Survey Coordination Centre

NHS

Norfolk and Suffolk NHS Foundation Trust

NHS Staff Survey Benchmark report 2022

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Introduction

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

About this Report

About this report

This benchmark report for Norfolk and Suffolk NHS Foundation Trust contains results for the 2022 NHS Staff Survey, and historical results back to 2018 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate*. Data in this report are weighted** to allow for fair comparisons between organisations.

Please note: Results for Q1, Q10a, Q24d, Q25a-c, Q26a-c, Q27, Q28, Q29, Q30a, Q31a-b, Q32a-b and Q33 are not weighted or benchmarked because these questions ask for demographic or factual information.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from our results website.

How results are reported

For the 2021 survey onwards the questions in the NHS Staff Survey are aligned to the People Promise. This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:

In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two of the themes reported in previous years (Staff Engagement and Morale). The reporting also includes sub-scores, which feed into the People Promise elements and themes. The next slide shows how the People Promise elements, themes and subscores are related and mapped to individual survey questions.

*The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor.
**Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.

People Promise elements, themes and sub-scores

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People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q23a, Q23b, Q23c, Q23d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q20
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q19a, Q19b, Q23e, Q23f
We are safe and healthy	Health and safety climate	Q3g, Q3h, Q3i, Q5a Q11a, Q13d, Q14d
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
We are always learning	Development	Q22a, Q22b, Q22c, Q22d, Q22e
	Appraisals	Q21a*, Q21b, Q21c, Q21d *Q21a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	**Sub-scores**	**Questions**
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q23a, Q23c, Q23d
Morale	Thinking about leaving	Q24a, Q24b, Q24c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes

Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

Report structure

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Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, themes and sub-scores, as well as features of the graphs used throughout.

Organisation details

This slide contains **key information** about the NHS organisations participating in this survey and details for your own organisation, such as response rate.

People Promise Elements, Themes and Sub-scores: Overview

This section provides a high-level **overview** of the results for the seven elements of the People Promise and the two themes, followed by the results for each of the **sub-scores** that feed into these measures.

People Promise Elements, Themes and Sub-scores: Trends

This section provides trend results for the seven elements of the People Promise and the two themes, followed by the trend results for each of the sub-scores that feed into these measures.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. For example, the Burnout sub-score, a higher score (closer to 10) means a lower proportion of staff are experiencing burnout from their work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your organisation results are benchmarked against the benchmarking group average, the best scoring organisation and the worst scoring organisation. These graphs are reported as percentages. The meaning of the value is outlined along the y axis. The questions that feed into each sub-score are detailed on slide 5.

The Covid-19 pandemic

This section contains results for the People Promise elements and themes split by staff experience related to the Covid-19 pandemic.

Questions not linked to People Promise

Results for the questions that do not contribute to the result for any People Promise element or theme are included in this section.

Workforce Equality Standards

This section shows that data required for the indicators used in the **Workforce Race Equality Standard (WRES)** and the **Workforce Disability Equality Standard (WDES).**

About your respondents

This section provides details of the staff responding to the survey, including their **demographic and other classification questions**.

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and Theme results for 2021 vs 2022.
- Data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Please note, where there are less than 11 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Using the report

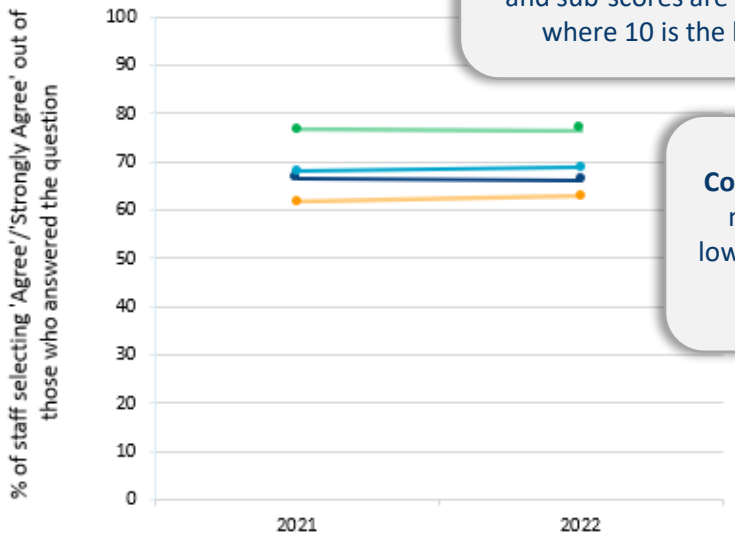
Please note this is example data

Key features

Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Summary measures and sub-scores are always on a 0-10pt scale where 10 is the best score attainable.

Question number and text (for summary measure) specified at the top of each slide.

The home icon on each slide is **hyperlinked** and takes you back to the contents page (which is also hyperlinked to each section).

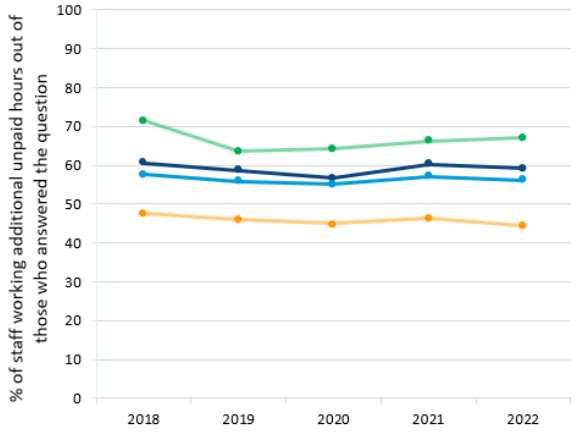


Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table.

	2021	2022
Your org	66.5%	66.3%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%

Number of responses for the organisation for the given question.

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	60.5%	58.7%	56.8%	60.2%	59.2%
Best	71.4%	63.6%	64.2%	66.1%	67.3%
Average	57.7%	55.9%	55.1%	57.0%	56.3%
Worst	47.7%	46.0%	45.0%	46.5%	44.6%

'Best', 'Average', and 'Worst' refer to the **benchmarking group's** best, average and worst **results.**

Tips on how to read, interpret and use the data are included in the Appendices

Please note: charts will only display data for the years where an organisation has data. For example, an organisation with two years of trend data will see charts such as q10c with data only in the 2021 and 2022 portions of the chart and table.

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Organisation details

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Organisation details

Norfolk and Suffolk NHS Foundation Trust

2022 NHS Staff Survey

Organisation details

Completed questionnaires	2755
2022 response rate	57%

Survey details

Survey mode	Mixed

This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts

2022 benchmarking group details

Organisations in group: 51

Median response rate: 50%

No. of completed questionnaires: 115361

For more information on benchmarking group definitions please see the Technical document.

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People Promise Elements, Themes and sub-score results

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

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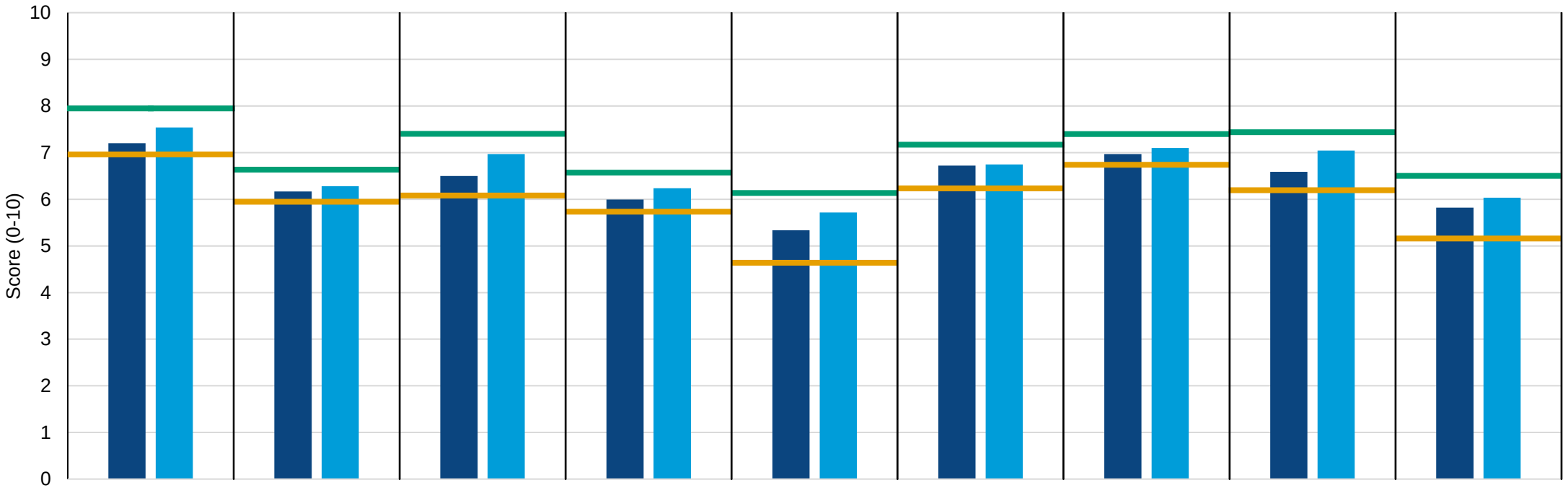
People Promise Elements, Themes and Sub-scores: Overview

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise Elements and Themes: Overview

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.



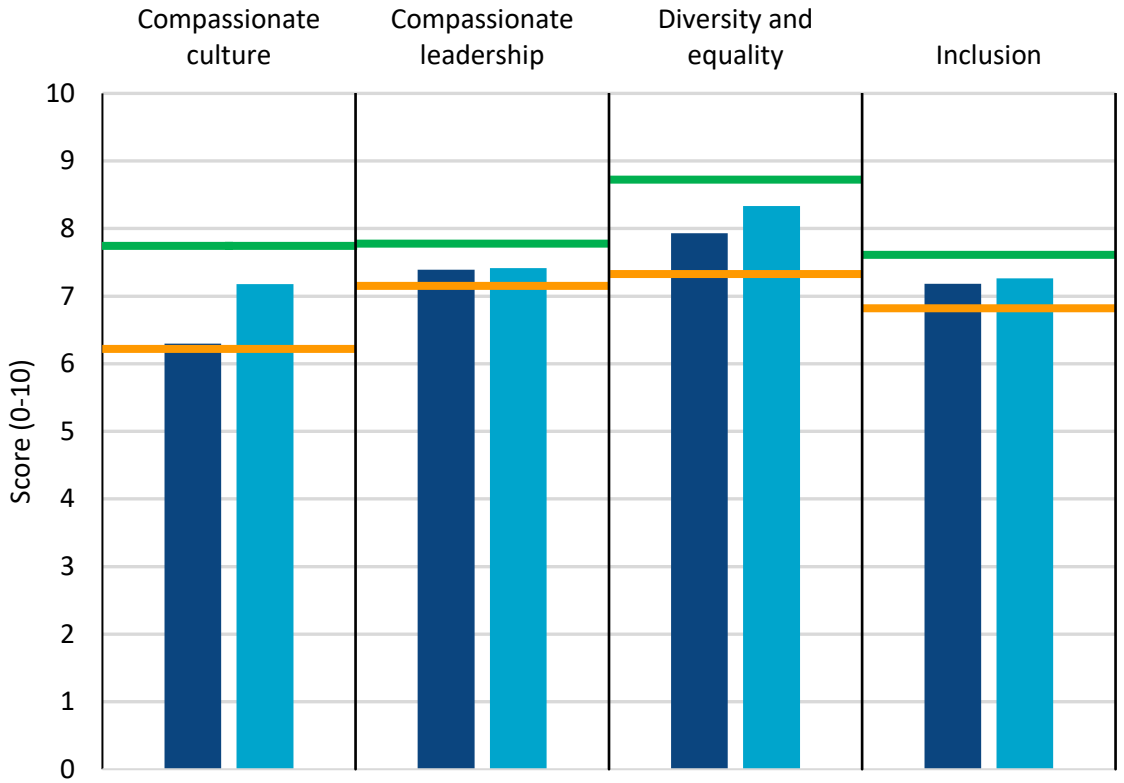
	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	7.2	6.2	6.5	6.0	5.3	6.7	7.0	6.6	5.8
Best	7.9	6.6	7.4	6.6	6.1	7.2	7.4	7.4	6.5
Average	7.5	6.3	7.0	6.2	5.7	6.7	7.1	7.0	6.0
Worst	7.0	5.9	6.1	5.7	4.6	6.2	6.7	6.2	5.2
Responses	2750	2751	2744	2745	2659	2749	2747	2752	2752

People Promise Elements, Themes and Sub-scores: Sub-score Overview

Survey Coordination Centre

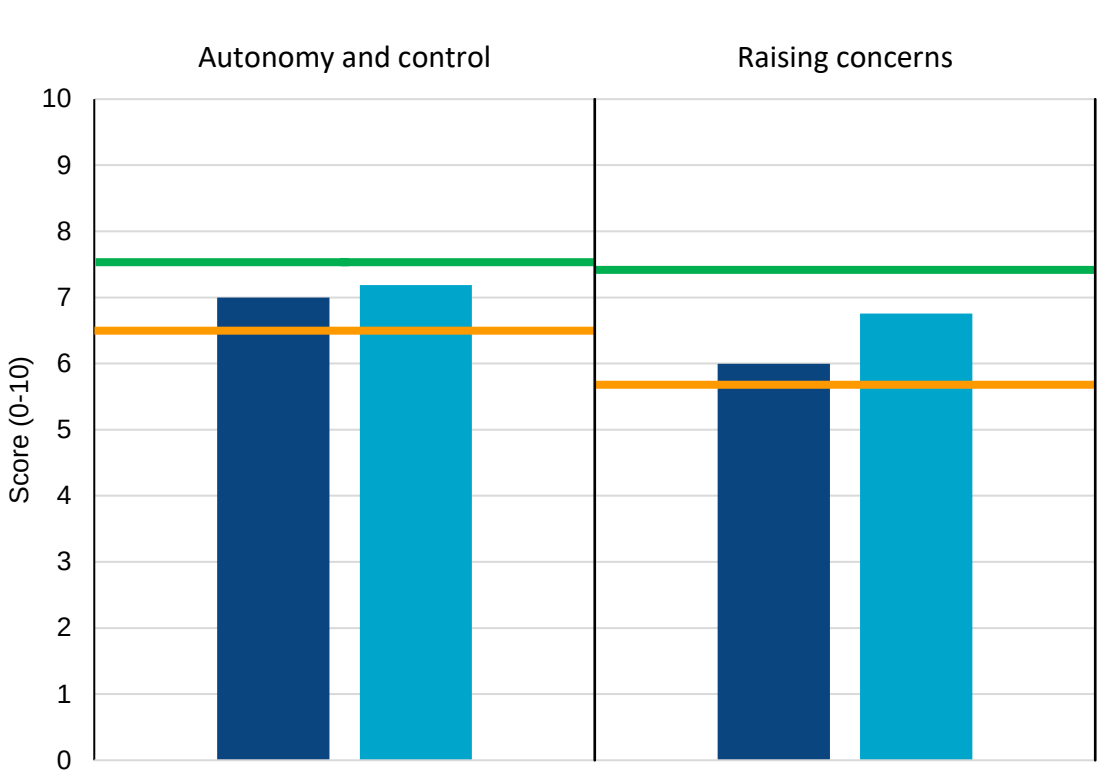
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 1: We are compassionate and inclusive



	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	6.3	7.4	7.9	7.2
Best	7.7	7.8	8.7	7.6
Average	7.2	7.4	8.3	7.3
Worst	6.2	7.2	7.3	6.8
Responses	2747	2743	2744	2750

Promise element 3: We each have a voice that counts



	Autonomy and control	Raising concerns
Your org	7.0	6.0
Best	7.5	7.4
Average	7.2	6.8
Worst	6.5	5.7
Responses	2751	2745

N.B. People Promise Element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 20.

People Promise Elements, Themes and Sub-scores: Sub-score Overview

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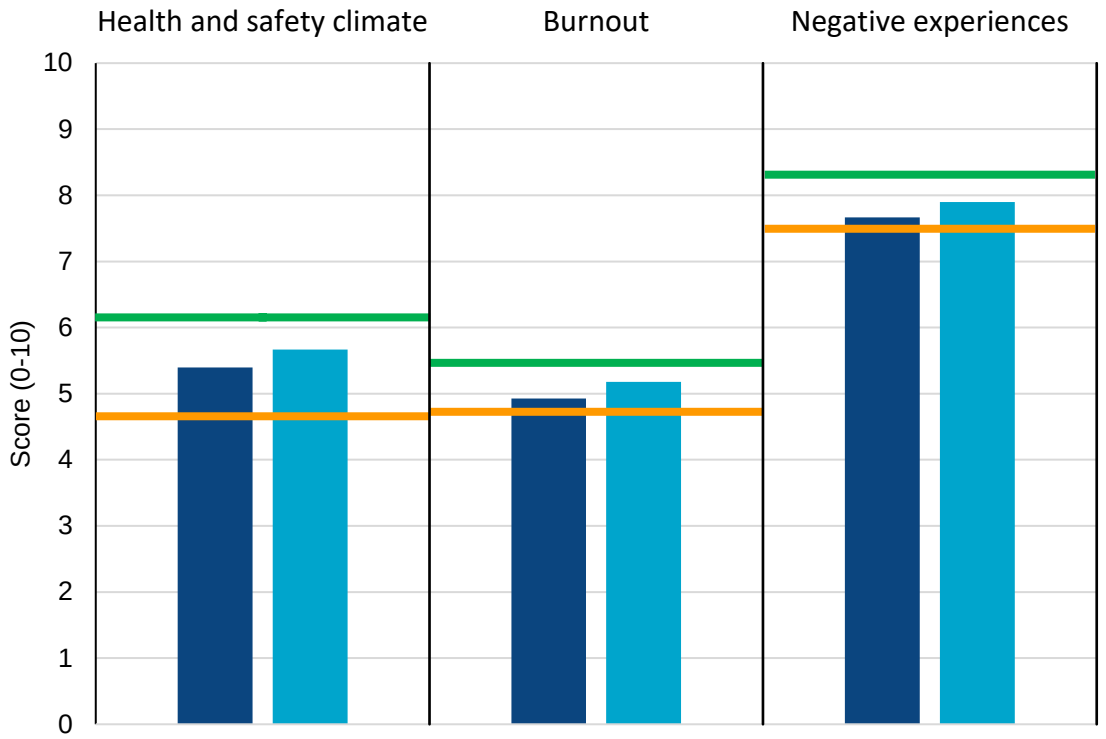
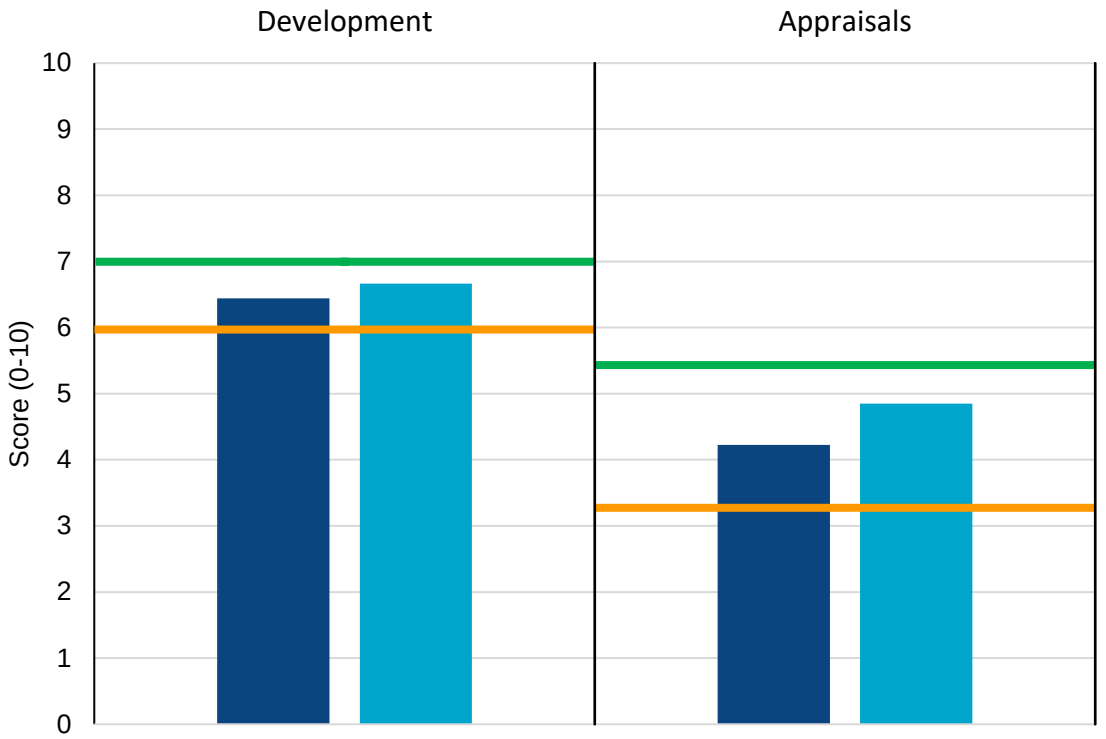
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 4: We are safe and healthy



	Health and safety climate	Burnout	Negative experiences
Your org	5.4	4.9	7.7
Best	6.2	5.5	8.3
Average	5.7	5.2	7.9
Worst	4.7	4.7	7.5
Responses	2751	2749	2748

Promise element 5: We are always learning

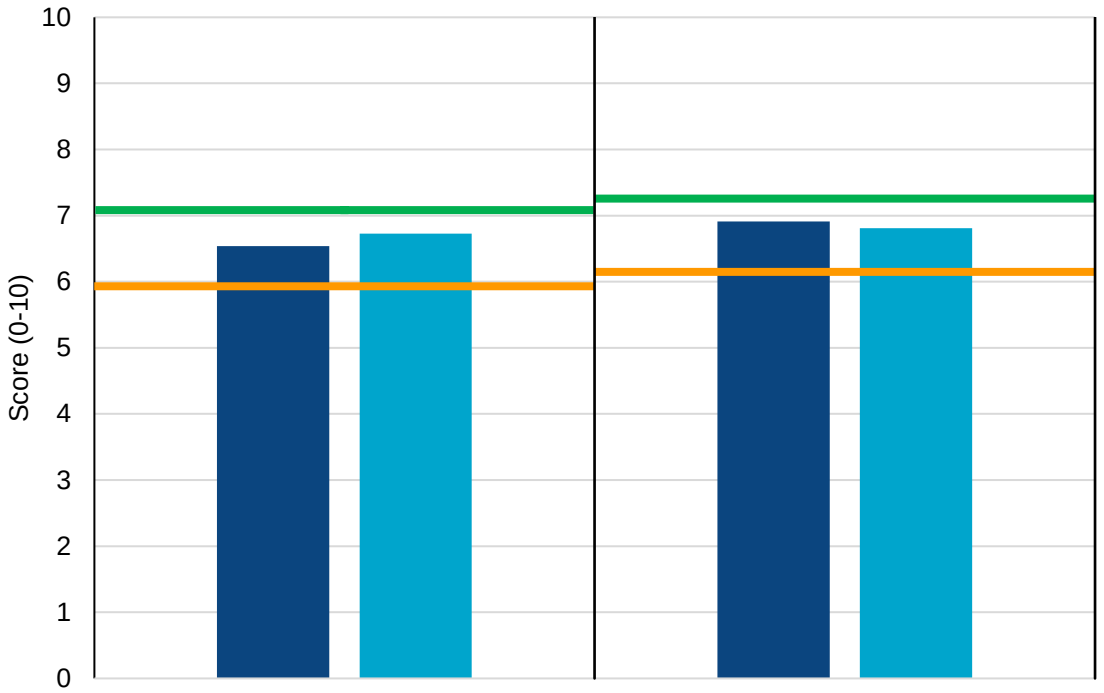


	Development	Appraisals
Your org	6.4	4.2
Best	7.0	5.4
Average	6.7	4.9
Worst	6.0	3.3
Responses	2745	2665

People Promise Elements, Themes and Sub-scores: Sub-score Overview

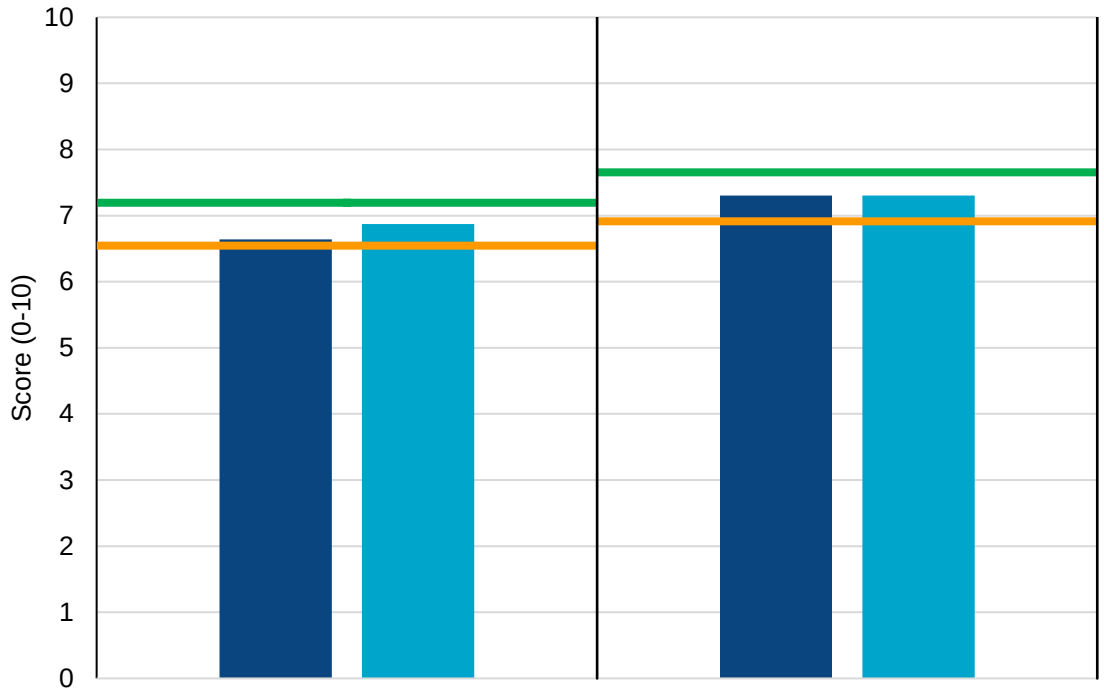
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 6: We work flexibly



	Support for work-life balance	Flexible working
Your org	6.5	6.9
Best	7.1	7.3
Average	6.7	6.8
Worst	5.9	6.1
Responses	2750	2750

Promise element 7: We are a team

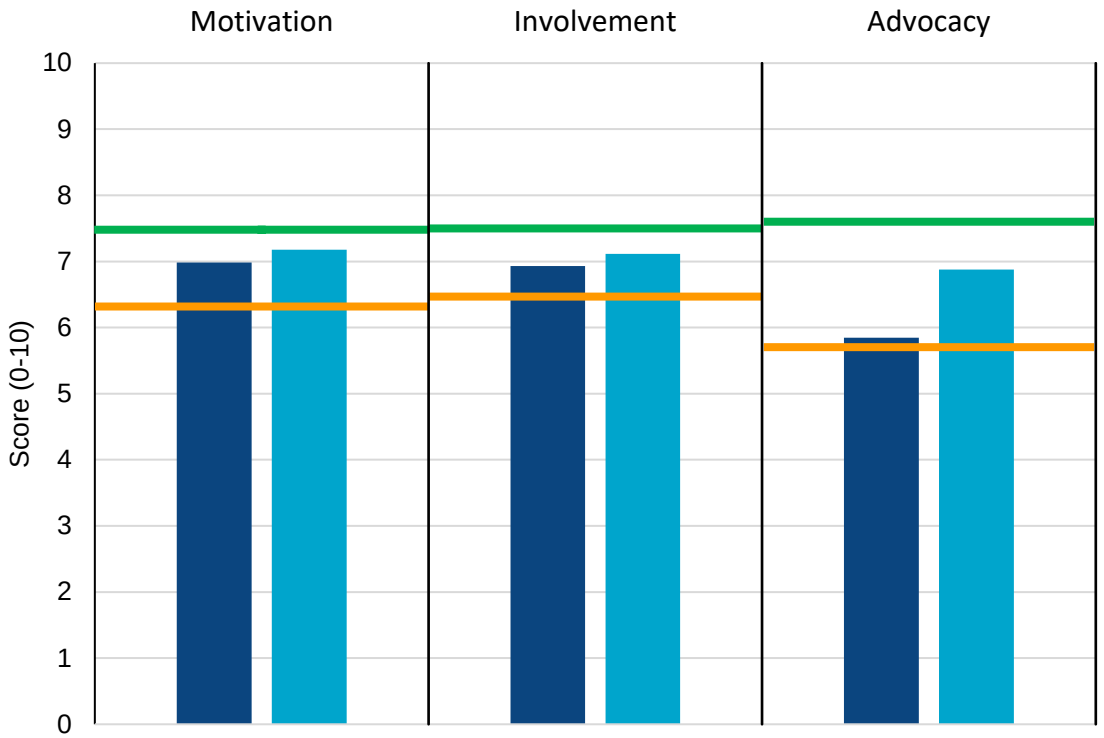


	Team working	Line management
Your org	6.6	7.3
Best	7.2	7.7
Average	6.9	7.3
Worst	6.5	6.9
Responses	2751	2747

People Promise Elements, Themes and Sub-scores: Sub-score Overview

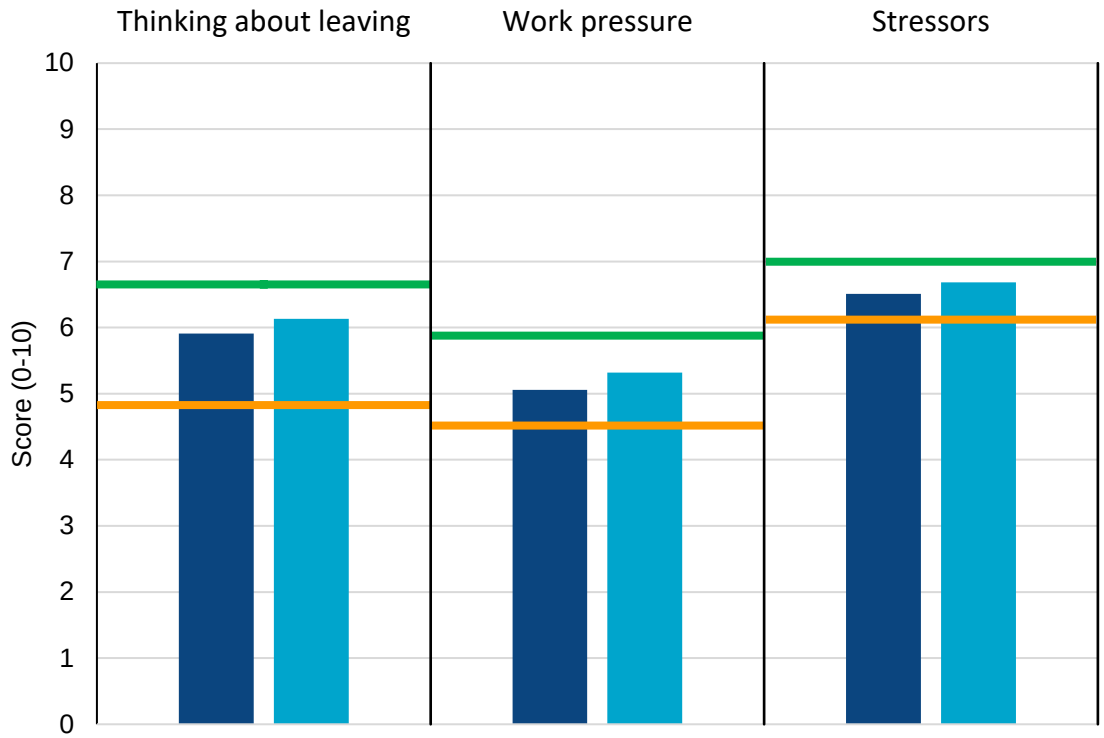
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Theme: Staff engagement



	Motivation	Involvement	Advocacy
Your org	7.0	6.9	5.8
Best	7.5	7.5	7.6
Average	7.2	7.1	6.9
Worst	6.3	6.5	5.7
Responses	2736	2751	2747

Theme: Morale



	Thinking about leaving	Work pressure	Stressors
Your org	5.9	5.1	6.5
Best	6.6	5.9	7.0
Average	6.1	5.3	6.7
Worst	4.8	4.5	6.1
Responses	2739	2751	2741

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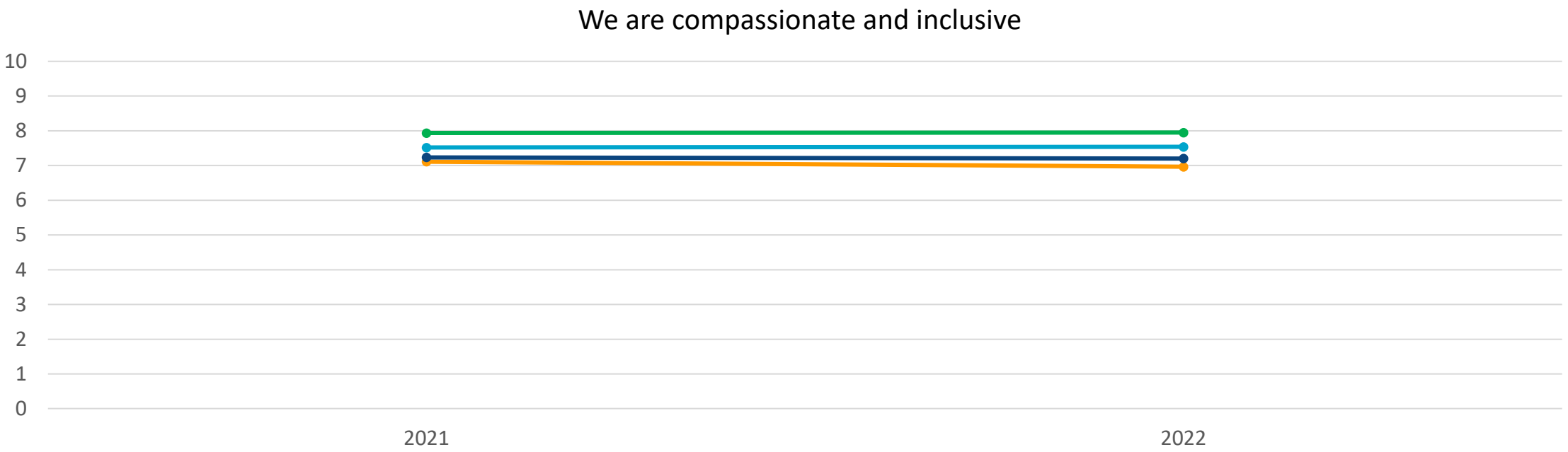
People Promise Elements, Themes and Sub-scores: Trends

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise Elements and Themes: Trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 1: We are compassionate and inclusive



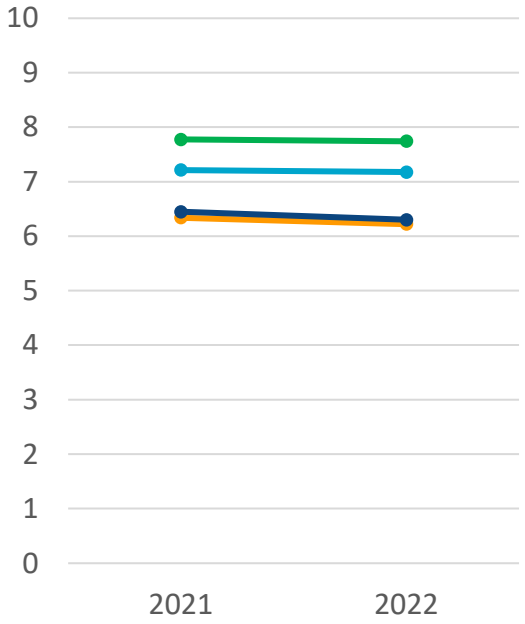
	2021	2022
Your org	7.2	7.2
Best	7.9	7.9
Average	7.5	7.5
Worst	7.1	7.0
Responses	2278	2750

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

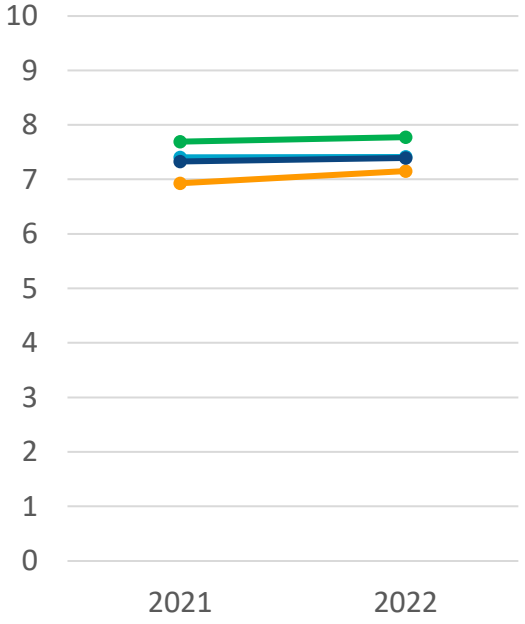
Promise element 1: We are compassionate and inclusive

Compassionate culture



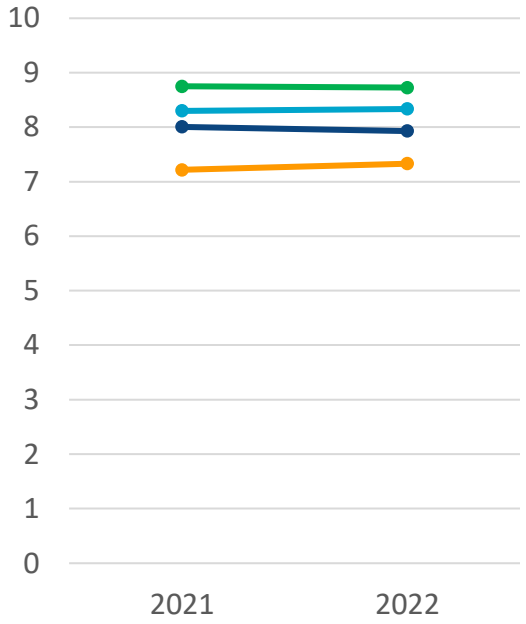
	2021	2022
Your org	6.4	6.3
Best	7.8	7.7
Average	7.2	7.2
Worst	6.3	6.2
Responses	2253	2747

Compassionate leadership



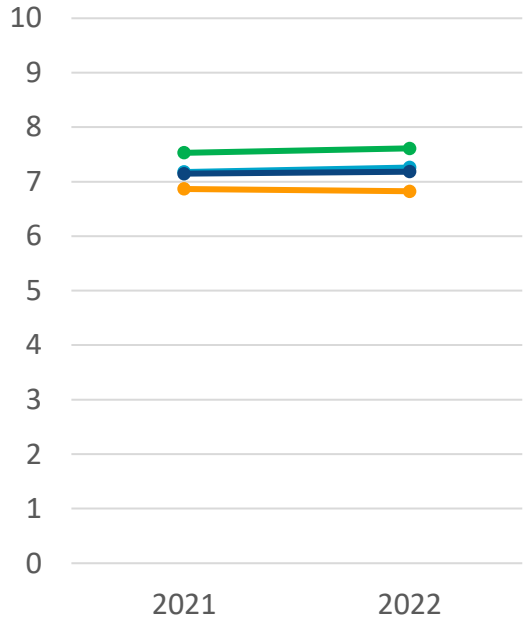
	2021	2022
Your org	7.3	7.4
Best	7.7	7.8
Average	7.4	7.4
Worst	6.9	7.2
Responses	2285	2743

Diversity and equality



	2021	2022
Your org	8.0	7.9
Best	8.7	8.7
Average	8.3	8.3
Worst	7.2	7.3
Responses	2277	2744

Inclusion



	2021	2022
Your org	7.1	7.2
Best	7.5	7.6
Average	7.2	7.3
Worst	6.9	6.8
Responses	2293	2750

People Promise Elements and Themes: Trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 2: We are recognised and rewarded

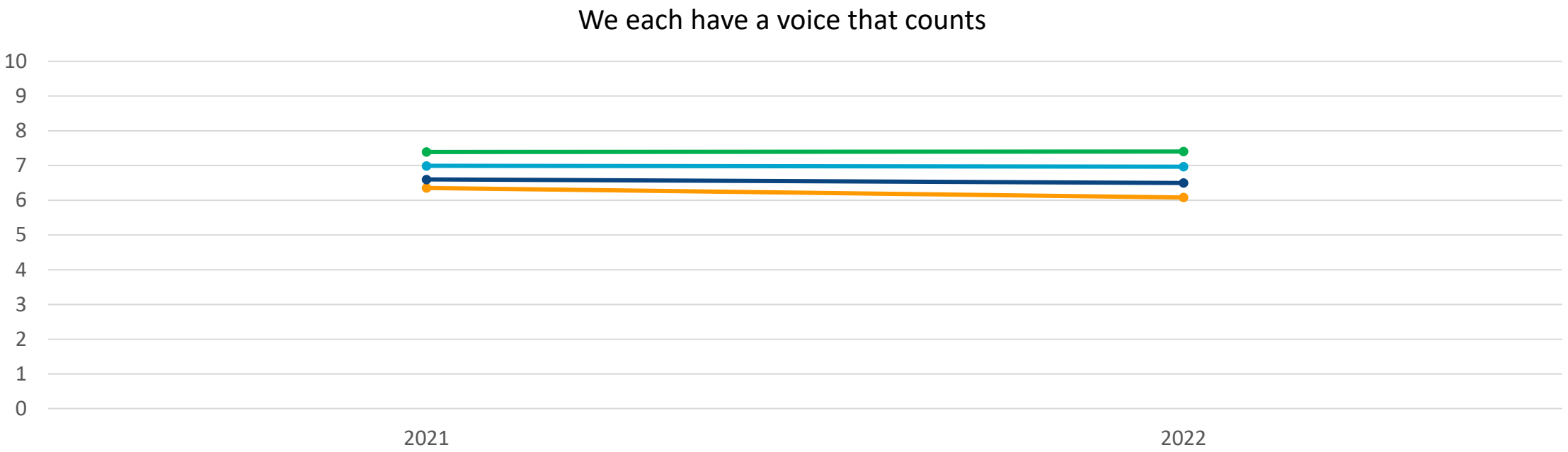
	2021	2022
Your org	6.3	6.2
Best	6.8	6.6
Average	6.3	6.3
Worst	5.9	5.9
Responses	2316	2751

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 3: We each have a voice that counts



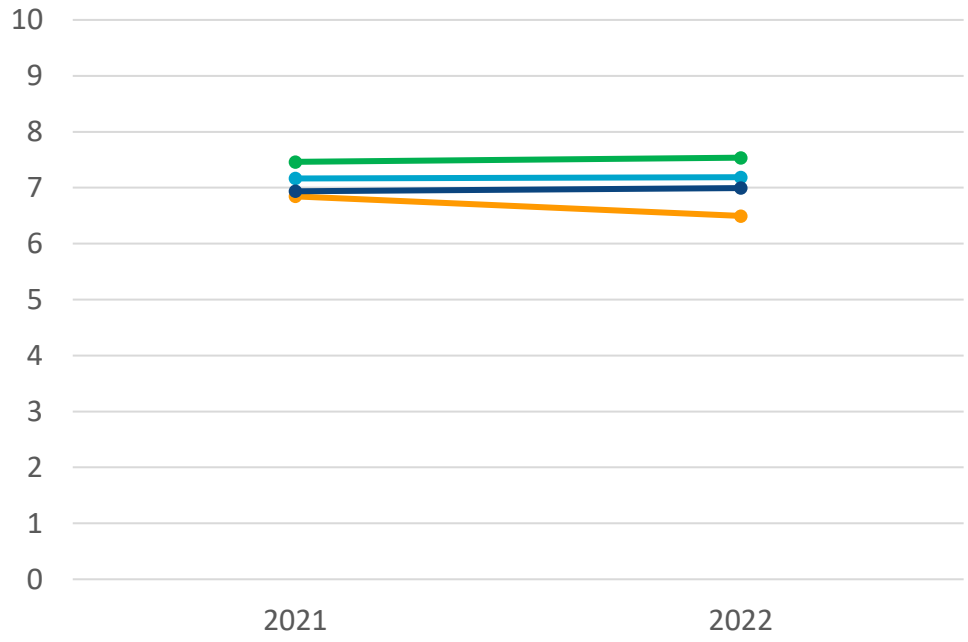
	2021	2022
Your org	6.6	6.5
Best	7.4	7.4
Average	7.0	7.0
Worst	6.4	6.1
Responses	2247	2744

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

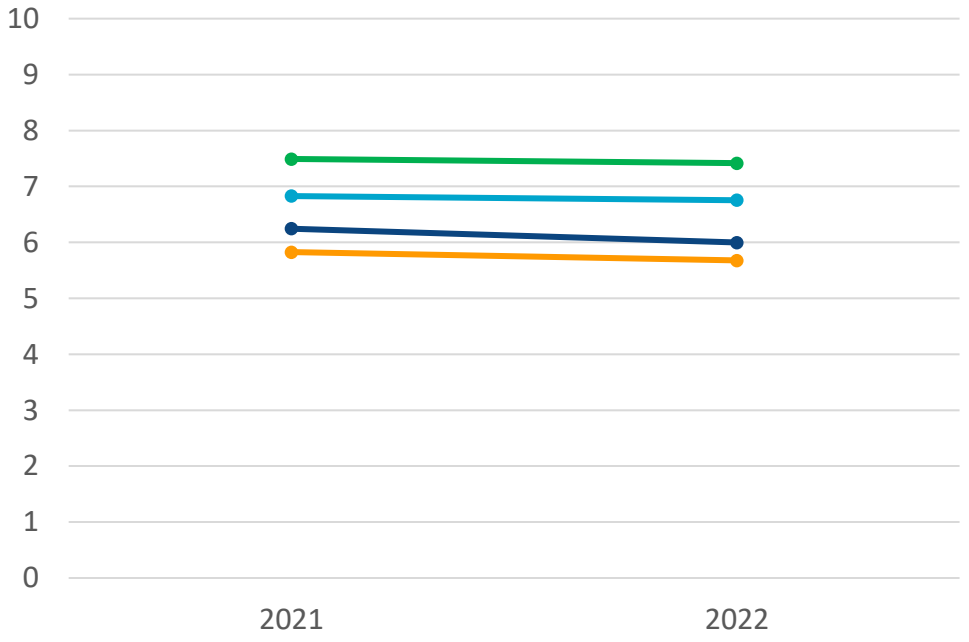
Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022
Your org	6.9	7.0
Best	7.5	7.5
Average	7.2	7.2
Worst	6.8	6.5
Responses	2318	2751

Raising concerns



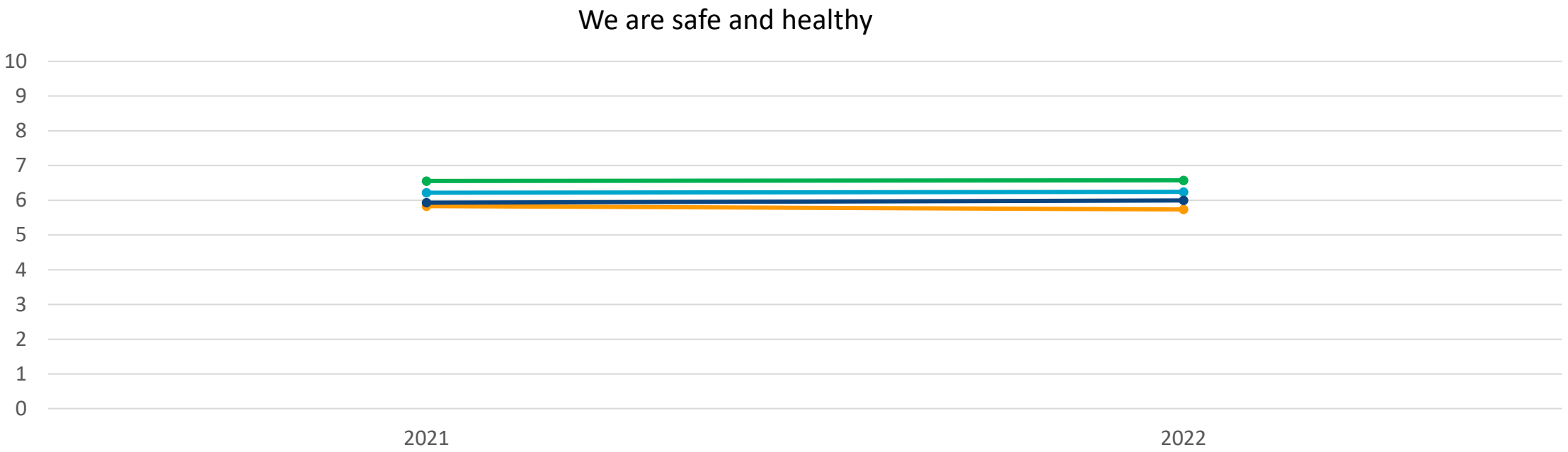
	2021	2022
Your org	6.2	6.0
Best	7.5	7.4
Average	6.8	6.8
Worst	5.8	5.7
Responses	2247	2745

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 4: We are safe and healthy



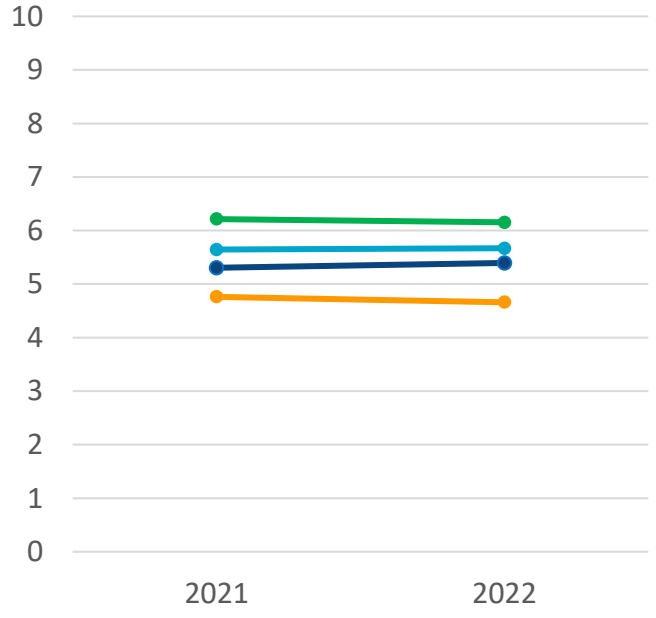
	2021	2022
Your org	5.9	6.0
Best	6.6	6.6
Average	6.2	6.2
Worst	5.8	5.7
Responses	2269	2745

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

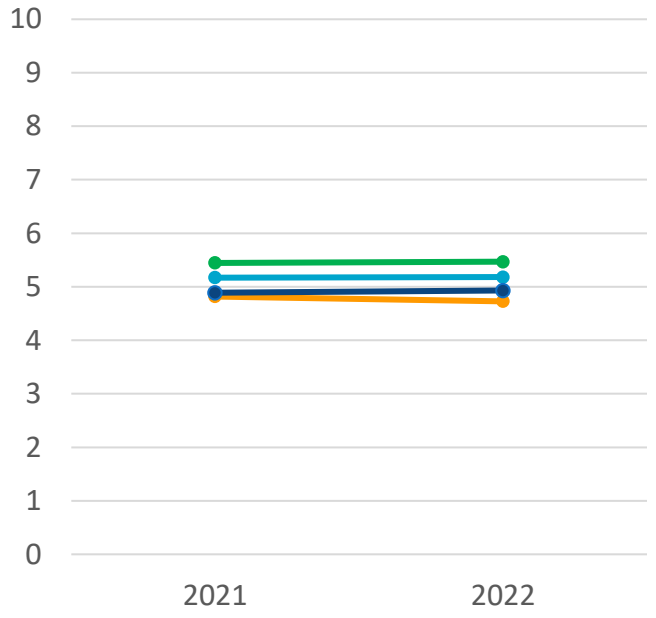
Promise element 4: We are safe and healthy

Health and safety climate



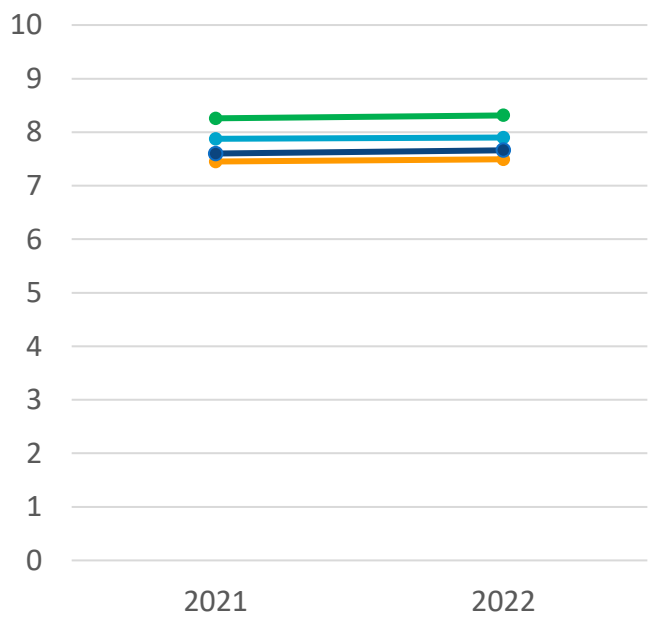
	2021	2022
Your org	5.3	5.4
Best	6.2	6.2
Average	5.6	5.7
Worst	4.8	4.7
Responses	2318	2751

Burnout



	2021	2022
Your org	4.9	4.9
Best	5.4	5.5
Average	5.2	5.2
Worst	4.8	4.7
Responses	2277	2749

Negative experiences



	2021	2022
Your org	7.6	7.7
Best	8.3	8.3
Average	7.9	7.9
Worst	7.4	7.5
Responses	2272	2748

People Promise Elements and Themes: Trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 5: We are always learning

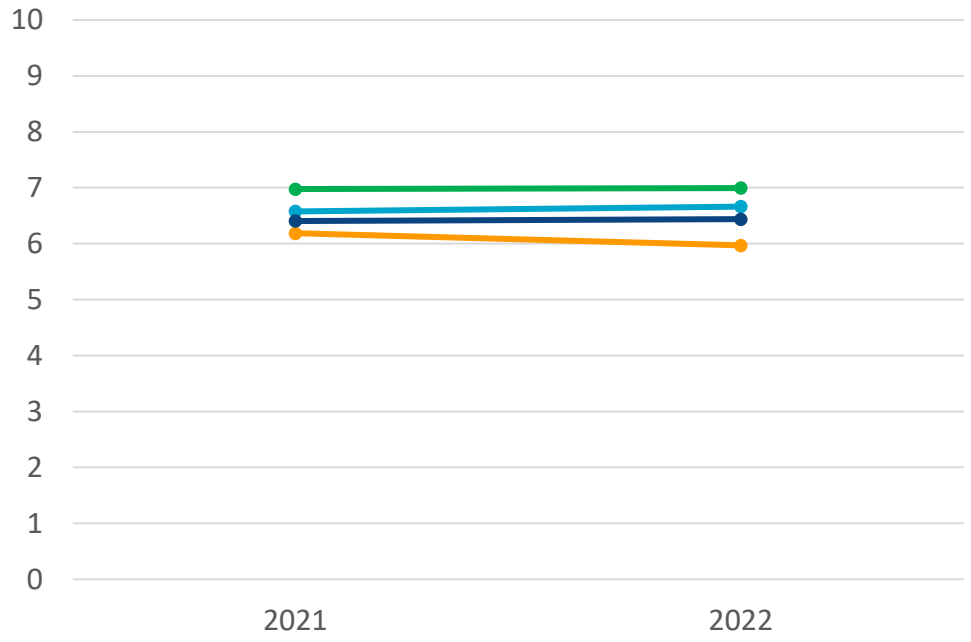
	2021	2022
Your org	5.2	5.3
Best	6.1	6.1
Average	5.6	5.7
Worst	4.8	4.6
Responses	2175	2659

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

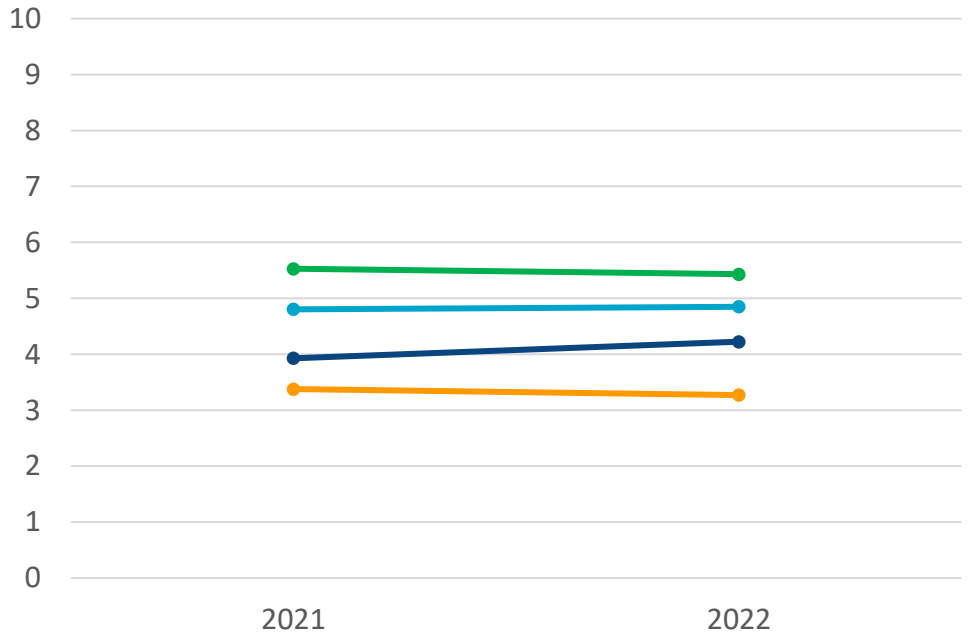
Promise element 5: We are always learning

Development



	2021	2022
Your org	6.4	6.4
Best	7.0	7.0
Average	6.6	6.7
Worst	6.2	6.0
Responses	2266	2745

Appraisals



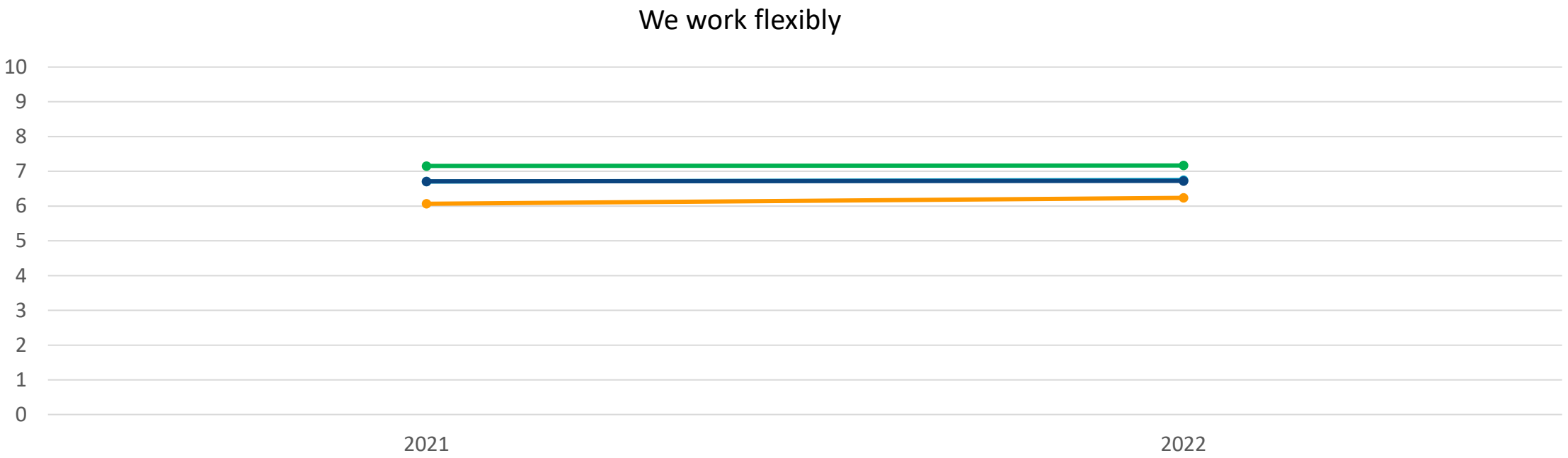
	2021	2022
Your org	3.9	4.2
Best	5.5	5.4
Average	4.8	4.9
Worst	3.4	3.3
Responses	2180	2665

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 6: We work flexibly



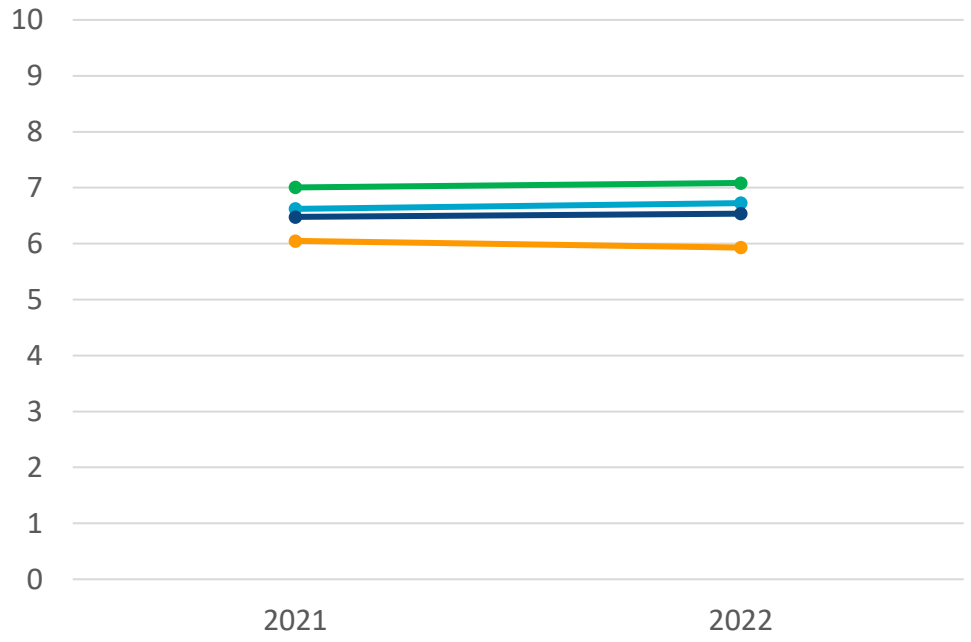
	2021	2022
Your org	6.7	6.7
Best	7.2	7.2
Average	6.7	6.7
Worst	6.1	6.2
Responses	2310	2749

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

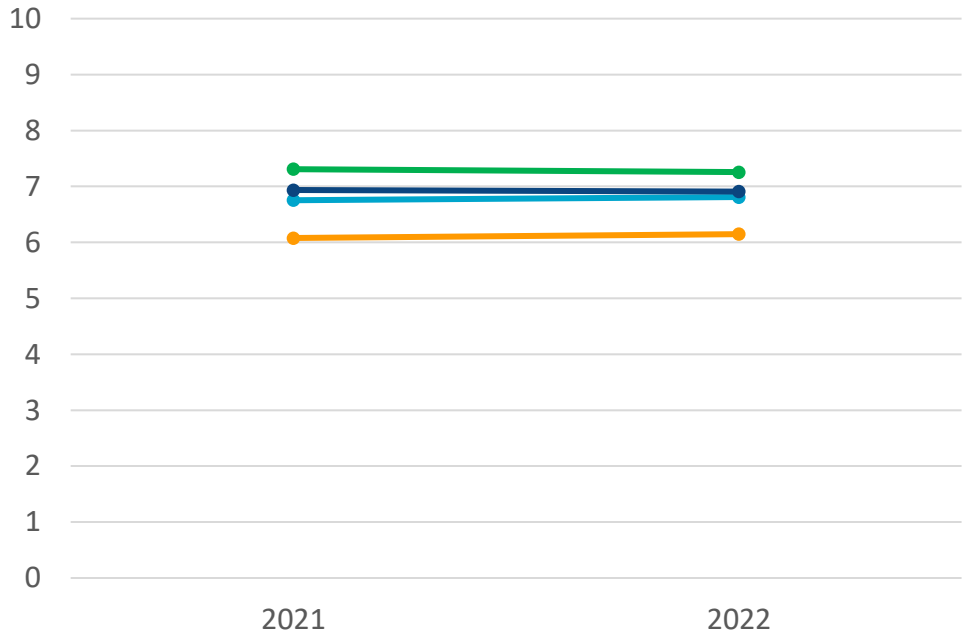
Promise element 6: We work flexibly

Support for work-life balance



	2021	2022
Your org	6.5	6.5
Best	7.0	7.1
Average	6.6	6.7
Worst	6.0	5.9
Responses	2312	2750

Flexible working

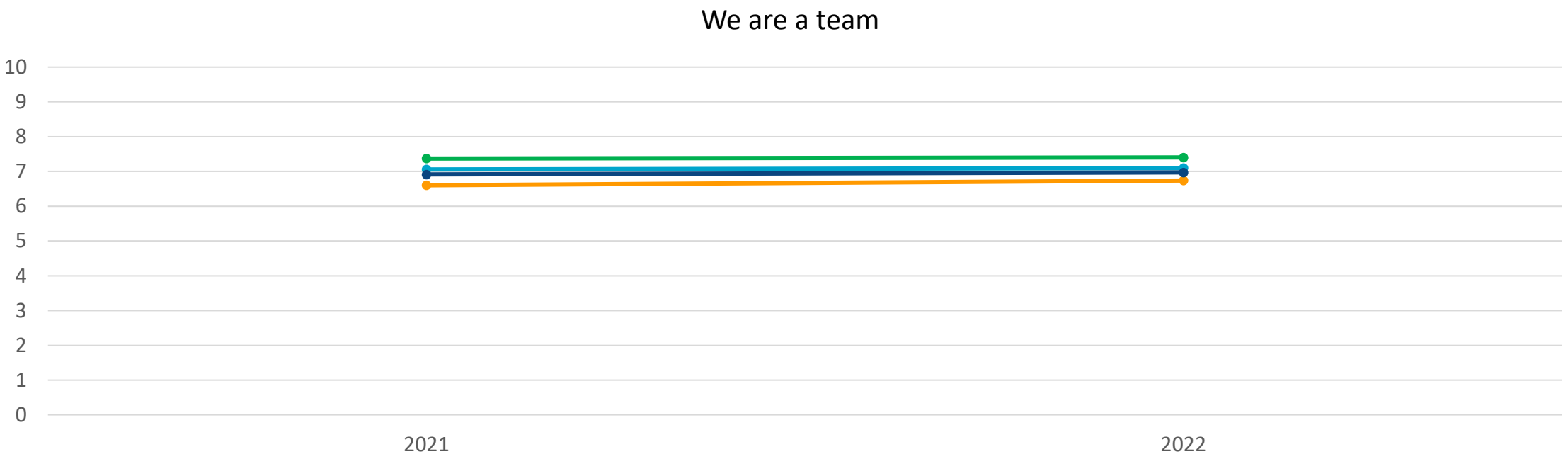


	2021	2022
Your org	6.9	6.9
Best	7.3	7.3
Average	6.8	6.8
Worst	6.1	6.1
Responses	2315	2750

People Promise Elements and Themes: Trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 7: We are a team



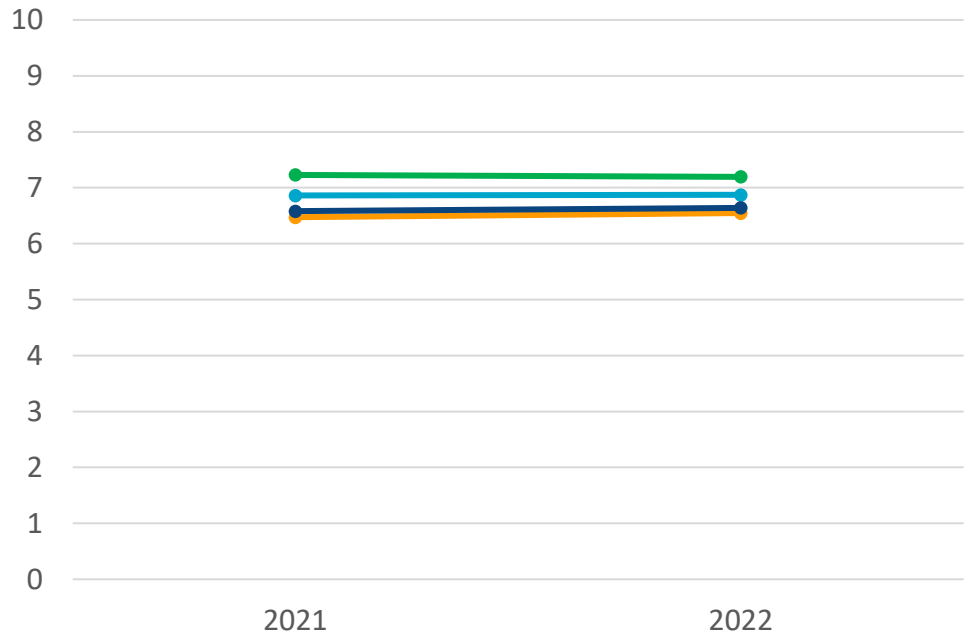
	2021	2022
Your org	6.9	7.0
Best	7.4	7.4
Average	7.1	7.1
Worst	6.6	6.7
Responses	2284	2747

People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

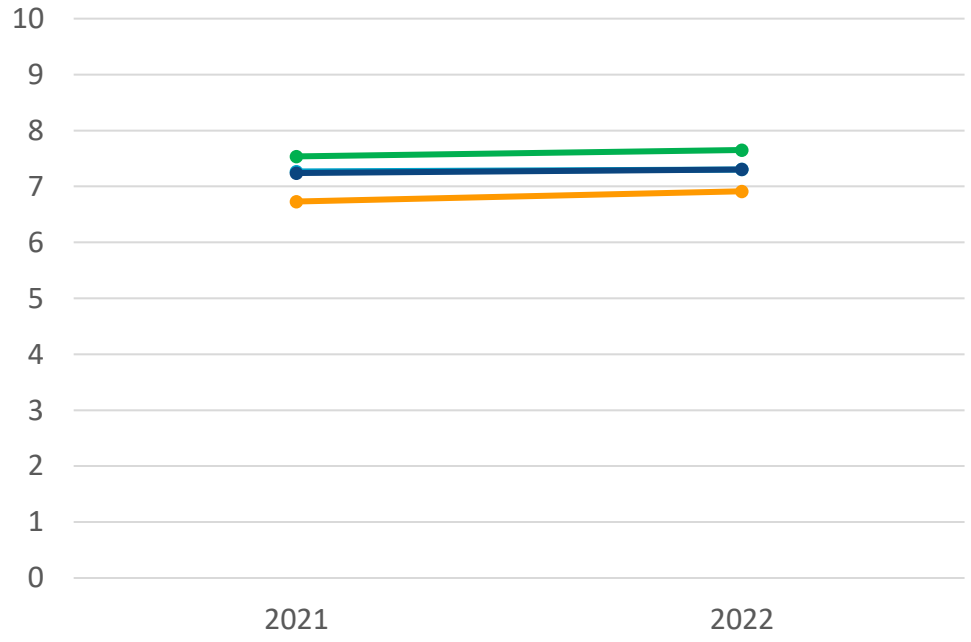
Promise element 7: We are a team

Team working



	2021	2022
Your org	6.6	6.6
Best	7.2	7.2
Average	6.9	6.9
Worst	6.5	6.5
Responses	2297	2751

Line management

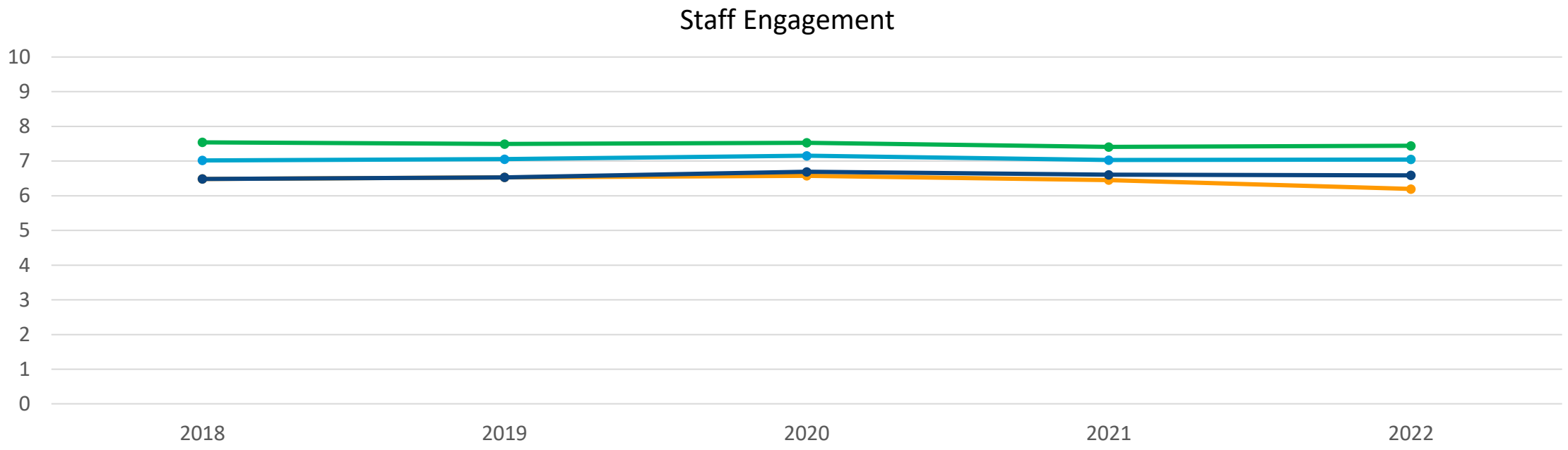


	2021	2022
Your org	7.2	7.3
Best	7.5	7.7
Average	7.3	7.3
Worst	6.7	6.9
Responses	2286	2747

People Promise Elements and Themes: Trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Theme: Staff Engagement

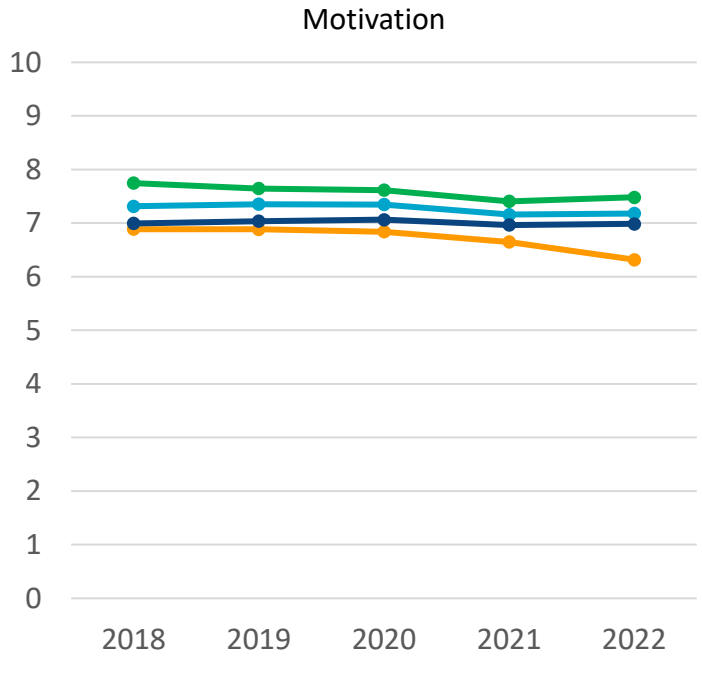


	2018	2019	2020	2021	2022
Your org	6.5	6.5	6.7	6.6	6.6
Best	7.5	7.5	7.5	7.4	7.4
Average	7.0	7.1	7.2	7.0	7.0
Worst	6.5	6.5	6.6	6.5	6.2
Responses	2058	2015	1981	2317	2752

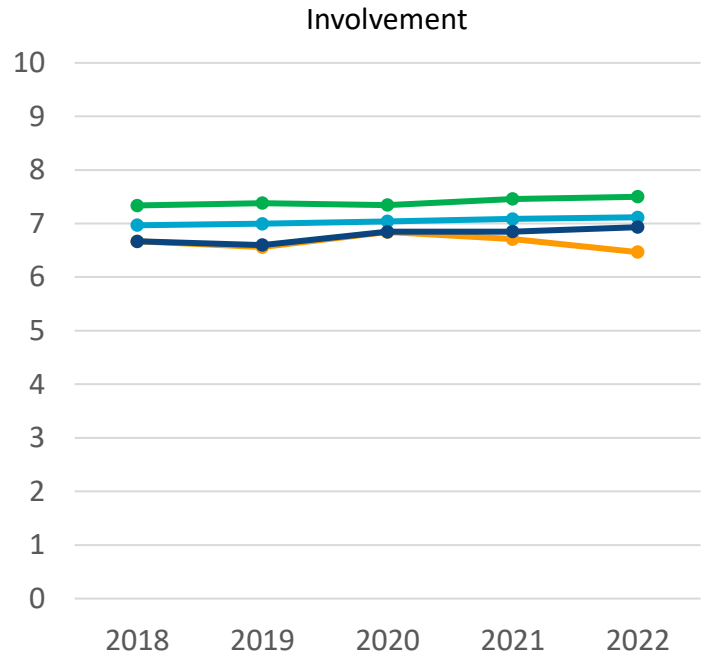
People Promise Elements, Themes and Sub-scores: Sub-score trends

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

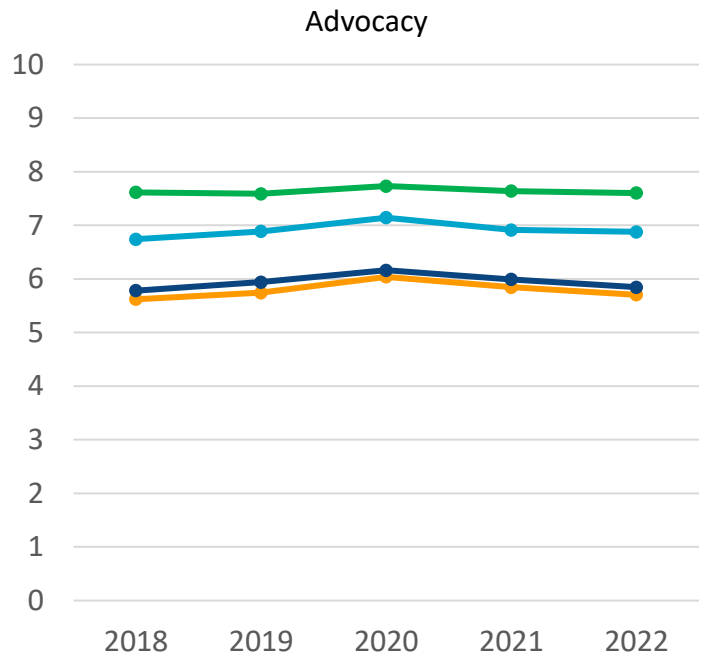
Theme: Staff Engagement



	2018	2019	2020	2021	2022
Your org	7.0	7.0	7.1	7.0	7.0
Best	7.7	7.6	7.6	7.4	7.5
Average	7.3	7.4	7.3	7.2	7.2
Worst	6.9	6.9	6.8	6.6	6.3
Responses	2024	2005	1996	2330	2736



	2018	2019	2020	2021	2022
Your org	6.7	6.6	6.8	6.8	6.9
Best	7.3	7.4	7.3	7.5	7.5
Average	7.0	7.0	7.0	7.1	7.1
Worst	6.7	6.6	6.8	6.7	6.5
Responses	2059	2015	1983	2318	2751



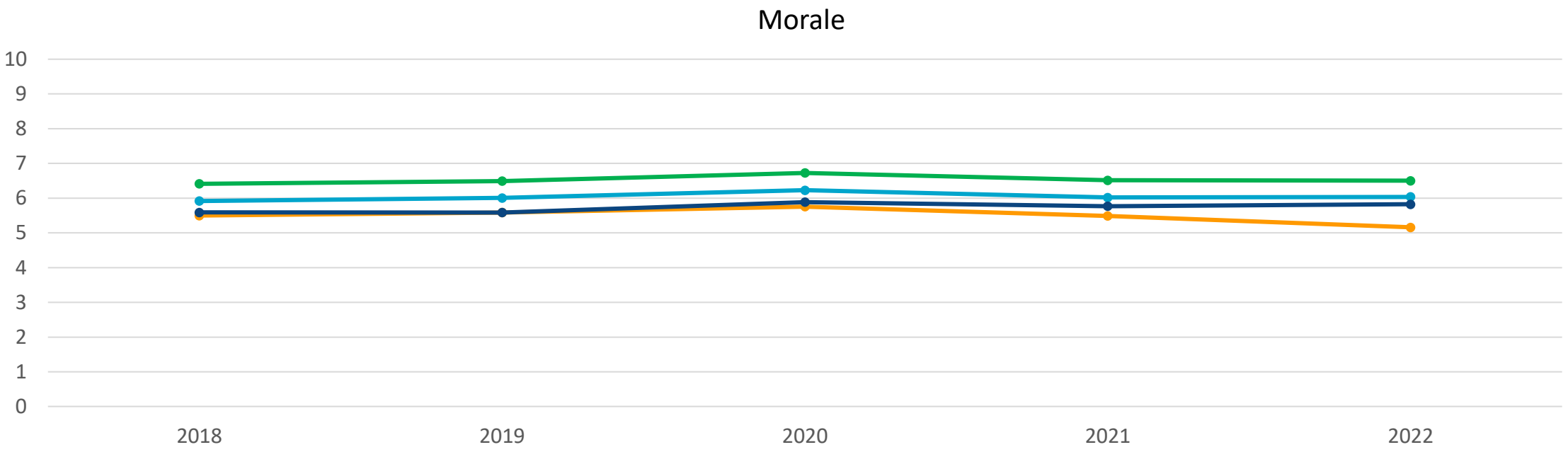
	2018	2019	2020	2021	2022
Your org	5.8	5.9	6.2	6.0	5.8
Best	7.6	7.6	7.7	7.6	7.6
Average	6.7	6.9	7.1	6.9	6.9
Worst	5.6	5.7	6.0	5.8	5.7
Responses	1977	1968	1940	2252	2747

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Theme: Morale



	2018	2019	2020	2021	2022
Your org	5.6	5.6	5.9	5.8	5.8
Best	6.4	6.5	6.7	6.5	6.5
Average	5.9	6.0	6.2	6.0	6.0
Worst	5.5	5.6	5.8	5.5	5.2
Responses	2037	1999	1971	2313	2752

People Promise Elements, Themes and Sub-scores: Sub-score trends

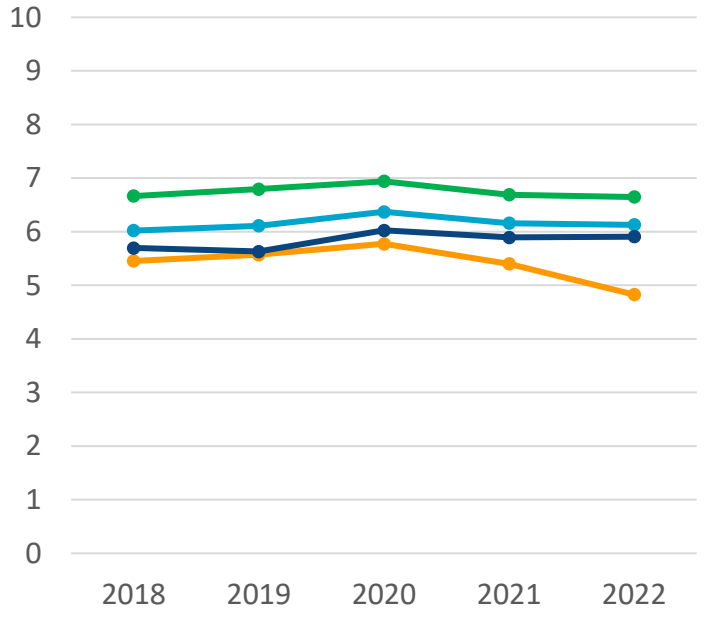
Survey Coordination Centre

NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

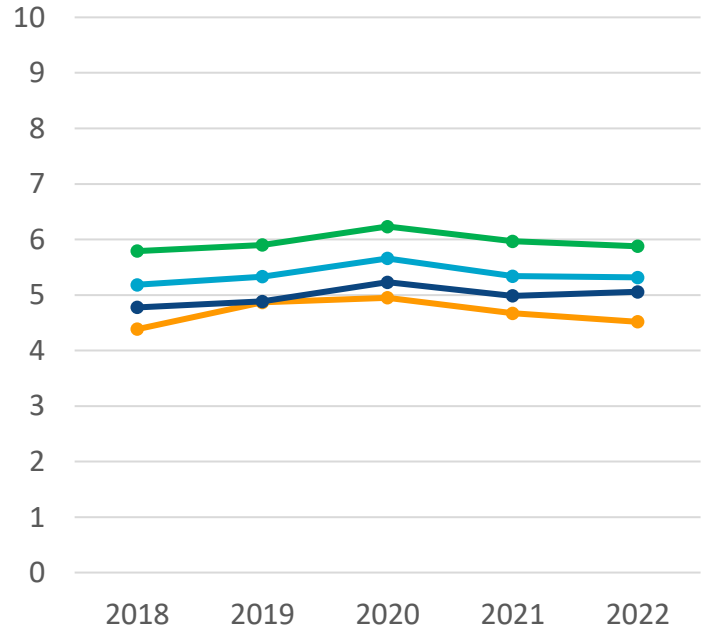
Theme: Morale

Thinking about leaving



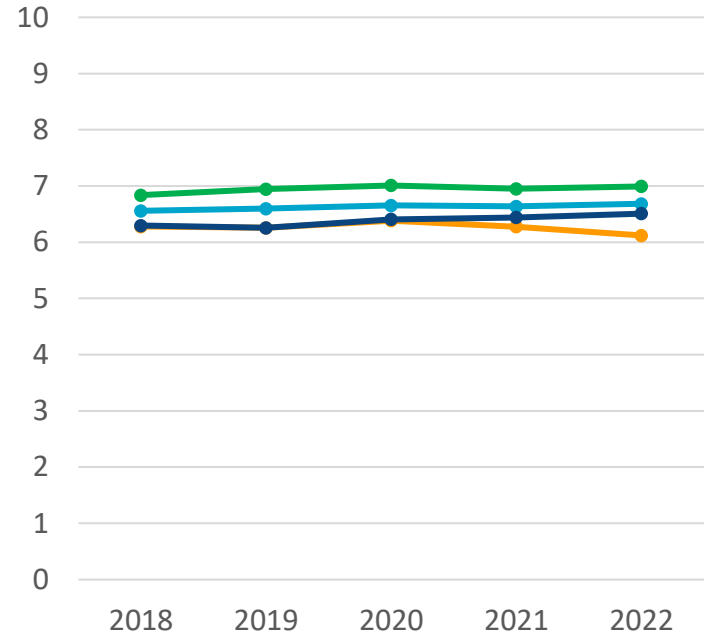
	2018	2019	2020	2021	2022
Your org	5.7	5.6	6.0	5.9	5.9
Best	6.7	6.8	6.9	6.7	6.6
Average	6.0	6.1	6.4	6.2	6.1
Worst	5.5	5.6	5.8	5.4	4.8
Responses	1977	1969	1939	2251	2739

Work pressure



	2018	2019	2020	2021	2022
Your org	4.8	4.9	5.2	5.0	5.1
Best	5.8	5.9	6.2	6.0	5.9
Average	5.2	5.3	5.7	5.3	5.3
Worst	4.4	4.9	5.0	4.7	4.5
Responses	2059	2012	1980	2318	2751

Stressors



	2018	2019	2020	2021	2022
Your org	6.3	6.3	6.4	6.4	6.5
Best	6.8	6.9	7.0	6.9	7.0
Average	6.6	6.6	6.7	6.6	6.7
Worst	6.3	6.3	6.4	6.3	6.1
Responses	2033	1993	1971	2310	2741

Survey Coordination Centre

NHS

Covid-19 Classification breakdowns

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Covid-19 classification breakdowns

Survey Coordination Centre NHS

Covid-19 questions

In the 2022 survey, staff were asked three classification questions relating to their experience during the Covid-19 pandemic:

a. In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?	1 ☐ Yes	2 ☐ No
b. In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?	1 ☐ Yes	2 ☐ No
c. In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?	1 ☐ Yes	2 ☐ No

The charts on the following pages show the breakdown of People Promise elements scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of highest, average and lowest scores for similar organisations.

Comparing your data

To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, the mix of occupational groups across redeployed staff at your organisation may differ from similar organisations. This difference would not be accounted for by the weighting and therefore may affect the comparability of trend results. As such, a degree of caution is advised when interpreting your results.

Further information

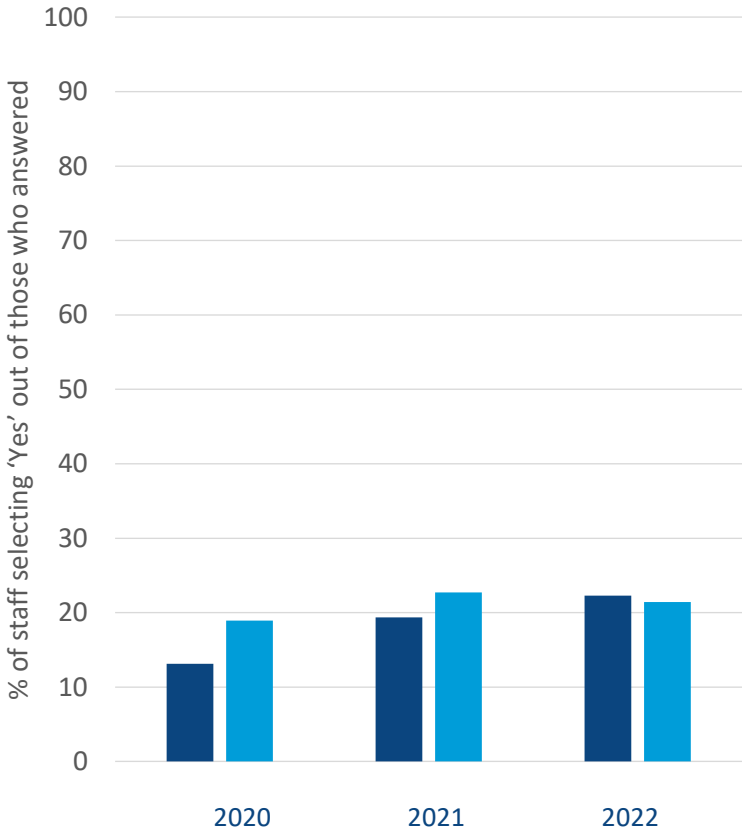
Results for these groups of staff, including data for individual questions, are also available via the online dashboards. Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.

The Covid-19 pandemic – Your experience during the Covid-19 pandemic

Survey Coordination Centre

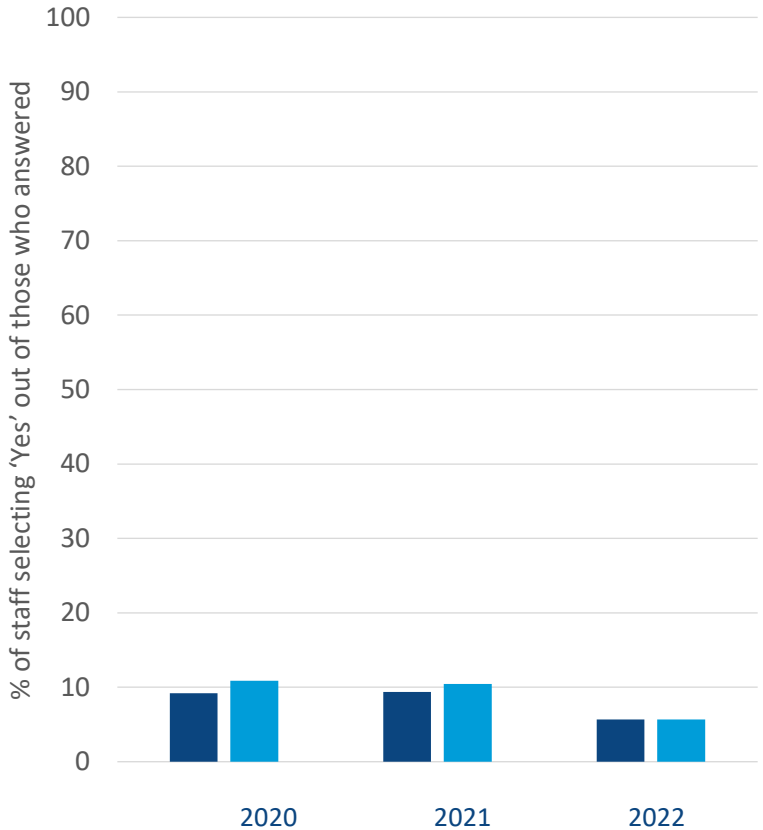
NHS

Q25a In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?



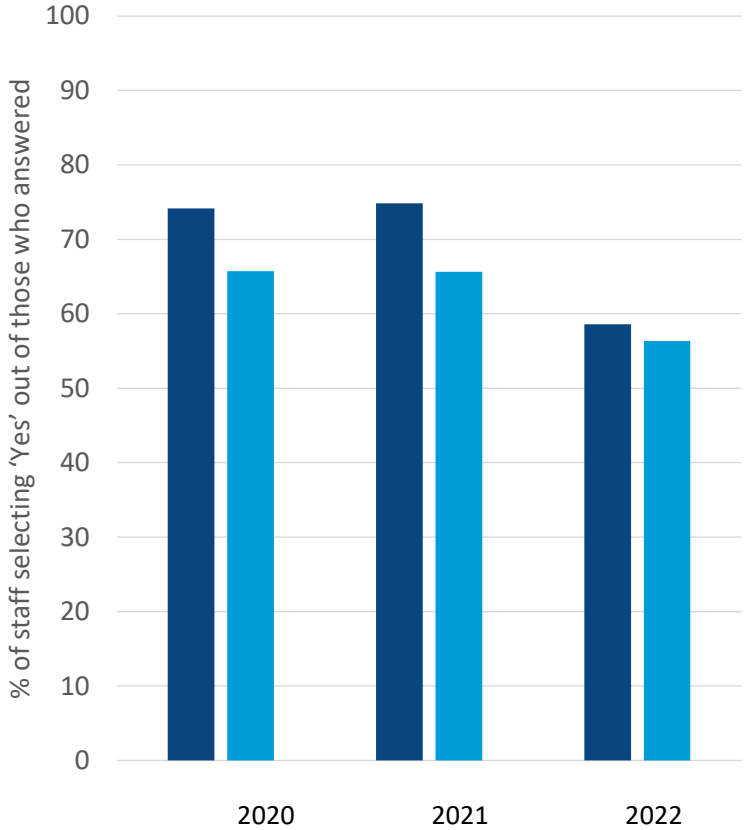
	2020	2021	2022
Your org	13.1%	19.3%	22.3%
Average	18.9%	22.7%	21.4%
Responses	1940	2254	2746

Q25b In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?



	2020	2021	2022
Your org	9.2%	9.4%	5.7%
Average	10.9%	10.4%	5.7%
Responses	1939	2250	2744

Q25c In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?



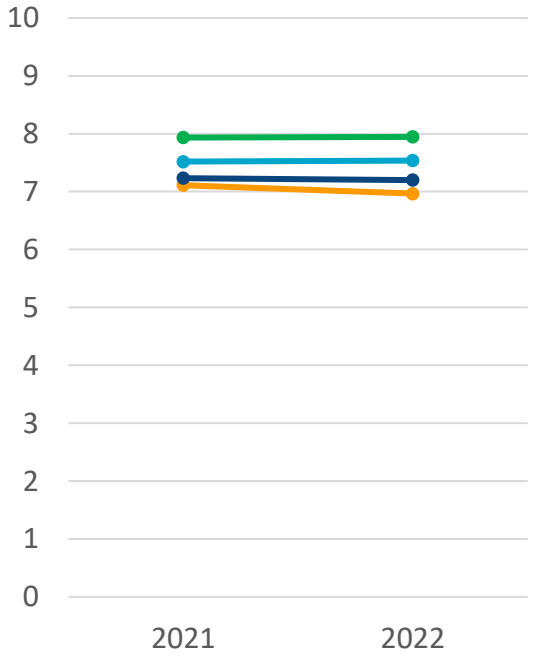
	2020	2021	2022
Your org	74.1%	74.9%	58.6%
Average	65.7%	65.6%	56.3%
Responses	1941	2255	2747

Survey Coordination Centre NHS

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

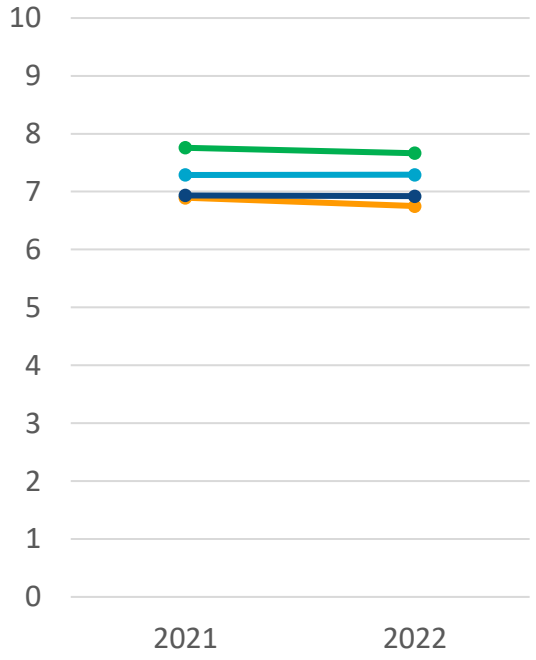
Promise element 1: We are compassionate and inclusive

All staff



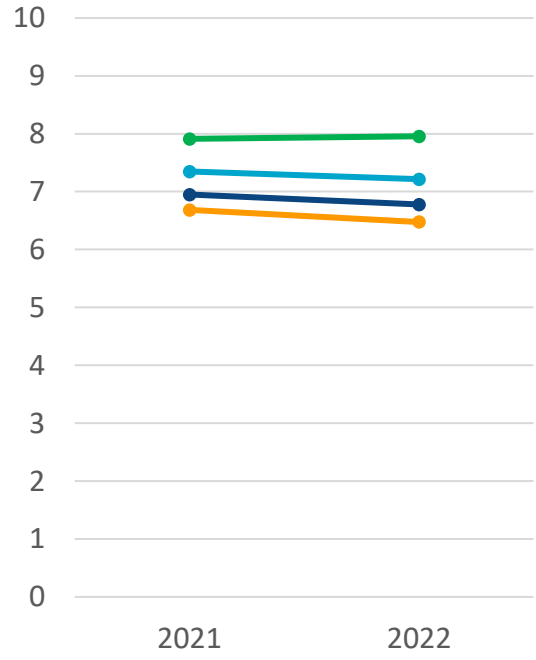
	2021	2022
Your org	7.2	7.2
Highest	7.9	7.9
Average	7.5	7.5
Lowest	7.1	7.0
Responses	2278	2750

Worked on a Covid-19 ward or specific area



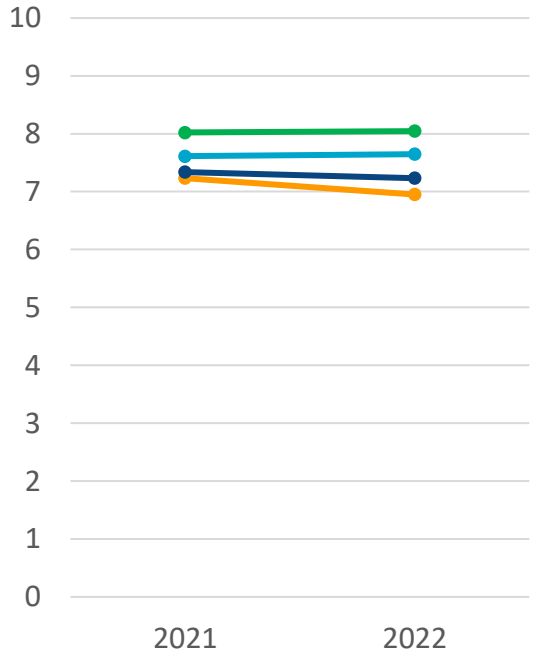
	2021	2022
Your org	6.9	6.9
Highest	7.8	7.7
Average	7.3	7.3
Lowest	6.9	6.7
Responses	436	612

Redeployed



	2021	2022
Your org	6.9	6.8
Highest	7.9	8.0
Average	7.3	7.2
Lowest	6.7	6.5
Responses	211	156

Required to work remotely / from home

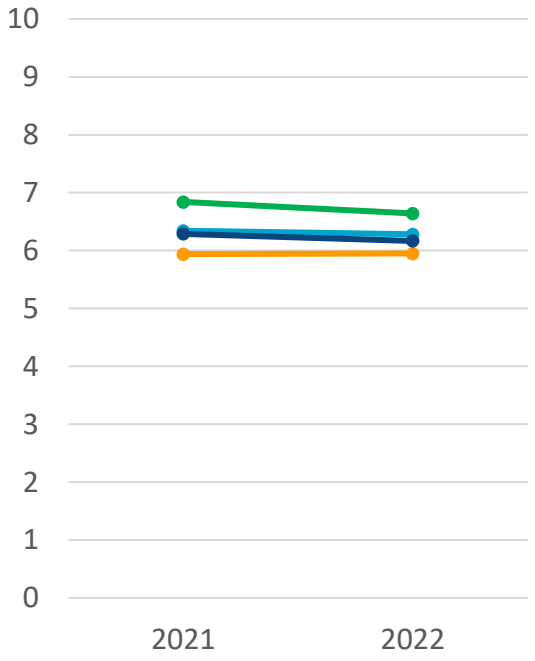


	2021	2022
Your org	7.3	7.2
Highest	8.0	8.0
Average	7.6	7.6
Lowest	7.2	7.0
Responses	1686	1609

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

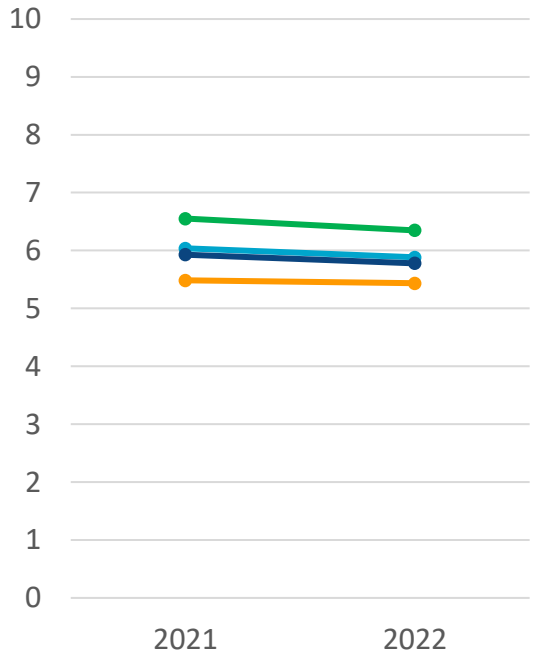
Promise element 2: We are recognised and rewarded

All staff



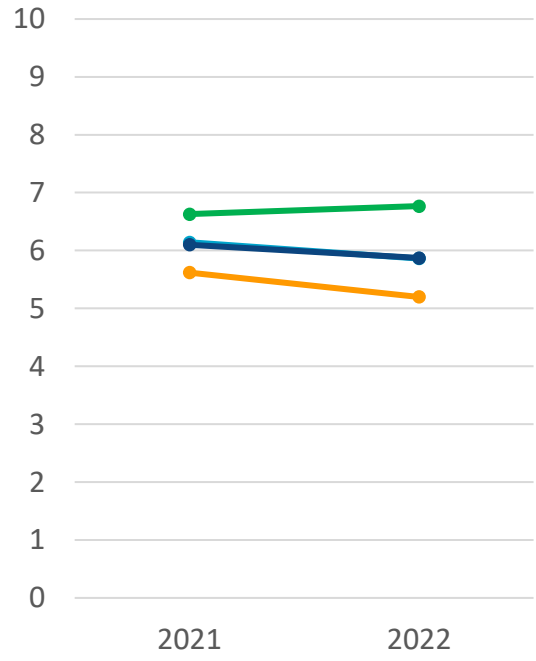
	2021	2022
Your org	6.3	6.2
Highest	6.8	6.6
Average	6.3	6.3
Lowest	5.9	5.9
Responses	2316	2751

Worked on a Covid-19 ward or specific area



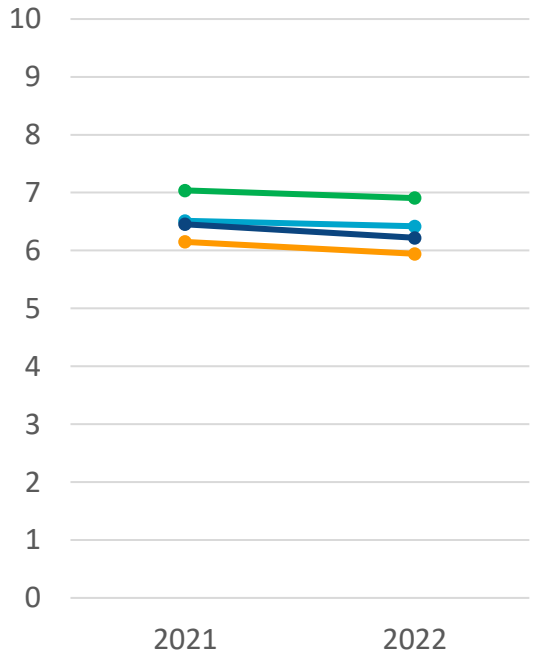
	2021	2022
Your org	5.9	5.8
Highest	6.6	6.3
Average	6.0	5.9
Lowest	5.5	5.4
Responses	436	611

Redeployed



	2021	2022
Your org	6.1	5.9
Highest	6.6	6.8
Average	6.1	5.9
Lowest	5.6	5.2
Responses	211	156

Required to work remotely / from home

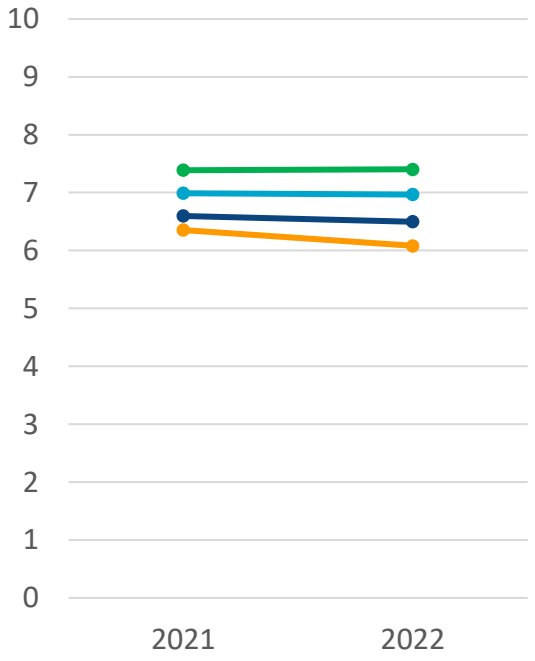


	2021	2022
Your org	6.5	6.2
Highest	7.0	6.9
Average	6.5	6.4
Lowest	6.1	5.9
Responses	1688	1609

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

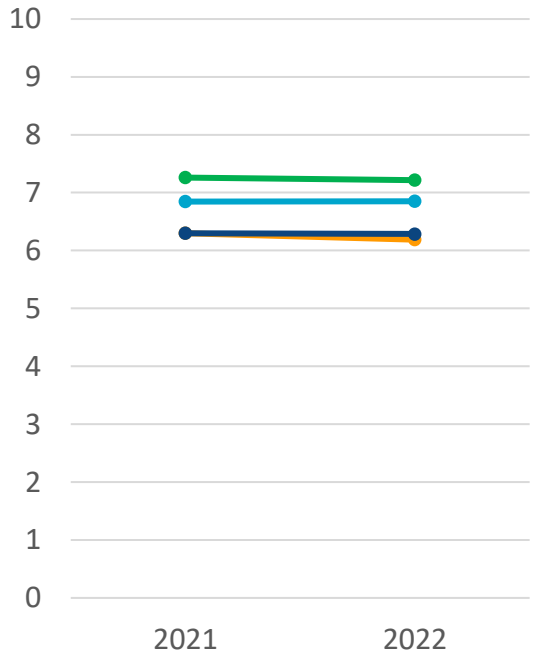
Promise element 3: We each have a voice that counts

All staff



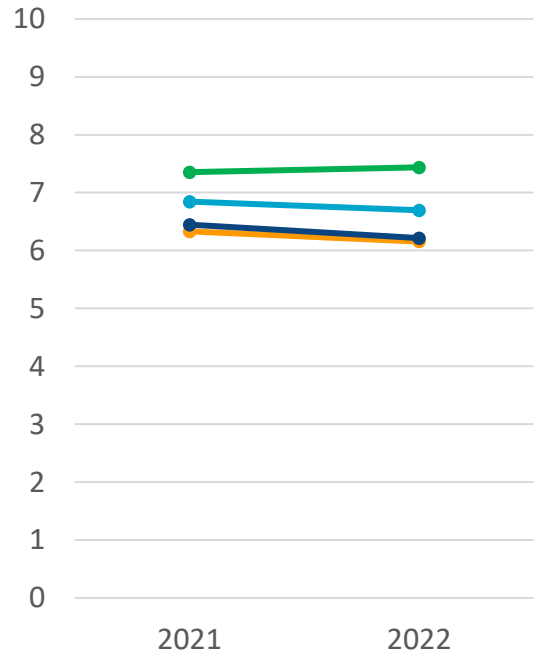
	2021	2022
Your org	6.6	6.5
Highest	7.4	7.4
Average	7.0	7.0
Lowest	6.4	6.1
Responses	2247	2744

Worked on a Covid-19 ward or specific area



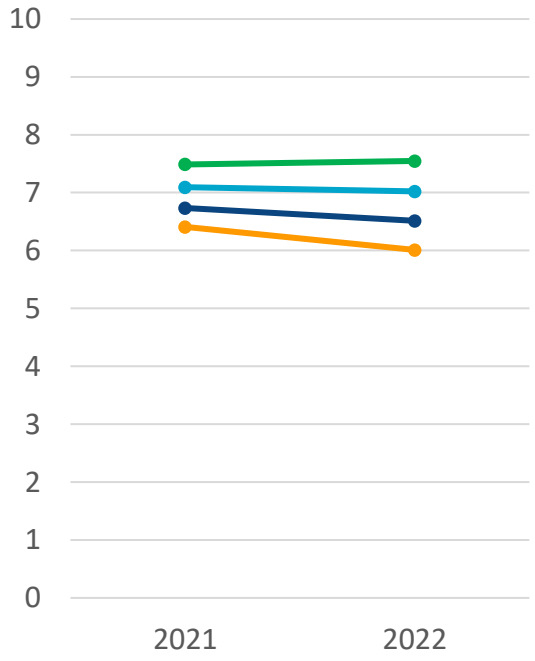
	2021	2022
Your org	6.3	6.3
Highest	7.3	7.2
Average	6.8	6.9
Lowest	6.3	6.2
Responses	434	611

Redeployed



	2021	2022
Your org	6.4	6.2
Highest	7.4	7.4
Average	6.8	6.7
Lowest	6.3	6.2
Responses	211	155

Required to work remotely / from home

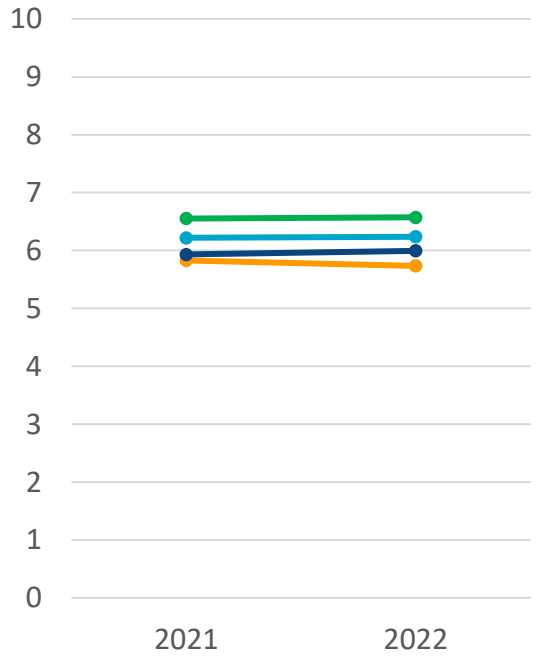


	2021	2022
Your org	6.7	6.5
Highest	7.5	7.5
Average	7.1	7.0
Lowest	6.4	6.0
Responses	1683	1606

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

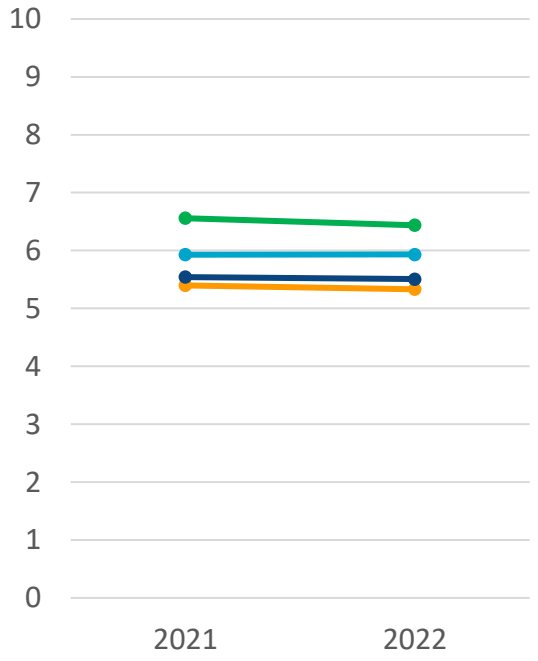
Promise element 4: We are safe and healthy

All staff



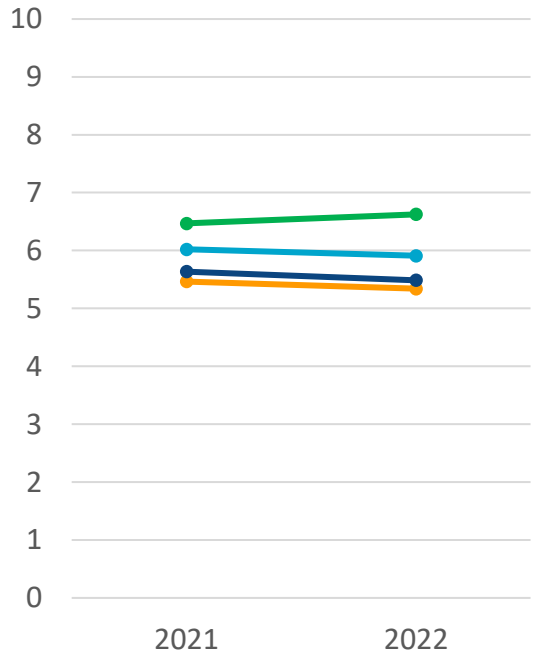
	2021	2022
Your org	5.9	6.0
Highest	6.6	6.6
Average	6.2	6.2
Lowest	5.8	5.7
Responses	2269	2745

Worked on a Covid-19 ward or specific area



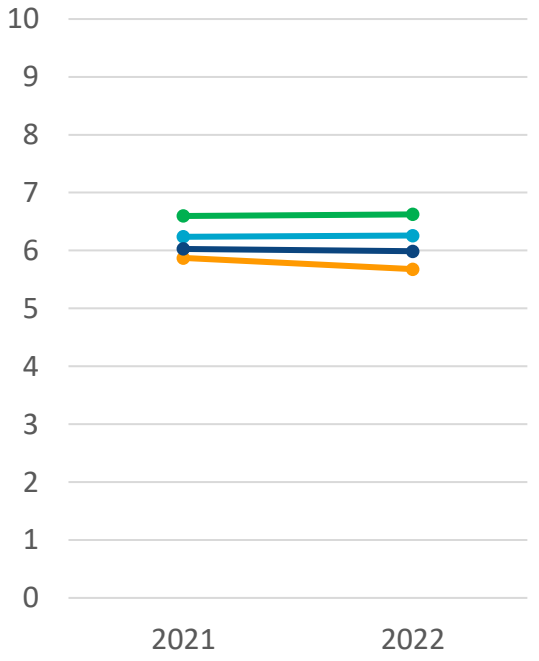
	2021	2022
Your org	5.5	5.5
Highest	6.6	6.4
Average	5.9	5.9
Lowest	5.4	5.3
Responses	433	608

Redeployed



	2021	2022
Your org	5.6	5.5
Highest	6.5	6.6
Average	6.0	5.9
Lowest	5.5	5.3
Responses	210	155

Required to work remotely / from home

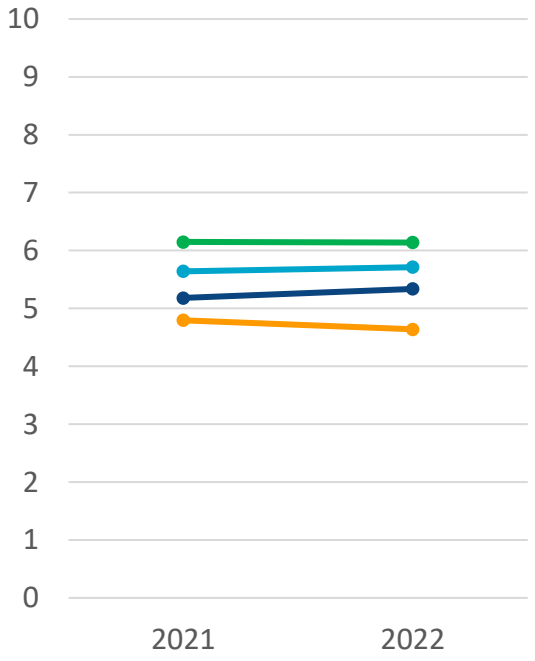


	2021	2022
Your org	6.0	6.0
Highest	6.6	6.6
Average	6.2	6.3
Lowest	5.9	5.7
Responses	1684	1605

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

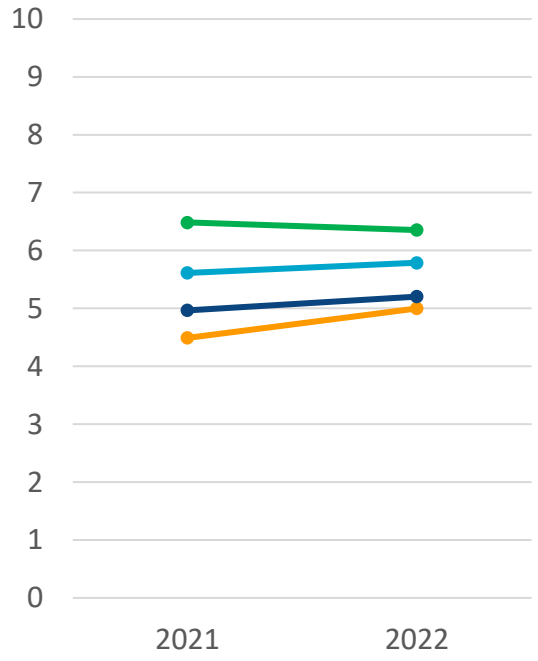
Promise element 5: We are always learning

All staff



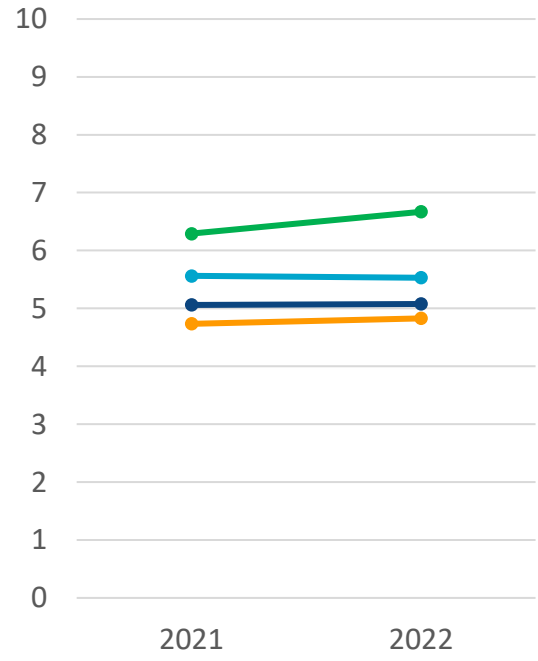
	2021	2022
Your org	5.2	5.3
Highest	6.1	6.1
Average	5.6	5.7
Lowest	4.8	4.6
Responses	2175	2659

Worked on a Covid-19 ward or specific area



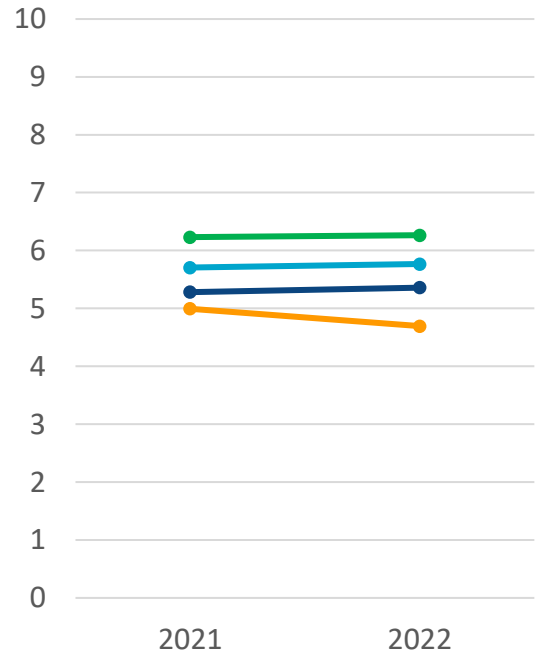
	2021	2022
Your org	5.0	5.2
Highest	6.5	6.4
Average	5.6	5.8
Lowest	4.5	5.0
Responses	418	591

Redeployed



	2021	2022
Your org	5.1	5.1
Highest	6.3	6.7
Average	5.6	5.5
Lowest	4.7	4.8
Responses	205	152

Required to work remotely / from home

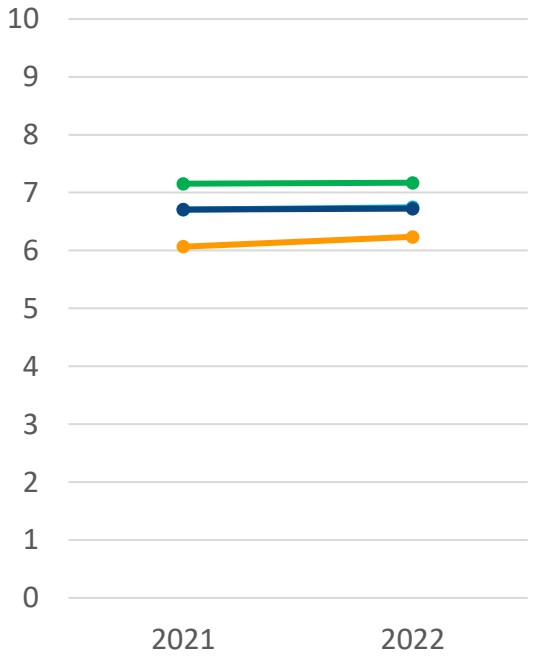


	2021	2022
Your org	5.3	5.4
Highest	6.2	6.3
Average	5.7	5.8
Lowest	5.0	4.7
Responses	1633	1565

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

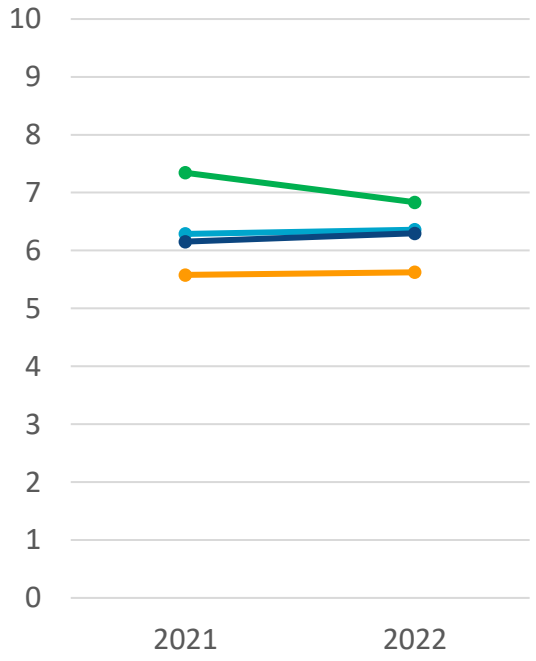
Promise element 6: We work flexibly

All staff



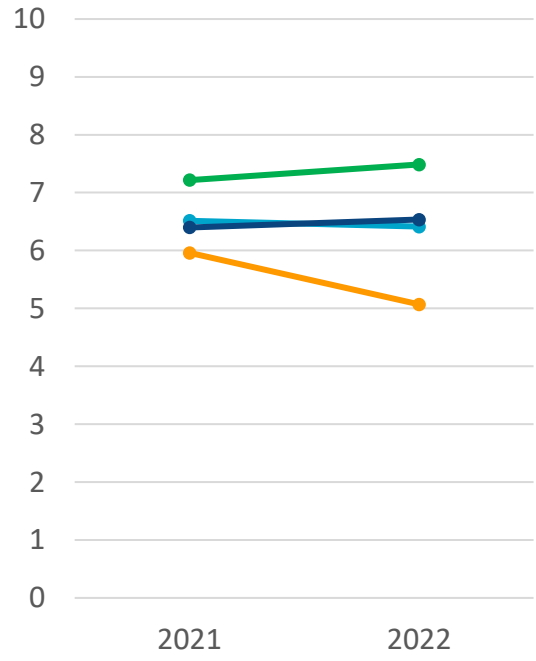
	2021	2022
Your org	6.7	6.7
Highest	7.2	7.2
Average	6.7	6.7
Lowest	6.1	6.2
Responses	2310	2749

Worked on a Covid-19 ward or specific area



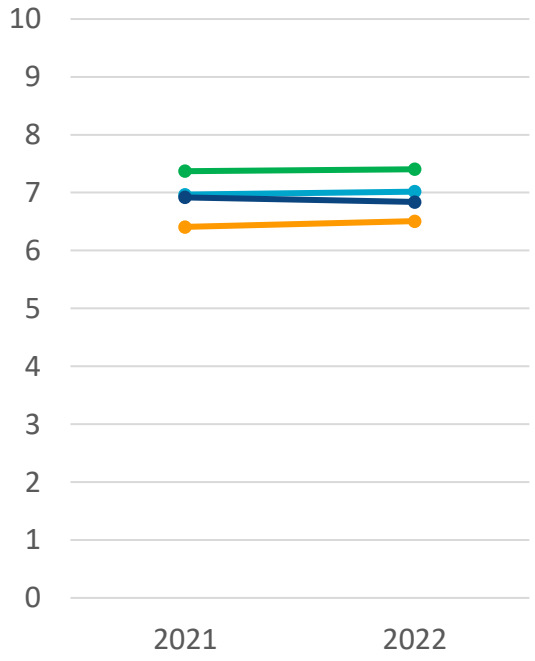
	2021	2022
Your org	6.2	6.3
Highest	7.3	6.8
Average	6.3	6.4
Lowest	5.6	5.6
Responses	436	611

Redeployed



	2021	2022
Your org	6.4	6.5
Highest	7.2	7.5
Average	6.5	6.4
Lowest	6.0	5.1
Responses	211	156

Required to work remotely / from home

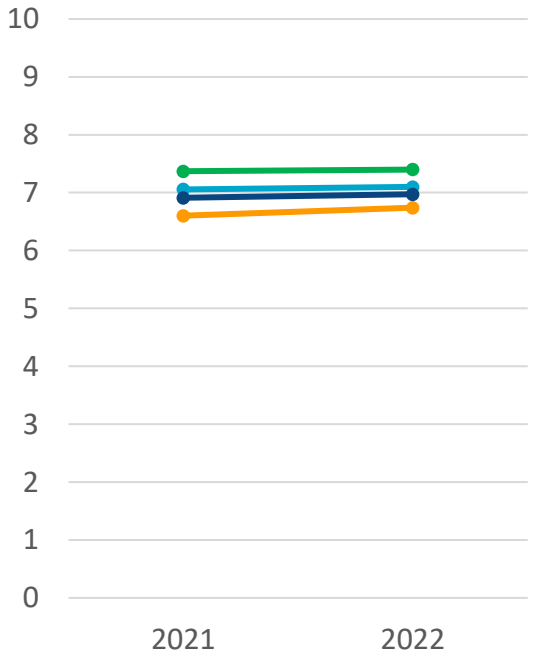


	2021	2022
Your org	6.9	6.8
Highest	7.4	7.4
Average	7.0	7.0
Lowest	6.4	6.5
Responses	1686	1609

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

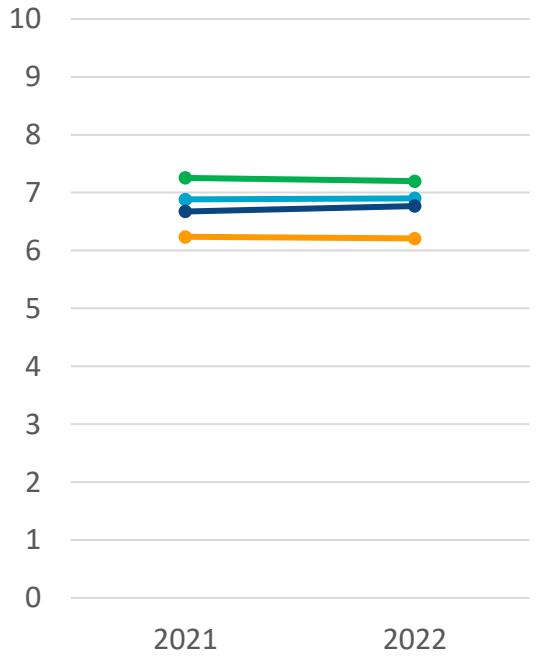
Promise element 7: We are a team

All staff



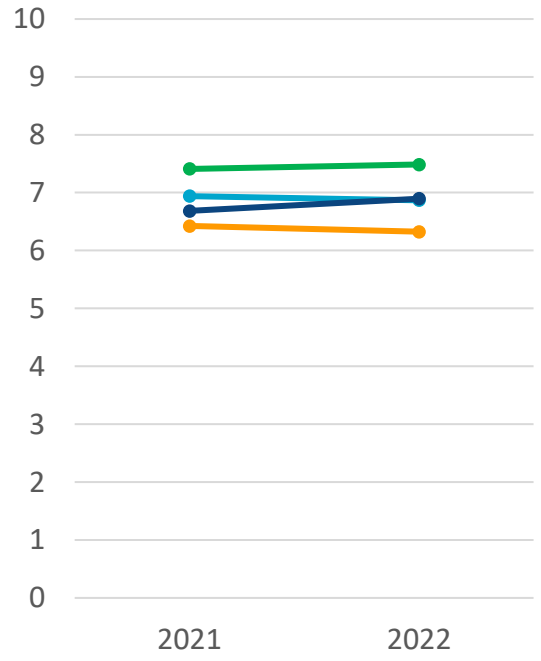
	2021	2022
Your org	6.9	7.0
Highest	7.4	7.4
Average	7.1	7.1
Lowest	6.6	6.7
Responses	2284	2747

Worked on a Covid-19 ward or specific area



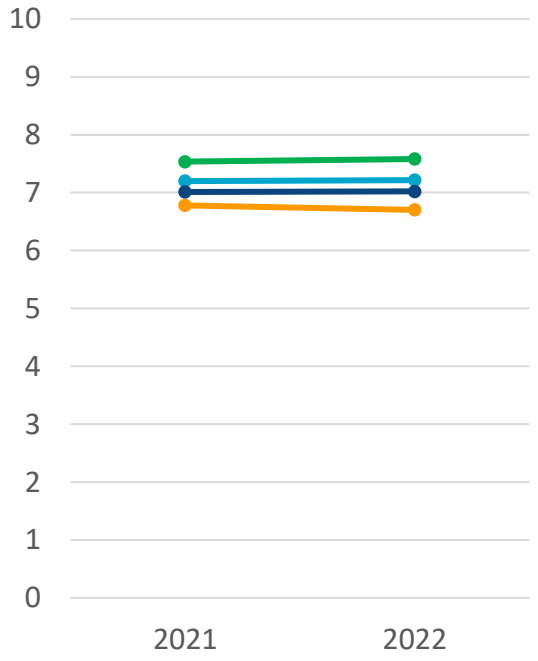
	2021	2022
Your org	6.7	6.8
Highest	7.3	7.2
Average	6.9	6.9
Lowest	6.2	6.2
Responses	435	611

Redeployed



	2021	2022
Your org	6.7	6.9
Highest	7.4	7.5
Average	6.9	6.9
Lowest	6.4	6.3
Responses	211	156

Required to work remotely / from home

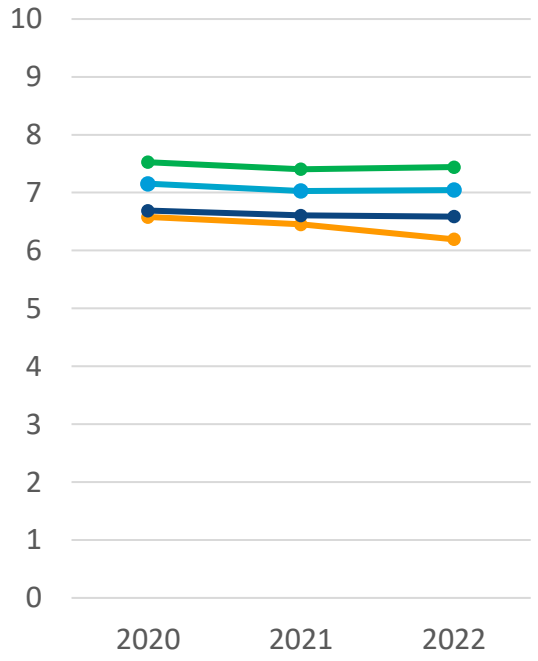


	2021	2022
Your org	7.0	7.0
Highest	7.5	7.6
Average	7.2	7.2
Lowest	6.8	6.7
Responses	1684	1606

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

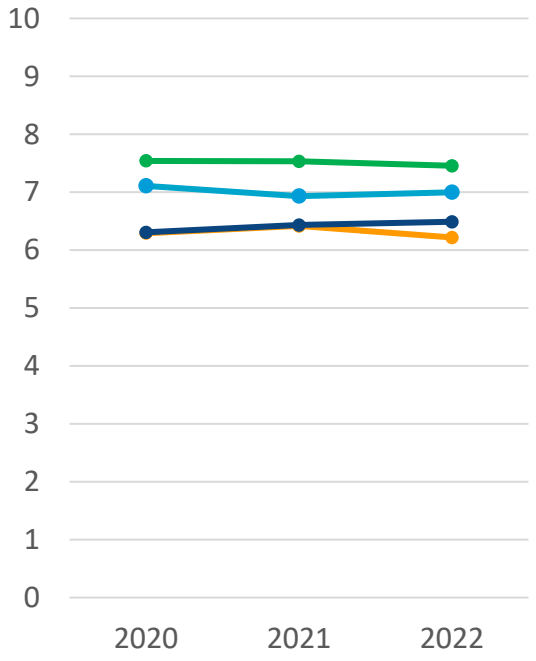
Theme: Staff Engagement

All staff



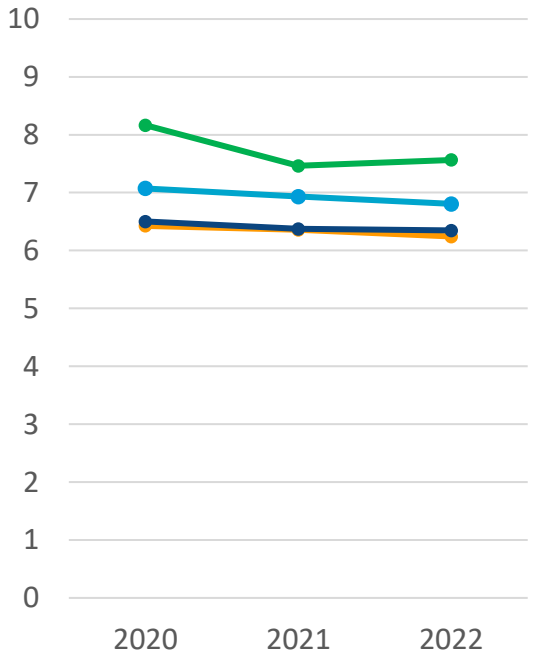
	2020	2021	2022
Your org	6.7	6.6	6.6
Highest	7.5	7.4	7.4
Average	7.2	7.0	7.0
Lowest	6.6	6.5	6.2
Responses	1981	2317	2752

Worked on Covid-19 specific ward or area



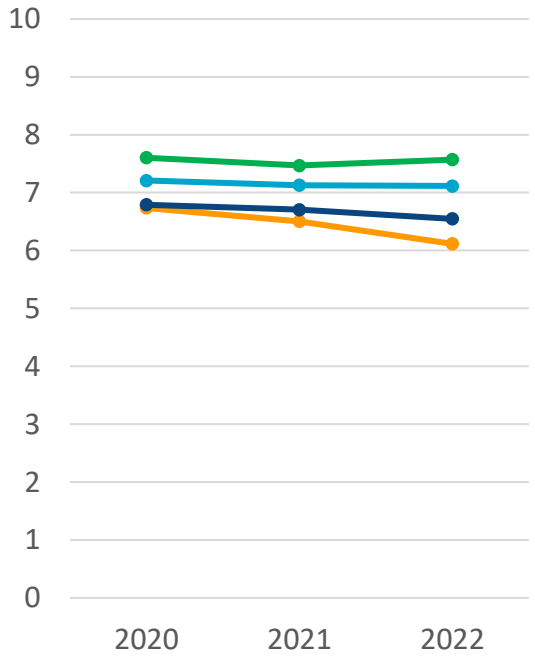
	2020	2021	2022
Your org	6.3	6.4	6.5
Highest	7.5	7.5	7.5
Average	7.1	6.9	7.0
Lowest	6.3	6.4	6.2
Responses	255	436	612

Redeployed



	2020	2021	2022
Your org	6.5	6.4	6.3
Highest	8.2	7.5	7.6
Average	7.1	6.9	6.8
Lowest	6.4	6.4	6.2
Responses	178	211	156

Required to work remotely / from home

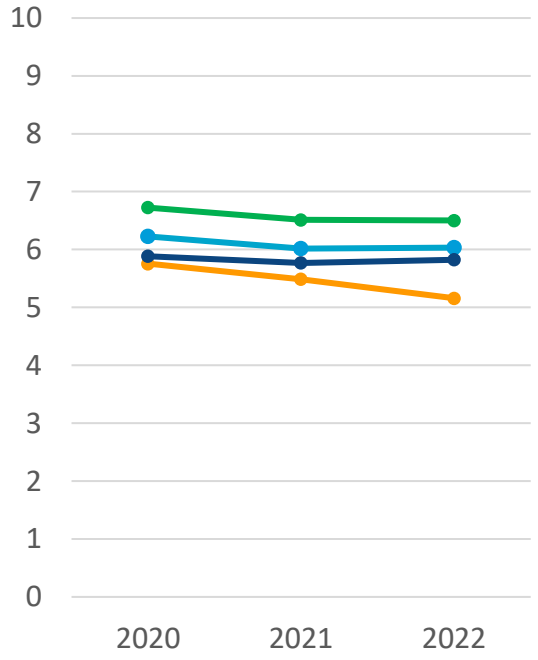


	2020	2021	2022
Your org	6.8	6.7	6.5
Highest	7.6	7.5	7.6
Average	7.2	7.1	7.1
Lowest	6.7	6.5	6.1
Responses	1438	1688	1609

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

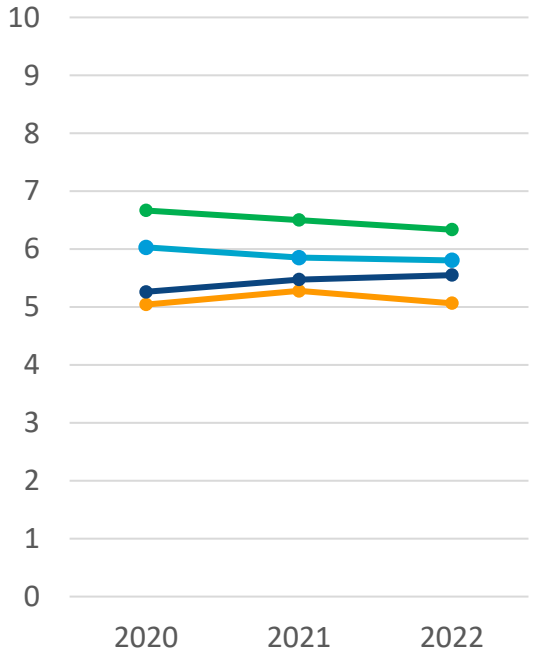
Theme: Morale

All staff



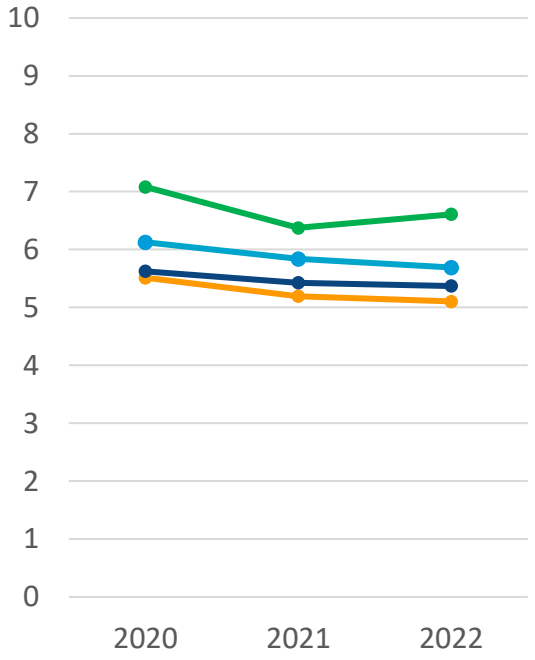
	2020	2021	2022
Your org	5.9	5.8	5.8
Highest	6.7	6.5	6.5
Average	6.2	6.0	6.0
Lowest	5.8	5.5	5.2
Responses	1971	2313	2752

Worked on Covid-19 specific ward or area



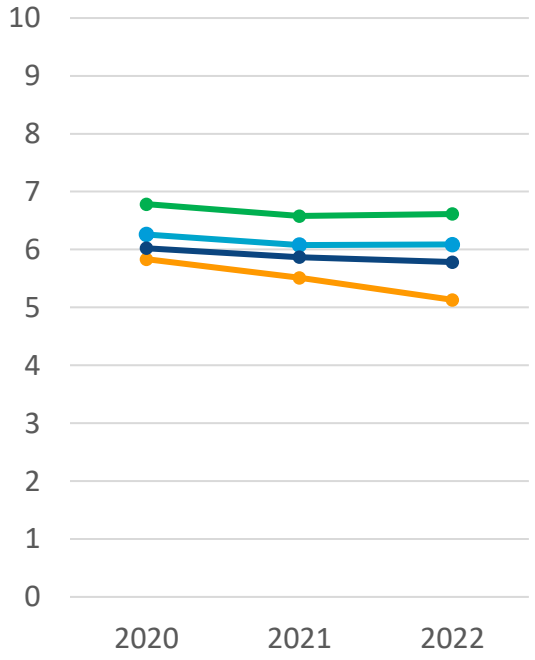
	2020	2021	2022
Your org	5.3	5.5	5.6
Highest	6.7	6.5	6.3
Average	6.0	5.9	5.8
Lowest	5.0	5.3	5.1
Responses	255	436	612

Redeployed



	2020	2021	2022
Your org	5.6	5.4	5.4
Highest	7.1	6.4	6.6
Average	6.1	5.8	5.7
Lowest	5.5	5.2	5.1
Responses	178	211	156

Required to work remotely / from home



	2020	2021	2022
Your org	6.0	5.9	5.8
Highest	6.8	6.6	6.6
Average	6.3	6.1	6.1
Lowest	5.8	5.5	5.1
Responses	1438	1688	1609

Survey Coordination Centre

NHS

People Promise element – We are compassionate and inclusive

Questions included:

Compassionate culture – Q6a, Q23a, Q23b, Q23c, Q23d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

Diversity and equality – Q15, Q16a, Q16b, Q20

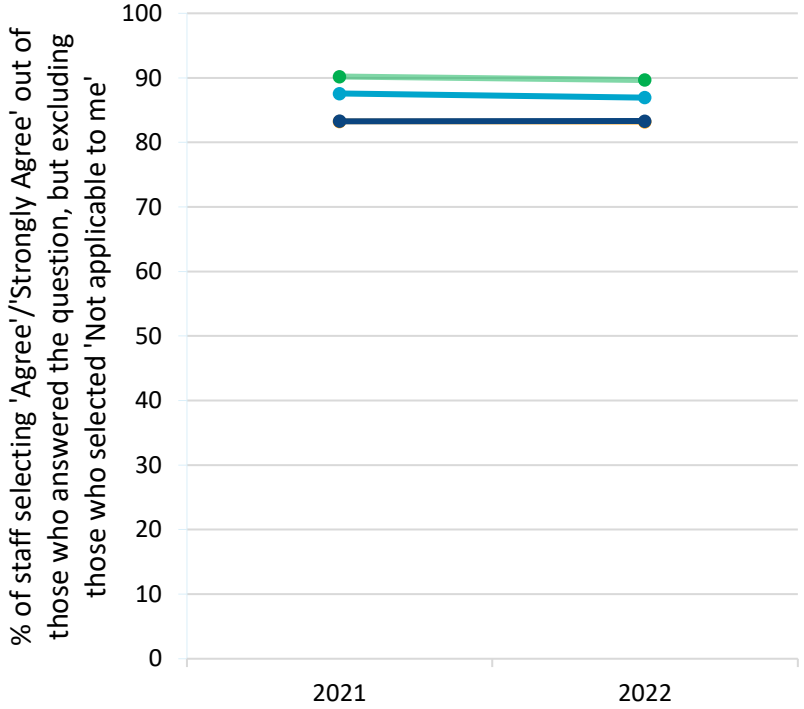
Inclusion – Q7h, Q7i, Q8b, Q8c

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Survey Coordination Centre

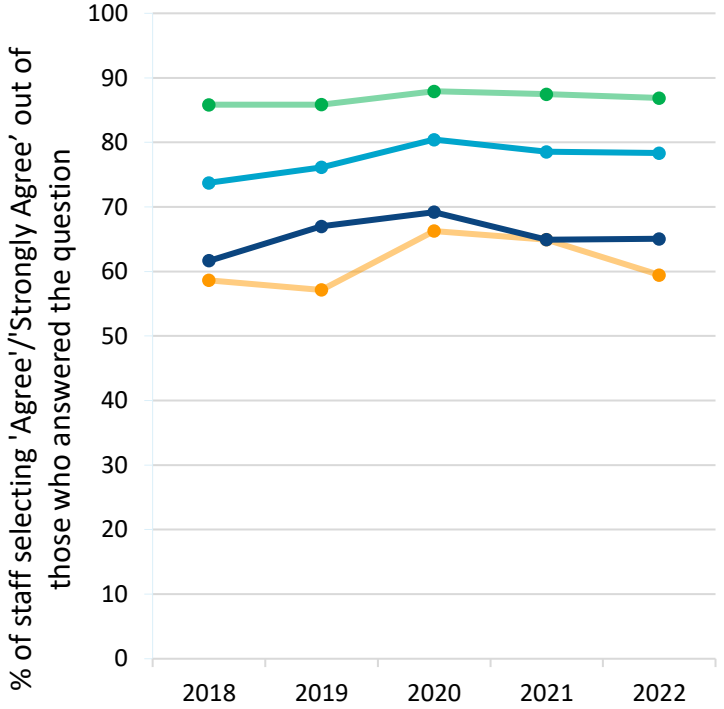
NHS

Q6a I feel that my role makes a difference to patients / service users.



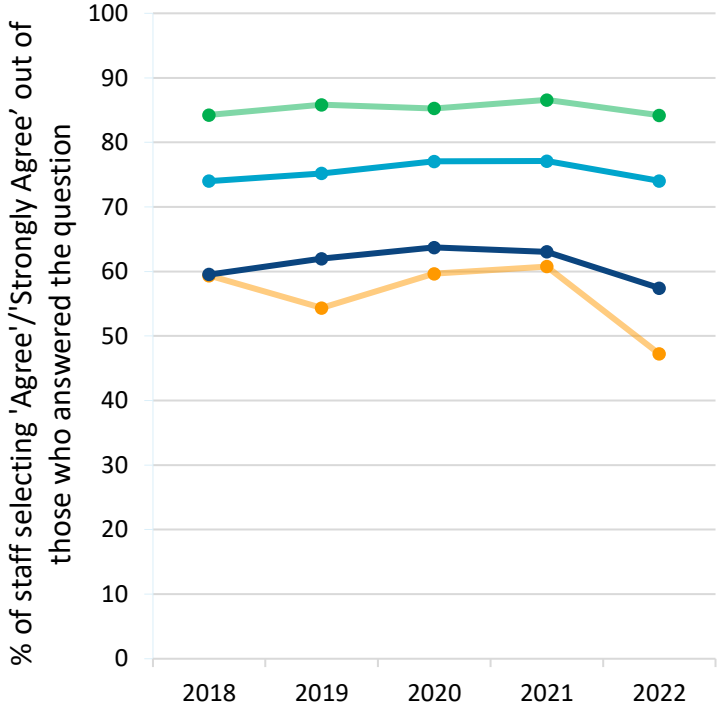
	2021	2022
Your org	83.2%	83.3%
Best	90.2%	89.7%
Average	87.6%	87.0%
Worst	83.2%	83.2%
Responses	2206	2623

Q23a Care of patients / service users is my organisation's top priority.



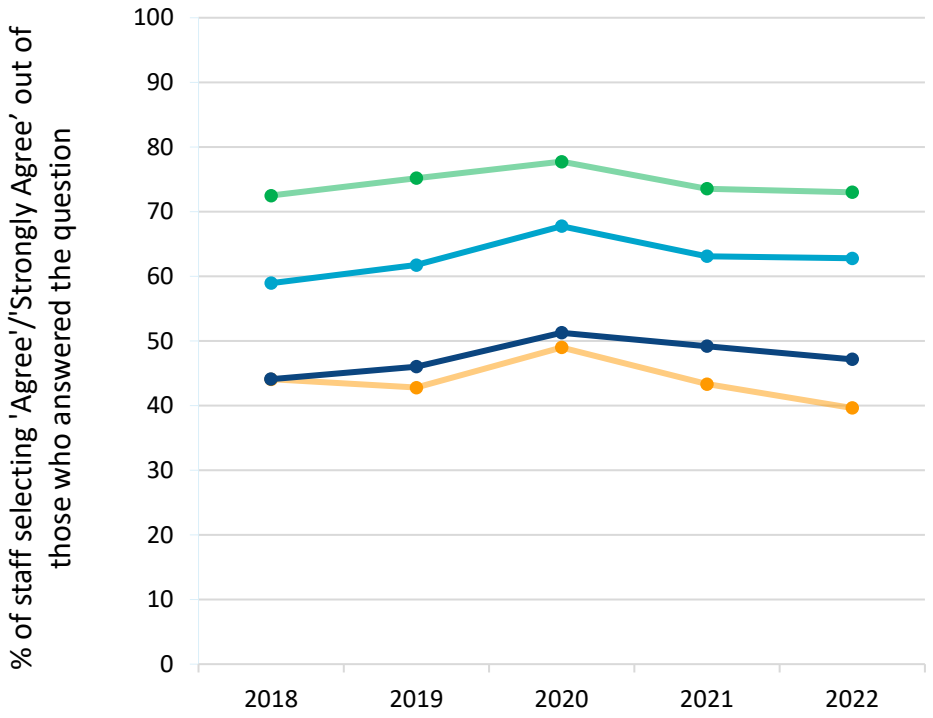
	2018	2019	2020	2021	2022
Your org	61.7%	67.0%	69.2%	64.9%	65.1%
Best	85.8%	85.9%	87.9%	87.5%	86.9%
Average	73.7%	76.1%	80.4%	78.5%	78.3%
Worst	58.6%	57.2%	66.3%	64.9%	59.5%
Responses	1976	1969	1940	2253	2744

Q23b My organisation acts on concerns raised by patients / service users.



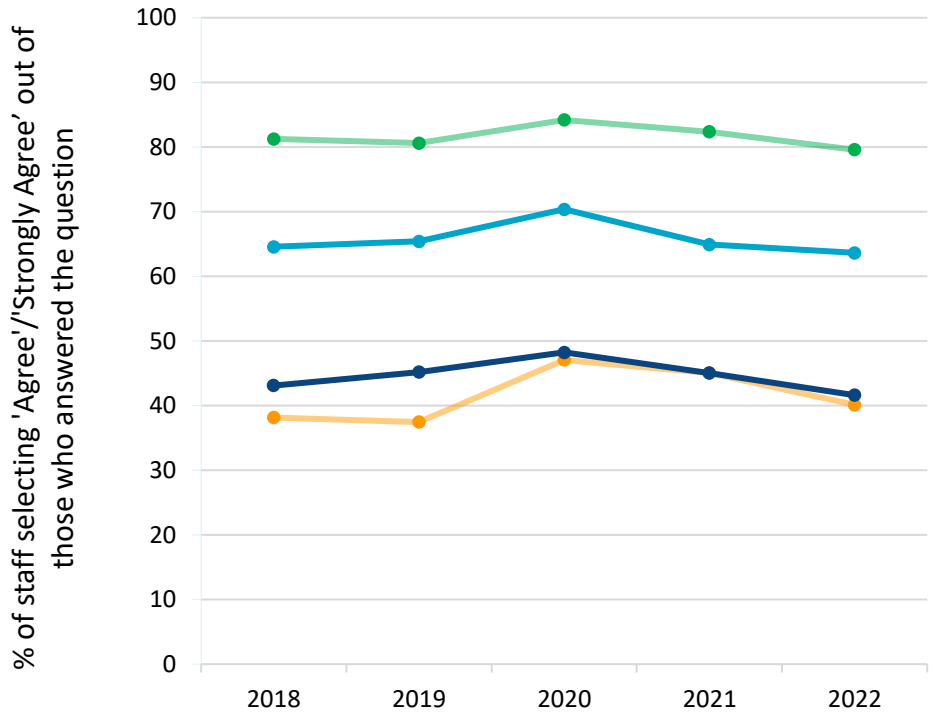
	2018	2019	2020	2021	2022
Your org	59.5%	62.0%	63.7%	63.1%	57.4%
Best	84.2%	85.8%	85.3%	86.6%	84.2%
Average	74.0%	75.2%	77.1%	77.1%	74.0%
Worst	59.3%	54.3%	59.7%	60.8%	47.2%
Responses	1974	1967	1940	2251	2744

Q23c I would recommend my organisation as a place to work.



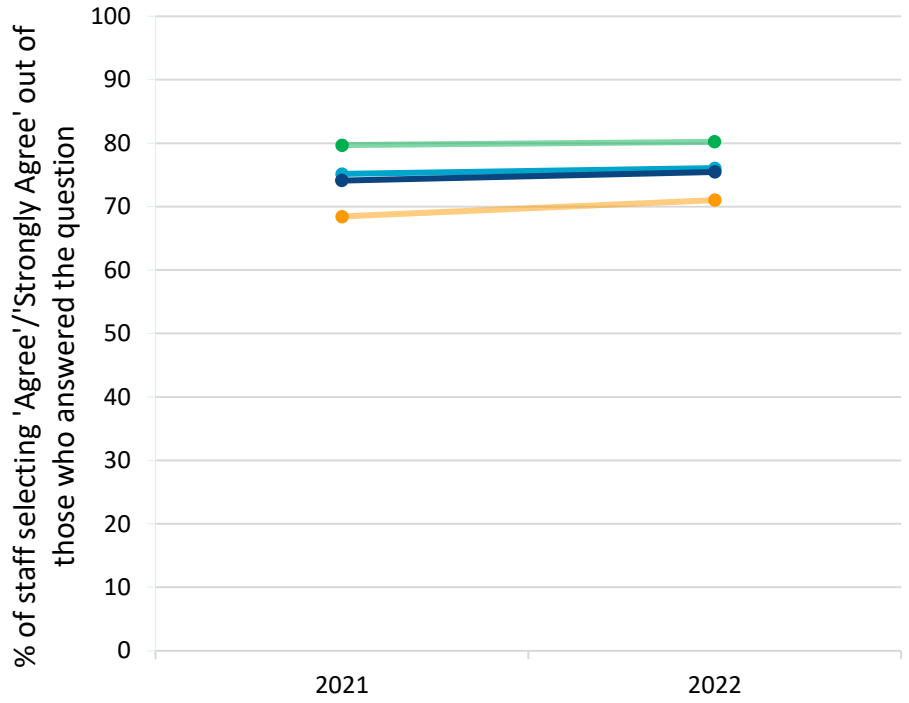
	2018	2019	2020	2021	2022
Your org	44.1%	46.0%	51.3%	49.2%	47.2%
Best	72.5%	75.2%	77.8%	73.6%	73.0%
Average	59.0%	61.8%	67.8%	63.1%	62.8%
Worst	44.1%	42.8%	49.0%	43.3%	39.6%
Responses	1977	1969	1940	2251	2748

Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



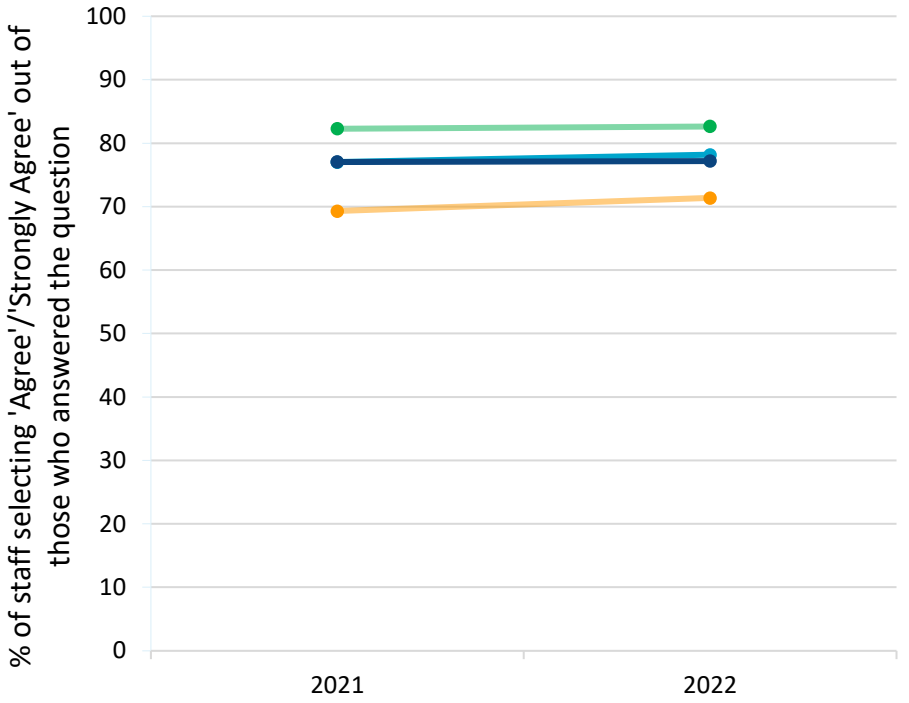
	2018	2019	2020	2021	2022
Your org	43.1%	45.2%	48.2%	45.0%	41.6%
Best	81.3%	80.6%	84.2%	82.4%	79.6%
Average	64.6%	65.4%	70.4%	64.9%	63.6%
Worst	38.2%	37.5%	47.1%	45.0%	40.1%
Responses	1974	1966	1938	2247	2747

Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022
Your org	74.1%	75.5%
Best	79.7%	80.2%
Average	75.2%	76.1%
Worst	68.4%	71.0%
Responses	2279	2742

Q9g My immediate manager is interested in listening to me when I describe challenges I face.

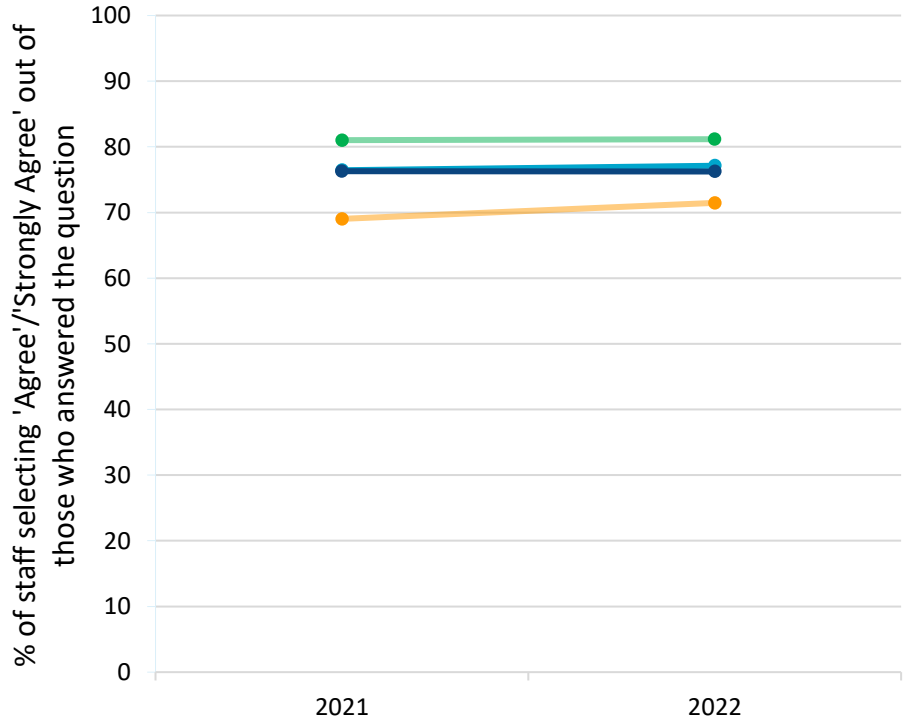


	2021	2022
Your org	77.0%	77.2%
Best	82.3%	82.6%
Average	77.0%	78.2%
Worst	69.3%	71.4%
Responses	2285	2742

Survey Coordination Centre

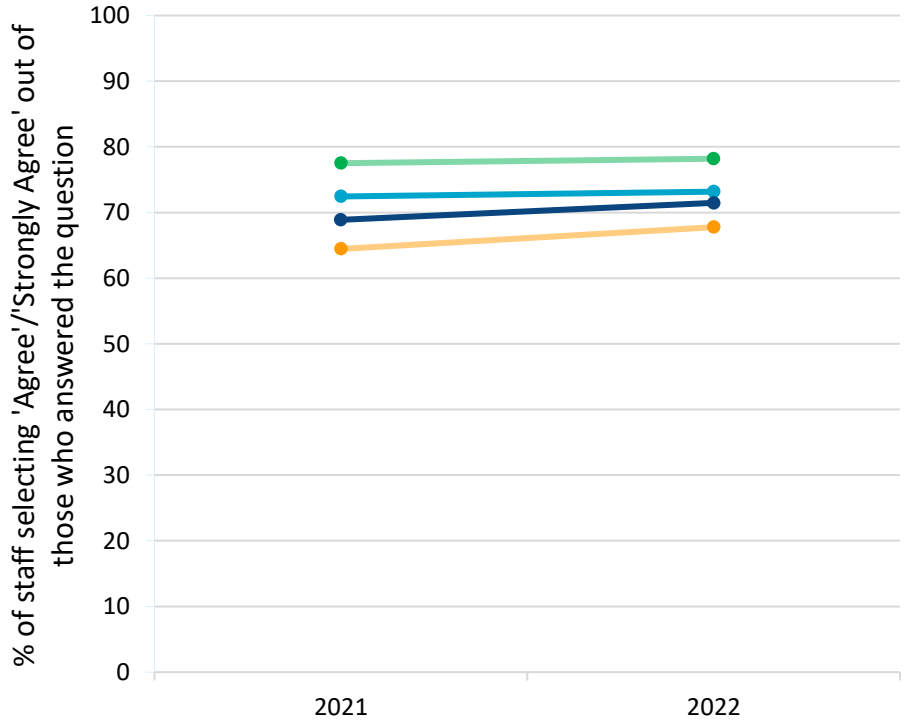
NHS

Q9h My immediate manager cares about my concerns.



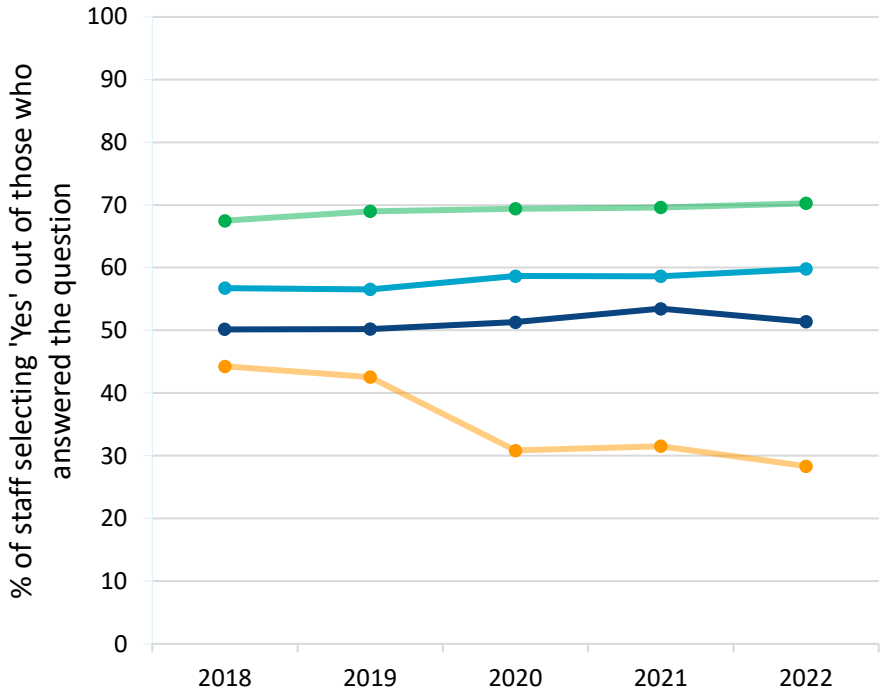
	2021	2022
Your org	76.3%	76.3%
Best	81.0%	81.2%
Average	76.5%	77.1%
Worst	69.0%	71.4%
Responses	2284	2741

Q9i My immediate manager takes effective action to help me with any problems I face.



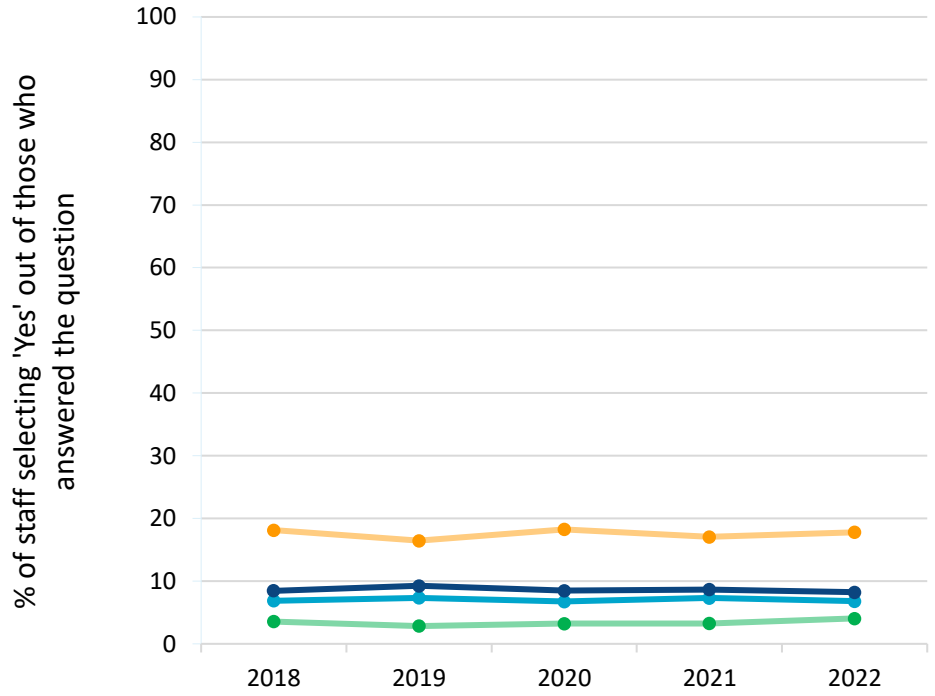
	2021	2022
Your org	68.9%	71.5%
Best	77.5%	78.2%
Average	72.4%	73.2%
Worst	64.5%	67.8%
Responses	2284	2743

Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



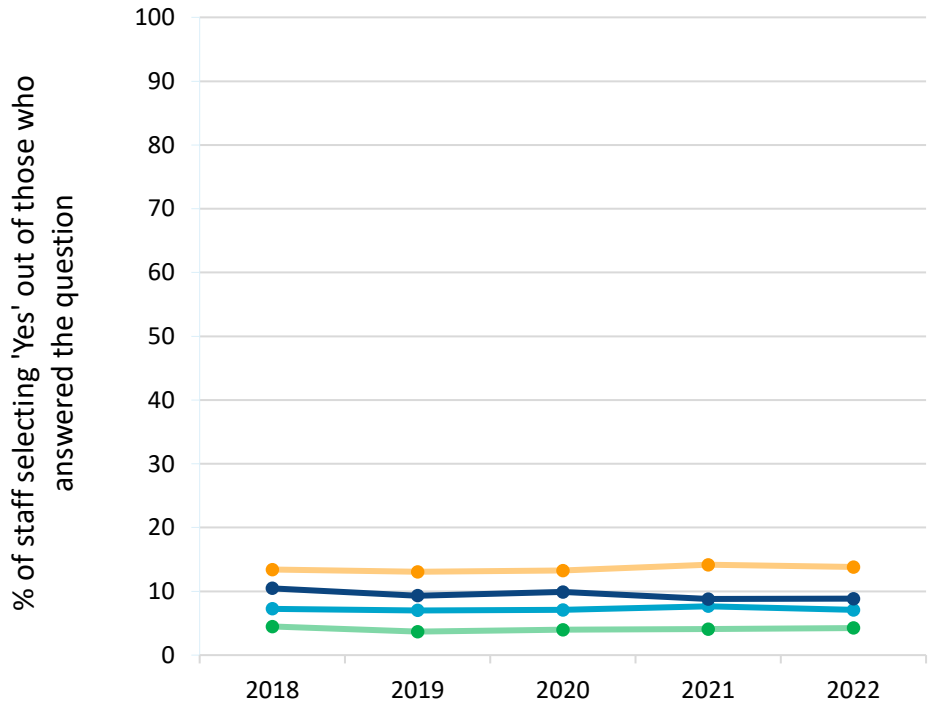
	2018	2019	2020	2021	2022
Your org	50.1%	50.2%	51.3%	53.4%	51.4%
Best	67.5%	69.0%	69.4%	69.6%	70.3%
Average	56.8%	56.6%	58.7%	58.6%	59.8%
Worst	44.3%	42.6%	30.9%	31.5%	28.3%
Responses	1989	1978	1940	2267	2724

Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



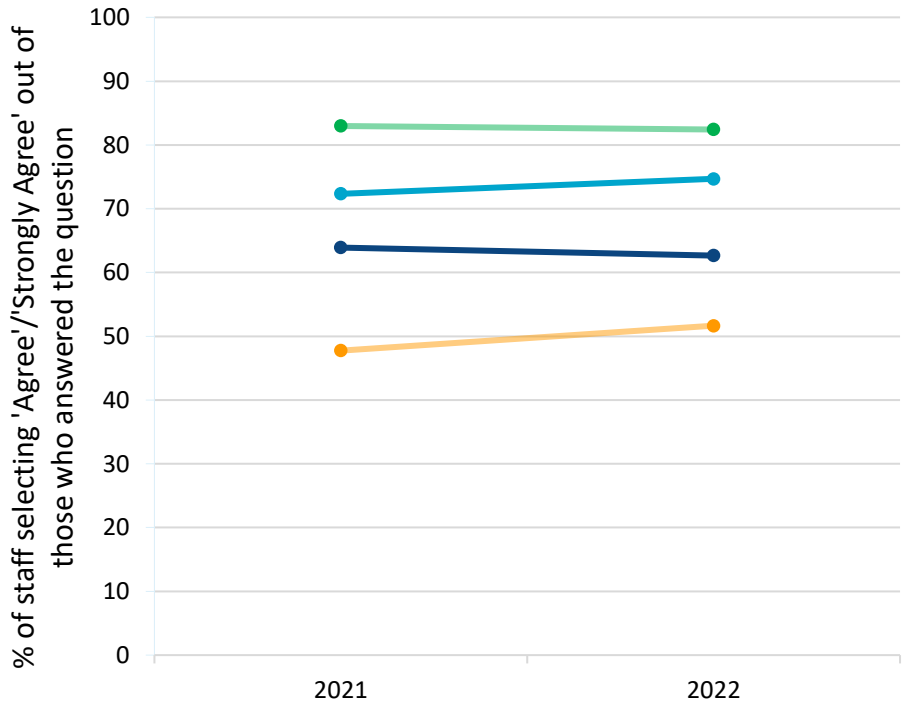
	2018	2019	2020	2021	2022
Your org	8.5%	9.3%	8.5%	8.7%	8.2%
Best	3.6%	2.9%	3.2%	3.3%	4.1%
Average	6.9%	7.3%	6.8%	7.3%	6.8%
Worst	18.2%	16.5%	18.3%	17.1%	17.8%
Responses	1978	1990	1946	2269	2730

Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2018	2019	2020	2021	2022
Your org	10.4%	9.3%	9.9%	8.8%	8.8%
Best	4.5%	3.7%	4.0%	4.1%	4.3%
Average	7.3%	7.0%	7.1%	7.7%	7.1%
Worst	13.4%	13.1%	13.2%	14.2%	13.8%
Responses	1986	1976	1946	2271	2736

Q20 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).

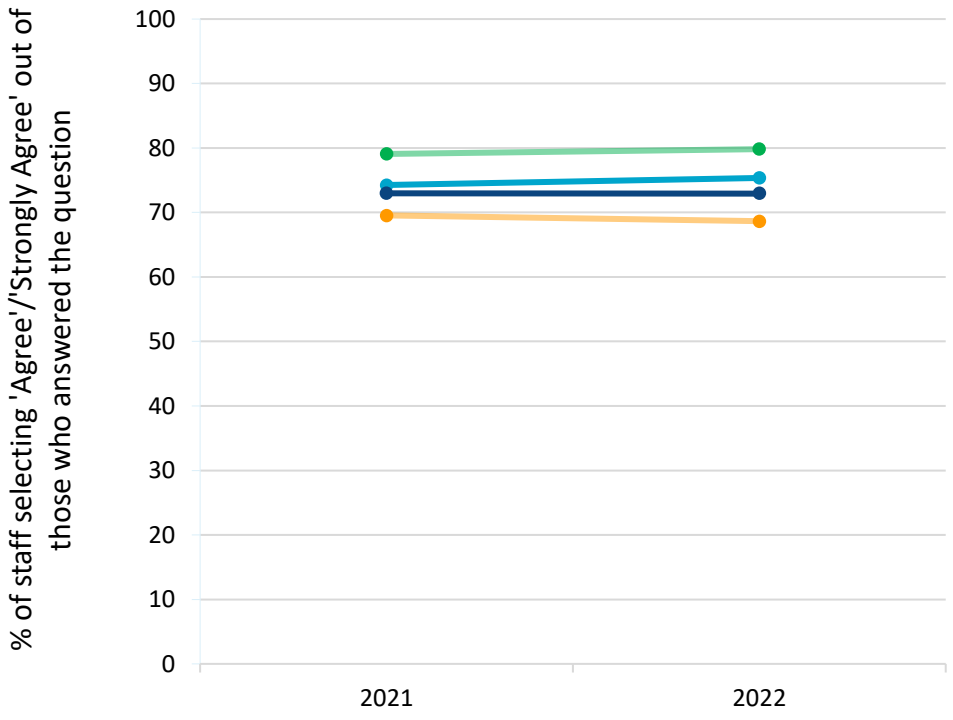


	2021	2022
Your org	63.9%	62.7%
Best	83.0%	82.5%
Average	72.4%	74.7%
Worst	47.8%	51.7%
Responses	2266	2742

Survey Coordination Centre

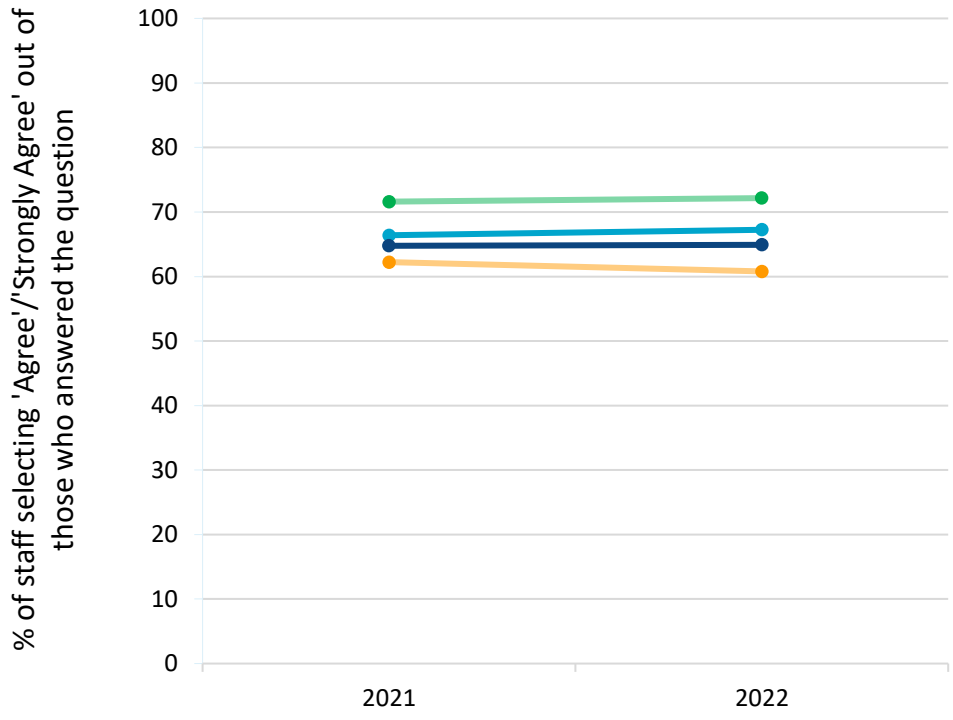
NHS

Q7h I feel valued by my team.



	2021	2022
Your org	73.0%	73.0%
Best	79.1%	79.8%
Average	74.2%	75.4%
Worst	69.5%	68.6%
Responses	2291	2746

Q7i I feel a strong personal attachment to my team.

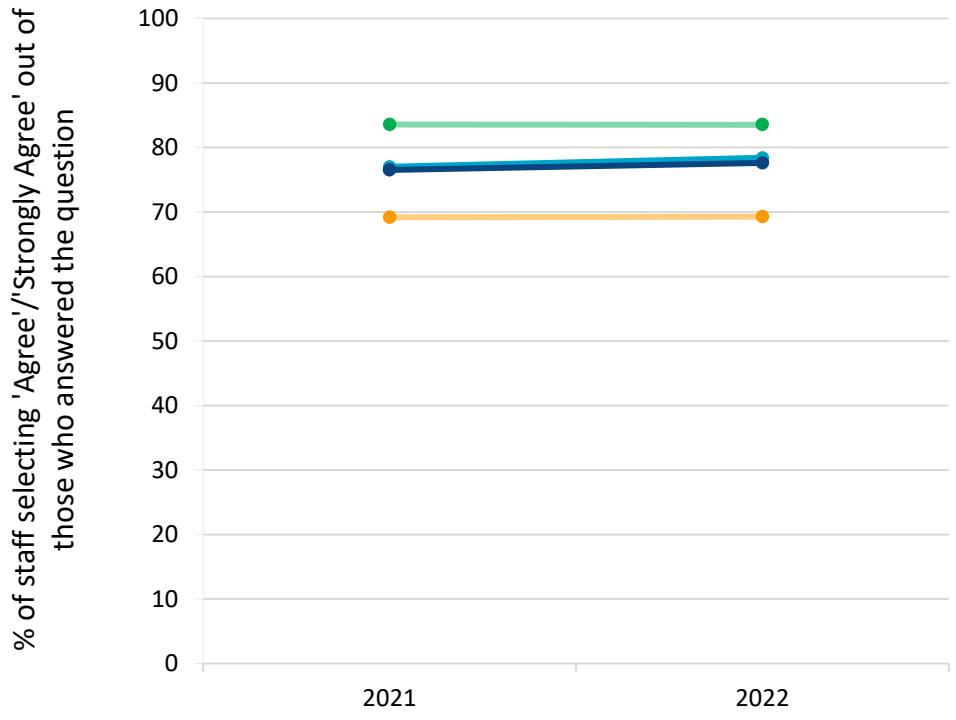


	2021	2022
Your org	64.8%	64.9%
Best	71.6%	72.2%
Average	66.4%	67.3%
Worst	62.2%	60.8%
Responses	2294	2746

Survey Coordination Centre

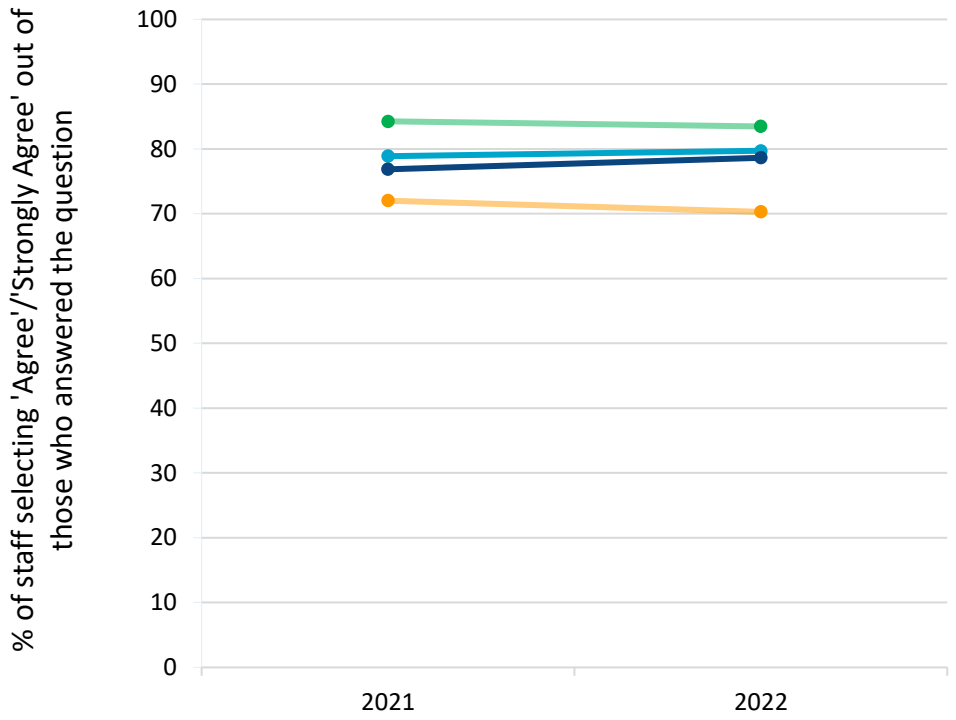
NHS

Q8b The people I work with are understanding and kind to one another.



	2021	2022
Your org	76.5%	77.6%
Best	83.6%	83.6%
Average	77.0%	78.4%
Worst	69.2%	69.3%
Responses	2294	2750

Q8c The people I work with are polite and treat each other with respect.



	2021	2022
Your org	76.8%	78.6%
Best	84.3%	83.4%
Average	78.9%	79.7%
Worst	72.0%	70.3%
Responses	2295	2748

Survey Coordination Centre

NHS

People Promise element – We are recognised and rewarded

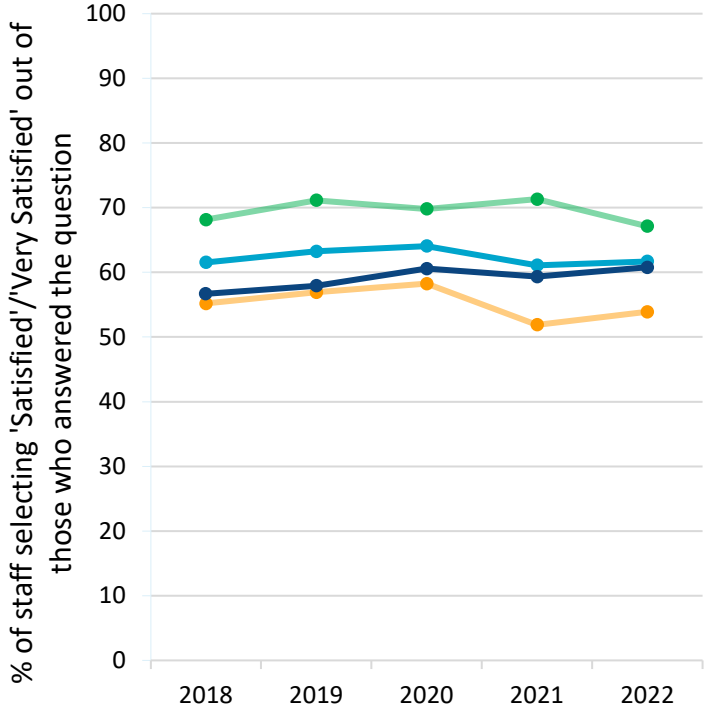
Questions included:

Q4a, Q4b, Q4c, Q8d, Q9e

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

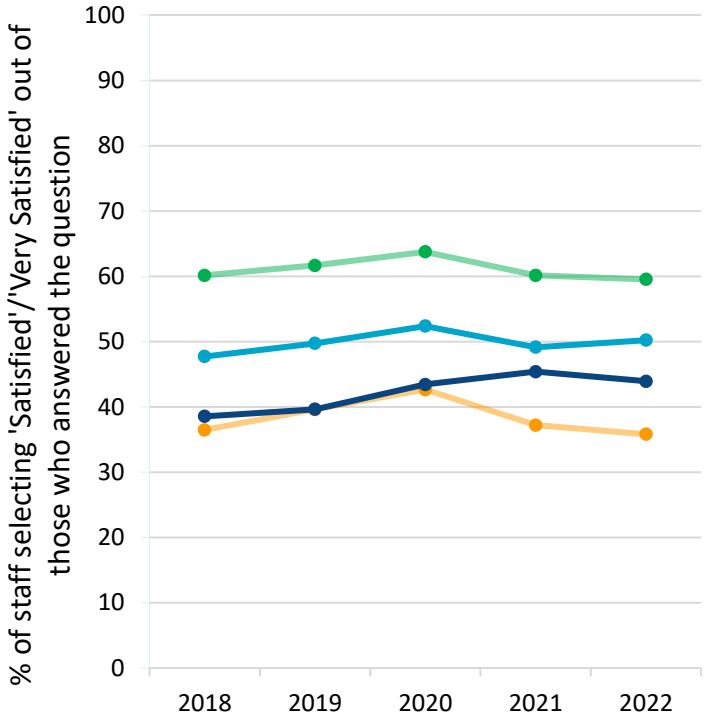
Survey Coordination Centre NHS

Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



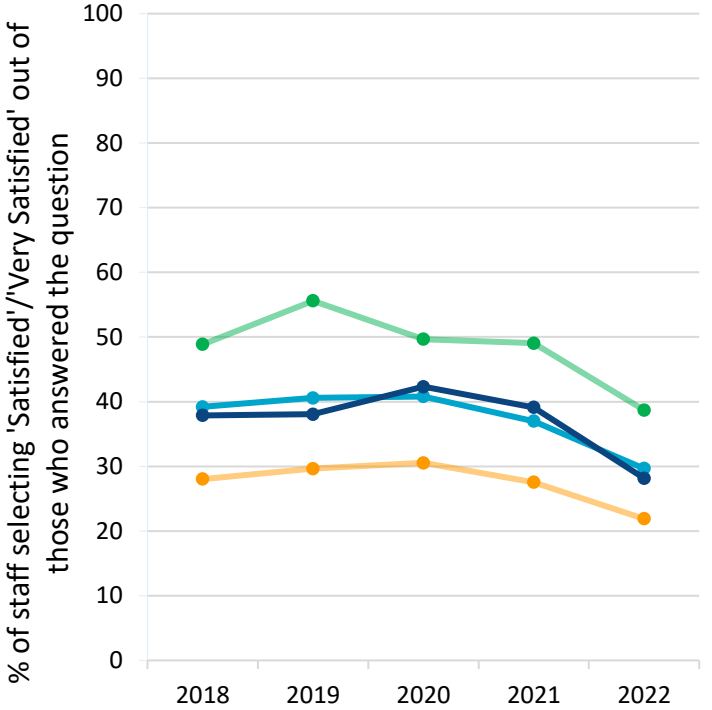
	2018	2019	2020	2021	2022
Your org	56.7%	57.9%	60.6%	59.3%	60.8%
Best	68.1%	71.1%	69.8%	71.3%	67.1%
Average	61.5%	63.2%	64.1%	61.1%	61.7%
Worst	55.2%	56.9%	58.2%	51.9%	53.9%
Responses	2028	1996	1969	2315	2750

Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



	2018	2019	2020	2021	2022
Your org	38.5%	39.6%	43.4%	45.4%	43.9%
Best	60.1%	61.7%	63.7%	60.1%	59.5%
Average	47.7%	49.7%	52.4%	49.1%	50.2%
Worst	36.5%	39.6%	42.6%	37.2%	35.8%
Responses	2020	1996	1970	2314	2748

Q4c How satisfied are you with each of the following aspects of your job? My level of pay.

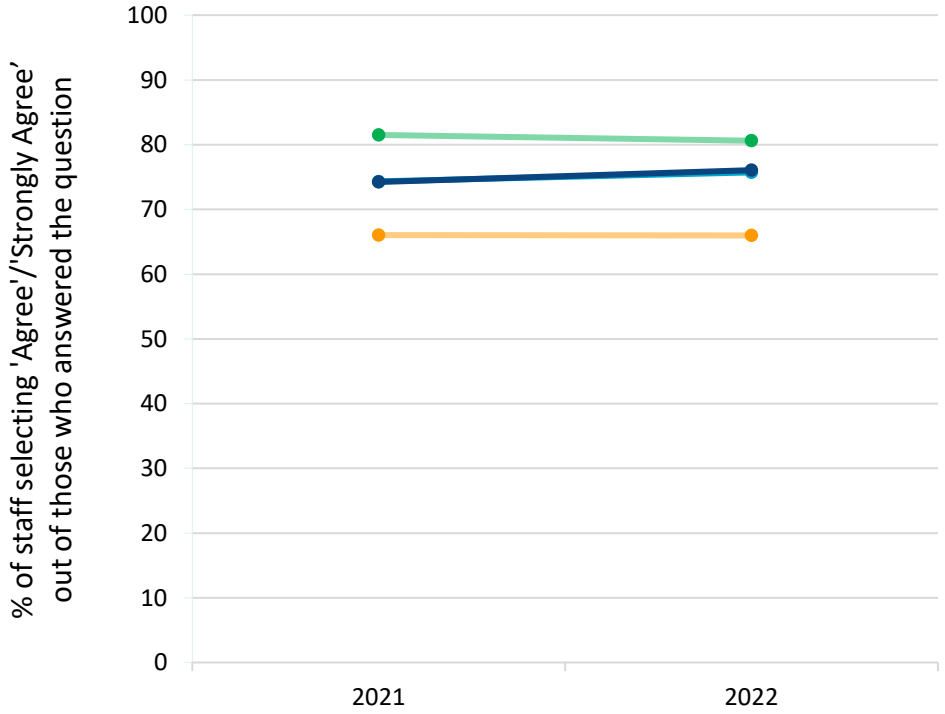


	2018	2019	2020	2021	2022
Your org	37.9%	38.1%	42.3%	39.1%	28.2%
Best	48.9%	55.6%	49.7%	49.0%	38.7%
Average	39.2%	40.6%	40.8%	37.0%	29.7%
Worst	28.1%	29.6%	30.5%	27.5%	21.9%
Responses	2022	1996	1969	2316	2750

Survey Coordination Centre

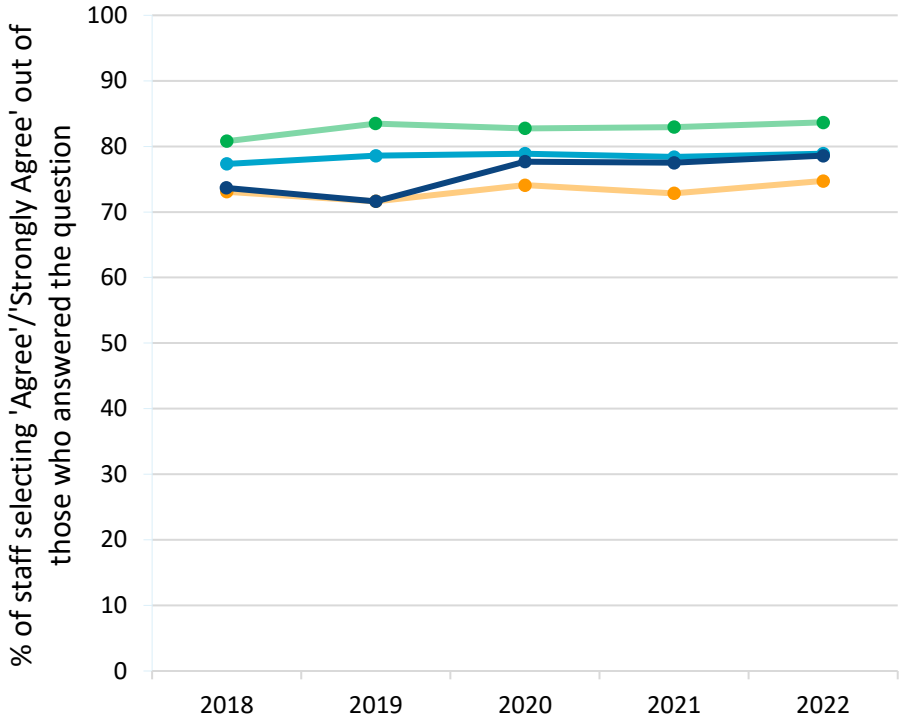
NHS

Q8d The people I work with show appreciation to one another.



	2021	2022
Your org	74.2%	76.1%
Best	81.5%	80.6%
Average	74.3%	75.7%
Worst	66.0%	66.0%
Responses	2295	2747

Q9e My immediate manager values my work.



	2018	2019	2020	2021	2022
Your org	73.7%	71.6%	77.7%	77.5%	78.6%
Best	80.8%	83.5%	82.7%	82.9%	83.7%
Average	77.3%	78.6%	78.9%	78.4%	78.9%
Worst	73.1%	71.6%	74.1%	72.8%	74.7%
Responses	2008	1985	1958	2282	2746

Survey Coordination Centre

NHS

People Promise element – We each have a voice that counts

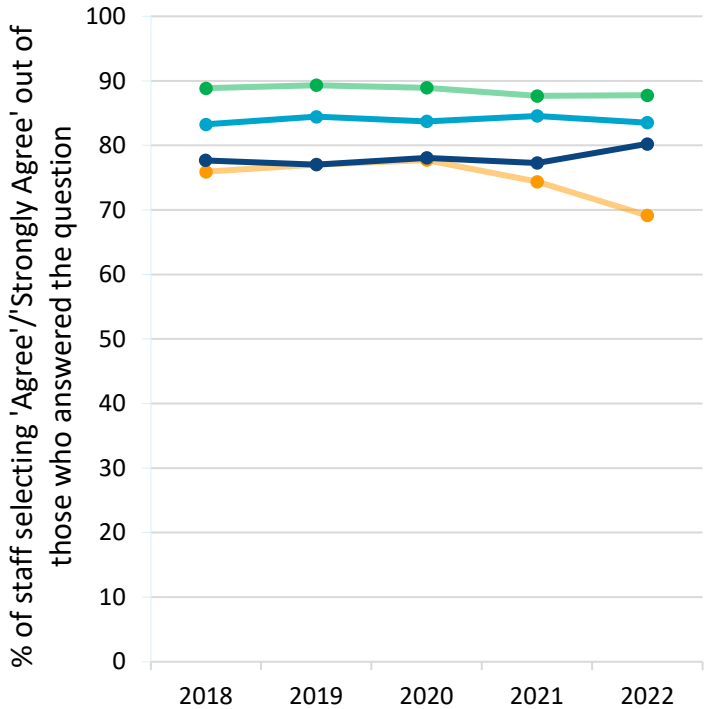
Questions included:

Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q19a, Q19b, Q23e, Q23f

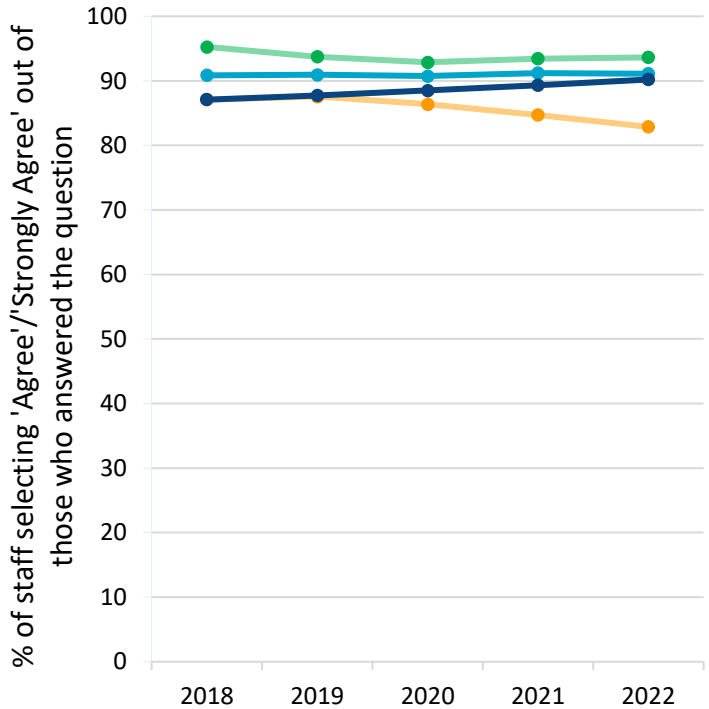
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Q3a I always know what my work responsibilities are.



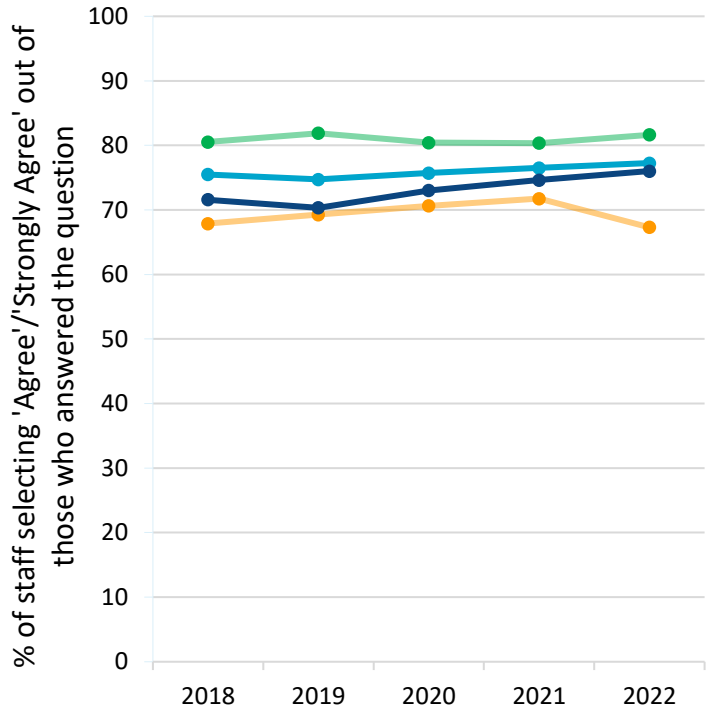
	2018	2019	2020	2021	2022
Your org	77.7%	77.0%	78.1%	77.3%	80.2%
Best	88.8%	89.3%	88.9%	87.7%	87.8%
Average	83.3%	84.4%	83.7%	84.6%	83.5%
Worst	75.9%	77.0%	77.7%	74.4%	69.2%
Responses	2059	2011	2001	2314	2747

Q3b I am trusted to do my job.



	2018	2019	2020	2021	2022
Your org	87.1%	87.7%	88.5%	89.3%	90.2%
Best	95.3%	93.7%	92.9%	93.4%	93.6%
Average	90.9%	90.9%	90.7%	91.2%	91.1%
Worst	87.1%	87.6%	86.4%	84.7%	82.9%
Responses	2046	2009	1999	2318	2753

Q3c There are frequent opportunities for me to show initiative in my role.

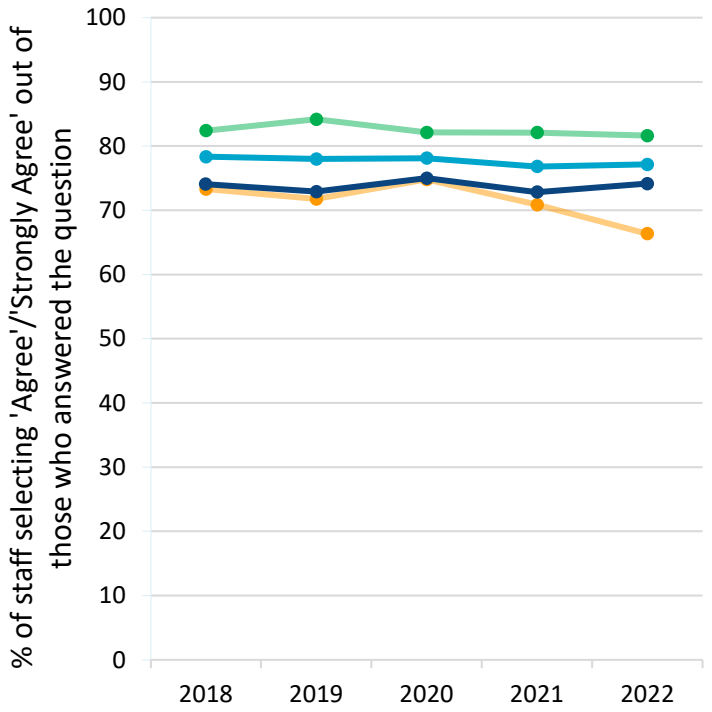


	2018	2019	2020	2021	2022
Your org	71.6%	70.3%	73.0%	74.6%	76.0%
Best	80.5%	81.9%	80.4%	80.4%	81.6%
Average	75.5%	74.7%	75.7%	76.5%	77.3%
Worst	67.9%	69.3%	70.6%	71.7%	67.3%
Responses	2061	2010	1982	2316	2747

Survey Coordination Centre

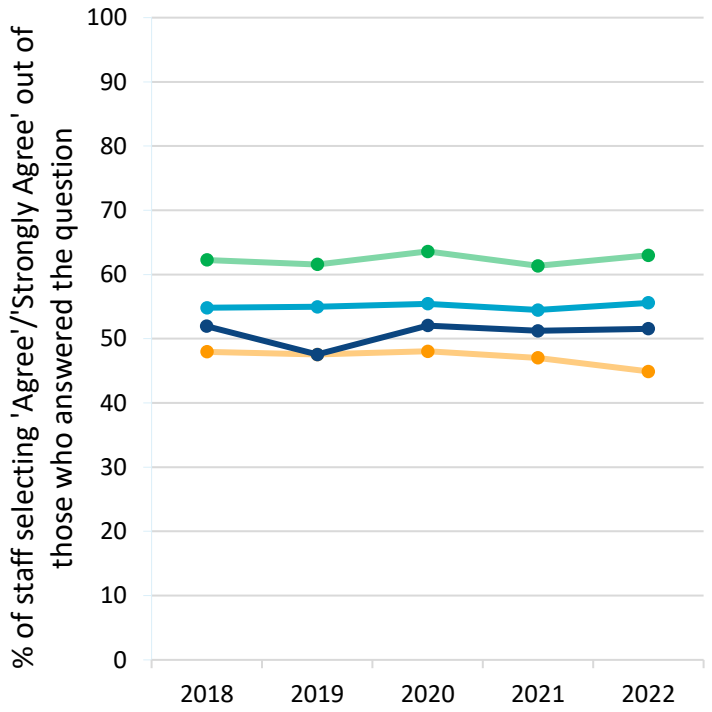
NHS

Q3d I am able to make suggestions to improve the work of my team / department.



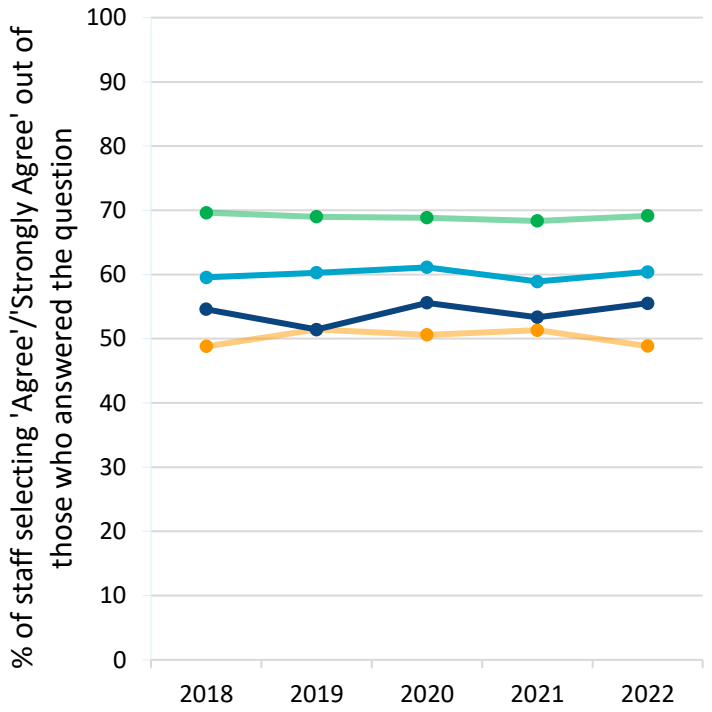
	2018	2019	2020	2021	2022
Your org	74.1%	72.9%	75.0%	72.8%	74.1%
Best	82.4%	84.2%	82.1%	82.1%	81.6%
Average	78.3%	78.0%	78.1%	76.8%	77.1%
Worst	73.3%	71.7%	74.8%	70.9%	66.3%
Responses	2057	2015	1980	2317	2745

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



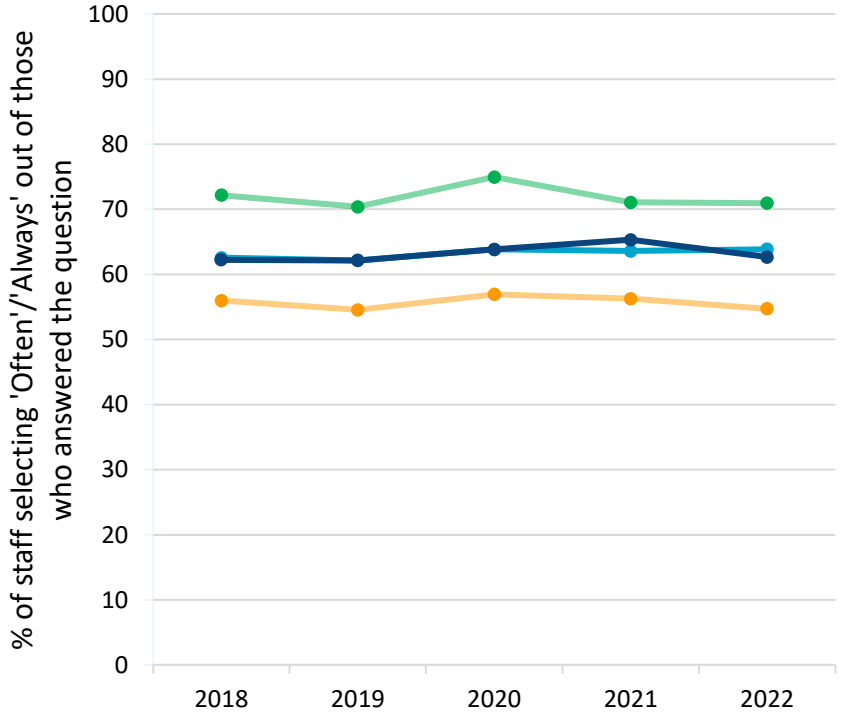
	2018	2019	2020	2021	2022
Your org	51.9%	47.5%	52.0%	51.2%	51.6%
Best	62.3%	61.6%	63.6%	61.3%	63.0%
Average	54.8%	55.0%	55.4%	54.5%	55.6%
Worst	48.0%	47.5%	48.0%	47.0%	44.9%
Responses	2056	2012	1981	2315	2748

Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	54.6%	51.4%	55.6%	53.3%	55.5%
Best	69.6%	69.0%	68.8%	68.4%	69.1%
Average	59.5%	60.3%	61.1%	58.9%	60.4%
Worst	48.8%	51.4%	50.6%	51.3%	48.9%
Responses	2056	2008	1975	2312	2749

Q5b I have a choice in deciding how to do my work.

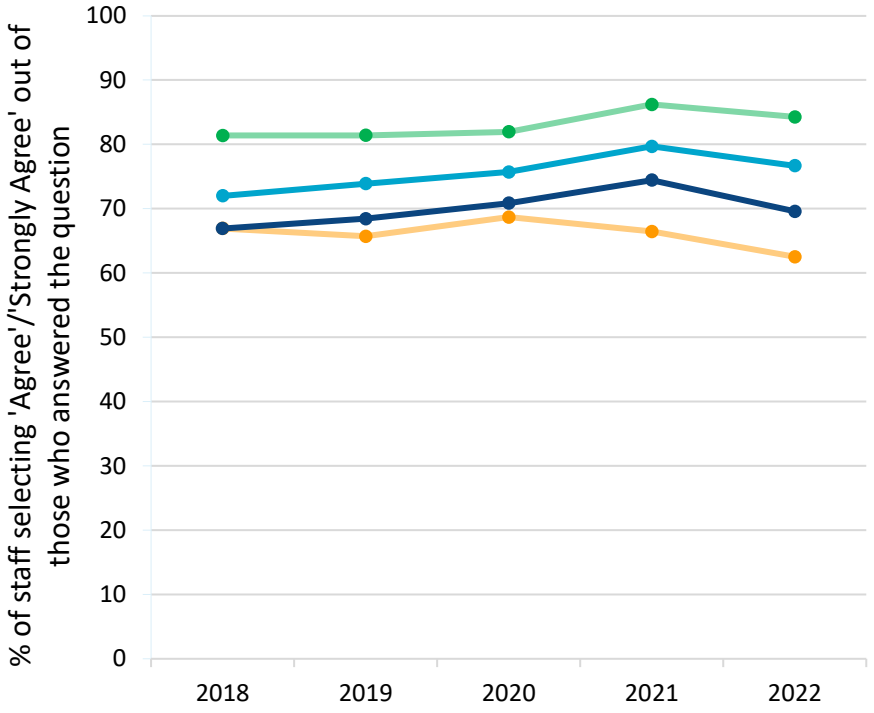


	2018	2019	2020	2021	2022
Your org	62.3%	62.1%	63.8%	65.3%	62.7%
Best	72.2%	70.4%	75.0%	71.1%	70.9%
Average	62.6%	62.1%	63.8%	63.6%	63.9%
Worst	56.0%	54.6%	56.9%	56.3%	54.7%
Responses	2029	1993	1969	2310	2736

Survey Coordination Centre

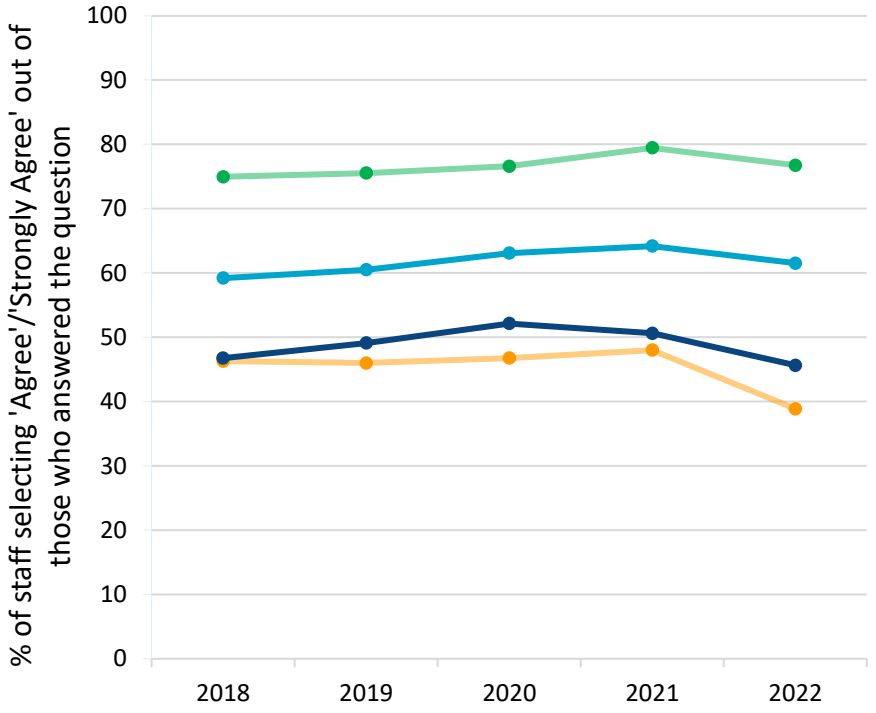
NHS

Q19a I would feel secure raising concerns about unsafe clinical practice.



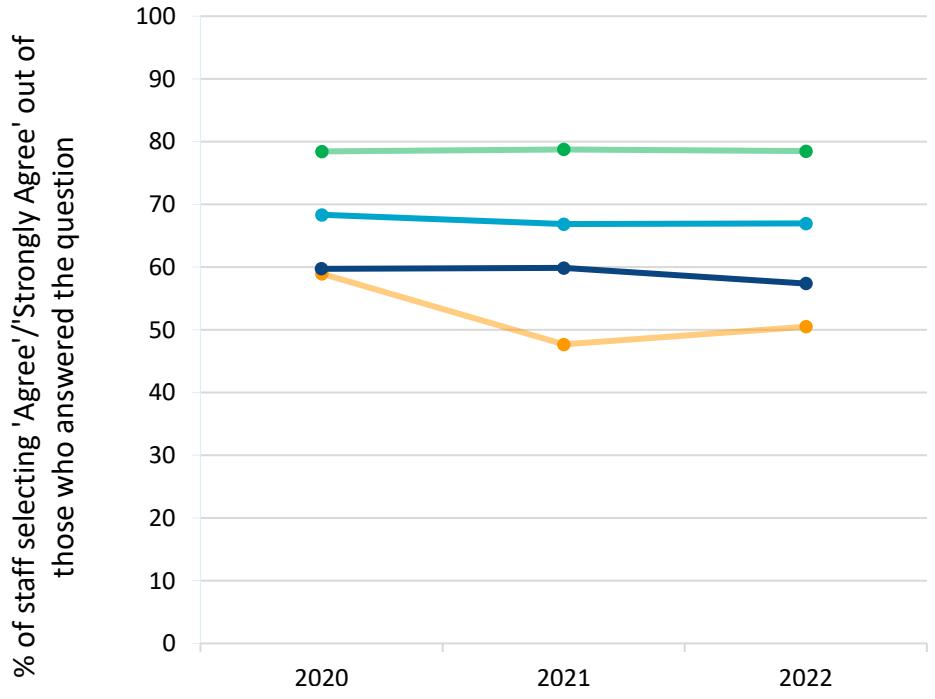
	2018	2019	2020	2021	2022
Your org	66.9%	68.4%	70.8%	74.4%	69.6%
Best	81.4%	81.4%	82.0%	86.2%	84.3%
Average	72.0%	73.9%	75.7%	79.7%	76.7%
Worst	66.9%	65.7%	68.7%	66.4%	62.5%
Responses	1991	1977	1948	2269	2747

Q19b I am confident that my organisation would address my concern.



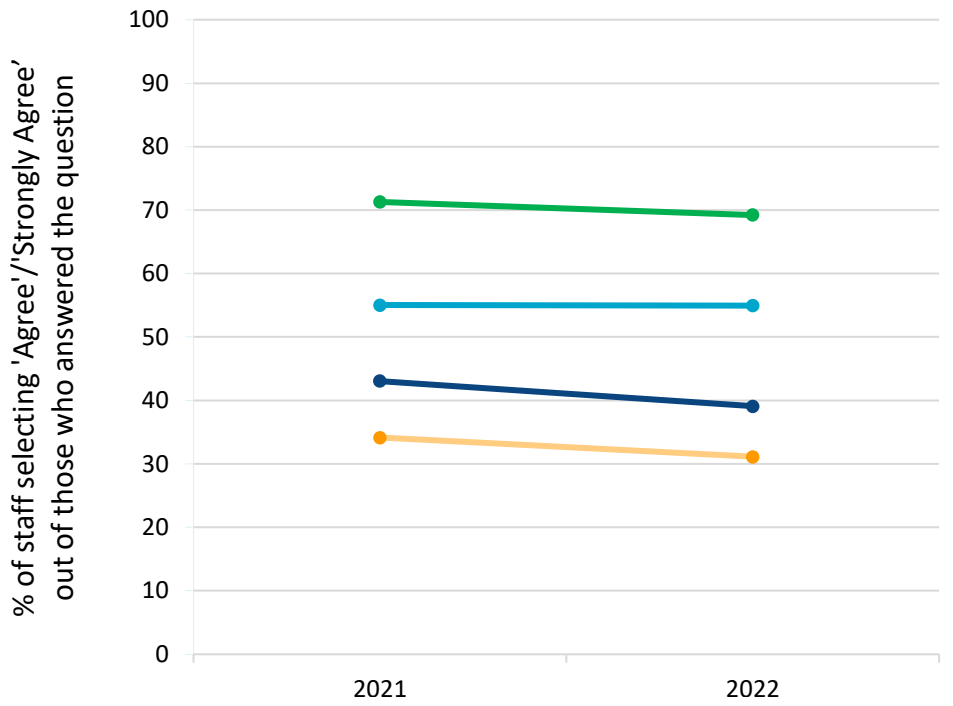
	2018	2019	2020	2021	2022
Your org	46.8%	49.1%	52.1%	50.6%	45.6%
Best	75.0%	75.5%	76.6%	79.5%	76.7%
Average	59.2%	60.5%	63.1%	64.2%	61.5%
Worst	46.3%	46.0%	46.8%	48.0%	38.9%
Responses	1991	1978	1948	2270	2747

Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	59.7%	59.9%	57.4%
Best	78.5%	78.8%	78.5%
Average	68.3%	66.9%	67.0%
Worst	59.0%	47.7%	50.5%
Responses	1940	2250	2747

Q23f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022
Your org	43.1%	39.1%
Best	71.3%	69.2%
Average	55.0%	55.0%
Worst	34.2%	31.1%
Responses	2251	2746

Survey Coordination Centre

NHS

People Promise element – We are safe and healthy

Questions included:

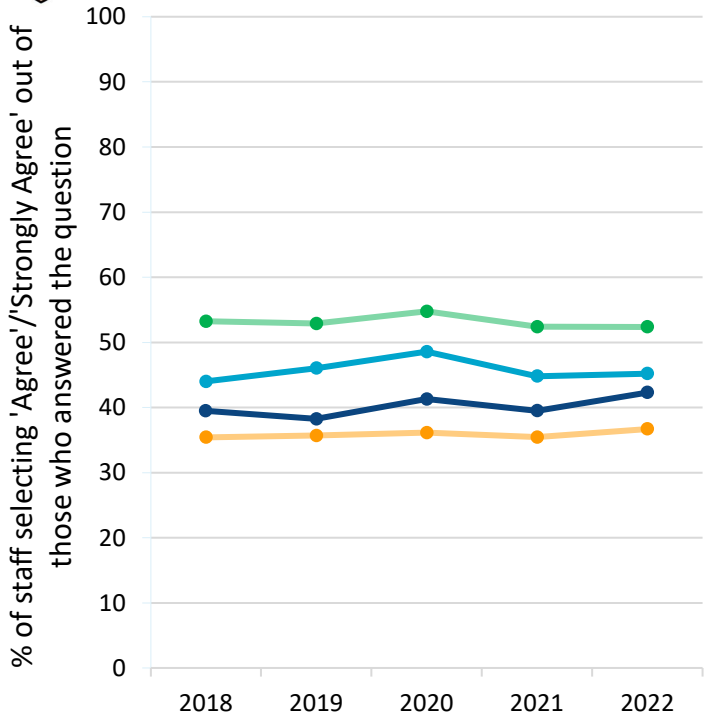
Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

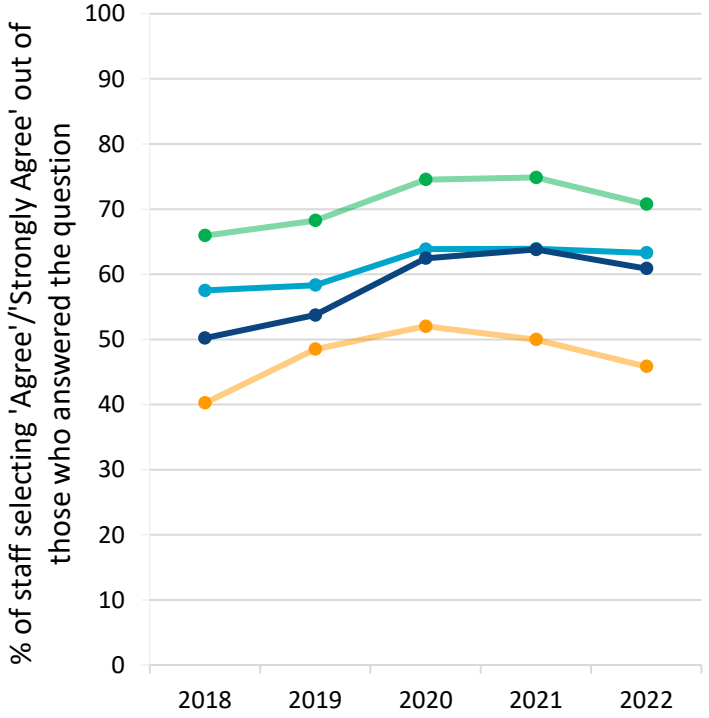
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Q3g I am able to meet all the conflicting demands on my time at work.



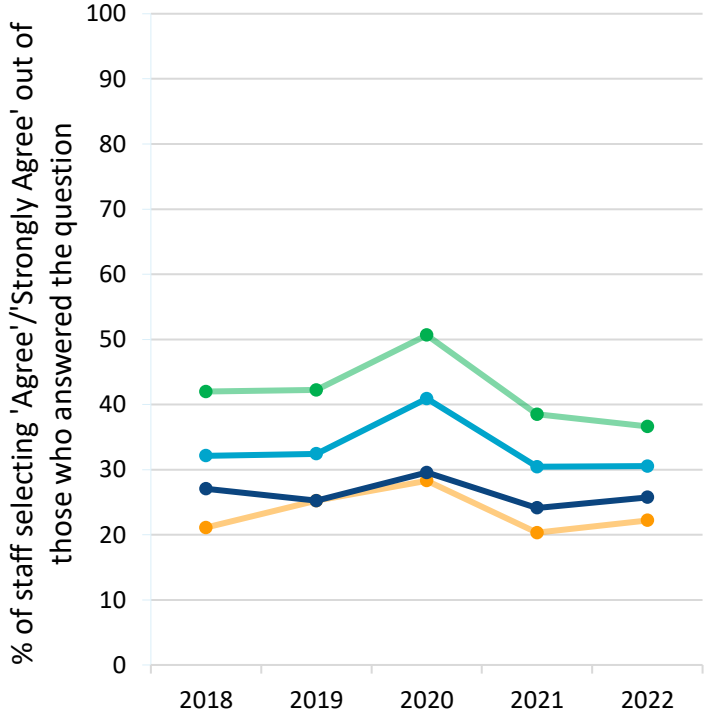
	2018	2019	2020	2021	2022
Your org	39.5%	38.2%	41.3%	39.5%	42.3%
Best	53.2%	52.9%	54.8%	52.4%	52.4%
Average	44.0%	46.0%	48.6%	44.8%	45.2%
Worst	35.4%	35.7%	36.1%	35.4%	36.7%
Responses	2055	2004	1975	2316	2747

Q3h I have adequate materials, supplies and equipment to do my work.



	2018	2019	2020	2021	2022
Your org	50.2%	53.7%	62.5%	63.8%	60.9%
Best	65.9%	68.3%	74.5%	74.8%	70.8%
Average	57.5%	58.3%	63.8%	63.9%	63.3%
Worst	40.2%	48.5%	52.0%	50.0%	45.8%
Responses	2047	2003	1976	2317	2746

Q3i There are enough staff at this organisation for me to do my job properly.

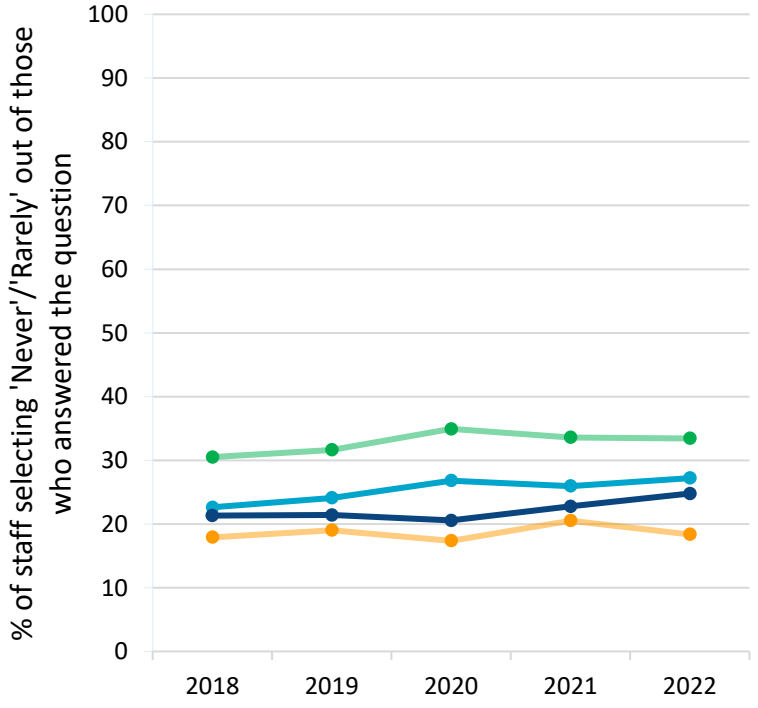


	2018	2019	2020	2021	2022
Your org	27.0%	25.2%	29.6%	24.1%	25.7%
Best	42.0%	42.2%	50.7%	38.5%	36.6%
Average	32.1%	32.4%	40.9%	30.4%	30.5%
Worst	21.1%	25.2%	28.3%	20.3%	22.2%
Responses	2053	2009	1977	2316	2751

Survey Coordination Centre

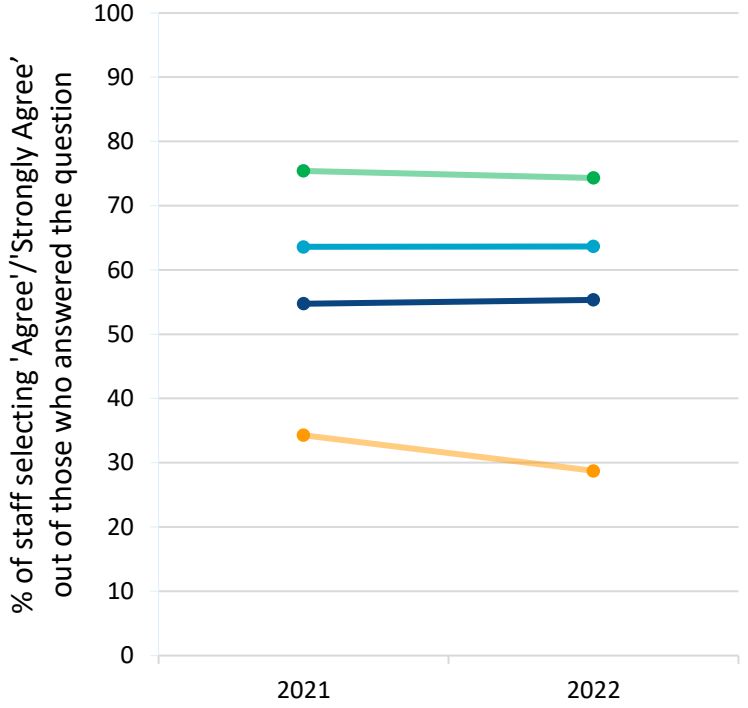
NHS

Q5a I have unrealistic time pressures.



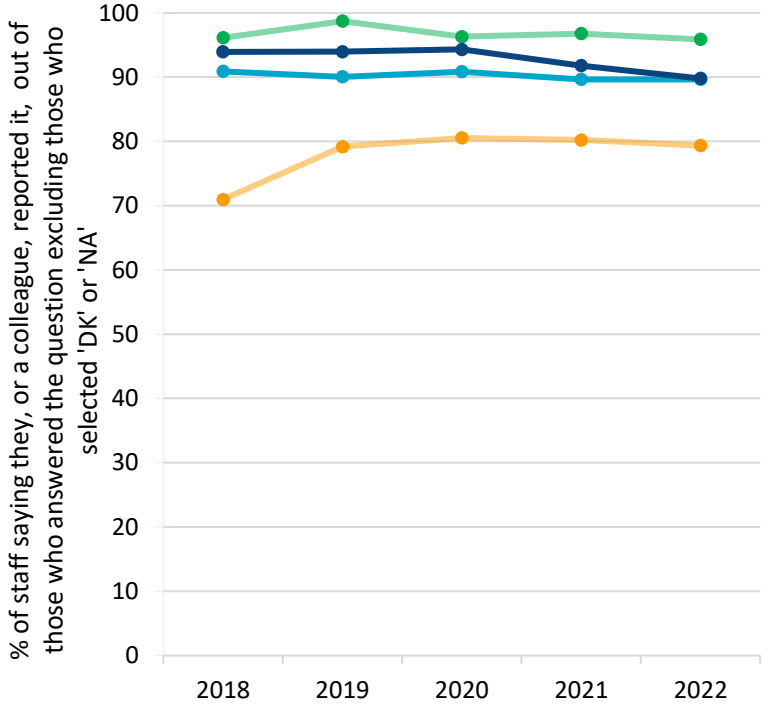
	2018	2019	2020	2021	2022
Your org	21.4%	21.4%	20.6%	22.8%	24.8%
Best	30.5%	31.6%	34.9%	33.6%	33.4%
Average	22.6%	24.1%	26.8%	26.0%	27.2%
Worst	17.9%	19.0%	17.4%	20.6%	18.4%
Responses	2029	1993	1969	2306	2739

Q11a My organisation take positive action on health and well-being.



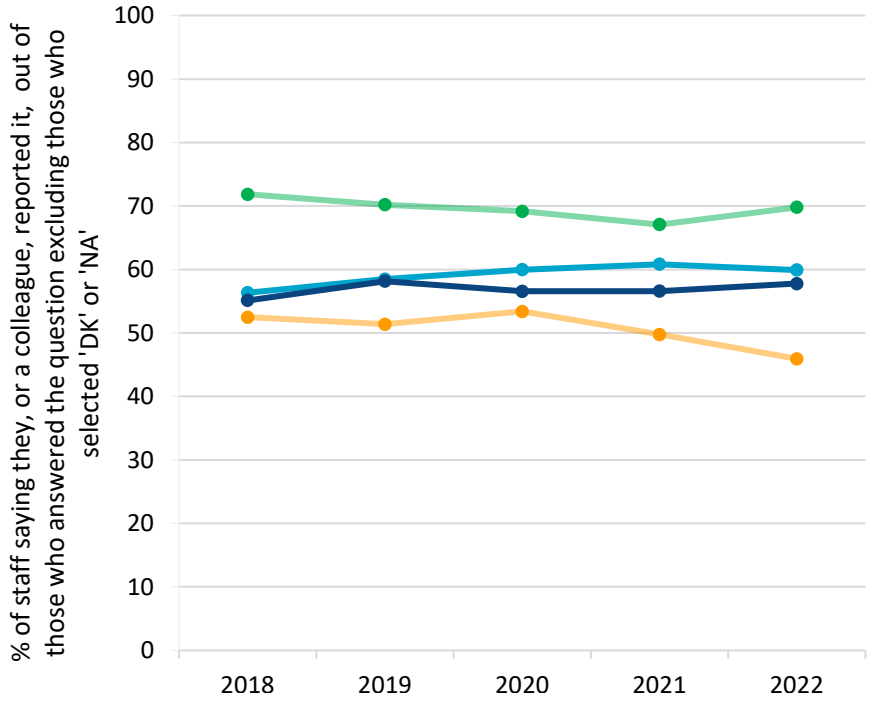
	2021	2022
Your org	54.7%	55.3%
Best	75.4%	74.3%
Average	63.6%	63.7%
Worst	34.3%	28.7%
Responses	2272	2730

Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
Your org	93.9%	94.0%	94.3%	91.8%	89.8%
Best	96.1%	98.7%	96.3%	96.8%	95.9%
Average	90.9%	90.0%	90.9%	89.7%	89.6%
Worst	71.0%	79.2%	80.5%	80.2%	79.4%
Responses	379	380	349	344	492

Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?

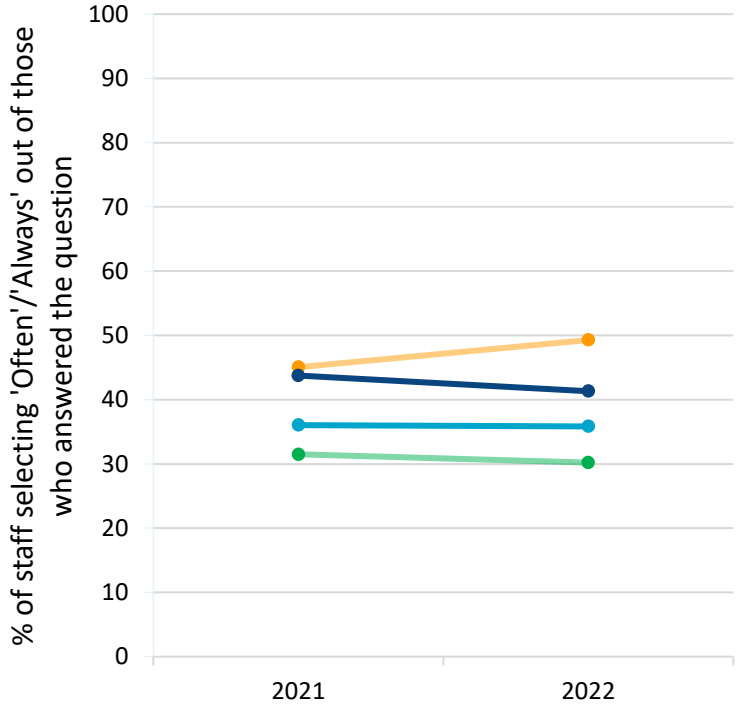


	2018	2019	2020	2021	2022
Your org	55.1%	58.2%	56.6%	56.6%	57.8%
Best	71.9%	70.2%	69.2%	67.1%	69.8%
Average	56.3%	58.5%	60.0%	60.8%	59.9%
Worst	52.5%	51.4%	53.4%	49.7%	45.9%
Responses	827	865	772	817	977

Survey Coordination Centre

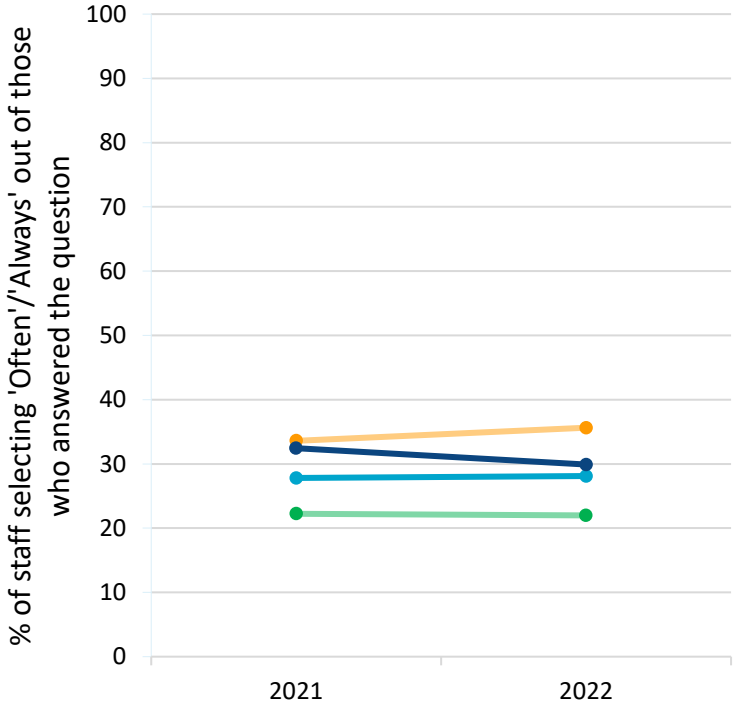
NHS

Q12a How often, if at all, do you find your work emotionally exhausting?



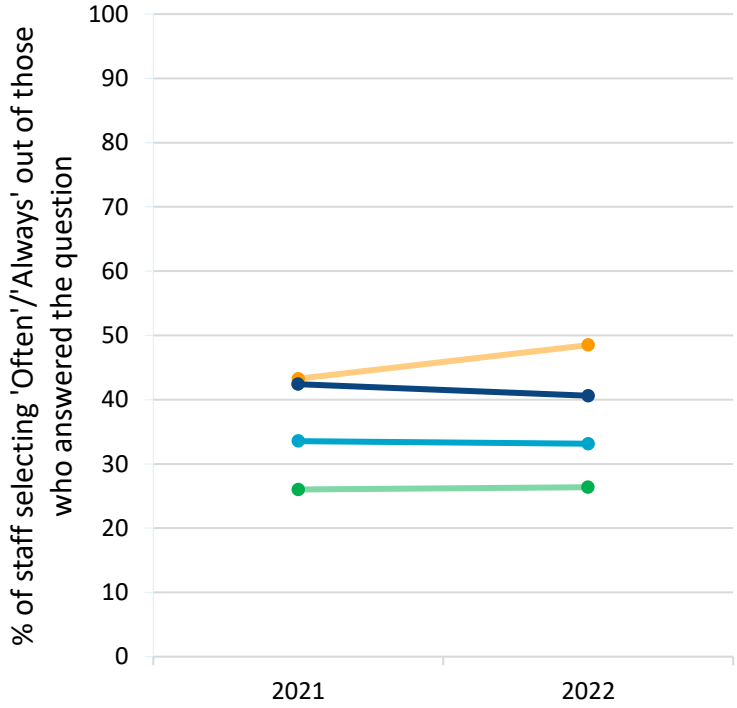
	2021	2022
Your org	43.7%	41.3%
Best	31.5%	30.2%
Average	36.1%	35.8%
Worst	45.1%	49.3%
Responses	2277	2749

Q12b How often, if at all, do you feel burnt out because of your work?



	2021	2022
Your org	32.4%	29.9%
Best	22.3%	22.0%
Average	27.8%	28.1%
Worst	33.6%	35.6%
Responses	2274	2747

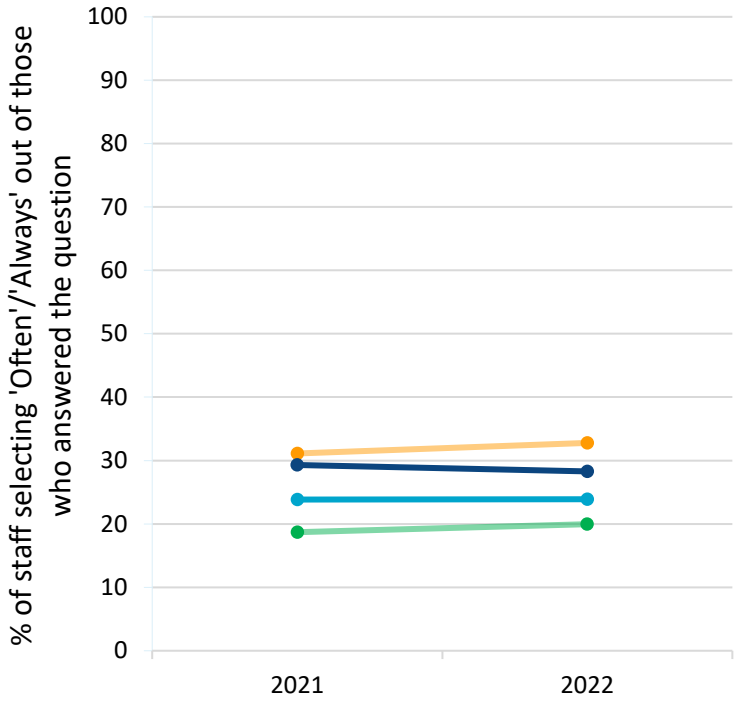
Q12c How often, if at all, does your work frustrate you?



	2021	2022
Your org	42.4%	40.6%
Best	26.0%	26.4%
Average	33.6%	33.1%
Worst	43.2%	48.5%
Responses	2279	2751

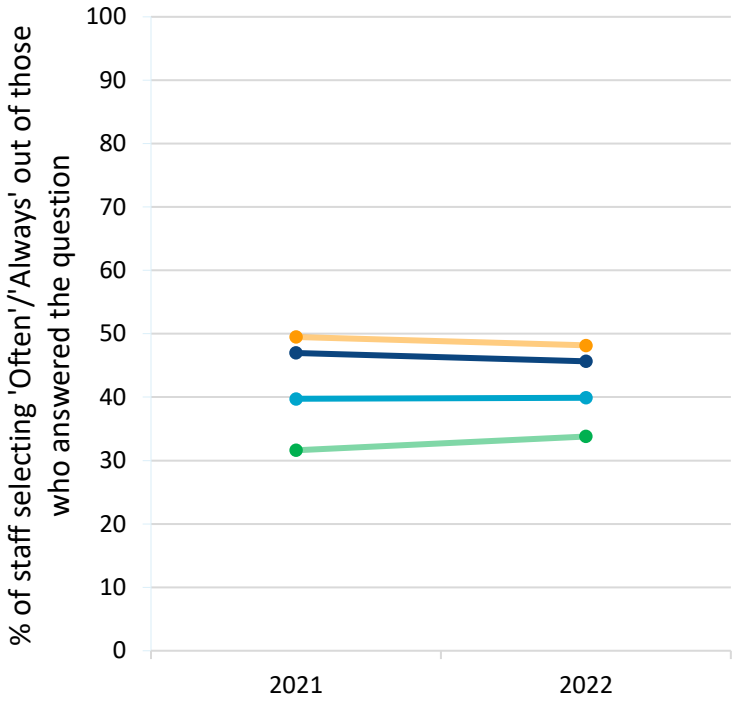
Survey Coordination Centre NHS

Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



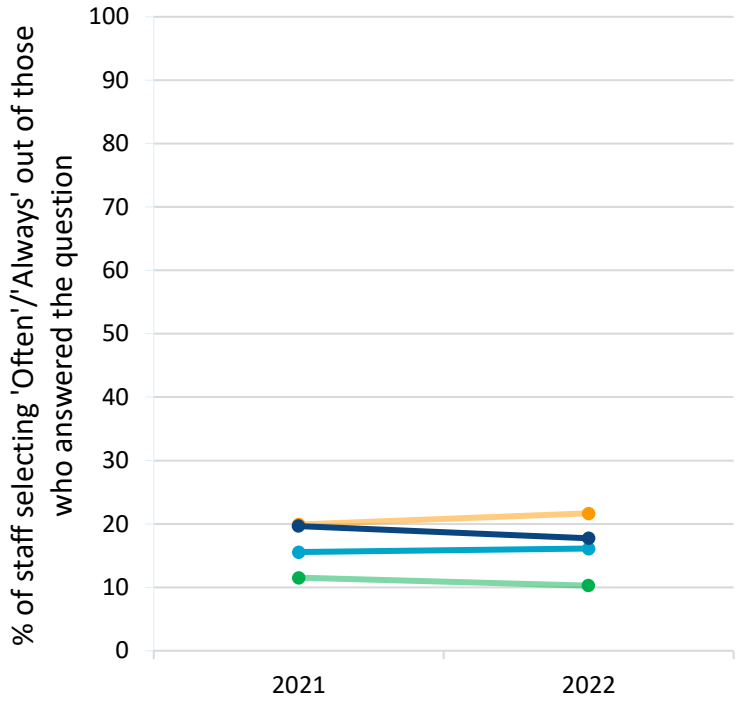
	2021	2022
Your org	29.3%	28.3%
Best	18.7%	20.0%
Average	23.9%	23.9%
Worst	31.1%	32.8%
Responses	2278	2747

Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



	2021	2022
Your org	47.0%	45.7%
Best	31.6%	33.8%
Average	39.7%	39.9%
Worst	49.5%	48.2%
Responses	2275	2749

Q12f How often, if at all, do you feel that every working hour is tiring for you?

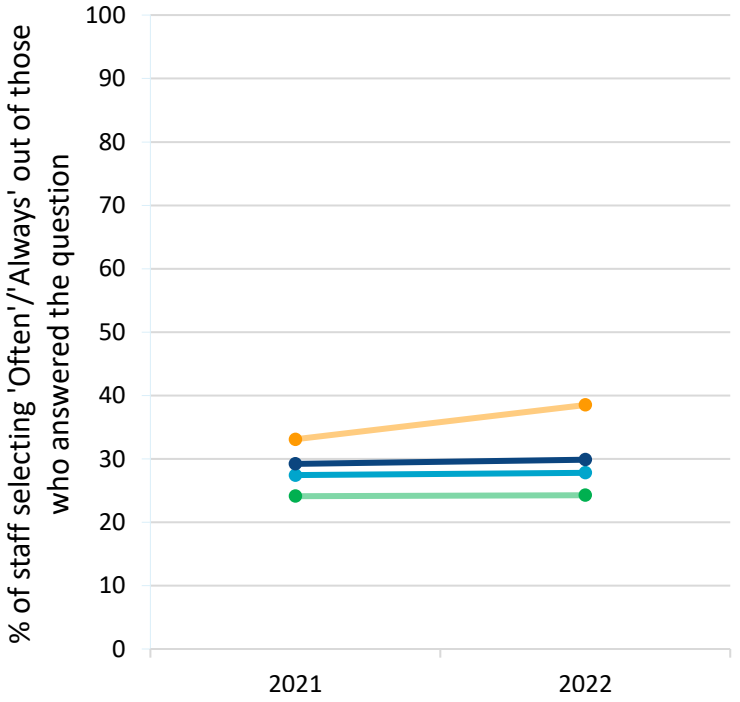


	2021	2022
Your org	19.7%	17.7%
Best	11.5%	10.3%
Average	15.5%	16.1%
Worst	19.9%	21.7%
Responses	2274	2748

Survey Coordination Centre

NHS

Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?

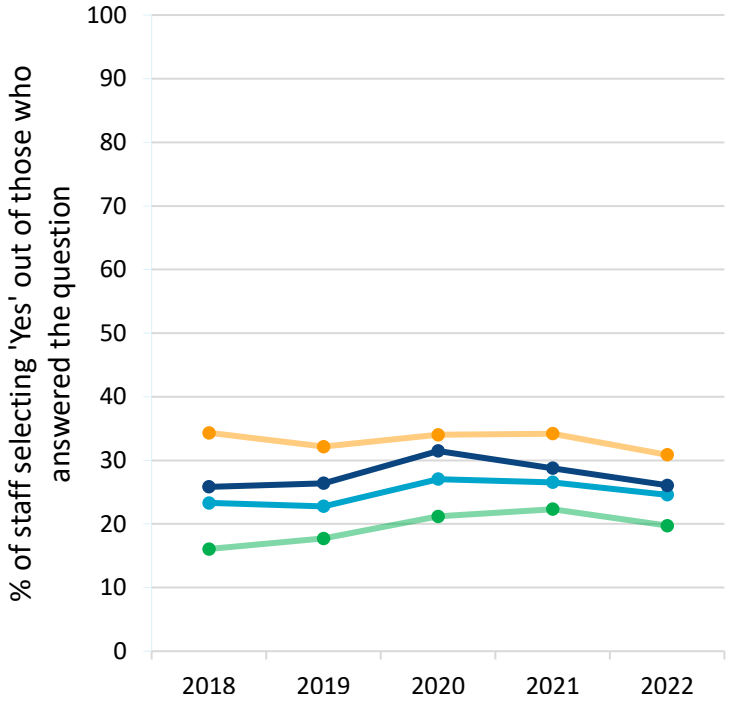


	2021	2022
Your org	29.2%	29.9%
Best	24.1%	24.3%
Average	27.4%	27.8%
Worst	33.1%	38.5%
Responses	2275	2749

Survey Coordination Centre

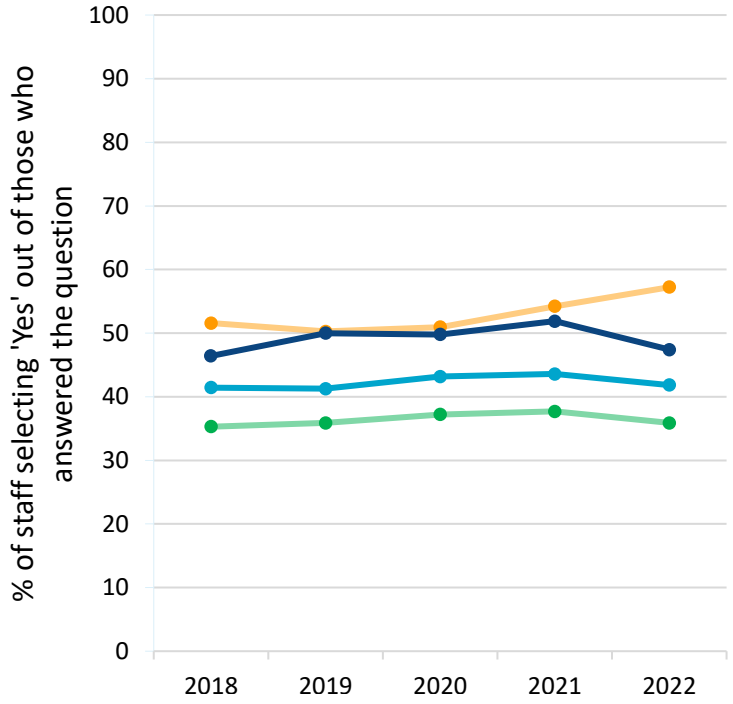
NHS

Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



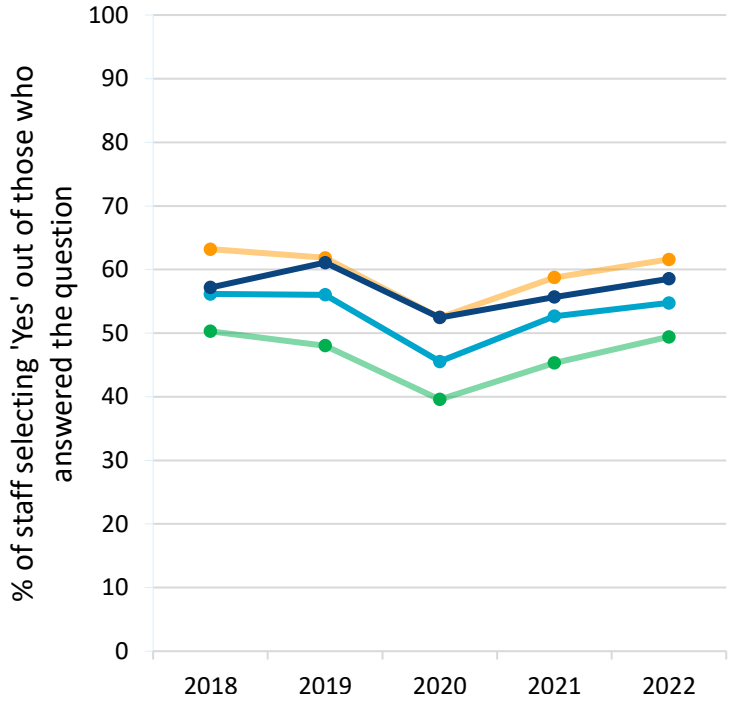
	2018	2019	2020	2021	2022
Your org	25.8%	26.4%	31.5%	28.8%	26.1%
Best	16.0%	17.7%	21.2%	22.3%	19.7%
Average	23.3%	22.8%	27.0%	26.5%	24.6%
Worst	34.3%	32.2%	34.0%	34.2%	30.9%
Responses	2007	1989	1957	2282	2747

Q11c During the last 12 months have you felt unwell as a result of work related stress?



	2018	2019	2020	2021	2022
Your org	46.4%	50.0%	49.8%	51.9%	47.4%
Best	35.3%	35.9%	37.2%	37.7%	35.9%
Average	41.4%	41.3%	43.2%	43.6%	41.8%
Worst	51.6%	50.3%	50.9%	54.2%	57.2%
Responses	2008	1991	1957	2286	2751

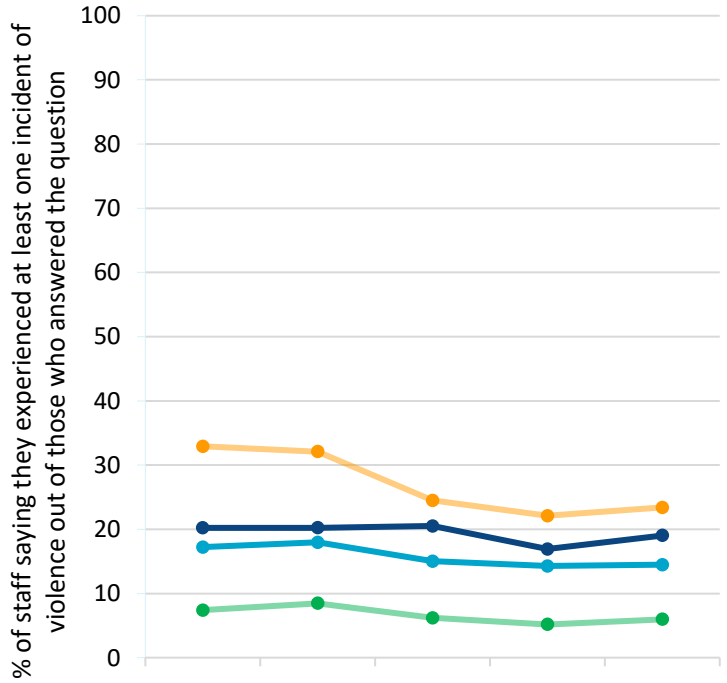
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2018	2019	2020	2021	2022
Your org	57.2%	61.1%	52.4%	55.7%	58.5%
Best	50.3%	48.0%	39.6%	45.3%	49.4%
Average	56.2%	56.0%	45.5%	52.7%	54.7%
Worst	63.2%	61.8%	52.4%	58.7%	61.6%
Responses	2011	1991	1958	2287	2750

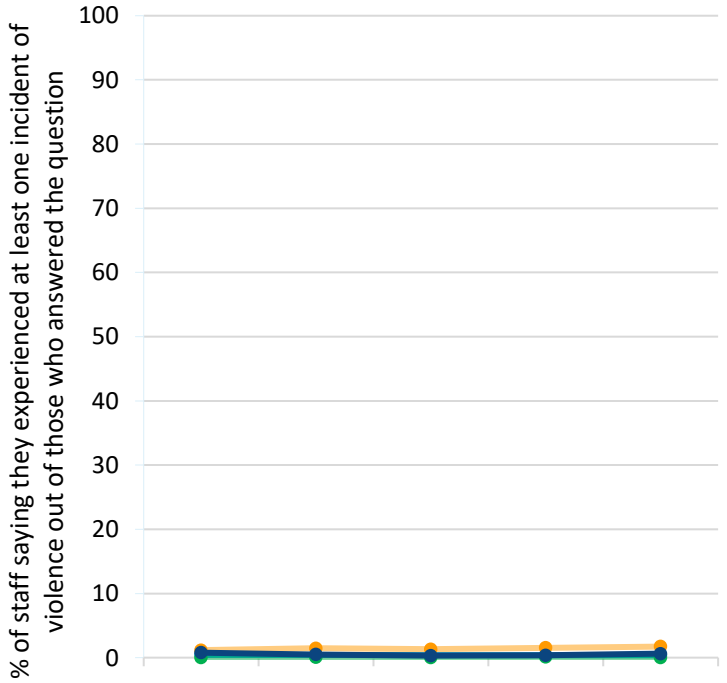
Survey Coordination Centre NHS

Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



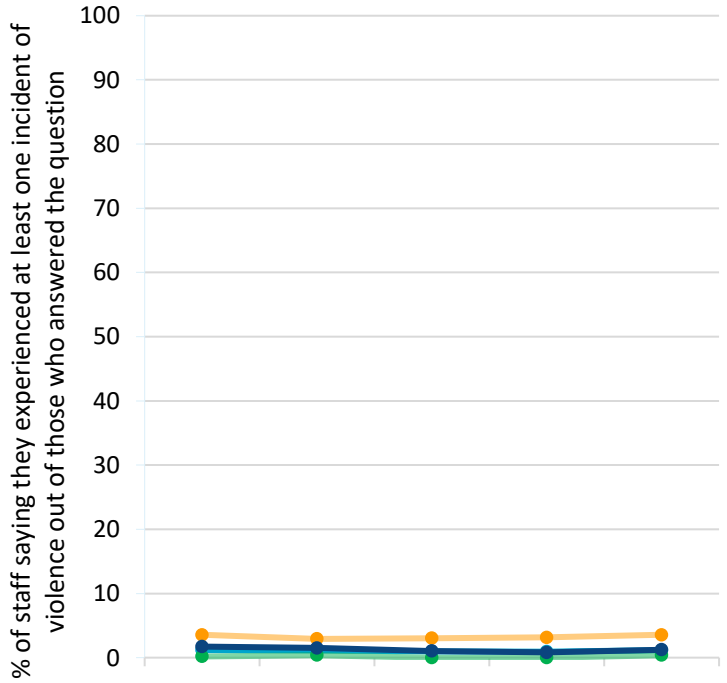
	2018	2019	2020	2021	2022
Your org	20.2%	20.2%	20.5%	16.9%	19.1%
Best	7.4%	8.5%	6.2%	5.2%	6.0%
Average	17.2%	18.0%	15.0%	14.3%	14.5%
Worst	32.9%	32.1%	24.5%	22.1%	23.4%
Responses	2000	1990	1954	2278	2744

Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



	2018	2019	2020	2021	2022
Your org	0.8%	0.5%	0.3%	0.4%	0.6%
Best	0.0%	0.1%	0.0%	0.1%	0.0%
Average	0.5%	0.4%	0.4%	0.4%	0.4%
Worst	1.2%	1.5%	1.3%	1.6%	1.8%
Responses	1944	1972	1937	2263	2714

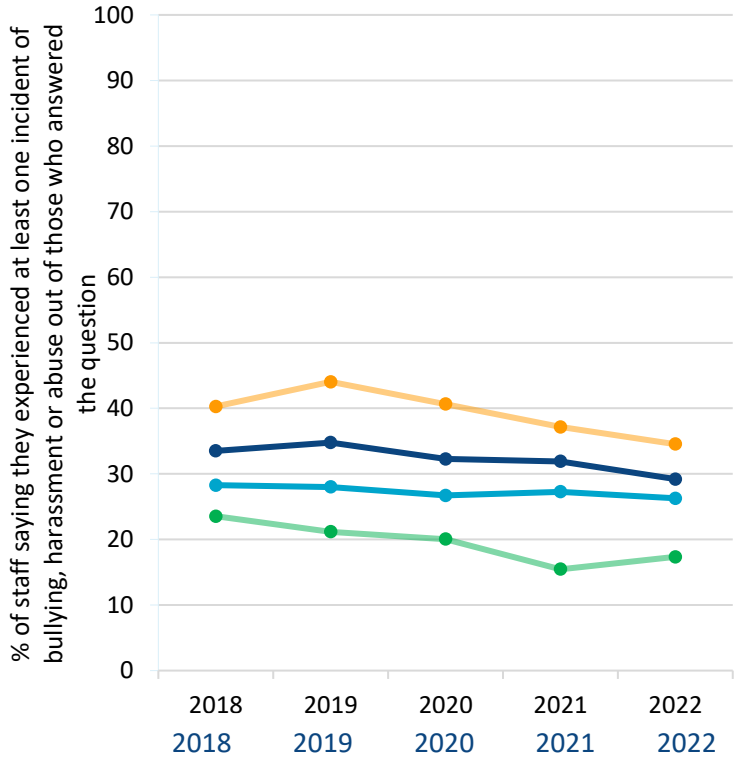
Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



	2018	2019	2020	2021	2022
Your org	1.7%	1.5%	1.1%	0.8%	1.3%
Best	0.2%	0.4%	0.0%	0.0%	0.4%
Average	1.2%	1.1%	1.0%	1.0%	1.2%
Worst	3.6%	2.9%	3.0%	3.2%	3.6%
Responses	1947	1972	1942	2254	2706

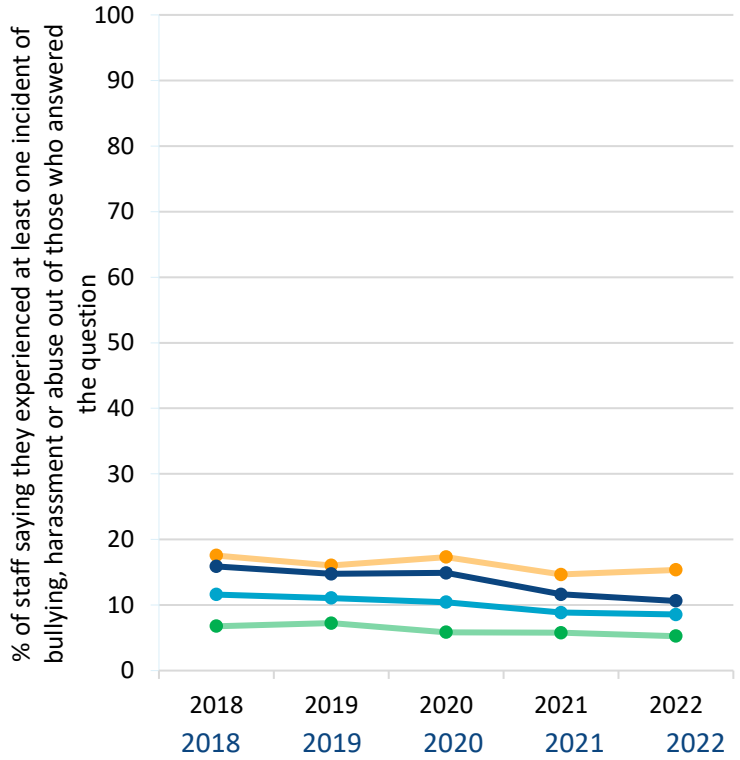
Survey Coordination Centre NHS

Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



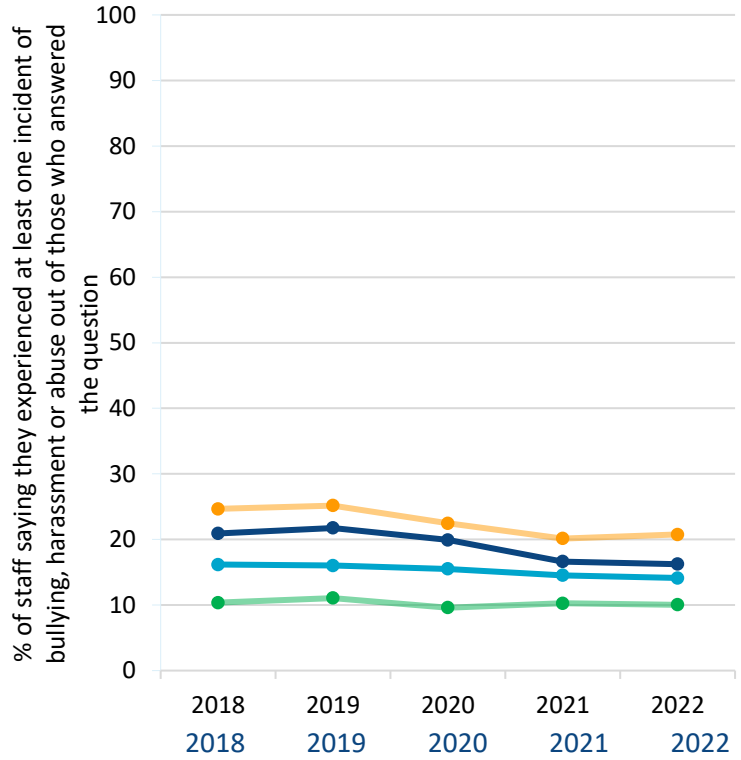
	2018	2019	2020	2021	2022
Your org	33.5%	34.8%	32.3%	31.9%	29.2%
Best	23.5%	21.2%	20.0%	15.5%	17.3%
Average	28.3%	28.0%	26.7%	27.3%	26.3%
Worst	40.3%	44.0%	40.6%	37.2%	34.5%
Responses	1999	1977	1884	2211	2745

Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



	2018	2019	2020	2021	2022
Your org	15.9%	14.7%	14.9%	11.6%	10.6%
Best	6.8%	7.2%	5.8%	5.8%	5.2%
Average	11.6%	11.1%	10.4%	8.8%	8.5%
Worst	17.6%	16.0%	17.3%	14.7%	15.3%
Responses	1965	1974	1880	2191	2734

Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



	2018	2019	2020	2021	2022
Your org	20.9%	21.7%	19.9%	16.6%	16.2%
Best	10.4%	11.1%	9.6%	10.2%	10.0%
Average	16.2%	16.0%	15.5%	14.5%	14.1%
Worst	24.6%	25.2%	22.5%	20.1%	20.7%
Responses	1959	1975	1879	2184	2721

Survey Coordination Centre

NHS

People Promise element – We are always learning

Questions included:

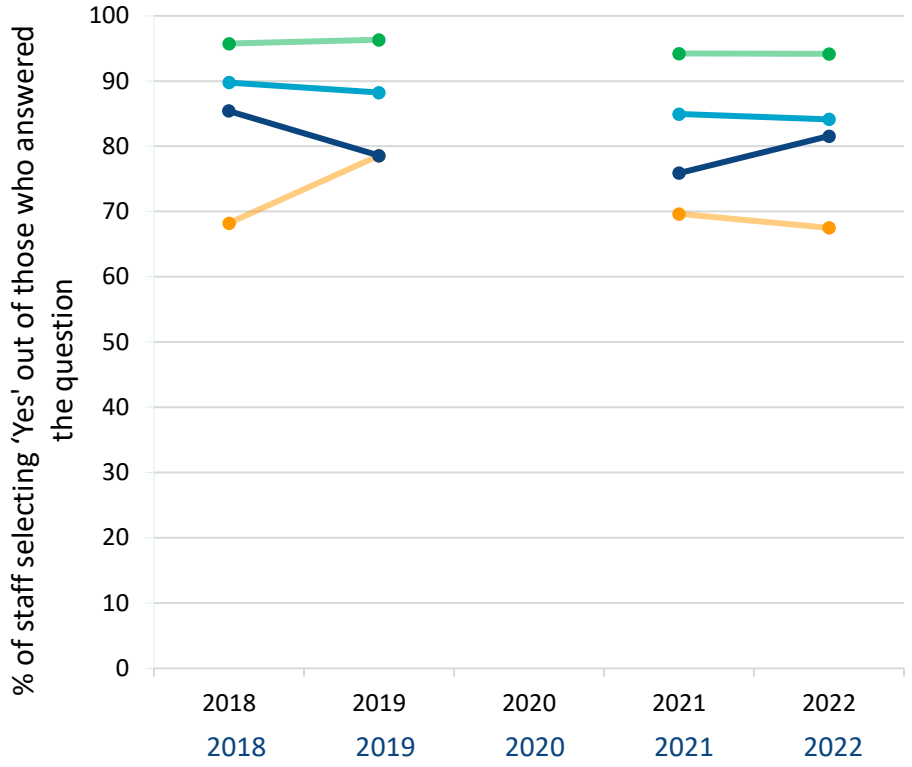
Development – Q22a, Q22b, Q22c, Q22d, Q22e

Appraisals – Q21b, Q21c, Q21d

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

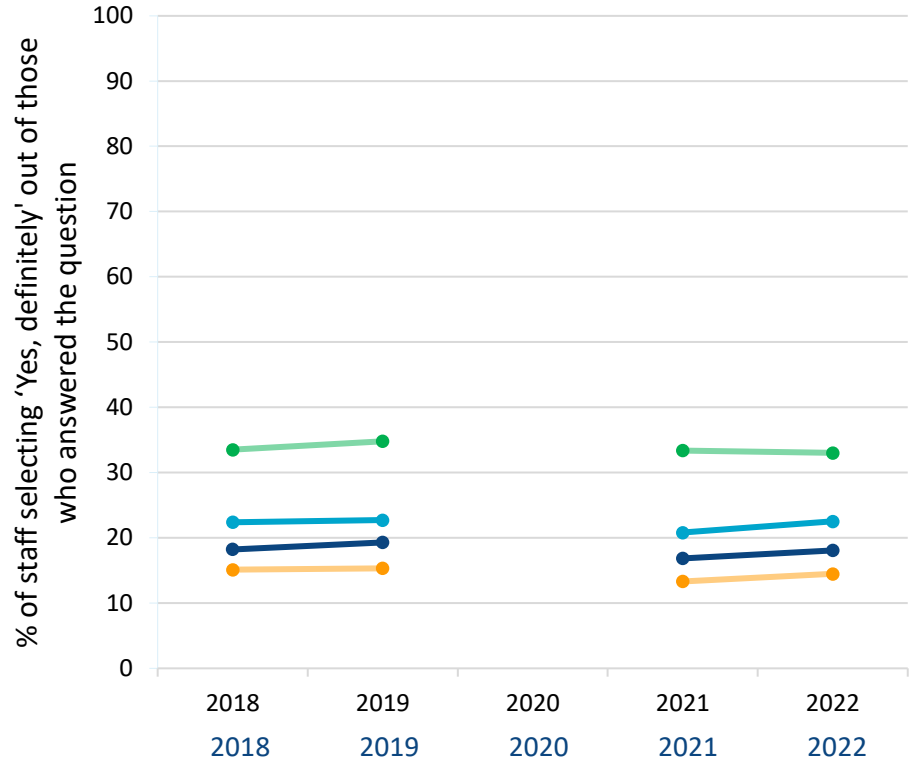
*Q21a is a filter question and therefore influences the sub-score without being a directly scored question.

Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2018	2019	2020	2021	2022
Your org	85.4%	78.6%	-	75.9%	81.6%
Best	95.7%	96.3%	-	94.2%	94.2%
Average	89.8%	88.2%	-	84.9%	84.1%
Worst	68.2%	78.6%	-	69.6%	67.5%
Responses	1989	1975	-	2271	2742

Q21b It helped me to improve how I do my job.

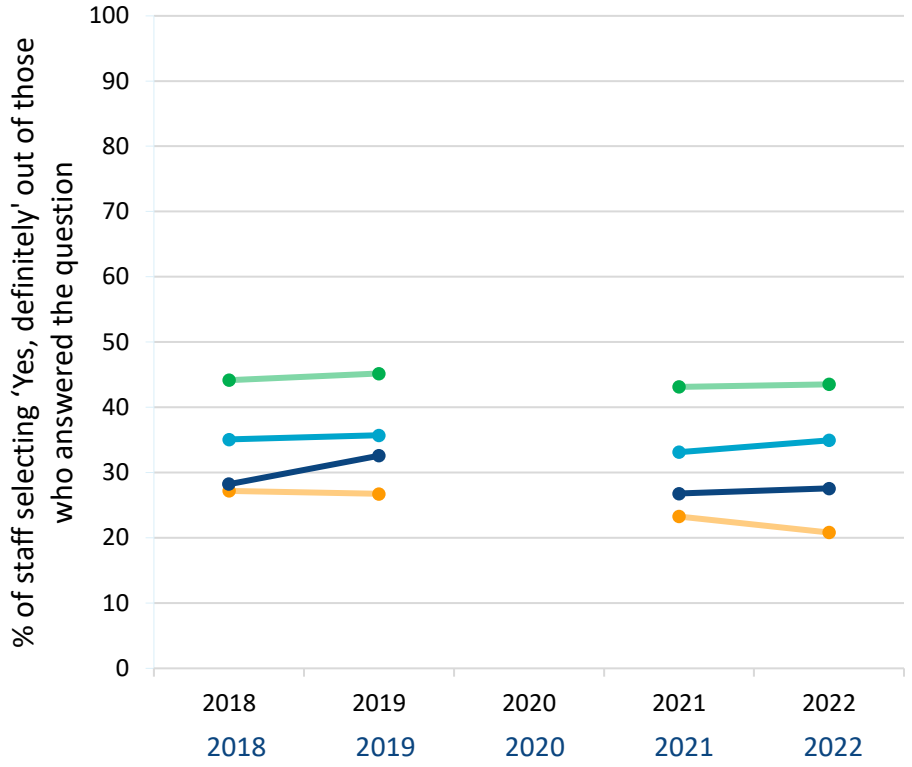


	2018	2019	2020	2021	2022
Your org	18.2%	19.3%	-	16.8%	18.1%
Best	33.5%	34.8%	-	33.4%	33.0%
Average	22.4%	22.7%	-	20.8%	22.5%
Worst	15.1%	15.3%	-	13.3%	14.5%
Responses	1684	1547	-	1725	2235

Survey Coordination Centre

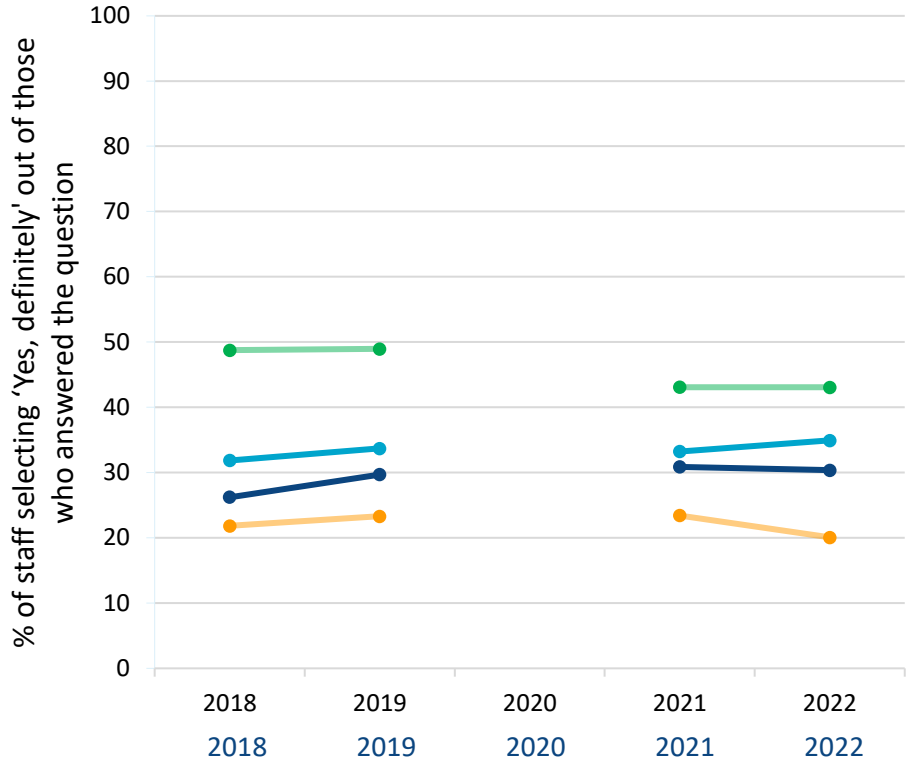
NHS

Q21c It helped me agree clear objectives for my work.



	2018	2019	2020	2021	2022
Your org	28.2%	32.6%	-	26.8%	27.6%
Best	44.2%	45.2%	-	43.1%	43.5%
Average	35.1%	35.7%	-	33.1%	34.9%
Worst	27.2%	26.7%	-	23.3%	20.8%
Responses	1683	1550	-	1722	2234

Q21d It left me feeling that my work is valued by my organisation.

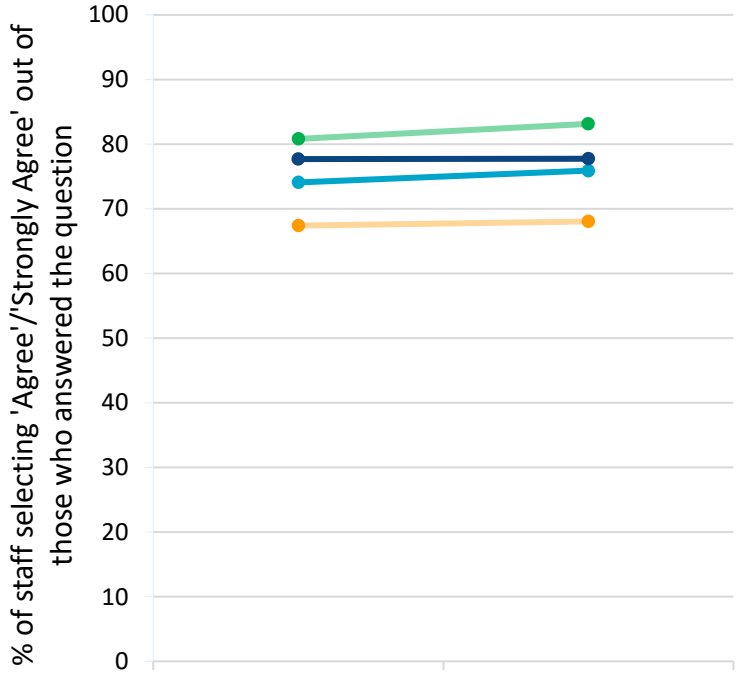


	2018	2019	2020	2021	2022
Your org	26.2%	29.7%	-	30.9%	30.4%
Best	48.7%	48.9%	-	43.1%	43.1%
Average	31.9%	33.7%	-	33.2%	34.9%
Worst	21.8%	23.3%	-	23.4%	20.1%
Responses	1683	1549	-	1724	2238

Survey Coordination Centre

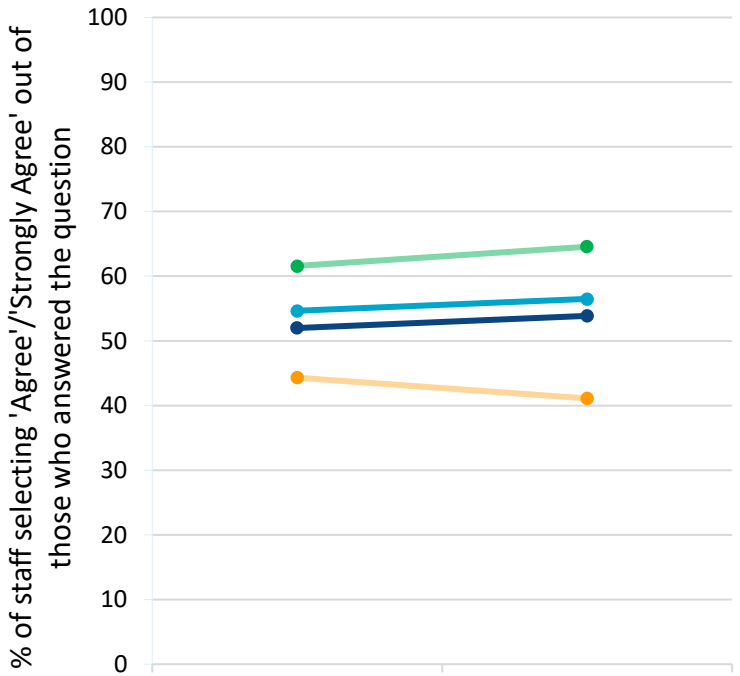
NHS

Q22a This organisation offers me challenging work.



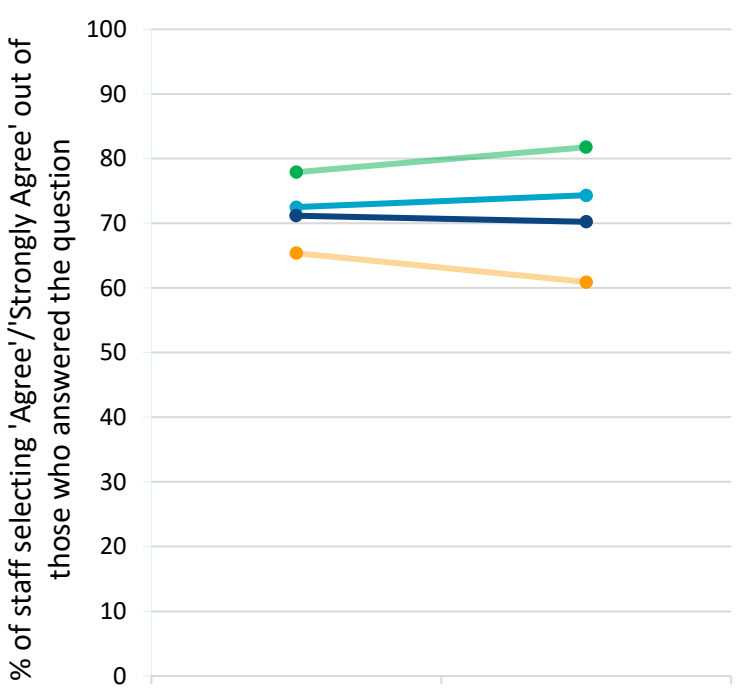
	2021	2022
Your org	77.7%	77.8%
Best	80.8%	83.1%
Average	74.1%	75.9%
Worst	67.4%	68.1%
Responses	2263	2742

Q22b There are opportunities for me to develop my career in this organisation.



	2021	2022
Your org	52.0%	53.9%
Best	61.6%	64.5%
Average	54.6%	56.5%
Worst	44.3%	41.1%
Responses	2265	2746

Q22c I have opportunities to improve my knowledge and skills.

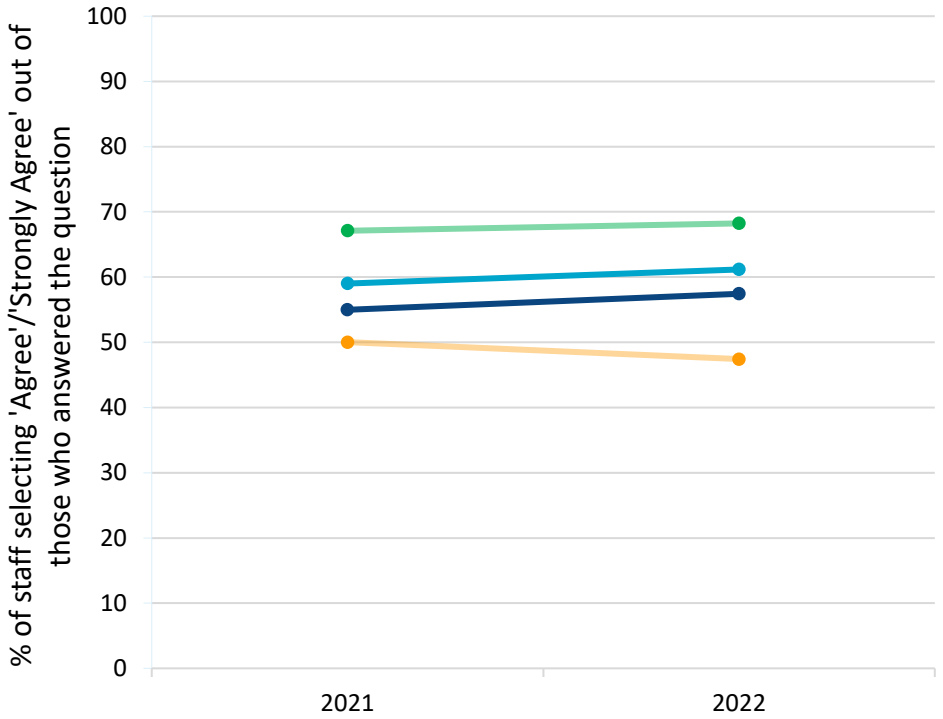


	2021	2022
Your org	71.2%	70.2%
Best	77.9%	81.8%
Average	72.5%	74.3%
Worst	65.4%	60.9%
Responses	2264	2745

Survey Coordination Centre

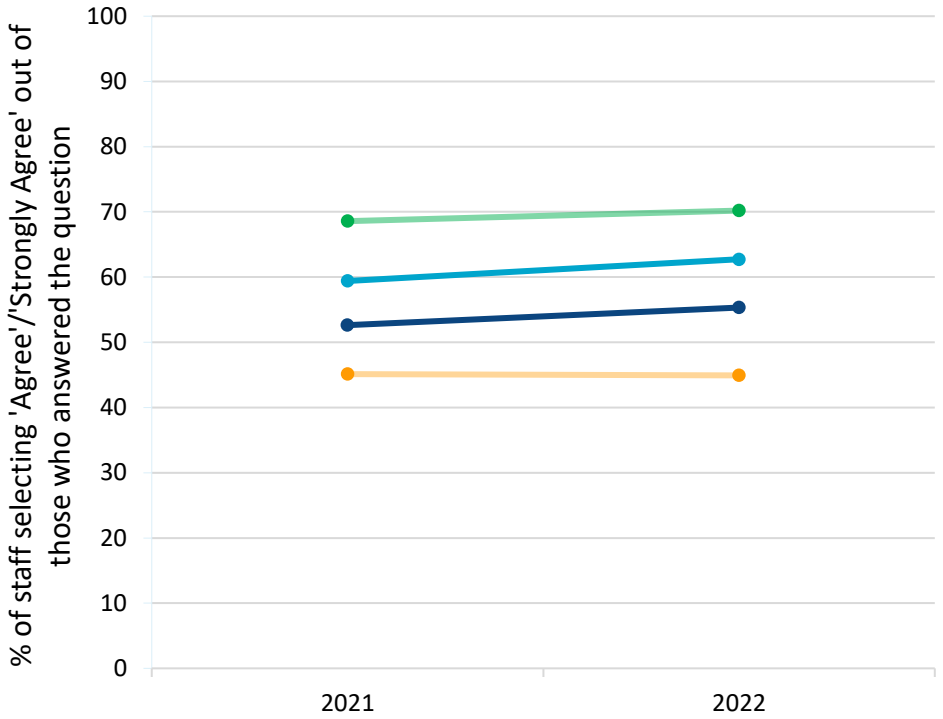
NHS

Q22d I feel supported to develop my potential.



	2021	2022
Your org	55.0%	57.4%
Best	67.1%	68.2%
Average	59.0%	61.2%
Worst	50.0%	47.4%
Responses	2265	2743

Q22e I am able to access the right learning and development opportunities when I need to.



	2021	2022
Your org	52.6%	55.3%
Best	68.6%	70.2%
Average	59.4%	62.7%
Worst	45.1%	44.9%
Responses	2265	2743

Survey Coordination Centre

NHS

People Promise element – We work flexibly

Questions included:

Support for work-life balance – Q6b, Q6c, Q6d

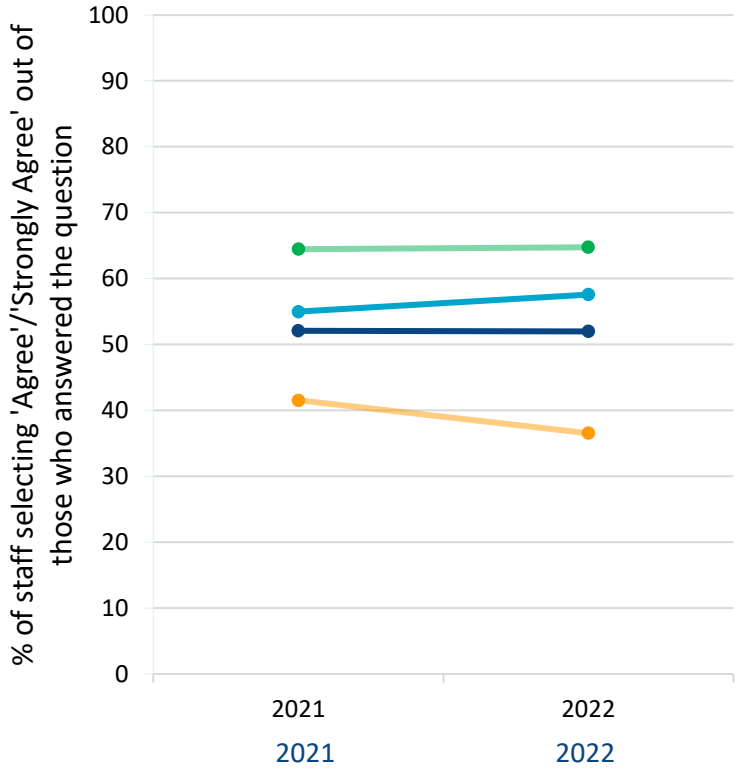
Flexible working – Q4d

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Survey Coordination Centre

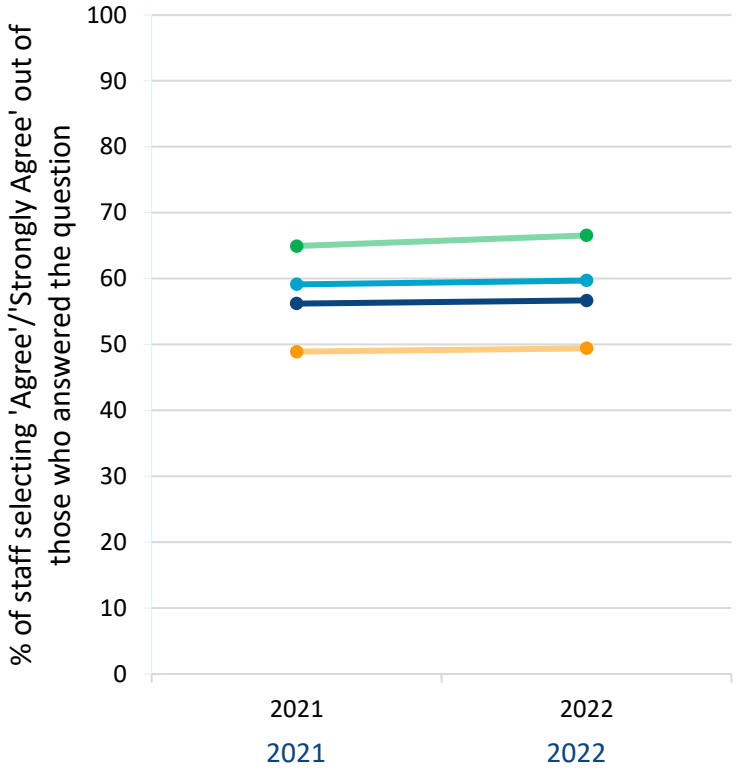
NHS

Q6b My organisation is committed to helping me balance my work and home life.



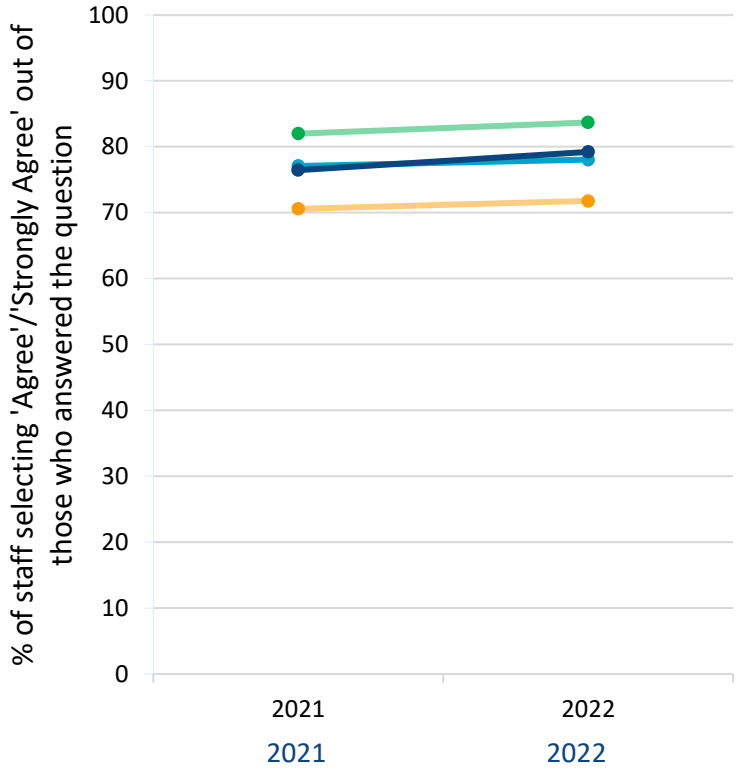
	2021	2022
Your org	52.1%	52.0%
Best	64.5%	64.7%
Average	55.0%	57.6%
Worst	41.5%	36.6%
Responses	2311	2750

Q6c I achieve a good balance between my work life and my home life.



	2021	2022
Your org	56.2%	56.7%
Best	64.9%	66.5%
Average	59.1%	59.7%
Worst	48.9%	49.4%
Responses	2311	2748

Q6d I can approach my immediate manager to talk openly about flexible working.

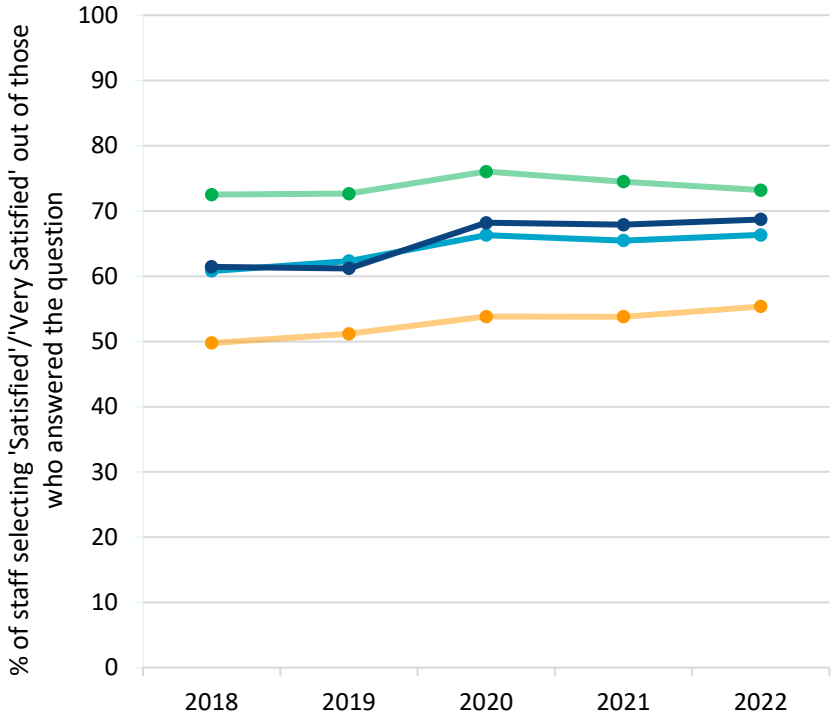


	2021	2022
Your org	76.5%	79.2%
Best	82.0%	83.7%
Average	77.1%	78.0%
Worst	70.6%	71.8%
Responses	2312	2749

Survey Coordination Centre

NHS

Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.

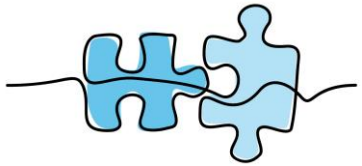


	2018	2019	2020	2021	2022
Your org	61.4%	61.2%	68.2%	67.9%	68.7%
Best	72.5%	72.7%	76.1%	74.5%	73.2%
Average	60.8%	62.3%	66.3%	65.5%	66.3%
Worst	49.8%	51.2%	53.8%	53.8%	55.4%
Responses	2020	1997	1969	2315	2750

Survey Coordination Centre

NHS

People Promise element – We are a team



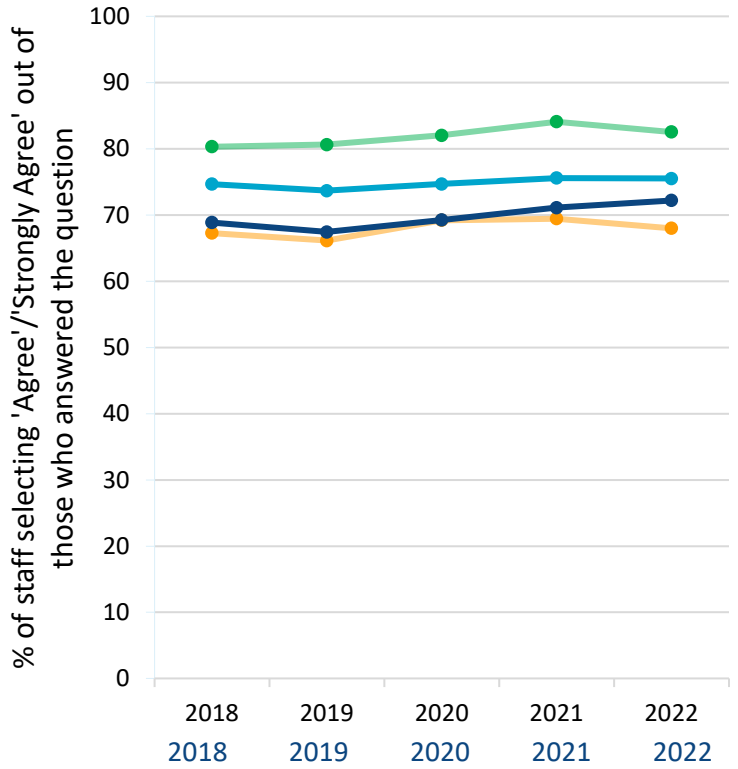
Questions included:

Teamworking – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

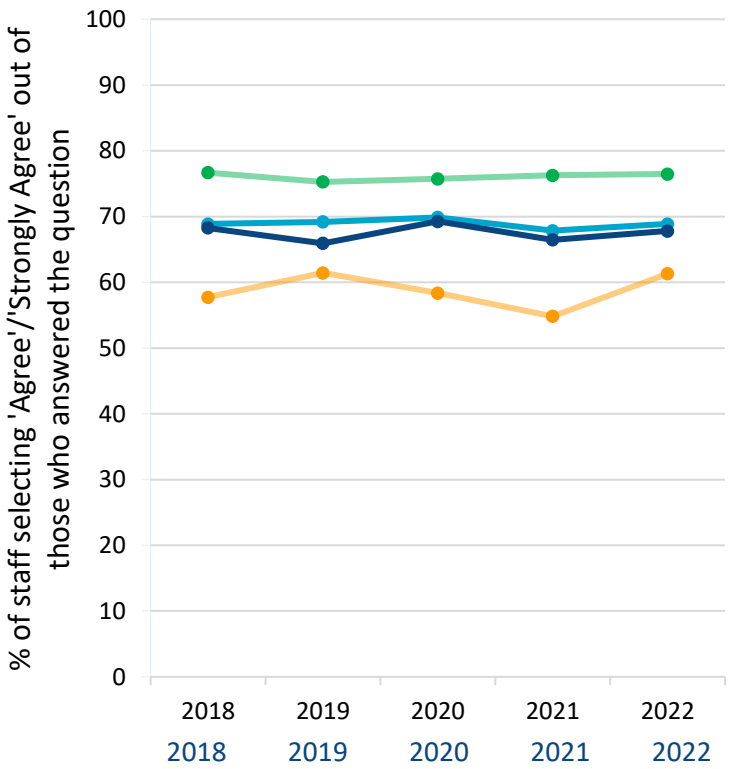
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Q7a The team I work in has a set of shared objectives.



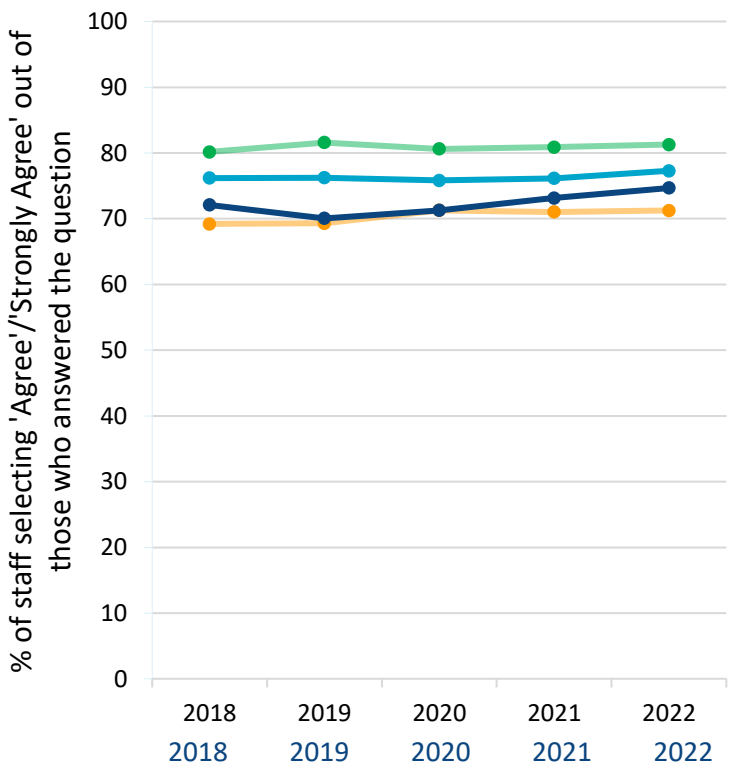
	2018	2019	2020	2021	2022
Your org	68.8%	67.5%	69.2%	71.1%	72.2%
Best	80.3%	80.6%	82.0%	84.1%	82.6%
Average	74.7%	73.7%	74.7%	75.6%	75.5%
Worst	67.3%	66.1%	69.2%	69.4%	68.0%
Responses	2050	1991	1970	2296	2749

Q7b The team I work in often meets to discuss the team's effectiveness.



	2018	2019	2020	2021	2022
Your org	68.3%	65.9%	69.3%	66.5%	67.8%
Best	76.7%	75.3%	75.8%	76.3%	76.5%
Average	68.9%	69.2%	69.9%	67.9%	68.9%
Worst	57.7%	61.4%	58.4%	54.9%	61.3%
Responses	2050	2008	1978	2297	2747

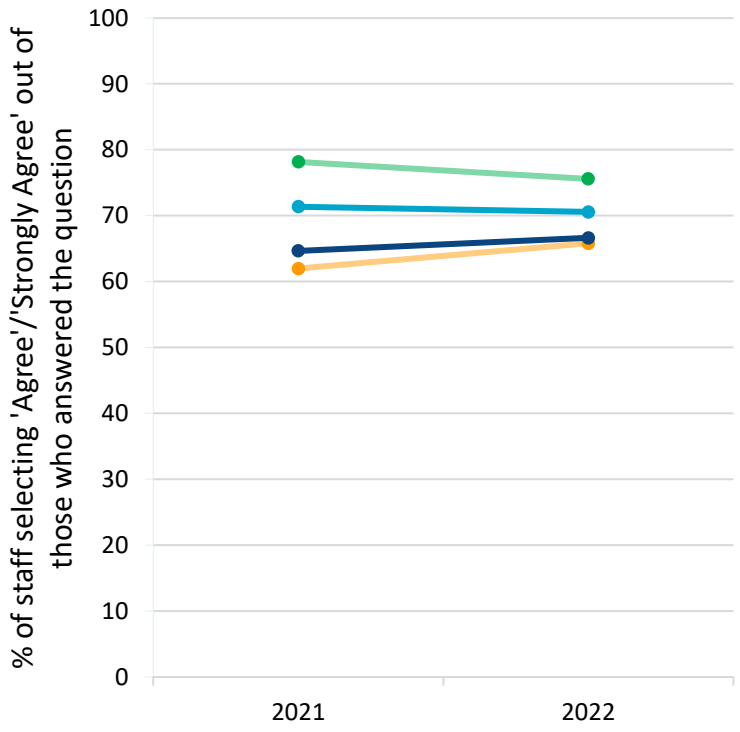
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
Your org	72.1%	70.1%	71.3%	73.2%	74.7%
Best	80.2%	81.6%	80.6%	80.9%	81.3%
Average	76.2%	76.2%	75.8%	76.1%	77.3%
Worst	69.2%	69.3%	71.3%	71.0%	71.2%
Responses	2056	2009	1979	2296	2747

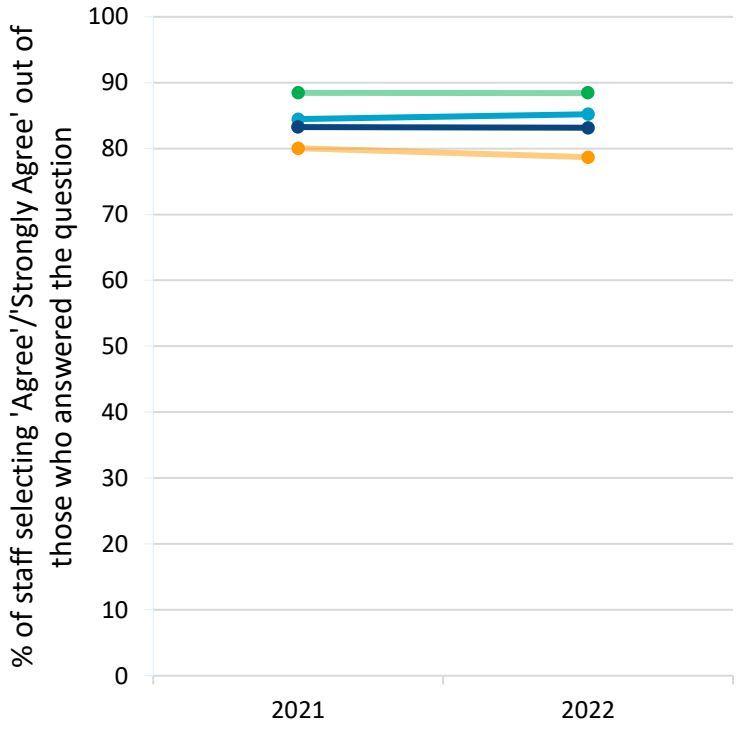
Survey Coordination Centre NHS

Q7d Team members understand each other's roles.



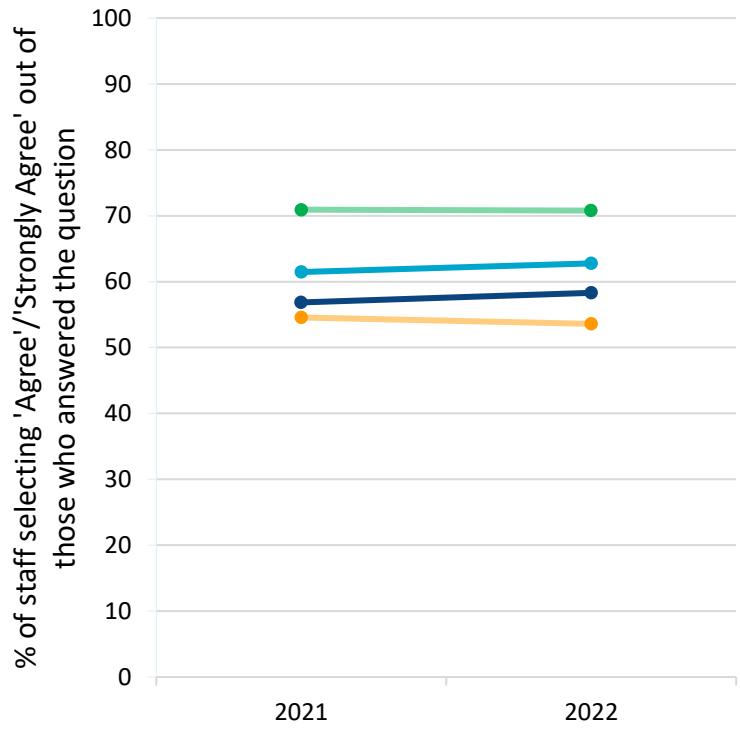
	2021	2022
Your org	64.7%	66.6%
Best	78.2%	75.6%
Average	71.4%	70.6%
Worst	62.0%	65.8%
Responses	2294	2749

Q7e I enjoy working with the colleagues in my team.



	2021	2022
Your org	83.3%	83.2%
Best	88.5%	88.5%
Average	84.4%	85.2%
Worst	80.0%	78.7%
Responses	2296	2751

Q7f My team has enough freedom in how to do its work.

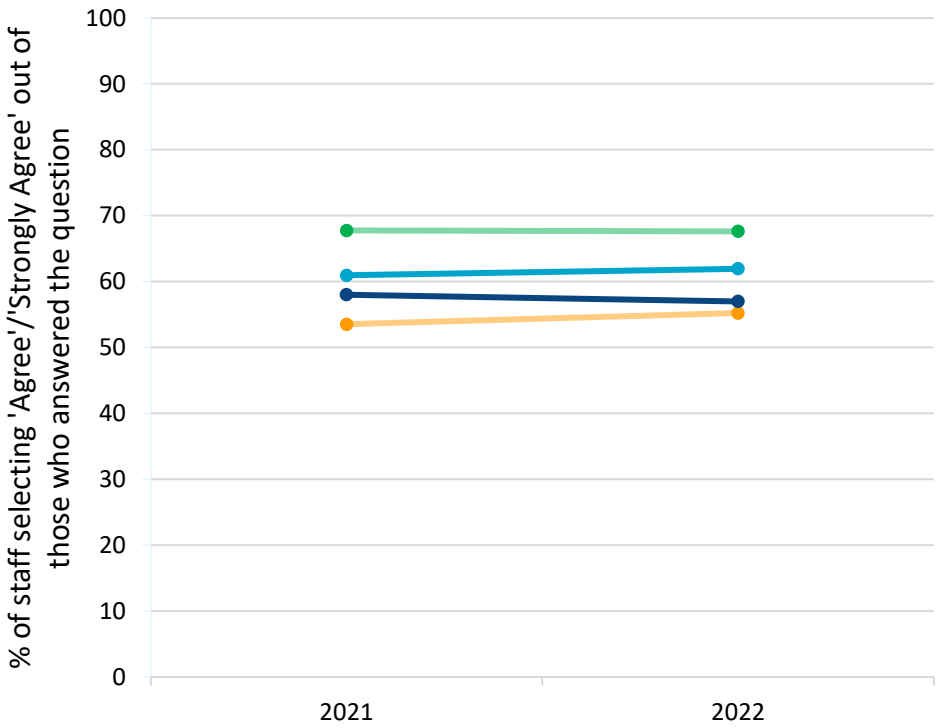


	2021	2022
Your org	56.8%	58.3%
Best	70.9%	70.8%
Average	61.5%	62.8%
Worst	54.6%	53.6%
Responses	2294	2749

Survey Coordination Centre

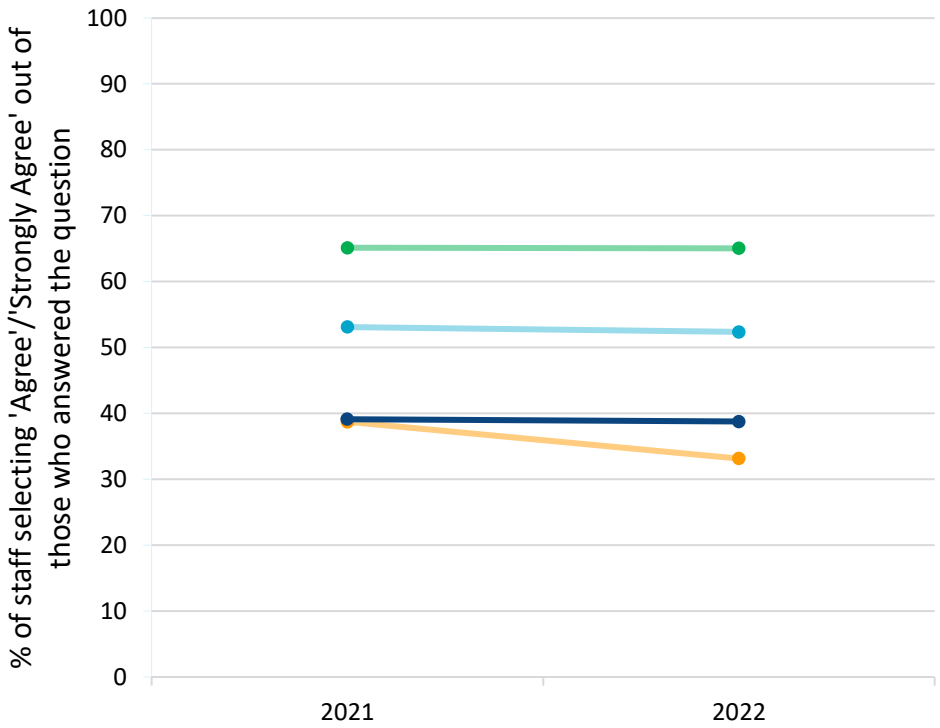
NHS

Q7g In my team disagreements are dealt with constructively.



	2021	2022
Your org	58.0%	57.0%
Best	67.8%	67.6%
Average	61.0%	62.0%
Worst	53.5%	55.2%
Responses	2294	2745

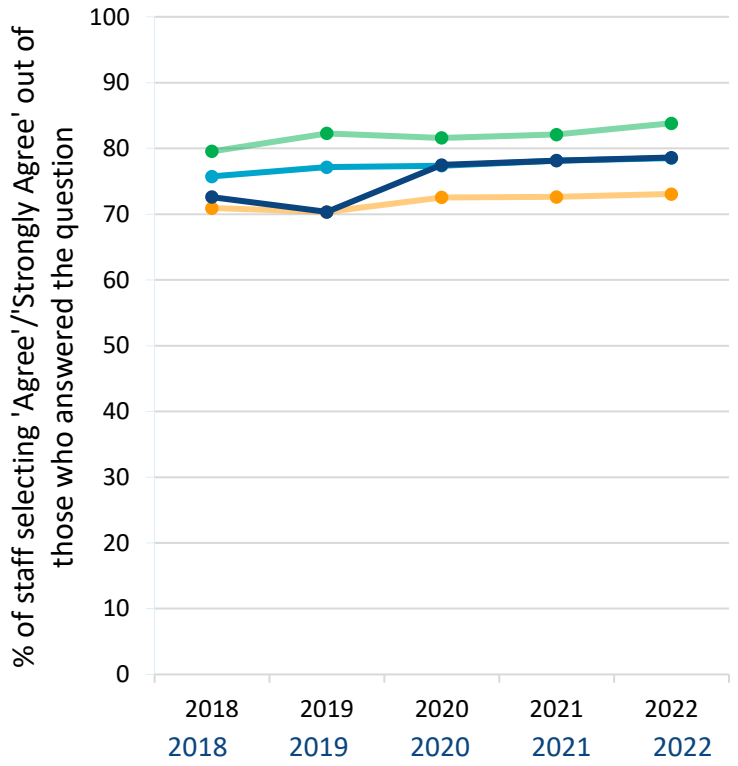
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022
Your org	39.1%	38.8%
Best	65.1%	65.0%
Average	53.1%	52.4%
Worst	38.7%	33.2%
Responses	2293	2748

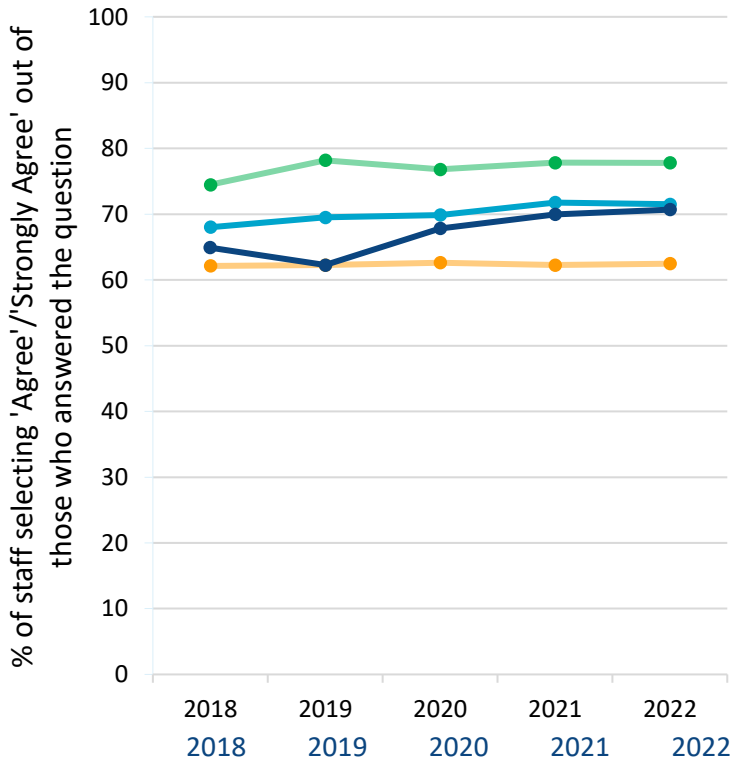
Survey Coordination Centre NHS

Q9a My immediate manager encourages me at work.



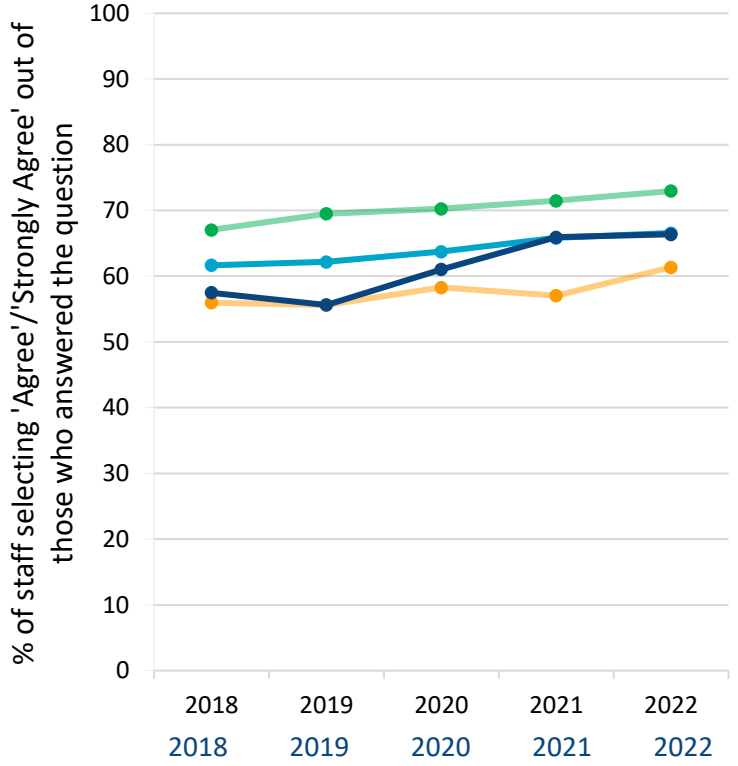
	2018	2019	2020	2021	2022
Your org	72.6%	70.3%	77.5%	78.1%	78.6%
Best	79.6%	82.3%	81.6%	82.1%	83.8%
Average	75.7%	77.1%	77.4%	78.1%	78.5%
Worst	70.9%	70.3%	72.5%	72.6%	73.1%
Responses	2011	1990	1960	2287	2745

Q9b My immediate manager gives me clear feedback on my work.



	2018	2019	2020	2021	2022
Your org	64.9%	62.3%	67.8%	70.0%	70.7%
Best	74.5%	78.2%	76.8%	77.8%	77.8%
Average	68.0%	69.5%	69.9%	71.8%	71.5%
Worst	62.1%	62.3%	62.6%	62.3%	62.5%
Responses	2003	1988	1958	2284	2742

Q9c My immediate manager asks for my opinion before making decisions that affect my work.

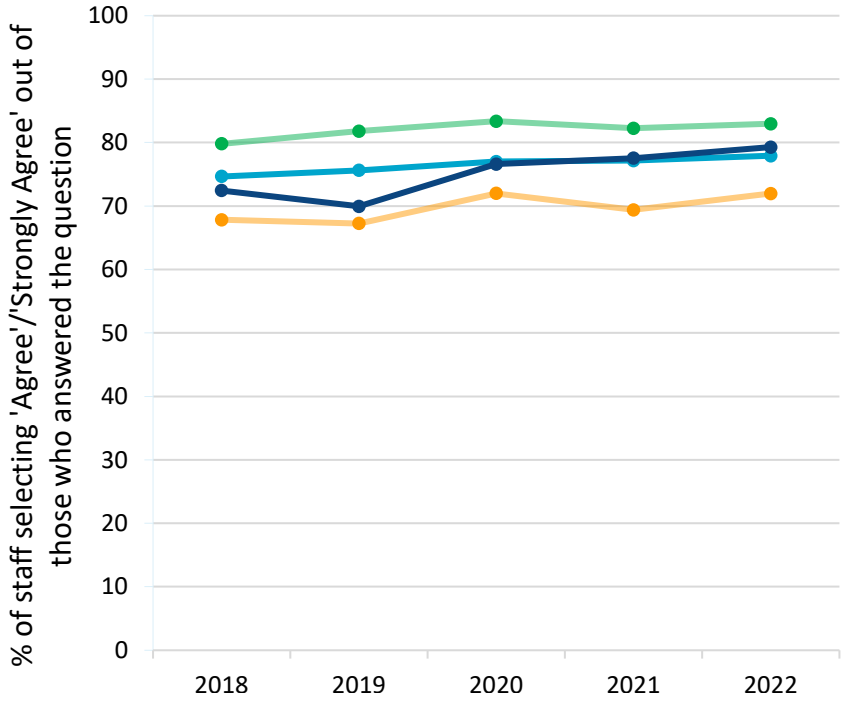


	2018	2019	2020	2021	2022
Your org	57.4%	55.6%	61.0%	65.9%	66.4%
Best	67.0%	69.5%	70.3%	71.5%	72.9%
Average	61.7%	62.2%	63.7%	65.8%	66.6%
Worst	56.0%	55.6%	58.3%	57.0%	61.3%
Responses	2009	1990	1956	2284	2747

Survey Coordination Centre

NHS

Q9d My immediate manager takes a positive interest in my health and well-being.



	2018	2019	2020	2021	2022
Your org	72.4%	69.9%	76.6%	77.5%	79.3%
Best	79.8%	81.8%	83.4%	82.3%	83.0%
Average	74.7%	75.6%	77.0%	77.2%	77.9%
Worst	67.8%	67.2%	72.0%	69.4%	72.0%
Responses	2008	1986	1960	2285	2747

Survey Coordination Centre

NHS

Theme – Staff engagement

Questions included:

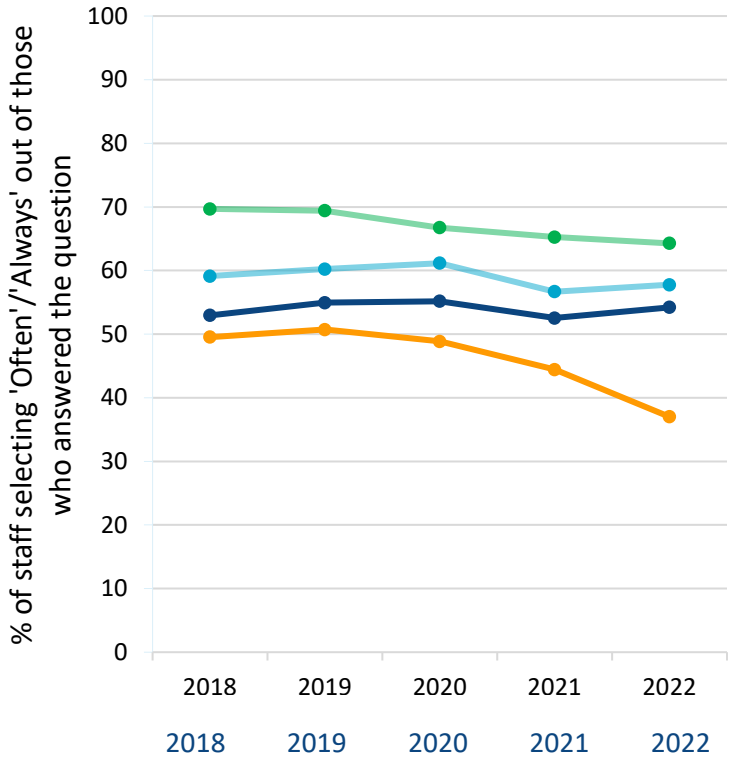
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q23a, Q23c, Q23d

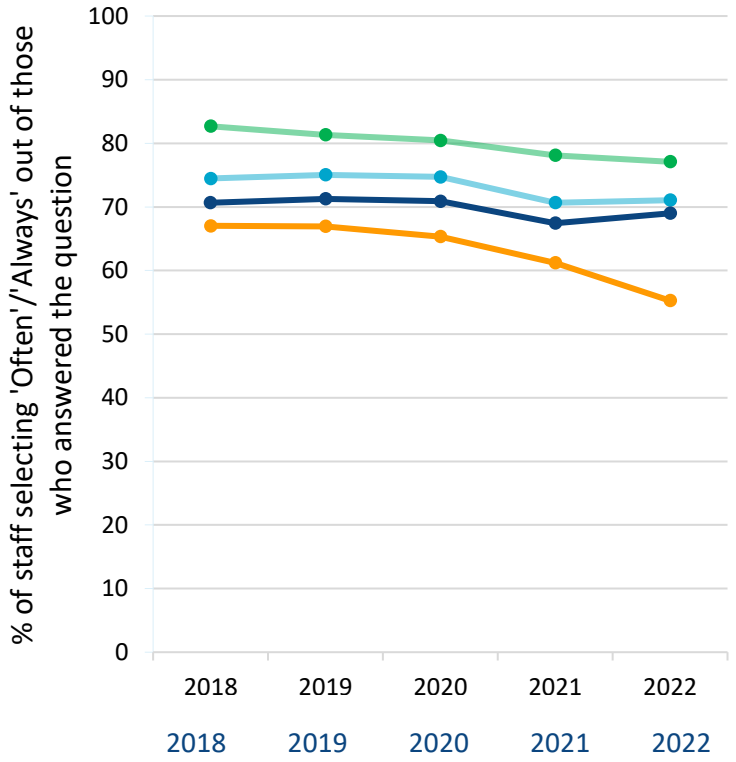
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Q2a I look forward to going to work.



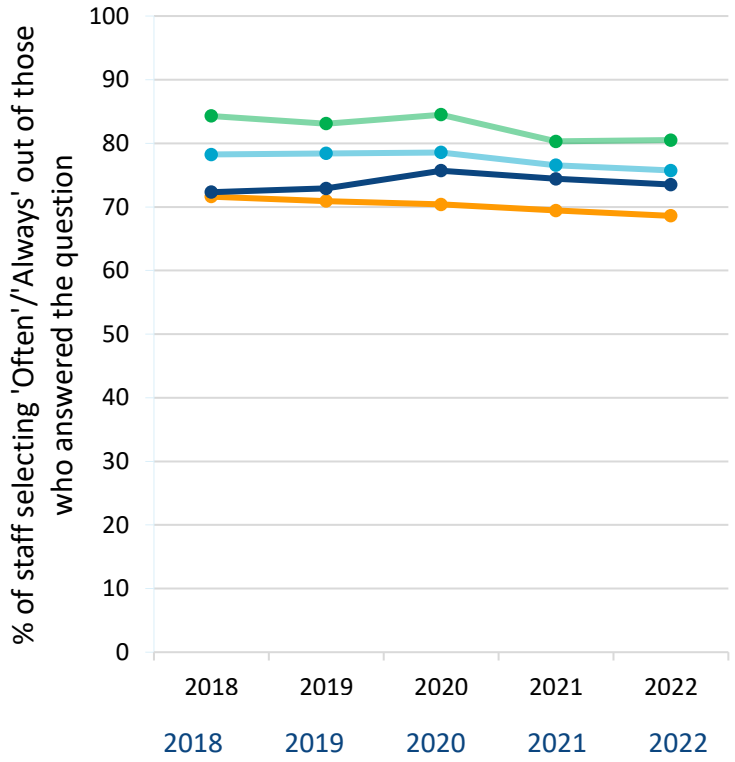
	2018	2019	2020	2021	2022
Your org	52.9%	55.0%	55.2%	52.5%	54.2%
Best	69.7%	69.4%	66.7%	65.3%	64.3%
Average	59.1%	60.2%	61.1%	56.7%	57.8%
Worst	49.5%	50.7%	48.9%	44.4%	37.0%
Responses	2056	2013	1999	2335	2745

Q2b I am enthusiastic about my job.



	2018	2019	2020	2021	2022
Your org	70.6%	71.3%	70.9%	67.4%	69.0%
Best	82.7%	81.3%	80.5%	78.1%	77.1%
Average	74.5%	75.0%	74.7%	70.7%	71.1%
Worst	67.0%	66.9%	65.3%	61.2%	55.3%
Responses	2029	2001	1995	2329	2740

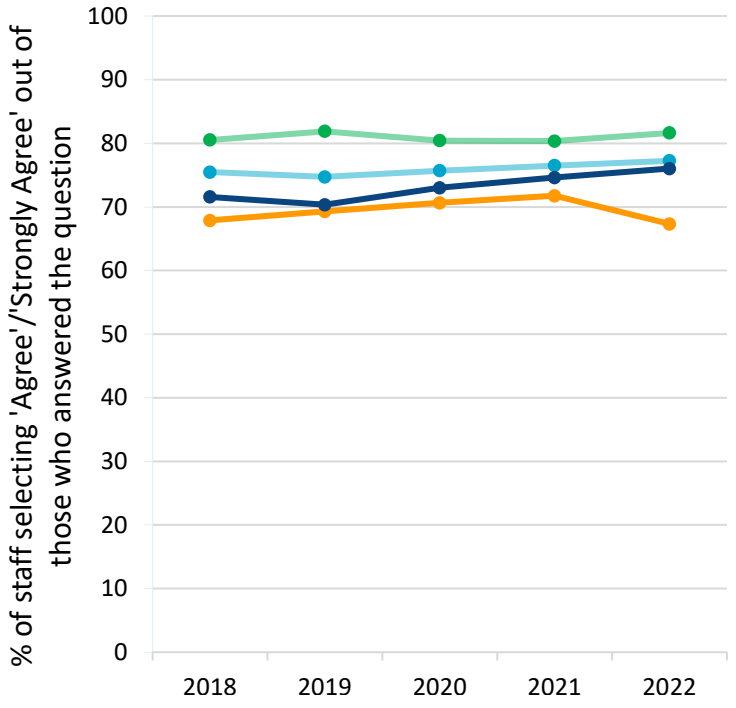
Q2c Time passes quickly when I am working.



	2018	2019	2020	2021	2022
Your org	72.3%	72.9%	75.7%	74.4%	73.5%
Best	84.3%	83.1%	84.5%	80.3%	80.5%
Average	78.2%	78.4%	78.6%	76.6%	75.7%
Worst	71.6%	70.9%	70.4%	69.4%	68.6%
Responses	2019	2003	1999	2332	2734

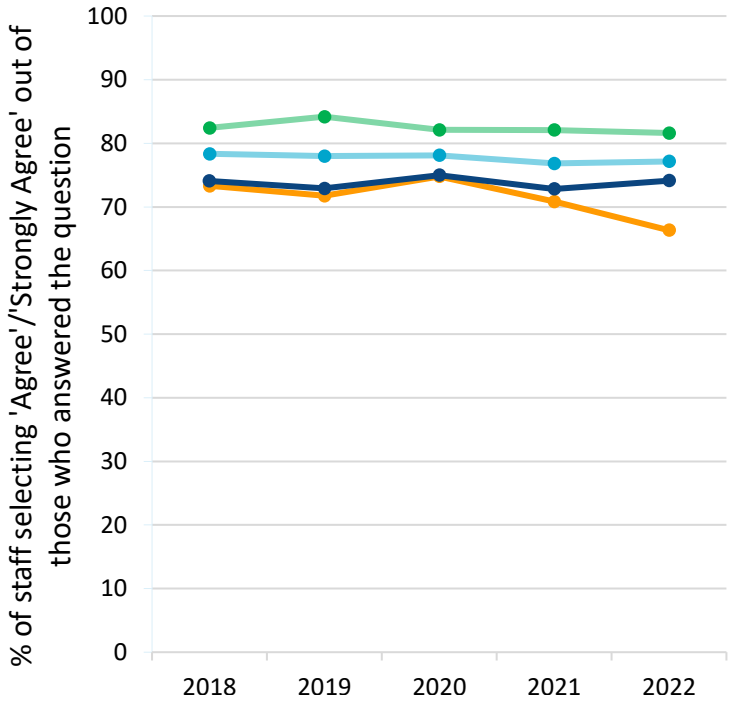
Survey Coordination Centre NHS

Q3c There are frequent opportunities for me to show initiative in my role.



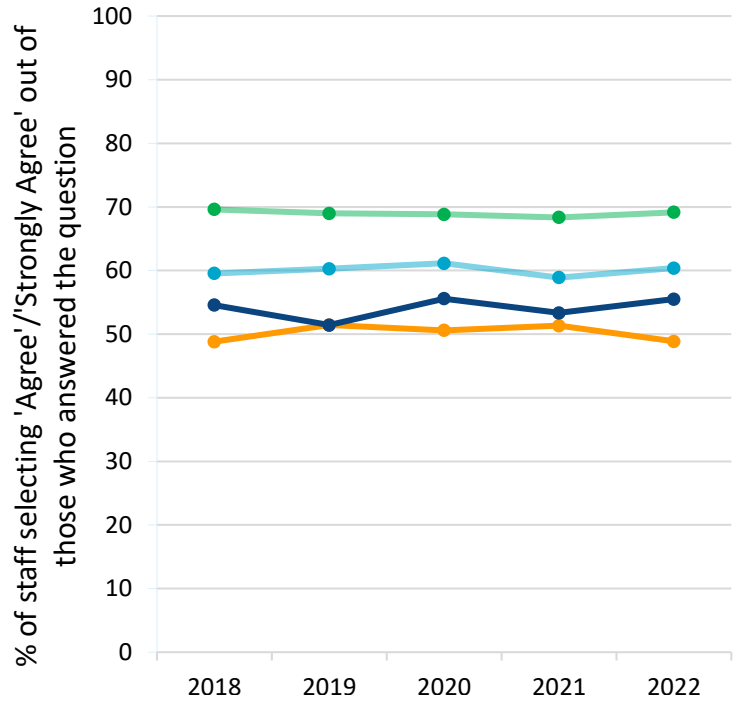
	2018	2019	2020	2021	2022
Your org	71.6%	70.3%	73.0%	74.6%	76.0%
Best	80.5%	81.9%	80.4%	80.4%	81.6%
Average	75.5%	74.7%	75.7%	76.5%	77.3%
Worst	67.9%	69.3%	70.6%	71.7%	67.3%
Responses	2061	2010	1982	2316	2747

Q3d I am able to make suggestions to improve the work of my team / department.



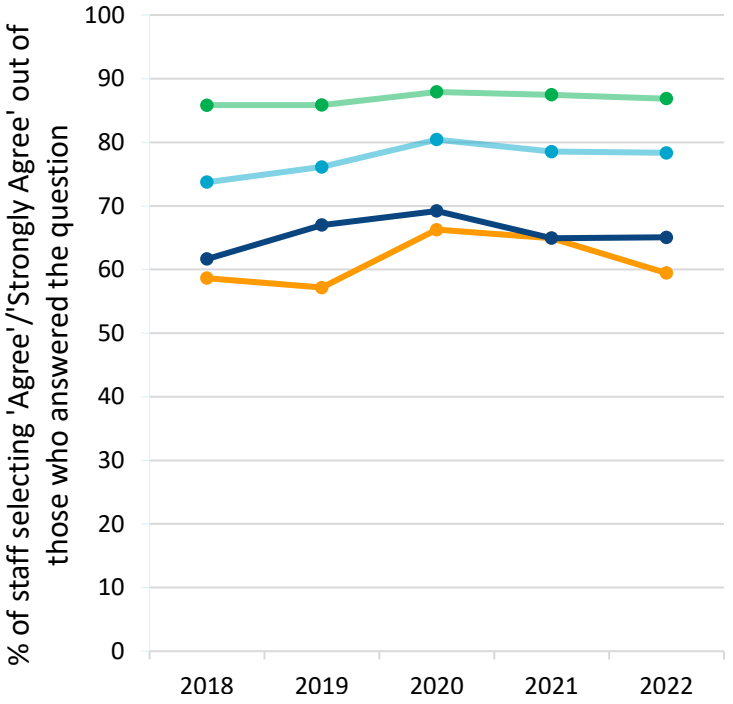
	2018	2019	2020	2021	2022
Your org	74.1%	72.9%	75.0%	72.8%	74.1%
Best	82.4%	84.2%	82.1%	82.1%	81.6%
Average	78.3%	78.0%	78.1%	76.8%	77.1%
Worst	73.3%	71.7%	74.8%	70.9%	66.3%
Responses	2057	2015	1980	2317	2745

Q3f I am able to make improvements happen in my area of work.



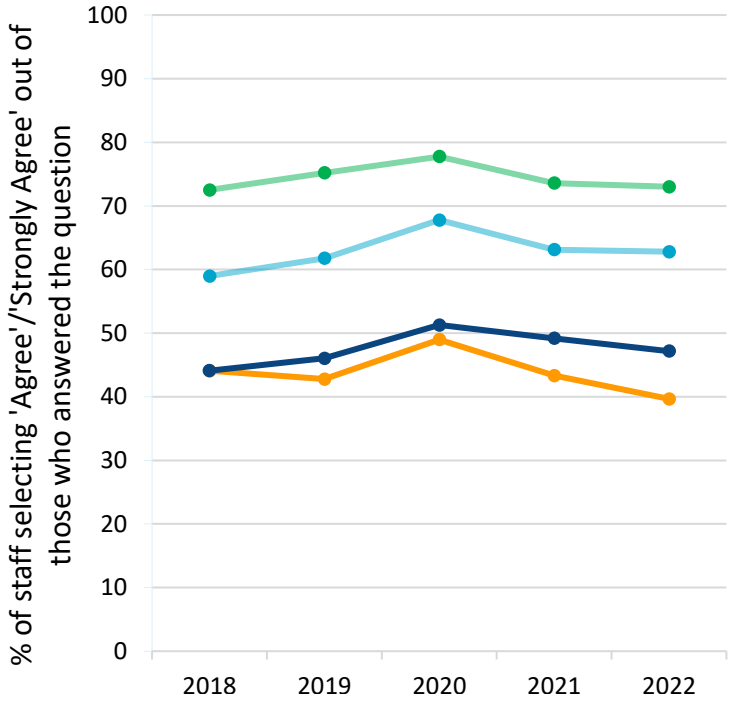
	2018	2019	2020	2021	2022
Your org	54.6%	51.4%	55.6%	53.3%	55.5%
Best	69.6%	69.0%	68.8%	68.4%	69.1%
Average	59.5%	60.3%	61.1%	58.9%	60.4%
Worst	48.8%	51.4%	50.6%	51.3%	48.9%
Responses	2056	2008	1975	2312	2749

Q23a Care of patients / service users is my organisation's top priority.



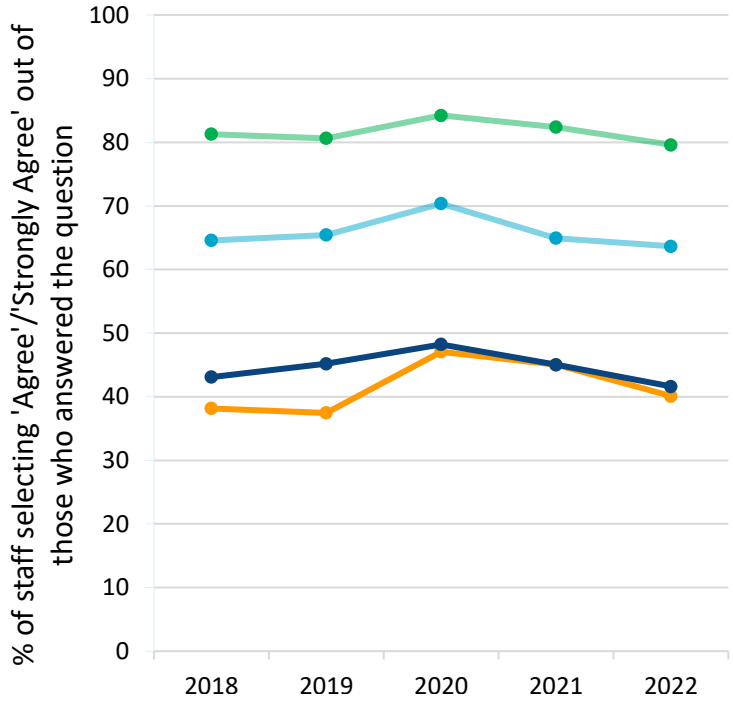
	2018	2019	2020	2021	2022
Your org	61.7%	67.0%	69.2%	64.9%	65.1%
Best	85.8%	85.9%	87.9%	87.5%	86.9%
Average	73.7%	76.1%	80.4%	78.5%	78.3%
Worst	58.6%	57.2%	66.3%	64.9%	59.5%
Responses	1976	1969	1940	2253	2744

Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
Your org	44.1%	46.0%	51.3%	49.2%	47.2%
Best	72.5%	75.2%	77.8%	73.6%	73.0%
Average	59.0%	61.8%	67.8%	63.1%	62.8%
Worst	44.1%	42.8%	49.0%	43.3%	39.6%
Responses	1977	1969	1940	2251	2748

Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2018	2019	2020	2021	2022
Your org	43.1%	45.2%	48.2%	45.0%	41.6%
Best	81.3%	80.6%	84.2%	82.4%	79.6%
Average	64.6%	65.4%	70.4%	64.9%	63.6%
Worst	38.2%	37.5%	47.1%	45.0%	40.1%
Responses	1974	1966	1938	2247	2747

Survey Coordination Centre

NHS

Theme - Morale

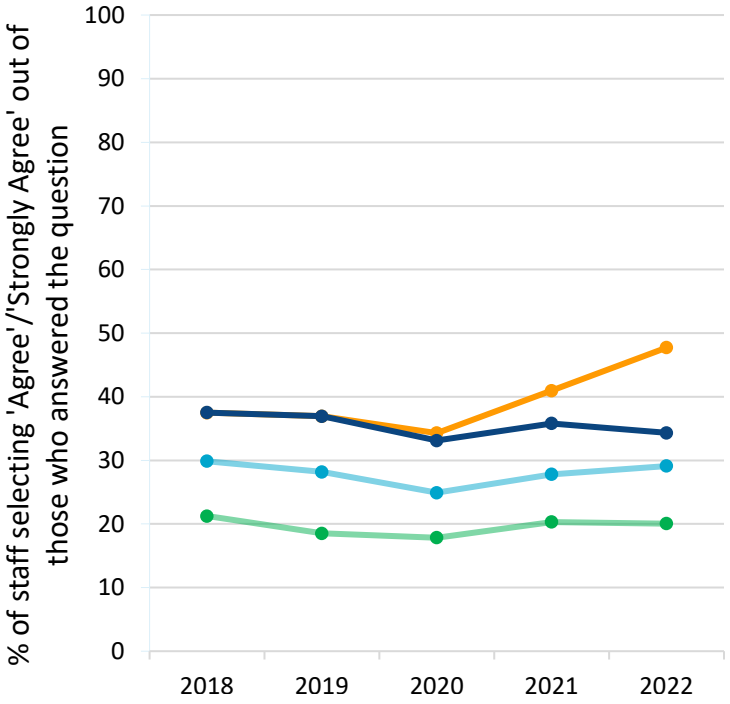
Questions included:

Thinking about leaving – Q24a, Q24b, Q24c
Work pressure – Q3g, Q3h, Q3i
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

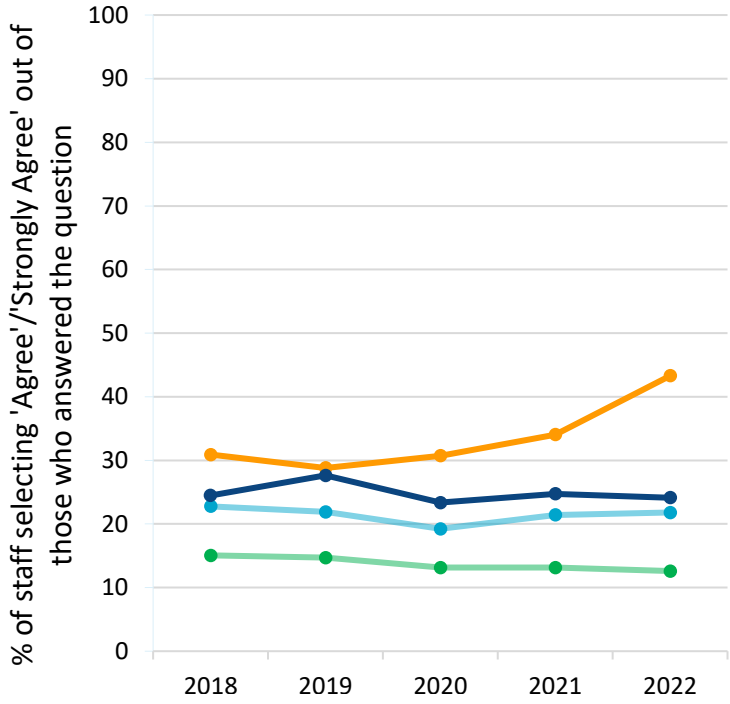
Survey Coordination Centre NHS

Q24a I often think about leaving this organisation.



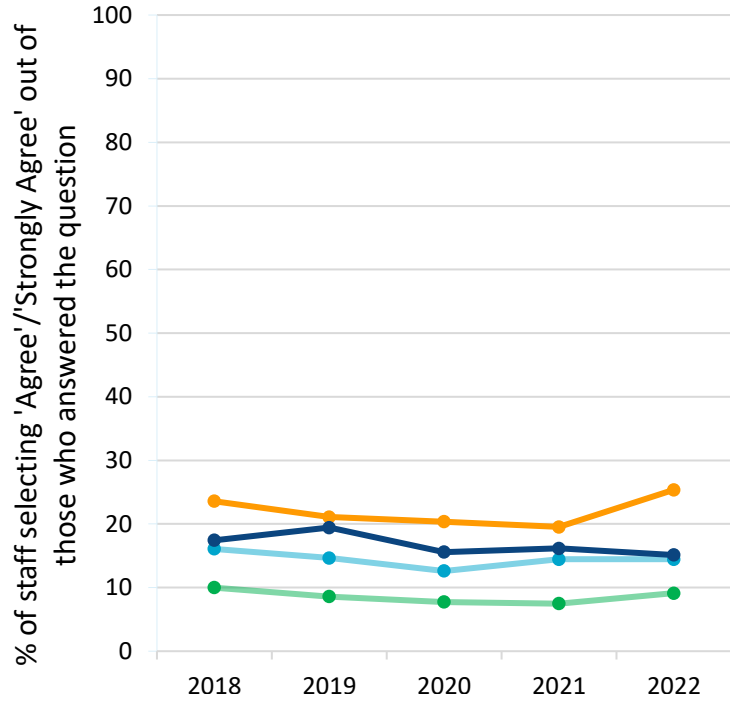
	2018	2019	2020	2021	2022
Your org	37.5%	36.9%	33.1%	35.8%	34.3%
Best	21.2%	18.5%	17.9%	20.3%	20.1%
Average	29.9%	28.2%	24.9%	27.8%	29.1%
Worst	37.5%	36.9%	34.3%	41.0%	47.7%
Responses	1980	1970	1941	2252	2741

Q24b I will probably look for a job at a new organisation in the next 12 months.



	2018	2019	2020	2021	2022
Your org	24.5%	27.6%	23.4%	24.7%	24.1%
Best	15.0%	14.7%	13.1%	13.1%	12.6%
Average	22.8%	21.9%	19.2%	21.4%	21.8%
Worst	30.9%	28.8%	30.7%	34.0%	43.3%
Responses	1977	1968	1939	2250	2738

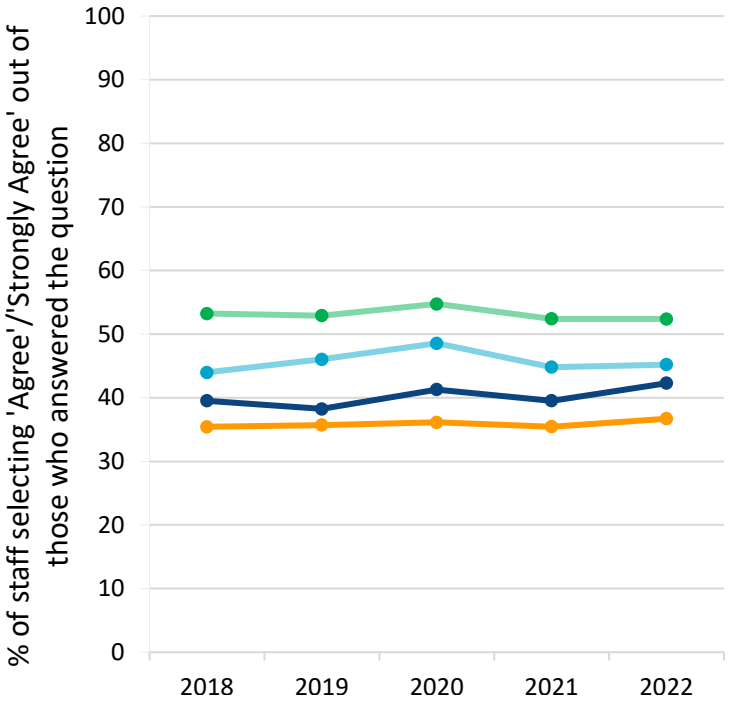
Q24c As soon as I can find another job, I will leave this organisation.



	2018	2019	2020	2021	2022
Your org	17.4%	19.4%	15.6%	16.2%	15.1%
Best	10.0%	8.6%	7.7%	7.5%	9.1%
Average	16.1%	14.7%	12.6%	14.5%	14.4%
Worst	23.6%	21.1%	20.4%	19.5%	25.4%
Responses	1897	1968	1939	2249	2736

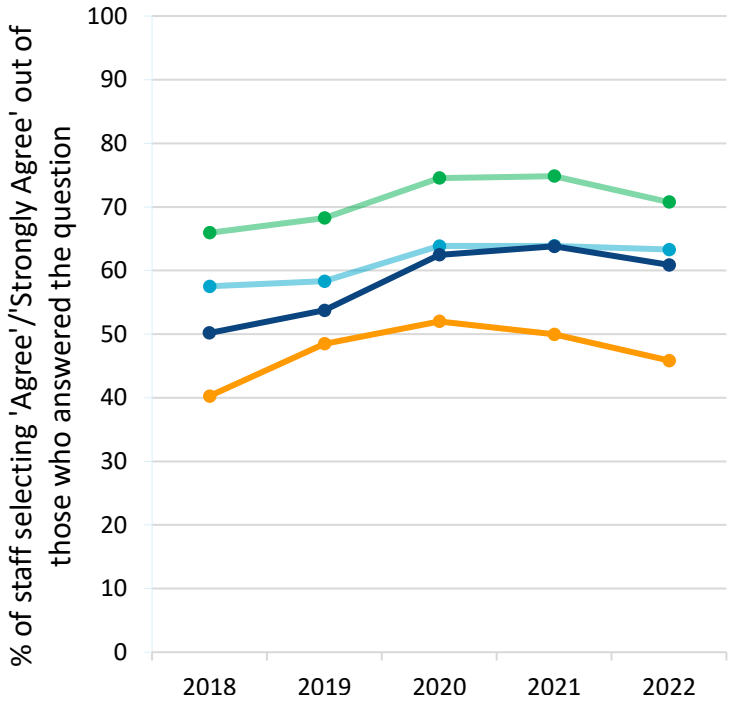
Survey Coordination Centre NHS

Q3g I am able to meet all the conflicting demands on my time at work.



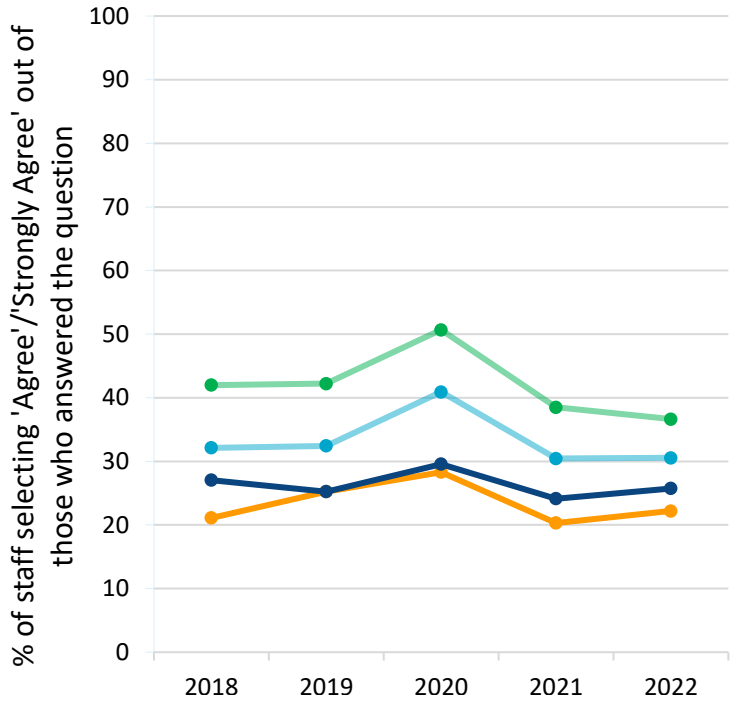
	2018	2019	2020	2021	2022
Your org	39.5%	38.2%	41.3%	39.5%	42.3%
Best	53.2%	52.9%	54.8%	52.4%	52.4%
Average	44.0%	46.0%	48.6%	44.8%	45.2%
Worst	35.4%	35.7%	36.1%	35.4%	36.7%
Responses	2055	2004	1975	2316	2747

Q3h I have adequate materials, supplies and equipment to do my work.



	2018	2019	2020	2021	2022
Your org	50.2%	53.7%	62.5%	63.8%	60.9%
Best	65.9%	68.3%	74.5%	74.8%	70.8%
Average	57.5%	58.3%	63.8%	63.9%	63.3%
Worst	40.2%	48.5%	52.0%	50.0%	45.8%
Responses	2047	2003	1976	2317	2746

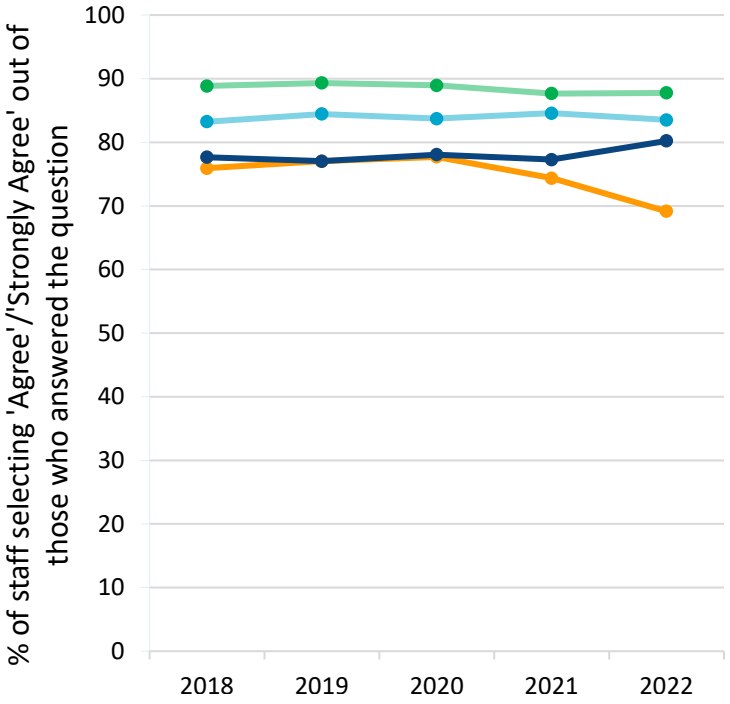
Q3i There are enough staff at this organisation for me to do my job properly.



	2018	2019	2020	2021	2022
Your org	27.0%	25.2%	29.6%	24.1%	25.7%
Best	42.0%	42.2%	50.7%	38.5%	36.6%
Average	32.1%	32.4%	40.9%	30.4%	30.5%
Worst	21.1%	25.2%	28.3%	20.3%	22.2%
Responses	2053	2009	1977	2316	2751

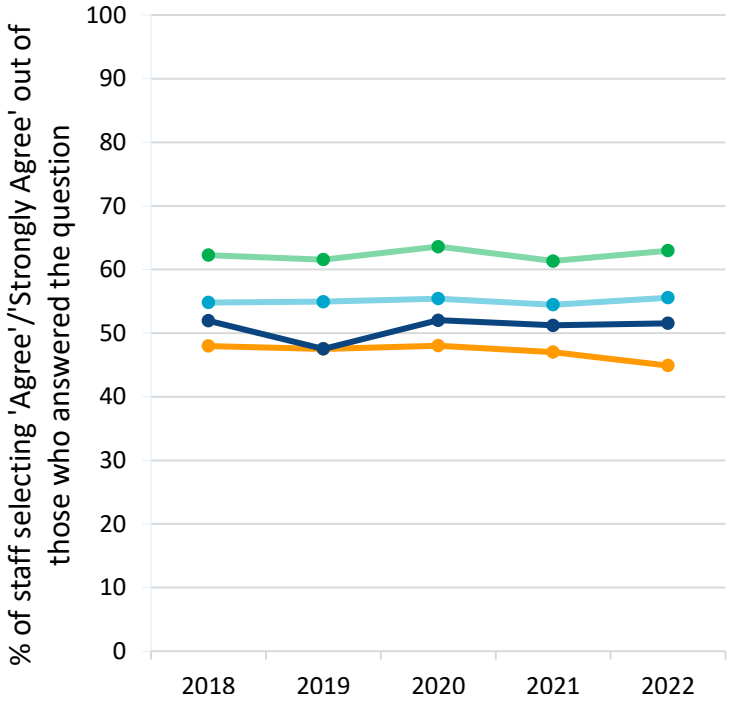
Survey Coordination Centre NHS

Q3a I always know what my work responsibilities are.



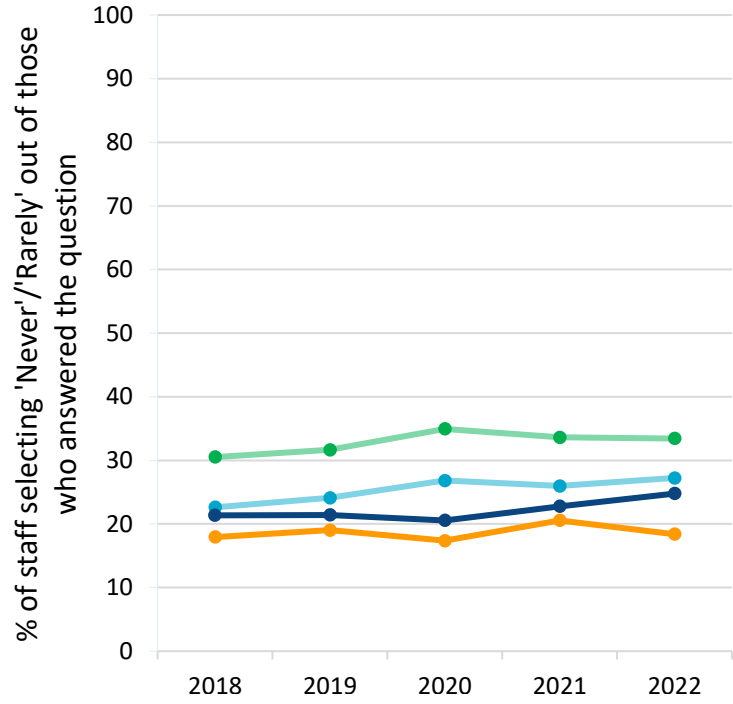
	2018	2019	2020	2021	2022
Your org	77.7%	77.0%	78.1%	77.3%	80.2%
Best	88.8%	89.3%	88.9%	87.7%	87.8%
Average	83.3%	84.4%	83.7%	84.6%	83.5%
Worst	75.9%	77.0%	77.7%	74.4%	69.2%
Responses	2059	2011	2001	2314	2747

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



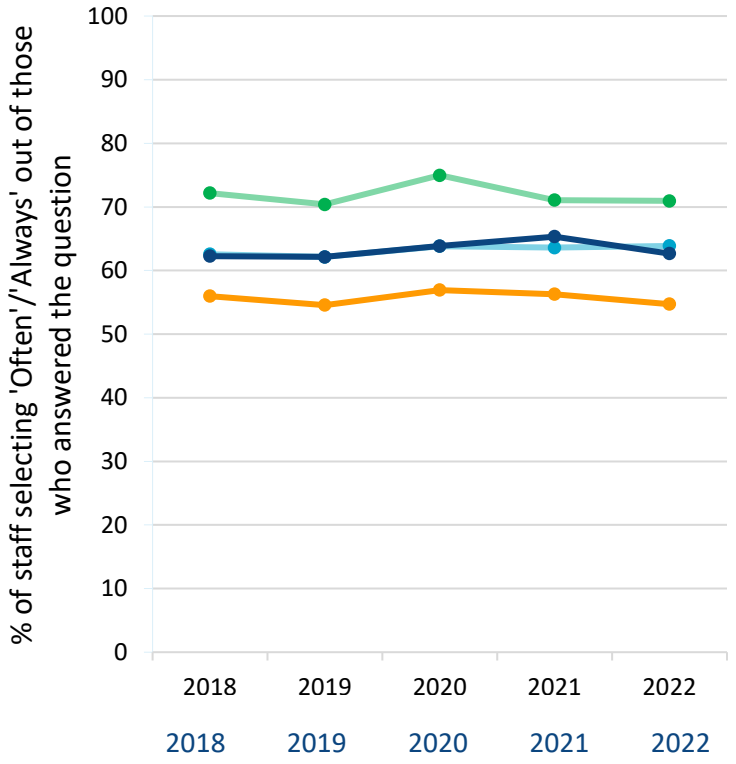
	2018	2019	2020	2021	2022
Your org	51.9%	47.5%	52.0%	51.2%	51.6%
Best	62.3%	61.6%	63.6%	61.3%	63.0%
Average	54.8%	55.0%	55.4%	54.5%	55.6%
Worst	48.0%	47.5%	48.0%	47.0%	44.9%
Responses	2056	2012	1981	2315	2748

Q5a I have unrealistic time pressures.



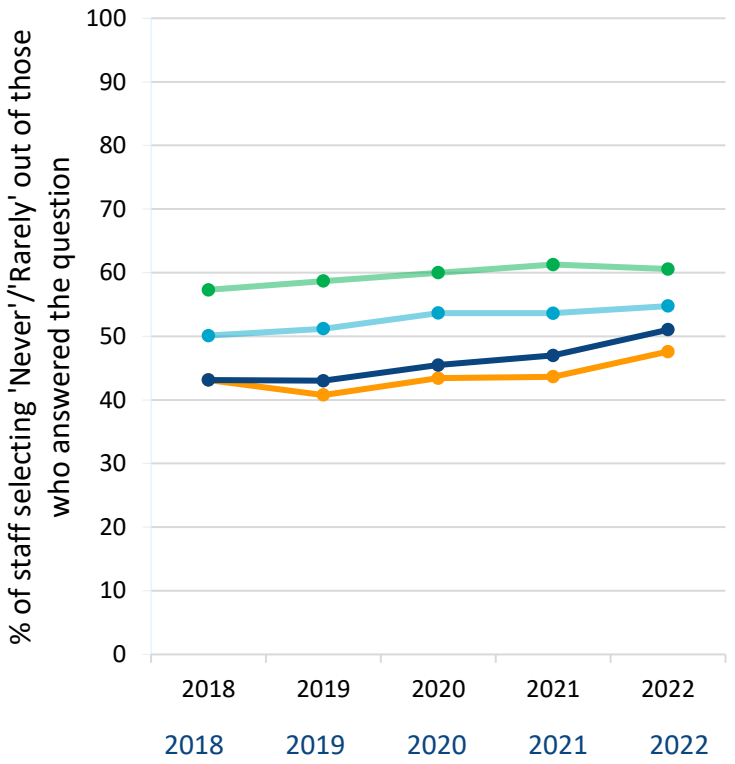
	2018	2019	2020	2021	2022
Your org	21.4%	21.4%	20.6%	22.8%	24.8%
Best	30.5%	31.6%	34.9%	33.6%	33.4%
Average	22.6%	24.1%	26.8%	26.0%	27.2%
Worst	17.9%	19.0%	17.4%	20.6%	18.4%
Responses	2029	1993	1969	2306	2739

Q5b I have a choice in deciding how to do my work.



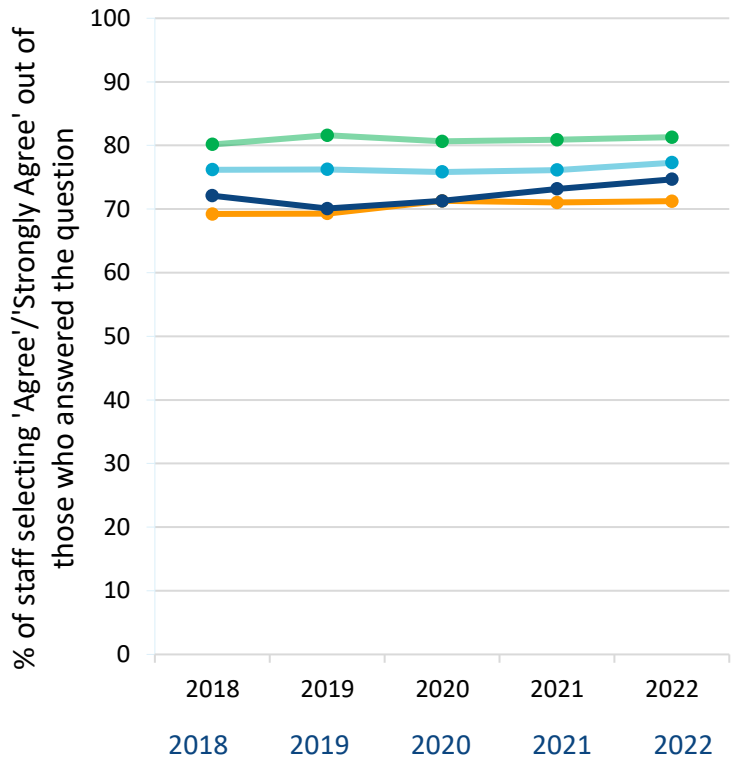
	2018	2019	2020	2021	2022
Your org	62.3%	62.1%	63.8%	65.3%	62.7%
Best	72.2%	70.4%	75.0%	71.1%	70.9%
Average	62.6%	62.1%	63.8%	63.6%	63.9%
Worst	56.0%	54.6%	56.9%	56.3%	54.7%
Responses	2029	1993	1969	2310	2736

Q5c Relationships at work are strained.



	2018	2019	2020	2021	2022
Your org	43.1%	43.0%	45.5%	47.0%	51.0%
Best	57.3%	58.7%	60.0%	61.3%	60.6%
Average	50.1%	51.2%	53.6%	53.6%	54.8%
Worst	43.1%	40.8%	43.4%	43.6%	47.6%
Responses	2024	1990	1970	2308	2740

Q7c I receive the respect I deserve from my colleagues at work.

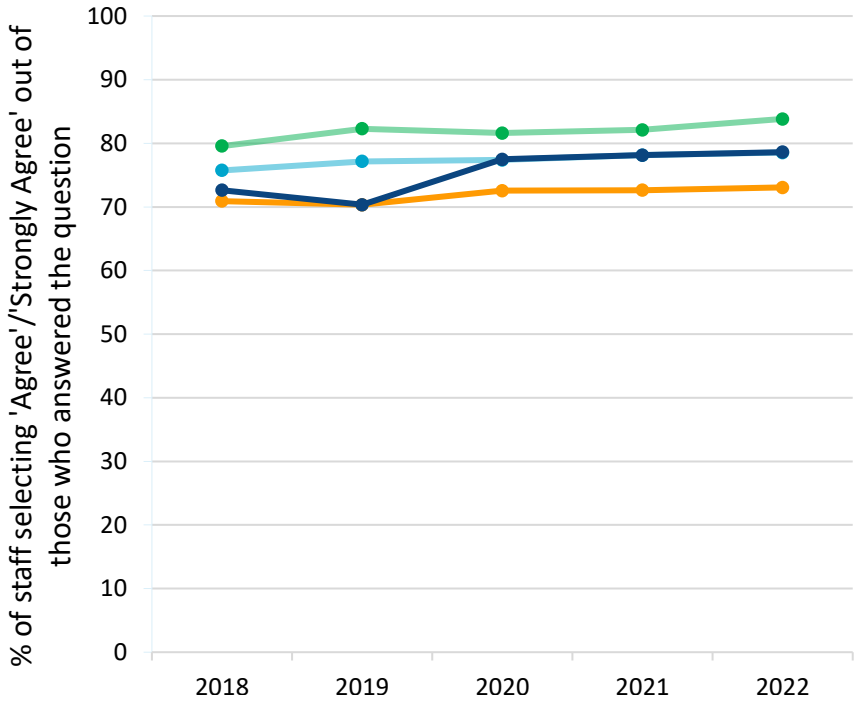


	2018	2019	2020	2021	2022
Your org	72.1%	70.1%	71.3%	73.2%	74.7%
Best	80.2%	81.6%	80.6%	80.9%	81.3%
Average	76.2%	76.2%	75.8%	76.1%	77.3%
Worst	69.2%	69.3%	71.3%	71.0%	71.2%
Responses	2056	2009	1979	2296	2747

Survey Coordination Centre

NHS

Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
Your org	72.6%	70.3%	77.5%	78.1%	78.6%
Best	79.6%	82.3%	81.6%	82.1%	83.8%
Average	75.7%	77.1%	77.4%	78.1%	78.5%
Worst	70.9%	70.3%	72.5%	72.6%	73.1%
Responses	2011	1990	1960	2287	2745

Question not linked to People Promise elements or themes

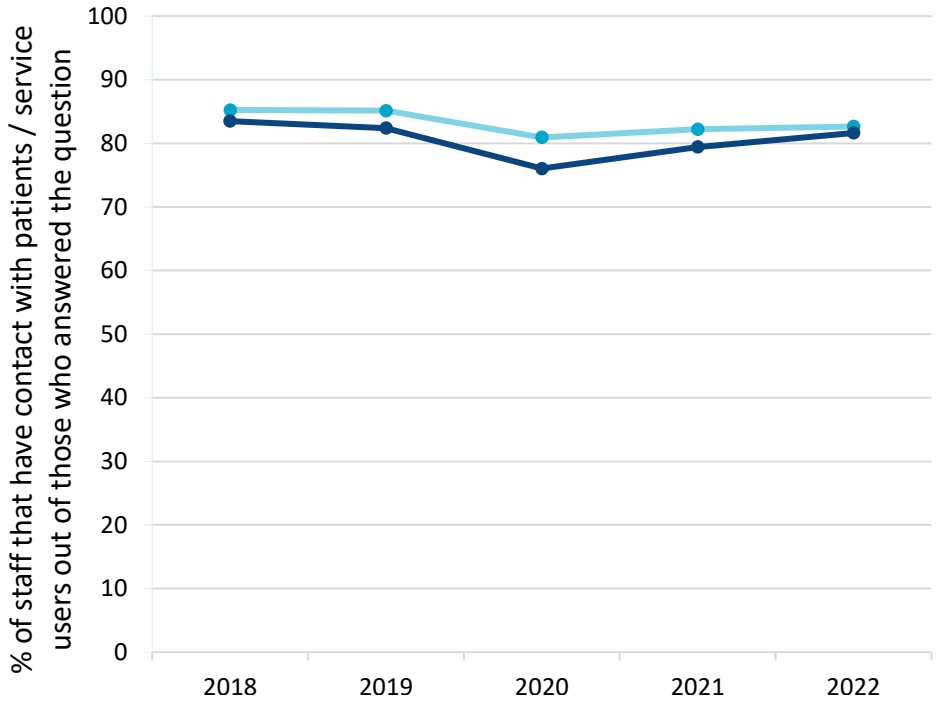
Questions included:
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Survey Coordination Centre

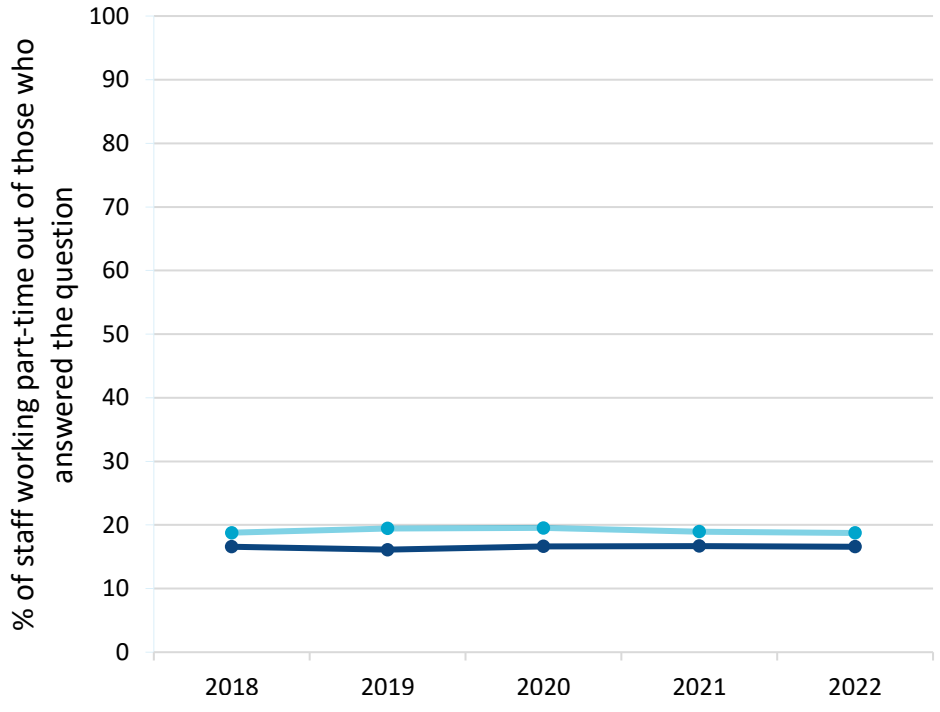
NHS

Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



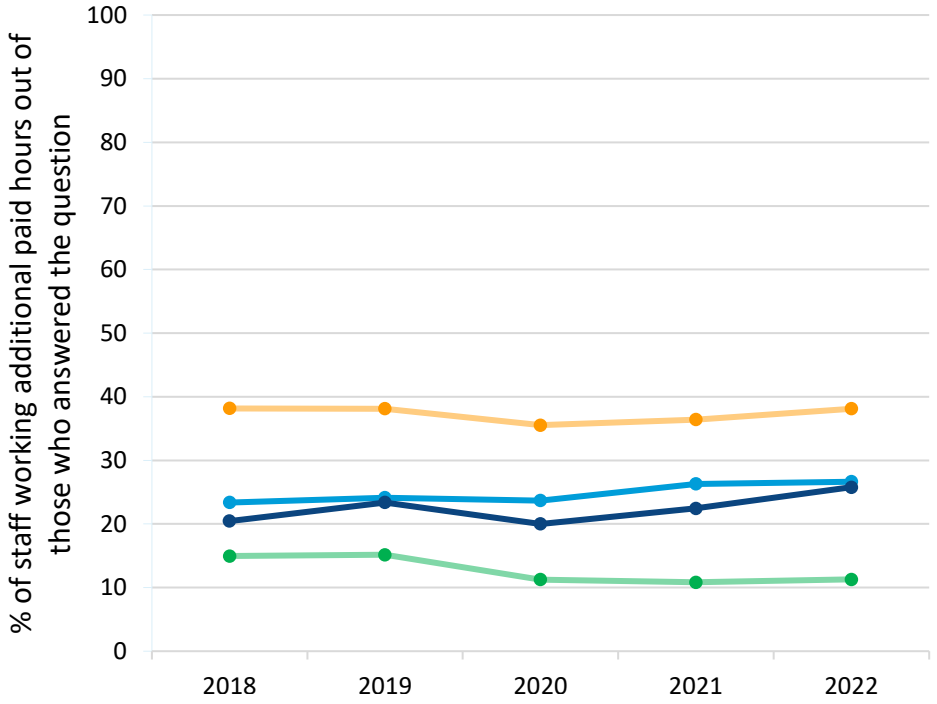
	2018	2019	2020	2021	2022
Your org	83.5%	82.4%	76.0%	79.4%	81.6%
Average	85.2%	85.1%	80.9%	82.2%	82.6%
Responses	1941	2015	2007	2329	2735

Q10a How many hours a week are you contracted to work?



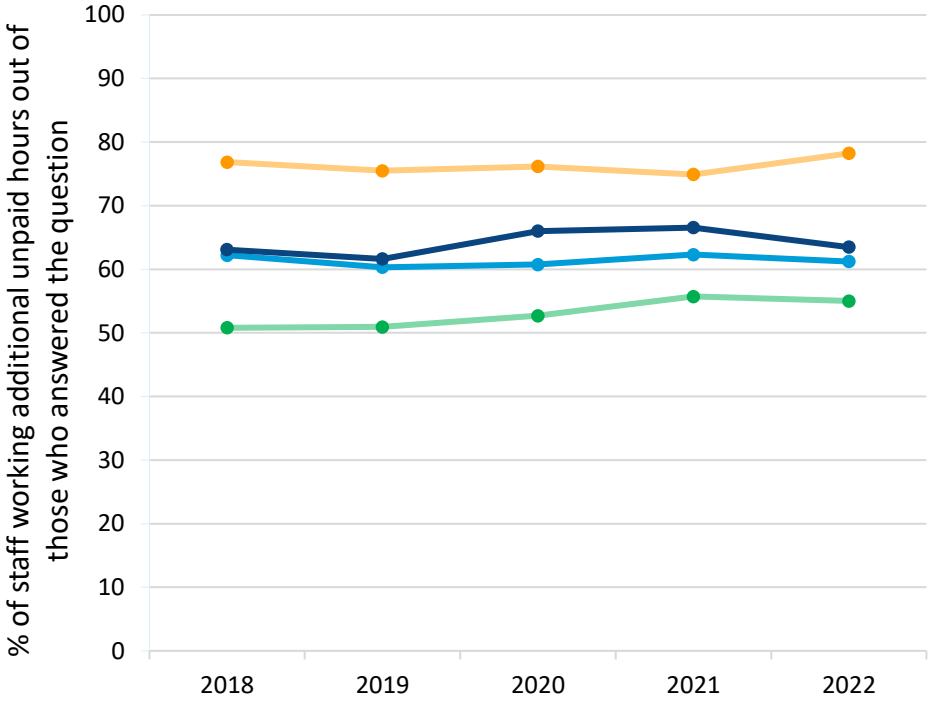
	2018	2019	2020	2021	2022
Your org	16.6%	16.1%	16.6%	16.7%	16.6%
Average	18.8%	19.5%	19.5%	19.0%	18.7%
Responses	2001	1979	1937	2236	2679

Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	20.4%	23.4%	20.0%	22.4%	25.8%
Lowest	15.0%	15.2%	11.2%	10.8%	11.3%
Average	23.4%	24.1%	23.7%	26.3%	26.7%
Highest	38.2%	38.1%	35.5%	36.4%	38.1%
Responses	1945	1984	1950	2280	2737

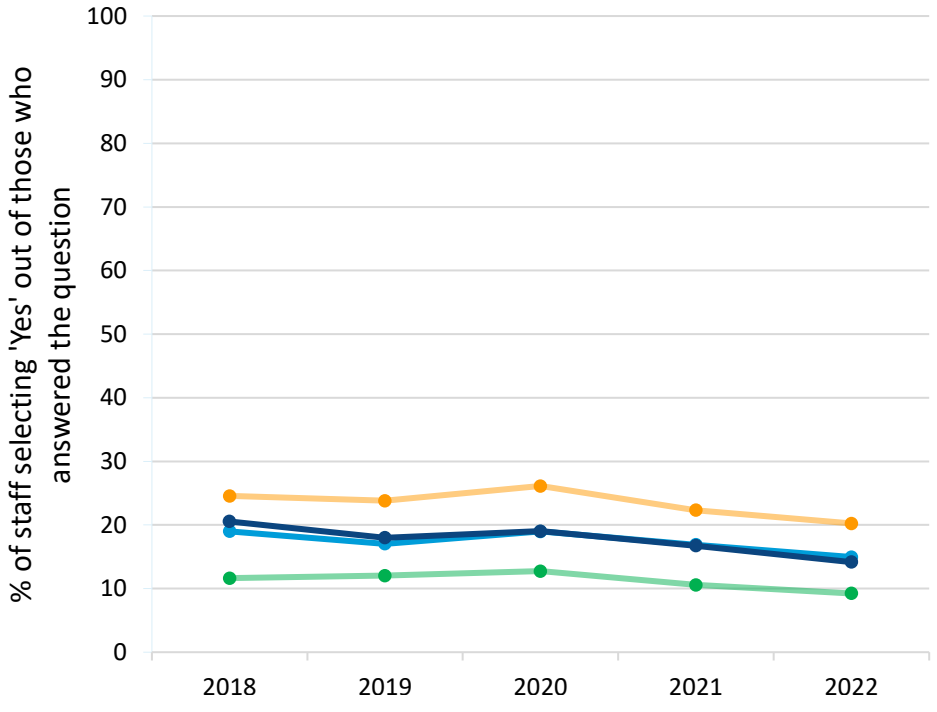
Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	63.1%	61.6%	66.0%	66.6%	63.5%
Lowest	50.8%	50.9%	52.7%	55.7%	55.0%
Average	62.2%	60.3%	60.8%	62.3%	61.2%
Highest	76.8%	75.5%	76.2%	74.9%	78.2%
Responses	1962	1979	1957	2283	2743

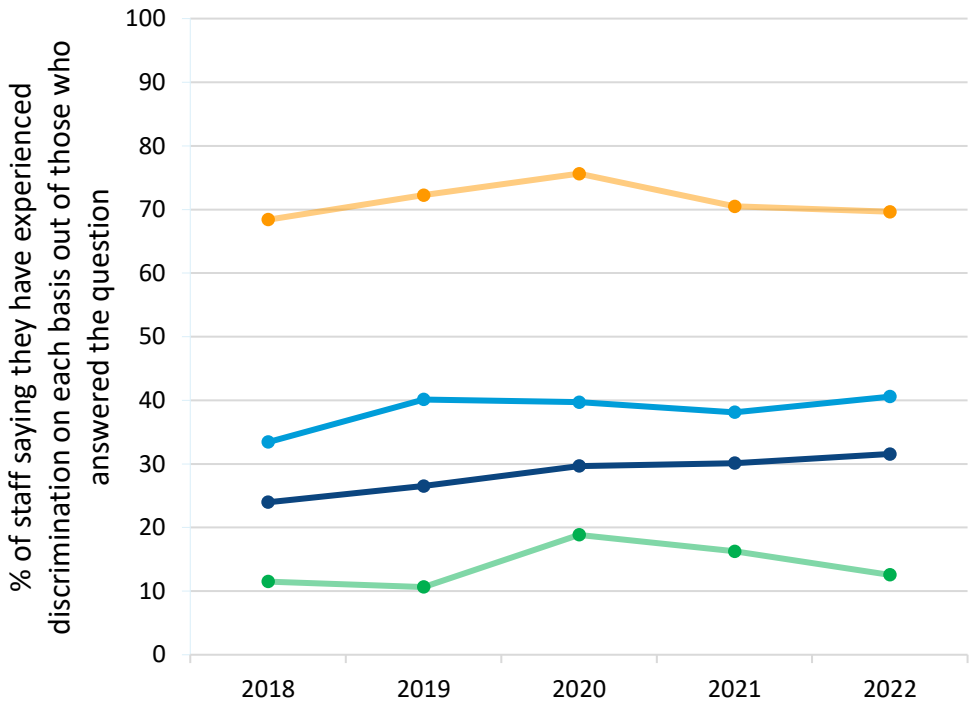
*Q11e is only answered by staff who responded 'Yes' to Q11d.

Q11e Have you felt pressure from your manager to come to work?



	2018	2019	2020	2021	2022
Your org	20.6%	18.0%	19.0%	16.7%	14.2%
Best	11.6%	12.0%	12.7%	10.6%	9.2%
Average	19.0%	17.0%	19.0%	16.9%	14.9%
Worst	24.6%	23.8%	26.1%	22.3%	20.2%
Responses	1132	1211	1016	1260	1611

Q16c.1 On what grounds have you experienced discrimination? - Ethnic background.

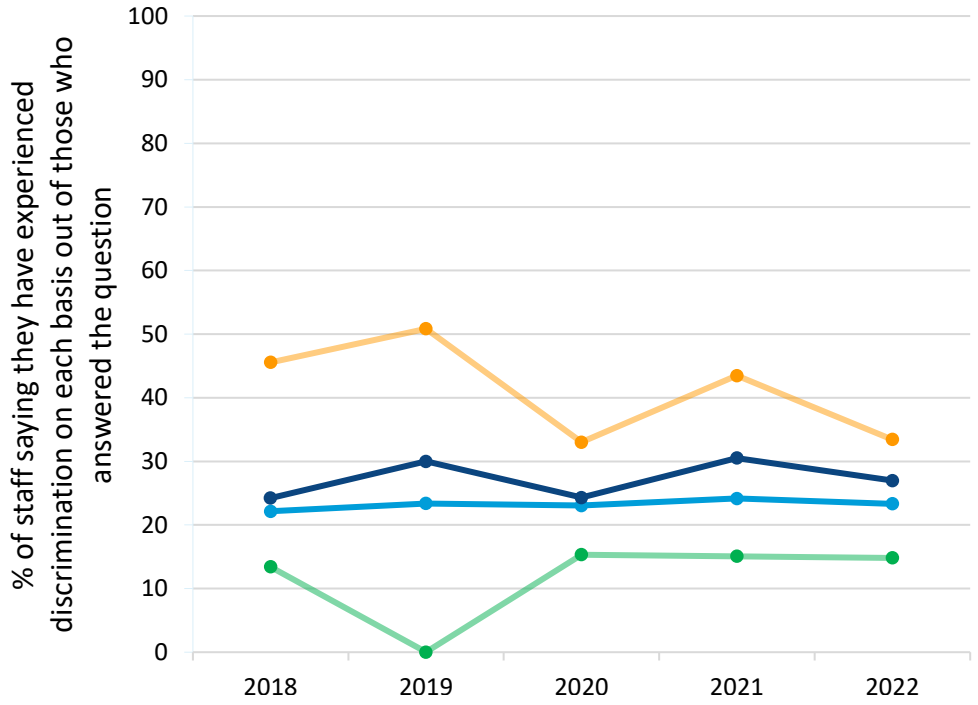


	2018	2019	2020	2021	2022
Your org	24.0%	26.5%	29.7%	30.1%	31.5%
Best	11.5%	10.6%	18.8%	16.3%	12.6%
Average	33.4%	40.1%	39.7%	38.1%	40.6%
Worst	68.4%	72.2%	75.6%	70.5%	69.6%
Responses	303	303	285	325	393

Survey Coordination Centre

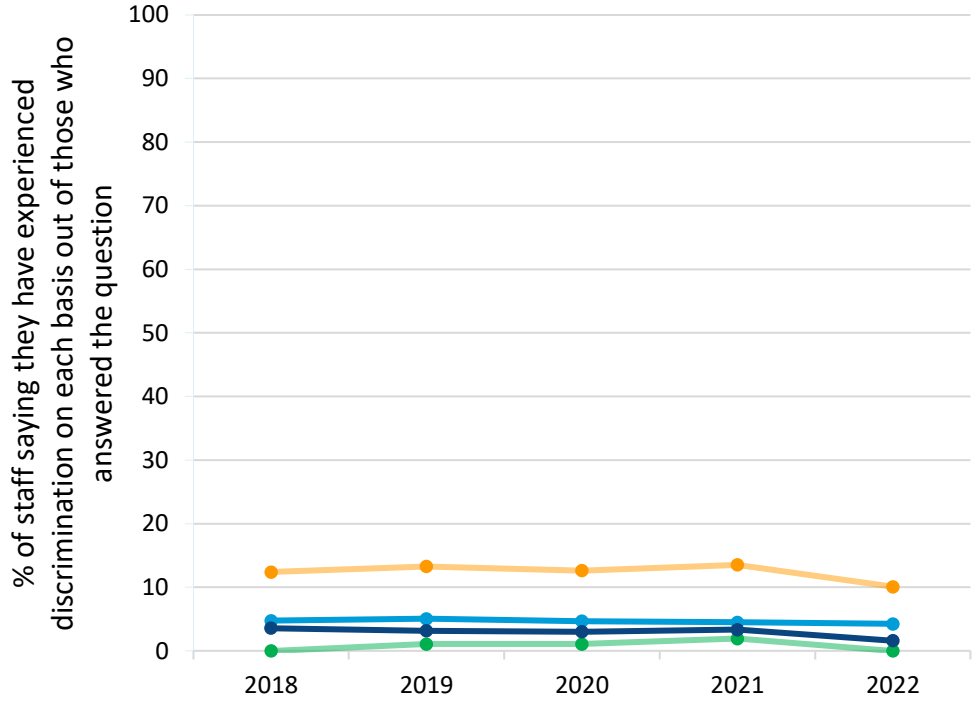
NHS

Q16c.2 On what grounds have you experienced discrimination? – Gender.



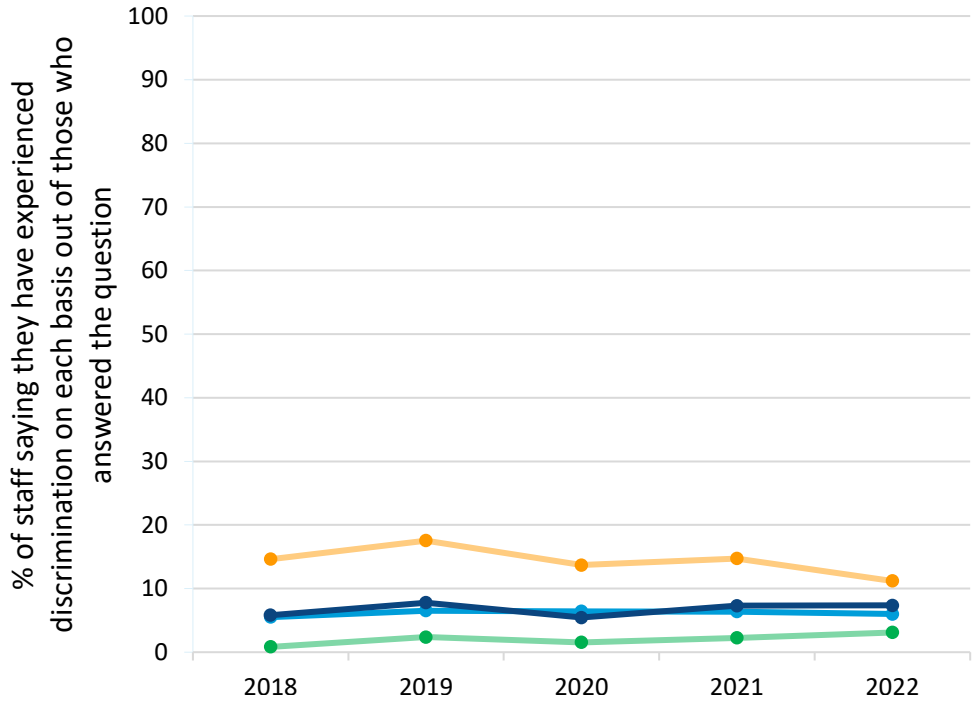
	2018	2019	2020	2021	2022
Your org	24.2%	30.0%	24.3%	30.5%	27.0%
Best	13.4%	0.0%	15.3%	15.1%	14.8%
Average	22.1%	23.4%	23.1%	24.2%	23.3%
Worst	45.6%	50.8%	33.0%	43.5%	33.4%
Responses	303	303	285	325	393

Q16c.3 On what grounds have you experienced discrimination? – Religion.



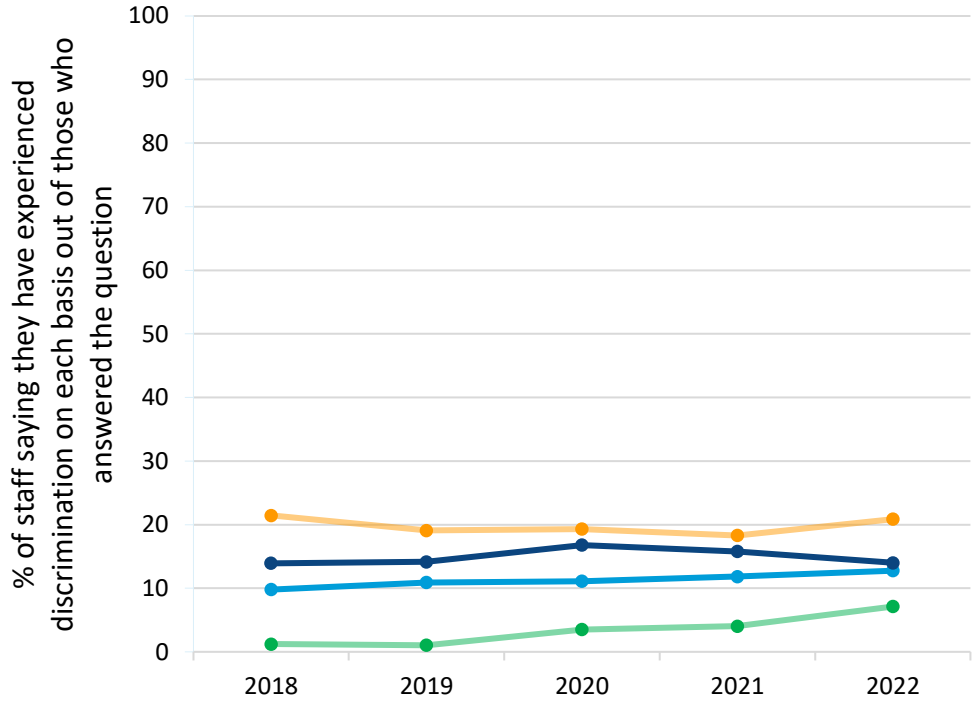
	2018	2019	2020	2021	2022
Your org	3.5%	3.2%	3.0%	3.4%	1.6%
Best	0.0%	1.1%	1.1%	1.9%	0.0%
Average	4.7%	5.1%	4.7%	4.5%	4.2%
Worst	12.4%	13.3%	12.6%	13.5%	10.1%
Responses	303	303	285	325	393

Q16c.4 On what grounds have you experienced discrimination? – Sexual orientation.



	2018	2019	2020	2021	2022
Your org	5.8%	7.8%	5.4%	7.3%	7.4%
Best	0.8%	2.4%	1.5%	2.2%	3.1%
Average	5.5%	6.5%	6.4%	6.4%	6.0%
Worst	14.6%	17.5%	13.7%	14.7%	11.2%
Responses	303	303	285	325	393

Q16c.5 On what grounds have you experienced discrimination? – Disability.

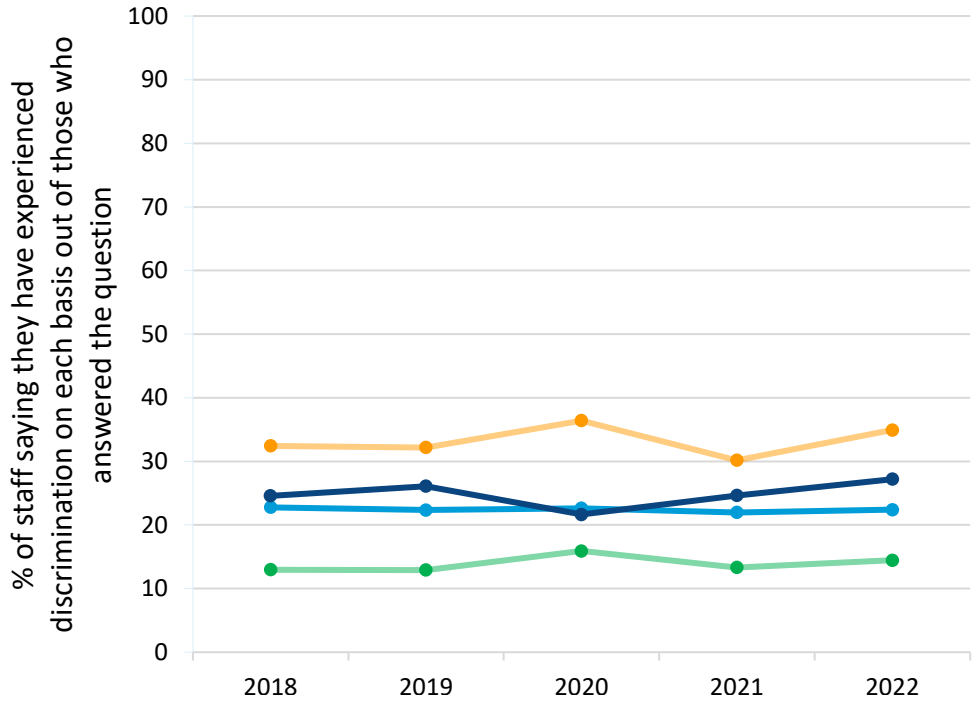


	2018	2019	2020	2021	2022
Your org	13.9%	14.2%	16.8%	15.8%	14.0%
Best	1.2%	1.1%	3.5%	4.1%	7.2%
Average	9.8%	10.9%	11.1%	11.8%	12.8%
Worst	21.5%	19.1%	19.3%	18.3%	20.9%
Responses	303	303	285	325	393

Survey Coordination Centre

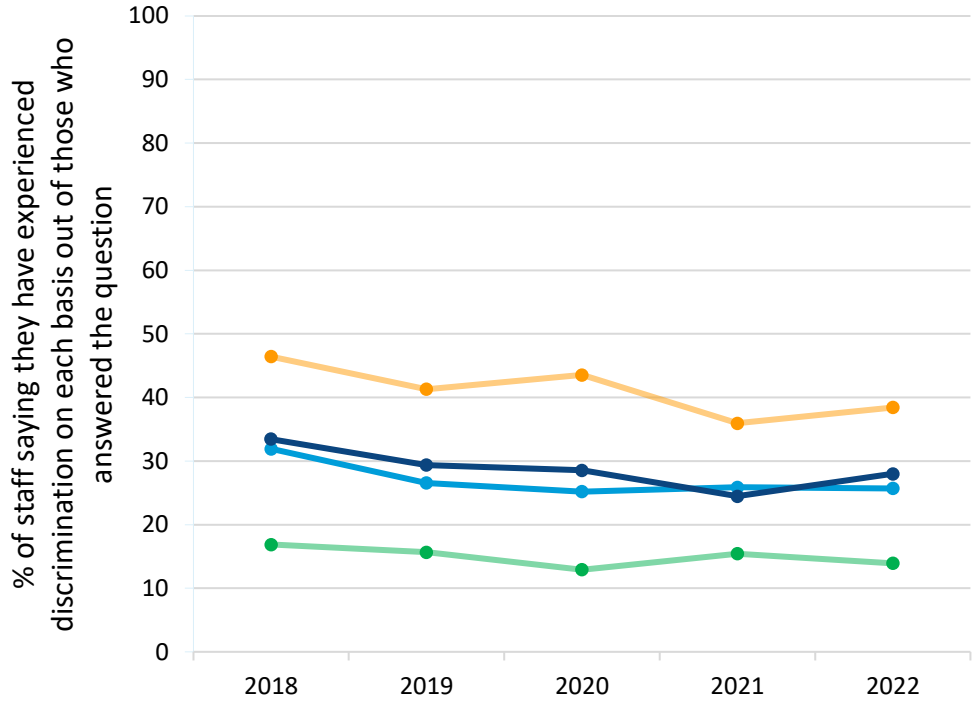
NHS

Q16c.6 On what grounds have you experienced discrimination? – Age.



	2018	2019	2020	2021	2022
Your org	24.6%	26.1%	21.6%	24.6%	27.2%
Best	13.0%	12.9%	15.9%	13.3%	14.4%
Average	22.8%	22.4%	22.6%	22.0%	22.4%
Worst	32.4%	32.2%	36.4%	30.2%	34.9%
Responses	303	303	285	325	393

Q16c.7 On what grounds have you experienced discrimination? – Other.

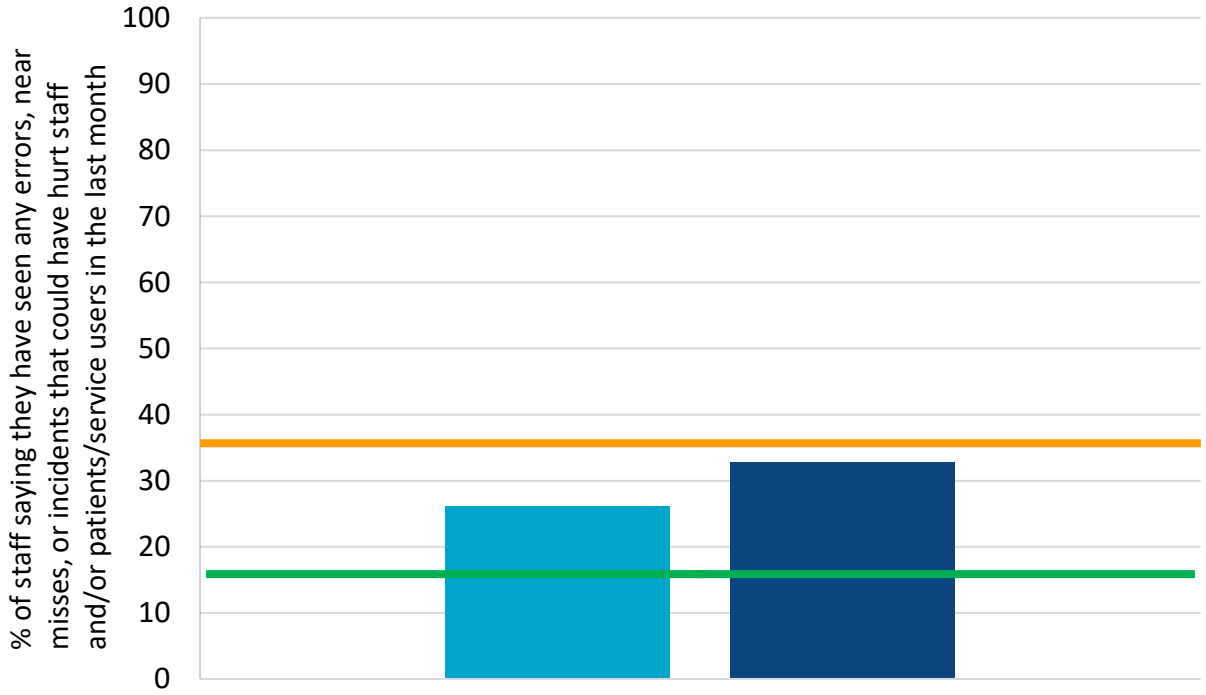


	2018	2019	2020	2021	2022
Your org	33.4%	29.4%	28.6%	24.5%	28.0%
Best	16.9%	15.7%	12.9%	15.4%	13.9%
Average	31.9%	26.6%	25.2%	25.9%	25.7%
Worst	46.4%	41.3%	43.5%	36.0%	38.4%
Responses	303	303	285	325	393

Survey Coordination Centre

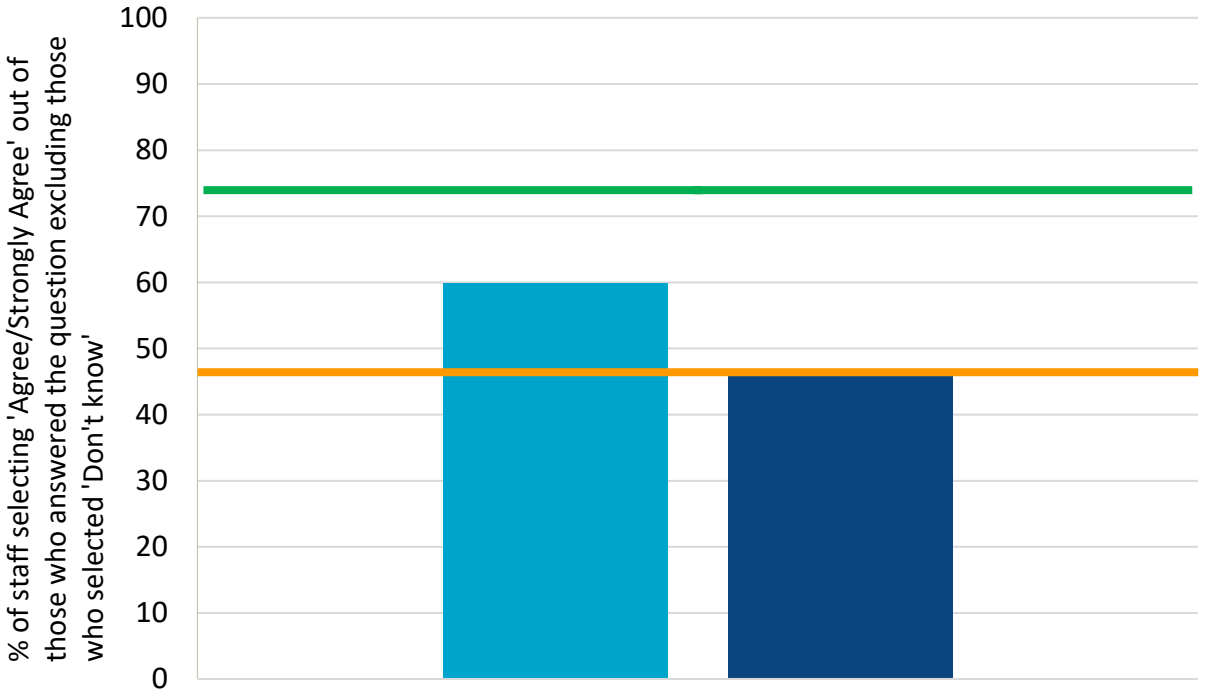
NHS

Q17 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



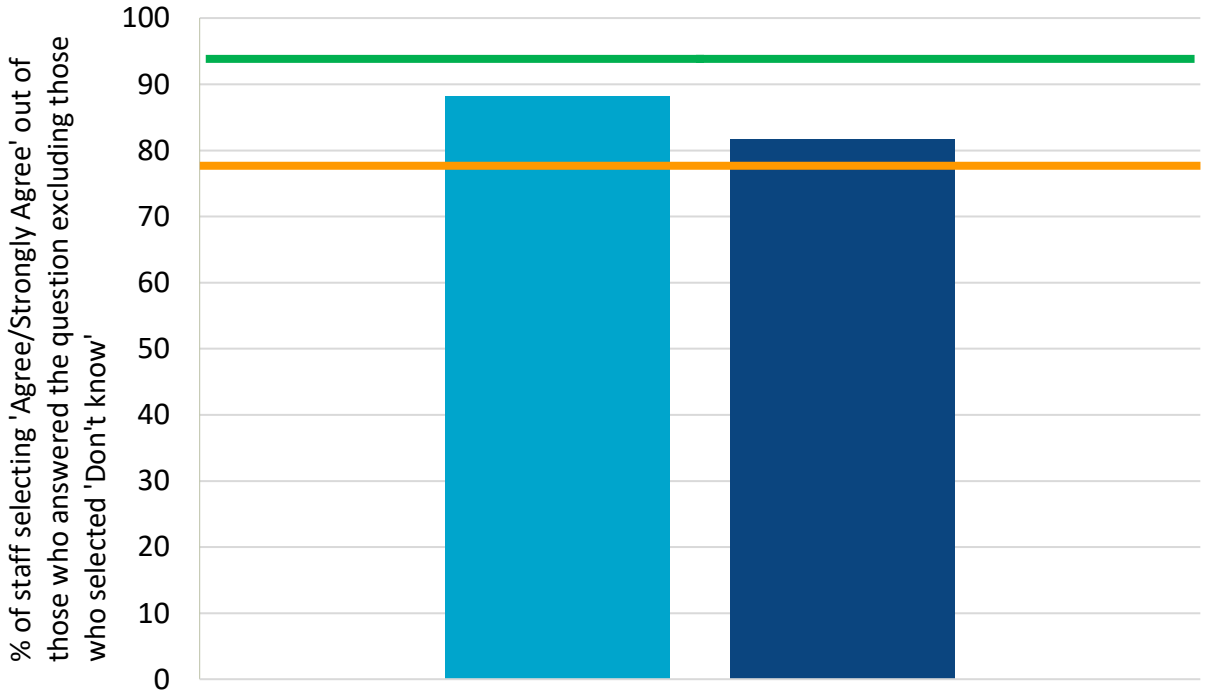
	2022
Your org	32.8%
Best	15.9%
Average	26.0%
Worst	35.7%
Responses	2714

Q18a My organisation treats staff who are involved in an error, near miss or incident fairly.



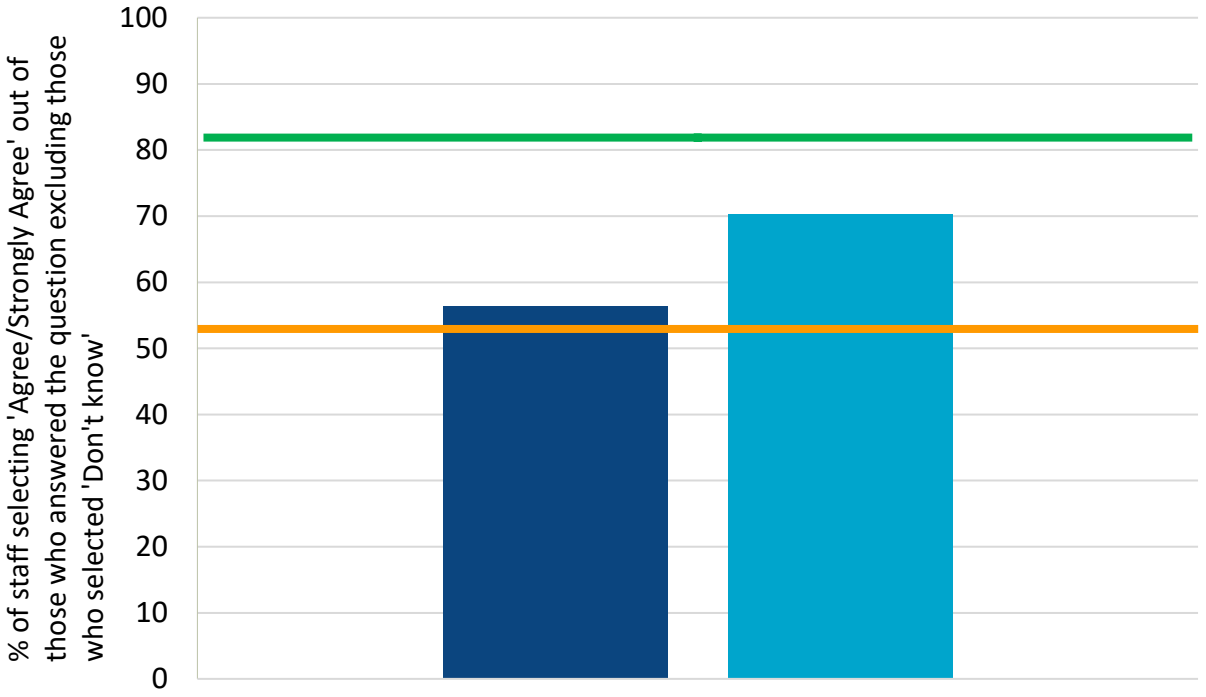
	2022
Your org	46.4%
Best	74.0%
Average	59.9%
Worst	46.4%
Responses	2014

Q18b My organisation encourages us to report errors, near misses or incidents.



	2022
Your org	81.7%
Best	93.8%
Average	88.3%
Worst	77.7%
Responses	2600

Q18c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.

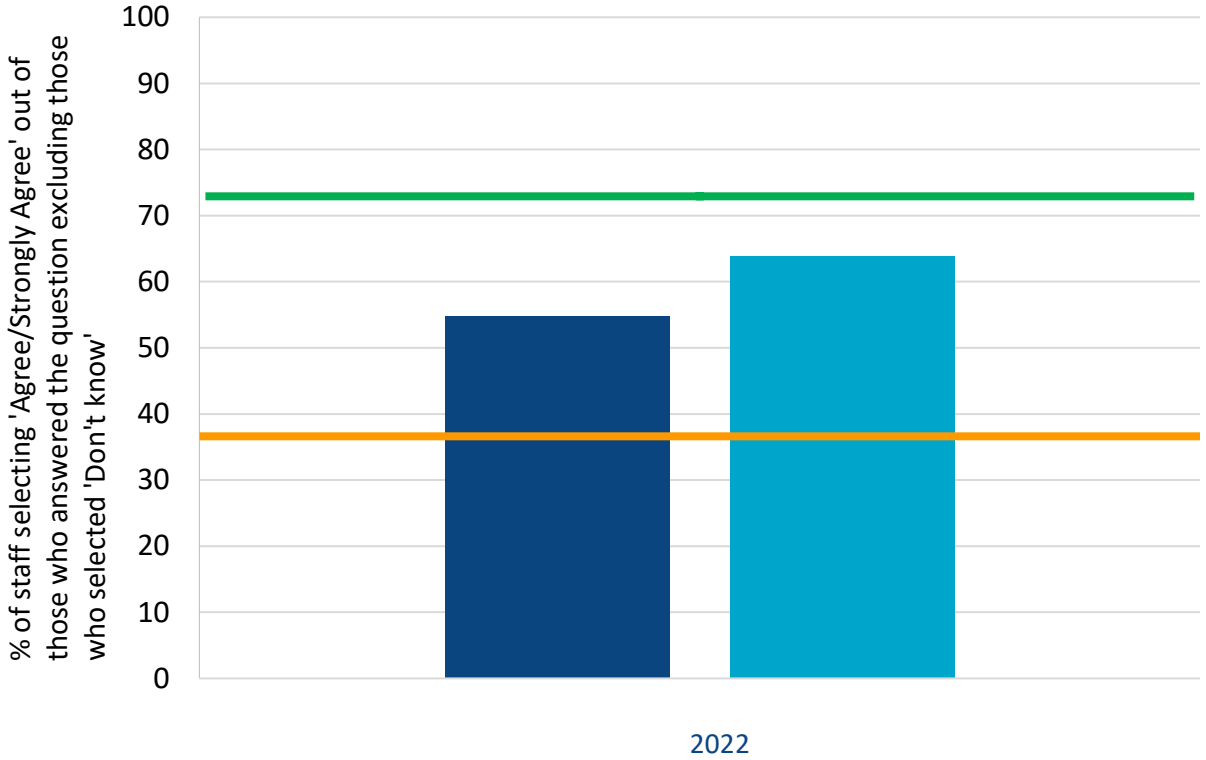


	2022
Your org	56.4%
Best	81.9%
Average	70.3%
Worst	52.9%
Responses	2316

Survey Coordination Centre

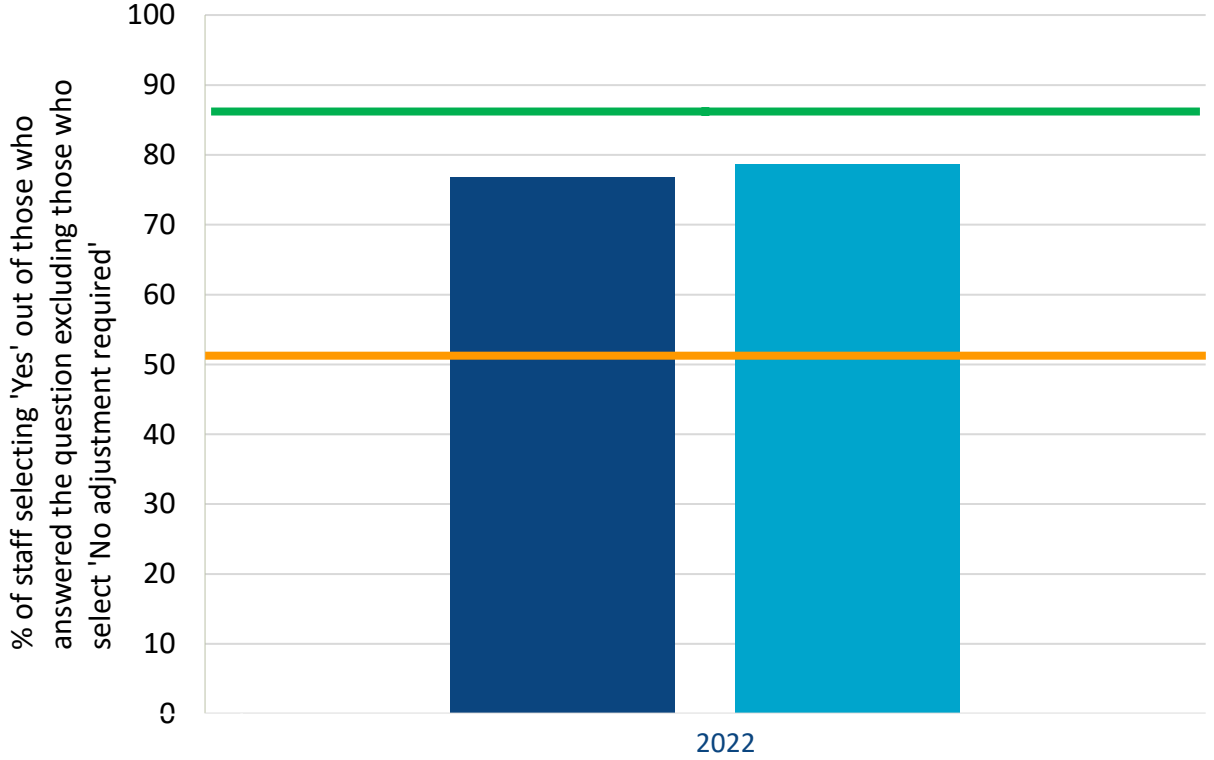
NHS

Q18d We are given feedback about changes made in response to reported errors, near misses and incidents.



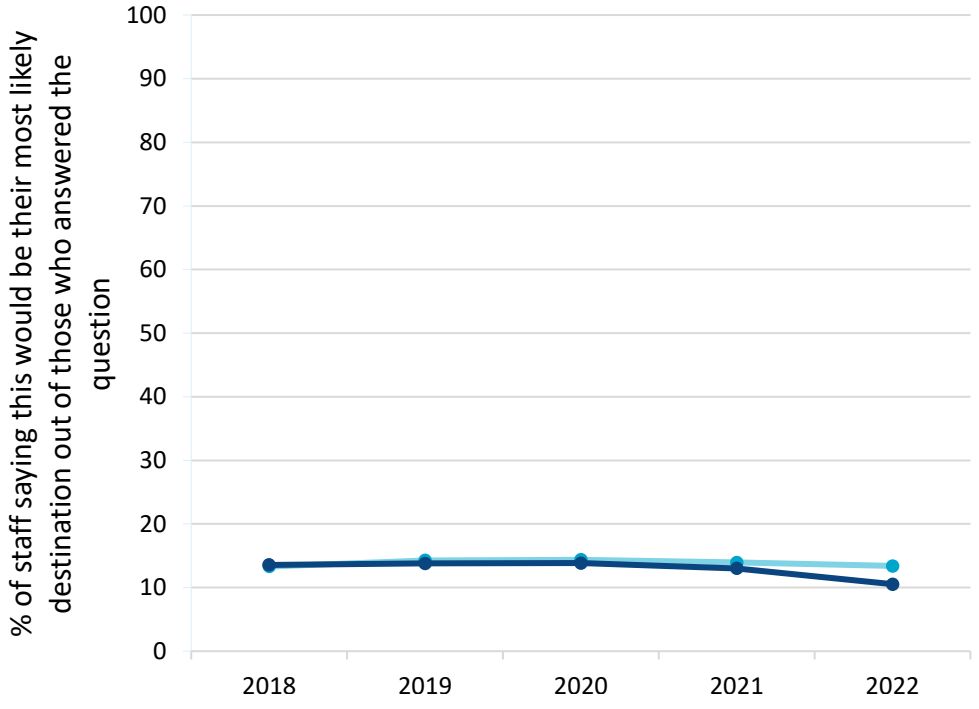
Your org	54.8%
Best	72.9%
Average	63.9%
Worst	36.6%
Responses	2358

Q30b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



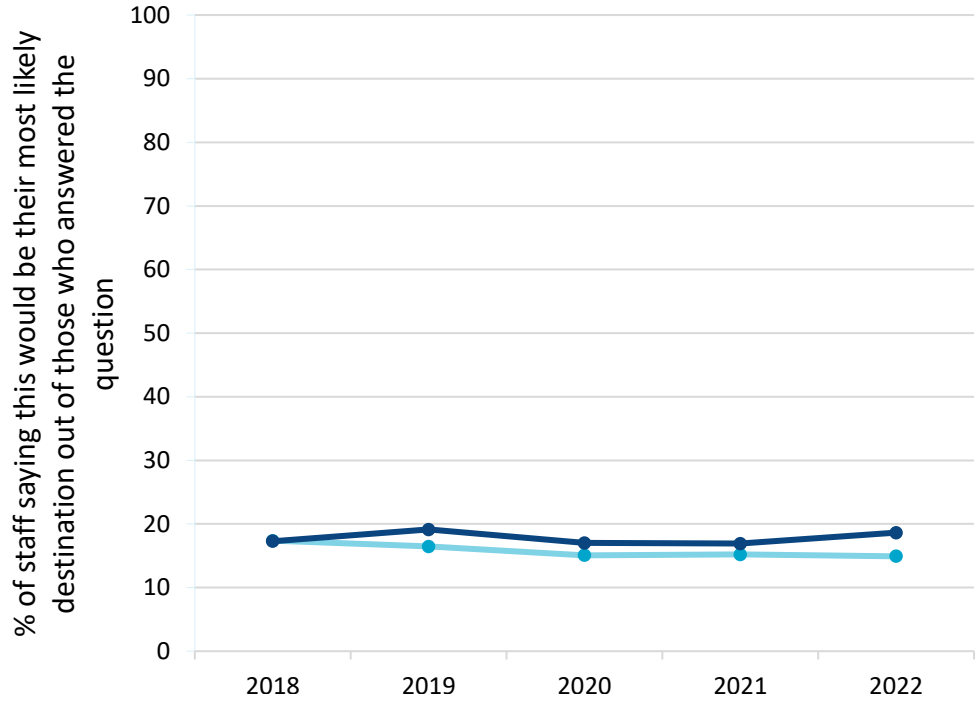
Your org	76.8%
Best	86.2%
Average	78.7%
Worst	51.3%
Responses	500

Q24d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



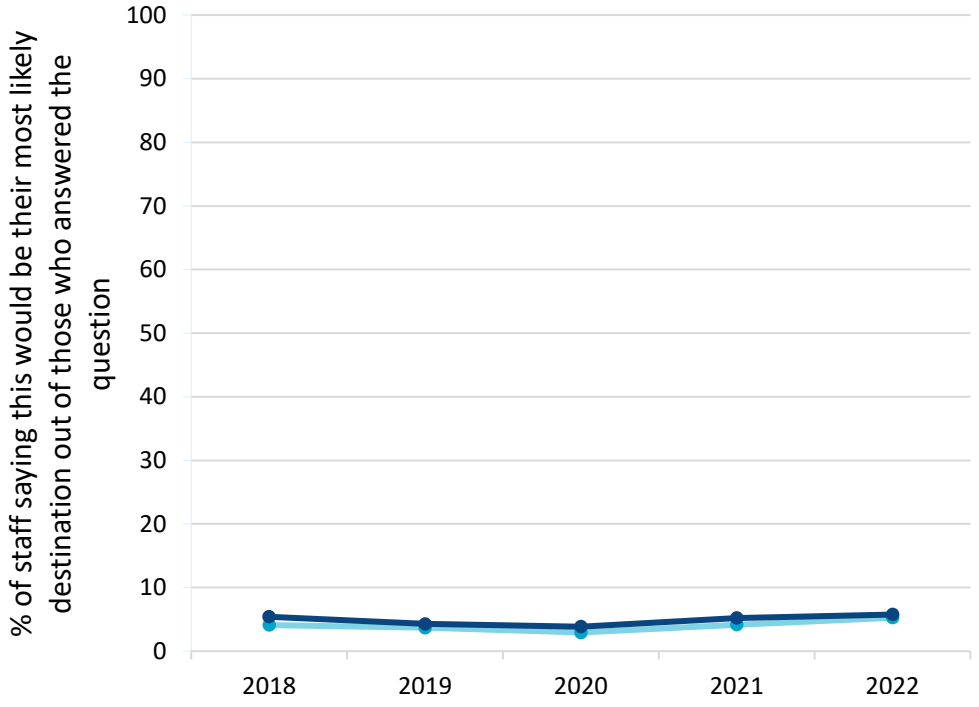
	2018	2019	2020	2021	2022
Your org	13.6%	13.8%	13.8%	13.0%	10.5%
Average	13.3%	14.3%	14.4%	14.0%	13.4%
Responses	1858	1894	1915	2129	2604

Q24d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



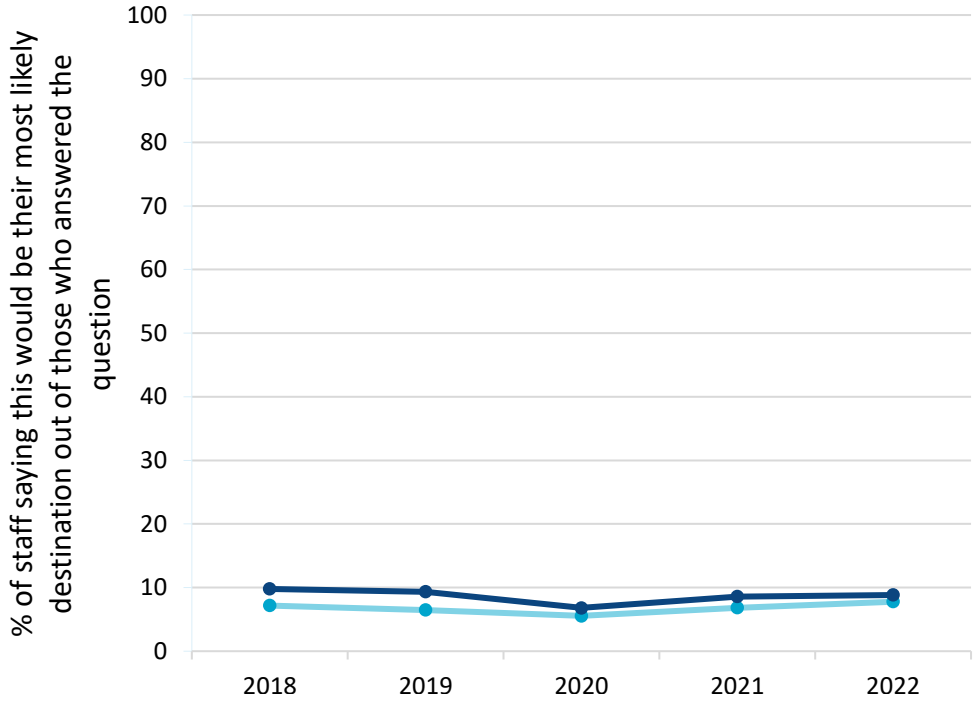
	2018	2019	2020	2021	2022
Your org	17.3%	19.1%	17.0%	16.9%	18.6%
Average	17.4%	16.5%	15.1%	15.2%	14.9%
Responses	1858	1894	1915	2129	2604

Q24d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



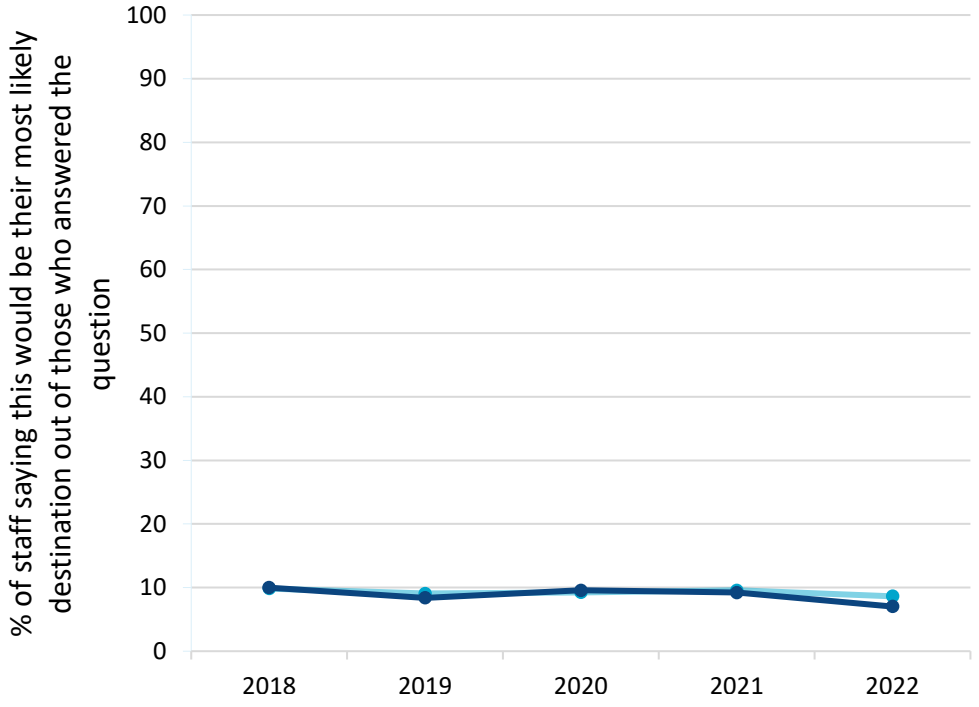
	2018	2019	2020	2021	2022
Your org	5.4%	4.3%	3.9%	5.2%	5.8%
Average	4.1%	3.7%	2.9%	4.2%	5.3%
Responses	1858	1894	1915	2129	2604

Q24d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



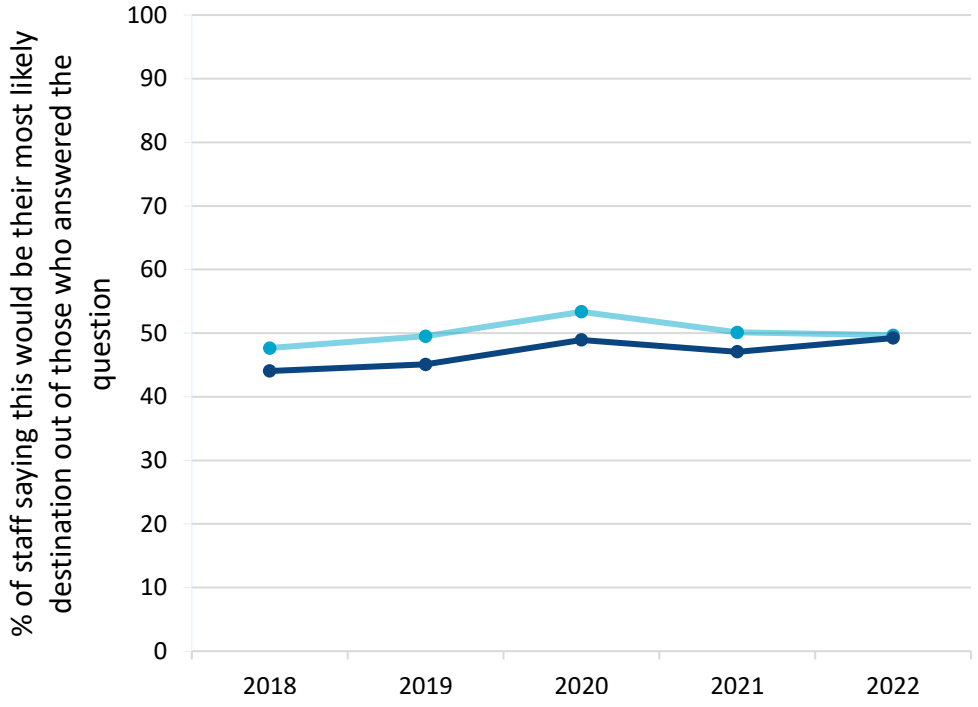
	2018	2019	2020	2021	2022
Your org	9.8%	9.3%	6.8%	8.6%	8.8%
Average	7.2%	6.5%	5.5%	6.8%	7.8%
Responses	1858	1894	1915	2129	2604

Q24d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2018	2019	2020	2021	2022
Your org	10.0%	8.4%	9.6%	9.2%	7.0%
Average	9.8%	9.1%	9.2%	9.6%	8.6%
Responses	1858	1894	1915	2129	2604

Q24d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



	2018	2019	2020	2021	2022
Your org	44.0%	45.1%	48.9%	47.1%	49.2%
Average	47.7%	49.5%	53.4%	50.1%	49.7%
Responses	1858	1894	1915	2129	2604

Survey Coordination Centre

NHS

Workforce Equality Standards

Please note, when there are less than 11 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

Workforce Equality Standards

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2018-2022 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2022 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q30b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

This year, the text for q30b was updated and the word ‘adequate’ was updated to ‘reasonable’.

The WDES breakdowns are based on the responses to q30a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

Workforce Equality Standards

This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
		For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined
5	14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	14b & 14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	15	Percentage believing that their practice provides equal opportunities for career progression or promotion
8	16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

Workforce Disability Equality Standards (WDES)

Indicator	Qu No	Workforce Disability Equality Standard
		For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness
4ai	14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4aii	14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4aiii	14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4b	14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	15	Percentage believing that their practice provides equal opportunities for career progression or promotion
6	9e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7	4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	30b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

*Staff with a long term condition

Survey Coordination Centre

NHS

Workforce Race Equality Standards (WRES)

N.B.
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.
Data shown in the WRES charts are unweighted.

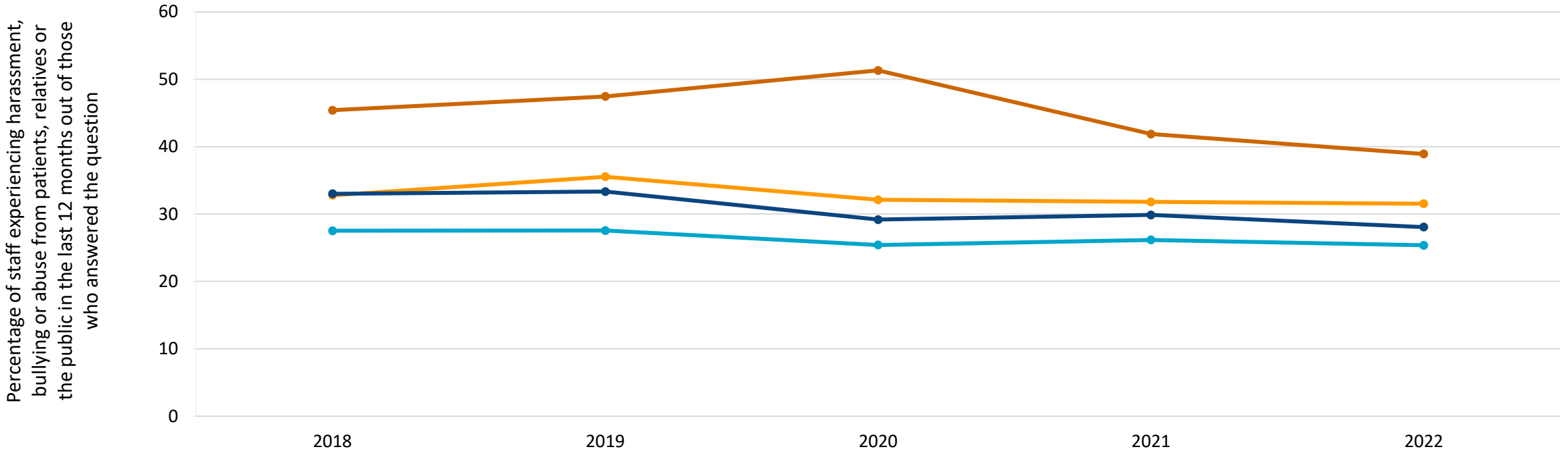
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Workforce Race Equality Standard (WRES)

Survey Coordination Centre

NHS

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months



	2018	2019	2020	2021	2022
White staff: Your org	33.0%	33.3%	29.2%	29.9%	28.1%
All other ethnic groups*: Your org	45.4%	47.4%	51.3%	41.9%	38.9%
White staff: Average	27.5%	27.6%	25.4%	26.2%	25.4%
All other ethnic groups*: Average	32.8%	35.5%	32.1%	31.8%	31.5%
White staff: Responses	1800	1764	1697	1972	2469
All other ethnic groups*: Responses	152	137	115	172	257

*Staff from all other ethnic groups combined

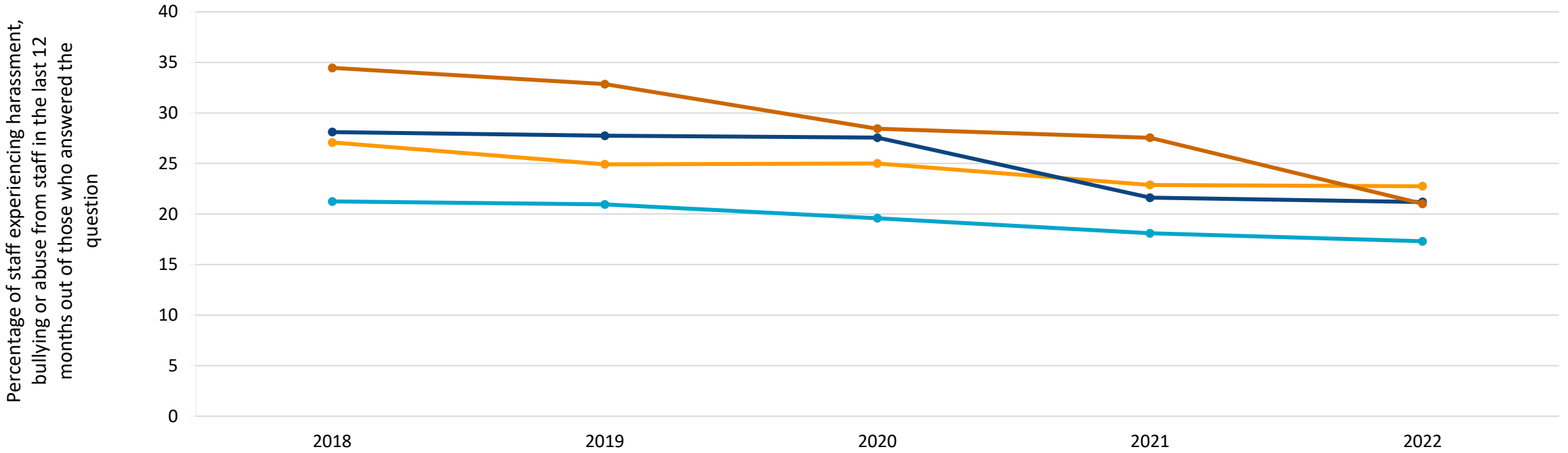
Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre

NHS

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months



	2018	2019	2020	2021	2022
White staff: Your org	28.1%	27.7%	27.6%	21.6%	21.2%
All other ethnic groups*: Your org	34.5%	32.8%	28.4%	27.5%	21.0%
White staff: Average	21.2%	21.0%	19.6%	18.1%	17.3%
All other ethnic groups*: Average	27.1%	24.9%	25.0%	22.9%	22.8%
White staff: Responses	1779	1770	1698	1966	2463
All other ethnic groups*: Responses	148	137	116	167	257

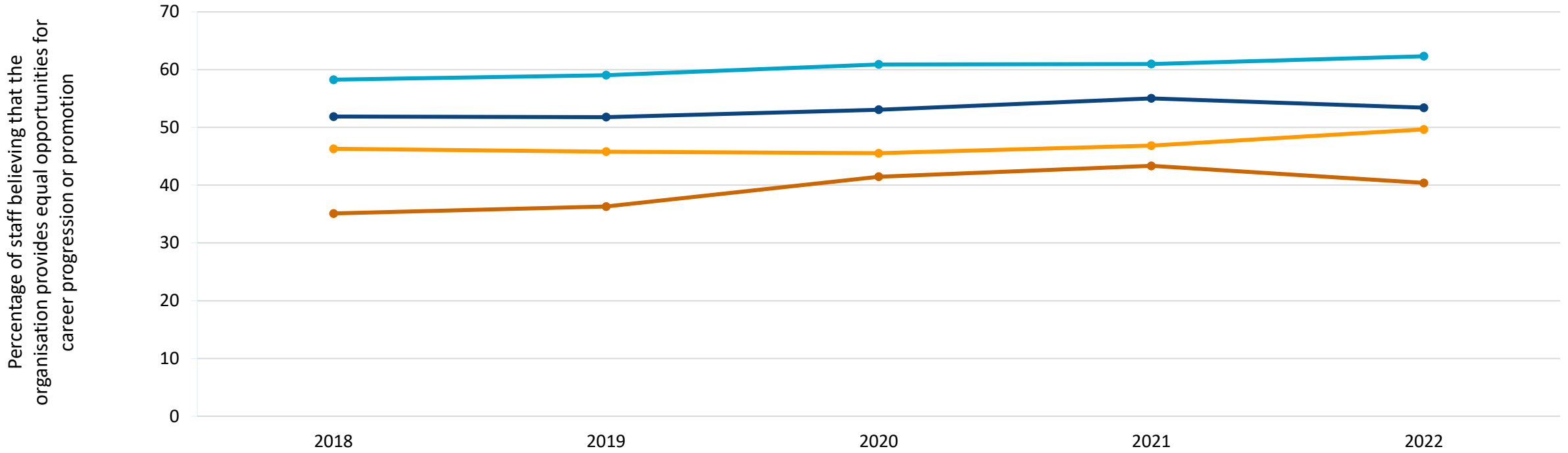
*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2018	2019	2020	2021	2022
White staff: Your org	51.9%	51.8%	53.1%	55.0%	53.4%
All other ethnic groups*: Your org	35.1%	36.3%	41.5%	43.3%	40.4%
White staff: Average	58.3%	59.0%	60.9%	61.0%	62.3%
All other ethnic groups*: Average	46.3%	45.8%	45.5%	46.8%	49.6%
White staff: Responses	1791	1763	1749	2019	2449
All other ethnic groups*: Responses	151	135	123	180	255

*Staff from all other ethnic groups combined

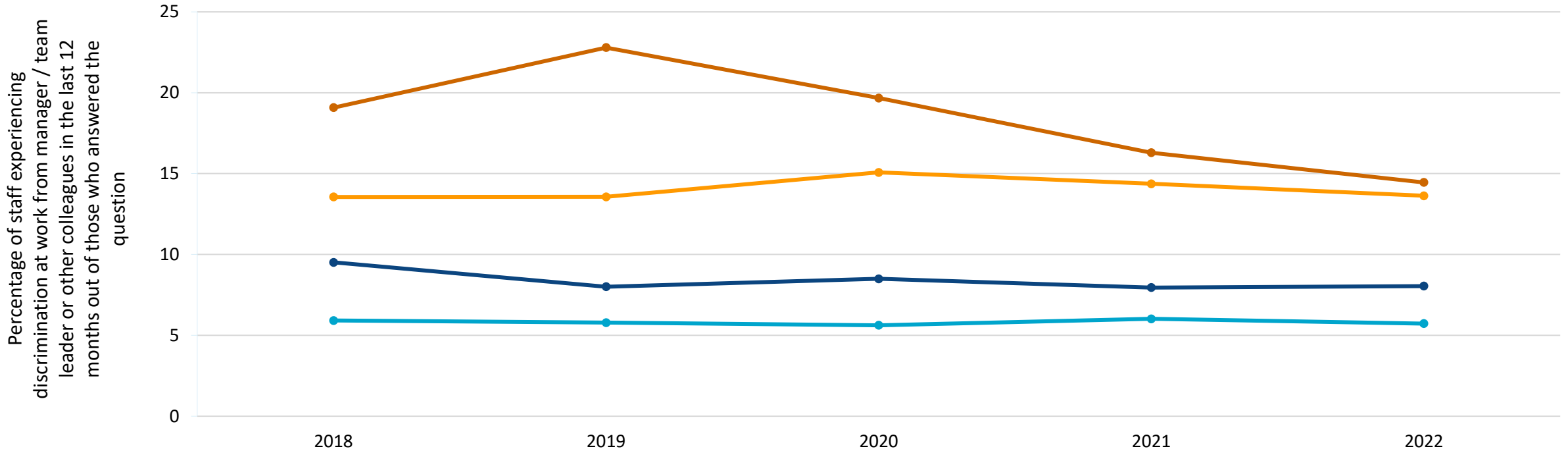
Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre

NHS

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



	2018	2019	2020	2021	2022
White staff: Your org	9.5%	8.0%	8.5%	8.0%	8.0%
All other ethnic groups*: Your org	19.1%	22.8%	19.7%	16.3%	14.5%
White staff: Average	5.9%	5.8%	5.6%	6.0%	5.7%
All other ethnic groups*: Average	13.6%	13.6%	15.1%	14.4%	13.6%
White staff: Responses	1787	1761	1754	2024	2460
All other ethnic groups*: Responses	152	136	122	178	256

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Survey Coordination Centre

NHS

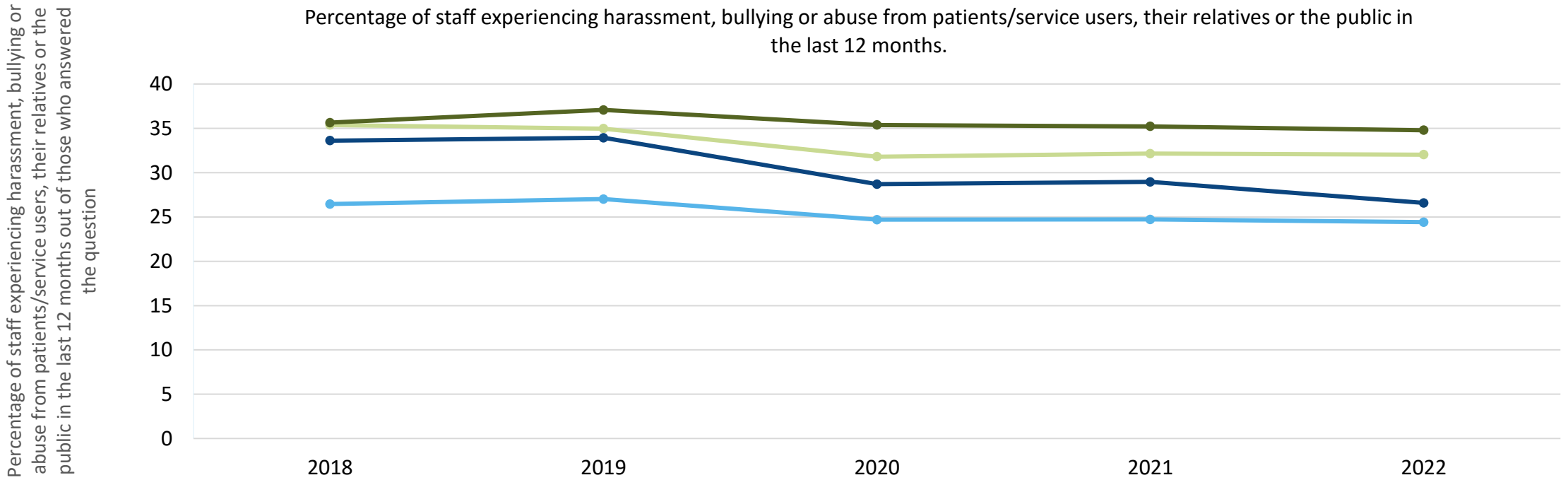
Workforce Disability Equality Standards (WDES)

N.B.
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.
Data shown in the WDES charts are unweighted.

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Workforce Disability Equality Standards

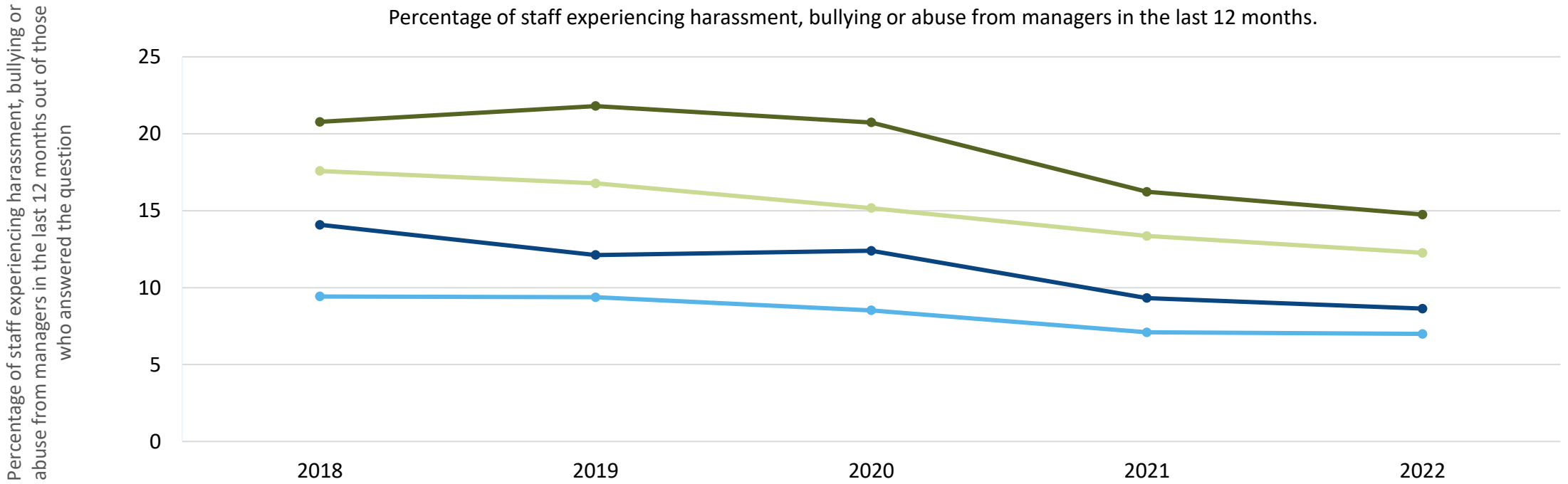
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	35.7%	37.1%	35.4%	35.2%	34.8%
Staff without a LTC or illness: Your org	33.6%	33.9%	28.7%	29.0%	26.6%
Staff with a LTC or illness: Average	35.4%	35.0%	31.8%	32.2%	32.0%
Staff without a LTC or illness: Average	26.5%	27.0%	24.7%	24.7%	24.4%
Staff with a LTC or illness: Responses	446	507	537	687	868
Staff without a LTC or illness: Responses	1466	1432	1306	1474	1858

Workforce Disability Equality Standards

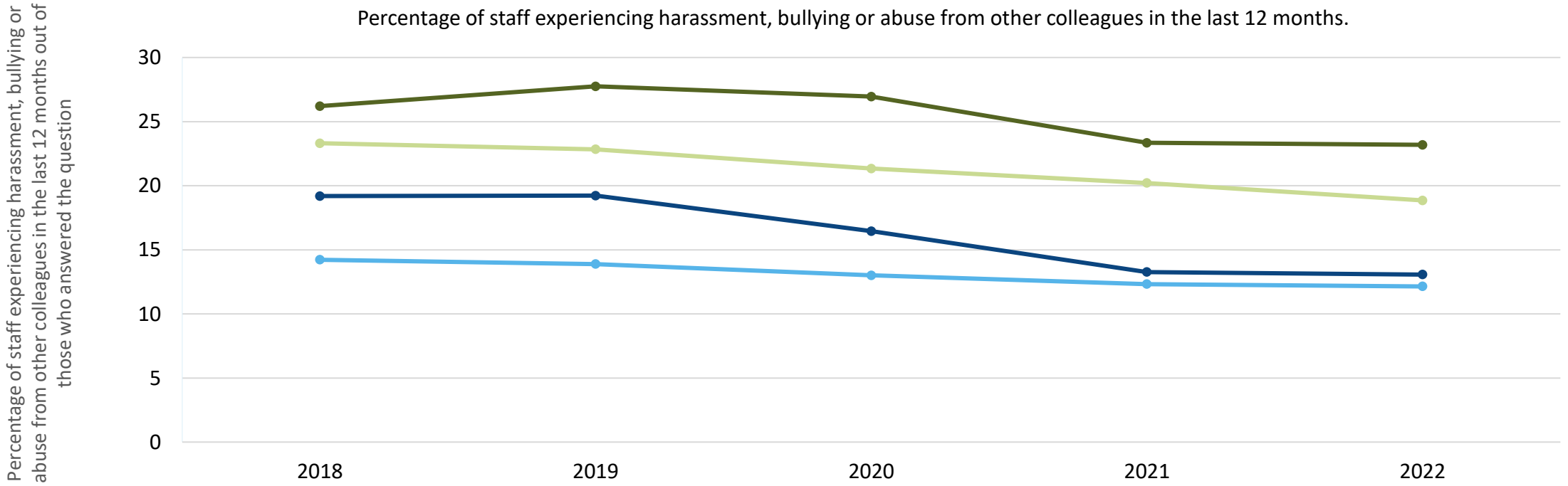
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	20.8%	21.8%	20.7%	16.2%	14.8%
Staff without a LTC or illness: Your org	14.1%	12.1%	12.4%	9.3%	8.6%
Staff with a LTC or illness: Average	17.6%	16.8%	15.2%	13.4%	12.3%
Staff without a LTC or illness: Average	9.4%	9.4%	8.5%	7.1%	7.0%
Staff with a LTC or illness: Responses	438	509	540	684	861
Staff without a LTC or illness: Responses	1441	1427	1299	1459	1853

Workforce Disability Equality Standards

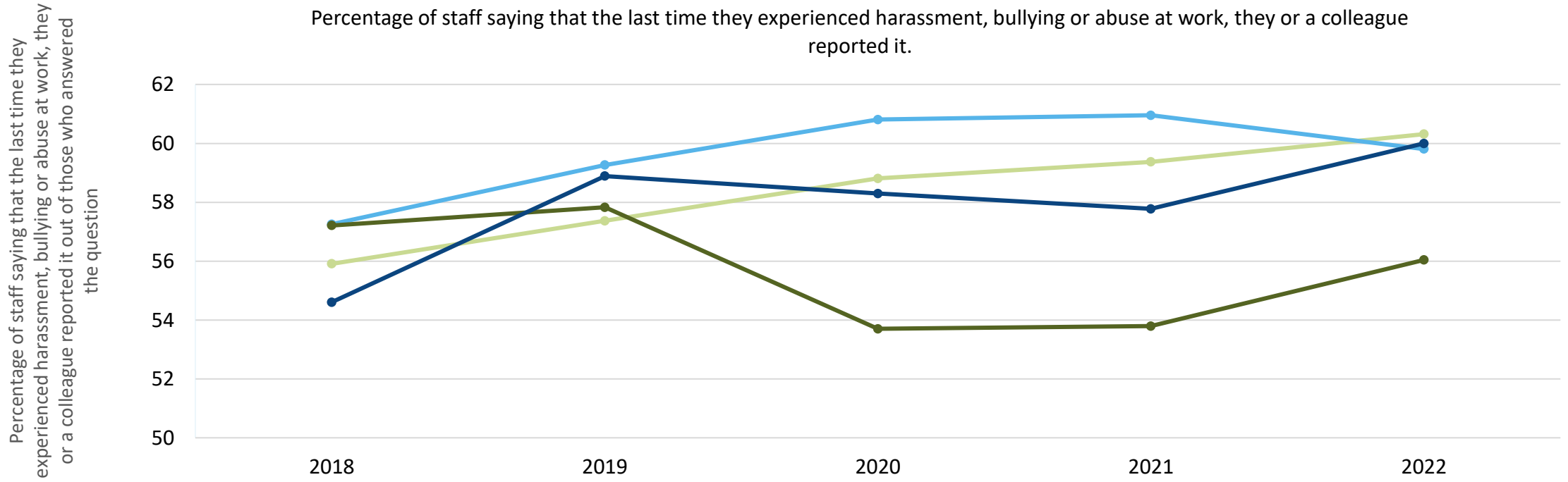
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	26.2%	27.8%	27.0%	23.3%	23.2%
Staff without a LTC or illness: Your org	19.2%	19.2%	16.5%	13.3%	13.1%
Staff with a LTC or illness: Average	23.3%	22.8%	21.3%	20.2%	18.9%
Staff without a LTC or illness: Average	14.2%	13.9%	13.0%	12.3%	12.1%
Staff with a LTC or illness: Responses	435	508	538	681	858
Staff without a LTC or illness: Responses	1438	1430	1300	1455	1843

Workforce Disability Equality Standards

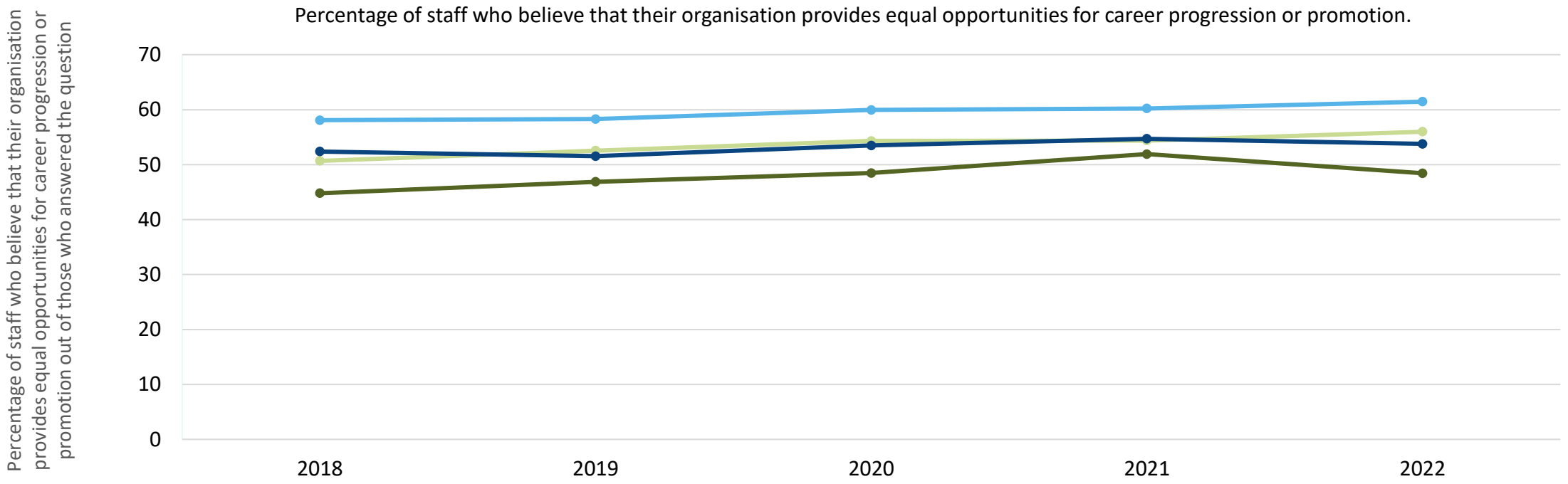
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	57.2%	57.8%	53.7%	53.8%	56.0%
Staff without a LTC or illness: Your org	54.6%	58.9%	58.3%	57.8%	60.0%
Staff with a LTC or illness: Average	55.9%	57.4%	58.8%	59.4%	60.3%
Staff without a LTC or illness: Average	57.3%	59.3%	60.8%	61.0%	59.8%
Staff with a LTC or illness: Responses	201	249	270	303	389
Staff without a LTC or illness: Responses	586	596	482	495	580

Workforce Disability Equality Standards

Survey Coordination Centre NHS

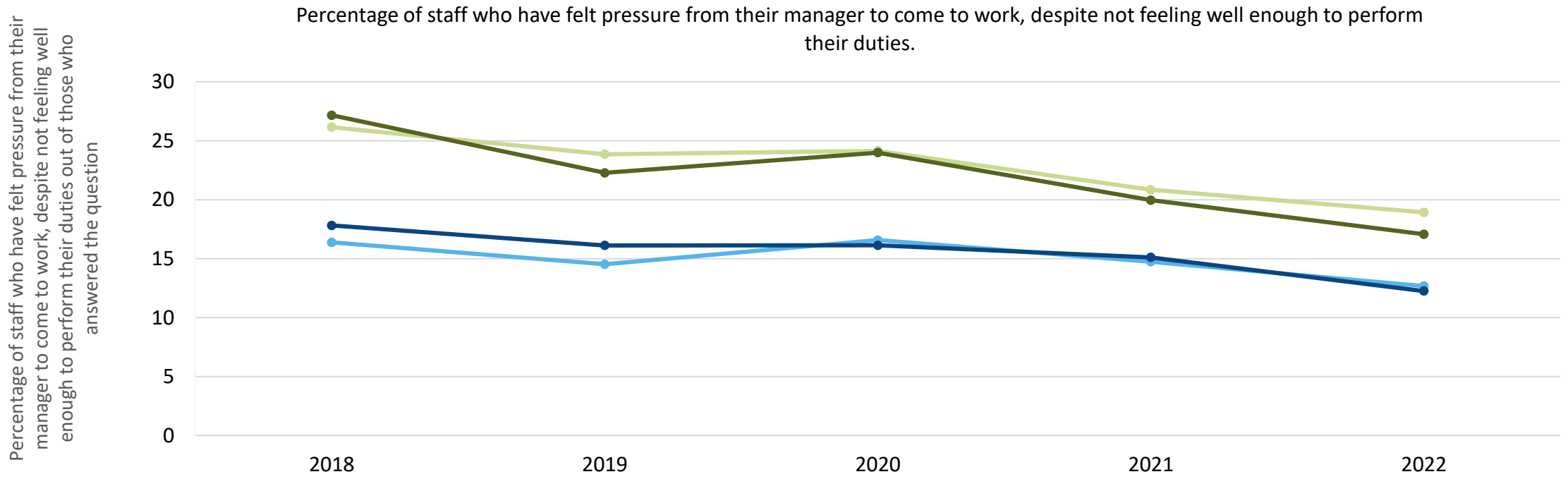


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	44.8%	46.9%	48.5%	51.9%	48.4%
Staff without a LTC or illness: Your org	52.4%	51.5%	53.5%	54.7%	53.8%
Staff with a LTC or illness: Average	50.7%	52.5%	54.3%	54.4%	56.0%
Staff without a LTC or illness: Average	58.1%	58.3%	60.0%	60.2%	61.5%
Staff with a LTC or illness: Responses	442	512	555	709	863
Staff without a LTC or illness: Responses	1462	1428	1346	1508	1841

Workforce Disability Equality Standards

Survey Coordination Centre NHS

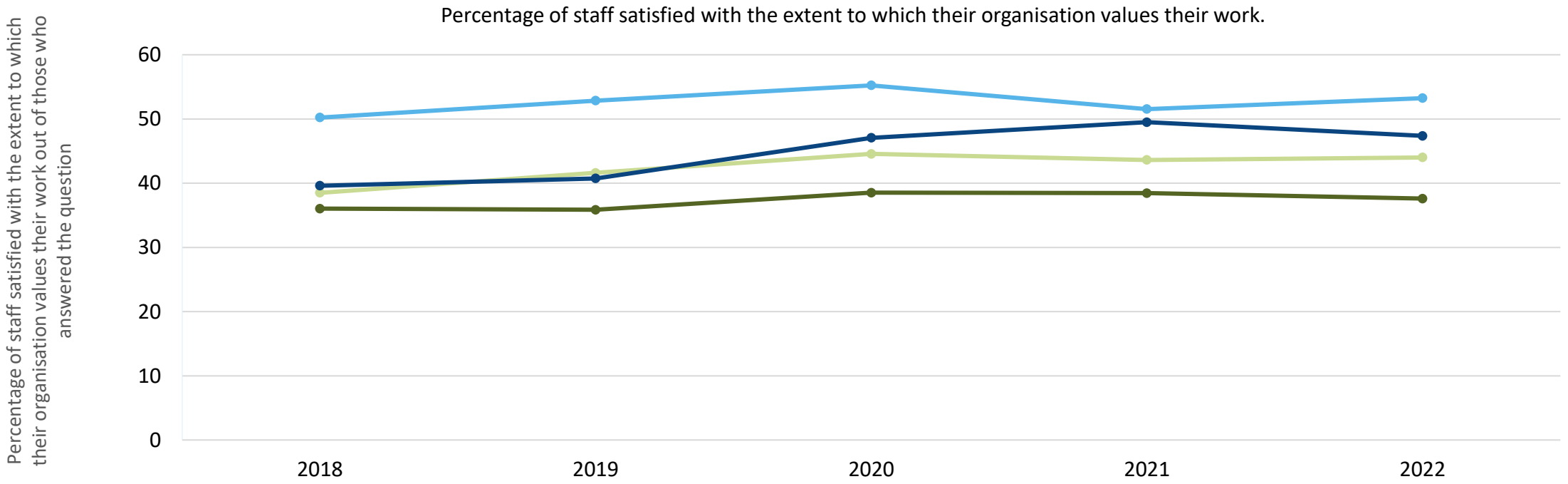
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	27.2%	22.3%	24.0%	20.0%	17.1%
Staff without a LTC or illness: Your org	17.8%	16.1%	16.1%	15.1%	12.3%
Staff with a LTC or illness: Average	26.2%	23.9%	24.1%	20.8%	18.9%
Staff without a LTC or illness: Average	16.4%	14.5%	16.6%	14.7%	12.7%
Staff with a LTC or illness: Responses	313	368	371	481	627
Staff without a LTC or illness: Responses	752	819	620	748	971

Workforce Disability Equality Standards

Survey Coordination Centre NHS

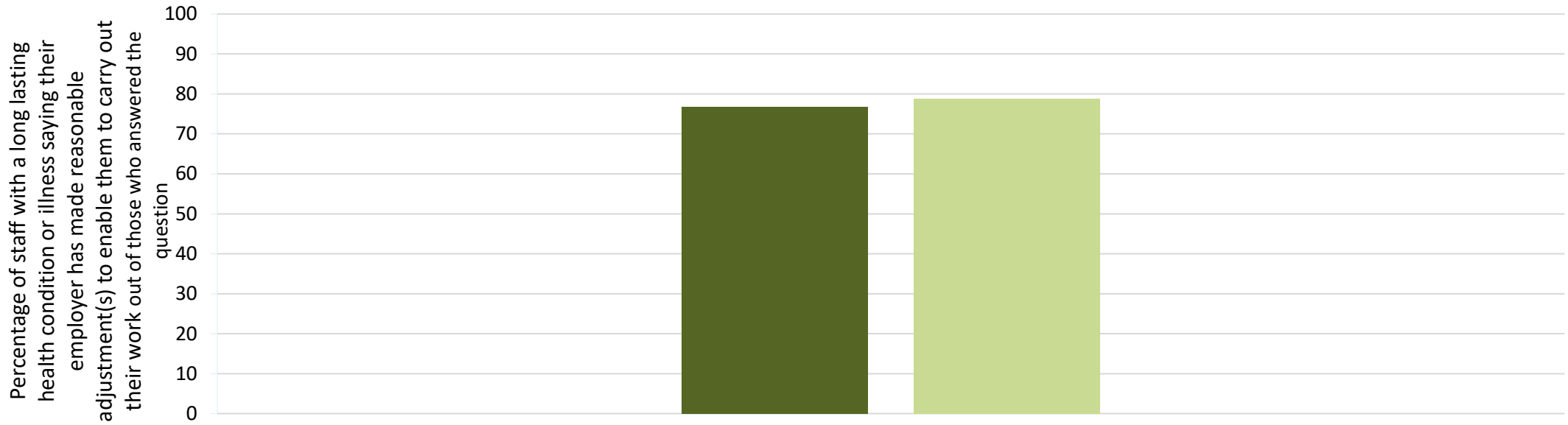


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	36.0%	35.9%	38.5%	38.5%	37.6%
Staff without a LTC or illness: Your org	39.6%	40.8%	47.1%	49.5%	47.4%
Staff with a LTC or illness: Average	38.5%	41.6%	44.6%	43.6%	44.0%
Staff without a LTC or illness: Average	50.2%	52.9%	55.2%	51.5%	53.2%
Staff with a LTC or illness: Responses	444	513	558	710	867
Staff without a LTC or illness: Responses	1462	1433	1353	1517	1862

Workforce Disability Equality Standards

Survey Coordination Centre NHS

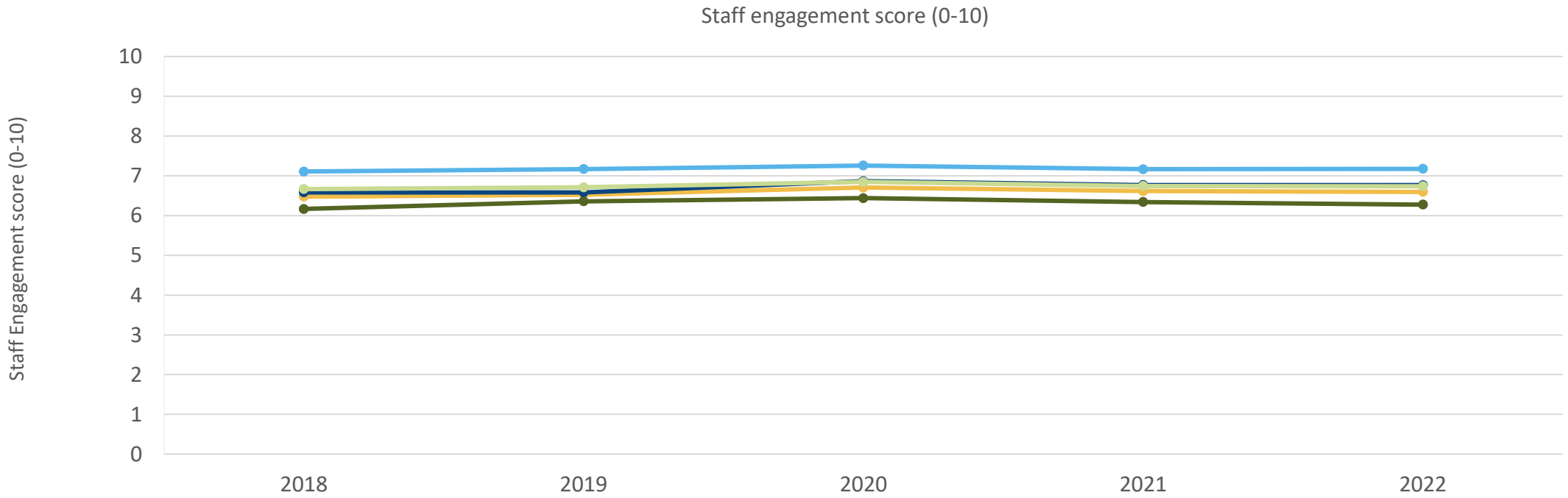
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.



	2022
Staff with a LTC or illness: Your org	76.8%
Staff with a LTC or illness: Average	78.8%
Staff with a LTC or illness: Responses	500

Workforce Disability Equality Standards

Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Organisation average	6.5	6.5	6.7	6.6	6.6
Staff with a LTC or illness: Your org	6.2	6.4	6.4	6.3	6.3
Staff without a LTC or illness: Your org	6.6	6.6	6.9	6.8	6.8
Staff with a LTC or illness: Average	6.7	6.7	6.8	6.7	6.7
Staff without a LTC or illness: Average	7.1	7.2	7.3	7.2	7.2
Staff with a LTC or illness: Responses	446	514	558	711	868
Staff without a LTC or illness: Responses	1473	1437	1354	1518	1864

N.B. Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

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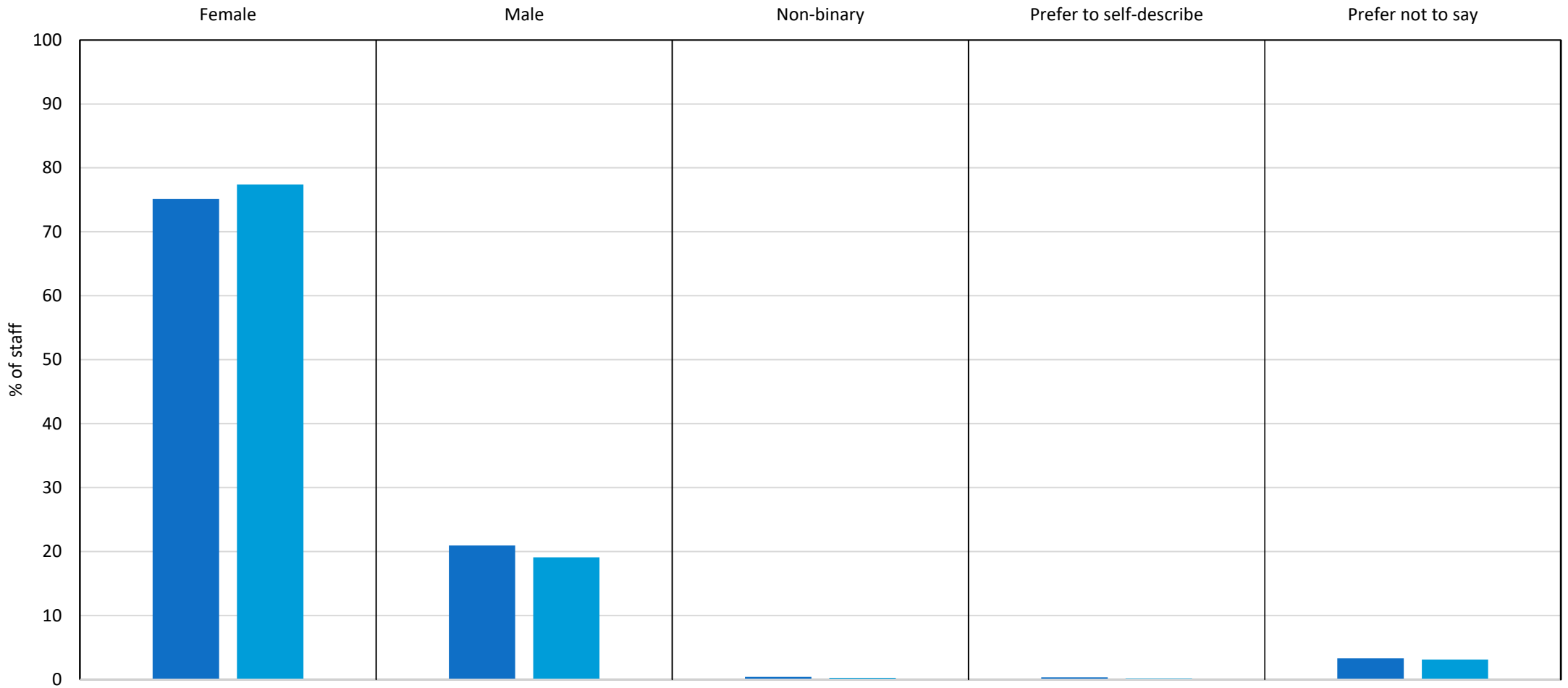
NHS

About your respondents

This section will show demographic information for 2022.

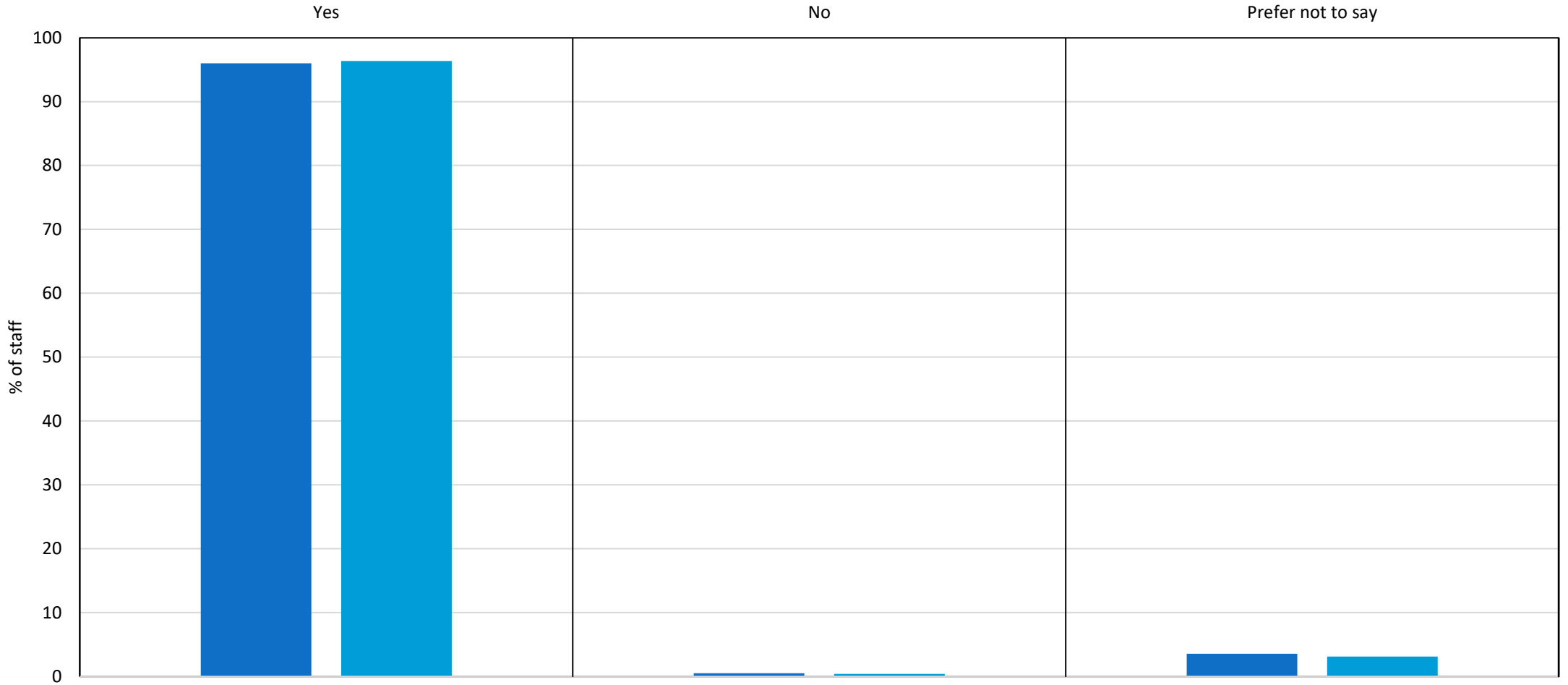
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Background details - Gender



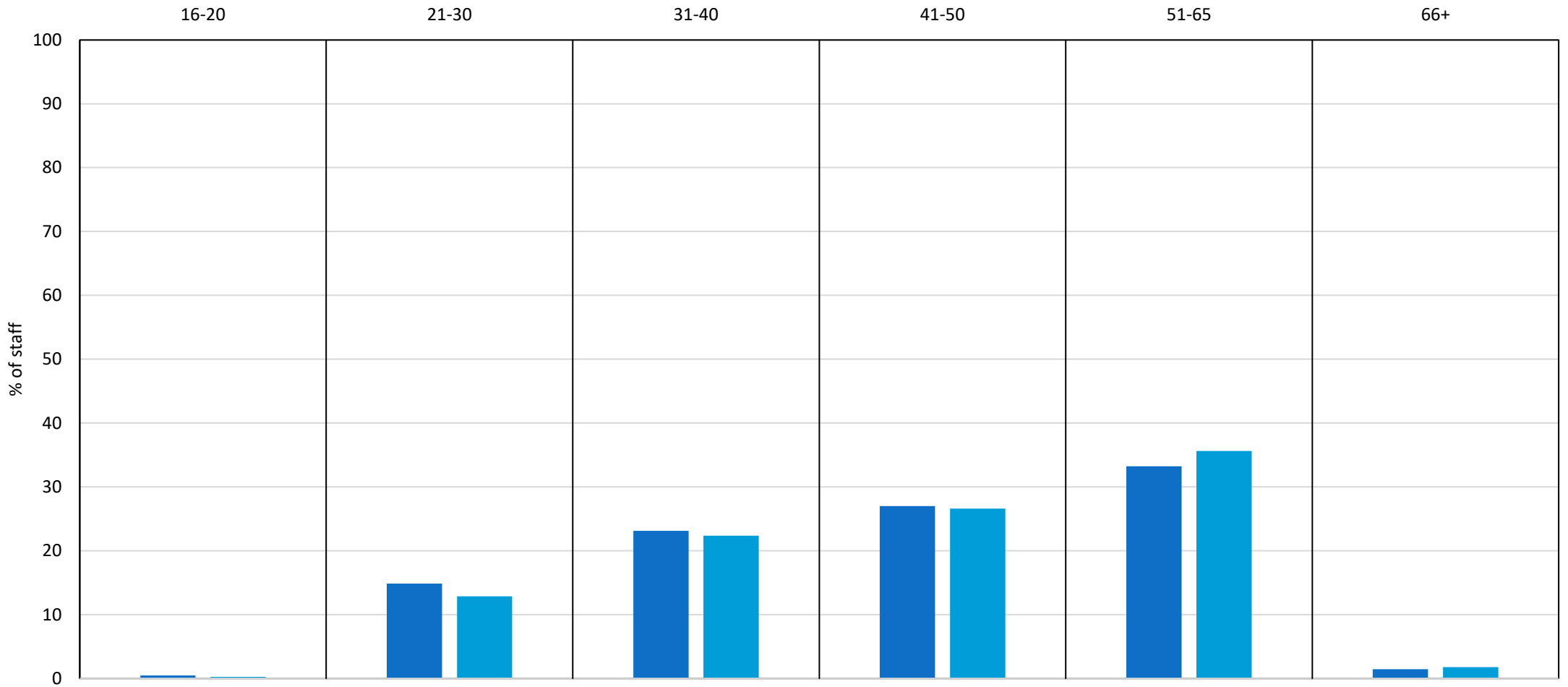
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	75.1%	20.9%	0.4%	0.3%	3.3%
Average	77.4%	19.1%	0.3%	0.2%	3.1%
Responses	2734	2734	2734	2734	2734

Background details – Is your gender identity the same as the sex you were assigned at birth?



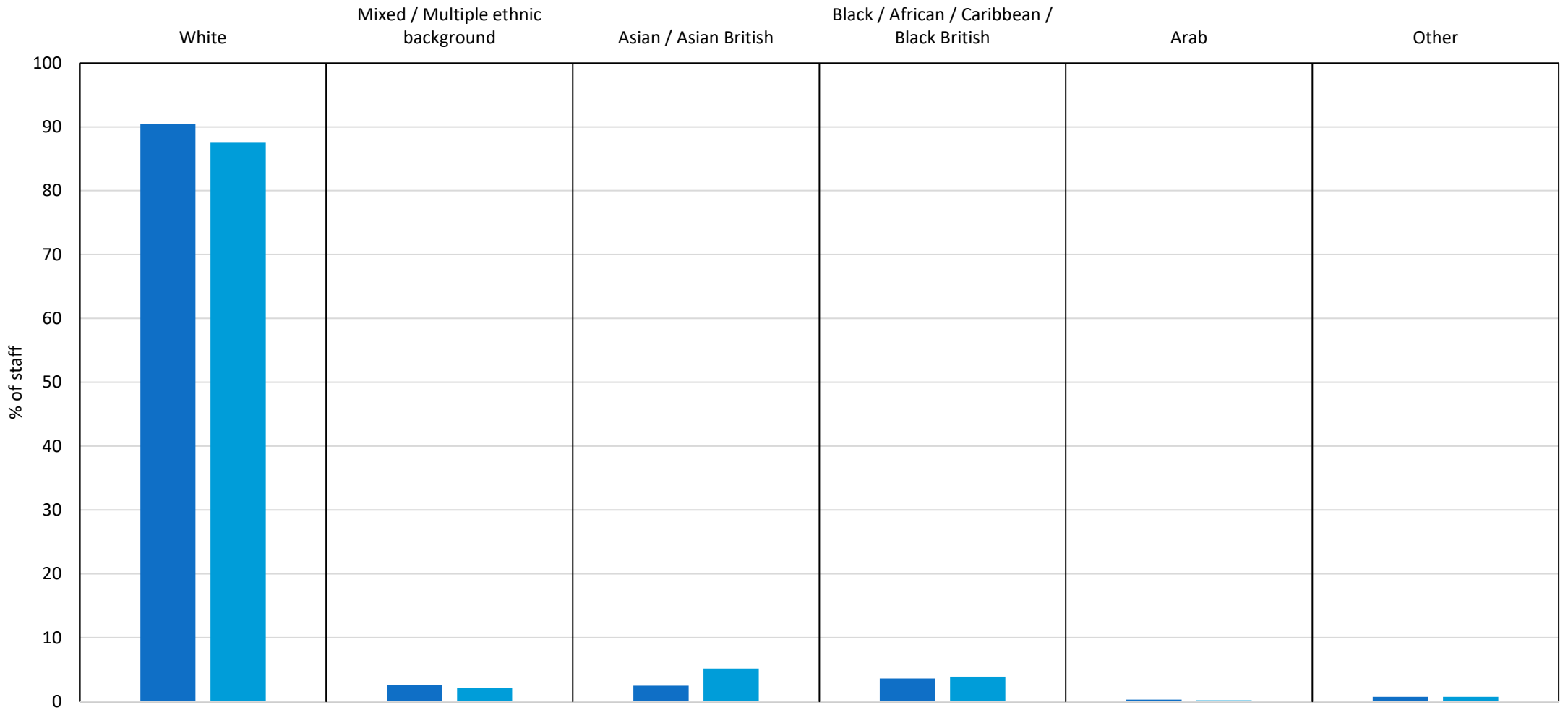
	Yes	No	Prefer not to say
Your org	96.0%	0.5%	3.5%
Average	96.4%	0.4%	3.1%
Responses	2723	2723	2723

Background details - Age



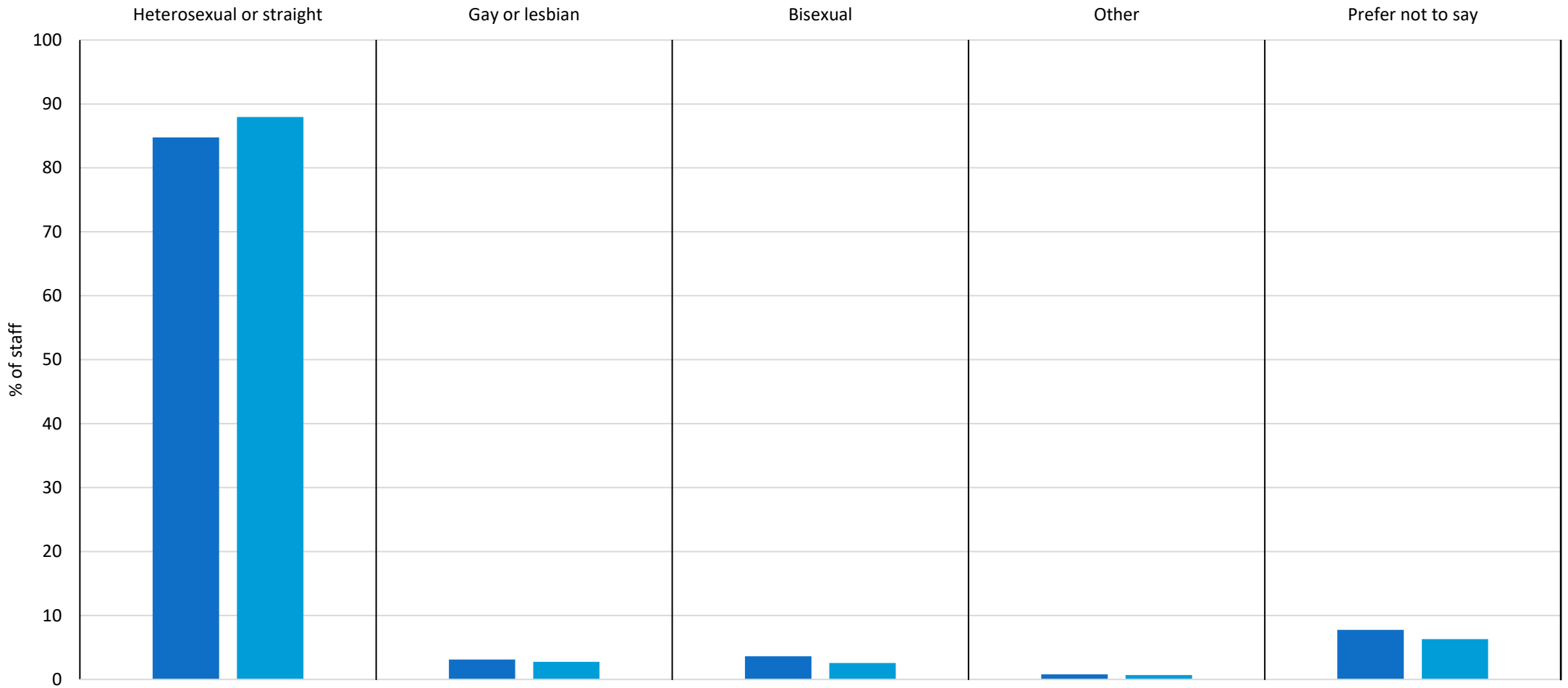
	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.4%	14.9%	23.1%	27.0%	33.2%	1.4%
Average	0.2%	12.9%	22.3%	26.6%	35.6%	1.8%
Responses	2740	2740	2740	2740	2740	2740

Background details - Ethnicity



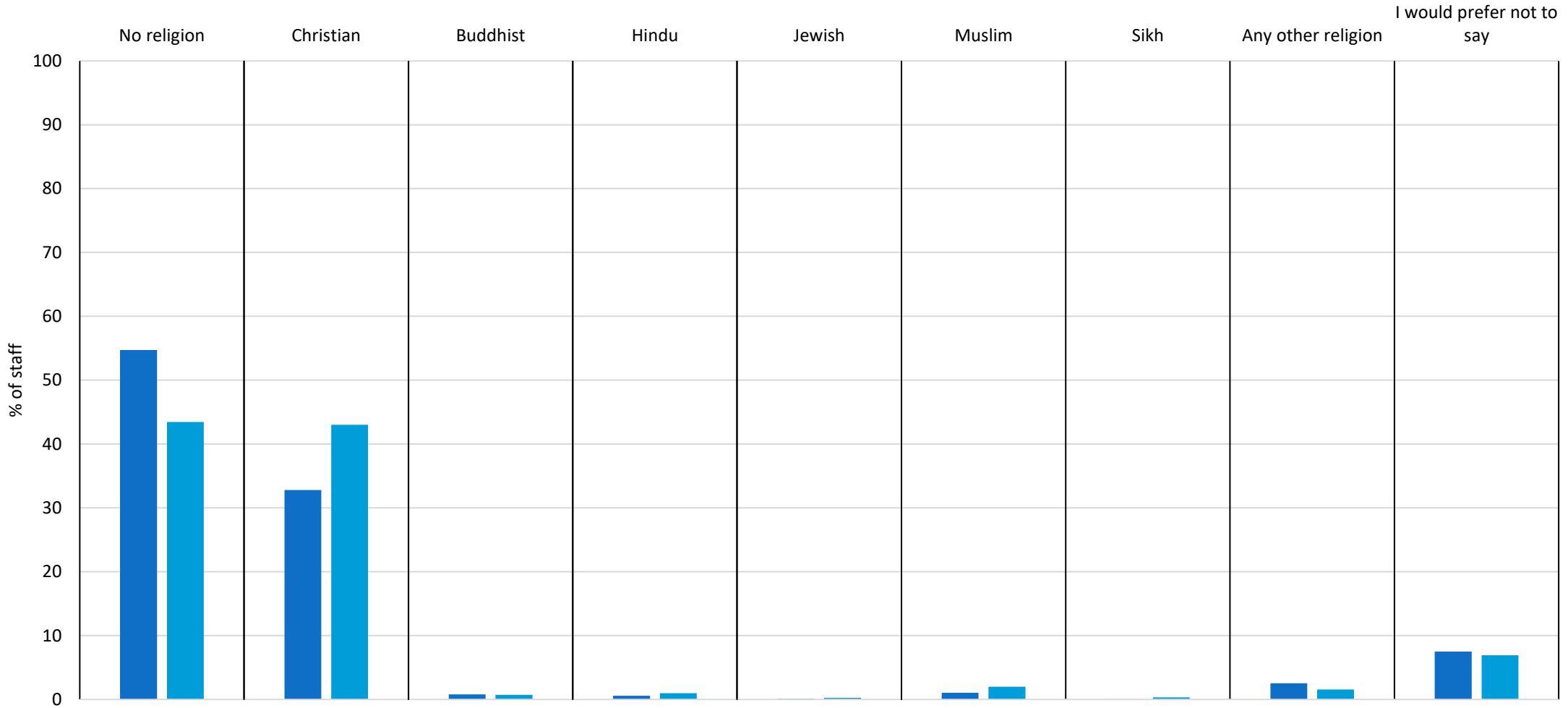
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	90.5%	2.5%	2.5%	3.6%	0.3%	0.7%
Average	87.5%	2.1%	5.1%	3.8%	0.2%	0.7%
Responses	2732	2732	2732	2732	2732	2732

Background details – Sexual orientation



	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	84.7%	3.1%	3.6%	0.8%	7.8%
Average	87.9%	2.7%	2.5%	0.7%	6.3%
Responses	2734	2734	2734	2734	2734

Background details - Religion



	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	54.7%	32.8%	0.8%	0.6%	0.1%	1.0%	0.0%	2.5%	7.5%
Average	43.4%	43.0%	0.7%	1.0%	0.2%	2.0%	0.3%	1.5%	6.9%
Responses	2725	2725	2725	2725	2725	2725	2725	2725	2725

Background details – Long lasting health condition or illness

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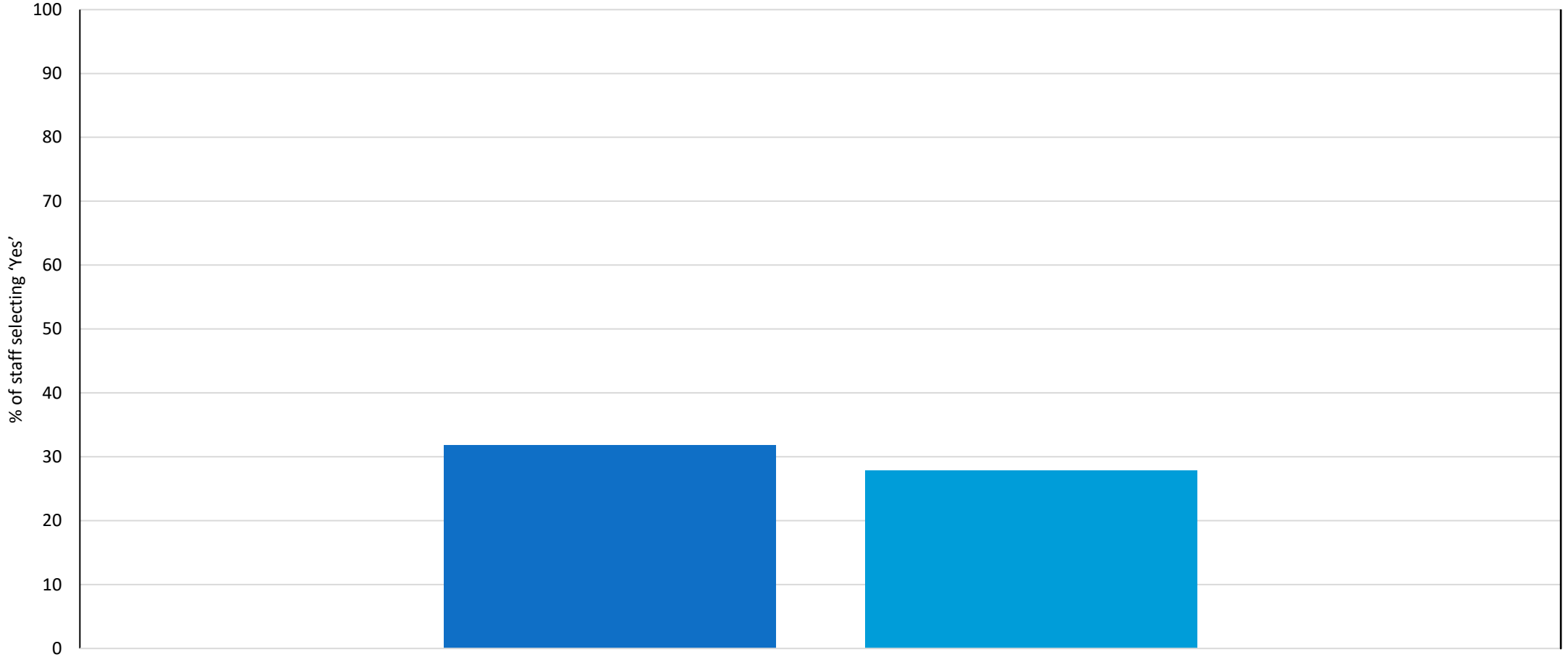
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	31.8%
Average	27.9%
Responses	2732

Background details – Parental / caring responsibilities

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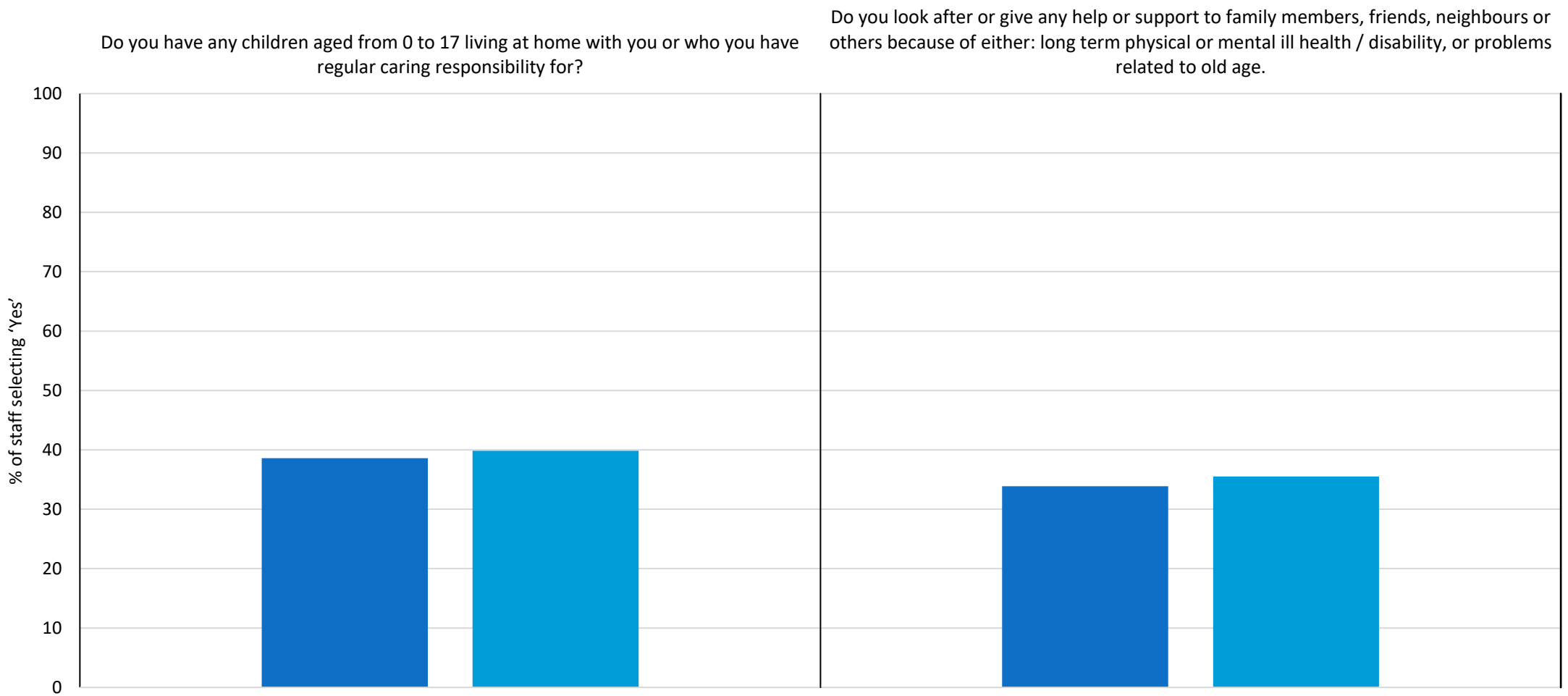
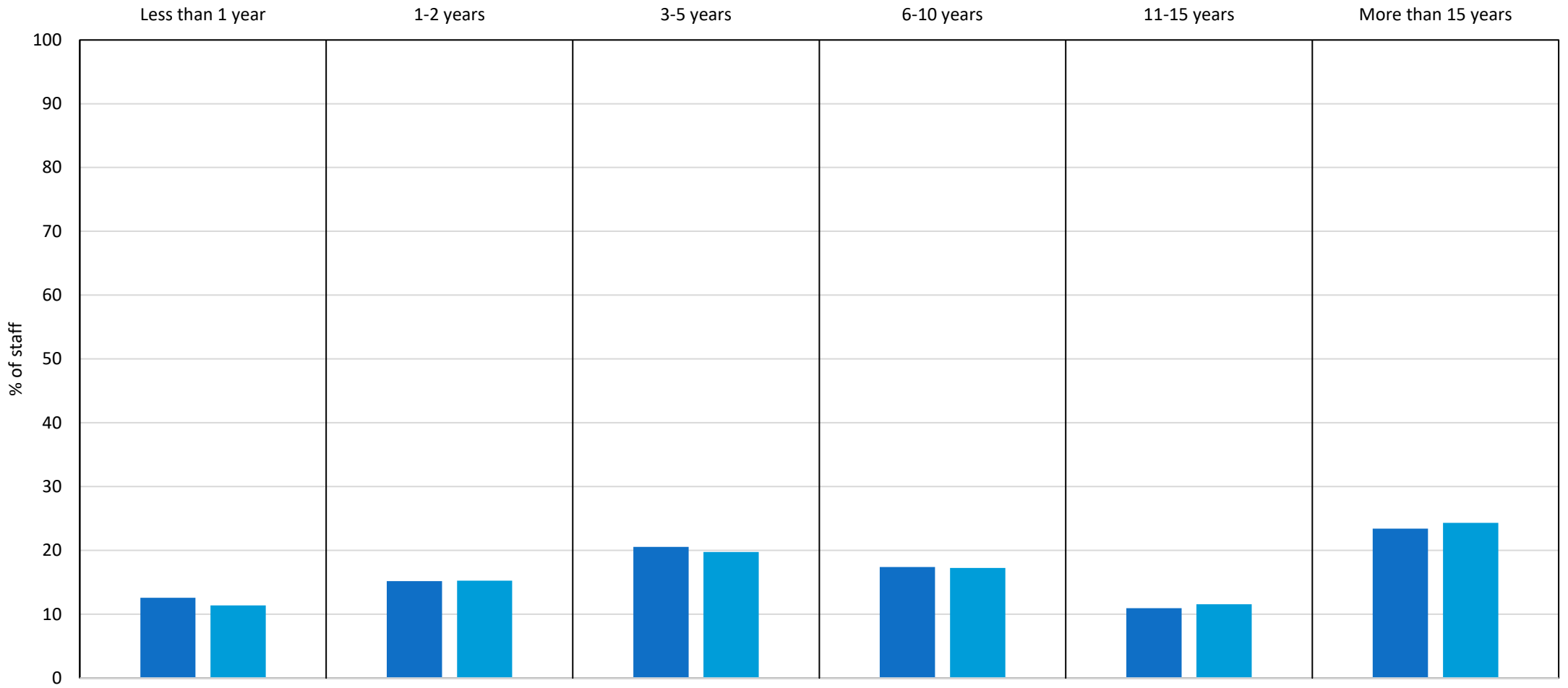


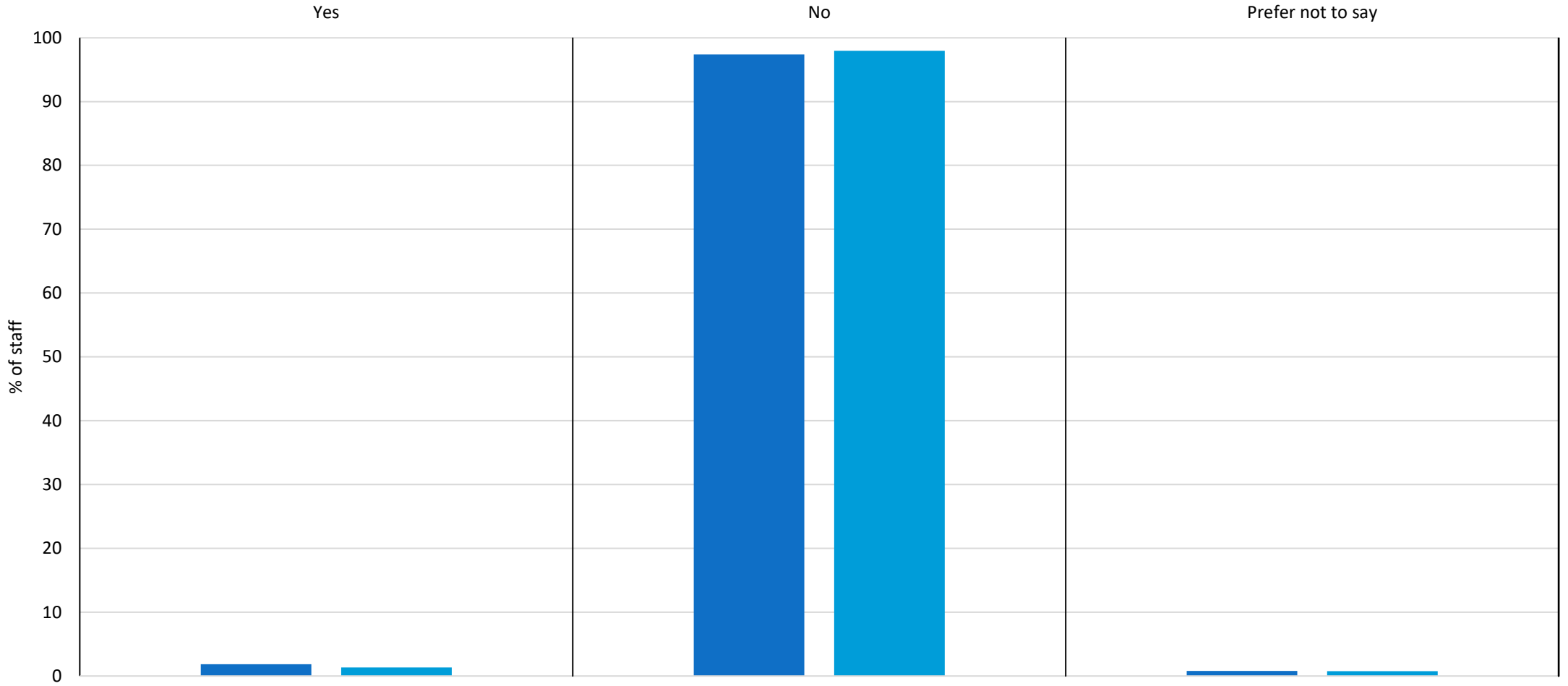
Your org	38.6%	33.9%
Average	39.8%	35.5%
Responses	2738	2730

Background details – Length of service



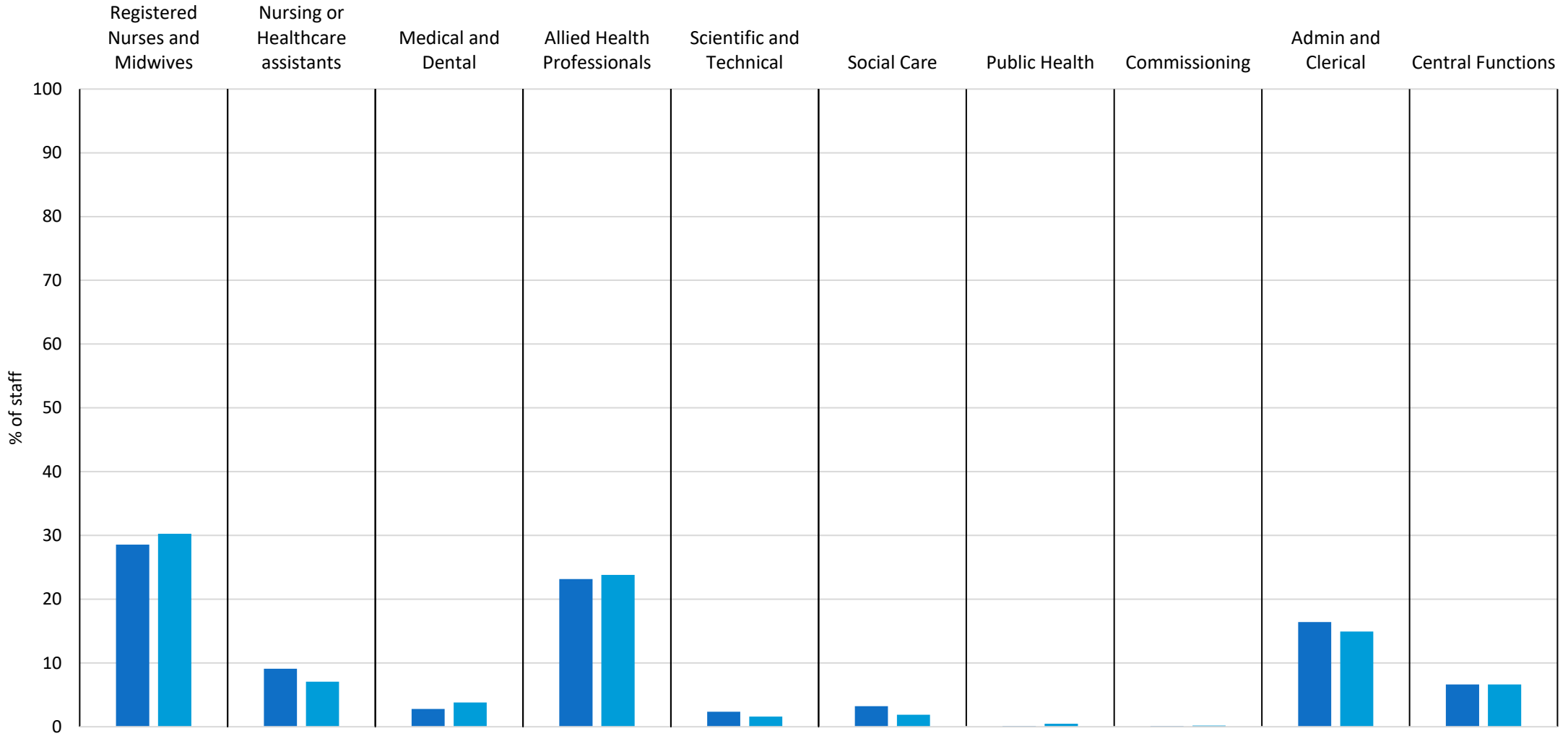
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	12.6%	15.2%	20.5%	17.4%	10.9%	23.4%
Average	11.4%	15.2%	19.8%	17.2%	11.6%	24.3%
Responses	2735	2735	2735	2735	2735	2735

Background details – When you joined this organisation were you recruited from outside of the UK?



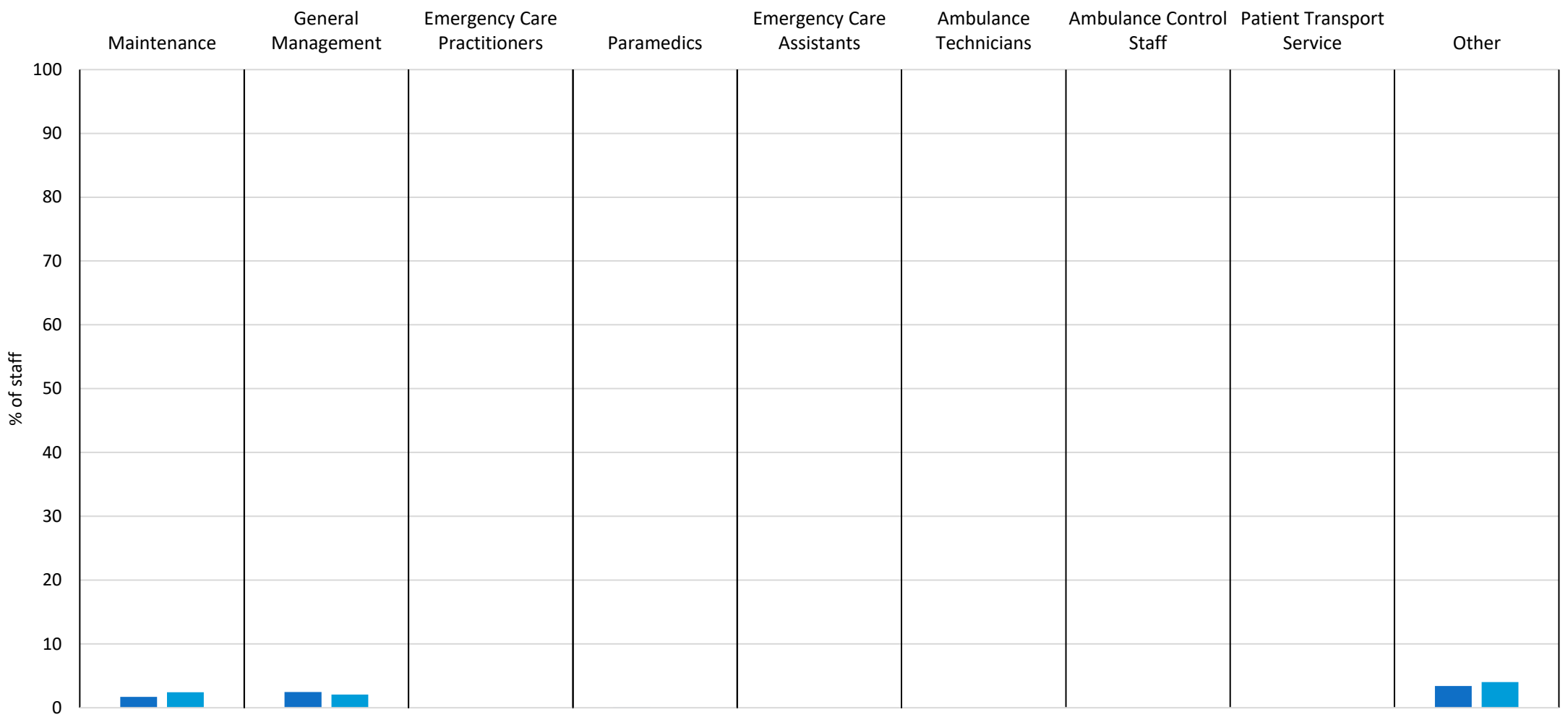
	Yes	No	Prefer not to say
Your org	1.8%	97.4%	0.8%
Average	1.3%	98.0%	0.8%
Responses	2725	2725	2725

Background details – Occupational group



	Registered Nurses and Midwives	Nursing or Healthcare assistants	Medical and Dental	Allied Health Professionals	Scientific and Technical	Social Care	Public Health	Commissioning	Admin and Clerical	Central Functions
Your org	28.6%	9.1%	2.8%	23.1%	2.3%	3.2%	0.1%	0.1%	16.4%	6.6%
Average	30.2%	7.0%	3.8%	23.8%	1.6%	1.9%	0.4%	0.2%	14.9%	6.6%
Responses	2728	2728	2728	2728	2728	2728	2728	2728	2728	2728

Background details – Occupational group



	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	1.7%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%
Average	2.4%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%
Responses	2728	2728	2728	2728	2728	2728	2728	2728	2728

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Appendices

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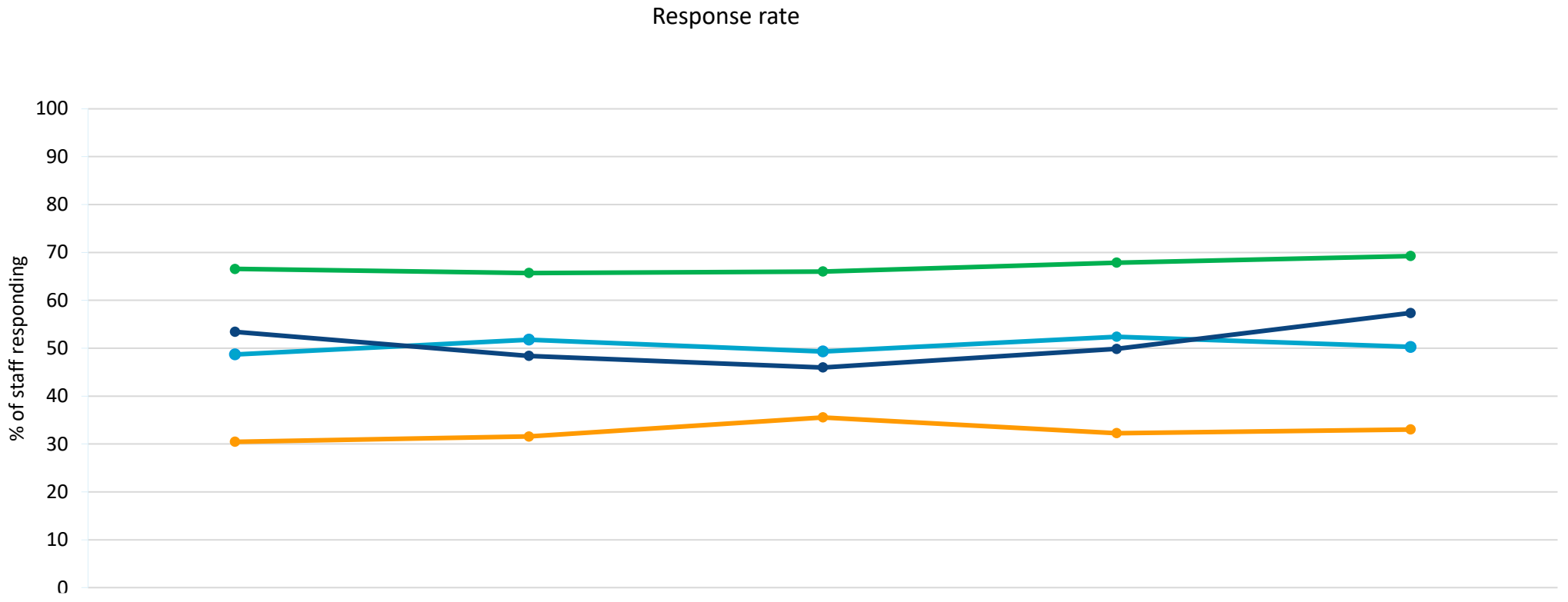
Appendix A: Response rate

Appendix A: Response rate



	2018	2019	2020	2021	2022
Your org	53.4%	48.4%	46.0%	49.9%	57.4%
Highest	66.5%	65.7%	66.0%	67.9%	69.2%
Average	48.7%	51.8%	49.3%	52.4%	50.3%
Lowest	30.5%	31.6%	35.6%	32.3%	33.0%
Responses	2073	2019	2011	2341	2755

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Appendix B: Significance testing 2021 vs 2022

Appendix B: Significance testing – 2021 vs 2022

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The table below presents the results of significance testing conducted on the theme scores calculated in both 2021 and 2022*.

People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	7.2	2278	7.2	2750	Not significant
We are recognised and rewarded	6.3	2316	6.2	2751	Significantly lower
We each have a voice that counts	6.6	2247	6.5	2744	Not significant
We are safe and healthy	5.9	2269	6.0	2745	Not significant
We are always learning	5.2	2175	5.3	2659	Significantly higher
We work flexibly	6.7	2310	6.7	2749	Not significant
We are a team	6.9	2284	7.0	2747	Not significant
Themes					
Staff Engagement	6.6	2317	6.6	2752	Not significant
Morale	5.8	2313	5.8	2752	Not significant

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence. For more details please see the technical document.

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Appendix C: Tips on using your benchmark report

Appendix C: Data in the benchmark reports

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The following pages include tips on how to read, interpret and use the data in this report. The **suggestions are aimed at users who would like some guidance on how to understand the data** in this report. These suggestions are by no means the only way to analyse or use the data, but have been included to aid users.

Key points to note

The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the scores are calculated can be found in the technical document available on the Staff Survey website.

A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.

People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are benchmarked so that organisations can identify how results on each question have changed for themselves and their peers over time by looking at a single graph.

N.B. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2022.

Appendix C: 1. Reviewing People Promise and theme results

Survey Coordination Centre NHS

When analysing People Promise element and theme results, it is easiest to start with the **overview** page to quickly identify areas which are doing better or worse in comparison to other organisations in the given benchmarking group.

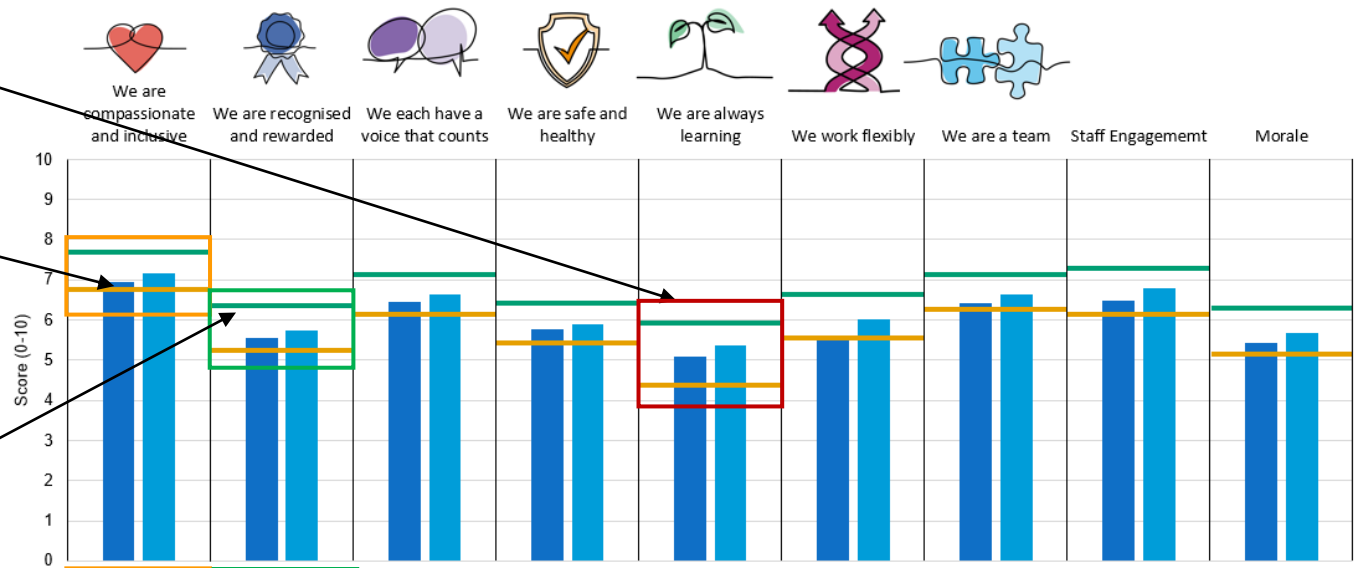
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

- By checking where the 'Your org' column/value is lower than the benchmarking group 'Average' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst' score. The closer your organisation's result is to the worst score, the more concerning the result.
- Results where your organisation's score is only marginally better than the 'Average', but still lags behind the best result by a notable margin, could also be considered as areas for further improvement.

Positive outcomes

- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best' score.



	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 Engagememt	Morale
Your org	7.0	5.5	6.4	5.8	5.1	5.6	6.4	6.5	5.4
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	8284	8225	8175	8244	7877	8187	8264	8288	8294

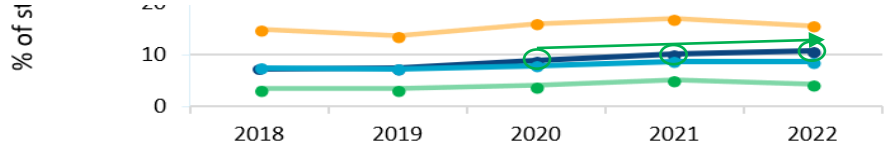
Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Survey Coordination Centre NHS

Review trend data

Trend data can be used to identify measures which have been consistently improving for your organisation (i.e. showing an upward trend) over the past years and ones which have been declining over time. These charts can **help establish if there is genuine change in the results** (if the results are consistently improving or declining over time), or whether a change between years is just a minor **year-on-year** fluctuation.



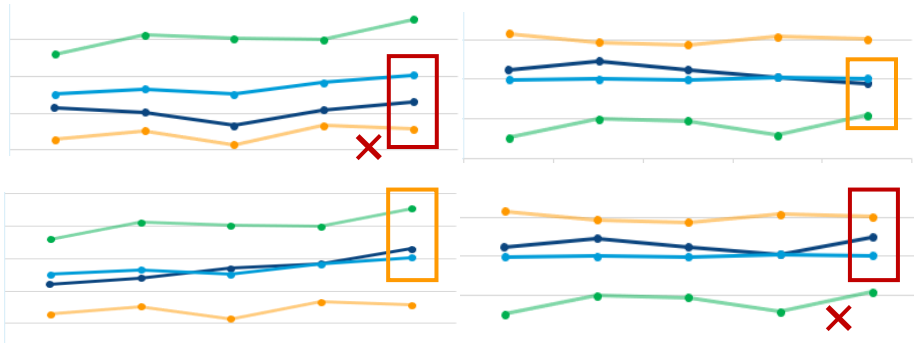
	2018	2019	2020	2021	2022
Your org	7.3%	7.4%	8.9%	10.2%	10.8%
Best	3.4%	3.4%	4.0%	5.1%	4.2%
Average	7.5%	7.3%	7.9%	8.8%	8.7%
Worst	14.9%	13.8%	16.1%	17.2%	15.7%

Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

Review the sub-scores and questions feeding into the People Promise elements and themes

In order to understand exactly which factors are driving your organisation's People Promise element and theme scores, you should review the sub-scores and questions feeding into these scores. The **sub-score results** and the '**Question results**' section contain the sub-scores and questions contributing to each People Promise element and theme, grouped together. By comparing 'Your org' scores to the benchmarking group 'Average', 'Best' and 'Worst' scores for each question, the **questions which are driving your organisation's People Promise element and theme results can be identified**.

For areas of experience where results need improvement, action plans can be formulated to **focus on the questions where the organisation's results fall between the benchmarking group average and worst results.** Remember to keep an eye out for questions where a lower percentage is a better outcome – such as questions on violence or harassment, bullying and abuse.



✕ = Negative driver, org result falls between average & worst benchmarking group result for question

Appendix C: 3. Reviewing question results

Survey Coordination Centre NHS

This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data.

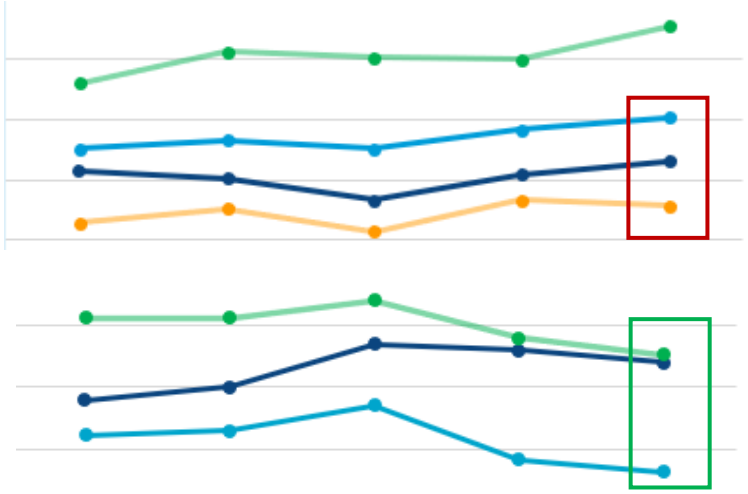
Identifying questions of interest

- **Pre-defined questions of interest – key questions for your organisation**

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

- **Identifying questions of interest based on the results in this report**

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher score always indicates a better result, it is important to keep an eye out for questions where a lower percentage relates to a better outcome** (see details on the 'Using the report' page in the 'Introduction' section).



- **To identify areas of concern:** look for questions where the organisation value falls between the benchmarking group average and the worst score, particularly questions where your organisation result is very close to the worst score. Review changes in the trend data to establish if there has been a decline or stagnation in results across multiple years, but consider the context of how the trust has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.

- **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

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NHS

Appendix D: Additional reporting outputs

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Appendix D: Additional reporting outputs

Survey Coordination Centre NHS

Below are links to other key reporting outputs that complement this report. A full list and more detailed explanation of the reporting outputs is included in the Technical Document.

Supporting documents

Basic Guide: Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.

Technical Document: Contains technical details about the NHS Staff Survey data, including: data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

Other local results

Local Dashboards: Online dashboards containing results for each participating organisation, similar those provided in this report, with trend data and benchmark results for up to five years where possible. These dashboards additionally show the full breakdown of response options for each question.

Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for Norfolk and Suffolk NHS Foundation Trust.

National results

National Dashboards: Online dashboards containing national results for NHS trusts with trend data for up to five years where possible. These dashboards show the results for different trust types and include the full breakdown or response options for each question.

Regional / System overview and **Regional / System breakdown** Dashboards containing results for each region and each ICS.

Detailed spreadsheets Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.