

Norfolk and Suffolk NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



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Introduction

About this report

This benchmark report for Norfolk and Suffolk NHS Foundation Trust contains results for the 2023 NHS Staff Survey, and historical results back to 2019 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate. Data in this report are weighted to allow for fair comparisons between organisations*.

Please note: Results for Q1, Q10a, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

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

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from the [Staff Survey website](#).

How results are reported

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



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

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

People Promise elements, themes and sub-scores

| People Promise elements | Sub-scores | Questions |
|------------------------------------|-------------------------------|--|
| We are compassionate and inclusive | Compassionate culture | Q6a, Q25a, Q25b, Q25c, Q25d |
| | Compassionate leadership | Q9f, Q9g, Q9h, Q9i |
| | Diversity and equality | Q15, Q16a, Q16b, Q21 |
| | Inclusion | Q7h, Q7i, Q8b, Q8c |
| We are recognised and rewarded | No sub-score | Q4a, Q4b, Q4c, Q8d, Q9e |
| We each have a voice that counts | Autonomy and control | Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b |
| | Raising concerns | Q20a, Q20b, Q25e, Q25f |
| We are safe and healthy | Health and safety climate | Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d |
| | Burnout | Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g |
| | Negative experiences | Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c |
| | Other questions [Not scored] | Q17a*, Q17b*, Q22* *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores. |
| We are always learning | Development | Q24a, Q24b, Q24c, Q24d, Q24e |
| | Appraisals | Q23a*, Q23b, Q23c, Q23d *Q23a is a filter question and therefore influences the sub-score without being a directly scored question. |
| We work flexibly | Support for work-life balance | Q6b, Q6c, Q6d |
| | Flexible working | Q4d |
| We are a team | Team working | Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a |
| | Line management | Q9a, Q9b, Q9c, Q9d |
| Themes | Sub-scores | Questions |
| Staff Engagement | Motivation | Q2a, Q2b, Q2c |
| | Involvement | Q3c, Q3d, Q3f |
| | Advocacy | Q25a, Q25c, Q25d |
| Morale | Thinking about leaving | Q26a, Q26b, Q26c |
| | Work pressure | Q3g, Q3h, Q3i |
| | Stressors | Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a |

Questions not linked to the People Promise elements or themes



Report structure

Introduction

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

Organisation details

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

People Promise elements, themes and sub-scores: Overview

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

People Promise elements, themes and sub-scores: Trends

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

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



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

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

People Promise elements, themes and sub-scores: Questions

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

Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores are included in this section.

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

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

Key features

Note this is example data

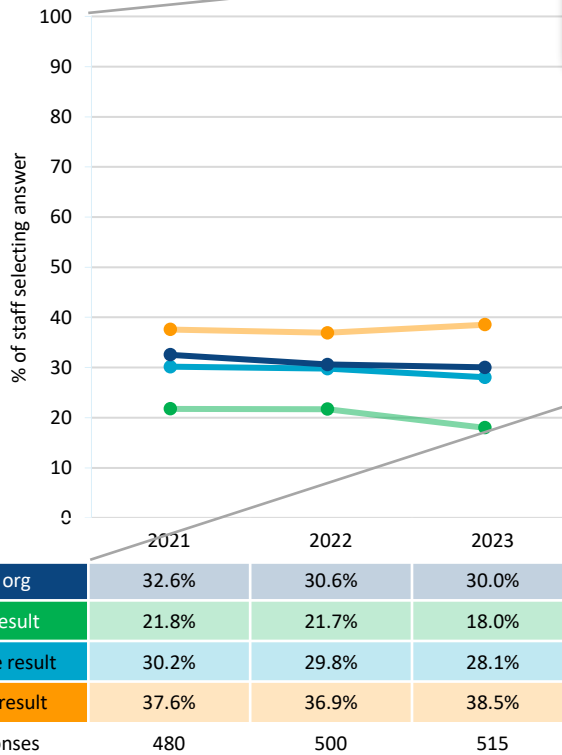
Question number and text (or summary measure) specified at the top of each slide.

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

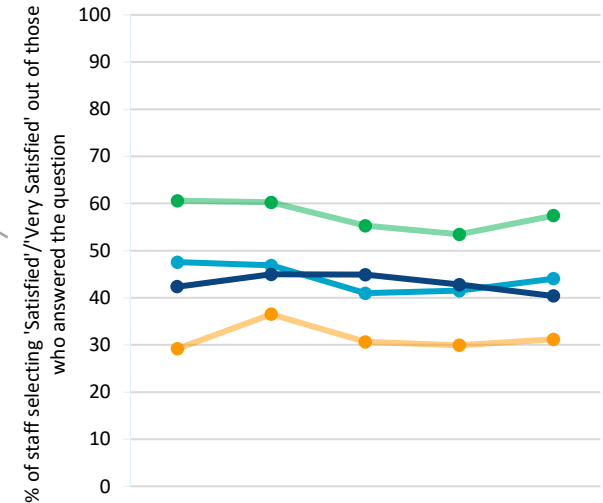
Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

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

Number of responses for the organisation for the given question.



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



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

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

Organisation details

Norfolk and Suffolk NHS Foundation Trust

Organisation details

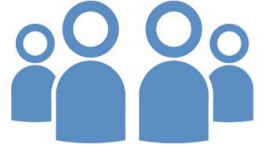
Completed questionnaires **2563**

2023 response rate **50%**

Survey details

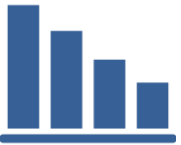
Survey mode **Mixed**

2023 NHS Staff Survey



This organisation is benchmarked against:

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



2023 benchmarking group details

Organisations in group: 51

Median response rate: 52%

No. of completed questionnaires: 127293

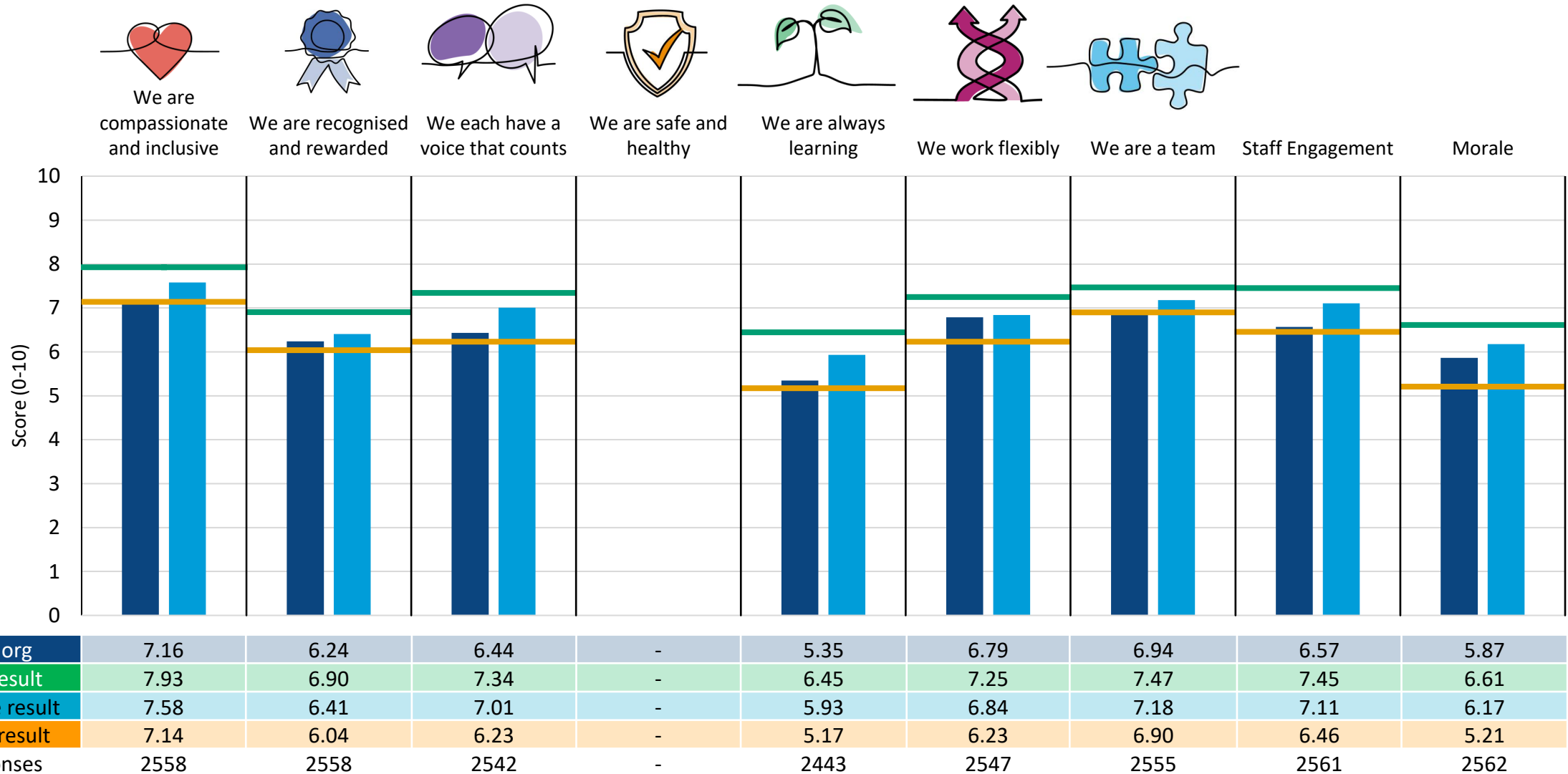


People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

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



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

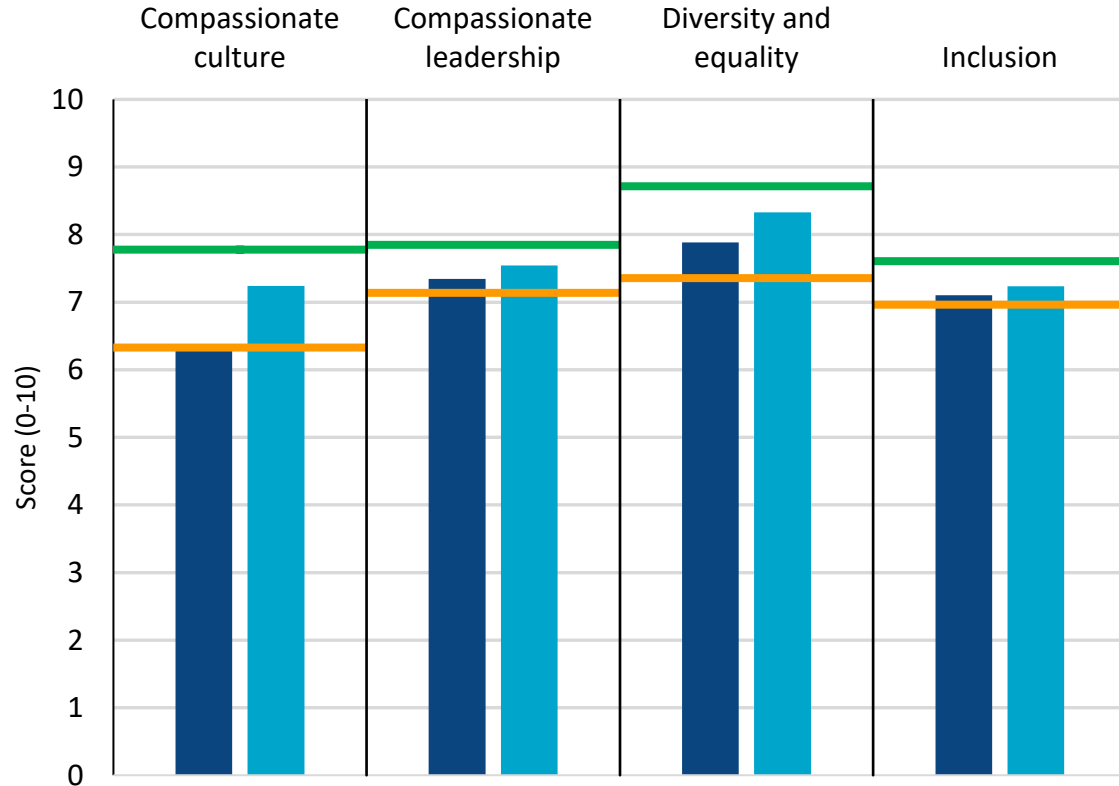


People Promise elements, themes and sub-scores: Sub-score overview

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



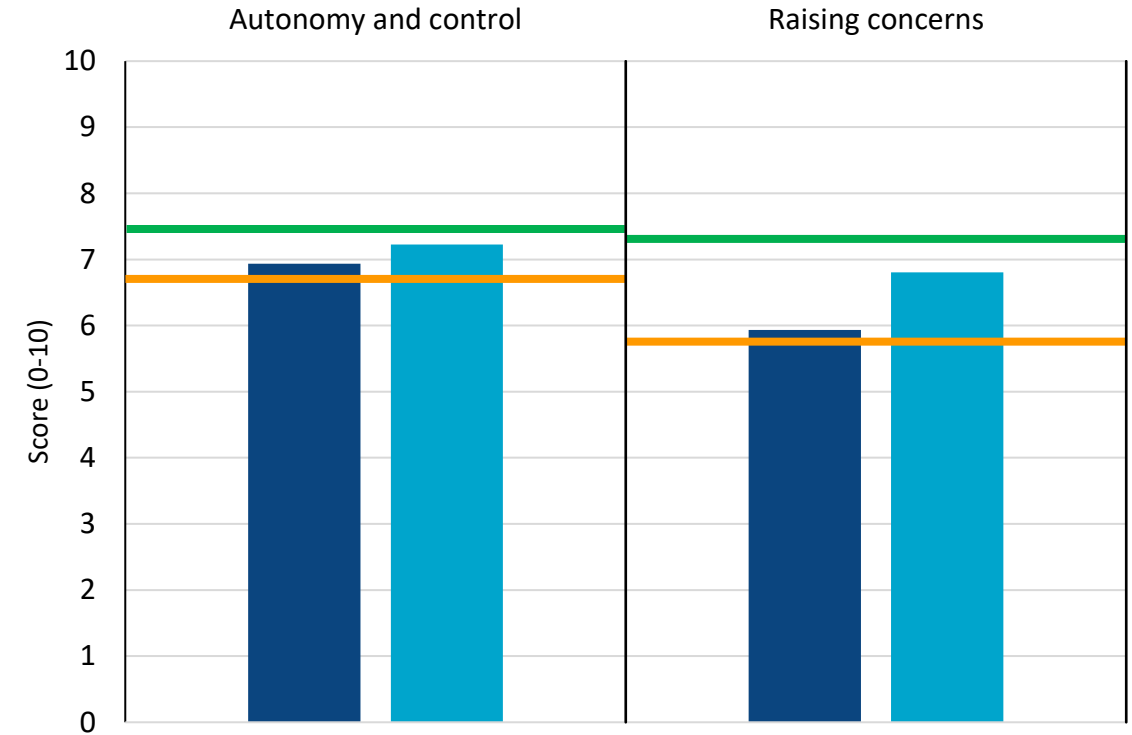
Promise element 1: We are compassionate and inclusive



| Your org | 6.33 | 7.35 | 7.88 | 7.10 |
|----------------|------|------|------|------|
| Best result | 7.78 | 7.85 | 8.72 | 7.61 |
| Average result | 7.24 | 7.54 | 8.33 | 7.23 |
| Worst result | 6.33 | 7.14 | 7.36 | 6.96 |
| Responses | 2554 | 2557 | 2556 | 2553 |



Promise element 3: We each have a voice that counts



| Your org | 6.94 | 5.94 |
|----------------|------|------|
| Best result | 7.46 | 7.31 |
| Average result | 7.22 | 6.80 |
| Worst result | 6.70 | 5.76 |
| Responses | 2562 | 2543 |

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

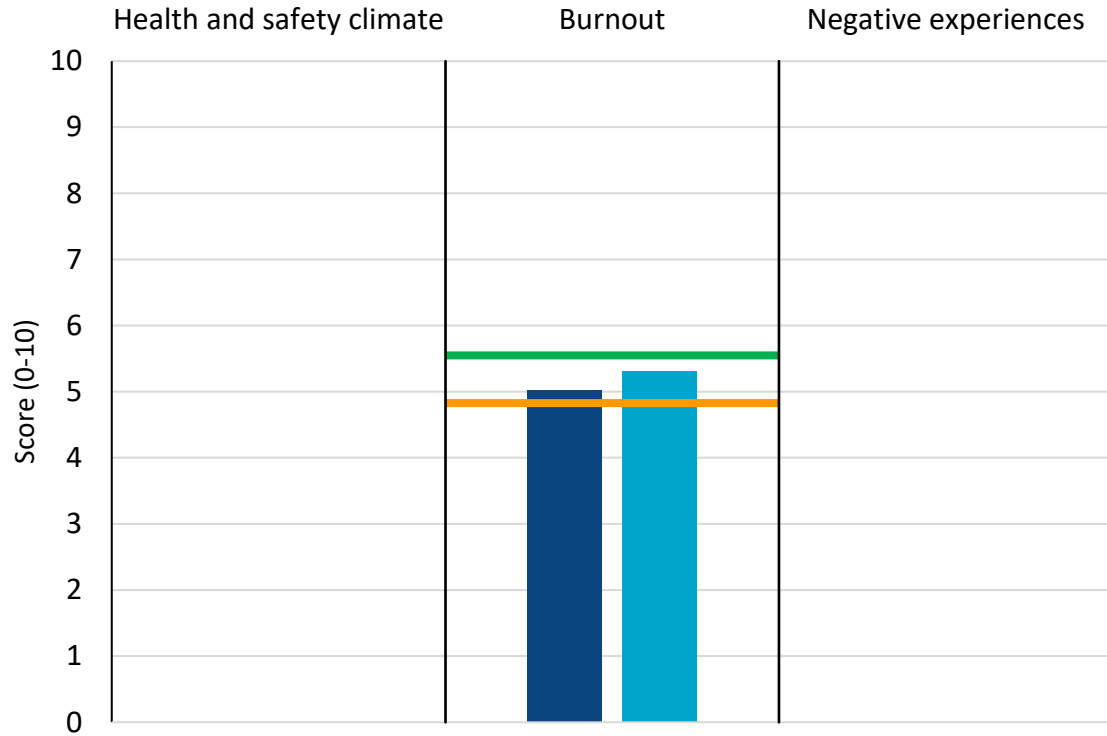


People Promise elements, themes and sub-scores: Sub-score overview

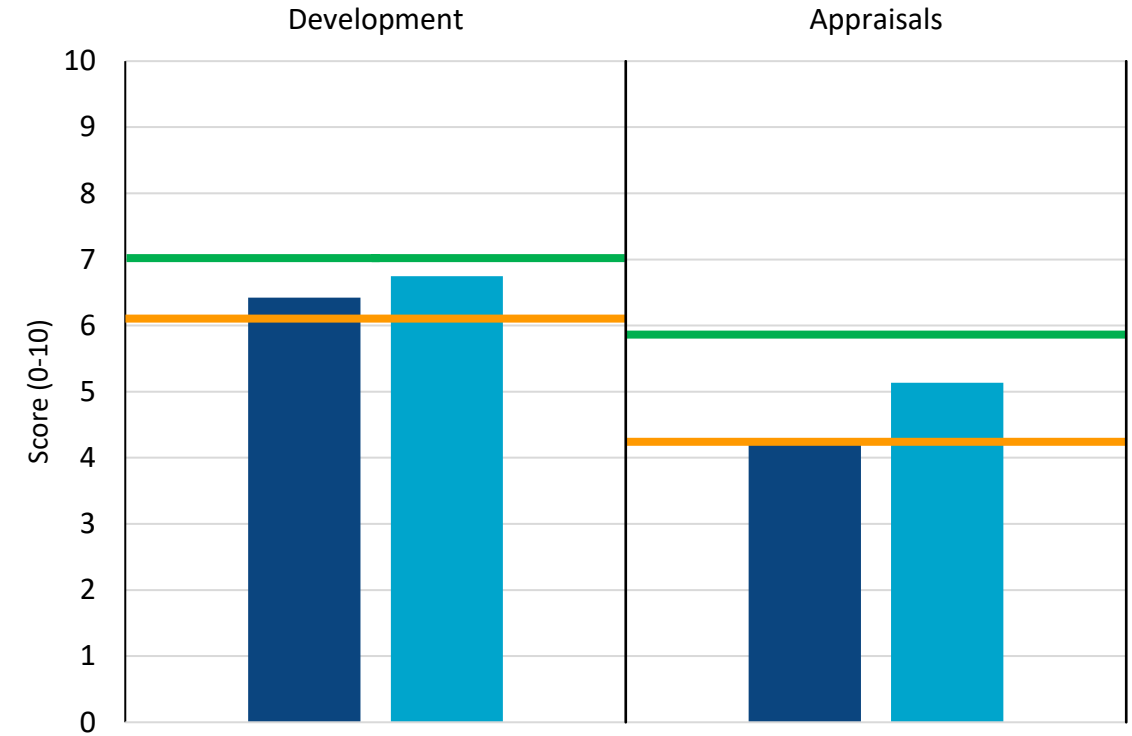
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



| | | | |
|----------------|---|------|---|
| Your org | - | 5.03 | - |
| Best result | - | 5.55 | - |
| Average result | - | 5.31 | - |
| Worst result | - | 4.83 | - |
| Responses | - | 2559 | - |

| | | |
|----------------|------|------|
| Your org | 6.42 | 4.26 |
| Best result | 7.02 | 5.86 |
| Average result | 6.74 | 5.13 |
| Worst result | 6.11 | 4.24 |
| Responses | 2557 | 2445 |

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

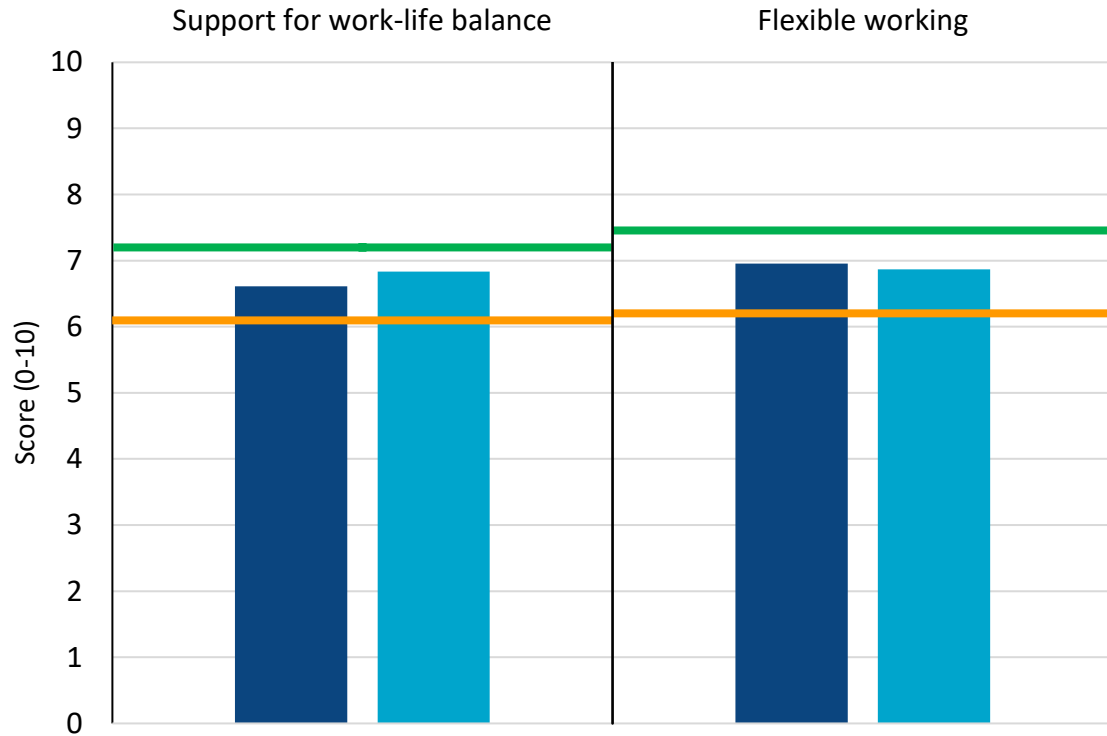


People Promise elements, themes and sub-scores: Sub-score overview

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



Promise element 6: We work flexibly



| | | |
|----------------|------|------|
| Your org | 6.61 | 6.96 |
| Best result | 7.20 | 7.46 |
| Average result | 6.83 | 6.87 |
| Worst result | 6.09 | 6.20 |
| Responses | 2555 | 2553 |



Promise element 7: We are a team



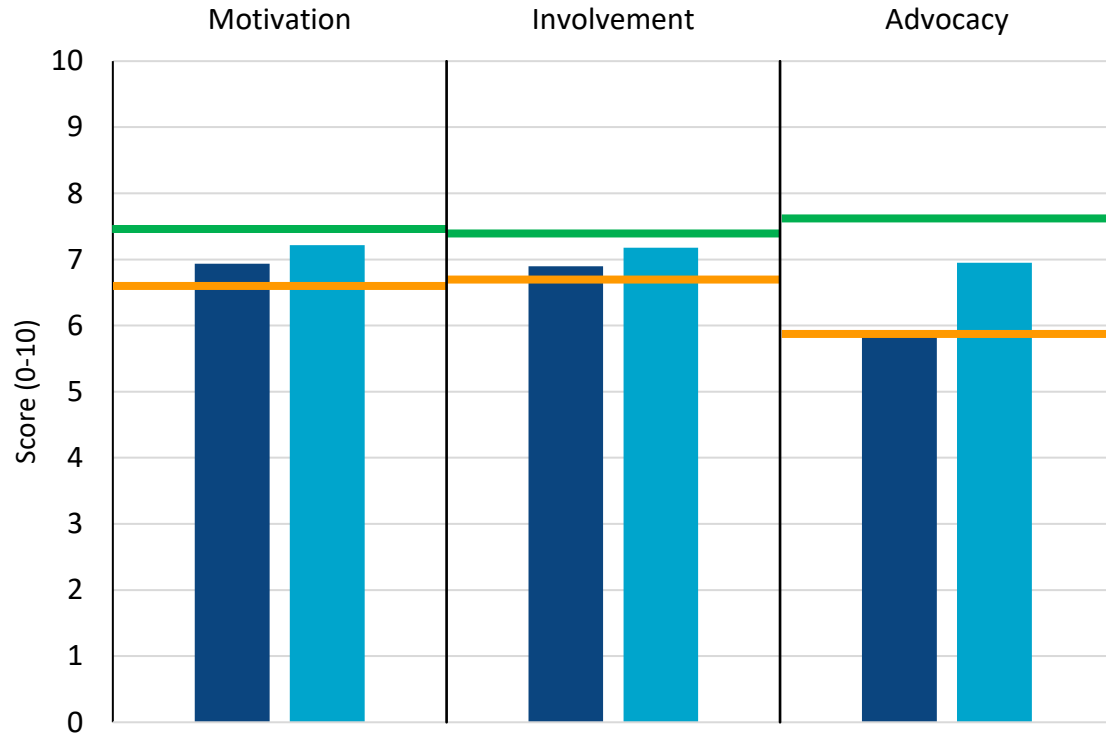
| | | |
|----------------|------|------|
| Your org | 6.64 | 7.25 |
| Best result | 7.22 | 7.76 |
| Average result | 6.97 | 7.40 |
| Worst result | 6.64 | 7.06 |
| Responses | 2557 | 2558 |



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

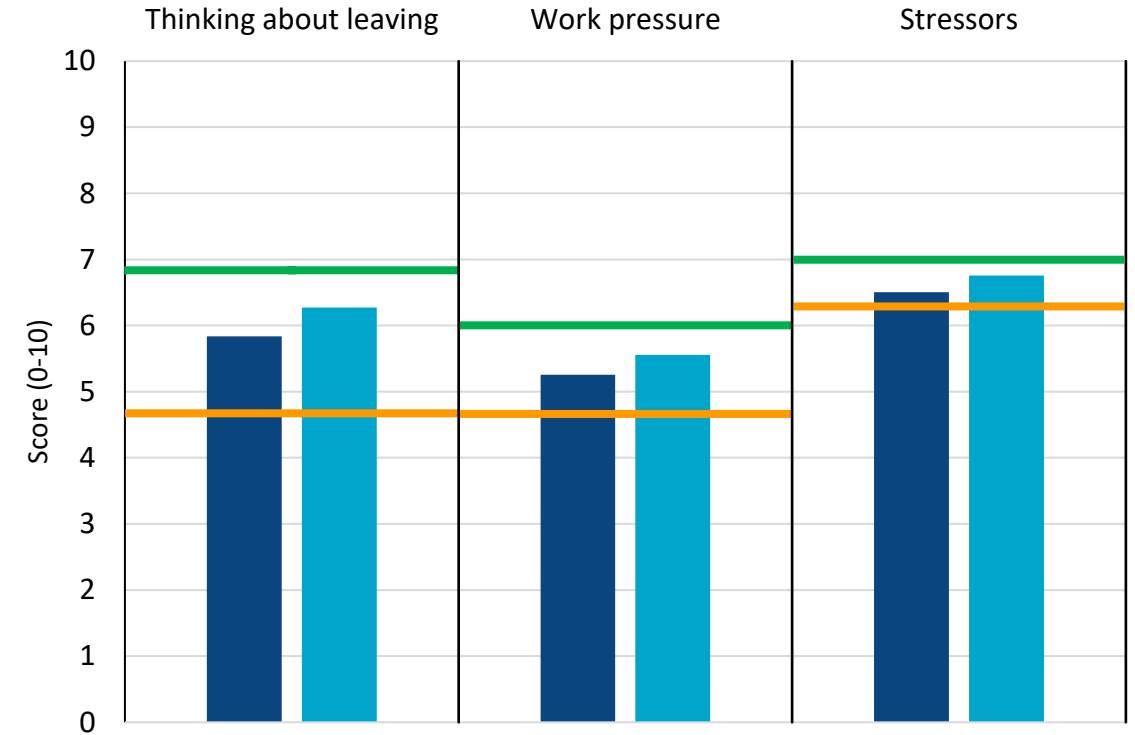
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



| | | | |
|----------------|------|------|------|
| Your org | 6.93 | 6.89 | 5.87 |
| Best result | 7.46 | 7.39 | 7.62 |
| Average result | 7.22 | 7.18 | 6.95 |
| Worst result | 6.60 | 6.69 | 5.87 |
| Responses | 2538 | 2562 | 2554 |

Theme: Morale



| | | | |
|----------------|------|------|------|
| Your org | 5.84 | 5.26 | 6.50 |
| Best result | 6.84 | 6.00 | 7.00 |
| Average result | 6.27 | 5.55 | 6.75 |
| Worst result | 4.67 | 4.66 | 6.29 |
| Responses | 2556 | 2561 | 2558 |

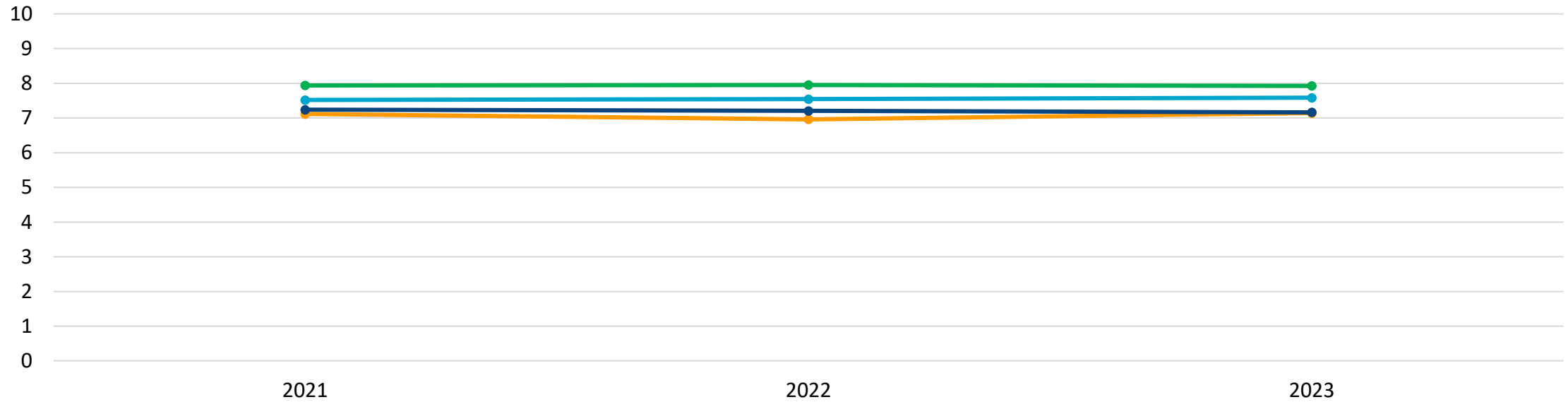
People Promise elements, themes and sub-scores: Trends

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



Promise element 1: We are compassionate and inclusive

We are compassionate and inclusive



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 7.24 | 7.21 | 7.16 |
| Best result | 7.94 | 7.95 | 7.93 |
| Average result | 7.52 | 7.54 | 7.58 |
| Worst result | 7.11 | 6.96 | 7.14 |
| Responses | 2278 | 2750 | 2558 |



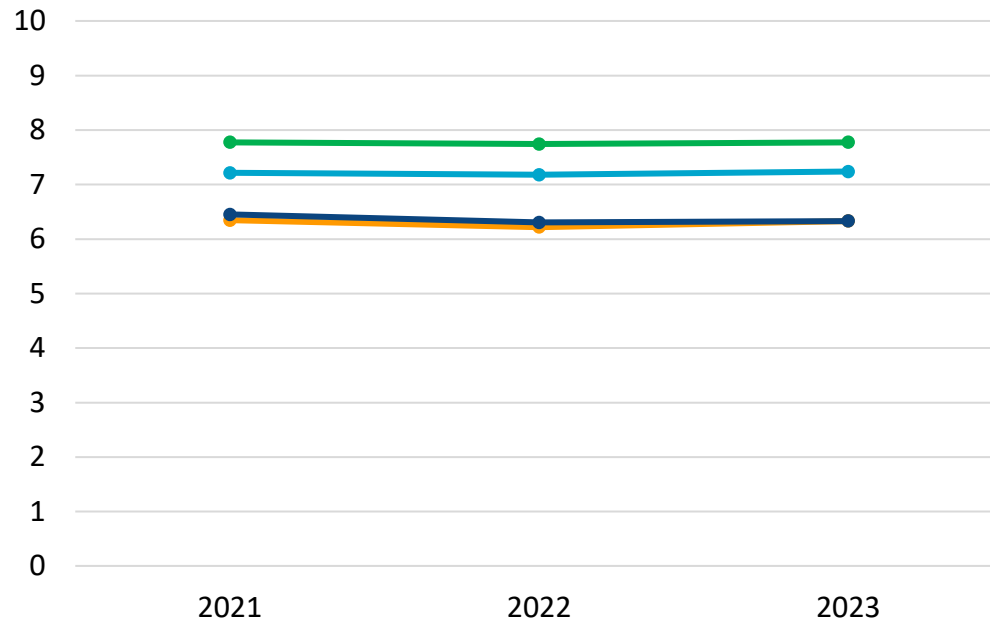
People Promise elements, themes and sub-scores: Sub-score trends

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



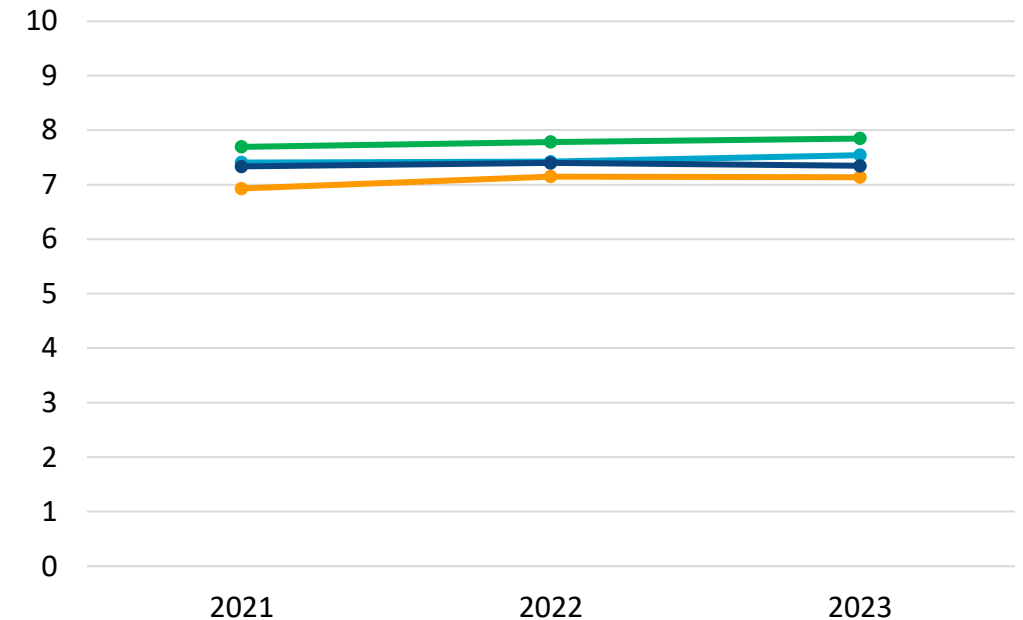
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.45 | 6.30 | 6.33 |
| Best result | 7.77 | 7.74 | 7.78 |
| Average result | 7.21 | 7.18 | 7.24 |
| Worst result | 6.34 | 6.22 | 6.33 |
| Responses | 2253 | 2747 | 2554 |

Compassionate leadership



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 7.33 | 7.40 | 7.35 |
| Best result | 7.70 | 7.78 | 7.85 |
| Average result | 7.41 | 7.42 | 7.54 |
| Worst result | 6.93 | 7.15 | 7.14 |
| Responses | 2285 | 2743 | 2557 |

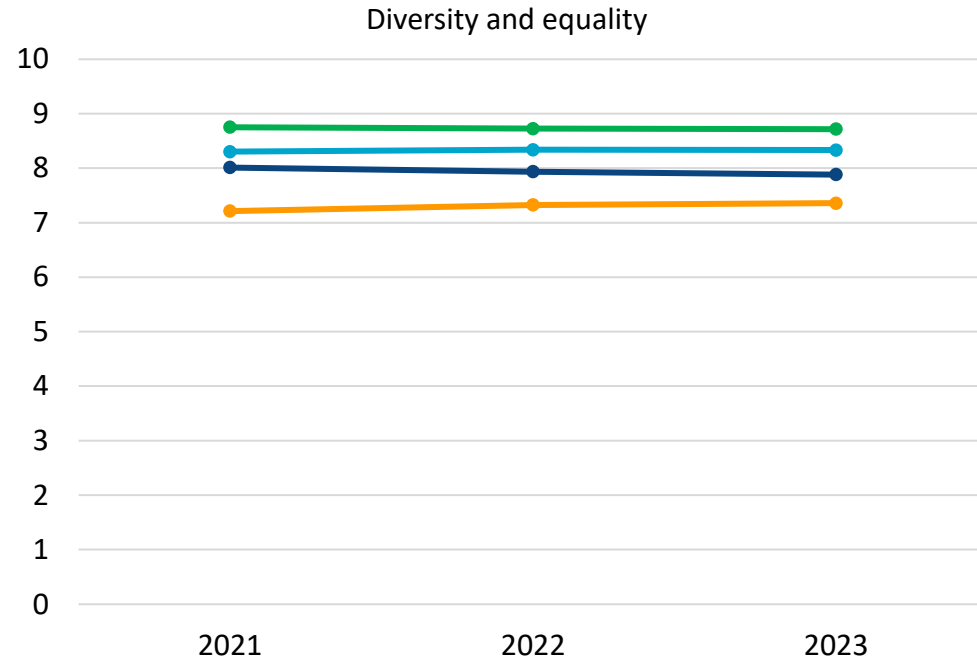


People Promise elements, themes and sub-scores: Sub-score trends

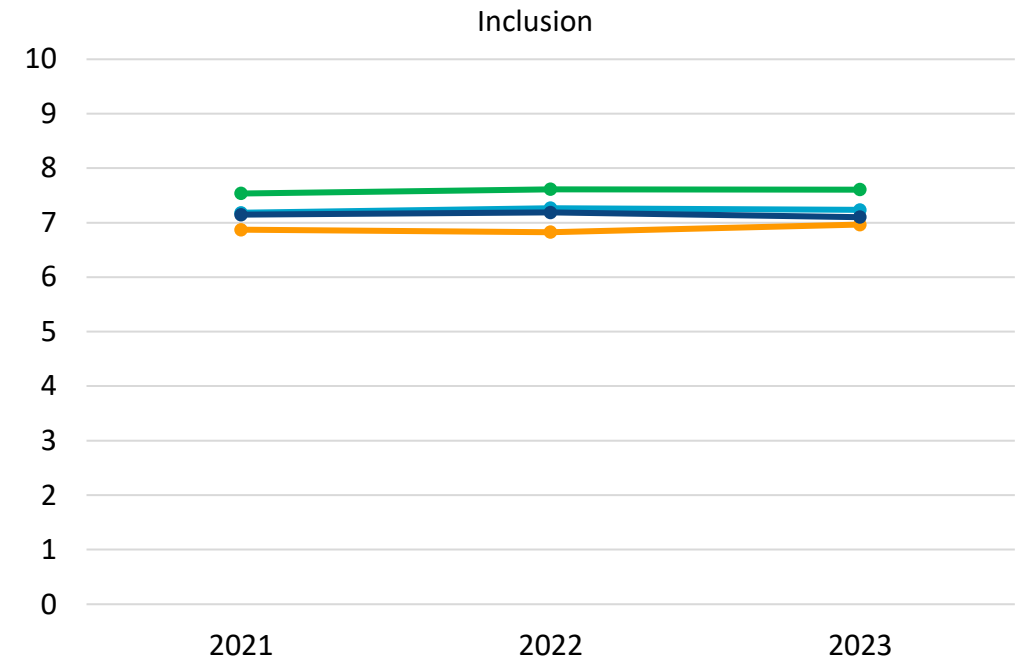
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



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



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 8.01 | 7.93 | 7.88 |
| Best result | 8.75 | 8.73 | 8.72 |
| Average result | 8.30 | 8.34 | 8.33 |
| Worst result | 7.21 | 7.32 | 7.36 |
| Responses | 2277 | 2744 | 2556 |



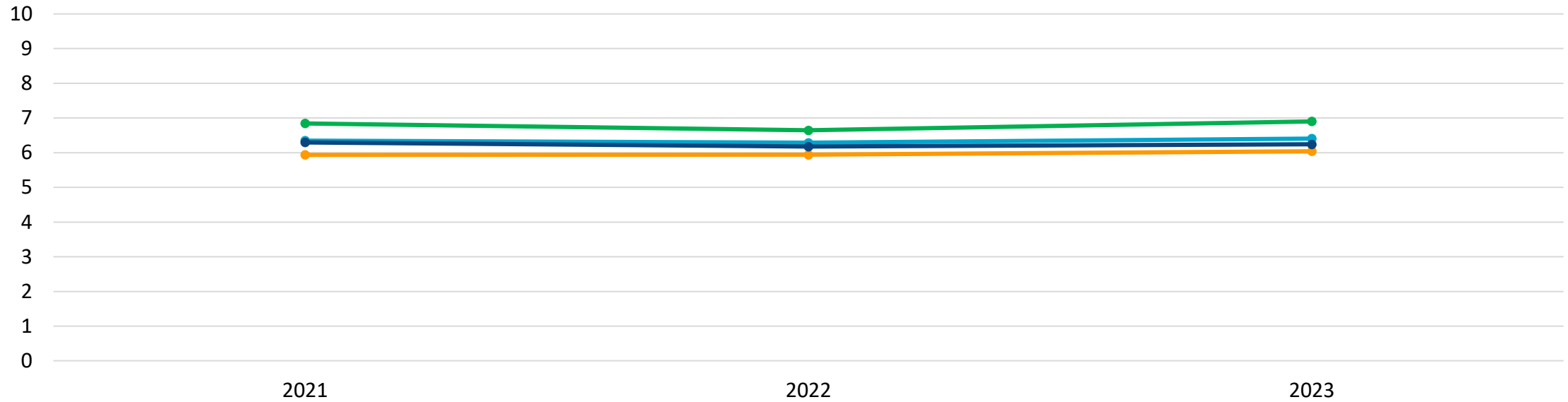
| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 7.15 | 7.19 | 7.10 |
| Best result | 7.54 | 7.61 | 7.61 |
| Average result | 7.18 | 7.27 | 7.23 |
| Worst result | 6.87 | 6.83 | 6.96 |
| Responses | 2293 | 2750 | 2553 |

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



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



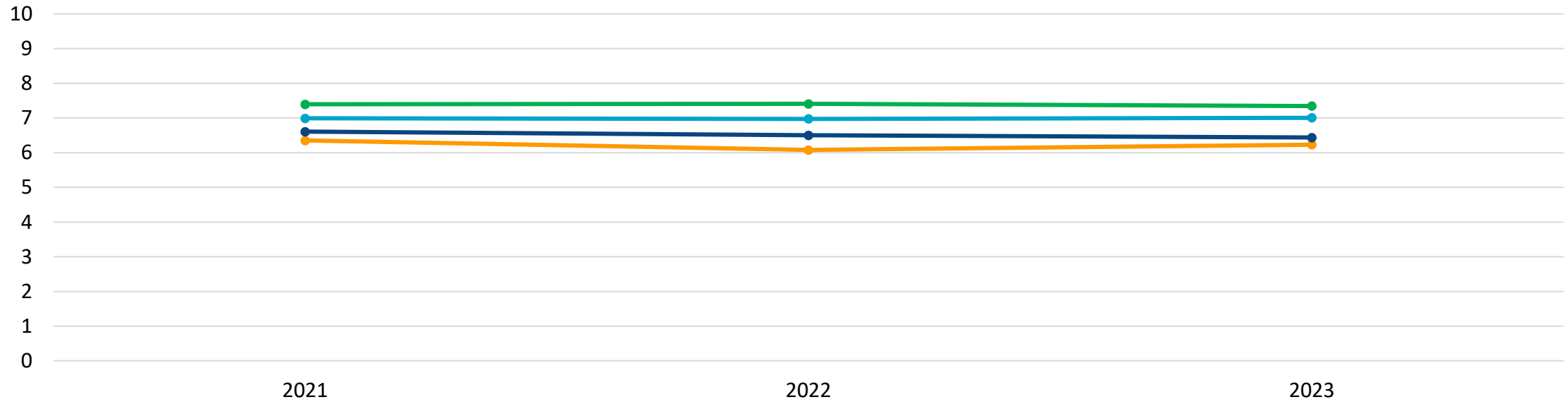
| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.29 | 6.17 | 6.24 |
| Best result | 6.84 | 6.64 | 6.90 |
| Average result | 6.35 | 6.29 | 6.41 |
| Worst result | 5.94 | 5.94 | 6.04 |
| Responses | 2316 | 2751 | 2558 |

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



Promise element 3: We each have a voice that counts

We each have a voice that counts



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.60 | 6.50 | 6.44 |
| Best result | 7.40 | 7.41 | 7.34 |
| Average result | 6.99 | 6.97 | 7.01 |
| Worst result | 6.35 | 6.08 | 6.23 |
| Responses | 2247 | 2744 | 2542 |



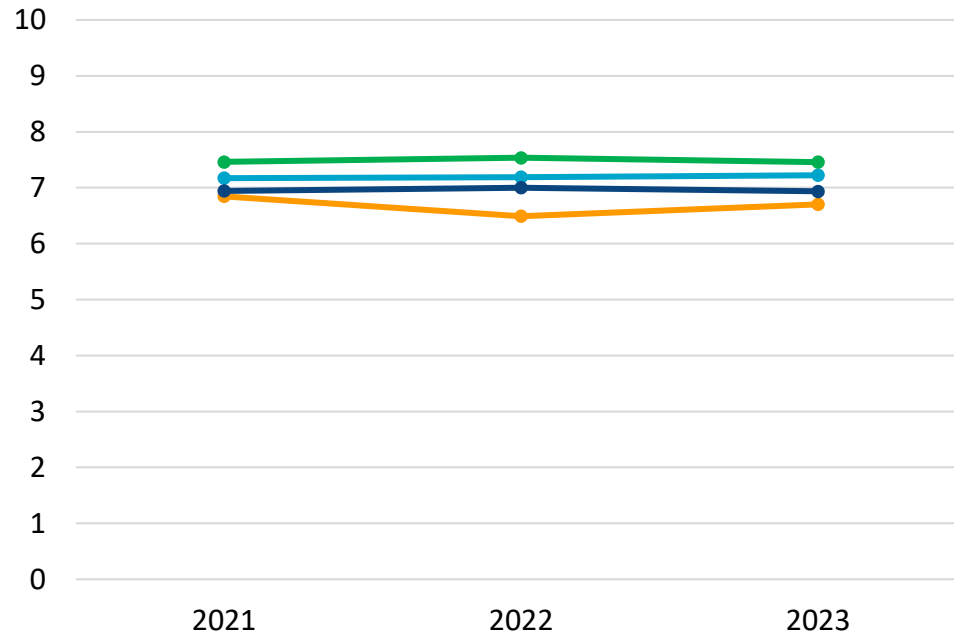
People Promise elements, themes and sub-scores: Sub-score trends

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



Promise element 3: We each have a voice that counts

Autonomy and control



2021

2022

2023

2021

2022

2023

Your org

6.94

7.00

6.94

Best result

7.46

7.54

7.46

Average result

7.17

7.19

7.22

Worst result

6.85

6.49

6.70

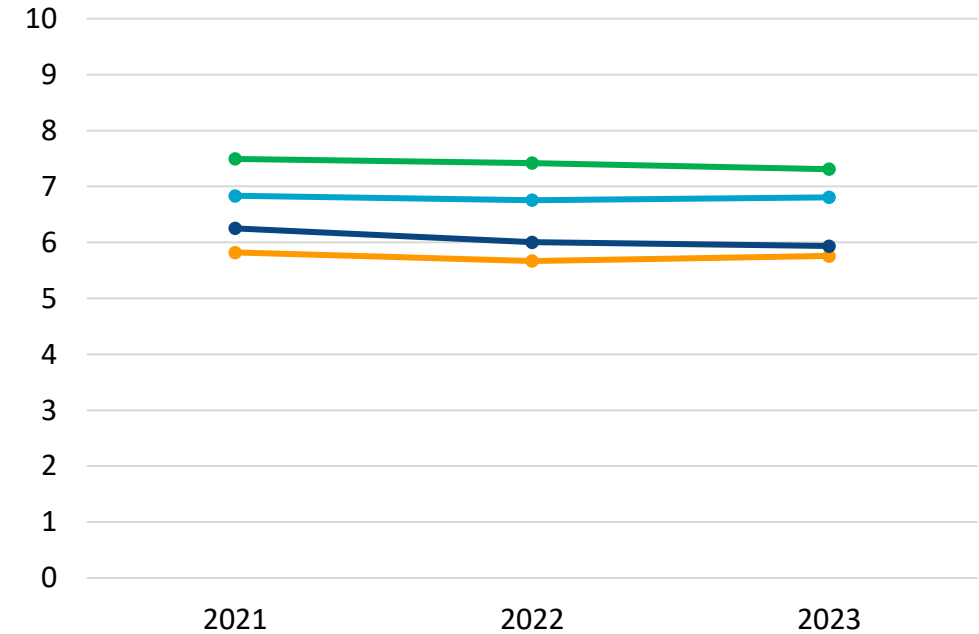
Responses

2318

2751

2562

Raising concerns



2021

2022

2023

2021

2022

2023

Your org

6.25

6.00

5.94

Best result

7.49

7.42

7.31

Average result

6.83

6.75

6.80

Worst result

5.82

5.67

5.76

Responses

2247

2745

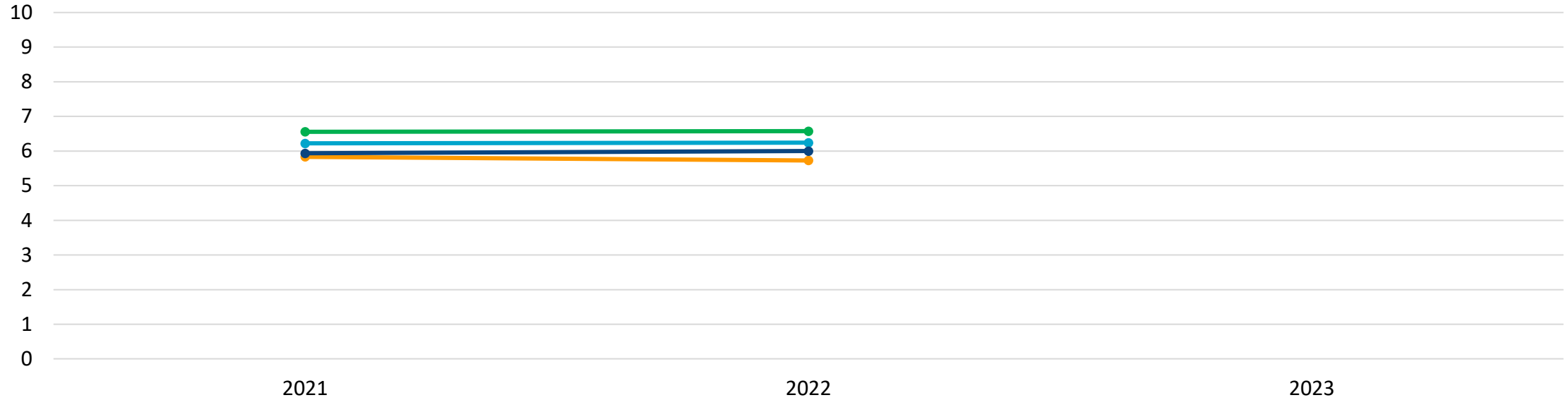
2543

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

We are safe and healthy



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 5.93 | 6.00 | |
| Best result | 6.56 | 6.57 | |
| Average result | 6.22 | 6.24 | |
| Worst result | 5.83 | 5.73 | |
| Responses | 2269 | 2745 | |

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



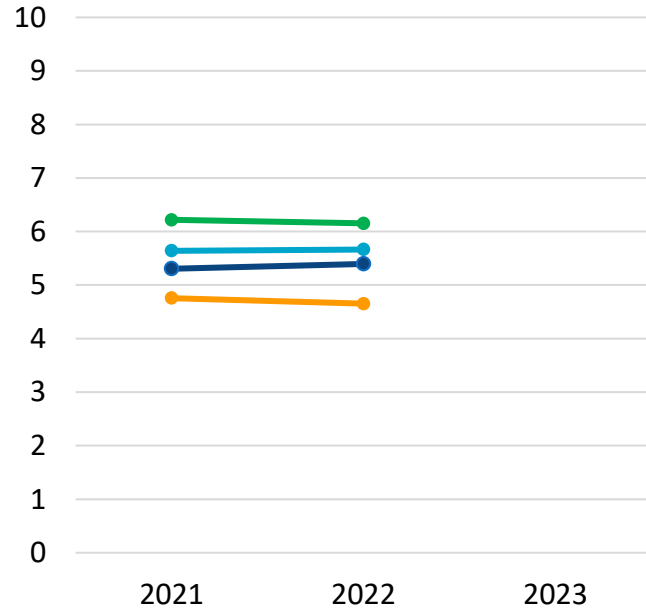
People Promise elements, themes and sub-scores: Sub-score trends

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



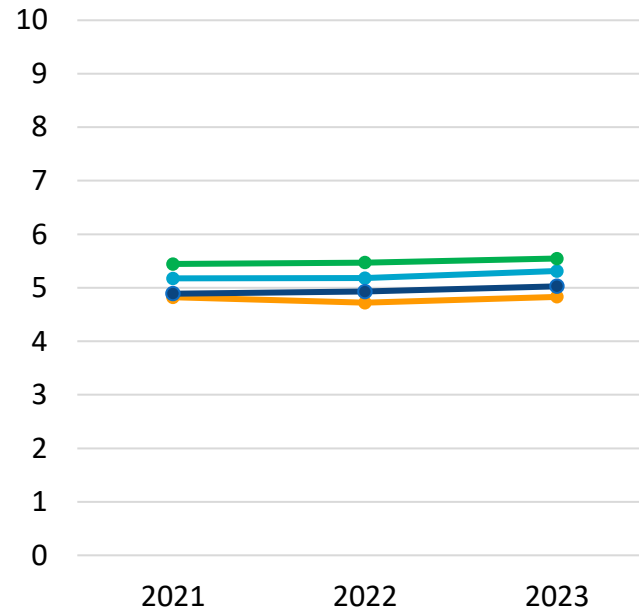
Promise element 4: We are safe and healthy

Health and safety climate



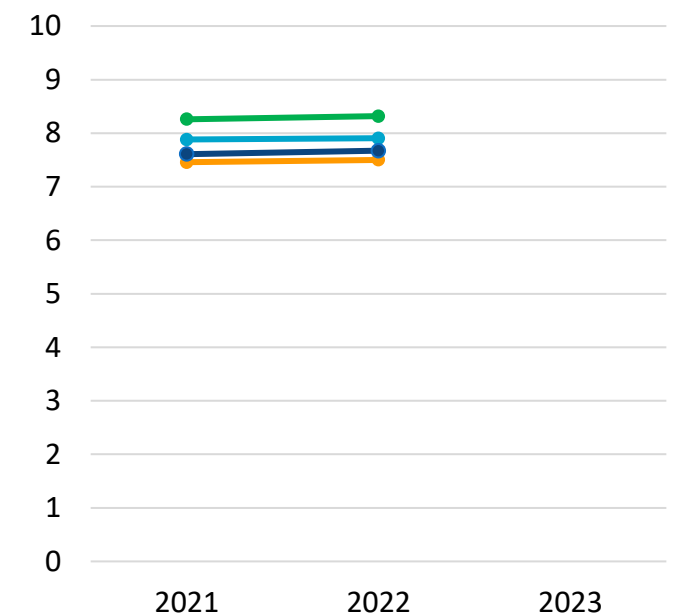
| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 5.31 | 5.40 | |
| Best result | 6.22 | 6.15 | |
| Average result | 5.64 | 5.67 | |
| Worst result | 4.76 | 4.65 | |
| Responses | 2318 | 2751 | |

Burnout



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 4.89 | 4.93 | 5.03 |
| Best result | 5.44 | 5.47 | 5.55 |
| Average result | 5.17 | 5.18 | 5.31 |
| Worst result | 4.82 | 4.72 | 4.83 |
| Responses | 2277 | 2749 | 2559 |

Negative experiences



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 7.61 | 7.67 | |
| Best result | 8.26 | 8.32 | |
| Average result | 7.88 | 7.91 | |
| Worst result | 7.46 | 7.50 | |
| Responses | 2272 | 2748 | |

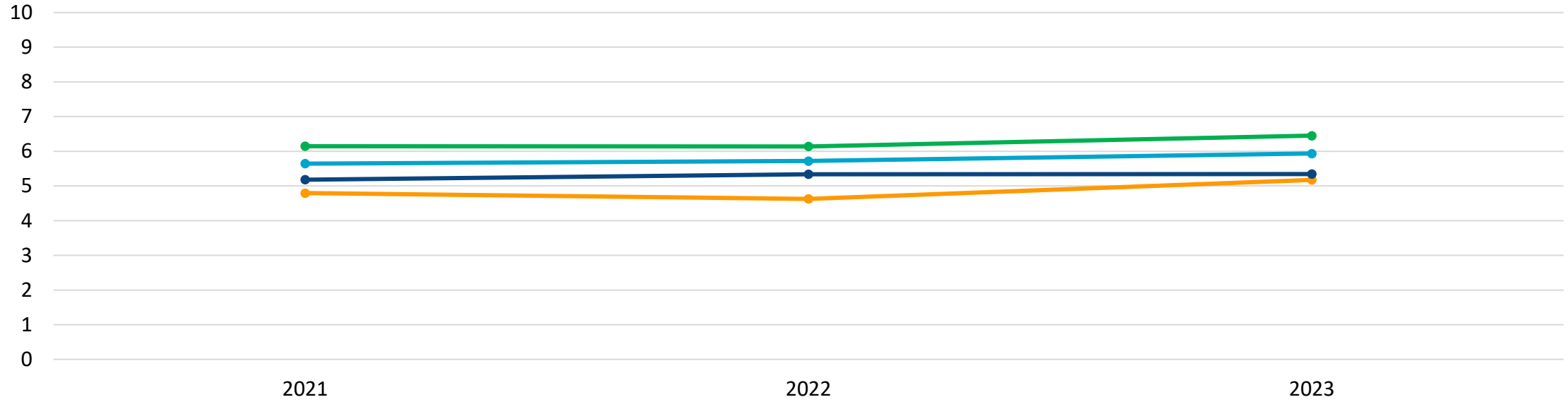
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



Promise element 5: We are always learning

We are always learning



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 5.18 | 5.34 | 5.35 |
| Best result | 6.15 | 6.14 | 6.45 |
| Average result | 5.64 | 5.72 | 5.93 |
| Worst result | 4.79 | 4.63 | 5.17 |
| Responses | 2175 | 2659 | 2443 |



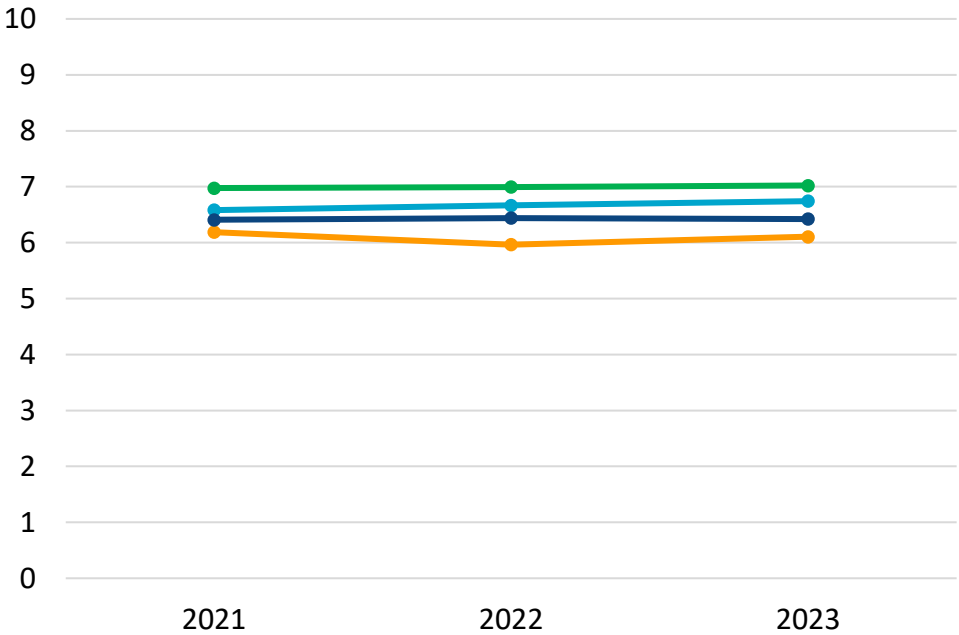
People Promise elements, themes and sub-scores: Sub-score trends

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



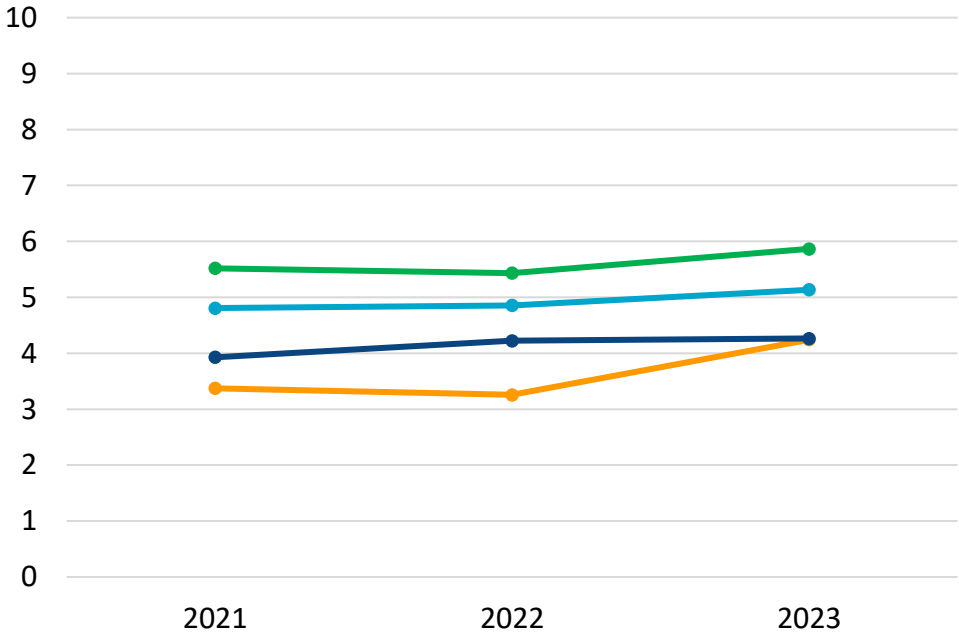
Promise element 5: We are always learning

Development



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.41 | 6.44 | 6.42 |
| Best result | 6.98 | 6.99 | 7.02 |
| Average result | 6.58 | 6.67 | 6.74 |
| Worst result | 6.19 | 5.96 | 6.11 |
| Responses | 2266 | 2745 | 2557 |

Appraisals



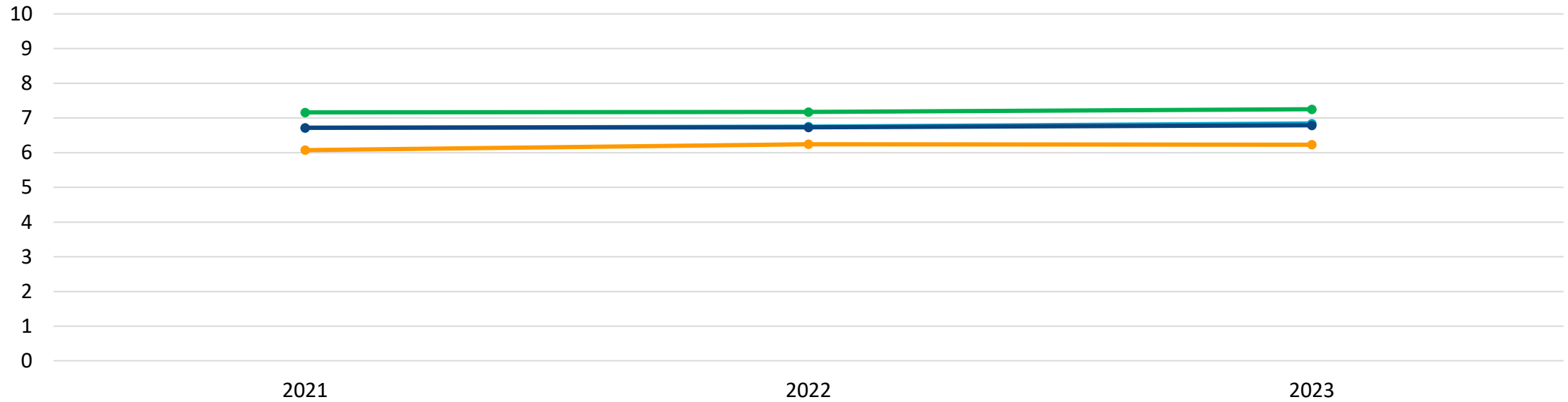
| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 3.93 | 4.22 | 4.26 |
| Best result | 5.52 | 5.43 | 5.86 |
| Average result | 4.81 | 4.86 | 5.13 |
| Worst result | 3.37 | 3.26 | 4.24 |
| Responses | 2180 | 2665 | 2445 |

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



Promise element 6: We work flexibly

We work flexibly



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.71 | 6.73 | 6.79 |
| Best result | 7.16 | 7.17 | 7.25 |
| Average result | 6.71 | 6.75 | 6.84 |
| Worst result | 6.07 | 6.24 | 6.23 |
| Responses | 2310 | 2749 | 2547 |

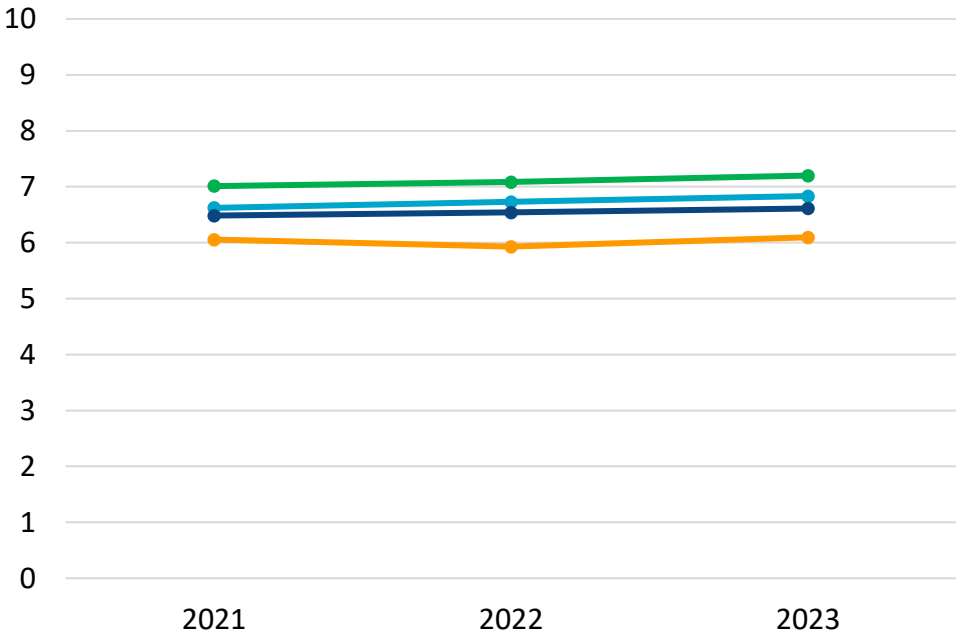


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



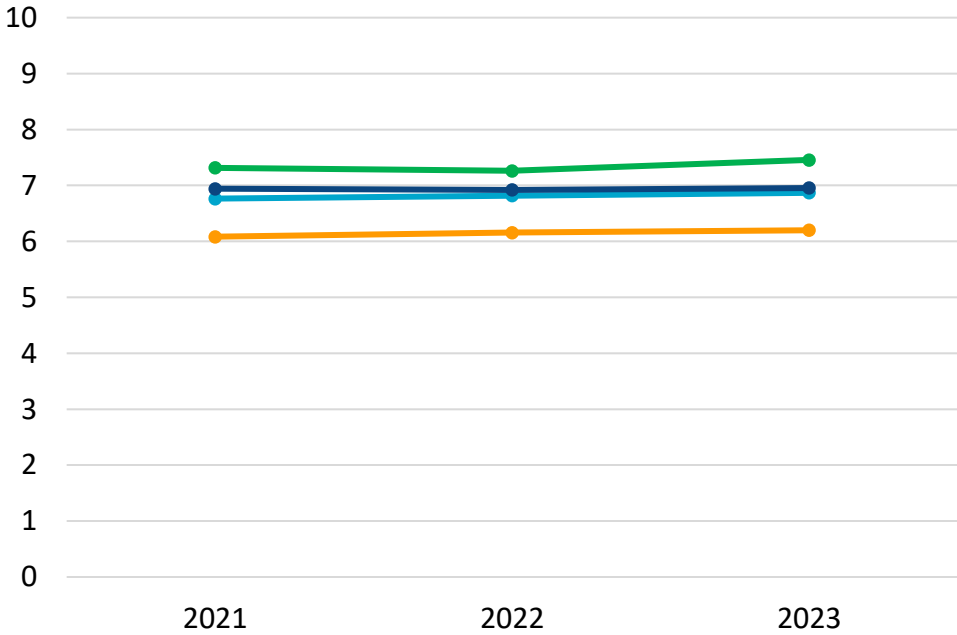
Promise element 6: We work flexibly

Support for work-life balance



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.48 | 6.54 | 6.61 |
| Best result | 7.01 | 7.08 | 7.20 |
| Average result | 6.62 | 6.73 | 6.83 |
| Worst result | 6.05 | 5.93 | 6.09 |
| Responses | 2312 | 2750 | 2555 |

Flexible working



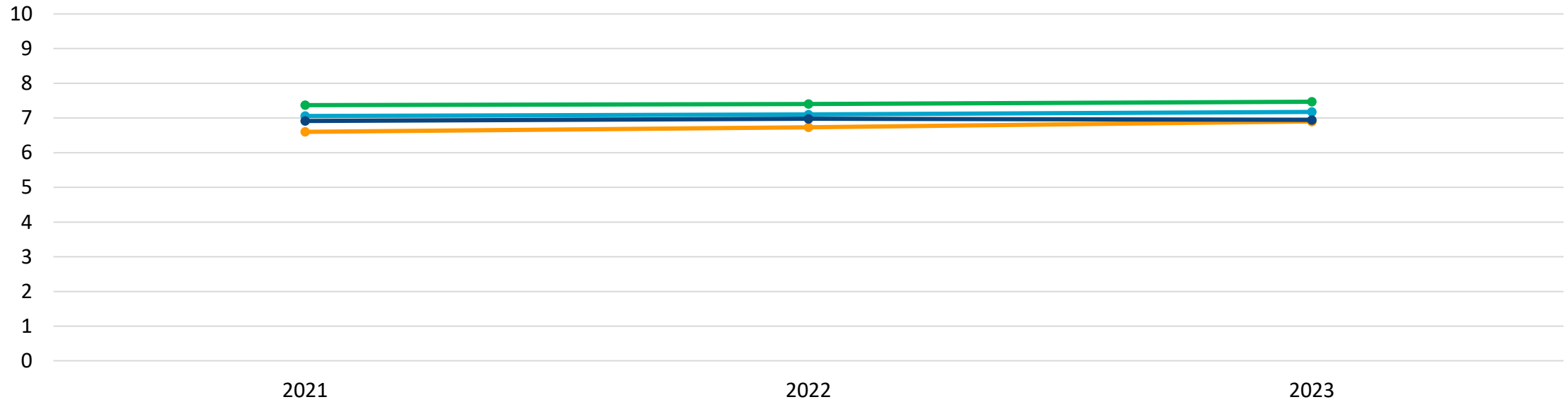
| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.94 | 6.92 | 6.96 |
| Best result | 7.32 | 7.26 | 7.46 |
| Average result | 6.76 | 6.82 | 6.87 |
| Worst result | 6.08 | 6.16 | 6.20 |
| Responses | 2315 | 2750 | 2553 |

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



Promise element 7: We are a team

We are a team



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.92 | 6.98 | 6.94 |
| Best result | 7.37 | 7.40 | 7.47 |
| Average result | 7.06 | 7.10 | 7.18 |
| Worst result | 6.60 | 6.73 | 6.90 |
| Responses | 2284 | 2747 | 2555 |



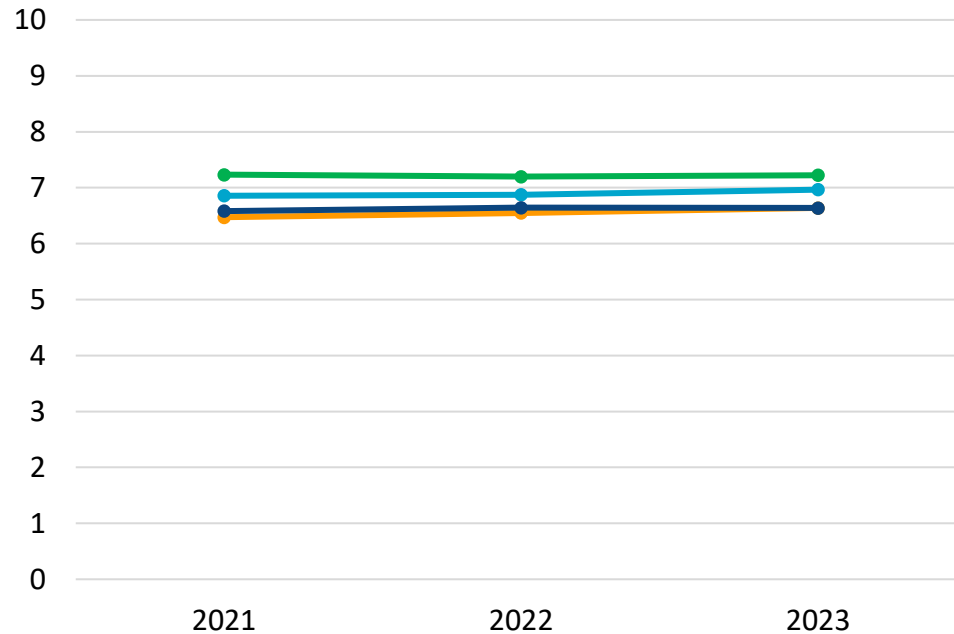
People Promise elements, themes and sub-scores: Sub-score trends

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



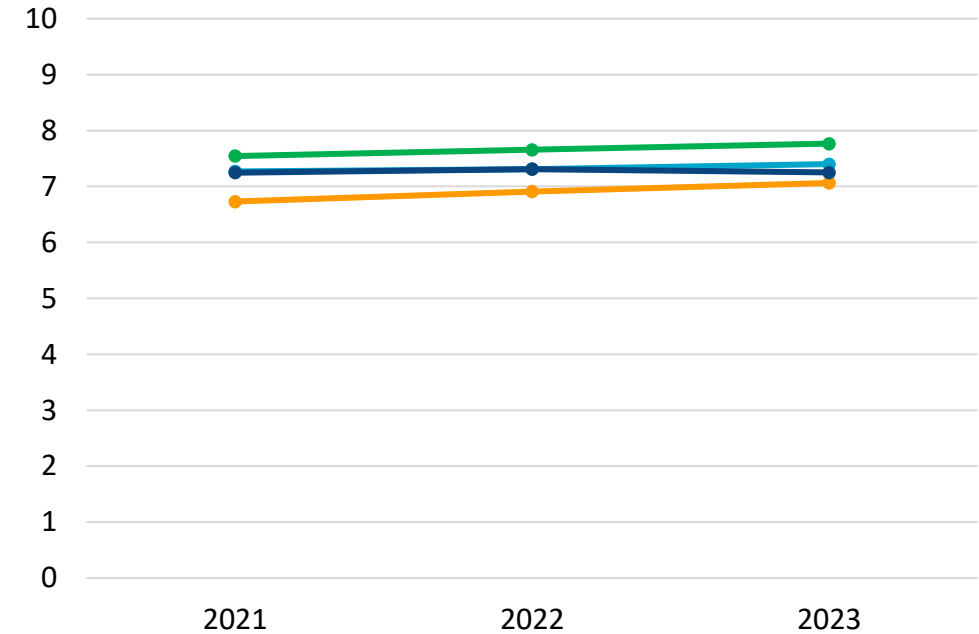
Promise element 7: We are a team

Team working



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 6.58 | 6.64 | 6.64 |
| Best result | 7.23 | 7.20 | 7.22 |
| Average result | 6.86 | 6.87 | 6.97 |
| Worst result | 6.47 | 6.55 | 6.64 |
| Responses | 2297 | 2751 | 2557 |

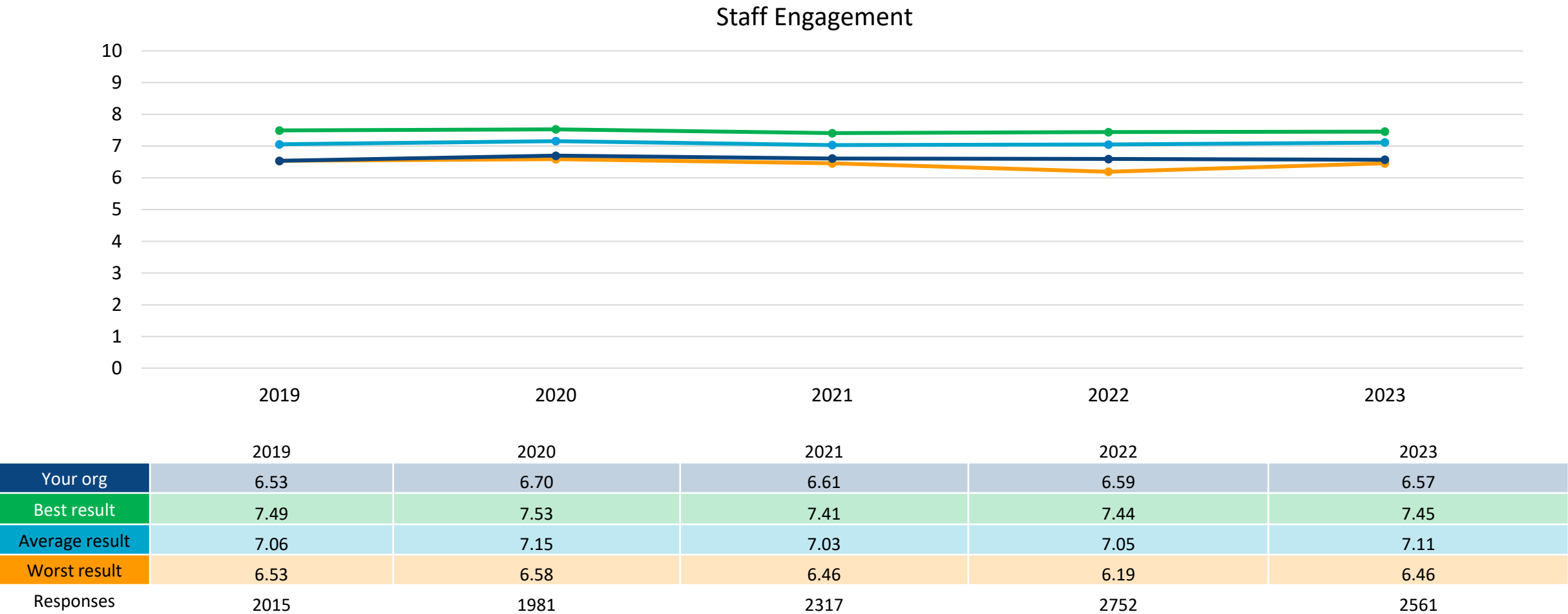
Line management



| | 2021 | 2022 | 2023 |
|----------------|------|------|------|
| Your org | 7.25 | 7.31 | 7.25 |
| Best result | 7.54 | 7.66 | 7.76 |
| Average result | 7.27 | 7.31 | 7.40 |
| Worst result | 6.73 | 6.91 | 7.06 |
| Responses | 2286 | 2747 | 2558 |

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

Theme: Staff Engagement



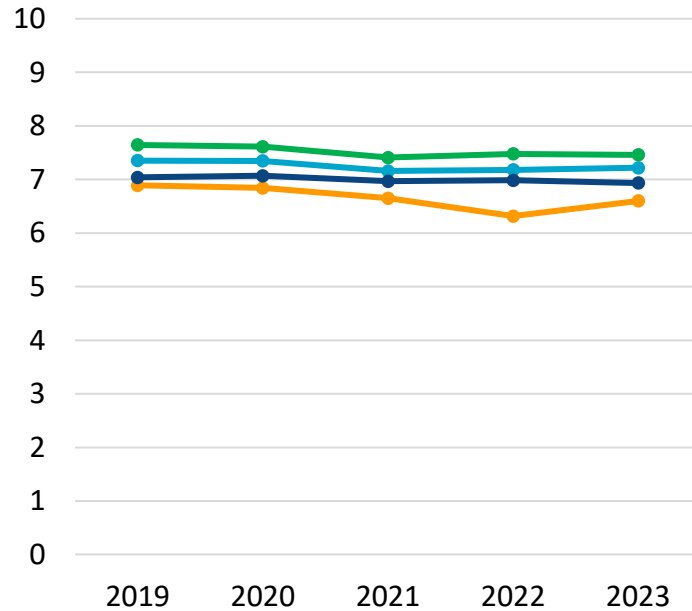


People Promise elements, themes and sub-scores: Sub-score trends

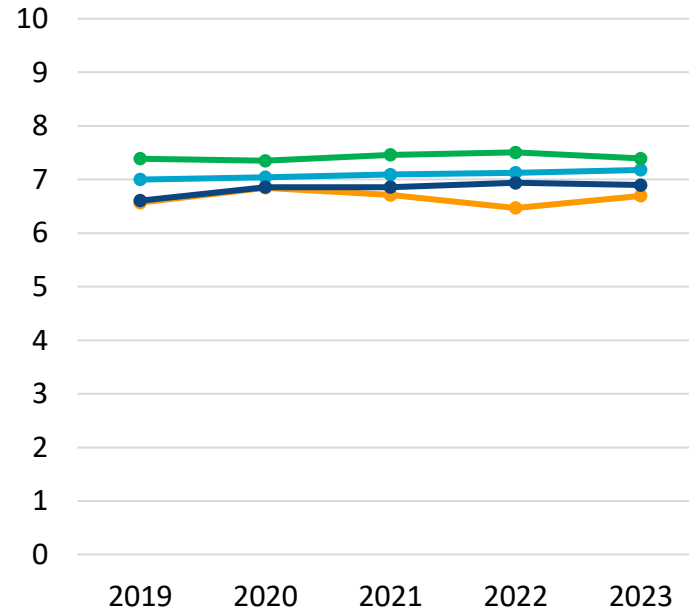
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

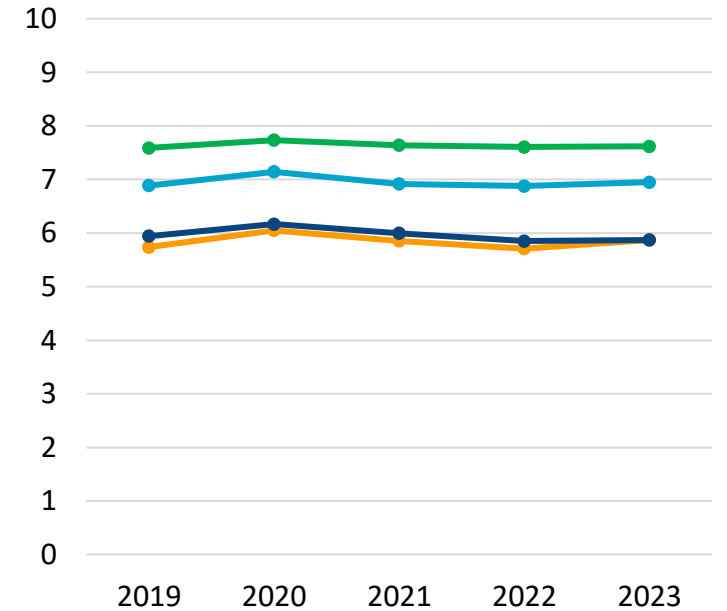
Motivation



Involvement



Advocacy



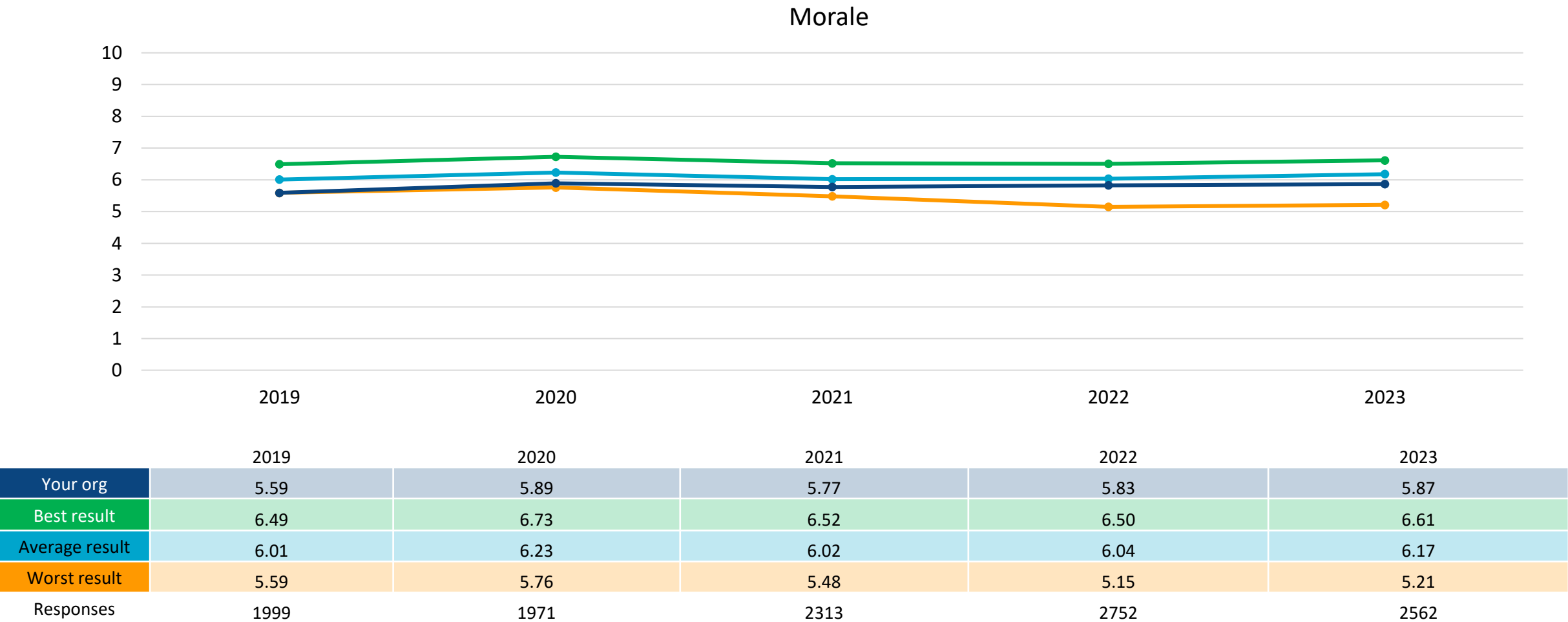
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 7.04 | 7.07 | 6.97 | 6.99 | 6.93 |
| Best result | 7.64 | 7.61 | 7.41 | 7.48 | 7.46 |
| Average result | 7.35 | 7.35 | 7.16 | 7.18 | 7.22 |
| Worst result | 6.89 | 6.84 | 6.65 | 6.31 | 6.60 |
| Responses | 2005 | 1996 | 2330 | 2736 | 2538 |

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 6.60 | 6.86 | 6.86 | 6.94 | 6.89 |
| Best result | 7.39 | 7.35 | 7.46 | 7.50 | 7.39 |
| Average result | 7.00 | 7.04 | 7.09 | 7.12 | 7.18 |
| Worst result | 6.57 | 6.84 | 6.71 | 6.47 | 6.69 |
| Responses | 2015 | 1983 | 2318 | 2751 | 2562 |

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 5.94 | 6.17 | 6.00 | 5.85 | 5.87 |
| Best result | 7.59 | 7.73 | 7.64 | 7.60 | 7.62 |
| Average result | 6.89 | 7.14 | 6.91 | 6.88 | 6.95 |
| Worst result | 5.74 | 6.05 | 5.85 | 5.71 | 5.87 |
| Responses | 1968 | 1940 | 2252 | 2747 | 2554 |

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

Theme: Morale



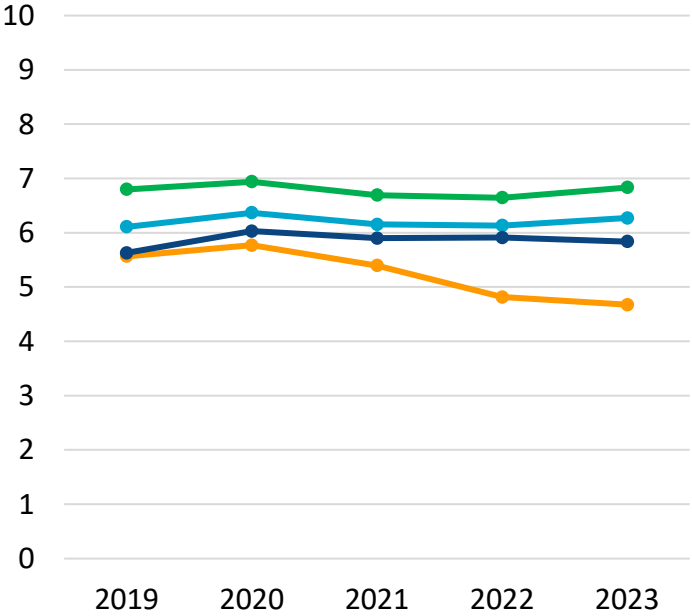


People Promise elements, themes and sub-scores: Sub-score trends

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

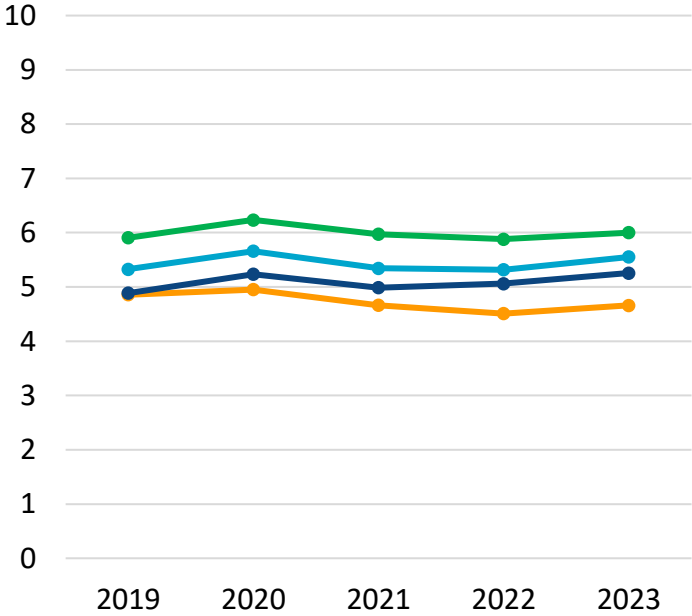
Theme: Morale

Thinking about leaving



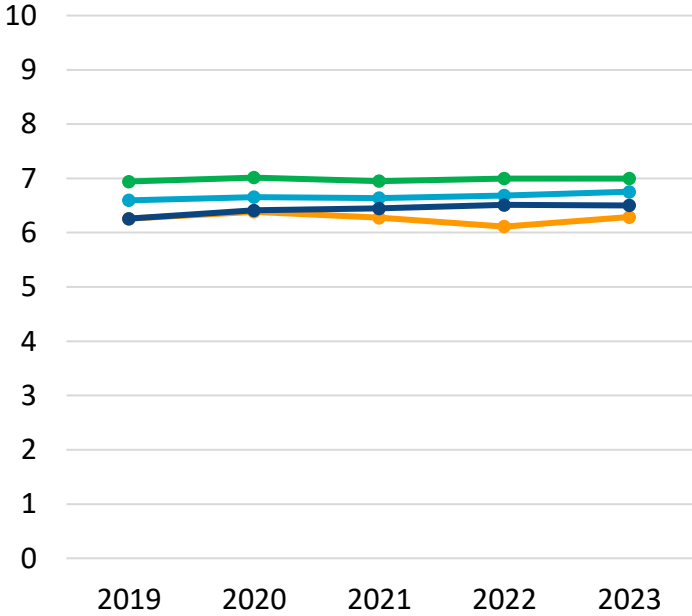
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 5.63 | 6.03 | 5.90 | 5.91 | 5.84 |
| Best result | 6.80 | 6.94 | 6.69 | 6.64 | 6.84 |
| Average result | 6.11 | 6.37 | 6.15 | 6.13 | 6.27 |
| Worst result | 5.57 | 5.77 | 5.39 | 4.82 | 4.67 |
| Responses | 1969 | 1939 | 2251 | 2739 | 2556 |

Work pressure



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 4.89 | 5.24 | 4.99 | 5.06 | 5.26 |
| Best result | 5.91 | 6.23 | 5.97 | 5.88 | 6.00 |
| Average result | 5.33 | 5.66 | 5.34 | 5.32 | 5.55 |
| Worst result | 4.86 | 4.95 | 4.66 | 4.51 | 4.66 |
| Responses | 1012 | 1980 | 2318 | 2751 | 2561 |

Stressors



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|
| Your org | 6.26 | 6.41 | 6.45 | 6.51 | 6.50 |
| Best result | 6.94 | 7.01 | 6.95 | 7.00 | 7.00 |
| Average result | 6.60 | 6.65 | 6.64 | 6.69 | 6.75 |
| Worst result | 6.26 | 6.39 | 6.28 | 6.11 | 6.29 |
| Responses | 1993 | 1971 | 2310 | 2741 | 2558 |

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

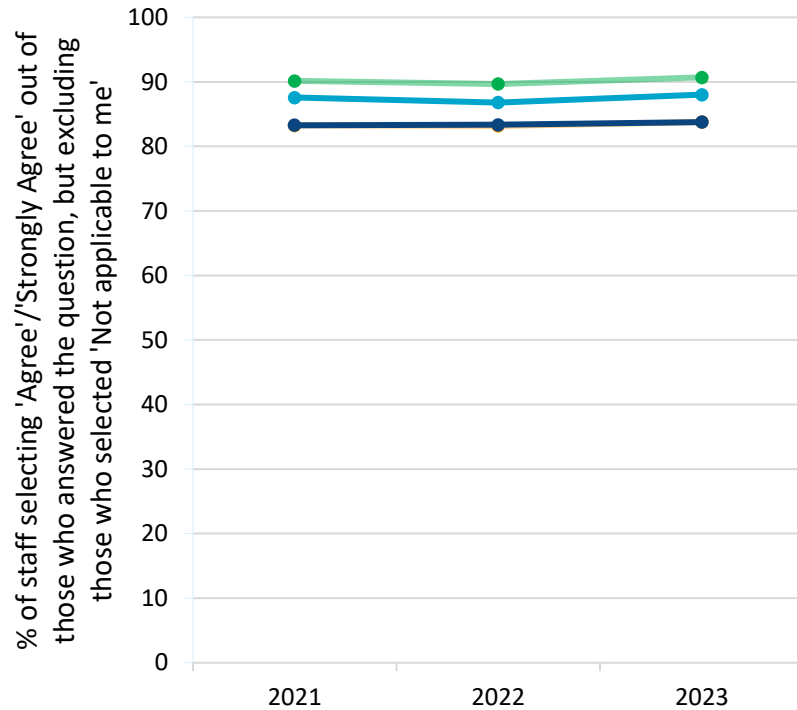
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

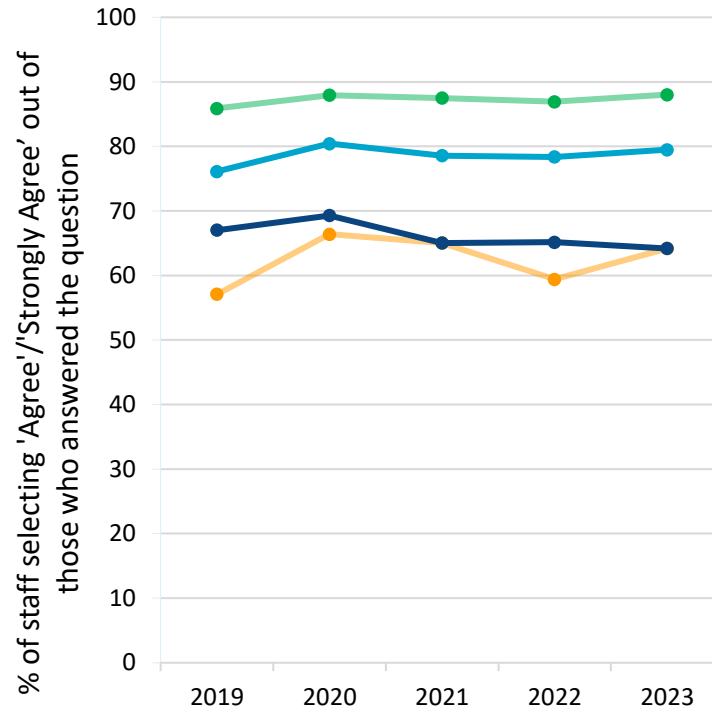


Q6a I feel that my role makes a difference to patients / service users.



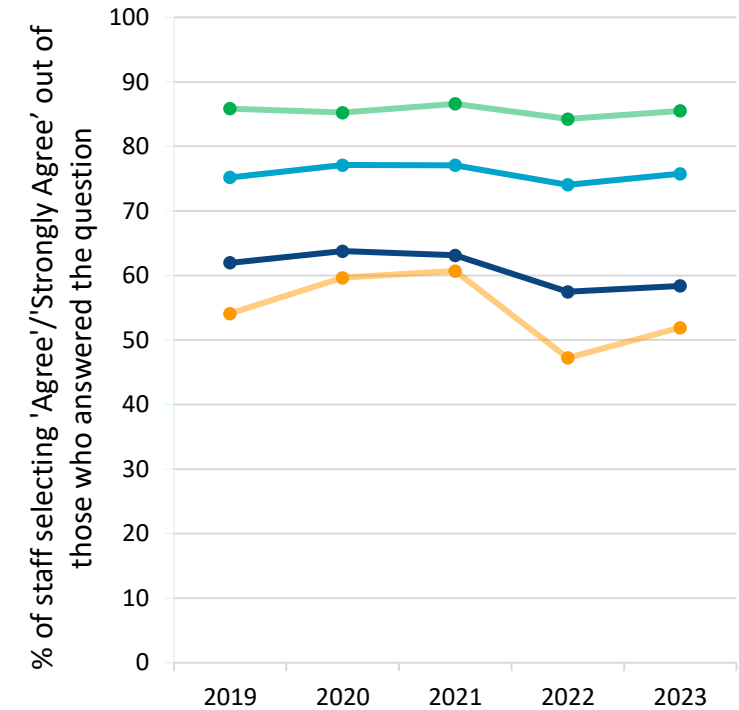
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 83.27% | 83.34% | 83.79% |
| Best result | 90.14% | 89.67% | 90.69% |
| Average result | 87.57% | 86.81% | 88.02% |
| Worst result | 83.26% | 83.18% | 83.79% |
| Responses | 2206 | 2623 | 2426 |

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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 67.03% | 69.29% | 65.04% | 65.17% | 64.18% |
| Best result | 85.89% | 87.93% | 87.50% | 86.92% | 88.01% |
| Average result | 76.11% | 80.42% | 78.56% | 78.37% | 79.49% |
| Worst result | 57.09% | 66.39% | 65.04% | 59.39% | 64.18% |
| Responses | 1969 | 1940 | 2253 | 2744 | 2552 |

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



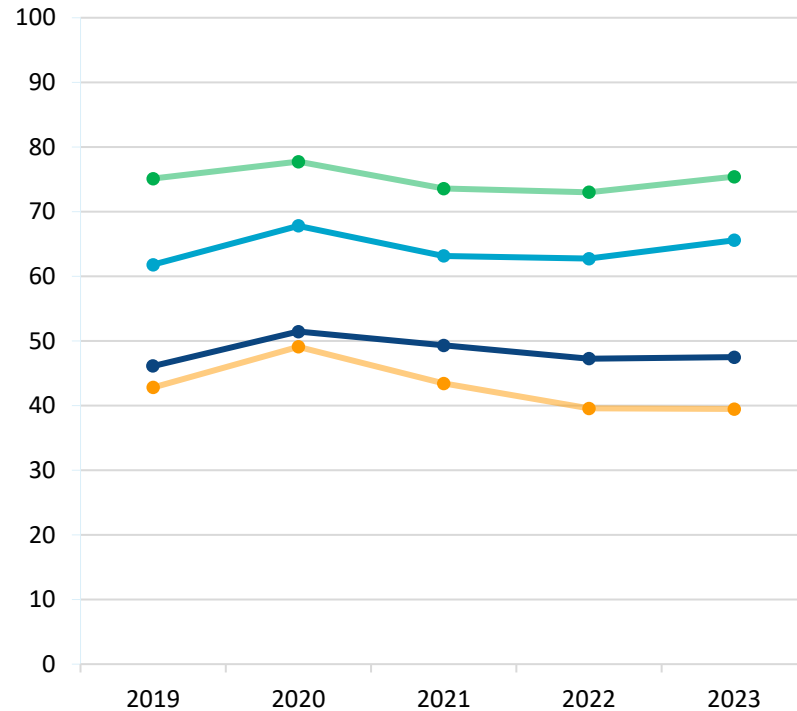
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 61.96% | 63.76% | 63.13% | 57.48% | 58.38% |
| Best result | 85.85% | 85.24% | 86.61% | 84.24% | 85.52% |
| Average result | 75.20% | 77.10% | 77.08% | 74.06% | 75.76% |
| Worst result | 54.09% | 59.66% | 60.69% | 47.24% | 51.93% |
| Responses | 1967 | 1940 | 2251 | 2744 | 2551 |



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

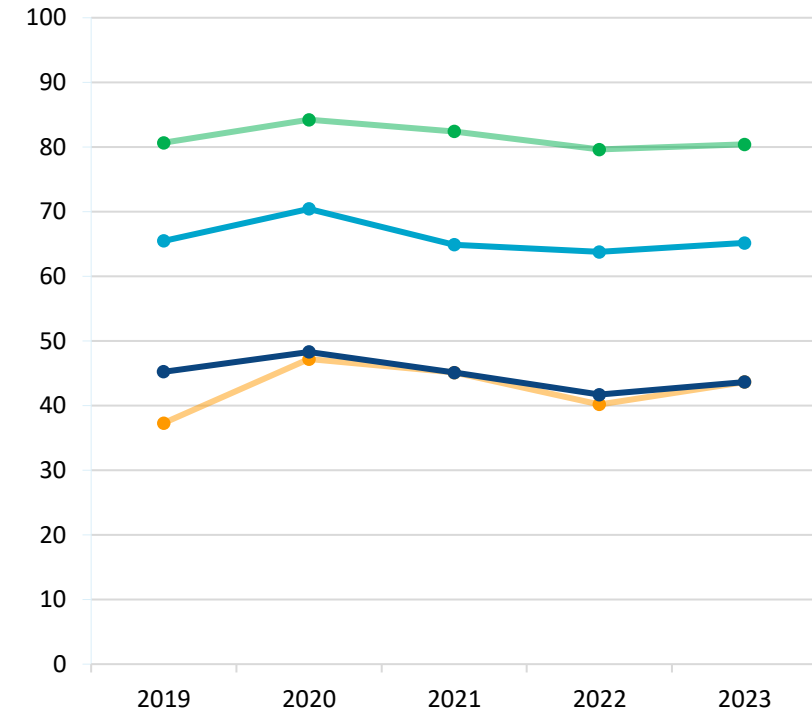


% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



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

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

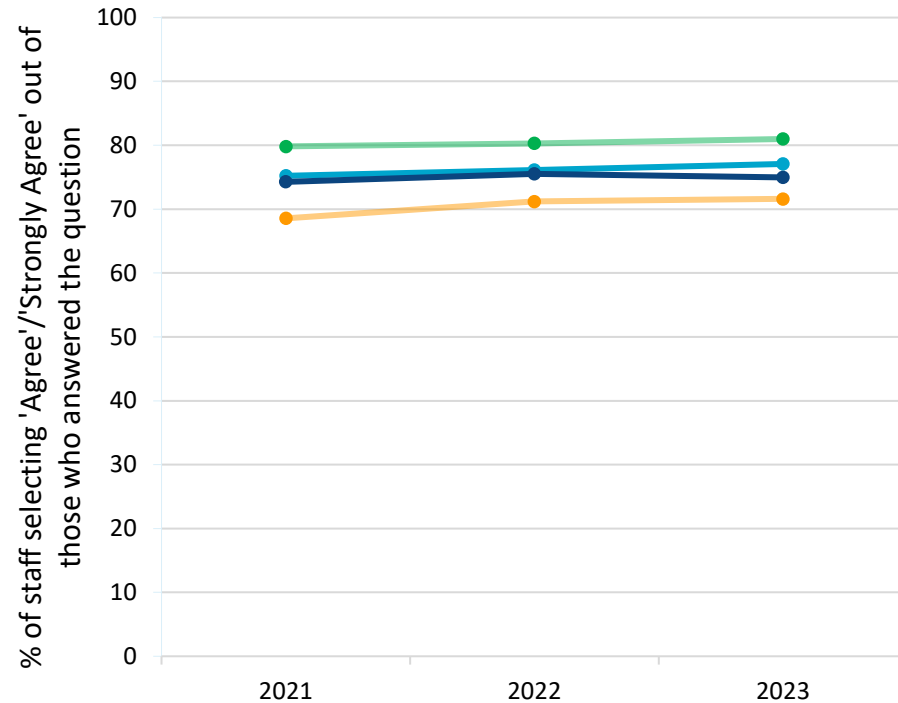


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 46.13% | 51.46% | 49.31% | 47.27% | 47.49% |
| Best result | 75.13% | 77.76% | 73.58% | 73.01% | 75.43% |
| Average result | 61.79% | 67.83% | 63.17% | 62.74% | 65.59% |
| Worst result | 42.82% | 49.09% | 43.43% | 39.56% | 39.46% |
| Responses | 1969 | 1940 | 2251 | 2748 | 2551 |

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 45.21% | 48.32% | 45.13% | 41.69% | 43.64% |
| Best result | 80.67% | 84.23% | 82.42% | 79.63% | 80.42% |
| Average result | 65.50% | 70.45% | 64.89% | 63.78% | 65.18% |
| Worst result | 37.29% | 47.19% | 45.13% | 40.19% | 43.64% |
| Responses | 1966 | 1938 | 2247 | 2747 | 2552 |

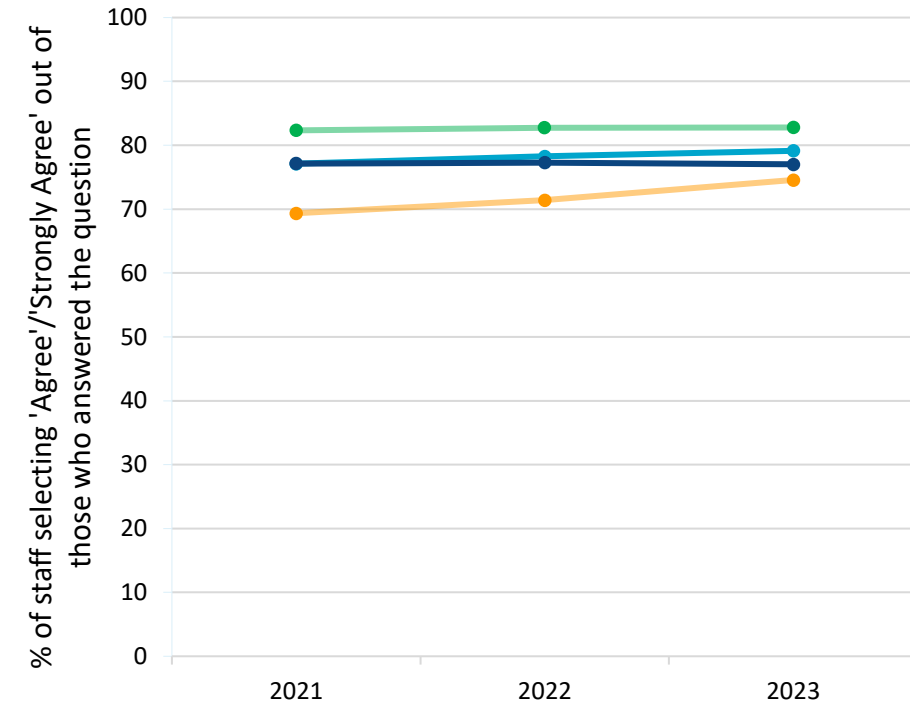


Q9f My immediate manager works together with me to come to an understanding of problems.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 74.25% | 75.54% | 74.97% |
| Best result | 79.81% | 80.30% | 80.98% |
| Average result | 75.23% | 76.13% | 77.09% |
| Worst result | 68.57% | 71.19% | 71.60% |
| Responses | 2279 | 2742 | 2554 |

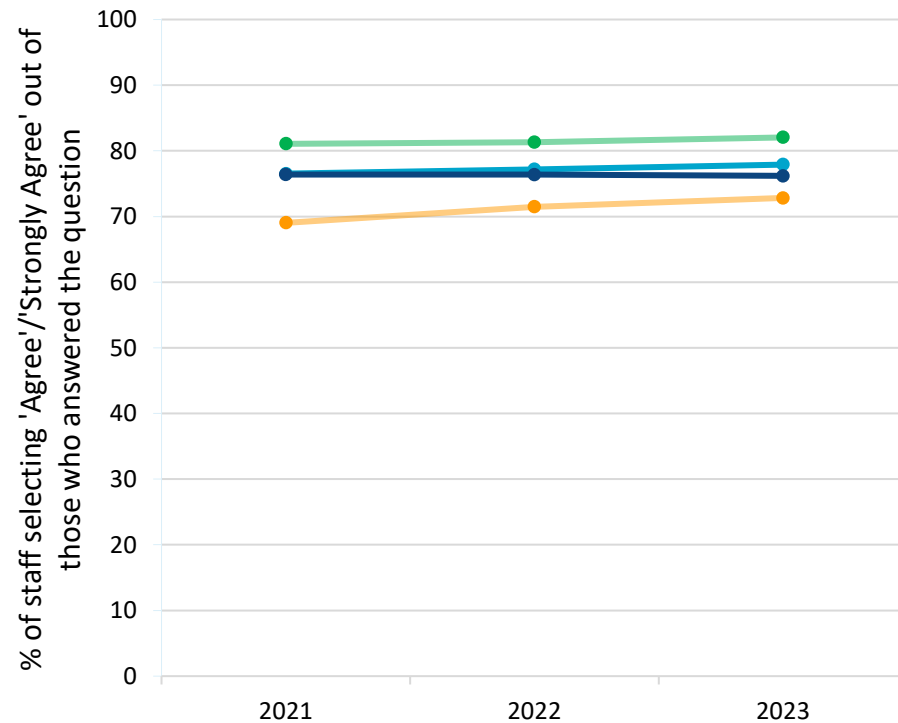
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 77.14% | 77.29% | 77.00% |
| Best result | 82.35% | 82.75% | 82.80% |
| Average result | 77.10% | 78.25% | 79.15% |
| Worst result | 69.35% | 71.40% | 74.55% |
| Responses | 2285 | 2742 | 2557 |

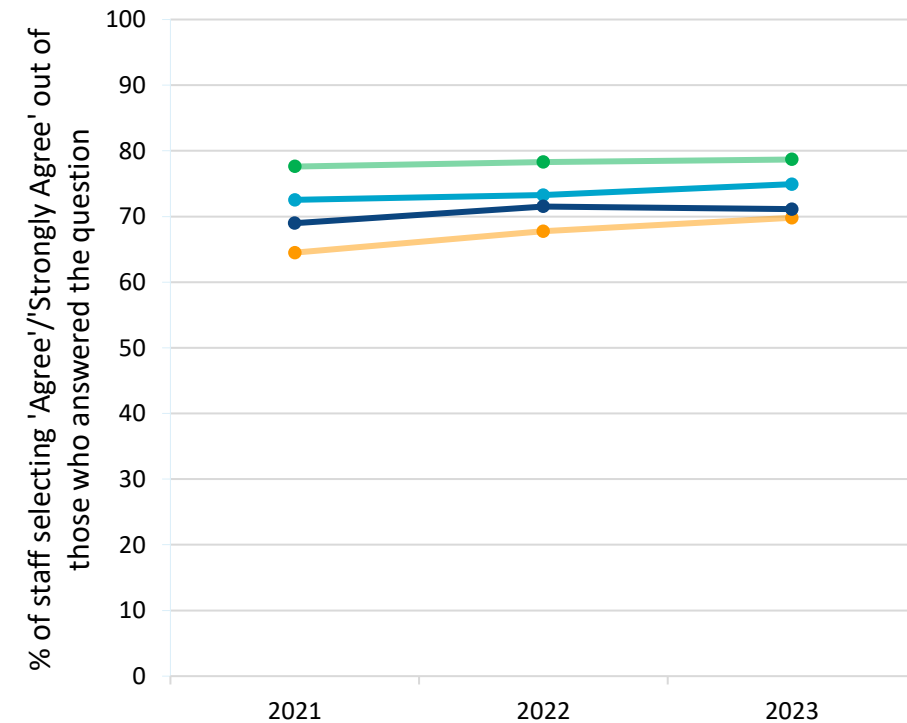


Q9h My immediate manager cares about my concerns.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 76.40% | 76.38% | 76.18% |
| Best result | 81.08% | 81.34% | 82.06% |
| Average result | 76.52% | 77.18% | 77.92% |
| Worst result | 69.03% | 71.48% | 72.82% |
| Responses | 2284 | 2741 | 2556 |

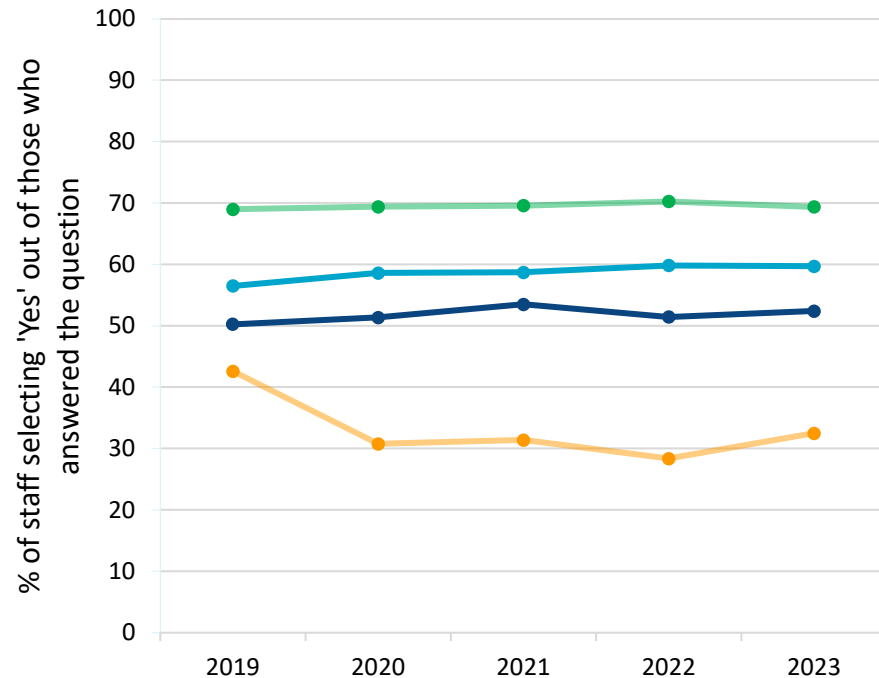
Q9i My immediate manager takes effective action to help me with any problems I face.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 68.97% | 71.53% | 71.11% |
| Best result | 77.63% | 78.30% | 78.70% |
| Average result | 72.54% | 73.25% | 74.90% |
| Worst result | 64.49% | 67.76% | 69.80% |
| Responses | 2284 | 2743 | 2556 |

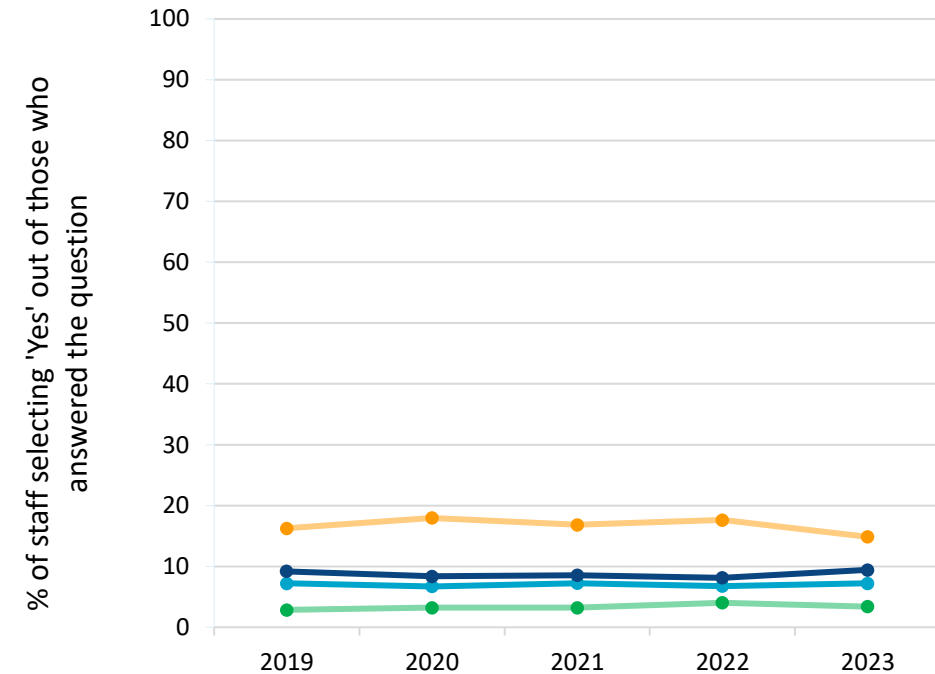


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 50.23% | 51.36% | 53.48% | 51.44% | 52.39% |
| Best result | 68.97% | 69.39% | 69.57% | 70.24% | 69.35% |
| Average result | 56.50% | 58.60% | 58.69% | 59.83% | 59.69% |
| Worst result | 42.59% | 30.76% | 31.37% | 28.35% | 32.49% |
| Responses | 1978 | 1940 | 2267 | 2724 | 2538 |

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

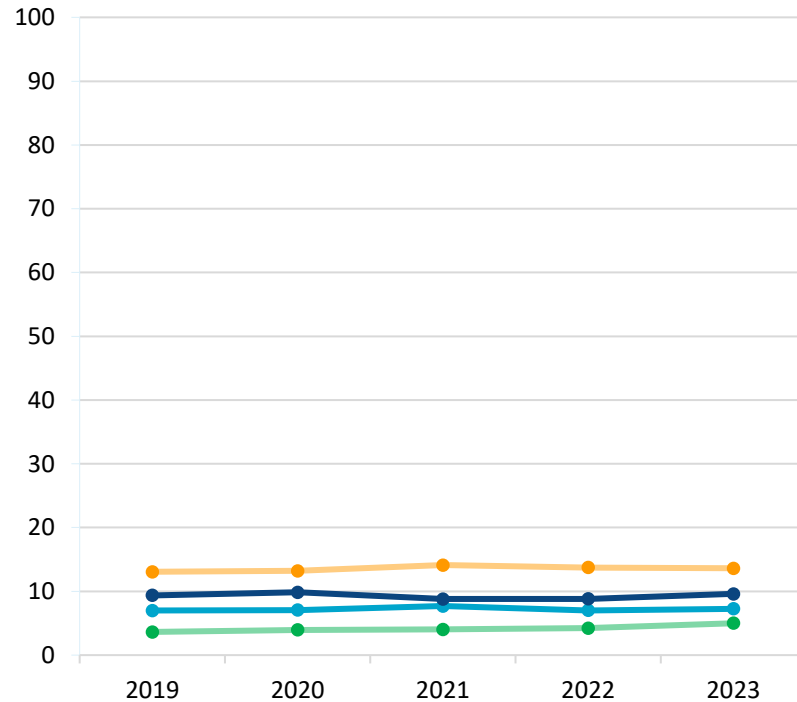


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 9.20% | 8.38% | 8.56% | 8.14% | 9.44% |
| Best result | 2.85% | 3.22% | 3.23% | 4.04% | 3.41% |
| Average result | 7.22% | 6.71% | 7.24% | 6.76% | 7.22% |
| Worst result | 16.25% | 17.98% | 16.85% | 17.64% | 14.88% |
| Responses | 1990 | 1946 | 2269 | 2730 | 2548 |



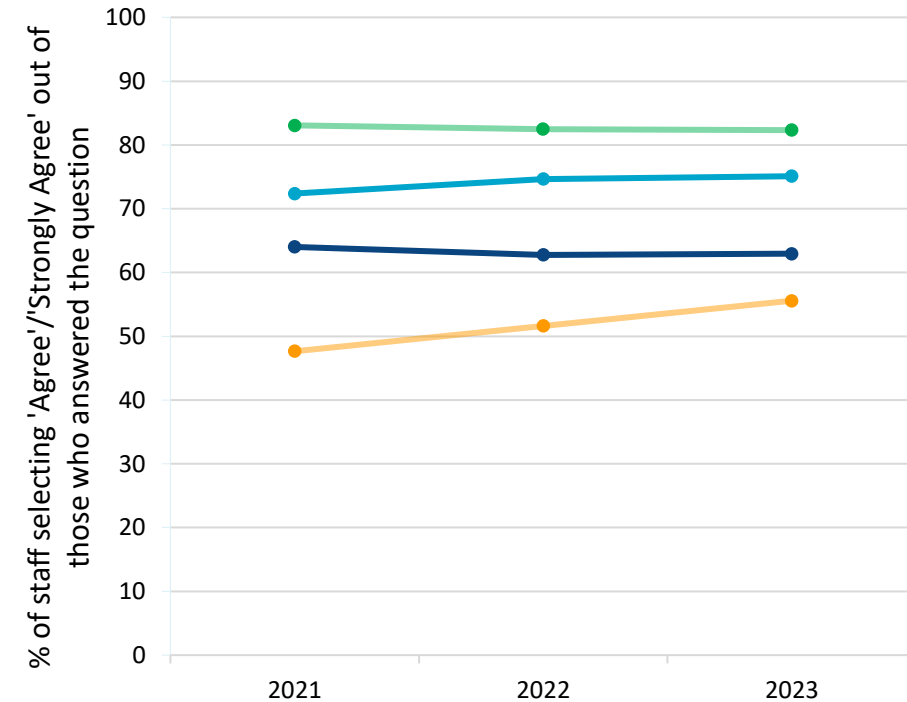
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 9.33% | 9.84% | 8.78% | 8.82% | 9.60% |
| Best result | 3.62% | 3.93% | 4.03% | 4.22% | 5.00% |
| Average result | 6.98% | 7.06% | 7.68% | 7.01% | 7.25% |
| Worst result | 13.04% | 13.21% | 14.12% | 13.74% | 13.61% |
| Responses | 1976 | 1946 | 2271 | 2736 | 2536 |

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

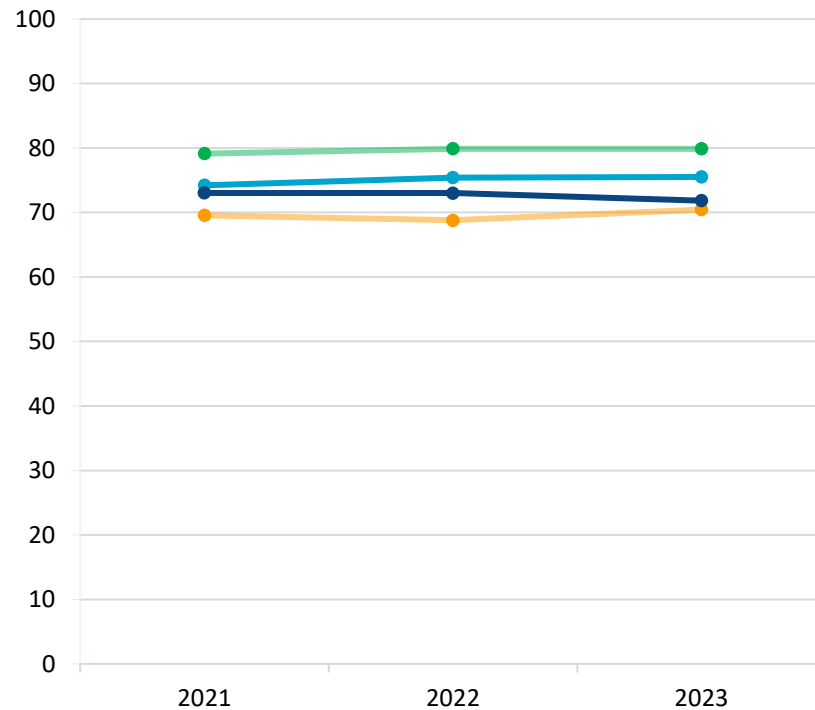


| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 64.03% | 62.77% | 62.95% |
| Best result | 83.08% | 82.49% | 82.34% |
| Average result | 72.39% | 74.65% | 75.12% |
| Worst result | 47.66% | 51.61% | 55.57% |
| Responses | 2266 | 2742 | 2554 |



Q7h I feel valued by my team.

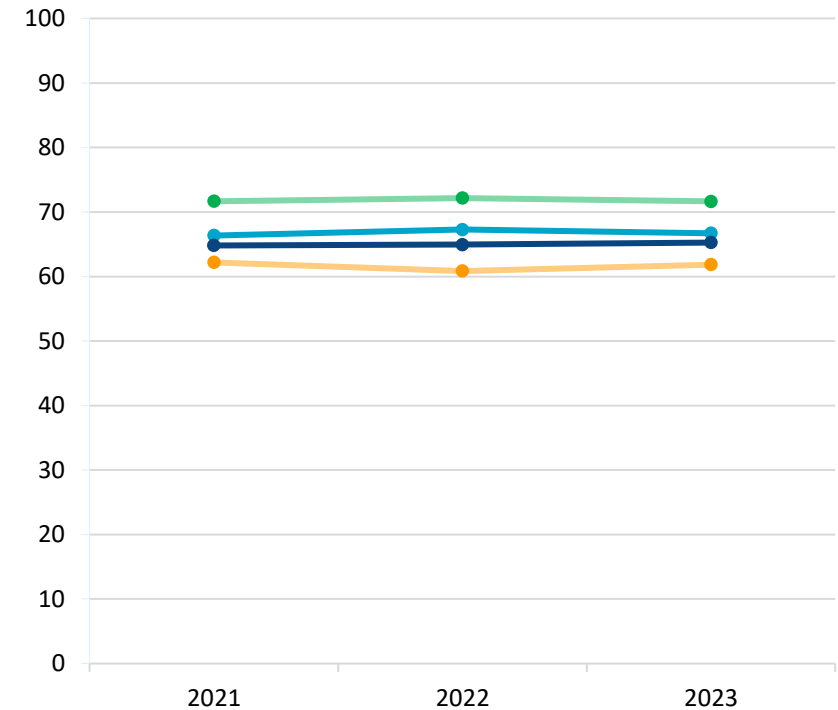
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 73.01% | 73.02% | 71.83% |
| Best result | 79.13% | 79.88% | 79.87% |
| Average result | 74.22% | 75.41% | 75.51% |
| Worst result | 69.56% | 68.78% | 70.45% |
| Responses | 2291 | 2746 | 2554 |

Q7i I feel a strong personal attachment to my team.

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

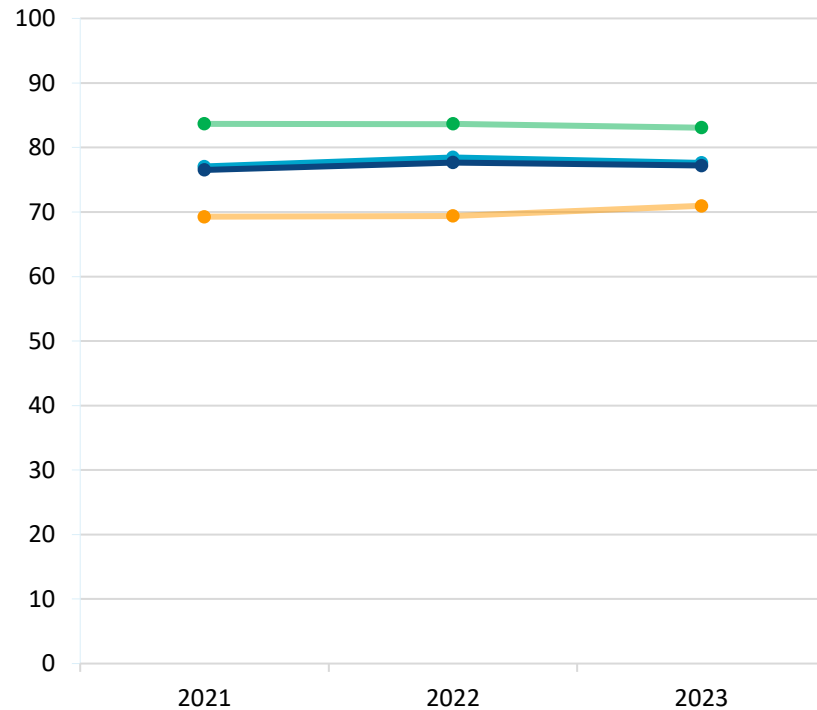


| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 64.80% | 64.96% | 65.28% |
| Best result | 71.67% | 72.18% | 71.66% |
| Average result | 66.37% | 67.28% | 66.73% |
| Worst result | 62.19% | 60.86% | 61.85% |
| Responses | 2294 | 2746 | 2554 |



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

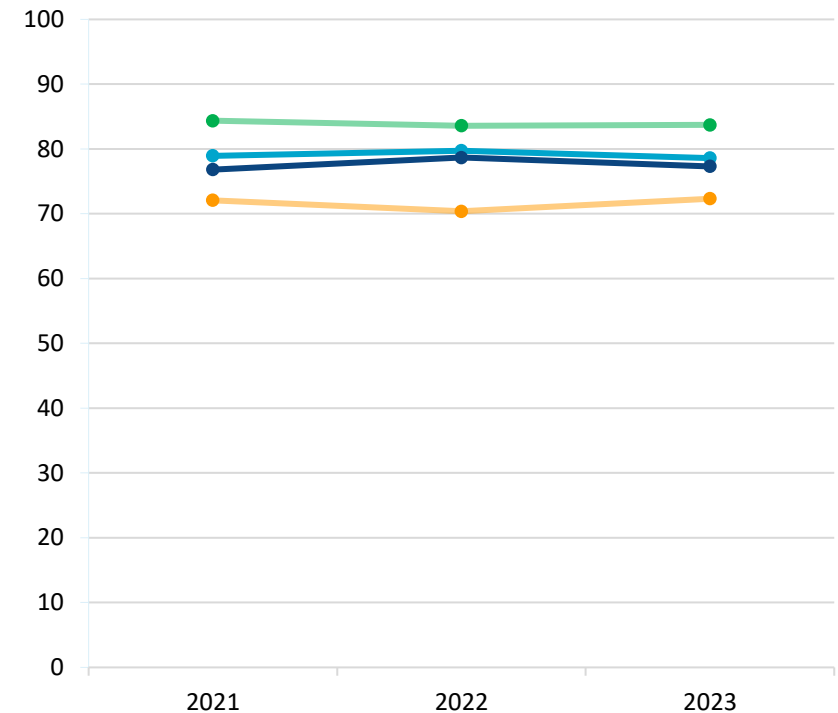
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 76.52% | 77.68% | 77.21% |
| Best result | 83.68% | 83.67% | 83.09% |
| Average result | 77.06% | 78.47% | 77.62% |
| Worst result | 69.27% | 69.40% | 70.97% |
| Responses | 2294 | 2750 | 2555 |

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

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 76.81% | 78.67% | 77.32% |
| Best result | 84.34% | 83.56% | 83.69% |
| Average result | 78.95% | 79.73% | 78.60% |
| Worst result | 72.08% | 70.37% | 72.33% |
| Responses | 2295 | 2748 | 2553 |

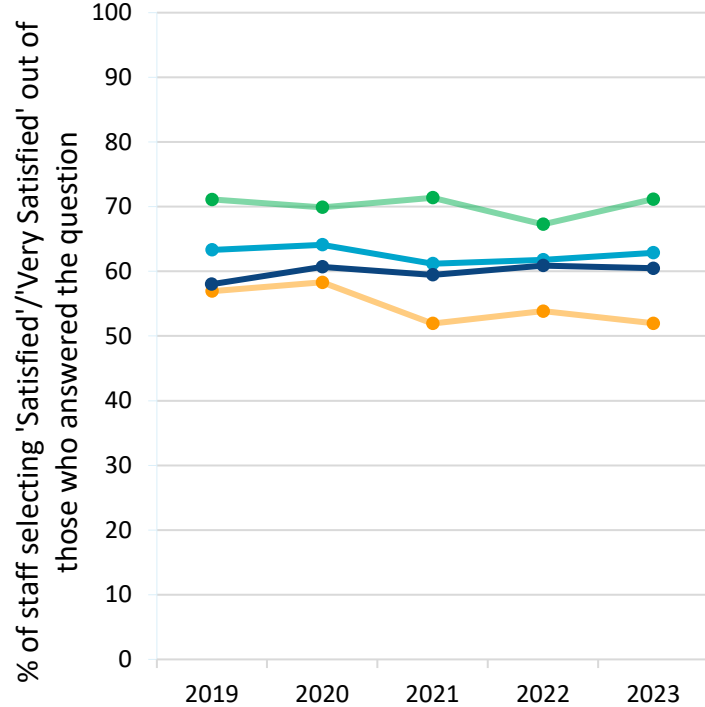
People Promise element – We are recognised and rewarded



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



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

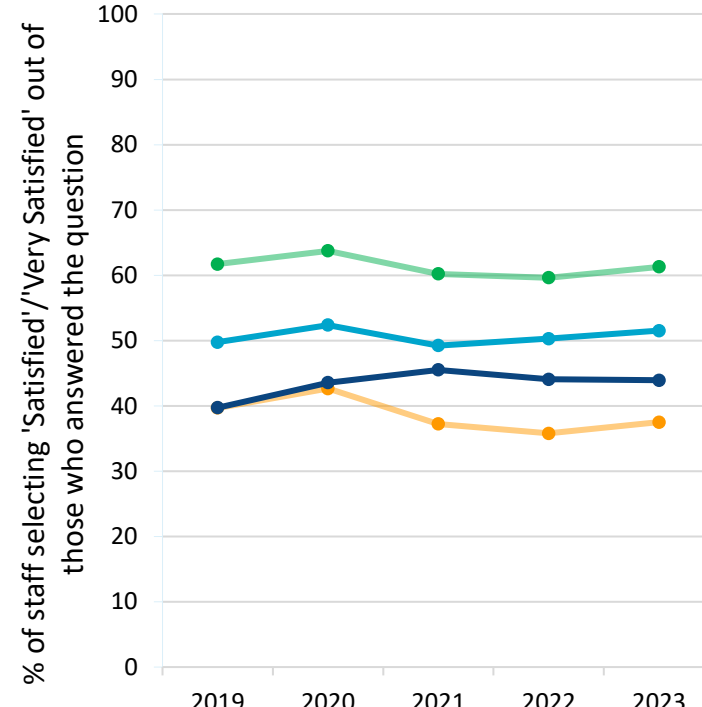


2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 57.99% | 60.70% | 59.46% | 60.89% | 60.47% |
| Best result | 71.11% | 69.88% | 71.38% | 67.28% | 71.15% |
| Average result | 63.30% | 64.11% | 61.18% | 61.78% | 62.87% |
| Worst result | 56.94% | 58.29% | 51.93% | 53.84% | 51.97% |

Responses 1996 1969 2315 2750 2558

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

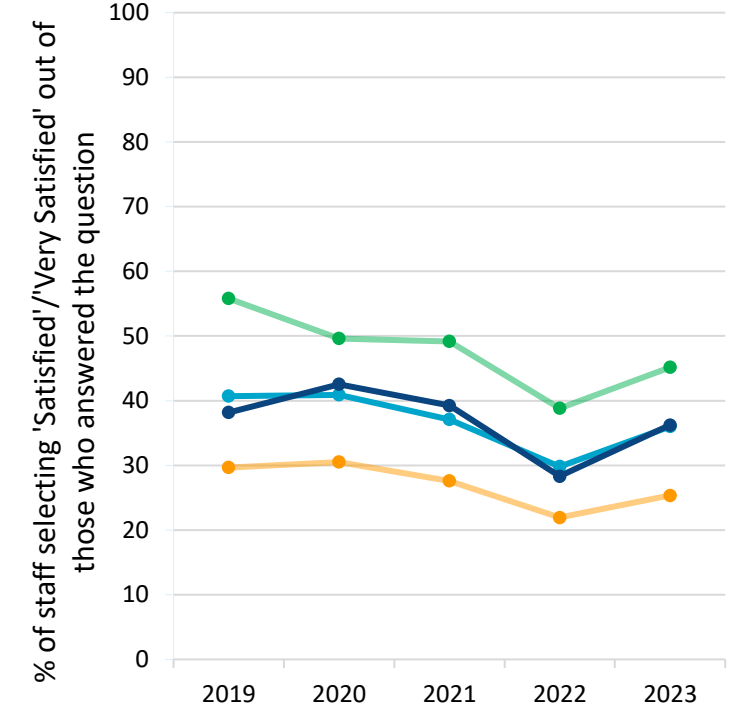


2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 39.72% | 43.56% | 45.52% | 44.06% | 43.91% |
| Best result | 61.72% | 63.74% | 60.21% | 59.62% | 61.30% |
| Average result | 49.76% | 52.38% | 49.24% | 50.30% | 51.52% |
| Worst result | 39.67% | 42.64% | 37.23% | 35.78% | 37.49% |

Responses 1996 1970 2314 2748 2555

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



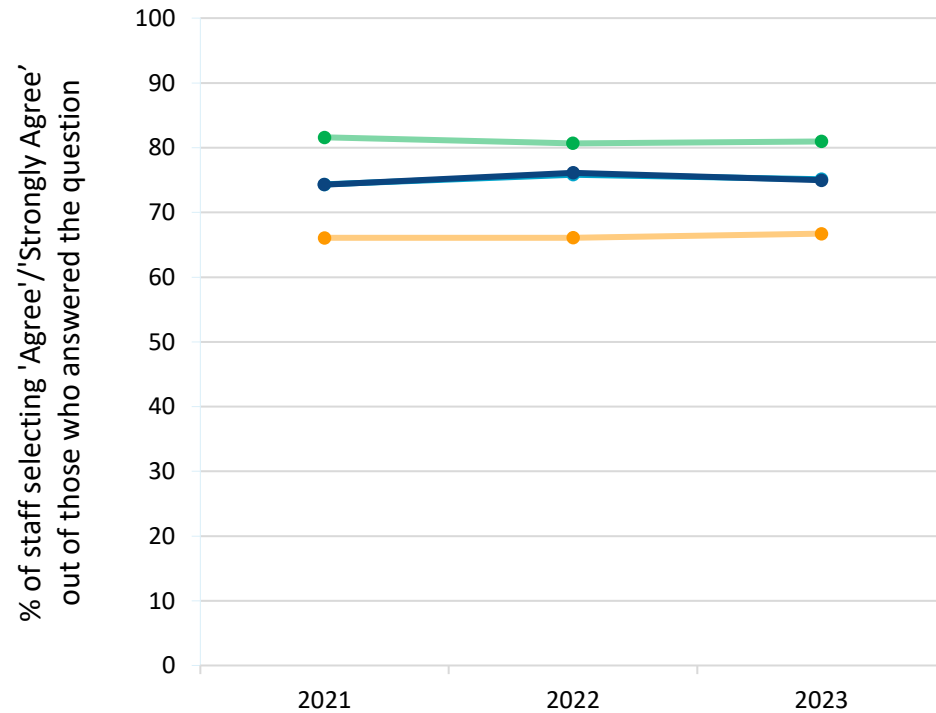
2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 38.17% | 42.53% | 39.24% | 28.32% | 36.23% |
| Best result | 55.79% | 49.62% | 49.16% | 38.82% | 45.16% |
| Average result | 40.71% | 40.92% | 37.09% | 29.82% | 36.00% |
| Worst result | 29.67% | 30.53% | 27.59% | 21.93% | 25.35% |

Responses 1996 1969 2316 2750 2556

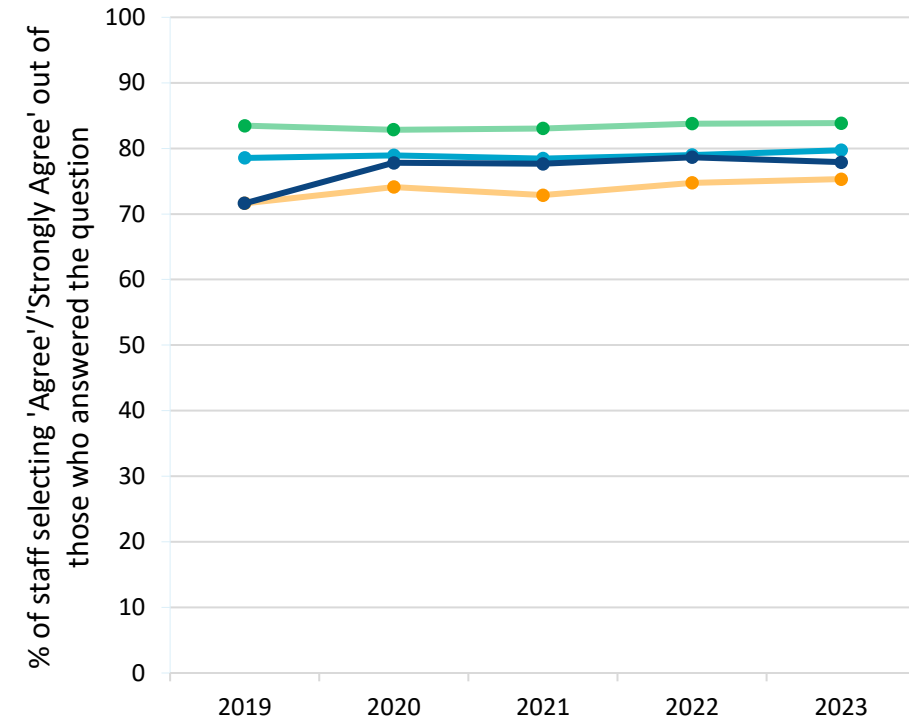


Q8d The people I work with show appreciation to one another.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 74.29% | 76.14% | 74.96% |
| Best result | 81.59% | 80.65% | 80.97% |
| Average result | 74.33% | 75.83% | 75.15% |
| Worst result | 66.07% | 66.10% | 66.70% |
| Responses | 2295 | 2747 | 2555 |

Q9e My immediate manager values my work.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 71.62% | 77.80% | 77.65% | 78.64% | 77.89% |
| Best result | 83.46% | 82.82% | 83.03% | 83.77% | 83.85% |
| Average result | 78.55% | 78.95% | 78.46% | 79.01% | 79.73% |
| Worst result | 71.62% | 74.11% | 72.87% | 74.74% | 75.31% |
| Responses | 1985 | 1958 | 2282 | 2746 | 2552 |

People Promise element – We each have a voice that counts



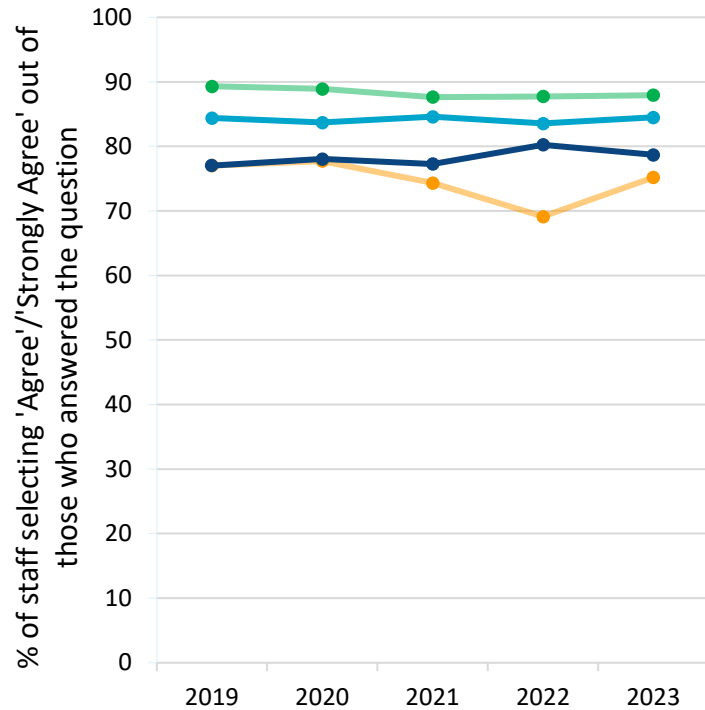
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

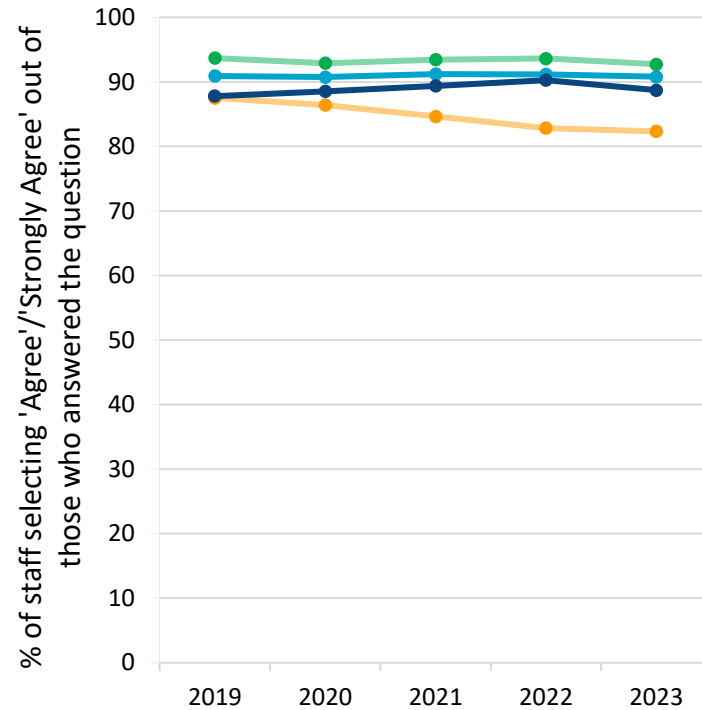


Q3a I always know what my work responsibilities are.



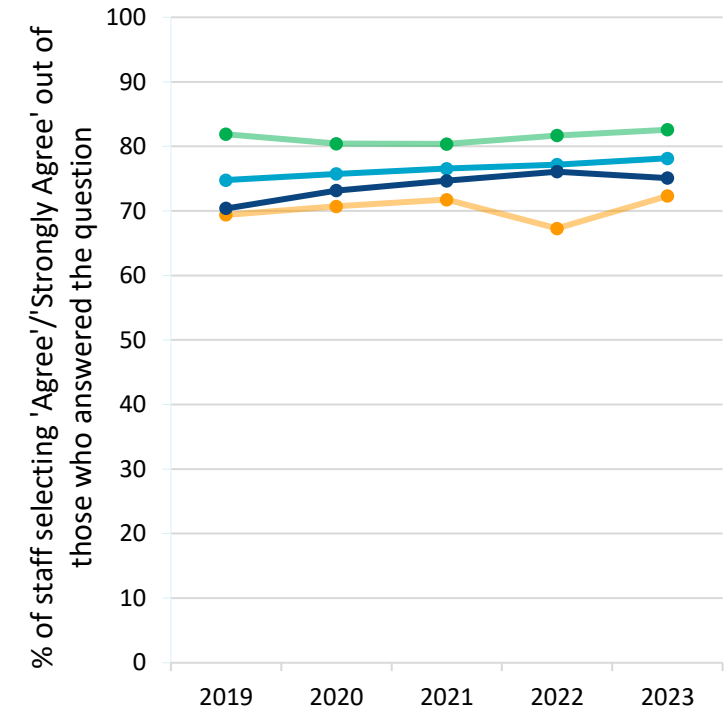
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 77.03% | 78.05% | 77.29% | 80.25% | 78.69% |
| Best result | 89.31% | 88.91% | 87.64% | 87.74% | 87.94% |
| Average result | 84.39% | 83.69% | 84.60% | 83.54% | 84.49% |
| Worst result | 77.03% | 77.72% | 74.34% | 69.12% | 75.20% |
| Responses | 2011 | 2001 | 2314 | 2747 | 2559 |

Q3b I am trusted to do my job.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 87.78% | 88.54% | 89.38% | 90.27% | 88.72% |
| Best result | 93.69% | 92.90% | 93.44% | 93.62% | 92.73% |
| Average result | 90.91% | 90.74% | 91.22% | 91.17% | 90.79% |
| Worst result | 87.51% | 86.39% | 84.65% | 82.82% | 82.33% |
| Responses | 2009 | 1999 | 2318 | 2753 | 2559 |

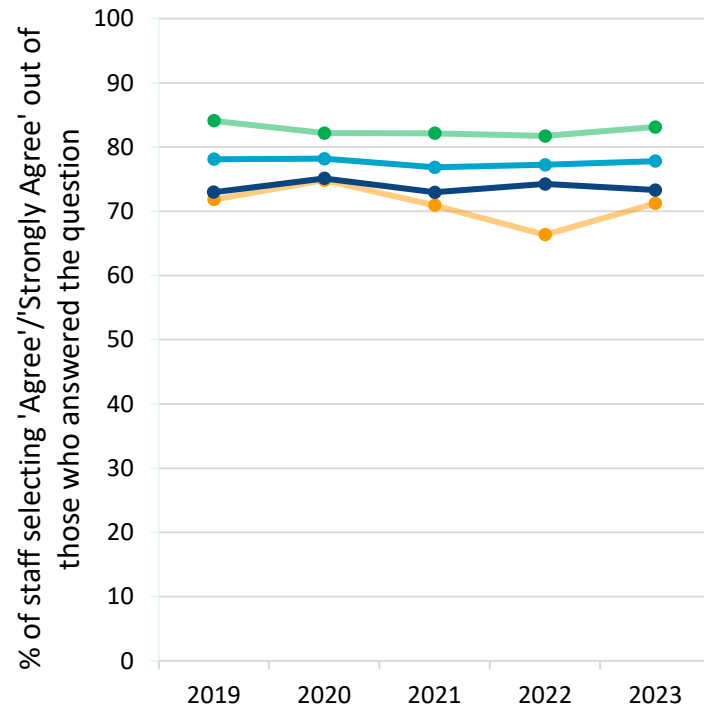
Q3c There are frequent opportunities for me to show initiative in my role.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 70.39% | 73.15% | 74.68% | 76.08% | 75.09% |
| Best result | 81.89% | 80.42% | 80.39% | 81.69% | 82.58% |
| Average result | 74.78% | 75.75% | 76.55% | 77.17% | 78.14% |
| Worst result | 69.39% | 70.70% | 71.75% | 67.29% | 72.32% |
| Responses | 2010 | 1982 | 2316 | 2747 | 2559 |



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

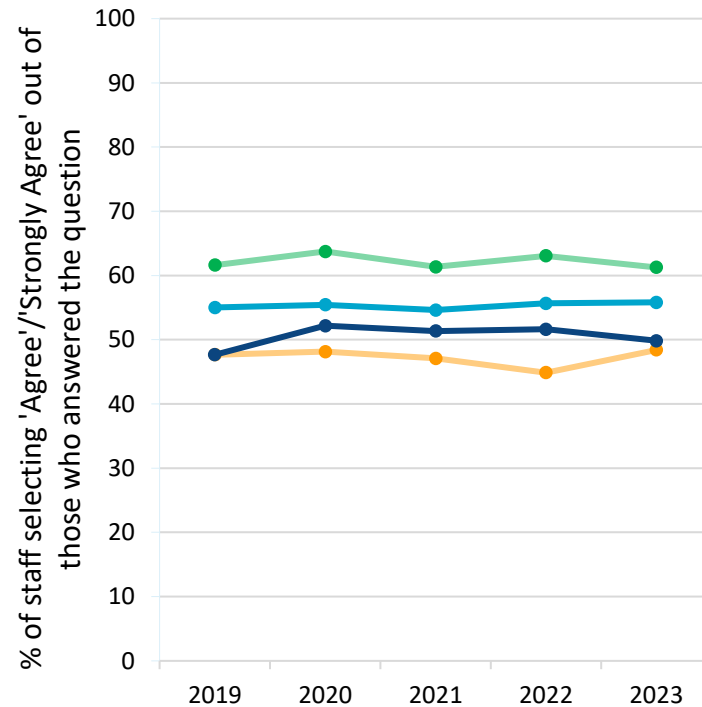


2019 2020 2021 2022 2023

| Your org | 72.96% | 75.12% | 72.95% | 74.25% | 73.29% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 84.08% | 82.18% | 82.14% | 81.71% | 83.13% |
| Average result | 78.11% | 78.18% | 76.84% | 77.25% | 77.80% |
| Worst result | 71.82% | 74.85% | 70.93% | 66.36% | 71.24% |

Responses 2015 1980 2317 2745 2561

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

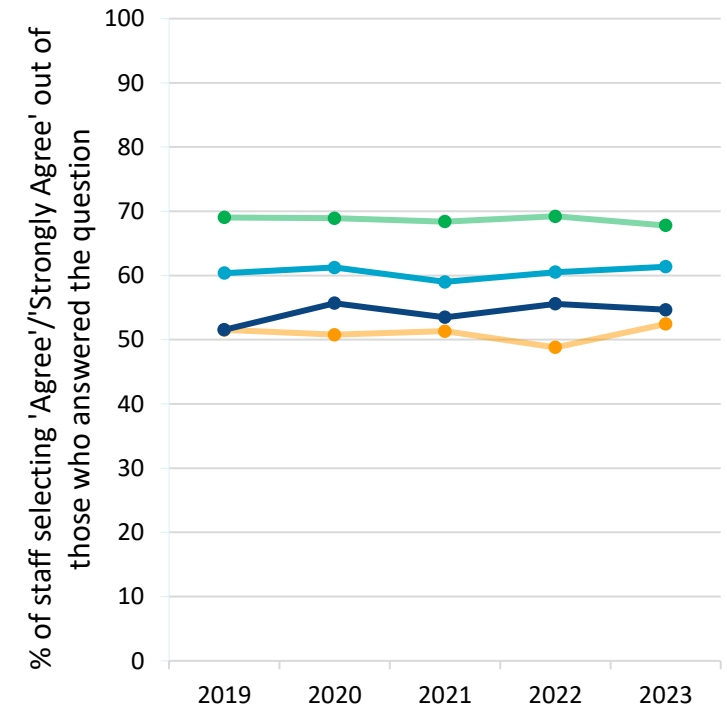


2019 2020 2021 2022 2023

| Your org | 47.67% | 52.18% | 51.34% | 51.62% | 49.83% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 61.62% | 63.73% | 61.35% | 63.07% | 61.26% |
| Average result | 55.01% | 55.43% | 54.61% | 55.66% | 55.80% |
| Worst result | 47.67% | 48.13% | 47.08% | 44.86% | 48.41% |

Responses 2012 1981 2315 2748 2558

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



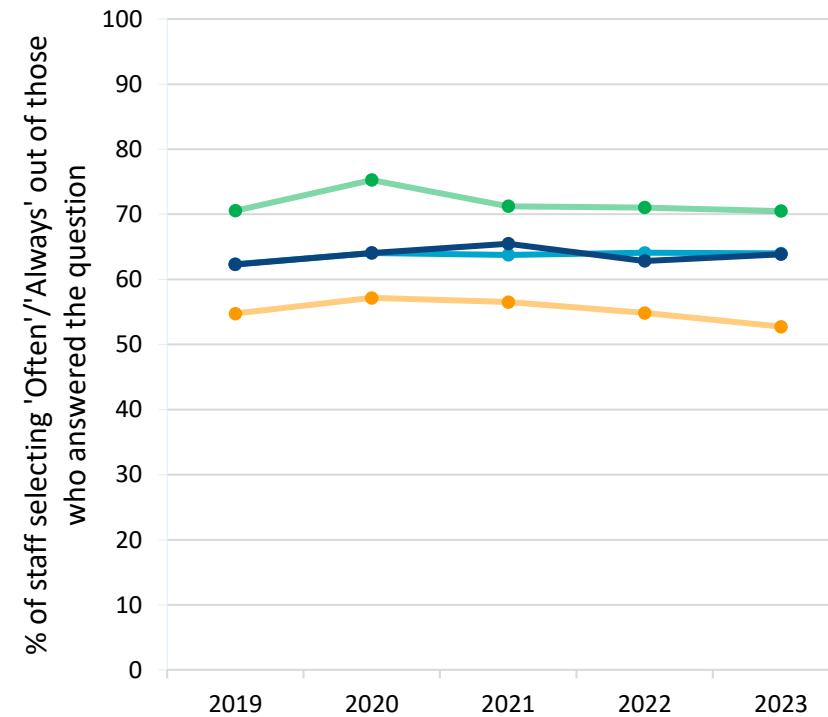
2019 2020 2021 2022 2023

| Your org | 51.53% | 55.69% | 53.49% | 55.59% | 54.67% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 69.03% | 68.91% | 68.40% | 69.20% | 67.81% |
| Average result | 60.38% | 61.24% | 59.01% | 60.52% | 61.37% |
| Worst result | 51.53% | 50.78% | 51.33% | 48.81% | 52.44% |

Responses 2008 1975 2312 2749 2558



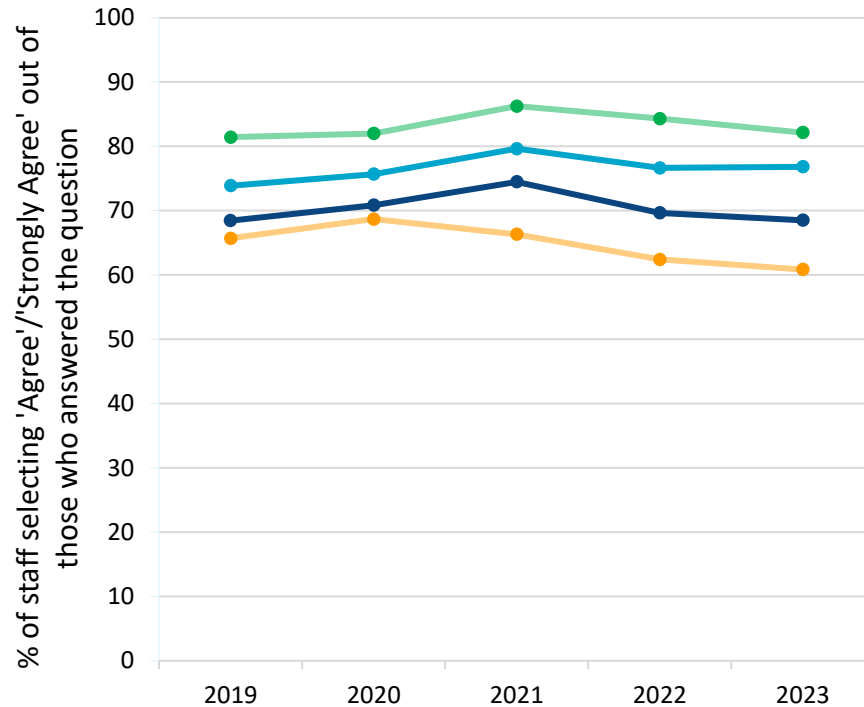
Q5b I have a choice in deciding how to do my work.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 62.28% | 64.06% | 65.49% | 62.83% | 63.87% |
| Best result | 70.54% | 75.27% | 71.25% | 71.04% | 70.51% |
| Average result | 62.33% | 64.05% | 63.77% | 64.10% | 64.00% |
| Worst result | 54.76% | 57.16% | 56.52% | 54.84% | 52.72% |
| Responses | 1993 | 1969 | 2310 | 2736 | 2555 |



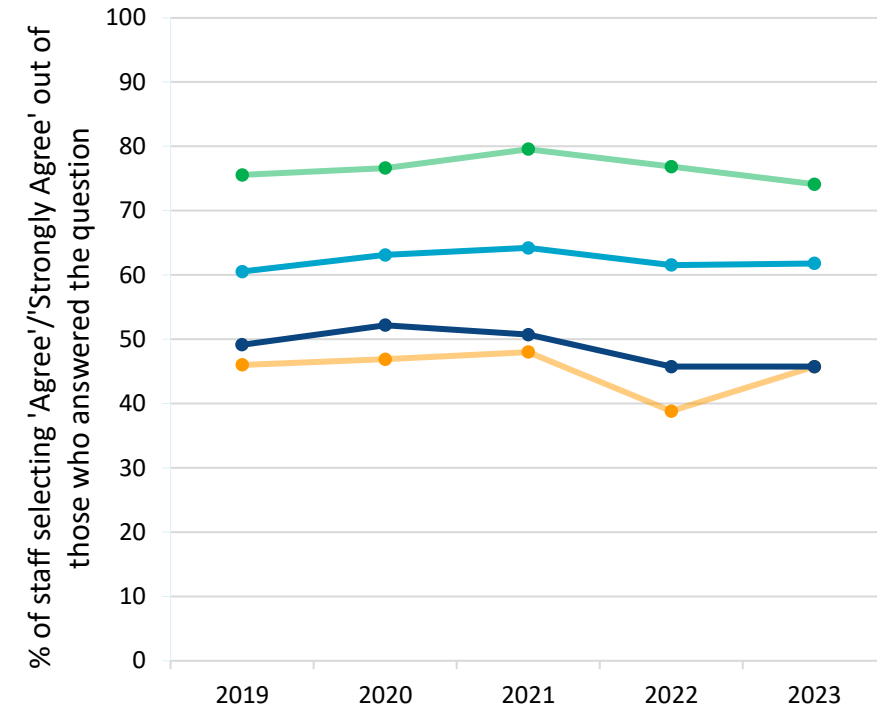
Q20a I would feel secure raising concerns about unsafe clinical practice.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 68.43% | 70.86% | 74.48% | 69.66% | 68.50% |
| Best result | 81.42% | 82.01% | 86.26% | 84.31% | 82.15% |
| Average result | 73.88% | 75.68% | 79.63% | 76.65% | 76.82% |
| Worst result | 65.70% | 68.68% | 66.32% | 62.41% | 60.85% |

Responses 1977 1948 2269 2747 2542

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

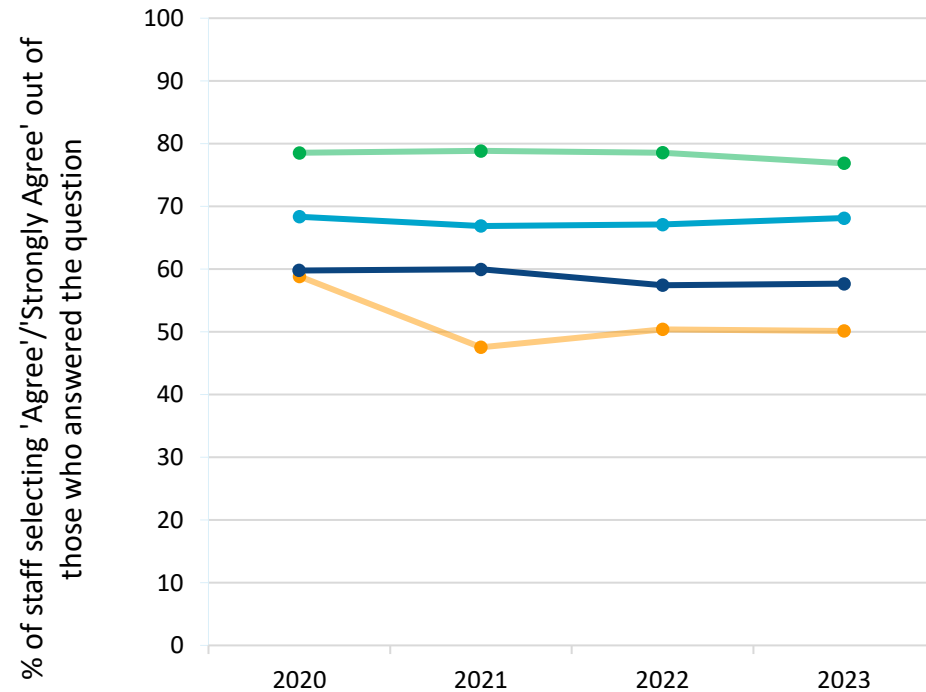


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 49.12% | 52.18% | 50.71% | 45.73% | 45.73% |
| Best result | 75.56% | 76.63% | 79.57% | 76.84% | 74.10% |
| Average result | 60.51% | 63.12% | 64.22% | 61.53% | 61.79% |
| Worst result | 46.01% | 46.89% | 48.01% | 38.82% | 45.73% |

Responses 1978 1948 2270 2747 2542

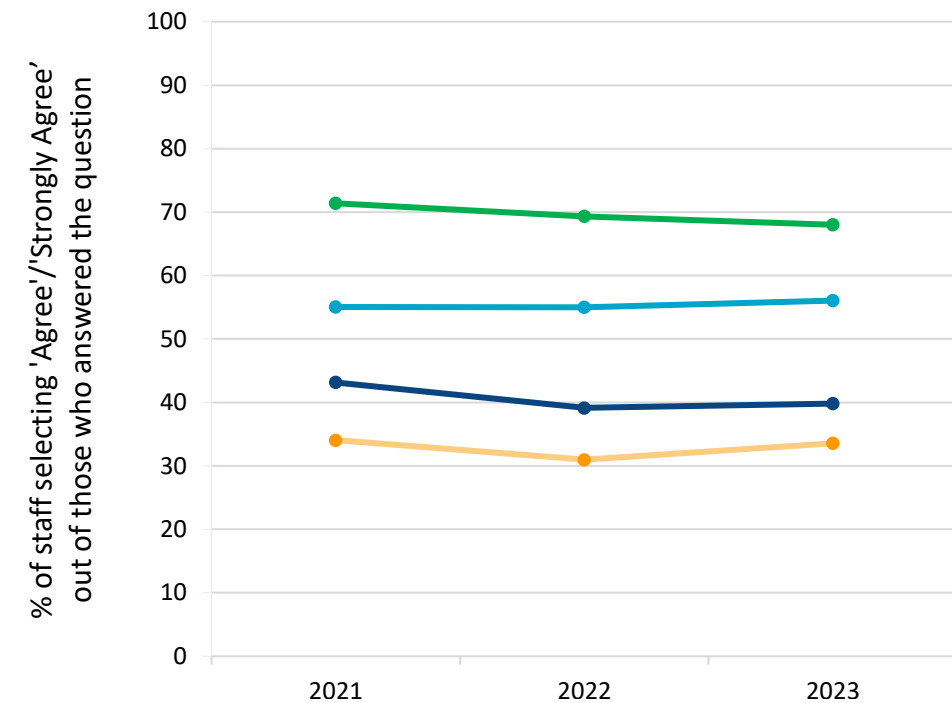


Q25e I feel safe to speak up about anything that concerns me in this organisation.



| | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|
| Your org | 59.81% | 59.97% | 57.46% | 57.69% |
| Best result | 78.54% | 78.86% | 78.57% | 76.89% |
| Average result | 68.37% | 66.89% | 67.11% | 68.14% |
| Worst result | 58.87% | 47.55% | 50.40% | 50.17% |
| Responses | 1940 | 2250 | 2747 | 2552 |

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 43.15% | 39.14% | 39.82% |
| Best result | 71.41% | 69.30% | 68.01% |
| Average result | 55.05% | 55.00% | 56.06% |
| Worst result | 34.05% | 30.98% | 33.58% |
| Responses | 2251 | 2746 | 2551 |

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

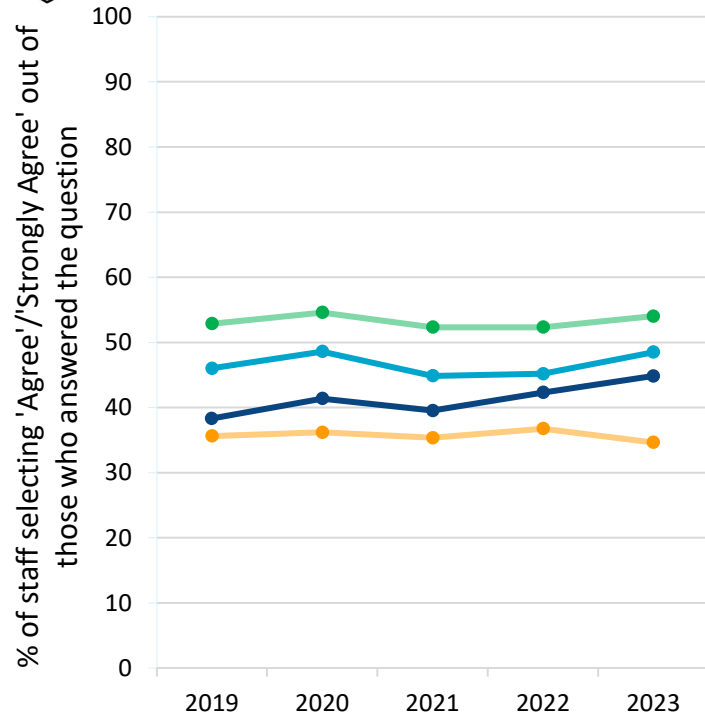
Other questions:* Q17a, Q17b, Q22

*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.

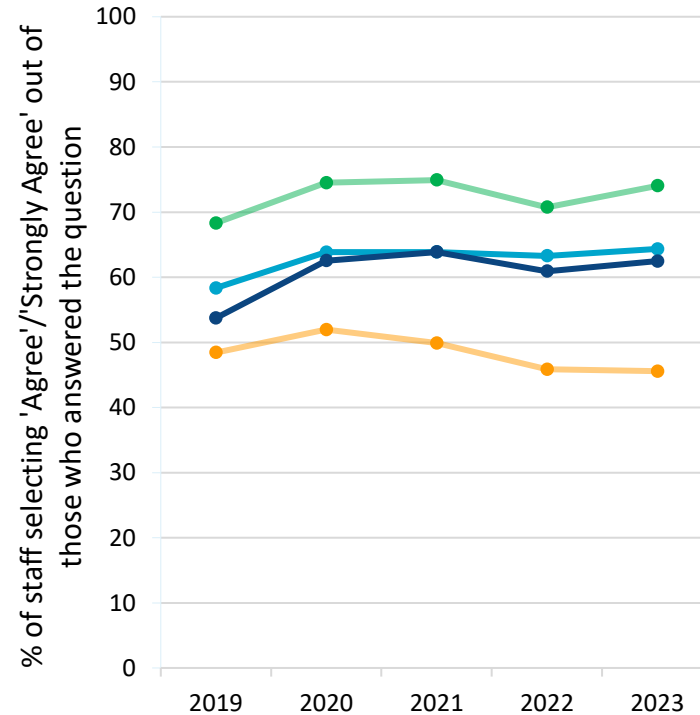


Q3g I am able to meet all the conflicting demands on my time at work.



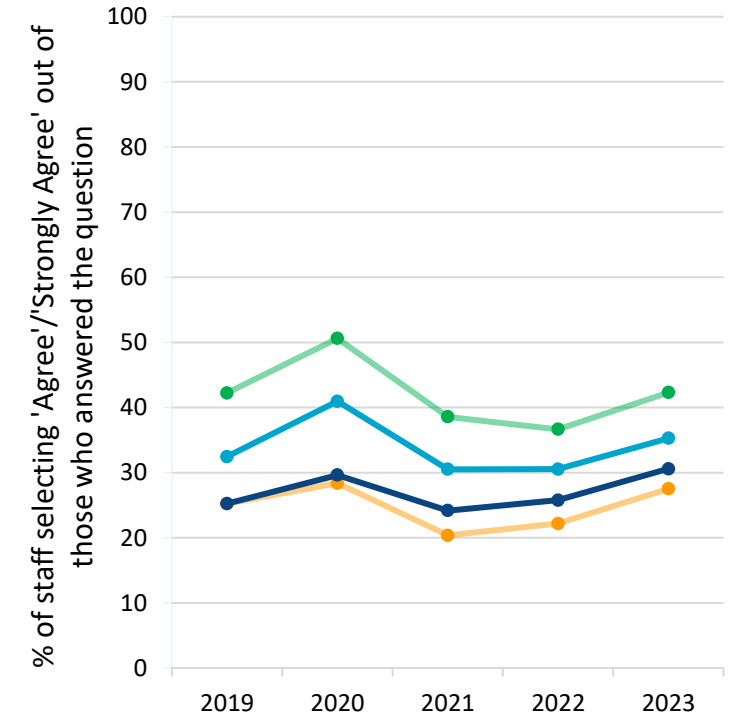
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 38.33% | 41.38% | 39.52% | 42.31% | 44.85% |
| Best result | 52.86% | 54.59% | 52.32% | 52.33% | 54.03% |
| Average result | 46.01% | 48.59% | 44.86% | 45.18% | 48.48% |
| Worst result | 35.63% | 36.18% | 35.35% | 36.74% | 34.64% |
| Responses | 2004 | 1975 | 2316 | 2747 | 2558 |

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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 53.74% | 62.55% | 63.87% | 60.92% | 62.48% |
| Best result | 68.32% | 74.51% | 74.92% | 70.75% | 74.04% |
| Average result | 58.35% | 63.84% | 63.87% | 63.29% | 64.33% |
| Worst result | 48.44% | 51.95% | 49.91% | 45.87% | 45.56% |
| Responses | 2003 | 1976 | 2317 | 2746 | 2559 |

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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 25.23% | 29.63% | 24.18% | 25.76% | 30.59% |
| Best result | 42.23% | 50.62% | 38.58% | 36.65% | 42.31% |
| Average result | 32.45% | 40.96% | 30.52% | 30.55% | 35.28% |
| Worst result | 25.23% | 28.37% | 20.38% | 22.18% | 27.52% |
| Responses | 2009 | 1977 | 2316 | 2751 | 2560 |

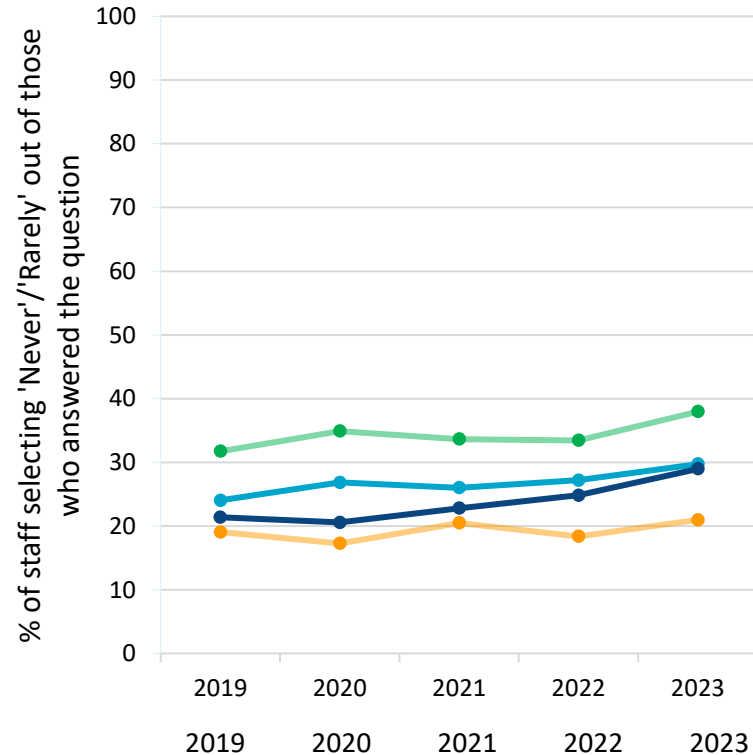


People Promise elements and theme results – We are safe and healthy: Health and safety climate

Survey
Coordination
Centre

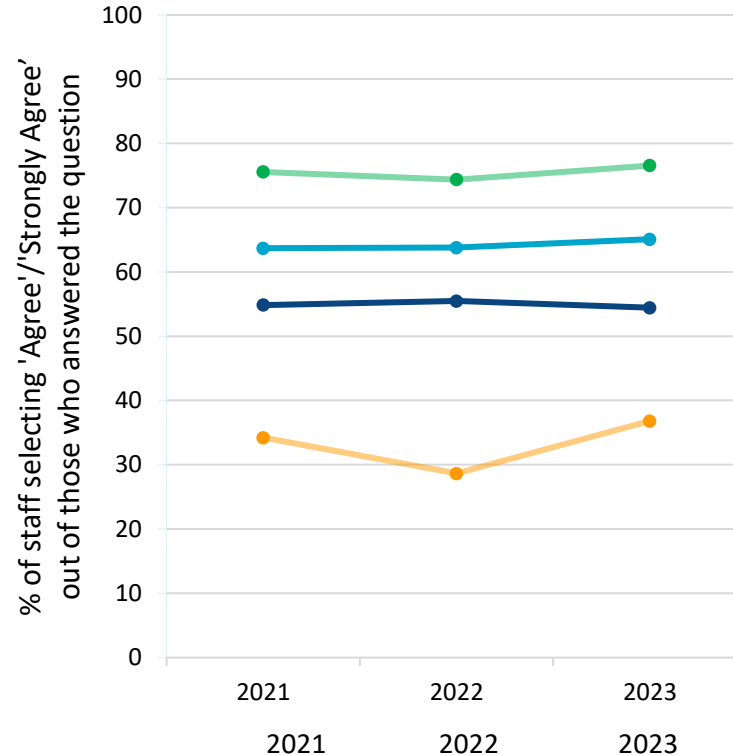


Q5a I have unrealistic time pressures.



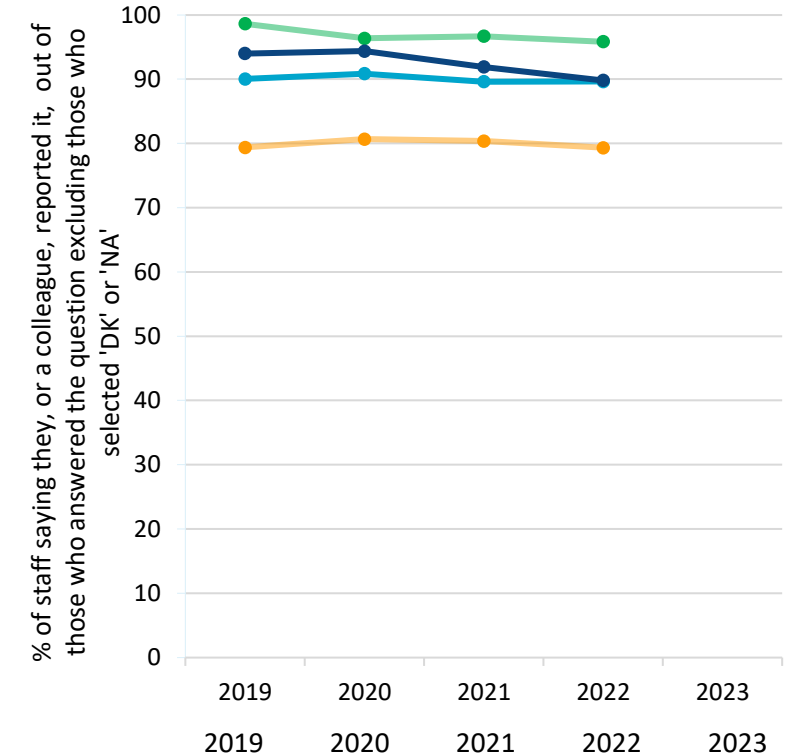
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 31.73% | 34.90% | 33.64% | 33.44% | 37.98% |
| Average result | 24.05% | 26.84% | 26.02% | 27.20% | 29.73% |
| Worst result | 19.06% | 17.28% | 20.49% | 18.39% | 20.96% |
| Responses | 1993 | 1969 | 2306 | 2739 | 2558 |

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



| Your org | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Best result | 75.55% | 74.35% | 76.57% |
| Average result | 63.69% | 63.79% | 65.07% |
| Worst result | 34.21% | 28.63% | 36.79% |
| Responses | 2272 | 2730 | 2553 |

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

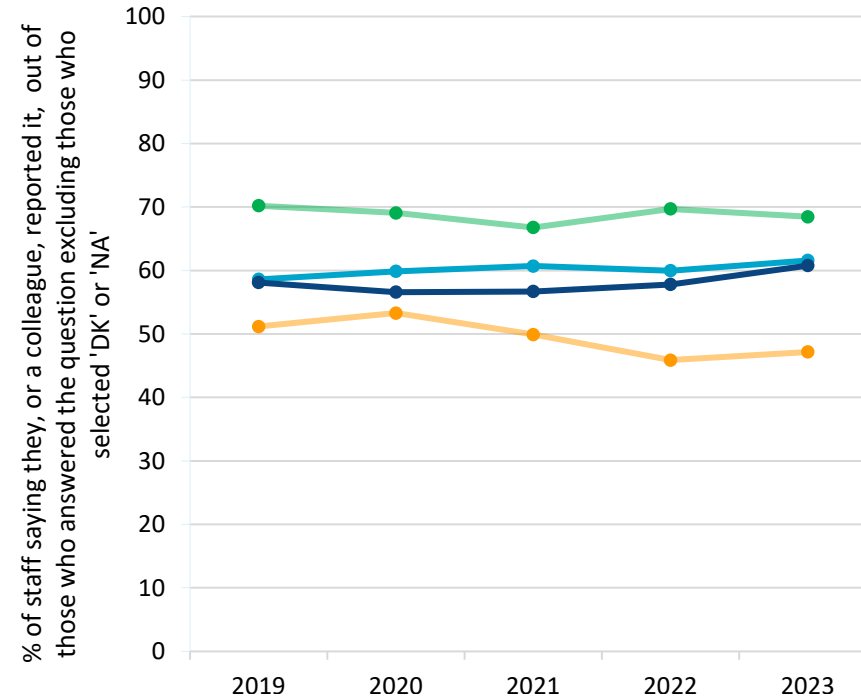


| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|------|
| Best result | 98.62% | 96.35% | 96.68% | 95.83% | |
| Average result | 90.02% | 90.85% | 89.61% | 89.63% | |
| Worst result | 79.38% | 80.66% | 80.38% | 79.33% | |
| Responses | 380 | 349 | 344 | 492 | |

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



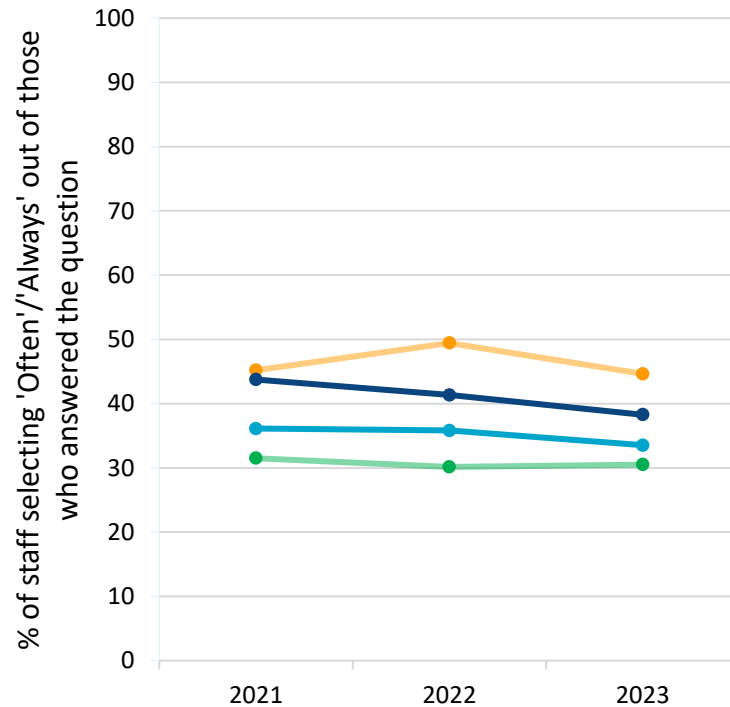
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 58.10% | 56.60% | 56.68% | 57.81% | 60.77% |
| Best result | 70.20% | 69.07% | 66.77% | 69.70% | 68.45% |
| Average result | 58.61% | 59.88% | 60.70% | 59.97% | 61.59% |
| Worst result | 51.18% | 53.28% | 49.90% | 45.88% | 47.16% |
| Responses | 865 | 772 | 817 | 977 | 921 |

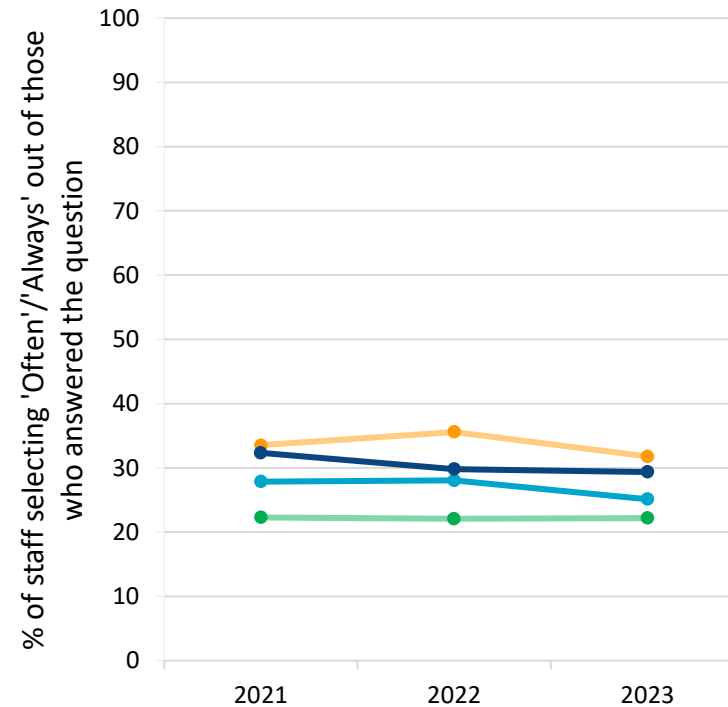


Q12a How often, if at all, do you find your work emotionally exhausting?



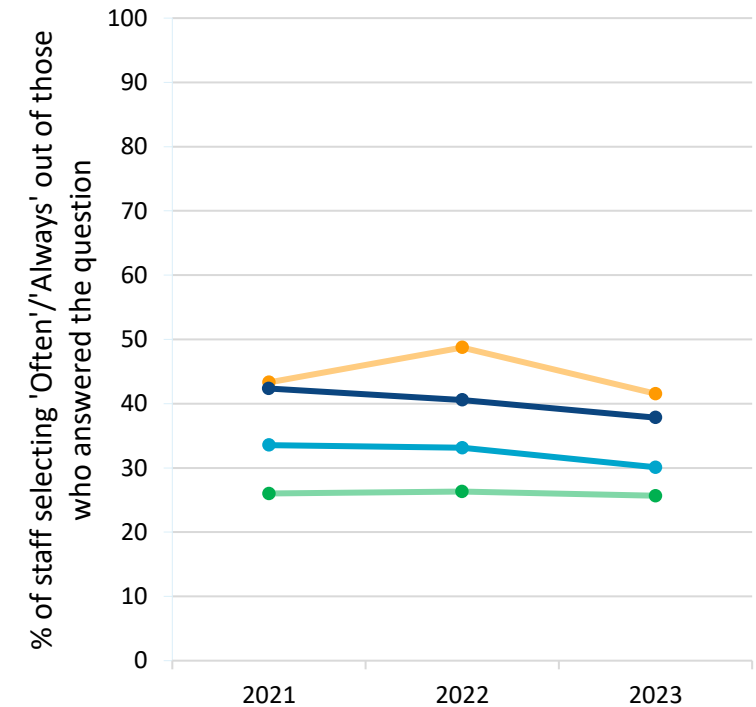
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 43.74% | 41.34% | 38.29% |
| Best result | 31.52% | 30.18% | 30.51% |
| Average result | 36.13% | 35.81% | 33.53% |
| Worst result | 45.20% | 49.43% | 44.64% |
| Responses | 2277 | 2749 | 2559 |

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 32.37% | 29.82% | 29.37% |
| Best result | 22.30% | 22.09% | 22.20% |
| Average result | 27.87% | 28.05% | 25.13% |
| Worst result | 33.53% | 35.60% | 31.79% |
| Responses | 2274 | 2747 | 2555 |

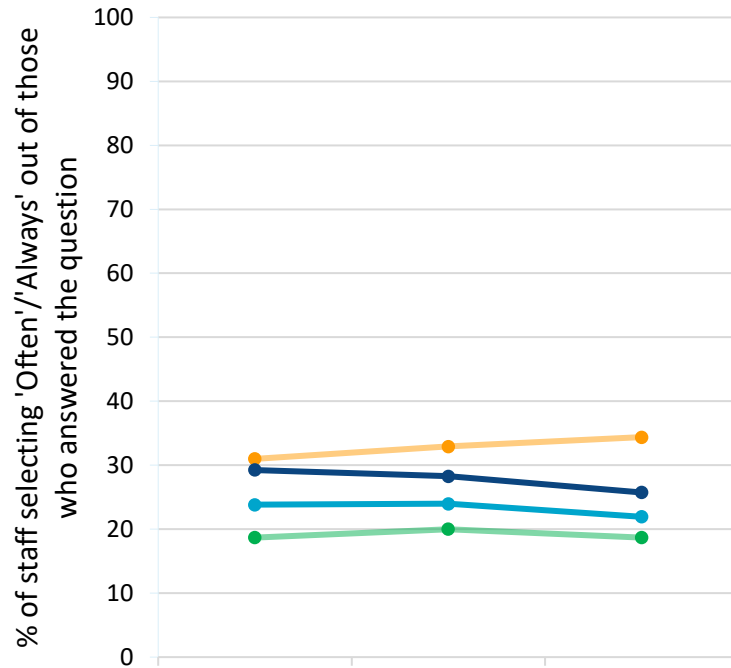
Q12c How often, if at all, does your work frustrate you?



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 42.38% | 40.57% | 37.84% |
| Best result | 26.02% | 26.31% | 25.66% |
| Average result | 33.56% | 33.12% | 30.10% |
| Worst result | 43.32% | 48.73% | 41.55% |
| Responses | 2279 | 2751 | 2555 |

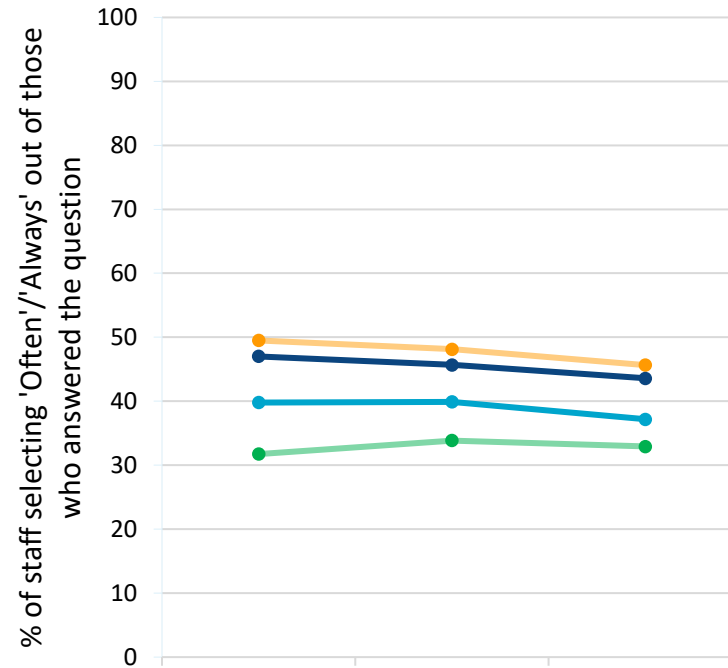


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



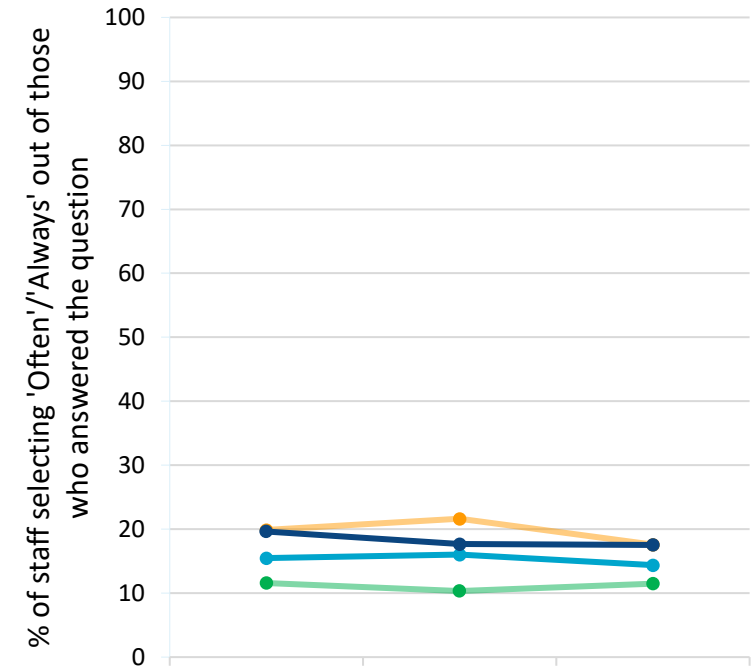
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| 2021 | | | |
| 2022 | | | |
| 2023 | | | |
| Your org | 29.24% | 28.29% | 25.75% |
| Best result | 18.72% | 20.00% | 18.71% |
| Average result | 23.82% | 23.98% | 21.97% |
| Worst result | 31.01% | 32.94% | 34.39% |
| Responses | 2278 | 2747 | 2557 |

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| 2021 | | | |
| 2022 | | | |
| 2023 | | | |
| Your org | 47.02% | 45.69% | 43.57% |
| Best result | 31.75% | 33.83% | 32.92% |
| Average result | 39.80% | 39.91% | 37.17% |
| Worst result | 49.50% | 48.13% | 45.65% |
| Responses | 2275 | 2749 | 2555 |

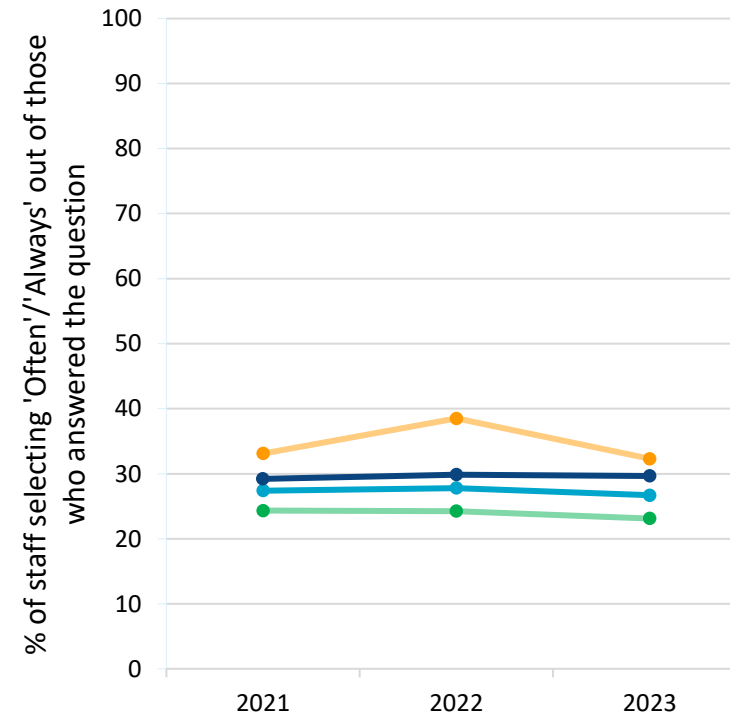
Q12f How often, if at all, do you feel that every working hour is tiring for you?



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| 2021 | | | |
| 2022 | | | |
| 2023 | | | |
| Your org | 19.64% | 17.69% | 17.56% |
| Best result | 11.59% | 10.33% | 11.50% |
| Average result | 15.48% | 16.02% | 14.38% |
| Worst result | 19.89% | 21.63% | 17.58% |
| Responses | 2274 | 2748 | 2555 |



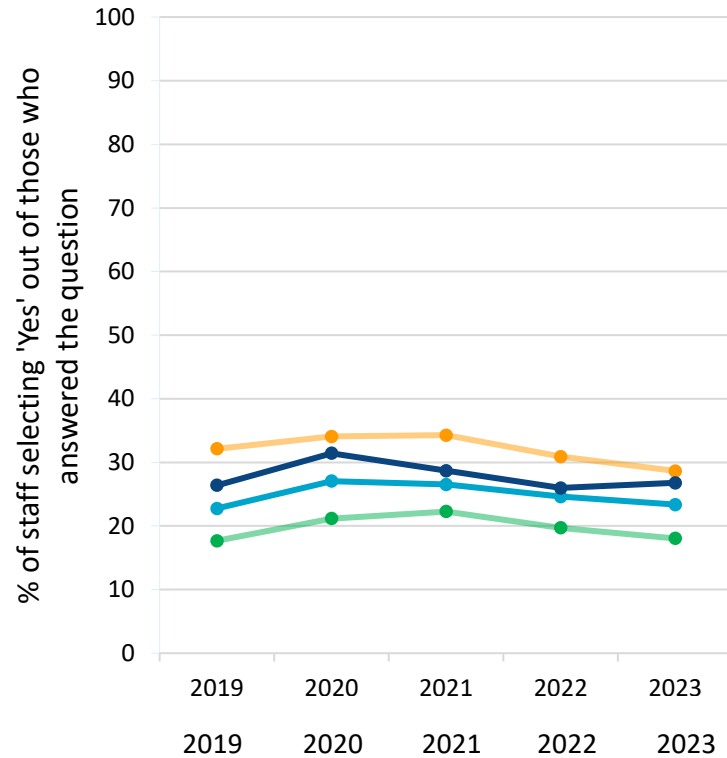
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 29.20% | 29.86% | 29.68% |
| Best result | 24.34% | 24.27% | 23.14% |
| Average result | 27.42% | 27.79% | 26.69% |
| Worst result | 33.11% | 38.51% | 32.30% |
| Responses | 2275 | 2749 | 2555 |

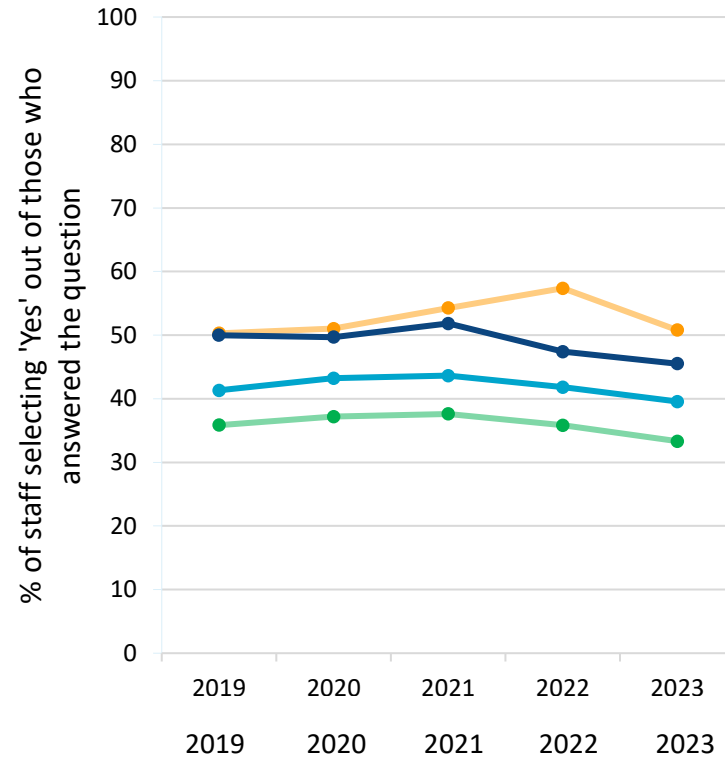


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



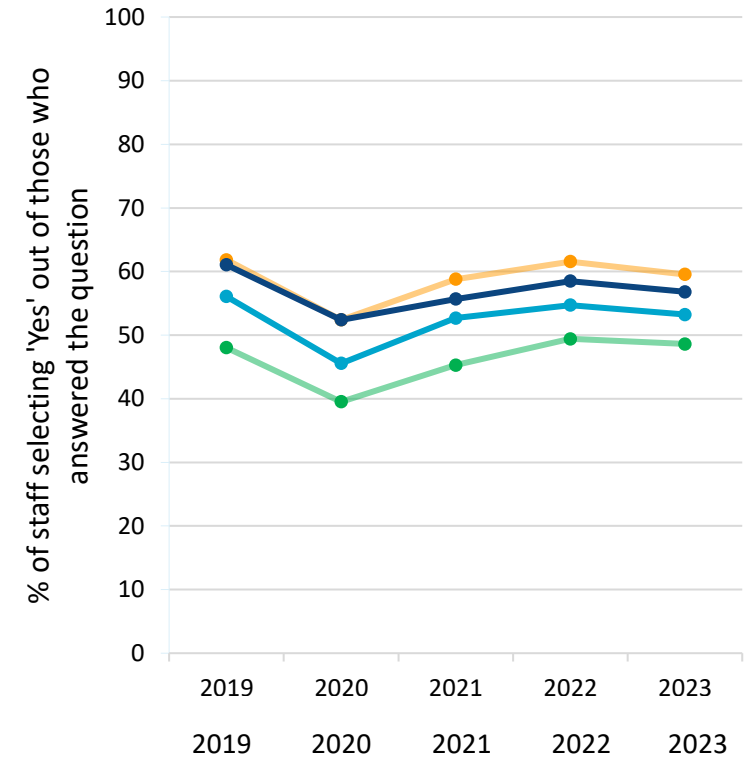
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 17.66% | 21.16% | 22.26% | 19.70% | 18.04% |
| Average result | 22.74% | 27.05% | 26.53% | 24.60% | 23.35% |
| Worst result | 32.13% | 34.08% | 34.26% | 30.89% | 28.62% |
| Responses | 1989 | 1957 | 2282 | 2747 | 2556 |

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



| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 35.85% | 37.19% | 37.62% | 35.82% | 33.31% |
| Average result | 41.30% | 43.23% | 43.63% | 41.82% | 39.54% |
| Worst result | 50.30% | 51.01% | 54.27% | 57.36% | 50.79% |
| Responses | 1991 | 1957 | 2286 | 2751 | 2557 |

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



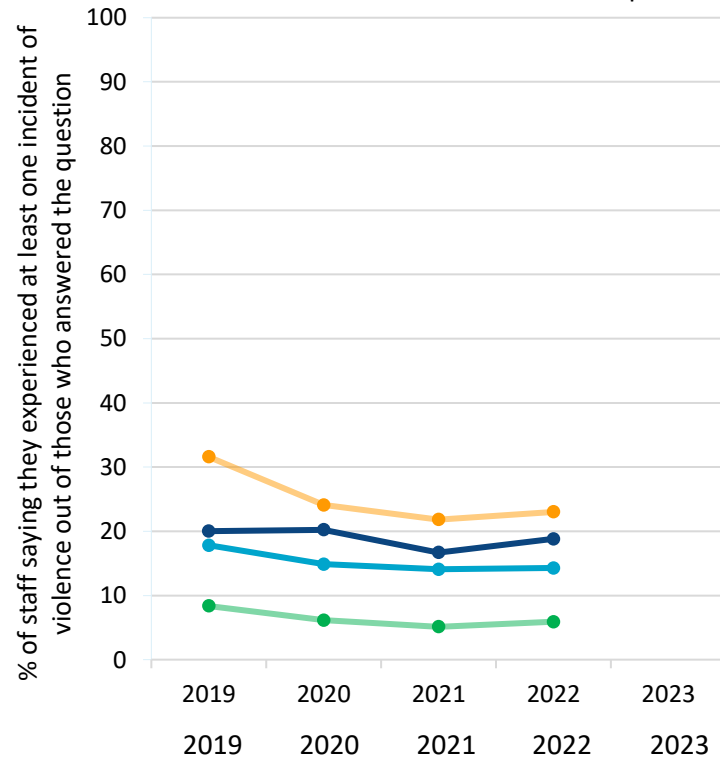
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 48.03% | 39.52% | 45.28% | 49.41% | 48.61% |
| Average result | 56.07% | 45.57% | 52.67% | 54.73% | 53.24% |
| Worst result | 61.84% | 52.40% | 58.81% | 61.56% | 59.54% |
| Responses | 1991 | 1958 | 2287 | 2750 | 2559 |



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

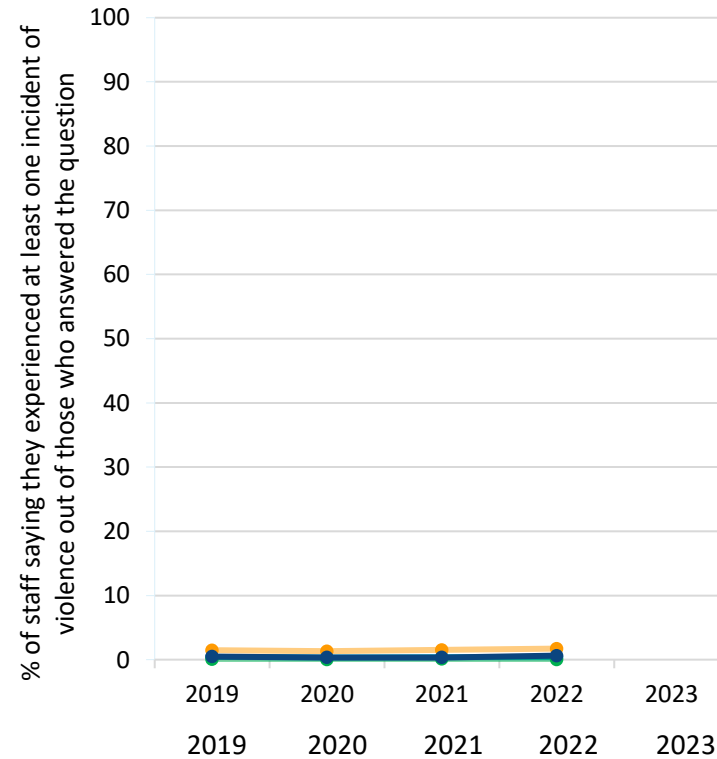


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



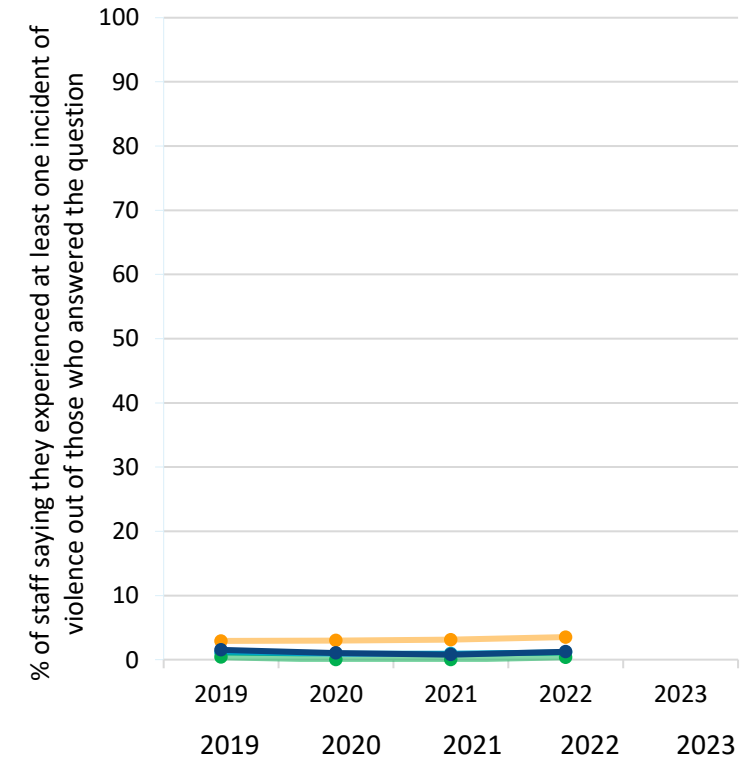
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|------|
| Best result | 8.39% | 6.15% | 5.14% | 5.91% | |
| Average result | 17.82% | 14.88% | 14.08% | 14.30% | |
| Worst result | 31.59% | 24.09% | 21.83% | 23.04% | |
| Responses | 1990 | 1954 | 2278 | 2744 | |

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



| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|-------|-------|-------|-------|------|
| Best result | 0.05% | 0.00% | 0.12% | 0.00% | |
| Average result | 0.44% | 0.37% | 0.37% | 0.40% | |
| Worst result | 1.47% | 1.32% | 1.52% | 1.72% | |
| Responses | 1972 | 1937 | 2263 | 2714 | |

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



| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|-------|-------|-------|-------|------|
| Best result | 0.40% | 0.00% | 0.00% | 0.39% | |
| Average result | 1.14% | 0.96% | 0.96% | 1.15% | |
| Worst result | 2.91% | 3.00% | 3.11% | 3.51% | |
| Responses | 1972 | 1942 | 2254 | 2706 | |

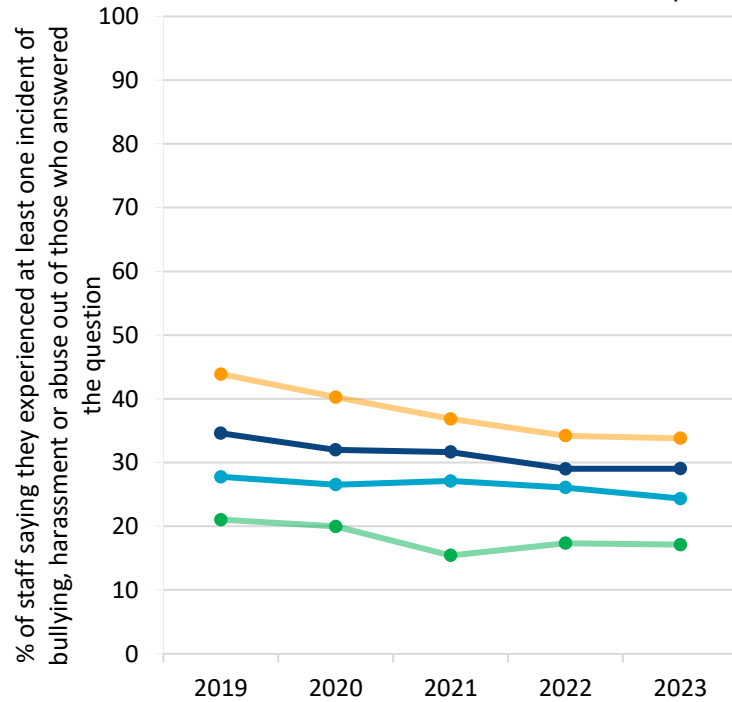
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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



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

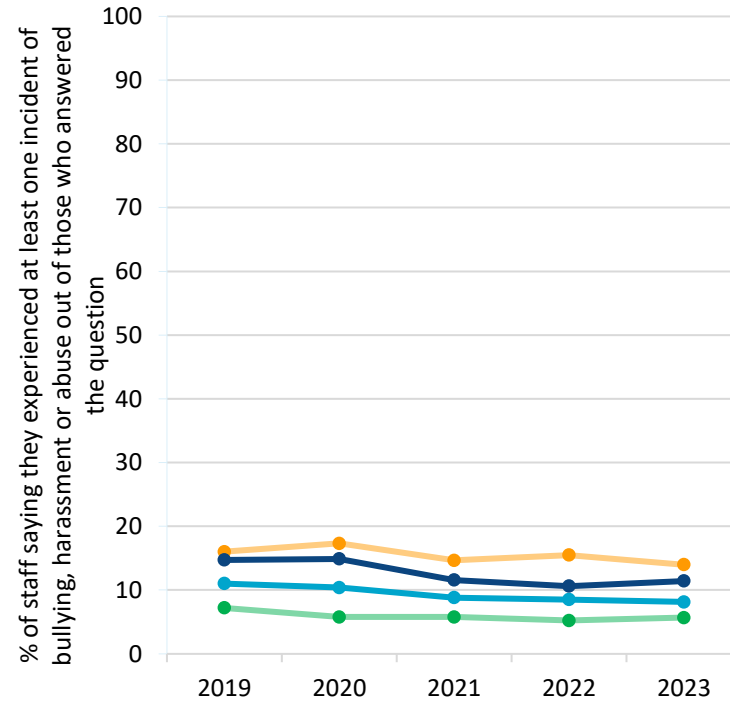


2019 2020 2021 2022 2023

| Your org | 34.62% | 31.97% | 31.65% | 29.02% | 29.03% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 21.02% | 19.98% | 15.42% | 17.33% | 17.12% |
| Average result | 27.76% | 26.53% | 27.11% | 26.07% | 24.35% |
| Worst result | 43.88% | 40.26% | 36.84% | 34.21% | 33.82% |

Responses 1977 1884 2211 2745 2551

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

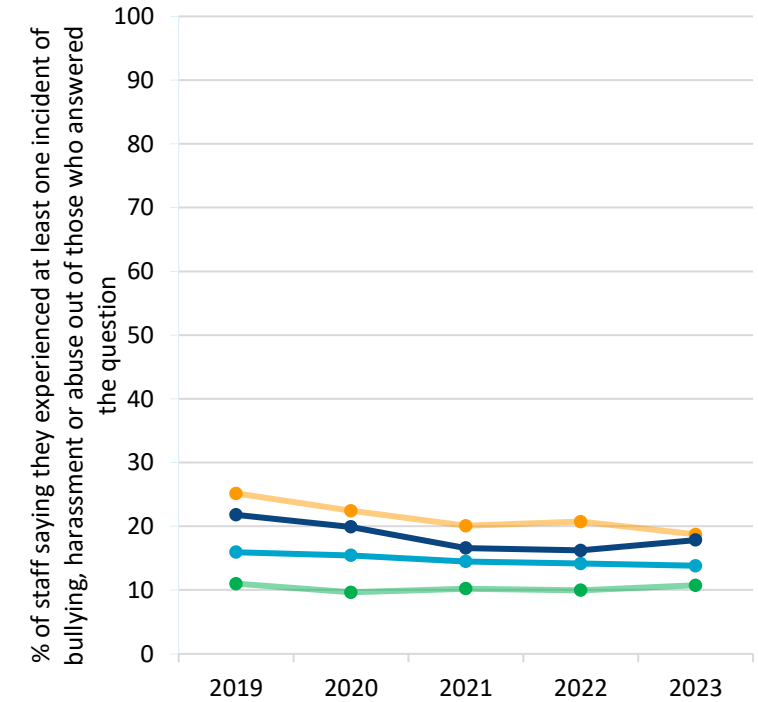


2019 2020 2021 2022 2023

| Your org | 14.73% | 14.88% | 11.56% | 10.61% | 11.42% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 7.19% | 5.77% | 5.77% | 5.21% | 5.67% |
| Average result | 11.00% | 10.39% | 8.81% | 8.49% | 8.13% |
| Worst result | 16.01% | 17.31% | 14.64% | 15.49% | 13.97% |

Responses 1974 1880 2191 2734 2521

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



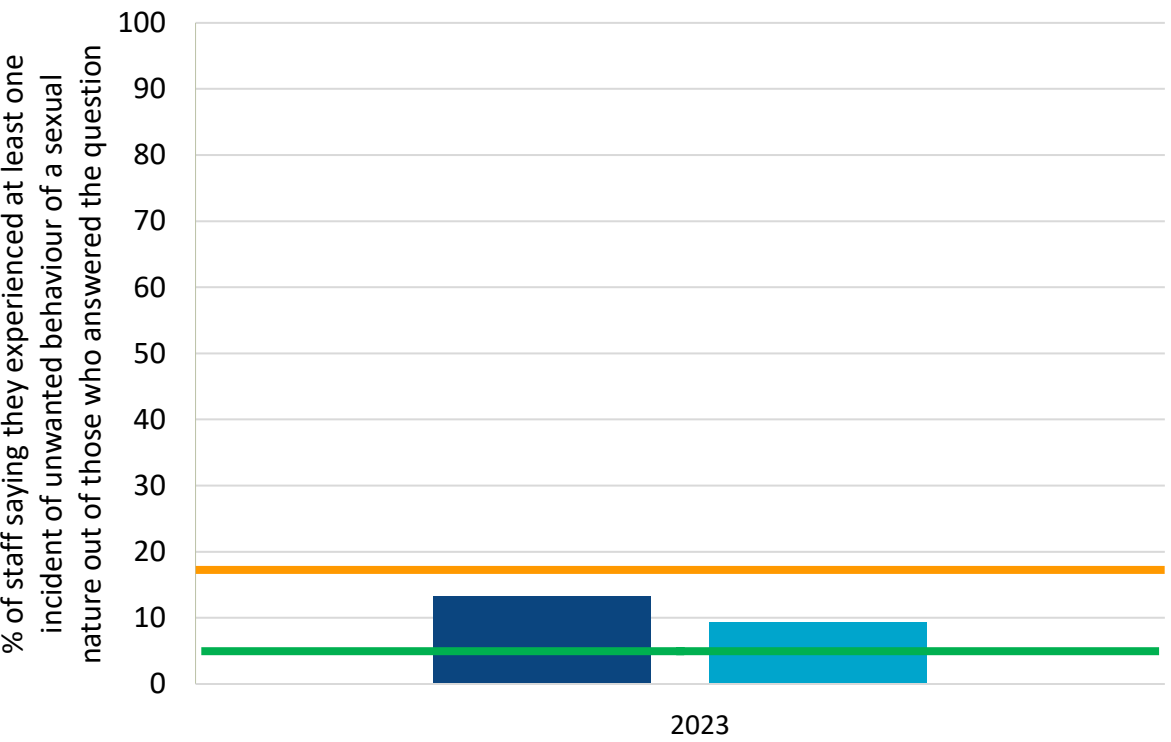
2019 2020 2021 2022 2023

| Your org | 21.79% | 19.89% | 16.58% | 16.21% | 17.84% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 11.00% | 9.63% | 10.20% | 9.97% | 10.74% |
| Average result | 15.92% | 15.43% | 14.48% | 14.14% | 13.79% |
| Worst result | 25.14% | 22.44% | 20.07% | 20.73% | 18.72% |

Responses 1975 1879 2184 2721 2518



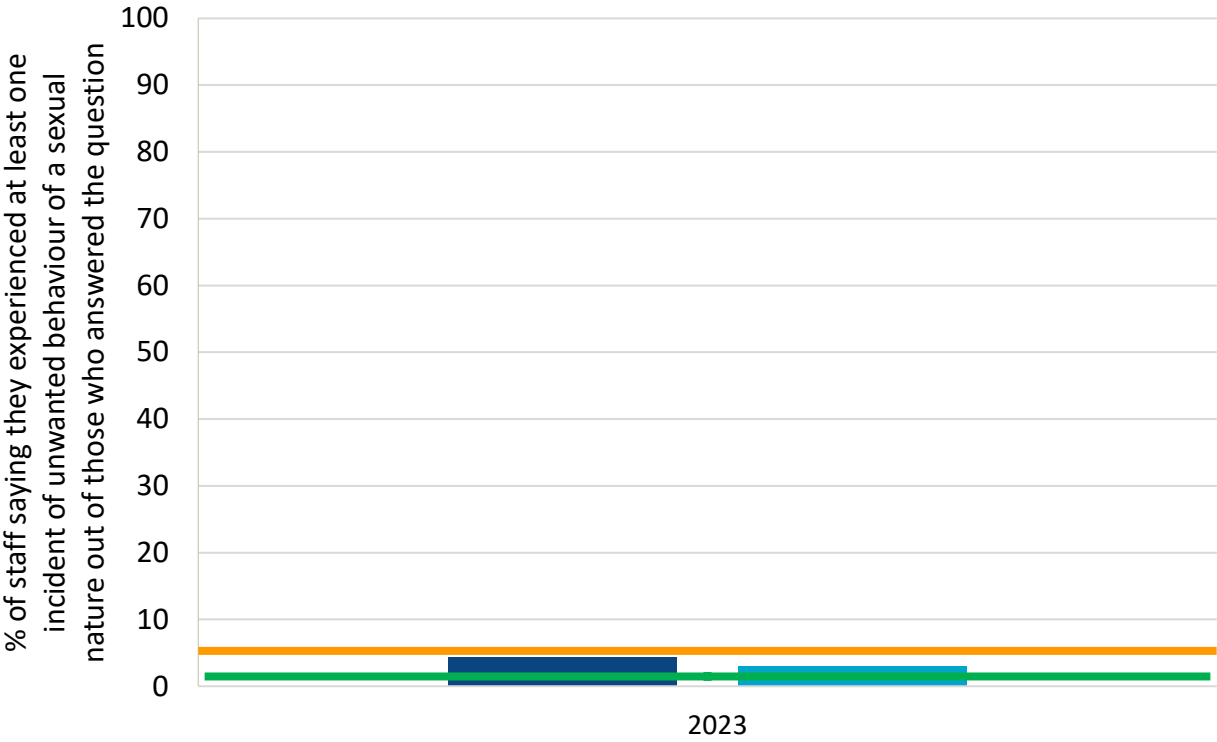
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



| | |
|----------------|--------|
| Your org | 13.16% |
| Best result | 4.94% |
| Average result | 9.33% |
| Worst result | 17.24% |

Responses2555

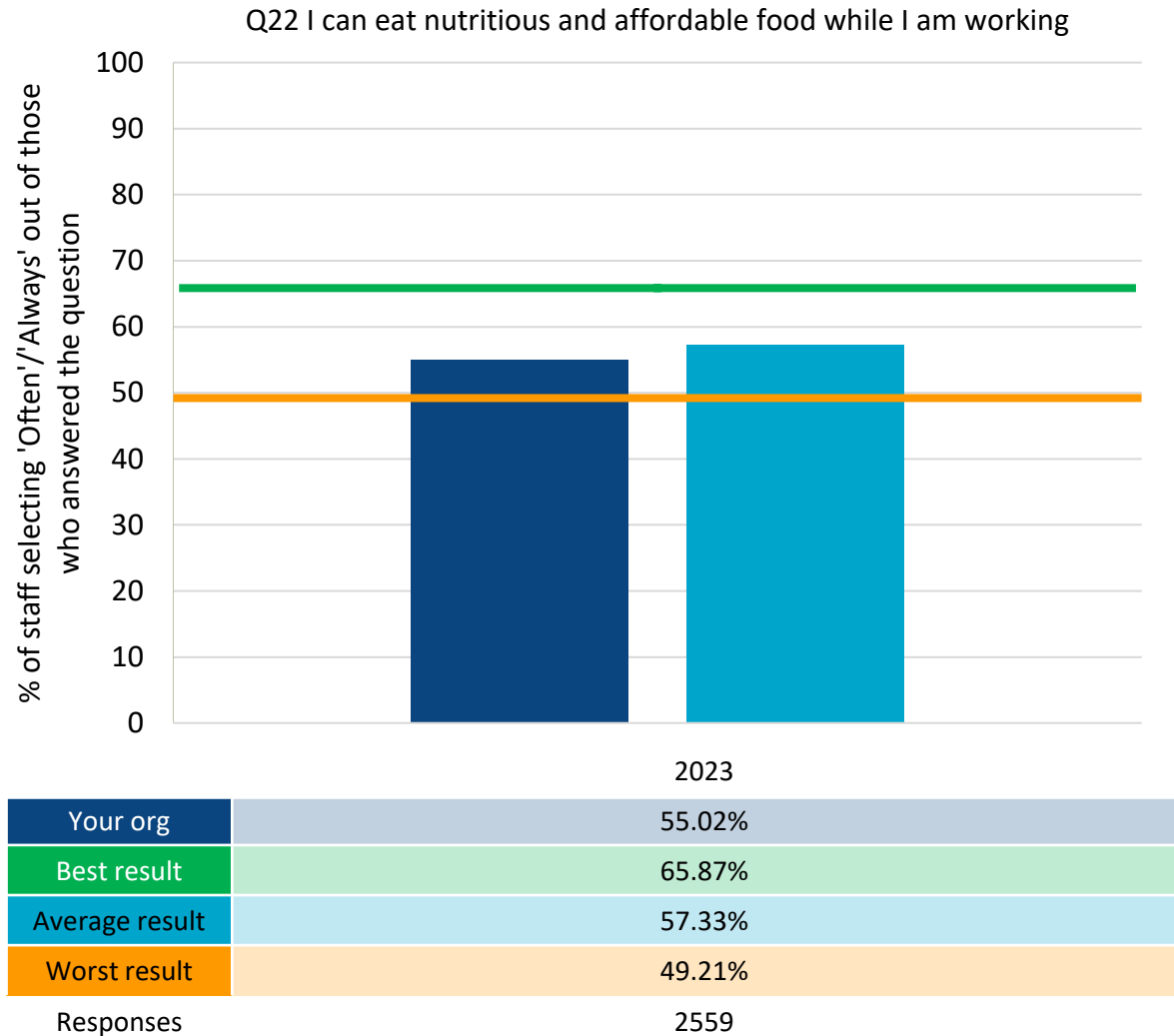
Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



| | |
|----------------|-------|
| Your org | 4.27% |
| Best result | 1.47% |
| Average result | 3.01% |
| Worst result | 5.29% |

Responses2552

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



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

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

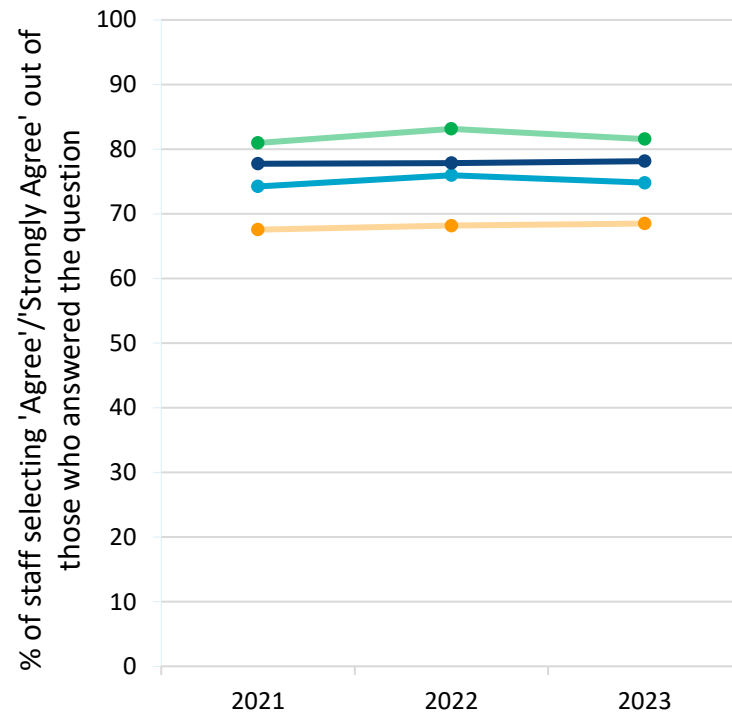
Appraisals – Q23a*, Q23b, Q23c, Q23d

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

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

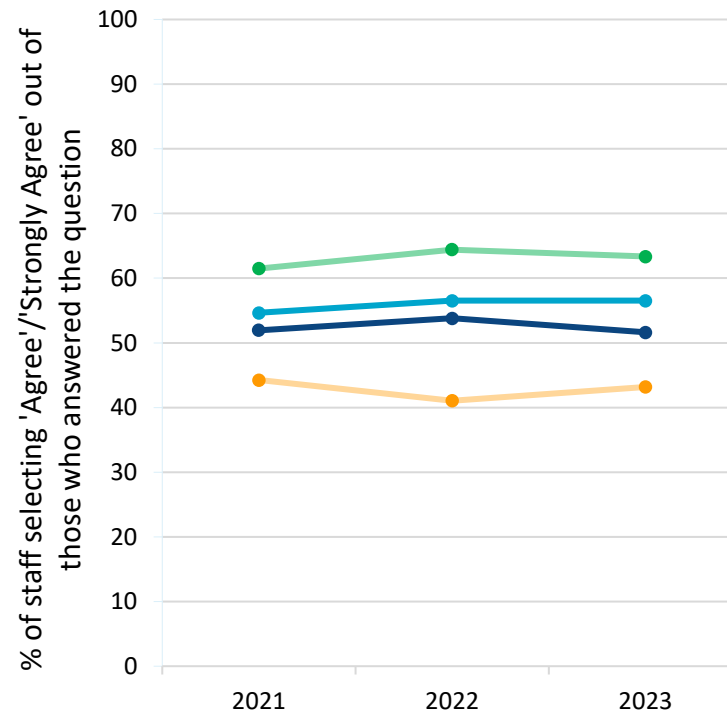


Q24a This organisation offers me challenging work.



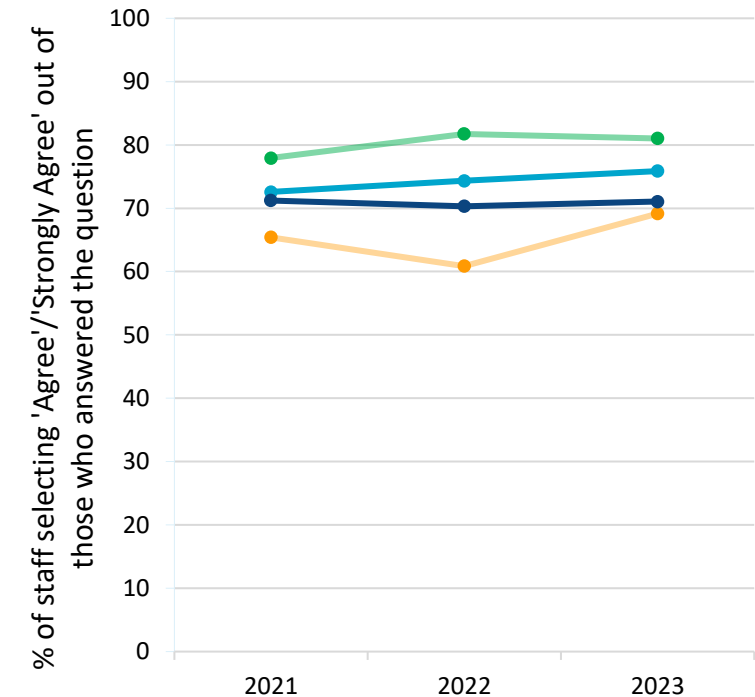
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 77.76% | 77.85% | 78.14% |
| Best result | 80.96% | 83.13% | 81.57% |
| Average result | 74.24% | 75.97% | 74.81% |
| Worst result | 67.54% | 68.17% | 68.49% |
| Responses | 2263 | 2742 | 2555 |

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 51.95% | 53.81% | 51.63% |
| Best result | 61.51% | 64.41% | 63.35% |
| Average result | 54.65% | 56.53% | 56.52% |
| Worst result | 44.24% | 41.07% | 43.19% |
| Responses | 2265 | 2746 | 2556 |

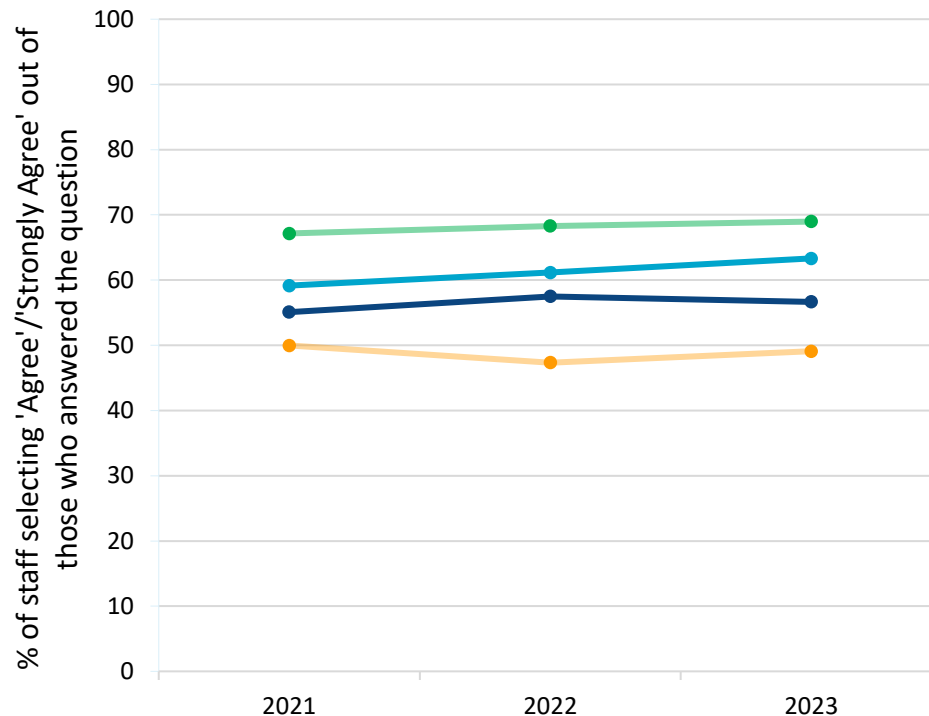
Q24c I have opportunities to improve my knowledge and skills.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 71.24% | 70.31% | 71.05% |
| Best result | 77.93% | 81.72% | 81.04% |
| Average result | 72.56% | 74.34% | 75.88% |
| Worst result | 65.43% | 60.86% | 69.15% |
| Responses | 2264 | 2745 | 2558 |

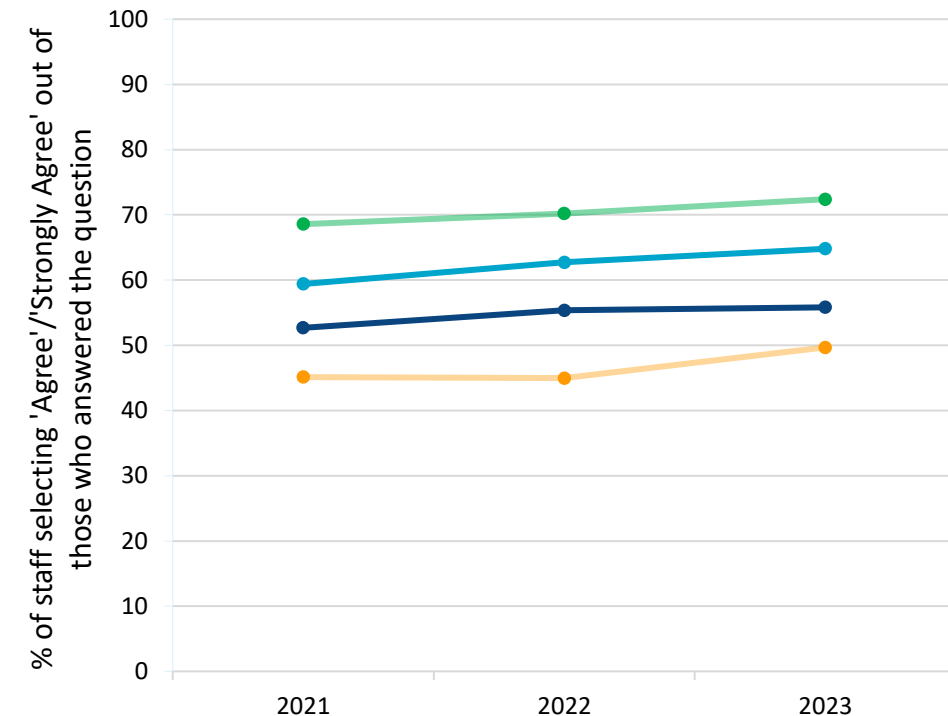


Q24d I feel supported to develop my potential.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 55.09% | 57.51% | 56.67% |
| Best result | 67.15% | 68.28% | 68.98% |
| Average result | 59.13% | 61.16% | 63.30% |
| Worst result | 49.98% | 47.34% | 49.09% |
| Responses | 2265 | 2743 | 2555 |

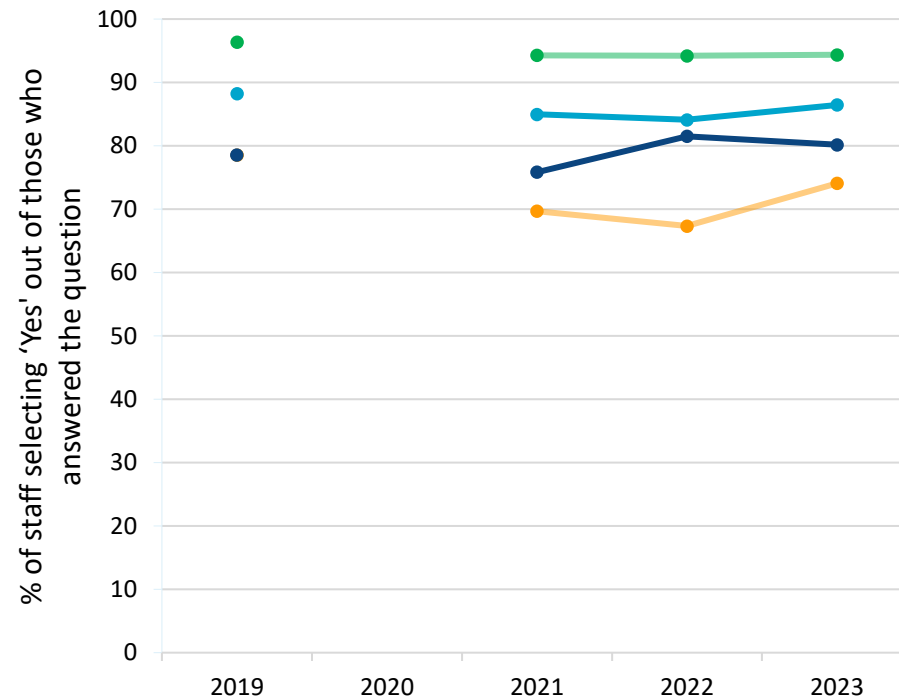
Q24e I am able to access the right learning and development opportunities when I need to.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 52.70% | 55.38% | 55.84% |
| Best result | 68.59% | 70.18% | 72.39% |
| Average result | 59.41% | 62.74% | 64.81% |
| Worst result | 45.13% | 44.95% | 49.67% |
| Responses | 2265 | 2743 | 2555 |

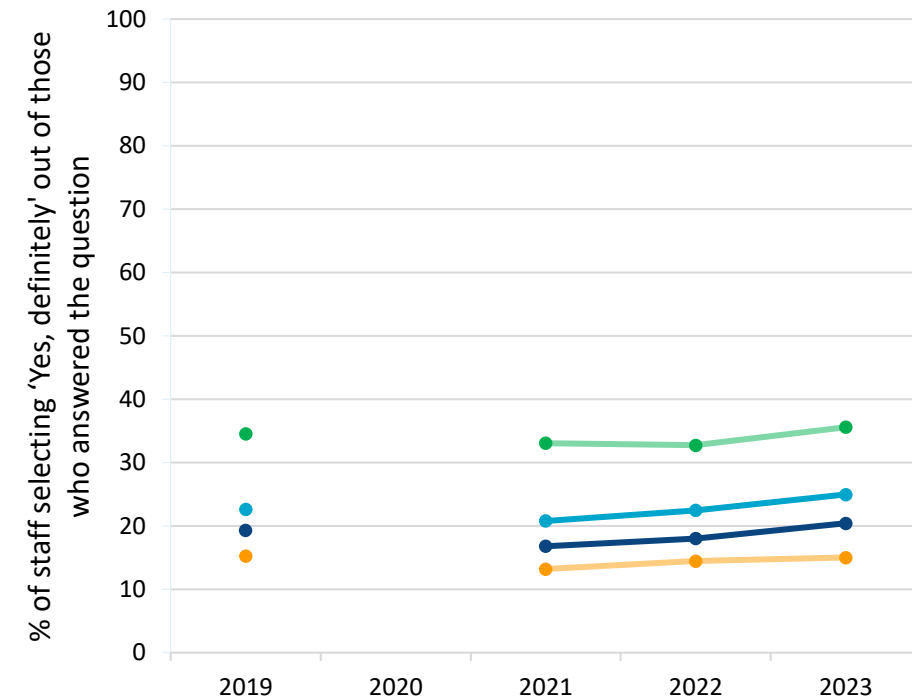


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|------|--------|--------|--------|
| Your org | 78.52% | - | 75.84% | 81.50% | 80.16% |
| Best result | 96.35% | - | 94.26% | 94.19% | 94.34% |
| Average result | 88.21% | - | 84.96% | 84.08% | 86.45% |
| Worst result | 78.52% | - | 69.67% | 67.32% | 74.07% |
| Responses | 1975 | - | 2271 | 2742 | 2530 |

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

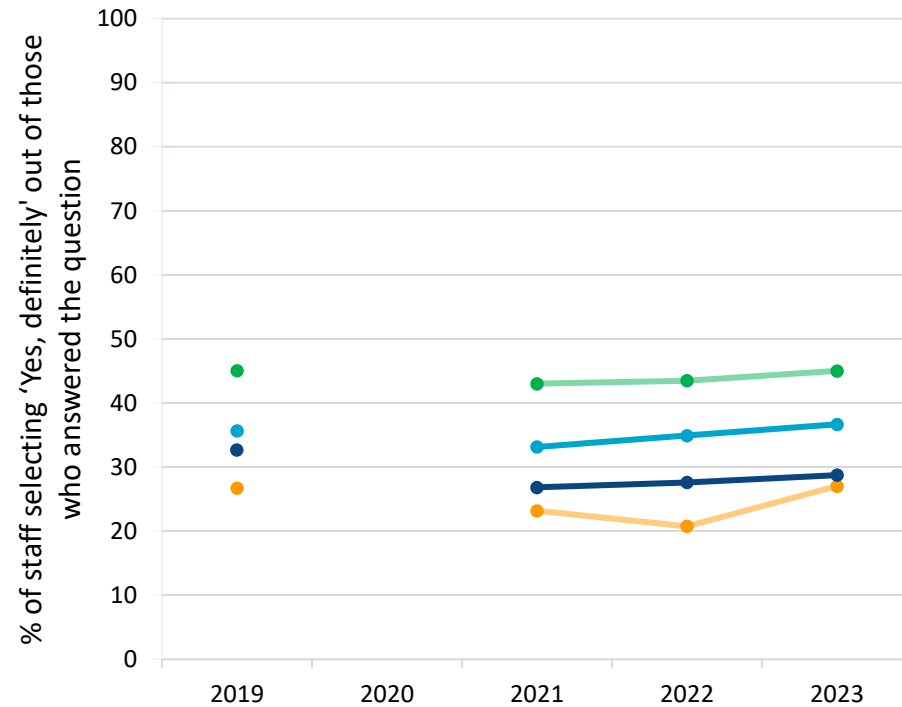


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|------|--------|--------|--------|
| Your org | 19.27% | - | 16.81% | 18.01% | 20.42% |
| Best result | 34.55% | - | 33.07% | 32.74% | 35.60% |
| Average result | 22.64% | - | 20.80% | 22.45% | 24.95% |
| Worst result | 15.27% | - | 13.20% | 14.47% | 15.02% |
| Responses | 1547 | - | 1725 | 2235 | 2017 |

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

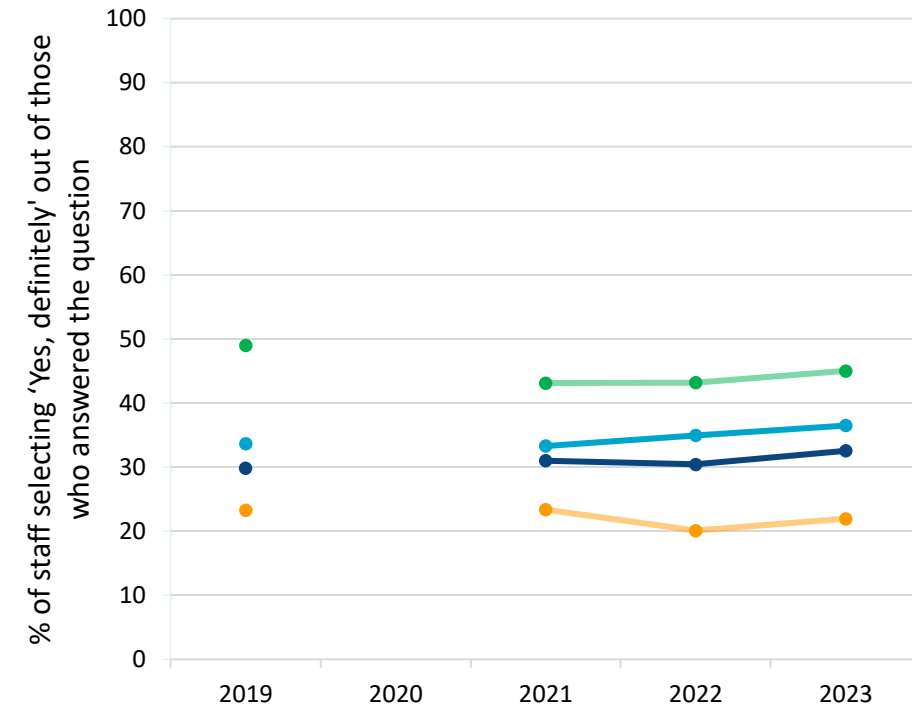


Q23c It helped me agree clear objectives for my work.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|------|--------|--------|--------|
| Your org | 32.63% | - | 26.83% | 27.59% | 28.74% |
| Best result | 45.03% | - | 43.01% | 43.50% | 45.00% |
| Average result | 35.65% | - | 33.15% | 34.93% | 36.67% |
| Worst result | 26.72% | - | 23.18% | 20.76% | 27.01% |
| Responses | 1550 | - | 1722 | 2234 | 2018 |

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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|------|--------|--------|--------|
| Your org | 29.77% | - | 30.99% | 30.41% | 32.54% |
| Best result | 49.00% | - | 43.10% | 43.17% | 45.01% |
| Average result | 33.66% | - | 33.29% | 34.94% | 36.48% |
| Worst result | 23.24% | - | 23.36% | 20.07% | 21.93% |
| Responses | 1549 | - | 1724 | 2238 | 2018 |

People Promise element – We work flexibly



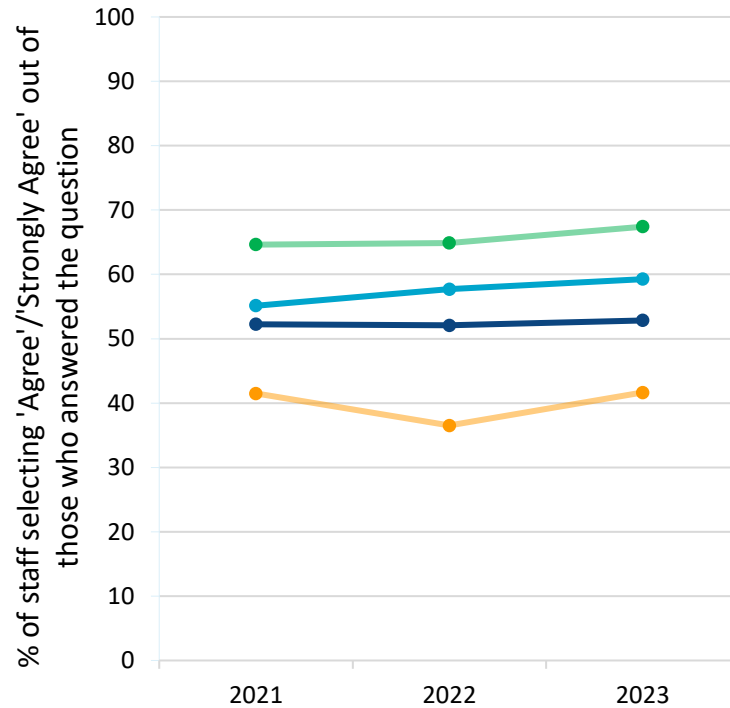
Questions included:

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

Flexible working – Q4d

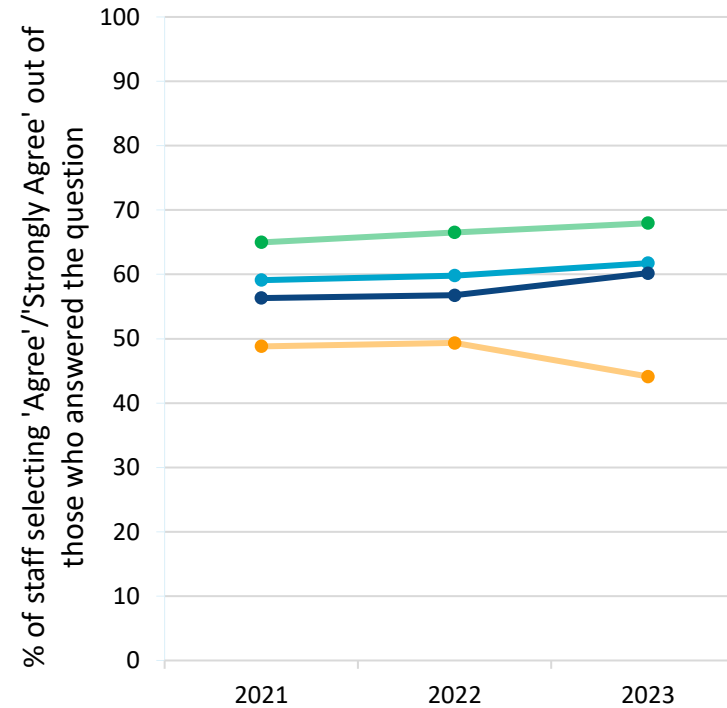


Q6b My organisation is committed to helping me balance my work and home life.



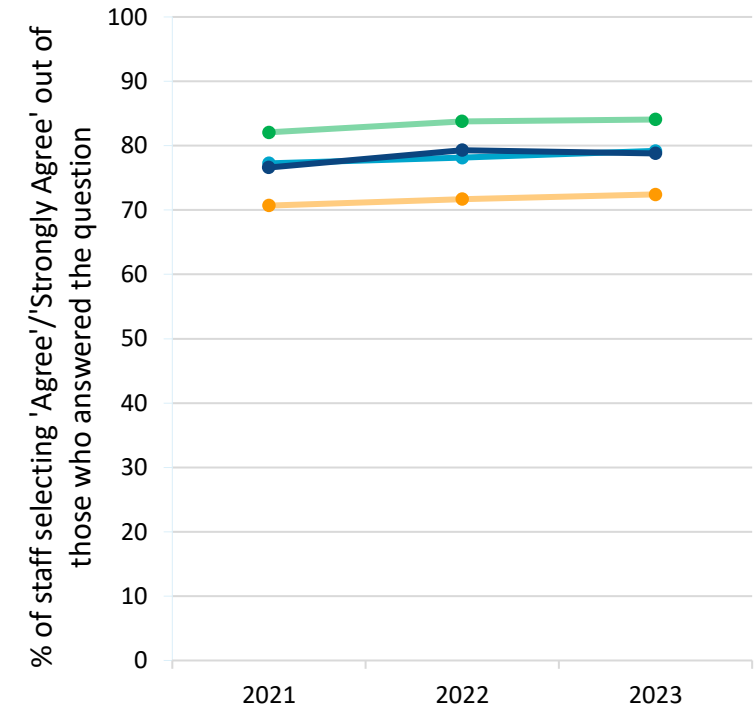
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 52.22% | 52.08% | 52.86% |
| Best result | 64.63% | 64.88% | 67.41% |
| Average result | 55.13% | 57.70% | 59.25% |
| Worst result | 41.49% | 36.52% | 41.64% |
| Responses | 2311 | 2750 | 2555 |

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



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 56.30% | 56.75% | 60.19% |
| Best result | 64.99% | 66.50% | 67.98% |
| Average result | 59.11% | 59.81% | 61.76% |
| Worst result | 48.81% | 49.33% | 44.12% |
| Responses | 2311 | 2748 | 2554 |

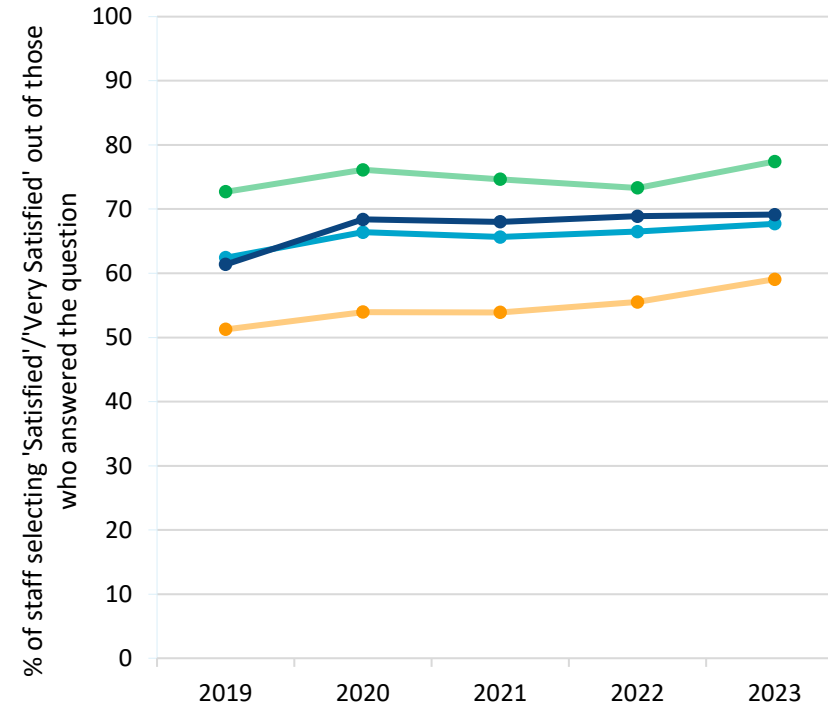
Q6d I can approach my immediate manager to talk openly about flexible working.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 76.59% | 79.30% | 78.81% |
| Best result | 82.07% | 83.76% | 84.07% |
| Average result | 77.25% | 78.13% | 79.18% |
| Worst result | 70.71% | 71.70% | 72.43% |
| Responses | 2312 | 2749 | 2553 |

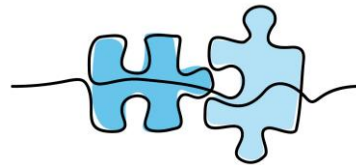


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 61.35% | 68.38% | 68.02% | 68.88% | 69.14% |
| Best result | 72.70% | 76.13% | 74.65% | 73.30% | 77.42% |
| Average result | 62.43% | 66.39% | 65.65% | 66.49% | 67.73% |
| Worst result | 51.26% | 53.97% | 53.91% | 55.54% | 59.06% |
| Responses | 1997 | 1969 | 2315 | 2750 | 2553 |

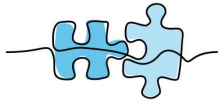
People Promise element – We are a team



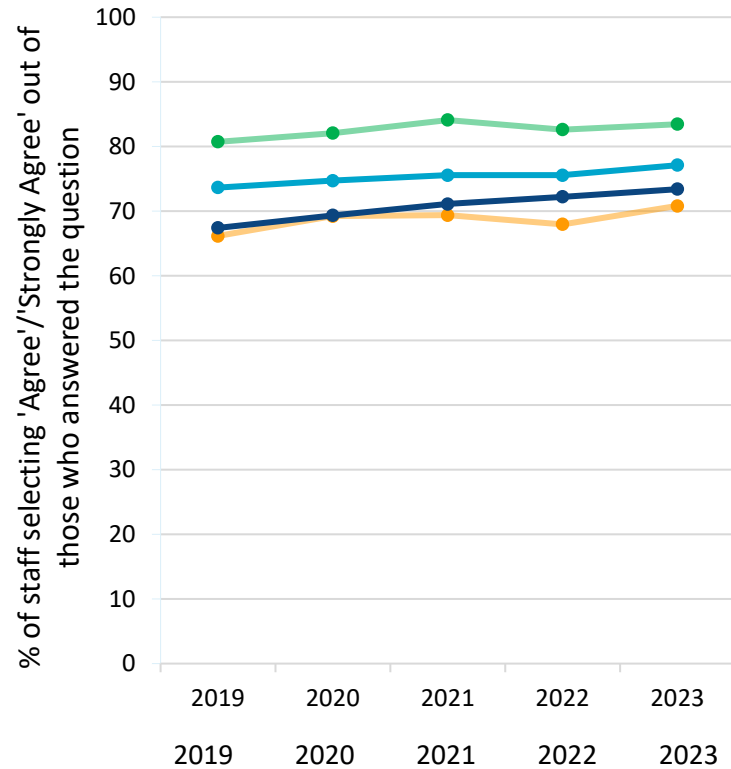
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

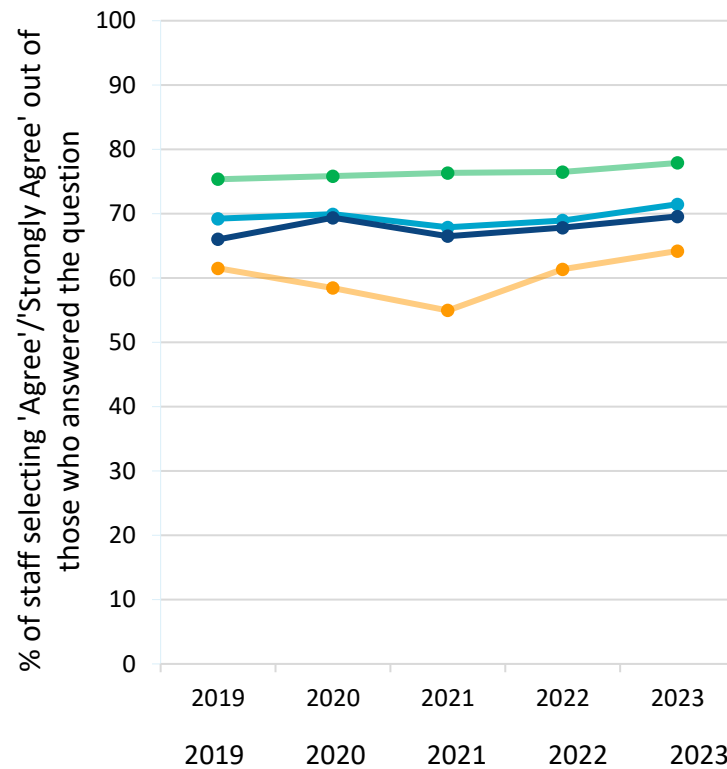


Q7a The team I work in has a set of shared objectives.



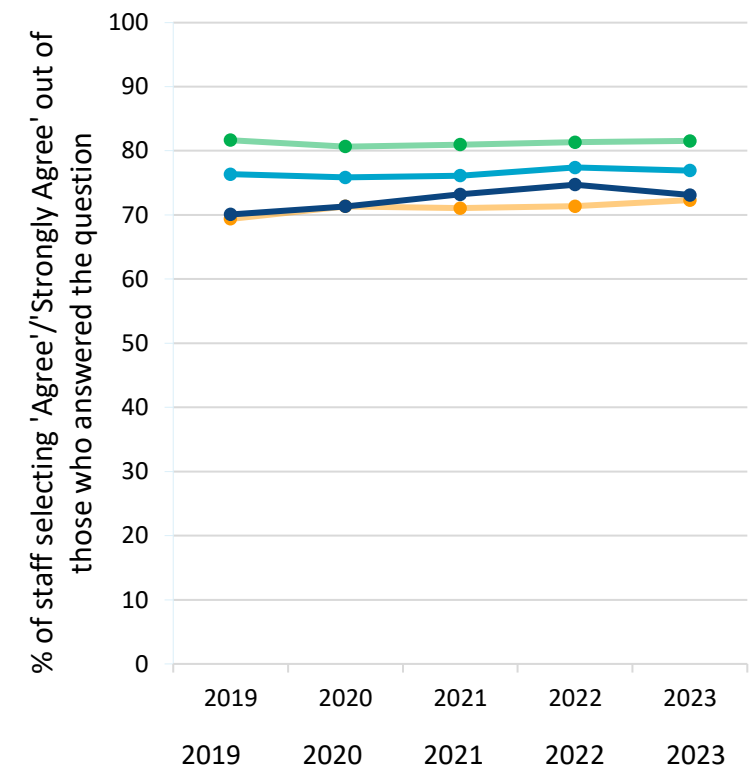
| Your org | 67.42% | 69.35% | 71.13% | 72.22% | 73.42% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 80.74% | 82.09% | 84.10% | 82.64% | 83.46% |
| Average result | 73.67% | 74.74% | 75.58% | 75.57% | 77.13% |
| Worst result | 66.18% | 69.23% | 69.38% | 67.98% | 70.83% |
| Responses | 1991 | 1970 | 2296 | 2749 | 2557 |

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

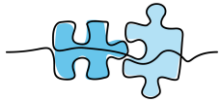


| Your org | 65.99% | 69.36% | 66.51% | 67.82% | 69.56% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 75.36% | 75.84% | 76.33% | 76.49% | 77.90% |
| Average result | 69.23% | 69.91% | 67.88% | 68.94% | 71.47% |
| Worst result | 61.52% | 58.46% | 54.96% | 61.36% | 64.20% |
| Responses | 2008 | 1978 | 2297 | 2747 | 2555 |

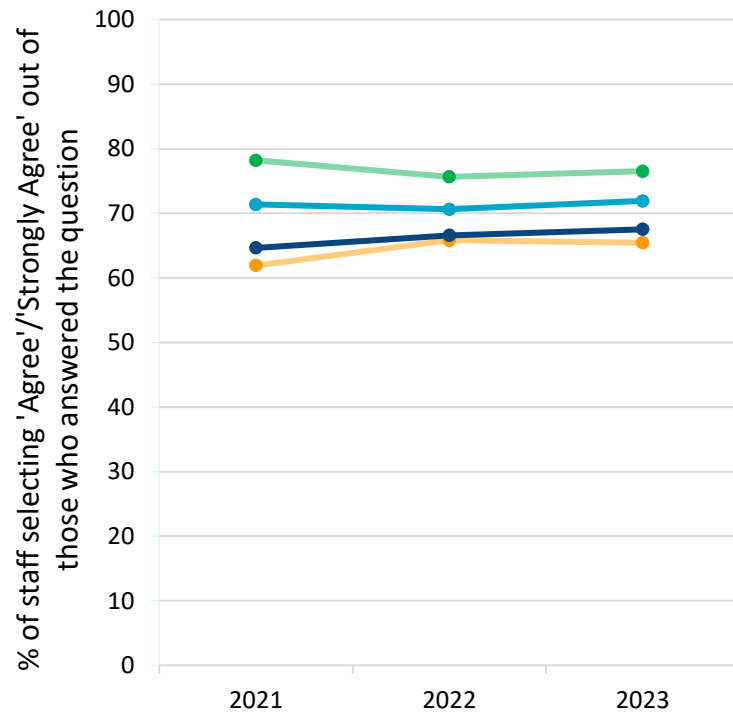
Q7c I receive the respect I deserve from my colleagues at work.



| Your org | 70.08% | 71.32% | 73.21% | 74.72% | 73.10% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 81.65% | 80.66% | 80.95% | 81.34% | 81.54% |
| Average result | 76.33% | 75.84% | 76.13% | 77.38% | 76.93% |
| Worst result | 69.39% | 71.32% | 71.06% | 71.35% | 72.31% |
| Responses | 2009 | 1979 | 2296 | 2747 | 2555 |

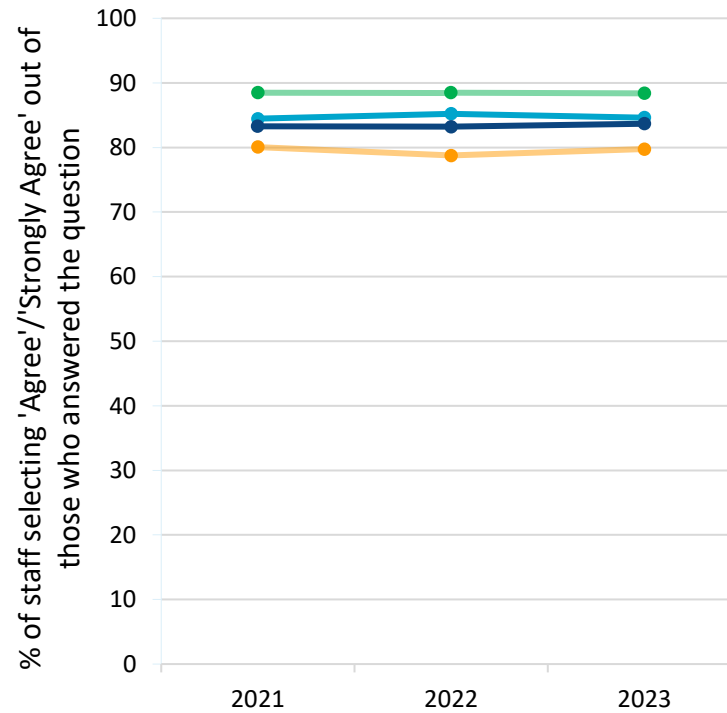


Q7d Team members understand each other's roles.



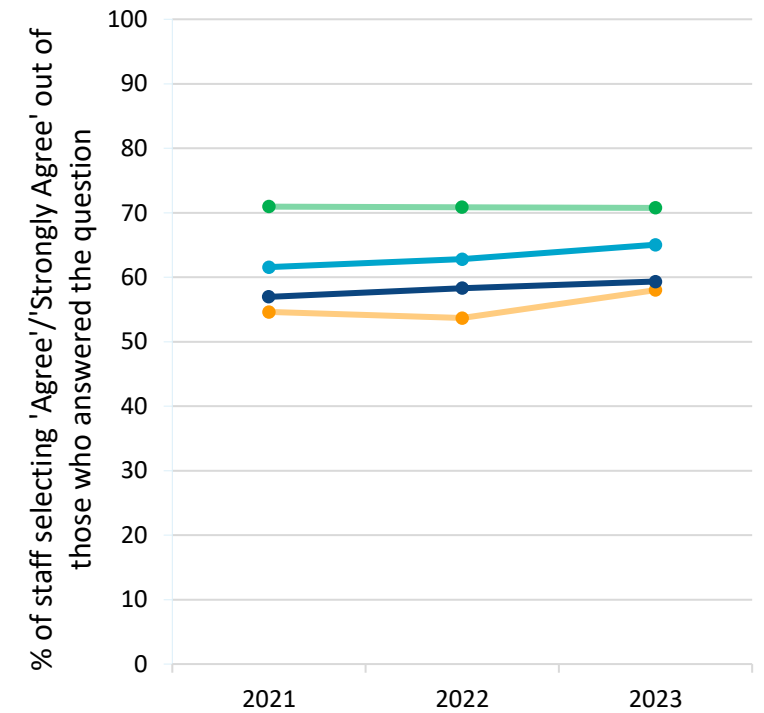
| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 64.62% | 66.58% | 67.54% |
| Best result | 78.20% | 75.63% | 76.53% |
| Average result | 71.36% | 70.61% | 71.92% |
| Worst result | 61.93% | 65.82% | 65.44% |
| Responses | 2294 | 2749 | 2553 |

Q7e I enjoy working with the colleagues in my team.

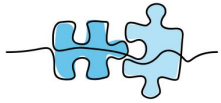


| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 83.26% | 83.20% | 83.70% |
| Best result | 88.50% | 88.48% | 88.38% |
| Average result | 84.46% | 85.21% | 84.63% |
| Worst result | 80.07% | 78.76% | 79.75% |
| Responses | 2296 | 2751 | 2555 |

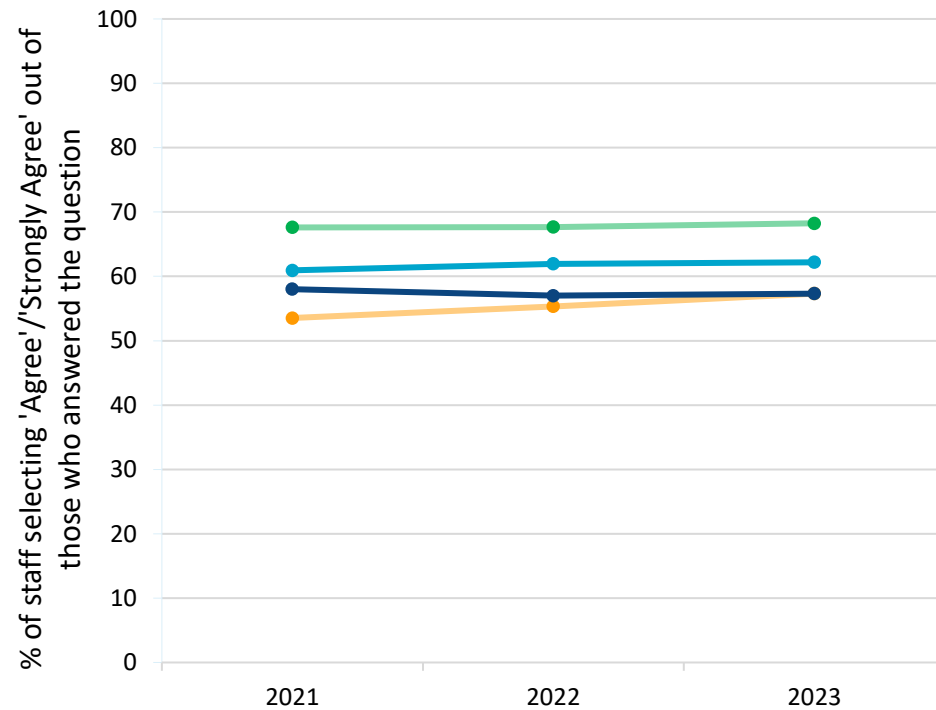
Q7f My team has enough freedom in how to do its work.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 56.94% | 58.31% | 59.33% |
| Best result | 70.97% | 70.85% | 70.76% |
| Average result | 61.57% | 62.81% | 65.04% |
| Worst result | 54.62% | 53.66% | 58.03% |
| Responses | 2294 | 2749 | 2552 |

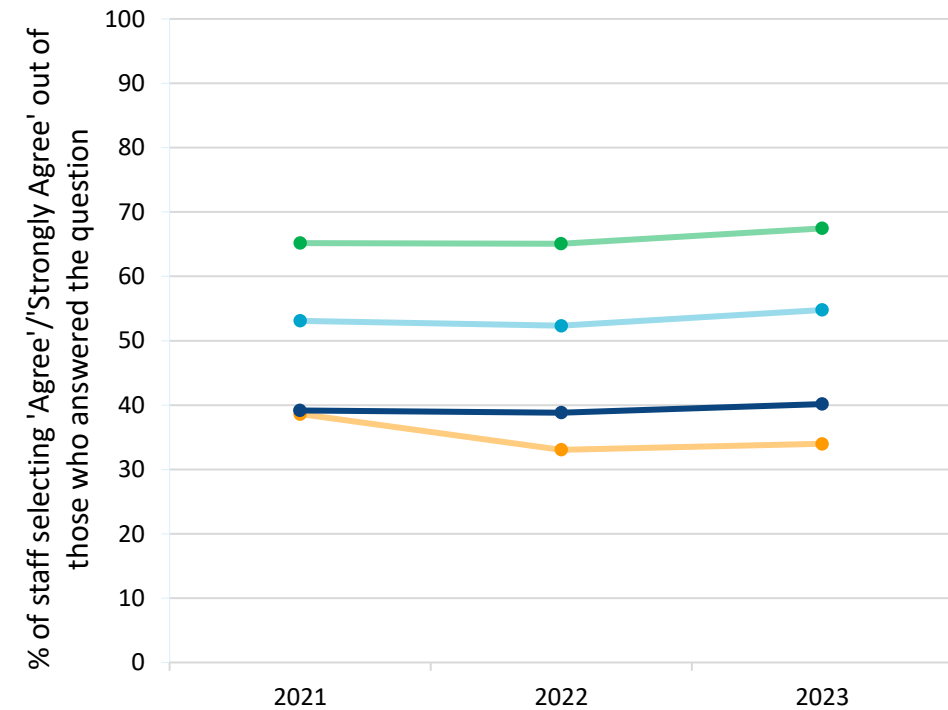


Q7g In my team disagreements are dealt with constructively.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 58.02% | 57.00% | 57.33% |
| Best result | 67.64% | 67.66% | 68.24% |
| Average result | 60.93% | 61.94% | 62.20% |
| Worst result | 53.52% | 55.34% | 57.33% |
| Responses | 2294 | 2745 | 2554 |

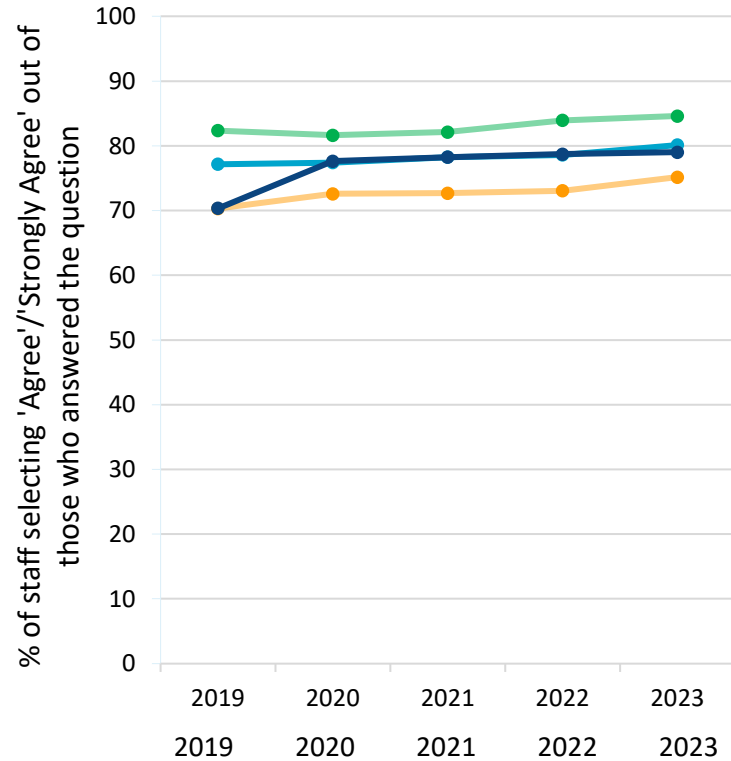
Q8a Teams within this organisation work well together to achieve their objectives.



| | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|
| Your org | 39.17% | 38.82% | 40.16% |
| Best result | 65.19% | 65.09% | 67.46% |
| Average result | 53.09% | 52.33% | 54.78% |
| Worst result | 38.61% | 33.05% | 33.97% |
| Responses | 2293 | 2748 | 2555 |

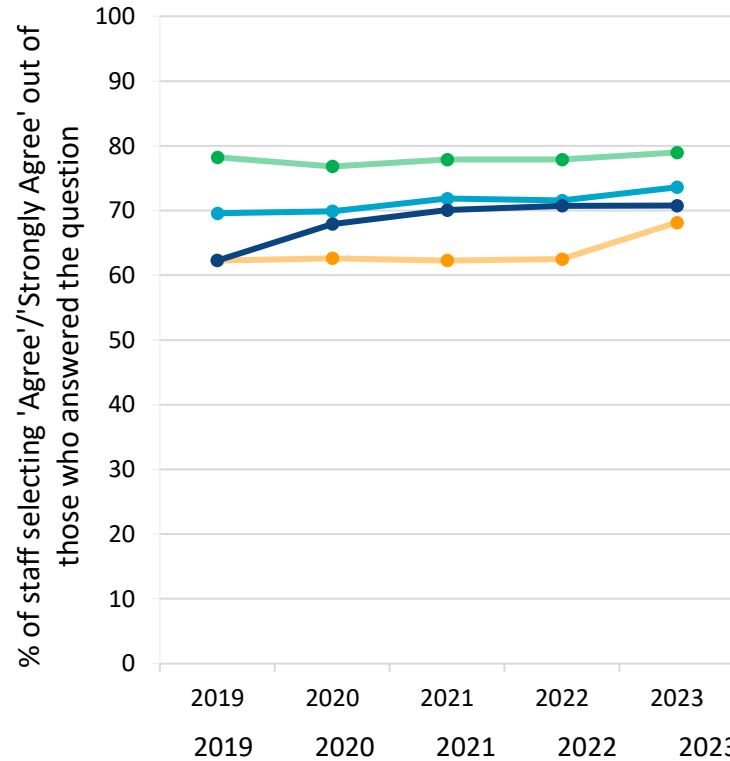


Q9a My immediate manager encourages me at work.



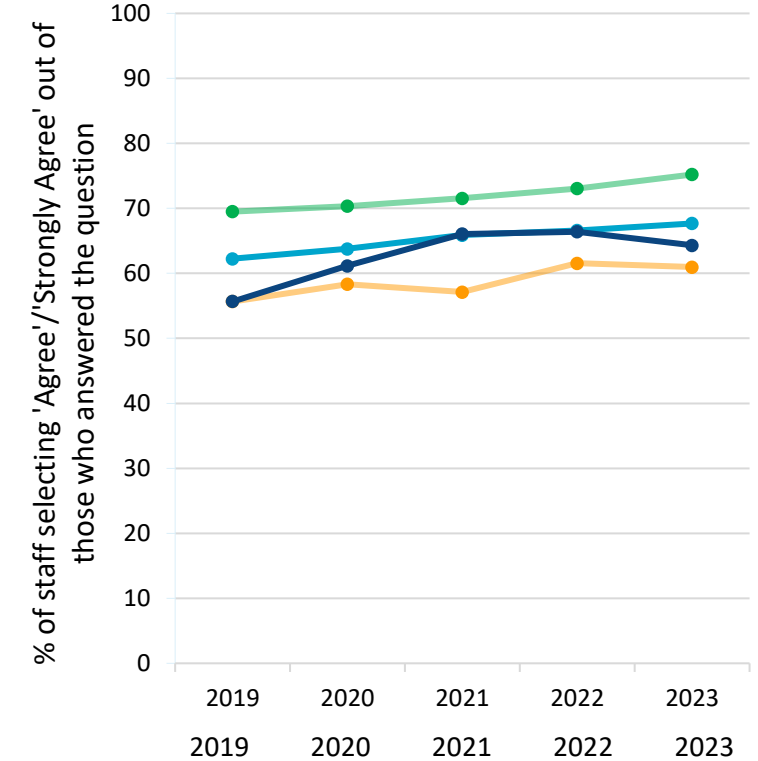
| Your org | 70.32% | 77.62% | 78.25% | 78.71% | 79.02% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 82.35% | 81.63% | 82.14% | 83.92% | 84.61% |
| Average result | 77.16% | 77.40% | 78.25% | 78.60% | 80.12% |
| Worst result | 70.32% | 72.59% | 72.69% | 73.05% | 75.16% |
| Responses | 1990 | 1960 | 2287 | 2745 | 2558 |

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

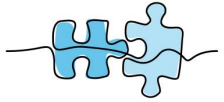


| Your org | 62.28% | 67.92% | 70.06% | 70.74% | 70.75% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 78.22% | 76.82% | 77.87% | 77.87% | 78.97% |
| Average result | 69.56% | 69.88% | 71.83% | 71.54% | 73.61% |
| Worst result | 62.28% | 62.61% | 62.27% | 62.50% | 68.14% |
| Responses | 1988 | 1958 | 2284 | 2742 | 2556 |

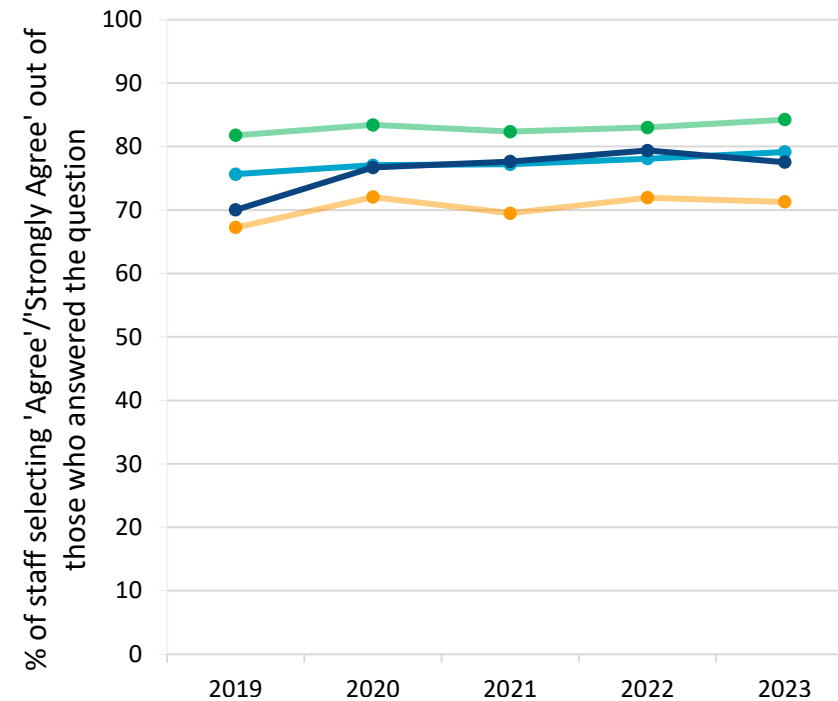
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



| Your org | 55.66% | 61.15% | 66.06% | 66.41% | 64.30% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 69.51% | 70.33% | 71.55% | 73.06% | 75.21% |
| Average result | 62.24% | 63.76% | 65.89% | 66.59% | 67.68% |
| Worst result | 55.66% | 58.32% | 57.11% | 61.55% | 60.95% |
| Responses | 1990 | 1956 | 2284 | 2747 | 2556 |



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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 69.99% | 76.71% | 77.64% | 79.37% | 77.54% |
| Best result | 81.77% | 83.41% | 82.36% | 83.00% | 84.26% |
| Average result | 75.65% | 77.07% | 77.22% | 78.09% | 79.16% |
| Worst result | 67.24% | 72.04% | 69.49% | 71.93% | 71.29% |
| Responses | 1986 | 1960 | 2285 | 2747 | 2557 |

Theme – Staff engagement

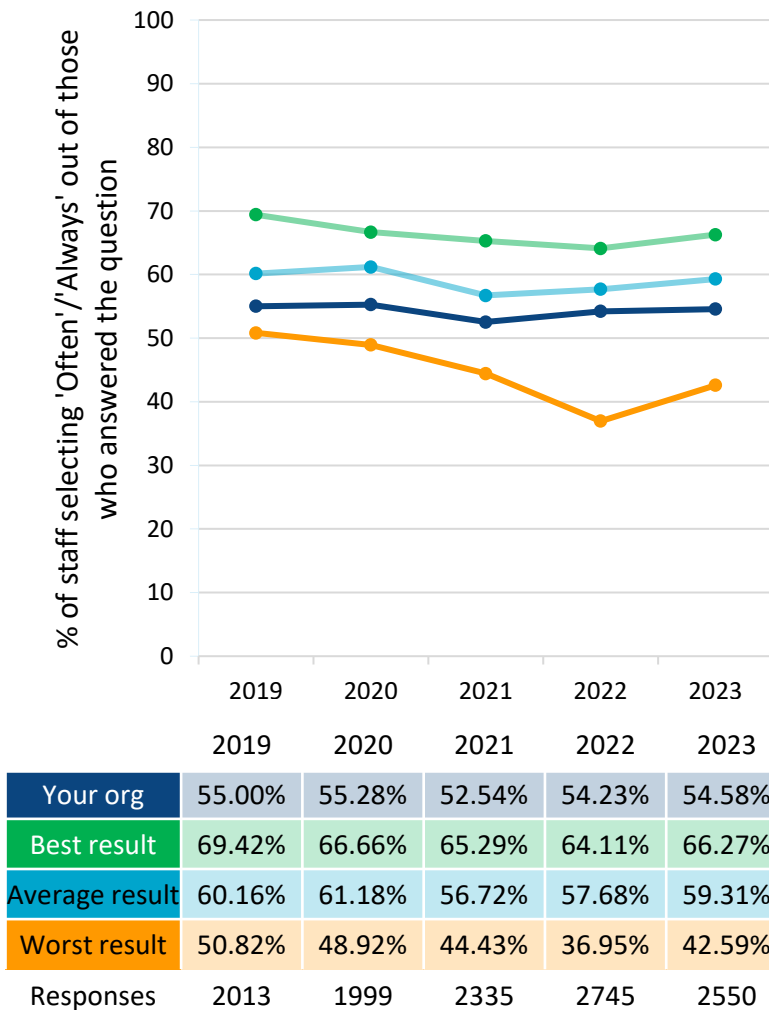
Questions included:

Motivation – Q2a, Q2b, Q2c

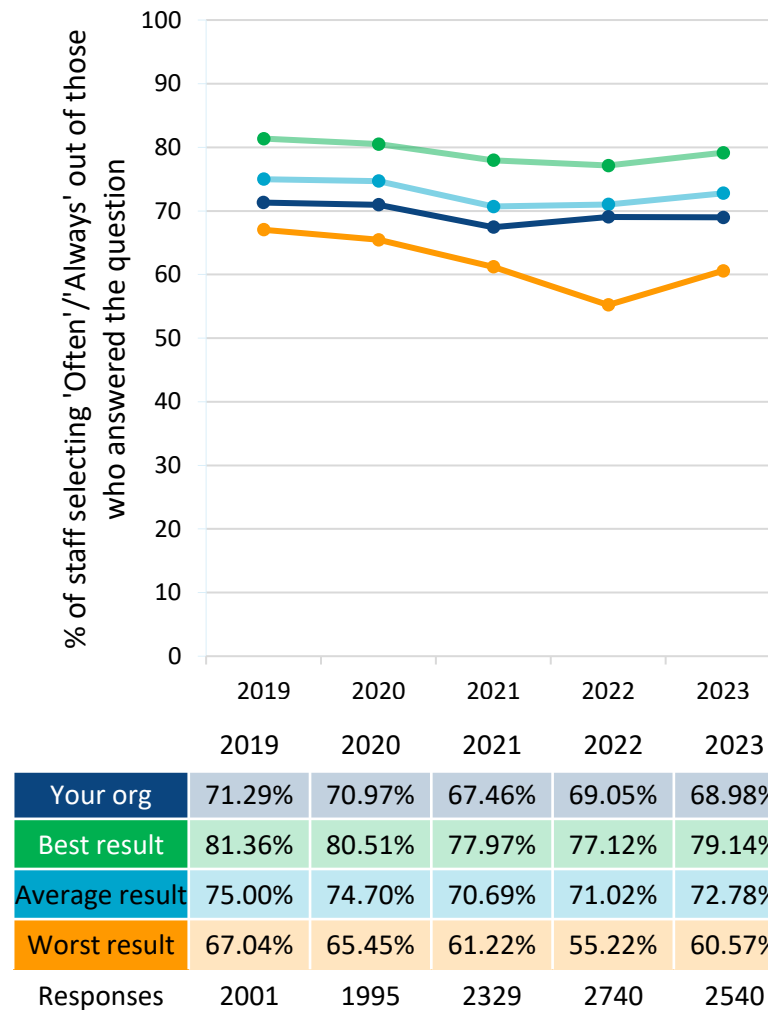
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

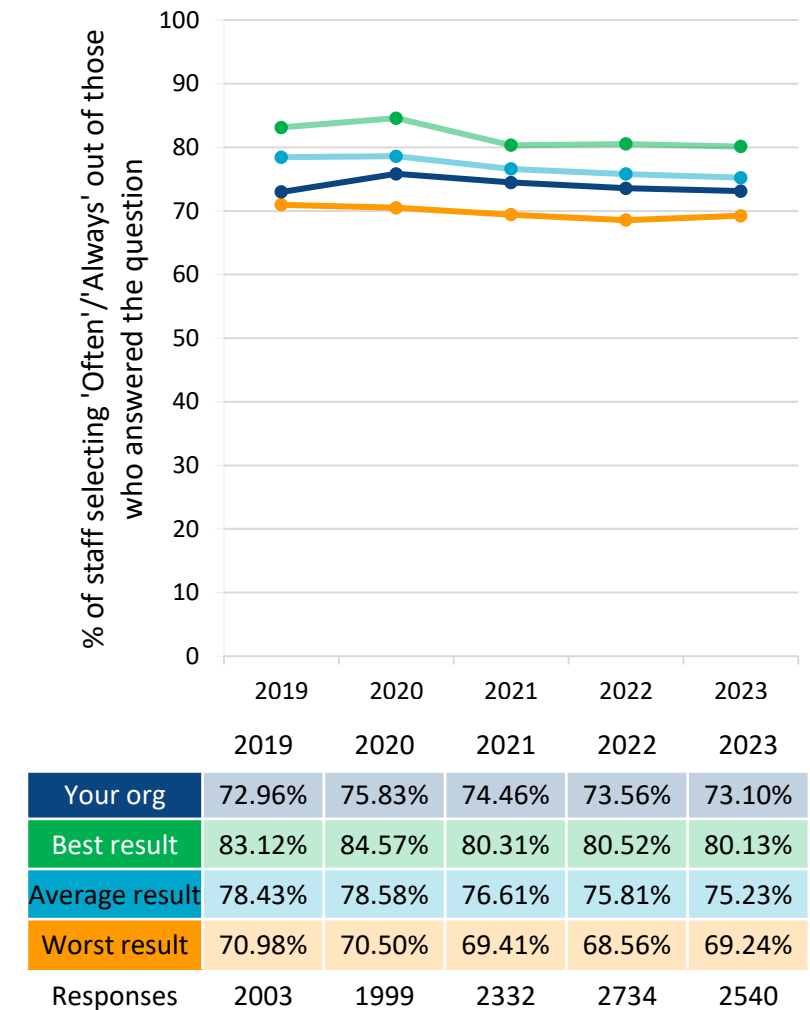
Q2a I look forward to going to work.



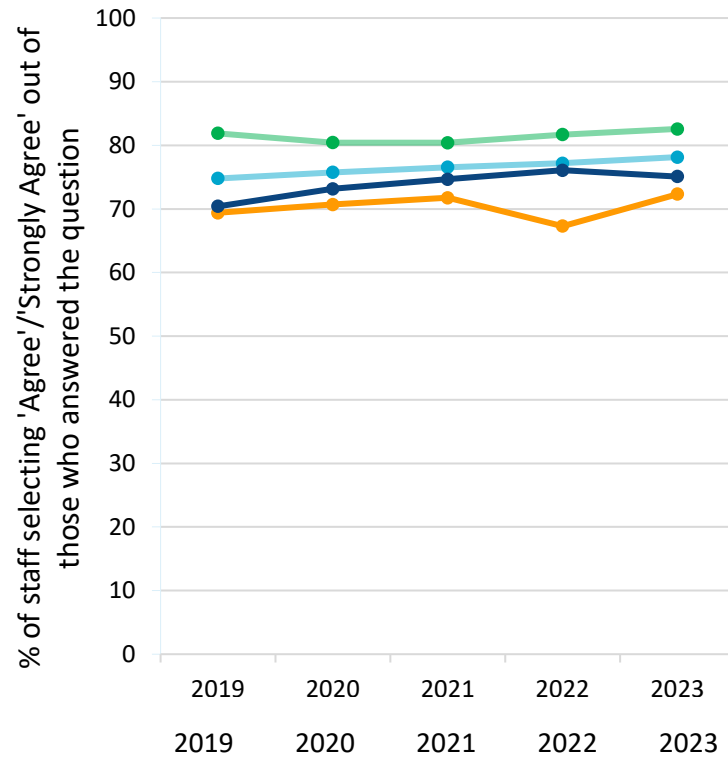
Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

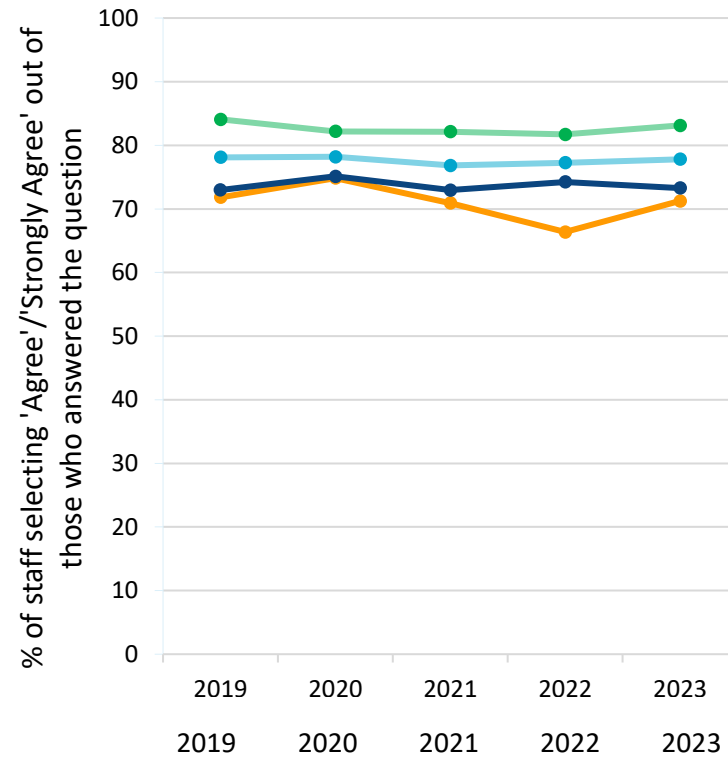


Q3c There are frequent opportunities for me to show initiative in my role.



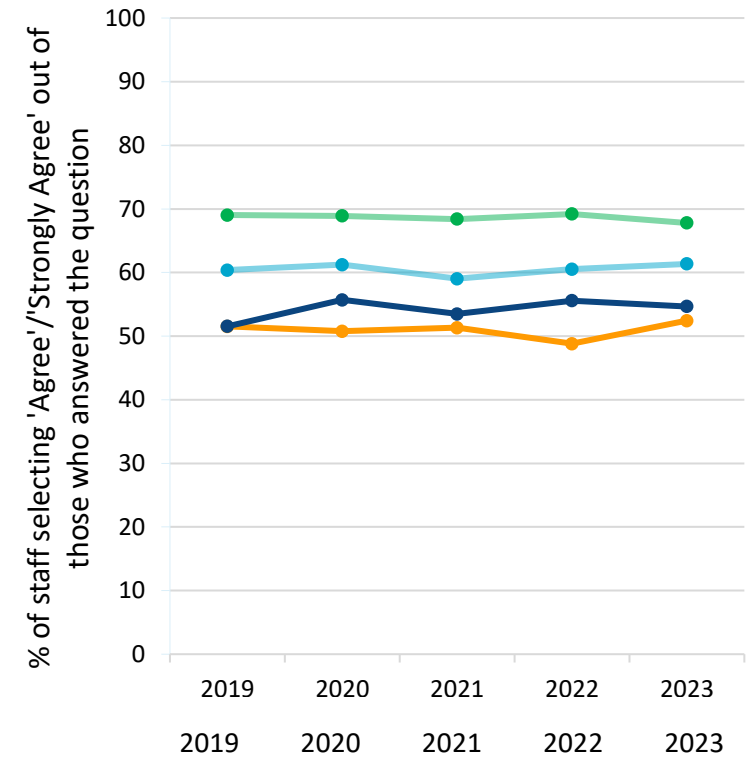
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 81.89% | 80.42% | 80.39% | 81.69% | 82.58% |
| Average result | 74.78% | 75.75% | 76.55% | 77.17% | 78.14% |
| Worst result | 69.39% | 70.70% | 71.75% | 67.29% | 72.32% |
| Responses | 2010 | 1982 | 2316 | 2747 | 2559 |

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



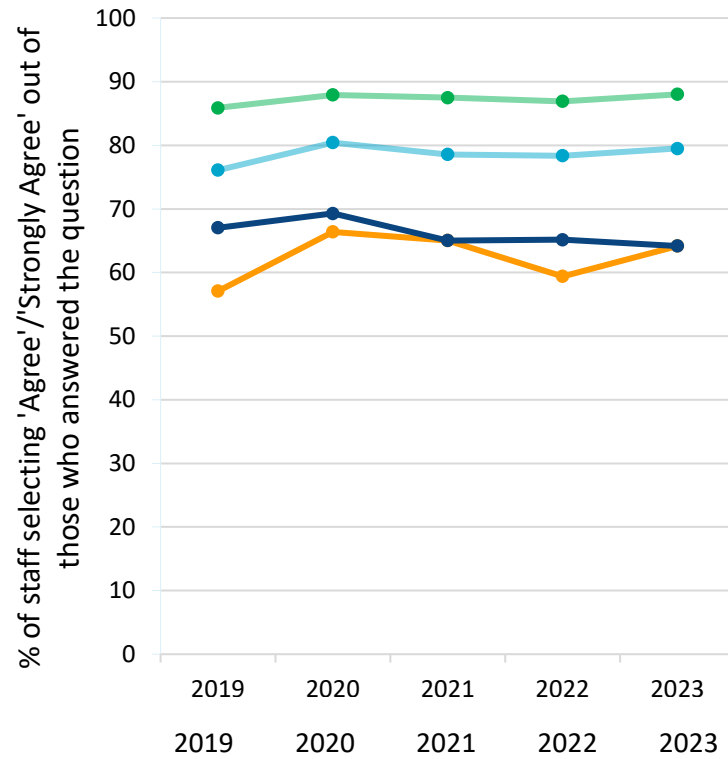
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 84.08% | 82.18% | 82.14% | 81.71% | 83.13% |
| Average result | 78.11% | 78.18% | 76.84% | 77.25% | 77.80% |
| Worst result | 71.82% | 74.85% | 70.93% | 66.36% | 71.24% |
| Responses | 2015 | 1980 | 2317 | 2745 | 2561 |

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



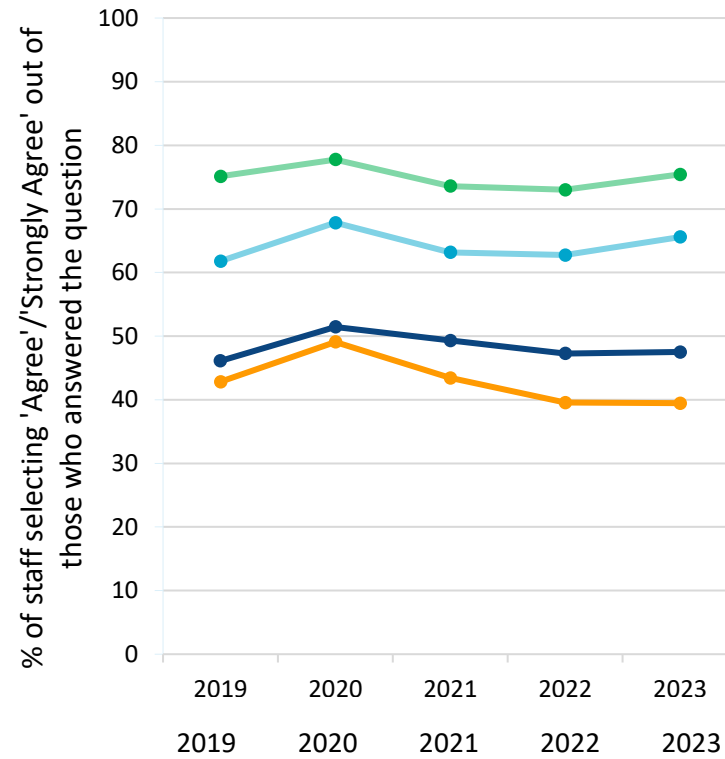
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 69.03% | 68.91% | 68.40% | 69.20% | 67.81% |
| Average result | 60.38% | 61.24% | 59.01% | 60.52% | 61.37% |
| Worst result | 51.53% | 50.78% | 51.33% | 48.81% | 52.44% |
| Responses | 2008 | 1975 | 2312 | 2749 | 2558 |

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



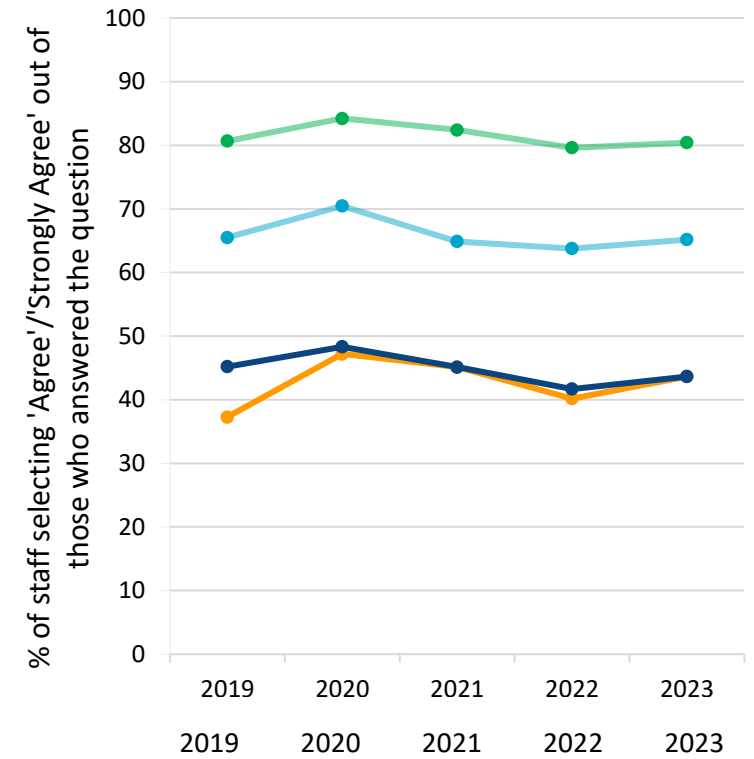
| Your org | 67.03% | 69.29% | 65.04% | 65.17% | 64.18% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 85.89% | 87.93% | 87.50% | 86.92% | 88.01% |
| Average result | 76.11% | 80.42% | 78.56% | 78.37% | 79.49% |
| Worst result | 57.09% | 66.39% | 65.04% | 59.39% | 64.18% |
| Responses | 1969 | 1940 | 2253 | 2744 | 2552 |

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



| Your org | 46.13% | 51.46% | 49.31% | 47.27% | 47.49% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 75.13% | 77.76% | 73.58% | 73.01% | 75.43% |
| Average result | 61.79% | 67.83% | 63.17% | 62.74% | 65.59% |
| Worst result | 42.82% | 49.09% | 43.43% | 39.56% | 39.46% |
| Responses | 1969 | 1940 | 2251 | 2748 | 2551 |

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



| Your org | 45.21% | 48.32% | 45.13% | 41.69% | 43.64% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 80.67% | 84.23% | 82.42% | 79.63% | 80.42% |
| Average result | 65.50% | 70.45% | 64.89% | 63.78% | 65.18% |
| Worst result | 37.29% | 47.19% | 45.13% | 40.19% | 43.64% |
| Responses | 1966 | 1938 | 2247 | 2747 | 2552 |

Theme - Morale

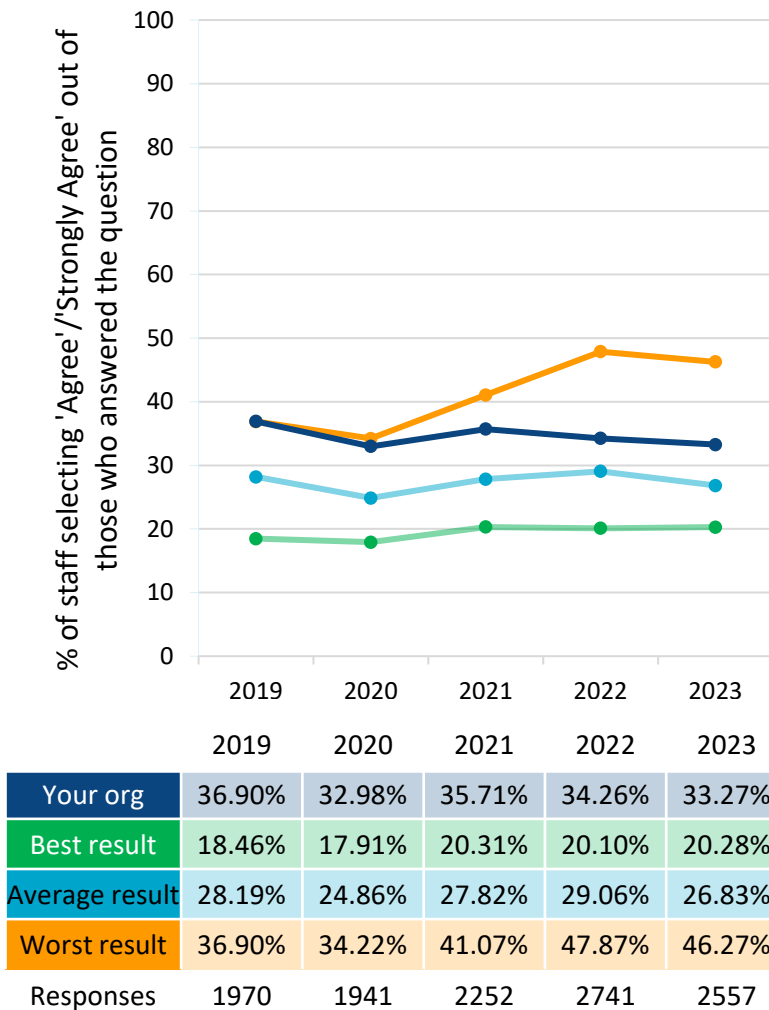
Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

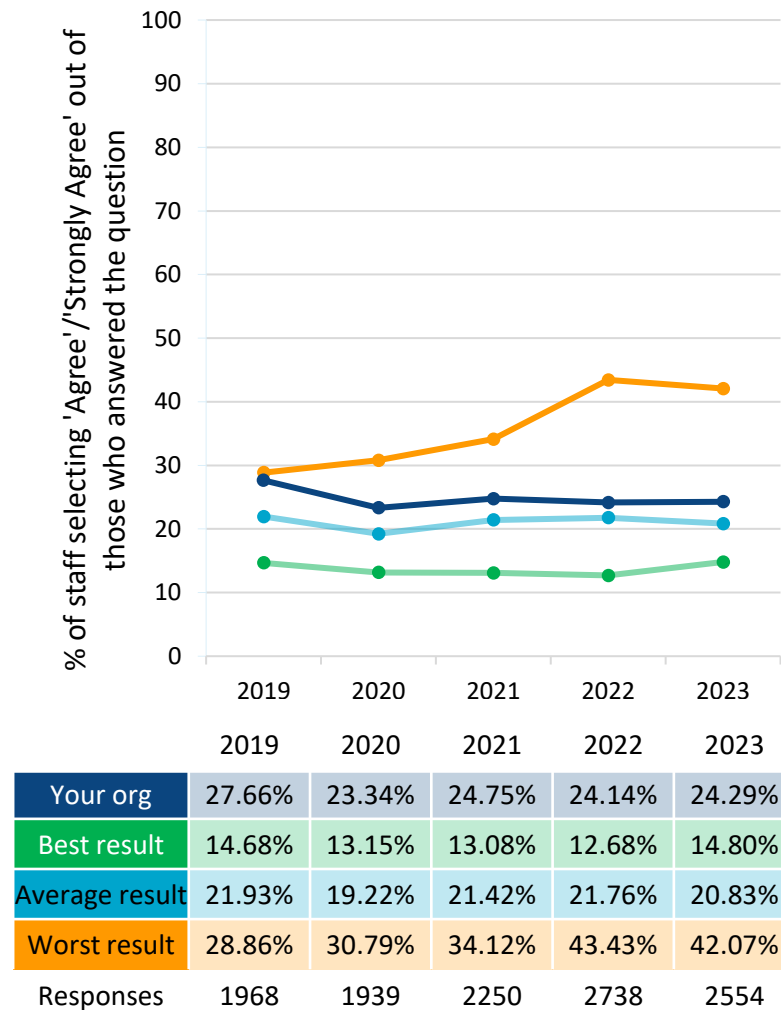
Work pressure – Q3g, Q3h, Q3i

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

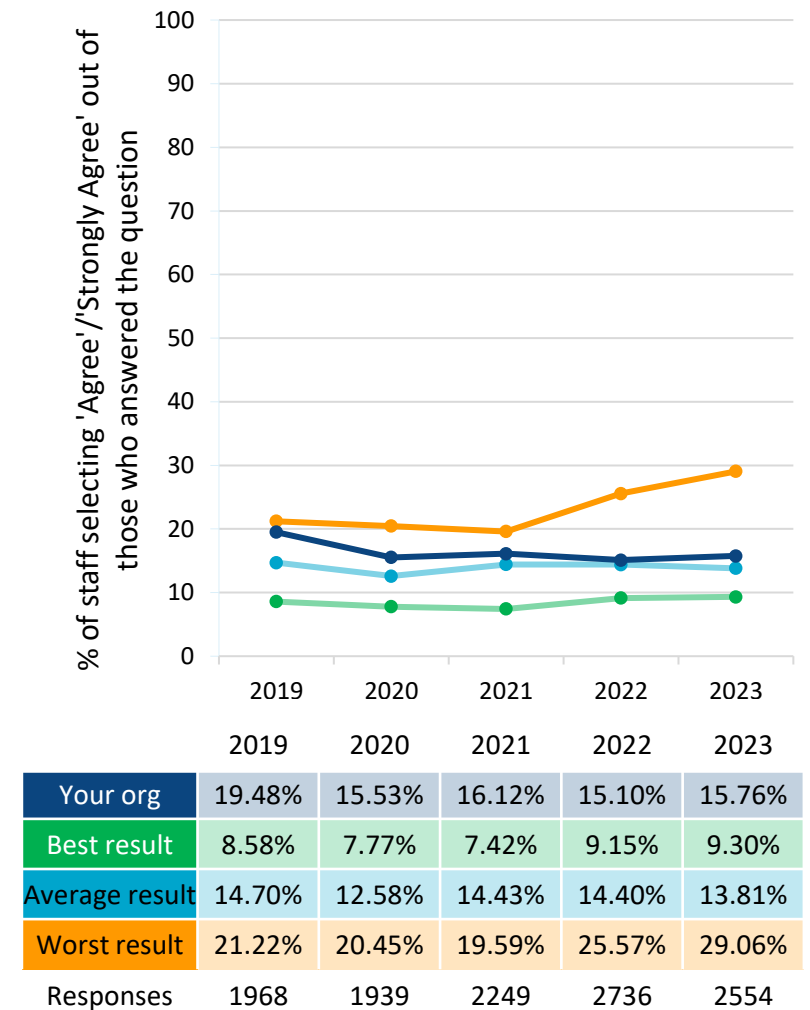
Q26a I often think about leaving this organisation.



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

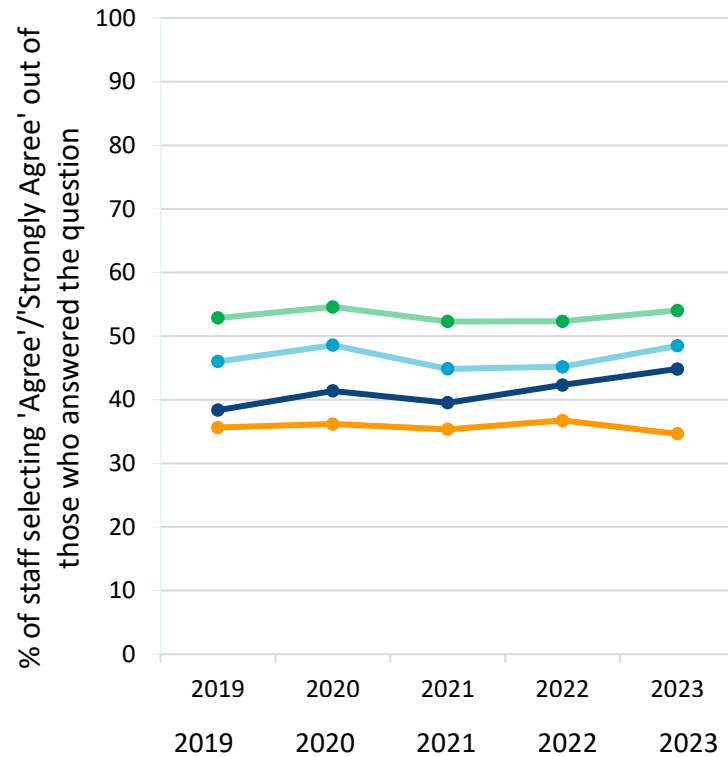


Q26c As soon as I can find another job, I will leave this organisation.



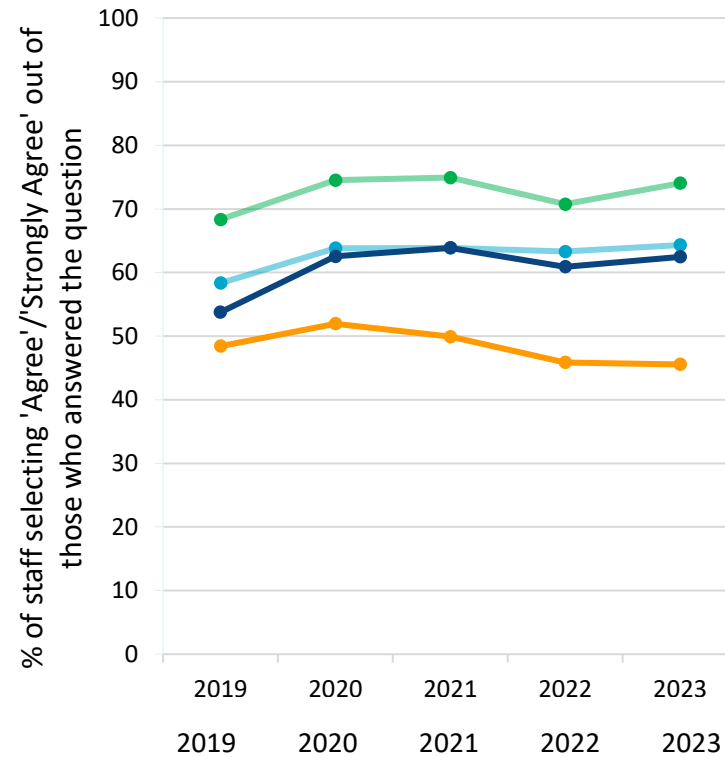


Q3g I am able to meet all the conflicting demands on my time at work.



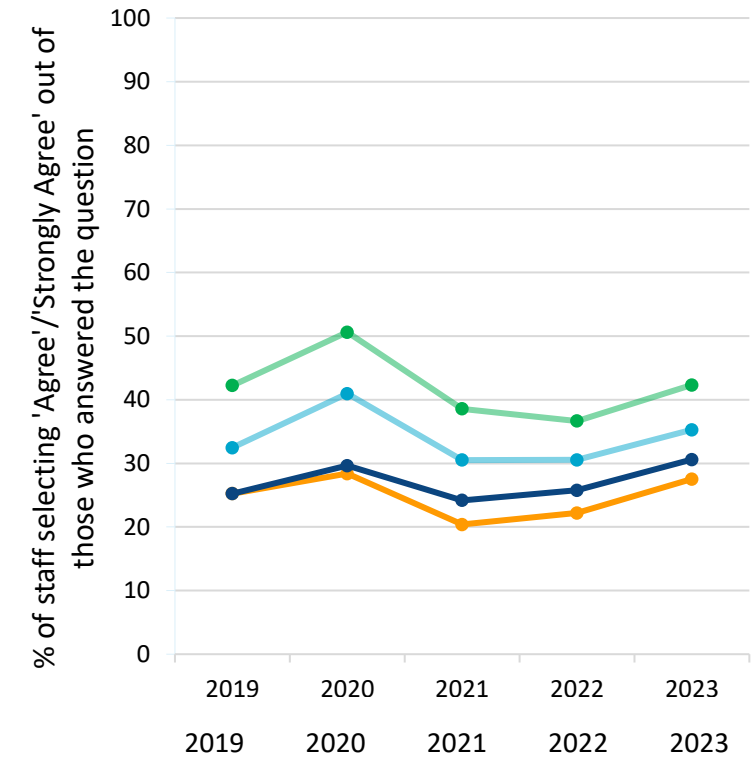
| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 38.33% | 41.38% | 39.52% | 42.31% | 44.85% |
| Best result | 52.86% | 54.59% | 52.32% | 52.33% | 54.03% |
| Average result | 46.01% | 48.59% | 44.86% | 45.18% | 48.48% |
| Worst result | 35.63% | 36.18% | 35.35% | 36.74% | 34.64% |
| Responses | 2004 | 1975 | 2316 | 2747 | 2558 |

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



| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 53.74% | 62.55% | 63.87% | 60.92% | 62.48% |
| Best result | 68.32% | 74.51% | 74.92% | 70.75% | 74.04% |
| Average result | 58.35% | 63.84% | 63.87% | 63.29% | 64.33% |
| Worst result | 48.44% | 51.95% | 49.91% | 45.87% | 45.56% |
| Responses | 2003 | 1976 | 2317 | 2746 | 2559 |

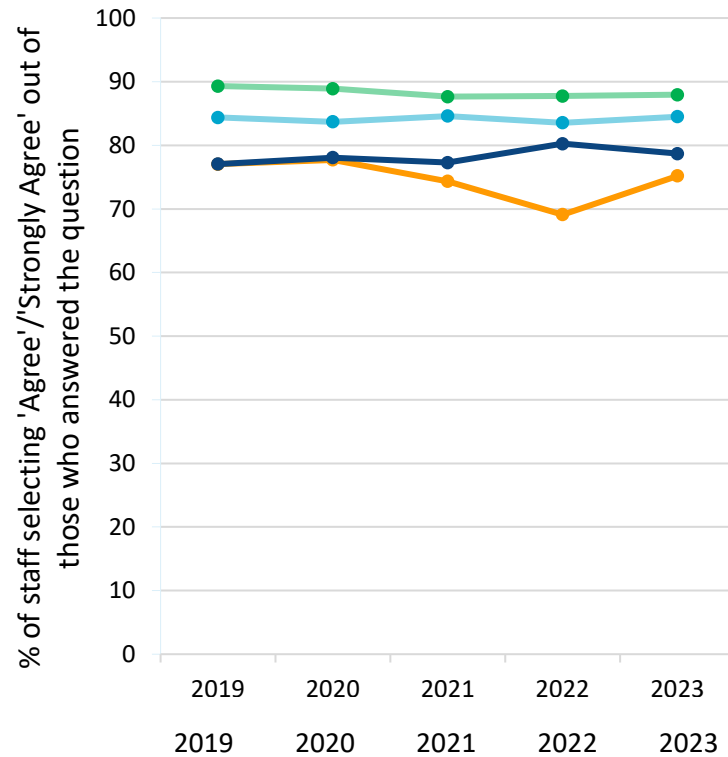
Q3i There are enough staff at this organisation for me to do my job properly.



| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 25.23% | 29.63% | 24.18% | 25.76% | 30.59% |
| Best result | 42.23% | 50.62% | 38.58% | 36.65% | 42.31% |
| Average result | 32.45% | 40.96% | 30.52% | 30.55% | 35.28% |
| Worst result | 25.23% | 28.37% | 20.38% | 22.18% | 27.52% |
| Responses | 2009 | 1977 | 2316 | 2751 | 2560 |

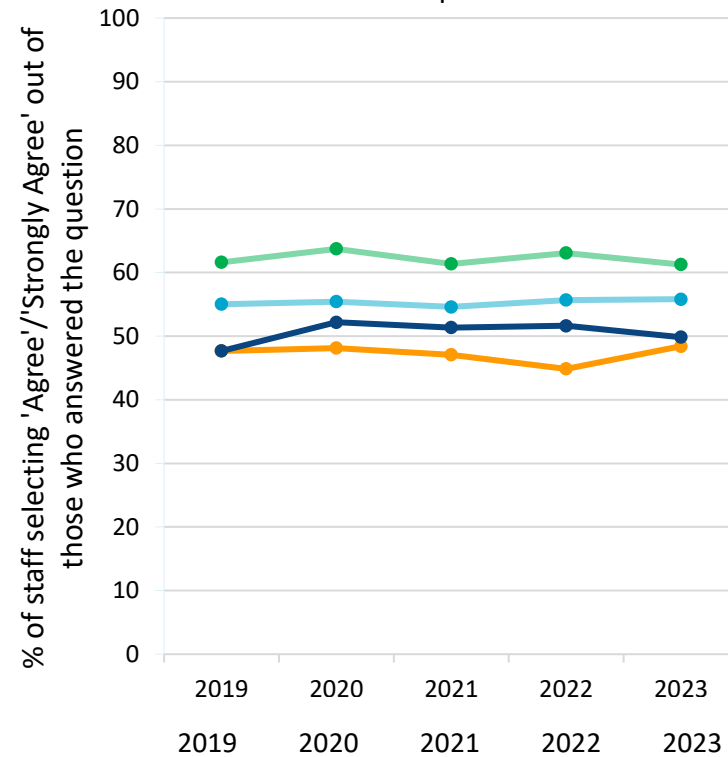


Q3a I always know what my work responsibilities are.



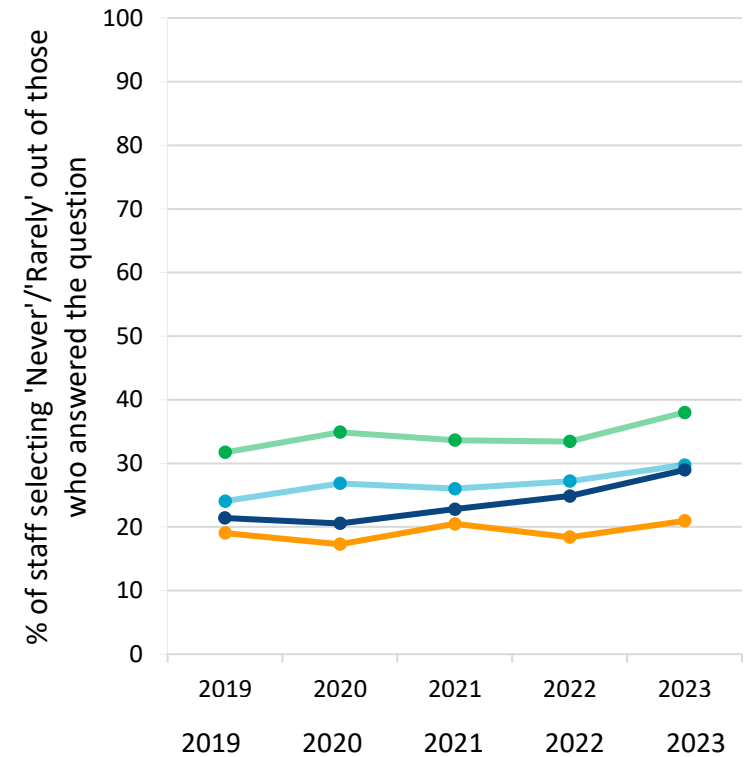
| Your org | 77.03% | 78.05% | 77.29% | 80.25% | 78.69% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 89.31% | 88.91% | 87.64% | 87.74% | 87.94% |
| Average result | 84.39% | 83.69% | 84.60% | 83.54% | 84.49% |
| Worst result | 77.03% | 77.72% | 74.34% | 69.12% | 75.20% |
| Responses | 2011 | 2001 | 2314 | 2747 | 2559 |

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



| Your org | 47.67% | 52.18% | 51.34% | 51.62% | 49.83% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 61.62% | 63.73% | 61.35% | 63.07% | 61.26% |
| Average result | 55.01% | 55.43% | 54.61% | 55.66% | 55.80% |
| Worst result | 47.67% | 48.13% | 47.08% | 44.86% | 48.41% |
| Responses | 2012 | 1981 | 2315 | 2748 | 2558 |

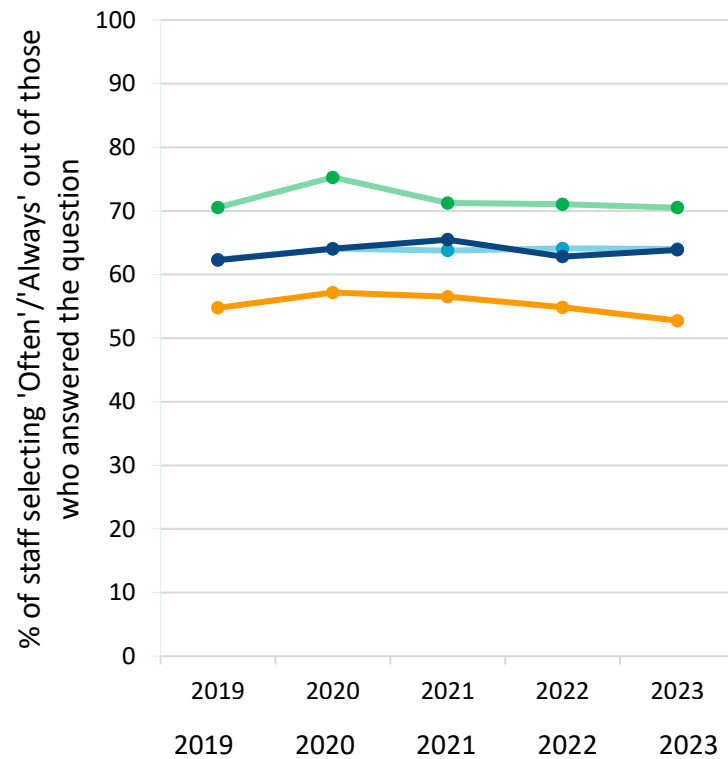
Q5a I have unrealistic time pressures.



| Your org | 21.41% | 20.57% | 22.80% | 24.85% | 28.97% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 31.73% | 34.90% | 33.64% | 33.44% | 37.98% |
| Average result | 24.05% | 26.84% | 26.02% | 27.20% | 29.73% |
| Worst result | 19.06% | 17.28% | 20.49% | 18.39% | 20.96% |
| Responses | 1993 | 1969 | 2306 | 2739 | 2558 |

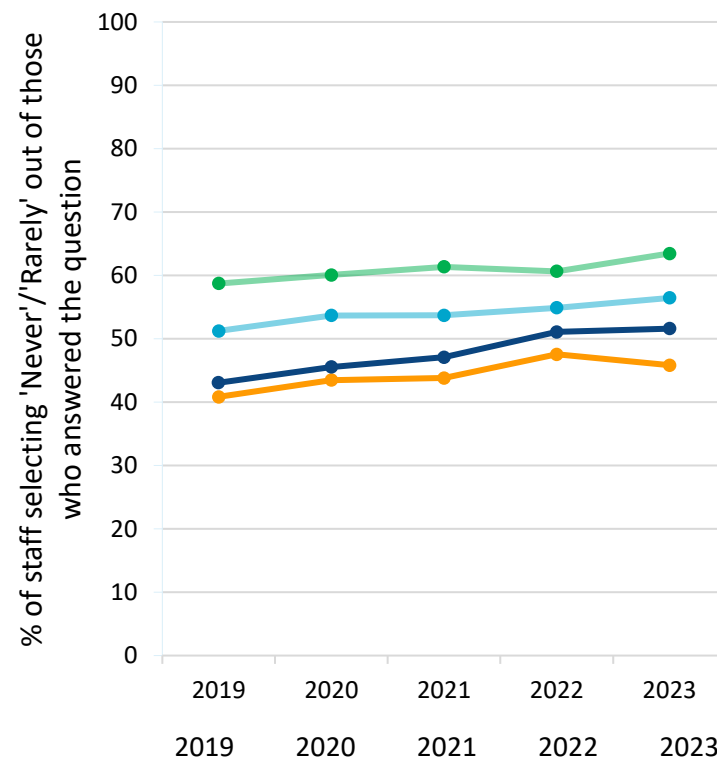


Q5b I have a choice in deciding how to do my work.



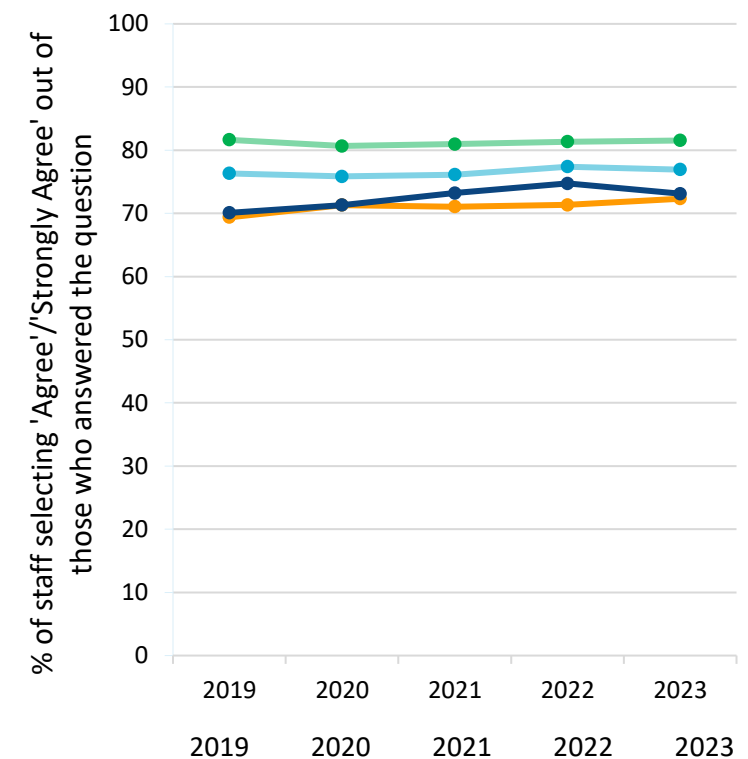
| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 70.54% | 75.27% | 71.25% | 71.04% | 70.51% |
| Average result | 62.33% | 64.05% | 63.77% | 64.10% | 64.00% |
| Worst result | 54.76% | 57.16% | 56.52% | 54.84% | 52.72% |
| Responses | 1993 | 1969 | 2310 | 2736 | 2555 |

Q5c Relationships at work are strained.



| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 58.73% | 60.08% | 61.37% | 60.64% | 63.46% |
| Average result | 51.23% | 53.68% | 53.70% | 54.89% | 56.46% |
| Worst result | 40.82% | 43.46% | 43.80% | 47.54% | 45.83% |
| Responses | 1990 | 1970 | 2308 | 2740 | 2550 |

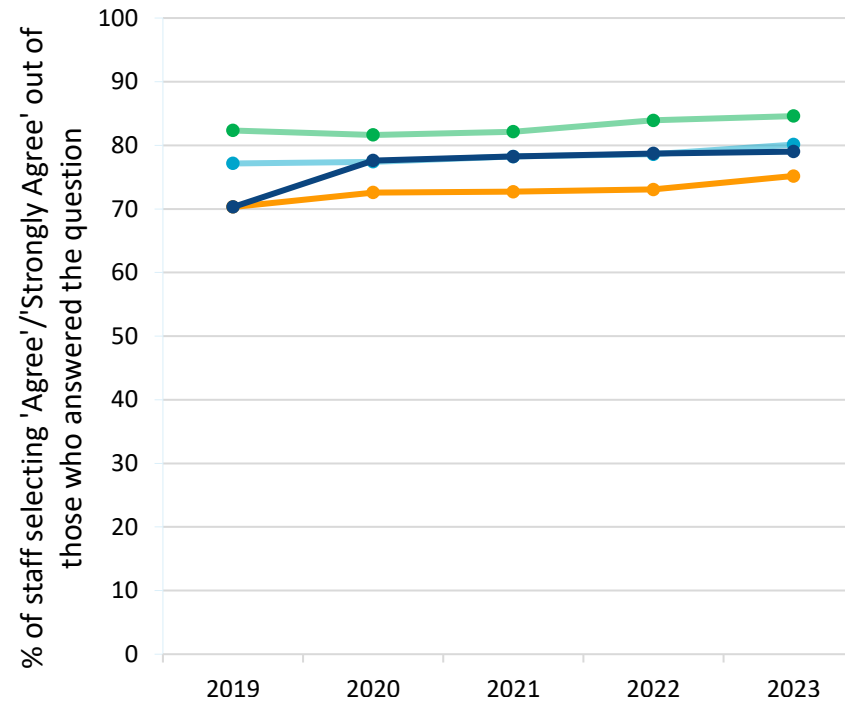
Q7c I receive the respect I deserve from my colleagues at work.



| Your org | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 81.65% | 80.66% | 80.95% | 81.34% | 81.54% |
| Average result | 76.33% | 75.84% | 76.13% | 77.38% | 76.93% |
| Worst result | 69.39% | 71.32% | 71.06% | 71.35% | 72.31% |
| Responses | 2009 | 1979 | 2296 | 2747 | 2555 |



Q9a My immediate manager encourages me at work.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 70.32% | 77.62% | 78.25% | 78.71% | 79.02% |
| Best result | 82.35% | 81.63% | 82.14% | 83.92% | 84.61% |
| Average result | 77.16% | 77.40% | 78.25% | 78.60% | 80.12% |
| Worst result | 70.32% | 72.59% | 72.69% | 73.05% | 75.16% |
| Responses | 1990 | 1960 | 2287 | 2745 | 2558 |

Question not linked to People Promise elements or themes

Questions included:*

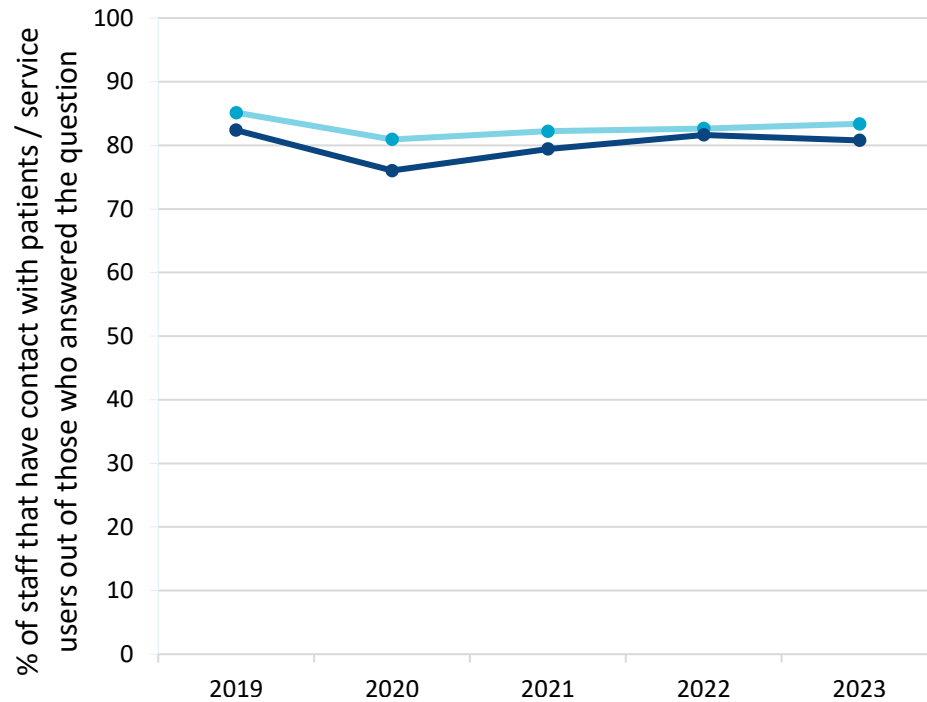
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

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

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

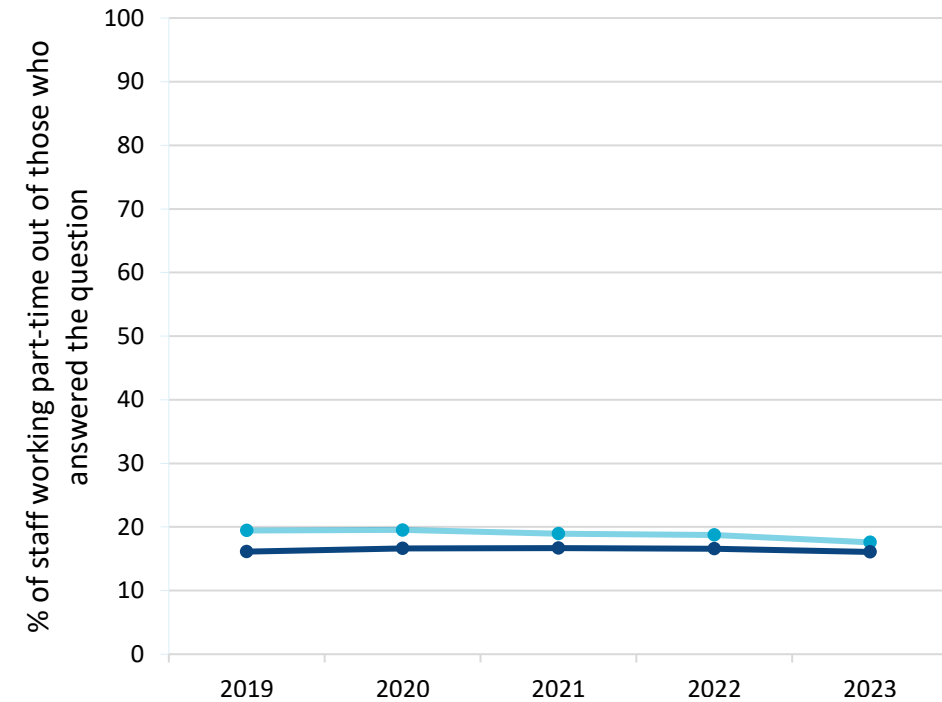


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------|--------|--------|--------|--------|--------|
| Your org | 82.38% | 76.03% | 79.43% | 81.65% | 80.79% |
| Average | 85.12% | 80.93% | 82.21% | 82.64% | 83.36% |
| Responses | 2015 | 2007 | 2329 | 2735 | 2556 |

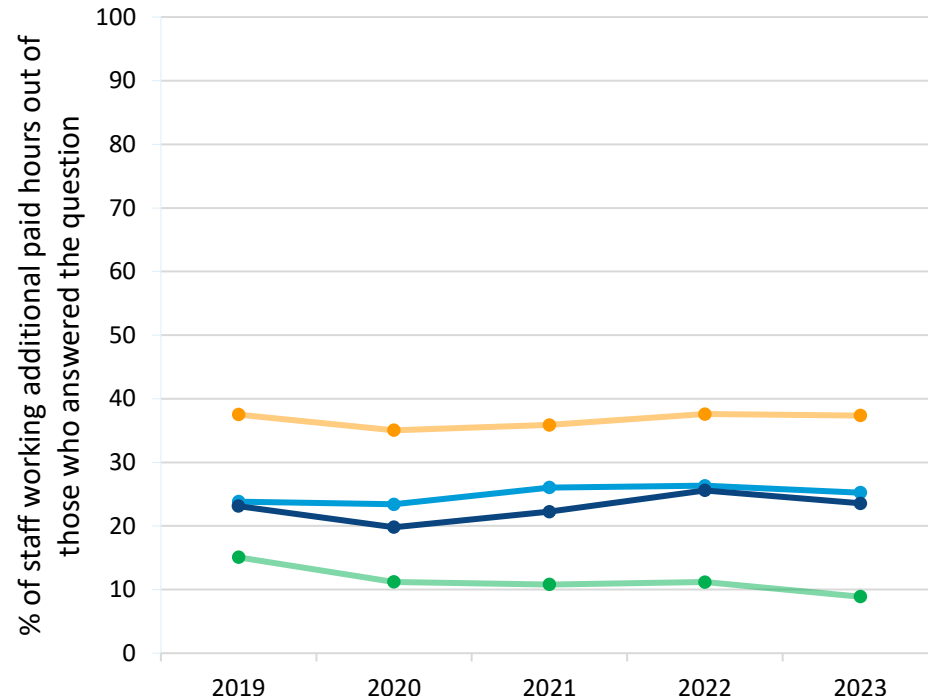
Q10a How many hours a week are you contracted to work?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------|--------|--------|--------|--------|--------|
| Your org | 16.12% | 16.62% | 16.68% | 16.57% | 16.08% |
| Average | 19.46% | 19.54% | 18.96% | 18.74% | 17.59% |
| Responses | 1979 | 1937 | 2236 | 2679 | 2512 |



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

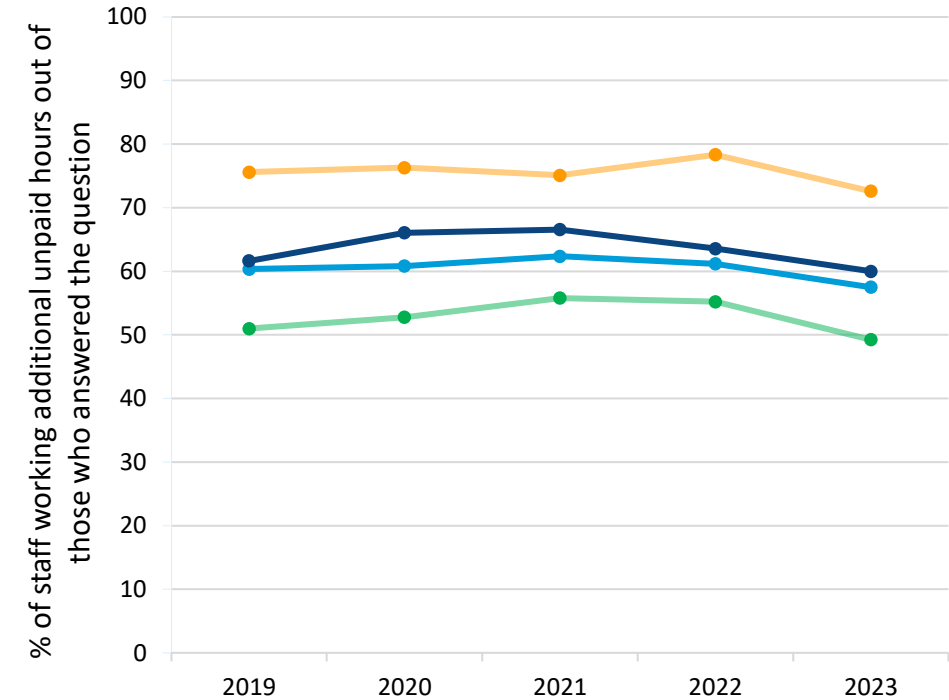


2019 2020 2021 2022 2023

| Your org | 23.13% | 19.80% | 22.25% | 25.58% | 23.56% |
|----------|--------|--------|--------|--------|--------|
| Lowest | 15.08% | 11.21% | 10.81% | 11.17% | 8.88% |
| Average | 23.83% | 23.40% | 26.03% | 26.31% | 25.25% |
| Highest | 37.52% | 35.06% | 35.88% | 37.60% | 37.36% |

Responses 1984 1950 2280 2737 2546

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



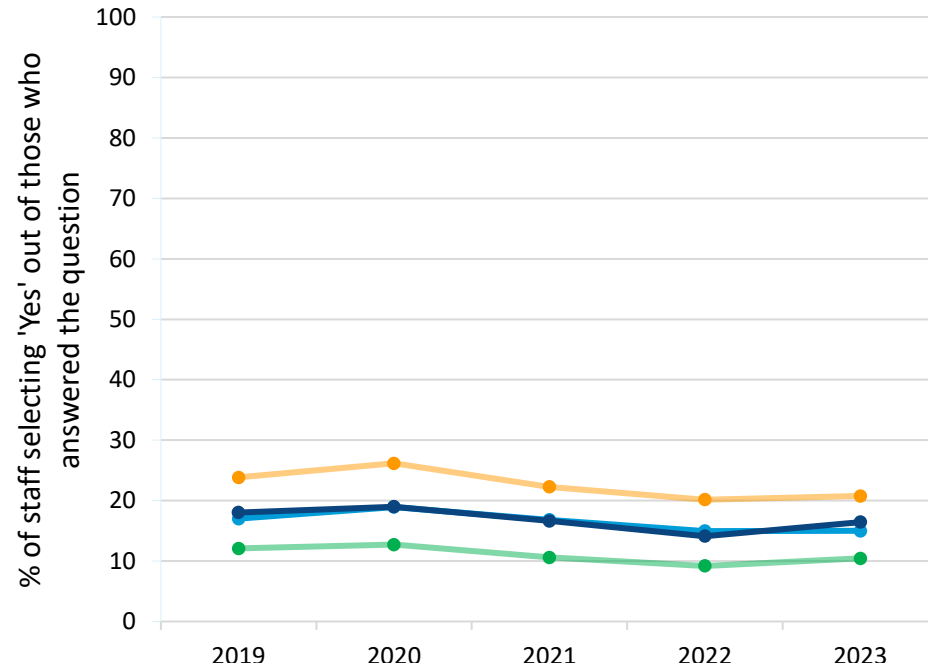
2019 2020 2021 2022 2023

| Your org | 61.62% | 66.05% | 66.56% | 63.57% | 59.99% |
|----------|--------|--------|--------|--------|--------|
| Lowest | 50.98% | 52.76% | 55.80% | 55.22% | 49.26% |
| Average | 60.35% | 60.82% | 62.37% | 61.17% | 57.50% |
| Highest | 75.60% | 76.29% | 75.08% | 78.33% | 72.60% |

Responses 1979 1957 2283 2743 2548

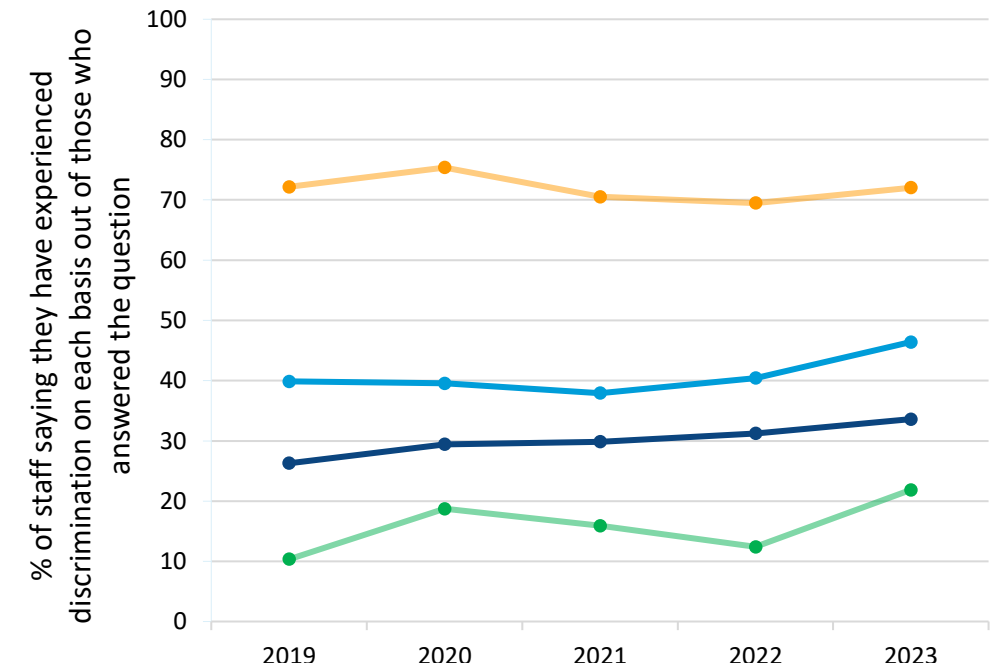


Q11e* Have you felt pressure from your manager to come to work?



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 18.02% | 19.00% | 16.64% | 14.12% | 16.44% |
| Best result | 12.08% | 12.72% | 10.60% | 9.20% | 10.44% |
| Average result | 17.02% | 18.95% | 16.83% | 14.98% | 15.00% |
| Worst result | 23.84% | 26.16% | 22.27% | 20.17% | 20.76% |
| Responses | 1211 | 1016 | 1260 | 1611 | 1428 |

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

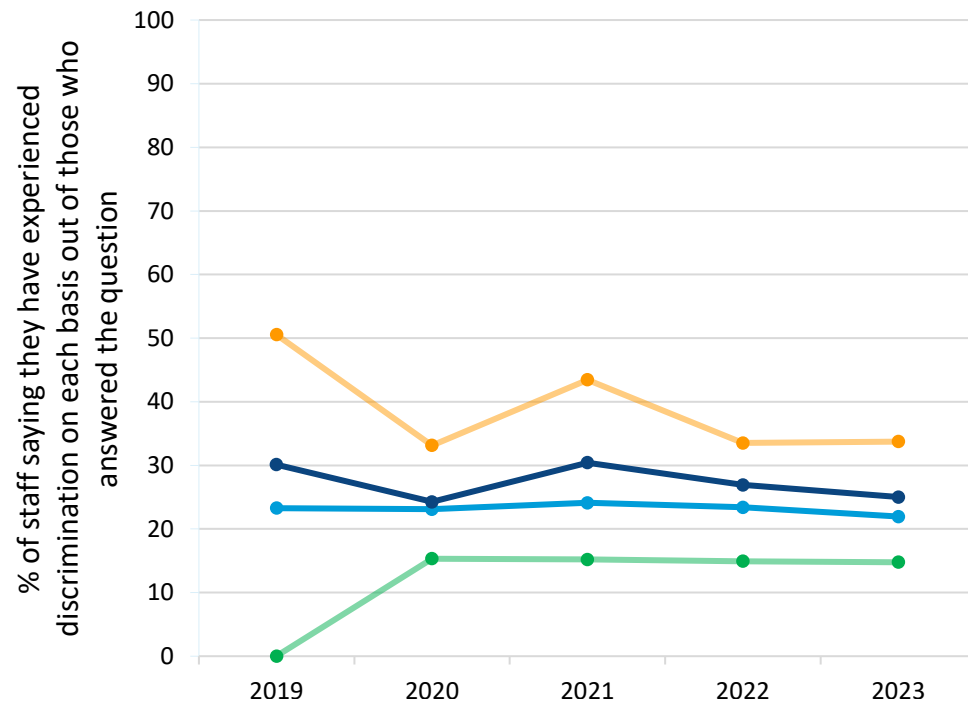


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 26.31% | 29.43% | 29.85% | 31.25% | 33.60% |
| Best result | 10.37% | 18.72% | 15.93% | 12.40% | 21.86% |
| Average result | 39.88% | 39.54% | 37.92% | 40.42% | 46.40% |
| Worst result | 72.17% | 75.37% | 70.51% | 69.48% | 72.03% |
| Responses | 303 | 285 | 325 | 393 | 386 |

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



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

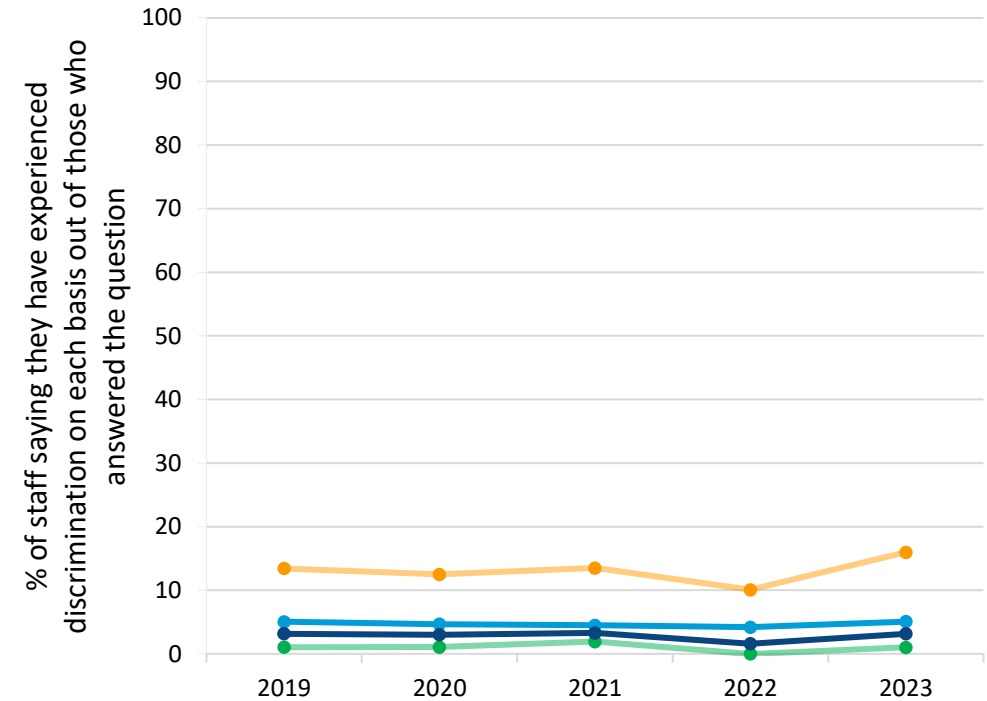


2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 30.08% | 24.27% | 30.42% | 26.92% | 25.02% |
| Best result | 0.00% | 15.33% | 15.19% | 14.92% | 14.77% |
| Average result | 23.28% | 23.11% | 24.11% | 23.41% | 21.95% |
| Worst result | 50.55% | 33.14% | 43.44% | 33.50% | 33.73% |

Responses 303 285 325 393 386

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



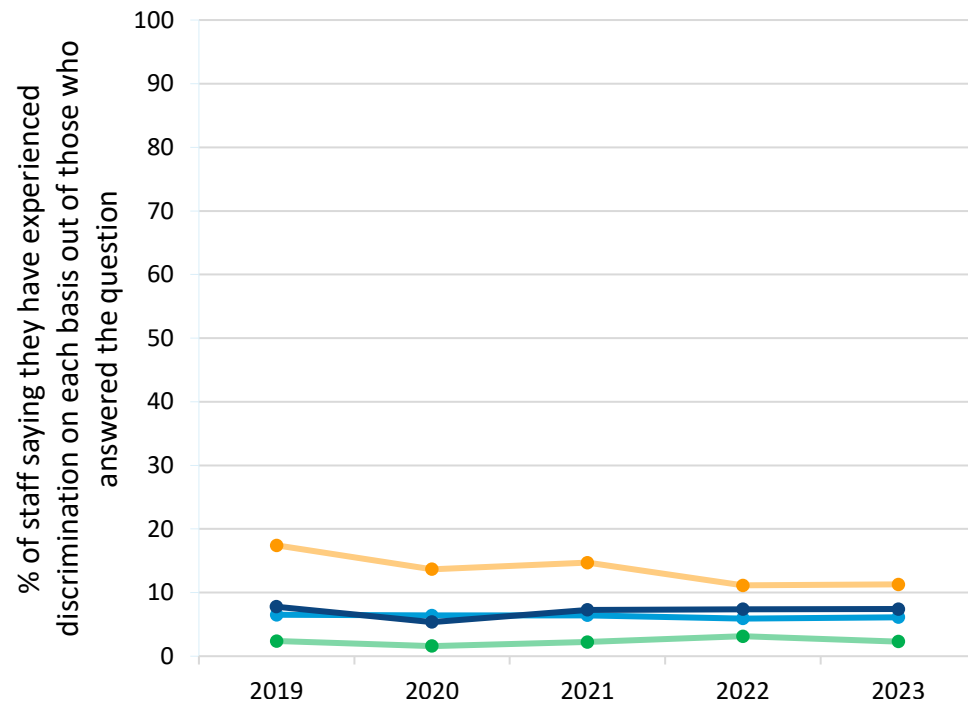
2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 3.17% | 3.02% | 3.29% | 1.60% | 3.17% |
| Best result | 1.05% | 1.09% | 1.95% | 0.00% | 1.04% |
| Average result | 5.06% | 4.68% | 4.49% | 4.20% | 5.08% |
| Worst result | 13.44% | 12.50% | 13.50% | 10.09% | 15.97% |

Responses 303 285 325 393 386



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

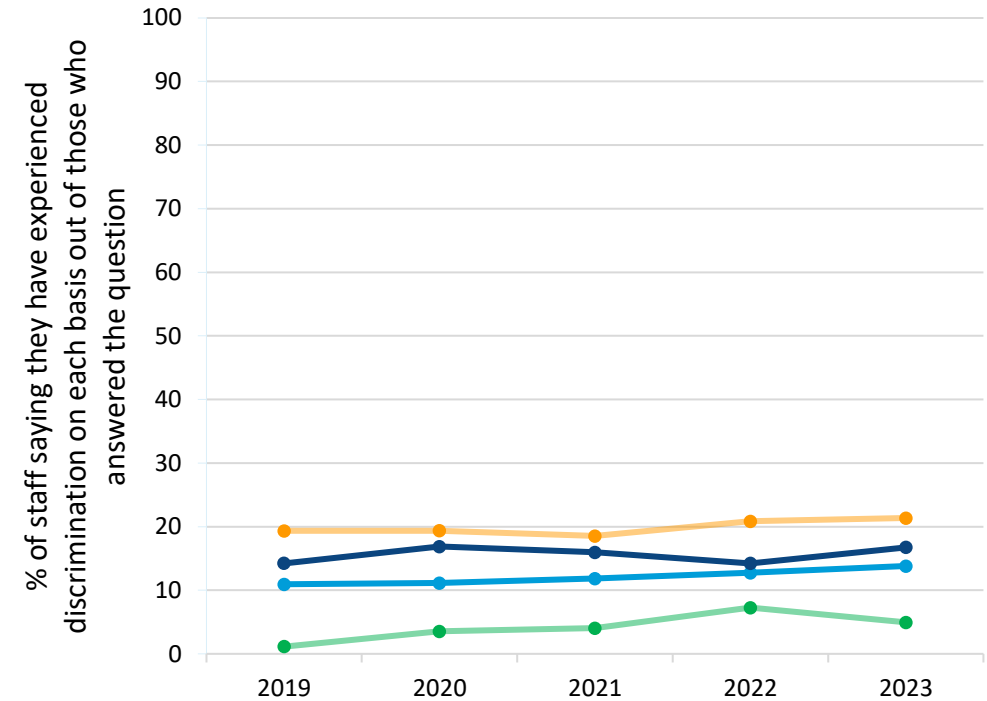


2019 2020 2021 2022 2023

| Your org | 7.74% | 5.36% | 7.27% | 7.38% | 7.40% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 2.38% | 1.59% | 2.22% | 3.13% | 2.31% |
| Average result | 6.49% | 6.40% | 6.42% | 5.92% | 6.12% |
| Worst result | 17.42% | 13.66% | 14.71% | 11.13% | 11.28% |

Responses 303 285 325 393 386

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



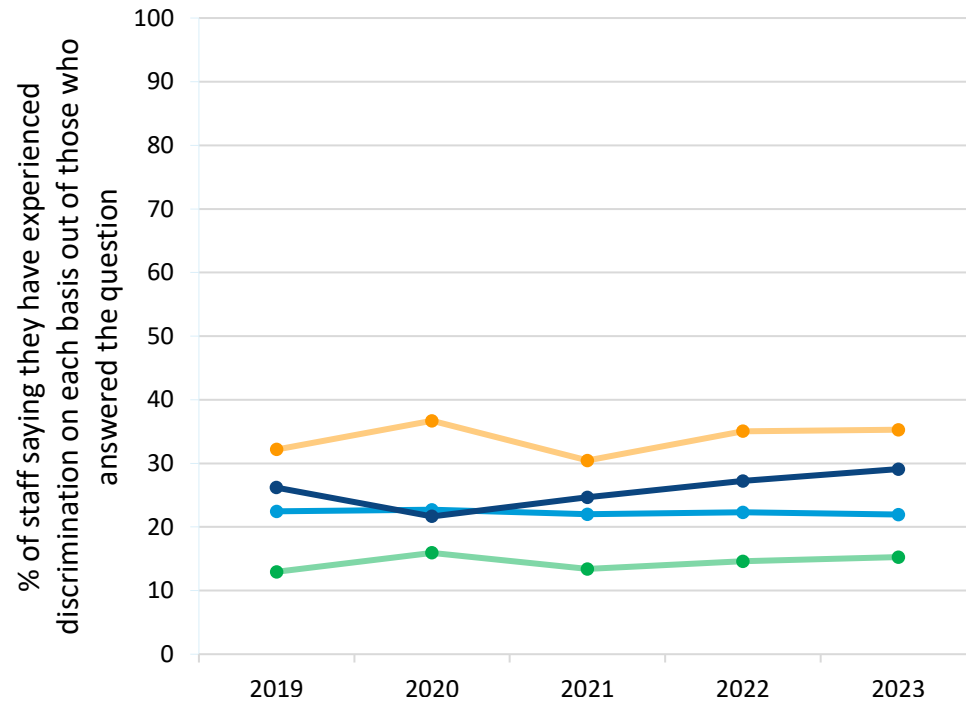
2019 2020 2021 2022 2023

| Your org | 14.23% | 16.87% | 15.96% | 14.24% | 16.75% |
|----------------|--------|--------|--------|--------|--------|
| Best result | 1.15% | 3.56% | 4.06% | 7.28% | 4.96% |
| Average result | 10.94% | 11.15% | 11.85% | 12.76% | 13.82% |
| Worst result | 19.33% | 19.37% | 18.54% | 20.84% | 21.36% |

Responses 303 285 325 393 386



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

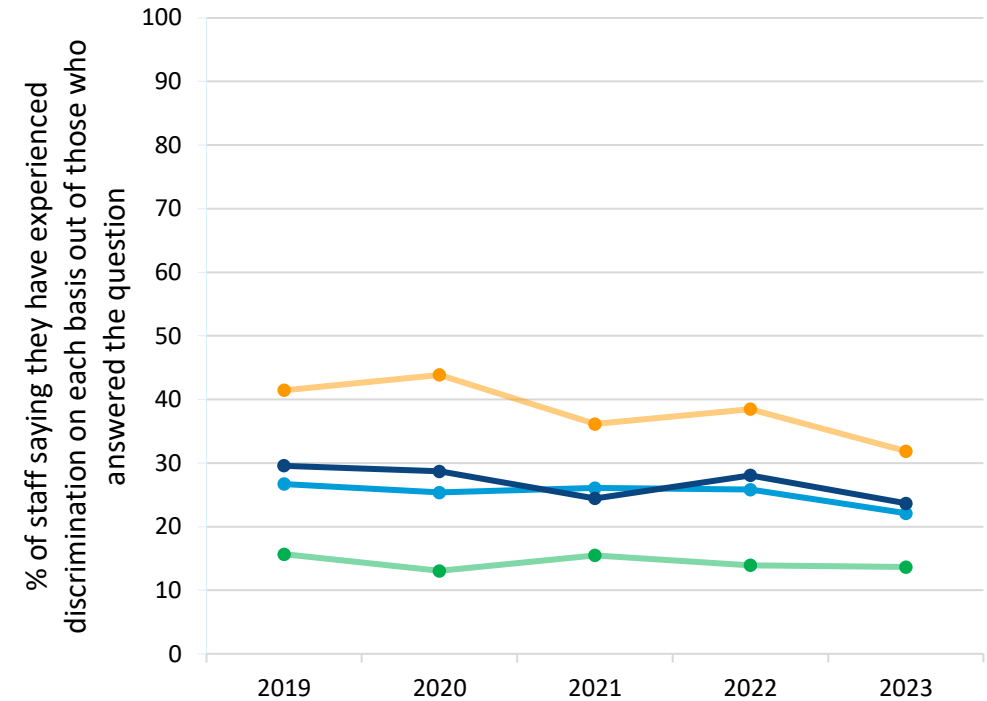


2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 26.17% | 21.66% | 24.65% | 27.22% | 29.10% |
| Best result | 12.93% | 15.93% | 13.39% | 14.60% | 15.24% |
| Average result | 22.43% | 22.70% | 21.98% | 22.31% | 21.94% |
| Worst result | 32.19% | 36.68% | 30.46% | 35.04% | 35.29% |

Responses 303 285 325 393 386

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



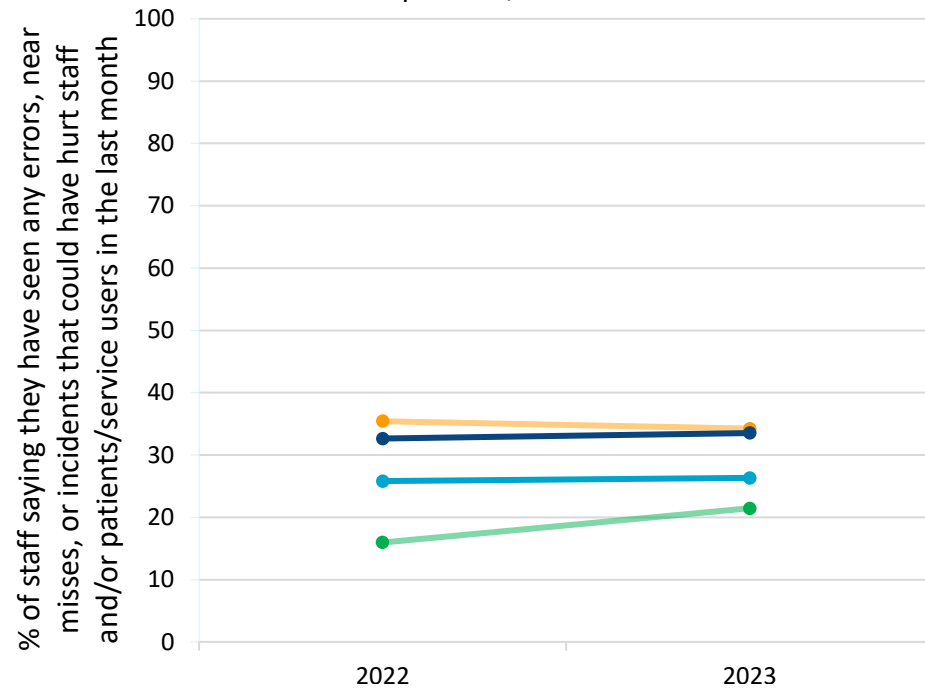
2019 2020 2021 2022 2023

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 29.55% | 28.70% | 24.44% | 28.06% | 23.66% |
| Best result | 15.68% | 13.07% | 15.50% | 13.95% | 13.65% |
| Average result | 26.72% | 25.39% | 26.09% | 25.83% | 22.12% |
| Worst result | 41.46% | 43.86% | 36.14% | 38.50% | 31.88% |

Responses 303 285 325 393 386

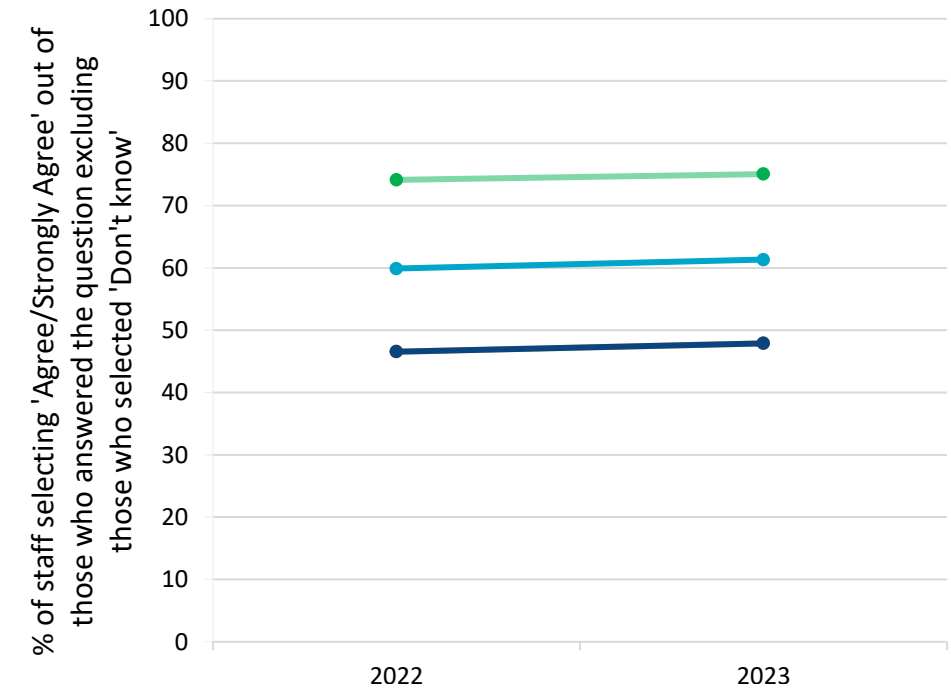


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 32.64% | 33.53% |
| Best result | 15.97% | 21.45% |
| Average result | 25.81% | 26.33% |
| Worst result | 35.43% | 34.22% |
| Responses | 2714 | 2514 |

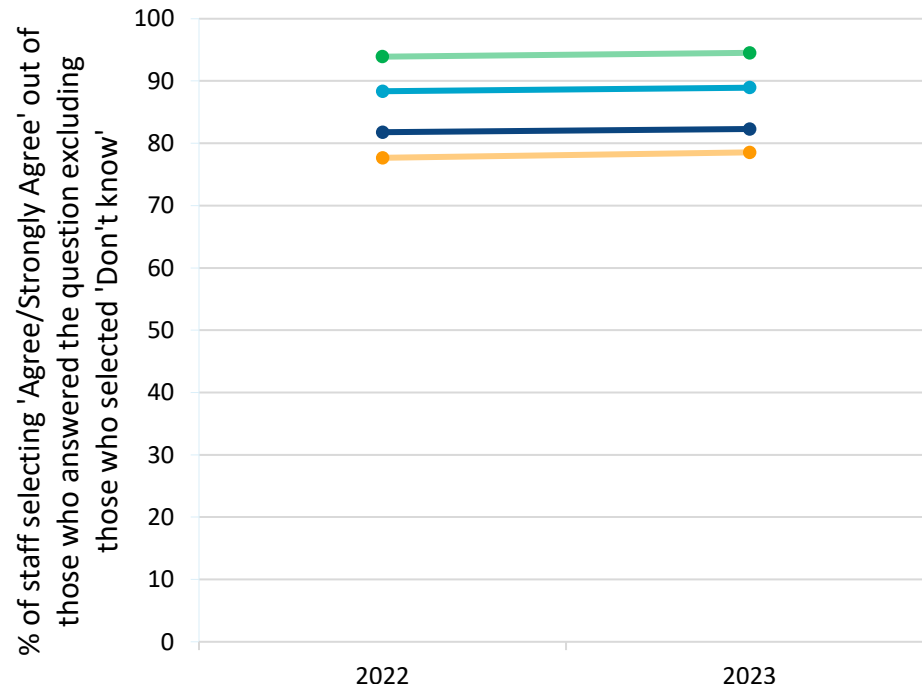
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 46.57% | 47.90% |
| Best result | 74.13% | 75.07% |
| Average result | 59.88% | 61.32% |
| Worst result | 46.57% | 47.90% |
| Responses | 2014 | 1840 |

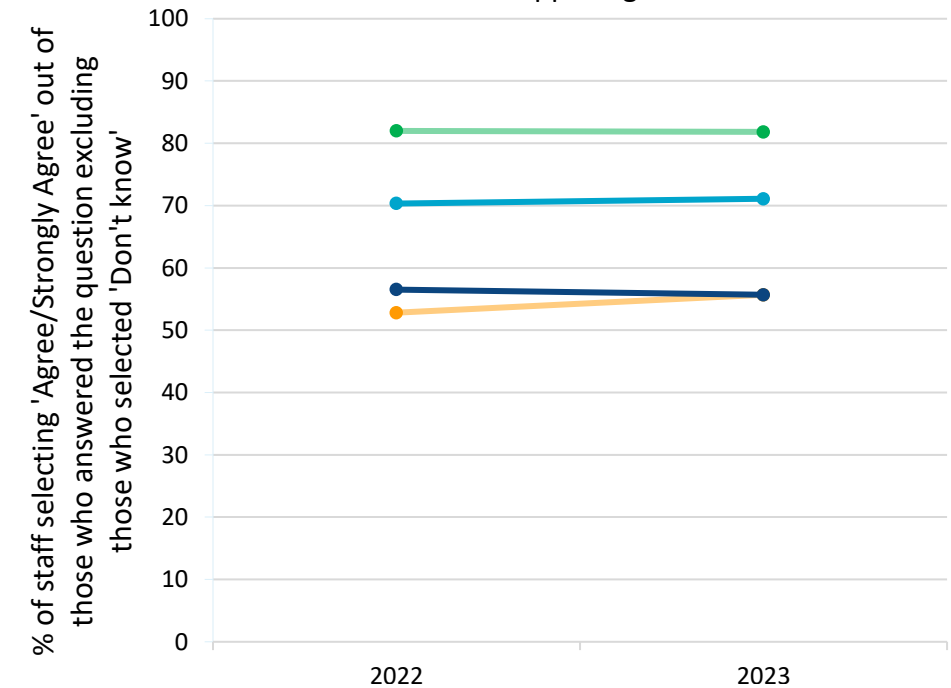


Q19b My organisation encourages us to report errors, near misses or incidents.



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 81.75% | 82.28% |
| Best result | 93.88% | 94.49% |
| Average result | 88.33% | 88.93% |
| Worst result | 77.65% | 78.53% |
| Responses | 2600 | 2441 |

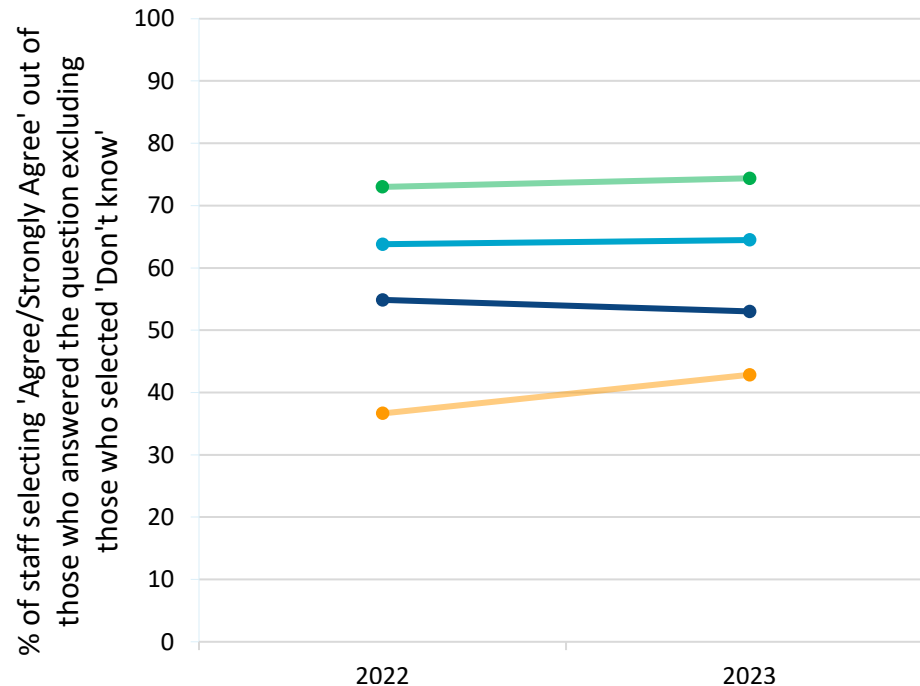
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 56.51% | 55.67% |
| Best result | 81.97% | 81.82% |
| Average result | 70.33% | 71.08% |
| Worst result | 52.79% | 55.67% |
| Responses | 2316 | 2126 |

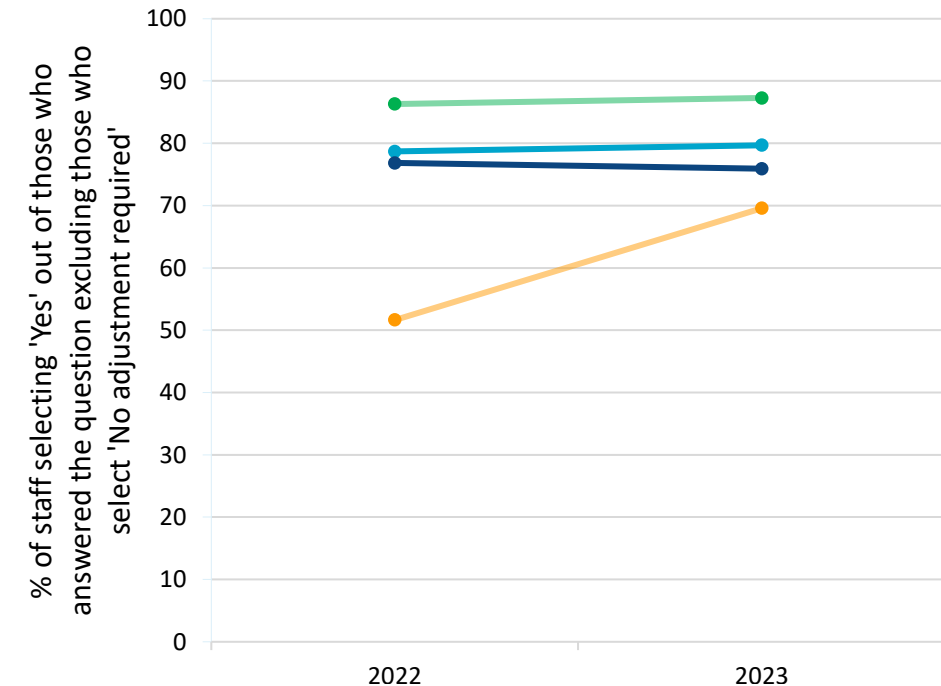


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 54.86% | 53.01% |
| Best result | 72.97% | 74.36% |
| Average result | 63.80% | 64.49% |
| Worst result | 36.65% | 42.84% |
| Responses | 2358 | 2200 |

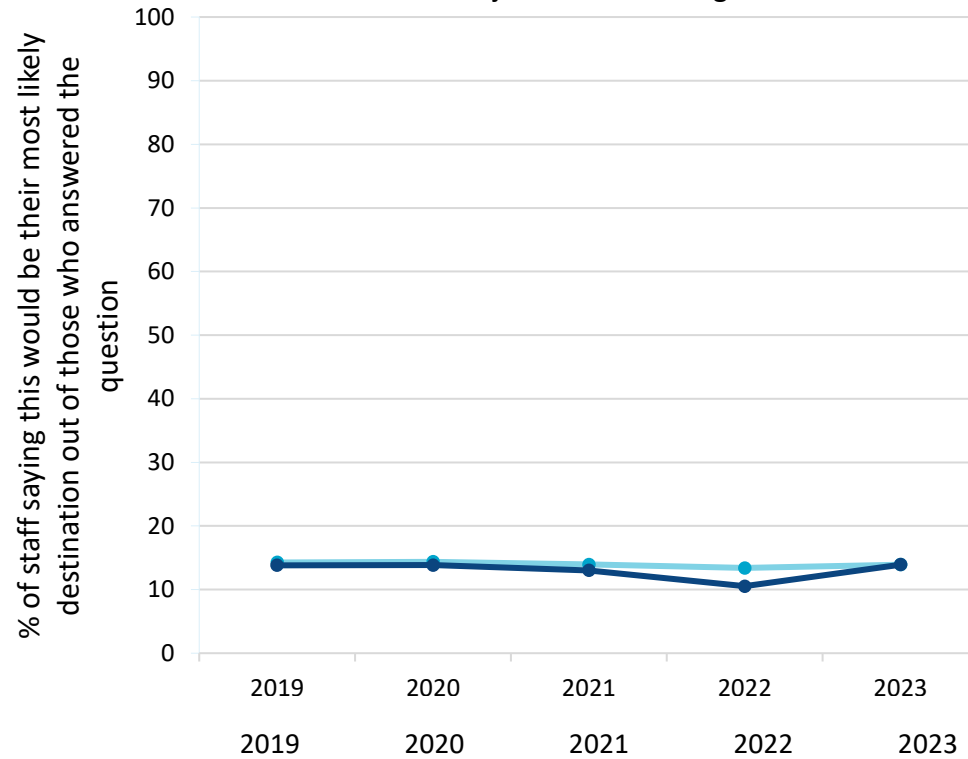
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



| | 2022 | 2023 |
|----------------|--------|--------|
| Your org | 76.84% | 75.92% |
| Best result | 86.30% | 87.25% |
| Average result | 78.68% | 79.67% |
| Worst result | 51.65% | 69.57% |
| Responses | 500 | 517 |

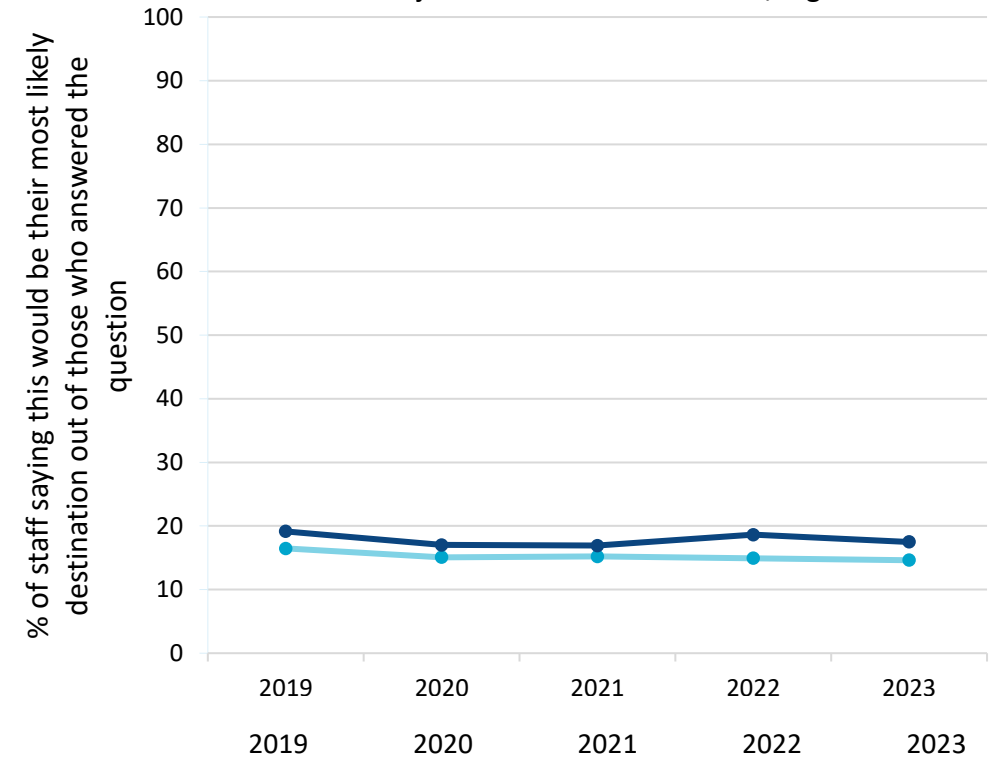


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------|--------|--------|--------|--------|--------|
| Your org | 13.78% | 13.84% | 13.01% | 10.52% | 13.91% |
| Average | 14.26% | 14.36% | 13.95% | 13.38% | 13.92% |
| Responses | 1894 | 1915 | 2129 | 2604 | 2459 |

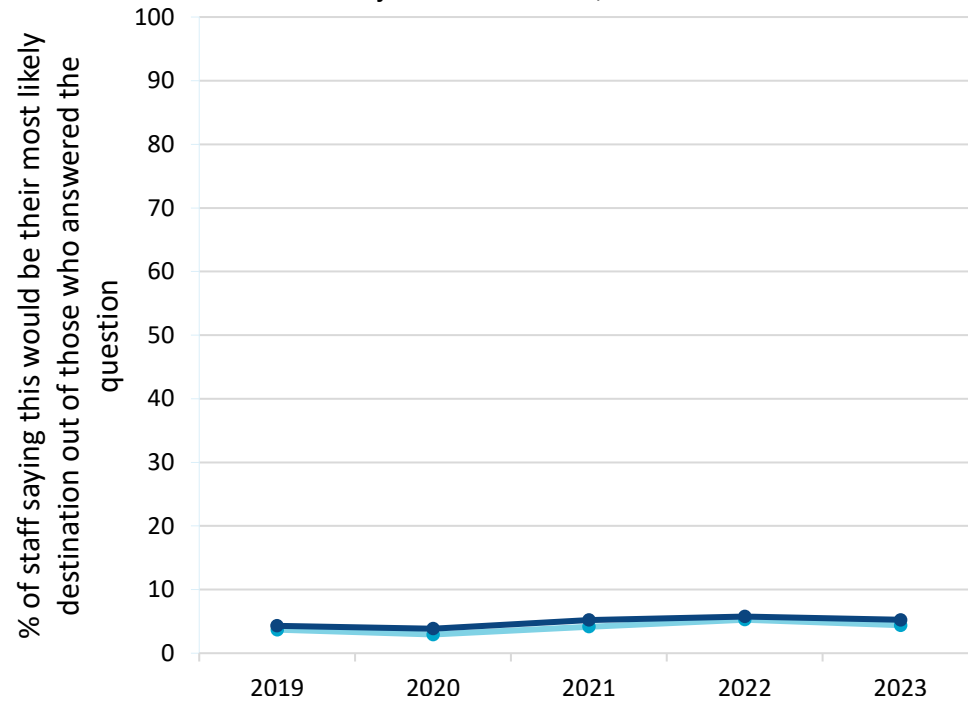
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------|--------|--------|--------|--------|--------|
| Your org | 19.11% | 17.02% | 16.91% | 18.63% | 17.49% |
| Average | 16.47% | 15.08% | 15.20% | 14.94% | 14.63% |
| Responses | 1894 | 1915 | 2129 | 2604 | 2459 |



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

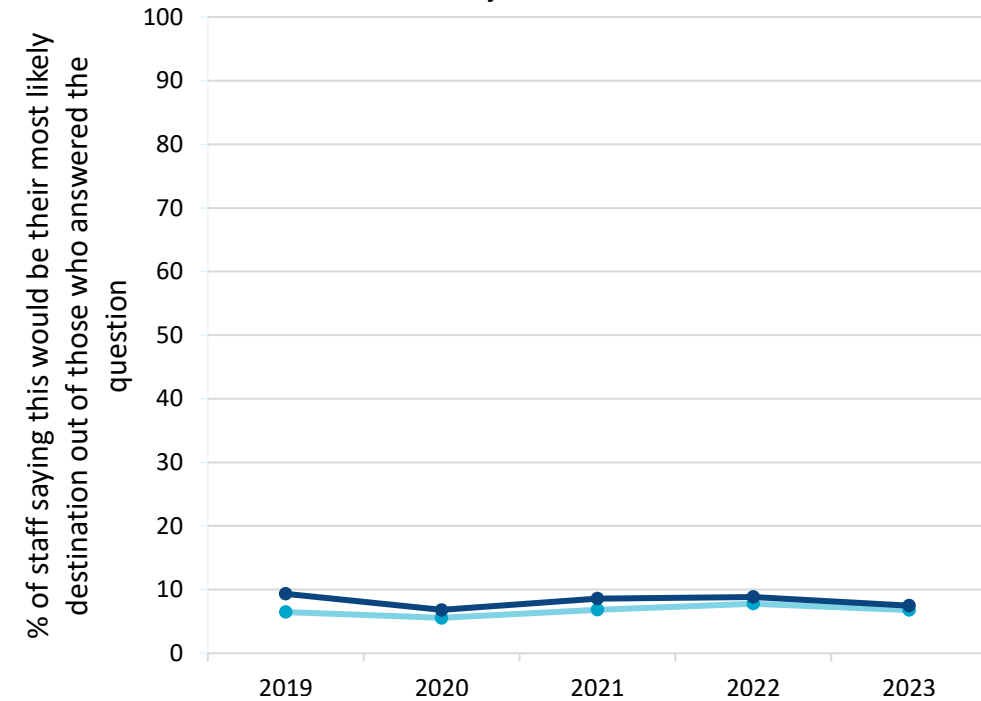


2019 2020 2021 2022 2023

| Your org | 4.28% | 3.86% | 5.21% | 5.76% | 5.25% |
|----------|-------|-------|-------|-------|-------|
| Average | 3.68% | 2.93% | 4.17% | 5.26% | 4.39% |

Responses 1894 1915 2129 2604 2459

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



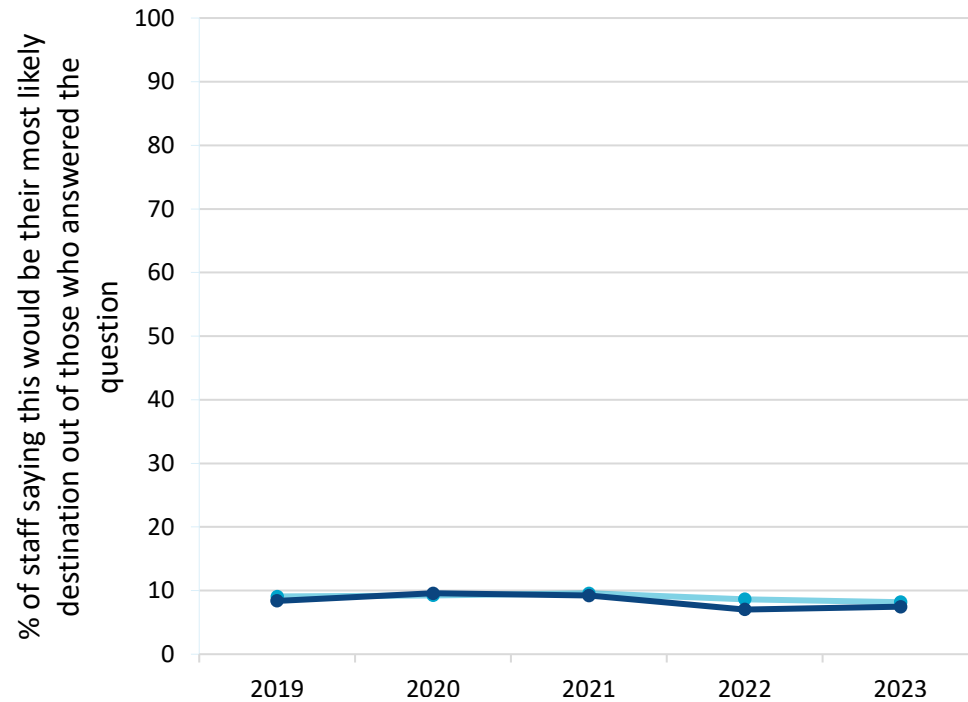
2019 2020 2021 2022 2023

| Your org | 9.35% | 6.79% | 8.60% | 8.83% | 7.48% |
|----------|-------|-------|-------|-------|-------|
| Average | 6.47% | 5.53% | 6.83% | 7.77% | 6.78% |

Responses 1894 1915 2129 2604 2459



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

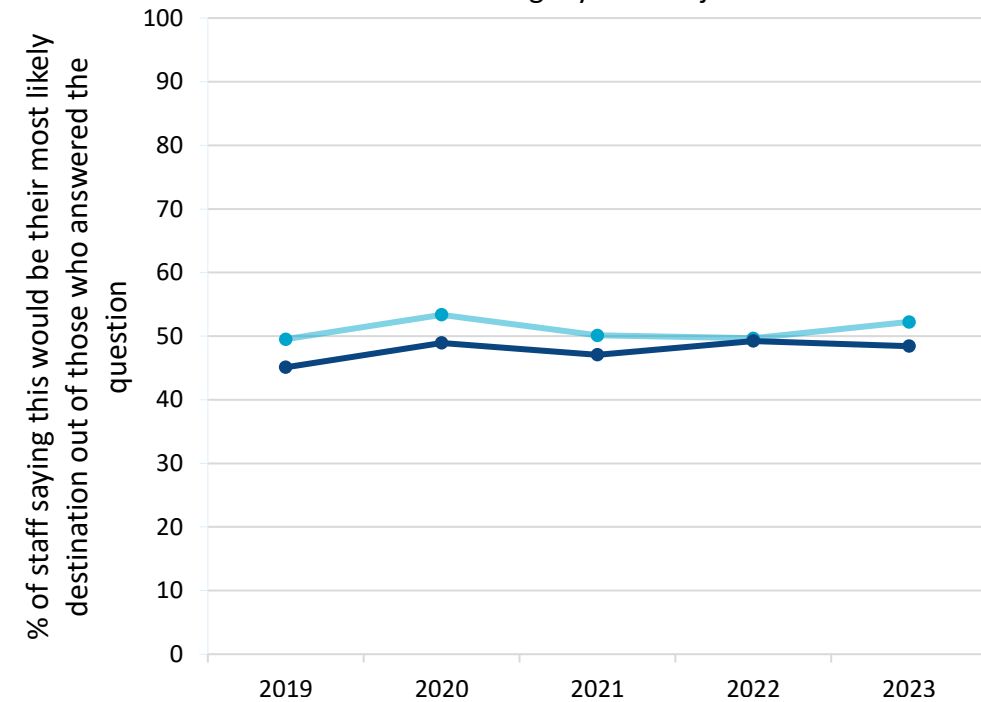


2019 2020 2021 2022 2023

| Your org | 8.39% | 9.56% | 9.21% | 7.03% | 7.44% |
|----------|-------|-------|-------|-------|-------|
| Average | 9.06% | 9.24% | 9.57% | 8.64% | 8.18% |

Responses 1894 1915 2129 2604 2459

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



2019 2020 2021 2022 2023

| Your org | 45.09% | 48.93% | 47.06% | 49.23% | 48.43% |
|----------|--------|--------|--------|--------|--------|
| Average | 49.50% | 53.36% | 50.12% | 49.65% | 52.22% |

Responses 1894 1915 2129 2604 2459

Workforce Equality Standards

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

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2019-2023 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2019-2023 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q31b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

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

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

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

Workforce Race Equality Standards (WRES)

| Indicator | Qu No | Workforce Race Equality Standard |
|---|-------------|--|
| For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined | | |
| 5 | Q14a | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months |
| 6 | Q14b & Q14c | Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months |
| 7 | Q15 | Percentage believing that their organisation provides equal opportunities for career progression or promotion |
| 8 | Q16b | In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues |

Workforce Disability Equality Standards (WDES)

| Indicator | Qu No | Workforce Disability Equality Standard |
|--|------------------|--|
| For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness | | |
| 4a | Q14a | Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public |
| 4b | Q14b | Percentage of staff experiencing harassment, bullying or abuse from managers |
| 4c | Q14c | Percentage of staff experiencing harassment, bullying or abuse from other colleagues |
| 4d | Q14d | Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it |
| 5 | Q15 | Percentage believing that their organisation provides equal opportunities for career progression or promotion |
| 6 | Q11e | Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties |
| 7 | Q4b | Percentage staff saying that they are satisfied with the extent to which their organisation values their work |
| 8 | Q31b | Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work |
| 9a | theme_engagement | The staff engagement score for staff with LTC or illness vs staff without a LTC or illness |

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

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

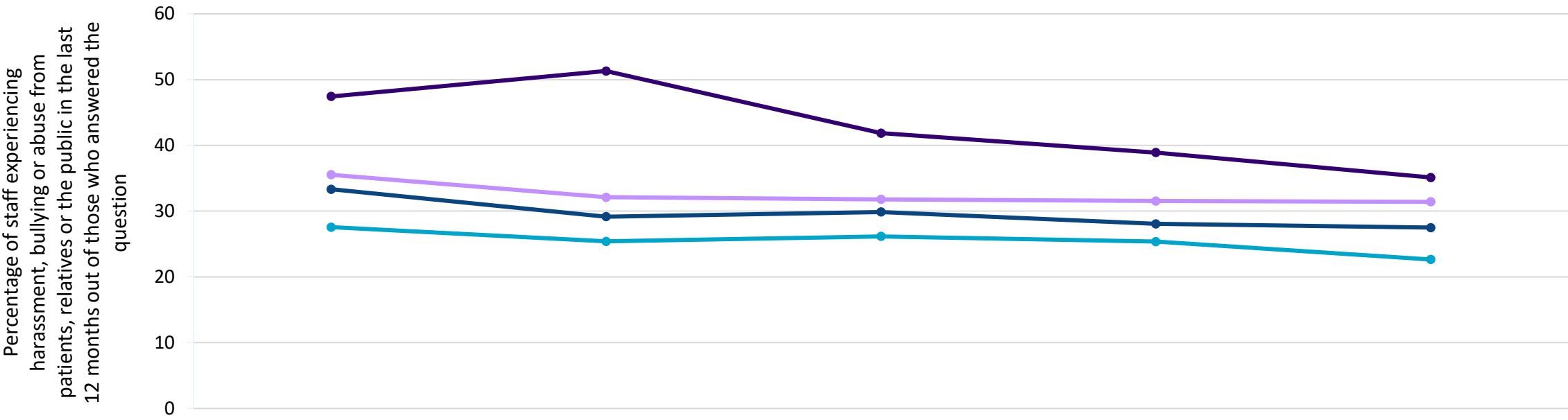
Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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



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



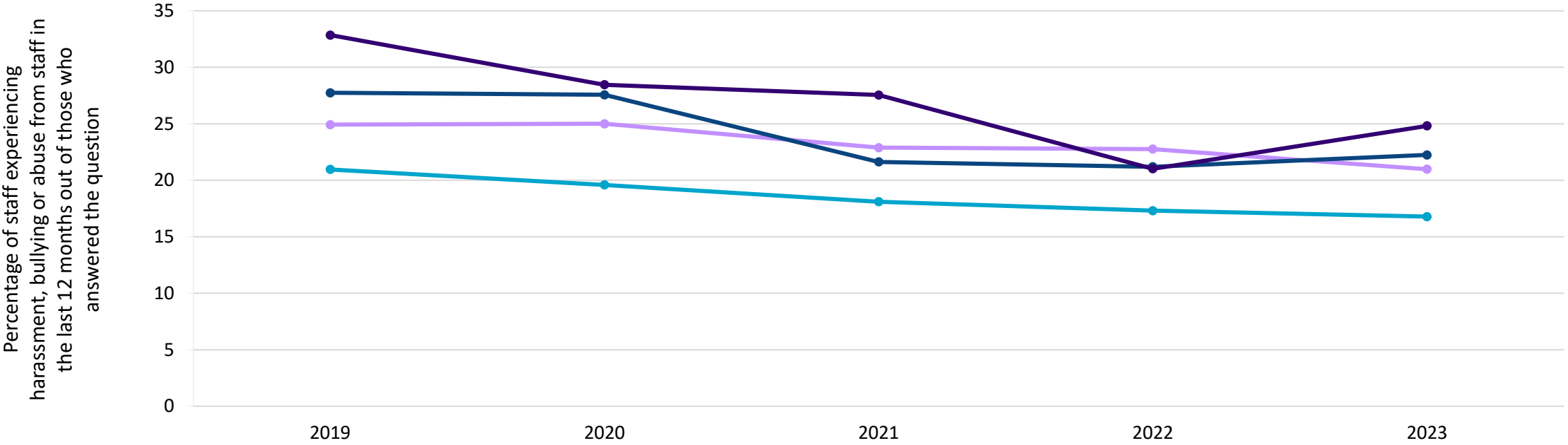
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 33.33% | 29.17% | 29.87% | 28.07% | 27.49% |
| All other ethnic groups*: Your org | 47.45% | 51.30% | 41.86% | 38.91% | 35.11% |
| White staff: Average | 27.55% | 25.40% | 26.16% | 25.37% | 22.66% |
| All other ethnic groups*: Average | 35.54% | 32.12% | 31.79% | 31.54% | 31.43% |
| White staff: Responses | 1764 | 1697 | 1972 | 2469 | 2270 |
| All other ethnic groups*: Responses | 137 | 115 | 172 | 257 | 262 |

*Staff from all other ethnic groups combined



Workforce Race Equality Standard (WRES)

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



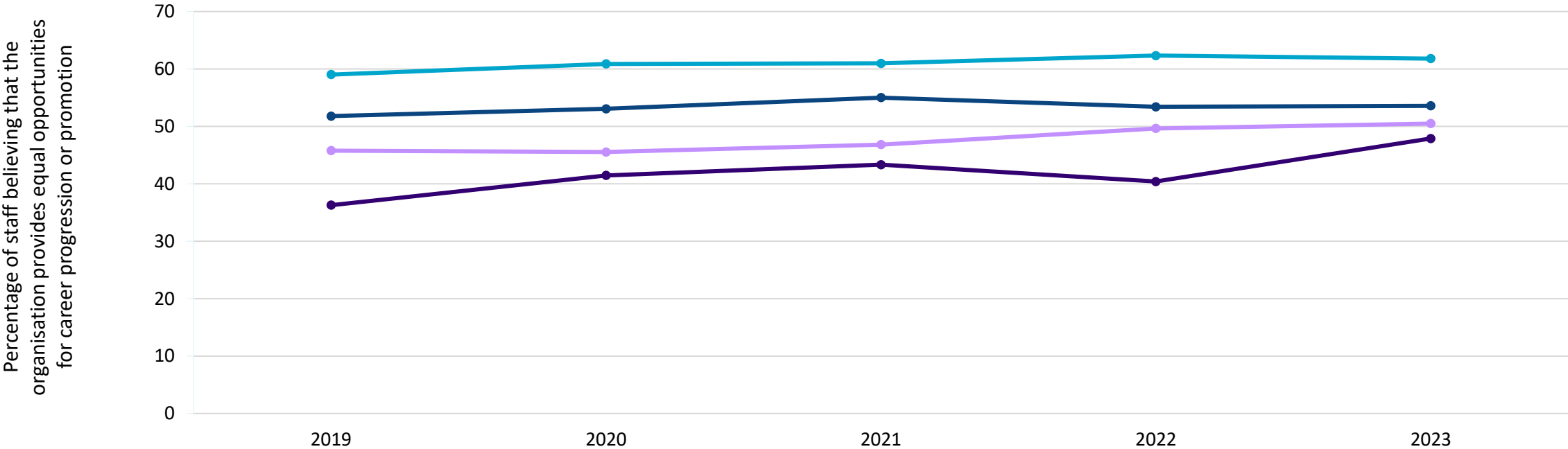
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 27.74% | 27.56% | 21.62% | 21.19% | 22.24% |
| All other ethnic groups*: Your org | 32.85% | 28.45% | 27.54% | 21.01% | 24.81% |
| White staff: Average | 20.95% | 19.59% | 18.10% | 17.31% | 16.78% |
| All other ethnic groups*: Average | 24.92% | 25.00% | 22.88% | 22.75% | 20.98% |
| White staff: Responses | 1770 | 1698 | 1966 | 2463 | 2266 |
| All other ethnic groups*: Responses | 137 | 116 | 167 | 257 | 258 |

*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.

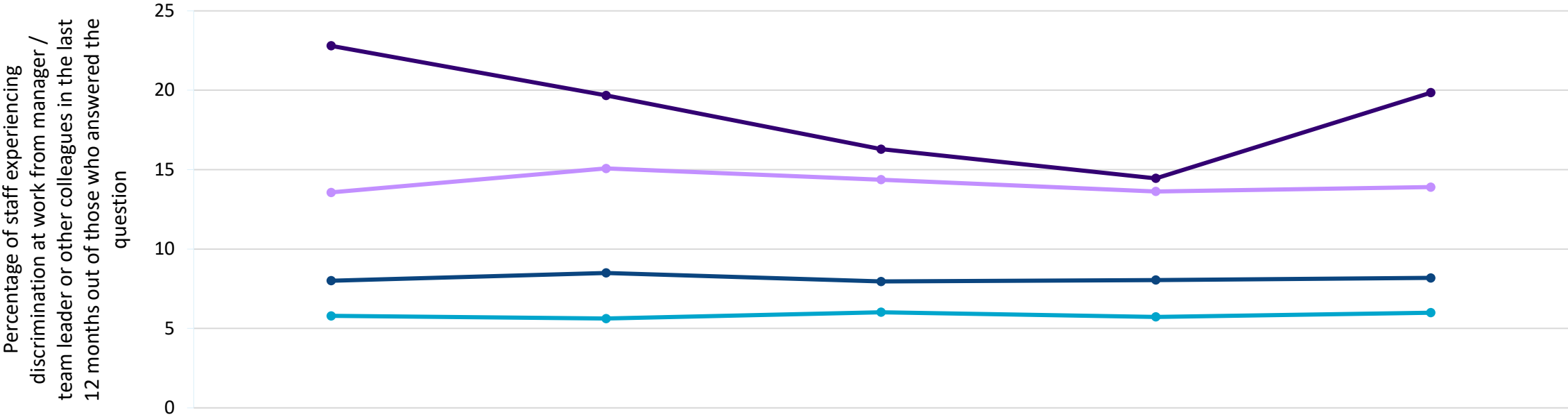


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 51.79% | 53.06% | 55.03% | 53.41% | 53.59% |
| All other ethnic groups*: Your org | 36.30% | 41.46% | 43.33% | 40.39% | 47.89% |
| White staff: Average | 59.04% | 60.90% | 60.98% | 62.33% | 61.82% |
| All other ethnic groups*: Average | 45.80% | 45.54% | 46.84% | 49.65% | 50.50% |
| White staff: Responses | 1763 | 1749 | 2019 | 2449 | 2258 |
| All other ethnic groups*: Responses | 135 | 123 | 180 | 255 | 261 |

*Staff from all other ethnic groups combined



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



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 8.01% | 8.49% | 7.95% | 8.05% | 8.18% |
| All other ethnic groups*: Your org | 22.79% | 19.67% | 16.29% | 14.45% | 19.84% |
| White staff: Average | 5.79% | 5.63% | 6.02% | 5.73% | 5.99% |
| All other ethnic groups*: Average | 13.56% | 15.07% | 14.37% | 13.63% | 13.90% |
| White staff: Responses | 1761 | 1754 | 2024 | 2460 | 2261 |
| All other ethnic groups*: Responses | 136 | 122 | 178 | 256 | 257 |

*Staff from all other ethnic groups combined

Workforce Disability Equality Standards (WDES)

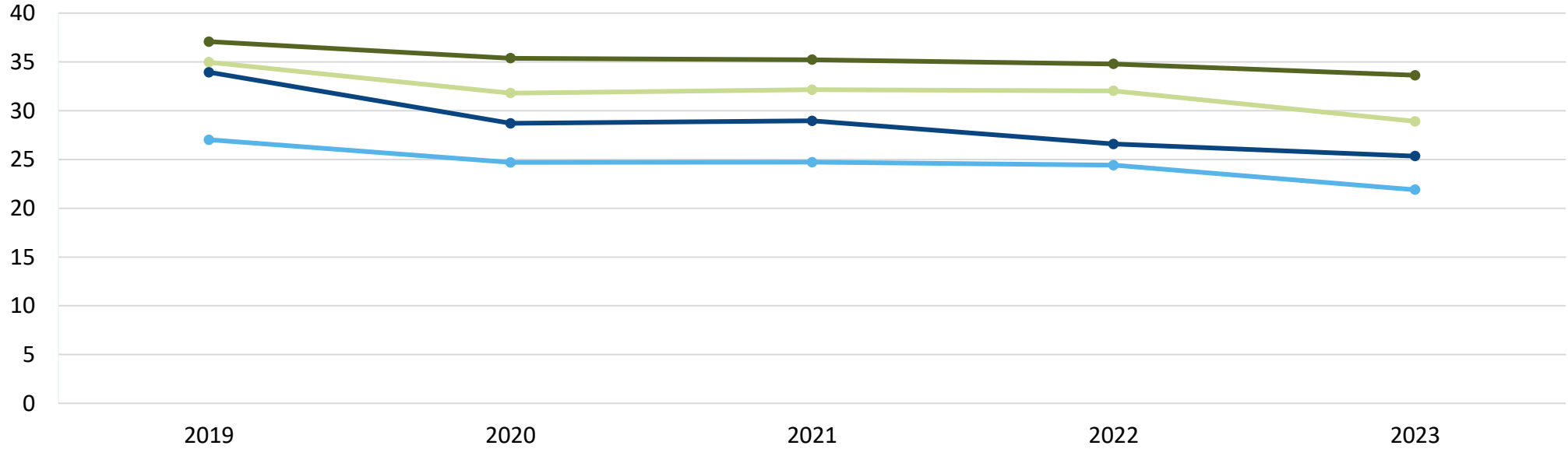
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WDES charts are unweighted.

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



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

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

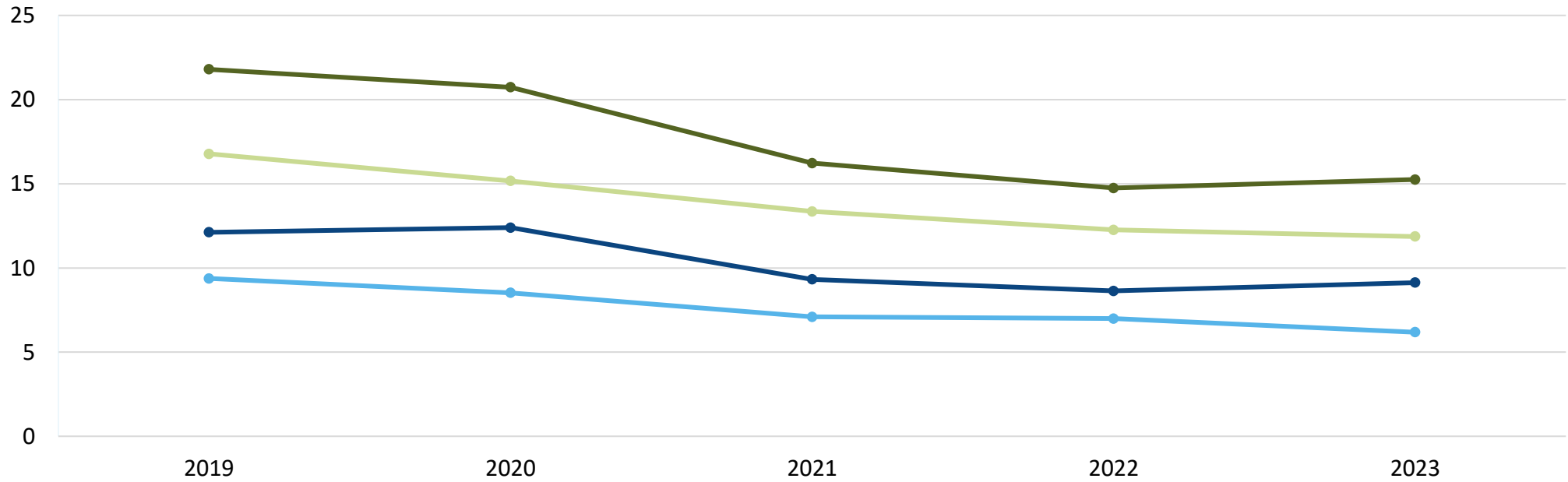


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 37.08% | 35.38% | 35.23% | 34.79% | 33.63% |
| Staff without a LTC or illness: Your org | 33.94% | 28.71% | 28.97% | 26.59% | 25.35% |
| Staff with a LTC or illness: Average | 34.98% | 31.81% | 32.16% | 32.04% | 28.92% |
| Staff without a LTC or illness: Average | 27.03% | 24.69% | 24.73% | 24.42% | 21.91% |
| Staff with a LTC or illness: Responses | 507 | 537 | 687 | 868 | 886 |
| Staff without a LTC or illness: Responses | 1432 | 1306 | 1474 | 1858 | 1625 |



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

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

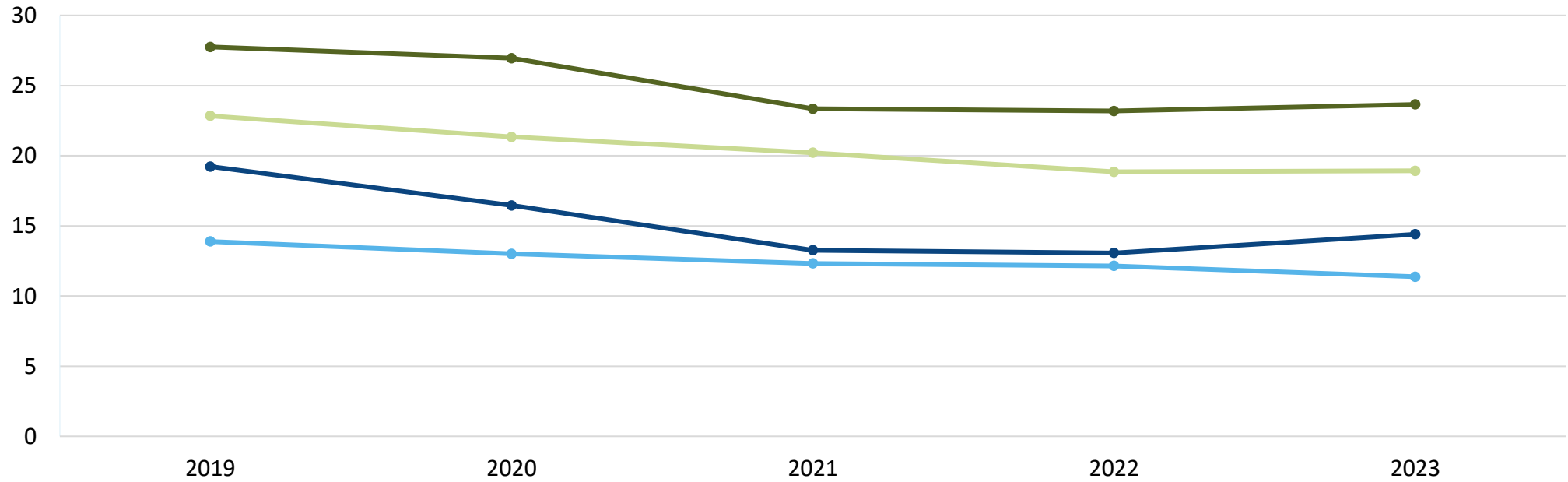


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 21.81% | 20.74% | 16.23% | 14.75% | 15.25% |
| Staff without a LTC or illness: Your org | 12.12% | 12.39% | 9.32% | 8.63% | 9.13% |
| Staff with a LTC or illness: Average | 16.78% | 15.17% | 13.36% | 12.27% | 11.87% |
| Staff without a LTC or illness: Average | 9.38% | 8.52% | 7.10% | 6.99% | 6.19% |
| Staff with a LTC or illness: Responses | 509 | 540 | 684 | 861 | 872 |
| Staff without a LTC or illness: Responses | 1427 | 1299 | 1459 | 1853 | 1610 |



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

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

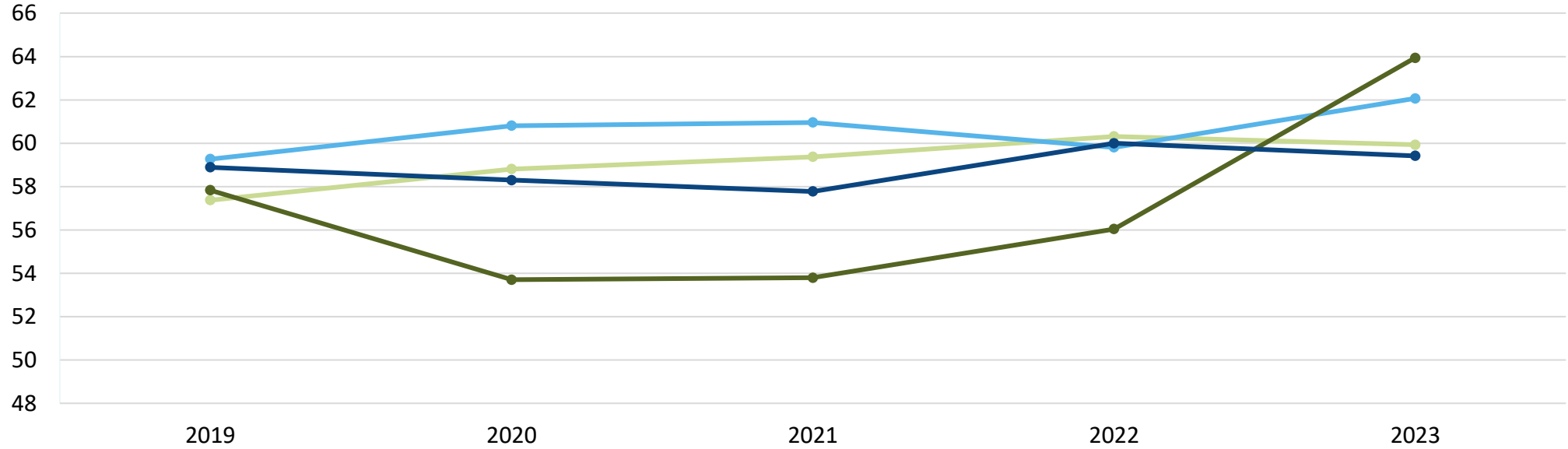


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 27.76% | 26.95% | 23.35% | 23.19% | 23.66% |
| Staff without a LTC or illness: Your org | 19.23% | 16.46% | 13.26% | 13.08% | 14.40% |
| Staff with a LTC or illness: Average | 22.85% | 21.34% | 20.21% | 18.86% | 18.93% |
| Staff without a LTC or illness: Average | 13.89% | 13.01% | 12.33% | 12.15% | 11.38% |
| Staff with a LTC or illness: Responses | 508 | 538 | 681 | 858 | 875 |
| Staff without a LTC or illness: Responses | 1430 | 1300 | 1455 | 1843 | 1604 |



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

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

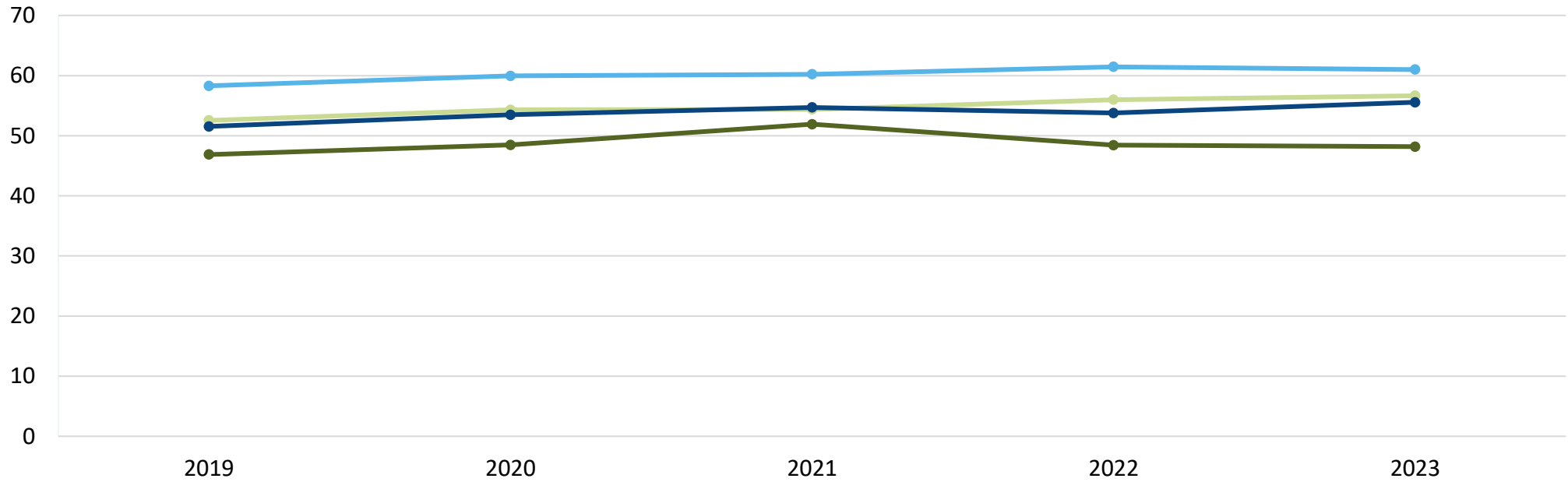


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 57.83% | 53.70% | 53.80% | 56.04% | 63.94% |
| Staff without a LTC or illness: Your org | 58.89% | 58.30% | 57.78% | 60.00% | 59.42% |
| Staff with a LTC or illness: Average | 57.37% | 58.81% | 59.38% | 60.32% | 59.93% |
| Staff without a LTC or illness: Average | 59.27% | 60.81% | 60.96% | 59.81% | 62.07% |
| Staff with a LTC or illness: Responses | 249 | 270 | 303 | 389 | 391 |
| Staff without a LTC or illness: Responses | 596 | 482 | 495 | 580 | 515 |



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

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

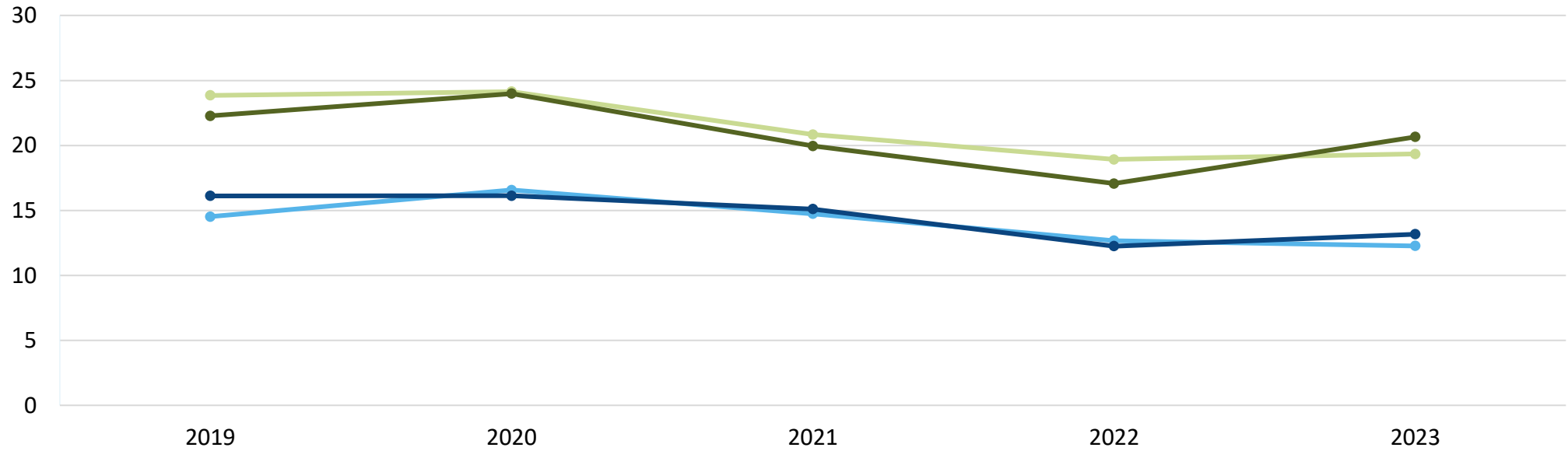


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 46.88% | 48.47% | 51.90% | 48.44% | 48.19% |
| Staff without a LTC or illness: Your org | 51.54% | 53.49% | 54.71% | 53.78% | 55.56% |
| Staff with a LTC or illness: Average | 52.55% | 54.31% | 54.38% | 55.99% | 56.66% |
| Staff without a LTC or illness: Average | 58.30% | 59.96% | 60.23% | 61.48% | 61.00% |
| Staff with a LTC or illness: Responses | 512 | 555 | 709 | 863 | 884 |
| Staff without a LTC or illness: Responses | 1428 | 1346 | 1508 | 1841 | 1618 |



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

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

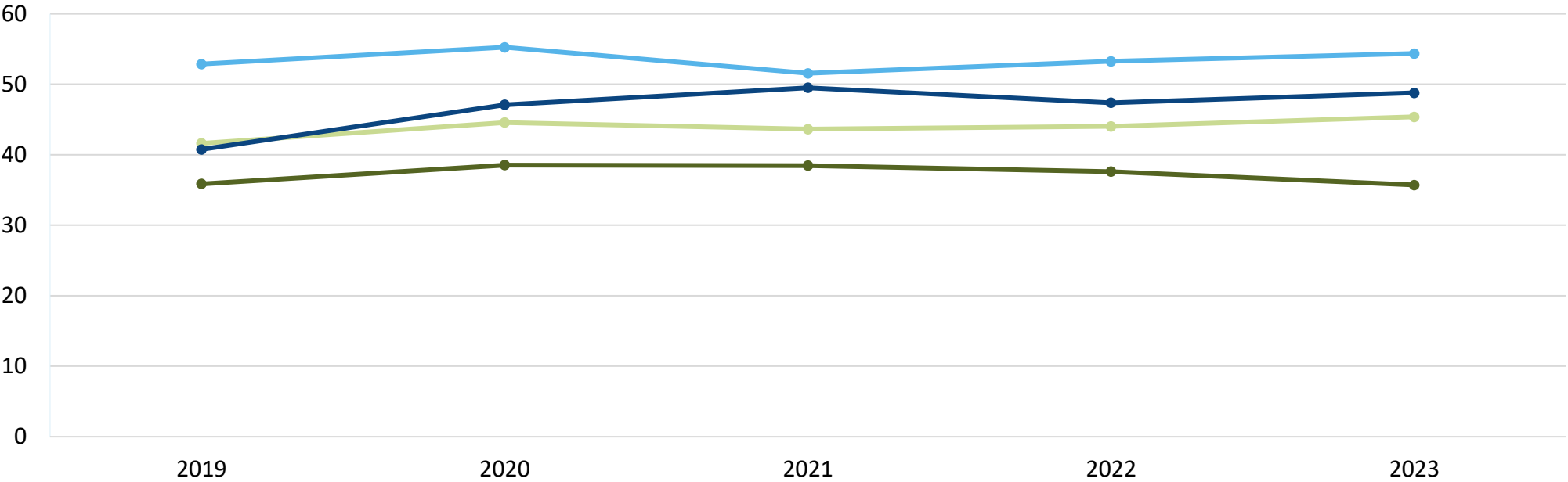


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 22.28% | 23.99% | 19.96% | 17.07% | 20.66% |
| Staff without a LTC or illness: Your org | 16.12% | 16.13% | 15.11% | 12.26% | 13.17% |
| Staff with a LTC or illness: Average | 23.86% | 24.14% | 20.85% | 18.93% | 19.35% |
| Staff without a LTC or illness: Average | 14.52% | 16.57% | 14.74% | 12.67% | 12.27% |
| Staff with a LTC or illness: Responses | 368 | 371 | 481 | 627 | 610 |
| Staff without a LTC or illness: Responses | 819 | 620 | 748 | 971 | 797 |



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

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

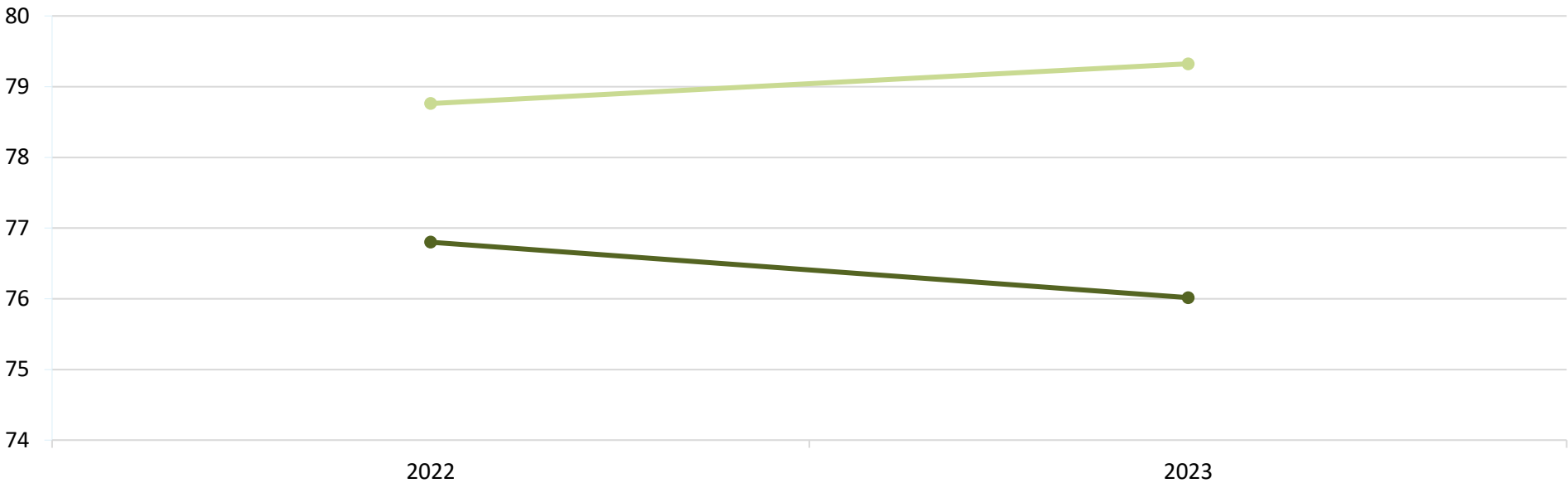


| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 35.87% | 38.53% | 38.45% | 37.60% | 35.70% |
| Staff without a LTC or illness: Your org | 40.75% | 47.08% | 49.51% | 47.37% | 48.77% |
| Staff with a LTC or illness: Average | 41.62% | 44.56% | 43.63% | 44.02% | 45.36% |
| Staff without a LTC or illness: Average | 52.87% | 55.25% | 51.54% | 53.25% | 54.35% |
| Staff with a LTC or illness: Responses | 513 | 558 | 710 | 867 | 888 |
| Staff without a LTC or illness: Responses | 1433 | 1353 | 1517 | 1862 | 1626 |

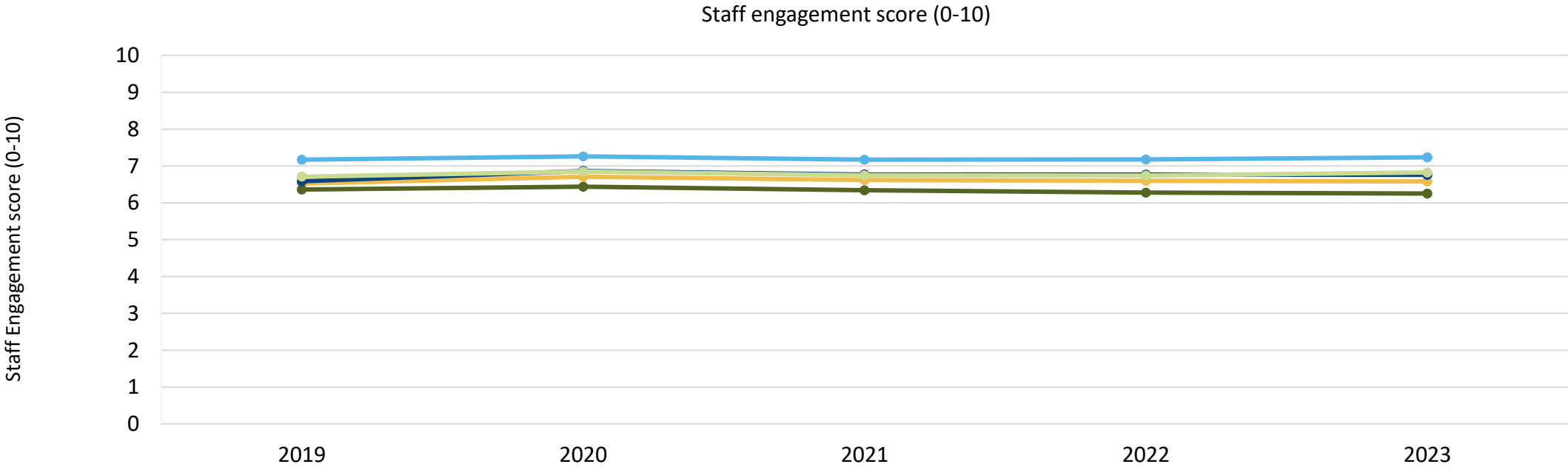


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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



| | 2022 | 2023 |
|--|--------|--------|
| Staff with a LTC or illness: Your org | 76.80% | 76.02% |
| Staff with a LTC or illness: Average | 78.76% | 79.32% |
| Staff with a LTC or illness: Responses | 500 | 517 |



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| Organisation average | 6.52 | 6.71 | 6.62 | 6.60 | 6.58 |
| Staff with a LTC or illness: Your org | 6.36 | 6.44 | 6.34 | 6.28 | 6.25 |
| Staff without a LTC or illness: Your org | 6.59 | 6.87 | 6.77 | 6.76 | 6.76 |
| Staff with a LTC or illness: Average | 6.71 | 6.85 | 6.74 | 6.74 | 6.82 |
| Staff without a LTC or illness: Average | 7.17 | 7.26 | 7.17 | 7.18 | 7.23 |
| Staff with a LTC or illness: Responses | 514 | 558 | 711 | 868 | 887 |
| Staff without a LTC or illness: Responses | 1437 | 1354 | 1518 | 1864 | 1632 |

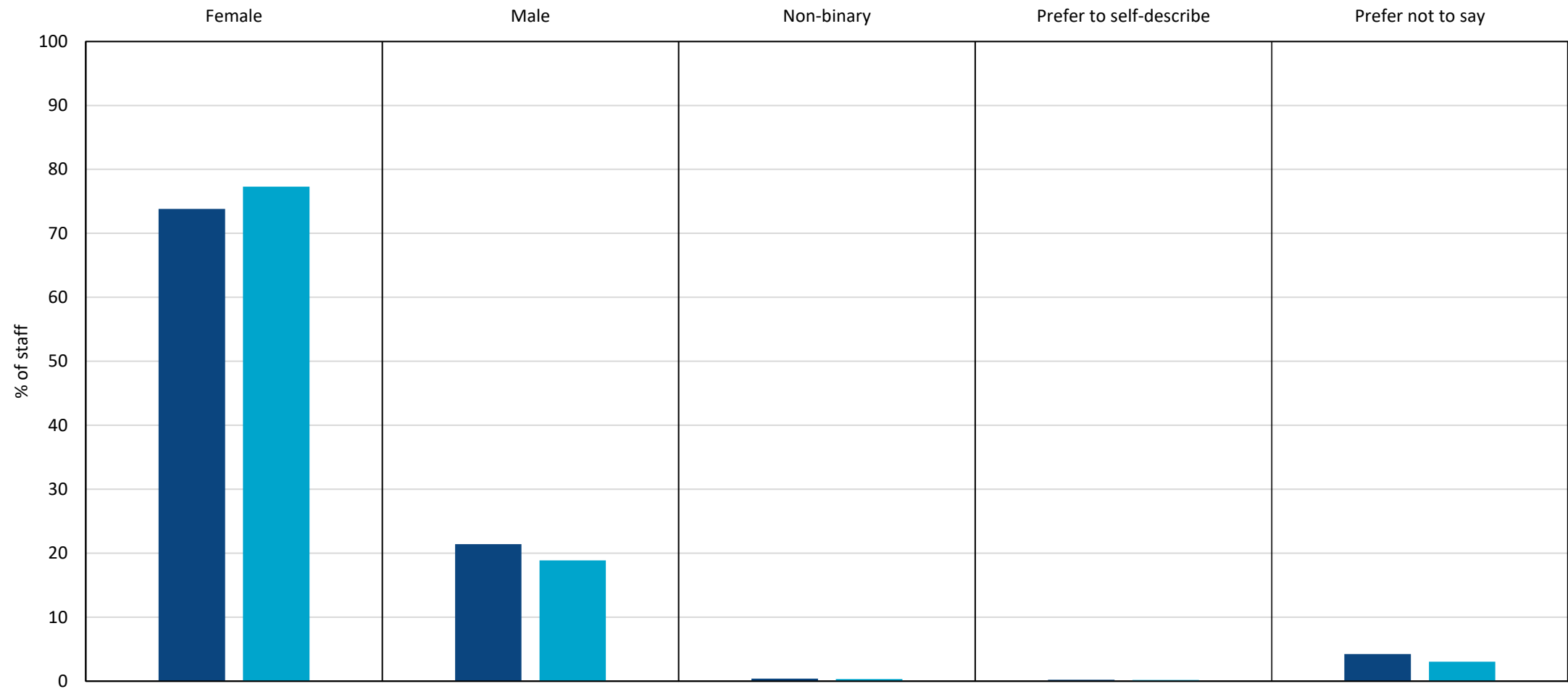
Note. Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

About your respondents

This section shows demographic and other background information for 2023.



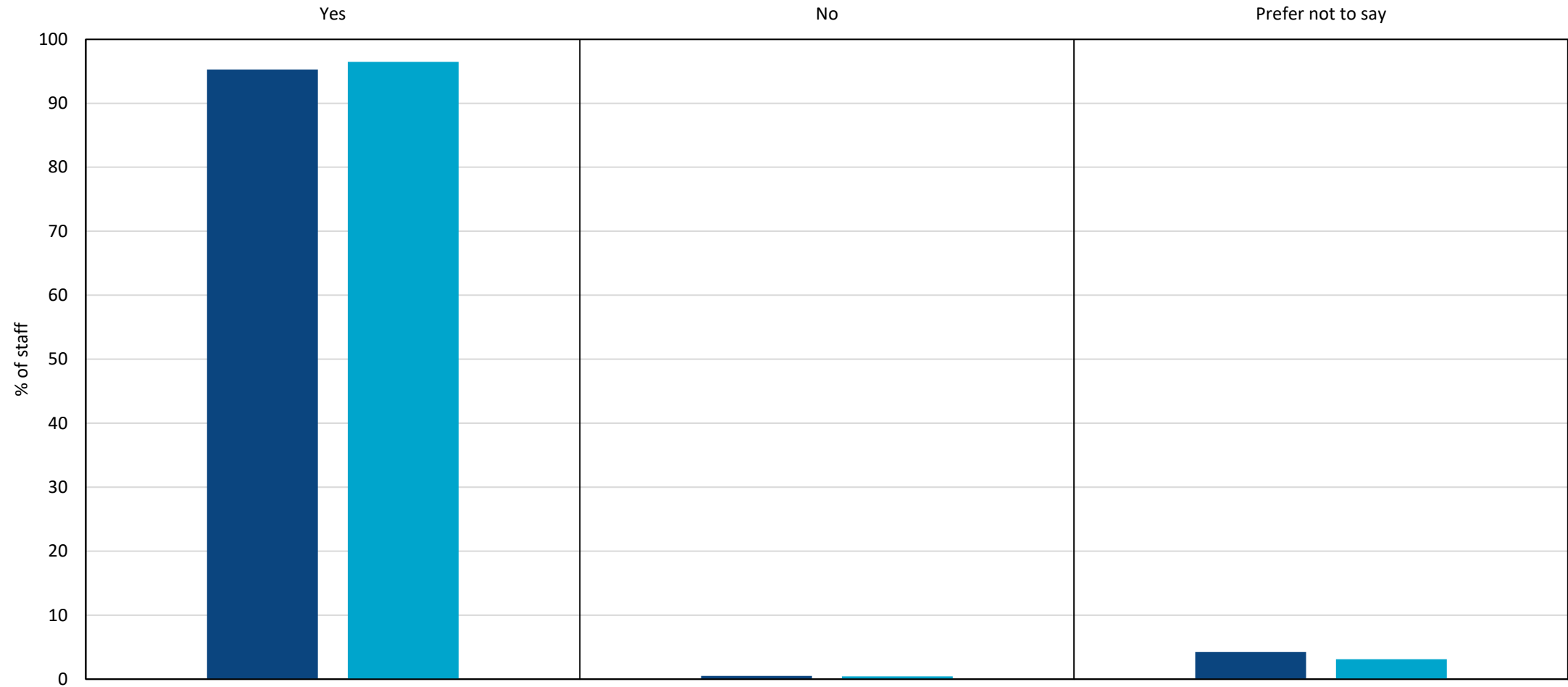
Background details - Gender



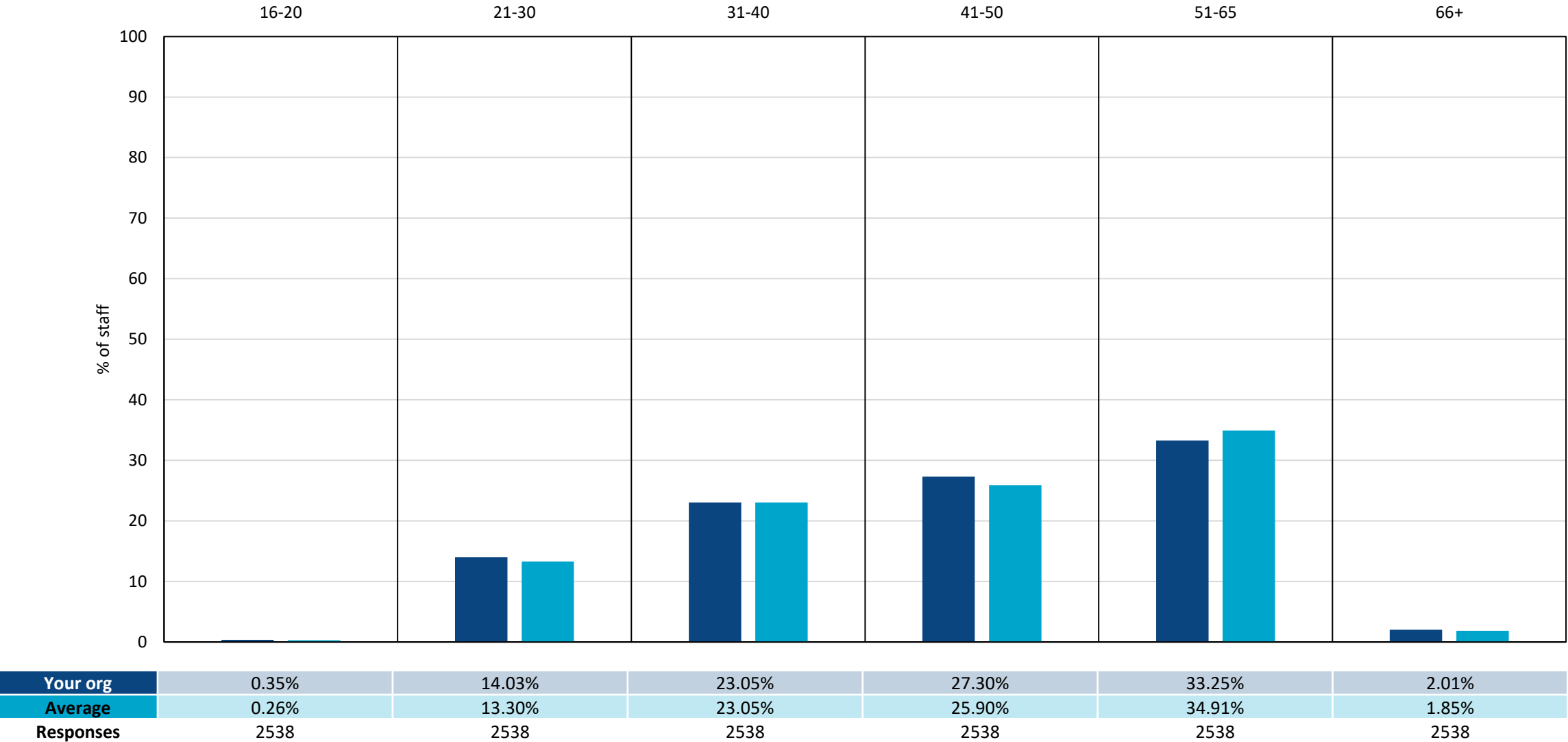
| | | | | | |
|-----------|--------|--------|-------|-------|-------|
| Your org | 73.81% | 21.39% | 0.39% | 0.20% | 4.21% |
| Average | 77.30% | 18.86% | 0.31% | 0.18% | 3.02% |
| Responses | 2543 | 2543 | 2543 | 2543 | 2543 |



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

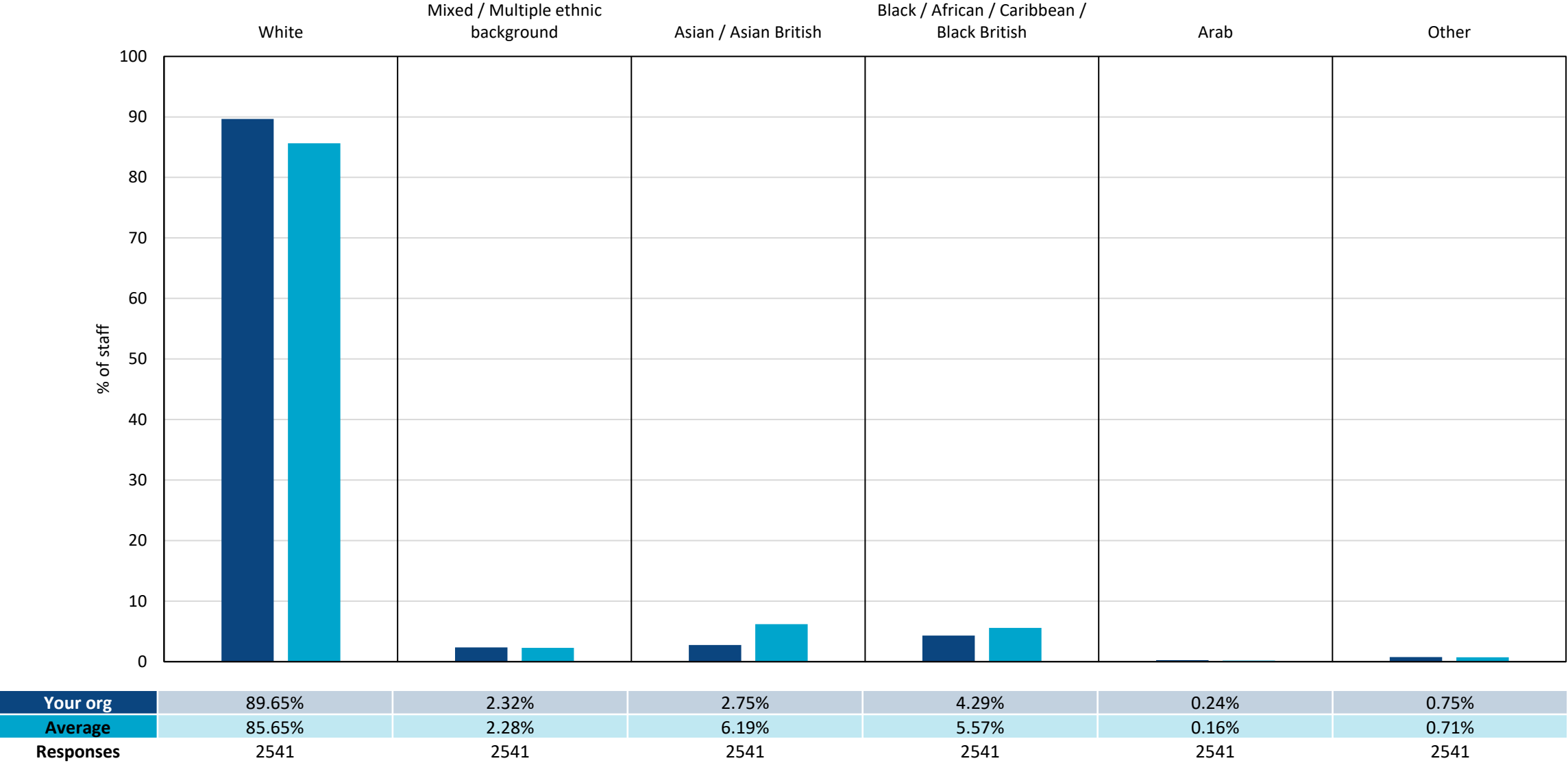


| | | | |
|-----------|--------|-------|-------|
| Your org | 95.29% | 0.48% | 4.24% |
| Average | 96.46% | 0.40% | 3.09% |
| Responses | 2526 | 2526 | 2526 |



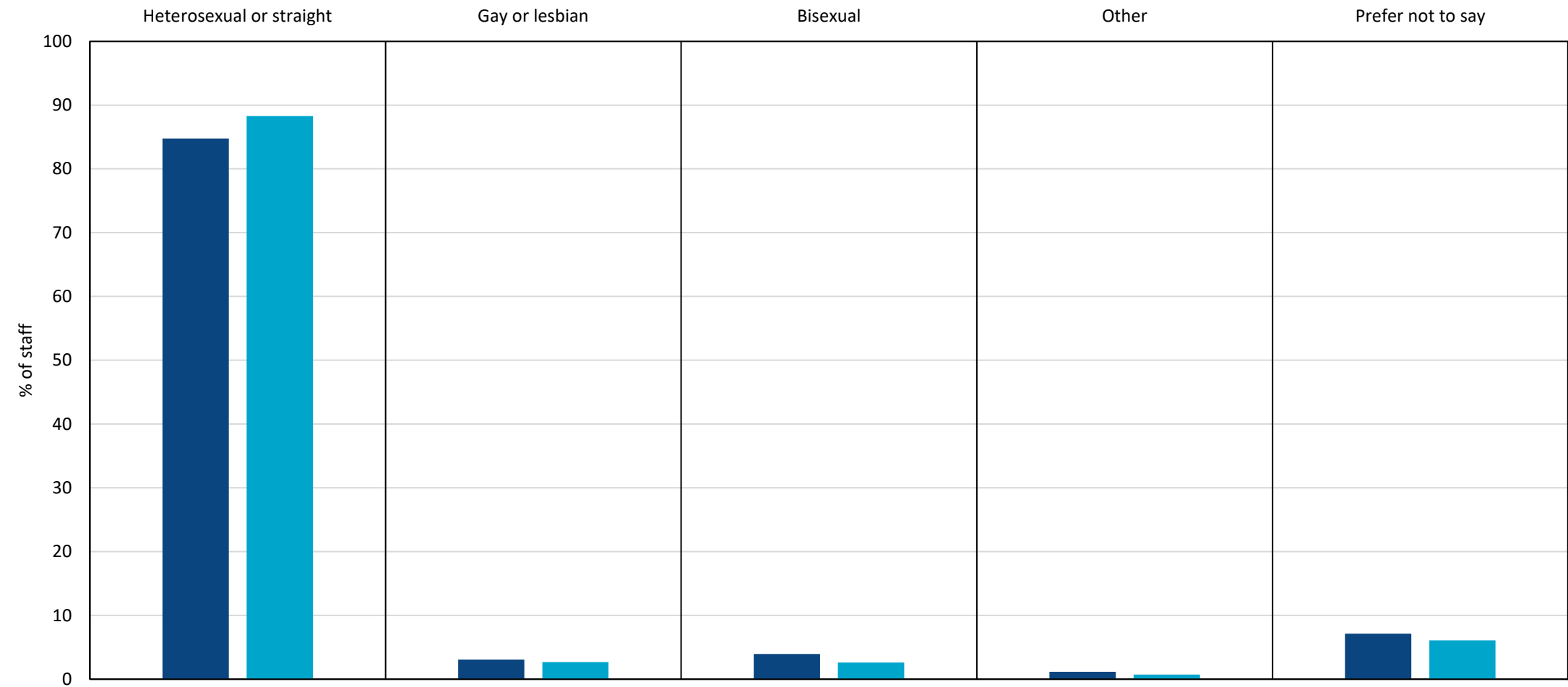


Background details - Ethnicity





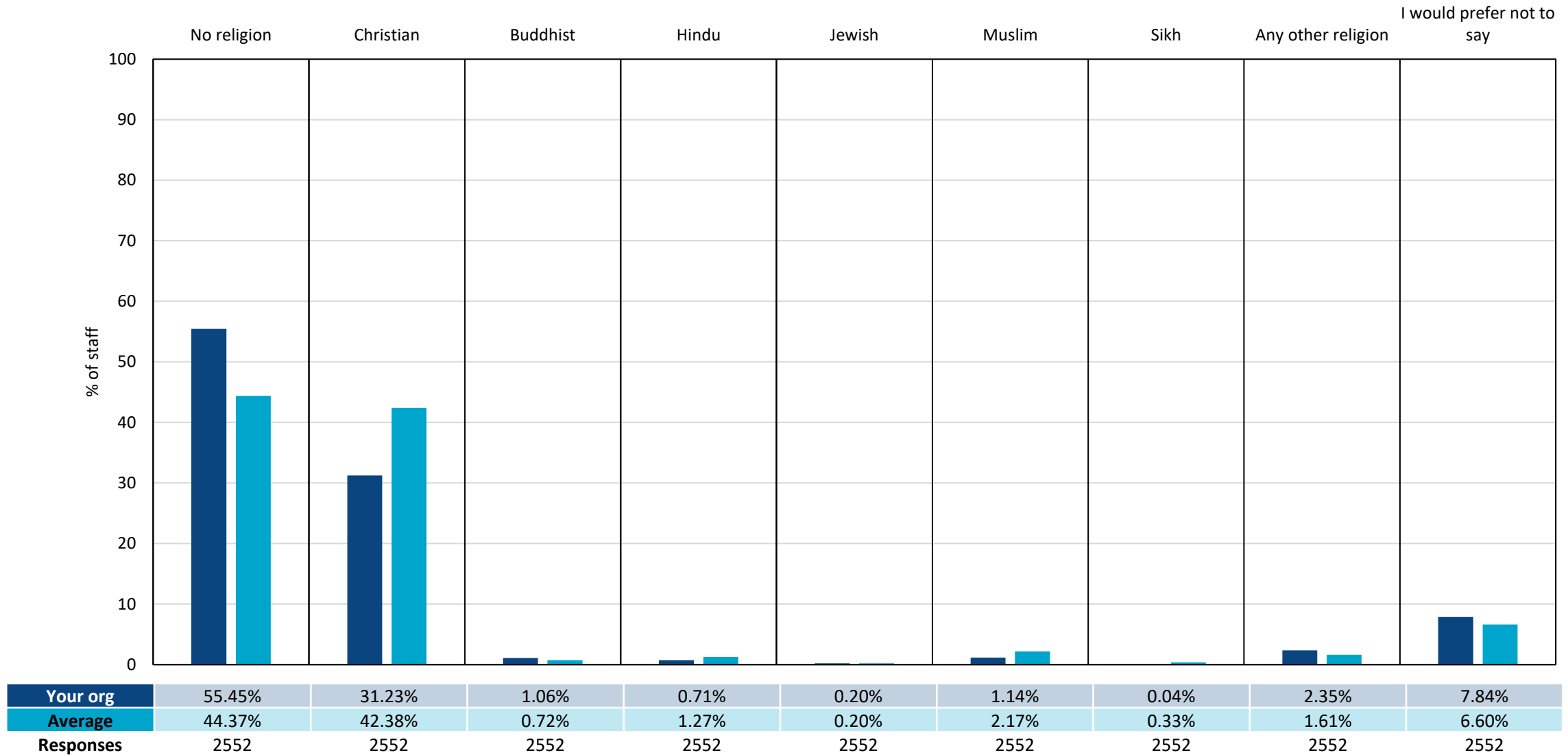
Background details – Sexual orientation



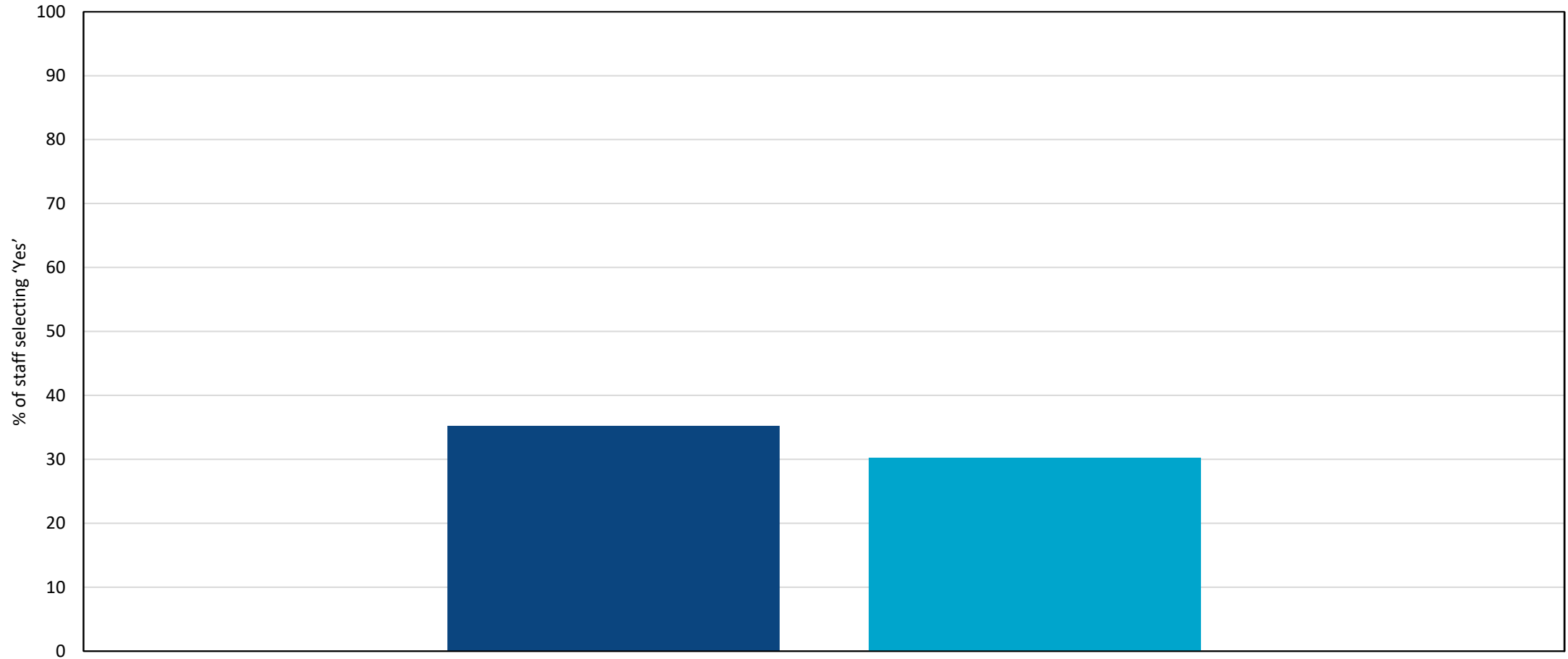
| | | | | | |
|-----------|--------|-------|-------|-------|-------|
| Your org | 84.76% | 3.06% | 3.92% | 1.14% | 7.13% |
| Average | 88.28% | 2.65% | 2.60% | 0.71% | 6.06% |
| Responses | 2552 | 2552 | 2552 | 2552 | 2552 |



Background details - Religion



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

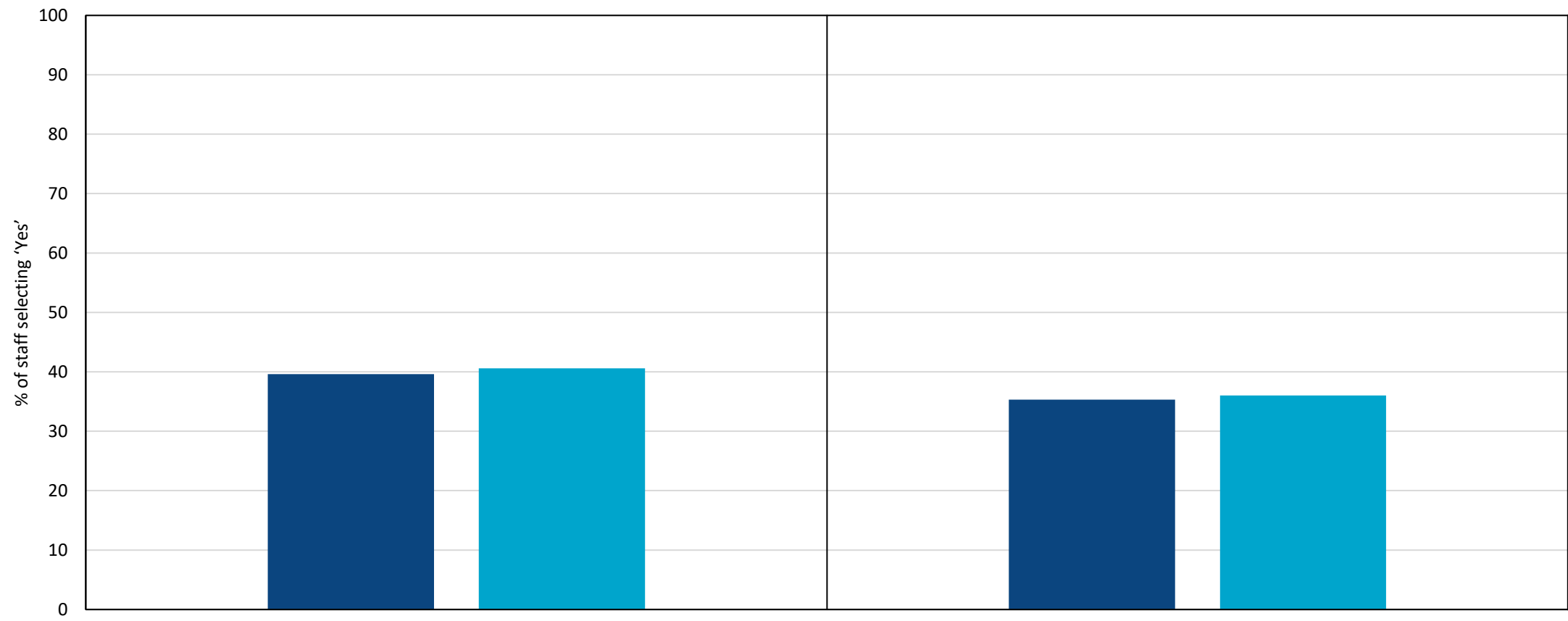


| | |
|-----------|--------|
| Your org | 35.24% |
| Average | 30.18% |
| Responses | 2520 |



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

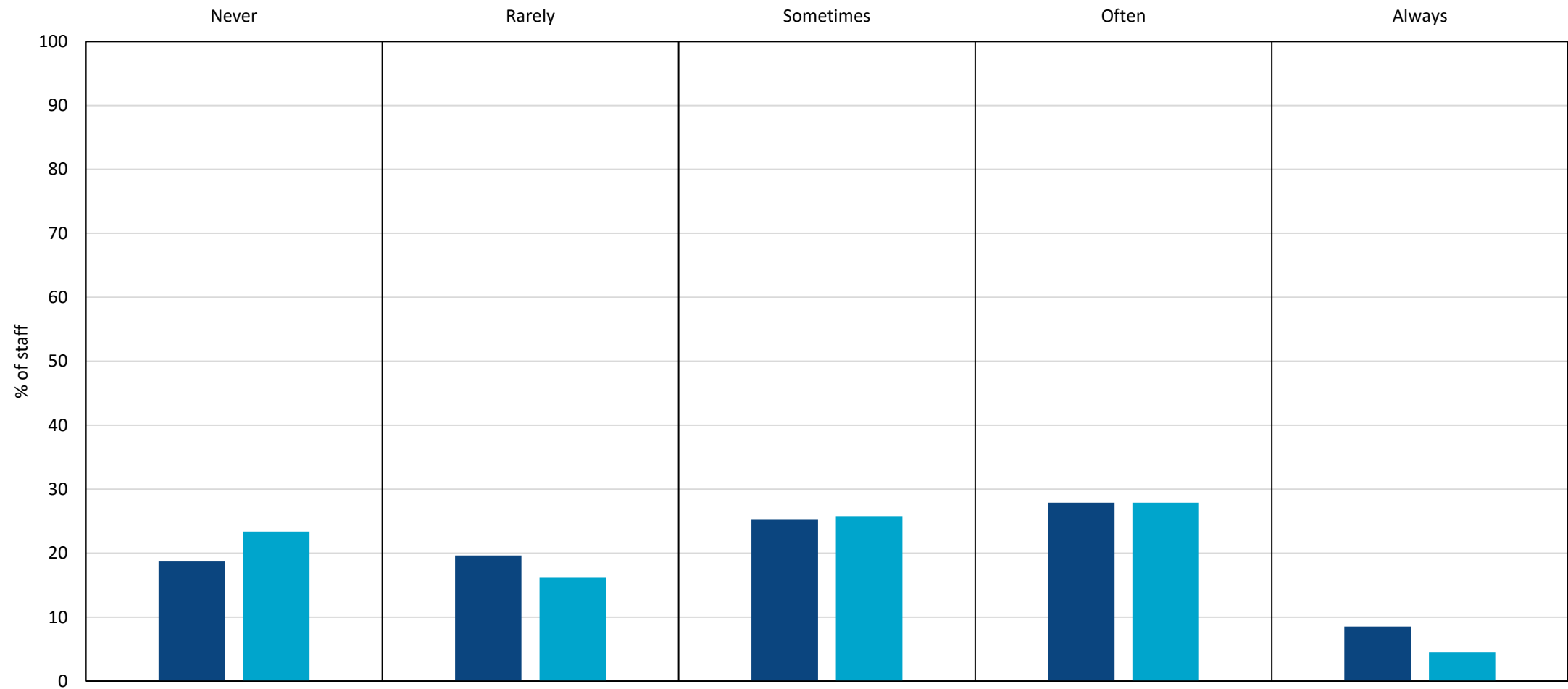
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



| | | |
|-----------|--------|--------|
| Your org | 39.61% | 35.32% |
| Average | 40.58% | 36.02% |
| Responses | 2542 | 2545 |



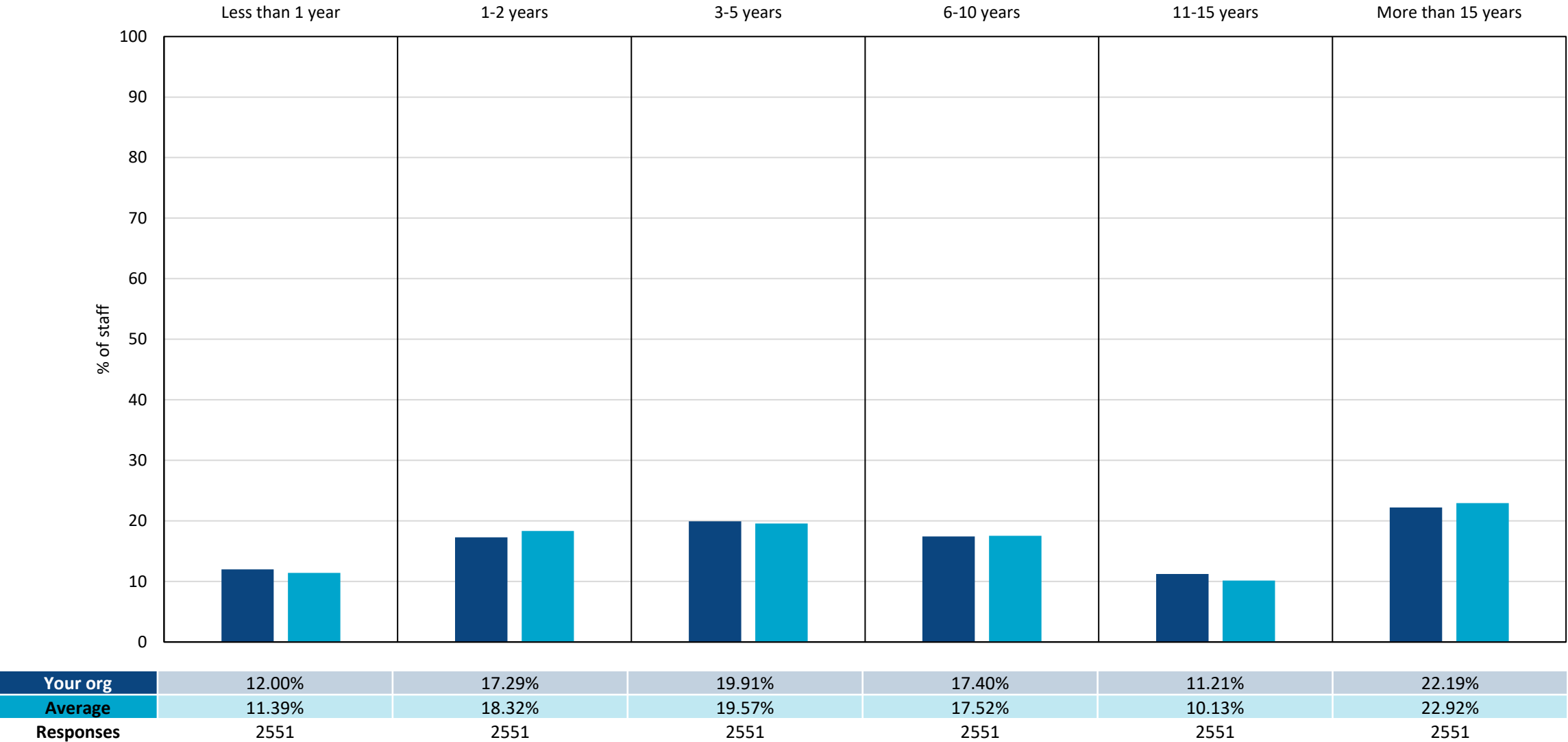
Background details – How often do you work at/from home?



| | | | | | |
|-----------|--------|--------|--------|--------|-------|
| Your org | 18.70% | 19.65% | 25.23% | 27.90% | 8.53% |
| Average | 23.35% | 16.14% | 25.79% | 27.90% | 4.52% |
| Responses | 2545 | 2545 | 2545 | 2545 | 2545 |

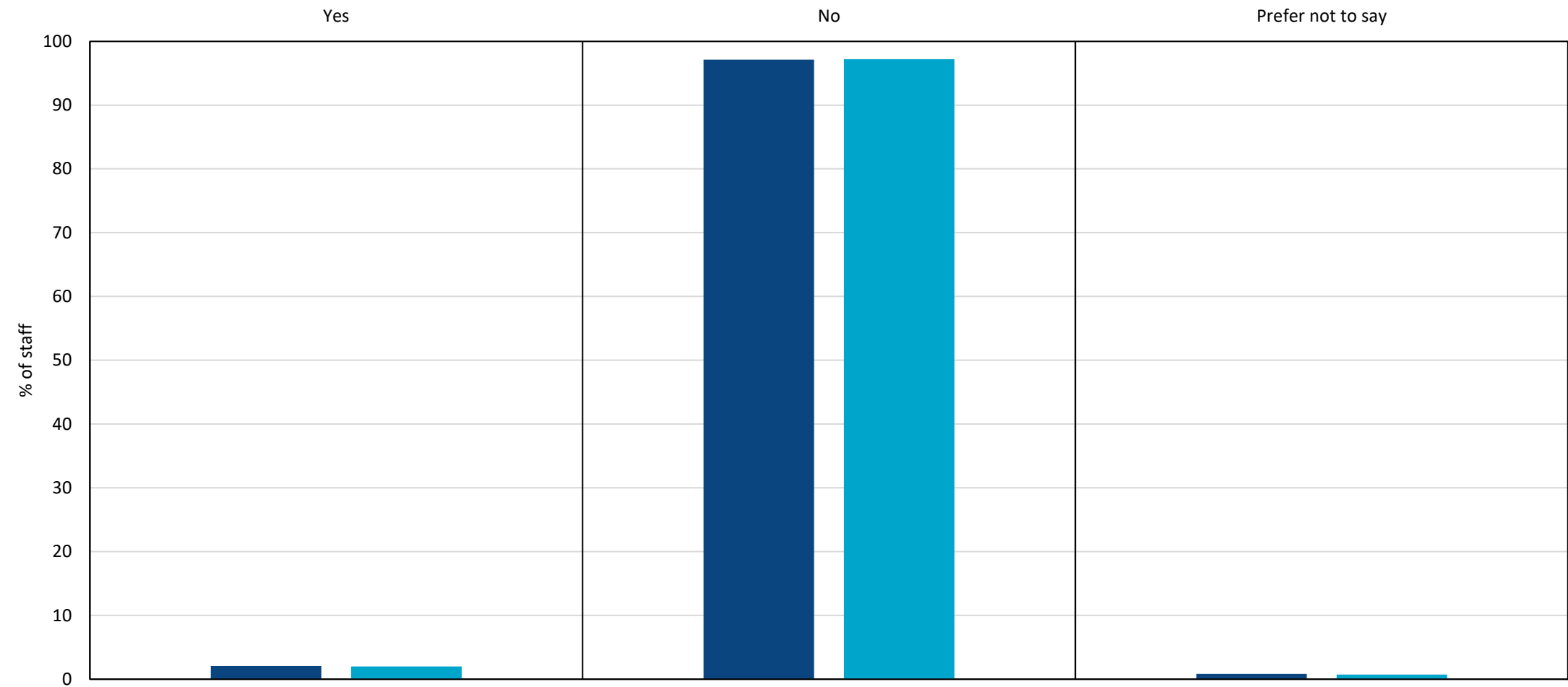


Background details – Length of service





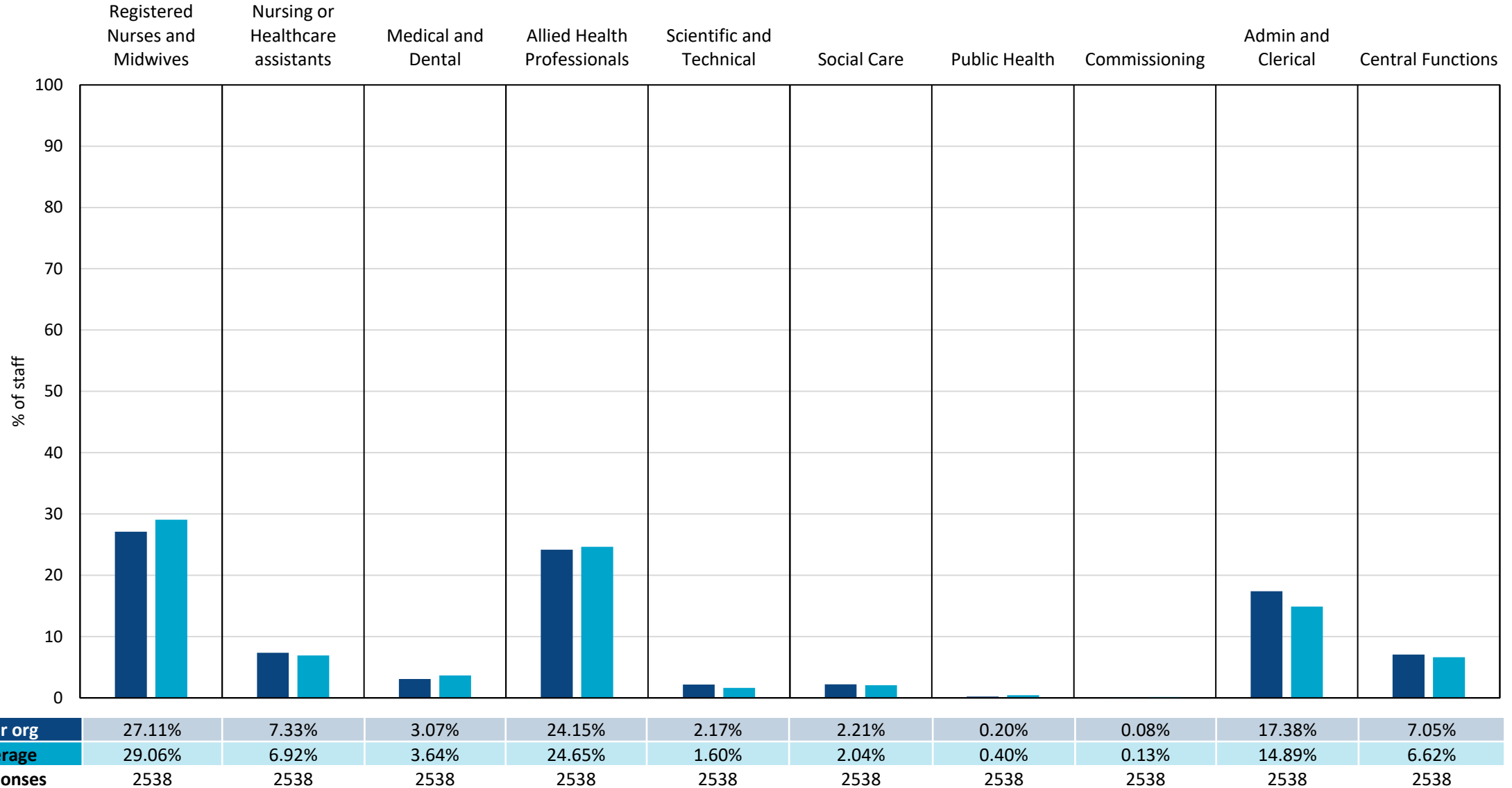
Background details — When you joined this organisation were you recruited from outside of the UK?



| | | | |
|-----------|-------|--------|-------|
| Your org | 2.05% | 97.12% | 0.83% |
| Average | 1.96% | 97.21% | 0.72% |
| Responses | 2536 | 2536 | 2536 |

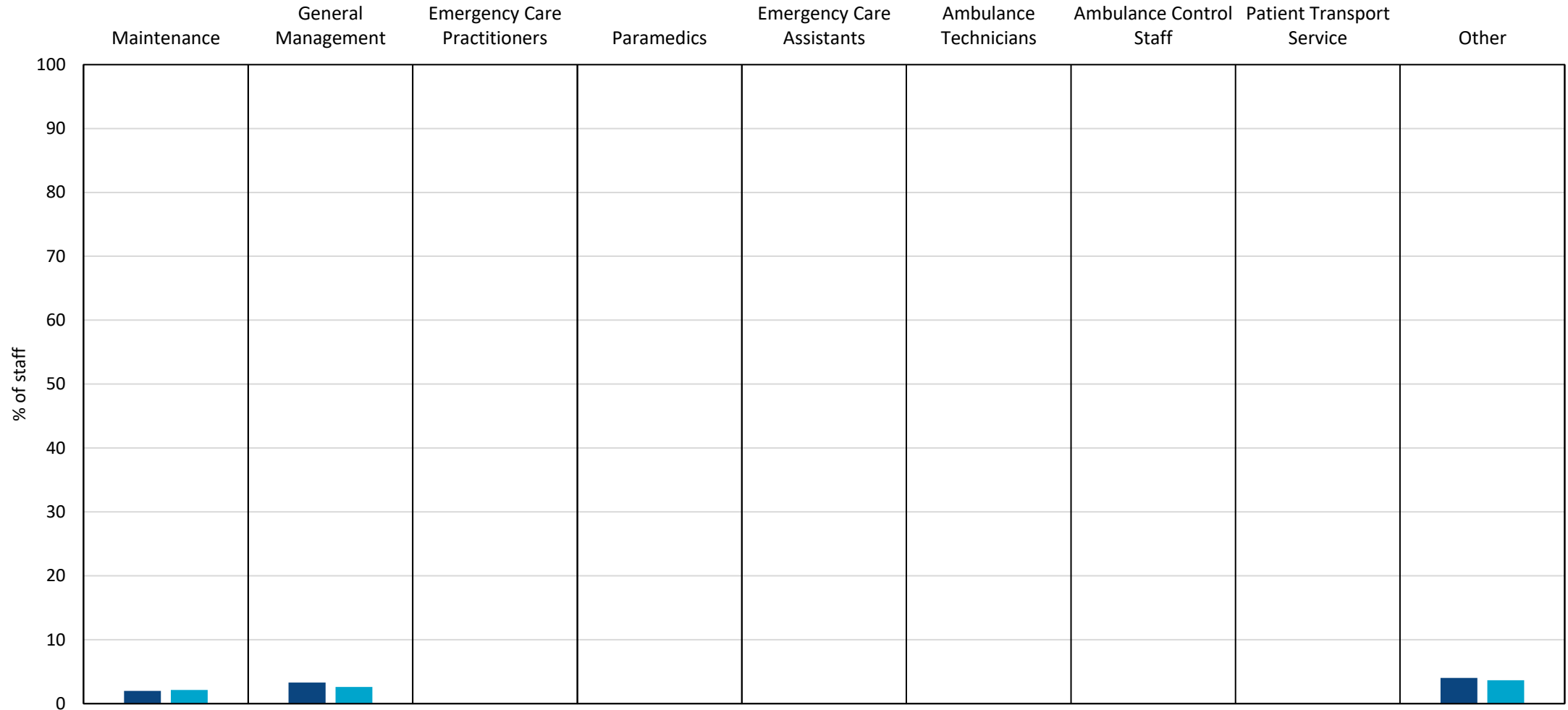


Background details – Occupational group





Background details – Occupational group



| Your org | 1.97% | 3.27% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 4.02% |
|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average | 2.12% | 2.60% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 3.66% |
| Responses | 2538 | 2538 | 2538 | 2538 | 2538 | 2538 | 2538 | 2538 | 2538 |

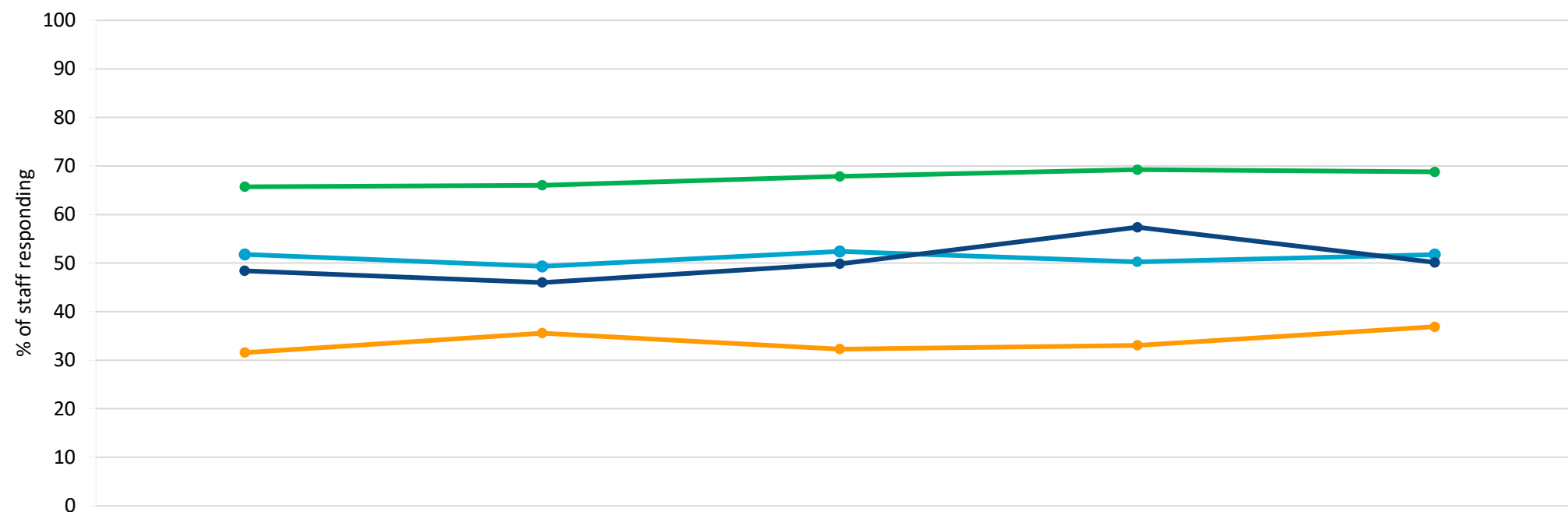
Appendices

Appendix A: Response rate



Appendix A: Response rate

Response rate



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------|--------|--------|--------|--------|--------|
| Your org | 48.38% | 45.99% | 49.85% | 57.36% | 50.13% |
| Highest | 65.71% | 66.02% | 67.86% | 69.24% | 68.76% |
| Average | 51.77% | 49.31% | 52.40% | 50.26% | 51.76% |
| Lowest | 31.57% | 35.56% | 32.27% | 33.04% | 36.86% |

| | | | | | |
|-----------|------|------|------|------|------|
| Responses | 2019 | 2011 | 2341 | 2755 | 2563 |
|-----------|------|------|------|------|------|

Appendix B: Significance testing 2022 vs 2023

➤ Appendix B: Significance testing – 2022 vs 2023

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

| People Promise elements | 2022 score | 2022 respondents | 2023 score | 2023 respondents | Statistically significant change? |
|------------------------------------|------------|------------------|------------|------------------|-----------------------------------|
| We are compassionate and inclusive | 7.21 | 2750 | 7.16 | 2558 | Not significant |
| We are recognised and rewarded | 6.17 | 2751 | 6.24 | 2558 | Not significant |
| We each have a voice that counts | 6.50 | 2744 | 6.44 | 2542 | Not significant |
| We are safe and healthy | 6.00 | 2745 | - | - | - |
| We are always learning | 5.34 | 2659 | 5.35 | 2443 | Not significant |
| We work flexibly | 6.73 | 2749 | 6.79 | 2547 | Not significant |
| We are a team | 6.98 | 2747 | 6.94 | 2555 | Not significant |
| Themes | | | | | |
| Staff Engagement | 6.59 | 2752 | 6.57 | 2561 | Not significant |
| Morale | 5.83 | 2752 | 5.87 | 2562 | Not significant |

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

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

Appendix C: Tips on using your benchmark report

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

Key points to note



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



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



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

Note. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2023.

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

Appendix C: 1. Reviewing People Promise and theme results

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

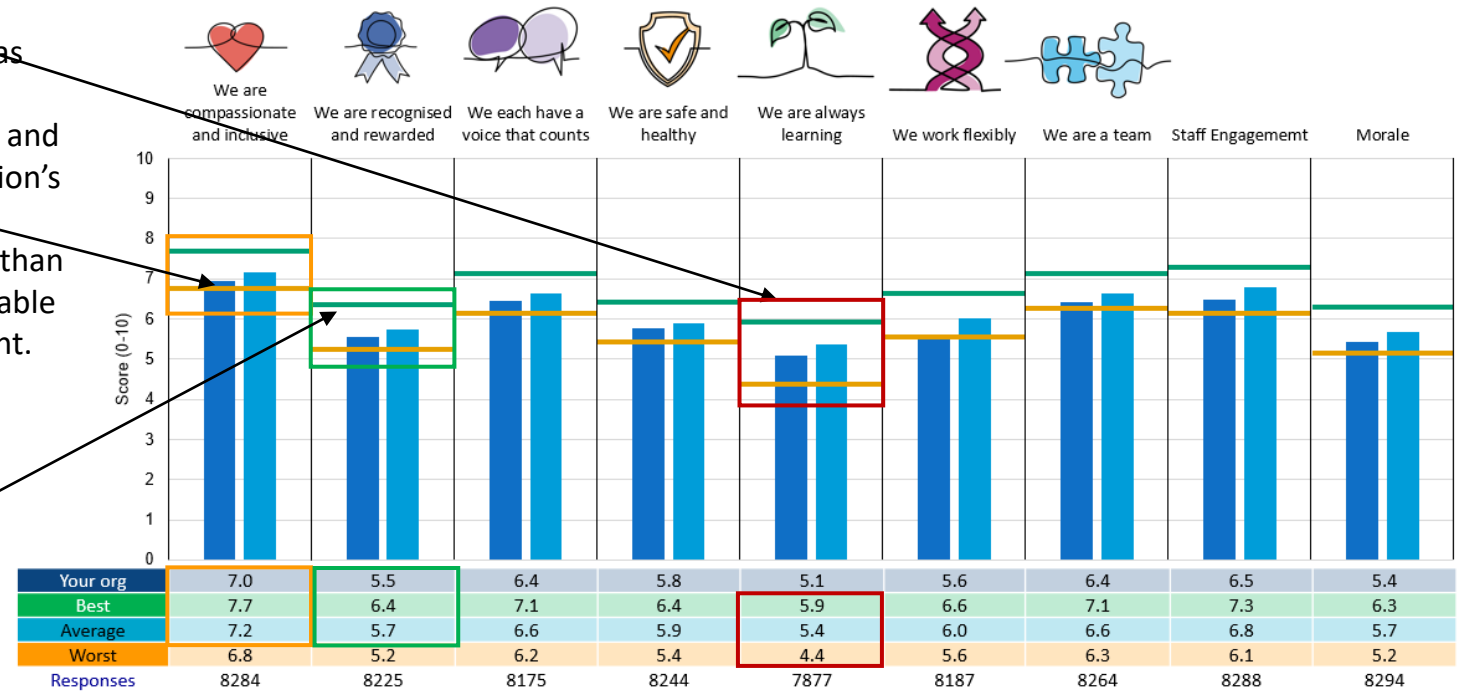
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

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

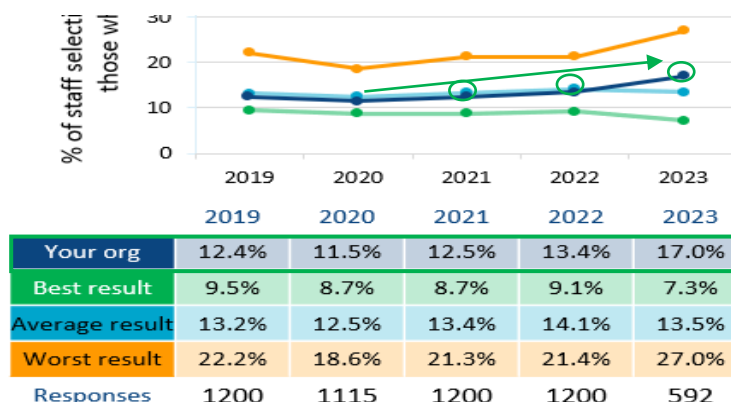


Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Review trend data

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

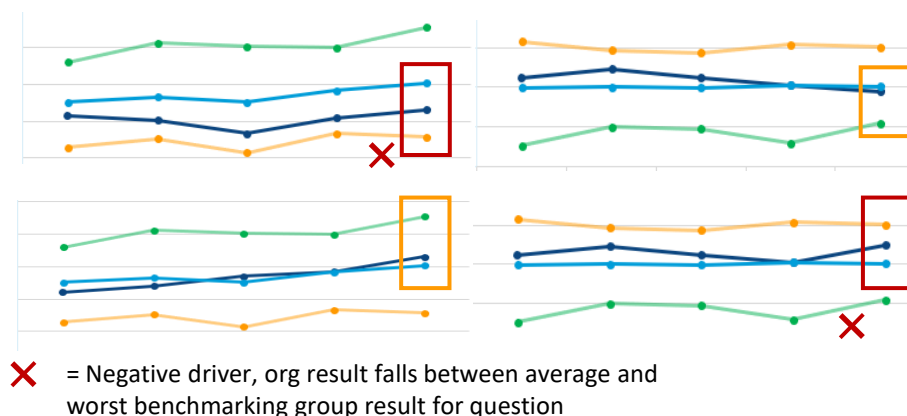


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

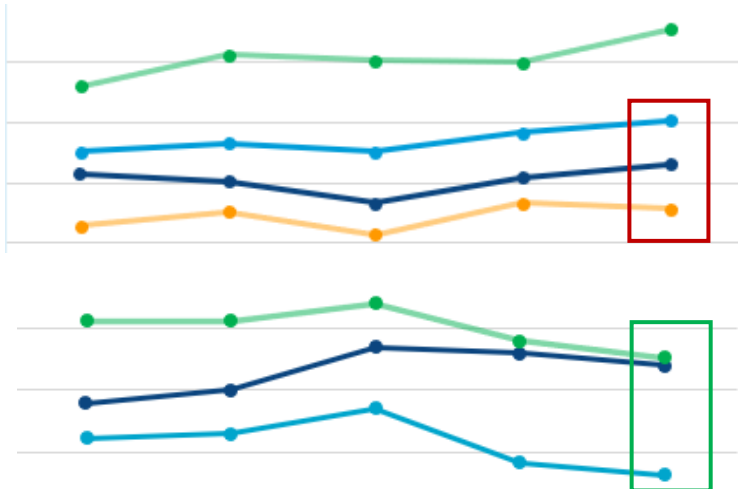
Identifying questions of interest

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

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

➤ Identifying questions of interest based on the results in this report

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



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

Appendix D: Additional reporting outputs

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

Supporting documents



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



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

Other reporting outputs



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



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



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.