

NHS Midlands and Lancashire CSU

NHS Staff Survey Benchmark report 2023



Introduction	3
Organisation details	8
People Promise element, theme and sub-score results	10
Overview	11
Sub-score overview	13
Trends	17
We are compassionate and inclusive	18
We are recognised and rewarded	21
We each have a voice that counts	22
We are safe and healthy	24
We are always learning	26
We work flexibly	28
We are a team	30
Staff Engagement	32
Morale	34
People Promise element, theme and sub-score results – detailed information	36
We are compassionate and inclusive	36
We are recognised and rewarded	45
We each have a voice that counts	48
We are safe and healthy	54
We are always learning	66
We work flexibly	71
We are a team	74
Staff Engagement	80
Morale	84

Questions not linked to the People Promise elements or themes	90
Workforce Equality Standards	103
Workforce Race Equality Standards (WRES)	106
Workforce Disability Equality Standards (WDES)	113
About your respondents	121
Appendices	135
A – Response rate	136
B – Significance testing (2022 v 2023) People Promise and theme results	138
C – Tips on using your benchmark report	140
D – Additional reporting outputs	145

# Introduction

## About this report

This benchmark report for NHS Midlands and Lancashire CSU contains results for the 2023 NHS Staff Survey, and historical results back to 2019 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, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

Please note: 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from the [Staff Survey 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

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q21
	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	Q20a, Q20b, Q25e, Q25f
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
	Other questions [Not scored]	Q17a*, Q17b*, Q22*      *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a*, Q23b, Q23c, Q23d      *Q23a 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	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes



# Report structure

## 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 charts 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 charts 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.



Note, where there are fewer than 10 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Note, 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

## People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes. Not all questions reported within the section for a People Promise element or theme feed into the score and sub-scores for that element or theme. The first slide in the section for each People Promise element or theme lists which of the questions that are included in the section feed into the score and sub-scores, and which do not.

## Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores 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 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

## Key features

Note this is example data

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

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.

**Colour coding** highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

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

**Number of responses** for the organisation for the given question.



Q4b How satisfied are you with each of the following aspects of your job?



	2019	2020	2021	2022	2023
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	53.5%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

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

## Organisation details



NHS Midlands and Lancashire CSU

## 2023 NHS Staff Survey



### Organisation details

Completed questionnaires **1095**

2023 response rate **63%**

### Survey details

Survey mode **Online**

◀ This organisation is benchmarked against:

CSUs



### 2023 benchmarking group details

Organisations in group: 4

Median response rate: 67%

No. of completed questionnaires: 4325

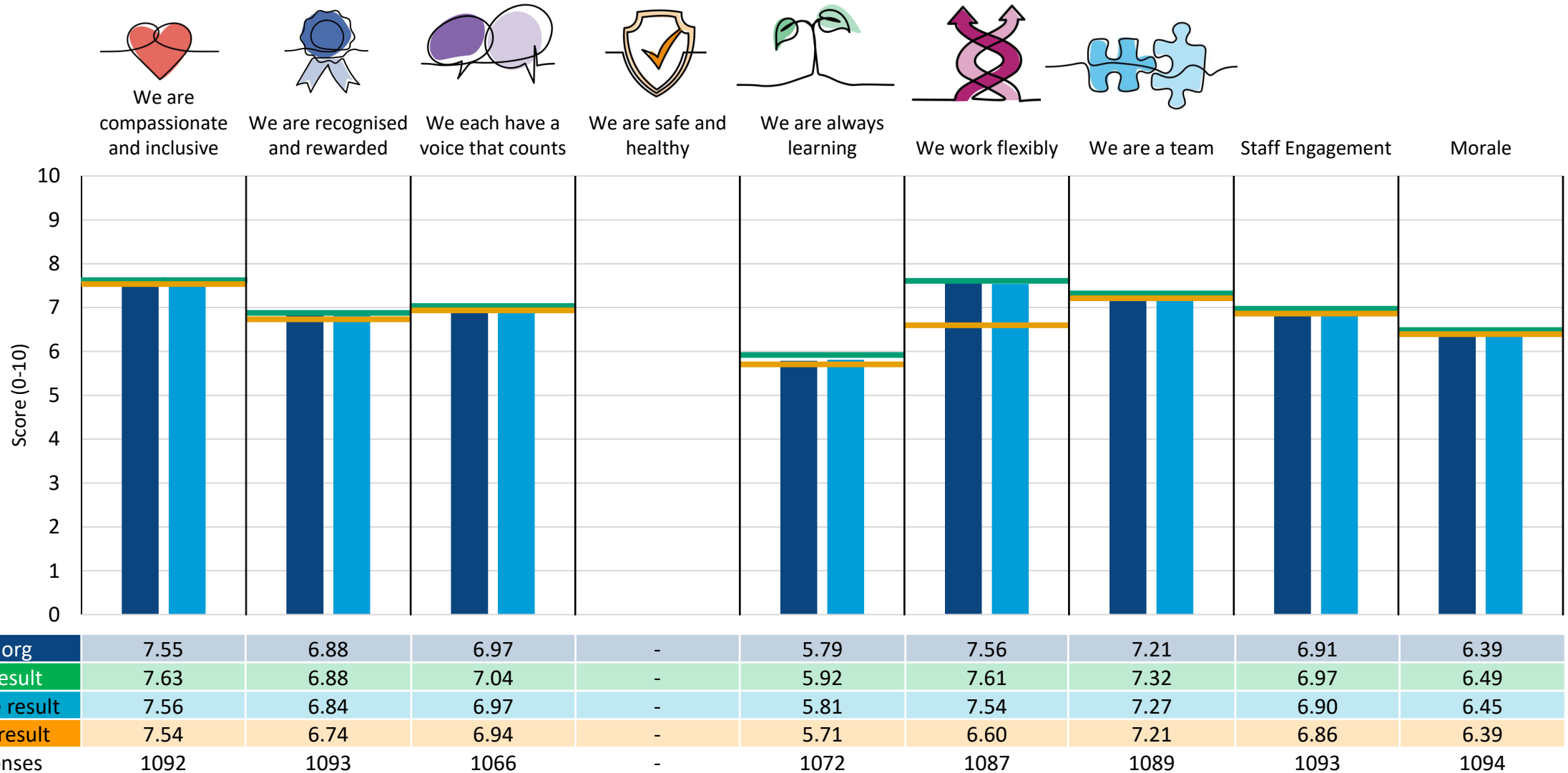


## People Promise elements, themes and sub-score results

## People Promise elements, themes and sub-scores: Overview

# People Promise elements and themes: Overview

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.



Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

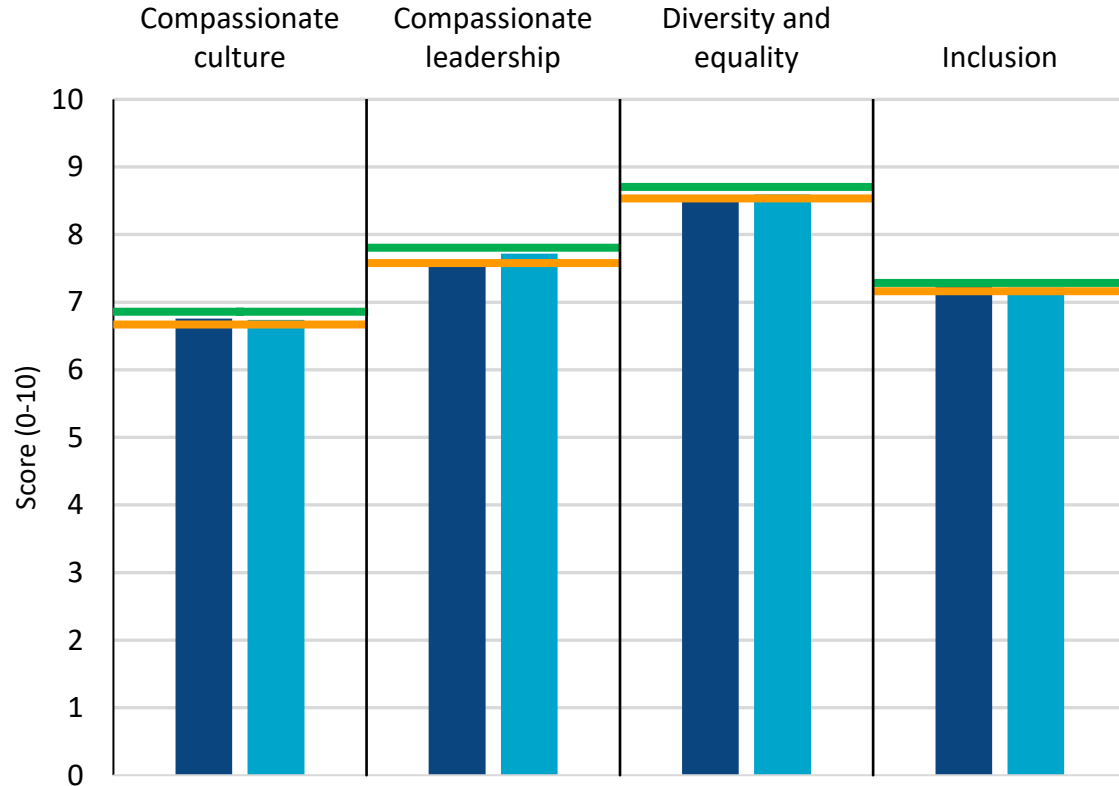


# People Promise elements, themes and sub-scores: Sub-score overview

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.



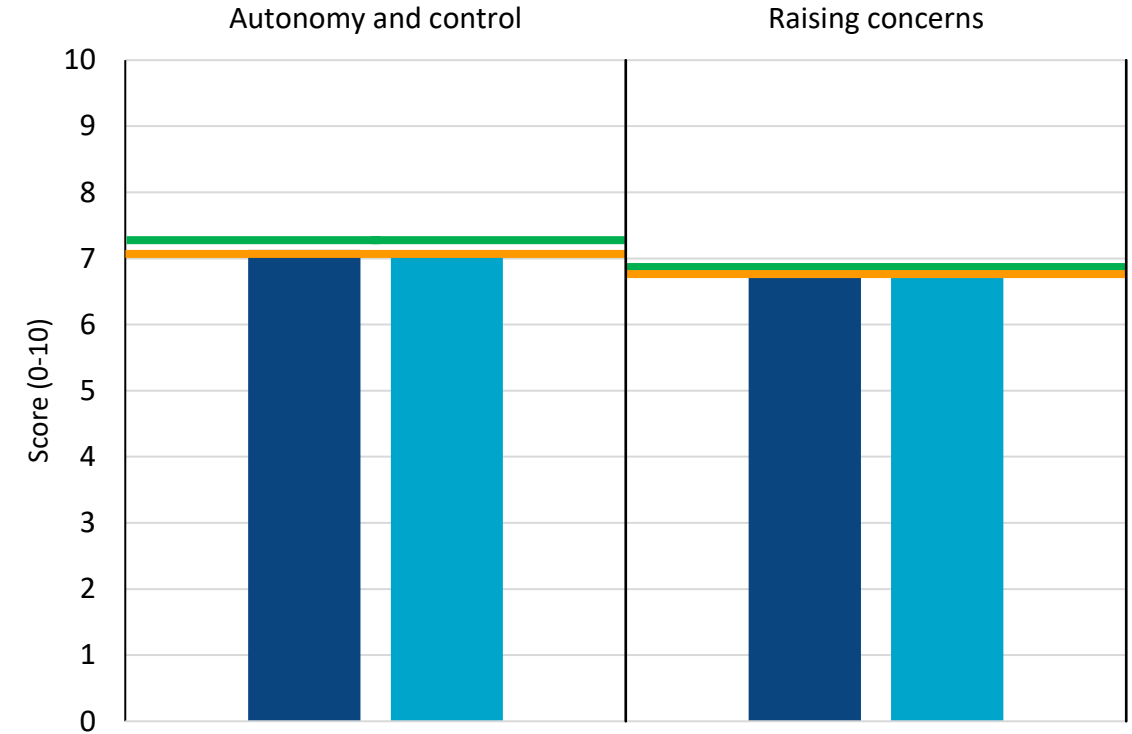
## Promise element 1: We are compassionate and inclusive



Your org	6.76	7.58	8.56	7.28
Best result	6.86	7.81	8.70	7.28
Average result	6.74	7.72	8.59	7.21
Worst result	6.67	7.58	8.53	7.16
Responses	1083	1092	1086	1084



## Promise element 3: We each have a voice that counts



Your org	7.13	6.81
Best result	7.27	6.87
Average result	7.12	6.80
Worst result	7.07	6.76
Responses	1093	1067

Note. 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 21.

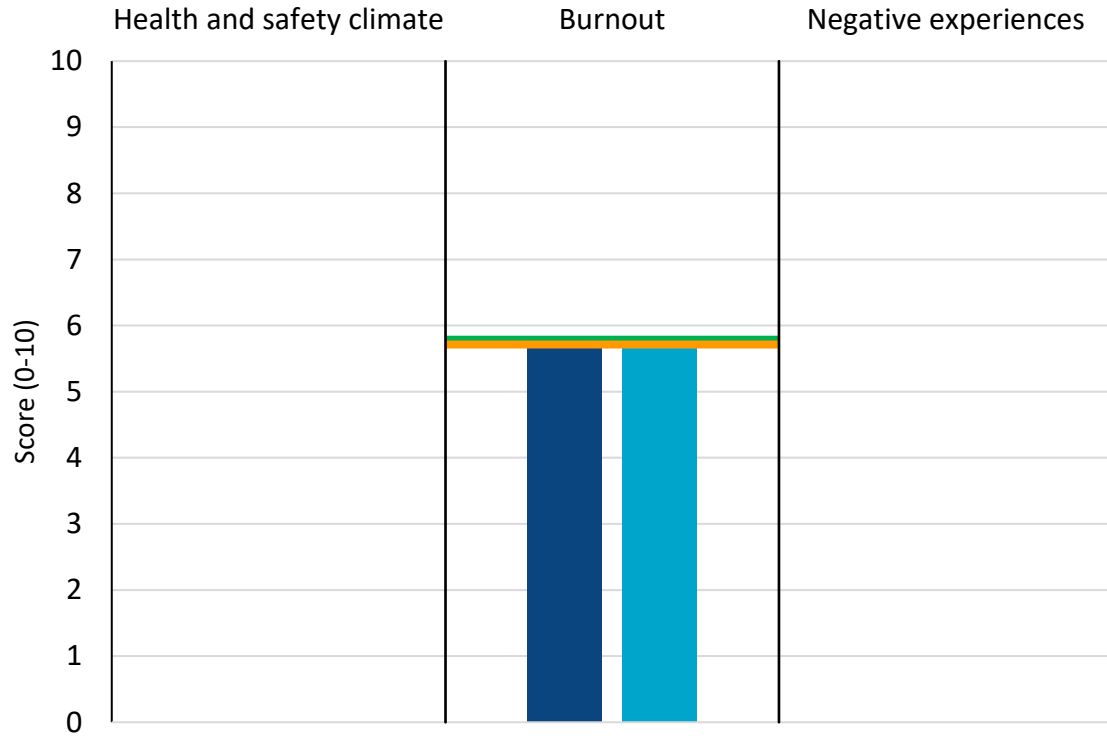


# People Promise elements, themes and sub-scores: Sub-score overview

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.



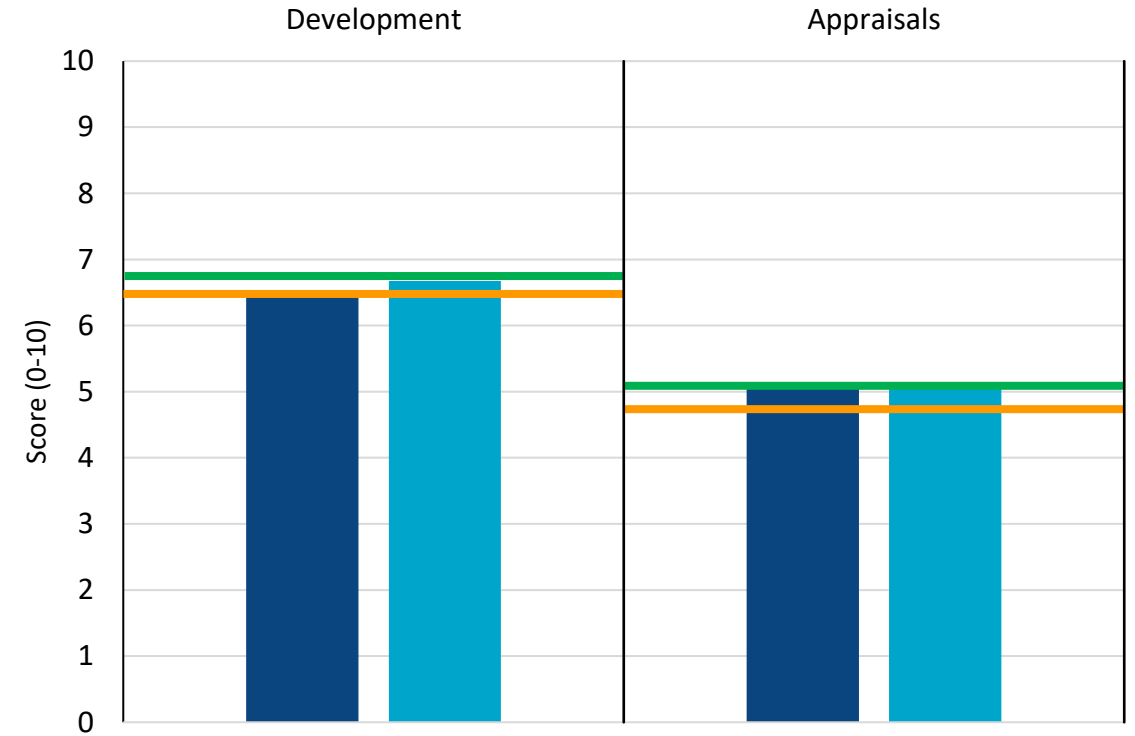
## Promise element 4: We are safe and healthy



Your org	-	5.71	-
Best result	-	5.78	-
Average result	-	5.75	-
Worst result	-	5.71	-
Responses	-	1094	-



## Promise element 5: We are always learning



Your org	6.48	5.07
Best result	6.75	5.09
Average result	6.67	5.04
Worst result	6.48	4.74
Responses	1092	1073

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

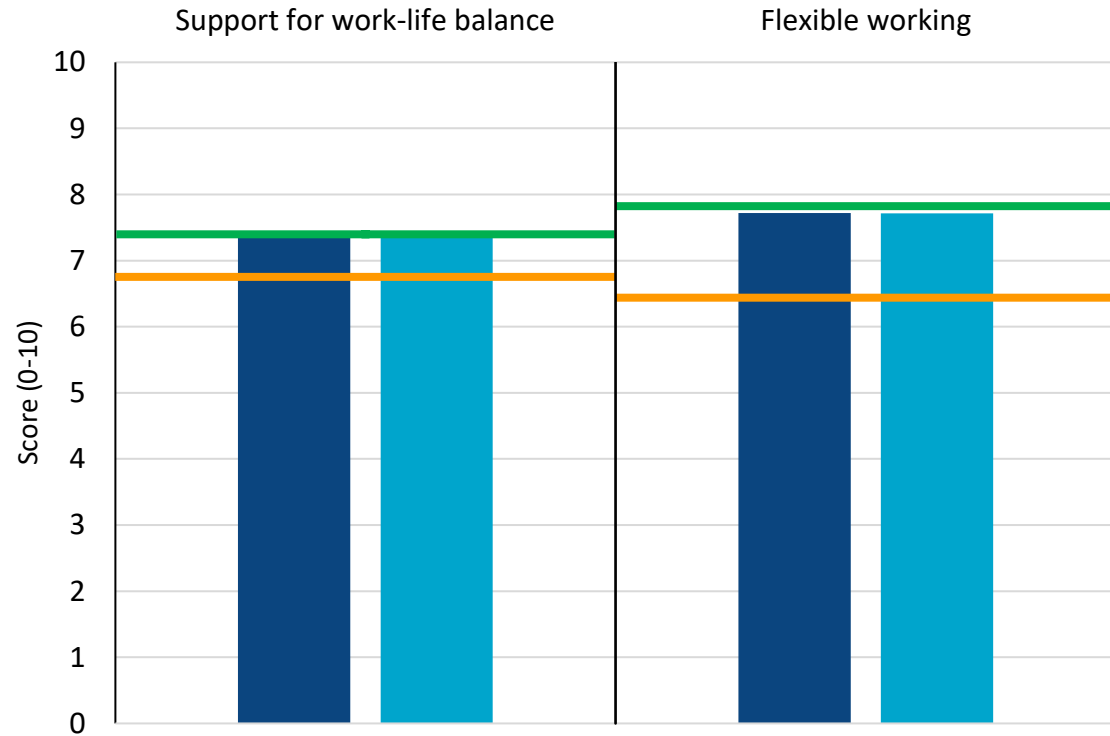


# People Promise elements, themes and sub-scores: Sub-score overview

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



Your org	7.39	7.72
Best result	7.40	7.82
Average result	7.36	7.72
Worst result	6.75	6.44
Responses	1092	1089



## Promise element 7: We are a team



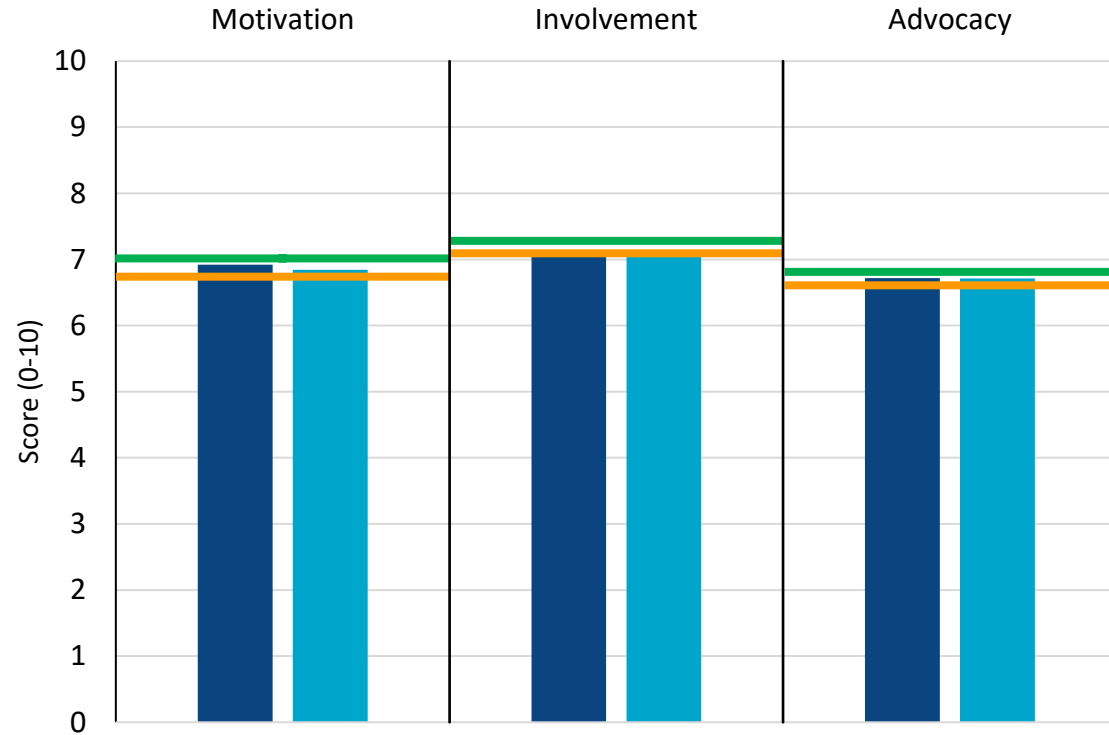
Your org	6.96	7.46
Best result	6.99	7.67
Average result	6.98	7.59
Worst result	6.89	7.46
Responses	1090	1092



# People Promise elements, themes and sub-scores: Sub-score overview

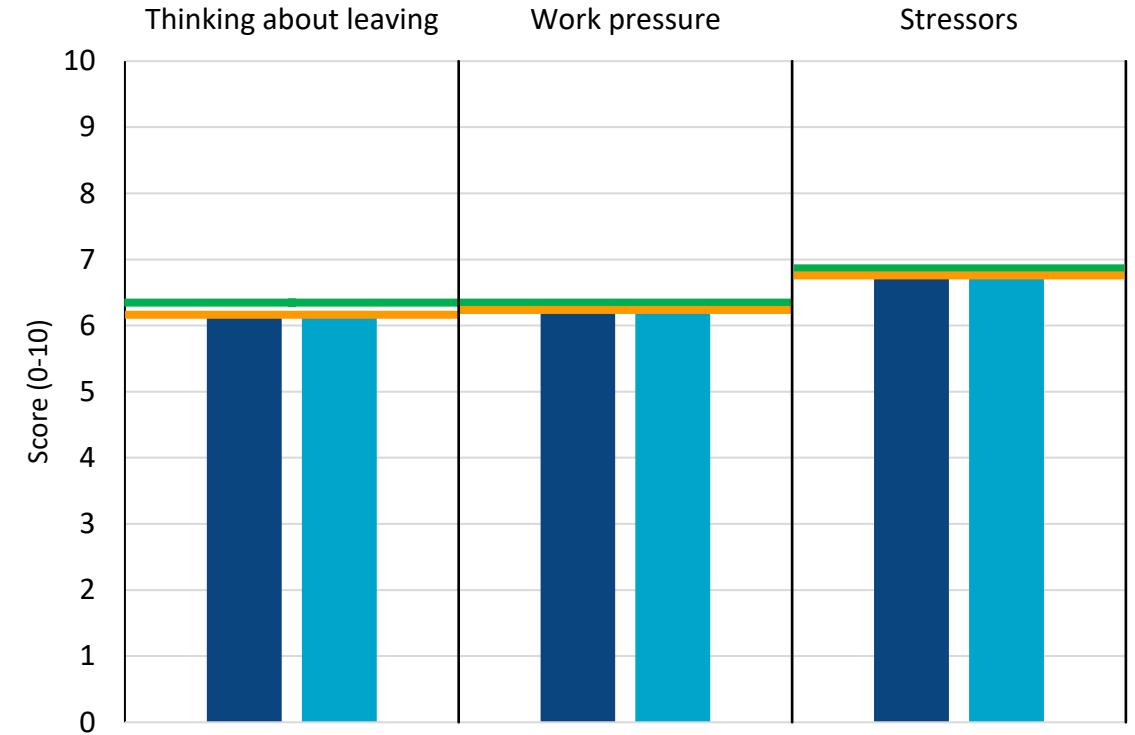
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff engagement



Your org	6.92	7.09	6.72
Best result	7.01	7.28	6.81
Average result	6.84	7.13	6.71
Worst result	6.74	7.09	6.61
Responses	1087	1093	1081

## Theme: Morale



Your org	6.16	6.23	6.79
Best result	6.35	6.35	6.87
Average result	6.19	6.33	6.80
Worst result	6.16	6.23	6.76
Responses	1089	1093	1091



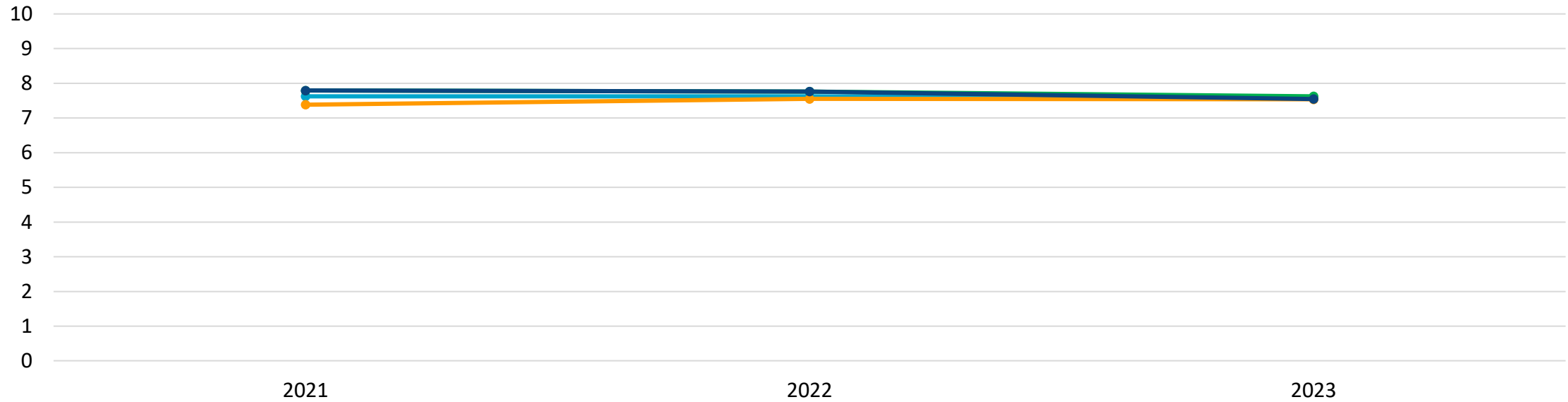
## People Promise elements, themes and sub-scores: Trends

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

### We are compassionate and inclusive



	2021	2022	2023
Your org	7.79	7.76	7.55
Best result	7.79	7.76	7.63
Average result	7.63	7.62	7.56
Worst result	7.38	7.55	7.54
Responses	1161	1278	1092



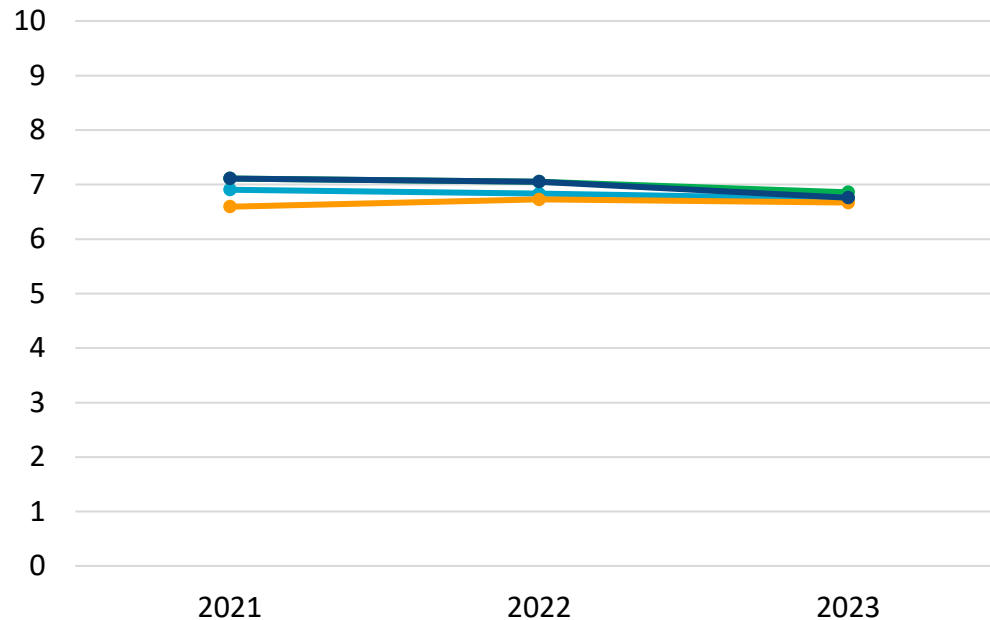
# People Promise elements, themes and sub-scores: Sub-score trends

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.



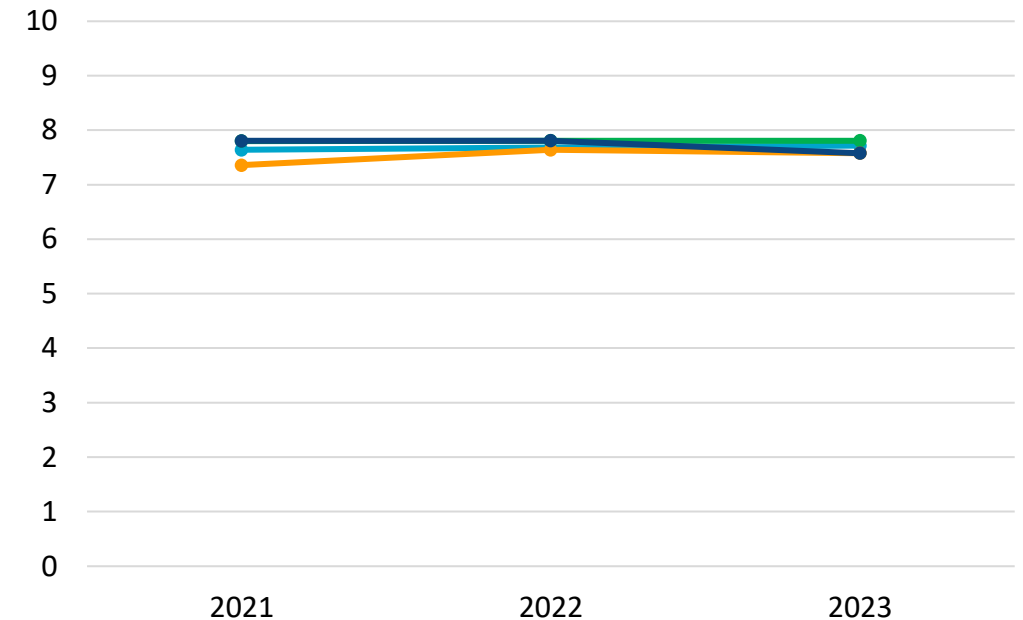
## Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.11	7.05	6.76
Best result	7.11	7.05	6.86
Average result	6.91	6.83	6.74
Worst result	6.59	6.73	6.67
Responses	1154	1276	1083

Compassionate leadership



	2021	2022	2023
Your org	7.80	7.81	7.58
Best result	7.80	7.81	7.81
Average result	7.64	7.68	7.72
Worst result	7.36	7.64	7.58
Responses	1161	1277	1092

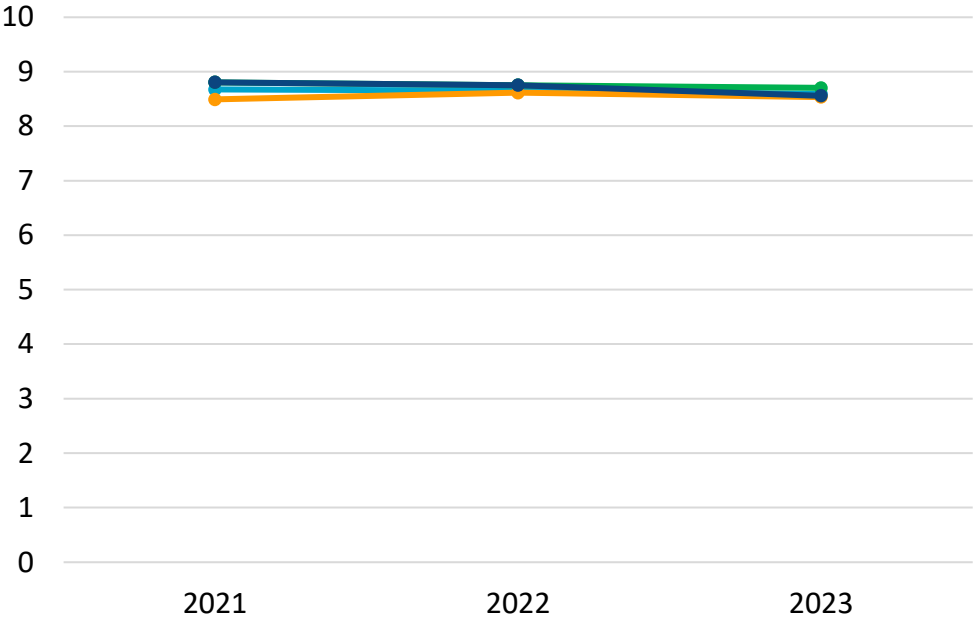


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



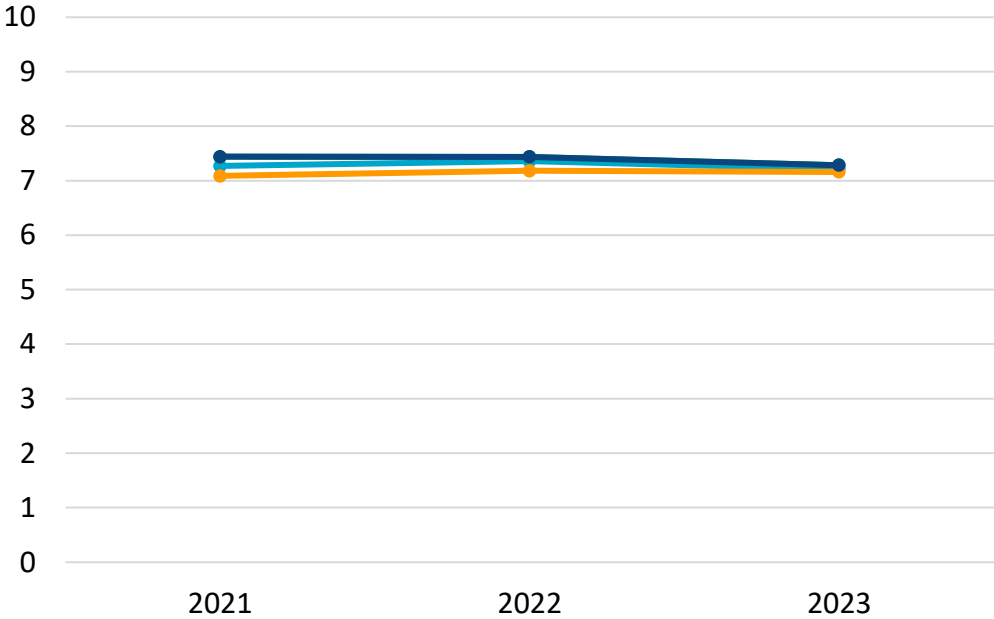
## Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	8.80	8.75	8.56
Best result	8.80	8.75	8.70
Average result	8.67	8.65	8.59
Worst result	8.49	8.61	8.53
Responses	1161	1278	1086

Inclusion



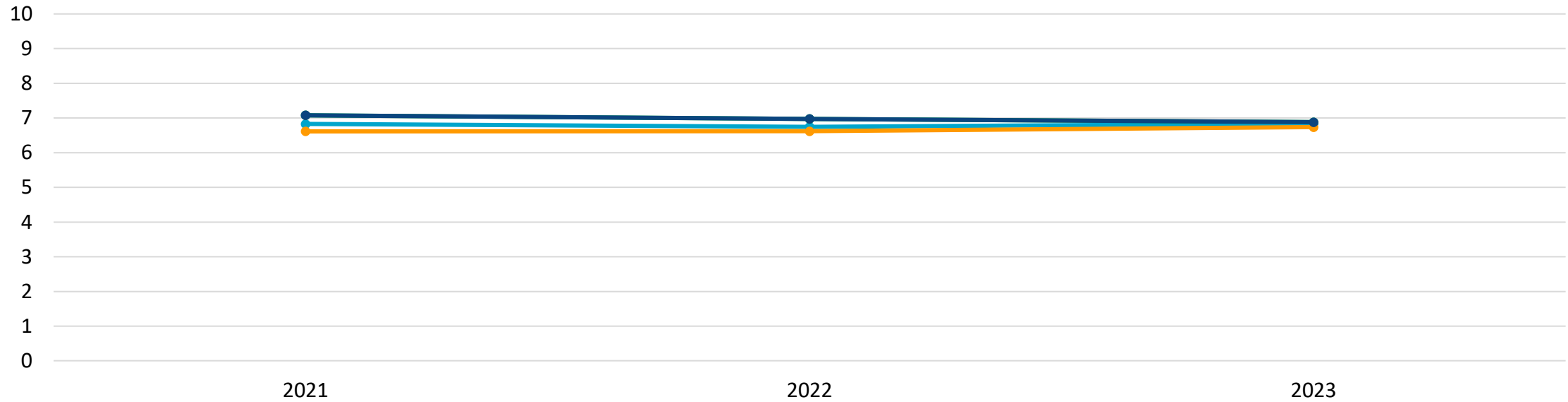
	2021	2022	2023
Your org	7.44	7.44	7.28
Best result	7.44	7.44	7.28
Average result	7.27	7.36	7.21
Worst result	7.09	7.18	7.16
Responses	1156	1272	1084

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

### We are recognised and rewarded



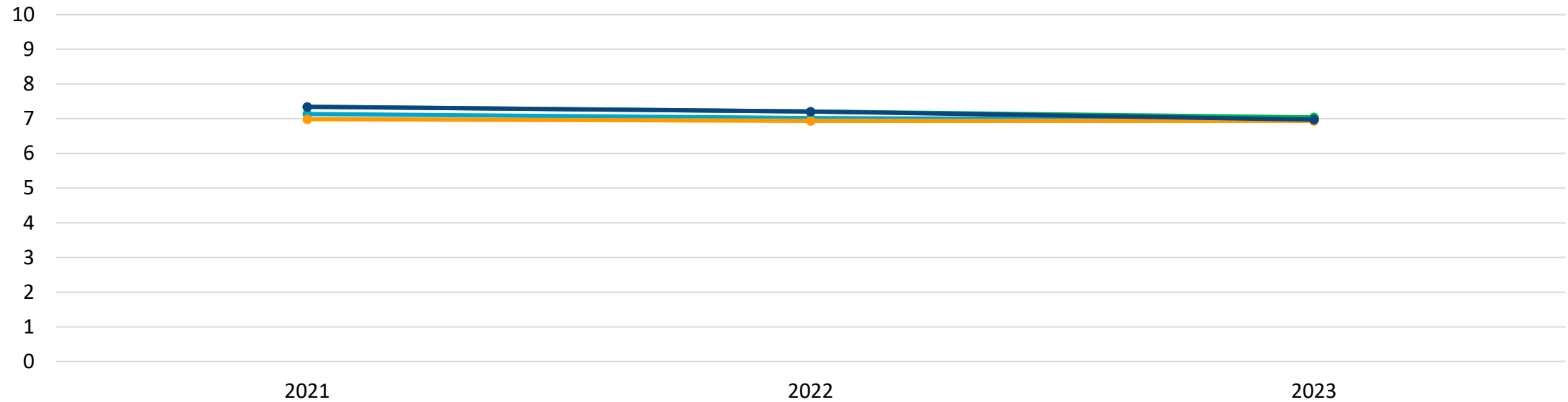
	2021	2022	2023
Your org	7.08	6.97	6.88
Best result	7.08	6.97	6.88
Average result	6.83	6.74	6.84
Worst result	6.62	6.62	6.74
Responses	1158	1276	1093

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

We each have a voice that counts



	2021	2022	2023
Your org	7.34	7.20	6.97
Best result	7.34	7.20	7.04
Average result	7.14	7.02	6.97
Worst result	6.98	6.94	6.94
Responses	1149	1269	1066



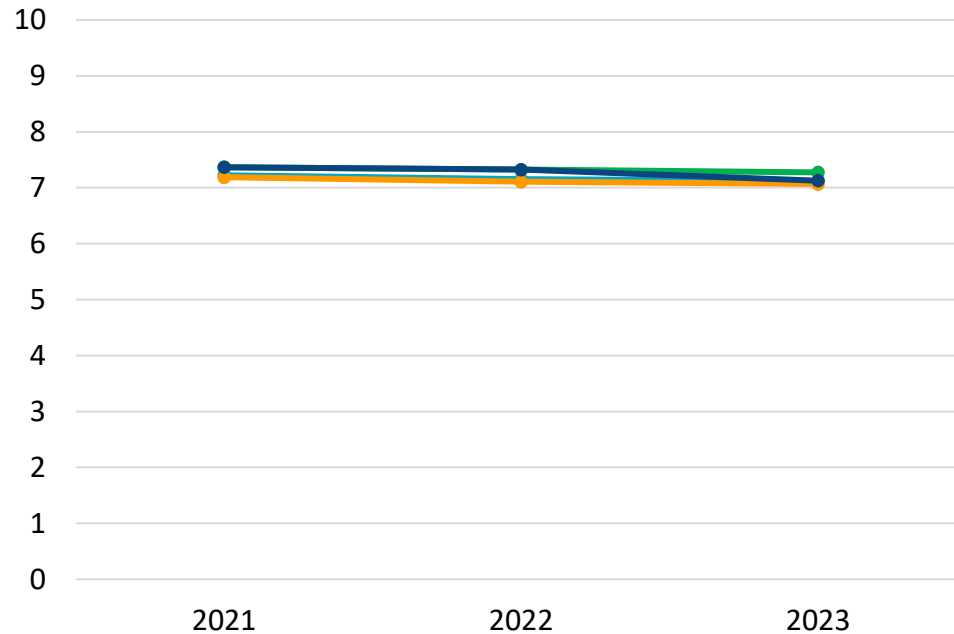
# People Promise elements, themes and sub-scores: Sub-score trends

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.

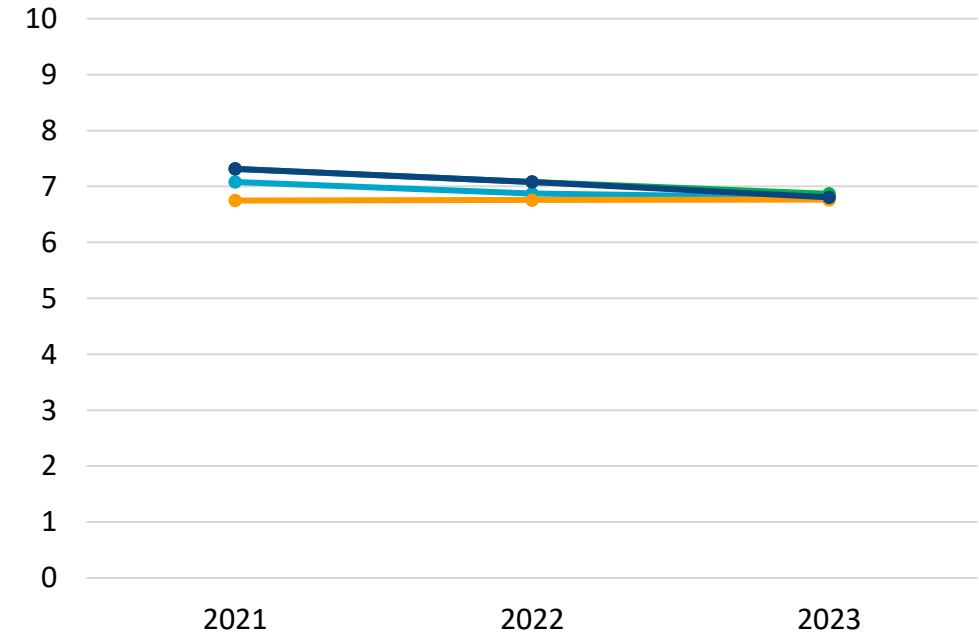


## Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



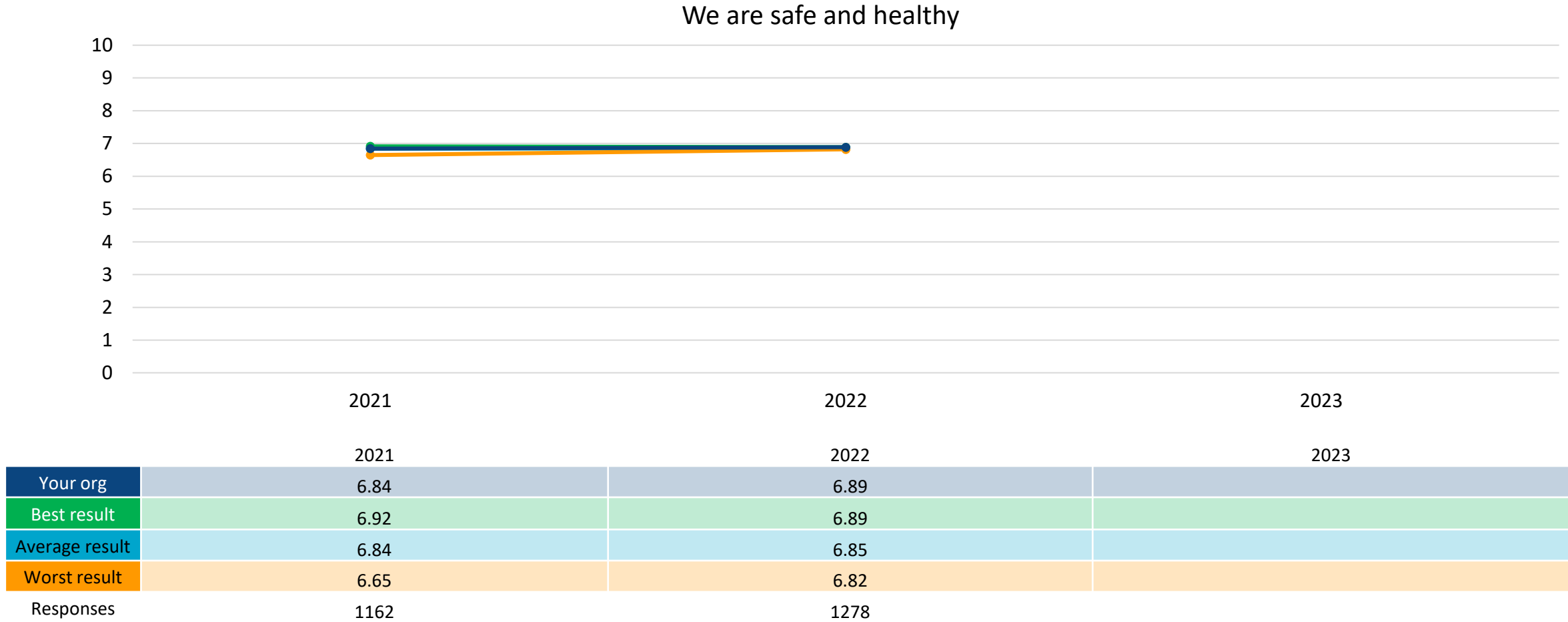
	2021	2022	2023
Your org	7.37	7.33	7.13
Best result	7.37	7.33	7.27
Average result	7.22	7.15	7.12
Worst result	7.19	7.11	7.07
Responses	1163	1280	1093

	2021	2022	2023
Your org	7.31	7.08	6.81
Best result	7.31	7.08	6.87
Average result	7.08	6.87	6.80
Worst result	6.75	6.76	6.76
Responses	1149	1269	1067

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



Note. 2023 results for ‘We are safe and healthy’ have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.





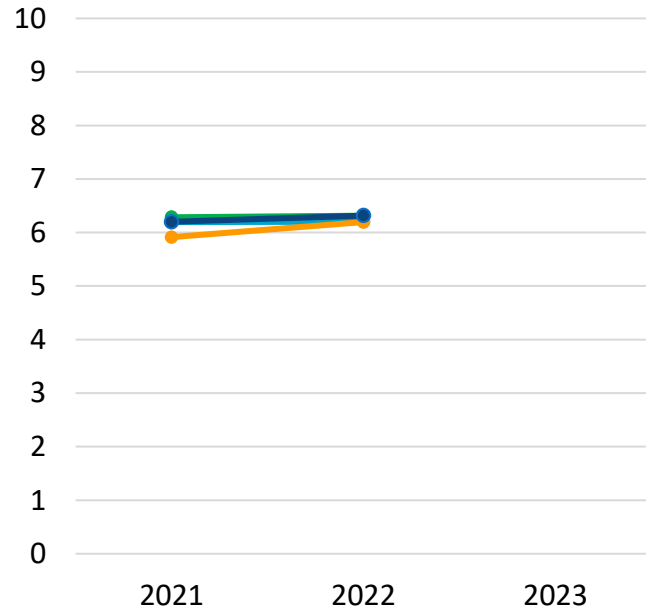
# People Promise elements, themes and sub-scores: Sub-score trends

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.



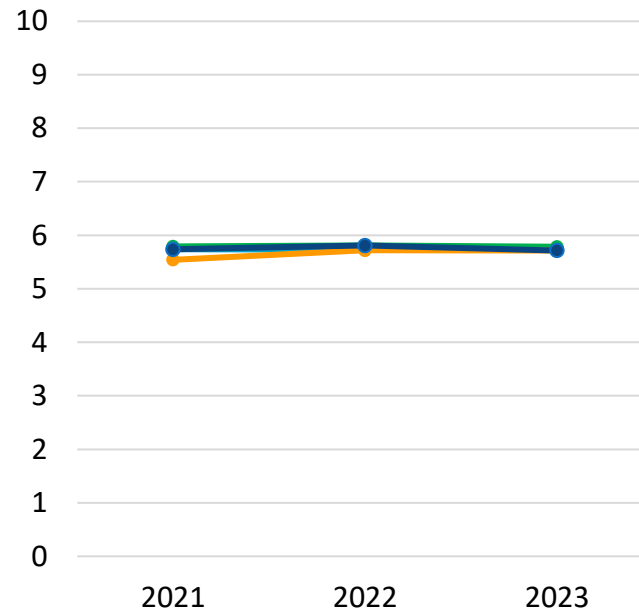
## Promise element 4: We are safe and healthy

Health and safety climate



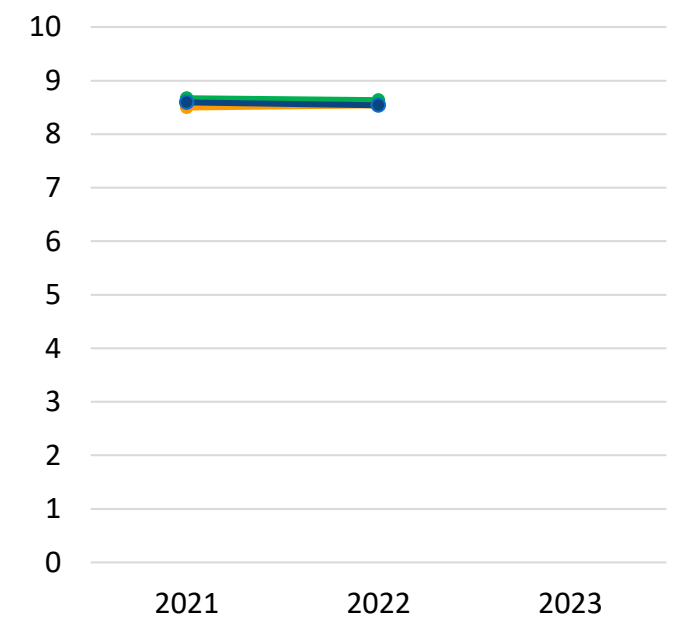
	2021	2022	2023
Your org	6.20	6.32	
Best result	6.29	6.32	
Average result	6.20	6.20	
Worst result	5.91	6.19	
Responses	1163	1280	

Burnout



	2021	2022	2023
Your org	5.74	5.81	5.71
Best result	5.79	5.81	5.78
Average result	5.74	5.73	5.75
Worst result	5.54	5.72	5.71
Responses	1163	1280	1094

Negative experiences



	2021	2022	2023
Your org	8.59	8.54	
Best result	8.67	8.64	
Average result	8.59	8.54	
Worst result	8.50	8.54	
Responses	1162	1278	

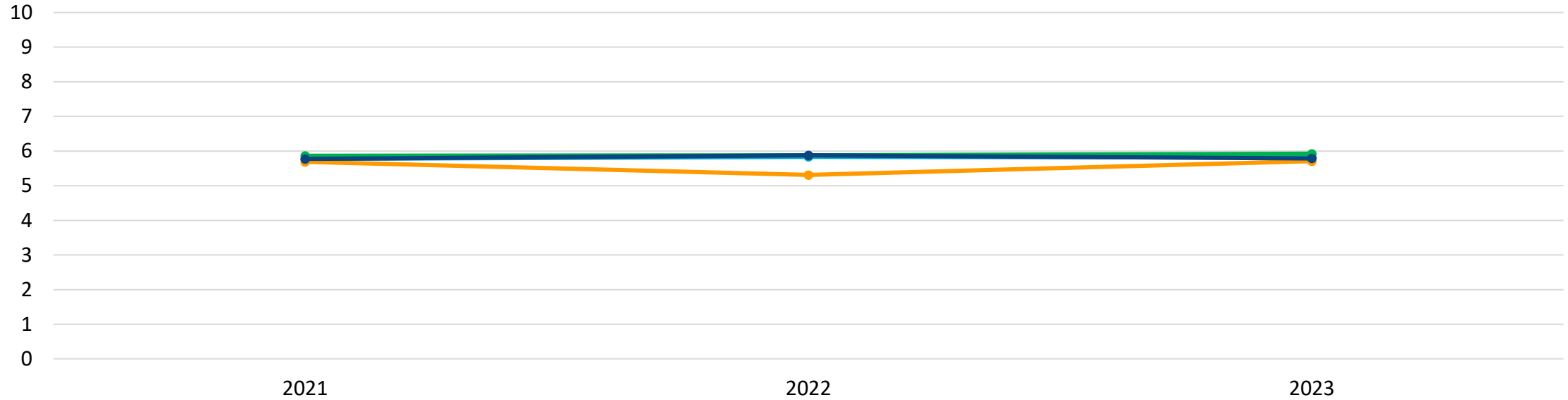
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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

### We are always learning



	2021	2022	2023
Your org	5.77	5.87	5.79
Best result	5.86	5.87	5.92
Average result	5.77	5.83	5.81
Worst result	5.69	5.31	5.71
Responses	1114	1238	1072



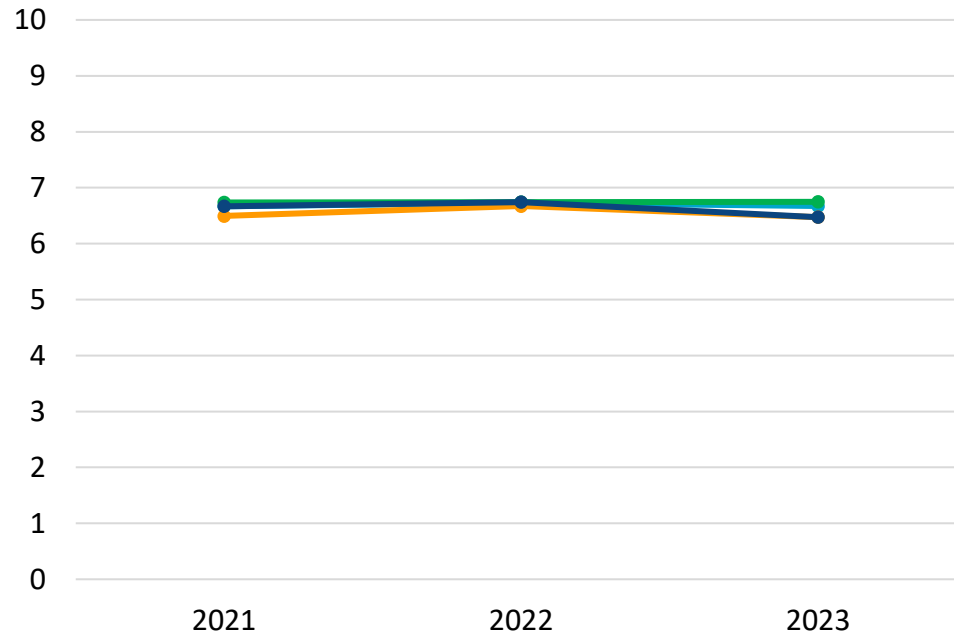
# People Promise elements, themes and sub-scores: Sub-score trends

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.



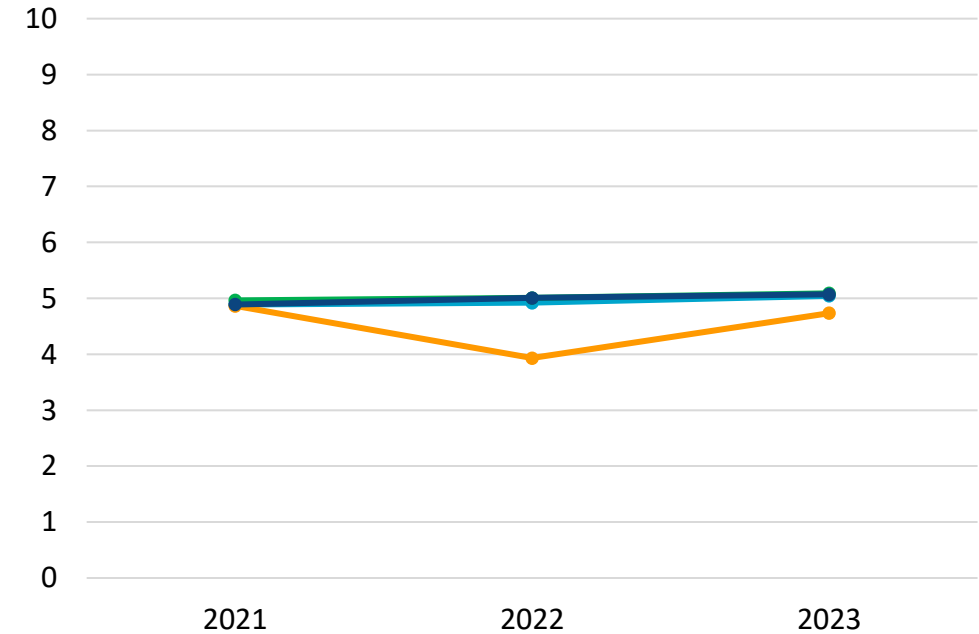
## Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.67	6.74	6.48
Best result	6.74	6.74	6.75
Average result	6.67	6.73	6.67
Worst result	6.49	6.67	6.48
Responses	1157	1279	1092

Appraisals



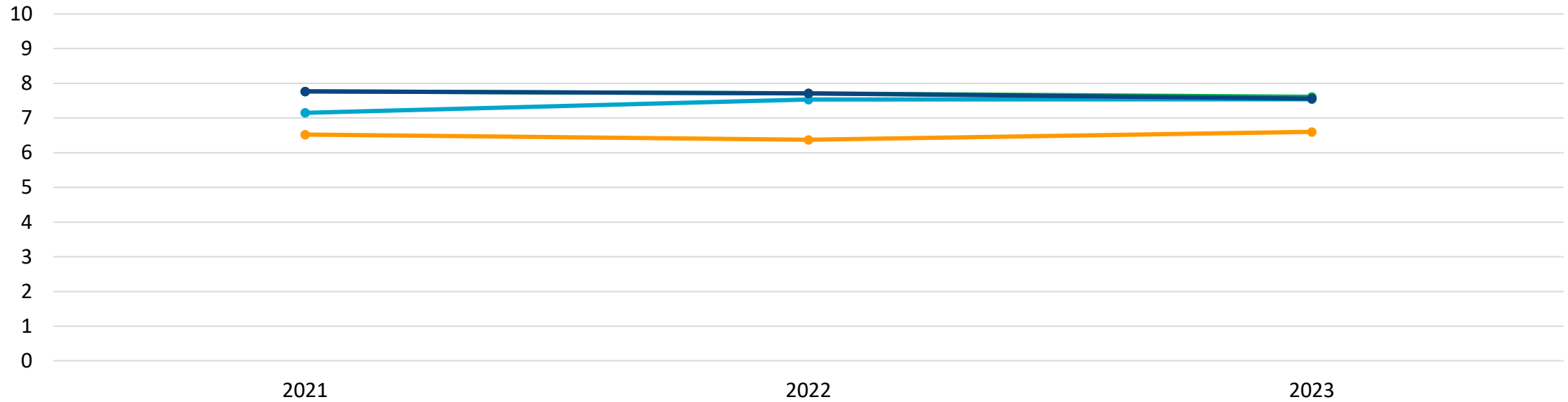
	2021	2022	2023
Your org	4.89	5.01	5.07
Best result	4.97	5.01	5.09
Average result	4.89	4.92	5.04
Worst result	4.86	3.93	4.74
Responses	1120	1239	1073

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

### We work flexibly



	2021	2022	2023
Your org	7.76	7.71	7.56
Best result	7.76	7.71	7.61
Average result	7.15	7.53	7.54
Worst result	6.52	6.37	6.60
Responses	1156	1276	1087



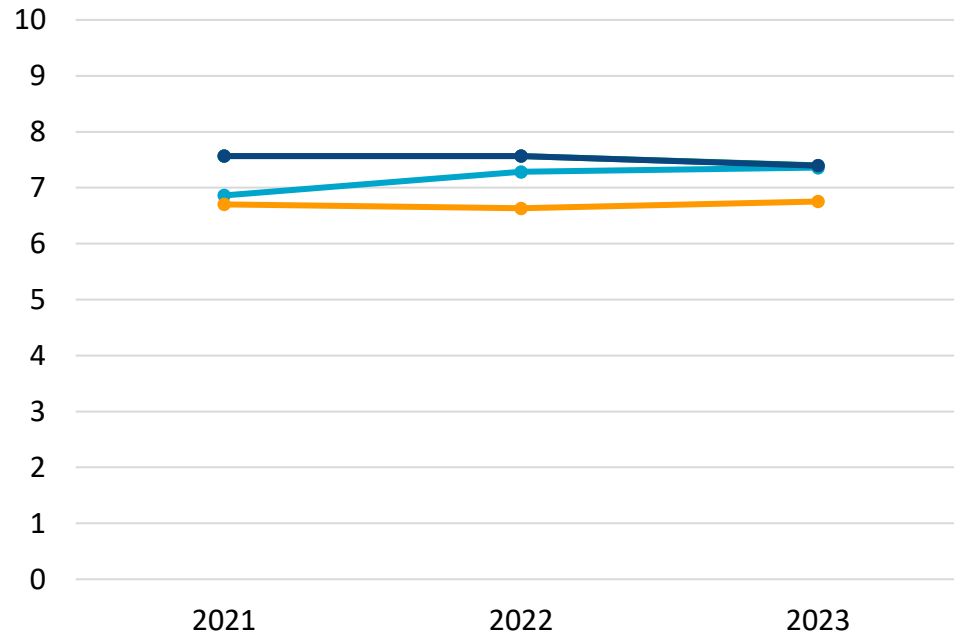
# People Promise elements, themes and sub-scores: Sub-score trends

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.

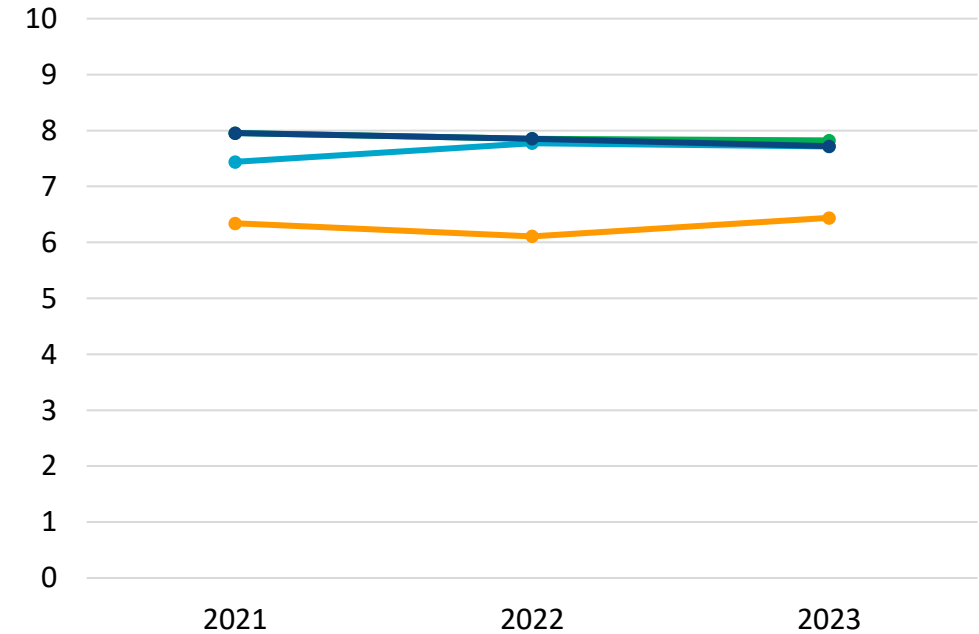


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



	2021	2022	2023
Your org	7.57	7.57	7.39
Best result	7.57	7.57	7.40
Average result	6.86	7.29	7.36
Worst result	6.70	6.63	6.75
Responses	1163	1280	1092

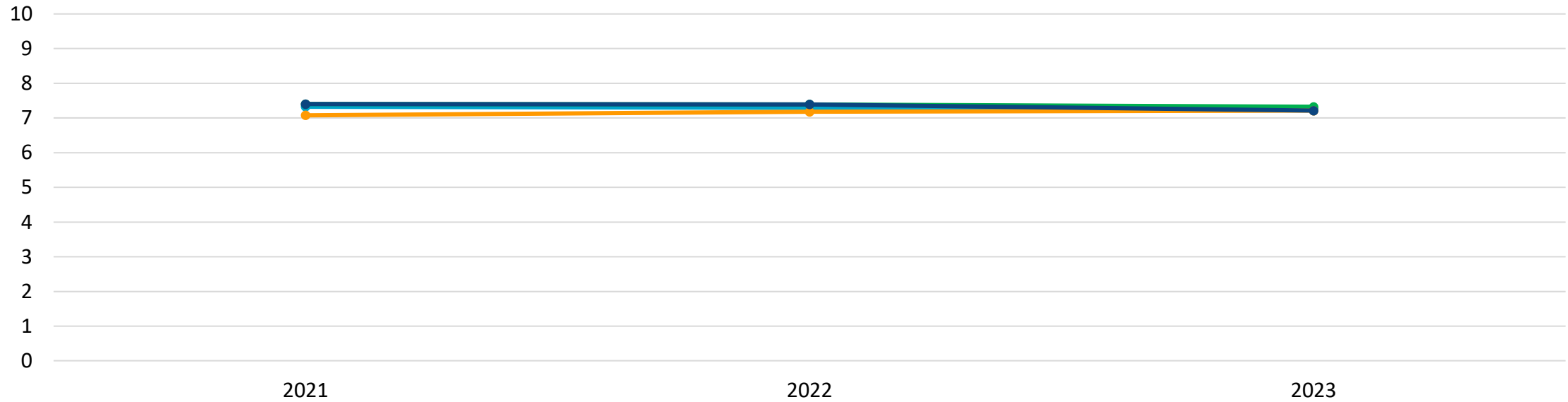
	2021	2022	2023
Your org	7.95	7.85	7.72
Best result	7.95	7.85	7.82
Average result	7.44	7.77	7.72
Worst result	6.34	6.11	6.44
Responses	1156	1276	1089

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

### We are a team

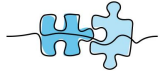


	2021	2022	2023
Your org	7.40	7.39	7.21
Best result	7.40	7.39	7.32
Average result	7.32	7.29	7.27
Worst result	7.08	7.18	7.21
Responses	1158	1274	1089



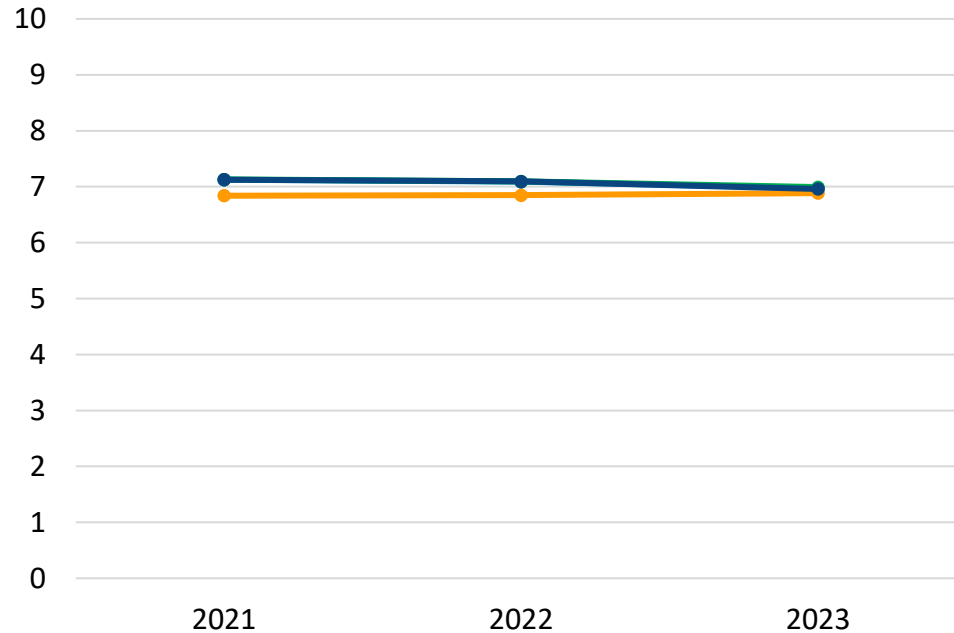
# People Promise elements, themes and sub-scores: Sub-score trends

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.



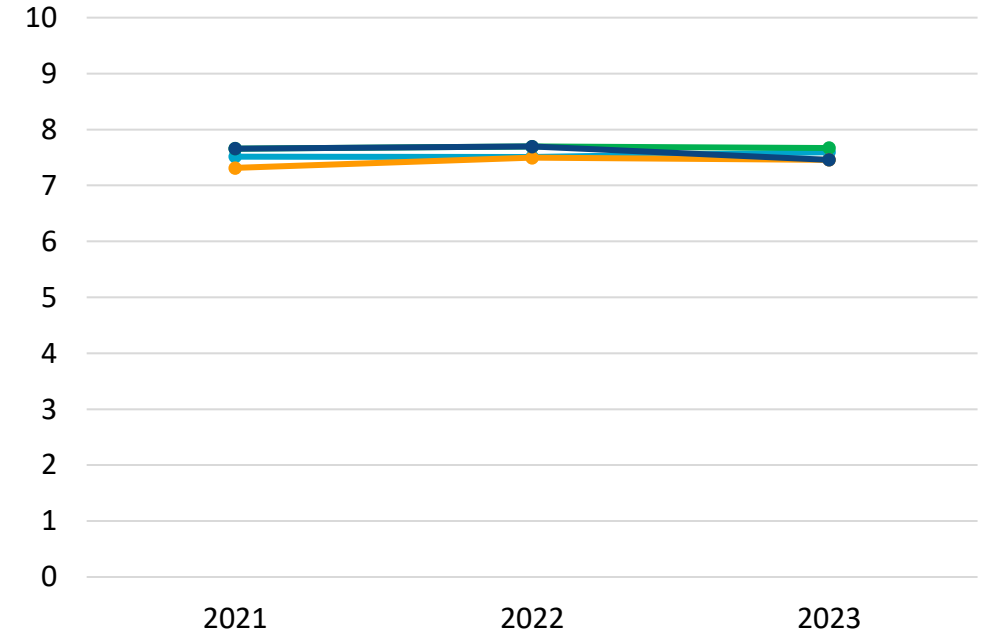
## Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	7.13	7.09	6.96
Best result	7.13	7.09	6.99
Average result	7.13	7.09	6.98
Worst result	6.84	6.85	6.89
Responses	1160	1276	1090

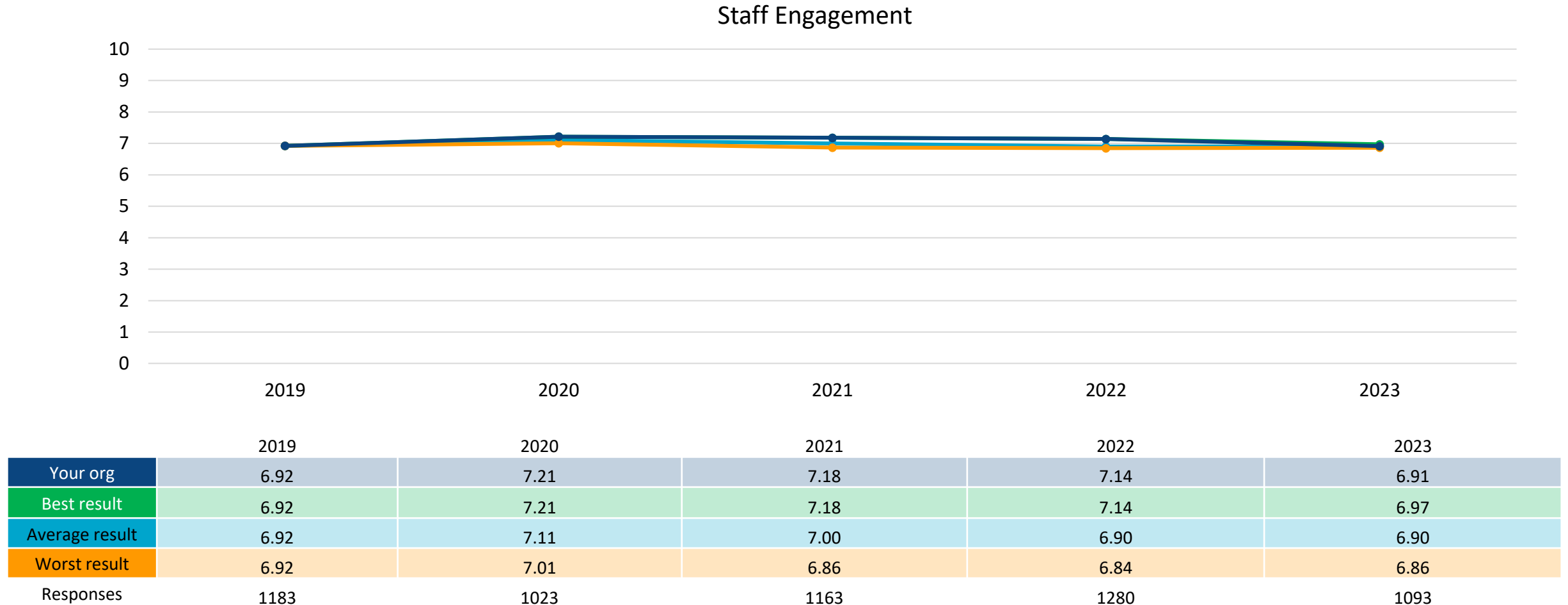
Line management



	2021	2022	2023
Your org	7.66	7.70	7.46
Best result	7.66	7.70	7.67
Average result	7.52	7.51	7.59
Worst result	7.31	7.50	7.46
Responses	1161	1277	1092

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





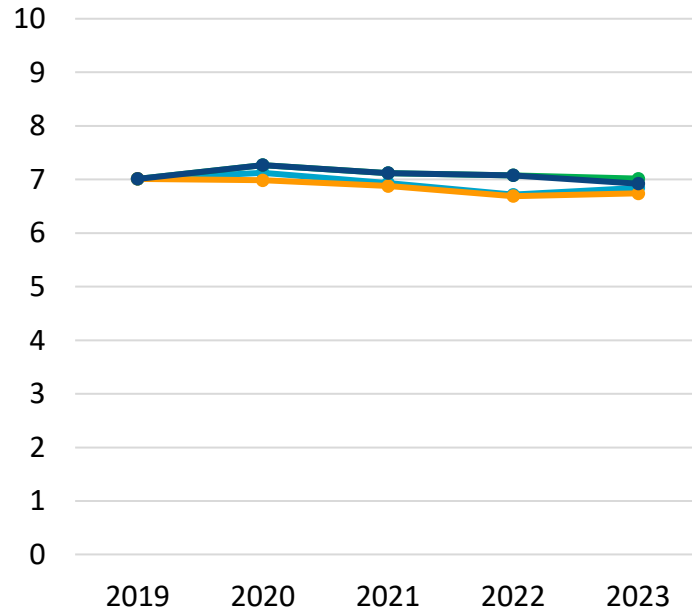


# People Promise elements, themes and sub-scores: Sub-score trends

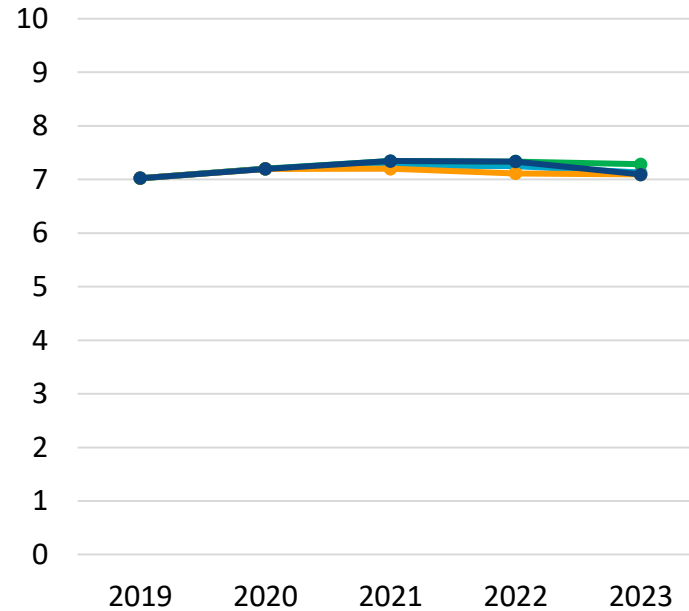
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff Engagement

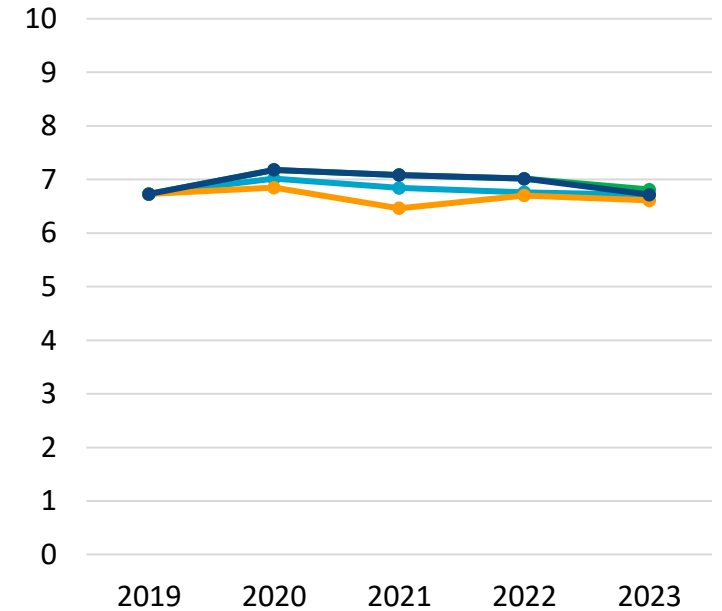
Motivation



Involvement



Advocacy



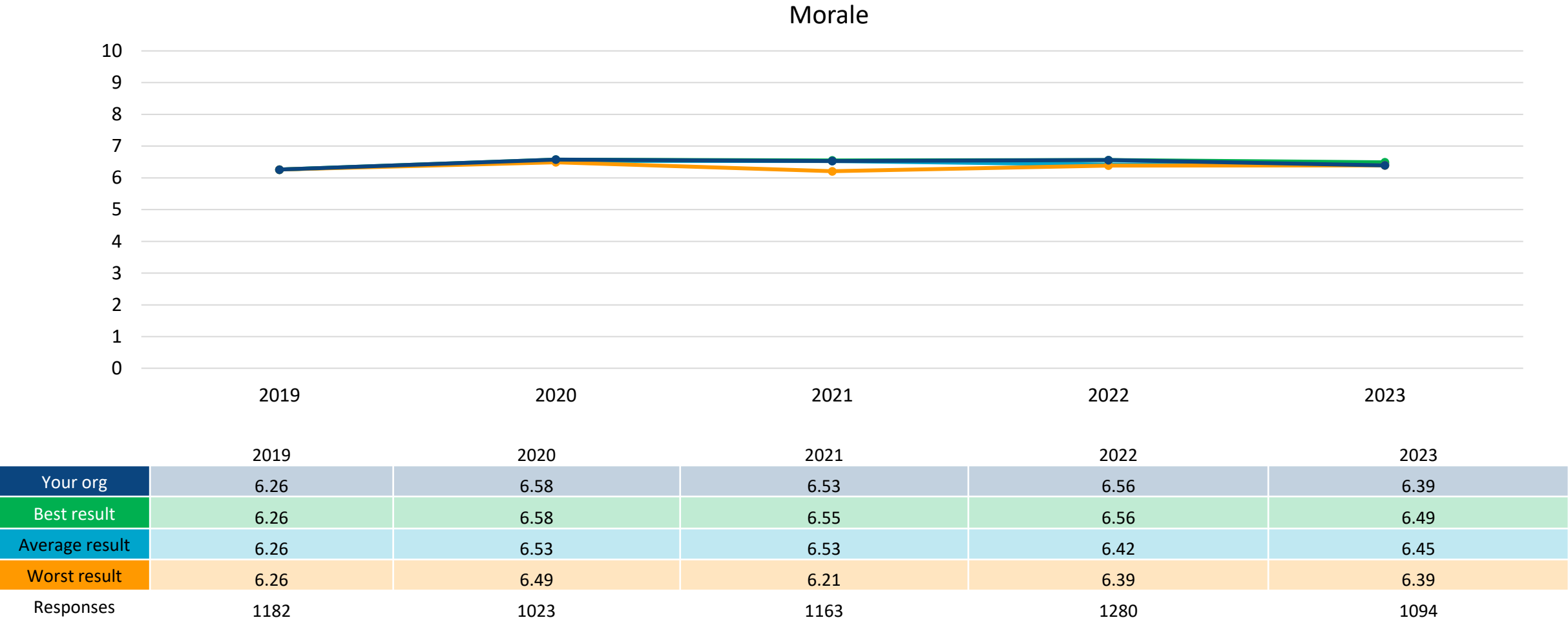
	2019	2020	2021	2022	2023
Your org	7.01	7.27	7.12	7.08	6.92
Best result	7.01	7.27	7.12	7.08	7.01
Average result	7.01	7.13	6.93	6.72	6.84
Worst result	7.01	6.98	6.88	6.69	6.74
Responses	1181	1015	1155	1271	1087

	2019	2020	2021	2022	2023
Your org	7.02	7.20	7.34	7.33	7.09
Best result	7.02	7.20	7.34	7.33	7.28
Average result	7.02	7.20	7.26	7.25	7.13
Worst result	7.02	7.20	7.20	7.11	7.09
Responses	1183	1023	1163	1279	1093

	2019	2020	2021	2022	2023
Your org	6.73	7.18	7.08	7.02	6.72
Best result	6.73	7.18	7.08	7.02	6.81
Average result	6.73	7.01	6.84	6.76	6.71
Worst result	6.73	6.85	6.46	6.70	6.61
Responses	1163	1009	1154	1276	1081

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



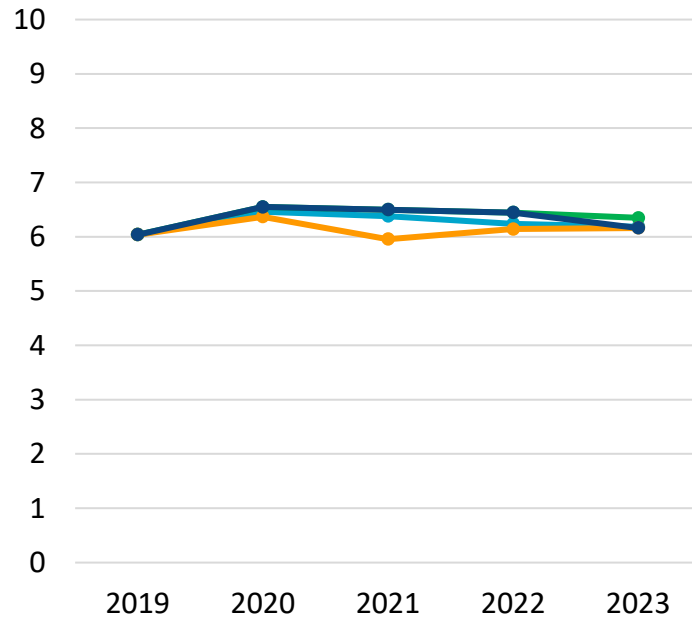


# People Promise elements, themes and sub-scores: Sub-score trends

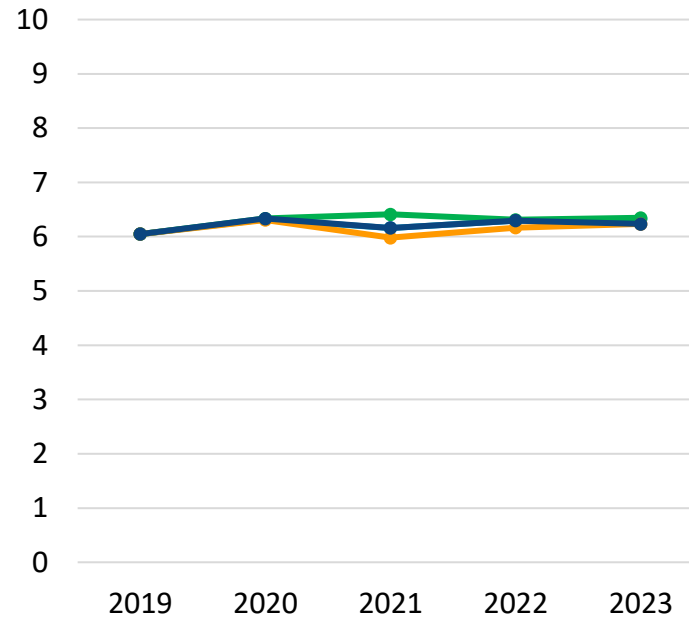
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Morale

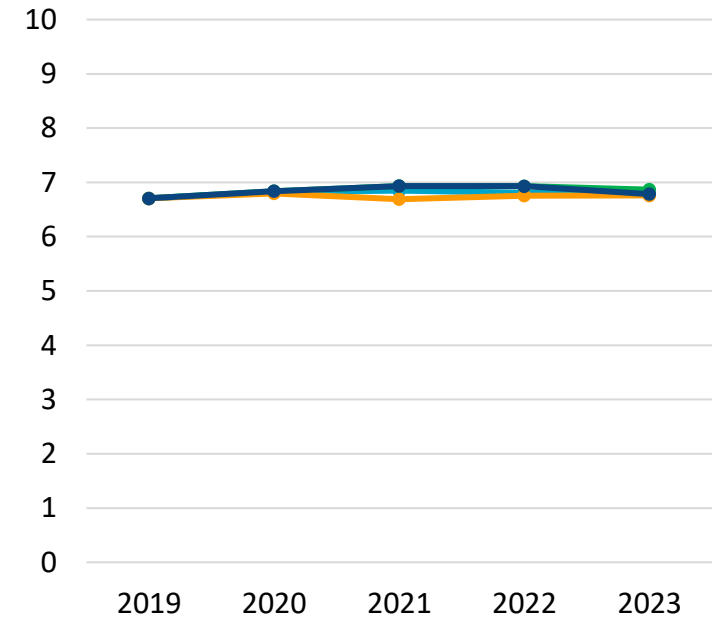
Thinking about leaving



Work pressure



Stressors



	2019	2020	2021	2022	2023
Your org	6.04	6.55	6.50	6.45	6.16
Best result	6.04	6.55	6.50	6.45	6.35
Average result	6.04	6.46	6.38	6.24	6.19
Worst result	6.04	6.37	5.96	6.14	6.16
Responses	1174	1024	1160	1279	1089

	2019	2020	2021	2022	2023
Your org	6.05	6.33	6.16	6.30	6.23
Best result	6.05	6.33	6.41	6.31	6.35
Average result	6.05	6.32	6.16	6.30	6.33
Worst result	6.05	6.31	5.98	6.17	6.23
Responses	1182	1023	1163	1280	1093

	2019	2020	2021	2022	2023
Your org	6.71	6.84	6.93	6.93	6.79
Best result	6.71	6.84	6.93	6.93	6.87
Average result	6.71	6.82	6.85	6.81	6.80
Worst result	6.71	6.80	6.69	6.76	6.76
Responses	1173	1019	1159	1276	1091

## People Promise element – We are compassionate and inclusive



### Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

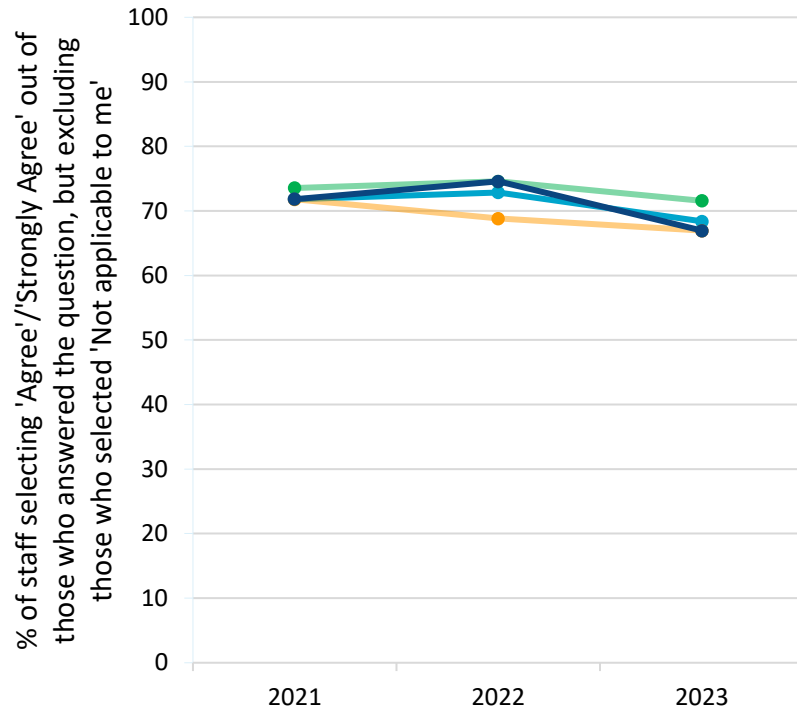
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

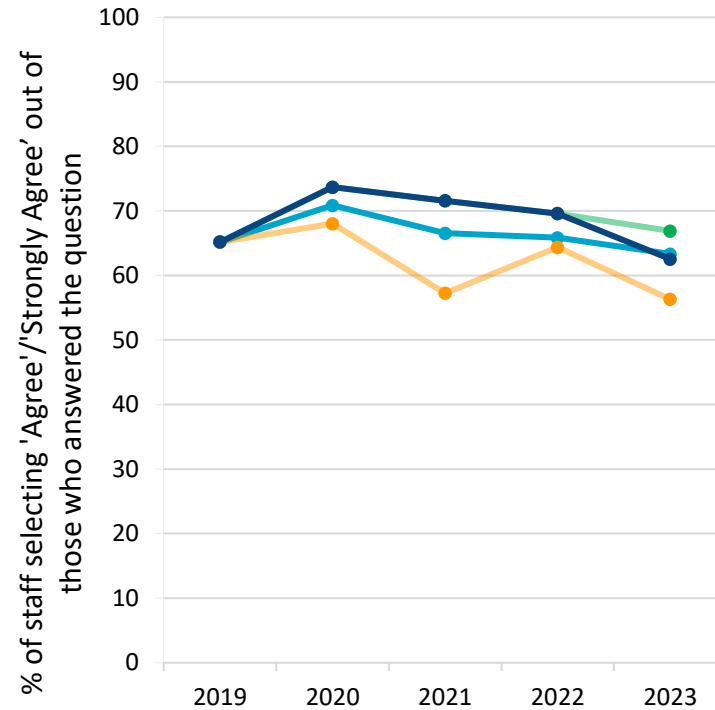


Q6a I feel that my role makes a difference to patients / service users.



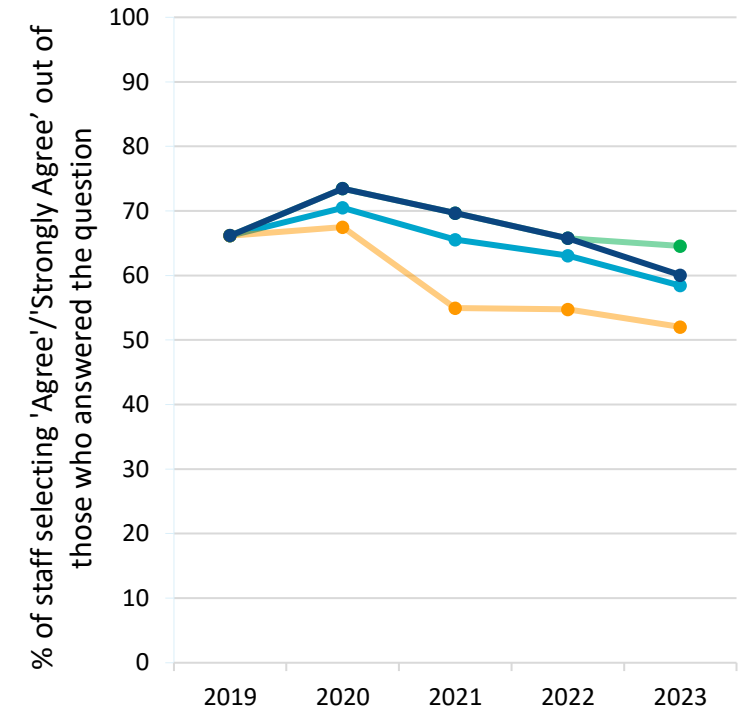
	2021	2022	2023
<b>Your org</b>	71.83%	74.57%	66.94%
<b>Best result</b>	73.55%	74.57%	71.58%
<b>Average result</b>	71.83%	72.87%	68.38%
<b>Worst result</b>	71.79%	68.83%	66.94%
Responses	1040	1152	962

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



	2019	2020	2021	2022	2023
<b>Your org</b>	65.18%	73.68%	71.58%	69.59%	62.53%
<b>Best result</b>	65.18%	73.68%	71.58%	69.59%	66.88%
<b>Average result</b>	65.18%	70.86%	66.53%	65.85%	63.31%
<b>Worst result</b>	65.18%	68.03%	57.25%	64.37%	56.31%
Responses	1163	1007	1154	1276	1081

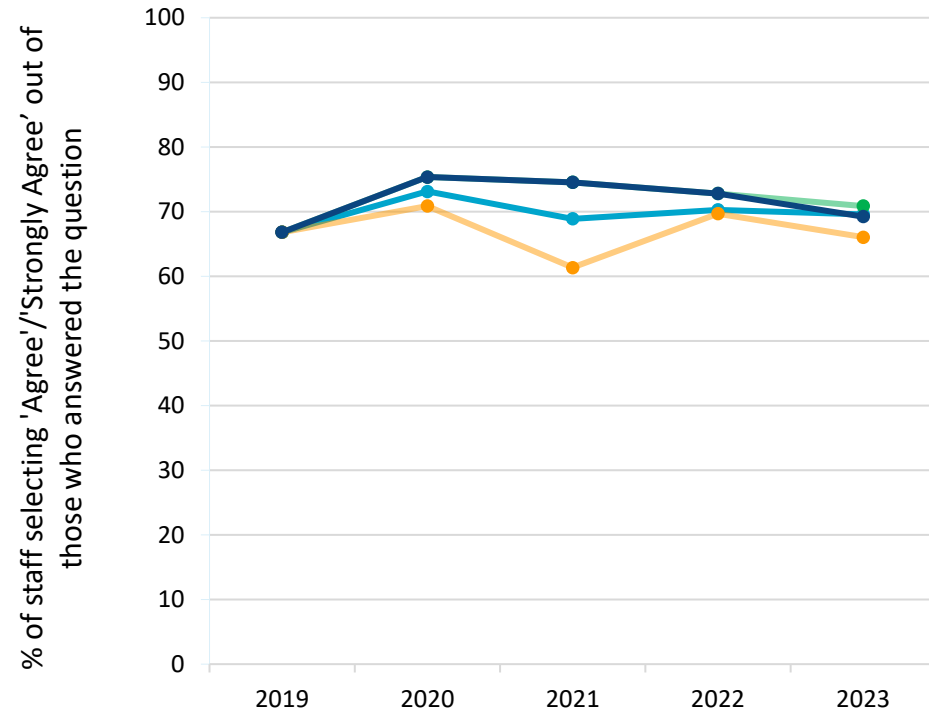
Q25b My organisation acts on concerns raised by patients / service users.



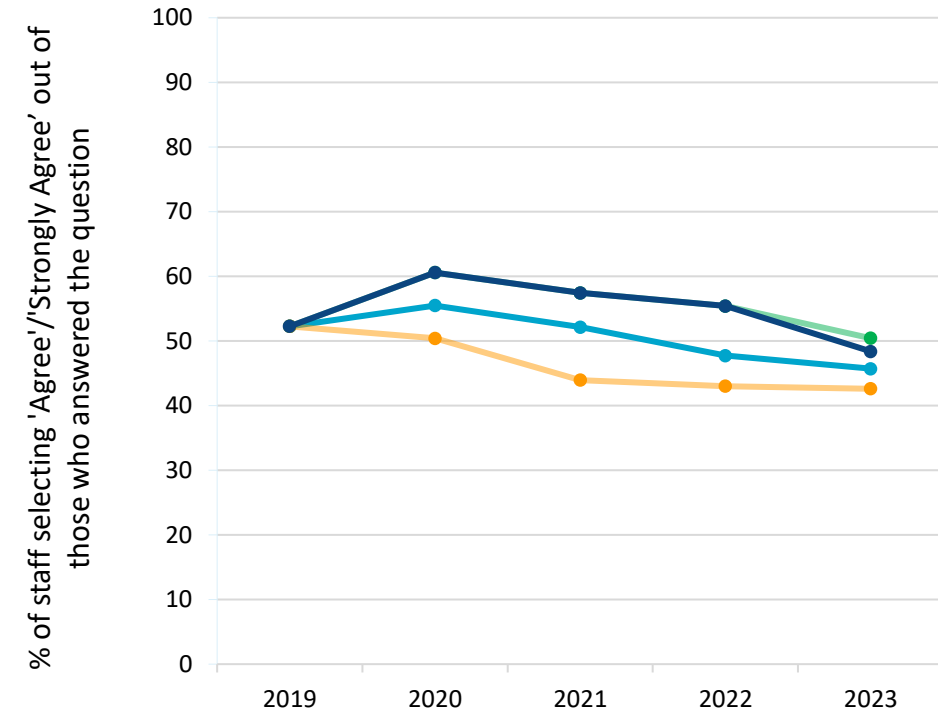
	2019	2020	2021	2022	2023
<b>Your org</b>	66.18%	73.46%	69.68%	65.78%	60.04%
<b>Best result</b>	66.18%	73.46%	69.68%	65.78%	64.57%
<b>Average result</b>	66.18%	70.48%	65.54%	63.08%	58.43%
<b>Worst result</b>	66.18%	67.49%	54.94%	54.74%	52.01%
Responses	1159	1006	1151	1274	1081



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



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

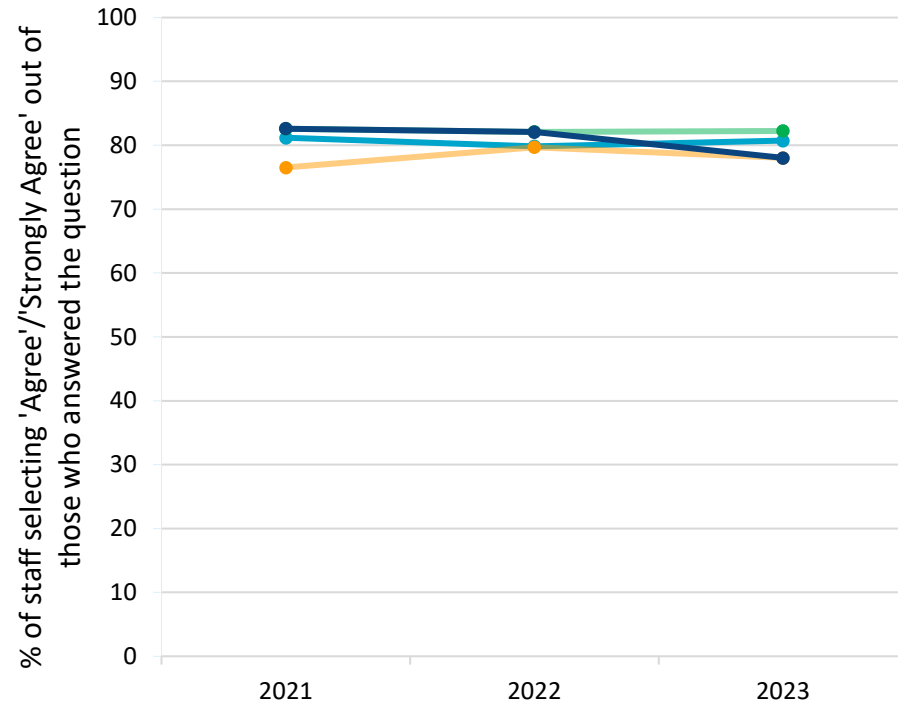


	2019	2020	2021	2022	2023
Your org	66.84%	75.37%	74.55%	72.83%	69.25%
Best result	66.84%	75.37%	74.55%	72.83%	70.88%
Average result	66.84%	73.13%	68.90%	70.29%	69.60%
Worst result	66.84%	70.90%	61.35%	69.71%	66.06%
Responses	1167	1015	1155	1277	1083

	2019	2020	2021	2022	2023
Your org	52.28%	60.58%	57.46%	55.41%	48.37%
Best result	52.28%	60.58%	57.46%	55.41%	50.44%
Average result	52.28%	55.50%	52.16%	47.74%	45.70%
Worst result	52.28%	50.42%	43.95%	43.01%	42.62%
Responses	1142	997	1140	1267	1075

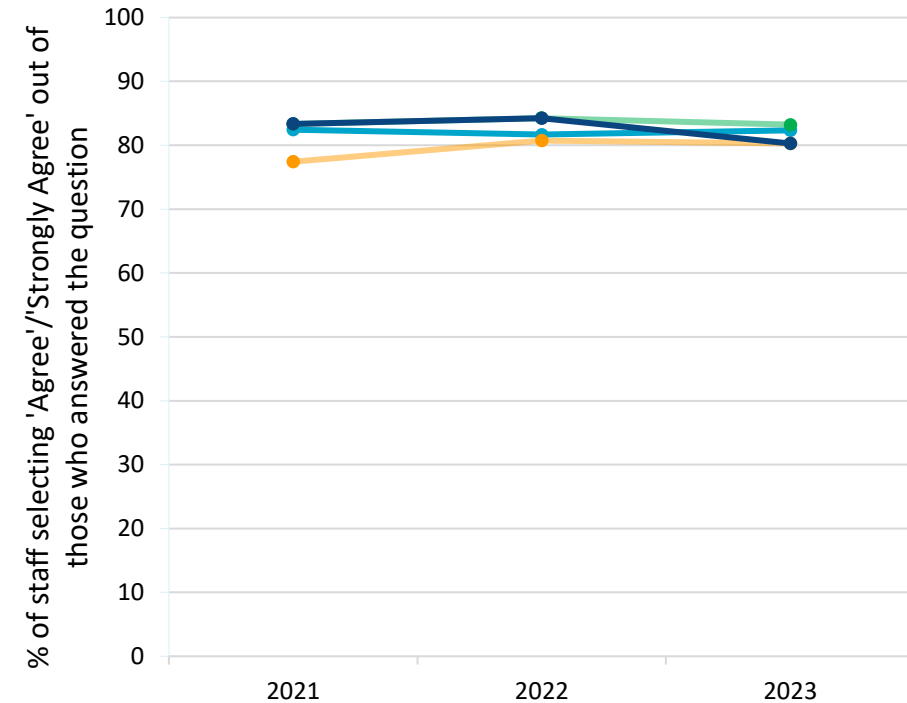


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	82.60%	82.07%	78.00%
Best result	82.60%	82.07%	82.25%
Average result	81.18%	79.84%	80.73%
Worst result	76.50%	79.69%	78.00%
Responses	1161	1277	1091

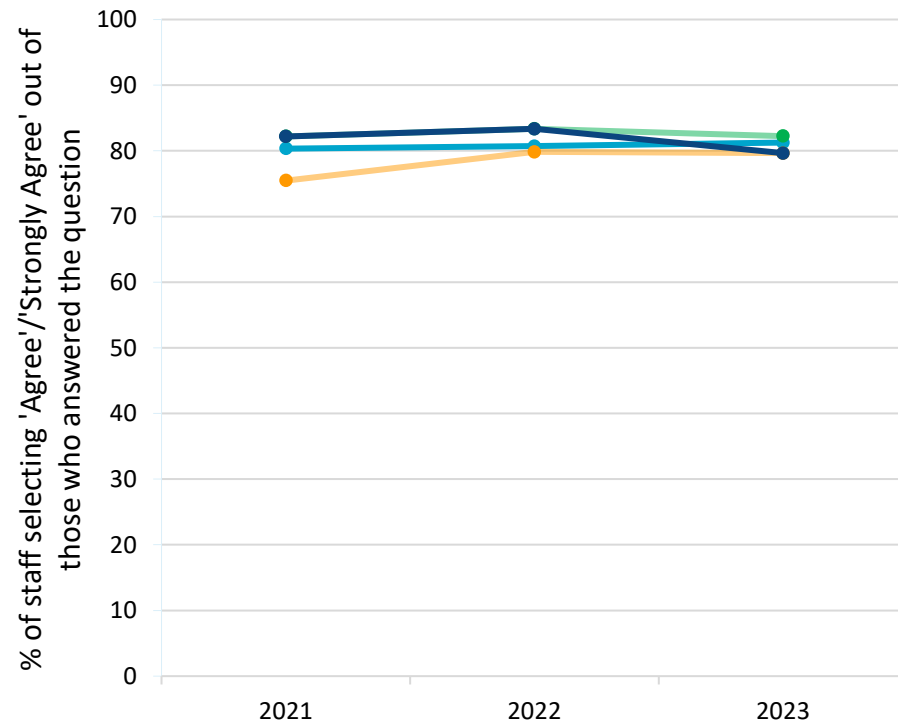
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	83.35%	84.25%	80.29%
Best result	83.35%	84.25%	83.22%
Average result	82.45%	81.67%	82.34%
Worst result	77.44%	80.73%	80.29%
Responses	1159	1276	1091

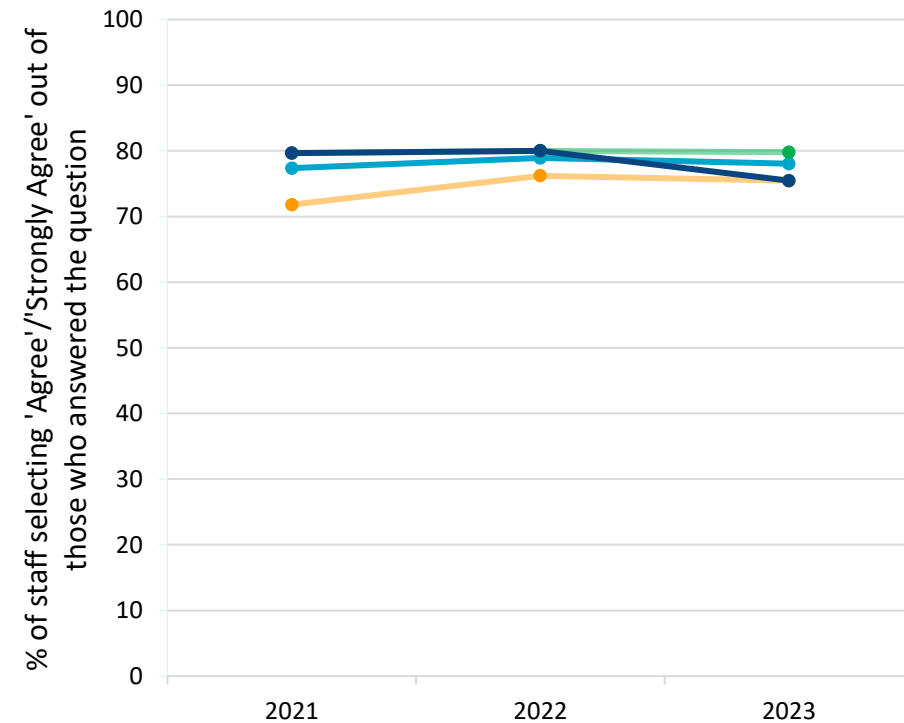


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	82.20%	83.35%	79.63%
Best result	82.20%	83.35%	82.25%
Average result	80.35%	80.72%	81.25%
Worst result	75.47%	79.84%	79.63%
Responses	1157	1273	1090

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

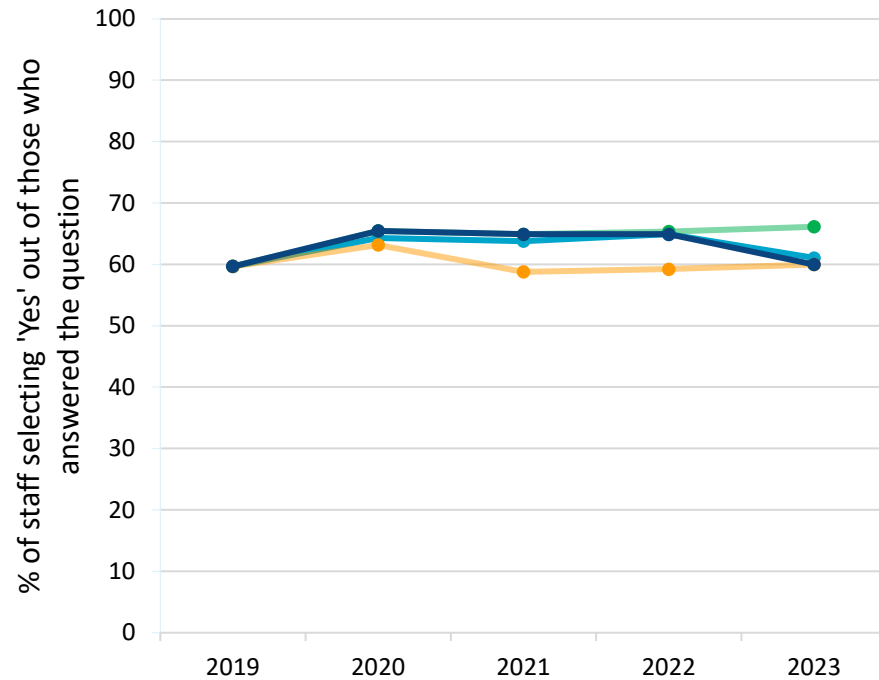


	2021	2022	2023
Your org	79.64%	80.00%	75.46%
Best result	79.64%	80.00%	79.78%
Average result	77.36%	78.90%	78.03%
Worst result	71.80%	76.22%	75.46%
Responses	1159	1275	1088



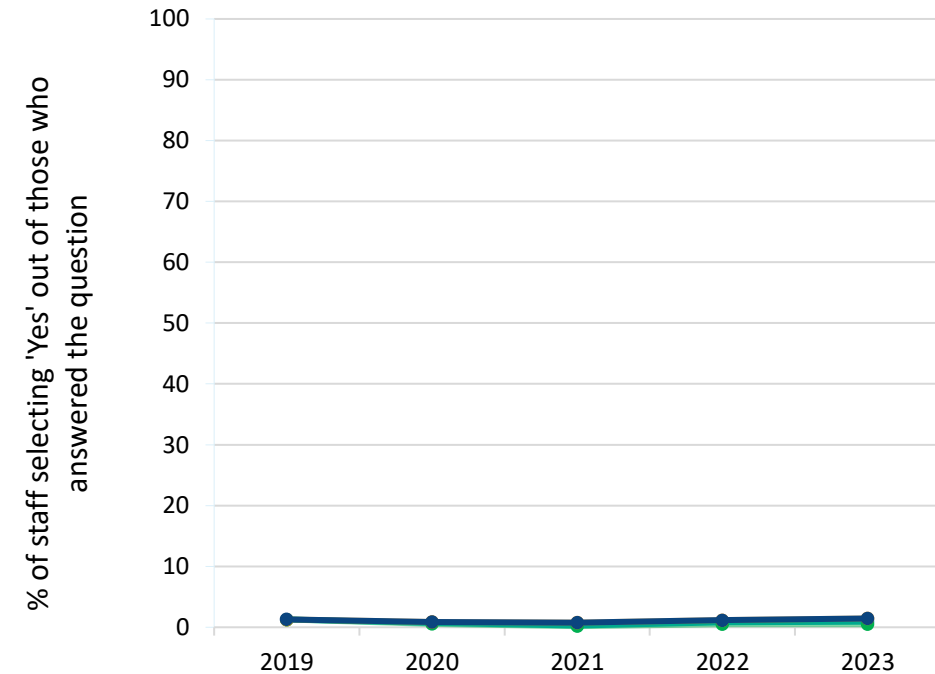


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	59.68%	65.46%	64.91%	64.89%	59.98%
Best result	59.68%	65.46%	64.91%	65.35%	66.13%
Average result	59.68%	64.30%	63.78%	64.89%	61.06%
Worst result	59.68%	63.15%	58.79%	59.23%	59.98%
Responses	1173	1022	1157	1279	1082

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?

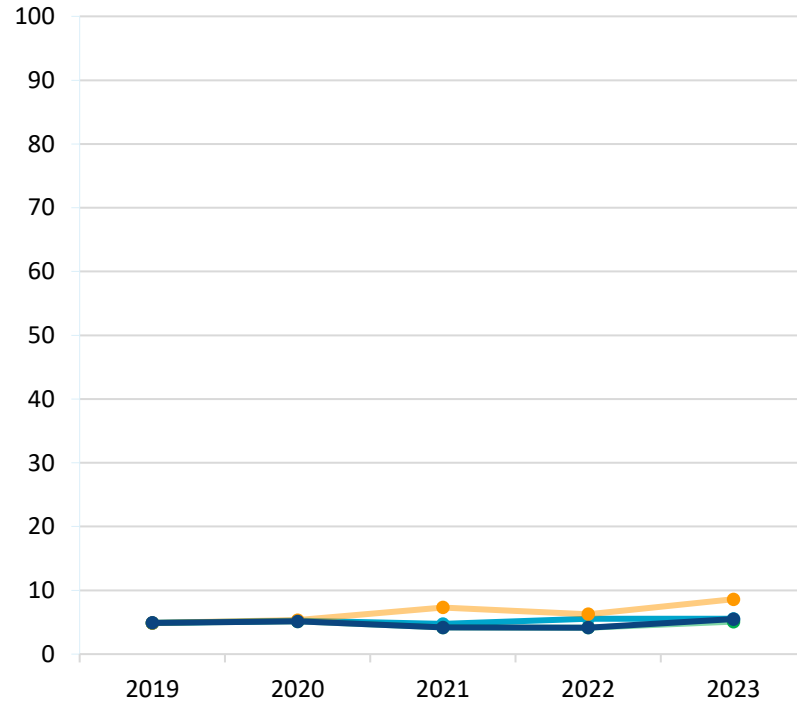


	2019	2020	2021	2022	2023
Your org	1.28%	0.88%	0.78%	1.17%	1.47%
Best result	1.28%	0.58%	0.19%	0.52%	0.50%
Average result	1.28%	0.73%	0.29%	0.80%	0.94%
Worst result	1.28%	0.88%	0.78%	1.17%	1.47%
Responses	1173	1021	1158	1277	1086



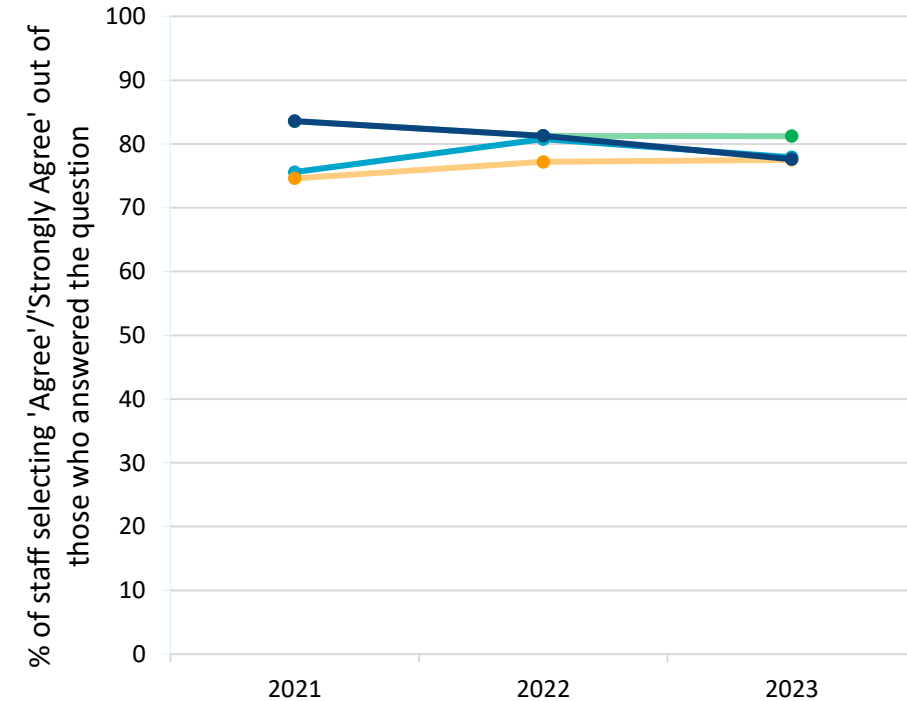
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

% of staff selecting 'Yes' out of those who answered the question



	2019	2020	2021	2022	2023
Your org	4.88%	5.12%	4.16%	4.16%	5.47%
Best result	4.88%	5.12%	4.16%	4.16%	5.08%
Average result	4.88%	5.22%	4.72%	5.56%	5.51%
Worst result	4.88%	5.32%	7.32%	6.24%	8.58%
Responses	1167	1015	1153	1275	1079

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).

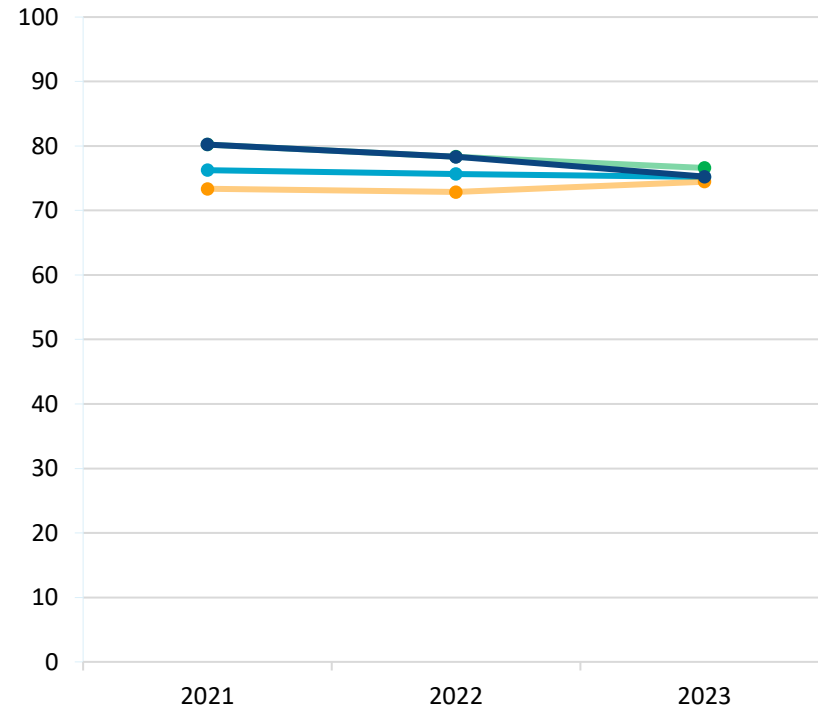


	2021	2022	2023
Your org	83.58%	81.28%	77.61%
Best result	83.58%	81.28%	81.24%
Average result	75.59%	80.77%	77.92%
Worst result	74.62%	77.19%	77.51%
Responses	1163	1277	1081



Q7h I feel valued by my team.

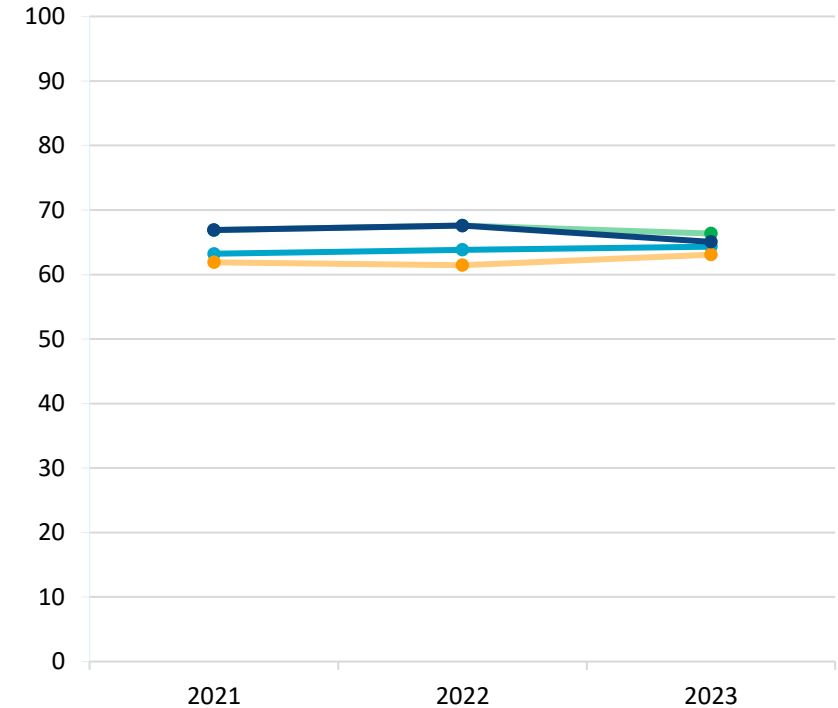
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	80.23%	78.32%	75.23%
Best result	80.23%	78.32%	76.59%
Average result	76.25%	75.65%	75.18%
Worst result	73.36%	72.85%	74.46%
Responses	1153	1273	1086

Q7i I feel a strong personal attachment to my team.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

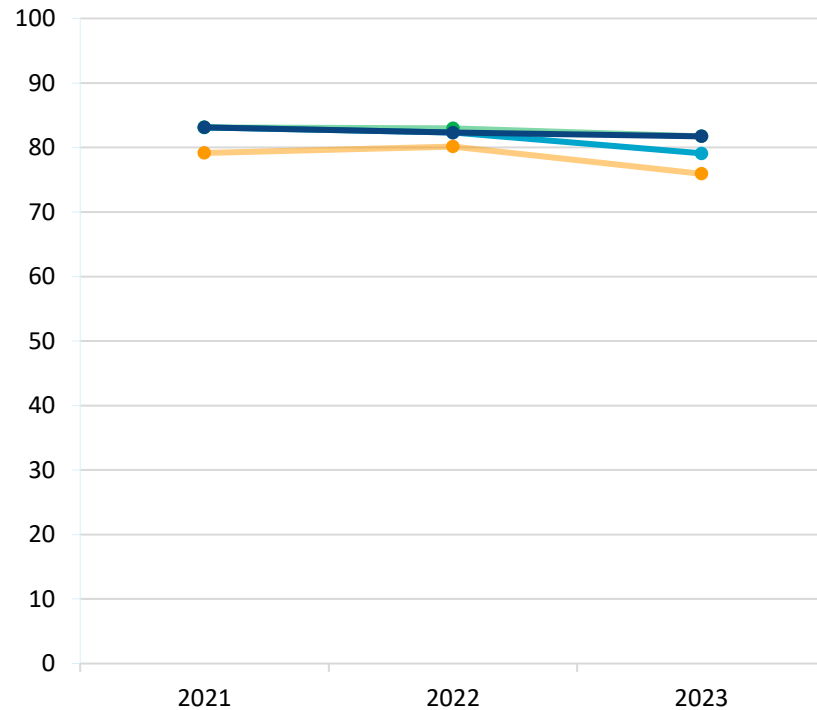


	2021	2022	2023
Your org	66.90%	67.58%	65.07%
Best result	66.90%	67.58%	66.36%
Average result	63.23%	63.83%	64.33%
Worst result	61.91%	61.46%	63.10%
Responses	1157	1274	1088



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

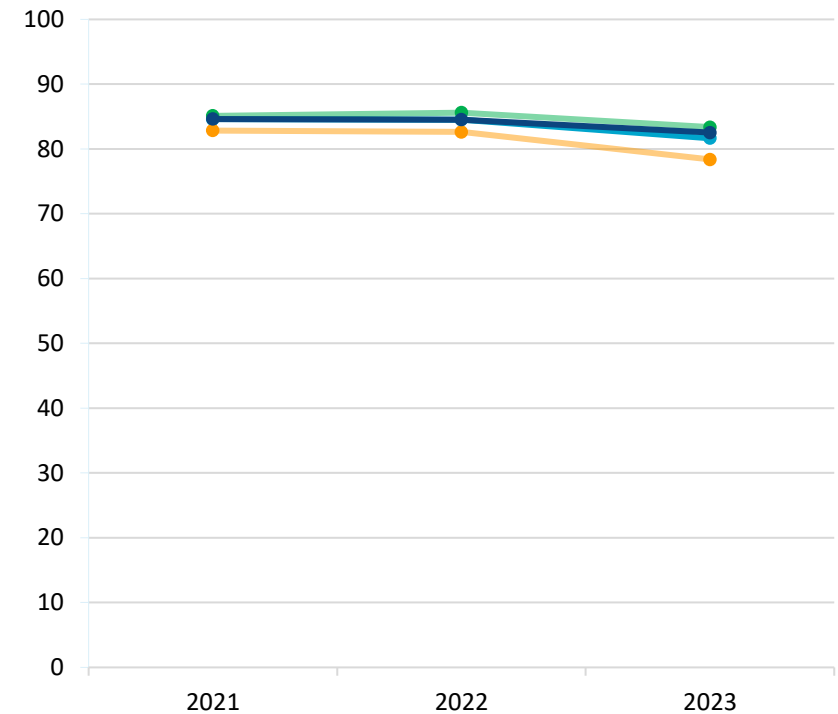
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	83.13%	82.31%	81.75%
Best result	83.13%	82.97%	81.75%
Average result	83.10%	82.31%	79.10%
Worst result	79.17%	80.16%	75.95%
Responses	1156	1272	1085

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	84.60%	84.52%	82.52%
Best result	85.11%	85.58%	83.37%
Average result	84.60%	84.52%	81.67%
Worst result	82.83%	82.63%	78.36%
Responses	1156	1273	1081

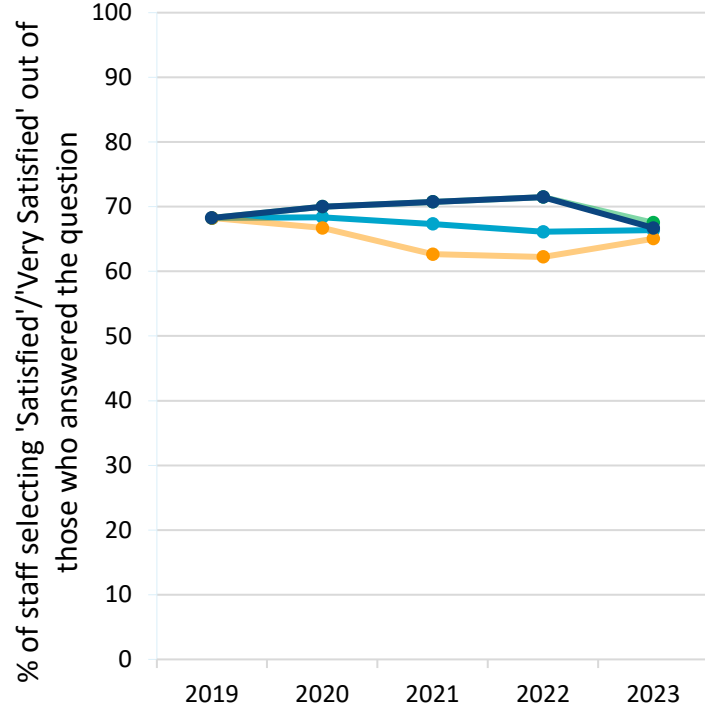
## People Promise element – We are recognised and rewarded



Questions included:  
Q4a, Q4b, Q4c, Q8d, Q9e

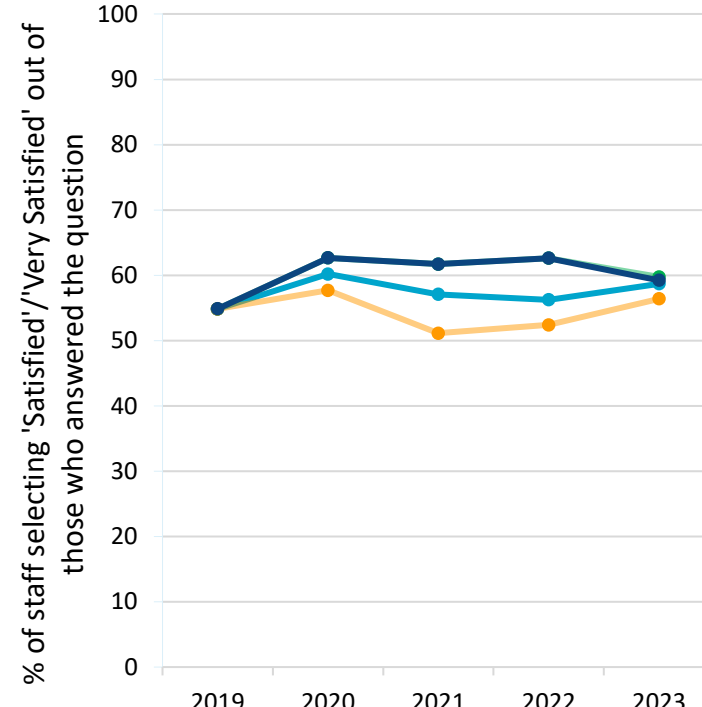


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



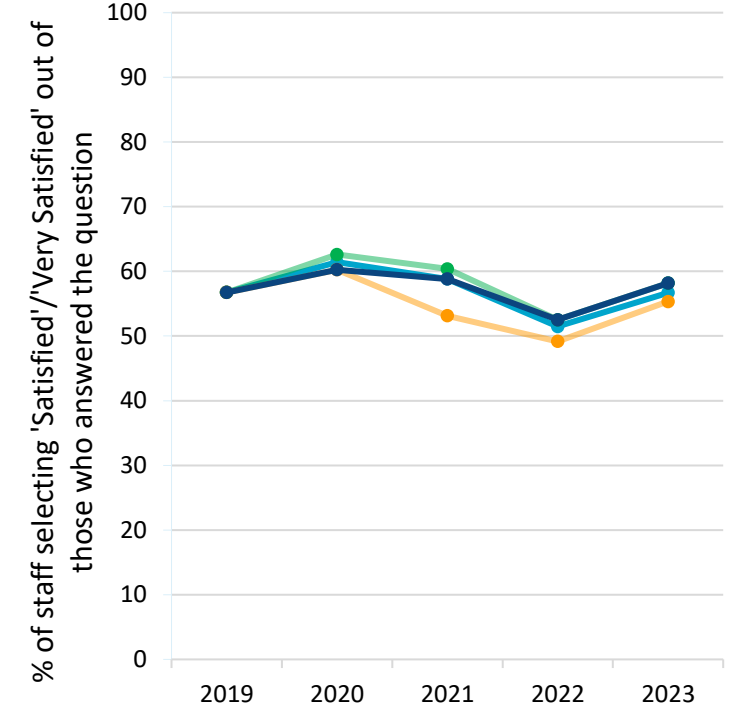
	2019	2020	2021	2022	2023
Your org	68.22%	69.99%	70.73%	71.47%	66.70%
Best result	68.22%	69.99%	70.73%	71.47%	67.51%
Average result	68.22%	68.35%	67.32%	66.12%	66.36%
Worst result	68.22%	66.70%	62.64%	62.23%	65.04%
Responses	1177	1023	1158	1276	1093

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



	2019	2020	2021	2022	2023
Your org	54.84%	62.67%	61.71%	62.61%	59.23%
Best result	54.84%	62.67%	61.71%	62.61%	59.75%
Average result	54.84%	60.19%	57.09%	56.24%	58.70%
Worst result	54.84%	57.70%	51.13%	52.39%	56.40%
Responses	1178	1018	1157	1273	1089

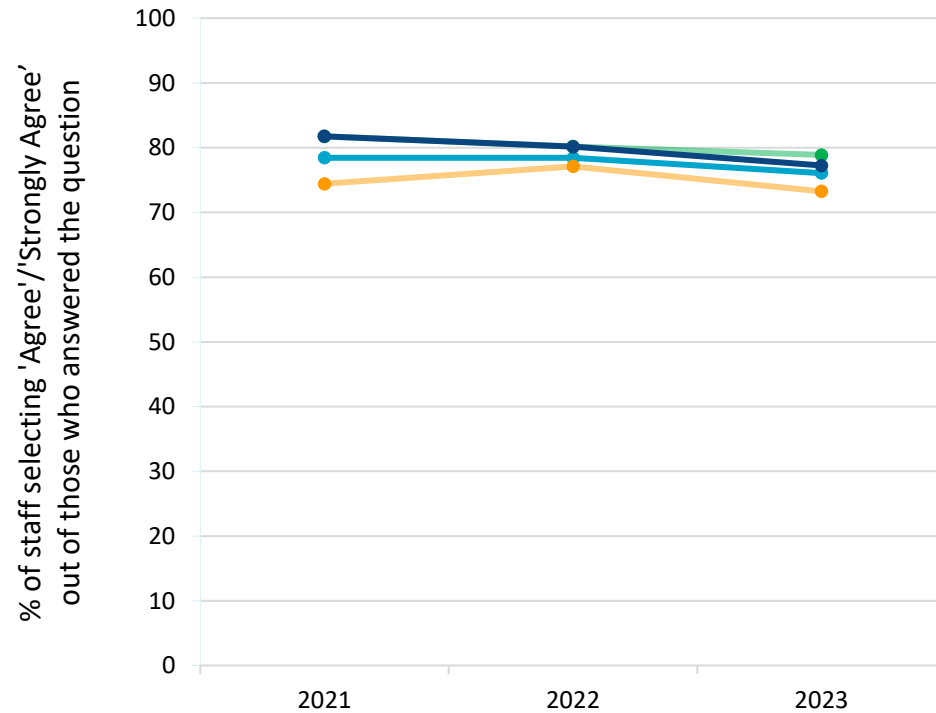
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2019	2020	2021	2022	2023
Your org	56.74%	60.26%	58.81%	52.51%	58.18%
Best result	56.74%	62.59%	60.38%	52.51%	58.18%
Average result	56.74%	61.42%	58.81%	51.47%	56.69%
Worst result	56.74%	60.26%	53.12%	49.16%	55.33%
Responses	1179	1019	1158	1274	1088

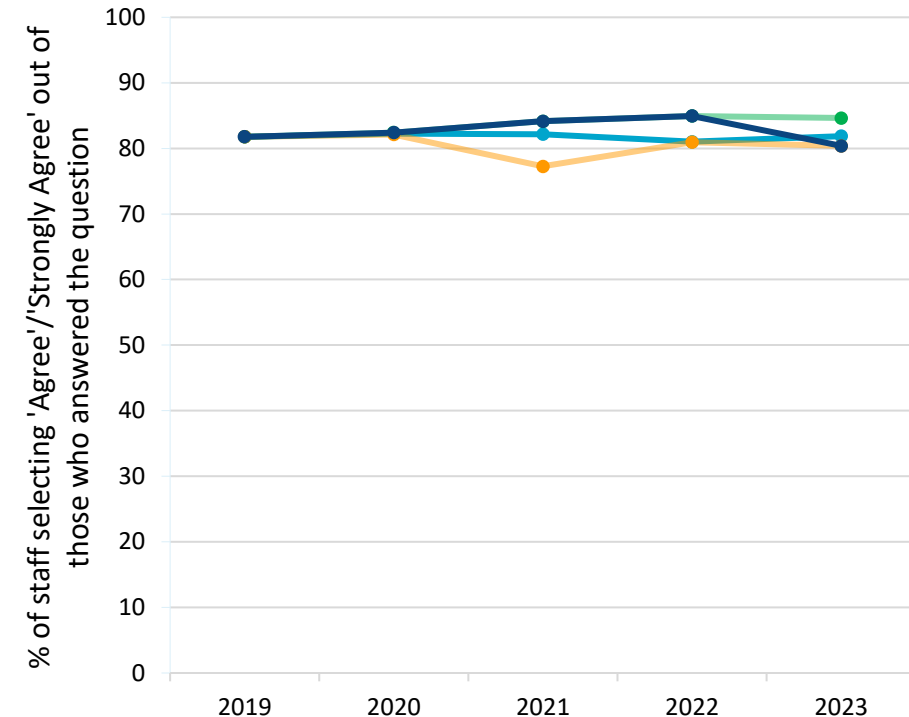


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	81.73%	80.16%	77.24%
Best result	81.73%	80.16%	78.87%
Average result	78.47%	78.43%	76.08%
Worst result	74.44%	77.13%	73.27%
Responses	1155	1270	1081

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	81.77%	82.42%	84.14%	84.95%	80.38%
Best result	81.77%	82.42%	84.14%	84.95%	84.63%
Average result	81.77%	82.26%	82.16%	81.03%	81.88%
Worst result	81.77%	82.11%	77.26%	80.96%	80.38%
Responses	1174	1018	1160	1276	1091

## People Promise element – We each have a voice that counts



### Questions included:

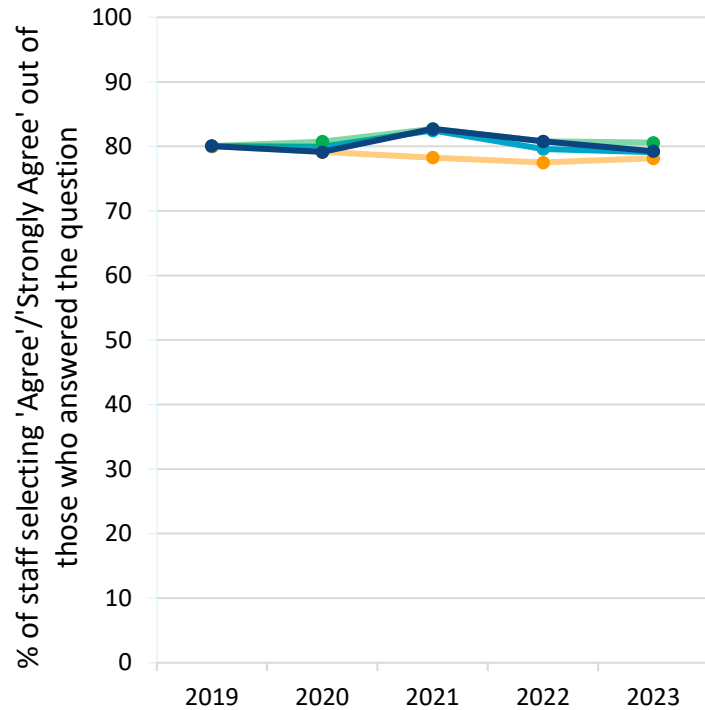
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f



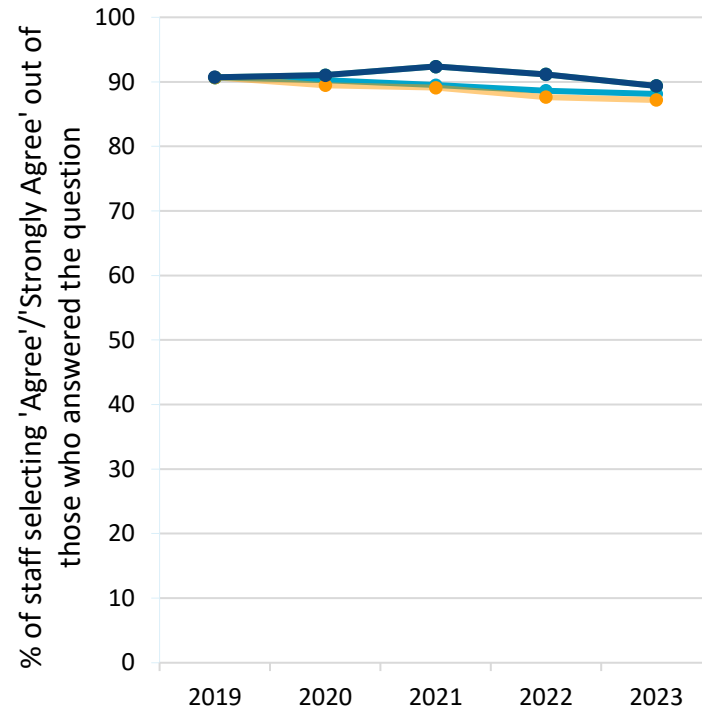


Q3a I always know what my work responsibilities are.



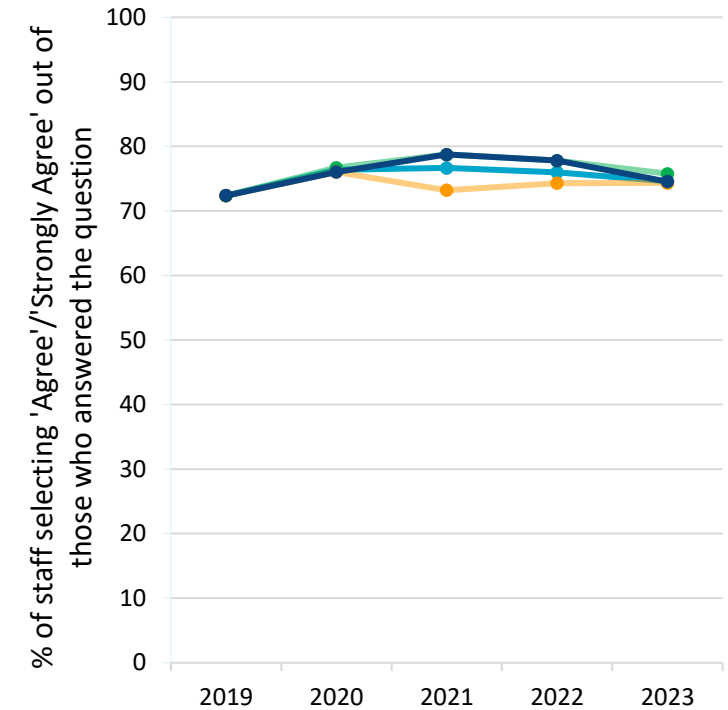
	2019	2020	2021	2022	2023
Your org	80.03%	79.13%	82.70%	80.77%	79.27%
Best result	80.03%	80.76%	82.70%	80.77%	80.58%
Average result	80.03%	79.95%	82.45%	79.62%	79.08%
Worst result	80.03%	79.13%	78.28%	77.51%	78.14%
Responses	1177	1016	1162	1279	1090

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	90.70%	91.03%	92.39%	91.16%	89.38%
Best result	90.70%	91.03%	92.39%	91.16%	89.38%
Average result	90.70%	90.26%	89.51%	88.64%	88.14%
Worst result	90.70%	89.48%	89.10%	87.64%	87.20%
Responses	1172	1015	1156	1279	1092

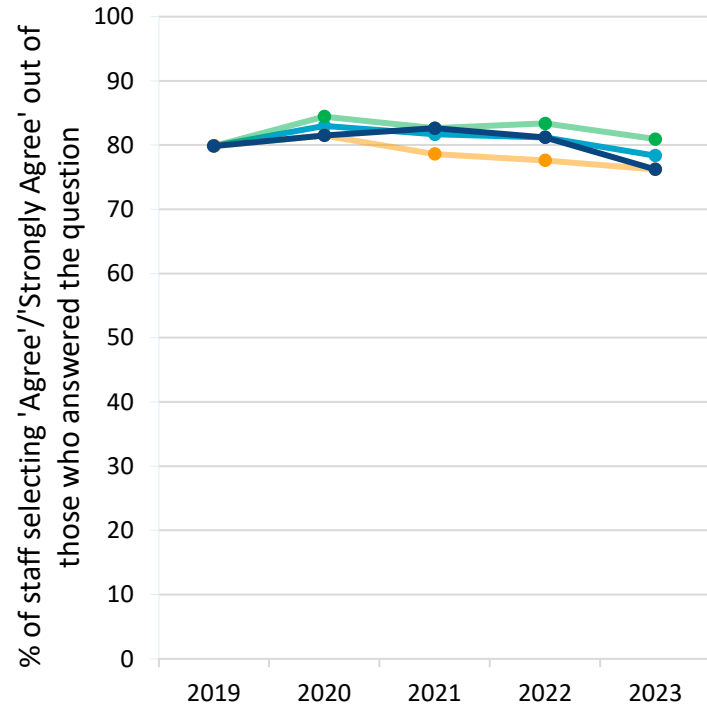
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	72.38%	76.03%	78.74%	77.80%	74.56%
Best result	72.38%	76.72%	78.74%	77.80%	75.77%
Average result	72.38%	76.37%	76.67%	76.00%	74.57%
Worst result	72.38%	76.03%	73.22%	74.30%	74.34%
Responses	1184	1022	1162	1279	1089

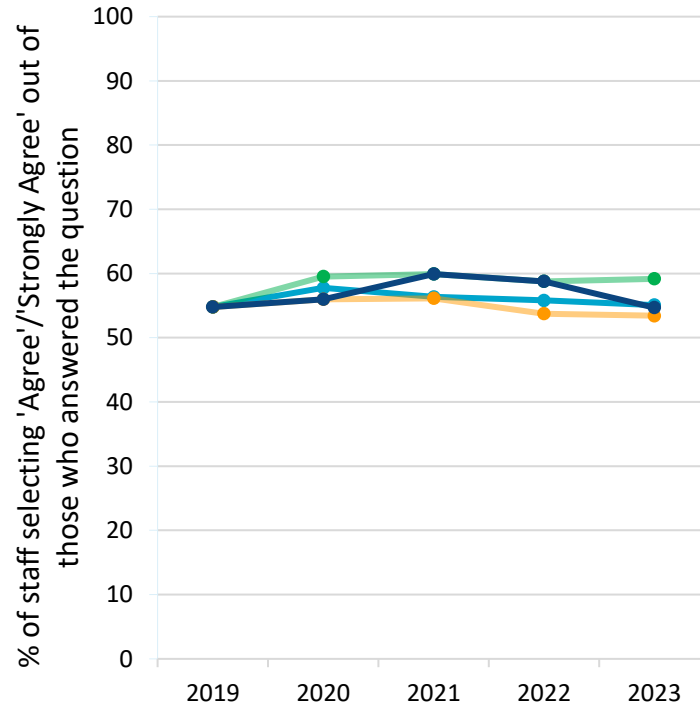


Q3d I am able to make suggestions to improve the work of my team / department.



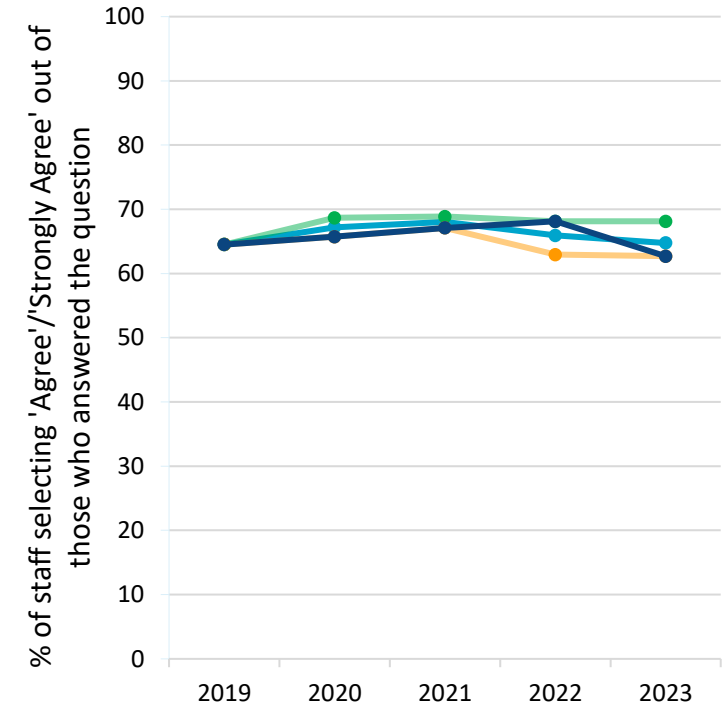
	2019	2020	2021	2022	2023
Your org	79.86%	81.51%	82.63%	81.20%	76.22%
Best result	79.86%	84.45%	82.63%	83.36%	80.92%
Average result	79.86%	82.98%	81.67%	81.20%	78.35%
Worst result	79.86%	81.51%	78.61%	77.61%	76.22%
Responses	1182	1022	1157	1271	1089

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



	2019	2020	2021	2022	2023
Your org	54.79%	55.98%	59.93%	58.78%	54.68%
Best result	54.79%	59.52%	59.93%	58.78%	59.17%
Average result	54.79%	57.75%	56.37%	55.81%	55.08%
Worst result	54.79%	55.98%	56.15%	53.75%	53.41%
Responses	1179	1020	1163	1276	1090

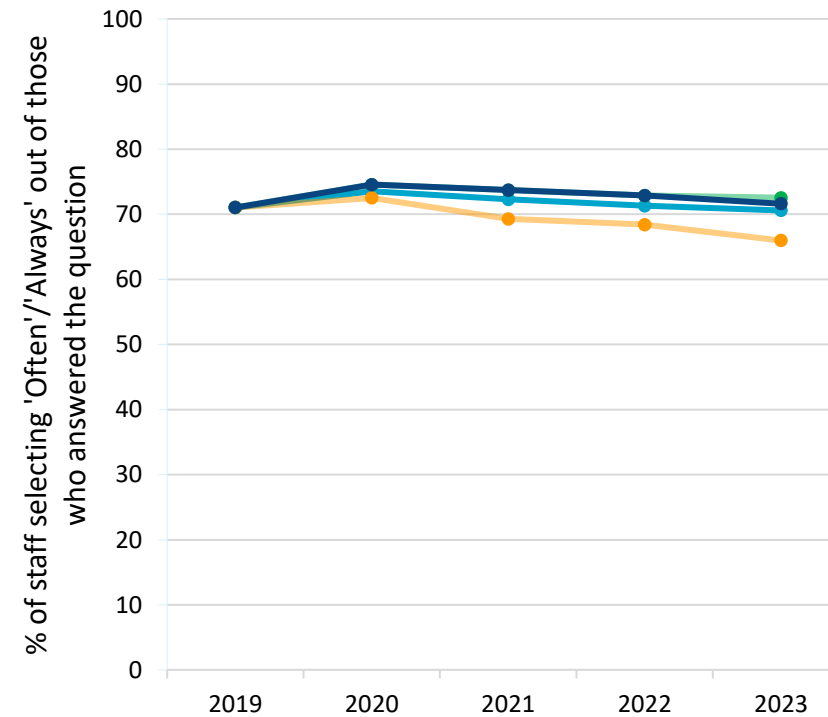
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	64.51%	65.72%	67.10%	68.11%	62.68%
Best result	64.51%	68.67%	68.86%	68.11%	68.12%
Average result	64.51%	67.19%	68.01%	65.92%	64.74%
Worst result	64.51%	65.72%	67.10%	62.94%	62.68%
Responses	1172	1018	1155	1273	1088



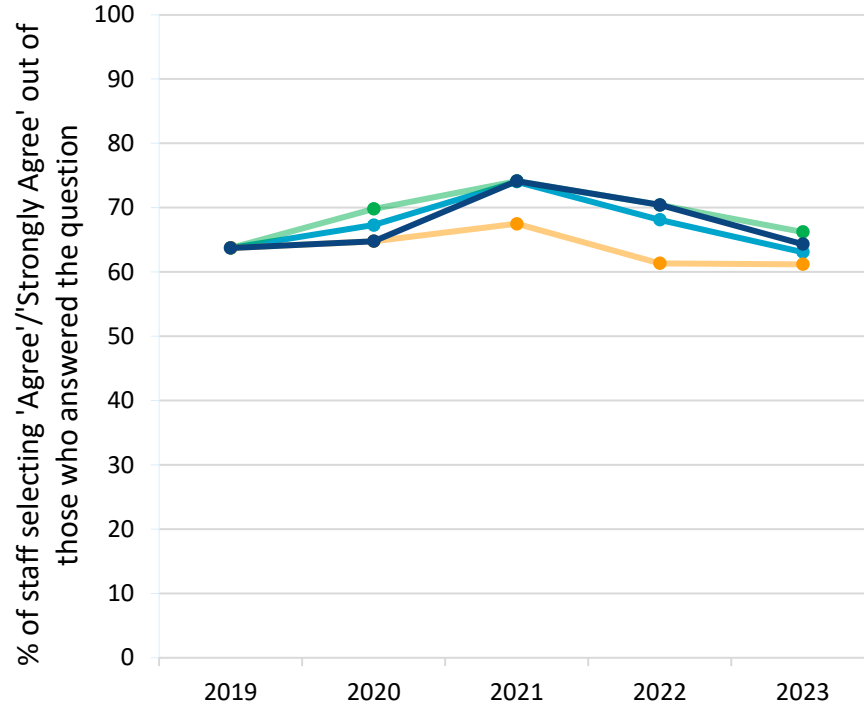
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	71.04%	74.56%	73.72%	72.89%	71.63%
Best result	71.04%	74.56%	73.72%	72.89%	72.54%
Average result	71.04%	73.54%	72.30%	71.31%	70.60%
Worst result	71.04%	72.52%	69.31%	68.40%	65.97%
Responses	1167	1014	1153	1269	1082



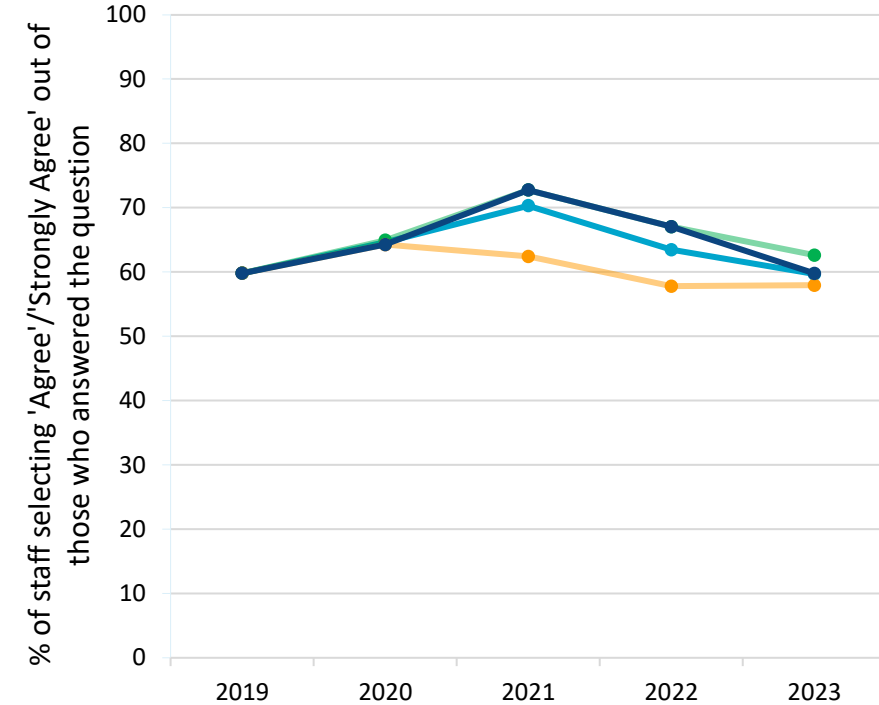
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	63.73%	64.77%	74.13%	70.43%	64.33%
Best result	63.73%	69.81%	74.13%	70.43%	66.21%
Average result	63.73%	67.29%	74.03%	68.10%	63.08%
Worst result	63.73%	64.77%	67.50%	61.35%	61.18%

Responses 1147 1002 1152 1268 1068

Q20b I am confident that my organisation would address my concern.

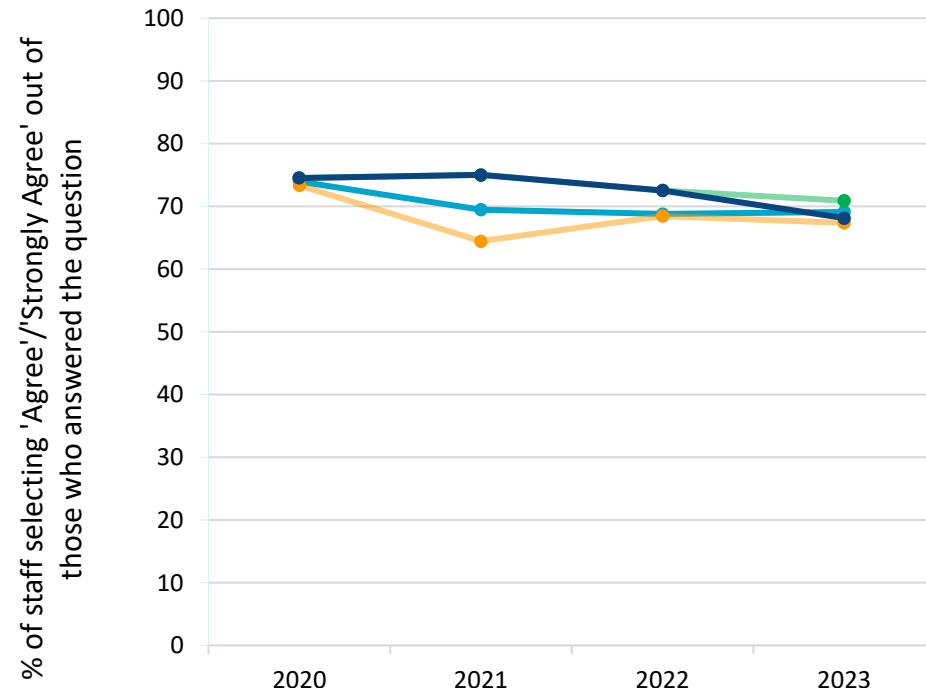


	2019	2020	2021	2022	2023
Your org	59.81%	64.26%	72.74%	67.04%	59.77%
Best result	59.81%	64.92%	72.74%	67.04%	62.61%
Average result	59.81%	64.59%	70.29%	63.47%	59.68%
Worst result	59.81%	64.26%	62.40%	57.78%	57.93%

Responses 1142 999 1148 1265 1064

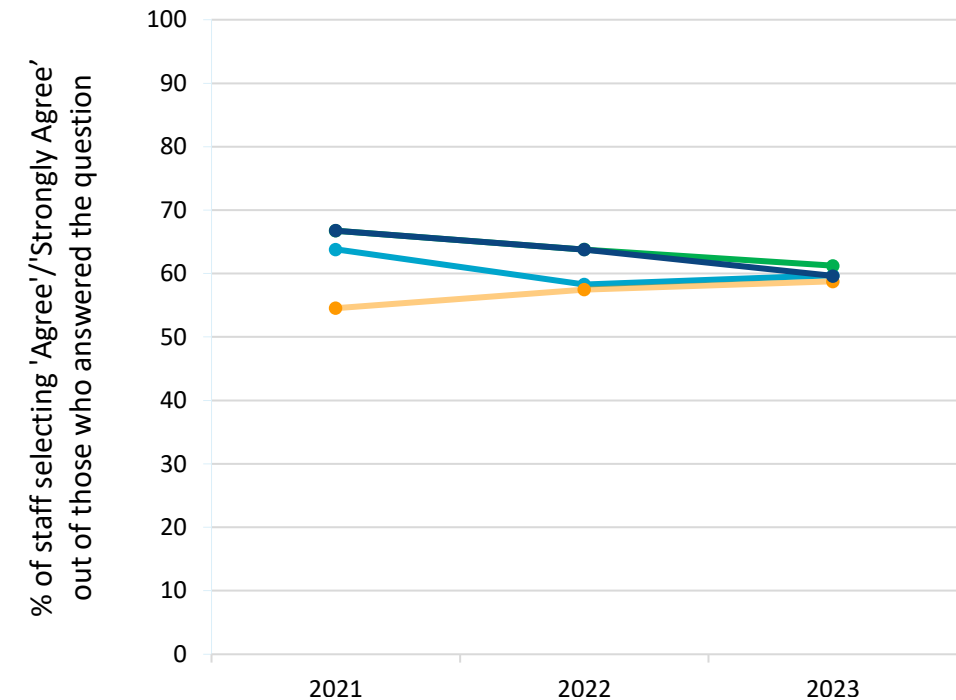


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	74.53%	75.02%	72.56%	68.14%
Best result	74.53%	75.02%	72.56%	70.94%
Average result	73.95%	69.50%	68.80%	69.15%
Worst result	73.37%	64.46%	68.47%	67.40%
Responses	1013	1153	1272	1083

Q25f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022	2023
Your org	66.75%	63.79%	59.63%
Best result	66.75%	63.79%	61.24%
Average result	63.81%	58.28%	59.72%
Worst result	54.55%	57.47%	58.75%
Responses	1149	1273	1080

## 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

Other questions:\* Q17a, Q17b, Q22

\*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

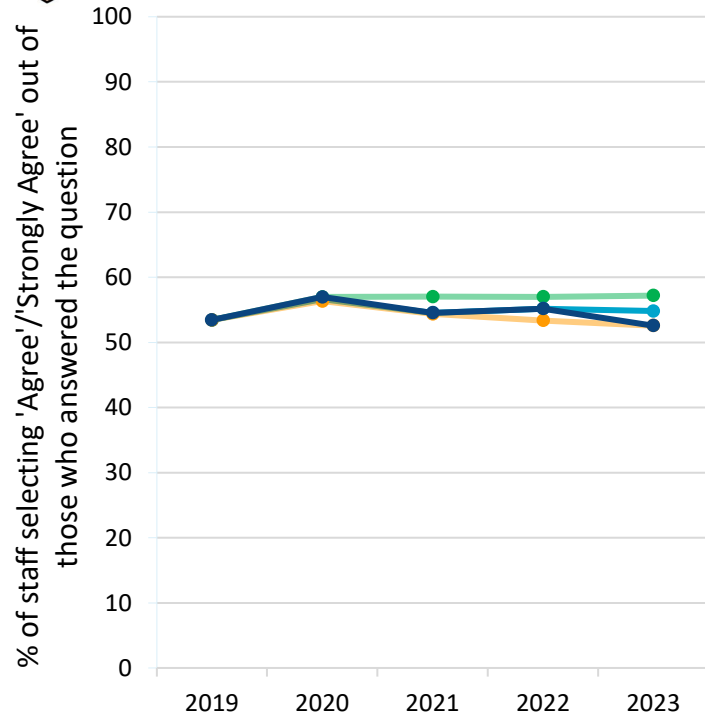
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



## People Promise elements and theme results – We are safe and healthy: Health and safety climate

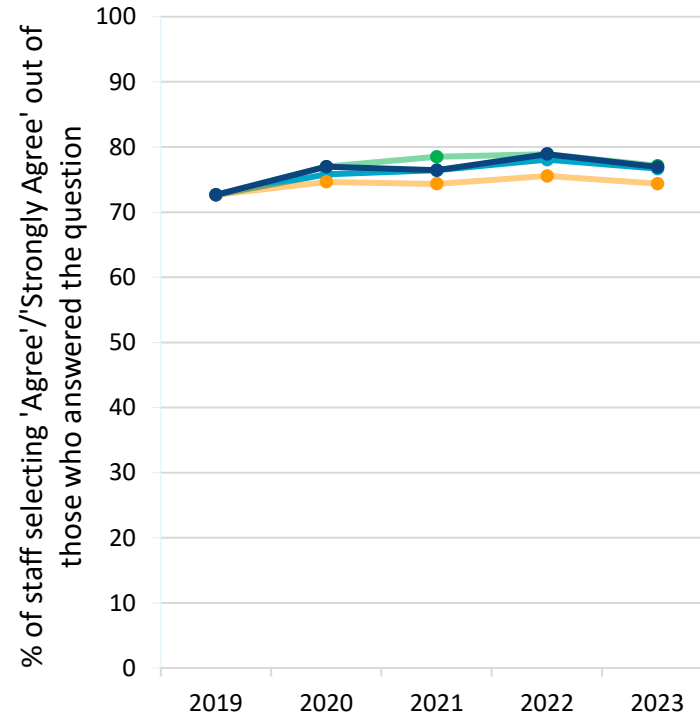


Q3g I am able to meet all the conflicting demands on my time at work.



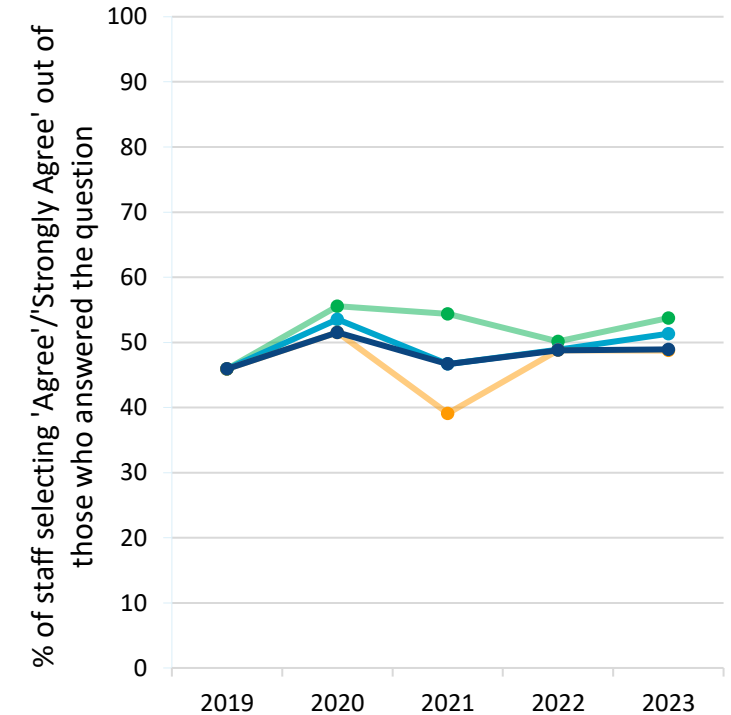
	2019	2020	2021	2022	2023
Your org	53.44%	56.96%	54.54%	55.17%	52.58%
Best result	53.44%	56.96%	57.02%	56.98%	57.19%
Average result	53.44%	56.64%	54.54%	55.17%	54.81%
Worst result	53.44%	56.32%	54.36%	53.35%	52.58%
Responses	1179	1020	1157	1276	1084

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



	2019	2020	2021	2022	2023
Your org	72.64%	76.96%	76.43%	78.92%	76.91%
Best result	72.64%	76.96%	78.48%	78.92%	77.12%
Average result	72.64%	75.79%	76.43%	78.06%	76.68%
Worst result	72.64%	74.63%	74.34%	75.54%	74.36%
Responses	1177	1020	1150	1276	1087

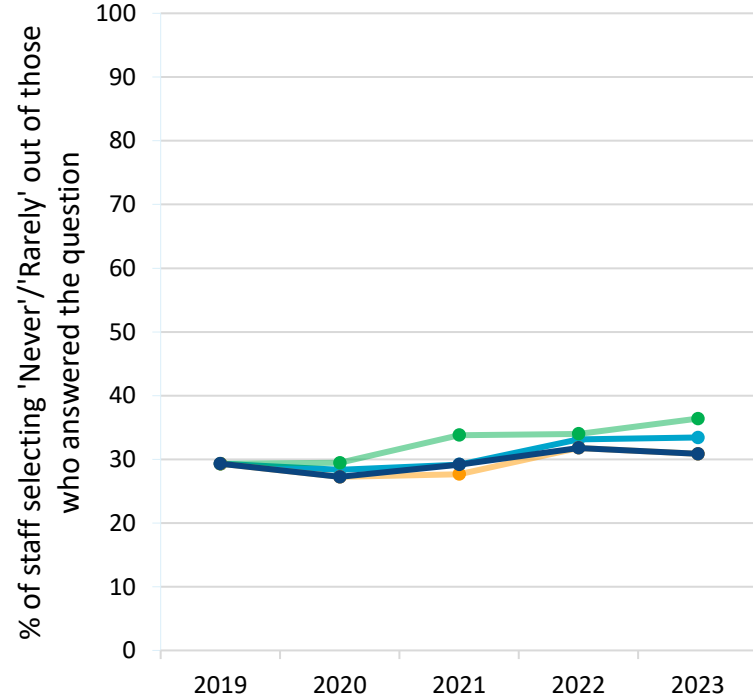
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	45.92%	51.52%	46.68%	48.79%	48.90%
Best result	45.92%	55.54%	54.37%	50.13%	53.73%
Average result	45.92%	53.53%	46.68%	48.89%	51.31%
Worst result	45.92%	51.52%	39.10%	48.79%	48.73%
Responses	1176	1021	1159	1277	1092

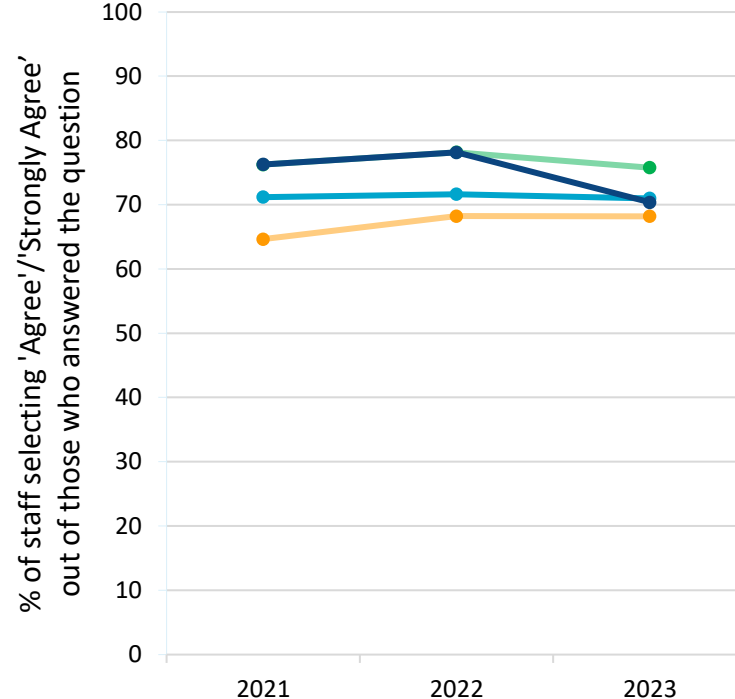


Q5a I have unrealistic time pressures.



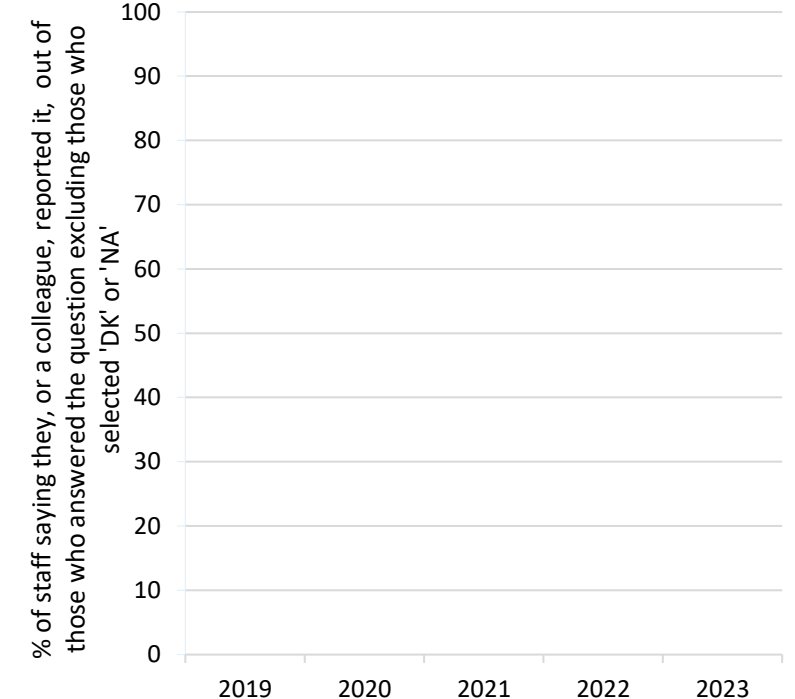
	2019	2020	2021	2022	2023
Your org	29.32%	27.24%	29.19%	31.79%	30.85%
Best result	29.32%	29.46%	33.79%	34.00%	36.40%
Average result	29.32%	28.35%	29.19%	33.16%	33.43%
Worst result	29.32%	27.24%	27.68%	31.79%	30.85%
Responses	1170	1017	1158	1274	1089

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



	2021	2022	2023
Your org	76.24%	78.14%	70.37%
Best result	76.24%	78.14%	75.77%
Average result	71.17%	71.63%	70.98%
Worst result	64.64%	68.21%	68.19%
Responses	1149	1267	1080

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



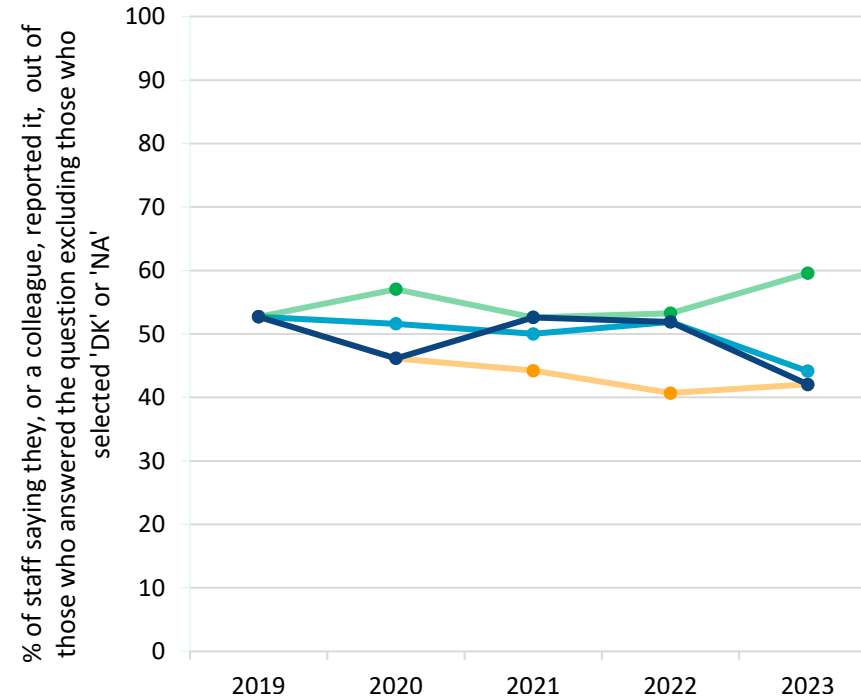
	2019	2020	2021	2022	2023
Your org	-	-	-	-	-
Best result	-	-	-	-	-
Average result	-	-	-	-	-
Worst result	-	-	-	-	-
Responses	-	-	-	-	-

Note. 2023 results for Q13d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.





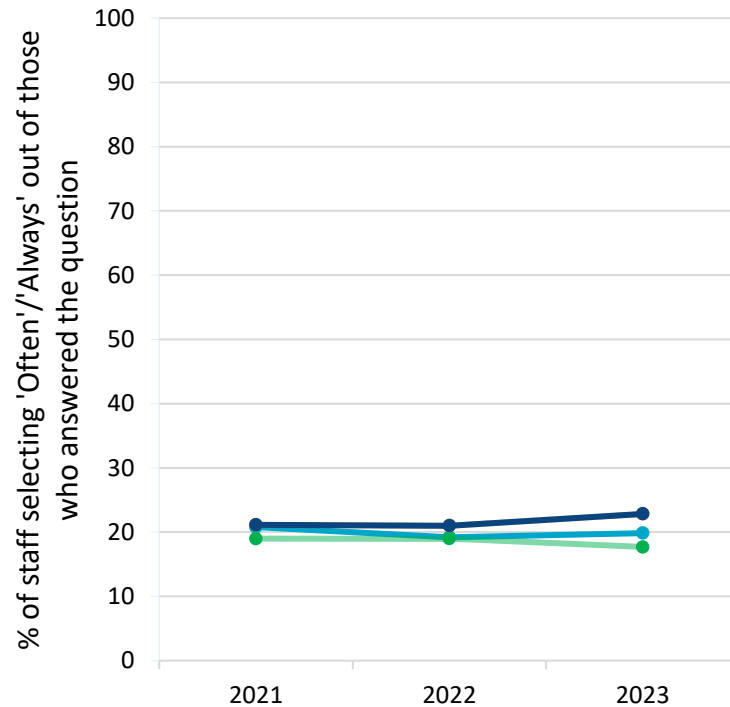
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	52.71%	46.15%	52.60%	51.90%	42.04%
Best result	52.71%	57.05%	52.60%	53.26%	59.57%
Average result	52.71%	51.60%	50.00%	51.90%	44.13%
Worst result	52.71%	46.15%	44.22%	40.69%	42.04%
Responses	258	195	173	210	157

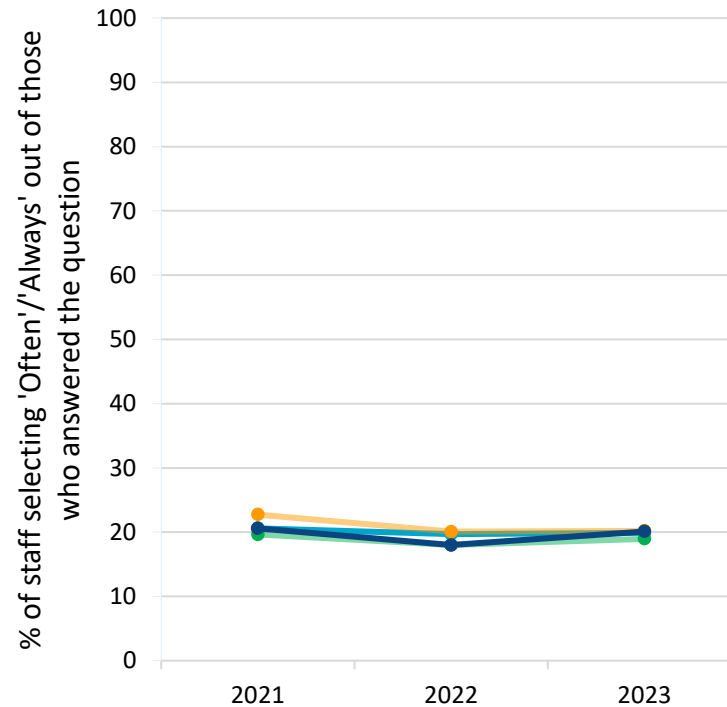


Q12a How often, if at all, do you find your work emotionally exhausting?



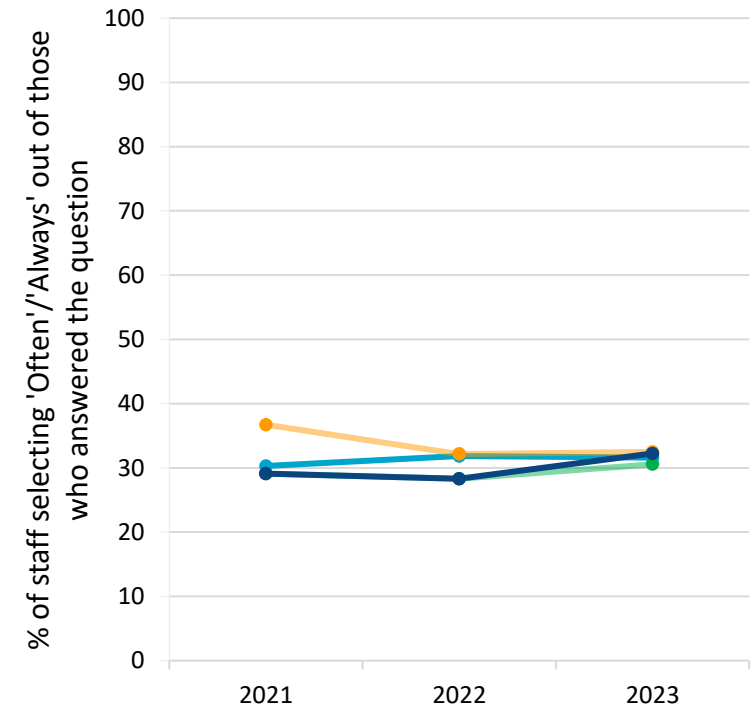
	2021	2022	2023
Your org	21.15%	21.02%	22.85%
Best result	19.00%	18.99%	17.69%
Average result	20.79%	19.20%	19.86%
Worst result	21.15%	21.02%	22.85%
Responses	1163	1280	1094

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



	2021	2022	2023
Your org	20.60%	18.00%	20.11%
Best result	19.65%	18.00%	18.95%
Average result	20.60%	19.69%	19.87%
Worst result	22.74%	20.08%	20.20%
Responses	1160	1278	1094

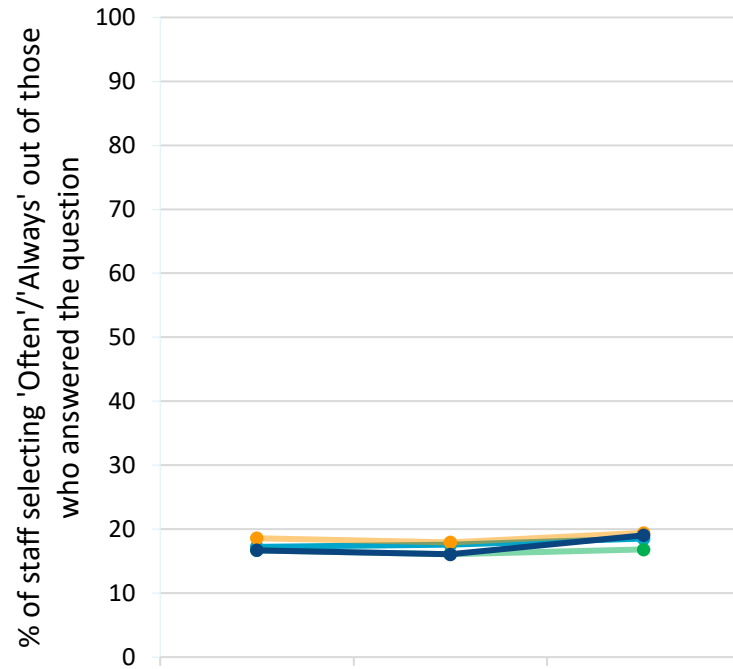
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	29.09%	28.30%	32.23%
Best result	29.09%	28.30%	30.56%
Average result	30.29%	31.83%	31.59%
Worst result	36.72%	32.16%	32.49%
Responses	1162	1279	1092

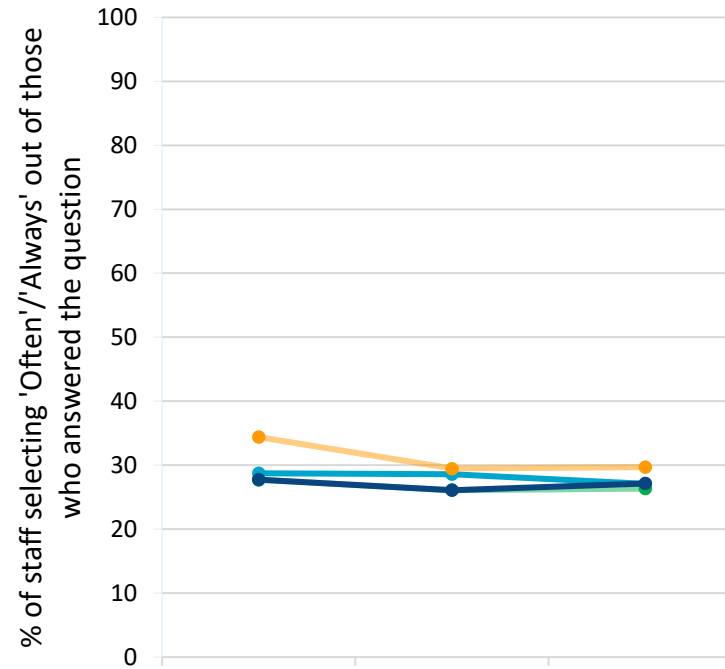


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



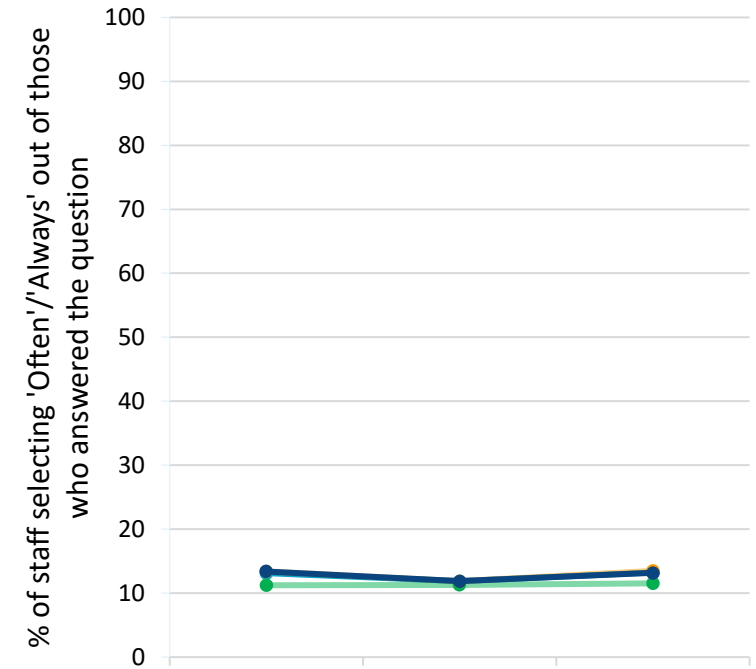
	2021	2022	2023
2021			
2022			
2023			
Your org	16.71%	16.08%	19.05%
Best result	16.71%	16.08%	16.82%
Average result	17.25%	17.59%	18.53%
Worst result	18.61%	17.95%	19.43%
Responses	1161	1275	1092

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



	2021	2022	2023
2021			
2022			
2023			
Your org	27.73%	26.10%	27.16%
Best result	27.73%	26.10%	26.36%
Average result	28.75%	28.61%	27.10%
Worst result	34.40%	29.48%	29.69%
Responses	1154	1276	1086

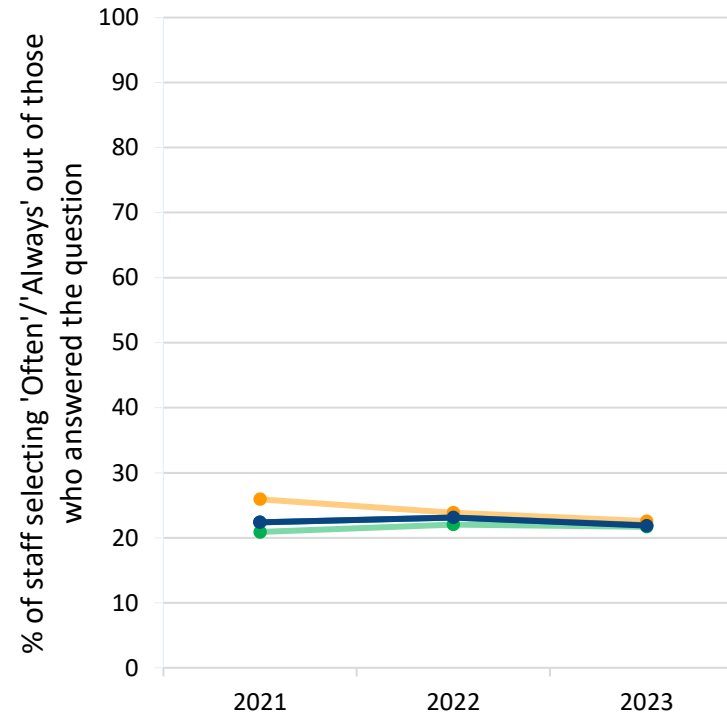
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	13.40%	11.88%	13.18%
Best result	11.29%	11.29%	11.54%
Average result	13.13%	11.88%	13.23%
Worst result	13.40%	11.88%	13.49%
Responses	1157	1279	1085



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



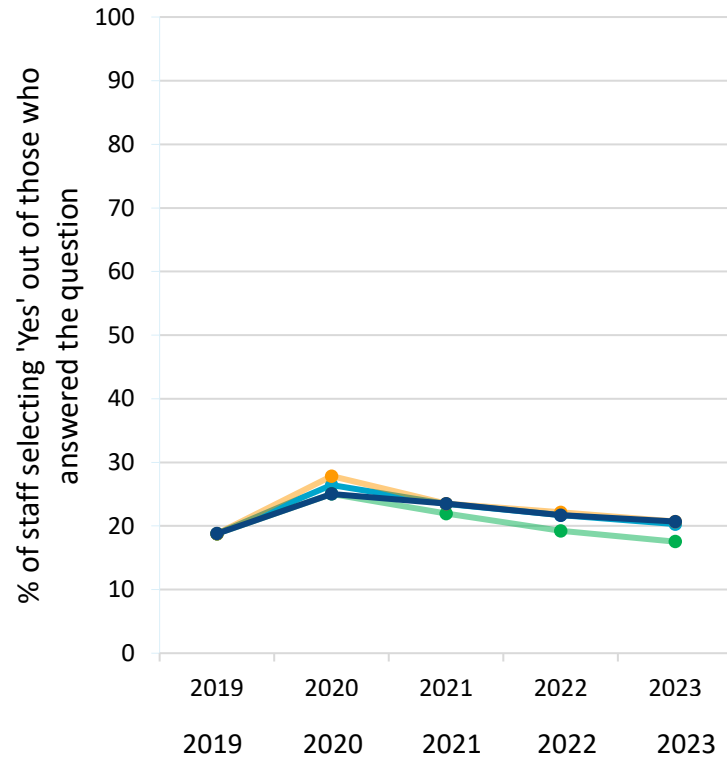
	2021	2022	2023
Your org	22.39%	23.14%	21.87%
Best result	20.90%	22.03%	21.70%
Average result	22.39%	23.14%	21.95%
Worst result	25.94%	23.87%	22.56%
Responses	1161	1279	1093



## People Promise elements and theme results – We are safe and healthy: Negative experiences

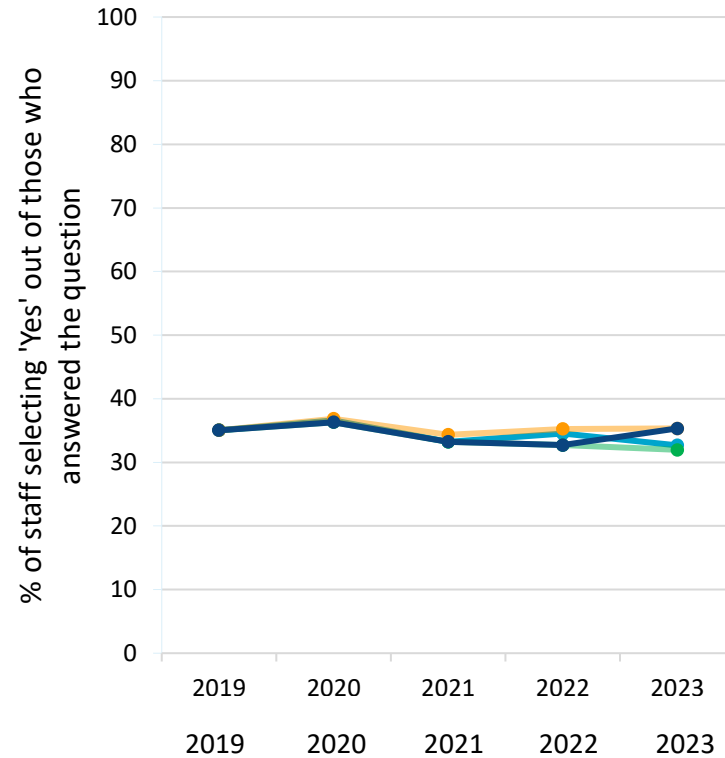


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



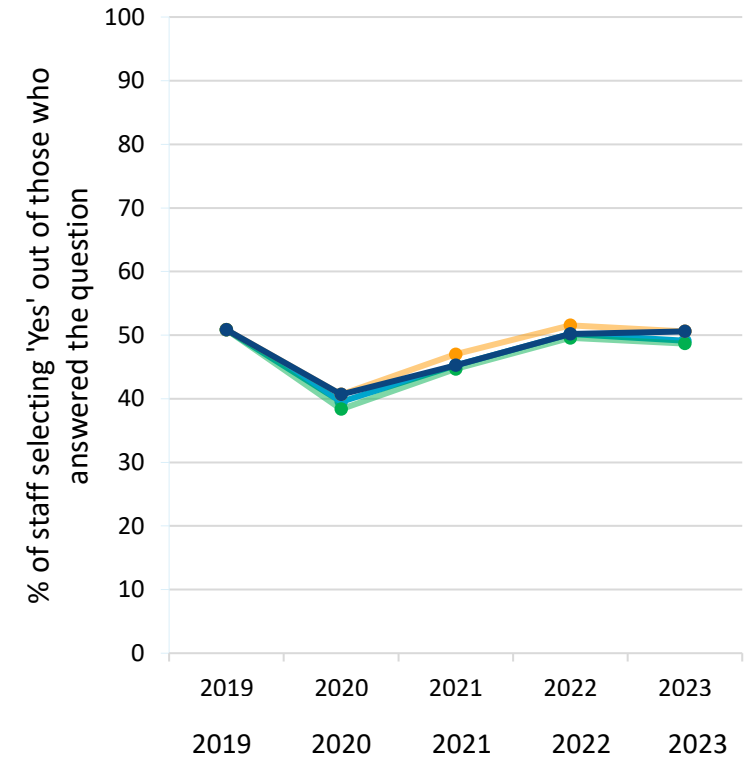
	2019	2020	2021	2022	2023
Your org	18.77%	25.02%	23.51%	21.68%	20.68%
Best result	18.77%	25.02%	21.94%	19.22%	17.54%
Average result	18.77%	26.43%	23.45%	21.68%	20.29%
Worst result	18.77%	27.83%	23.51%	22.15%	20.68%
Responses	1172	1019	1161	1273	1088

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



	2019	2020	2021	2022	2023
Your org	35.04%	36.30%	33.25%	32.70%	35.33%
Best result	35.04%	36.30%	33.20%	32.70%	31.95%
Average result	35.04%	36.58%	33.25%	34.52%	32.68%
Worst result	35.04%	36.87%	34.33%	35.25%	35.33%
Responses	1173	1022	1158	1269	1087

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



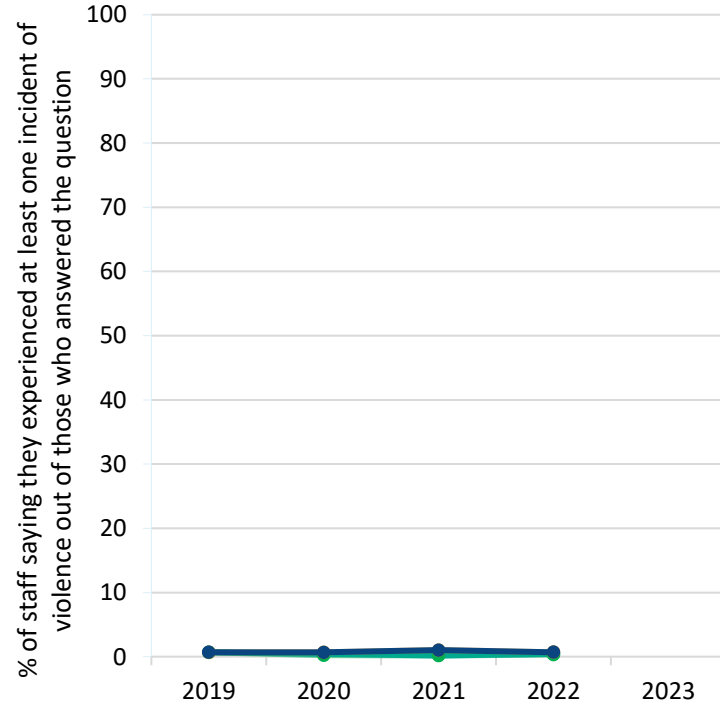
	2019	2020	2021	2022	2023
Your org	50.85%	40.69%	45.26%	50.20%	50.60%
Best result	50.85%	38.36%	44.67%	49.57%	48.68%
Average result	50.85%	39.53%	45.26%	50.20%	49.11%
Worst result	50.85%	40.69%	46.99%	51.55%	50.60%
Responses	1174	1020	1160	1275	1087



## People Promise elements and theme results – We are safe and healthy: Negative experiences



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.

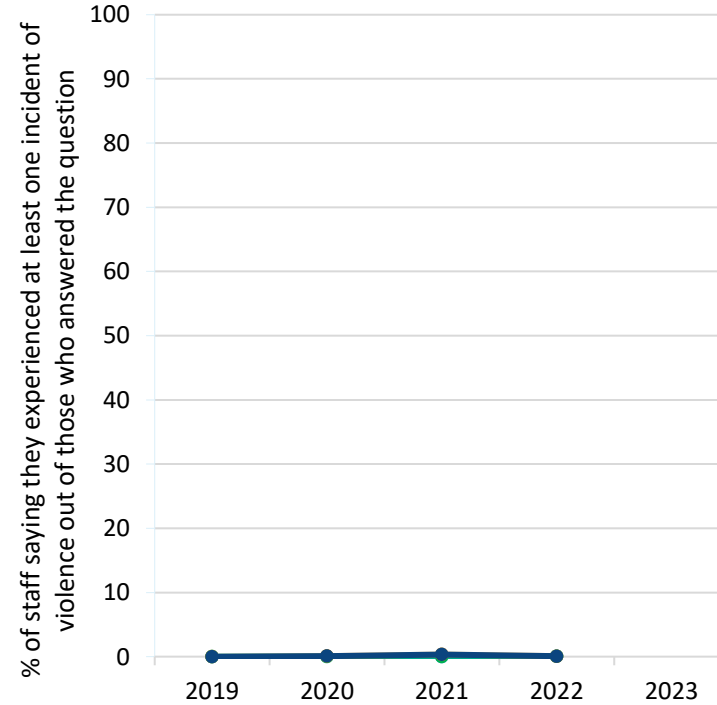


2019 2020 2021 2022 2023

Your org	0.68%	0.69%	1.03%	0.71%	
Best result	0.68%	0.23%	0.19%	0.32%	
Average result	0.68%	0.46%	0.20%	0.44%	
Worst result	0.68%	0.69%	1.03%	0.71%	

Responses 1172 1019 1162 1276

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

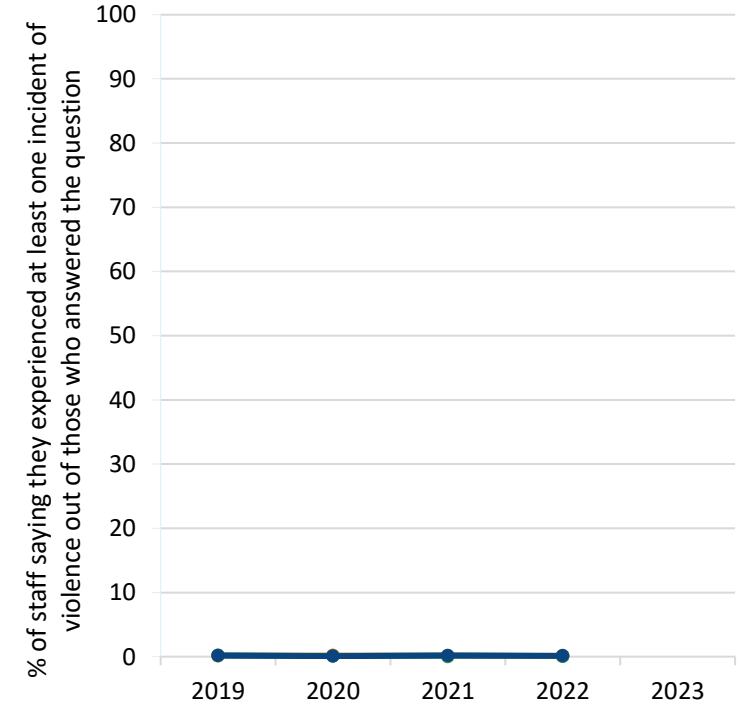


2019 2020 2021 2022 2023

Your org	0.00%	0.10%	0.35%	0.08%	
Best result	0.00%	0.00%	0.00%	0.08%	
Average result	0.00%	0.05%	0.00%	0.08%	
Worst result	0.00%	0.10%	0.35%	0.09%	

Responses 1171 1013 1159 1274

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



2019 2020 2021 2022 2023

Your org	0.17%	0.10%	0.17%	0.16%	
Best result	0.17%	0.10%	0.00%	0.08%	
Average result	0.17%	0.17%	0.17%	0.09%	
Worst result	0.17%	0.23%	0.19%	0.16%	

Responses 1153 1008 1149 1262

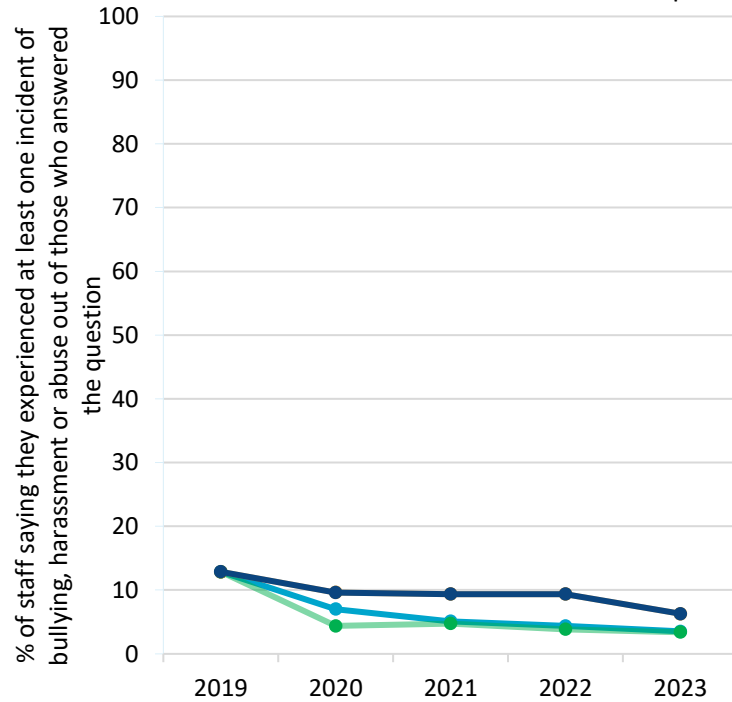
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



## People Promise elements and theme results – We are safe and healthy: Negative experiences



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.

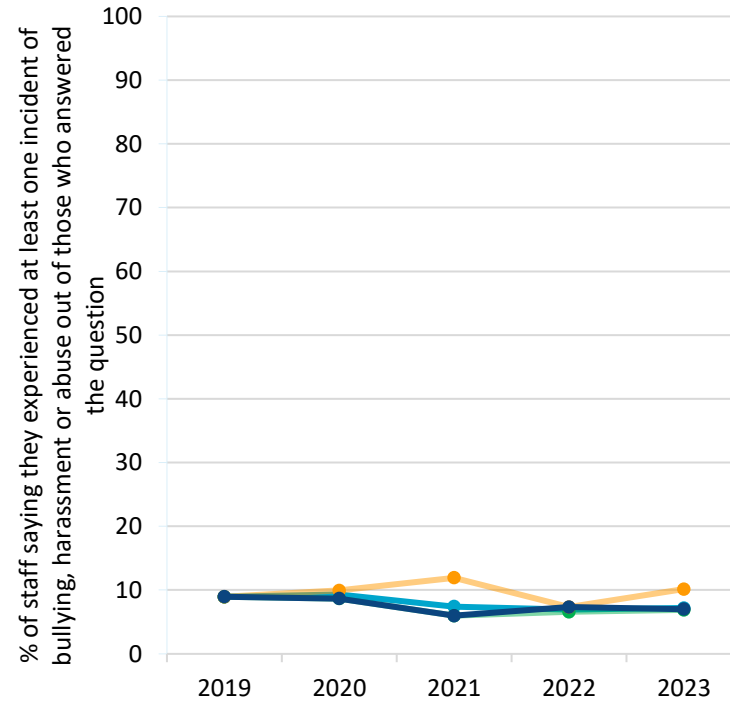


2019 2020 2021 2022 2023

Your org	12.84%	9.61%	9.36%	9.35%	6.26%
Best result	12.84%	4.37%	4.72%	3.84%	3.38%
Average result	12.84%	6.99%	5.08%	4.35%	3.51%
Worst result	12.84%	9.61%	9.36%	9.35%	6.26%

Responses 1168 1020 1154 1273 1087

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

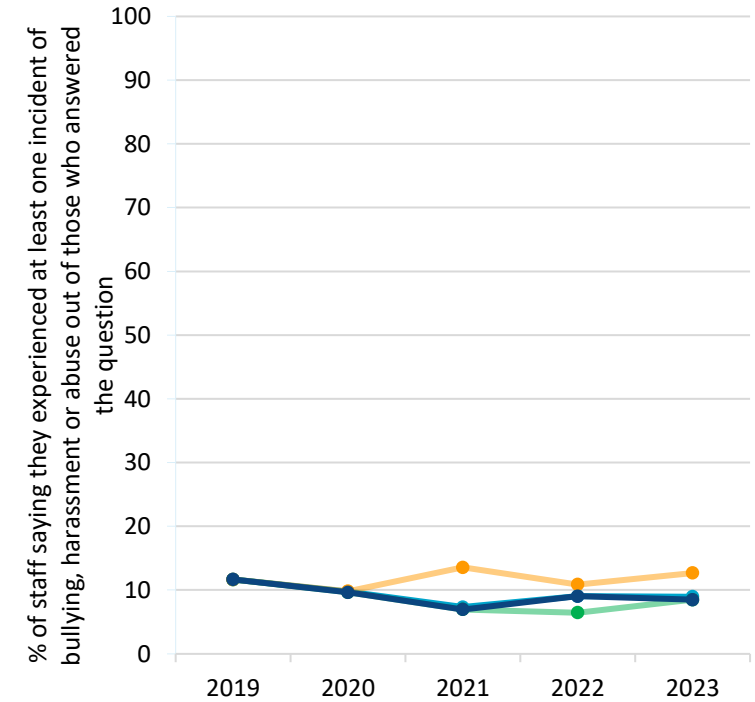


2019 2020 2021 2022 2023

Your org	8.93%	8.66%	5.97%	7.31%	7.00%
Best result	8.93%	8.66%	5.97%	6.56%	6.87%
Average result	8.93%	9.30%	7.39%	6.92%	7.16%
Worst result	8.93%	9.94%	11.91%	7.31%	10.13%

Responses 1165 1016 1155 1272 1086

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



2019 2020 2021 2022 2023

Your org	11.64%	9.63%	6.94%	9.03%	8.48%
Best result	11.64%	9.63%	6.94%	6.43%	8.48%
Average result	11.64%	9.72%	7.32%	9.03%	8.95%
Worst result	11.64%	9.81%	13.55%	10.87%	12.66%

Responses 1143 1007 1138 1263 1085



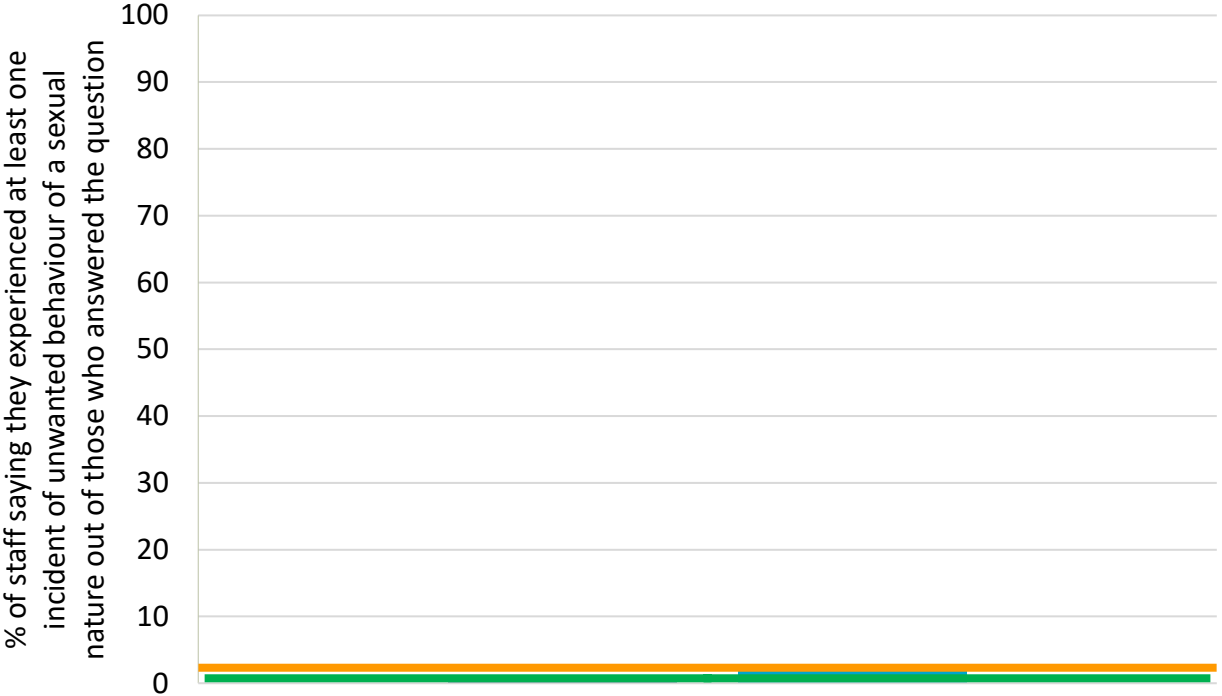
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



	2023
Your org	0.73%
Best result	0.21%
Average result	0.56%
Worst result	0.73%

Responses 1089

Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues

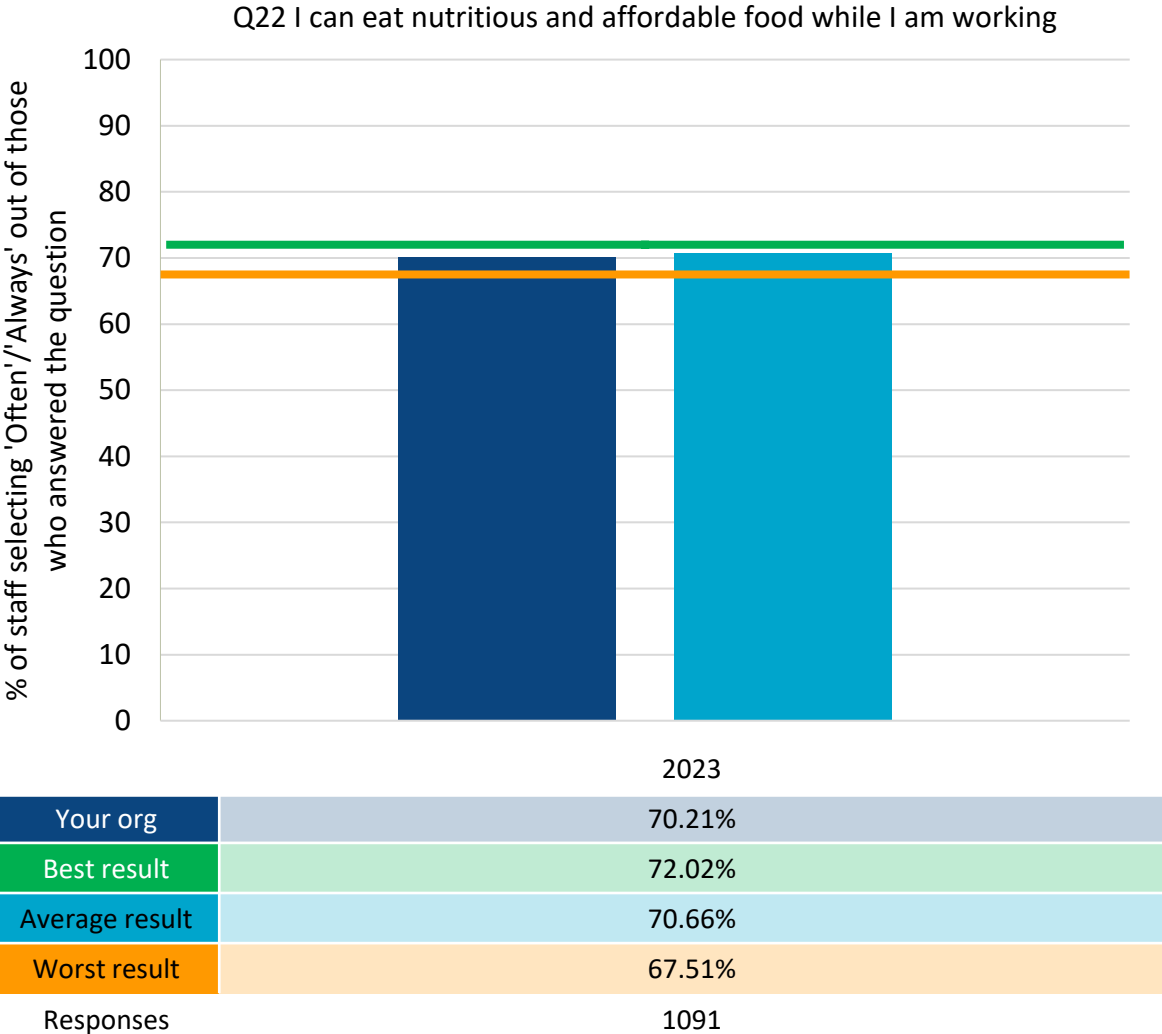


	2023
Your org	0.73%
Best result	0.73%
Average result	1.74%
Worst result	2.35%

Responses 1090

\*These questions do not contribute towards any People Promise element score, theme score or sub-score





\*These questions do not contribute towards any People Promise element score, theme score or sub-score

## People Promise element – We are always learning



### Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

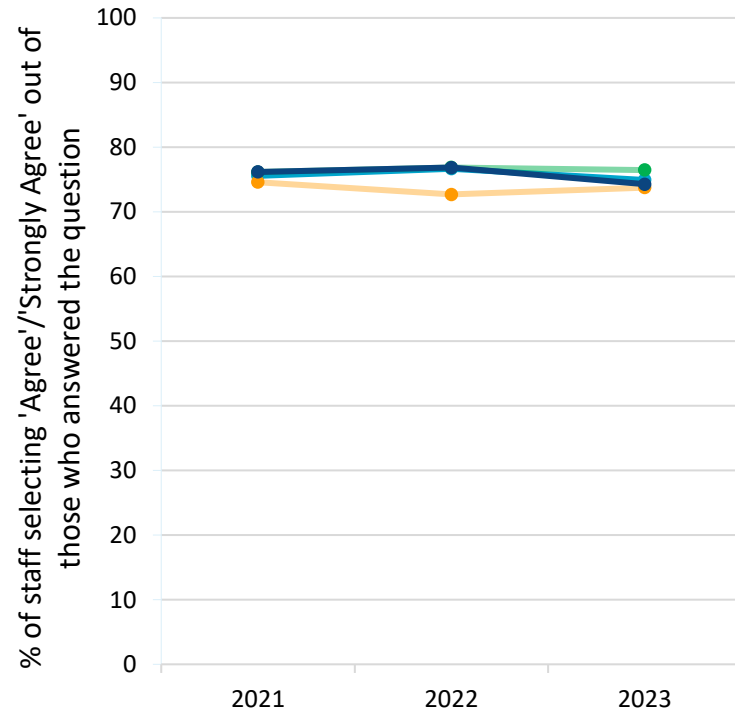
Appraisals – Q23a\*, Q23b, Q23c, Q23d

\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

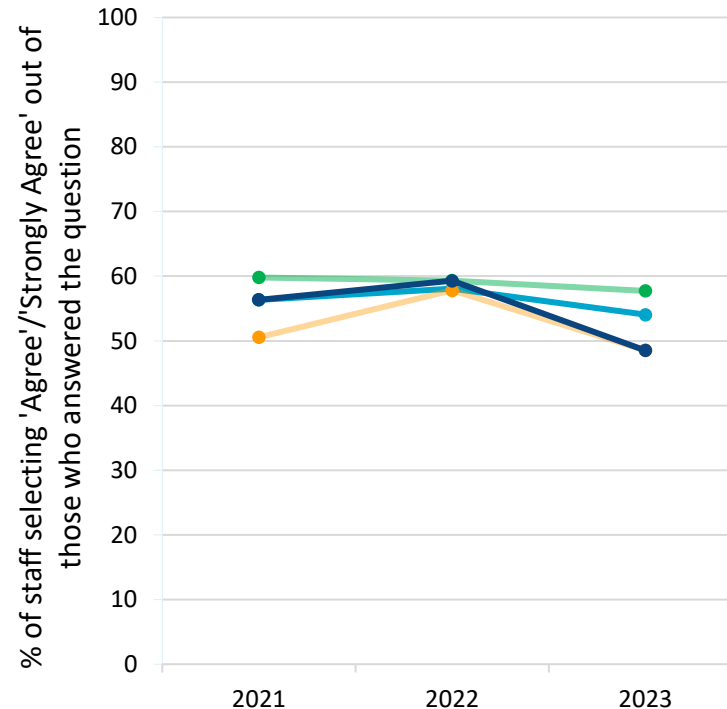


Q24a This organisation offers me challenging work.



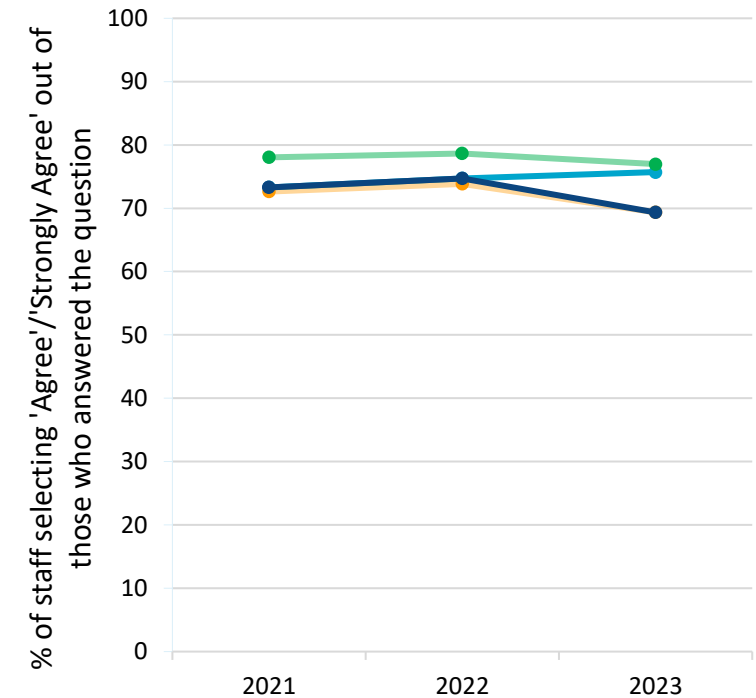
	2021	2022	2023
Your org	76.15%	76.84%	74.27%
Best result	76.15%	76.84%	76.47%
Average result	75.56%	76.65%	74.93%
Worst result	74.58%	72.67%	73.75%
Responses	1157	1278	1092

Q24b There are opportunities for me to develop my career in this organisation.



	2021	2022	2023
Your org	56.35%	59.28%	48.53%
Best result	59.80%	59.28%	57.73%
Average result	56.35%	58.05%	54.06%
Worst result	50.57%	57.81%	48.53%
Responses	1157	1277	1092

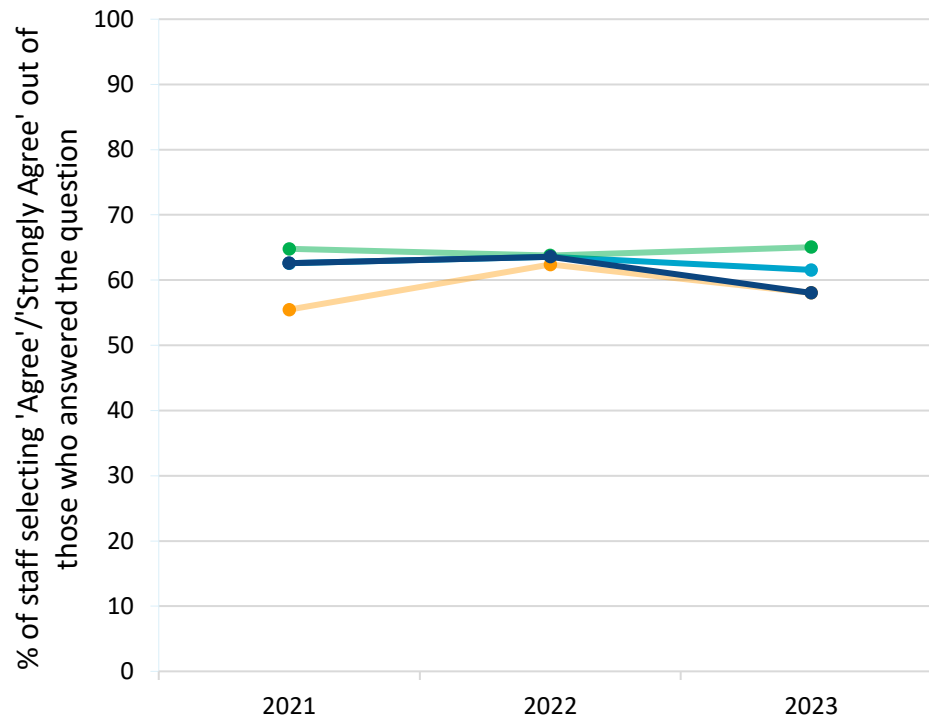
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	73.29%	74.71%	69.37%
Best result	78.05%	78.65%	76.95%
Average result	73.29%	74.71%	75.69%
Worst result	72.64%	73.86%	69.37%
Responses	1153	1277	1087

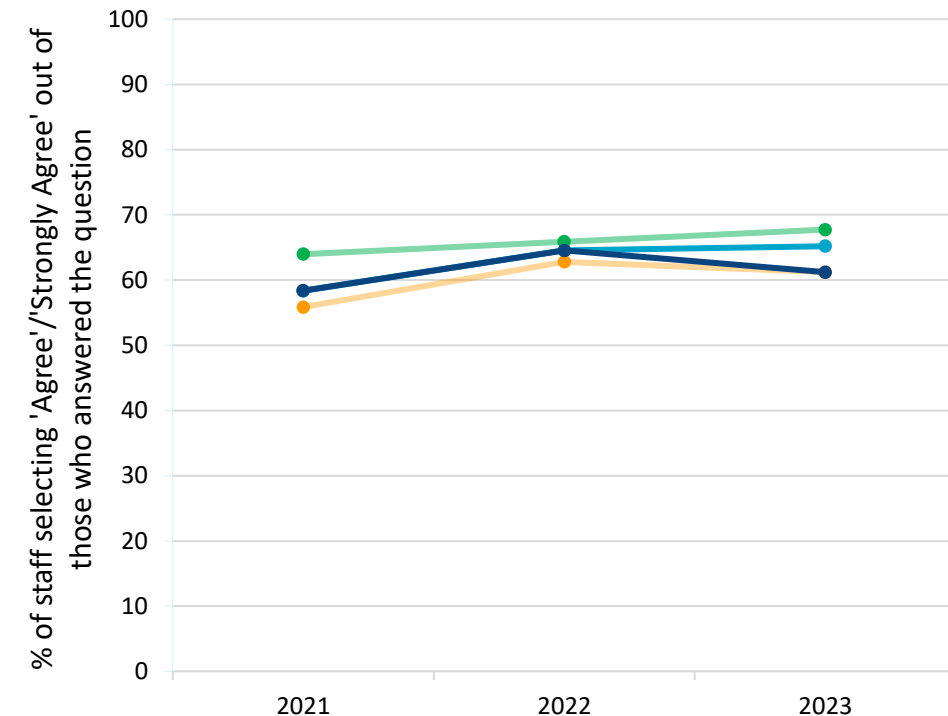


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	62.56%	63.58%	58.05%
Best result	64.79%	63.77%	65.04%
Average result	62.56%	63.58%	61.54%
Worst result	55.47%	62.39%	58.05%
Responses	1154	1274	1087

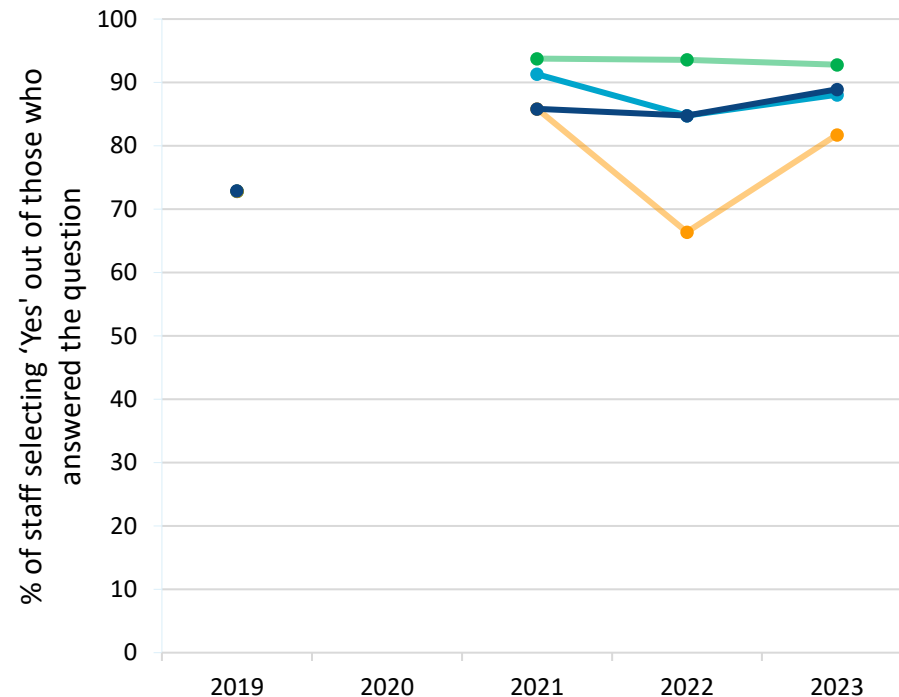
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	58.37%	64.55%	61.19%
Best result	63.98%	65.89%	67.72%
Average result	58.37%	64.55%	65.20%
Worst result	55.85%	62.81%	61.19%
Responses	1153	1275	1090



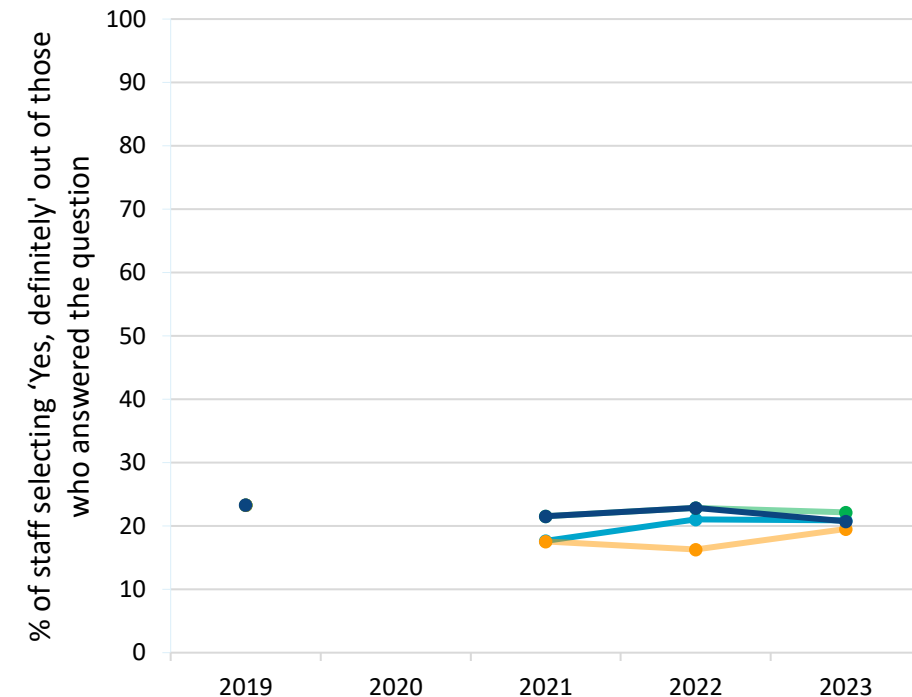
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	72.82%	-	85.80%	84.75%	88.88%
Best result	72.82%	-	93.75%	93.57%	92.78%
Average result	72.82%	-	91.29%	84.75%	88.04%
Worst result	72.82%	-	85.80%	66.37%	81.73%

Responses 1170 - 1155 1272 1088

Q23b It helped me to improve how I do my job.



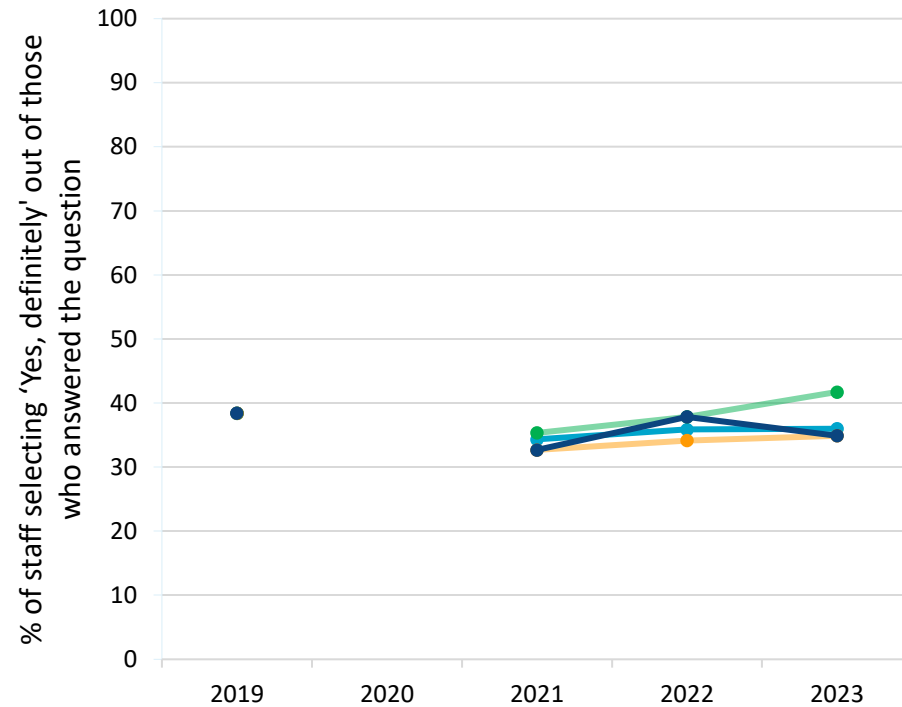
	2019	2020	2021	2022	2023
Your org	23.26%	-	21.52%	22.83%	20.70%
Best result	23.26%	-	21.52%	22.83%	22.12%
Average result	23.26%	-	17.63%	21.01%	20.86%
Worst result	23.26%	-	17.53%	16.26%	19.50%

Responses 847 - 985 1073 966

\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

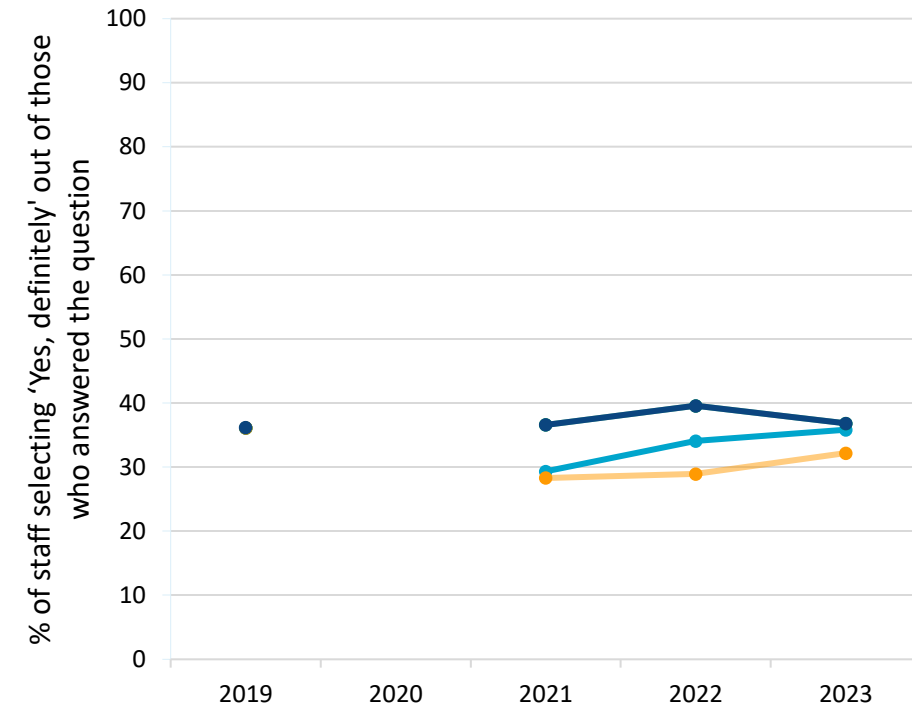


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	38.39%	-	32.66%	37.85%	34.89%
Best result	38.39%	-	35.34%	37.85%	41.72%
Average result	38.39%	-	34.33%	35.87%	36.00%
Worst result	38.39%	-	32.66%	34.14%	34.89%
Responses	844	-	983	1070	966

Q23d It left me feeling that my work is valued by my organisation.



	2019	2020	2021	2022	2023
Your org	36.10%	-	36.59%	39.55%	36.83%
Best result	36.10%	-	36.59%	39.55%	36.83%
Average result	36.10%	-	29.31%	34.06%	35.81%
Worst result	36.10%	-	28.30%	28.93%	32.16%
Responses	842	-	984	1072	964

## People Promise element – We work flexibly



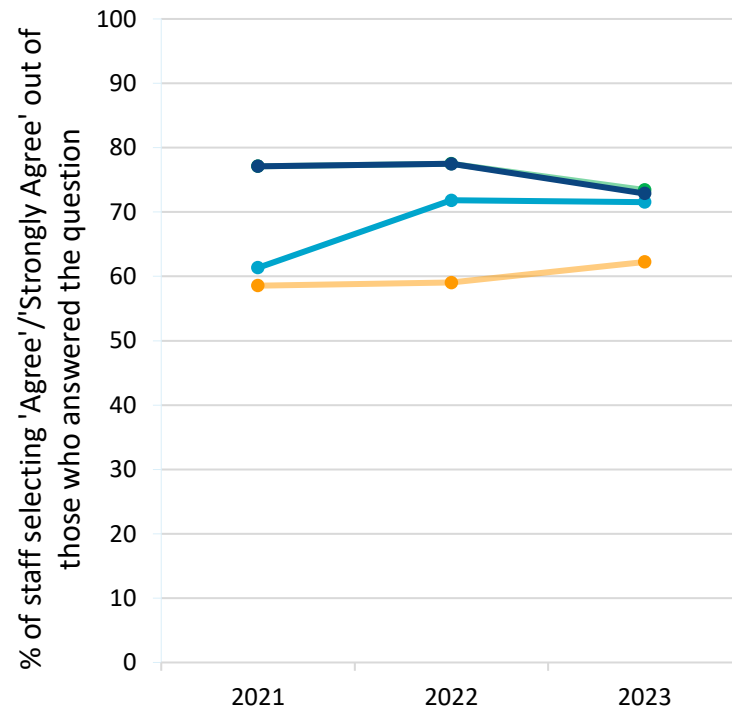
Questions included:

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

Flexible working – Q4d

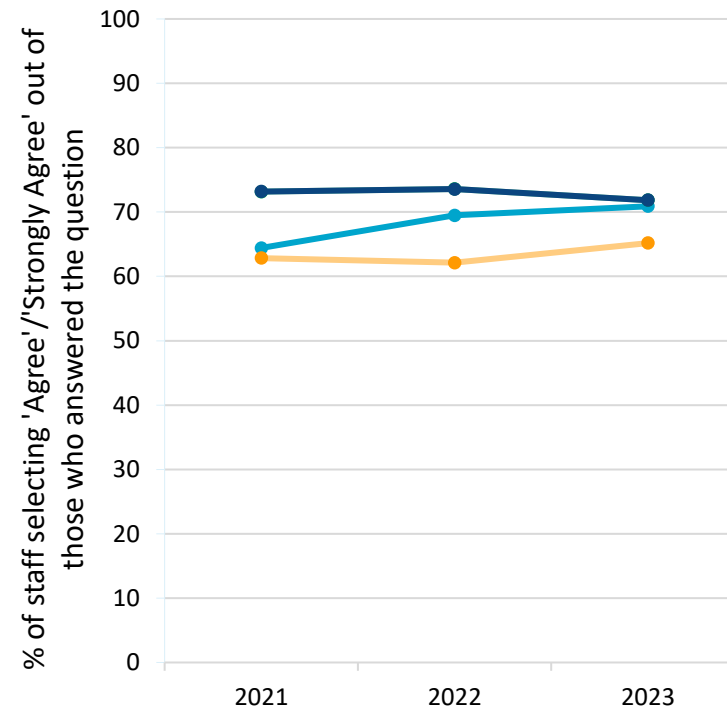


Q6b My organisation is committed to helping me balance my work and home life.



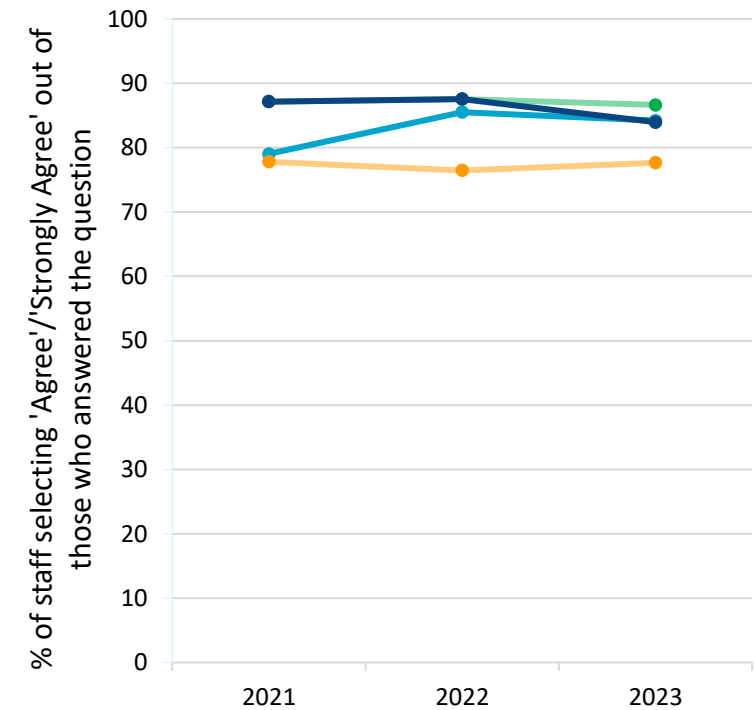
	2021	2022	2023
Your org	77.13%	77.48%	72.89%
Best result	77.13%	77.48%	73.43%
Average result	61.35%	71.82%	71.56%
Worst result	58.57%	59.03%	62.24%
Responses	1163	1279	1092

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



	2021	2022	2023
Your org	73.16%	73.55%	71.83%
Best result	73.16%	73.55%	71.83%
Average result	64.41%	69.48%	70.89%
Worst result	62.85%	62.12%	65.18%
Responses	1155	1278	1090

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

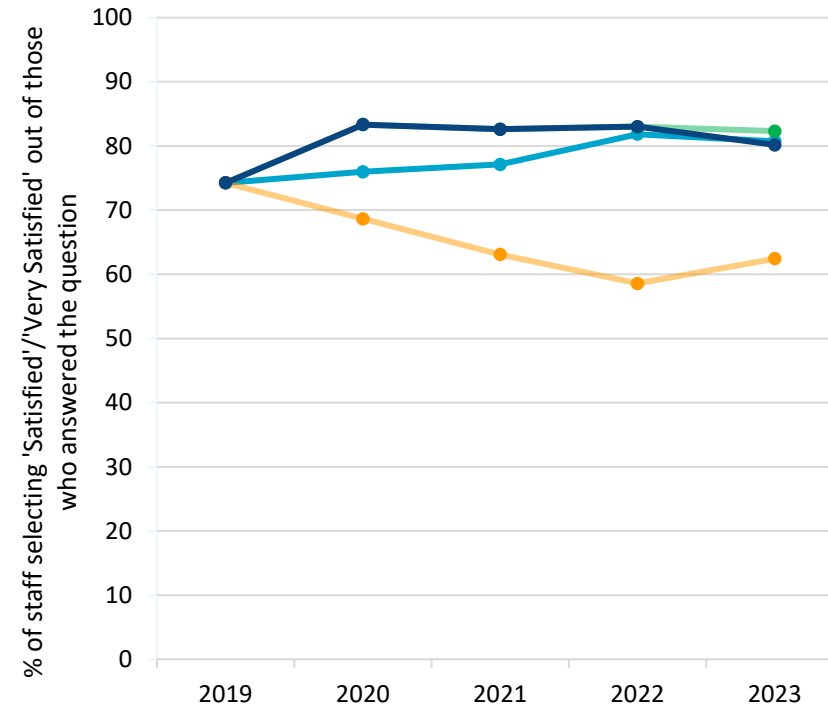


	2021	2022	2023
Your org	87.17%	87.57%	83.96%
Best result	87.17%	87.57%	86.64%
Average result	79.03%	85.51%	84.20%
Worst result	77.82%	76.48%	77.67%
Responses	1161	1279	1091





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



	2019	2020	2021	2022	2023
Your org	74.24%	83.33%	82.61%	82.99%	80.17%
Best result	74.24%	83.33%	82.61%	82.99%	82.30%
Average result	74.24%	75.98%	77.13%	81.83%	80.74%
Worst result	74.24%	68.63%	63.09%	58.58%	62.43%
Responses	1180	1020	1156	1276	1089

## People Promise element – We are a team



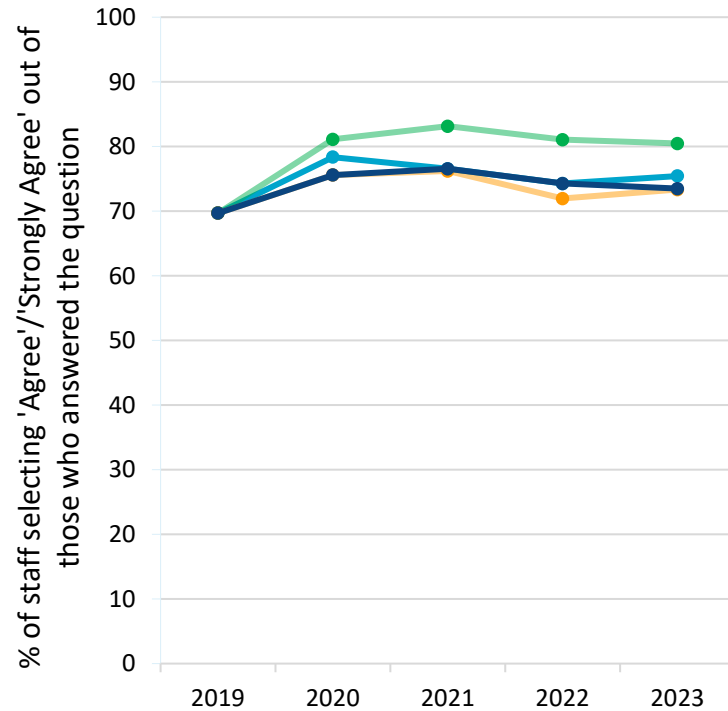
### Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

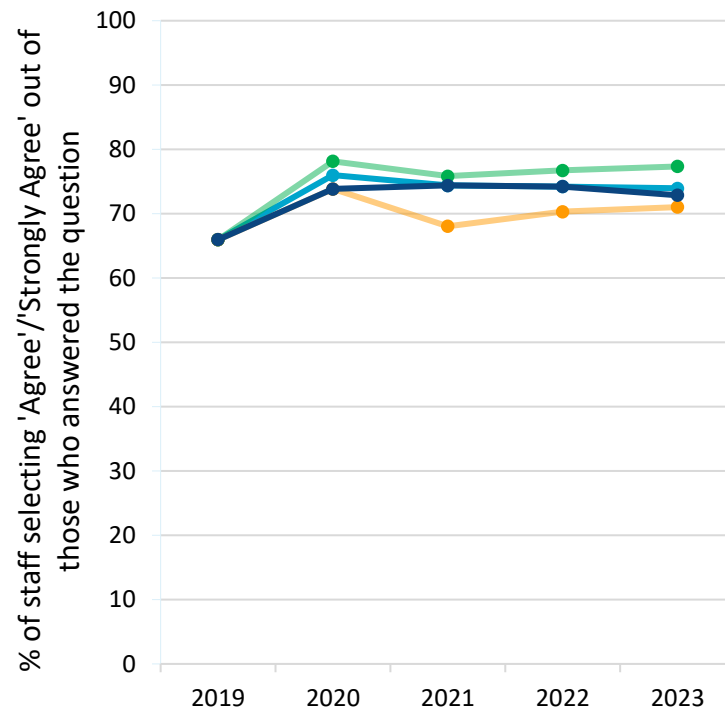


Q7a The team I work in has a set of shared objectives.



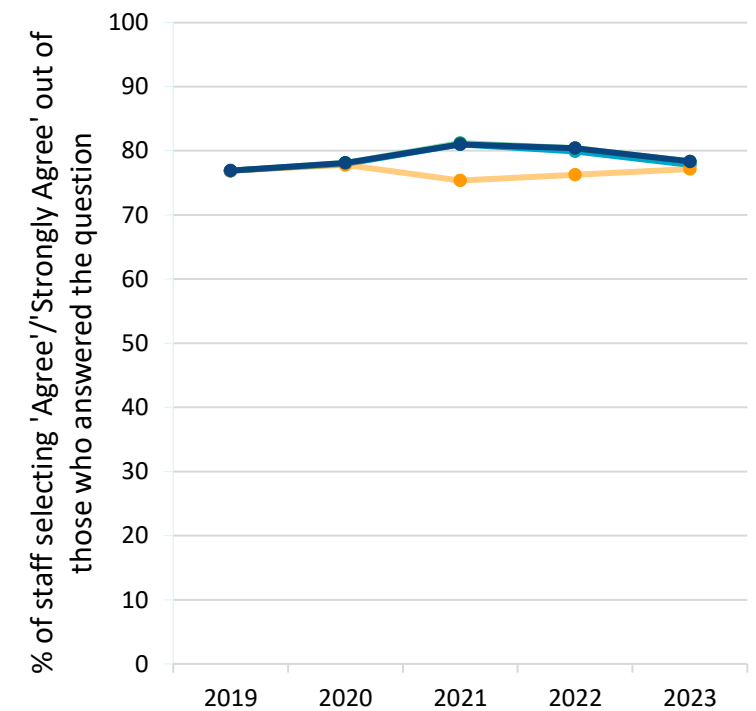
	2019	2020	2021	2022	2023
Your org	69.71%	75.59%	76.55%	74.27%	73.49%
Best result	69.71%	81.13%	83.15%	81.08%	80.47%
Average result	69.71%	78.36%	76.55%	74.27%	75.44%
Worst result	69.71%	75.59%	76.22%	71.95%	73.33%
Responses	1172	1016	1160	1275	1090

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



	2019	2020	2021	2022	2023
Your org	65.96%	73.84%	74.39%	74.22%	72.87%
Best result	65.96%	78.15%	75.83%	76.74%	77.35%
Average result	65.96%	76.00%	74.39%	74.22%	73.93%
Worst result	65.96%	73.84%	68.05%	70.30%	71.04%
Responses	1175	1017	1156	1276	1091

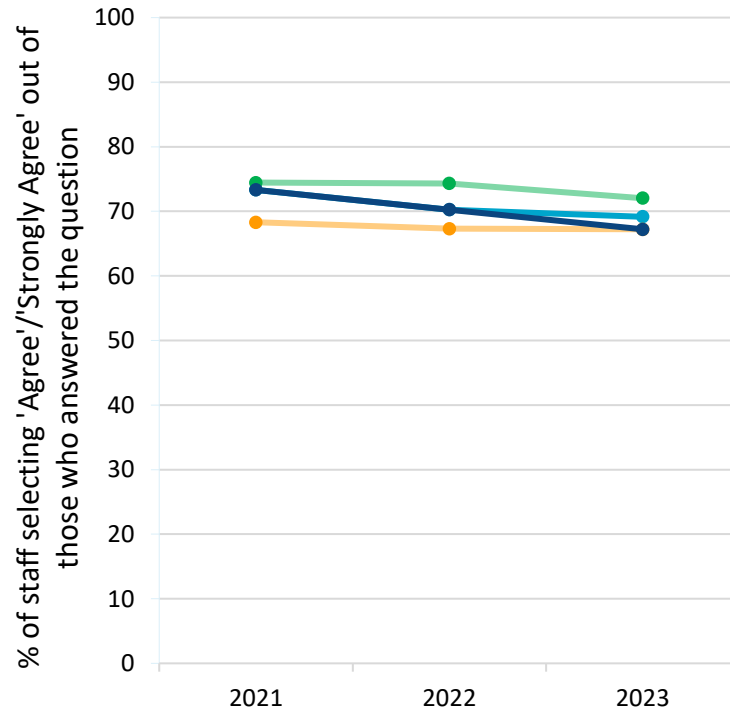
Q7c I receive the respect I deserve from my colleagues at work.



	2019	2020	2021	2022	2023
Your org	76.89%	78.12%	81.02%	80.41%	78.33%
Best result	76.89%	78.12%	81.19%	80.41%	78.33%
Average result	76.89%	77.95%	81.02%	79.91%	77.81%
Worst result	76.89%	77.79%	75.38%	76.27%	77.18%
Responses	1177	1019	1159	1276	1089

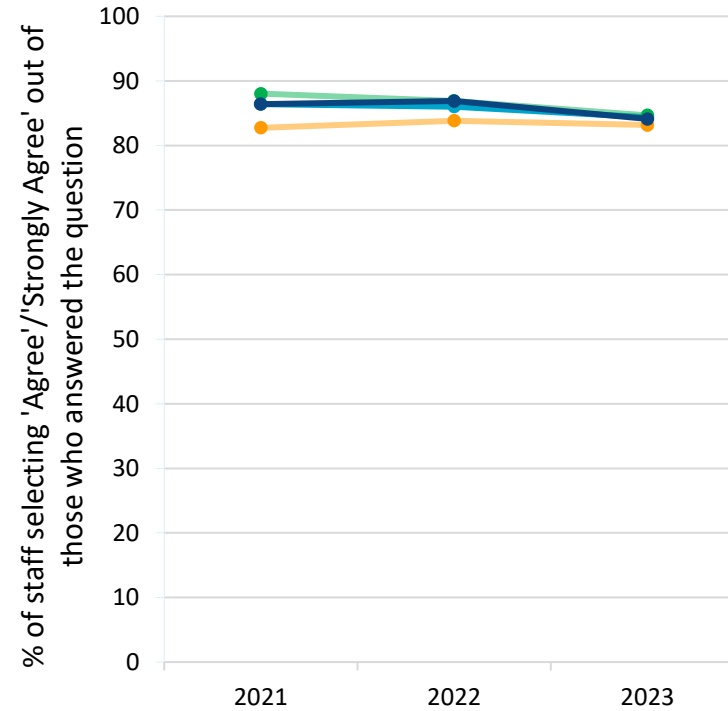


Q7d Team members understand each other's roles.



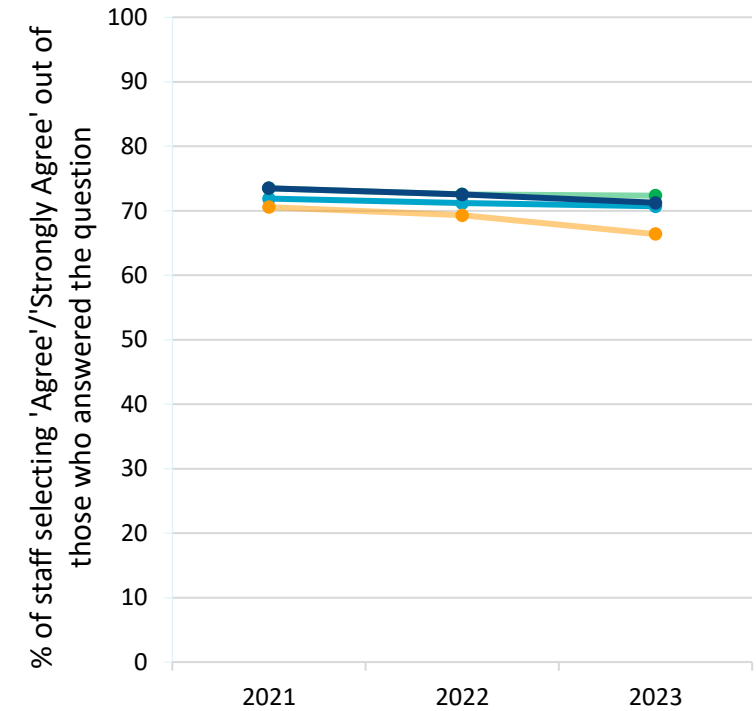
	2021	2022	2023
Your org	73.32%	70.25%	67.22%
Best result	74.44%	74.28%	72.03%
Average result	73.32%	70.25%	69.17%
Worst result	68.29%	67.30%	67.22%
Responses	1158	1274	1092

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	86.42%	86.88%	84.11%
Best result	88.03%	86.88%	84.67%
Average result	86.42%	86.02%	84.36%
Worst result	82.74%	83.82%	83.15%
Responses	1156	1273	1089

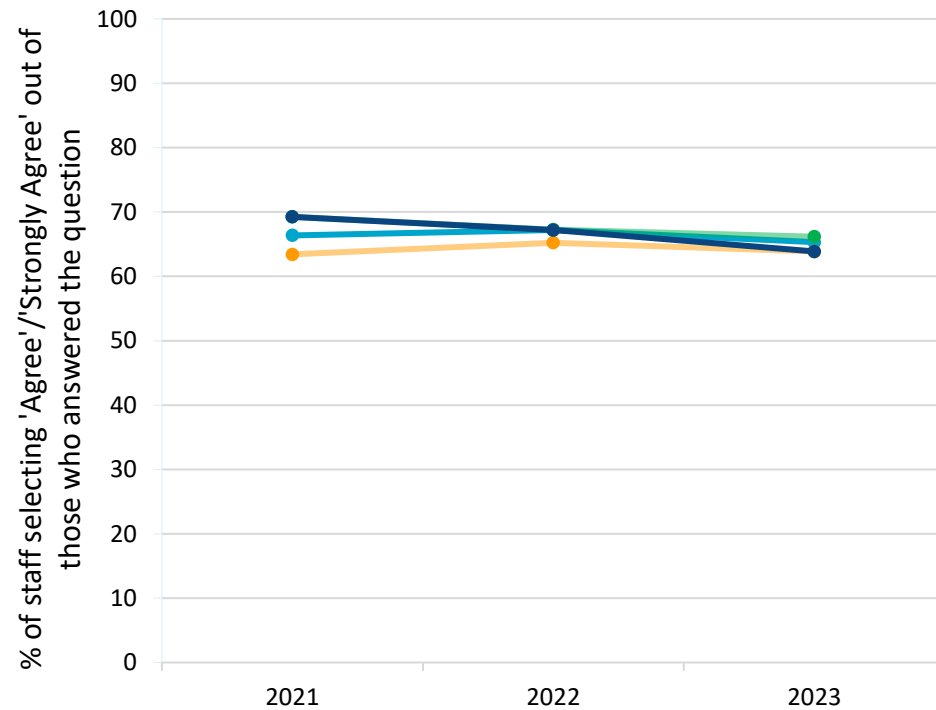
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	73.49%	72.52%	71.23%
Best result	73.49%	72.52%	72.36%
Average result	71.88%	71.19%	70.70%
Worst result	70.57%	69.30%	66.40%
Responses	1158	1270	1088

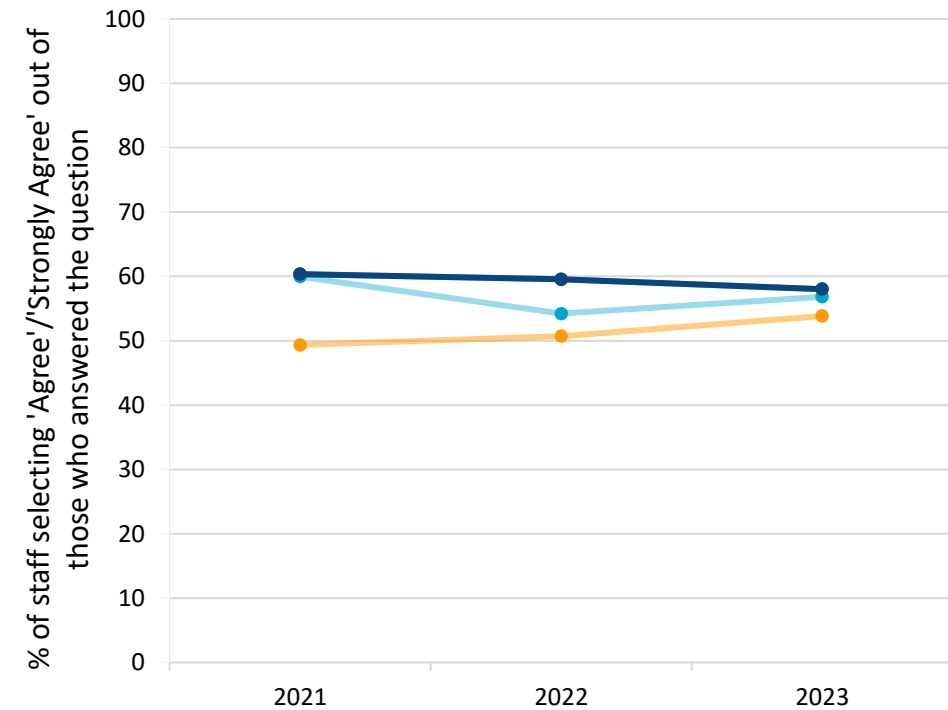


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023
Your org	69.26%	67.19%	63.85%
Best result	69.26%	67.25%	66.17%
Average result	66.37%	67.19%	65.30%
Worst result	63.41%	65.23%	63.85%
Responses	1158	1274	1090

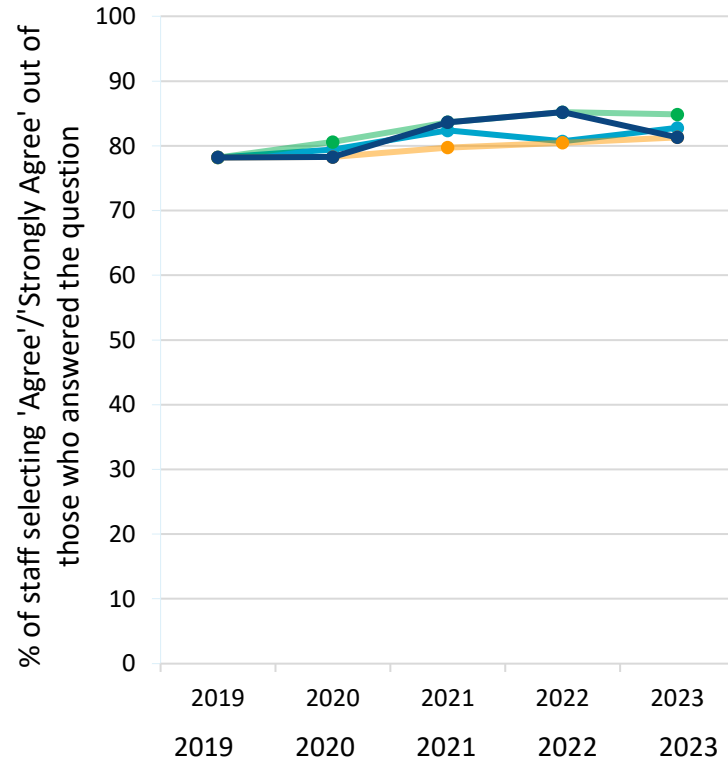
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	60.36%	59.54%	58.01%
Best result	60.36%	59.54%	58.01%
Average result	59.96%	54.21%	56.83%
Worst result	49.34%	50.72%	53.85%
Responses	1158	1273	1086

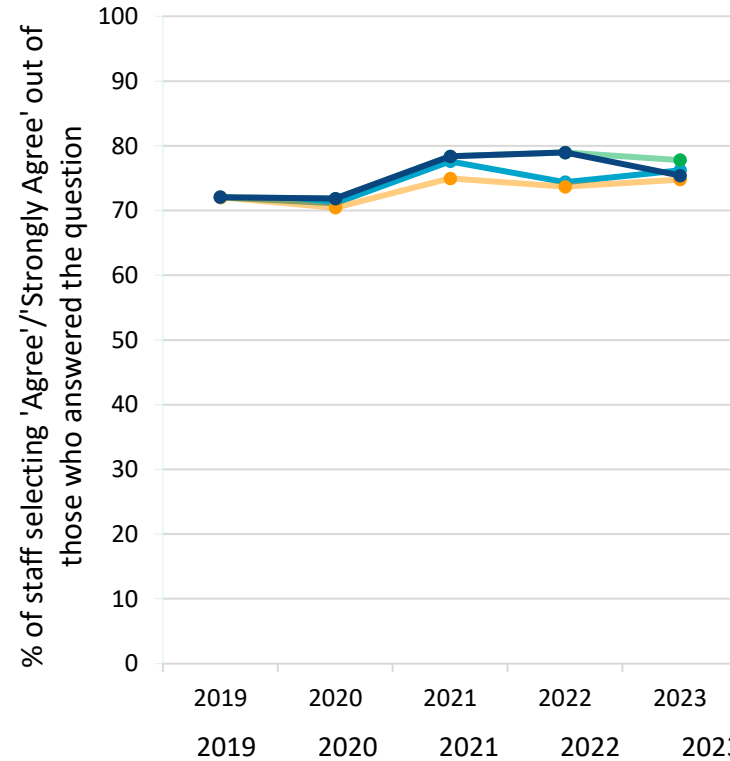


Q9a My immediate manager encourages me at work.



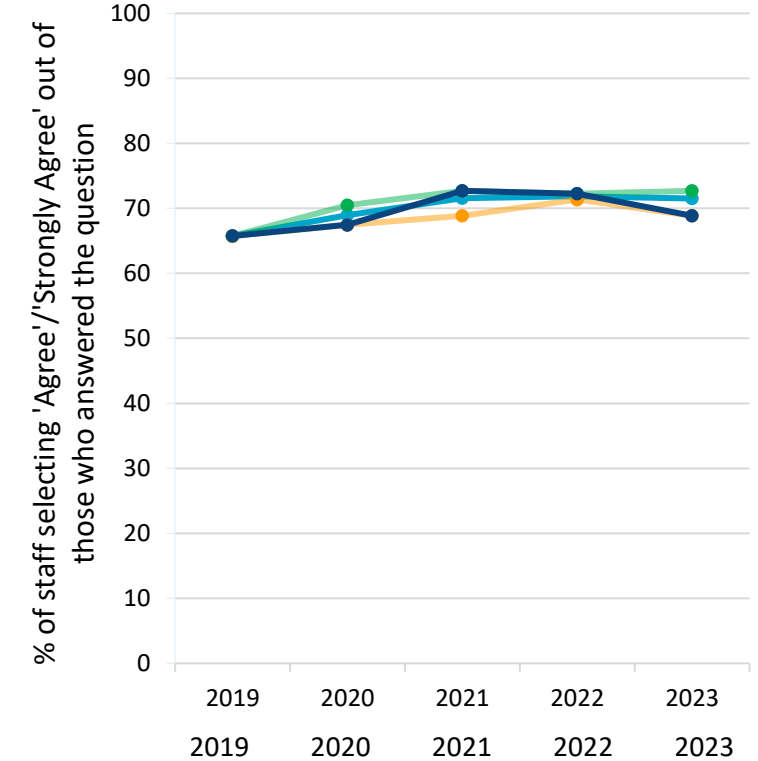
Your org	78.20%	78.28%	83.63%	85.20%	81.30%
Best result	78.20%	80.60%	83.63%	85.20%	84.84%
Average result	78.20%	79.44%	82.37%	80.70%	82.78%
Worst result	78.20%	78.28%	79.74%	80.48%	81.30%
Responses	1179	1022	1161	1277	1091

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



Your org	72.05%	71.85%	78.36%	78.96%	75.41%
Best result	72.05%	71.85%	78.36%	78.96%	77.80%
Average result	72.05%	71.14%	77.60%	74.39%	76.21%
Worst result	72.05%	70.43%	74.95%	73.66%	74.78%
Responses	1177	1016	1160	1274	1090

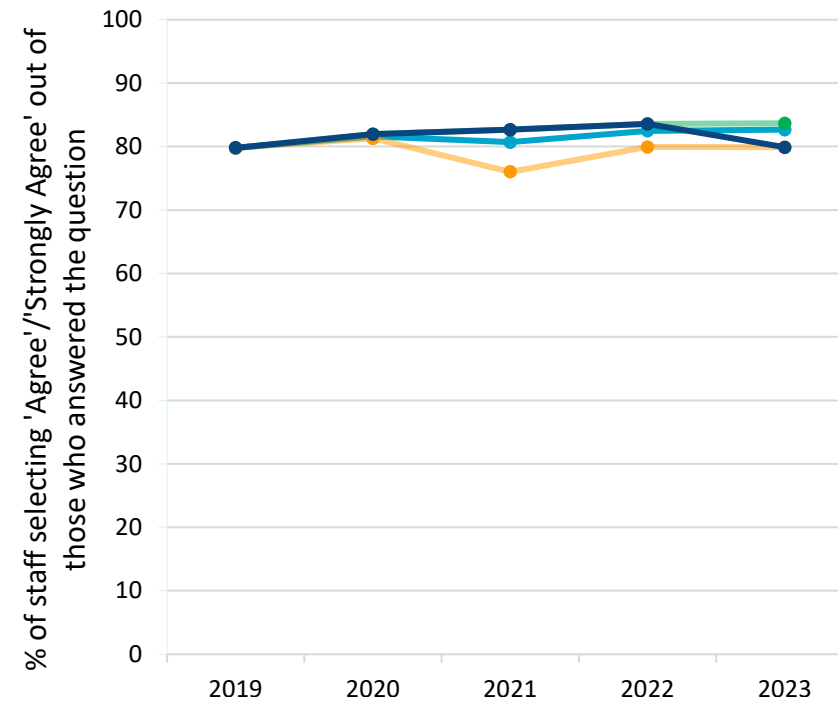
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	65.73%	67.45%	72.71%	72.26%	68.87%
Best result	65.73%	70.49%	72.71%	72.26%	72.71%
Average result	65.73%	68.97%	71.57%	71.85%	71.53%
Worst result	65.73%	67.45%	68.86%	71.34%	68.87%
Responses	1176	1017	1158	1276	1089



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



	2019	2020	2021	2022	2023
Your org	79.78%	81.96%	82.66%	83.56%	79.89%
Best result	79.78%	81.96%	82.66%	83.56%	83.67%
Average result	79.78%	81.63%	80.69%	82.48%	82.65%
Worst result	79.78%	81.31%	76.03%	79.93%	79.89%
Responses	1172	1020	1159	1277	1089

## Theme – Staff engagement

### Questions included:

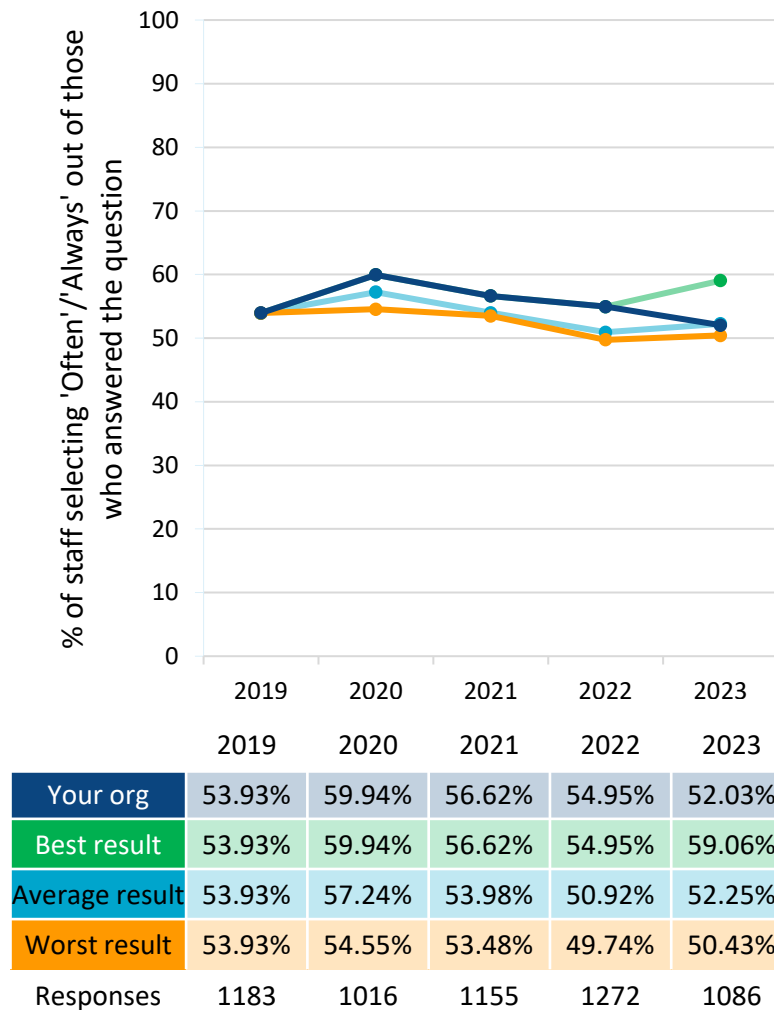
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

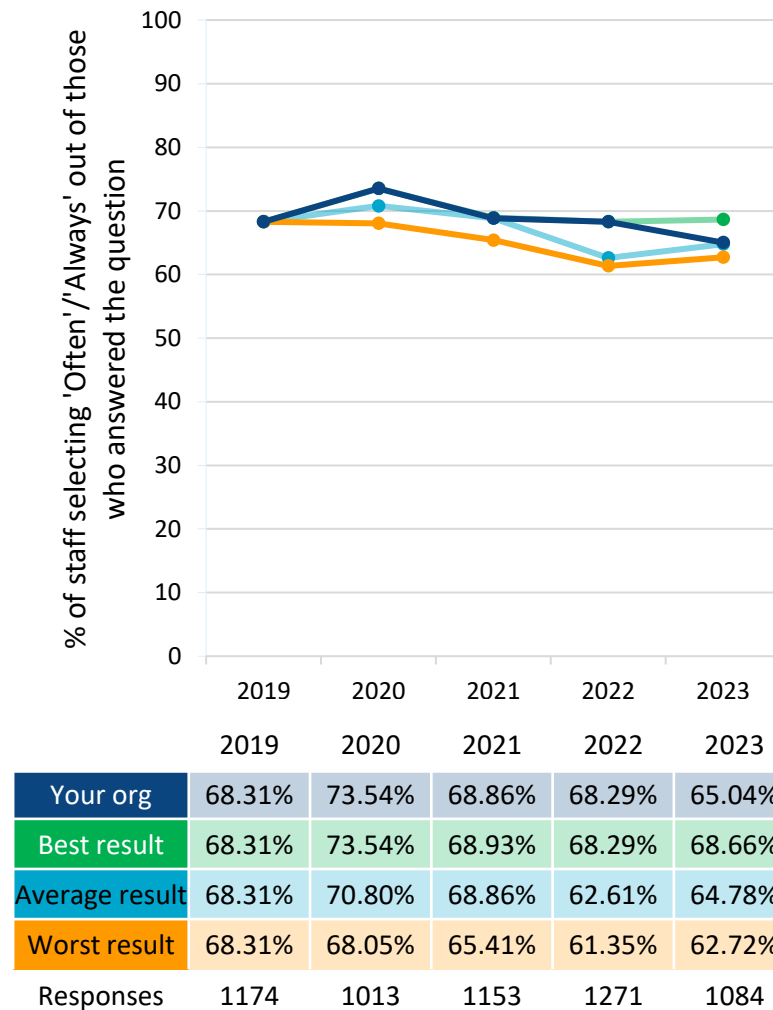
Advocacy – Q25a, Q25c, Q25d



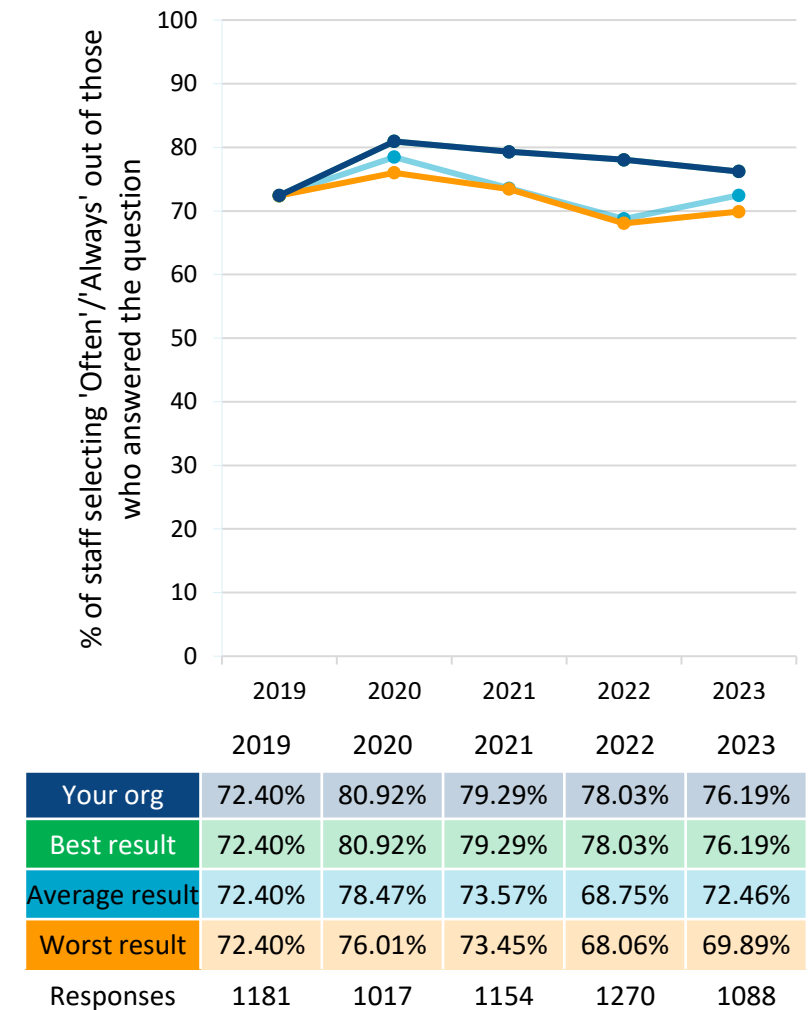
Q2a I look forward to going to work.



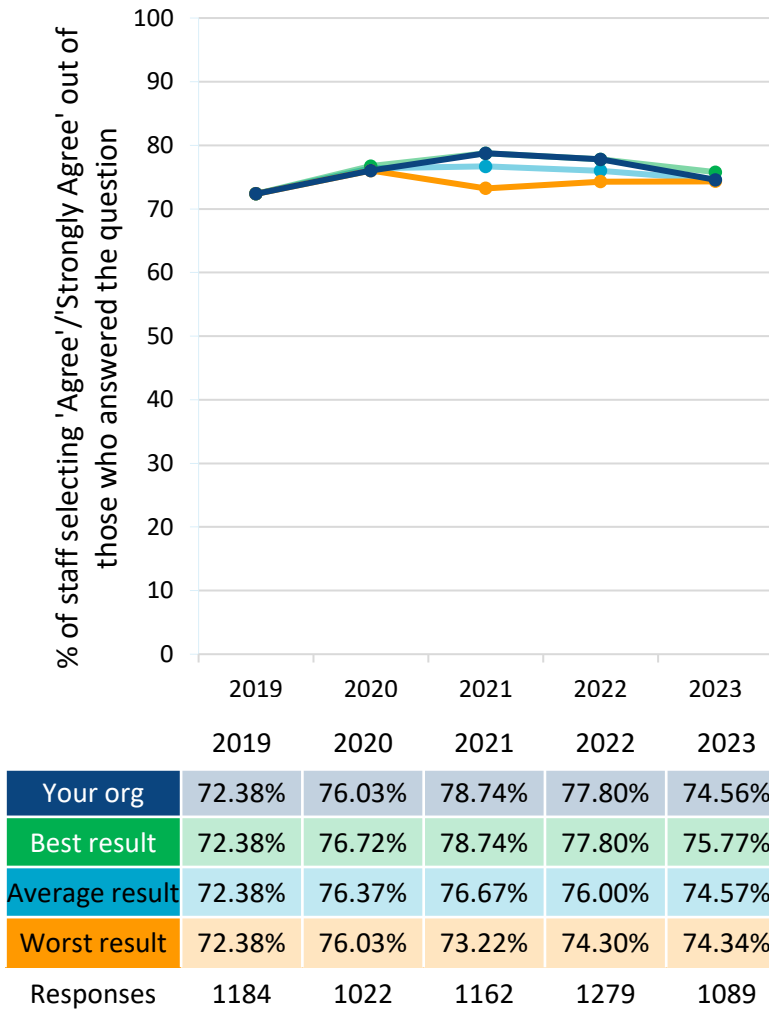
Q2b I am enthusiastic about my job.



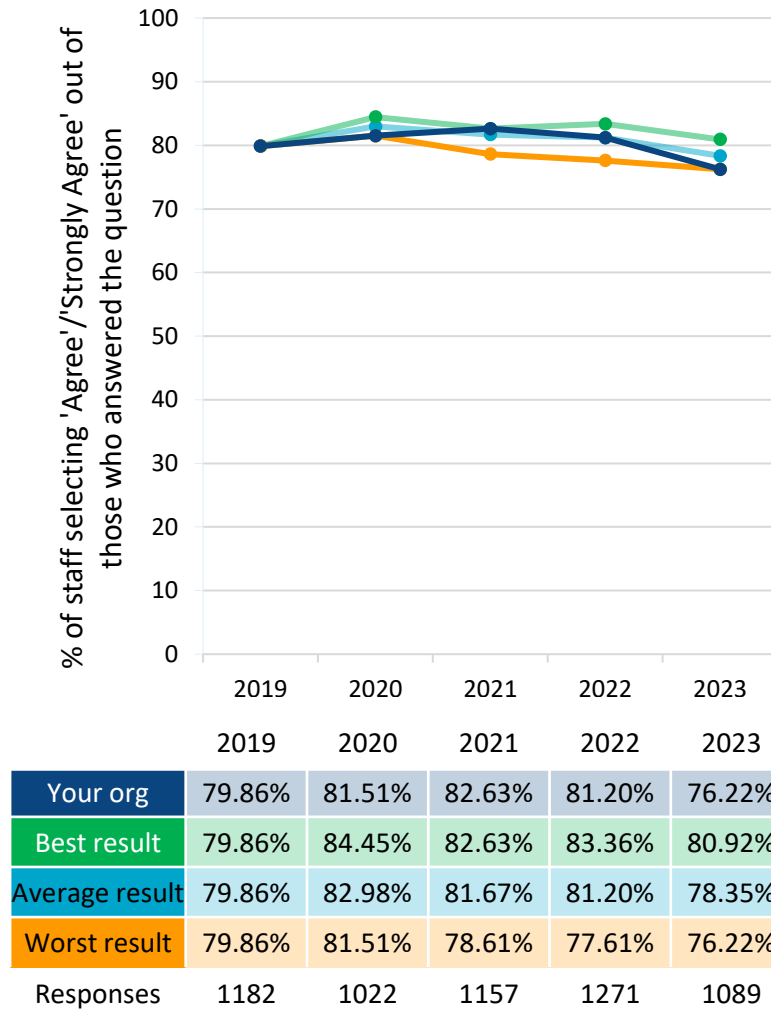
Q2c Time passes quickly when I am working.



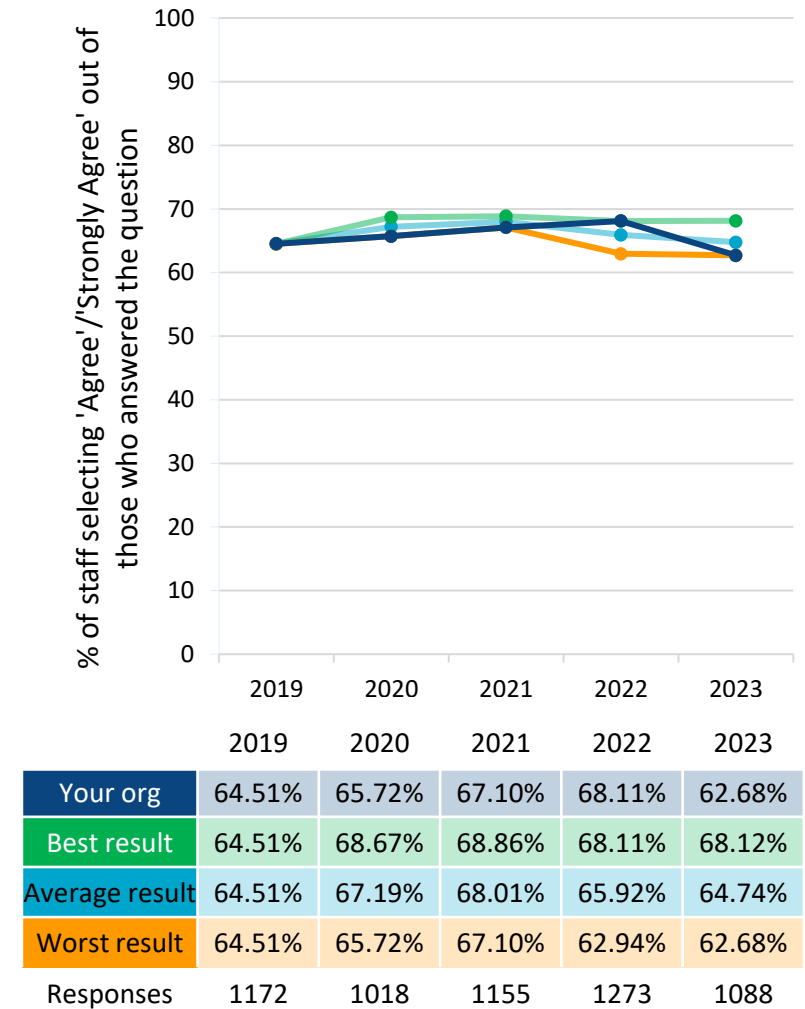
Q3c There are frequent opportunities for me to show initiative in my role.



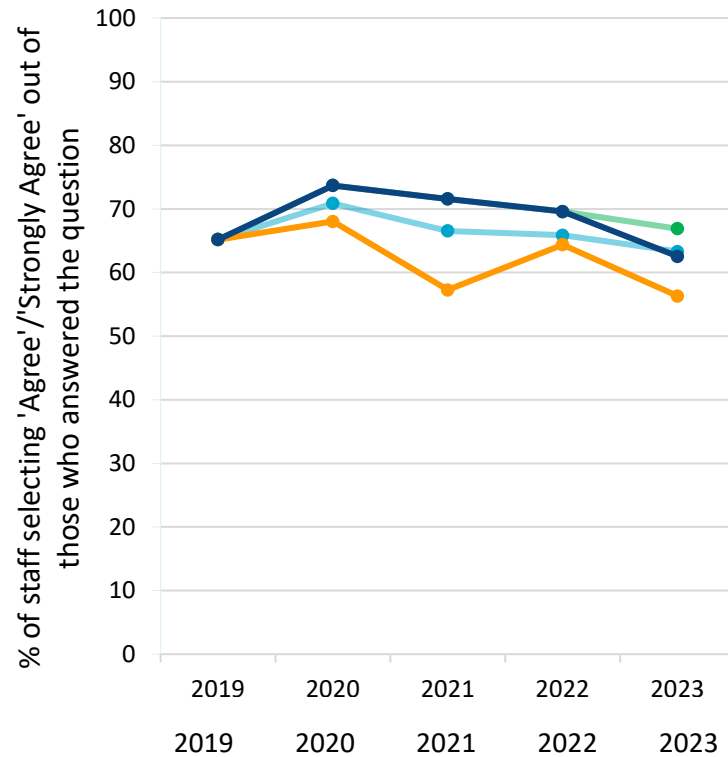
Q3d I am able to make suggestions to improve the work of my team / department.



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

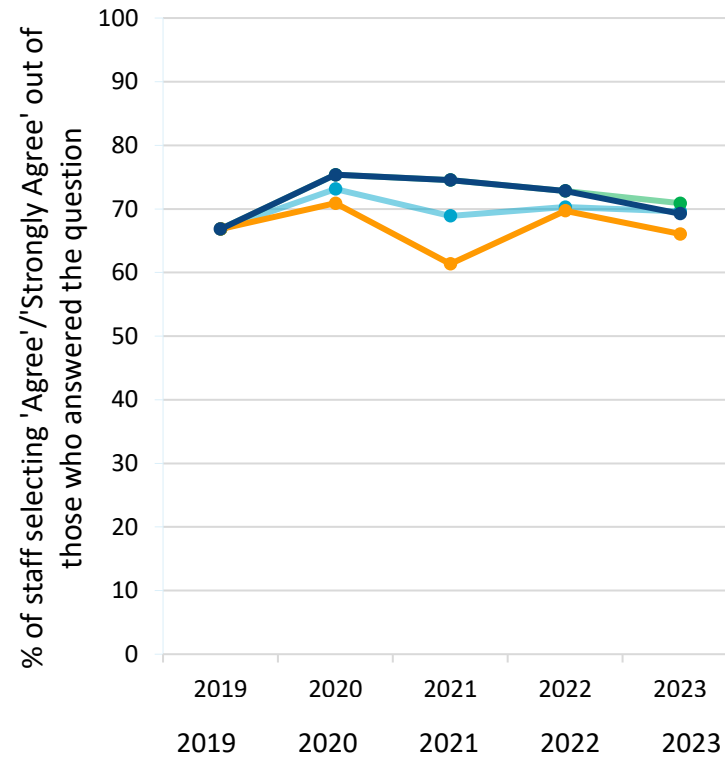


Q25a Care of patients / service users is my organisation's top priority.



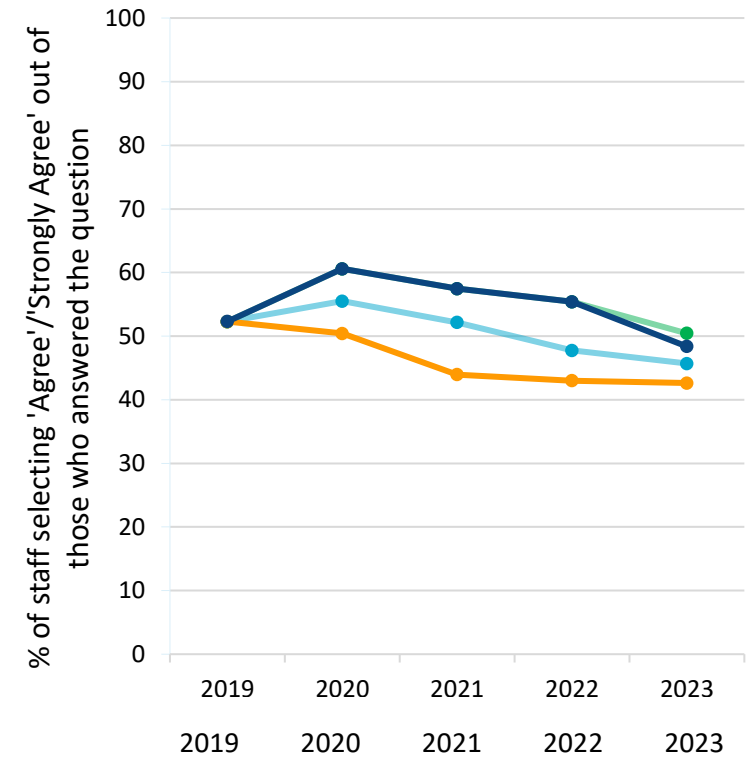
Your org	65.18%	73.68%	71.58%	69.59%	62.53%
Best result	65.18%	73.68%	71.58%	69.59%	66.88%
Average result	65.18%	70.86%	66.53%	65.85%	63.31%
Worst result	65.18%	68.03%	57.25%	64.37%	56.31%
Responses	1163	1007	1154	1276	1081

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



Your org	66.84%	75.37%	74.55%	72.83%	69.25%
Best result	66.84%	75.37%	74.55%	72.83%	70.88%
Average result	66.84%	73.13%	68.90%	70.29%	69.60%
Worst result	66.84%	70.90%	61.35%	69.71%	66.06%
Responses	1167	1015	1155	1277	1083

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



Your org	52.28%	60.58%	57.46%	55.41%	48.37%
Best result	52.28%	60.58%	57.46%	55.41%	50.44%
Average result	52.28%	55.50%	52.16%	47.74%	45.70%
Worst result	52.28%	50.42%	43.95%	43.01%	42.62%
Responses	1142	997	1140	1267	1075

## Theme - Morale

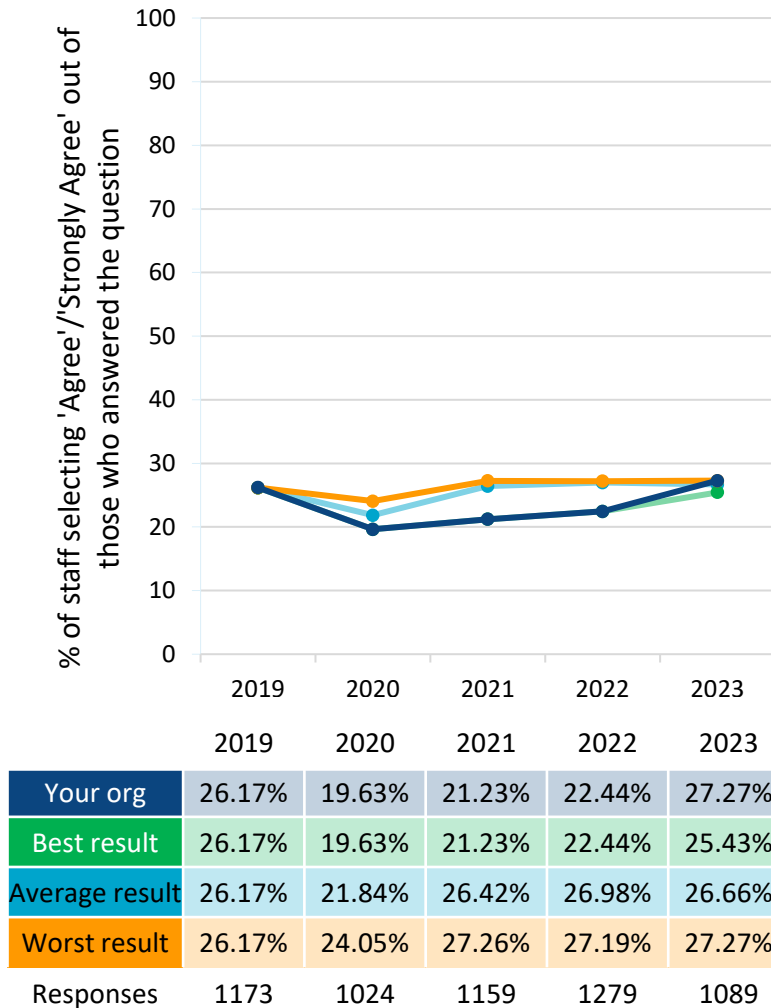
### Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

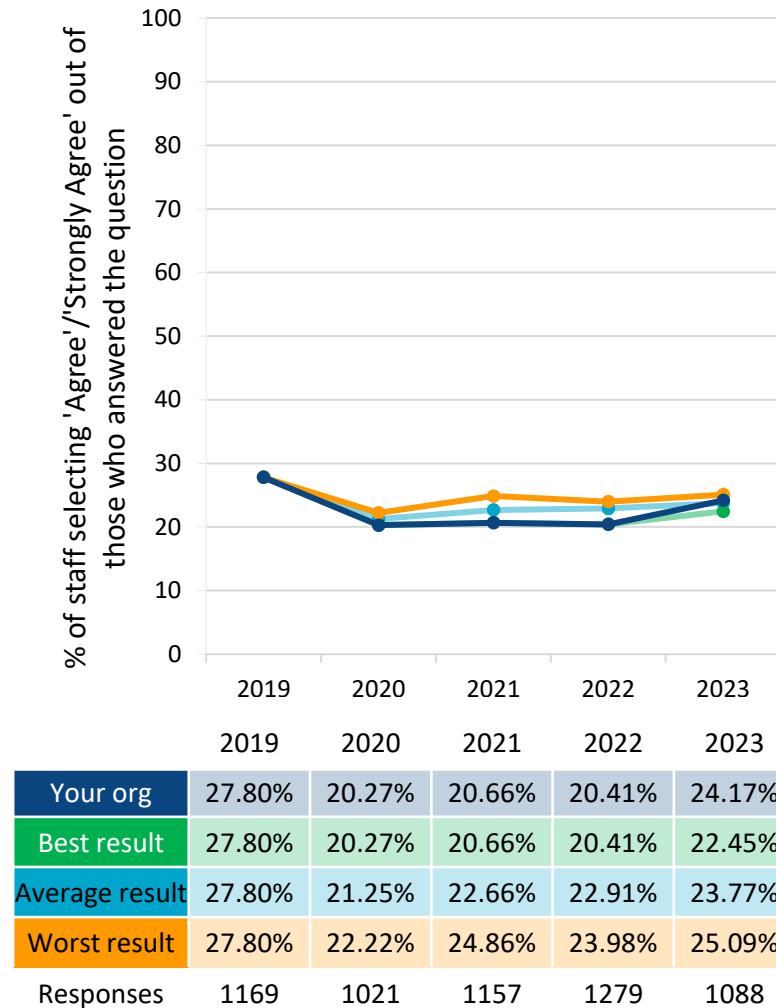
Work pressure – Q3g, Q3h, Q3i

Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

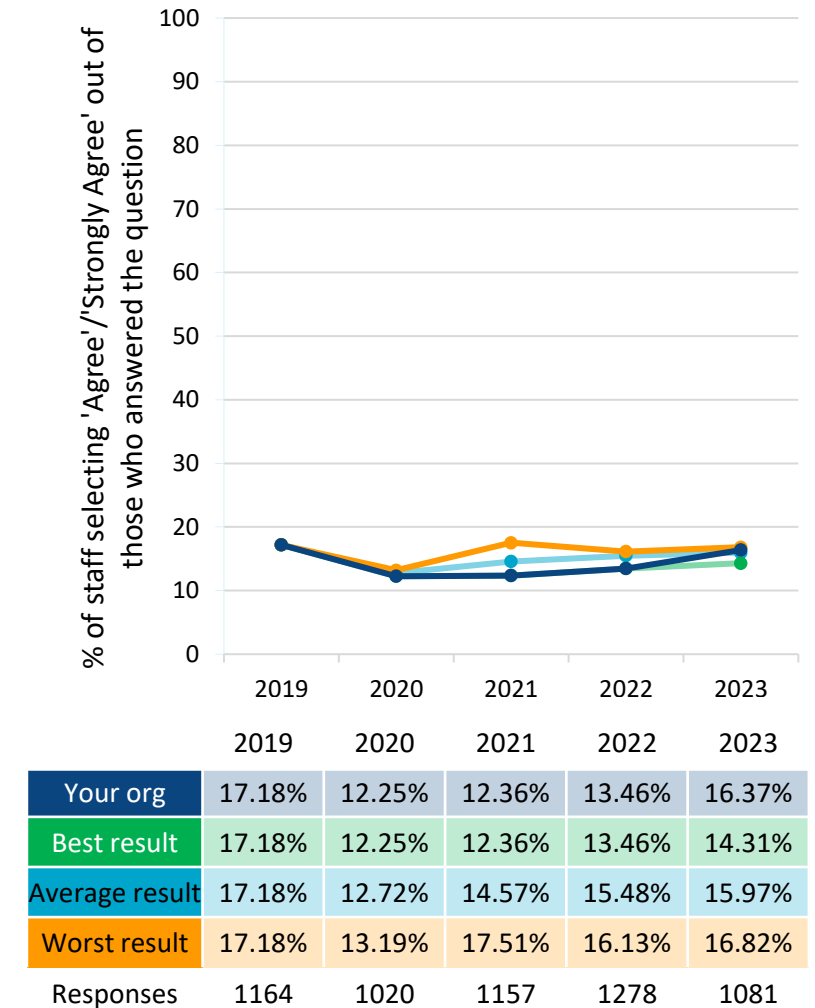
Q26a I often think about leaving this organisation.



Q26b I will probably look for a job at a new organisation in the next 12 months.

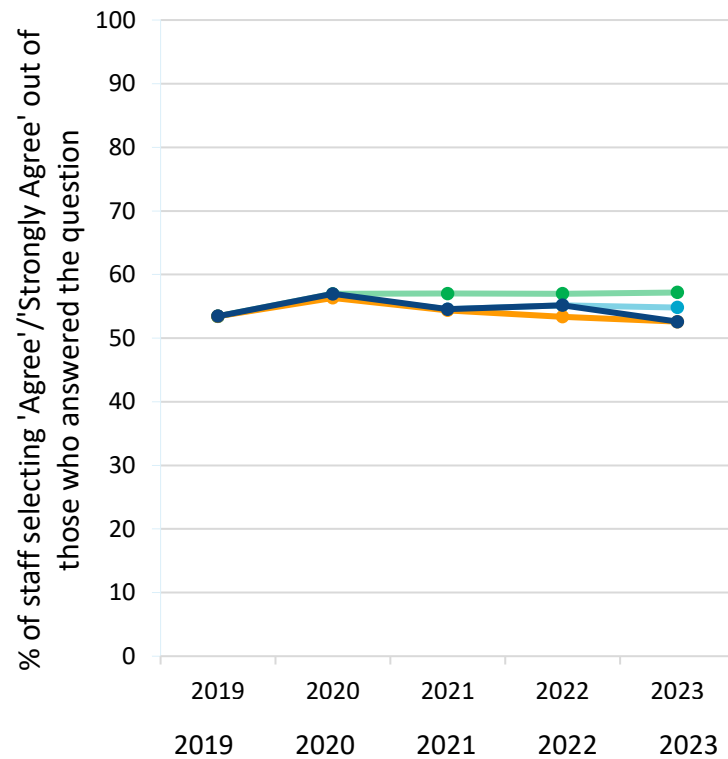


Q26c As soon as I can find another job, I will leave this organisation.



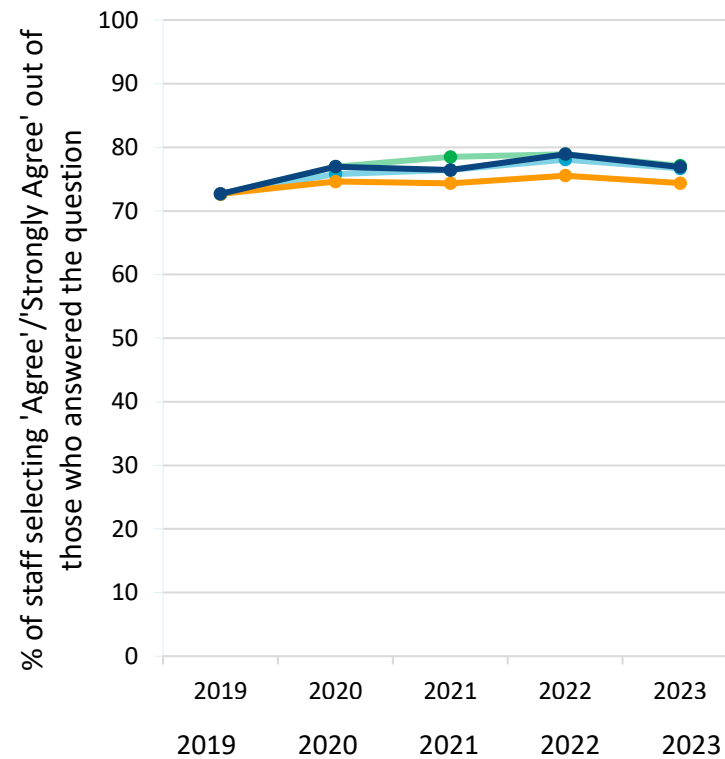


Q3g I am able to meet all the conflicting demands on my time at work.



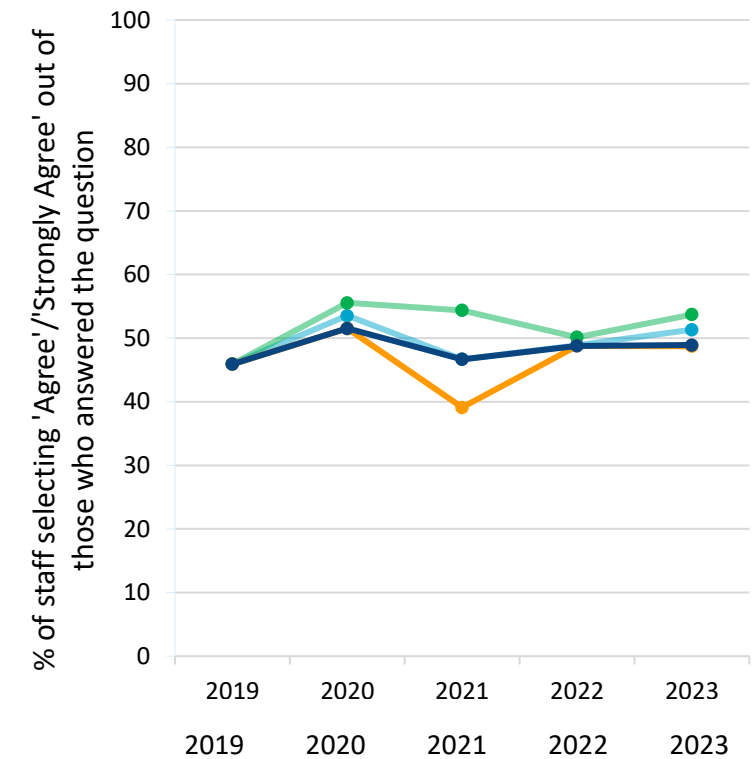
Your org	53.44%	56.96%	54.54%	55.17%	52.58%
Best result	53.44%	56.96%	57.02%	56.98%	57.19%
Average result	53.44%	56.64%	54.54%	55.17%	54.81%
Worst result	53.44%	56.32%	54.36%	53.35%	52.58%
Responses	1179	1020	1157	1276	1084

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



Your org	72.64%	76.96%	76.43%	78.92%	76.91%
Best result	72.64%	76.96%	78.48%	78.92%	77.12%
Average result	72.64%	75.79%	76.43%	78.06%	76.68%
Worst result	72.64%	74.63%	74.34%	75.54%	74.36%
Responses	1177	1020	1150	1276	1087

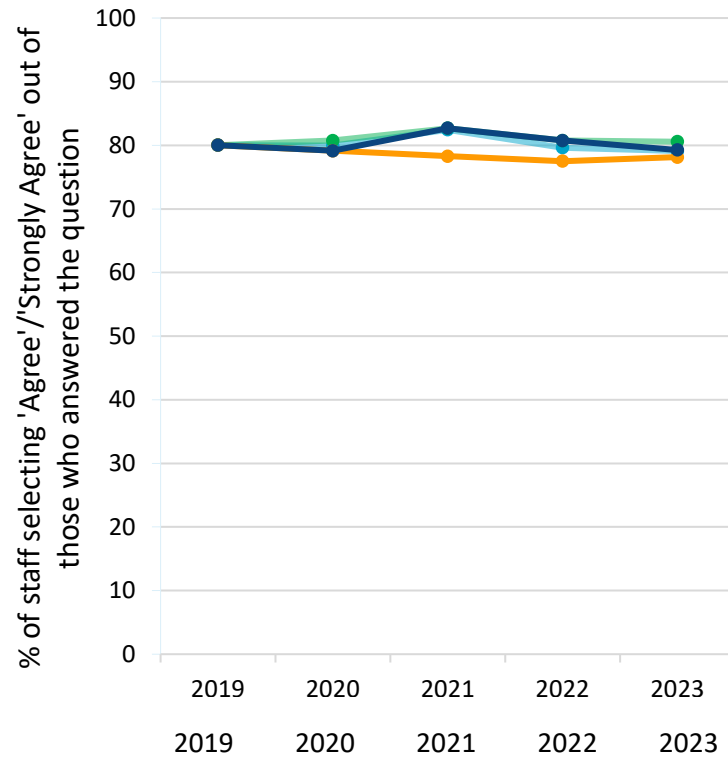
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	45.92%	51.52%	46.68%	48.79%	48.90%
Best result	45.92%	55.54%	54.37%	50.13%	53.73%
Average result	45.92%	53.53%	46.68%	48.89%	51.31%
Worst result	45.92%	51.52%	39.10%	48.79%	48.73%
Responses	1176	1021	1159	1277	1092

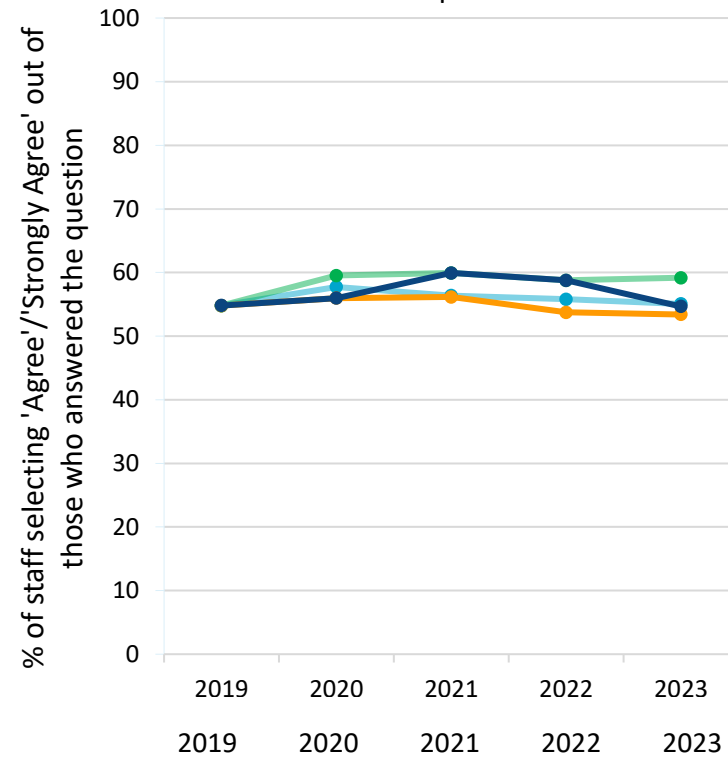


Q3a I always know what my work responsibilities are.



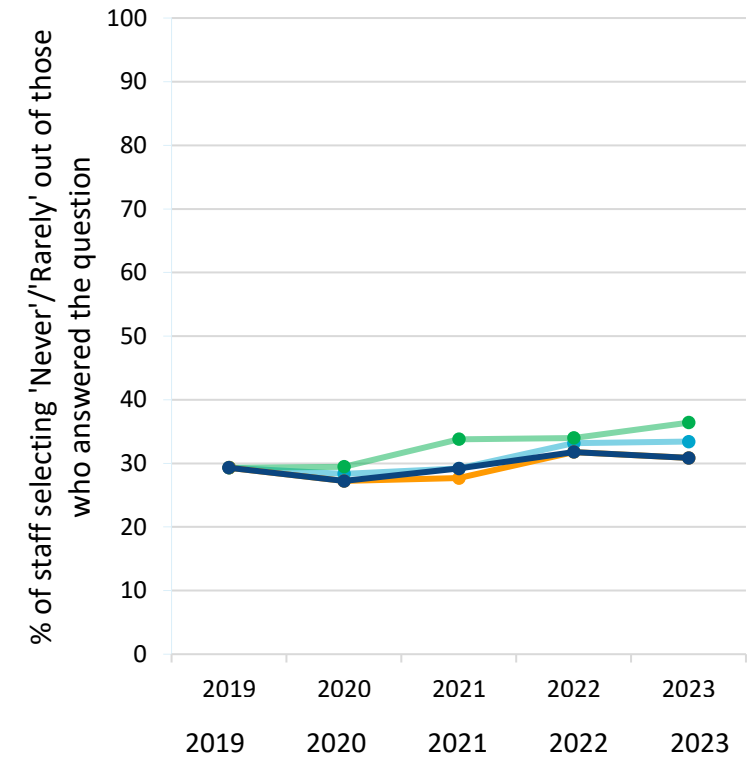
Your org	80.03%	79.13%	82.70%	80.77%	79.27%
Best result	80.03%	80.76%	82.70%	80.77%	80.58%
Average result	80.03%	79.95%	82.45%	79.62%	79.08%
Worst result	80.03%	79.13%	78.28%	77.51%	78.14%
Responses	1177	1016	1162	1279	1090

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



Your org	54.79%	55.98%	59.93%	58.78%	54.68%
Best result	54.79%	59.52%	59.93%	58.78%	59.17%
Average result	54.79%	57.75%	56.37%	55.81%	55.08%
Worst result	54.79%	55.98%	56.15%	53.75%	53.41%
Responses	1179	1020	1163	1276	1090

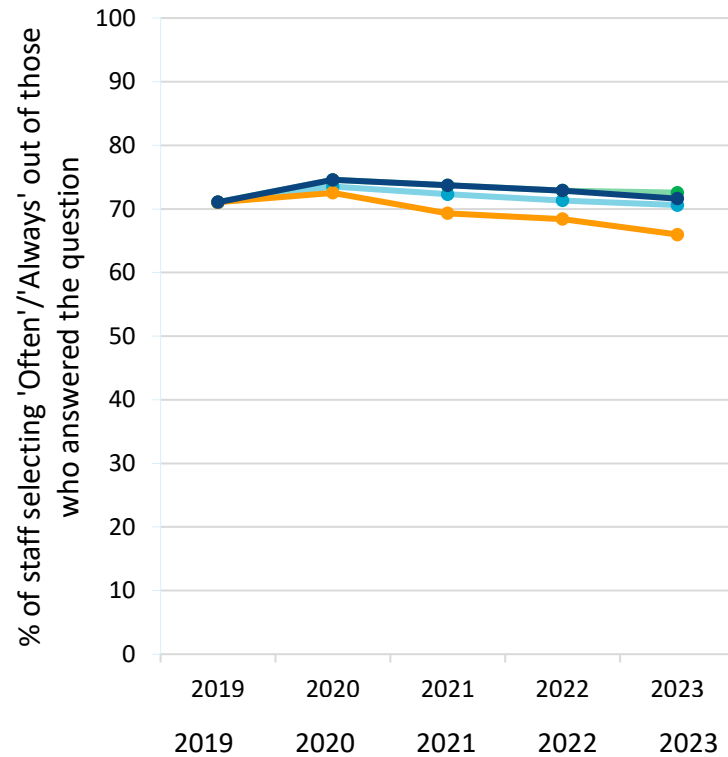
Q5a I have unrealistic time pressures.



Your org	29.32%	27.24%	29.19%	31.79%	30.85%
Best result	29.32%	29.46%	33.79%	34.00%	36.40%
Average result	29.32%	28.35%	29.19%	33.16%	33.43%
Worst result	29.32%	27.24%	27.68%	31.79%	30.85%
Responses	1170	1017	1158	1274	1089

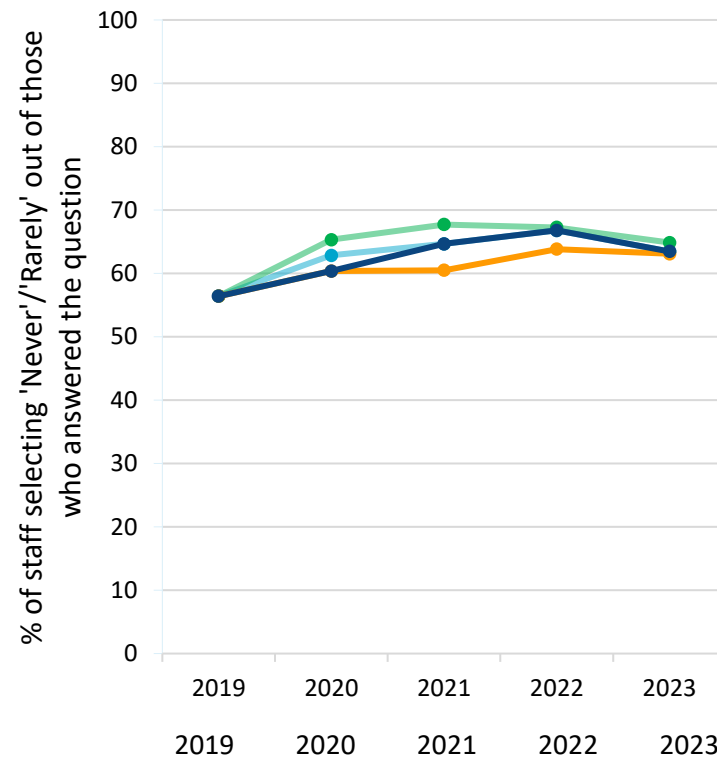


Q5b I have a choice in deciding how to do my work.



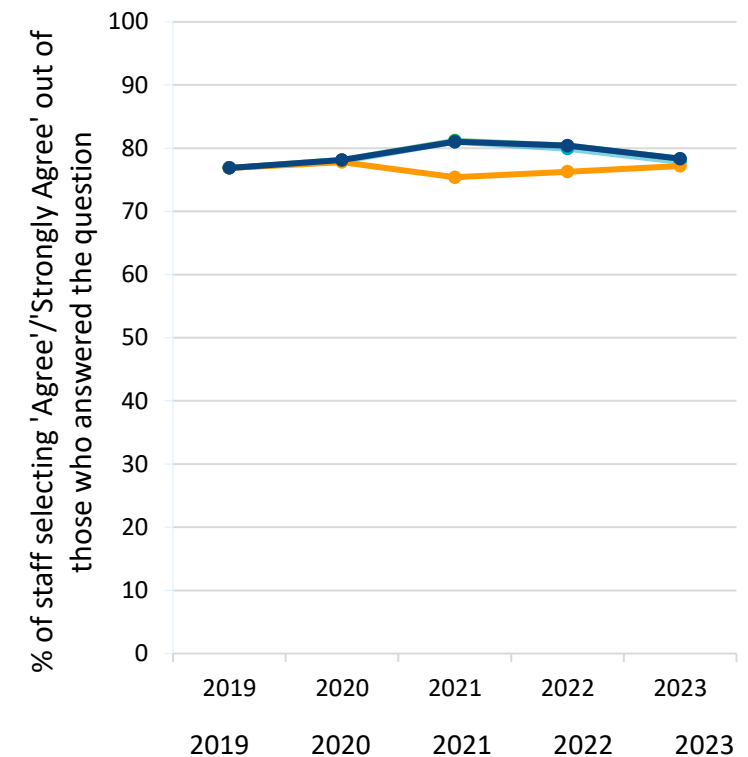
	2019	2020	2021	2022	2023
Your org	71.04%	74.56%	73.72%	72.89%	71.63%
Best result	71.04%	74.56%	73.72%	72.89%	72.54%
Average result	71.04%	73.54%	72.30%	71.31%	70.60%
Worst result	71.04%	72.52%	69.31%	68.40%	65.97%
Responses	1167	1014	1153	1269	1082

Q5c Relationships at work are strained.



	2019	2020	2021	2022	2023
Your org	56.41%	60.37%	64.68%	66.80%	63.48%
Best result	56.41%	65.32%	67.72%	67.27%	64.87%
Average result	56.41%	62.85%	64.68%	66.80%	63.46%
Worst result	56.41%	60.37%	60.49%	63.82%	63.11%
Responses	1170	1017	1158	1274	1087

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

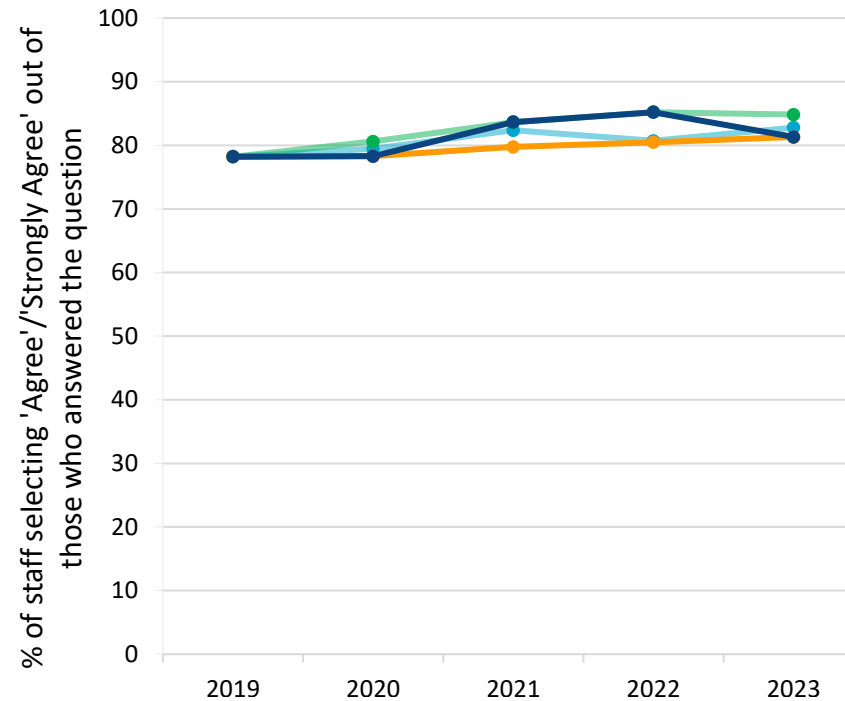


	2019	2020	2021	2022	2023
Your org	76.89%	78.12%	81.02%	80.41%	78.33%
Best result	76.89%	78.12%	81.19%	80.41%	78.33%
Average result	76.89%	77.95%	81.02%	79.91%	77.81%
Worst result	76.89%	77.79%	75.38%	76.27%	77.18%
Responses	1177	1019	1159	1276	1089





Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	78.20%	78.28%	83.63%	85.20%	81.30%
Best result	78.20%	80.60%	83.63%	85.20%	84.84%
Average result	78.20%	79.44%	82.37%	80.70%	82.78%
Worst result	78.20%	78.28%	79.74%	80.48%	81.30%
Responses	1179	1022	1161	1277	1091

## Question not linked to People Promise elements or themes

Questions included:\*

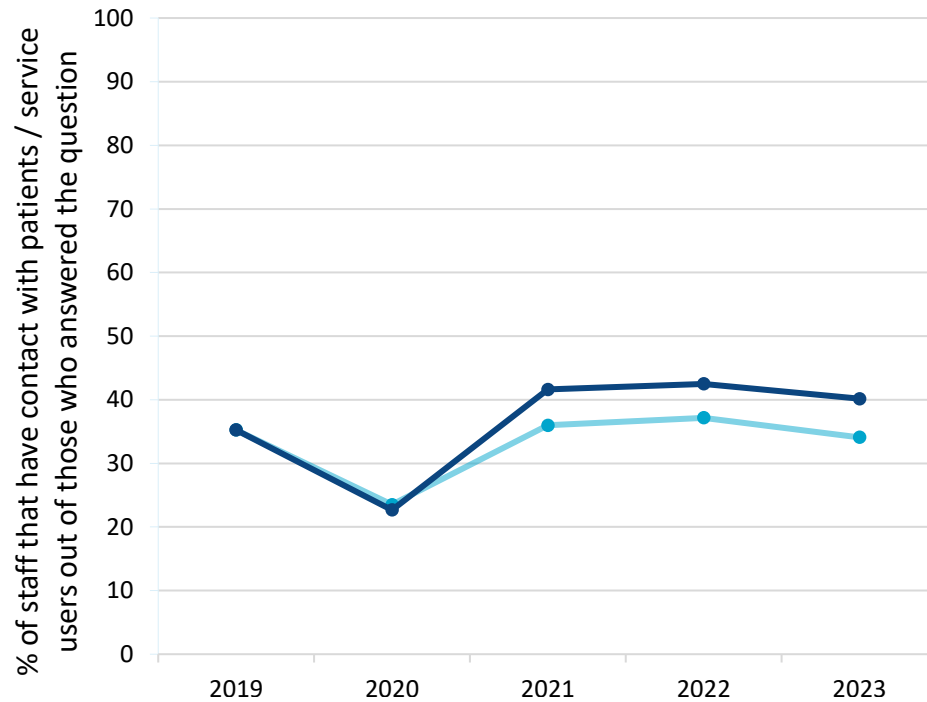
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. These questions do not contribute to any score or sub-score calculations.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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

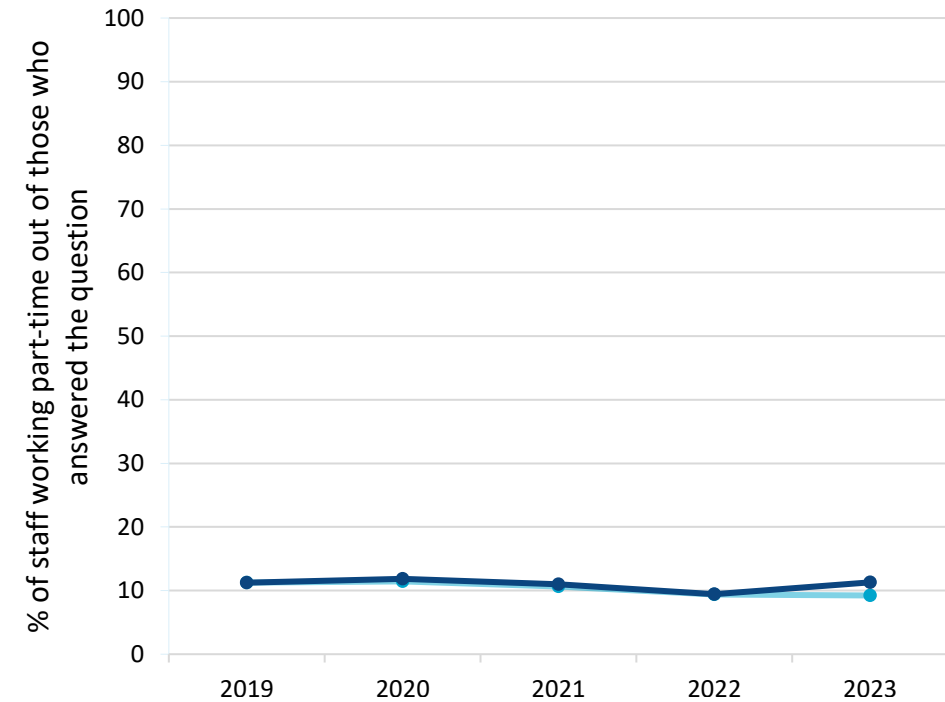


2019 2020 2021 2022 2023

Your org	35.26%	22.67%	41.62%	42.49%	40.17%
Average	35.26%	23.50%	35.98%	37.17%	34.10%

Responses 1177 1019 1158 1278 1088

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



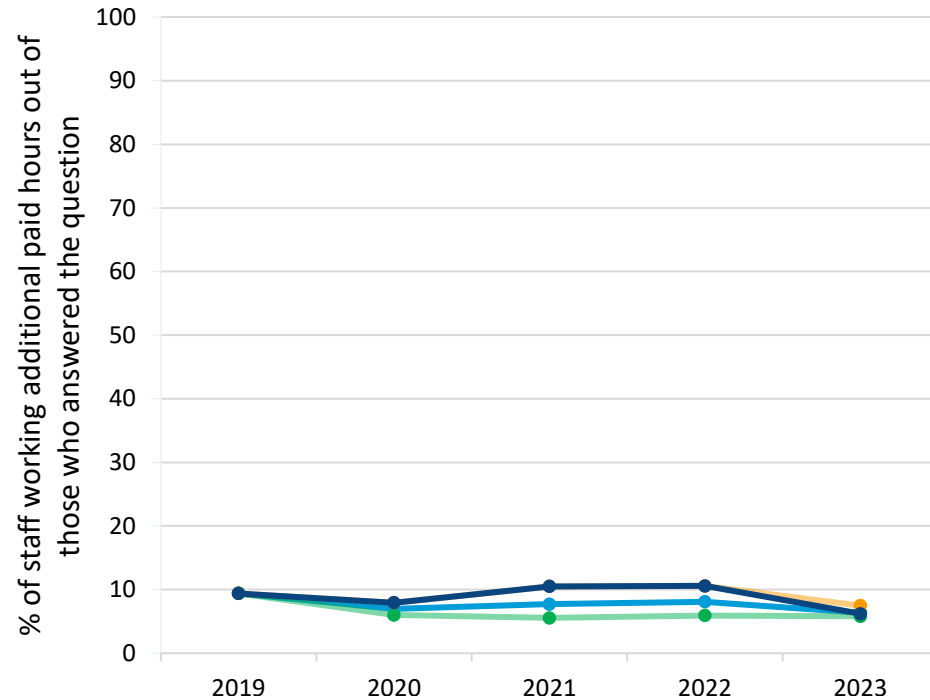
2019 2020 2021 2022 2023

Your org	11.24%	11.84%	11.01%	9.44%	11.30%
Average	11.24%	11.45%	10.66%	9.38%	9.25%

Responses 1112 971 1090 1197 1018



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

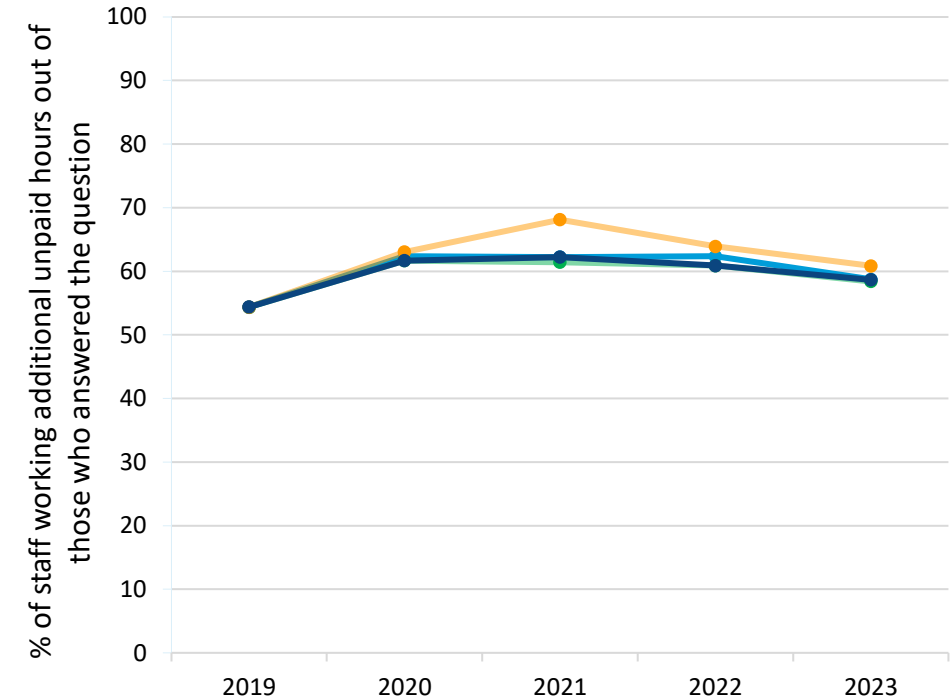


	2019	2020	2021	2022	2023
--	------	------	------	------	------

Your org	9.40%	7.93%	10.50%	10.58%	6.20%
Lowest	9.40%	5.99%	5.53%	5.92%	5.81%
Average	9.40%	6.96%	7.71%	8.09%	6.36%
Highest	9.40%	7.93%	10.50%	10.58%	7.48%

Responses	1138	996	1124	1248	1064
-----------	------	-----	------	------	------

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



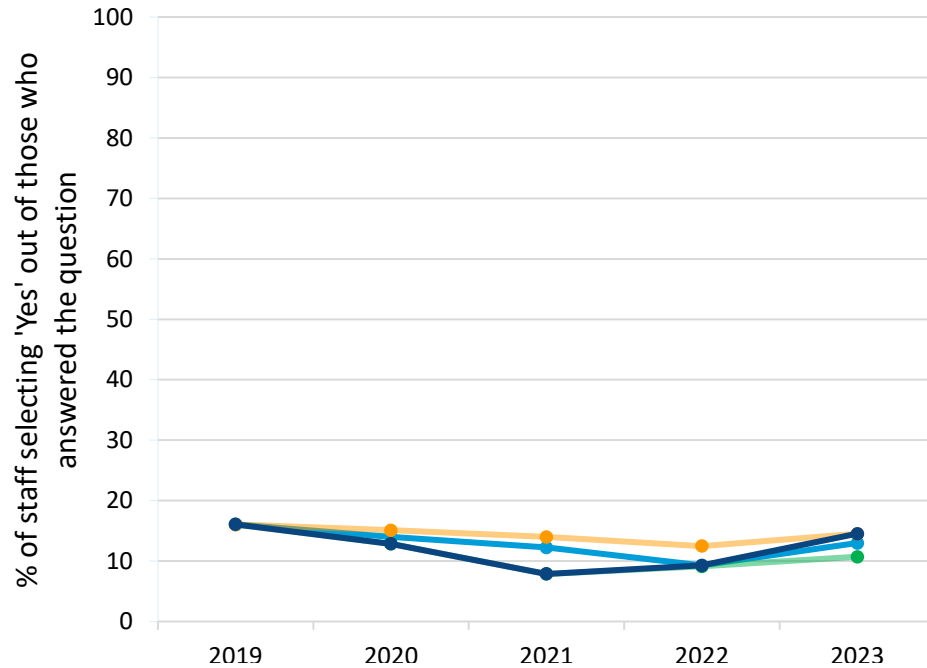
	2019	2020	2021	2022	2023
--	------	------	------	------	------

Your org	54.36%	61.67%	62.23%	60.89%	58.65%
Lowest	54.36%	61.67%	61.42%	60.89%	58.41%
Average	54.36%	62.35%	62.23%	62.35%	58.73%
Highest	54.36%	63.04%	68.11%	63.92%	60.85%

Responses	1159	1007	1149	1253	1081
-----------	------	------	------	------	------

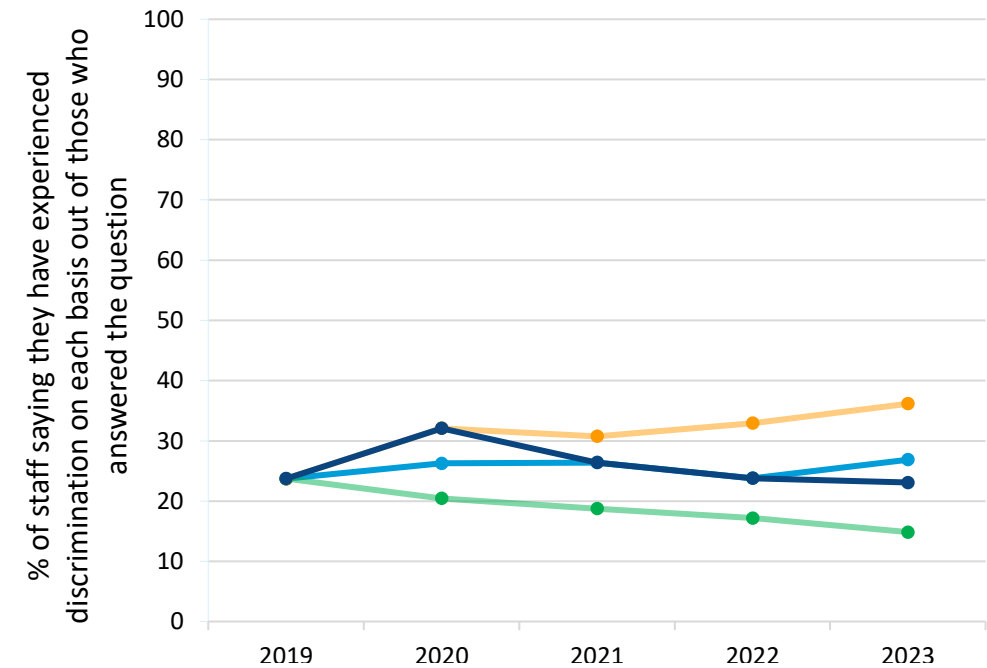


Q11e\* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	16.05%	12.86%	7.87%	9.29%	14.52%
Best result	16.05%	12.86%	7.87%	9.12%	10.71%
Average result	16.05%	13.98%	12.24%	9.29%	13.00%
Worst result	16.05%	15.11%	14.00%	12.48%	14.52%
Responses	592	412	521	635	544

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

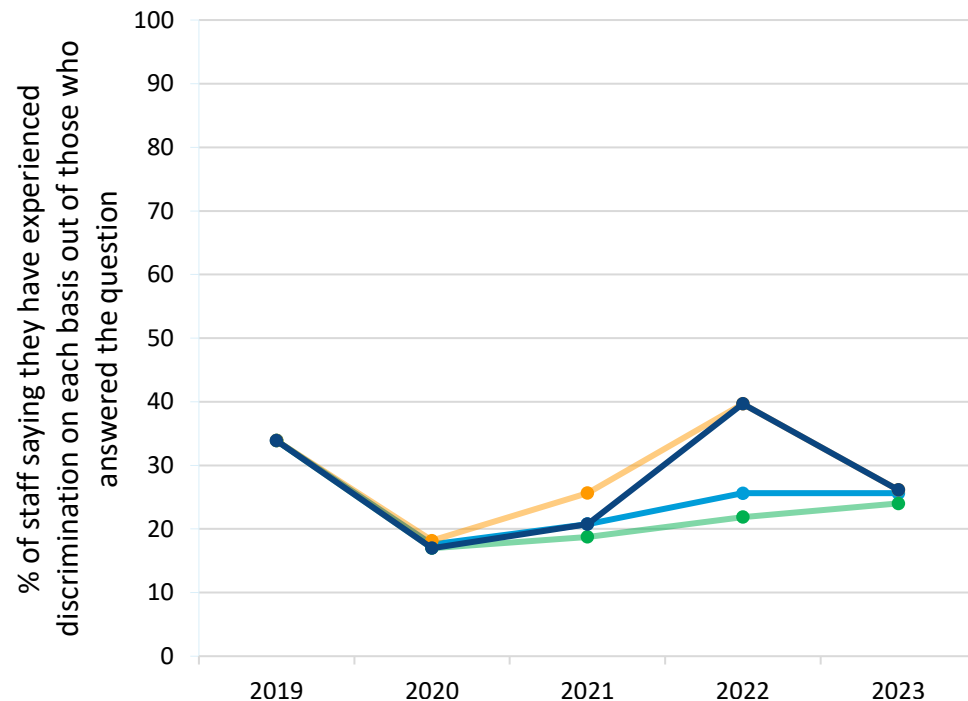


	2019	2020	2021	2022	2023
Your org	23.73%	32.08%	26.42%	23.81%	23.08%
Best result	23.73%	20.45%	18.75%	17.19%	14.86%
Average result	23.73%	26.27%	26.42%	23.81%	26.87%
Worst result	23.73%	32.08%	30.77%	32.93%	36.17%
Responses	59	53	53	63	65

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



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

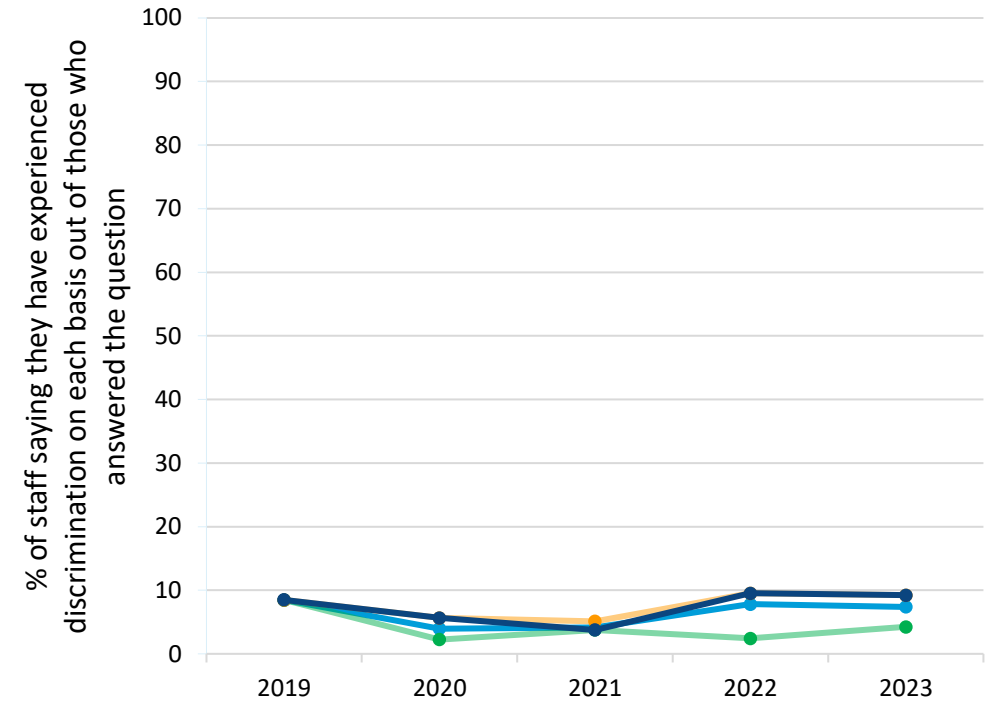


2019 2020 2021 2022 2023

Your org	33.90%	16.98%	20.75%	39.68%	26.15%
Best result	33.90%	16.98%	18.75%	21.88%	24.00%
Average result	33.90%	17.58%	20.75%	25.61%	25.60%
Worst result	33.90%	18.18%	25.64%	39.68%	26.15%

Responses 59 53 53 63 65

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



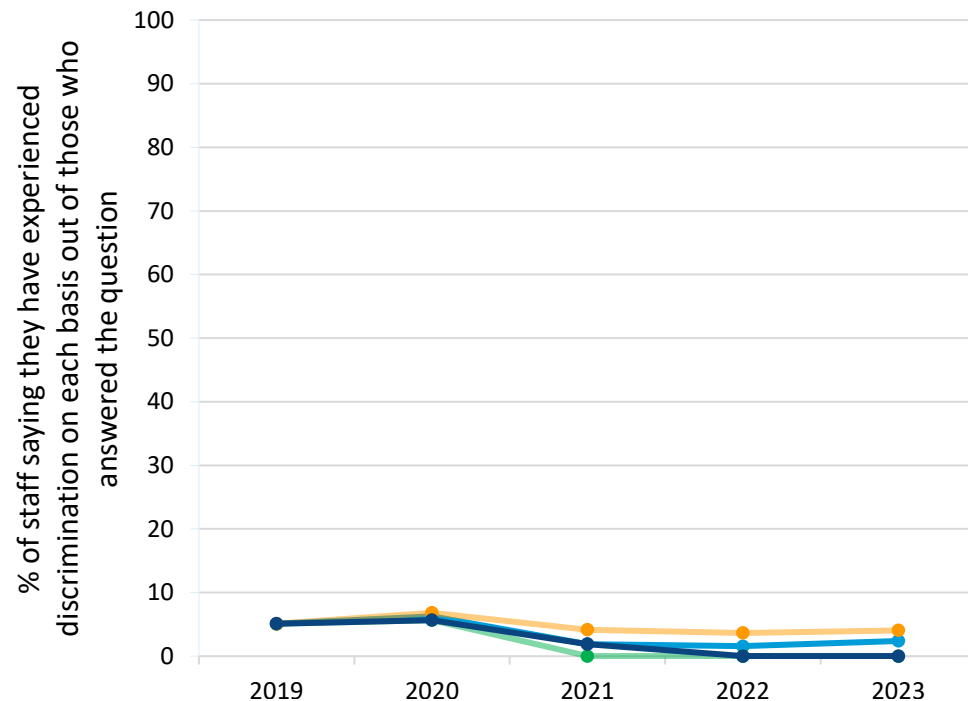
2019 2020 2021 2022 2023

Your org	8.47%	5.66%	3.77%	9.52%	9.23%
Best result	8.47%	2.27%	3.77%	2.44%	4.26%
Average result	8.47%	3.97%	4.17%	7.81%	7.39%
Worst result	8.47%	5.66%	5.13%	9.52%	9.23%

Responses 59 53 53 63 65



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

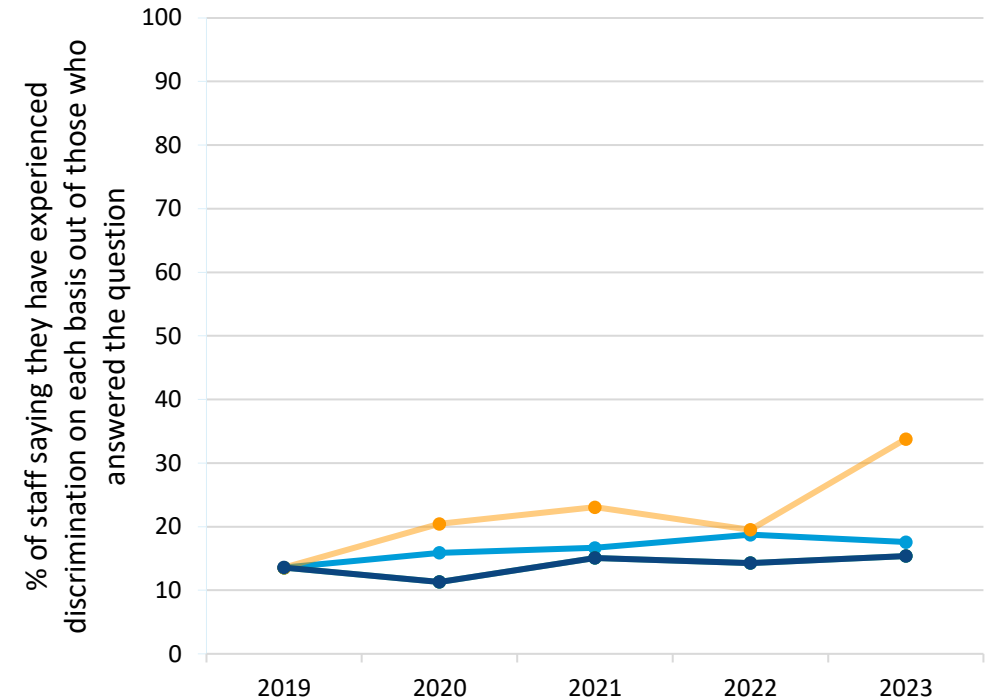


	2019	2020	2021	2022	2023
--	------	------	------	------	------

Your org	5.08%	5.66%	1.89%	0.00%	0.00%
Best result	5.08%	5.66%	0.00%	0.00%	0.00%
Average result	5.08%	6.24%	1.89%	1.56%	2.40%
Worst result	5.08%	6.82%	4.17%	3.66%	4.05%

Responses	59	53	53	63	65
-----------	----	----	----	----	----

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



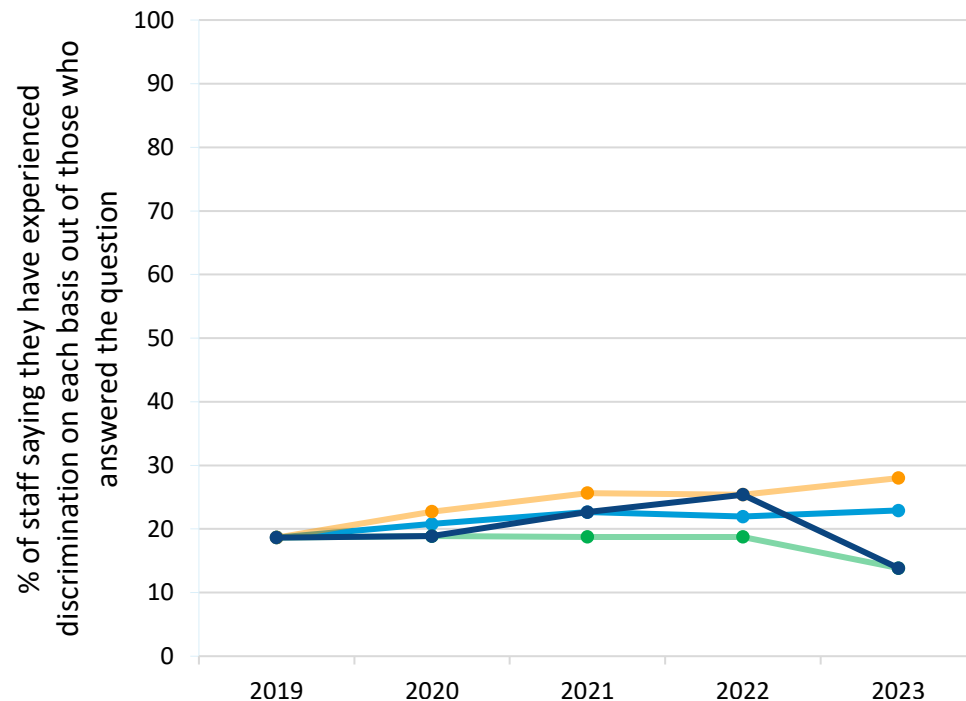
	2019	2020	2021	2022	2023
--	------	------	------	------	------

Your org	13.56%	11.32%	15.09%	14.29%	15.38%
Best result	13.56%	11.32%	15.09%	14.29%	15.38%
Average result	13.56%	15.89%	16.67%	18.75%	17.57%
Worst result	13.56%	20.45%	23.08%	19.51%	33.78%

Responses	59	53	53	63	65
-----------	----	----	----	----	----

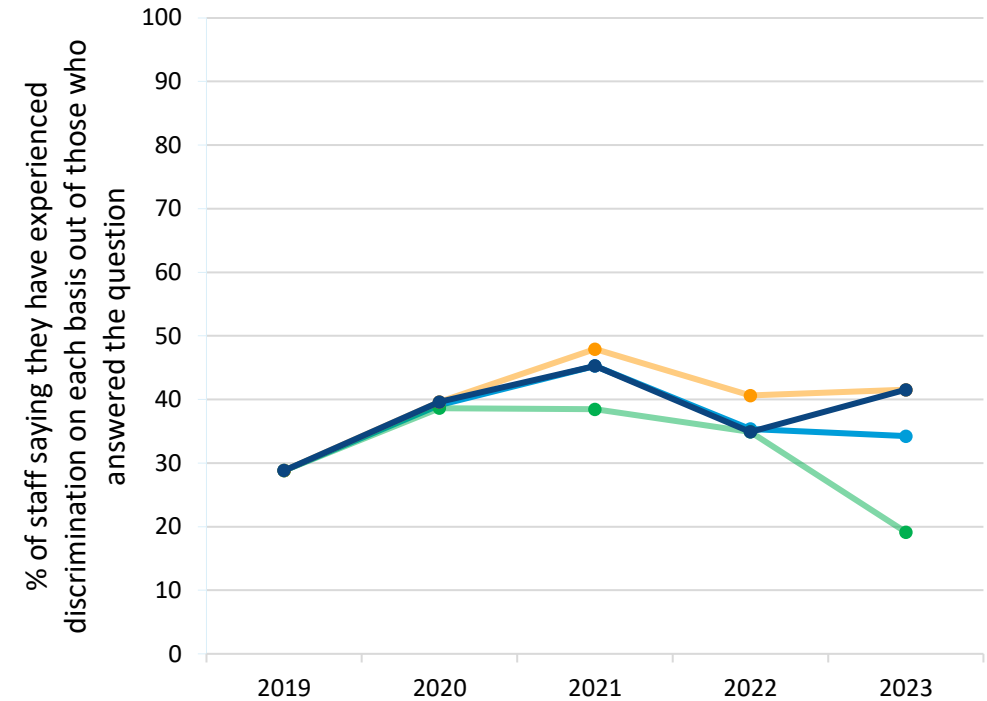


Q16c.6 On what grounds have you experienced discrimination?  
– Age.



	2019	2020	2021	2022	2023
Your org	18.64%	18.87%	22.64%	25.40%	13.85%
Best result	18.64%	18.87%	18.75%	18.75%	13.85%
Average result	18.64%	20.80%	22.64%	21.95%	22.90%
Worst result	18.64%	22.73%	25.64%	25.40%	28.00%
Responses	59	53	53	63	65

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

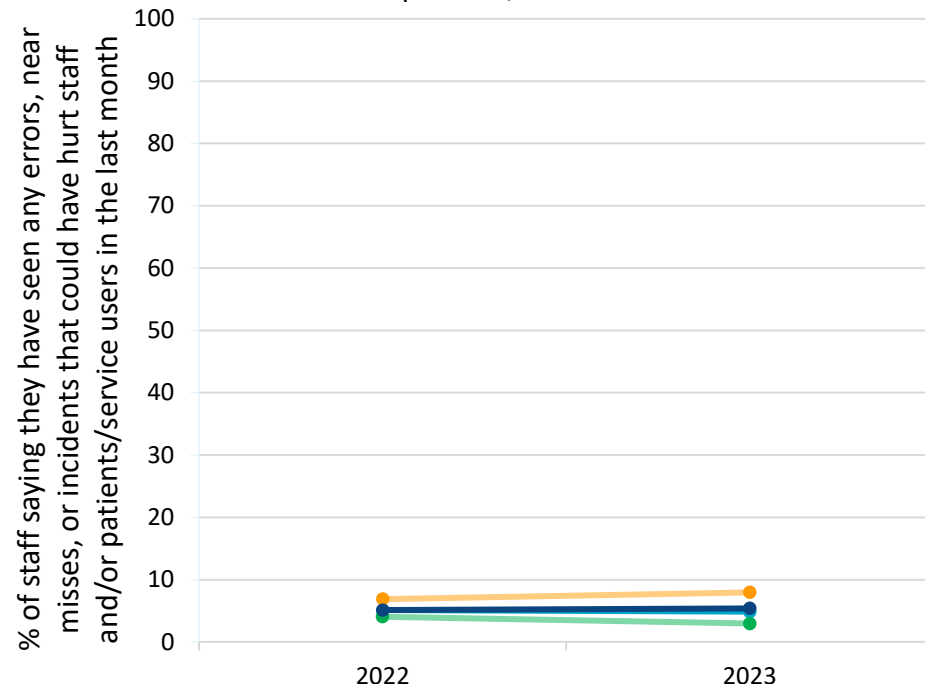


	2019	2020	2021	2022	2023
Your org	28.81%	39.62%	45.28%	34.92%	41.54%
Best result	28.81%	38.64%	38.46%	34.92%	19.15%
Average result	28.81%	39.13%	45.28%	35.37%	34.23%
Worst result	28.81%	39.62%	47.92%	40.63%	41.54%
Responses	59	53	53	63	65



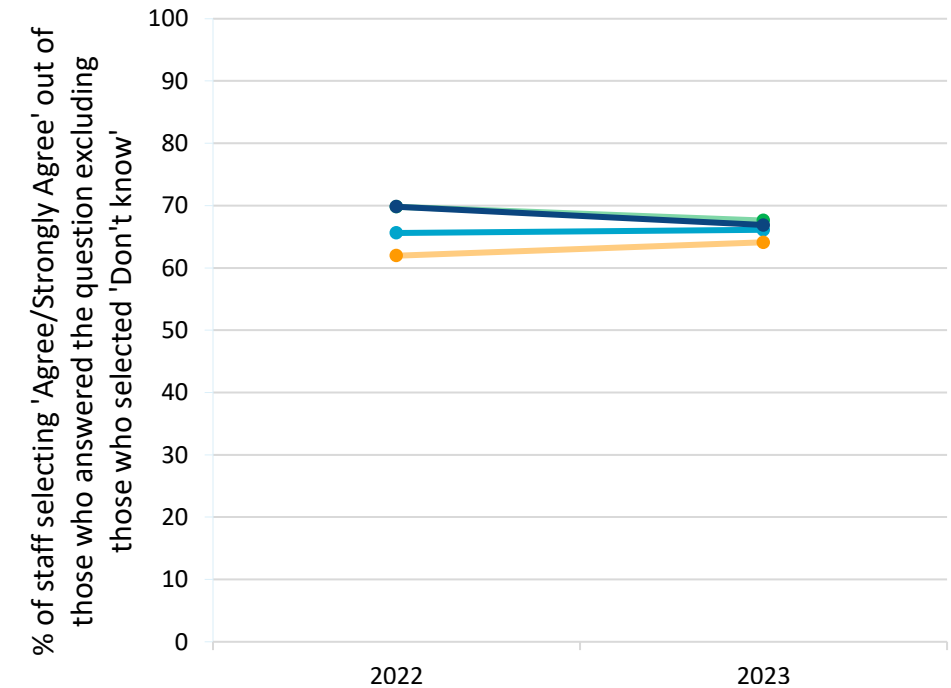


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	5.11%	5.40%
Best result	4.05%	2.96%
Average result	5.11%	4.85%
Worst result	6.89%	7.95%
Responses	1273	1075

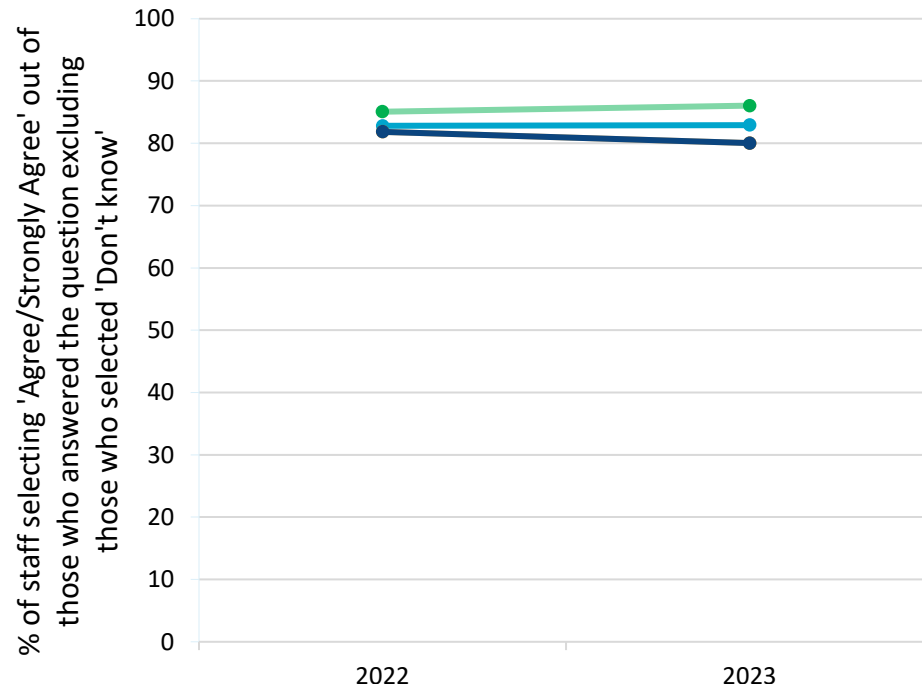
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	69.83%	66.87%
Best result	69.83%	67.61%
Average result	65.62%	66.10%
Worst result	61.97%	64.11%
Responses	769	643

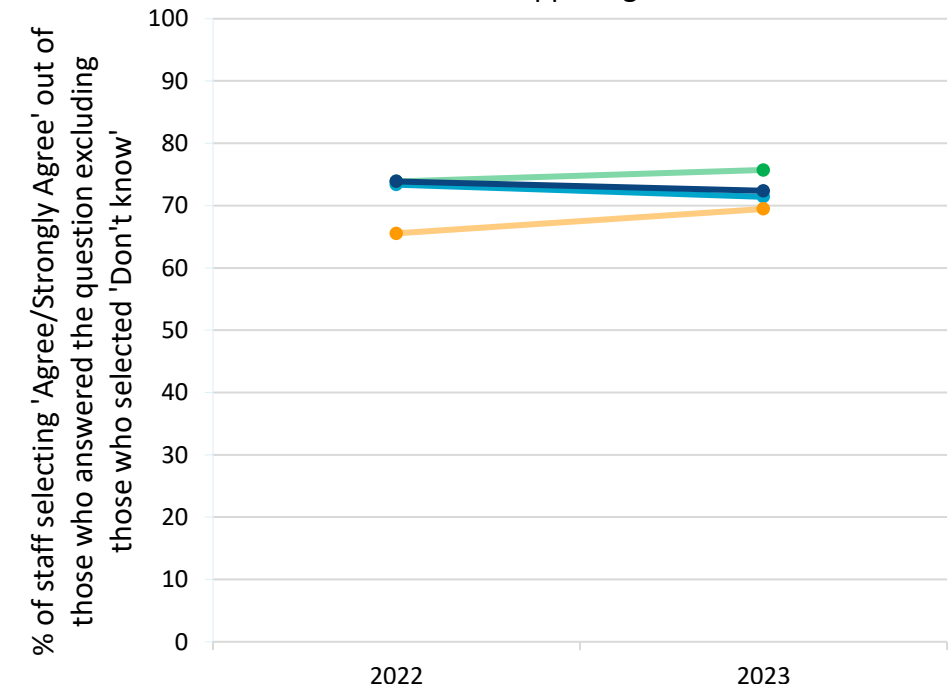


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	81.85%	80.02%
Best result	85.09%	86.02%
Average result	82.80%	82.92%
Worst result	81.85%	80.02%
Responses	1069	896

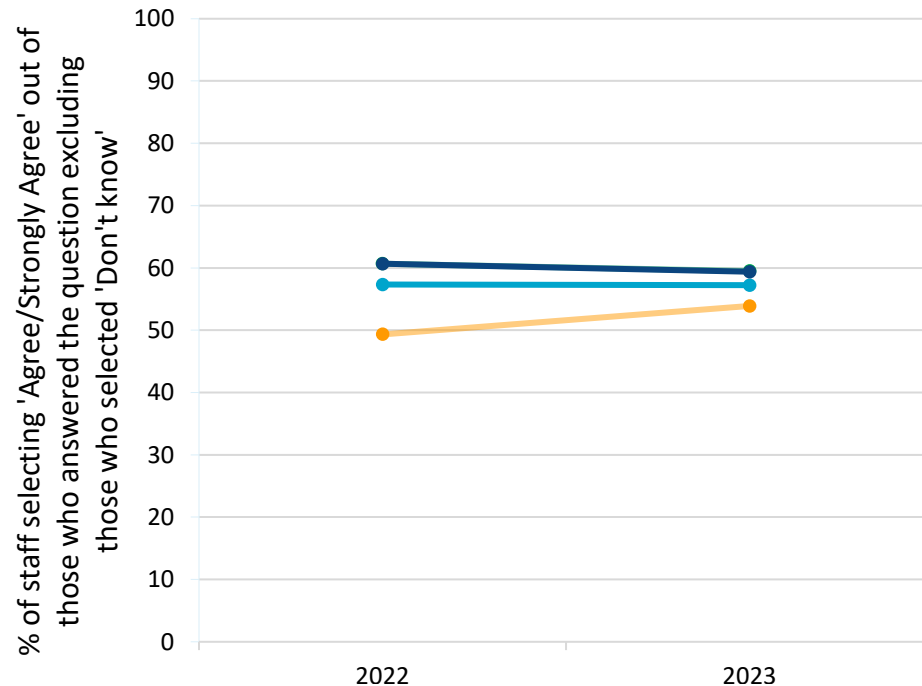
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	73.88%	72.36%
Best result	73.88%	75.70%
Average result	73.37%	71.40%
Worst result	65.53%	69.47%
Responses	892	749

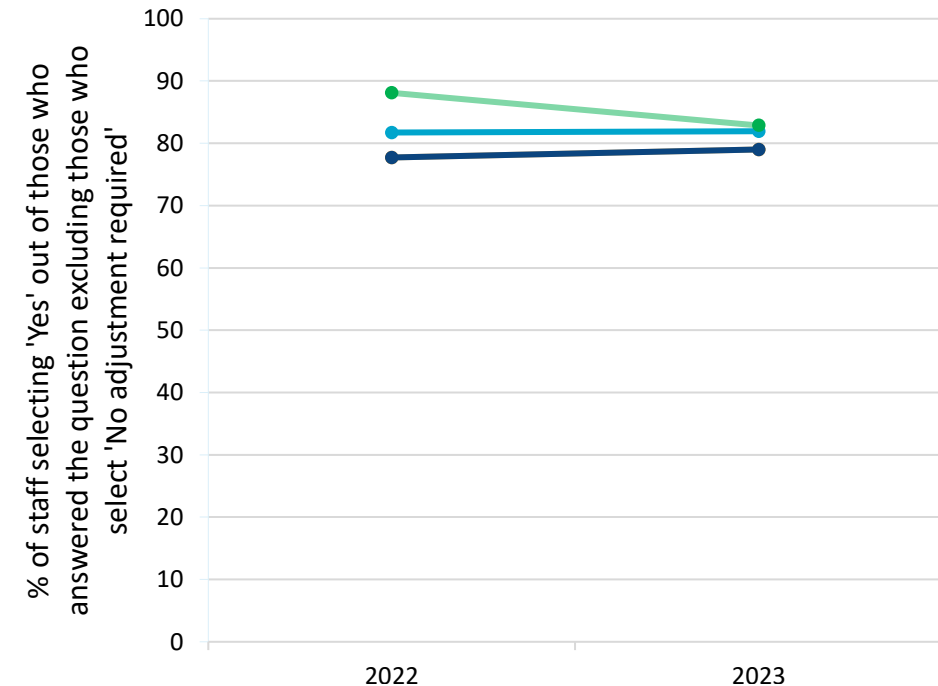


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	60.65%	59.37%
Best result	60.65%	59.50%
Average result	57.33%	57.20%
Worst result	49.33%	53.88%
Responses	897	763

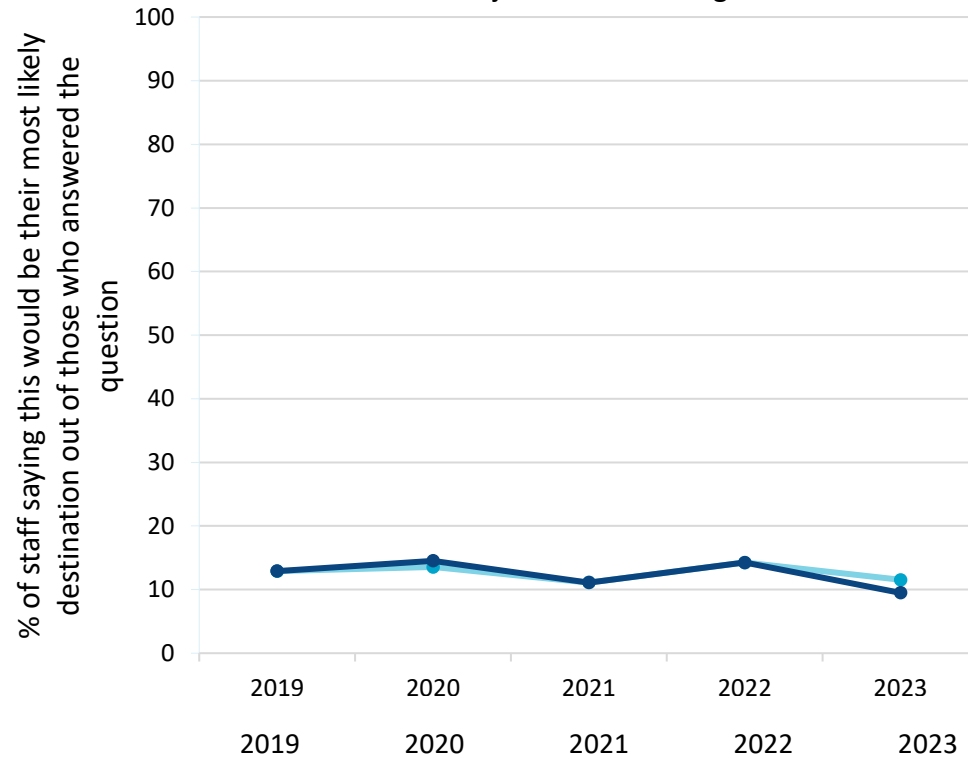
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	77.71%	78.99%
Best result	88.08%	82.86%
Average result	81.70%	81.93%
Worst result	77.71%	78.99%
Responses	166	138

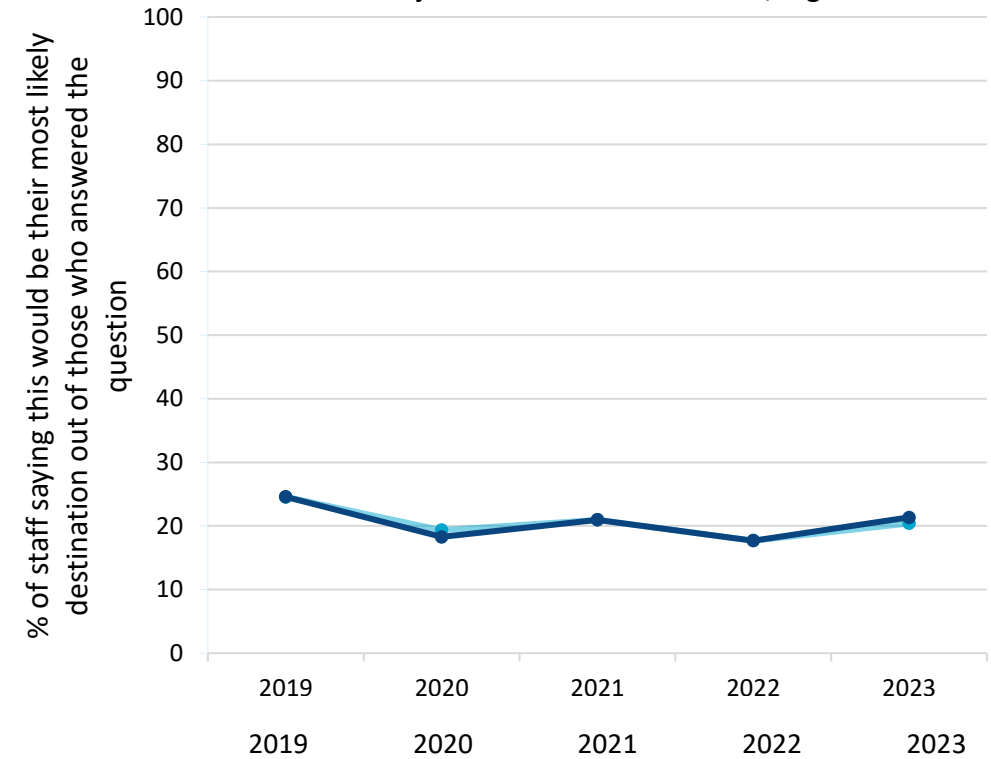


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



Your org	12.89%	14.53%	11.09%	14.25%	9.49%
Average	12.89%	13.53%	11.09%	14.25%	11.53%
Responses	1063	936	1064	1165	980

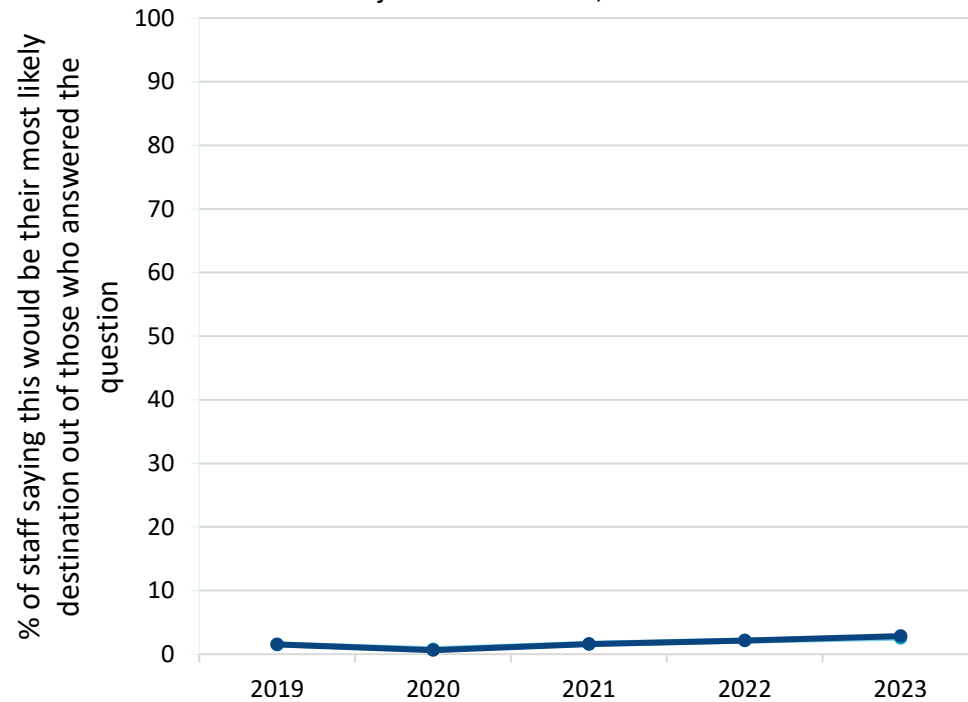
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



Your org	24.55%	18.27%	20.96%	17.68%	21.33%
Average	24.55%	19.35%	20.96%	17.68%	20.41%
Responses	1063	936	1064	1165	980

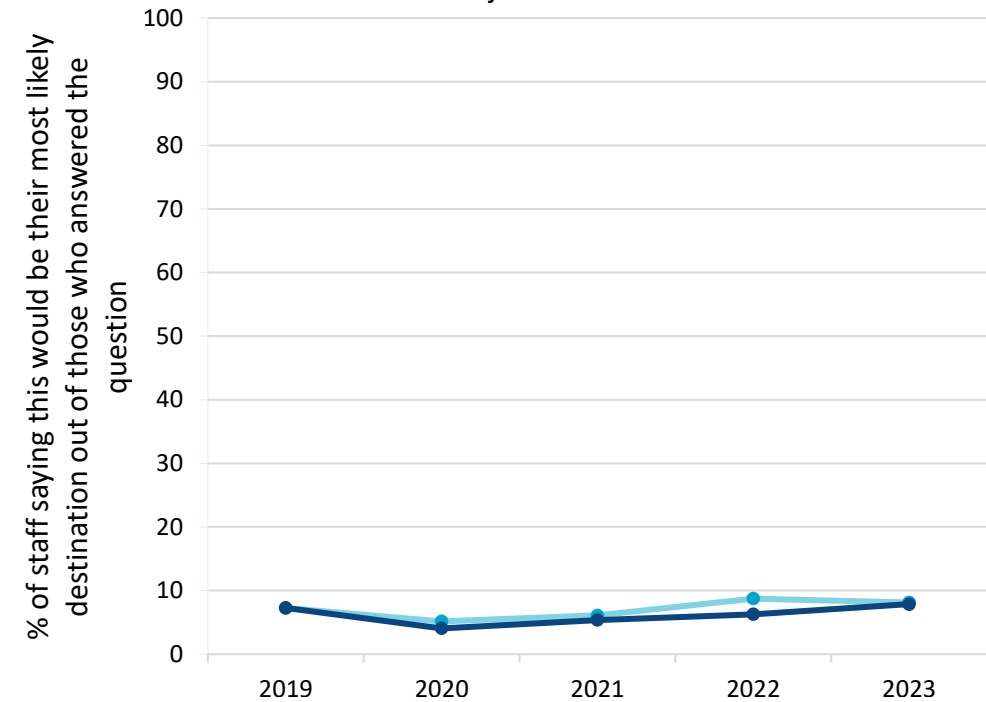


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2019	2020	2021	2022	2023
2019	2019	2020	2021	2022	2023
Your org	1.51%	0.64%	1.60%	2.15%	2.86%
Average	1.51%	0.76%	1.63%	2.15%	2.58%
Responses	1063	936	1064	1165	980

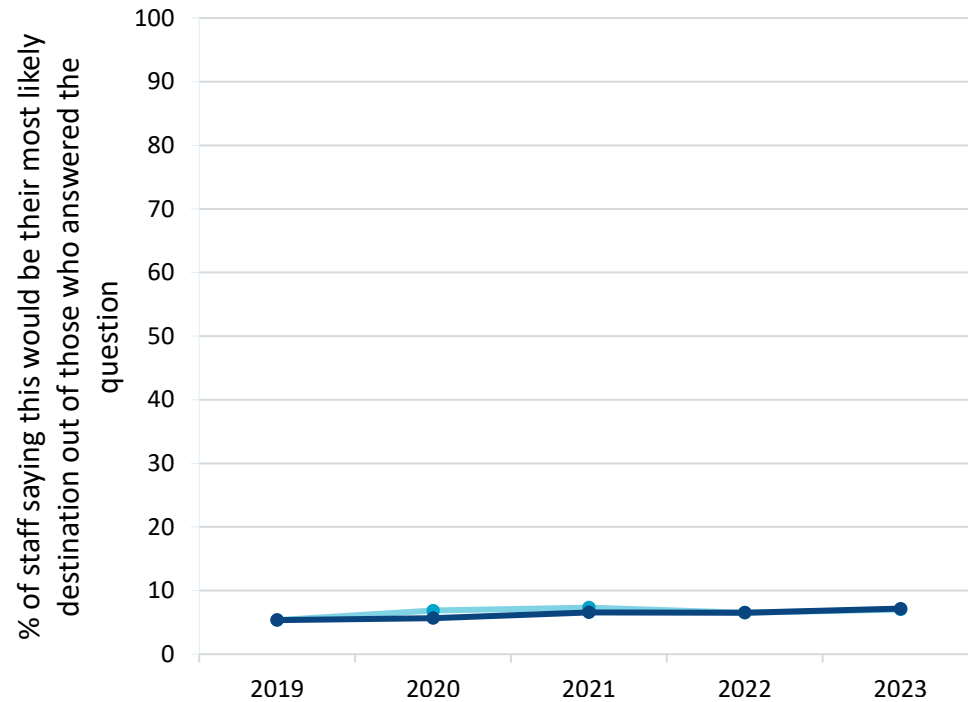
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2019	2020	2021	2022	2023
2019	2019	2020	2021	2022	2023
Your org	7.24%	4.06%	5.36%	6.27%	7.86%
Average	7.24%	5.16%	6.10%	8.74%	8.13%
Responses	1063	936	1064	1165	980



Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.

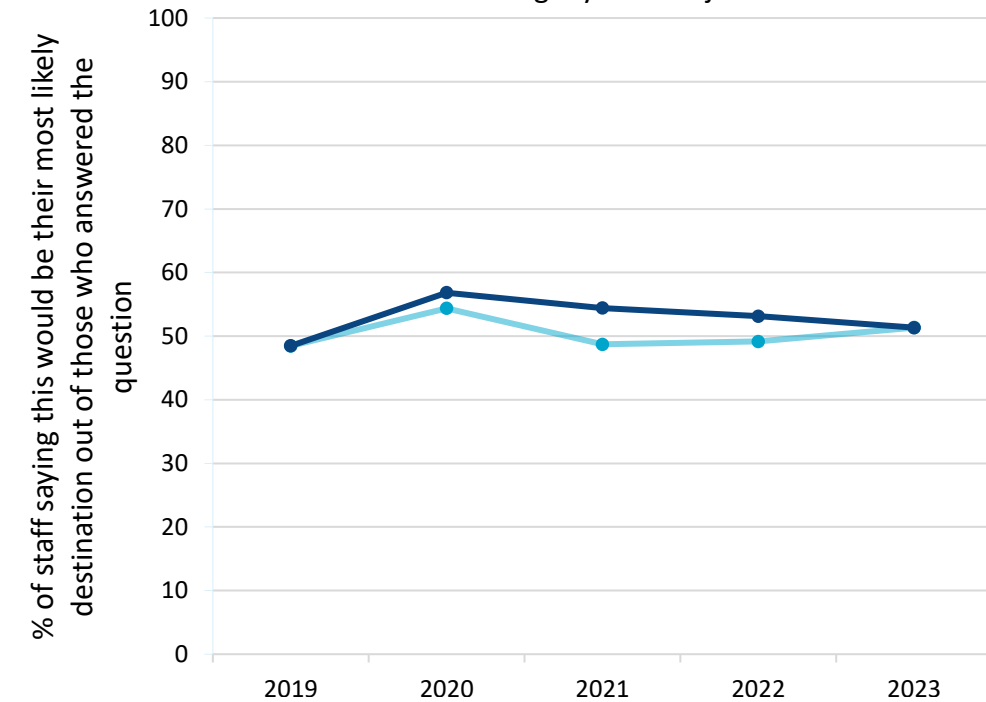


2019 2020 2021 2022 2023

Your org	5.36%	5.66%	6.58%	6.52%	7.14%
Average	5.36%	6.84%	7.32%	6.52%	7.02%

Responses 1063 936 1064 1165 980

Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



2019 2020 2021 2022 2023

Your org	48.45%	56.84%	54.42%	53.13%	51.33%
Average	48.45%	54.36%	48.70%	49.16%	51.34%

Responses 1063 936 1064 1165 980

## Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

## 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 2019-2023 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 2019-2023 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 q31b (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.

In 2022, the text for q31b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



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	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
8	Q16b	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		
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
6	Q11e	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	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	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

## Workforce Race Equality Standards (WRES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

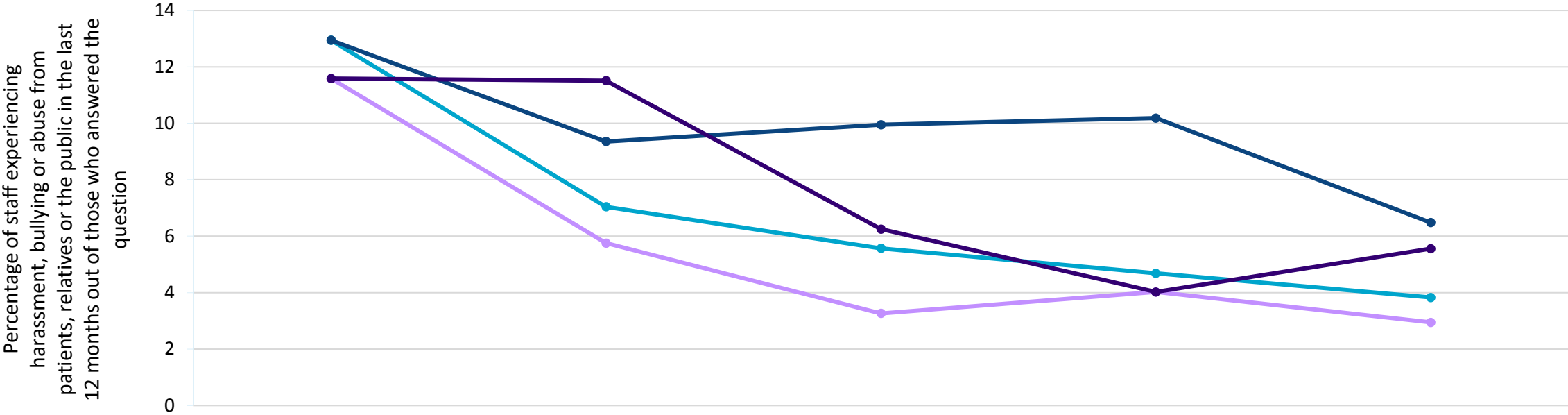
Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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



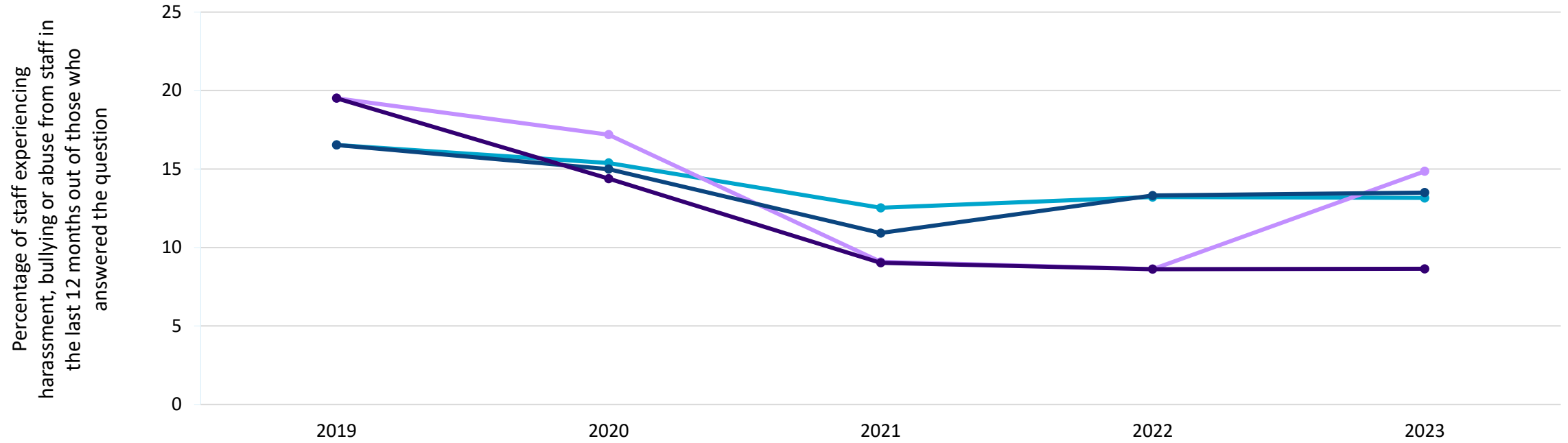
	2019	2020	2021	2022	2023
White staff: Your org	12.95%	9.35%	9.95%	10.19%	6.48%
All other ethnic groups*: Your org	11.59%	11.51%	6.25%	4.02%	5.56%
White staff: Average	12.95%	7.04%	5.57%	4.68%	3.82%
All other ethnic groups*: Average	11.59%	5.76%	3.26%	4.02%	2.94%
White staff: Responses	981	866	995	1080	910
All other ethnic groups*: Responses	164	139	144	174	162

\*Staff from all other ethnic groups combined



# Workforce Race Equality Standard (WRES)

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

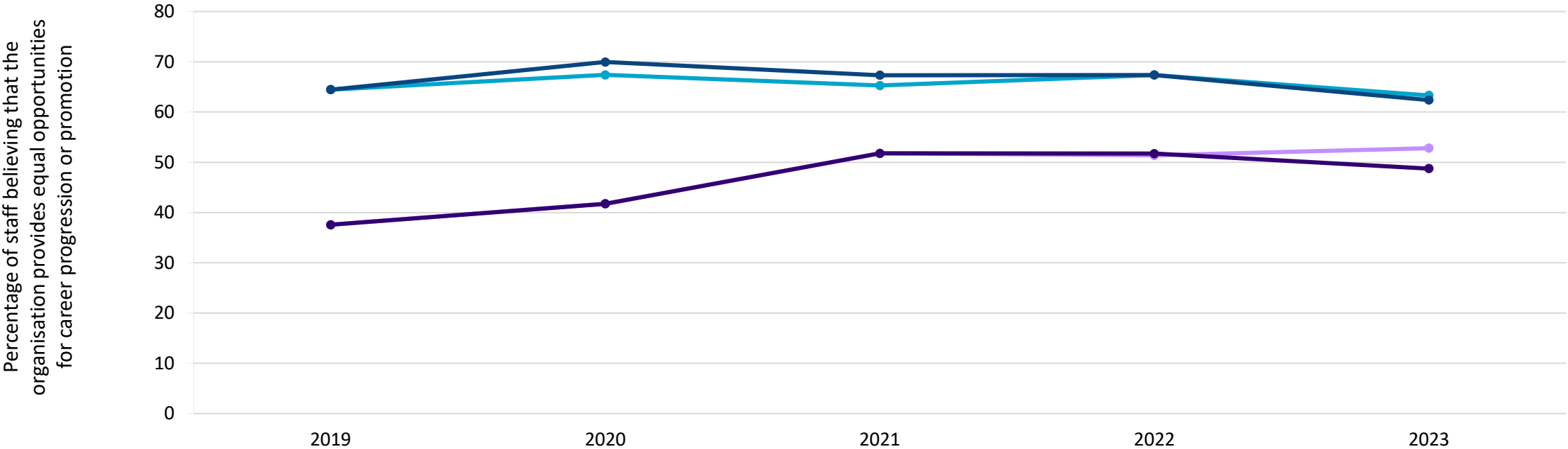


	2019	2020	2021	2022	2023
White staff: Your org	16.53%	14.99%	10.92%	13.31%	13.50%
All other ethnic groups*: Your org	19.51%	14.39%	9.03%	8.62%	8.64%
White staff: Average	16.53%	15.39%	12.53%	13.21%	13.16%
All other ethnic groups*: Average	19.51%	17.19%	9.09%	8.62%	14.85%
White staff: Responses	986	867	998	1082	911
All other ethnic groups*: Responses	164	139	144	174	162

\*Staff from all other ethnic groups combined



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

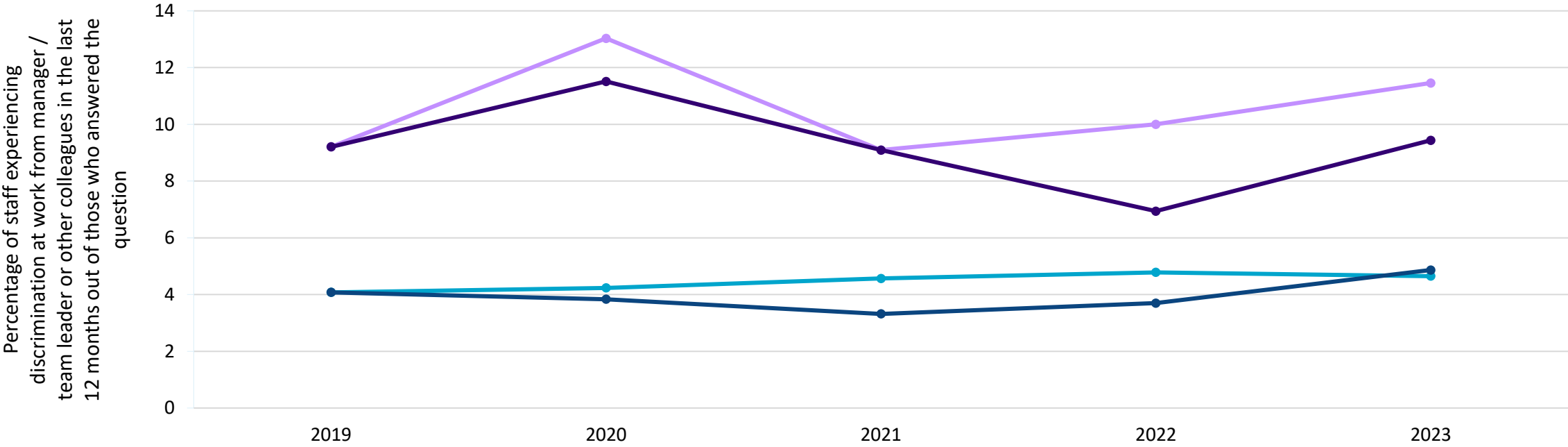


	2019	2020	2021	2022	2023
White staff: Your org	64.47%	69.97%	67.33%	67.37%	62.39%
All other ethnic groups*: Your org	37.58%	41.73%	51.77%	51.72%	48.77%
White staff: Average	64.47%	67.41%	65.29%	67.37%	63.33%
All other ethnic groups*: Average	37.58%	41.77%	51.77%	51.38%	52.81%
White staff: Responses	985	869	1001	1085	904
All other ethnic groups*: Responses	165	139	141	174	162

\*Staff from all other ethnic groups combined



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



	2019	2020	2021	2022	2023
White staff: Your org	4.08%	3.83%	3.32%	3.70%	4.86%
All other ethnic groups*: Your org	9.20%	11.51%	9.09%	6.94%	9.43%
White staff: Average	4.08%	4.23%	4.56%	4.78%	4.65%
All other ethnic groups*: Average	9.20%	13.03%	9.09%	10.00%	11.46%
White staff: Responses	981	861	995	1082	905
All other ethnic groups*: Responses	163	139	143	173	159

\*Staff from all other ethnic groups combined

## Workforce Disability Equality Standards (WDES)

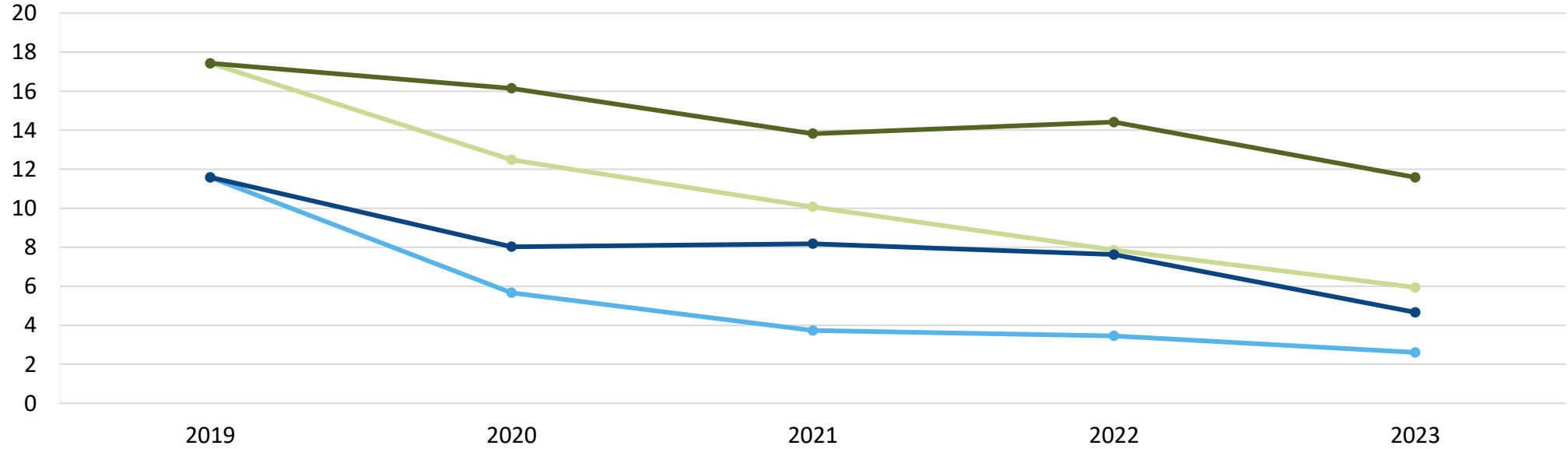
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.  
Data shown in the WDES charts are unweighted.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



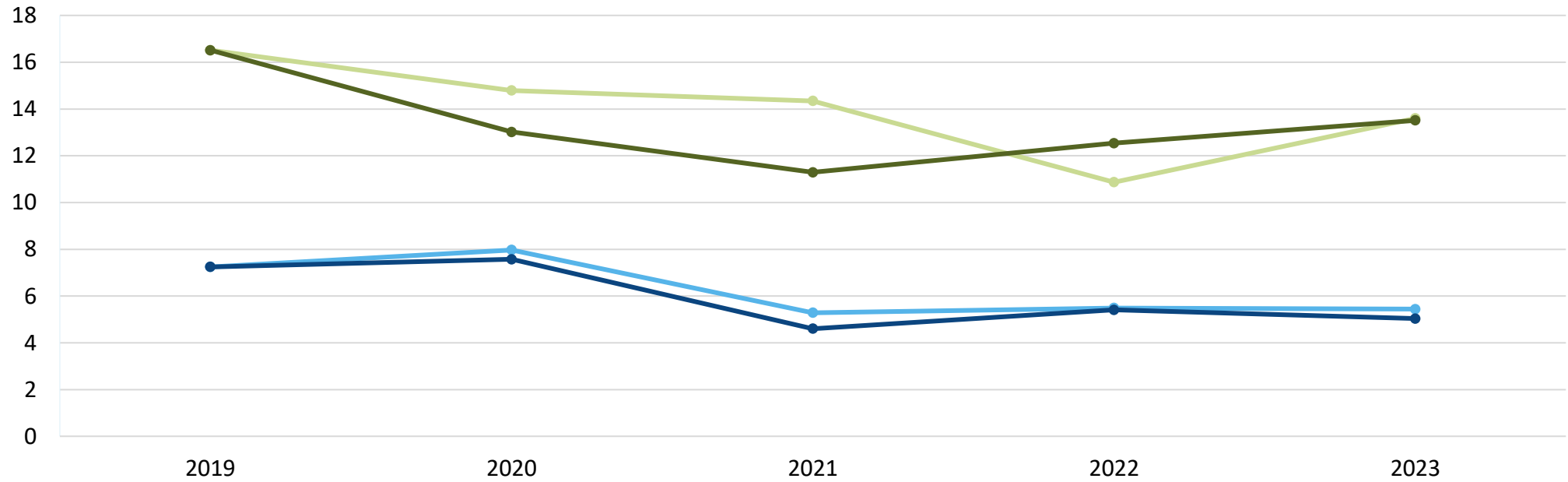
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	17.43%	16.15%	13.82%	14.42%	11.58%
Staff without a LTC or illness: Your org	11.58%	8.03%	8.18%	7.63%	4.66%
Staff with a LTC or illness: Average	17.43%	12.48%	10.07%	7.86%	5.94%
Staff without a LTC or illness: Average	11.58%	5.66%	3.73%	3.46%	2.61%
Staff with a LTC or illness: Responses	218	192	246	319	259
Staff without a LTC or illness: Responses	941	822	892	944	815





Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

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

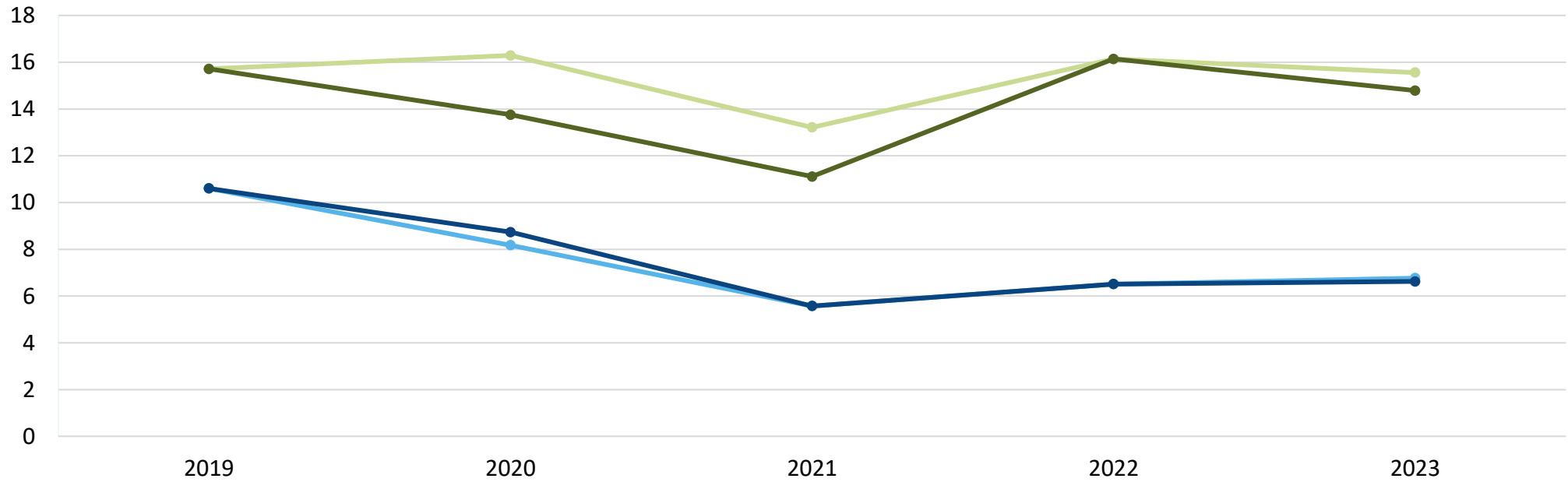


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	16.51%	13.02%	11.29%	12.54%	13.51%
Staff without a LTC or illness: Your org	7.25%	7.57%	4.60%	5.41%	5.04%
Staff with a LTC or illness: Average	16.51%	14.79%	14.35%	10.87%	13.60%
Staff without a LTC or illness: Average	7.25%	7.97%	5.28%	5.49%	5.44%
Staff with a LTC or illness: Responses	218	192	248	319	259
Staff without a LTC or illness: Responses	938	819	891	943	814



Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

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

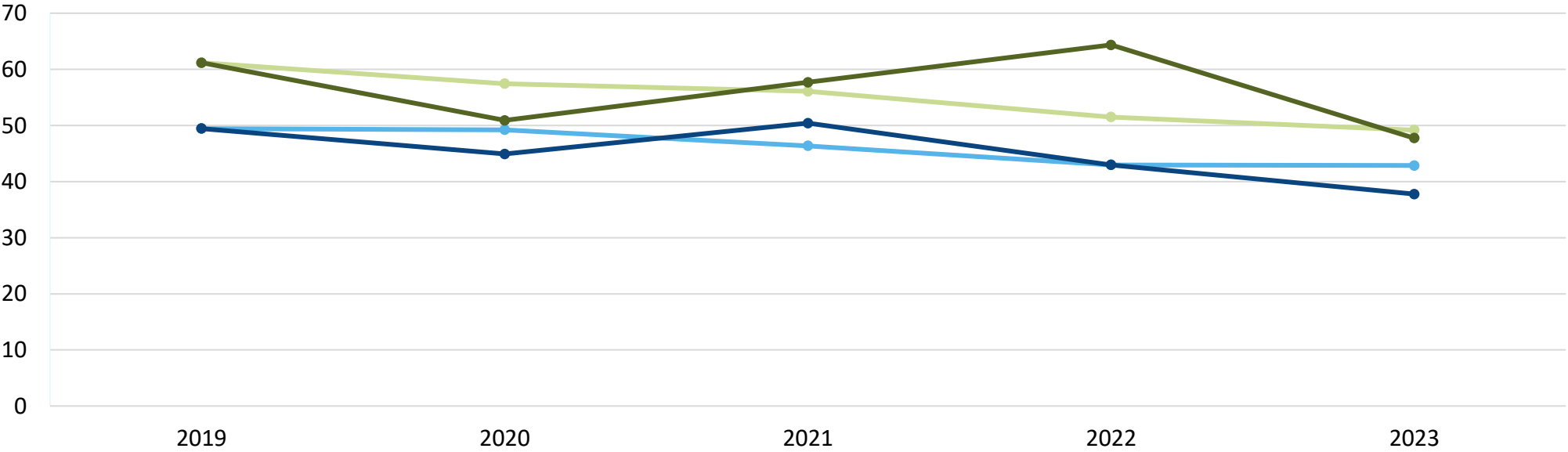


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	15.71%	13.76%	11.11%	16.14%	14.79%
Staff without a LTC or illness: Your org	10.61%	8.73%	5.57%	6.51%	6.63%
Staff with a LTC or illness: Average	15.71%	16.29%	13.22%	16.14%	15.56%
Staff without a LTC or illness: Average	10.61%	8.17%	5.57%	6.51%	6.77%
Staff with a LTC or illness: Responses	210	189	243	316	257
Staff without a LTC or illness: Responses	924	813	879	937	815



Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it out of those who answered the question

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

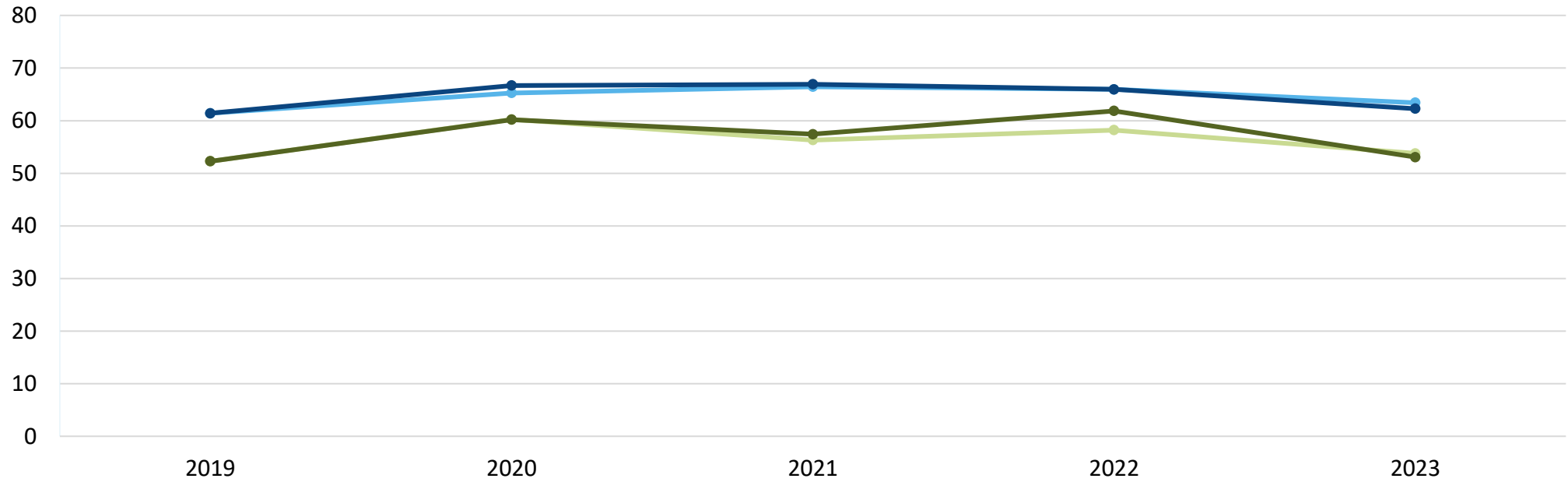


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	61.19%	50.91%	57.69%	64.37%	47.76%
Staff without a LTC or illness: Your org	49.47%	44.93%	50.43%	42.98%	37.78%
Staff with a LTC or illness: Average	61.19%	57.45%	56.10%	51.52%	49.19%
Staff without a LTC or illness: Average	49.47%	49.23%	46.38%	42.98%	42.88%
Staff with a LTC or illness: Responses	67	55	52	87	67
Staff without a LTC or illness: Responses	188	138	117	121	90



Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion out of those who answered the question

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.

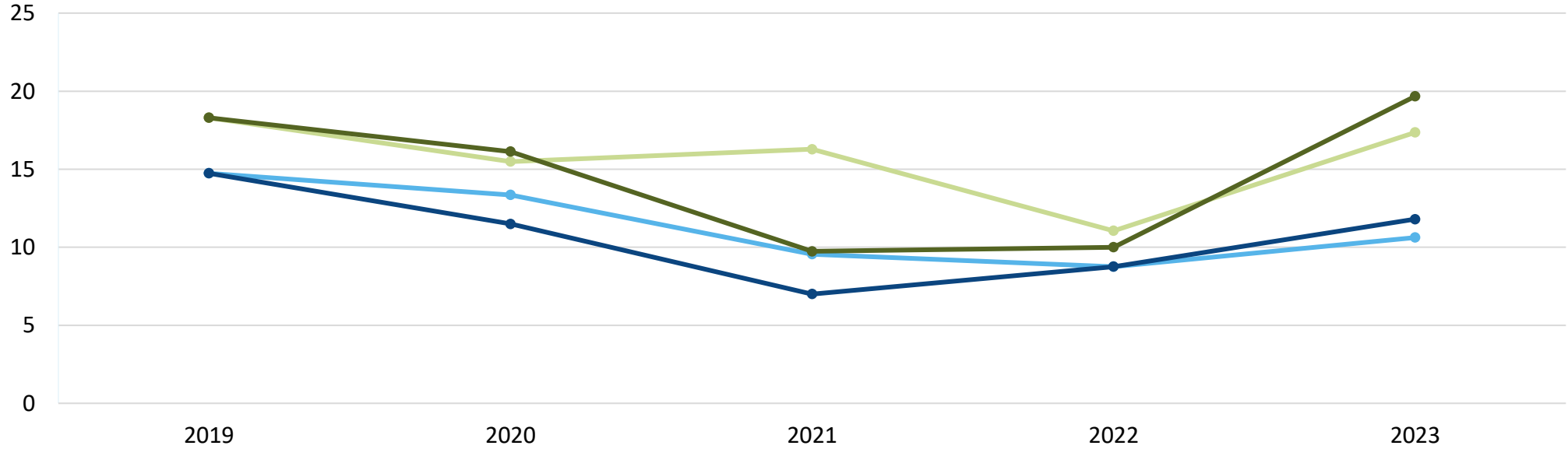


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	52.29%	60.21%	57.43%	61.88%	53.08%
Staff without a LTC or illness: Your org	61.42%	66.71%	66.93%	65.96%	62.30%
Staff with a LTC or illness: Average	52.29%	60.22%	56.33%	58.21%	53.78%
Staff without a LTC or illness: Average	61.42%	65.28%	66.45%	65.96%	63.42%
Staff with a LTC or illness: Responses	218	191	249	320	260
Staff without a LTC or illness: Responses	946	826	892	949	809



Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question

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

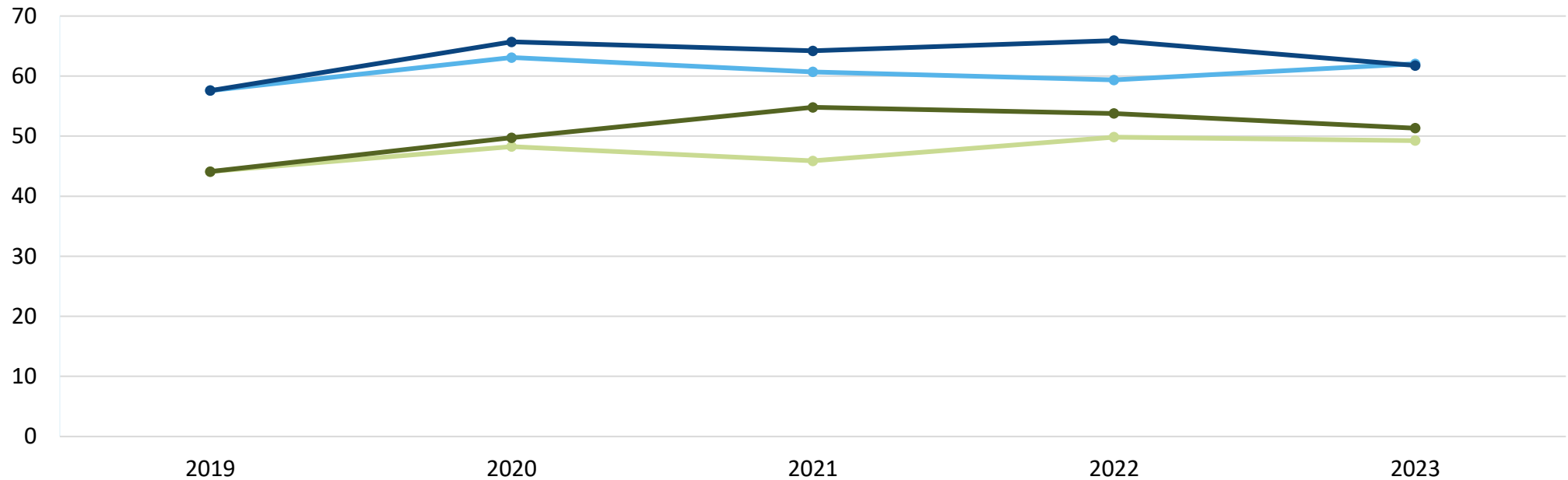


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	18.30%	16.13%	9.74%	10.00%	19.67%
Staff without a LTC or illness: Your org	14.75%	11.50%	7.00%	8.76%	11.80%
Staff with a LTC or illness: Average	18.30%	15.49%	16.28%	11.06%	17.36%
Staff without a LTC or illness: Average	14.75%	13.36%	9.55%	8.76%	10.63%
Staff with a LTC or illness: Responses	153	124	154	220	183
Staff without a LTC or illness: Responses	434	287	357	411	356



Percentage of staff satisfied with the extent to which  
their organisation values their work out of those who  
answered the question

Percentage of staff satisfied with the extent to which their organisation values their work.

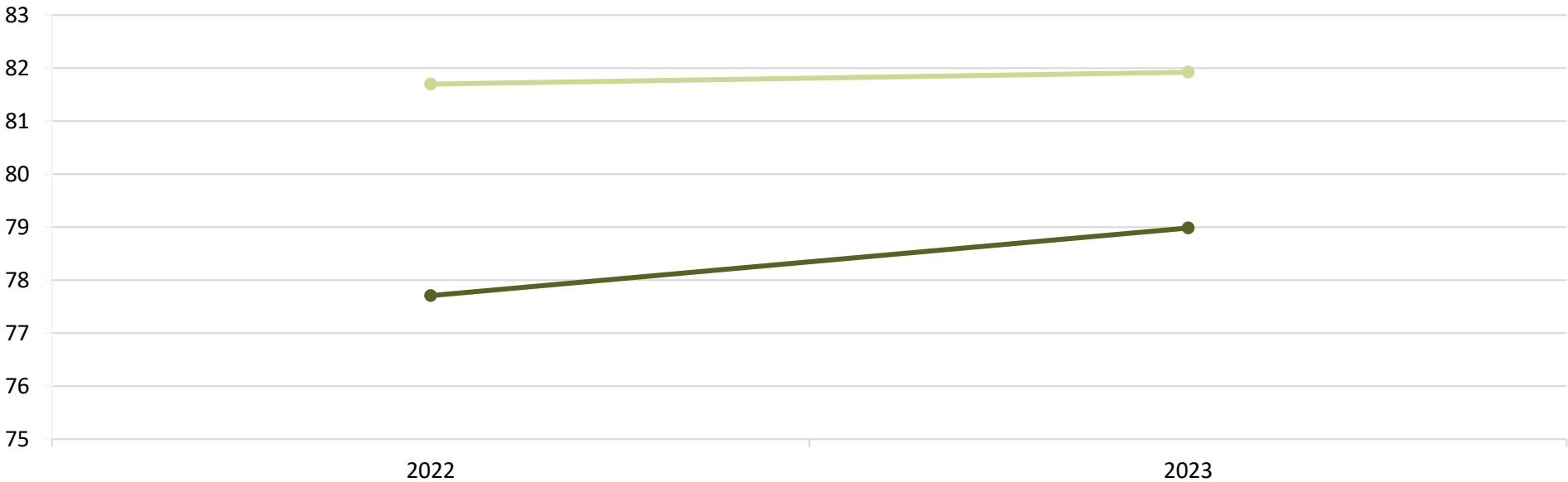


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	44.09%	49.74%	54.80%	53.77%	51.33%
Staff without a LTC or illness: Your org	57.59%	65.69%	64.20%	65.93%	61.75%
Staff with a LTC or illness: Average	44.09%	48.26%	45.89%	49.84%	49.25%
Staff without a LTC or illness: Average	57.59%	63.09%	60.70%	59.35%	62.04%
Staff with a LTC or illness: Responses	220	191	250	318	263
Staff without a LTC or illness: Responses	948	822	891	945	813

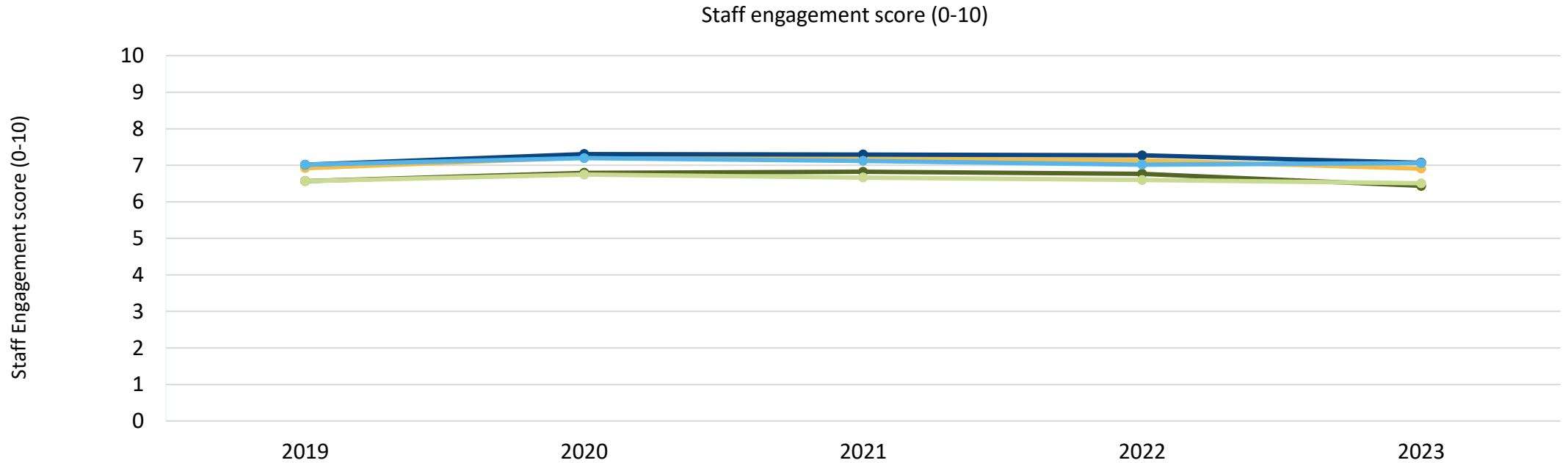


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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 out of those who answered the question



	2022	2023
Staff with a LTC or illness: Your org	77.71%	78.99%
Staff with a LTC or illness: Average	81.70%	81.93%
Staff with a LTC or illness: Responses	166	138



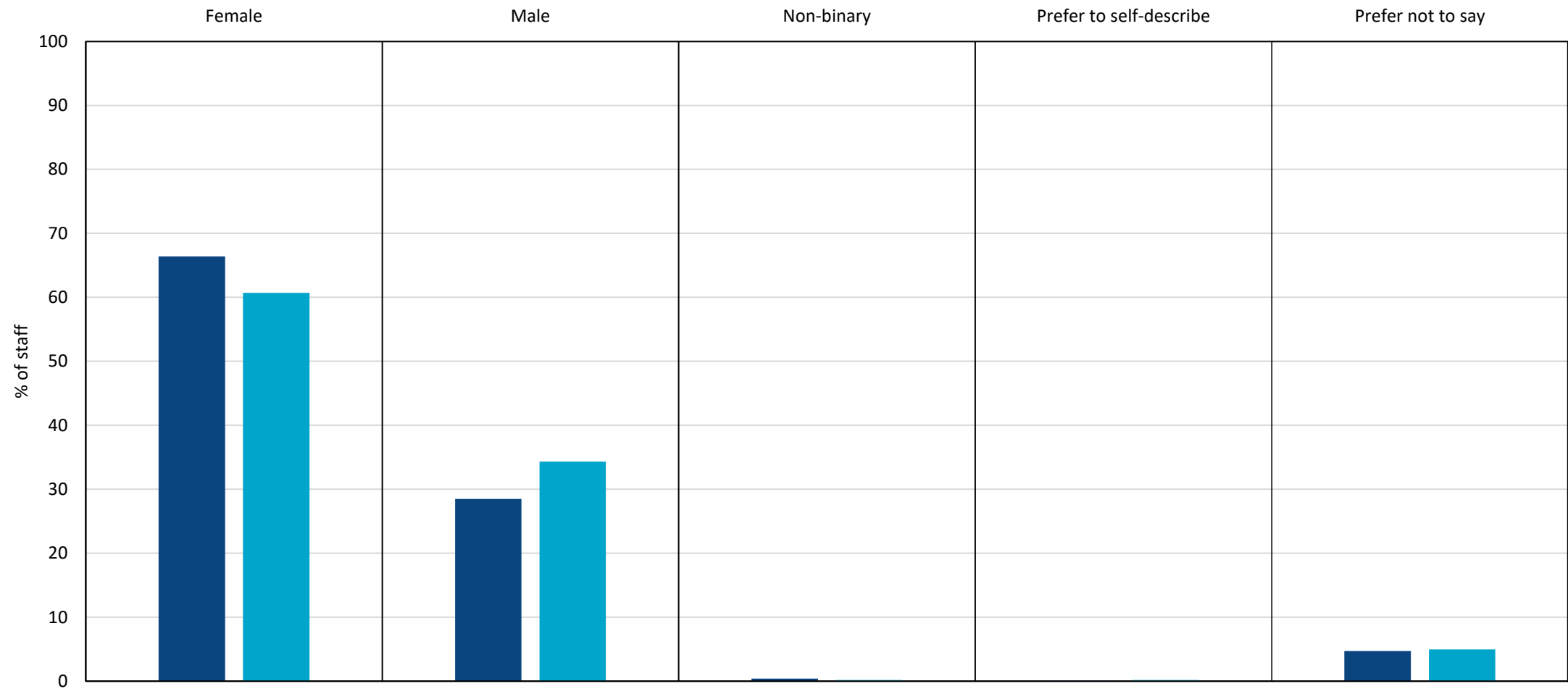
	2019	2020	2021	2022	2023
Organisation average	6.92	7.21	7.18	7.14	6.91
Staff with a LTC or illness: Your org	6.57	6.79	6.82	6.77	6.44
Staff without a LTC or illness: Your org	7.02	7.31	7.29	7.27	7.07
Staff with a LTC or illness: Average	6.57	6.74	6.66	6.60	6.51
Staff without a LTC or illness: Average	7.02	7.19	7.12	7.02	7.06
Staff with a LTC or illness: Responses	220	192	250	321	262
Staff without a LTC or illness: Responses	952	826	897	949	817

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



## About your respondents

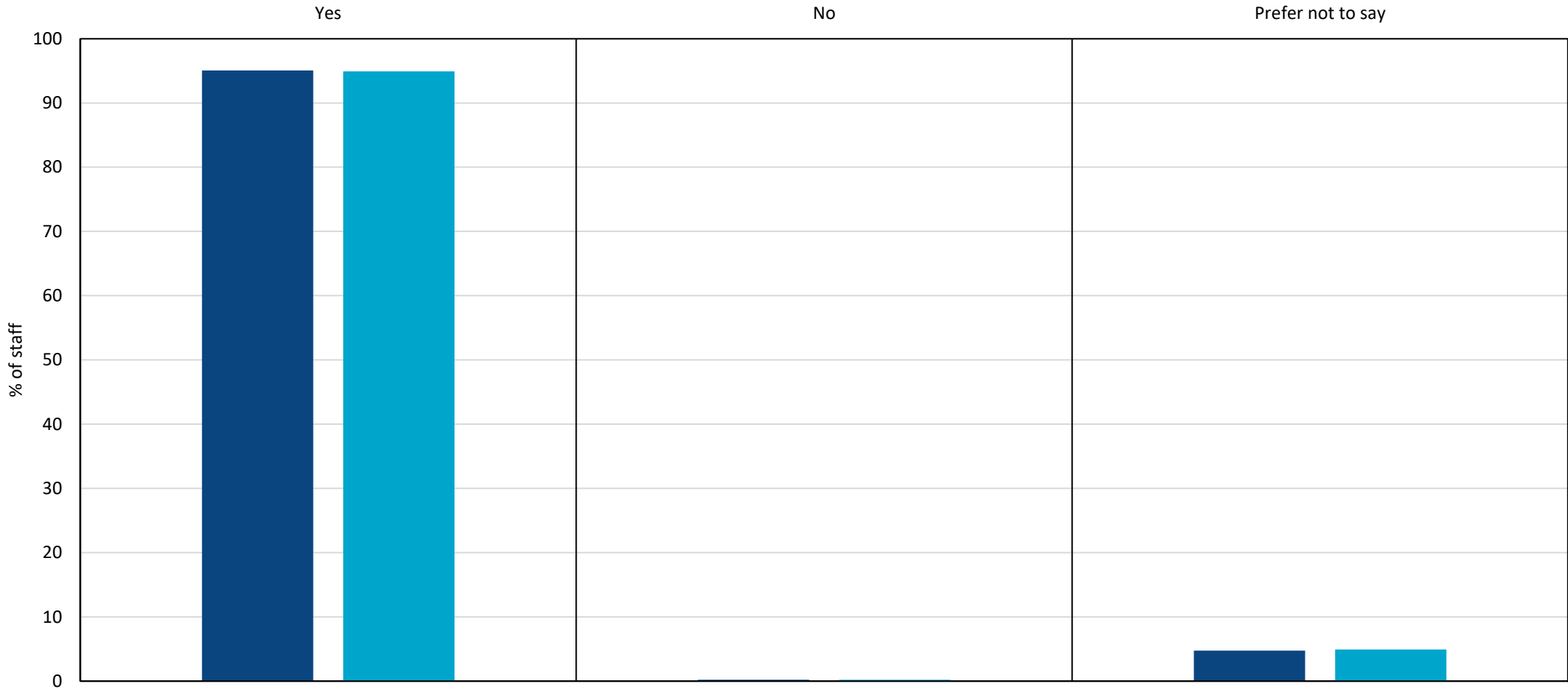
This section shows demographic and other background information for 2023.



Your org	66.39%	28.47%	0.37%	0.09%	4.68%
Average	60.68%	34.31%	0.16%	0.15%	4.96%
Responses	1089	1089	1089	1089	1089



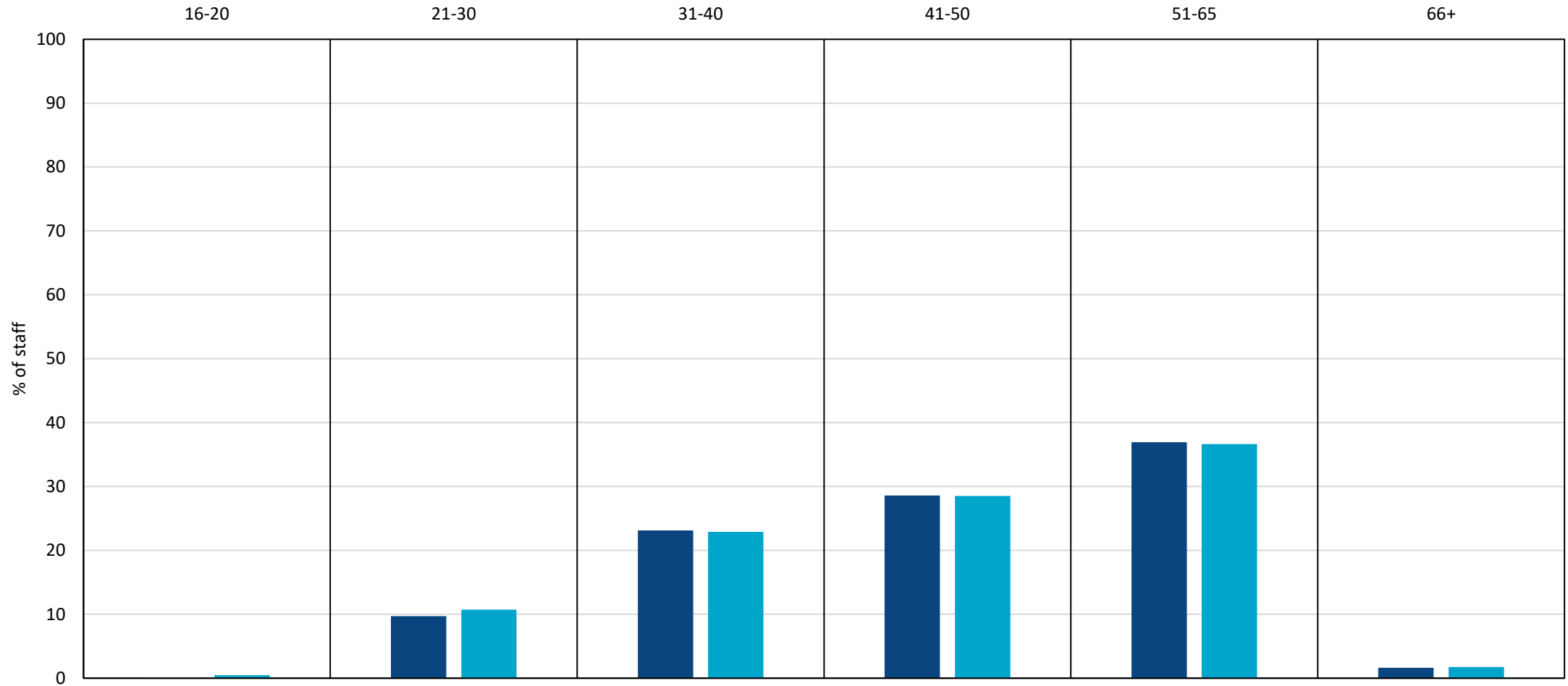
# Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	95.07%	0.19%	4.73%
Average	94.90%	0.19%	4.90%
Responses	1035	1035	1035



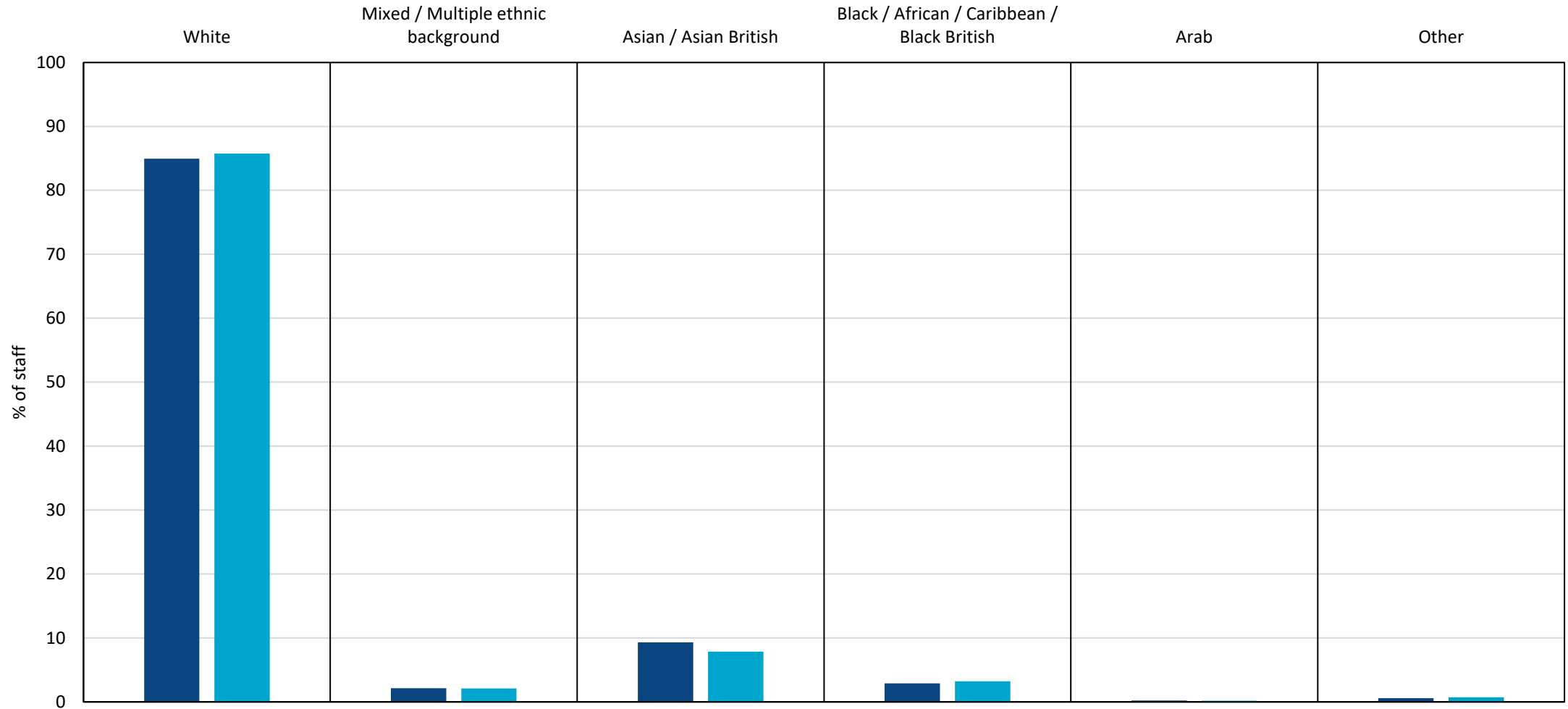
## Background details - Age



Your org	0.09%	9.68%	23.12%	28.57%	36.94%	1.60%
Average	0.47%	10.72%	22.89%	28.49%	36.62%	1.71%
Responses	1064	1064	1064	1064	1064	1064



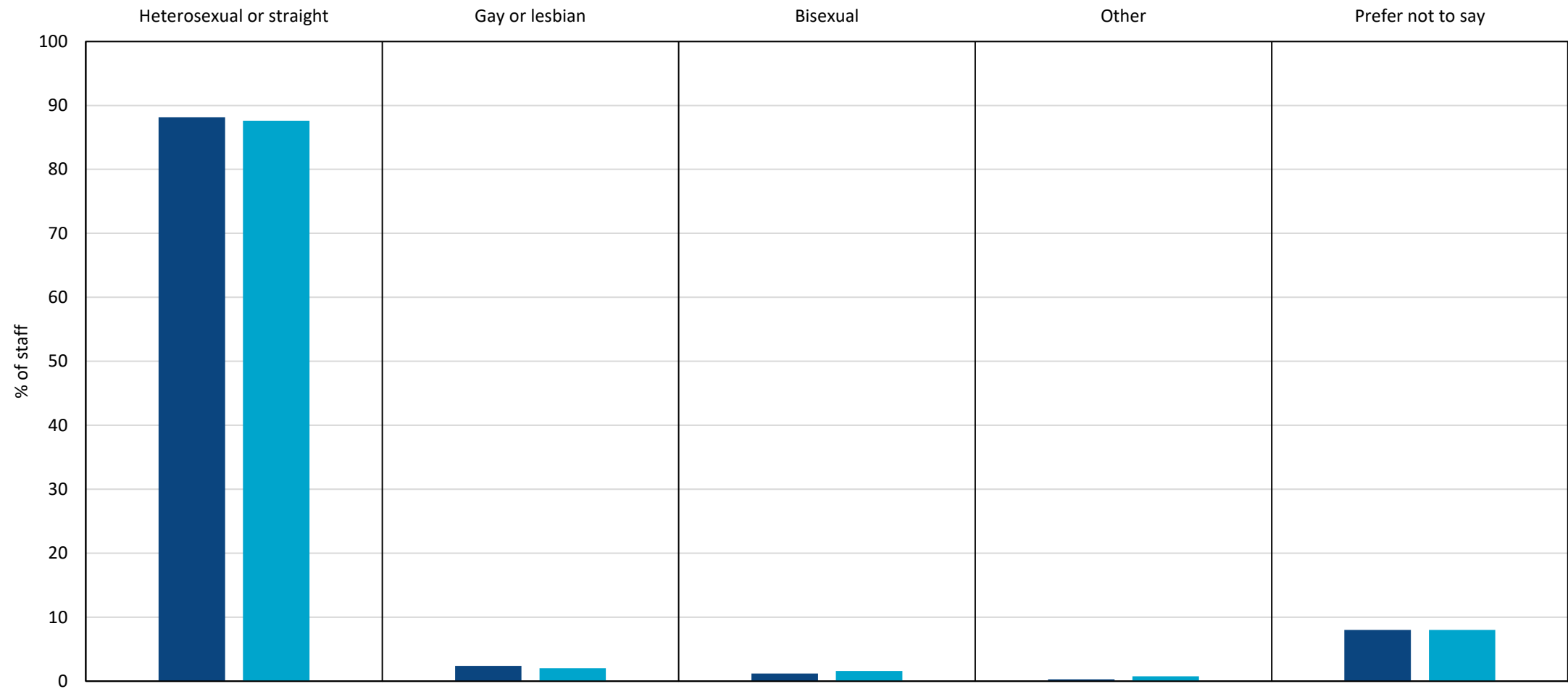
## Background details - Ethnicity



Your org	84.96%	2.14%	9.29%	2.88%	0.19%	0.56%
Average	85.75%	2.08%	7.85%	3.22%	0.17%	0.72%
Responses	1077	1077	1077	1077	1077	1077



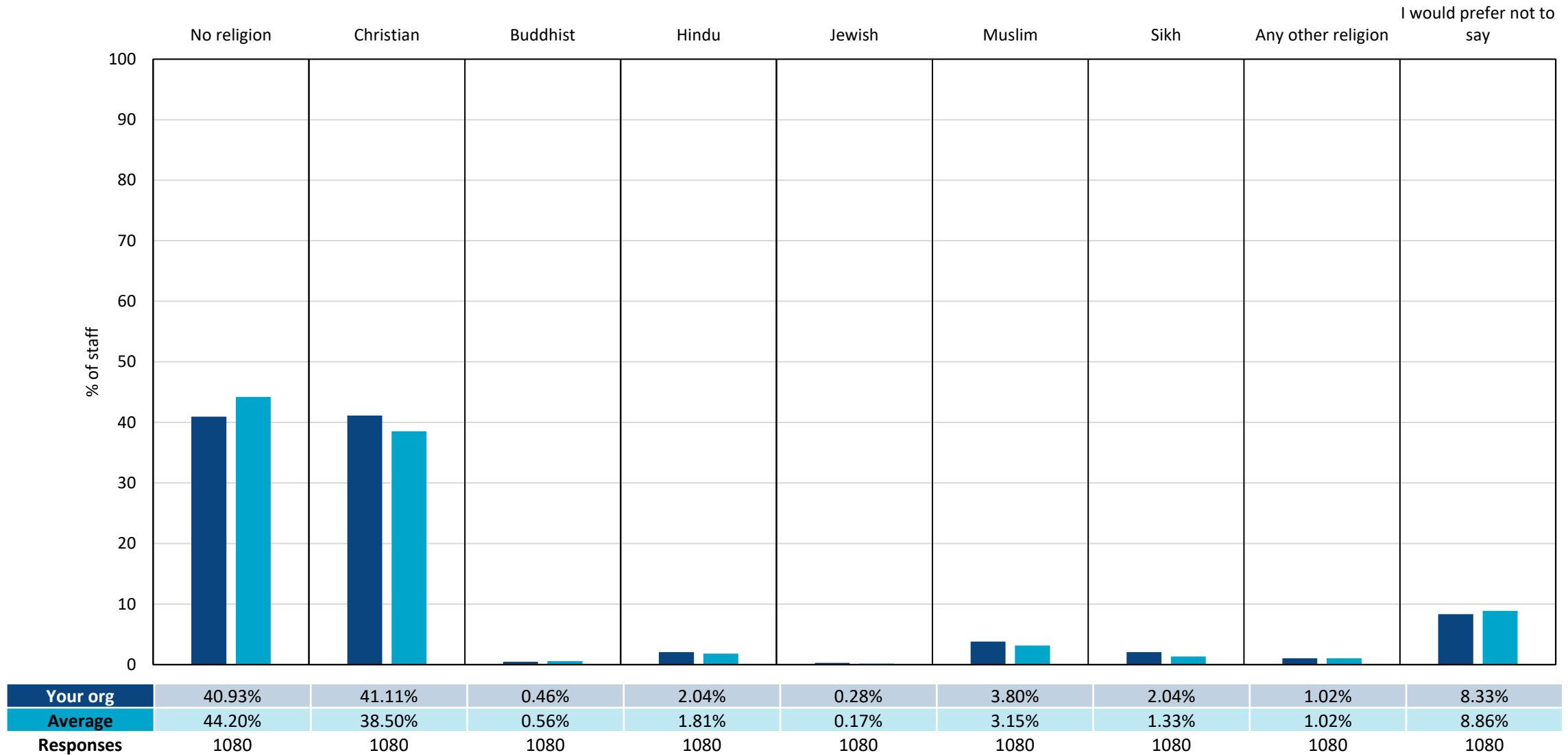
# Background details – Sexual orientation



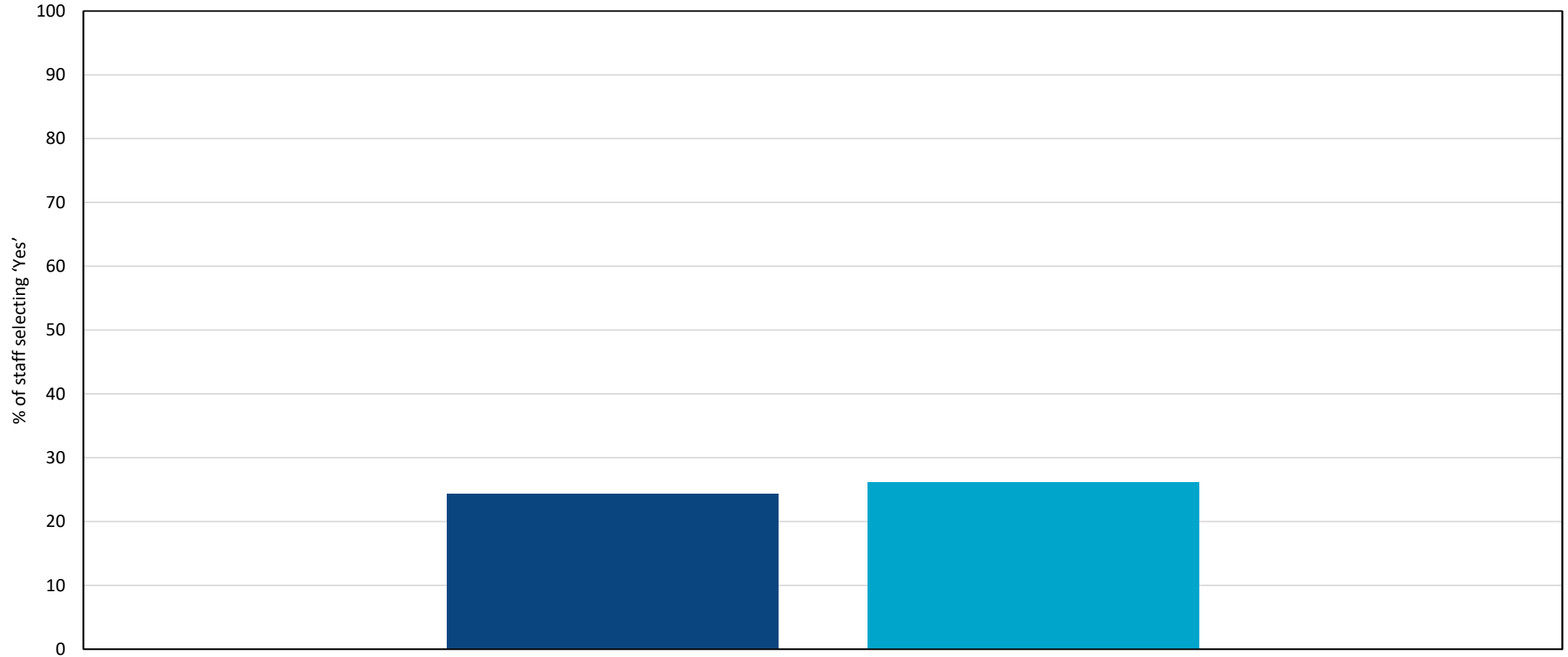
Your org	88.13%	2.39%	1.20%	0.28%	8.00%
Average	87.60%	2.03%	1.57%	0.75%	8.01%
Responses	1087	1087	1087	1087	1087



## Background details - Religion



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



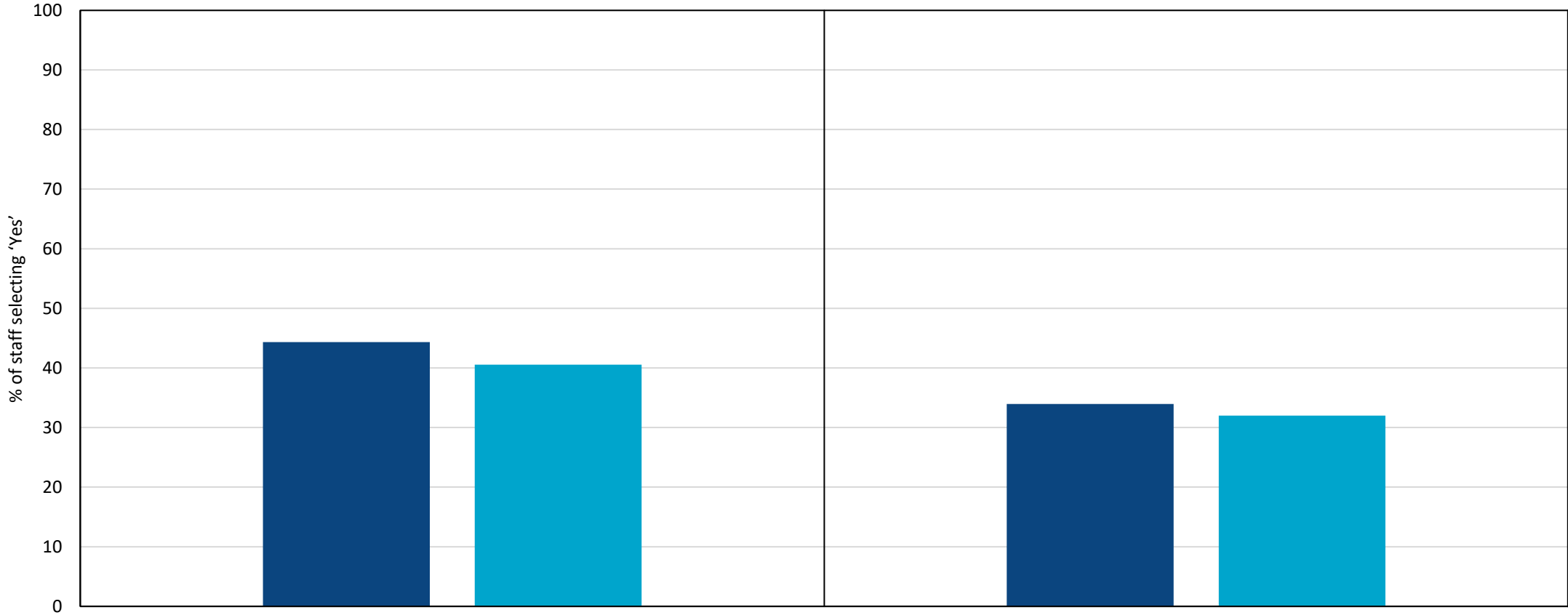
Your org	24.35%
Average	26.12%
Responses	1080





Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

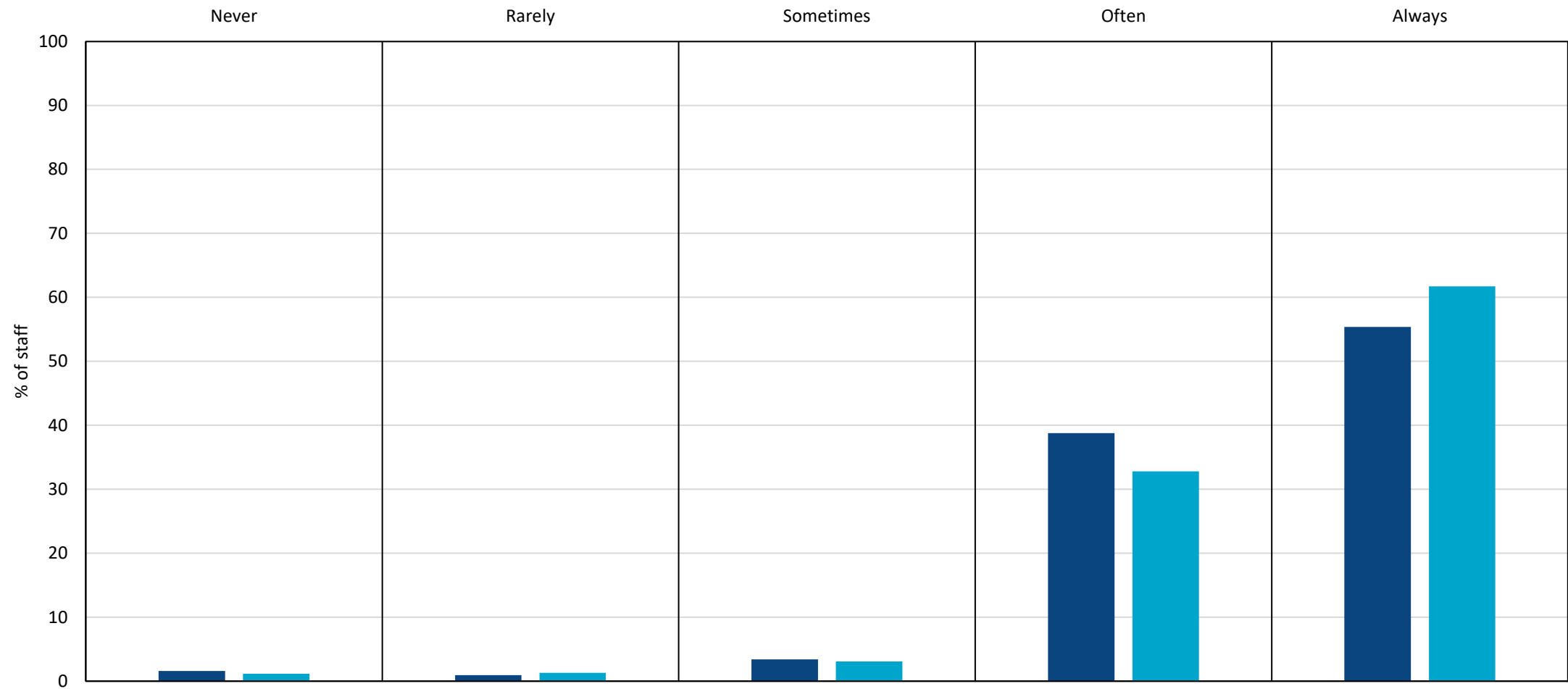
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	44.33%	33.95%
Average	40.54%	31.98%
Responses	1085	1078



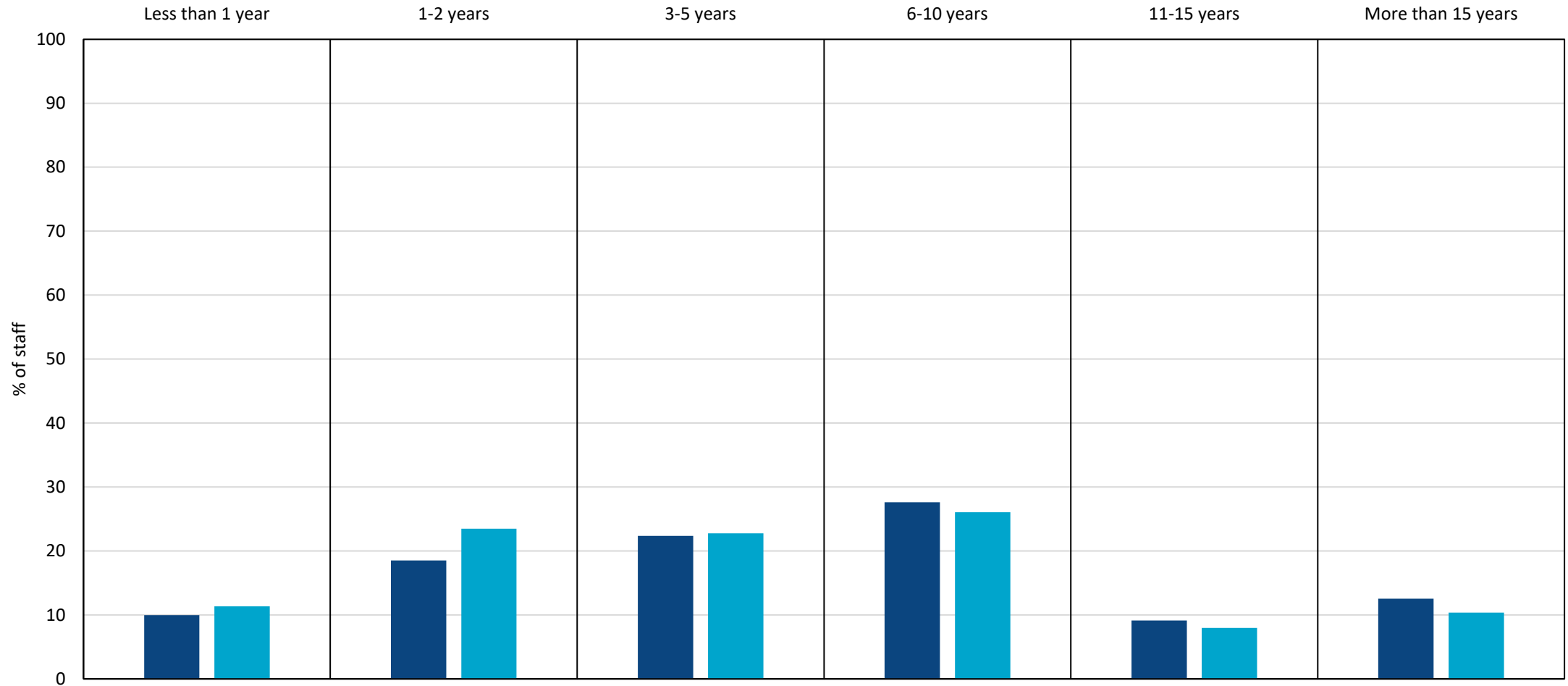
# Background details – How often do you work at/from home?



Your org	1.56%	0.92%	3.40%	38.75%	55.37%
Average	1.14%	1.29%	3.08%	32.78%	61.72%
Responses	1089	1089	1089	1089	1089



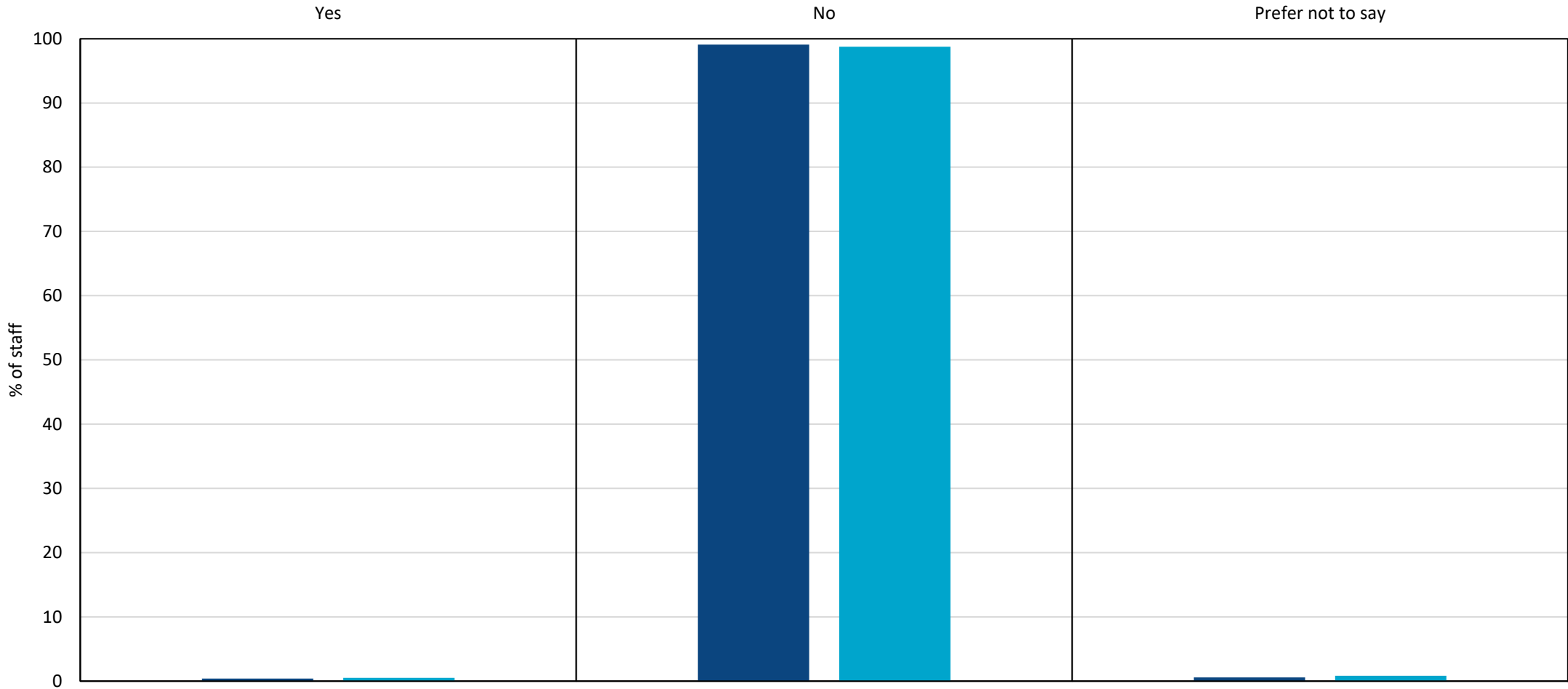
## Background details – Length of service



Your org	9.94%	18.49%	22.36%	27.60%	9.11%	12.51%
Average	11.33%	23.49%	22.75%	26.06%	7.97%	10.36%
Responses	1087	1087	1087	1087	1087	1087



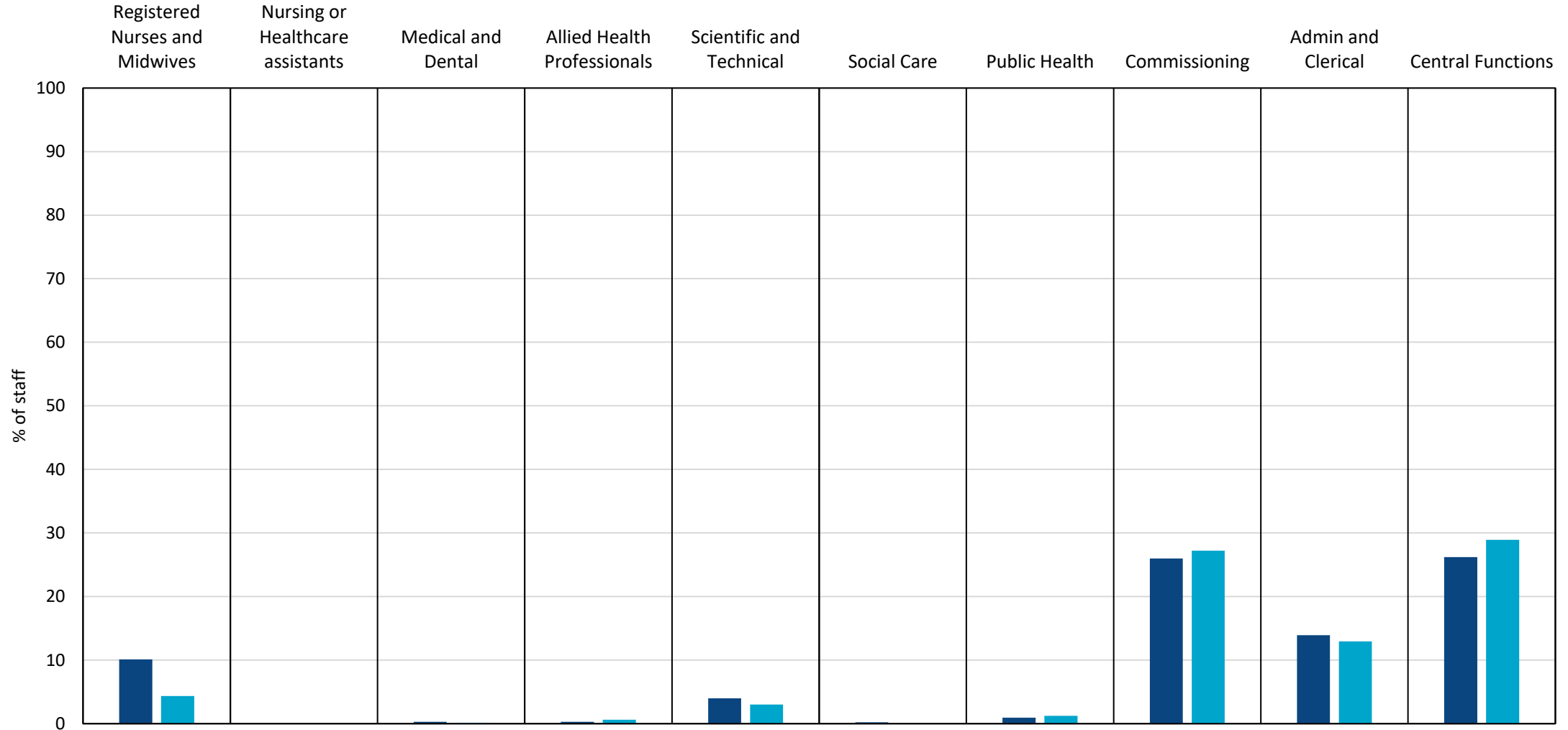
# Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	0.37%	99.08%	0.55%
Average	0.47%	98.76%	0.82%
Responses	1086	1086	1086



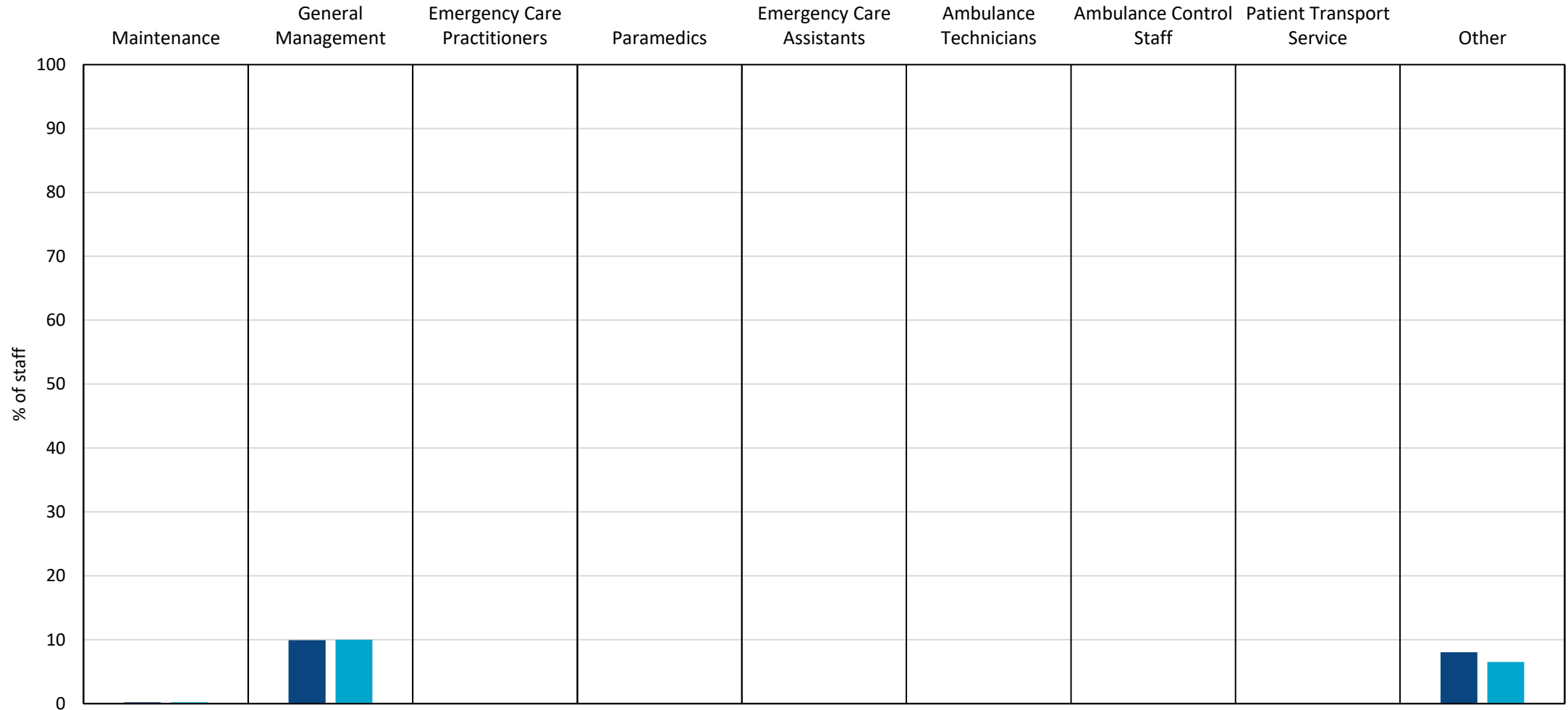
## Background details – Occupational group



Your org	10.11%	0.00%	0.28%	0.28%	3.97%	0.19%	0.95%	25.99%	13.89%	26.18%
Average	4.33%	0.00%	0.13%	0.60%	3.00%	0.00%	1.23%	27.21%	12.92%	28.90%
Responses	1058	1058	1058	1058	1058	1058	1058	1058	1058	1058



## Background details – Occupational group



Your org	0.19%	9.92%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	8.03%
Average	0.19%	10.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.51%
Responses	1058	1058	1058	1058	1058	1058	1058	1058	1058

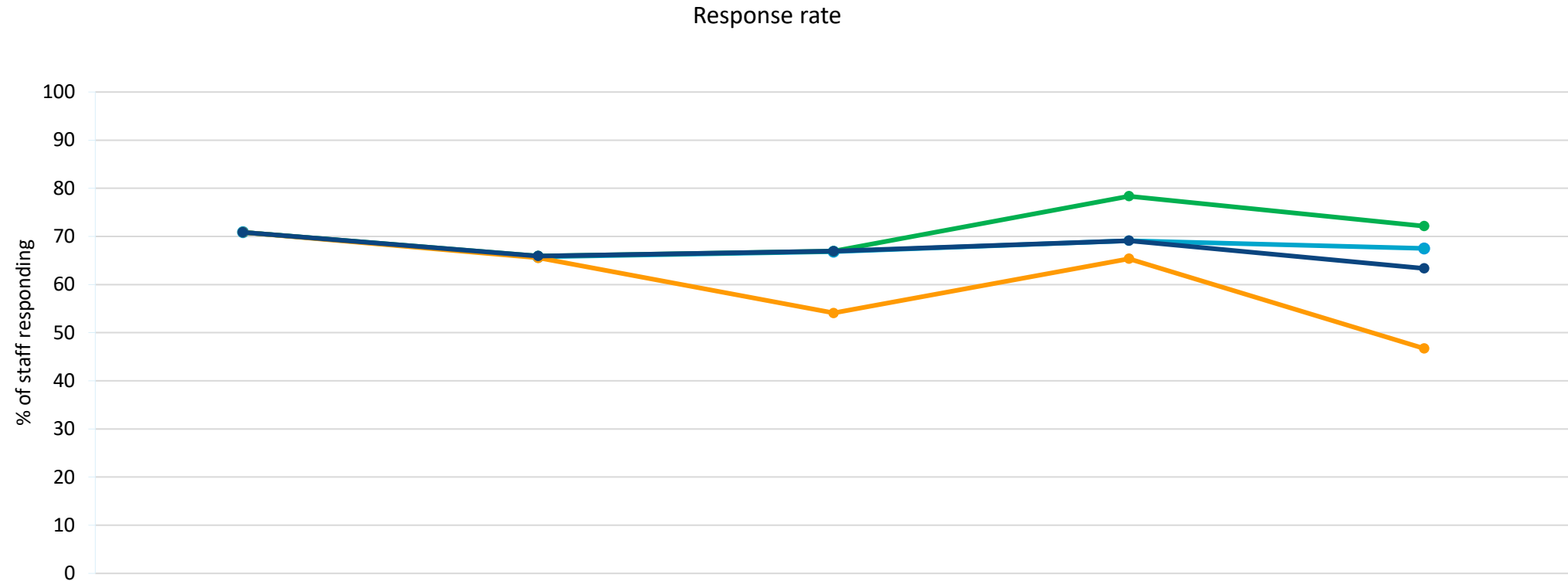
## Appendices

## Appendix A: Response rate





## Appendix A: Response rate



	2019	2020	2021	2022	2023
Your org	70.85%	65.94%	66.92%	69.11%	63.37%
Highest	70.85%	65.94%	66.92%	78.37%	72.13%
Average	70.85%	65.74%	66.82%	69.11%	67.49%
Lowest	70.85%	65.54%	54.10%	65.37%	46.71%
Responses	1186	1024	1163	1280	1095

## Appendix B: Significance testing 2022 vs 2023

## ➤ Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023\*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.76	1278	7.55	1092	Significantly lower
We are recognised and rewarded	6.97	1276	6.88	1093	Not significant
We each have a voice that counts	7.20	1269	6.97	1066	Significantly lower
We are safe and healthy	6.89	1278	-	-	-
We are always learning	5.87	1238	5.79	1072	Not significant
We work flexibly	7.71	1276	7.56	1087	Not significant
We are a team	7.39	1274	7.21	1089	Significantly lower
Themes					
Staff Engagement	7.14	1280	6.91	1093	Significantly lower
Morale	6.56	1280	6.39	1094	Significantly lower

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

\* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

## Appendix C: Tips on using your benchmark report

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 result is more positive than a lower result. These results are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the results 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 chart.

Note. 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 2023.

Note. 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

## Appendix C: 1. Reviewing People Promise and theme results

When analysing People Promise element and theme results, it is easiest to start with the [overview](#) page to quickly identify areas of interest which can then be compared to the best, average, and worst result in the benchmarking group.

It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results 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 result' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst result'. The closer your organisation's result is to the worst result, the more concerning the result.
- Results where your organisation's result is only marginally better than the 'Average result', 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' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best result'.



Only one example is highlighted for each point

## Appendix C: 2. Reviewing results in more detail

### 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.



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 results, you should review the sub-scores and questions feeding into these results. 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' results to the benchmarking group 'Average', 'Best' and 'Worst' results 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.



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.

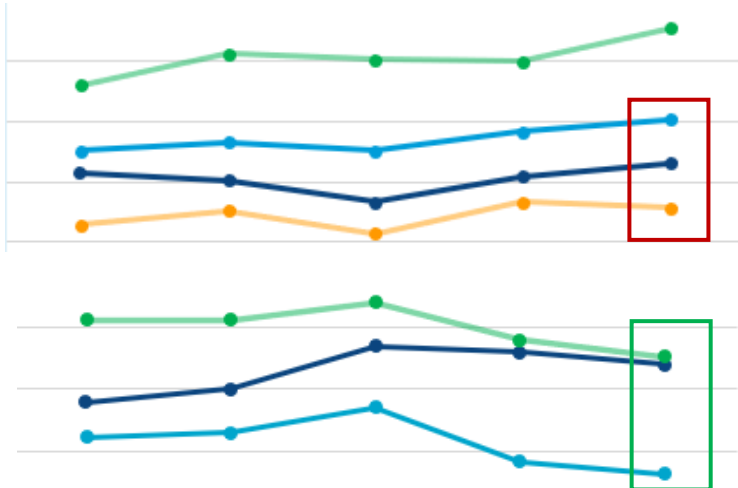
### Identifying questions of interest

#### ➤ 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 result 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 result, particularly questions where your organisation result is very close to the worst result. 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 organisation 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.



## Appendix D: Additional reporting outputs

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 reporting outputs



**Online Dashboards:** Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



**Breakdown reports:** Reports containing People Promise and theme results split by breakdown (locality) for NHS Midlands and Lancashire CSU.



**National Briefing Document:** Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



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