

East Kent Hospitals University NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



Introduction	3
--------------	---

Organisation details	8
----------------------	---

People Promise element, theme and sub-score results	10
---	----

Overview	11
----------	----

Sub-score overview	13
--------------------	----

Trends	17
--------	----

We are compassionate and inclusive	18
------------------------------------	----

We are recognised and rewarded	21
--------------------------------	----

We each have a voice that counts	22
----------------------------------	----

We are safe and healthy	24
-------------------------	----

We are always learning	26
------------------------	----

We work flexibly	28
------------------	----

We are a team	30
---------------	----

Staff Engagement	32
------------------	----

Morale	34
--------	----

People Promise element, theme and sub-score results – detailed information	36
--	----

We are compassionate and inclusive	36
------------------------------------	----

We are recognised and rewarded	45
--------------------------------	----

We each have a voice that counts	48
----------------------------------	----

We are safe and healthy	54
-------------------------	----

We are always learning	66
------------------------	----

We work flexibly	71
------------------	----

We are a team	74
---------------	----

Staff Engagement	80
------------------	----

Morale	84
--------	----

Questions not linked to the People Promise elements or themes	90
---	----

Workforce Equality Standards	103
------------------------------	-----

Workforce Race Equality Standards (WRES)	106
--	-----

Workforce Disability Equality Standards (WDES)	113
--	-----

About your respondents	121
------------------------	-----

Appendices	135
------------	-----

A – Response rate	136
-------------------	-----

B – Significance testing (2022 v 2023) People Promise and theme results	138
---	-----

C – Tips on using your benchmark report	140
---	-----

D – Additional reporting outputs	145
----------------------------------	-----

# Introduction

## About this report

This benchmark report for East Kent Hospitals University 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?



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



East Kent Hospitals University NHS Foundation Trust

## 2023 NHS Staff Survey



### Organisation details

Completed questionnaires **4011**

2023 response rate **41%**

### Survey details

Survey mode **Online**

This organisation is benchmarked against:

Acute and Acute & Community Trusts



### 2023 benchmarking group details

Organisations in group: 122

Median response rate: 45%

No. of completed questionnaires: 477643



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

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

# People Promise elements and themes: Overview

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



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

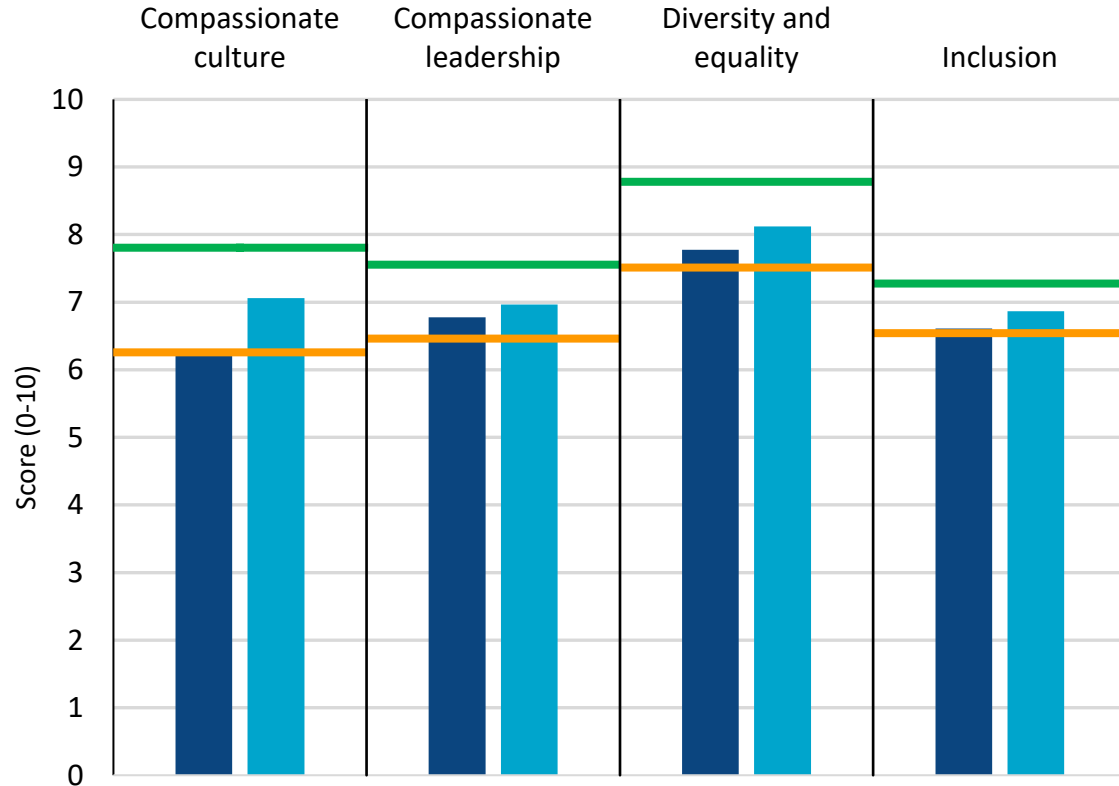


# People Promise elements, themes and sub-scores: Sub-score overview

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



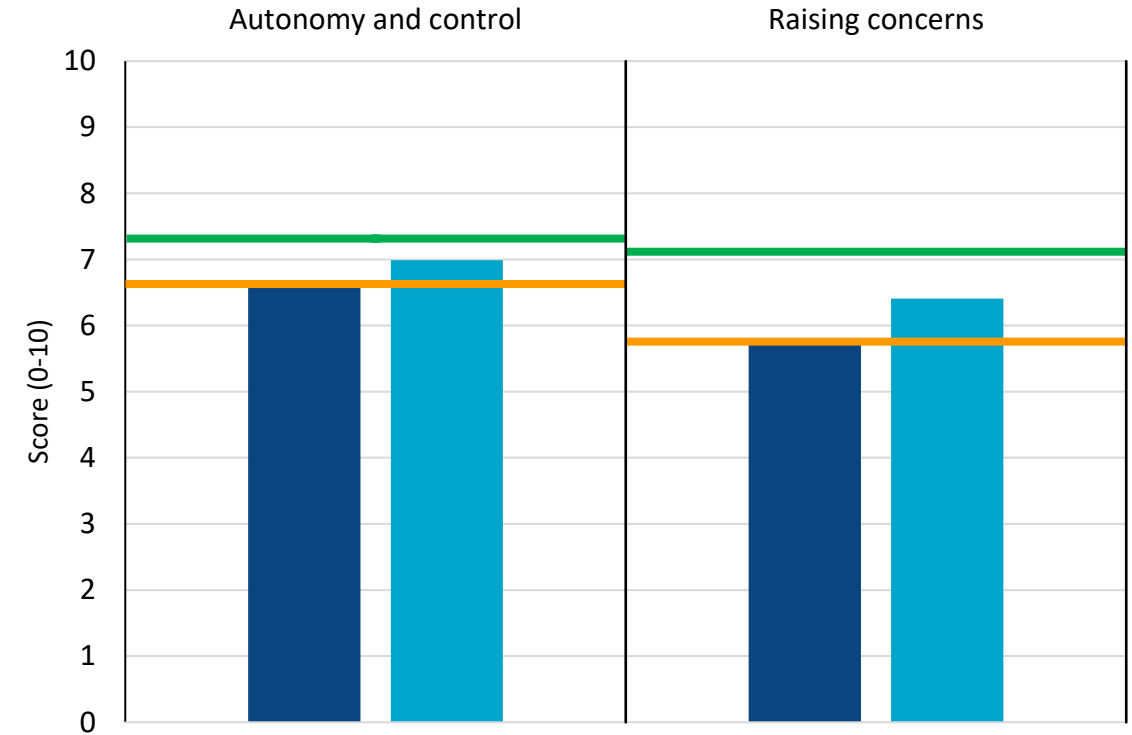
## Promise element 1: We are compassionate and inclusive



Your org	6.26	6.77	7.78	6.61
Best result	7.81	7.55	8.78	7.27
Average result	7.06	6.96	8.12	6.86
Worst result	6.26	6.46	7.51	6.54
Responses	3988	3997	4000	3998



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



Your org	6.63	5.79
Best result	7.31	7.12
Average result	6.99	6.41
Worst result	6.63	5.76
Responses	4003	3978

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.

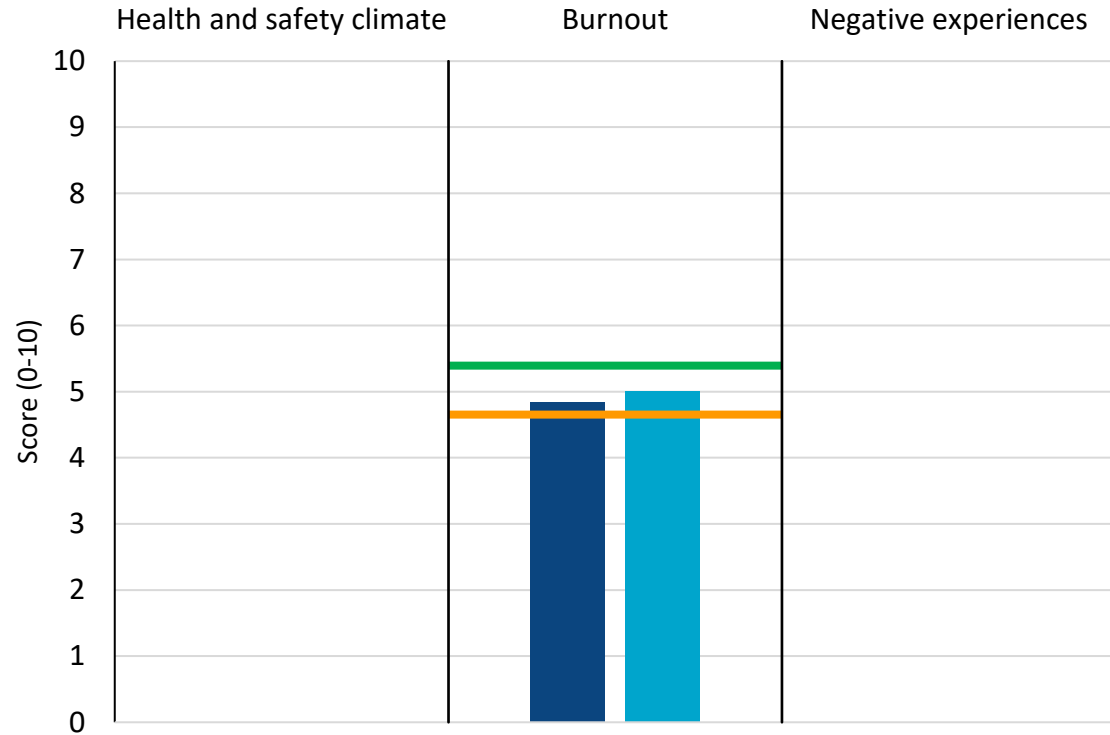


# People Promise elements, themes and sub-scores: Sub-score overview

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.



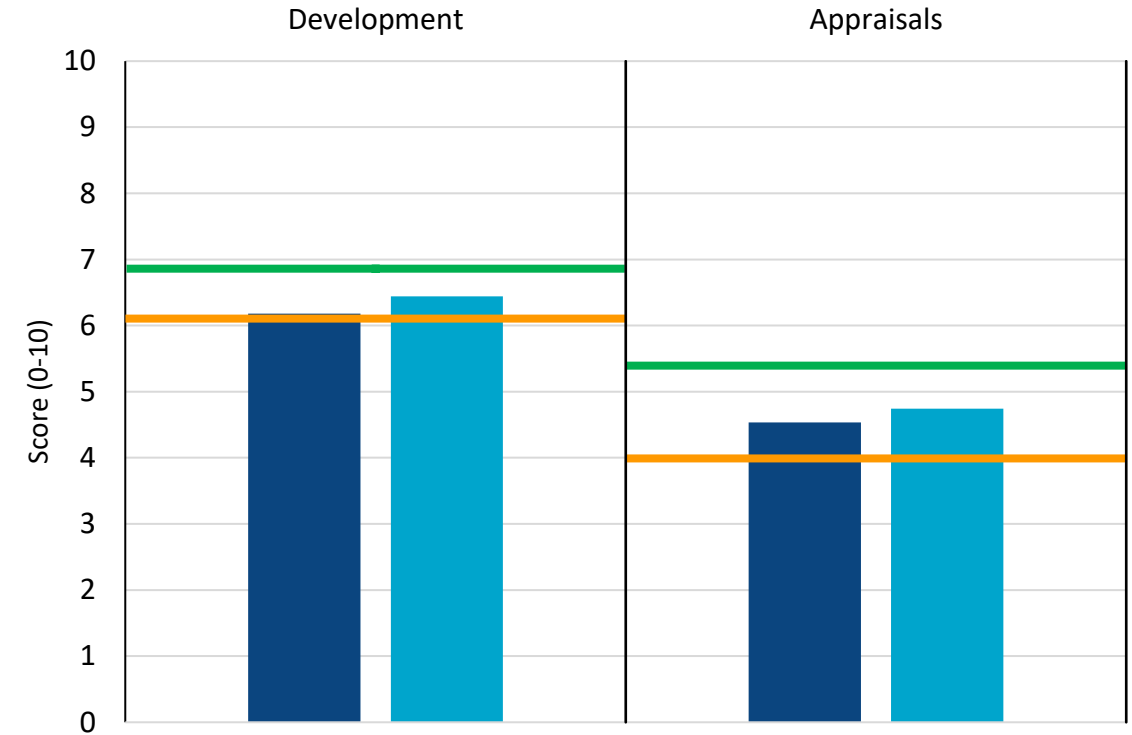
## Promise element 4: We are safe and healthy



Your org	-	4.84	-
Best result	-	5.39	-
Average result	-	5.00	-
Worst result	-	4.65	-
Responses	-	4005	-



## Promise element 5: We are always learning



Your org	6.18	4.54
Best result	6.86	5.39
Average result	6.44	4.74
Worst result	6.10	3.99
Responses	3995	3759

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.

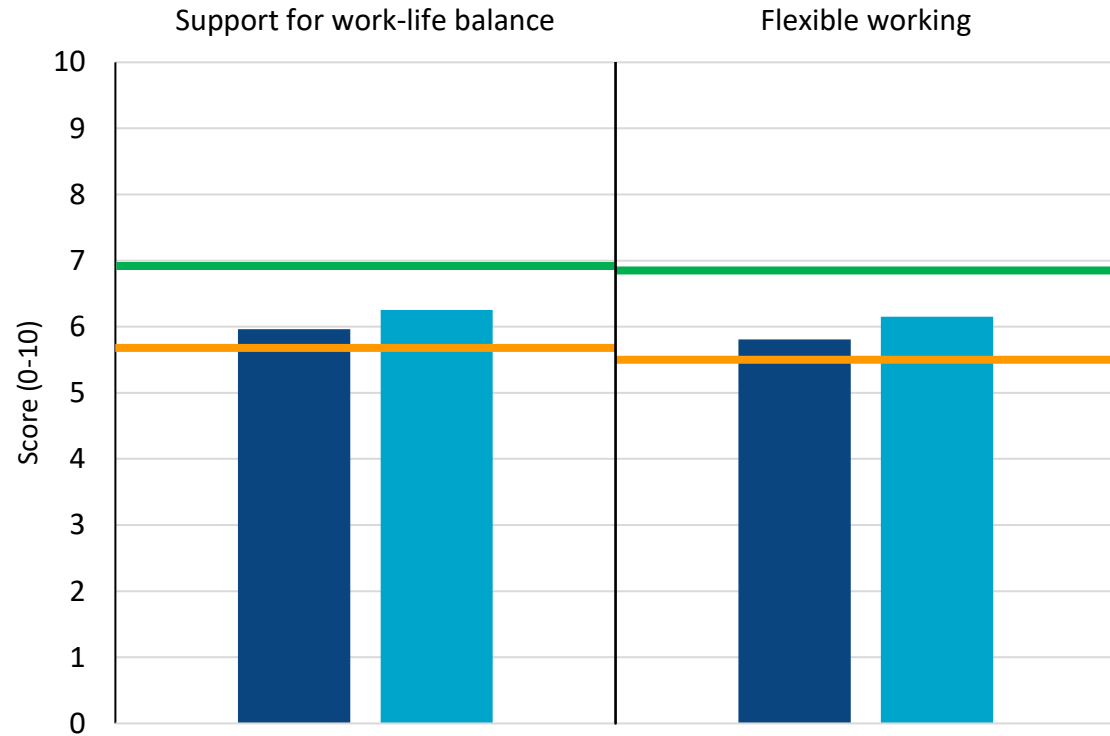


# People Promise elements, themes and sub-scores: Sub-score overview

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	5.96	5.80
Best result	6.92	6.85
Average result	6.25	6.15
Worst result	5.68	5.50
Responses	4003	3985



## Promise element 7: We are a team



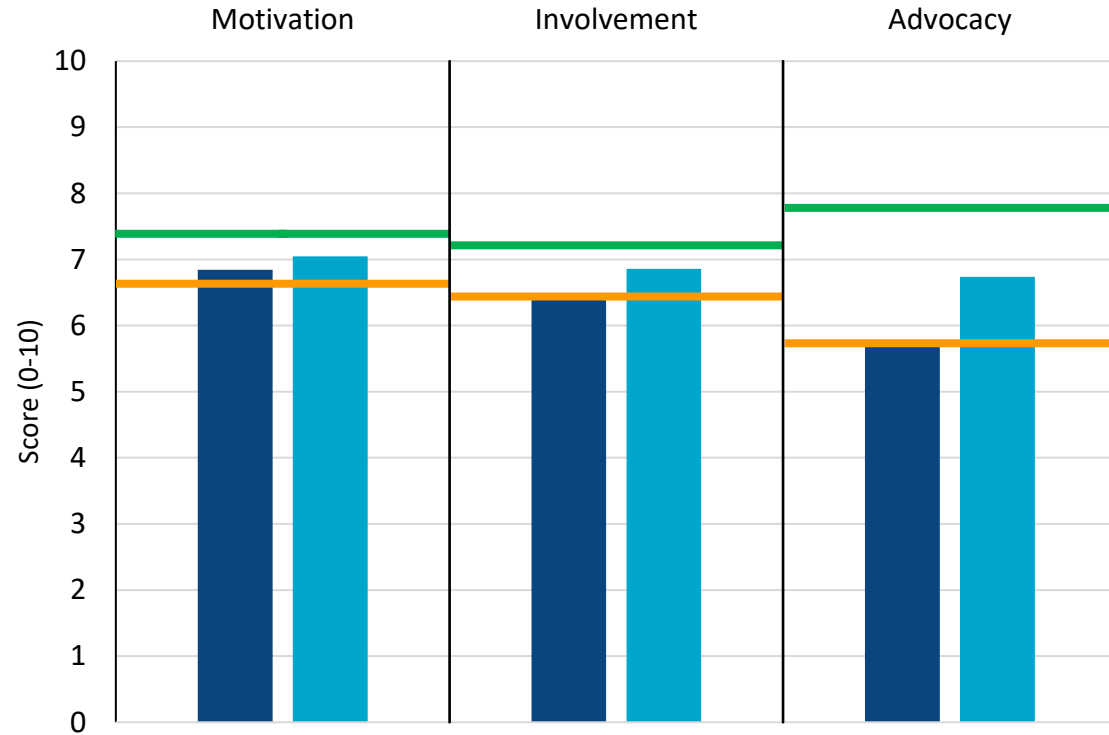
Your org	6.39	6.63
Best result	7.03	7.35
Average result	6.68	6.80
Worst result	6.29	6.30
Responses	4005	4005



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

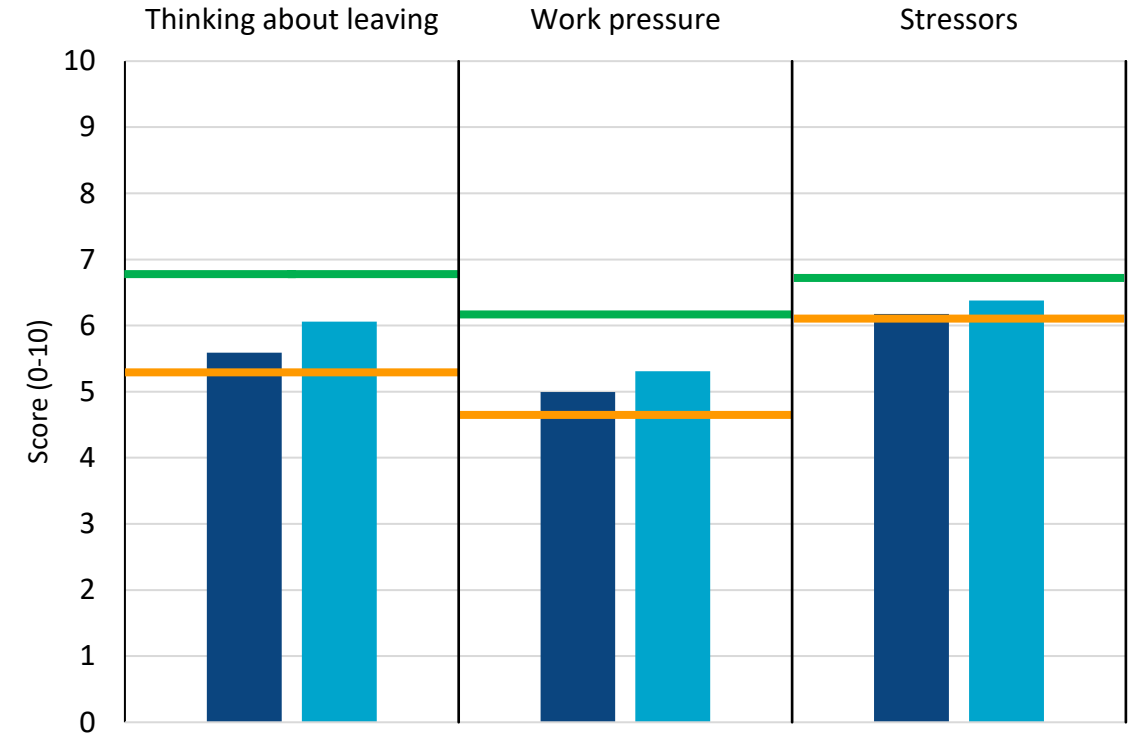
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff engagement



Your org	6.84	6.46	5.73
Best result	7.39	7.21	7.78
Average result	7.04	6.86	6.74
Worst result	6.63	6.44	5.73
Responses	3961	4002	3988

## Theme: Morale



Your org	5.59	4.99	6.18
Best result	6.78	6.17	6.72
Average result	6.06	5.31	6.38
Worst result	5.29	4.65	6.11
Responses	3997	4001	4002



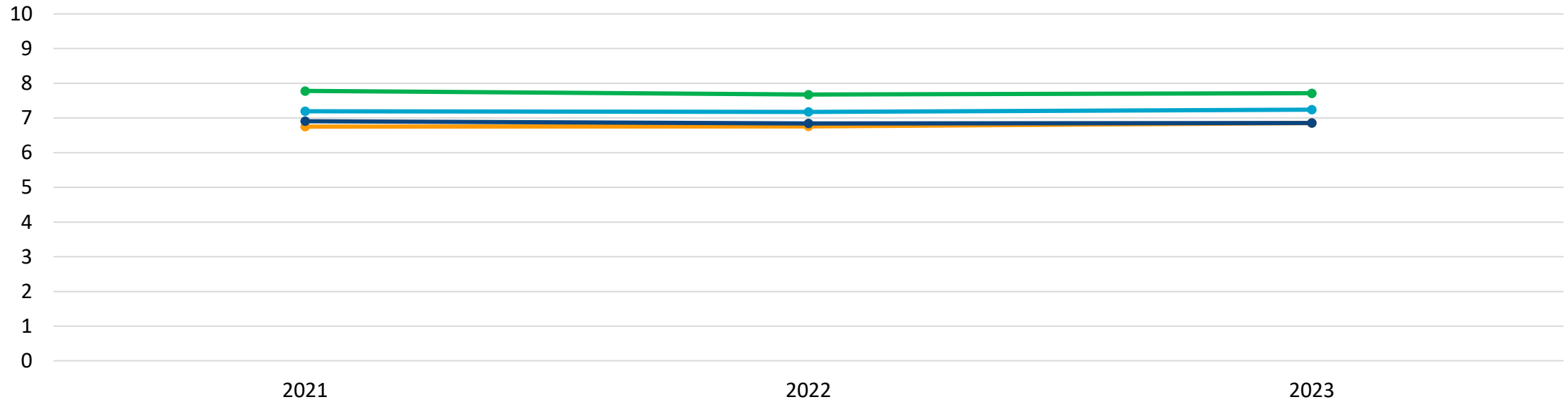
## People Promise elements, themes and sub-scores: Trends

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	6.91	6.84	6.85
Best result	7.78	7.67	7.71
Average result	7.20	7.18	7.24
Worst result	6.75	6.76	6.85
Responses	4407	4012	4003



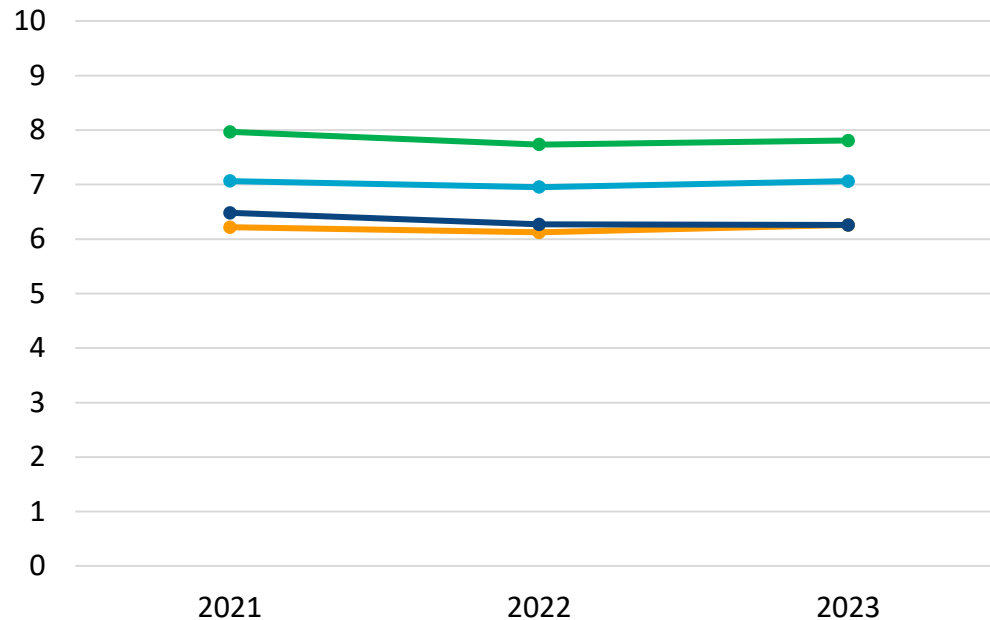
# People Promise elements, themes and sub-scores: Sub-score trends

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



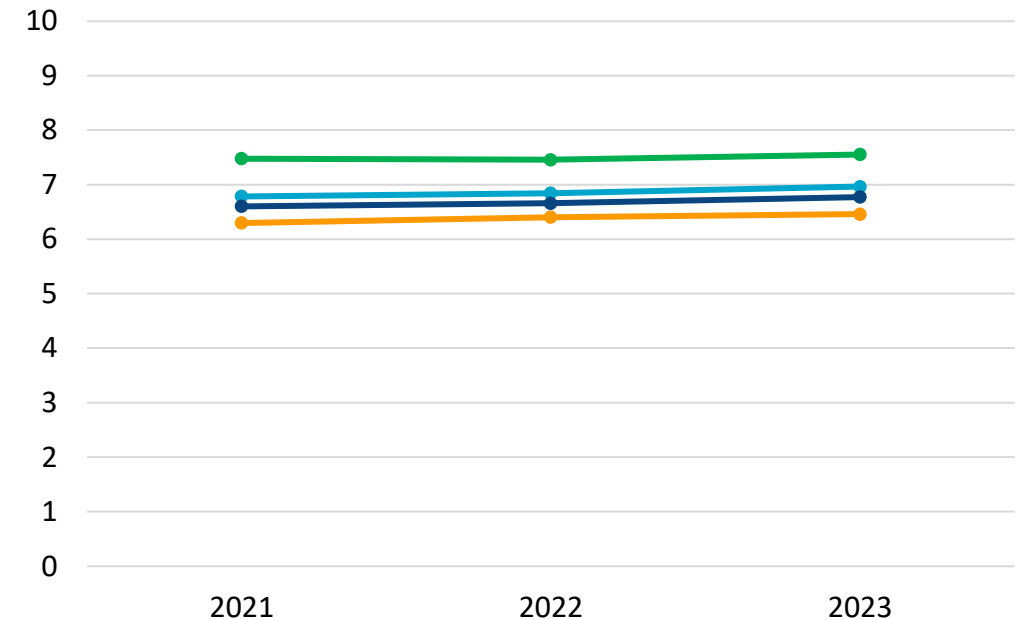
## Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	6.48	6.27	6.26
Best result	7.97	7.74	7.81
Average result	7.06	6.95	7.06
Worst result	6.22	6.12	6.26
Responses	4334	4001	3988

Compassionate leadership



	2021	2022	2023
Your org	6.60	6.66	6.77
Best result	7.48	7.46	7.55
Average result	6.78	6.84	6.96
Worst result	6.30	6.40	6.46
Responses	4429	4008	3997

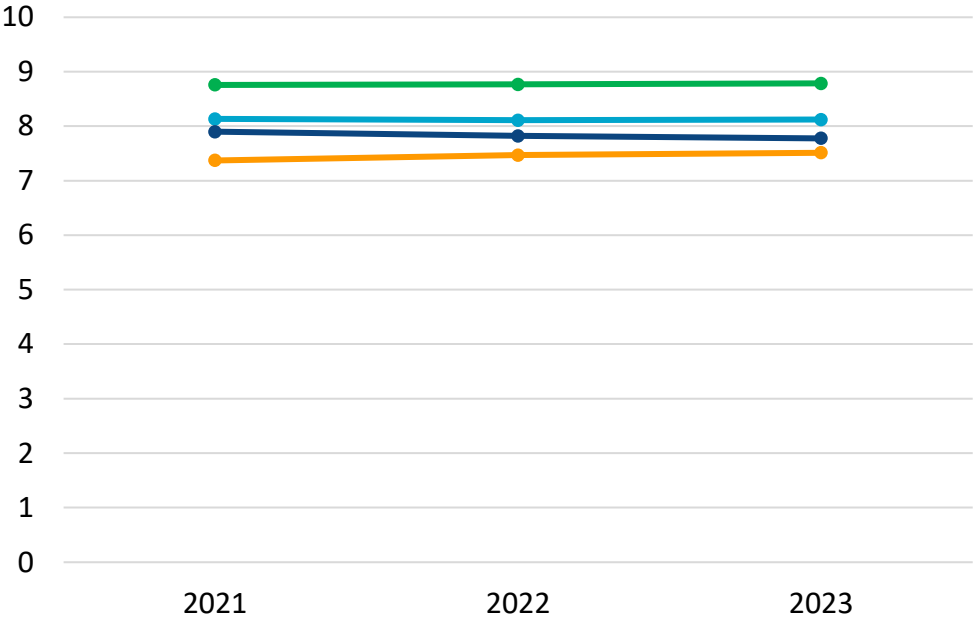


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



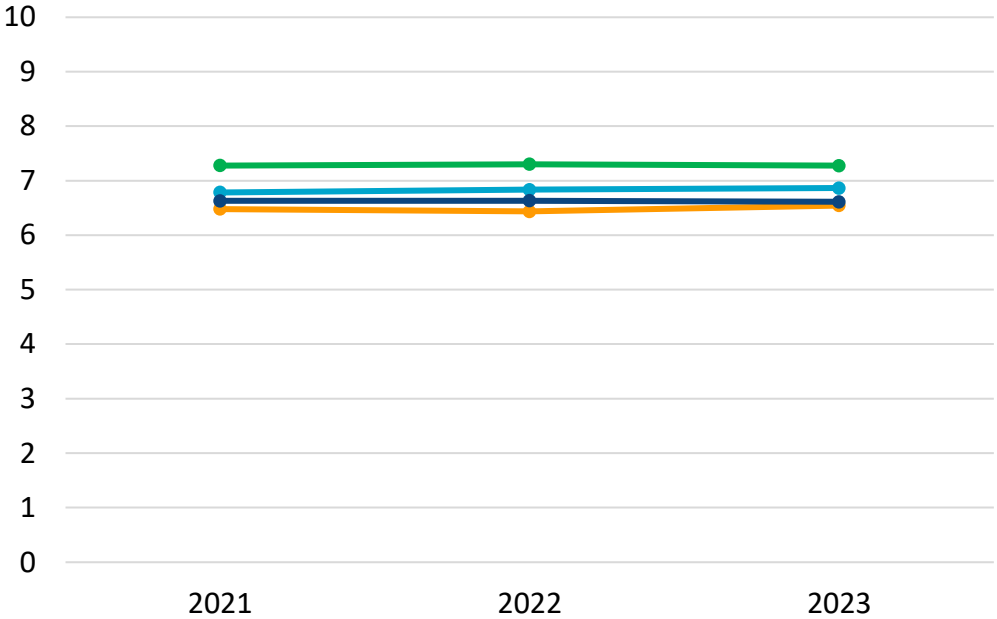
## Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	7.90	7.82	7.78
Best result	8.76	8.77	8.78
Average result	8.13	8.11	8.12
Worst result	7.37	7.47	7.51
Responses	4404	4001	4000

Inclusion



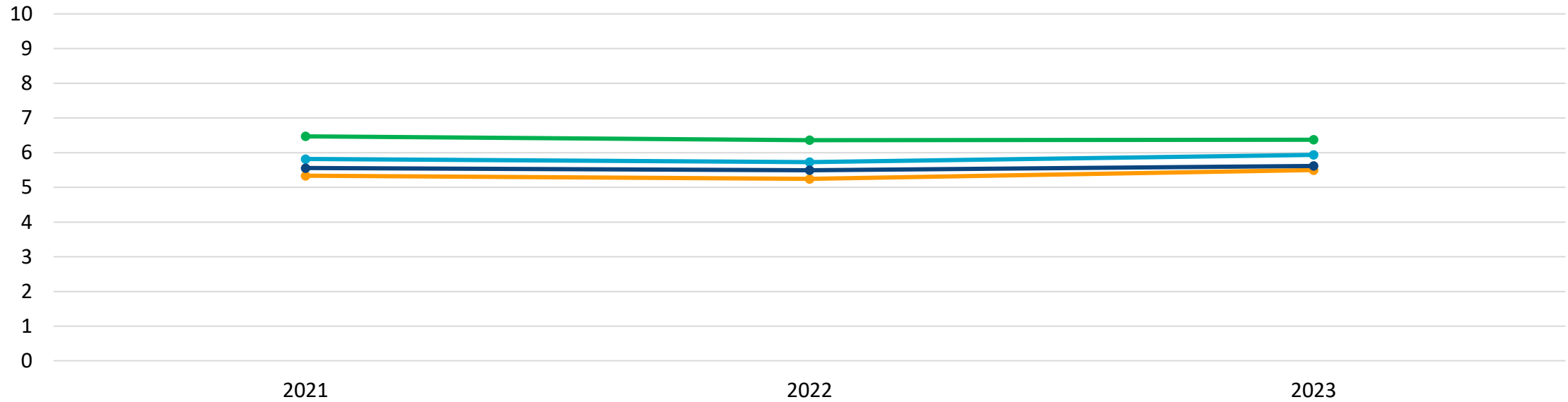
	2021	2022	2023
Your org	6.63	6.63	6.61
Best result	7.28	7.30	7.27
Average result	6.78	6.83	6.86
Worst result	6.48	6.44	6.54
Responses	4457	4012	3998

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



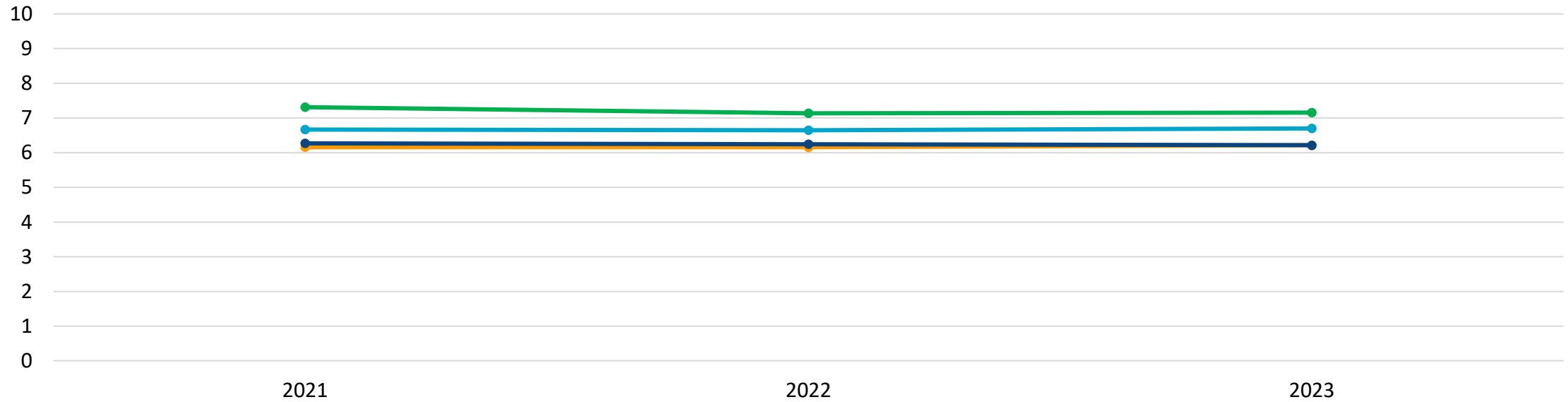
	2021	2022	2023
Your org	5.56	5.50	5.62
Best result	6.47	6.36	6.37
Average result	5.82	5.73	5.94
Worst result	5.34	5.24	5.50
Responses	4515	4015	4000

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	6.27	6.24	6.21
Best result	7.31	7.14	7.16
Average result	6.67	6.65	6.70
Worst result	6.16	6.16	6.21
Responses	4319	3988	3972



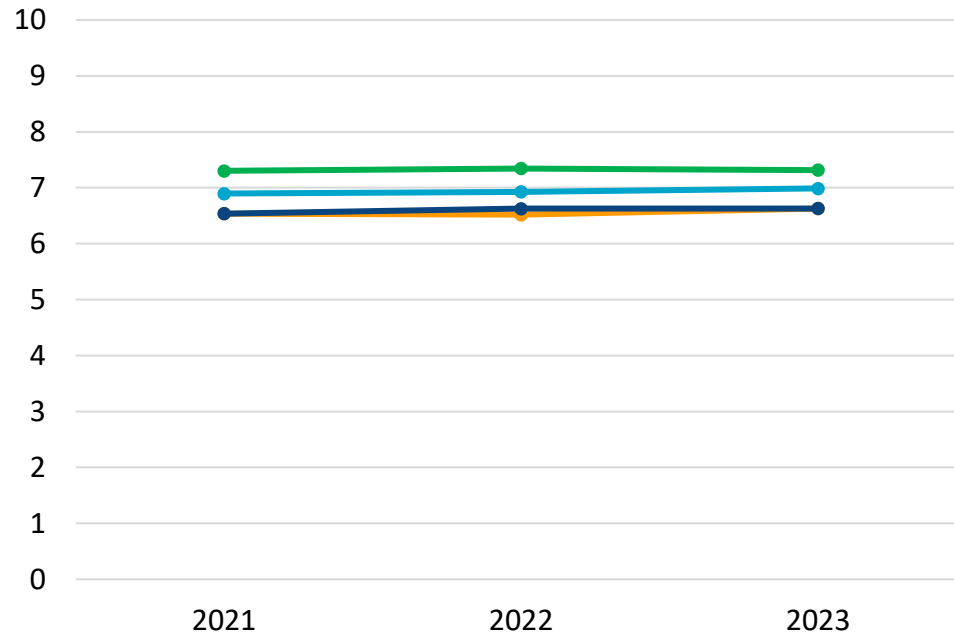
# People Promise elements, themes and sub-scores: Sub-score trends

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



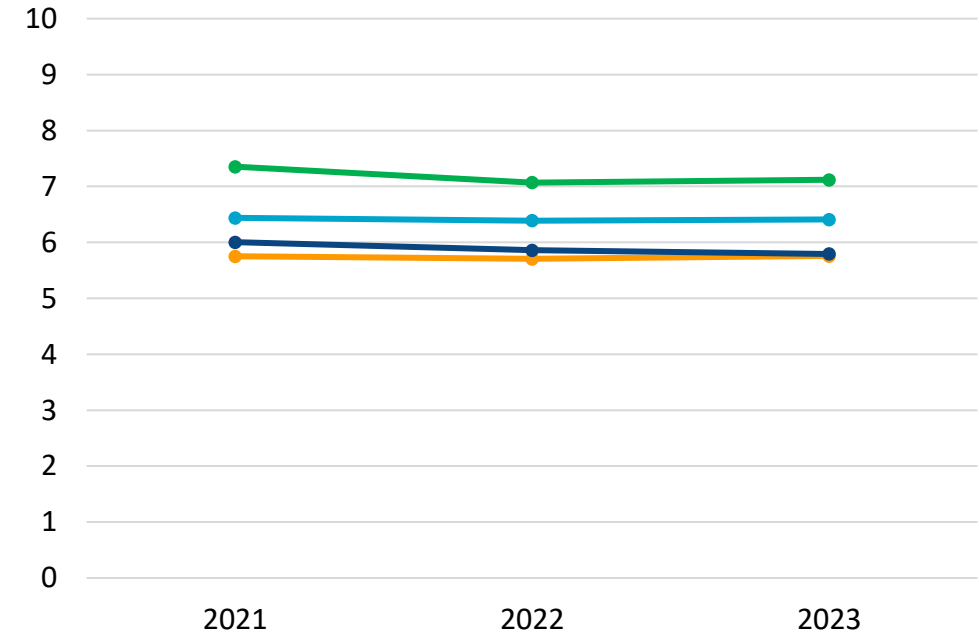
## Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022	2023
Your org	6.54	6.63	6.63
Best result	7.30	7.35	7.31
Average result	6.90	6.93	6.99
Worst result	6.54	6.52	6.63
Responses	4523	4014	4003

Raising concerns

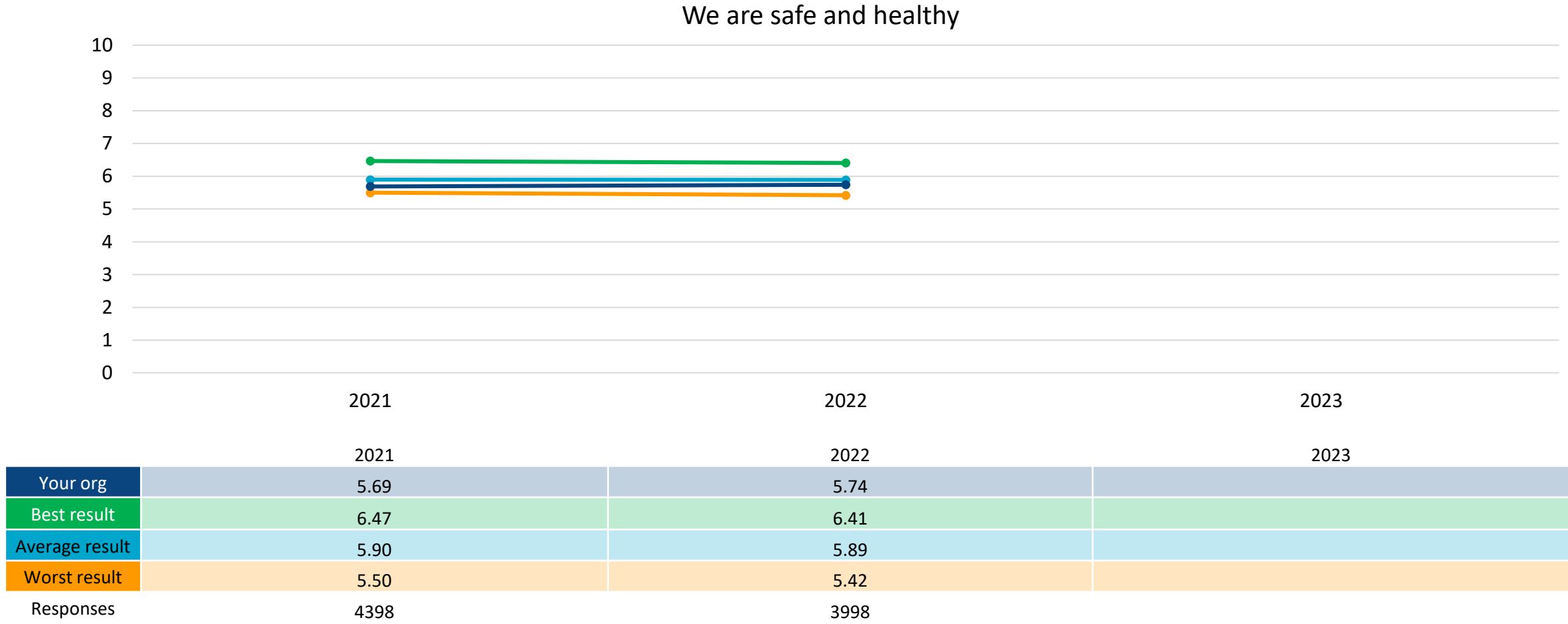


	2021	2022	2023
Your org	6.00	5.86	5.79
Best result	7.35	7.07	7.12
Average result	6.44	6.39	6.41
Worst result	5.75	5.71	5.76
Responses	4322	3993	3978

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.





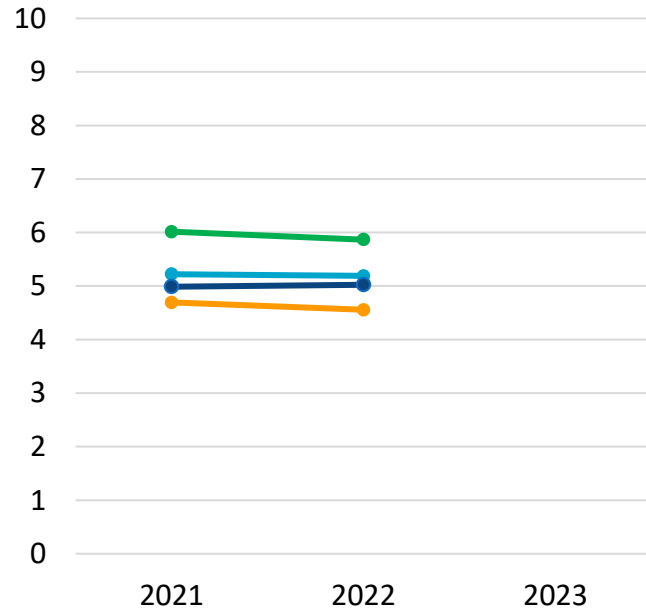
# People Promise elements, themes and sub-scores: Sub-score trends

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.



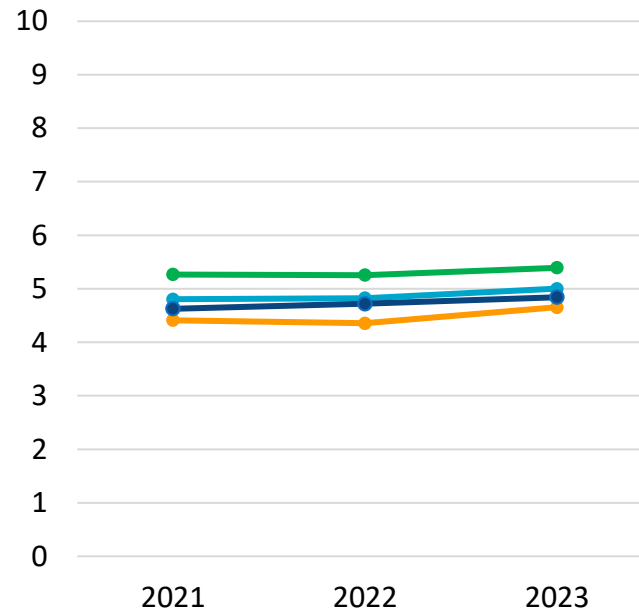
## Promise element 4: We are safe and healthy

Health and safety climate



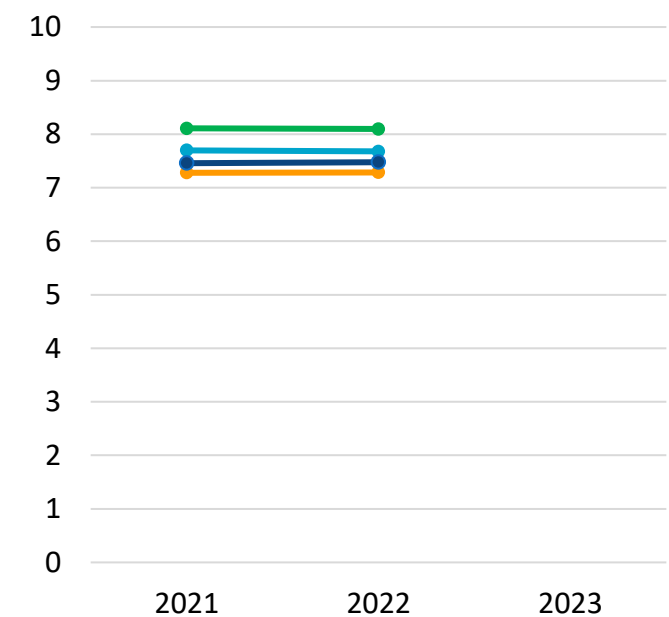
	2021	2022	2023
Your org	4.99	5.02	
Best result	6.01	5.87	
Average result	5.22	5.19	
Worst result	4.69	4.56	
Responses	4524	4016	

Burnout



	2021	2022	2023
Your org	4.63	4.72	4.84
Best result	5.27	5.25	5.39
Average result	4.80	4.82	5.00
Worst result	4.41	4.35	4.65
Responses	4412	4011	4005

Negative experiences



	2021	2022	2023
Your org	7.46	7.48	
Best result	8.11	8.10	
Average result	7.70	7.68	
Worst result	7.28	7.29	
Responses	4408	4006	

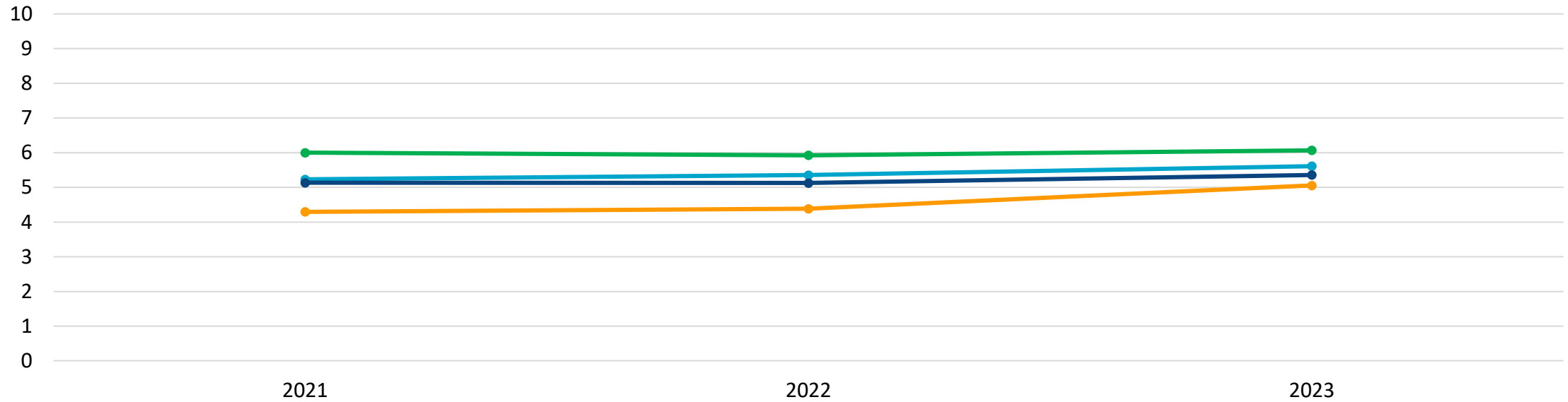
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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	5.13	5.13	5.36
Best result	6.00	5.92	6.07
Average result	5.23	5.35	5.61
Worst result	4.30	4.38	5.05
Responses	4183	3813	3756

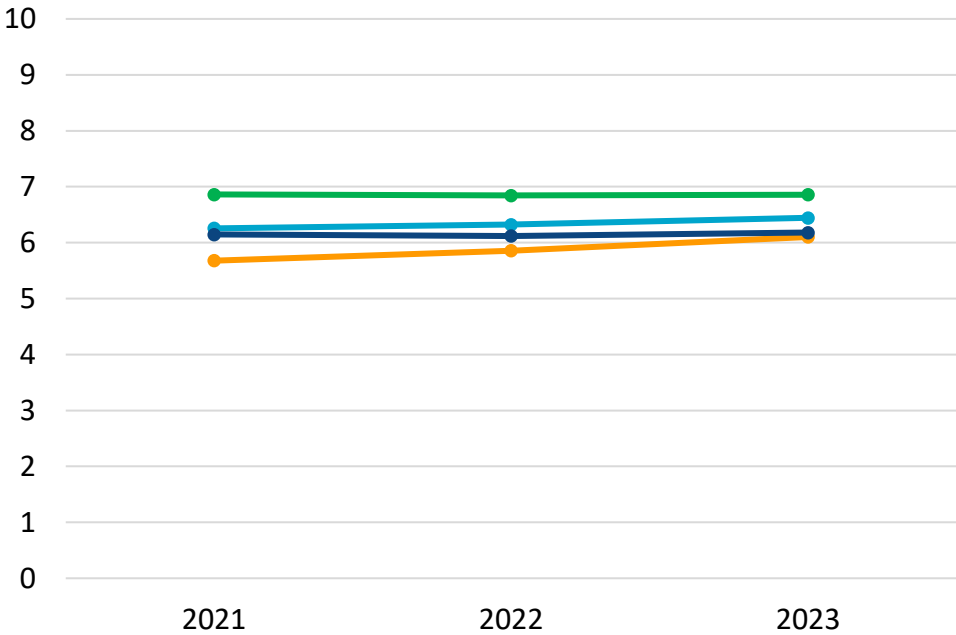


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



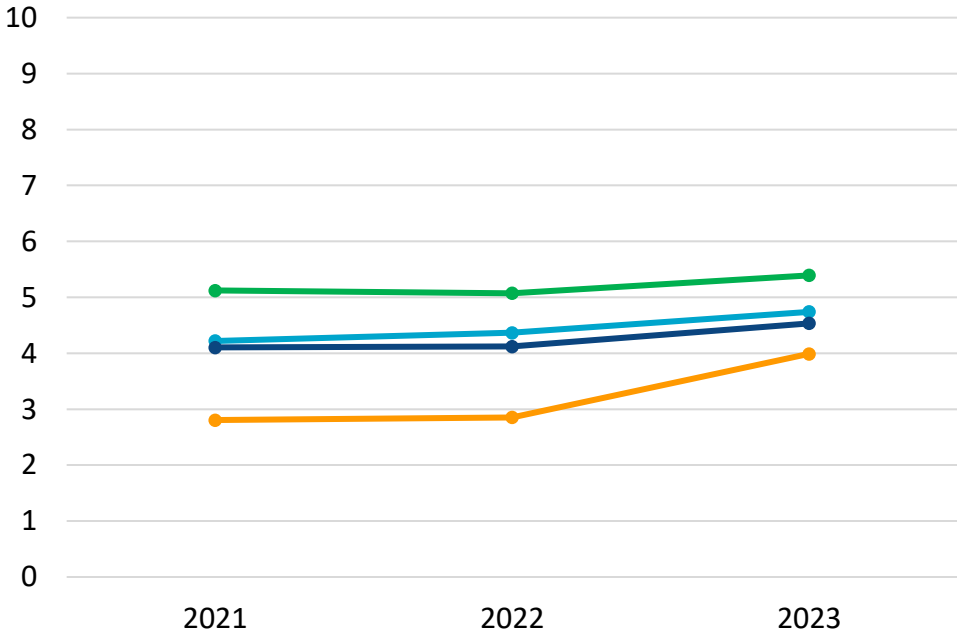
## Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.15	6.12	6.18
Best result	6.86	6.84	6.86
Average result	6.26	6.32	6.44
Worst result	5.68	5.86	6.10
Responses	4367	3998	3995

Appraisals



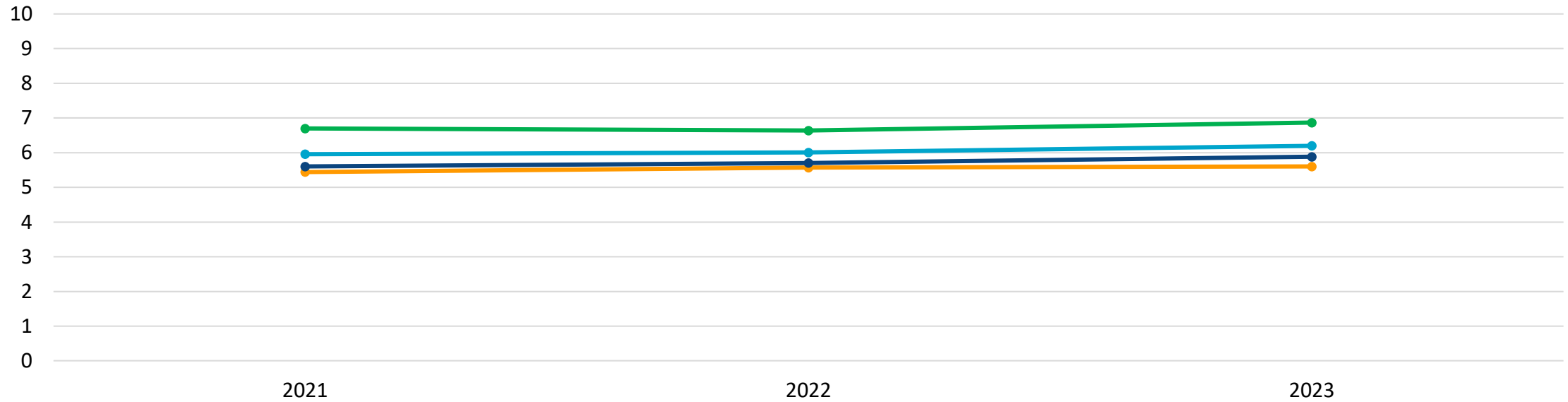
	2021	2022	2023
Your org	4.10	4.12	4.54
Best result	5.12	5.07	5.39
Average result	4.22	4.37	4.74
Worst result	2.81	2.85	3.99
Responses	4213	3829	3759

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



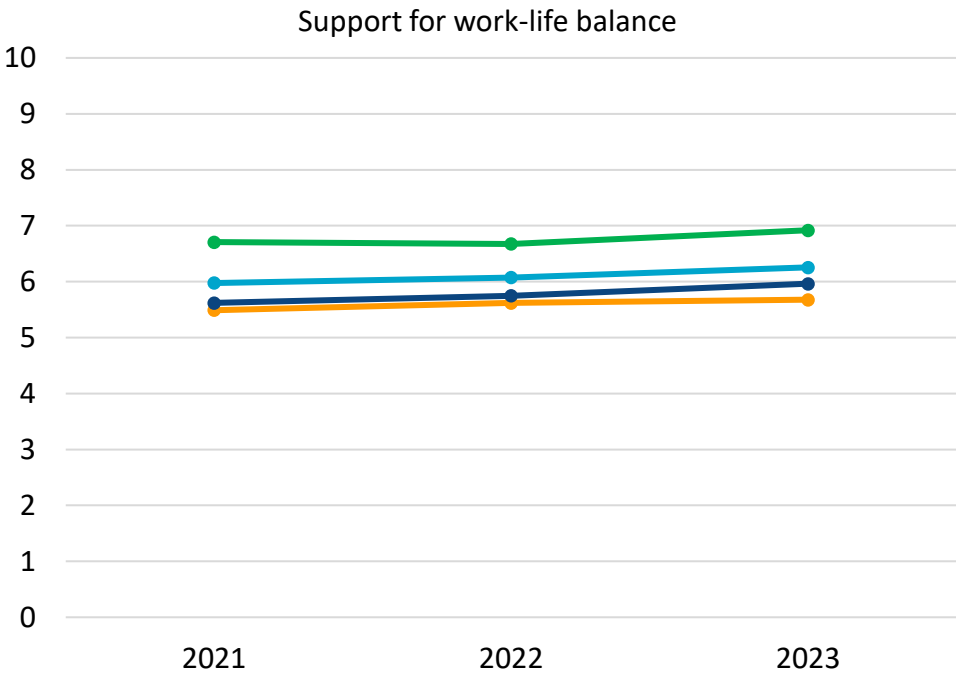
	2021	2022	2023
Your org	5.60	5.70	5.88
Best result	6.70	6.64	6.87
Average result	5.96	6.01	6.20
Worst result	5.44	5.57	5.60
Responses	4486	4009	3983



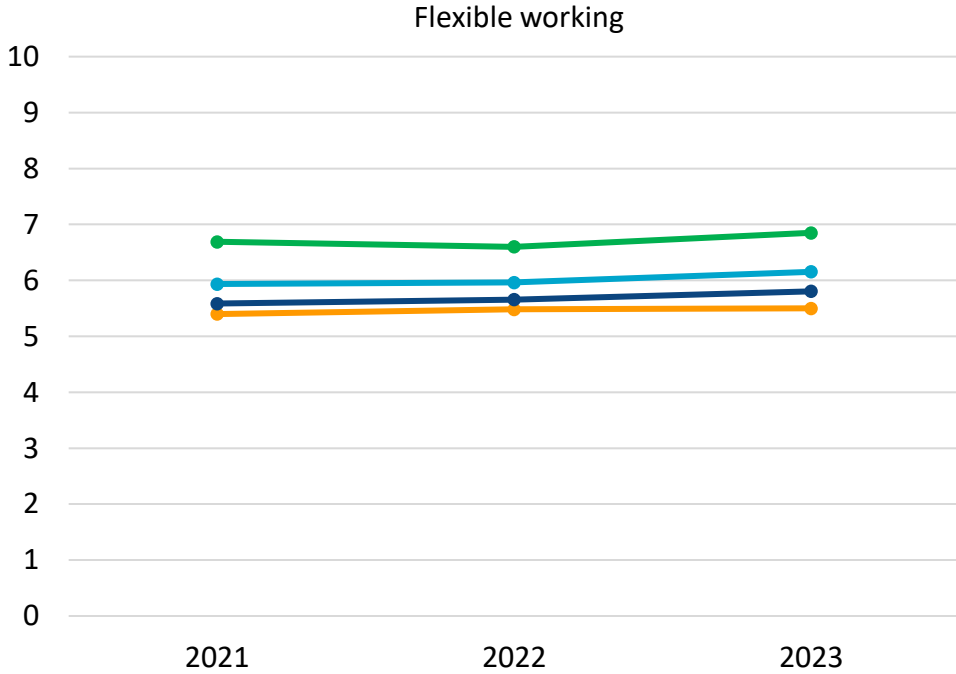
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



	2021	2022	2023
Your org	5.62	5.75	5.96
Best result	6.71	6.68	6.92
Average result	5.98	6.08	6.25
Worst result	5.49	5.62	5.68
Responses	4494	4017	4003



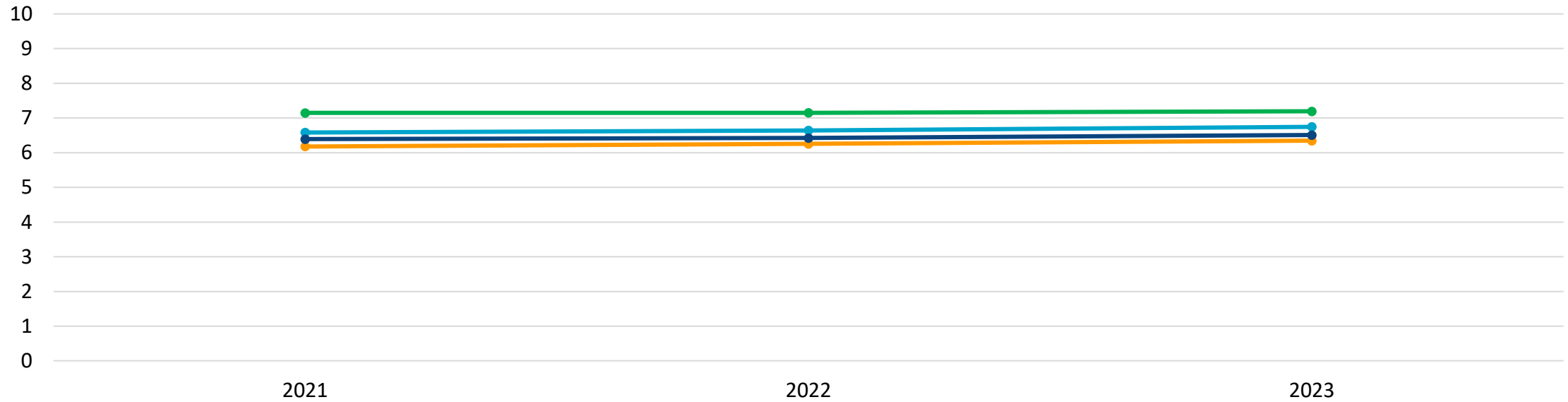
	2021	2022	2023
Your org	5.59	5.66	5.80
Best result	6.69	6.60	6.85
Average result	5.93	5.96	6.15
Worst result	5.40	5.48	5.50
Responses	4509	4012	3985

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



## Promise element 7: We are a team

### We are a team



	2021	2022	2023
Your org	6.39	6.42	6.51
Best result	7.15	7.15	7.19
Average result	6.58	6.64	6.75
Worst result	6.18	6.25	6.35
Responses	4435	4008	4002



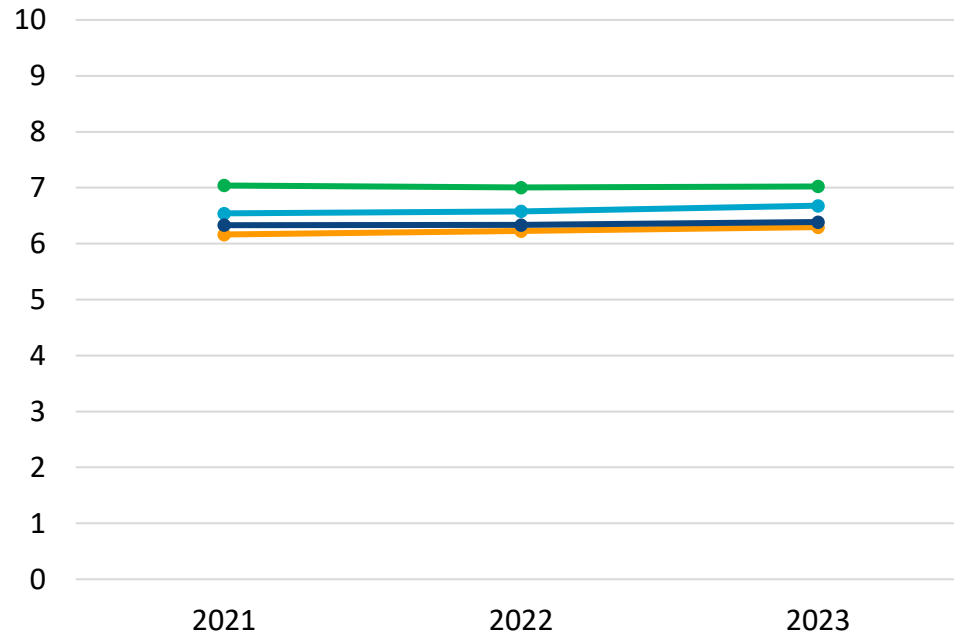
# People Promise elements, themes and sub-scores: Sub-score trends

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.



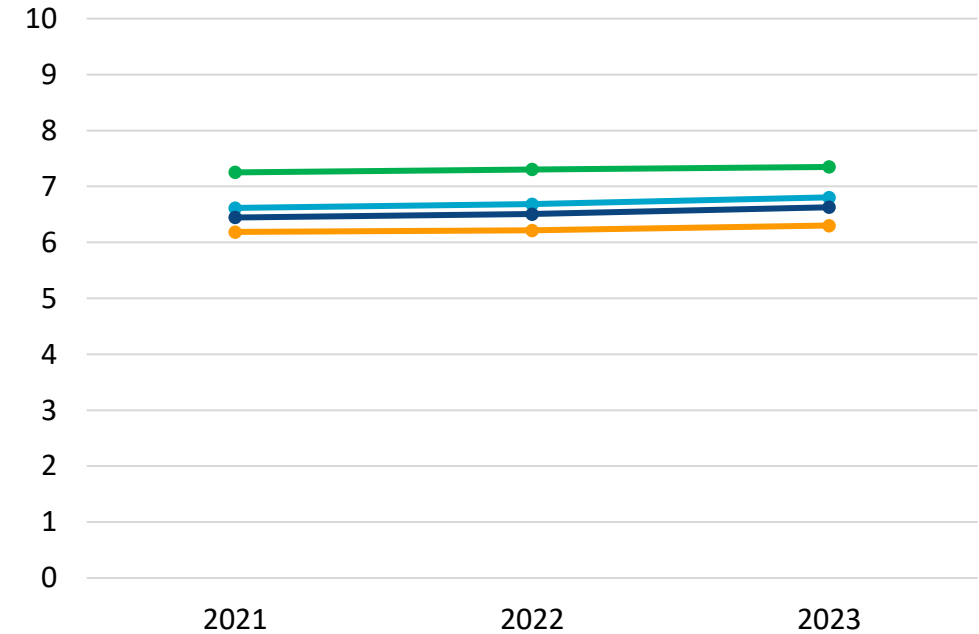
## Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	6.33	6.34	6.39
Best result	7.04	7.00	7.03
Average result	6.54	6.58	6.68
Worst result	6.16	6.23	6.29
Responses	4474	4016	4005

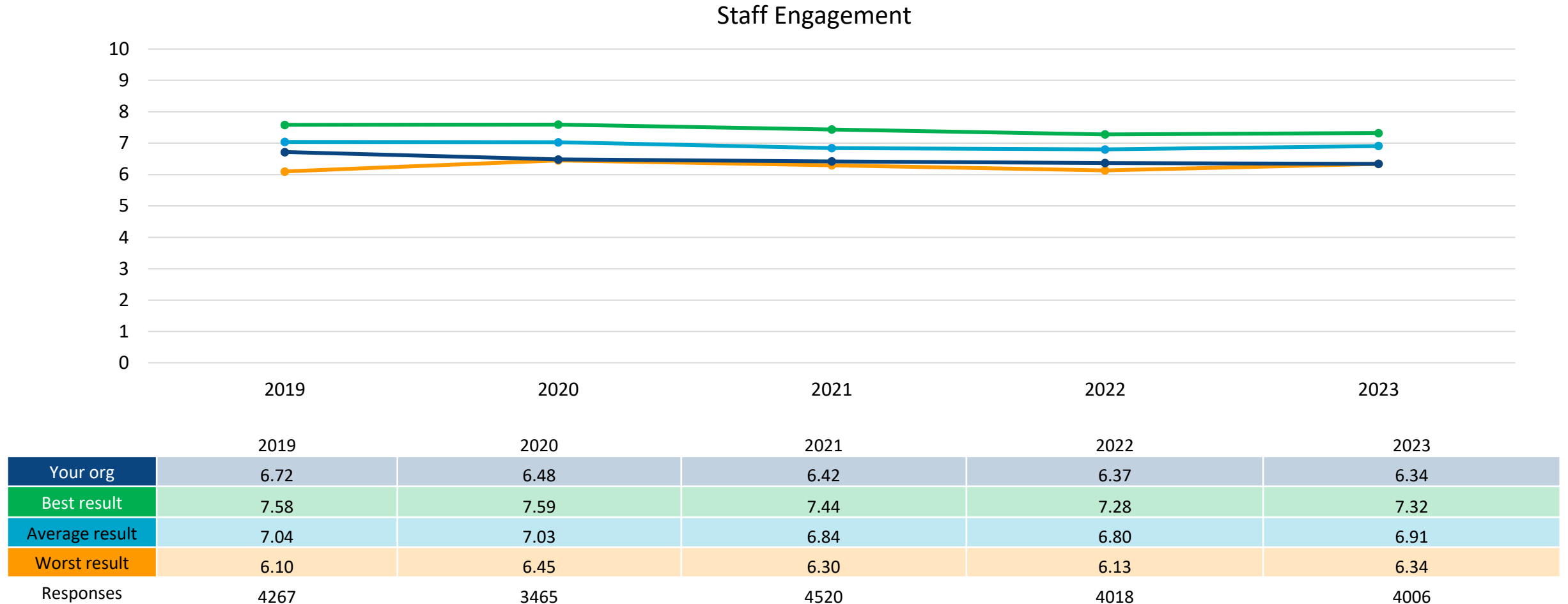
Line management



	2021	2022	2023
Your org	6.45	6.51	6.63
Best result	7.25	7.30	7.35
Average result	6.61	6.68	6.80
Worst result	6.19	6.21	6.30
Responses	4436	4010	4005

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

## Theme: Staff Engagement





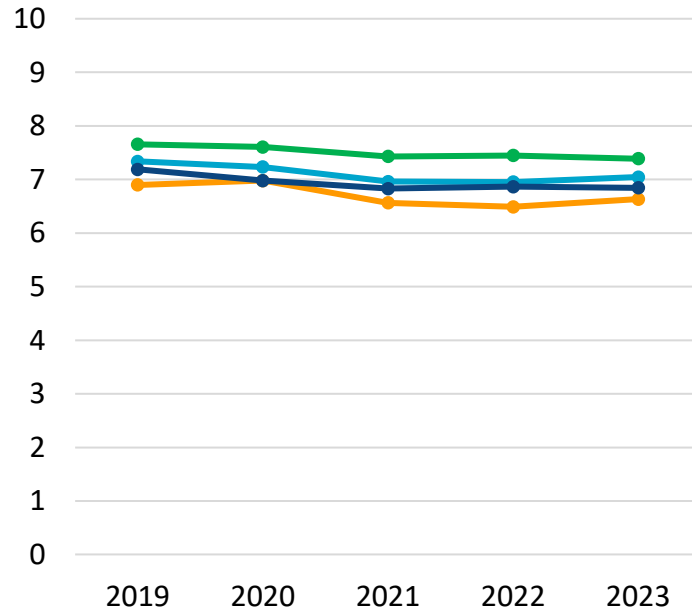


# People Promise elements, themes and sub-scores: Sub-score trends

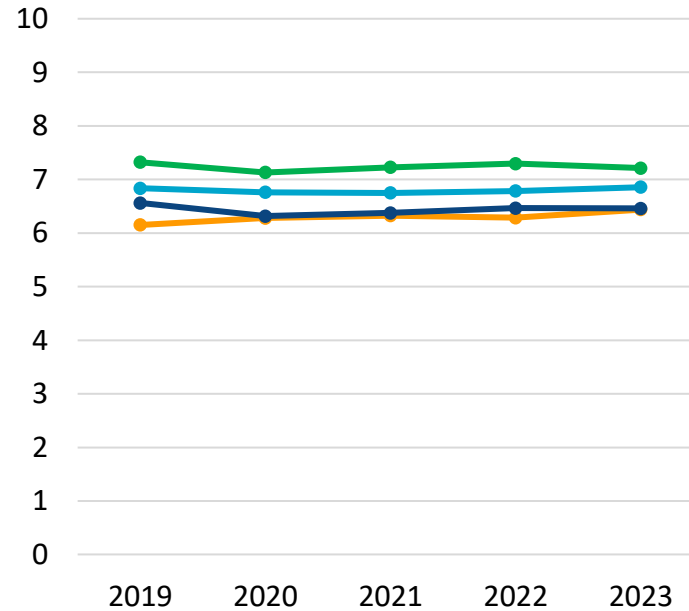
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff Engagement

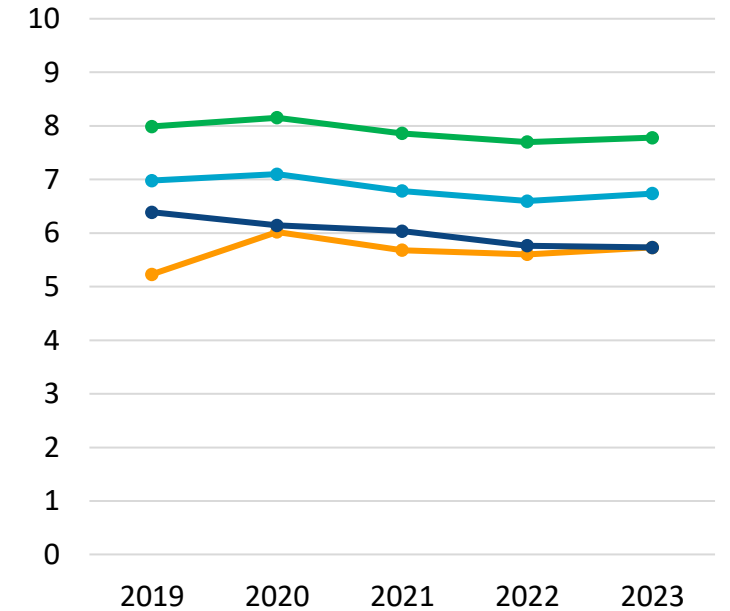
Motivation



Involvement



Advocacy



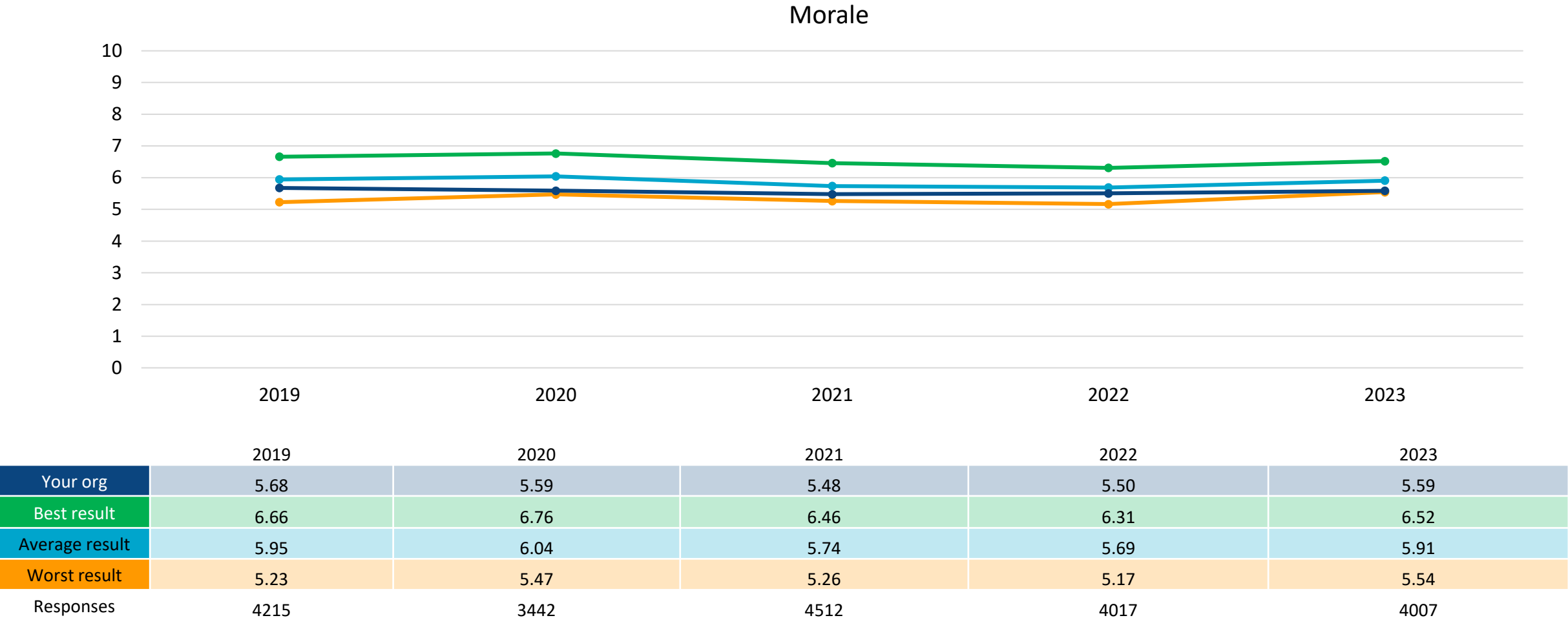
	2019	2020	2021	2022	2023
Your org	7.19	6.98	6.83	6.87	6.84
Best result	7.66	7.61	7.43	7.45	7.39
Average result	7.34	7.23	6.96	6.95	7.04
Worst result	6.90	6.98	6.56	6.49	6.63
Responses	4241	3508	4531	3995	3961

	2019	2020	2021	2022	2023
Your org	6.56	6.31	6.37	6.46	6.46
Best result	7.32	7.13	7.22	7.29	7.21
Average result	6.83	6.76	6.75	6.79	6.86
Worst result	6.15	6.28	6.32	6.29	6.44
Responses	4269	3464	4524	4014	4002

	2019	2020	2021	2022	2023
Your org	6.39	6.14	6.04	5.76	5.73
Best result	7.99	8.15	7.86	7.70	7.78
Average result	6.98	7.10	6.78	6.60	6.74
Worst result	5.23	6.02	5.68	5.60	5.73
Responses	4071	3335	4334	4000	3988

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



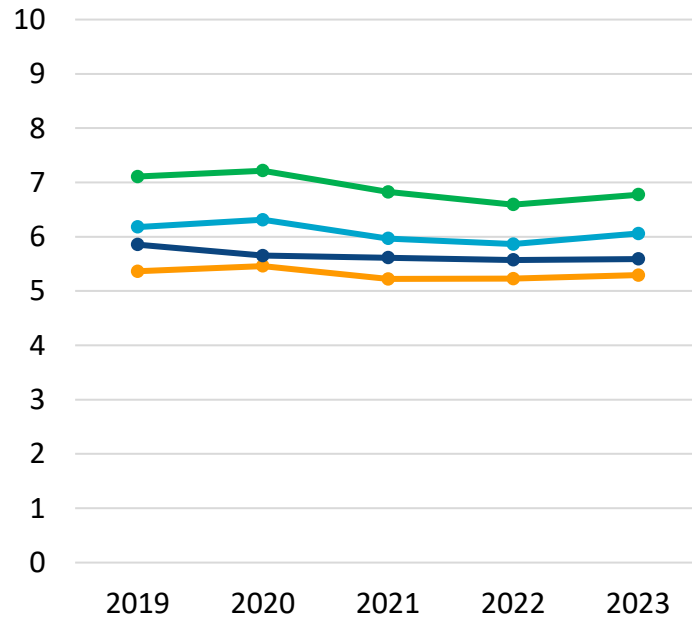


# People Promise elements, themes and sub-scores: Sub-score trends

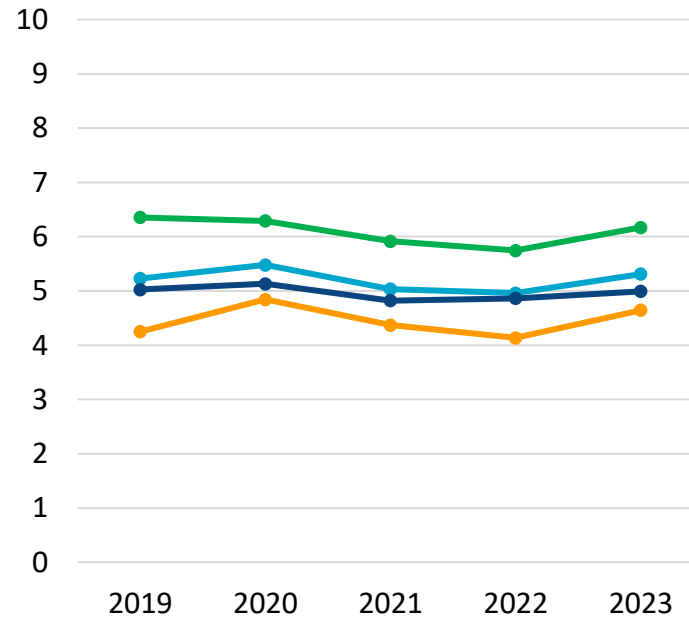
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Morale

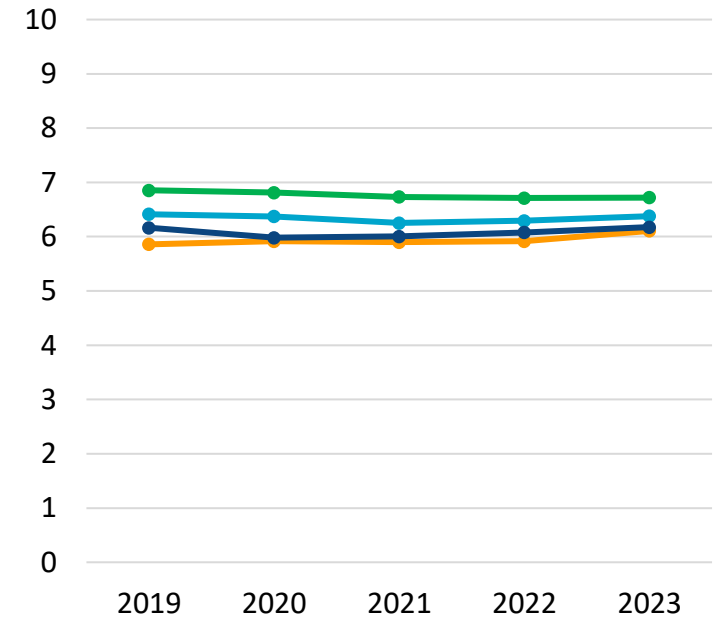
Thinking about leaving



Work pressure



Stressors



	2019	2020	2021	2022	2023
Your org	5.86	5.65	5.61	5.57	5.59
Best result	7.11	7.22	6.83	6.59	6.78
Average result	6.18	6.31	5.97	5.86	6.06
Worst result	5.36	5.46	5.22	5.23	5.29
Responses	4063	3335	4310	3980	3997

	2019	2020	2021	2022	2023
Your org	5.02	5.13	4.82	4.86	4.99
Best result	6.35	6.29	5.91	5.75	6.17
Average result	5.23	5.48	5.03	4.96	5.31
Worst result	4.25	4.84	4.37	4.14	4.65
Responses	4269	3461	4525	4015	4001

	2019	2020	2021	2022	2023
Your org	6.16	5.98	6.01	6.08	6.18
Best result	6.85	6.81	6.73	6.71	6.72
Average result	6.41	6.37	6.25	6.29	6.38
Worst result	5.86	5.91	5.90	5.92	6.11
Responses	4202	3440	4497	4010	4002

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

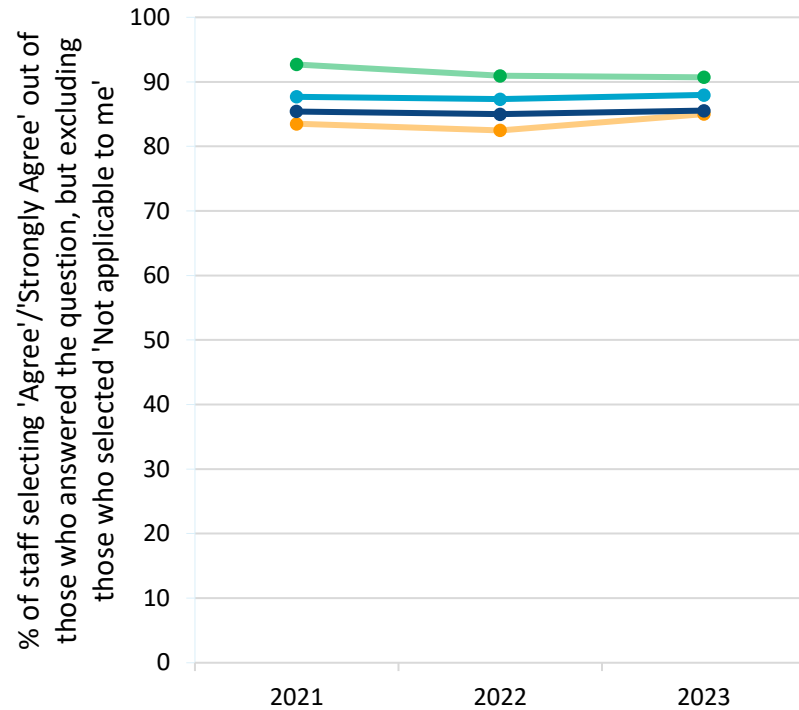
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

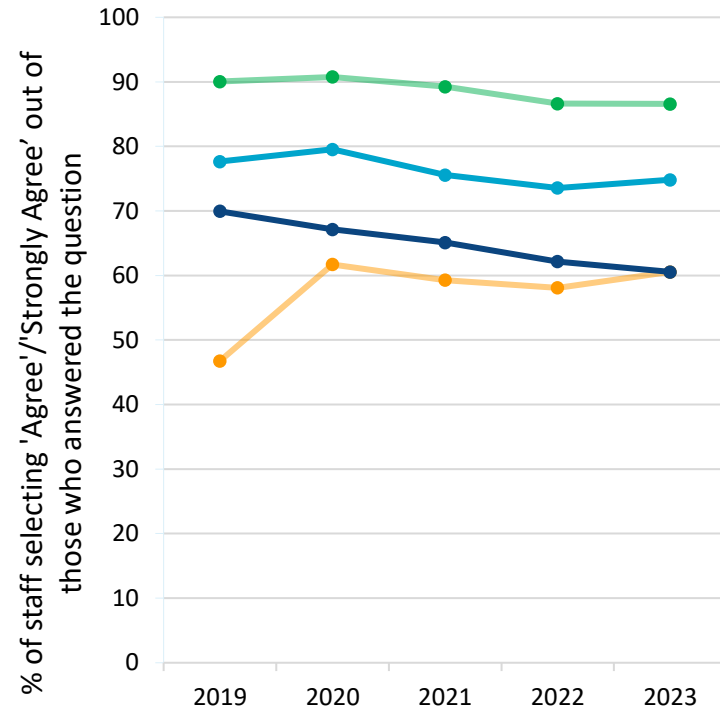


Q6a I feel that my role makes a difference to patients / service users.



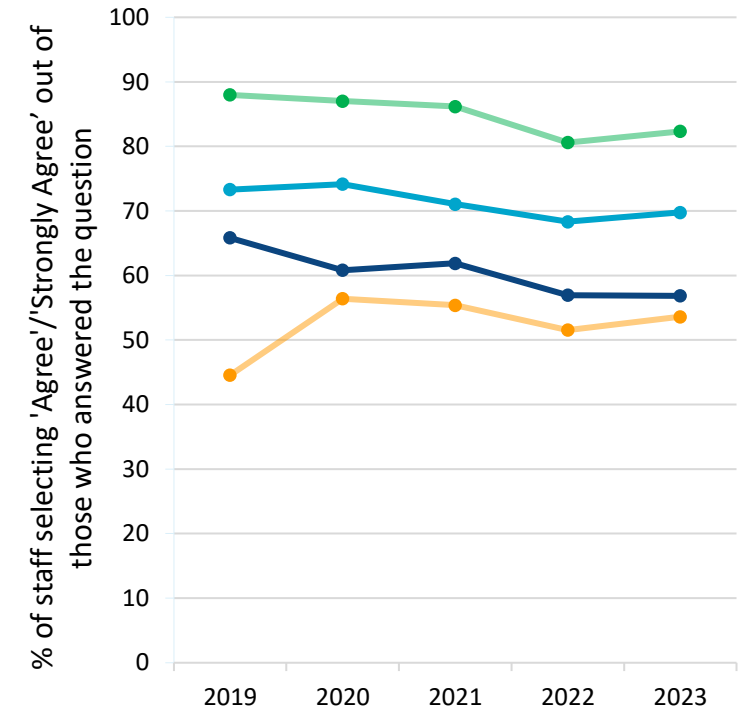
	2021	2022	2023
Your org	85.40%	84.98%	85.55%
Best result	92.70%	90.93%	90.71%
Average result	87.70%	87.31%	87.96%
Worst result	83.51%	82.48%	85.01%
Responses	4364	3916	3900

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



	2019	2020	2021	2022	2023
Your org	69.91%	67.15%	65.11%	62.15%	60.55%
Best result	90.05%	90.77%	89.25%	86.61%	86.57%
Average result	77.64%	79.53%	75.57%	73.56%	74.83%
Worst result	46.76%	61.70%	59.27%	58.09%	60.55%
Responses	4070	3330	4329	3995	3988

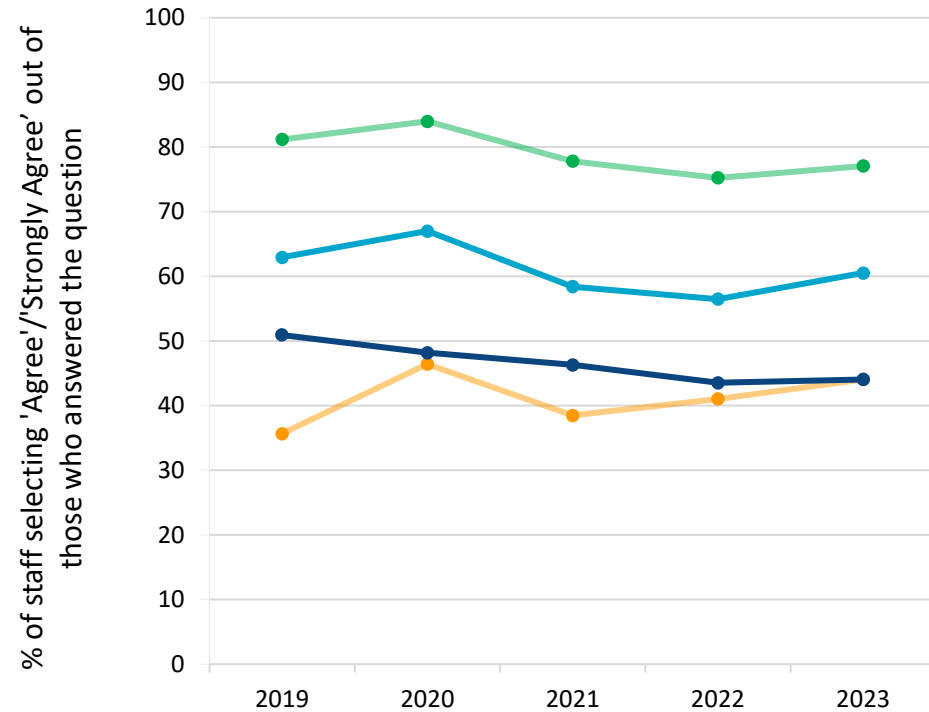
Q25b My organisation acts on concerns raised by patients / service users.



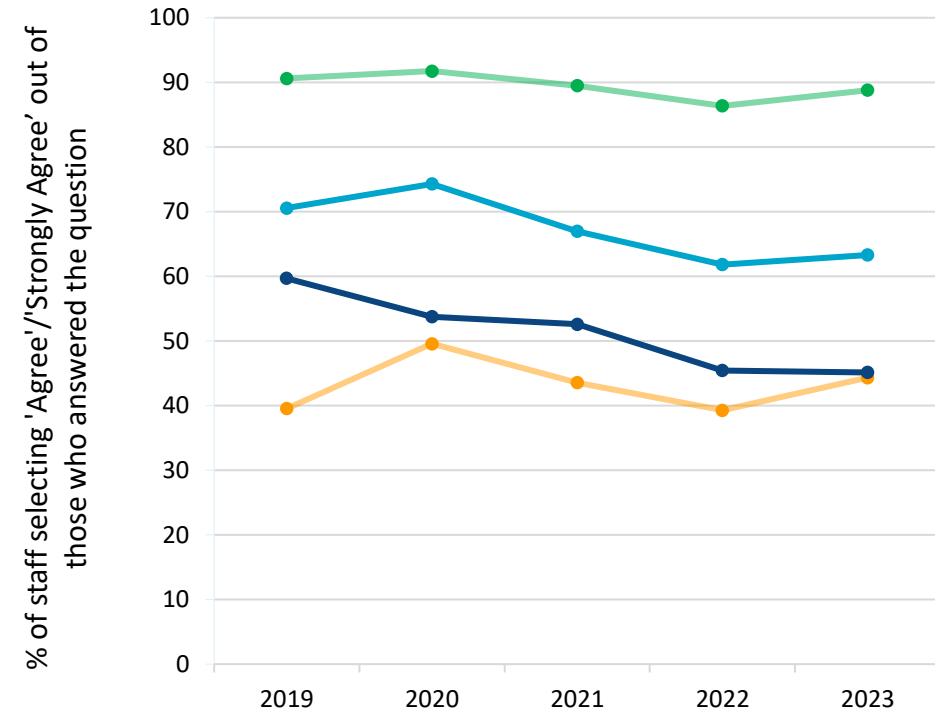
	2019	2020	2021	2022	2023
Your org	65.80%	60.82%	61.89%	56.95%	56.84%
Best result	87.98%	87.02%	86.18%	80.61%	82.34%
Average result	73.32%	74.14%	71.07%	68.32%	69.78%
Worst result	44.56%	56.41%	55.39%	51.54%	53.59%
Responses	4069	3328	4326	3994	3984



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.

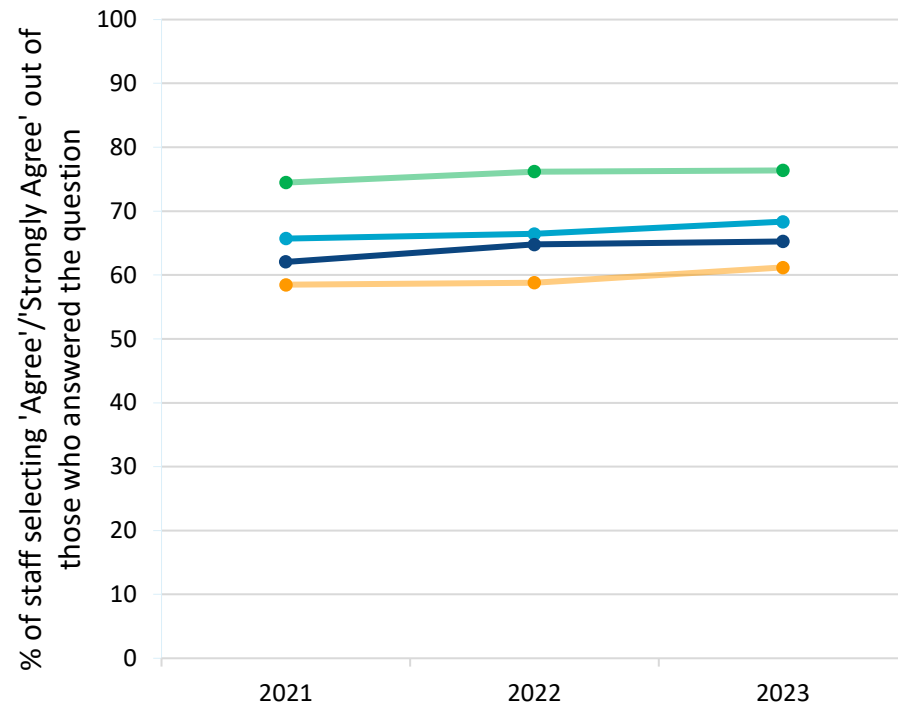


	2019	2020	2021	2022	2023
Your org	50.92%	48.17%	46.30%	43.53%	44.05%
Best result	81.18%	83.99%	77.82%	75.24%	77.09%
Average result	62.94%	67.00%	58.40%	56.48%	60.52%
Worst result	35.64%	46.44%	38.47%	41.03%	44.05%
Responses	4069	3333	4332	3994	3983

	2019	2020	2021	2022	2023
Your org	59.68%	53.75%	52.58%	45.44%	45.13%
Best result	90.62%	91.76%	89.51%	86.38%	88.82%
Average result	70.57%	74.32%	66.99%	61.82%	63.32%
Worst result	39.54%	49.58%	43.54%	39.27%	44.31%
Responses	4069	3331	4330	3996	3985

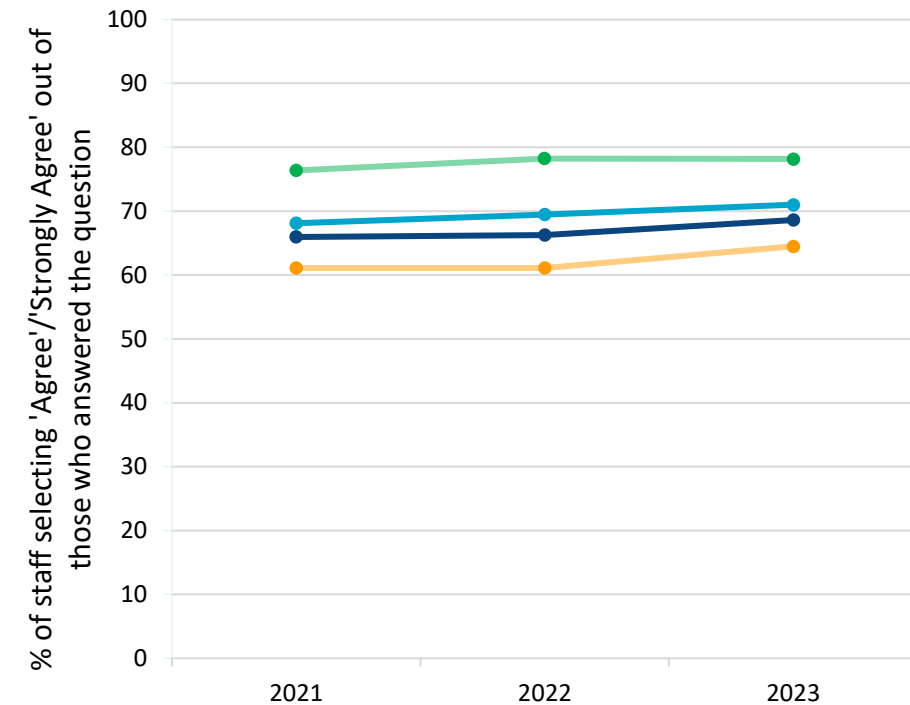


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	62.03%	64.79%	65.26%
Best result	74.49%	76.16%	76.38%
Average result	65.70%	66.44%	68.35%
Worst result	58.47%	58.79%	61.17%
Responses	4421	4006	3992

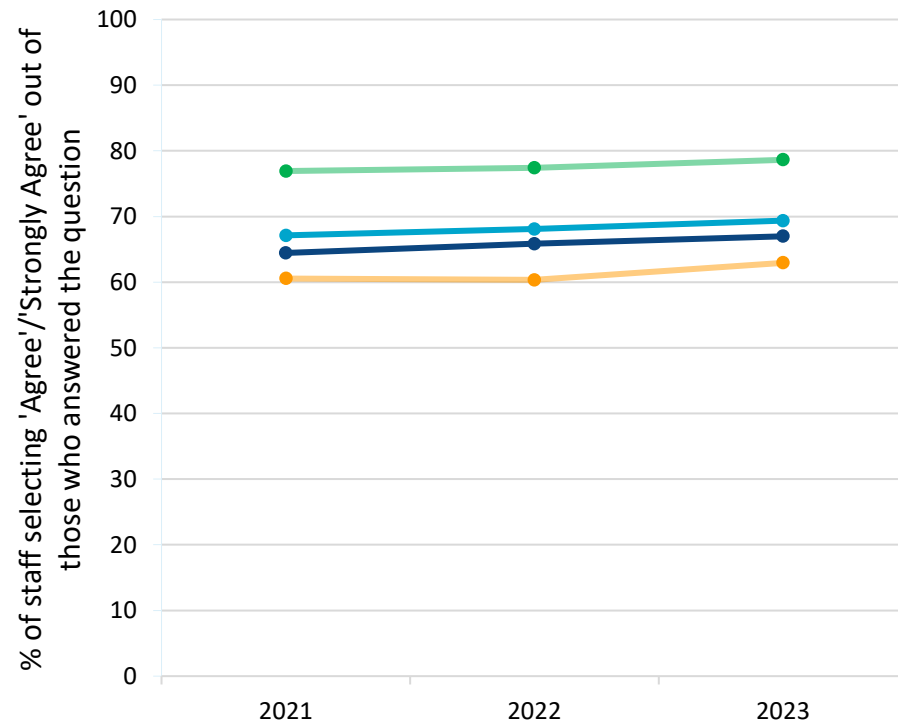
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	65.97%	66.26%	68.61%
Best result	76.39%	78.22%	78.17%
Average result	68.12%	69.47%	70.99%
Worst result	61.09%	61.11%	64.48%
Responses	4429	4004	3992

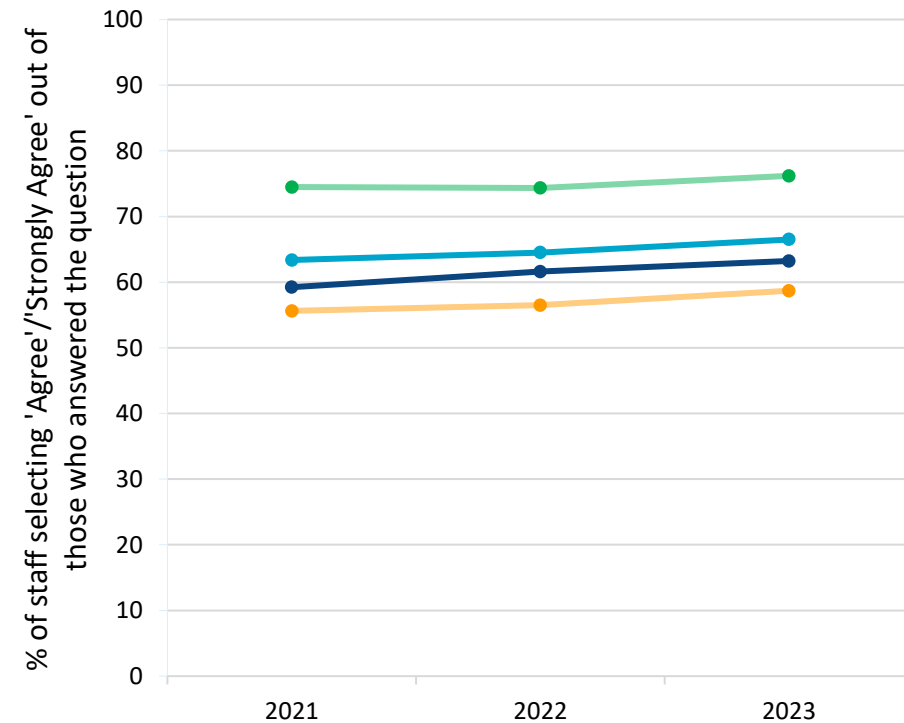


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	64.45%	65.85%	66.99%
Best result	76.92%	77.43%	78.65%
Average result	67.12%	68.10%	69.37%
Worst result	60.55%	60.34%	62.95%
Responses	4427	4006	3995

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

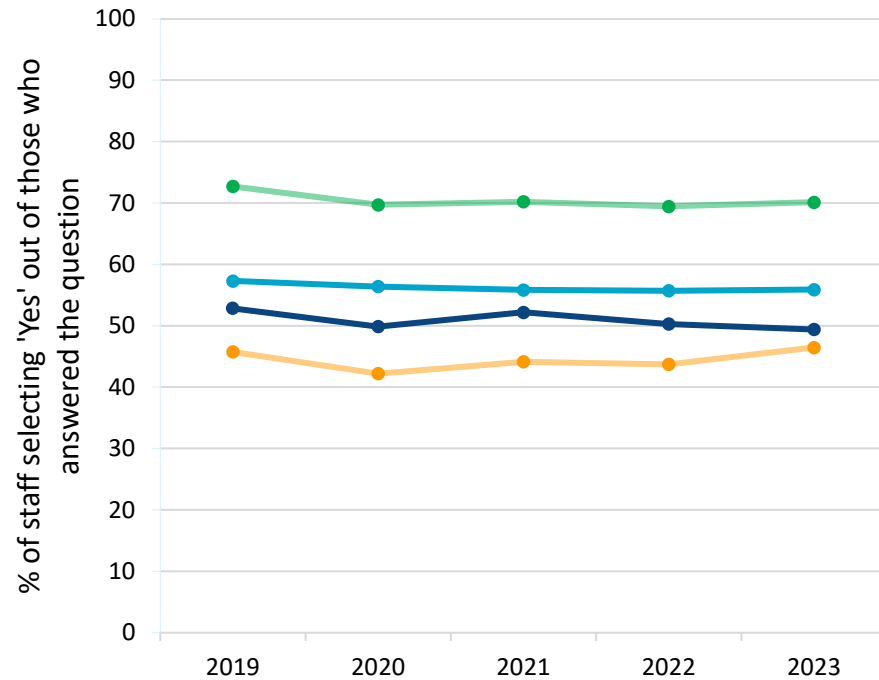


	2021	2022	2023
Your org	59.25%	61.62%	63.22%
Best result	74.49%	74.35%	76.19%
Average result	63.37%	64.50%	66.50%
Worst result	55.62%	56.50%	58.68%
Responses	4428	4001	3992



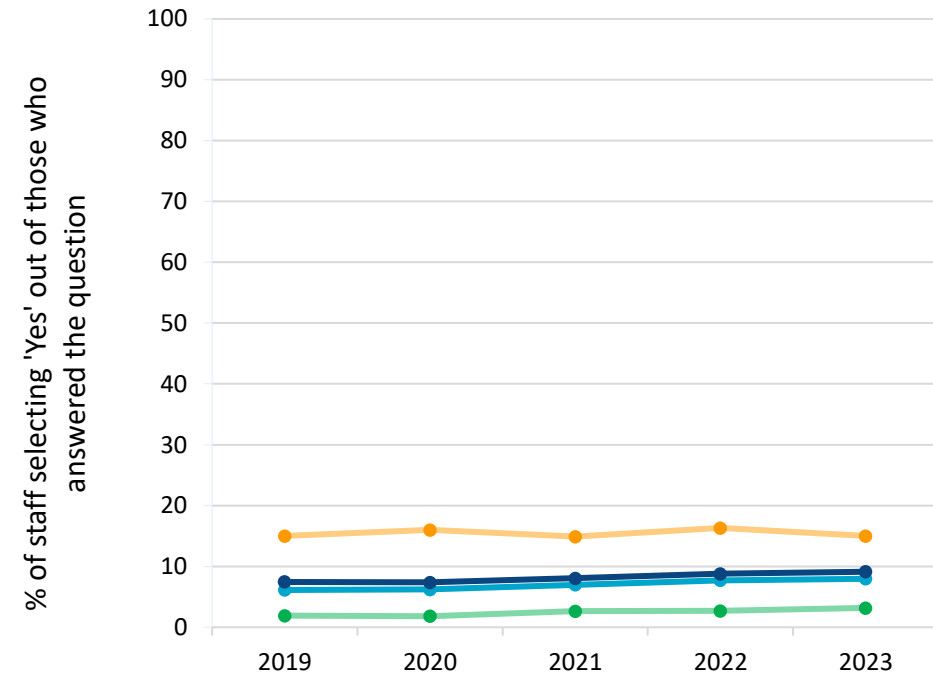


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	52.83%	49.86%	52.17%	50.29%	49.38%
Best result	72.70%	69.70%	70.19%	69.43%	70.11%
Average result	57.31%	56.38%	55.83%	55.69%	55.89%
Worst result	45.74%	42.19%	44.12%	43.72%	46.44%
Responses	4132	3358	4376	3968	3963

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?

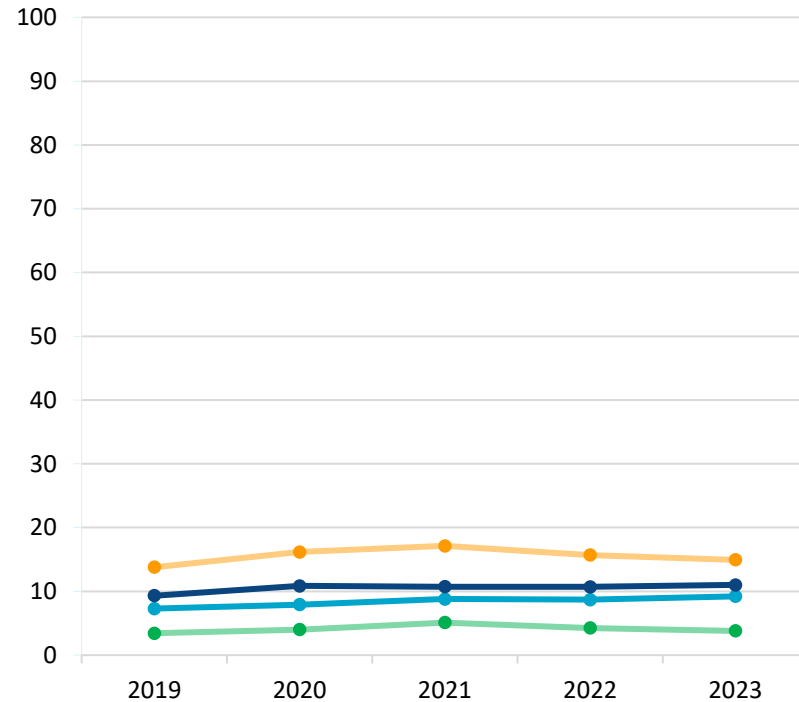


	2019	2020	2021	2022	2023
Your org	7.46%	7.37%	8.06%	8.79%	9.14%
Best result	1.91%	1.83%	2.64%	2.69%	3.17%
Average result	6.15%	6.21%	6.98%	7.71%	7.99%
Worst result	14.99%	15.99%	14.91%	16.33%	15.02%
Responses	4142	3387	4401	3977	3986



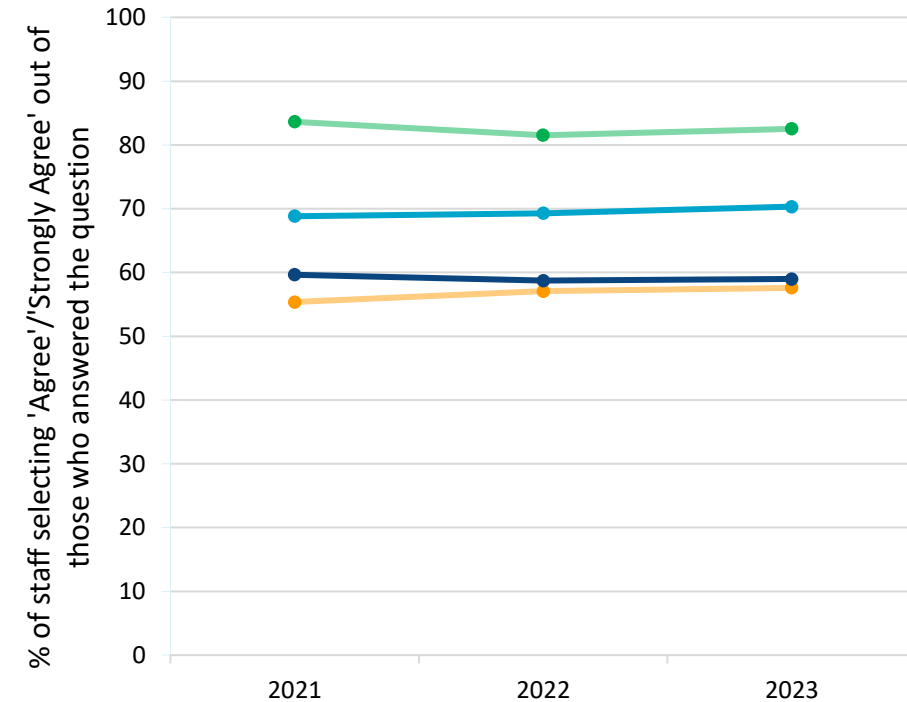
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



	2019	2020	2021	2022	2023
Your org	9.30%	10.85%	10.73%	10.69%	11.00%
Best result	3.41%	3.99%	5.09%	4.24%	3.79%
Average result	7.29%	7.90%	8.78%	8.69%	9.20%
Worst result	13.78%	16.17%	17.12%	15.70%	14.93%
Responses	4131	3377	4389	3985	3974

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



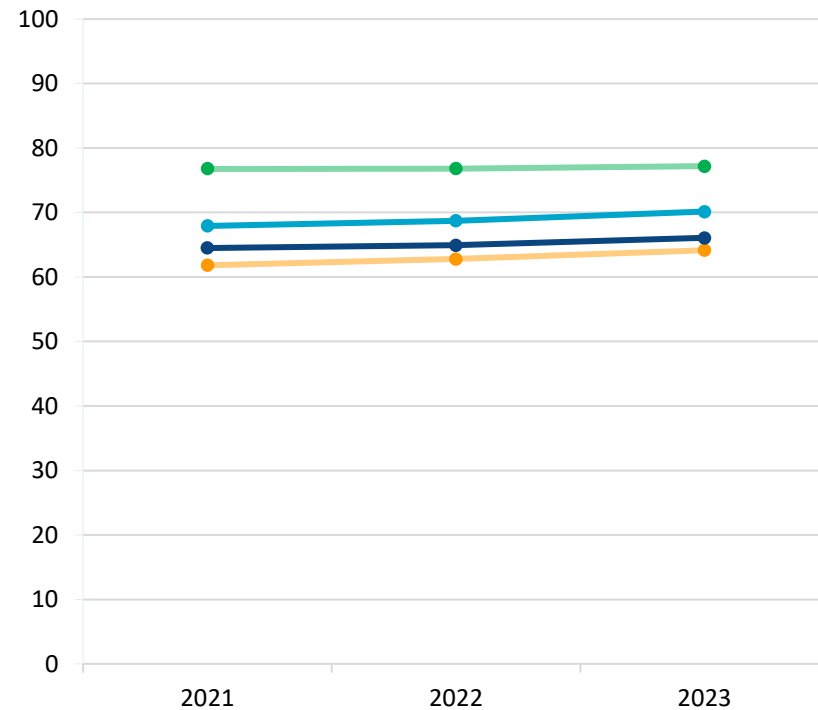
	2021	2022	2023
Your org	59.62%	58.73%	58.99%
Best result	83.66%	81.52%	82.55%
Average result	68.83%	69.29%	70.33%
Worst result	55.37%	57.06%	57.60%
Responses	4376	4002	3998



Q7h I feel valued by my team.

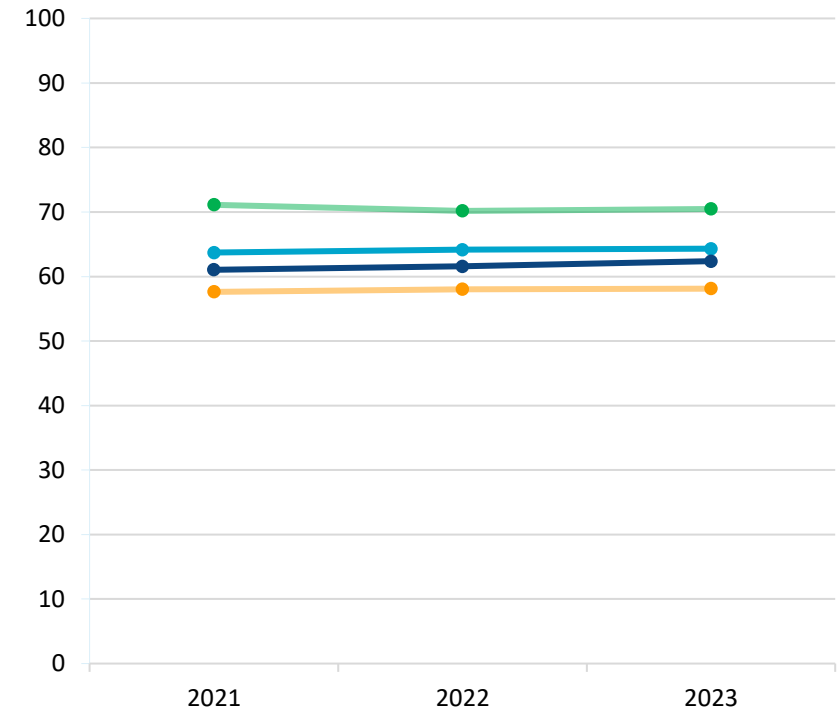
Q7i I feel a strong personal attachment to my team.

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



	2021	2022	2023
Your org	64.50%	64.92%	66.07%
Best result	76.79%	76.81%	77.16%
Average result	67.92%	68.70%	70.12%
Worst result	61.81%	62.78%	64.16%
Responses	4462	4014	4001

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

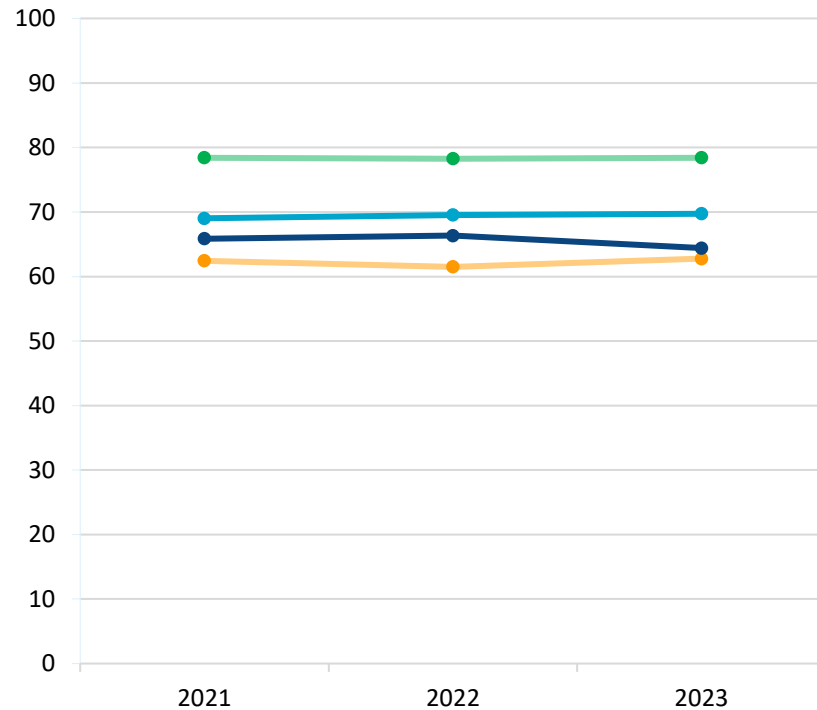


	2021	2022	2023
Your org	61.04%	61.58%	62.36%
Best result	71.13%	70.17%	70.48%
Average result	63.71%	64.17%	64.32%
Worst result	57.63%	58.03%	58.14%
Responses	4466	4011	4001



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

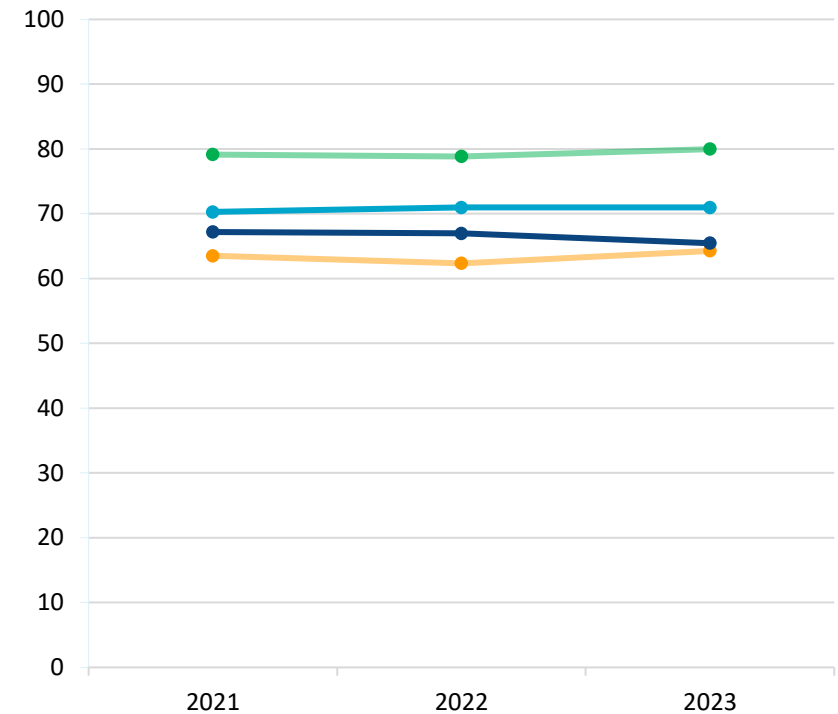
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	65.88%	66.33%	64.42%
Best result	78.43%	78.25%	78.42%
Average result	69.01%	69.54%	69.73%
Worst result	62.44%	61.50%	62.78%
Responses	4457	4011	3996

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	67.18%	66.97%	65.45%
Best result	79.13%	78.83%	79.99%
Average result	70.27%	70.96%	70.95%
Worst result	63.50%	62.35%	64.27%
Responses	4459	4010	3999

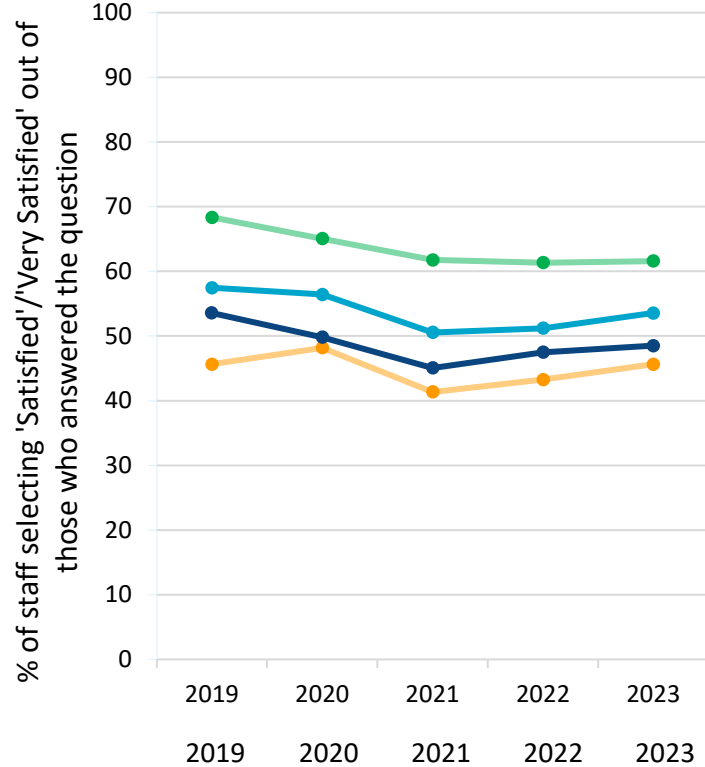
## People Promise element – We are recognised and rewarded



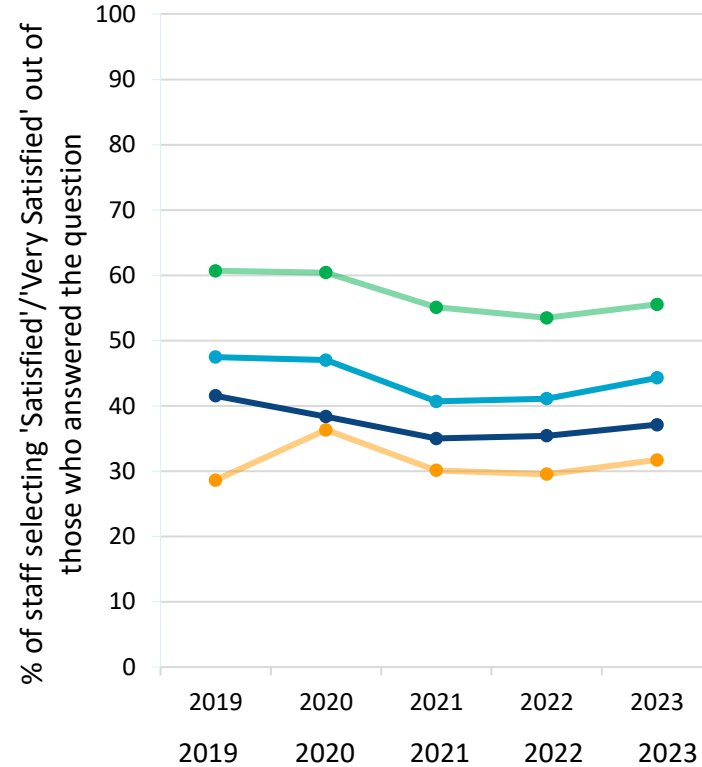
Questions included:  
Q4a, Q4b, Q4c, Q8d, Q9e



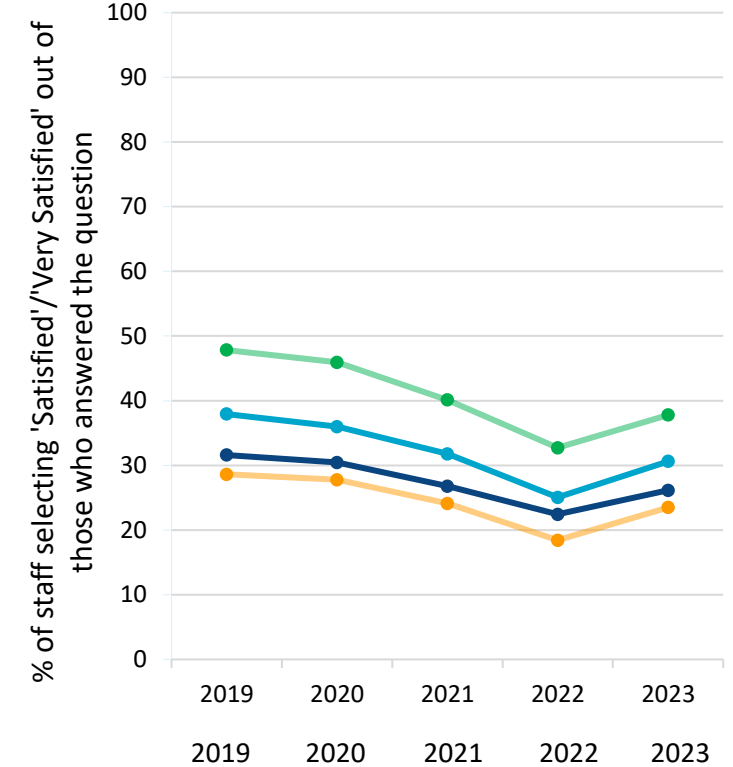
Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



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

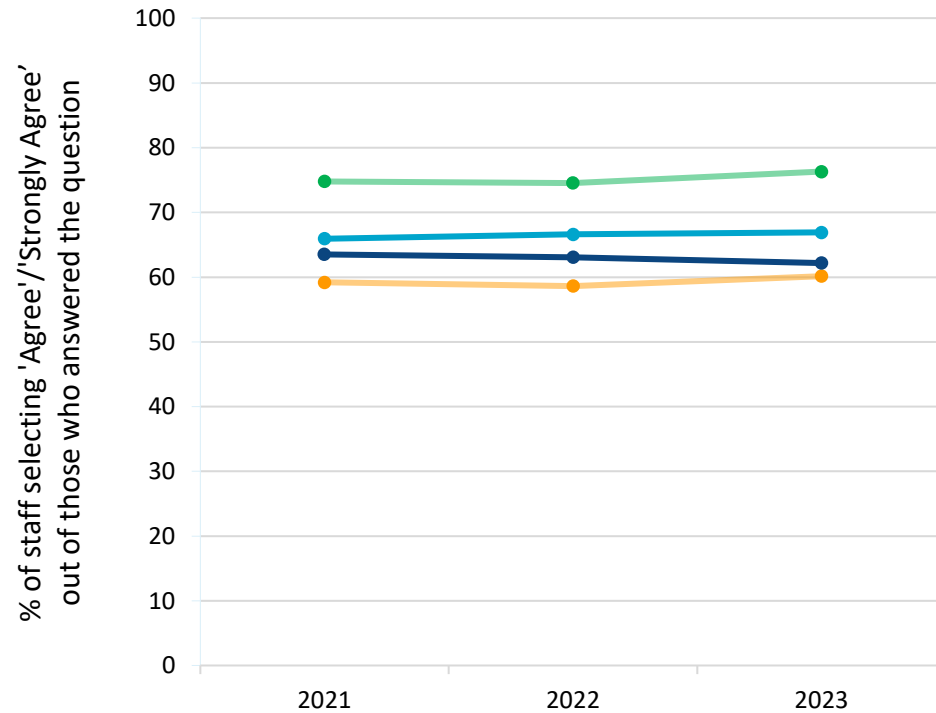


Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



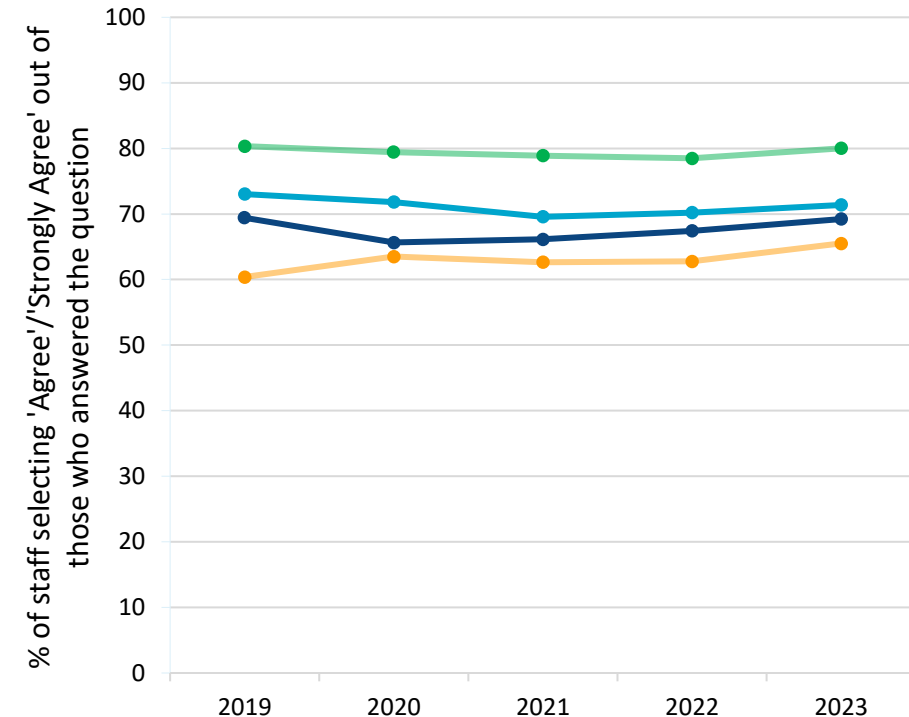


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	63.50%	63.08%	62.18%
Best result	74.80%	74.54%	76.31%
Average result	65.94%	66.61%	66.91%
Worst result	59.19%	58.63%	60.16%
Responses	4454	4008	3990

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	69.40%	65.65%	66.13%	67.42%	69.22%
Best result	80.34%	79.41%	78.91%	78.48%	80.03%
Average result	73.03%	71.81%	69.57%	70.22%	71.39%
Worst result	60.37%	63.50%	62.64%	62.77%	65.51%
Responses	4161	3410	4423	4006	3994

## 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

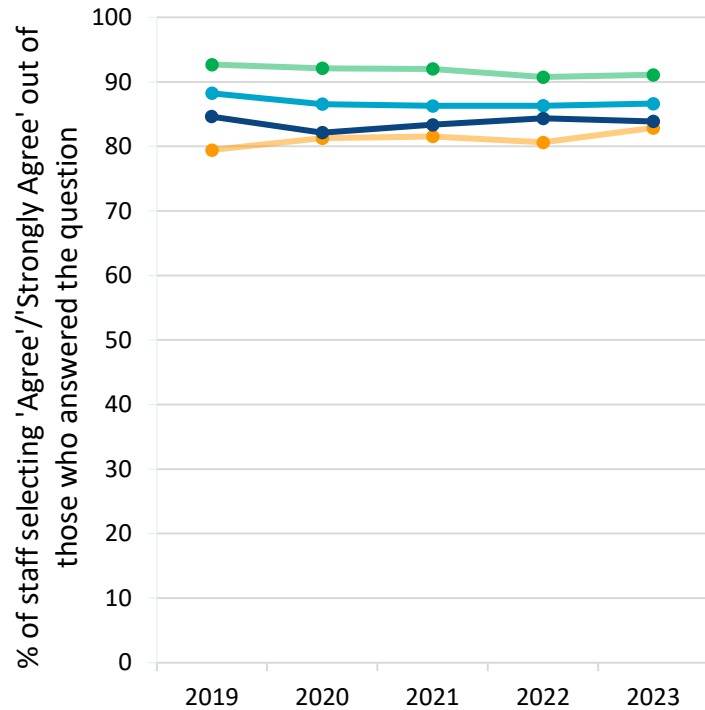




## People Promise elements and theme results – We each have a voice that counts: Autonomy and control

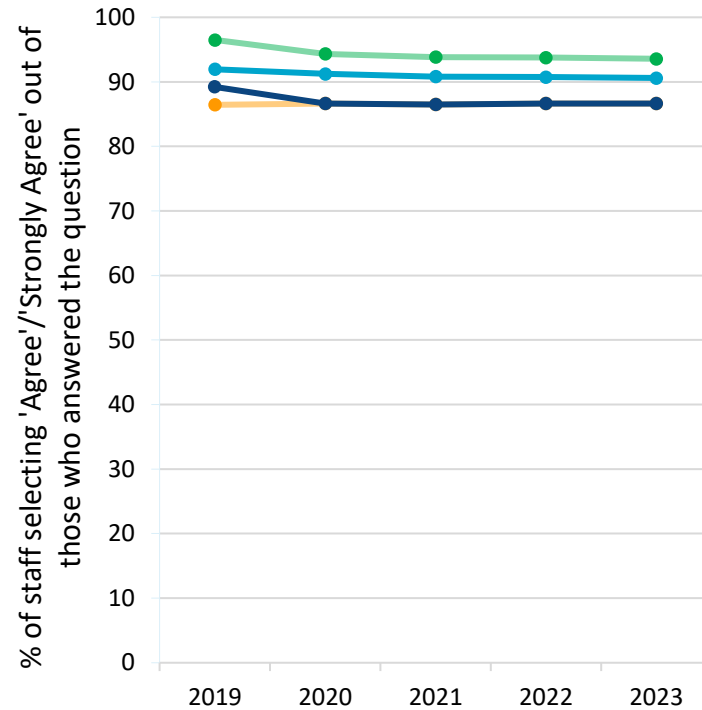


Q3a I always know what my work responsibilities are.



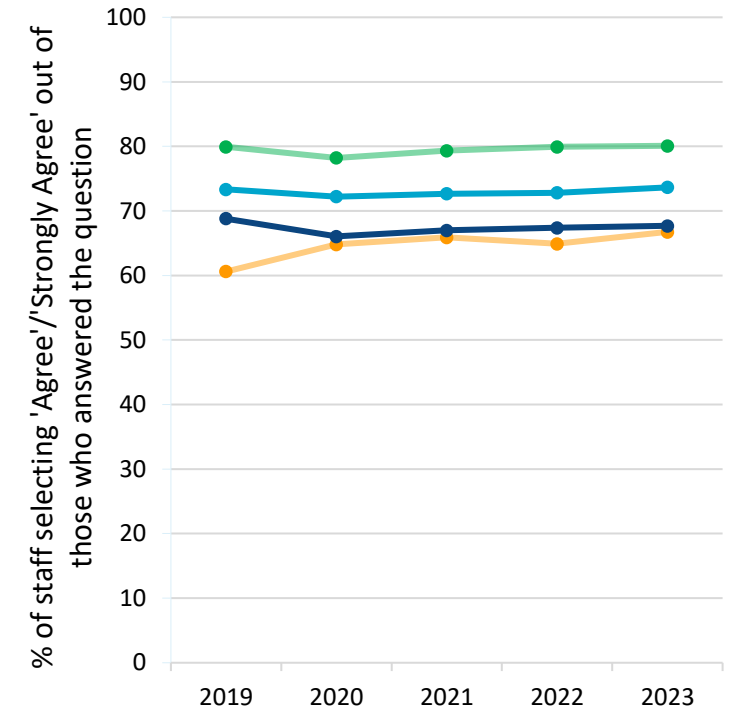
	2019	2020	2021	2022	2023
Your org	84.60%	82.13%	83.36%	84.35%	83.86%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	4266	3500	4501	3994	4000

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	89.23%	86.64%	86.51%	86.64%	86.64%
Best result	96.50%	94.35%	93.84%	93.78%	93.56%
Average result	91.97%	91.23%	90.82%	90.74%	90.58%
Worst result	86.45%	86.64%	86.51%	86.64%	86.64%
Responses	4255	3498	4512	4013	3992

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



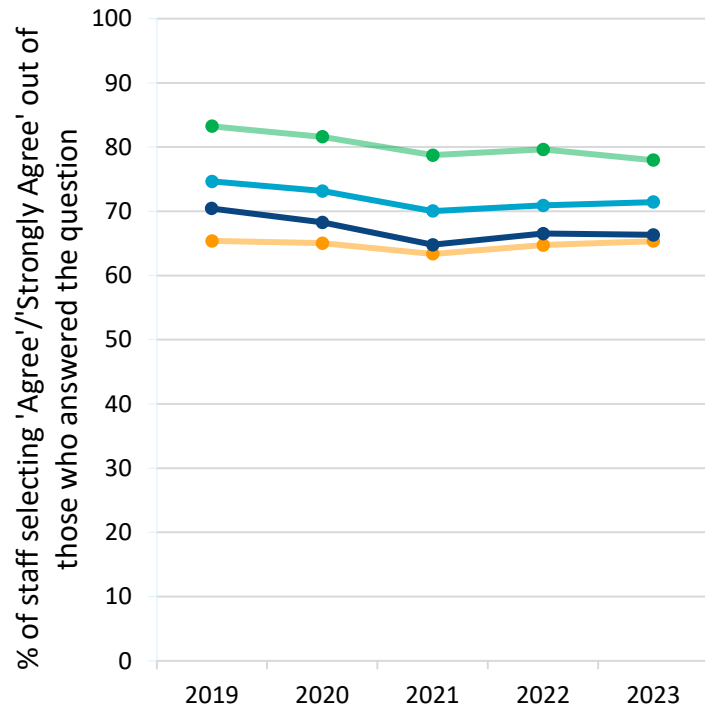
	2019	2020	2021	2022	2023
Your org	68.77%	66.05%	67.00%	67.39%	67.68%
Best result	79.93%	78.22%	79.35%	79.92%	80.07%
Average result	73.35%	72.23%	72.68%	72.83%	73.66%
Worst result	60.61%	64.80%	65.90%	64.90%	66.74%
Responses	4267	3459	4520	4010	3998



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



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

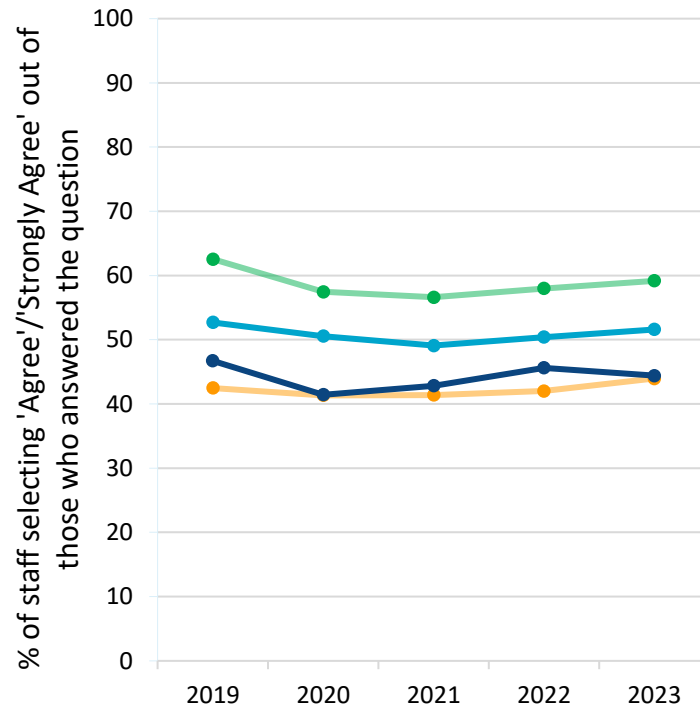


2019 2020 2021 2022 2023

Your org	70.45%	68.28%	64.79%	66.51%	66.34%
Best result	83.24%	81.60%	78.73%	79.63%	77.96%
Average result	74.65%	73.16%	70.05%	70.92%	71.43%
Worst result	65.38%	65.04%	63.37%	64.73%	65.35%

Responses 4265 3461 4519 4008 3998

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

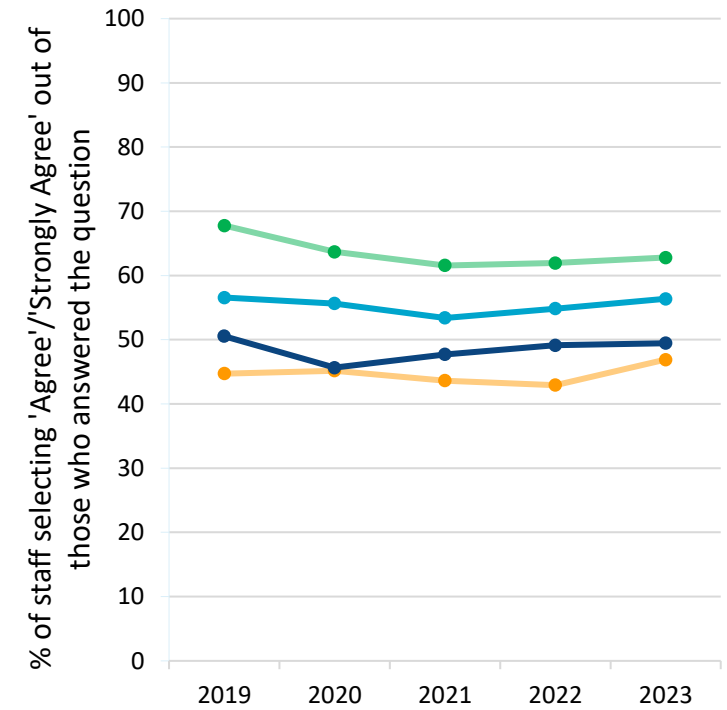


2019 2020 2021 2022 2023

Your org	46.69%	41.42%	42.84%	45.62%	44.41%
Best result	62.53%	57.46%	56.61%	57.98%	59.18%
Average result	52.69%	50.55%	49.07%	50.41%	51.60%
Worst result	42.49%	41.33%	41.38%	41.99%	43.95%

Responses 4266 3460 4521 4009 3995

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



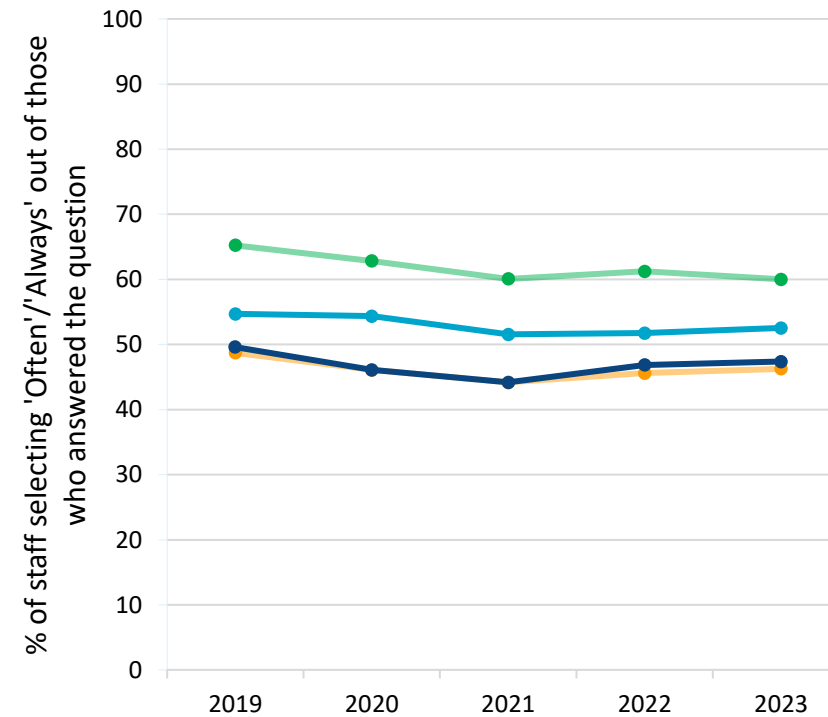
2019 2020 2021 2022 2023

Your org	50.55%	45.64%	47.70%	49.14%	49.45%
Best result	67.76%	63.68%	61.57%	61.93%	62.79%
Average result	56.56%	55.62%	53.39%	54.84%	56.35%
Worst result	44.73%	45.18%	43.63%	42.93%	46.89%

Responses 4264 3459 4523 4007 3996



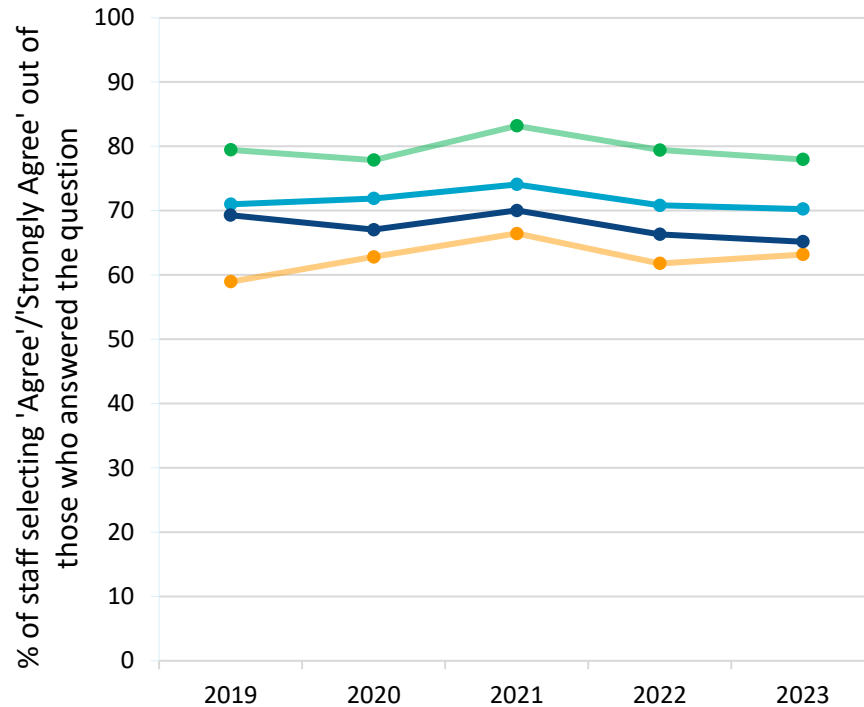
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	49.58%	46.10%	44.18%	46.86%	47.38%
Best result	65.25%	62.83%	60.08%	61.24%	60.00%
Average result	54.70%	54.35%	51.55%	51.76%	52.55%
Worst result	48.73%	46.10%	44.18%	45.59%	46.27%
Responses	4199	3439	4487	4004	3993



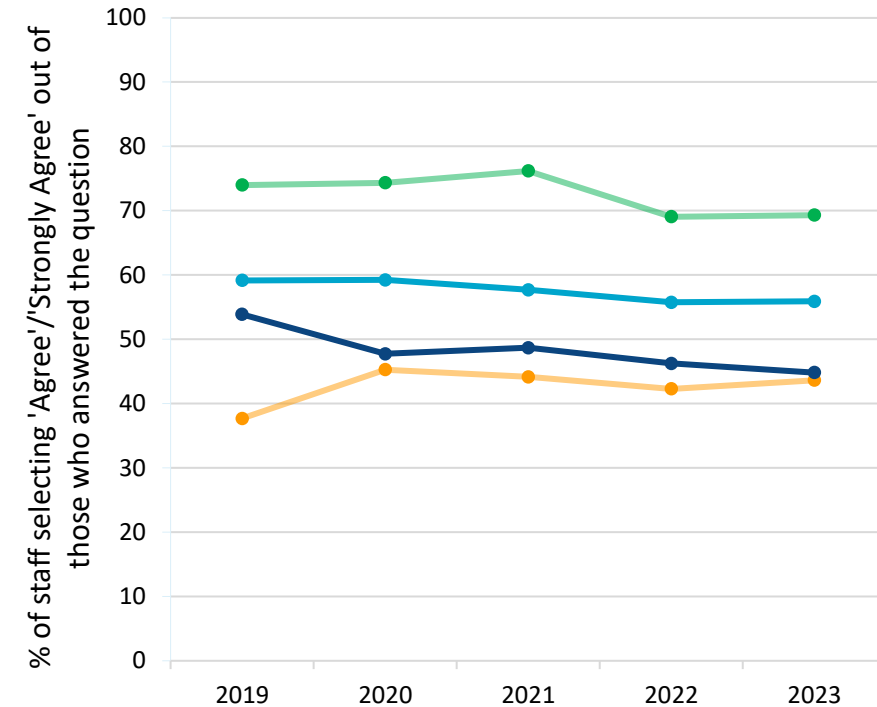
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	69.27%	67.04%	70.02%	66.31%	65.18%
Best result	79.47%	77.87%	83.19%	79.44%	77.96%
Average result	71.00%	71.89%	74.07%	70.82%	70.24%
Worst result	58.96%	62.81%	66.44%	61.78%	63.19%

Responses 4121 3354 4386 4006 3991

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

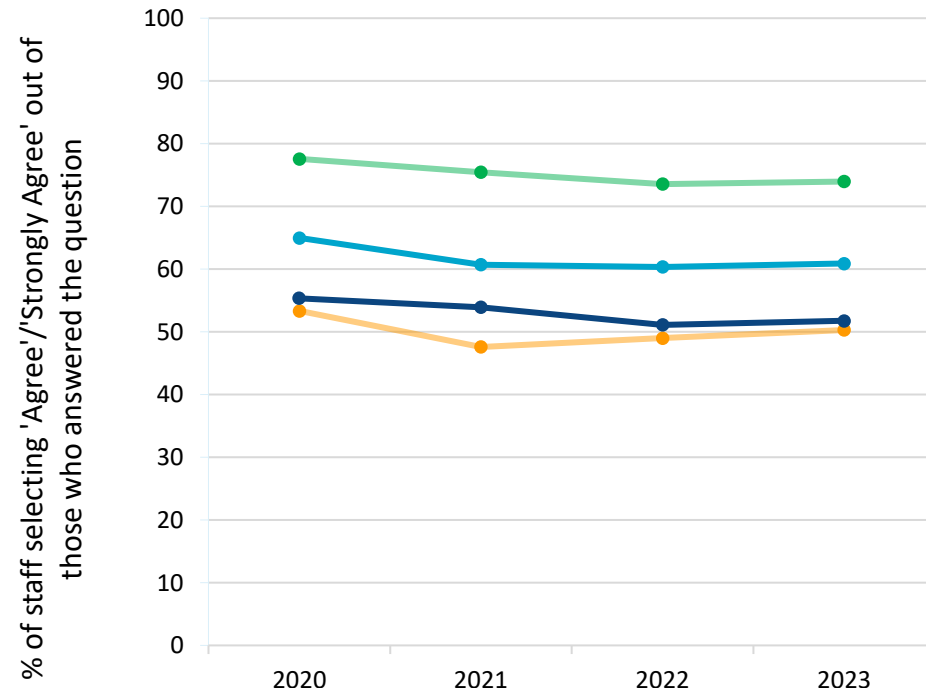


	2019	2020	2021	2022	2023
Your org	53.87%	47.73%	48.67%	46.23%	44.82%
Best result	73.99%	74.33%	76.17%	69.05%	69.29%
Average result	59.15%	59.22%	57.69%	55.75%	55.90%
Worst result	37.69%	45.27%	44.13%	42.27%	43.62%

Responses 4120 3350 4388 4001 3986

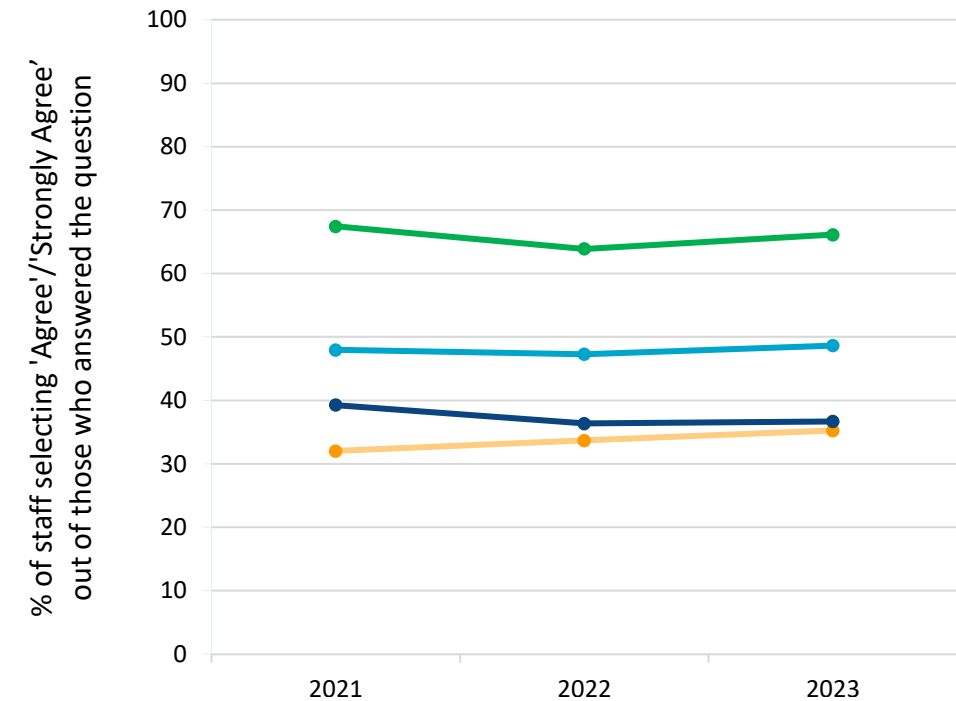


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	55.34%	53.93%	51.14%	51.76%
Best result	77.58%	75.47%	73.58%	73.98%
Average result	64.99%	60.71%	60.36%	60.89%
Worst result	53.35%	47.60%	49.01%	50.32%
Responses	3334	4329	3996	3984

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



	2021	2022	2023
Your org	39.27%	36.36%	36.69%
Best result	67.43%	63.87%	66.13%
Average result	47.97%	47.28%	48.65%
Worst result	32.02%	33.68%	35.26%
Responses	4327	3993	3985

## 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

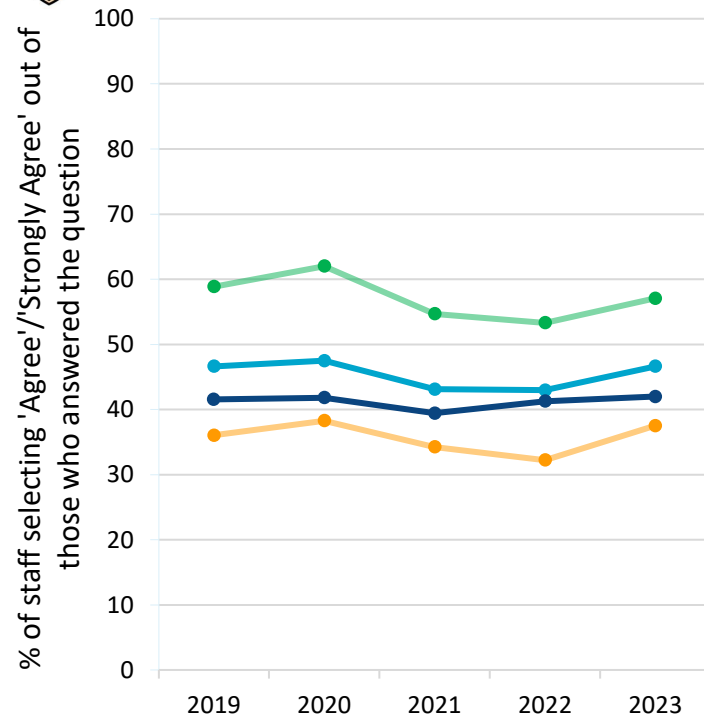
Other questions:\* Q17a, Q17b, Q22

\*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.

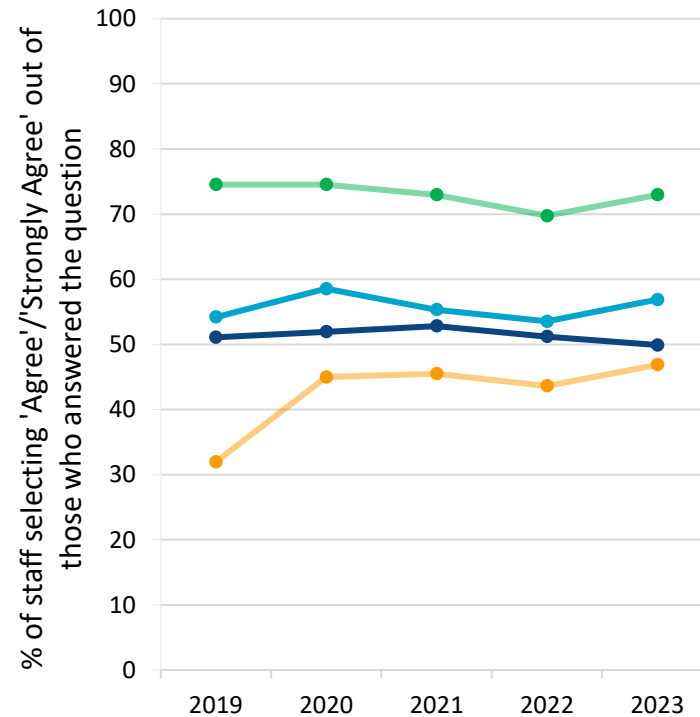


Q3g I am able to meet all the conflicting demands on my time at work.



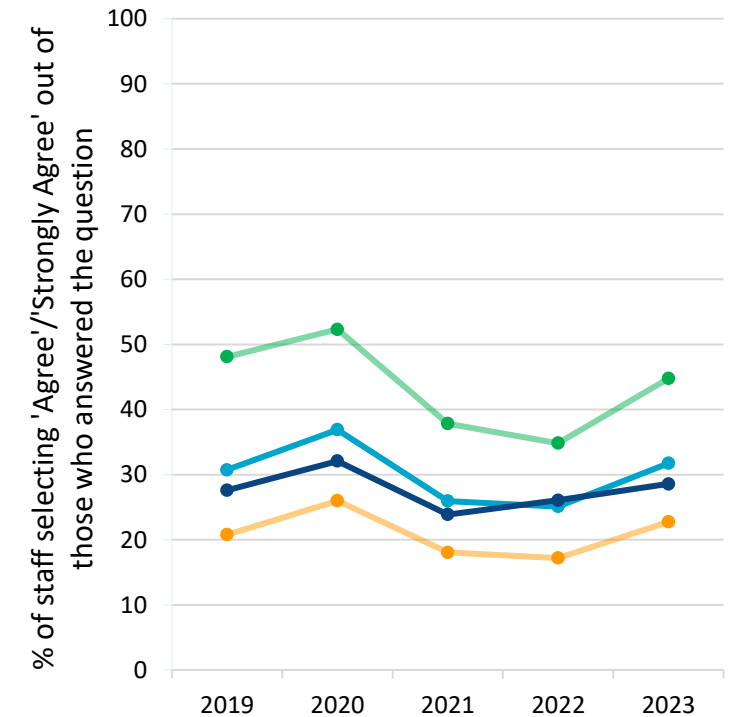
	2019	2020	2021	2022	2023
Your org	41.58%	41.81%	39.43%	41.28%	41.98%
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	4247	3454	4520	4011	3990

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



	2019	2020	2021	2022	2023
Your org	51.10%	51.94%	52.82%	51.21%	49.89%
Best result	74.53%	74.54%	72.96%	69.73%	72.97%
Average result	54.19%	58.54%	55.33%	53.52%	56.88%
Worst result	31.96%	44.99%	45.51%	43.63%	46.87%
Responses	4255	3454	4519	4008	3995

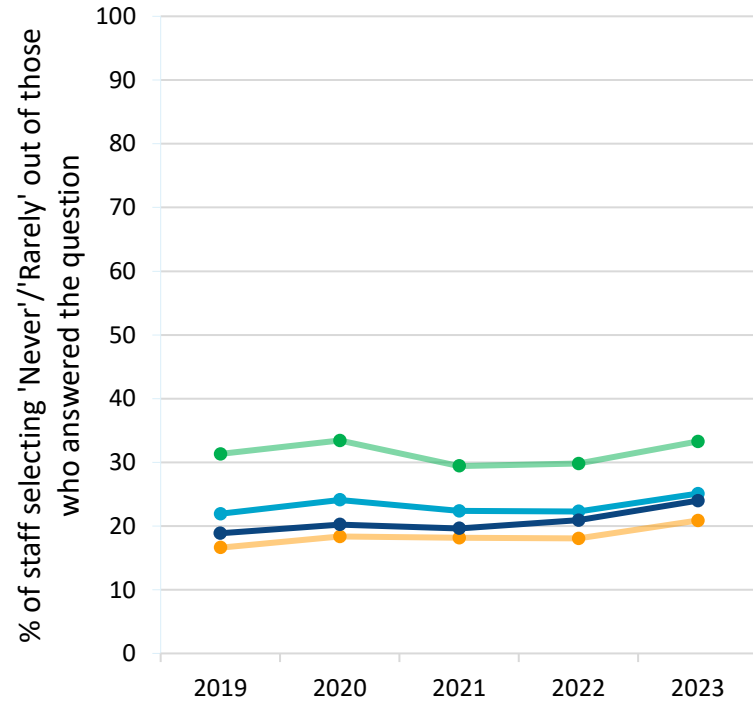
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	27.62%	32.08%	23.88%	26.07%	28.57%
Best result	48.09%	52.30%	37.83%	34.84%	44.76%
Average result	30.74%	36.89%	25.94%	25.11%	31.75%
Worst result	20.78%	25.99%	18.06%	17.19%	22.75%
Responses	4257	3454	4516	4012	3999

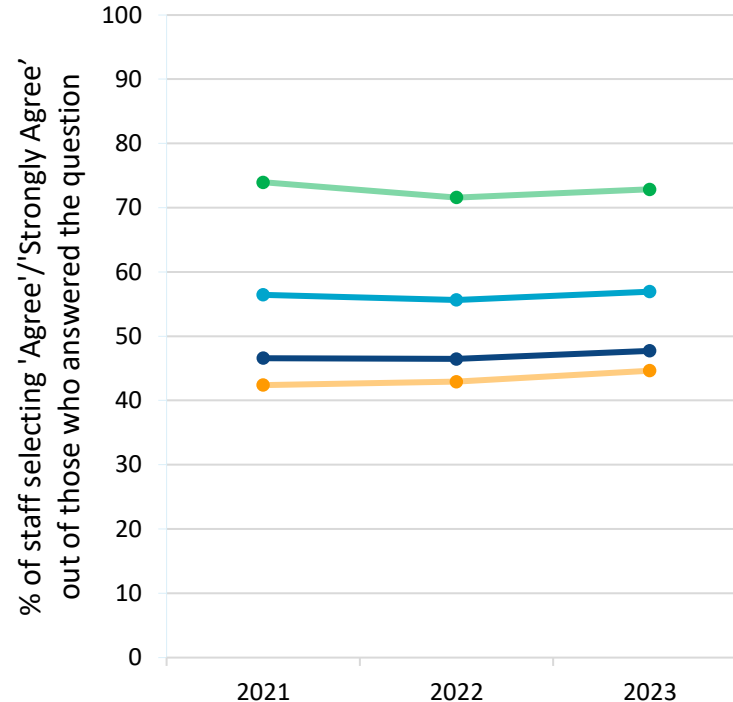


Q5a I have unrealistic time pressures.



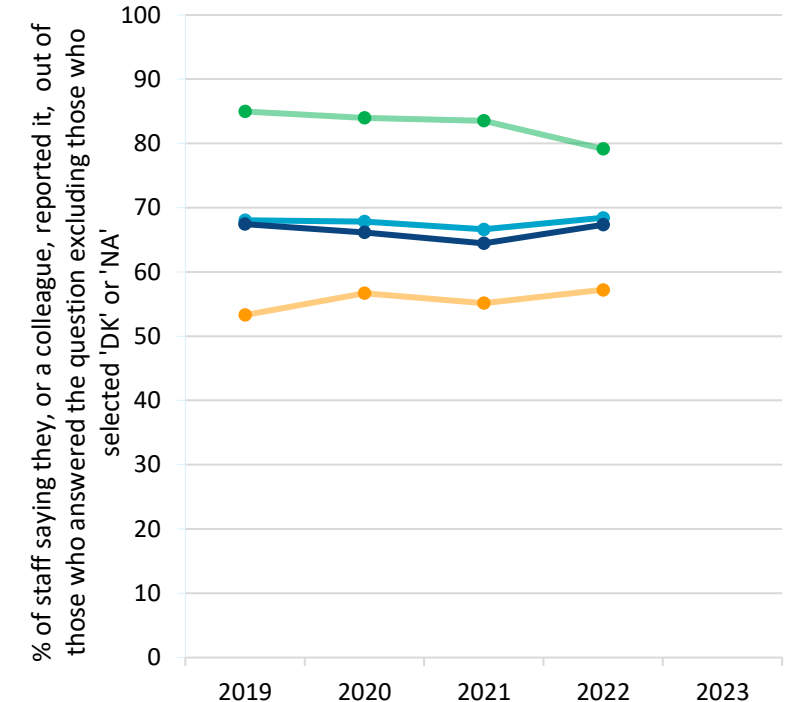
	2019	2020	2021	2022	2023
Your org	18.86%	20.25%	19.64%	20.92%	23.99%
Best result	31.33%	33.42%	29.43%	29.80%	33.29%
Average result	21.94%	24.12%	22.39%	22.31%	25.08%
Worst result	16.62%	18.37%	18.16%	18.05%	20.88%
Responses	4201	3439	4484	4002	3997

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



	2021	2022	2023
Your org	46.59%	46.46%	47.73%
Best result	73.93%	71.57%	72.85%
Average result	56.44%	55.65%	56.95%
Worst result	42.41%	42.92%	44.63%
Responses	4353	3937	4001

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



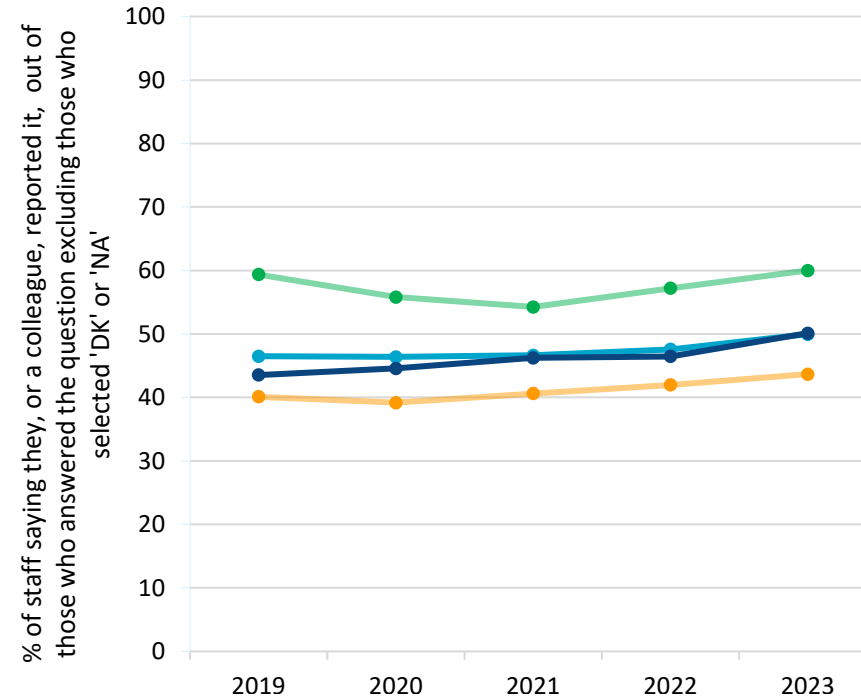
	2019	2020	2021	2022	2023
Your org	67.44%	66.15%	64.45%	67.34%	
Best result	84.97%	83.98%	83.53%	79.14%	
Average result	68.03%	67.86%	66.62%	68.43%	
Worst result	53.29%	56.69%	55.14%	57.21%	
Responses	503	395	516	470	

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.





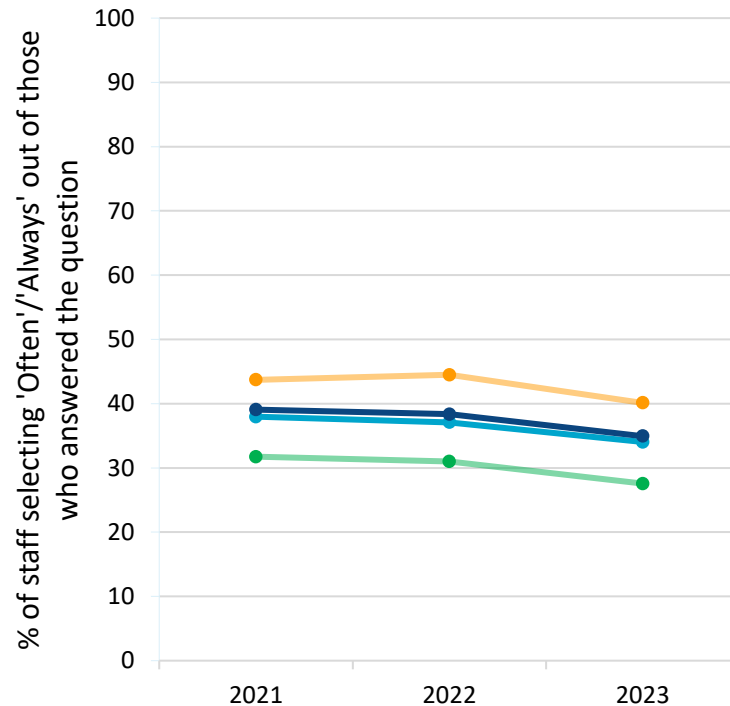
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	43.50%	44.58%	46.23%	46.46%	50.12%
Best result	59.36%	55.82%	54.24%	57.20%	60.00%
Average result	46.49%	46.39%	46.64%	47.58%	49.96%
Worst result	40.11%	39.16%	40.62%	41.97%	43.66%
Responses	1794	1424	1686	1611	1594

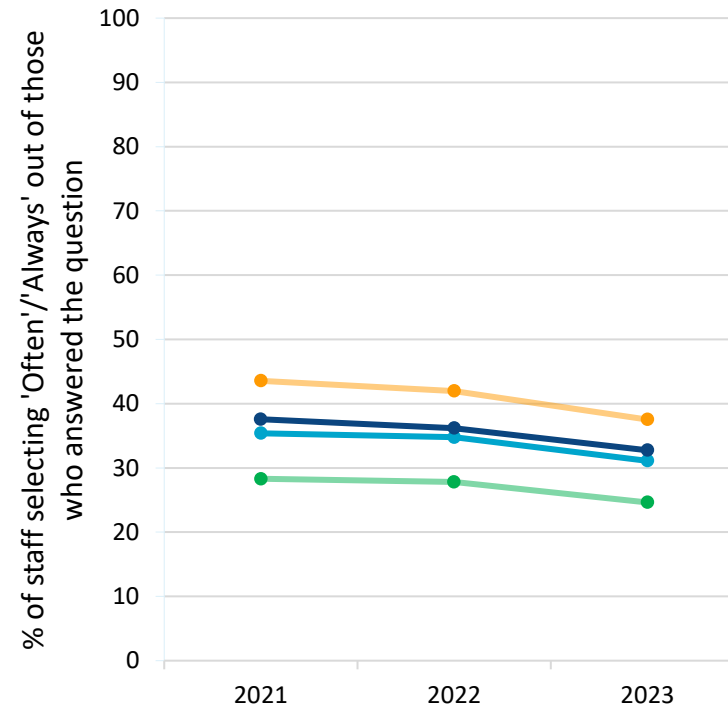


Q12a How often, if at all, do you find your work emotionally exhausting?



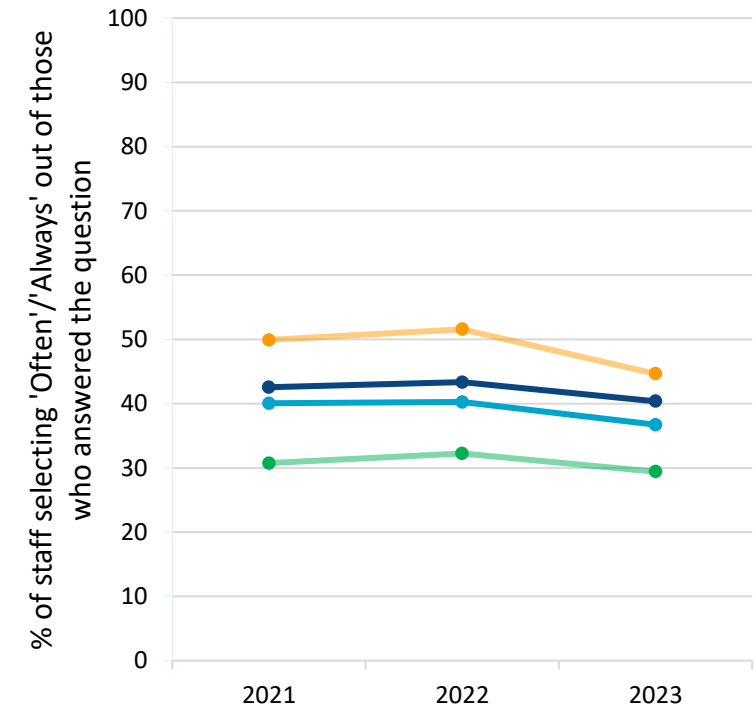
	2021	2022	2023
Your org	39.07%	38.37%	34.95%
Best result	31.73%	30.99%	27.56%
Average result	37.97%	37.10%	34.03%
Worst result	43.72%	44.49%	40.14%
Responses	4410	4005	4003

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



	2021	2022	2023
Your org	37.58%	36.20%	32.76%
Best result	28.30%	27.84%	24.64%
Average result	35.39%	34.77%	31.12%
Worst result	43.56%	41.98%	37.54%
Responses	4413	4009	3998

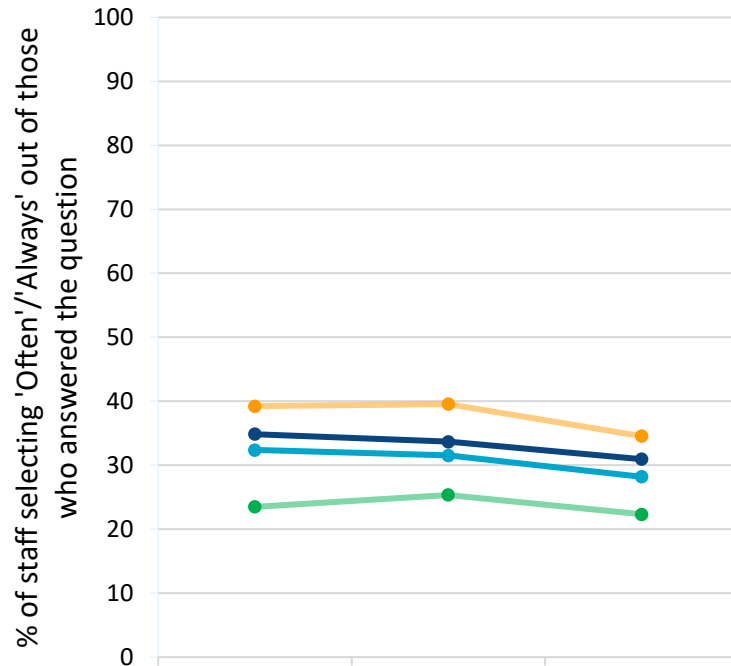
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	42.56%	43.33%	40.39%
Best result	30.75%	32.24%	29.42%
Average result	40.06%	40.25%	36.71%
Worst result	49.91%	51.58%	44.65%
Responses	4406	4009	4004

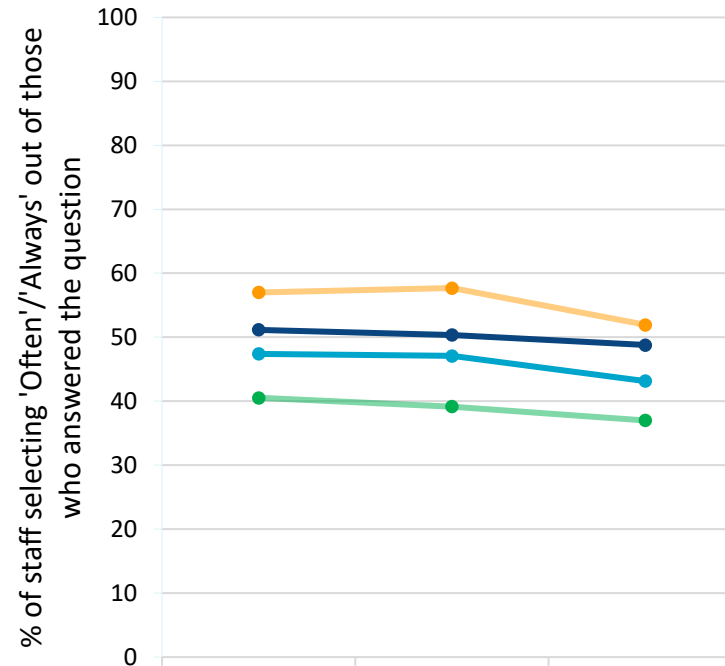


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



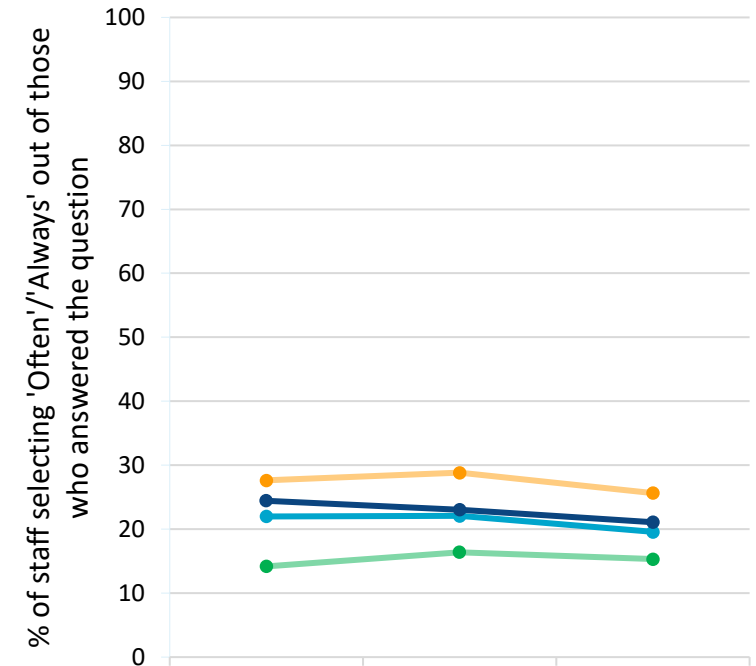
	2021	2022	2023
2021			
2022			
2023			
Your org	34.85%	33.69%	30.97%
Best result	23.50%	25.32%	22.32%
Average result	32.39%	31.53%	28.22%
Worst result	39.23%	39.56%	34.55%
Responses	4405	4007	3998

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	51.15%	50.35%	48.78%
Best result	40.53%	39.15%	37.02%
Average result	47.40%	47.08%	43.17%
Worst result	57.02%	57.69%	51.94%
Responses	4407	4004	3997

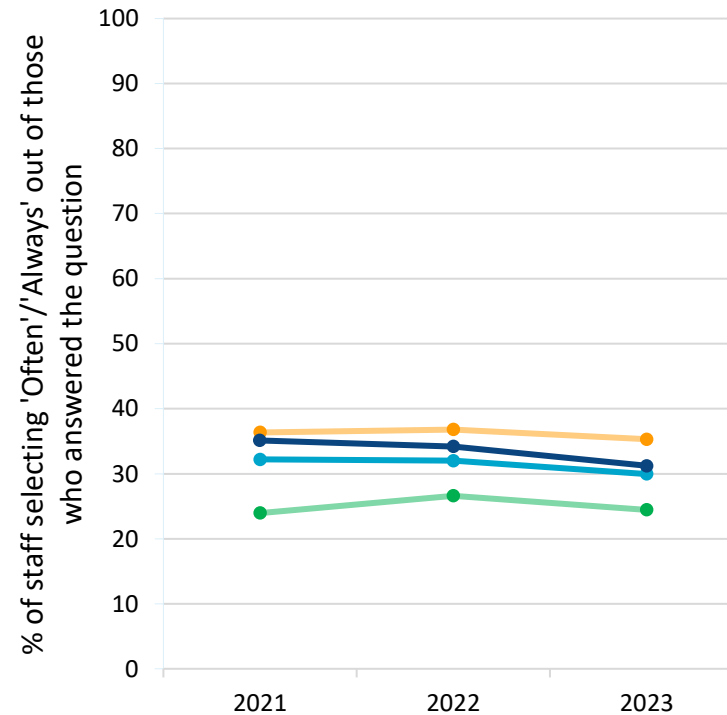
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	24.43%	23.06%	21.11%
Best result	14.19%	16.40%	15.32%
Average result	21.99%	22.07%	19.59%
Worst result	27.62%	28.83%	25.65%
Responses	4406	4004	4000



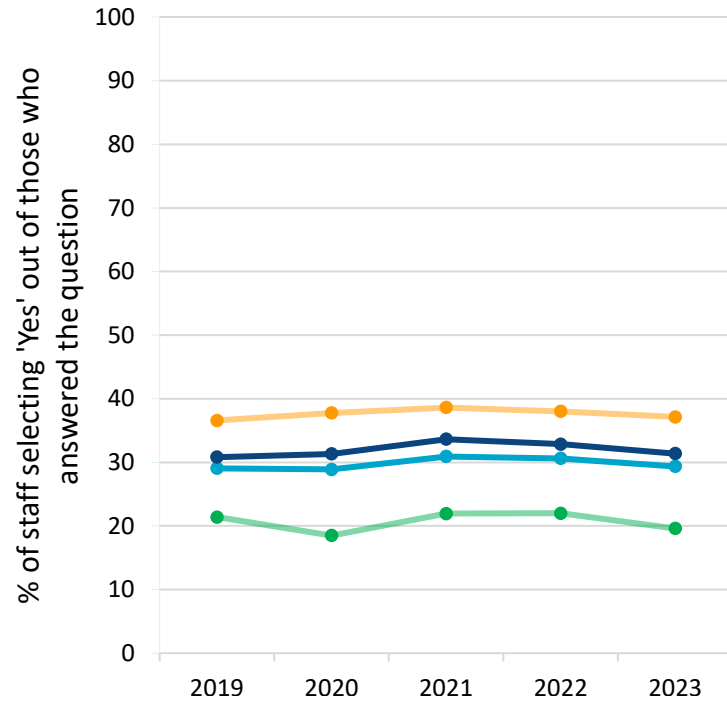
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	35.13%	34.19%	31.21%
Best result	23.96%	26.60%	24.45%
Average result	32.21%	32.01%	29.98%
Worst result	36.37%	36.81%	35.30%
Responses	4405	4005	3994

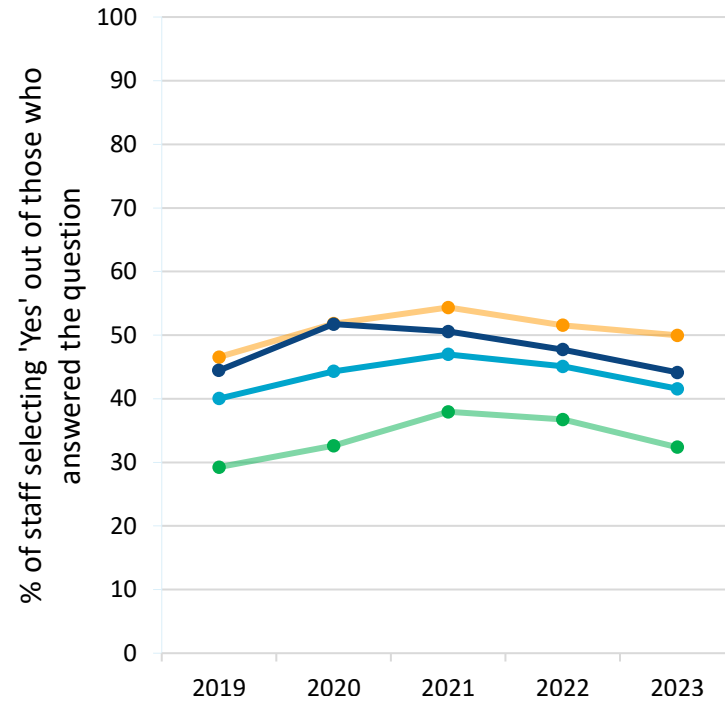


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



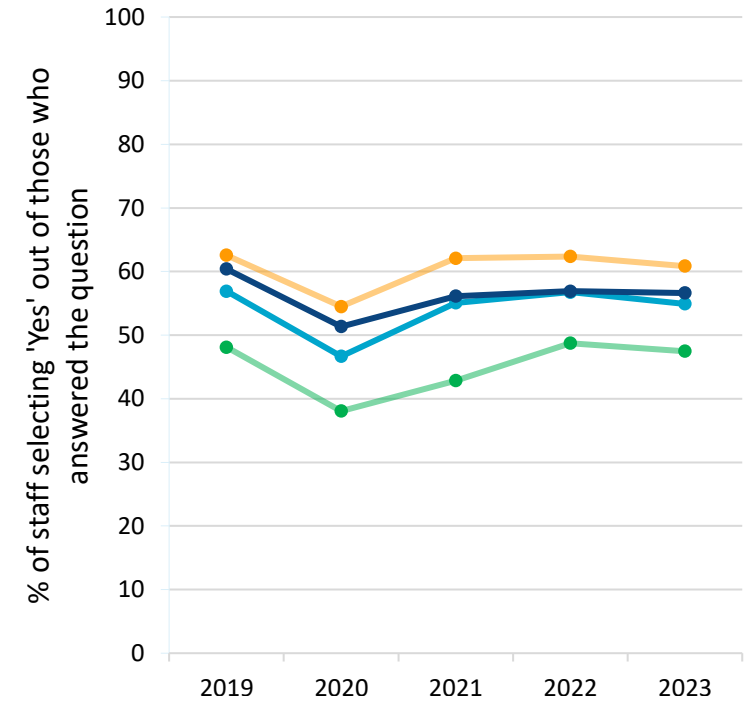
	2019	2020	2021	2022	2023
Your org	30.81%	31.32%	33.65%	32.86%	31.38%
Best result	21.38%	18.49%	21.95%	22.00%	19.59%
Average result	29.05%	28.90%	30.92%	30.62%	29.36%
Worst result	36.57%	37.76%	38.62%	38.01%	37.13%
Responses	4171	3404	4424	4010	4003

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



	2019	2020	2021	2022	2023
Your org	44.45%	51.73%	50.56%	47.72%	44.12%
Best result	29.25%	32.61%	37.94%	36.73%	32.39%
Average result	40.03%	44.31%	46.97%	45.09%	41.57%
Worst result	46.55%	51.81%	54.35%	51.55%	49.97%
Responses	4164	3401	4427	4011	3997

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



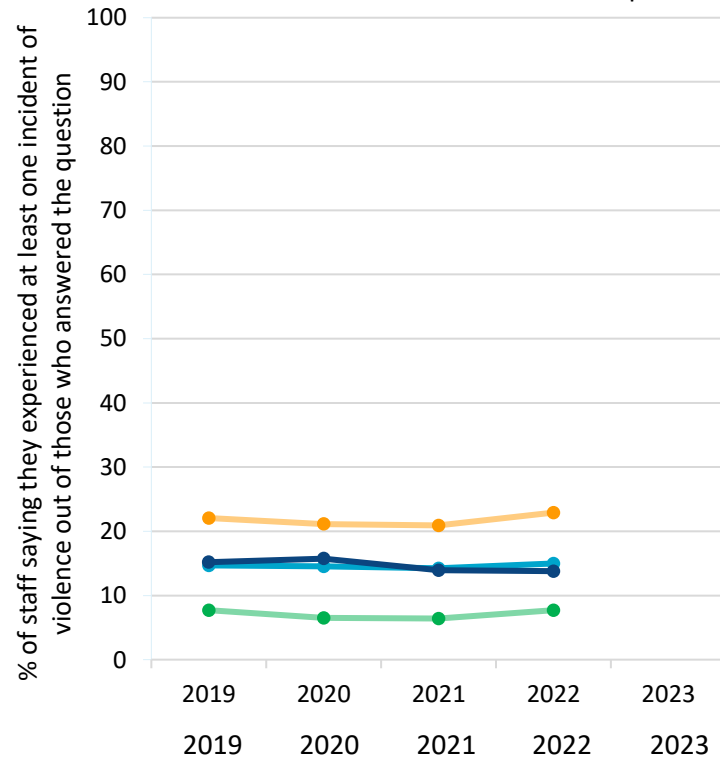
	2019	2020	2021	2022	2023
Your org	60.37%	51.36%	56.13%	56.90%	56.63%
Best result	48.09%	38.07%	42.84%	48.74%	47.48%
Average result	56.90%	46.68%	55.07%	56.76%	54.92%
Worst result	62.56%	54.49%	62.09%	62.37%	60.87%
Responses	4173	3404	4424	4013	4003



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

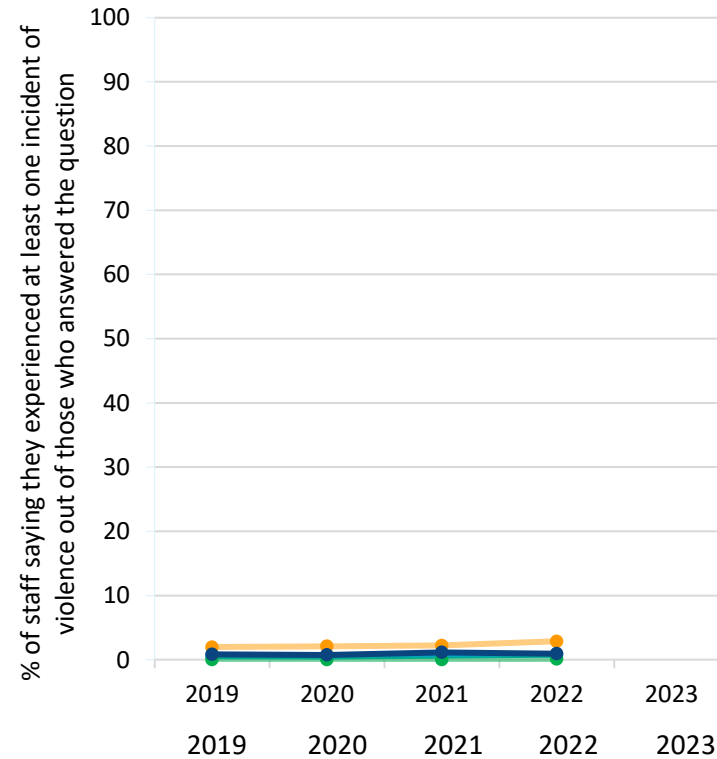


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



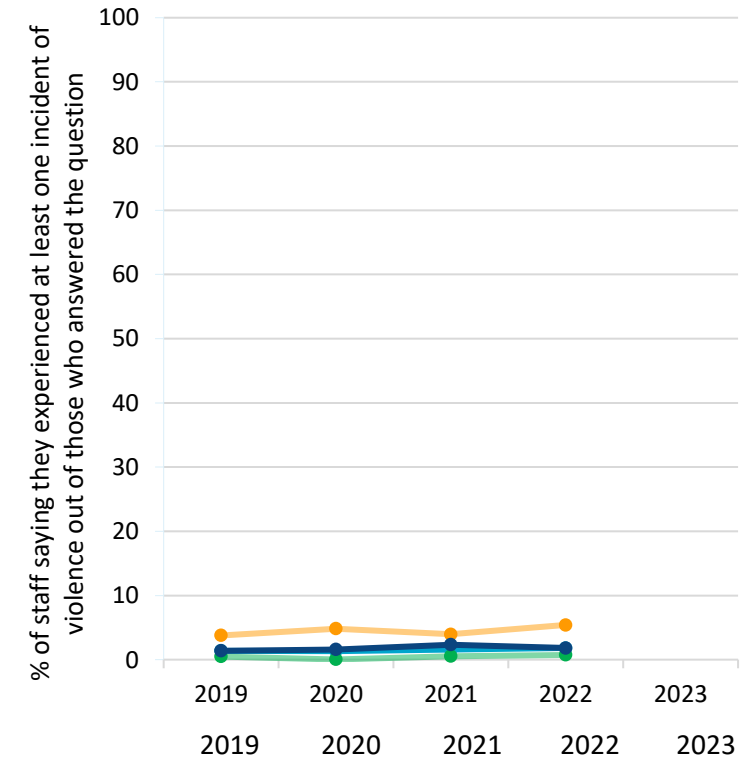
Your org	2019	2020	2021	2022	2023
Best result	7.71%	6.51%	6.42%	7.71%	
Average result	14.67%	14.54%	14.22%	14.98%	
Worst result	22.06%	21.14%	20.92%	22.90%	
Responses	4158	3407	4413	3999	

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	0.00%	0.00%	0.00%	0.11%	
Average result	0.54%	0.51%	0.63%	0.79%	
Worst result	1.98%	2.11%	2.23%	2.87%	
Responses	4130	3396	4387	3979	

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	0.52%	0.06%	0.56%	0.76%	
Average result	1.41%	1.36%	1.58%	1.82%	
Worst result	3.79%	4.85%	3.97%	5.40%	
Responses	4129	3397	4379	3959	

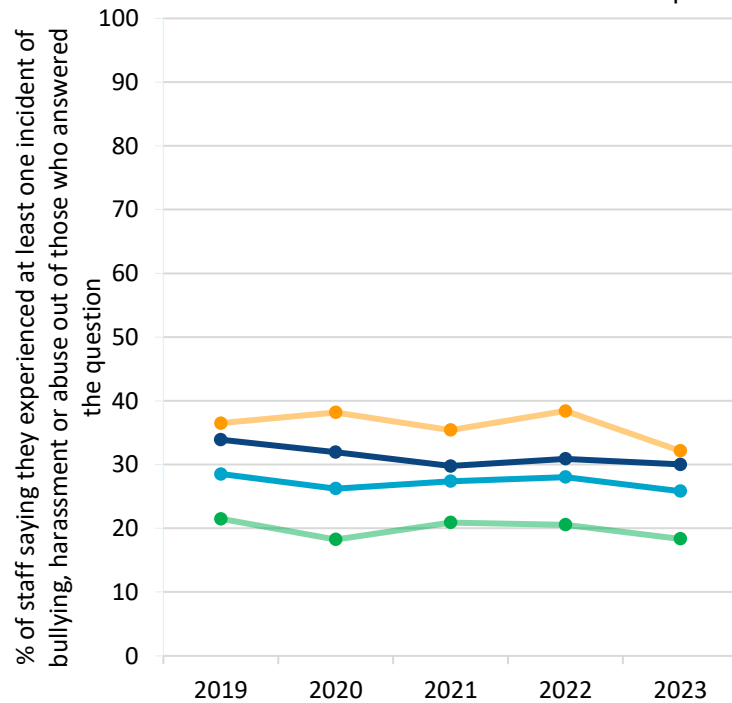
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



## 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.

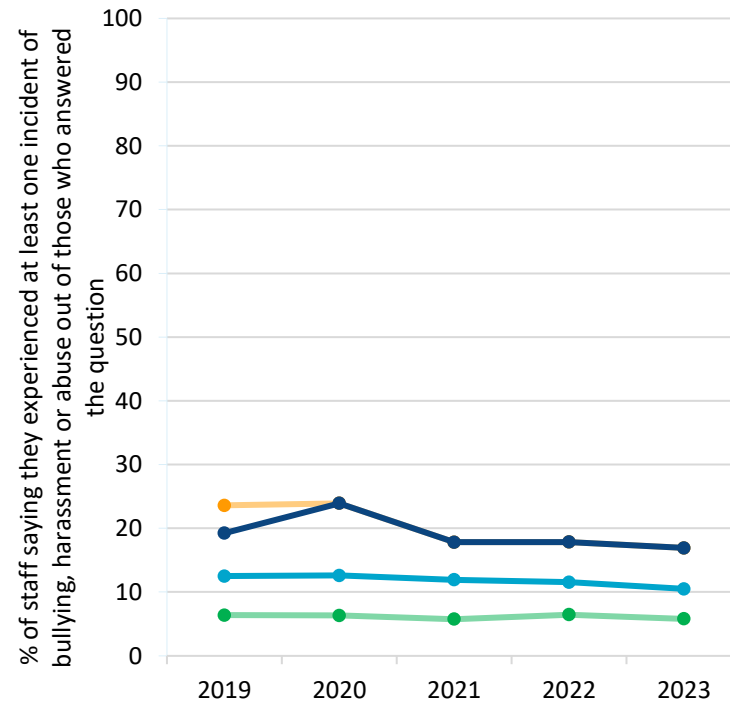


2019 2020 2021 2022 2023

Your org	33.88%	31.95%	29.77%	30.90%	30.01%
Best result	21.48%	18.24%	20.91%	20.55%	18.33%
Average result	28.51%	26.23%	27.39%	28.03%	25.82%
Worst result	36.49%	38.19%	35.40%	38.39%	32.15%

Responses 4131 3284 4253 3994 3984

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

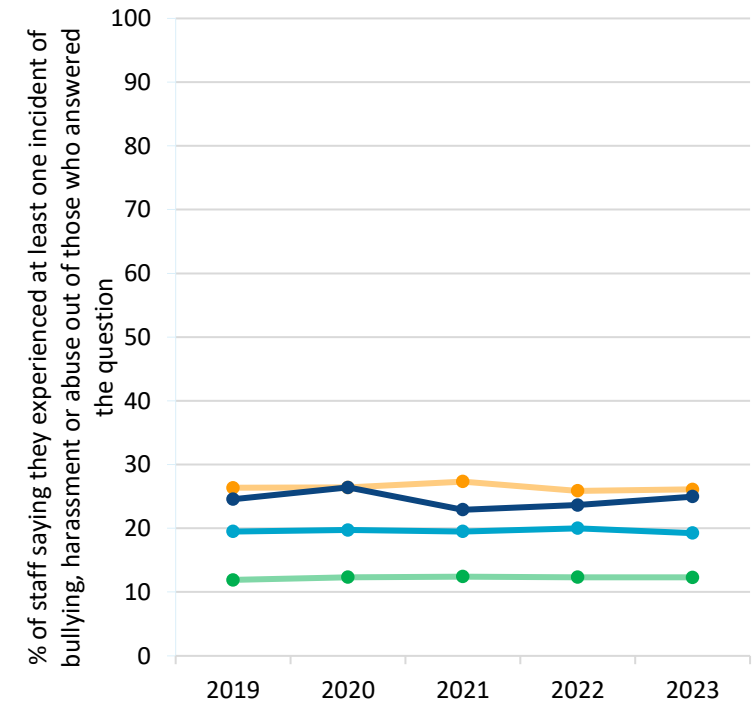


2019 2020 2021 2022 2023

Your org	19.25%	23.90%	17.82%	17.85%	16.90%
Best result	6.37%	6.31%	5.73%	6.45%	5.78%
Average result	12.48%	12.60%	11.91%	11.55%	10.49%
Worst result	23.60%	23.90%	17.82%	17.85%	16.90%

Responses 4109 3276 4242 3976 3946

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



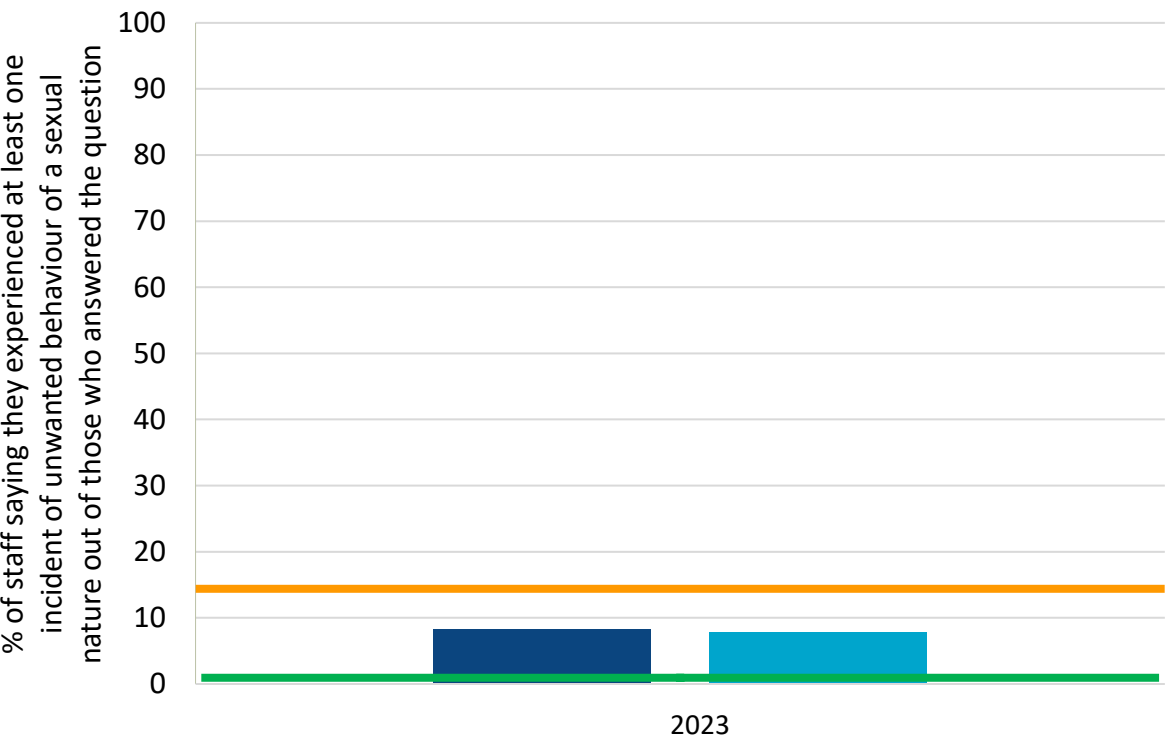
2019 2020 2021 2022 2023

Your org	24.56%	26.39%	22.90%	23.64%	24.98%
Best result	11.88%	12.31%	12.42%	12.32%	12.30%
Average result	19.50%	19.73%	19.50%	19.99%	19.25%
Worst result	26.36%	26.39%	27.32%	25.87%	26.09%

Responses 4121 3284 4222 3977 3909



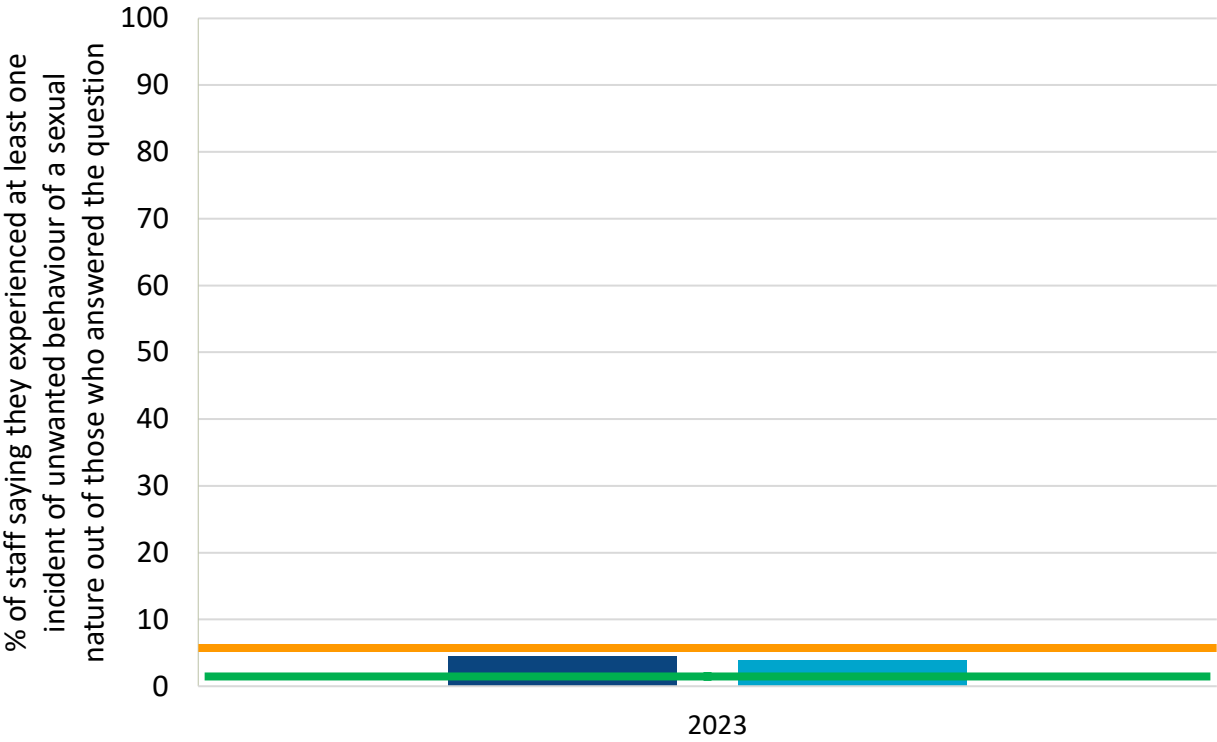
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



Your org	8.21%
Best result	0.93%
Average result	7.73%
Worst result	14.39%

Responses 3996

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

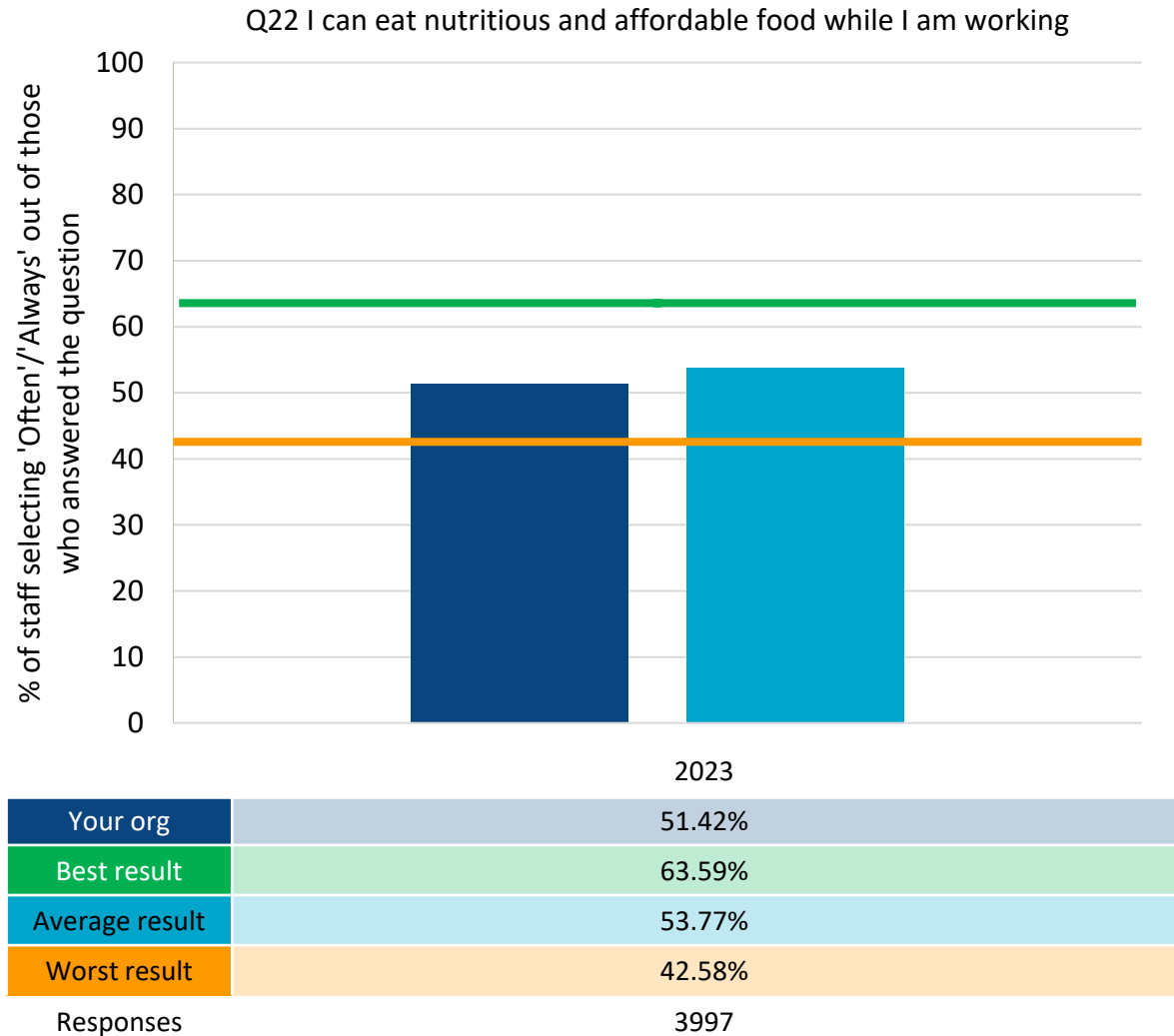


Your org	4.45%
Best result	1.44%
Average result	3.82%
Worst result	5.73%

Responses 3985

\*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

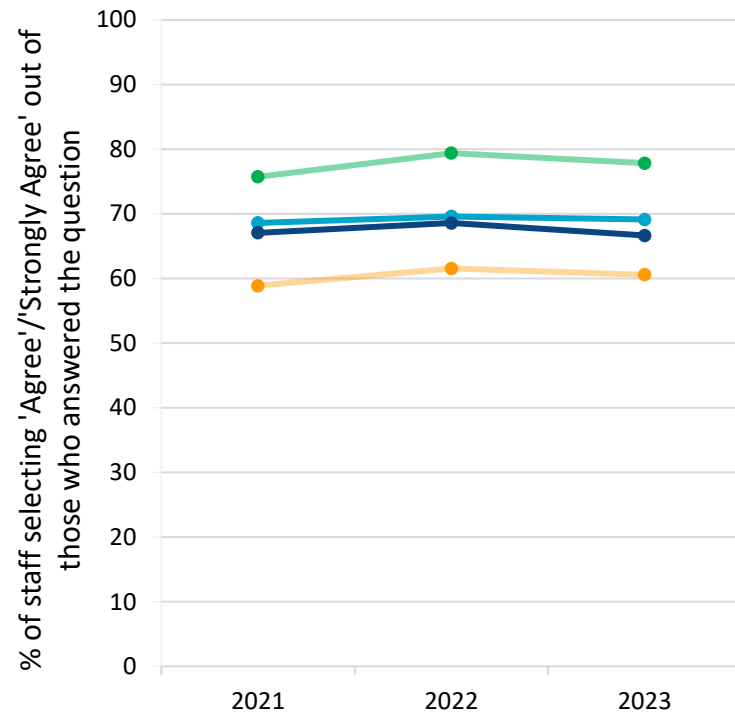
Appraisals – Q23a\*, Q23b, Q23c, Q23d

\*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.

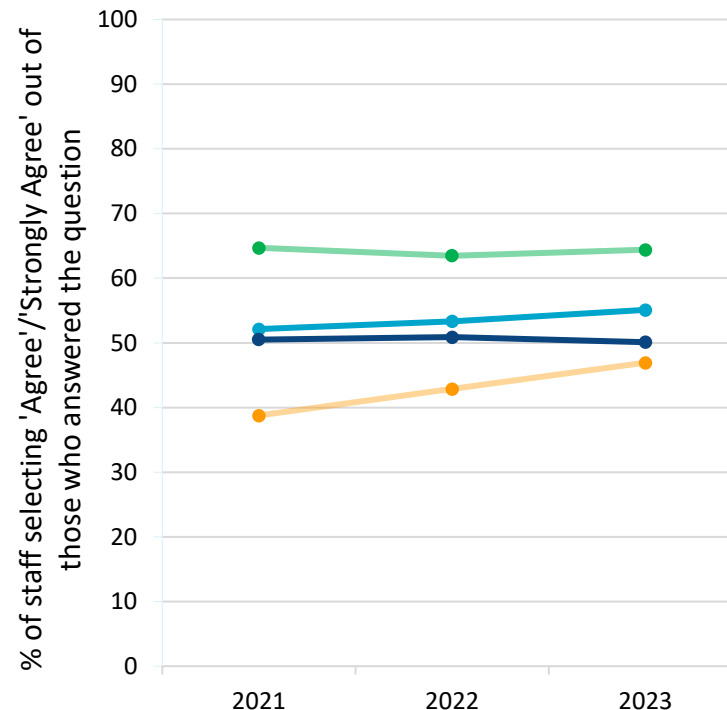


Q24a This organisation offers me challenging work.



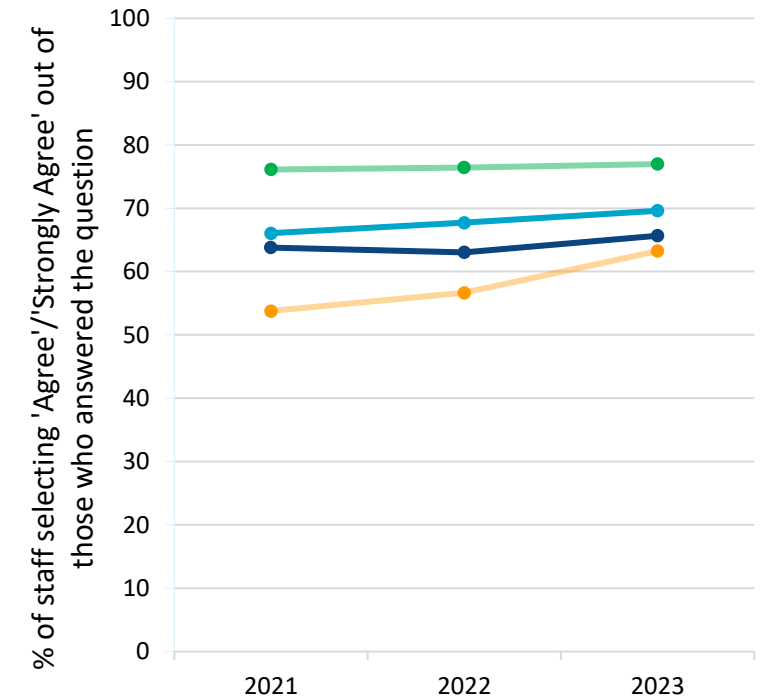
	2021	2022	2023
Your org	67.06%	68.57%	66.63%
Best result	75.71%	79.35%	77.83%
Average result	68.60%	69.57%	69.12%
Worst result	58.88%	61.55%	60.58%
Responses	4356	3992	3984

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



	2021	2022	2023
Your org	50.50%	50.88%	50.12%
Best result	64.69%	63.48%	64.38%
Average result	52.12%	53.34%	55.07%
Worst result	38.74%	42.85%	46.92%
Responses	4367	3998	3990

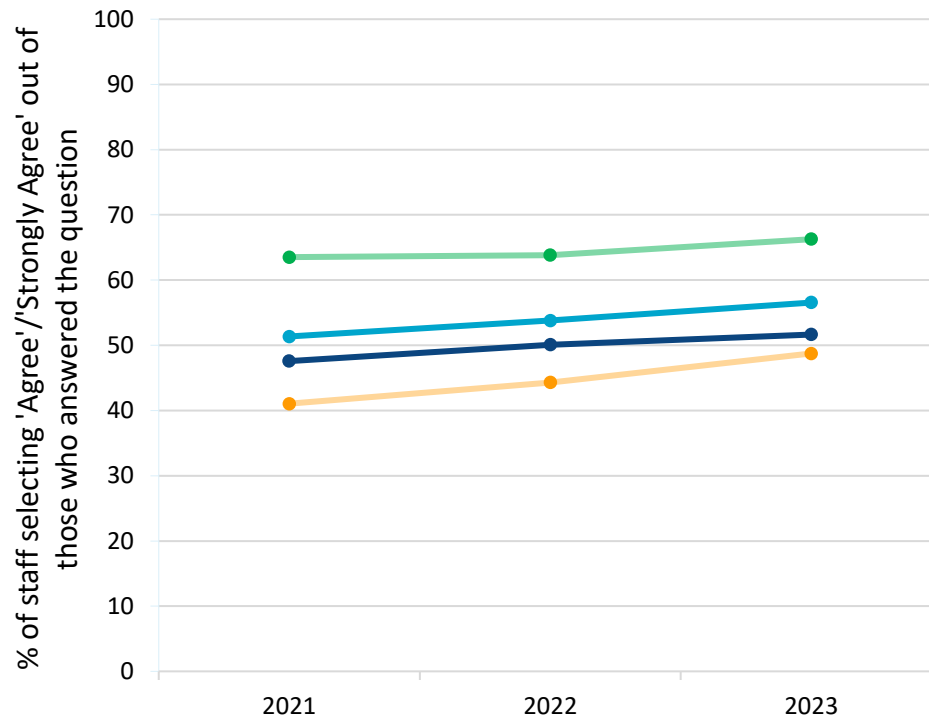
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	63.79%	63.04%	65.68%
Best result	76.13%	76.43%	76.99%
Average result	66.04%	67.72%	69.61%
Worst result	53.76%	56.66%	63.25%
Responses	4364	3995	3993

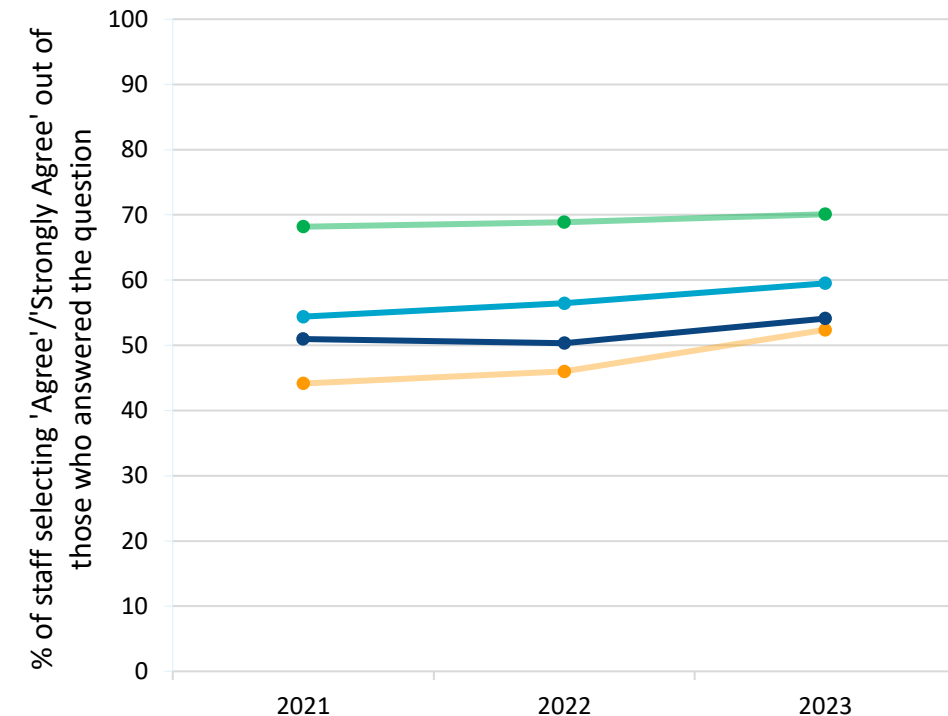


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	47.59%	50.08%	51.67%
Best result	63.51%	63.83%	66.27%
Average result	51.34%	53.79%	56.56%
Worst result	41.04%	44.30%	48.75%
Responses	4361	3995	3983

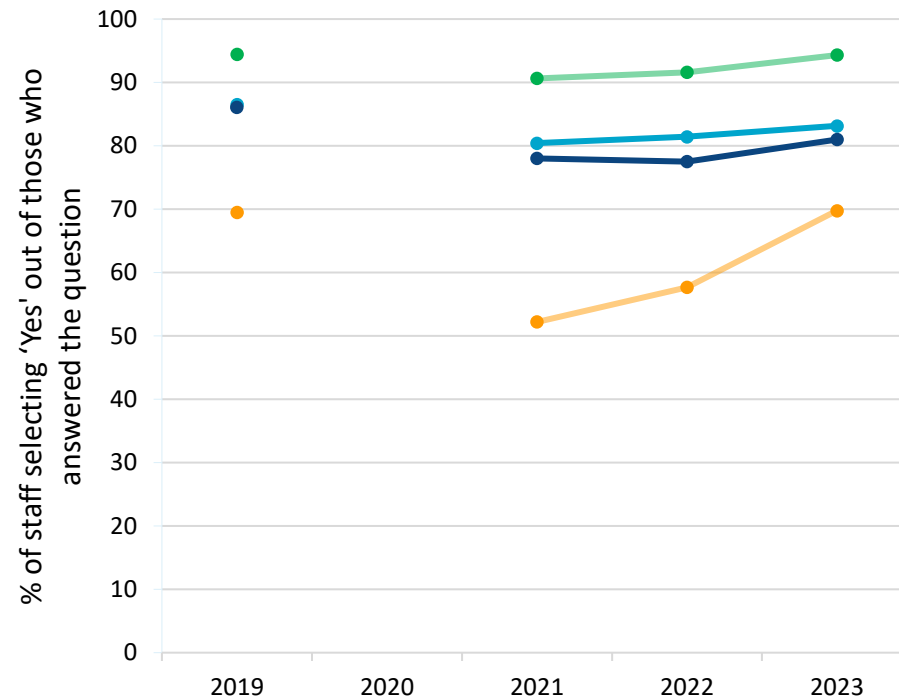
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	50.95%	50.34%	54.12%
Best result	68.20%	68.89%	70.11%
Average result	54.38%	56.44%	59.52%
Worst result	44.16%	45.98%	52.38%
Responses	4359	3995	3987

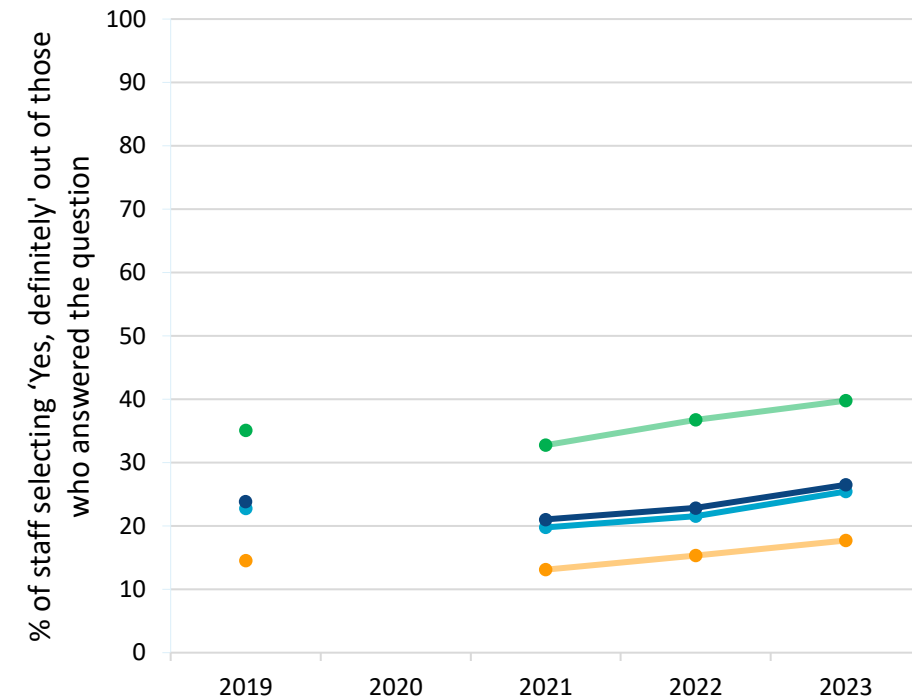


Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	86.02%	-	78.02%	77.50%	80.98%
Best result	94.45%	-	90.63%	91.59%	94.32%
Average result	86.53%	-	80.40%	81.41%	83.12%
Worst result	69.48%	-	52.20%	57.65%	69.76%
Responses	4084	-	4387	3995	3897

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

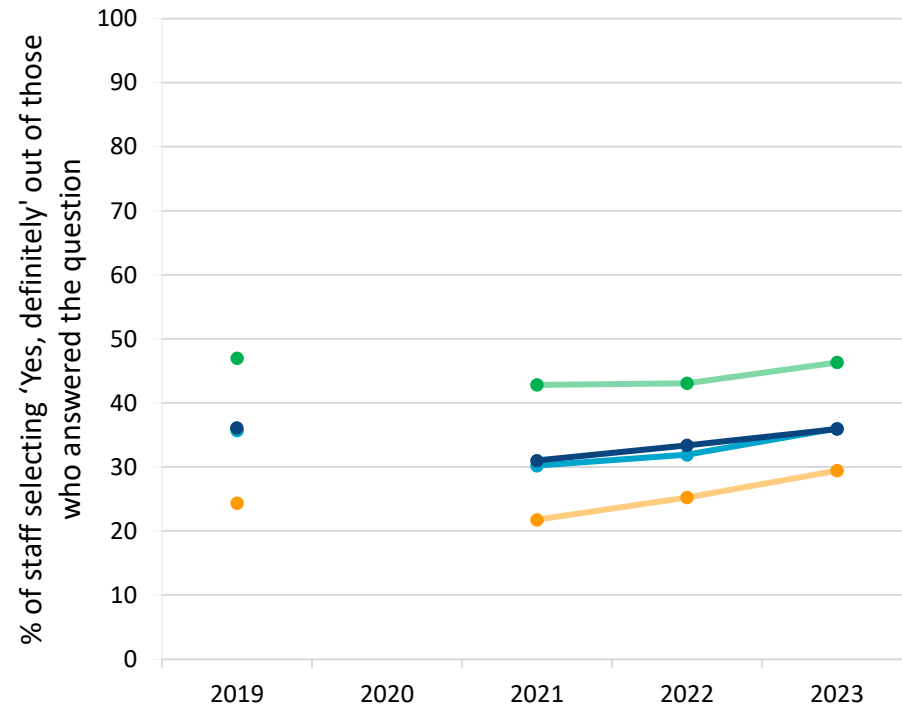


	2019	2020	2021	2022	2023
Your org	23.83%	-	21.01%	22.83%	26.49%
Best result	35.12%	-	32.75%	36.74%	39.78%
Average result	22.76%	-	19.79%	21.56%	25.44%
Worst result	14.56%	-	13.13%	15.33%	17.71%
Responses	3510	-	3408	3103	3152

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

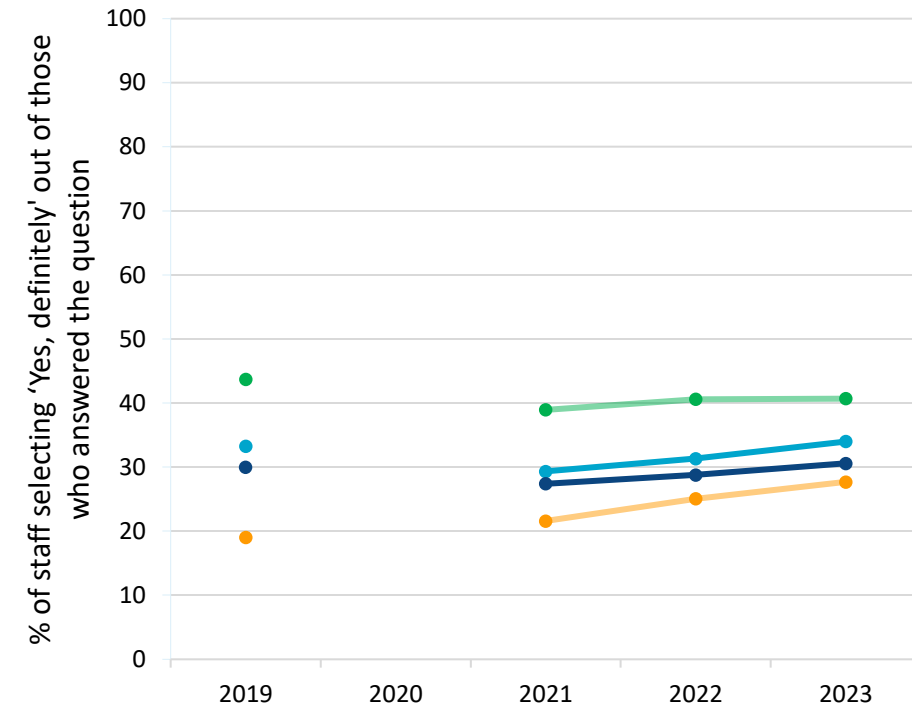


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	36.07%	-	31.03%	33.39%	35.94%
Best result	47.00%	-	42.85%	43.07%	46.33%
Average result	35.71%	-	30.21%	31.92%	36.02%
Worst result	24.35%	-	21.78%	25.24%	29.43%
Responses	3507	-	3411	3105	3149

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



	2019	2020	2021	2022	2023
Your org	29.92%	-	27.39%	28.77%	30.56%
Best result	43.71%	-	38.94%	40.60%	40.68%
Average result	33.25%	-	29.33%	31.33%	34.00%
Worst result	18.99%	-	21.57%	25.05%	27.66%
Responses	3504	-	3406	3104	3146

## People Promise element – We work flexibly



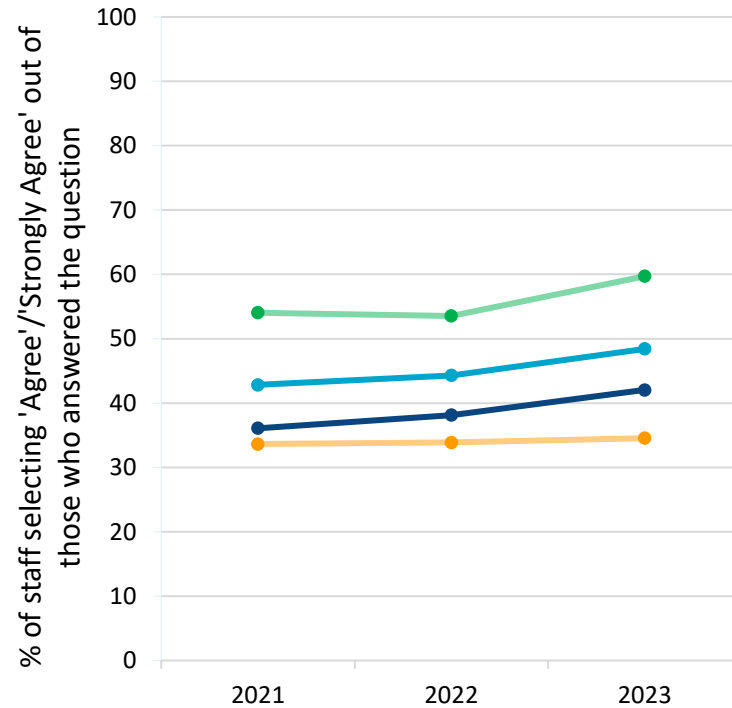
Questions included:

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

Flexible working – Q4d

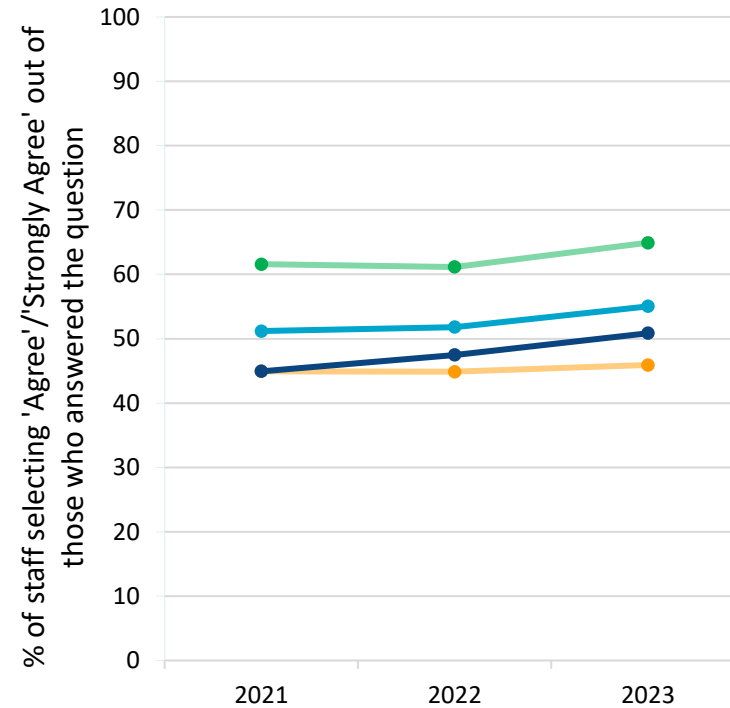


Q6b My organisation is committed to helping me balance my work and home life.



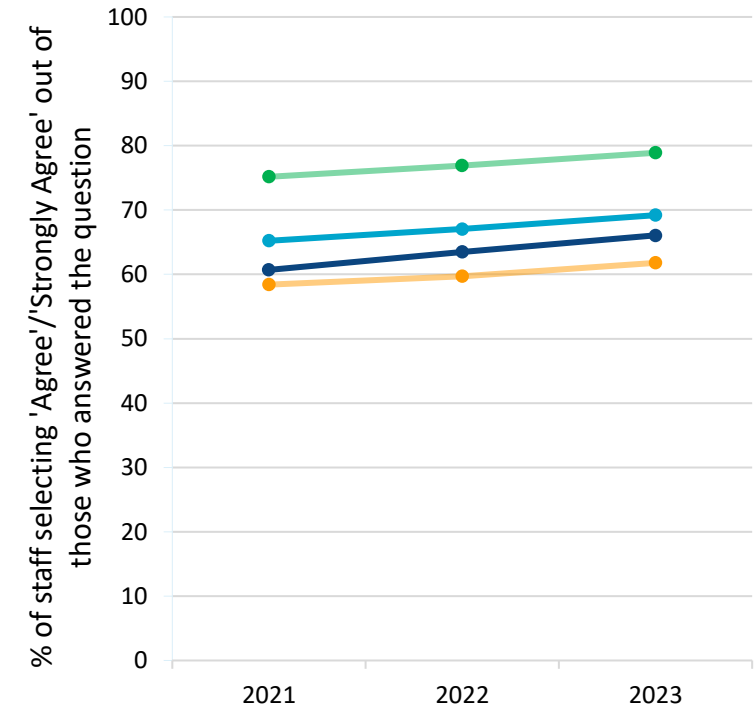
	2021	2022	2023
Your org	36.08%	38.14%	42.04%
Best result	54.04%	53.54%	59.70%
Average result	42.83%	44.29%	48.43%
Worst result	33.62%	33.88%	34.55%
Responses	4491	4015	4001

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



	2021	2022	2023
Your org	44.93%	47.49%	50.85%
Best result	61.58%	61.15%	64.91%
Average result	51.19%	51.81%	55.04%
Worst result	44.93%	44.86%	45.92%
Responses	4490	4016	4001

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

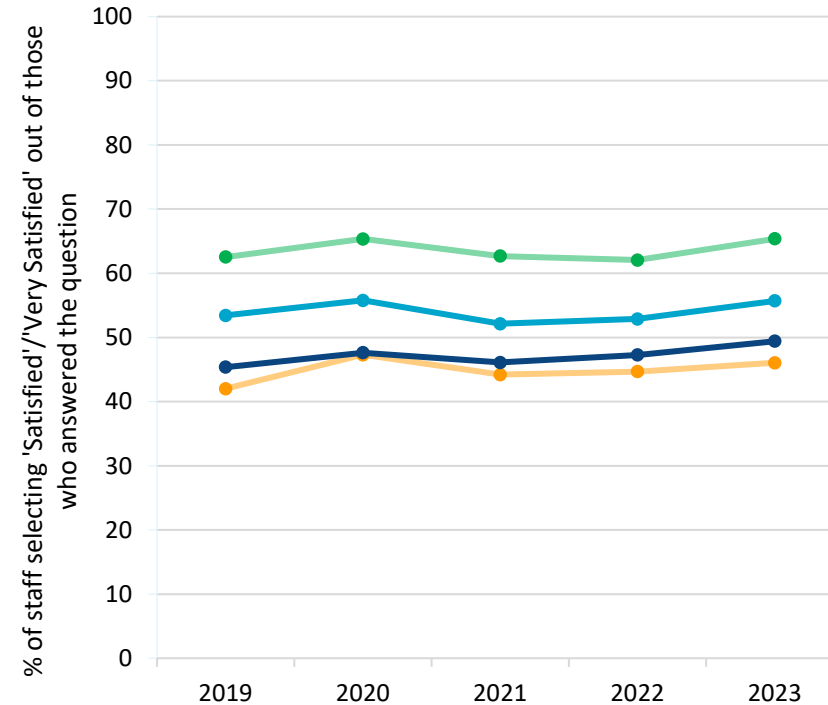


	2021	2022	2023
Your org	60.68%	63.48%	66.06%
Best result	75.18%	76.88%	78.91%
Average result	65.22%	67.05%	69.22%
Worst result	58.41%	59.70%	61.81%
Responses	4492	4016	4001





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	45.38%	47.63%	46.11%	47.28%	49.43%
Best result	62.54%	65.35%	62.69%	62.05%	65.39%
Average result	53.43%	55.77%	52.13%	52.89%	55.70%
Worst result	42.02%	47.31%	44.22%	44.69%	46.05%
Responses	4204	3438	4509	4012	3985

## People Promise element – We are a team



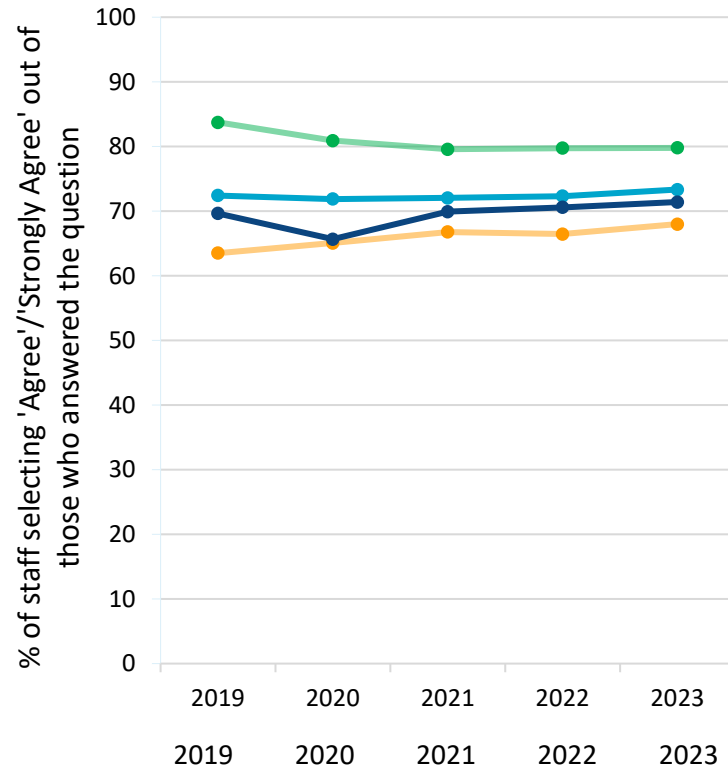
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

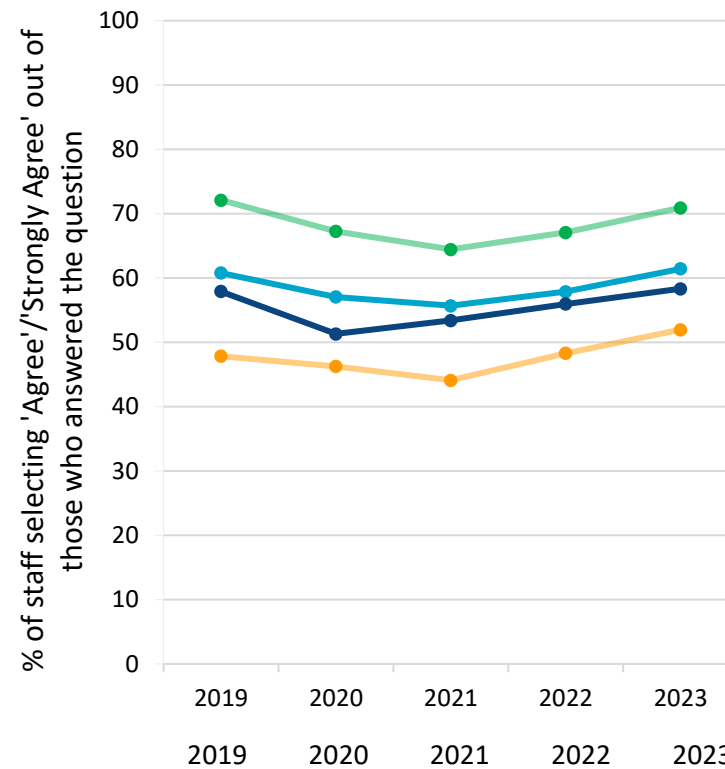


Q7a The team I work in has a set of shared objectives.



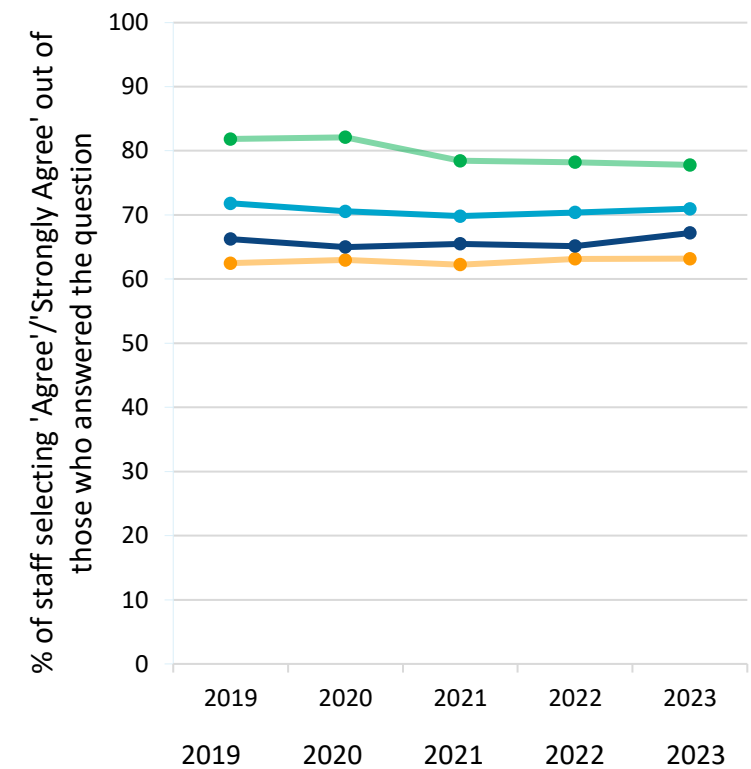
Your org	69.66%	65.67%	69.94%	70.60%	71.41%
Best result	83.74%	80.91%	79.58%	79.76%	79.81%
Average result	72.42%	71.88%	72.05%	72.32%	73.34%
Worst result	63.51%	65.07%	66.78%	66.46%	68.00%
Responses	4227	3442	4461	4008	3997

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

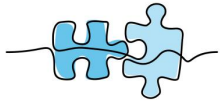


Your org	57.91%	51.30%	53.39%	55.95%	58.31%
Best result	72.10%	67.26%	64.44%	67.09%	70.92%
Average result	60.78%	57.06%	55.69%	57.87%	61.43%
Worst result	47.86%	46.25%	44.09%	48.30%	51.95%
Responses	4258	3457	4471	4013	3999

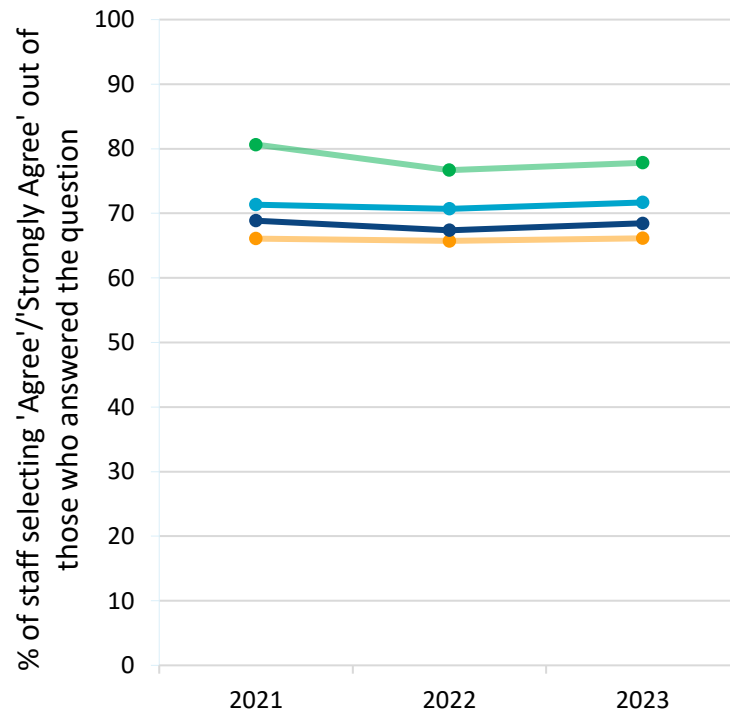
Q7c I receive the respect I deserve from my colleagues at work.



Your org	66.21%	64.99%	65.50%	65.14%	67.18%
Best result	81.82%	82.10%	78.44%	78.22%	77.78%
Average result	71.82%	70.56%	69.80%	70.37%	70.96%
Worst result	62.48%	62.97%	62.26%	63.16%	63.16%
Responses	4265	3465	4473	4012	4001

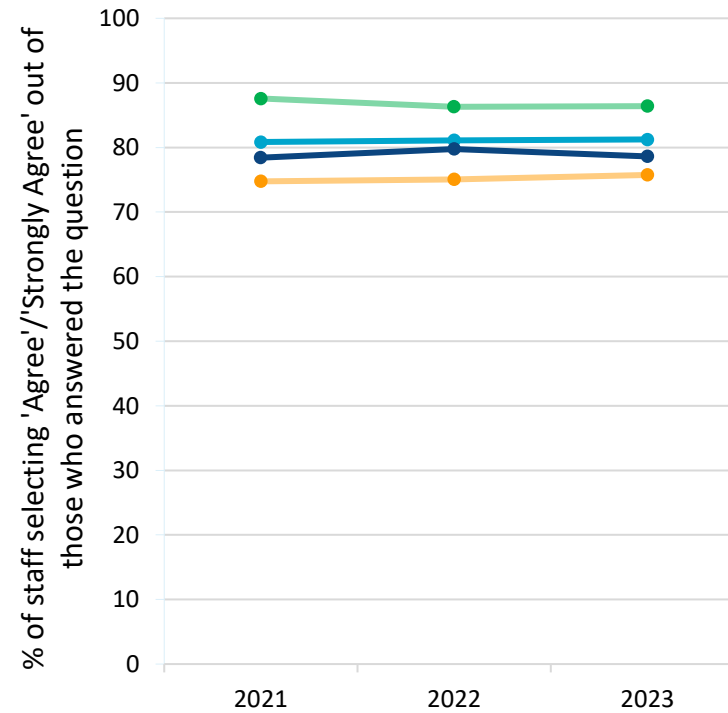


Q7d Team members understand each other's roles.



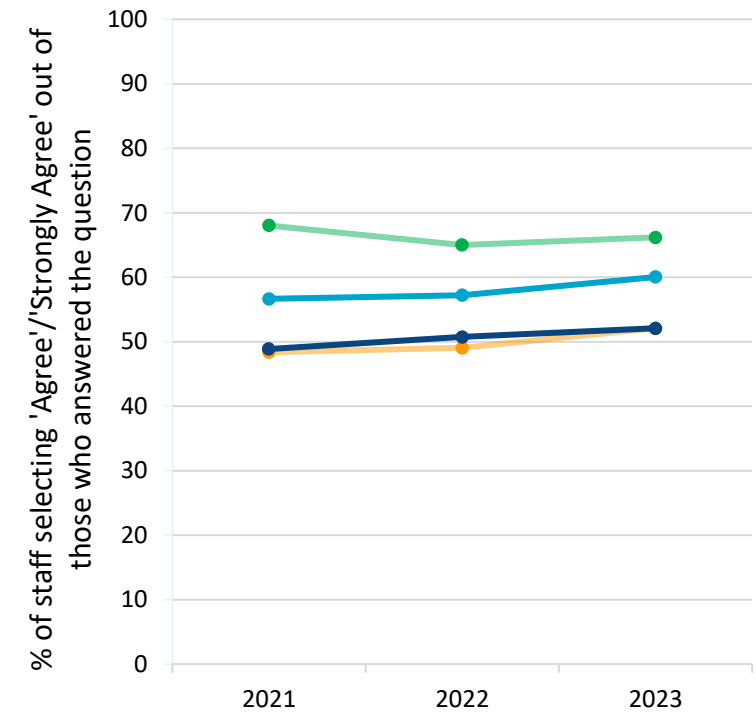
	2021	2022	2023
Your org	68.84%	67.38%	68.44%
Best result	80.62%	76.69%	77.83%
Average result	71.35%	70.69%	71.68%
Worst result	66.09%	65.73%	66.13%
Responses	4473	4014	4001

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	78.43%	79.78%	78.64%
Best result	87.58%	86.31%	86.41%
Average result	80.85%	81.10%	81.23%
Worst result	74.77%	75.07%	75.77%
Responses	4469	4011	3995

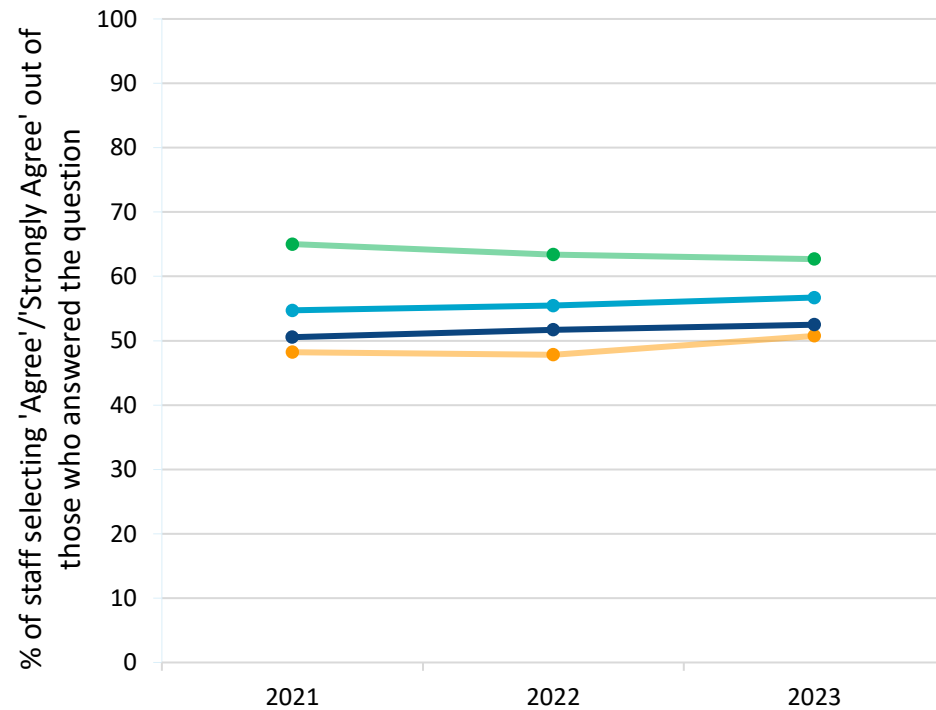
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	48.87%	50.75%	52.08%
Best result	68.05%	64.98%	66.18%
Average result	56.64%	57.22%	60.06%
Worst result	48.40%	49.06%	52.08%
Responses	4470	4009	4002

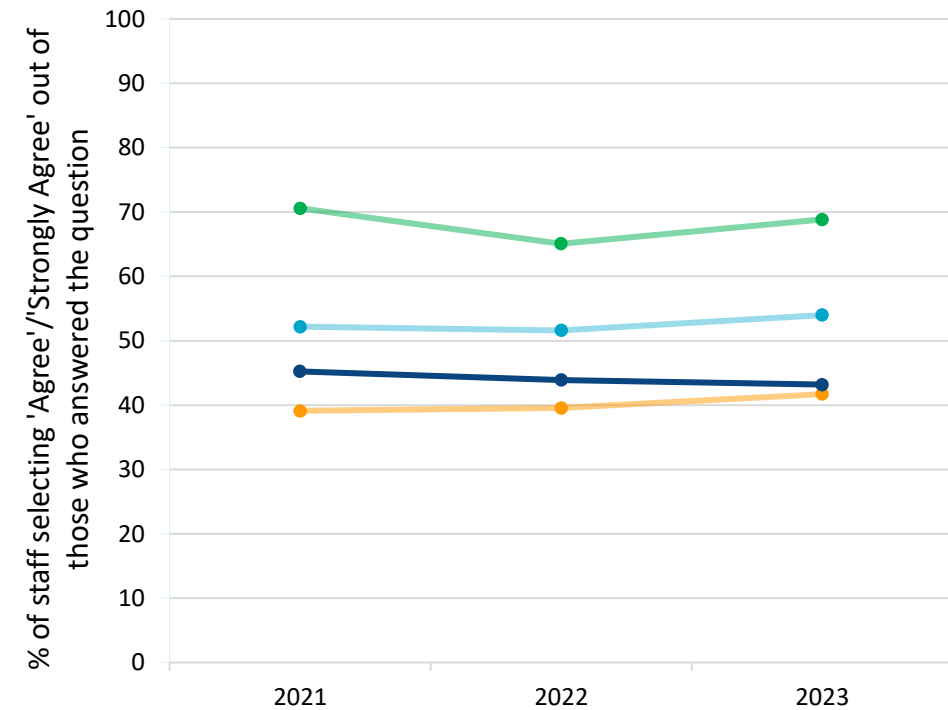


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023
Your org	50.54%	51.69%	52.50%
Best result	65.00%	63.36%	62.70%
Average result	54.72%	55.46%	56.71%
Worst result	48.24%	47.83%	50.76%
Responses	4460	4010	3997

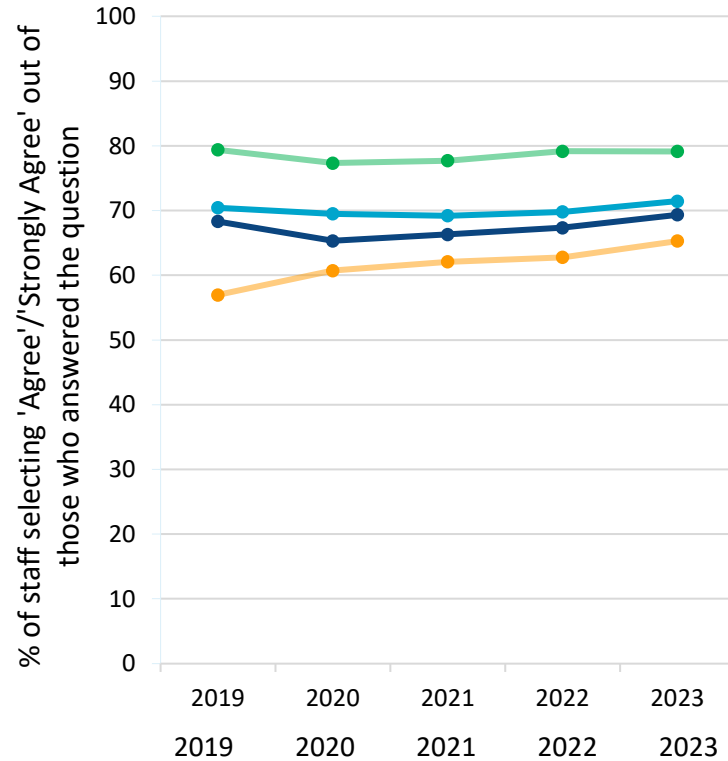
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	45.25%	43.91%	43.18%
Best result	70.58%	65.06%	68.83%
Average result	52.17%	51.61%	54.00%
Worst result	39.09%	39.54%	41.71%
Responses	4451	4009	3998

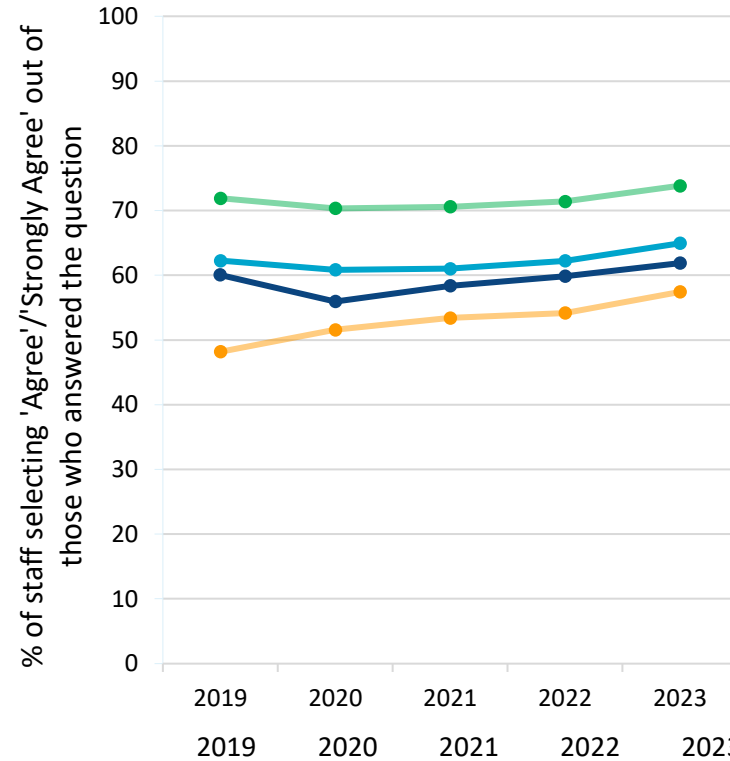


Q9a My immediate manager encourages me at work.



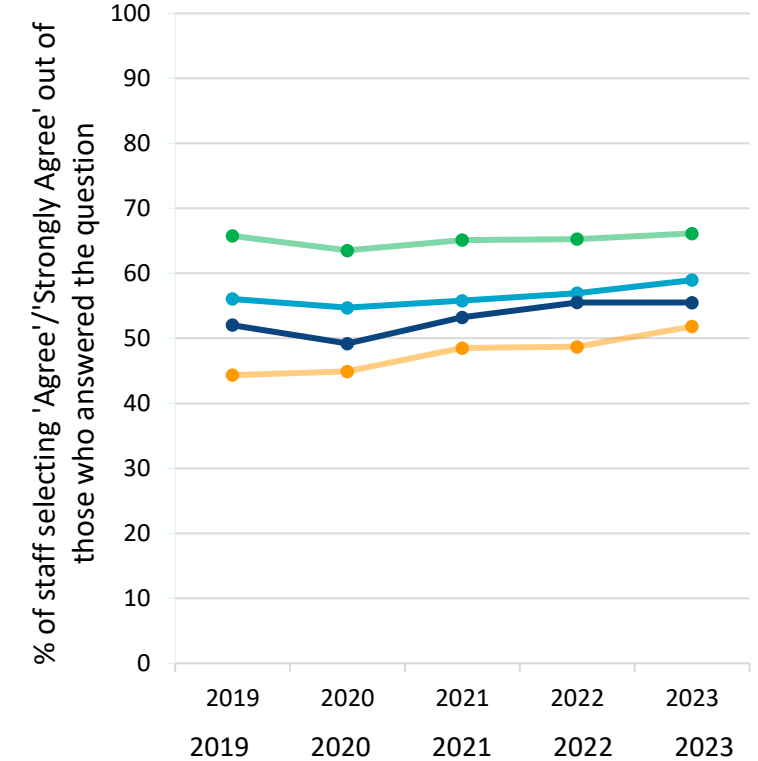
Your org	68.31%	65.32%	66.32%	67.35%	69.35%
Best result	79.38%	77.33%	77.69%	79.17%	79.13%
Average result	70.43%	69.49%	69.21%	69.78%	71.45%
Worst result	56.97%	60.71%	62.07%	62.76%	65.29%
Responses	4169	3412	4433	4012	4002

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



Your org	60.03%	55.95%	58.37%	59.85%	61.87%
Best result	71.89%	70.33%	70.57%	71.39%	73.81%
Average result	62.26%	60.85%	61.01%	62.21%	64.96%
Worst result	48.18%	51.57%	53.40%	54.16%	57.43%
Responses	4163	3408	4433	4003	3997

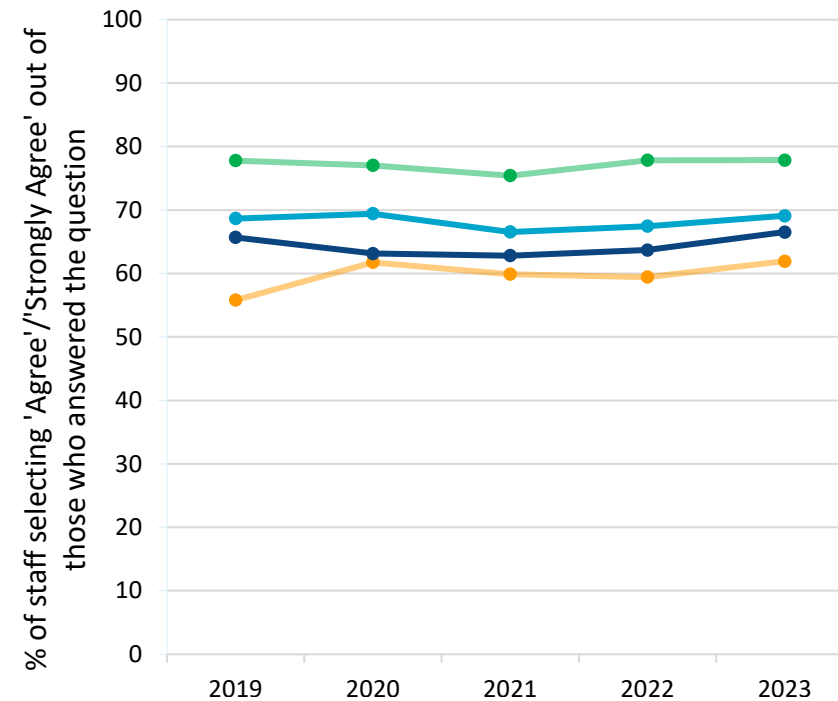
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	52.03%	49.19%	53.24%	55.52%	55.50%
Best result	65.77%	63.52%	65.12%	65.27%	66.13%
Average result	56.07%	54.71%	55.78%	56.95%	58.97%
Worst result	44.34%	44.91%	48.51%	48.70%	51.84%
Responses	4169	3408	4430	4008	3999



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



	2019	2020	2021	2022	2023
Your org	65.69%	63.14%	62.82%	63.68%	66.53%
Best result	77.80%	77.02%	75.43%	77.84%	77.87%
Average result	68.65%	69.43%	66.55%	67.45%	69.10%
Worst result	55.79%	61.76%	59.90%	59.42%	61.93%
Responses	4167	3412	4432	4011	3998

## Theme – Staff engagement

### Questions included:

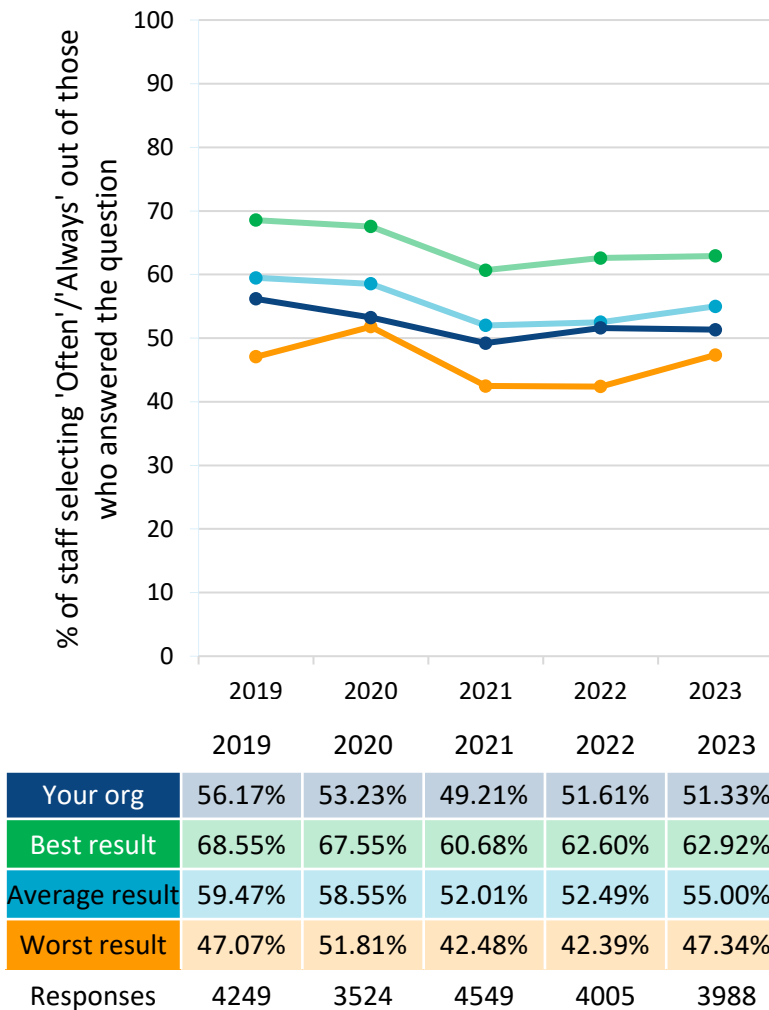
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

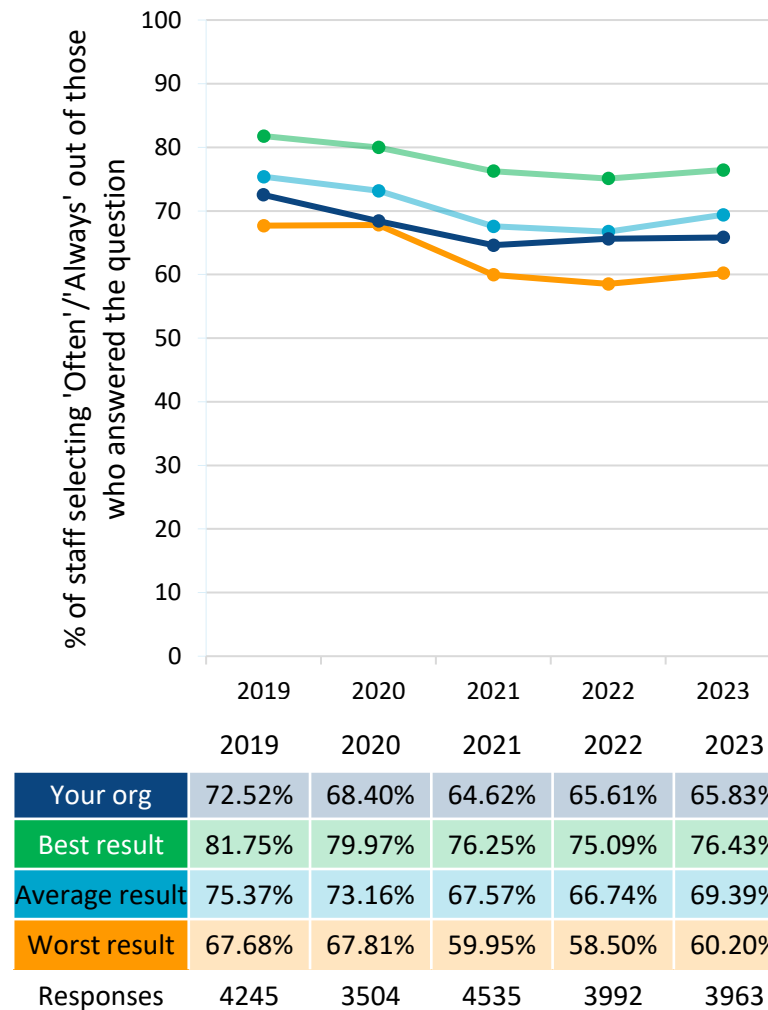
Advocacy – Q25a, Q25c, Q25d



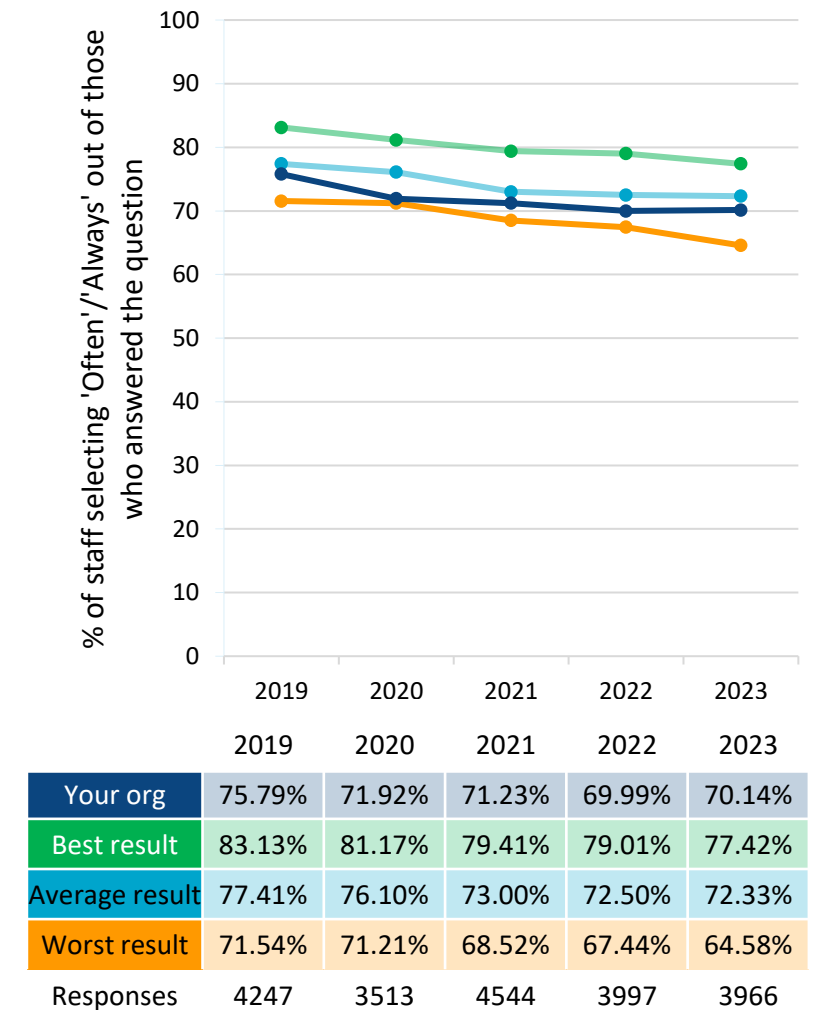
Q2a I look forward to going to work.



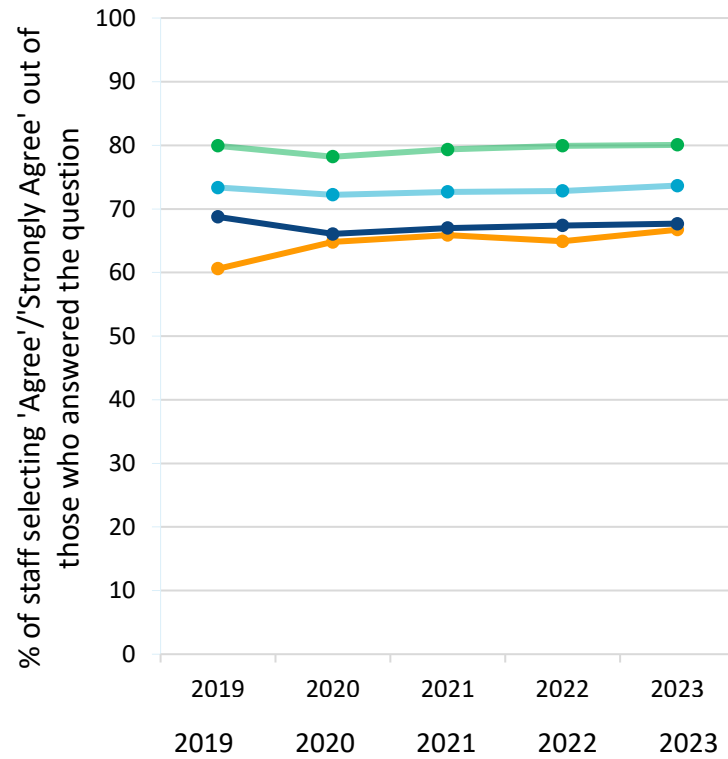
Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

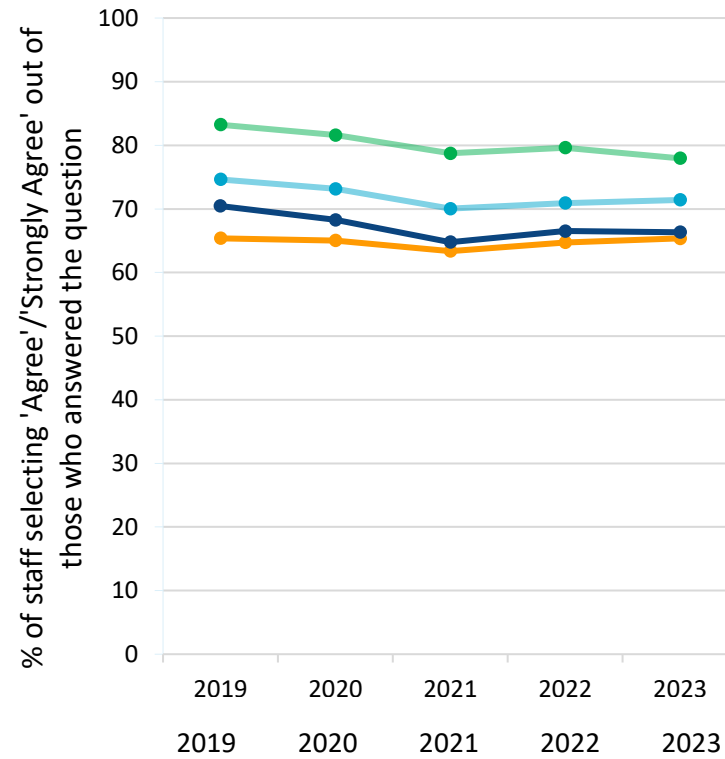


Q3c There are frequent opportunities for me to show initiative in my role.



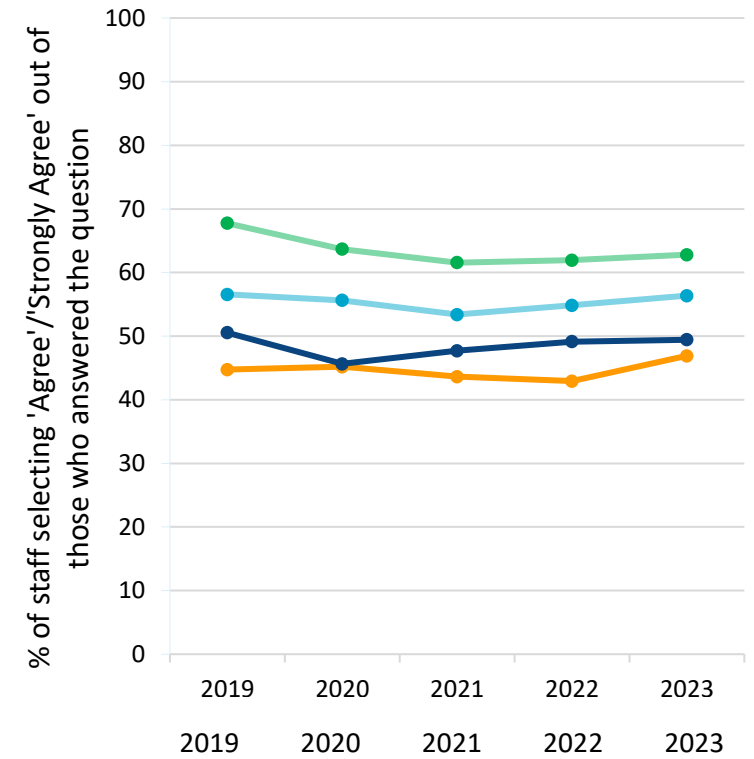
Your org	2019	2020	2021	2022	2023
Best result	79.93%	78.22%	79.35%	79.92%	80.07%
Average result	73.35%	72.23%	72.68%	72.83%	73.66%
Worst result	60.61%	64.80%	65.90%	64.90%	66.74%
Responses	4267	3459	4520	4010	3998

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



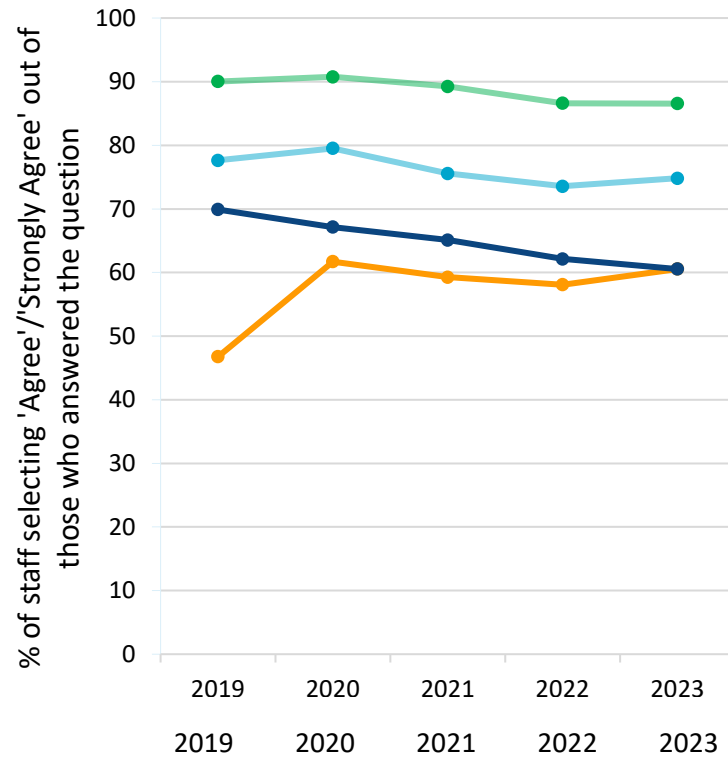
Your org	2019	2020	2021	2022	2023
Best result	83.24%	81.60%	78.73%	79.63%	77.96%
Average result	74.65%	73.16%	70.05%	70.92%	71.43%
Worst result	65.38%	65.04%	63.37%	64.73%	65.35%
Responses	4265	3461	4519	4008	3998

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



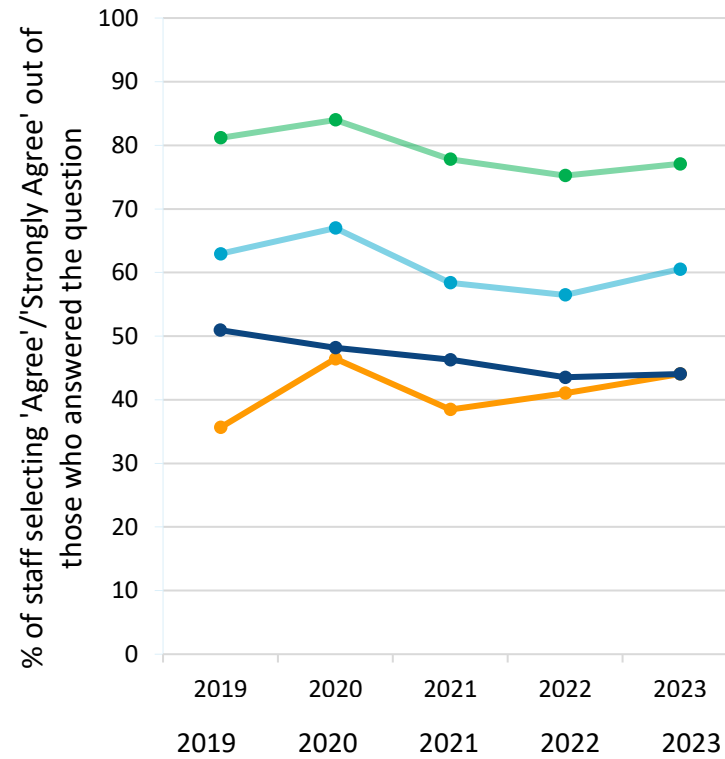
Your org	2019	2020	2021	2022	2023
Best result	67.76%	63.68%	61.57%	61.93%	62.79%
Average result	56.56%	55.62%	53.39%	54.84%	56.35%
Worst result	44.73%	45.18%	43.63%	42.93%	46.89%
Responses	4264	3459	4523	4007	3996

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



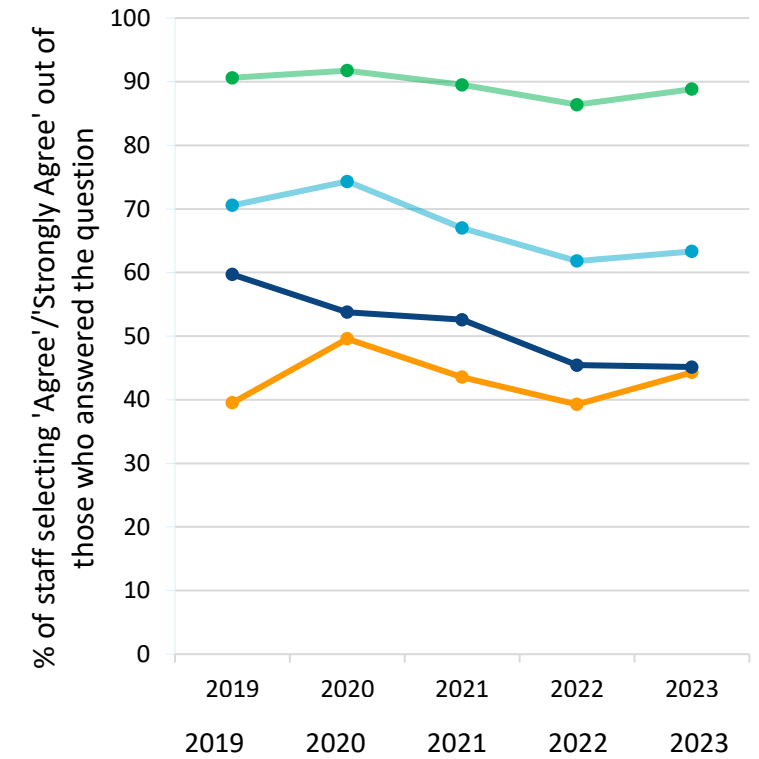
Your org	69.91%	67.15%	65.11%	62.15%	60.55%
Best result	90.05%	90.77%	89.25%	86.61%	86.57%
Average result	77.64%	79.53%	75.57%	73.56%	74.83%
Worst result	46.76%	61.70%	59.27%	58.09%	60.55%
Responses	4070	3330	4329	3995	3988

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



Your org	50.92%	48.17%	46.30%	43.53%	44.05%
Best result	81.18%	83.99%	77.82%	75.24%	77.09%
Average result	62.94%	67.00%	58.40%	56.48%	60.52%
Worst result	35.64%	46.44%	38.47%	41.03%	44.05%
Responses	4069	3333	4332	3994	3983

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



Your org	59.68%	53.75%	52.58%	45.44%	45.13%
Best result	90.62%	91.76%	89.51%	86.38%	88.82%
Average result	70.57%	74.32%	66.99%	61.82%	63.32%
Worst result	39.54%	49.58%	43.54%	39.27%	44.31%
Responses	4069	3331	4330	3996	3985

## Theme - Morale

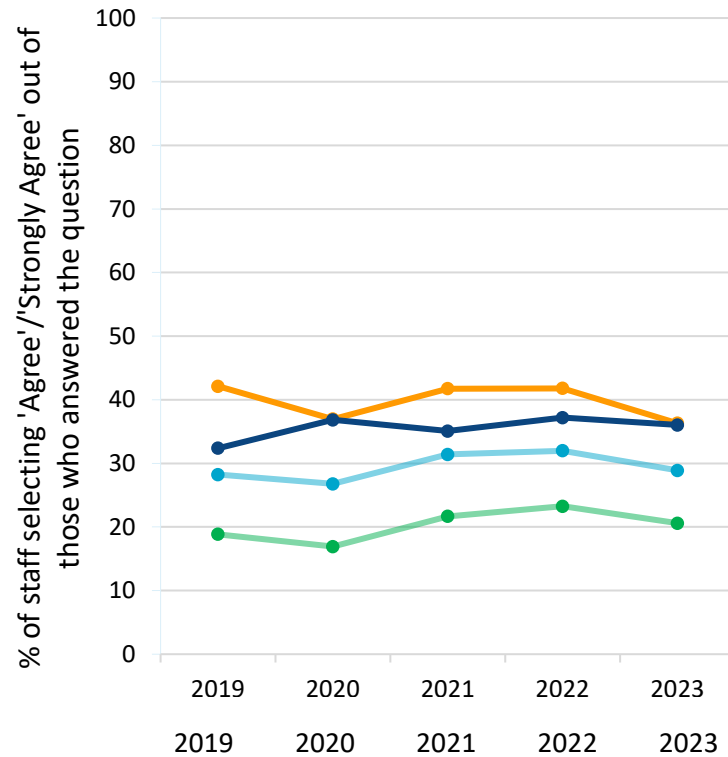
### Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

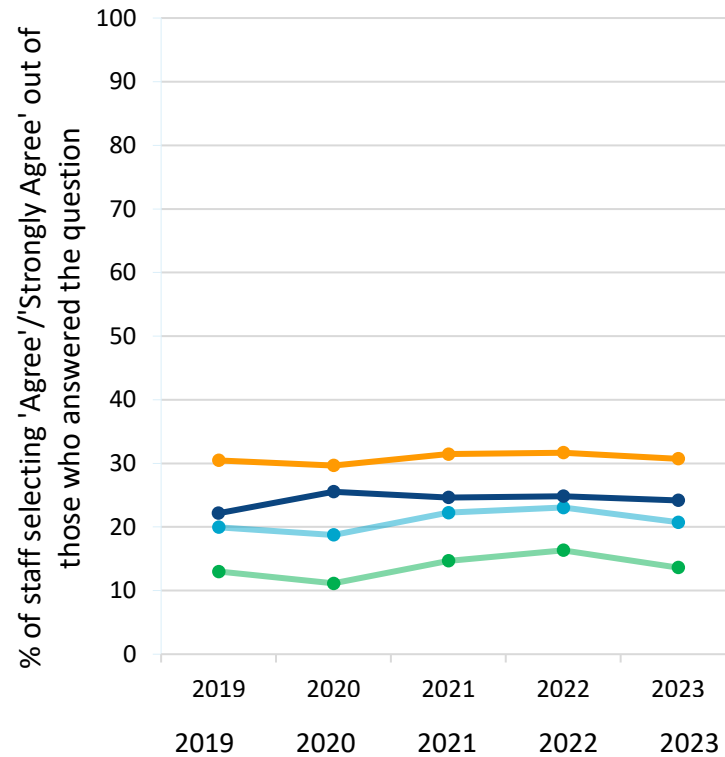
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Q26a I often think about leaving this organisation.



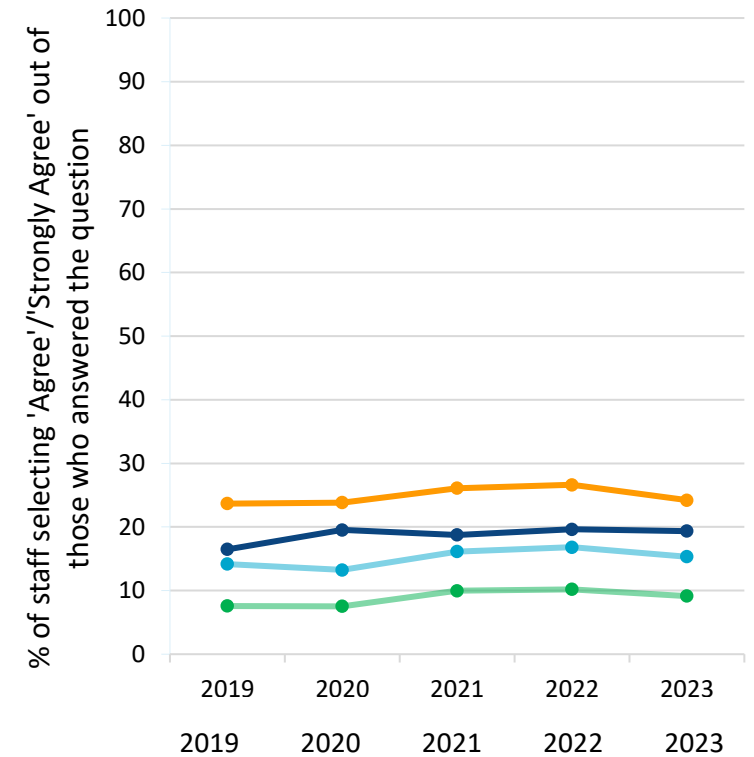
Your org	32.37%	36.84%	35.07%	37.20%	36.02%
Best result	18.85%	16.90%	21.67%	23.25%	20.57%
Average result	28.22%	26.78%	31.40%	31.98%	28.89%
Worst result	42.13%	36.96%	41.75%	41.80%	36.31%
Responses	4070	3331	4309	3978	3997

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



Your org	22.14%	25.54%	24.63%	24.84%	24.18%
Best result	12.98%	11.12%	14.66%	16.34%	13.63%
Average result	19.95%	18.76%	22.23%	23.05%	20.74%
Worst result	30.46%	29.66%	31.44%	31.68%	30.73%
Responses	4063	3335	4304	3978	3996

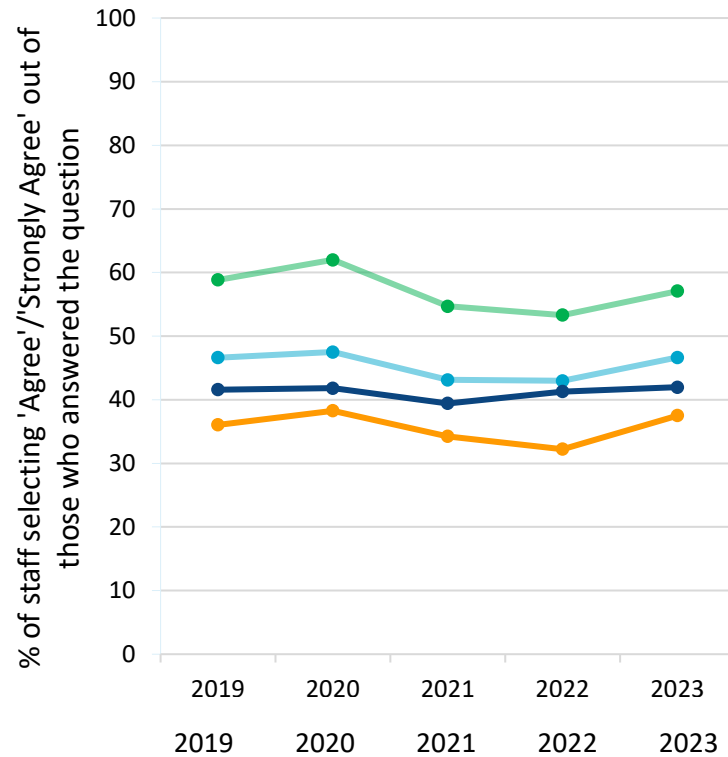
Q26c As soon as I can find another job, I will leave this organisation.



Your org	16.46%	19.52%	18.76%	19.63%	19.35%
Best result	7.58%	7.52%	9.98%	10.19%	9.13%
Average result	14.18%	13.25%	16.14%	16.82%	15.32%
Worst result	23.67%	23.82%	26.10%	26.61%	24.21%
Responses	4060	3333	4305	3973	3991

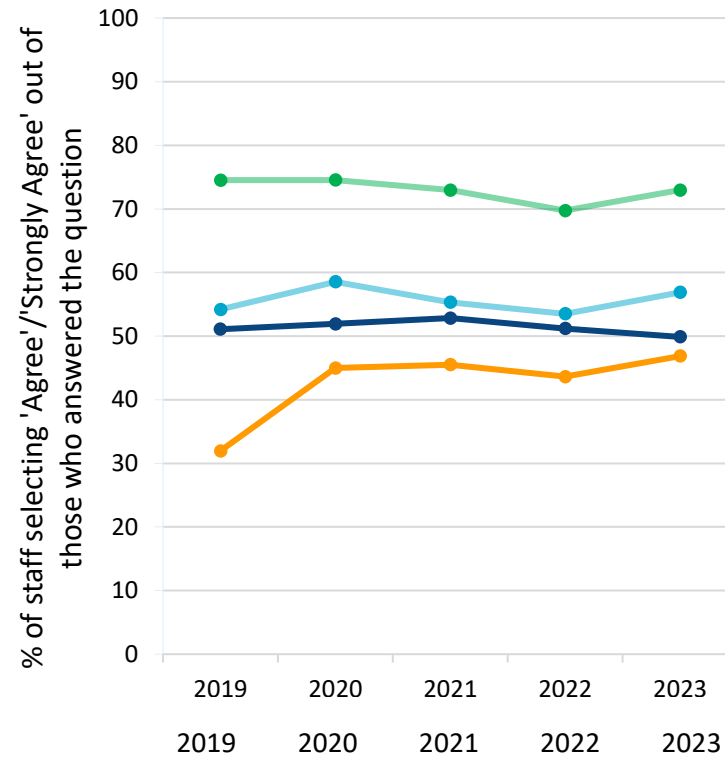


Q3g I am able to meet all the conflicting demands on my time at work.



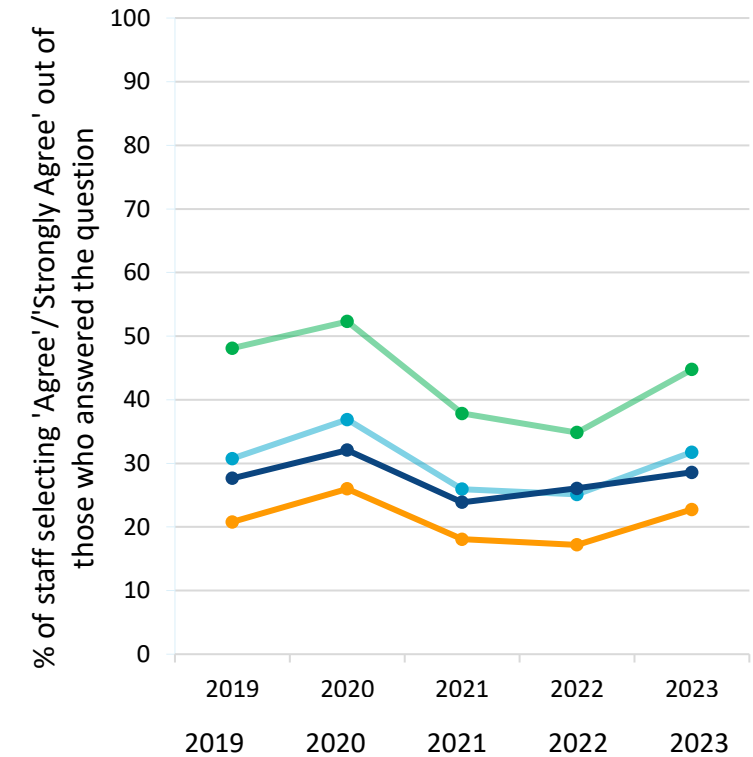
Your org	41.58%	41.81%	39.43%	41.28%	41.98%
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	4247	3454	4520	4011	3990

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



Your org	51.10%	51.94%	52.82%	51.21%	49.89%
Best result	74.53%	74.54%	72.96%	69.73%	72.97%
Average result	54.19%	58.54%	55.33%	53.52%	56.88%
Worst result	31.96%	44.99%	45.51%	43.63%	46.87%
Responses	4255	3454	4519	4008	3995

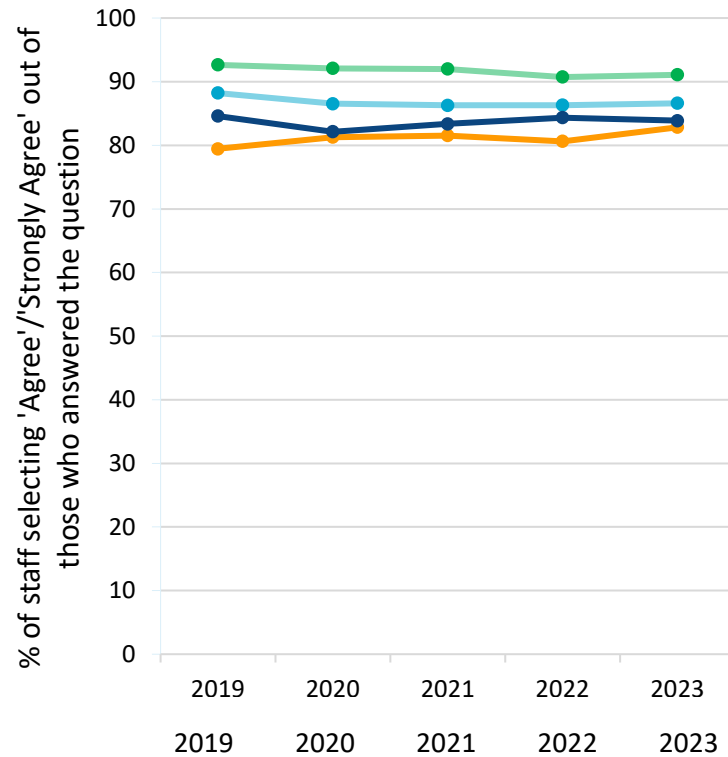
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	27.62%	32.08%	23.88%	26.07%	28.57%
Best result	48.09%	52.30%	37.83%	34.84%	44.76%
Average result	30.74%	36.89%	25.94%	25.11%	31.75%
Worst result	20.78%	25.99%	18.06%	17.19%	22.75%
Responses	4257	3454	4516	4012	3999

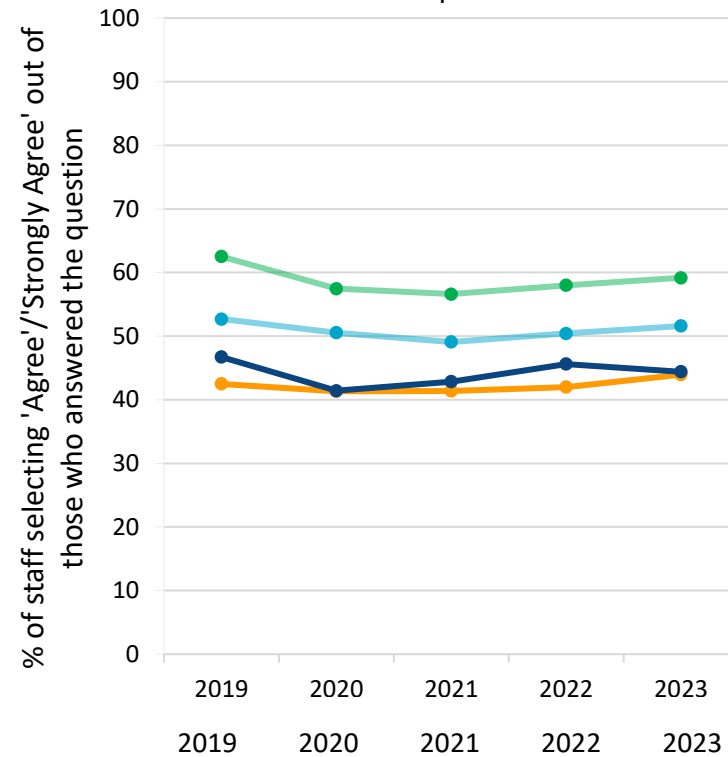


Q3a I always know what my work responsibilities are.



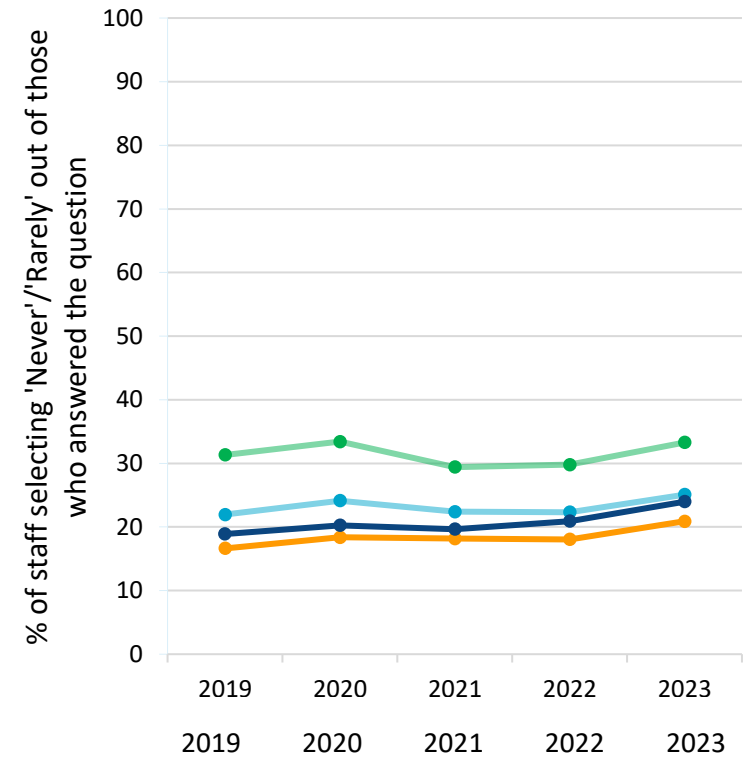
Your org	84.60%	82.13%	83.36%	84.35%	83.86%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	4266	3500	4501	3994	4000

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



Your org	46.69%	41.42%	42.84%	45.62%	44.41%
Best result	62.53%	57.46%	56.61%	57.98%	59.18%
Average result	52.69%	50.55%	49.07%	50.41%	51.60%
Worst result	42.49%	41.33%	41.38%	41.99%	43.95%
Responses	4266	3460	4521	4009	3995

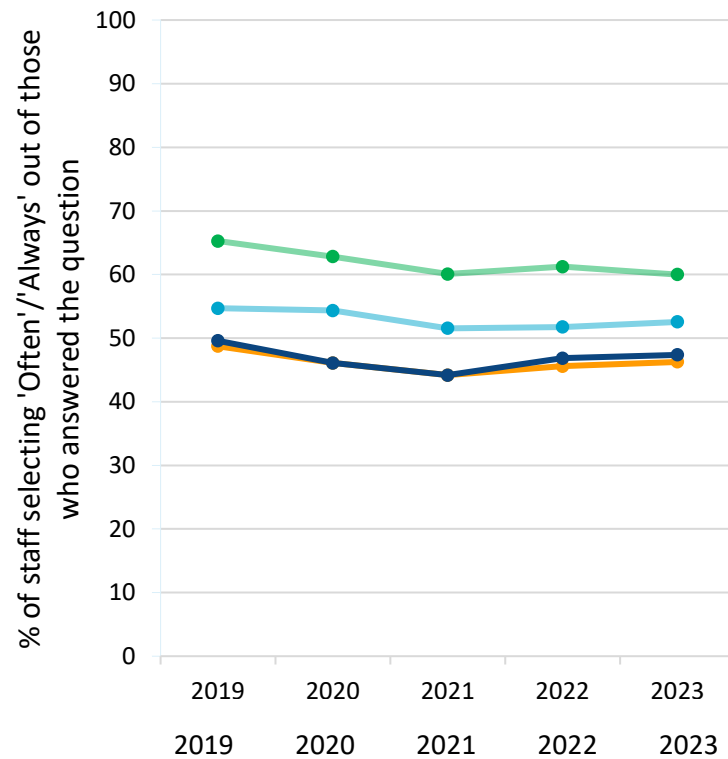
Q5a I have unrealistic time pressures.



Your org	18.86%	20.25%	19.64%	20.92%	23.99%
Best result	31.33%	33.42%	29.43%	29.80%	33.29%
Average result	21.94%	24.12%	22.39%	22.31%	25.08%
Worst result	16.62%	18.37%	18.16%	18.05%	20.88%
Responses	4201	3439	4484	4002	3997

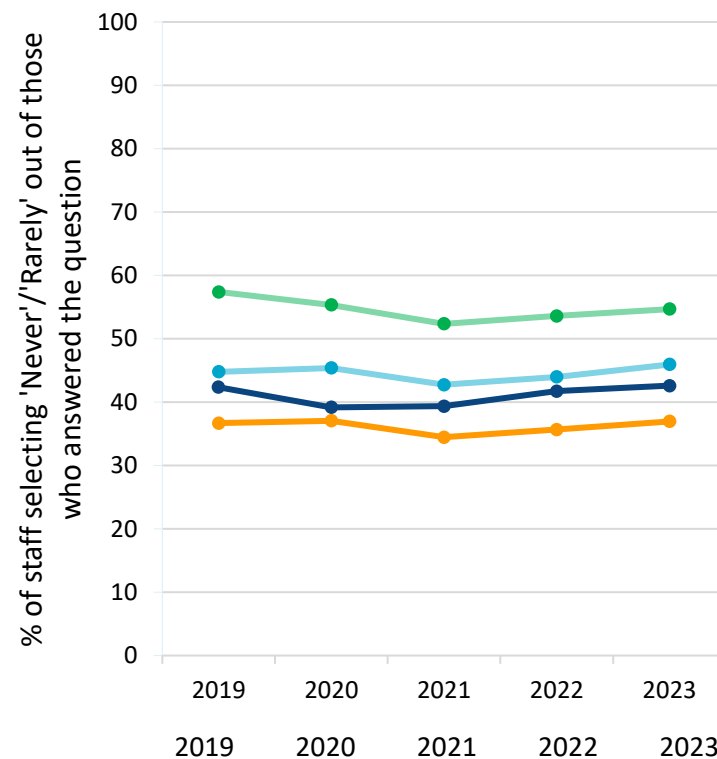


Q5b I have a choice in deciding how to do my work.



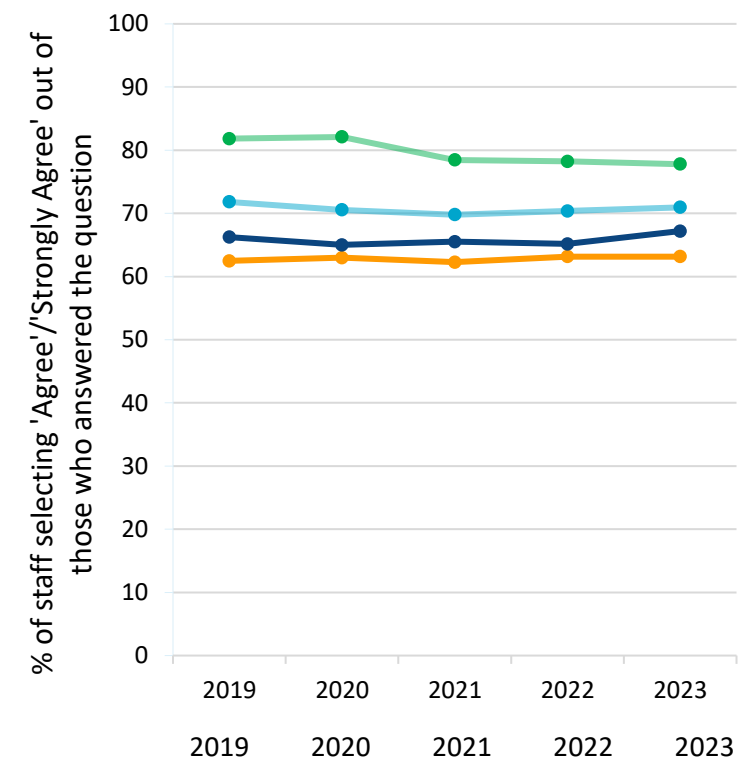
Your org	49.58%	46.10%	44.18%	46.86%	47.38%
Best result	65.25%	62.83%	60.08%	61.24%	60.00%
Average result	54.70%	54.35%	51.55%	51.76%	52.55%
Worst result	48.73%	46.10%	44.18%	45.59%	46.27%
Responses	4199	3439	4487	4004	3993

Q5c Relationships at work are strained.



Your org	42.35%	39.19%	39.36%	41.74%	42.58%
Best result	57.40%	55.35%	52.37%	53.60%	54.70%
Average result	44.78%	45.38%	42.74%	43.99%	45.96%
Worst result	36.68%	37.06%	34.45%	35.67%	36.97%
Responses	4196	3437	4490	4004	3987

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

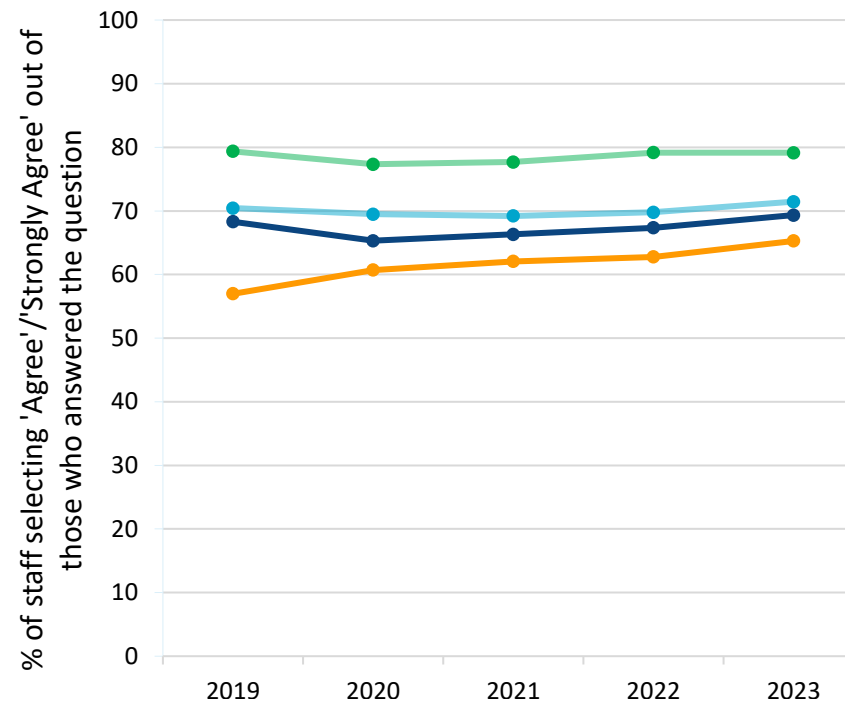


Your org	66.21%	64.99%	65.50%	65.14%	67.18%
Best result	81.82%	82.10%	78.44%	78.22%	77.78%
Average result	71.82%	70.56%	69.80%	70.37%	70.96%
Worst result	62.48%	62.97%	62.26%	63.16%	63.16%
Responses	4265	3465	4473	4012	4001





Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	68.31%	65.32%	66.32%	67.35%	69.35%
Best result	79.38%	77.33%	77.69%	79.17%	79.13%
Average result	70.43%	69.49%	69.21%	69.78%	71.45%
Worst result	56.97%	60.71%	62.07%	62.76%	65.29%
Responses	4169	3412	4433	4012	4002

## Question not linked to People Promise elements or themes

Questions included:\*

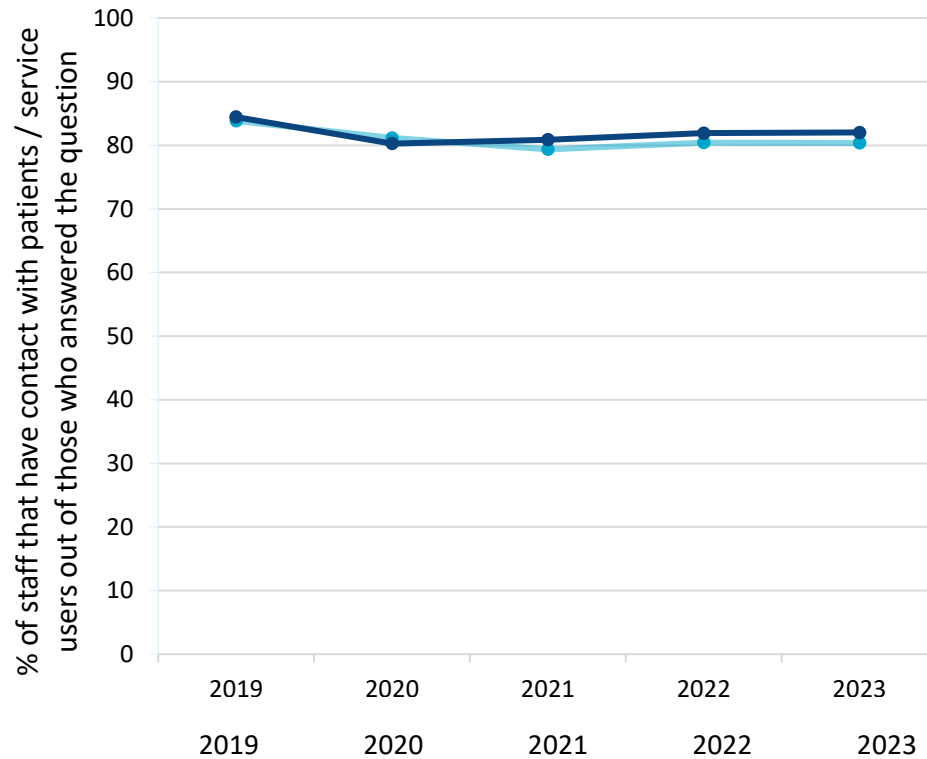
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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.

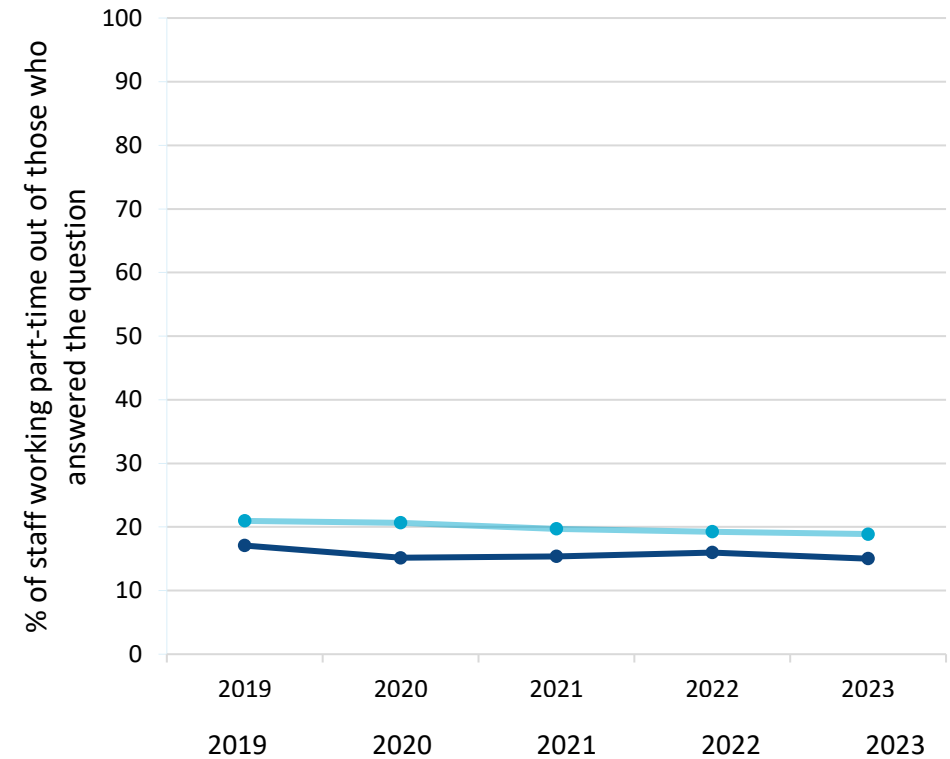
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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

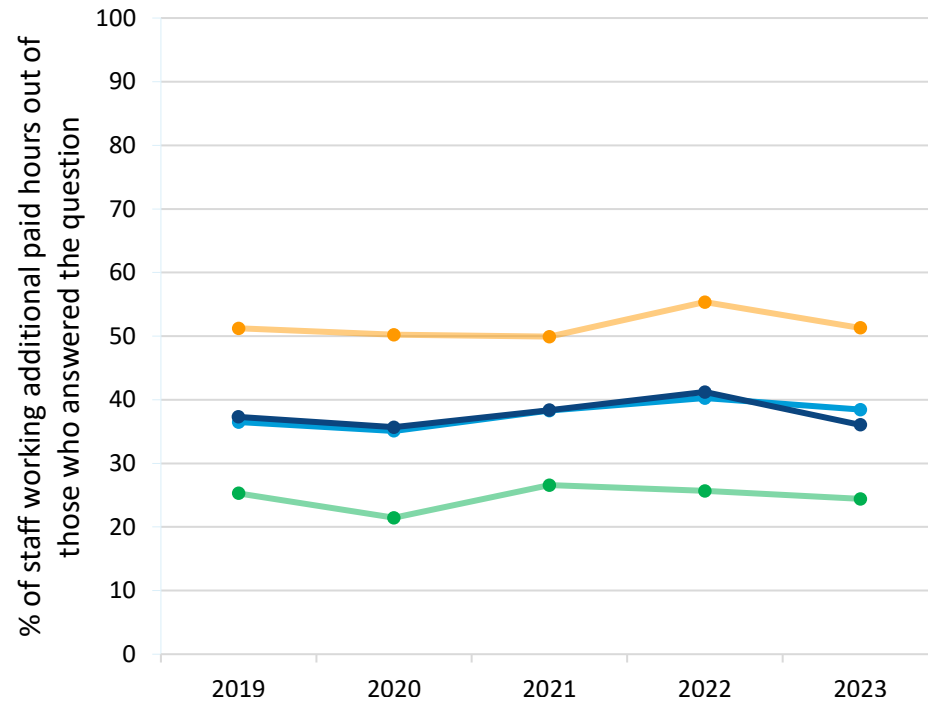


Q10a How many hours a week are you contracted to work?





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

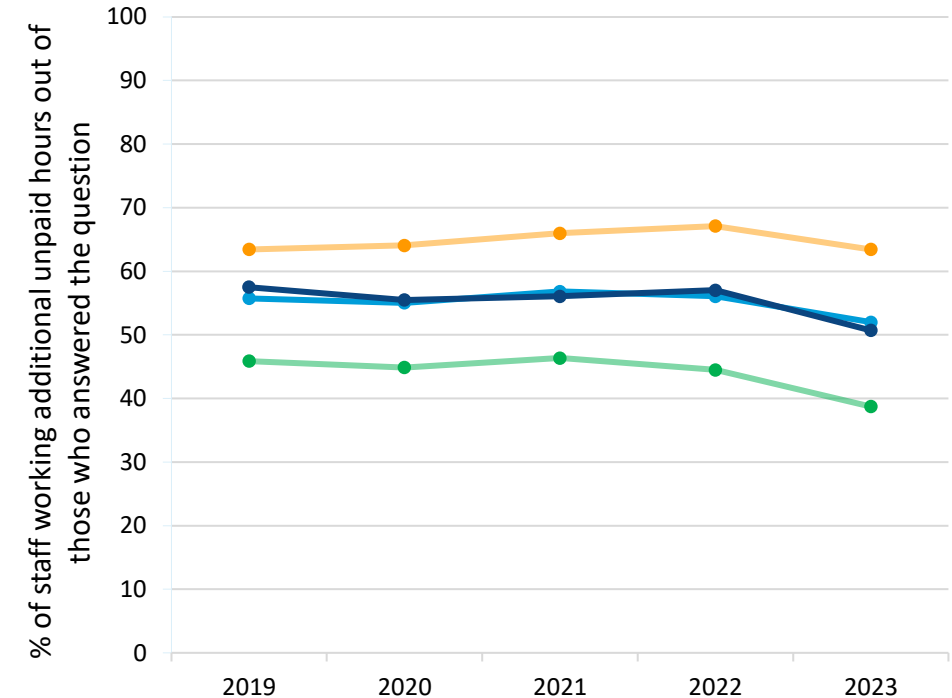


2019 2020 2021 2022 2023

Your org	37.28%	35.67%	38.37%	41.20%	36.06%
Lowest	25.29%	21.45%	26.56%	25.66%	24.41%
Average	36.47%	35.09%	38.29%	40.25%	38.45%
Highest	51.23%	50.22%	49.92%	55.35%	51.29%

Responses 4150 3406 4406 3992 3975

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



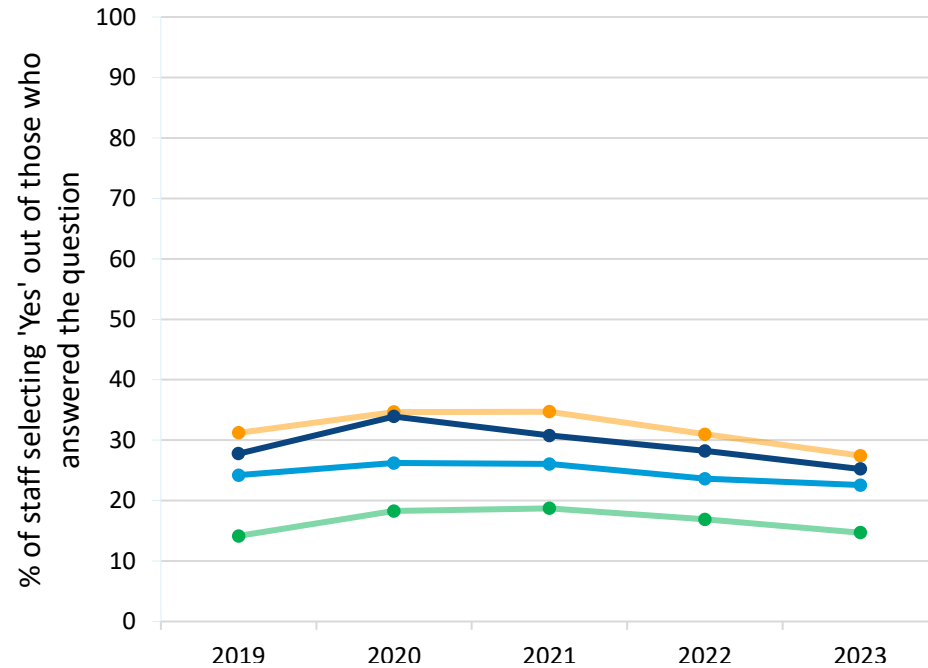
2019 2020 2021 2022 2023

Your org	57.46%	55.48%	56.08%	57.02%	50.71%
Lowest	45.87%	44.88%	46.37%	44.50%	38.73%
Average	55.74%	55.02%	56.83%	56.06%	52.00%
Highest	63.43%	64.06%	65.99%	67.12%	63.45%

Responses 4140 3402 4404 3998 3971

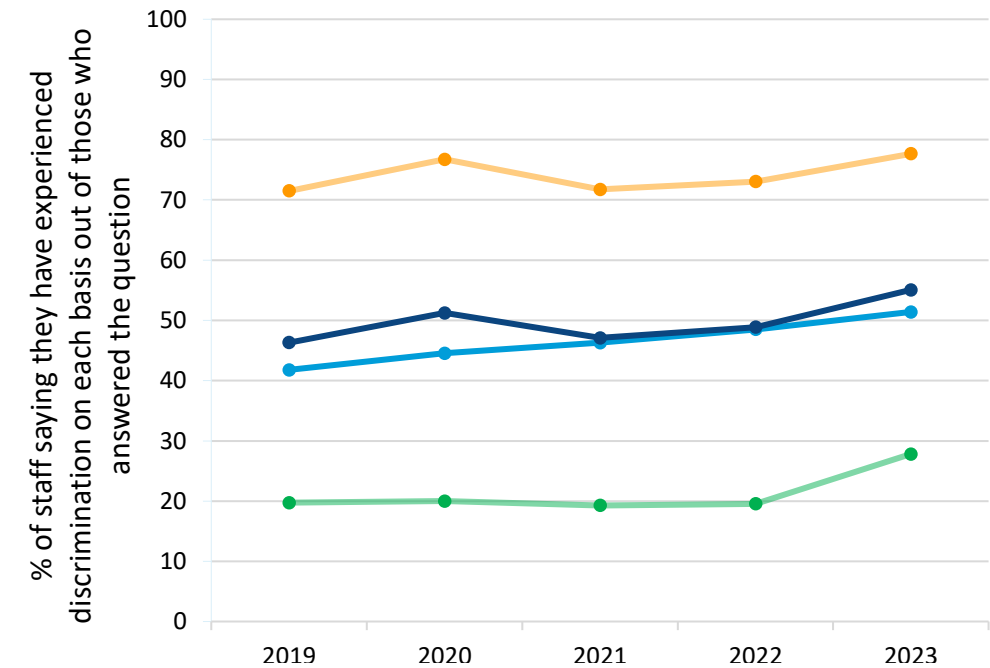


Q11e\* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	27.79%	33.93%	30.77%	28.22%	25.23%
Best result	14.16%	18.27%	18.73%	16.91%	14.70%
Average result	24.21%	26.23%	26.05%	23.64%	22.57%
Worst result	31.23%	34.66%	34.72%	30.98%	27.44%
Responses	2501	1728	2458	2274	2214

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

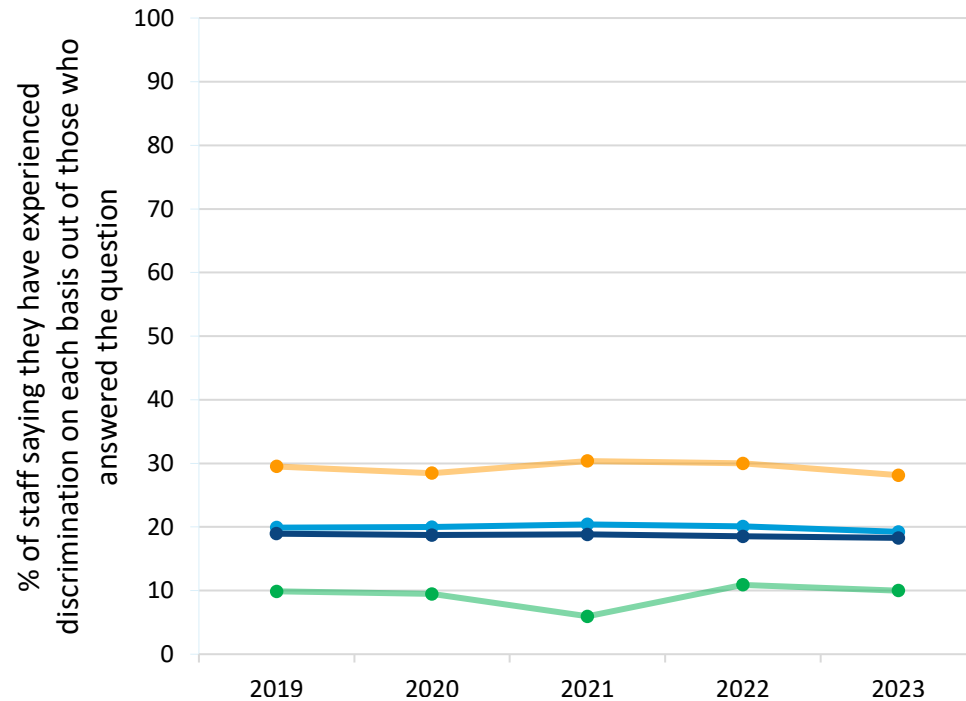


	2019	2020	2021	2022	2023
Your org	46.30%	51.23%	47.10%	48.87%	55.05%
Best result	19.75%	20.01%	19.29%	19.55%	27.81%
Average result	41.77%	44.53%	46.29%	48.50%	51.38%
Worst result	71.50%	76.72%	71.74%	73.03%	77.66%
Responses	552	480	642	642	631

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

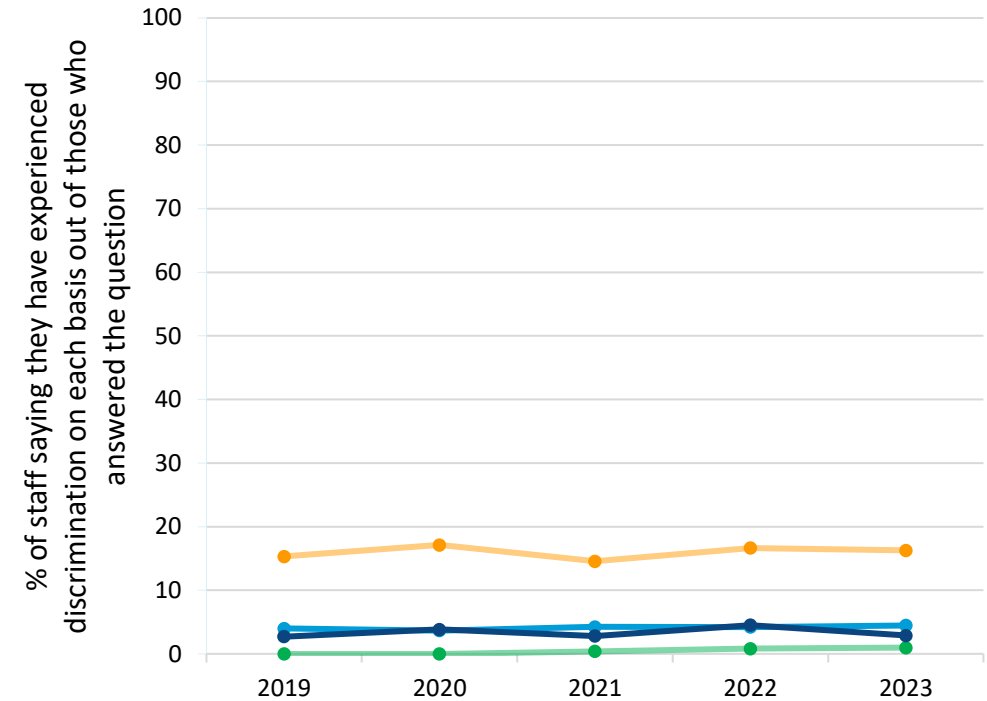


Q16c.2 On what grounds have you experienced discrimination?  
– Gender.



	2019	2020	2021	2022	2023
Your org	18.94%	18.73%	18.82%	18.53%	18.27%
Best result	9.88%	9.46%	5.94%	10.90%	9.99%
Average result	19.91%	19.98%	20.41%	20.09%	19.22%
Worst result	29.51%	28.46%	30.36%	29.99%	28.12%
Responses	552	480	642	642	631

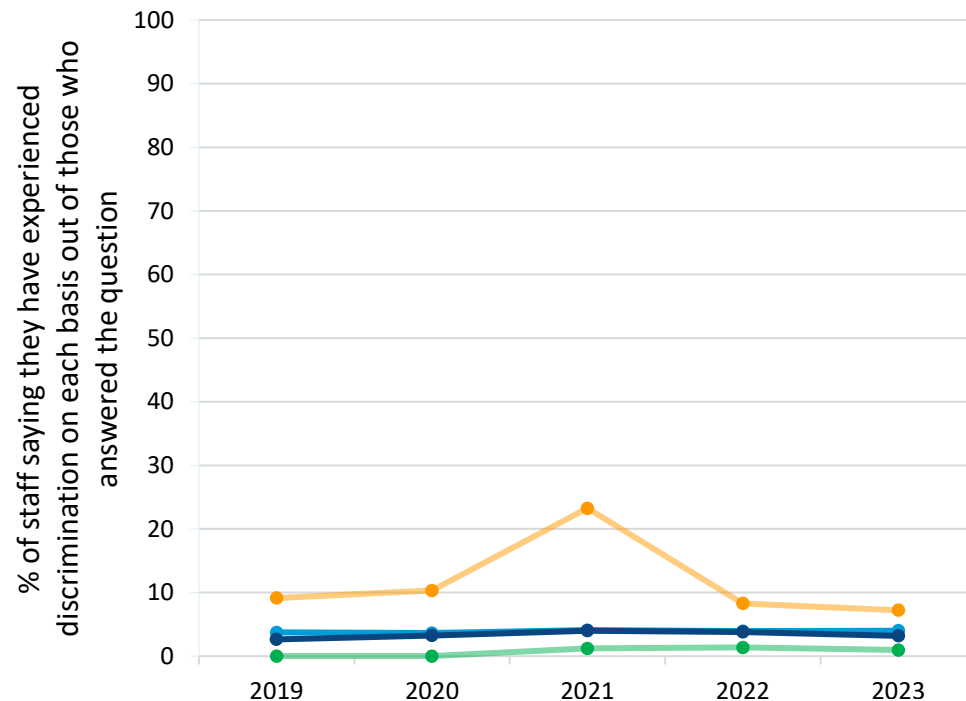
Q16c.3 On what grounds have you experienced discrimination?  
– Religion.



	2019	2020	2021	2022	2023
Your org	2.71%	3.84%	2.81%	4.53%	2.88%
Best result	0.00%	0.00%	0.41%	0.83%	0.98%
Average result	4.01%	3.68%	4.25%	4.23%	4.47%
Worst result	15.33%	17.13%	14.56%	16.66%	16.27%
Responses	552	480	642	642	631



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

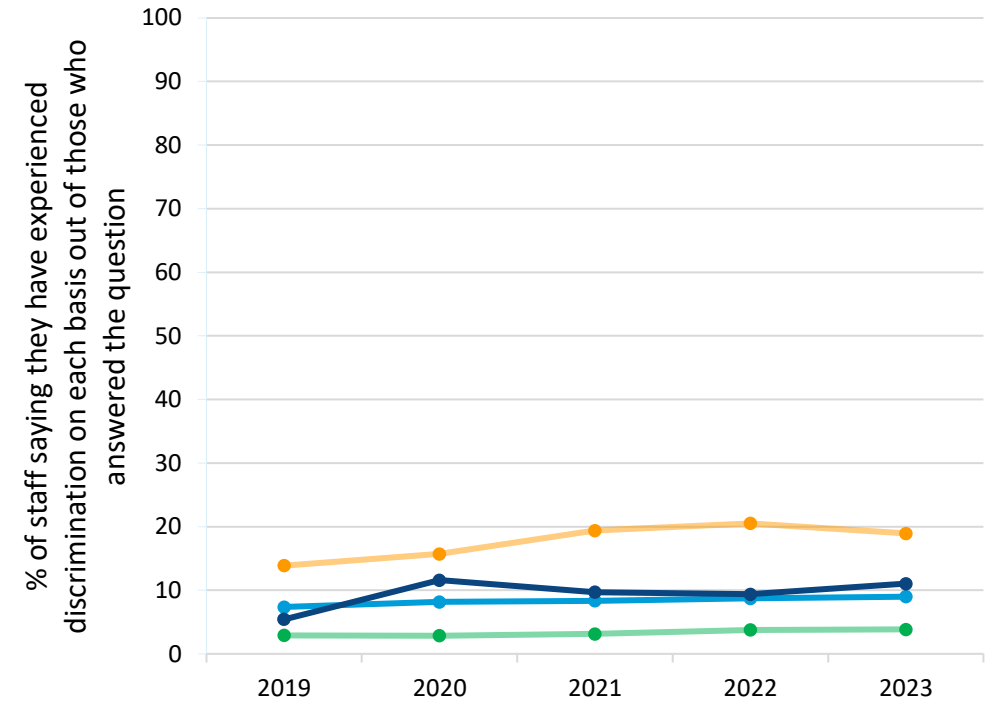


2019 2020 2021 2022 2023

Your org	2.65%	3.24%	4.02%	3.80%	3.19%
Best result	0.00%	0.00%	1.21%	1.38%	0.97%
Average result	3.74%	3.63%	4.09%	3.93%	4.00%
Worst result	9.14%	10.33%	23.26%	8.28%	7.22%

Responses 552 480 642 642 631

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



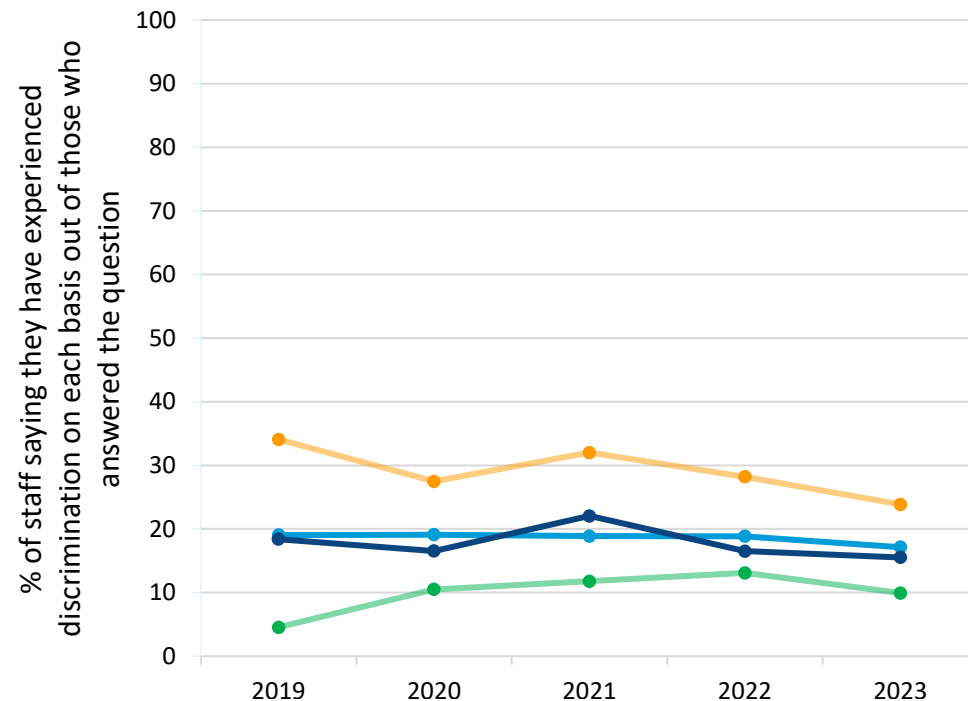
2019 2020 2021 2022 2023

Your org	5.44%	11.59%	9.71%	9.38%	11.05%
Best result	2.91%	2.86%	3.14%	3.77%	3.86%
Average result	7.37%	8.17%	8.36%	8.74%	9.01%
Worst result	13.87%	15.73%	19.39%	20.53%	18.93%

Responses 552 480 642 642 631

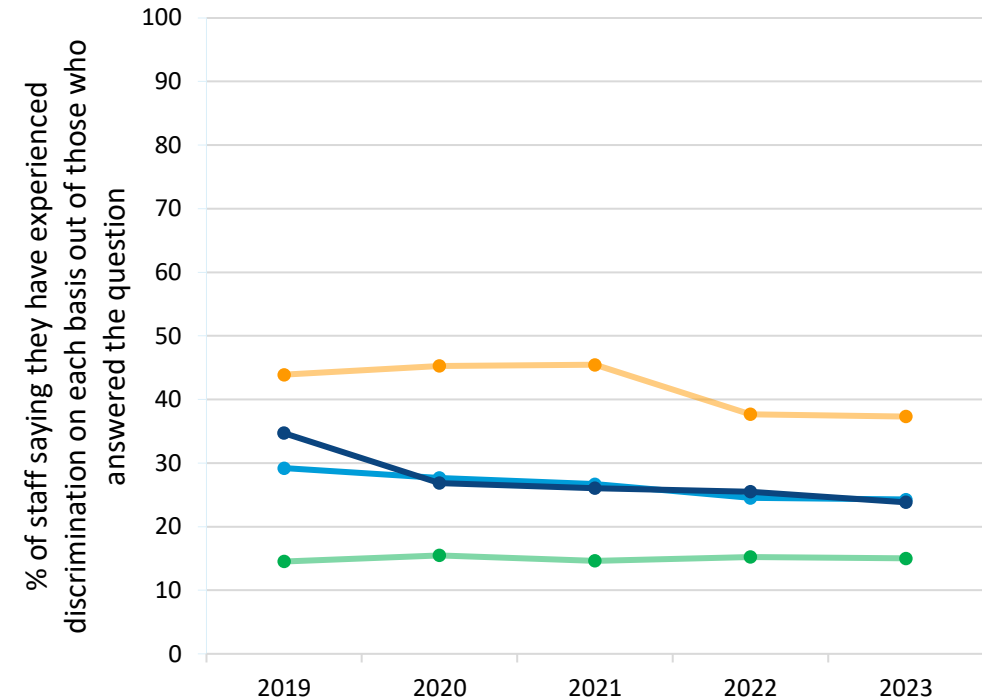


Q16c.6 On what grounds have you experienced discrimination?  
– Age.



	2019	2020	2021	2022	2023
Your org	18.37%	16.53%	22.04%	16.51%	15.53%
Best result	4.55%	10.50%	11.78%	13.08%	9.92%
Average result	19.05%	19.09%	18.89%	18.84%	17.15%
Worst result	34.06%	27.49%	32.01%	28.20%	23.85%
Responses	552	480	642	642	631

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

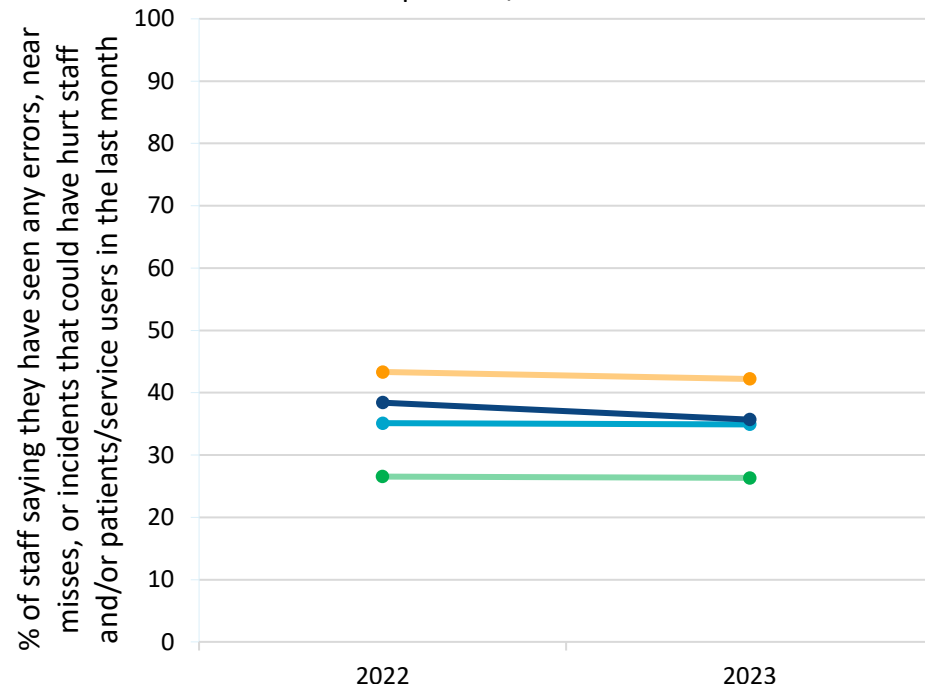


	2019	2020	2021	2022	2023
Your org	34.72%	26.86%	26.06%	25.50%	23.85%
Best result	14.53%	15.51%	14.64%	15.24%	15.03%
Average result	29.20%	27.66%	26.69%	24.52%	24.27%
Worst result	43.90%	45.27%	45.46%	37.68%	37.34%
Responses	552	480	642	642	631



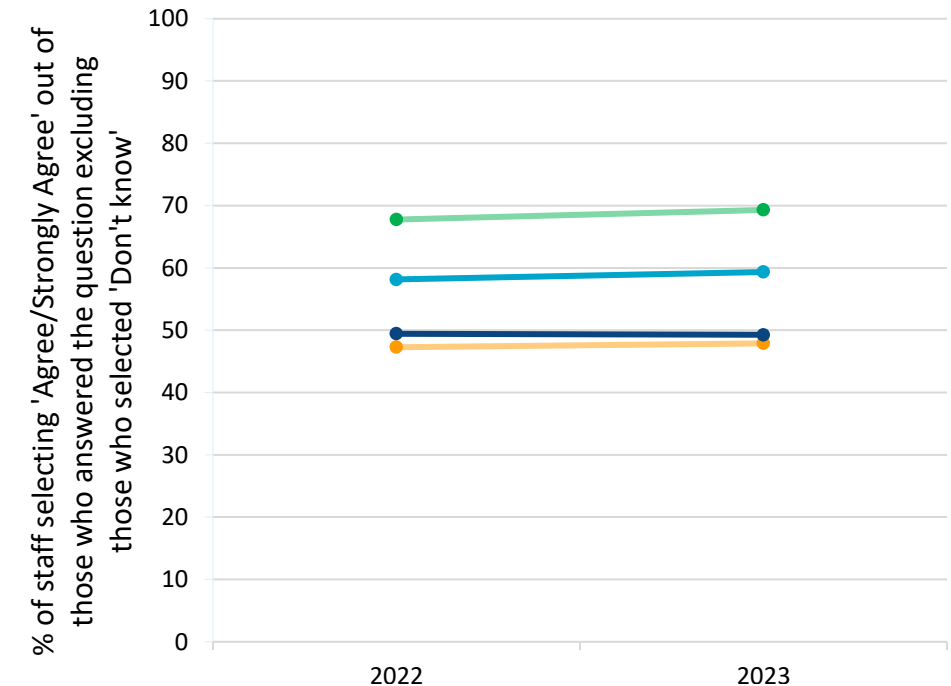


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	38.40%	35.68%
Best result	26.54%	26.31%
Average result	35.09%	34.92%
Worst result	43.33%	42.20%
Responses	3922	3922

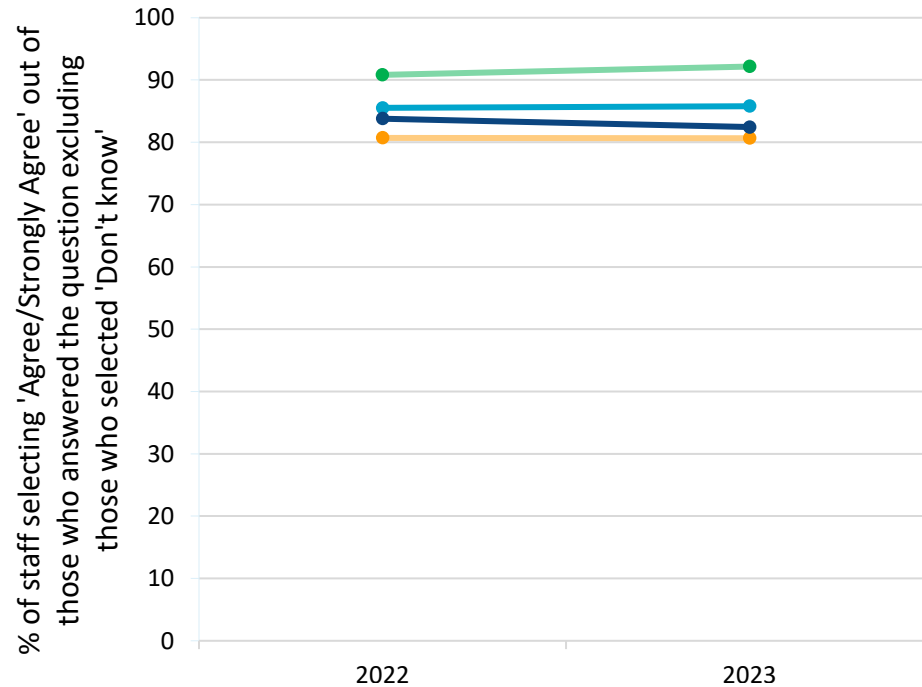
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	49.43%	49.26%
Best result	67.74%	69.31%
Average result	58.15%	59.36%
Worst result	47.28%	47.88%
Responses	3035	2964

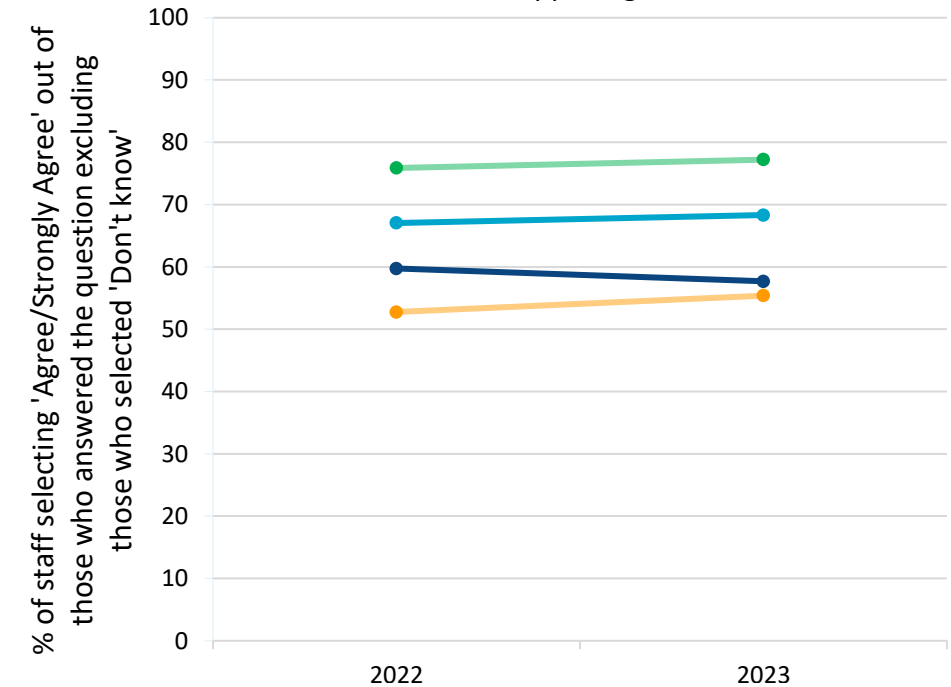


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	83.79%	82.43%
Best result	90.82%	92.17%
Average result	85.51%	85.79%
Worst result	80.70%	80.69%
Responses	3837	3825

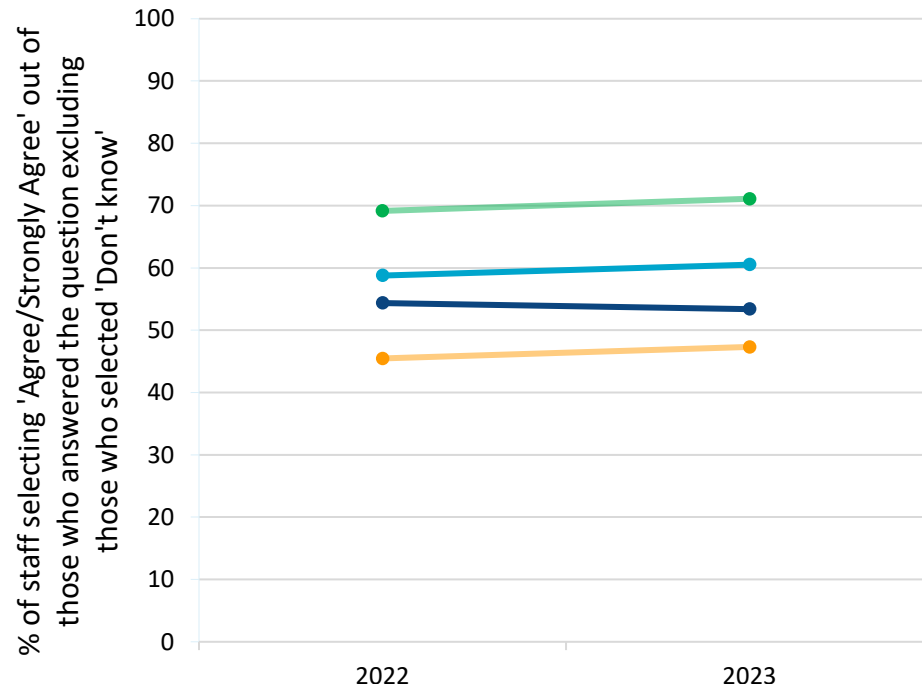
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	59.74%	57.69%
Best result	75.89%	77.22%
Average result	67.04%	68.30%
Worst result	52.76%	55.39%
Responses	3487	3491

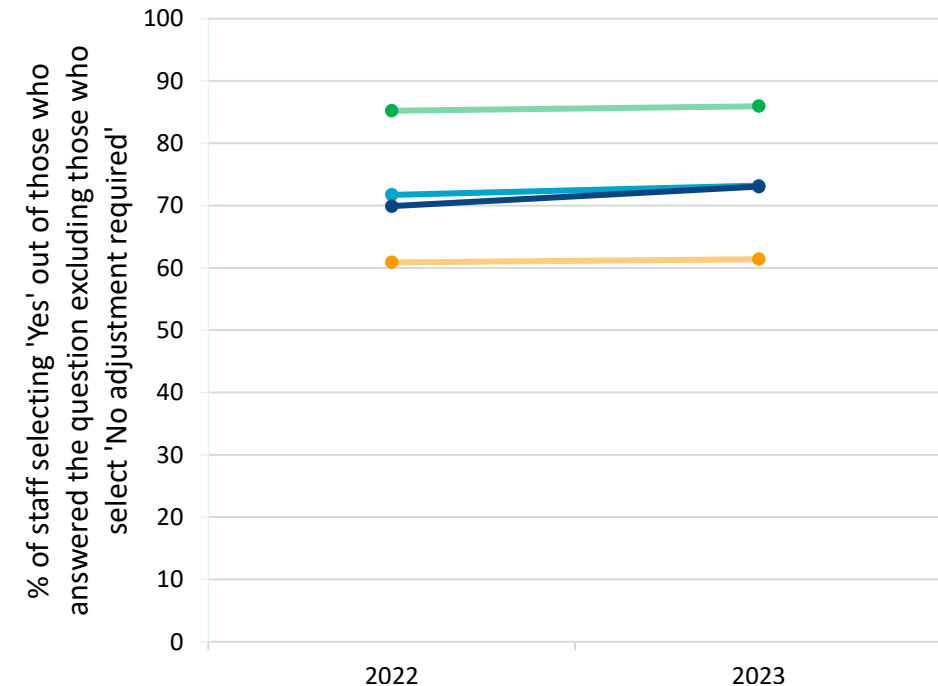


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	54.37%	53.39%
Best result	69.13%	71.09%
Average result	58.78%	60.53%
Worst result	45.47%	47.31%
Responses	3518	3534

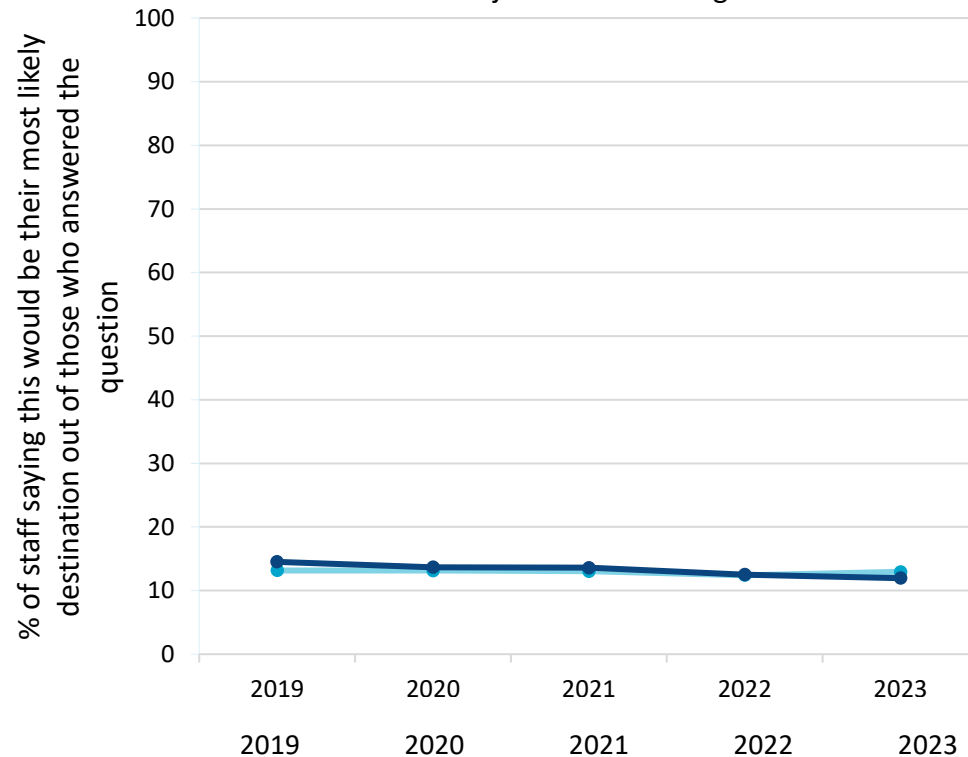
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	69.90%	73.04%
Best result	85.20%	85.95%
Average result	71.72%	73.19%
Worst result	60.88%	61.41%
Responses	513	593

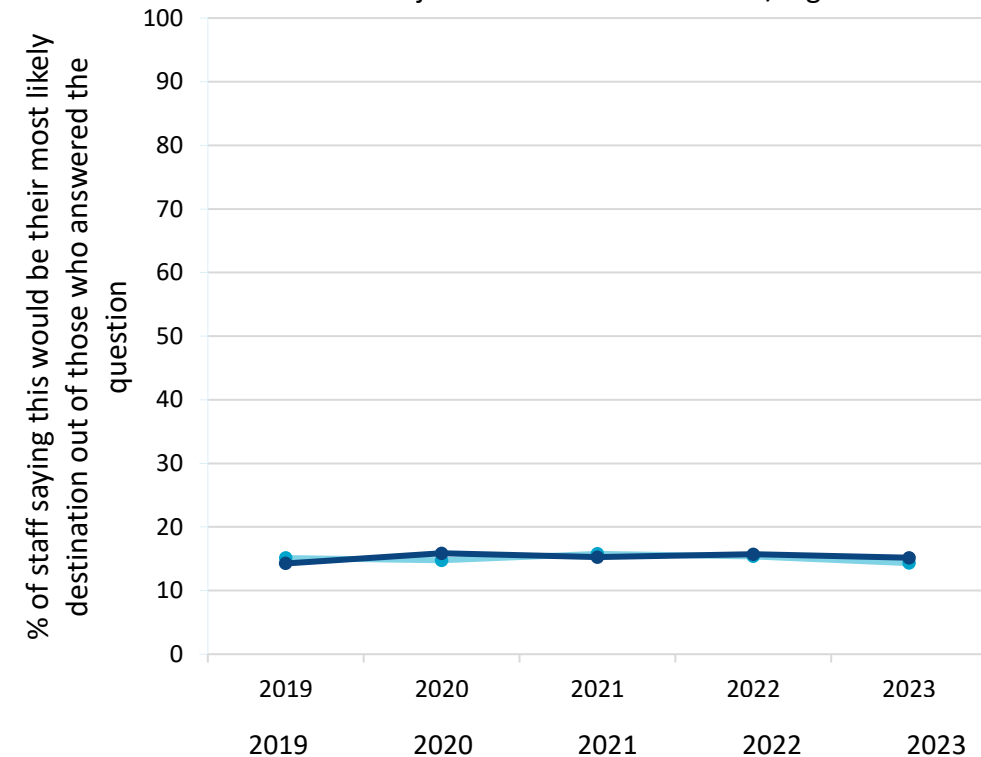


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



Your org	14.49%	13.67%	13.59%	12.50%	11.95%
Average	13.18%	13.13%	13.04%	12.40%	12.94%
Responses	3941	3293	4136	3791	3865

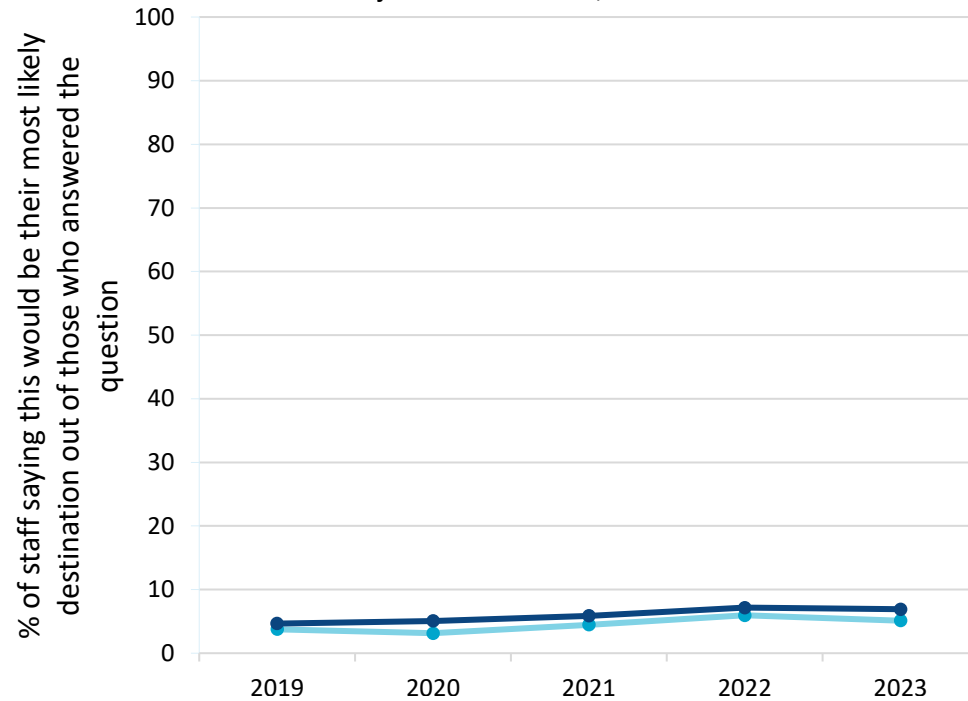
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



Your org	14.23%	15.85%	15.26%	15.70%	15.16%
Average	15.12%	14.76%	15.78%	15.37%	14.32%
Responses	3941	3293	4136	3791	3865



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.

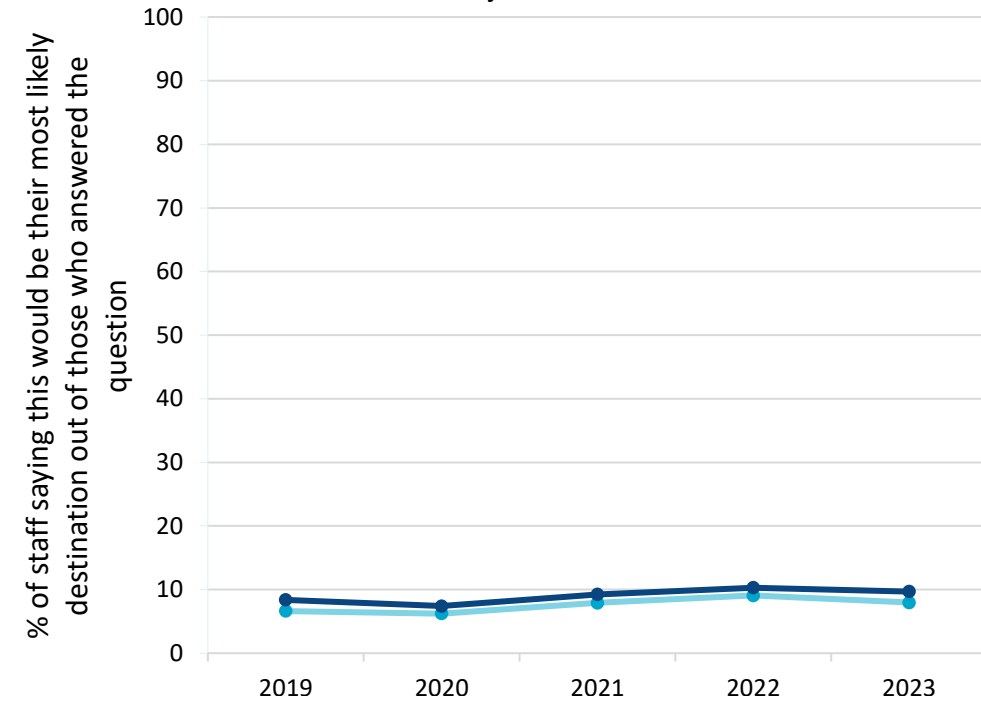


2019 2020 2021 2022 2023

Your org	2019	2020	2021	2022	2023
Average	3.76%	3.12%	4.47%	5.95%	5.12%

Responses 3941 3293 4136 3791 3865

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.



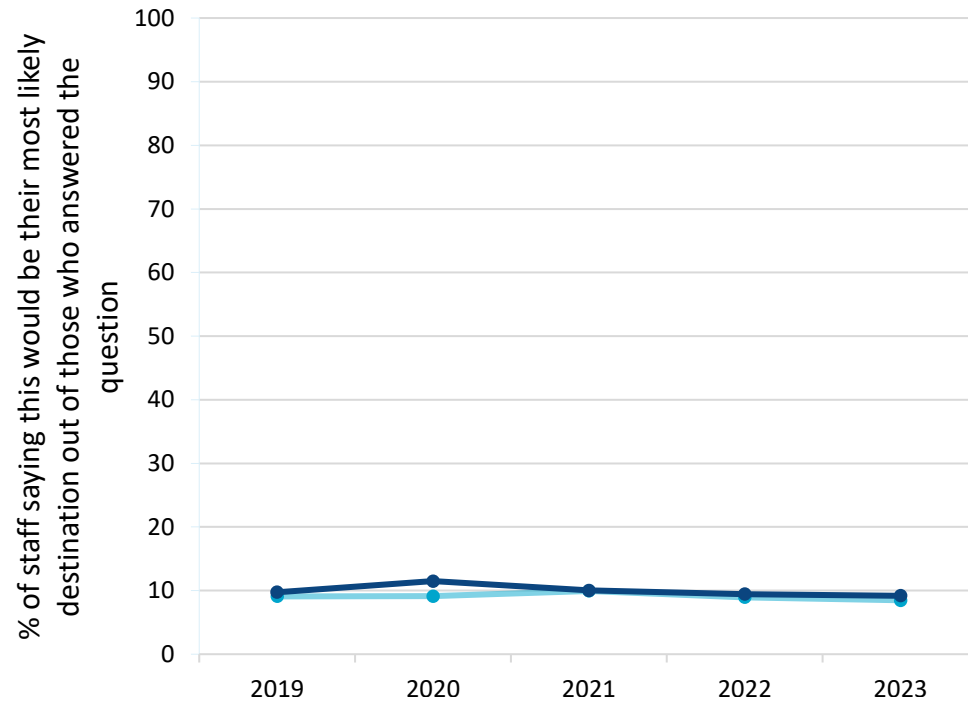
2019 2020 2021 2022 2023

Your org	2019	2020	2021	2022	2023
Average	6.63%	6.23%	7.91%	9.06%	7.96%

Responses 3941 3293 4136 3791 3865



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.

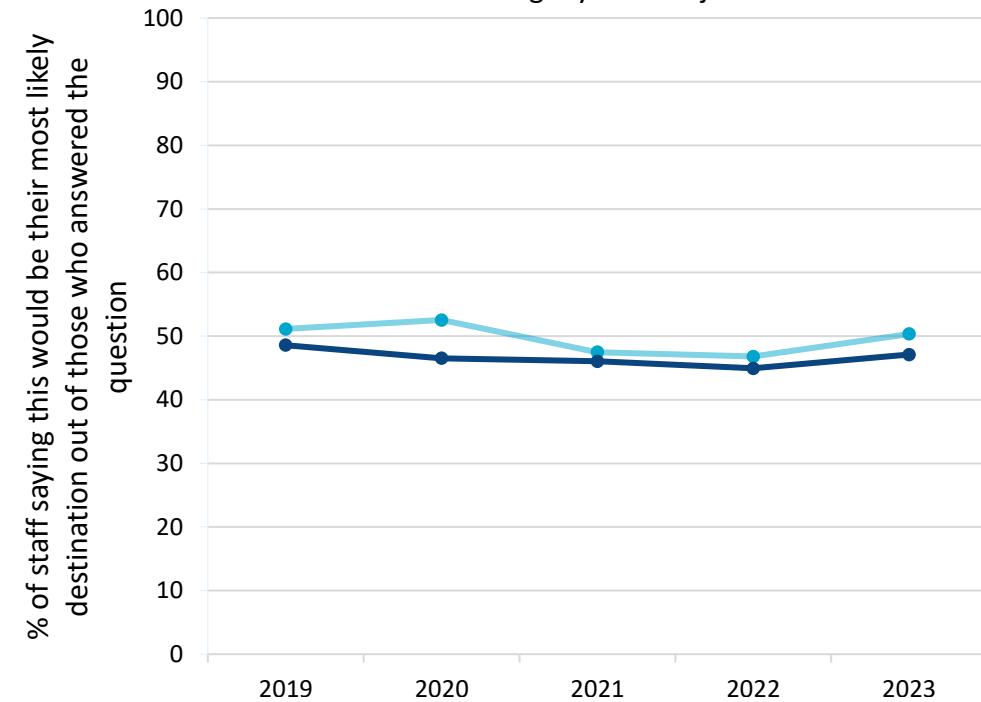


2019 2020 2021 2022 2023

Your org	9.72%	11.48%	10.01%	9.44%	9.18%
Average	9.09%	9.13%	9.95%	8.94%	8.45%

Responses 3941 3293 4136 3791 3865

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



2019 2020 2021 2022 2023

Your org	48.57%	46.52%	46.03%	44.92%	47.09%
Average	51.12%	52.53%	47.46%	46.79%	50.34%

Responses 3941 3293 4136 3791 3865

## 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.

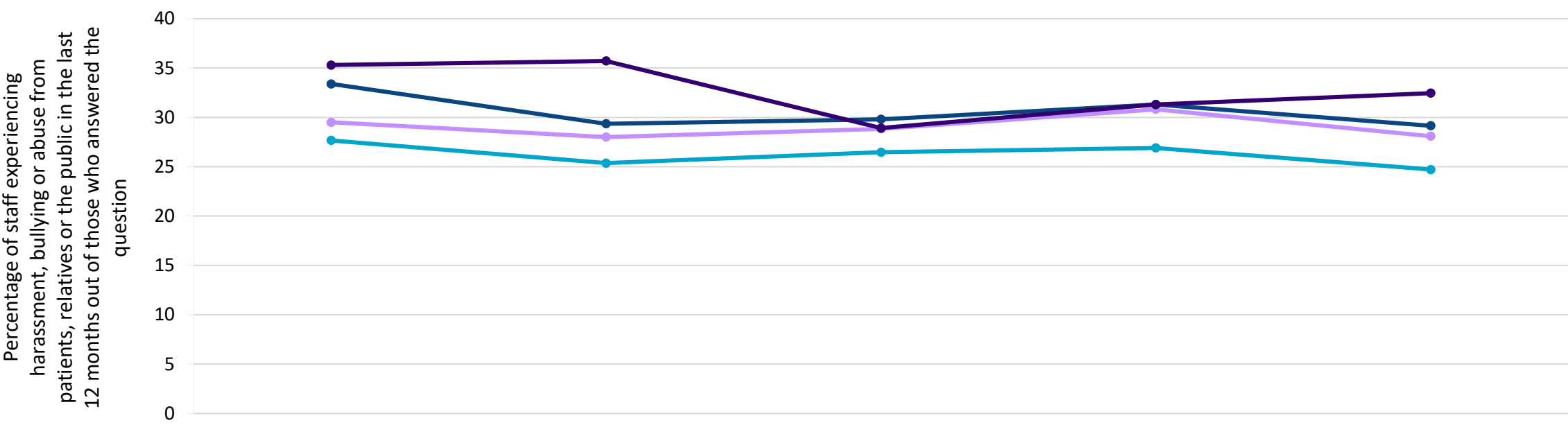
Averages are calculated as the median for the benchmark group.

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

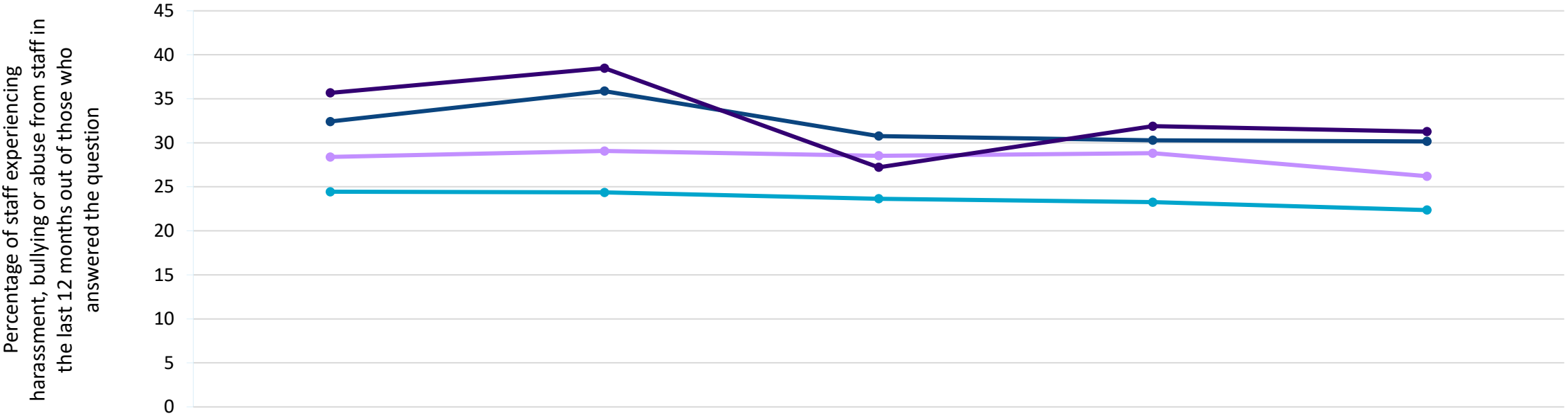


	2019	2020	2021	2022	2023
White staff: Your org	33.39%	29.36%	29.80%	31.31%	29.15%
All other ethnic groups*: Your org	35.30%	35.73%	28.92%	31.31%	32.47%
White staff: Average	27.67%	25.36%	26.47%	26.91%	24.72%
All other ethnic groups*: Average	29.51%	28.01%	28.84%	30.82%	28.11%
White staff: Responses	3306	2606	3258	3088	2974
All other ethnic groups*: Responses	643	473	823	856	961

\*Staff from all other ethnic groups combined



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



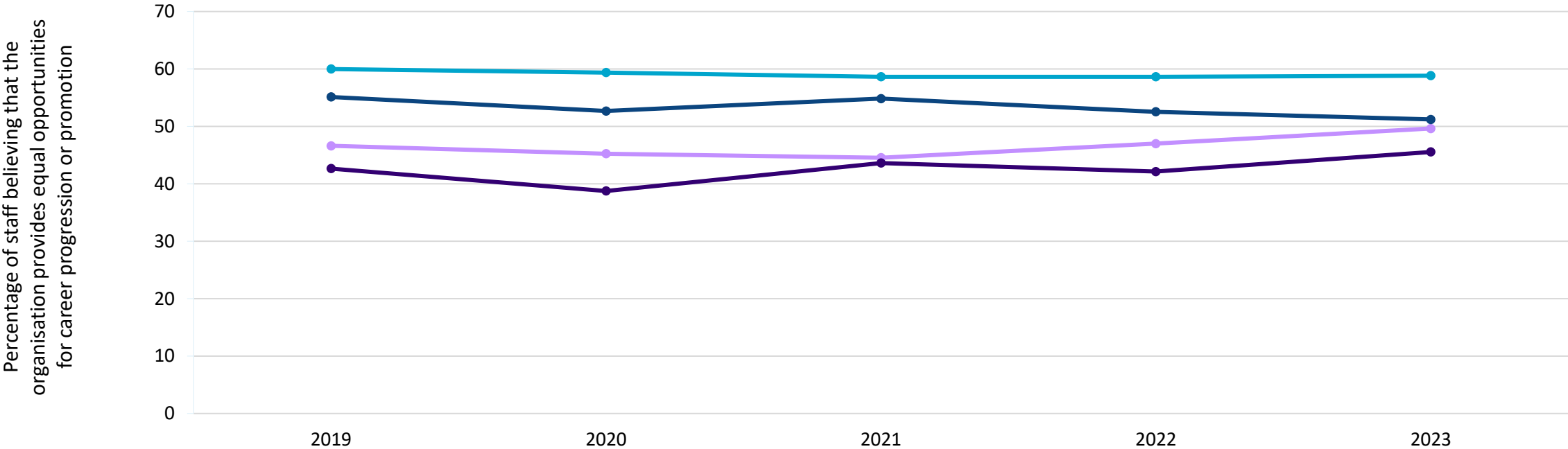
	2019	2020	2021	2022	2023
White staff: Your org	32.42%	35.88%	30.76%	30.29%	30.16%
All other ethnic groups*: Your org	35.67%	38.48%	27.22%	31.89%	31.28%
White staff: Average	24.44%	24.37%	23.65%	23.25%	22.37%
All other ethnic groups*: Average	28.39%	29.07%	28.53%	28.81%	26.20%
White staff: Responses	3310	2609	3267	3090	2971
All other ethnic groups*: Responses	642	473	823	856	956

\*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.

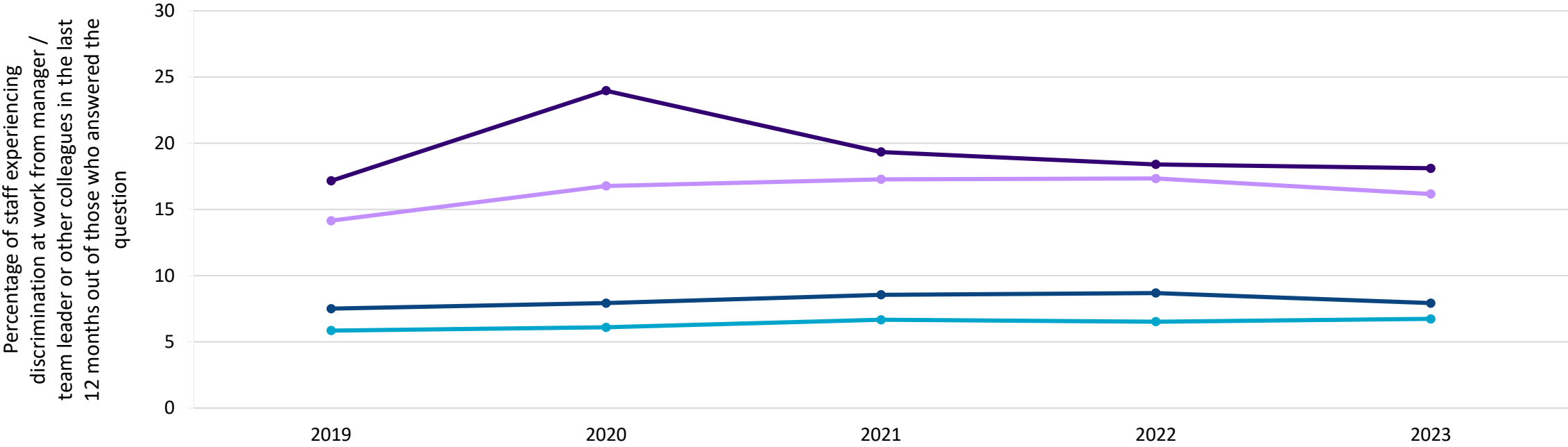


White staff: Your org	2019	2020	2021	2022	2023
All other ethnic groups*: Your org	2019	2020	2021	2022	2023
White staff: Average	55.14%	52.68%	54.85%	52.55%	51.22%
All other ethnic groups*: Average	42.66%	38.76%	43.62%	42.13%	45.55%
	60.00%	59.39%	58.64%	58.65%	58.84%
	46.62%	45.24%	44.56%	47.00%	49.64%
White staff: Responses	3306	2667	3353	3073	2948
All other ethnic groups*: Responses	640	485	846	845	966

\*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	7.50%	7.92%	8.55%	8.68%	7.93%
All other ethnic groups*: Your org	17.16%	23.97%	19.34%	18.40%	18.11%
White staff: Average	5.85%	6.09%	6.67%	6.52%	6.73%
All other ethnic groups*: Average	14.14%	16.77%	17.28%	17.33%	16.17%
White staff: Responses	3306	2688	3369	3087	2965
All other ethnic groups*: Responses	641	484	843	848	961

\*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.

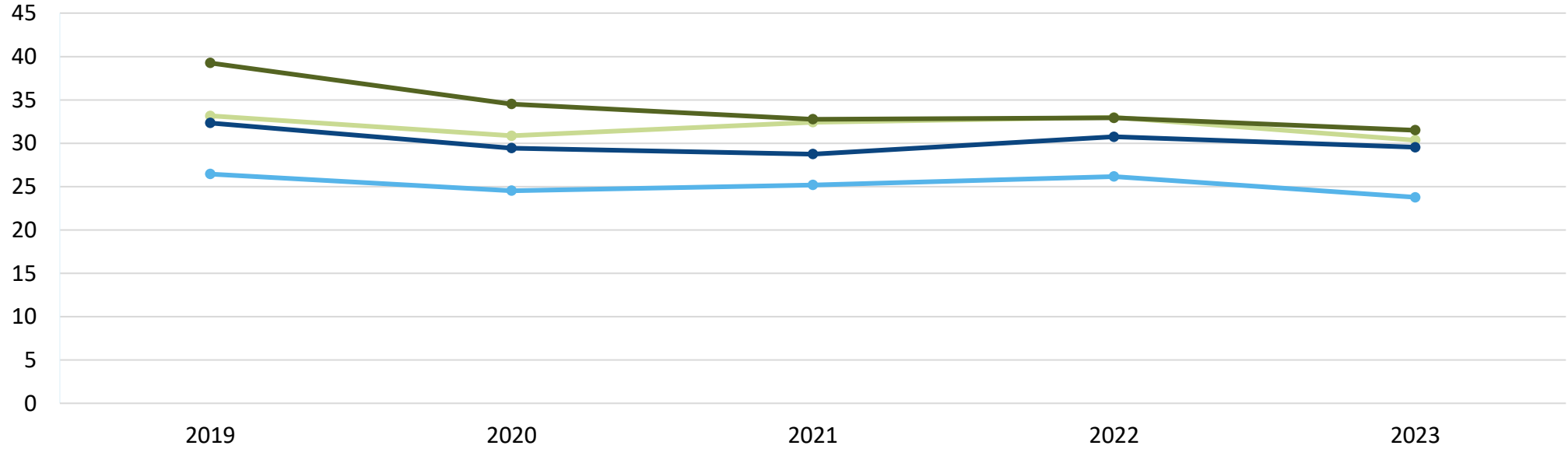
Data shown in the WDES charts are unweighted.

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.



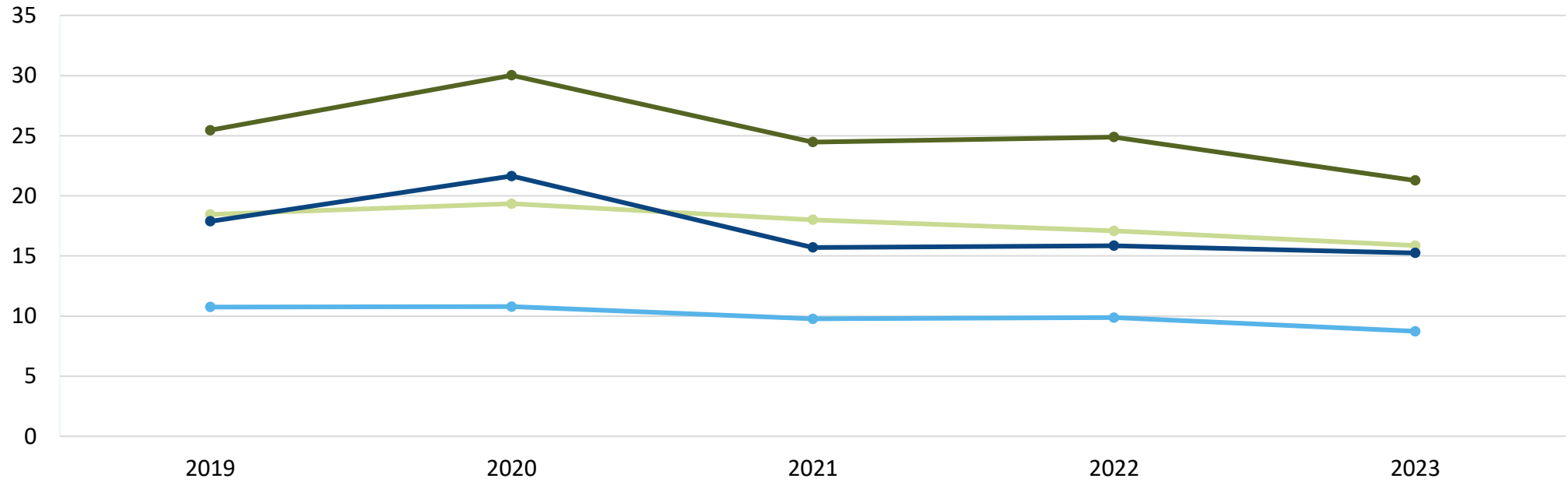
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	39.27%	34.53%	32.77%	32.93%	31.51%
Staff without a LTC or illness: Your org	32.33%	29.44%	28.74%	30.74%	29.54%
Staff with a LTC or illness: Average	33.17%	30.86%	32.43%	32.98%	30.35%
Staff without a LTC or illness: Average	26.45%	24.53%	25.19%	26.16%	23.76%
Staff with a LTC or illness: Responses	764	698	1007	911	1006
Staff without a LTC or illness: Responses	3266	2449	3138	3051	2861





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.

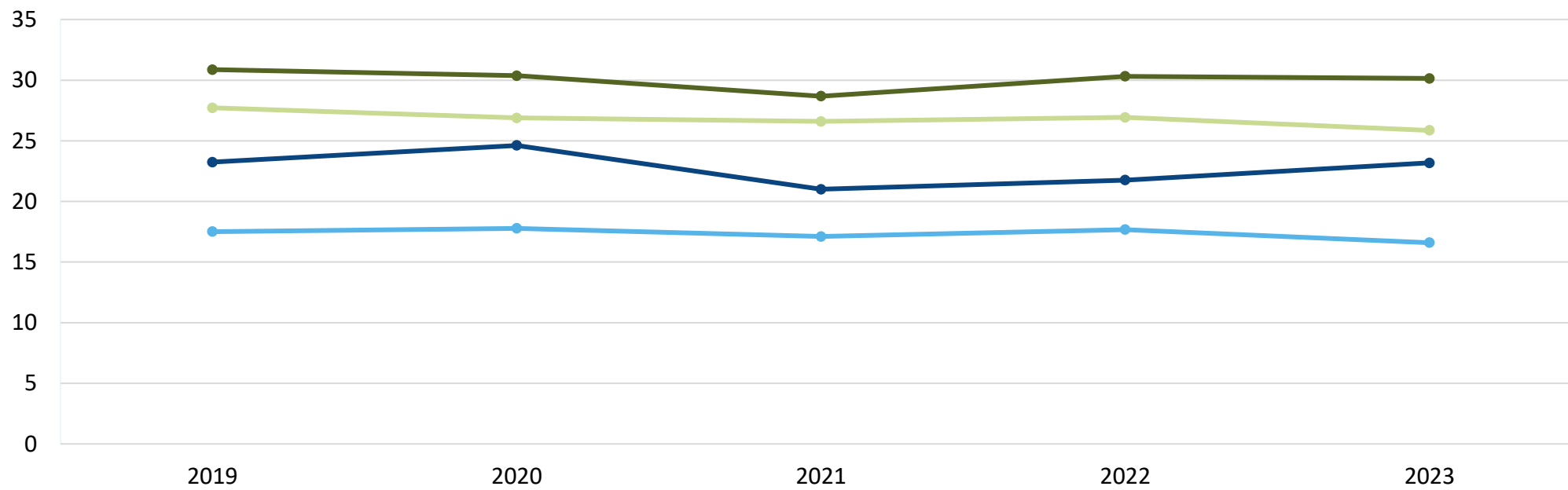


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	25.46%	30.03%	24.48%	24.89%	21.29%
Staff without a LTC or illness: Your org	17.88%	21.64%	15.71%	15.86%	15.25%
Staff with a LTC or illness: Average	18.45%	19.35%	18.00%	17.09%	15.87%
Staff without a LTC or illness: Average	10.76%	10.78%	9.77%	9.88%	8.74%
Staff with a LTC or illness: Responses	758	696	1001	904	996
Staff without a LTC or illness: Responses	3249	2444	3132	3040	2833



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.

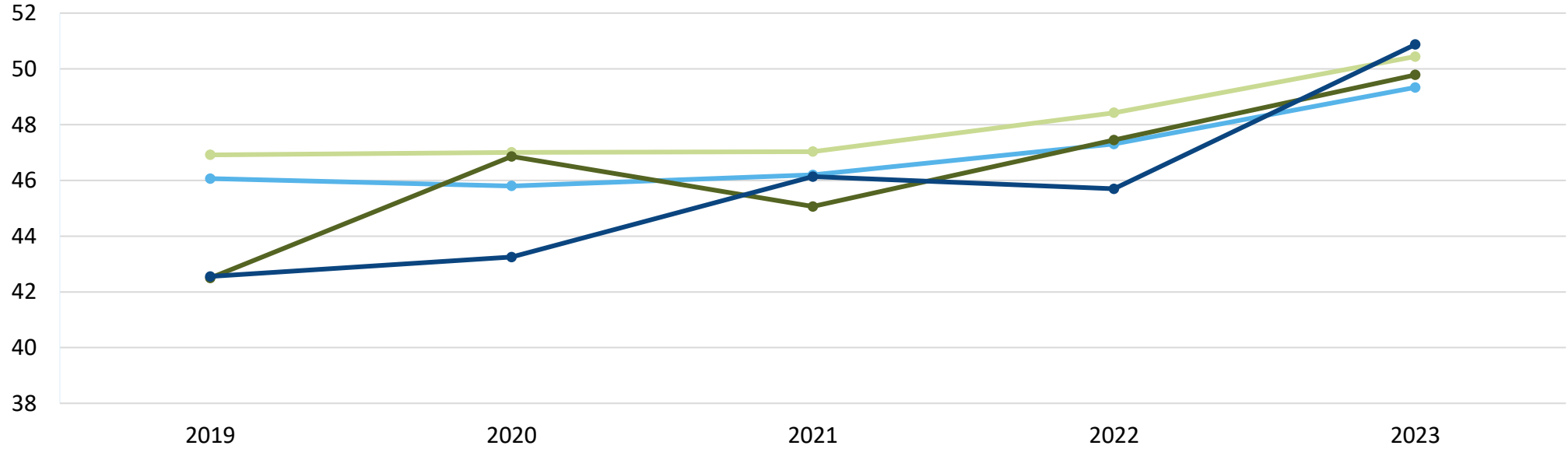


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	30.87%	30.37%	28.69%	30.32%	30.14%
Staff without a LTC or illness: Your org	23.24%	24.62%	21.00%	21.76%	23.18%
Staff with a LTC or illness: Average	27.71%	26.89%	26.60%	26.93%	25.86%
Staff without a LTC or illness: Average	17.51%	17.79%	17.11%	17.67%	16.60%
Staff with a LTC or illness: Responses	758	698	997	907	992
Staff without a LTC or illness: Responses	3262	2449	3119	3038	2800



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.

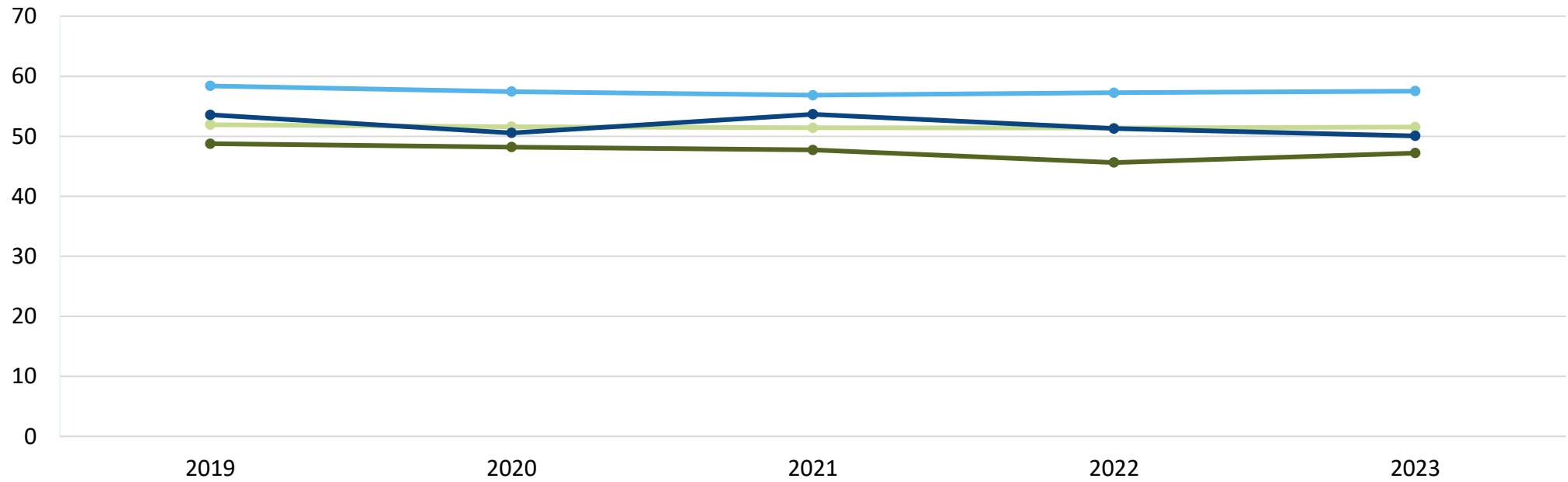


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	42.50%	46.86%	45.06%	47.45%	49.79%
Staff without a LTC or illness: Your org	42.55%	43.25%	46.13%	45.70%	50.88%
Staff with a LTC or illness: Average	46.92%	47.01%	47.03%	48.43%	50.44%
Staff without a LTC or illness: Average	46.07%	45.80%	46.20%	47.30%	49.33%
Staff with a LTC or illness: Responses	400	350	466	451	470
Staff without a LTC or illness: Responses	1363	1022	1177	1151	1083



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.

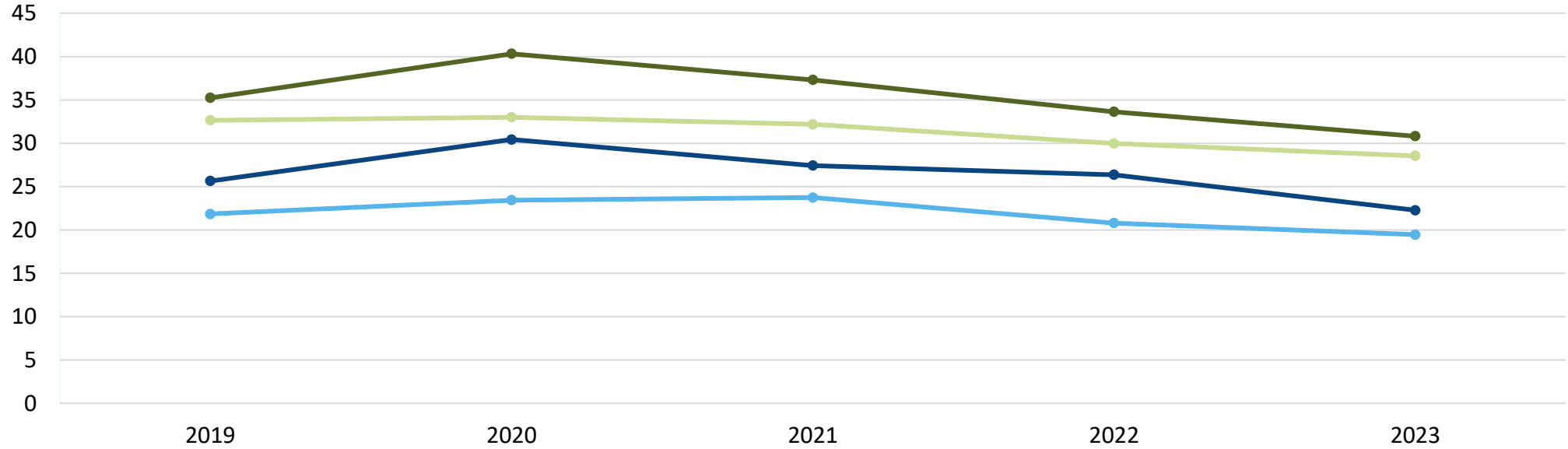


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	48.76%	48.20%	47.73%	45.63%	47.20%
Staff without a LTC or illness: Your org	53.57%	50.56%	53.67%	51.29%	50.07%
Staff with a LTC or illness: Average	51.93%	51.61%	51.41%	51.39%	51.54%
Staff without a LTC or illness: Average	58.39%	57.45%	56.84%	57.25%	57.52%
Staff with a LTC or illness: Responses	767	722	1033	903	1000
Staff without a LTC or illness: Responses	3261	2504	3233	3034	2850



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.

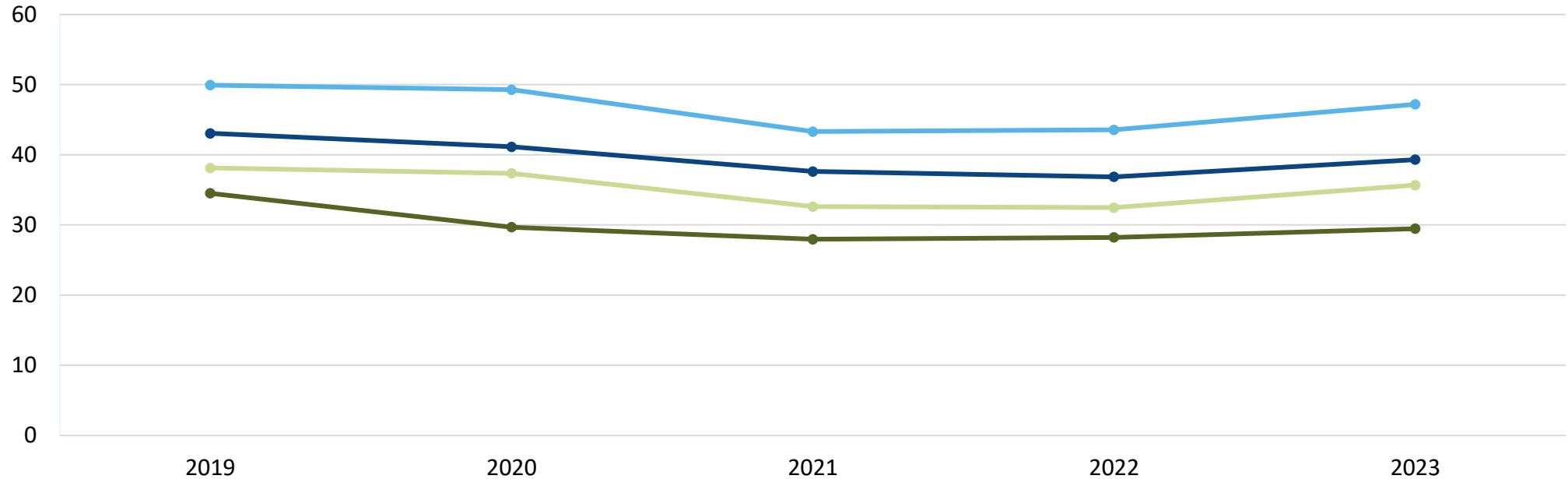


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	35.24%	40.32%	37.32%	33.63%	30.81%
Staff without a LTC or illness: Your org	25.65%	30.43%	27.43%	26.37%	22.27%
Staff with a LTC or illness: Average	32.66%	33.00%	32.18%	29.97%	28.55%
Staff without a LTC or illness: Average	21.84%	23.44%	23.74%	20.80%	19.46%
Staff with a LTC or illness: Responses	593	496	745	669	727
Staff without a LTC or illness: Responses	1836	1160	1644	1589	1428



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.

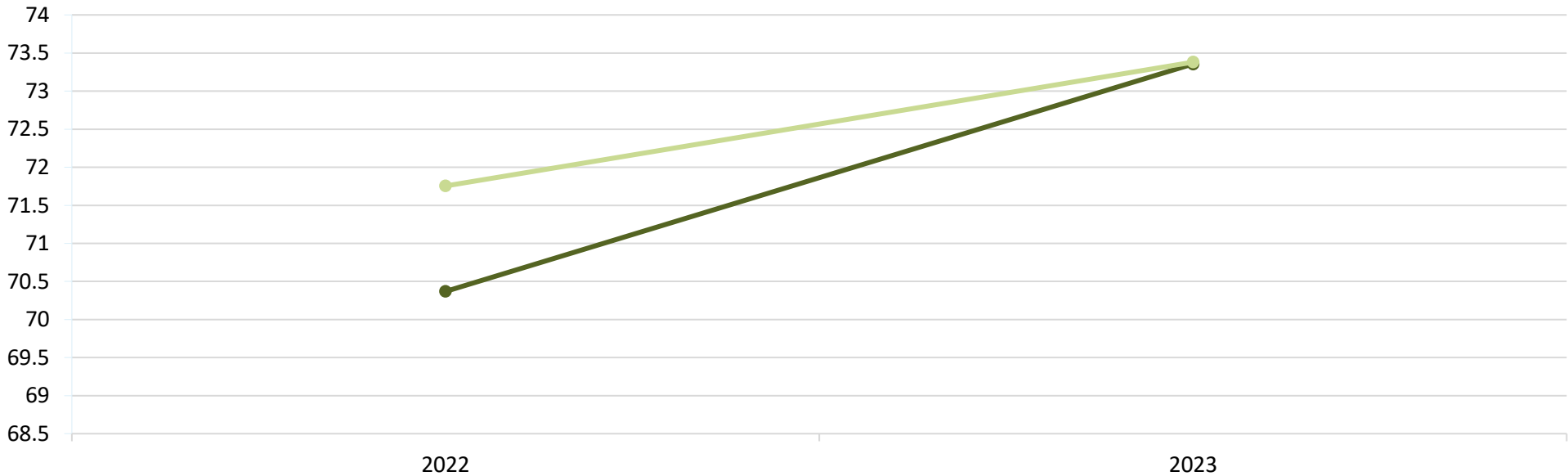


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	34.51%	29.69%	27.95%	28.23%	29.46%
Staff without a LTC or illness: Your org	43.05%	41.13%	37.62%	36.86%	39.31%
Staff with a LTC or illness: Average	38.11%	37.36%	32.62%	32.46%	35.66%
Staff without a LTC or illness: Average	49.92%	49.27%	43.30%	43.56%	47.19%
Staff with a LTC or illness: Responses	768	731	1041	914	1008
Staff without a LTC or illness: Responses	3282	2521	3251	3063	2862

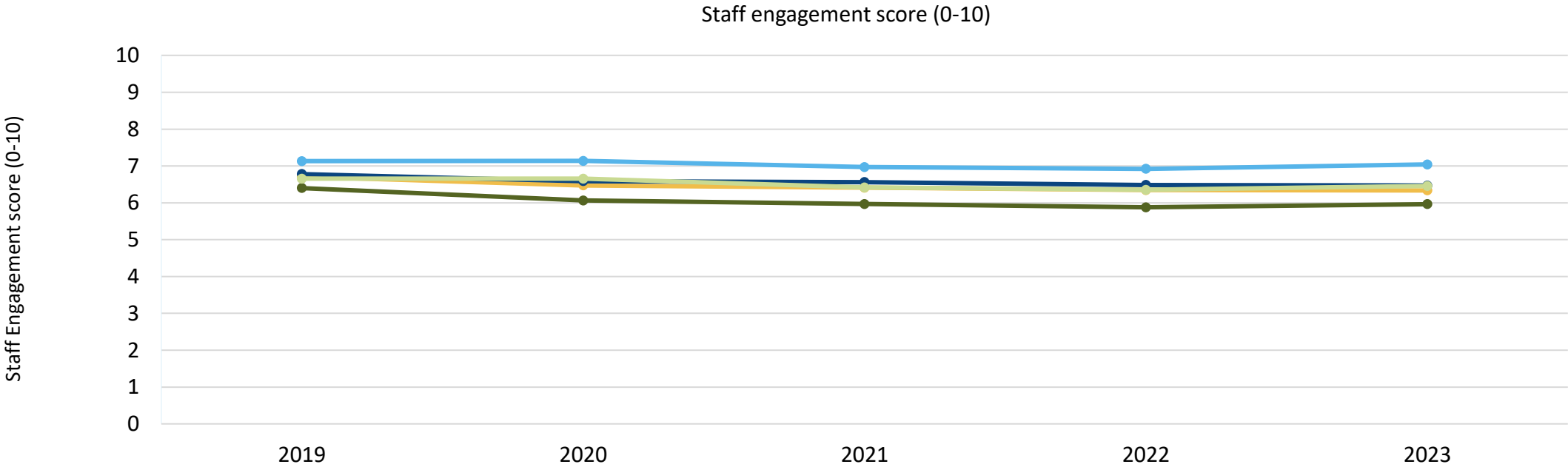


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	70.37%	73.36%
Staff with a LTC or illness: Average	71.76%	73.38%
Staff with a LTC or illness: Responses	513	593



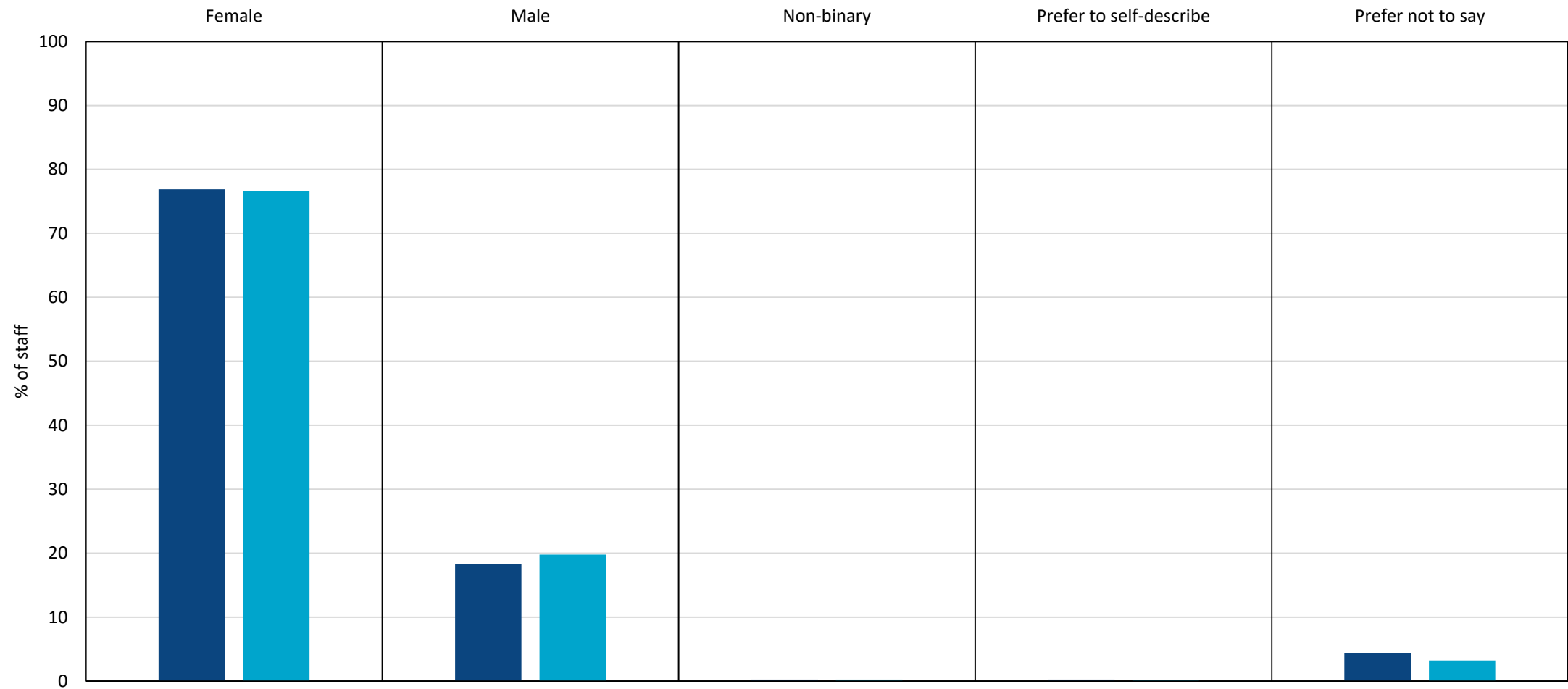
	2019	2020	2021	2022	2023
Organisation average	6.71	6.47	6.41	6.35	6.34
Staff with a LTC or illness: Your org	6.40	6.06	5.97	5.88	5.96
Staff without a LTC or illness: Your org	6.78	6.59	6.56	6.49	6.47
Staff with a LTC or illness: Average	6.65	6.65	6.42	6.35	6.46
Staff without a LTC or illness: Average	7.13	7.14	6.97	6.92	7.04
Staff with a LTC or illness: Responses	771	731	1041	913	1011
Staff without a LTC or illness: Responses	3284	2525	3255	3070	2876

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



## About your respondents

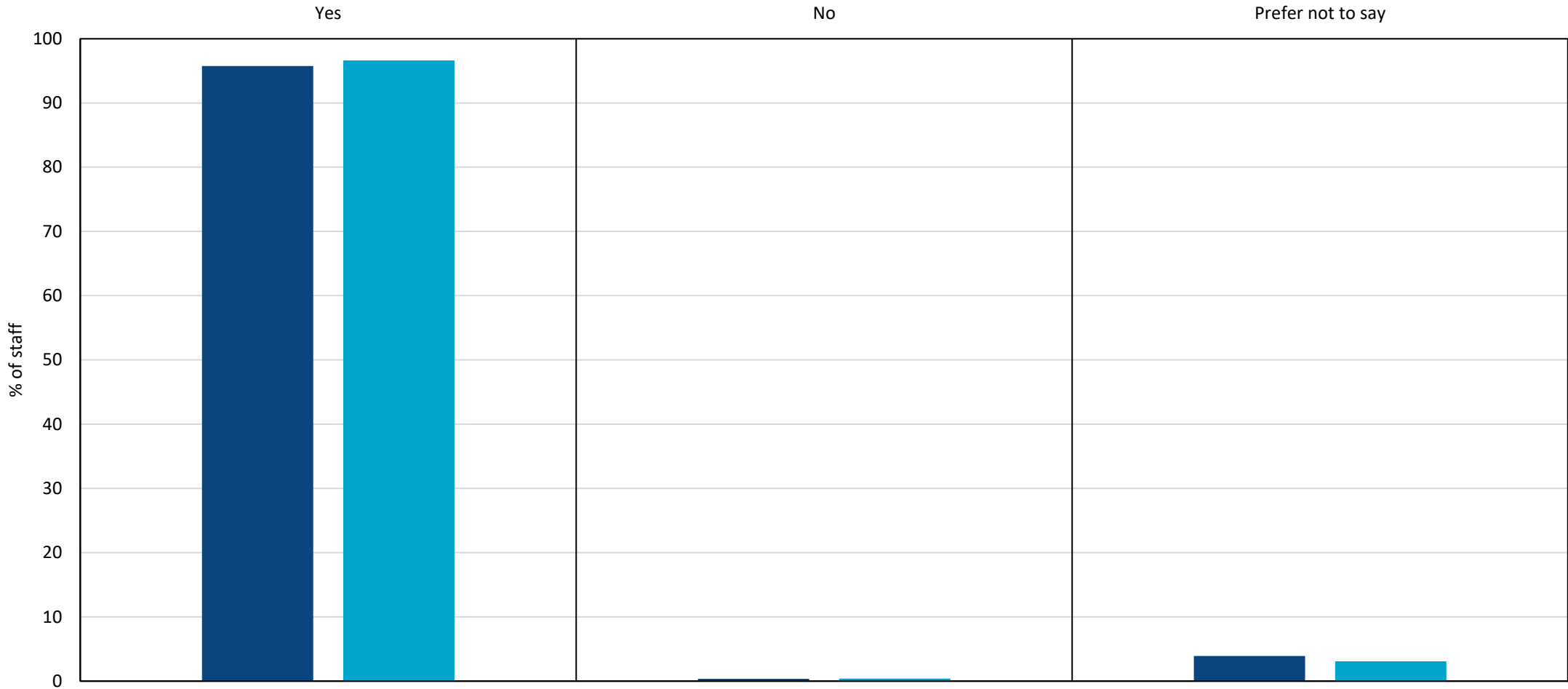
This section shows demographic and other background information for 2023.



Your org	76.91%	18.24%	0.23%	0.23%	4.40%
Average	76.60%	19.78%	0.24%	0.18%	3.22%
Responses	3959	3959	3959	3959	3959



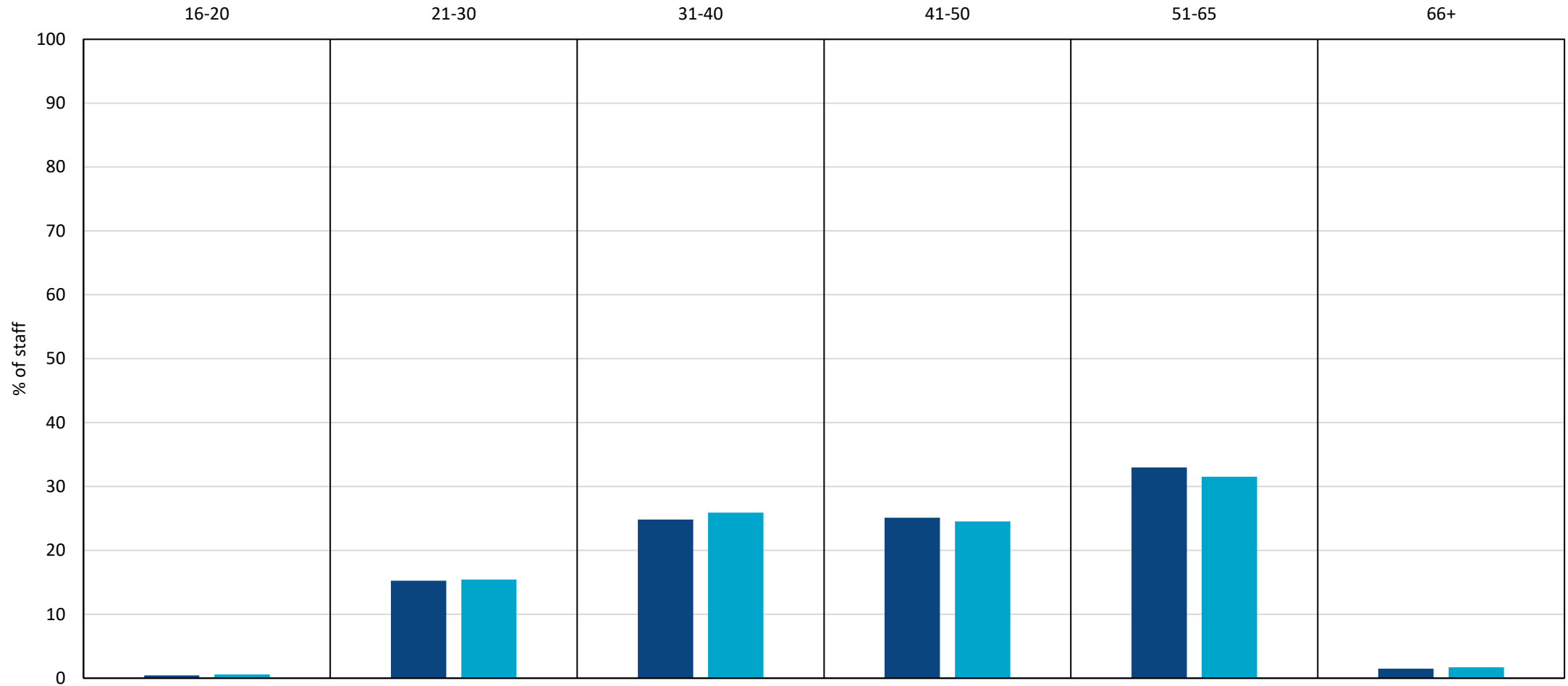
# Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	95.76%	0.36%	3.88%
Average	96.62%	0.37%	3.08%
Responses	3943	3943	3943



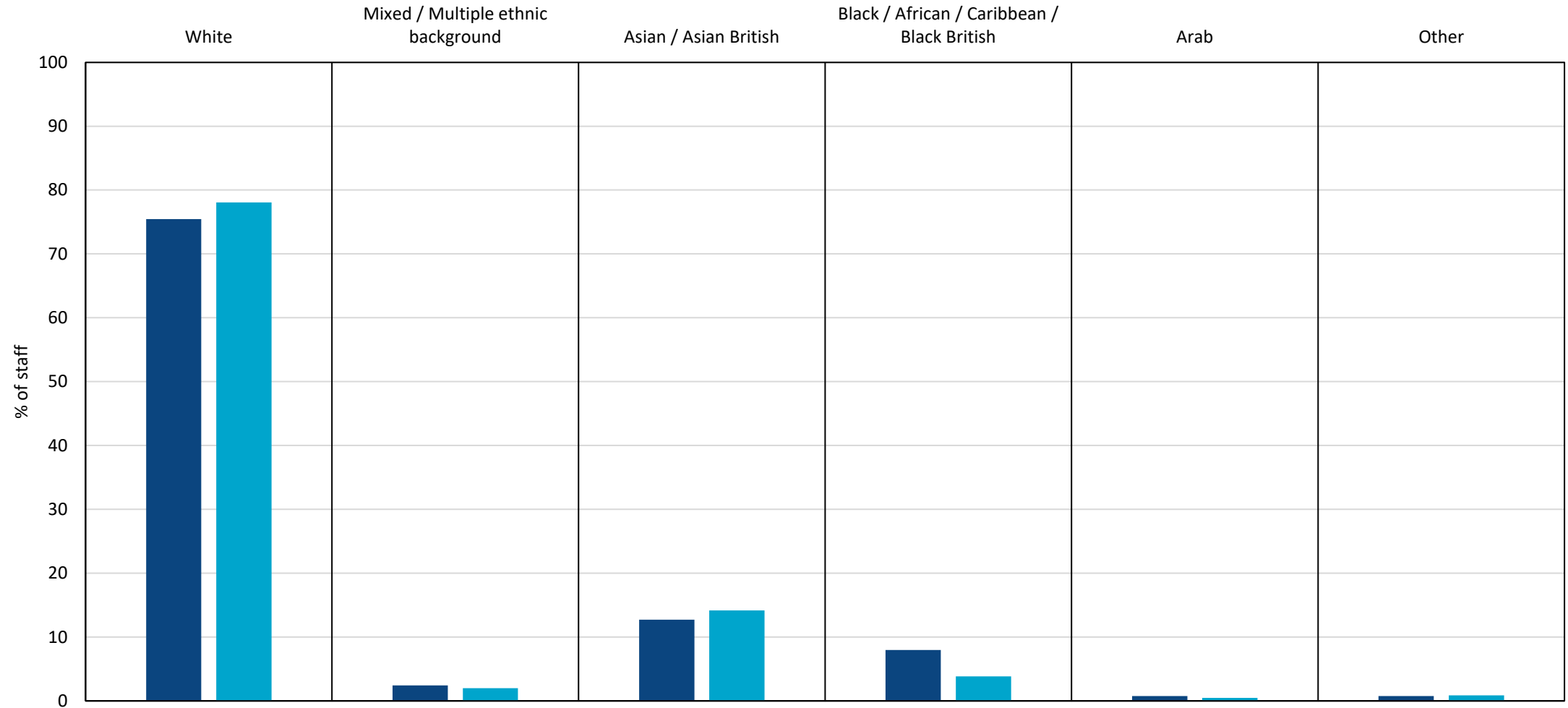
## Background details - Age



Your org	0.43%	15.24%	24.80%	25.10%	32.96%	1.48%
Average	0.55%	15.42%	25.91%	24.51%	31.50%	1.70%
Responses	3984	3984	3984	3984	3984	3984



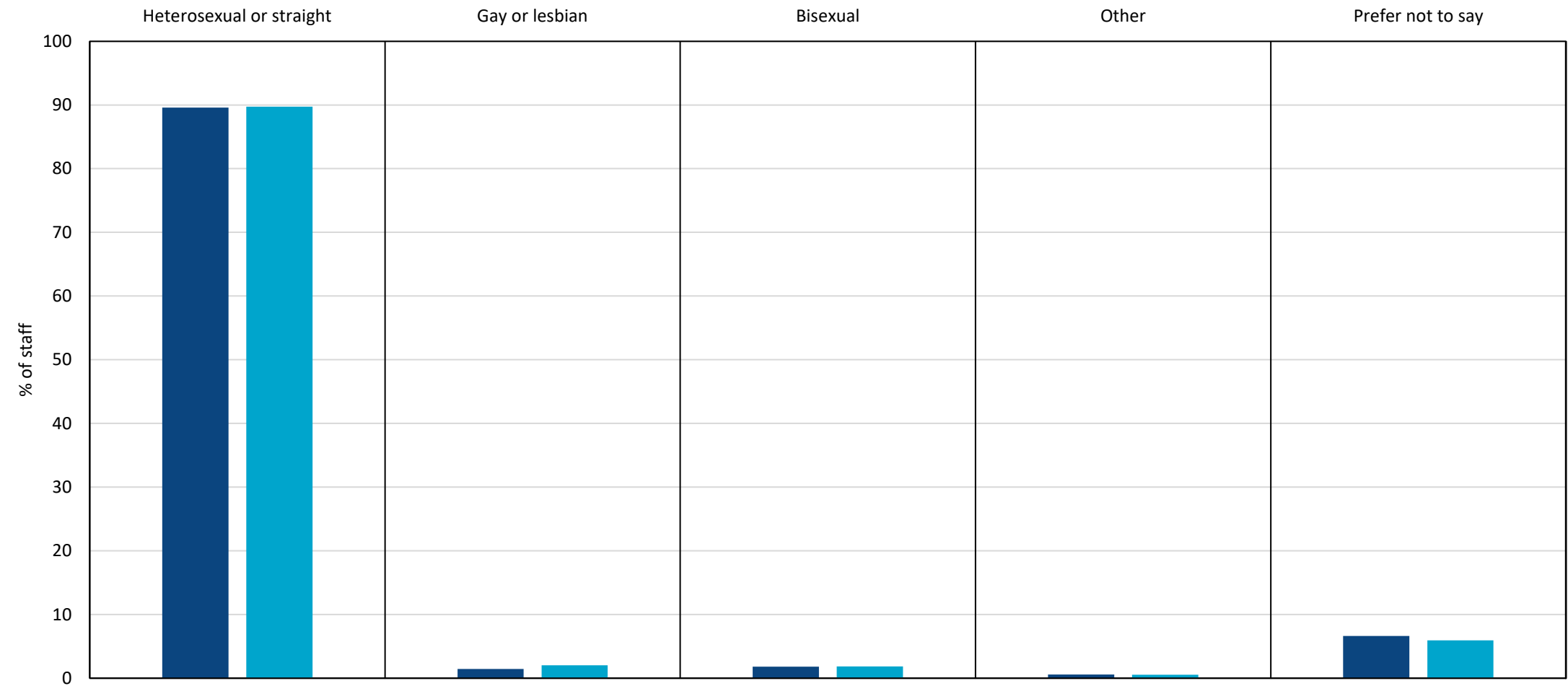
## Background details - Ethnicity



Your org	75.44%	2.42%	12.72%	7.95%	0.73%	0.73%
Average	78.07%	1.97%	14.15%	3.83%	0.44%	0.84%
Responses	3961	3961	3961	3961	3961	3961



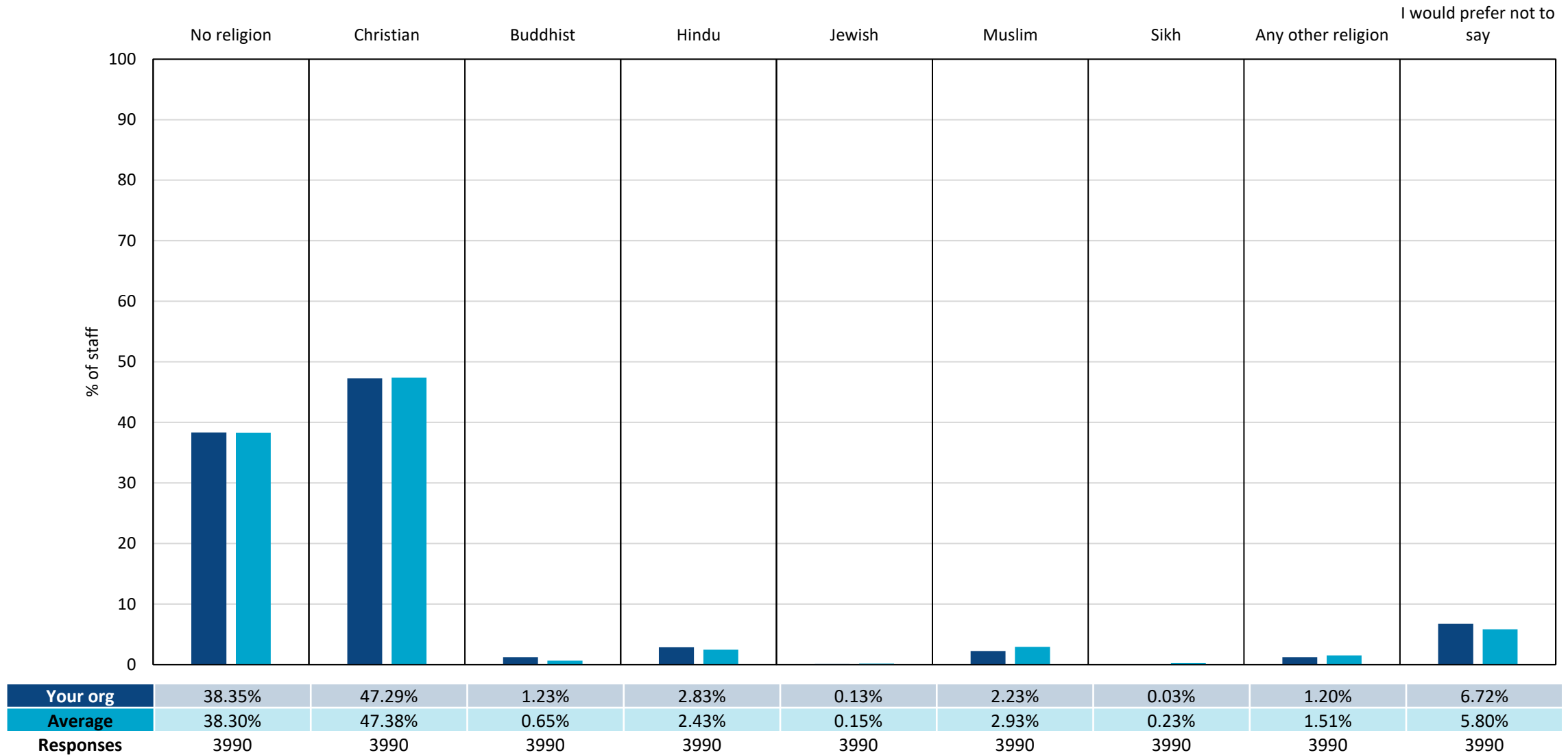
# Background details – Sexual orientation



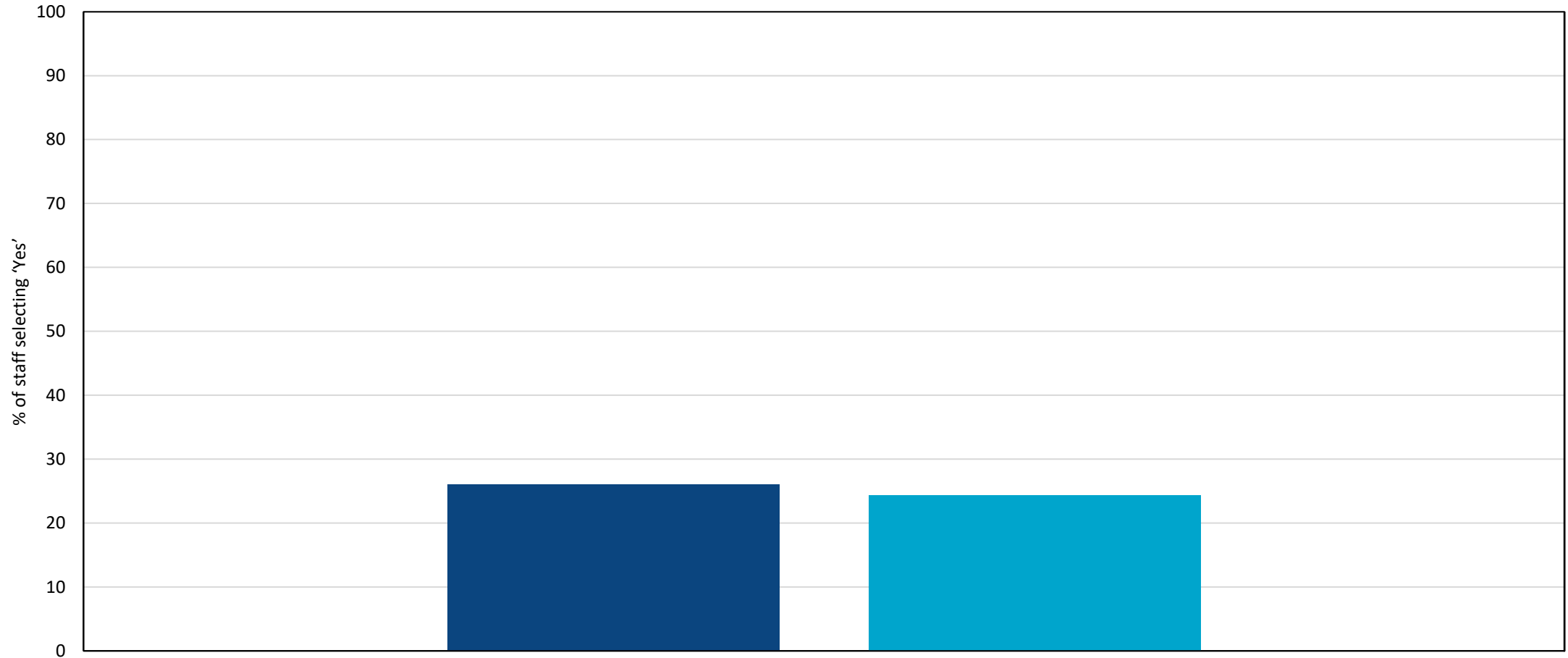
Your org	89.59%	1.43%	1.79%	0.58%	6.61%
Average	89.71%	2.00%	1.84%	0.52%	5.94%
Responses	3976	3976	3976	3976	3976



## Background details - Religion



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



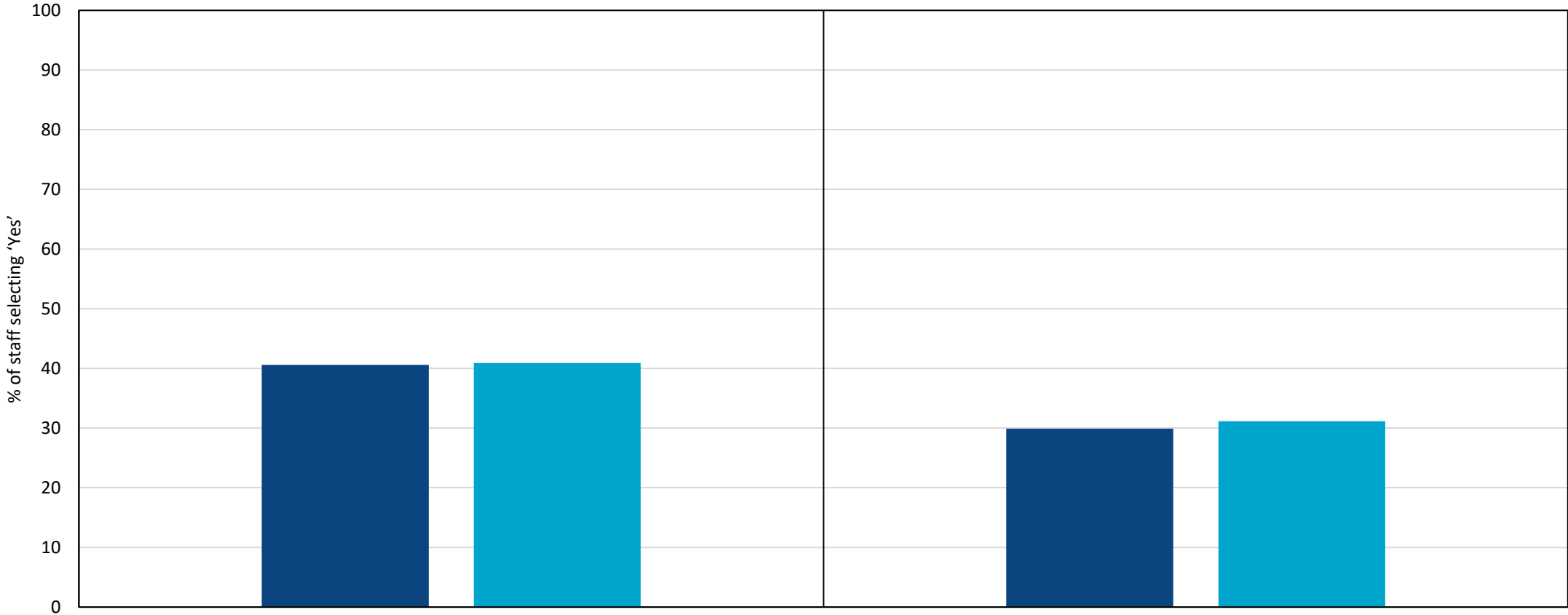
Your org	25.98%
Average	24.33%
Responses	3892





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

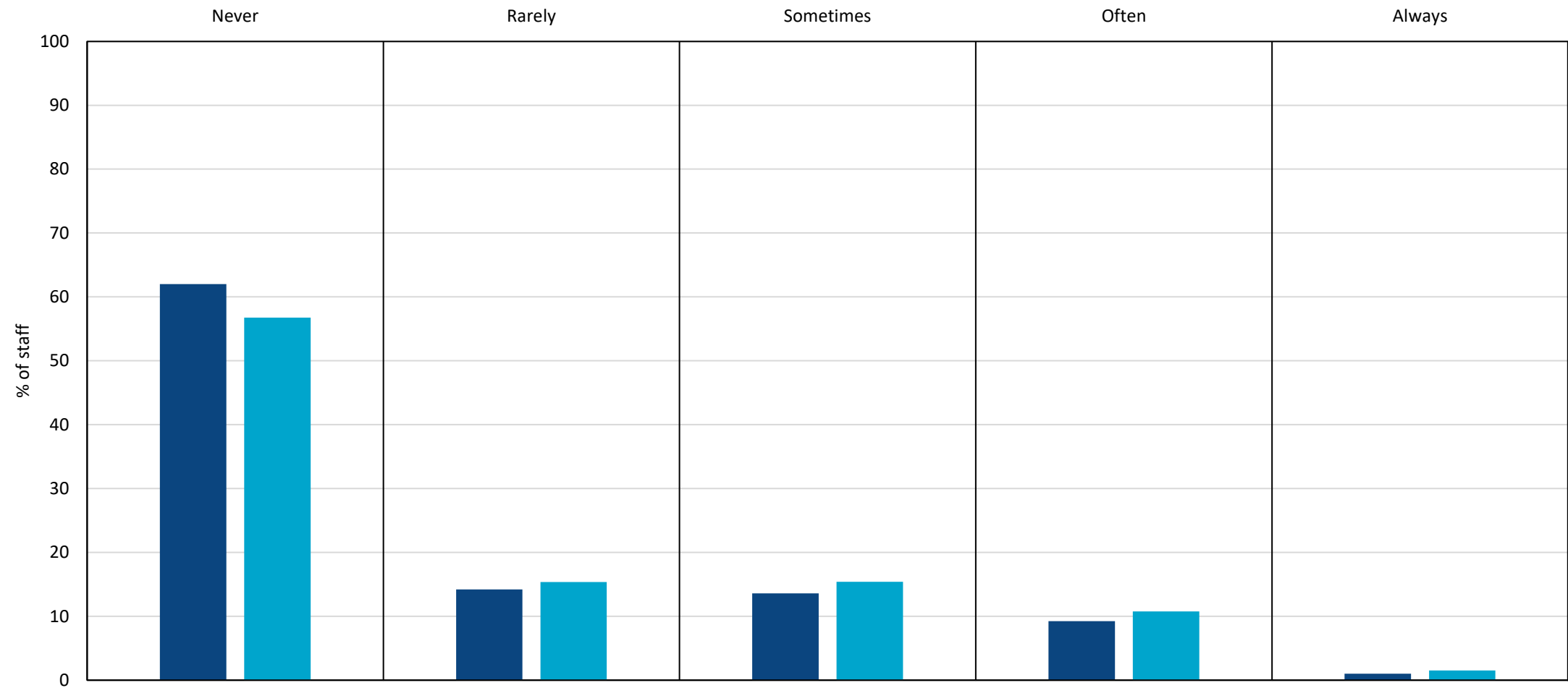
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	40.60%	29.88%
Average	40.90%	31.16%
Responses	3980	3973



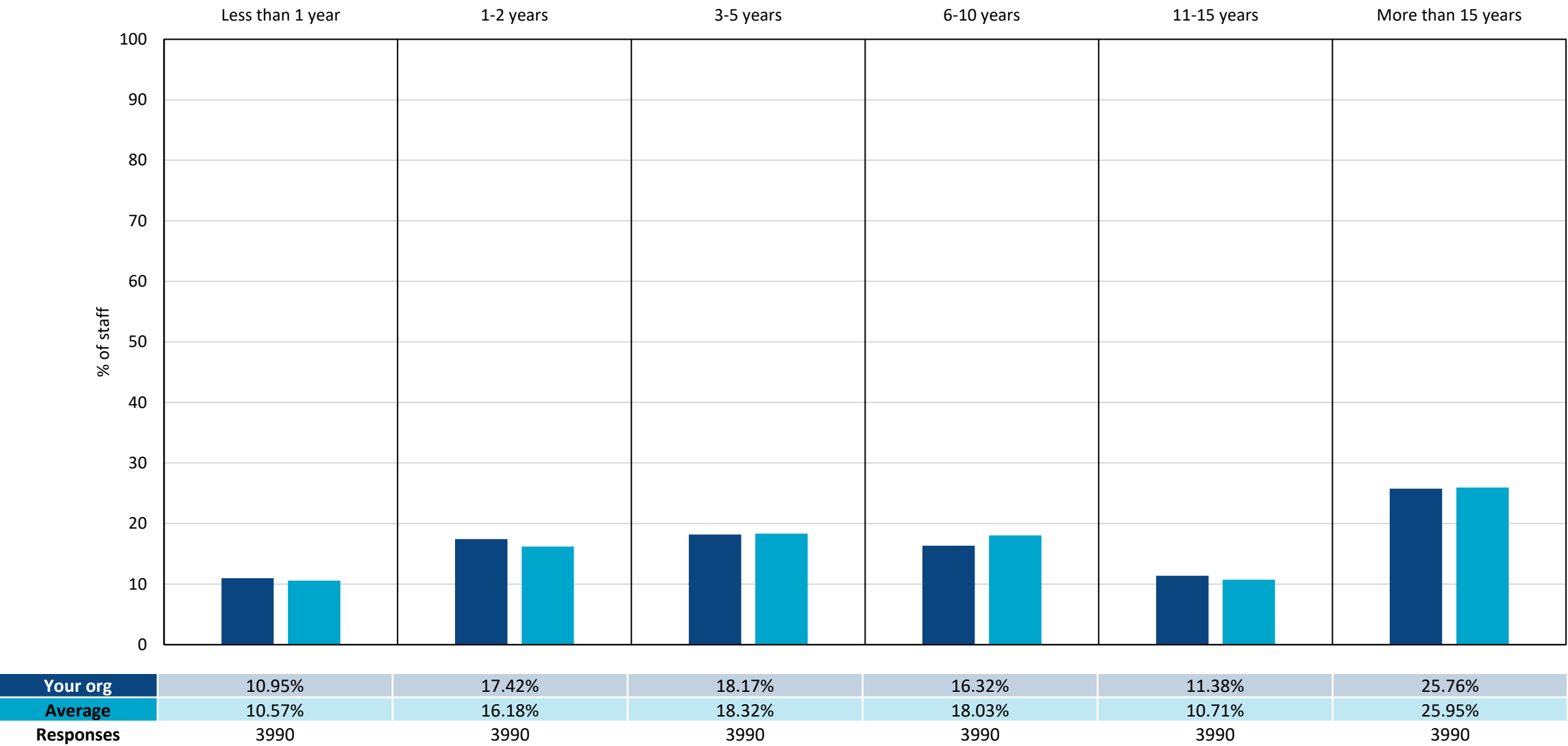
# Background details – How often do you work at/from home?



Your org	62.01%	14.19%	13.57%	9.23%	1.00%
Average	56.75%	15.34%	15.41%	10.73%	1.52%
Responses	3988	3988	3988	3988	3988

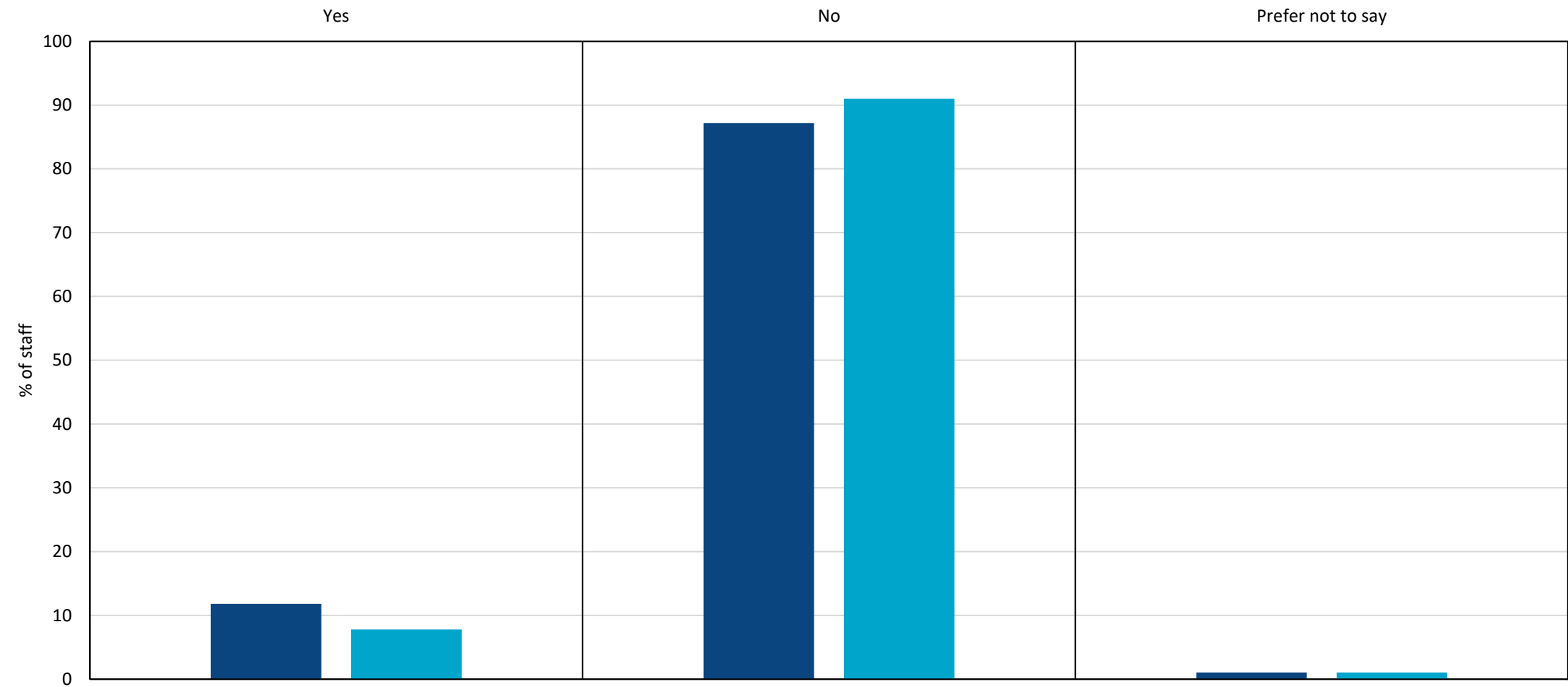


# Background details – Length of service





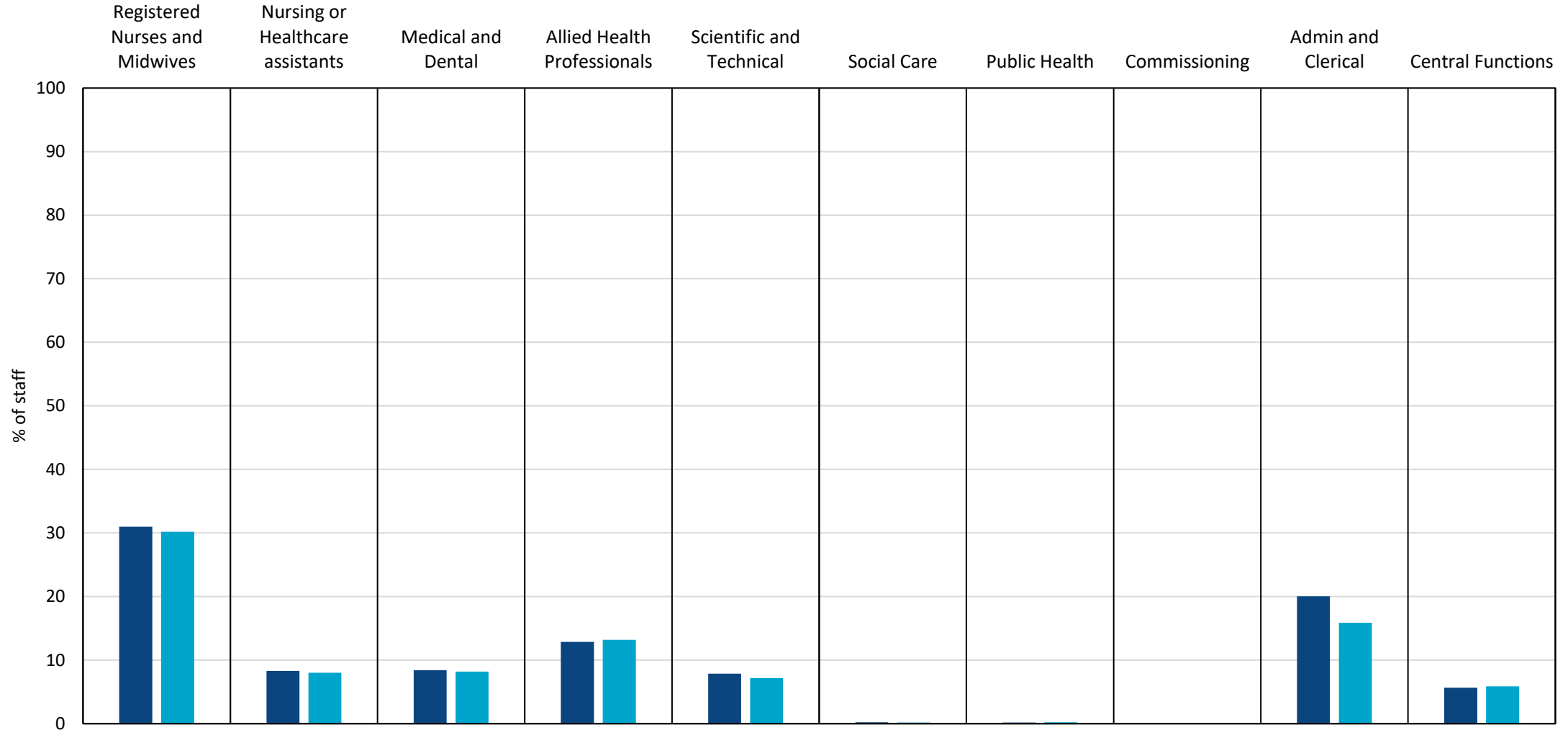
# Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	11.79%	87.18%	1.03%
Average	7.79%	90.98%	1.04%
Responses	3970	3970	3970



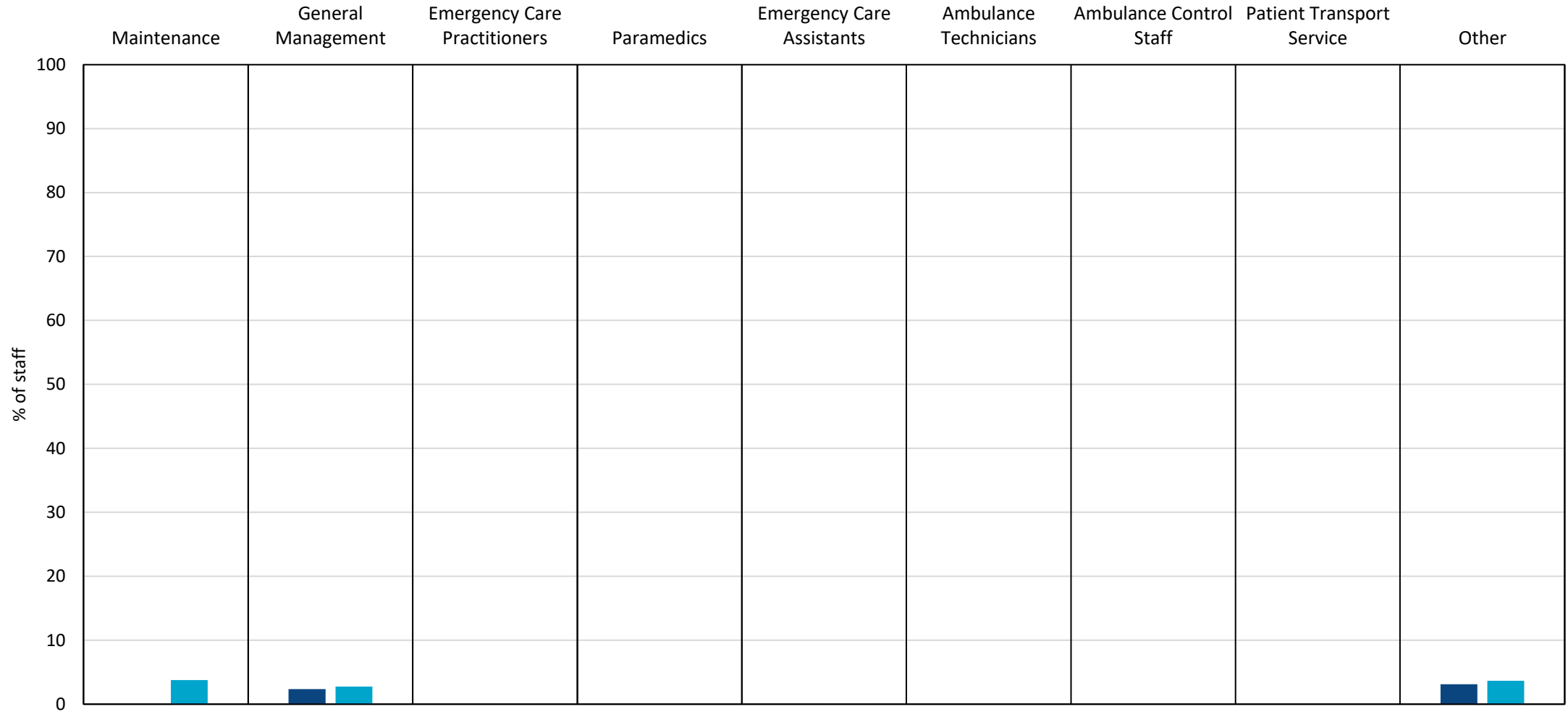
## Background details – Occupational group



Your org	30.97%	8.29%	8.39%	12.87%	7.86%	0.20%	0.15%	0.08%	20.02%	5.64%
Average	30.16%	8.01%	8.16%	13.19%	7.17%	0.15%	0.19%	0.07%	15.88%	5.86%
Responses	3956	3956	3956	3956	3956	3956	3956	3956	3956	3956



## Background details – Occupational group



Your org	0.05%	2.33%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	3.11%
Average	3.76%	2.74%	0.02%	0.00%	0.03%	0.00%	0.00%	0.00%	3.63%
Responses	3956	3956	3956	3956	3956	3956	3956	3956	3956

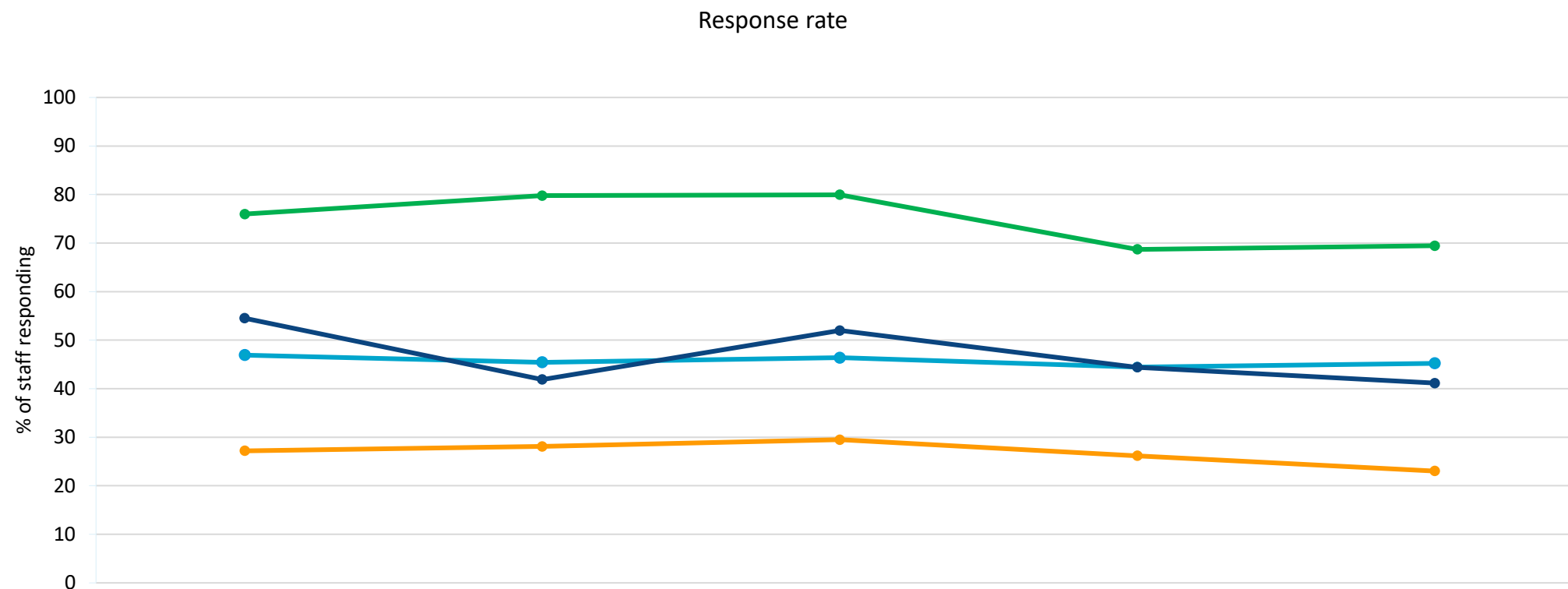
## Appendices

## Appendix A: Response rate





## Appendix A: Response rate



	2019	2020	2021	2022	2023
Your org	54.49%	41.87%	51.98%	44.39%	41.13%
Highest	75.96%	79.77%	79.95%	68.69%	69.45%
Average	46.93%	45.43%	46.38%	44.46%	45.23%
Lowest	27.20%	28.09%	29.47%	26.17%	23.03%
Responses	4278	3539	4587	4023	4011

## 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	6.84	4012	6.85	4003	Not significant
We are recognised and rewarded	5.50	4015	5.62	4000	Significantly higher
We each have a voice that counts	6.24	3988	6.21	3972	Not significant
We are safe and healthy	5.74	3998	-	-	-
We are always learning	5.13	3813	5.36	3756	Significantly higher
We work flexibly	5.70	4009	5.88	3983	Significantly higher
We are a team	6.42	4008	6.51	4002	Not significant
Themes					
Staff Engagement	6.37	4018	6.34	4006	Not significant
Morale	5.50	4017	5.59	4007	Not significant

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

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



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



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



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

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

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

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

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

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

### Areas to improve

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

### Positive outcomes

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



Only one example is highlighted for each point

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

### Review trend data

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



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

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

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

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



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

### Identifying questions of interest

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

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

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

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



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



## Appendix D: Additional reporting outputs

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

### Supporting documents



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



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

### Other reporting outputs



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



**Breakdown reports:** Reports containing People Promise and theme results split by breakdown (locality) for East Kent Hospitals University 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.