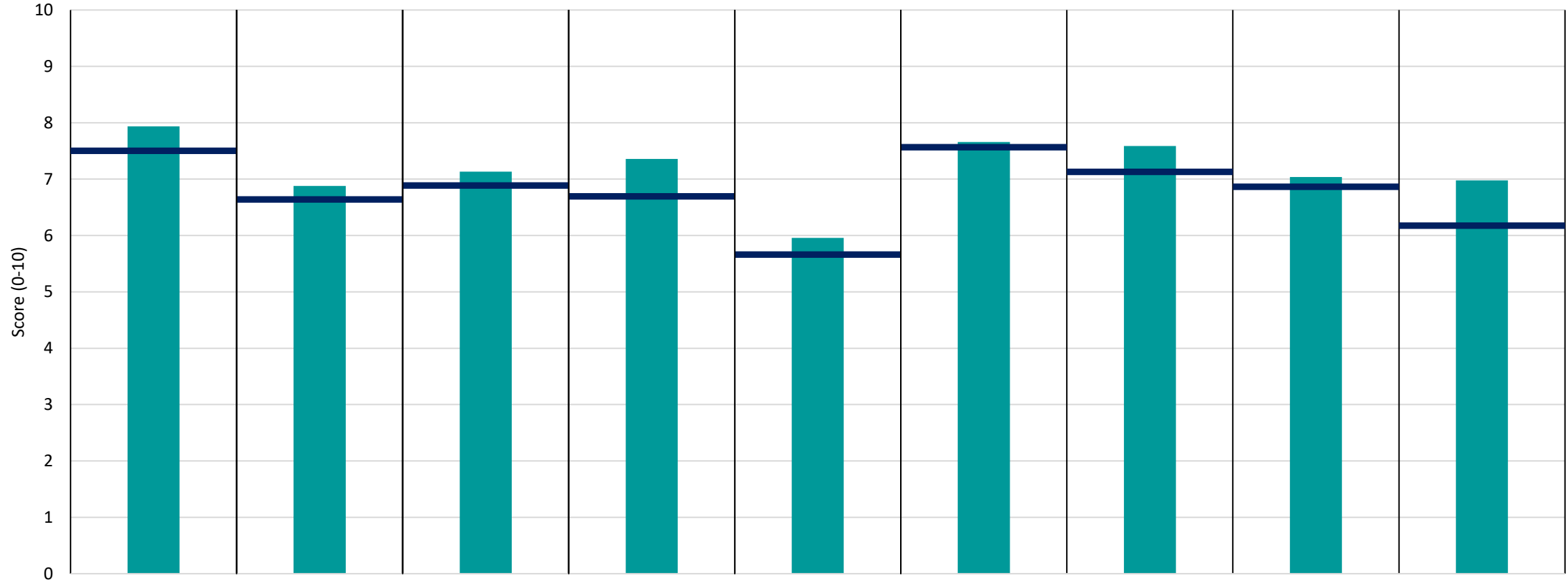
We are a team



Staff Engagement



Morale



Breakdown	7.94	6.88	7.13	7.36	5.96	7.66	7.59	7.04	6.98
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	21	21	20	21	21	21	21	21	21



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



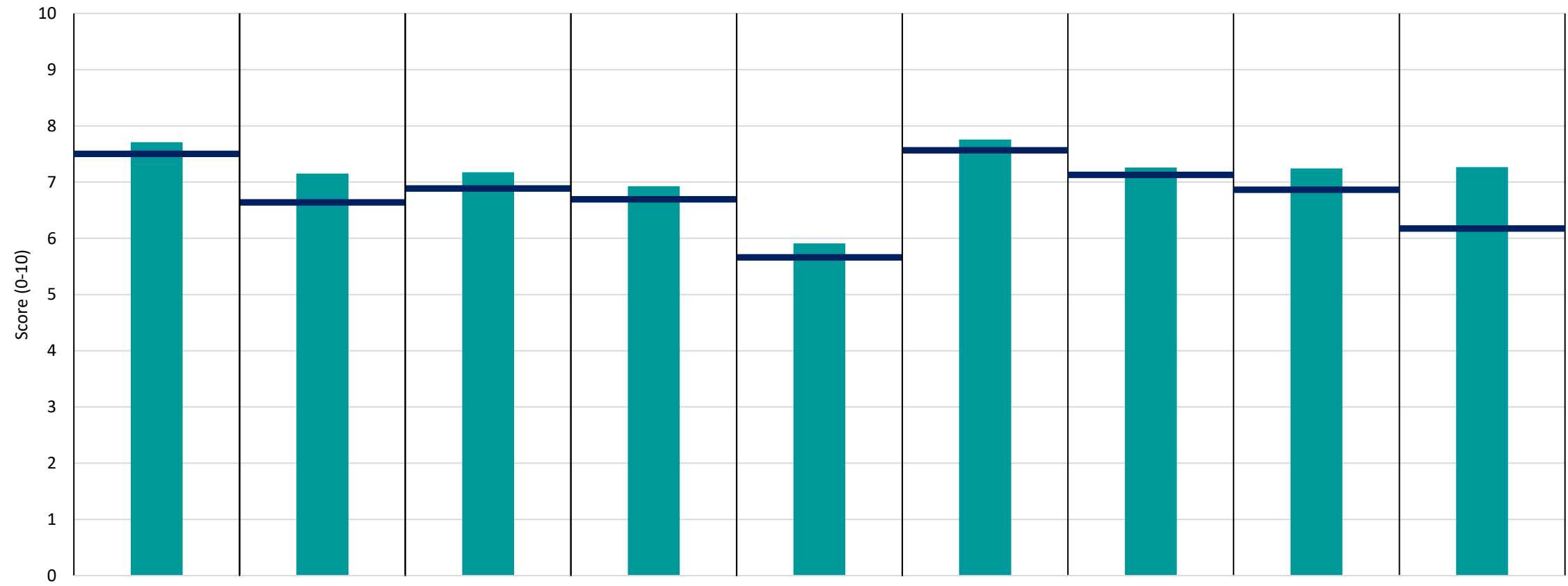
We are a team



Staff Engagement



Morale



Breakdown	7.71	7.15	7.18	6.93	5.91	7.76	7.26	7.24	7.27
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	13	13	13	13	13	13	13	13	13



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



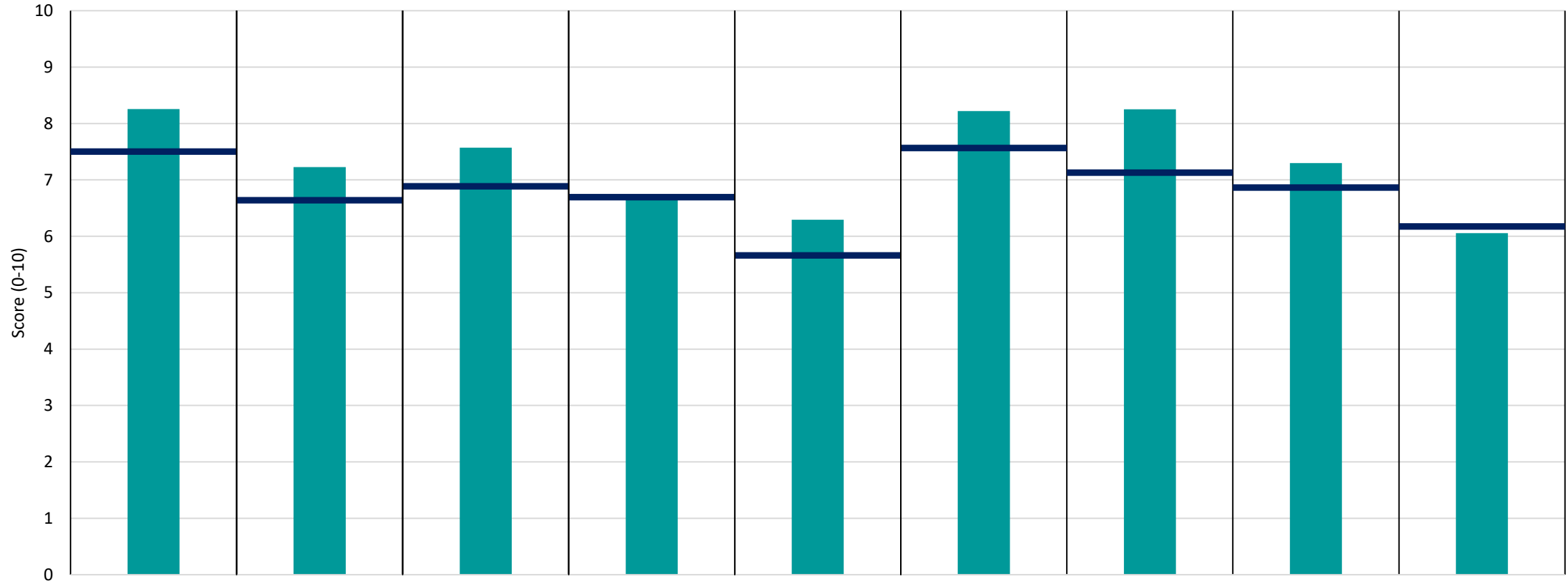
We are a team



Staff Engagement



Morale



Breakdown	8.26	7.23	7.57	6.67	6.30	8.22	8.25	7.30	6.06
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	11	11	11	11	11	11	11	11	11



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



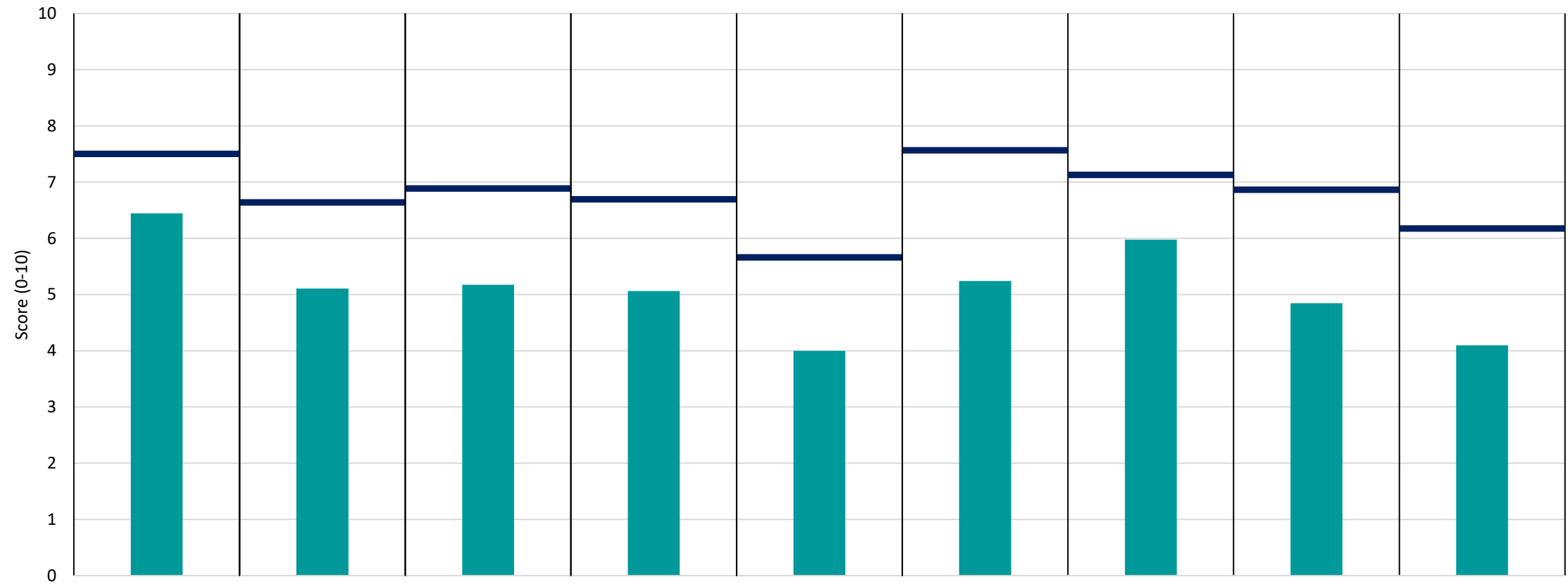
We are a team



Staff Engagement



Morale



Breakdown	6.44	5.11	5.17	5.06	4.00	5.24	5.98	4.85	4.10
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	47	47	47	47	42	47	47	47	47



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



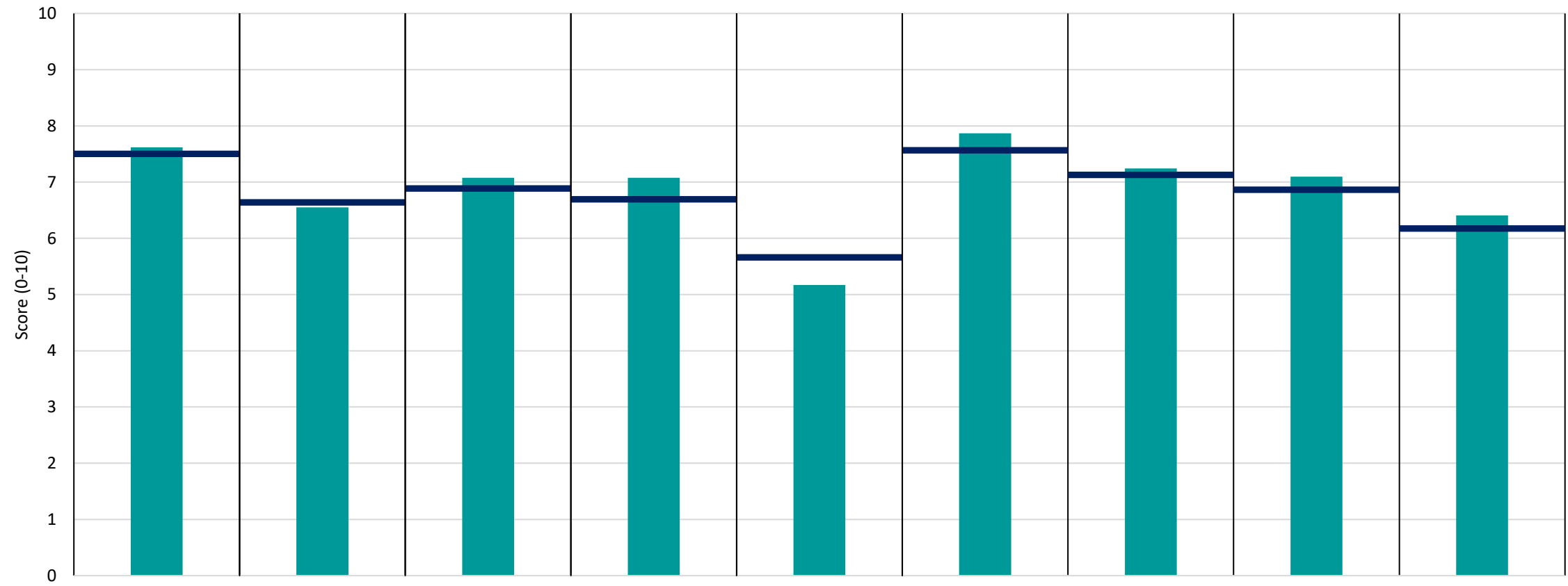
We are a team



Staff Engagement



Morale



Breakdown	7.62	6.55	7.08	7.08	5.17	7.87	7.24	7.10	6.41
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	20	20	20	20	20	18	20	20	20





We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



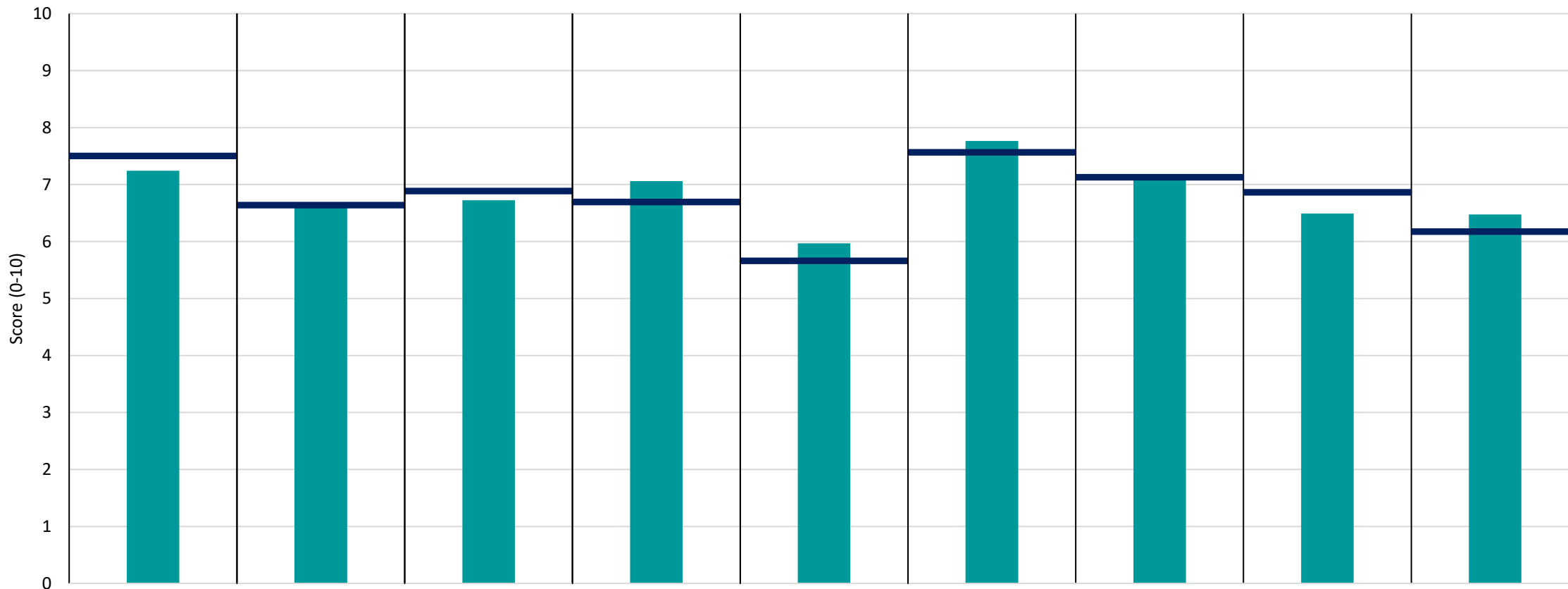
We are a team



Staff Engagement



Morale



Breakdown	7.24	6.64	6.72	7.06	5.97	7.77	7.09	6.49	6.48
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	11	11	11	11	11	11	11	11	11



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



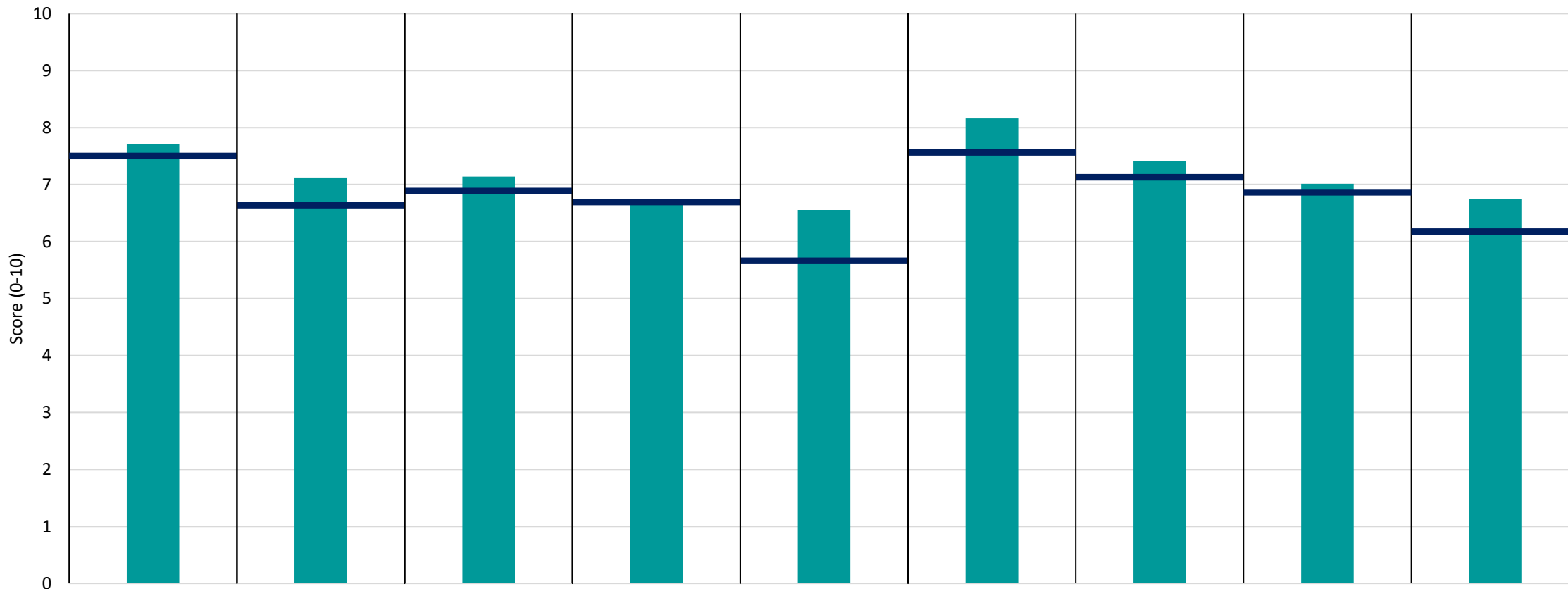
We are a team



Staff Engagement



Morale



Breakdown	7.71	7.13	7.14	6.64	6.55	8.16	7.42	7.01	6.75
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	12	12	12	12	11	12	12	12	12



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



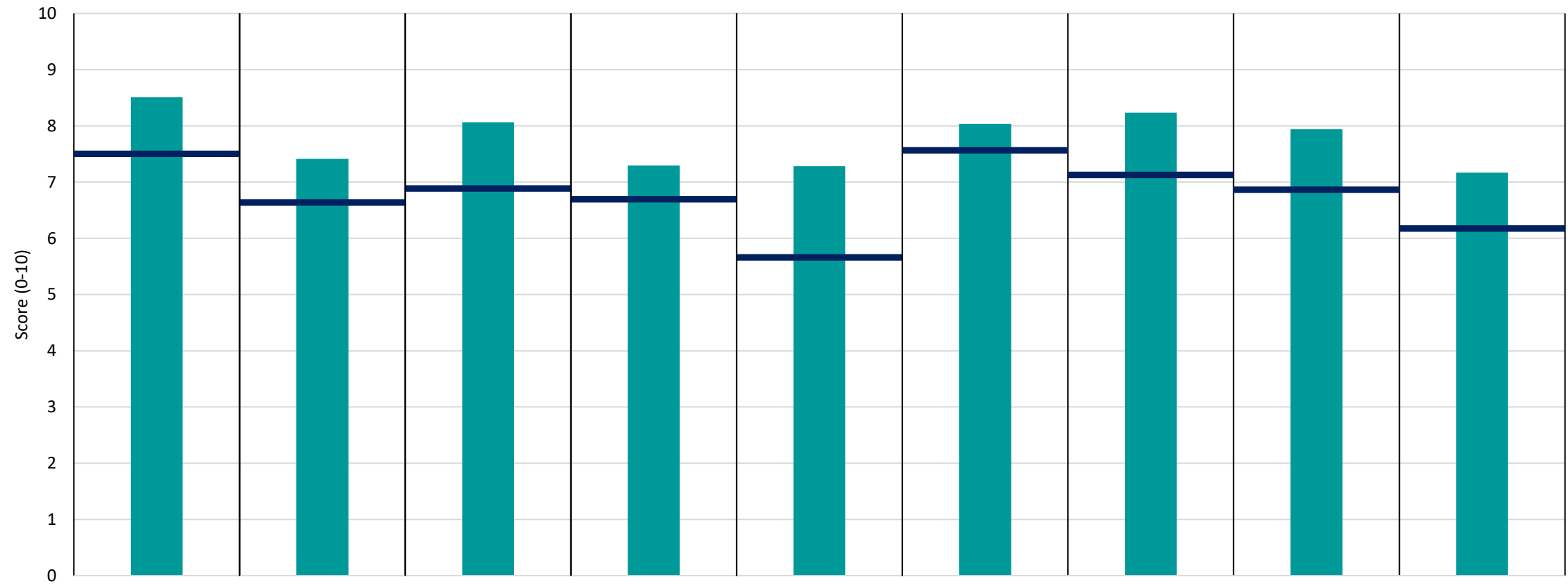
We are a team



Staff Engagement



Morale



Breakdown	8.51	7.41	8.06	7.29	7.28	8.04	8.24	7.94	7.17
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	17	17	17	17	17	17	17	17	17



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



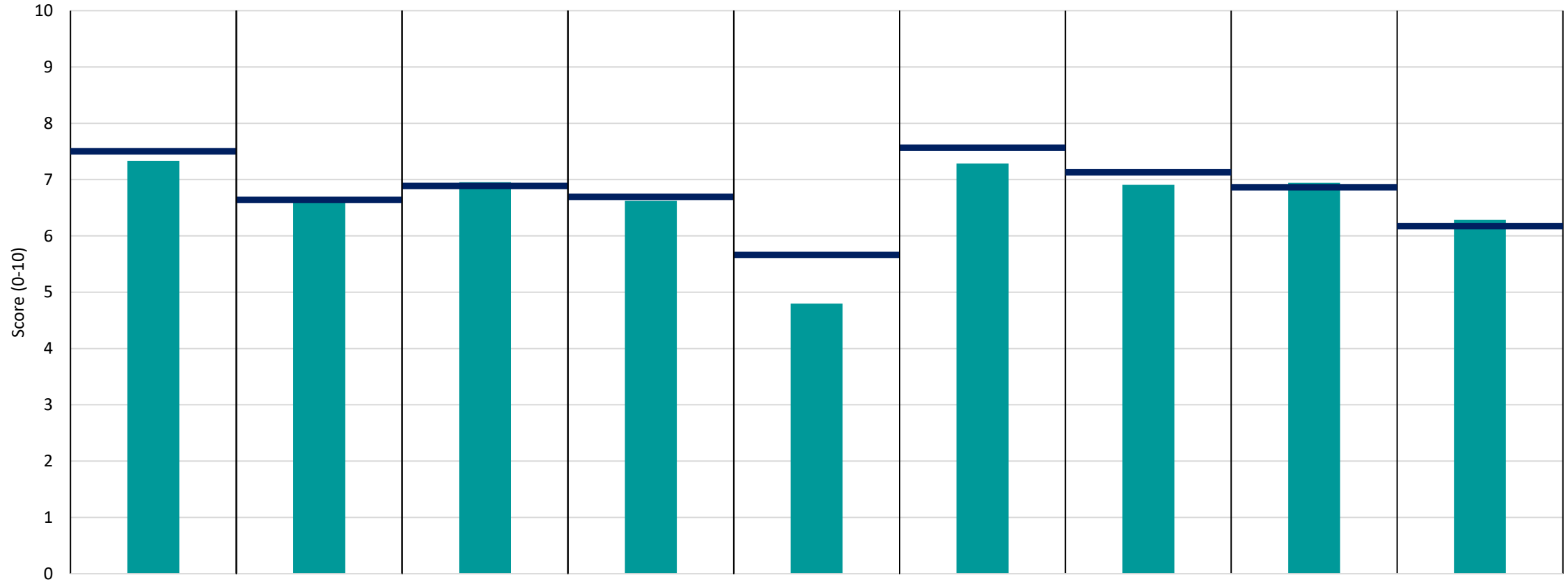
We are a team



Staff Engagement



Morale



Breakdown	7.33	6.62	6.95	6.62	4.80	7.29	6.91	6.94	6.29
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	56	56	56	56	56	55	56	56	56



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



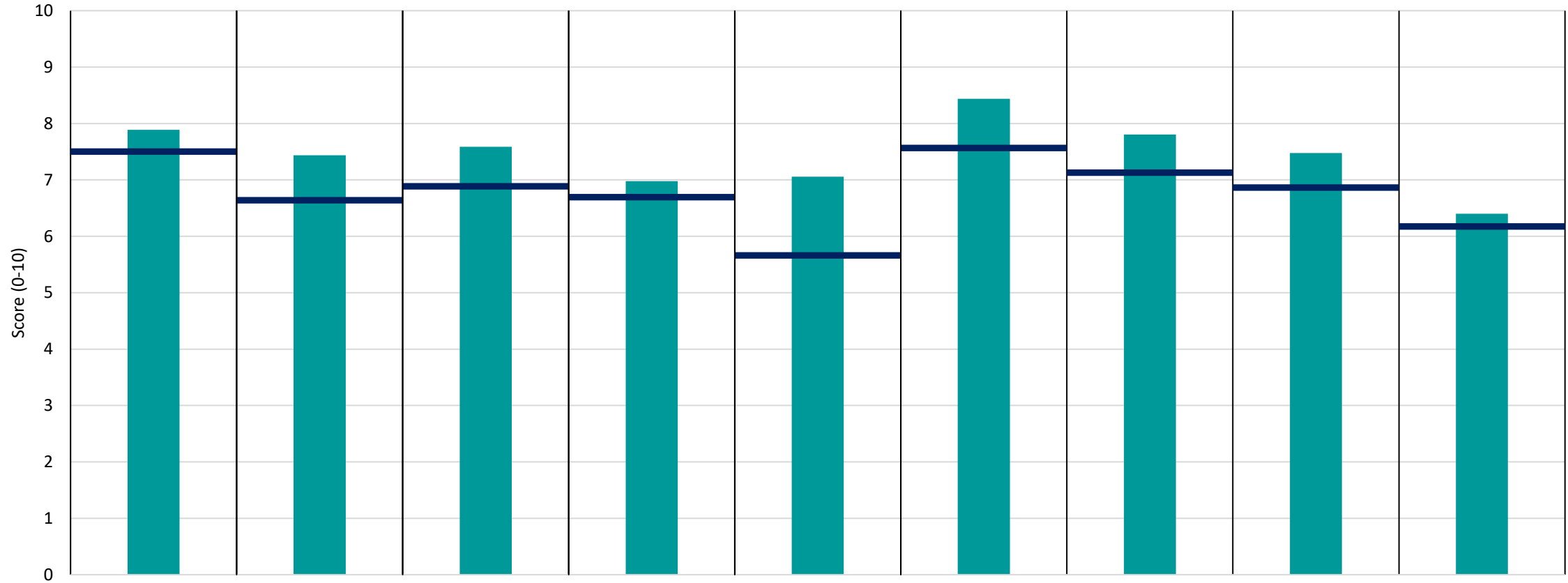
We are a team



Staff Engagement



Morale



Breakdown	7.89	7.44	7.59	6.98	7.06	8.44	7.81	7.48	6.40
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	24	24	24	24	24	24	24	24	24



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



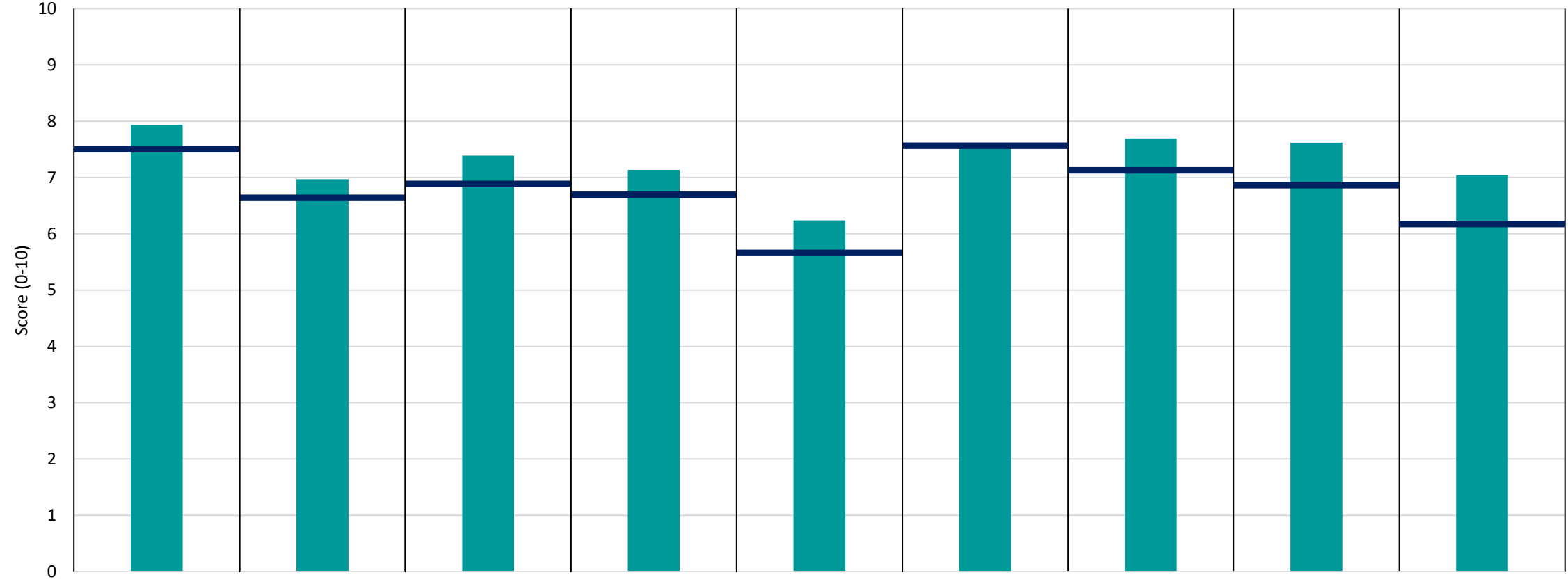
We are a team



Staff Engagement



Morale



Breakdown	7.94	6.97	7.39	7.14	6.24	7.60	7.69	7.62	7.04
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	32	32	31	32	32	32	32	32	32



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



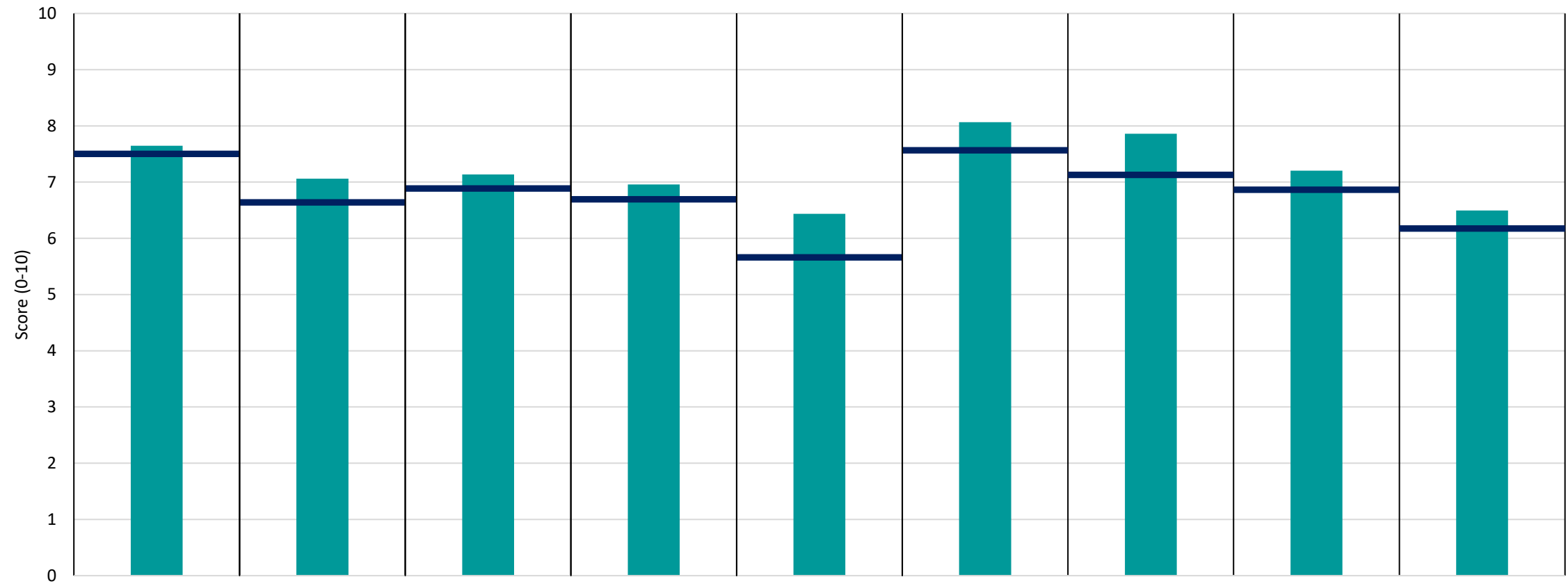
We are a team



Staff Engagement



Morale



Breakdown	7.65	7.06	7.14	6.96	6.44	8.07	7.86	7.20	6.50
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	13	14	12	12	13	14	13	14	14



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



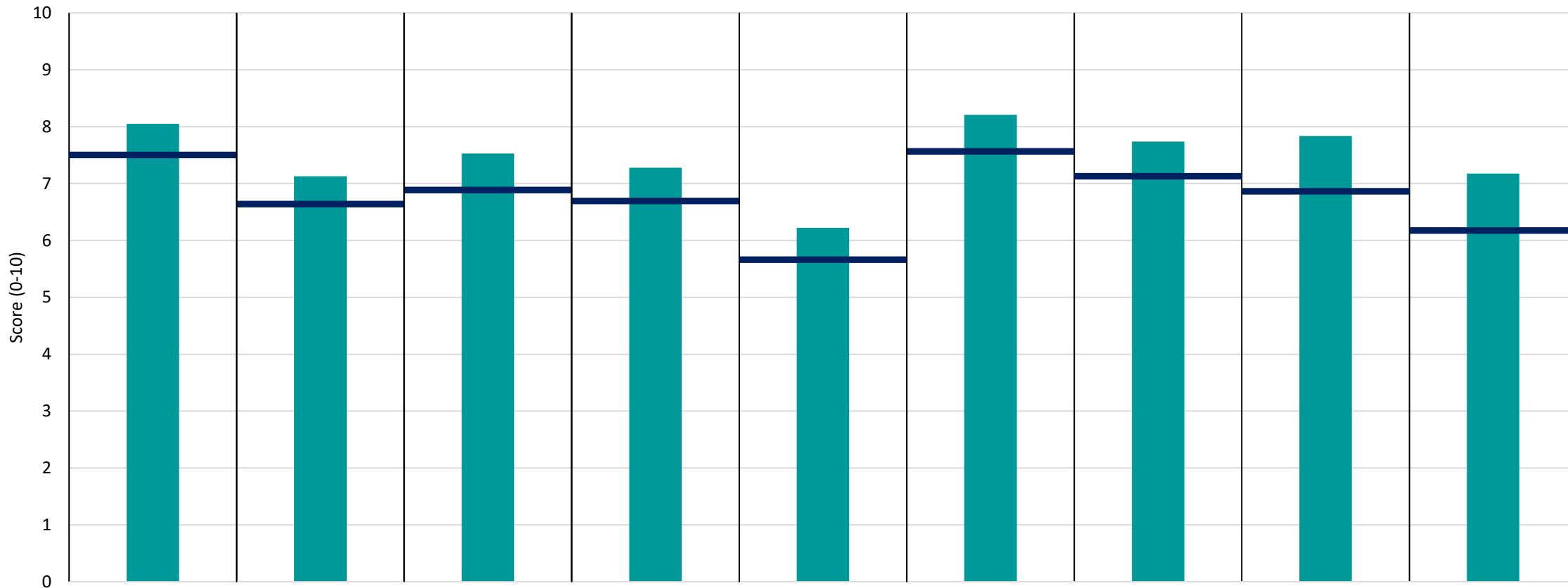
We are a team



Staff Engagement



Morale



Breakdown	8.05	7.13	7.53	7.28	6.22	8.21	7.74	7.84	7.18
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	27	27	27	27	27	27	27	28	27





We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



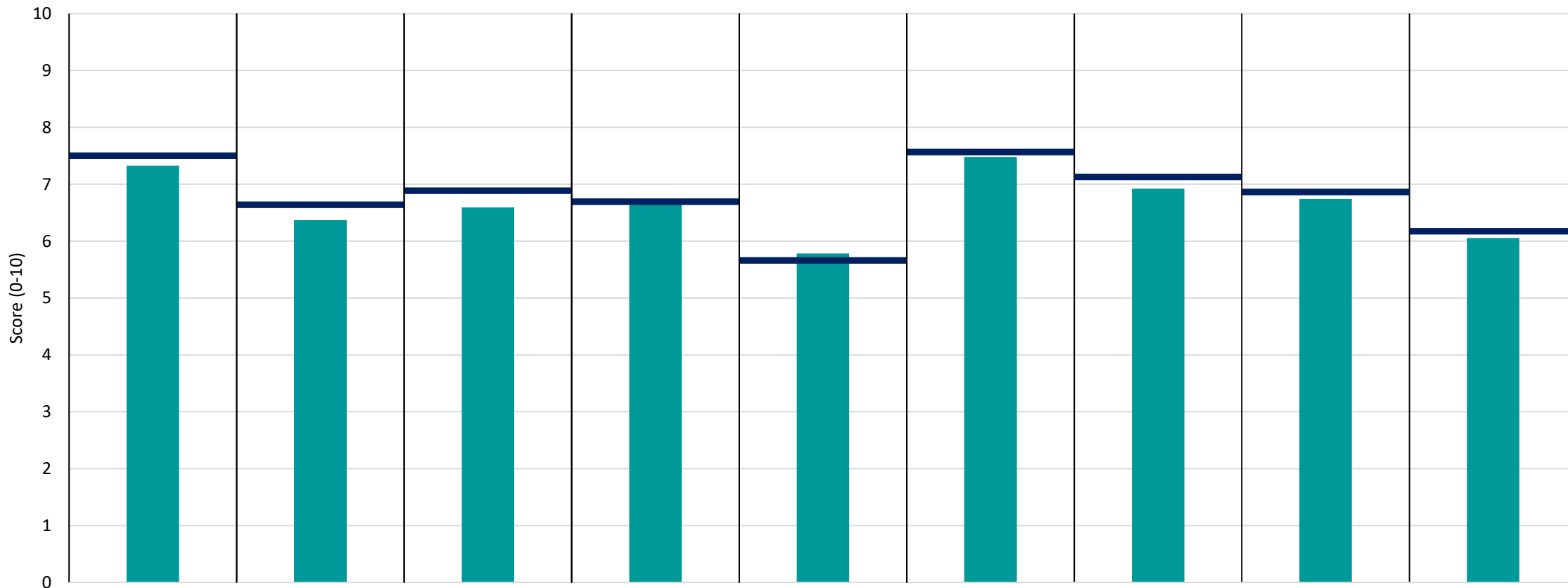
We are a team



Staff Engagement



Morale



Breakdown	7.33	6.37	6.60	6.70	5.78	7.48	6.92	6.74	6.06
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	61	61	61	61	59	61	61	61	61



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



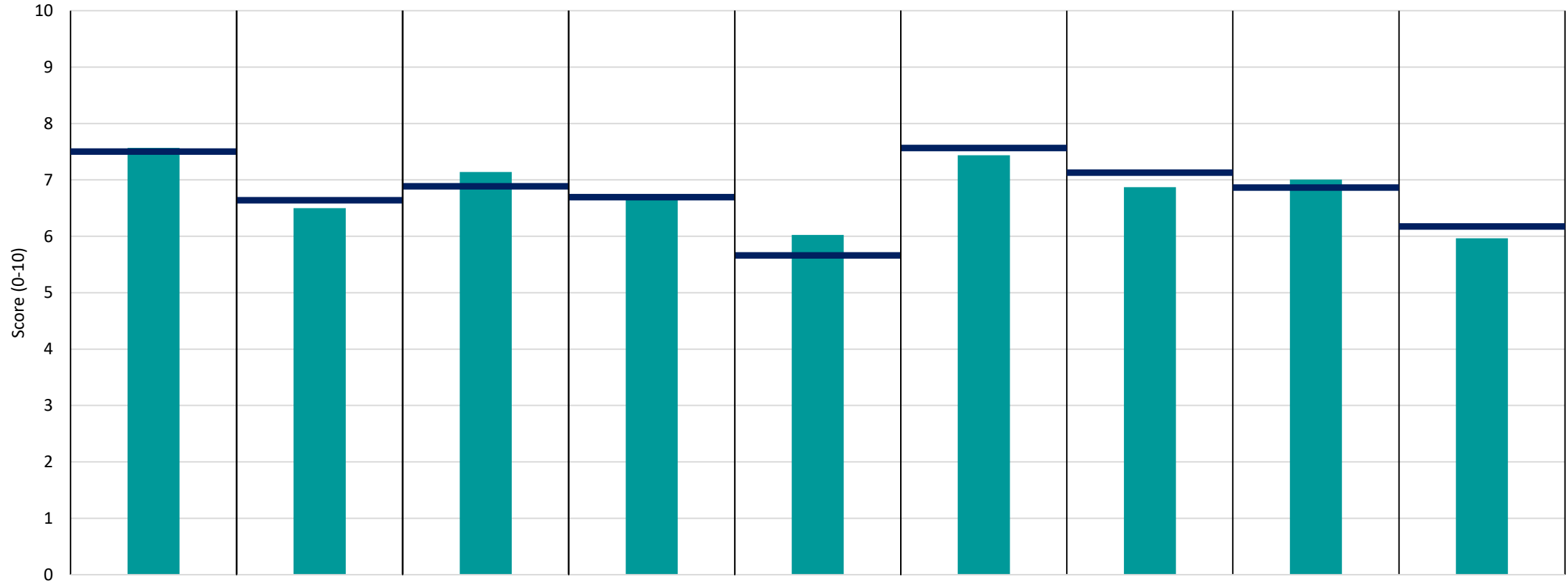
We are a team



Staff Engagement



Morale



Breakdown	7.57	6.50	7.14	6.68	6.02	7.44	6.87	7.01	5.97
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	41	41	41	40	39	41	40	41	41



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



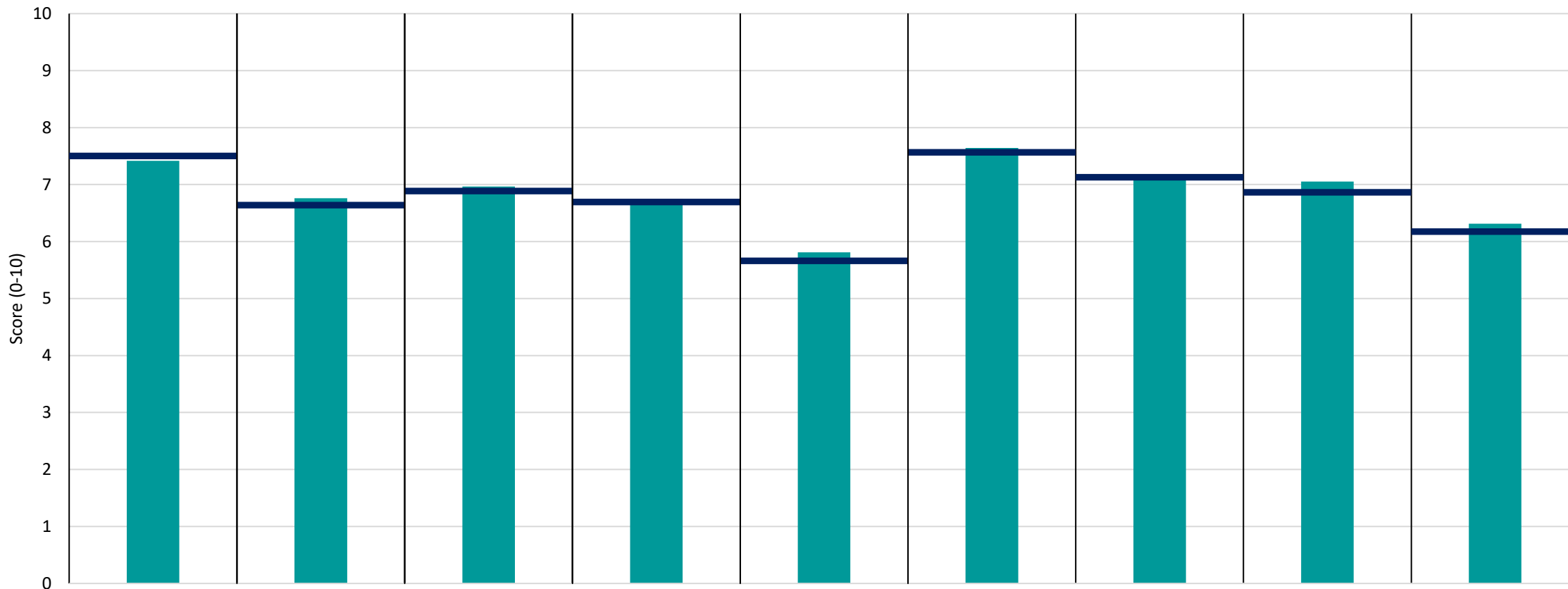
We are a team



Staff Engagement



Morale



Breakdown	7.42	6.76	6.97	6.75	5.81	7.64	7.12	7.05	6.31
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	52	52	52	51	51	52	52	52	52



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



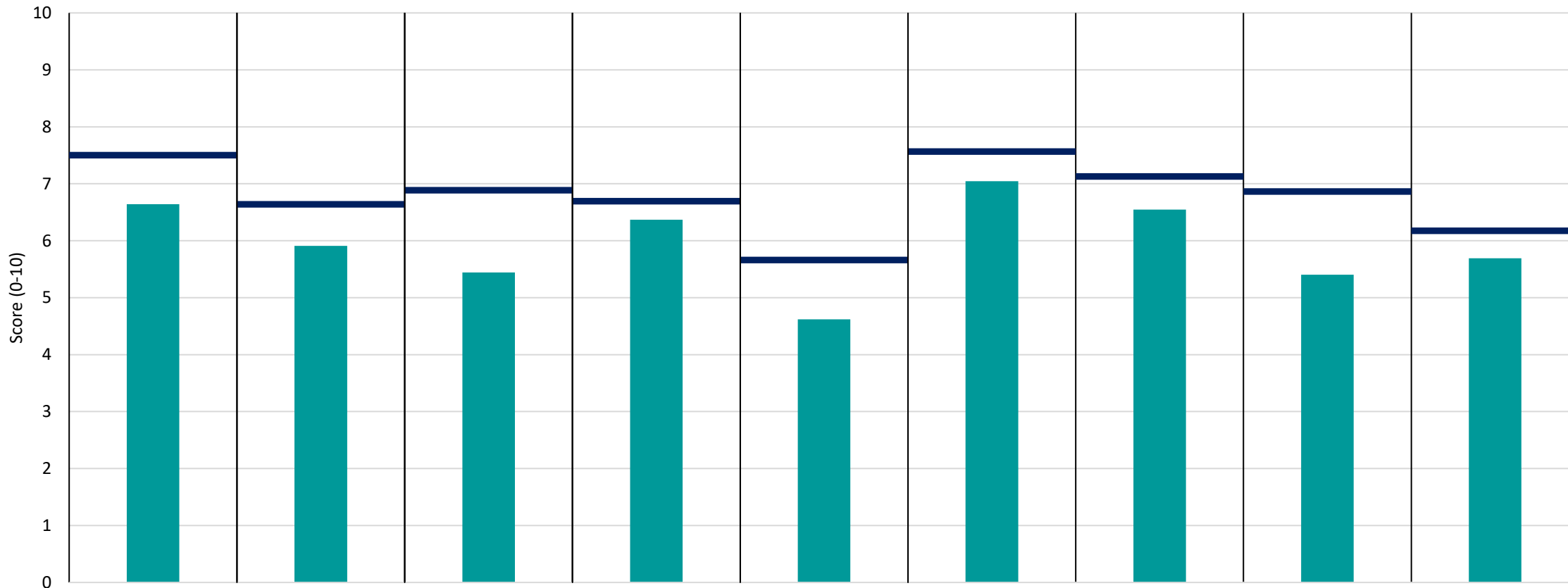
We are a team



Staff Engagement



Morale



Breakdown	6.64	5.91	5.44	6.37	4.62	7.05	6.55	5.40	5.69
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	11	11	11	11	11	11	11	11	11



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



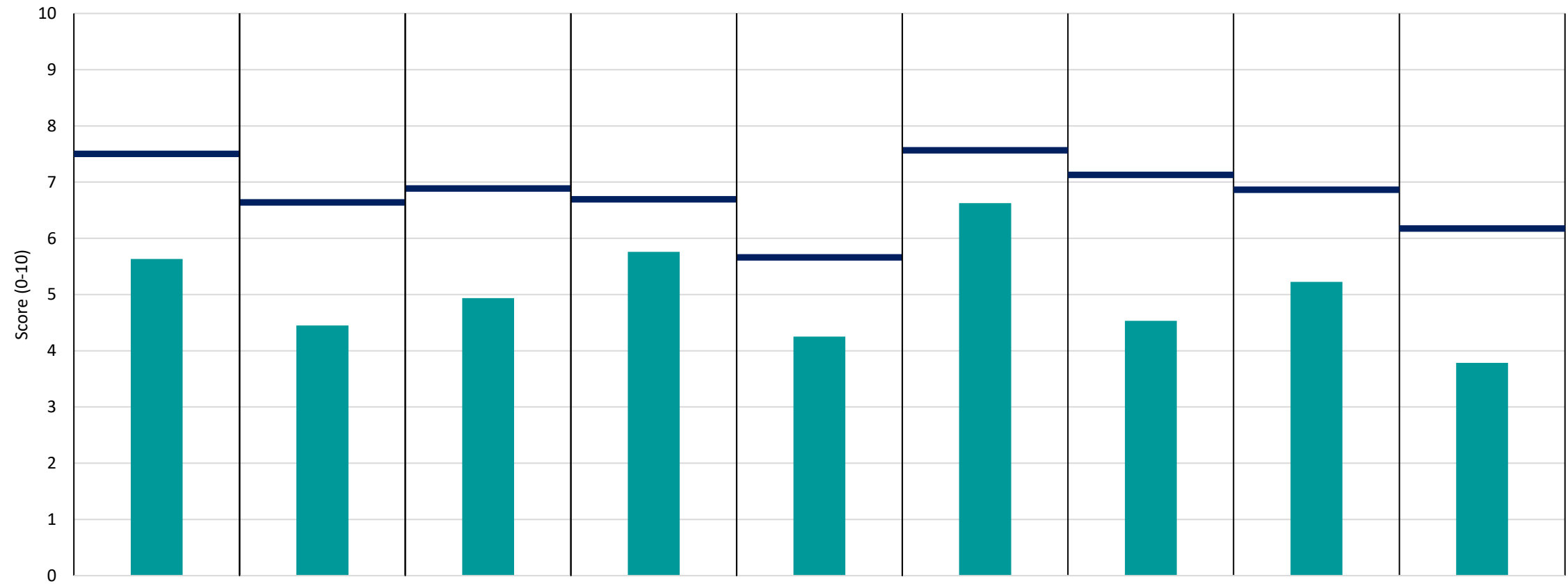
We are a team



Staff Engagement



Morale



Breakdown	5.63	4.45	4.94	5.76	4.25	6.63	4.53	5.23	3.78
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	11	10	11	11	11	10	11	11	11



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



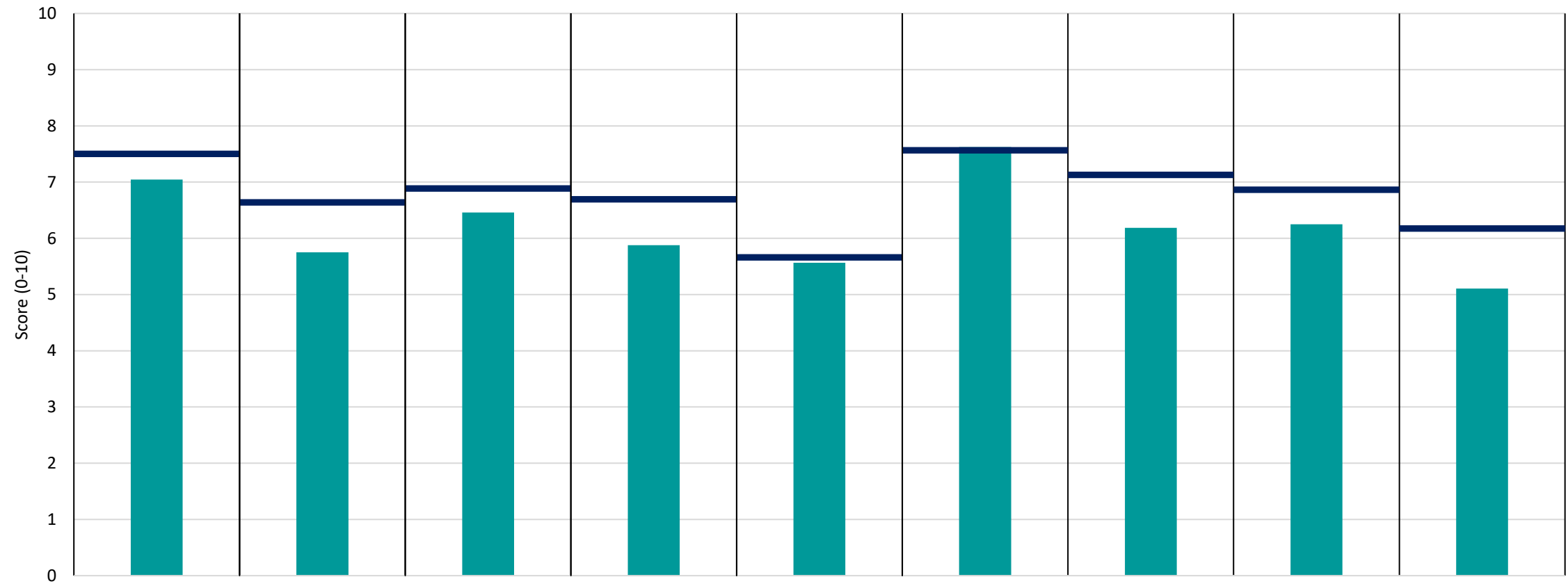
We are a team



Staff Engagement



Morale



Breakdown	7.05	5.75	6.46	5.88	5.57	7.63	6.19	6.25	5.11
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	10	10	10	10	10	10	10	10	10



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



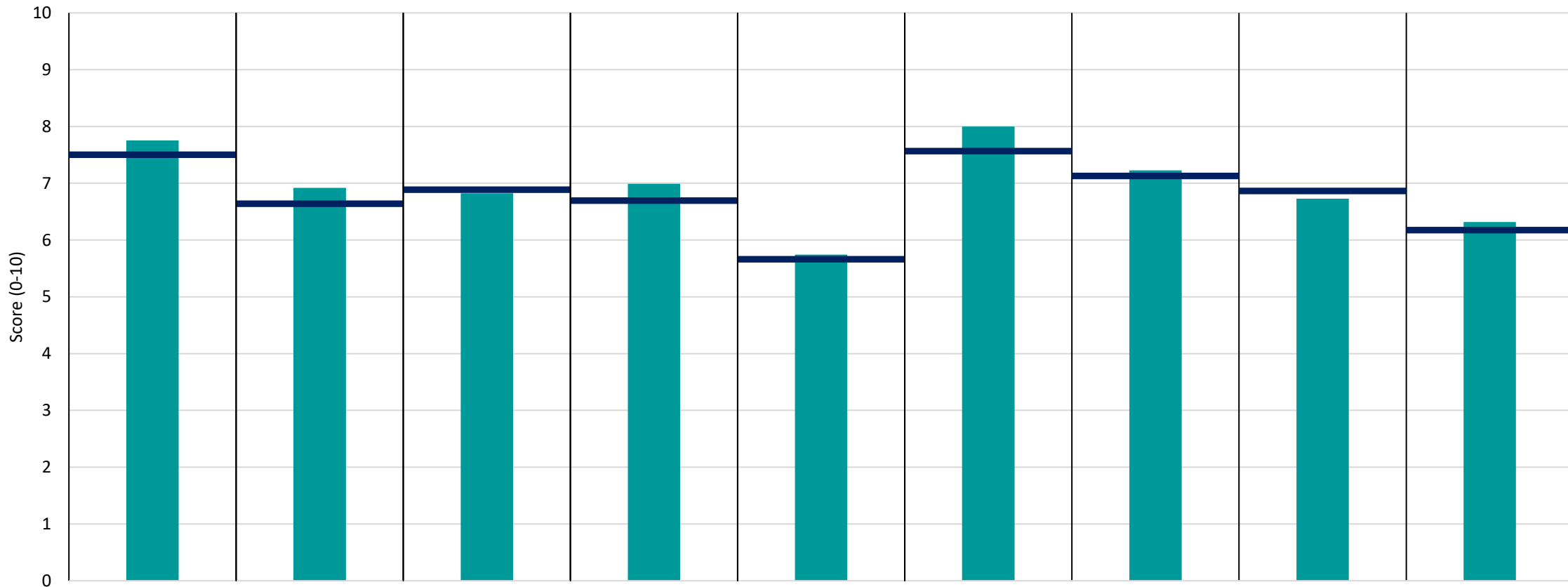
We are a team



Staff Engagement



Morale



Breakdown	7.75	6.92	6.82	6.99	5.74	8.00	7.23	6.73	6.32
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	31	31	31	31	31	31	31	31	31



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



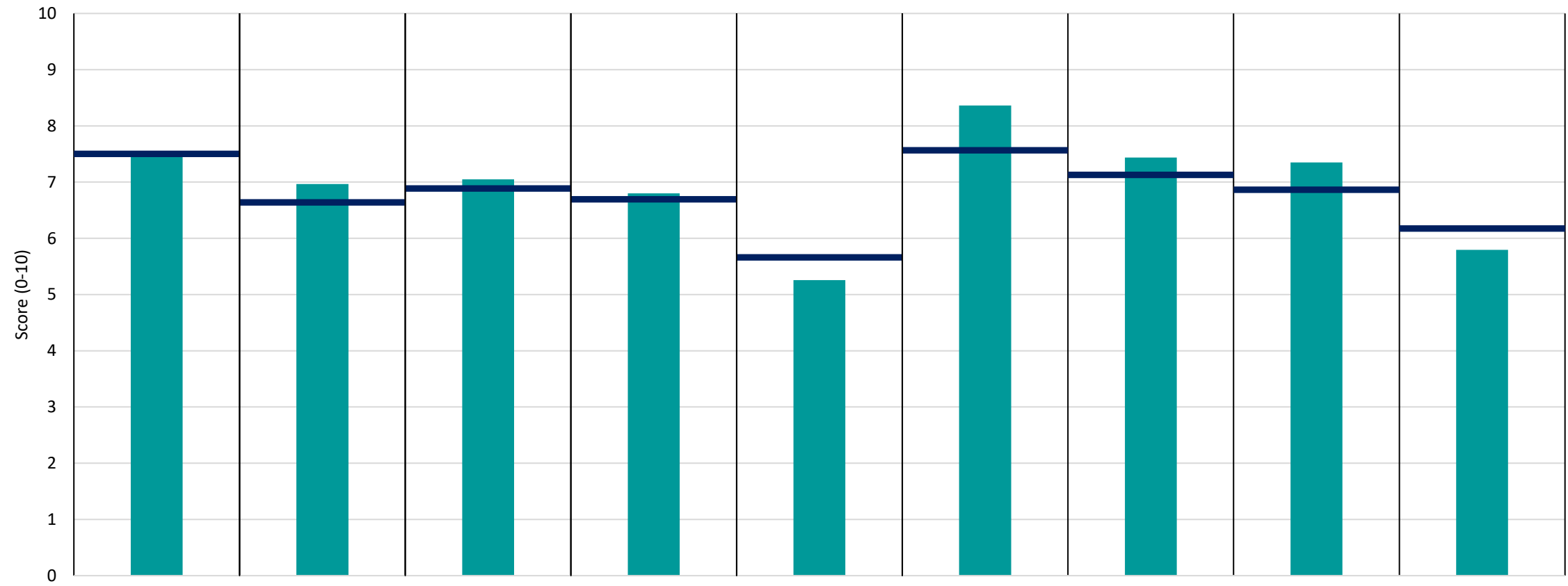
We are a team



Staff Engagement



Morale



Breakdown	7.45	6.97	7.05	6.80	5.26	8.36	7.44	7.35	5.80
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	15	15	15	15	14	15	15	15	15





We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



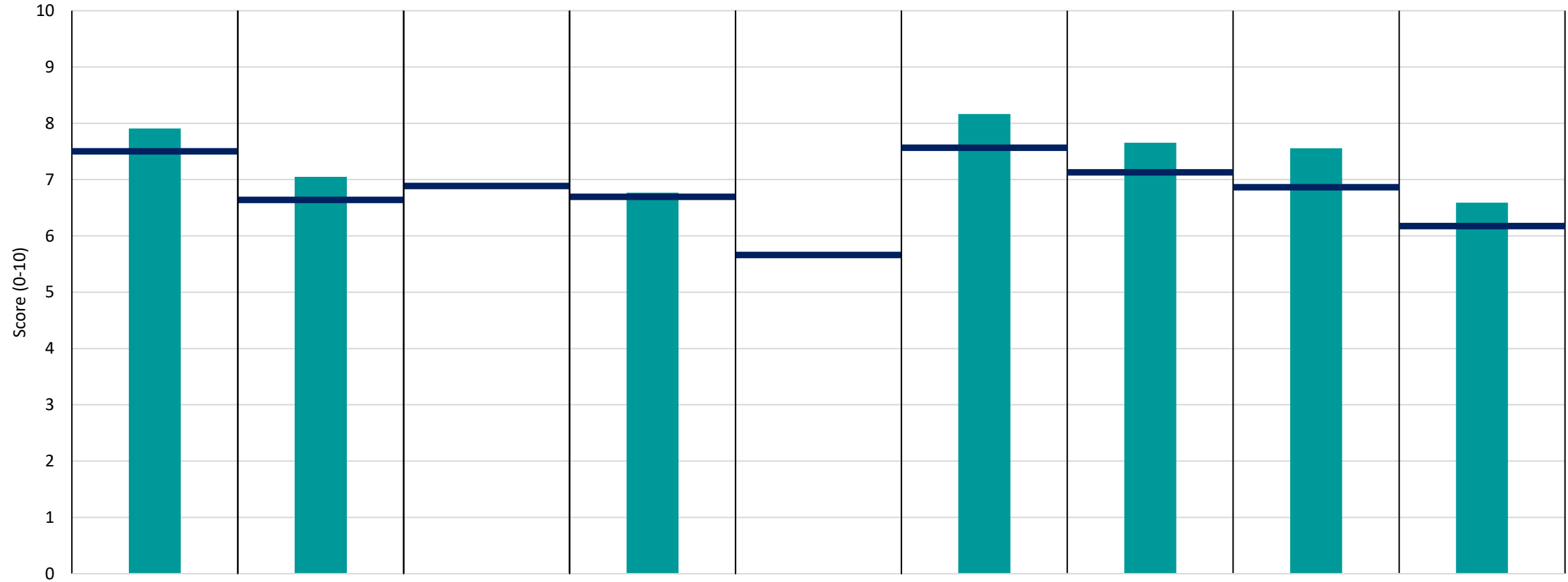
We are a team



Staff Engagement



Morale



Breakdown	7.91	7.05	-	6.77	-	8.17	7.66	7.56	6.59
Your org	7.50	6.64	6.89	6.69	5.66	7.57	7.13	6.86	6.17
Responses	10	10	-	10	-	10	10	10	10