Survey Coordination Centre



NHS Greater Manchester ICB

NHS Staff Survey Benchmark report 2023







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Survey Coordination Centre



Introduction

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.





About this report

This benchmark report for NHS Greater Manchester ICB 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 our results website.

How results are reported

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



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

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

People Promise elements, themes and sub-scores



People Promise elements	Sub-scores	Questions	
	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d	
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i	
We are compassionate and inclusive	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	
	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b	
We each have a voice that counts	Raising concerns	Q20a, Q20b, Q25e, Q25f	
	Health and safety climate	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d	
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g	
We are safe and healthy	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.	
	Development	Q24a, Q24b, Q24c, Q24d, Q24e	
We are always learning	Appraisals	Q23a*, Q23b, Q23c, Q23d *Q23a is a filter question and therefore influences the sub-score without being a directly scored question.	
	Support for work-life balance	Q6b, Q6c, Q6d	
We work flexibly	Flexible working	Q4d	
	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a	
We are a team	Line management	Q9a, Q9b, Q9c, Q9d	
Themes	Sub-scores	Questions	
	Motivation	Q2a, Q2b, Q2c	
Staff Engagement	Involvement	Q3c, Q3d, Q3f	
	Advocacy	Q25a, Q25c, Q25d	
	Thinking about leaving	Q26a, Q26b, Q26c	
Morale	Work pressure	Q3g, Q3h, Q3i	
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a	
	Questions not I	inked to the People Promise elements or themes	





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.

0

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**.

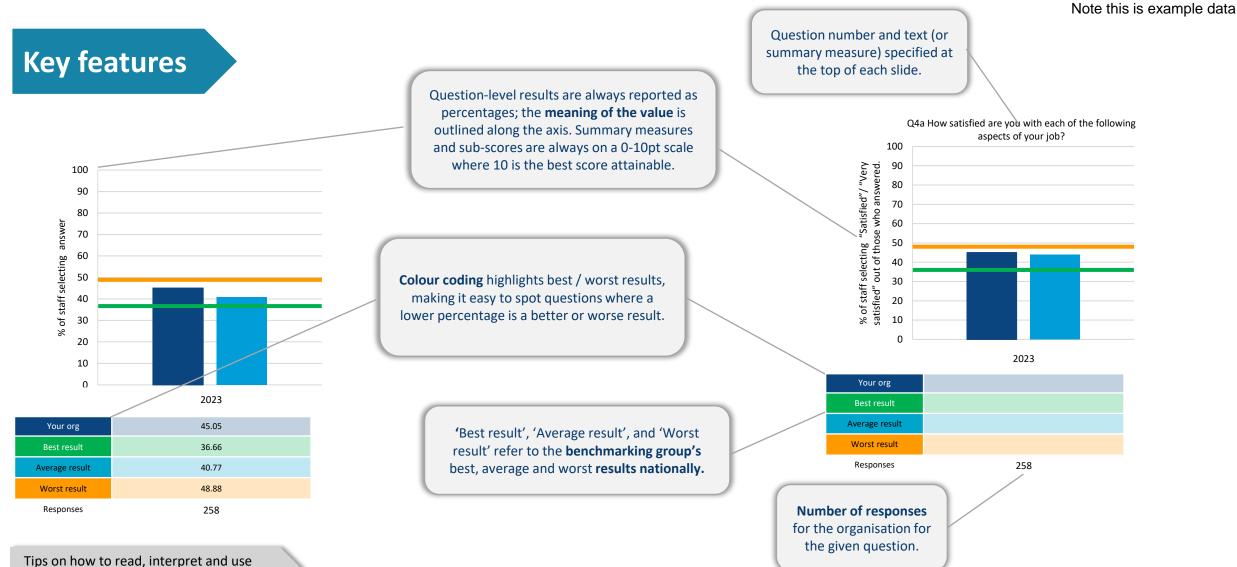
Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2022 vs 2023.
- > Data in the benchmark reports.
- Additional reporting outputs.
- > Tips on action planning and interpreting the results.
- Contact information.







the data are included in the Appendices

Survey Coordination Centre



Organisation details

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.

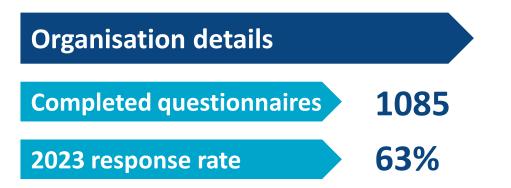




NHS Greater Manchester ICB









ICBs



2023 benchmarking group details

Organisations in group: 41

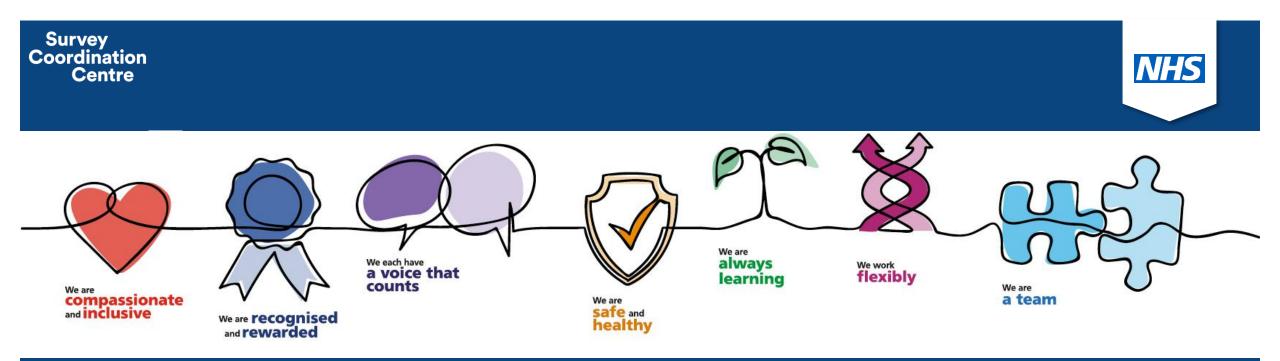
Median response rate: 72%

No. of completed questionnaires: 17230

Survey details

Survey mode (

Online



People Promise elements, themes and sub-score results

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.





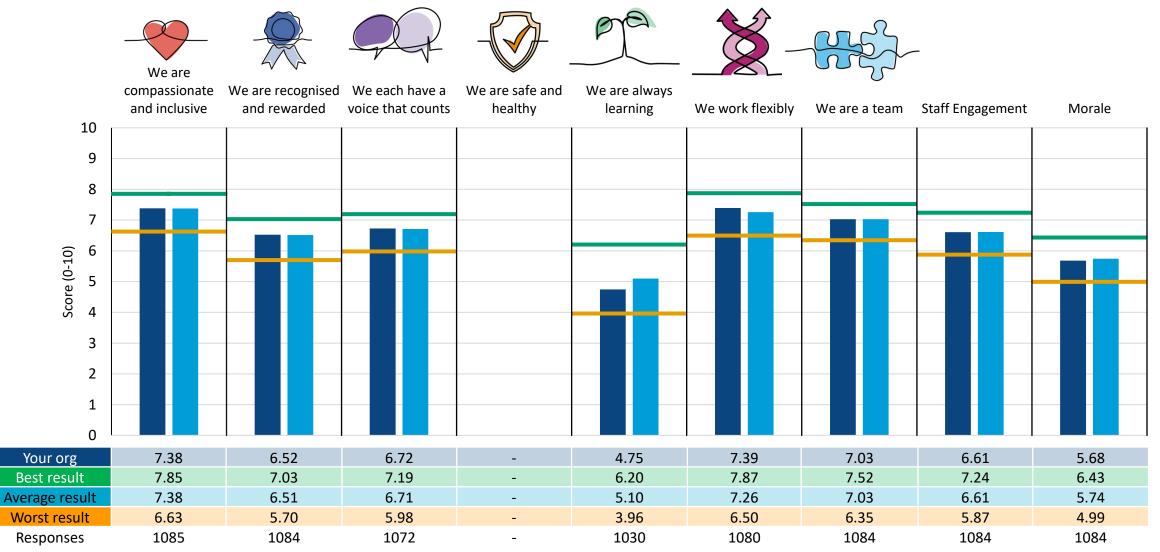
People Promise elements, themes and sub-scores: Overview

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 themes: Overview



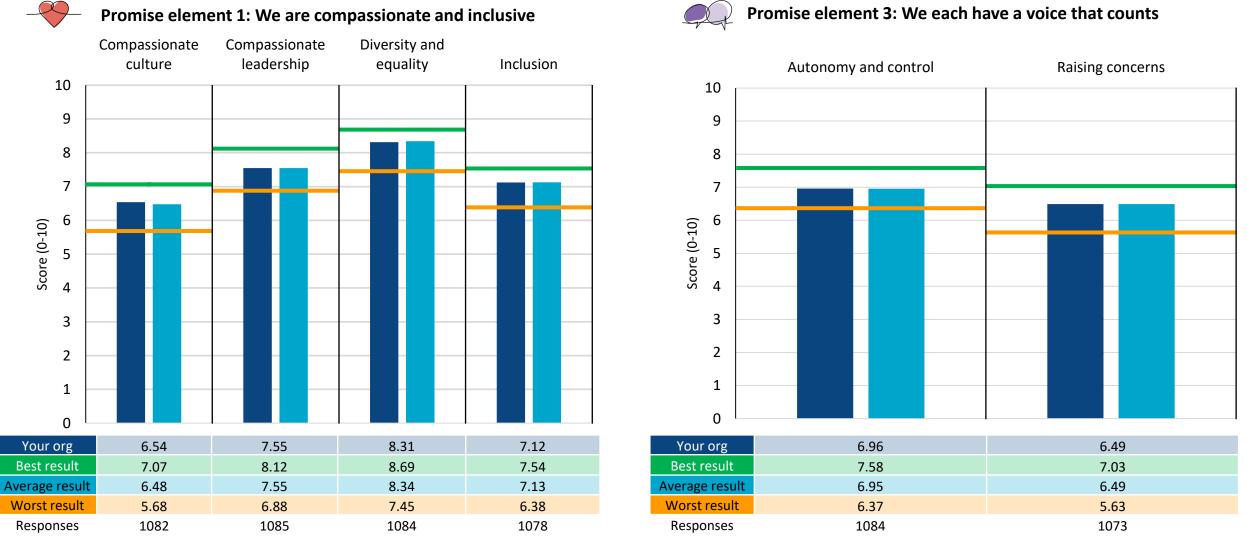
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



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 are scored on a 0-10 scale, where a higher score is more positive than a lower score.

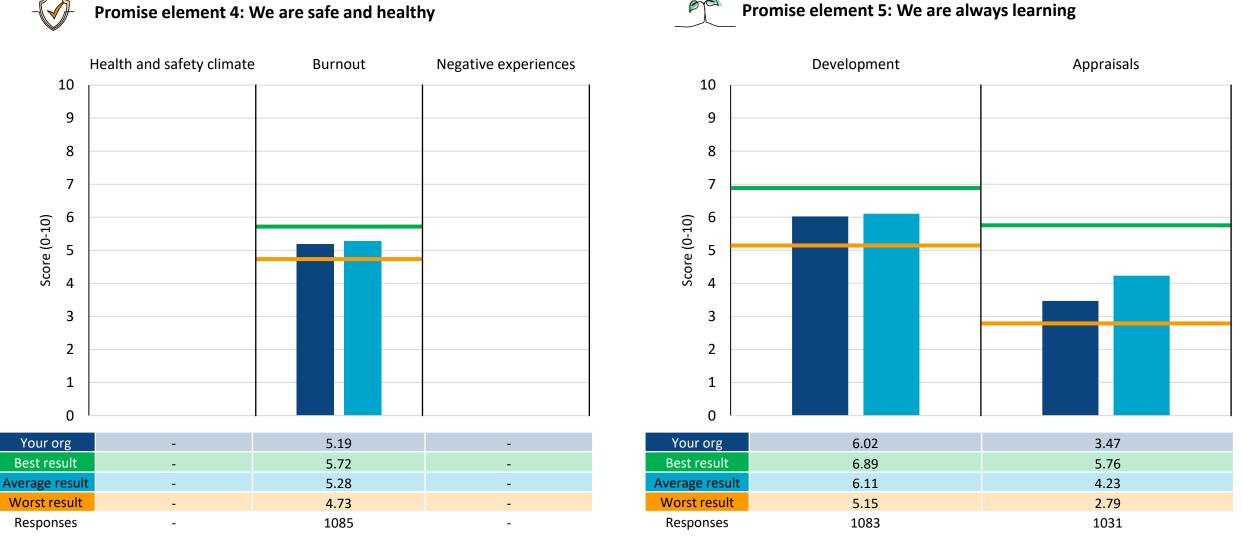


Note. People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

NHS Greater Manchester ICB Benchmark report



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.

NHS Greater Manchester ICB Benchmark report



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.

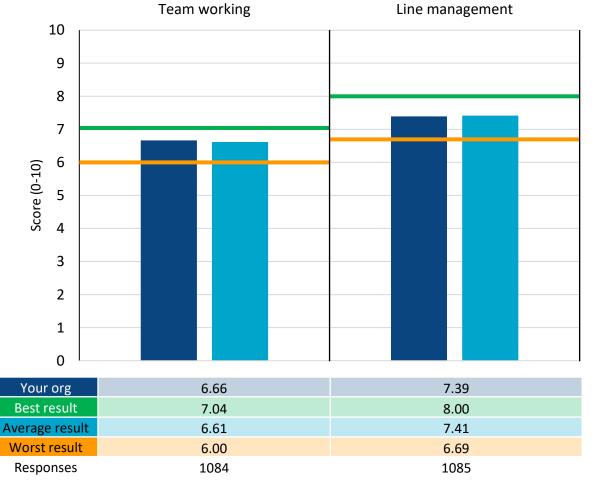


Promise element 6: We work flexibly



Promise element 7: We are a team







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

Theme: Morale







People Promise elements, themes and sub-scores: Trends

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.

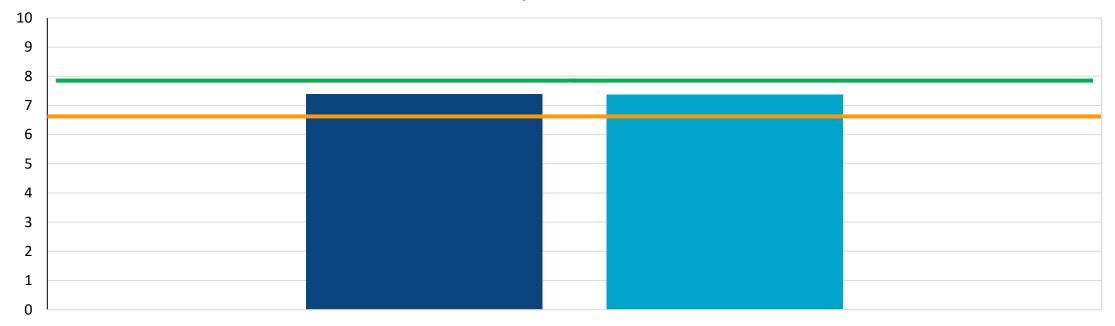
People Promise elements and themes: Trends



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.



We are compassionate and inclusive

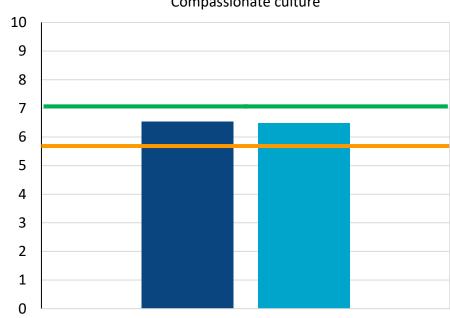


	2023	
Your org	7.38	
Best result	7.85	
Average result	7.38	
Worst result	6.63	
Responses	1085	

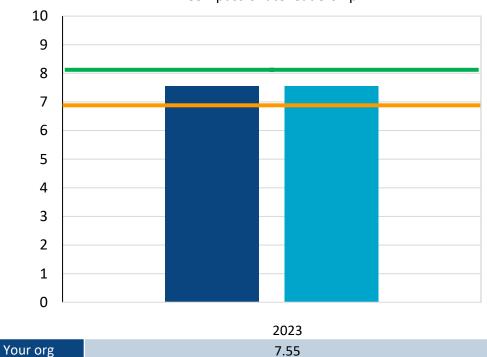


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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



~	• •	1.
Compa	issionate	e culture
Compt	1331011010	



8.12

7.55

6.88

1085

Compassionate leadership

Your org	6.54
Best result	7.07
verage result	6.48
Norst result	5.68
Responses	1082

2023

Best result

Average result

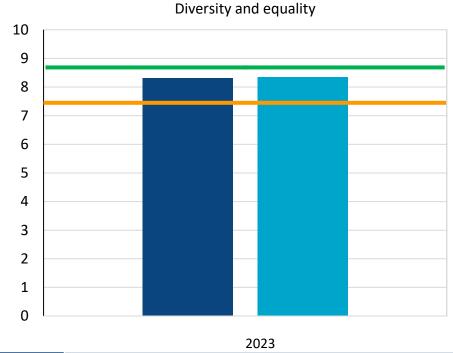
Worst result

Responses



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)



	2023
Your org	8.31
Best result	8.69
Average result	8.34
Worst result	7.45
Responses	1084



6.38

1078



Worst result

Responses

People Promise elements and themes: Trends

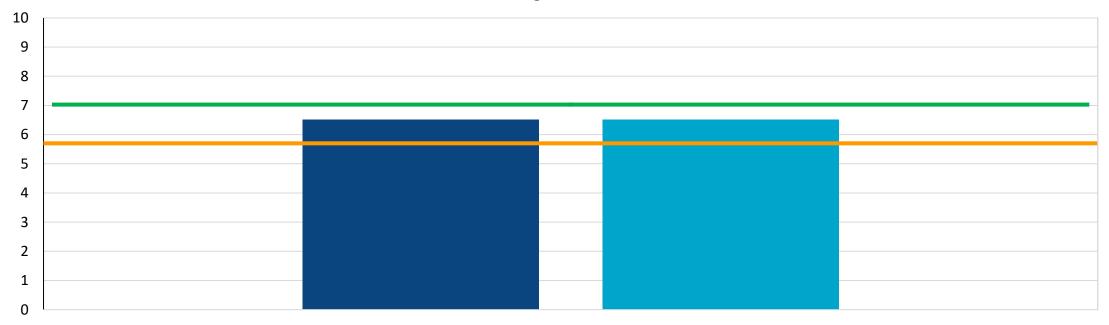


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



	2023	
Your org	6.52	
Best result	7.03	
Average result	6.51	
Worst result	5.70	
Responses	1084	

People Promise elements and themes: Trends

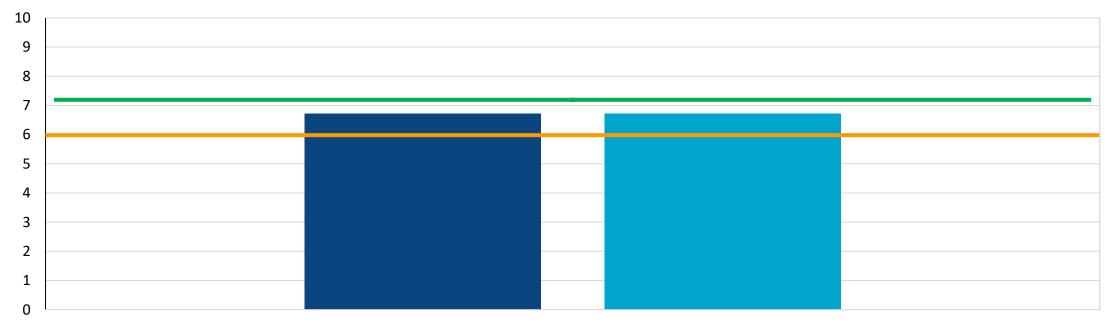


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts

We each have a voice that counts

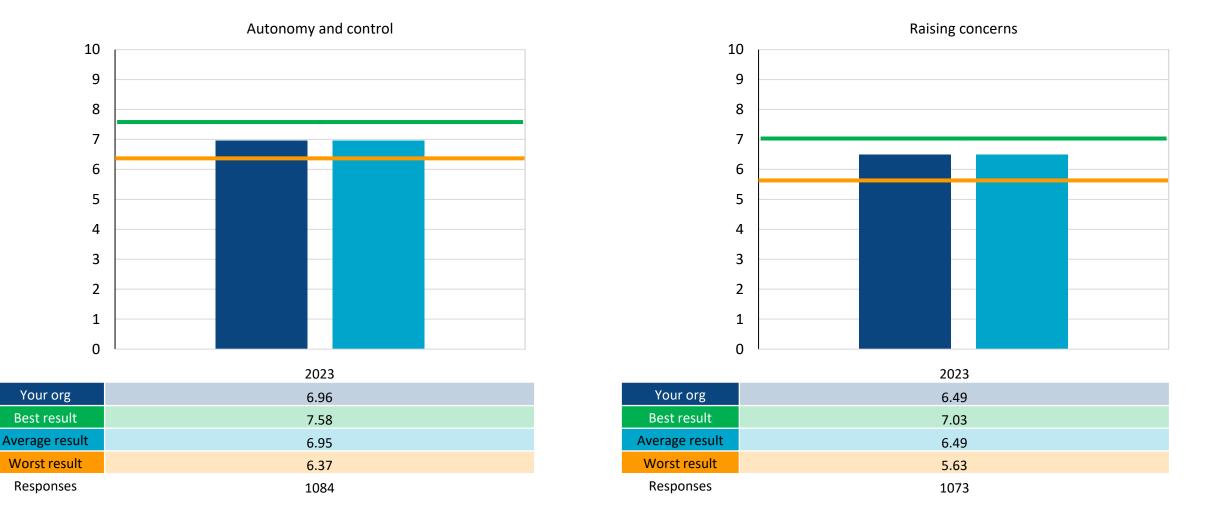


	2023	
Your org	6.72	
Best result	7.19	
Average result	6.71	
Worst result	5.98	
Responses	1072	



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



People Promise elements and themes: 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.



We are safe and healthy



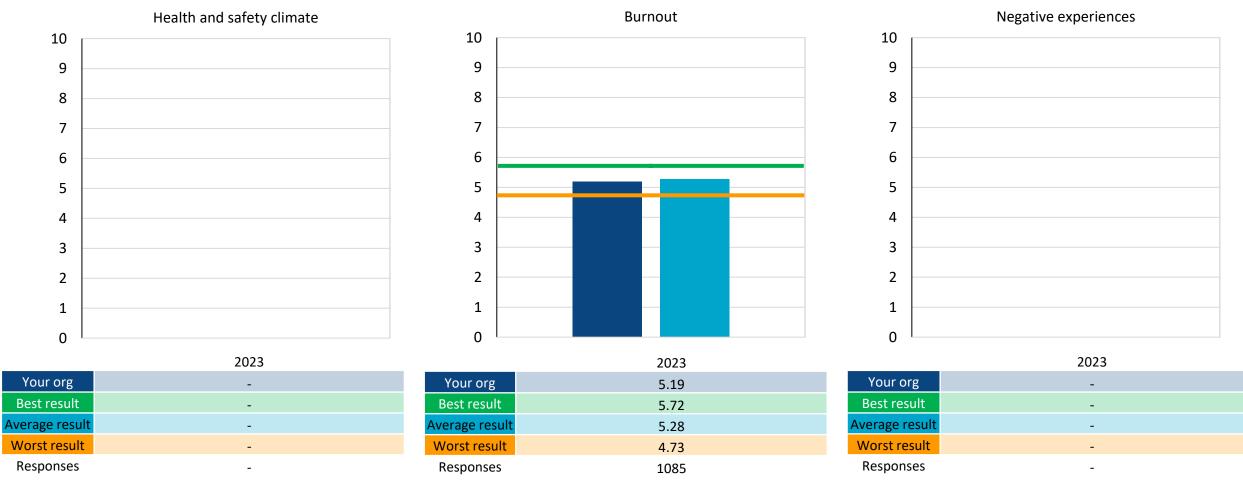
	2023
Your org	-
Best result	en e
Average result	
Worst result	– An
Responses	_

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <u>https://www.nhsstaffsurveys.com/survey-documents/</u> 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 4: We are safe and healthy

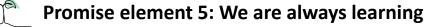


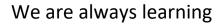
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

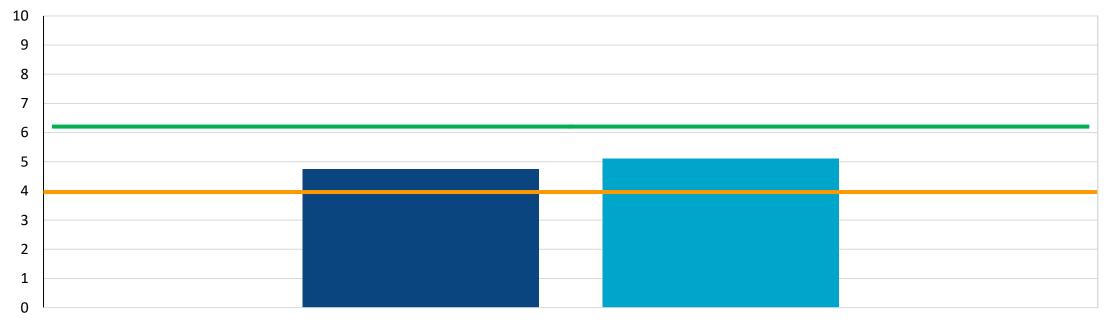
• People Promise elements and themes: Trends



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.





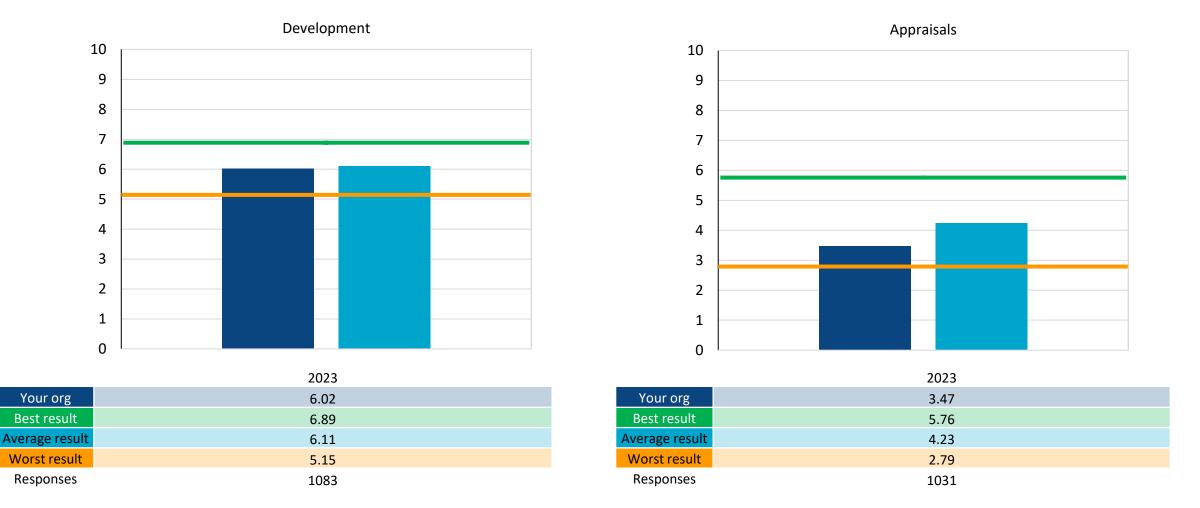


	2023
Your org	4.75
Best result	6.20
Average result	5.10
Worst result	3.96
Responses	1030



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.





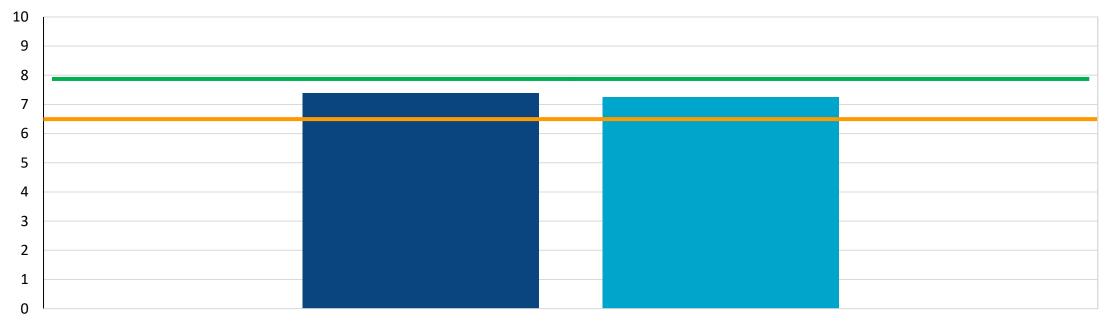
People Promise elements and themes: Trends



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

We work flexibly

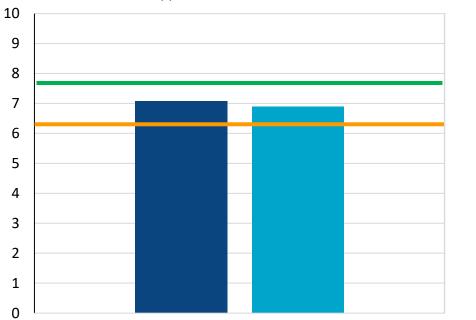


	2023	
Your org	7.39	
Best result	7.87	
Average result	7.26	
Worst result	6.50	
Responses	1080	



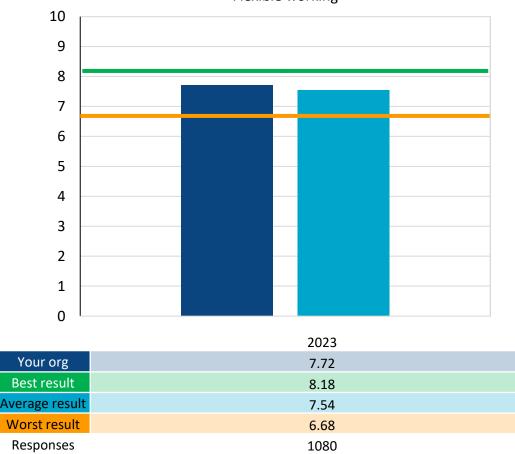
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.





Support for work-life balance

	0				
	0				
		202	23		
Your org		7.0	8		
Best result		7.6	68		
Average result		6.8	89		
Worst result		6.3	0		
Responses		108	34		



Flexible working

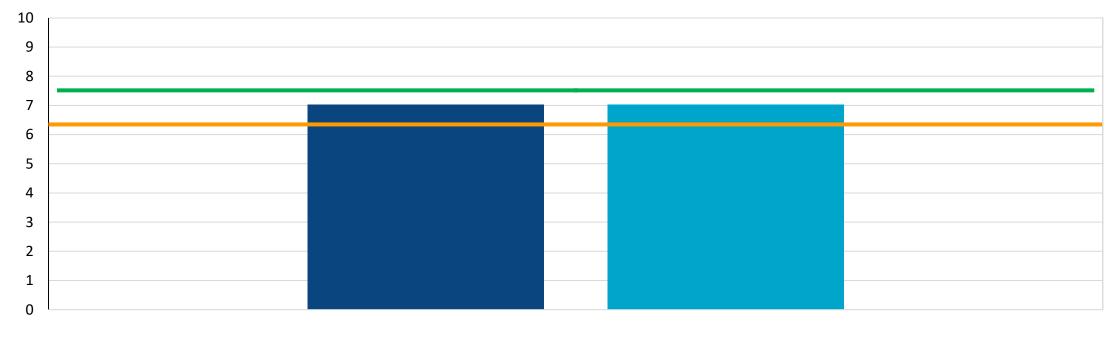
> People Promise elements and themes: Trends



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.



We are a team

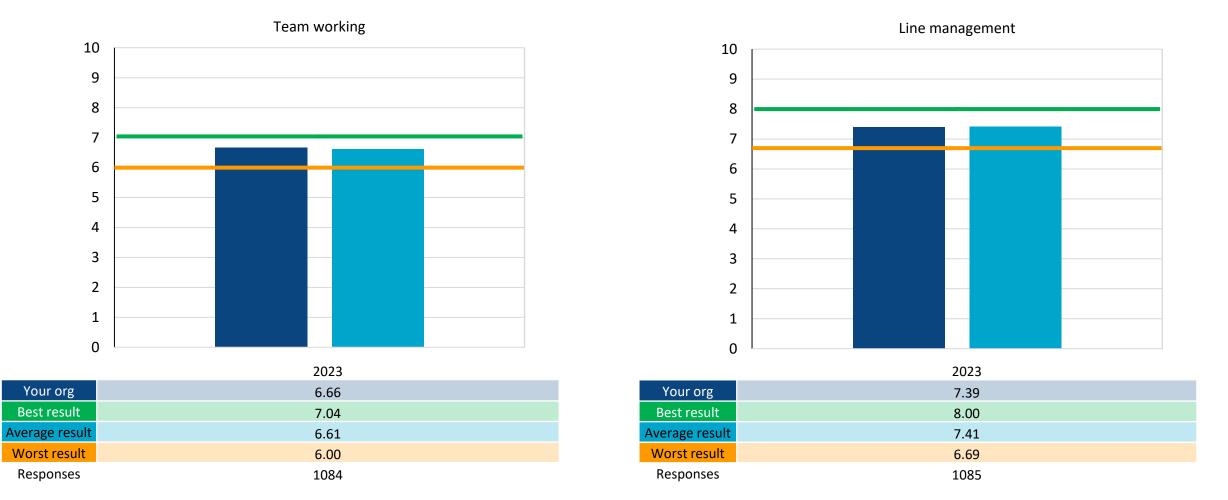


	2023
Your org	7.03
Best result	7.52
Average result	7.03
Worst result	6.35
Responses	1084



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.

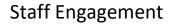


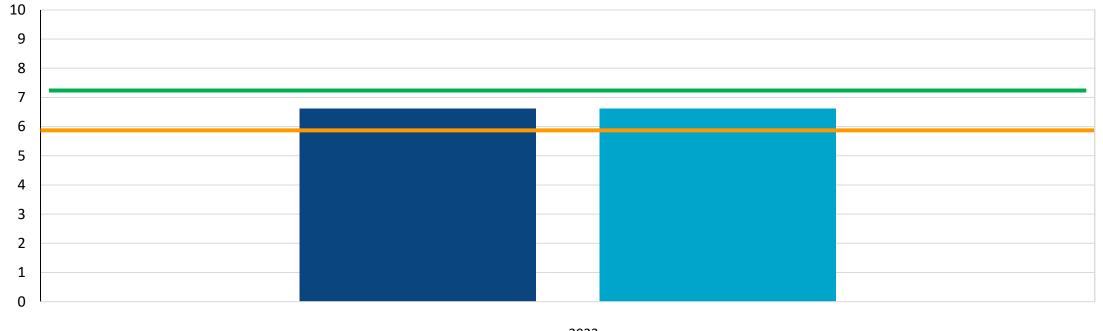




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement



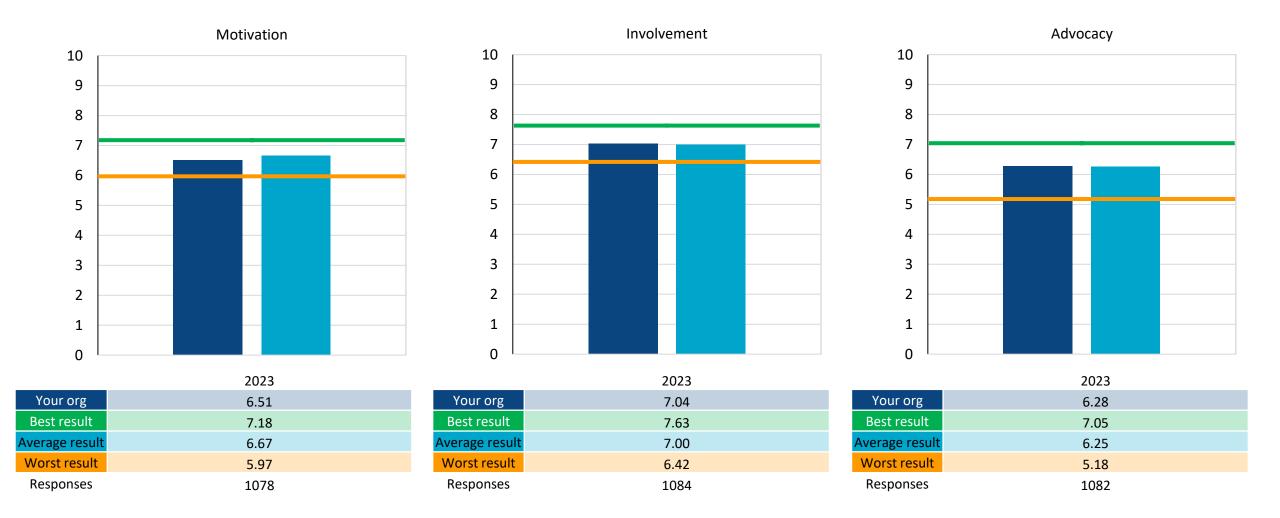


	2023
Your org	6.61
Best result	7.24
Average result	6.61
Worst result	5.87
Responses	1084



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.

Theme: Staff Engagement

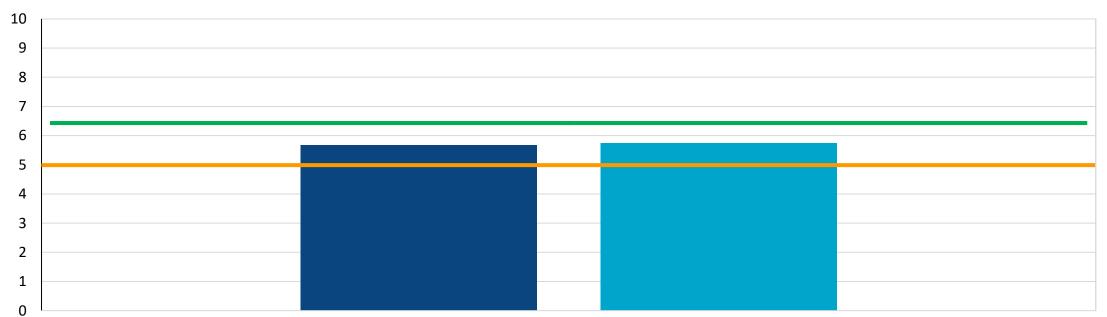


People Promise elements and themes: Trends



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



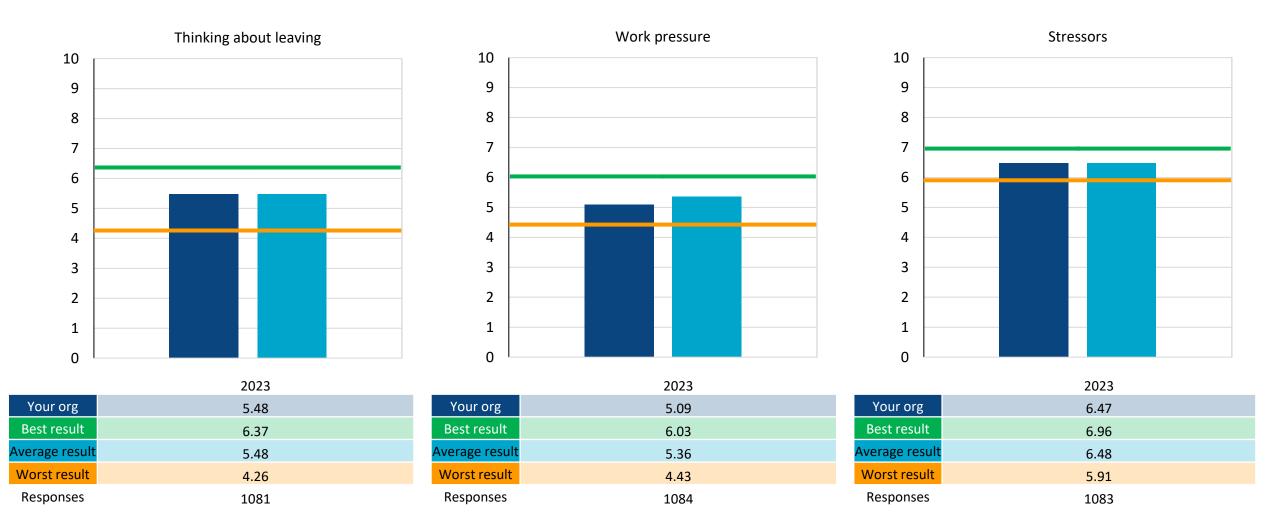
	2023
Your org	5.68
Best result	6.43
Average result	5.74
Worst result	4.99
Responses	1084

Morale



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







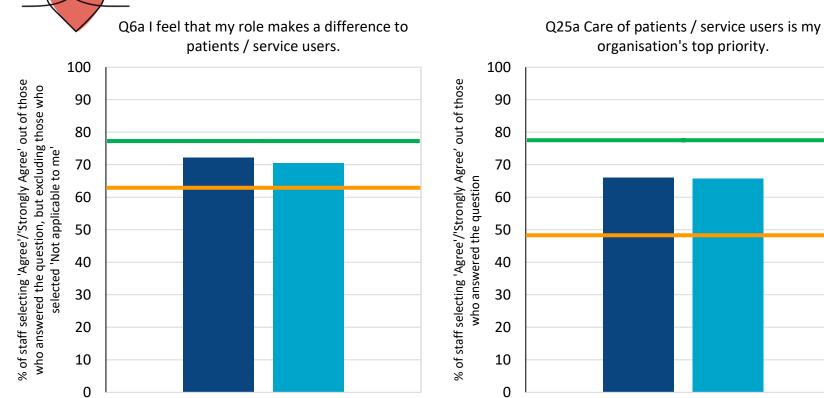
People Promise element – We are compassionate and inclusive



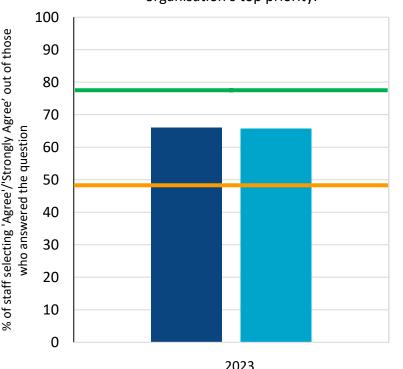
Questions included: Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d Compassionate leadership – Q9f, Q9g, Q9h, Q9i Diversity and equality – Q15, Q16a, Q16b, Q21 Inclusion – Q7h, Q7i, Q8b, Q8c Note, where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



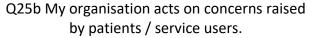


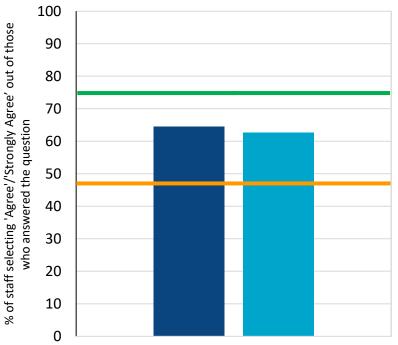


	2023
Your org	72.13%
Best result	77.26%
Average result	70.45%
Worst result	62.89%
Responses	994



		2025
	Your org	65.99%
	Best result	77.53%
	Average result	65.78%
	Worst result	48.28%
	Responses	1082





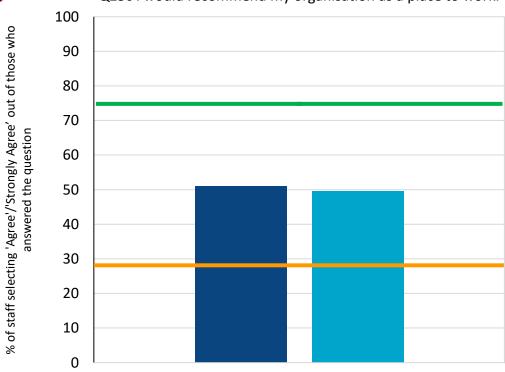
23
20

Your org	64.57%
Best result	74.81%
Average result	62.70%
Worst result	47.03%
Responses	1081









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

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

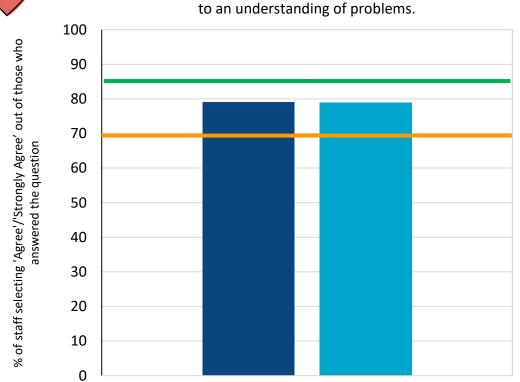
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

Your org	48.56%
Best result	57.80%
Average result	47.47%
Worst result	31.06%
Responses	1077

	2023
Your org	51.11%
Best result	74.78%
Average result	49.66%
Worst result	28.14%
Responses	1084







Q9f My immediate manager works together with me to come

2023Your org79.11%Best result85.18%Average result78.90%Worst result69.38%Responses1082

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



1085

NHS Greater Manchester ICB Benchmark report

Responses





Q9i My immediate manager takes effective action to help me

with any problems I face.



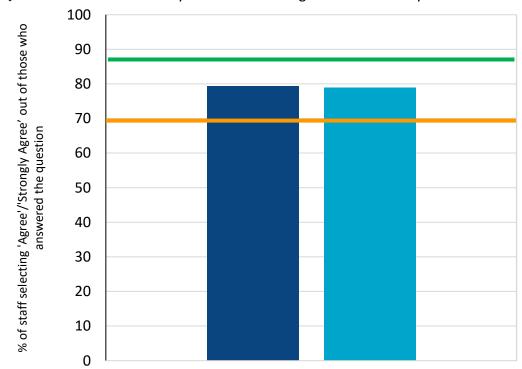
Your org

Best result

Average result

Worst result

Responses



2023

79.31%

87.06%

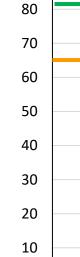
78.95%

69.37%

1078

Q9h My immediate manager cares about my concerns.

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



100

90

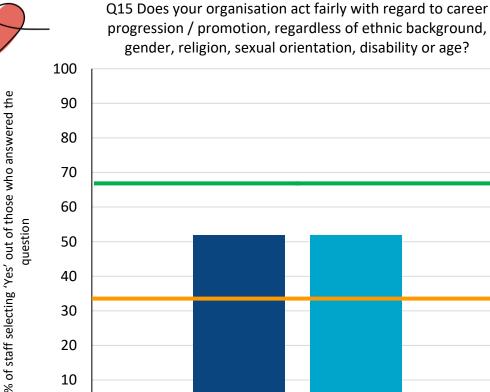
Responses

0 2023 73.78% Your org Best result 81.53% Average result 74.55% Worst result 65.12%

1083



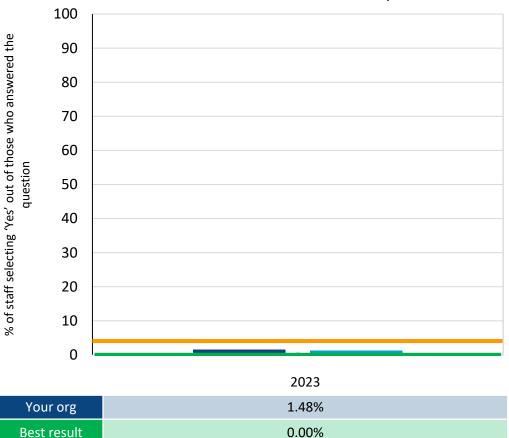
0



2023

Your org	51.99%
Best result	66.82%
Average result	51.99%
Worst result	33.53%
Responses	1079

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?



1.29%

4.07%

1083

NHS Greater Manchester ICB Benchmark report

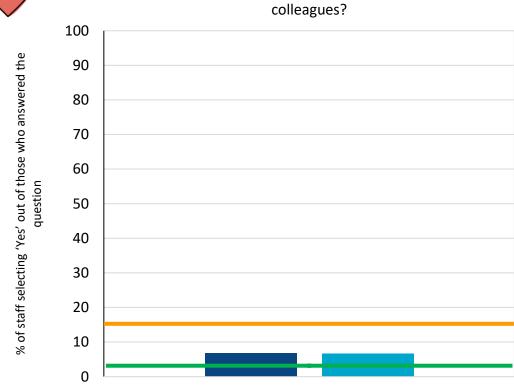
Average result Worst result

Responses





 \sim

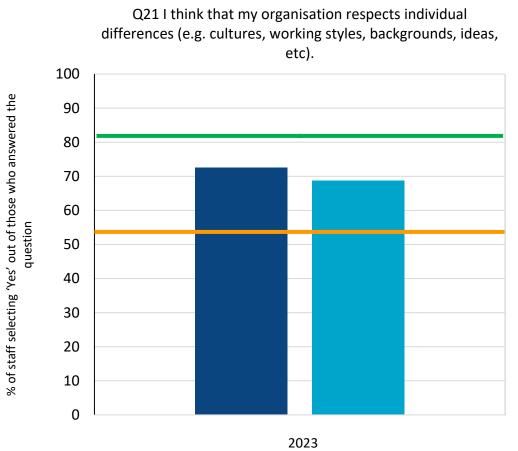


2023

Q16b In the last 12 months have you personally experienced

discrimination at work from manager / team leader or other

Your org	6.77%
Best result	3.15%
Average result	6.65%
Worst result	15.26%
Responses	1078

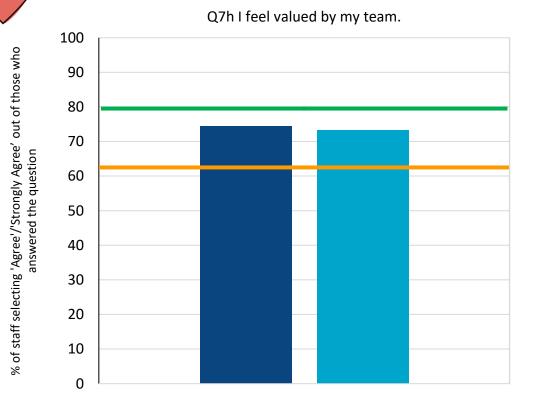


Your org	72.54%
Best result	81.85%
Average result	68.75%
Worst result	53.70%
Responses	1078

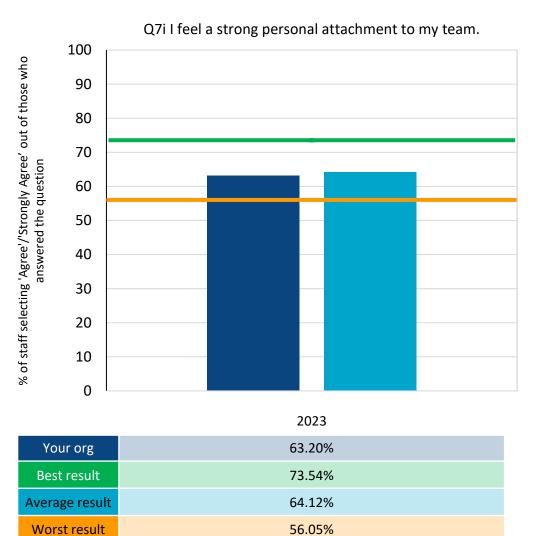
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	2023
Your org	74.42%
Best result	79.54%
Average result	73.31%
Worst result	62.48%
Responses	1079



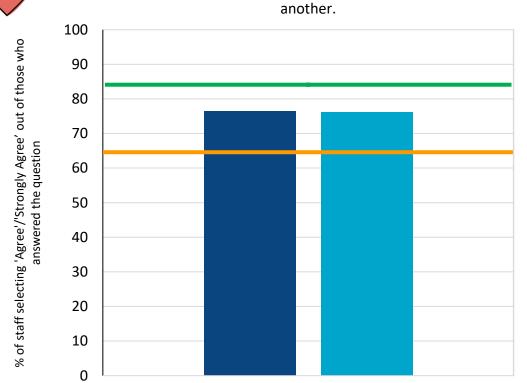
1076

NHS Greater Manchester ICB Benchmark report

Responses



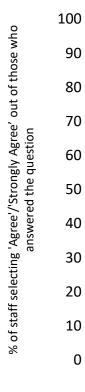




Q8b The people I work with are understanding and kind to one

2023

Your org	76.55%
Best result	84.12%
Average result	76.28%
Worst result	64.58%
Responses	1079



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



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People Promise element – We are recognised and rewarded



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

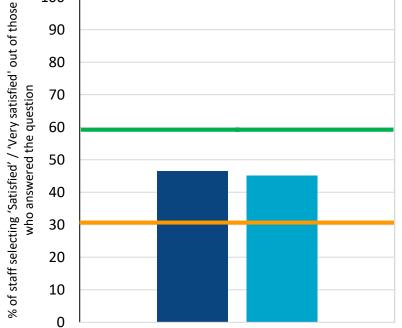
Note, where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.





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

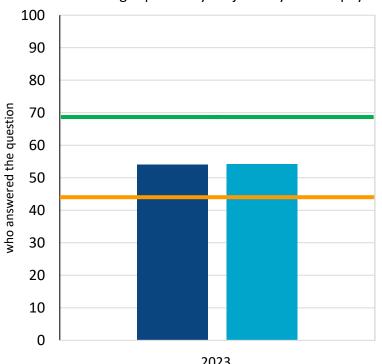
I following aspects of your job? The extent to which my organisation values my work.



Q4b How satisfied are you with each of the

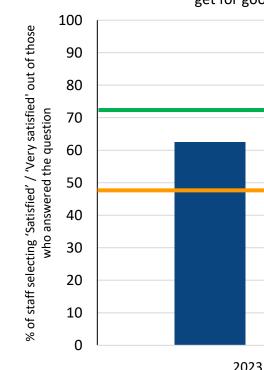
	2023
Your org	46.57%
Best result	59.24%
Average result	45.19%
Worst result	30.68%
Responses	1078

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



% of staff selecting 'Satisfied' / 'Very satisfied' out of those

	2023
Your org	54.07%
Best result	68.69%
Average result	54.21%
Worst result	44.01%
Responses	1082

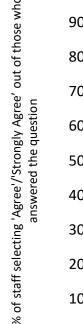


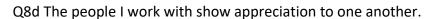
	2020
Your org	62.45%
Best result	72.35%
Average result	61.23%
Worst result	47.67%
Responses	1084

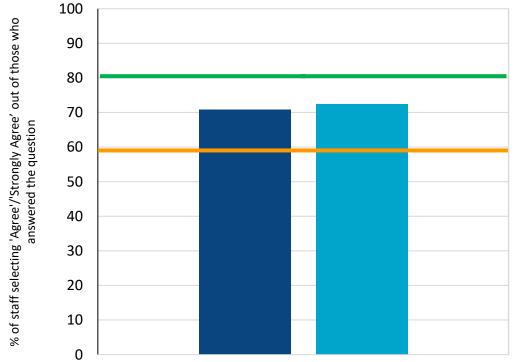






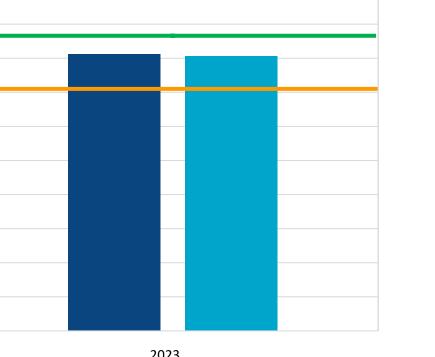








Your org	70.84%
Best result	80.48%
Average result	72.43%
Worst result	59.02%
Responses	1077



Q9e My immediate manager values my work.

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

	2023
Your org	81.24%
Best result	86.59%
Average result	80.62%
Worst result	71.01%
Responses	1082





People Promise element – We each have a voice that counts

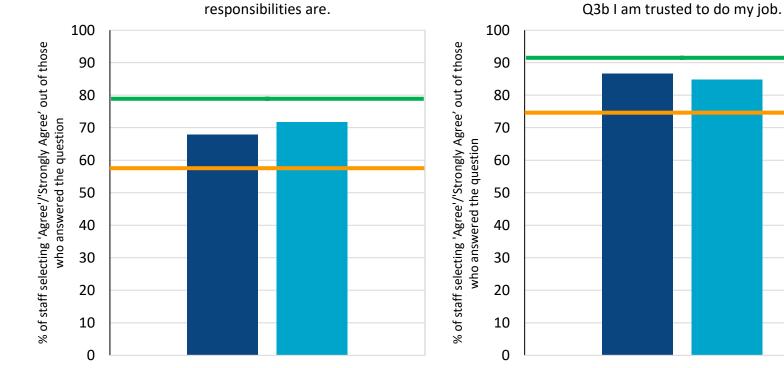


Questions included: Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b Raising concerns – Q20a, Q20b, Q25e, Q25f

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.

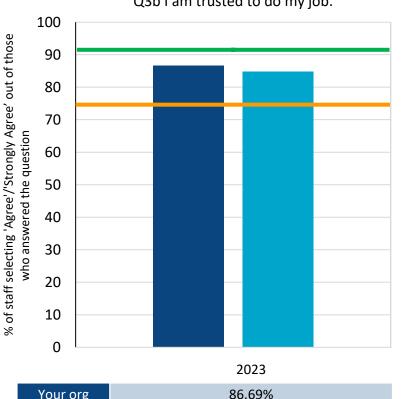






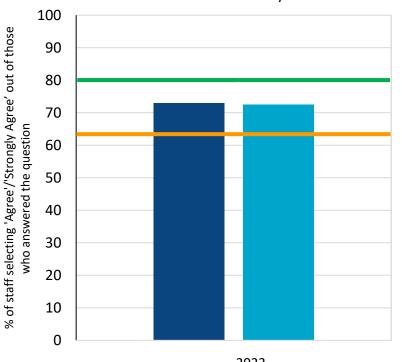
	2023
Your org	67.96%
Best result	78.92%
Average result	71.81%
Worst result	57.53%
Responses	1083

Q3a I always know what my work



	2025
Your org	86.69%
Best result	91.50%
Average result	84.86%
Worst result	74.61%
Responses	1082

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



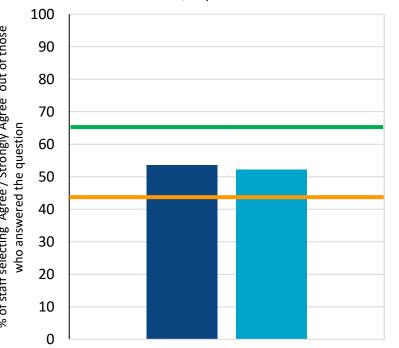
	2023
Your org	73.01%
Best result	80.06%
Average result	72.46%
Worst result	63.39%
Responses	1082



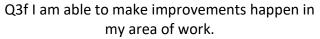


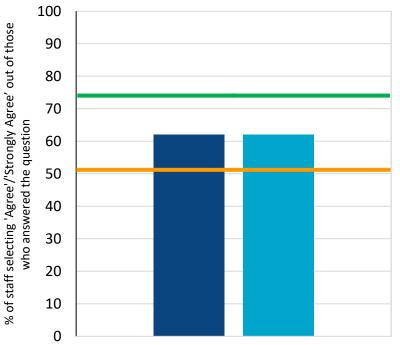
Q3e I am involved in deciding on changes Q3d I am able to make suggestions to improve introduced that affect my work area / team the work of my team / department. /department. % of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question %

	2023
Your org	78.72%
Best result	82.88%
Average result	77.40%
Worst result	68.18%
Responses	1081



	2023
Your org	53.55%
Best result	65.25%
Average result	52.14%
Worst result	43.72%
Responses	1083



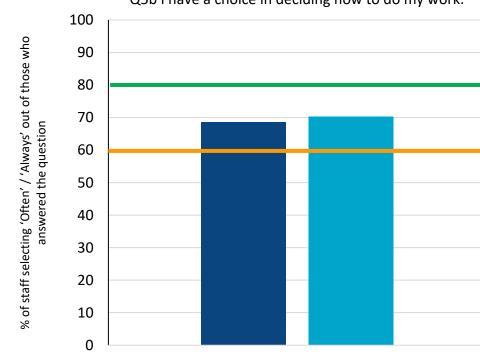


	2023
Your org	62.00%
Best result	74.03%
Average result	62.00%
Worst result	51.19%
Responses	1079

NHS Greater Manchester ICB Benchmark report







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

2023

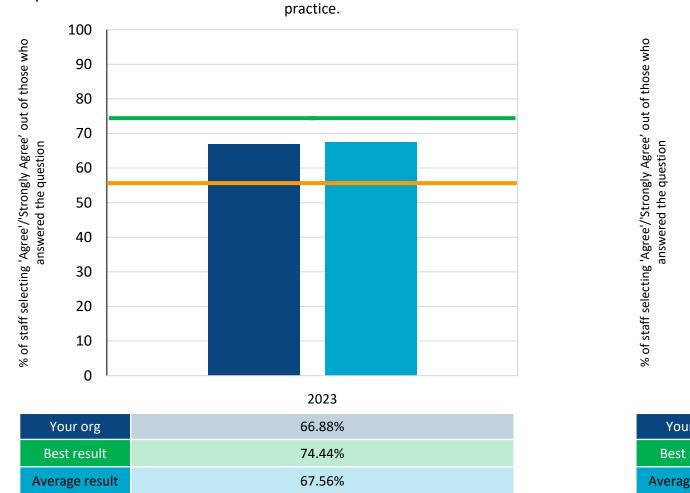
Your org	68.65%
Best result	80.00%
Average result	70.31%
Worst result	59.77%
Responses	1078





Worst result

Responses



55.67%

Q20a I would feel secure raising concerns about unsafe clinical

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

Your org	57.46%
Best result	67.14%
Average result	56.40%
Worst result	44.14%
Responses	1072



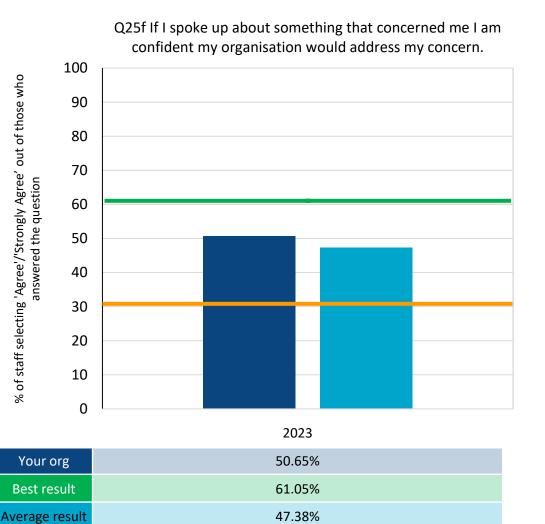






Q25e I feel safe to speak up about anything that concerns me

	2020
Your org	62.16%
Best result	69.81%
Average result	59.95%
Worst result	40.47%
Responses	1081



30.80%

1080

NHS Greater Manchester ICB Benchmark report

Worst result

Responses





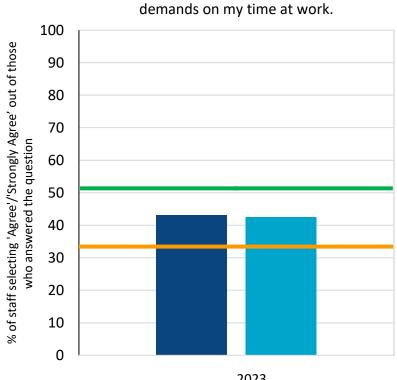
People Promise element – We are safe and healthy



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.

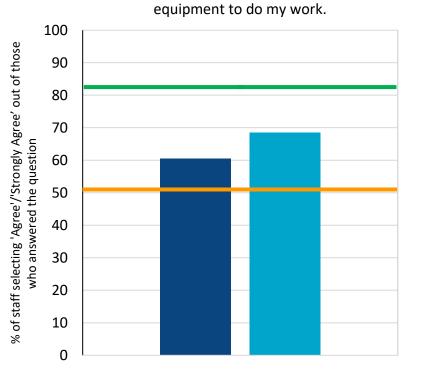






Q3g I am able to meet all the conflicting

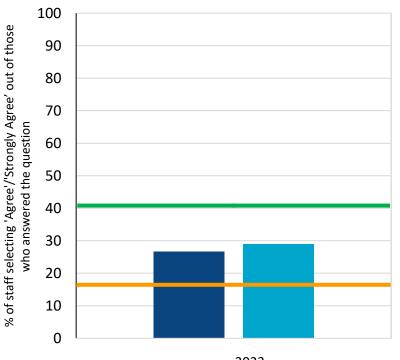
	2025
Your org	43.10%
Best result	51.35%
Average result	42.45%
Worst result	33.41%
Responses	1072



Q3h I have adequate materials, supplies and

	2023
Your org	60.50%
Best result	82.49%
Average result	68.46%
Worst result	50.98%
Responses	1076

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

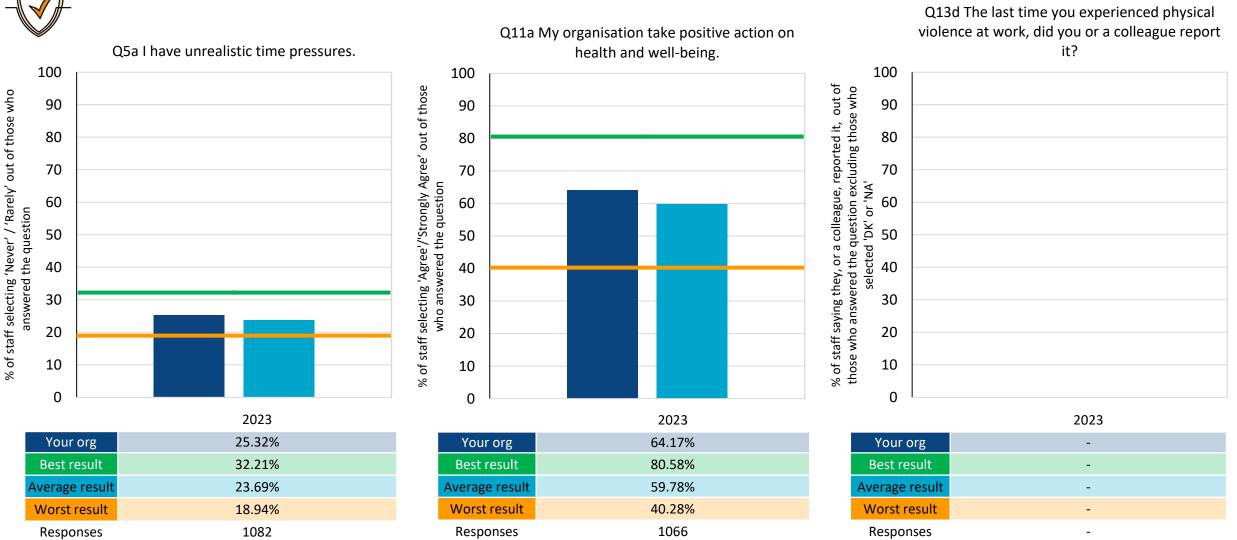


	2023
Your org	26.64%
Best result	40.80%
Average result	28.92%
Worst result	16.48%
Responses	1081

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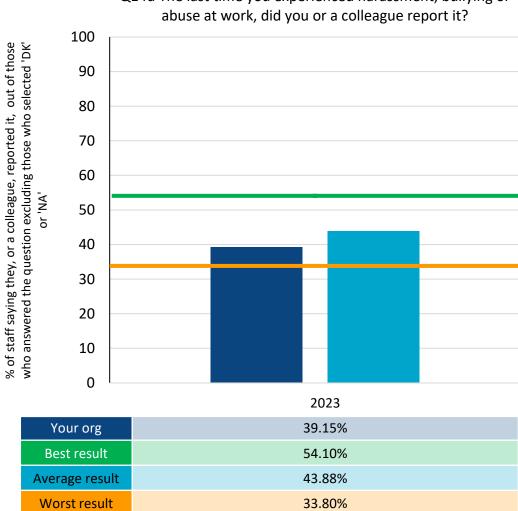


Note. 2023 results for Q13d have not been reported due to an issue with the data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.



Responses





Q14d The last time you experienced harassment, bullying or

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212



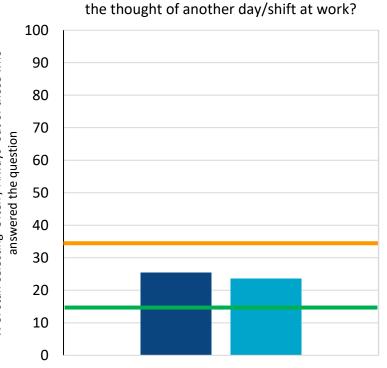








% of staff selecting 'Often'/'Always' out of those who

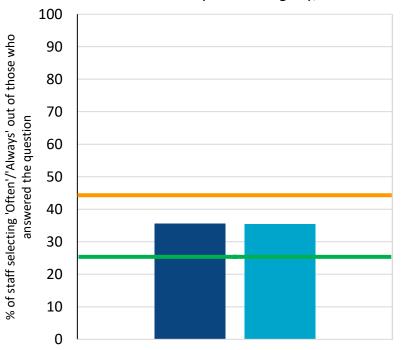


Q12d How often, if at all, are you exhausted at

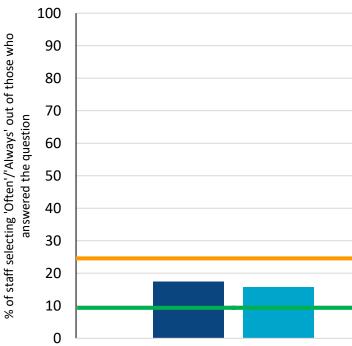
	2023
Your org	25.37%
Best result	14.66%
Average result	23.66%
Worst result	34.46%
Responses	1080

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

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



	2023
Your org	35.52%
Best result	25.37%
Average result	35.40%
Worst result	44.32%
Responses	1081

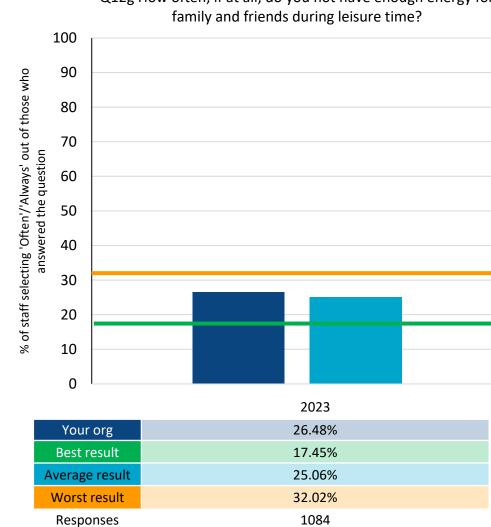


	2023
Your org	17.52%
Best result	9.38%
Average result	15.76%
Worst result	24.57%
Responses	1079







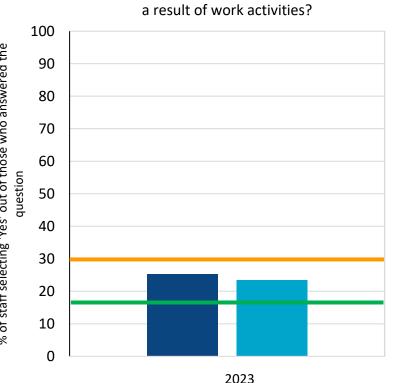


Q12g How often, if at all, do you not have enough energy for





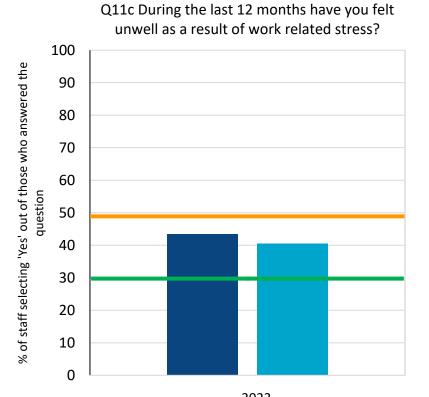
% of staff selecting 'Yes' out of those who answered the question



Q11b In the last 12 months have you

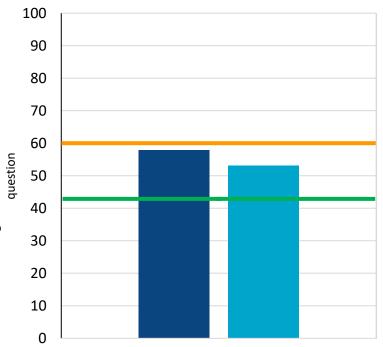
experienced musculoskeletal problems (MSK) as

	-0-0
Your org	25.23%
Best result	16.55%
Average result	23.46%
Worst result	29.80%
Responses	1078



	2023
Your org	43.43%
Best result	29.73%
Average result	40.44%
Worst result	48.86%
Responses	1080

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



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

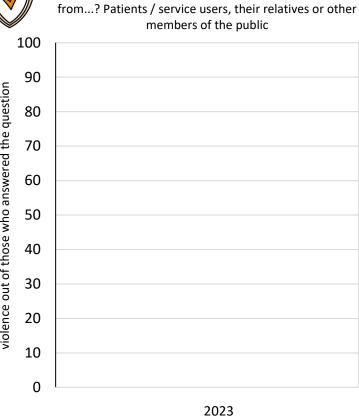
	2023
Your org	57.92%
Best result	42.86%
Average result	53.21%
Worst result	60.00%
Responses	1079

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



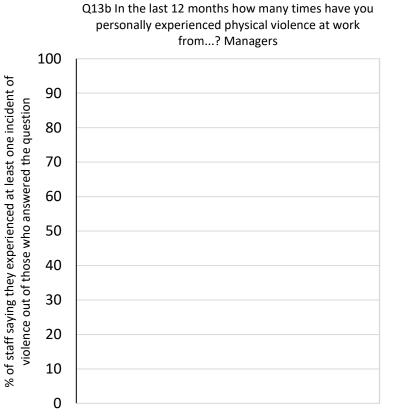
Q13c In the last 12 months how many times have you

% of staff saying they experienced at least one incident of violence out of those who answered the question

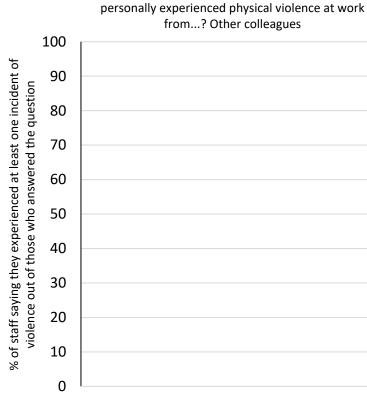


Q13a In the last 12 months how many times have you personally experienced physical violence at work

	2025
Your org	-
Best result	-
Average result	-
Worst result	-
Responses	-



Your org	-
Best result	-
Average result	-
Worst result	-
Responses	-



Your org	-
Best result	-
Average result	-
Worst result	-
Responses	-

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.

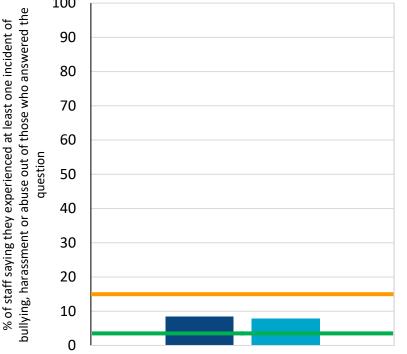
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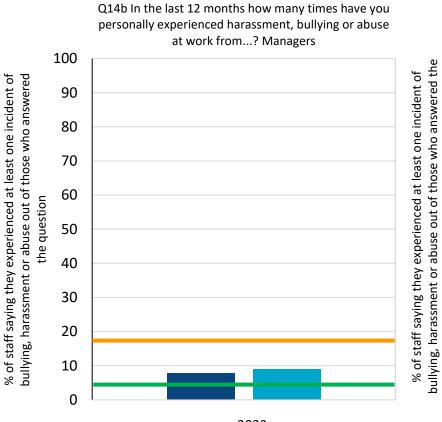
100

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

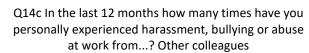


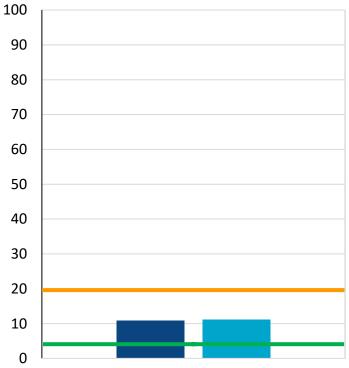
	2020
Your org	8.34%
Best result	3.53%
Average result	7.73%
Worst result	14.95%
Responses	1079

2023



	2023
Your org	7.80%
Best result	4.47%
Average result	8.94%
Worst result	17.37%
Responses	1077





question

	2023
Your org	10.86%
Best result	4.09%
Average result	11.15%
Worst result	19.63%
Responses	1077



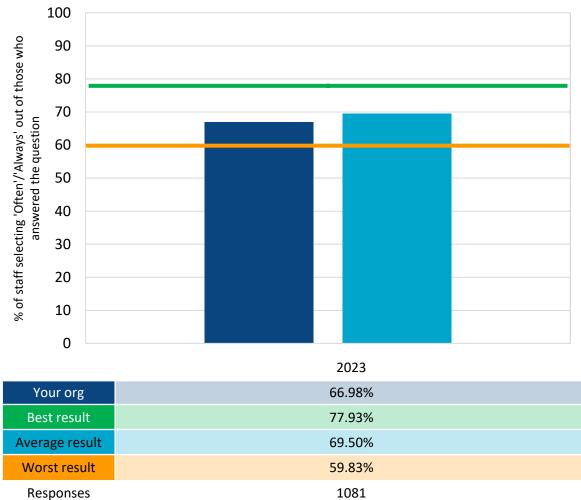
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public 100 100 % of staff saying they experienced at least one incident of unwanted behaviour of a sexual nature out of those who % of staff saying they experienced at least one incident of unwanted behaviour of a sexual nature out of those who 90 90 80 80 70 70 answered the question answered the question 60 60 50 50 40 40 30 30 20 20 10 10 0 0 2023 0.46% Your org Your org Best result 0.00% Best result 0.53%

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 1.75% 0.00% Average result Average result 1.64% Worst result 2.86% Worst result 3.58% 1083 1084 Responses Responses

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





Q22 I can eat nutritious and affordable food while I am working

*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

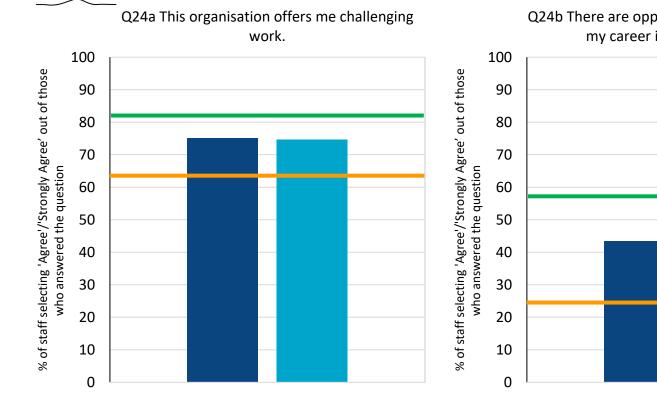
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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.

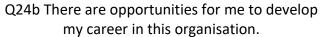


ppa

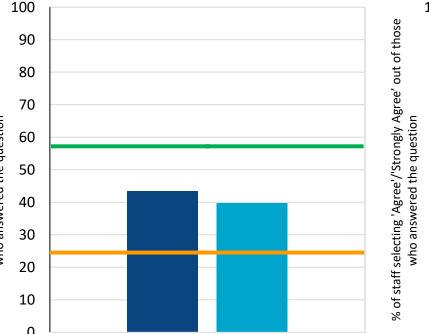




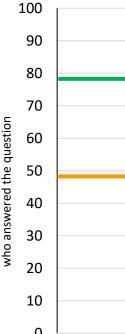
	2023
Your org	75.14%
Best result	82.06%
Average result	74.59%
Worst result	63.55%
Responses	1082



Q24c I have opportunities to improve my knowledge and skills.



	2023
Your org	43.48%
Best result	57.20%
Average result	39.80%
Worst result	24.54%
Responses	1081



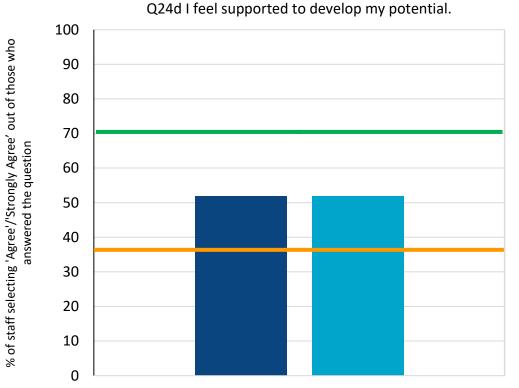
90				-
80				_
70				_
60		_		_
50				
40		-		_
30				_
20	 			-
10				-
0				
		202	3	

	2023
Your org	65.53%
Best result	78.26%
Average result	65.61%
Worst result	48.25%
Responses	1082





pa



	2023
Your org	51.99%
Best result	70.43%
Average result	51.99%
Worst result	36.38%
Responses	1079

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

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

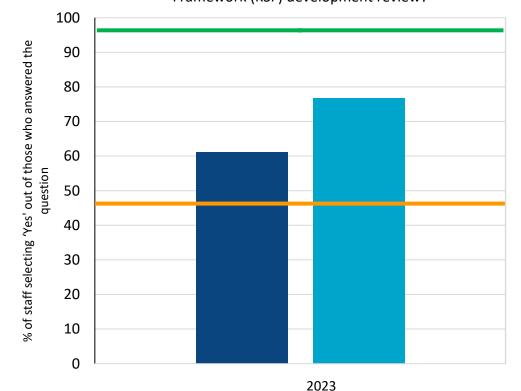
	2023
Your org	47.04%
Best result	68.03%
Average result	49.21%
Worst result	30.99%
Responses	1082



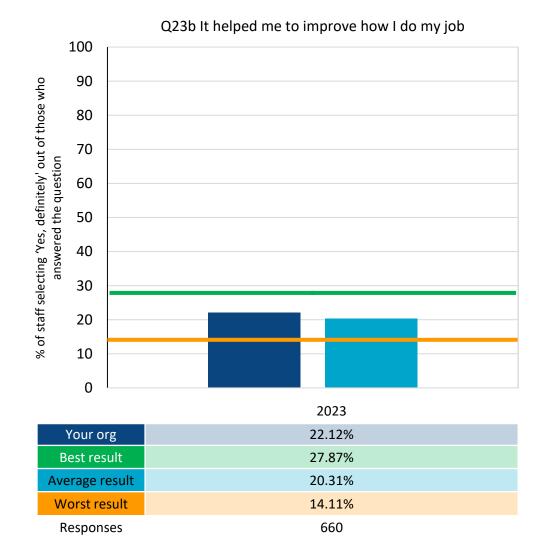


Pa

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



Your org	61.20%
Best result	96.34%
Average result	76.75%
Worst result	46.27%
Responses	1080

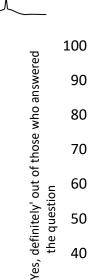


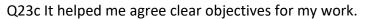
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

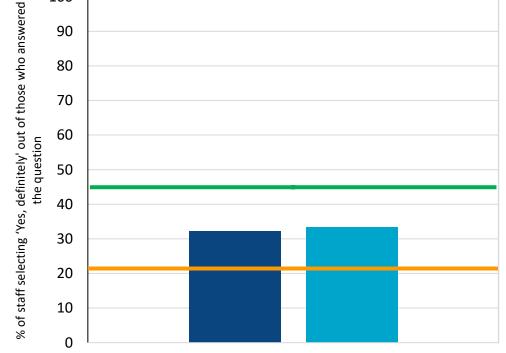


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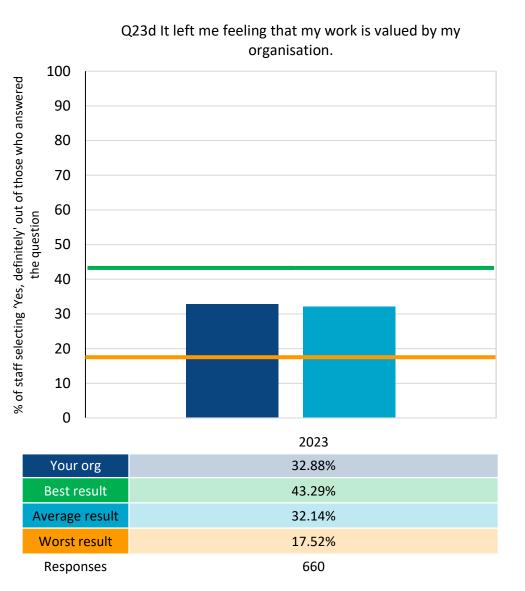








	2023
Your org	32.22%
Best result	44.93%
Average result	33.33%
Worst result	21.41%
Responses	661







People Promise element – We work flexibly

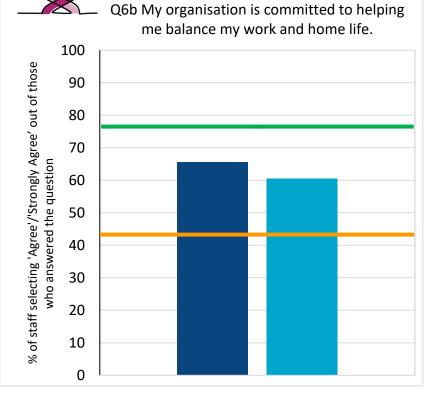


Questions included: Support for work-life balance – Q6b, Q6c, Q6d Flexible working – Q4d

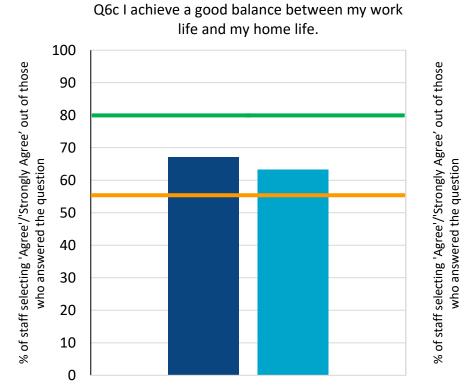
Note, where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.





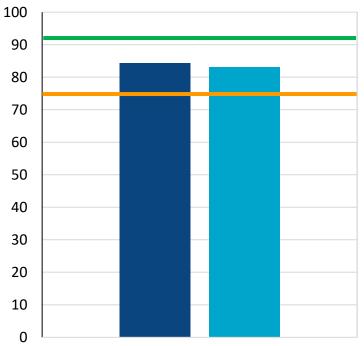


	2023
Your org	65.59%
Best result	76.47%
Average result	60.58%
Worst result	43.26%
Responses	1081



	2023
Your org	67.13%
Best result	79.94%
Average result	63.25%
Worst result	55.41%
Responses	1077

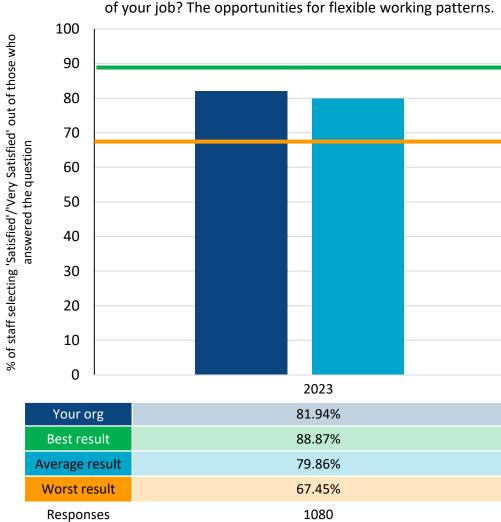
Q6d I can approach my immediate manager to talk openly about flexible working.



	2023
Your org	84.41%
Best result	92.02%
Average result	83.07%
Worst result	74.83%
Responses	1084





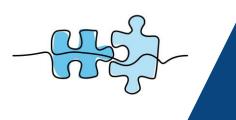


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.





People Promise element – We are a team



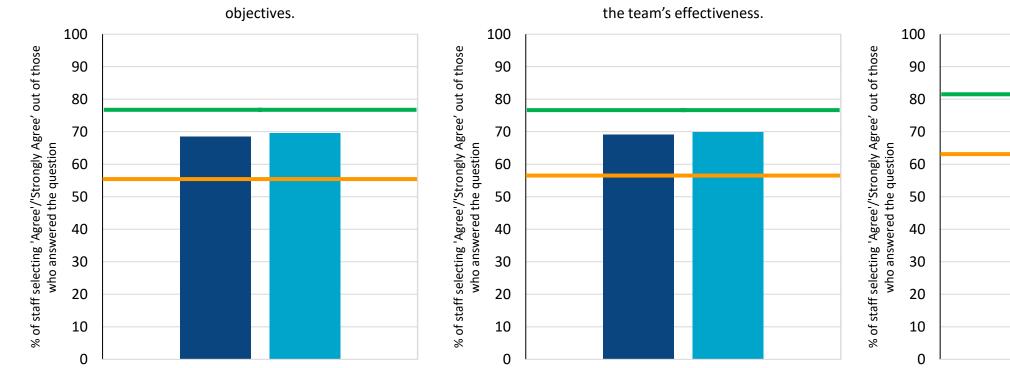
Questions included: Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a Line management – Q9a, Q9b, Q9c, Q9d

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.



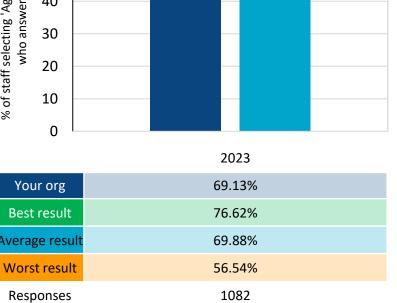


Q7a The team I work in has a set of shared



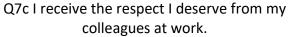
Your org	68.46%
Best result	76.74%
Average result	69.64%
Worst result	55.45%
Responses	1081

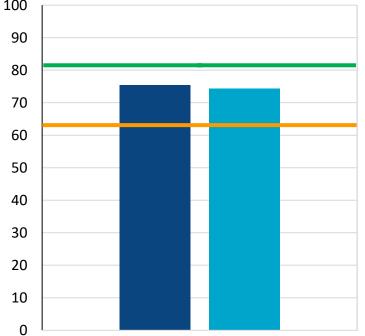
2023



Q7b The team I work in often meets to discuss

NHS Greater Manchester ICB Benchmark report



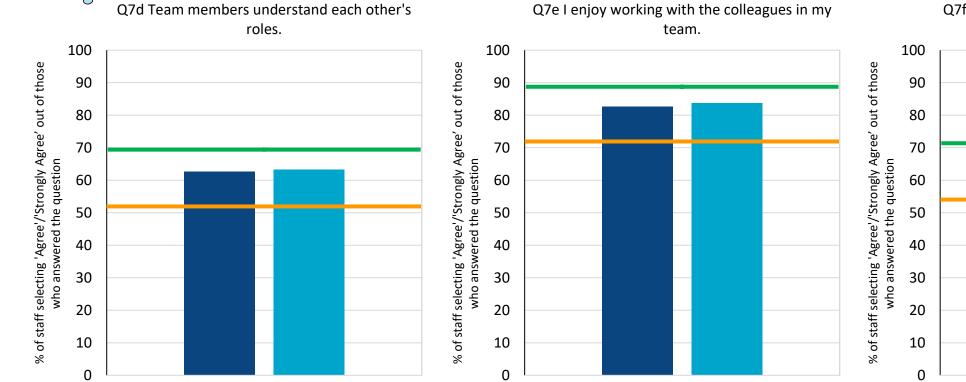


	2023
Your org	75.46%
Best result	81.52%
Average result	74.34%
Worst result	63.11%
Responses	1084

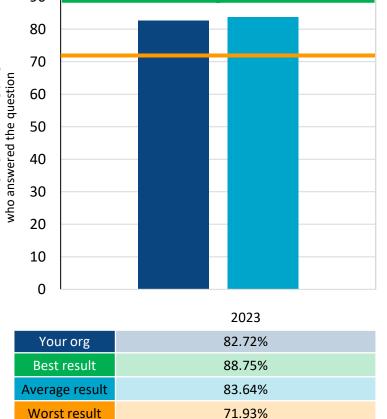
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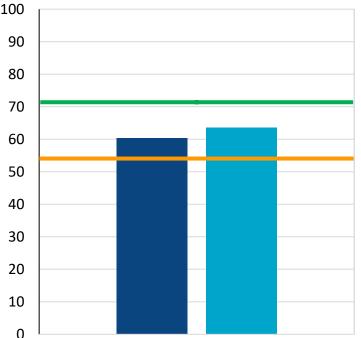




	2023
Your org	62.60%
Best result	69.40%
Average result	63.33%
Worst result	51.95%
Responses	1083



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



	2023
Your org	60.32%
Best result	71.39%
Average result	63.54%
Worst result	54.05%
Responses	1076

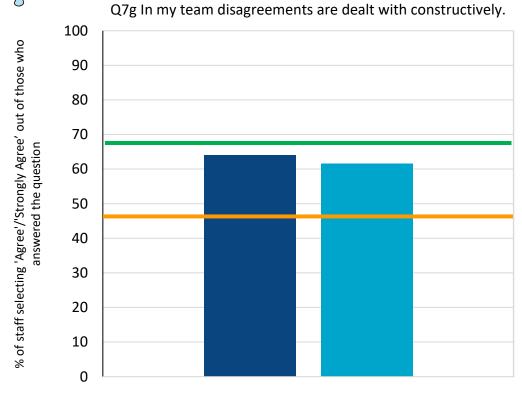
Responses

1082

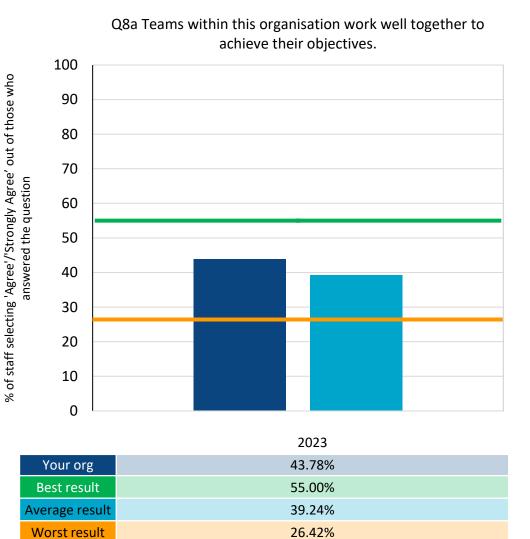








2023Your org64.04%Best result67.55%Average result61.65%Worst result46.31%Responses1079



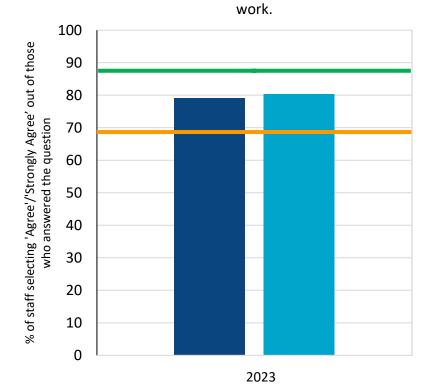
1078

Responses





Q9a My immediate manager encourages me at



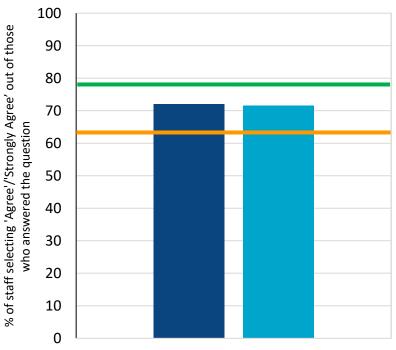
Your org	79.17%
Best result	87.53%
Average result	80.29%
Worst result	68.67%
Responses	1085



Q9b My immediate manager gives me clear

	2023
Your org	71.49%
Best result	80.58%
Average result	72.73%
Worst result	63.57%
Responses	1084

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

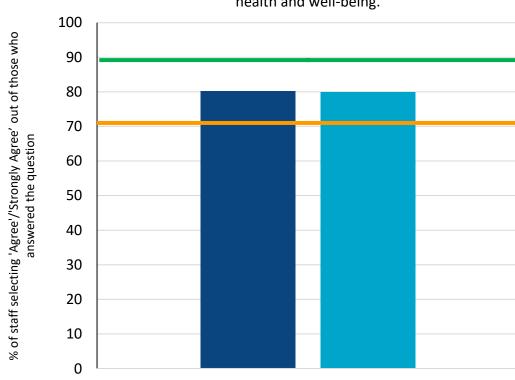


	2023
Your org	72.00%
Best result	78.05%
Average result	71.65%
Worst result	63.30%
Responses	1082









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

2023

Your org	80.17%
Best result	89.18%
Average result	79.87%
Worst result	70.99%
Responses	1084

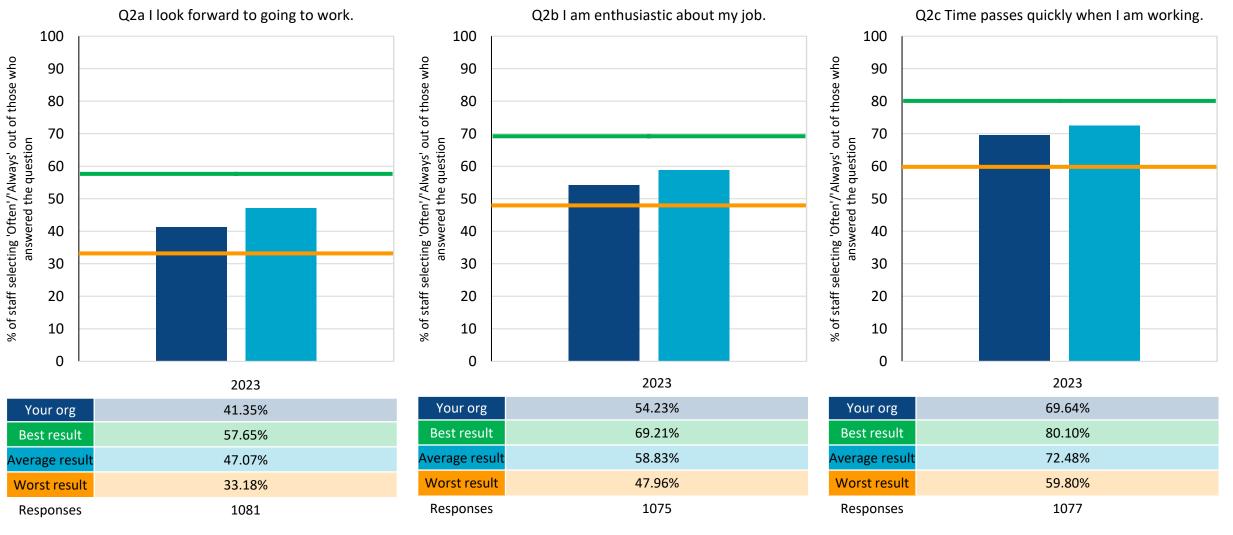


Theme – Staff engagement

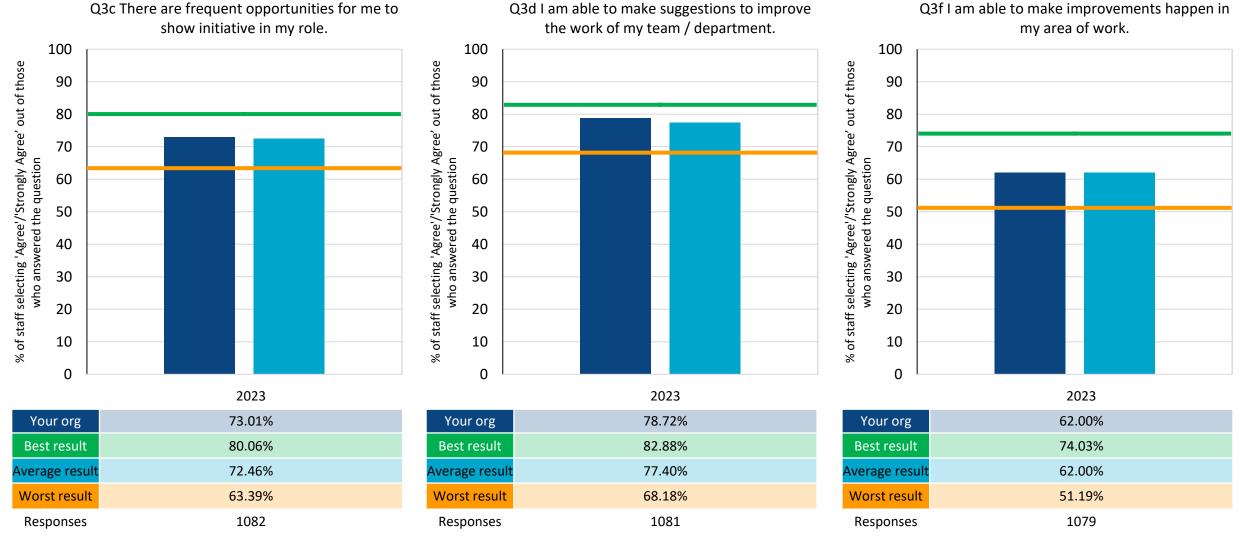
Questions included: Motivation – Q2a, Q2b, Q2c Involvement – Q3c, Q3d, Q3f Advocacy – Q25a, Q25<u>c</u>, Q25d

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.









100

90

80

70

60

50

40

30

20

10

0

Your org

Best result

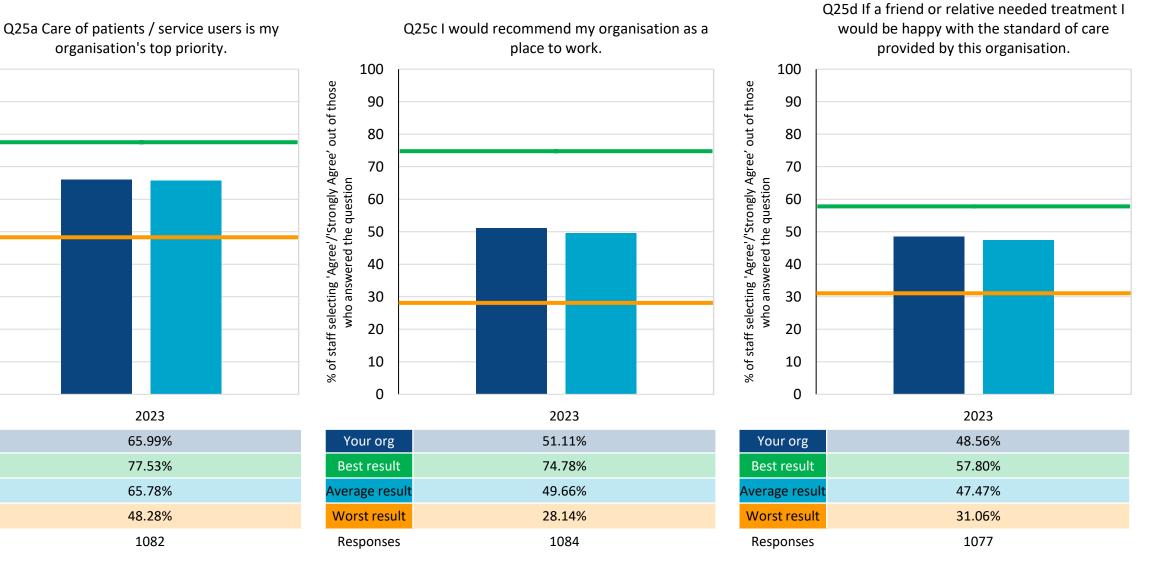
Average result

Worst result

Responses

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







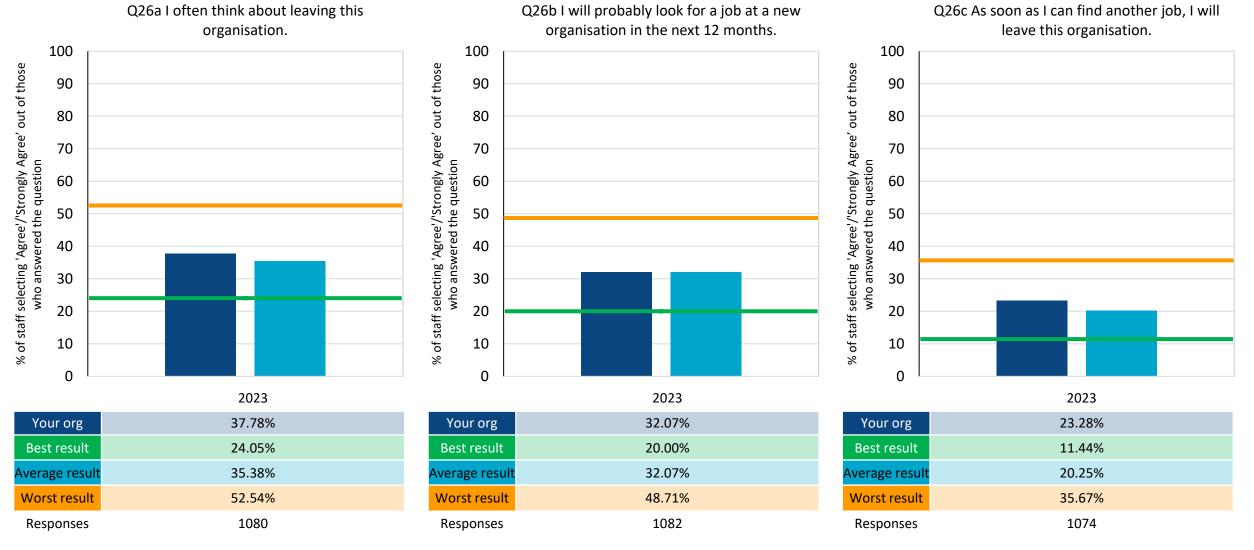


Theme - Morale

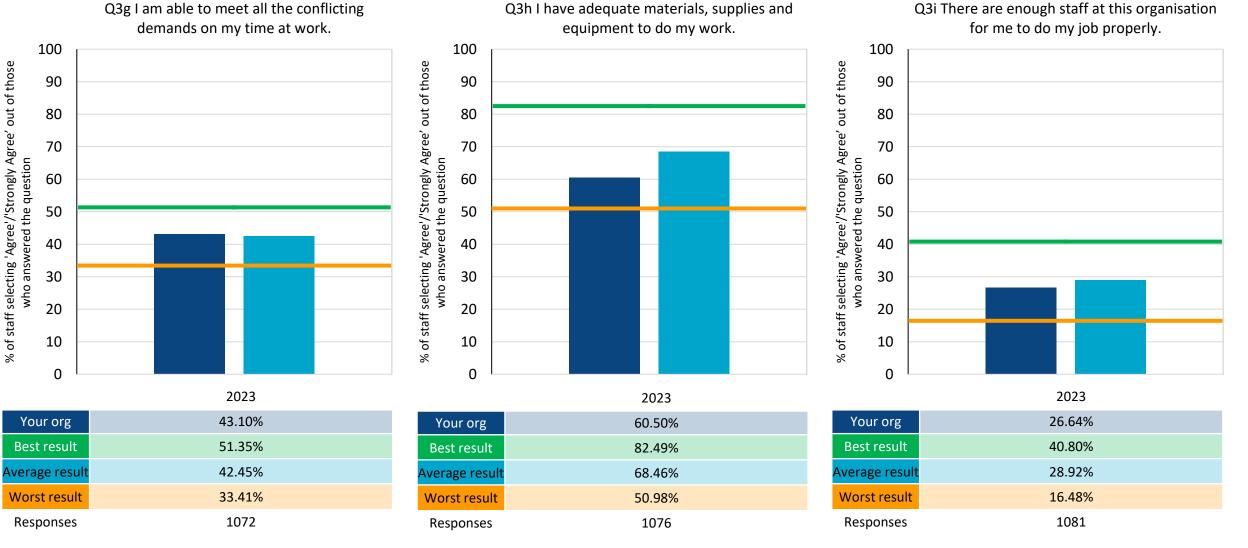
Questions included: Thinking about leaving – Q26a, Q26b, Q26c Work pressure – Q3g, Q3h, Q3i Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

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.

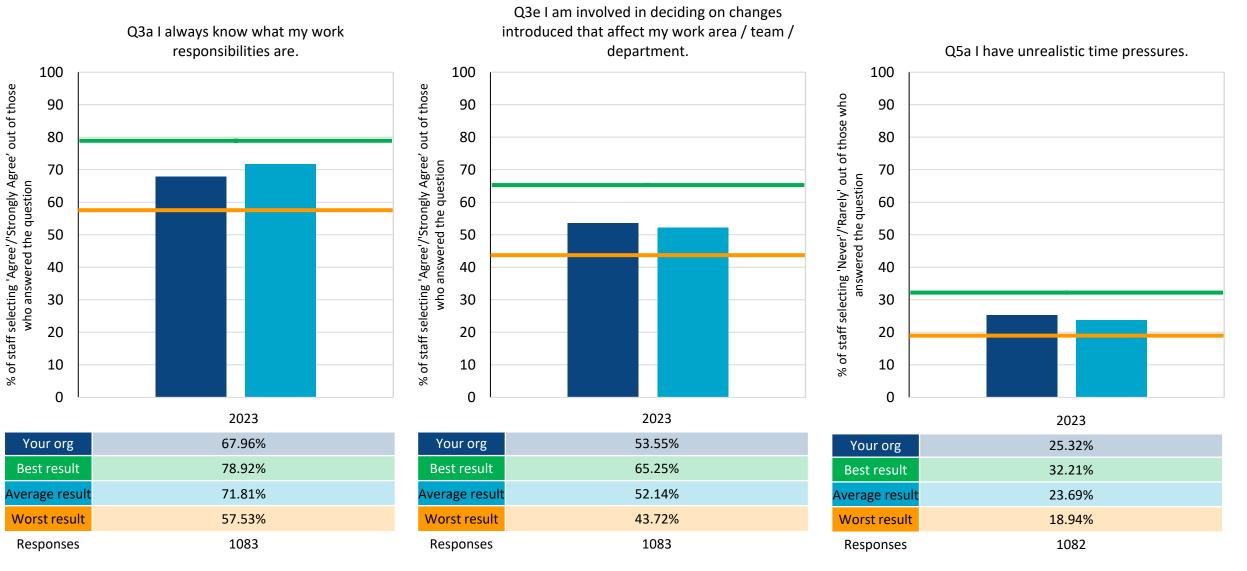




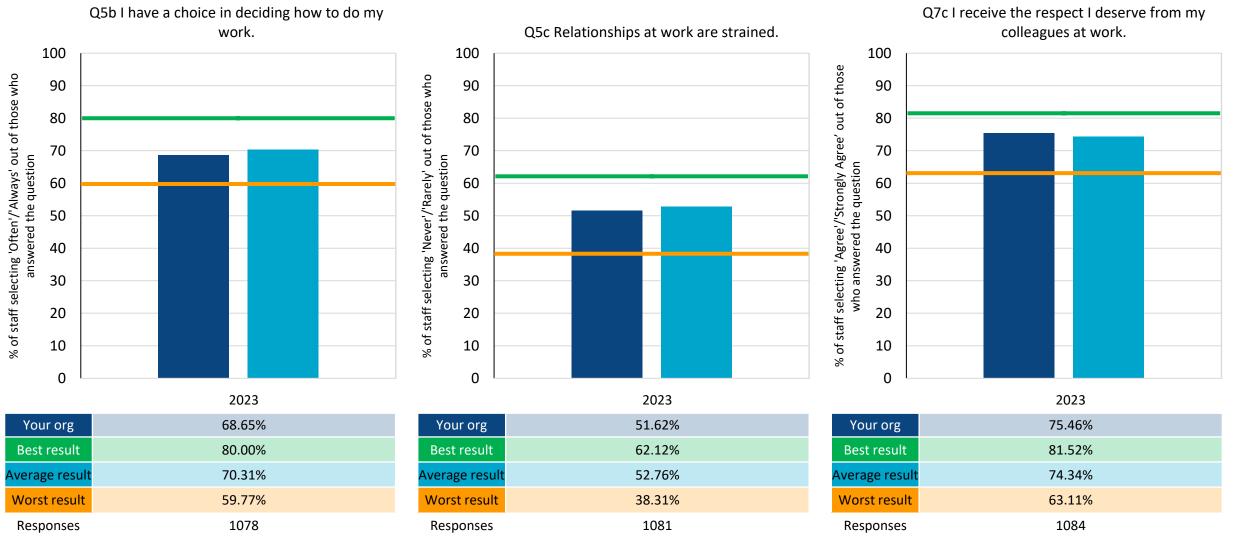






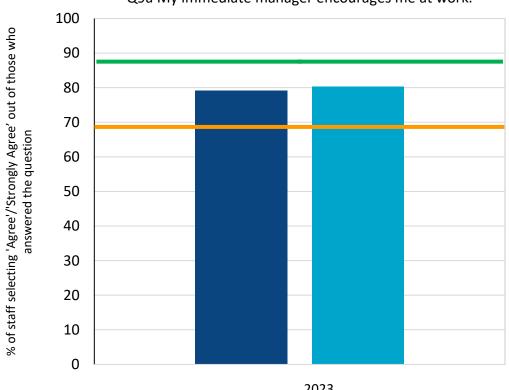






NHS Greater Manchester ICB Benchmark report





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	20		_
	10		_
	0		
		2023	
	Your org	79.17%	
	Best result	87.53%	
	Average result	80.29%	
	Worst result	68.67%	
	Responses	1085	





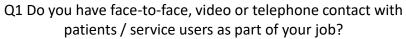
Question not linked to People Promise elements or themes

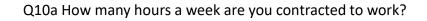
Questions included:* Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

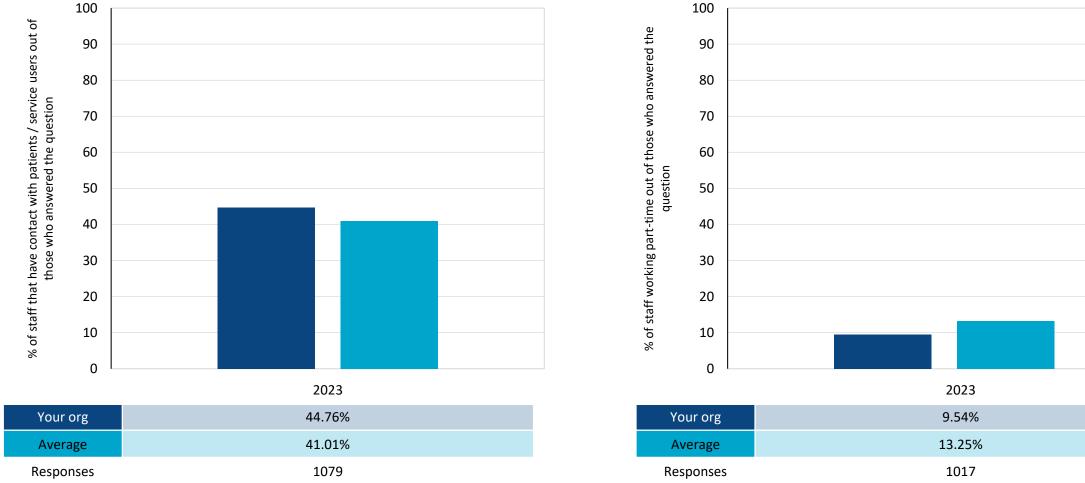
*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. These questions do not contribute to any score or sub-score calculations. Note, where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.







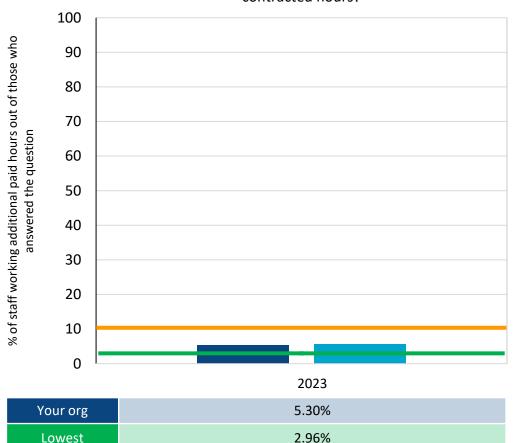






Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?

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



Average

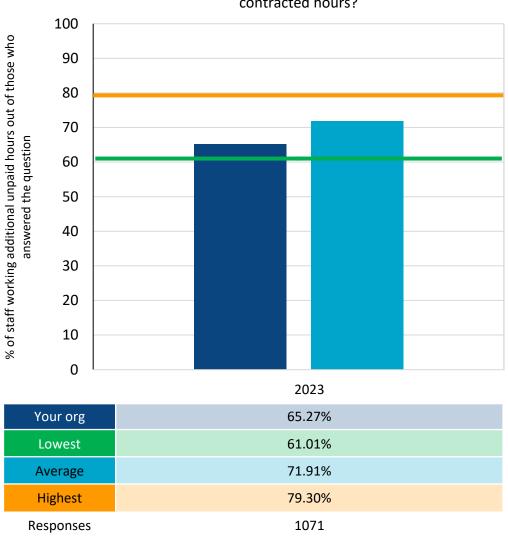
Highest

Responses

5.72%

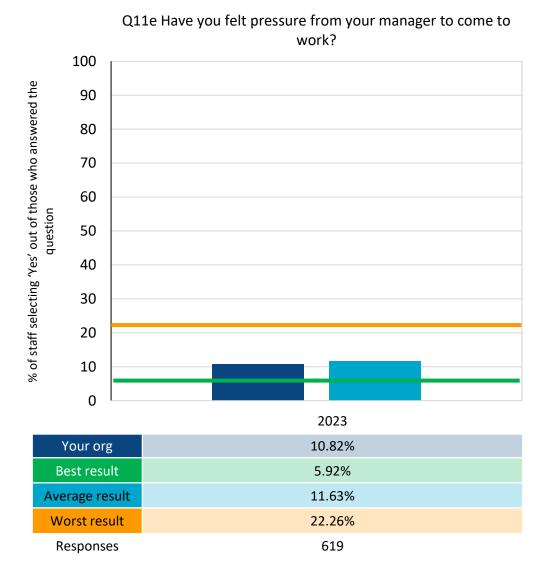
10.38%

1057

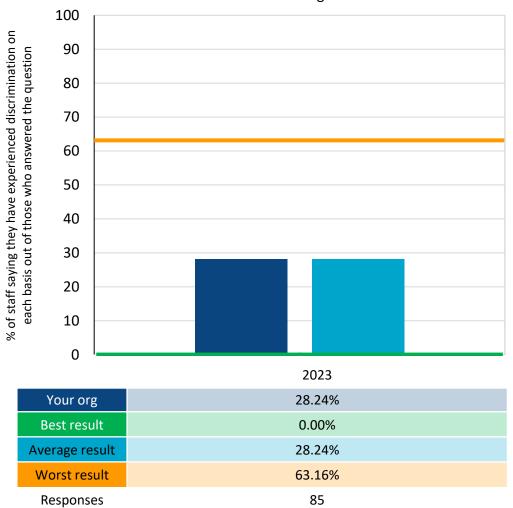








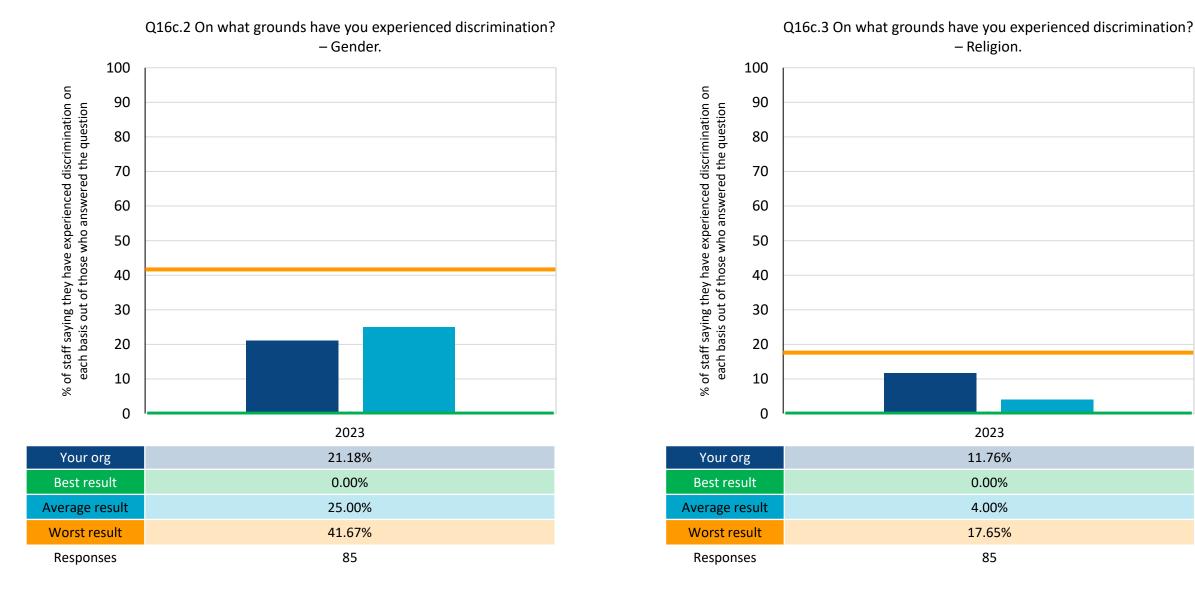
Q16c.1 On what grounds have you experienced discrimination? – Ethnic background.



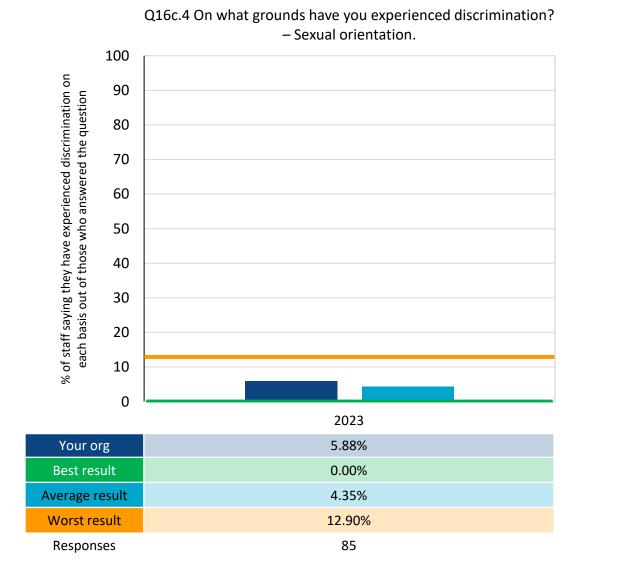
*Q11e is only answered by staff who responded 'Yes' to Q11d.

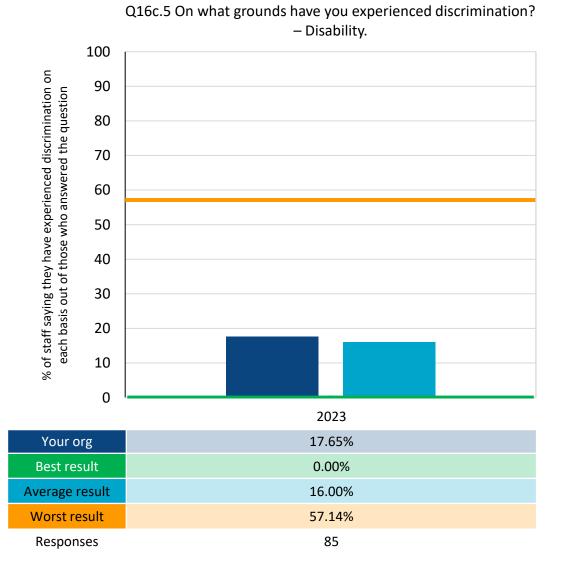






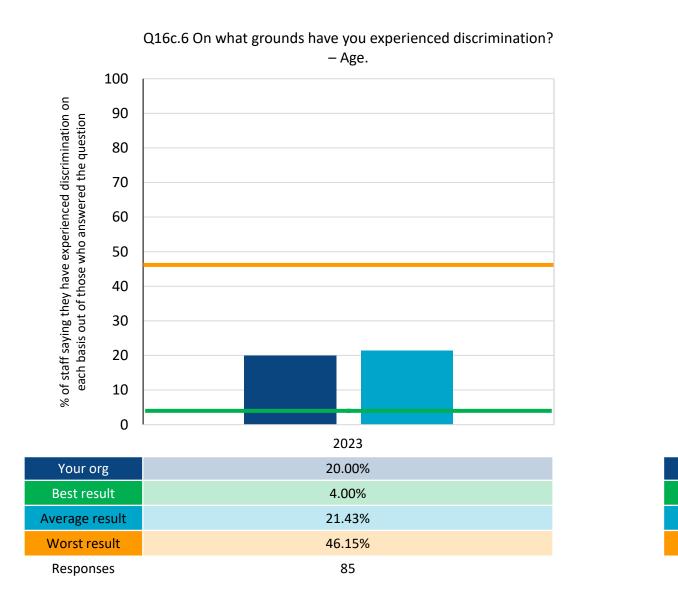


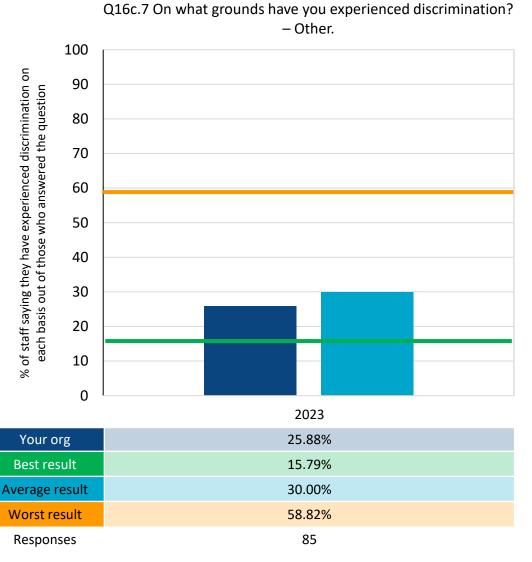






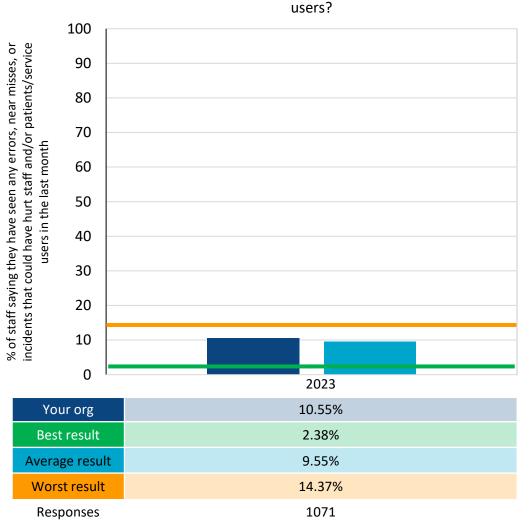


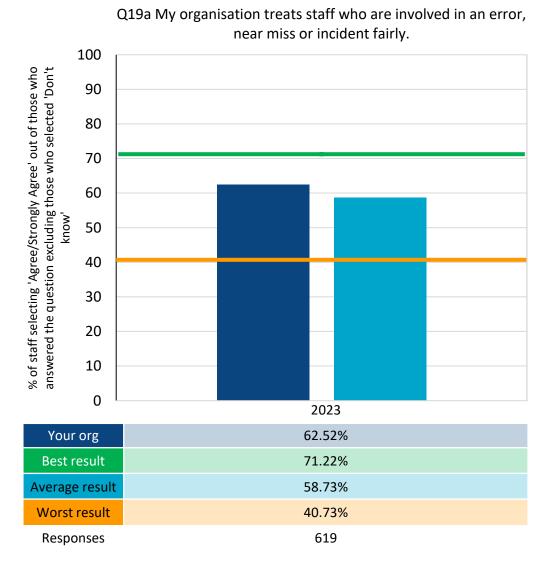






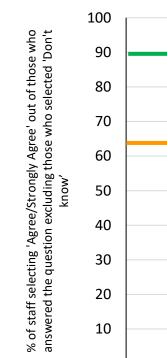
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service

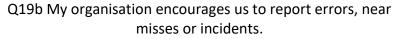






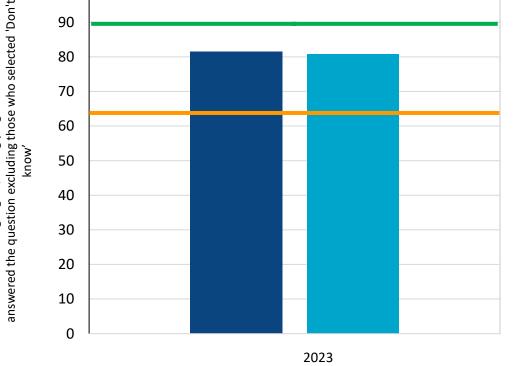






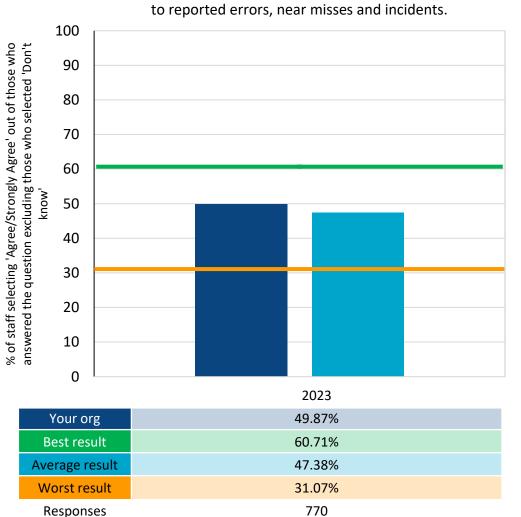
organisation takes action to ensure that they do not happen again. 100 % of staff selecting 'Agree/Strongly Agree' out of those who answered the question excluding those who selected 'Don't 90 80 70 60 know' 50 40 30 20 10 0 2023 Your org 68.61% Best result 77.03% 65.44% Average result Worst result 44.08% Responses 736

Q19c When errors, near misses or incidents are reported, my

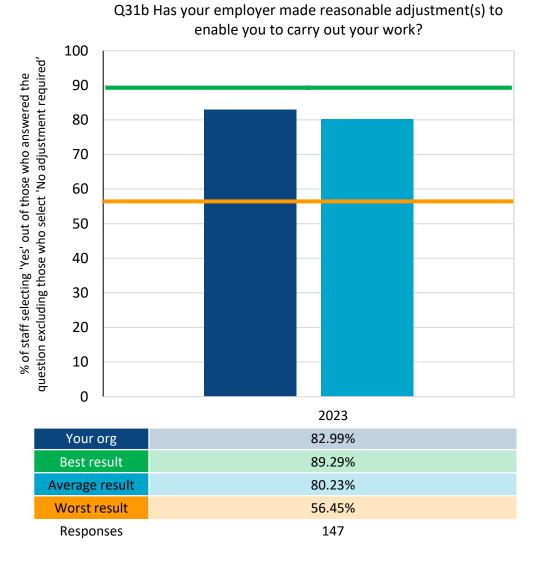


Your org	81.47%
Best result	89.57%
Average result	80.82%
Worst result	63.81%
Responses	928



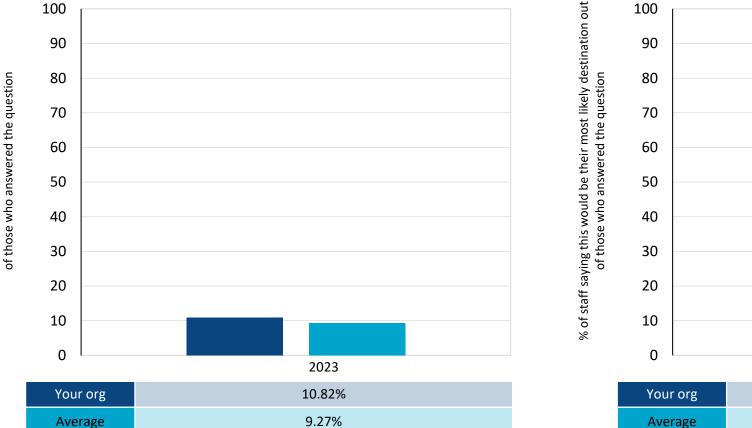


Q19d We are given feedback about changes made in response



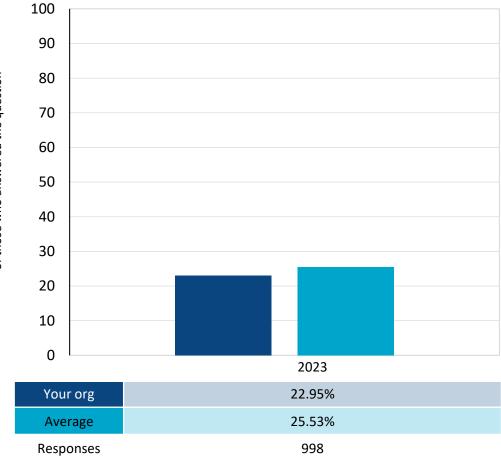


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



998

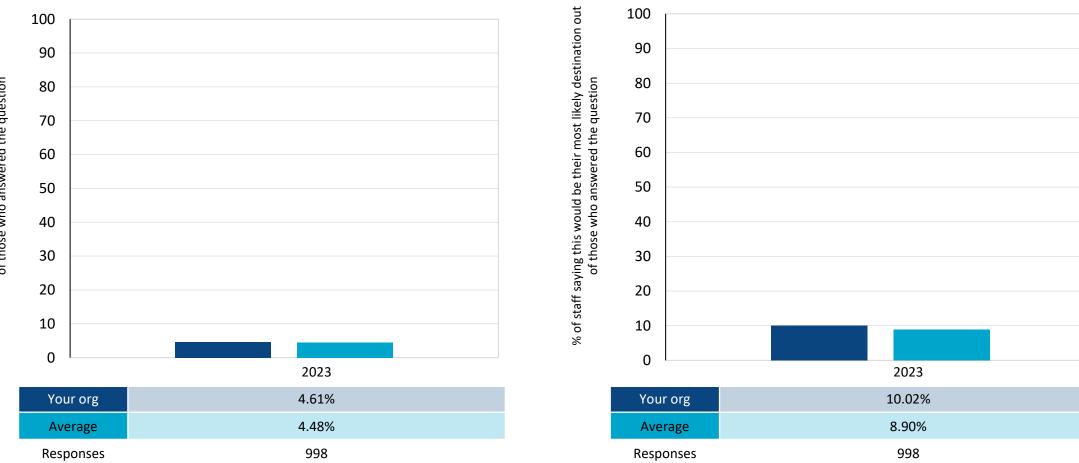
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



Responses



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. 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.

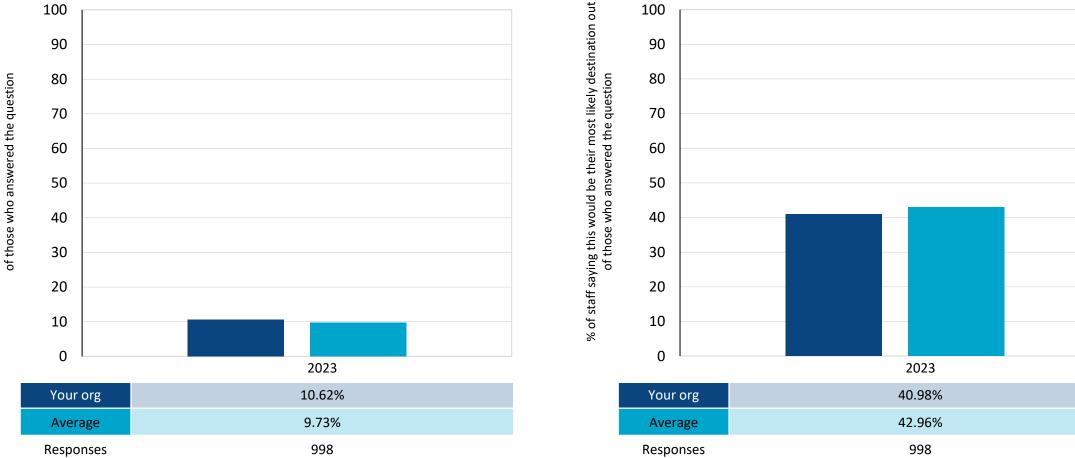






Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.

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.



% of staff saying this would be their most likely destination out





Workforce Equality Standards

Note, when 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, 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 practice 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)

Note.

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

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.

Workforce Race Equality Standard (WRES)



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

2023

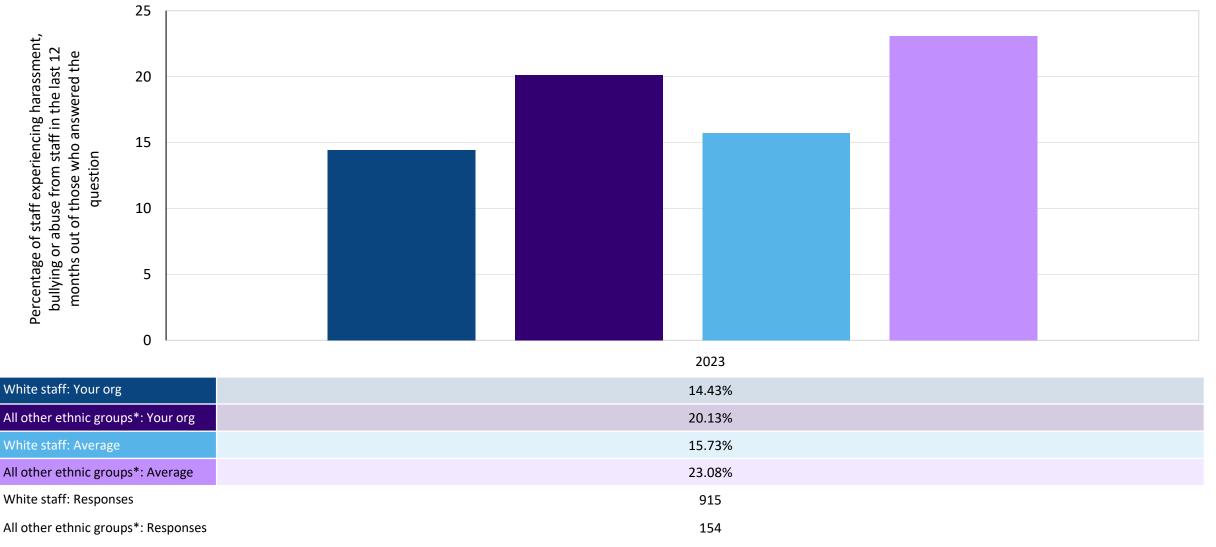
White staff: Your org	8.21%
All other ethnic groups*: Your org	9.09%
White staff: Average	7.81%
All other ethnic groups*: Average	6.72%
White staff: Responses	913
All other ethnic groups*: Responses	154

*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.



*Staff from all other ethnic groups combined

Workforce Race Equality Standard (WRES)



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

Percentage of	f staff believing that the	e organisation provid	es equal opportunities	s for career progression o	r promotion.

	2023
White staff: Your org	53.44%
All other ethnic groups*: Your org	45.39%
White staff: Average	53.72%
All other ethnic groups*: Average	36.49%
White staff: Responses	915
All other ethnic groups*: Responses	152

*Staff from all other ethnic groups combined

> Workforce Race Equality Standard (WRES)



Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months out of those who answered the question

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

2025
5.04%
16.34%
5.08%
14.50%
913
153

*Staff from all other ethnic groups combined





Note.

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

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.

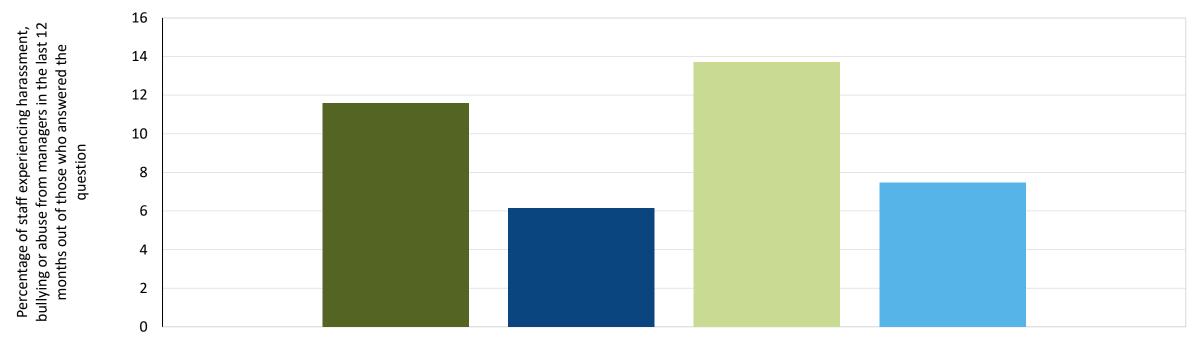


Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

2023
2025

Staff with a LTC or illness: Your org	10.92%
Staff without a LTC or illness: Your org	7.45%
Staff with a LTC or illness: Average	10.92%
Staff without a LTC or illness: Average	7.14%
Staff with a LTC or illness: Responses	293
Staff without a LTC or illness: Responses	765



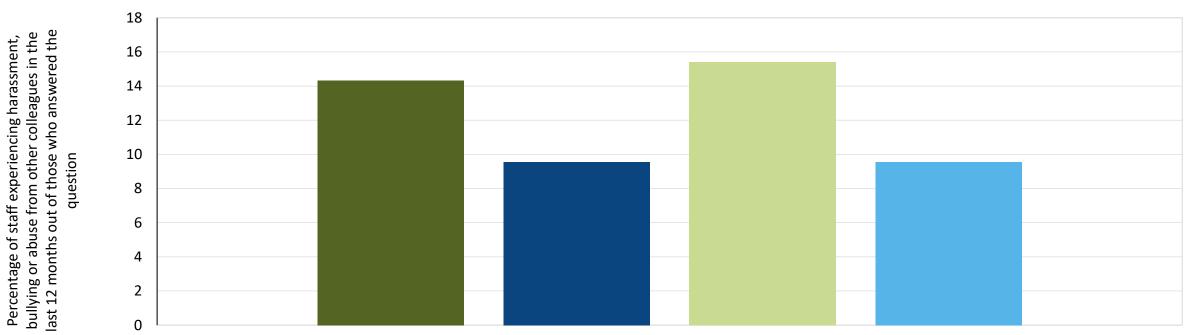


Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.

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Staff with a LTC or illness: Your org	11.60%
Staff without a LTC or illness: Your org	6.16%
Staff with a LTC or illness: Average	13.71%
Staff without a LTC or illness: Average	7.47%
Staff with a LTC or illness: Responses	293
Staff without a LTC or illness: Responses	763

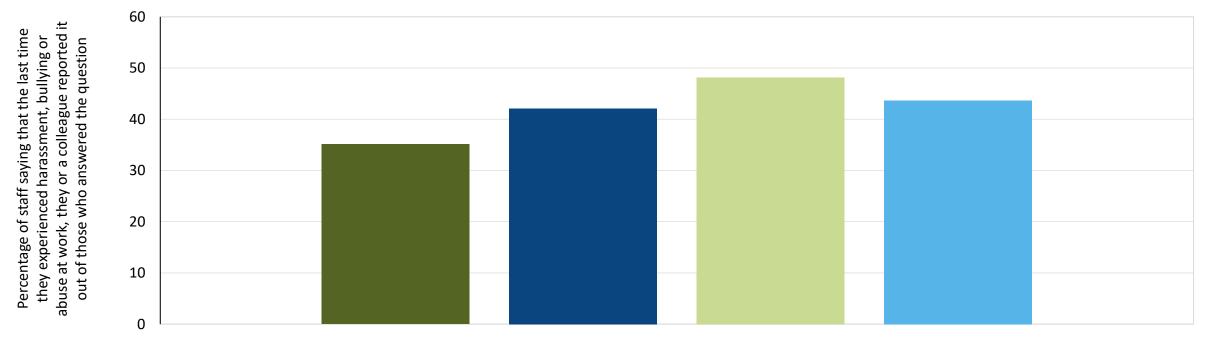




Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.

Staff with a LTC or illness: Your org	14.33%
Staff without a LTC or illness: Your org	9.55%
Staff with a LTC or illness: Average	15.42%
Staff without a LTC or illness: Average	9.55%
Staff with a LTC or illness: Responses	293
Staff without a LTC or illness: Responses	764

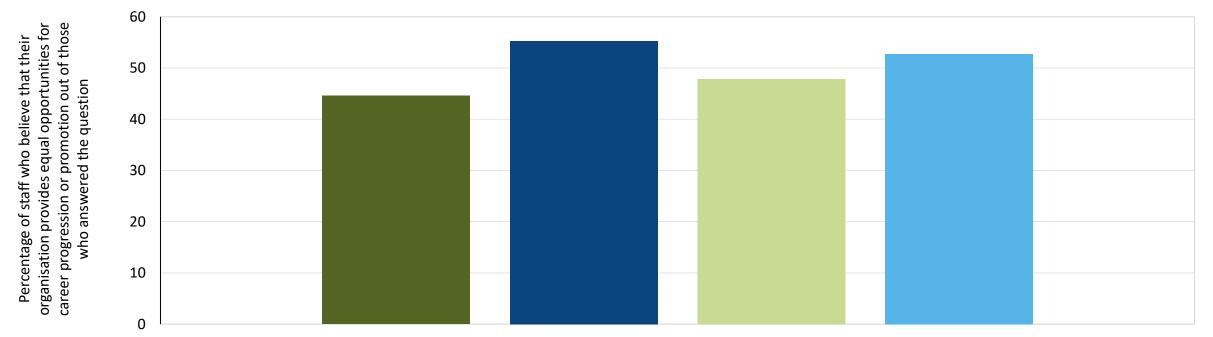




Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

Staff with a LTC or illness: Your org	35.14%
Staff without a LTC or illness: Your org	42.11%
Staff with a LTC or illness: Average	48.15%
Staff without a LTC or illness: Average	43.64%
Staff with a LTC or illness: Responses	74
Staff without a LTC or illness: Responses	133

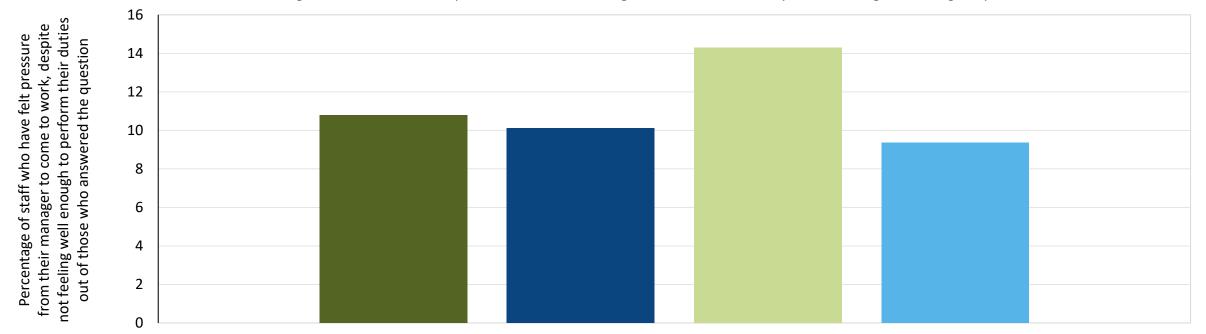




Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.

Staff with a LTC or illness: Your org	44.59%
Staff without a LTC or illness: Your org	55.25%
Staff with a LTC or illness: Average	47.83%
Staff without a LTC or illness: Average	52.72%
Staff with a LTC or illness: Responses	296
Staff without a LTC or illness: Responses	762



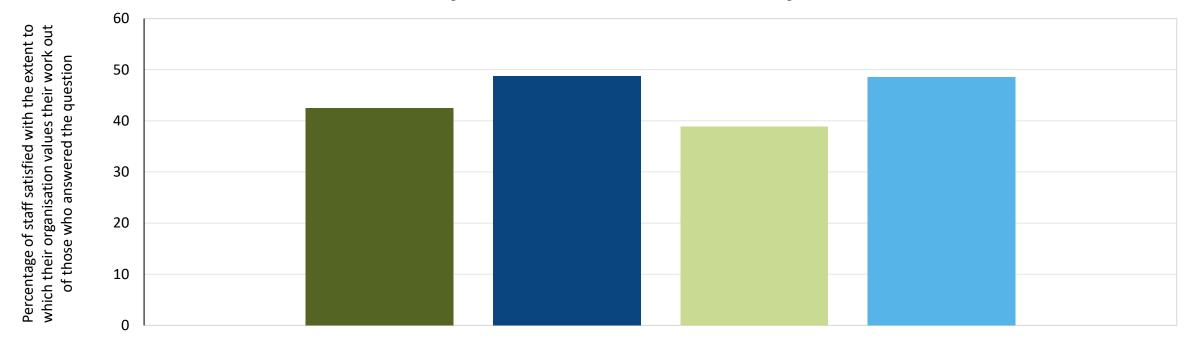


Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

h	0	2	2	
Z	υ	Z	3	

Staff with a LTC or illness: Your org	10.80%
Staff without a LTC or illness: Your org	10.10%
Staff with a LTC or illness: Average	14.29%
Staff without a LTC or illness: Average	9.38%
Staff with a LTC or illness: Responses	213
Staff without a LTC or illness: Responses	396

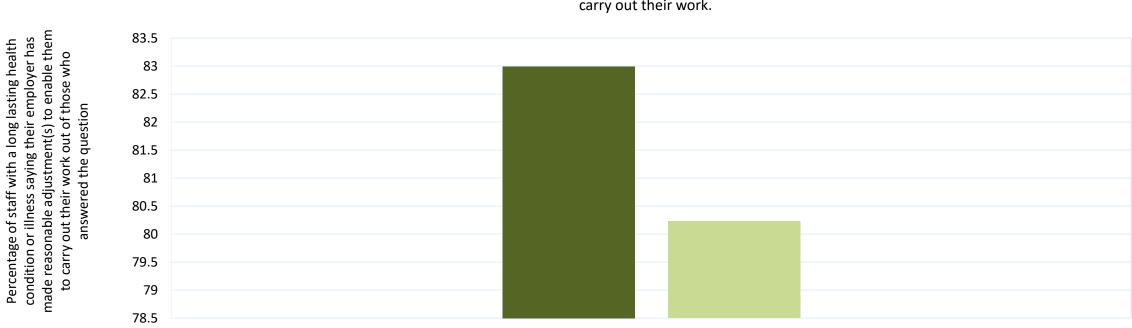




Percentage of staff satisfied with the extent to which their organisation values their work.

Staff with a LTC or illness: Your org	42.52%
Staff without a LTC or illness: Your org	48.75%
Staff with a LTC or illness: Average	38.89%
Staff without a LTC or illness: Average	48.57%
Staff with a LTC or illness: Responses	294
Staff without a LTC or illness: Responses	763

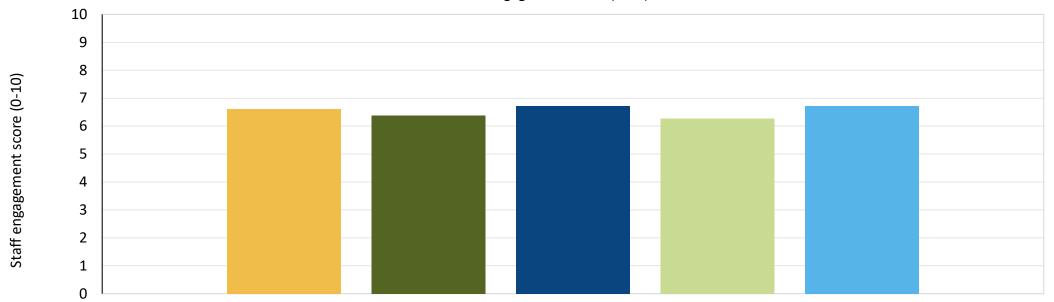




Per	ercentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to
	carry out their work.

	2023	
Staff with a LTC or illness: Your org	82.99%	
Staff with a LTC or illness: Average	80.23%	
Staff with a LTC or illness: Responses	147	





Staff engagement score (0-10)

2023

Organisation average	6.61
Staff with a LTC or illness: Your org	6.37
Staff without a LTC or illness: Your org	6.72
Staff with a LTC or illness: Average	6.28
Staff without a LTC or illness: Average	6.72
Staff with a LTC or illness: Responses	296
Staff without a LTC or illness: Responses	767

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





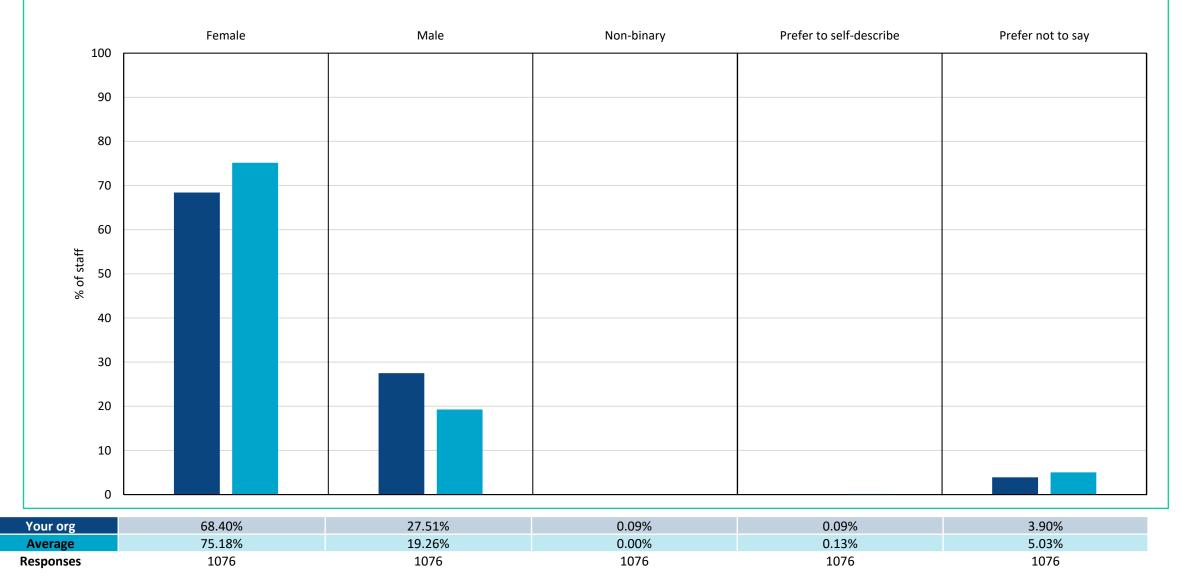
About your respondents

This section shows demographic and other background information for 2023.

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.

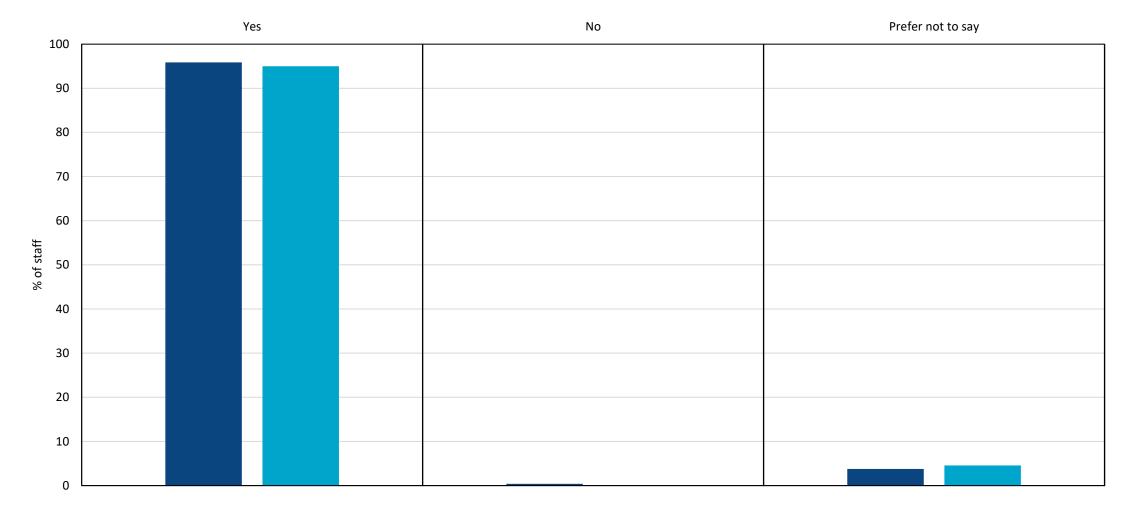
Background details - Gender





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

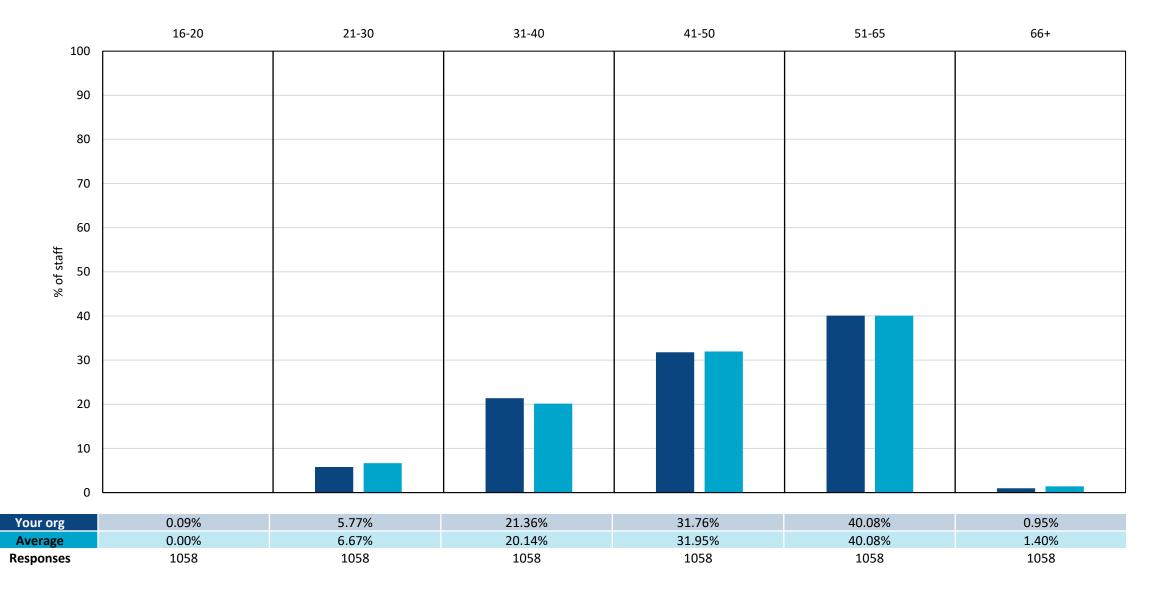




Your org	95.86%	0.38%	3.75%
Average	94.99%	0.00%	4.57%
Responses	1039	1039	1039

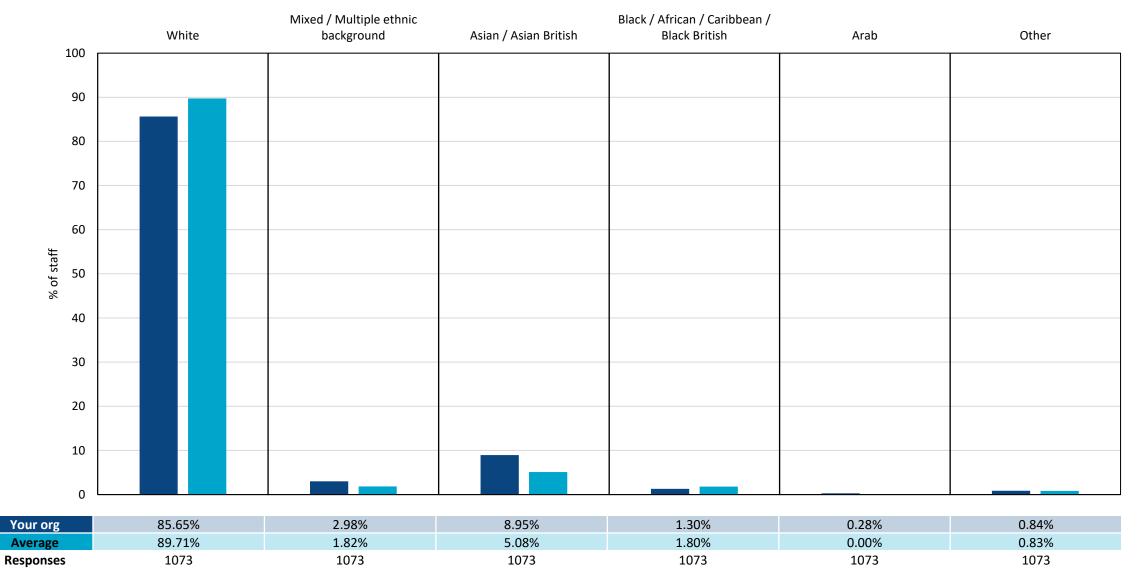
Background details - Age





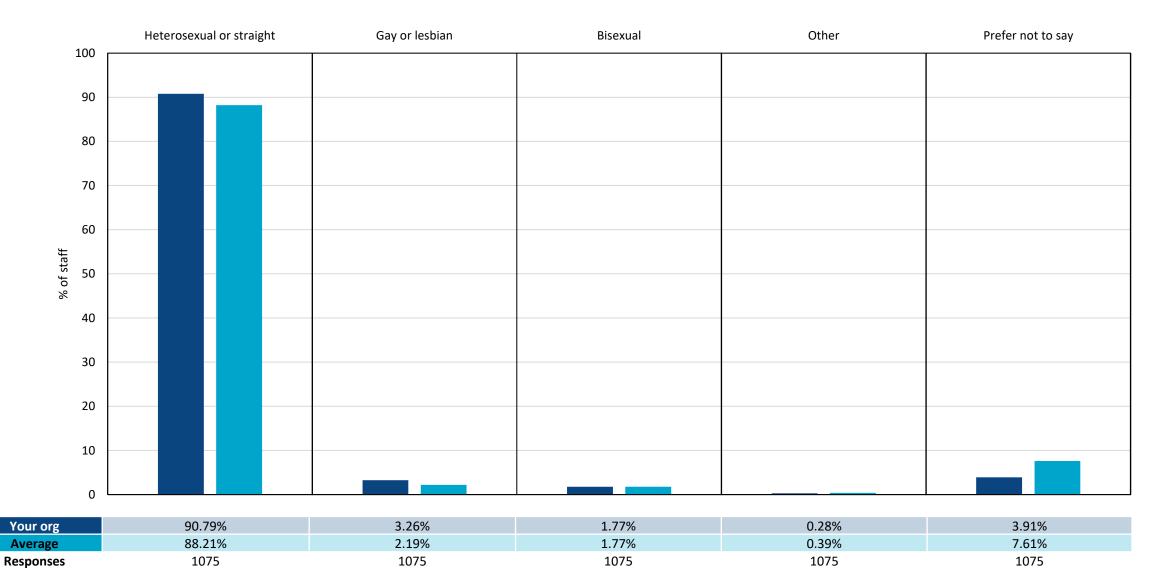
Background details - Ethnicity





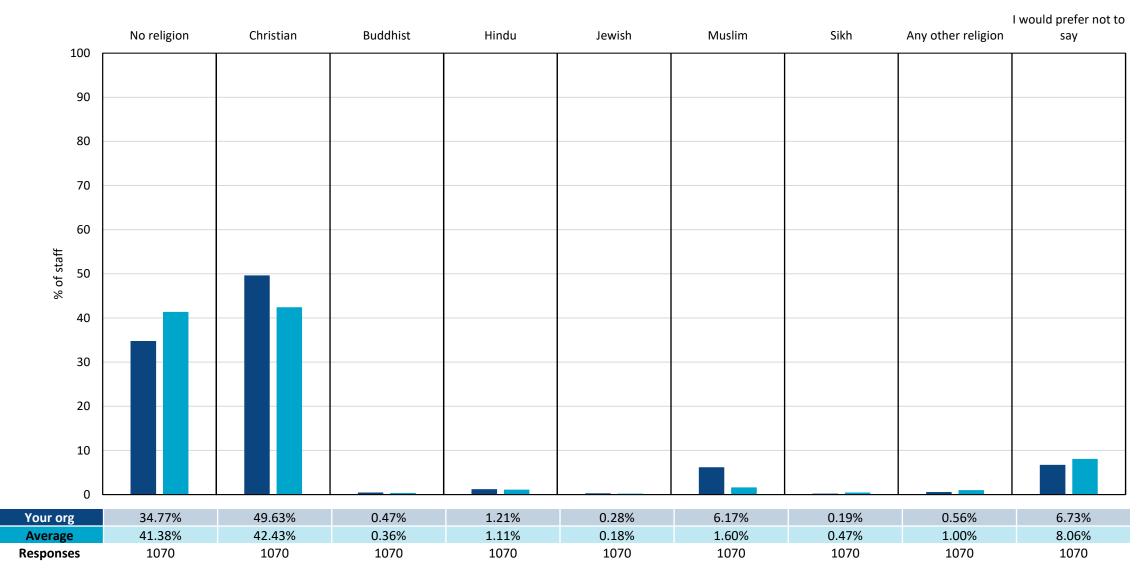
Background details – Sexual orientation



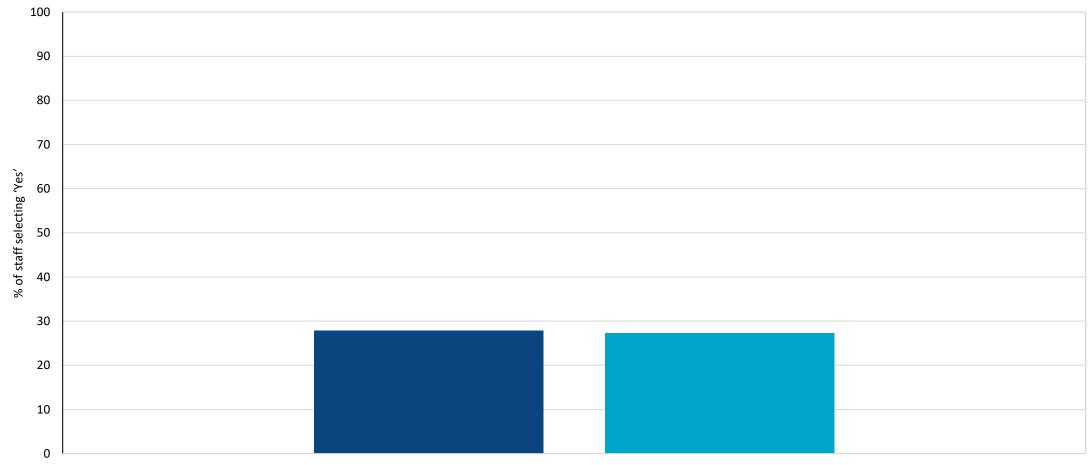


Background details - Religion





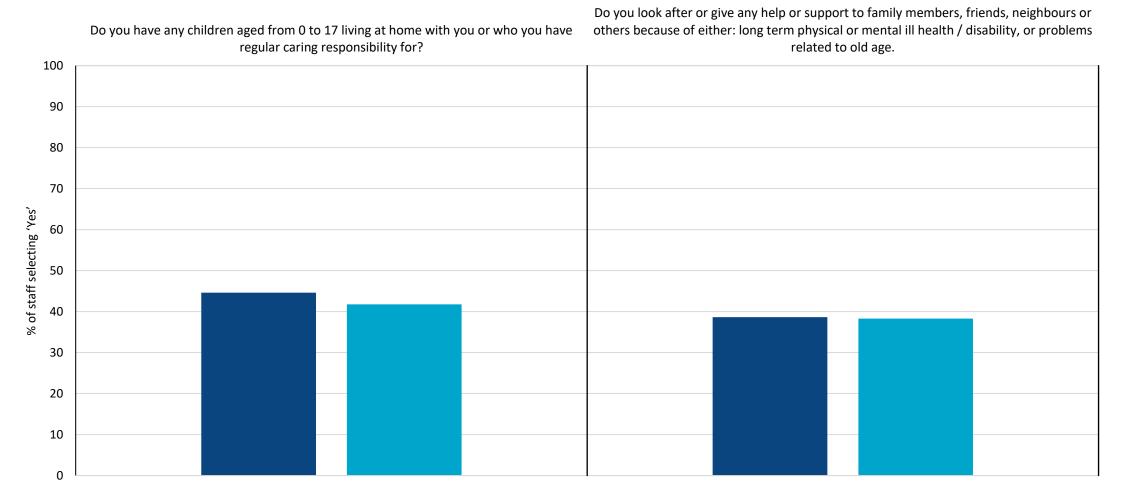




Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

Your org	27.82%
Average	27.30%
Responses	1064

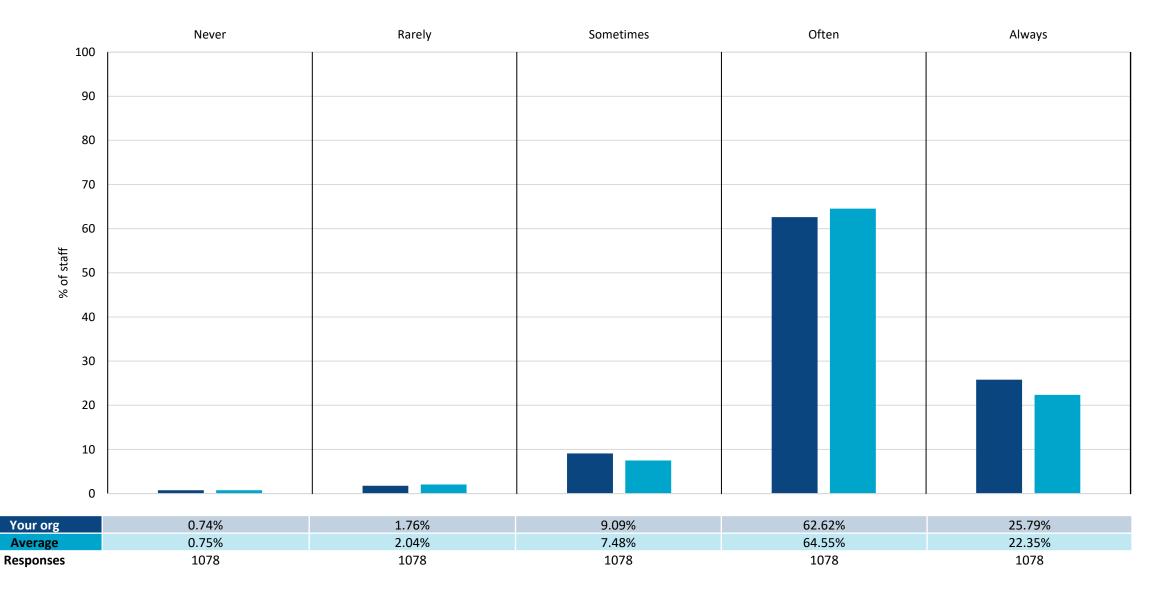




Your org	44.60%	38.63%
Average	41.75%	38.29%
Responses	1065	1064

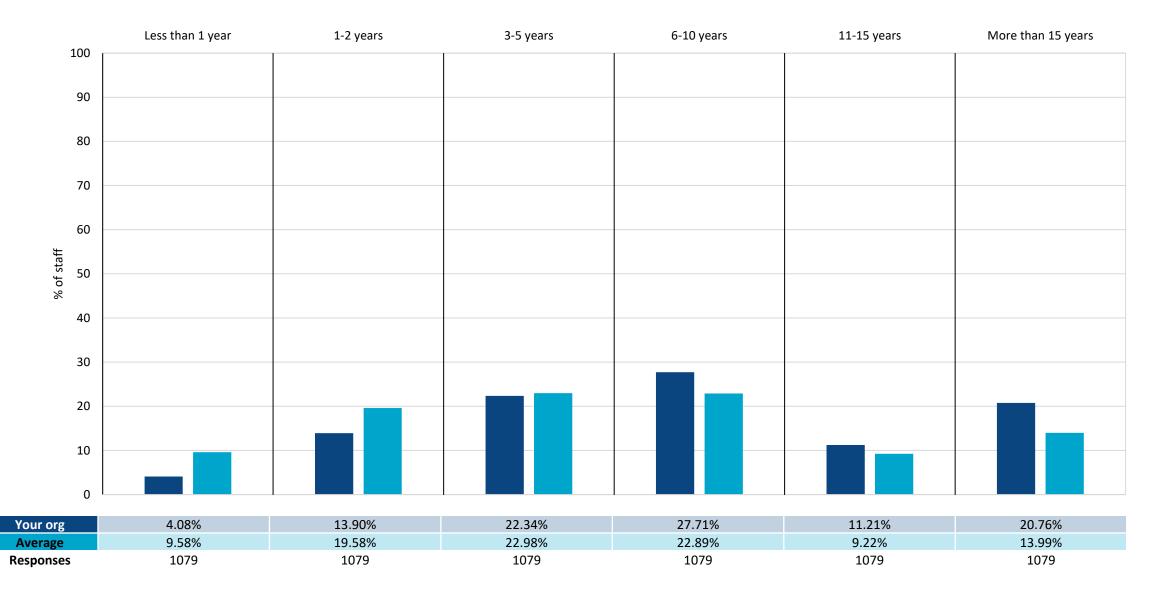
Background details – How often do you work at/from home?





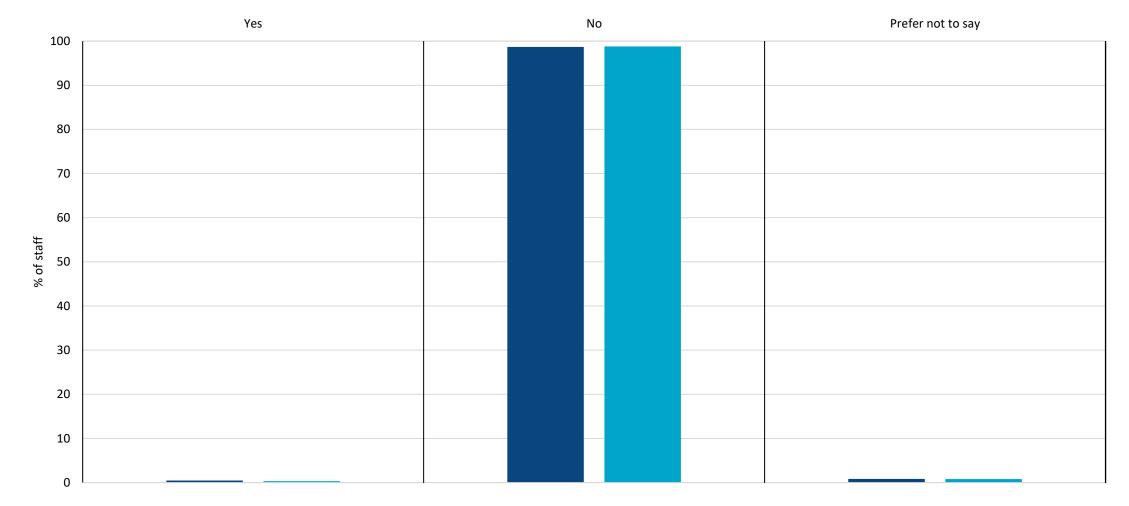
Background details – Length of service





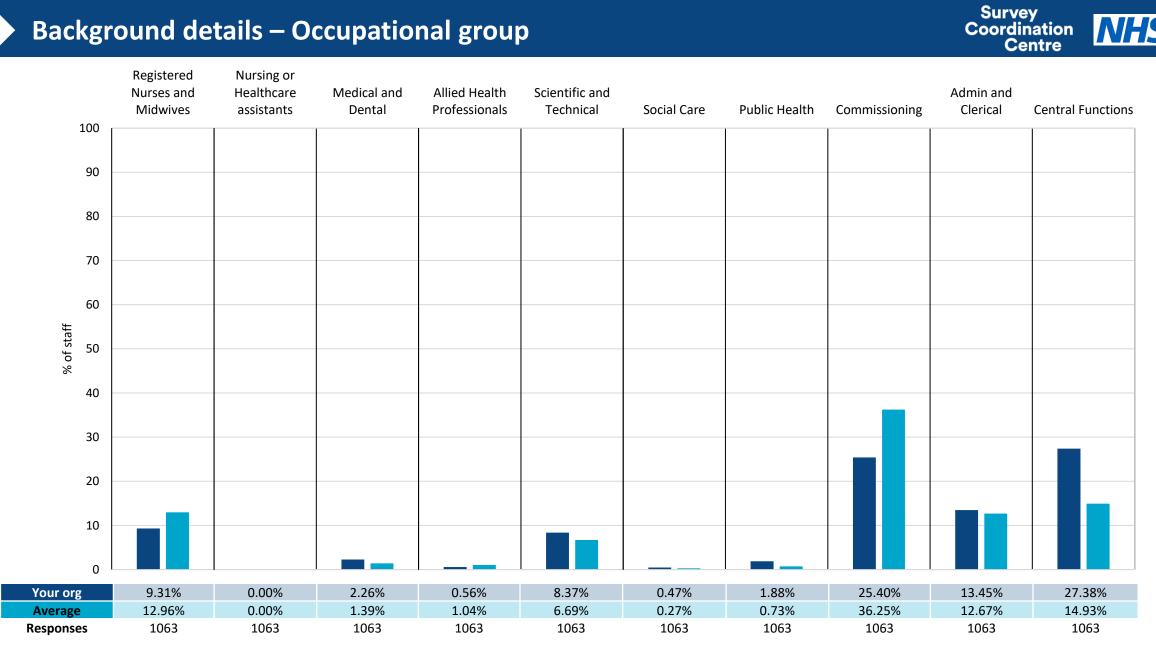
Background details — When you joined this organisation were you recruited from outside of the UK?





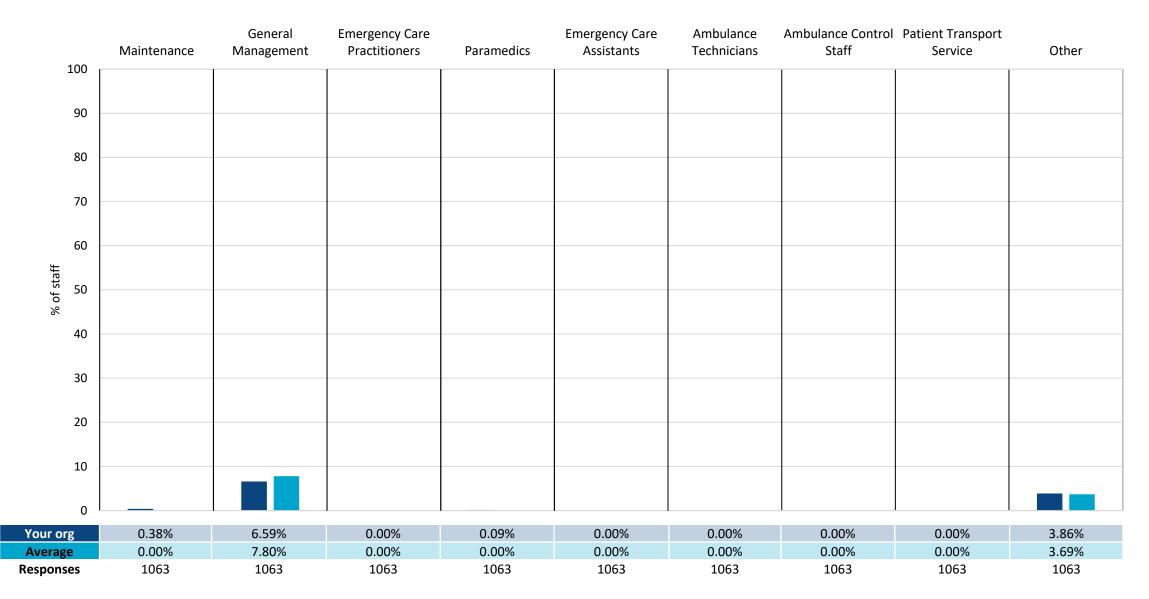
Your org	0.46%	98.70%	0.83%
Average	0.31%	98.81%	0.79%
Responses	1078	1078	1078

Background details – Occupational group



Background details – Occupational group





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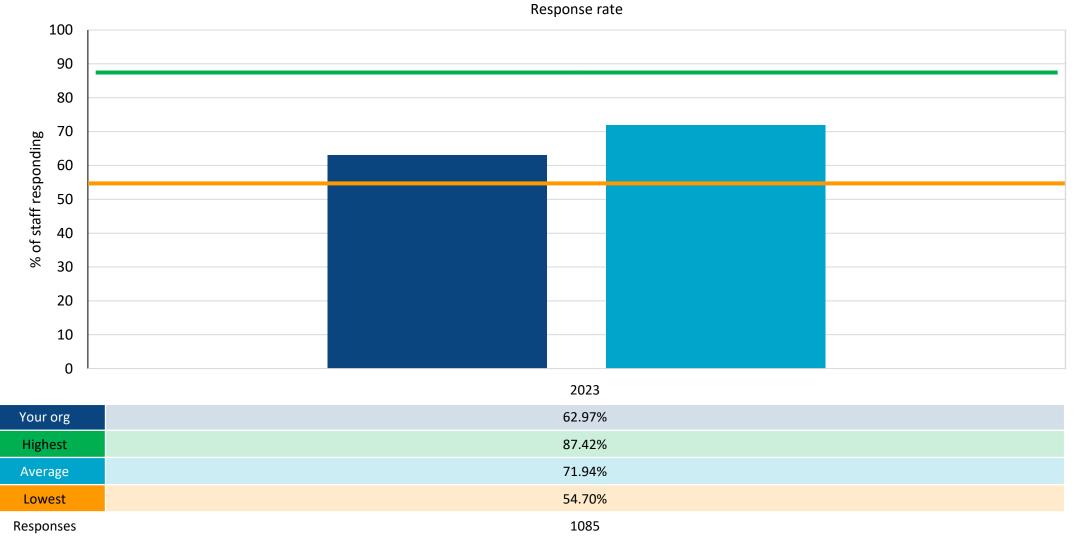
Appendices





Appendix A: Response rate





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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 <u>technical document</u>.

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	-	-	7.38	1085	N/A
We are recognised and rewarded	-	-	6.52	1084	N/A
We each have a voice that counts	-	-	6.72	1072	N/A
We are safe and healthy	-	-	-	-	-
We are always learning	-	-	4.75	1030	N/A
We work flexibly	-	-	7.39	1080	N/A
We are a team	-	-	7.03	1084	N/A
Themes					
Staff Engagement	-	-	6.61	1084	N/A
Morale	-	-	5.68	1084	N/A

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

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

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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 <u>Staff</u> <u>Survey website</u>.



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.

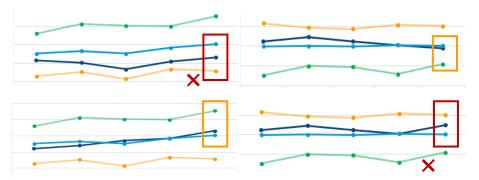


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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.



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

Appendix C: 3. Reviewing question results



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.

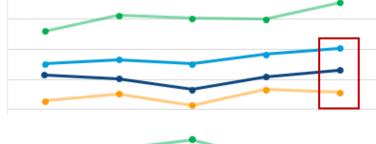
Identifying questions of interest

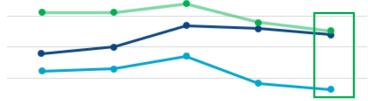
> Pre-defined questions of interest – key questions for your organisation

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.

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Appendix D: Additional reporting outputs

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.



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 Greater Manchester ICB.



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.