

Norfolk Community Health and Care NHS Trust

NHS Staff Survey Benchmark report 2023



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# Introduction

## About this report

This benchmark report for Norfolk Community Health and Care NHS 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

## Introduction

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

## Organisation details

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

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

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

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

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

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



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

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

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

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

## Questions not linked to People Promise

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

## Workforce Equality Standards

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

## About your respondents

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

## Appendices

Here you will find:

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

## Key features

Note this is example data

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

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

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

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

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



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



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

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

## Organisation details



Norfolk Community Health and Care NHS Trust

## 2023 NHS Staff Survey



### Organisation details

Completed questionnaires **1567**

2023 response rate **63%**

### Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Community Trusts



### 2023 benchmarking group details

Organisations in group: 16

Median response rate: 60%

No. of completed questionnaires: 28027

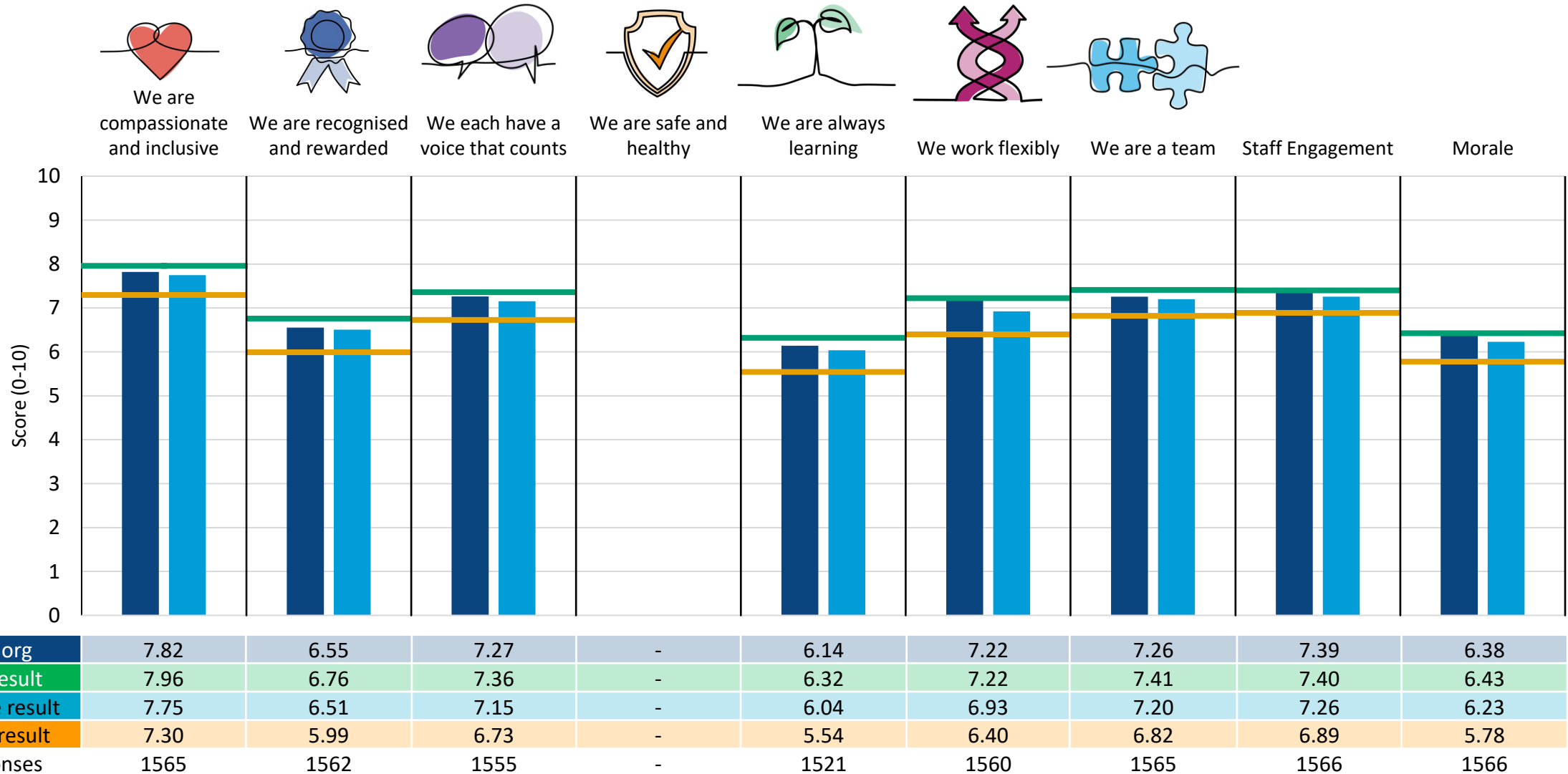


## People Promise elements, themes and sub-score results

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

# People Promise elements and themes: Overview

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



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

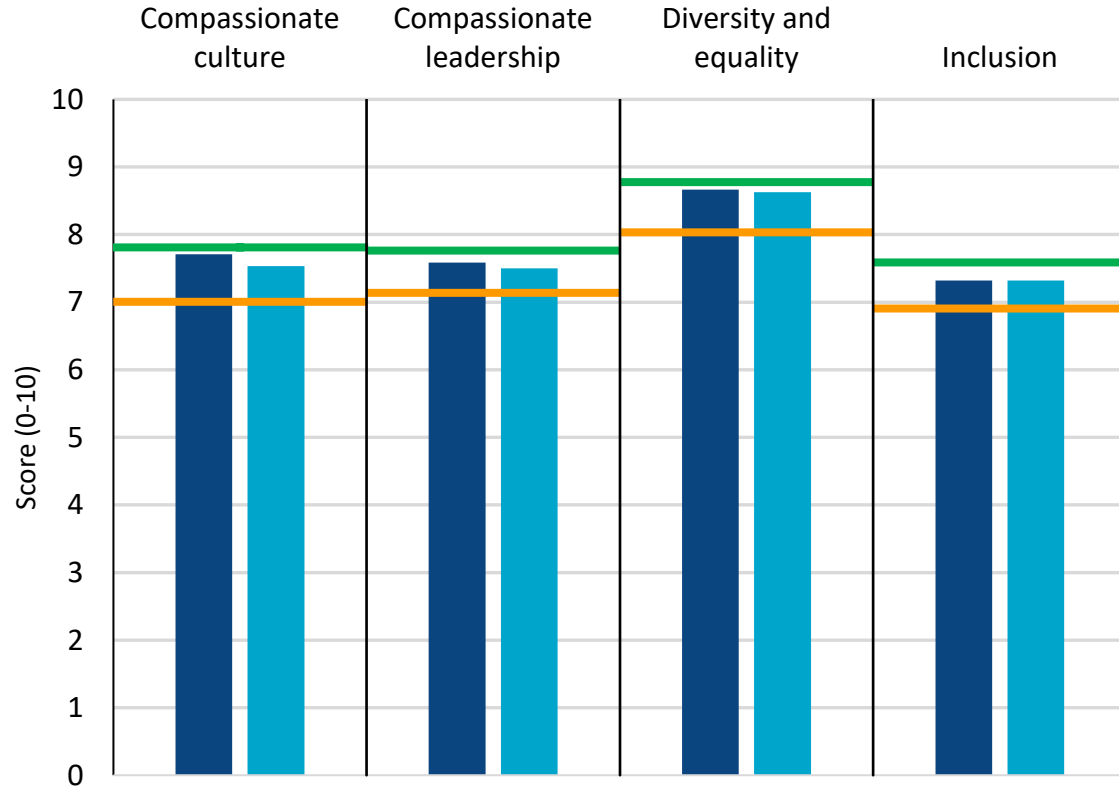


# People Promise elements, themes and sub-scores: Sub-score overview

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



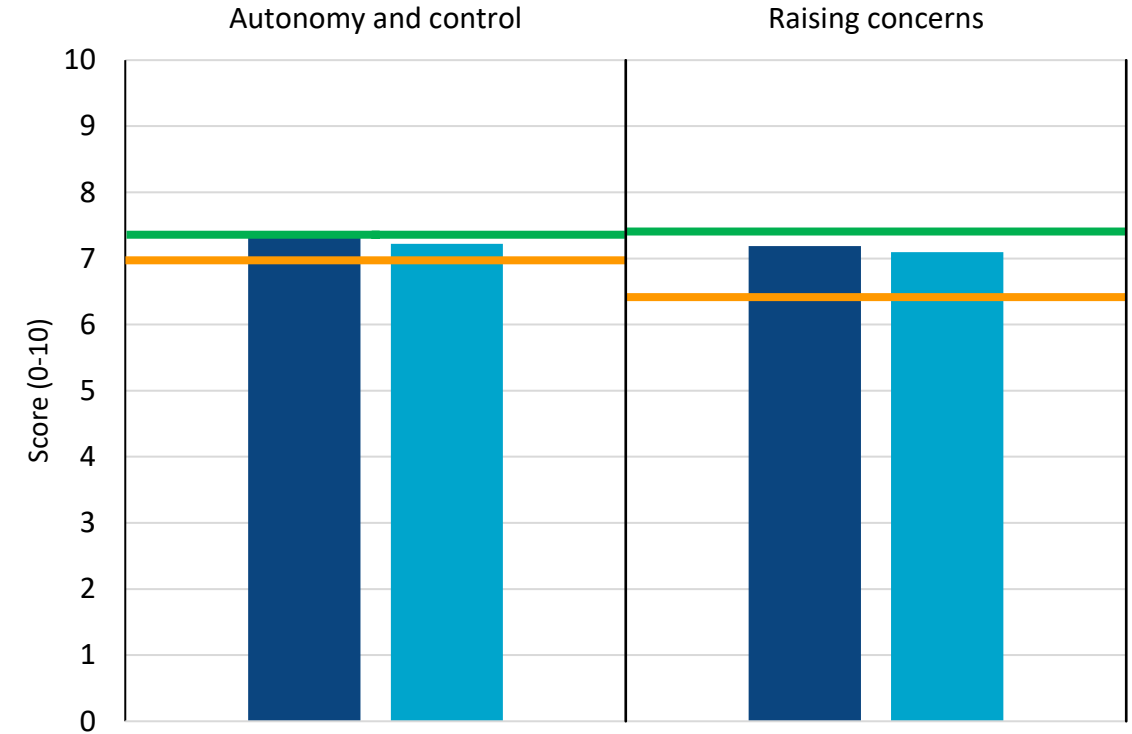
## Promise element 1: We are compassionate and inclusive



Your org	7.71	7.59	8.67	7.32
Best result	7.81	7.76	8.77	7.59
Average result	7.53	7.50	8.63	7.32
Worst result	7.01	7.14	8.03	6.91
Responses	1560	1565	1557	1561



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



Your org	7.35	7.19
Best result	7.36	7.41
Average result	7.22	7.09
Worst result	6.97	6.42
Responses	1566	1555

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

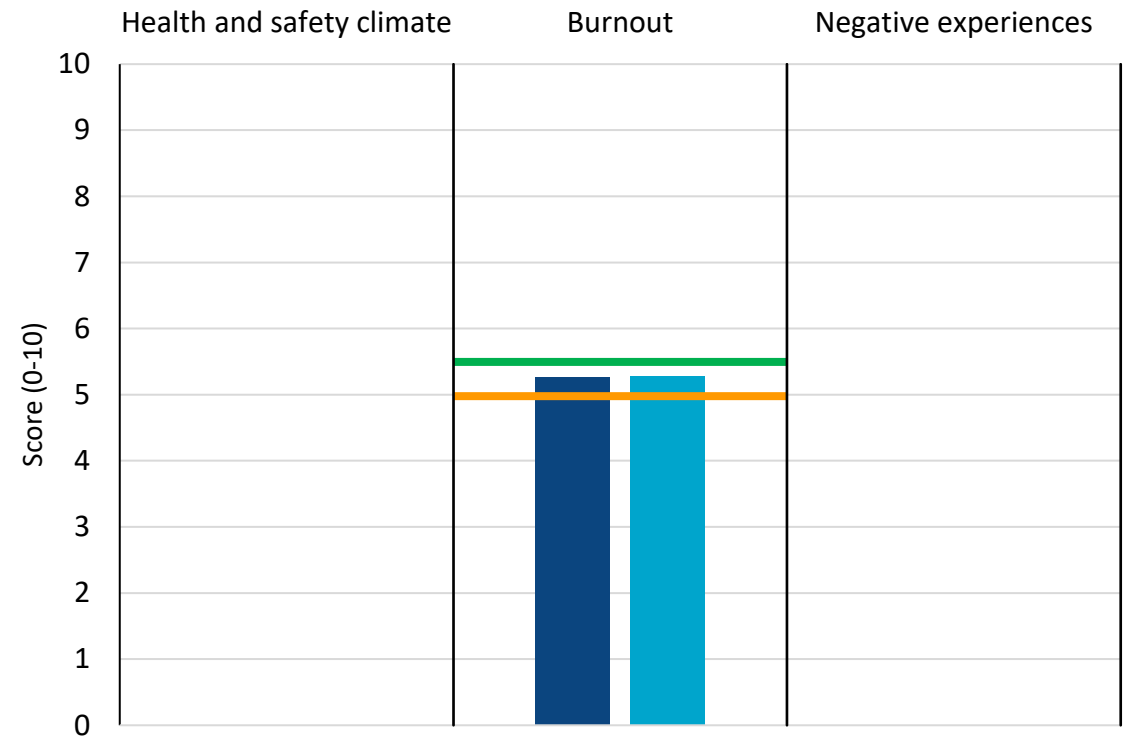


# People Promise elements, themes and sub-scores: Sub-score overview

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



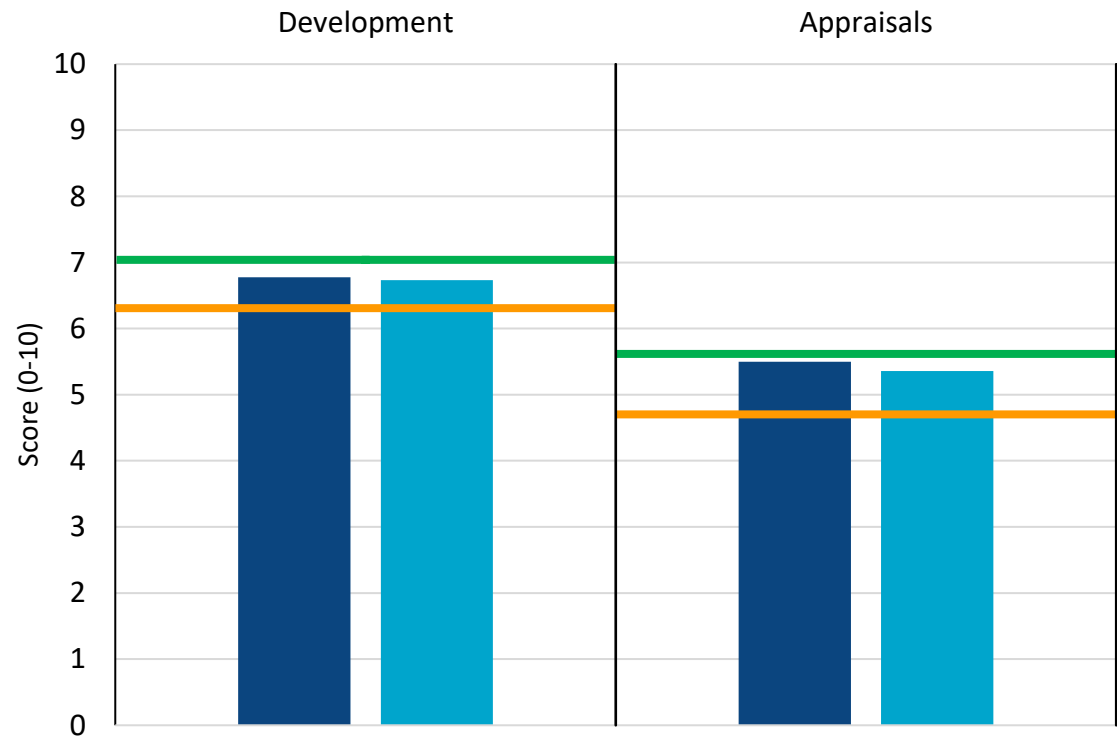
## Promise element 4: We are safe and healthy



Your org	-	5.26	-
Best result	-	5.49	-
Average result	-	5.29	-
Worst result	-	4.98	-
Responses	-	1565	-



## Promise element 5: We are always learning



Your org	6.77	5.50
Best result	7.04	5.61
Average result	6.73	5.36
Worst result	6.31	4.70
Responses	1563	1522

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

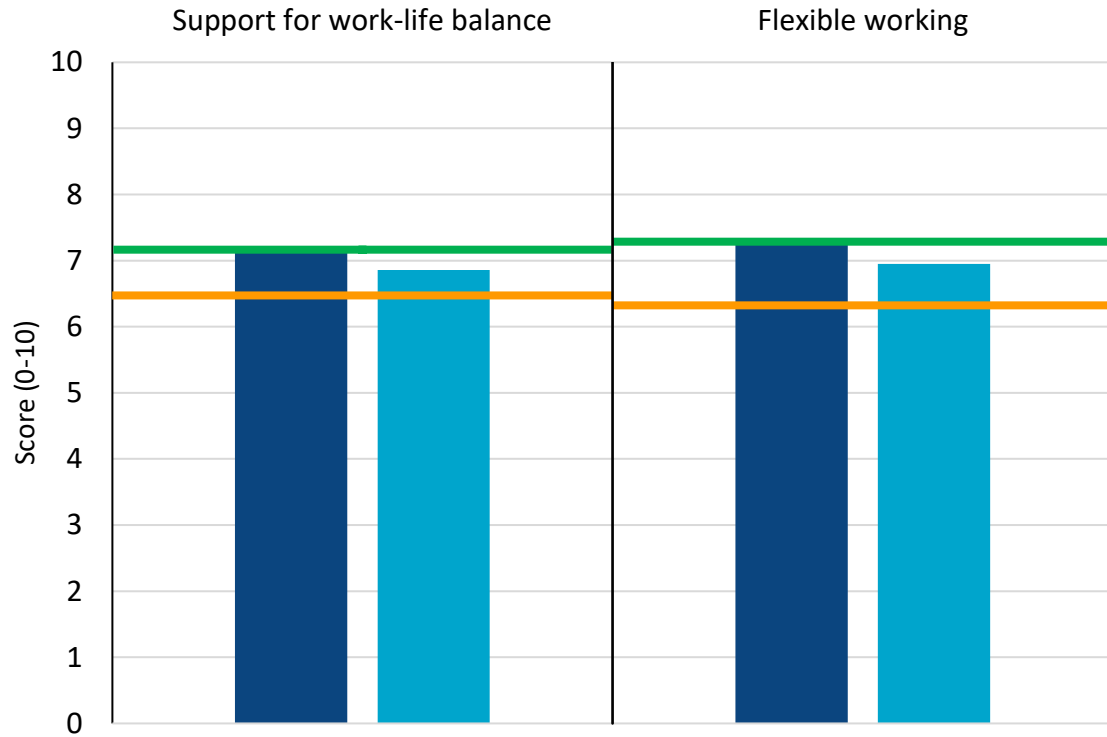


# People Promise elements, themes and sub-scores: Sub-score overview

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



## Promise element 6: We work flexibly



Your org	7.17	7.28
Best result	7.17	7.29
Average result	6.86	6.95
Worst result	6.47	6.32
Responses	1566	1560



## Promise element 7: We are a team



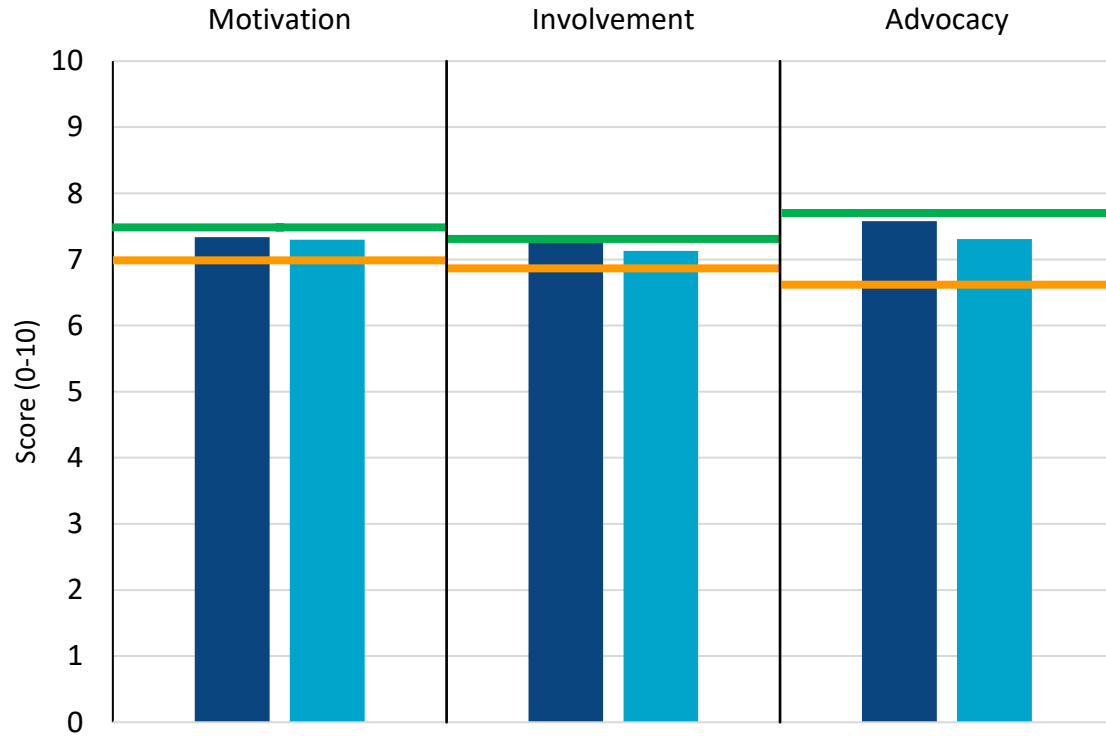
Your org	7.09	7.43
Best result	7.26	7.66
Average result	7.05	7.30
Worst result	6.65	6.99
Responses	1566	1565



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

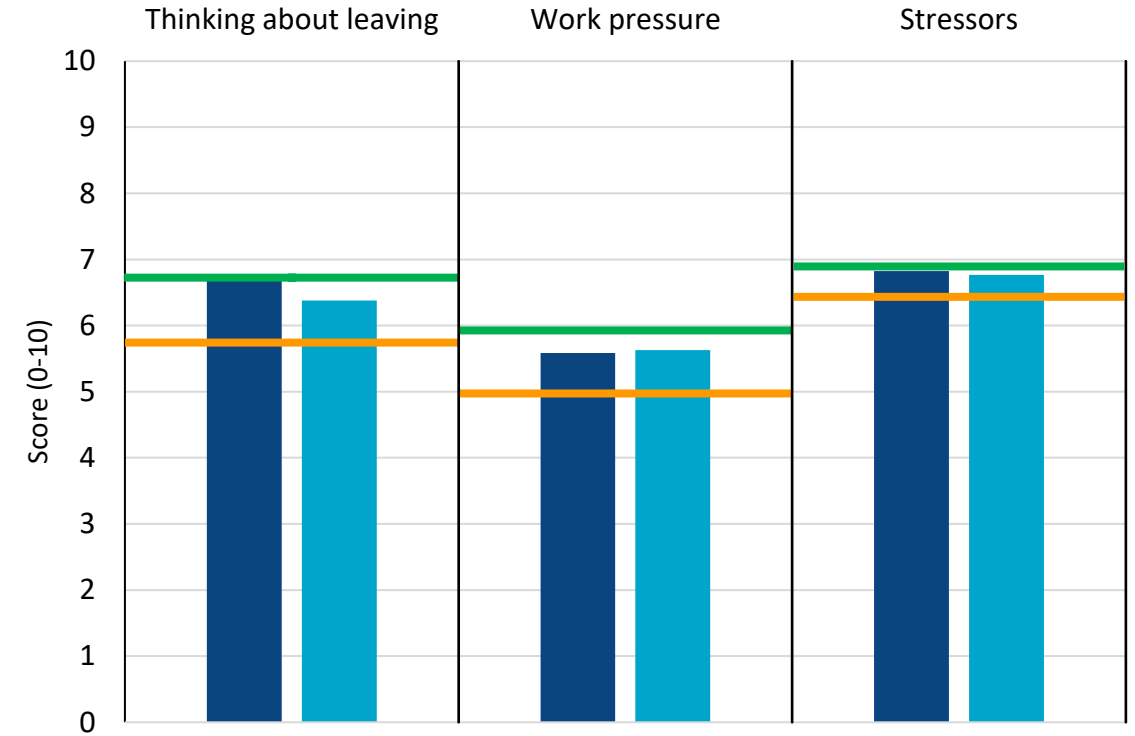
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff engagement



Your org	7.34	7.26	7.58
Best result	7.48	7.31	7.70
Average result	7.30	7.13	7.31
Worst result	6.98	6.87	6.62
Responses	1553	1565	1560

## Theme: Morale



Your org	6.72	5.58	6.83
Best result	6.73	5.93	6.89
Average result	6.38	5.63	6.77
Worst result	5.74	4.97	6.44
Responses	1563	1564	1566



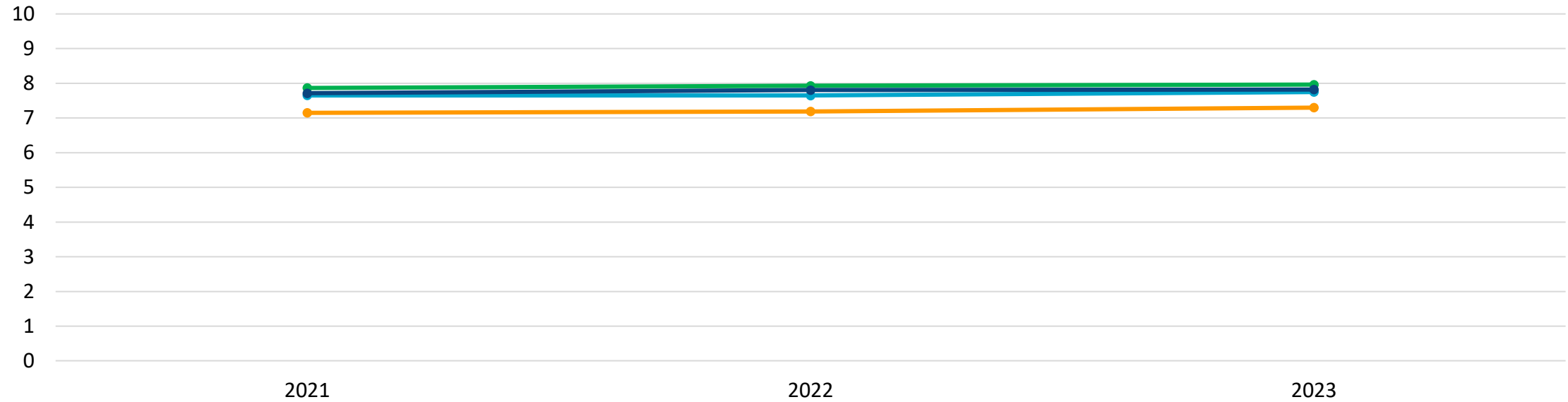
## People Promise elements, themes and sub-scores: Trends

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



## **Promise element 1: We are compassionate and inclusive**

### We are compassionate and inclusive



	2021	2022	2023
Your org	7.71	7.81	7.82
Best result	7.87	7.93	7.96
Average result	7.65	7.65	7.75
Worst result	7.15	7.19	7.30
Responses	1405	1454	1565

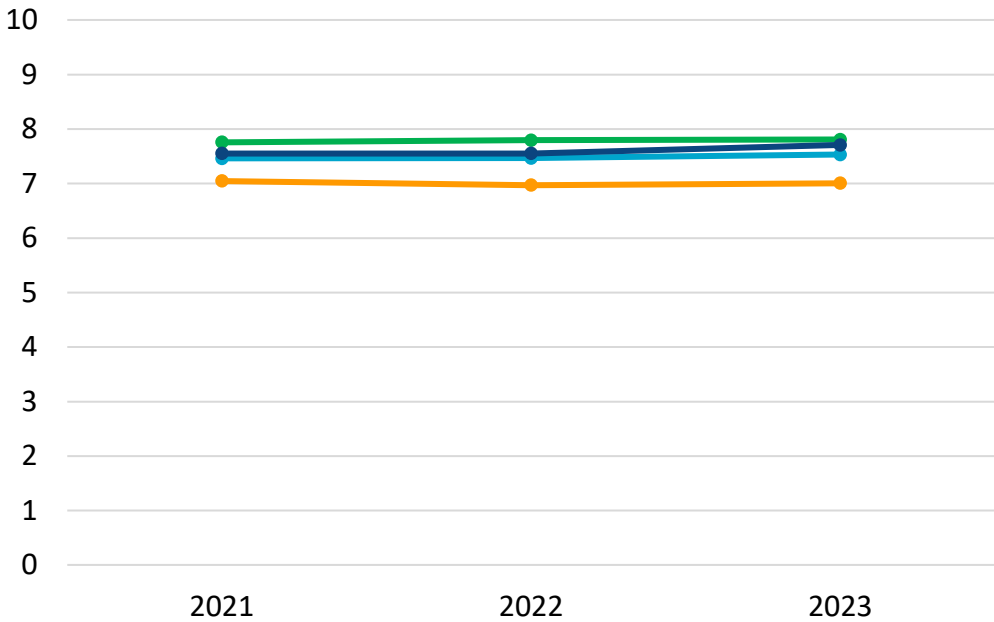


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



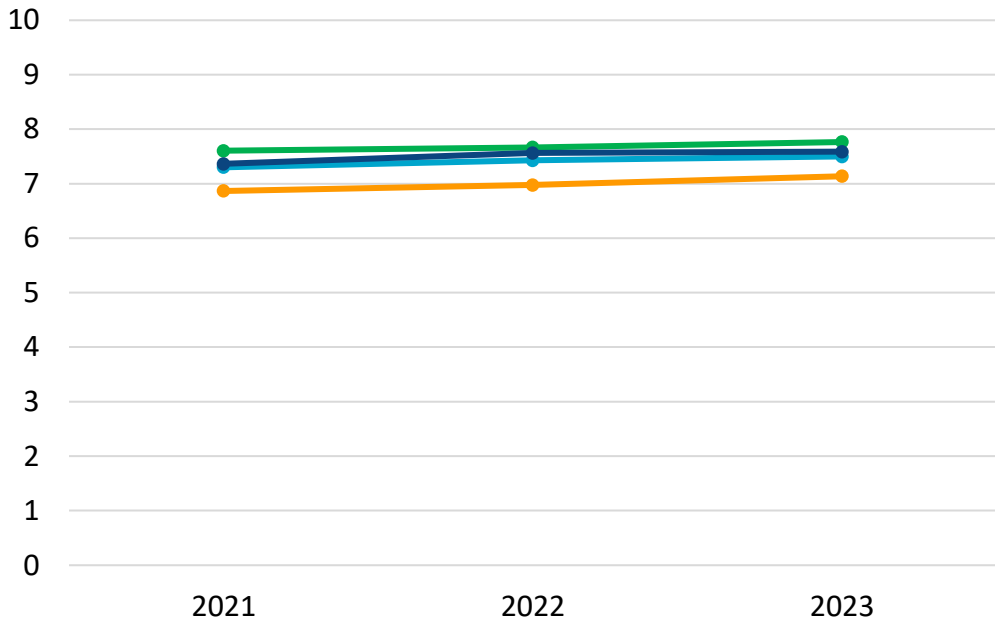
## Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.55	7.55	7.71
Best result	7.76	7.80	7.81
Average result	7.46	7.47	7.53
Worst result	7.05	6.97	7.01
Responses	1403	1454	1560

Compassionate leadership



	2021	2022	2023
Your org	7.36	7.56	7.59
Best result	7.60	7.66	7.76
Average result	7.30	7.43	7.50
Worst result	6.87	6.98	7.14
Responses	1404	1453	1565



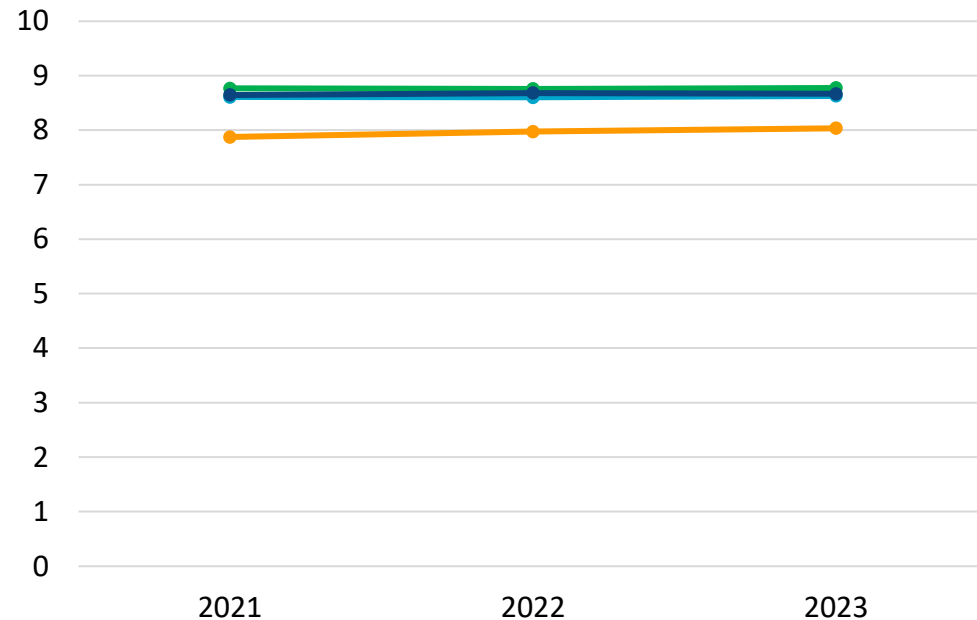
# People Promise elements, themes and sub-scores: Sub-score trends

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



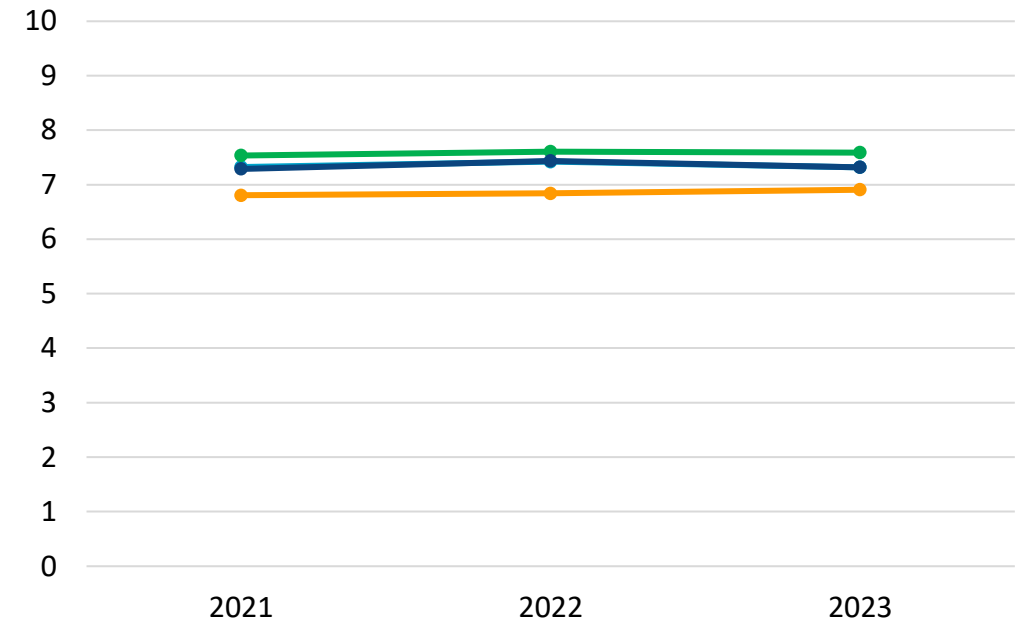
## Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	8.65	8.68	8.67
Best result	8.77	8.76	8.77
Average result	8.61	8.60	8.63
Worst result	7.87	7.97	8.03
Responses	1406	1448	1557

Inclusion



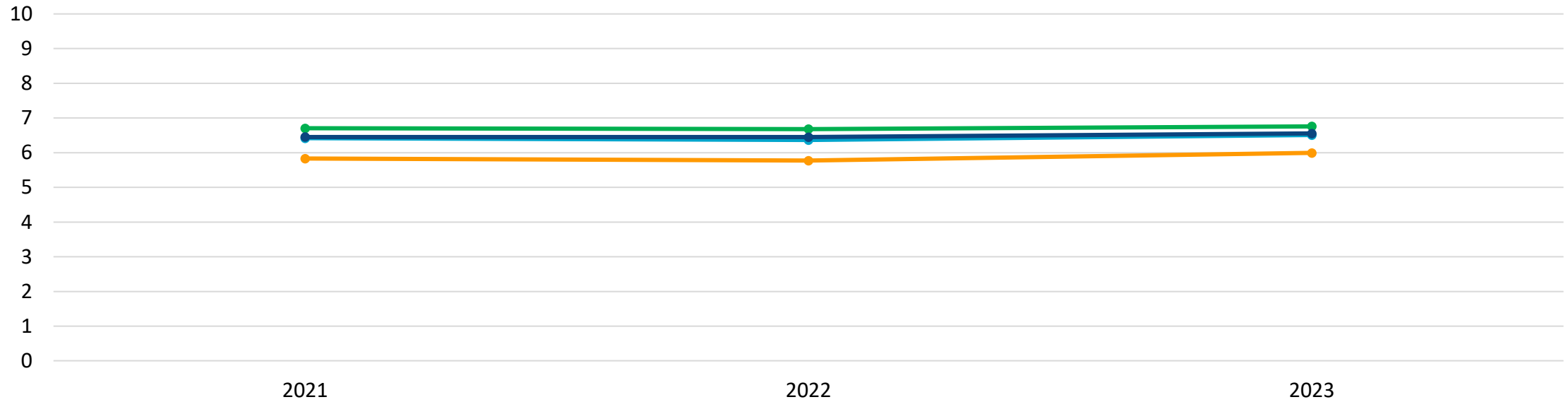
	2021	2022	2023
Your org	7.29	7.44	7.32
Best result	7.54	7.61	7.59
Average result	7.32	7.42	7.32
Worst result	6.81	6.84	6.91
Responses	1402	1451	1561

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



## Promise element 2: We are recognised and rewarded

### We are recognised and rewarded



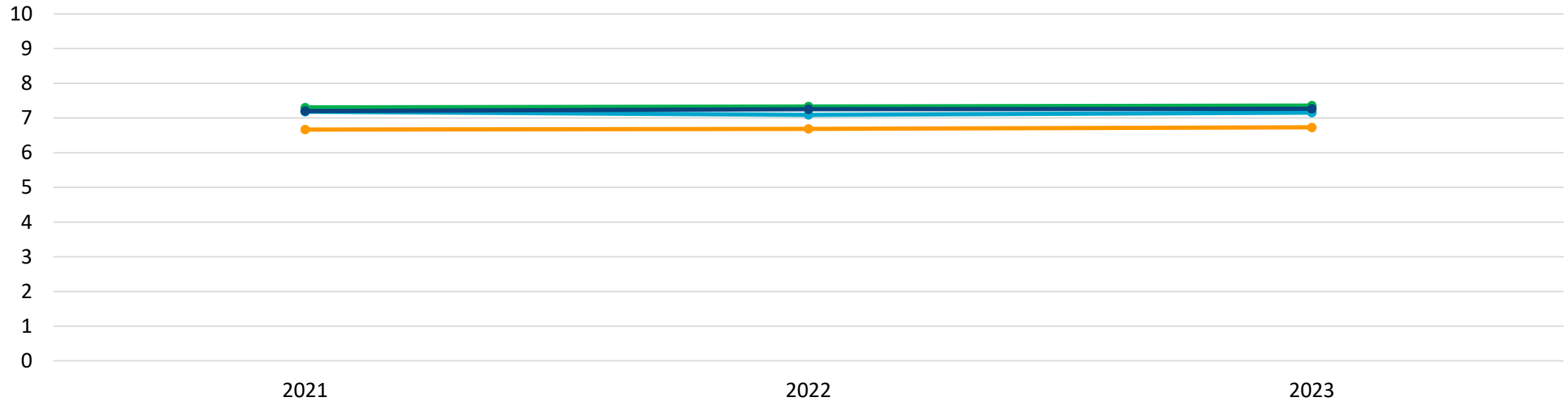
	2021	2022	2023
Your org	6.45	6.45	6.55
Best result	6.70	6.68	6.76
Average result	6.42	6.37	6.51
Worst result	5.83	5.77	5.99
Responses	1403	1455	1562

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



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

### We each have a voice that counts



	2021	2022	2023
Your org	7.20	7.25	7.27
Best result	7.30	7.33	7.36
Average result	7.18	7.09	7.15
Worst result	6.67	6.69	6.73
Responses	1398	1449	1555



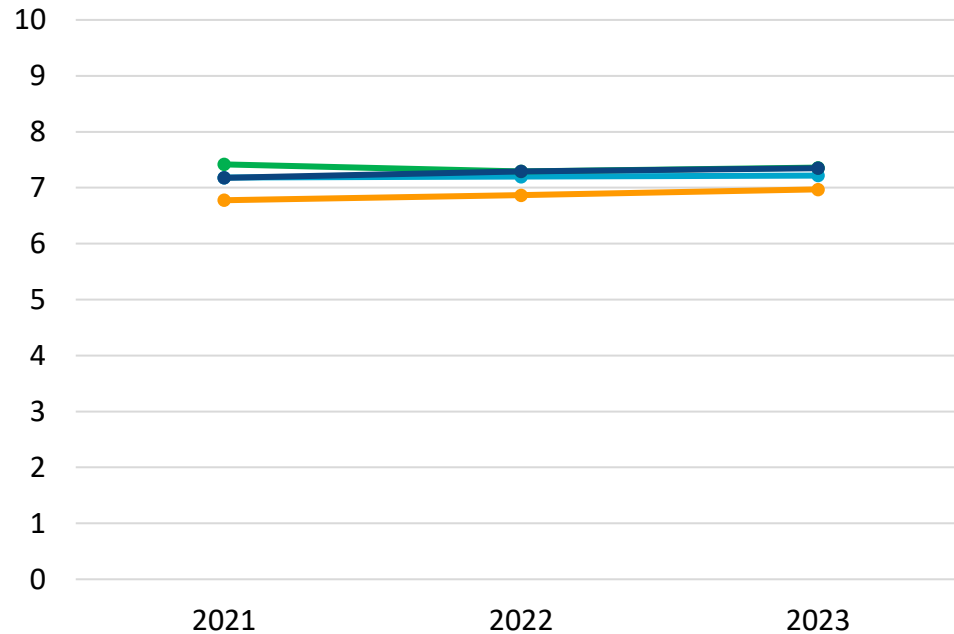
# People Promise elements, themes and sub-scores: Sub-score trends

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



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

Autonomy and control



2021

2022

2023

2021

2022

2023

Your org

7.18

7.29

7.35

Best result

7.42

7.29

7.36

Average result

7.18

7.20

7.22

Worst result

6.78

6.87

6.97

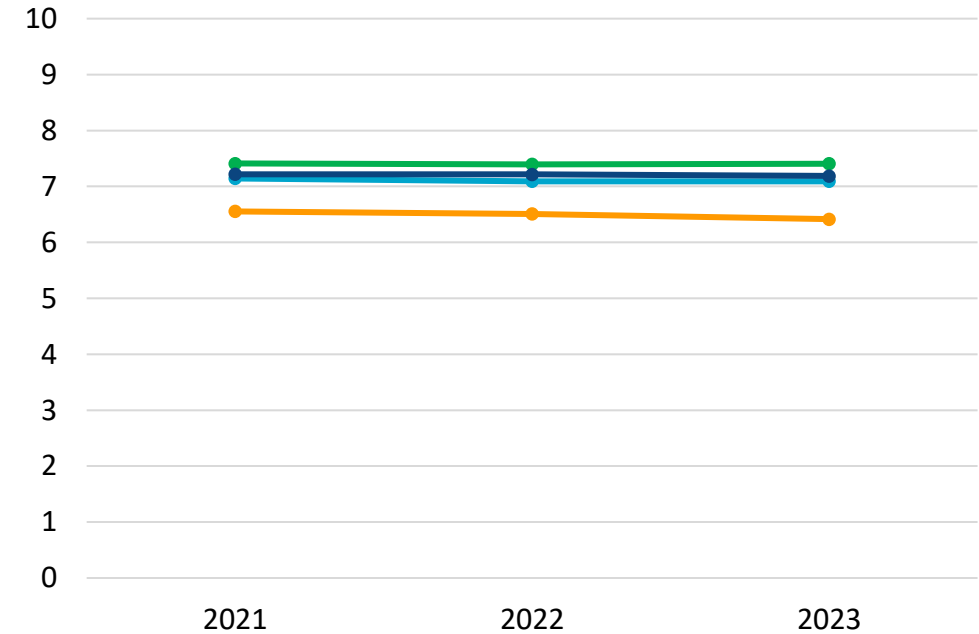
Responses

1406

1457

1566

Raising concerns



2021

2022

2023

2021

2022

2023

Your org

7.22

7.22

7.19

Best result

7.41

7.40

7.41

Average result

7.14

7.09

7.09

Worst result

6.56

6.51

6.42

Responses

1398

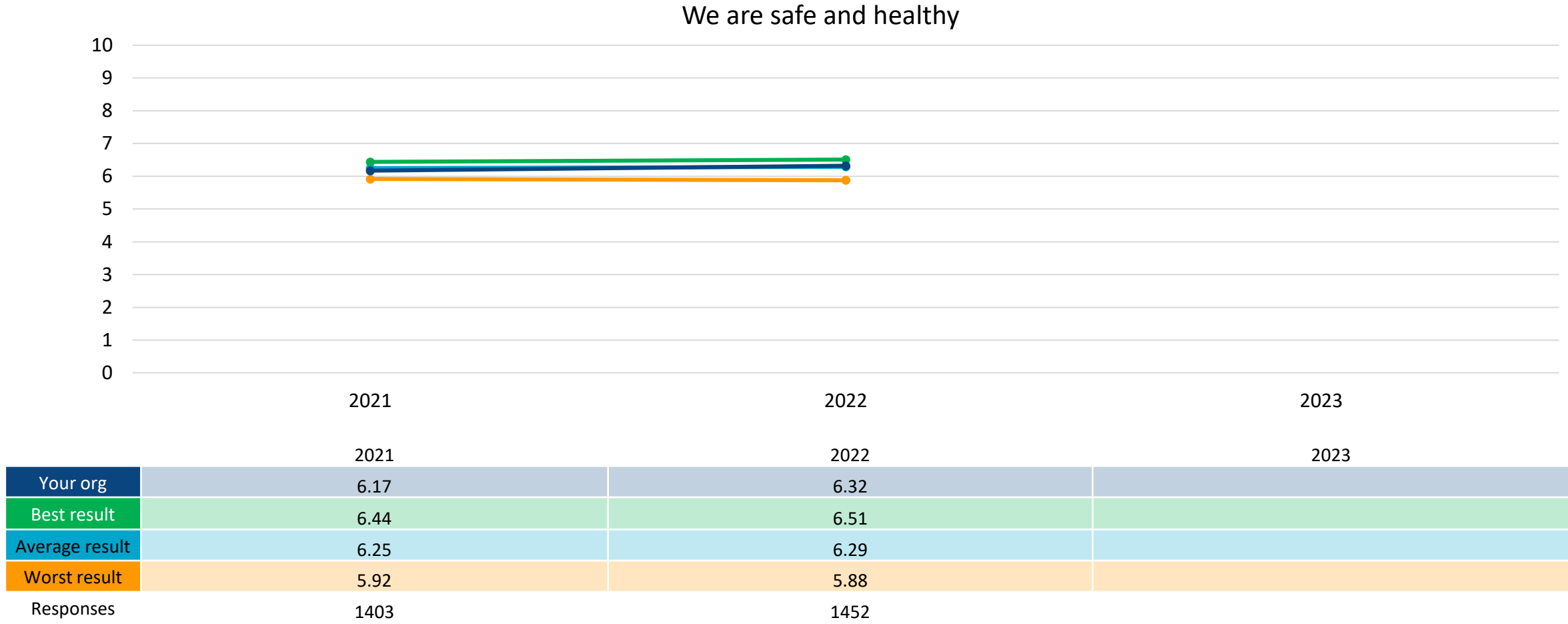
1449

1555

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.





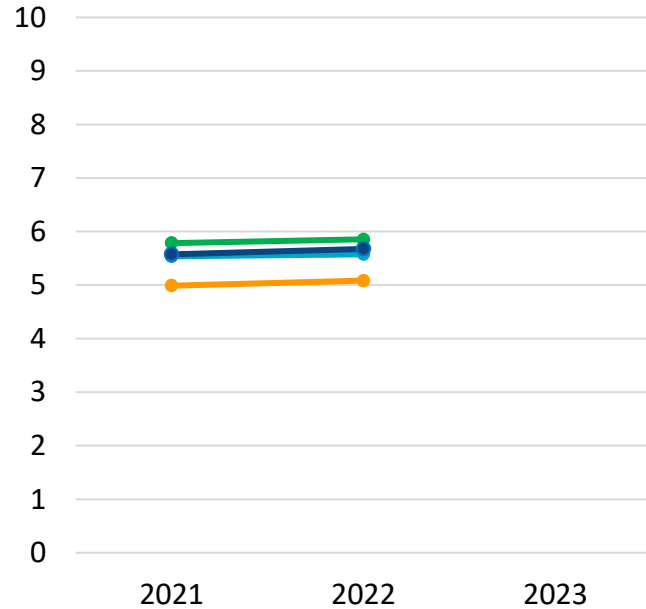
# People Promise elements, themes and sub-scores: Sub-score trends

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.

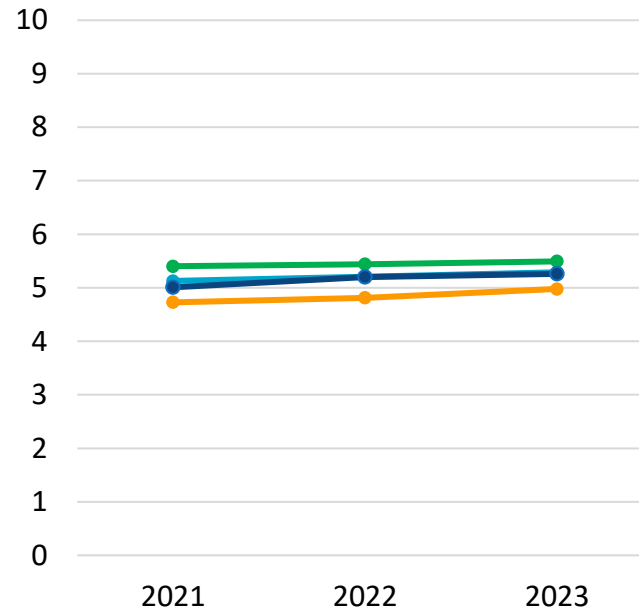


## Promise element 4: We are safe and healthy

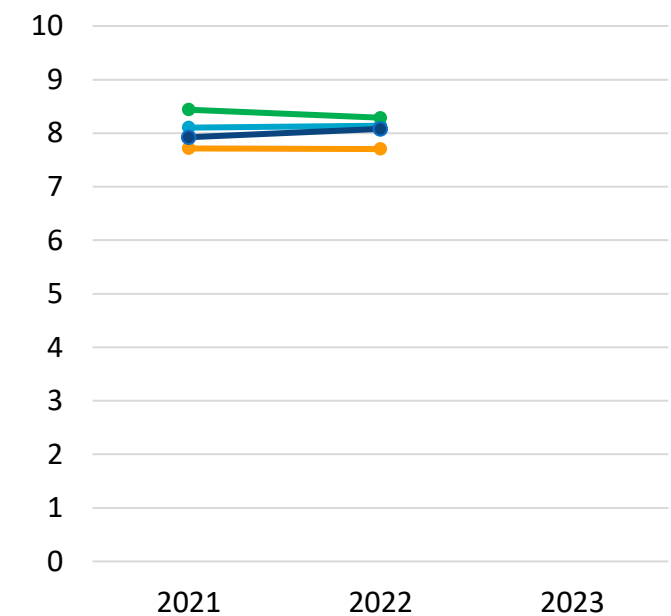
Health and safety climate



Burnout



Negative experiences



	2021	2022	2023
Your org	5.58	5.68	
Best result	5.78	5.85	
Average result	5.54	5.57	
Worst result	4.99	5.08	
Responses	1406	1457	

	2021	2022	2023
Your org	5.01	5.20	5.26
Best result	5.40	5.44	5.49
Average result	5.12	5.20	5.29
Worst result	4.73	4.81	4.98
Responses	1406	1455	1565

	2021	2022	2023
Your org	7.92	8.08	
Best result	8.44	8.29	
Average result	8.10	8.14	
Worst result	7.72	7.70	
Responses	1405	1453	

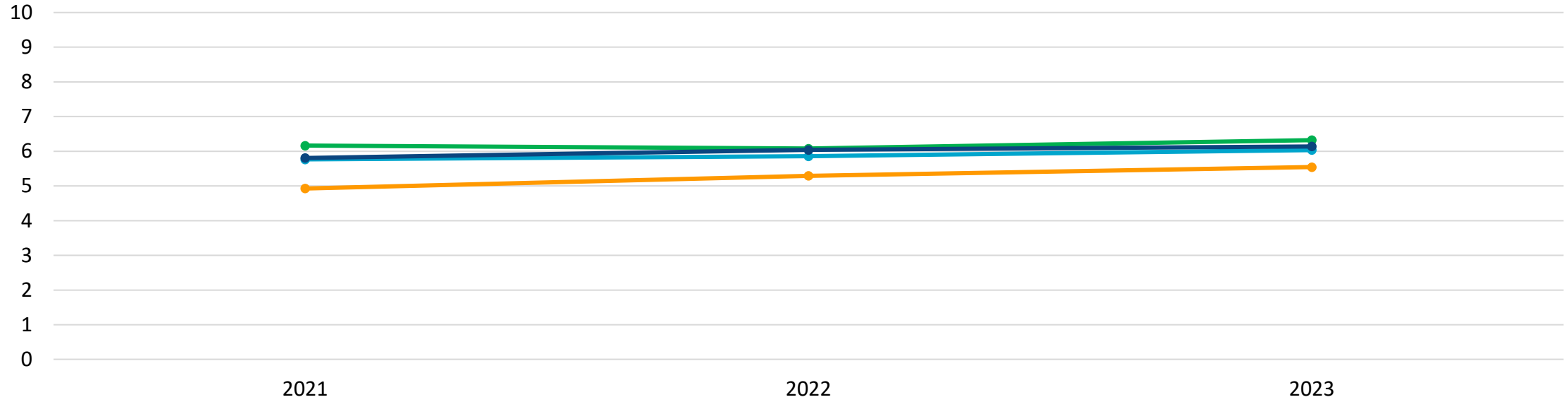
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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	5.81	6.04	6.14
Best result	6.16	6.08	6.32
Average result	5.76	5.86	6.04
Worst result	4.93	5.29	5.54
Responses	1362	1423	1521



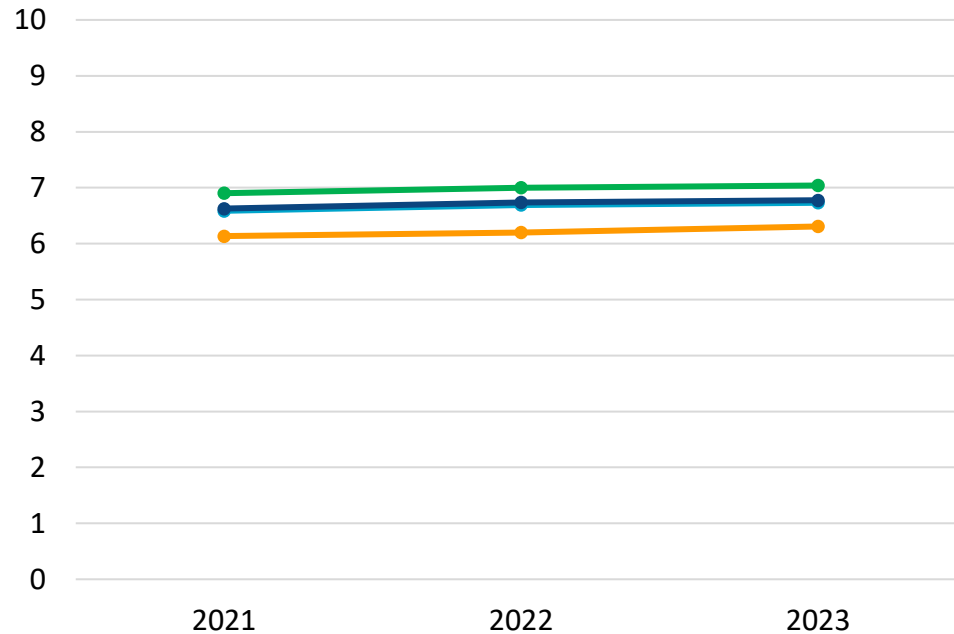
# People Promise elements, themes and sub-scores: Sub-score trends

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



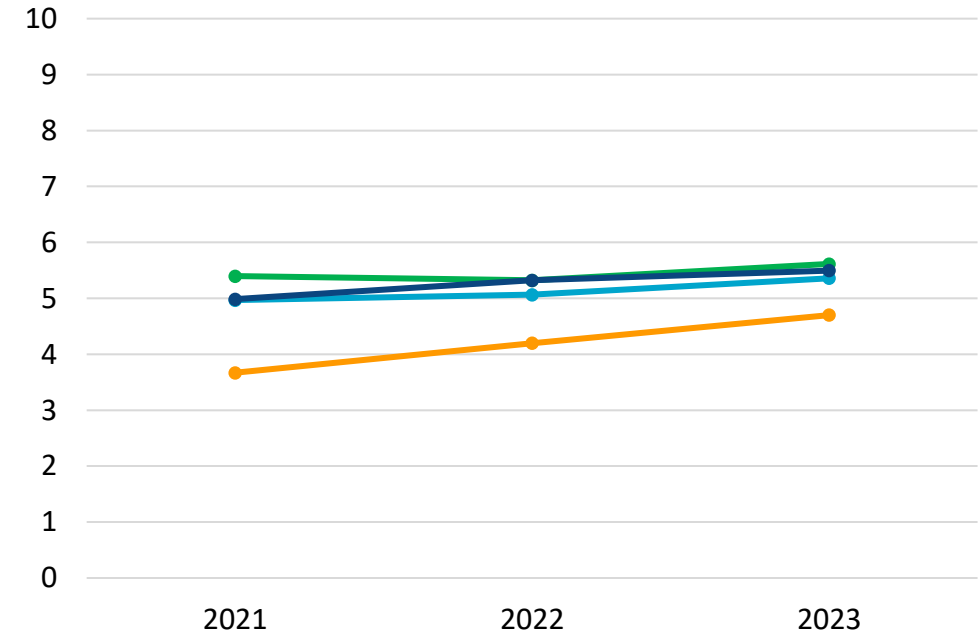
## Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.63	6.74	6.77
Best result	6.90	7.00	7.04
Average result	6.59	6.69	6.73
Worst result	6.13	6.20	6.31
Responses	1404	1455	1563

Appraisals



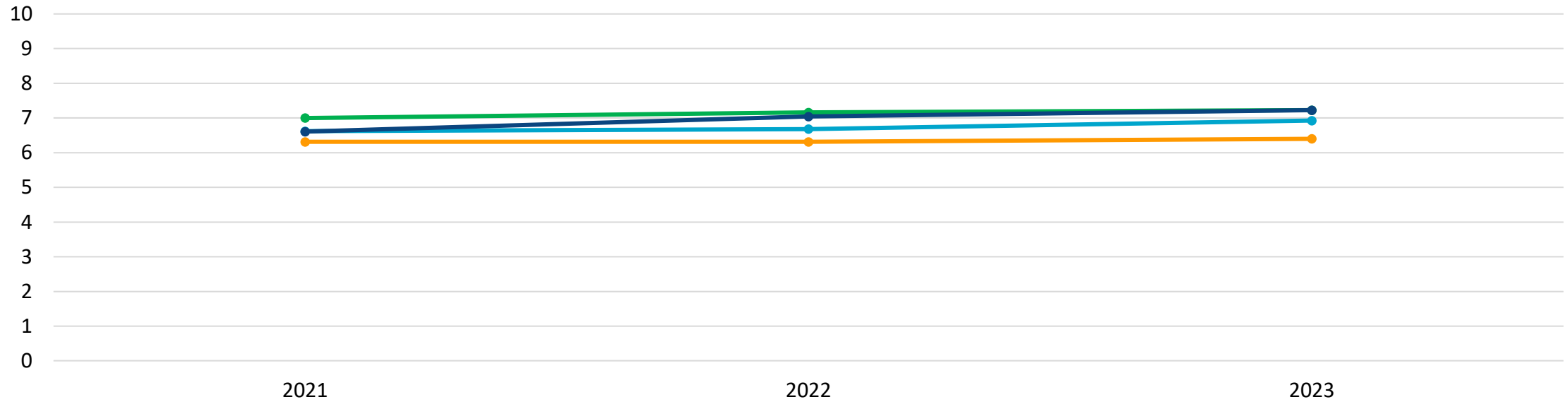
	2021	2022	2023
Your org	4.98	5.32	5.50
Best result	5.40	5.32	5.61
Average result	4.97	5.06	5.36
Worst result	3.67	4.20	4.70
Responses	1364	1424	1522

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



## Promise element 6: We work flexibly

### We work flexibly



	2021	2022	2023
Your org	6.61	7.04	7.22
Best result	7.00	7.16	7.22
Average result	6.62	6.68	6.93
Worst result	6.31	6.31	6.40
Responses	1398	1453	1560



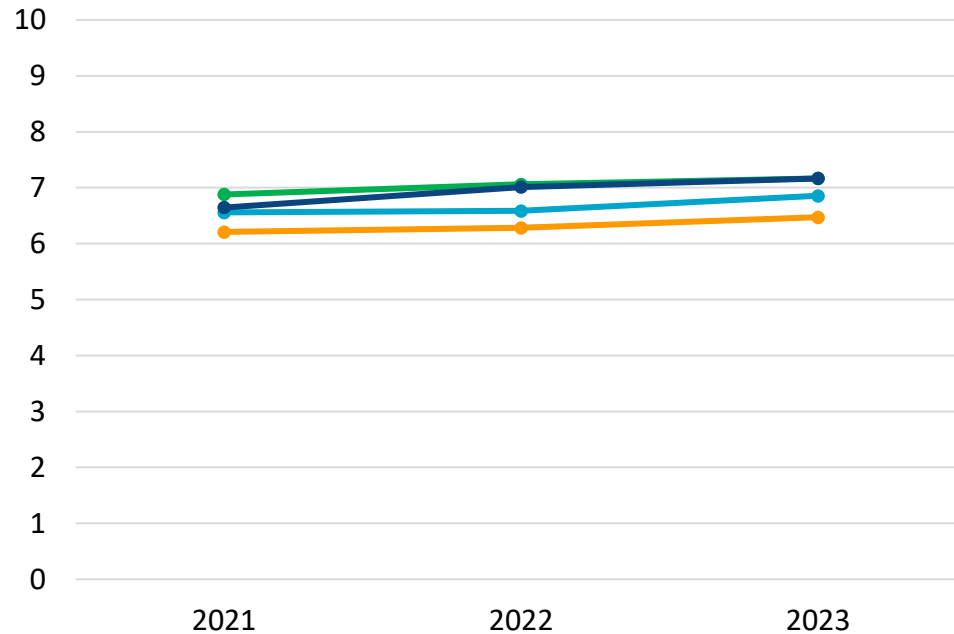
# People Promise elements, themes and sub-scores: Sub-score trends

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

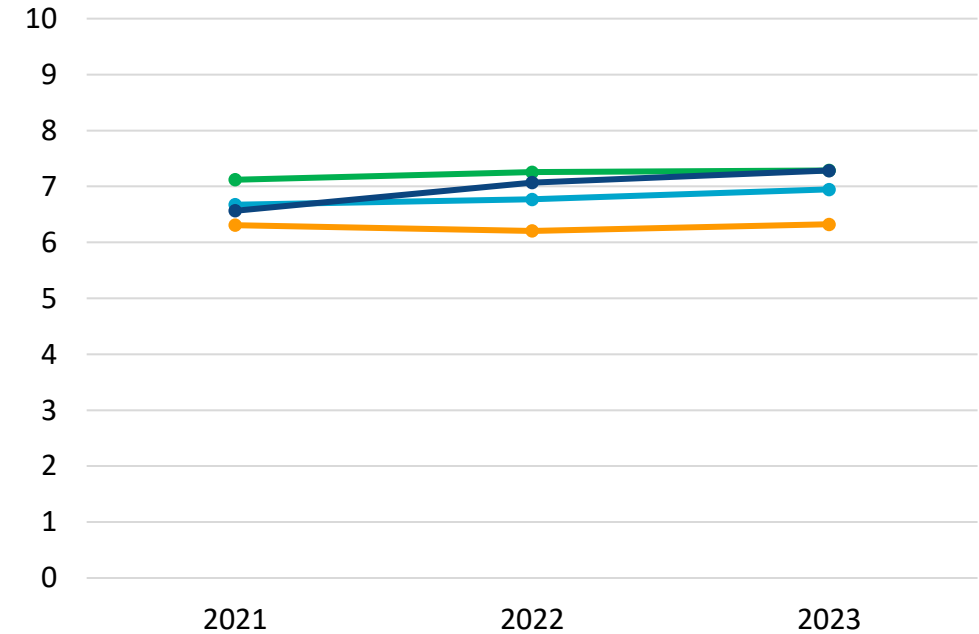


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



	2021	2022	2023
Your org	6.65	7.01	7.17
Best result	6.88	7.06	7.17
Average result	6.56	6.59	6.86
Worst result	6.21	6.28	6.47
Responses	1406	1457	1566

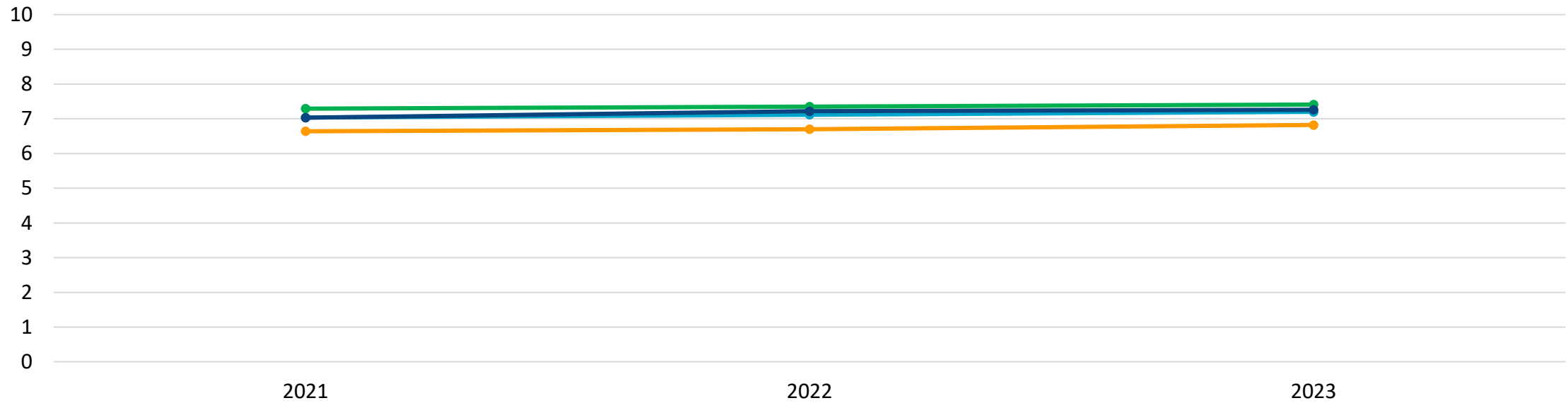
	2021	2022	2023
Your org	6.56	7.07	7.28
Best result	7.12	7.26	7.29
Average result	6.68	6.77	6.95
Worst result	6.31	6.21	6.32
Responses	1398	1453	1560

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



## Promise element 7: We are a team

### We are a team



	2021	2022	2023
Your org	7.03	7.22	7.26
Best result	7.29	7.35	7.41
Average result	7.03	7.12	7.20
Worst result	6.64	6.70	6.82
Responses	1404	1453	1565



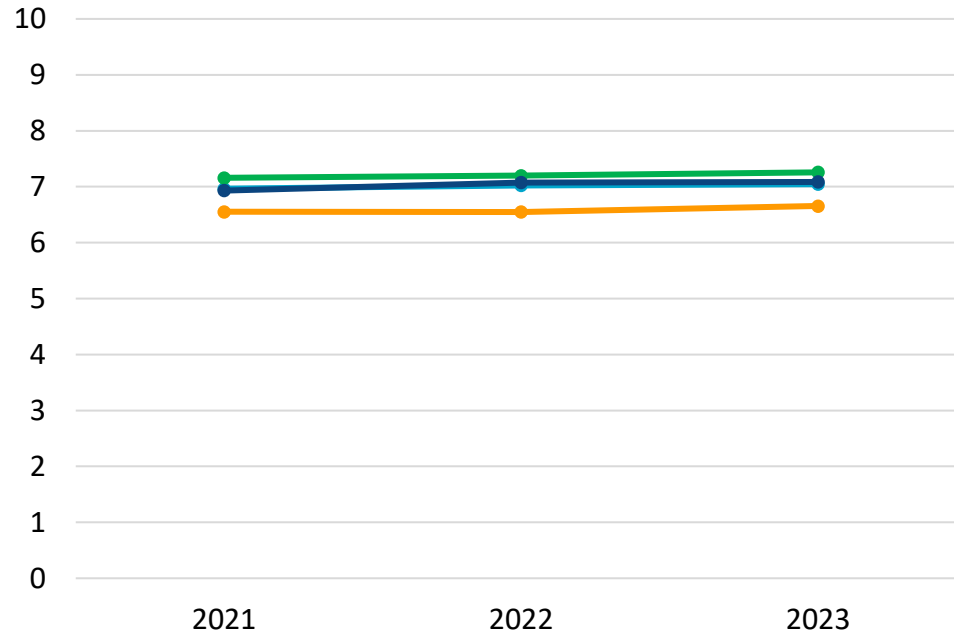
# People Promise elements, themes and sub-scores: Sub-score trends

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.



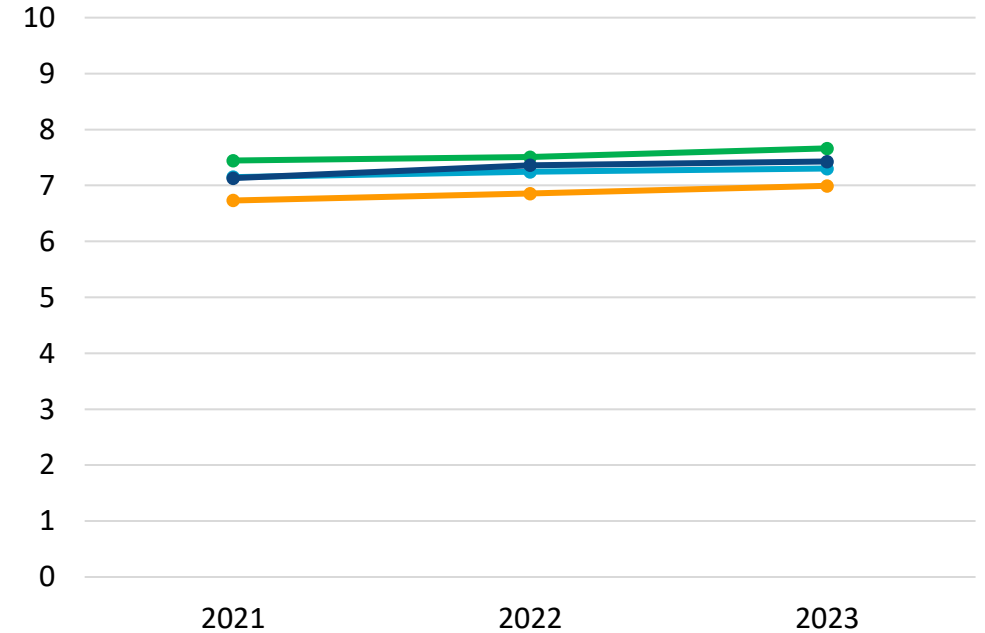
## Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	6.93	7.07	7.09
Best result	7.16	7.20	7.26
Average result	6.96	7.02	7.05
Worst result	6.55	6.55	6.65
Responses	1405	1455	1566

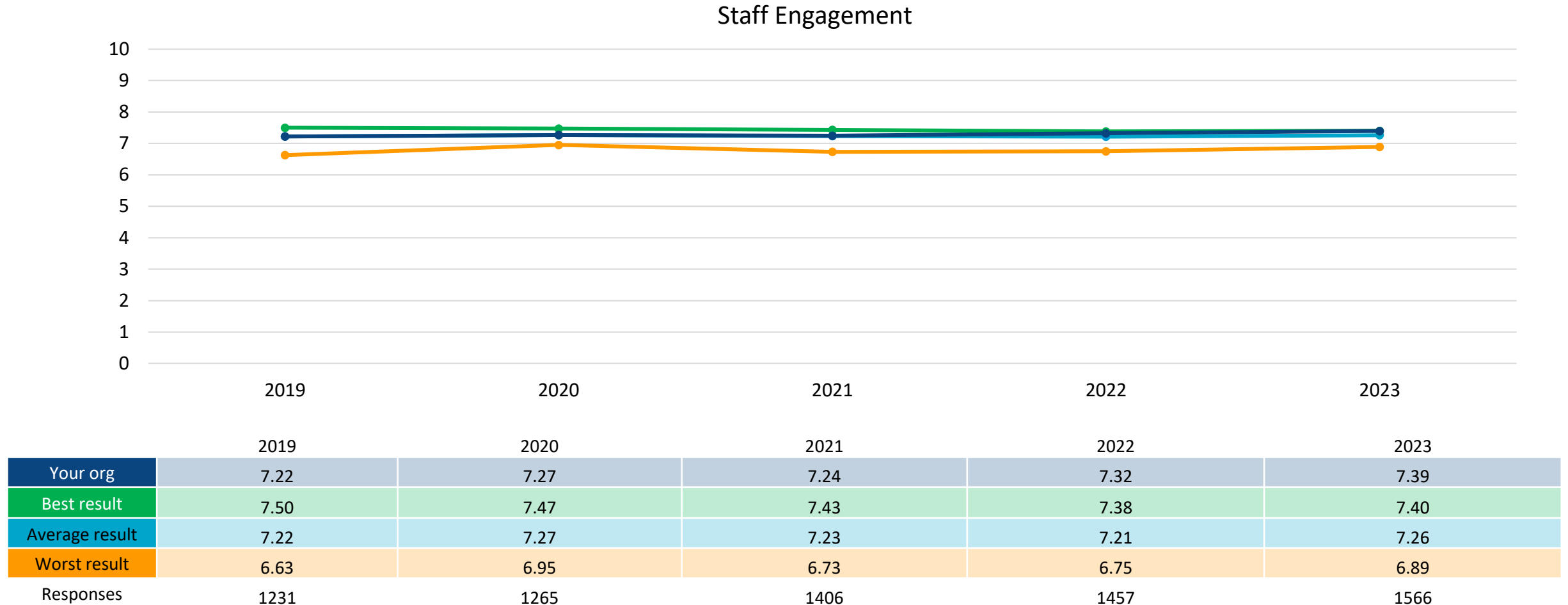
Line management



	2021	2022	2023
Your org	7.13	7.36	7.43
Best result	7.44	7.51	7.66
Average result	7.15	7.24	7.30
Worst result	6.73	6.85	6.99
Responses	1405	1453	1565

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





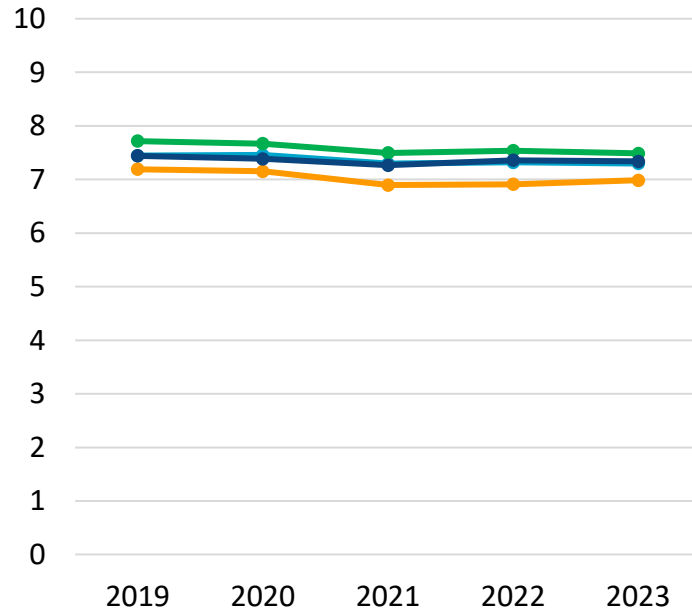


# People Promise elements, themes and sub-scores: Sub-score trends

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.

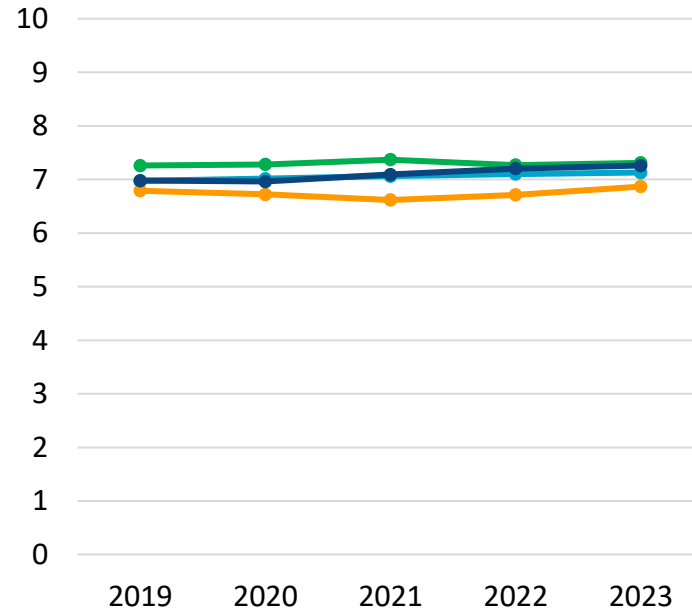
## Theme: Staff Engagement

Motivation



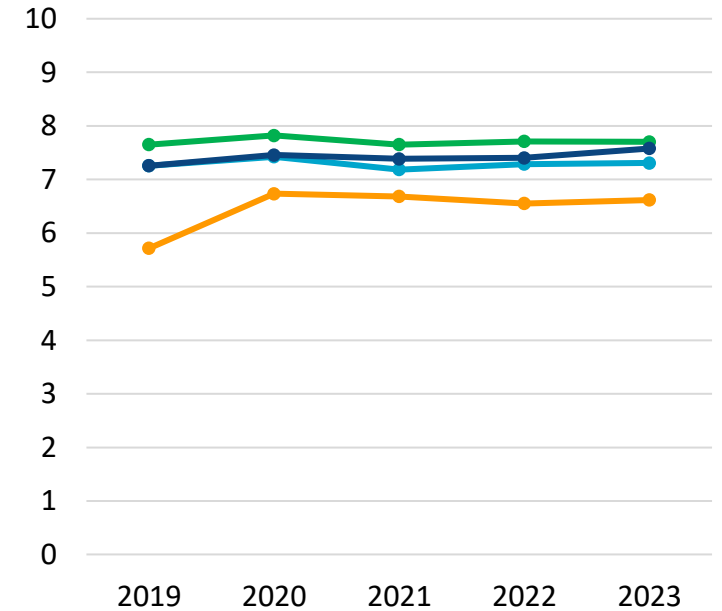
	2019	2020	2021	2022	2023
Your org	7.44	7.39	7.26	7.36	7.34
Best result	7.72	7.67	7.49	7.54	7.48
Average result	7.44	7.46	7.29	7.32	7.30
Worst result	7.19	7.15	6.90	6.91	6.98
Responses	1219	1255	1397	1447	1553

Involvement



	2019	2020	2021	2022	2023
Your org	6.98	6.96	7.09	7.20	7.26
Best result	7.26	7.28	7.37	7.27	7.31
Average result	6.97	7.02	7.06	7.10	7.13
Worst result	6.79	6.72	6.62	6.71	6.87
Responses	1228	1263	1406	1457	1565

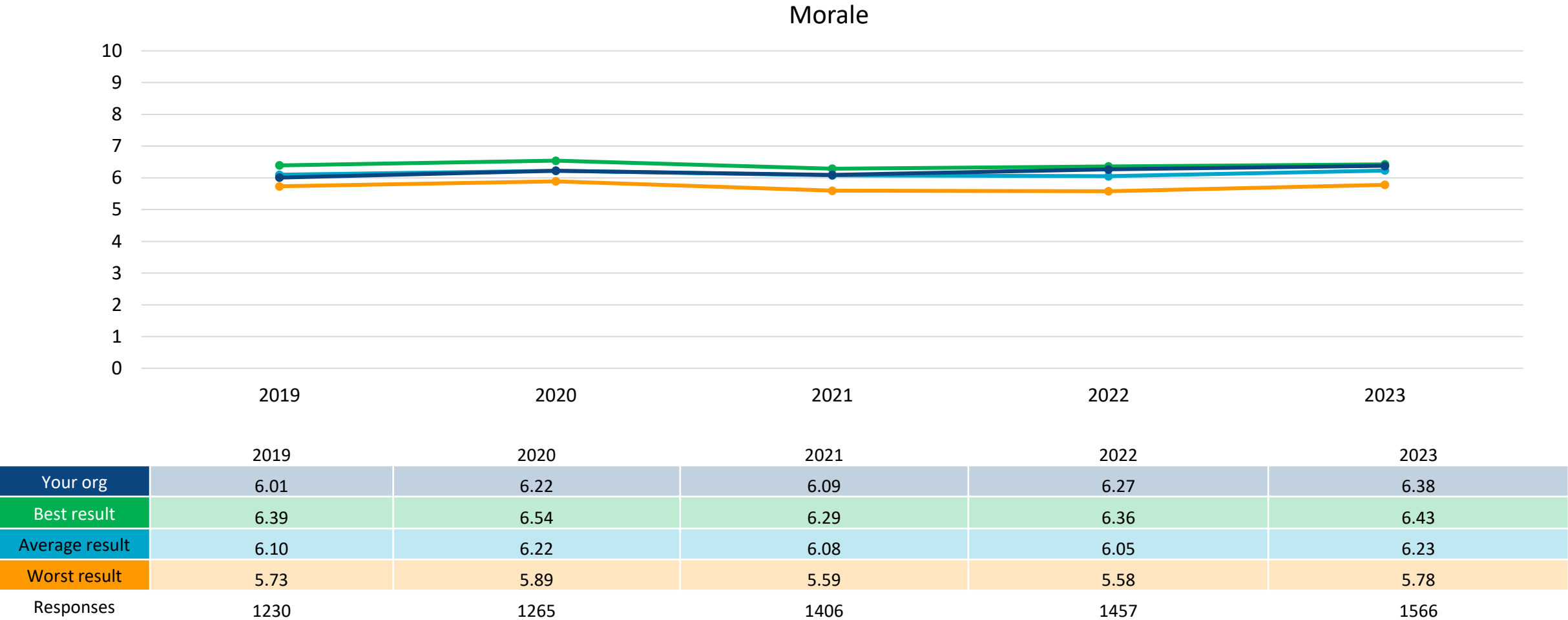
Advocacy



	2019	2020	2021	2022	2023
Your org	7.26	7.45	7.38	7.40	7.58
Best result	7.65	7.82	7.65	7.71	7.70
Average result	7.26	7.42	7.18	7.29	7.31
Worst result	5.71	6.73	6.68	6.55	6.62
Responses	1222	1265	1403	1454	1560

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

## Theme: Morale



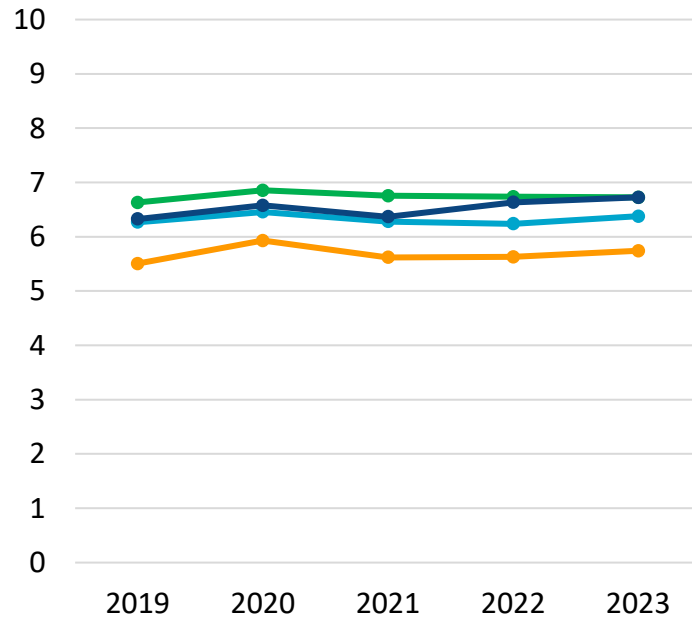


# People Promise elements, themes and sub-scores: Sub-score trends

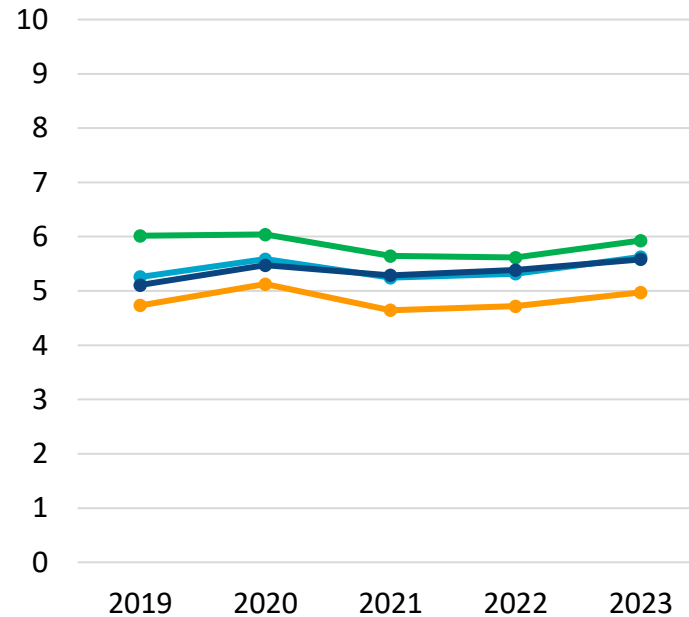
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Morale

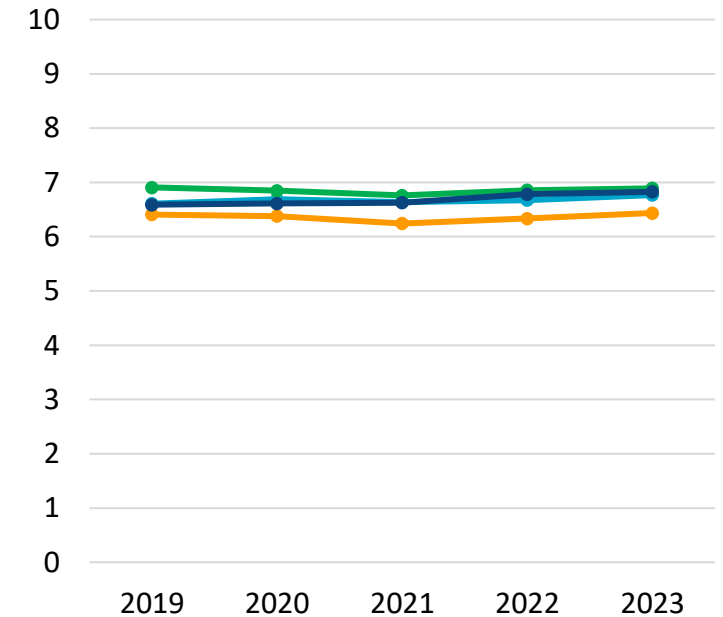
Thinking about leaving



Work pressure



Stressors



	2019	2020	2021	2022	2023
Your org	6.33	6.58	6.37	6.64	6.72
Best result	6.63	6.85	6.75	6.74	6.73
Average result	6.27	6.46	6.28	6.24	6.38
Worst result	5.50	5.93	5.62	5.63	5.74
Responses	1223	1261	1403	1453	1563

	2019	2020	2021	2022	2023
Your org	5.11	5.47	5.29	5.39	5.58
Best result	6.02	6.04	5.65	5.61	5.93
Average result	5.26	5.59	5.24	5.32	5.63
Worst result	4.73	5.13	4.64	4.72	4.97
Responses	1230	1263	1406	1456	1564

	2019	2020	2021	2022	2023
Your org	6.59	6.61	6.63	6.78	6.83
Best result	6.91	6.85	6.76	6.86	6.89
Average result	6.61	6.69	6.64	6.67	6.77
Worst result	6.41	6.38	6.24	6.33	6.44
Responses	1228	1263	1401	1452	1566

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

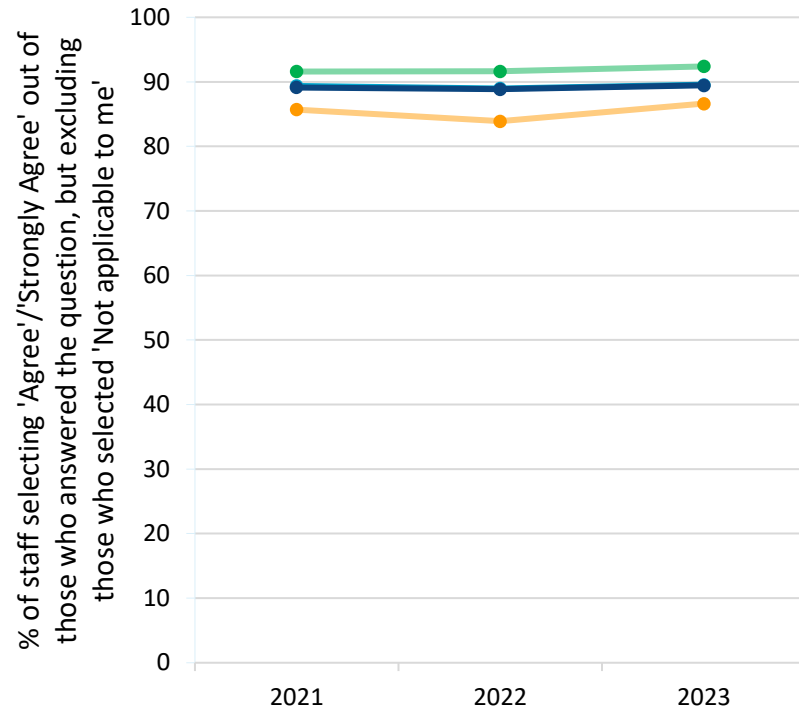
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

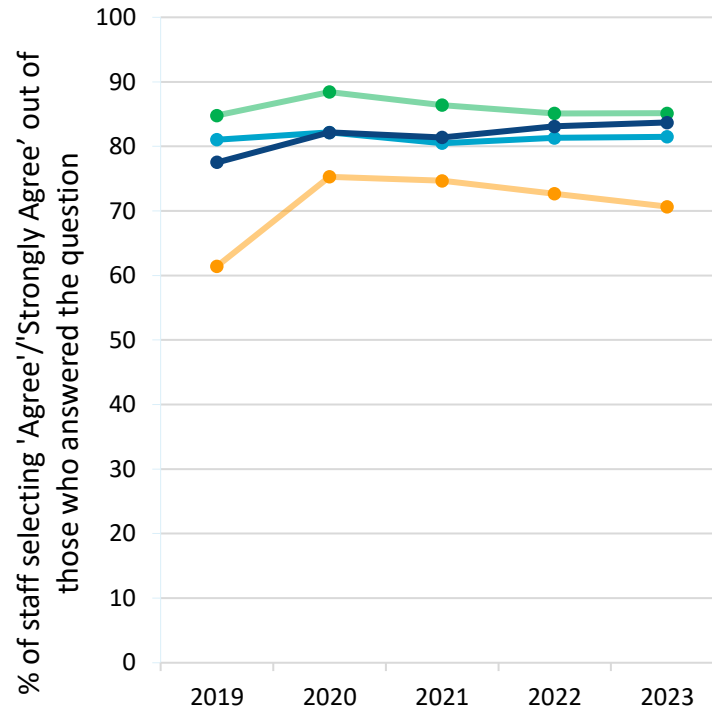


Q6a I feel that my role makes a difference to patients / service users.



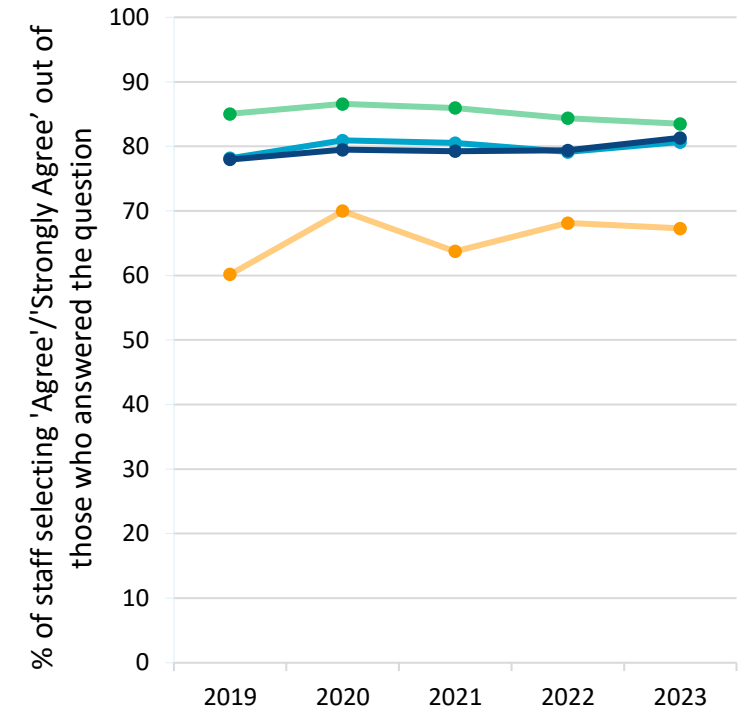
	2021	2022	2023
Your org	89.11%	88.87%	89.45%
Best result	91.62%	91.64%	92.41%
Average result	89.38%	88.98%	89.56%
Worst result	85.72%	83.90%	86.64%
Responses	1378	1428	1536

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



	2019	2020	2021	2022	2023
Your org	77.52%	82.16%	81.39%	83.11%	83.69%
Best result	84.78%	88.44%	86.39%	85.10%	85.13%
Average result	81.05%	82.16%	80.51%	81.33%	81.50%
Worst result	61.44%	75.30%	74.67%	72.66%	70.67%
Responses	1222	1264	1402	1454	1560

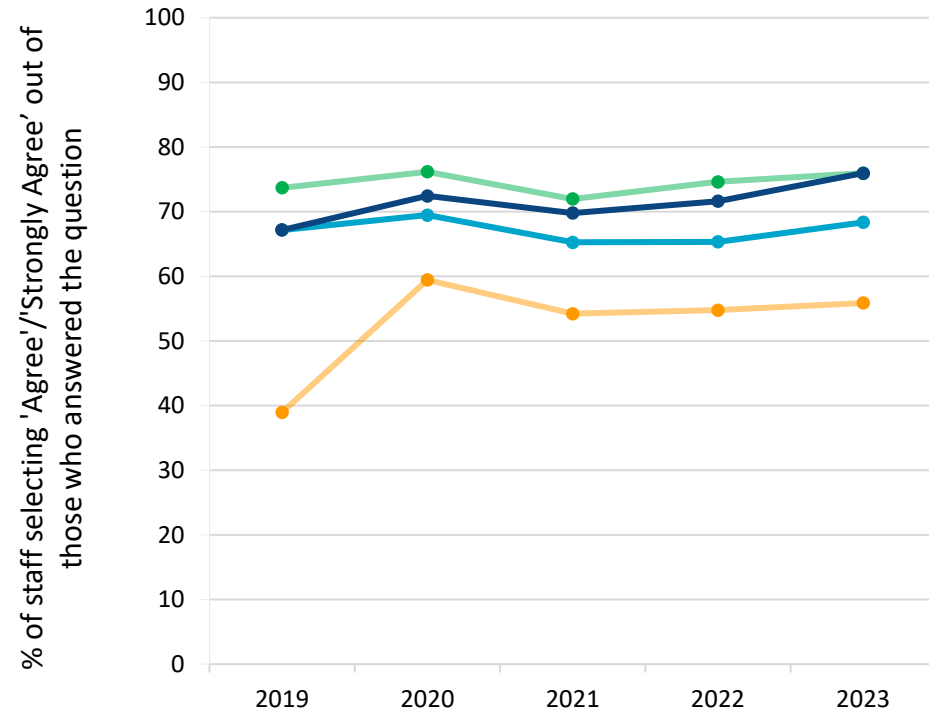
Q25b My organisation acts on concerns raised by patients / service users.



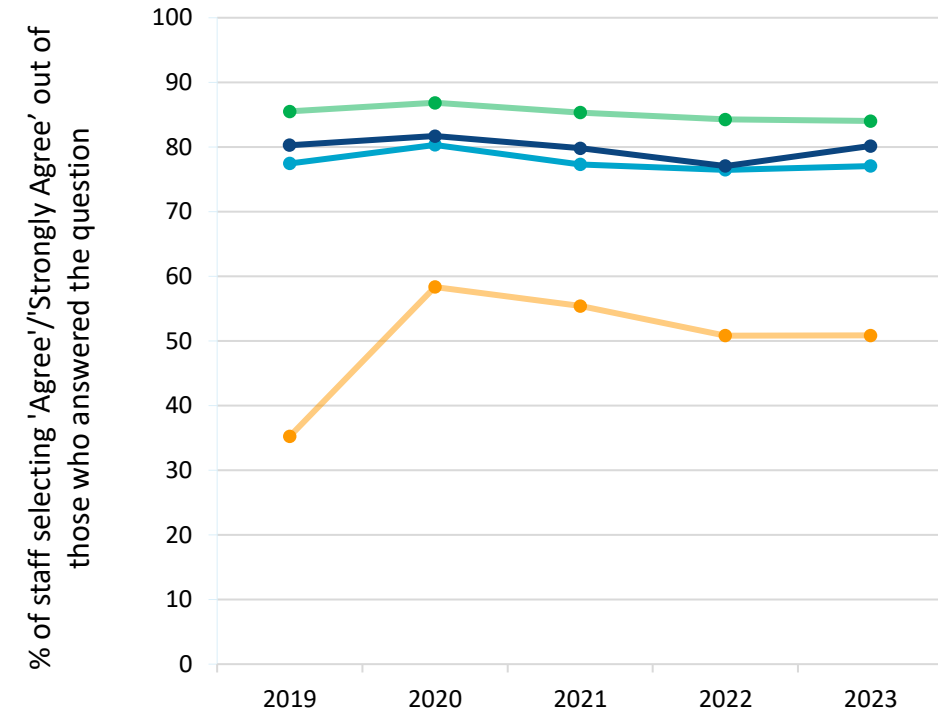
	2019	2020	2021	2022	2023
Your org	77.98%	79.49%	79.27%	79.40%	81.31%
Best result	85.04%	86.59%	85.96%	84.37%	83.51%
Average result	78.17%	80.92%	80.53%	79.15%	80.68%
Worst result	60.17%	69.98%	63.74%	68.13%	67.29%
Responses	1221	1262	1400	1454	1556



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.

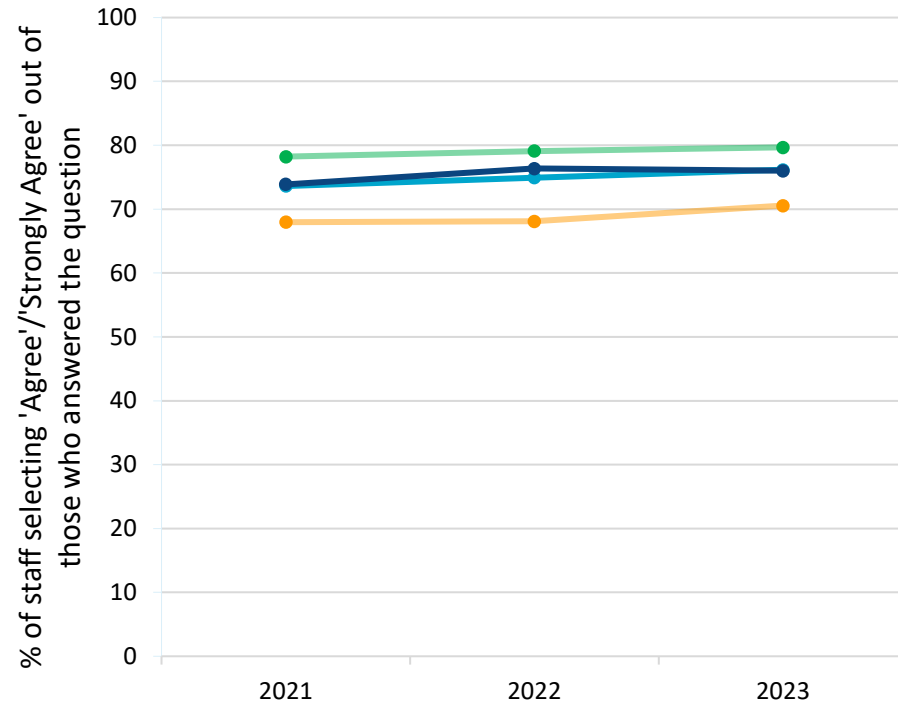


	2019	2020	2021	2022	2023
Your org	67.17%	72.44%	69.81%	71.64%	75.97%
Best result	73.71%	76.19%	71.98%	74.63%	75.97%
Average result	67.17%	69.48%	65.26%	65.35%	68.36%
Worst result	38.94%	59.44%	54.23%	54.77%	55.88%
Responses	1221	1262	1399	1453	1559

	2019	2020	2021	2022	2023
Your org	80.27%	81.72%	79.82%	77.09%	80.17%
Best result	85.51%	86.85%	85.36%	84.28%	84.05%
Average result	77.48%	80.35%	77.34%	76.49%	77.09%
Worst result	35.24%	58.37%	55.41%	50.84%	50.86%
Responses	1221	1263	1400	1453	1554

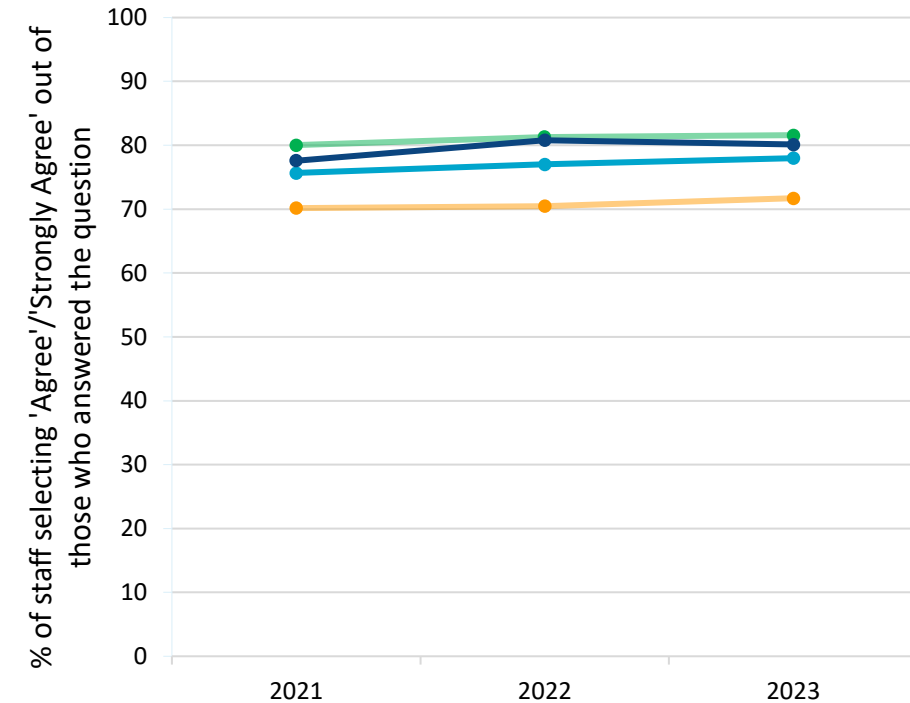


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	73.89%	76.36%	75.99%
Best result	78.21%	79.07%	79.65%
Average result	73.63%	74.93%	76.16%
Worst result	67.96%	68.09%	70.53%
Responses	1396	1450	1558

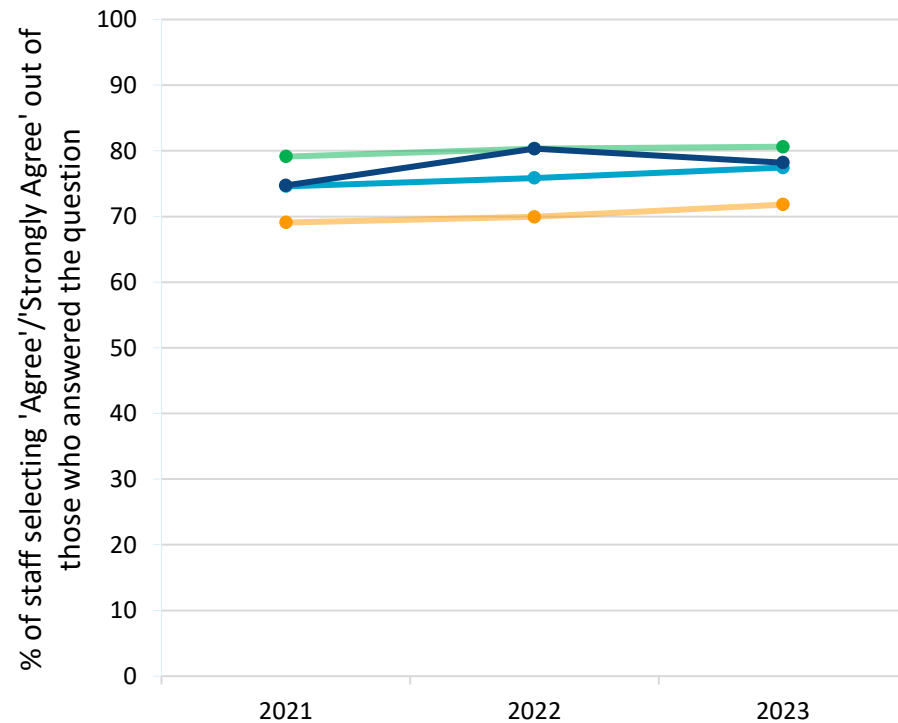
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	77.56%	80.78%	80.12%
Best result	80.01%	81.26%	81.58%
Average result	75.65%	77.01%	77.97%
Worst result	70.17%	70.46%	71.70%
Responses	1406	1453	1562

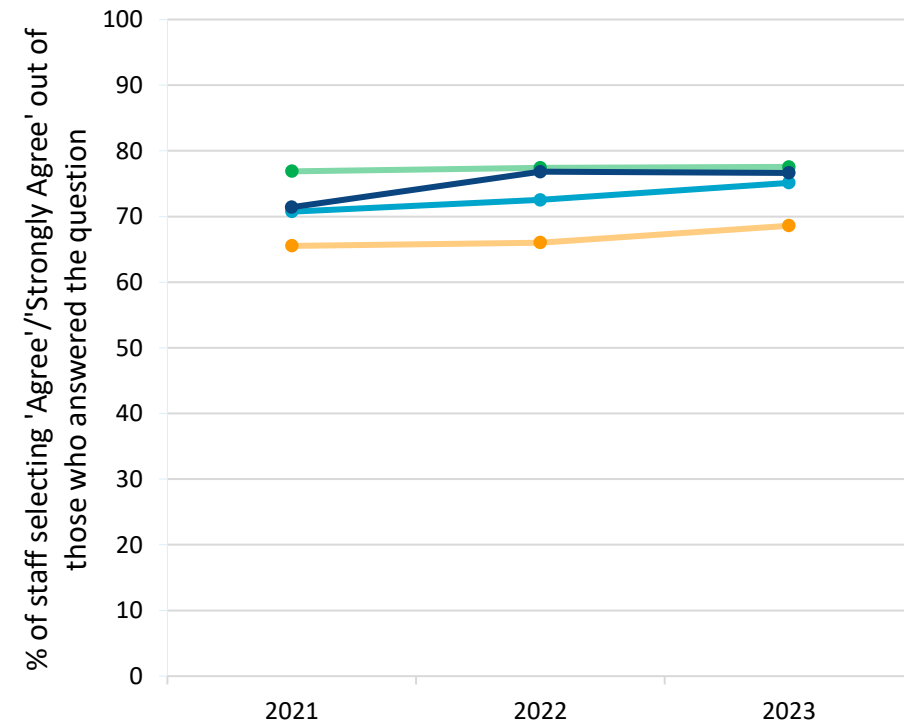


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	74.75%	80.32%	78.20%
Best result	79.14%	80.32%	80.61%
Average result	74.61%	75.87%	77.44%
Worst result	69.09%	69.94%	71.82%
Responses	1400	1448	1561

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

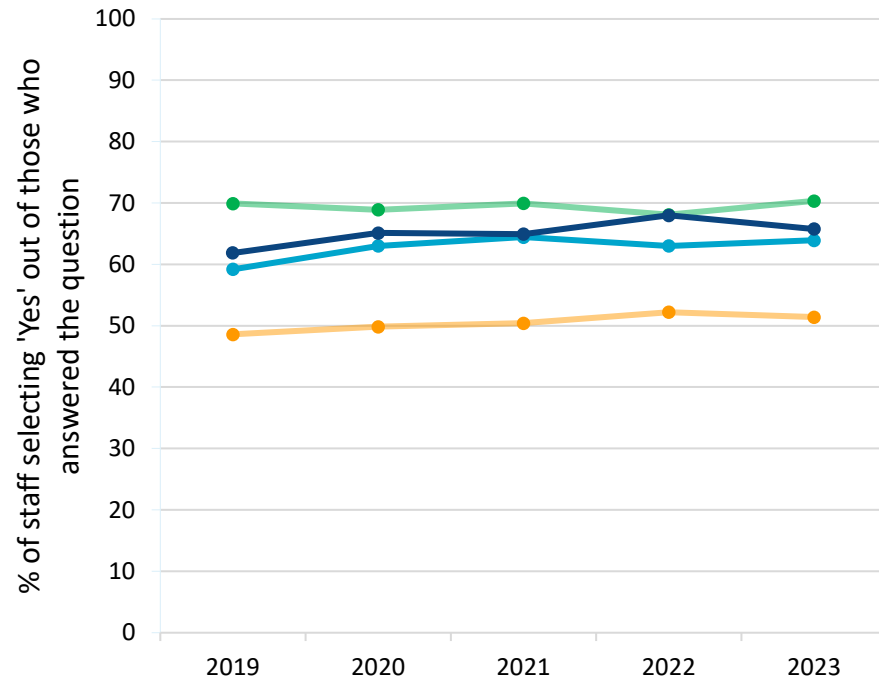


	2021	2022	2023
Your org	71.43%	76.81%	76.64%
Best result	76.89%	77.41%	77.54%
Average result	70.75%	72.53%	75.14%
Worst result	65.52%	66.03%	68.59%
Responses	1402	1450	1561



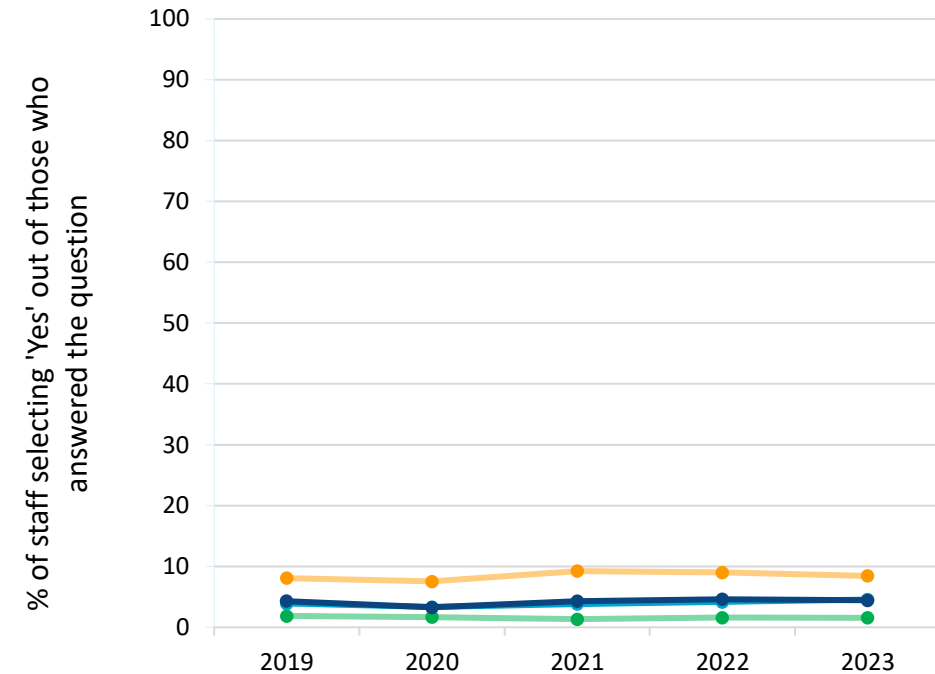


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	61.85%	65.12%	64.93%	67.98%	65.76%
Best result	69.90%	68.90%	69.95%	68.08%	70.32%
Average result	59.20%	63.01%	64.43%	62.99%	63.93%
Worst result	48.58%	49.83%	50.42%	52.22%	51.39%
Responses	1214	1264	1396	1450	1554

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?

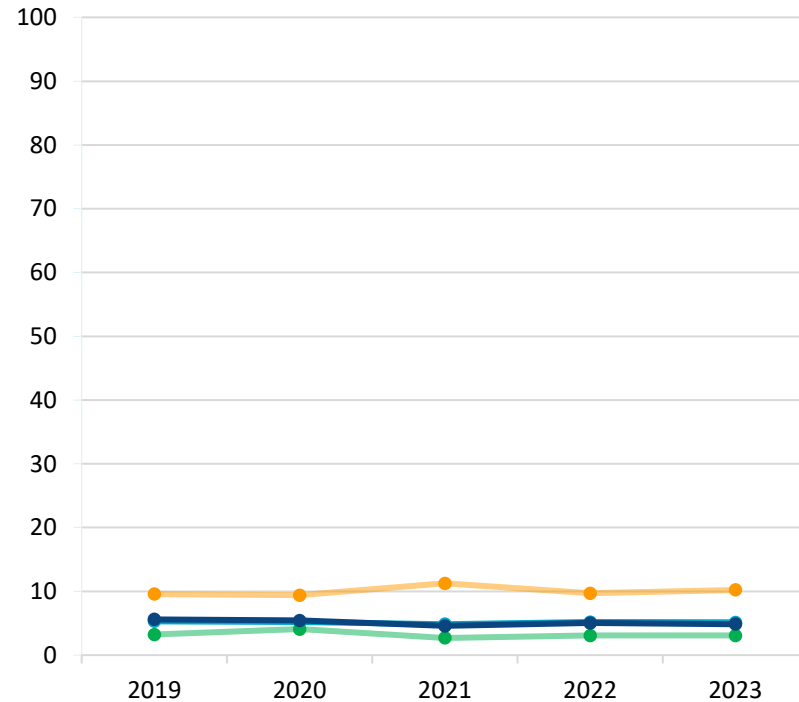


	2019	2020	2021	2022	2023
Your org	4.31%	3.28%	4.31%	4.60%	4.43%
Best result	1.86%	1.67%	1.32%	1.59%	1.57%
Average result	3.92%	3.33%	3.83%	4.18%	4.57%
Worst result	8.09%	7.52%	9.24%	9.00%	8.45%
Responses	1215	1260	1403	1447	1551



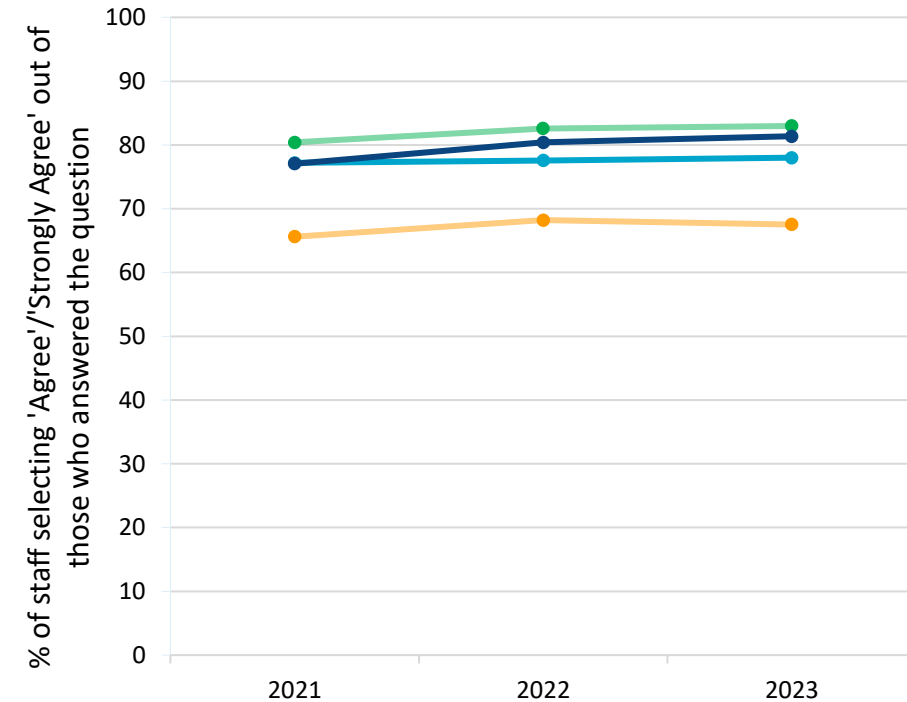
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



	2019	2020	2021	2022	2023
Your org	5.61%	5.42%	4.58%	5.04%	4.85%
Best result	3.21%	4.08%	2.68%	3.06%	3.07%
Average result	5.30%	5.19%	4.84%	5.19%	5.13%
Worst result	9.56%	9.38%	11.24%	9.70%	10.22%
Responses	1207	1258	1398	1438	1545

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

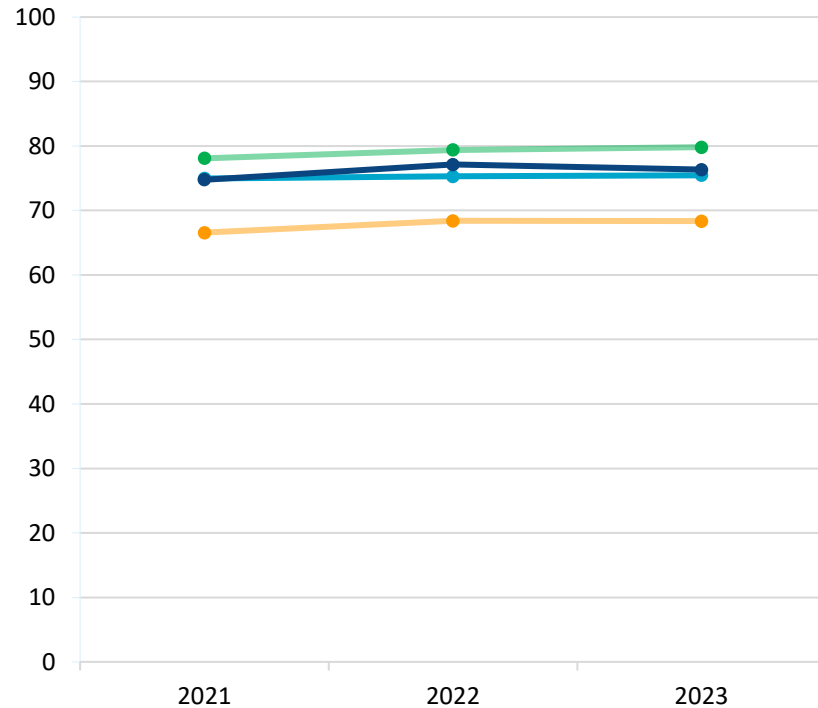


	2021	2022	2023
Your org	77.07%	80.42%	81.37%
Best result	80.42%	82.59%	83.00%
Average result	77.20%	77.58%	78.01%
Worst result	65.62%	68.21%	67.54%
Responses	1404	1455	1556



Q7h I feel valued by my team.

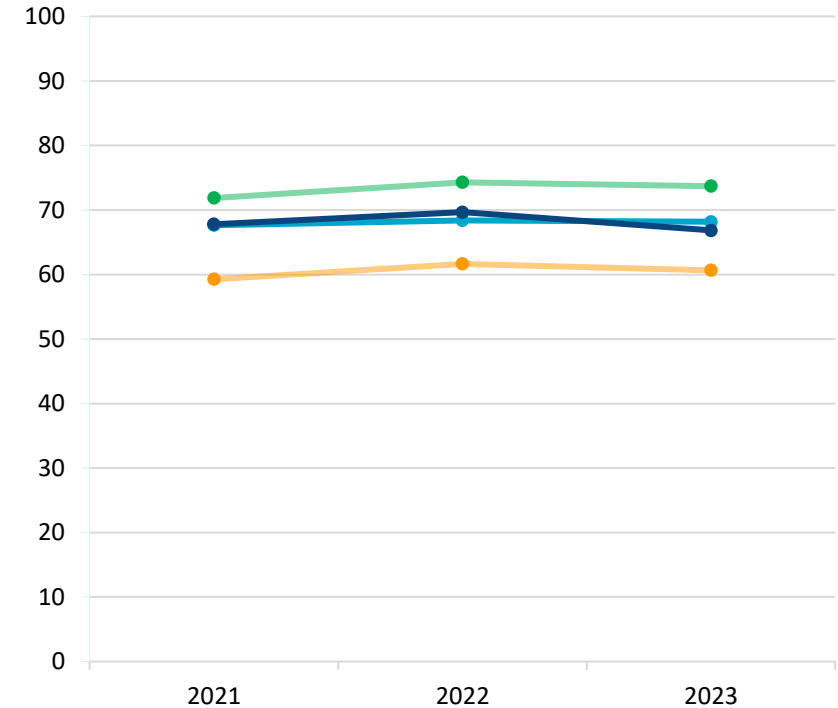
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	74.76%	77.12%	76.34%
Best result	78.10%	79.35%	79.80%
Average result	74.95%	75.29%	75.45%
Worst result	66.55%	68.38%	68.33%
Responses	1399	1447	1559

Q7i I feel a strong personal attachment to my team.

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

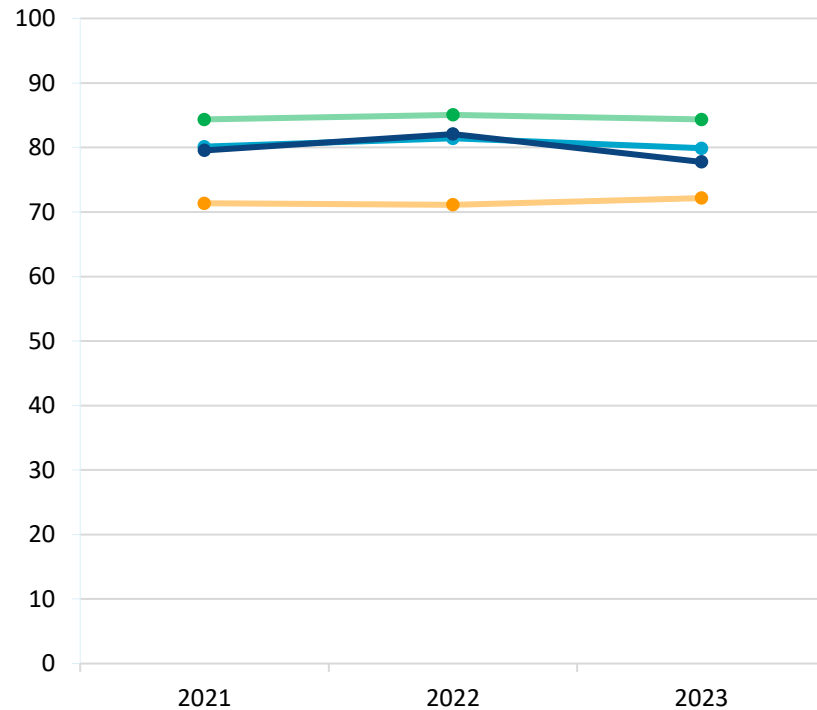


	2021	2022	2023
Your org	67.77%	69.68%	66.83%
Best result	71.88%	74.30%	73.72%
Average result	67.67%	68.40%	68.19%
Worst result	59.29%	61.65%	60.67%
Responses	1397	1450	1564



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

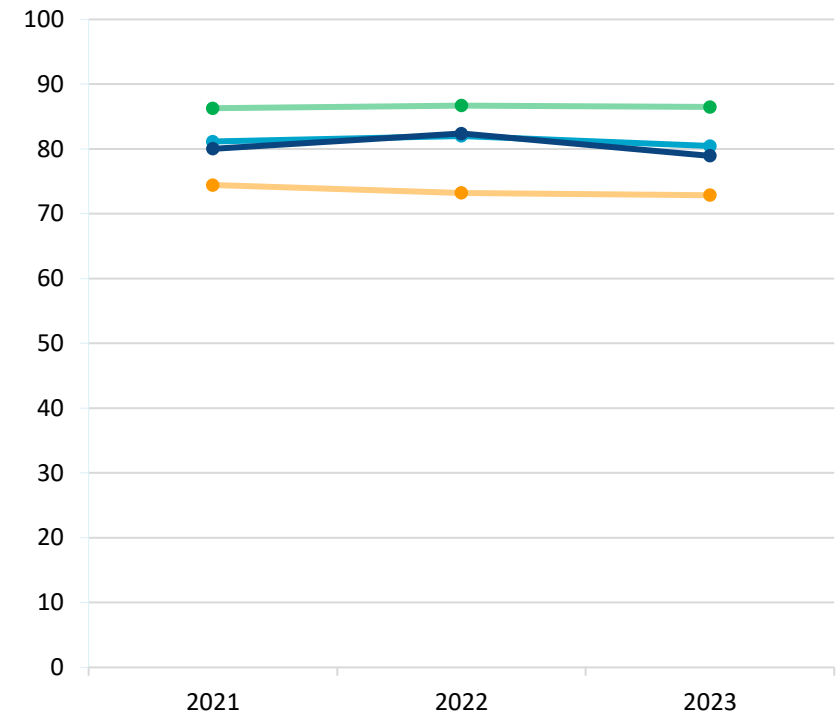
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	79.56%	82.09%	77.78%
Best result	84.35%	85.07%	84.35%
Average result	80.13%	81.43%	79.90%
Worst result	71.36%	71.13%	72.18%
Responses	1399	1452	1560

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	80.00%	82.38%	78.95%
Best result	86.26%	86.68%	86.47%
Average result	81.12%	81.99%	80.44%
Worst result	74.42%	73.21%	72.86%
Responses	1400	1447	1559

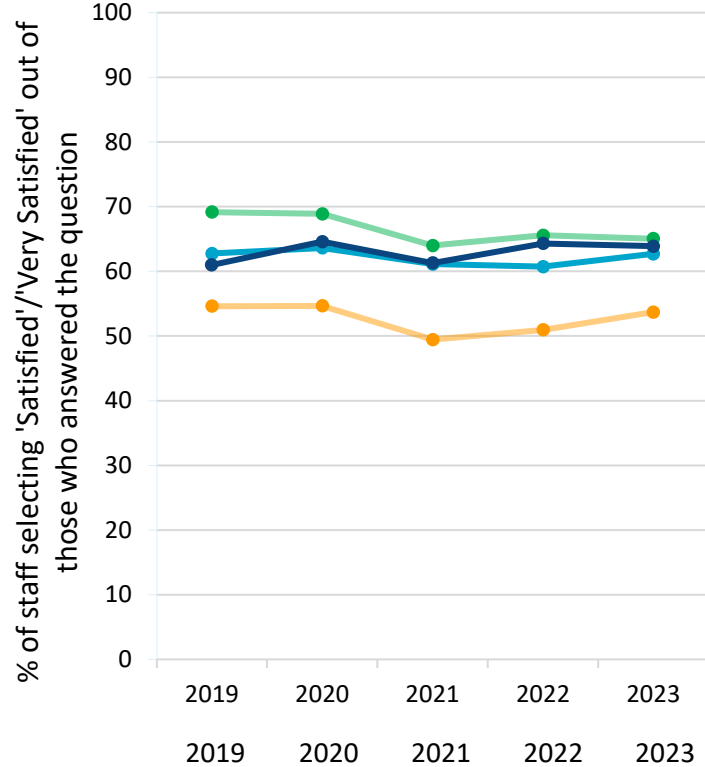
## People Promise element – We are recognised and rewarded



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

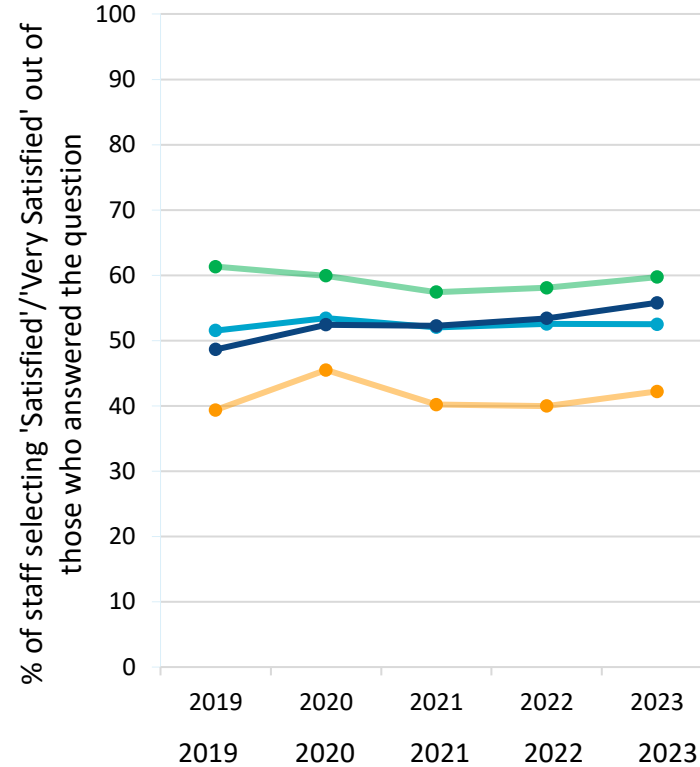


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



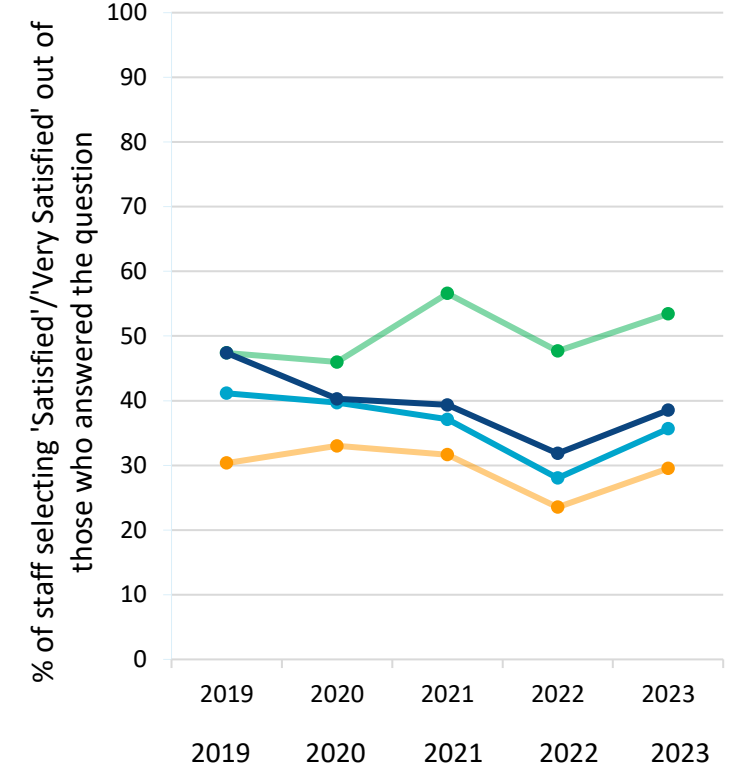
	2019	2020	2021	2022	2023
Your org	61.00%	64.57%	61.29%	64.31%	63.87%
Best result	69.16%	68.87%	63.99%	65.57%	65.04%
Average result	62.75%	63.61%	61.11%	60.71%	62.69%
Worst result	54.61%	54.67%	49.44%	50.94%	53.69%
Responses	1228	1263	1402	1455	1562

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



	2019	2020	2021	2022	2023
Your org	48.61%	52.42%	52.24%	53.41%	55.77%
Best result	61.32%	59.91%	57.41%	58.09%	59.72%
Average result	51.55%	53.44%	52.04%	52.55%	52.50%
Worst result	39.36%	45.48%	40.19%	39.96%	42.21%
Responses	1227	1260	1395	1448	1558

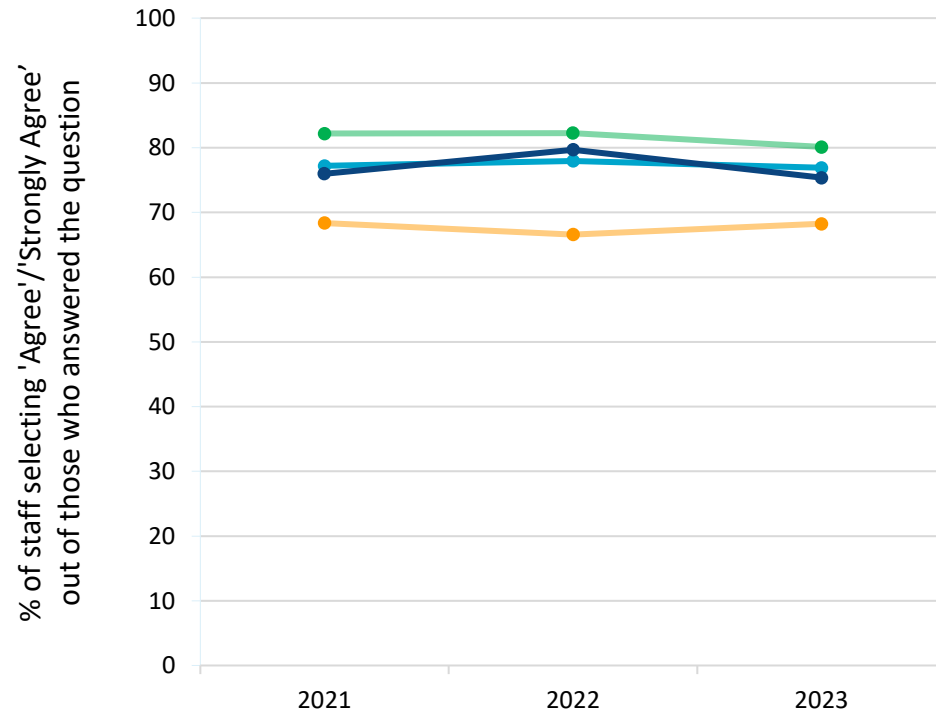
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2019	2020	2021	2022	2023
Your org	47.39%	40.28%	39.35%	31.85%	38.52%
Best result	47.39%	45.98%	56.58%	47.69%	53.41%
Average result	41.16%	39.69%	37.12%	28.03%	35.67%
Worst result	30.36%	33.01%	31.65%	23.53%	29.52%
Responses	1228	1258	1401	1454	1560

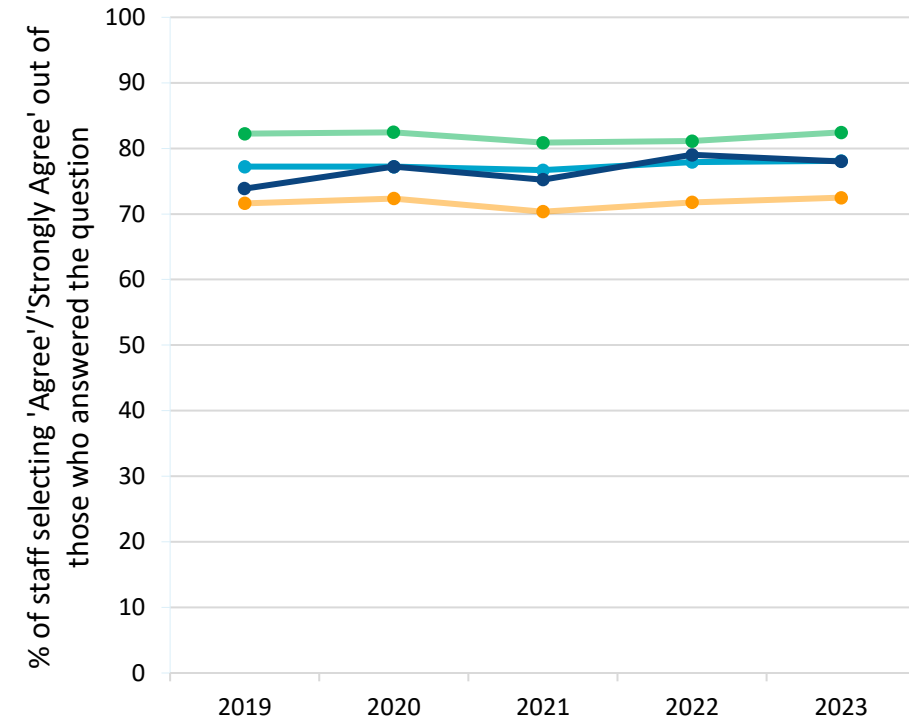


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	75.98%	79.69%	75.37%
Best result	82.20%	82.24%	80.12%
Average result	77.20%	77.97%	76.90%
Worst result	68.38%	66.59%	68.23%
Responses	1398	1450	1554

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	73.85%	77.20%	75.23%	79.03%	78.01%
Best result	82.24%	82.43%	80.87%	81.11%	82.43%
Average result	77.20%	77.20%	76.67%	77.91%	78.09%
Worst result	71.62%	72.34%	70.35%	71.77%	72.47%
Responses	1226	1256	1403	1449	1562

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



### Questions included:

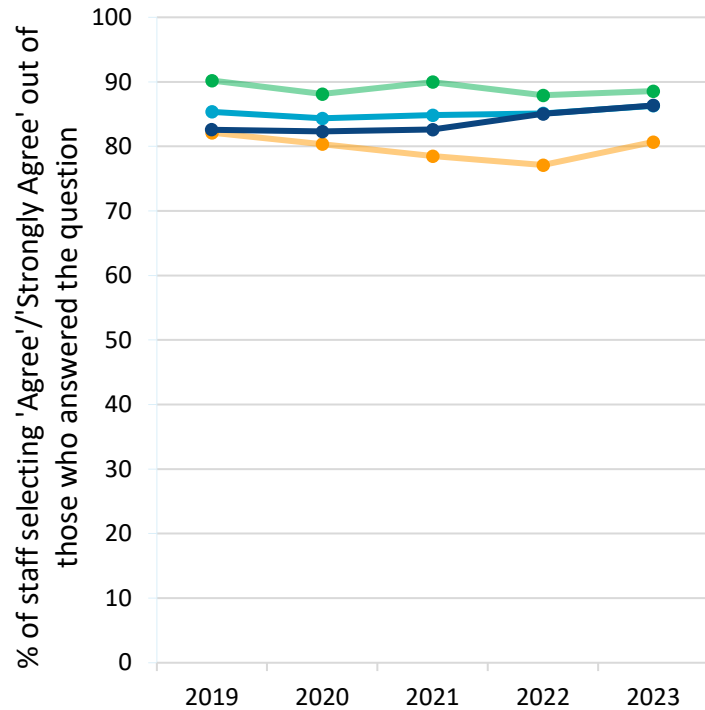
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f



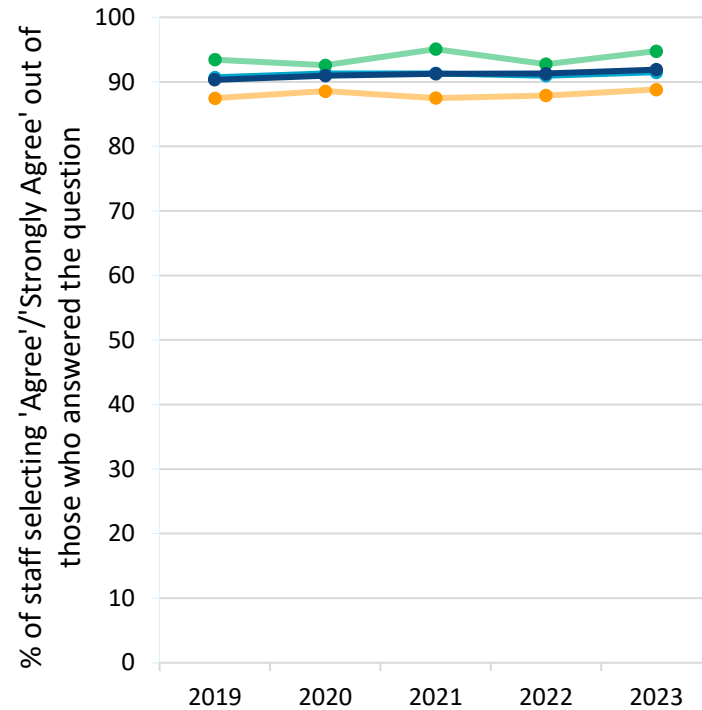


Q3a I always know what my work responsibilities are.



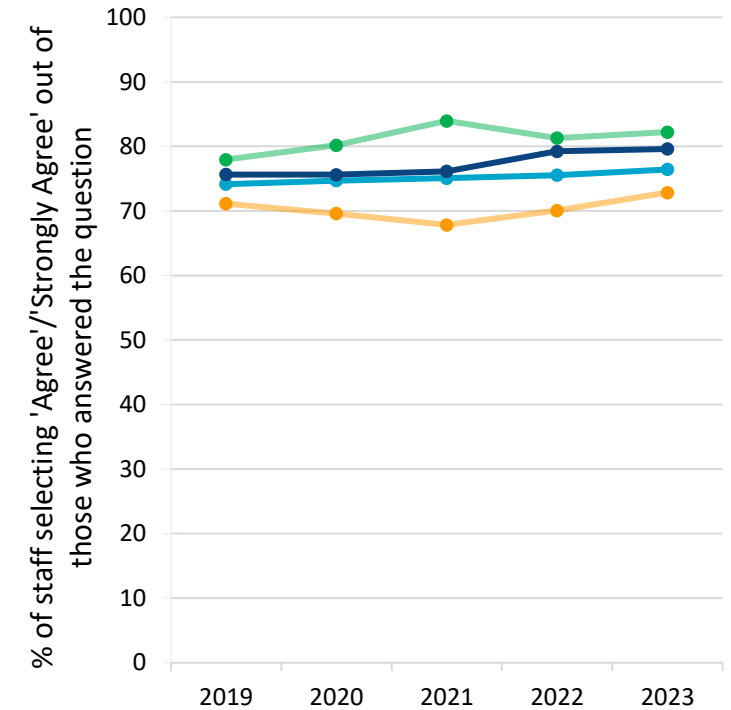
	2019	2020	2021	2022	2023
Your org	82.56%	82.30%	82.62%	85.03%	86.35%
Best result	90.19%	88.11%	89.96%	87.92%	88.55%
Average result	85.36%	84.35%	84.84%	85.11%	86.31%
Worst result	82.12%	80.35%	78.48%	77.11%	80.67%
Responses	1226	1259	1404	1456	1564

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	90.31%	90.96%	91.25%	91.29%	91.91%
Best result	93.45%	92.57%	95.09%	92.74%	94.75%
Average result	90.68%	91.29%	91.32%	90.96%	91.50%
Worst result	87.47%	88.56%	87.49%	87.89%	88.81%
Responses	1227	1258	1403	1453	1564

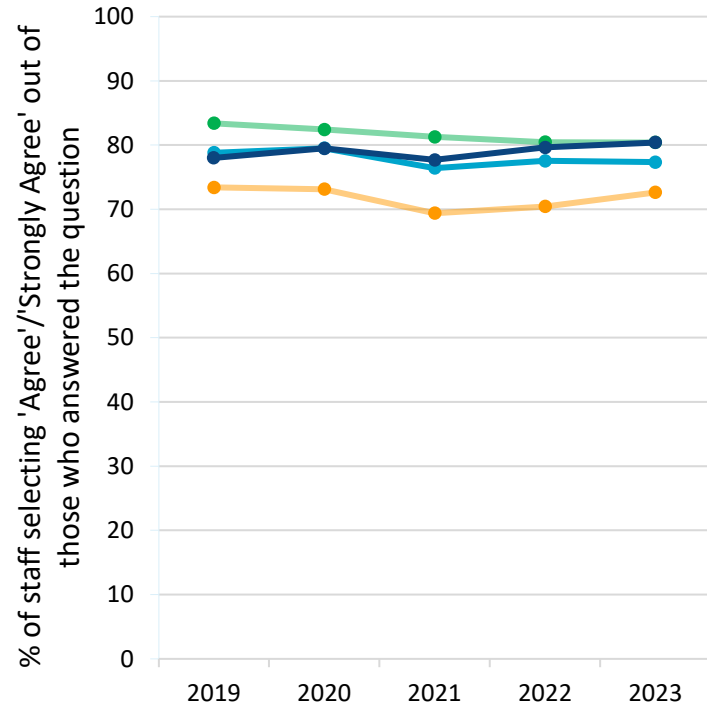
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	75.63%	75.62%	76.14%	79.23%	79.61%
Best result	77.96%	80.17%	83.95%	81.29%	82.22%
Average result	74.14%	74.71%	75.08%	75.55%	76.42%
Worst result	71.12%	69.59%	67.84%	70.07%	72.83%
Responses	1228	1263	1403	1451	1565

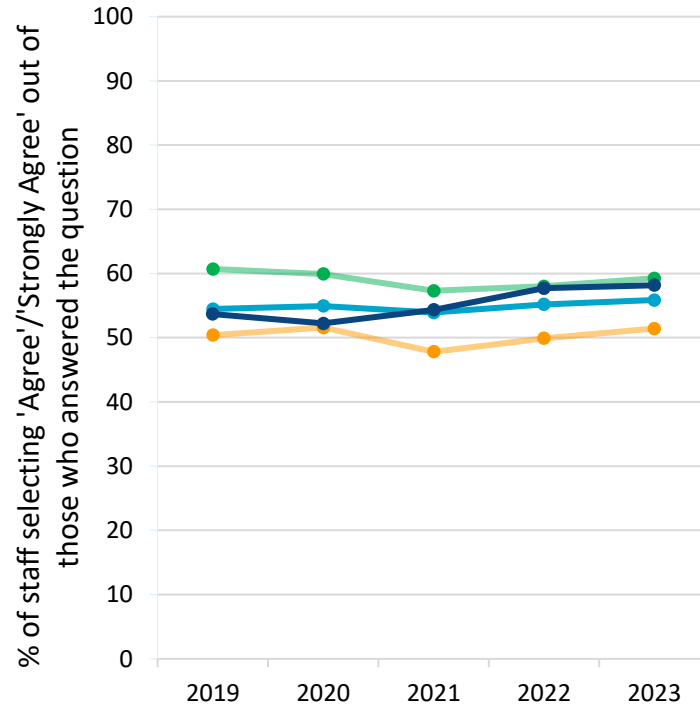


Q3d I am able to make suggestions to improve the work of my team / department.



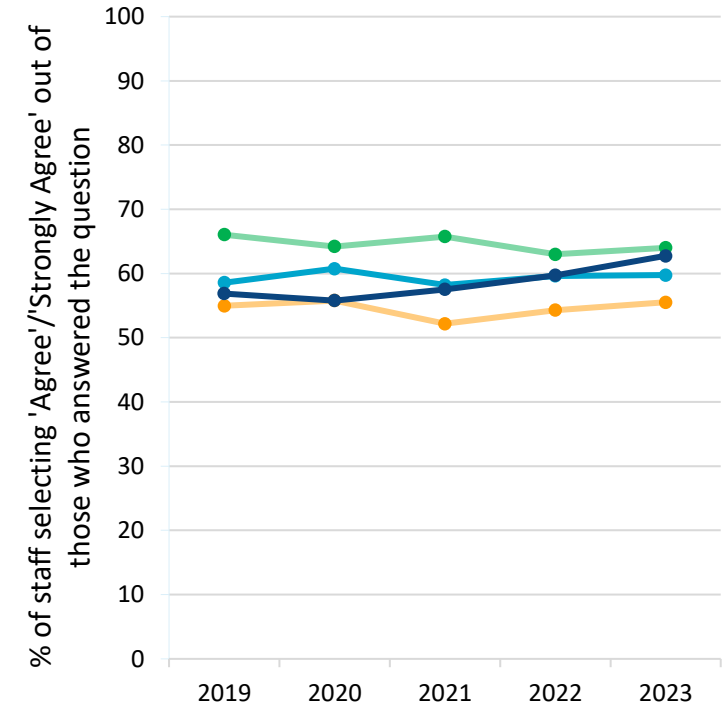
	2019	2020	2021	2022	2023
Your org	78.02%	79.48%	77.70%	79.62%	80.41%
Best result	83.38%	82.43%	81.27%	80.44%	80.41%
Average result	78.80%	79.50%	76.42%	77.54%	77.35%
Worst result	73.39%	73.11%	69.39%	70.44%	72.63%
Responses	1228	1260	1395	1454	1561

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



	2019	2020	2021	2022	2023
Your org	53.68%	52.21%	54.33%	57.70%	58.17%
Best result	60.70%	59.93%	57.29%	58.01%	59.24%
Average result	54.48%	54.94%	53.91%	55.19%	55.86%
Worst result	50.40%	51.57%	47.81%	49.89%	51.42%
Responses	1225	1257	1403	1452	1556

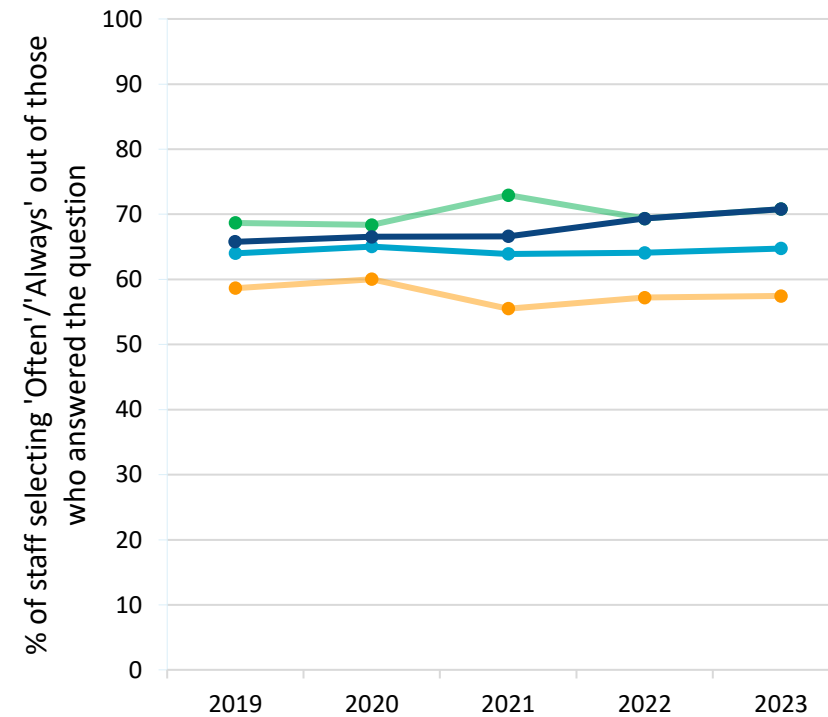
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	56.85%	55.80%	57.52%	59.71%	62.74%
Best result	66.05%	64.21%	65.76%	62.97%	64.00%
Average result	58.59%	60.74%	58.19%	59.61%	59.74%
Worst result	54.96%	55.80%	52.16%	54.29%	55.50%
Responses	1225	1258	1396	1452	1554



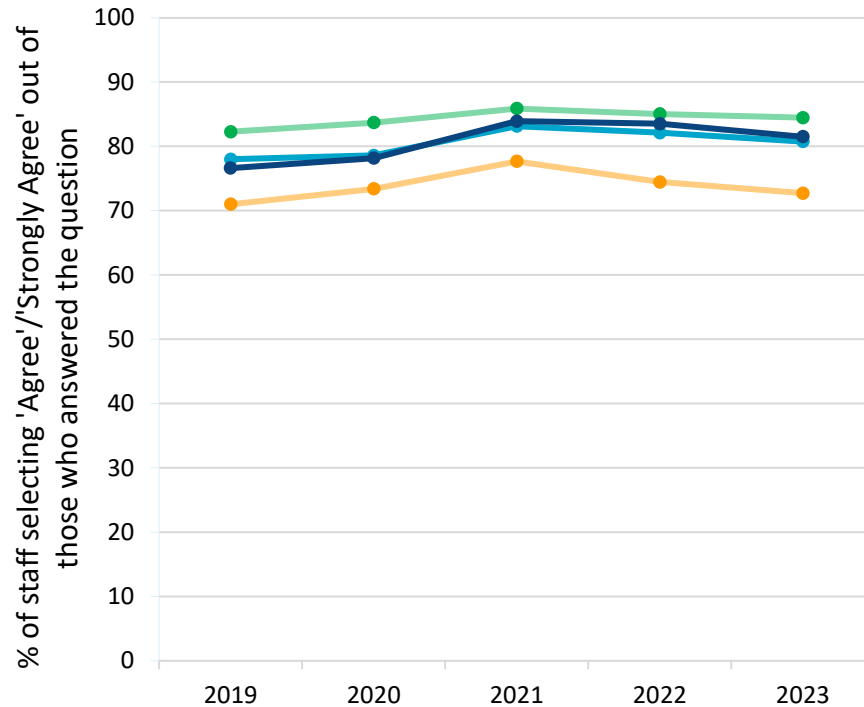
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	65.78%	66.54%	66.62%	69.36%	70.79%
Best result	68.70%	68.37%	72.93%	69.36%	70.79%
Average result	64.01%	65.06%	63.92%	64.09%	64.76%
Worst result	58.65%	60.03%	55.51%	57.21%	57.46%
Responses	1223	1260	1397	1448	1556



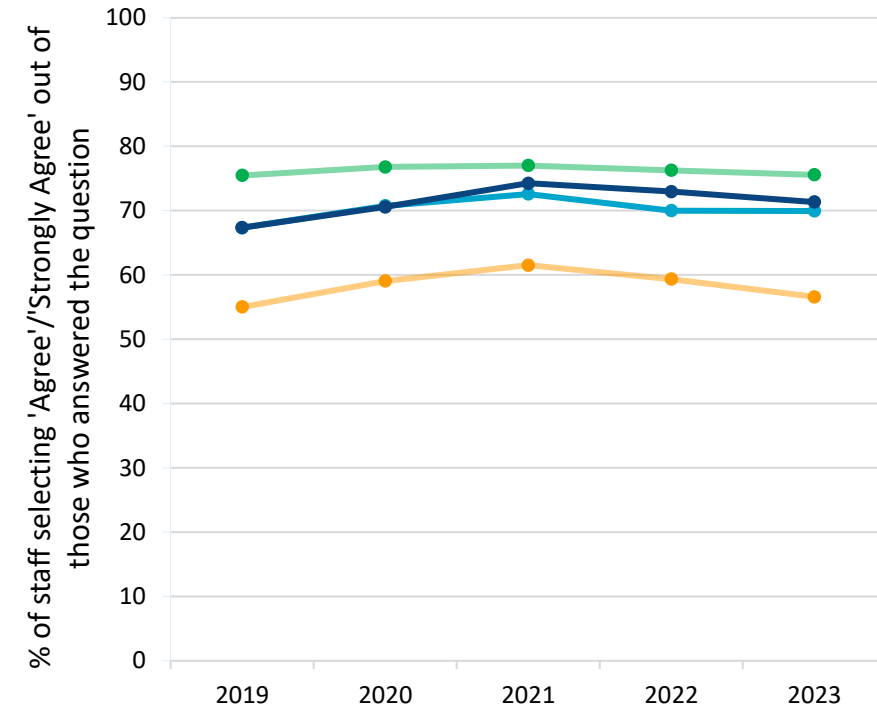
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	76.61%	78.16%	83.91%	83.51%	81.49%
Best result	82.27%	83.69%	85.89%	85.02%	84.47%
Average result	78.00%	78.58%	83.14%	82.11%	80.76%
Worst result	71.01%	73.38%	77.66%	74.45%	72.71%

Responses 1215 1260 1401 1451 1559

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

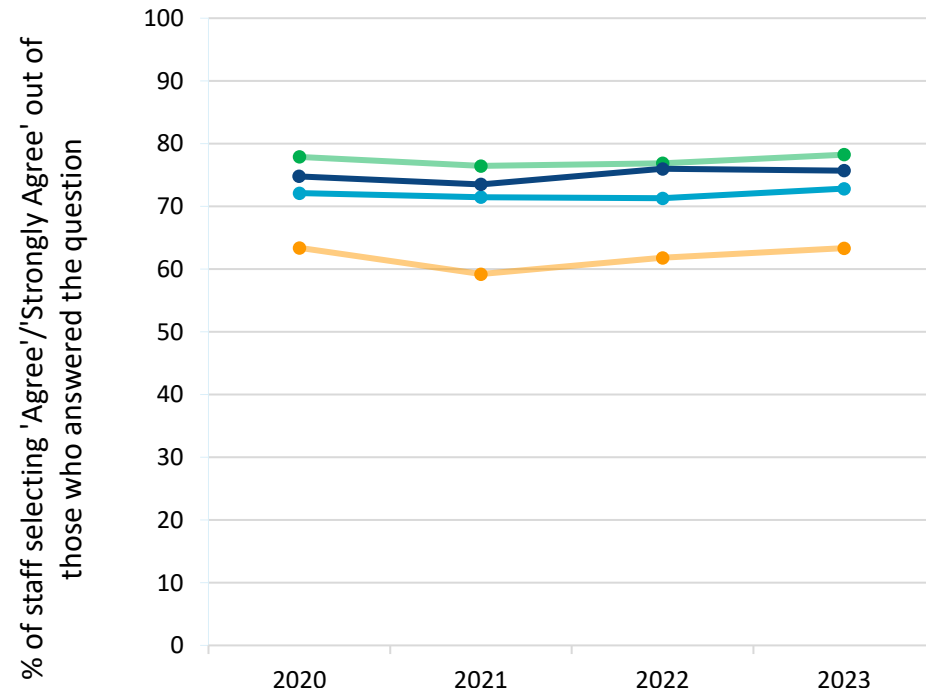


	2019	2020	2021	2022	2023
Your org	67.34%	70.57%	74.25%	72.97%	71.35%
Best result	75.48%	76.79%	77.03%	76.28%	75.57%
Average result	67.34%	70.75%	72.59%	70.01%	69.95%
Worst result	55.01%	59.05%	61.50%	59.35%	56.59%

Responses 1215 1260 1396 1450 1553

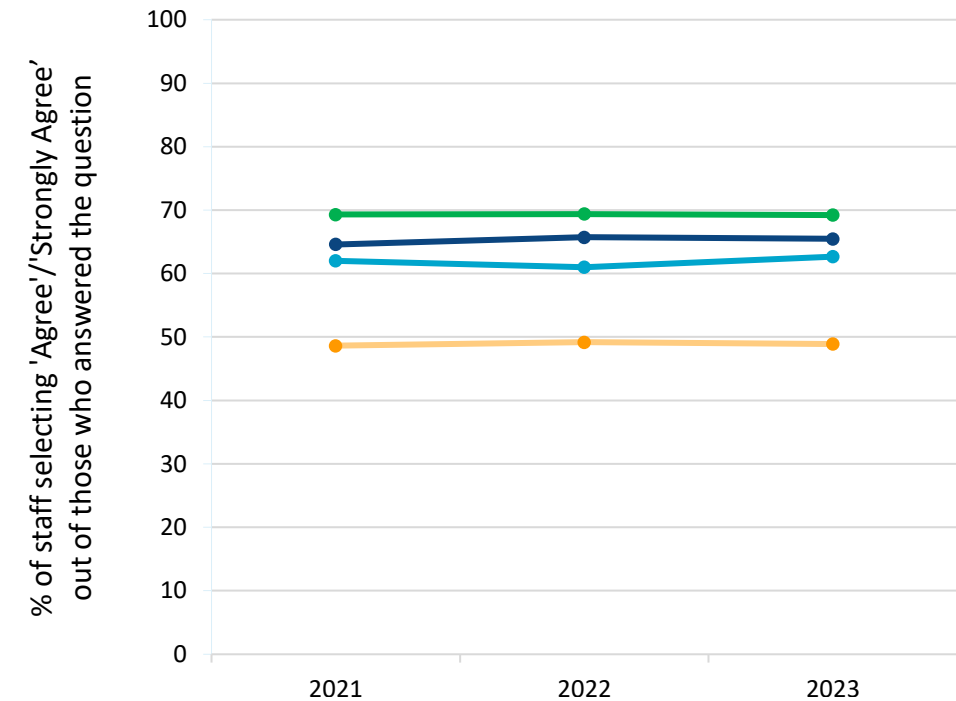


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	74.81%	73.54%	76.00%	75.71%
Best result	77.91%	76.46%	76.88%	78.27%
Average result	72.13%	71.48%	71.30%	72.83%
Worst result	63.39%	59.21%	61.81%	63.35%
Responses	1260	1394	1453	1553

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



	2021	2022	2023
Your org	64.56%	65.73%	65.47%
Best result	69.32%	69.39%	69.24%
Average result	62.01%	61.01%	62.66%
Worst result	48.63%	49.19%	48.90%
Responses	1398	1452	1559

## People Promise element – We are safe and healthy



### Questions included:

Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

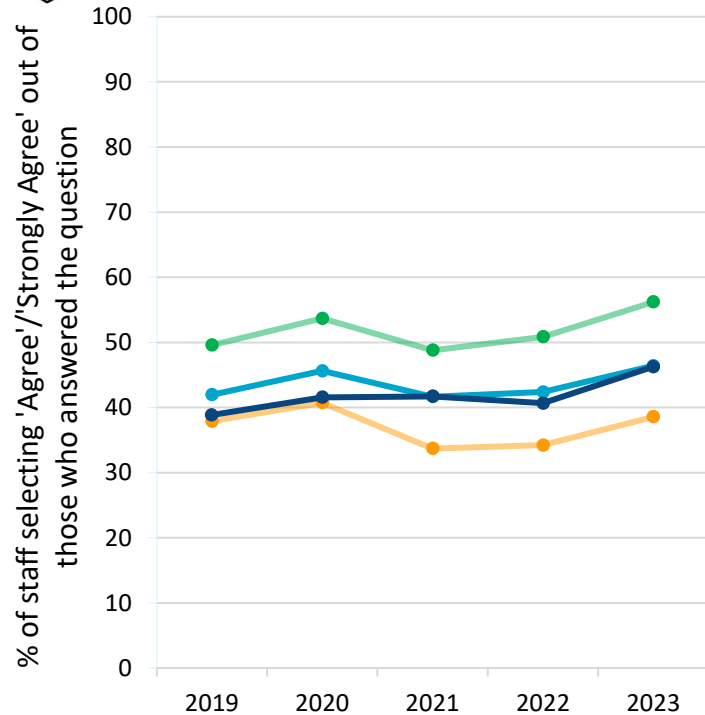
Other questions:\* Q17a, Q17b, Q22

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

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

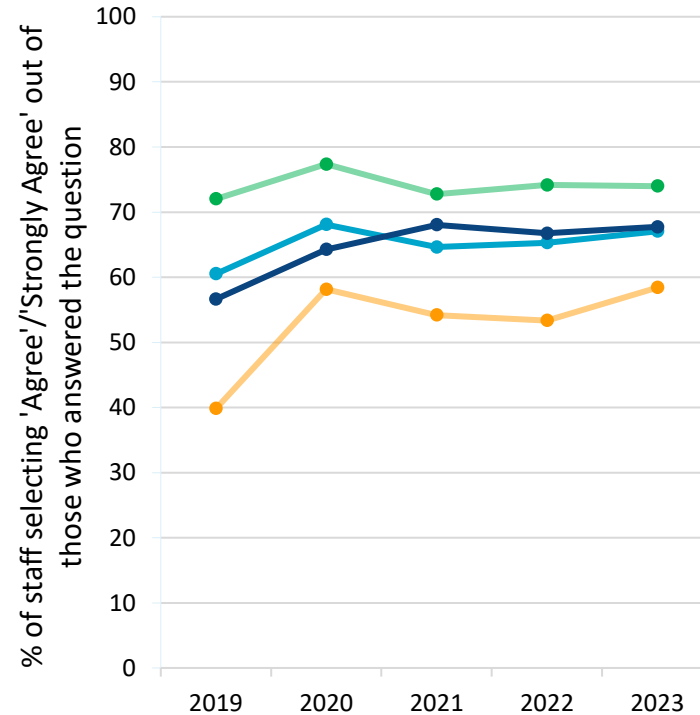


Q3g I am able to meet all the conflicting demands on my time at work.



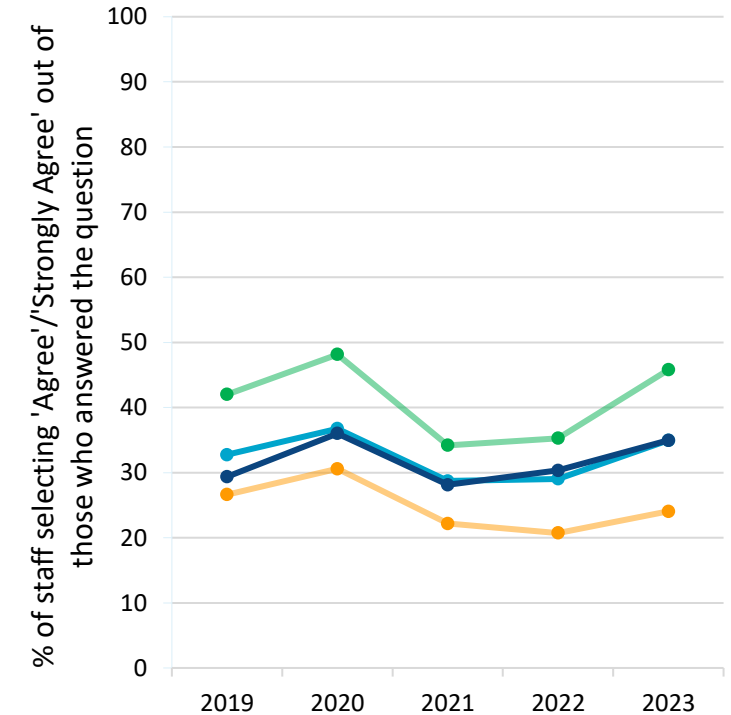
	2019	2020	2021	2022	2023
Your org	38.84%	41.56%	41.72%	40.67%	46.27%
Best result	49.57%	53.69%	48.79%	50.85%	56.20%
Average result	41.95%	45.61%	41.66%	42.37%	46.39%
Worst result	37.89%	40.73%	33.71%	34.22%	38.57%
Responses	1225	1256	1401	1449	1556

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



	2019	2020	2021	2022	2023
Your org	56.62%	64.28%	68.05%	66.74%	67.74%
Best result	72.03%	77.35%	72.75%	74.15%	73.99%
Average result	60.53%	68.10%	64.64%	65.29%	67.06%
Worst result	39.85%	58.16%	54.19%	53.37%	58.41%
Responses	1226	1255	1385	1451	1552

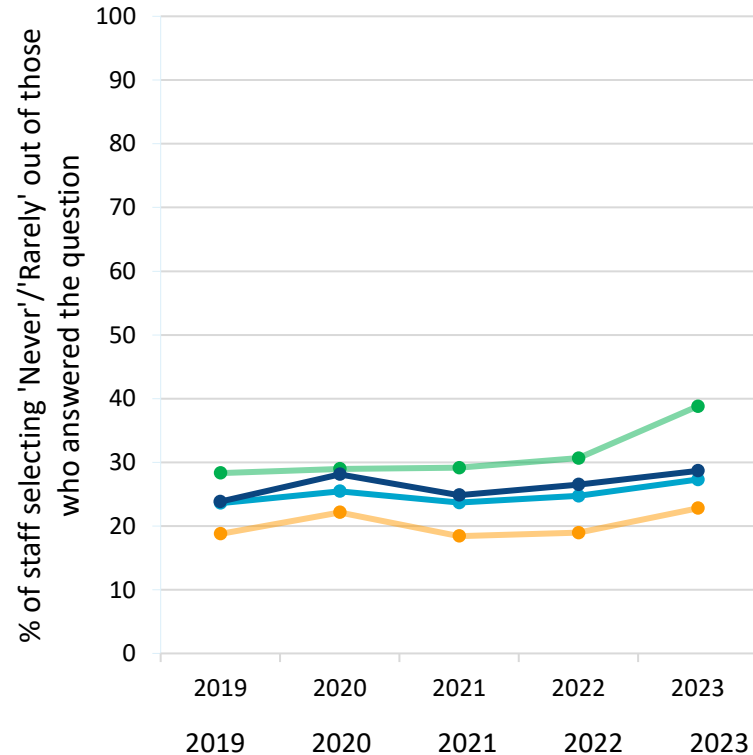
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	29.36%	36.01%	28.13%	30.33%	34.96%
Best result	42.02%	48.15%	34.19%	35.28%	45.80%
Average result	32.74%	36.75%	28.72%	29.04%	34.95%
Worst result	26.63%	30.58%	22.18%	20.73%	24.05%
Responses	1222	1262	1404	1453	1560

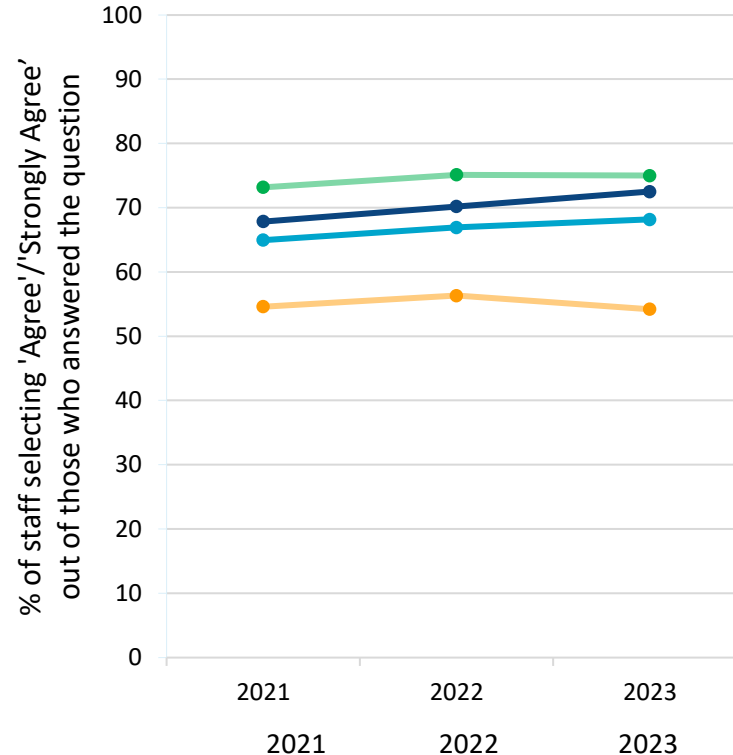


Q5a I have unrealistic time pressures.



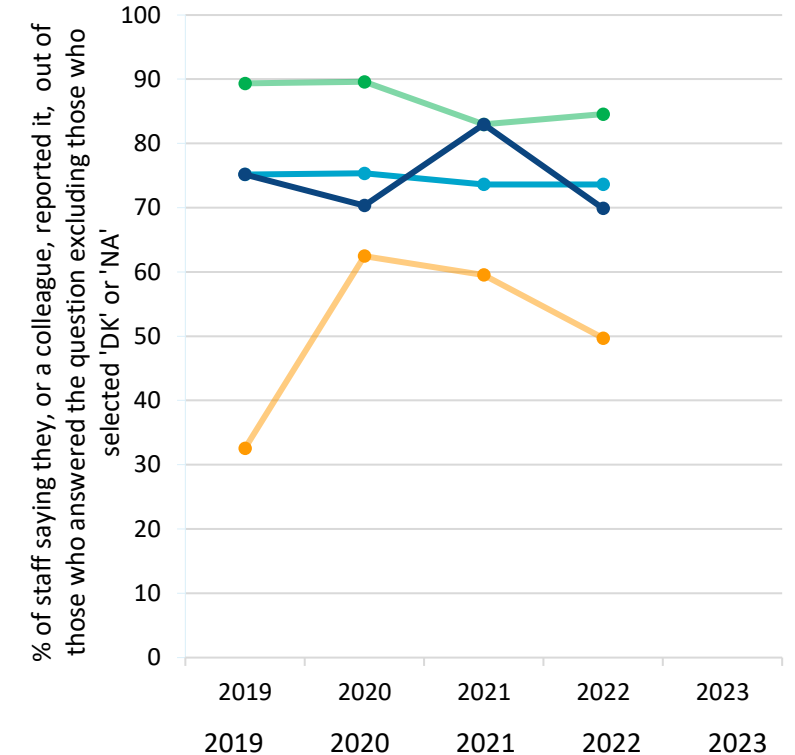
Your org	2019	2020	2021	2022	2023
Best result	28.32%	28.99%	29.16%	30.68%	38.80%
Average result	23.62%	25.48%	23.68%	24.73%	27.31%
Worst result	18.78%	22.16%	18.44%	18.96%	22.81%
Responses	1225	1262	1397	1451	1565

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



Your org	2021	2022	2023
Best result	73.17%	75.09%	74.99%
Average result	64.95%	66.92%	68.16%
Worst result	54.61%	56.32%	54.20%
Responses	1391	1444	1552

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



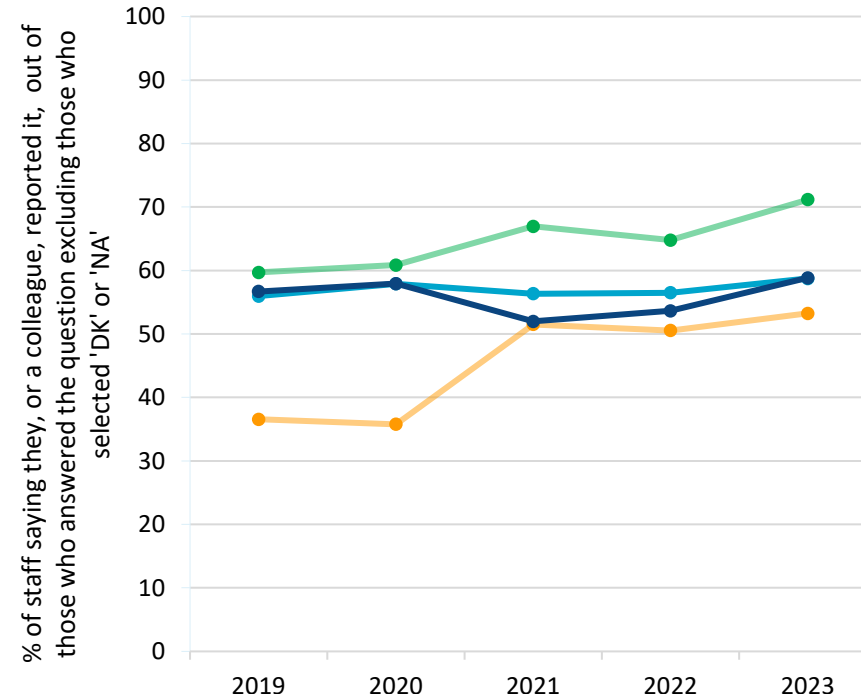
Your org	2019	2020	2021	2022
Best result	89.32%	89.58%	82.96%	84.56%
Average result	75.16%	75.34%	73.63%	73.62%
Worst result	32.56%	62.47%	59.54%	49.68%
Responses	89	94	113	141

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.





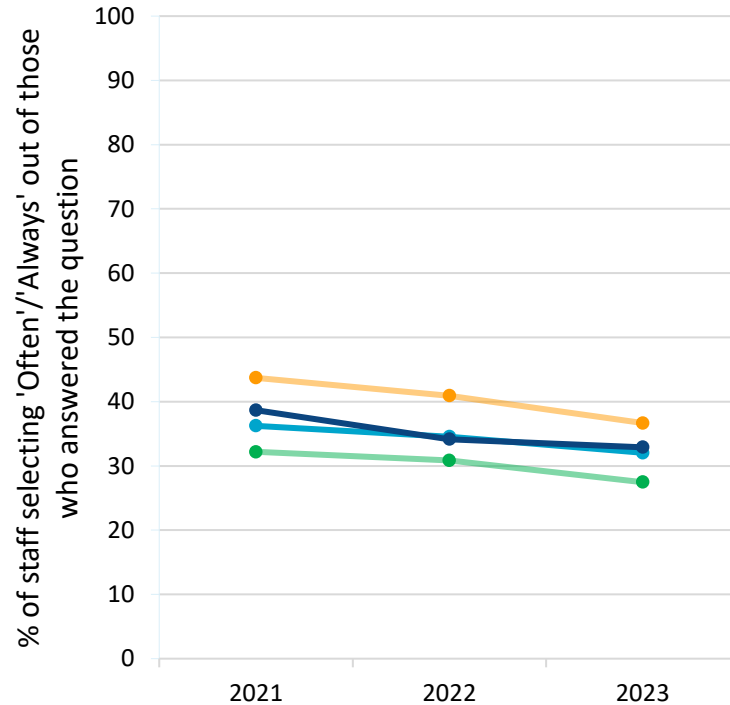
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	56.66%	57.92%	51.99%	53.64%	58.84%
Best result	59.68%	60.85%	66.94%	64.79%	71.15%
Average result	55.96%	57.91%	56.35%	56.49%	58.74%
Worst result	36.54%	35.78%	51.50%	50.54%	53.23%
Responses	396	388	426	410	407

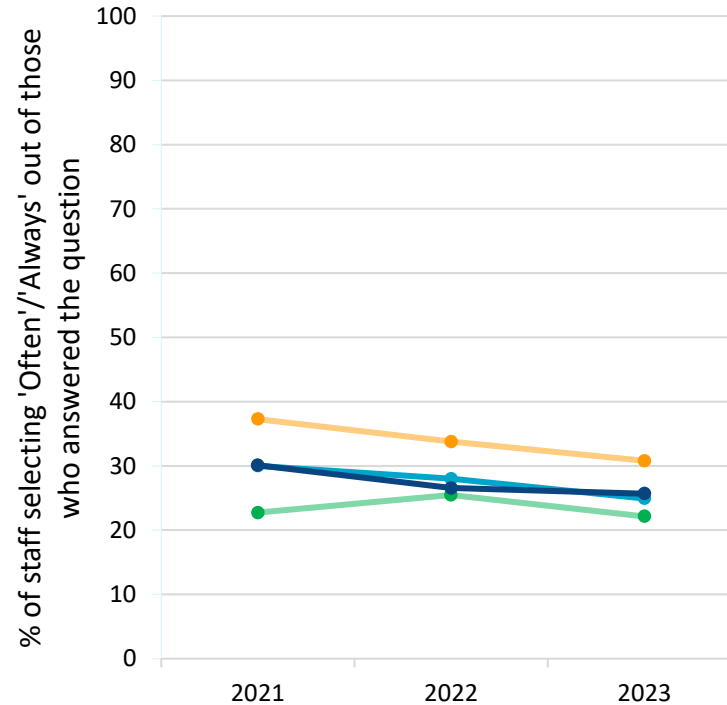


Q12a How often, if at all, do you find your work emotionally exhausting?



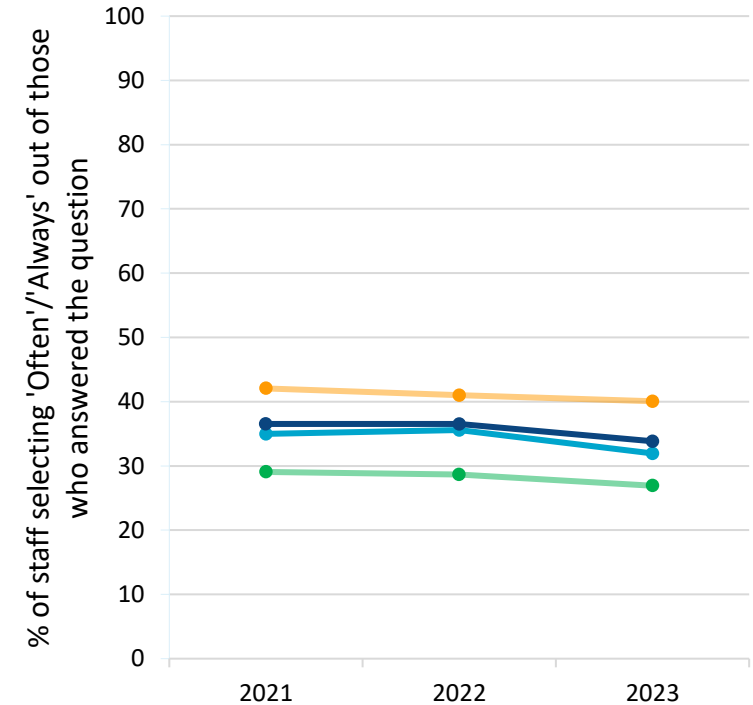
	2021	2022	2023
Your org	38.65%	34.16%	32.91%
Best result	32.19%	30.86%	27.48%
Average result	36.23%	34.55%	32.04%
Worst result	43.71%	40.92%	36.68%
Responses	1406	1454	1565

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



	2021	2022	2023
Your org	30.13%	26.55%	25.69%
Best result	22.72%	25.47%	22.16%
Average result	30.03%	28.00%	24.94%
Worst result	37.28%	33.77%	30.79%
Responses	1403	1453	1564

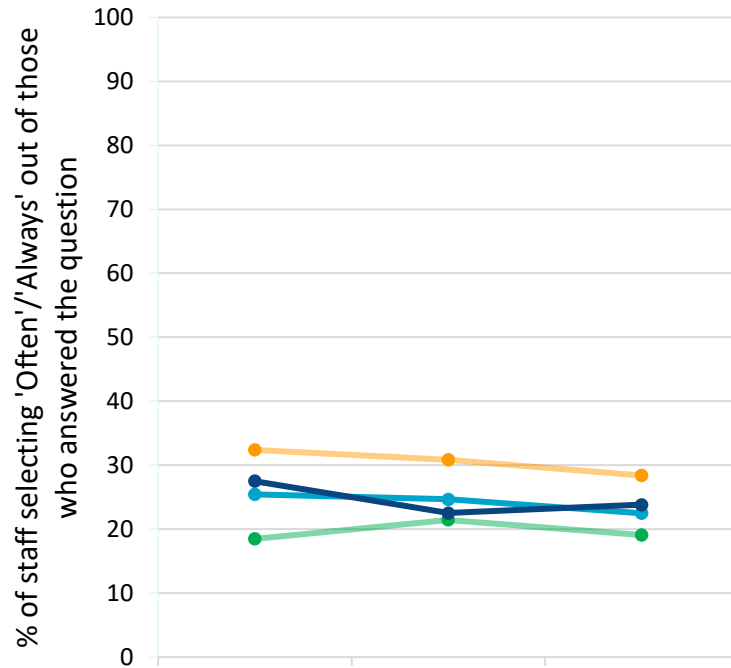
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	36.51%	36.51%	33.82%
Best result	29.08%	28.67%	26.94%
Average result	34.97%	35.56%	31.94%
Worst result	42.06%	41.01%	40.04%
Responses	1402	1454	1563

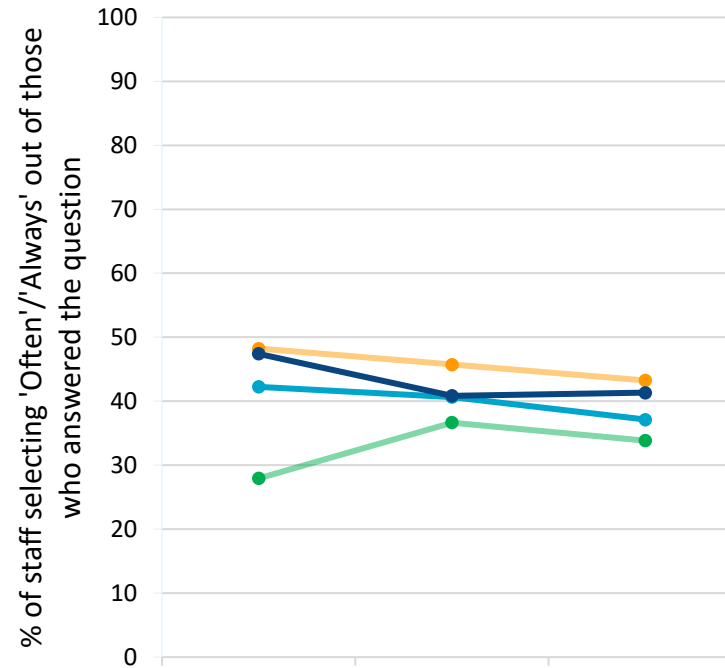


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



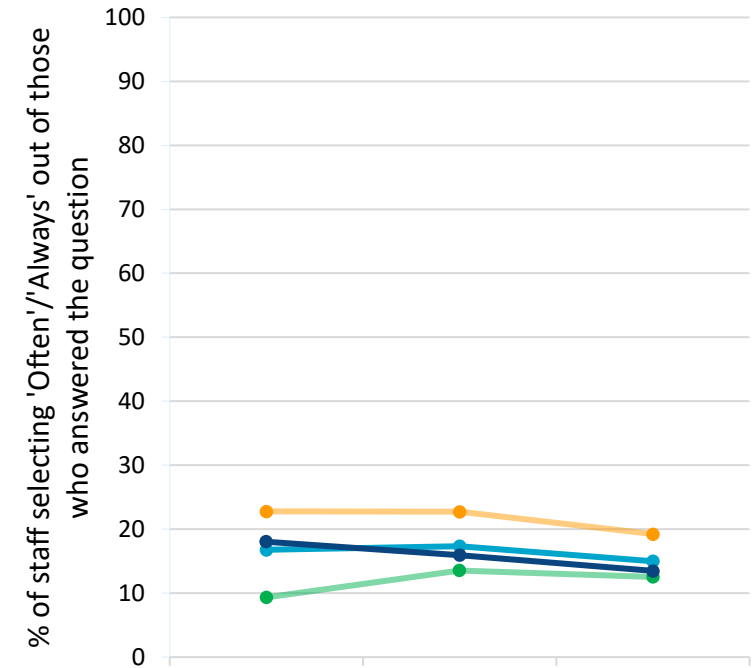
	2021	2022	2023
2021			
2022			
2023			
Your org	27.49%	22.52%	23.84%
Best result	18.50%	21.44%	19.10%
Average result	25.46%	24.67%	22.52%
Worst result	32.41%	30.85%	28.40%
Responses	1400	1452	1560

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



	2021	2022	2023
2021			
2022			
2023			
Your org	47.41%	40.86%	41.33%
Best result	27.96%	36.63%	33.87%
Average result	42.25%	40.66%	37.14%
Worst result	48.23%	45.73%	43.25%
Responses	1400	1453	1558

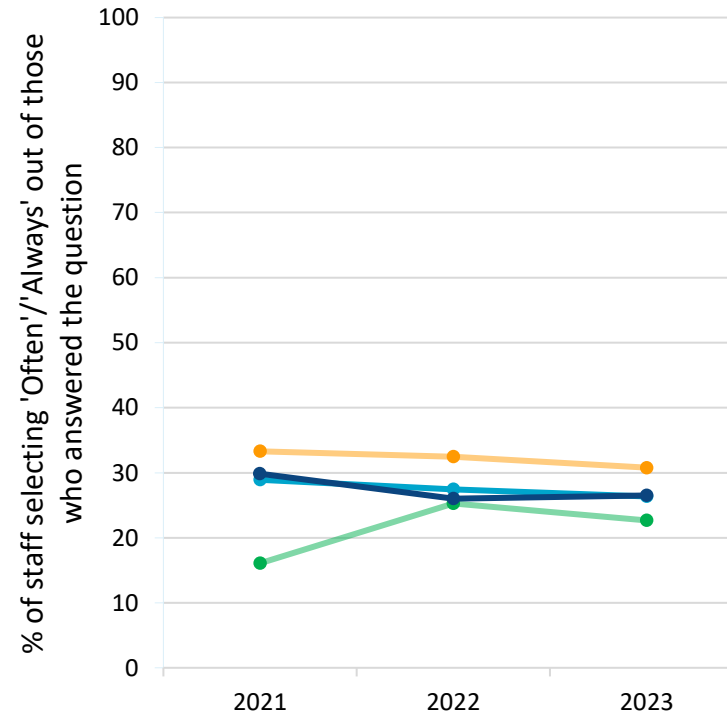
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	18.03%	15.94%	13.48%
Best result	9.36%	13.52%	12.55%
Average result	16.77%	17.35%	15.00%
Worst result	22.79%	22.74%	19.23%
Responses	1399	1450	1554



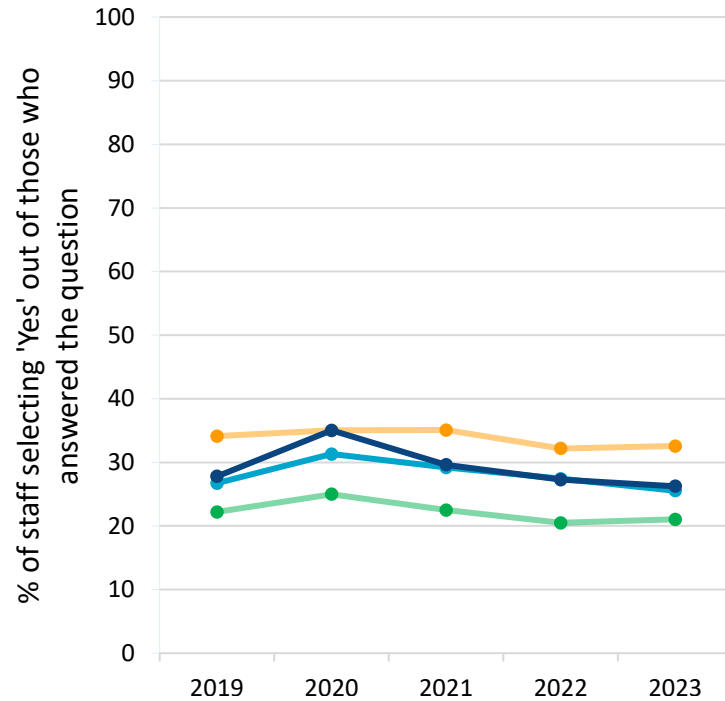
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	29.84%	26.04%	26.52%
Best result	16.10%	25.28%	22.69%
Average result	28.93%	27.46%	26.39%
Worst result	33.32%	32.49%	30.78%
Responses	1400	1451	1561

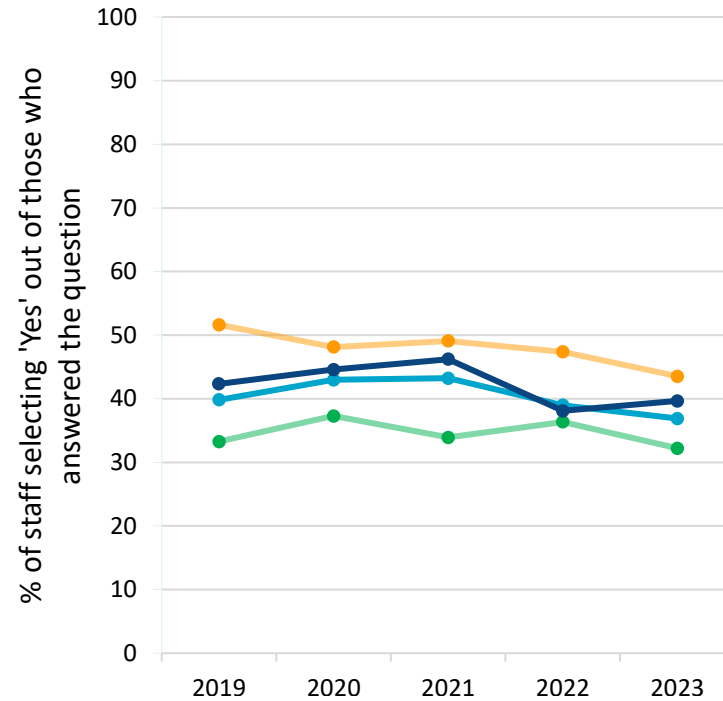


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



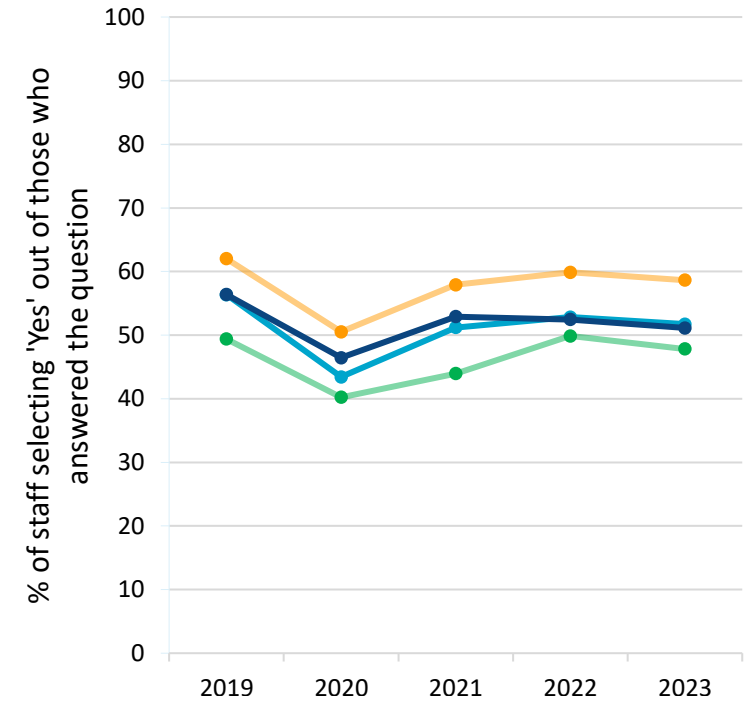
	2019	2020	2021	2022	2023
Your org	27.81%	35.02%	29.62%	27.29%	26.24%
Best result	22.18%	24.98%	22.50%	20.48%	21.04%
Average result	26.71%	31.31%	29.19%	27.43%	25.53%
Worst result	34.12%	35.02%	35.08%	32.17%	32.56%
Responses	1216	1260	1395	1451	1563

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



	2019	2020	2021	2022	2023
Your org	42.33%	44.59%	46.22%	38.09%	39.64%
Best result	33.26%	37.29%	33.91%	36.35%	32.21%
Average result	39.84%	42.96%	43.23%	38.98%	36.88%
Worst result	51.64%	48.13%	49.09%	47.37%	43.51%
Responses	1216	1258	1403	1450	1557

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



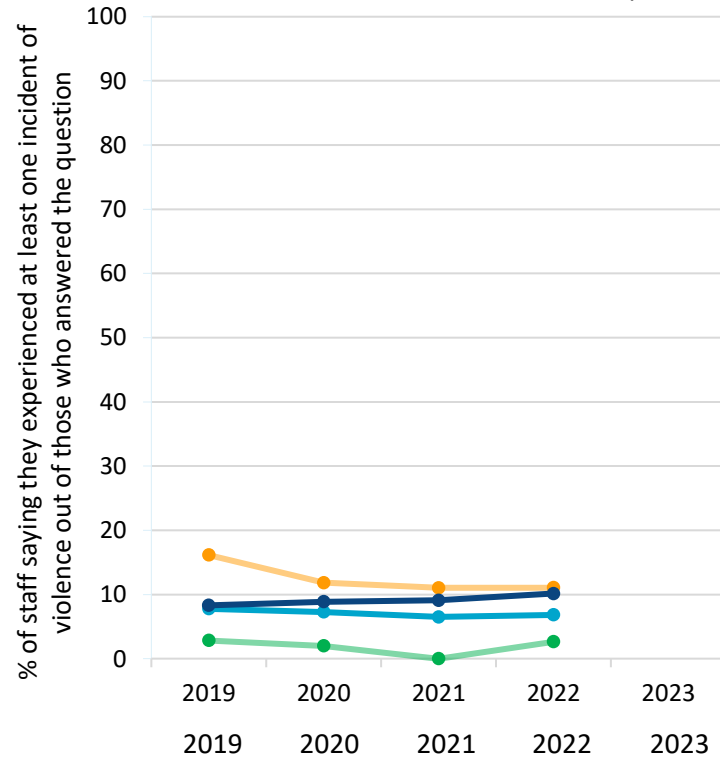
	2019	2020	2021	2022	2023
Your org	56.36%	46.45%	52.92%	52.45%	51.12%
Best result	49.37%	40.23%	43.95%	49.86%	47.83%
Average result	56.36%	43.43%	51.20%	52.83%	51.72%
Worst result	62.00%	50.52%	57.91%	59.87%	58.65%
Responses	1218	1261	1402	1449	1559



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

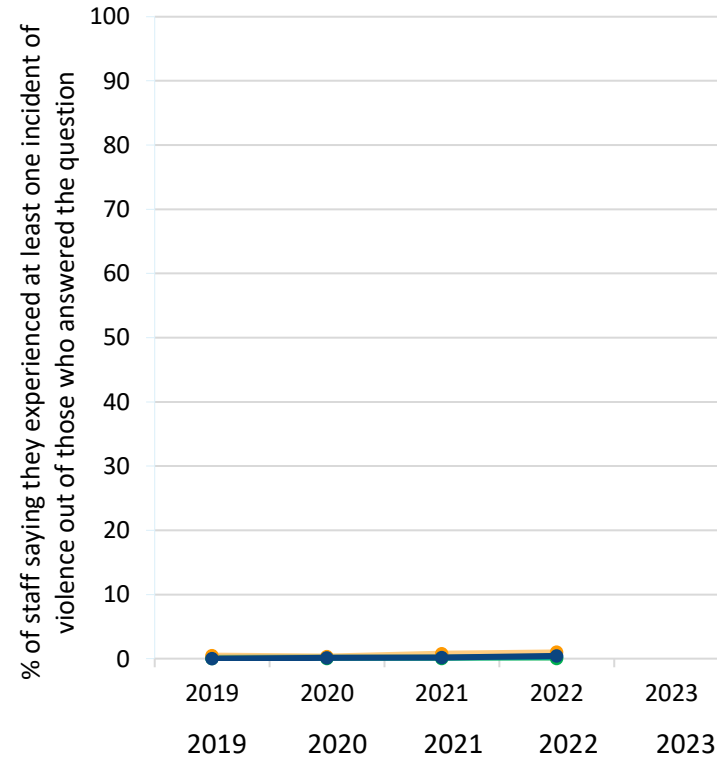


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



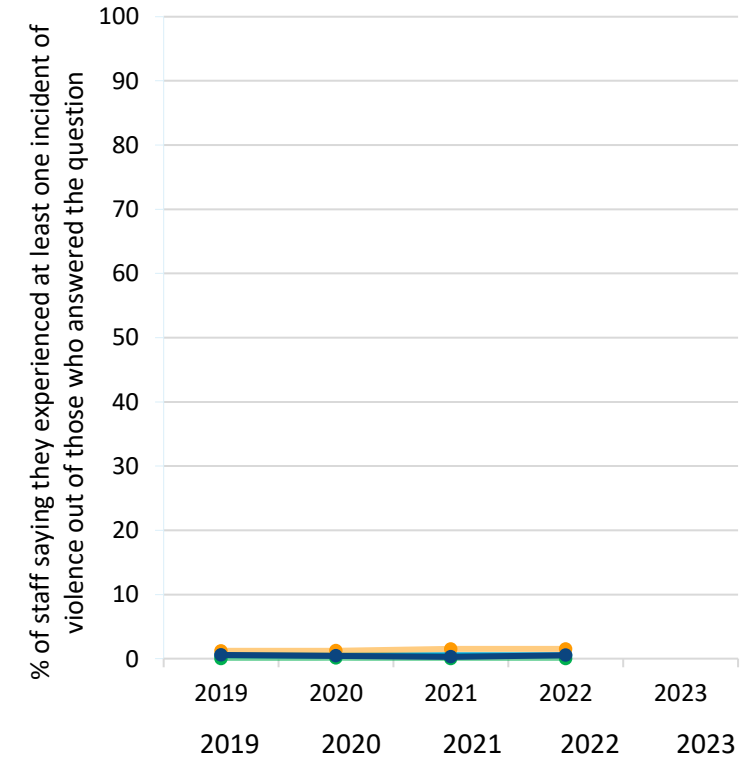
Your org	8.32%	8.88%	9.10%	10.14%	
Best result	2.86%	2.01%	0.00%	2.64%	
Average result	7.79%	7.29%	6.51%	6.84%	
Worst result	16.15%	11.84%	11.05%	11.06%	
Responses	1219	1258	1403	1453	

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



Your org	0.00%	0.14%	0.19%	0.42%	
Best result	0.00%	0.00%	0.00%	0.00%	
Average result	0.15%	0.20%	0.19%	0.27%	
Worst result	0.48%	0.32%	0.78%	1.00%	
Responses	1214	1253	1402	1449	

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



Your org	0.59%	0.44%	0.31%	0.55%	
Best result	0.00%	0.12%	0.00%	0.00%	
Average result	0.52%	0.47%	0.53%	0.53%	
Worst result	1.22%	1.26%	1.52%	1.54%	
Responses	1187	1238	1386	1423	

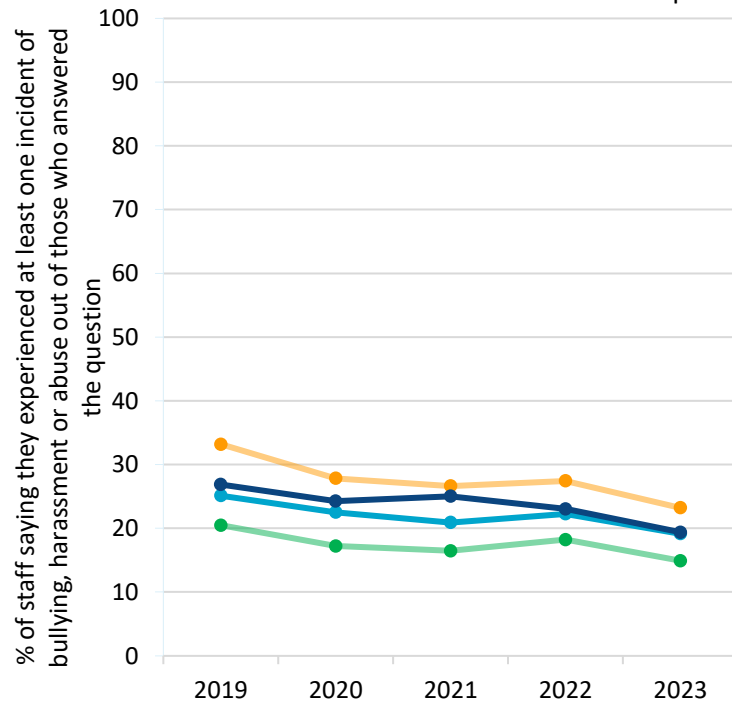
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



## 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.

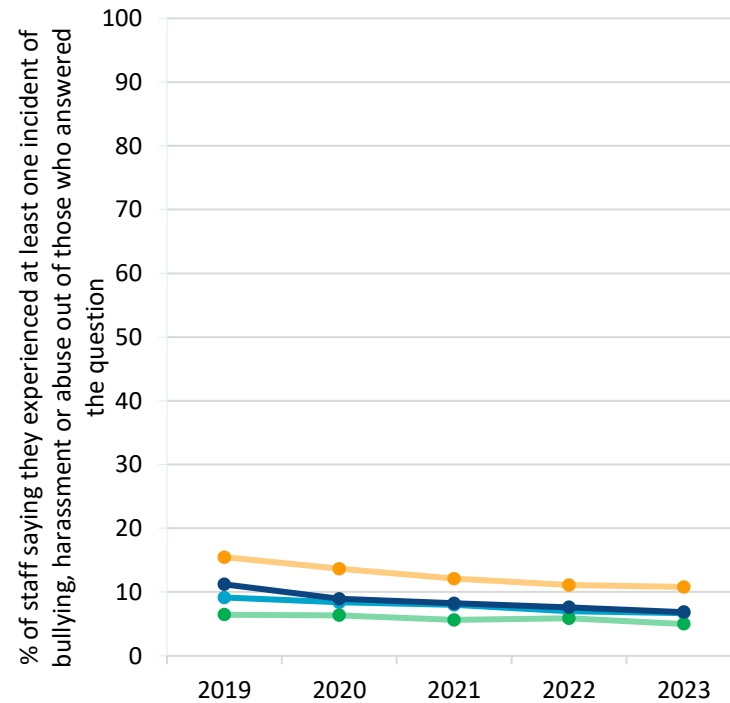


2019 2020 2021 2022 2023

Your org	26.87%	24.27%	25.01%	23.04%	19.37%
Best result	20.47%	17.20%	16.47%	18.22%	14.90%
Average result	25.13%	22.50%	20.90%	22.27%	19.13%
Worst result	33.19%	27.84%	26.62%	27.43%	23.22%

Responses 1218 1257 1401 1451 1561

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

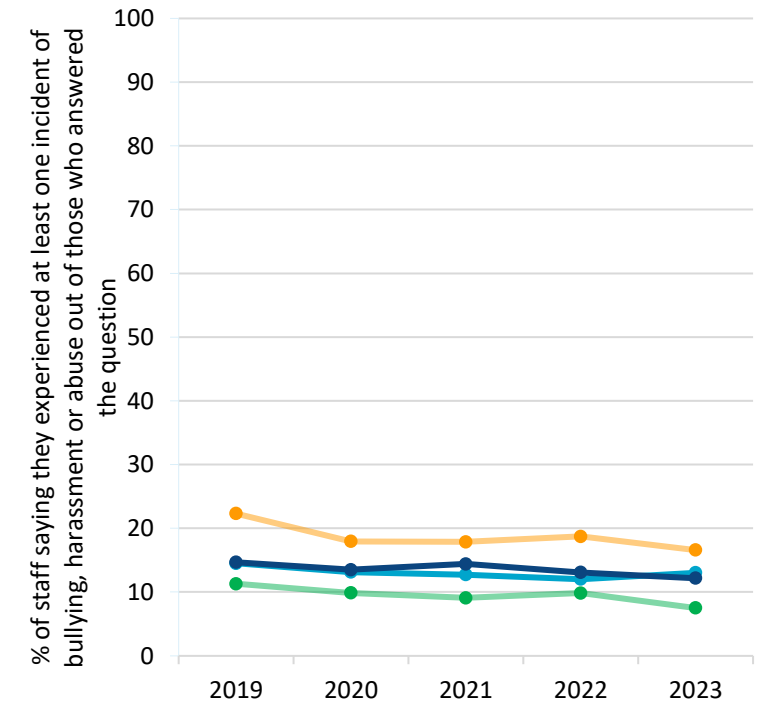


2019 2020 2021 2022 2023

Your org	11.19%	8.93%	8.22%	7.60%	6.84%
Best result	6.43%	6.34%	5.60%	5.86%	4.98%
Average result	9.12%	8.37%	7.97%	7.00%	6.70%
Worst result	15.45%	13.64%	12.09%	11.08%	10.77%

Responses 1212 1252 1398 1447 1555

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



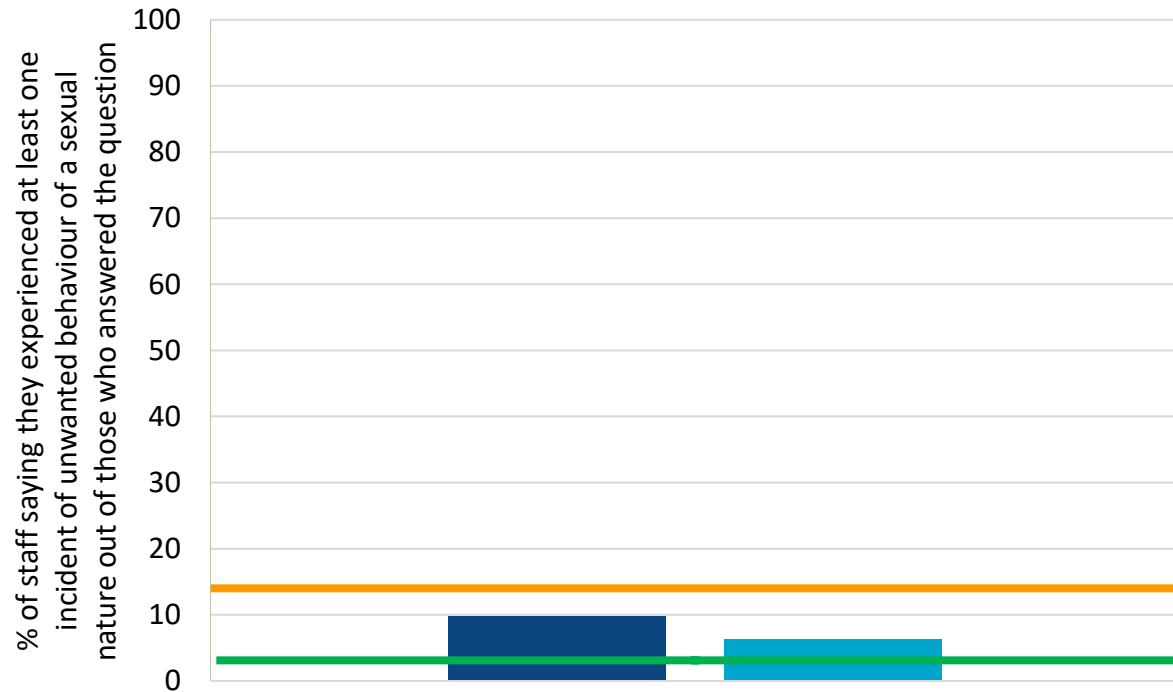
2019 2020 2021 2022 2023

Your org	14.65%	13.49%	14.40%	13.07%	12.17%
Best result	11.29%	9.85%	9.07%	9.84%	7.49%
Average result	14.50%	13.13%	12.72%	12.02%	13.02%
Worst result	22.32%	17.93%	17.87%	18.71%	16.58%

Responses 1185 1241 1382 1435 1546



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



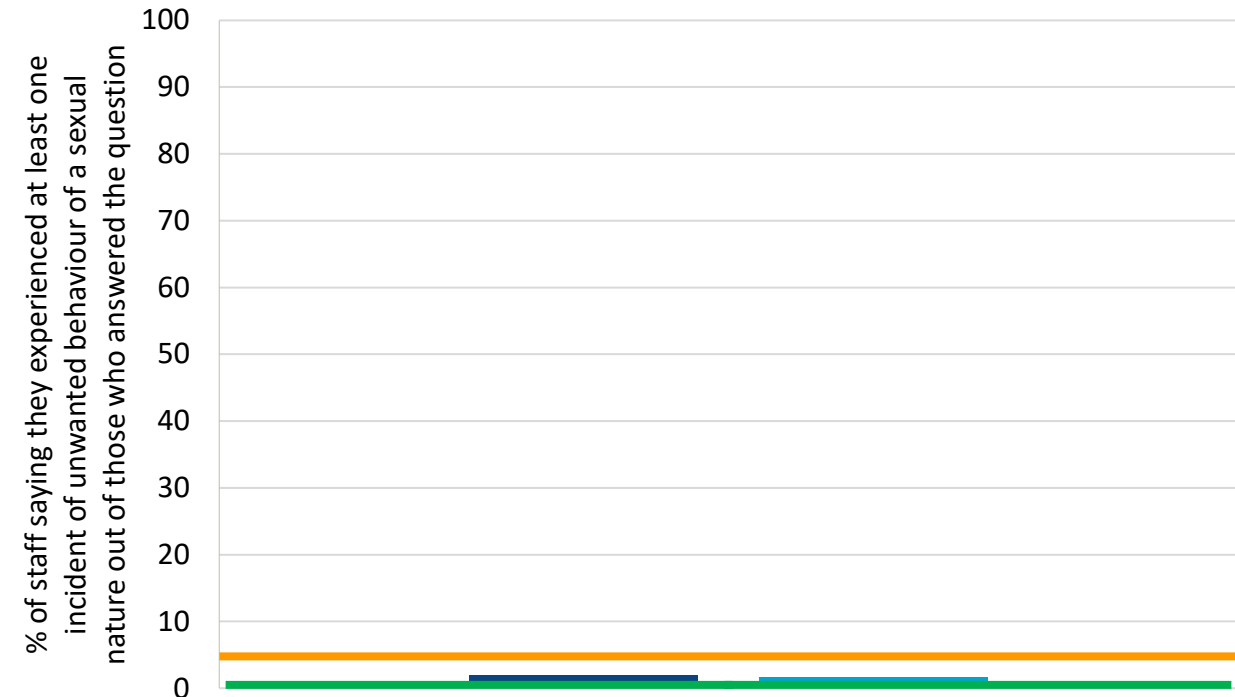
2023

Your org	9.80%
Best result	3.10%
Average result	6.35%
Worst result	14.00%

Responses

1562

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



2023

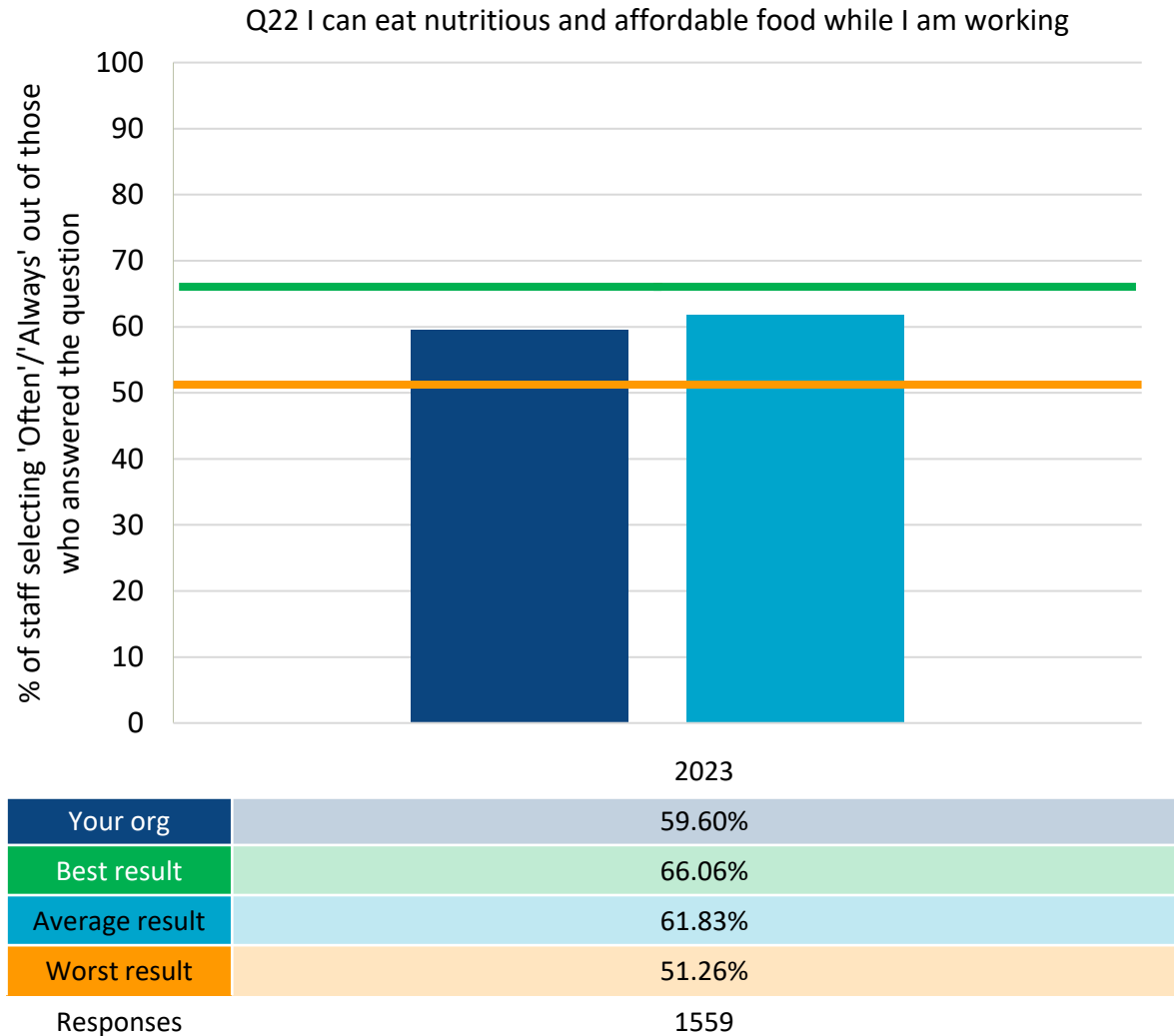
Your org	1.94%
Best result	0.49%
Average result	1.58%
Worst result	4.75%

Responses

1559

\*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

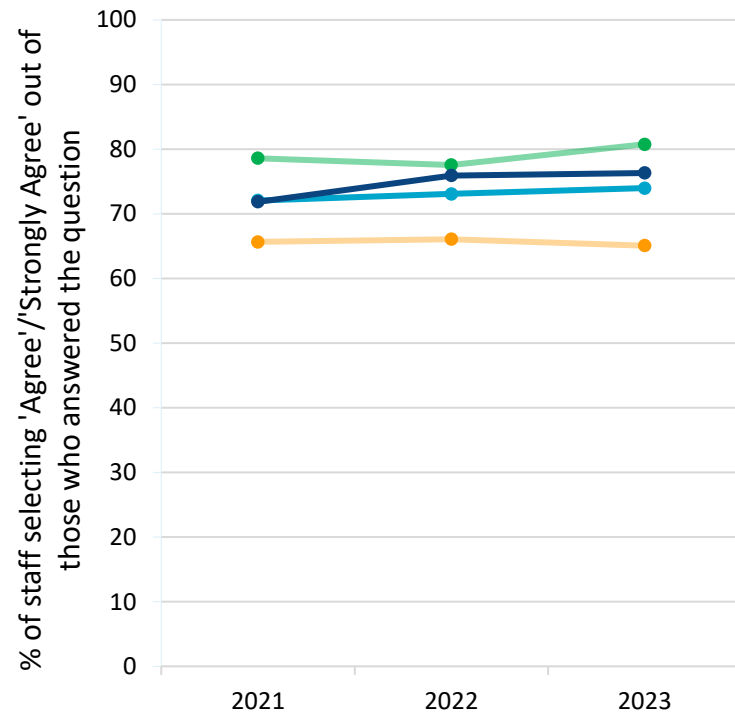
Appraisals – Q23a\*, Q23b, Q23c, Q23d

\*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.

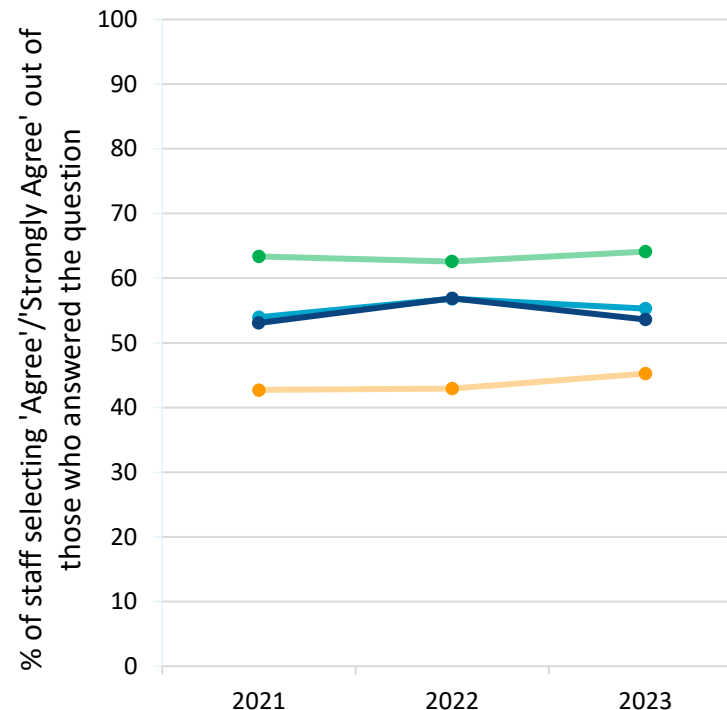


Q24a This organisation offers me challenging work.



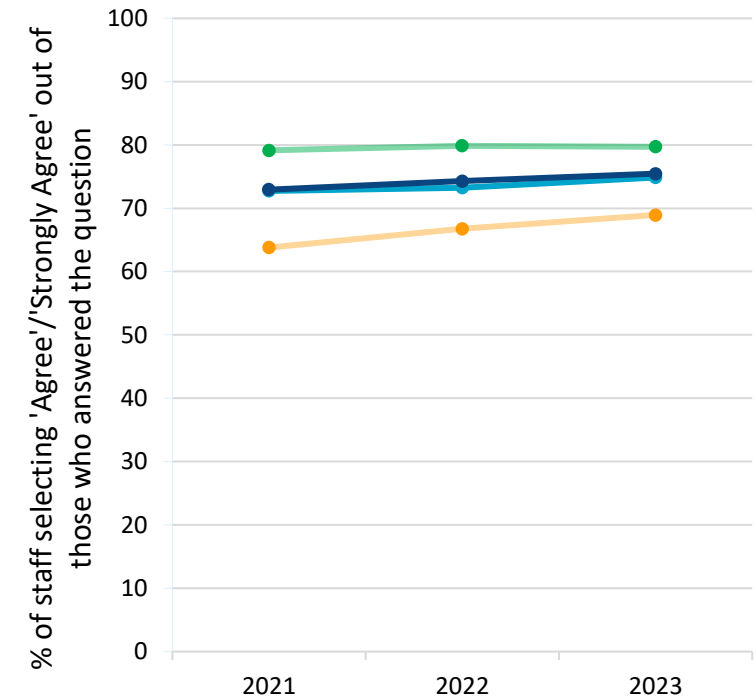
	2021	2022	2023
Your org	71.84%	75.92%	76.31%
Best result	78.59%	77.53%	80.74%
Average result	72.07%	73.08%	73.95%
Worst result	65.65%	66.06%	65.09%
Responses	1400	1454	1563

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



	2021	2022	2023
Your org	53.09%	56.90%	53.62%
Best result	63.38%	62.58%	64.13%
Average result	53.98%	56.82%	55.30%
Worst result	42.71%	42.95%	45.26%
Responses	1401	1453	1562

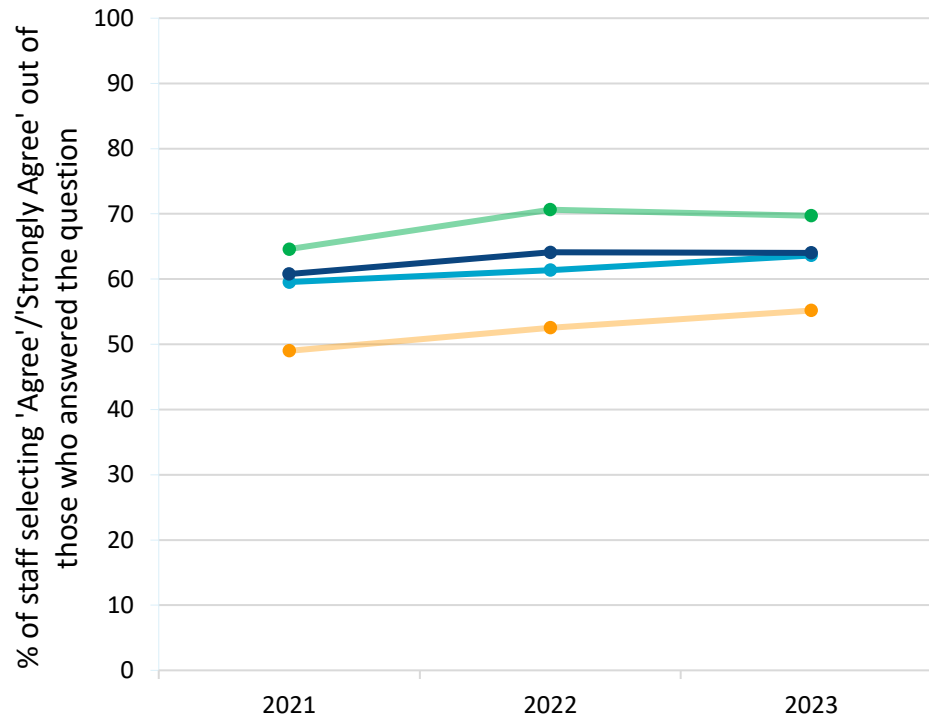
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	72.91%	74.27%	75.45%
Best result	79.14%	79.85%	79.73%
Average result	72.74%	73.25%	74.87%
Worst result	63.81%	66.76%	68.92%
Responses	1400	1451	1557

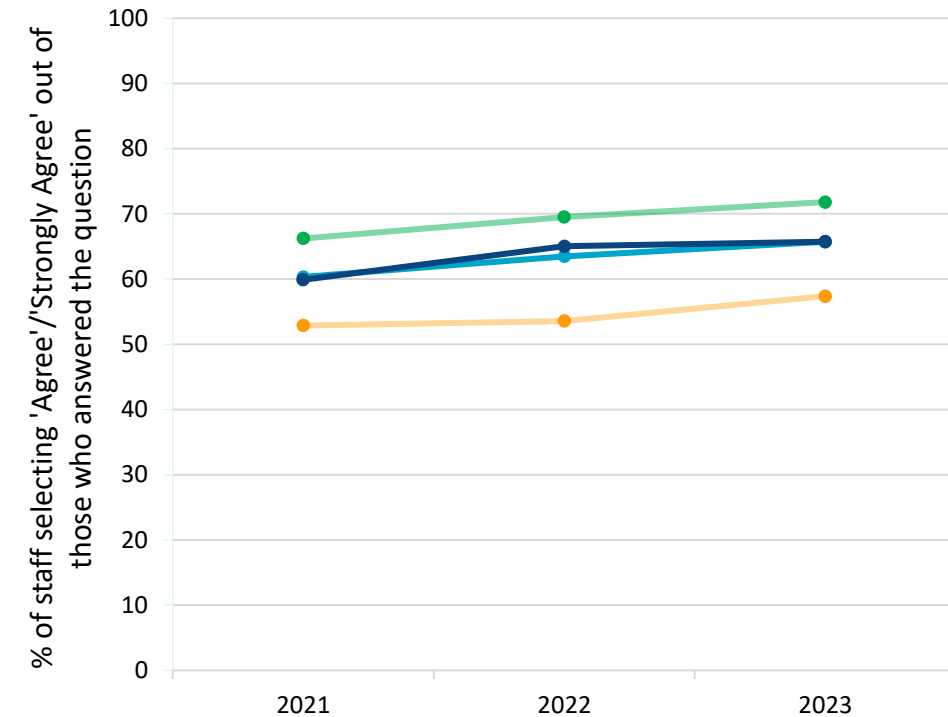


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	60.75%	64.09%	64.02%
Best result	64.58%	70.62%	69.71%
Average result	59.54%	61.36%	63.62%
Worst result	49.00%	52.55%	55.19%
Responses	1402	1451	1559

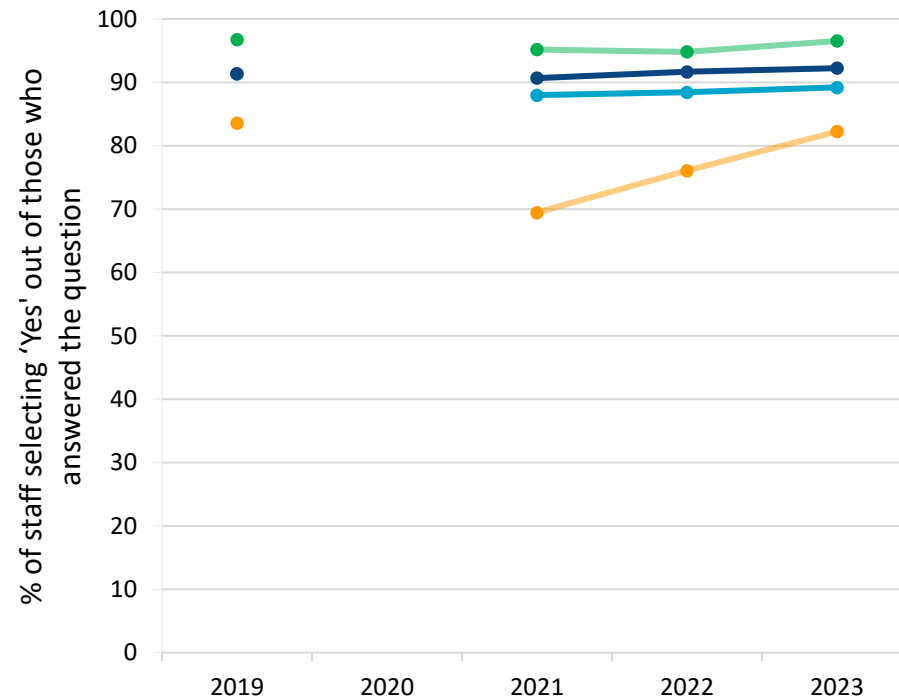
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	59.90%	65.03%	65.73%
Best result	66.22%	69.51%	71.81%
Average result	60.33%	63.49%	65.72%
Worst result	52.88%	53.58%	57.38%
Responses	1401	1452	1562

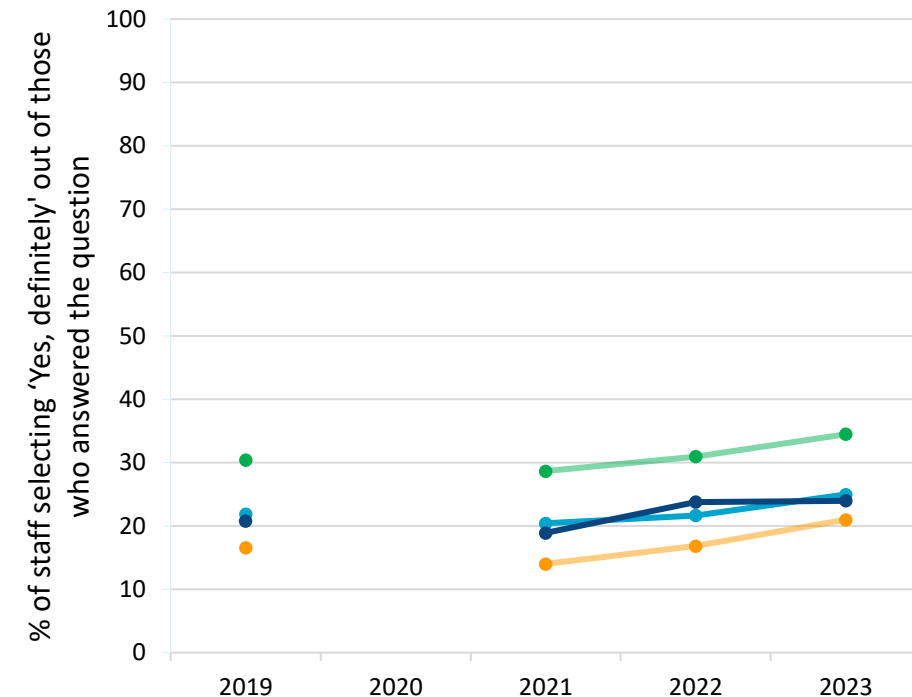


Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	91.33%	-	90.68%	91.67%	92.24%
Best result	96.76%	-	95.17%	94.82%	96.53%
Average result	91.33%	-	87.98%	88.44%	89.19%
Worst result	83.59%	-	69.44%	76.06%	82.25%
Responses	1209	-	1399	1445	1559

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

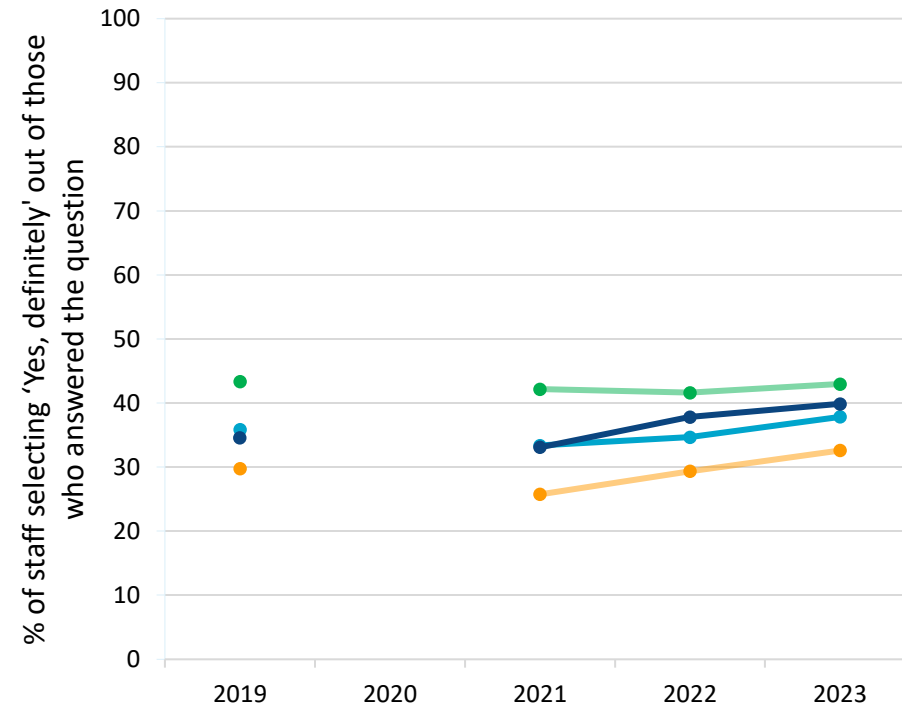


	2019	2020	2021	2022	2023
Your org	20.74%	-	18.91%	23.78%	23.97%
Best result	30.41%	-	28.64%	30.94%	34.48%
Average result	21.87%	-	20.41%	21.66%	24.95%
Worst result	16.56%	-	14.01%	16.83%	20.96%
Responses	1105	-	1271	1325	1438

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

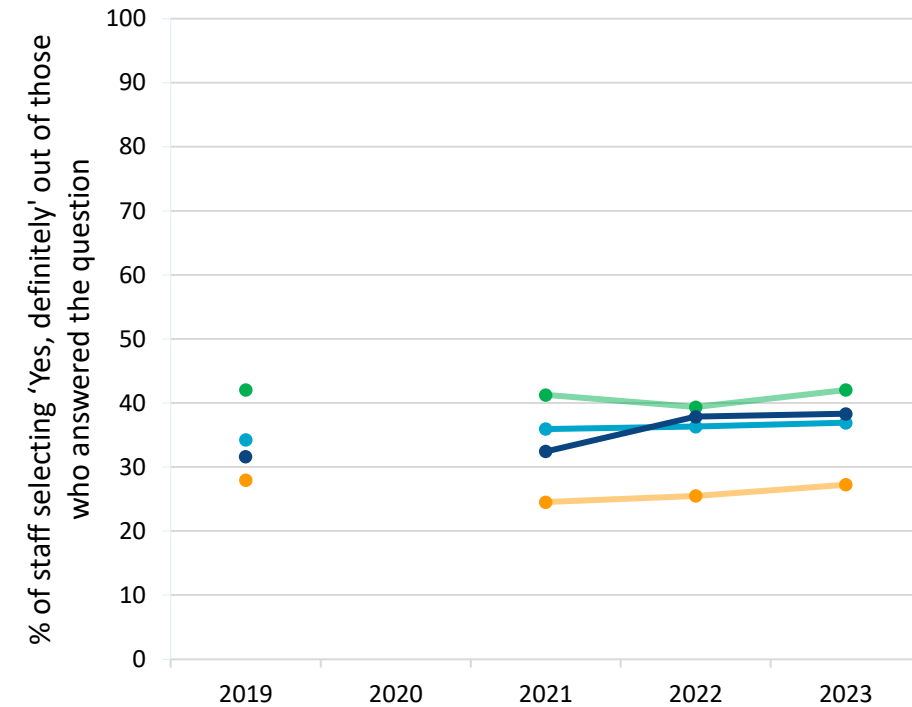


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	34.54%	-	33.09%	37.81%	39.85%
Best result	43.34%	-	42.16%	41.61%	42.95%
Average result	35.86%	-	33.37%	34.66%	37.85%
Worst result	29.78%	-	25.75%	29.34%	32.59%
Responses	1106	-	1270	1324	1434

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



	2019	2020	2021	2022	2023
Your org	31.60%	-	32.44%	37.87%	38.31%
Best result	42.05%	-	41.26%	39.36%	42.03%
Average result	34.27%	-	35.95%	36.30%	36.91%
Worst result	27.94%	-	24.51%	25.49%	27.25%
Responses	1103	-	1271	1322	1433

## People Promise element – We work flexibly



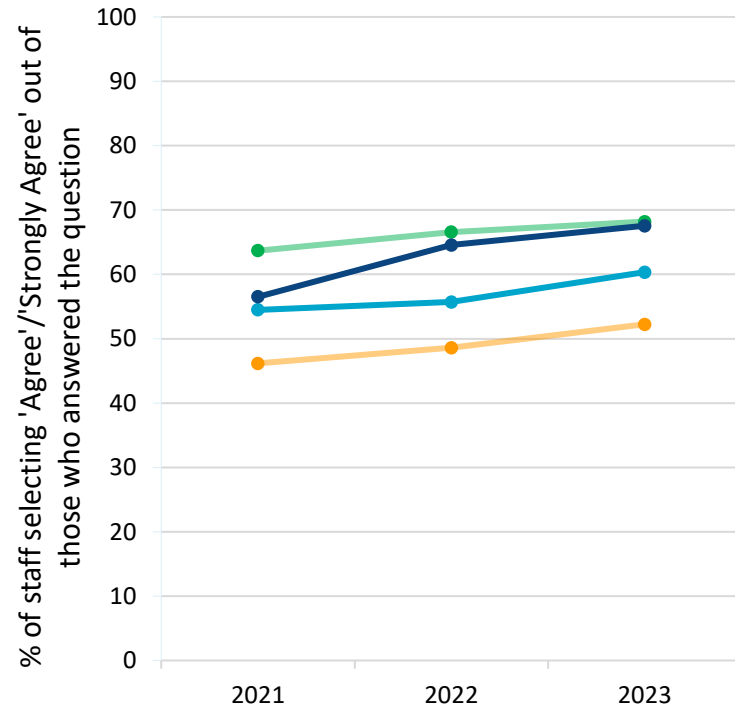
Questions included:

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

Flexible working – Q4d

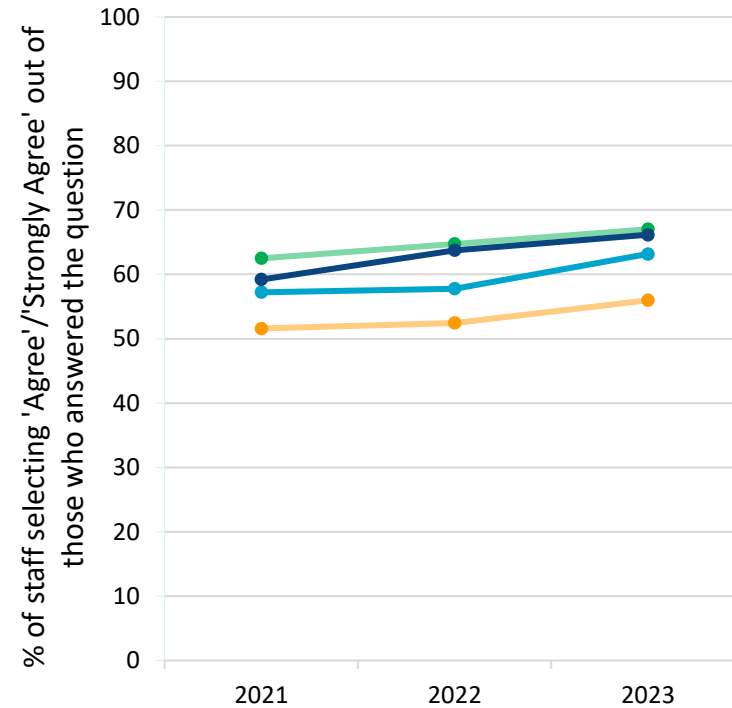


Q6b My organisation is committed to helping me balance my work and home life.



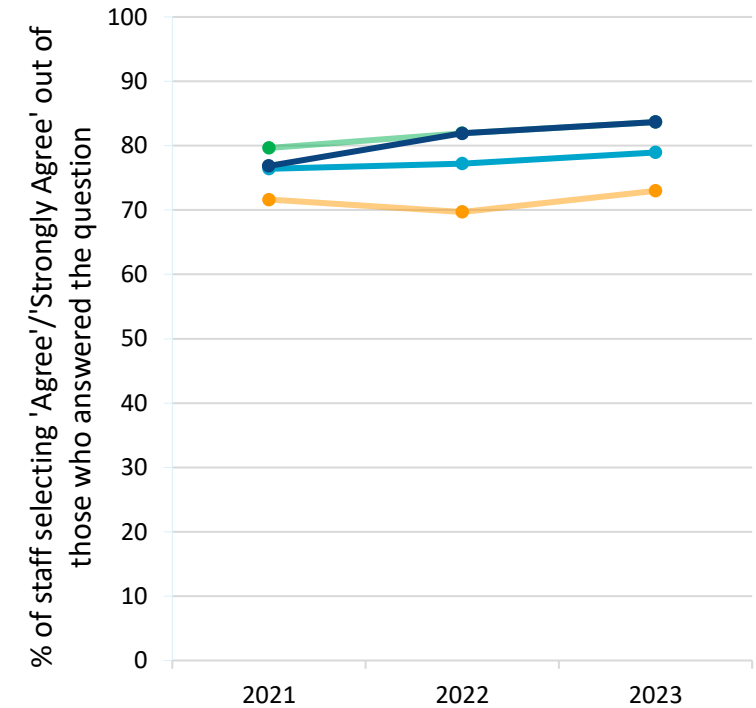
	2021	2022	2023
Your org	56.50%	64.56%	67.54%
Best result	63.69%	66.55%	68.20%
Average result	54.49%	55.72%	60.33%
Worst result	46.15%	48.61%	52.23%
Responses	1404	1454	1563

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



	2021	2022	2023
Your org	59.18%	63.73%	66.15%
Best result	62.50%	64.74%	67.02%
Average result	57.22%	57.77%	63.17%
Worst result	51.59%	52.45%	55.99%
Responses	1402	1454	1560

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

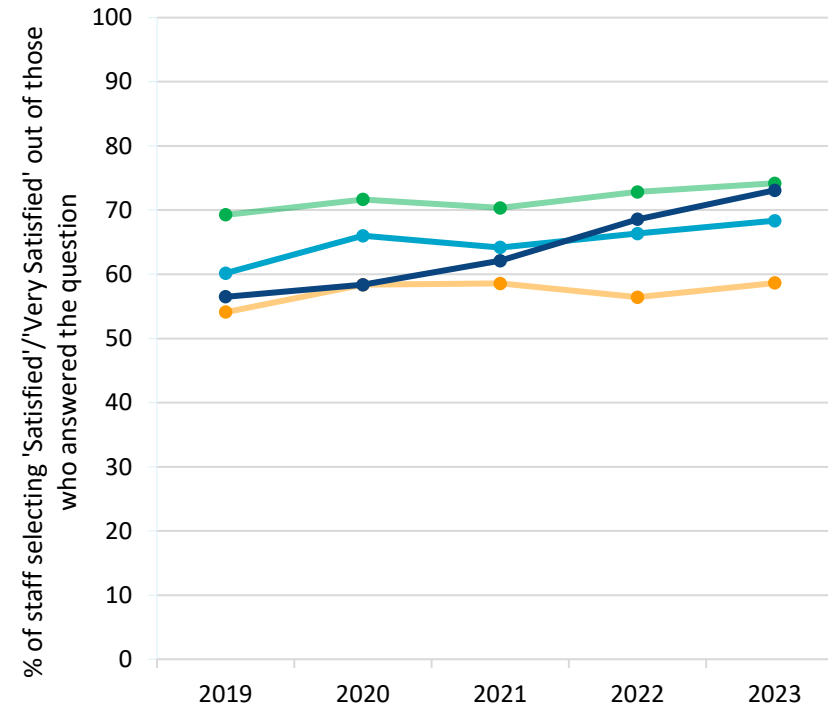


	2021	2022	2023
Your org	76.85%	81.92%	83.69%
Best result	79.66%	81.92%	83.69%
Average result	76.43%	77.21%	78.95%
Worst result	71.63%	69.70%	72.99%
Responses	1405	1455	1565





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	56.49%	58.37%	62.10%	68.57%	73.09%
Best result	69.27%	71.66%	70.34%	72.83%	74.18%
Average result	60.17%	65.99%	64.19%	66.34%	68.34%
Worst result	54.10%	58.37%	58.58%	56.43%	58.64%
Responses	1225	1258	1398	1453	1560

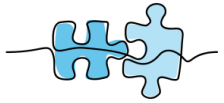
## People Promise element – We are a team



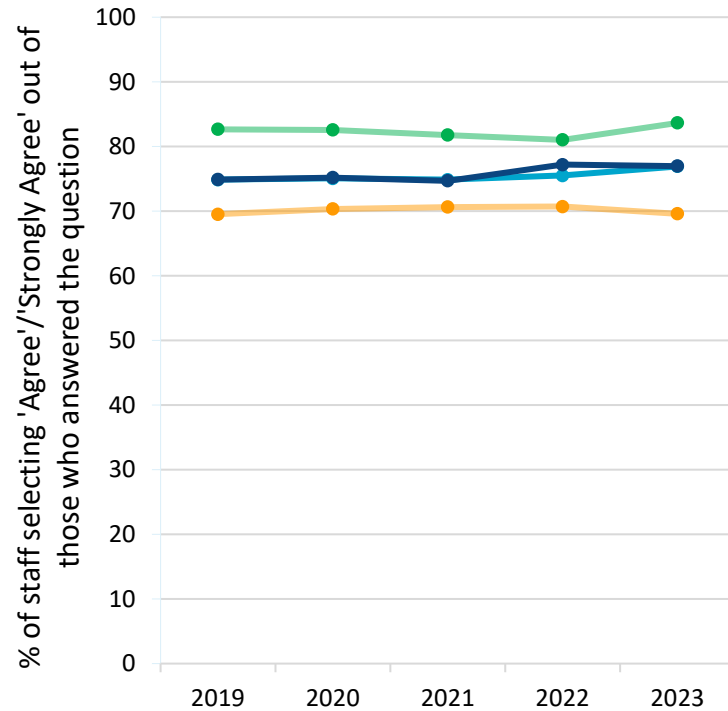
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

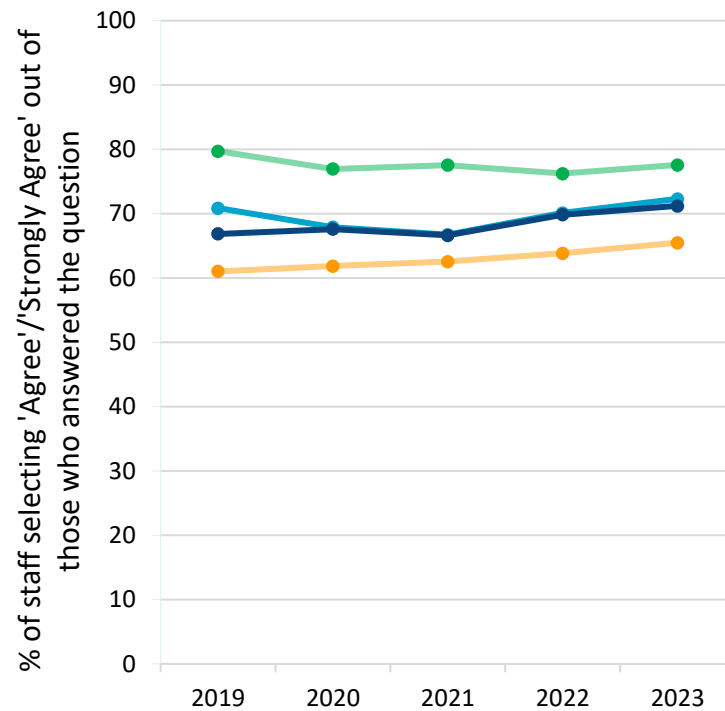


Q7a The team I work in has a set of shared objectives.



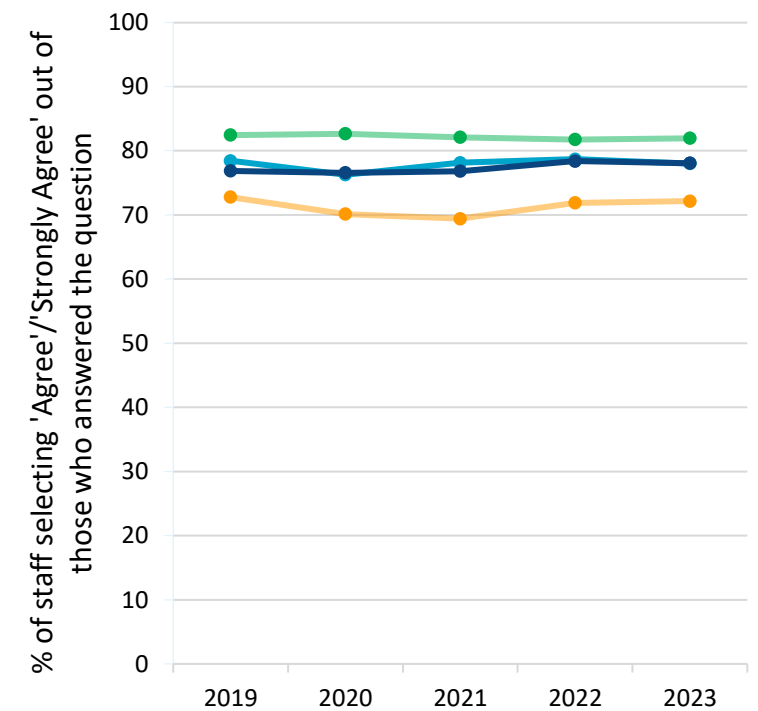
	2019	2020	2021	2022	2023
Your org	74.88%	75.20%	74.71%	77.22%	76.98%
Best result	82.67%	82.58%	81.79%	81.04%	83.66%
Average result	74.88%	75.09%	74.88%	75.53%	76.93%
Worst result	69.54%	70.35%	70.64%	70.71%	69.61%
Responses	1226	1260	1405	1454	1564

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

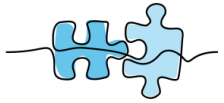


	2019	2020	2021	2022	2023
Your org	66.85%	67.61%	66.64%	69.84%	71.20%
Best result	79.72%	76.96%	77.54%	76.23%	77.59%
Average result	70.86%	67.90%	66.73%	70.11%	72.31%
Worst result	61.04%	61.85%	62.54%	63.85%	65.49%
Responses	1229	1258	1401	1454	1559

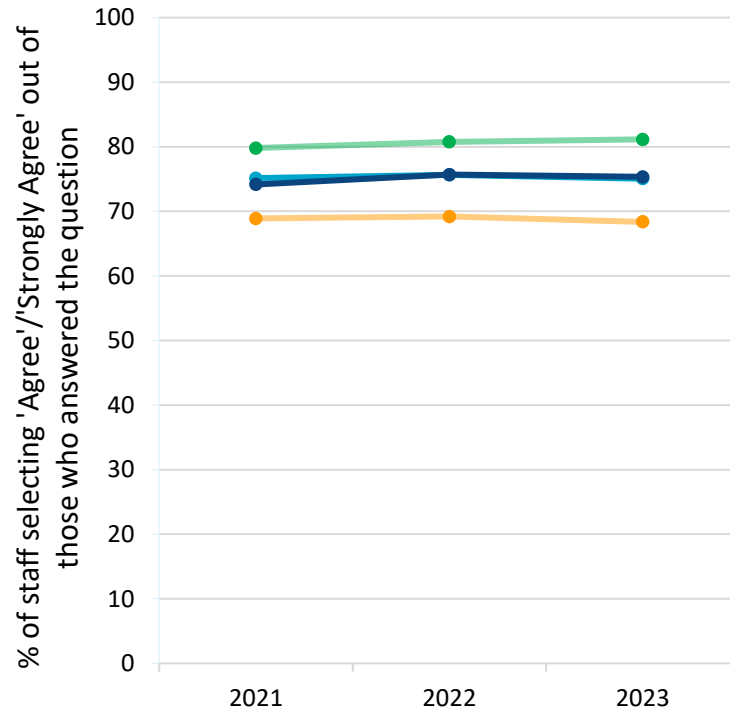
Q7c I receive the respect I deserve from my colleagues at work.



	2019	2020	2021	2022	2023
Your org	76.84%	76.57%	76.82%	78.39%	78.06%
Best result	82.44%	82.66%	82.11%	81.75%	81.96%
Average result	78.45%	76.28%	78.15%	78.68%	78.01%
Worst result	72.78%	70.14%	69.40%	71.88%	72.15%
Responses	1228	1257	1402	1452	1564

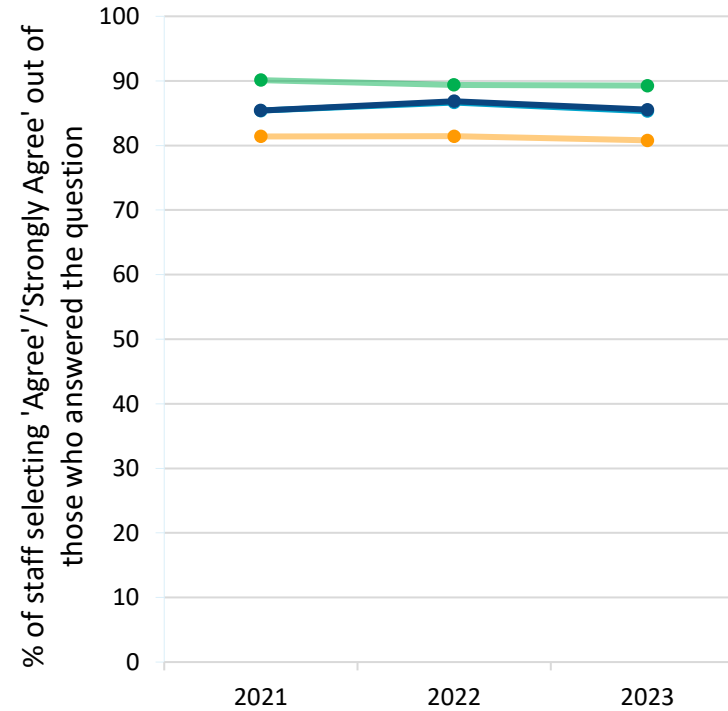


Q7d Team members understand each other's roles.



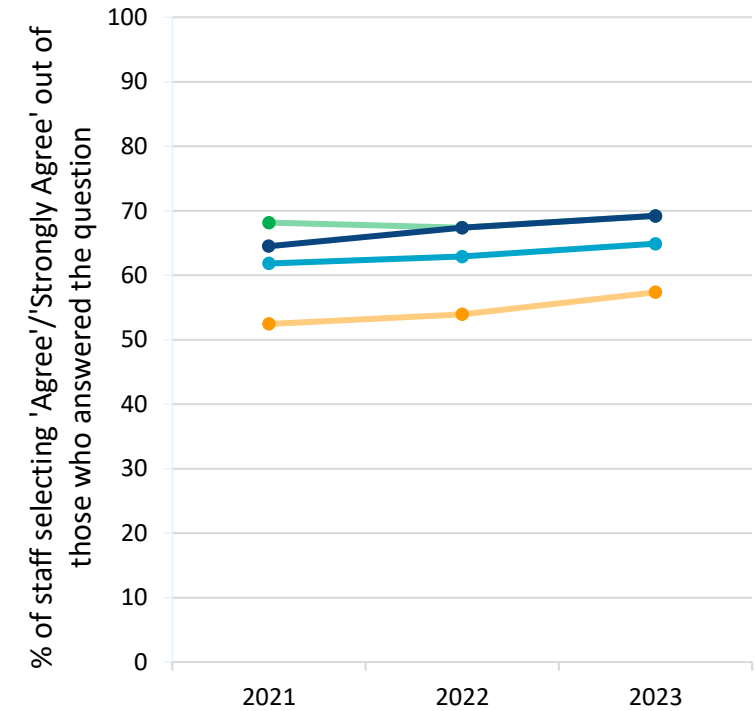
	2021	2022	2023
Your org	74.16%	75.68%	75.33%
Best result	79.79%	80.75%	81.14%
Average result	75.14%	75.65%	75.06%
Worst result	68.89%	69.18%	68.37%
Responses	1405	1451	1566

Q7e I enjoy working with the colleagues in my team.

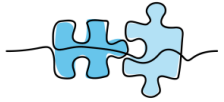


	2021	2022	2023
Your org	85.40%	86.87%	85.53%
Best result	90.12%	89.35%	89.27%
Average result	85.39%	86.66%	85.32%
Worst result	81.40%	81.43%	80.78%
Responses	1400	1452	1565

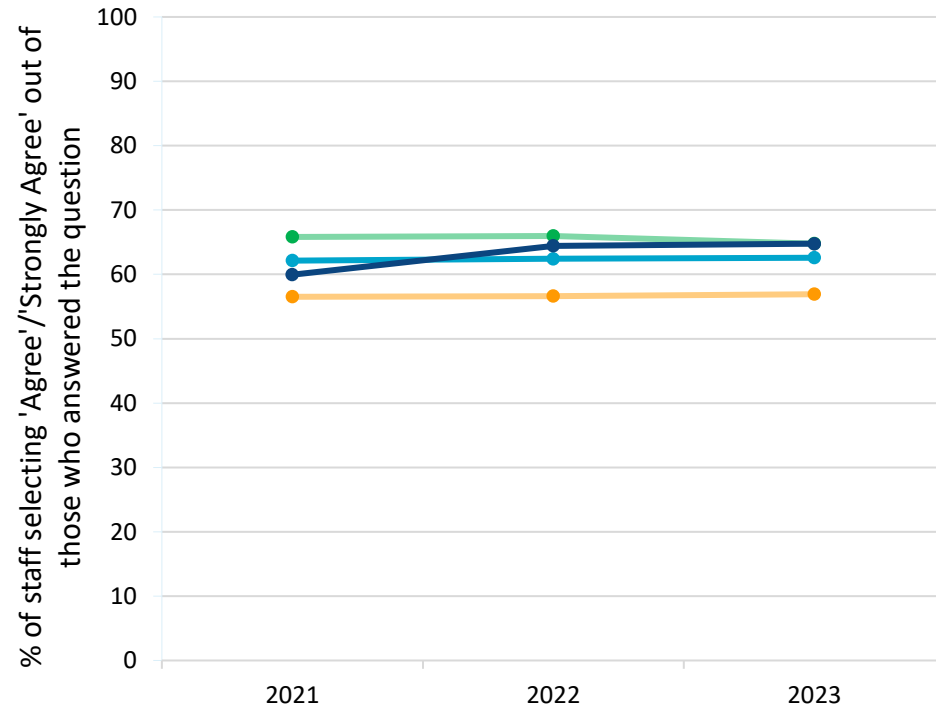
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	64.52%	67.36%	69.20%
Best result	68.17%	67.36%	69.20%
Average result	61.83%	62.90%	64.89%
Worst result	52.45%	53.94%	57.38%
Responses	1400	1449	1560

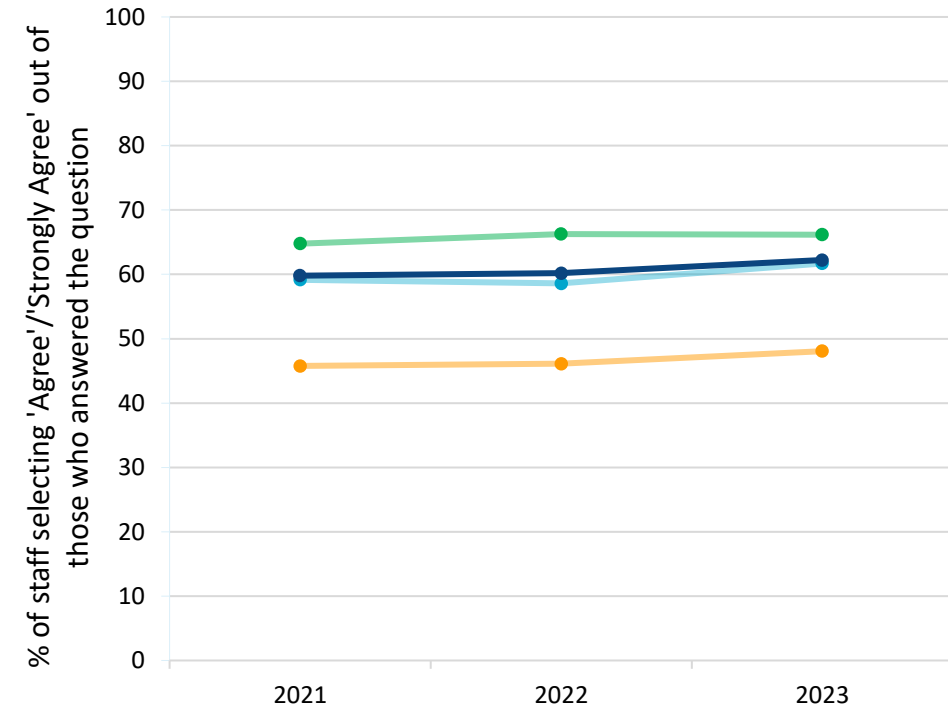


Q7g In my team disagreements are dealt with constructively.

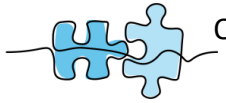


	2021	2022	2023
Your org	59.95%	64.44%	64.76%
Best result	65.83%	65.97%	64.79%
Average result	62.15%	62.42%	62.60%
Worst result	56.52%	56.63%	56.93%
Responses	1400	1451	1563

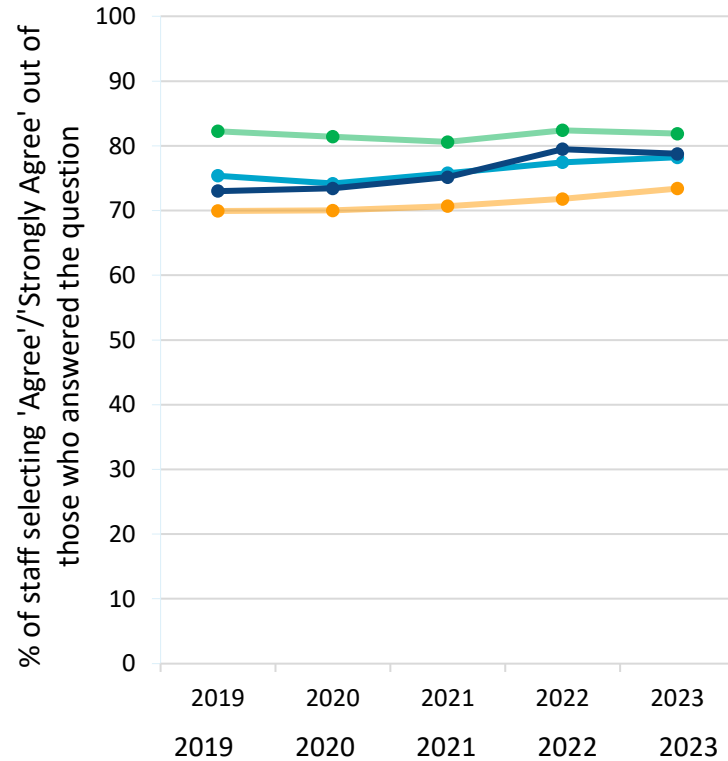
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	59.82%	60.18%	62.22%
Best result	64.77%	66.26%	66.18%
Average result	59.17%	58.60%	61.70%
Worst result	45.76%	46.10%	48.08%
Responses	1402	1451	1561

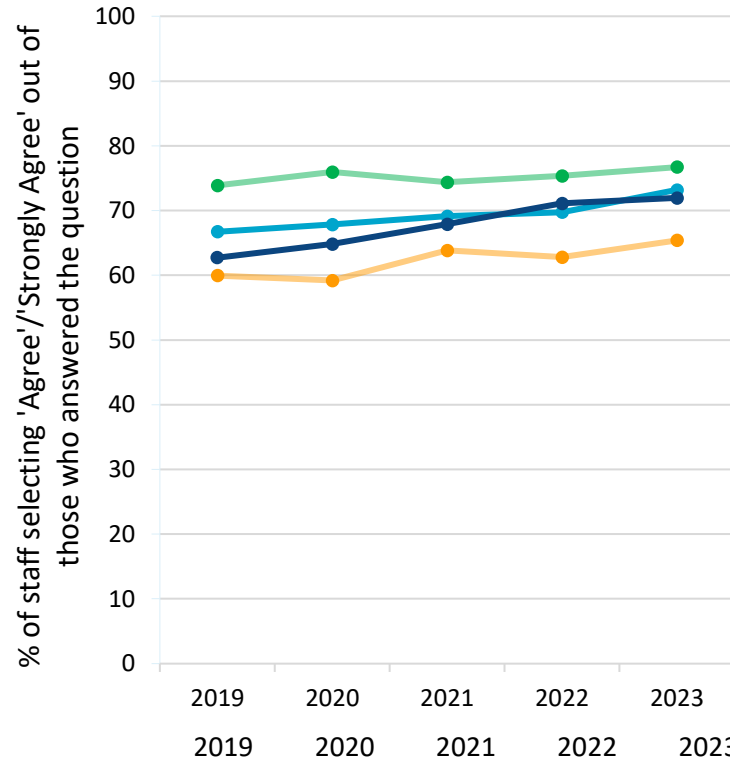


Q9a My immediate manager encourages me at work.



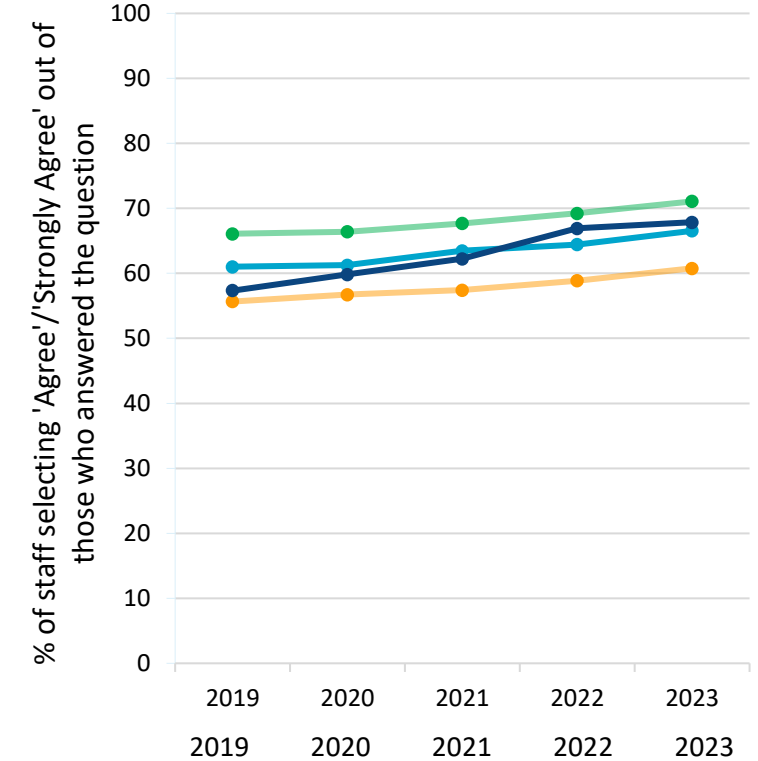
Your org	72.98%	73.43%	75.15%	79.49%	78.76%
Best result	82.25%	81.40%	80.59%	82.40%	81.89%
Average result	75.38%	74.17%	75.79%	77.46%	78.23%
Worst result	69.95%	70.02%	70.69%	71.80%	73.41%
Responses	1224	1262	1406	1453	1564

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

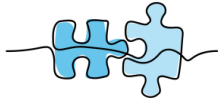


Your org	62.71%	64.82%	67.88%	71.10%	71.95%
Best result	73.87%	75.94%	74.36%	75.36%	76.72%
Average result	66.73%	67.83%	69.11%	69.74%	73.18%
Worst result	59.94%	59.20%	63.84%	62.80%	65.39%
Responses	1226	1257	1404	1450	1564

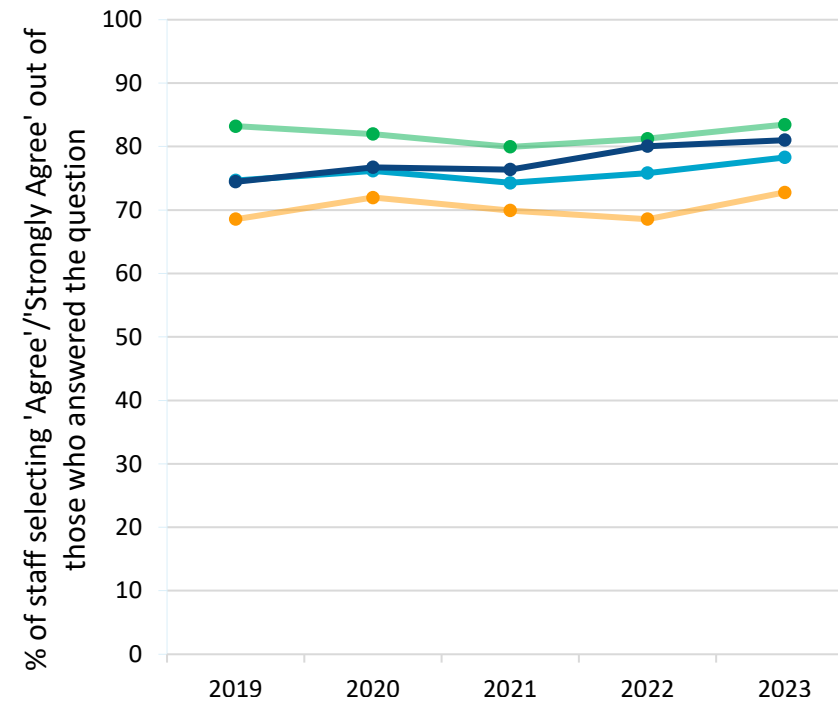
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	57.35%	59.82%	62.23%	66.91%	67.86%
Best result	66.07%	66.41%	67.68%	69.24%	71.07%
Average result	61.01%	61.26%	63.47%	64.42%	66.54%
Worst result	55.68%	56.73%	57.42%	58.86%	60.78%
Responses	1224	1258	1405	1453	1564



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



	2019	2020	2021	2022	2023
Your org	74.44%	76.74%	76.39%	80.07%	81.02%
Best result	83.21%	81.97%	79.96%	81.24%	83.46%
Average result	74.67%	76.17%	74.29%	75.83%	78.29%
Worst result	68.56%	71.98%	69.92%	68.57%	72.76%
Responses	1227	1259	1403	1453	1563

## Theme – Staff engagement

### Questions included:

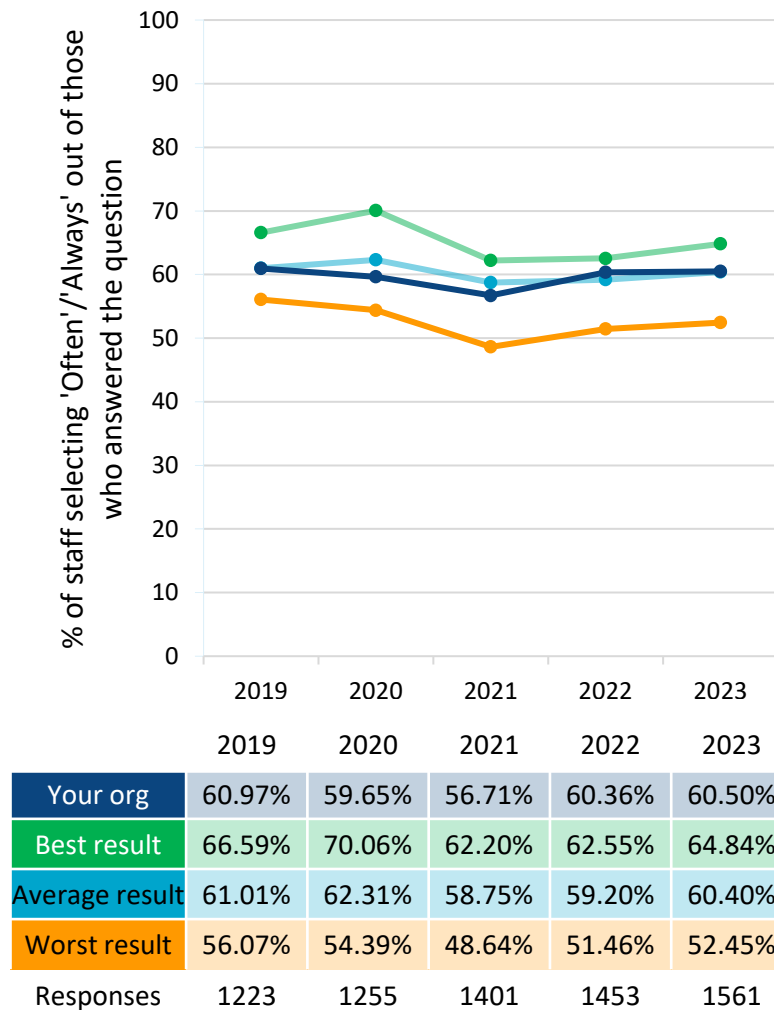
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

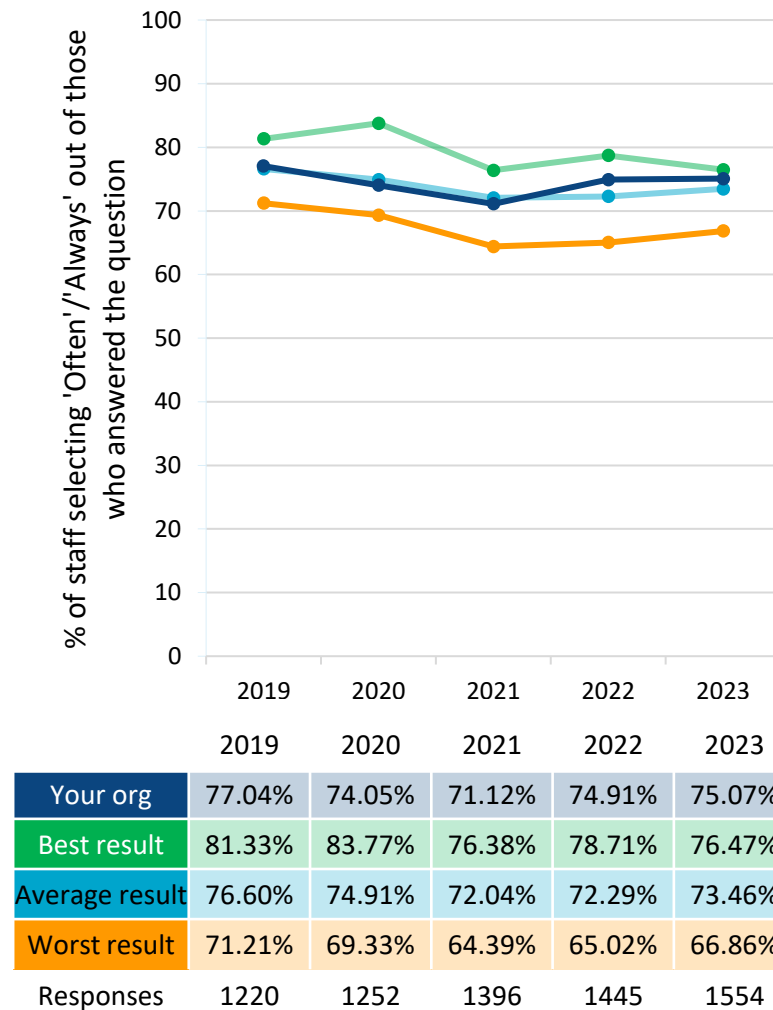
Advocacy – Q25a, Q25c, Q25d



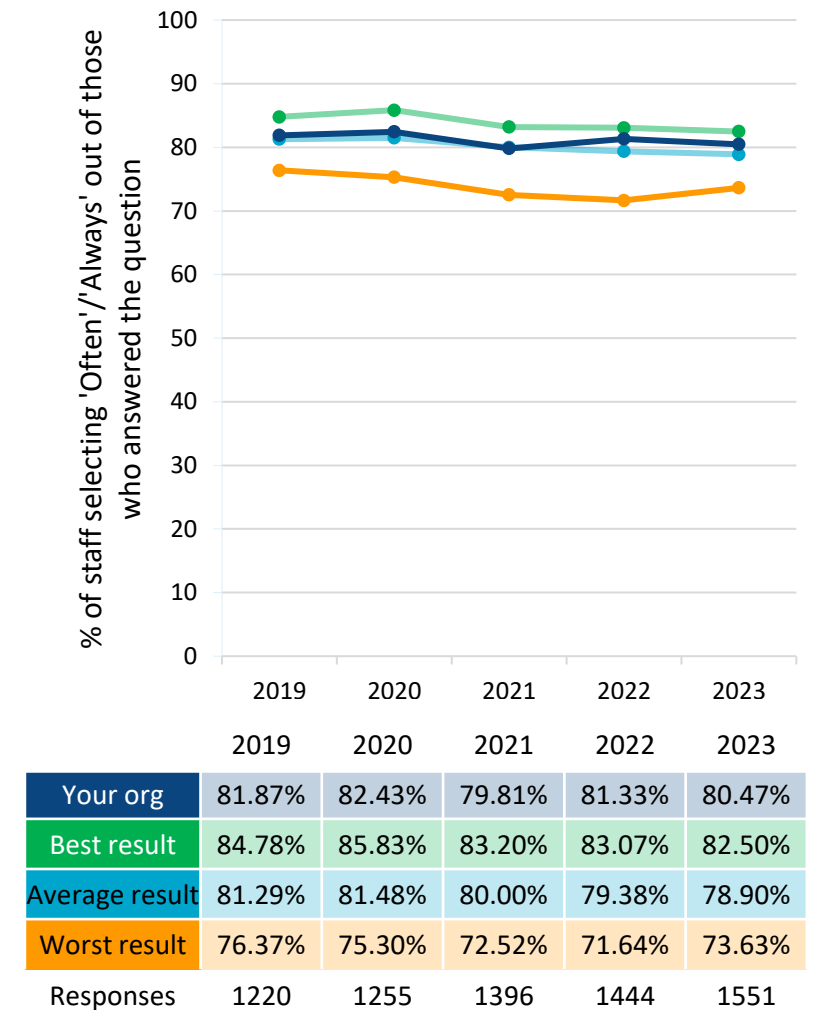
Q2a I look forward to going to work.



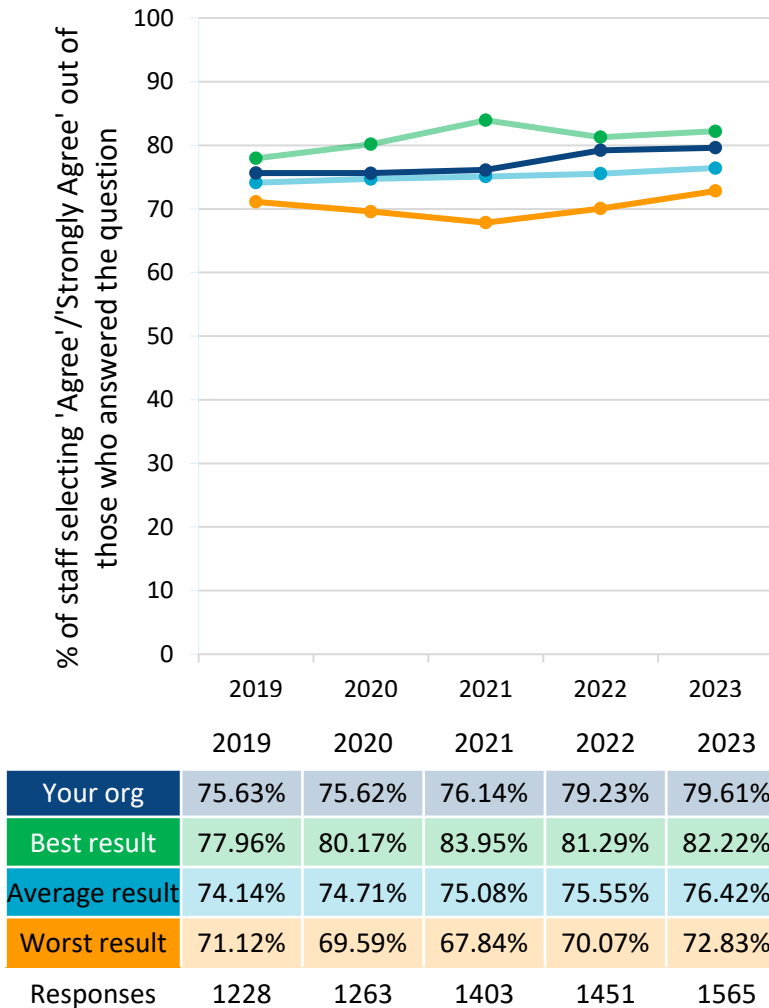
Q2b I am enthusiastic about my job.



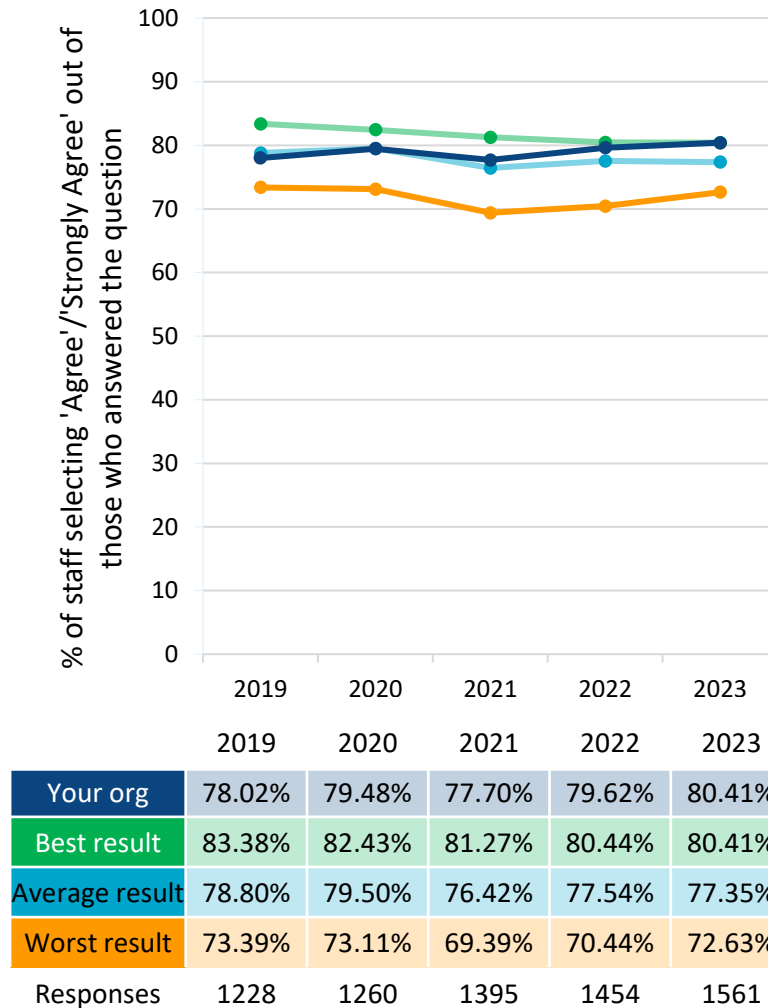
Q2c Time passes quickly when I am working.



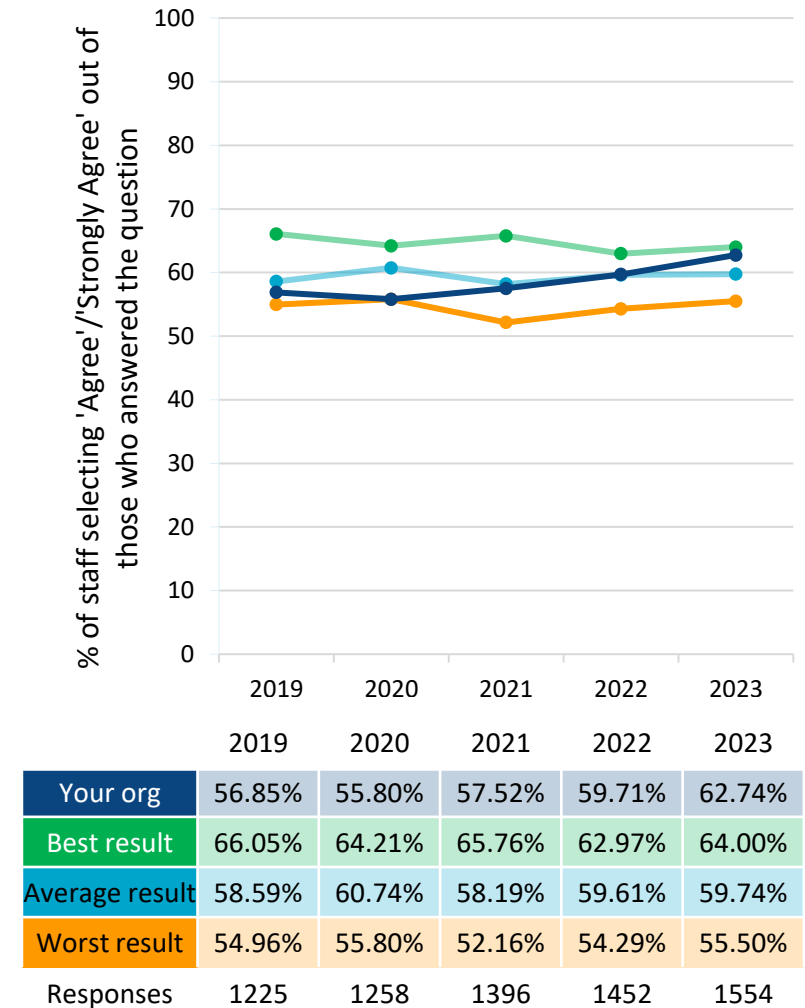
Q3c There are frequent opportunities for me to show initiative in my role.



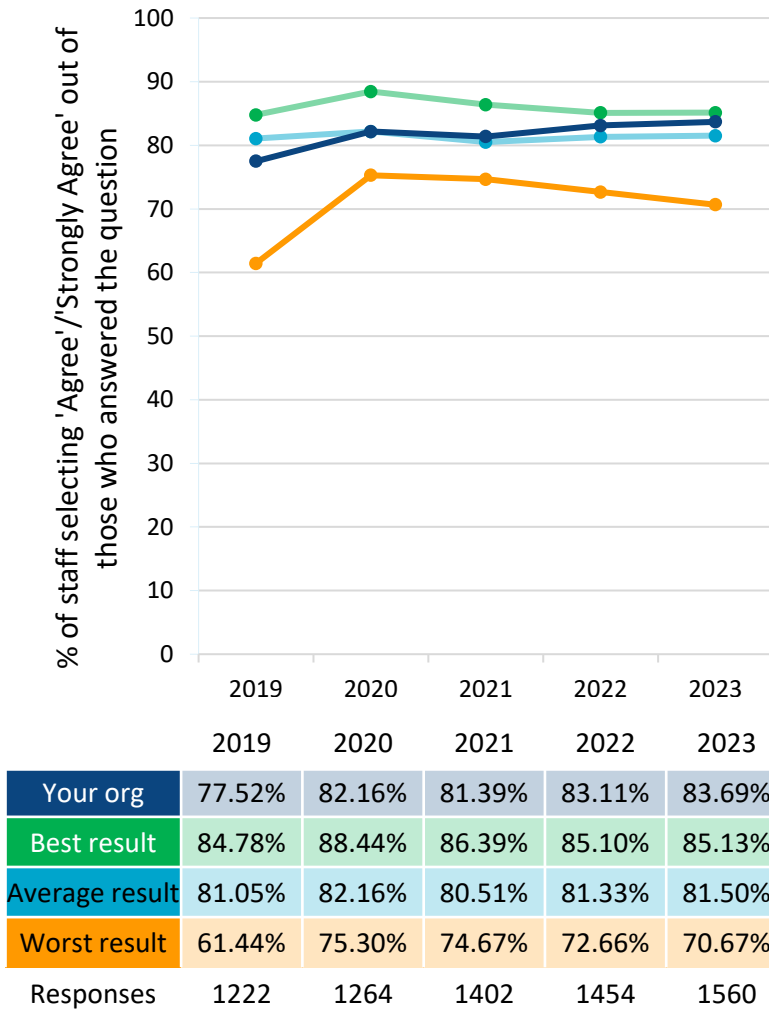
Q3d I am able to make suggestions to improve the work of my team / department.



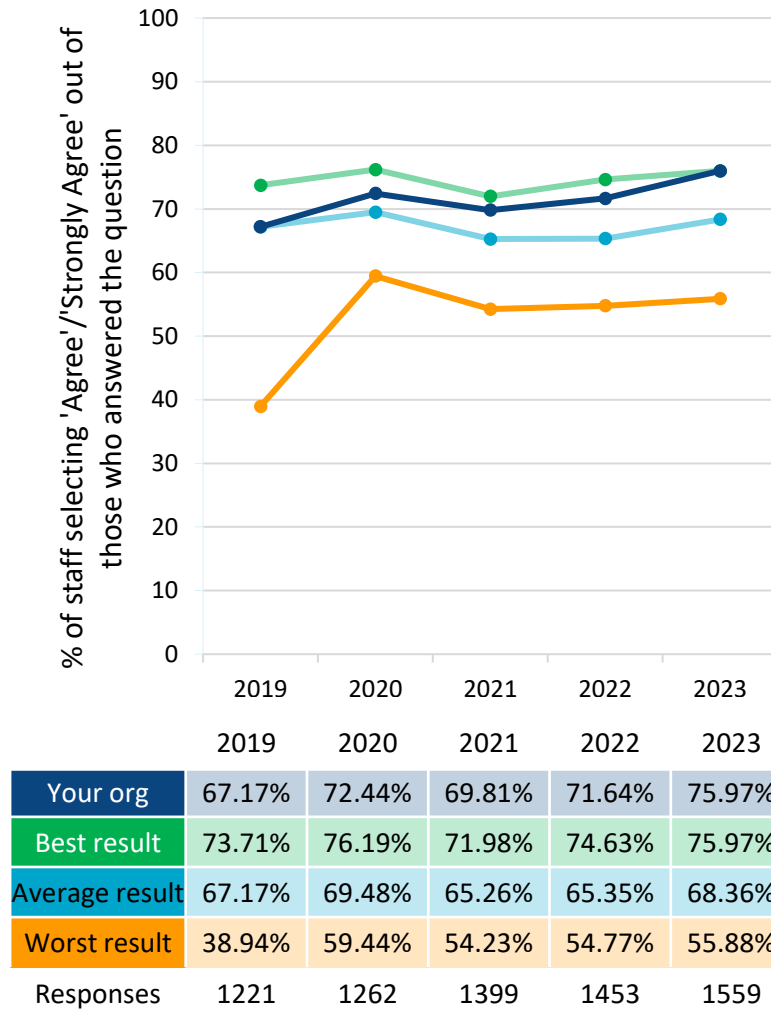
Q3f I am able to make improvements happen in my area of work.



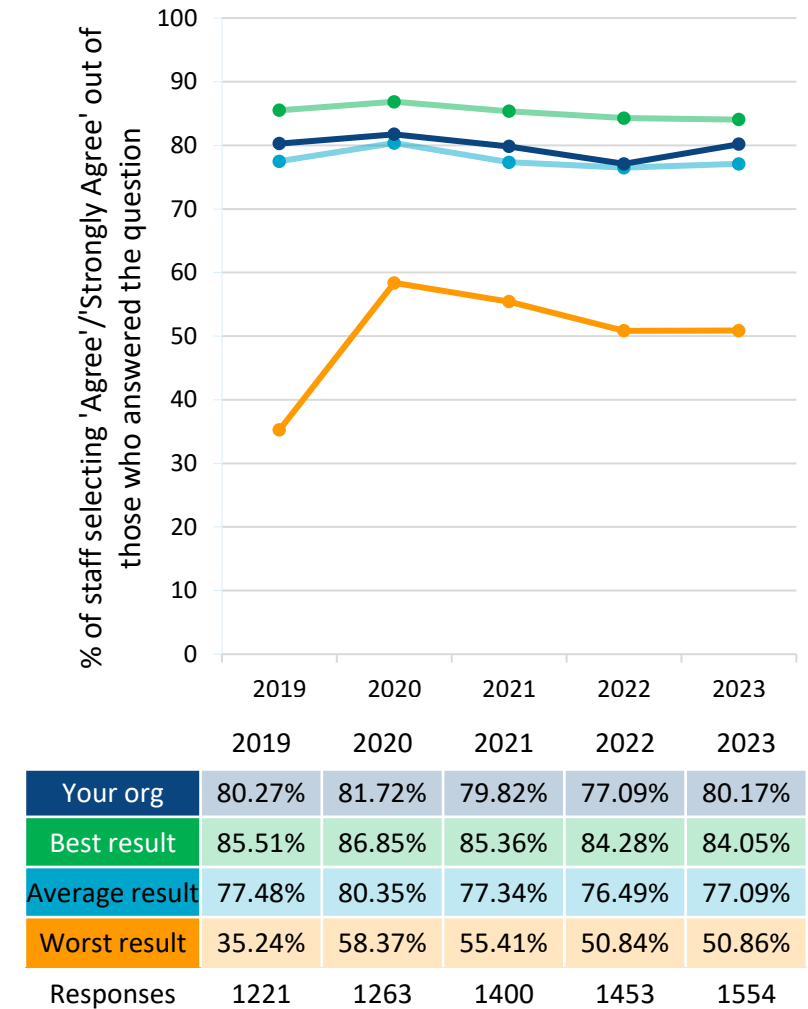
Q25a Care of patients / service users is my organisation's top priority.



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.



## Theme - Morale

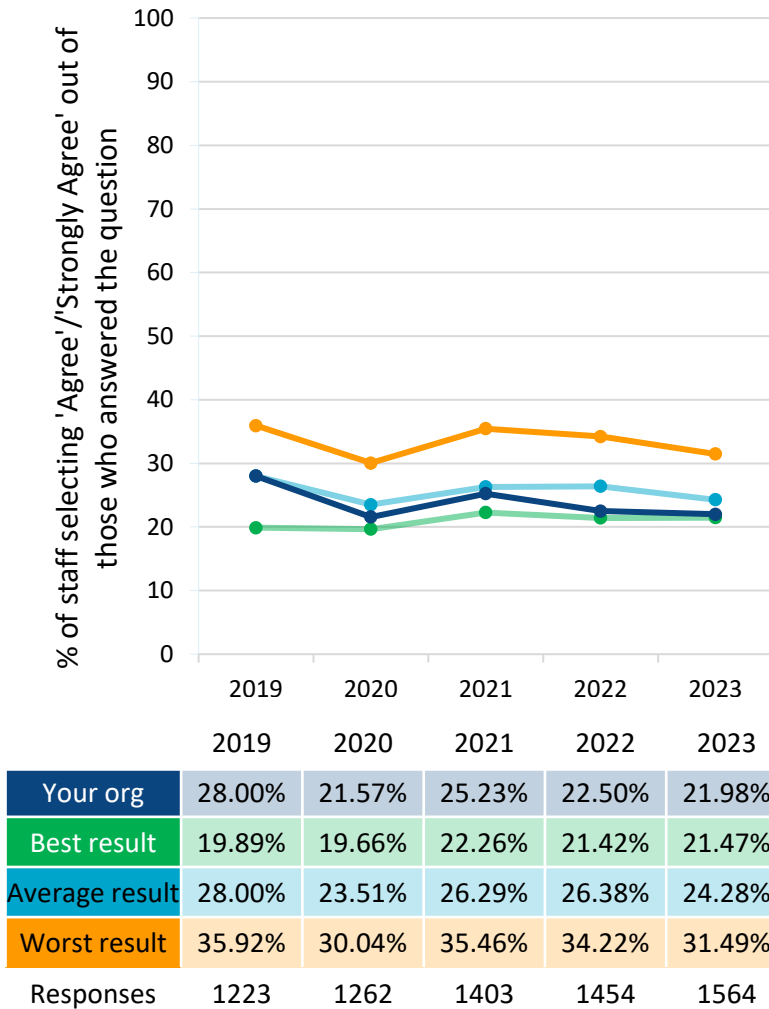
### Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

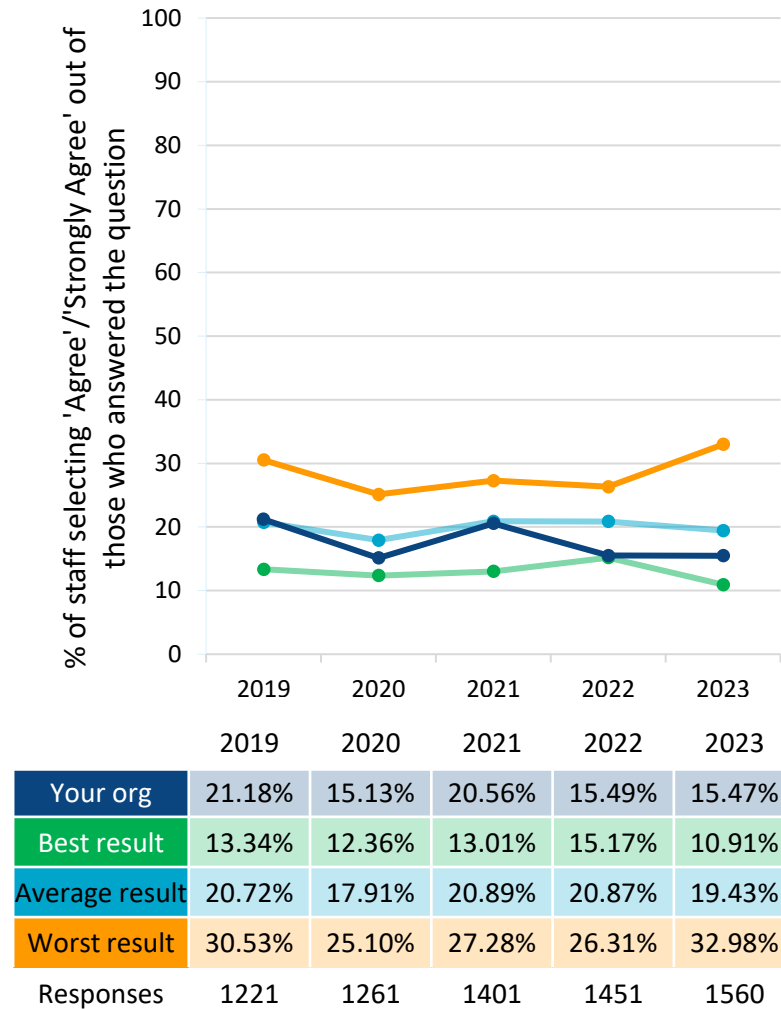
Work pressure – Q3g, Q3h, Q3i

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

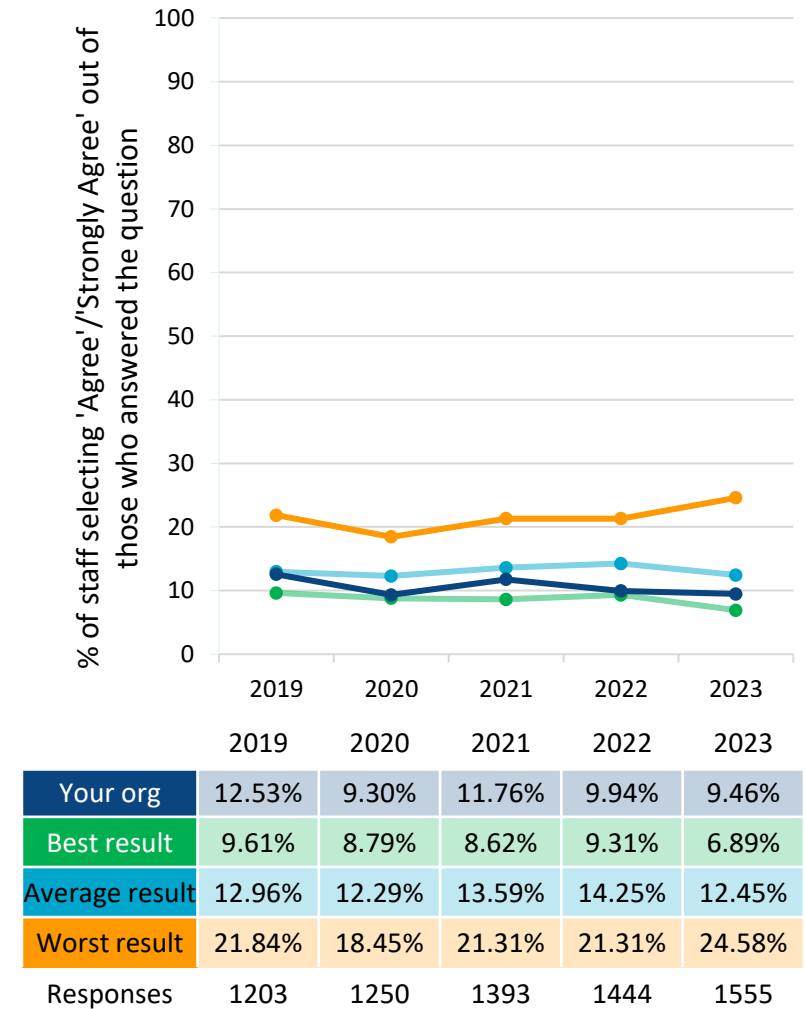
Q26a I often think about leaving this organisation.



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

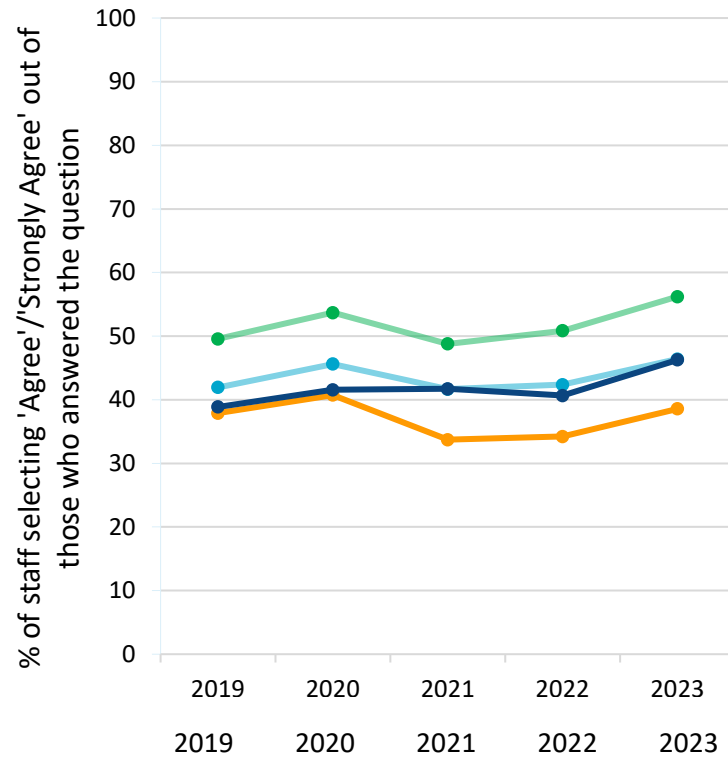


Q26c As soon as I can find another job, I will leave this organisation.



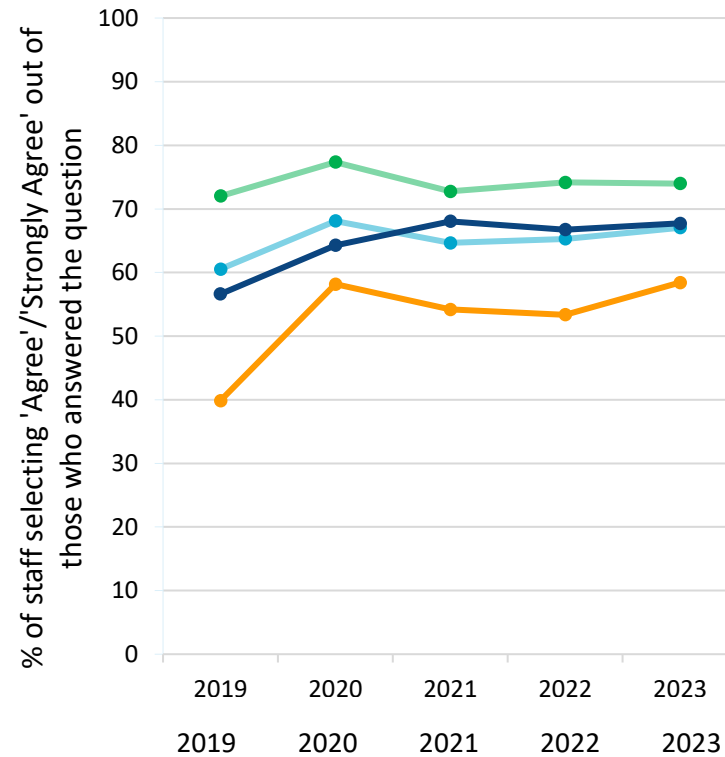


Q3g I am able to meet all the conflicting demands on my time at work.



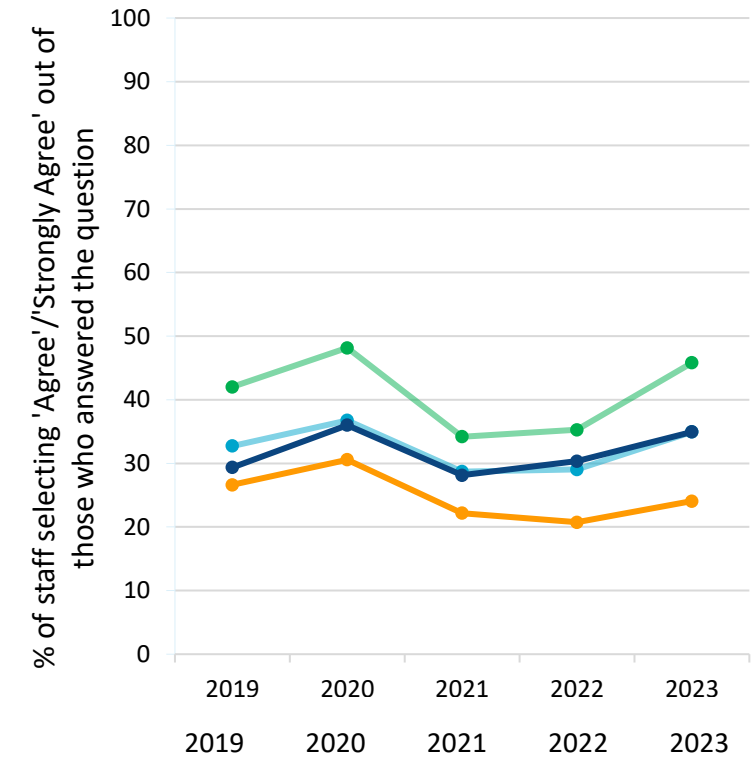
Your org	38.84%	41.56%	41.72%	40.67%	46.27%
Best result	49.57%	53.69%	48.79%	50.85%	56.20%
Average result	41.95%	45.61%	41.66%	42.37%	46.39%
Worst result	37.89%	40.73%	33.71%	34.22%	38.57%
Responses	1225	1256	1401	1449	1556

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



Your org	56.62%	64.28%	68.05%	66.74%	67.74%
Best result	72.03%	77.35%	72.75%	74.15%	73.99%
Average result	60.53%	68.10%	64.64%	65.29%	67.06%
Worst result	39.85%	58.16%	54.19%	53.37%	58.41%
Responses	1226	1255	1385	1451	1552

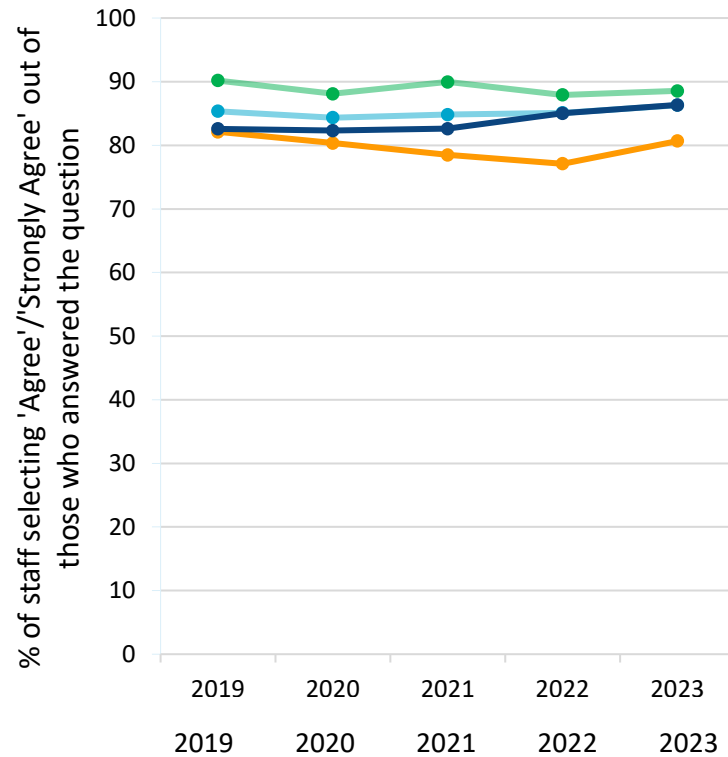
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	29.36%	36.01%	28.13%	30.33%	34.96%
Best result	42.02%	48.15%	34.19%	35.28%	45.80%
Average result	32.74%	36.75%	28.72%	29.04%	34.95%
Worst result	26.63%	30.58%	22.18%	20.73%	24.05%
Responses	1222	1262	1404	1453	1560

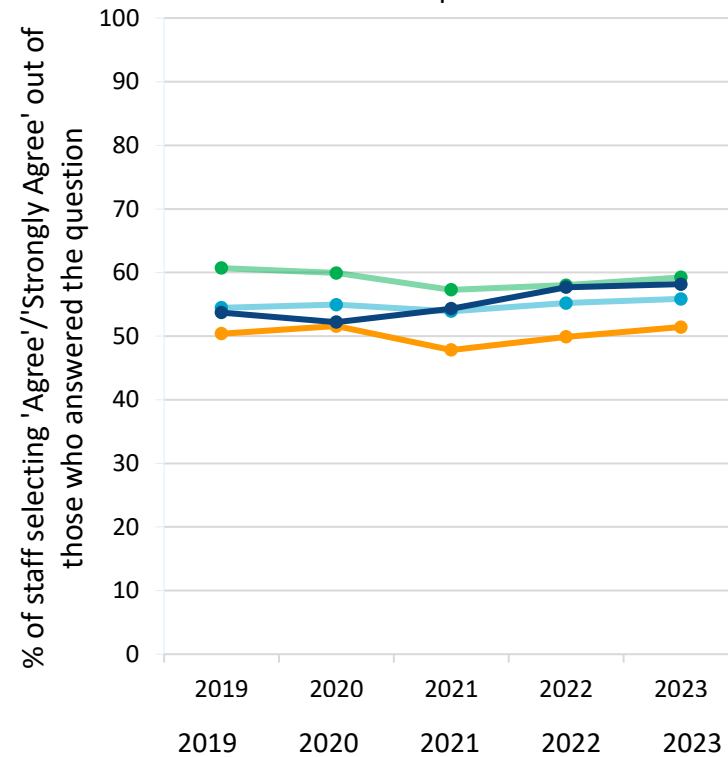


Q3a I always know what my work responsibilities are.



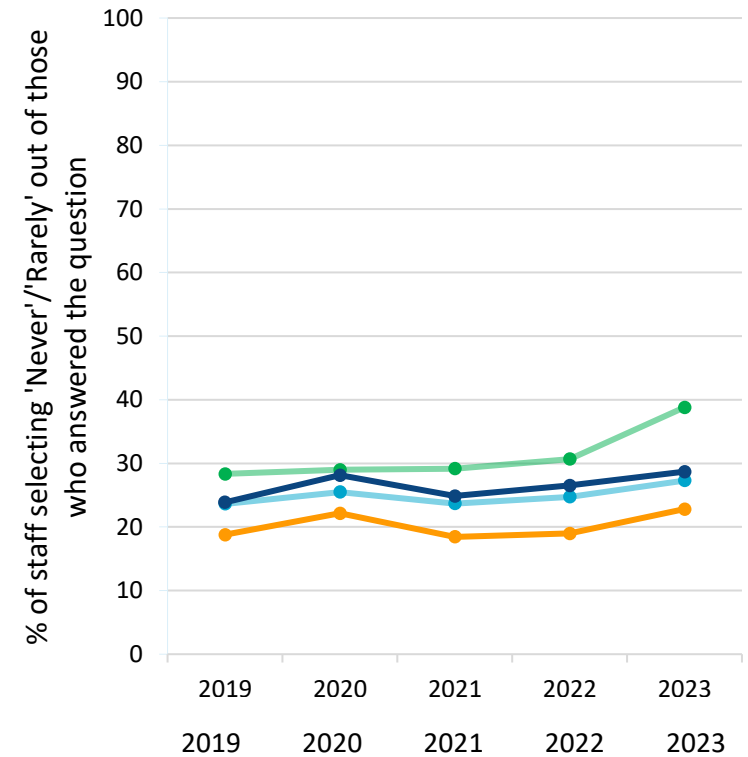
Your org	82.56%	82.30%	82.62%	85.03%	86.35%
Best result	90.19%	88.11%	89.96%	87.92%	88.55%
Average result	85.36%	84.35%	84.84%	85.11%	86.31%
Worst result	82.12%	80.35%	78.48%	77.11%	80.67%
Responses	1226	1259	1404	1456	1564

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



Your org	53.68%	52.21%	54.33%	57.70%	58.17%
Best result	60.70%	59.93%	57.29%	58.01%	59.24%
Average result	54.48%	54.94%	53.91%	55.19%	55.86%
Worst result	50.40%	51.57%	47.81%	49.89%	51.42%
Responses	1225	1257	1403	1452	1556

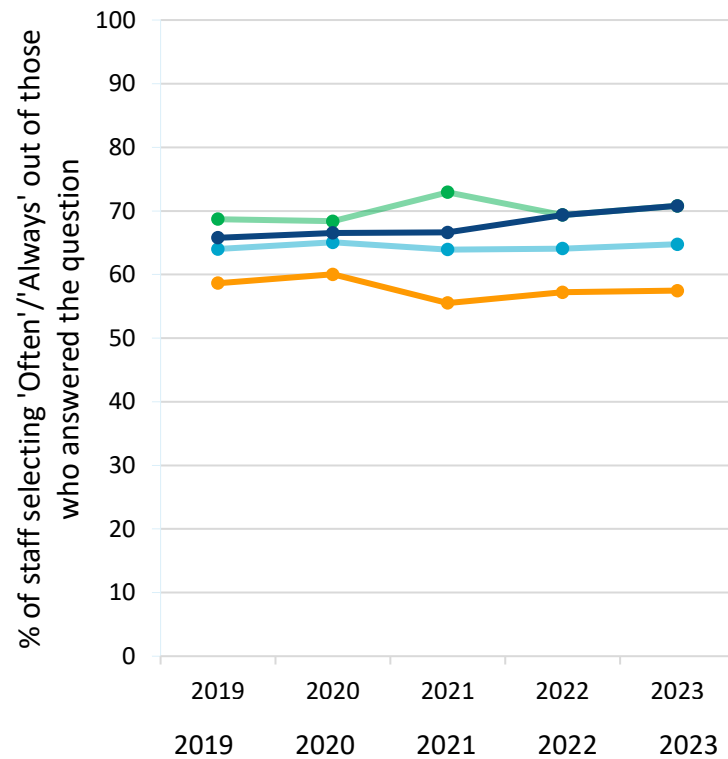
Q5a I have unrealistic time pressures.



Your org	23.86%	28.14%	24.86%	26.53%	28.68%
Best result	28.32%	28.99%	29.16%	30.68%	38.80%
Average result	23.62%	25.48%	23.68%	24.73%	27.31%
Worst result	18.78%	22.16%	18.44%	18.96%	22.81%
Responses	1225	1262	1397	1451	1565

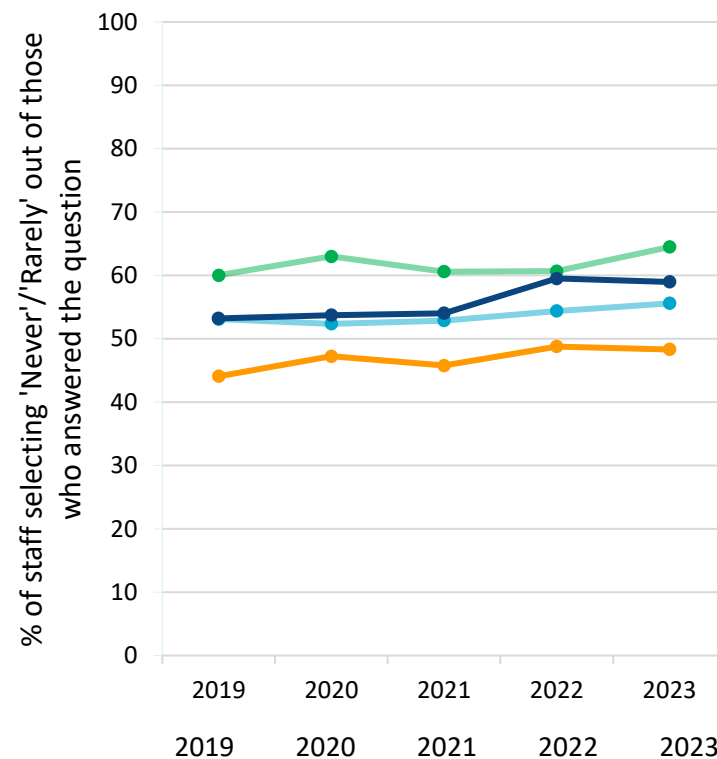


Q5b I have a choice in deciding how to do my work.



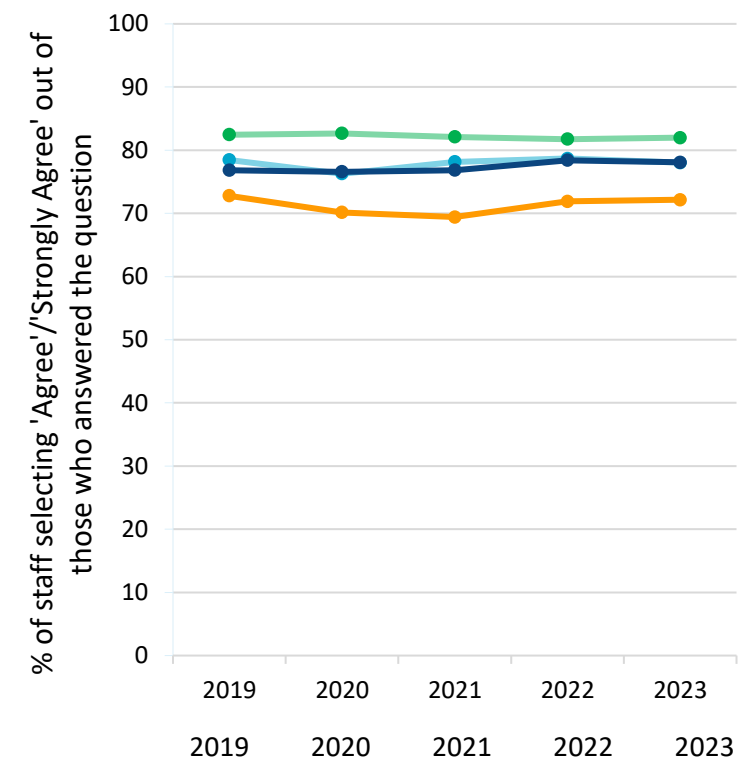
Your org	65.78%	66.54%	66.62%	69.36%	70.79%
Best result	68.70%	68.37%	72.93%	69.36%	70.79%
Average result	64.01%	65.06%	63.92%	64.09%	64.76%
Worst result	58.65%	60.03%	55.51%	57.21%	57.46%
Responses	1223	1260	1397	1448	1556

Q5c Relationships at work are strained.



Your org	53.21%	53.73%	54.03%	59.51%	58.98%
Best result	60.03%	63.00%	60.60%	60.67%	64.50%
Average result	53.10%	52.35%	52.86%	54.39%	55.60%
Worst result	44.08%	47.23%	45.78%	48.78%	48.31%
Responses	1225	1260	1399	1449	1565

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

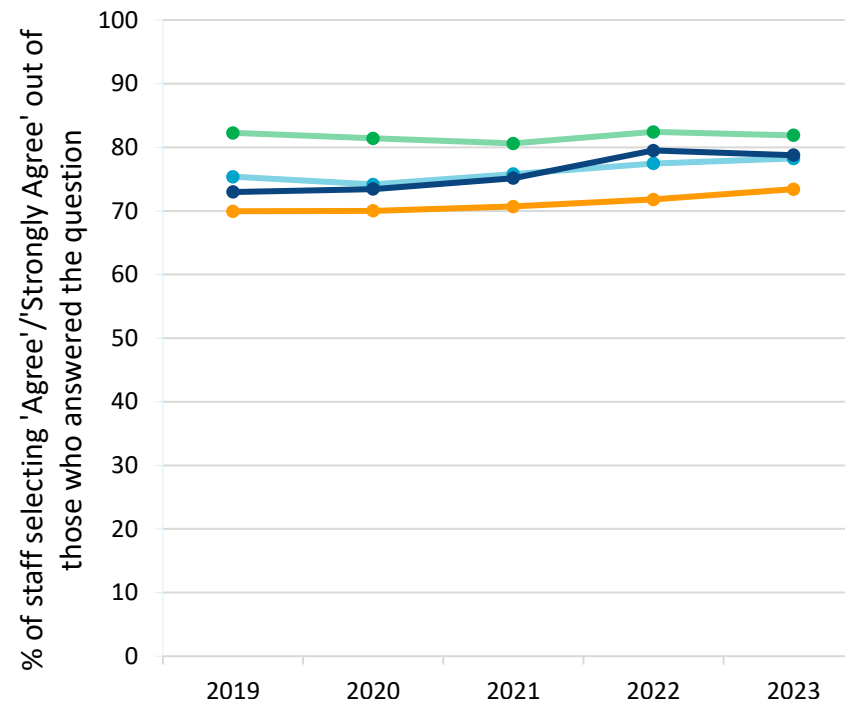


Your org	76.84%	76.57%	76.82%	78.39%	78.06%
Best result	82.44%	82.66%	82.11%	81.75%	81.96%
Average result	78.45%	76.28%	78.15%	78.68%	78.01%
Worst result	72.78%	70.14%	69.40%	71.88%	72.15%
Responses	1228	1257	1402	1452	1564





Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	72.98%	73.43%	75.15%	79.49%	78.76%
Best result	82.25%	81.40%	80.59%	82.40%	81.89%
Average result	75.38%	74.17%	75.79%	77.46%	78.23%
Worst result	69.95%	70.02%	70.69%	71.80%	73.41%
Responses	1224	1262	1406	1453	1564

## Question not linked to People Promise elements or themes

Questions included:\*

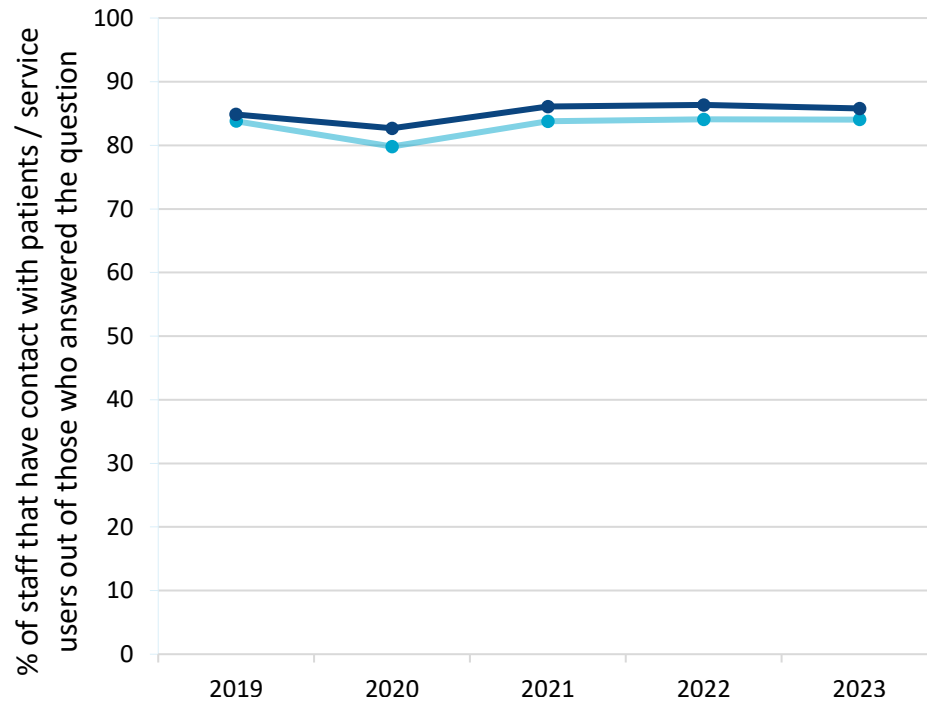
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

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

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

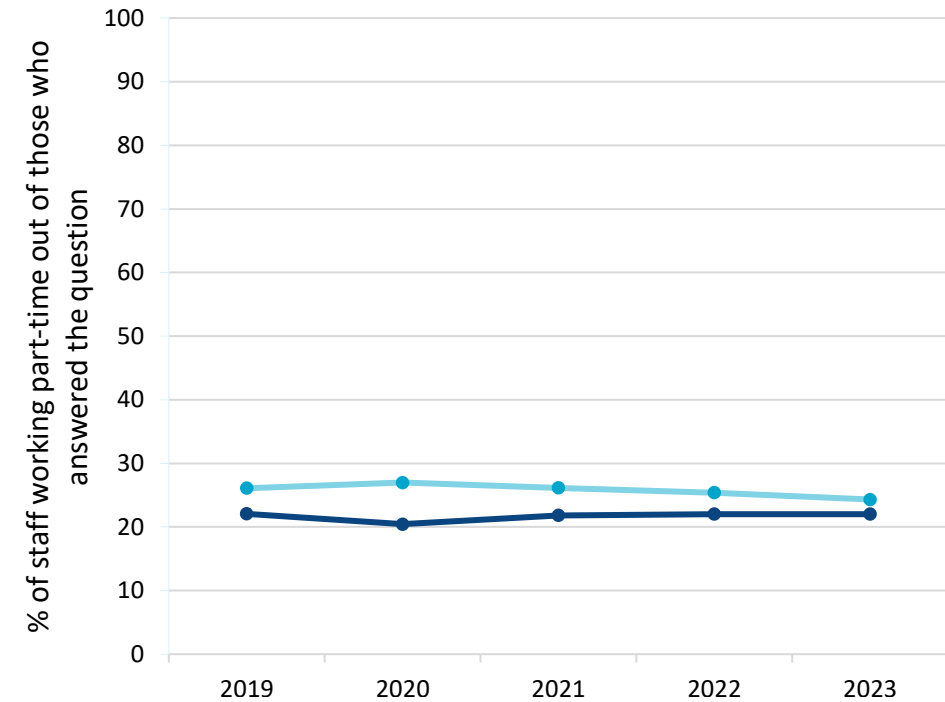


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2019	2020	2021	2022	2023
Your org	84.86%	82.66%	86.09%	86.34%	85.79%
Average	83.79%	79.80%	83.78%	84.08%	84.05%
Responses	1222	1257	1402	1449	1562

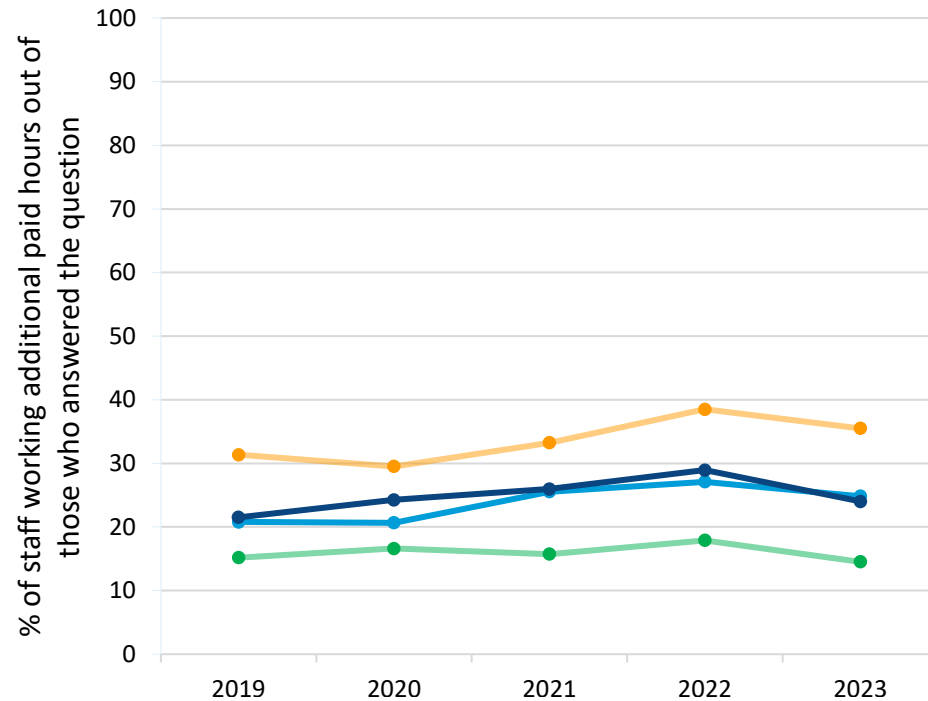
Q10a How many hours a week are you contracted to work?



	2019	2020	2021	2022	2023
Your org	22.03%	20.42%	21.81%	22.02%	22.03%
Average	26.09%	26.97%	26.14%	25.40%	24.30%
Responses	1180	1185	1307	1358	1448



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

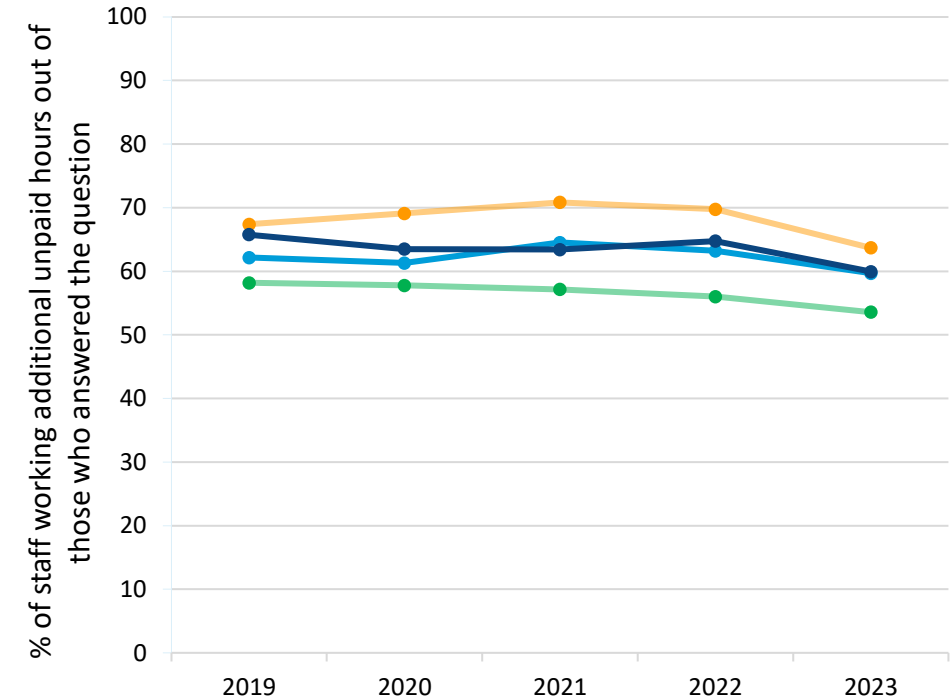


2019 2020 2021 2022 2023

Your org	21.51%	24.25%	25.96%	28.93%	24.00%
Lowest	15.17%	16.60%	15.74%	17.89%	14.53%
Average	20.78%	20.67%	25.53%	27.11%	24.82%
Highest	31.36%	29.51%	33.24%	38.49%	35.49%

Responses 1187 1235 1363 1415 1524

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



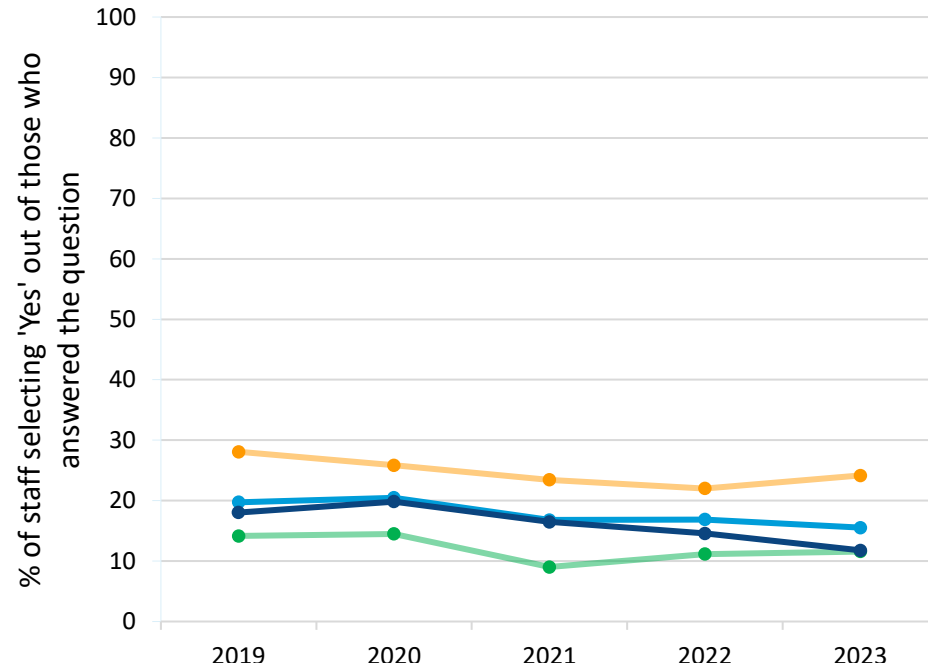
2019 2020 2021 2022 2023

Your org	65.73%	63.48%	63.40%	64.74%	59.95%
Lowest	58.18%	57.77%	57.16%	56.01%	53.57%
Average	62.16%	61.30%	64.52%	63.21%	59.70%
Highest	67.40%	69.11%	70.84%	69.76%	63.68%

Responses 1201 1243 1388 1434 1532

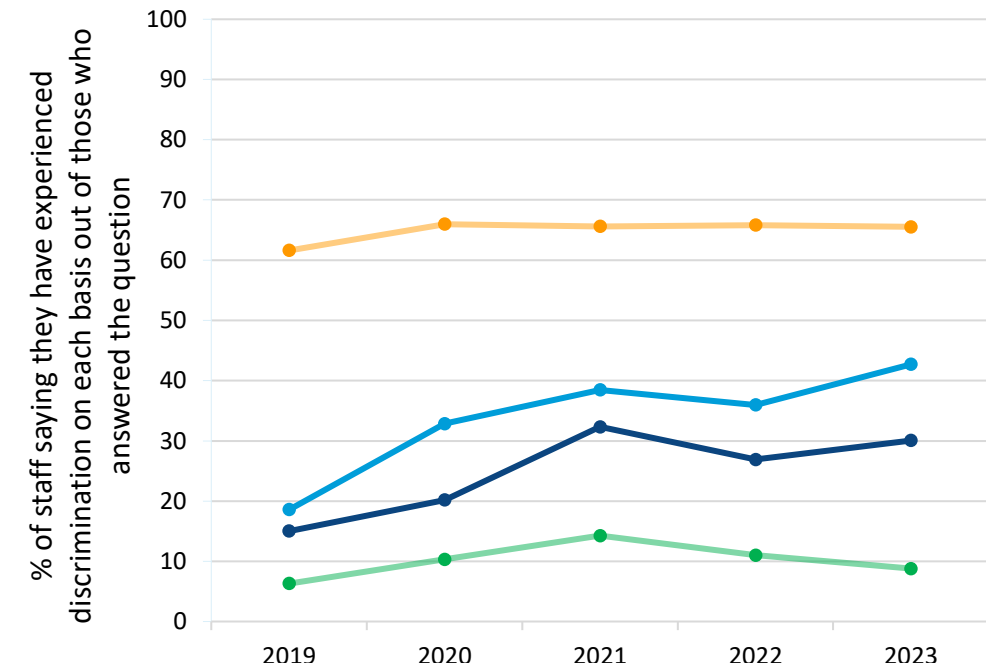


Q11e\* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	18.04%	19.85%	16.48%	14.57%	11.77%
Best result	14.15%	14.51%	9.02%	11.17%	11.60%
Average result	19.74%	20.48%	16.80%	16.86%	15.53%
Worst result	28.06%	25.85%	23.45%	22.02%	24.16%
Responses	684	584	738	757	797

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

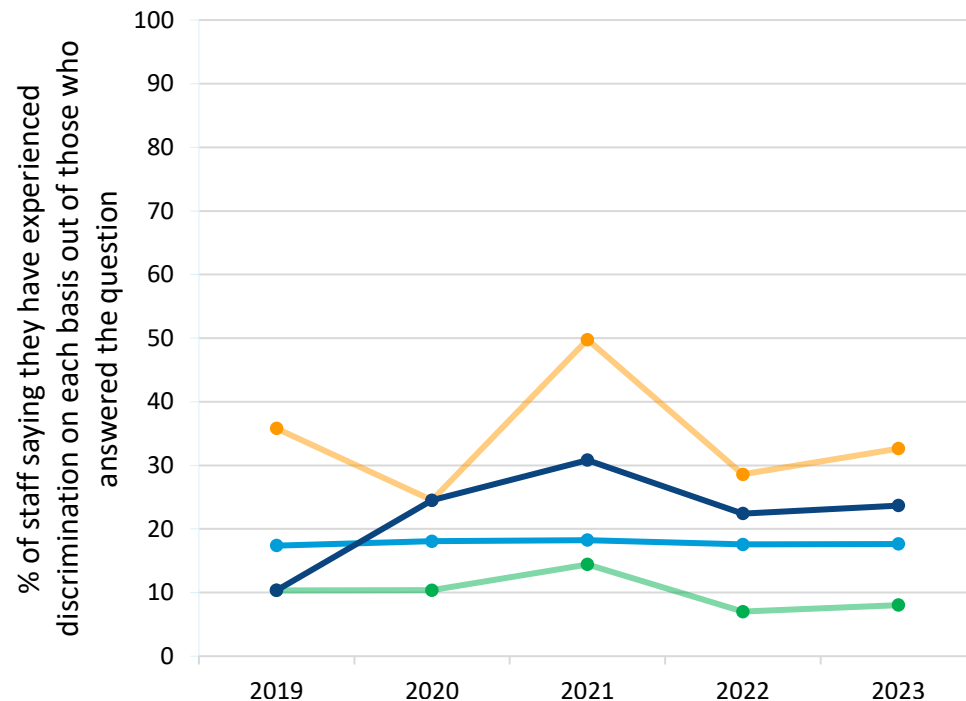


	2019	2020	2021	2022	2023
Your org	15.03%	20.20%	32.33%	26.91%	30.07%
Best result	6.34%	10.33%	14.28%	11.02%	8.79%
Average result	18.61%	32.86%	38.46%	35.97%	42.71%
Worst result	61.62%	65.98%	65.59%	65.82%	65.52%
Responses	95	91	105	120	129

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



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

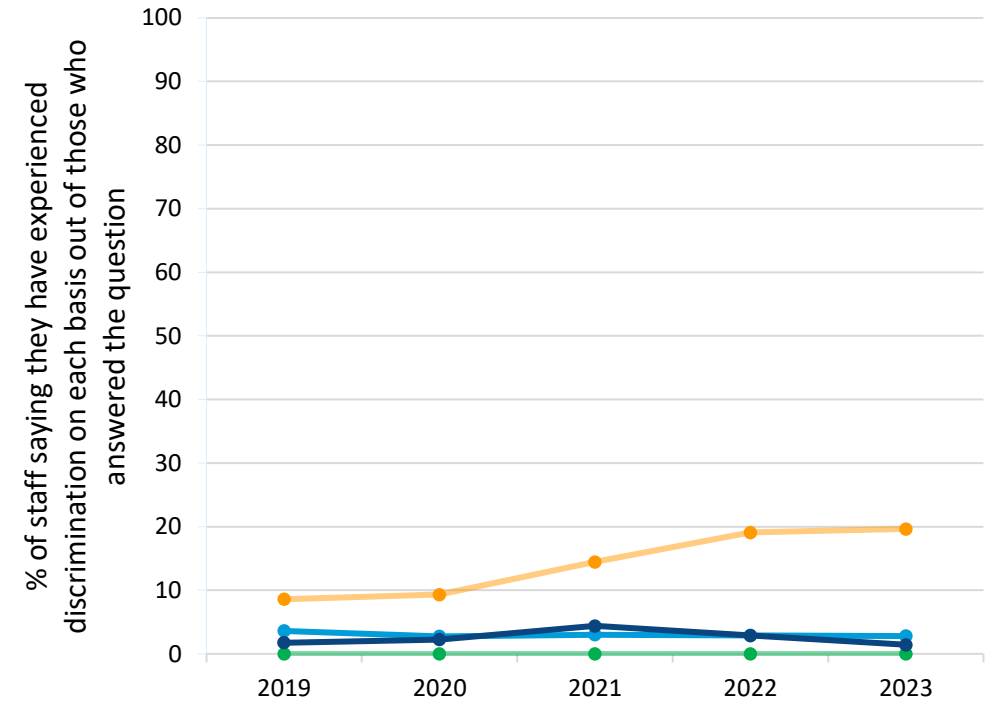


2019 2020 2021 2022 2023

Your org	10.34%	24.52%	30.82%	22.41%	23.67%
Best result	10.34%	10.38%	14.42%	7.00%	8.02%
Average result	17.39%	18.07%	18.25%	17.55%	17.65%
Worst result	35.81%	24.52%	49.76%	28.58%	32.64%

Responses 95 91 105 120 129

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



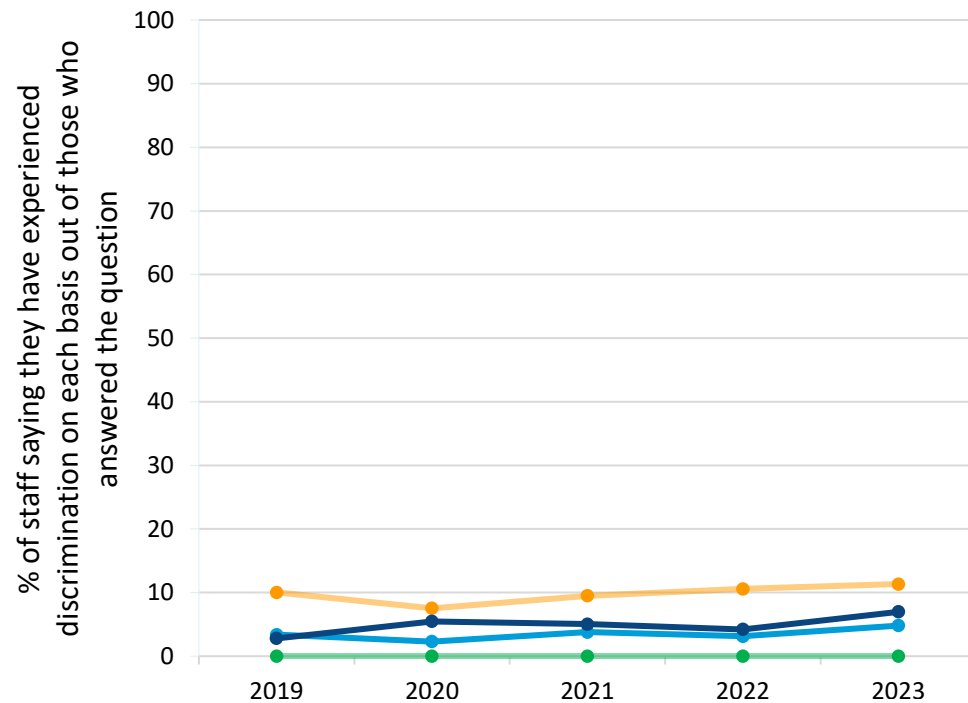
2019 2020 2021 2022 2023

Your org	1.77%	2.25%	4.40%	2.90%	1.44%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	3.61%	2.76%	3.02%	2.91%	2.81%
Worst result	8.60%	9.33%	14.45%	19.09%	19.64%

Responses 95 91 105 120 129



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

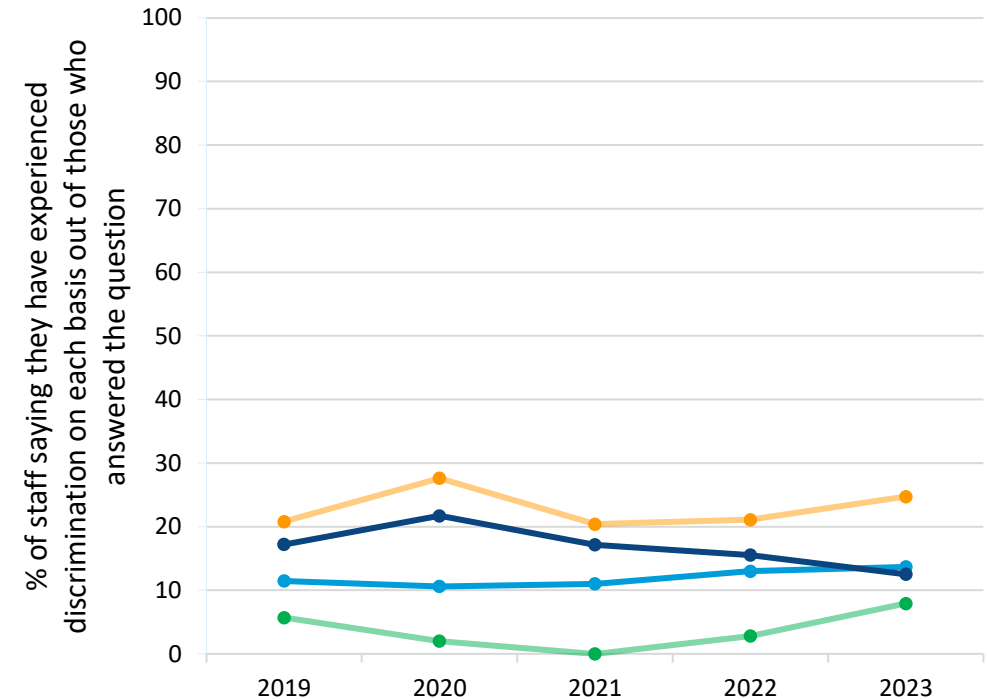


2019 2020 2021 2022 2023

Your org	2.81%	5.48%	5.05%	4.22%	6.97%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	3.37%	2.29%	3.78%	3.14%	4.81%
Worst result	10.01%	7.52%	9.50%	10.57%	11.34%

Responses 95 91 105 120 129

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



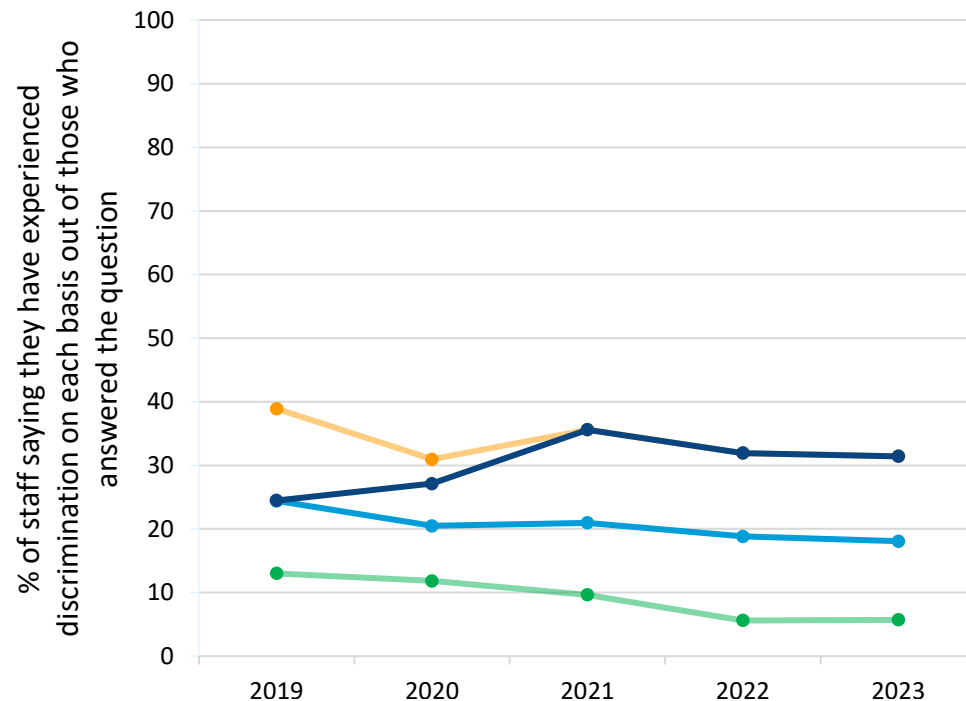
2019 2020 2021 2022 2023

Your org	17.19%	21.71%	17.16%	15.54%	12.53%
Best result	5.72%	2.01%	0.00%	2.80%	7.91%
Average result	11.48%	10.60%	11.02%	13.00%	13.69%
Worst result	20.80%	27.61%	20.40%	21.10%	24.72%

Responses 95 91 105 120 129



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

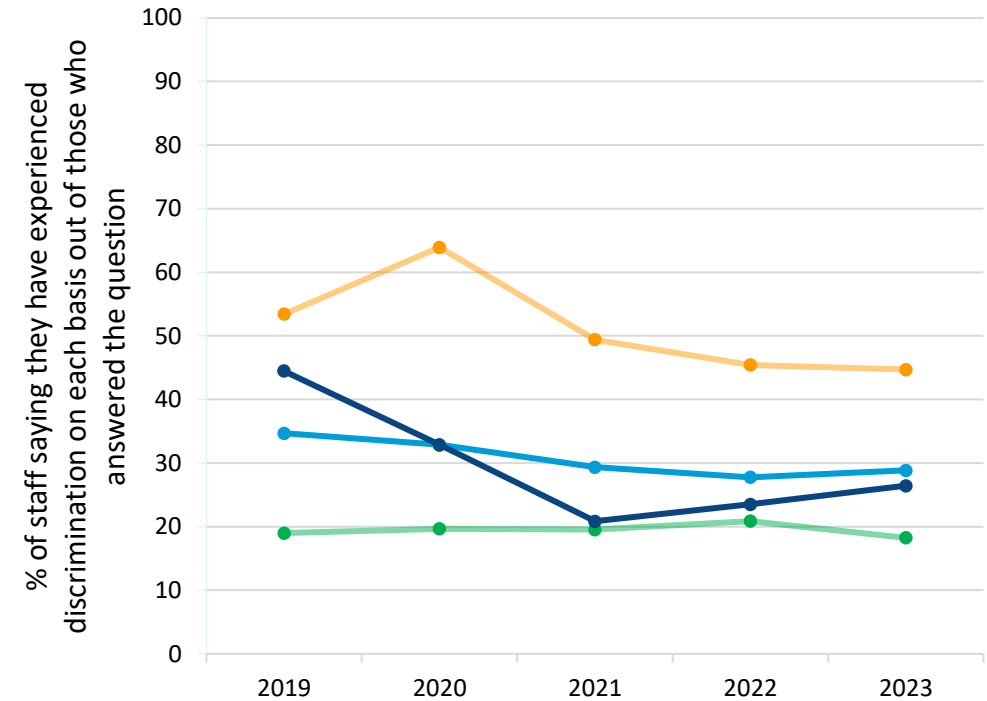


2019 2020 2021 2022 2023

Your org	24.48%	27.12%	35.61%	31.94%	31.42%
Best result	13.02%	11.83%	9.64%	5.61%	5.72%
Average result	24.41%	20.47%	20.96%	18.84%	18.06%
Worst result	38.91%	30.95%	35.61%	31.94%	31.42%

Responses 95 91 105 120 129

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



2019 2020 2021 2022 2023

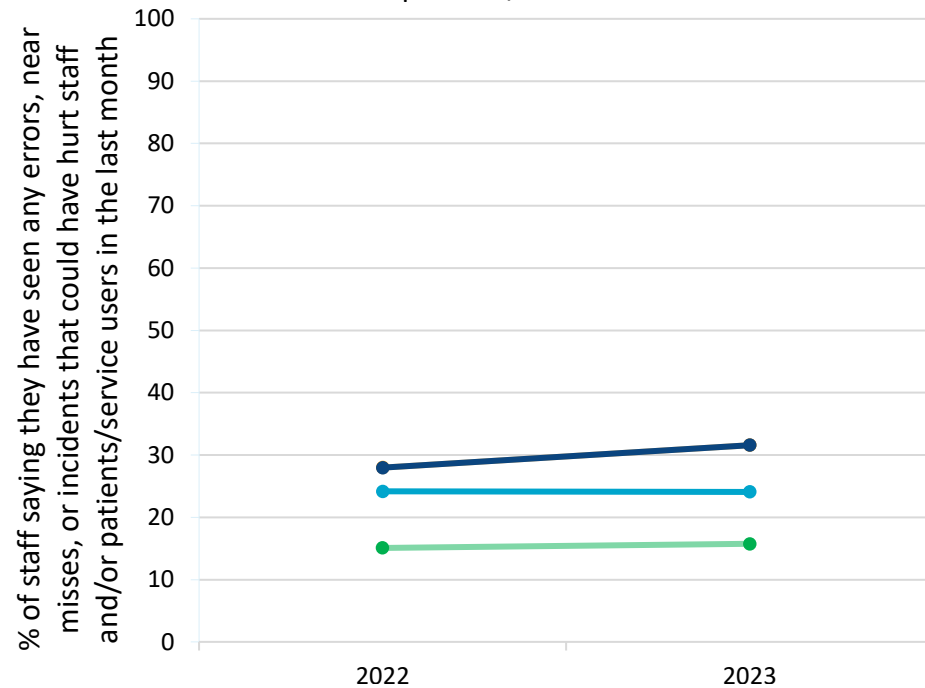
Your org	44.44%	32.88%	20.85%	23.51%	26.43%
Best result	18.98%	19.66%	19.55%	20.87%	18.26%
Average result	34.70%	32.88%	29.35%	27.77%	28.86%
Worst result	53.43%	63.91%	49.40%	45.43%	44.70%

Responses 95 91 105 120 129



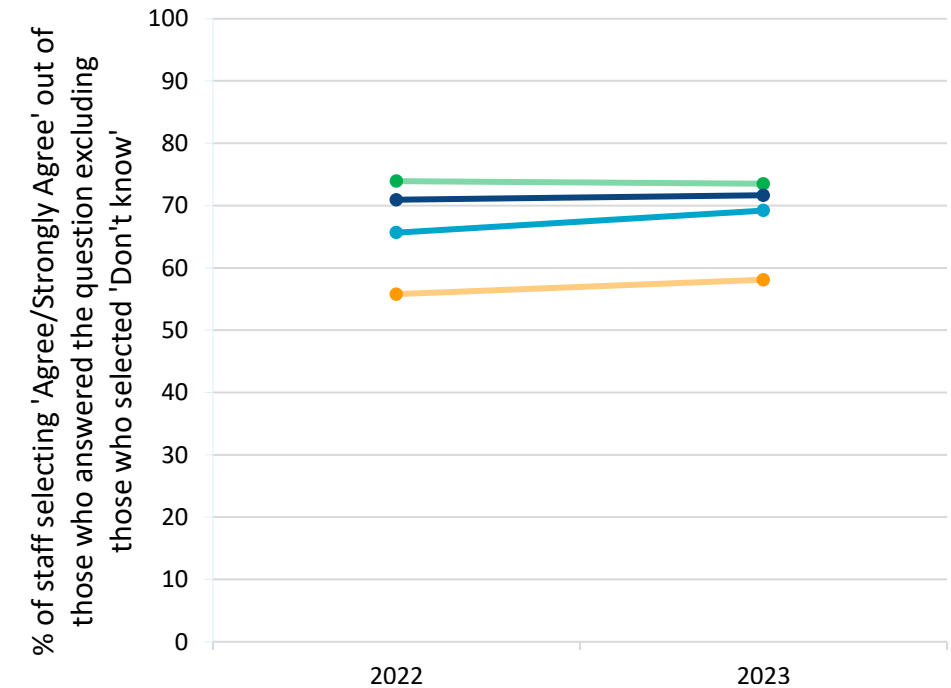


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	27.97%	31.58%
Best result	15.08%	15.75%
Average result	24.17%	24.08%
Worst result	27.99%	31.58%
Responses	1445	1538

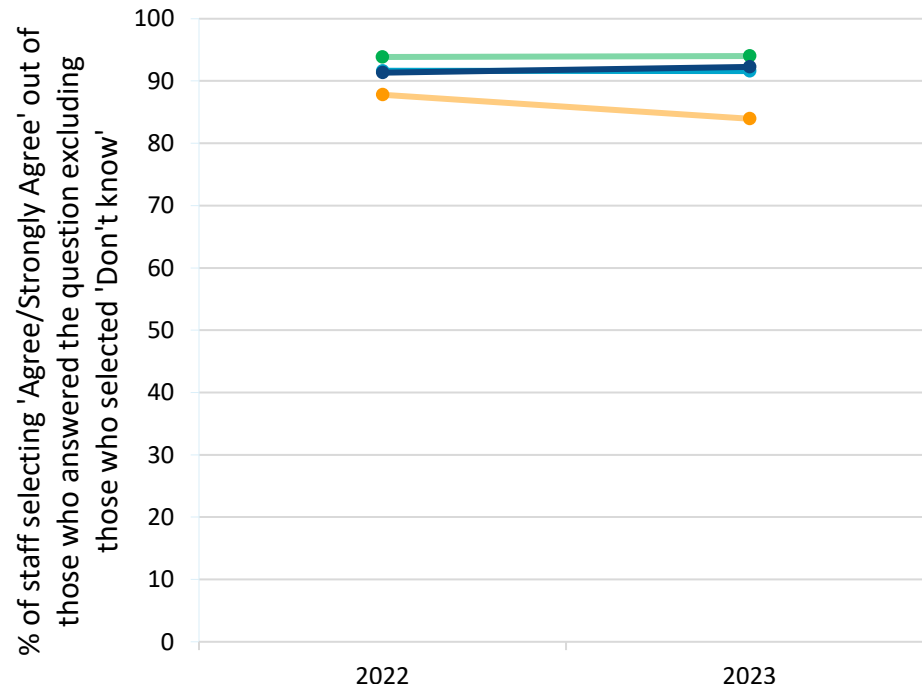
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	70.92%	71.65%
Best result	73.94%	73.50%
Average result	65.67%	69.22%
Worst result	55.78%	58.09%
Responses	1132	1226

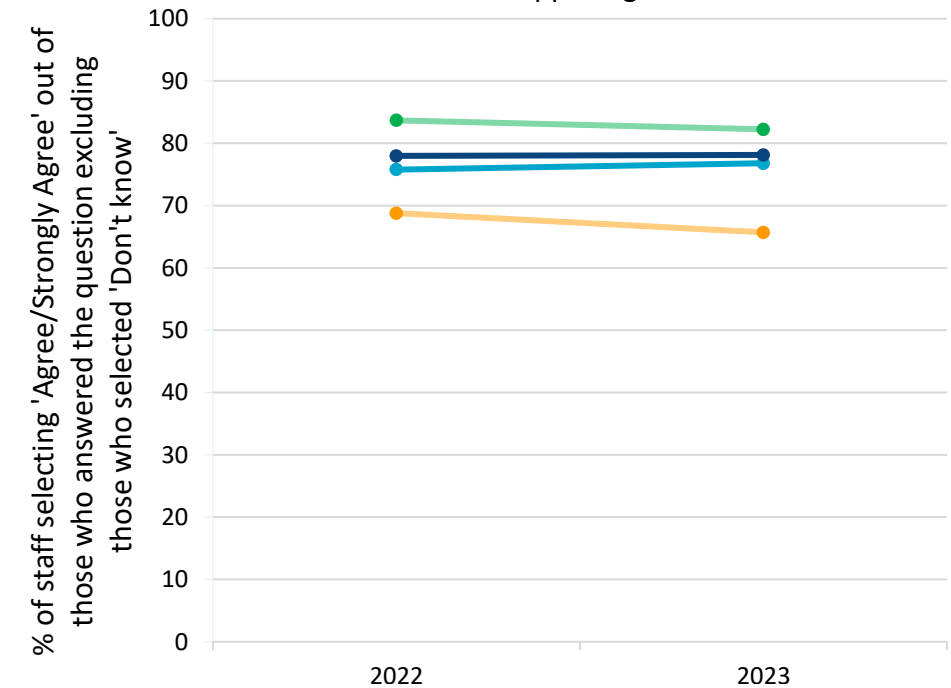


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	91.34%	92.26%
Best result	93.82%	94.01%
Average result	91.61%	91.60%
Worst result	87.80%	83.93%
Responses	1421	1520

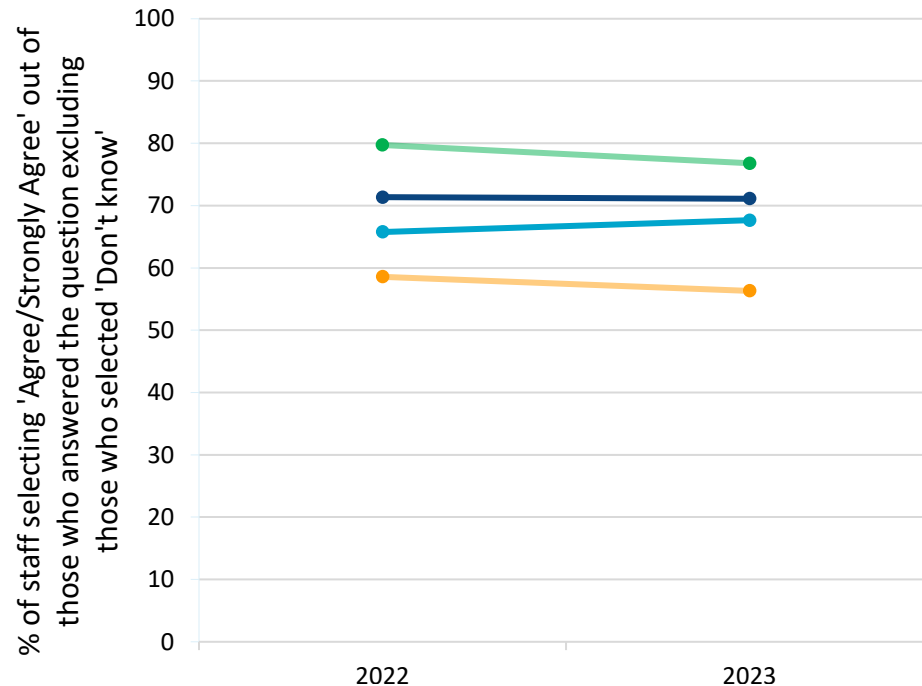
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	77.98%	78.11%
Best result	83.67%	82.23%
Average result	75.77%	76.79%
Worst result	68.76%	65.70%
Responses	1313	1397

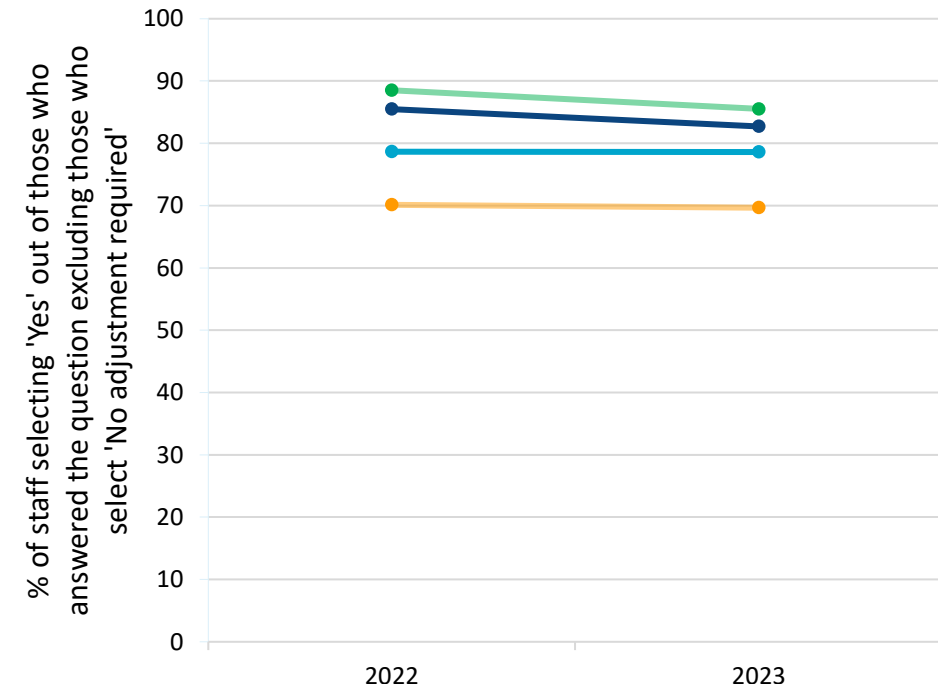


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	71.35%	71.10%
Best result	79.71%	76.78%
Average result	65.75%	67.64%
Worst result	58.57%	56.31%
Responses	1328	1428

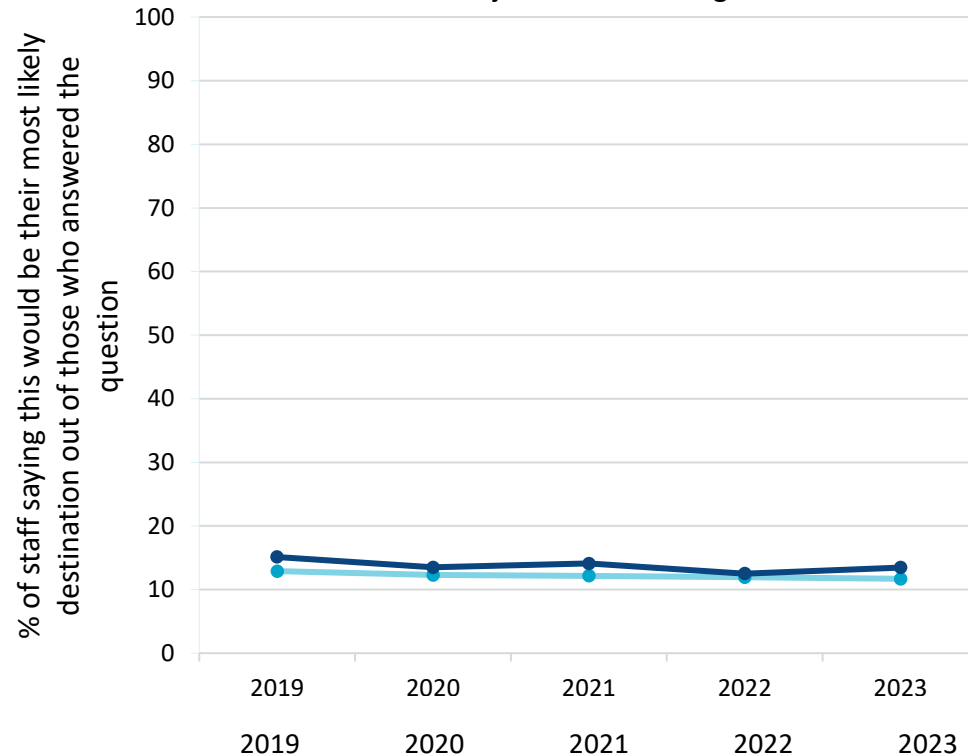
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	85.48%	82.71%
Best result	88.50%	85.52%
Average result	78.66%	78.64%
Worst result	70.12%	69.67%
Responses	279	330

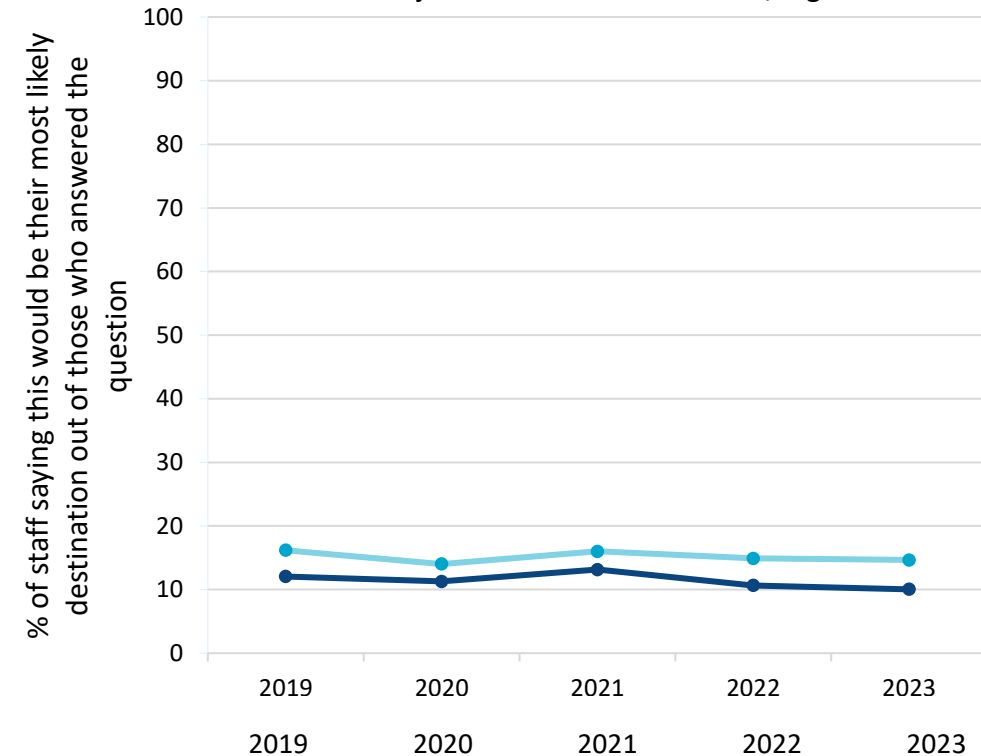


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
Your org	15.10%	13.50%	14.08%	12.51%	13.45%
Average	12.89%	12.28%	12.16%	11.94%	11.68%
Responses	1053	1126	1278	1295	1375

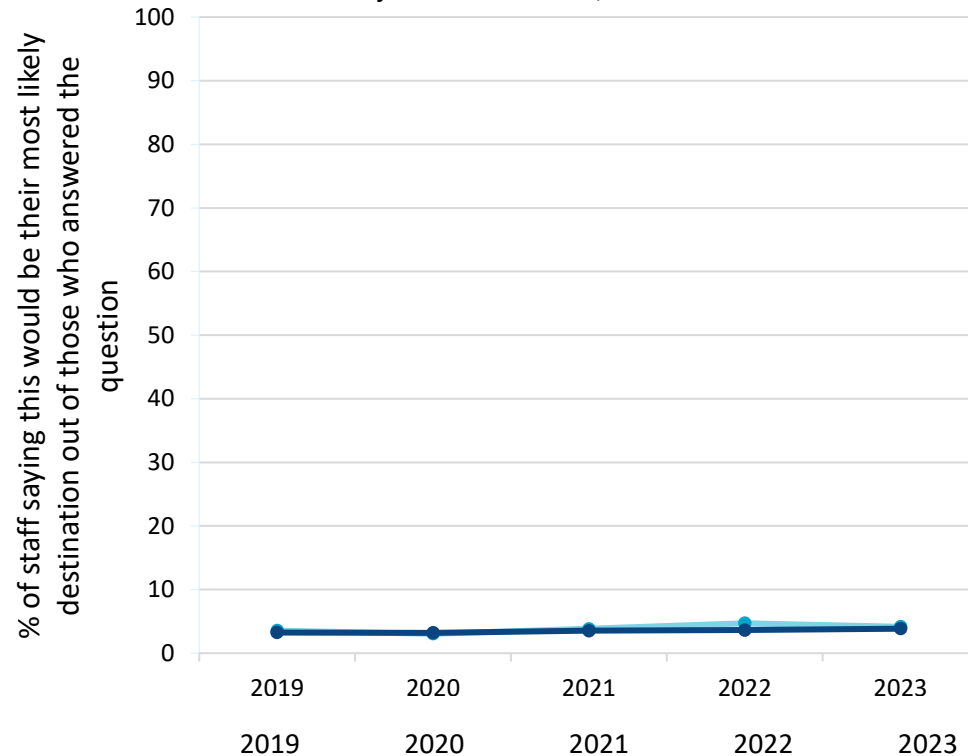
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
Your org	12.06%	11.28%	13.15%	10.66%	10.04%
Average	16.18%	14.01%	16.02%	14.89%	14.65%
Responses	1053	1126	1278	1295	1375

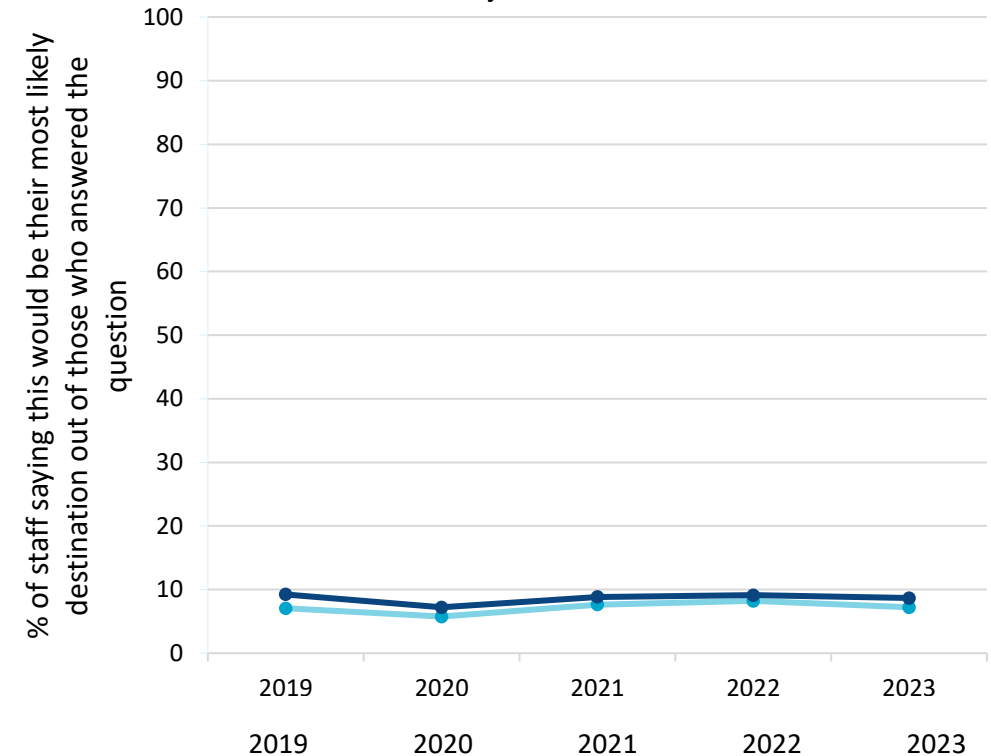


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



Your org	3.23%	3.20%	3.52%	3.63%	3.85%
Average	3.54%	3.05%	3.84%	4.72%	4.15%
Responses	1053	1126	1278	1295	1375

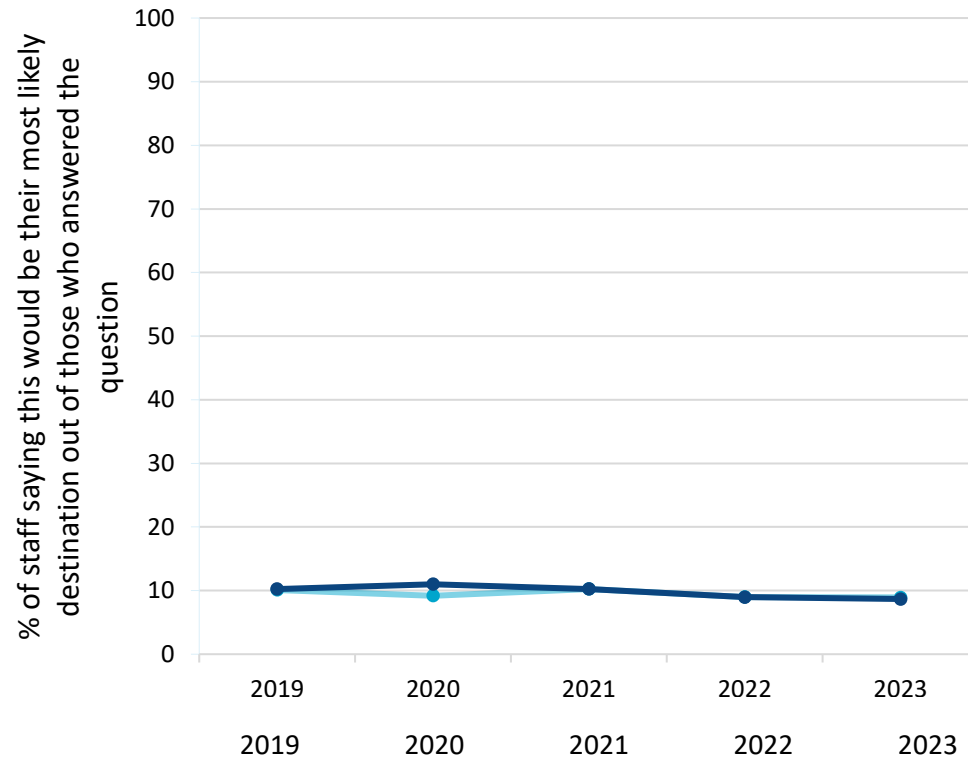
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



Your org	9.21%	7.19%	8.84%	9.11%	8.65%
Average	7.05%	5.75%	7.62%	8.22%	7.20%
Responses	1053	1126	1278	1295	1375

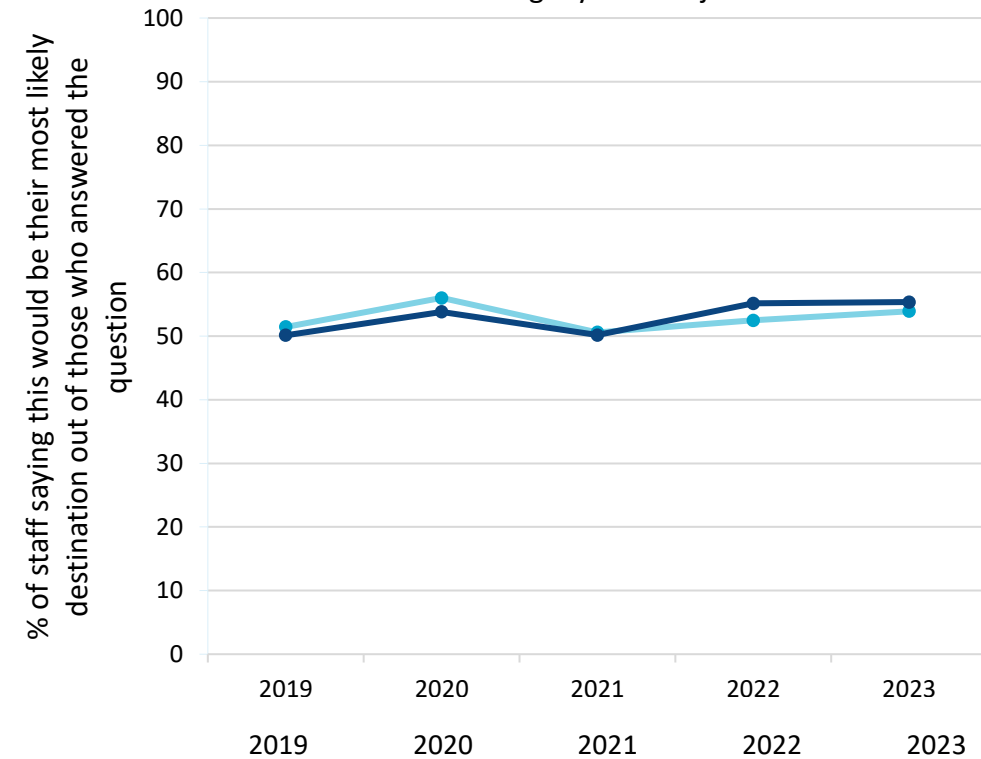


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2019	2020	2021	2022	2023
<b>Your org</b>	10.26%	11.01%	10.25%	8.96%	8.65%
<b>Average</b>	10.10%	9.20%	10.25%	8.99%	8.91%
Responses	1053	1126	1278	1295	1375

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
<b>Your org</b>	50.14%	53.82%	50.16%	55.14%	55.35%
<b>Average</b>	51.45%	56.01%	50.60%	52.49%	53.91%
Responses	1053	1126	1278	1295	1375

## 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.

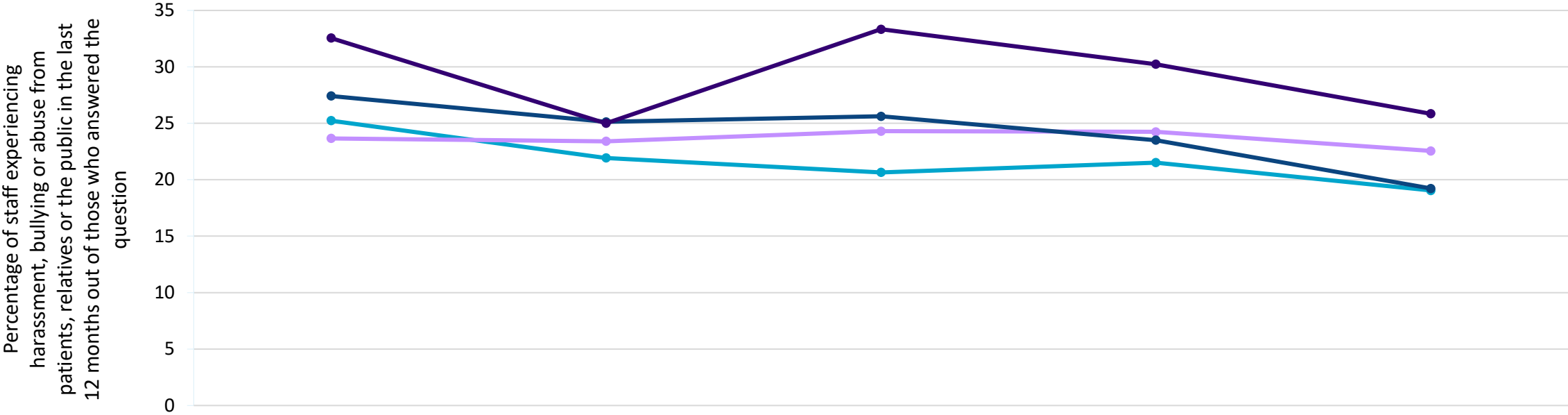
Averages are calculated as the median for the benchmark group.

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



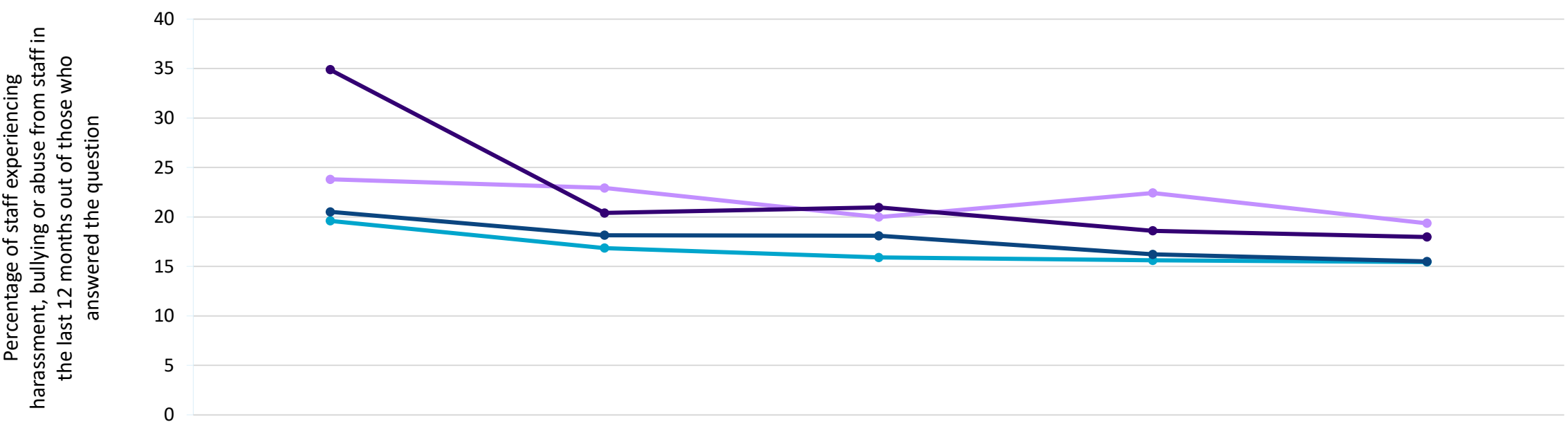
	2019	2020	2021	2022	2023
White staff: Your org	27.42%	25.13%	25.62%	23.51%	19.23%
All other ethnic groups*: Your org	32.56%	25.00%	33.33%	30.23%	25.84%
White staff: Average	25.23%	21.93%	20.65%	21.52%	19.05%
All other ethnic groups*: Average	23.66%	23.41%	24.30%	24.24%	22.55%
White staff: Responses	1156	1198	1323	1357	1451
All other ethnic groups*: Responses	43	48	63	86	89

\*Staff from all other ethnic groups combined



# Workforce Race Equality Standard (WRES)

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



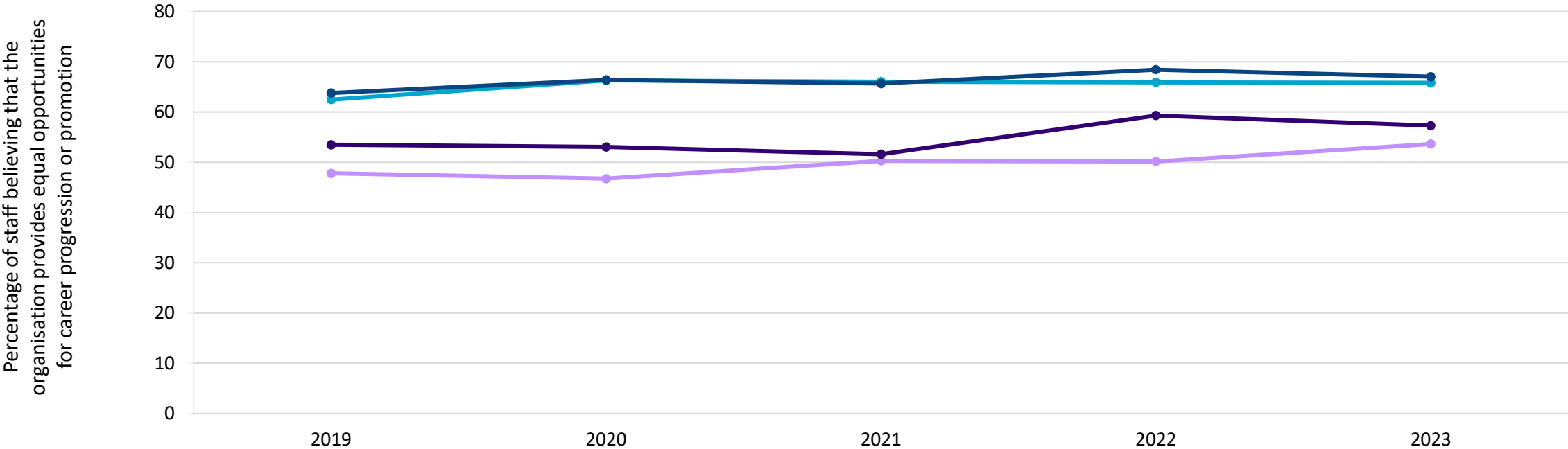
	2019	2020	2021	2022	2023
White staff: Your org	20.52%	18.15%	18.10%	16.22%	15.51%
All other ethnic groups*: Your org	34.88%	20.41%	20.97%	18.60%	17.98%
White staff: Average	19.61%	16.86%	15.91%	15.62%	15.45%
All other ethnic groups*: Average	23.80%	22.94%	19.99%	22.42%	19.36%
White staff: Responses	1155	1201	1326	1356	1451
All other ethnic groups*: Responses	43	49	62	86	89

\*Staff from all other ethnic groups combined



# Workforce Race Equality Standard (WRES)

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

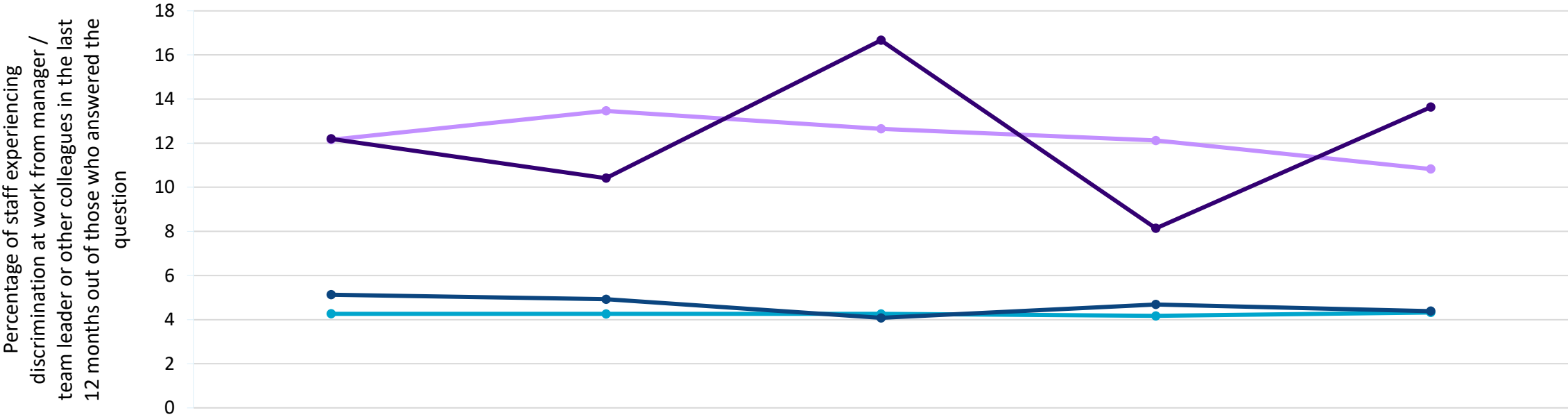


	2019	2020	2021	2022	2023
White staff: Your org	63.80%	66.42%	65.68%	68.44%	67.06%
All other ethnic groups*: Your org	53.49%	53.06%	51.61%	59.30%	57.30%
White staff: Average	62.48%	66.30%	66.05%	65.92%	65.80%
All other ethnic groups*: Average	47.81%	46.75%	50.31%	50.18%	53.66%
White staff: Responses	1152	1203	1320	1356	1445
All other ethnic groups*: Responses	43	49	62	86	89

\*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	5.13%	4.92%	4.08%	4.69%	4.38%
All other ethnic groups*: Your org	12.20%	10.42%	16.67%	8.14%	13.64%
White staff: Average	4.26%	4.26%	4.26%	4.17%	4.33%
All other ethnic groups*: Average	12.16%	13.46%	12.65%	12.12%	10.83%
White staff: Responses	1150	1198	1324	1344	1437
All other ethnic groups*: Responses	41	48	60	86	88

\*Staff from all other ethnic groups combined

## Workforce Disability Equality Standards (WDES)

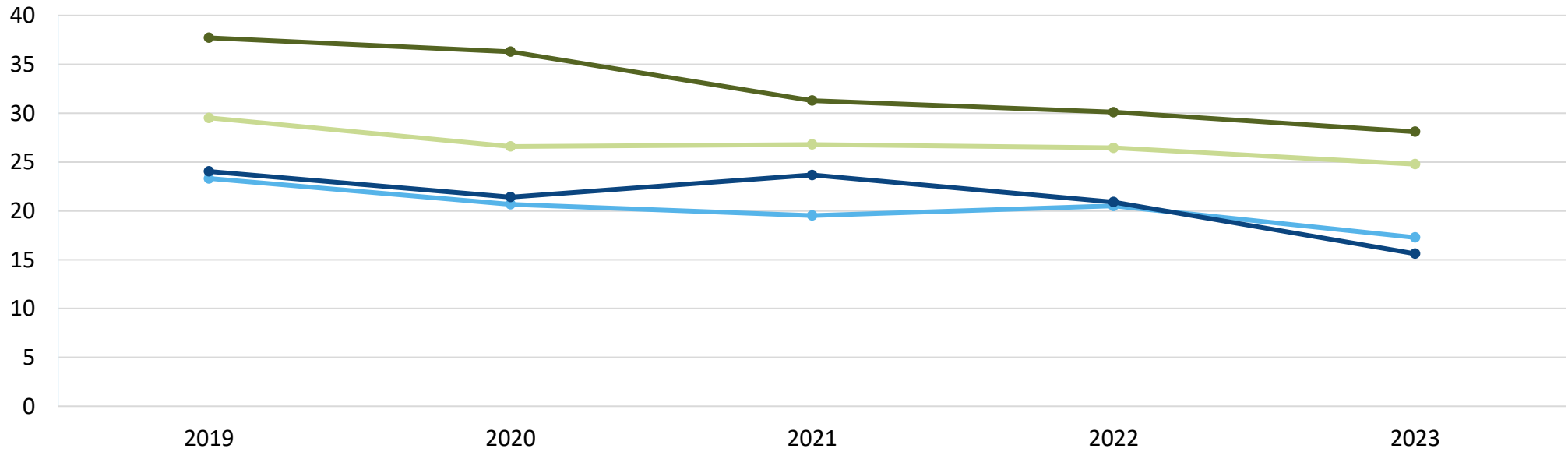
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.  
Data shown in the WDES charts are unweighted.

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



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

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



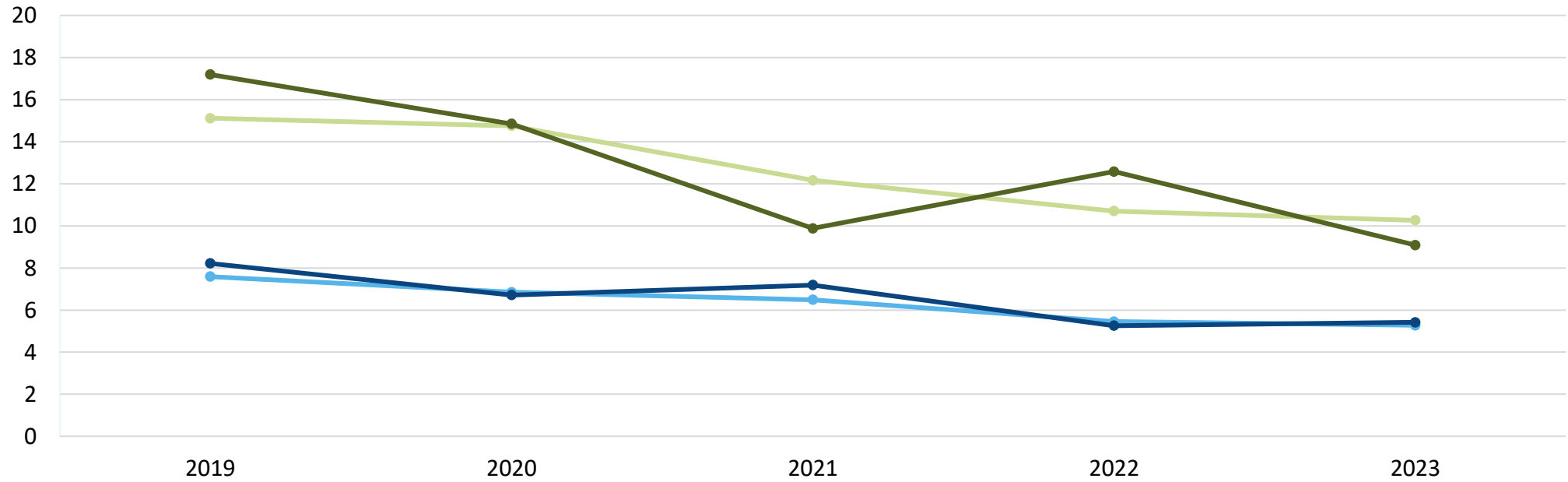
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	37.74%	36.30%	31.29%	30.11%	28.11%
Staff without a LTC or illness: Your org	24.04%	21.42%	23.68%	20.91%	15.62%
Staff with a LTC or illness: Average	29.52%	26.60%	26.81%	26.46%	24.79%
Staff without a LTC or illness: Average	23.32%	20.67%	19.53%	20.51%	17.29%
Staff with a LTC or illness: Responses	318	303	425	465	498
Staff without a LTC or illness: Responses	890	943	963	971	1037





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.

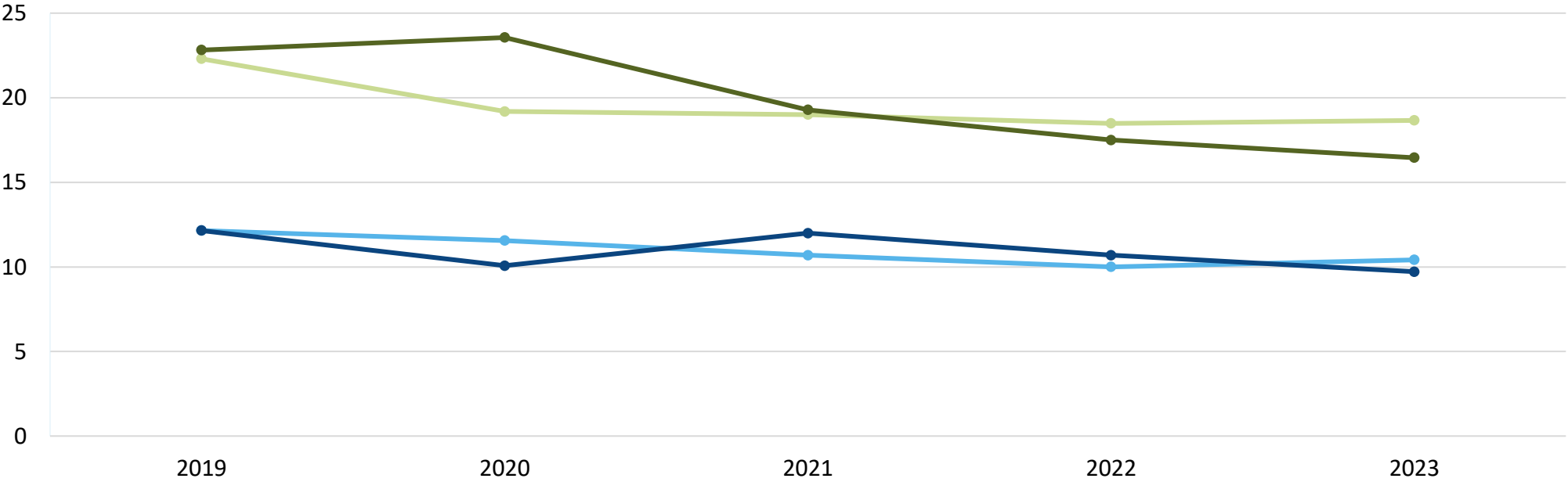


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	17.20%	14.85%	9.88%	12.58%	9.09%
Staff without a LTC or illness: Your org	8.22%	6.72%	7.19%	5.26%	5.42%
Staff with a LTC or illness: Average	15.12%	14.75%	12.17%	10.71%	10.27%
Staff without a LTC or illness: Average	7.59%	6.85%	6.49%	5.45%	5.28%
Staff with a LTC or illness: Responses	314	303	425	461	495
Staff without a LTC or illness: Responses	888	938	960	970	1034



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.

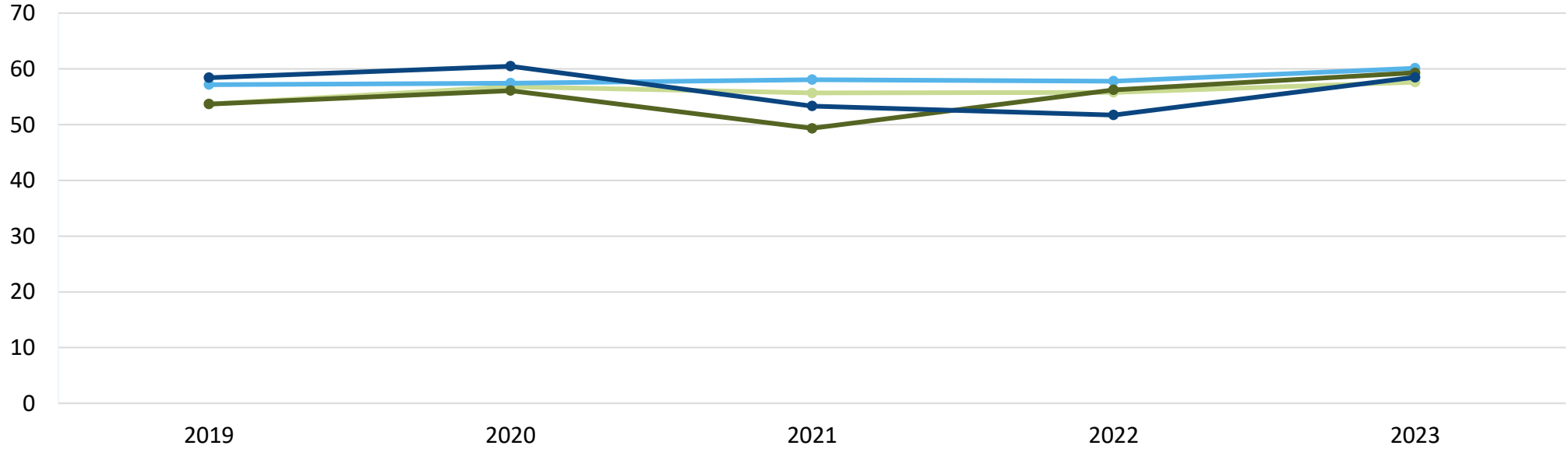


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	22.83%	23.57%	19.29%	17.51%	16.46%
Staff without a LTC or illness: Your org	12.15%	10.08%	12.00%	10.70%	9.72%
Staff with a LTC or illness: Average	22.31%	19.19%	19.00%	18.49%	18.66%
Staff without a LTC or illness: Average	12.15%	11.56%	10.69%	10.01%	10.42%
Staff with a LTC or illness: Responses	311	297	420	457	492
Staff without a LTC or illness: Responses	864	933	950	963	1029



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.

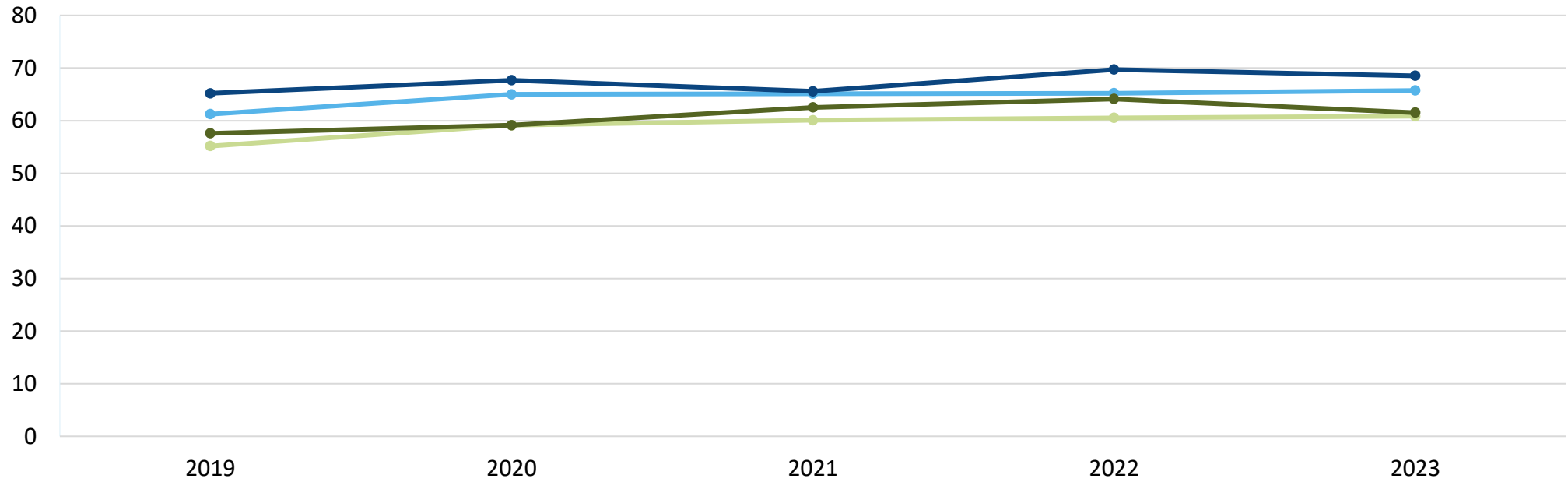


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	53.69%	56.12%	49.35%	56.25%	59.30%
Staff without a LTC or illness: Your org	58.44%	60.49%	53.33%	51.74%	58.52%
Staff with a LTC or illness: Average	53.69%	56.81%	55.68%	55.80%	57.63%
Staff without a LTC or illness: Average	57.19%	57.46%	58.08%	57.82%	60.14%
Staff with a LTC or illness: Responses	149	139	154	176	172
Staff without a LTC or illness: Responses	243	243	270	230	229



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.

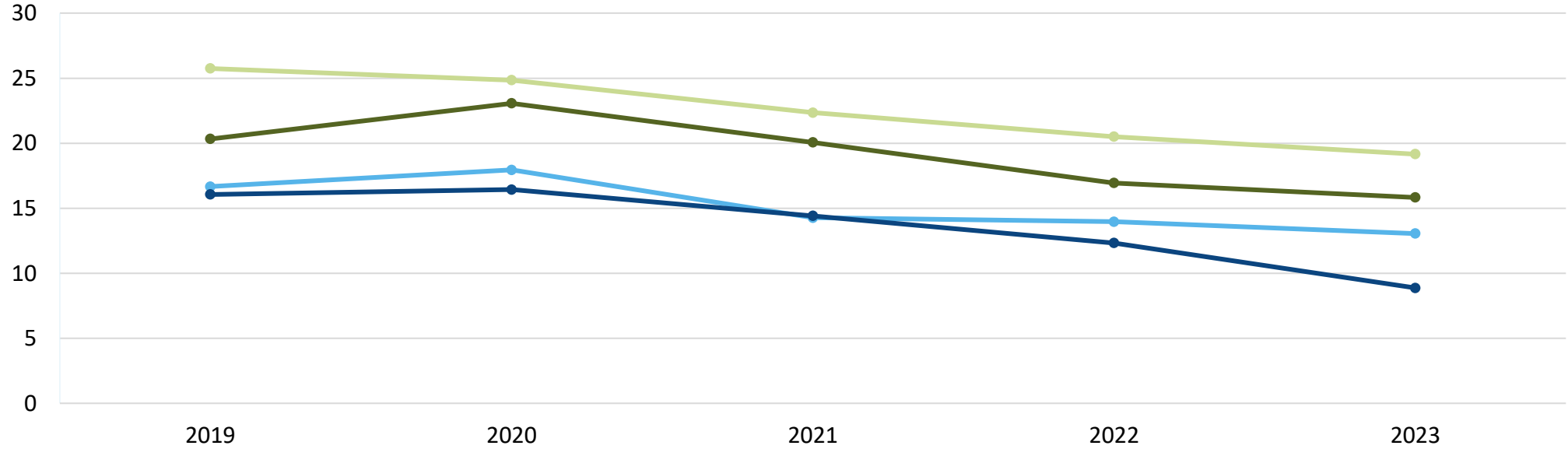


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	57.59%	59.15%	62.53%	64.15%	61.52%
Staff without a LTC or illness: Your org	65.20%	67.69%	65.59%	69.72%	68.54%
Staff with a LTC or illness: Average	55.17%	59.15%	60.09%	60.54%	60.85%
Staff without a LTC or illness: Average	61.24%	65.01%	65.12%	65.22%	65.75%
Staff with a LTC or illness: Responses	316	306	427	463	499
Staff without a LTC or illness: Responses	888	947	956	971	1030



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.

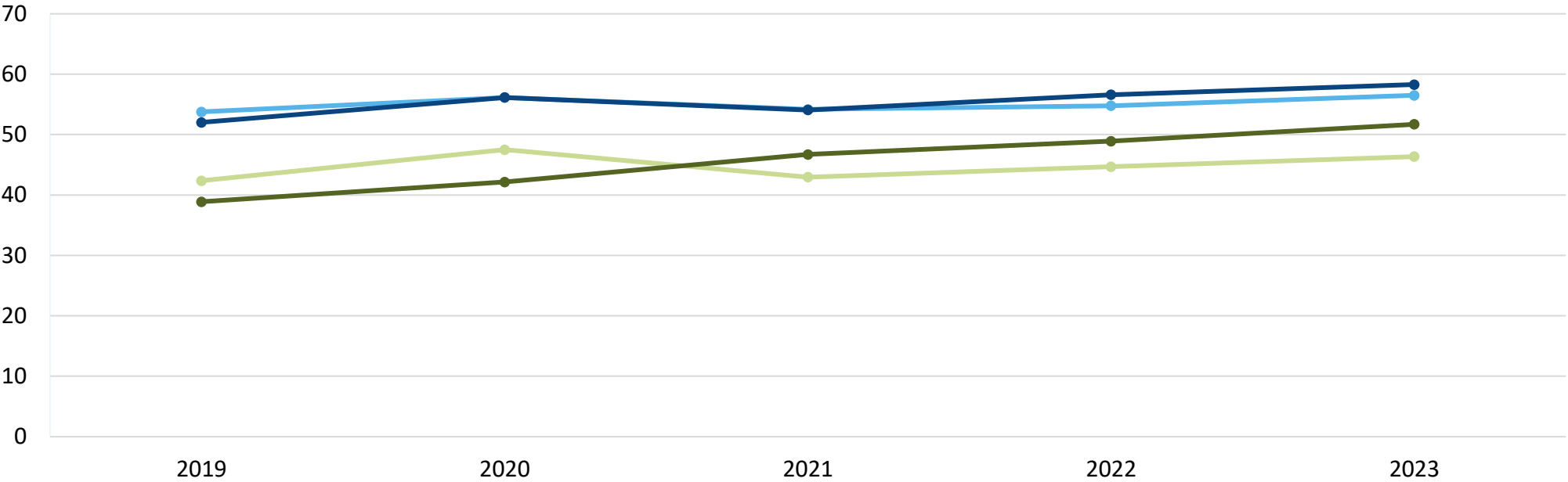


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	20.34%	23.08%	20.07%	16.94%	15.84%
Staff without a LTC or illness: Your org	16.06%	16.44%	14.41%	12.33%	8.87%
Staff with a LTC or illness: Average	25.76%	24.86%	22.35%	20.51%	19.16%
Staff without a LTC or illness: Average	16.67%	17.95%	14.27%	13.97%	13.06%
Staff with a LTC or illness: Responses	236	208	289	301	322
Staff without a LTC or illness: Responses	442	371	444	446	462



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.

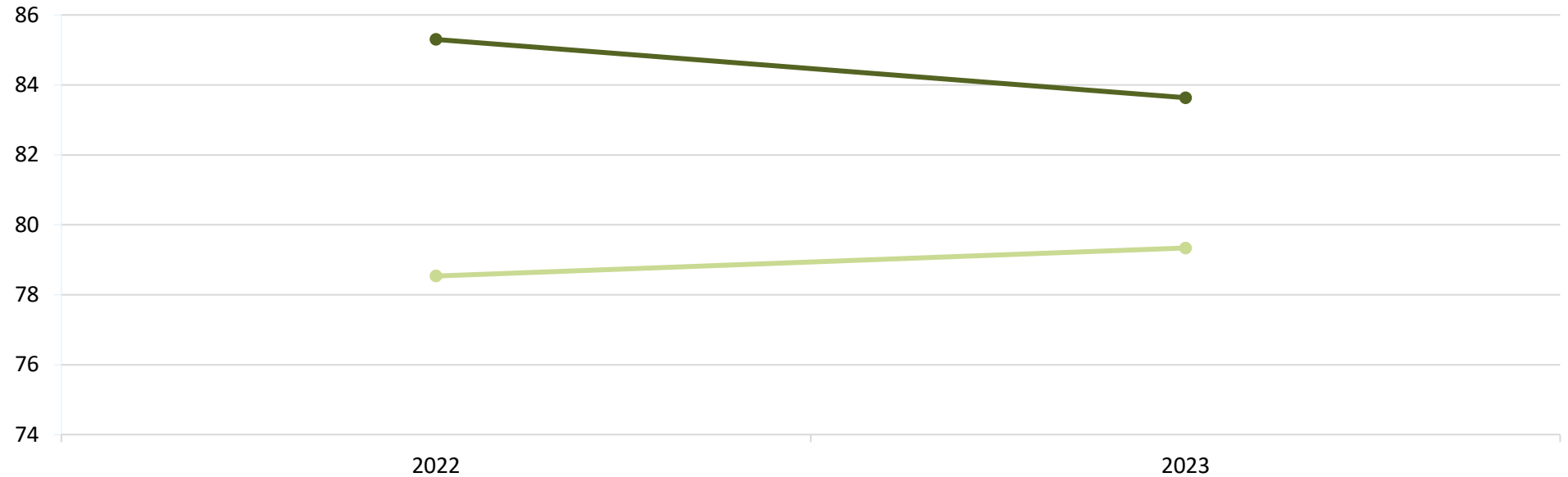


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	38.87%	42.16%	46.70%	48.91%	51.70%
Staff without a LTC or illness: Your org	52.01%	56.14%	54.06%	56.58%	58.28%
Staff with a LTC or illness: Average	42.35%	47.49%	42.95%	44.69%	46.35%
Staff without a LTC or illness: Average	53.76%	56.14%	54.16%	54.77%	56.49%
Staff with a LTC or illness: Responses	319	306	424	460	499
Staff without a LTC or illness: Responses	894	944	960	972	1033

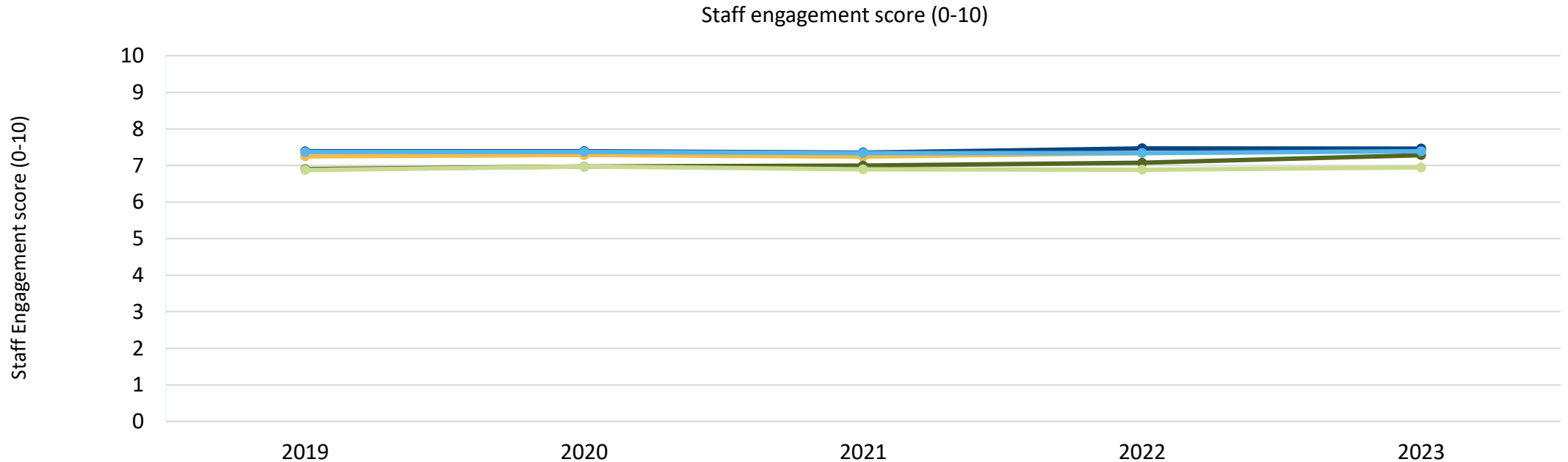


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	85.30%	83.64%
Staff with a LTC or illness: Average	78.54%	79.34%
Staff with a LTC or illness: Responses	279	330



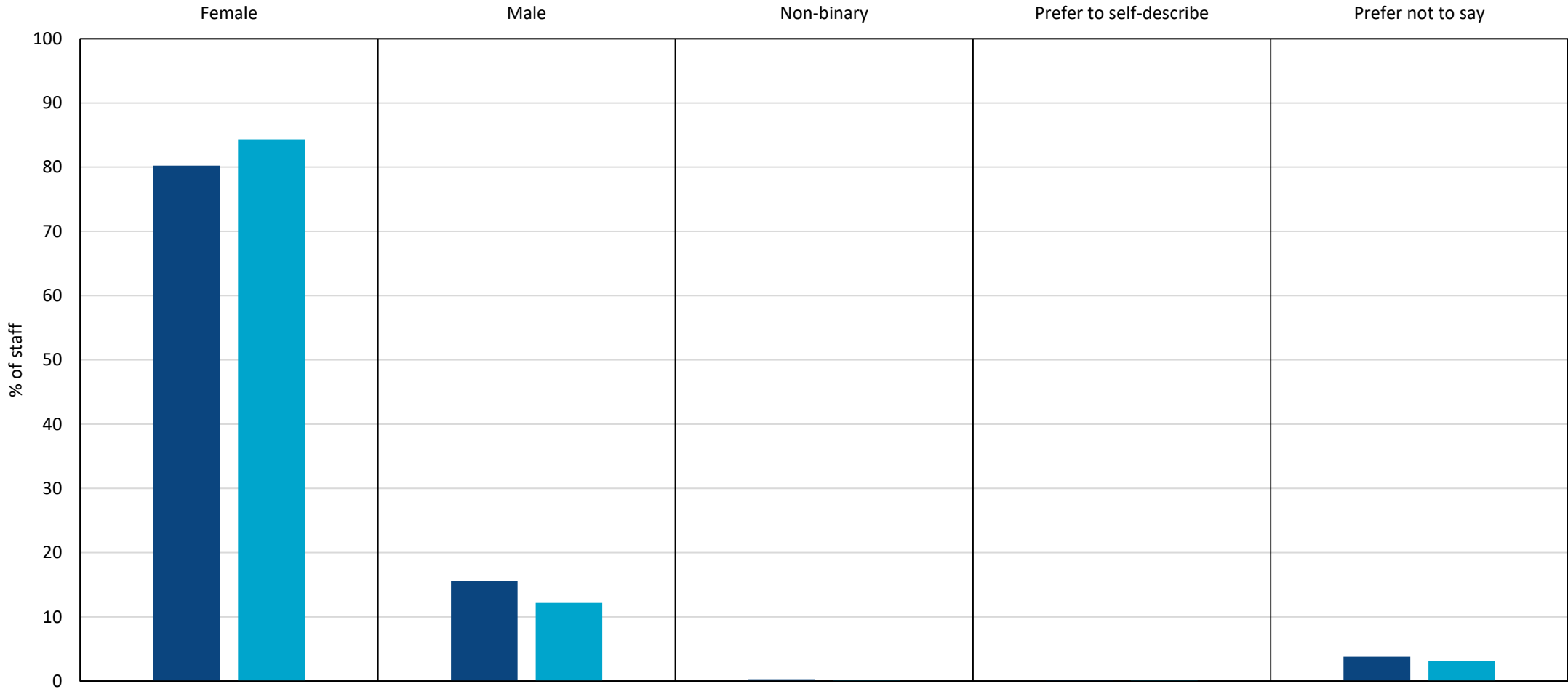
	2019	2020	2021	2022	2023
Organisation average	7.25	7.28	7.24	7.34	7.40
Staff with a LTC or illness: Your org	6.90	6.97	7.00	7.07	7.28
Staff without a LTC or illness: Your org	7.39	7.39	7.35	7.47	7.46
Staff with a LTC or illness: Average	6.88	6.97	6.89	6.88	6.95
Staff without a LTC or illness: Average	7.37	7.37	7.34	7.34	7.39
Staff with a LTC or illness: Responses	321	306	428	465	501
Staff without a LTC or illness: Responses	895	948	966	976	1039

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



## About your respondents

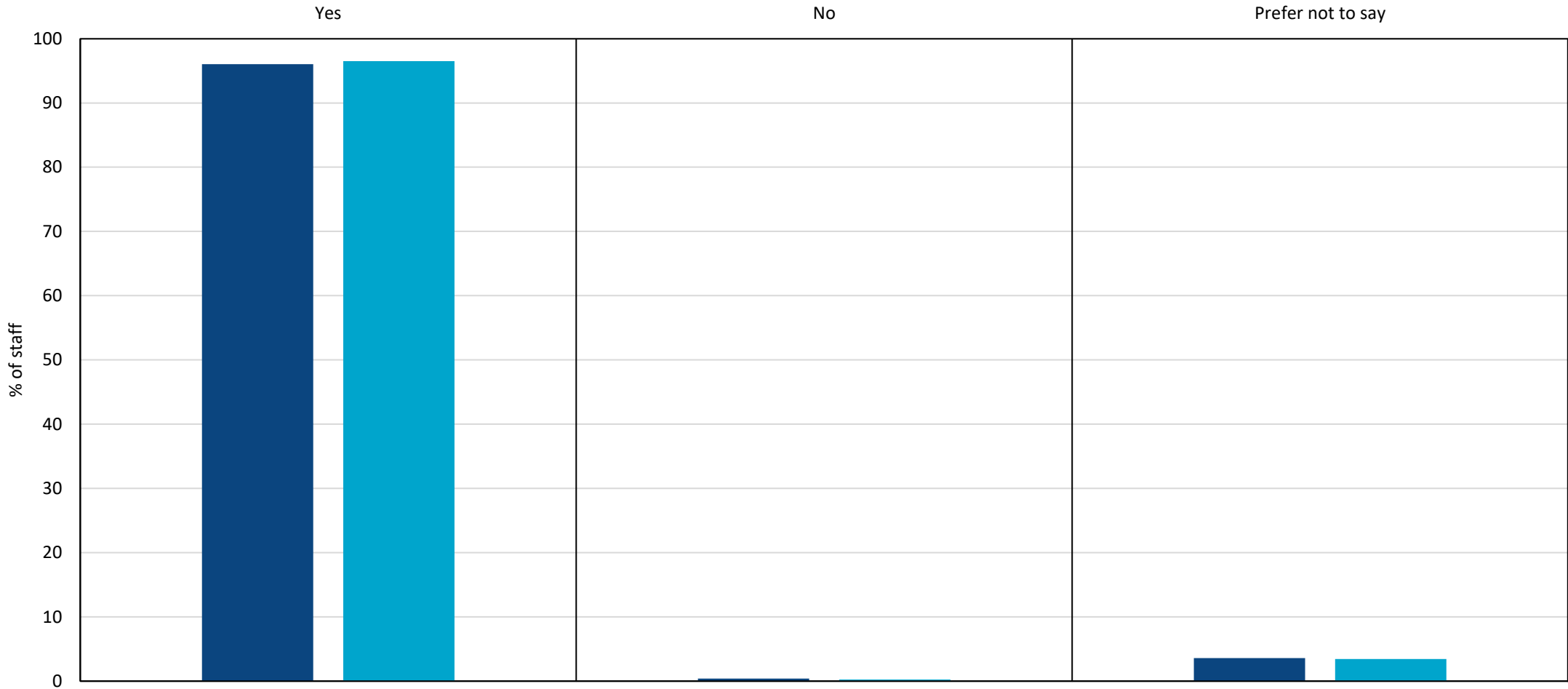
This section shows demographic and other background information for 2023.



Your org	80.23%	15.60%	0.26%	0.13%	3.79%
Average	84.33%	12.15%	0.17%	0.18%	3.19%
Responses	1558	1558	1558	1558	1558



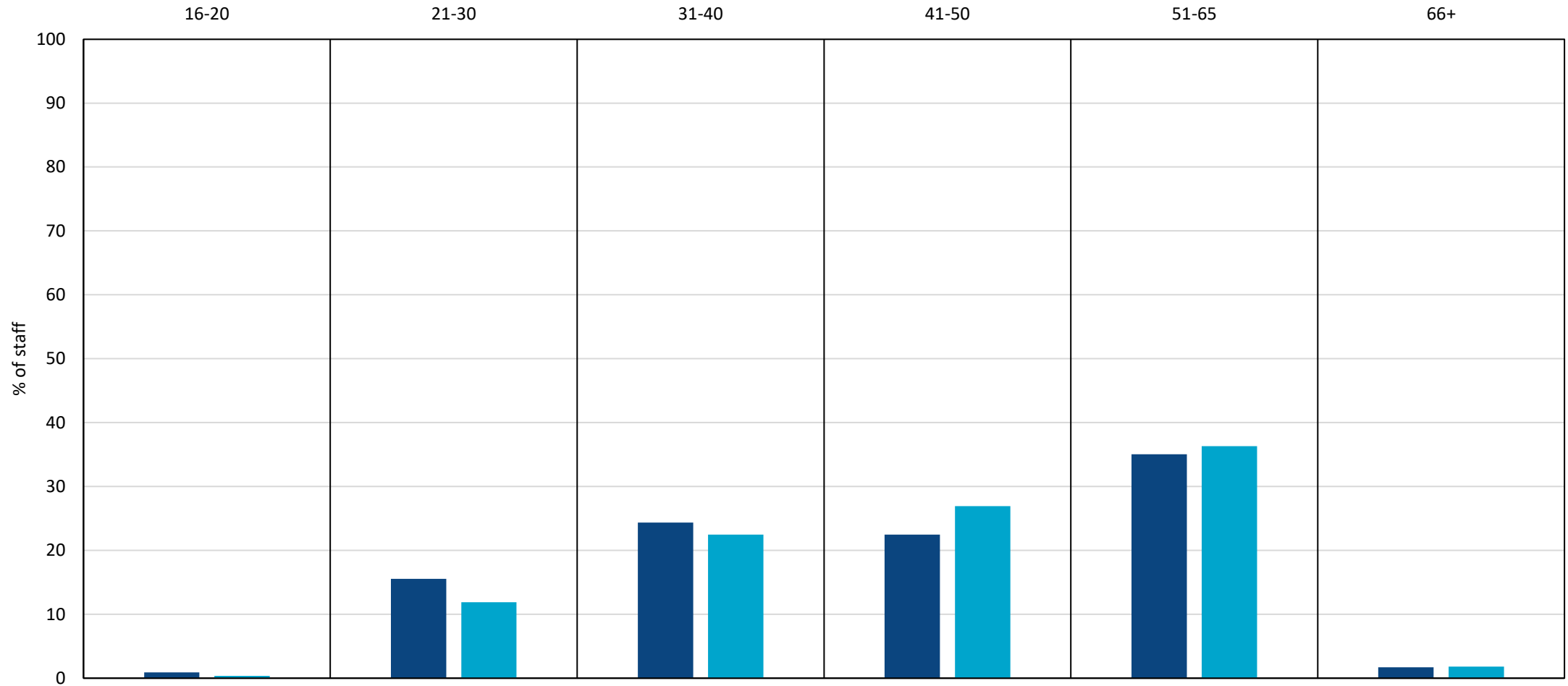
# Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	96.03%	0.40%	3.58%
Average	96.50%	0.25%	3.41%
Responses	1510	1510	1510



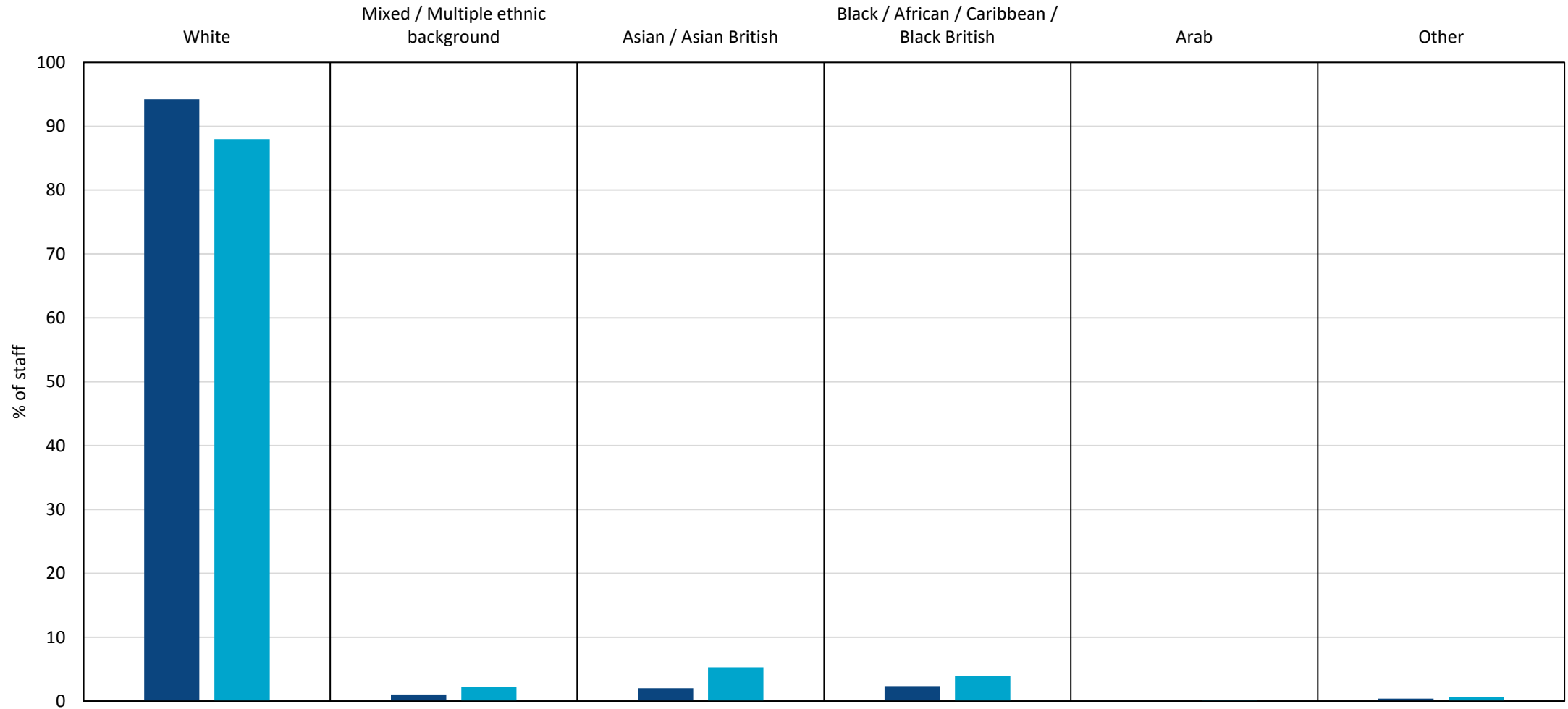
## Background details - Age



Your org	0.91%	15.54%	24.35%	22.47%	35.04%	1.68%
Average	0.33%	11.86%	22.45%	26.92%	36.29%	1.79%
Responses	1544	1544	1544	1544	1544	1544



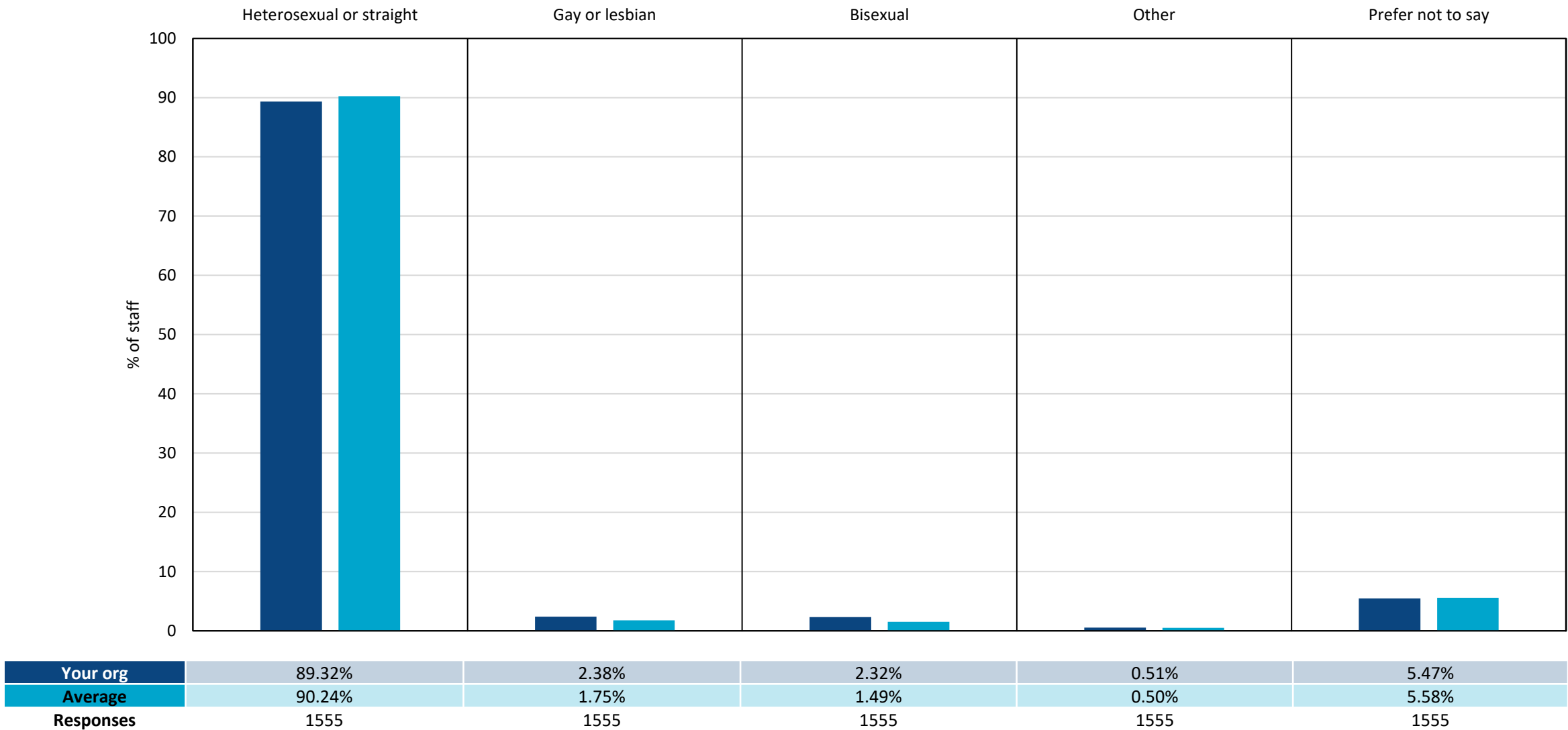
## Background details - Ethnicity



Your org	94.24%	1.03%	2.01%	2.33%	0.00%	0.39%
Average	87.99%	2.16%	5.29%	3.90%	0.10%	0.63%
Responses	1546	1546	1546	1546	1546	1546

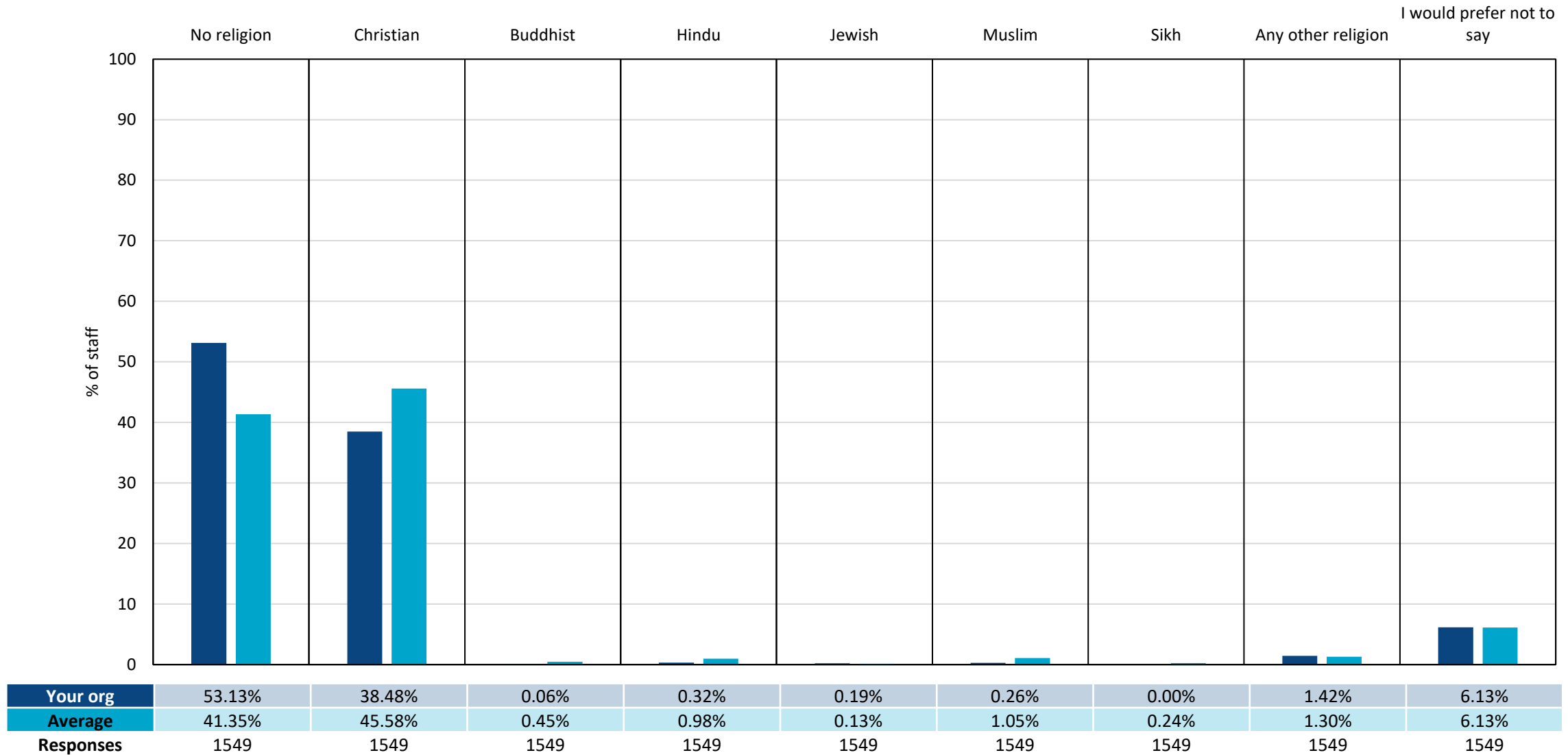


# Background details – Sexual orientation

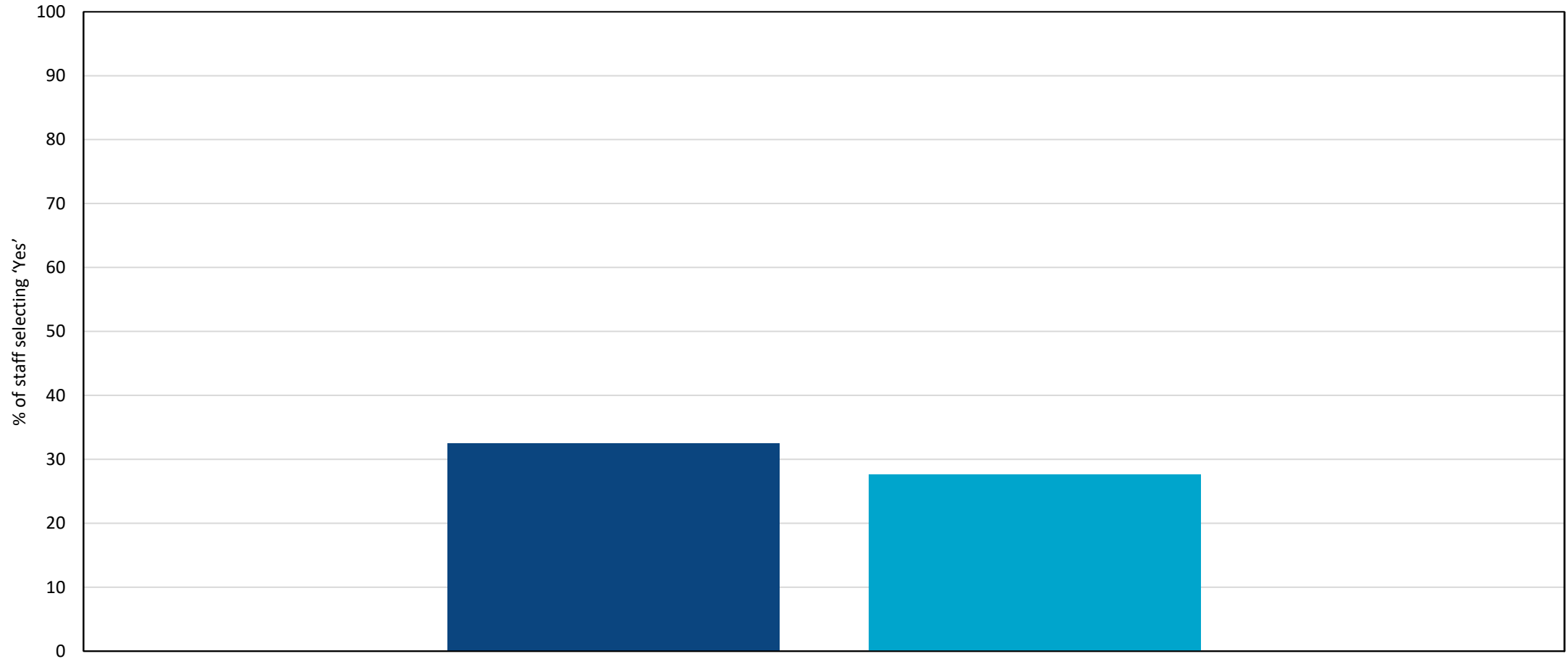




## Background details - Religion



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



Your org	32.53%
Average	27.60%
Responses	1540

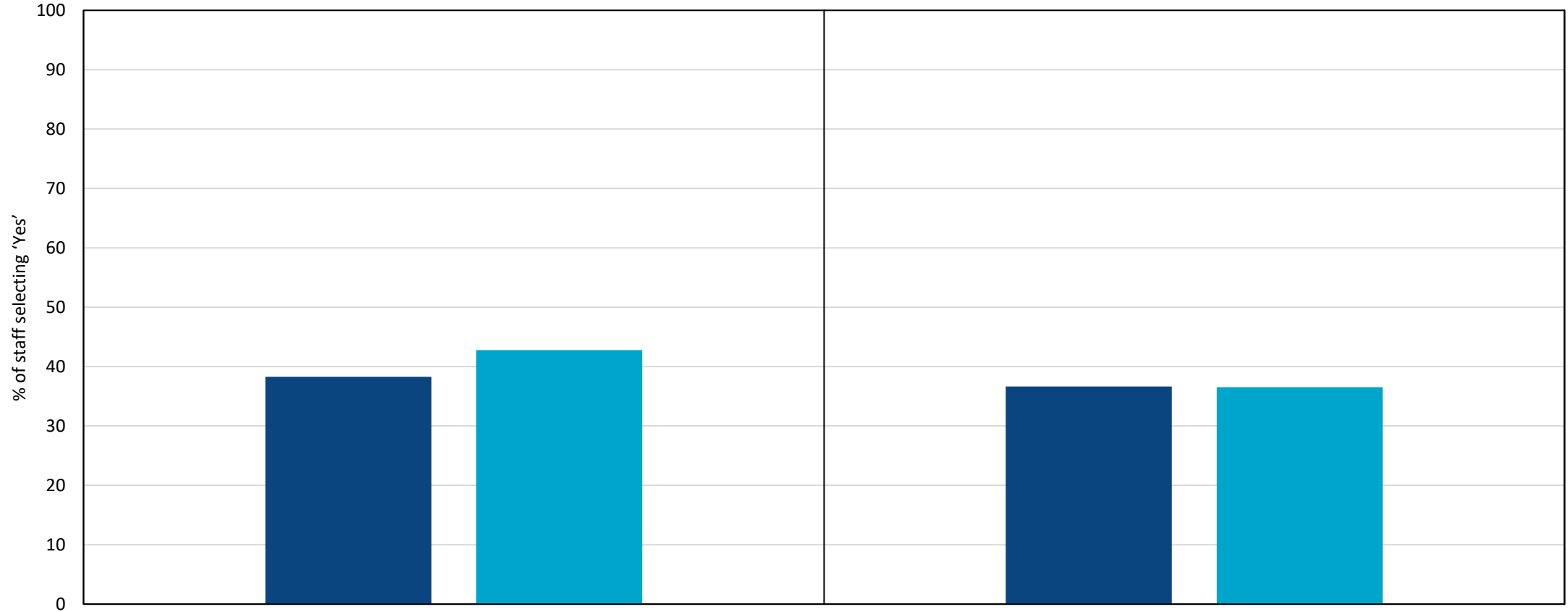




## Background details – Parental / caring responsibilities

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

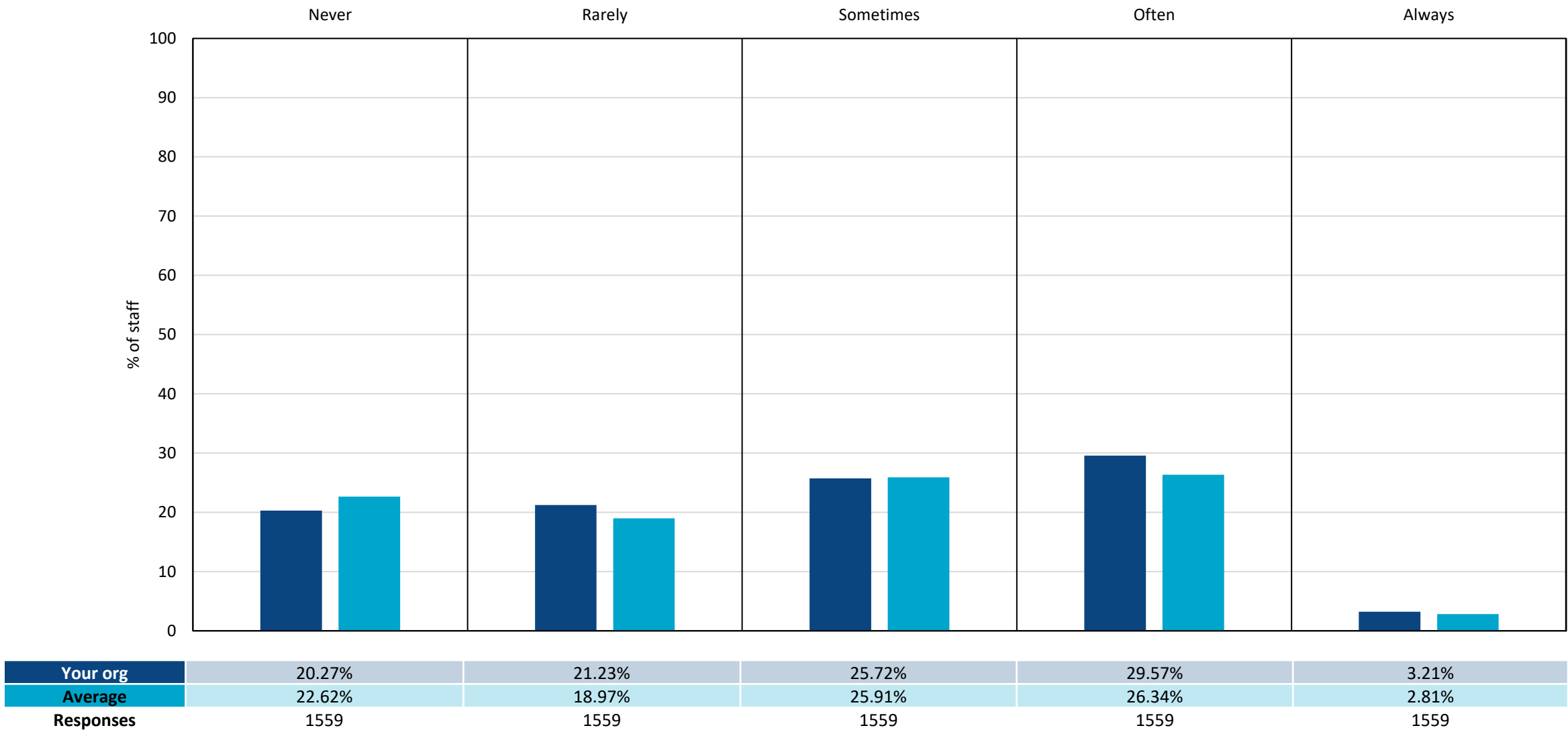
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	38.28%	36.64%
Average	42.78%	36.54%
Responses	1544	1542

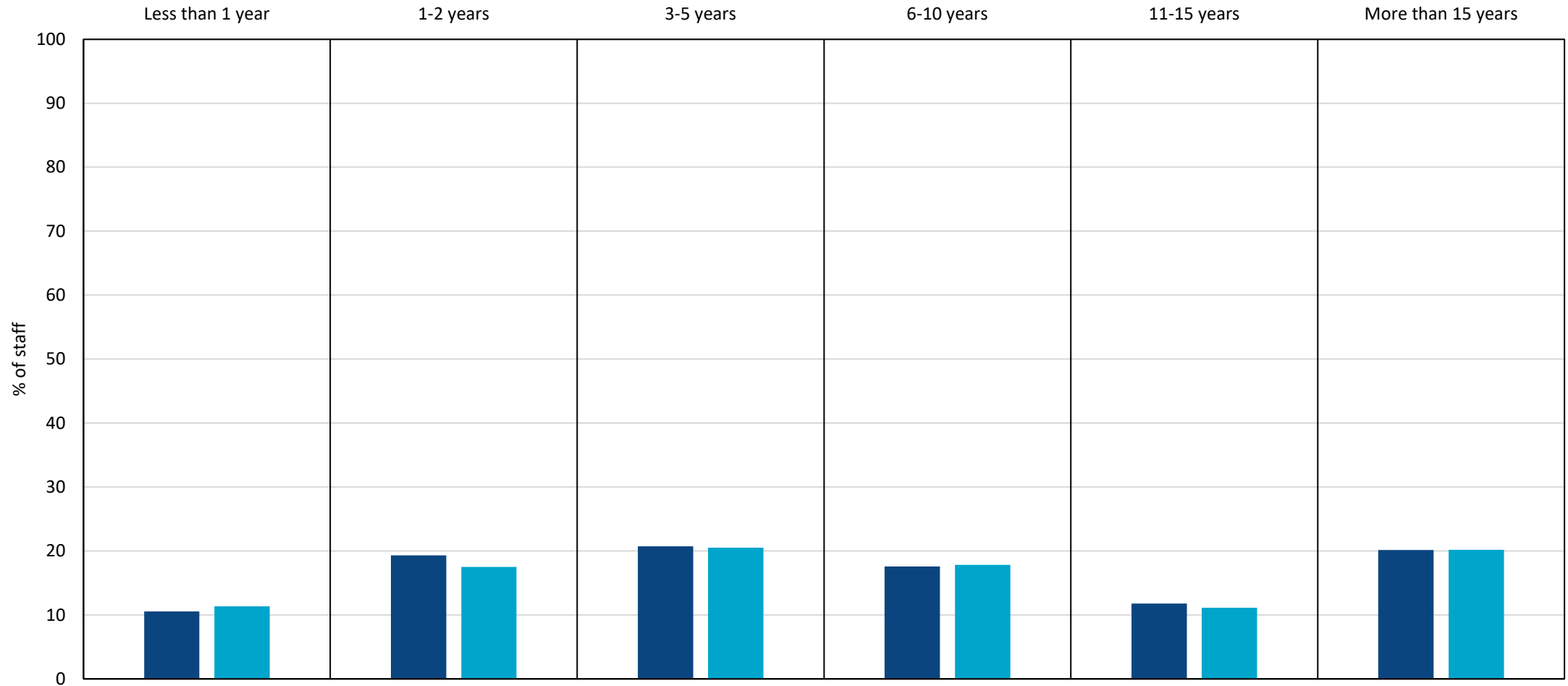


# Background details – How often do you work at/from home?





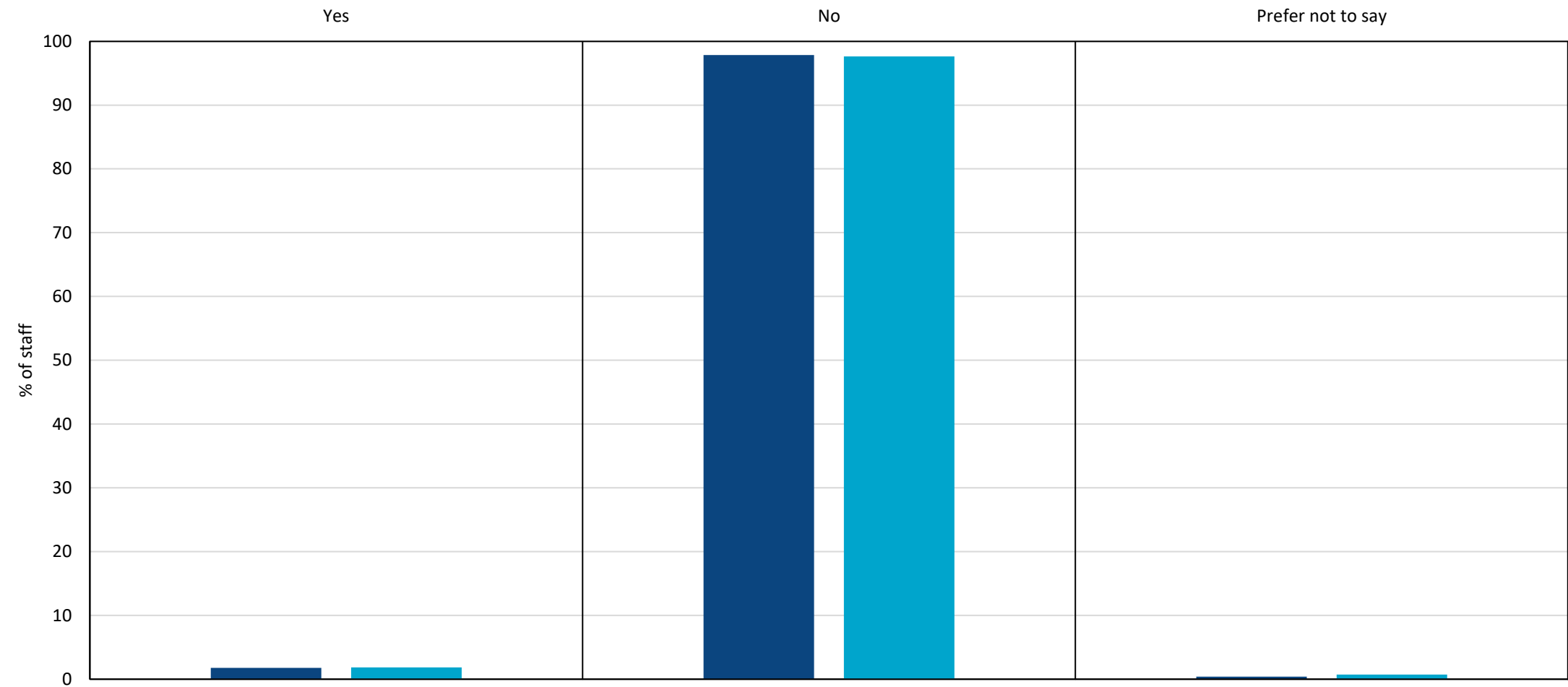
## Background details – Length of service



Your org	10.55%	19.29%	20.71%	17.56%	11.77%	20.13%
Average	11.33%	17.50%	20.48%	17.82%	11.11%	20.17%
Responses	1555	1555	1555	1555	1555	1555



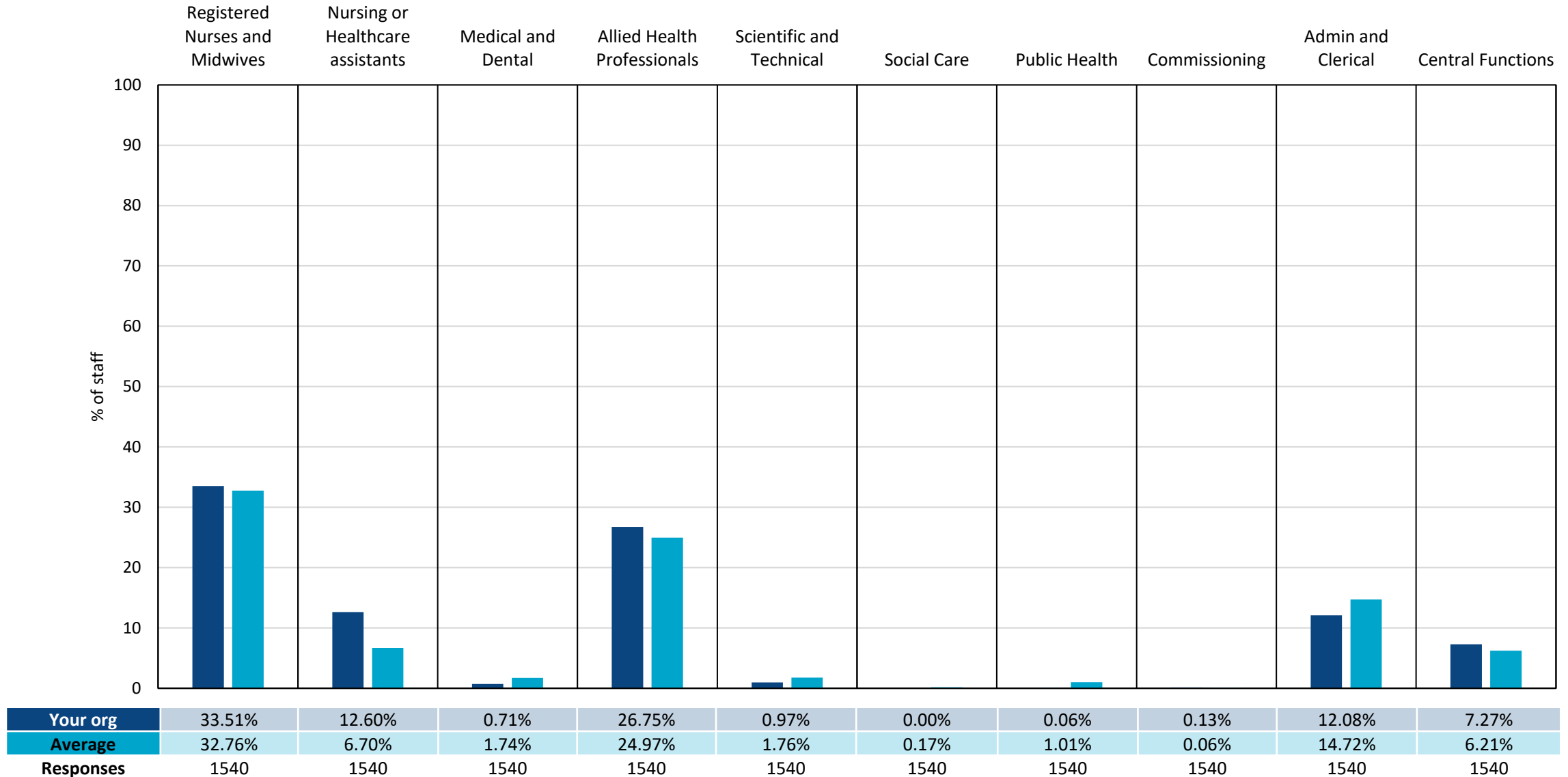
# Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	1.75%	97.87%	0.39%
Average	1.85%	97.64%	0.72%
Responses	1547	1547	1547

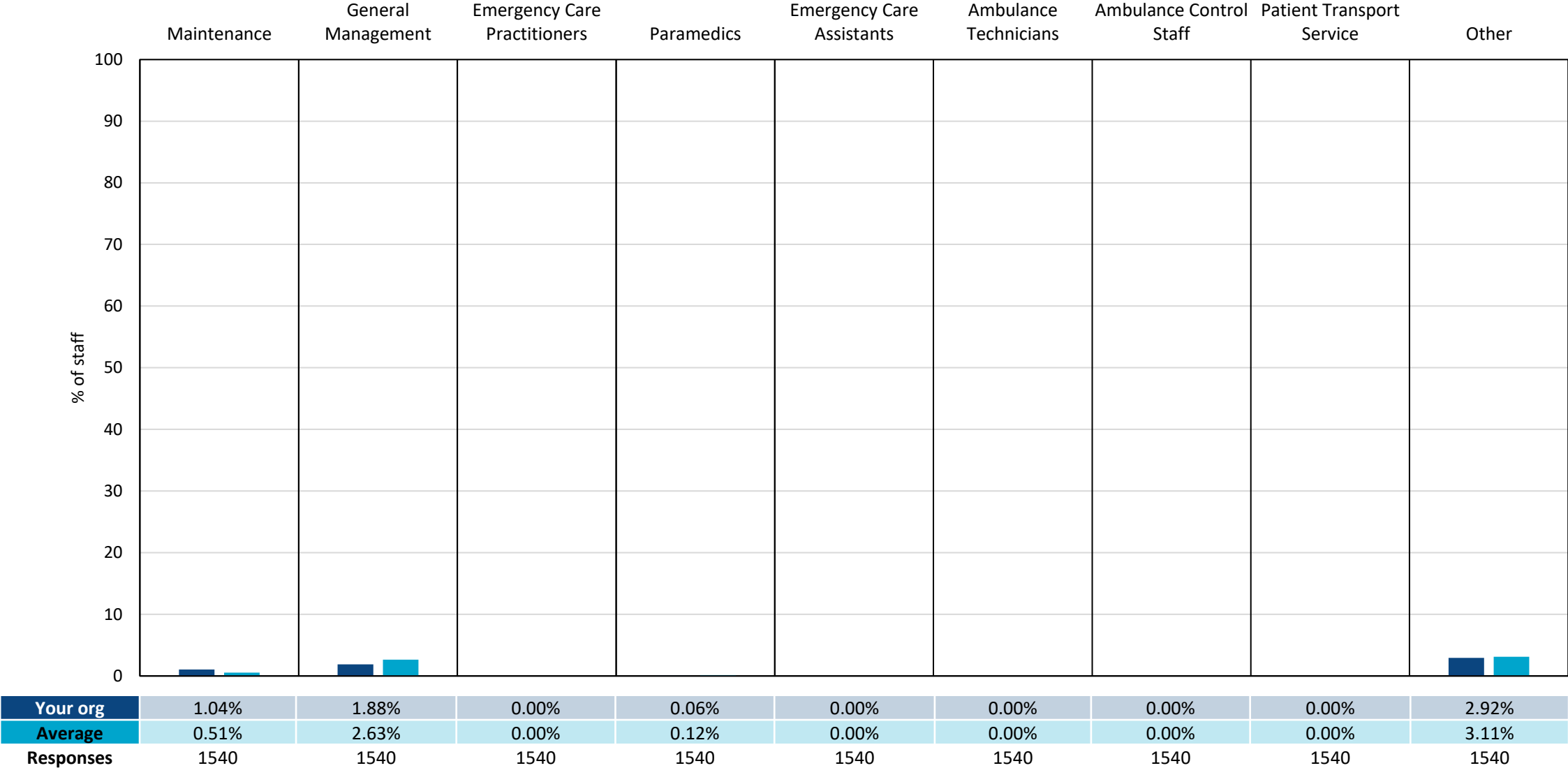


## Background details – Occupational group





# Background details – Occupational group



## Appendices

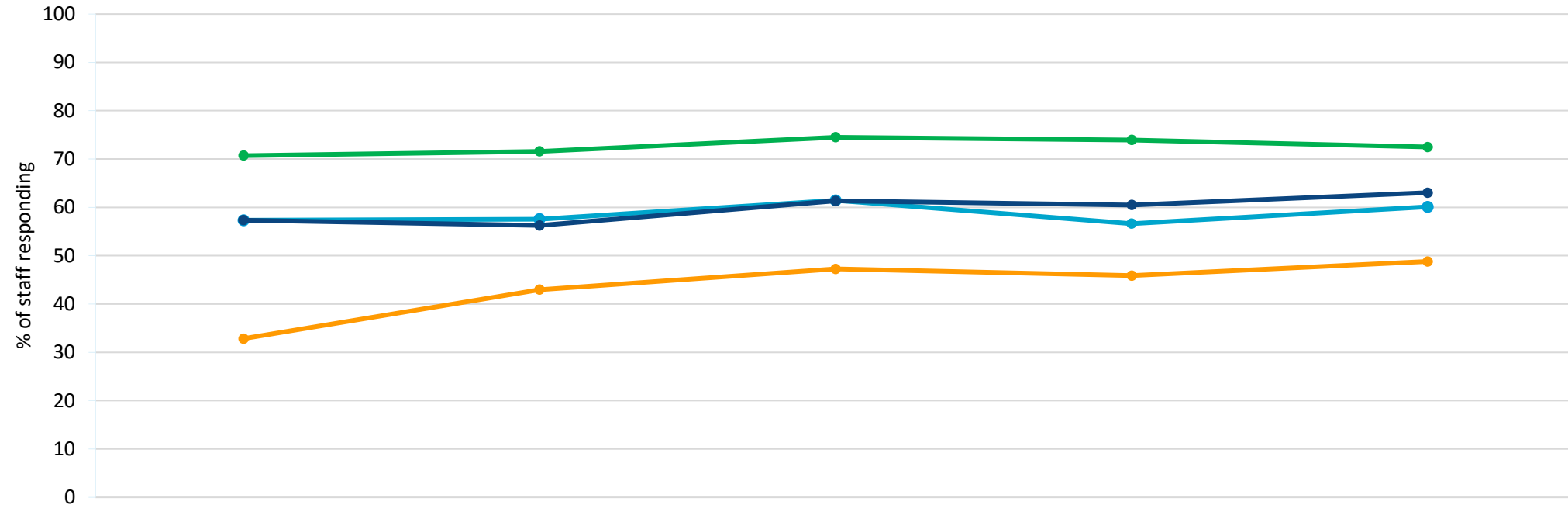
## Appendix A: Response rate





## Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	57.32%	56.24%	61.33%	60.48%	63.03%
Highest	70.69%	71.57%	74.50%	73.93%	72.47%
Average	57.32%	57.55%	61.43%	56.61%	60.10%
Lowest	32.81%	42.97%	47.25%	45.87%	48.80%
Responses	1233	1266	1407	1457	1567

## Appendix B: Significance testing 2022 vs 2023

## Appendix B: Significance testing – 2022 vs 2023

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

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.81	1454	7.82	1565	Not significant
We are recognised and rewarded	6.45	1455	6.55	1562	Not significant
We each have a voice that counts	7.25	1449	7.27	1555	Not significant
We are safe and healthy	6.32	1452	-	-	-
We are always learning	6.04	1423	6.14	1521	Not significant
We work flexibly	7.04	1453	7.22	1560	Significantly higher
We are a team	7.22	1453	7.26	1565	Not significant
Themes					
Staff Engagement	7.32	1457	7.39	1566	Not significant
Morale	6.27	1457	6.38	1566	Not significant

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

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



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



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



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

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

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

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

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

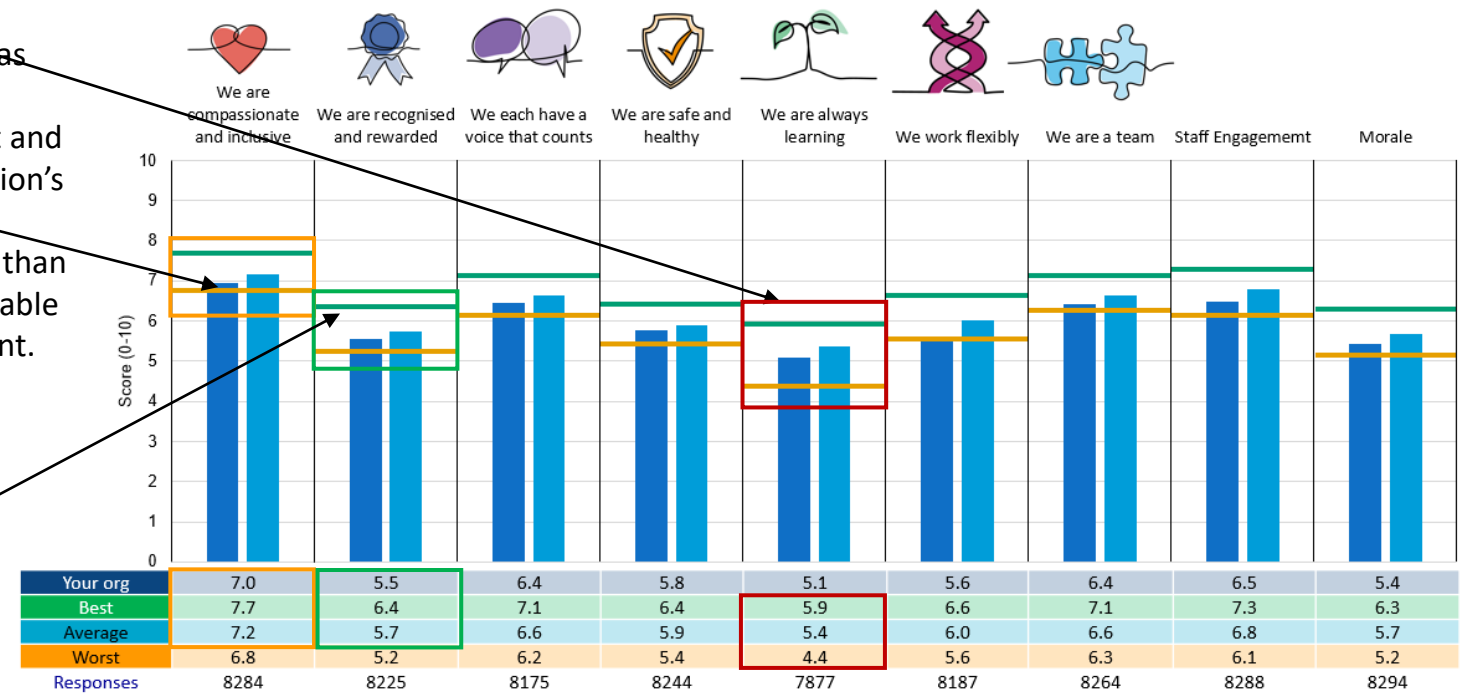
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

### Areas to improve

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

### Positive outcomes

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

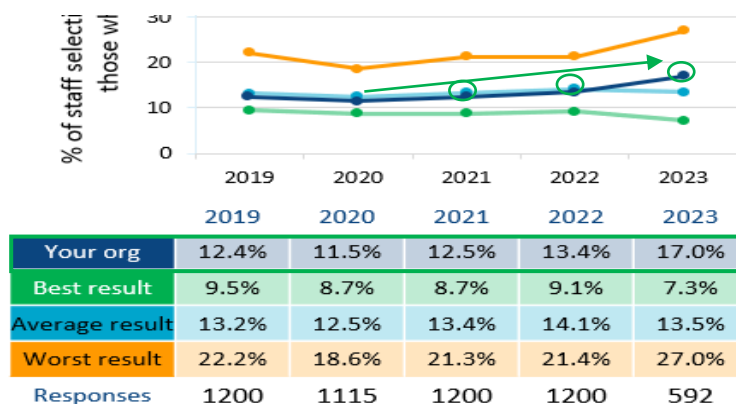


Only one example is highlighted for each point

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

### Review trend data

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

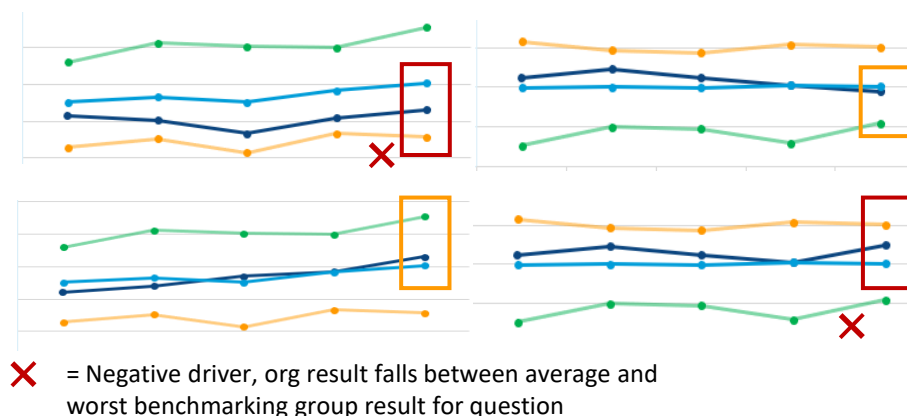


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

### Identifying questions of interest

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

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

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

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



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



## Appendix D: Additional reporting outputs

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

### Supporting documents



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



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

### Other reporting outputs



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



**Breakdown reports:** Reports containing People Promise and theme results split by breakdown (locality) for Norfolk Community Health and Care NHS 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.