

Central and North West London NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



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Introduction

About this report

This benchmark report for Central and North West London 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

Note charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2021, 2022 and 2023 portions of the chart and table.

Organisation details

Central and North West London NHS Foundation Trust

2023 NHS Staff Survey



Organisation details

Completed questionnaires **4477**

2023 response rate **54%**

Survey details

Survey mode **Mixed**

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

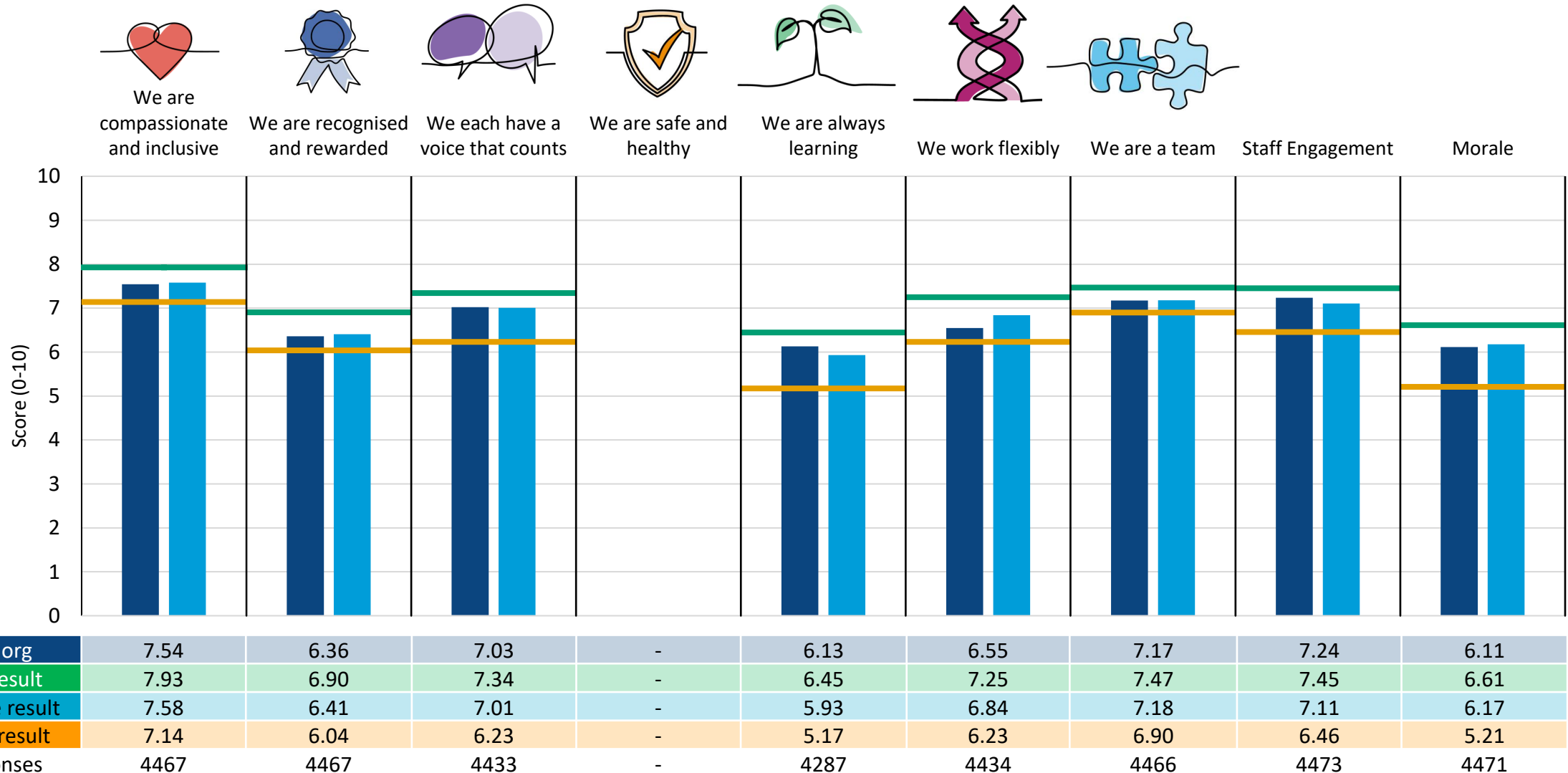


People Promise elements, themes and sub-score results

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.

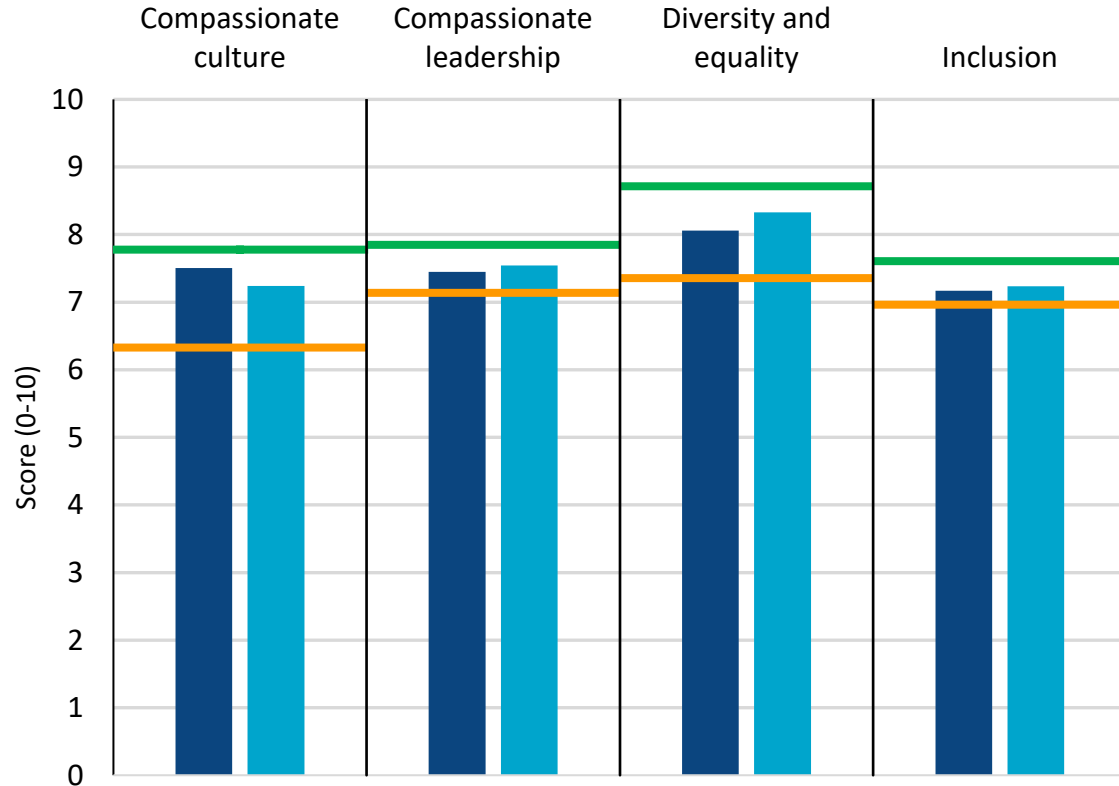


People Promise elements, themes and sub-scores: Sub-score overview

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.



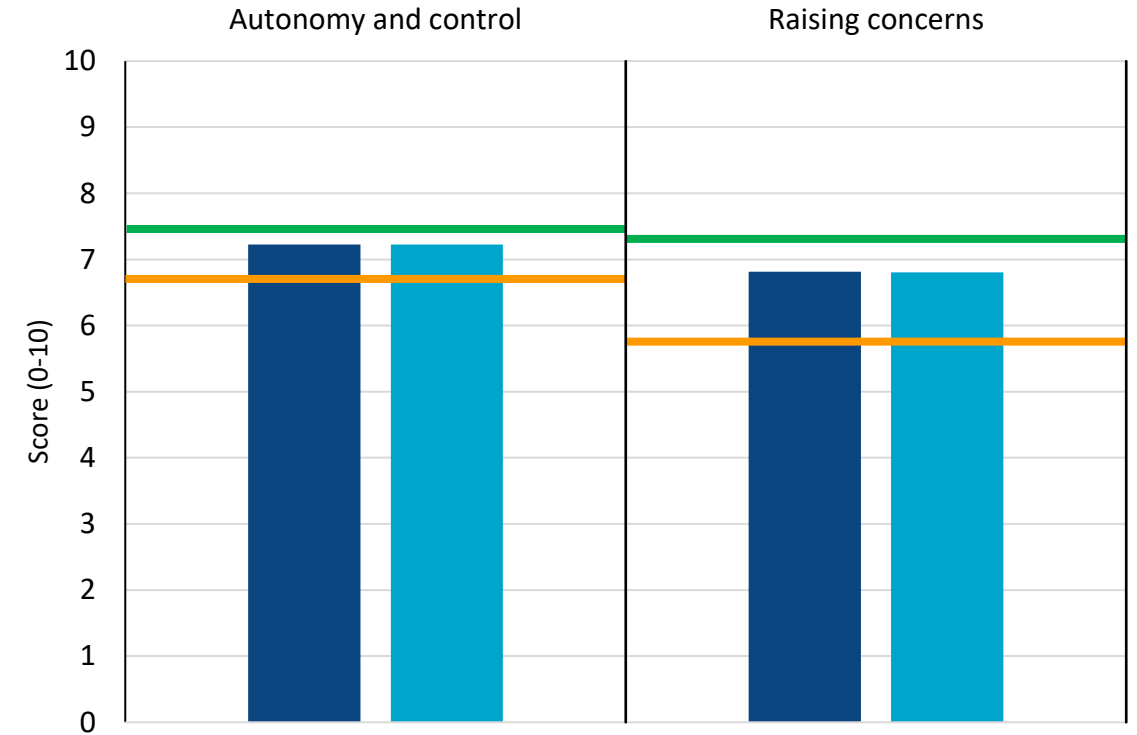
Promise element 1: We are compassionate and inclusive



Your org	7.51	7.45	8.06	7.17
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	4454	4470	4455	4455



Promise element 3: We each have a voice that counts



Your org	7.23	6.82
Best result	7.46	7.31
Average result	7.22	6.80
Worst result	6.70	5.76
Responses	4473	4435

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

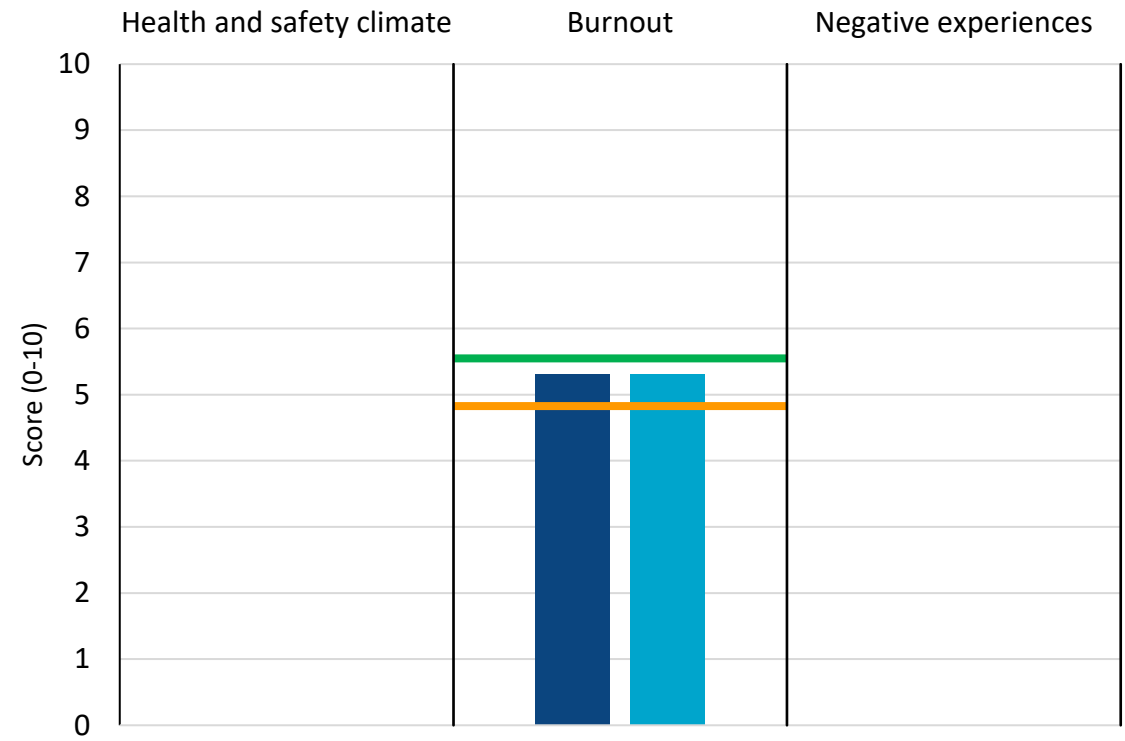


People Promise elements, themes and sub-scores: Sub-score overview

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



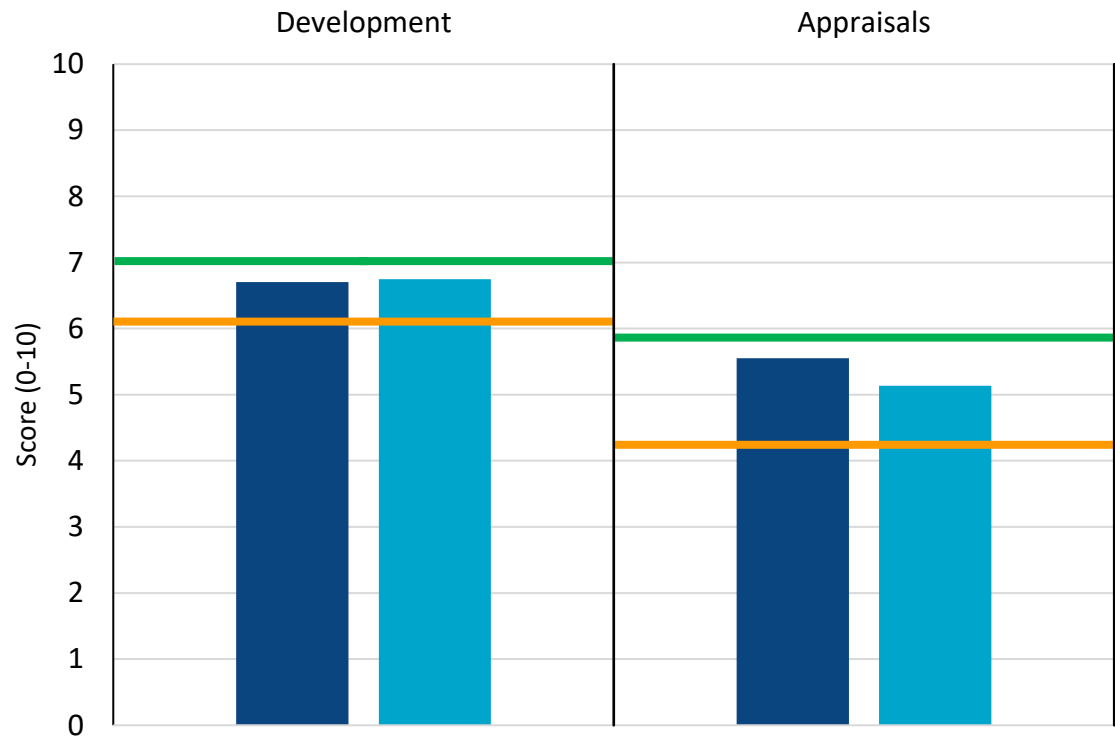
Promise element 4: We are safe and healthy



Your org	-	5.30	-
Best result	-	5.55	-
Average result	-	5.31	-
Worst result	-	4.83	-
Responses	-	4466	-



Promise element 5: We are always learning



Your org	6.70	5.55
Best result	7.02	5.86
Average result	6.74	5.13
Worst result	6.11	4.24
Responses	4465	4290

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.

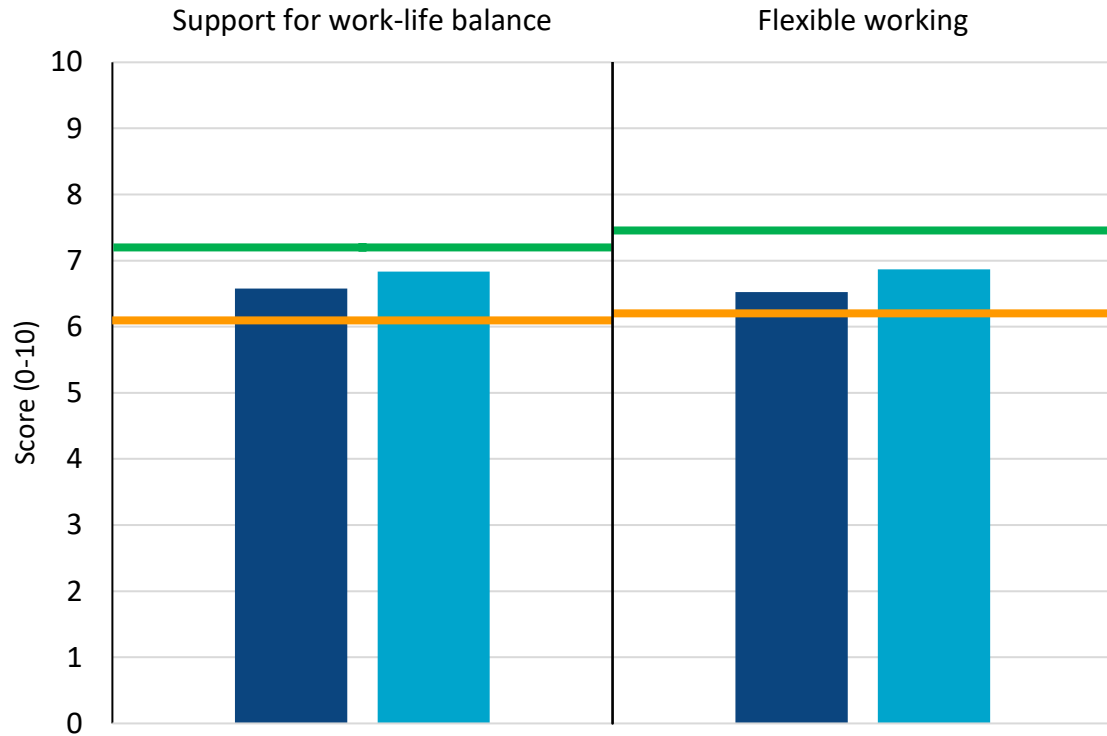


People Promise elements, themes and sub-scores: Sub-score overview

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	6.58	6.52
Best result	7.20	7.46
Average result	6.83	6.87
Worst result	6.09	6.20
Responses	4468	4437



Promise element 7: We are a team



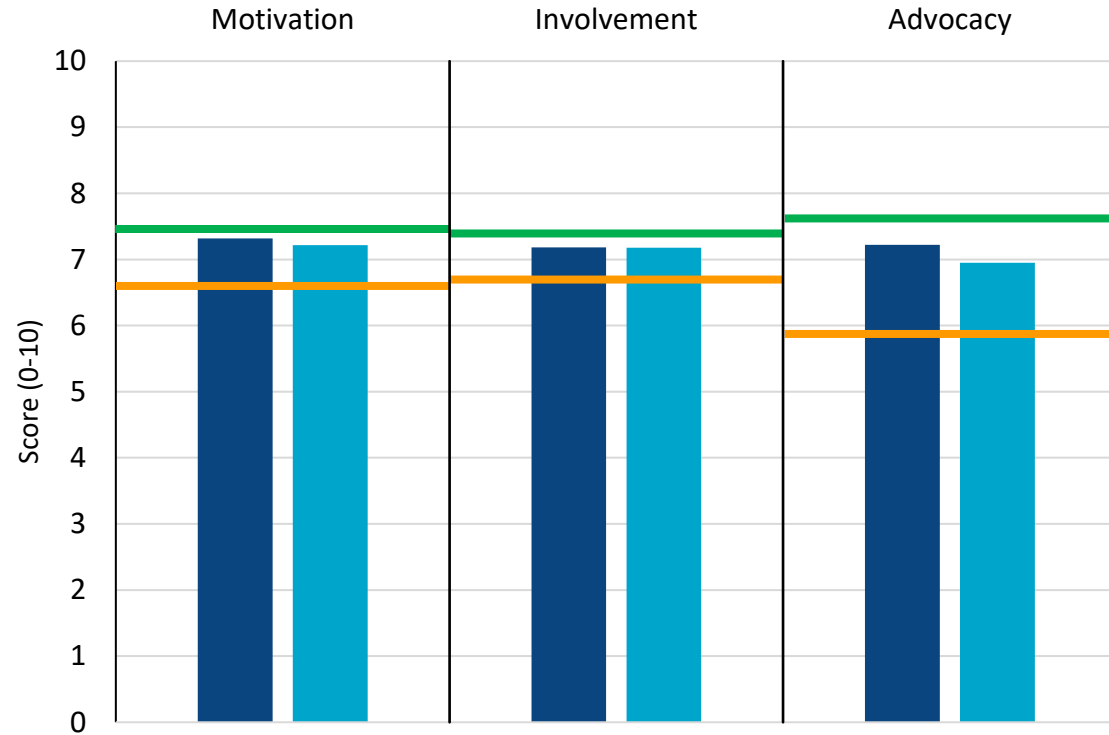
Your org	7.01	7.34
Best result	7.22	7.76
Average result	6.97	7.40
Worst result	6.64	7.06
Responses	4470	4470



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

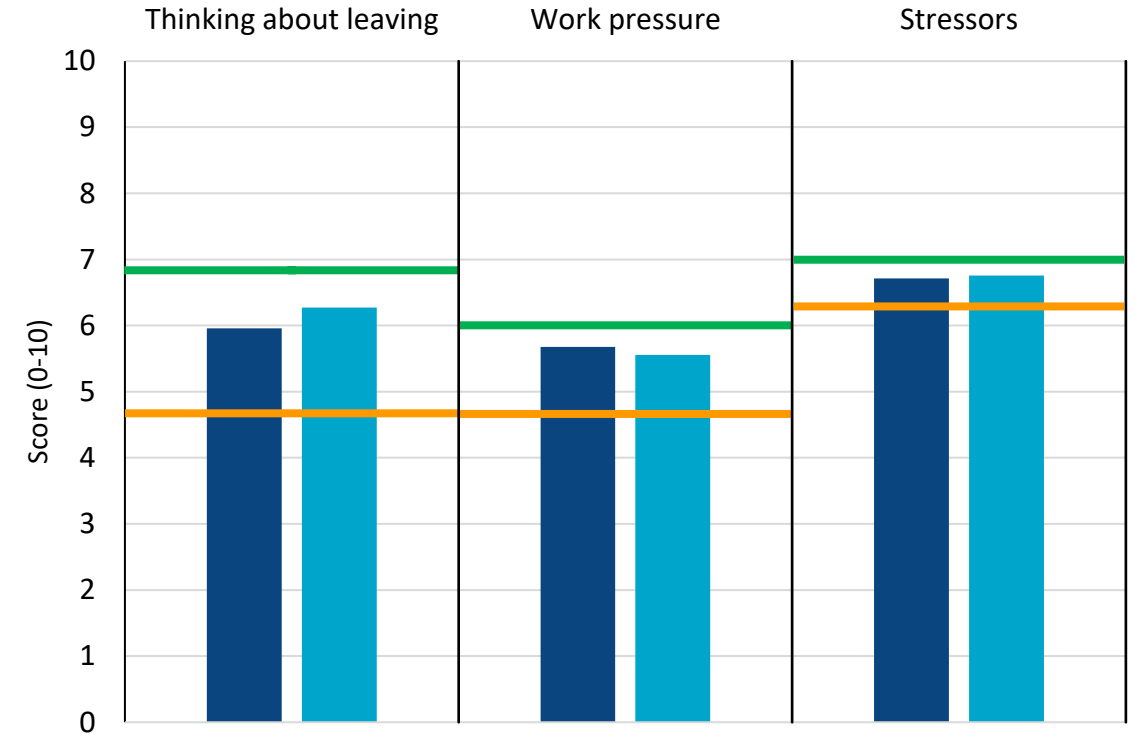
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	7.32	7.18	7.22
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	4411	4473	4454

Theme: Morale



Your org	5.96	5.67	6.71
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	4451	4467	4451

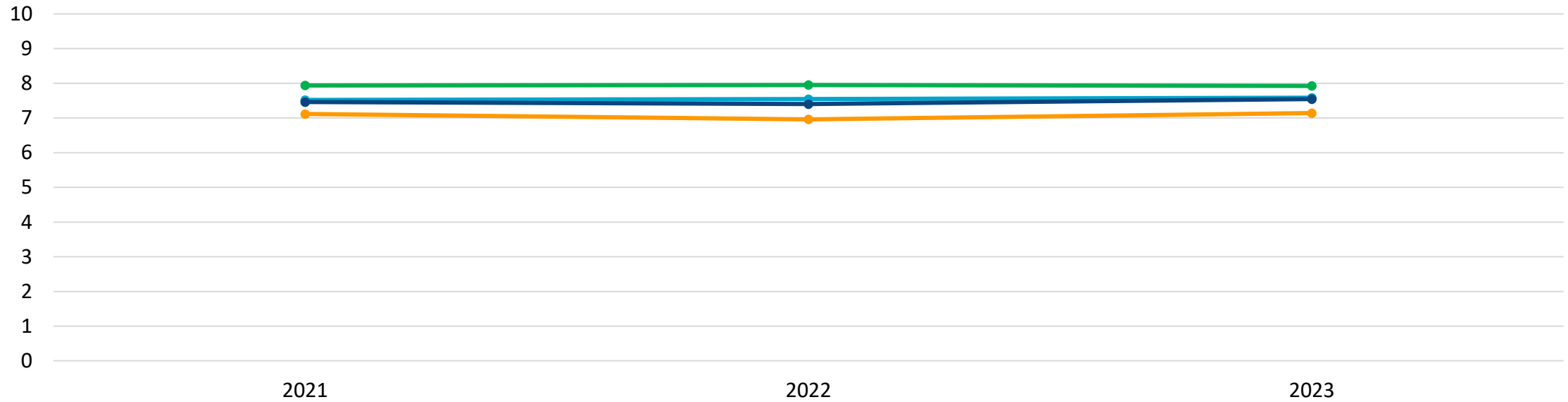
People Promise elements, themes and sub-scores: Trends

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	7.46	7.40	7.54
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	3759	3178	4467



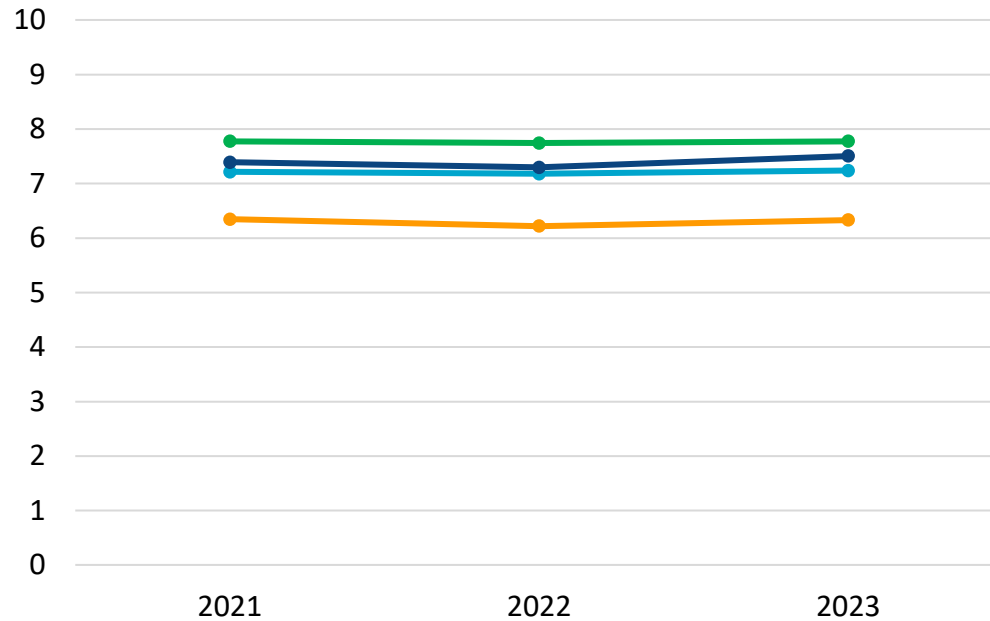
People Promise elements, themes and sub-scores: Sub-score trends

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



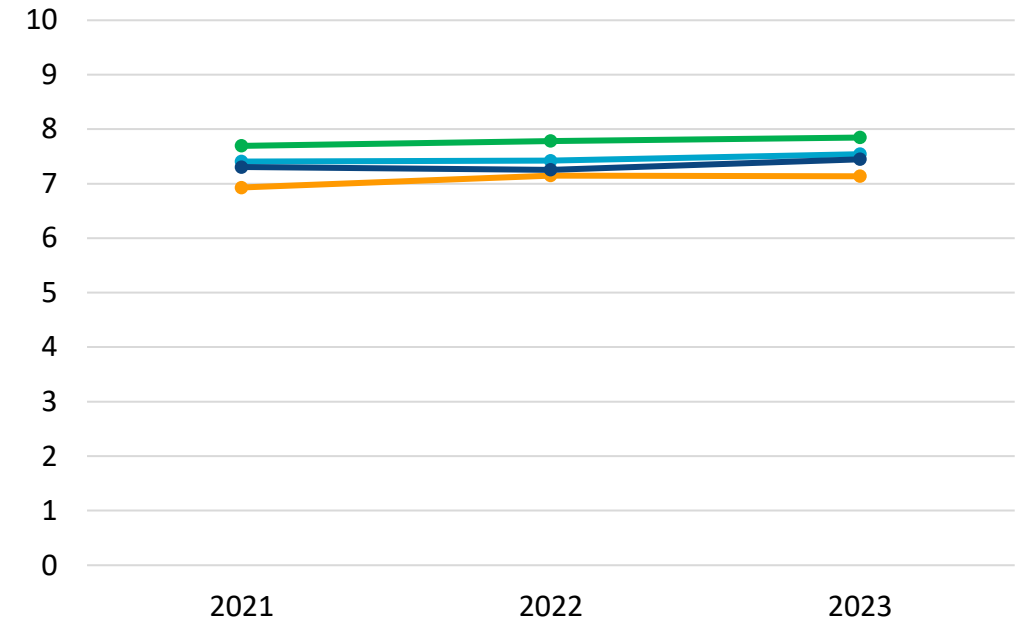
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.39	7.30	7.51
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	3756	3169	4454

Compassionate leadership



	2021	2022	2023
Your org	7.30	7.25	7.45
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	3752	3175	4470



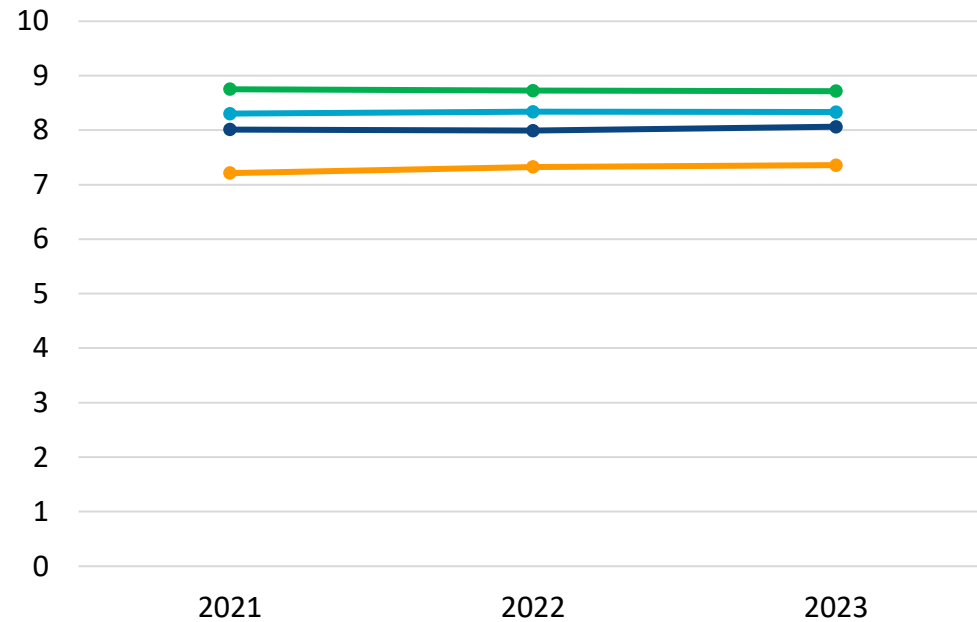
People Promise elements, themes and sub-scores: Sub-score trends

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.



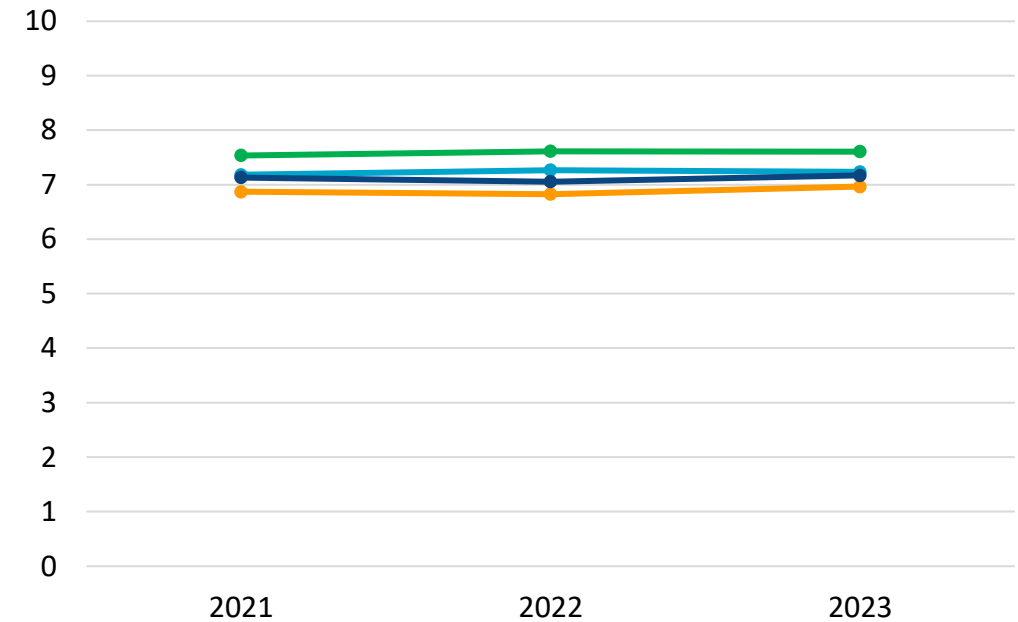
Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	8.01	7.99	8.06
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	3752	3175	4455

Inclusion



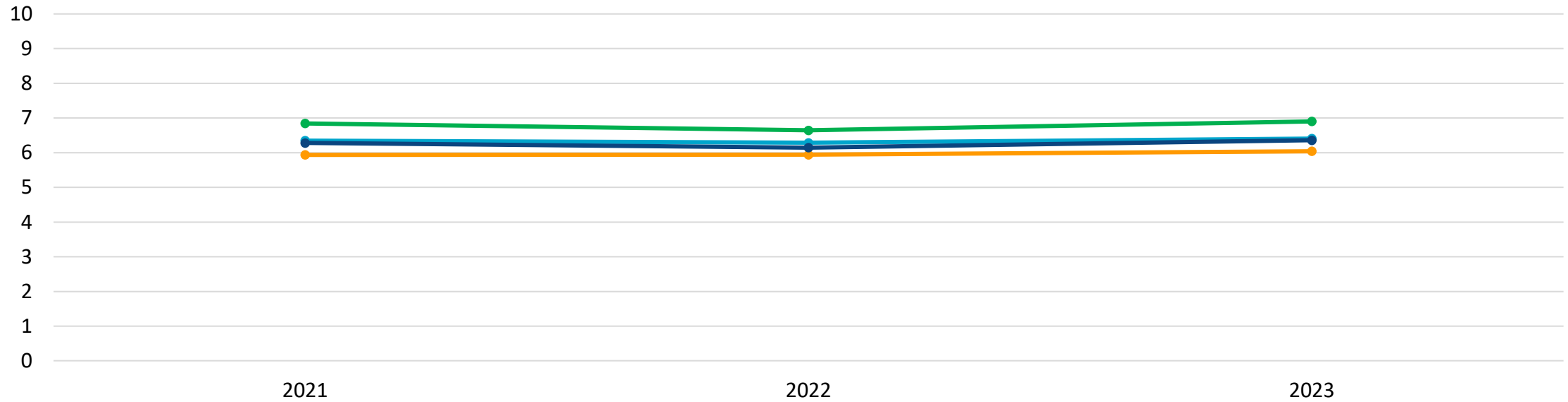
	2021	2022	2023
Your org	7.13	7.06	7.17
Best result	7.54	7.61	7.61
Average result	7.18	7.27	7.23
Worst result	6.87	6.83	6.96
Responses	3723	3142	4455

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



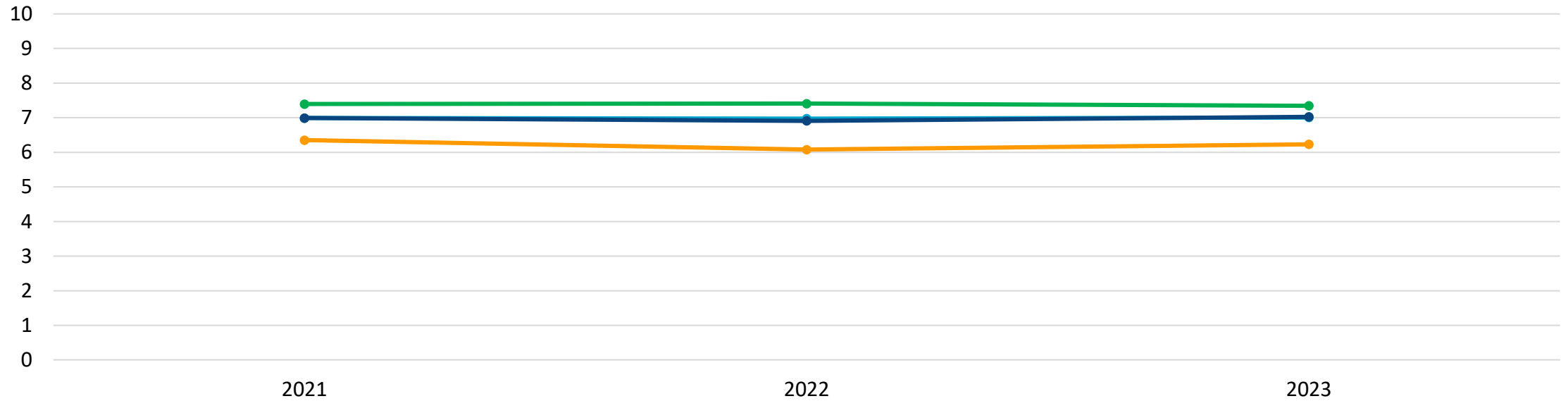
	2021	2022	2023
Your org	6.28	6.15	6.36
Best result	6.84	6.64	6.90
Average result	6.35	6.29	6.41
Worst result	5.94	5.94	6.04
Responses	3751	3166	4467

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	6.99	6.91	7.03
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	3732	3154	4433

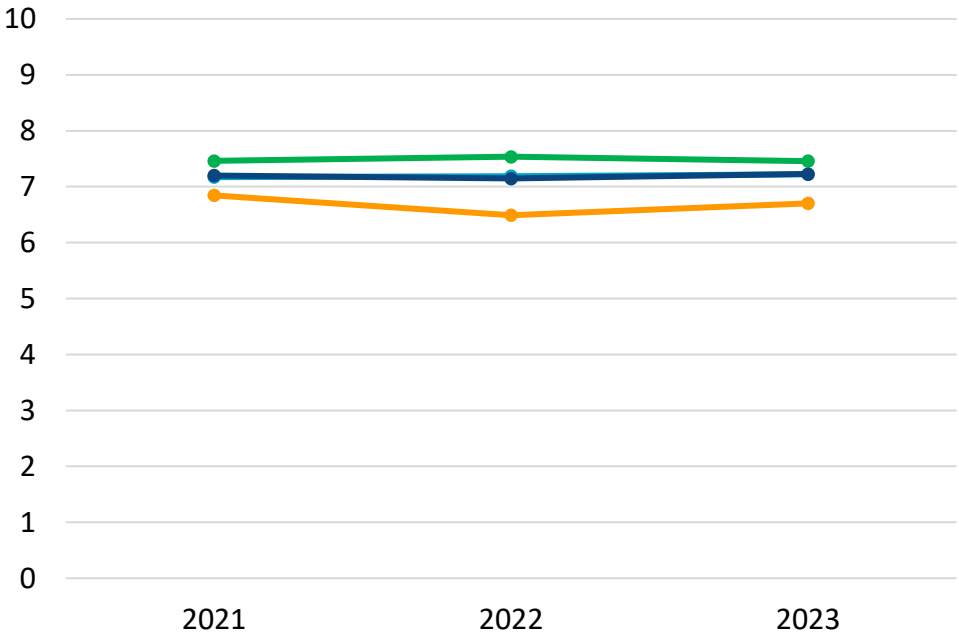


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

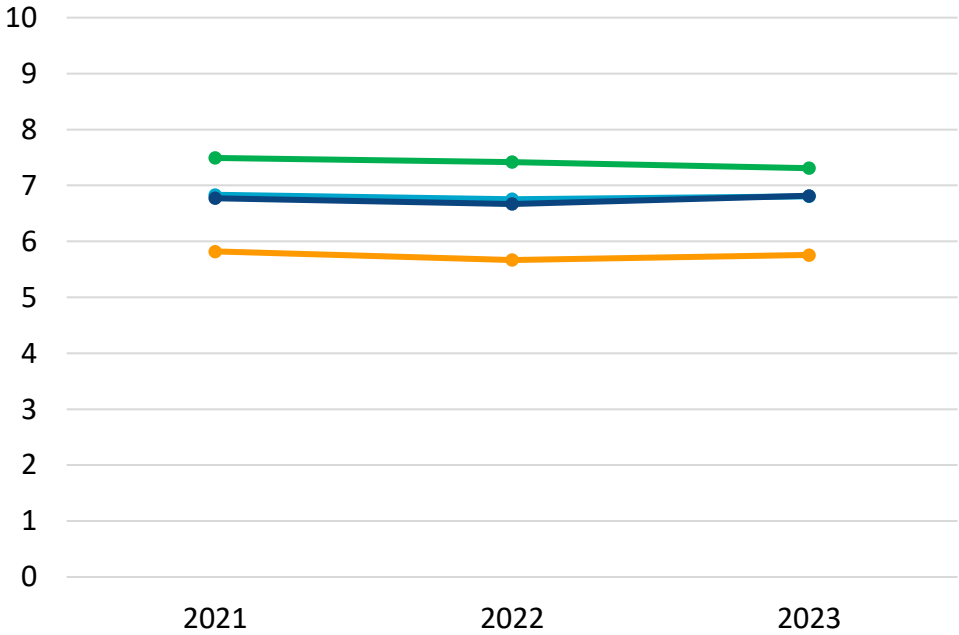


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



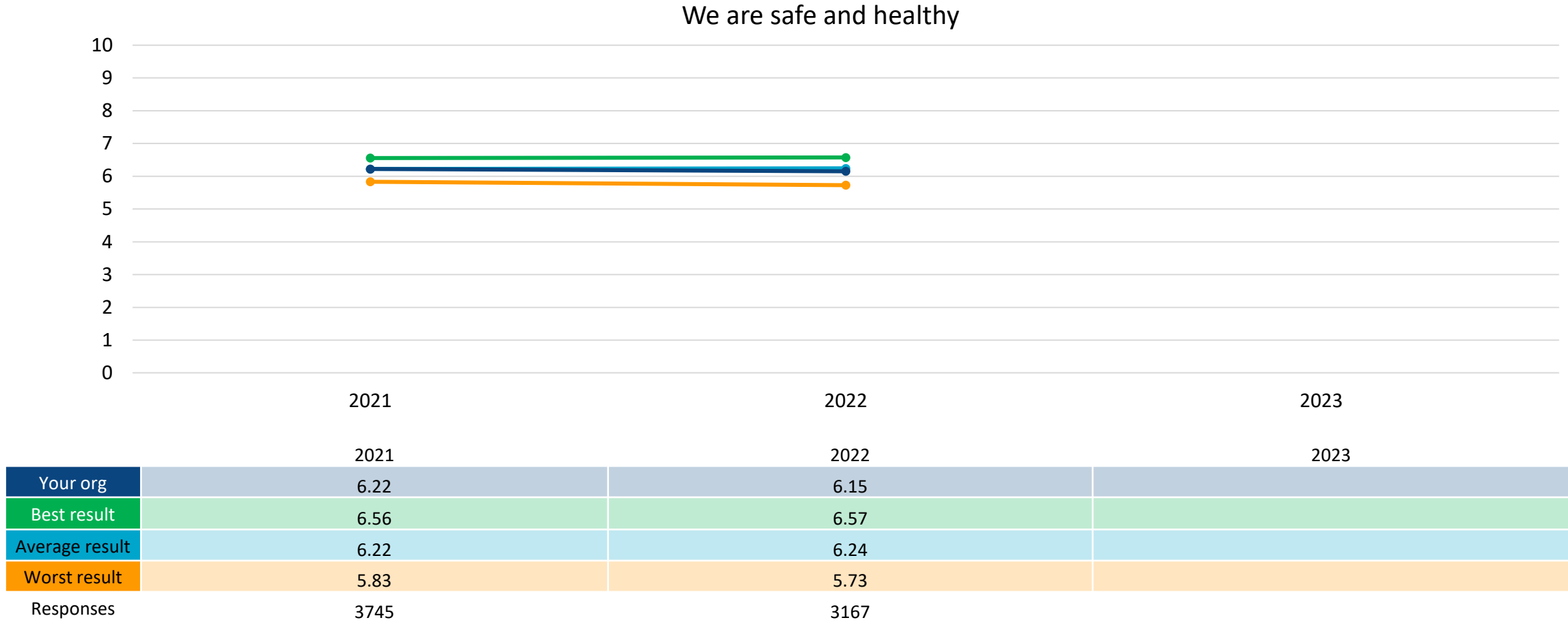
	2021	2022	2023
Your org	7.20	7.15	7.23
Best result	7.46	7.54	7.46
Average result	7.17	7.19	7.22
Worst result	6.85	6.49	6.70
Responses	3759	3176	4473

	2021	2022	2023
Your org	6.77	6.67	6.82
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	3739	3159	4435

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



Promise element 4: We are safe and healthy



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



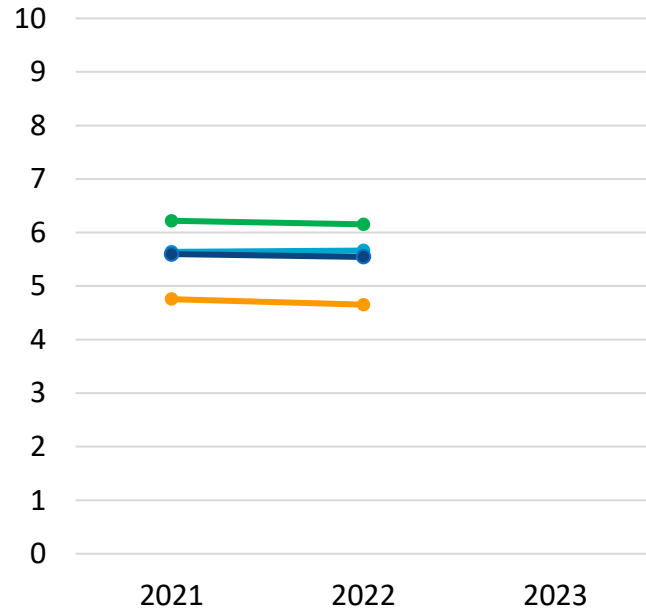
People Promise elements, themes and sub-scores: Sub-score trends

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



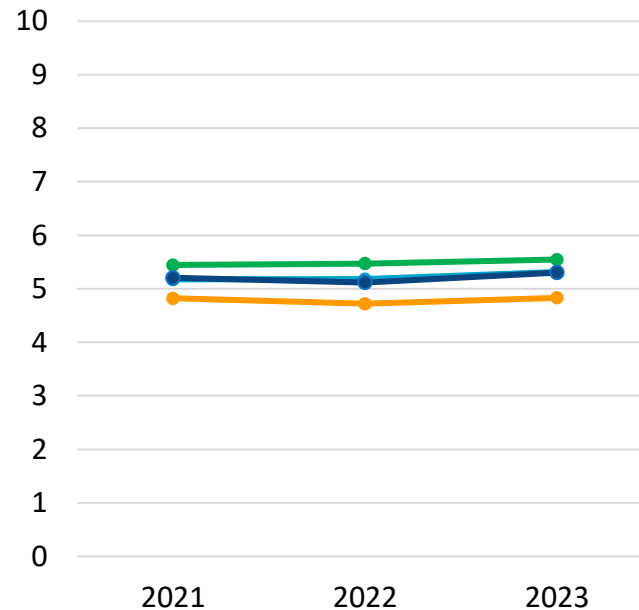
Promise element 4: We are safe and healthy

Health and safety climate



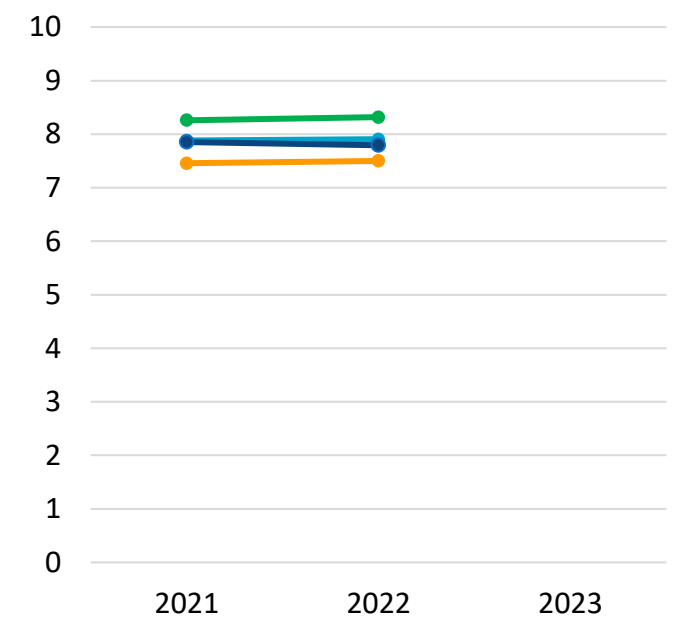
	2021	2022	2023
Your org	5.60	5.55	
Best result	6.22	6.15	
Average result	5.64	5.67	
Worst result	4.76	4.65	
Responses	3757	3178	

Burnout



	2021	2022	2023
Your org	5.20	5.12	5.30
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	3761	3177	4466

Negative experiences



	2021	2022	2023
Your org	7.85	7.79	
Best result	8.26	8.32	
Average result	7.88	7.91	
Worst result	7.46	7.50	
Responses	3756	3172	

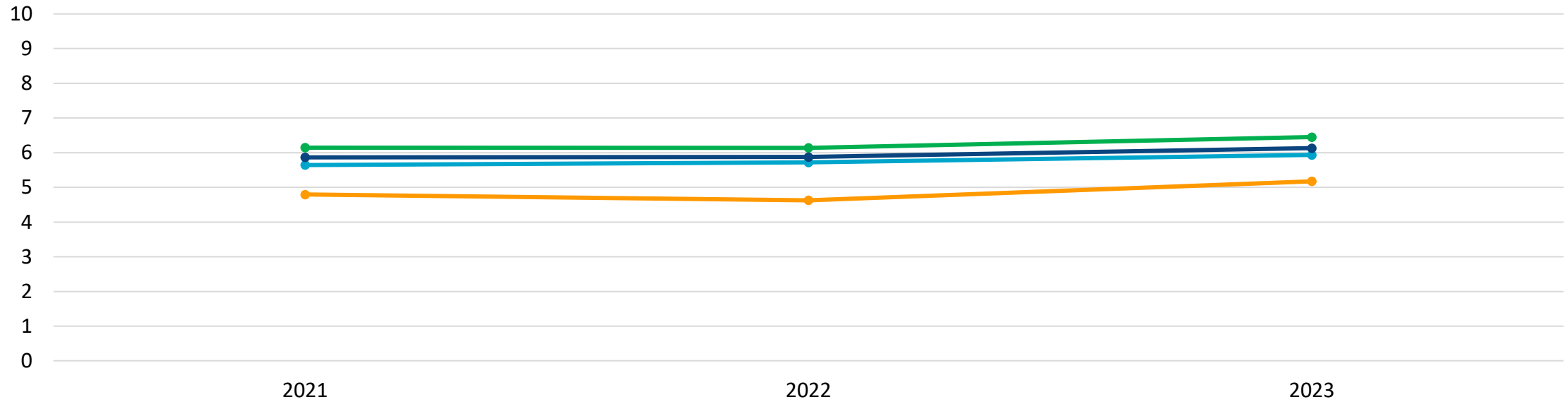
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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	5.87	5.88	6.13
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	3583	3052	4287



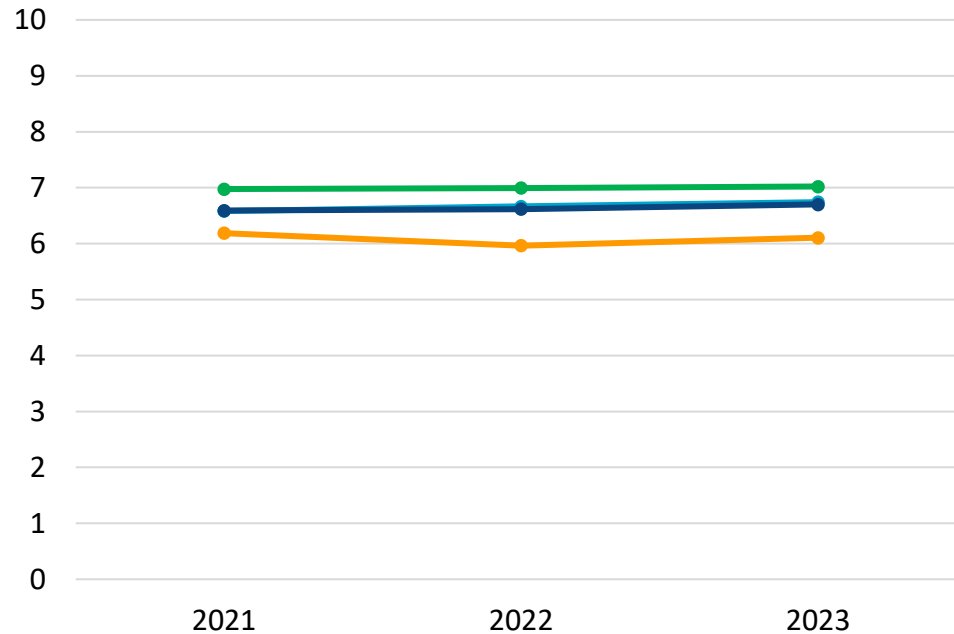
People Promise elements, themes and sub-scores: Sub-score trends

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.



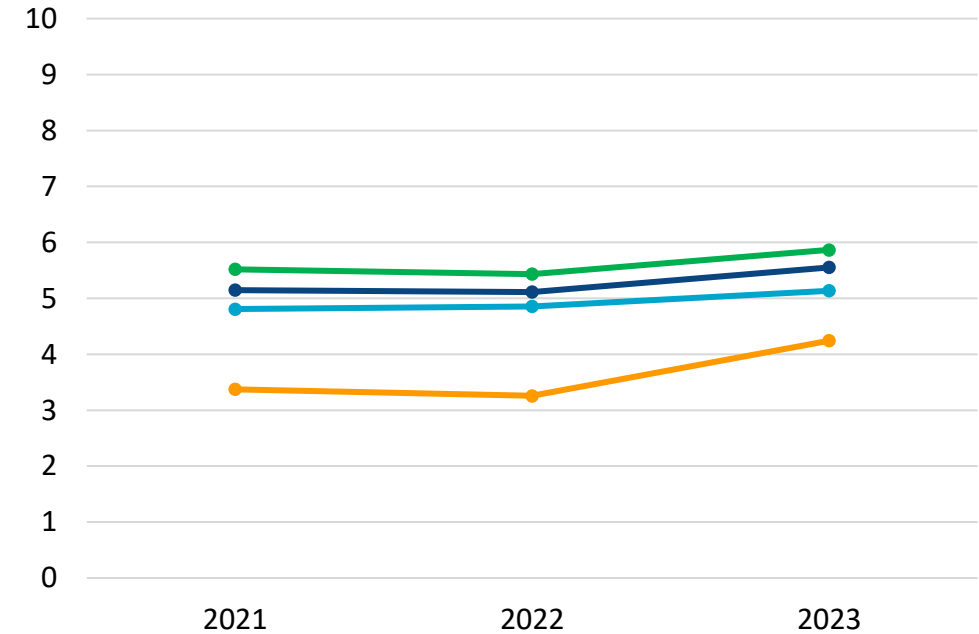
Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.59	6.62	6.70
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	3751	3173	4465

Appraisals



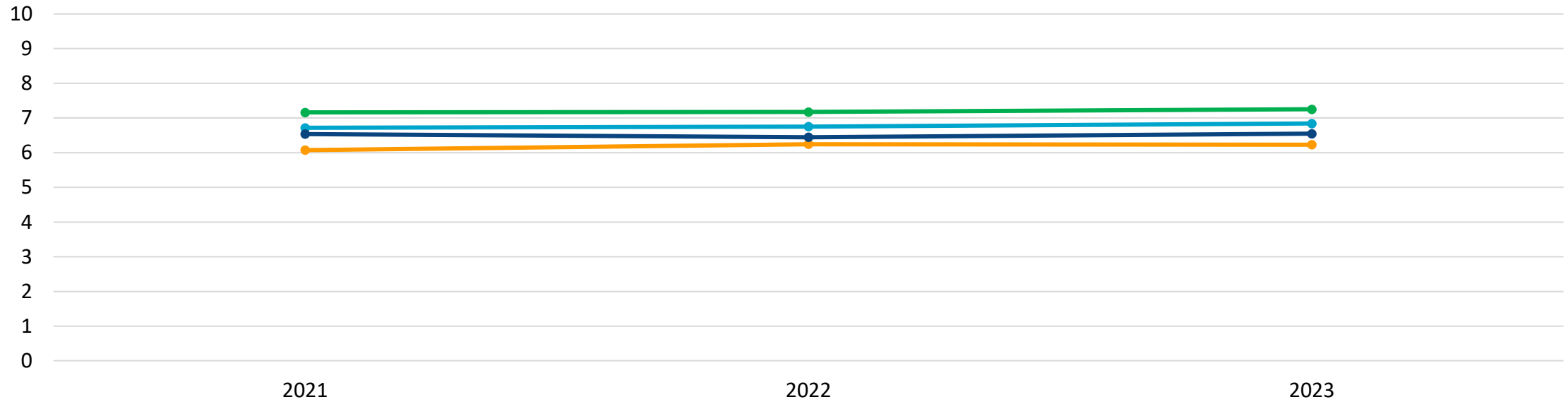
	2021	2022	2023
Your org	5.15	5.11	5.55
Best result	5.52	5.43	5.86
Average result	4.81	4.86	5.13
Worst result	3.37	3.26	4.24
Responses	3589	3058	4290

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	6.54	6.45	6.55
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	3736	3157	4434



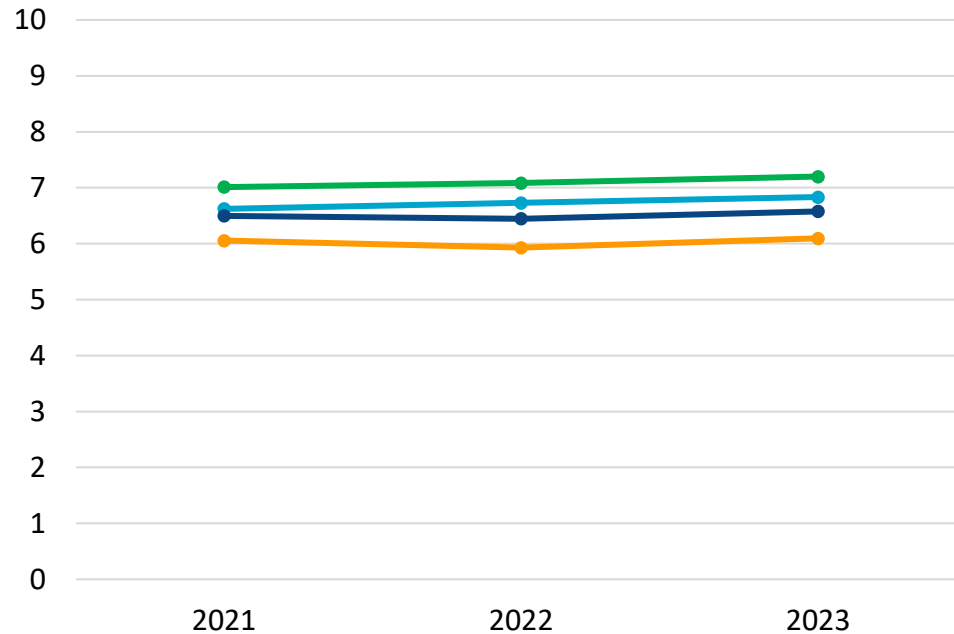
People Promise elements, themes and sub-scores: Sub-score trends

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

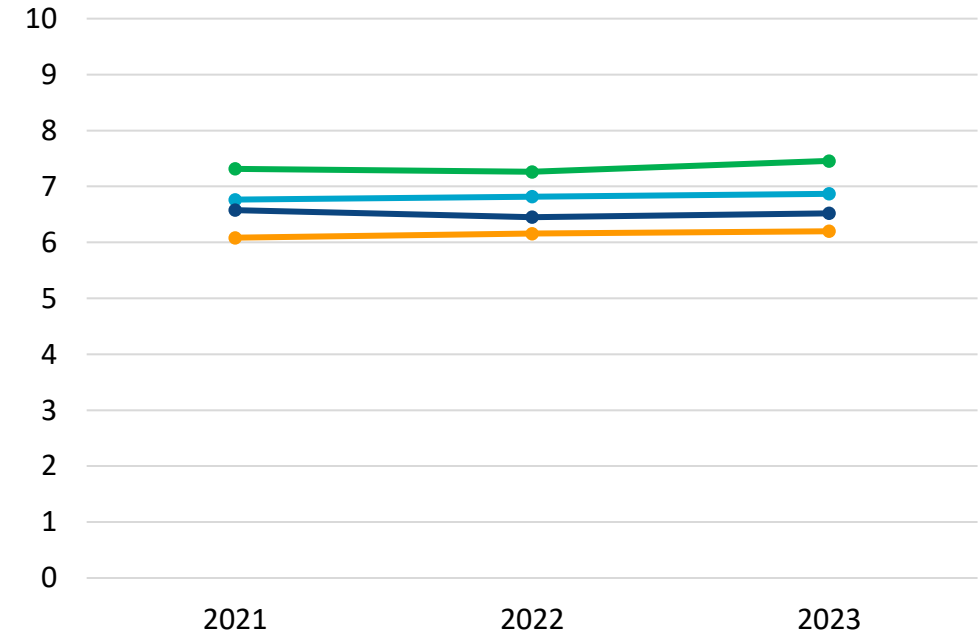


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



	2021	2022	2023
Your org	6.50	6.45	6.58
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	3760	3178	4468

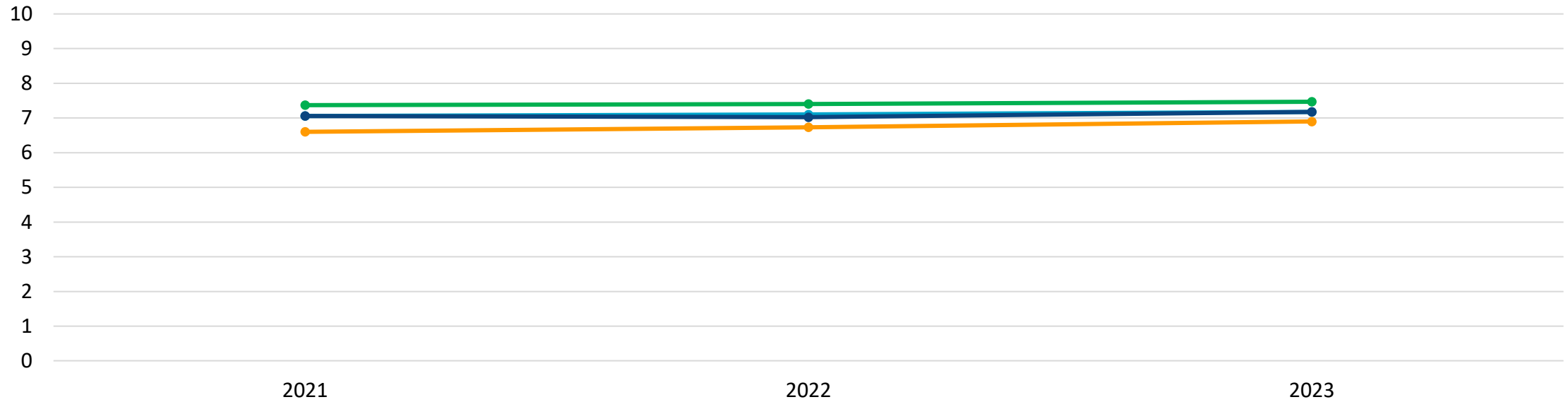
	2021	2022	2023
Your org	6.58	6.45	6.52
Best result	7.32	7.26	7.46
Average result	6.76	6.82	6.87
Worst result	6.08	6.16	6.20
Responses	3740	3159	4437

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



Promise element 7: We are a team

We are a team



	2021	2022	2023
Your org	7.06	7.02	7.17
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	3728	3156	4466



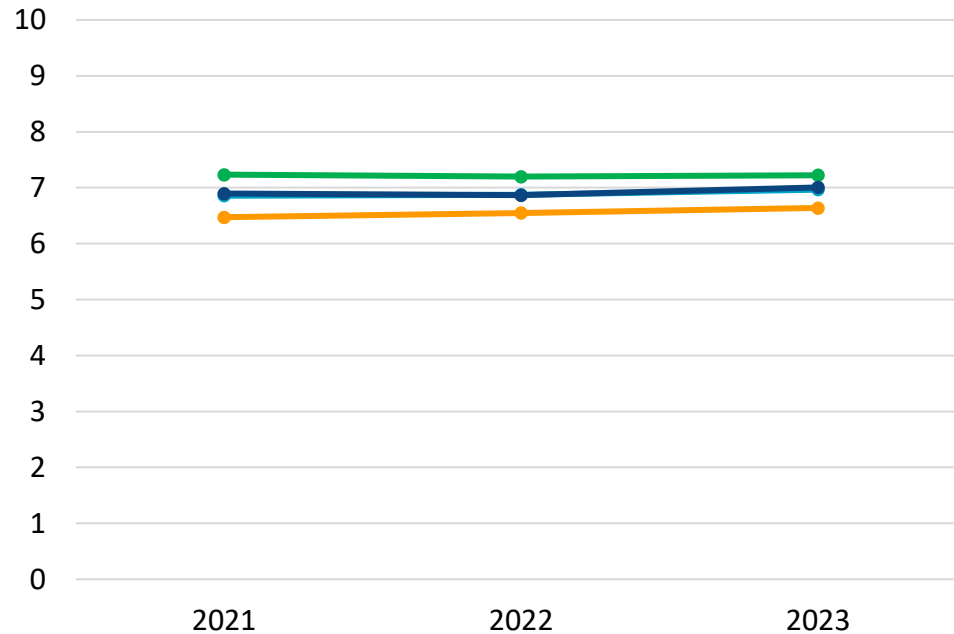
People Promise elements, themes and sub-scores: Sub-score trends

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.



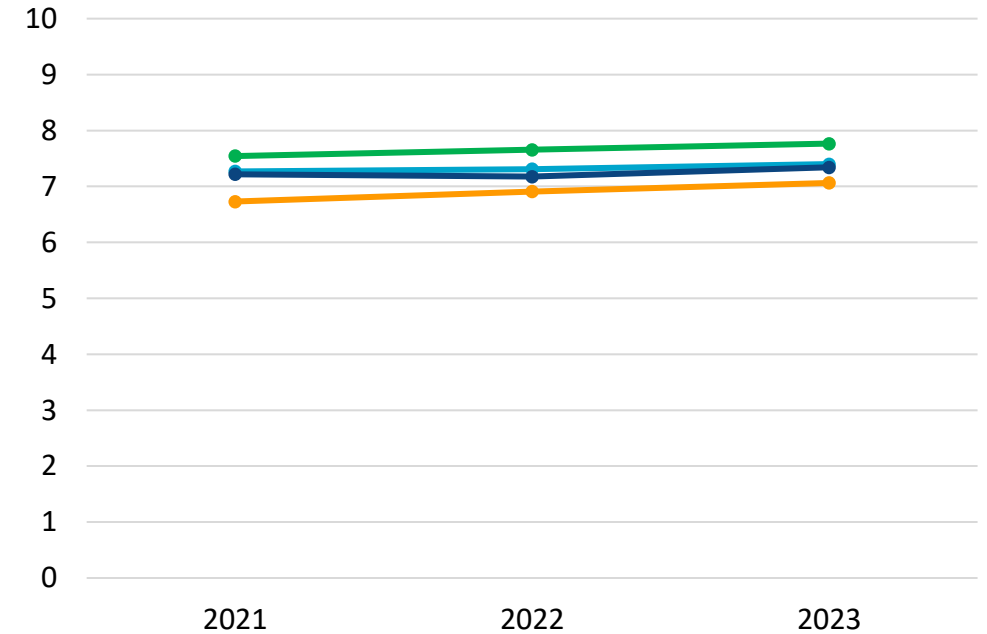
Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	6.89	6.87	7.01
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	3737	3158	4470

Line management

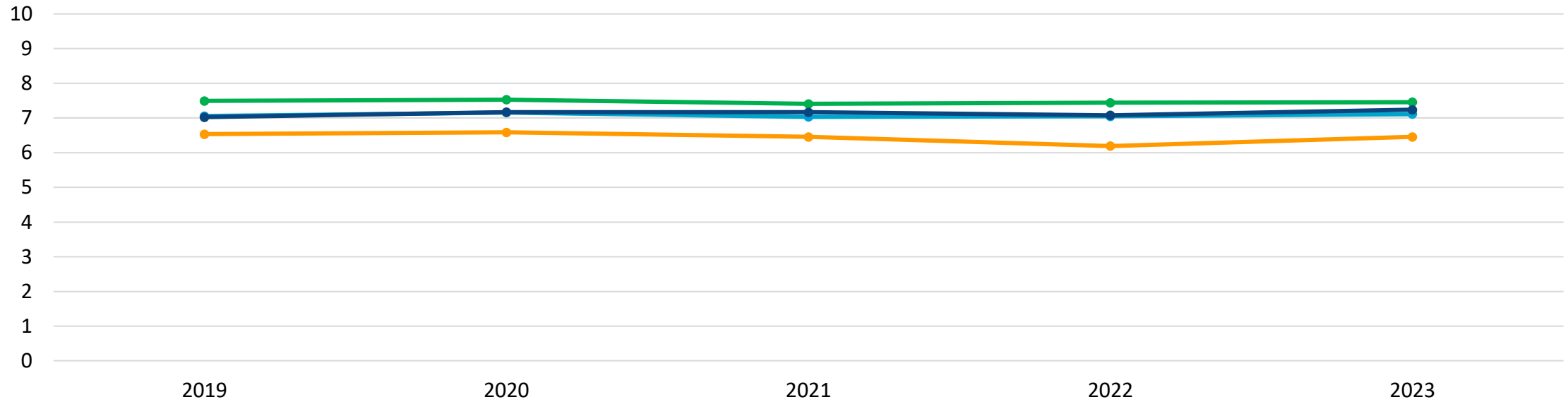


	2021	2022	2023
Your org	7.22	7.18	7.34
Best result	7.54	7.66	7.76
Average result	7.27	7.31	7.40
Worst result	6.73	6.91	7.06
Responses	3754	3176	4470

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

Staff Engagement



	2019	2020	2021	2022	2023
Your org	7.02	7.17	7.16	7.08	7.24
Best result	7.49	7.53	7.41	7.44	7.45
Average result	7.06	7.15	7.03	7.05	7.11
Worst result	6.53	6.58	6.46	6.19	6.46
Responses	3235	3088	3760	3178	4473

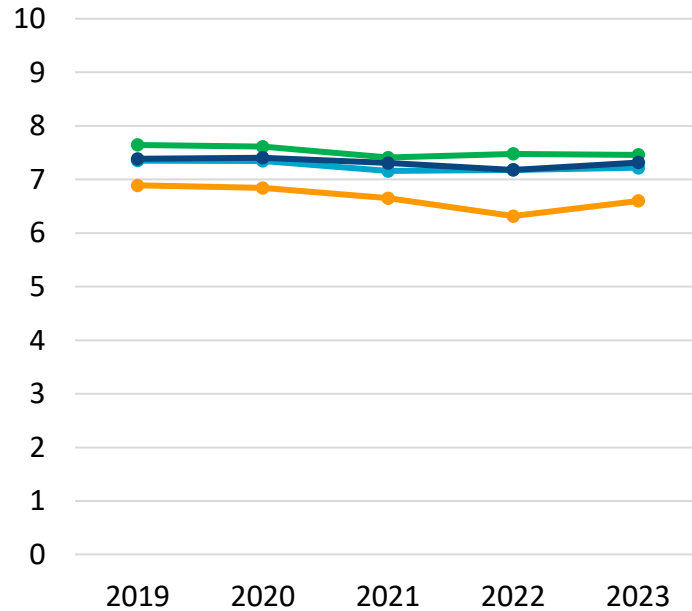


People Promise elements, themes and sub-scores: Sub-score trends

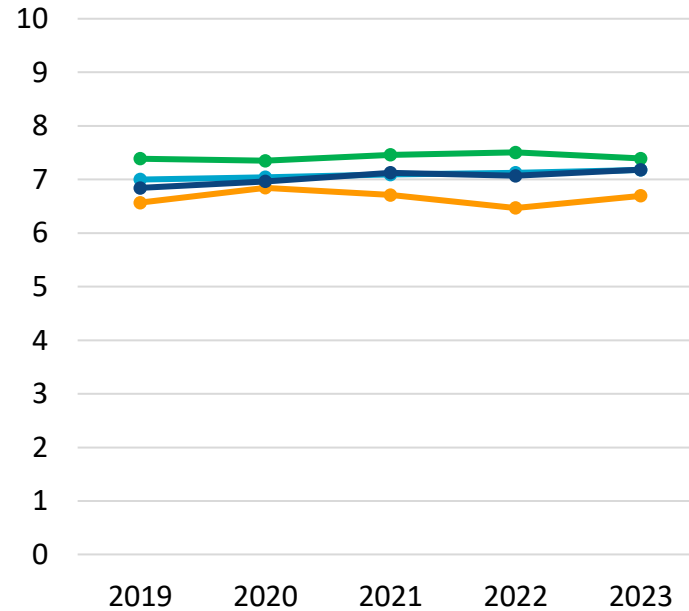
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

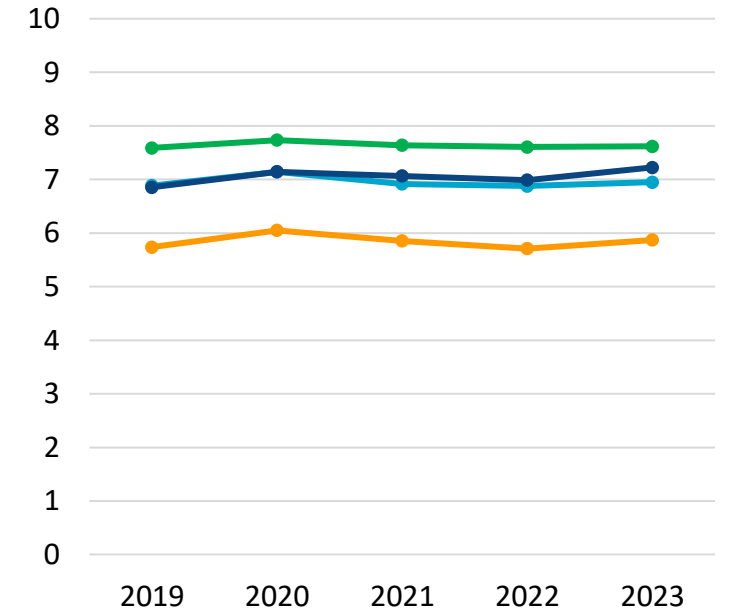
Motivation



Involvement



Advocacy



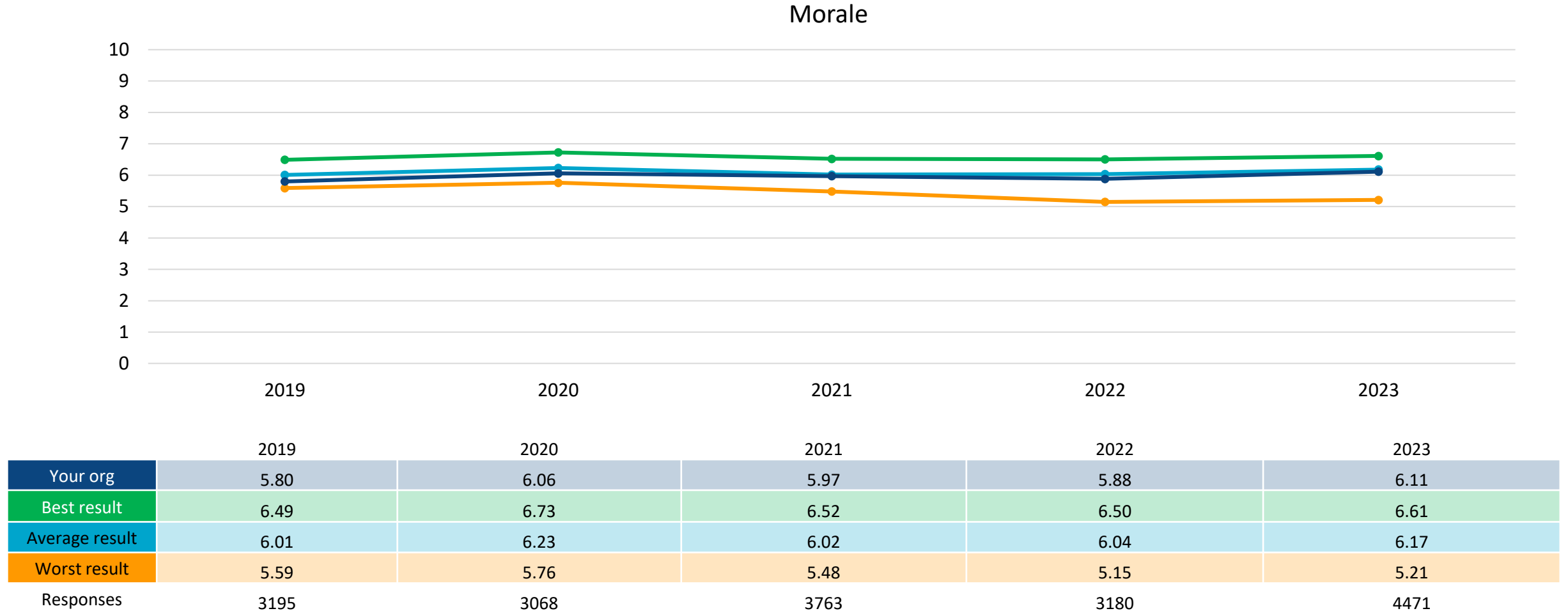
	2019	2020	2021	2022	2023
Your org	7.38	7.40	7.31	7.18	7.32
Best result	7.64	7.61	7.41	7.48	7.46
Average result	7.35	7.35	7.16	7.18	7.22
Worst result	6.89	6.84	6.65	6.31	6.60
Responses	3176	3089	3708	3130	4411

	2019	2020	2021	2022	2023
Your org	6.84	6.96	7.12	7.07	7.18
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	3235	3089	3759	3177	4473

	2019	2020	2021	2022	2023
Your org	6.85	7.14	7.07	6.99	7.22
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	3101	3003	3756	3169	4454

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

Theme: Morale



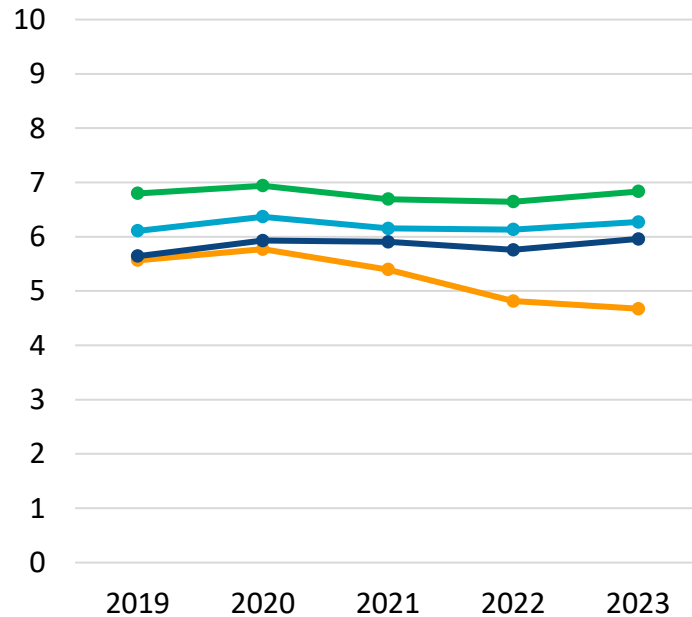


People Promise elements, themes and sub-scores: Sub-score trends

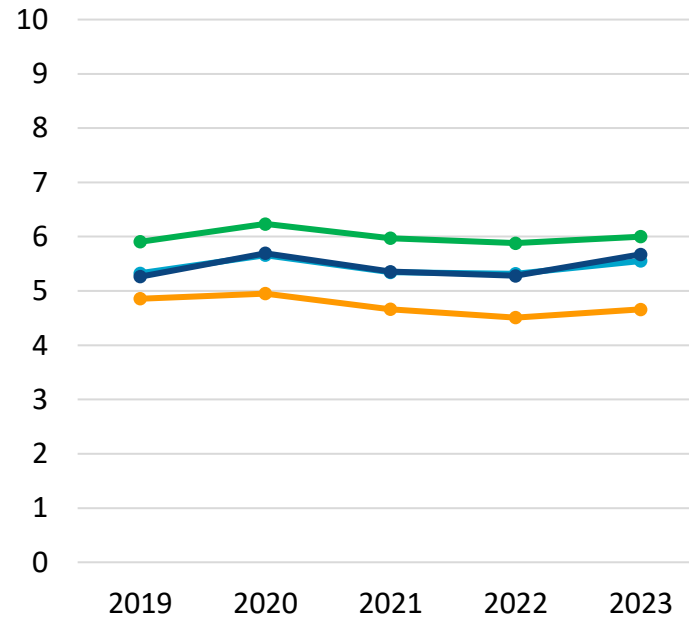
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale

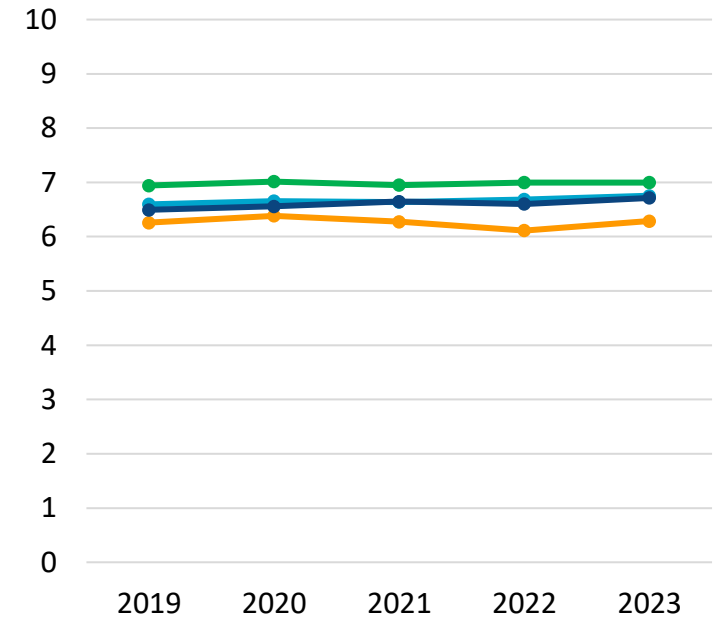
Thinking about leaving



Work pressure



Stressors



	2019	2020	2021	2022	2023
Your org	5.64	5.93	5.91	5.76	5.96
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	3091	3001	3752	3172	4451

	2019	2020	2021	2022	2023
Your org	5.26	5.70	5.35	5.28	5.67
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	3227	3088	3757	3175	4467

	2019	2020	2021	2022	2023
Your org	6.49	6.56	6.65	6.60	6.71
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	3186	3068	3753	3170	4451

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

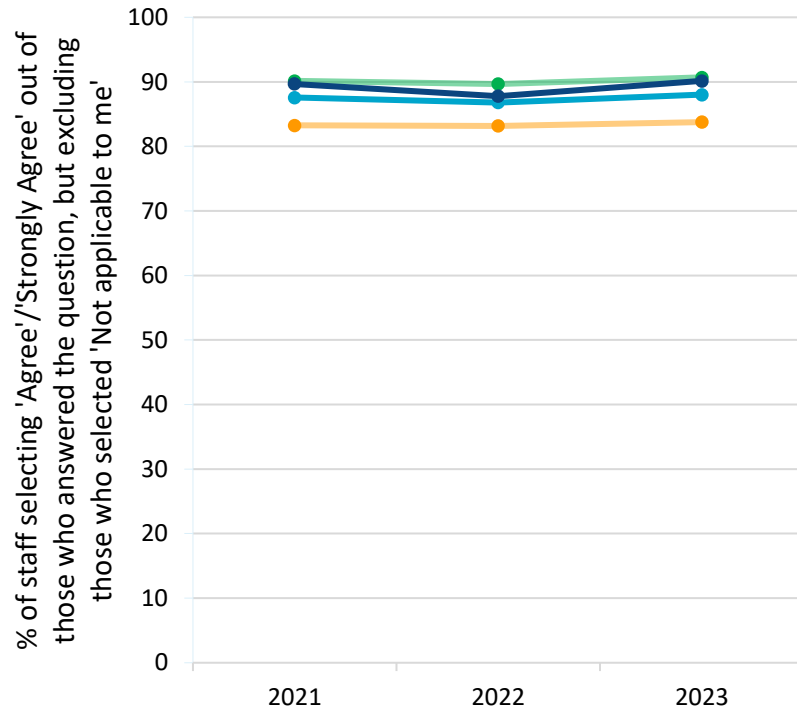
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

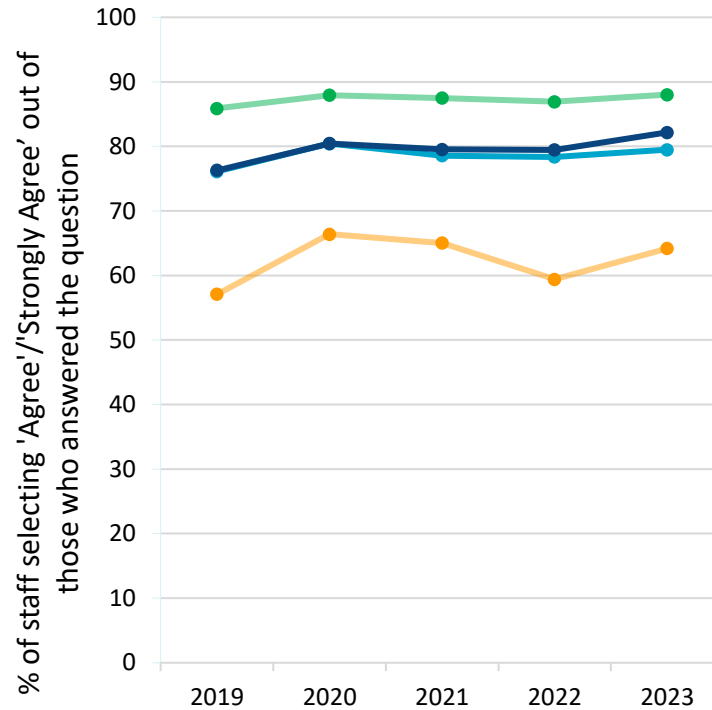


Q6a I feel that my role makes a difference to patients / service users.



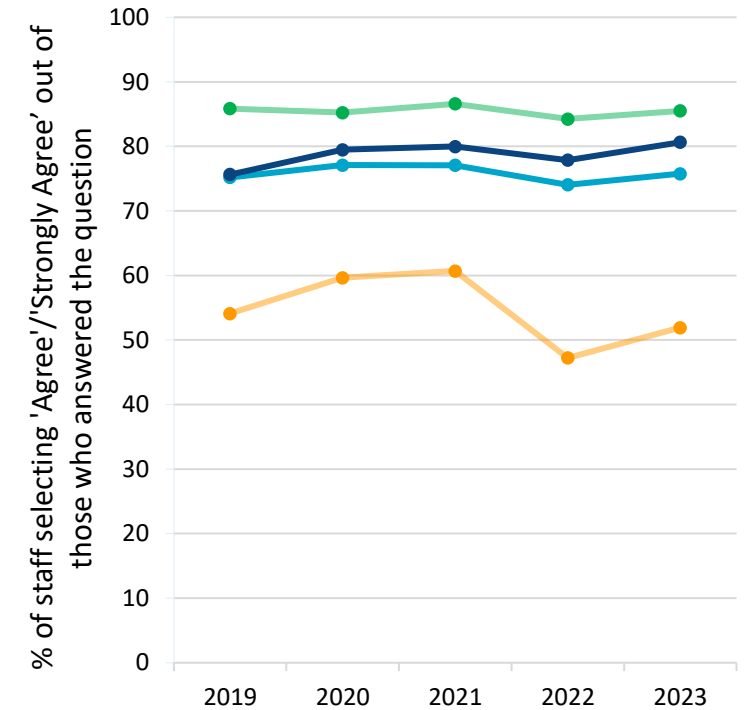
	2021	2022	2023
Your org	89.68%	87.80%	90.13%
Best result	90.14%	89.67%	90.69%
Average result	87.57%	86.81%	88.02%
Worst result	83.26%	83.18%	83.79%
Responses	3658	3097	4349

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



	2019	2020	2021	2022	2023
Your org	76.29%	80.46%	79.54%	79.47%	82.15%
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	3101	2998	3755	3169	4450

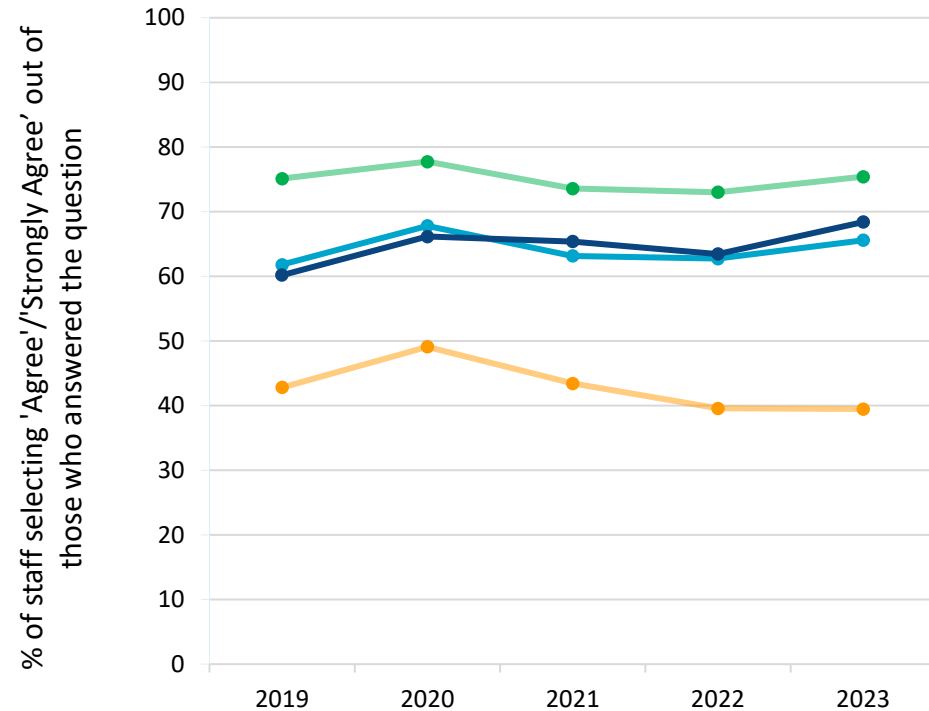
Q25b My organisation acts on concerns raised by patients / service users.



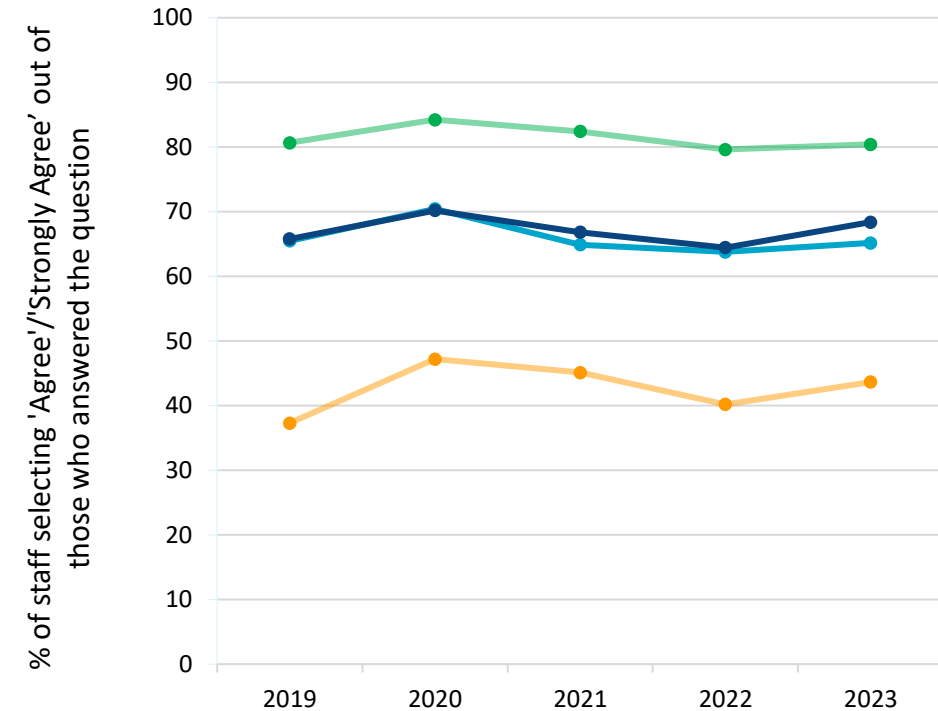
	2019	2020	2021	2022	2023
Your org	75.63%	79.48%	79.98%	77.88%	80.64%
Best result	85.85%	85.24%	86.61%	84.24%	85.52%
Average result	75.20%	77.10%	77.08%	74.06%	75.76%
Worst result	54.09%	59.66%	60.69%	47.24%	51.93%
Responses	3097	2999	3741	3165	4446



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



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

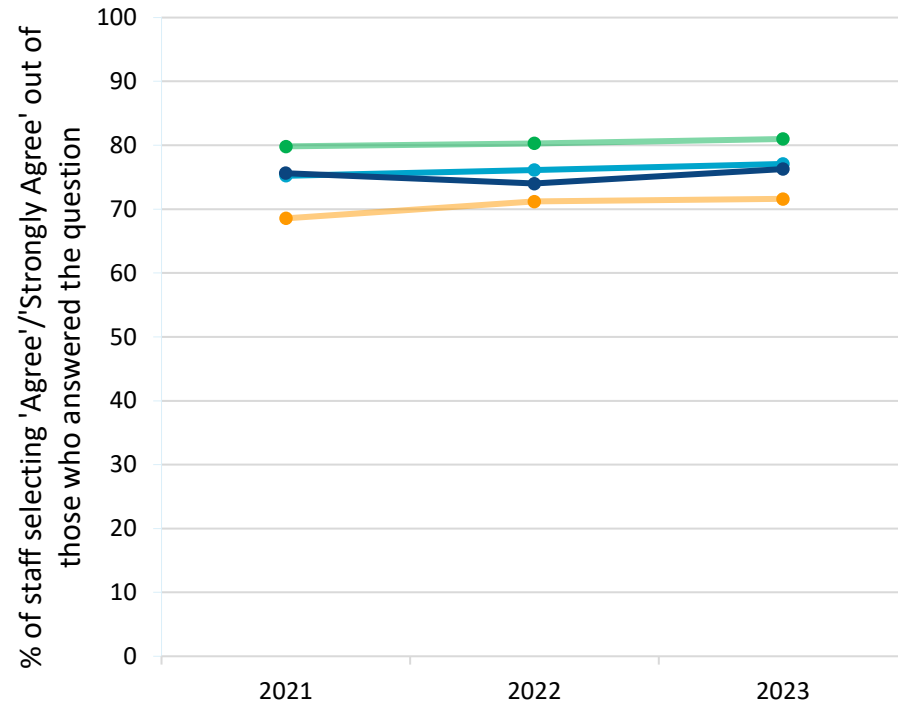


	2019	2020	2021	2022	2023
Your org	60.16%	66.17%	65.40%	63.45%	68.41%
Best result	75.13%	77.76%	73.58%	73.01%	75.43%
Average result	61.79%	67.83%	63.17%	62.74%	65.59%
Worst result	42.82%	49.09%	43.43%	39.56%	39.46%
Responses	3097	3001	3749	3164	4446

	2019	2020	2021	2022	2023
Your org	65.77%	70.21%	66.84%	64.46%	68.39%
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	3097	3003	3740	3159	4441

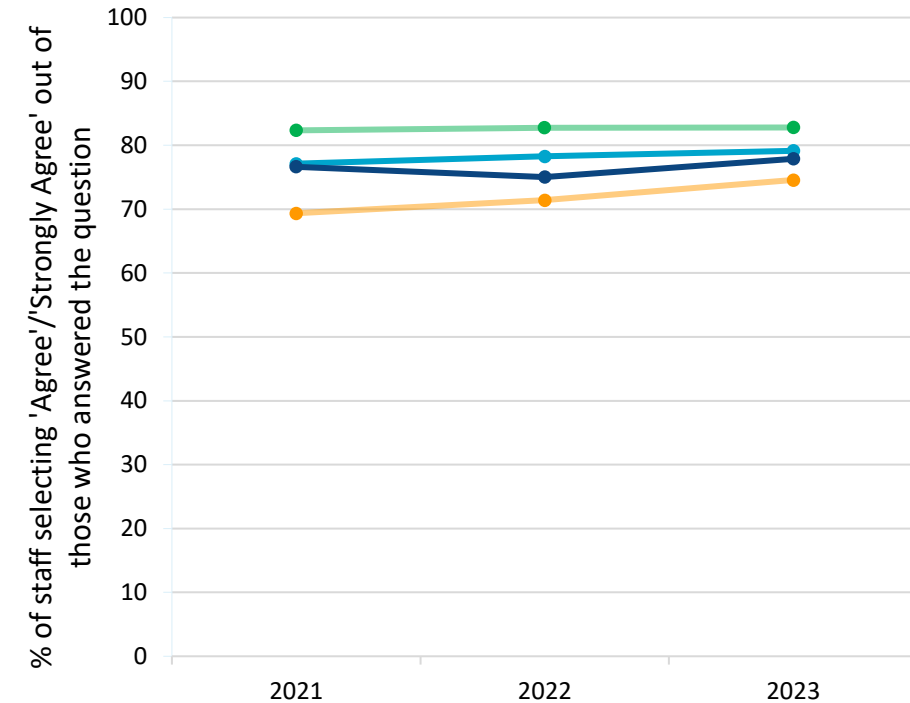


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	75.63%	74.00%	76.27%
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	3749	3170	4455

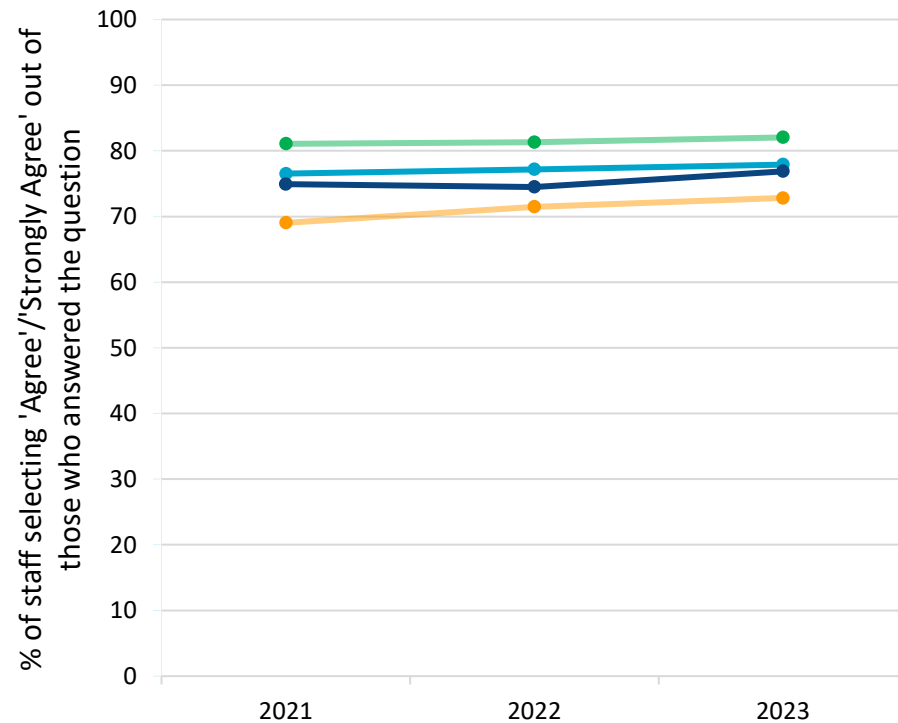
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	76.64%	75.03%	77.88%
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	3748	3174	4461

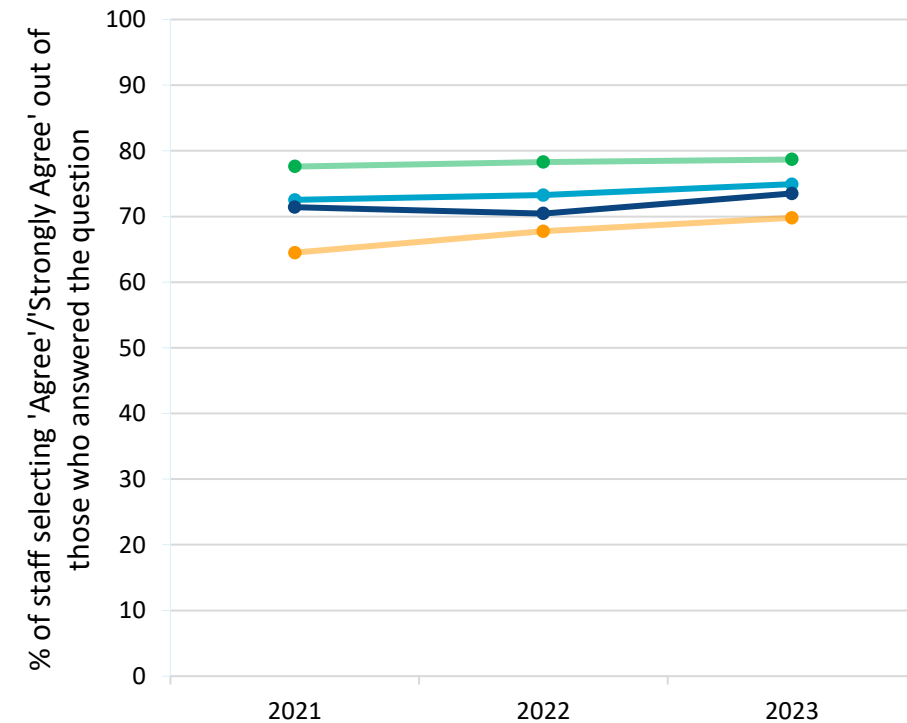


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	74.94%	74.49%	76.90%
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	3745	3170	4458

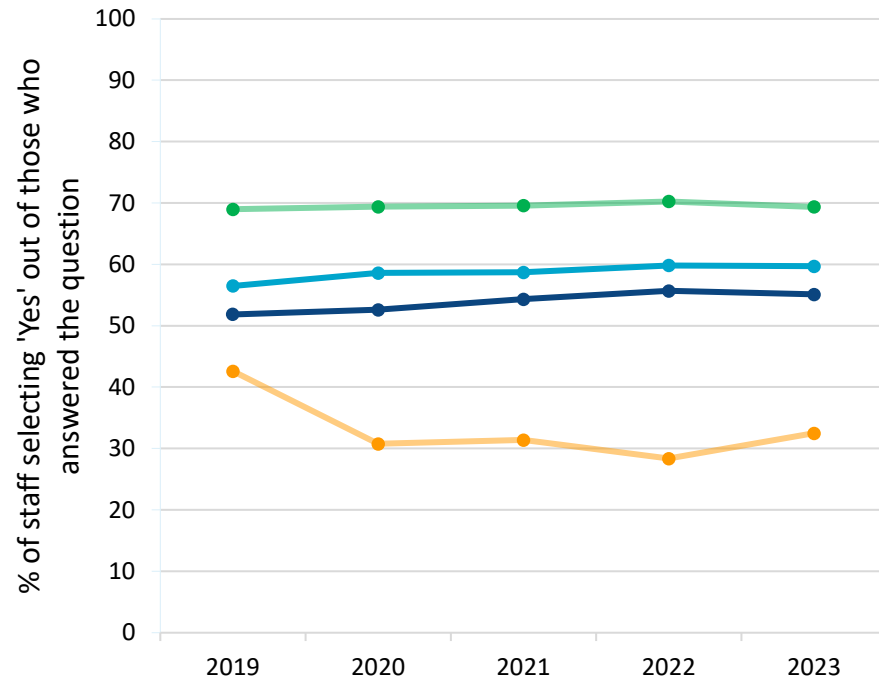
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	71.43%	70.46%	73.49%
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	3742	3171	4458

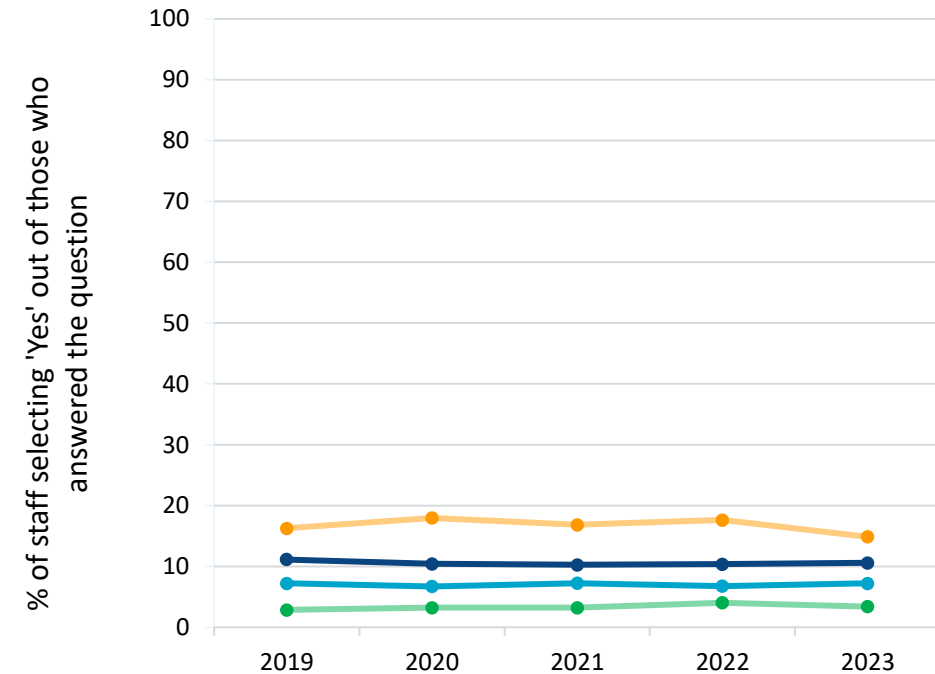


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	51.82%	52.60%	54.31%	55.68%	55.11%
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	3141	3022	3741	3170	4438

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?

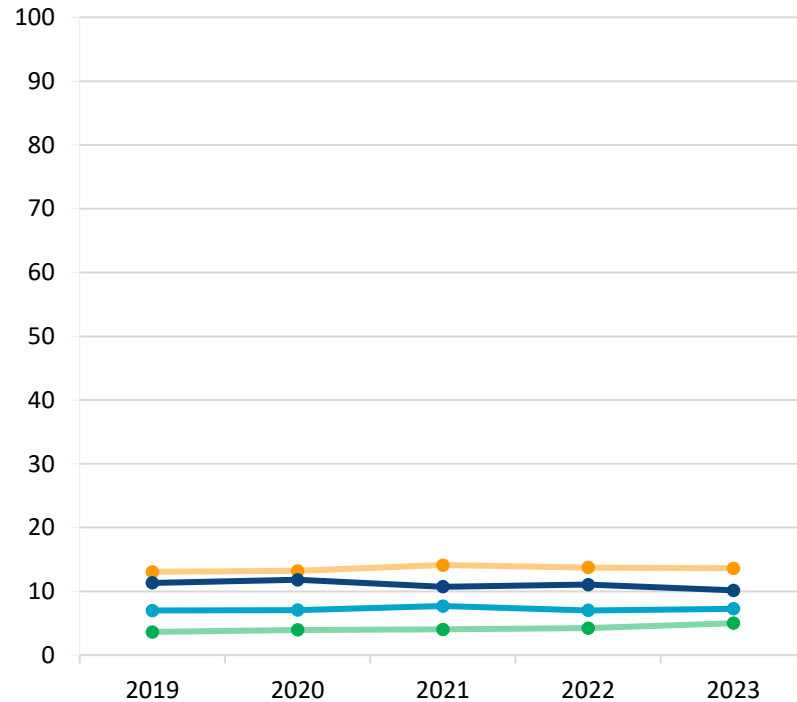


	2019	2020	2021	2022	2023
Your org	11.11%	10.44%	10.27%	10.37%	10.58%
Best result	2.85%	3.22%	3.23%	4.04%	3.41%
Average result	7.22%	6.71%	7.24%	6.76%	7.22%
Worst result	16.25%	17.98%	16.85%	17.64%	14.88%
Responses	3140	3029	3739	3162	4440



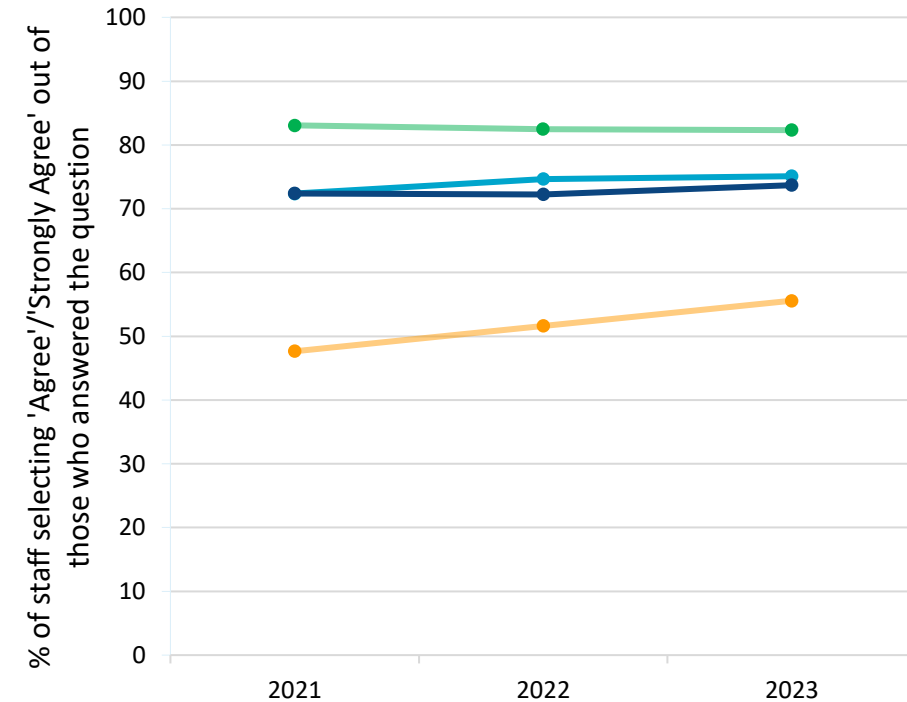
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



	2019	2020	2021	2022	2023
Your org	11.30%	11.81%	10.71%	11.04%	10.14%
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	3134	3029	3722	3137	4406

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

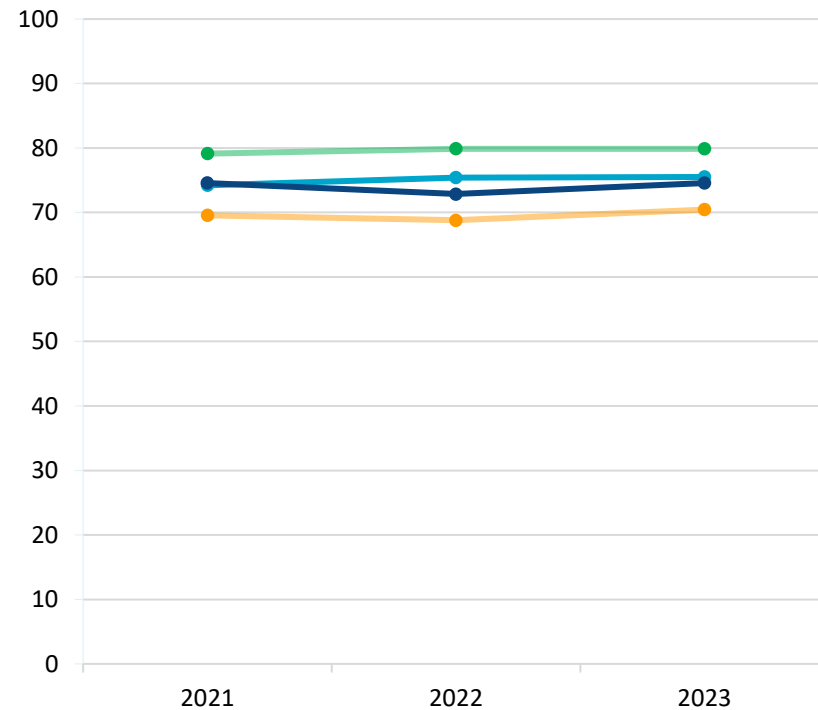


	2021	2022	2023
Your org	72.39%	72.26%	73.71%
Best result	83.08%	82.49%	82.34%
Average result	72.39%	74.65%	75.12%
Worst result	47.66%	51.61%	55.57%
Responses	3757	3179	4420



Q7h I feel valued by my team.

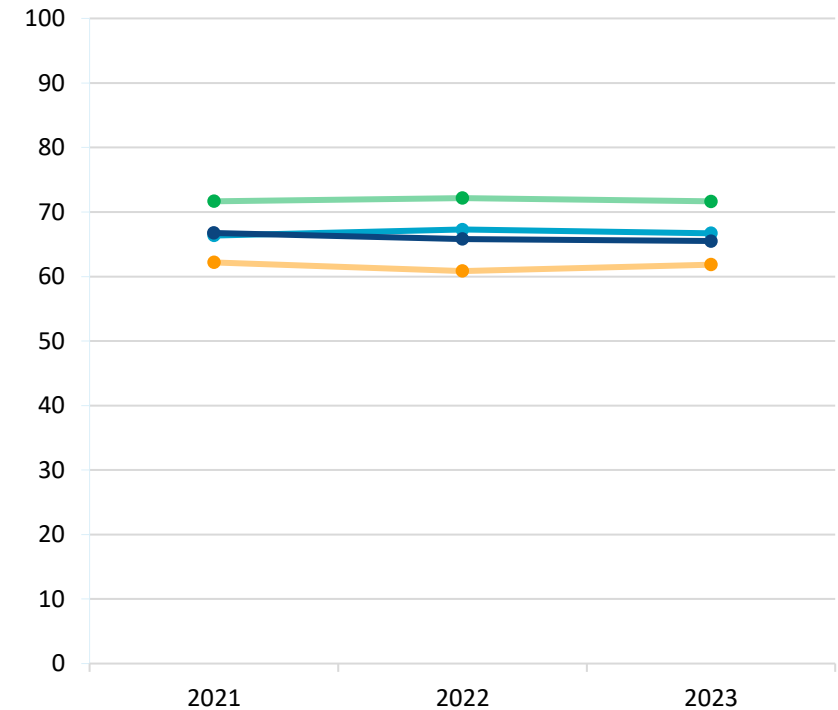
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	74.57%	72.86%	74.57%
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	3713	3142	4438

Q7i I feel a strong personal attachment to my team.

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

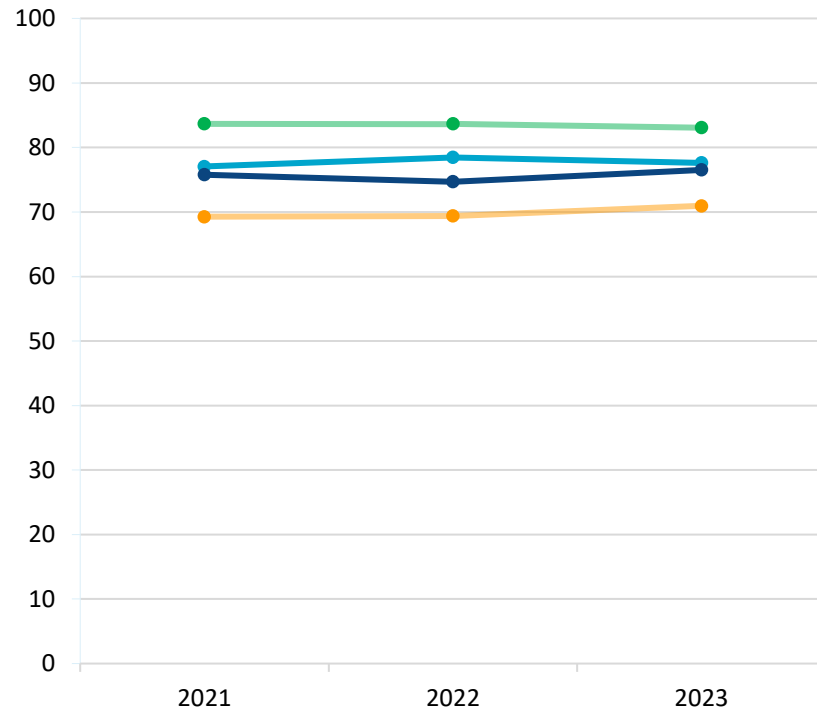


	2021	2022	2023
Your org	66.75%	65.82%	65.50%
Best result	71.67%	72.18%	71.66%
Average result	66.37%	67.28%	66.73%
Worst result	62.19%	60.86%	61.85%
Responses	3715	3138	4443



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

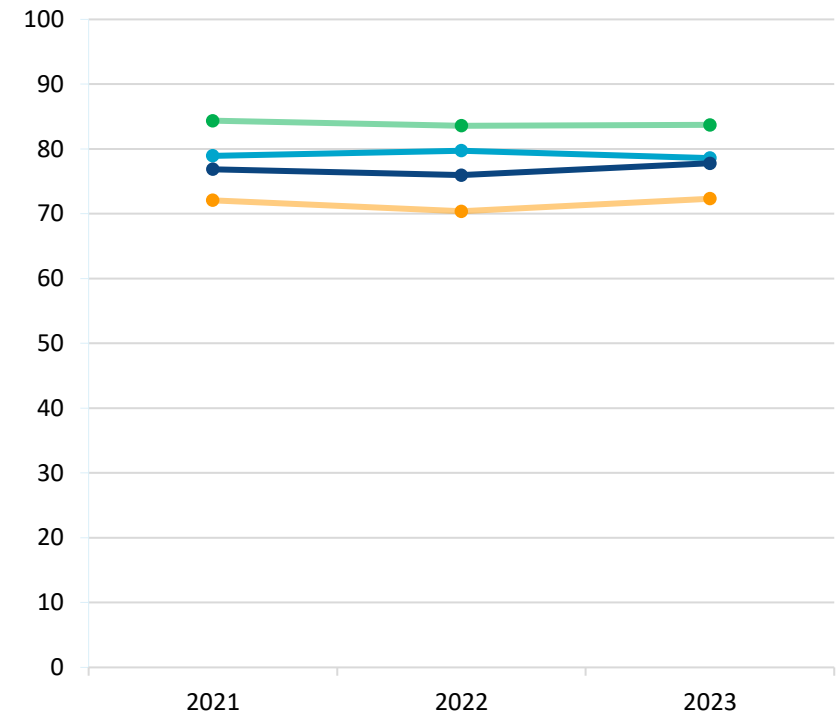
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	75.78%	74.71%	76.53%
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	3739	3150	4454

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	76.87%	75.94%	77.79%
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	3732	3145	4449

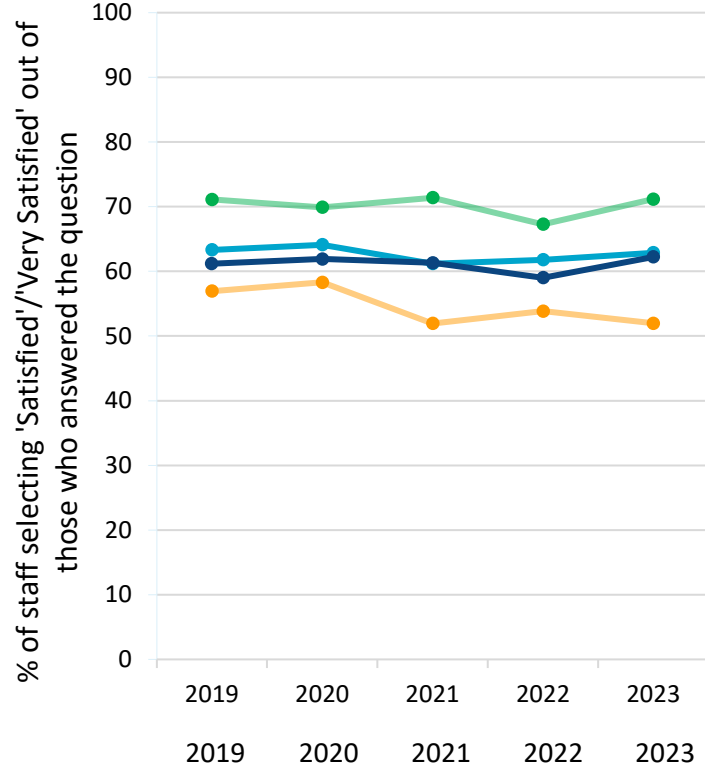
People Promise element – We are recognised and rewarded



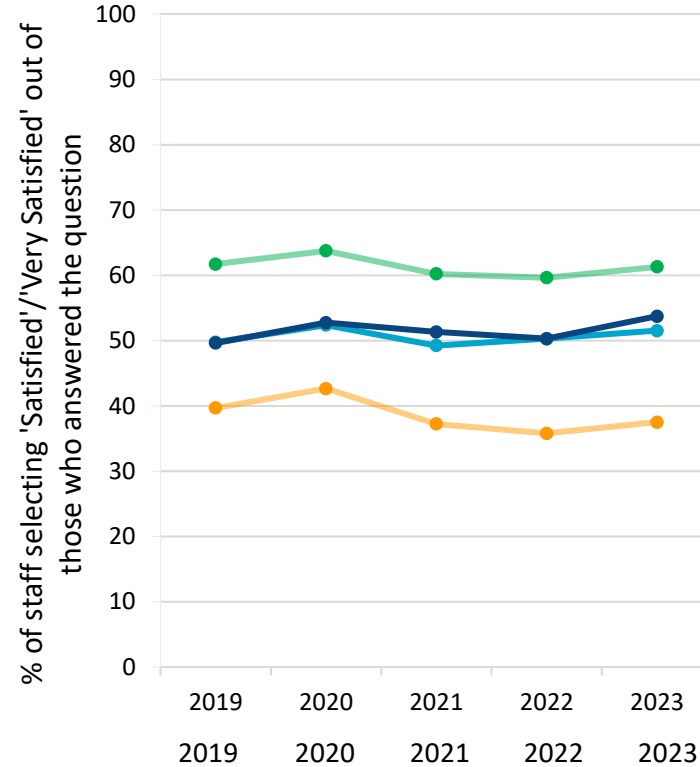
Questions included:
Q4a, Q4b, Q4c, Q8d, Q9e



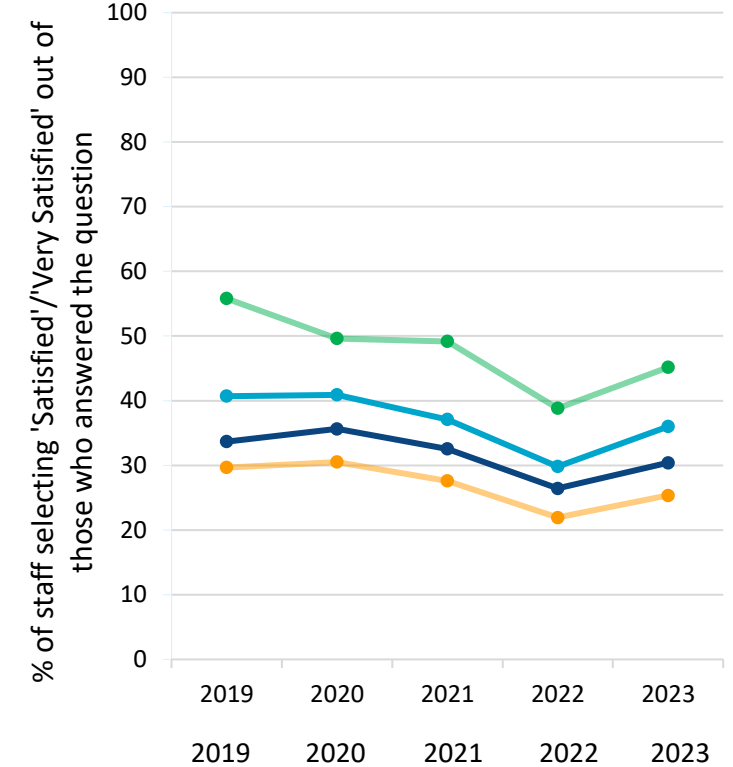
Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



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

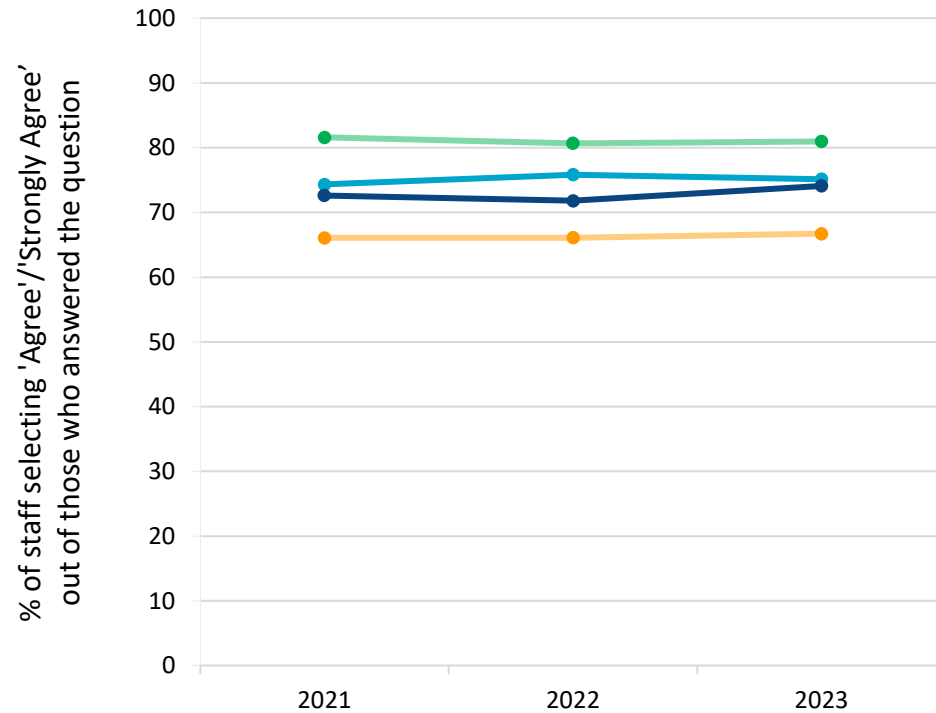


Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



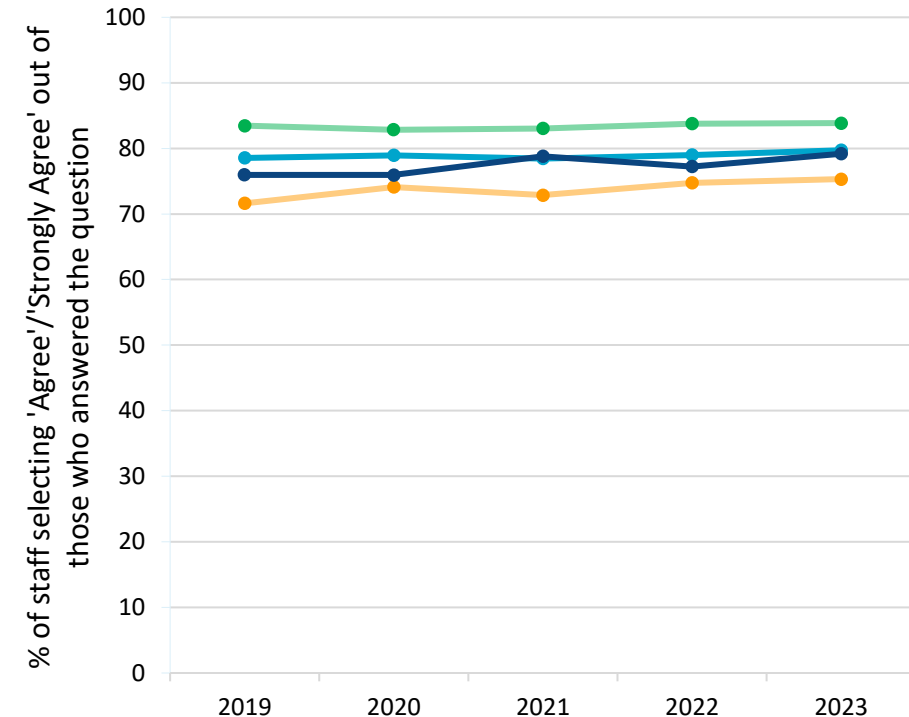


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	72.60%	71.79%	74.09%
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	3732	3144	4441

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	75.94%	75.94%	78.79%	77.24%	79.19%
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	3162	3047	3747	3173	4463

People Promise element – We each have a voice that counts



Questions included:

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

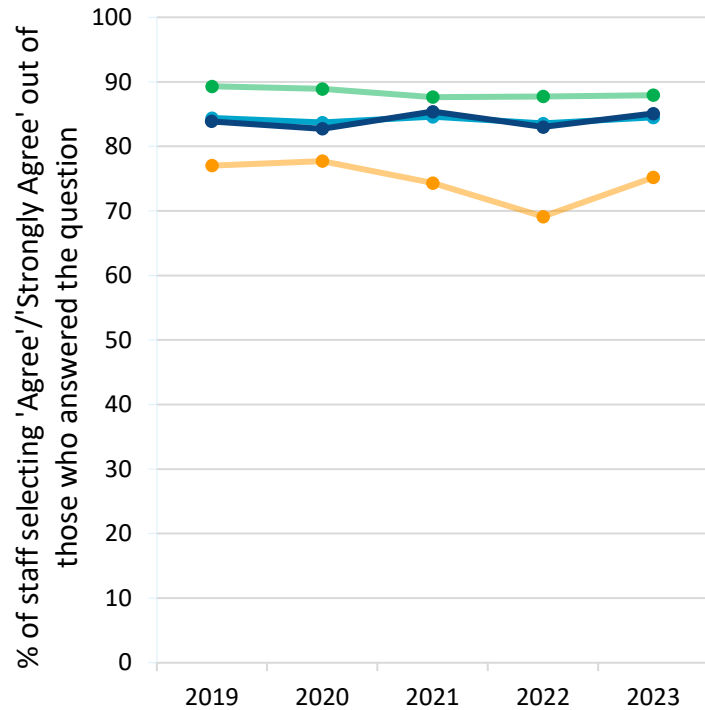
Raising concerns – Q20a, Q20b, Q25e, Q25f



People Promise elements and theme results – We each have a voice that counts: Autonomy and control

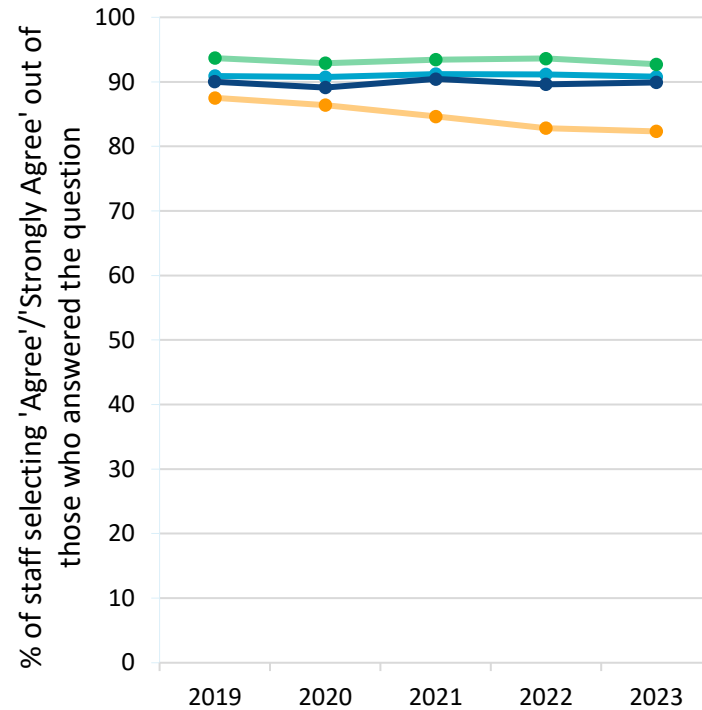


Q3a I always know what my work responsibilities are.



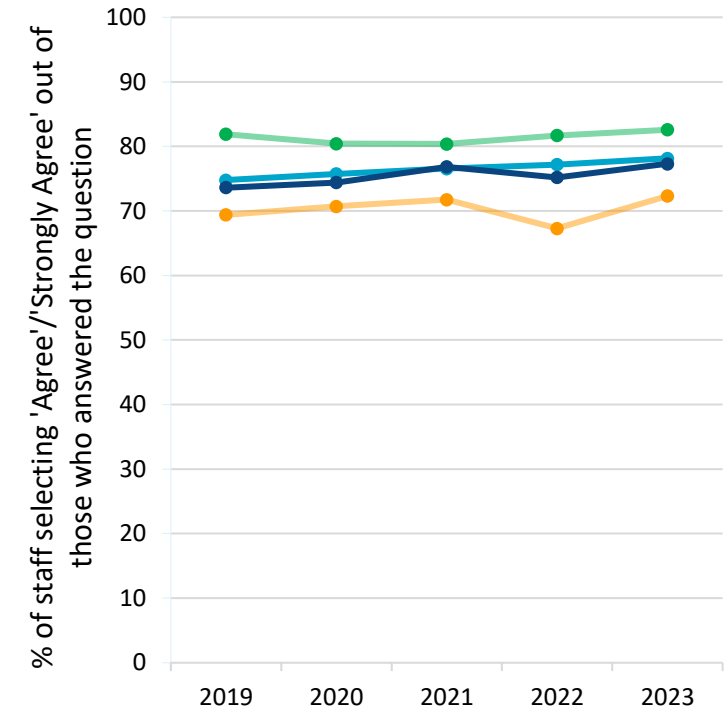
	2019	2020	2021	2022	2023
Your org	83.88%	82.74%	85.40%	83.02%	85.09%
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3230	3104	3757	3174	4464

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	90.00%	89.14%	90.44%	89.62%	89.93%
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	3218	3102	3752	3175	4464

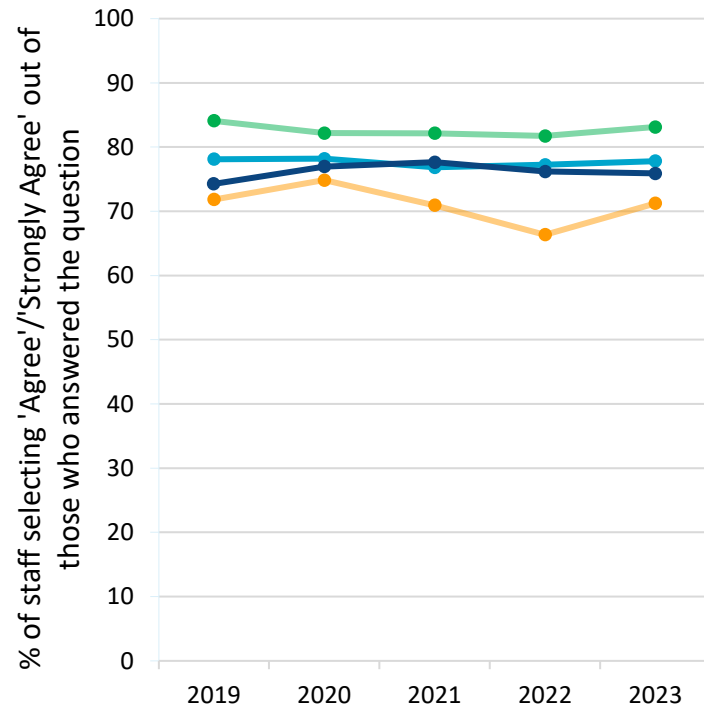
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	73.59%	74.41%	76.83%	75.20%	77.30%
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	3233	3085	3747	3167	4462

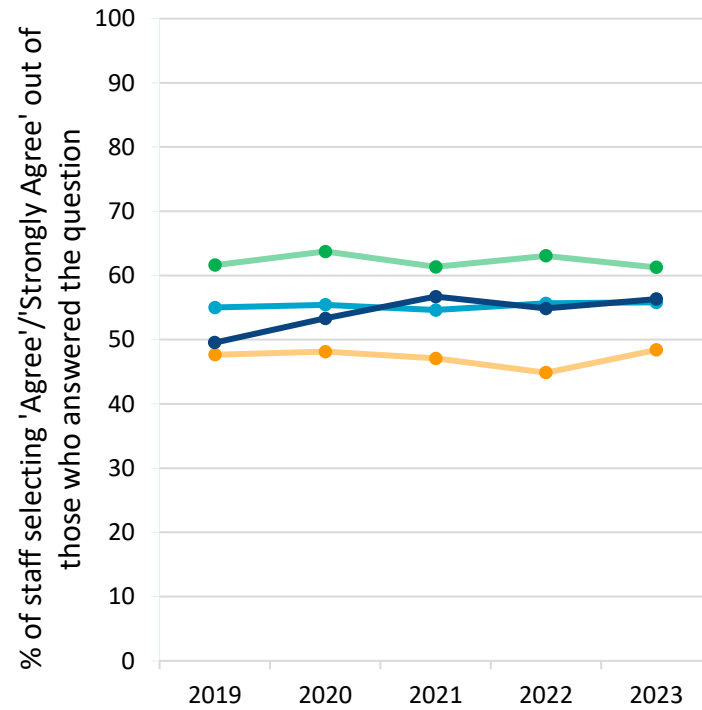


Q3d I am able to make suggestions to improve the work of my team / department.



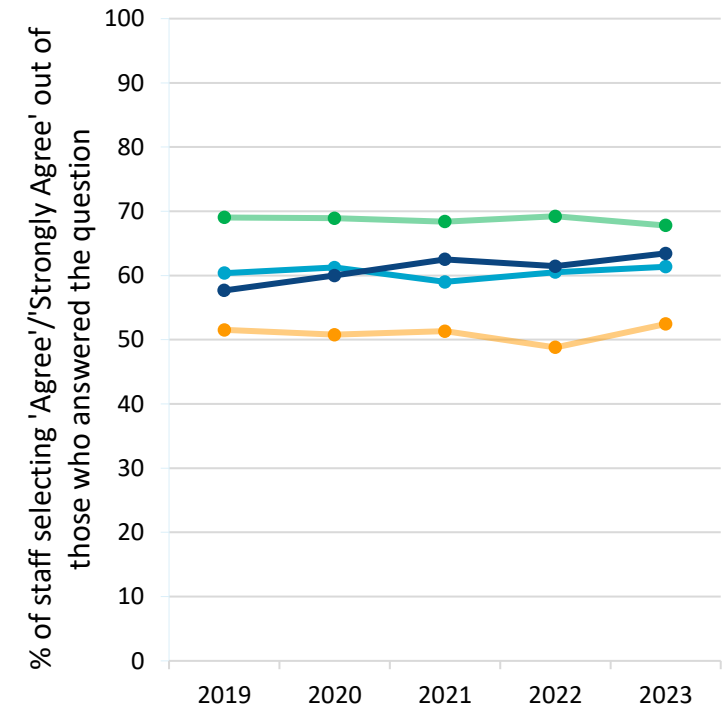
	2019	2020	2021	2022	2023
Your org	74.24%	76.98%	77.63%	76.18%	75.89%
Best result	84.08%	82.18%	82.14%	81.71%	83.13%
Average result	78.11%	78.18%	76.84%	77.25%	77.80%
Worst result	71.82%	74.85%	70.93%	66.36%	71.24%
Responses	3232	3087	3741	3164	4455

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



	2019	2020	2021	2022	2023
Your org	49.54%	53.32%	56.71%	54.86%	56.34%
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	3230	3083	3749	3164	4447

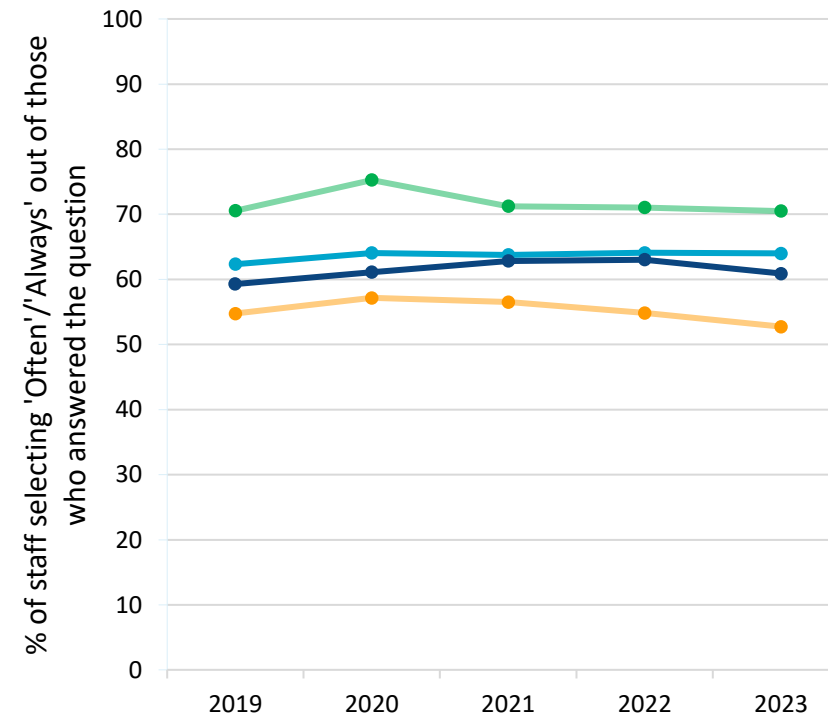
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	57.66%	59.99%	62.52%	61.45%	63.43%
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	3226	3077	3719	3148	4448



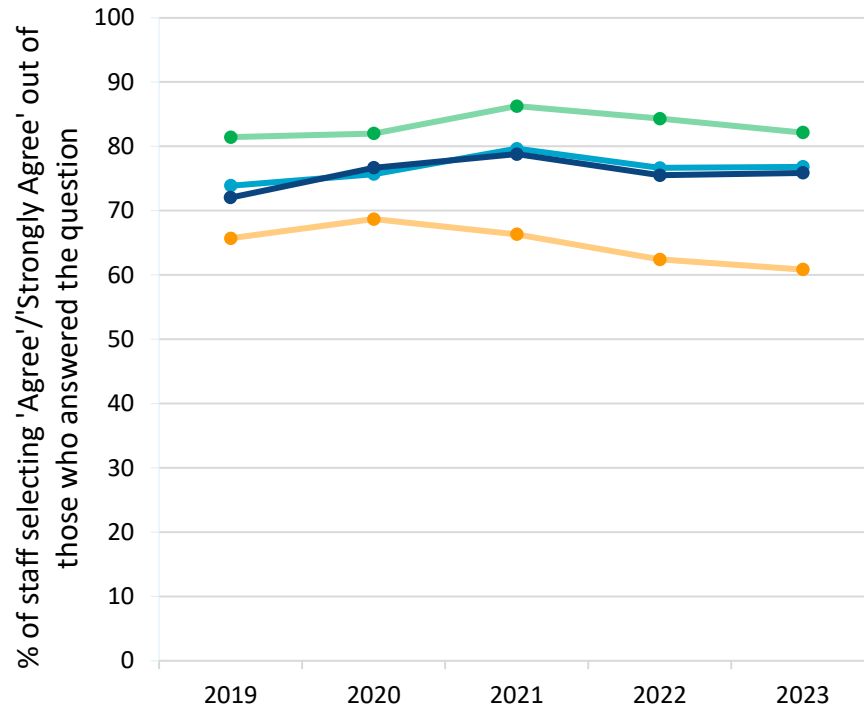
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	59.30%	61.11%	62.83%	63.03%	60.89%
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	3181	3069	3732	3165	4427



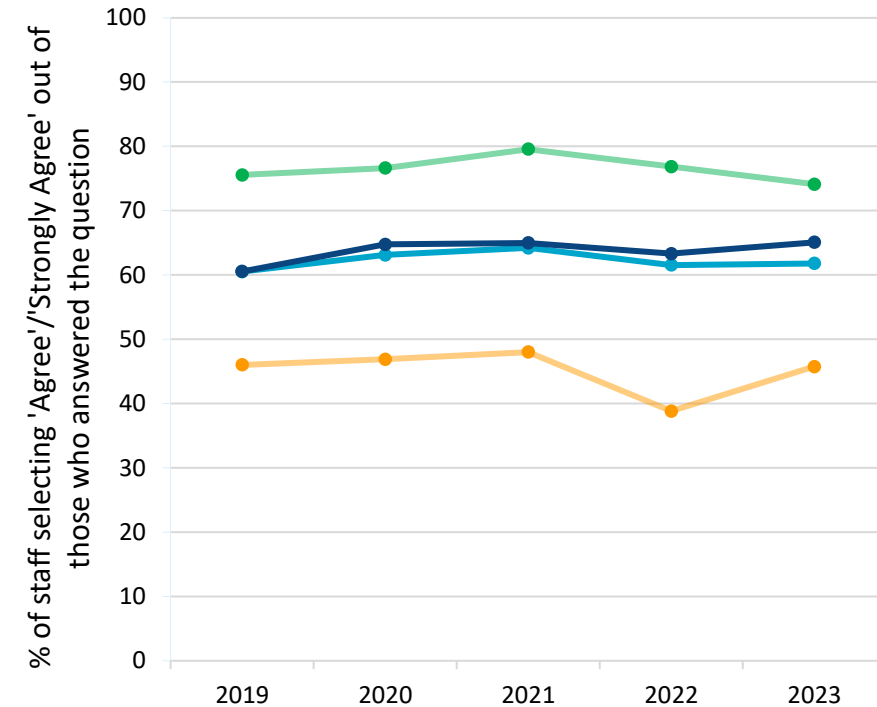
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	72.04%	76.67%	78.78%	75.51%	75.87%
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 3131 3019 3749 3167 4450

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

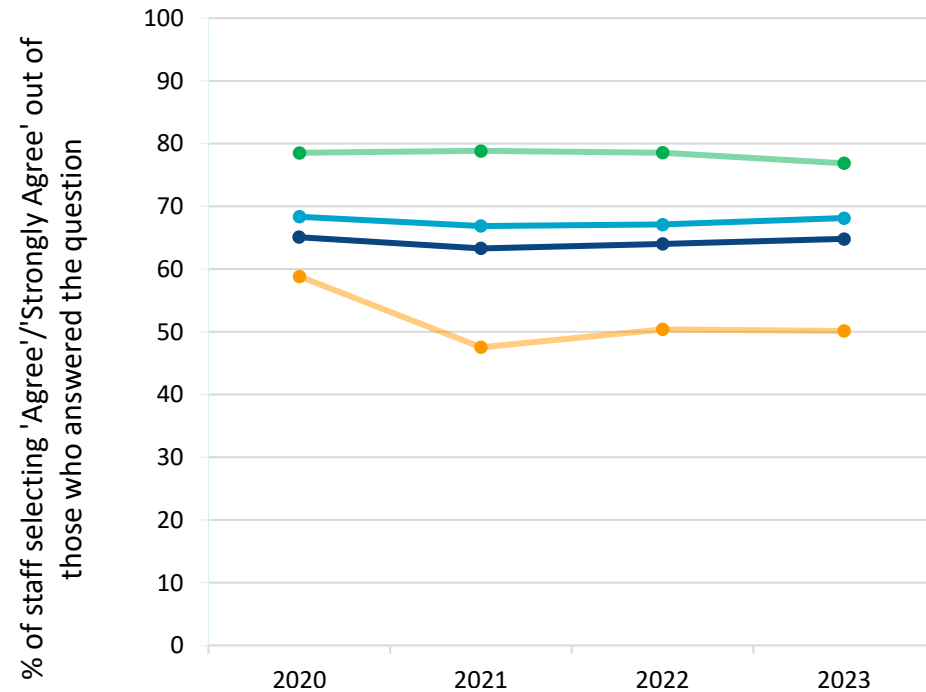


	2019	2020	2021	2022	2023
Your org	60.55%	64.75%	64.97%	63.31%	65.09%
Best result	75.56%	76.63%	79.57%	76.84%	74.10%
Average result	60.51%	63.12%	64.22%	61.53%	61.79%
Worst result	46.01%	46.89%	48.01%	38.82%	45.73%

Responses 3128 3017 3742 3160 4435

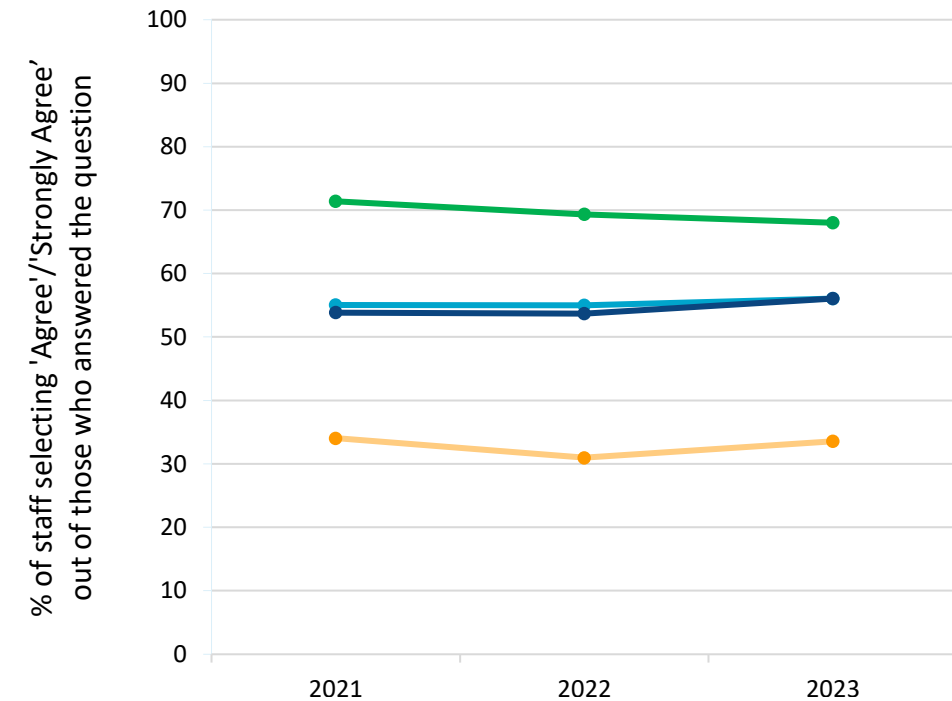


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	65.09%	63.33%	64.04%	64.83%
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	2999	3738	3159	4440

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



	2021	2022	2023
Your org	53.82%	53.70%	56.06%
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	3737	3154	4433

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

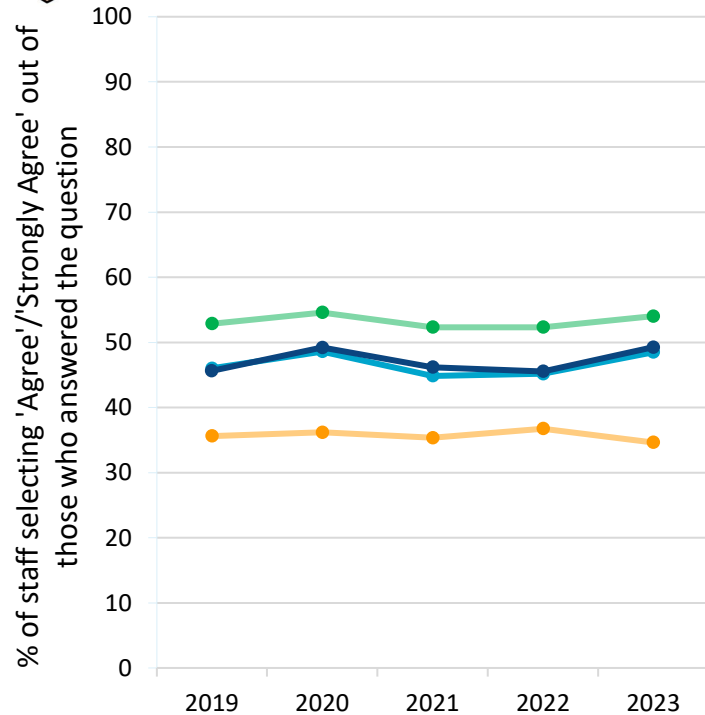
Other questions:* Q17a, Q17b, Q22

*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.

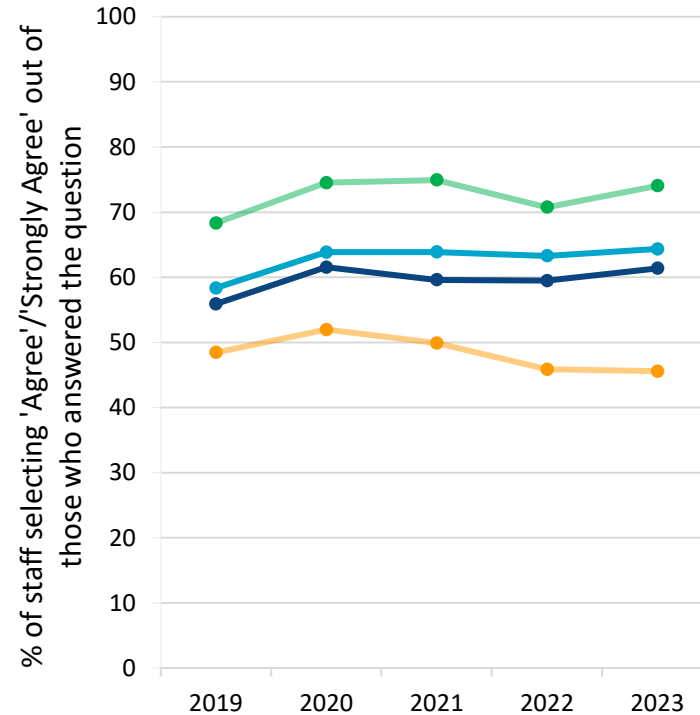


Q3g I am able to meet all the conflicting demands on my time at work.



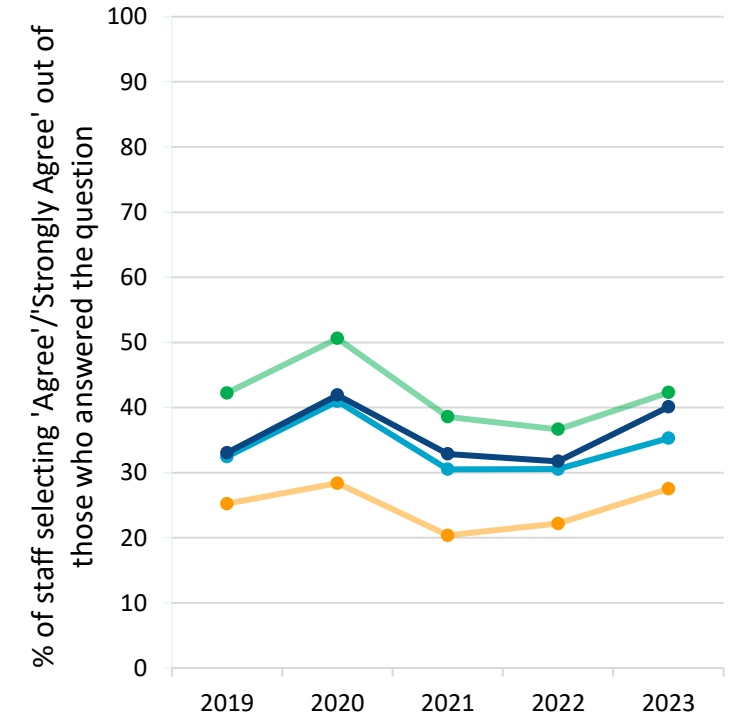
	2019	2020	2021	2022	2023
Your org	45.64%	49.20%	46.19%	45.55%	49.26%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3219	3074	3723	3154	4448

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



	2019	2020	2021	2022	2023
Your org	55.91%	61.54%	59.60%	59.47%	61.37%
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	3220	3078	3728	3154	4412

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



	2019	2020	2021	2022	2023
Your org	33.07%	41.91%	32.88%	31.74%	40.09%
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	3222	3081	3746	3167	4454

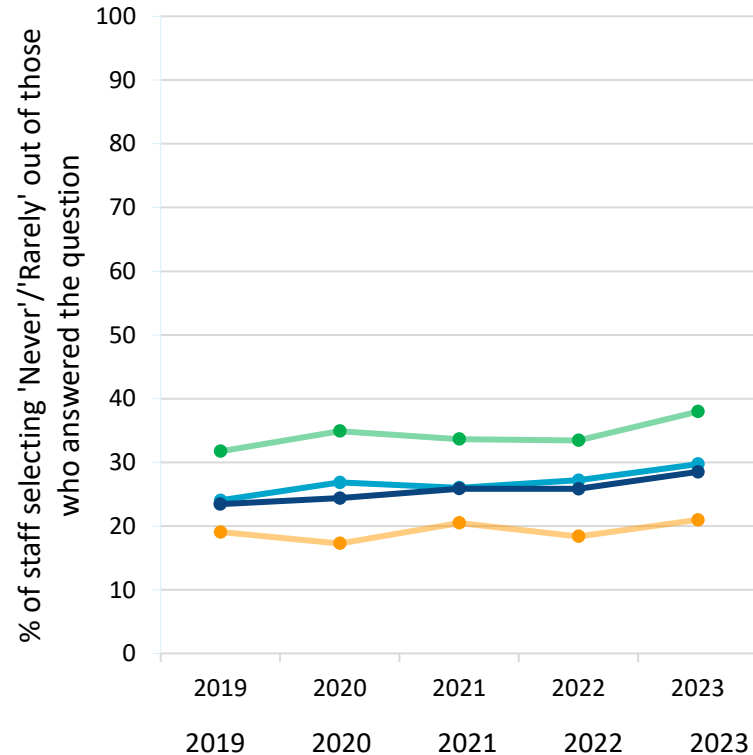


People Promise elements and theme results – We are safe and healthy: Health and safety climate

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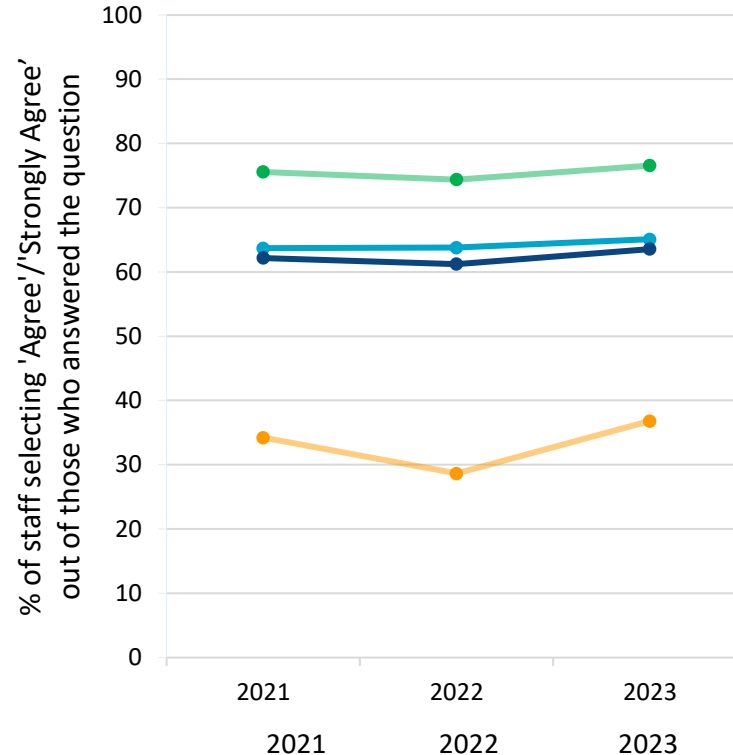


Q5a I have unrealistic time pressures.



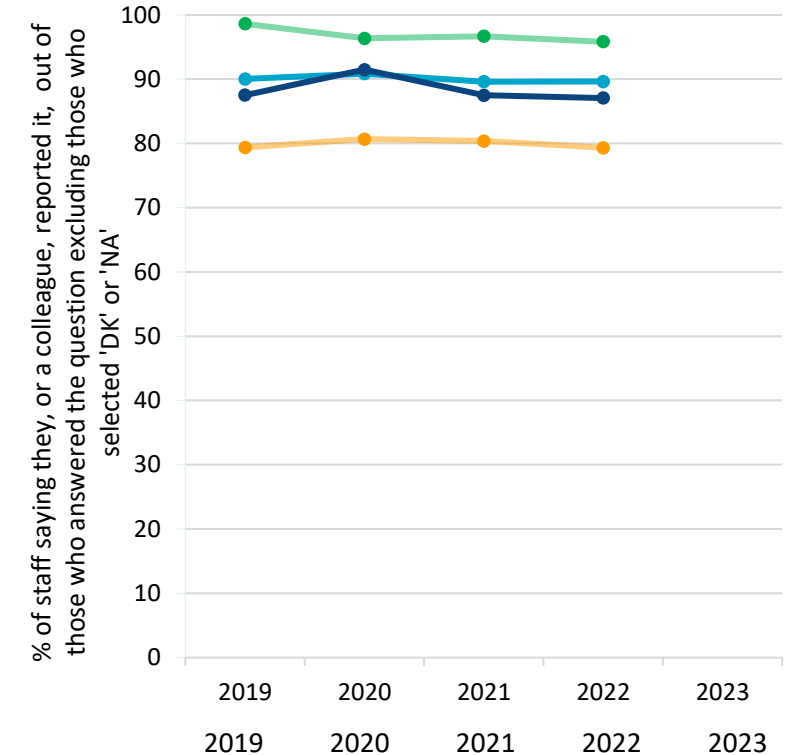
	2019	2020	2021	2022	2023
Your org	23.42%	24.38%	25.86%	25.85%	28.50%
Best result	31.73%	34.90%	33.64%	33.44%	37.98%
Average result	24.05%	26.84%	26.02%	27.20%	29.73%
Worst result	19.06%	17.28%	20.49%	18.39%	20.96%
Responses	3183	3063	3750	3162	4443

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



	2021	2022	2023
Your org	62.13%	61.23%	63.57%
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	3711	3140	4419

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

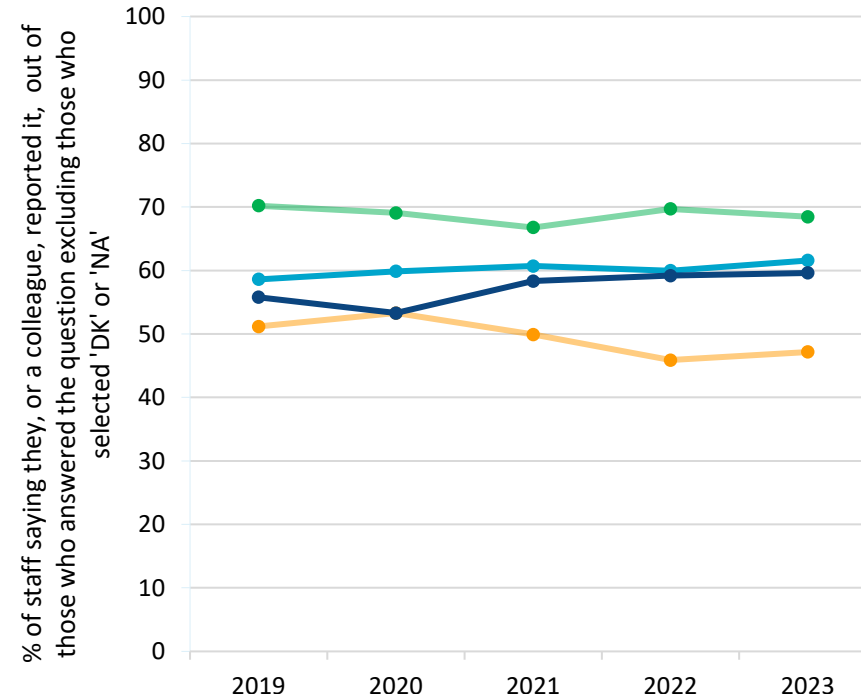


	2019	2020	2021	2022	2023
Your org	87.50%	91.48%	87.50%	87.07%	
Best result	98.62%	96.35%	96.68%	95.83%	
Average result	90.02%	90.85%	89.61%	89.63%	
Worst result	79.38%	80.66%	80.38%	79.33%	
Responses	469	349	387	337	

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.



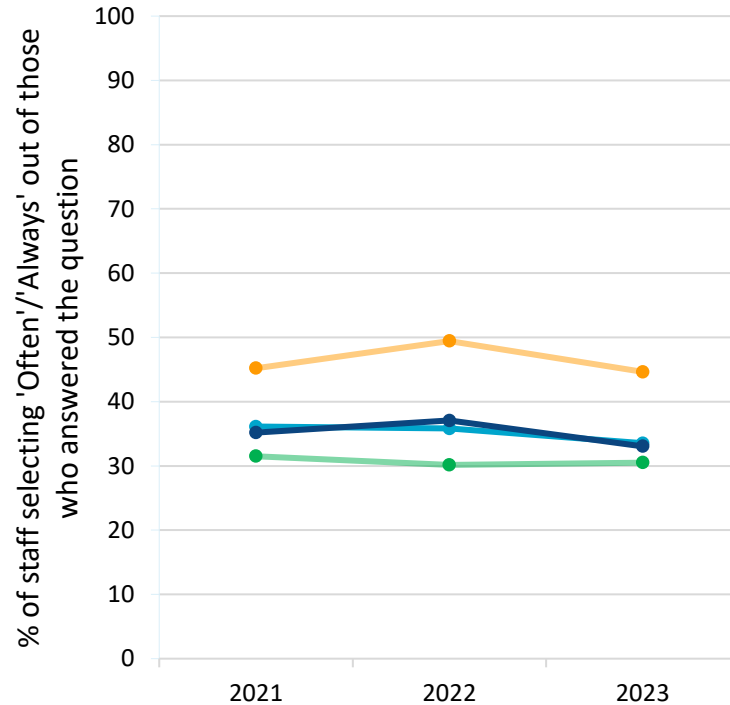
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	55.75%	53.28%	58.33%	59.19%	59.63%
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	1251	1018	1294	1117	1434

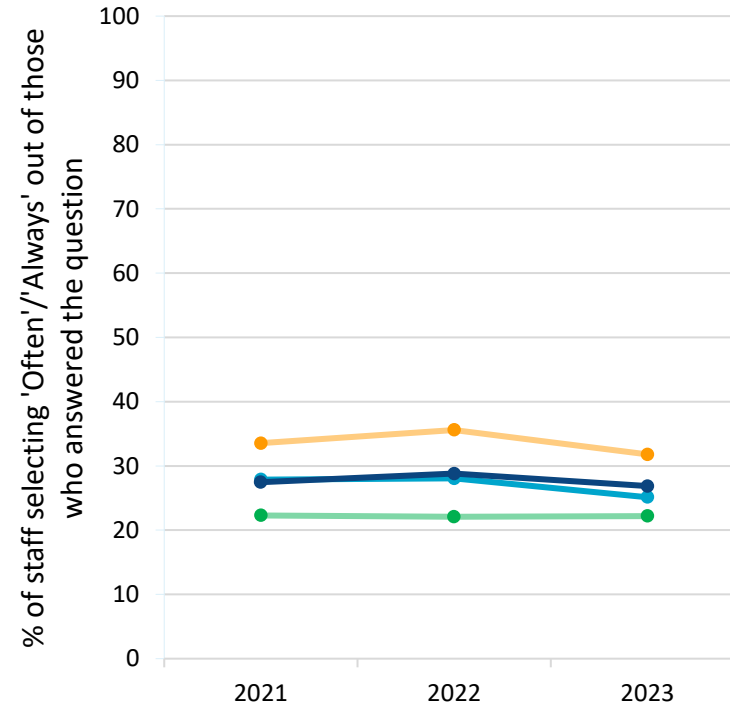


Q12a How often, if at all, do you find your work emotionally exhausting?



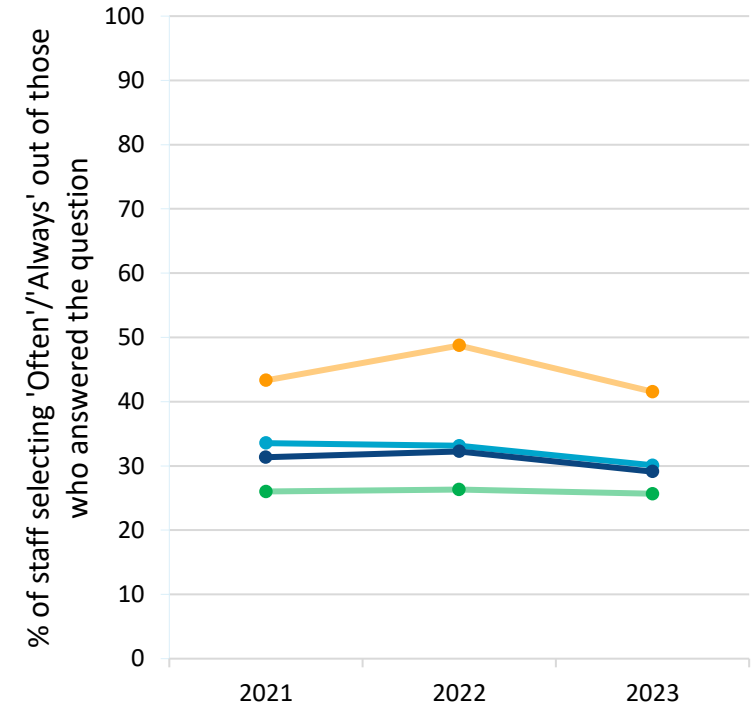
	2021	2022	2023
Your org	35.18%	37.06%	33.07%
Best result	31.52%	30.18%	30.51%
Average result	36.13%	35.81%	33.53%
Worst result	45.20%	49.43%	44.64%
Responses	3759	3176	4465

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



	2021	2022	2023
Your org	27.49%	28.80%	26.85%
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	3753	3176	4458

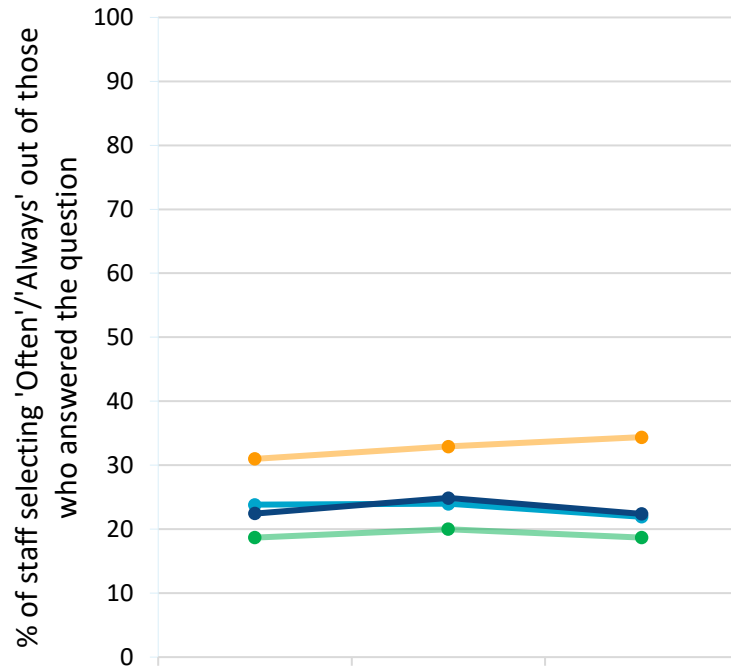
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	31.36%	32.26%	29.11%
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	3754	3172	4462

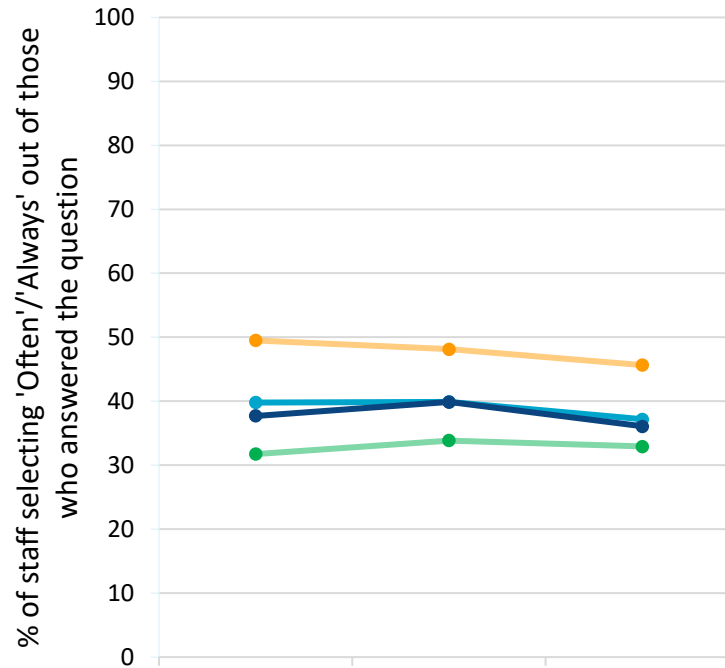


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



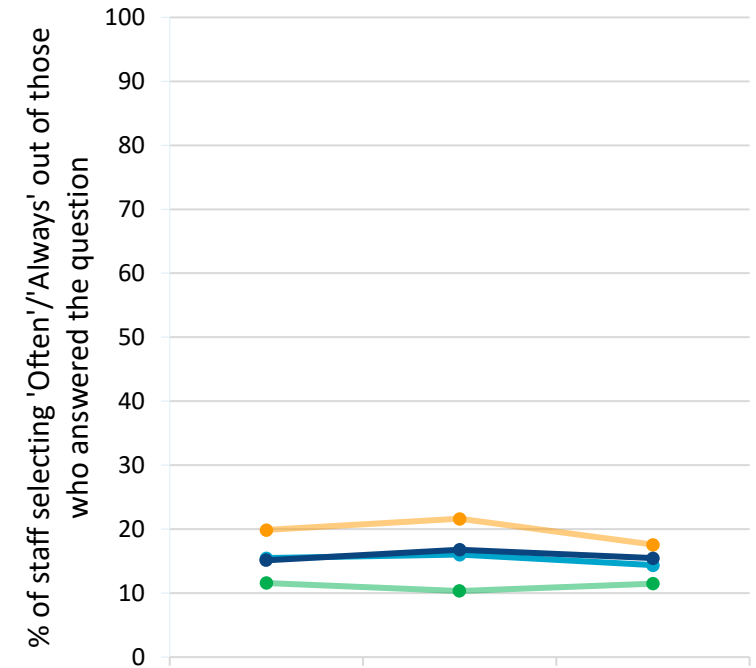
	2021	2022	2023
2021			
2022			
2023			
Your org	22.43%	24.89%	22.41%
Best result	18.72%	20.00%	18.71%
Average result	23.82%	23.98%	21.97%
Worst result	31.01%	32.94%	34.39%
Responses	3743	3160	4449

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	37.67%	39.89%	36.08%
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	3742	3168	4442

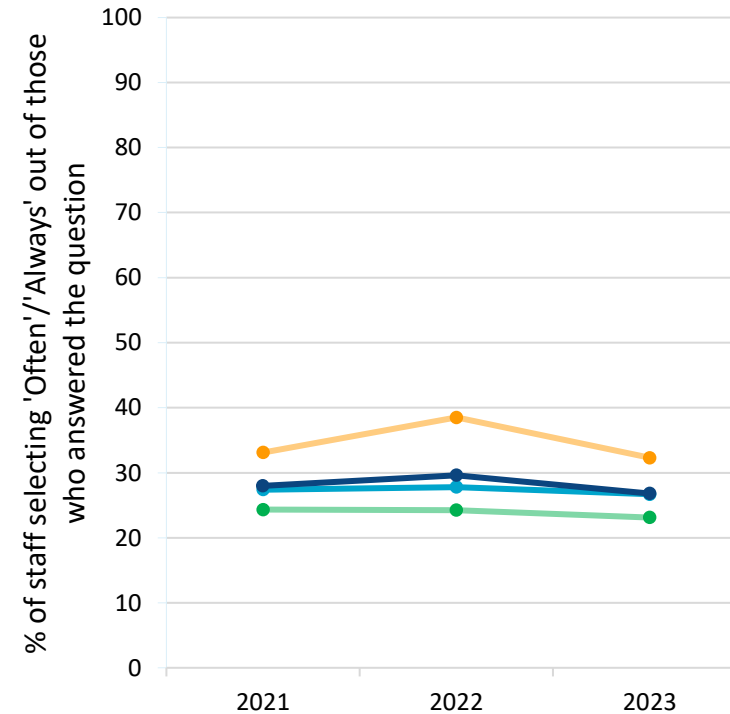
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	15.15%	16.80%	15.47%
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	3728	3170	4437



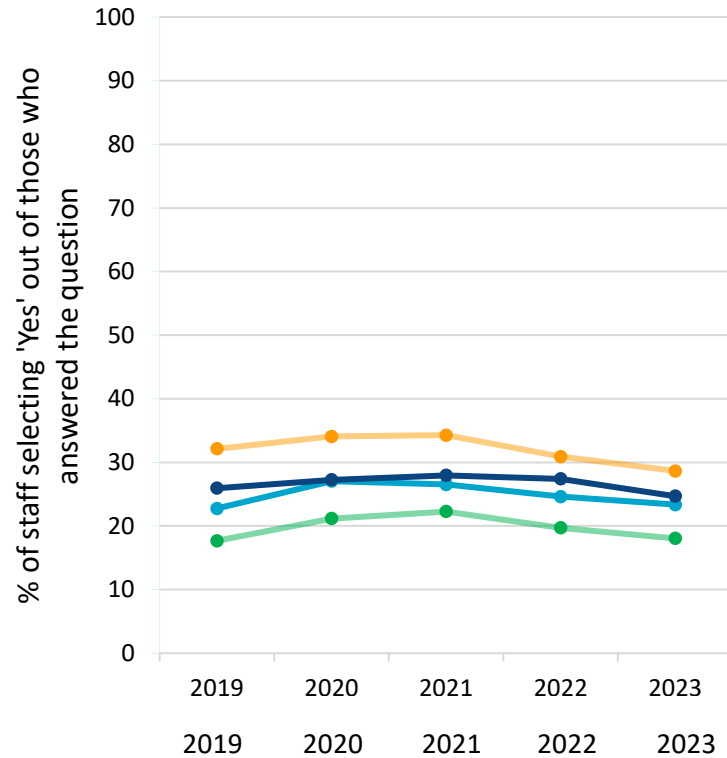
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	27.99%	29.62%	26.81%
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	3749	3173	4459

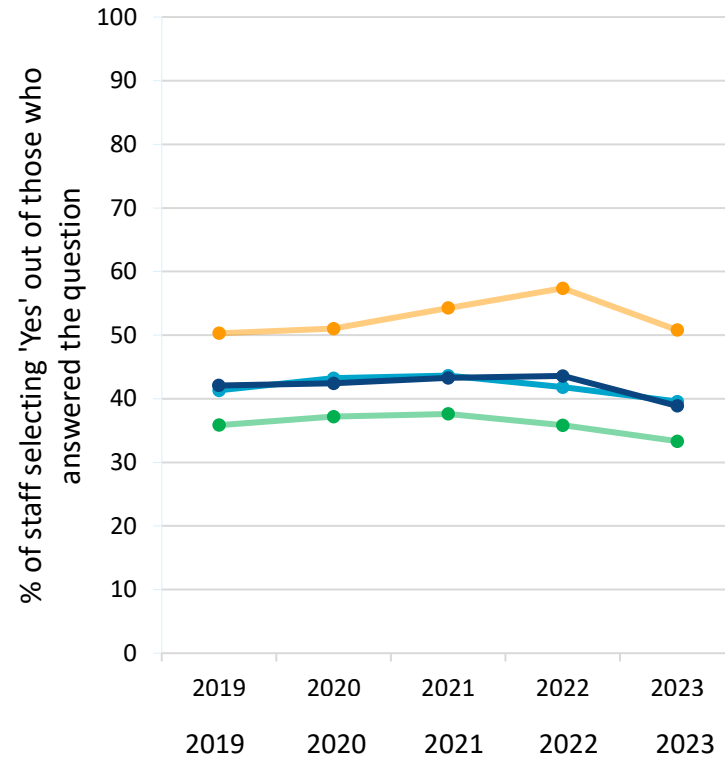


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



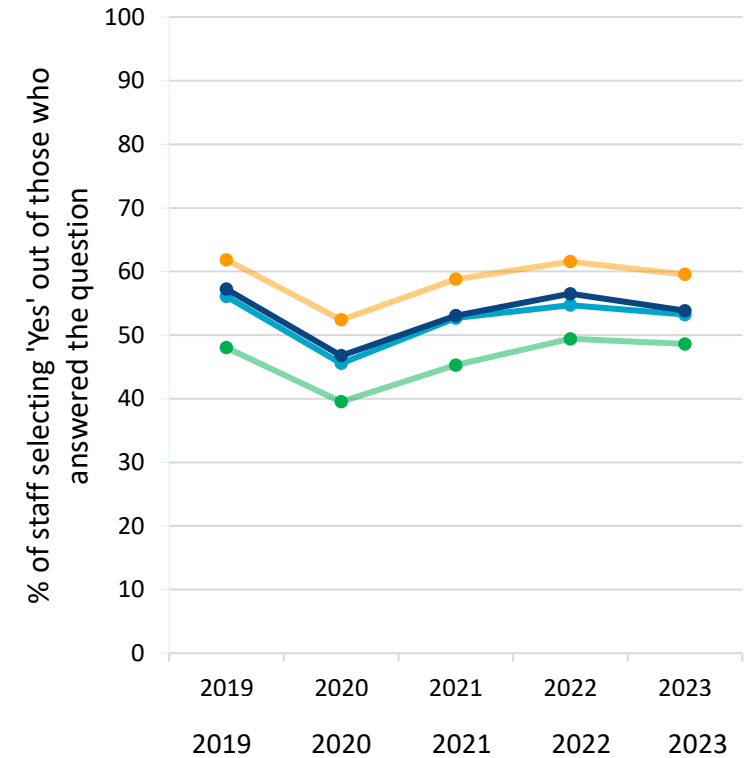
Your org	25.93%	27.25%	27.96%	27.39%	24.67%
Best result	17.66%	21.16%	22.26%	19.70%	18.04%
Average result	22.74%	27.05%	26.53%	24.60%	23.35%
Worst result	32.13%	34.08%	34.26%	30.89%	28.62%
Responses	3166	3032	3730	3153	4449

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



Your org	42.09%	42.42%	43.26%	43.58%	38.88%
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	3165	3038	3739	3157	4444

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



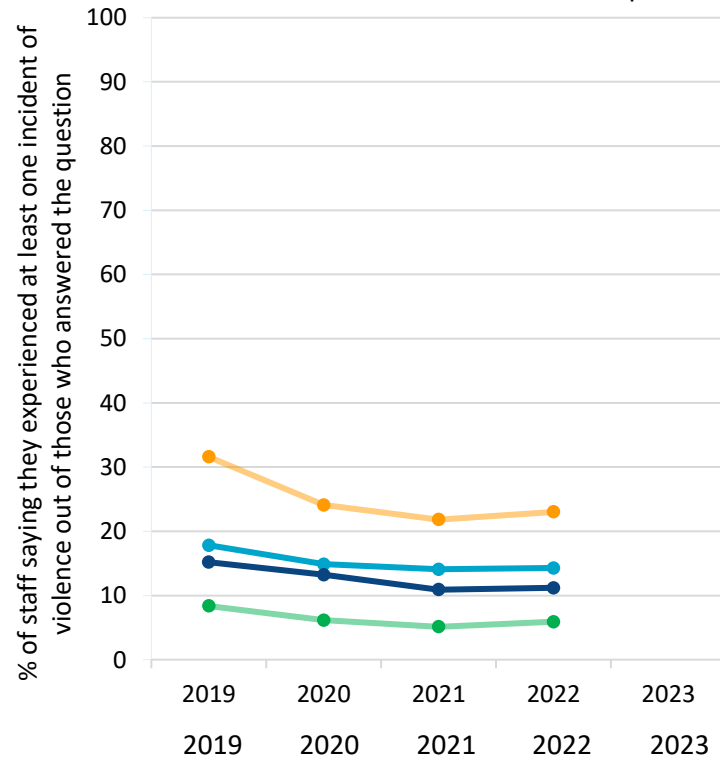
Your org	57.22%	46.76%	53.06%	56.50%	53.84%
Best result	48.03%	39.52%	45.28%	49.41%	48.61%
Average result	56.07%	45.57%	52.67%	54.73%	53.24%
Worst result	61.84%	52.40%	58.81%	61.56%	59.54%
Responses	3172	3036	3742	3155	4444



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

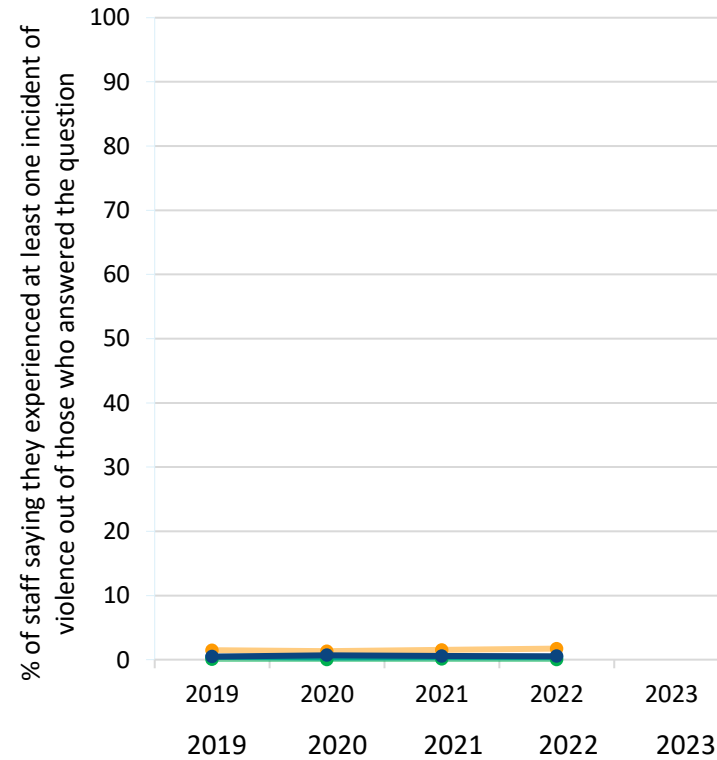


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



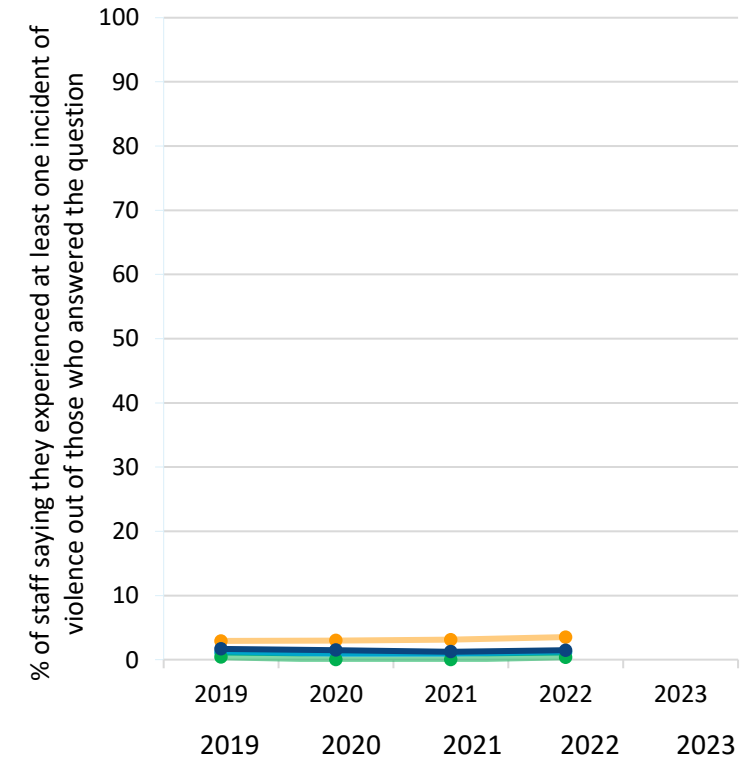
Your org	2019	2020	2021	2022	2023
Best result	8.39%	6.15%	5.14%	5.91%	
Average result	17.82%	14.88%	14.08%	14.30%	
Worst result	31.59%	24.09%	21.83%	23.04%	
Responses	3157	3035	3753	3169	

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	3119	3023	3737	3161	

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	3119	3020	3694	3130	

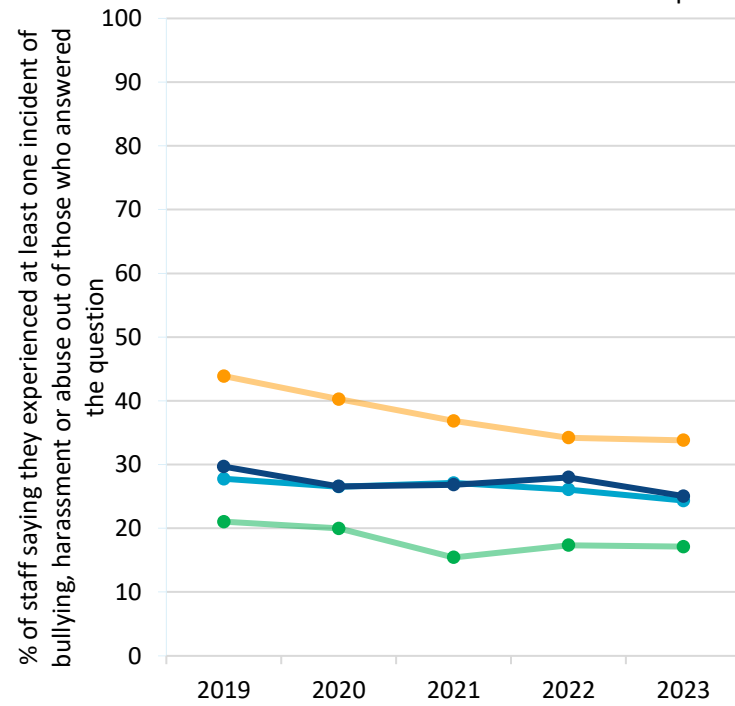
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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.

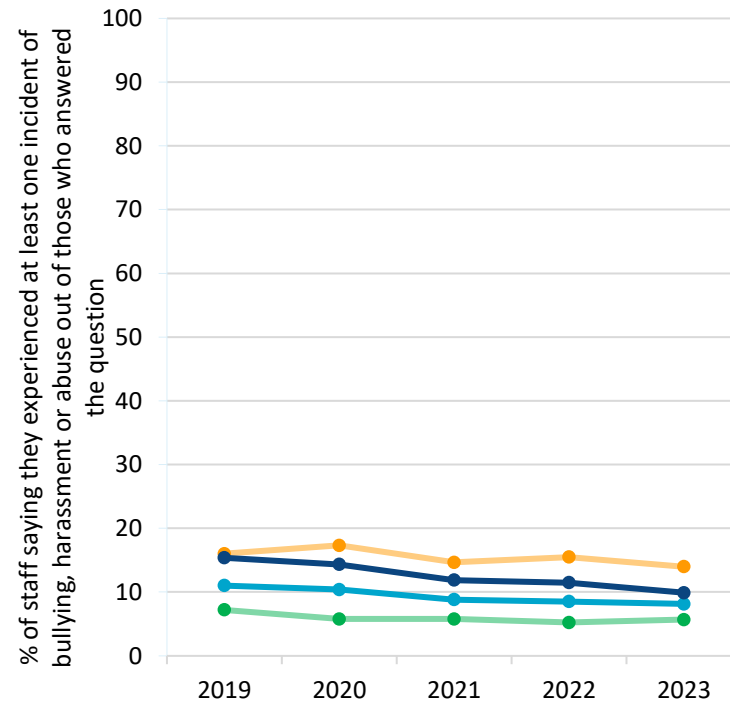


2019 2020 2021 2022 2023

Your org	29.67%	26.57%	26.83%	27.98%	25.05%
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 3135 2932 3744 3161 4450

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

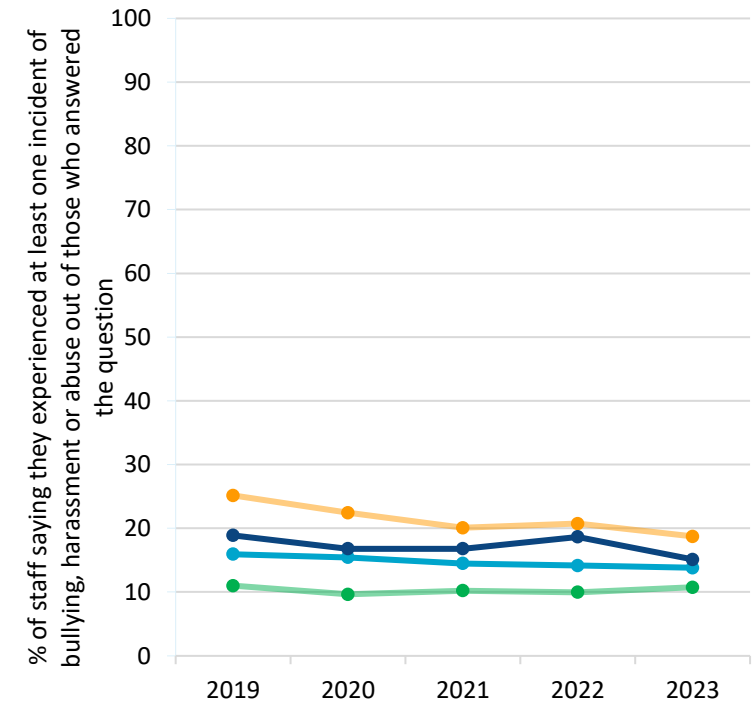


2019 2020 2021 2022 2023

Your org	15.35%	14.33%	11.86%	11.47%	9.89%
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 3113 2925 3717 3141 4426

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



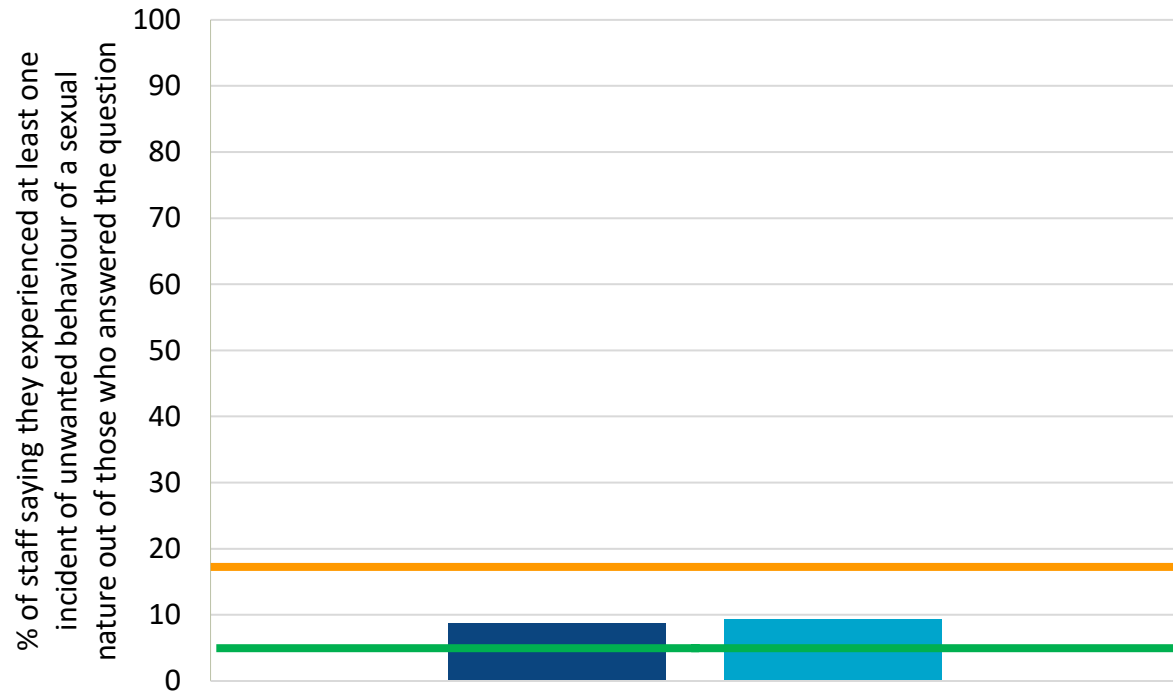
2019 2020 2021 2022 2023

Your org	18.90%	16.78%	16.79%	18.63%	15.11%
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 3114 2924 3702 3127 4431



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



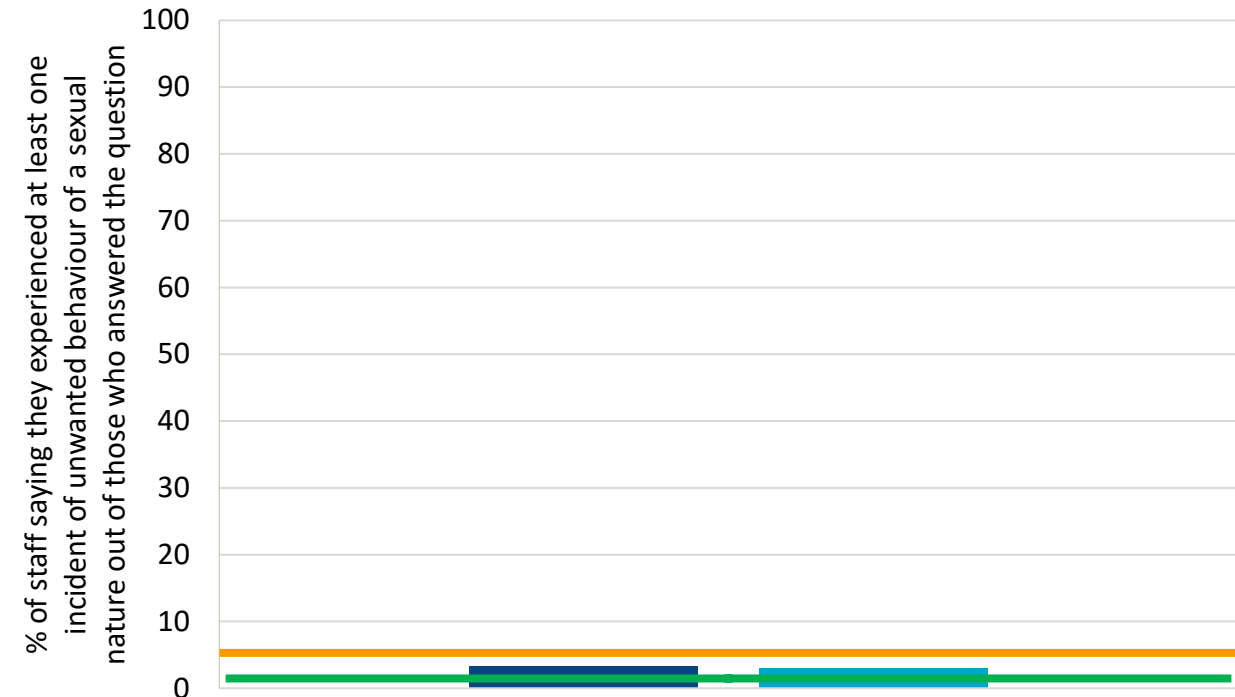
2023

Your org	8.76%
Best result	4.94%
Average result	9.33%
Worst result	17.24%

Responses

4458

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



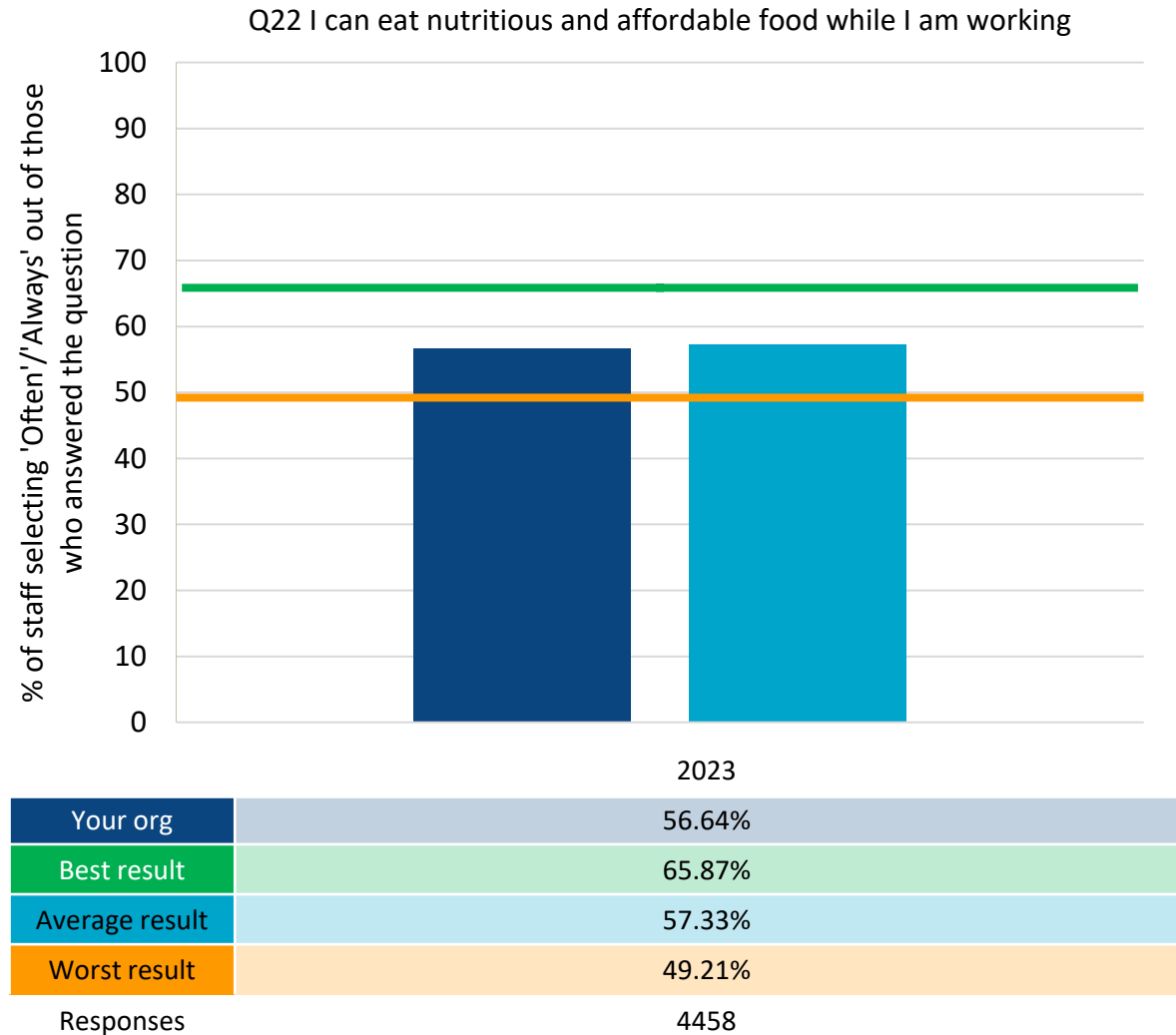
2023

Your org	3.26%
Best result	1.47%
Average result	3.01%
Worst result	5.29%

Responses

4441

*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

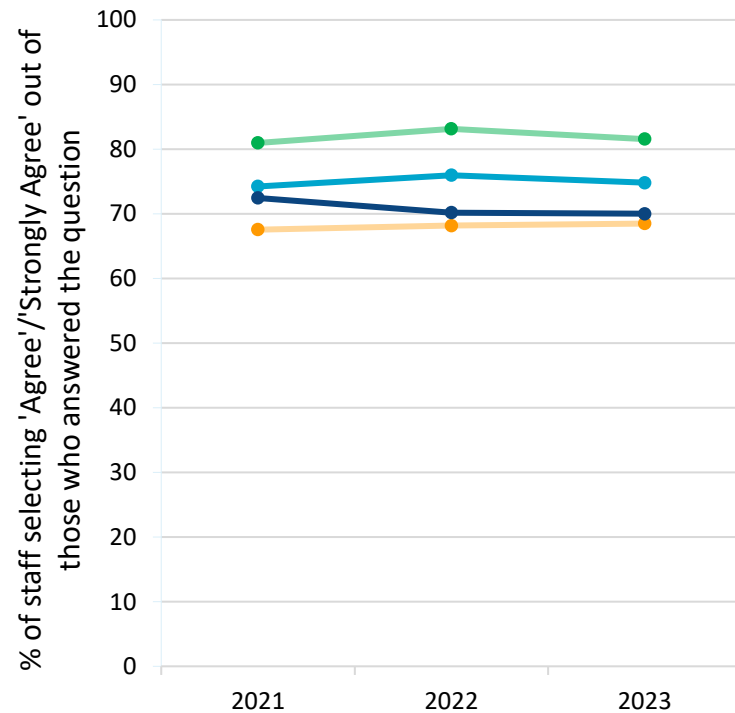
Appraisals – Q23a*, Q23b, Q23c, Q23d

*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.

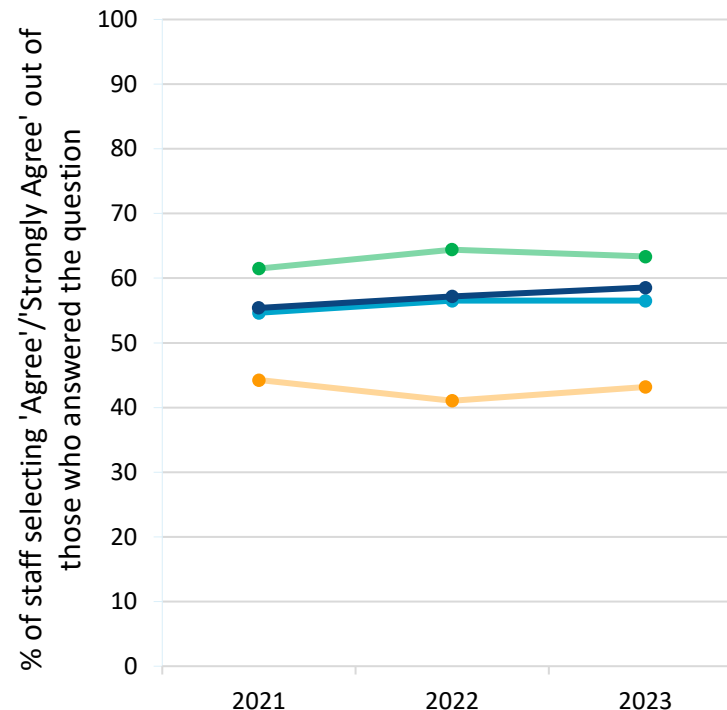


Q24a This organisation offers me challenging work.



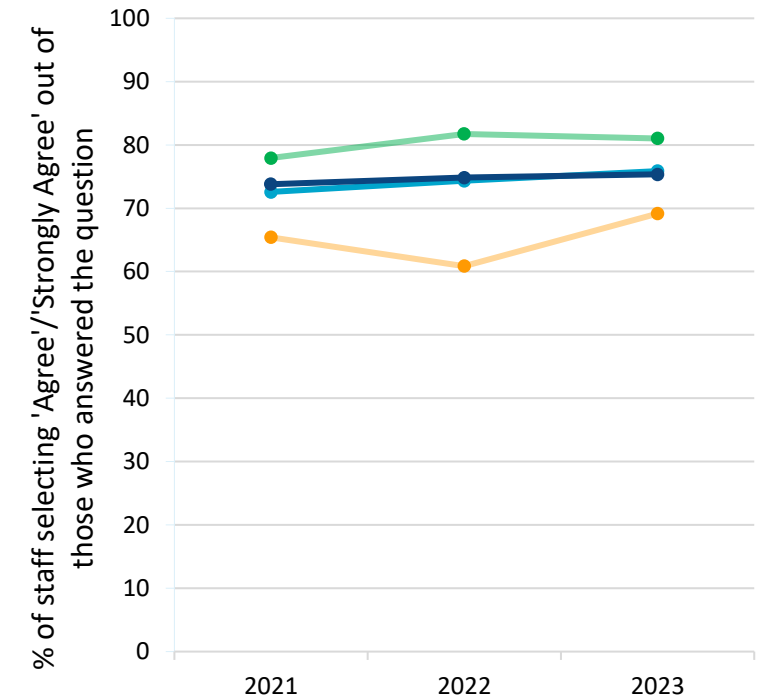
	2021	2022	2023
Your org	72.45%	70.17%	70.01%
Best result	80.96%	83.13%	81.57%
Average result	74.24%	75.97%	74.81%
Worst result	67.54%	68.17%	68.49%
Responses	3743	3166	4455

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



	2021	2022	2023
Your org	55.39%	57.19%	58.56%
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	3748	3172	4460

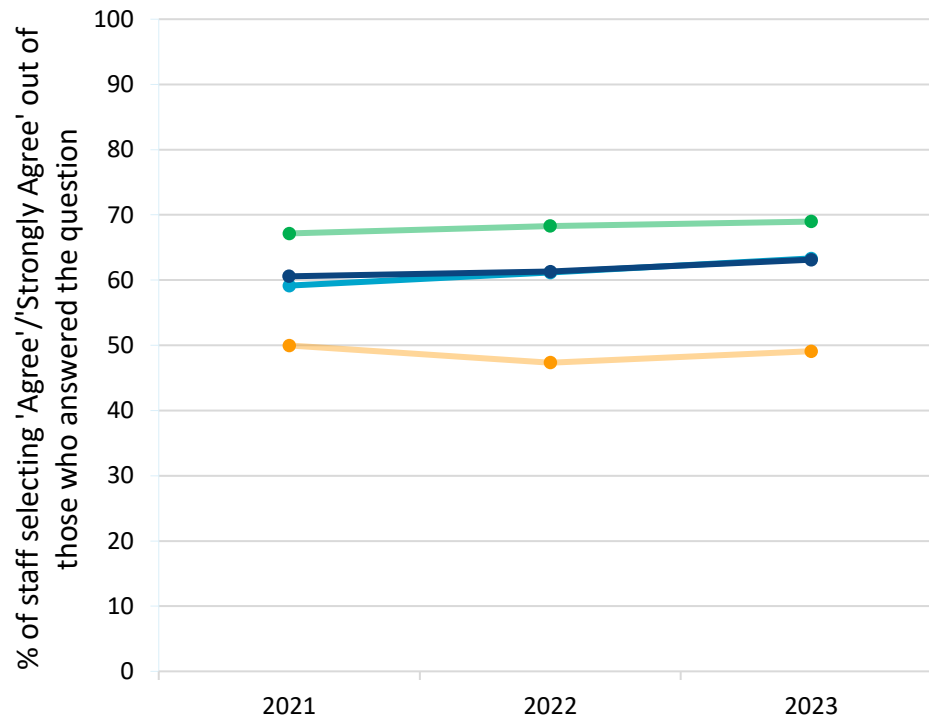
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	73.77%	74.83%	75.34%
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	3734	3164	4455

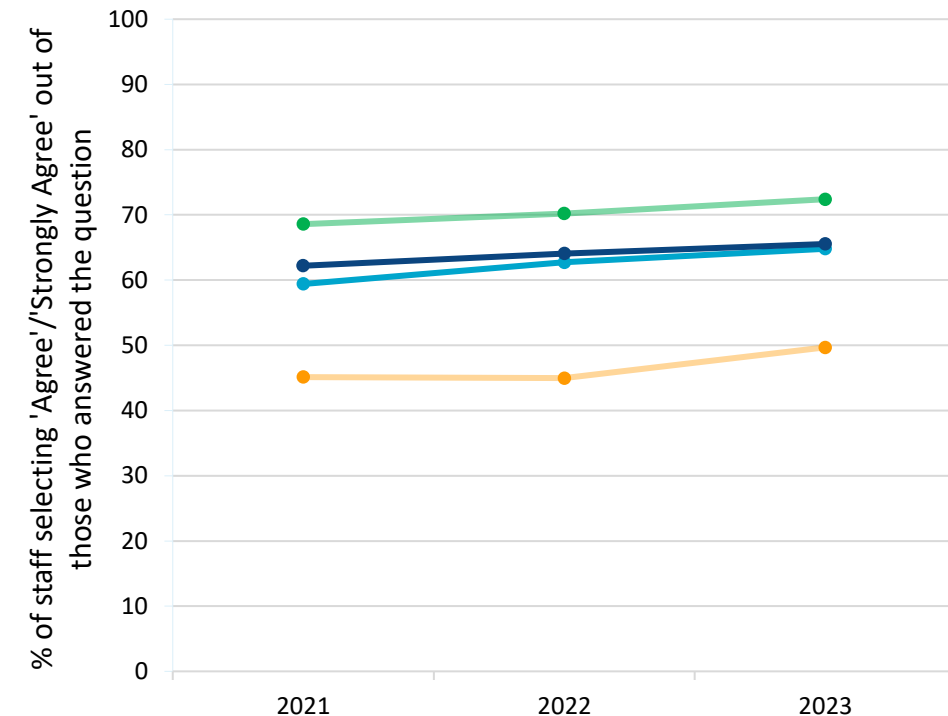


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	60.57%	61.30%	63.11%
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	3730	3167	4451

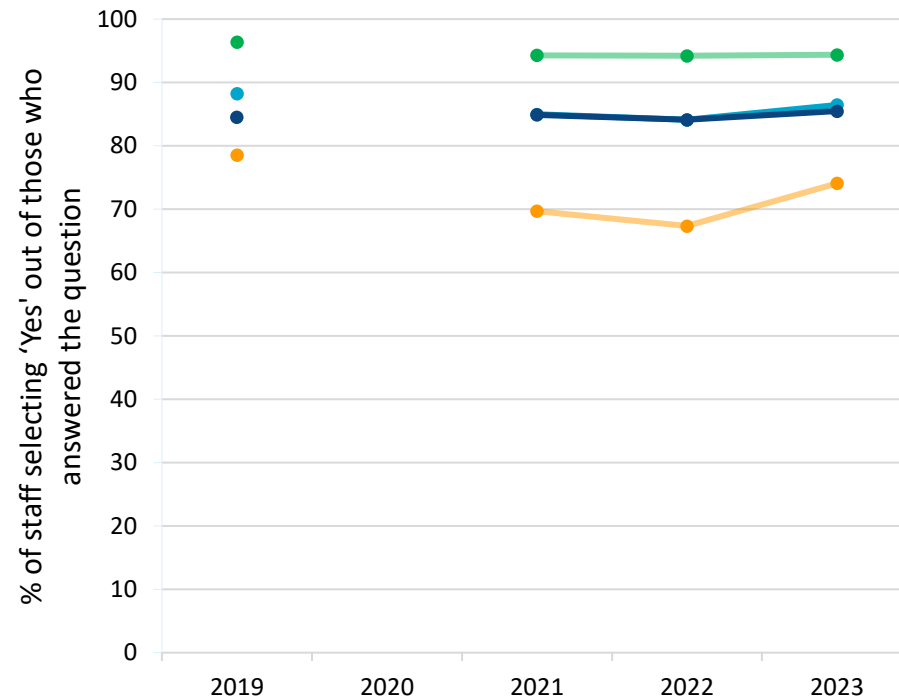
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	62.21%	64.07%	65.54%
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	3733	3164	4456

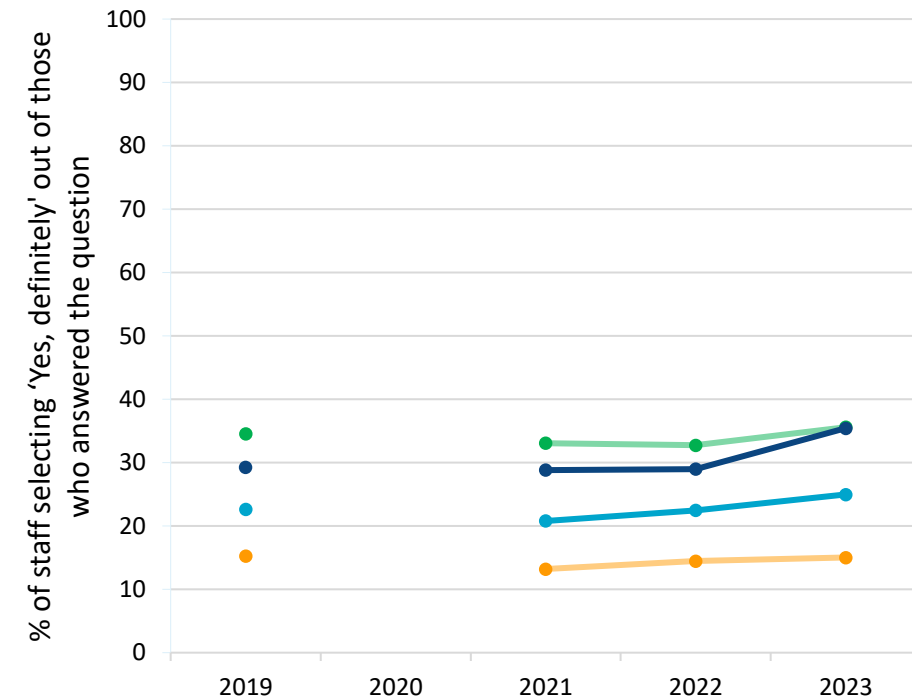


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	84.46%	-	84.88%	84.08%	85.45%
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	3096	-	3711	3150	4439

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

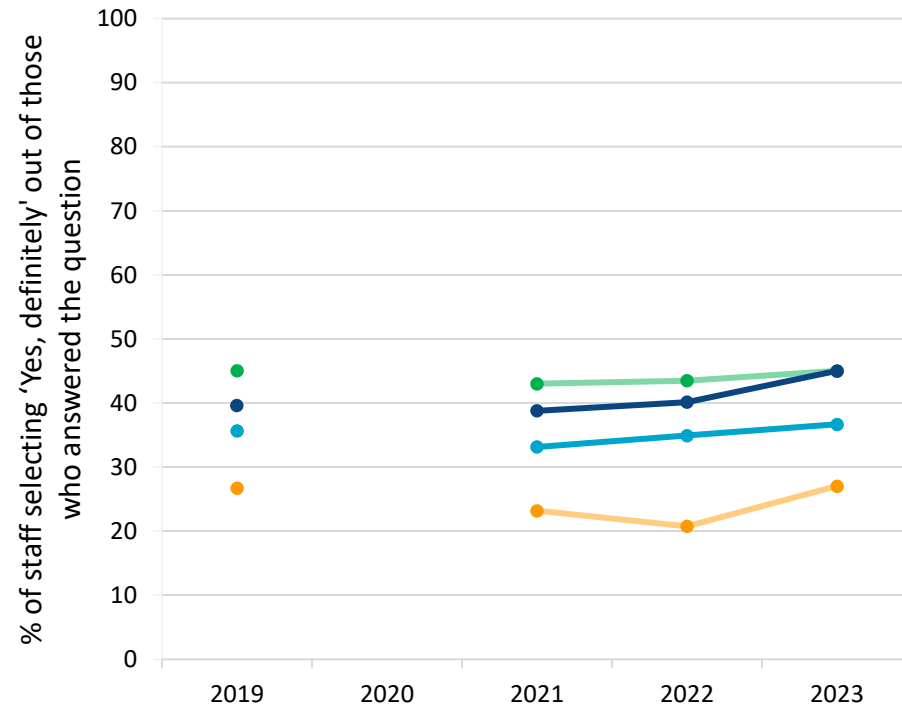


	2019	2020	2021	2022	2023
Your org	29.21%	-	28.83%	28.98%	35.41%
Best result	34.55%	-	33.07%	32.74%	35.60%
Average result	22.64%	-	20.80%	22.45%	24.95%
Worst result	15.27%	-	13.20%	14.47%	15.02%
Responses	2616	-	3138	2654	3791

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

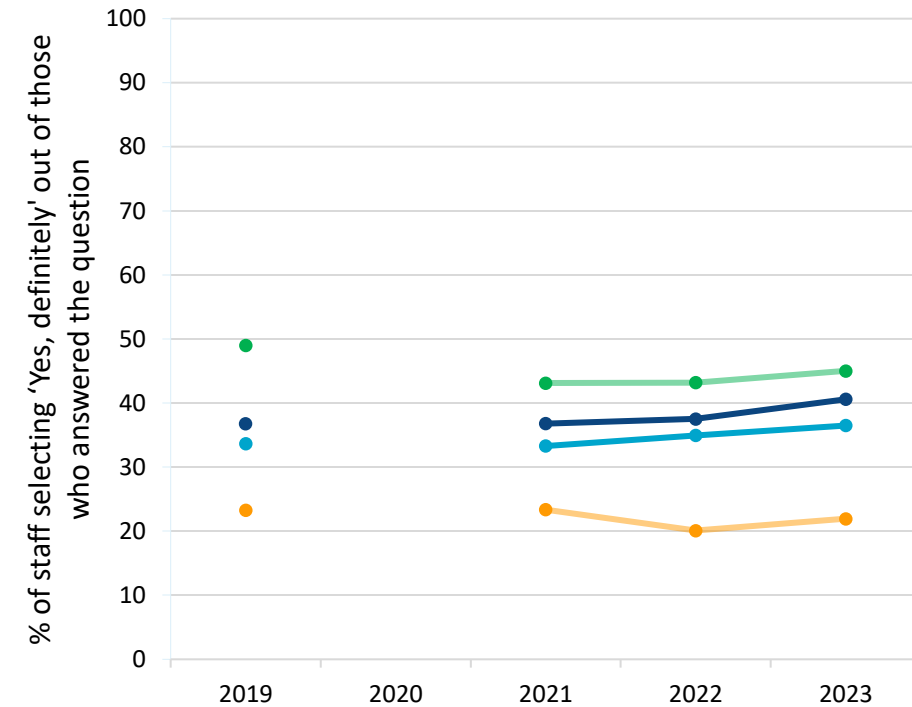


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	39.58%	-	38.78%	40.14%	45.00%
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	2613	-	3135	2649	3788

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



	2019	2020	2021	2022	2023
Your org	36.71%	-	36.80%	37.51%	40.58%
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	2611	-	3137	2652	3783

People Promise element – We work flexibly



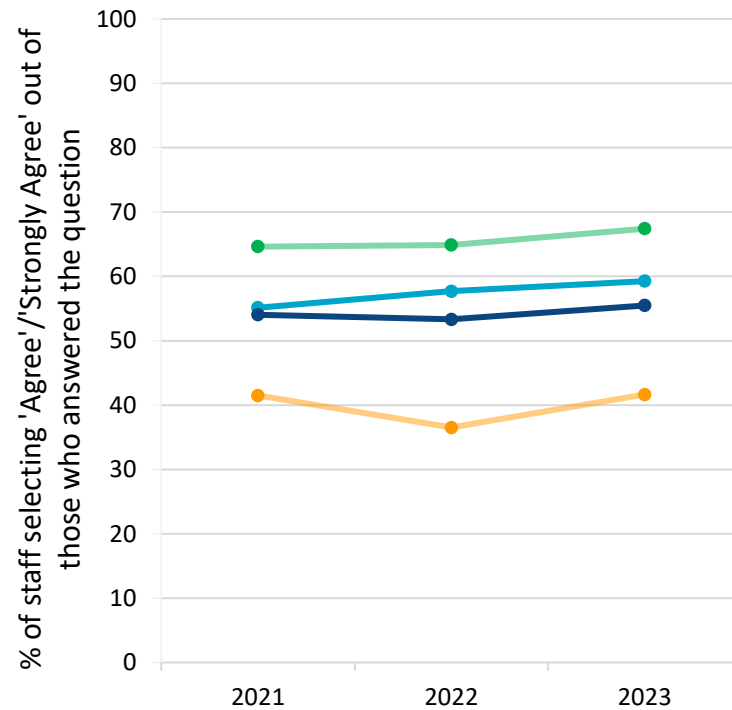
Questions included:

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

Flexible working – Q4d

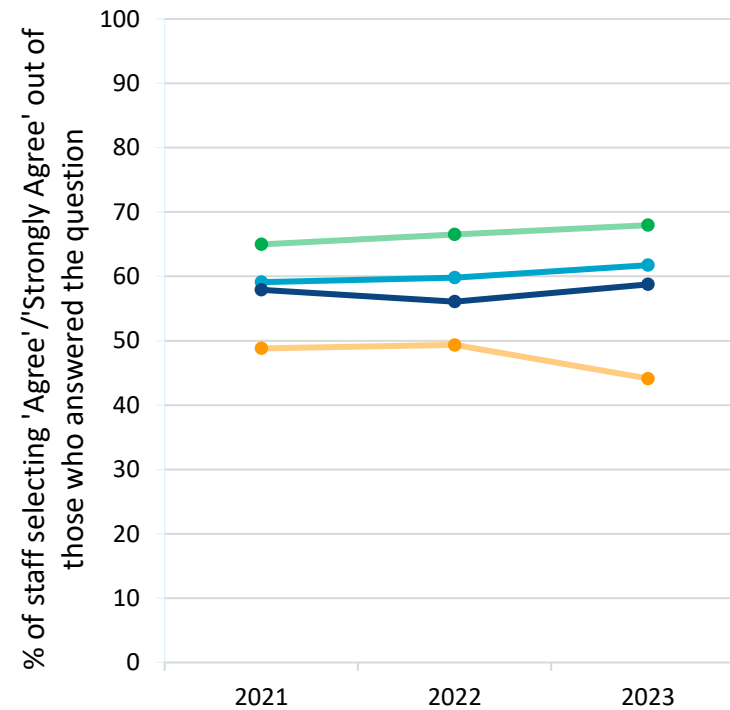


Q6b My organisation is committed to helping me balance my work and home life.



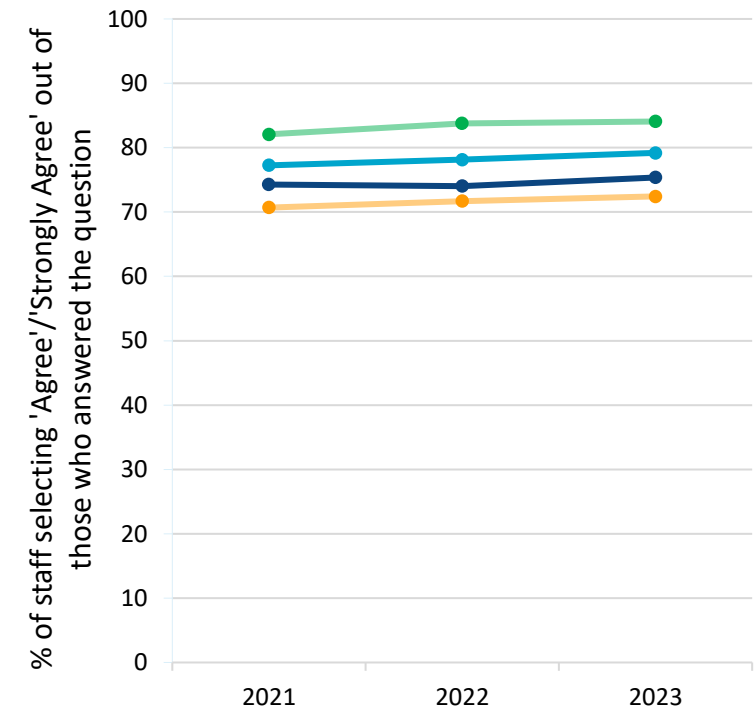
	2021	2022	2023
Your org	54.05%	53.32%	55.48%
Best result	64.63%	64.88%	67.41%
Average result	55.13%	57.70%	59.25%
Worst result	41.49%	36.52%	41.64%
Responses	3756	3174	4462

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



	2021	2022	2023
Your org	57.92%	56.07%	58.77%
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	3737	3172	4457

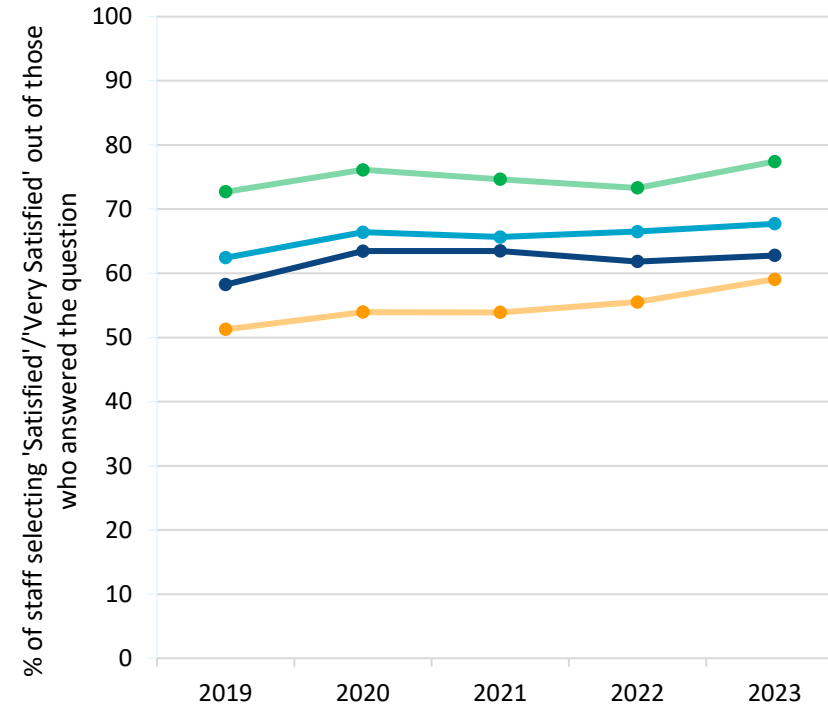
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
Your org	74.25%	74.04%	75.38%
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	3746	3171	4464



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	58.22%	63.45%	63.47%	61.83%	62.78%
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	3187	3065	3740	3159	4437

People Promise element – We are a team



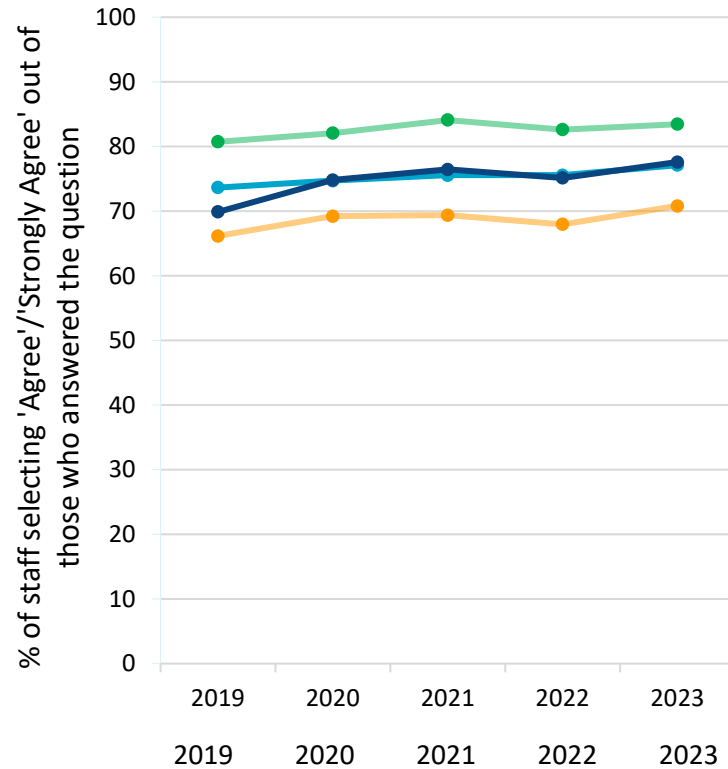
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

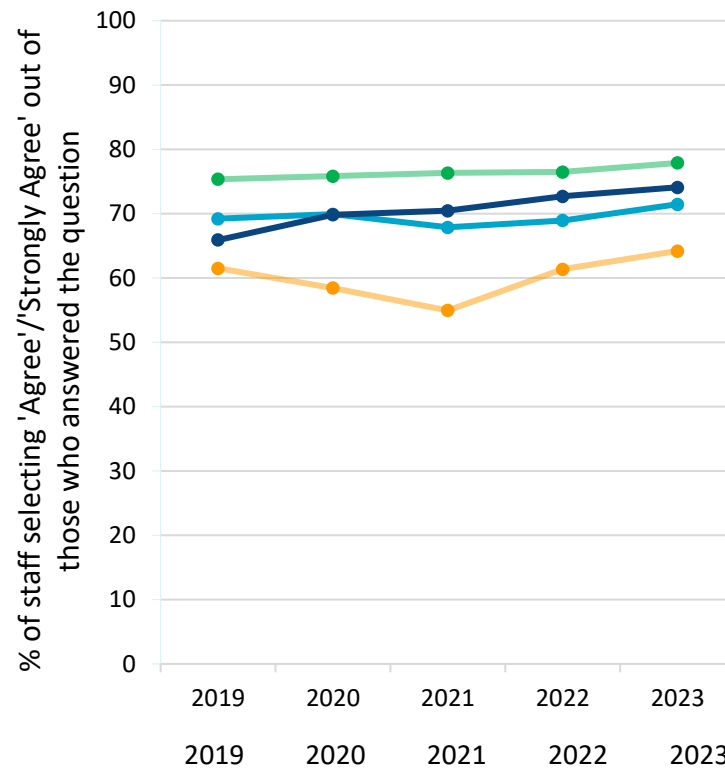


Q7a The team I work in has a set of shared objectives.



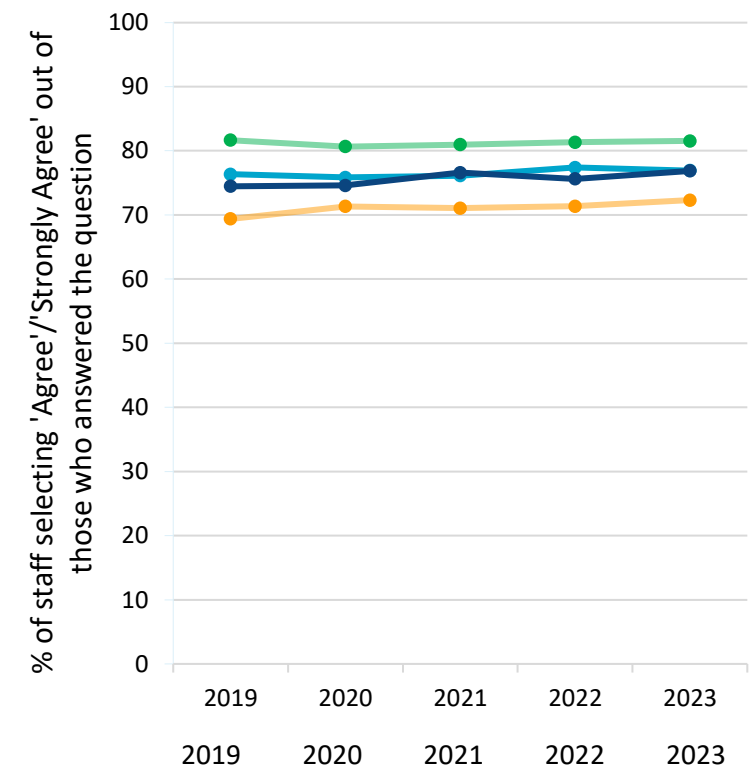
Your org	69.89%	74.83%	76.47%	75.16%	77.60%
Best result	80.74%	82.09%	84.10%	82.64%	83.46%
Average result	73.67%	74.74%	75.58%	75.57%	77.13%
Worst result	66.18%	69.23%	69.38%	67.98%	70.83%
Responses	3203	3054	3731	3156	4461

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



Your org	65.88%	69.85%	70.46%	72.71%	74.10%
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	3224	3080	3734	3155	4456

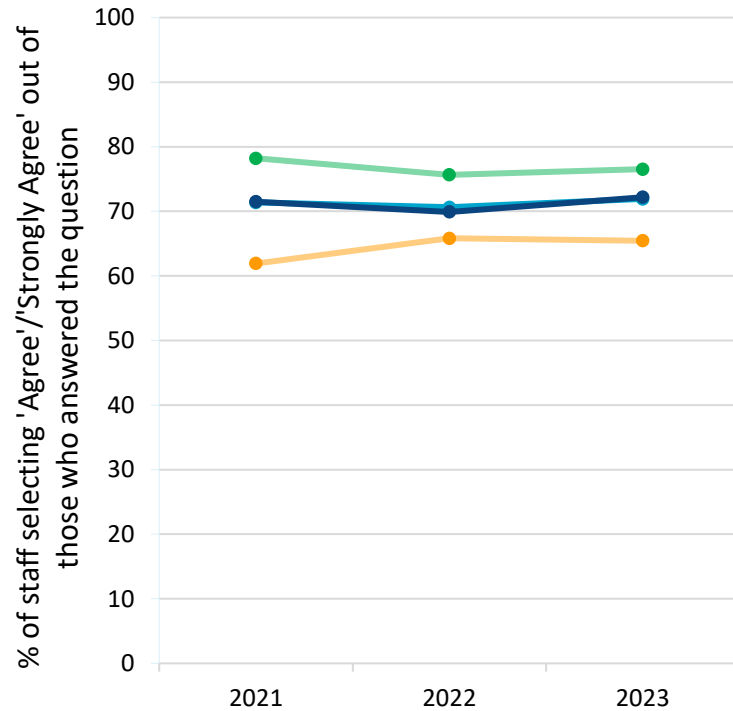
Q7c I receive the respect I deserve from my colleagues at work.



Your org	74.47%	74.60%	76.60%	75.62%	76.86%
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	3224	3084	3732	3155	4455

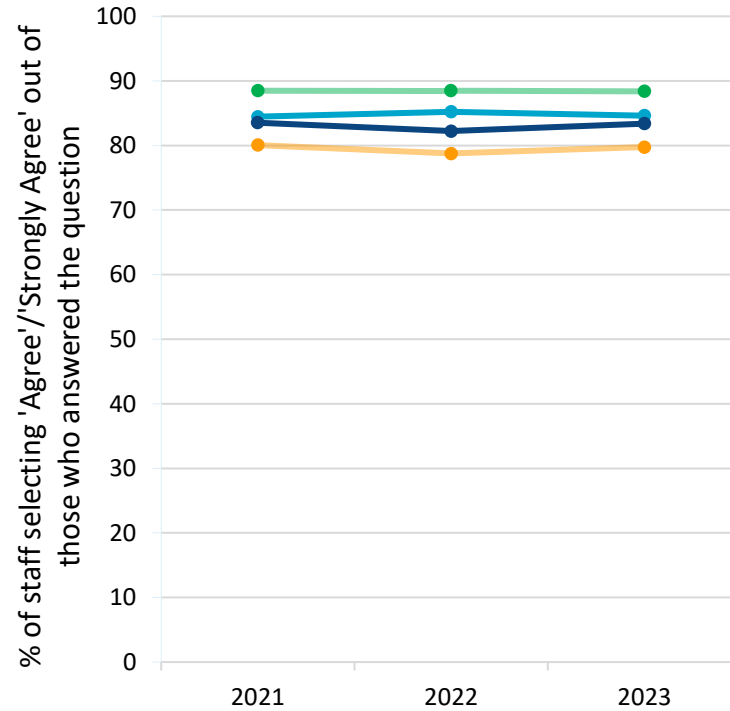


Q7d Team members understand each other's roles.



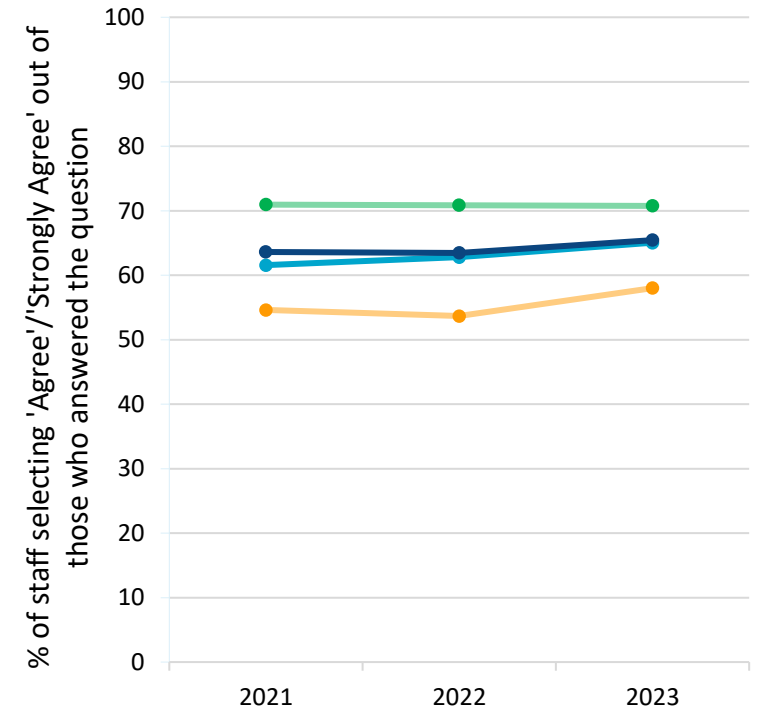
	2021	2022	2023
Your org	71.46%	69.92%	72.19%
Best result	78.20%	75.63%	76.53%
Average result	71.36%	70.61%	71.92%
Worst result	61.93%	65.82%	65.44%
Responses	3735	3151	4458

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	83.52%	82.23%	83.38%
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	3728	3147	4453

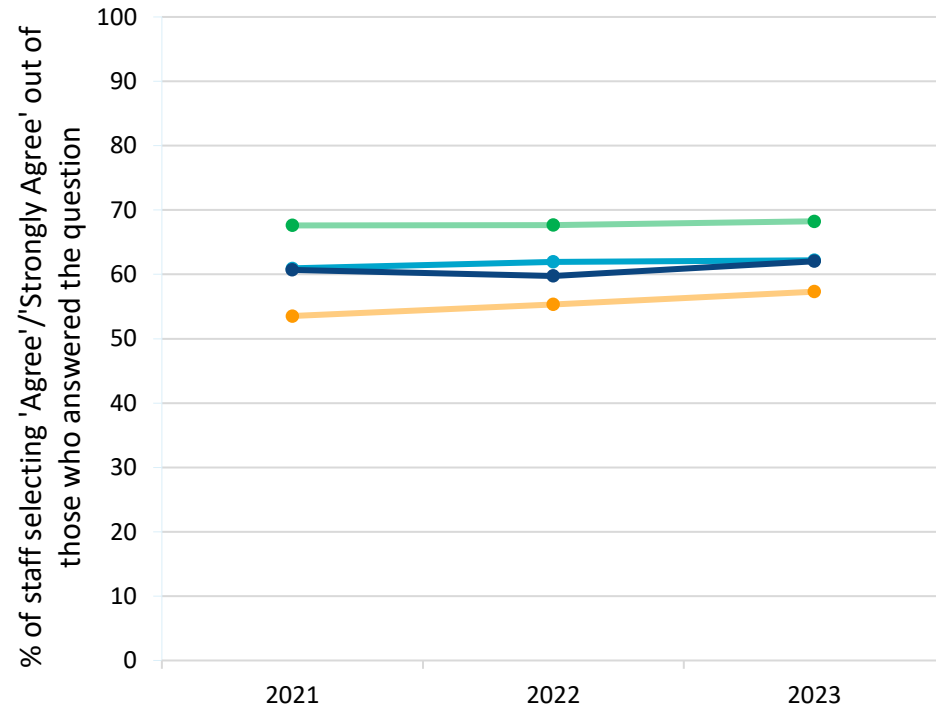
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	63.61%	63.47%	65.46%
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	3724	3140	4439

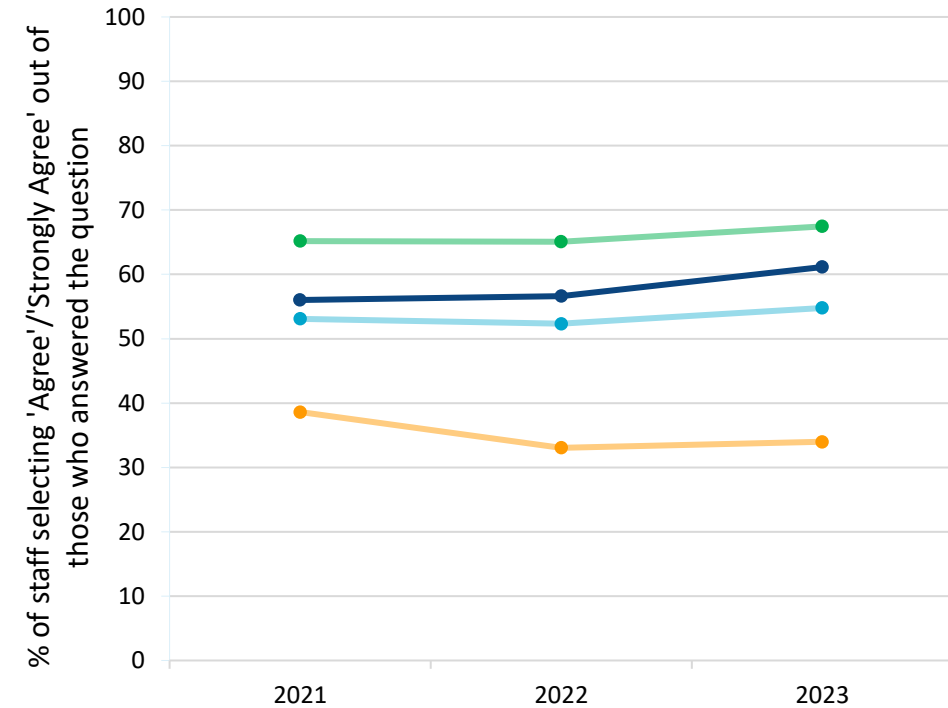


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023
Your org	60.72%	59.75%	62.05%
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	3718	3145	4445

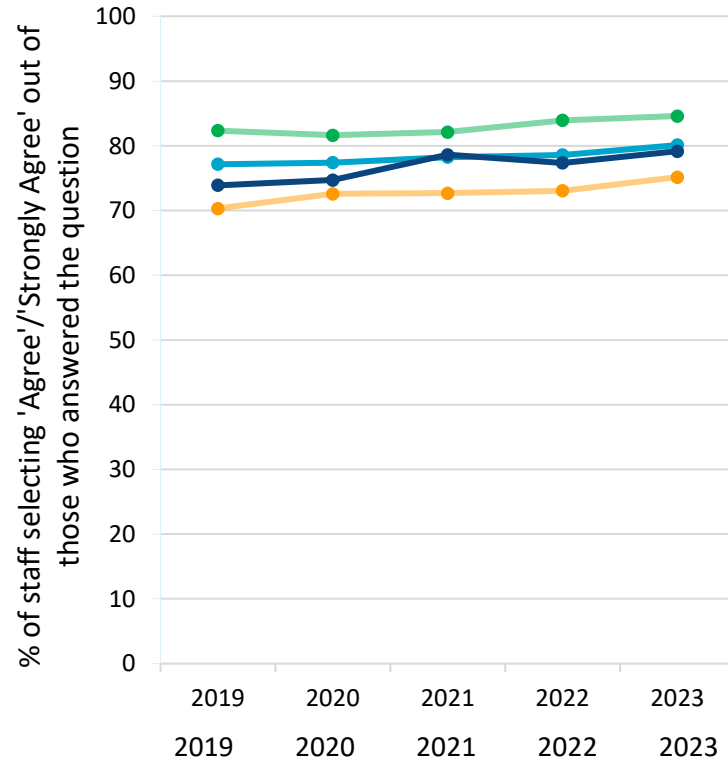
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	56.00%	56.63%	61.15%
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	3744	3151	4453

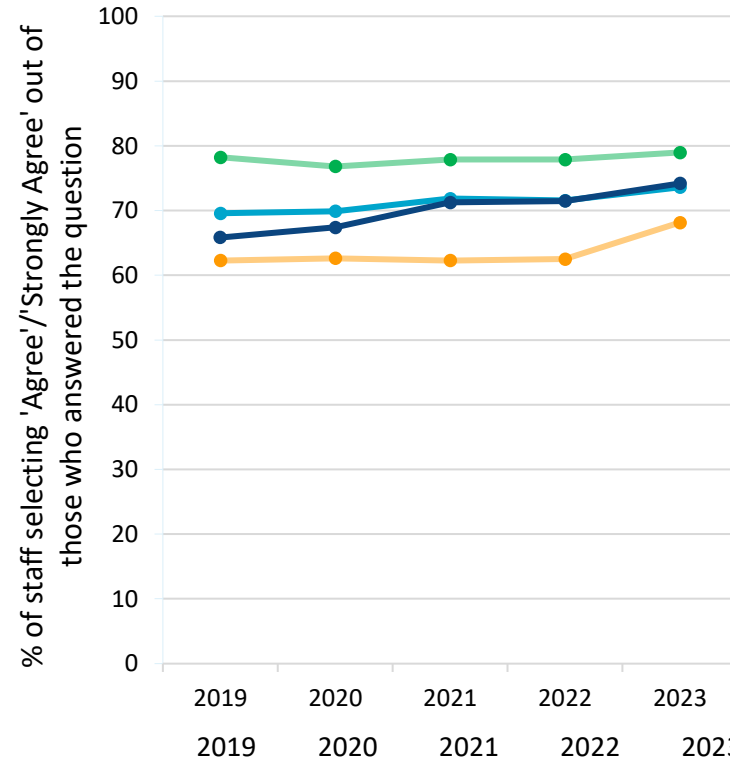


Q9a My immediate manager encourages me at work.



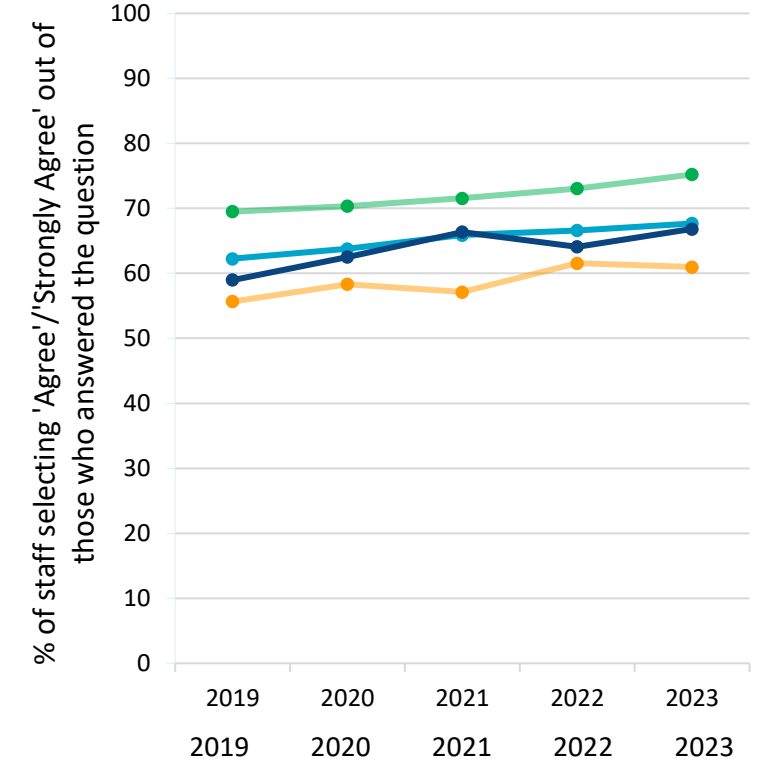
Your org	73.89%	74.71%	78.61%	77.35%	79.16%
Best result	82.35%	81.63%	82.14%	83.92%	84.61%
Average result	77.16%	77.40%	78.25%	78.60%	80.12%
Worst result	70.32%	72.59%	72.69%	73.05%	75.16%
Responses	3172	3053	3750	3176	4471

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

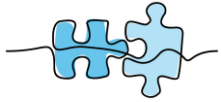


Your org	65.81%	67.39%	71.25%	71.48%	74.18%
Best result	78.22%	76.82%	77.87%	77.87%	78.97%
Average result	69.56%	69.88%	71.83%	71.54%	73.61%
Worst result	62.28%	62.61%	62.27%	62.50%	68.14%
Responses	3168	3051	3753	3175	4462

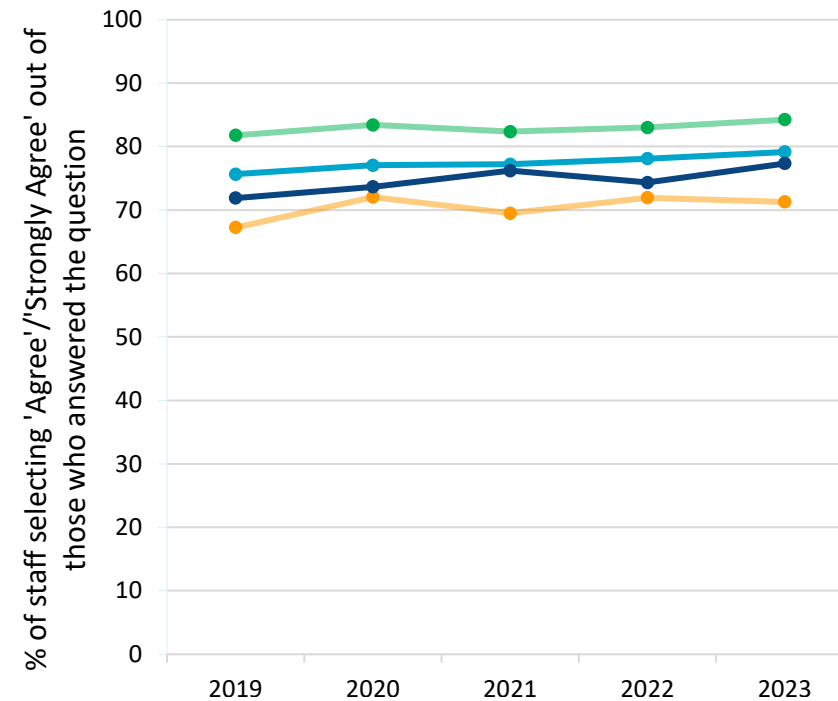
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	58.96%	62.50%	66.36%	64.08%	66.81%
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	3170	3050	3748	3167	4466



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



	2019	2020	2021	2022	2023
Your org	71.89%	73.65%	76.21%	74.34%	77.33%
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	3167	3047	3752	3172	4466

Theme – Staff engagement

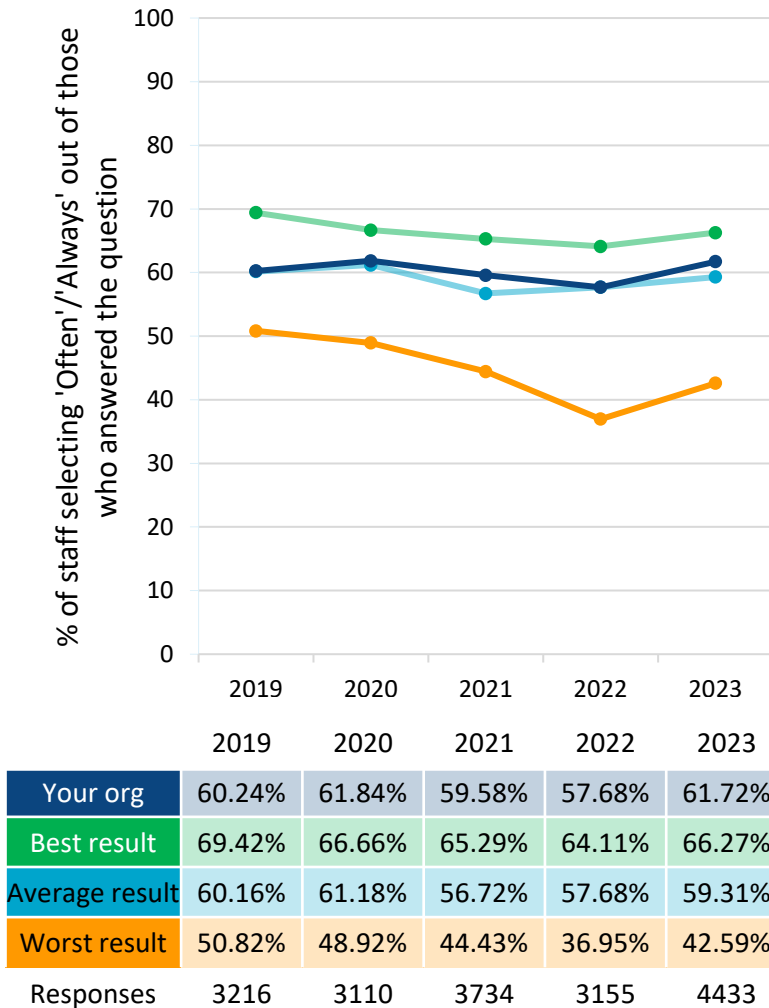
Questions included:

Motivation – Q2a, Q2b, Q2c

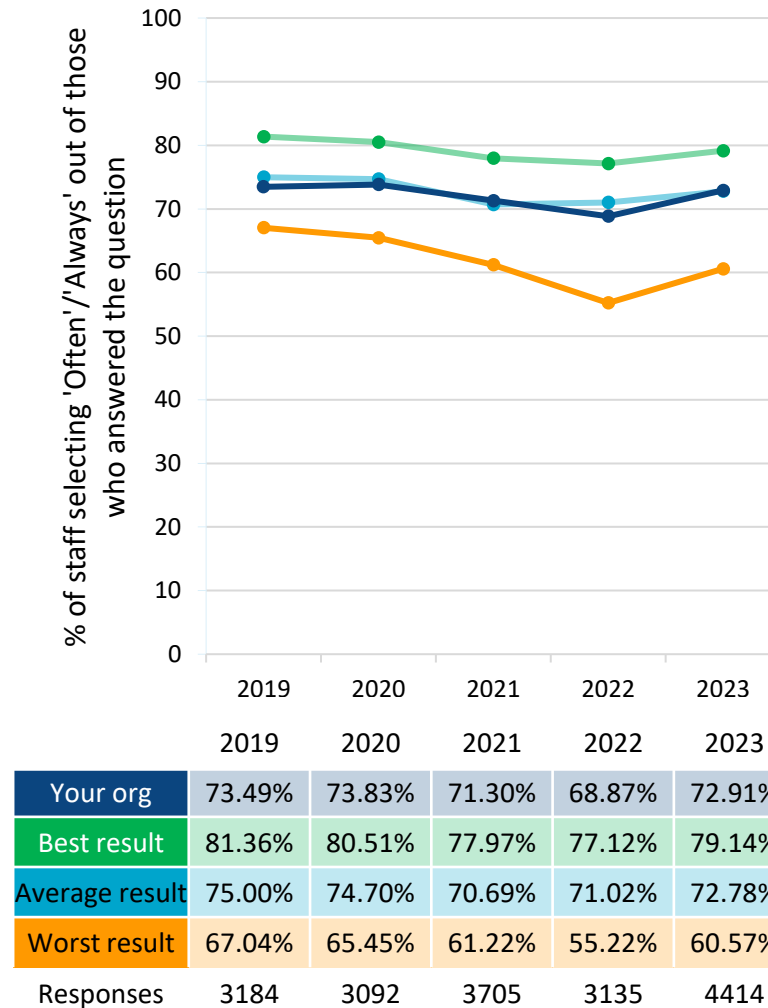
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

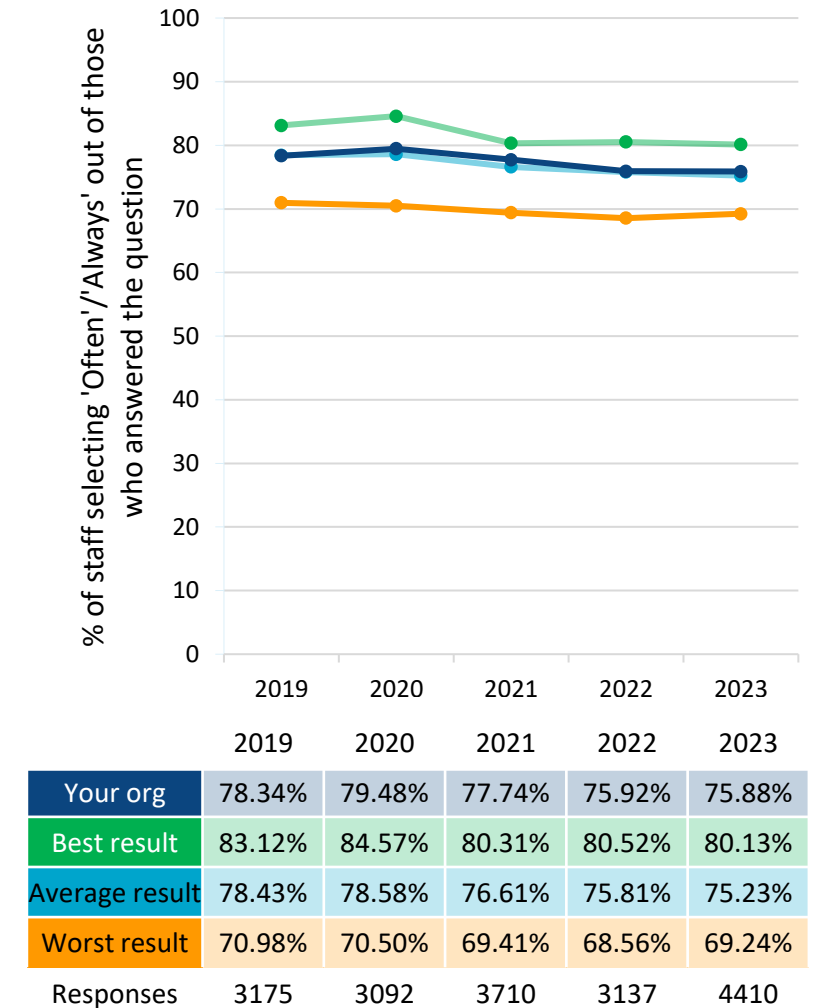
Q2a I look forward to going to work.



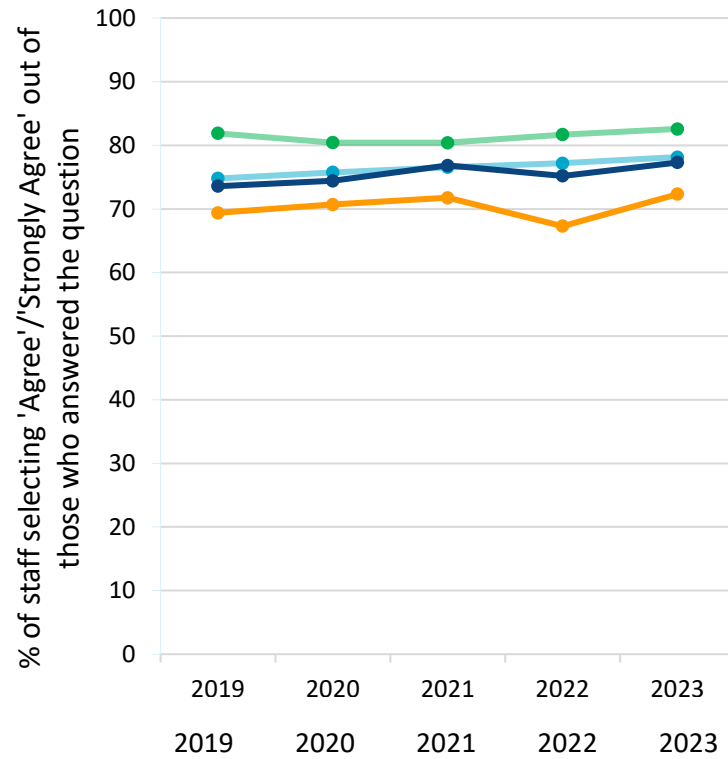
Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

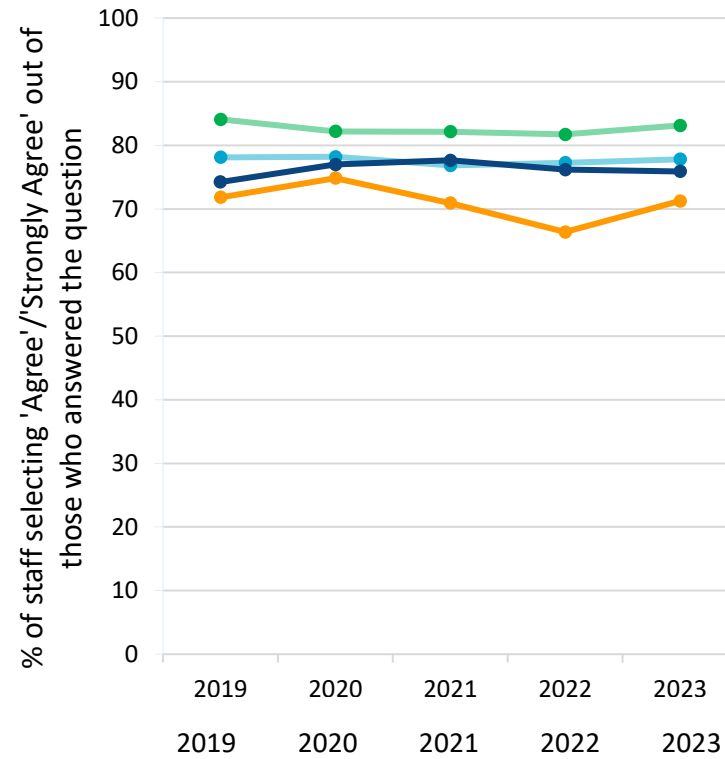


Q3c There are frequent opportunities for me to show initiative in my role.



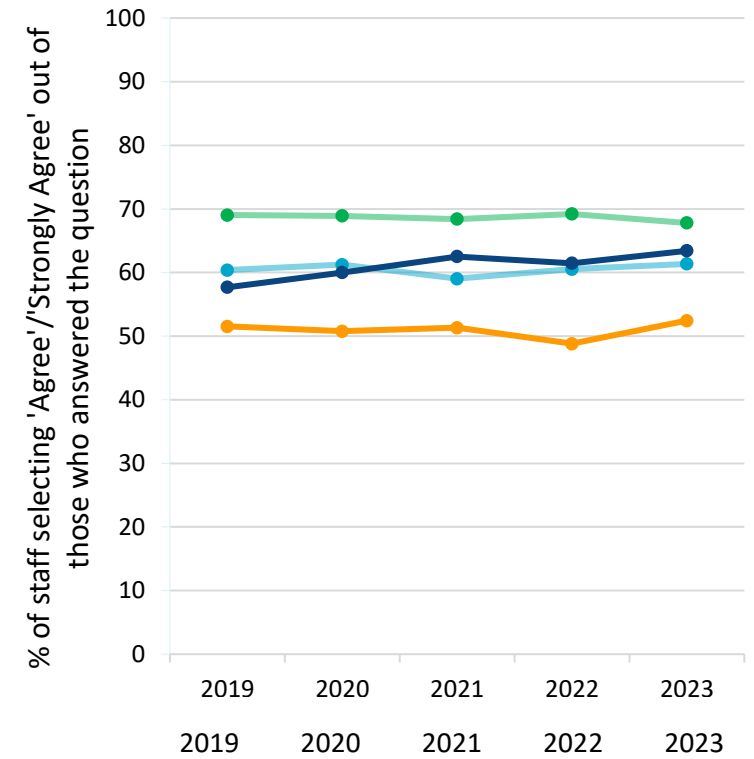
Your org	73.59%	74.41%	76.83%	75.20%	77.30%
Best result	81.89%	80.42%	80.39%	81.69%	82.58%
Average result	74.78%	75.75%	76.55%	77.17%	78.14%
Worst result	69.39%	70.70%	71.75%	67.29%	72.32%
Responses	3233	3085	3747	3167	4462

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



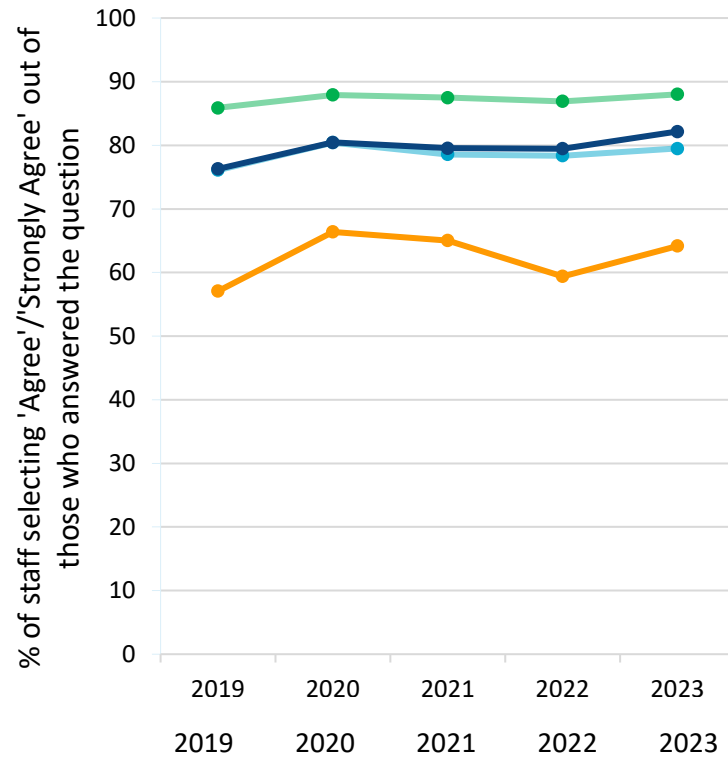
Your org	74.24%	76.98%	77.63%	76.18%	75.89%
Best result	84.08%	82.18%	82.14%	81.71%	83.13%
Average result	78.11%	78.18%	76.84%	77.25%	77.80%
Worst result	71.82%	74.85%	70.93%	66.36%	71.24%
Responses	3232	3087	3741	3164	4455

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



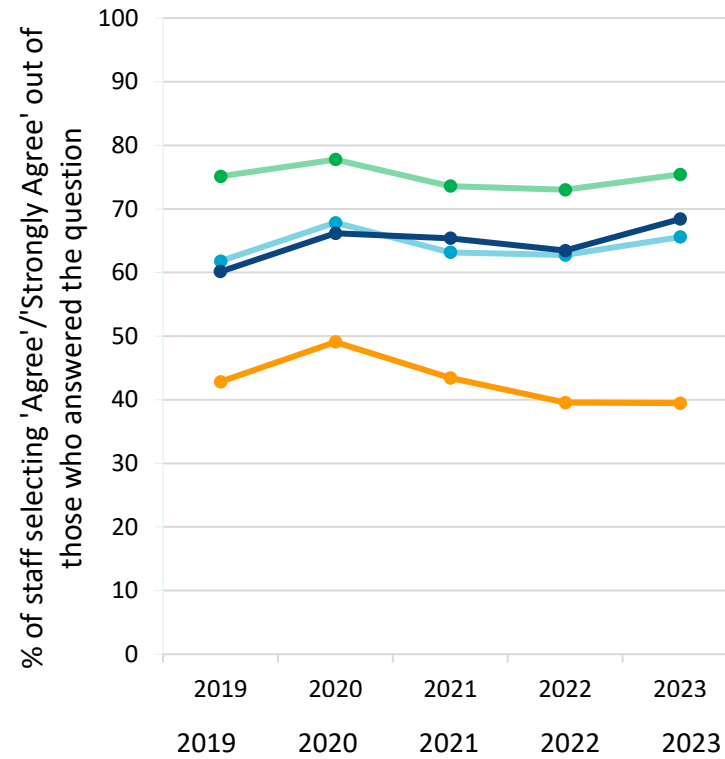
Your org	57.66%	59.99%	62.52%	61.45%	63.43%
Best result	69.03%	68.91%	68.40%	69.20%	67.81%
Average result	60.38%	61.24%	59.01%	60.52%	61.37%
Worst result	51.53%	50.78%	51.33%	48.81%	52.44%
Responses	3226	3077	3719	3148	4448

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



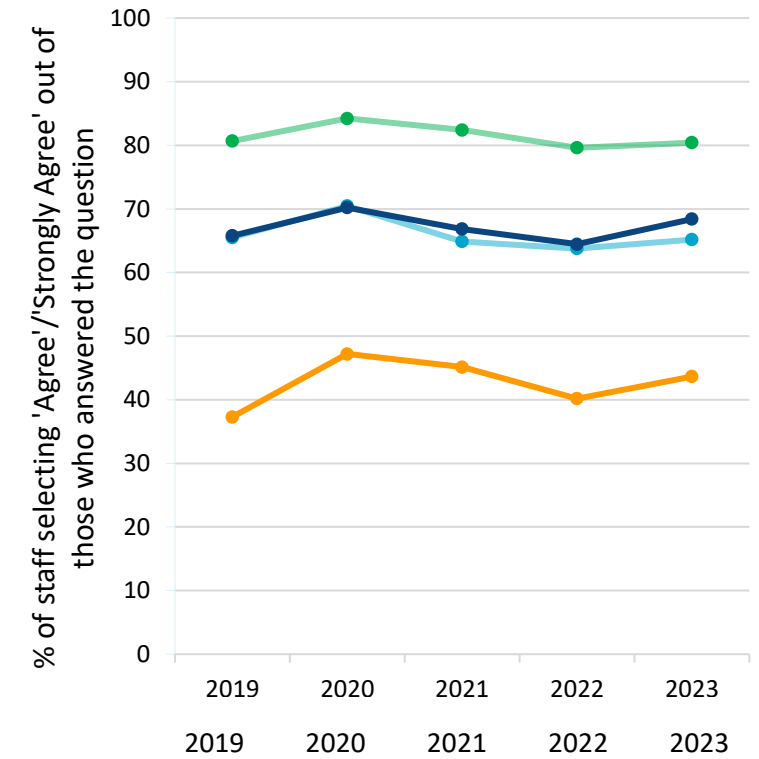
Your org	2019	2020	2021	2022	2023
Best result	85.89%	87.93%	87.50%	86.92%	88.01%
Average result	76.11%	80.42%	78.56%	78.37%	79.49%
Worst result	57.09%	66.39%	65.04%	59.39%	64.18%
Responses	3101	2998	3755	3169	4450

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



Your org	2019	2020	2021	2022	2023
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	3097	3001	3749	3164	4446

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



Your org	2019	2020	2021	2022	2023
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	3097	3003	3740	3159	4441

Theme - Morale

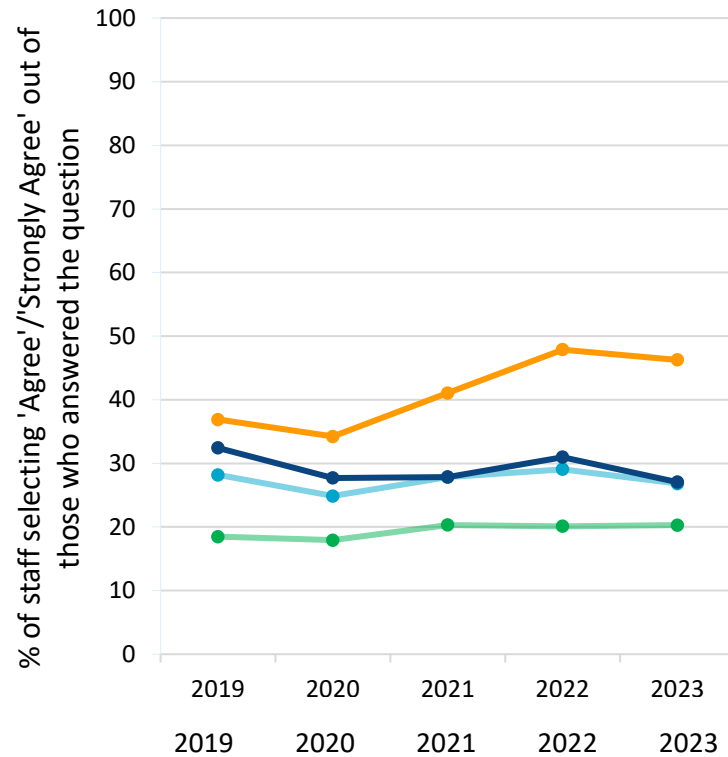
Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

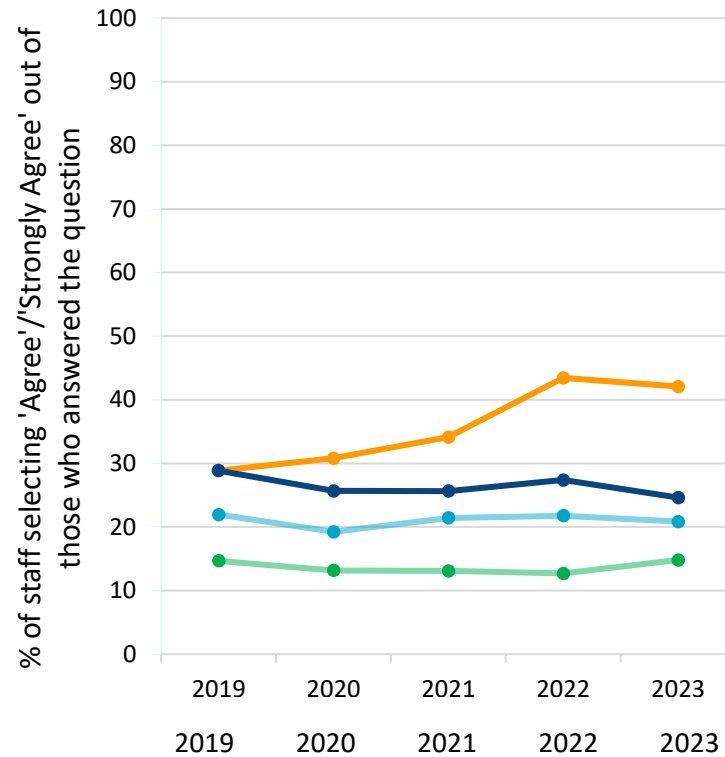
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Q26a I often think about leaving this organisation.



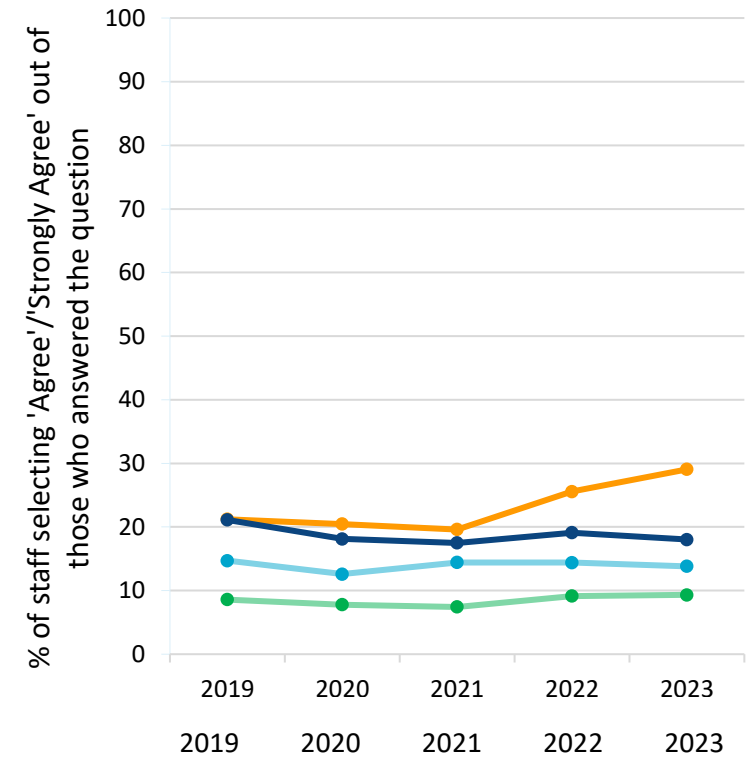
Your org	32.42%	27.70%	27.86%	30.97%	27.06%
Best result	18.46%	17.91%	20.31%	20.10%	20.28%
Average result	28.19%	24.86%	27.82%	29.06%	26.83%
Worst result	36.90%	34.22%	41.07%	47.87%	46.27%
Responses	3097	2999	3754	3171	4448

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



Your org	28.86%	25.66%	25.64%	27.38%	24.61%
Best result	14.68%	13.15%	13.08%	12.68%	14.80%
Average result	21.93%	19.22%	21.42%	21.76%	20.83%
Worst result	28.86%	30.79%	34.12%	43.43%	42.07%
Responses	3088	2999	3745	3167	4443

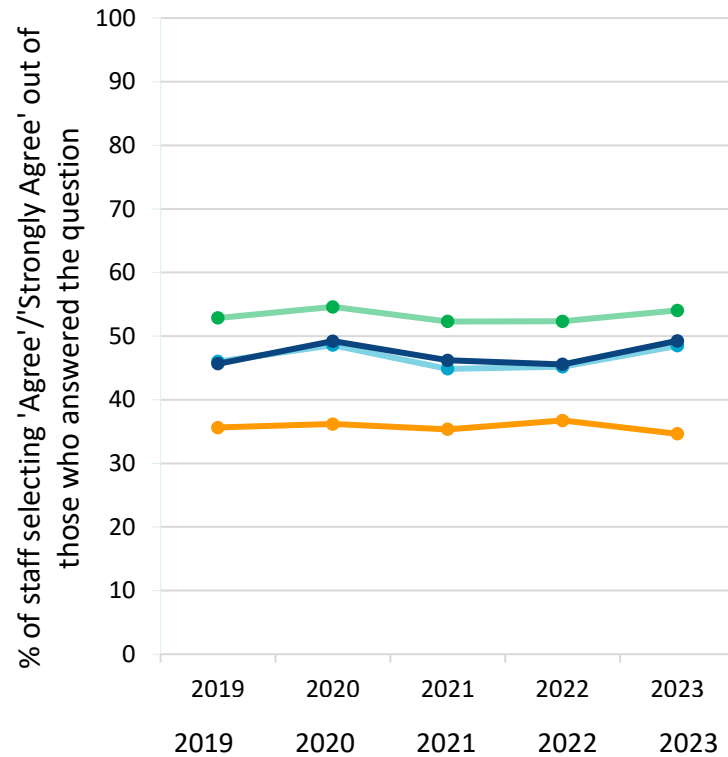
Q26c As soon as I can find another job, I will leave this organisation.



Your org	21.08%	18.12%	17.49%	19.11%	18.02%
Best result	8.58%	7.77%	7.42%	9.15%	9.30%
Average result	14.70%	12.58%	14.43%	14.40%	13.81%
Worst result	21.22%	20.45%	19.59%	25.57%	29.06%
Responses	3089	2999	3728	3152	4423

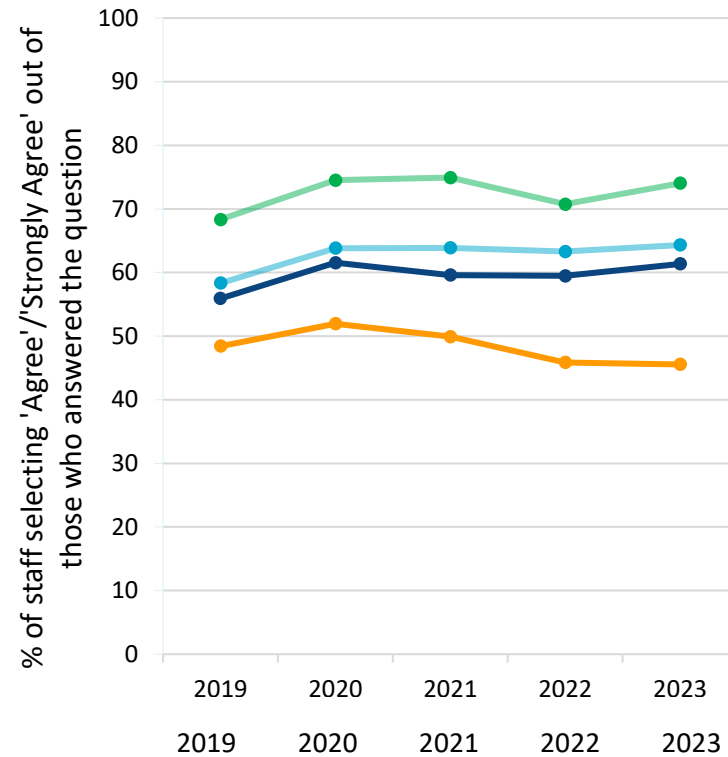


Q3g I am able to meet all the conflicting demands on my time at work.



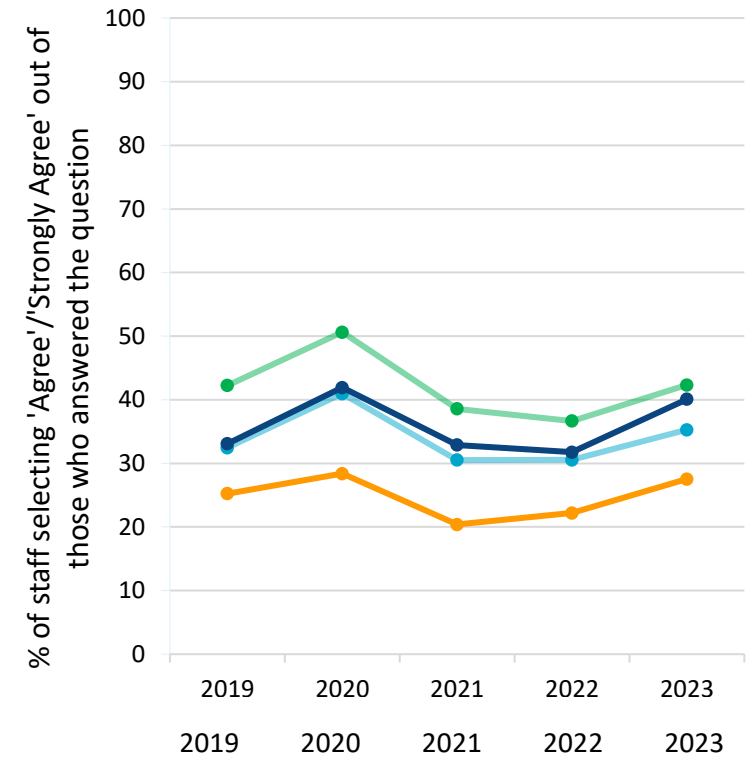
Your org	45.64%	49.20%	46.19%	45.55%	49.26%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3219	3074	3723	3154	4448

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



Your org	55.91%	61.54%	59.60%	59.47%	61.37%
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	3220	3078	3728	3154	4412

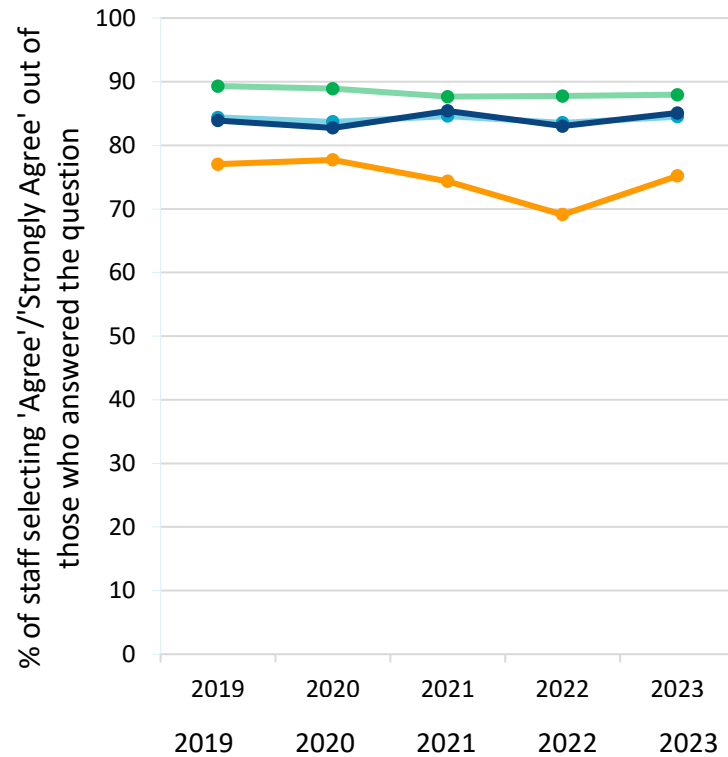
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	33.07%	41.91%	32.88%	31.74%	40.09%
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	3222	3081	3746	3167	4454

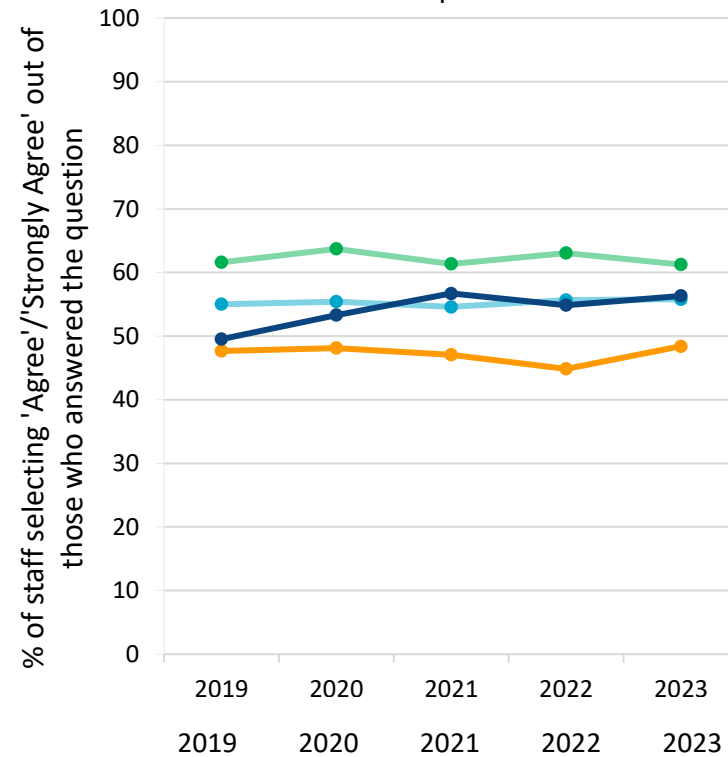


Q3a I always know what my work responsibilities are.



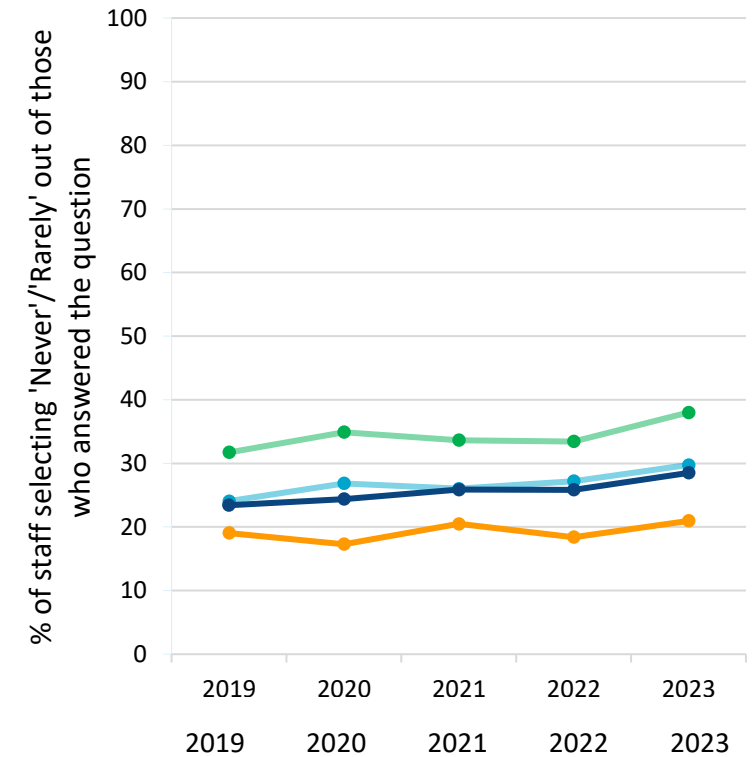
Your org	83.88%	82.74%	85.40%	83.02%	85.09%
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3230	3104	3757	3174	4464

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



Your org	49.54%	53.32%	56.71%	54.86%	56.34%
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	3230	3083	3749	3164	4447

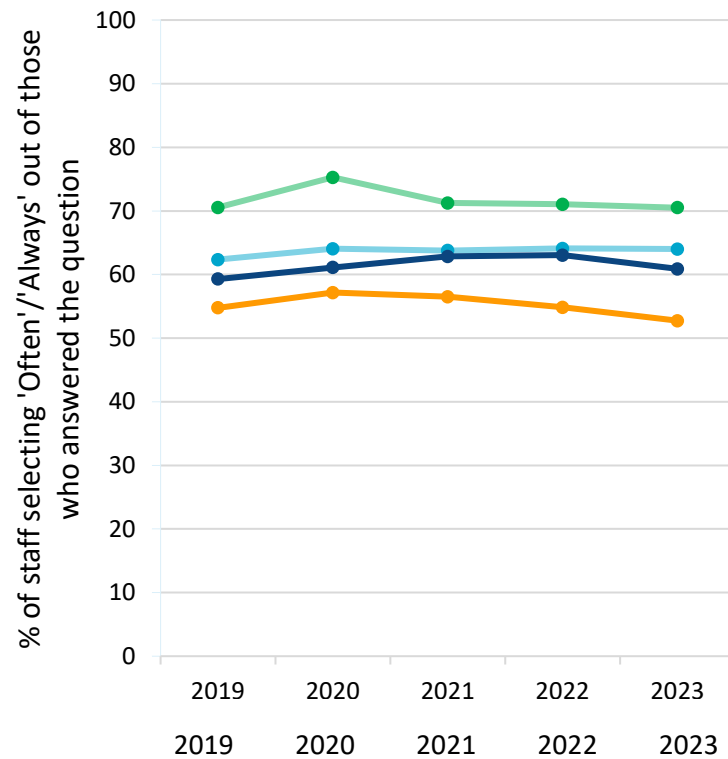
Q5a I have unrealistic time pressures.



Your org	23.42%	24.38%	25.86%	25.85%	28.50%
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	3183	3063	3750	3162	4443

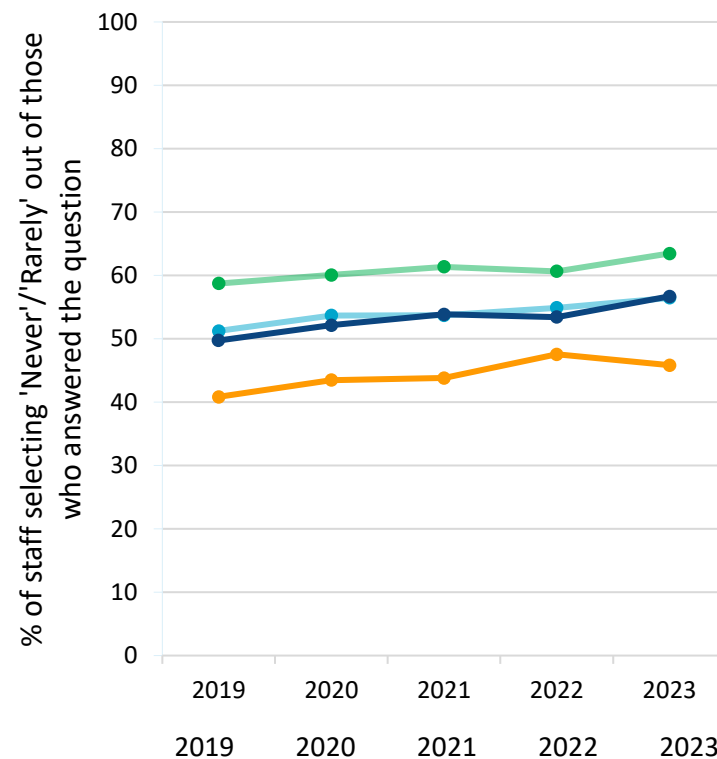


Q5b I have a choice in deciding how to do my work.



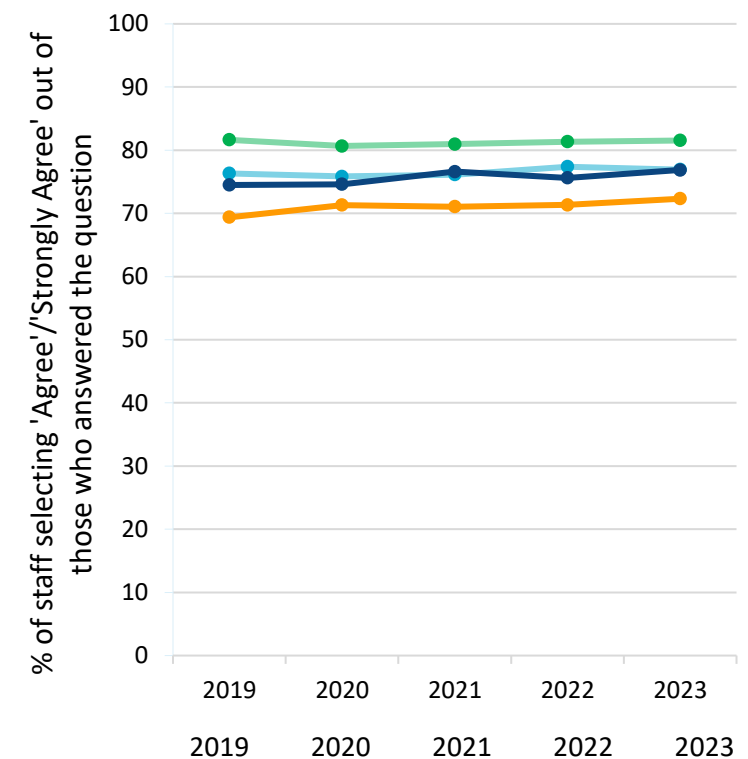
Your org	59.30%	61.11%	62.83%	63.03%	60.89%
Best result	70.54%	75.27%	71.25%	71.04%	70.51%
Average result	62.33%	64.05%	63.77%	64.10%	64.00%
Worst result	54.76%	57.16%	56.52%	54.84%	52.72%
Responses	3181	3069	3732	3165	4427

Q5c Relationships at work are strained.



Your org	49.75%	52.14%	53.86%	53.44%	56.69%
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	3171	3063	3741	3167	4433

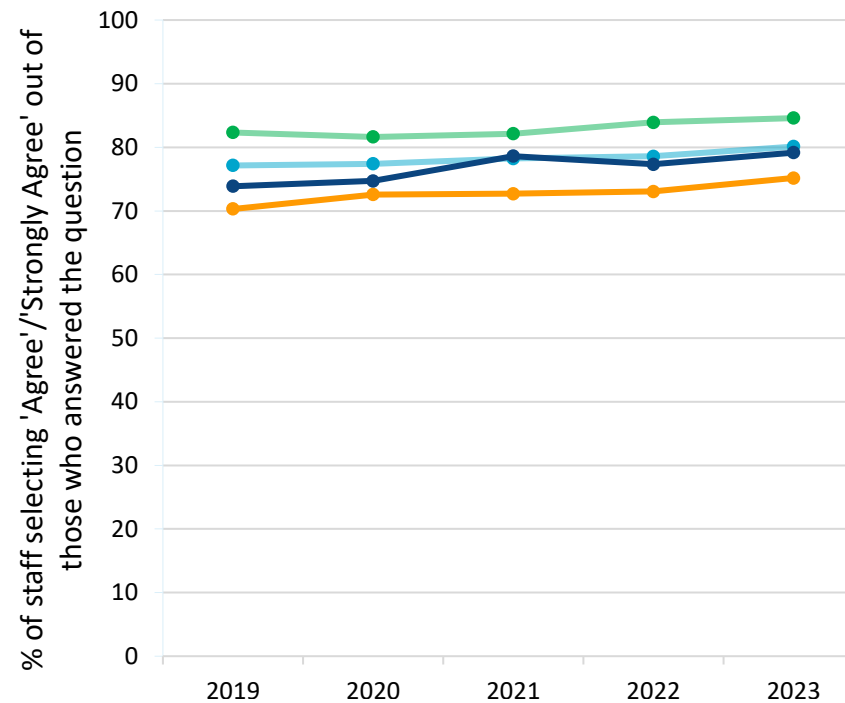
Q7c I receive the respect I deserve from my colleagues at work.



Your org	74.47%	74.60%	76.60%	75.62%	76.86%
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	3224	3084	3732	3155	4455



Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	73.89%	74.71%	78.61%	77.35%	79.16%
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	3172	3053	3750	3176	4471

Question not linked to People Promise elements or themes

Questions included:*

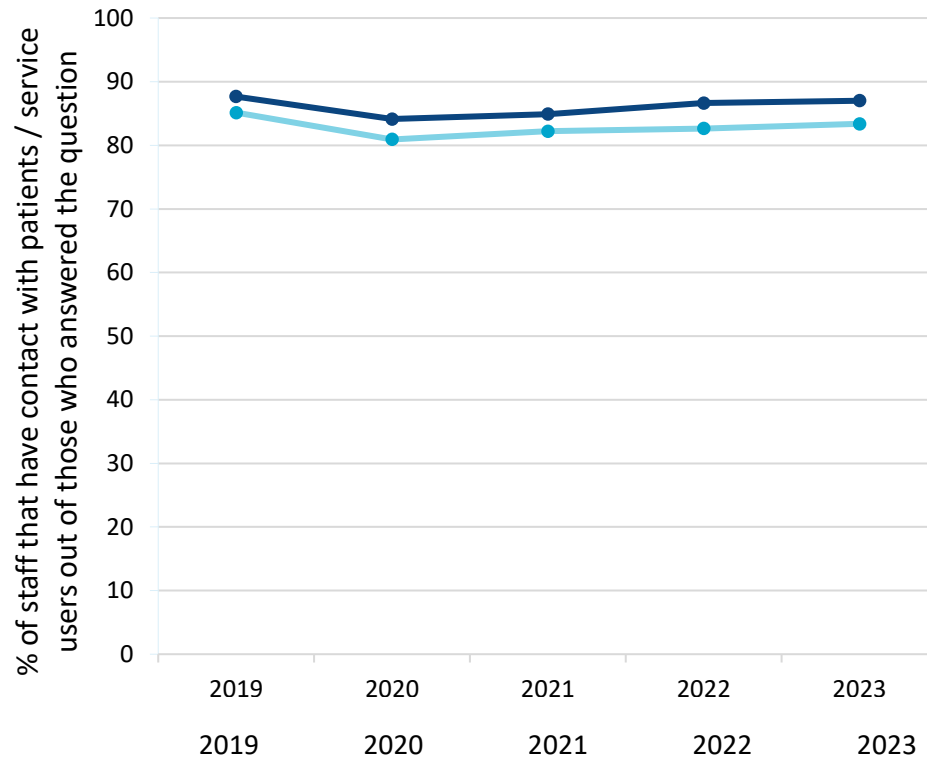
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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.

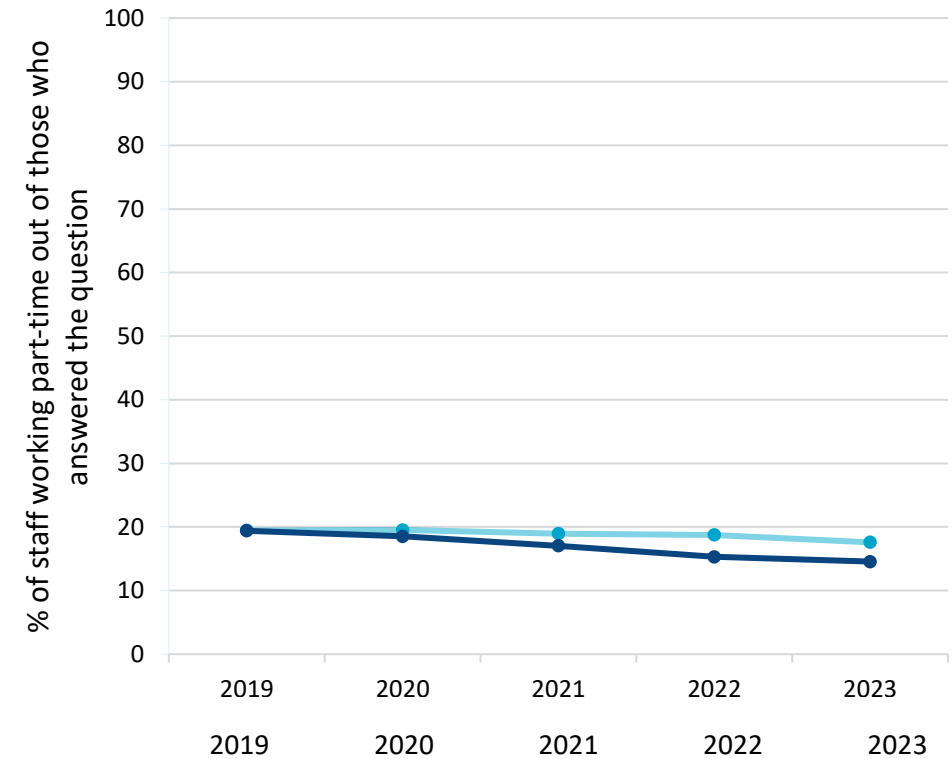


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2019	2020	2021	2022	2023
Your org	87.64%	84.12%	84.91%	86.63%	87.02%
Average	85.12%	80.93%	82.21%	82.64%	83.36%
Responses	3236	3124	3737	3164	4444

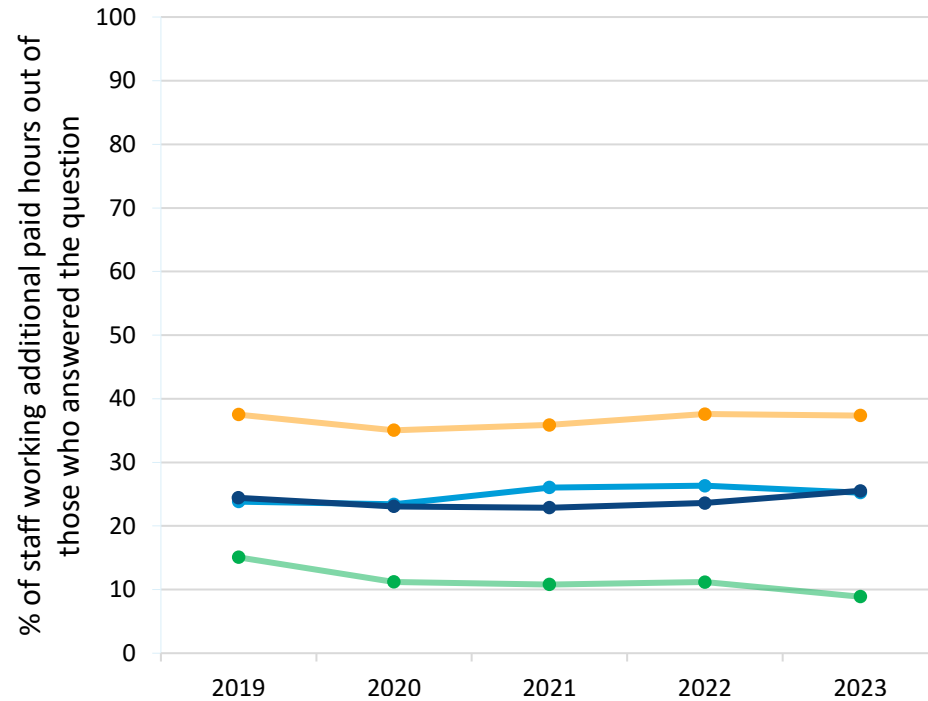
Q10a How many hours a week are you contracted to work?



	2019	2020	2021	2022	2023
Your org	19.39%	18.51%	17.03%	15.30%	14.55%
Average	19.46%	19.54%	18.96%	18.74%	17.59%
Responses	3140	3003	3405	2895	4028



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

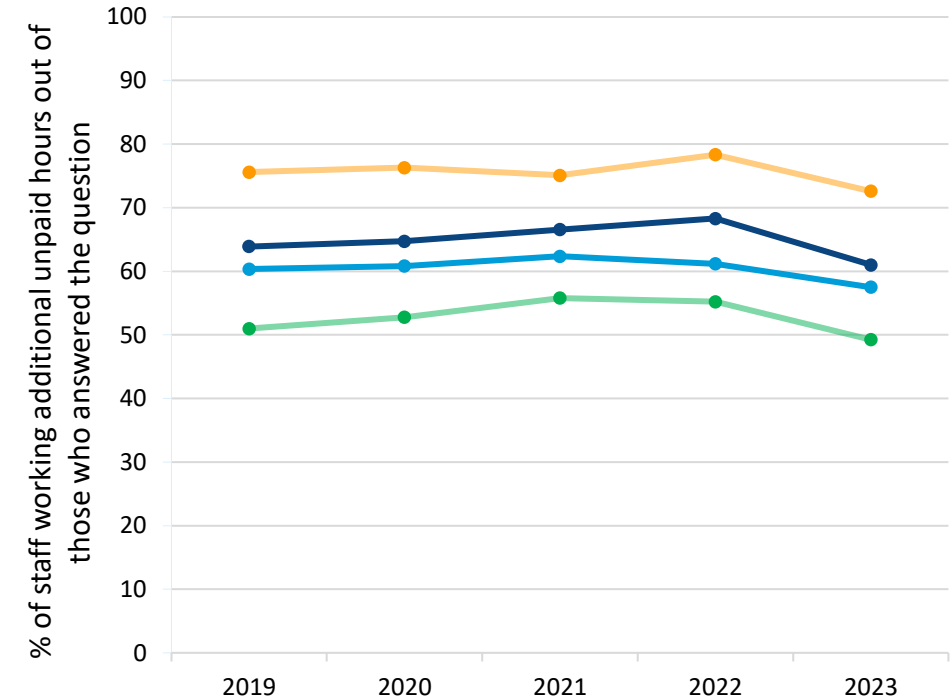


2019 2020 2021 2022 2023

Your org	24.44%	23.07%	22.87%	23.60%	25.50%
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 3150 3030 3655 3087 4347

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



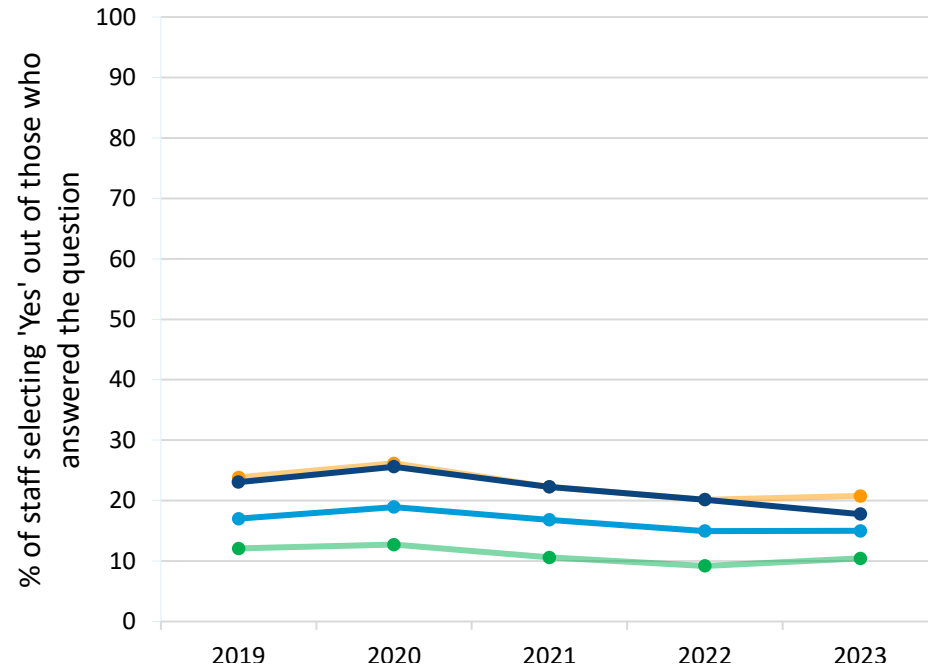
2019 2020 2021 2022 2023

Your org	63.86%	64.73%	66.55%	68.28%	60.99%
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 3140 3035 3687 3125 4371

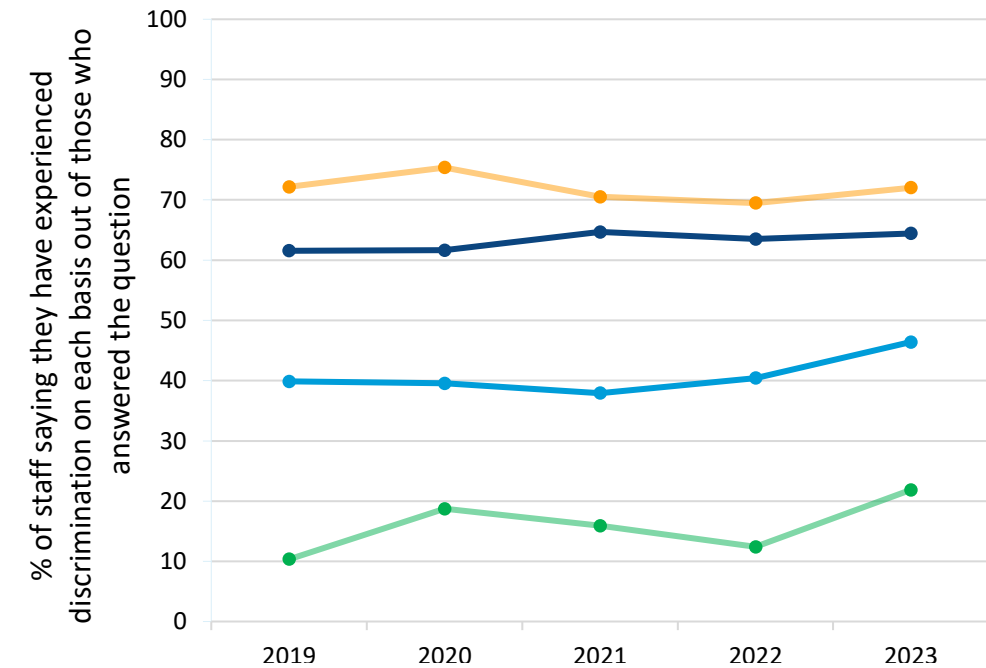


Q11e* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	23.04%	25.60%	22.27%	20.17%	17.77%
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	1800	1400	1939	1754	2359

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

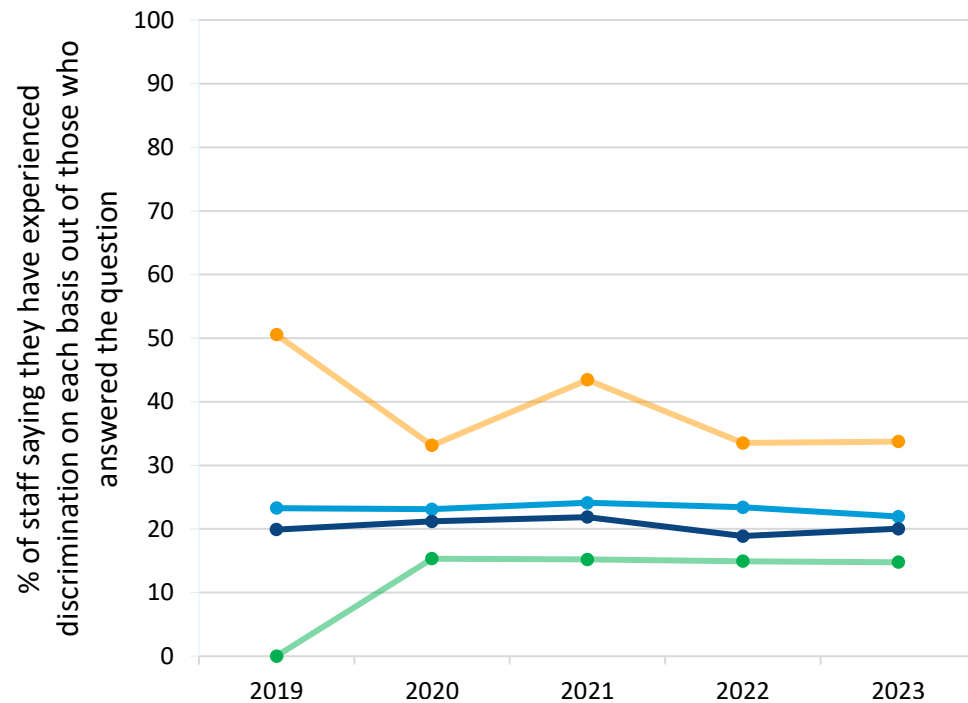


	2019	2020	2021	2022	2023
Your org	61.53%	61.63%	64.66%	63.52%	64.44%
Best result	10.37%	18.72%	15.93%	12.40%	21.86%
Average result	39.88%	39.54%	37.92%	40.42%	46.40%
Worst result	72.17%	75.37%	70.51%	69.48%	72.03%
Responses	598	560	667	563	760

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



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

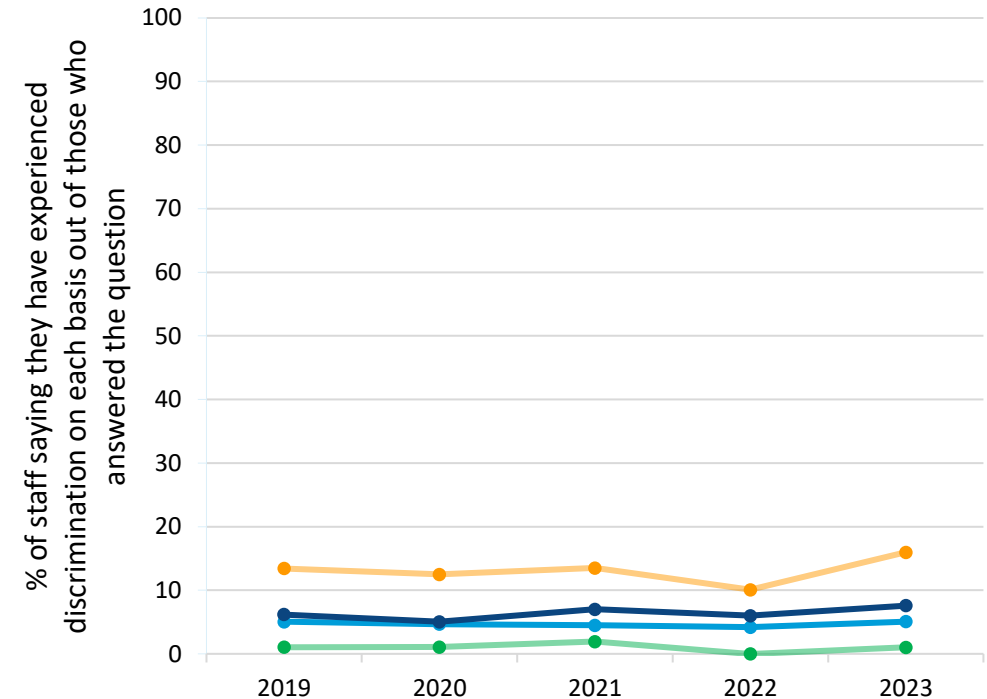


2019 2020 2021 2022 2023

Your org	19.92%	21.18%	21.87%	18.87%	20.04%
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 598 560 667 563 760

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



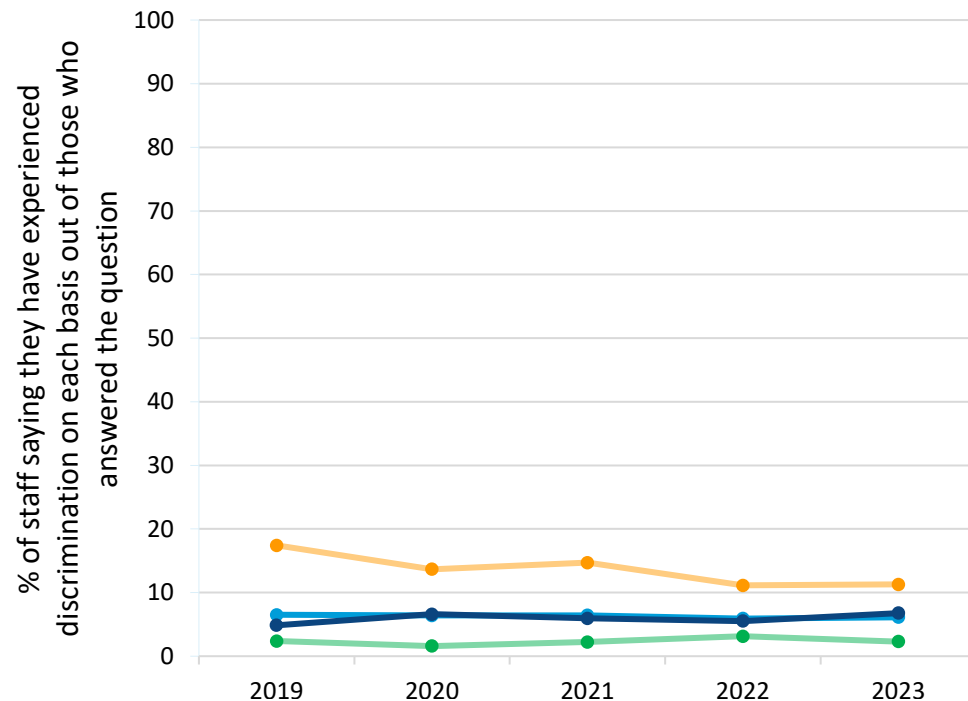
2019 2020 2021 2022 2023

Your org	6.17%	5.07%	7.01%	6.01%	7.60%
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 598 560 667 563 760



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

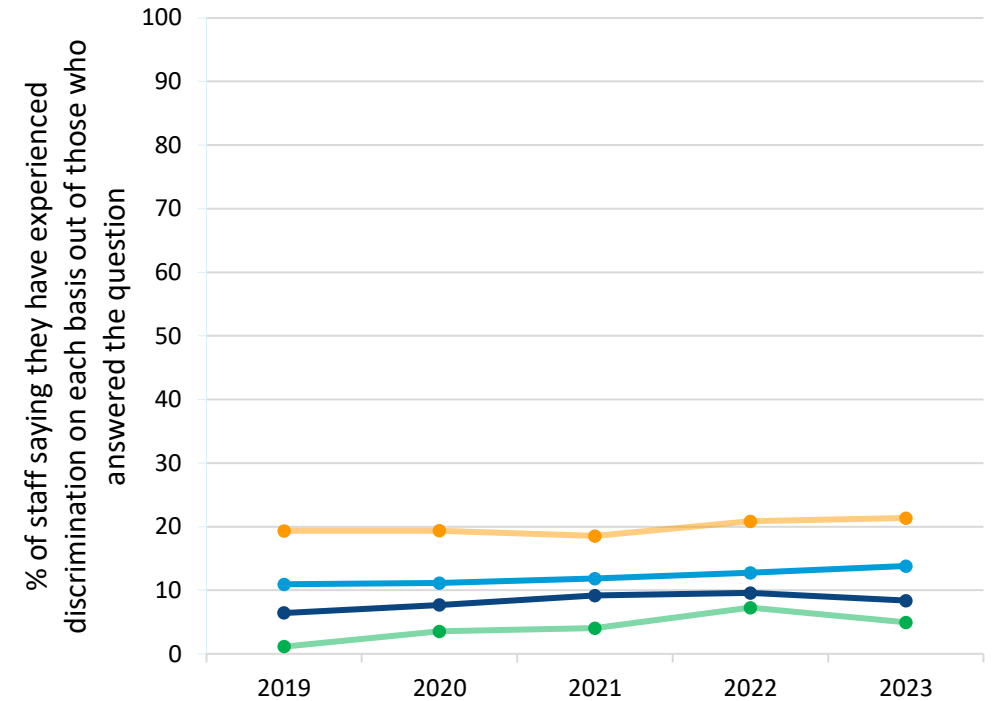


2019 2020 2021 2022 2023

Your org	4.87%	6.59%	5.94%	5.51%	6.78%
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 598 560 667 563 760

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



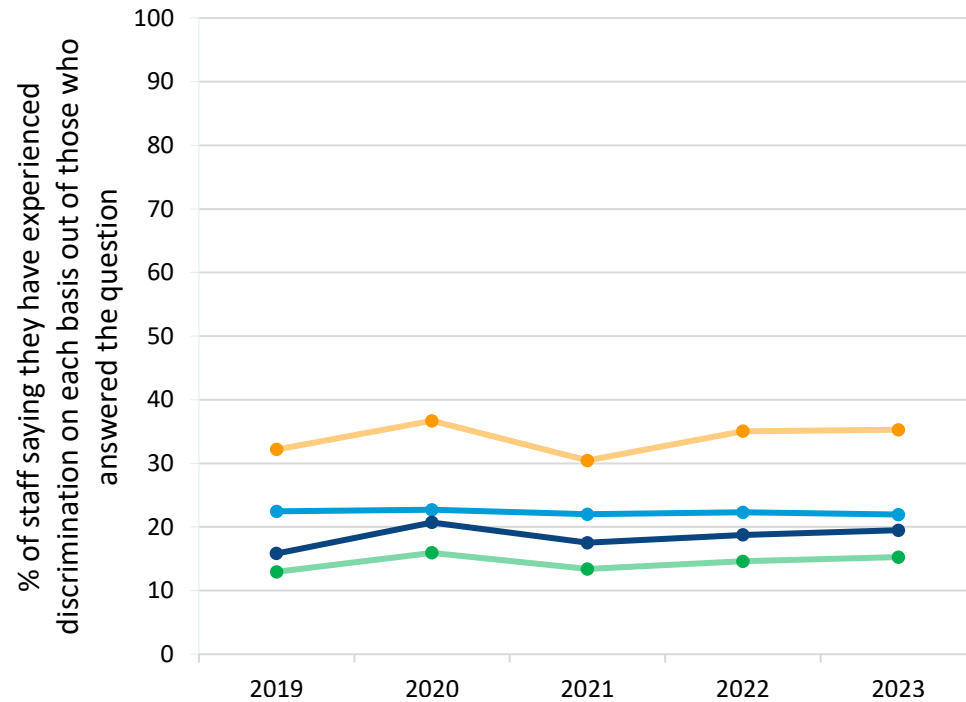
2019 2020 2021 2022 2023

Your org	6.45%	7.71%	9.19%	9.59%	8.38%
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 598 560 667 563 760

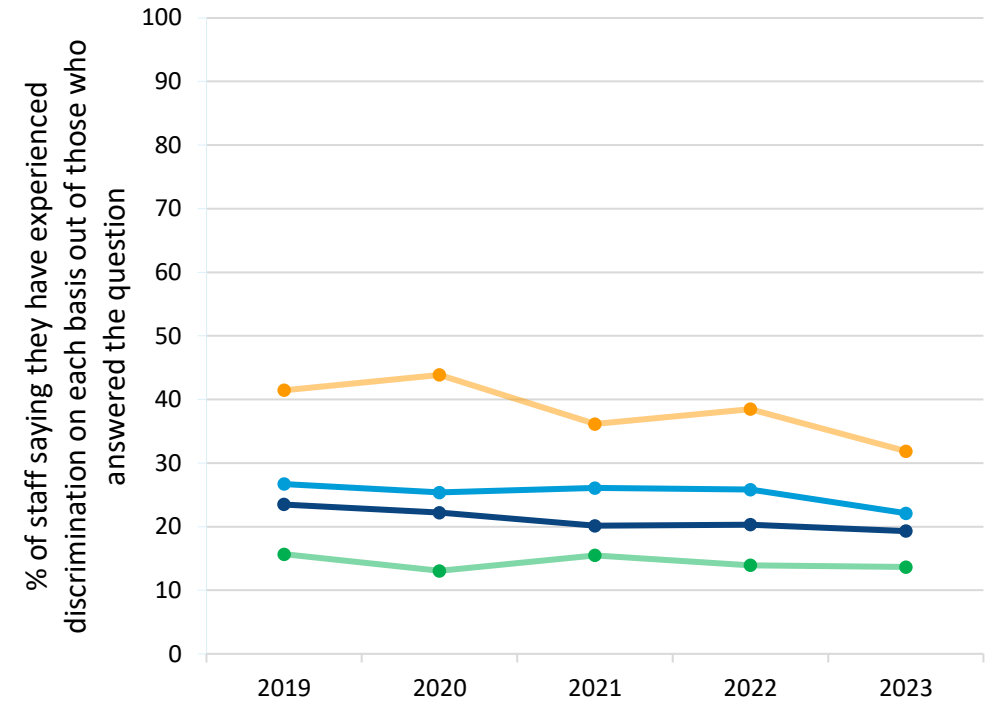


Q16c.6 On what grounds have you experienced discrimination?
– Age.



	2019	2020	2021	2022	2023
Worst result	32.19%	36.68%	30.46%	35.04%	35.29%
Average result	22.43%	22.70%	21.98%	22.31%	21.94%
Your org	15.81%	20.70%	17.51%	18.76%	19.48%
Best result	12.93%	15.93%	13.39%	14.60%	15.24%
Responses	598	560	667	563	760

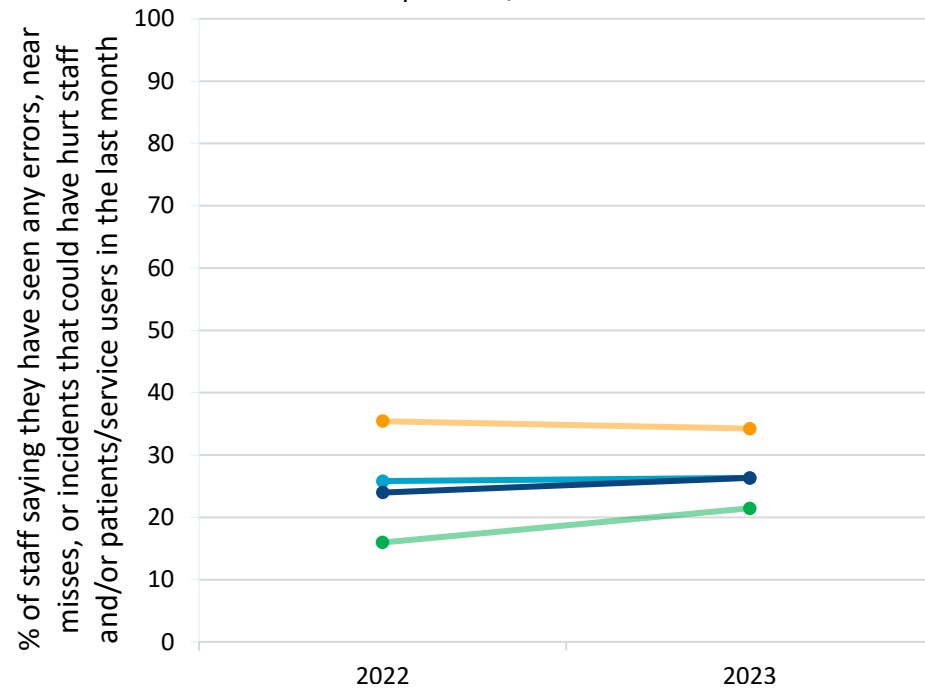
Q16c.7 On what grounds have you experienced discrimination?
– Other.



	2019	2020	2021	2022	2023
Worst result	41.46%	43.86%	36.14%	38.50%	31.88%
Average result	26.72%	25.39%	26.09%	25.83%	22.12%
Your org	23.47%	22.20%	20.14%	20.31%	19.31%
Best result	15.68%	13.07%	15.50%	13.95%	13.65%
Responses	598	560	667	563	760

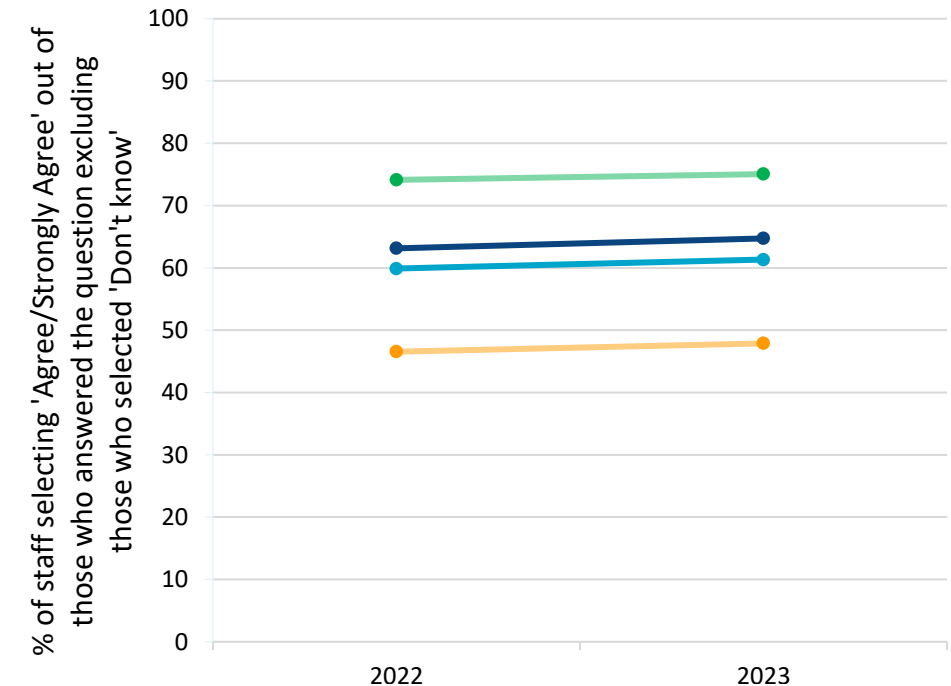


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	23.99%	26.31%
Best result	15.97%	21.45%
Average result	25.81%	26.33%
Worst result	35.43%	34.22%
Responses	3162	4342

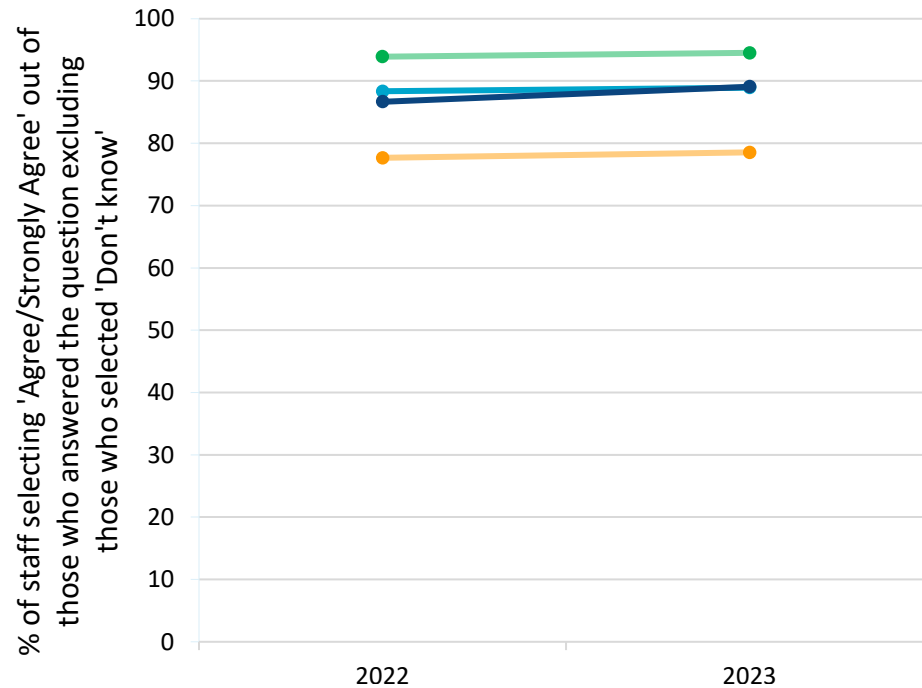
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	63.13%	64.75%
Best result	74.13%	75.07%
Average result	59.88%	61.32%
Worst result	46.57%	47.90%
Responses	2433	3506

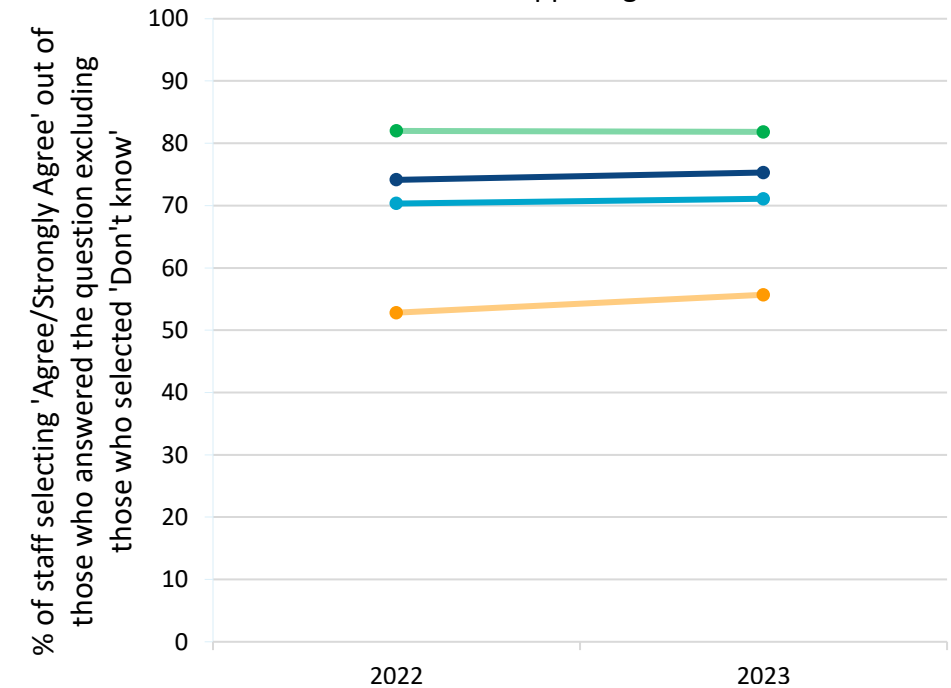


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	86.66%	89.08%
Best result	93.88%	94.49%
Average result	88.33%	88.93%
Worst result	77.65%	78.53%
Responses	3049	4324

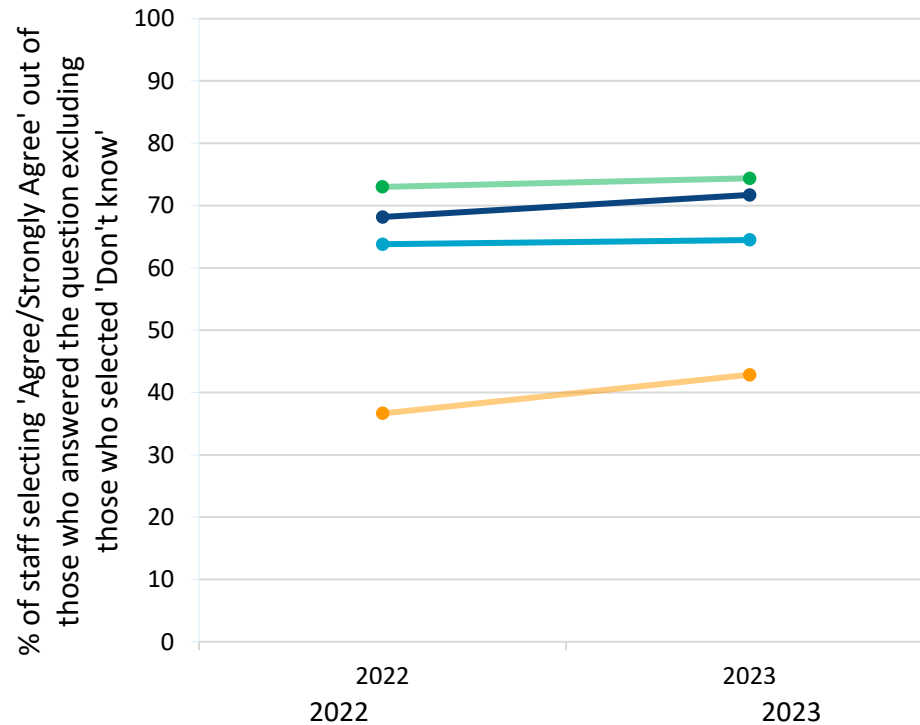
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	74.14%	75.29%
Best result	81.97%	81.82%
Average result	70.33%	71.08%
Worst result	52.79%	55.67%
Responses	2789	4040

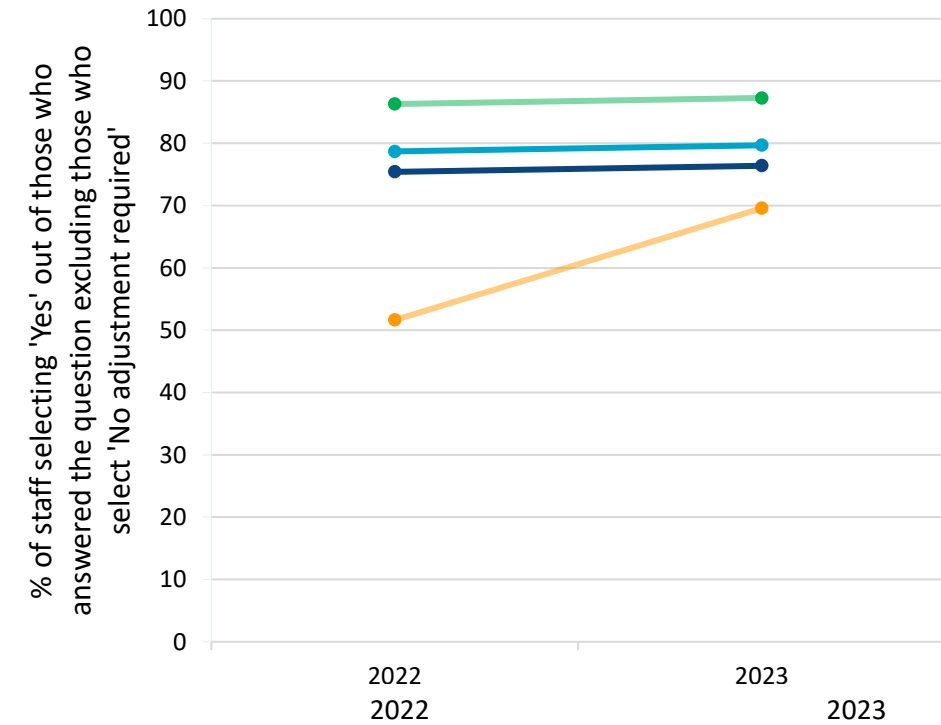


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	68.15%	71.70%
Best result	72.97%	74.36%
Average result	63.80%	64.49%
Worst result	36.65%	42.84%
Responses	2851	4108

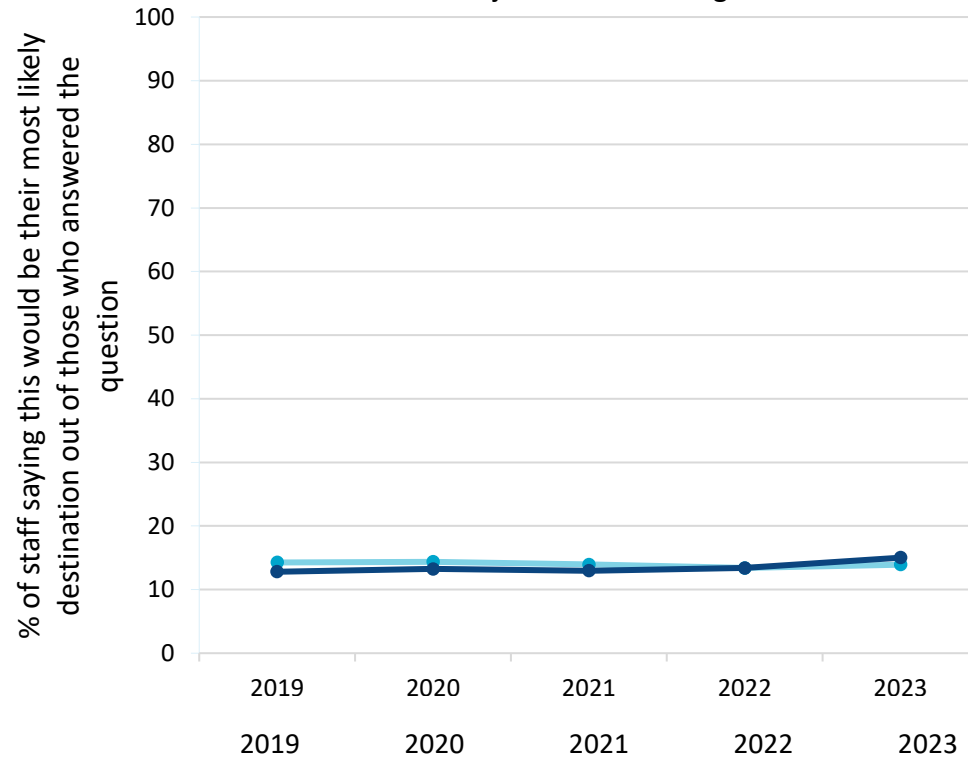
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	75.43%	76.39%
Best result	86.30%	87.25%
Average result	78.68%	79.67%
Worst result	51.65%	69.57%
Responses	516	724

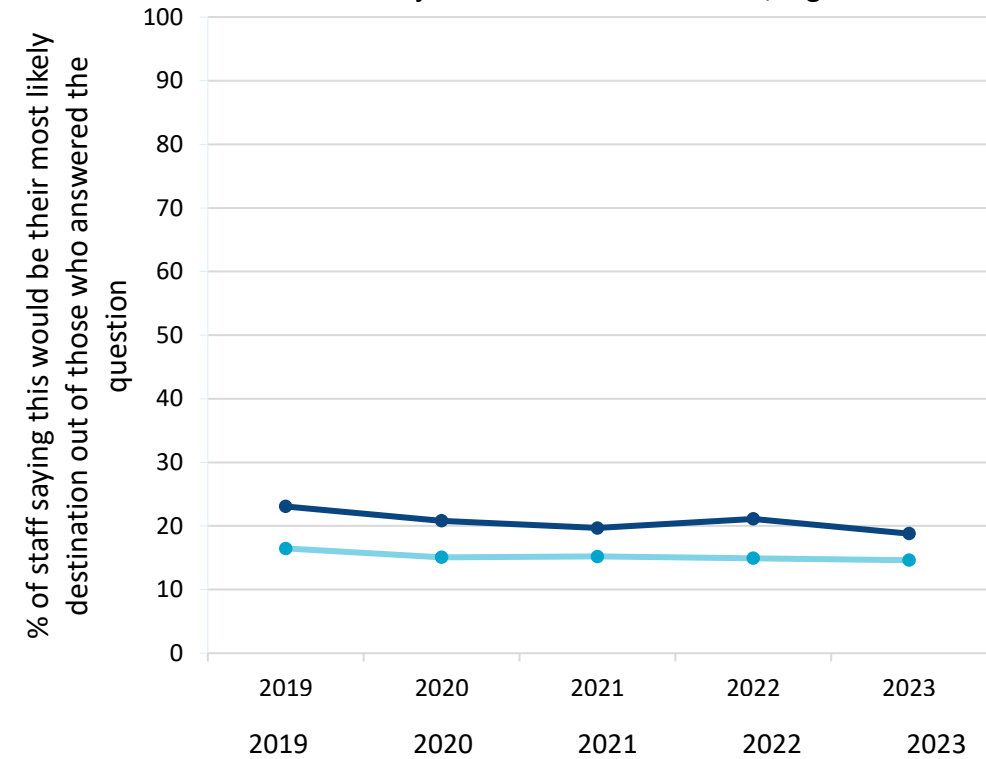


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
Your org	12.82%	13.25%	12.97%	13.38%	15.03%
Average	14.26%	14.36%	13.95%	13.38%	13.92%
Responses	3019	2959	3469	2900	4098

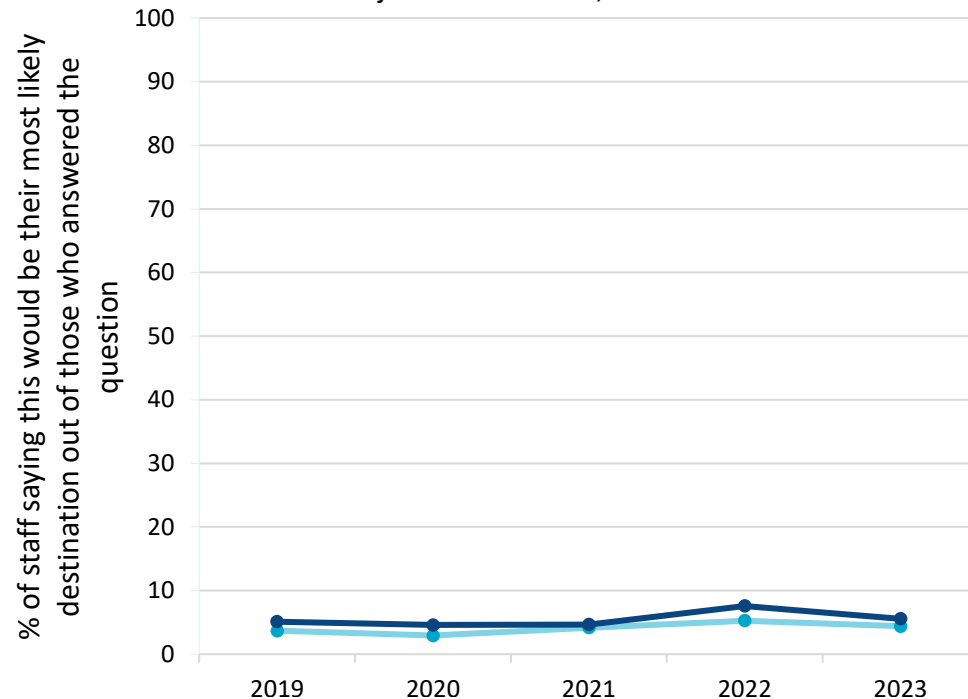
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
Your org	23.05%	20.82%	19.69%	21.10%	18.79%
Average	16.47%	15.08%	15.20%	14.94%	14.63%
Responses	3019	2959	3469	2900	4098



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.

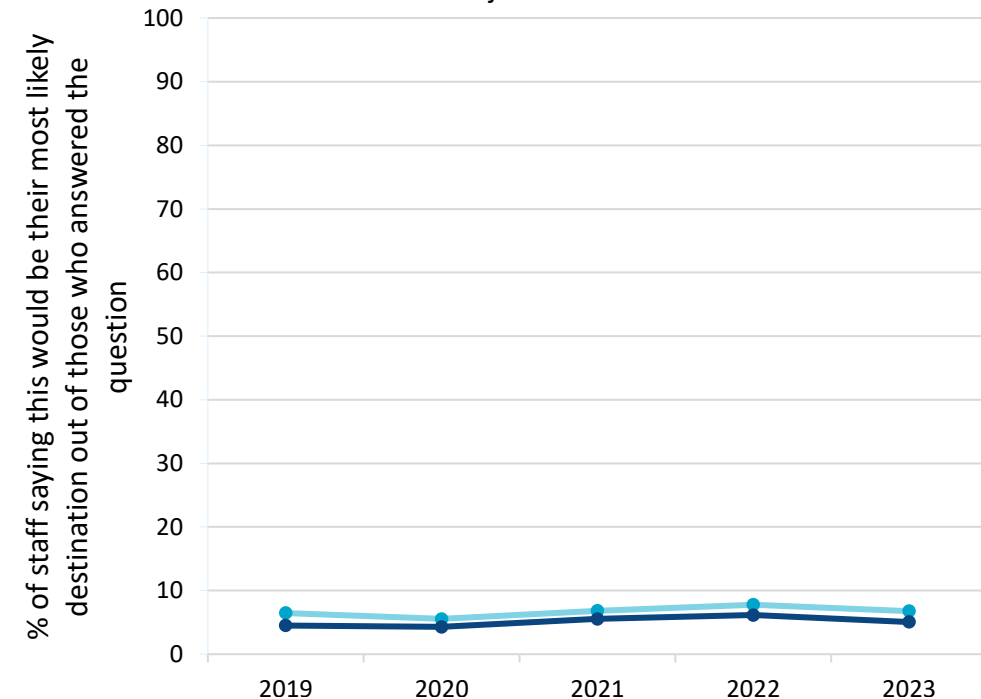


2019 2020 2021 2022 2023

Your org	5.10%	4.60%	4.67%	7.59%	5.56%
Average	3.68%	2.93%	4.17%	5.26%	4.39%

Responses 3019 2959 3469 2900 4098

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.



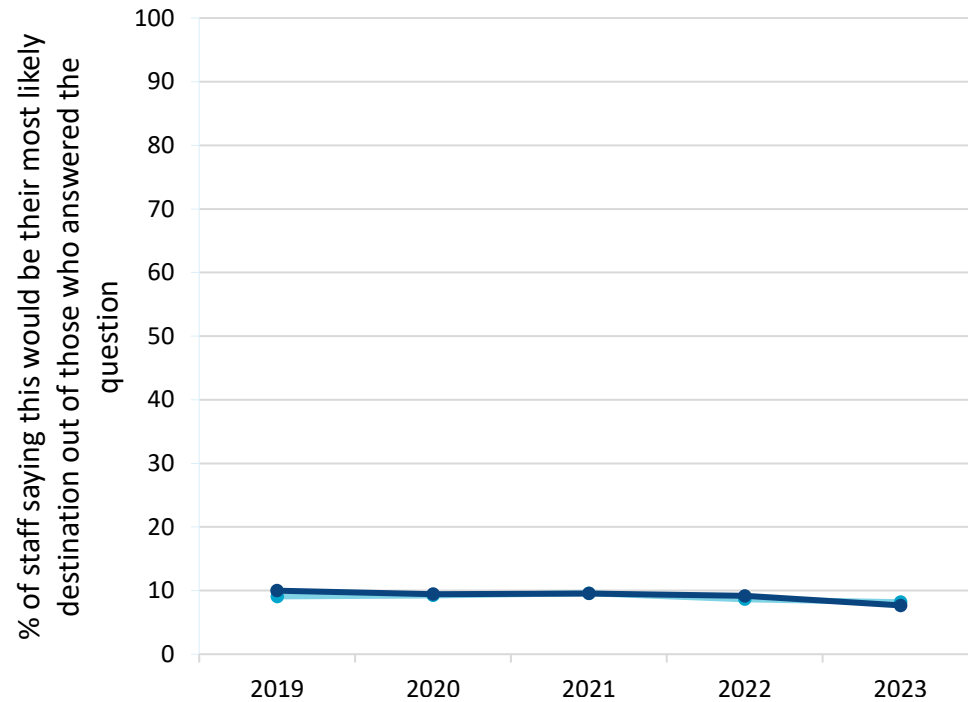
2019 2020 2021 2022 2023

Your org	4.50%	4.29%	5.53%	6.14%	5.08%
Average	6.47%	5.53%	6.83%	7.77%	6.78%

Responses 3019 2959 3469 2900 4098



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.

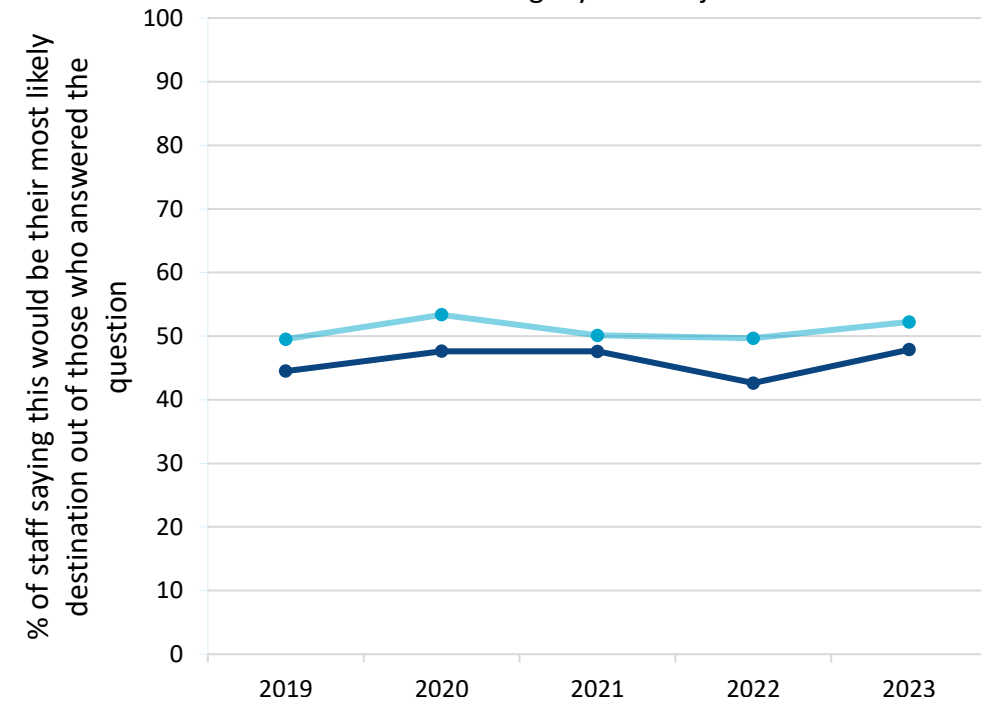


2019 2020 2021 2022 2023

Your org	10.00%	9.43%	9.54%	9.17%	7.66%
Average	9.06%	9.24%	9.57%	8.64%	8.18%

Responses 3019 2959 3469 2900 4098

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	44.52%	47.62%	47.59%	42.62%	47.88%
Average	49.50%	53.36%	50.12%	49.65%	52.22%

Responses 3019 2959 3469 2900 4098

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.

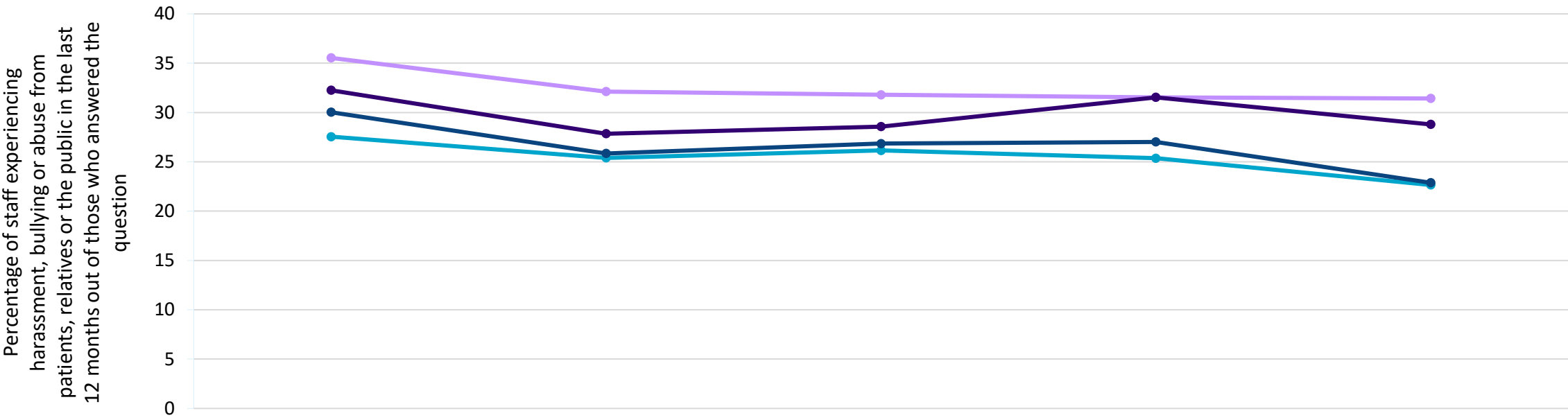
Averages are calculated as the median for the benchmark group.

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.



Workforce Race Equality Standard (WRES)

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

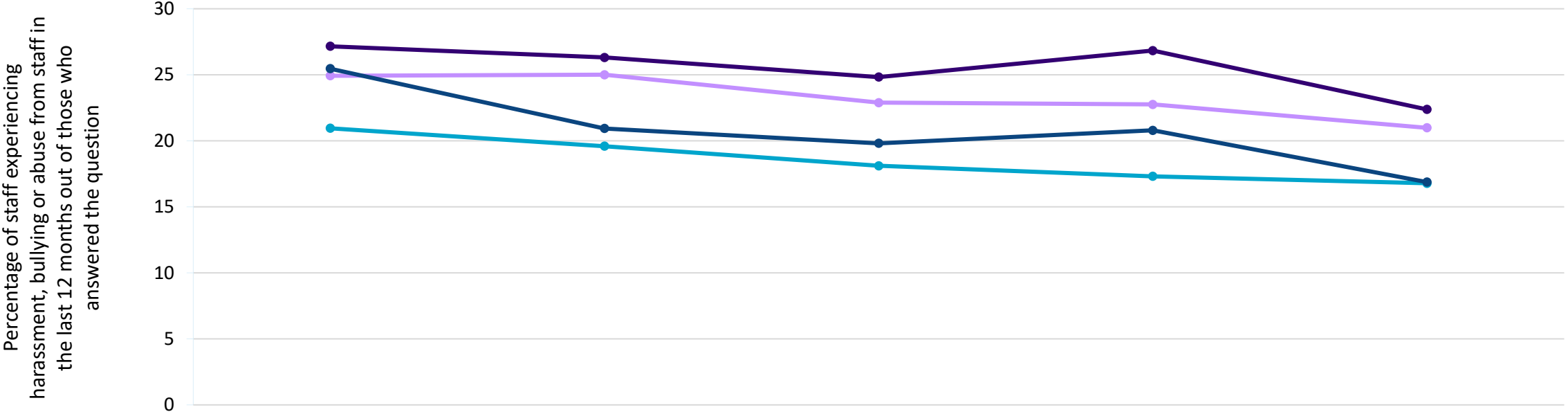


	2019	2020	2021	2022	2023
White staff: Your org	30.04%	25.85%	26.85%	27.02%	22.88%
All other ethnic groups*: Your org	32.26%	27.86%	28.57%	31.54%	28.80%
White staff: Average	27.55%	25.40%	26.16%	25.37%	22.66%
All other ethnic groups*: Average	35.54%	32.12%	31.79%	31.54%	31.43%
White staff: Responses	1841	1741	2227	1869	2386
All other ethnic groups*: Responses	1122	998	1442	1227	1986

*Staff from all other ethnic groups combined



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



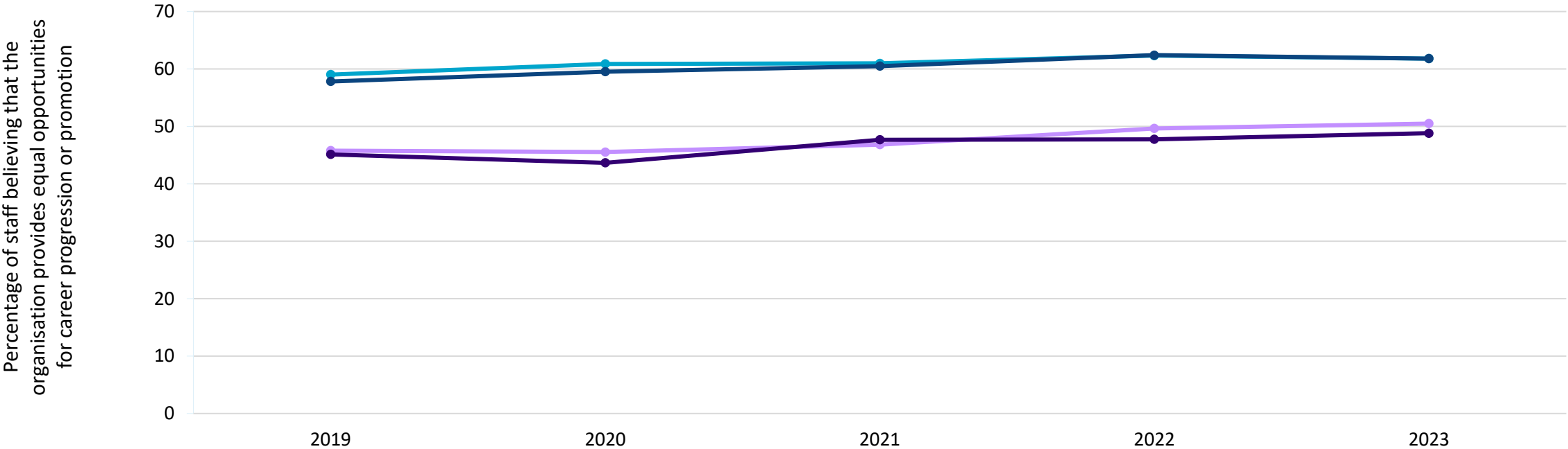
	2019	2020	2021	2022	2023
White staff: Your org	25.46%	20.93%	19.80%	20.79%	16.87%
All other ethnic groups*: Your org	27.15%	26.31%	24.83%	26.83%	22.37%
White staff: Average	20.95%	19.59%	18.10%	17.31%	16.78%
All other ethnic groups*: Average	24.92%	25.00%	22.88%	22.75%	20.98%
White staff: Responses	1842	1744	2232	1871	2383
All other ethnic groups*: Responses	1116	992	1442	1230	1980

*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.

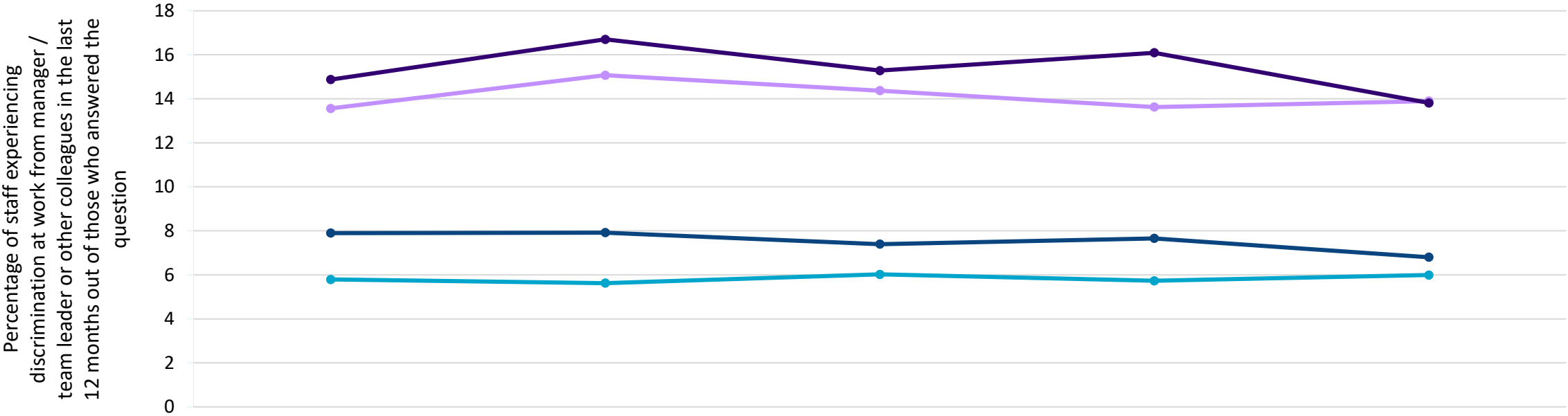


	2019	2020	2021	2022	2023
White staff: Your org	57.85%	59.54%	60.49%	62.41%	61.82%
All other ethnic groups*: Your org	45.13%	43.67%	47.68%	47.77%	48.82%
White staff: Average	59.04%	60.90%	60.98%	62.33%	61.82%
All other ethnic groups*: Average	45.80%	45.54%	46.84%	49.65%	50.50%
White staff: Responses	1848	1787	2225	1873	2373
All other ethnic groups*: Responses	1119	1035	1441	1231	1987

*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	7.90%	7.92%	7.40%	7.66%	6.80%
All other ethnic groups*: Your org	14.87%	16.70%	15.28%	16.09%	13.81%
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	1848	1793	2217	1854	2367
All other ethnic groups*: Responses	1116	1036	1433	1218	1962

*Staff from all other ethnic groups combined

Workforce Disability Equality Standards (WDES)

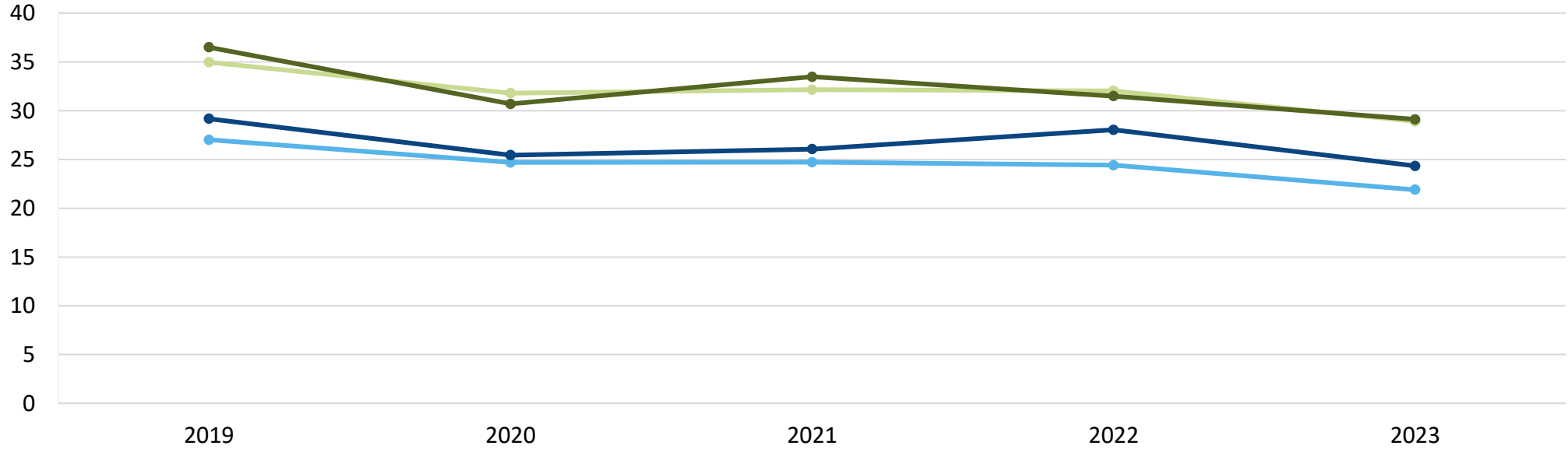
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WDES charts are unweighted.

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.

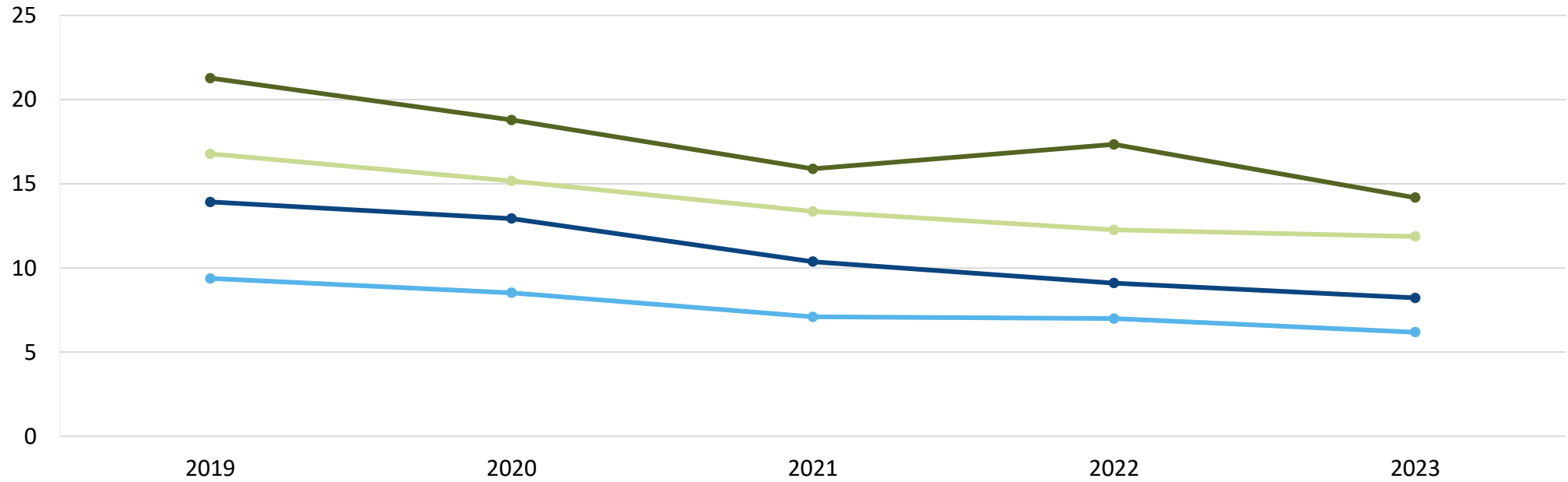


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	36.51%	30.70%	33.49%	31.51%	29.11%
Staff without a LTC or illness: Your org	29.18%	25.46%	26.07%	28.04%	24.35%
Staff with a LTC or illness: Average	34.98%	31.81%	32.16%	32.04%	28.92%
Staff without a LTC or illness: Average	27.03%	24.69%	24.73%	24.42%	21.91%
Staff with a LTC or illness: Responses	567	596	866	822	1106
Staff without a LTC or illness: Responses	2505	2251	2839	2311	3261



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.

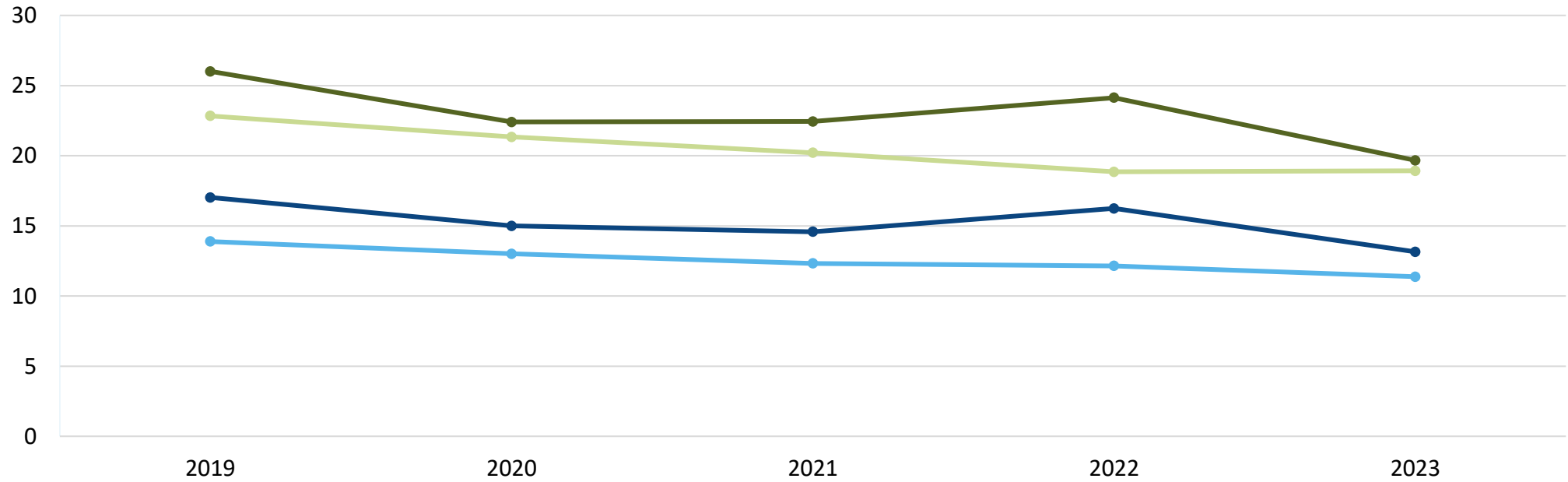


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	21.28%	18.79%	15.89%	17.34%	14.18%
Staff without a LTC or illness: Your org	13.92%	12.94%	10.37%	9.10%	8.23%
Staff with a LTC or illness: Average	16.78%	15.17%	13.36%	12.27%	11.87%
Staff without a LTC or illness: Average	9.38%	8.52%	7.10%	6.99%	6.19%
Staff with a LTC or illness: Responses	564	596	862	819	1100
Staff without a LTC or illness: Responses	2486	2241	2815	2296	3246



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.

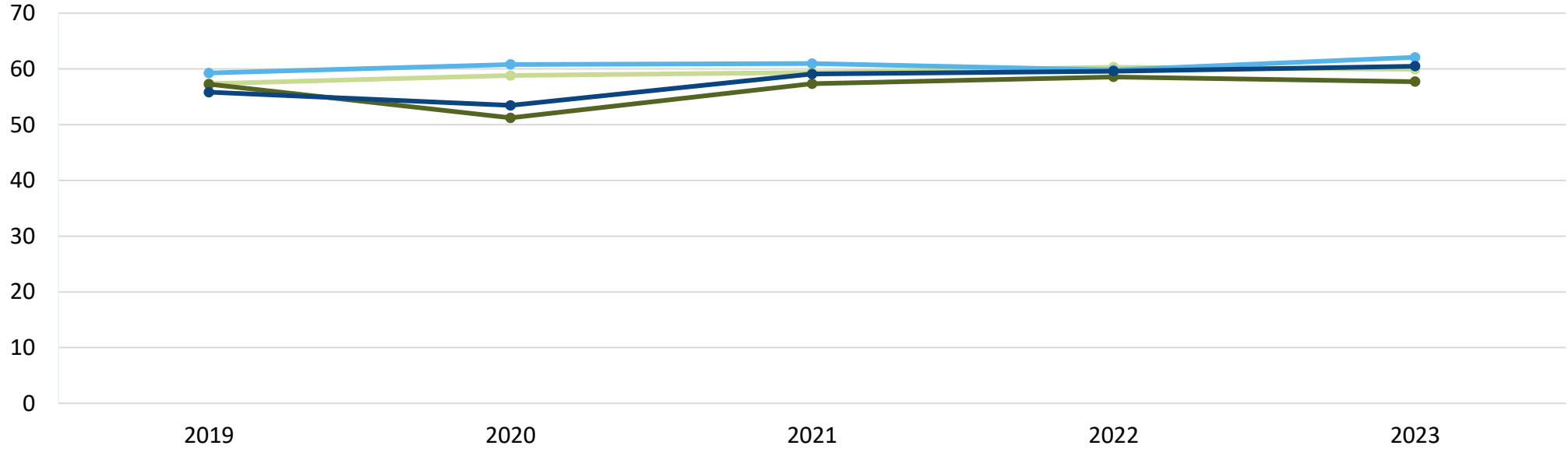


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	26.02%	22.41%	22.44%	24.14%	19.67%
Staff without a LTC or illness: Your org	17.02%	15.00%	14.59%	16.24%	13.15%
Staff with a LTC or illness: Average	22.85%	21.34%	20.21%	18.86%	18.93%
Staff without a LTC or illness: Average	13.89%	13.01%	12.33%	12.15%	11.38%
Staff with a LTC or illness: Responses	565	598	860	816	1103
Staff without a LTC or illness: Responses	2485	2240	2804	2284	3246



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.

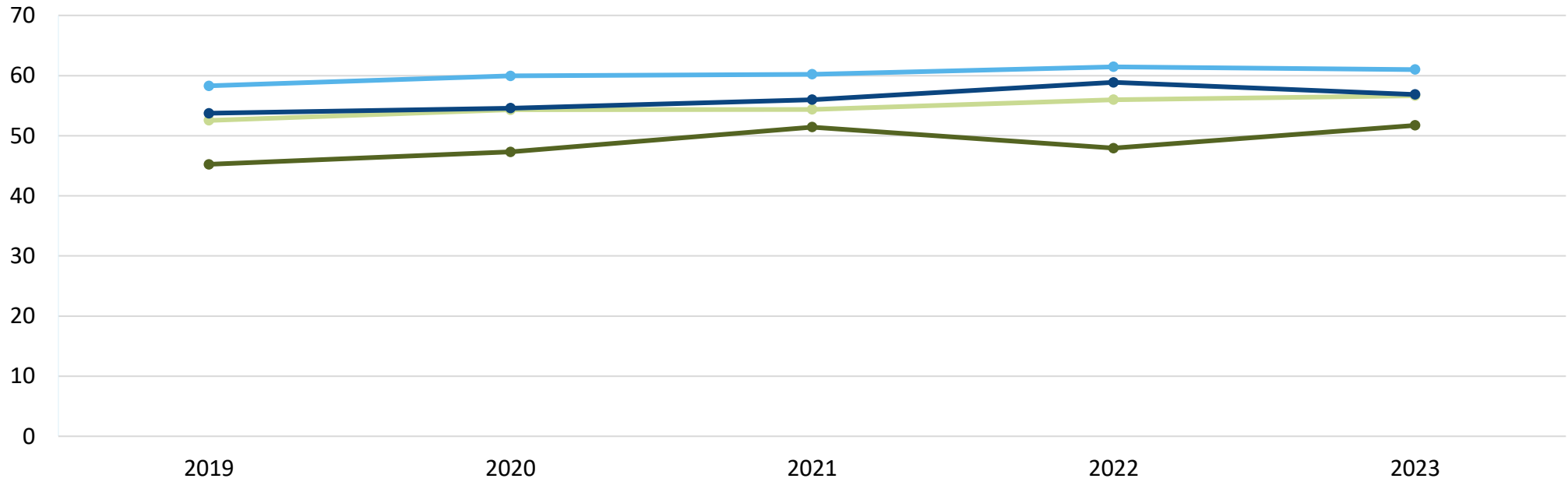


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	57.24%	51.23%	57.33%	58.57%	57.73%
Staff without a LTC or illness: Your org	55.82%	53.45%	59.08%	59.60%	60.49%
Staff with a LTC or illness: Average	57.37%	58.81%	59.38%	60.32%	59.93%
Staff without a LTC or illness: Average	59.27%	60.81%	60.96%	59.81%	62.07%
Staff with a LTC or illness: Responses	283	244	375	350	414
Staff without a LTC or illness: Responses	937	739	909	755	987



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.

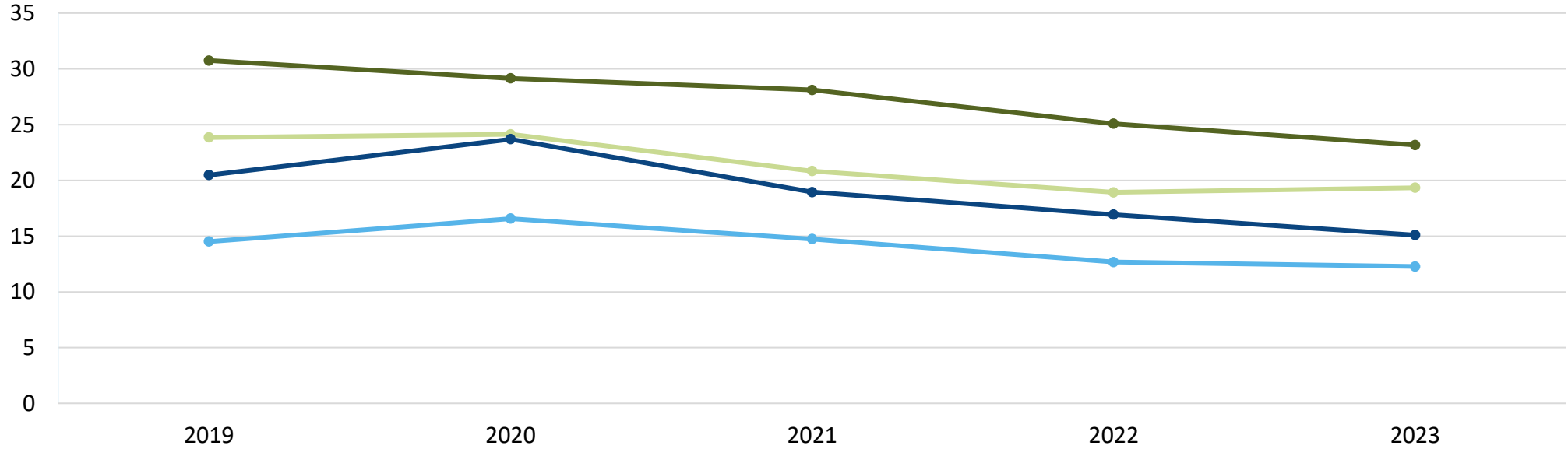


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	45.23%	47.32%	51.44%	47.93%	51.72%
Staff without a LTC or illness: Your org	53.74%	54.58%	56.00%	58.88%	56.87%
Staff with a LTC or illness: Average	52.55%	54.31%	54.38%	55.99%	56.66%
Staff without a LTC or illness: Average	58.30%	59.96%	60.23%	61.48%	61.00%
Staff with a LTC or illness: Responses	566	615	869	822	1106
Staff without a LTC or illness: Responses	2512	2316	2832	2320	3251



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.

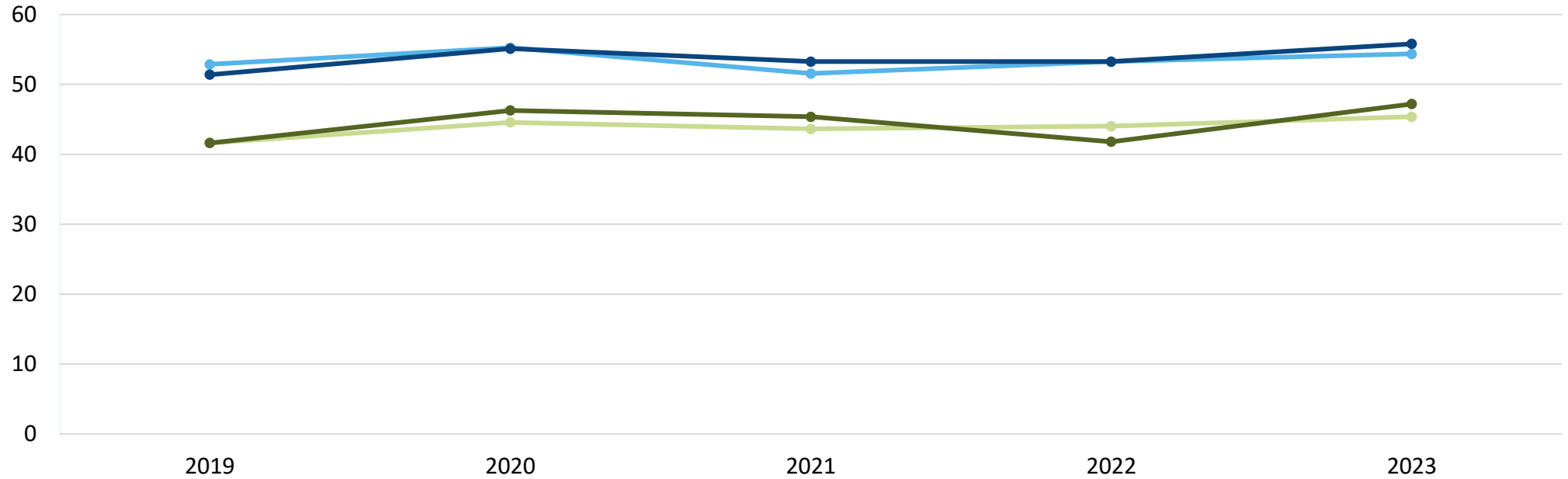


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	30.75%	29.16%	28.11%	25.08%	23.18%
Staff without a LTC or illness: Your org	20.48%	23.70%	18.95%	16.93%	15.10%
Staff with a LTC or illness: Average	23.86%	24.14%	20.85%	18.93%	19.35%
Staff without a LTC or illness: Average	14.52%	16.57%	14.74%	12.67%	12.27%
Staff with a LTC or illness: Responses	413	391	594	598	742
Staff without a LTC or illness: Responses	1338	962	1319	1140	1570



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.

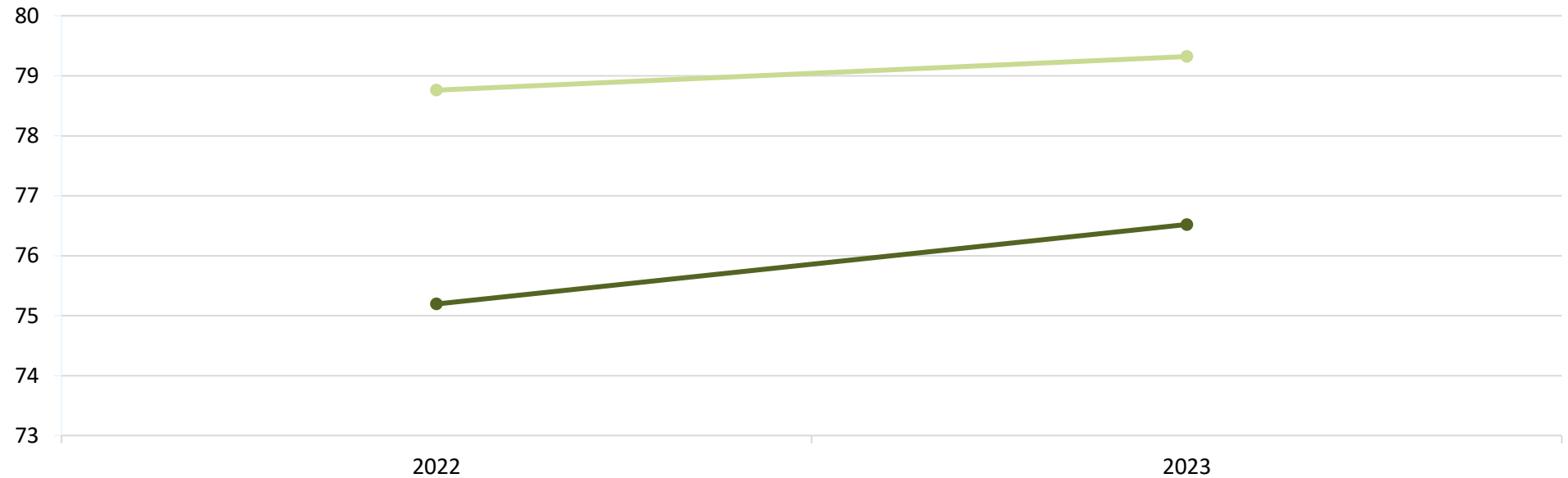


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	41.62%	46.27%	45.37%	41.79%	47.20%
Staff without a LTC or illness: Your org	51.39%	55.11%	53.24%	53.25%	55.79%
Staff with a LTC or illness: Average	41.62%	44.56%	43.63%	44.02%	45.36%
Staff without a LTC or illness: Average	52.87%	55.25%	51.54%	53.25%	54.35%
Staff with a LTC or illness: Responses	567	616	864	816	1106
Staff without a LTC or illness: Responses	2518	2321	2836	2310	3266

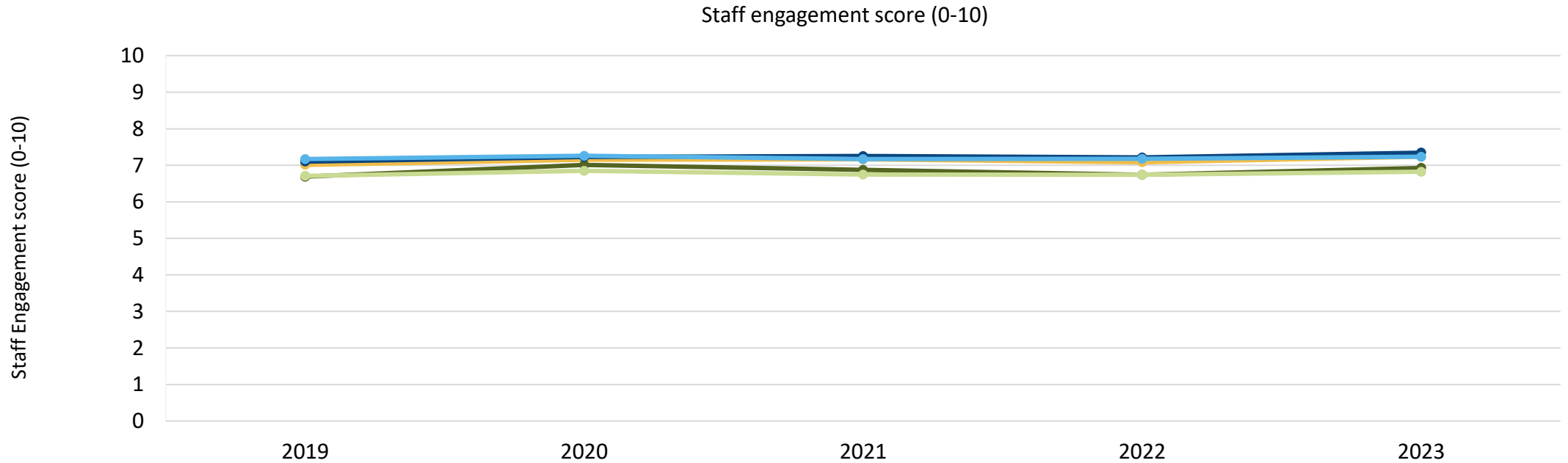


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	75.19%	76.52%
Staff with a LTC or illness: Average	78.76%	79.32%
Staff with a LTC or illness: Responses	516	724



	2019	2020	2021	2022	2023
Organisation average	7.01	7.15	7.16	7.08	7.23
Staff with a LTC or illness: Your org	6.69	7.01	6.87	6.74	6.93
Staff without a LTC or illness: Your org	7.10	7.23	7.25	7.21	7.35
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	570	618	871	825	1111
Staff without a LTC or illness: Responses	2524	2329	2850	2325	3276

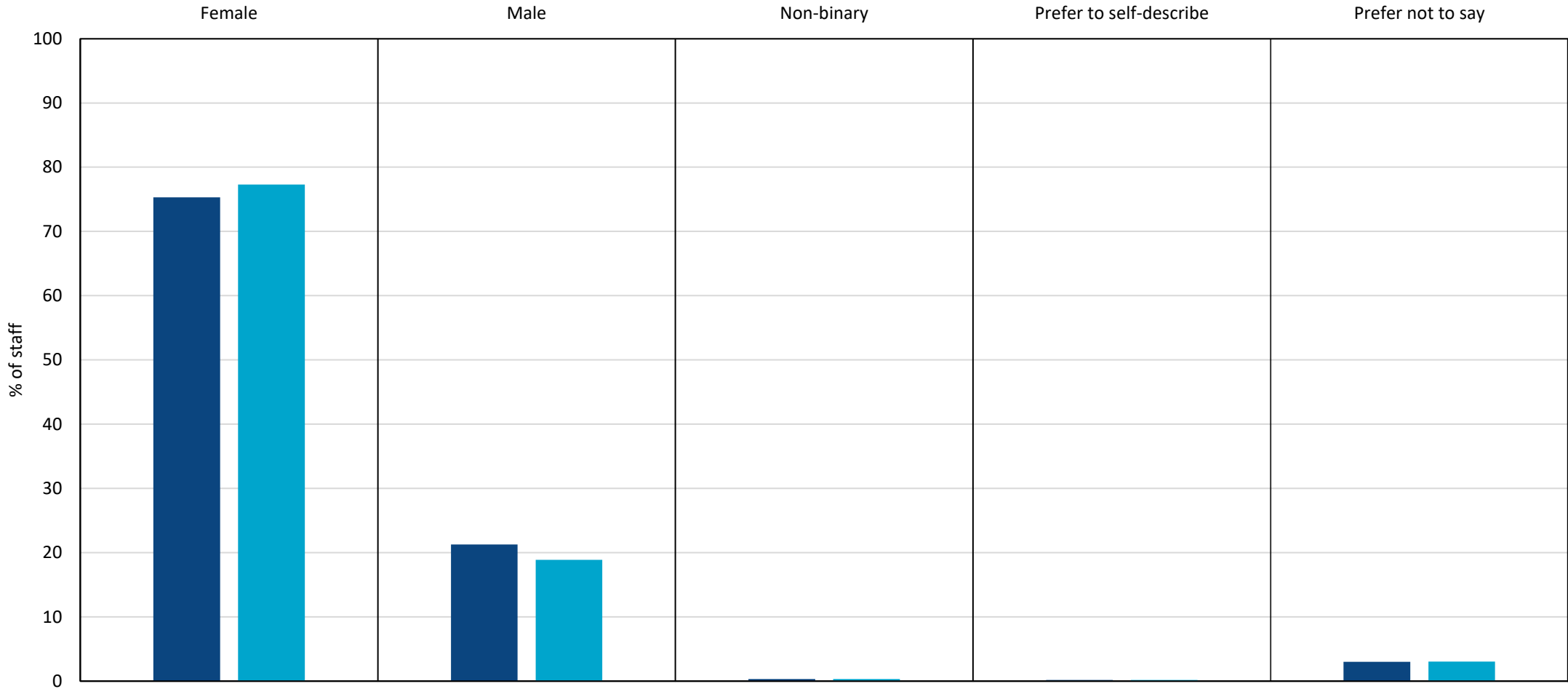
Note. Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

About your respondents

This section shows demographic and other background information for 2023.



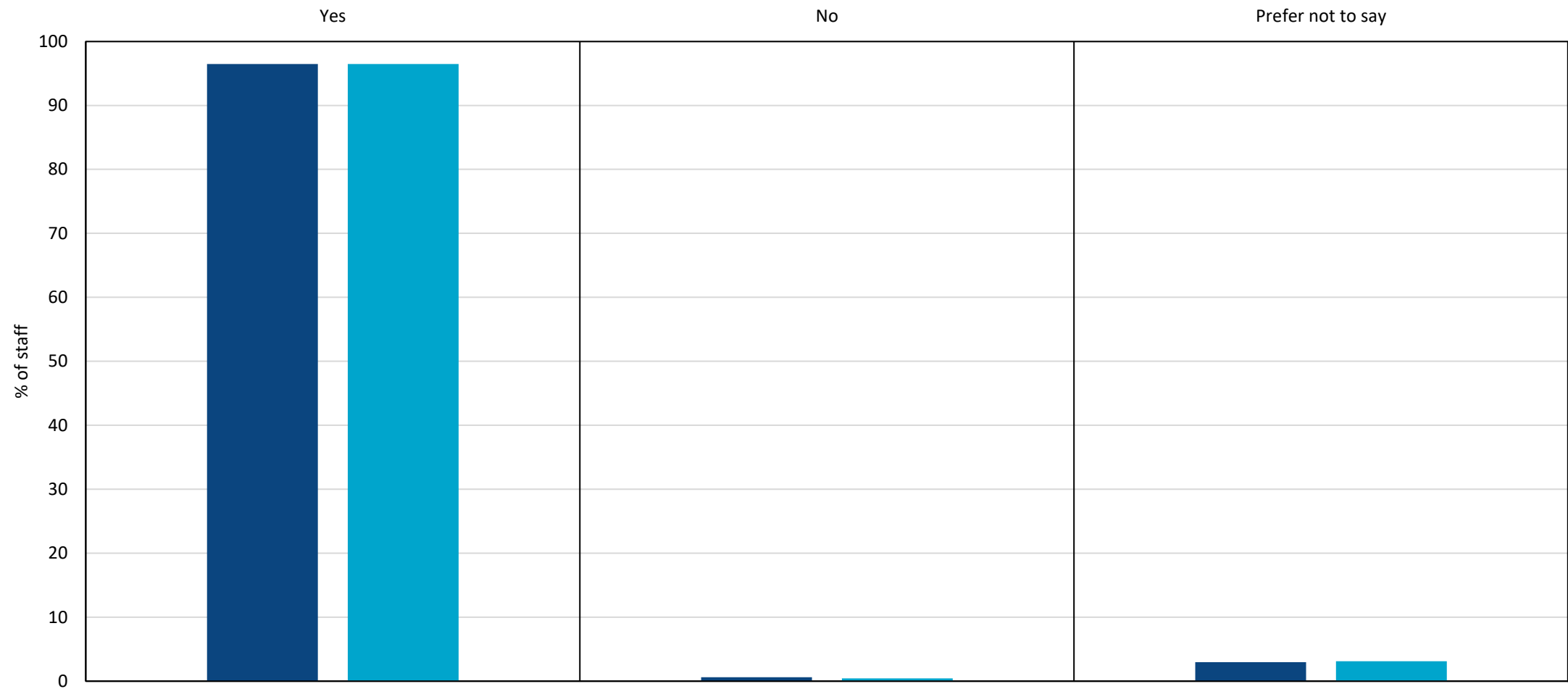
Background details - Gender



Your org	75.30%	21.25%	0.29%	0.18%	2.97%
Average	77.30%	18.86%	0.31%	0.18%	3.02%
Responses	4437	4437	4437	4437	4437



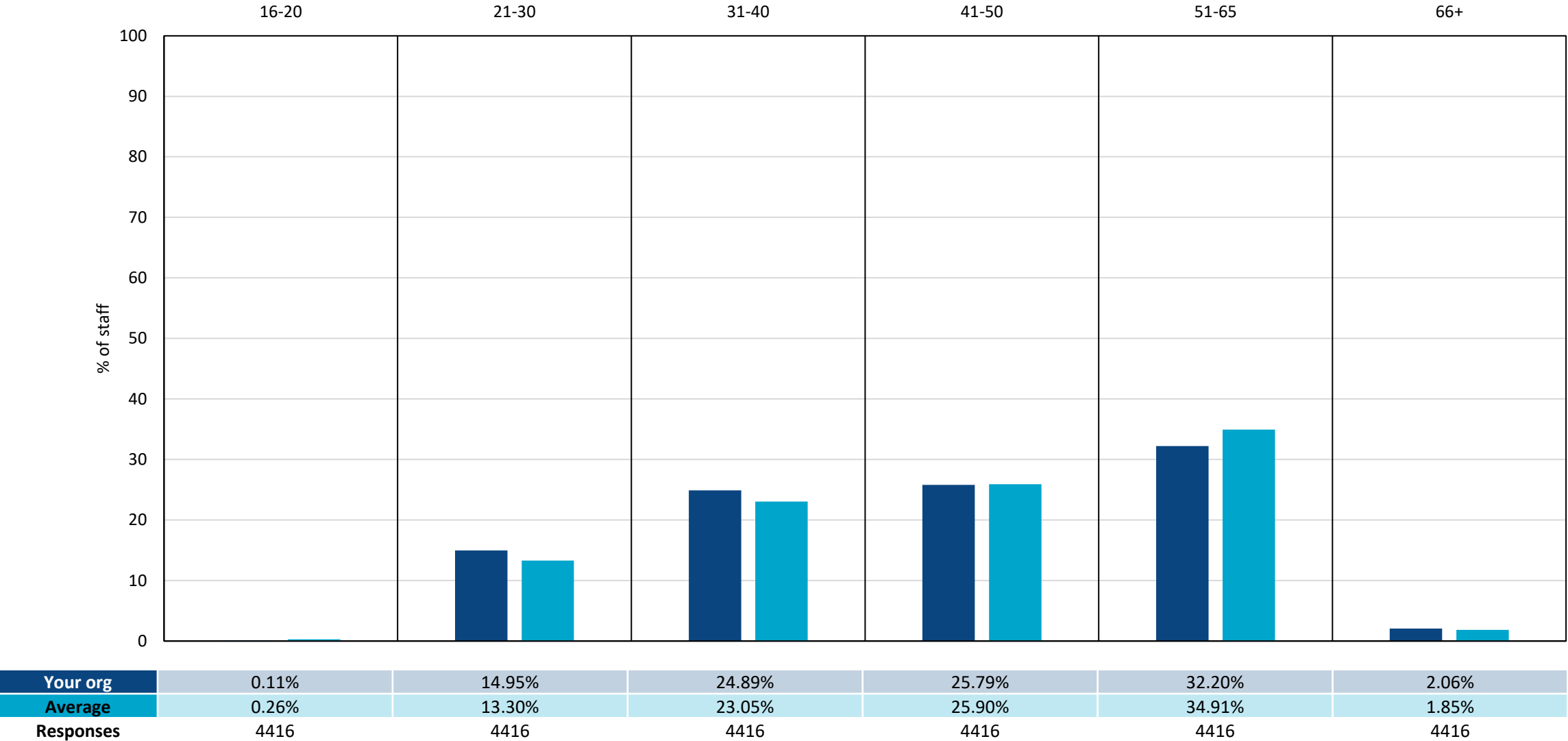
Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	96.46%	0.61%	2.94%
Average	96.46%	0.40%	3.09%
Responses	4288	4288	4288

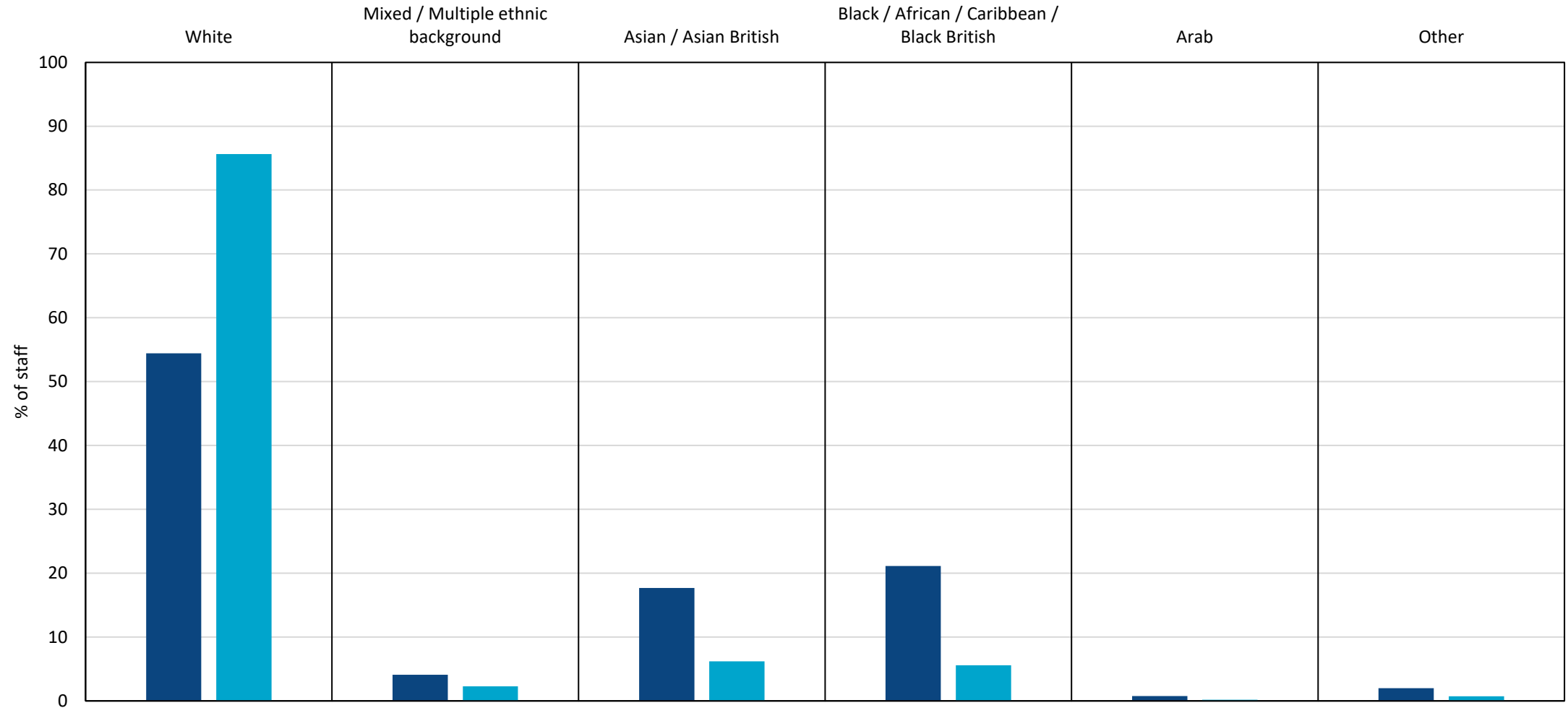


Background details - Age





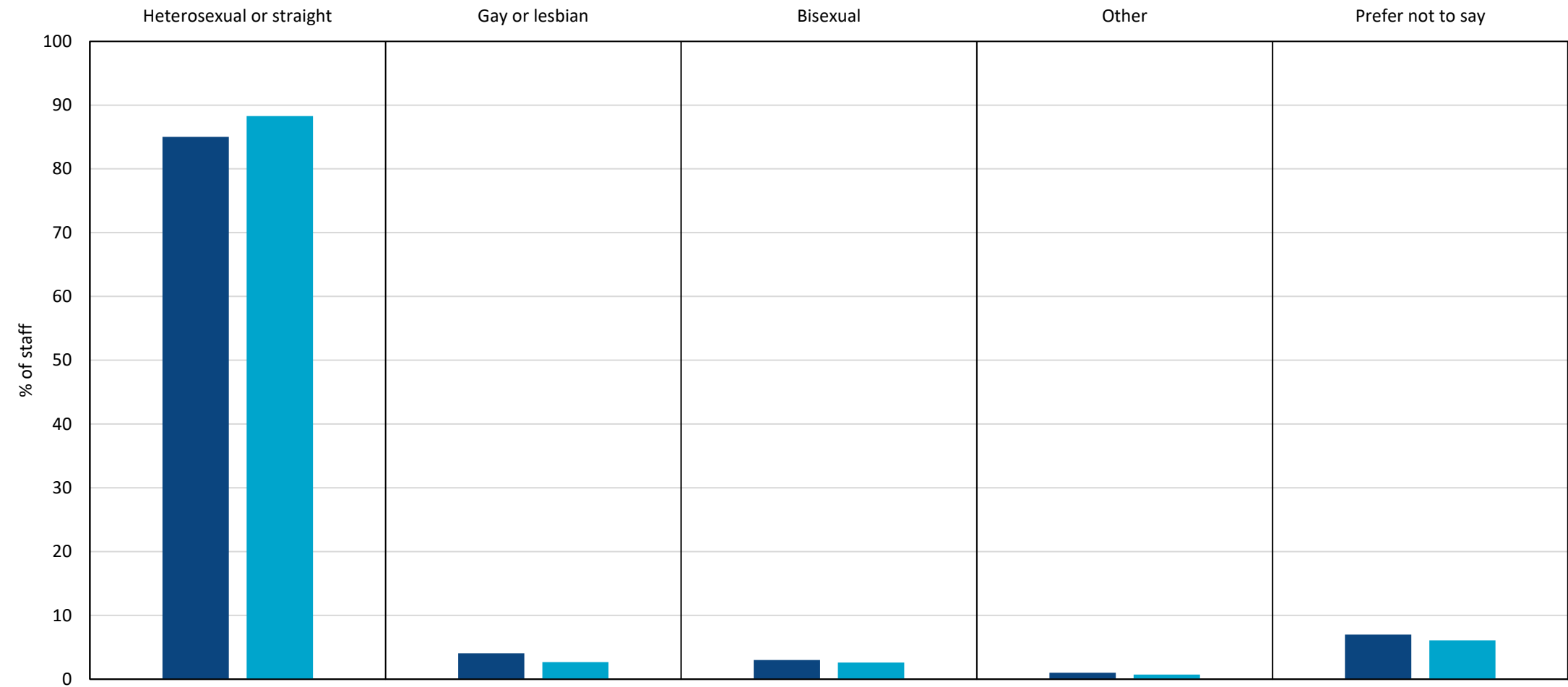
Background details - Ethnicity



Your org	54.44%	4.08%	17.67%	21.11%	0.73%	1.98%
Average	85.65%	2.28%	6.19%	5.57%	0.16%	0.71%
Responses	4392	4392	4392	4392	4392	4392



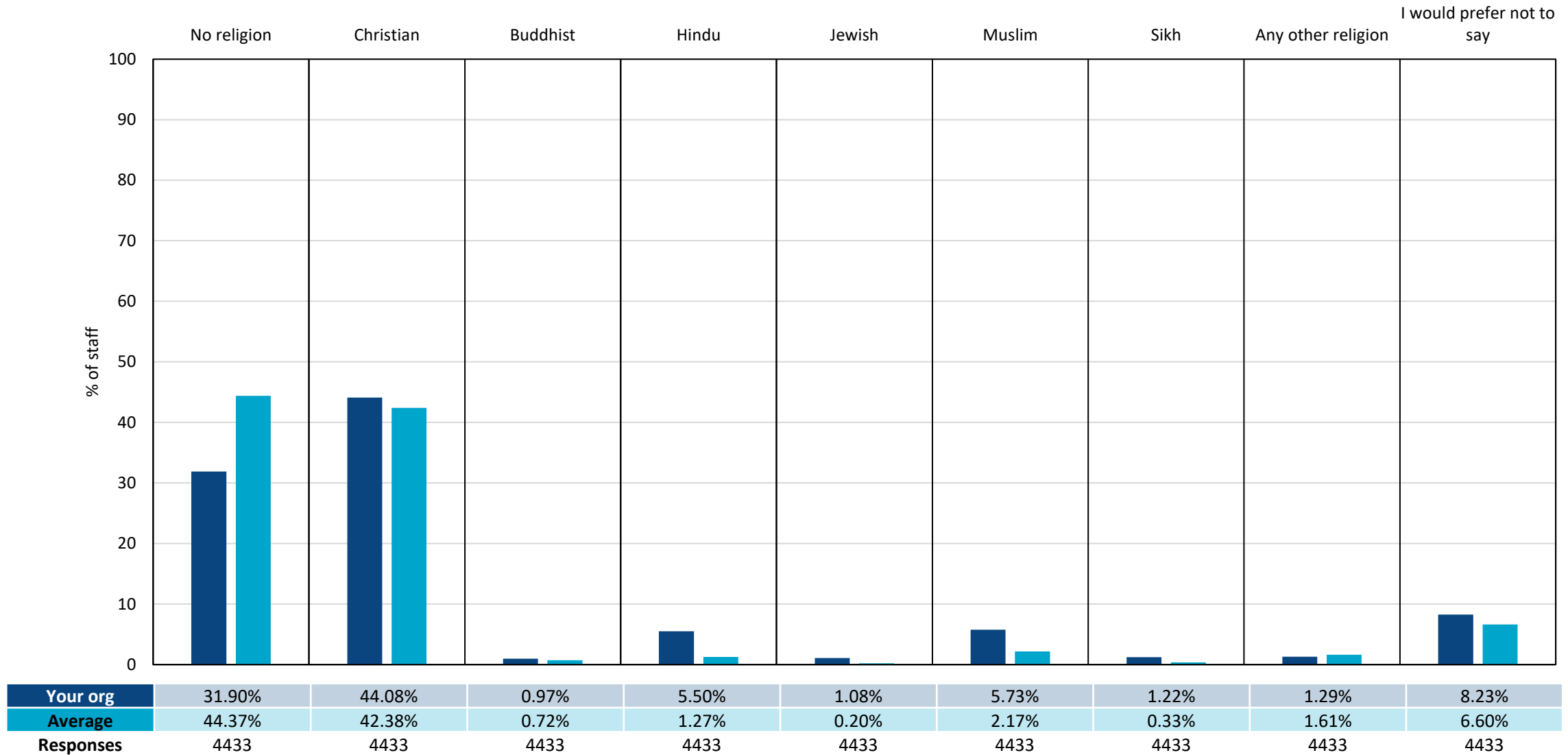
Background details – Sexual orientation



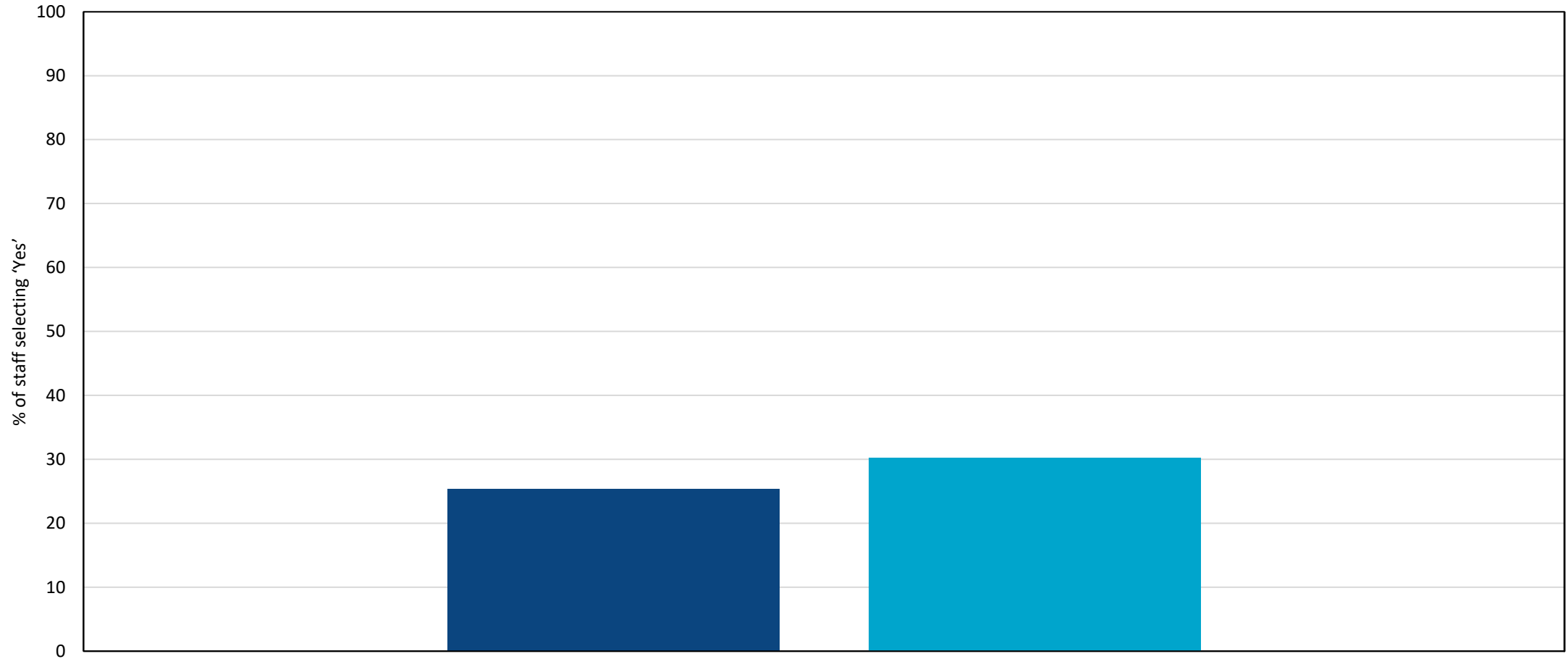
Your org	85.00%	4.04%	3.00%	0.99%	6.97%
Average	88.28%	2.65%	2.60%	0.71%	6.06%
Responses	4434	4434	4434	4434	4434



Background details - Religion



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

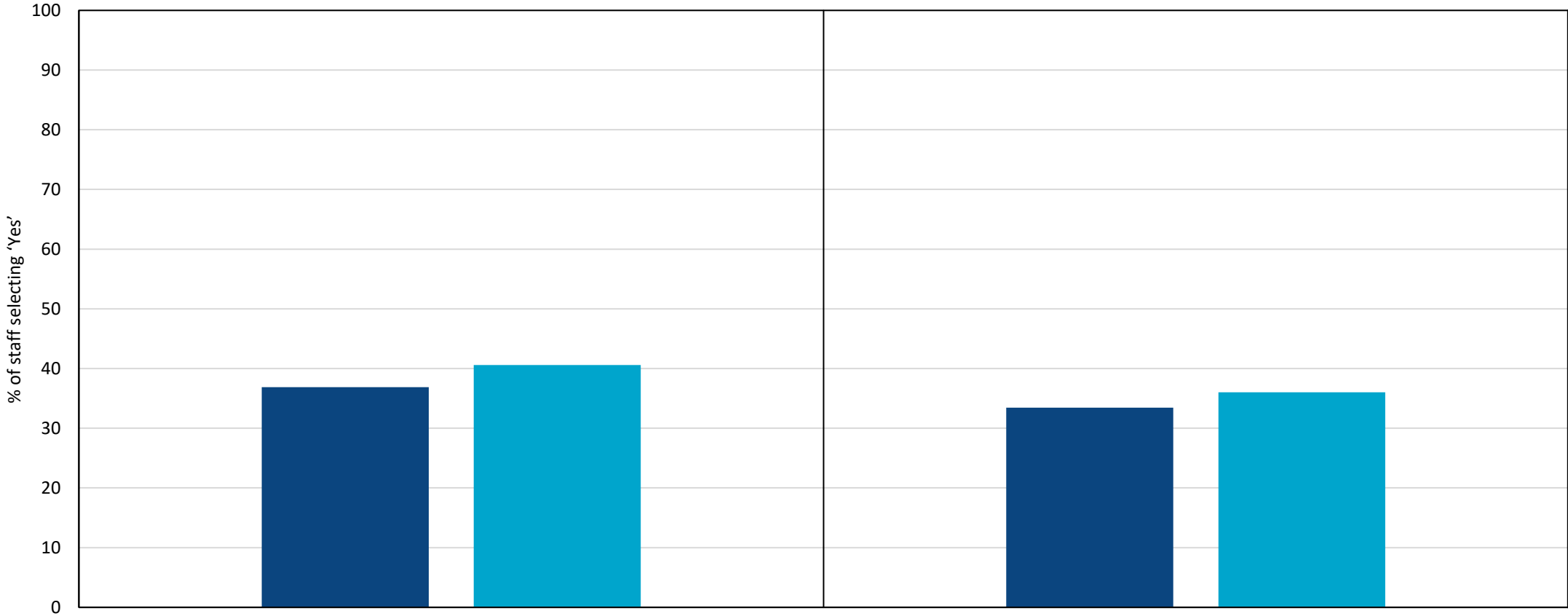


Your org	25.31%
Average	30.18%
Responses	4390



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

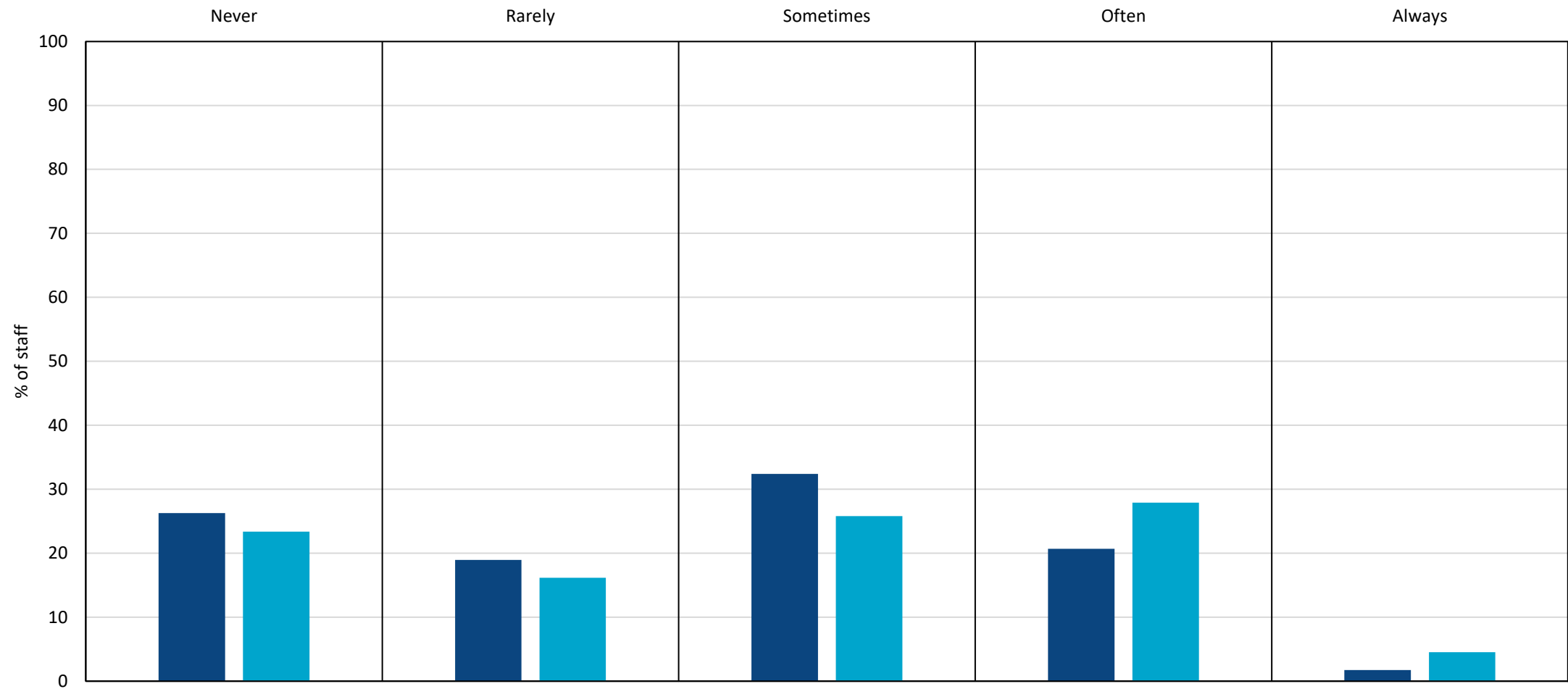
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	36.87%	33.44%
Average	40.58%	36.02%
Responses	4410	4384



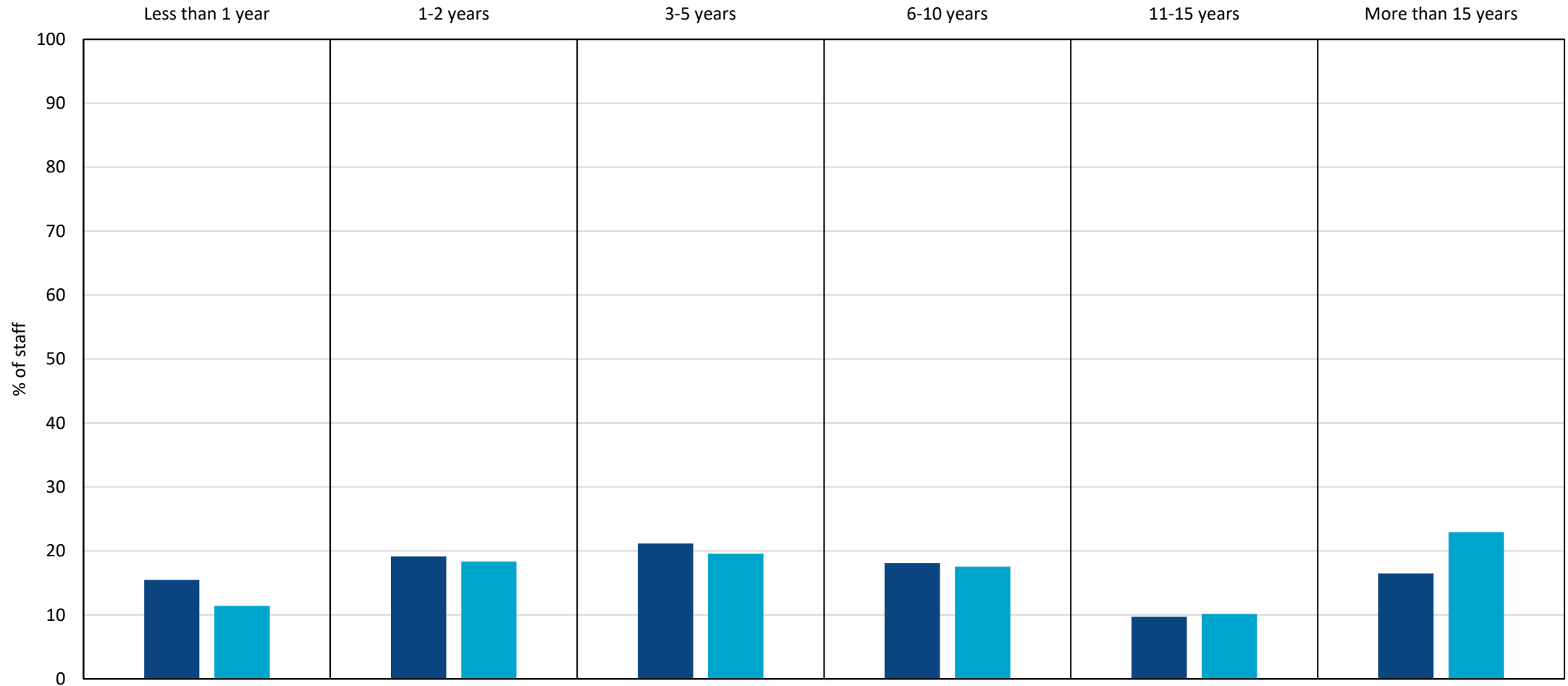
Background details – How often do you work at/from home?



Your org	26.27%	18.93%	32.38%	20.68%	1.74%
Average	23.35%	16.14%	25.79%	27.90%	4.52%
Responses	4438	4438	4438	4438	4438



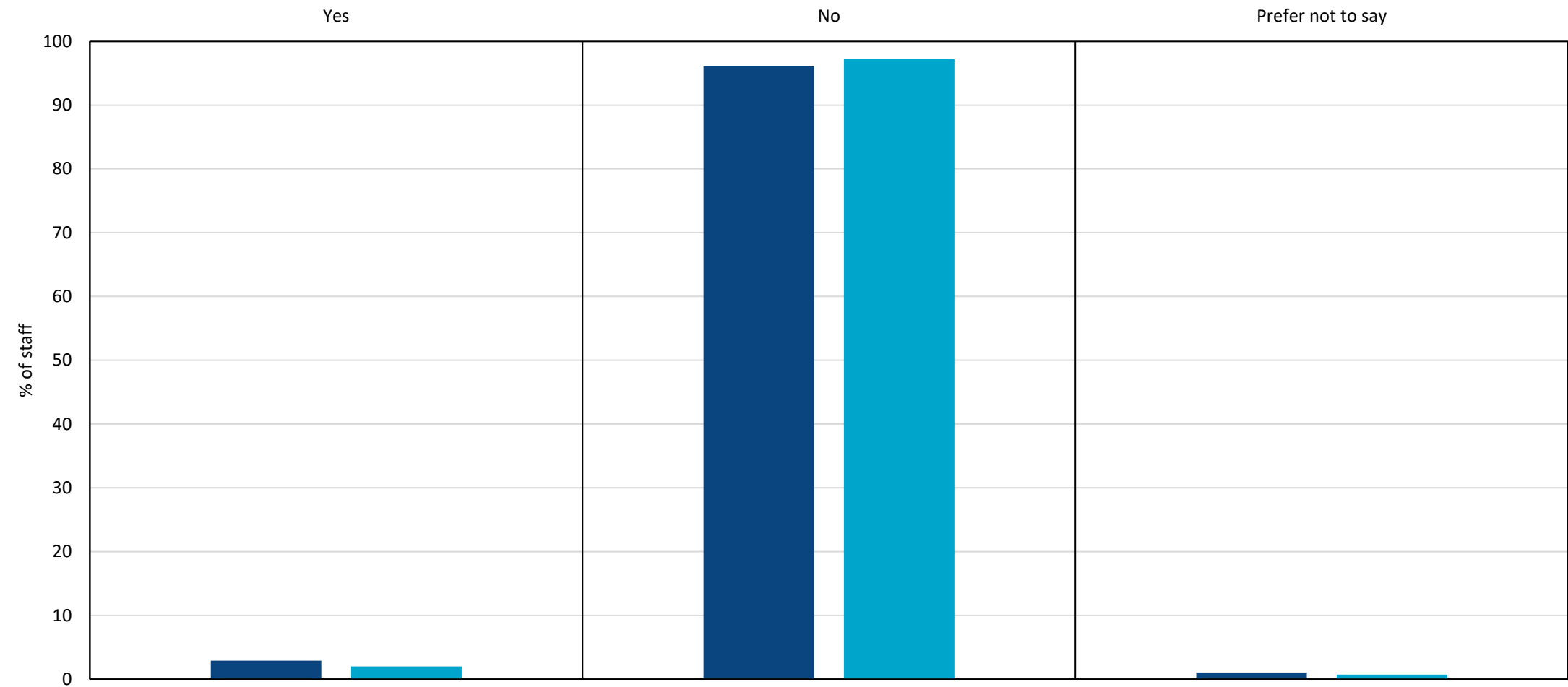
Background details – Length of service



Your org	15.45%	19.11%	21.16%	18.12%	9.69%	16.48%
Average	11.39%	18.32%	19.57%	17.52%	10.13%	22.92%
Responses	4448	4448	4448	4448	4448	4448



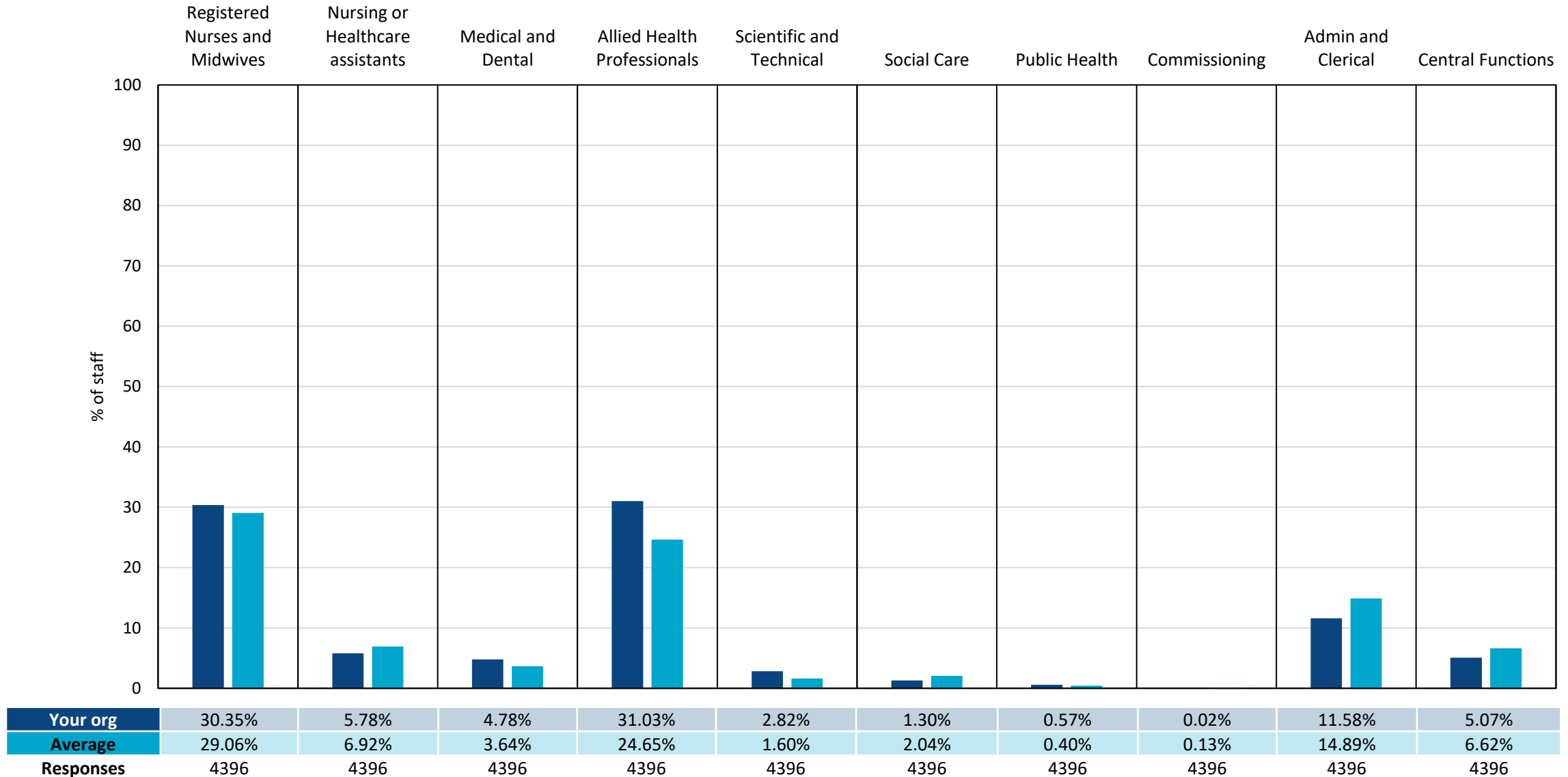
Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	2.88%	96.08%	1.04%
Average	1.96%	97.21%	0.72%
Responses	4416	4416	4416

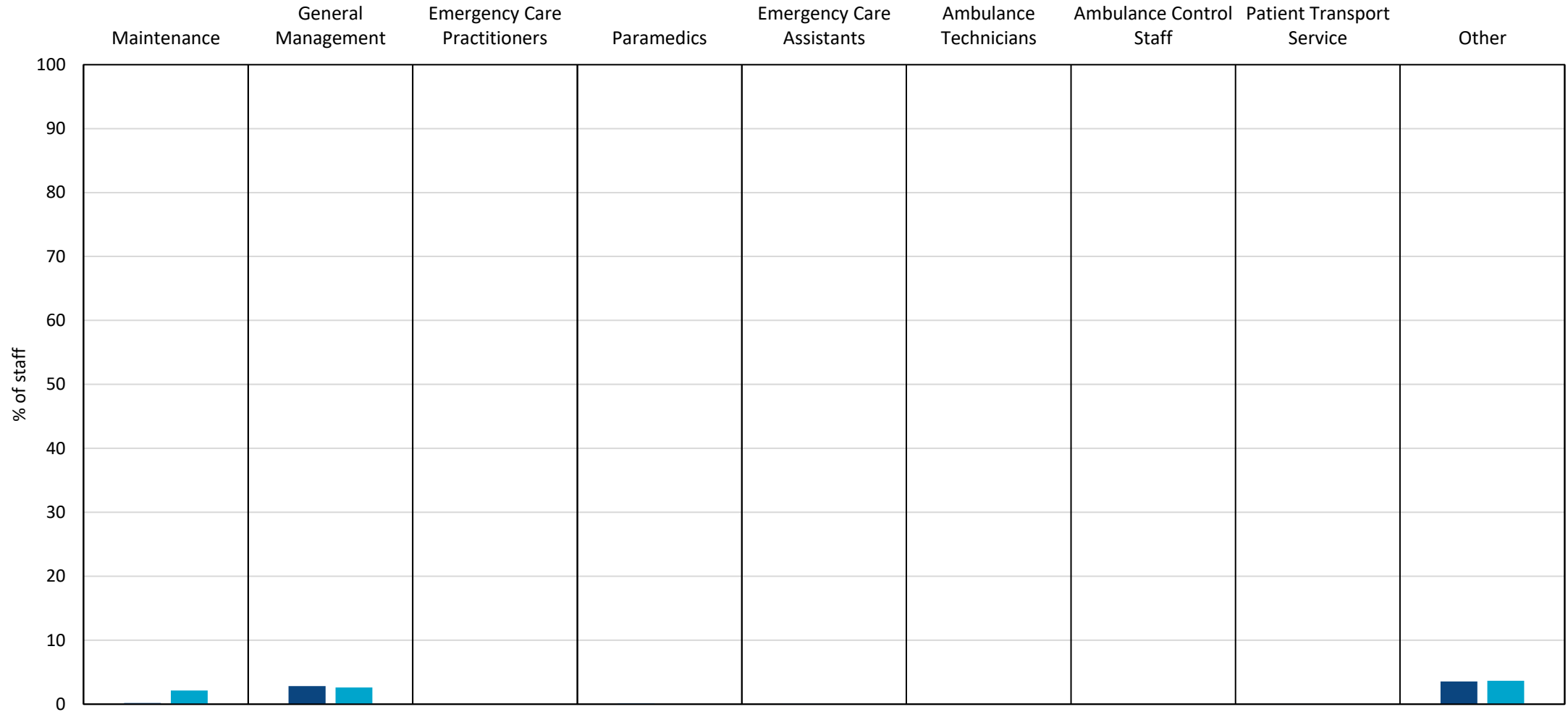


Background details – Occupational group





Background details – Occupational group



Your org	0.18%	2.82%	0.00%	0.11%	0.05%	0.00%	0.00%	0.02%	3.53%
Average	2.12%	2.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.66%
Responses	4396	4396	4396	4396	4396	4396	4396	4396	4396

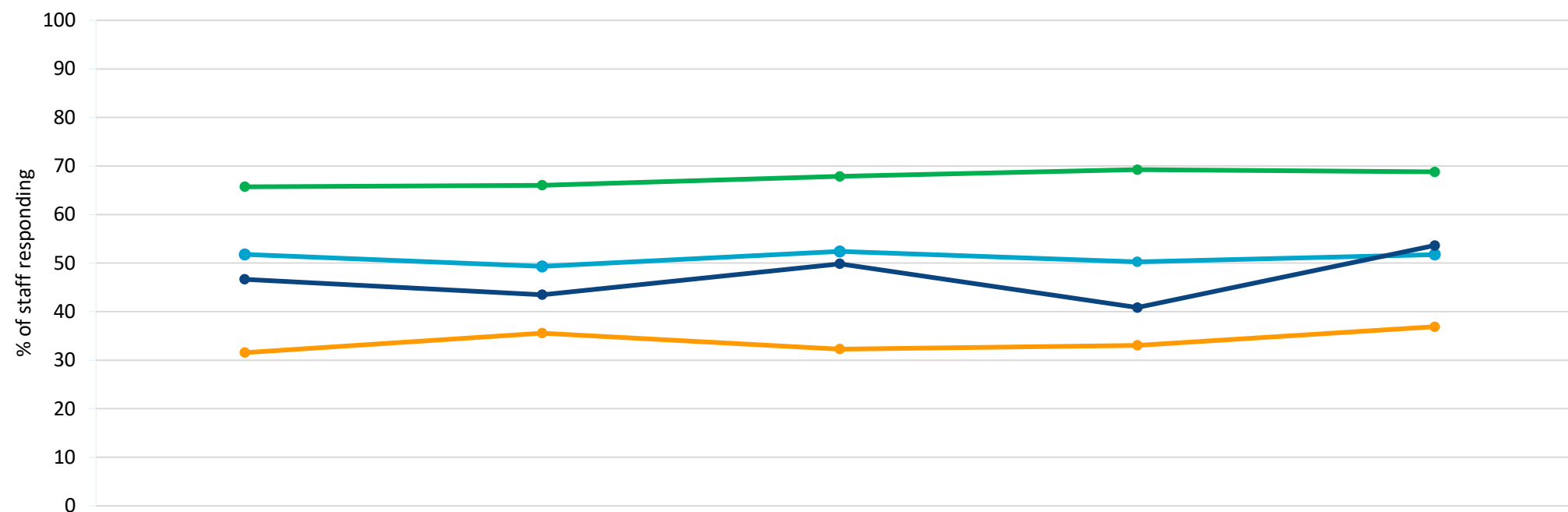
Appendices

Appendix A: Response rate



Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	46.66%	43.47%	49.84%	40.83%	53.61%
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	3245	3130	3769	3183	4477

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	7.40	3178	7.54	4467	Significantly higher
We are recognised and rewarded	6.15	3166	6.36	4467	Significantly higher
We each have a voice that counts	6.91	3154	7.03	4433	Significantly higher
We are safe and healthy	6.15	3167	-	-	-
We are always learning	5.88	3052	6.13	4287	Significantly higher
We work flexibly	6.45	3157	6.55	4434	Not significant
We are a team	7.02	3156	7.17	4466	Significantly higher
Themes					
Staff Engagement	7.08	3178	7.24	4473	Significantly higher
Morale	5.88	3180	6.11	4471	Significantly higher

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.

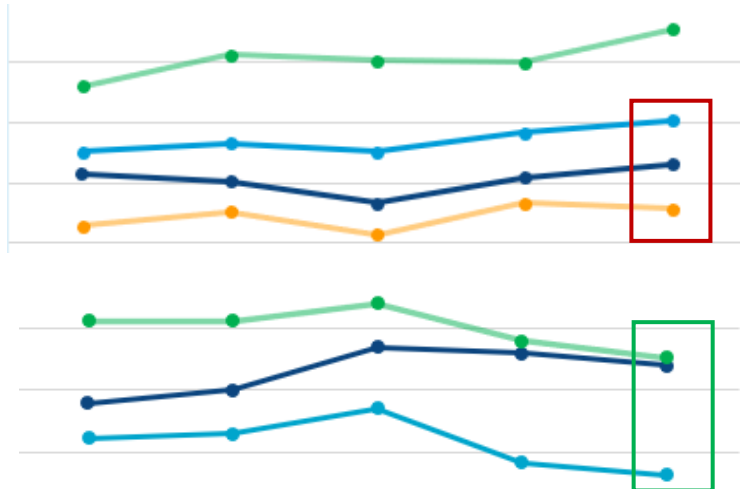
Identifying questions of interest

➤ 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 Central and North West London 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.