

NHS Surrey Heartlands ICB

NHS Staff Survey Benchmark report 2024



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Introduction

About this report

This benchmark report for NHS Surrey Heartlands ICB contains results for the 2024 NHS Staff Survey, and historical results back to 2020 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.

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.

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 themes (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 sub scores are related and mapped to individual survey questions.

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, the 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 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, with 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.

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 2023 vs 2024.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

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.

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

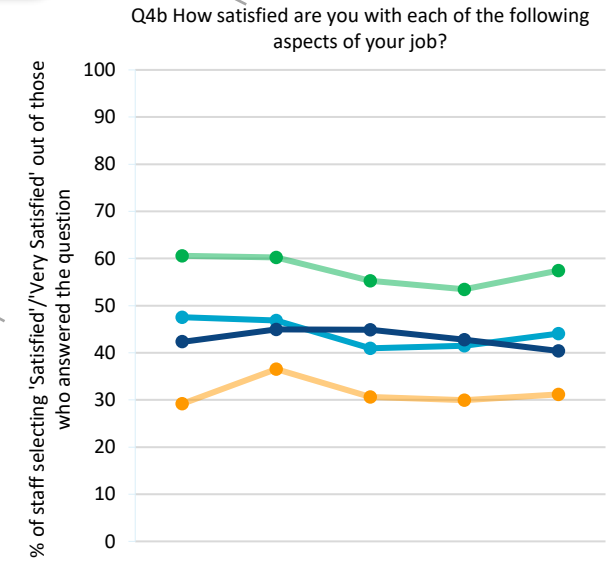
Note this is example data



	2021	2022	2023	2024
Your org	32.6%	30.6%	30.0%	28.5%
Best result	21.8%	21.7%	18.0%	17.1%
Average result	30.2%	29.8%	28.1%	26.4%
Worst result	37.6%	36.9%	38.5%	39.2%
Responses	480	500	515	520

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.



	2020	2021	2022	2023	2024
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	55.3%	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

Number of responses for the organisation for the given question.

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

Organisation details

NHS Surrey Heartlands ICB

2024 NHS Staff Survey



Organisation details

Completed questionnaires **399**

2024 response rate **73%**

Survey details

Survey mode **Online**

This organisation is benchmarked against:

ICBs



2024 benchmarking group details

Organisations in group: 41

Median response rate: 74%

No. of completed questionnaires: 17385

For more information on benchmarking group definitions please see the [Technical document](#).

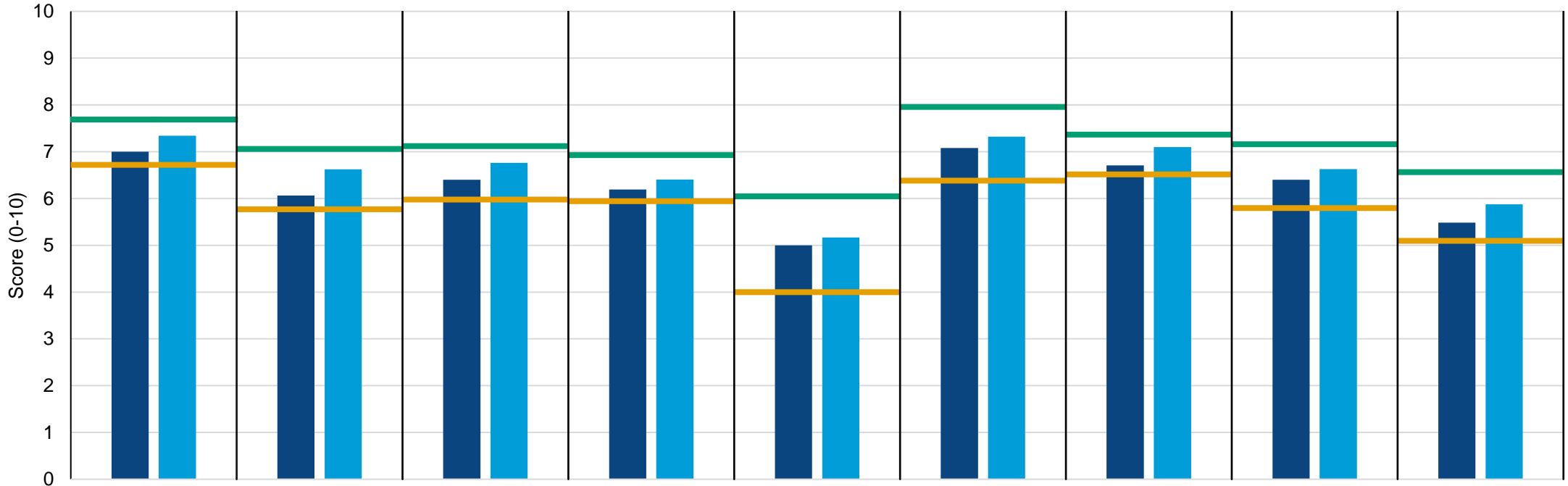


People Promise elements, themes and sub-score results

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.

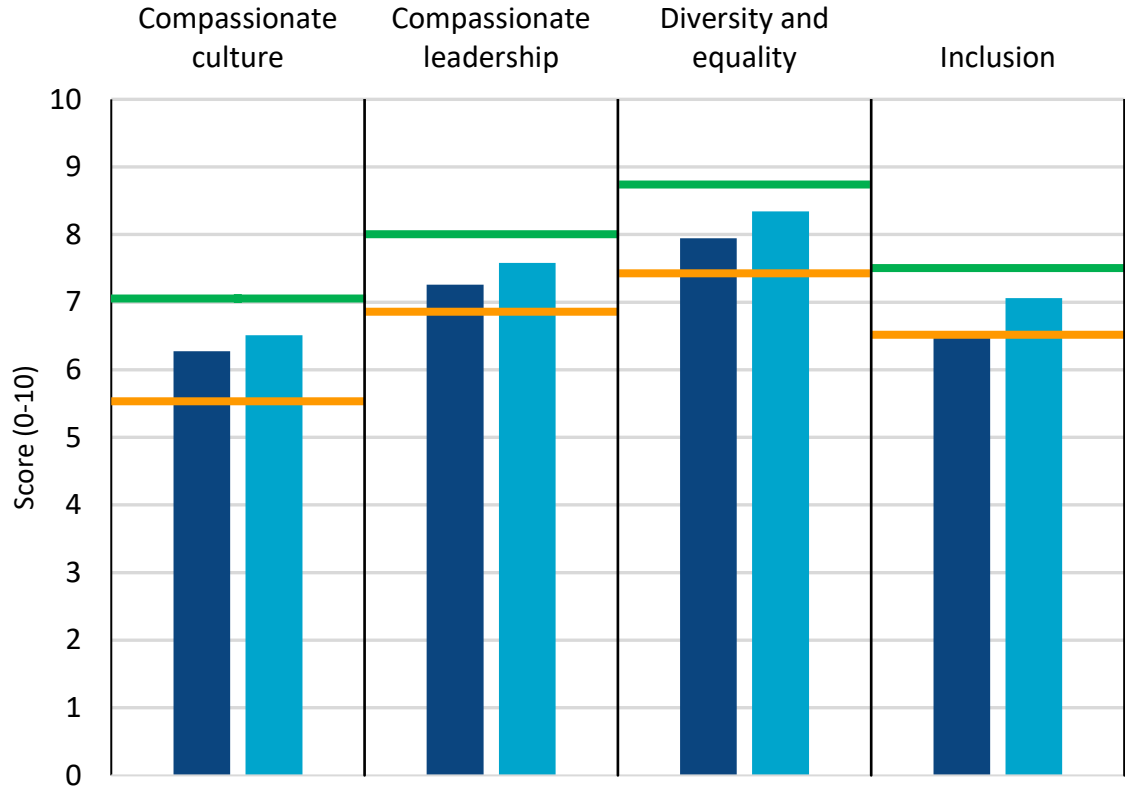


Your org	7.00	6.06	6.40	6.19	5.00	7.08	6.71	6.40	5.49
Best result	7.69	7.06	7.12	6.93	6.05	7.96	7.37	7.16	6.56
Average result	7.34	6.62	6.76	6.40	5.17	7.32	7.10	6.63	5.88
Worst result	6.72	5.77	5.98	5.94	4.00	6.38	6.52	5.80	5.10
Responses	399	397	393	397	385	393	397	398	398

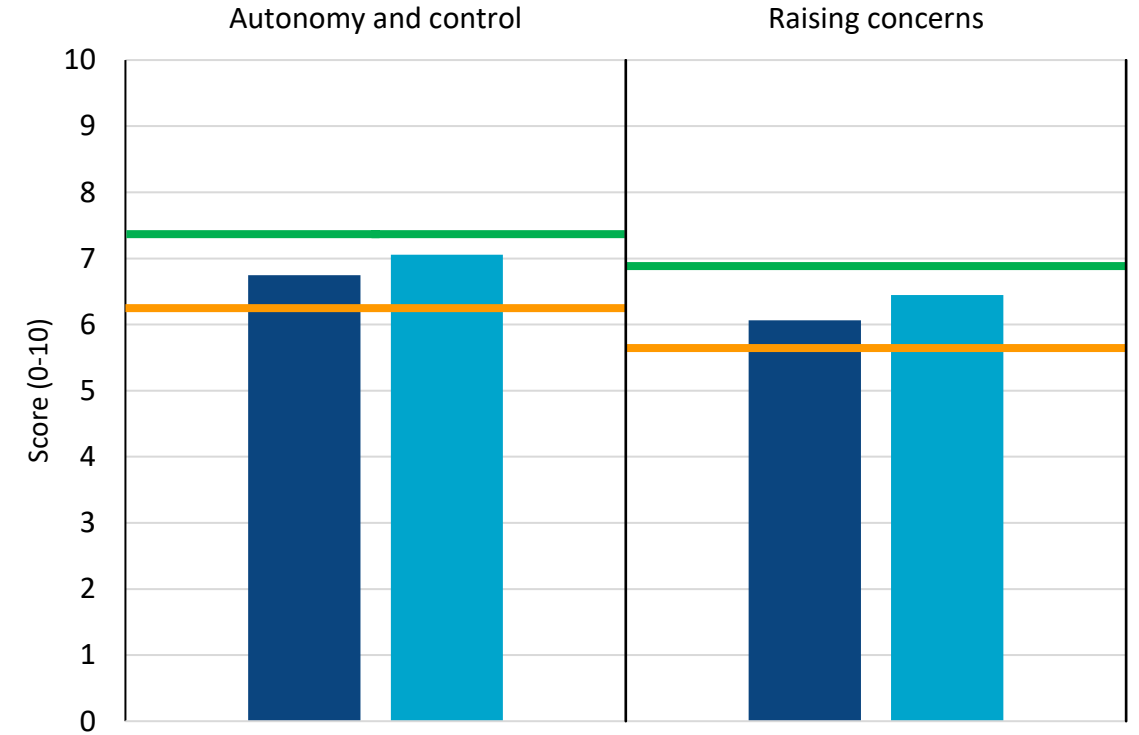
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	6.27	7.26	7.95	6.52
Best result	7.05	8.00	8.74	7.50
Average result	6.51	7.58	8.34	7.06
Worst result	5.53	6.86	7.43	6.52
Responses	399	399	398	397

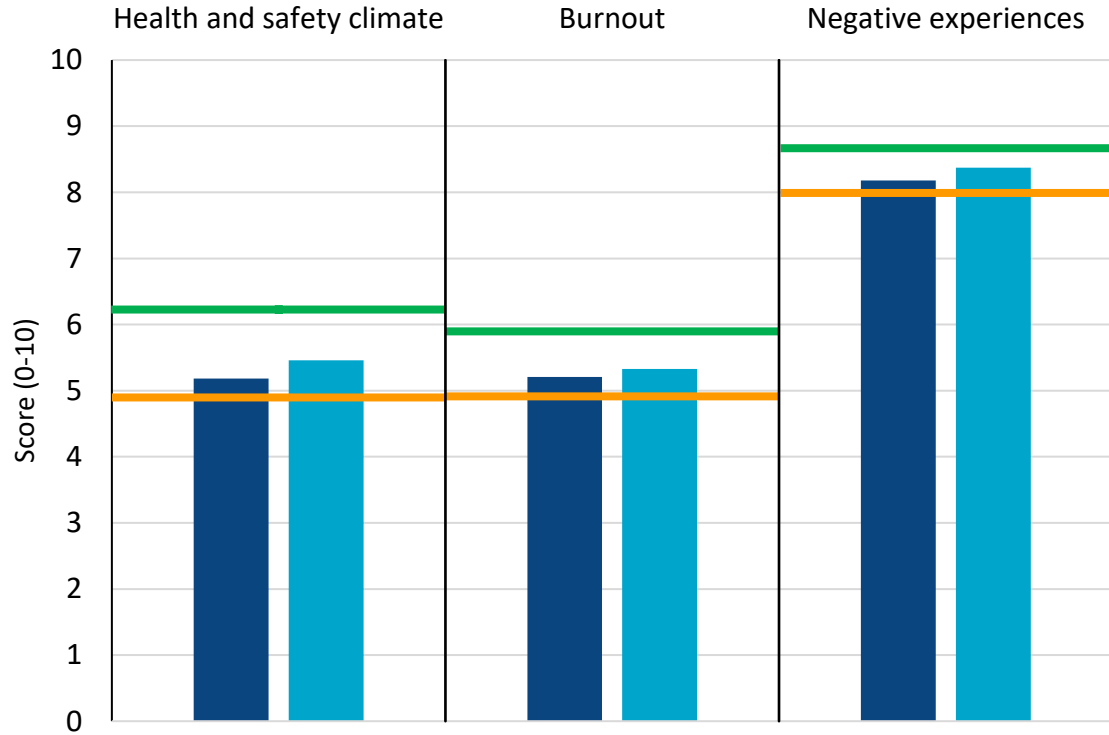
Your org	6.75	6.06
Best result	7.37	6.88
Average result	7.05	6.45
Worst result	6.25	5.64
Responses	398	394

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.

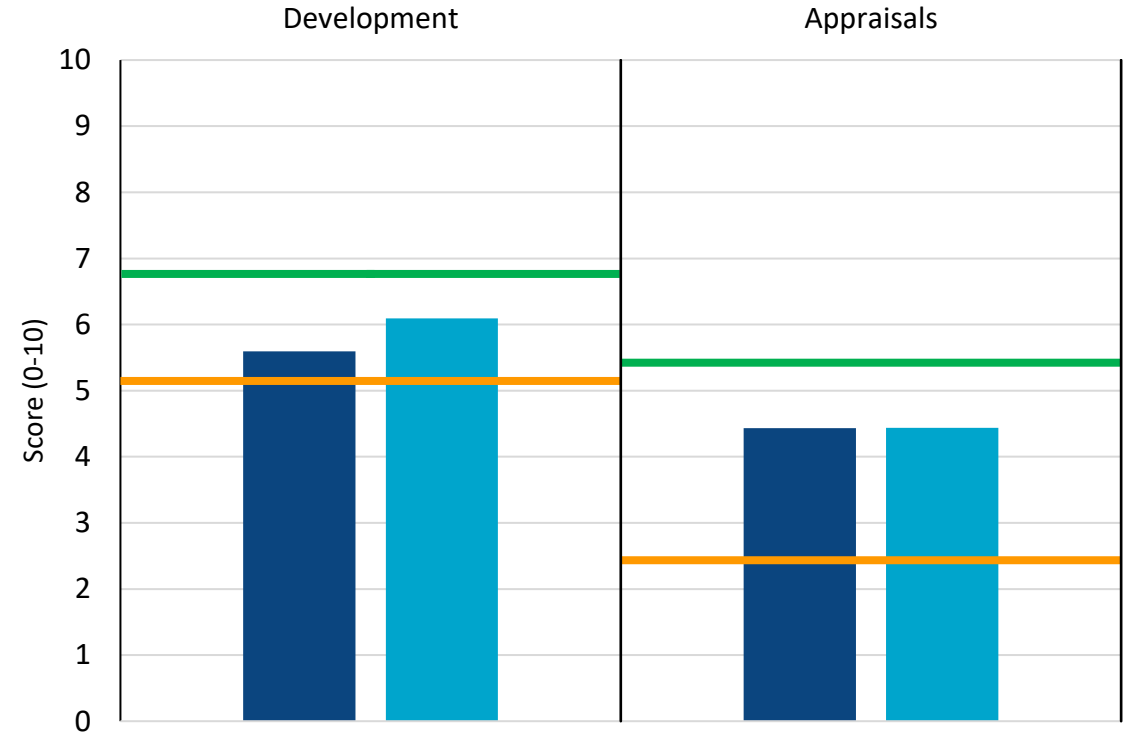
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Your org	5.18	5.21	8.18
Best result	6.23	5.90	8.67
Average result	5.46	5.33	8.37
Worst result	4.90	4.91	7.99
Responses	398	399	398

Your org	5.59	4.43
Best result	6.76	5.42
Average result	6.09	4.43
Worst result	5.15	2.43
Responses	399	385

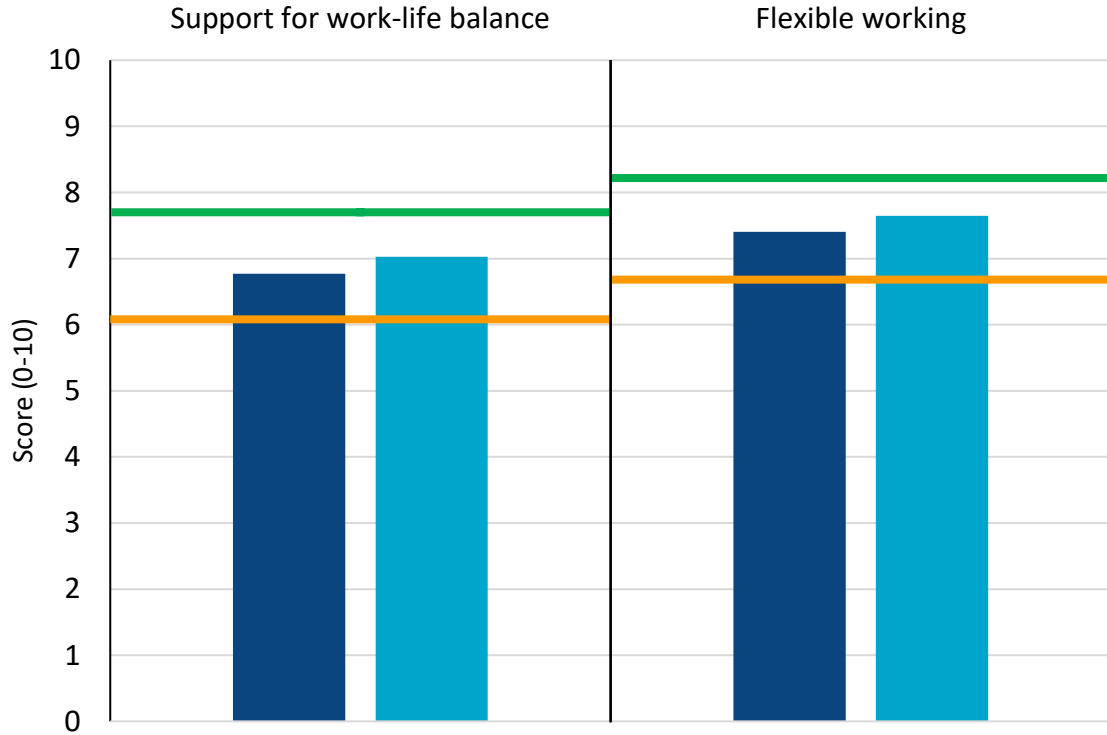
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.77	7.41
Best result	7.70	8.22
Average result	7.03	7.64
Worst result	6.08	6.68
Responses	396	395

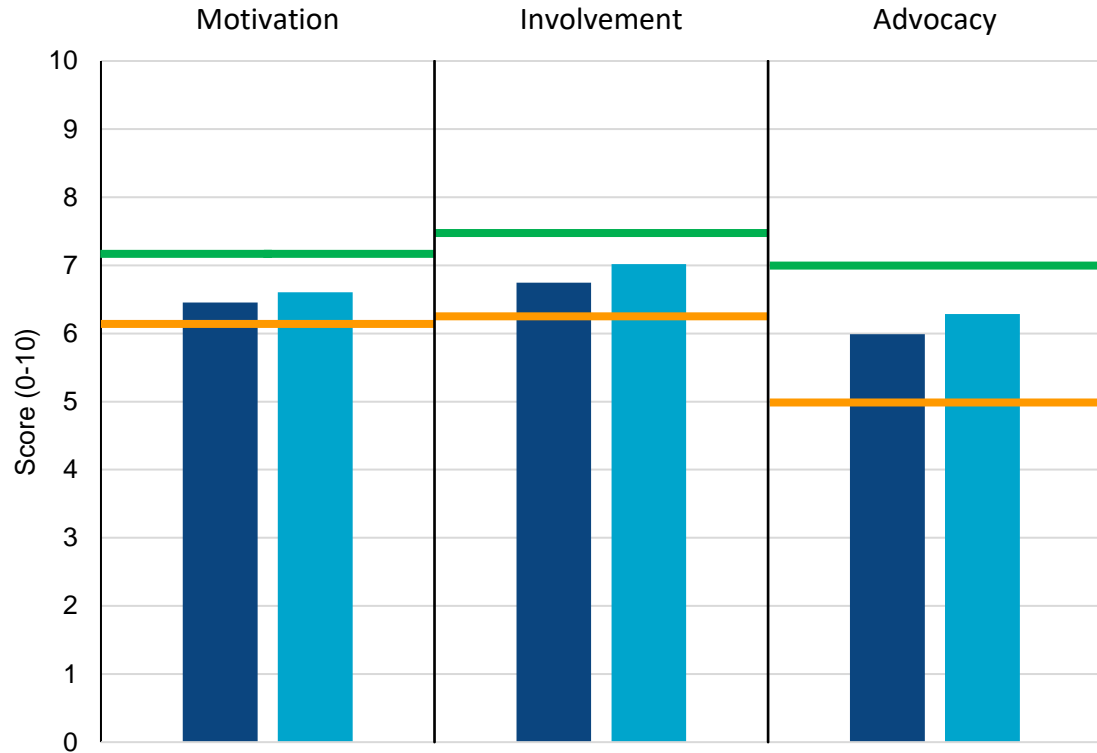


Your org	6.23	7.18
Best result	7.02	7.94
Average result	6.70	7.51
Worst result	6.13	6.83
Responses	397	399

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



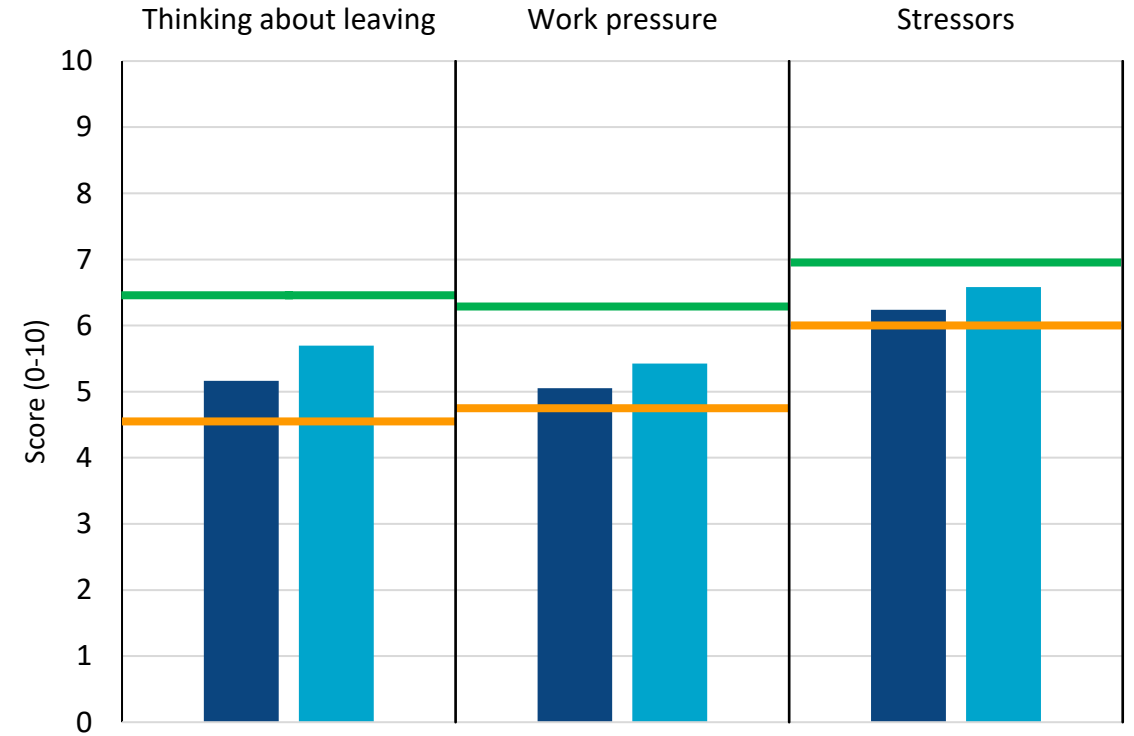
Theme: Staff engagement



Your org	6.45	6.75	5.99
Best result	7.17	7.47	7.00
Average result	6.60	7.02	6.29
Worst result	6.14	6.25	4.99
Responses	394	398	399



Theme: Morale



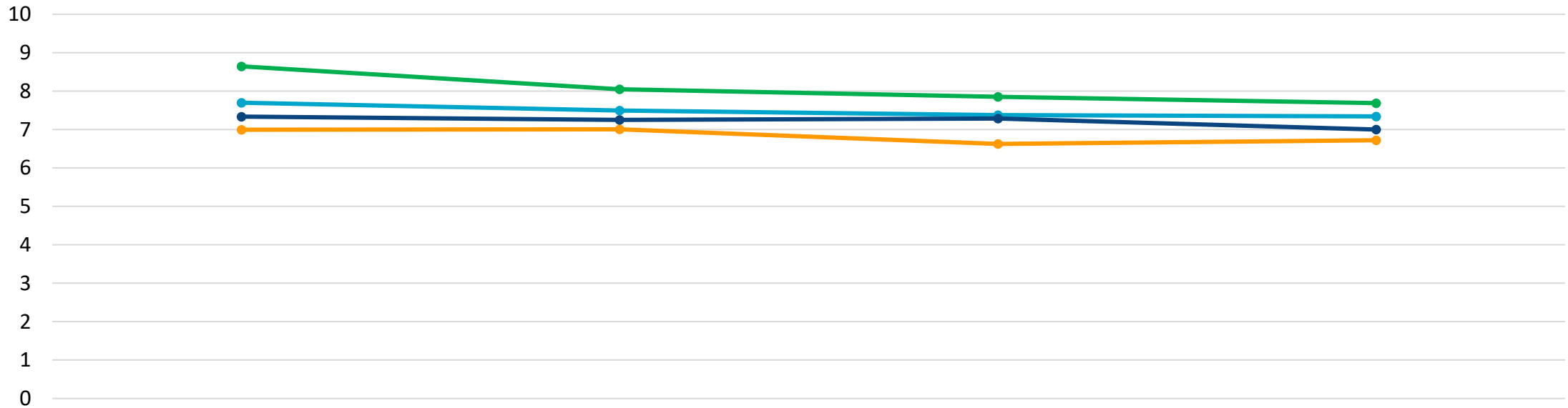
Your org	5.16	5.05	6.24
Best result	6.46	6.29	6.95
Average result	5.69	5.42	6.58
Worst result	4.55	4.75	6.00
Responses	399	398	398

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

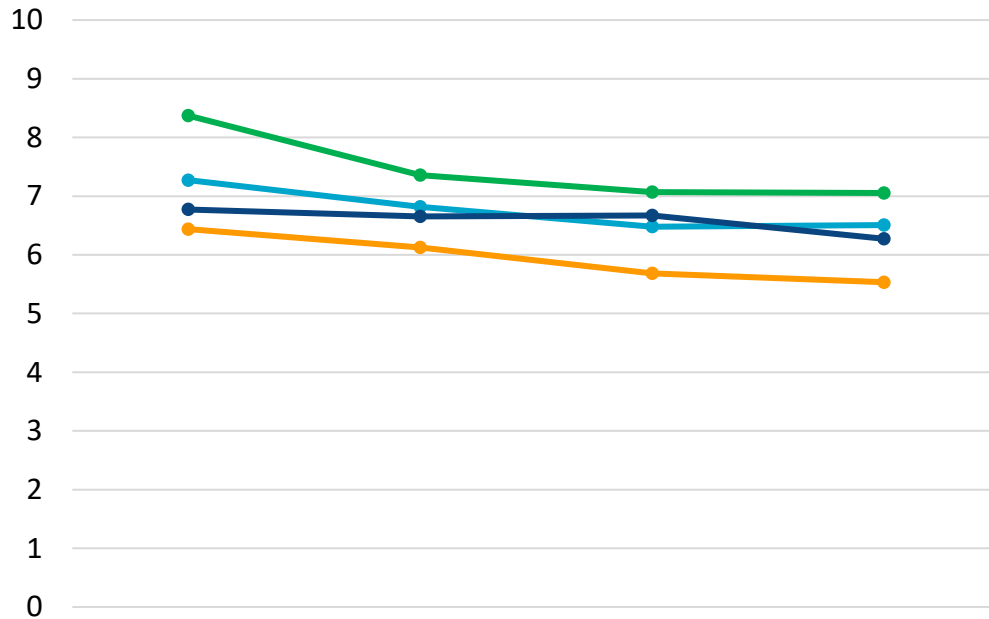


	2021	2022	2023	2024
Your org	7.34	7.25	7.29	7.00
Best result	8.64	8.05	7.85	7.69
Average result	7.70	7.50	7.38	7.34
Worst result	6.99	7.01	6.63	6.72
Responses	366	374	418	399

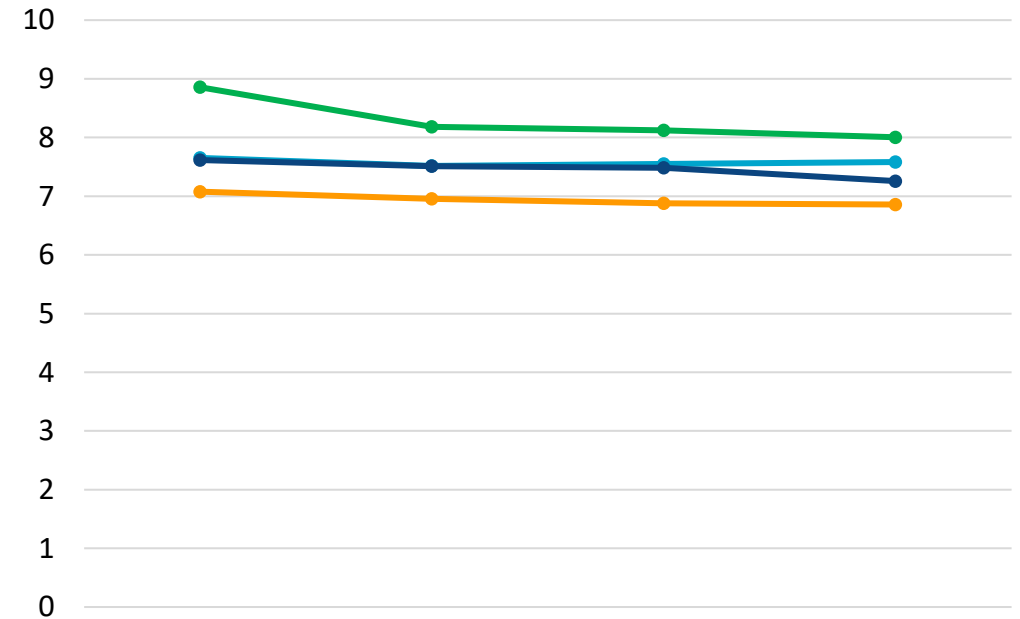
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



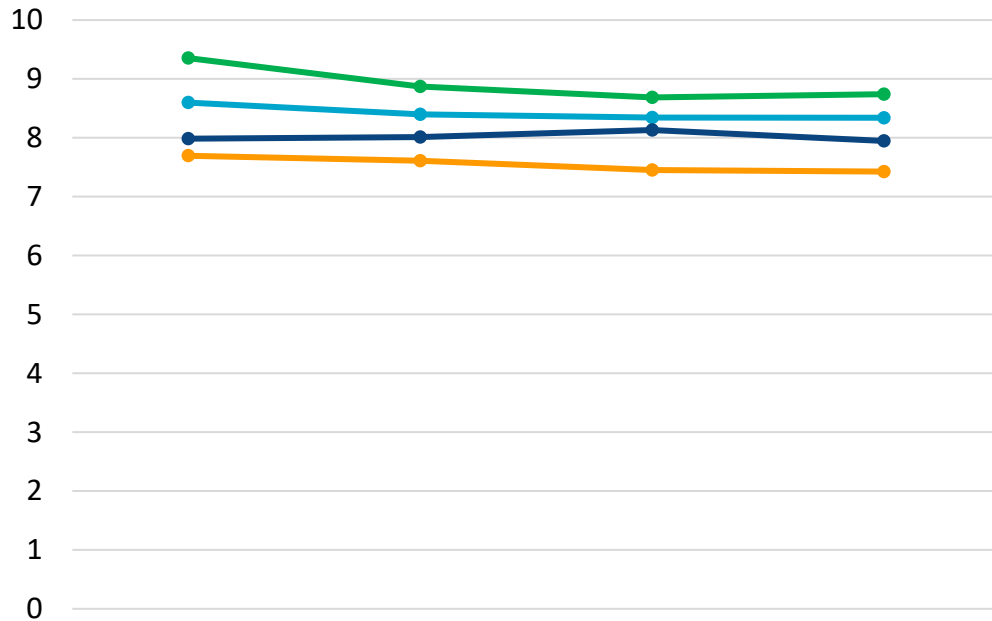
	2021	2022	2023	2024
Your org	6.77	6.65	6.67	6.27
Best result	8.37	7.36	7.07	7.05
Average result	7.27	6.82	6.48	6.51
Worst result	6.44	6.12	5.68	5.53
Responses	366	374	417	399

	2021	2022	2023	2024
Your org	7.62	7.51	7.48	7.26
Best result	8.86	8.18	8.12	8.00
Average result	7.65	7.52	7.55	7.58
Worst result	7.08	6.95	6.88	6.86
Responses	366	373	418	399

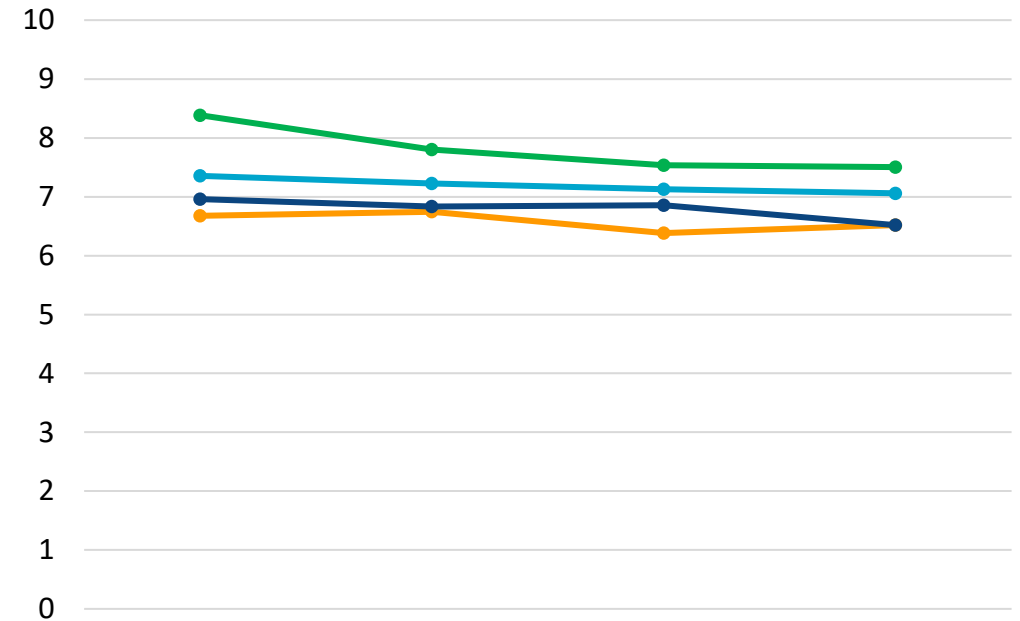
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024
Your org	7.99	8.01	8.13	7.95
Best result	9.35	8.87	8.69	8.74
Average result	8.60	8.40	8.34	8.34
Worst result	7.70	7.61	7.45	7.43
Responses	367	373	418	398

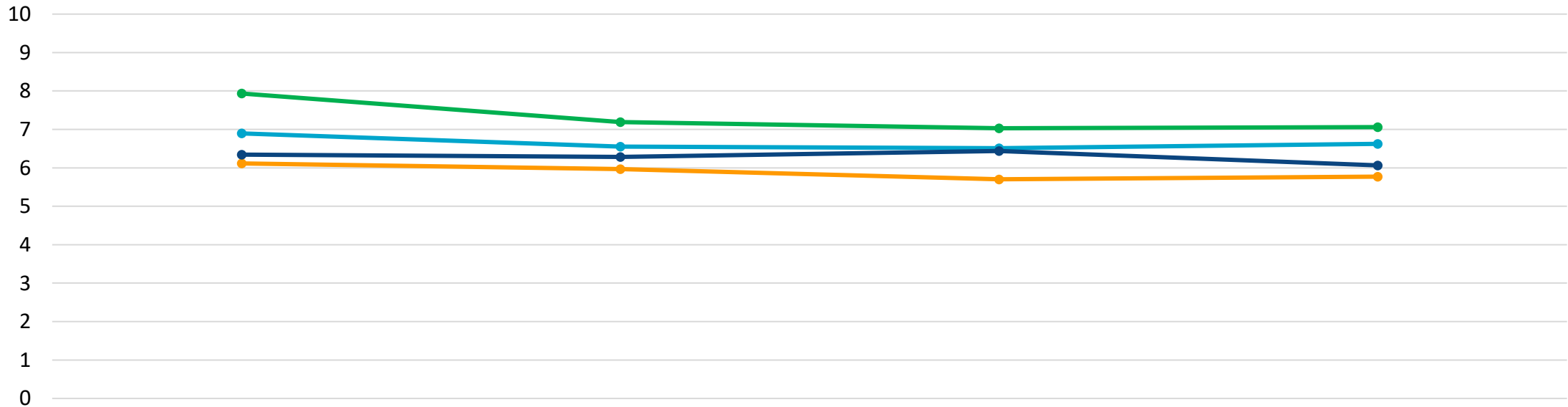
	2021	2022	2023	2024
Your org	6.96	6.84	6.86	6.52
Best result	8.39	7.80	7.54	7.50
Average result	7.36	7.23	7.13	7.06
Worst result	6.68	6.75	6.38	6.52
Responses	367	373	417	397

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



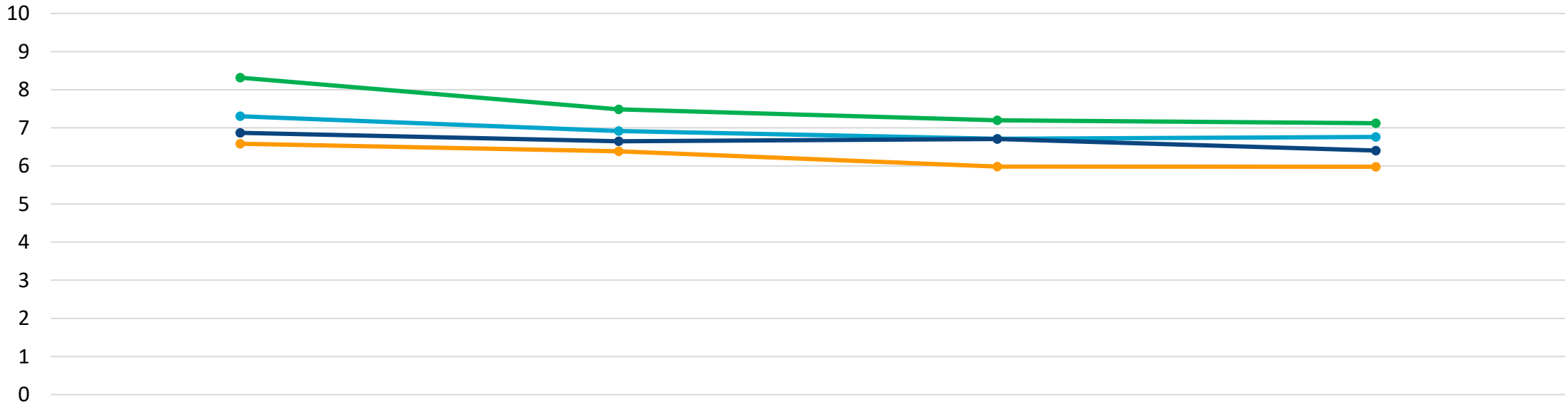
	2021	2022	2023	2024
Your org	6.34	6.29	6.44	6.06
Best result	7.93	7.19	7.03	7.06
Average result	6.90	6.55	6.51	6.62
Worst result	6.11	5.97	5.70	5.77
Responses	370	374	417	397

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



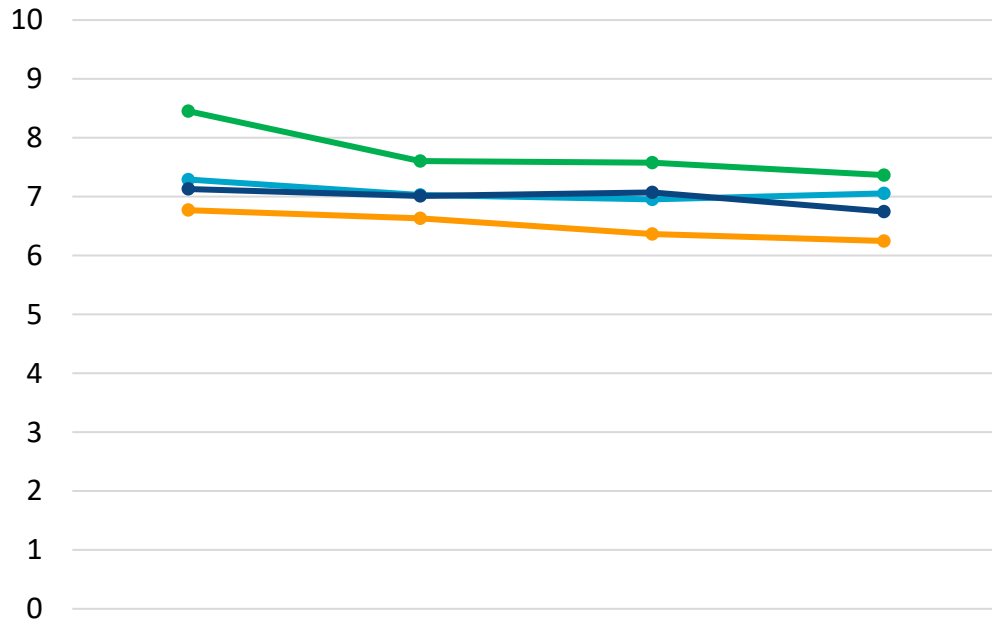
	2021	2022	2023	2024
Your org	6.87	6.64	6.71	6.40
Best result	8.32	7.49	7.19	7.12
Average result	7.30	6.91	6.71	6.76
Worst result	6.58	6.38	5.98	5.98
Responses	364	370	411	393

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

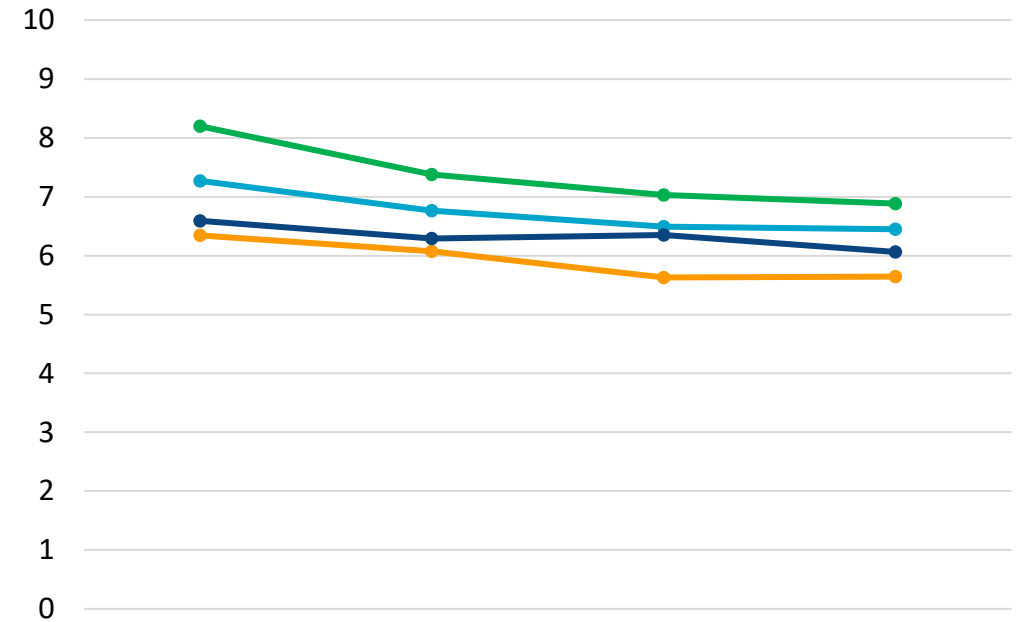


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024
Your org	7.13	7.01	7.07	6.75
Best result	8.45	7.61	7.58	7.37
Average result	7.29	7.03	6.95	7.05
Worst result	6.77	6.63	6.37	6.25
Responses	371	374	418	398

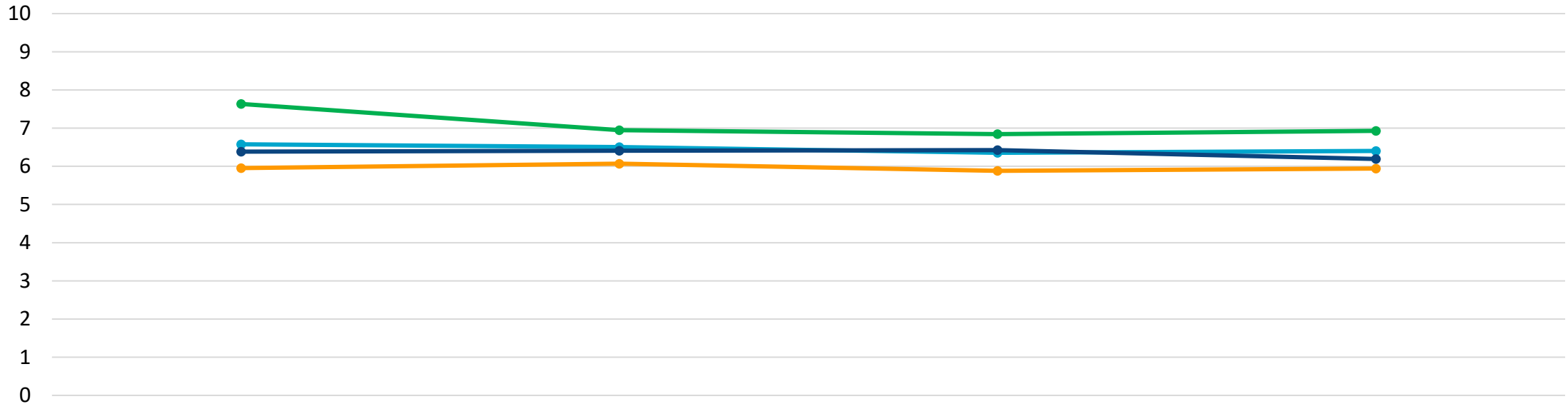
	2021	2022	2023	2024
Your org	6.59	6.29	6.35	6.06
Best result	8.20	7.38	7.03	6.88
Average result	7.27	6.77	6.49	6.45
Worst result	6.34	6.07	5.63	5.64
Responses	364	370	411	394

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



Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024
Your org	6.39	6.41	6.42	6.19
Best result	7.63	6.95	6.84	6.93
Average result	6.58	6.51	6.35	6.40
Worst result	5.95	6.07	5.88	5.94
Responses	366	374	414	397

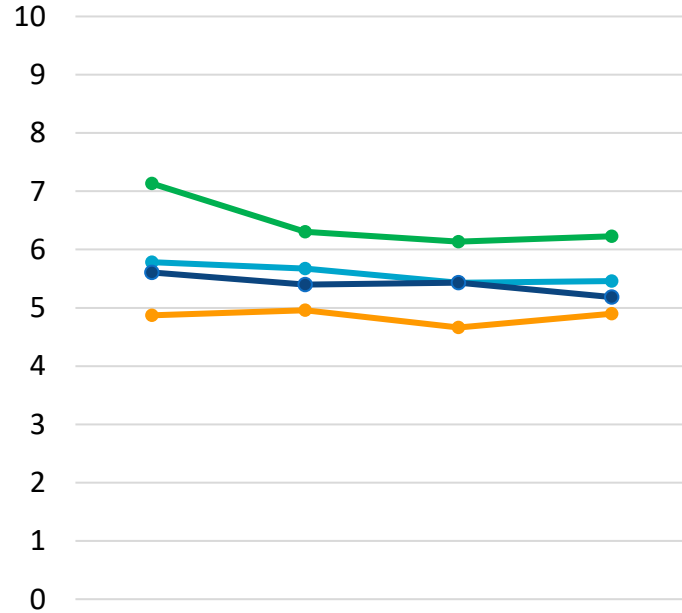
Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.



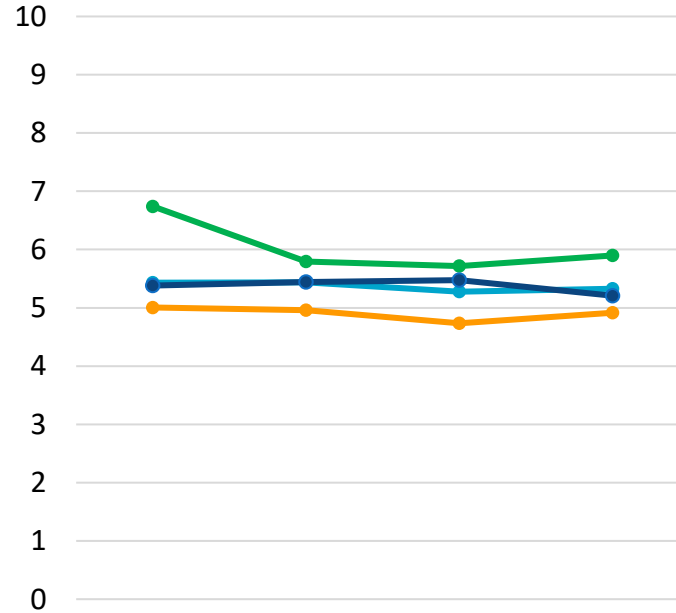
Promise element 4: We are safe and healthy

Health and safety climate



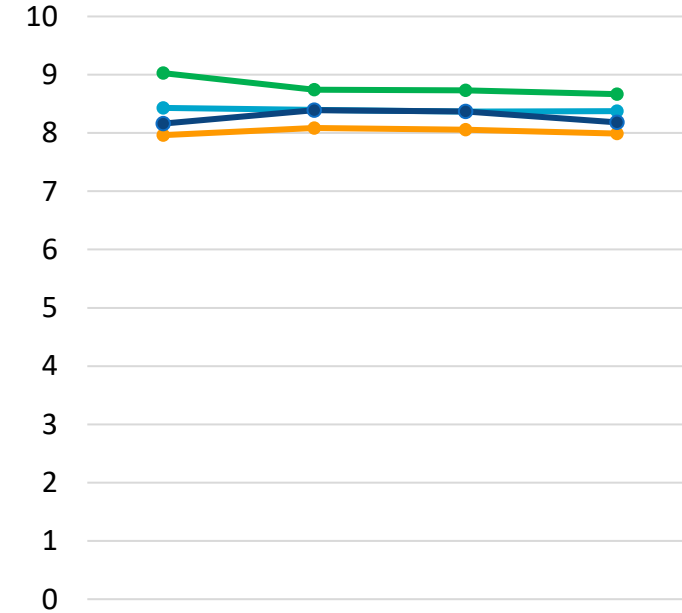
	2021	2022	2023	2024
Your org	5.61	5.40	5.43	5.18
Best result	7.13	6.30	6.14	6.23
Average result	5.78	5.68	5.43	5.46
Worst result	4.87	4.96	4.66	4.90
Responses	371	374	415	398

Burnout



	2021	2022	2023	2024
Your org	5.38	5.44	5.47	5.21
Best result	6.74	5.79	5.72	5.90
Average result	5.43	5.44	5.28	5.33
Worst result	5.01	4.96	4.73	4.91
Responses	367	374	418	399

Negative experiences



	2021	2022	2023	2024
Your org	8.16	8.39	8.37	8.18
Best result	9.03	8.74	8.73	8.67
Average result	8.43	8.40	8.37	8.37
Worst result	7.96	8.09	8.05	7.99
Responses	366	374	414	398

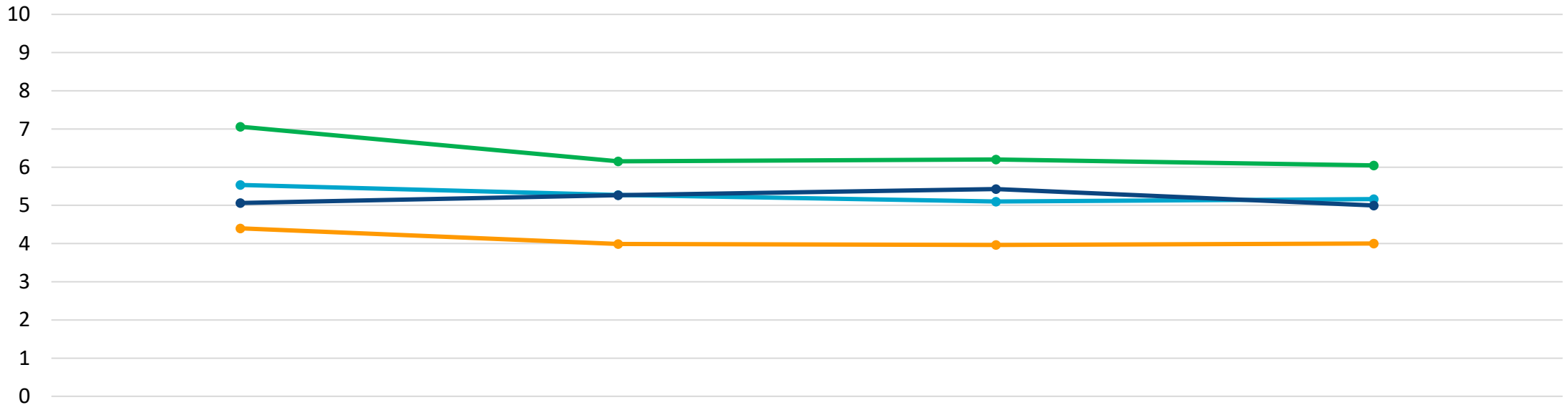
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



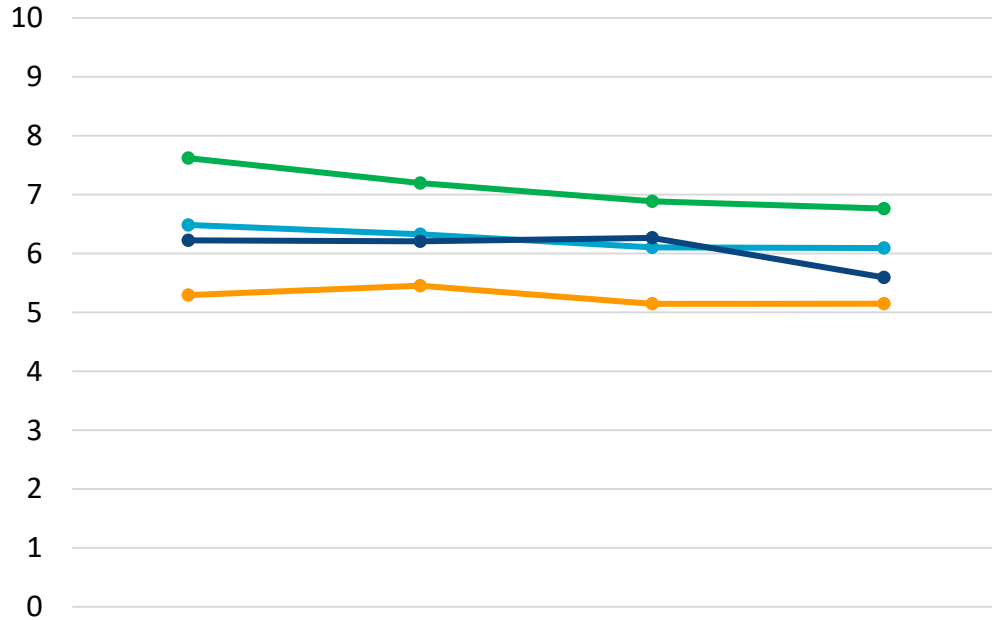
	2021	2022	2023	2024
Your org	5.06	5.27	5.43	5.00
Best result	7.06	6.15	6.20	6.05
Average result	5.53	5.27	5.10	5.17
Worst result	4.40	3.99	3.96	4.00
Responses	357	368	407	385

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.

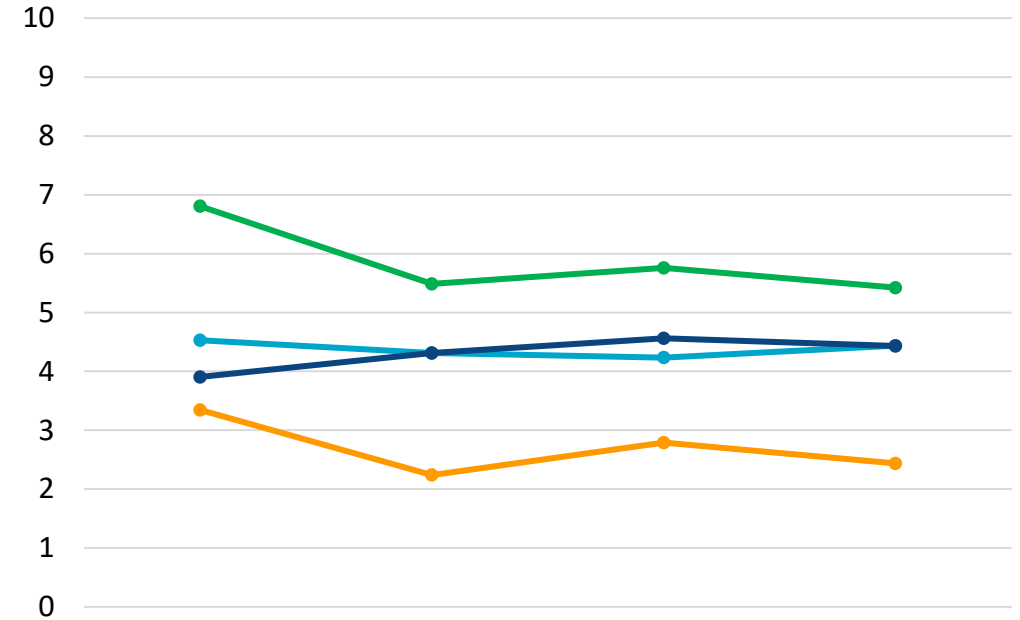


Promise element 5: We are always learning

Development



Appraisals



2021 2022 2023 2024

Your org	6.22	6.21	6.27	5.59
Best result	7.62	7.20	6.89	6.76
Average result	6.49	6.33	6.11	6.09
Worst result	5.29	5.45	5.15	5.15

Responses 366 374 417 399

2021 2022 2023 2024

Your org	3.91	4.31	4.56	4.43
Best result	6.81	5.48	5.76	5.42
Average result	4.53	4.31	4.23	4.43
Worst result	3.35	2.24	2.79	2.43

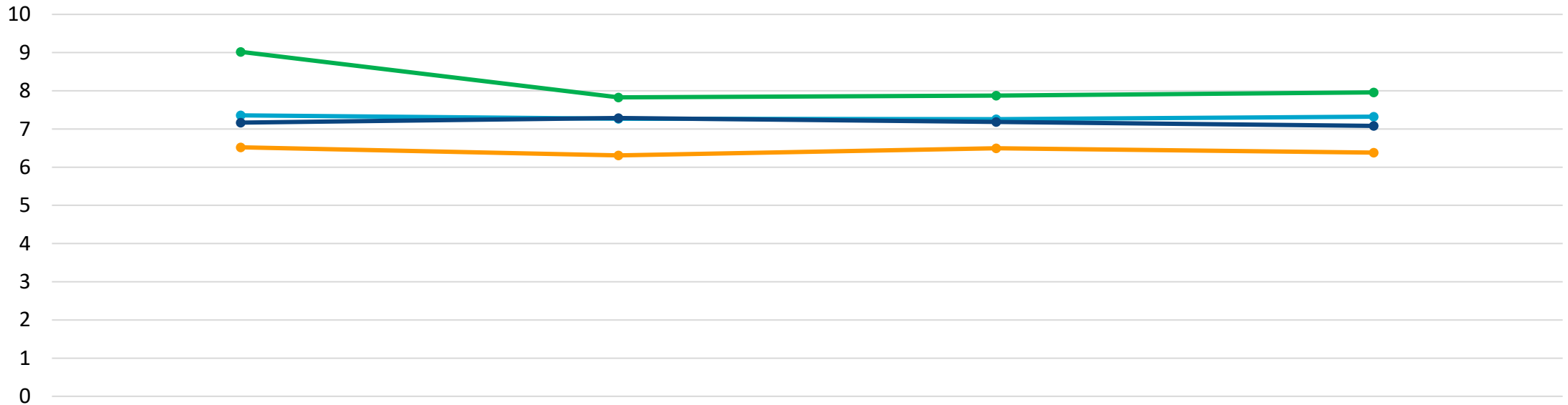
Responses 358 368 407 385

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



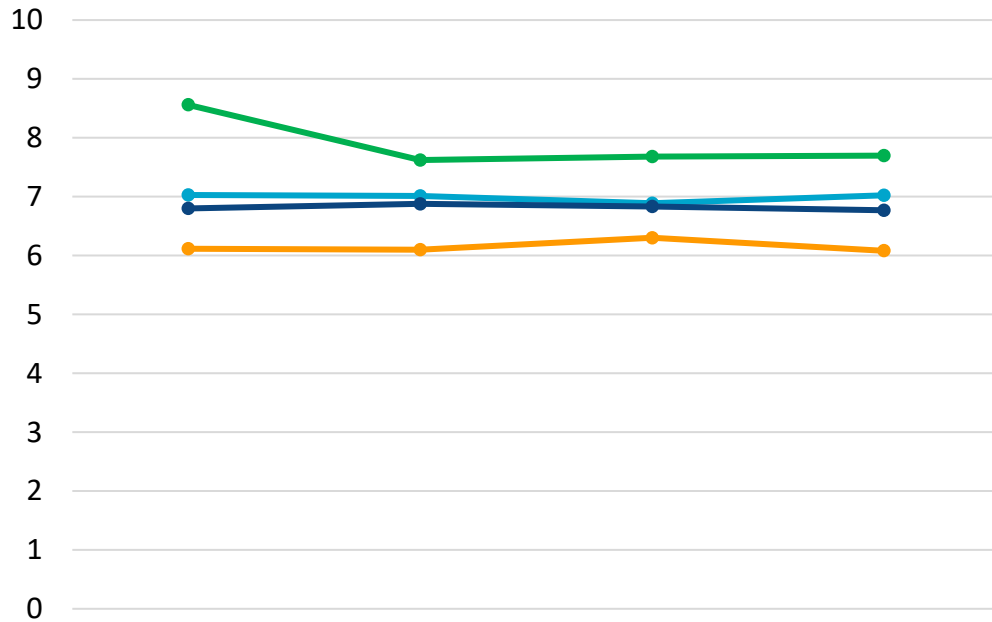
	2021	2022	2023	2024
Your org	7.17	7.29	7.19	7.08
Best result	9.02	7.83	7.87	7.96
Average result	7.36	7.27	7.26	7.32
Worst result	6.52	6.31	6.50	6.38
Responses	368	373	417	393

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.

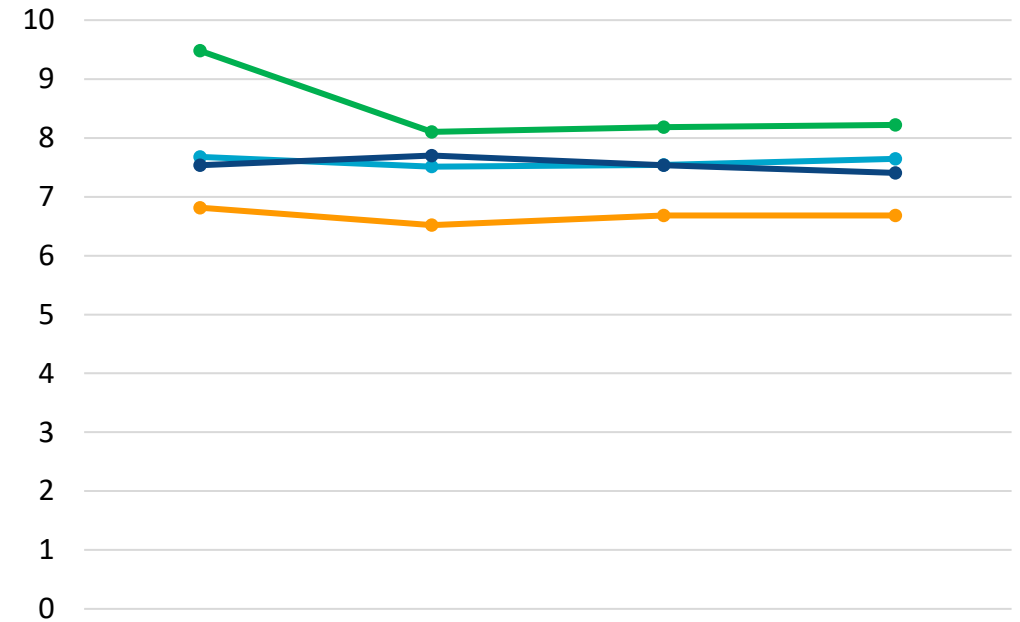


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



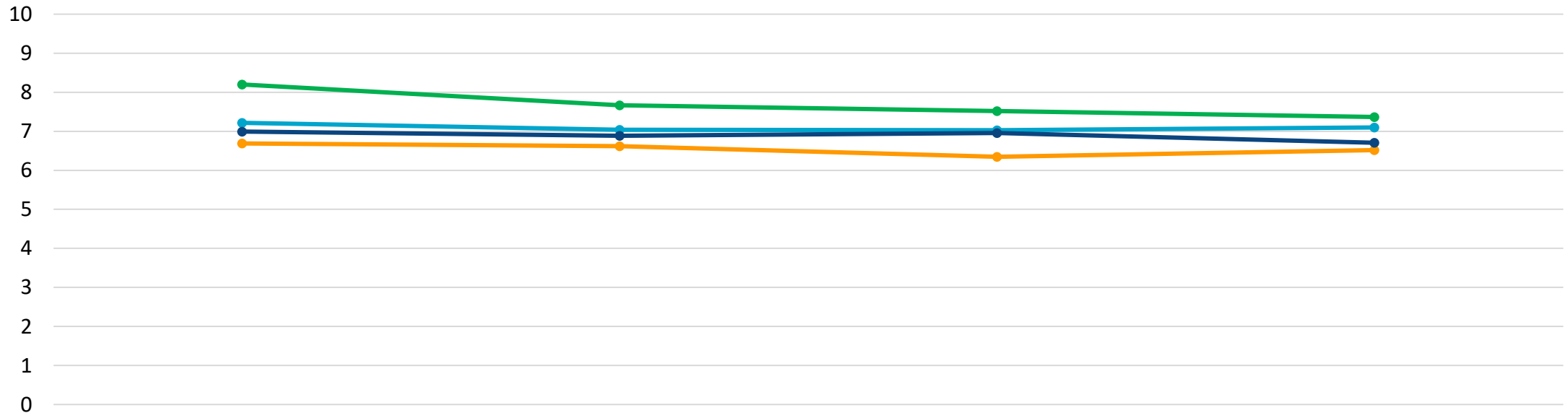
	2021	2022	2023	2024
Your org	6.80	6.88	6.83	6.77
Best result	8.56	7.62	7.68	7.70
Average result	7.03	7.01	6.89	7.03
Worst result	6.12	6.10	6.30	6.08
Responses	368	373	418	396

	2021	2022	2023	2024
Your org	7.53	7.70	7.54	7.41
Best result	9.48	8.10	8.18	8.22
Average result	7.68	7.51	7.54	7.64
Worst result	6.81	6.52	6.68	6.68
Responses	370	374	417	395

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



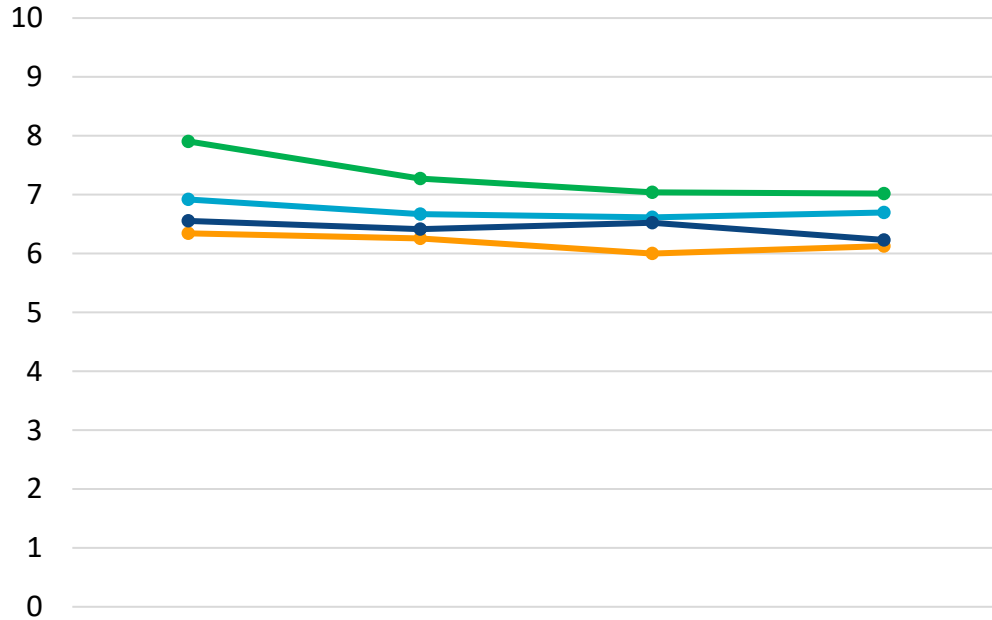
	2021	2022	2023	2024
Your org	6.99	6.89	6.96	6.71
Best result	8.20	7.67	7.52	7.37
Average result	7.22	7.04	7.03	7.10
Worst result	6.69	6.62	6.35	6.52
Responses	366	372	417	397

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.

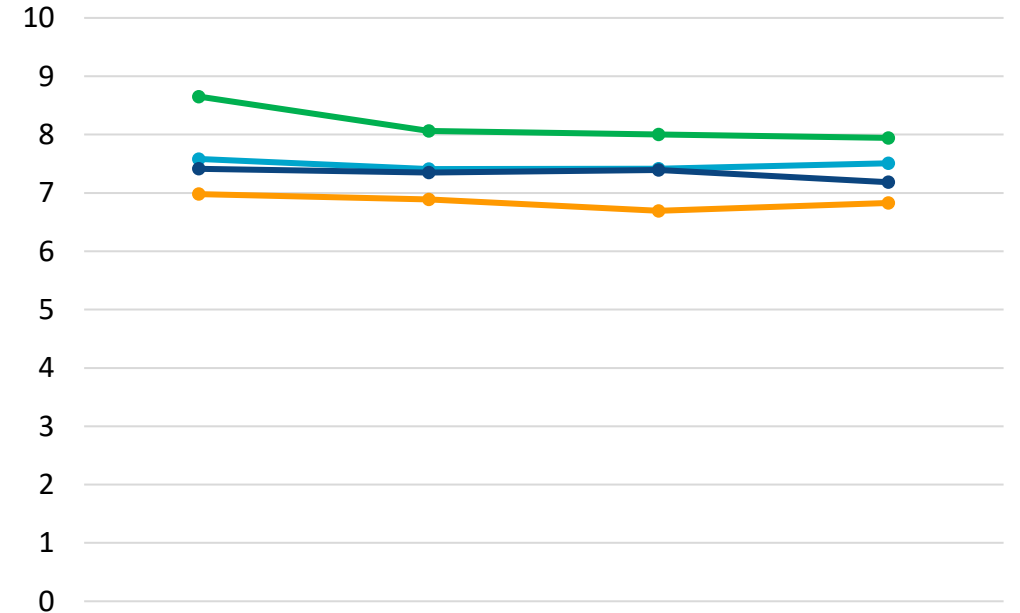


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024
Your org	6.55	6.42	6.52	6.23
Best result	7.91	7.28	7.04	7.02
Average result	6.92	6.67	6.61	6.70
Worst result	6.34	6.26	6.00	6.13
Responses	368	373	417	397

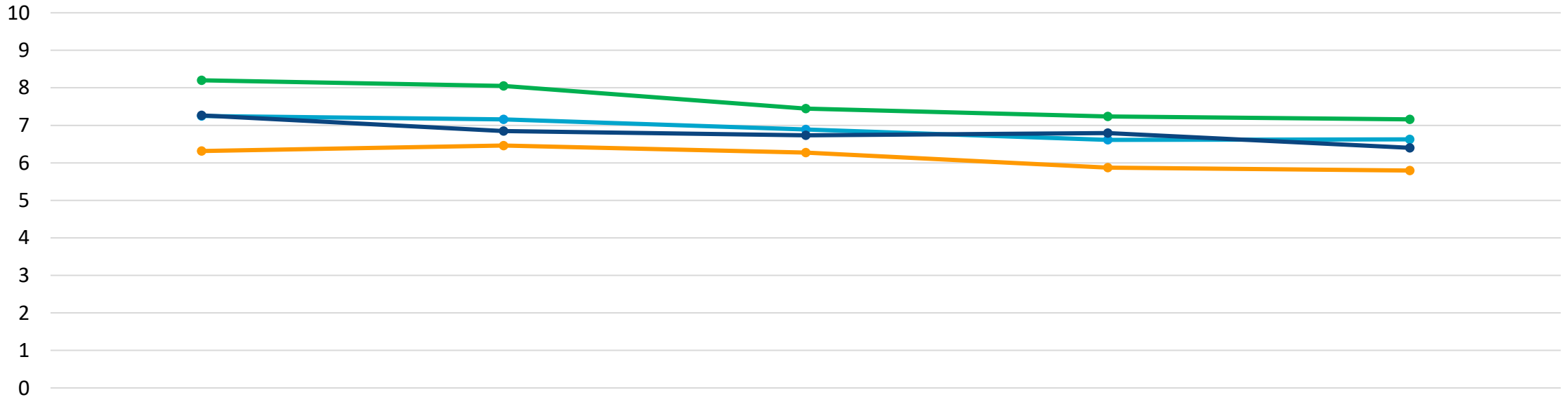
	2021	2022	2023	2024
Your org	7.41	7.35	7.39	7.18
Best result	8.65	8.06	8.00	7.94
Average result	7.58	7.41	7.41	7.51
Worst result	6.98	6.89	6.69	6.83
Responses	367	373	418	399

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



Theme: Staff Engagement

Staff Engagement



	2020	2021	2022	2023	2024
Your org	7.27	6.85	6.73	6.80	6.40
Best result	8.20	8.05	7.45	7.24	7.16
Average result	7.25	7.16	6.89	6.61	6.63
Worst result	6.32	6.46	6.27	5.87	5.80
Responses	346	371	374	418	398



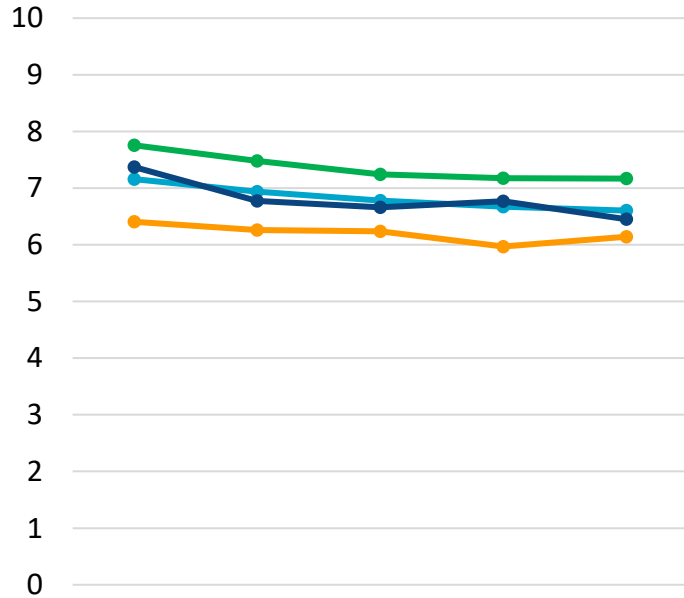
People Promise elements, themes and sub-scores: Sub-score trends

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.



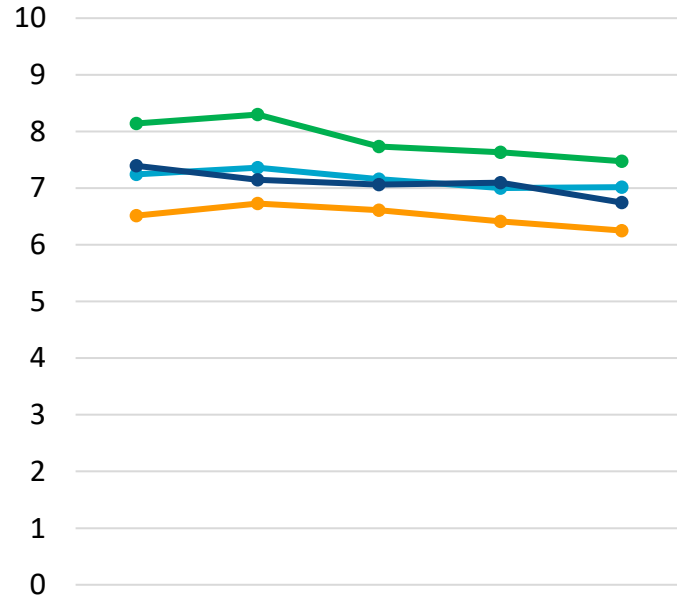
Theme: Staff Engagement

Motivation



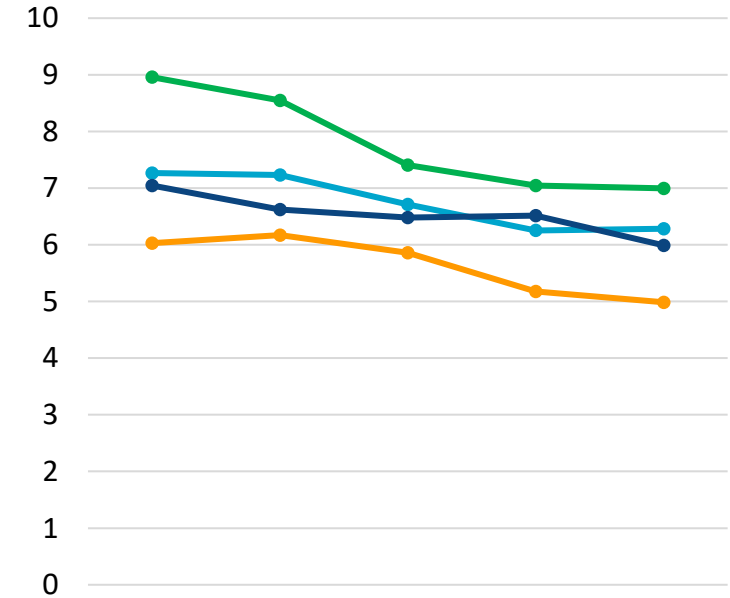
	2020	2021	2022	2023	2024
Your org	7.37	6.78	6.66	6.77	6.45
Best result	7.76	7.48	7.24	7.18	7.17
Average result	7.16	6.94	6.78	6.67	6.60
Worst result	6.41	6.26	6.24	5.97	6.14
Responses	349	374	373	417	394

Involvement



	2020	2021	2022	2023	2024
Your org	7.39	7.15	7.06	7.10	6.75
Best result	8.14	8.30	7.74	7.63	7.47
Average result	7.25	7.36	7.16	7.00	7.02
Worst result	6.52	6.73	6.61	6.42	6.25
Responses	346	371	374	418	398

Advocacy



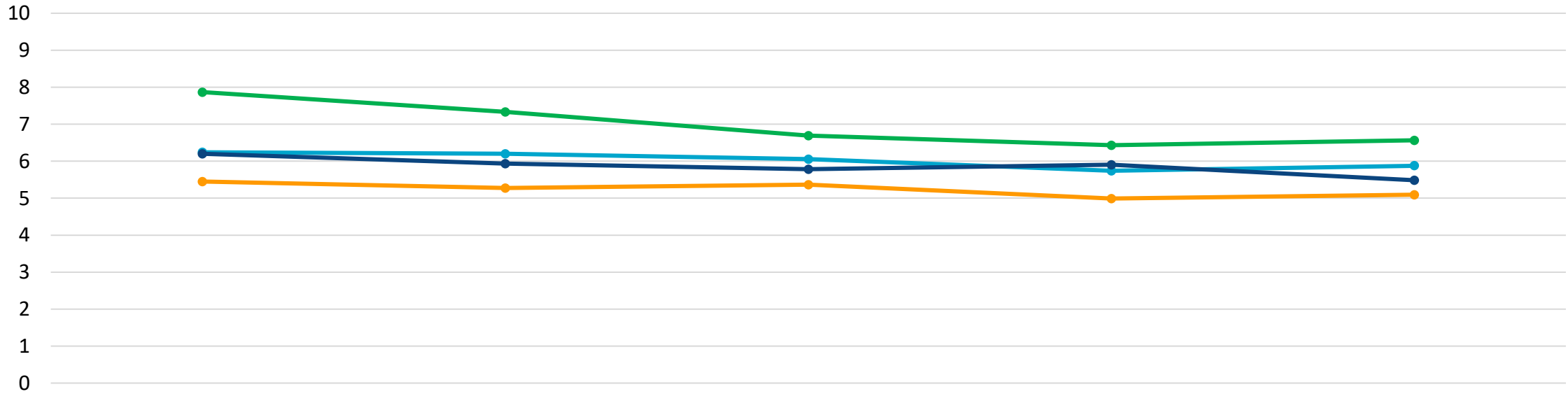
	2020	2021	2022	2023	2024
Your org	7.05	6.62	6.48	6.52	5.99
Best result	8.96	8.55	7.40	7.05	7.00
Average result	7.27	7.23	6.71	6.25	6.29
Worst result	6.03	6.17	5.86	5.18	4.99
Responses	339	366	374	417	399

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

Morale



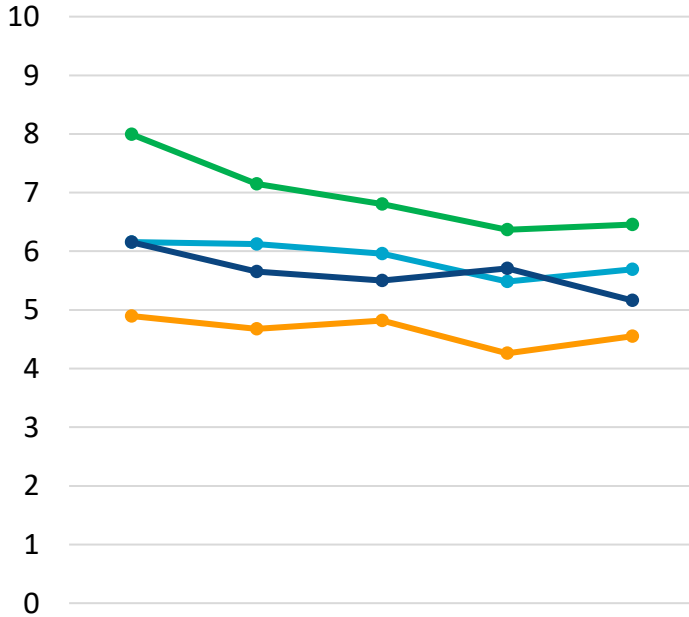
	2020	2021	2022	2023	2024
Your org	6.20	5.93	5.78	5.90	5.49
Best result	7.87	7.33	6.69	6.43	6.56
Average result	6.24	6.20	6.06	5.74	5.88
Worst result	5.45	5.28	5.36	4.99	5.10
Responses	344	370	374	418	398

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.

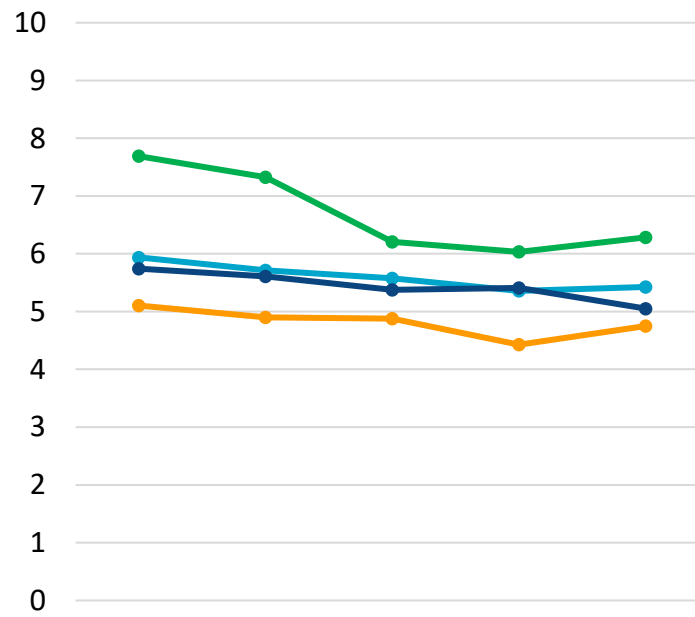


Theme: Morale

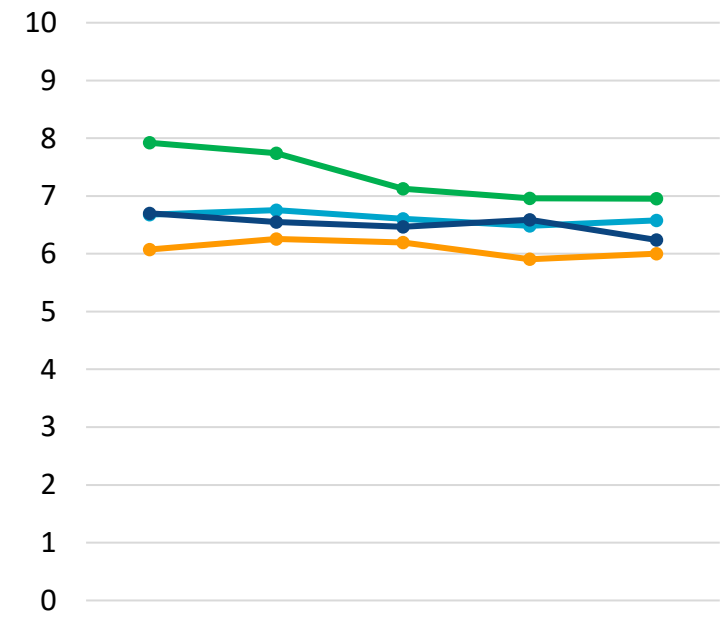
Thinking about leaving



Work pressure



Stressors



	2020	2021	2022	2023	2024
Your org	6.15	5.65	5.50	5.71	5.16
Best result	7.99	7.15	6.81	6.37	6.46
Average result	6.16	6.12	5.96	5.48	5.69
Worst result	4.90	4.68	4.82	4.26	4.55
Responses	339	367	372	417	399

	2020	2021	2022	2023	2024
Your org	5.74	5.61	5.38	5.41	5.05
Best result	7.69	7.33	6.20	6.03	6.29
Average result	5.94	5.72	5.58	5.36	5.42
Worst result	5.10	4.90	4.88	4.43	4.75
Responses	346	371	374	418	398

	2020	2021	2022	2023	2024
Your org	6.70	6.55	6.47	6.59	6.24
Best result	7.92	7.74	7.13	6.96	6.95
Average result	6.68	6.76	6.60	6.48	6.58
Worst result	6.07	6.26	6.20	5.91	6.00
Responses	343	369	374	418	398

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

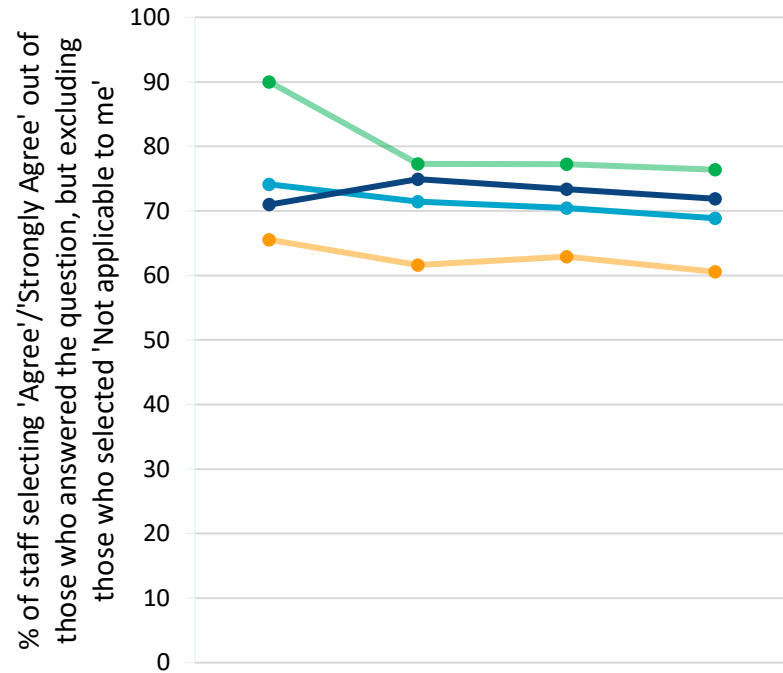
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

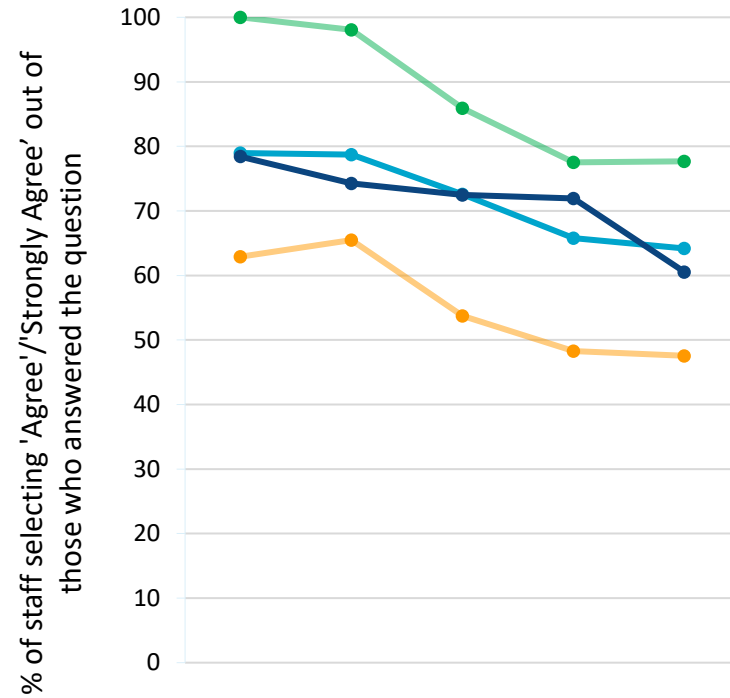


Q6a I feel that my role makes a difference to patients / service users.



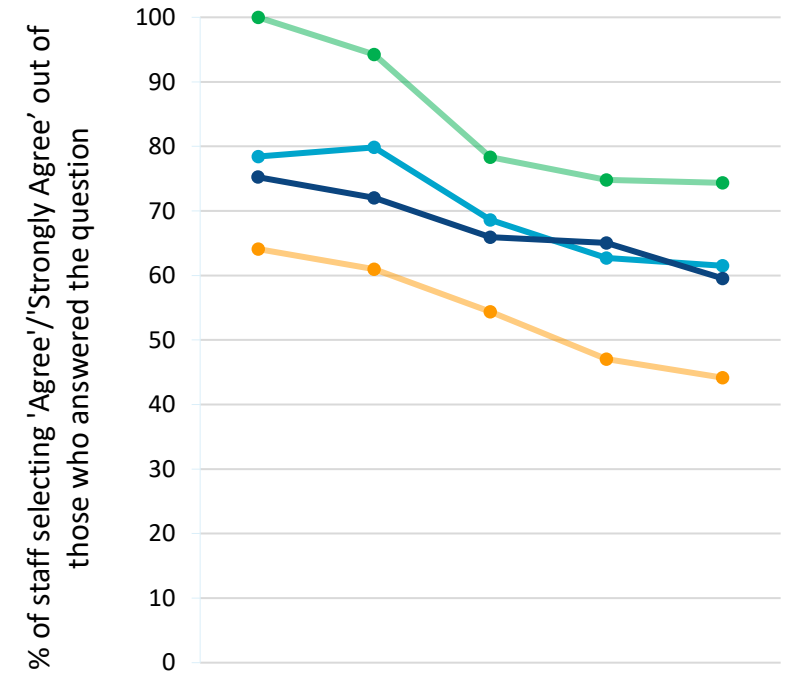
	2021	2022	2023	2024
Your org	70.97%	74.93%	73.39%	71.87%
Best result	90.00%	77.29%	77.26%	76.39%
Average result	74.12%	71.46%	70.45%	68.87%
Worst result	65.54%	61.62%	62.89%	60.56%
Responses	341	335	387	359

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



	2020	2021	2022	2023	2024
Your org	78.40%	74.25%	72.46%	71.94%	60.55%
Best result	100.00%	98.08%	85.93%	77.53%	77.68%
Average result	78.97%	78.72%	72.60%	65.78%	64.18%
Worst result	62.90%	65.48%	53.73%	48.28%	47.56%
Responses	338	365	374	417	398

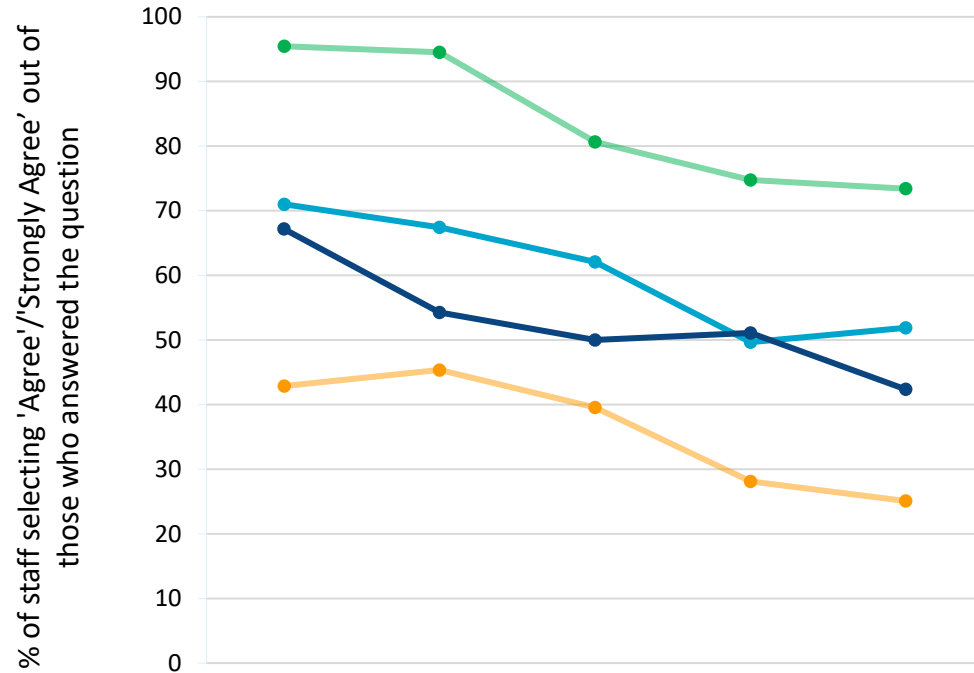
Q25b My organisation acts on concerns raised by patients / service users.



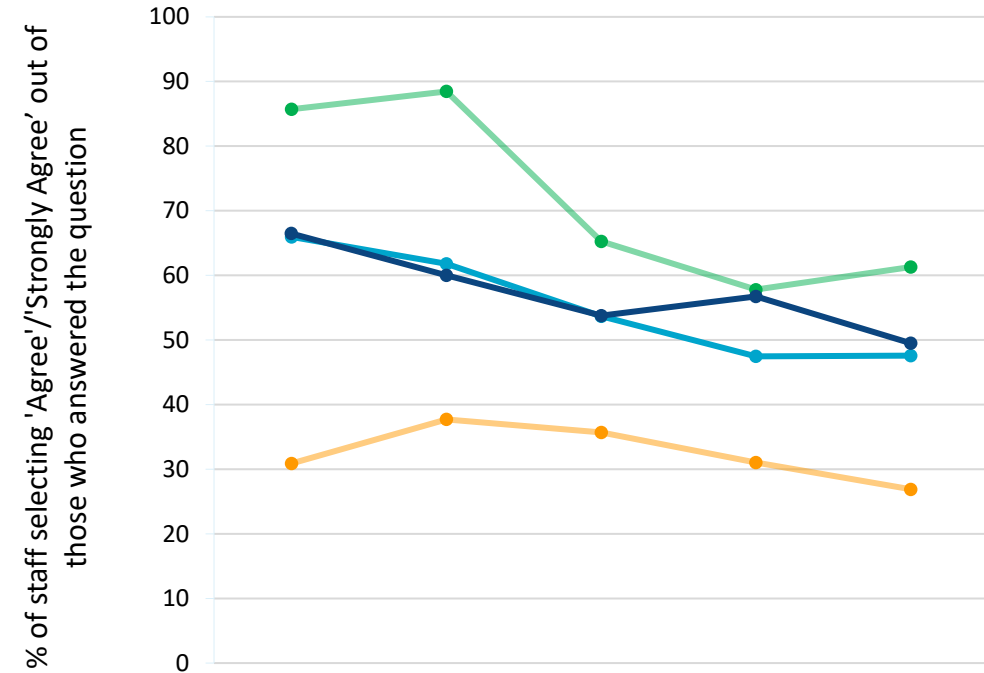
	2020	2021	2022	2023	2024
Your org	75.22%	72.05%	65.95%	65.06%	59.55%
Best result	100.00%	94.23%	78.33%	74.81%	74.35%
Average result	78.42%	79.85%	68.62%	62.70%	61.50%
Worst result	64.09%	60.99%	54.38%	47.03%	44.16%
Responses	339	365	373	415	398



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.

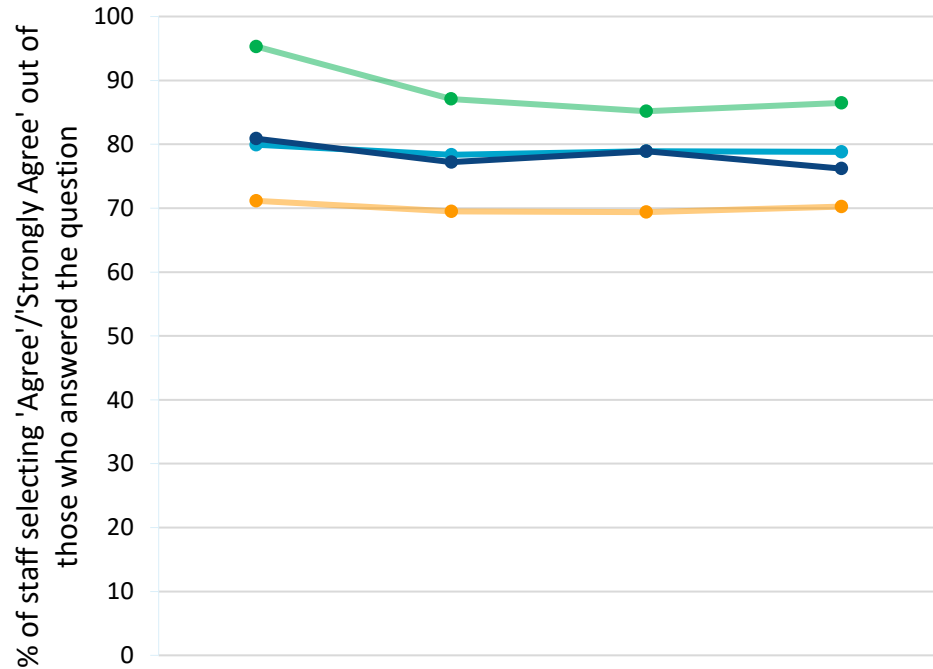


	2020	2021	2022	2023	2024
Your org	67.16%	54.25%	50.00%	51.08%	42.36%
Best result	95.45%	94.53%	80.65%	74.78%	73.41%
Average result	71.01%	67.41%	62.08%	49.66%	51.87%
Worst result	42.89%	45.37%	39.56%	28.14%	25.08%
Responses	338	365	374	417	399

	2020	2021	2022	2023	2024
Your org	66.47%	60.00%	53.76%	56.73%	49.49%
Best result	85.71%	88.46%	65.25%	57.80%	61.30%
Average result	65.96%	61.78%	53.65%	47.47%	47.57%
Worst result	30.91%	37.70%	35.69%	31.06%	26.90%
Responses	337	365	372	416	396

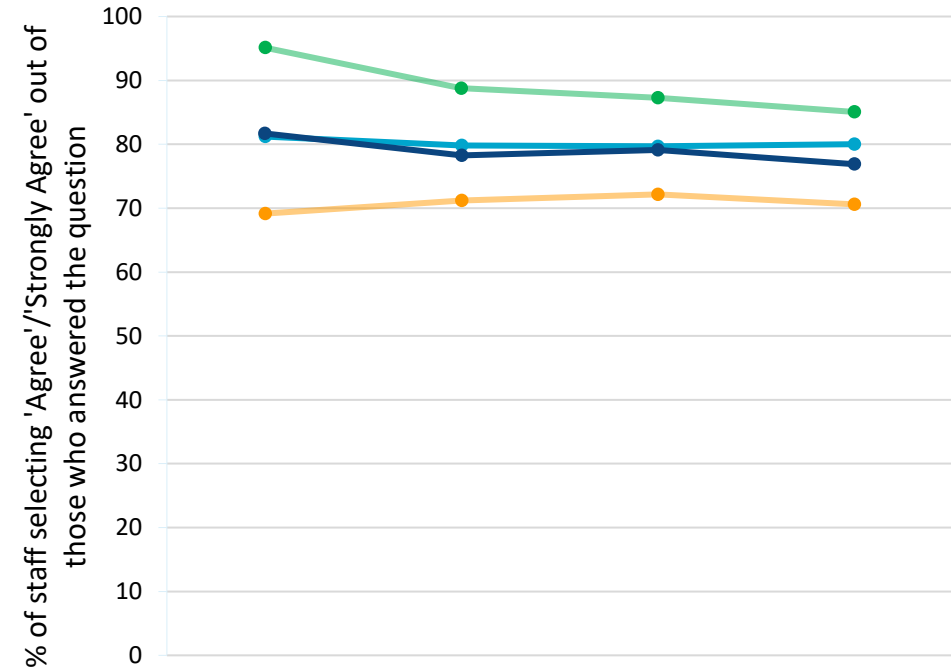


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	80.87%	77.21%	78.90%	76.19%
Best result	95.31%	87.09%	85.18%	86.48%
Average result	79.93%	78.36%	78.90%	78.81%
Worst result	71.15%	69.49%	69.38%	70.23%
Responses	366	373	417	399

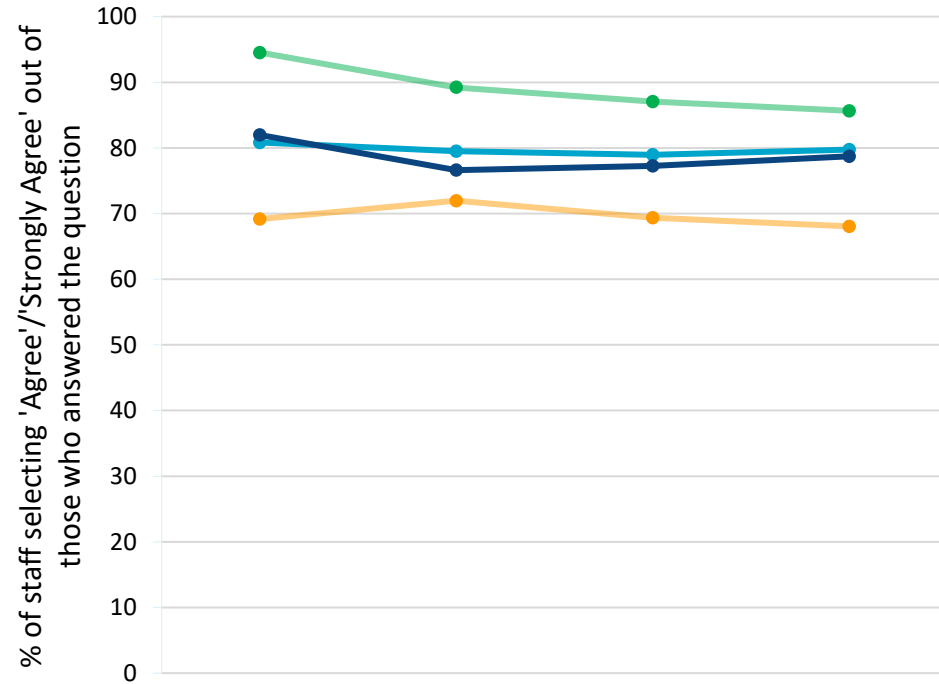
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	81.69%	78.28%	79.14%	76.88%
Best result	95.12%	88.76%	87.29%	85.06%
Average result	81.20%	79.80%	79.69%	80.00%
Worst result	69.15%	71.19%	72.16%	70.61%
Responses	366	373	417	398

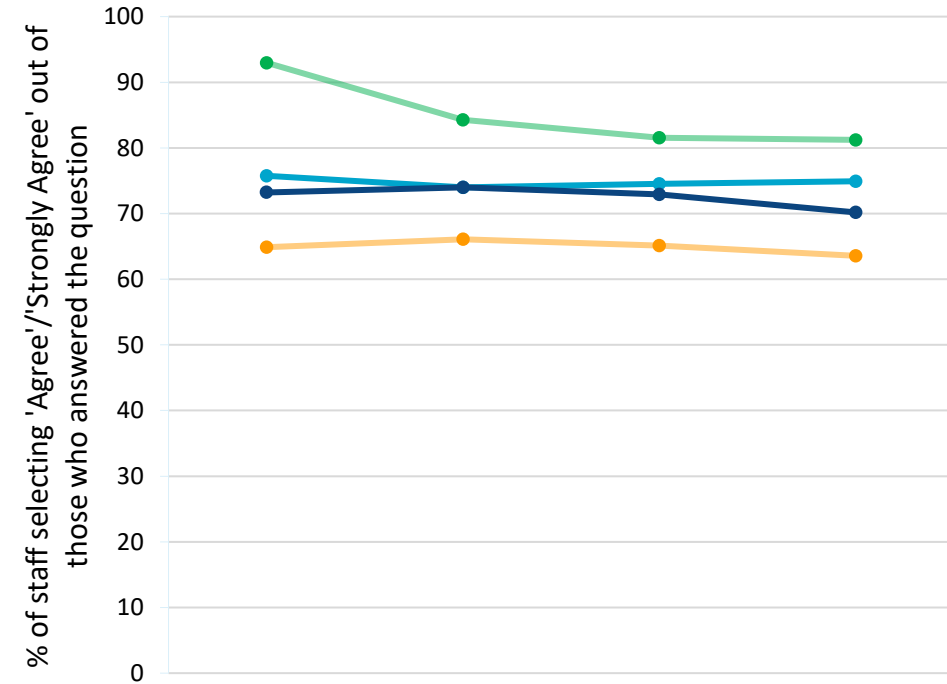


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	81.97%	76.61%	77.27%	78.70%
Best result	94.53%	89.20%	87.06%	85.66%
Average result	80.83%	79.49%	78.95%	79.77%
Worst result	69.15%	71.96%	69.37%	68.06%
Responses	366	372	418	399

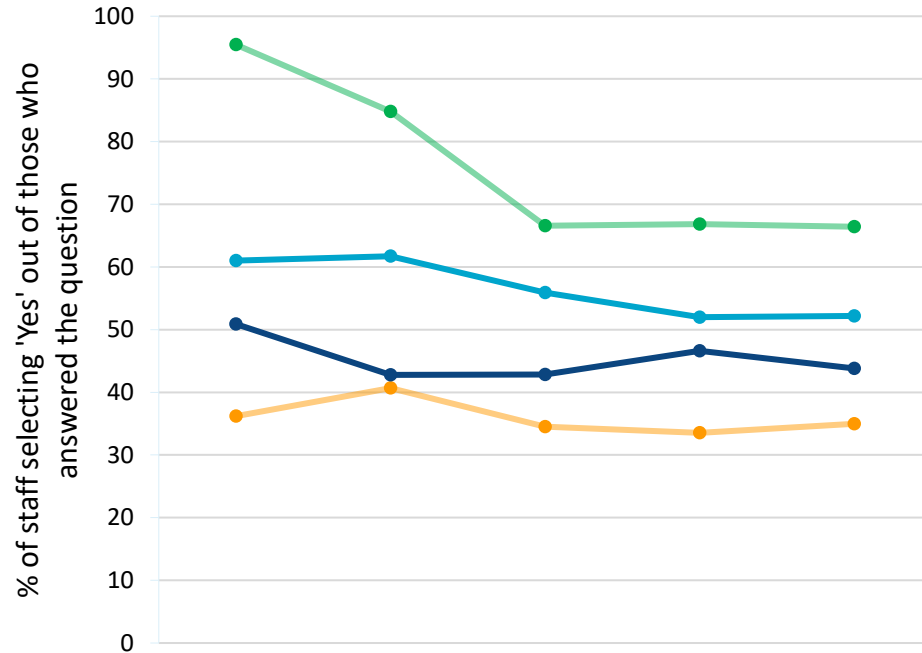
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024
Your org	73.22%	73.99%	72.90%	70.18%
Best result	92.97%	84.27%	81.53%	81.23%
Average result	75.75%	73.99%	74.55%	74.92%
Worst result	64.89%	66.08%	65.12%	63.56%
Responses	366	373	417	399

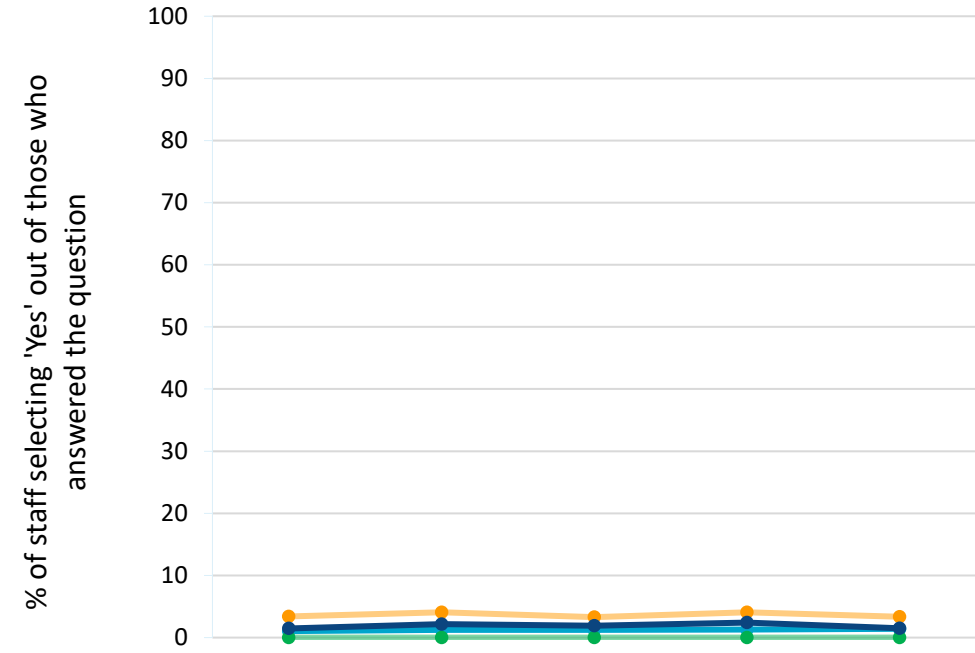


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	50.88%	42.78%	42.86%	46.63%	43.83%
Best result	95.45%	84.80%	66.58%	66.82%	66.42%
Average result	61.03%	61.71%	55.91%	51.99%	52.17%
Worst result	36.21%	40.67%	34.51%	33.53%	34.96%
Responses	340	367	371	416	397

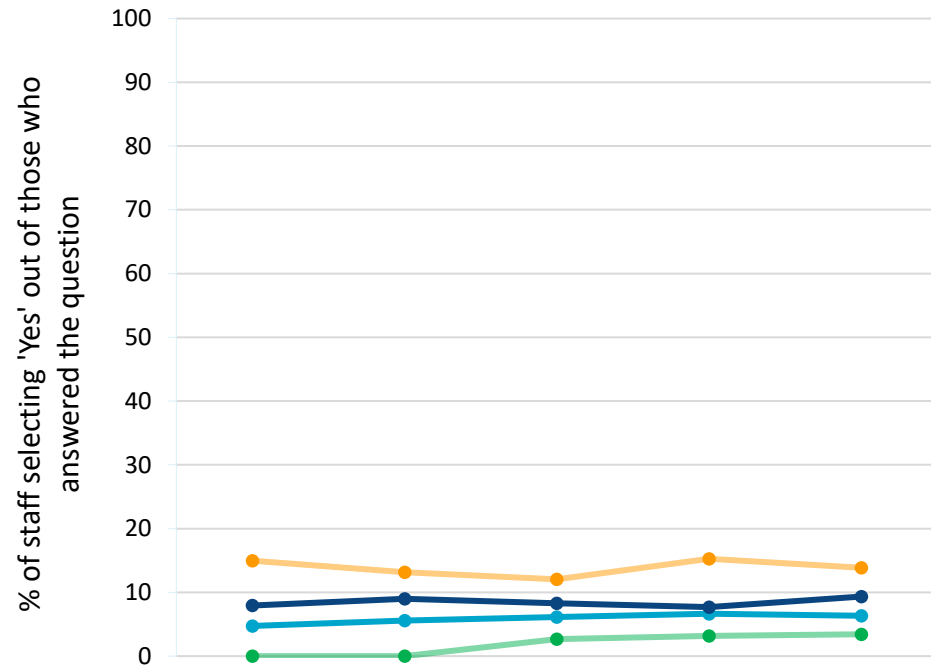
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	1.47%	2.19%	1.89%	2.41%	1.52%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	1.04%	1.24%	1.26%	1.29%	1.41%
Worst result	3.38%	4.05%	3.29%	4.07%	3.36%
Responses	341	366	371	415	395

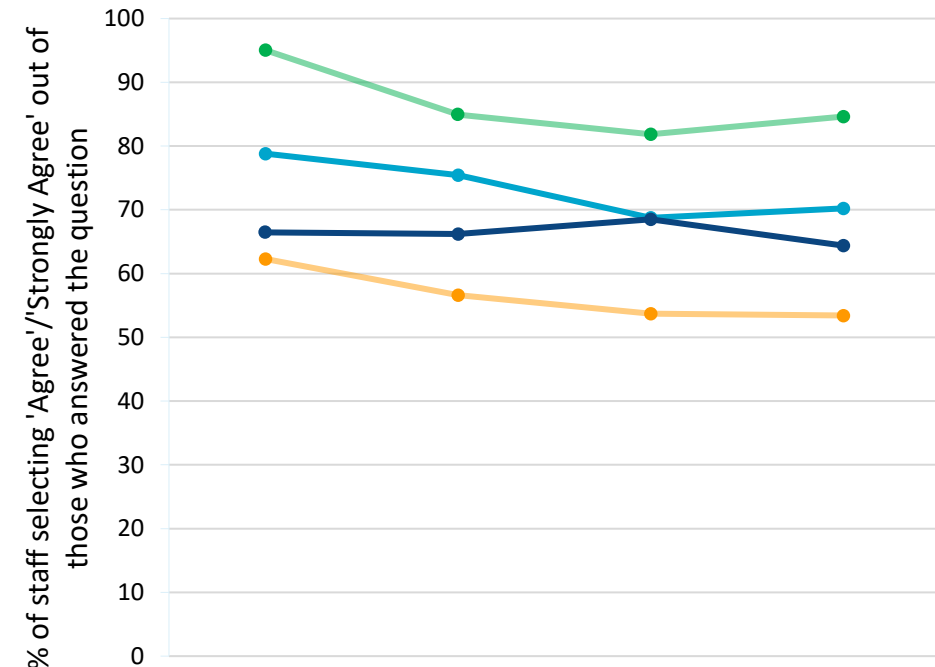


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	7.92%	9.02%	8.31%	7.69%	9.34%
Best result	0.00%	0.00%	2.66%	3.15%	3.43%
Average result	4.73%	5.56%	6.12%	6.65%	6.34%
Worst result	14.95%	13.17%	12.05%	15.26%	13.84%
Responses	341	366	373	416	396

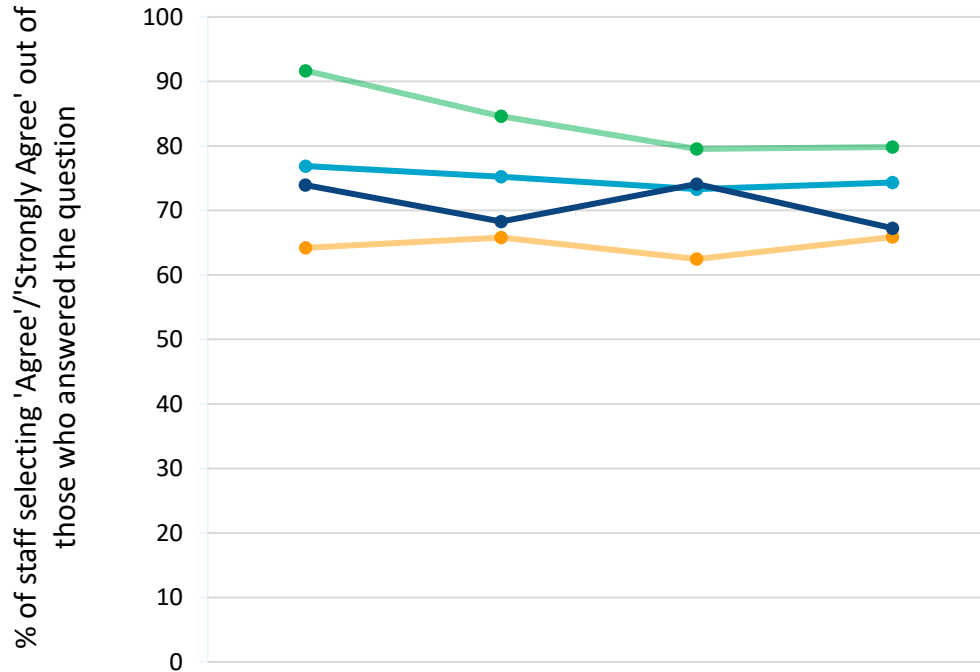
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	66.49%	66.22%	68.51%	64.39%
Best result	95.05%	84.95%	81.85%	84.62%
Average result	78.81%	75.44%	68.75%	70.23%
Worst result	62.30%	56.64%	53.70%	53.43%
Responses	367	373	416	396

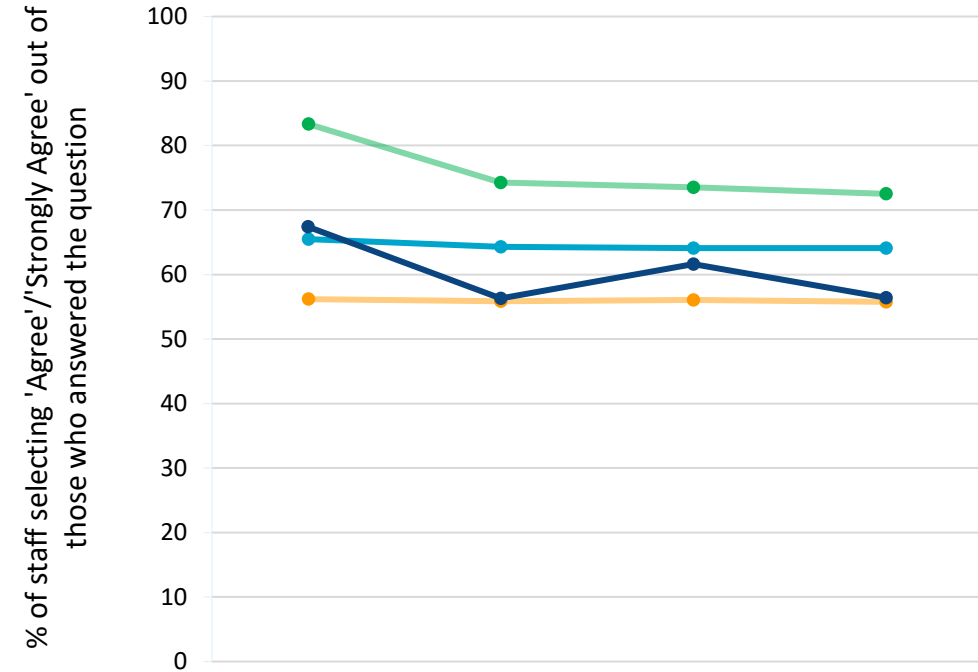


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	73.91%	68.28%	74.10%	67.25%
Best result	91.67%	84.58%	79.54%	79.84%
Average result	76.88%	75.24%	73.31%	74.35%
Worst result	64.21%	65.81%	62.48%	65.88%
Responses	368	372	417	397

Q7i I feel a strong personal attachment to my team.

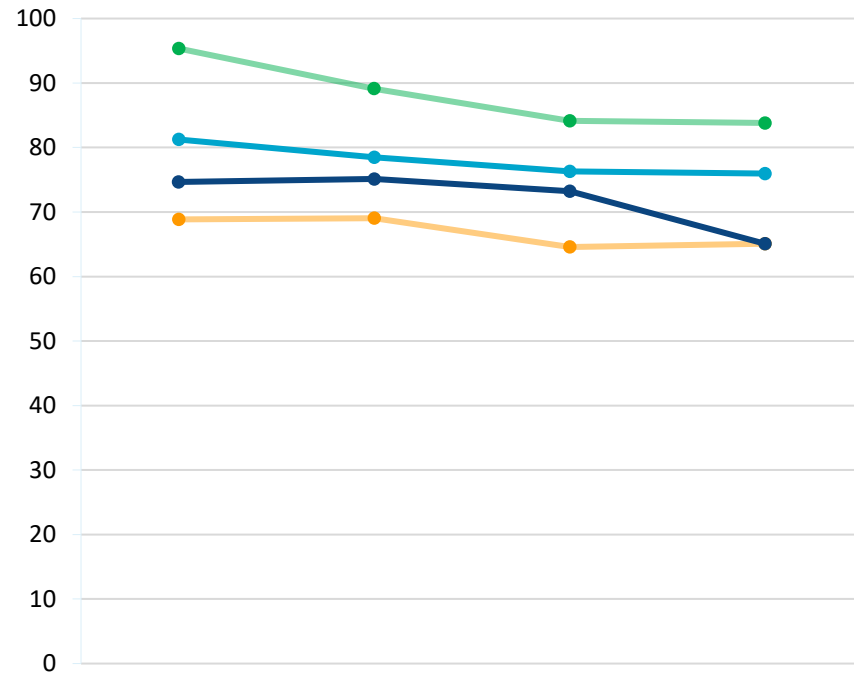


	2021	2022	2023	2024
Your org	67.39%	56.30%	61.63%	56.42%
Best result	83.33%	74.26%	73.54%	72.51%
Average result	65.49%	64.27%	64.12%	64.10%
Worst result	56.19%	55.87%	56.05%	55.77%
Responses	368	373	417	397



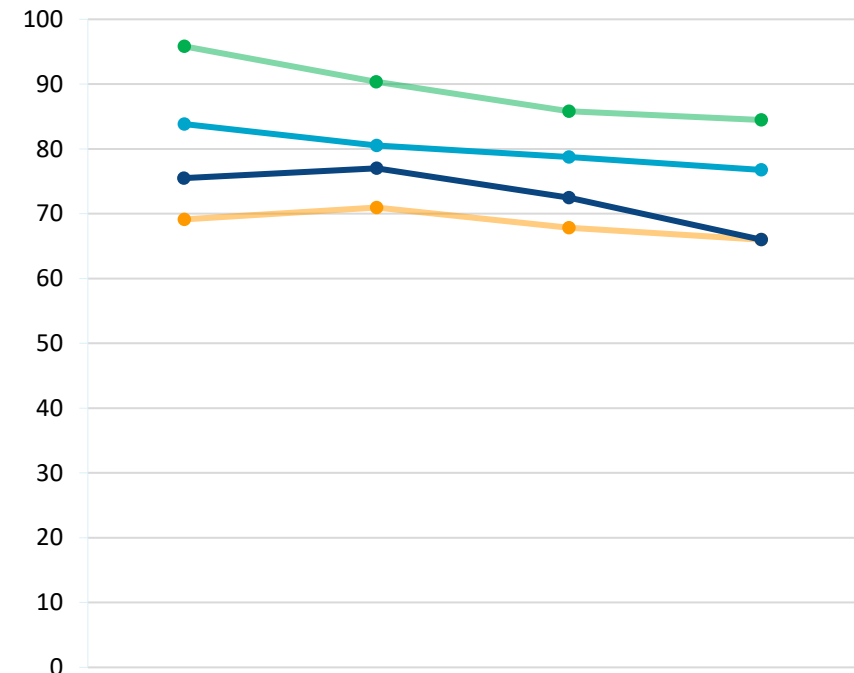
Q8b The people I work with are understanding and kind to one another.

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



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	2024
Your org	74.66%	75.13%	73.21%	65.08%
Best result	95.35%	89.11%	84.12%	83.81%
Average result	81.24%	78.49%	76.28%	75.97%
Worst result	68.87%	69.04%	64.58%	65.08%
Responses	367	374	418	398

	2021	2022	2023	2024
Your org	75.48%	77.01%	72.49%	65.99%
Best result	95.83%	90.35%	85.82%	84.47%
Average result	83.84%	80.53%	78.74%	76.76%
Worst result	69.15%	70.95%	67.84%	65.99%
Responses	367	374	418	397

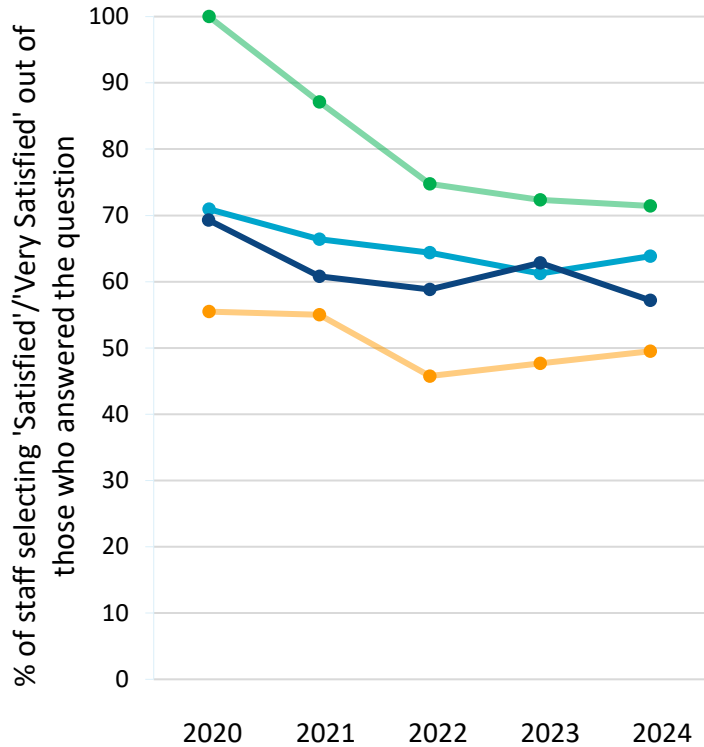
People Promise element – We are recognised and rewarded



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

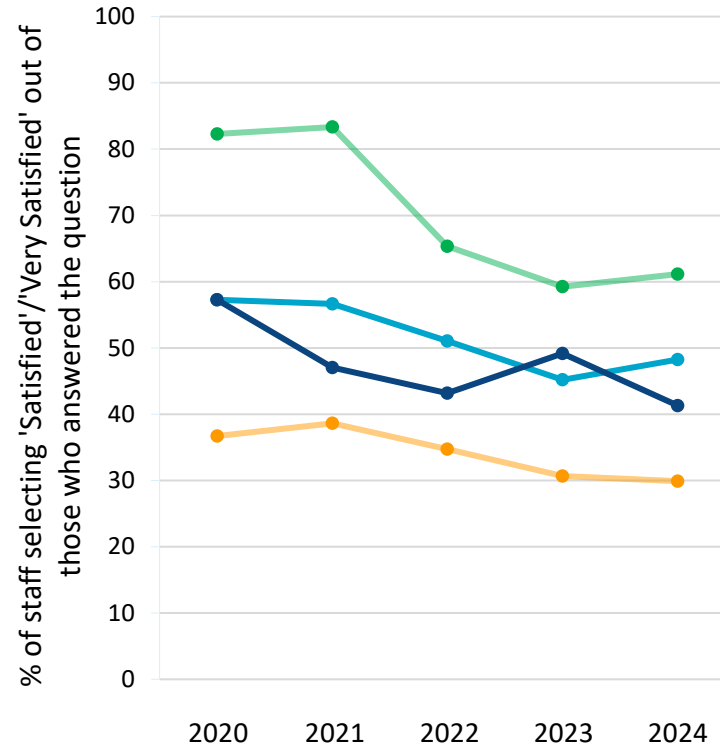


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



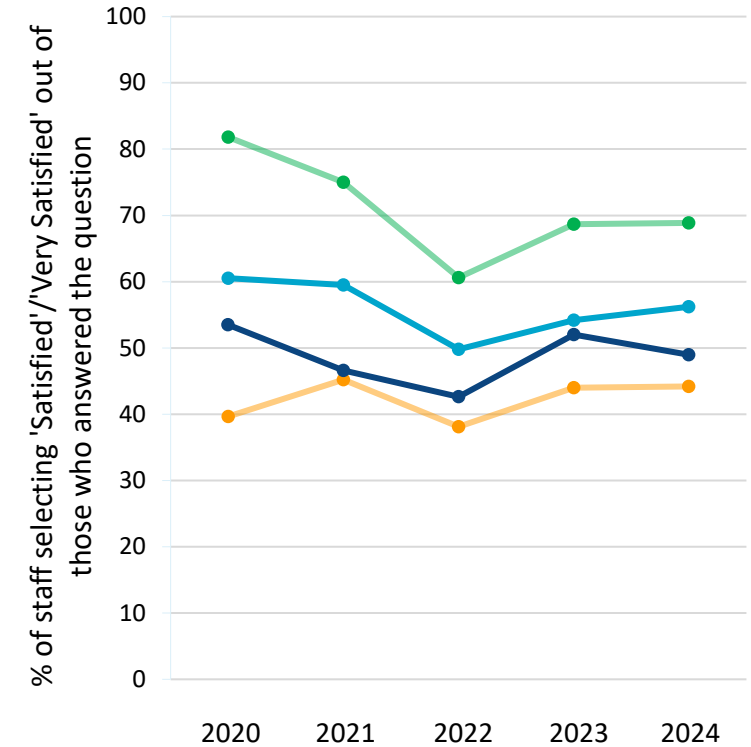
	2020	2021	2022	2023	2024
Your org	69.28%	60.81%	58.82%	62.83%	57.18%
Best result	100.00%	87.10%	74.75%	72.35%	71.43%
Average result	70.94%	66.41%	64.35%	61.23%	63.84%
Worst result	55.48%	55.02%	45.76%	47.67%	49.51%
Responses	345	370	374	417	397

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



	2020	2021	2022	2023	2024
Your org	57.27%	47.03%	43.16%	49.16%	41.31%
Best result	82.31%	83.33%	65.35%	59.24%	61.16%
Average result	57.27%	56.67%	51.07%	45.19%	48.24%
Worst result	36.69%	38.63%	34.75%	30.68%	29.90%
Responses	344	370	373	417	397

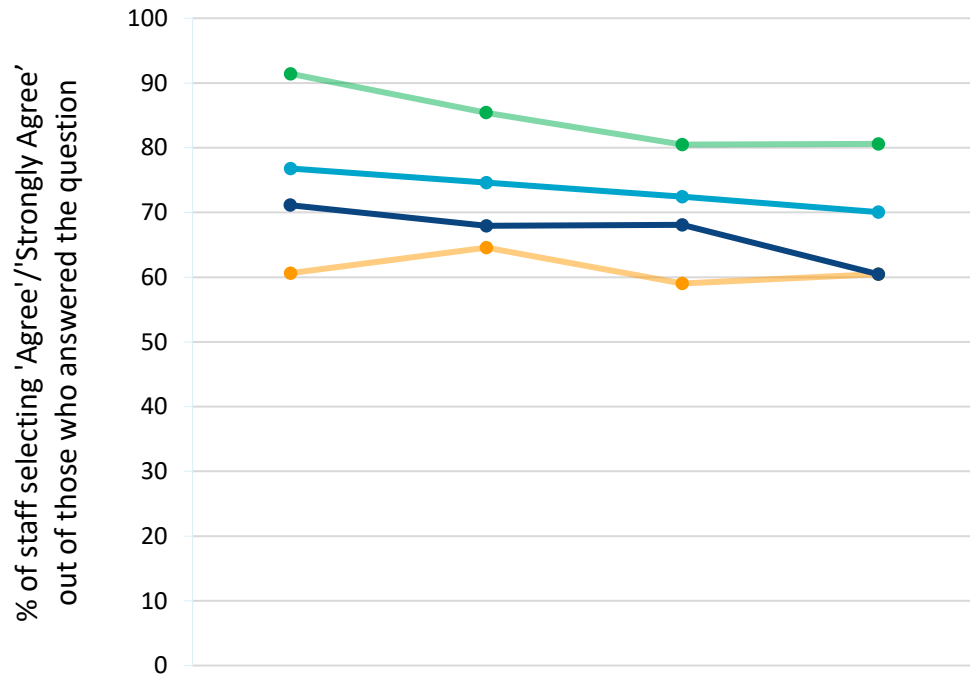
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2020	2021	2022	2023	2024
Your org	53.49%	46.61%	42.63%	52.04%	48.99%
Best result	81.82%	75.00%	60.62%	68.69%	68.85%
Average result	60.53%	59.49%	49.80%	54.21%	56.22%
Worst result	39.66%	45.21%	38.12%	44.01%	44.21%
Responses	344	369	373	417	396

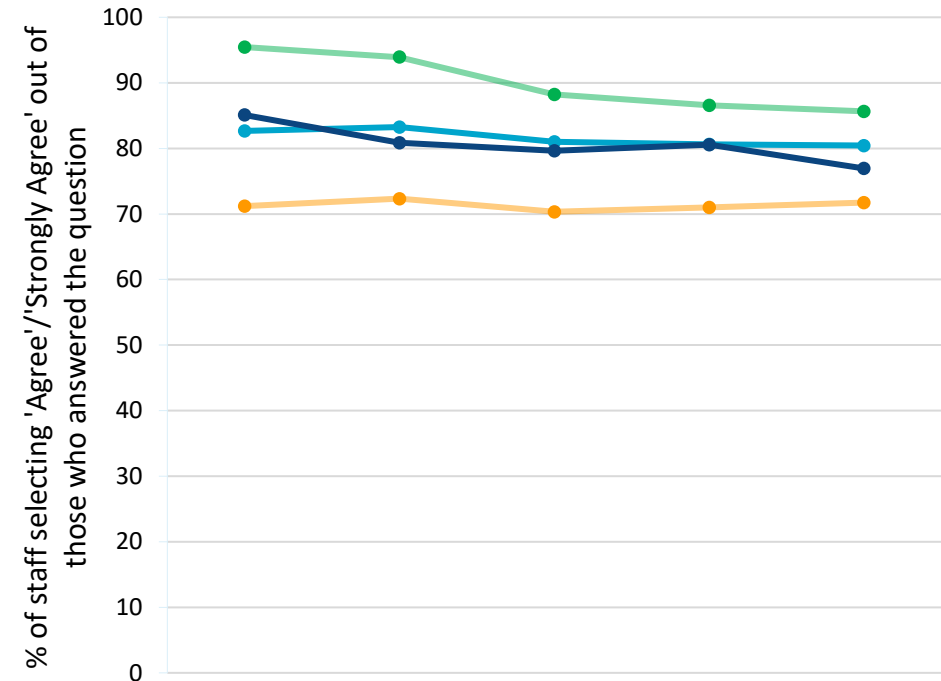


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024
Your org	71.12%	67.91%	68.11%	60.45%
Best result	91.43%	85.40%	80.48%	80.58%
Average result	76.79%	74.63%	72.43%	70.05%
Worst result	60.64%	64.56%	59.02%	60.45%
Responses	367	374	417	397

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	85.09%	80.87%	79.62%	80.58%	76.94%
Best result	95.45%	93.90%	88.24%	86.59%	85.66%
Average result	82.64%	83.26%	80.99%	80.62%	80.44%
Worst result	71.19%	72.34%	70.34%	71.01%	71.75%
Responses	342	366	373	417	399

People Promise element – We each have a voice that counts



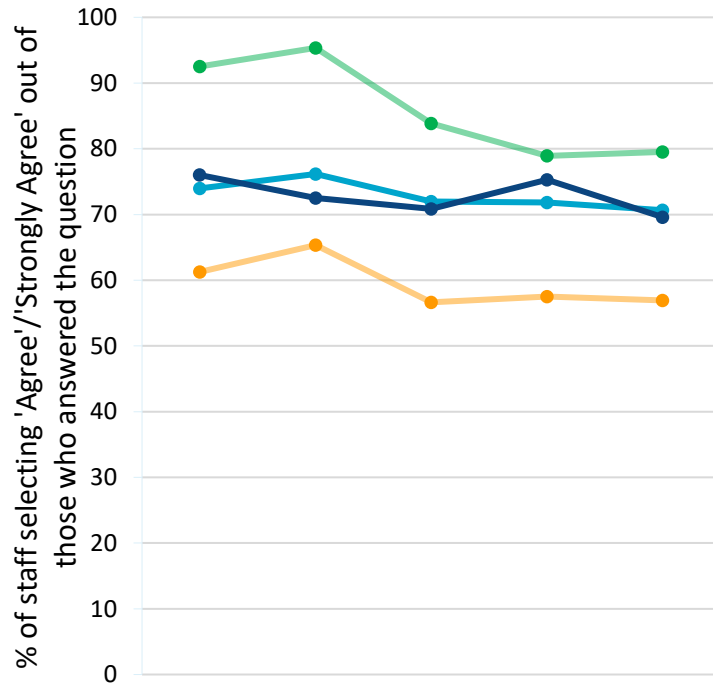
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

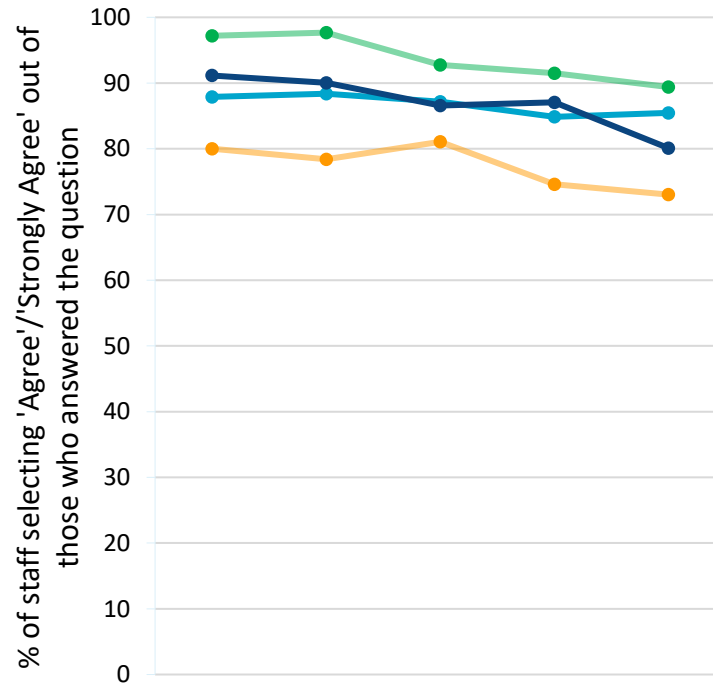


Q3a I always know what my work responsibilities are.



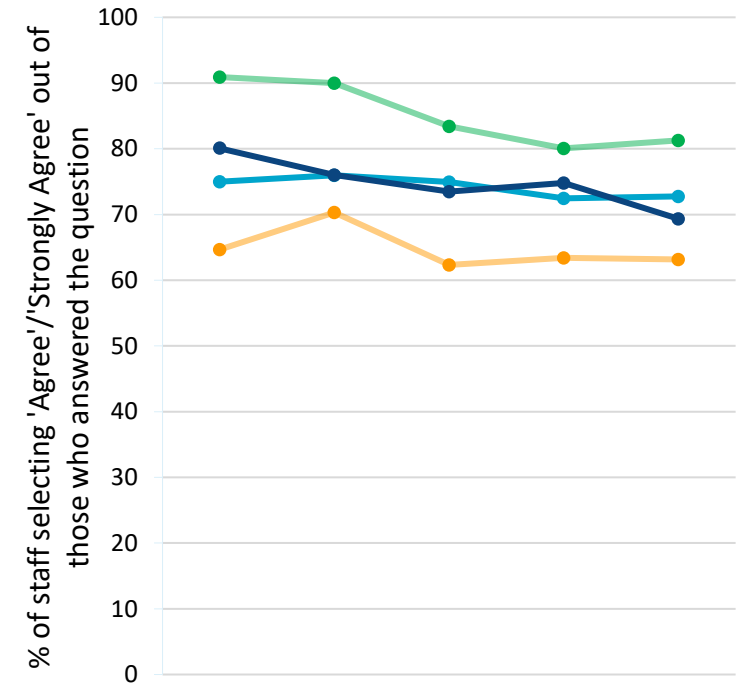
	2020	2021	2022	2023	2024
Your org	76.00%	72.51%	70.86%	75.30%	69.60%
Best result	92.52%	95.35%	83.87%	78.92%	79.51%
Average result	73.99%	76.17%	71.97%	71.81%	70.66%
Worst result	61.28%	65.34%	56.63%	57.53%	56.93%
Responses	350	371	374	417	398

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	91.14%	90.03%	86.60%	87.08%	80.10%
Best result	97.20%	97.67%	92.78%	91.50%	89.39%
Average result	87.88%	88.37%	87.16%	84.86%	85.46%
Worst result	80.00%	78.38%	81.06%	74.61%	73.02%
Responses	350	371	373	418	397

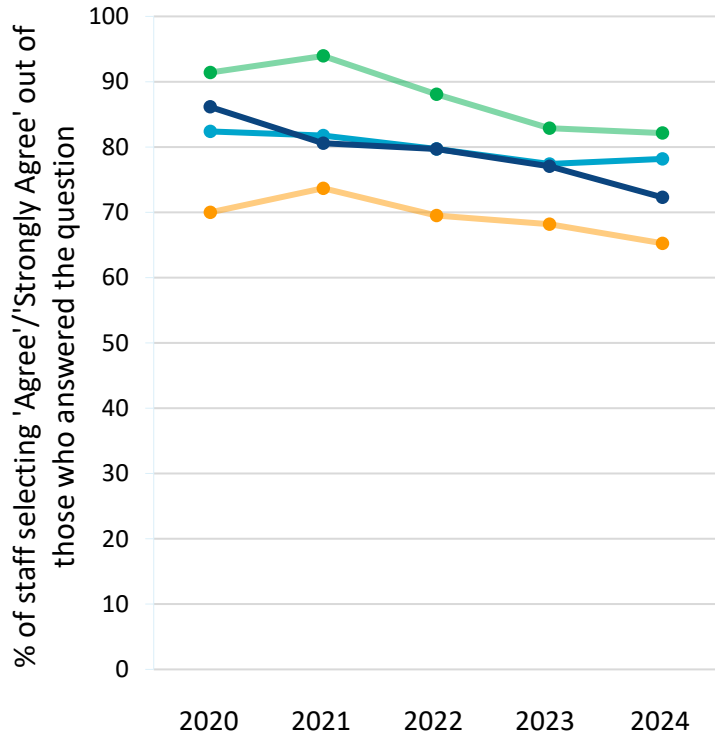
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	80.06%	76.01%	73.46%	74.82%	69.35%
Best result	90.91%	90.00%	83.42%	80.06%	81.28%
Average result	75.00%	75.96%	74.96%	72.46%	72.77%
Worst result	64.67%	70.31%	62.32%	63.39%	63.17%
Responses	346	371	373	417	398

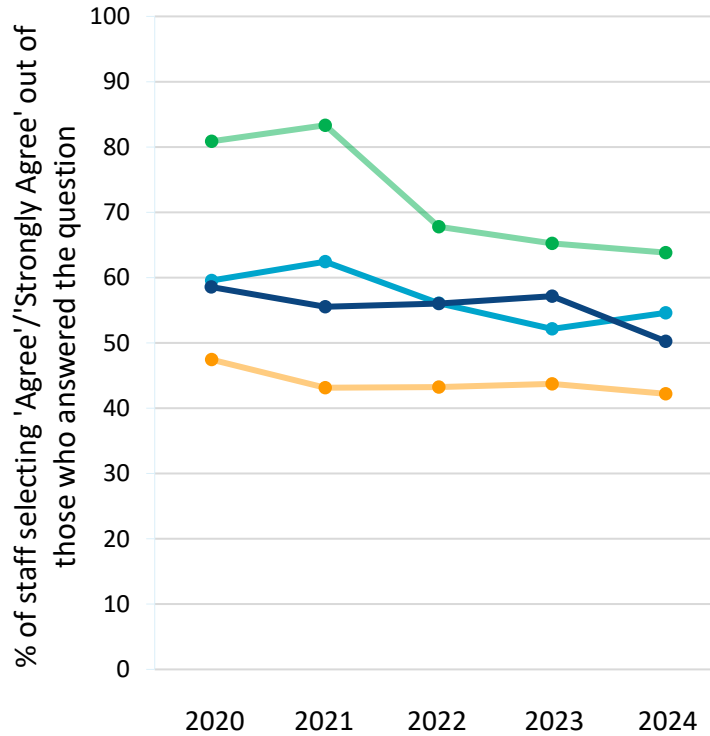


Q3d I am able to make suggestions to improve the work of my team / department.



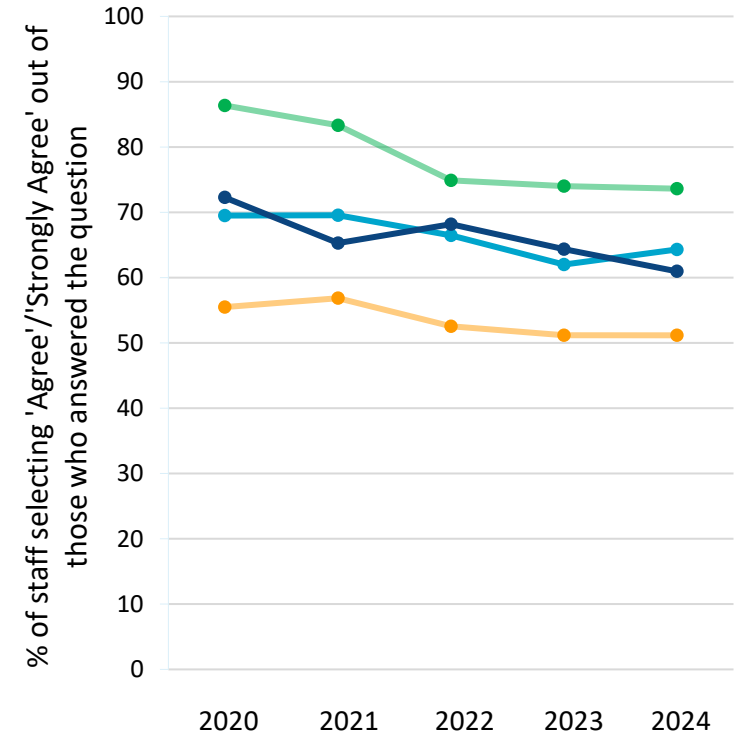
Responses	346	371	374	418	397
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	345	371	373	418	398
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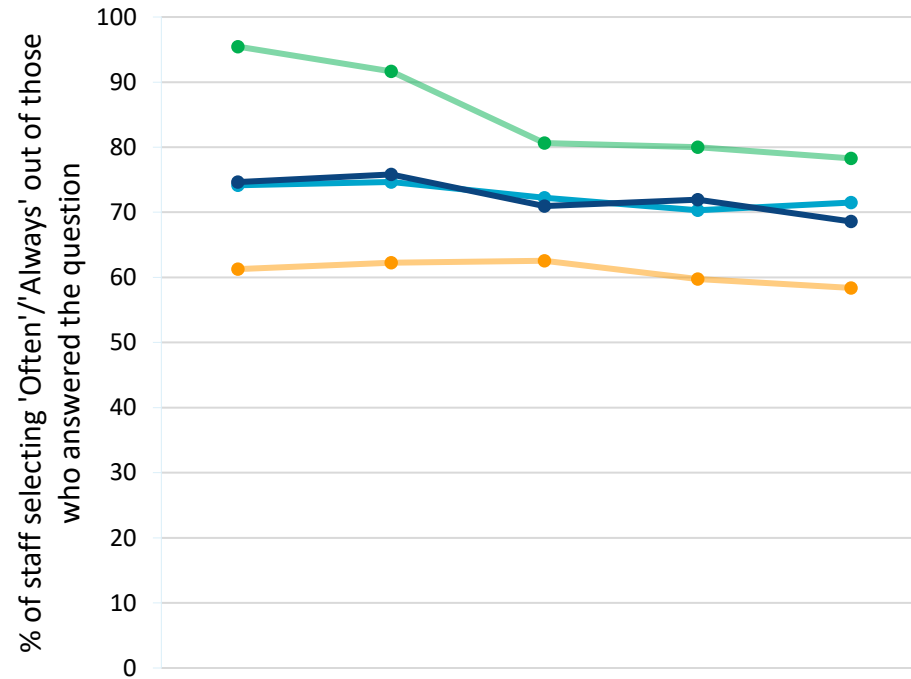
Q3f I am able to make improvements happen in my area of work.



Responses	346	369	374	418	397
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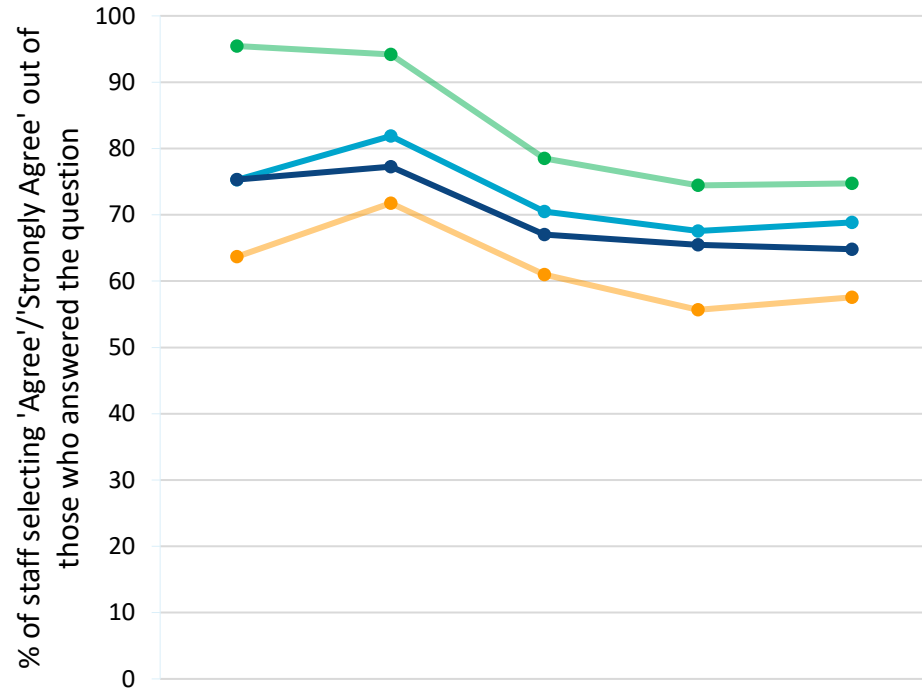
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	74.64%	75.82%	70.97%	71.94%	68.59%
Best result	95.45%	91.67%	80.65%	80.00%	78.29%
Average result	74.17%	74.66%	72.22%	70.31%	71.52%
Worst result	61.26%	62.23%	62.56%	59.77%	58.39%
Responses	343	368	372	417	398

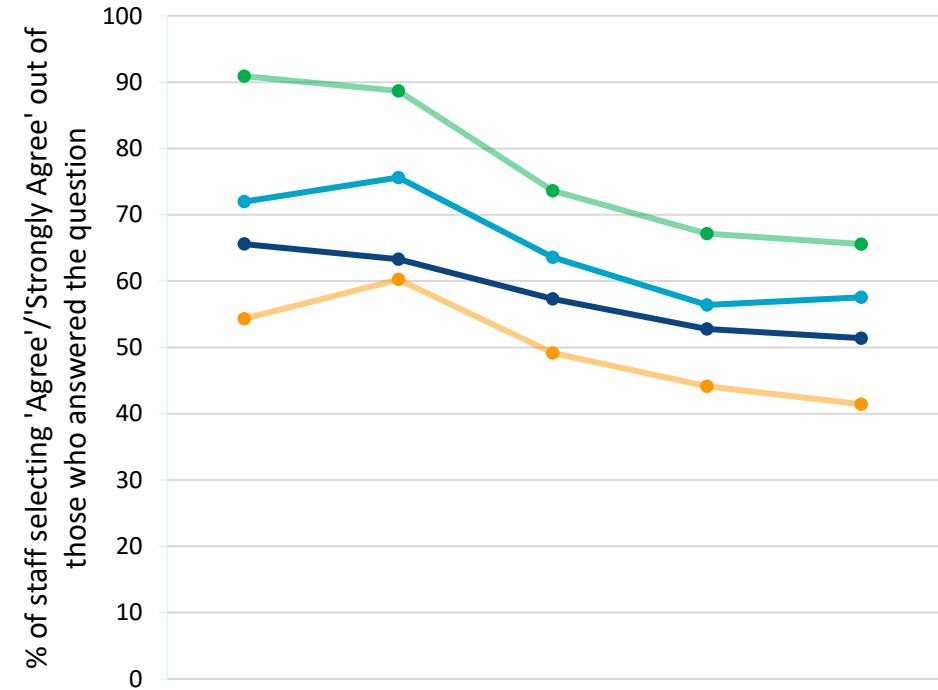


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	75.30%	77.26%	67.03%	65.45%	64.81%
Best result	95.45%	94.20%	78.51%	74.44%	74.74%
Average result	75.27%	81.88%	70.49%	67.56%	68.84%
Worst result	63.69%	71.75%	60.98%	55.67%	57.54%
Responses	336	365	370	411	395

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

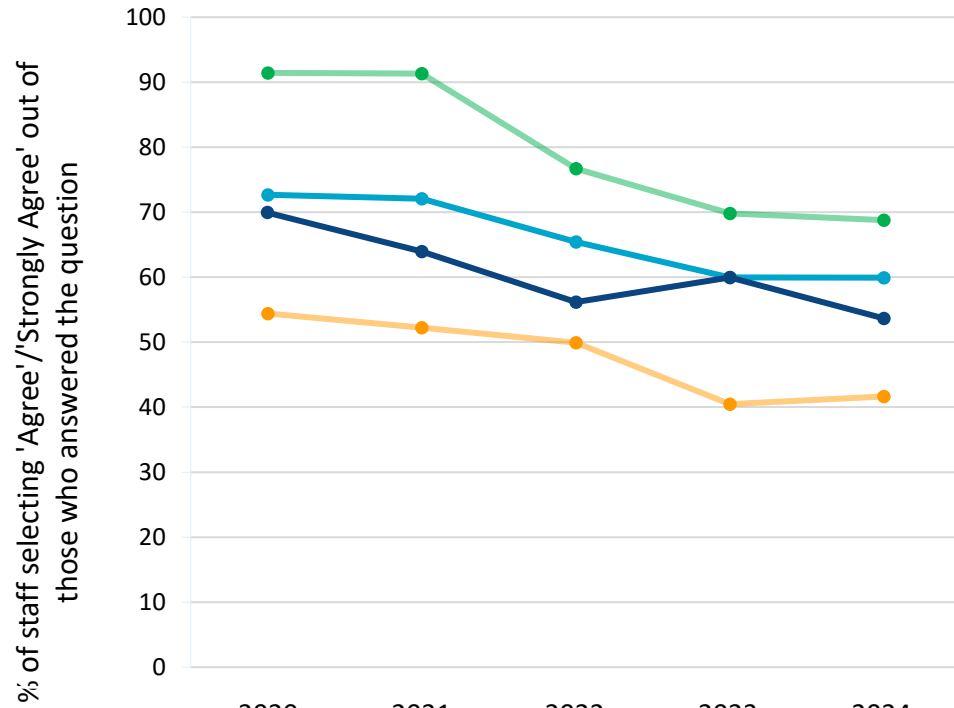


	2020	2021	2022	2023	2024
Your org	65.58%	63.29%	57.30%	52.80%	51.39%
Best result	90.91%	88.68%	73.63%	67.14%	65.59%
Average result	71.98%	75.63%	63.60%	56.40%	57.54%
Worst result	54.30%	60.24%	49.14%	44.14%	41.43%
Responses	337	365	370	411	395



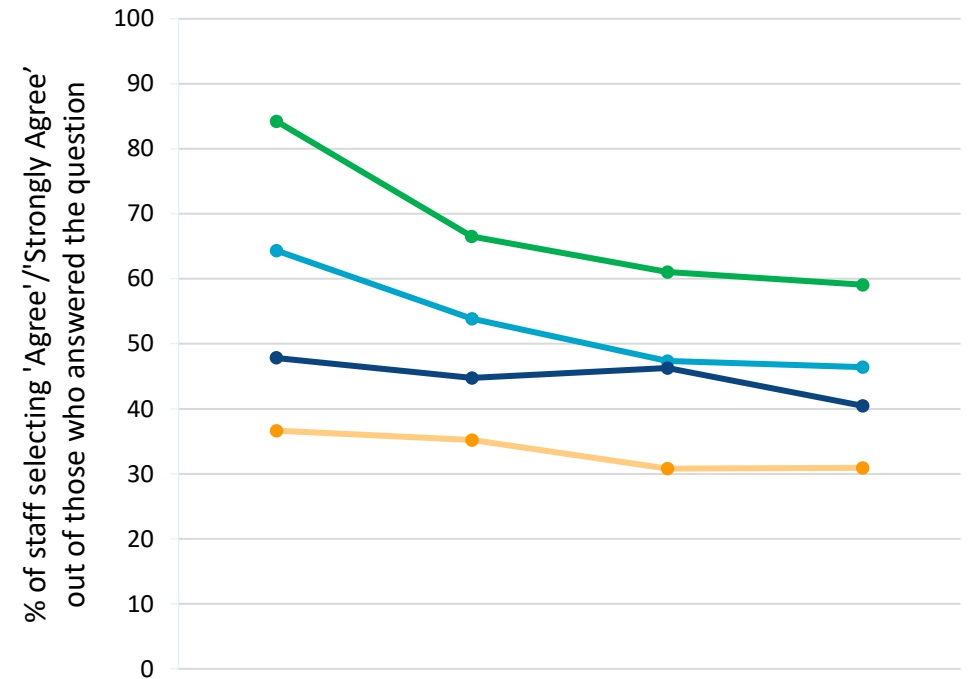
Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



Best result	91.43%	91.34%	76.67%	69.81%	68.77%
Average result	72.67%	72.05%	65.40%	59.95%	59.93%
Your org	69.91%	63.93%	56.15%	59.95%	53.65%
Worst result	54.41%	52.25%	49.92%	40.47%	41.67%

Responses	339	366	374	417	397
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Best result	84.25%	66.50%	61.05%	59.09%
Average result	64.35%	53.85%	47.38%	46.41%
Your org	47.81%	44.77%	46.27%	40.45%
Worst result	36.64%	35.21%	30.80%	30.93%

Responses	366	373	415	398
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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

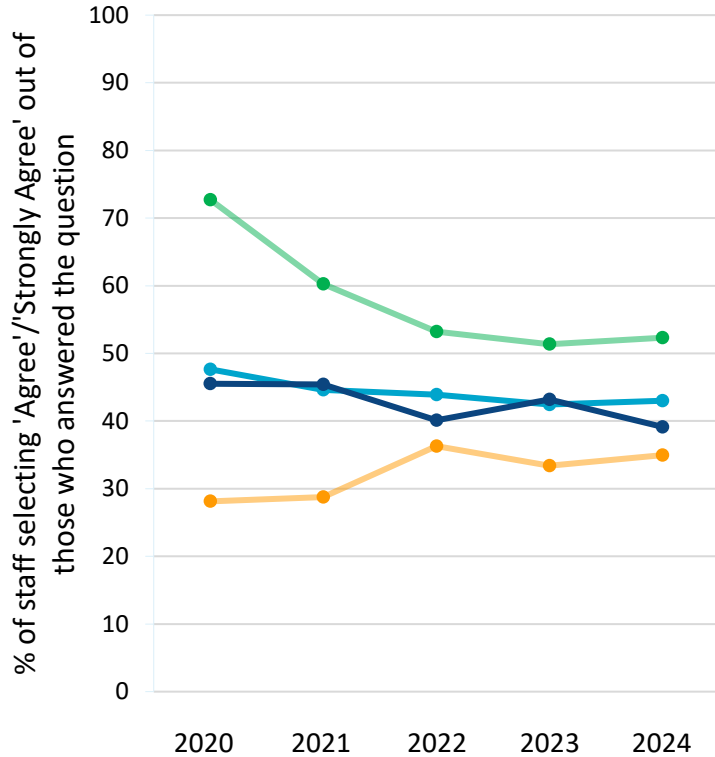
Other questions:* Q17a, Q17b, Q22

*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.

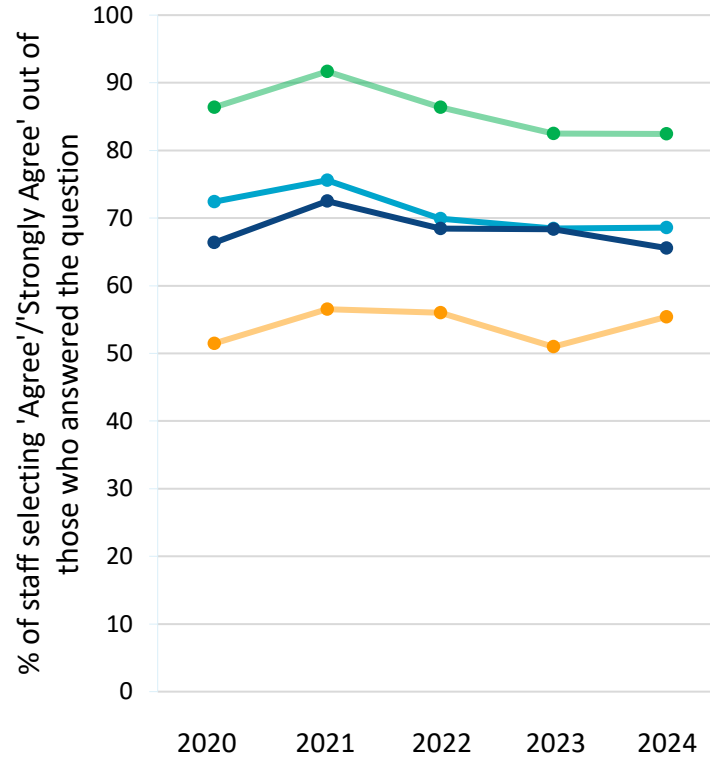


Q3g I am able to meet all the conflicting demands on my time at work.



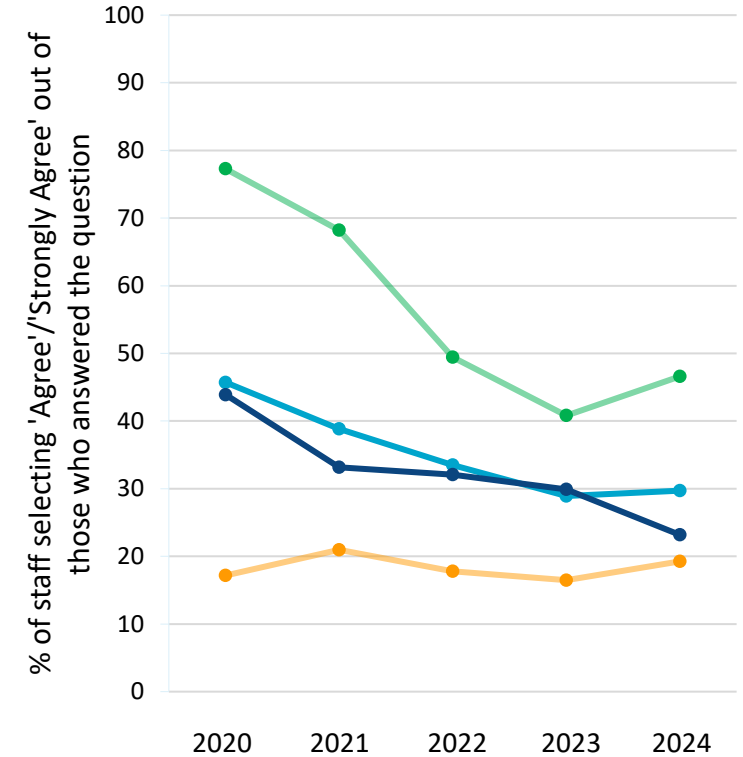
	2020	2021	2022	2023	2024
Your org	45.51%	45.41%	40.11%	43.17%	39.14%
Best result	72.73%	60.24%	53.23%	51.35%	52.29%
Average result	47.65%	44.61%	43.92%	42.45%	42.98%
Worst result	28.13%	28.77%	36.29%	33.41%	34.97%
Responses	345	370	374	417	396

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



	2020	2021	2022	2023	2024
Your org	66.38%	72.51%	68.45%	68.35%	65.58%
Best result	86.36%	91.67%	86.39%	82.49%	82.44%
Average result	72.43%	75.59%	69.91%	68.46%	68.58%
Worst result	51.49%	56.53%	56.01%	50.98%	55.37%
Responses	345	371	374	417	398

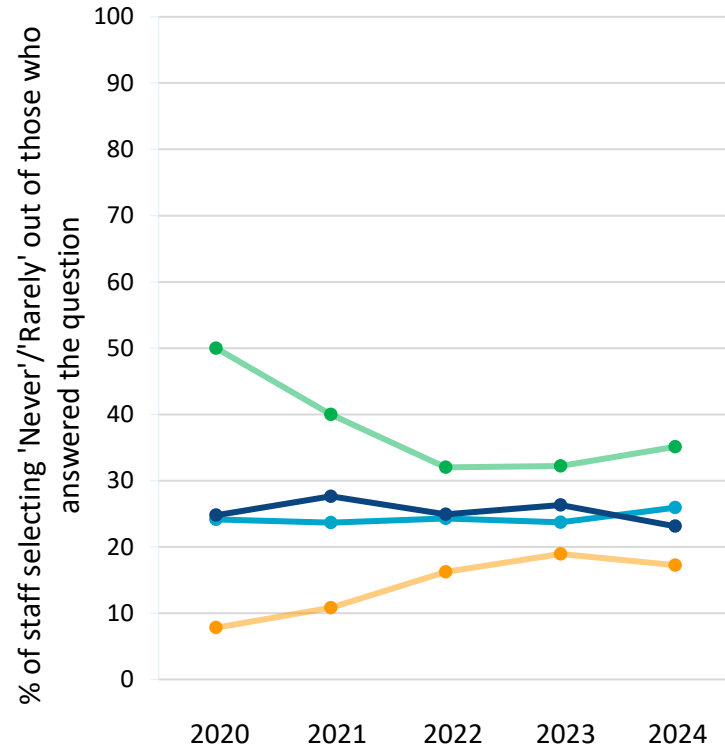
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	43.90%	33.15%	32.09%	29.90%	23.17%
Best result	77.27%	68.22%	49.43%	40.80%	46.59%
Average result	45.71%	38.84%	33.47%	28.92%	29.70%
Worst result	17.19%	20.97%	17.78%	16.48%	19.27%
Responses	344	371	374	418	397

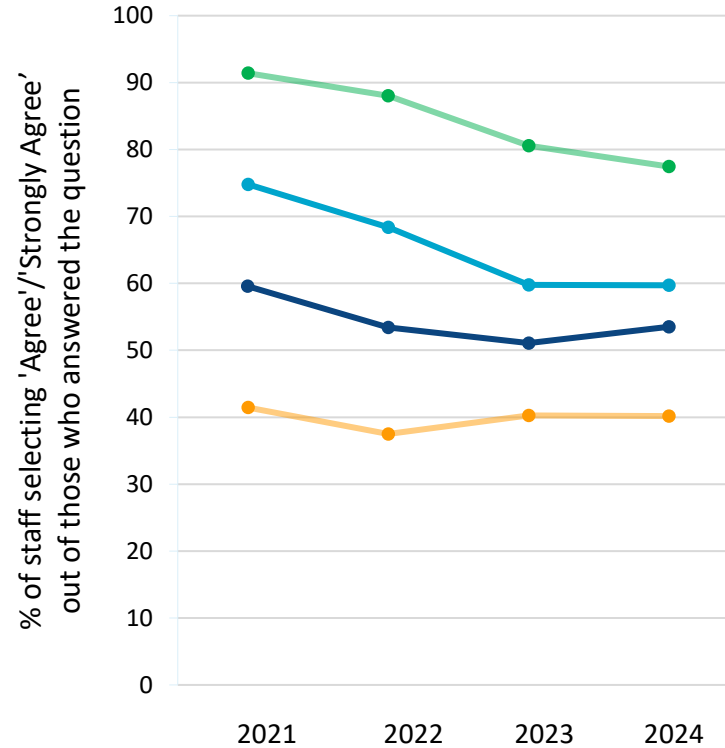


Q5a I have unrealistic time pressures.



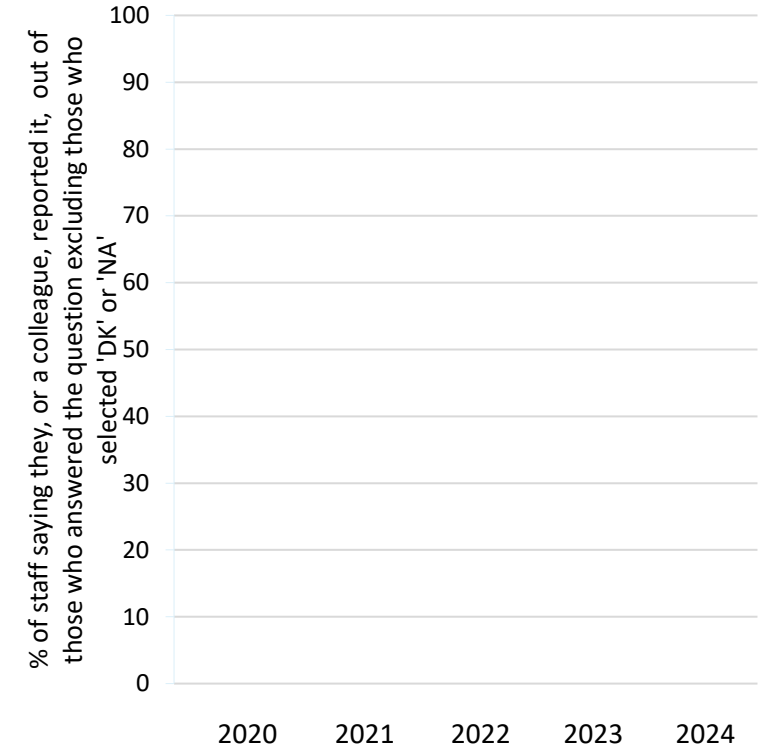
Responses	343	369	373	418	398
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Q11a My organisation takes positive action on health and well-being.



Responses	366	367	417	398
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Q13d The last time you experienced physical violence at work, did you or a colleague report it?

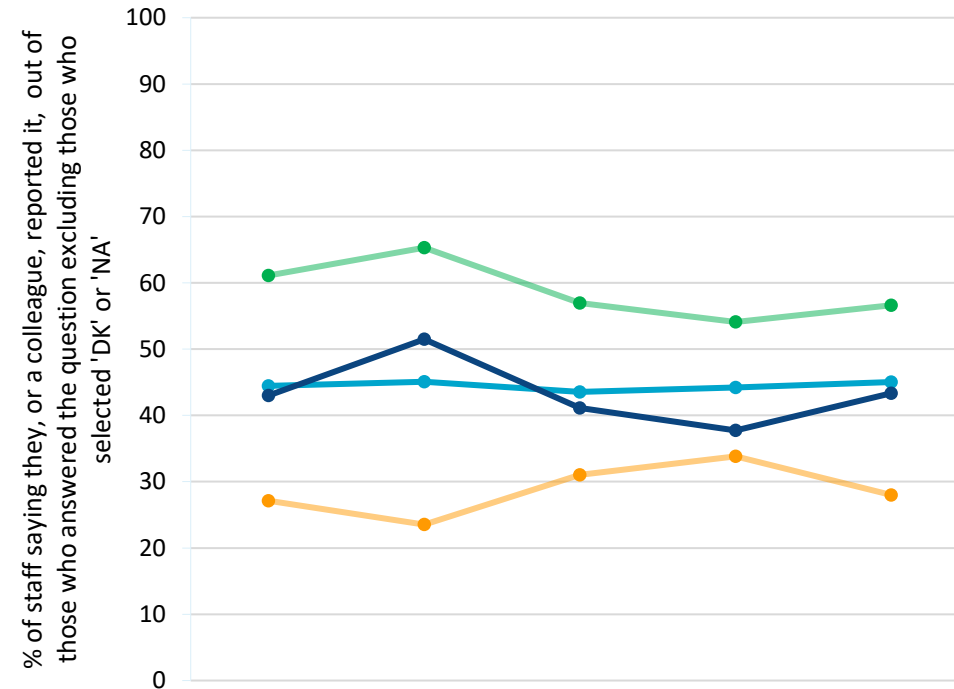


Responses	-	-	-	-	-
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Note: 2023 results for Q13d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

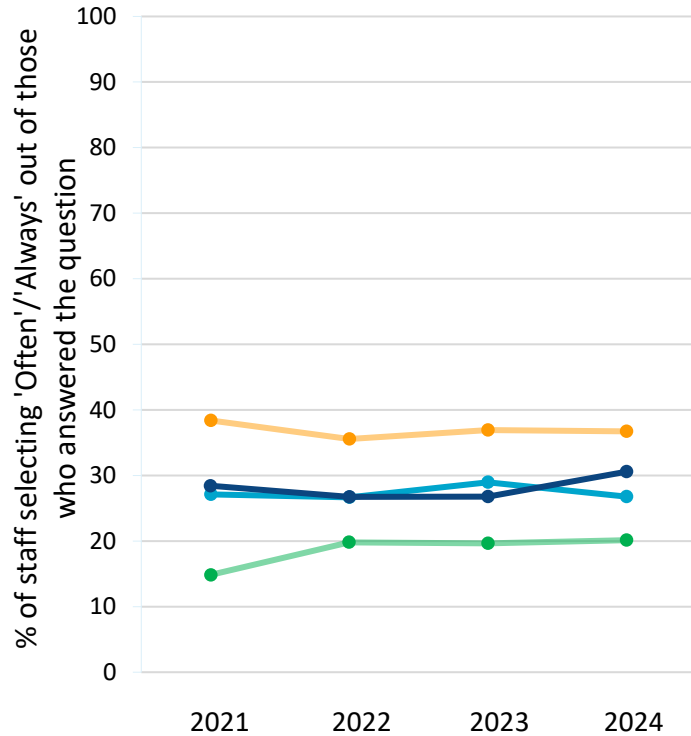


	2020	2021	2022	2023	2024
Your org	43.00%	51.49%	41.11%	37.74%	43.36%
Best result	61.11%	65.31%	56.94%	54.10%	56.60%
Average result	44.44%	45.08%	43.55%	44.21%	45.04%
Worst result	27.12%	23.53%	31.03%	33.82%	28.00%
Responses	100	101	90	106	113

Note: 2023 results for Q14d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

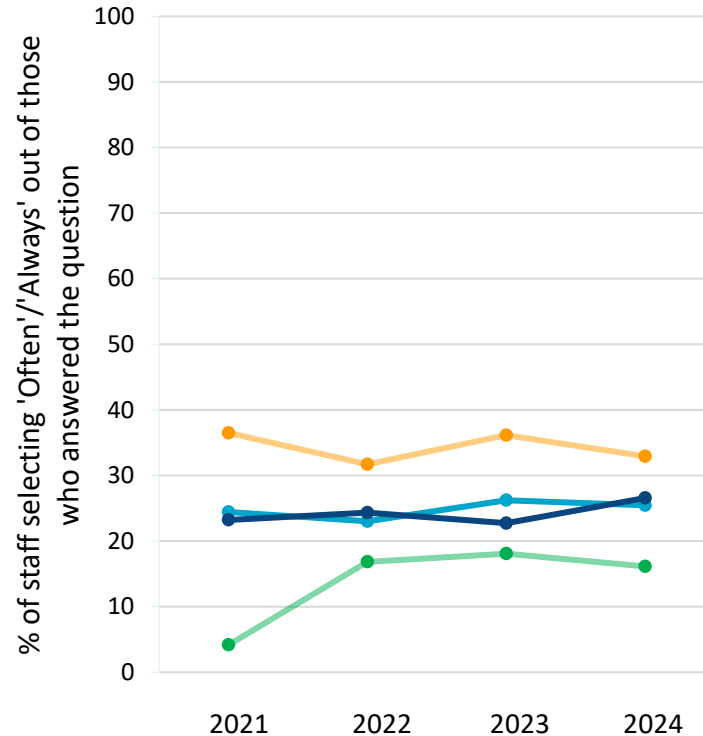


Q12a How often, if at all, do you find your work emotionally exhausting?



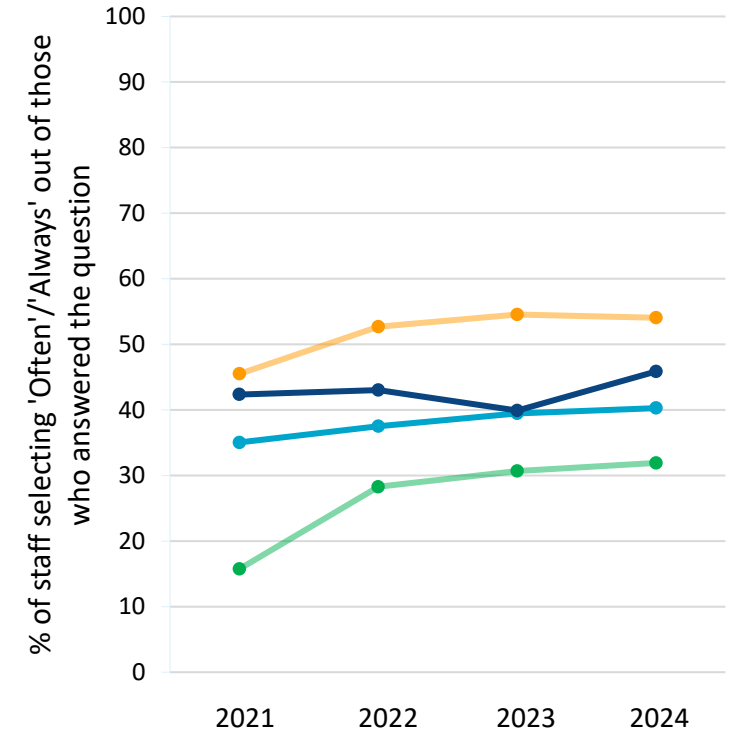
	2021	2022	2023	2024
Your org	28.42%	26.74%	26.79%	30.58%
Best result	14.84%	19.80%	19.66%	20.14%
Average result	27.09%	26.67%	28.96%	26.77%
Worst result	38.39%	35.56%	36.93%	36.74%
Responses	366	374	418	399

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



	2021	2022	2023	2024
Your org	23.22%	24.33%	22.73%	26.57%
Best result	4.17%	16.83%	18.08%	16.13%
Average result	24.44%	23.01%	26.22%	25.45%
Worst result	36.49%	31.70%	36.15%	32.92%
Responses	366	374	418	399

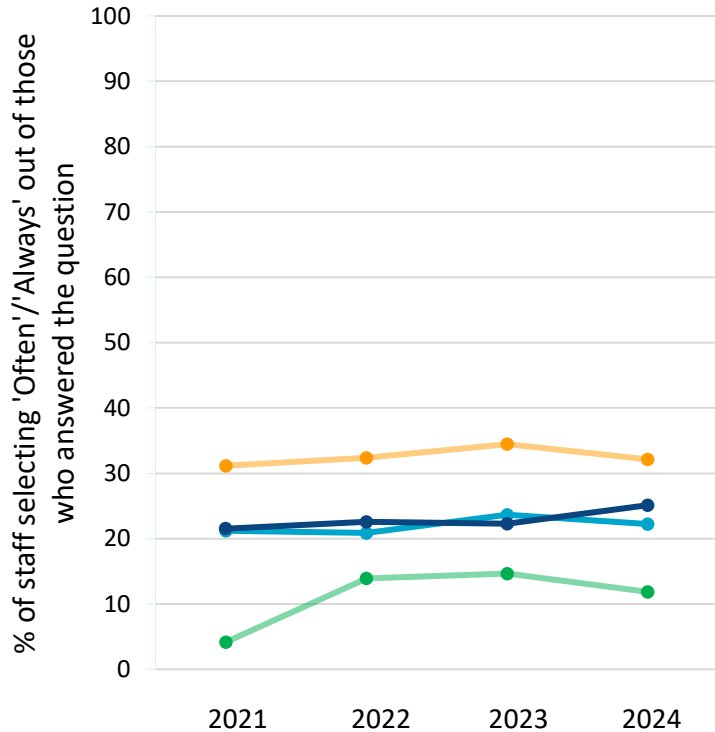
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	42.35%	43.01%	39.90%	45.86%
Best result	15.75%	28.27%	30.70%	31.91%
Average result	35.05%	37.50%	39.45%	40.27%
Worst result	45.50%	52.68%	54.55%	54.05%
Responses	366	372	416	399

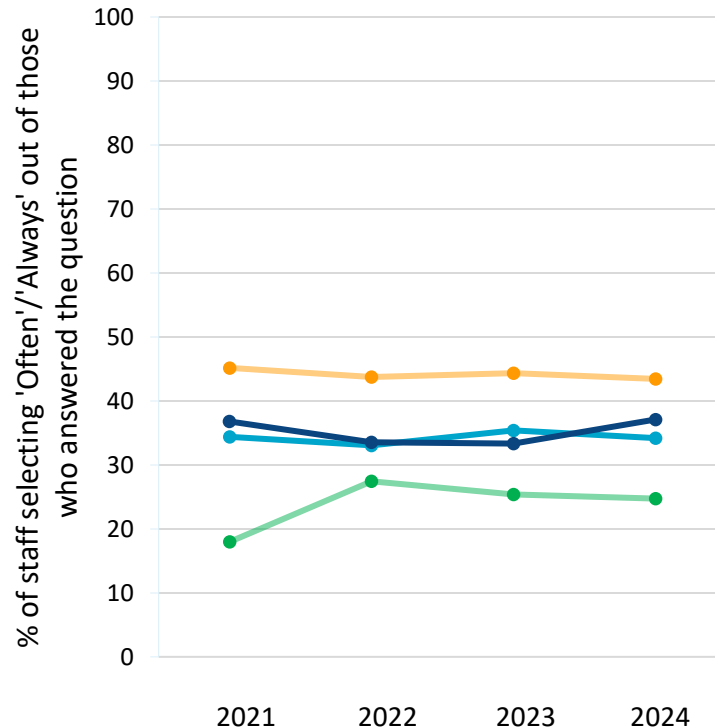


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



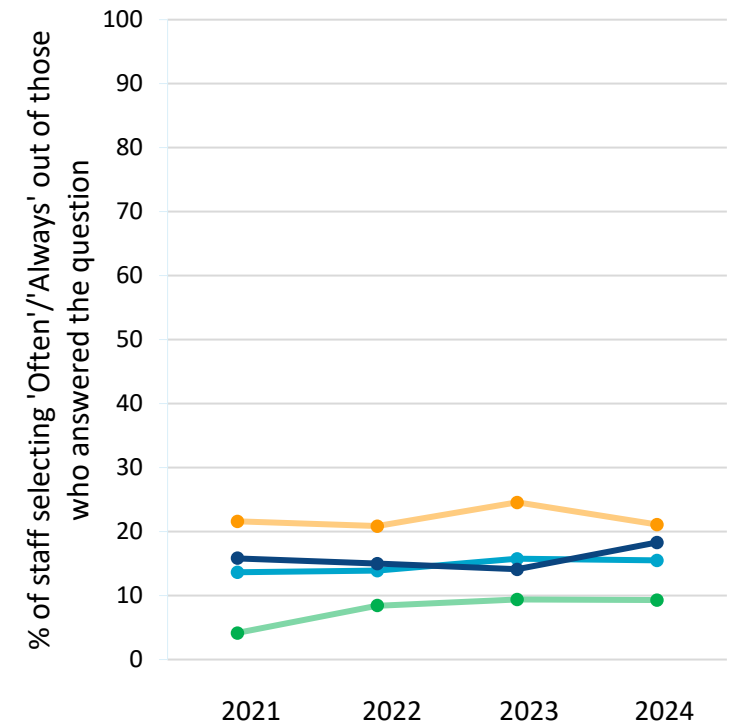
	2021	2022	2023	2024
Your org	21.53%	22.58%	22.30%	25.13%
Best result	4.17%	13.90%	14.66%	11.87%
Average result	21.23%	20.88%	23.66%	22.25%
Worst result	31.17%	32.39%	34.46%	32.12%
Responses	367	372	417	398

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



	2021	2022	2023	2024
Your org	36.78%	33.51%	33.33%	37.09%
Best result	17.97%	27.43%	25.37%	24.73%
Average result	34.36%	33.05%	35.40%	34.21%
Worst result	45.16%	43.75%	44.32%	43.44%
Responses	367	373	417	399

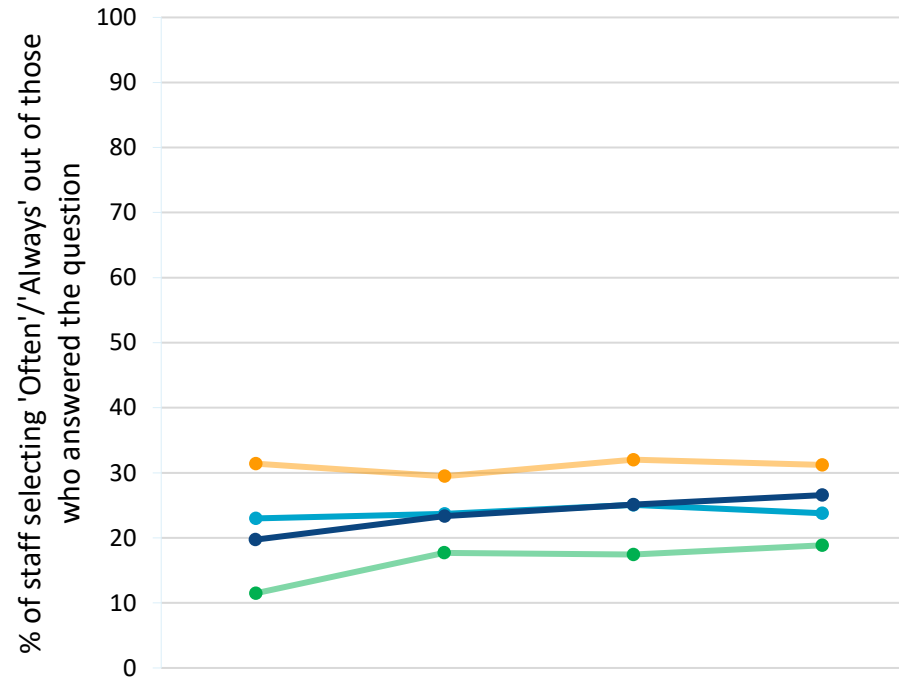
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	15.80%	15.01%	14.11%	18.30%
Best result	4.17%	8.42%	9.38%	9.32%
Average result	13.64%	13.89%	15.76%	15.49%
Worst result	21.62%	20.86%	24.57%	21.12%
Responses	367	373	418	399



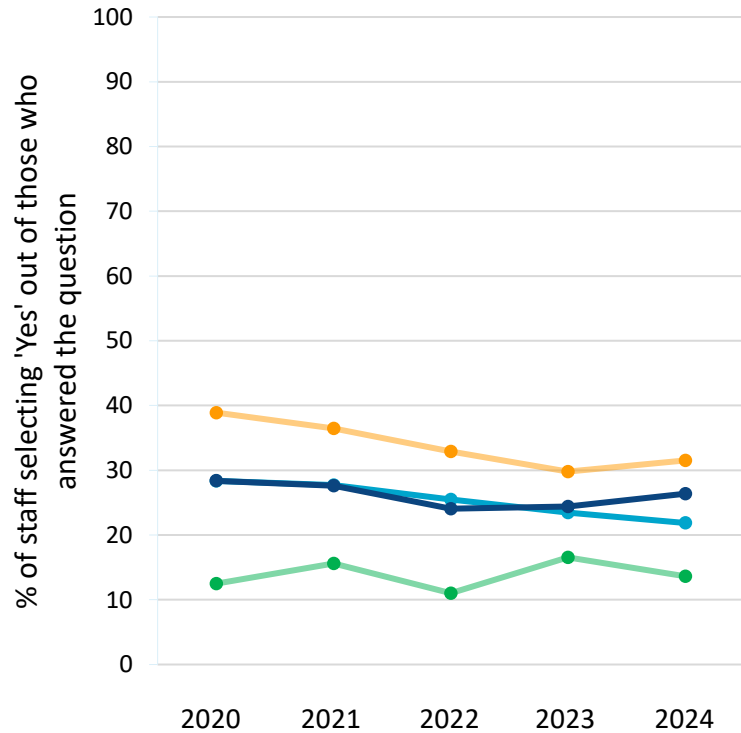
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	19.73%	23.32%	25.12%	26.57%
Best result	11.48%	17.70%	17.45%	18.85%
Average result	22.99%	23.67%	25.06%	23.77%
Worst result	31.43%	29.47%	32.02%	31.22%
Responses	365	373	418	399

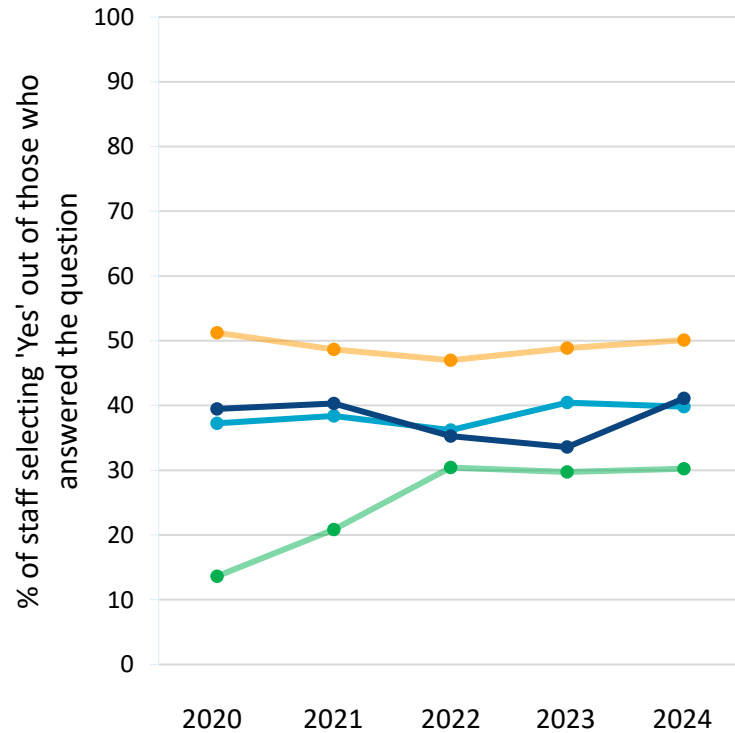


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



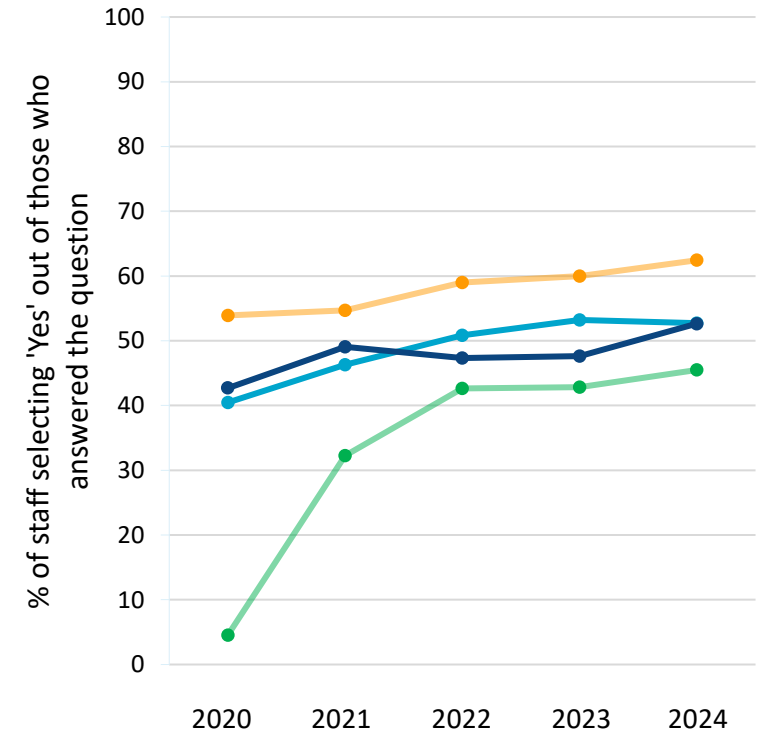
Responses	342	366	374	418	398
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Q11c During the last 12 months have you felt unwell as a result of work related stress?



Responses	342	367	374	417	399
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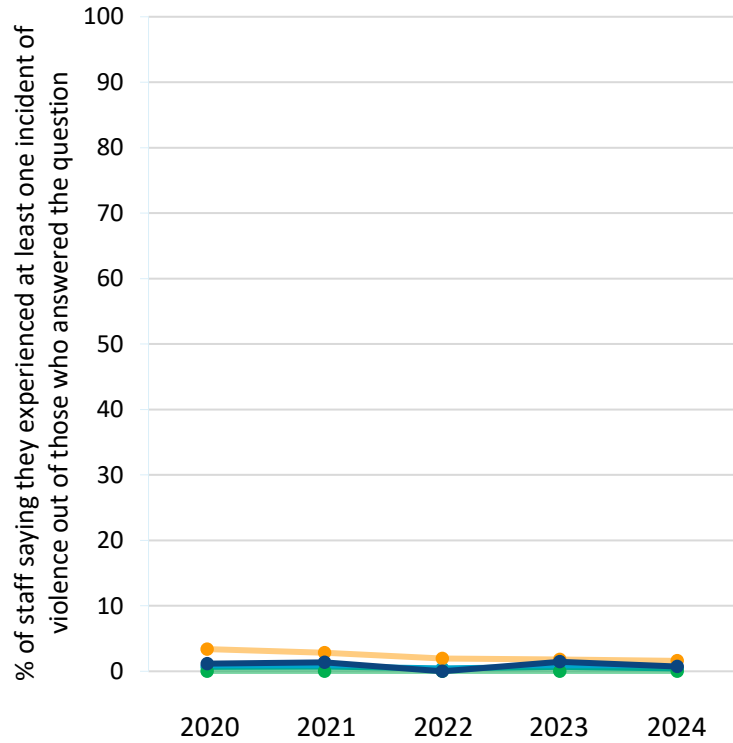
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



Responses	342	367	374	418	397
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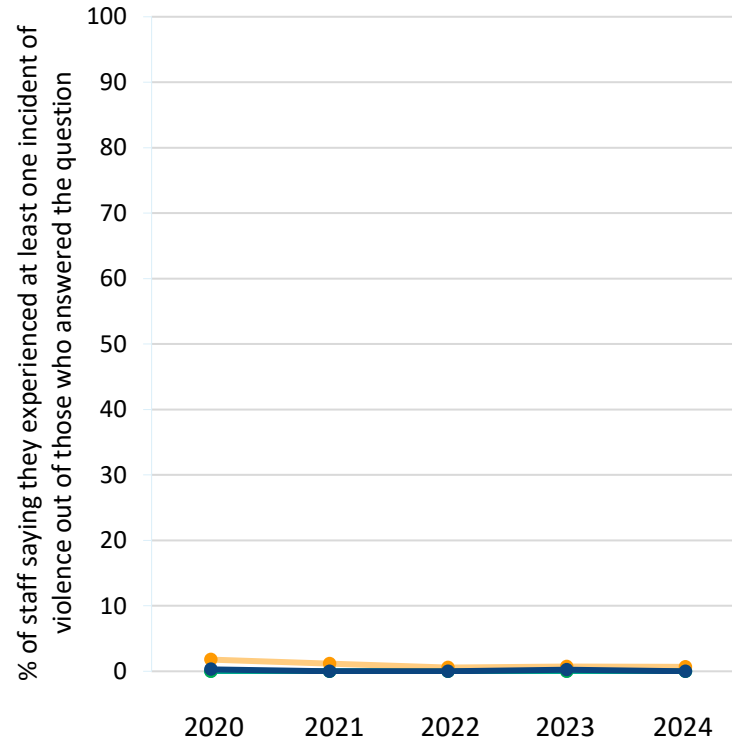


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



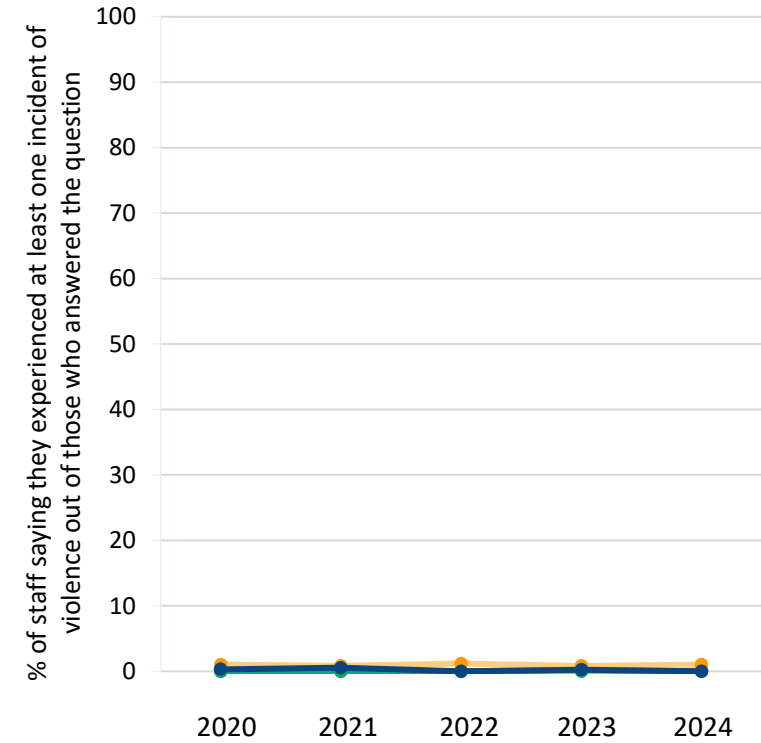
Responses	342	366	374	414	398
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	342	366	371	413	396
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

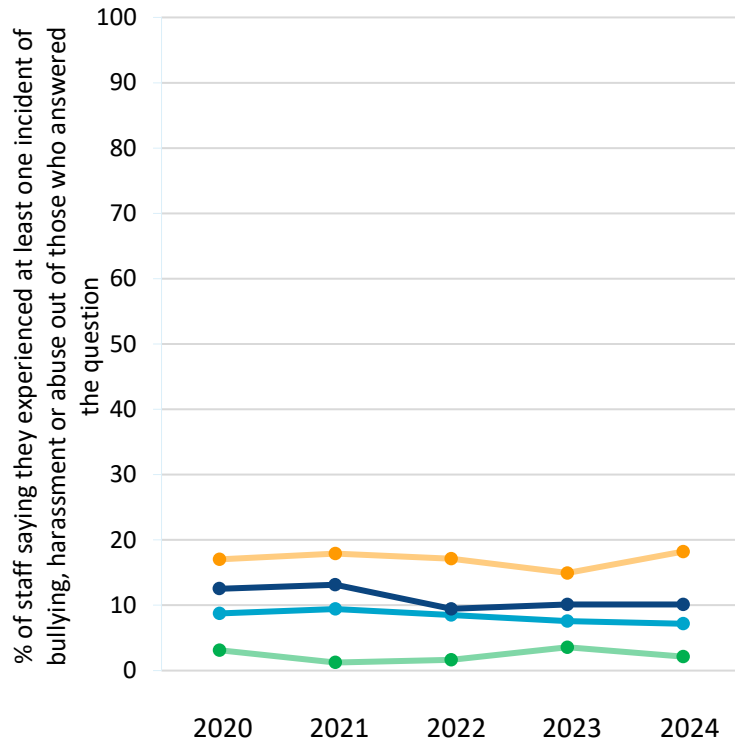


Responses	342	362	369	411	378
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Note: 2023 results for Q13a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

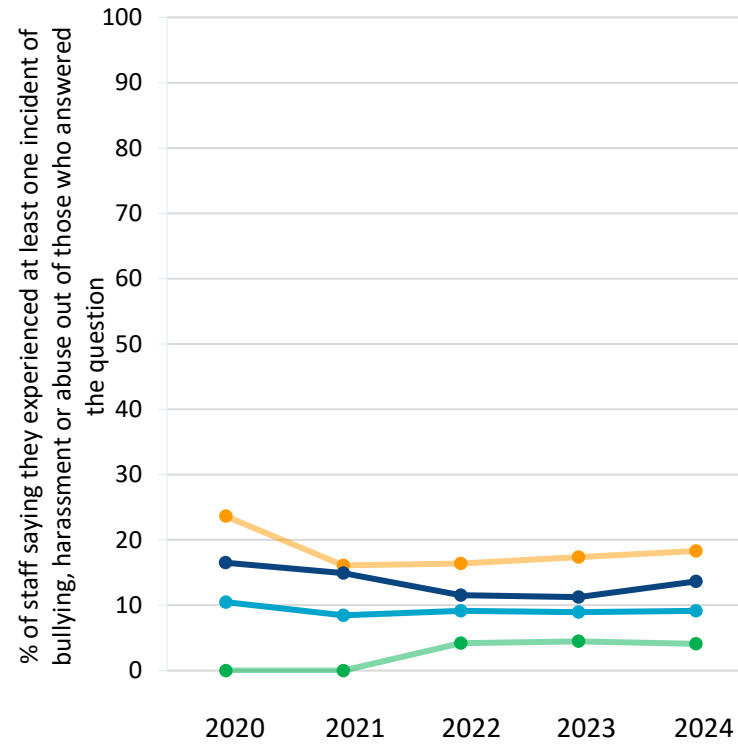


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



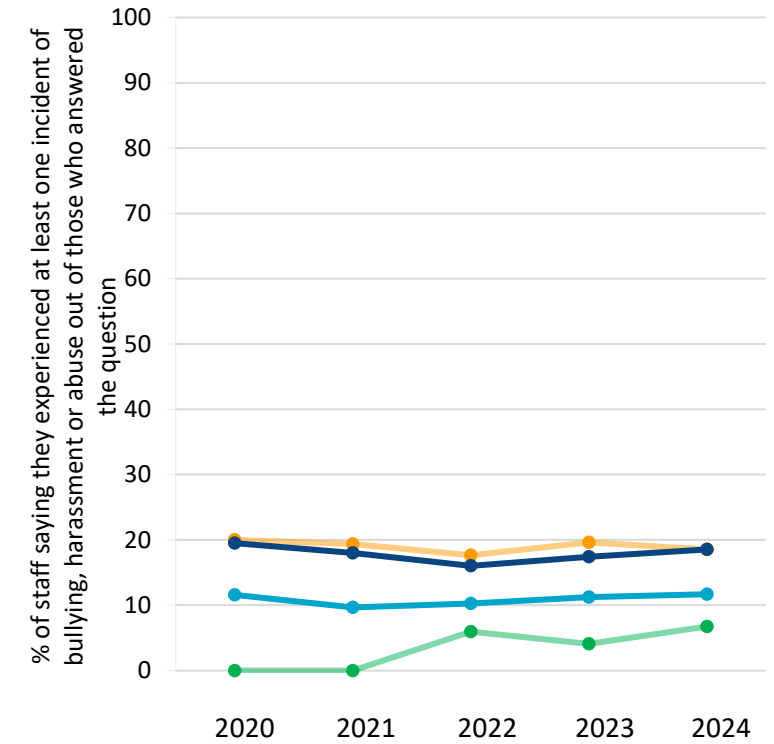
Responses	327	350	370	414	396
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Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



Responses	327	349	373	409	396
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Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.

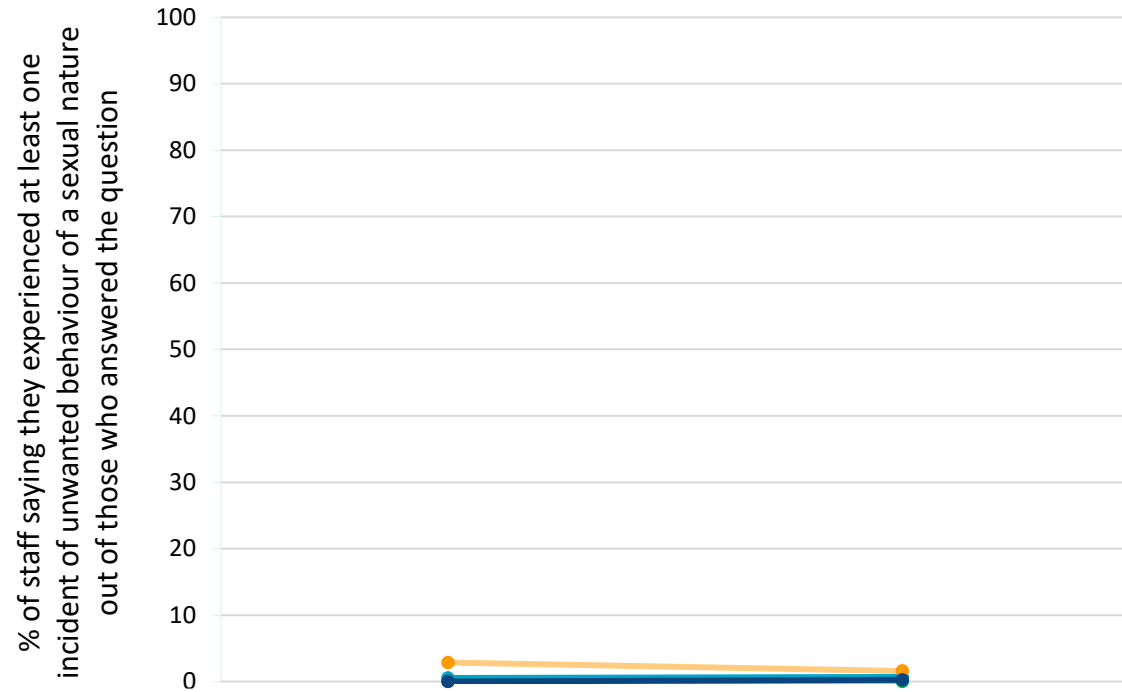


Responses	328	350	368	407	394
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Note: 2023 results for Q14a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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



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



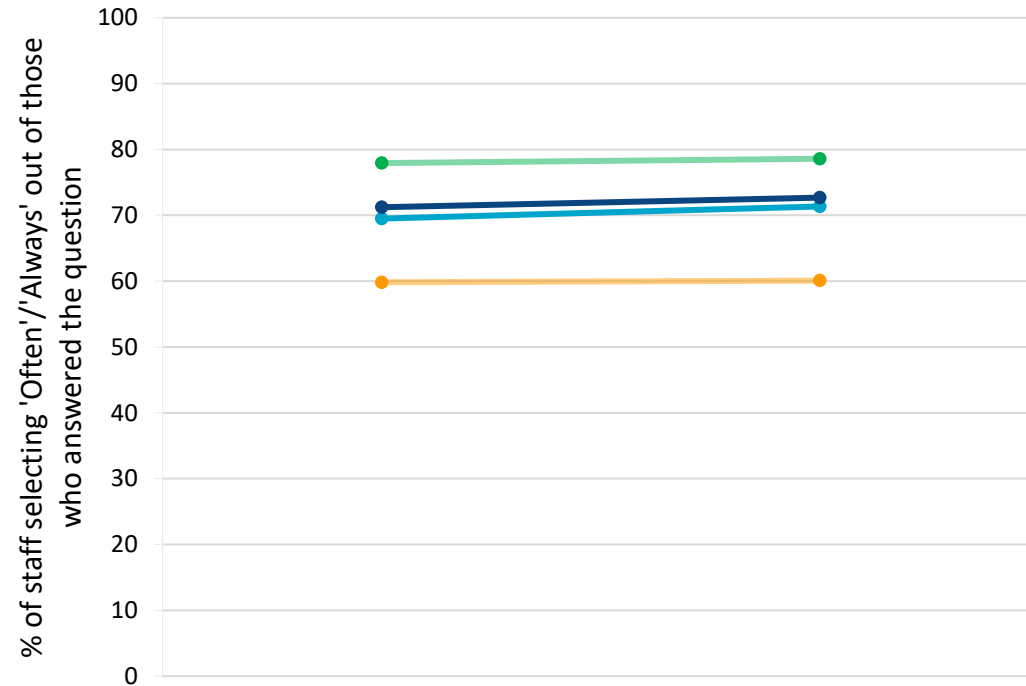
	2023	2024
Your org	0.00%	0.25%
Best result	0.00%	0.00%
Average result	0.53%	0.68%
Worst result	2.86%	1.58%
Responses	418	399

	2023	2024
Your org	0.72%	1.25%
Best result	0.00%	0.00%
Average result	1.64%	1.45%
Worst result	3.58%	4.09%
Responses	418	399

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



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



	2023	2024
Your org	71.22%	72.68%
Best result	77.93%	78.59%
Average result	69.50%	71.34%
Worst result	59.83%	60.08%
Responses	417	399

*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

Other questions** - Q24f

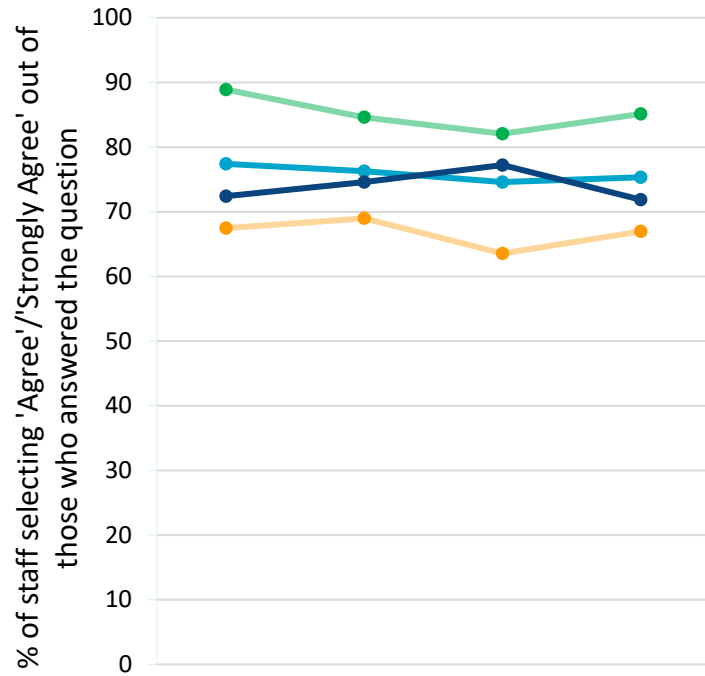
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**Q24f does 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.

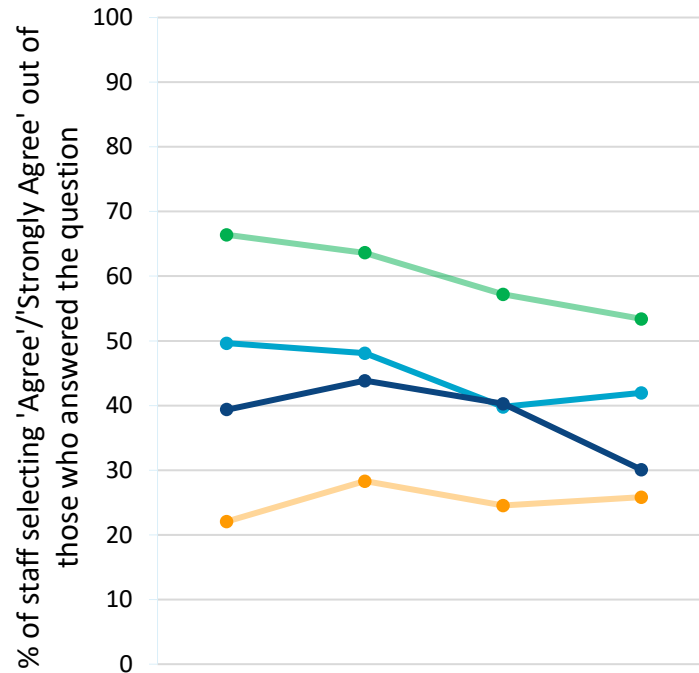


Q24a This organisation offers me challenging work.



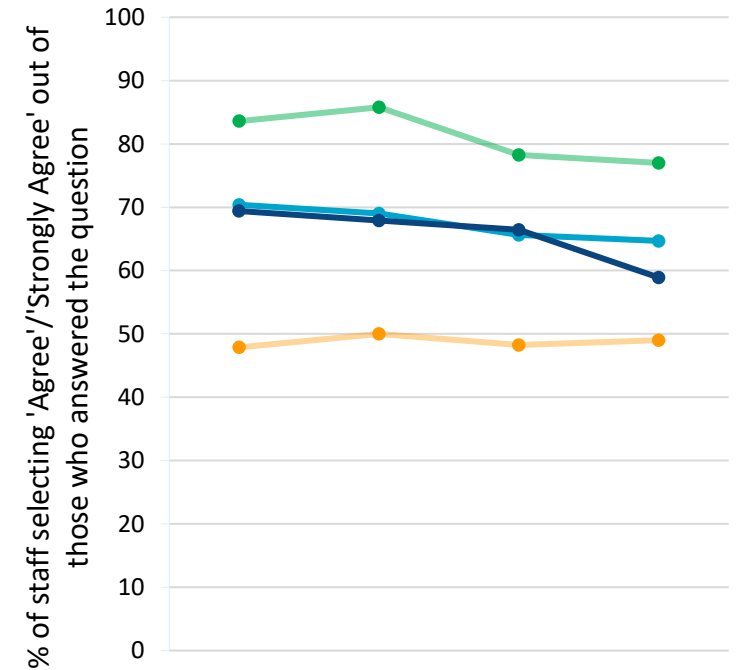
	2021	2022	2023	2024
Your org	72.40%	74.60%	77.22%	71.86%
Best result	88.89%	84.59%	82.06%	85.11%
Average result	77.40%	76.26%	74.59%	75.35%
Worst result	67.45%	68.97%	63.55%	66.99%
Responses	366	374	417	398

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



	2021	2022	2023	2024
Your org	39.34%	43.85%	40.29%	30.08%
Best result	66.41%	63.59%	57.20%	53.40%
Average result	49.65%	48.11%	39.80%	41.94%
Worst result	22.06%	28.32%	24.54%	25.85%
Responses	366	374	417	399

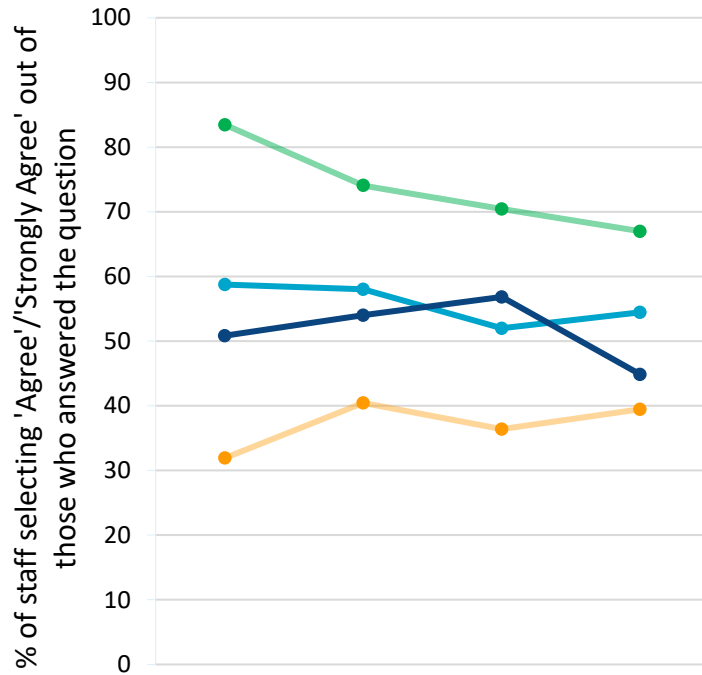
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	69.40%	67.91%	66.43%	58.90%
Best result	83.59%	85.79%	78.26%	76.99%
Average result	70.39%	69.01%	65.61%	64.69%
Worst result	47.87%	50.00%	48.25%	49.03%
Responses	366	374	417	399

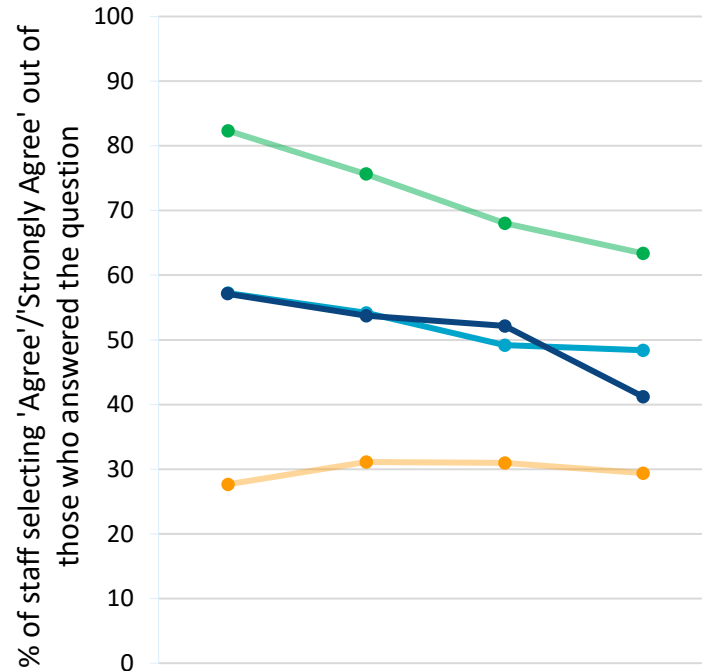


Q24d I feel supported to develop my potential.



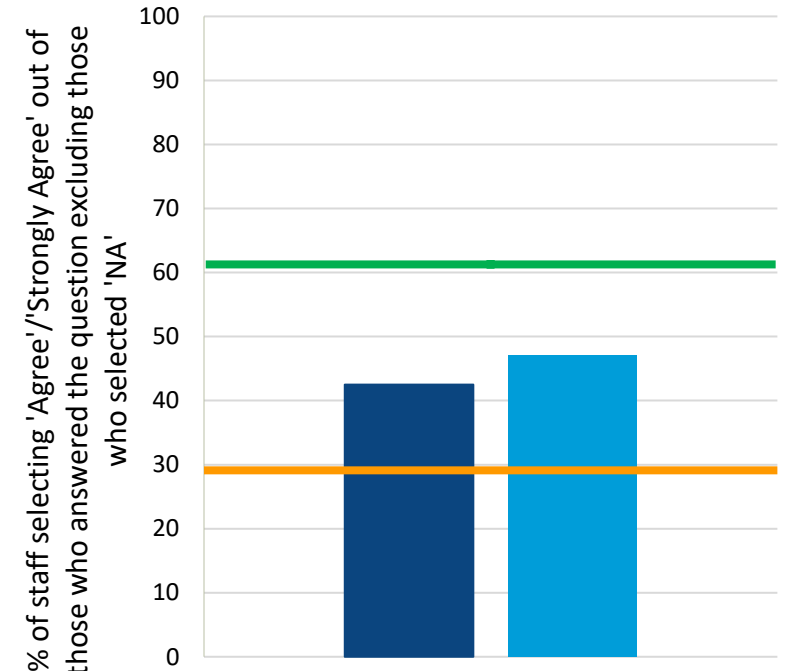
	2021	2022	2023	2024
Your org	50.82%	54.01%	56.83%	44.86%
Best result	83.46%	74.06%	70.43%	67.00%
Average result	58.75%	58.02%	51.99%	54.45%
Worst result	31.91%	40.44%	36.38%	39.47%
Responses	366	374	417	399

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



	2021	2022	2023	2024
Your org	57.10%	53.74%	52.16%	41.21%
Best result	82.35%	75.62%	68.03%	63.37%
Average result	57.23%	54.17%	49.21%	48.39%
Worst result	27.66%	31.11%	30.99%	29.41%
Responses	366	374	416	398

Q24f* I am able to access clinical supervision opportunities when I need to.

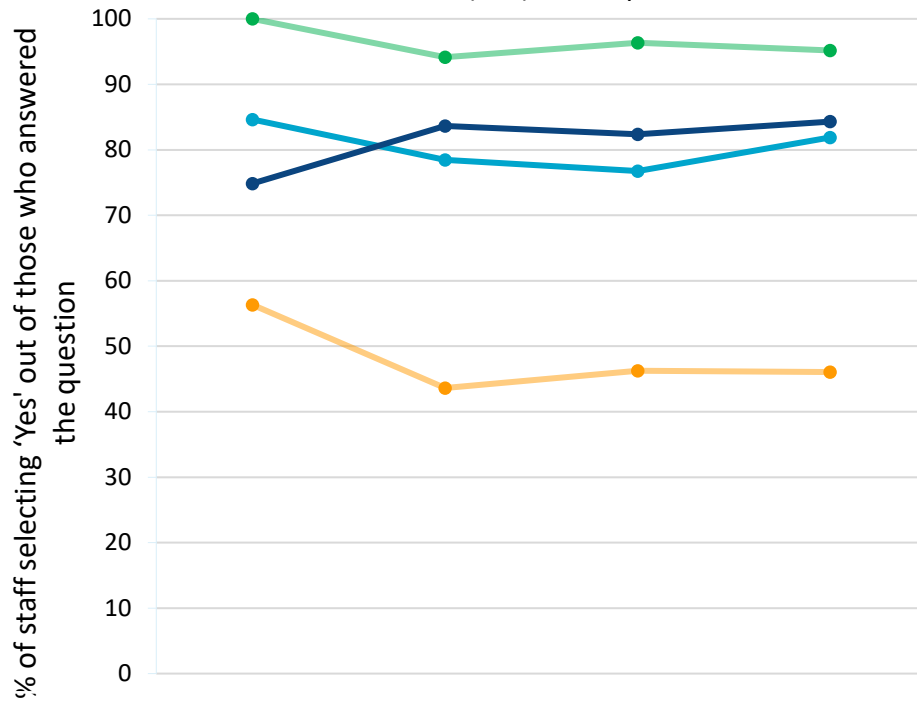


	2024
Your org	42.50%
Best result	61.27%
Average result	47.03%
Worst result	29.11%
Responses	200

*Q24f was introduced in 2024 and does not currently contribute towards any People Promise element score, theme score or sub-score to protect trend data over five years.



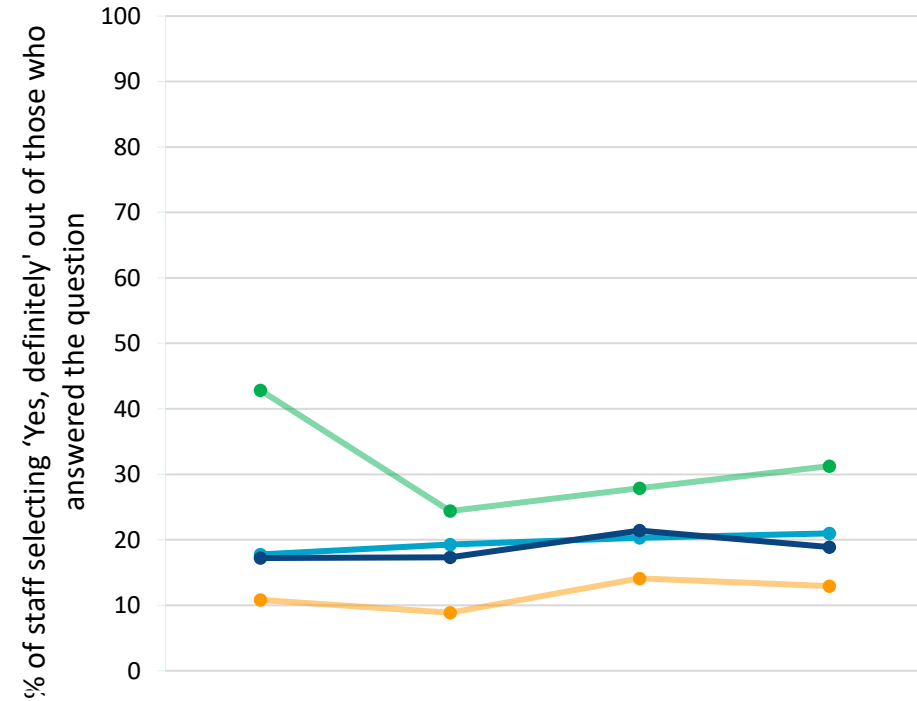
Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	74.86%	83.65%	82.37%	84.30%
Best result	100.00%	94.15%	96.34%	95.17%
Average result	84.63%	78.48%	76.75%	81.89%
Worst result	56.32%	43.62%	46.27%	46.08%

Responses 366 373 414 395

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



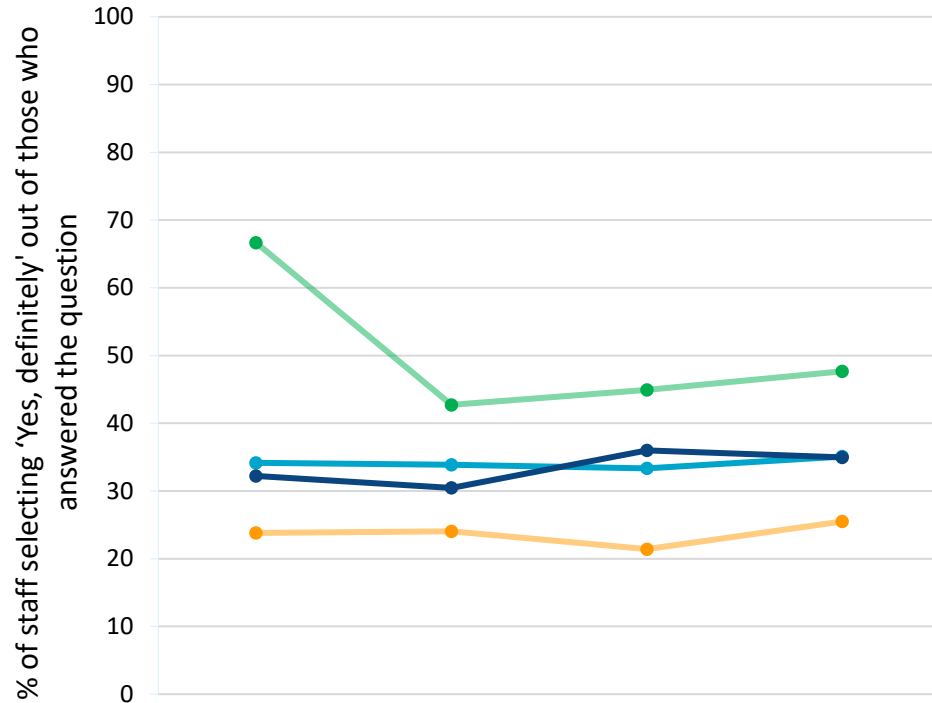
	2021	2022	2023	2024
Your org	17.22%	17.31%	21.41%	18.90%
Best result	42.86%	24.39%	27.87%	31.25%
Average result	17.77%	19.29%	20.31%	20.98%
Worst result	10.84%	8.86%	14.11%	12.90%

Responses 273 312 341 328

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

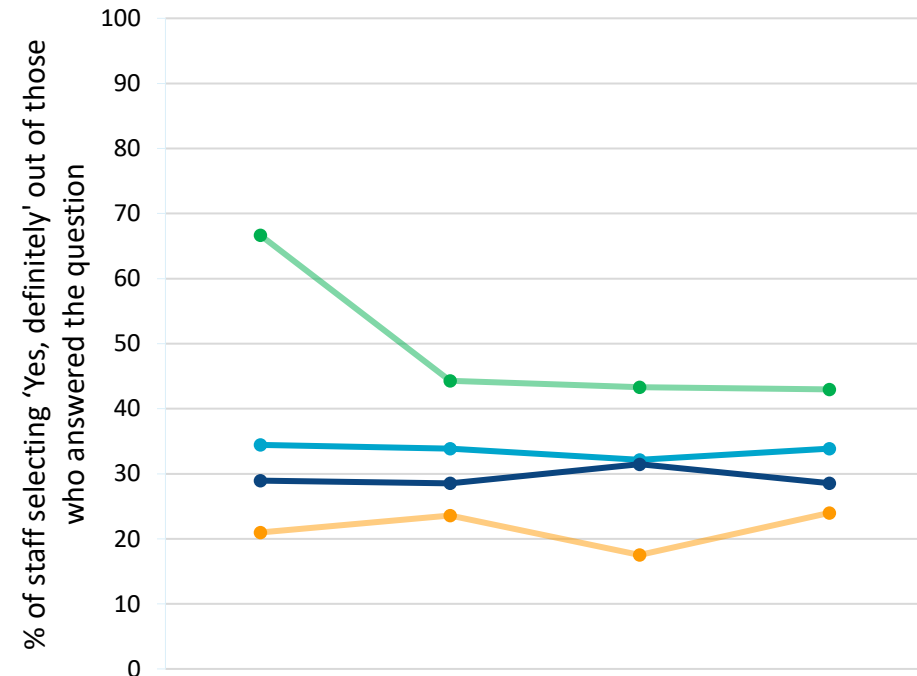


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	32.23%	30.45%	35.99%	34.95%
Best result	66.67%	42.71%	44.93%	47.66%
Average result	34.14%	33.86%	33.33%	35.08%
Worst result	23.81%	24.05%	21.41%	25.49%
Responses	273	312	339	329

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



	2021	2022	2023	2024
Your org	28.94%	28.53%	31.47%	28.57%
Best result	66.67%	44.31%	43.29%	42.97%
Average result	34.43%	33.89%	32.14%	33.88%
Worst result	20.99%	23.58%	17.52%	23.98%
Responses	273	312	340	329

People Promise element – We work flexibly



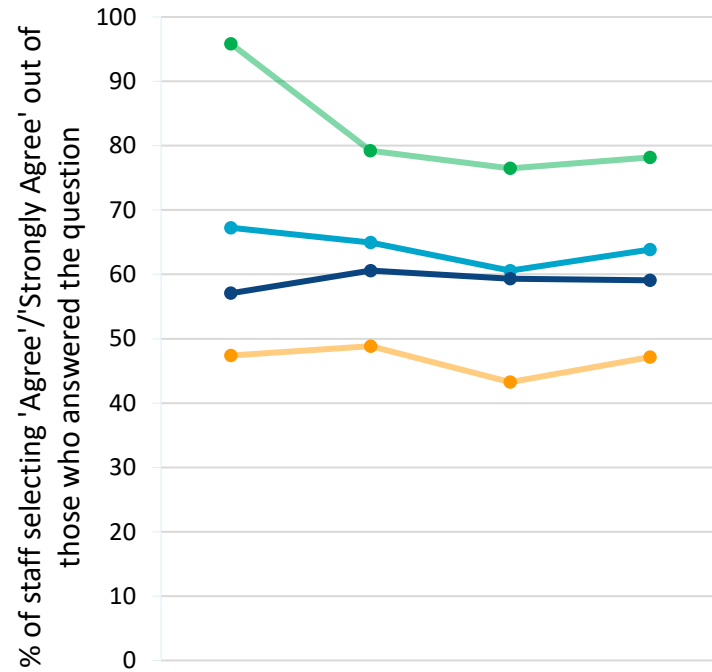
Questions included:

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

Flexible working – Q4d

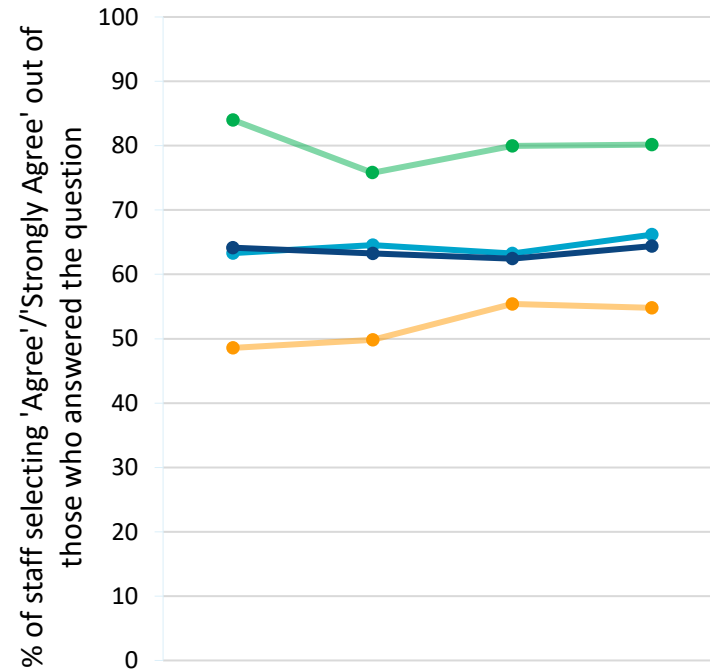


Q6b My organisation is committed to helping me balance my work and home life.



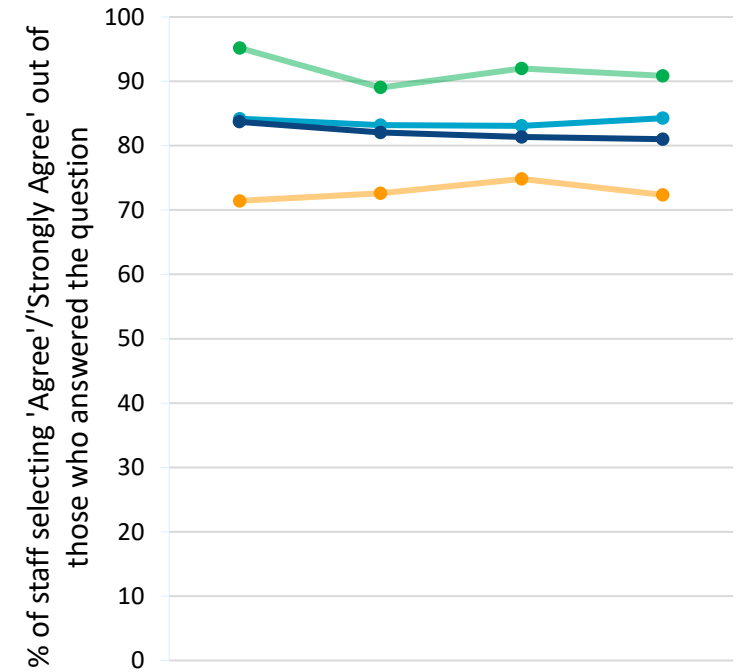
	2021	2022	2023	2024
Your org	57.07%	60.59%	59.33%	59.09%
Best result	95.83%	79.21%	76.47%	78.16%
Average result	67.25%	64.93%	60.58%	63.84%
Worst result	47.39%	48.84%	43.26%	47.13%
Responses	368	373	418	396

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



	2021	2022	2023	2024
Your org	64.13%	63.27%	62.44%	64.39%
Best result	84.00%	75.79%	79.94%	80.15%
Average result	63.30%	64.57%	63.25%	66.17%
Worst result	48.57%	49.83%	55.41%	54.79%
Responses	368	373	418	396

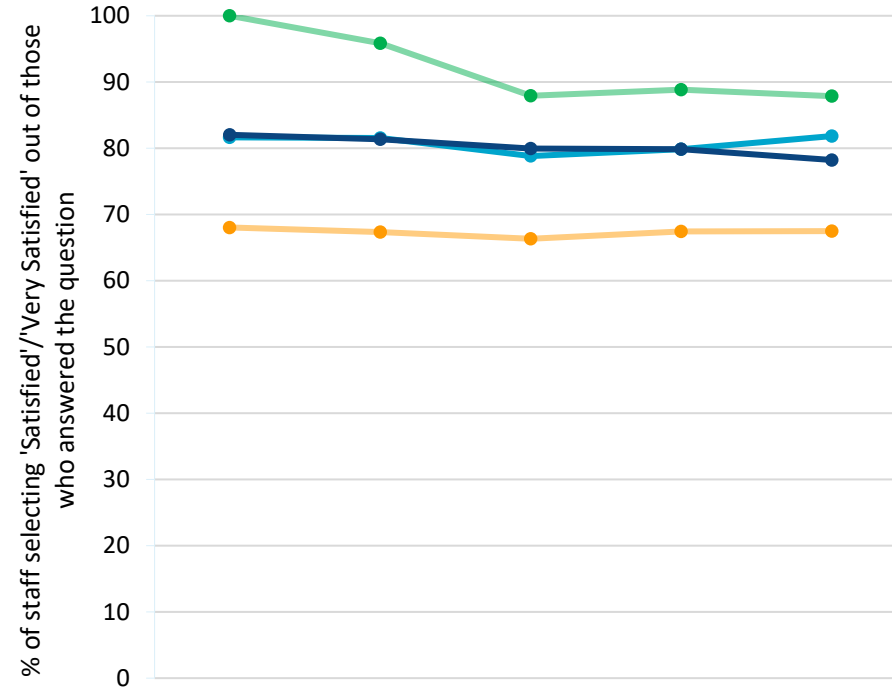
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	83.70%	82.04%	81.34%	81.01%
Best result	95.18%	89.02%	92.02%	90.85%
Average result	84.17%	83.19%	83.07%	84.27%
Worst result	71.43%	72.61%	74.83%	72.33%
Responses	368	373	418	395



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



	2020	2021	2022	2023	2024
Your org	82.03%	81.35%	79.95%	79.86%	78.23%
Best result	100.00%	95.83%	87.95%	88.87%	87.86%
Average result	81.63%	81.55%	78.83%	79.86%	81.84%
Worst result	68.04%	67.37%	66.34%	67.45%	67.50%
Responses	345	370	374	417	395

People Promise element – We are a team



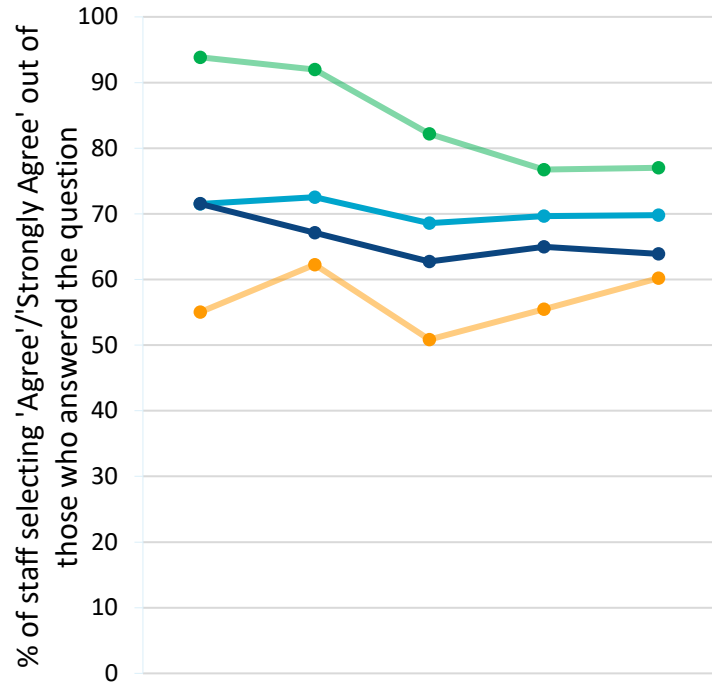
Questions included:

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.

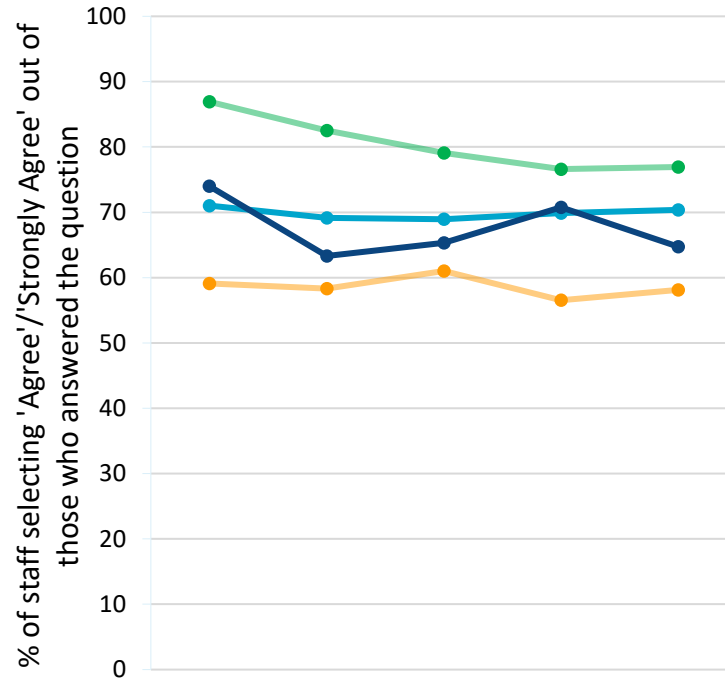


2020 2021 2022 2023 2024

Your org	71.51%	67.12%	62.73%	64.99%	63.89%
Best result	93.85%	92.00%	82.18%	76.74%	77.02%
Average result	71.51%	72.54%	68.58%	69.64%	69.80%
Worst result	55.03%	62.26%	50.85%	55.45%	60.19%

Responses 344 368 373 417 396

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

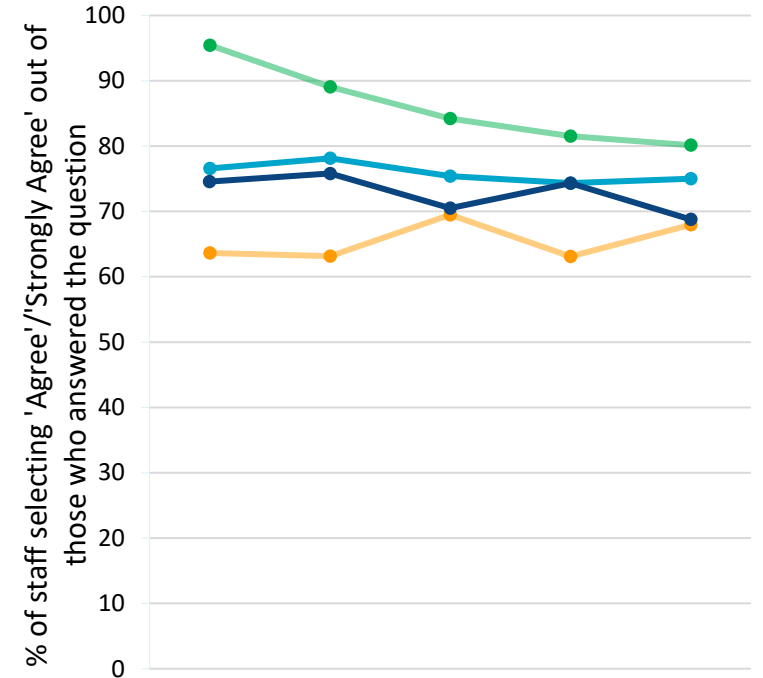


2020 2021 2022 2023 2024

Your org	73.99%	63.32%	65.32%	70.74%	64.74%
Best result	86.92%	82.54%	79.10%	76.62%	76.95%
Average result	71.03%	69.13%	68.94%	69.88%	70.37%
Worst result	59.09%	58.33%	61.02%	56.54%	58.14%

Responses 346 368 372 417 397

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



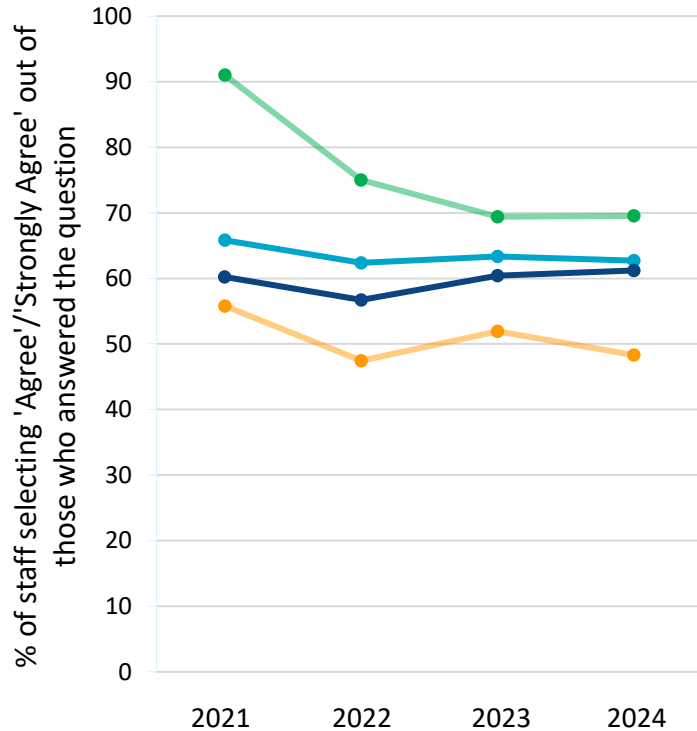
2020 2021 2022 2023 2024

Your org	74.57%	75.82%	70.51%	74.34%	68.77%
Best result	95.45%	89.06%	84.23%	81.52%	80.14%
Average result	76.60%	78.13%	75.38%	74.34%	75.00%
Worst result	63.64%	63.16%	69.49%	63.11%	67.96%

Responses 346 368 373 417 397

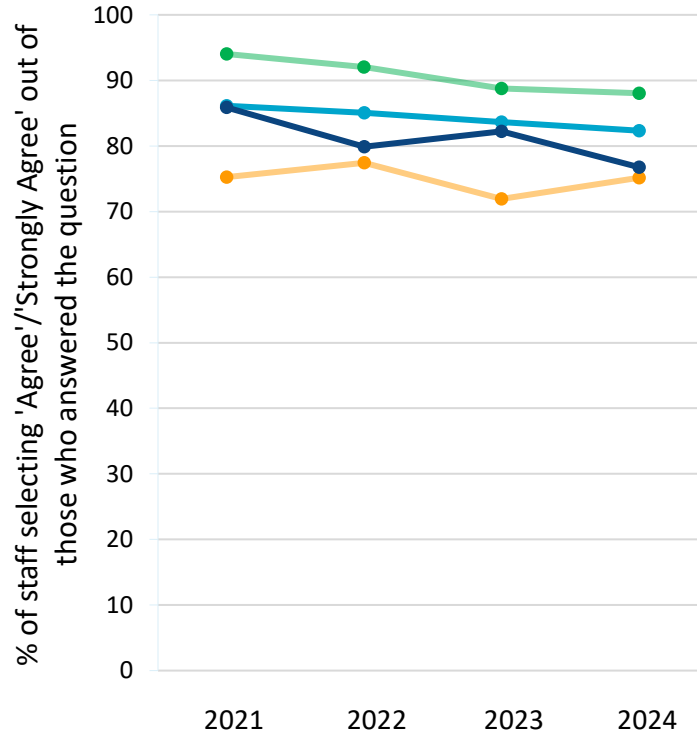


Q7d Team members understand each other's roles.



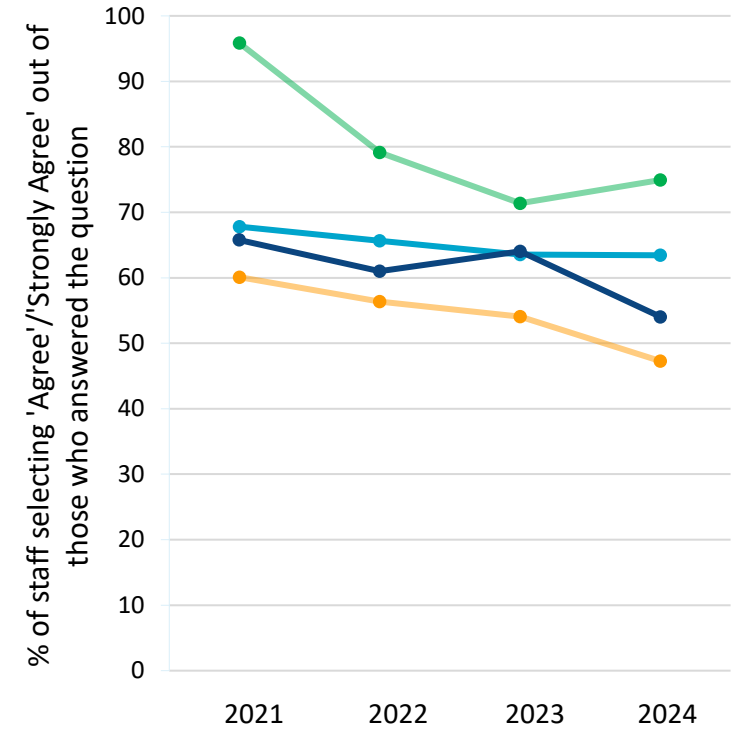
	2021	2022	2023	2024
Your org	60.22%	56.72%	60.43%	61.21%
Best result	91.00%	75.00%	69.40%	69.57%
Average result	65.82%	62.37%	63.33%	62.71%
Worst result	55.79%	47.45%	51.95%	48.29%
Responses	367	372	417	397

Q7e I enjoy working with the colleagues in my team.

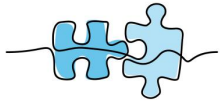


	2021	2022	2023	2024
Your org	85.87%	79.89%	82.21%	76.77%
Best result	94.03%	92.04%	88.75%	88.05%
Average result	86.13%	85.06%	83.64%	82.34%
Worst result	75.24%	77.44%	71.93%	75.15%
Responses	368	373	416	396

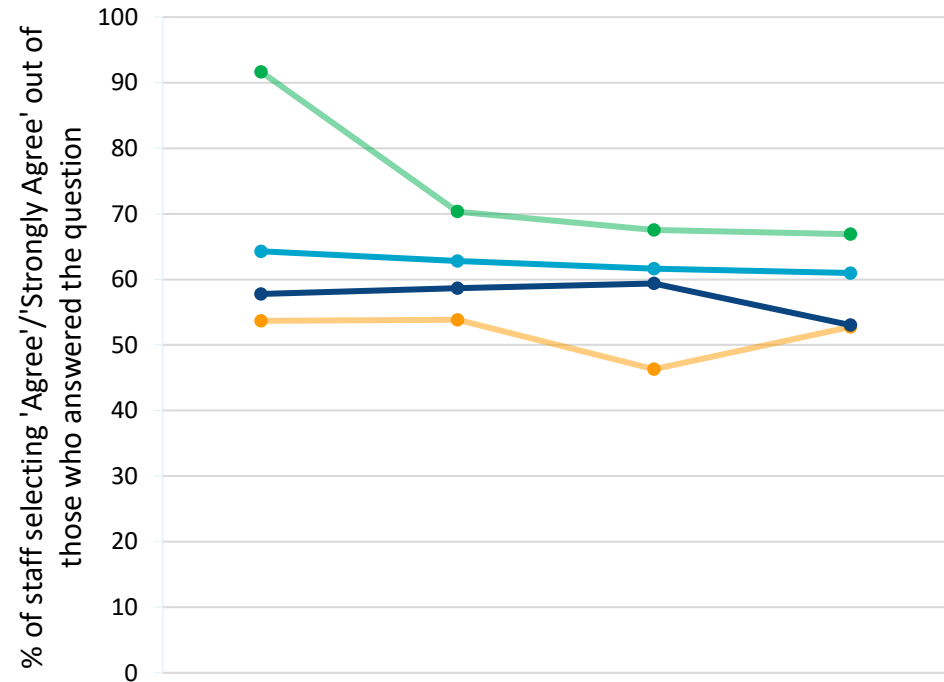
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	65.76%	61.02%	64.03%	54.04%
Best result	95.83%	79.14%	71.39%	74.91%
Average result	67.81%	65.64%	63.54%	63.44%
Worst result	60.10%	56.38%	54.05%	47.28%
Responses	368	372	417	396

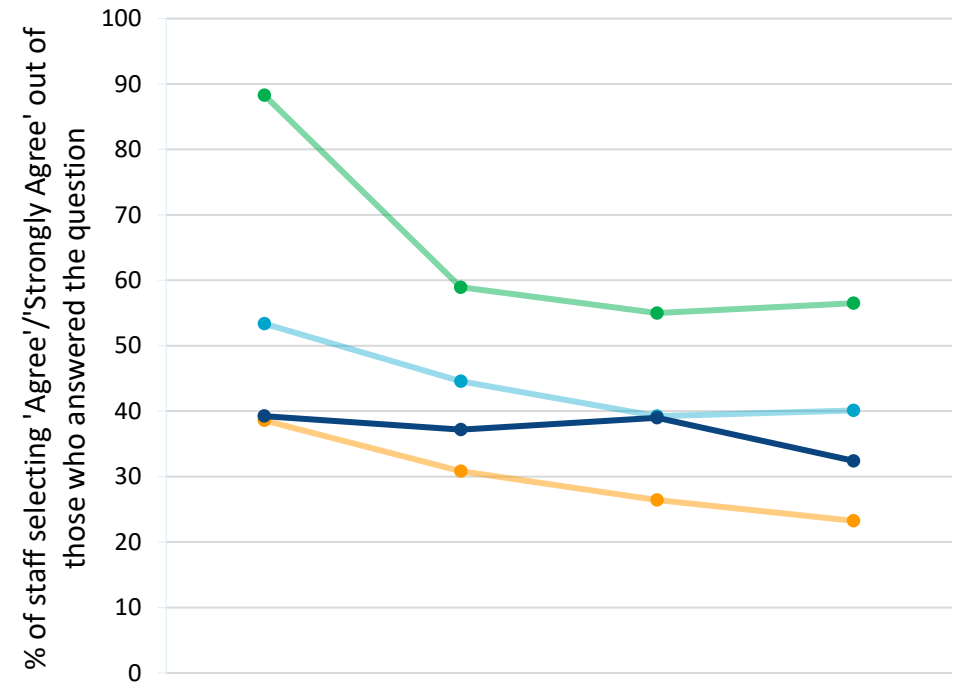


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024
Your org	57.77%	58.65%	59.38%	53.03%
Best result	91.67%	70.33%	67.55%	66.89%
Average result	64.29%	62.78%	61.65%	60.98%
Worst result	53.68%	53.85%	46.31%	52.77%
Responses	367	370	416	396

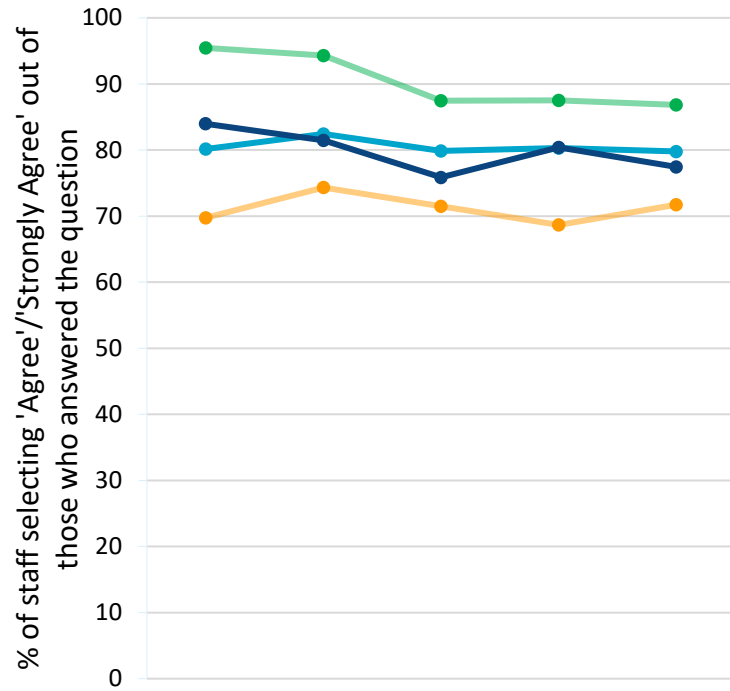
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	39.24%	37.17%	39.00%	32.41%
Best result	88.28%	58.94%	55.00%	56.47%
Average result	53.37%	44.55%	39.24%	40.13%
Worst result	38.59%	30.80%	26.42%	23.24%
Responses	367	374	418	398



Q9a My immediate manager encourages me at work.

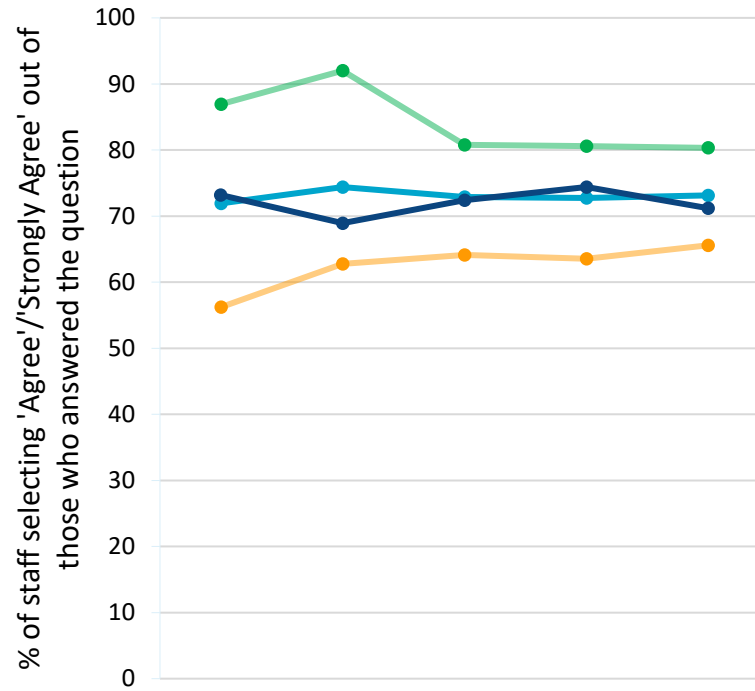


2020 2021 2022 2023 2024

Your org	83.97%	81.47%	75.87%	80.38%	77.44%
Best result	95.45%	94.29%	87.46%	87.53%	86.83%
Average result	80.17%	82.43%	79.85%	80.29%	79.79%
Worst result	69.72%	74.32%	71.48%	68.67%	71.71%

Responses 343 367 373 418 399

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

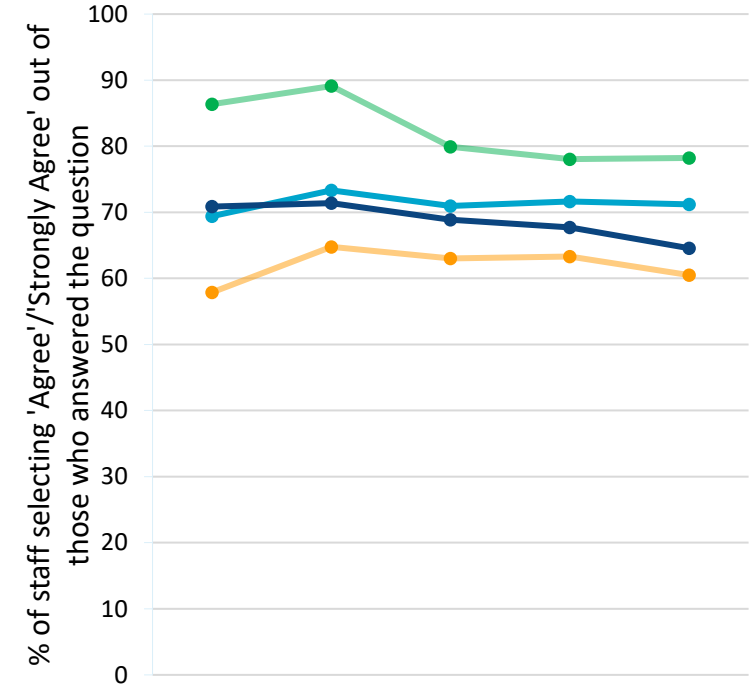


2020 2021 2022 2023 2024

Your org	73.18%	68.94%	72.39%	74.40%	71.18%
Best result	86.92%	92.00%	80.80%	80.58%	80.33%
Average result	71.93%	74.39%	72.91%	72.73%	73.15%
Worst result	56.22%	62.77%	64.12%	63.57%	65.58%

Responses 343 367 373 418 399

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



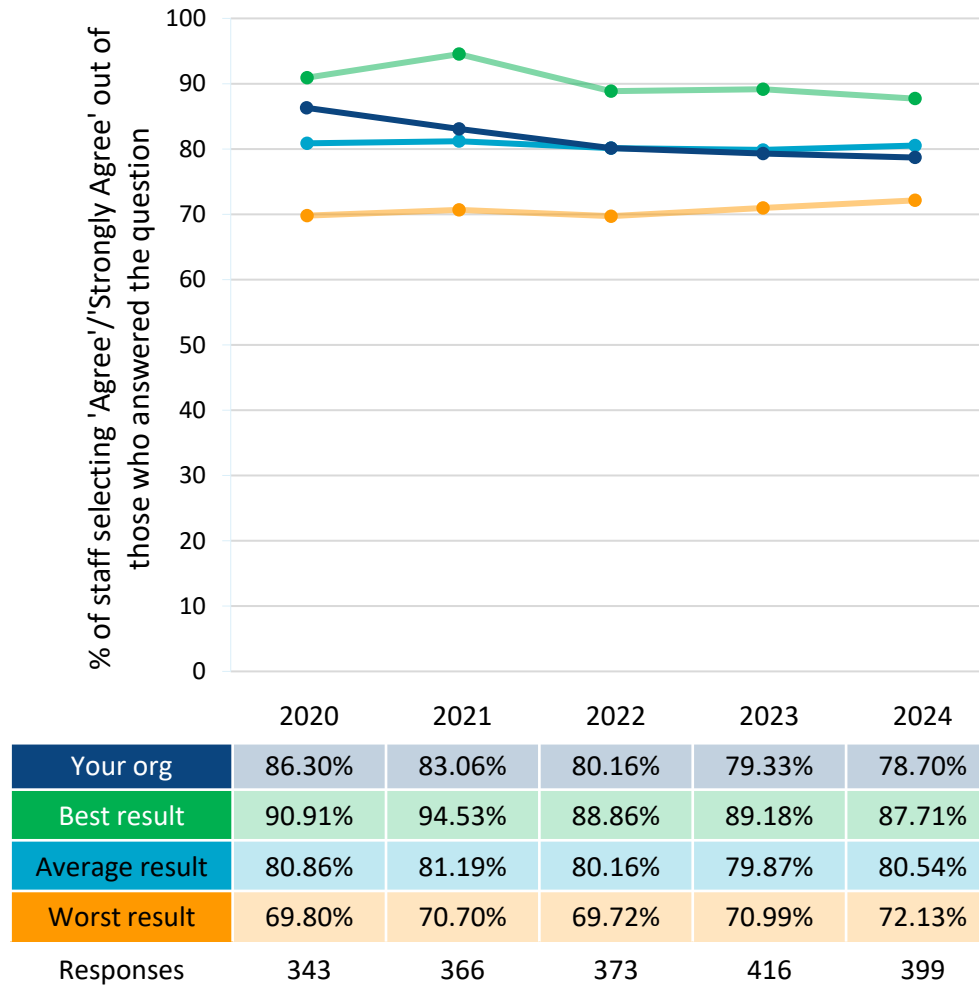
2020 2021 2022 2023 2024

Your org	70.85%	71.39%	68.90%	67.70%	64.57%
Best result	86.36%	89.11%	79.90%	78.05%	78.22%
Average result	69.42%	73.32%	70.97%	71.65%	71.23%
Worst result	57.89%	64.78%	63.03%	63.30%	60.49%

Responses 343 367 373 418 398



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



Theme – Staff engagement



Questions included:

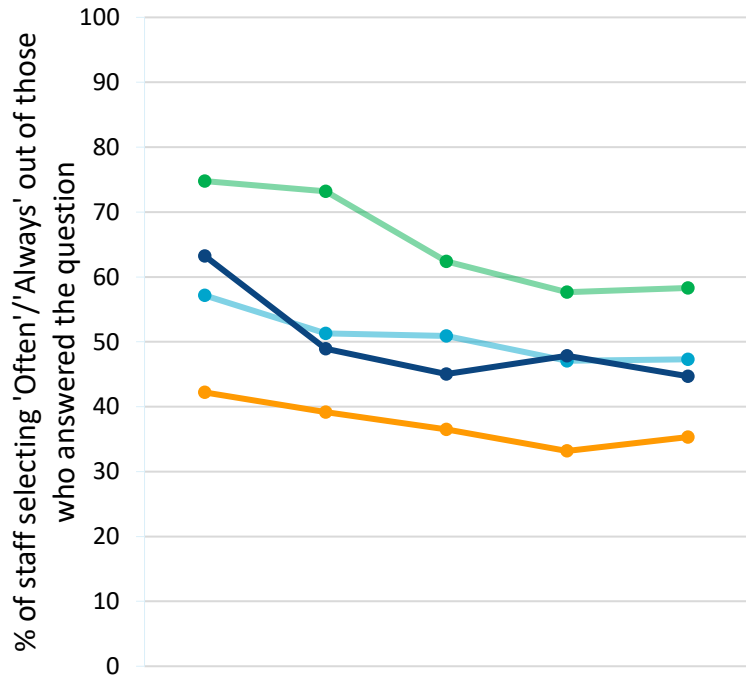
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

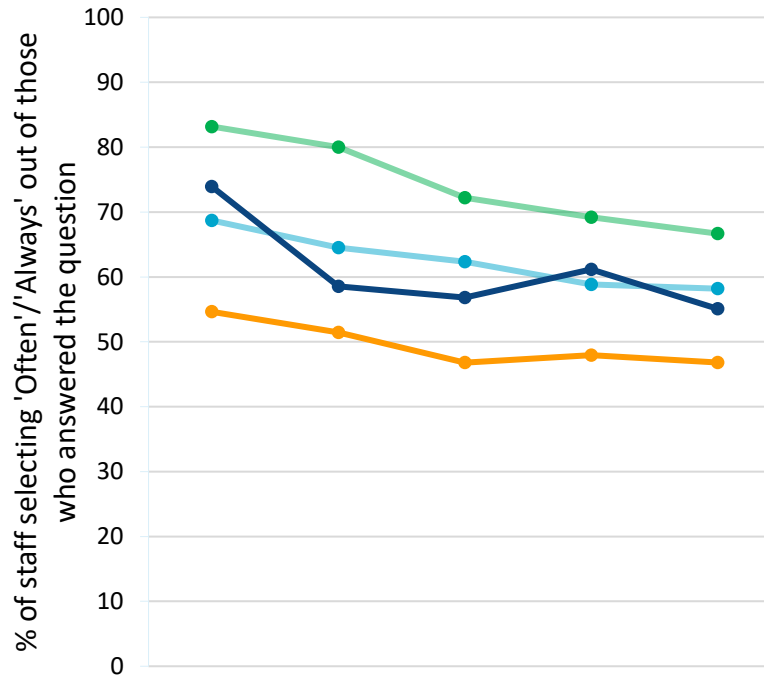


Q2a I look forward to going to work.



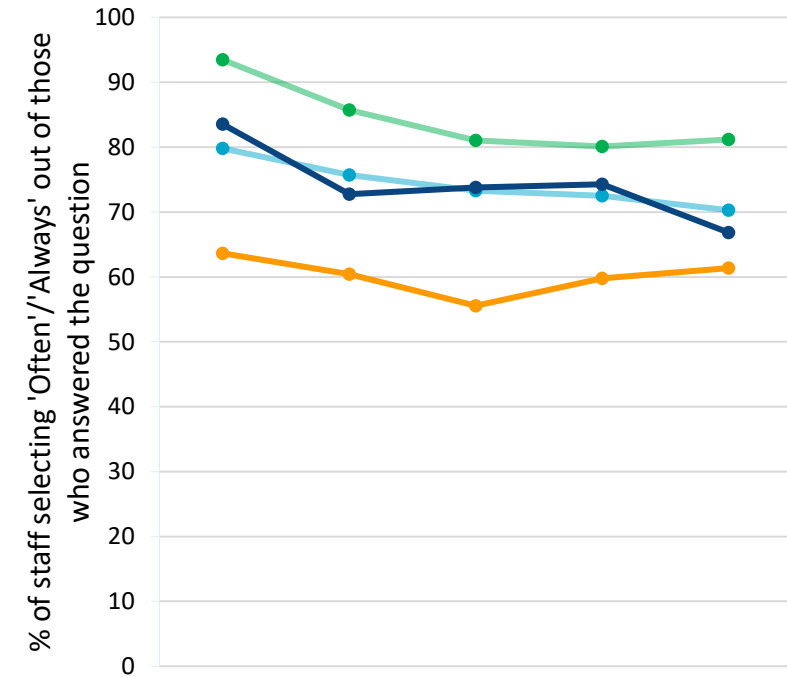
	2020	2021	2022	2023	2024
Your org	63.22%	48.93%	45.04%	47.85%	44.70%
Best result	74.77%	73.21%	62.38%	57.65%	58.30%
Average result	57.14%	51.28%	50.88%	47.07%	47.29%
Worst result	42.20%	39.16%	36.52%	33.18%	35.29%
Responses	348	374	373	418	396

Q2b I am enthusiastic about my job.



	2020	2021	2022	2023	2024
Your org	73.93%	58.56%	56.84%	61.15%	55.08%
Best result	83.18%	80.00%	72.21%	69.21%	66.67%
Average result	68.71%	64.52%	62.35%	58.83%	58.19%
Worst result	54.63%	51.43%	46.79%	47.96%	46.80%
Responses	349	374	373	417	394

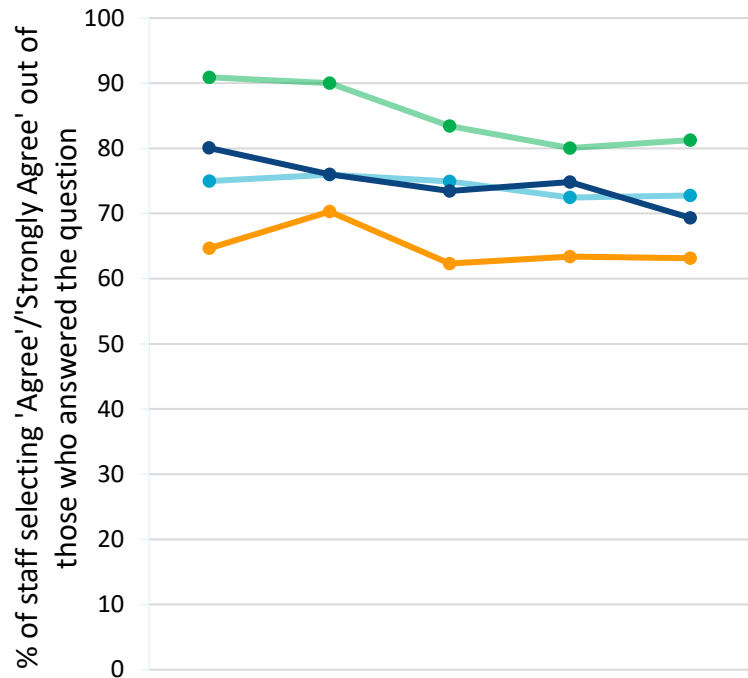
Q2c Time passes quickly when I am working.



	2020	2021	2022	2023	2024
Your org	83.52%	72.73%	73.80%	74.28%	66.84%
Best result	93.46%	85.71%	81.03%	80.10%	81.20%
Average result	79.80%	75.70%	73.27%	72.48%	70.28%
Worst result	63.64%	60.42%	55.56%	59.80%	61.34%
Responses	352	374	374	416	395

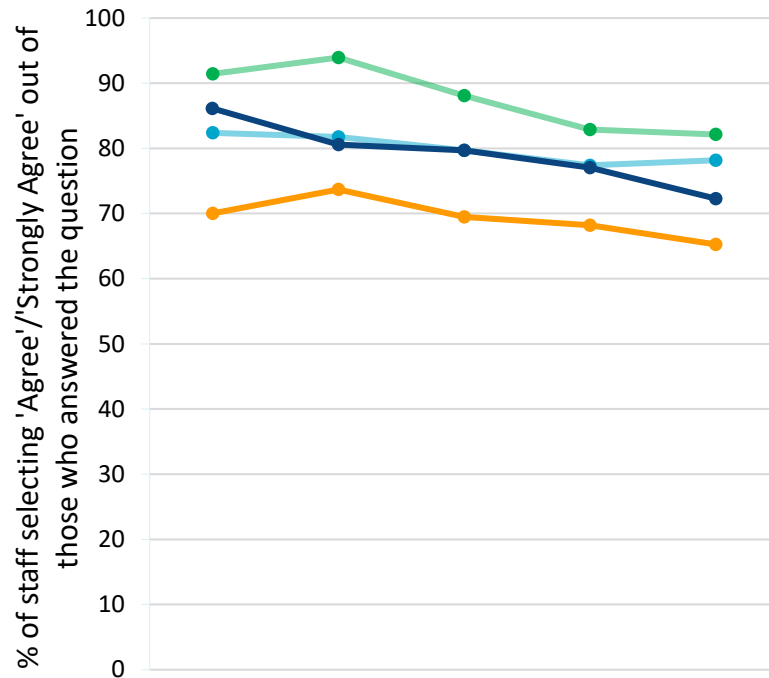


Q3c There are frequent opportunities for me to show initiative in my role.



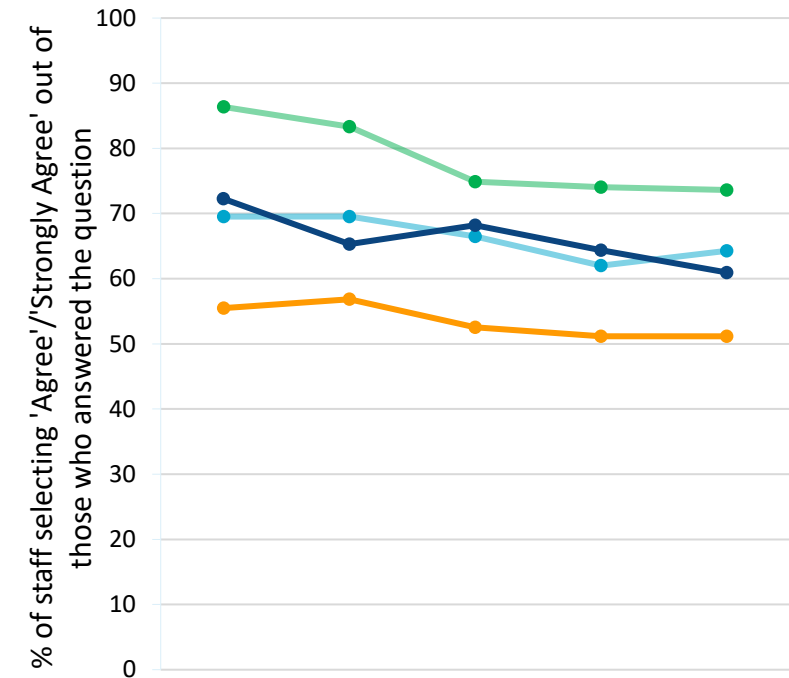
	2020	2021	2022	2023	2024
Your org	80.06%	76.01%	73.46%	74.82%	69.35%
Best result	90.91%	90.00%	83.42%	80.06%	81.28%
Average result	75.00%	75.96%	74.96%	72.46%	72.77%
Worst result	64.67%	70.31%	62.32%	63.39%	63.17%
Responses	346	371	373	417	398

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



	2020	2021	2022	2023	2024
Your org	86.13%	80.59%	79.68%	77.03%	72.29%
Best result	91.43%	93.94%	88.08%	82.88%	82.13%
Average result	82.38%	81.76%	79.71%	77.40%	78.18%
Worst result	70.00%	73.68%	69.49%	68.18%	65.26%
Responses	346	371	374	418	397

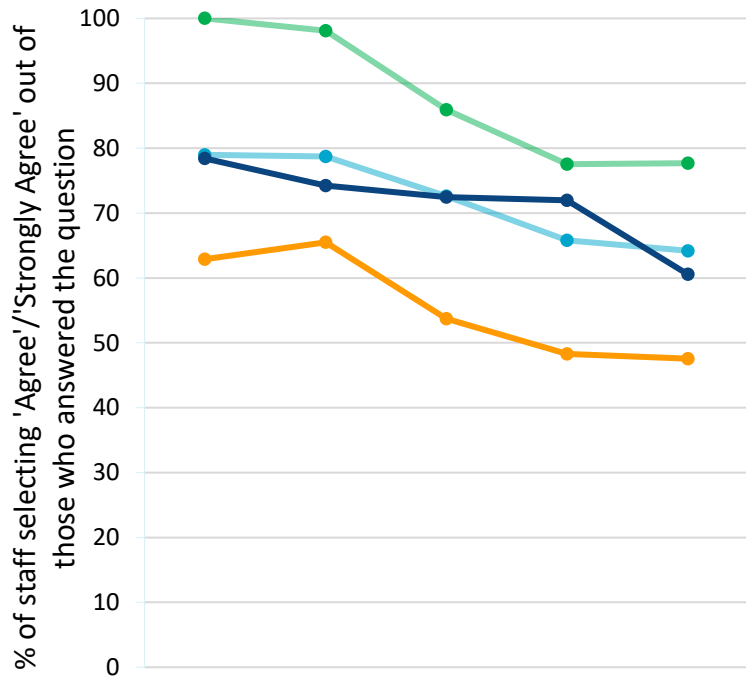
Q3f I am able to make improvements happen in my area of work.



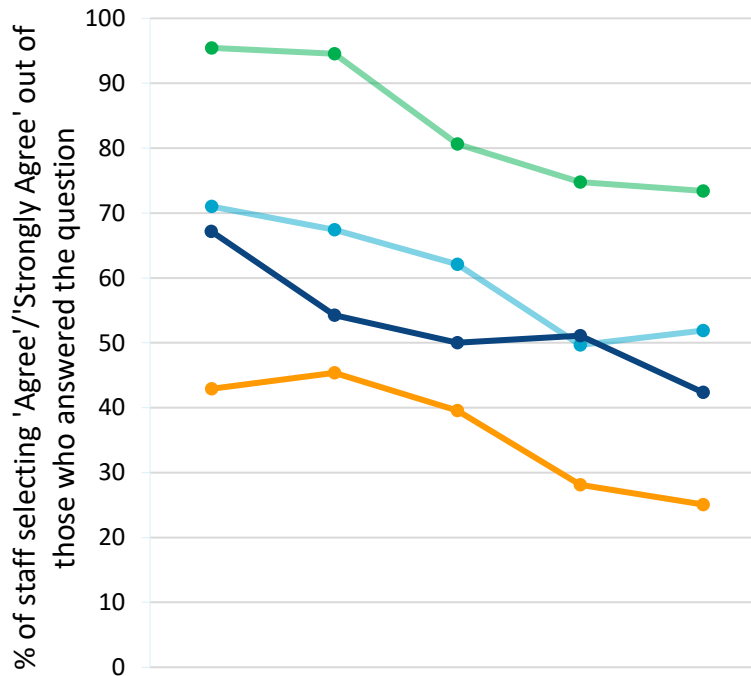
	2020	2021	2022	2023	2024
Your org	72.25%	65.31%	68.18%	64.35%	60.96%
Best result	86.36%	83.33%	74.90%	74.03%	73.62%
Average result	69.52%	69.55%	66.49%	62.00%	64.29%
Worst result	55.48%	56.84%	52.54%	51.19%	51.16%
Responses	346	369	374	418	397



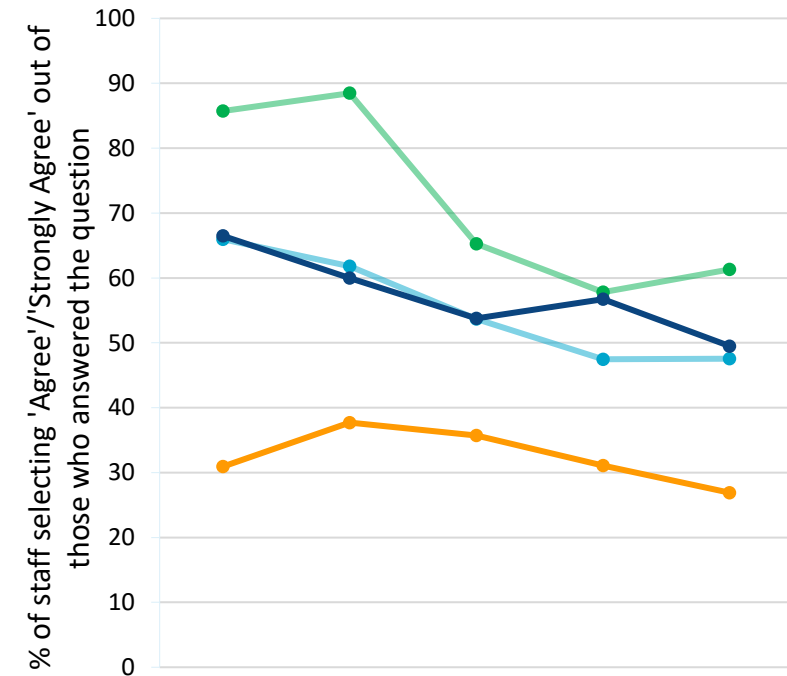
Q25a Care of patients / service users is my organisation's top priority.



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.



	2020	2021	2022	2023	2024
Your org	78.40%	74.25%	72.46%	71.94%	60.55%
Best result	100.00%	98.08%	85.93%	77.53%	77.68%
Average result	78.97%	78.72%	72.60%	65.78%	64.18%
Worst result	62.90%	65.48%	53.73%	48.28%	47.56%
Responses	338	365	374	417	398

	2020	2021	2022	2023	2024
Your org	67.16%	54.25%	50.00%	51.08%	42.36%
Best result	95.45%	94.53%	80.65%	74.78%	73.41%
Average result	71.01%	67.41%	62.08%	49.66%	51.87%
Worst result	42.89%	45.37%	39.56%	28.14%	25.08%
Responses	338	365	374	417	399

	2020	2021	2022	2023	2024
Your org	66.47%	60.00%	53.76%	56.73%	49.49%
Best result	85.71%	88.46%	65.25%	57.80%	61.30%
Average result	65.96%	61.78%	53.65%	47.47%	47.57%
Worst result	30.91%	37.70%	35.69%	31.06%	26.90%
Responses	337	365	372	416	396

Theme - Morale



Questions included:

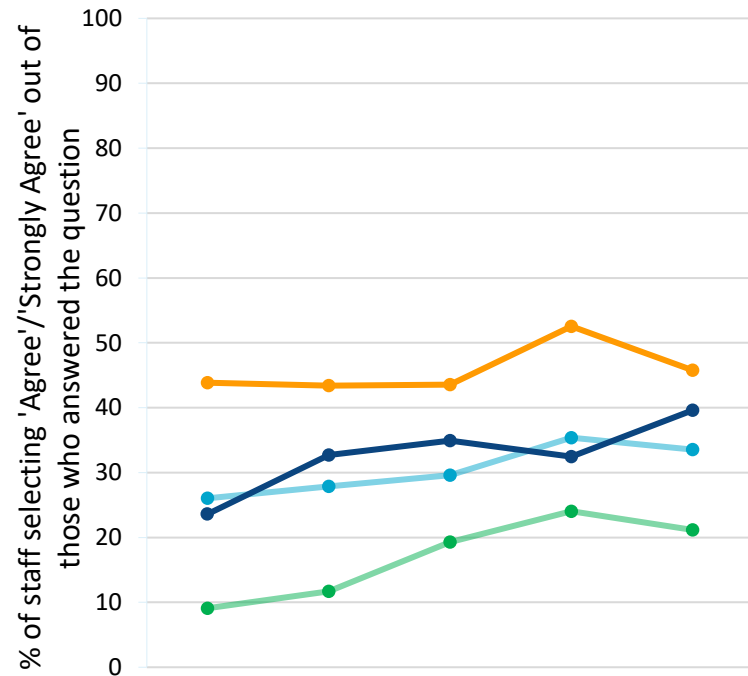
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

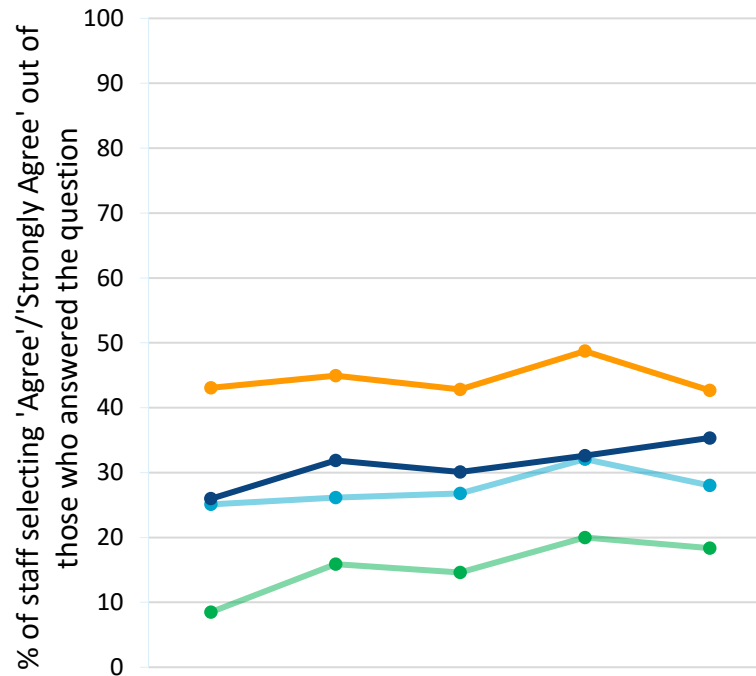


Q26a I often think about leaving this organisation.



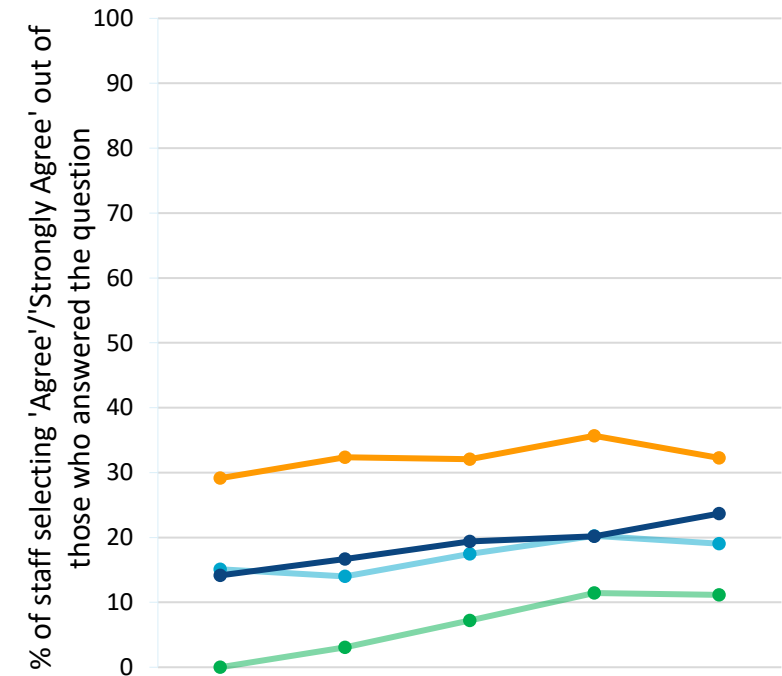
	2020	2021	2022	2023	2024
Your org	23.60%	32.70%	34.95%	32.45%	39.60%
Best result	9.09%	11.72%	19.31%	24.05%	21.15%
Average result	26.04%	27.86%	29.62%	35.38%	33.56%
Worst result	43.86%	43.40%	43.56%	52.54%	45.78%
Responses	339	367	372	416	399

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



	2020	2021	2022	2023	2024
Your org	25.96%	31.88%	30.11%	32.61%	35.34%
Best result	8.49%	15.86%	14.60%	20.00%	18.38%
Average result	25.10%	26.13%	26.78%	32.07%	28.04%
Worst result	43.05%	44.92%	42.83%	48.71%	42.67%
Responses	339	367	372	417	399

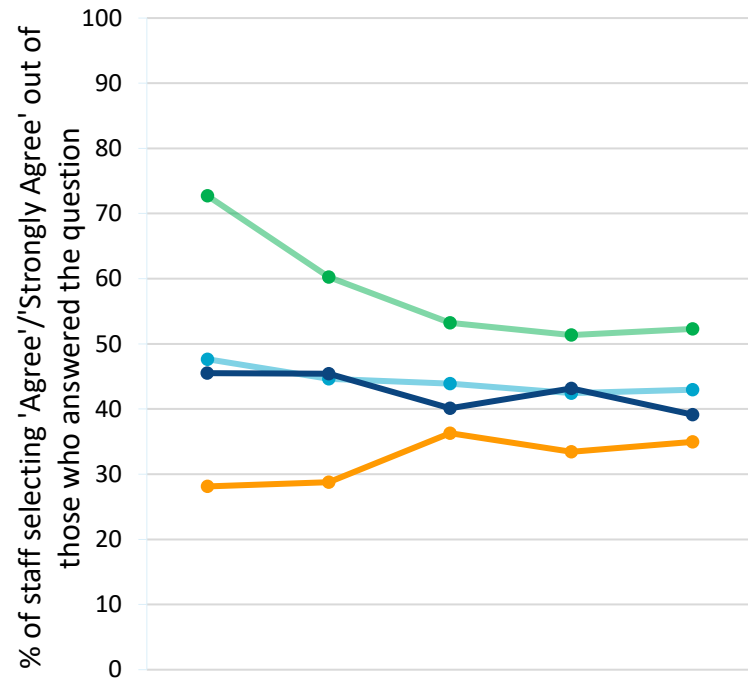
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	14.16%	16.67%	19.41%	20.19%	23.68%
Best result	0.00%	3.06%	7.20%	11.44%	11.15%
Average result	15.12%	14.00%	17.46%	20.25%	19.06%
Worst result	29.14%	32.38%	32.08%	35.67%	32.25%
Responses	339	366	371	416	397

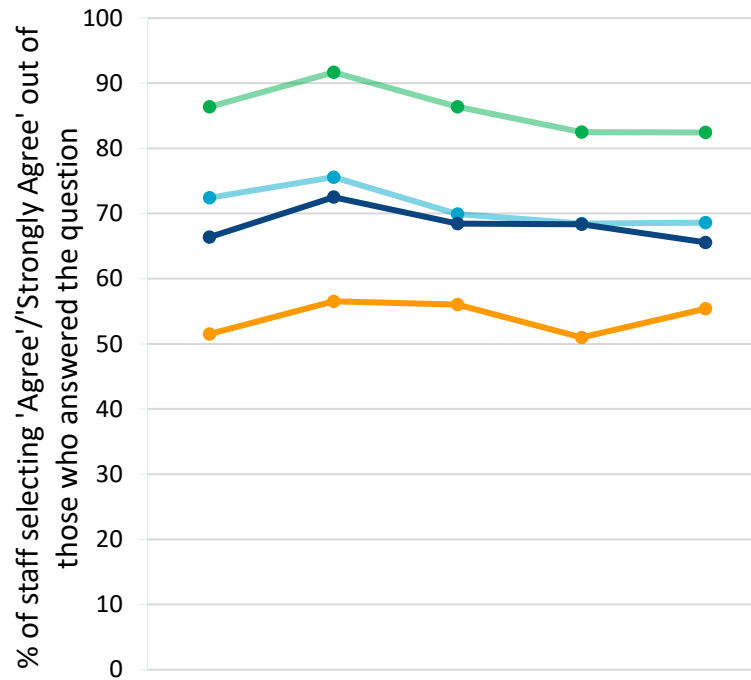


Q3g I am able to meet all the conflicting demands on my time at work.



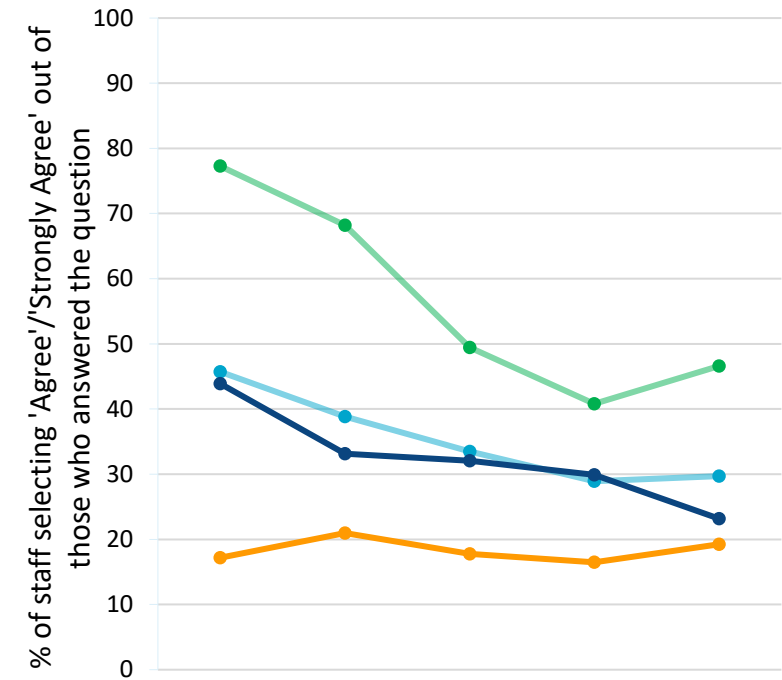
	2020	2021	2022	2023	2024
Your org	45.51%	45.41%	40.11%	43.17%	39.14%
Best result	72.73%	60.24%	53.23%	51.35%	52.29%
Average result	47.65%	44.61%	43.92%	42.45%	42.98%
Worst result	28.13%	28.77%	36.29%	33.41%	34.97%
Responses	345	370	374	417	396

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



	2020	2021	2022	2023	2024
Your org	66.38%	72.51%	68.45%	68.35%	65.58%
Best result	86.36%	91.67%	86.39%	82.49%	82.44%
Average result	72.43%	75.59%	69.91%	68.46%	68.58%
Worst result	51.49%	56.53%	56.01%	50.98%	55.37%
Responses	345	371	374	417	398

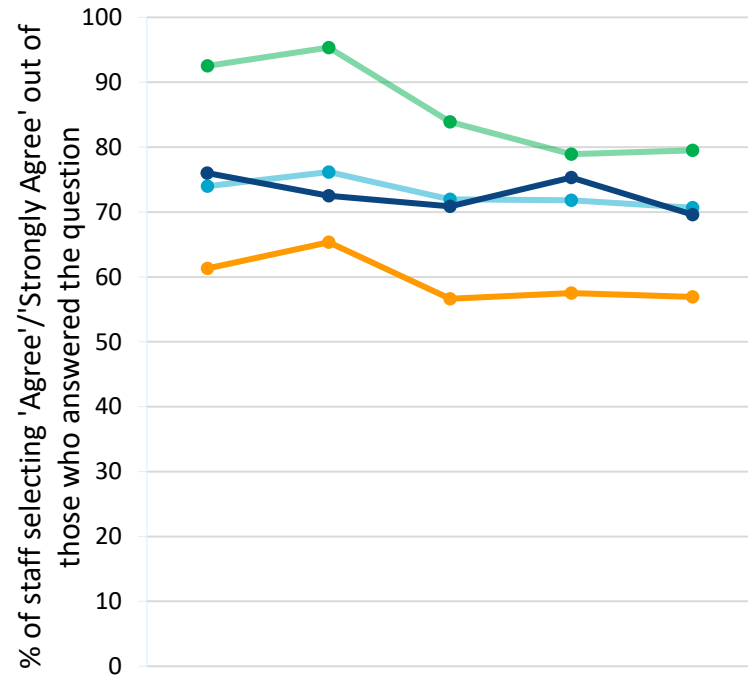
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	43.90%	33.15%	32.09%	29.90%	23.17%
Best result	77.27%	68.22%	49.43%	40.80%	46.59%
Average result	45.71%	38.84%	33.47%	28.92%	29.70%
Worst result	17.19%	20.97%	17.78%	16.48%	19.27%
Responses	344	371	374	418	397

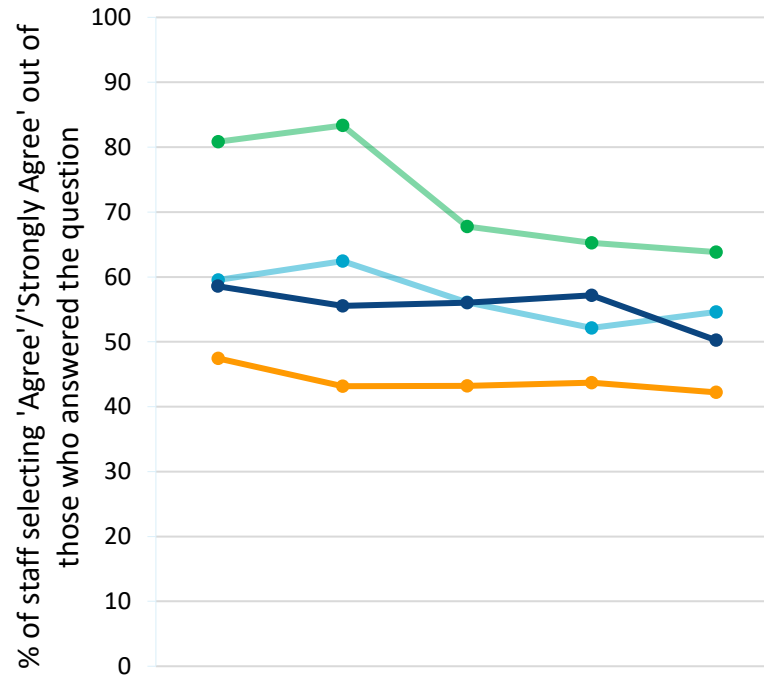


Q3a I always know what my work responsibilities are.



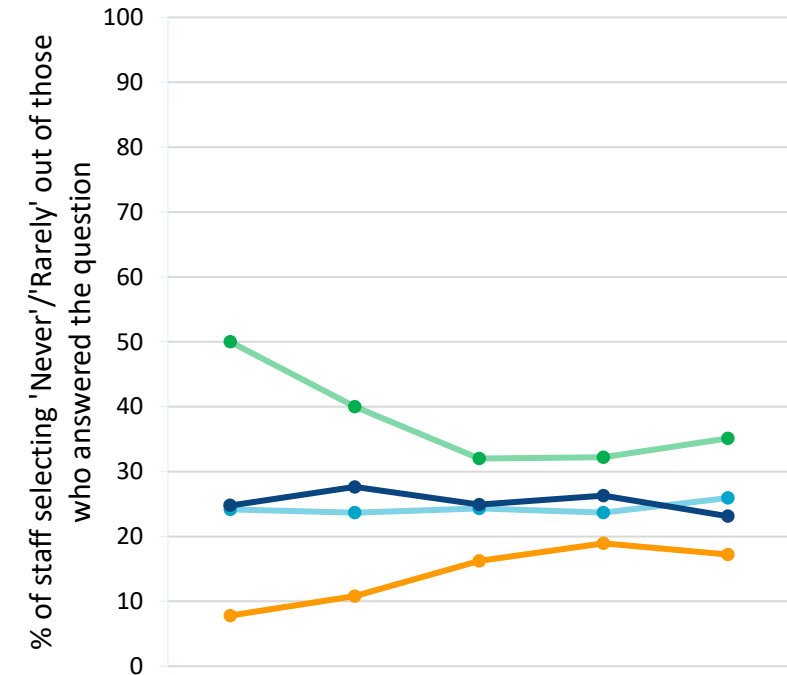
	2020	2021	2022	2023	2024
Your org	76.00%	72.51%	70.86%	75.30%	69.60%
Best result	92.52%	95.35%	83.87%	78.92%	79.51%
Average result	73.99%	76.17%	71.97%	71.81%	70.66%
Worst result	61.28%	65.34%	56.63%	57.53%	56.93%
Responses	350	371	374	417	398

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



	2020	2021	2022	2023	2024
Your org	58.55%	55.53%	56.03%	57.18%	50.25%
Best result	80.85%	83.33%	67.78%	65.25%	63.83%
Average result	59.54%	62.43%	56.08%	52.14%	54.60%
Worst result	47.44%	43.16%	43.22%	43.72%	42.21%
Responses	345	371	373	418	398

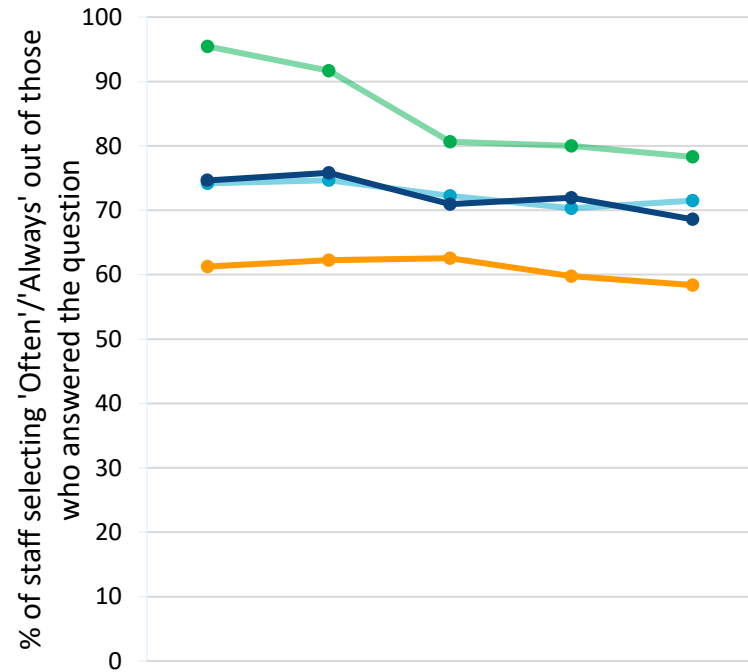
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	24.78%	27.64%	24.93%	26.32%	23.12%
Best result	50.00%	40.00%	32.01%	32.21%	35.13%
Average result	24.17%	23.66%	24.32%	23.69%	25.93%
Worst result	7.81%	10.81%	16.23%	18.94%	17.24%
Responses	343	369	373	418	398



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

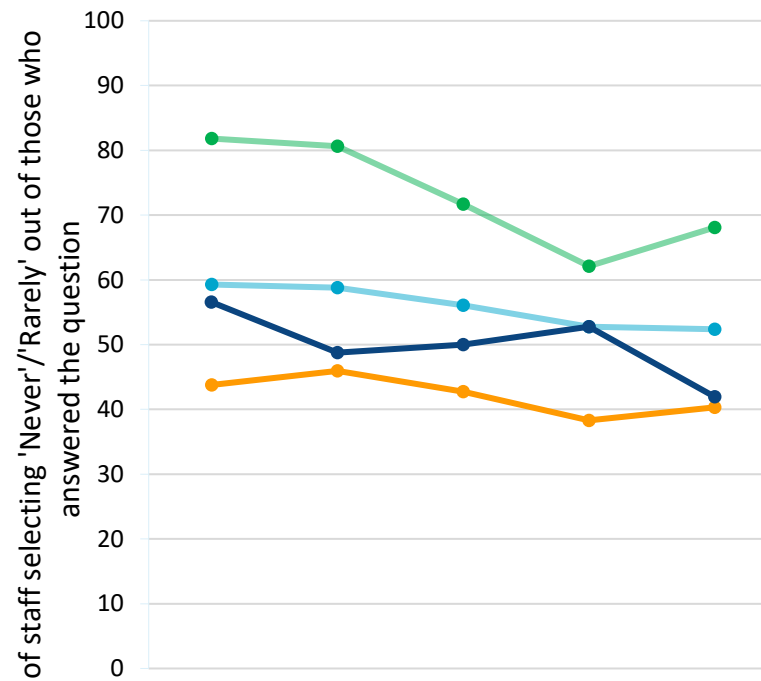


2020 2021 2022 2023 2024

Your org	74.64%	75.82%	70.97%	71.94%	68.59%
Best result	95.45%	91.67%	80.65%	80.00%	78.29%
Average result	74.17%	74.66%	72.22%	70.31%	71.52%
Worst result	61.26%	62.23%	62.56%	59.77%	58.39%

Responses 343 368 372 417 398

Q5c Relationships at work are strained.

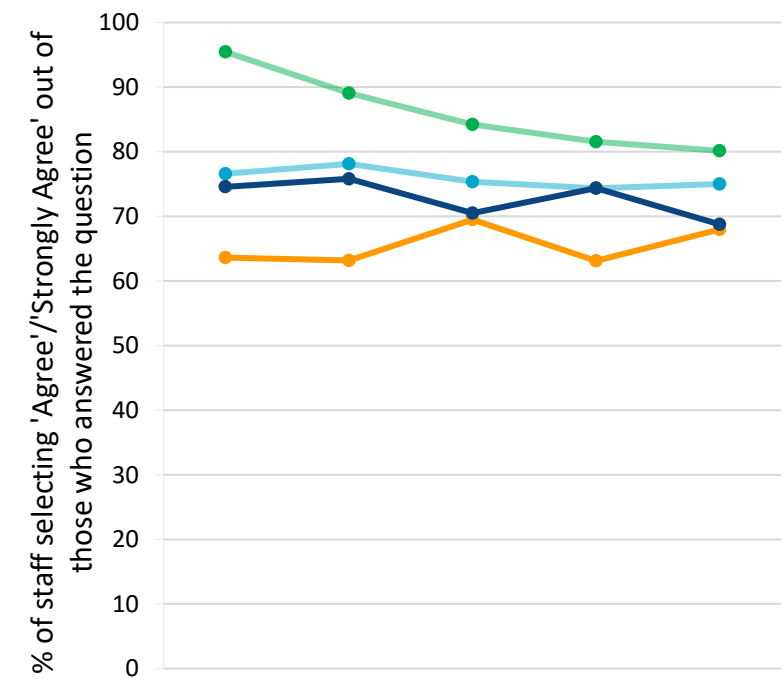


2020 2021 2022 2023 2024

Your org	56.56%	48.78%	50.00%	52.76%	41.96%
Best result	81.82%	80.62%	71.71%	62.12%	68.10%
Average result	59.28%	58.80%	56.08%	52.76%	52.38%
Worst result	43.75%	45.95%	42.73%	38.31%	40.33%

Responses 343 369 374 417 398

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



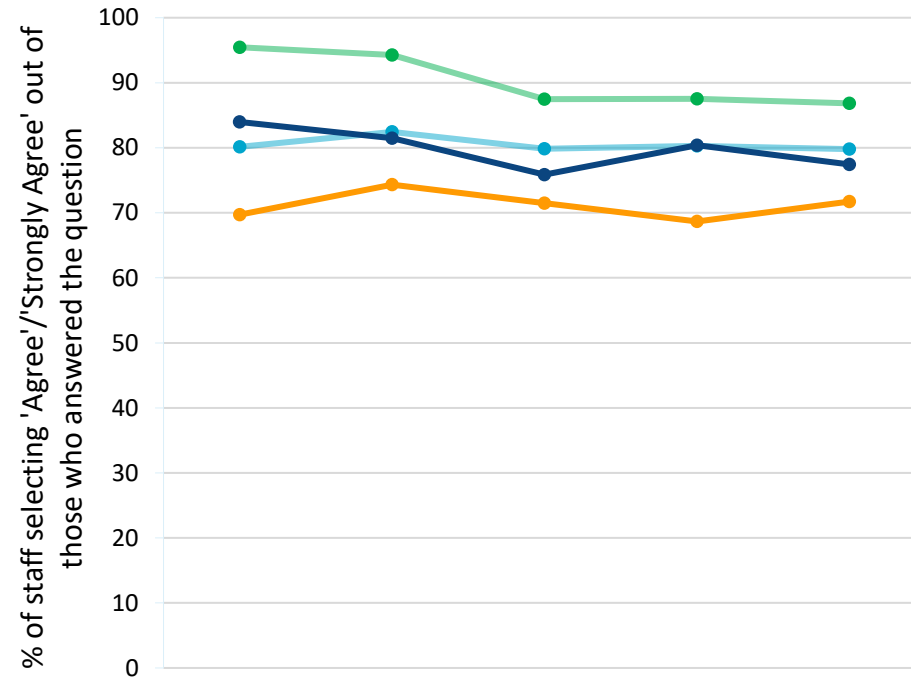
2020 2021 2022 2023 2024

Your org	74.57%	75.82%	70.51%	74.34%	68.77%
Best result	95.45%	89.06%	84.23%	81.52%	80.14%
Average result	76.60%	78.13%	75.38%	74.34%	75.00%
Worst result	63.64%	63.16%	69.49%	63.11%	67.96%

Responses 346 368 373 417 397



Q9a My immediate manager encourages me at work.



	2020	2021	2022	2023	2024
Your org	83.97%	81.47%	75.87%	80.38%	77.44%
Best result	95.45%	94.29%	87.46%	87.53%	86.83%
Average result	80.17%	82.43%	79.85%	80.29%	79.79%
Worst result	69.72%	74.32%	71.48%	68.67%	71.71%
Responses	343	367	373	418	399

Questions not linked to People Promise elements or themes

Questions included:*

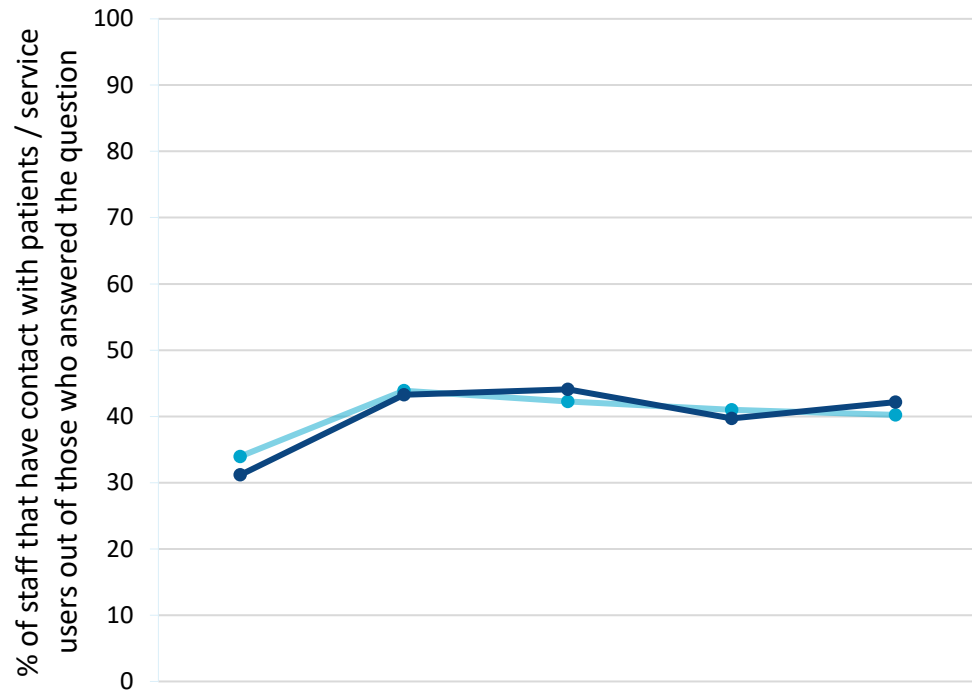
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. The results for Q24f are reported in the section for People Promise element 5: We are always learning. 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?

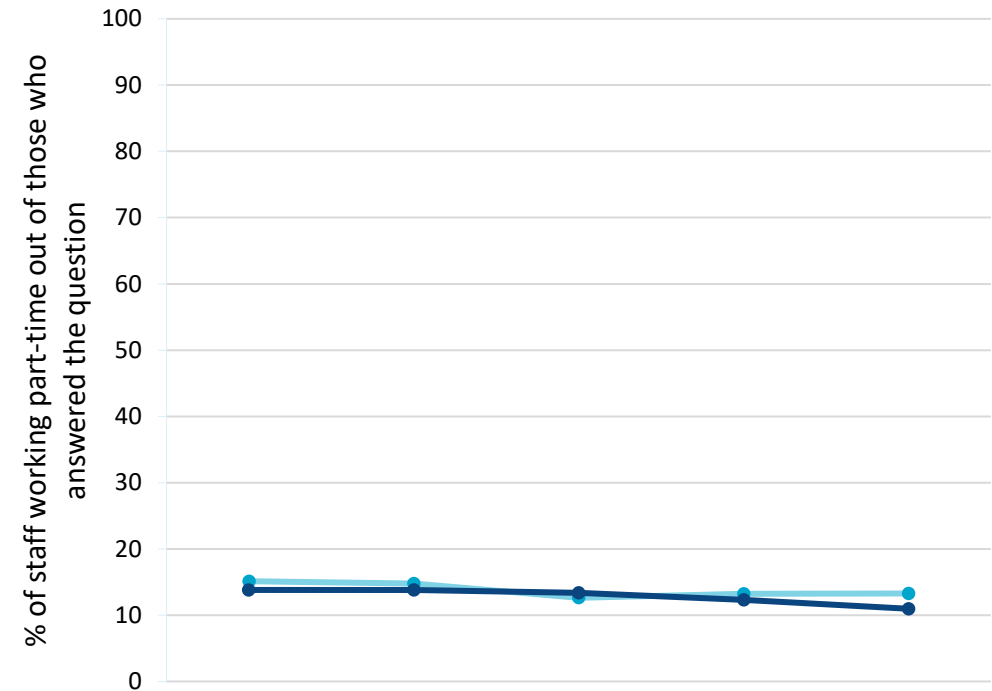


2020 2021 2022 2023 2024

Your org	31.16%	43.28%	44.09%	39.71%	42.17%
Average	33.96%	43.88%	42.23%	41.01%	40.24%

Responses 353 372 372 413 396

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



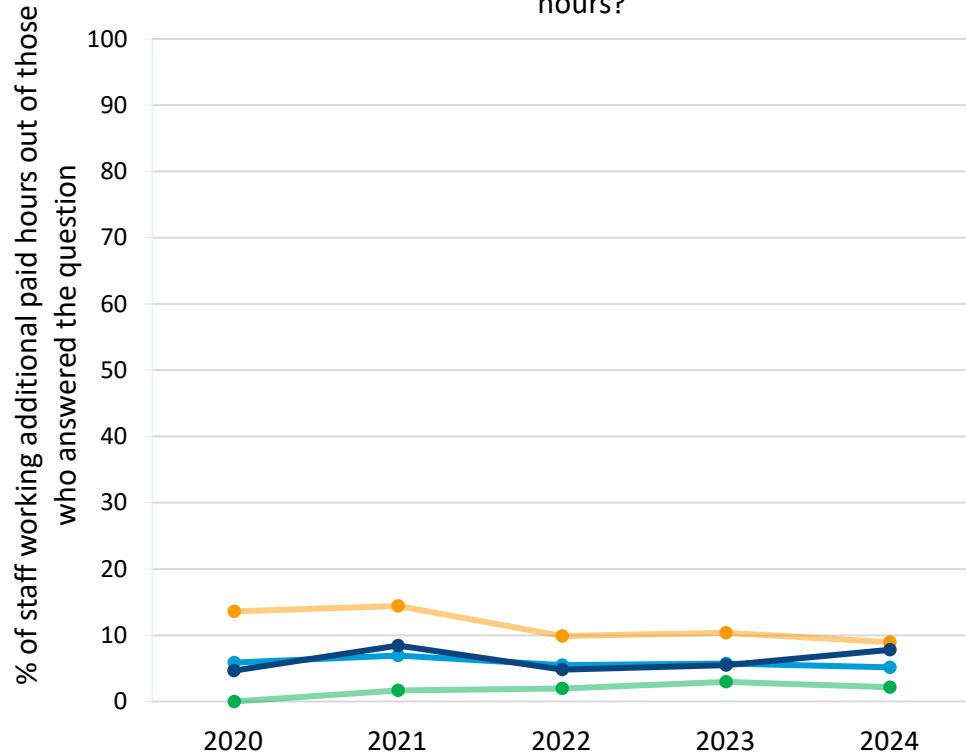
2020 2021 2022 2023 2024

Your org	13.78%	13.80%	13.39%	12.32%	10.97%
Average	15.13%	14.79%	12.62%	13.25%	13.28%

Responses 341 355 366 406 392



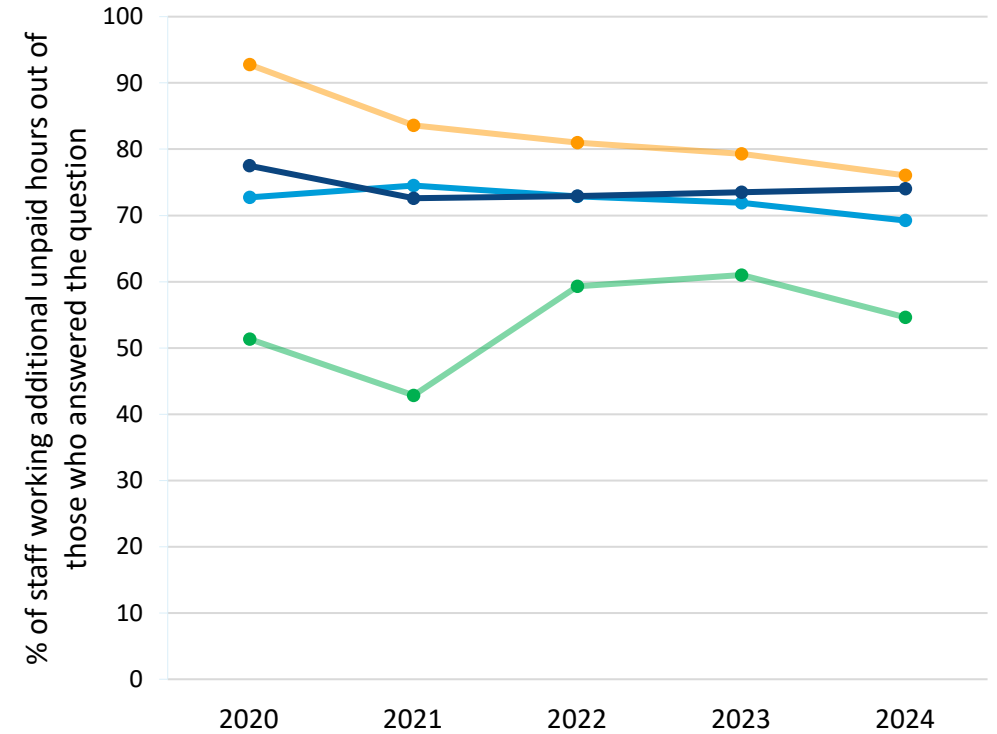
Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



Your org	4.66%	8.45%	4.83%	5.50%	7.81%
Lowest	0.00%	1.66%	1.99%	2.96%	2.15%
Average	5.88%	6.94%	5.50%	5.72%	5.16%
Highest	13.61%	14.41%	9.88%	10.38%	8.96%

Responses	343	367	373	418	397
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Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?

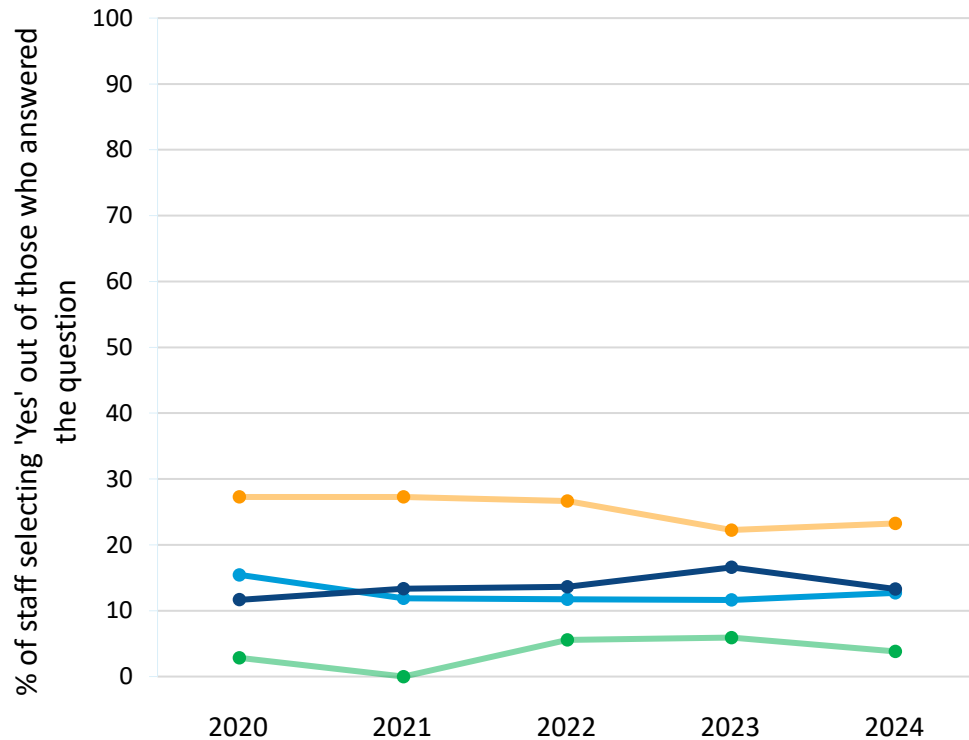


Your org	77.49%	72.60%	72.92%	73.49%	74.06%
Lowest	51.35%	42.86%	59.31%	61.01%	54.61%
Average	72.73%	74.51%	72.88%	71.91%	69.23%
Highest	92.75%	83.62%	80.99%	79.30%	76.04%

Responses	342	365	373	415	397
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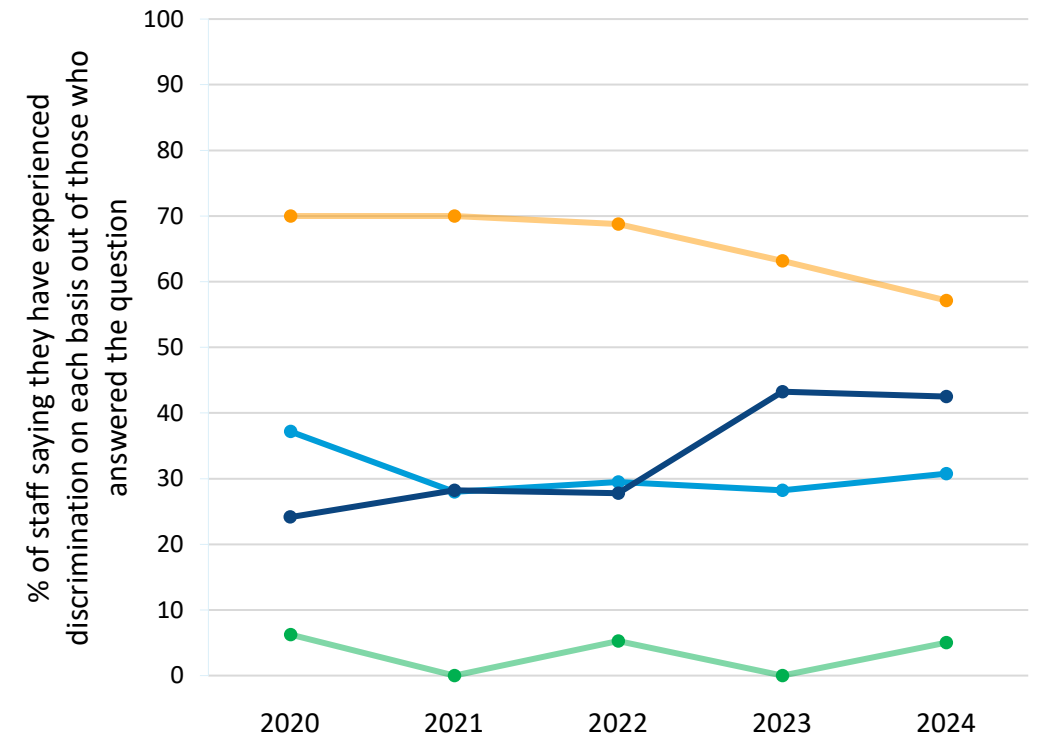
Q11e* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	11.64%	13.33%	13.64%	16.58%	13.30%
Best result	2.86%	0.00%	5.58%	5.92%	3.82%
Average result	15.45%	11.90%	11.73%	11.63%	12.69%
Worst result	27.27%	27.27%	26.67%	22.26%	23.26%

Responses 146 180 176 193 203

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



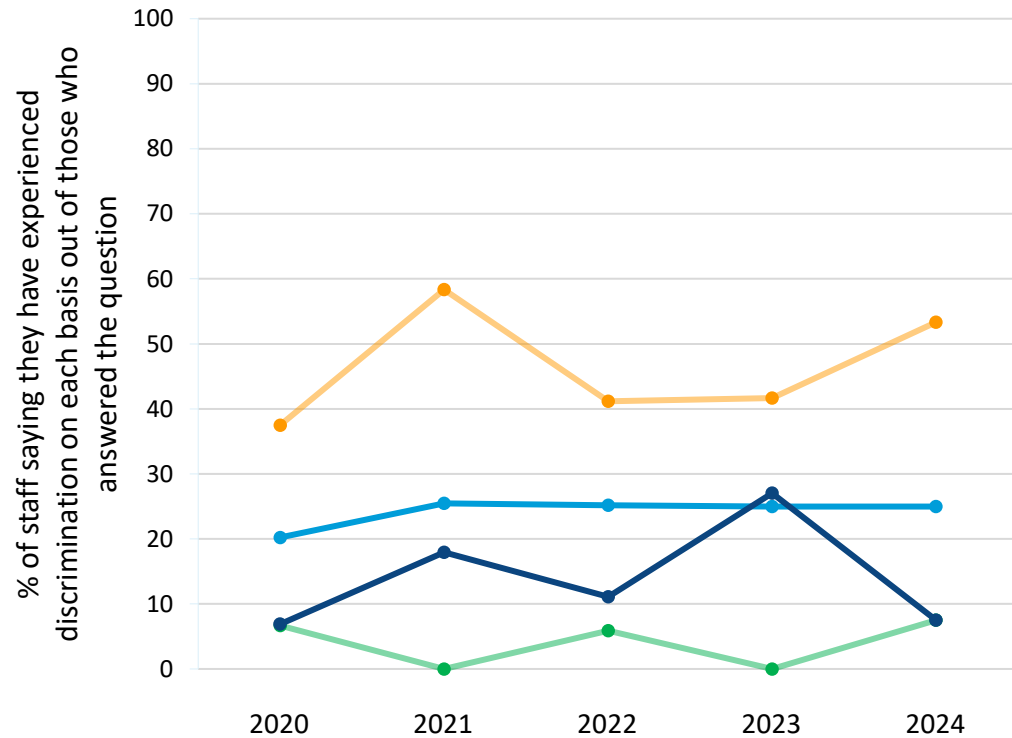
	2020	2021	2022	2023	2024
Your org	24.14%	28.21%	27.78%	43.24%	42.50%
Best result	6.25%	0.00%	5.26%	0.00%	5.00%
Average result	37.17%	27.99%	29.48%	28.24%	30.77%
Worst result	70.00%	70.00%	68.75%	63.16%	57.14%

Responses 29 39 36 37 40

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

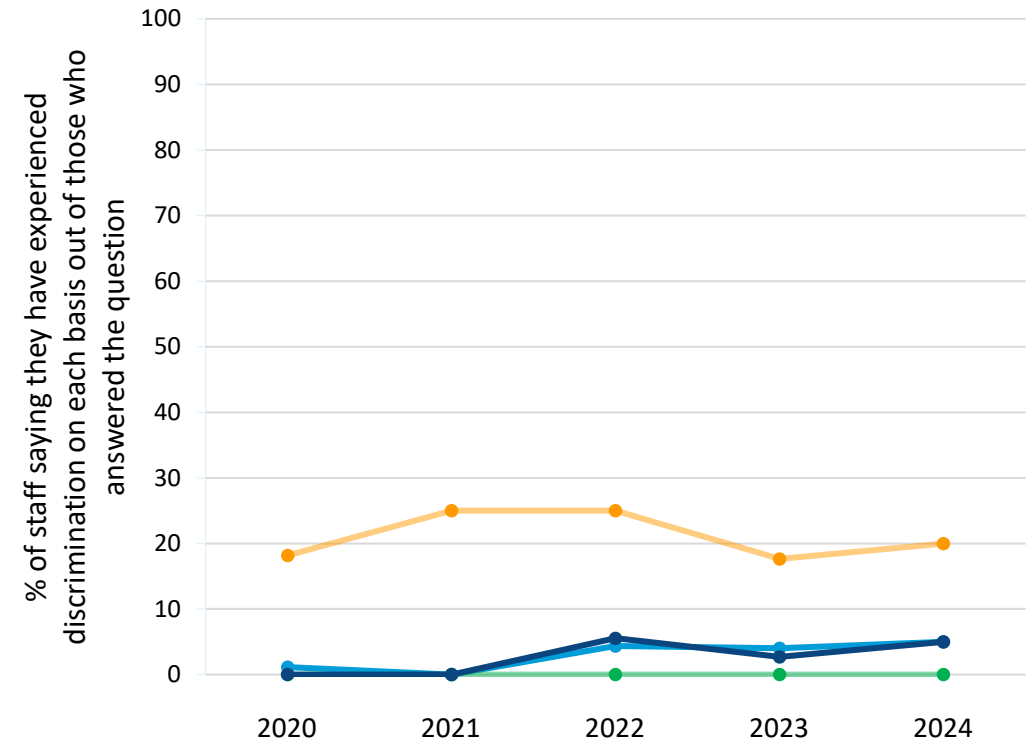


Q16c.2 On what grounds have you experienced discrimination?
– Gender.



	2020	2021	2022	2023	2024
Your org	6.90%	17.95%	11.11%	27.03%	7.50%
Best result	6.67%	0.00%	5.88%	0.00%	7.50%
Average result	20.23%	25.46%	25.19%	25.00%	25.00%
Worst result	37.50%	58.33%	41.18%	41.67%	53.33%
Responses	29	39	36	37	40

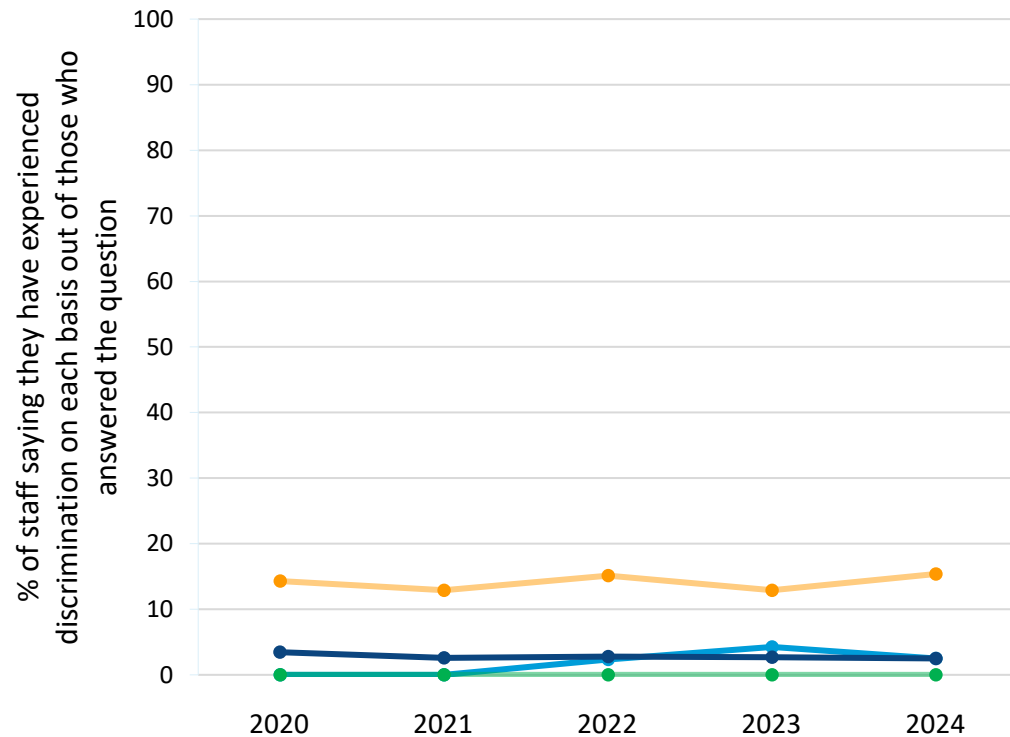
Q16c.3 On what grounds have you experienced discrimination?
– Religion.



	2020	2021	2022	2023	2024
Your org	0.00%	0.00%	5.56%	2.70%	5.00%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	1.14%	0.00%	4.35%	4.00%	5.00%
Worst result	18.18%	25.00%	25.00%	17.65%	20.00%
Responses	29	39	36	37	40

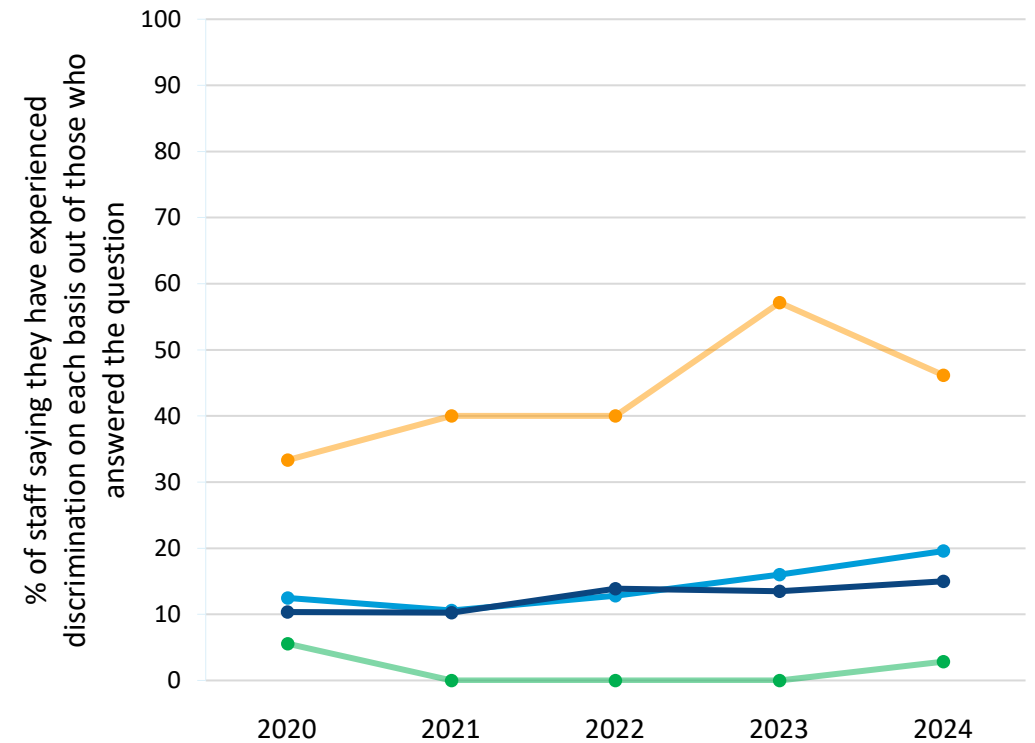


Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



	2020	2021	2022	2023	2024
Your org	3.45%	2.56%	2.78%	2.70%	2.50%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	0.00%	0.00%	2.36%	4.26%	2.47%
Worst result	14.29%	12.90%	15.15%	12.90%	15.38%
Responses	29	39	36	37	40

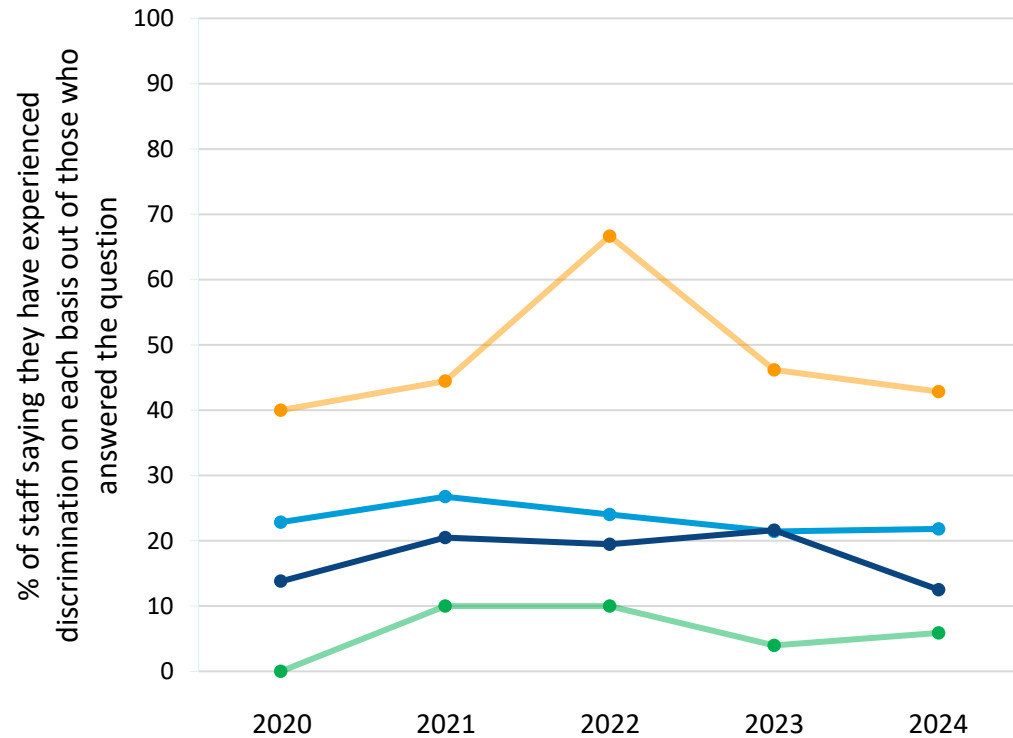
Q16c.5 On what grounds have you experienced discrimination?
– Disability.



	2020	2021	2022	2023	2024
Your org	10.34%	10.26%	13.89%	13.51%	15.00%
Best result	5.56%	0.00%	0.00%	0.00%	2.86%
Average result	12.50%	10.58%	12.82%	16.00%	19.57%
Worst result	33.33%	40.00%	40.00%	57.14%	46.15%
Responses	29	39	36	37	40

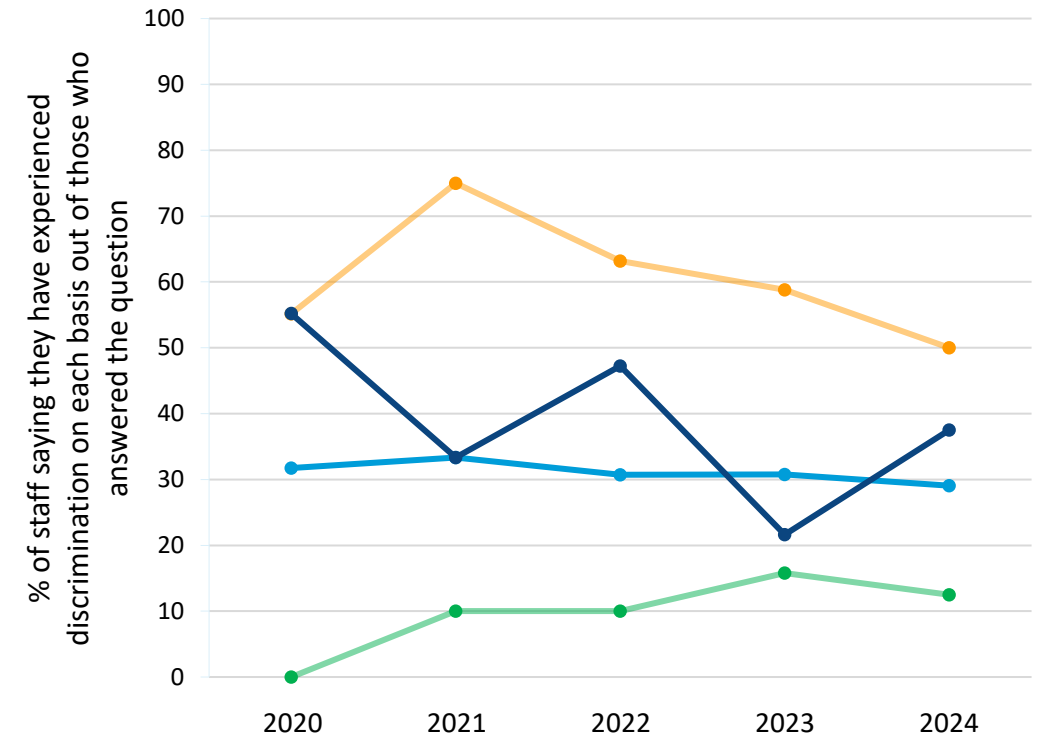


Q16c.6 On what grounds have you experienced discrimination?
– Age.



Your org	13.79%	20.51%	19.44%	21.62%	12.50%
Best result	0.00%	10.00%	10.00%	4.00%	5.88%
Average result	22.86%	26.75%	24.04%	21.43%	21.81%
Worst result	40.00%	44.44%	66.67%	46.15%	42.86%
Responses	29	39	36	37	40

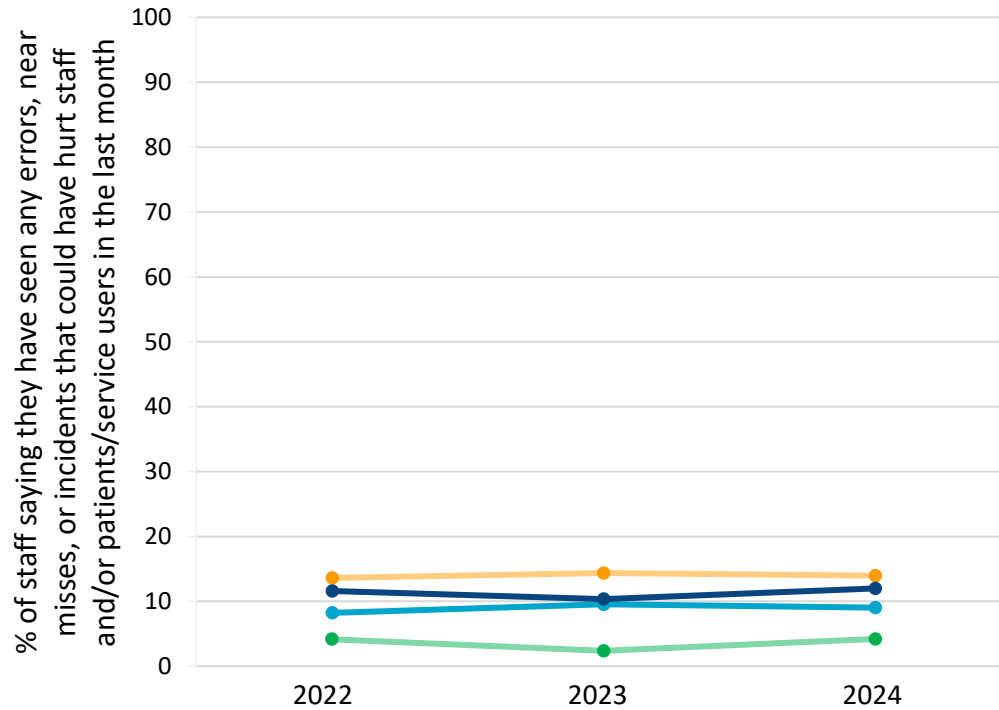
Q16c.7 On what grounds have you experienced discrimination?
– Other.



Your org	55.17%	33.33%	47.22%	21.62%	37.50%
Best result	0.00%	10.00%	10.00%	15.79%	12.50%
Average result	31.75%	33.33%	30.73%	30.77%	29.06%
Worst result	55.17%	75.00%	63.16%	58.82%	50.00%
Responses	29	39	36	37	40



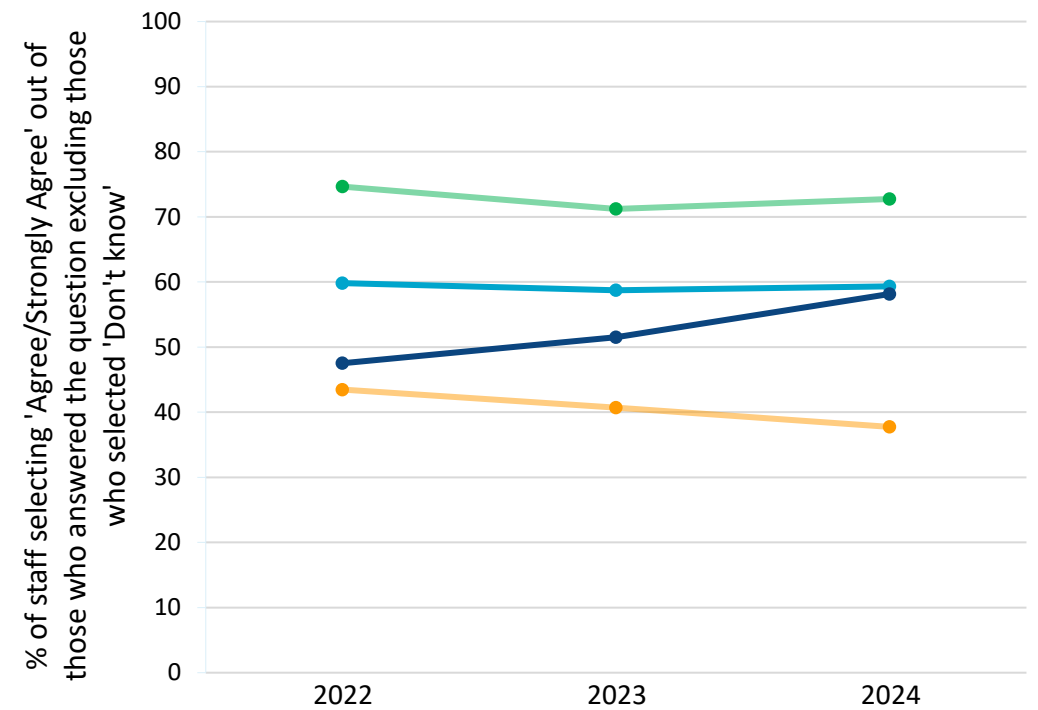
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	11.59%	10.34%	11.99%
Best result	4.17%	2.38%	4.21%
Average result	8.22%	9.55%	9.05%
Worst result	13.61%	14.37%	13.97%

Responses 371 406 392

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

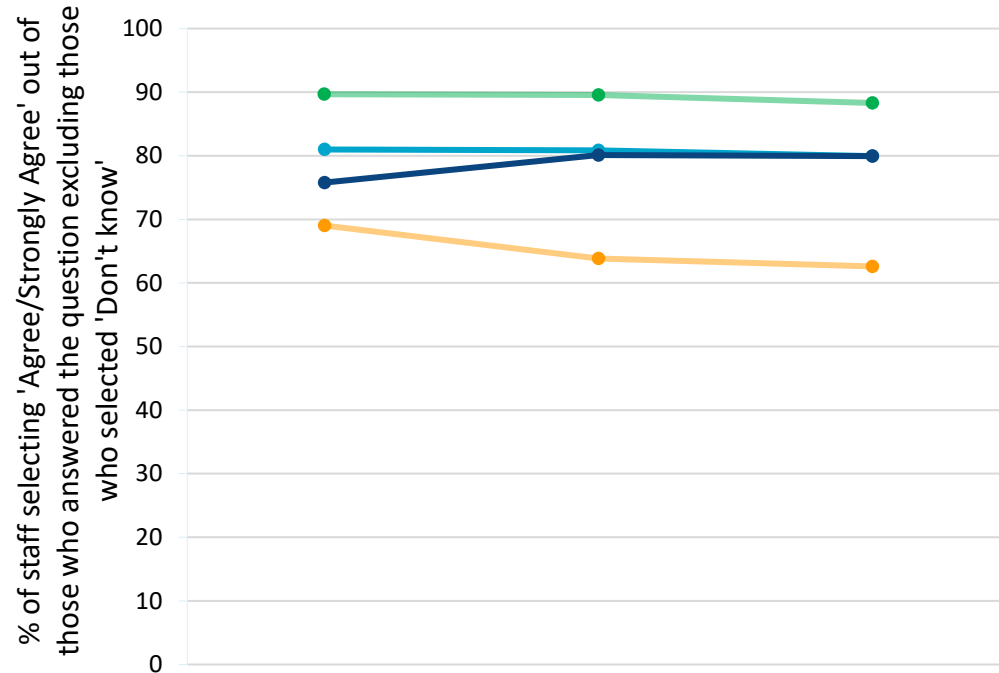


Your org	47.52%	51.50%	58.16%
Best result	74.65%	71.22%	72.73%
Average result	59.83%	58.73%	59.34%
Worst result	43.48%	40.73%	37.75%

Responses 202 233 196

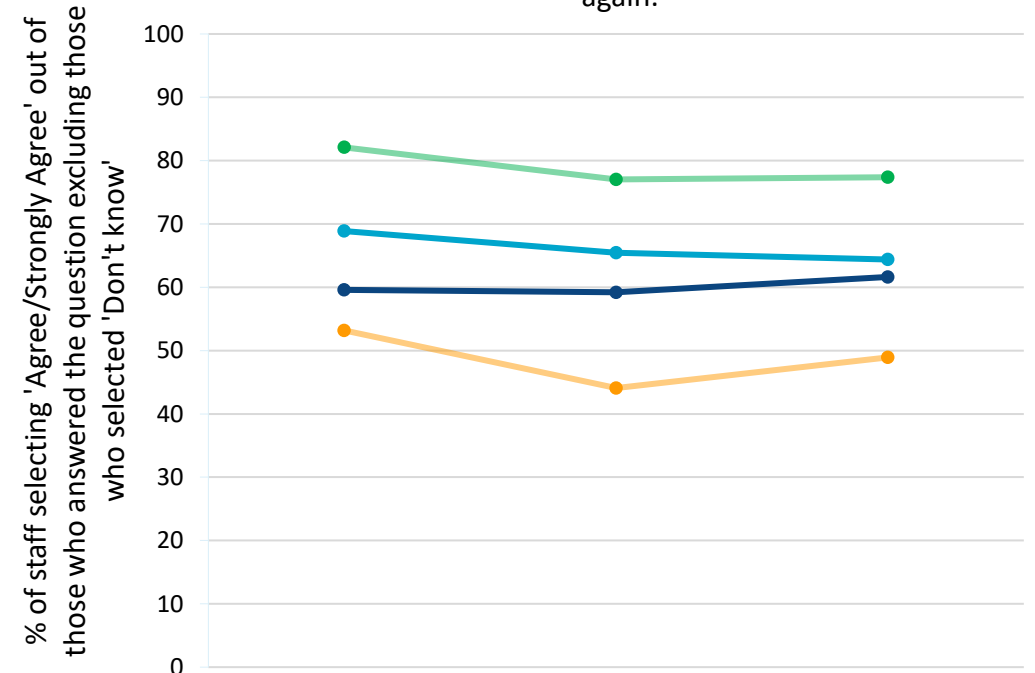


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	75.78%	80.11%	79.94%
Best result	89.67%	89.57%	88.29%
Average result	80.99%	80.82%	79.94%
Worst result	69.02%	63.81%	62.60%
Responses	322	362	339

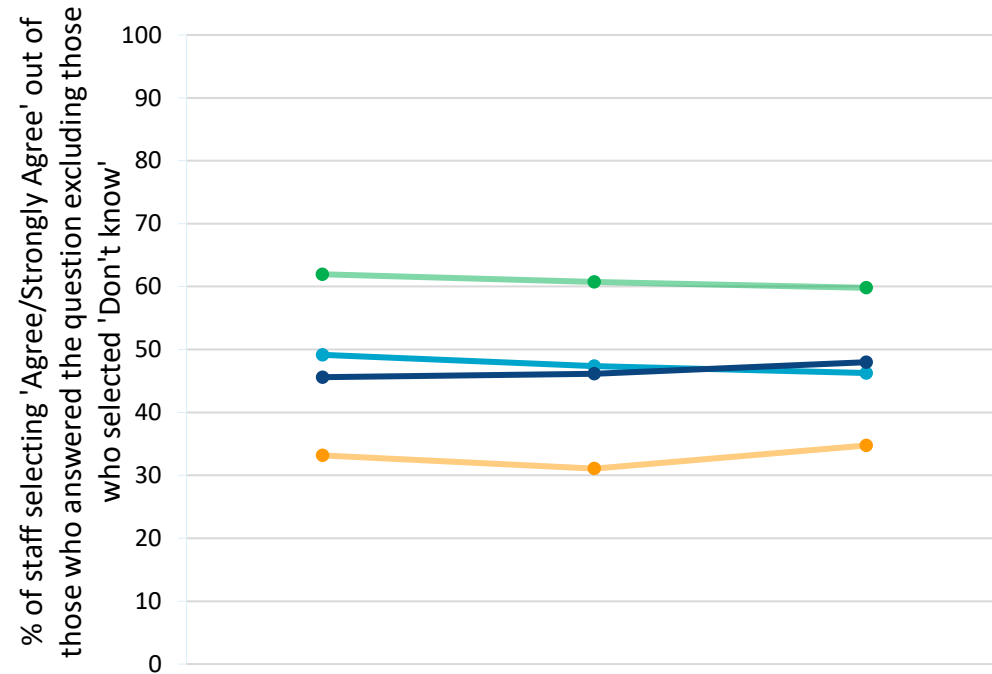
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024
Your org	59.59%	59.21%	61.63%
Best result	82.09%	77.03%	77.40%
Average result	68.87%	65.44%	64.38%
Worst result	53.18%	44.08%	48.91%
Responses	245	277	258



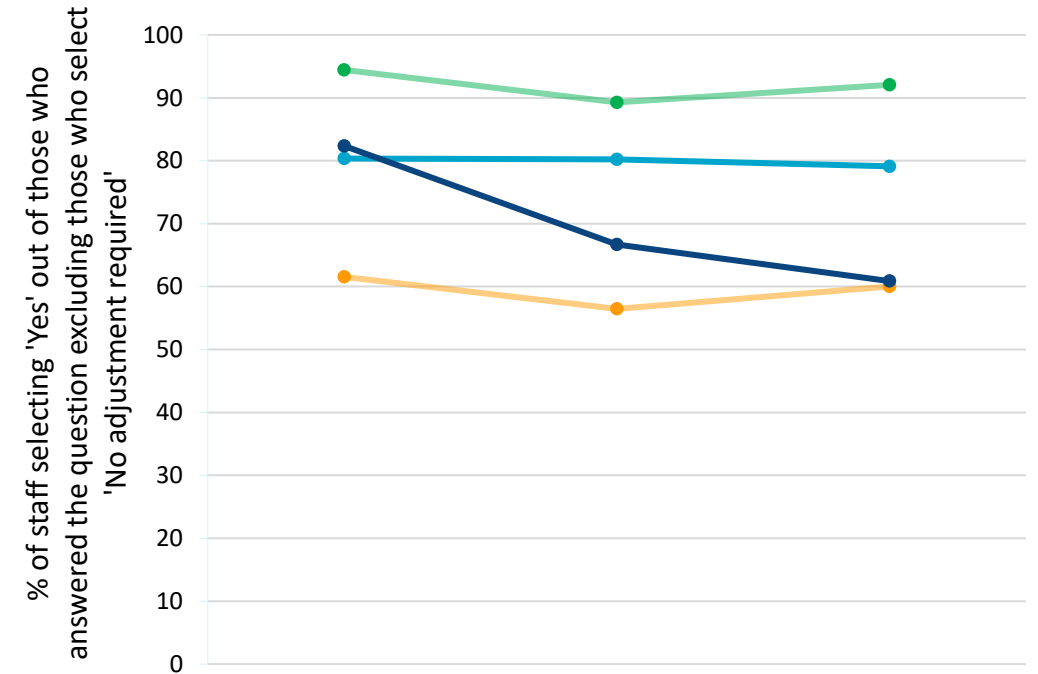
Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024
Your org	45.60%	46.13%	47.99%
Best result	61.96%	60.71%	59.80%
Average result	49.15%	47.38%	46.26%
Worst result	33.15%	31.07%	34.75%

Responses	250	284	273
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Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?

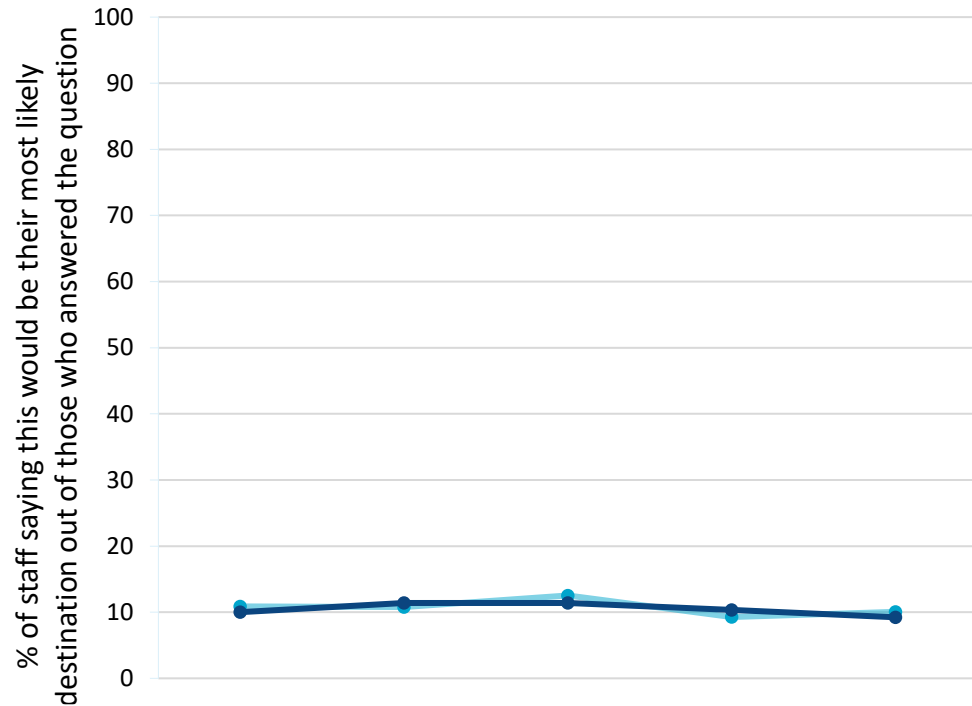


	2022	2023	2024
Your org	82.35%	66.67%	60.87%
Best result	94.44%	89.29%	92.06%
Average result	80.36%	80.23%	79.12%
Worst result	61.54%	56.45%	60.00%

Responses	34	48	46
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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.

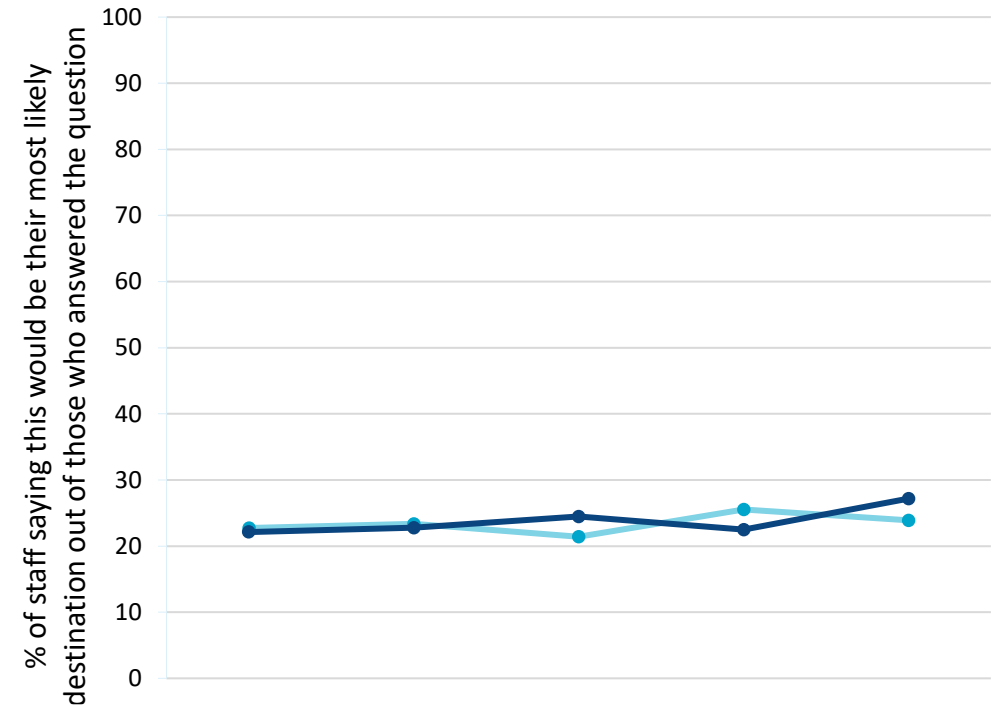


2020 2021 2022 2023 2024

Your org	10.00%	11.40%	11.40%	10.35%	9.23%
Average	10.86%	10.76%	12.53%	9.27%	10.05%

Responses 330 351 351 396 379

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.



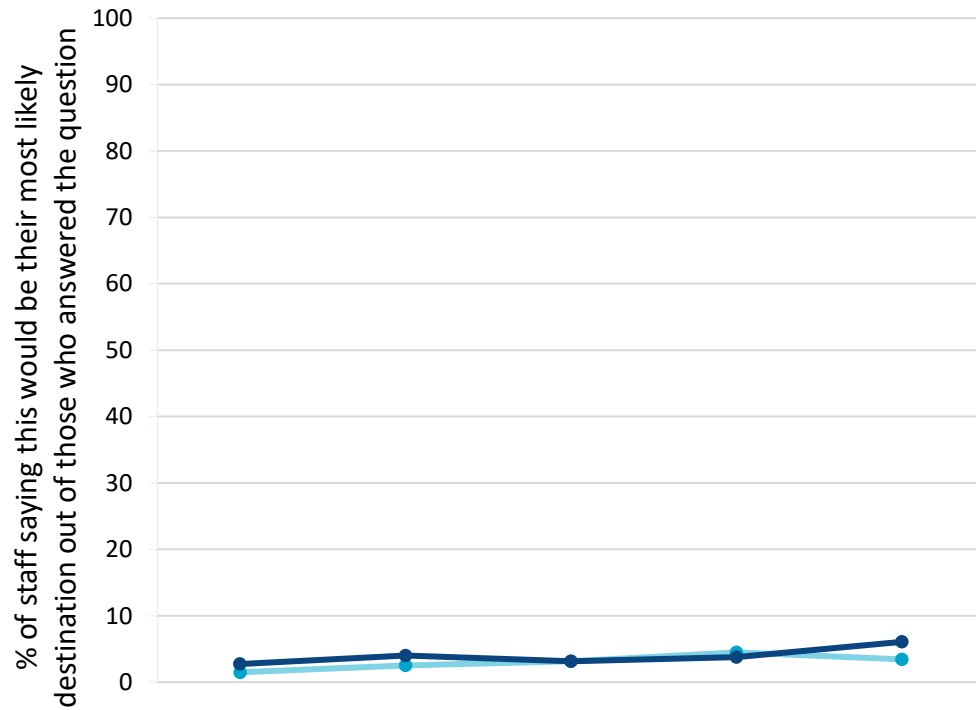
2020 2021 2022 2023 2024

Your org	22.12%	22.79%	24.50%	22.47%	27.18%
Average	22.76%	23.39%	21.41%	25.53%	23.90%

Responses 330 351 351 396 379



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.

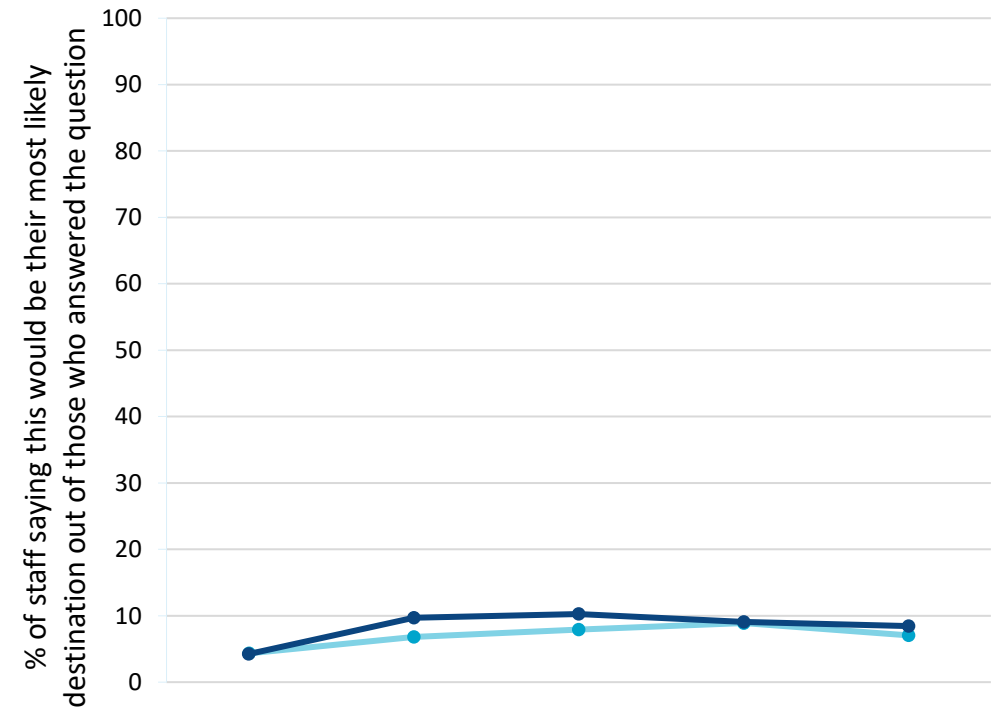


2020 2021 2022 2023 2024

Your org	2.73%	3.99%	3.13%	3.79%	6.07%
Average	1.48%	2.52%	3.13%	4.48%	3.45%

Responses 330 351 351 396 379

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.



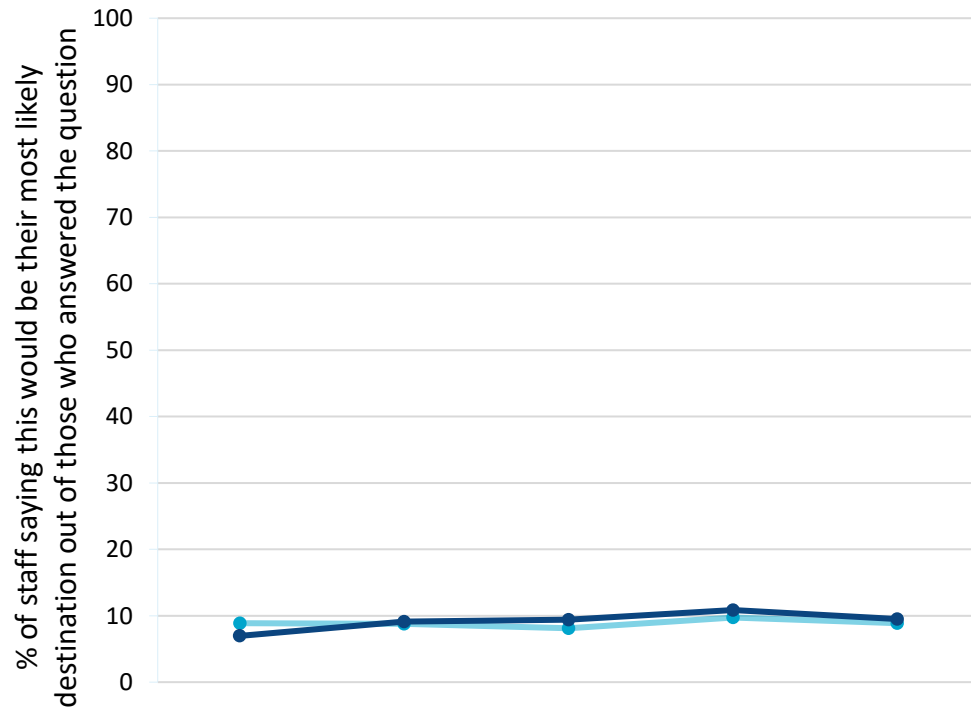
2020 2021 2022 2023 2024

Your org	4.24%	9.69%	10.26%	9.09%	8.44%
Average	4.34%	6.81%	7.92%	8.90%	7.06%

Responses 330 351 351 396 379



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.

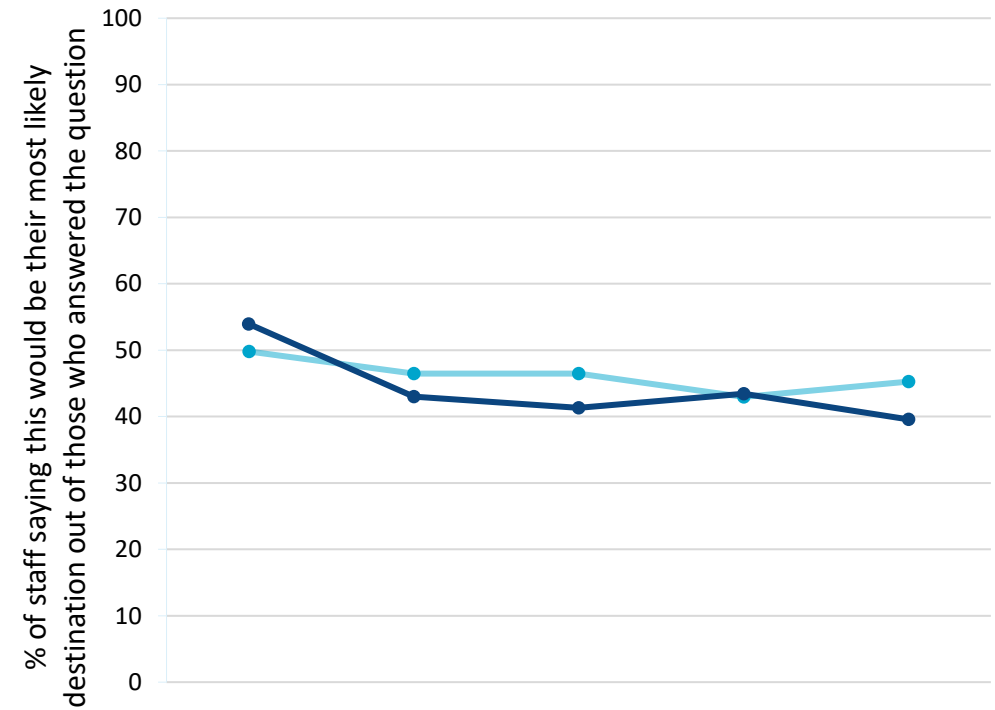


2020 2021 2022 2023 2024

Your org	6.97%	9.12%	9.40%	10.86%	9.50%
Average	8.89%	8.80%	8.12%	9.73%	8.89%

Responses 330 351 351 396 379

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.



2020 2021 2022 2023 2024

Your org	53.94%	43.02%	41.31%	43.43%	39.58%
Average	49.80%	46.47%	46.46%	42.96%	45.25%

Responses 330 351 351 396 379

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 2020-2024 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 metrics used in the Workforce Disability Equality Standard (WDES). It includes the 2020-2024 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 changed 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)

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

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

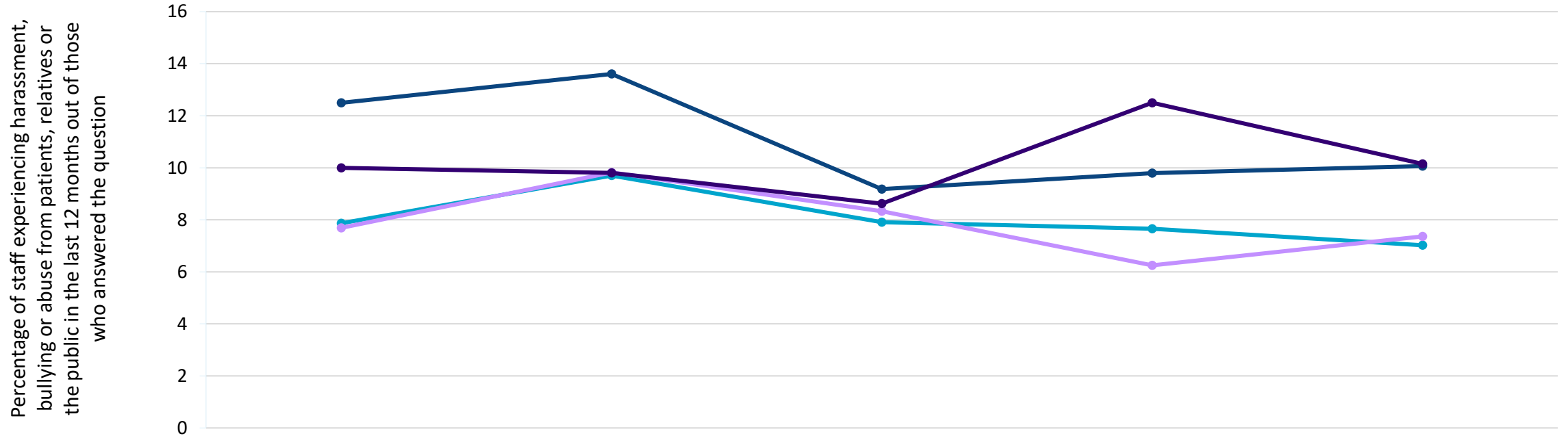
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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

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

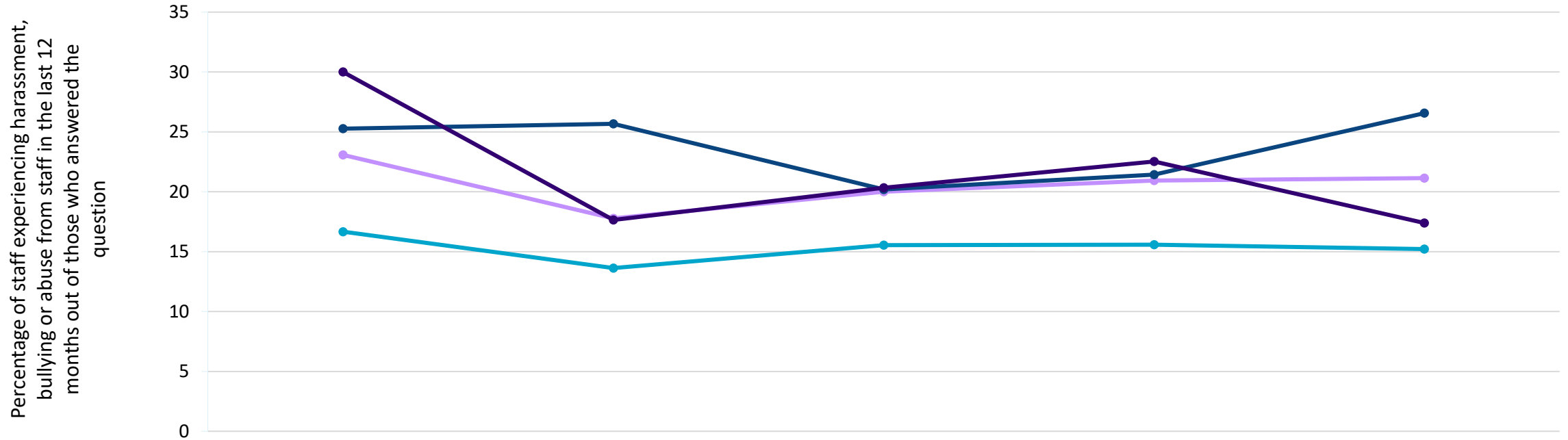


	2020	2021	2022	2023	2024
White staff: Your org	12.50%	13.61%	9.18%	9.79%	10.06%
All other ethnic groups*: Your org	10.00%	9.80%	8.62%	12.50%	10.14%
White staff: Average	7.87%	9.70%	7.91%	7.66%	7.02%
All other ethnic groups*: Average	7.69%	9.82%	8.33%	6.25%	7.36%
White staff: Responses	272	294	305	337	318
All other ethnic groups*: Responses	40	51	58	72	69

*Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 5 (Q14a) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



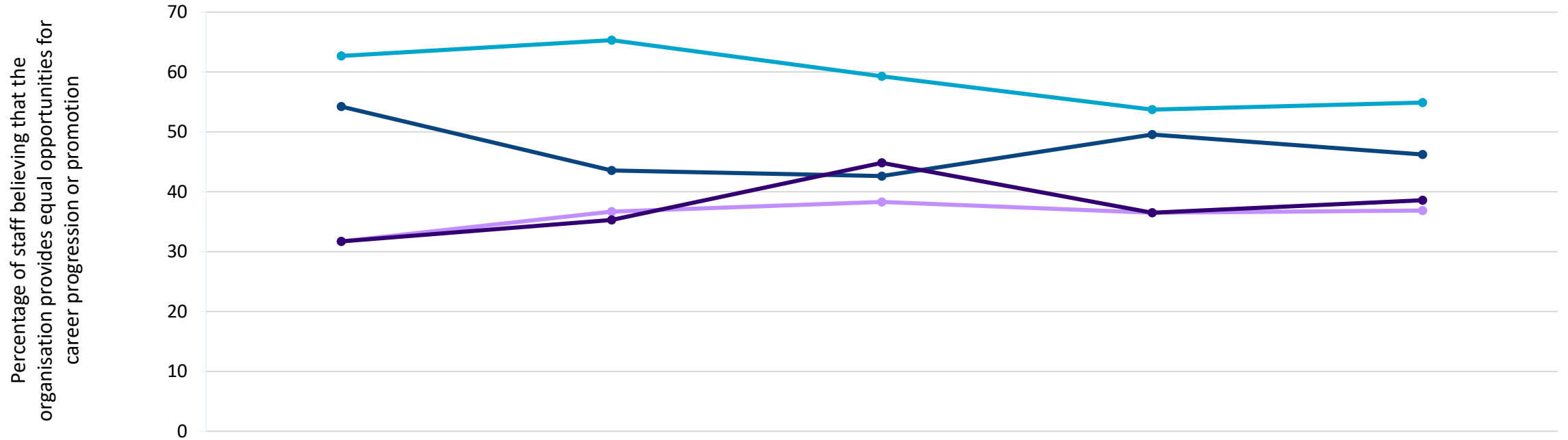
	2020	2021	2022	2023	2024
White staff: Your org	25.27%	25.68%	20.20%	21.43%	26.56%
All other ethnic groups*: Your org	30.00%	17.65%	20.34%	22.54%	17.39%
White staff: Average	16.67%	13.63%	15.55%	15.57%	15.21%
All other ethnic groups*: Average	23.08%	17.78%	20.00%	20.93%	21.13%

White staff: Responses	273	296	307	336	320
All other ethnic groups*: Responses	40	51	59	71	69

*Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 6 (Q14b & Q14c) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

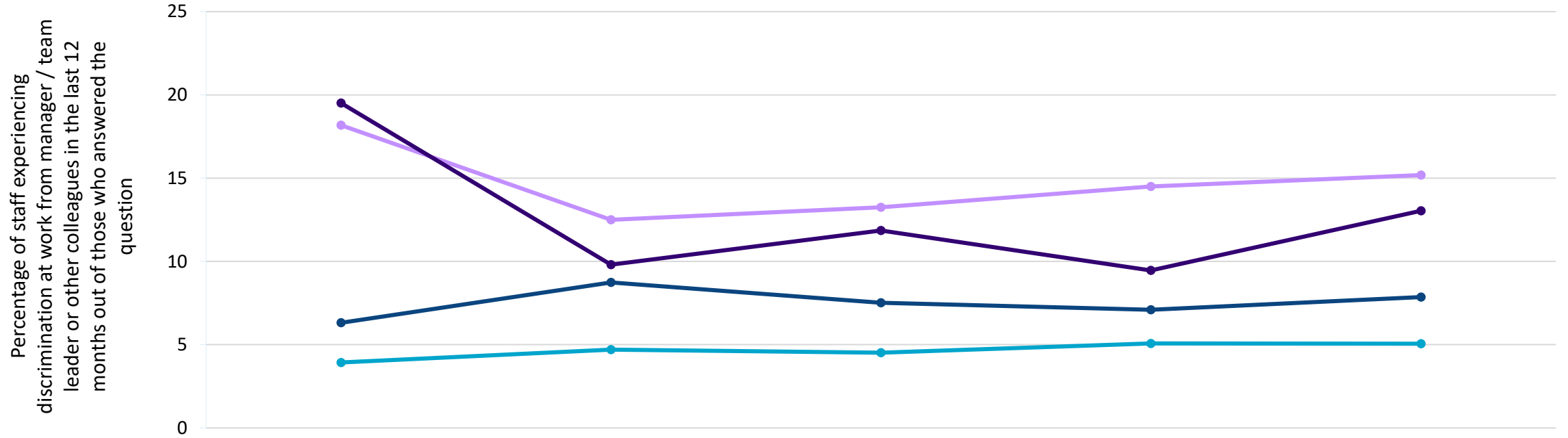
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	54.23%	43.55%	42.62%	49.55%	46.23%
All other ethnic groups*: Your org	31.71%	35.29%	44.83%	36.49%	38.57%
White staff: Average	62.69%	65.32%	59.28%	53.72%	54.91%
All other ethnic groups*: Average	31.71%	36.67%	38.30%	36.49%	36.88%
White staff: Responses	284	310	305	337	318
All other ethnic groups*: Responses	41	51	58	74	70

*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.



	2020	2021	2022	2023	2024
White staff: Your org	6.32%	8.74%	7.52%	7.10%	7.86%
All other ethnic groups*: Your org	19.51%	9.80%	11.86%	9.46%	13.04%
White staff: Average	3.93%	4.71%	4.52%	5.08%	5.06%
All other ethnic groups*: Average	18.18%	12.50%	13.25%	14.50%	15.19%

White staff: Responses	285	309	306	338	318
All other ethnic groups*: Responses	41	51	59	74	69

*Staff from all other ethnic groups combined

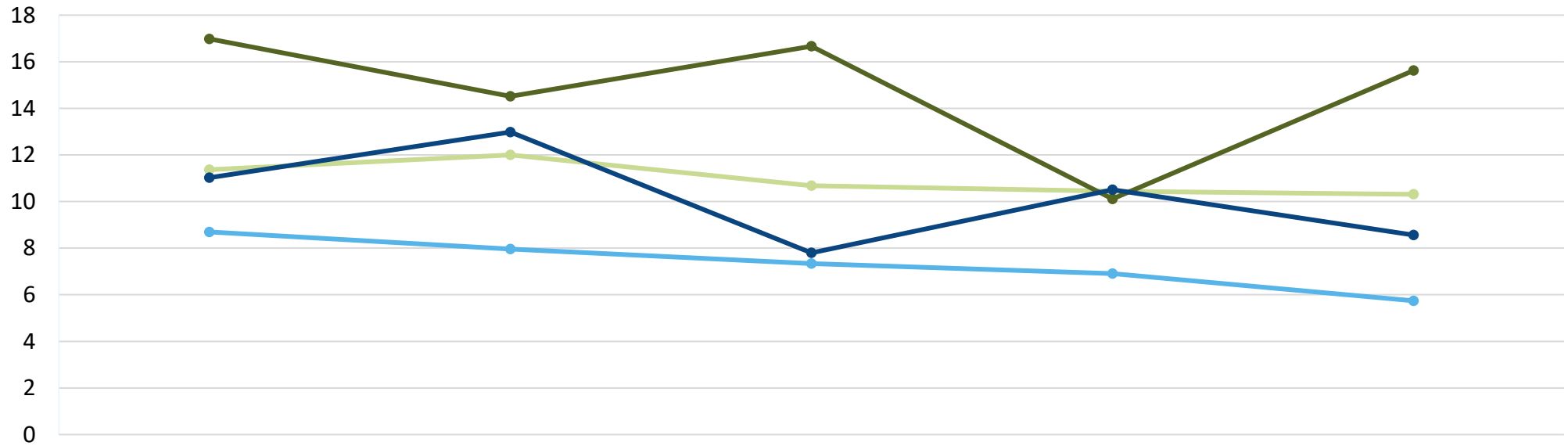
Workforce Disability Equality Standards (WDES)

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.

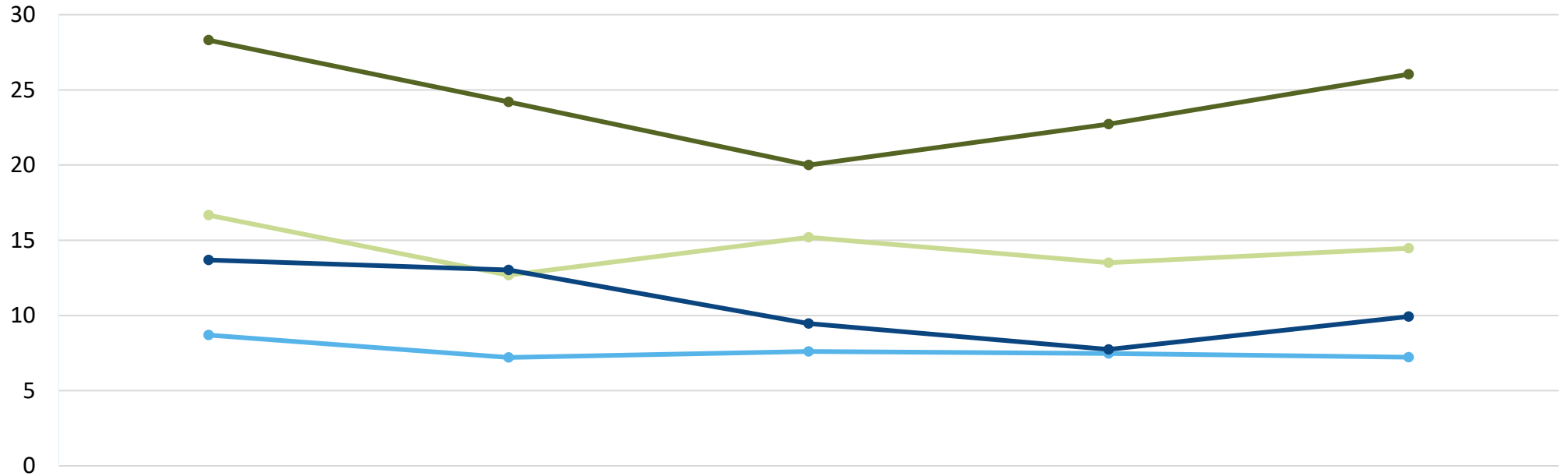


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	16.98%	14.52%	16.67%	10.11%	15.63%
Staff without a LTC or illness: Your org	11.03%	12.98%	7.80%	10.51%	8.56%
Staff with a LTC or illness: Average	11.36%	12.00%	10.68%	10.44%	10.31%
Staff without a LTC or illness: Average	8.70%	7.96%	7.34%	6.91%	5.74%
Staff with a LTC or illness: Responses	53	62	72	89	96
Staff without a LTC or illness: Responses	263	285	295	314	292

Note: 2023 results for WDES metric 4a (Q14a) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.

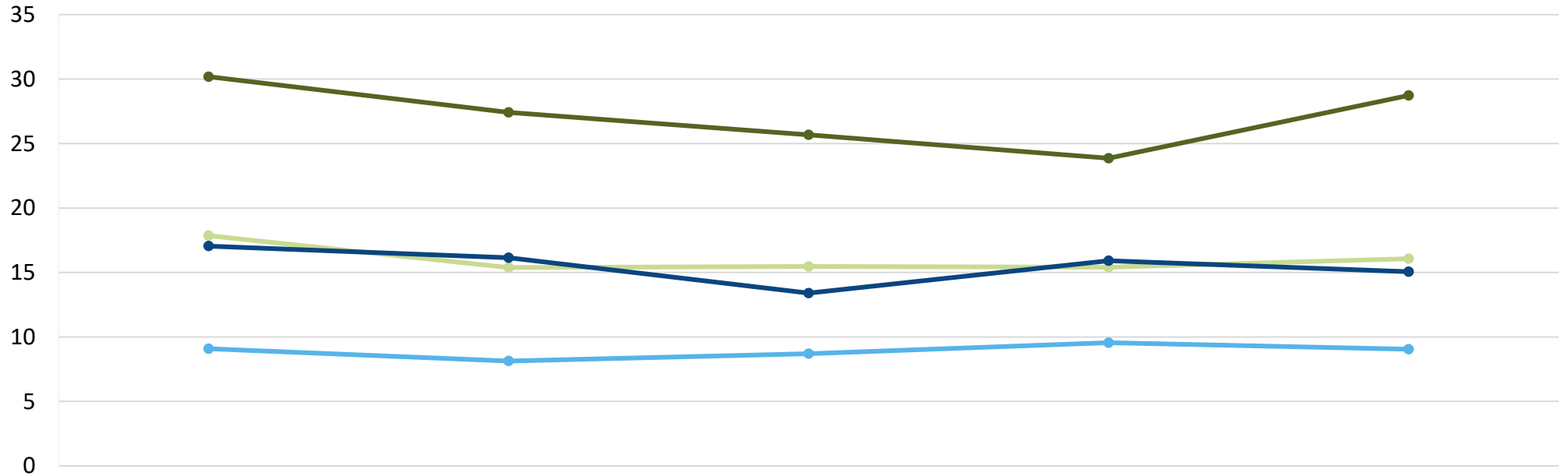


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	28.30%	24.19%	20.00%	22.73%	26.04%
Staff without a LTC or illness: Your org	13.69%	13.03%	9.46%	7.74%	9.93%
Staff with a LTC or illness: Average	16.67%	12.68%	15.20%	13.51%	14.47%
Staff without a LTC or illness: Average	8.70%	7.21%	7.61%	7.47%	7.22%
Staff with a LTC or illness: Responses	53	62	75	88	96
Staff without a LTC or illness: Responses	263	284	296	310	292

Note: 2023 results for WDES metric 4b (Q14b) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.

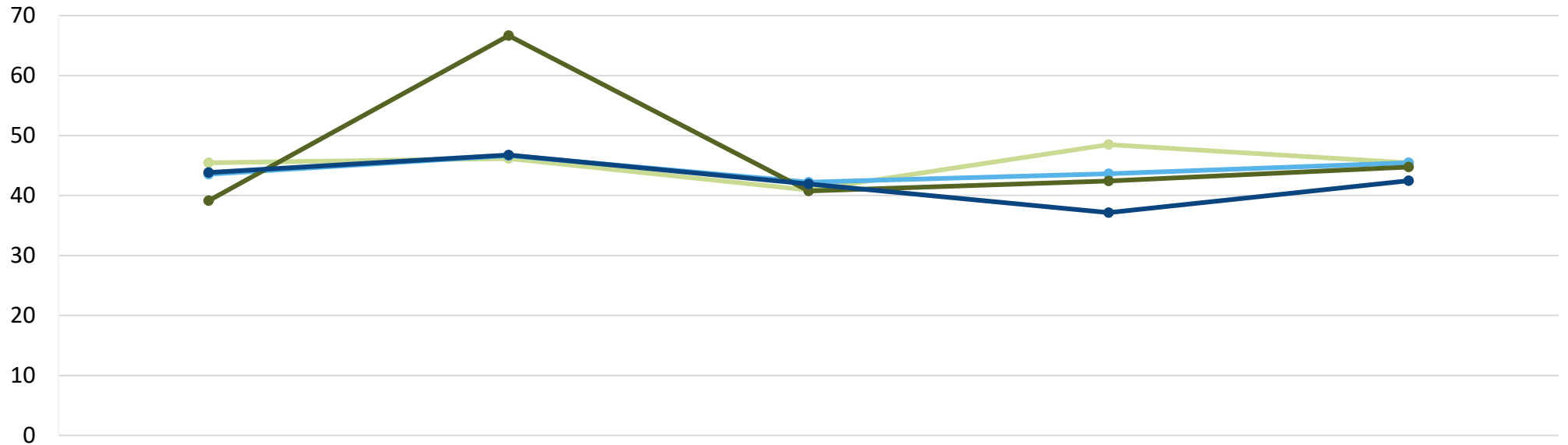


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	30.19%	27.42%	25.68%	23.86%	28.72%
Staff without a LTC or illness: Your org	17.05%	16.14%	13.40%	15.91%	15.07%
Staff with a LTC or illness: Average	17.86%	15.38%	15.46%	15.42%	16.07%
Staff without a LTC or illness: Average	9.09%	8.13%	8.70%	9.55%	9.05%
Staff with a LTC or illness: Responses	53	62	74	88	94
Staff without a LTC or illness: Responses	264	285	291	308	292

Note: 2023 results for WDES metric 4c (Q14c) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.

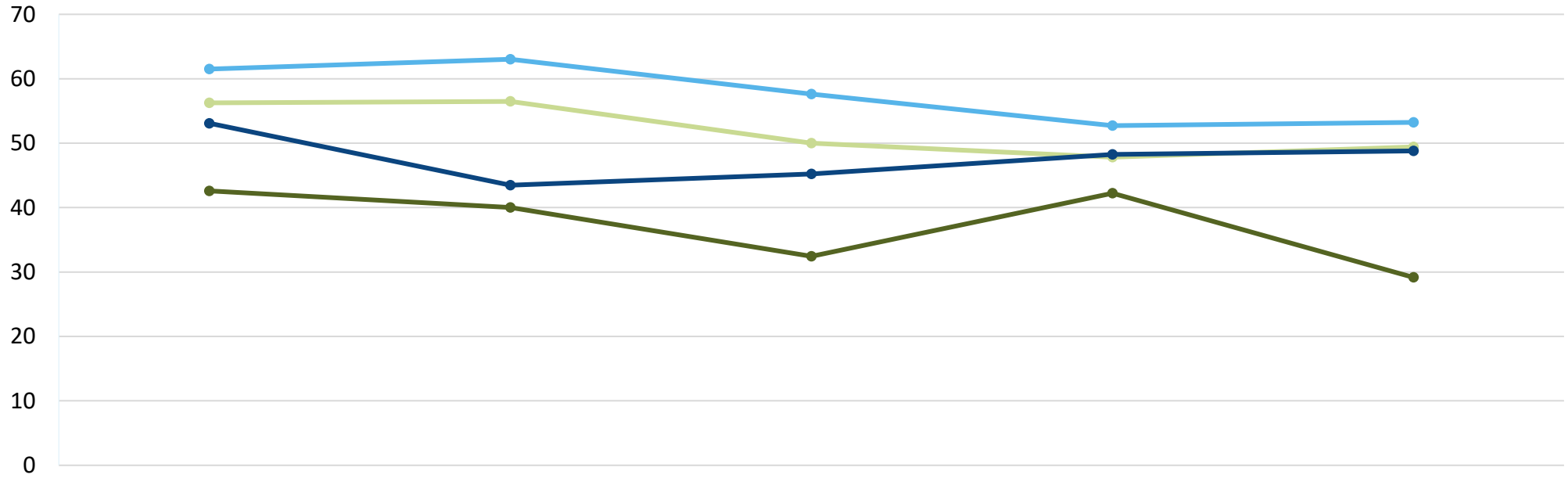


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	39.13%	66.67%	40.74%	42.42%	44.74%
Staff without a LTC or illness: Your org	43.84%	46.75%	41.94%	37.14%	42.47%
Staff with a LTC or illness: Average	45.45%	46.15%	40.91%	48.48%	45.45%
Staff without a LTC or illness: Average	43.54%	46.67%	42.22%	43.64%	45.45%
Staff with a LTC or illness: Responses	23	24	27	33	38
Staff without a LTC or illness: Responses	73	77	62	70	73

Note: 2023 results for WDES metric 4d (Q14d) are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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

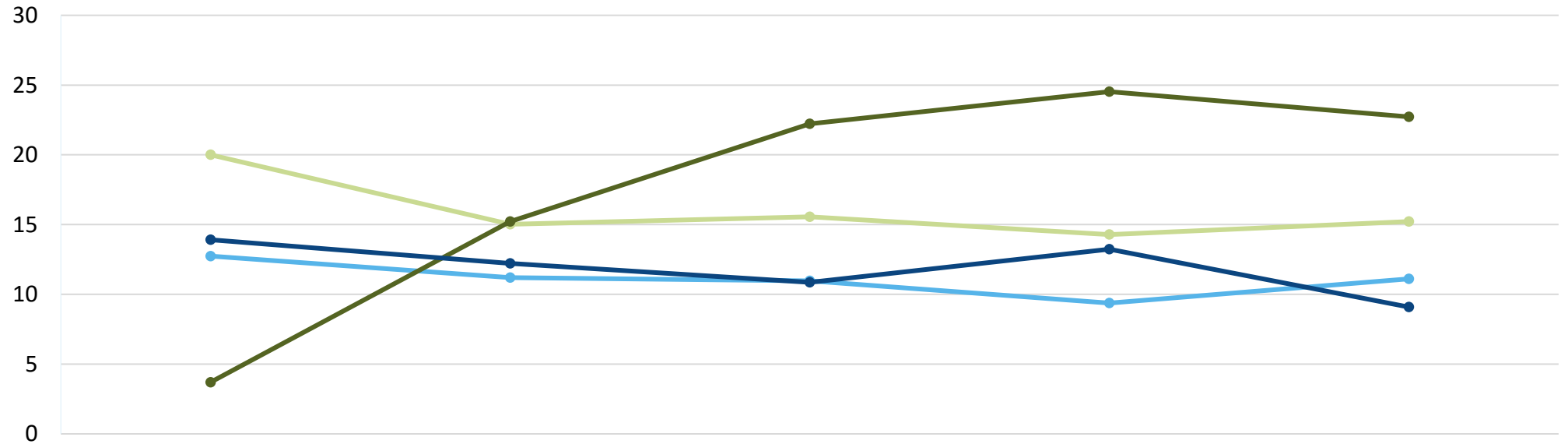
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	42.59%	40.00%	32.43%	42.22%	29.17%
Staff without a LTC or illness: Your org	53.09%	43.48%	45.24%	48.25%	48.81%
Staff with a LTC or illness: Average	56.25%	56.48%	50.00%	47.83%	49.43%
Staff without a LTC or illness: Average	61.50%	63.03%	57.63%	52.72%	53.23%
Staff with a LTC or illness: Responses	54	65	74	90	96
Staff without a LTC or illness: Responses	275	299	294	315	293

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

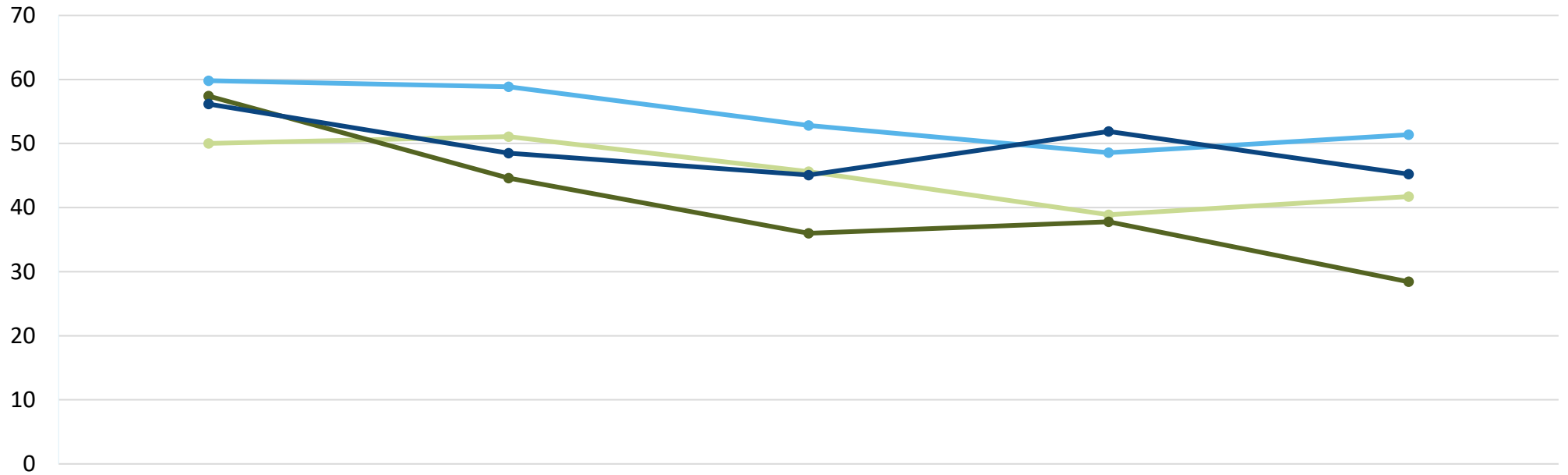
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	3.70%	15.22%	22.22%	24.53%	22.73%
Staff without a LTC or illness: Your org	13.91%	12.21%	10.85%	13.24%	9.09%
Staff with a LTC or illness: Average	20.00%	15.02%	15.56%	14.29%	15.22%
Staff without a LTC or illness: Average	12.74%	11.19%	10.98%	9.38%	11.11%
Staff with a LTC or illness: Responses	27	46	45	53	66
Staff without a LTC or illness: Responses	115	131	129	136	132

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

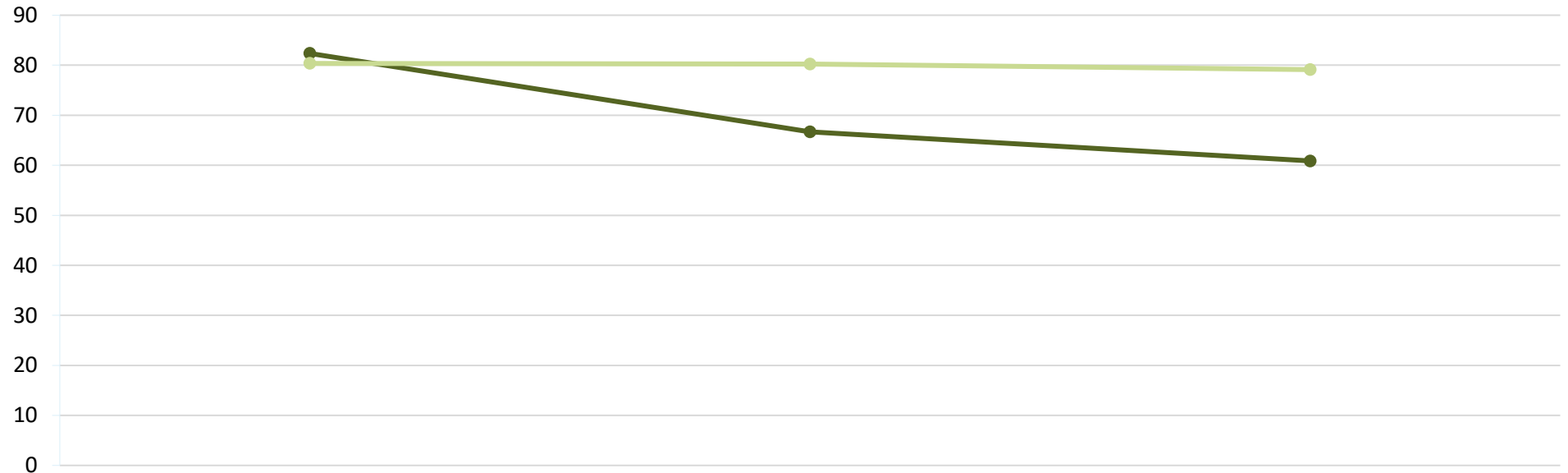
Percentage of staff satisfied with the extent to which their organisation values their work.



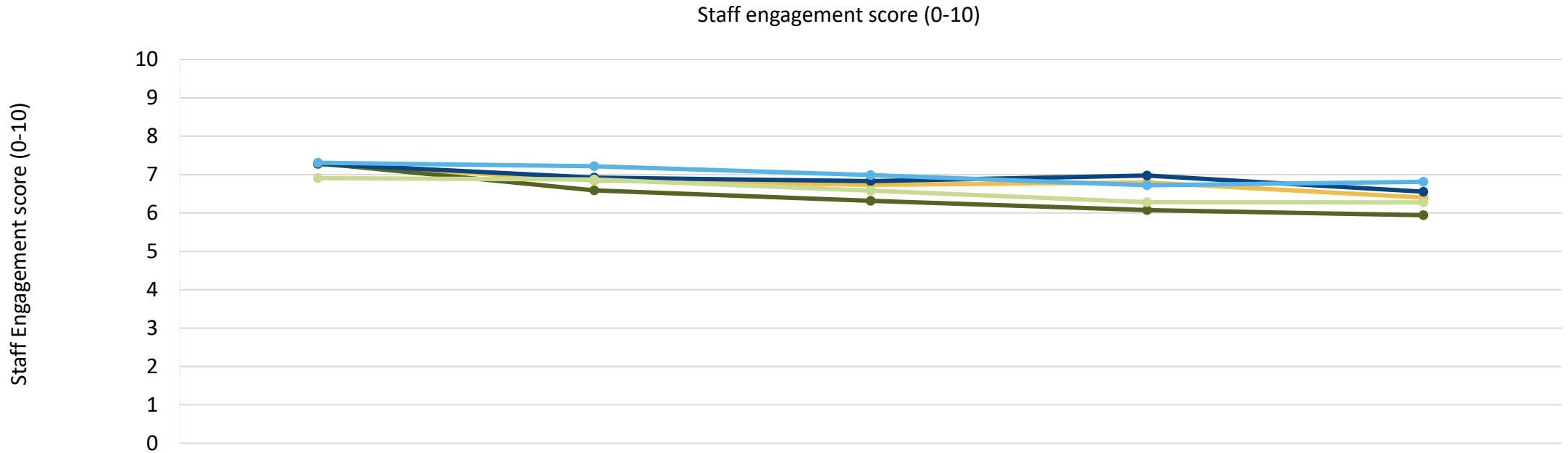
	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	57.41%	44.62%	36.00%	37.78%	28.42%
Staff without a LTC or illness: Your org	56.16%	48.49%	45.08%	51.90%	45.24%
Staff with a LTC or illness: Average	50.00%	51.08%	45.60%	38.89%	41.71%
Staff without a LTC or illness: Average	59.81%	58.86%	52.83%	48.57%	51.38%
Staff with a LTC or illness: Responses	54	65	75	90	95
Staff without a LTC or illness: Responses	276	299	295	316	294

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	2024
Staff with a LTC or illness: Your org	82.35%	66.67%	60.87%
Staff with a LTC or illness: Average	80.36%	80.23%	79.12%
Staff with a LTC or illness: Responses	34	48	46

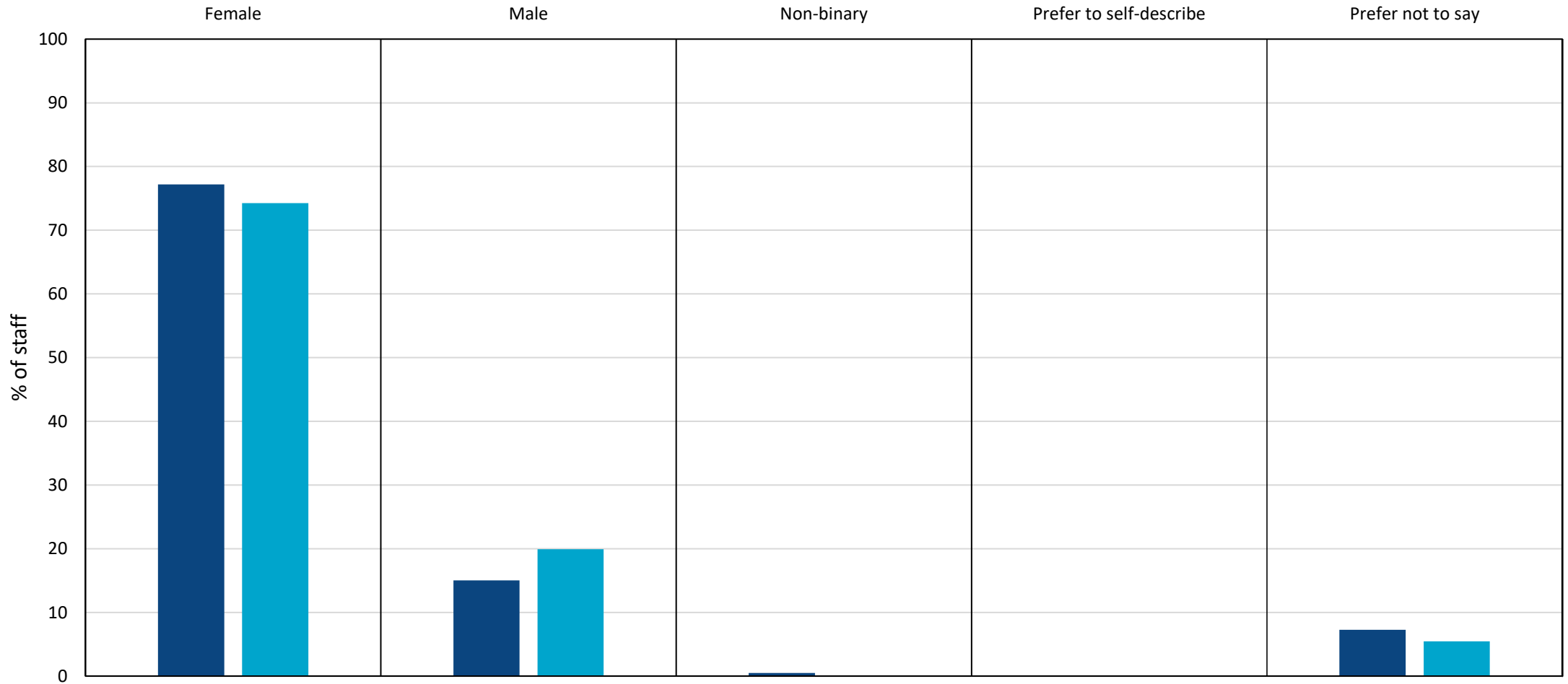


	2020	2021	2022	2023	2024
Organisation average	7.27	6.85	6.73	6.80	6.40
Staff with a LTC or illness: Your org	7.30	6.59	6.32	6.07	5.94
Staff without a LTC or illness: Your org	7.28	6.92	6.83	6.98	6.55
Staff with a LTC or illness: Average	6.91	6.87	6.58	6.28	6.27
Staff without a LTC or illness: Average	7.31	7.21	6.99	6.72	6.81
Staff with a LTC or illness: Responses	54	65	75	90	96
Staff without a LTC or illness: Responses	277	299	296	317	294

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

About your respondents

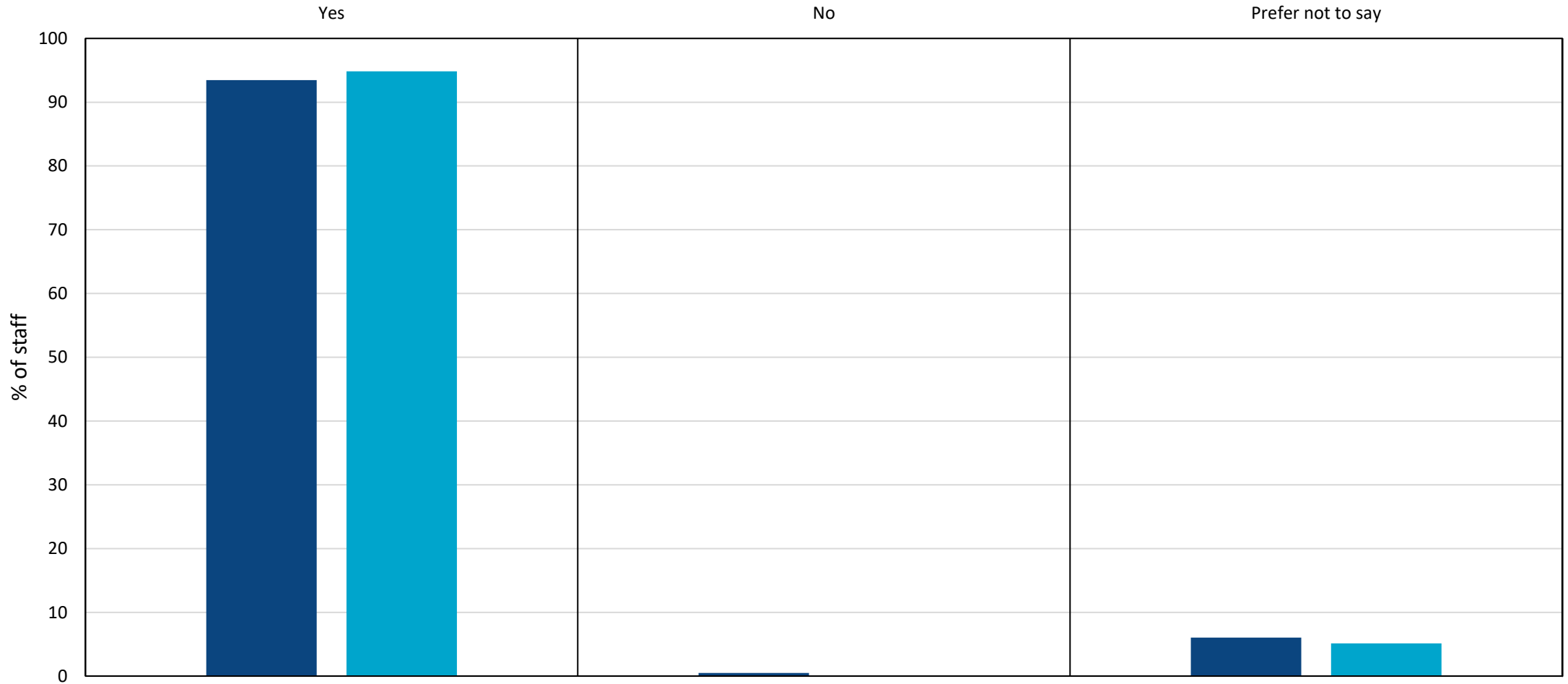
This section shows demographic and other background information for 2024.



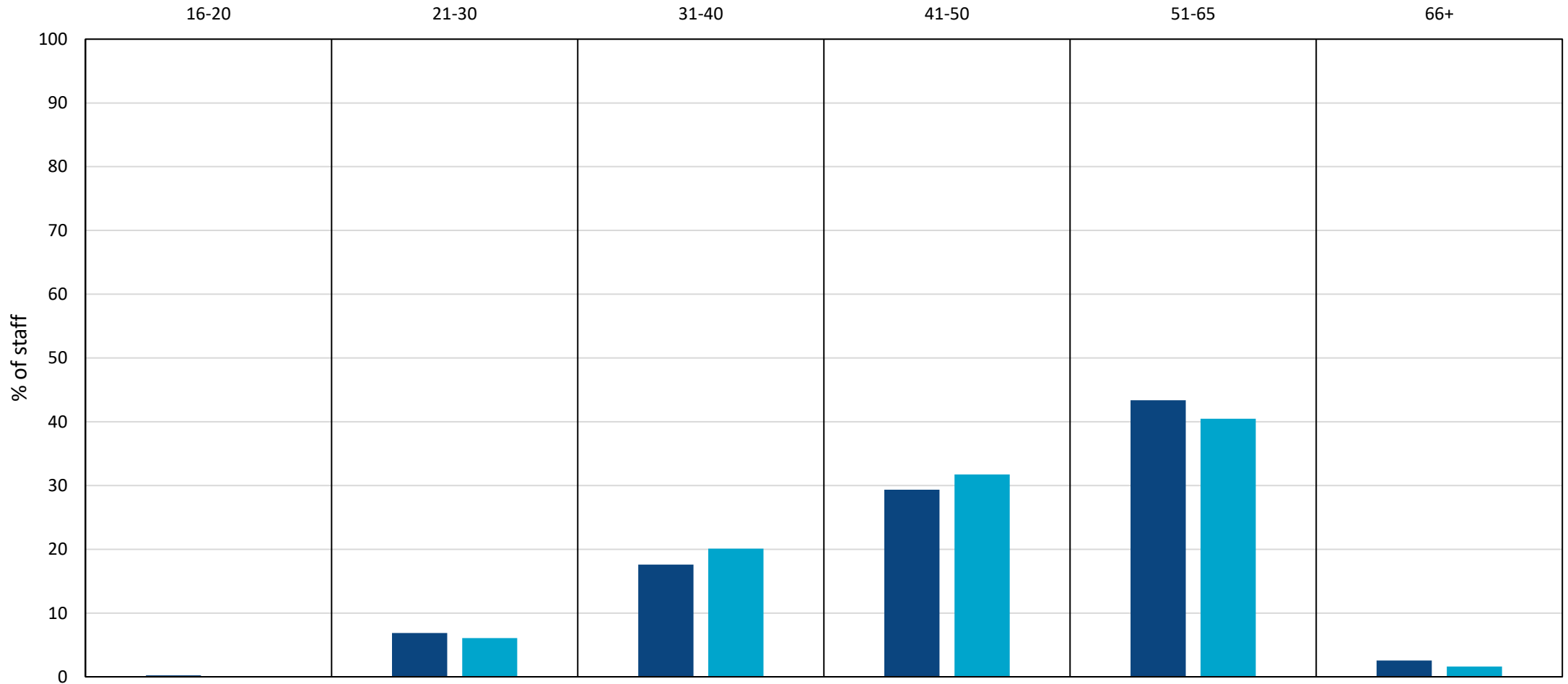
Responses	399	399	399	399	399
Your org	77.19%	15.04%	0.50%	0.00%	7.27%
Average	74.25%	19.92%	0.00%	0.00%	5.44%



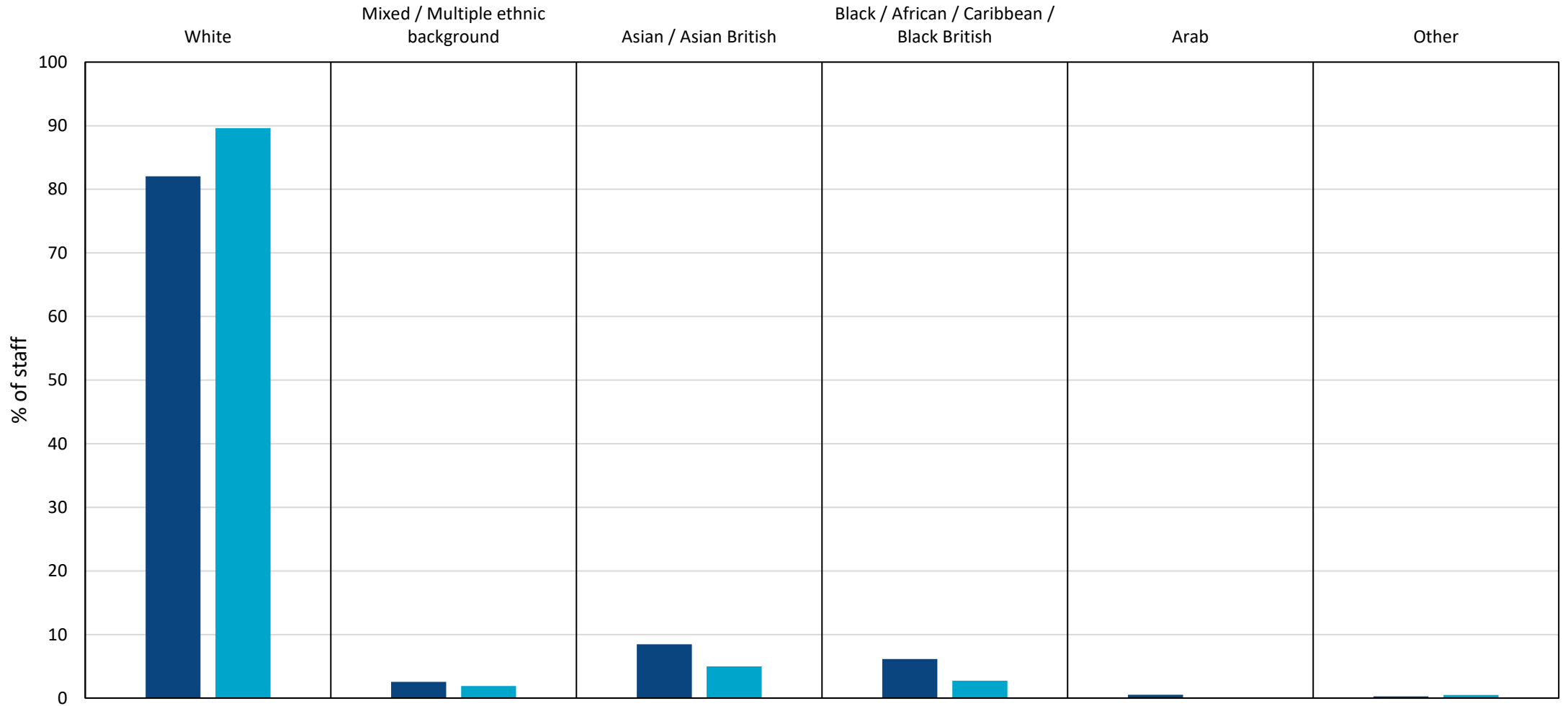
Background details – Is your gender identity the same as the sex you were registered at birth?



Responses	Yes	No	Prefer not to say
Your org	93.47%	0.50%	6.03%
Average	94.83%	0.00%	5.12%

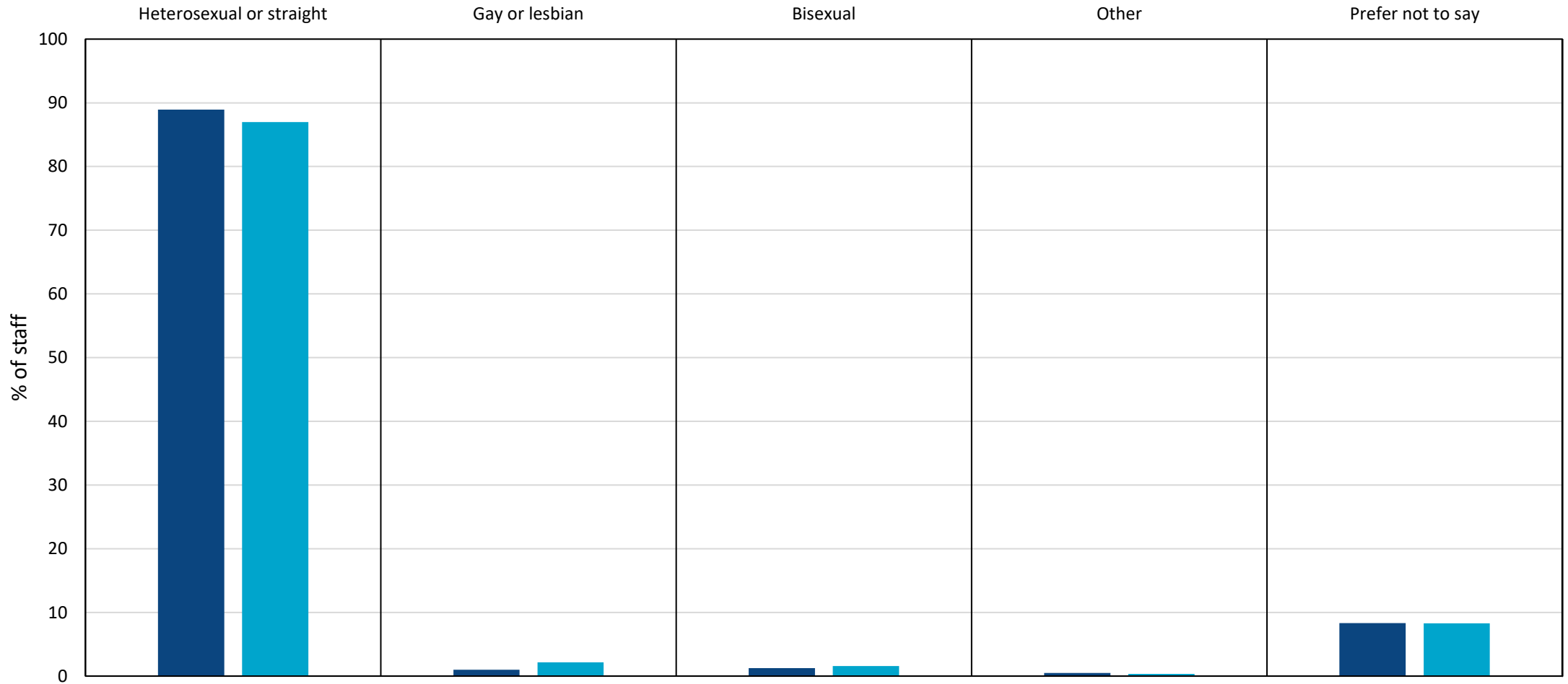


Your org	0.26%	6.89%	17.60%	29.34%	43.37%	2.55%
Average	0.00%	6.07%	20.09%	31.75%	40.48%	1.60%
Responses	392	392	392	392	392	392



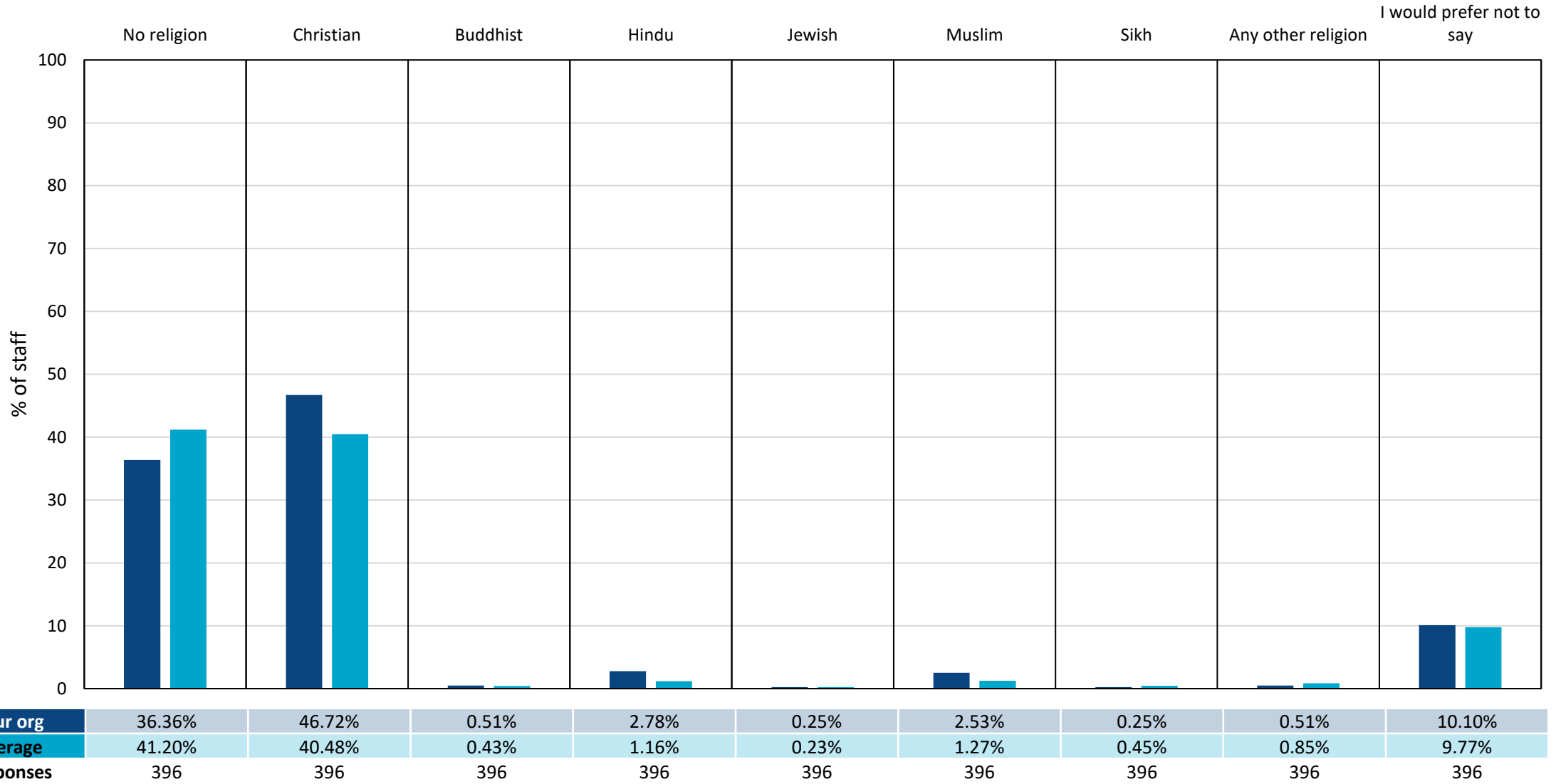
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	82.05%	2.56%	8.46%	6.15%	0.51%	0.26%
Average	89.60%	1.92%	5.00%	2.74%	0.00%	0.48%
Responses	390	390	390	390	390	390

➔ Background details – Sexual orientation

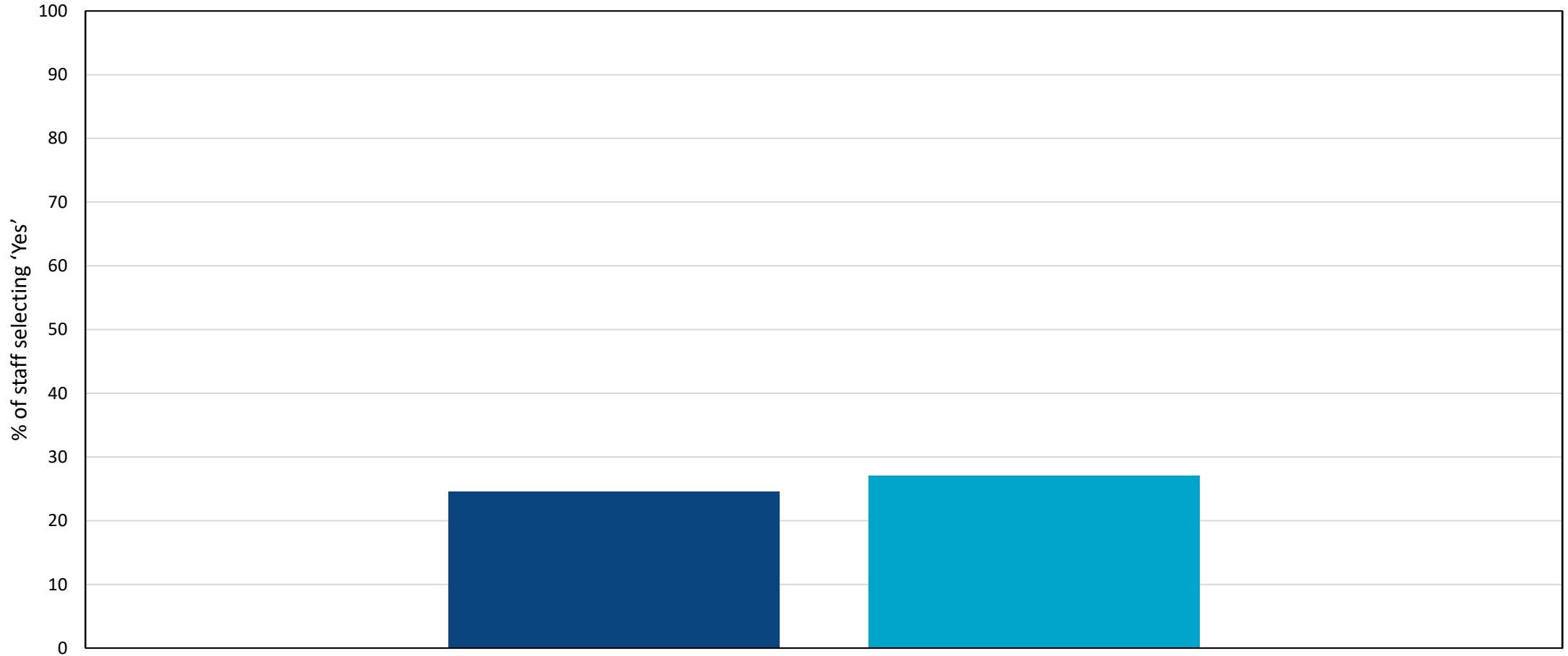


Responses	397	397	397	397	397
Your org	88.92%	1.01%	1.26%	0.50%	8.31%
Average	86.97%	2.17%	1.59%	0.34%	8.28%

Background details - Religion



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



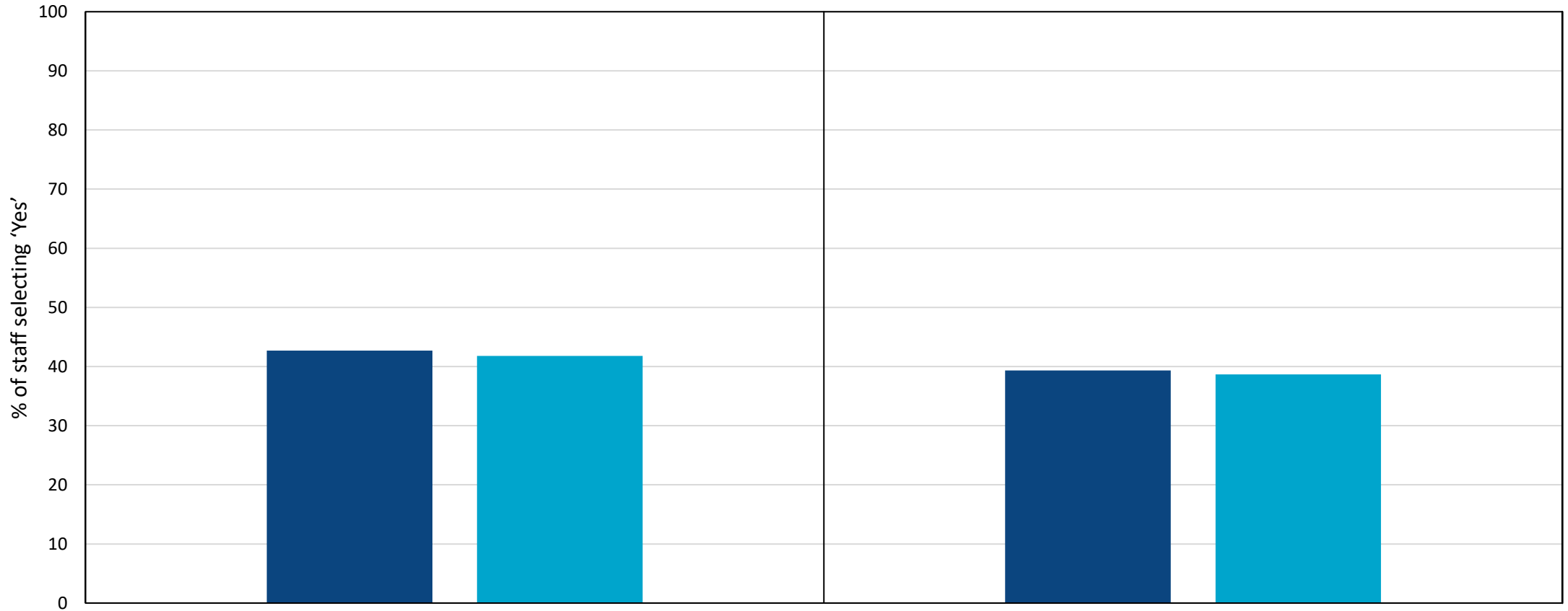
Your org	24.55%
Average	27.06%
Responses	391



Background details – Parental / caring responsibilities

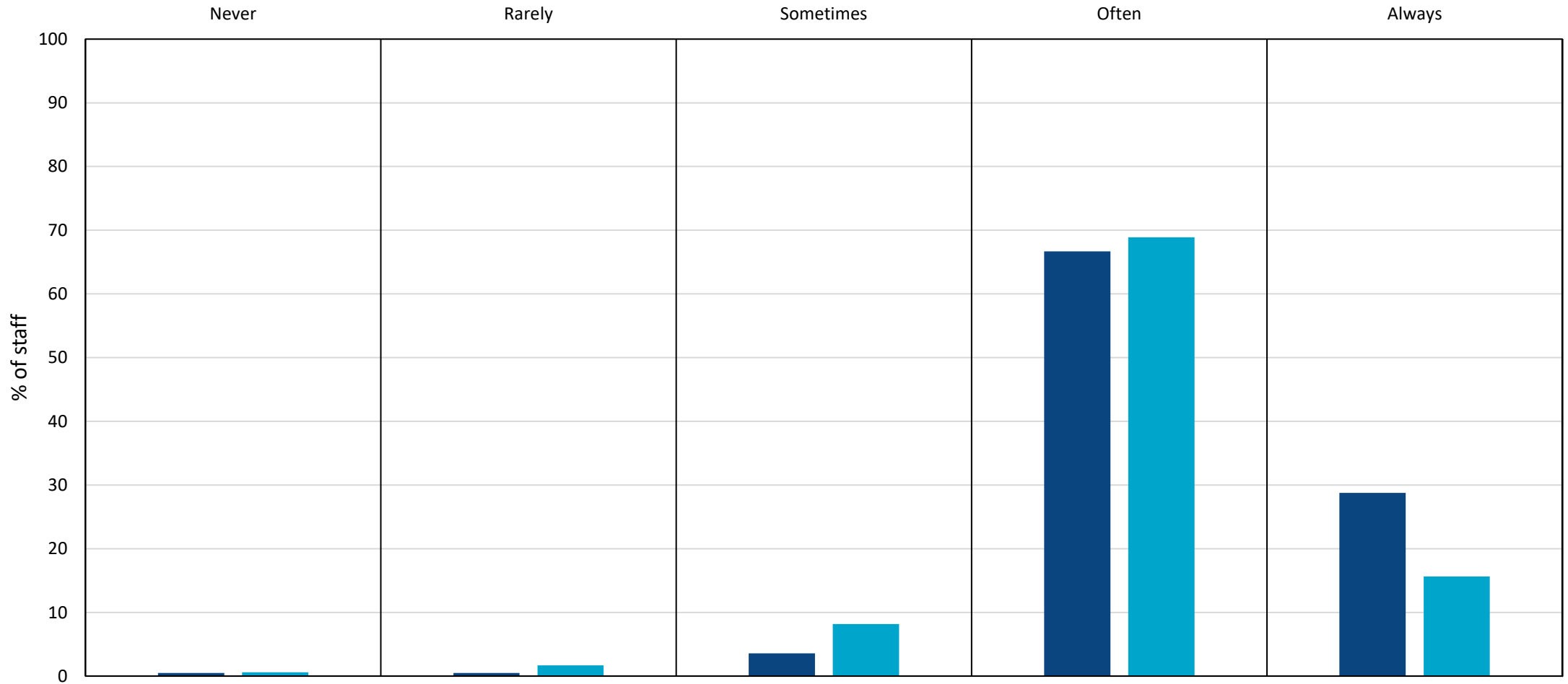
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.

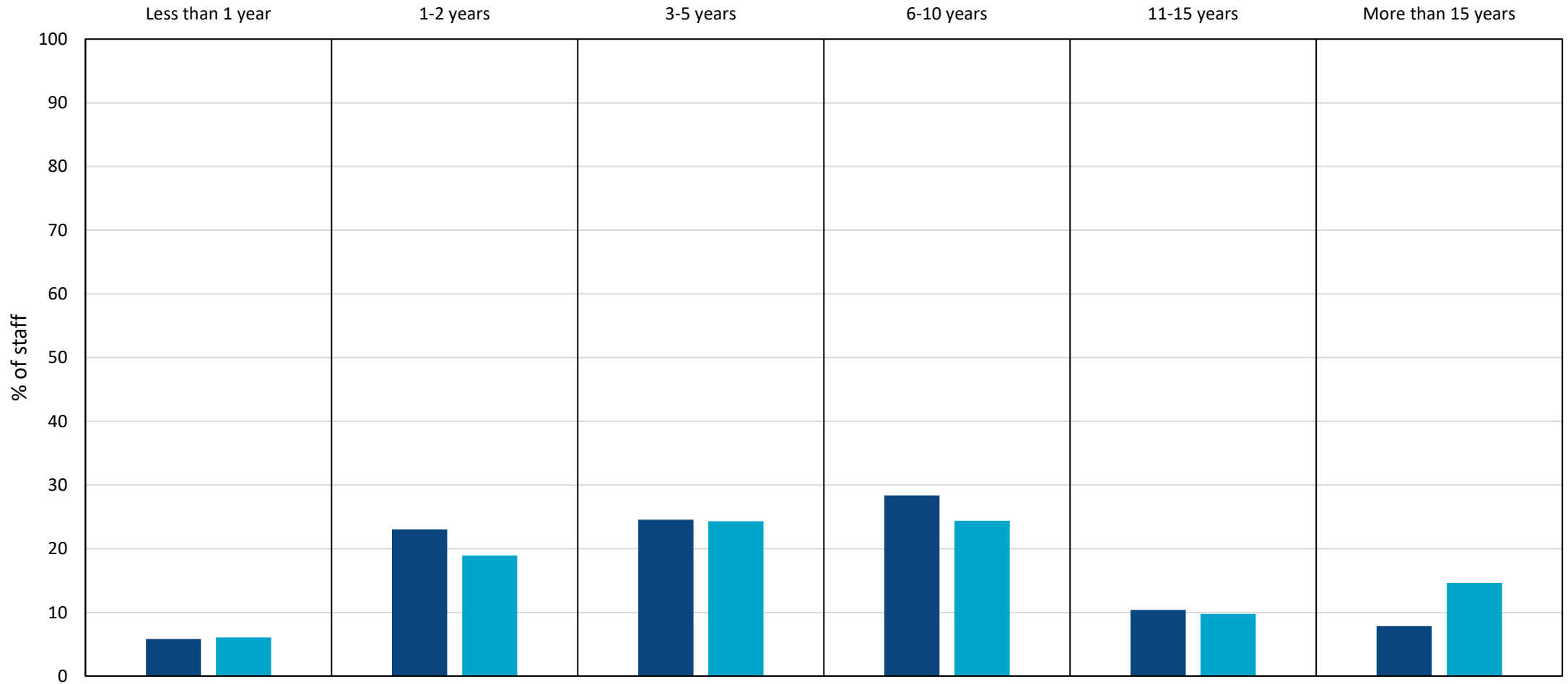


Your org	42.68%	39.34%
Average	41.80%	38.69%
Responses	396	394

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



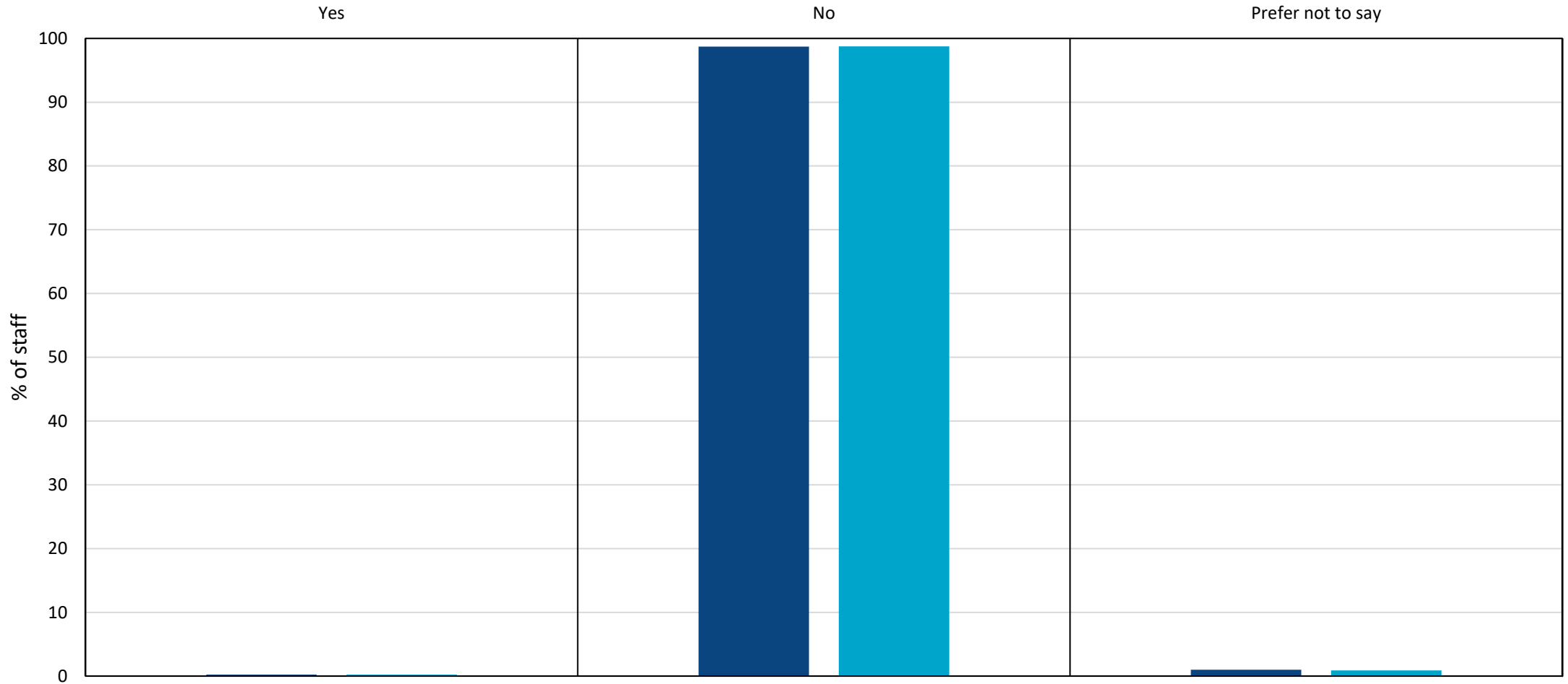
Responses	Never	Rarely	Sometimes	Often	Always
Your org	0.51%	0.51%	3.56%	66.67%	28.75%
Average	0.61%	1.70%	8.16%	68.88%	15.64%
Responses	393	393	393	393	393



Your org	5.82%	23.04%	24.56%	28.35%	10.38%	7.85%
Average	6.07%	18.93%	24.29%	24.38%	9.76%	14.61%
Responses	395	395	395	395	395	395

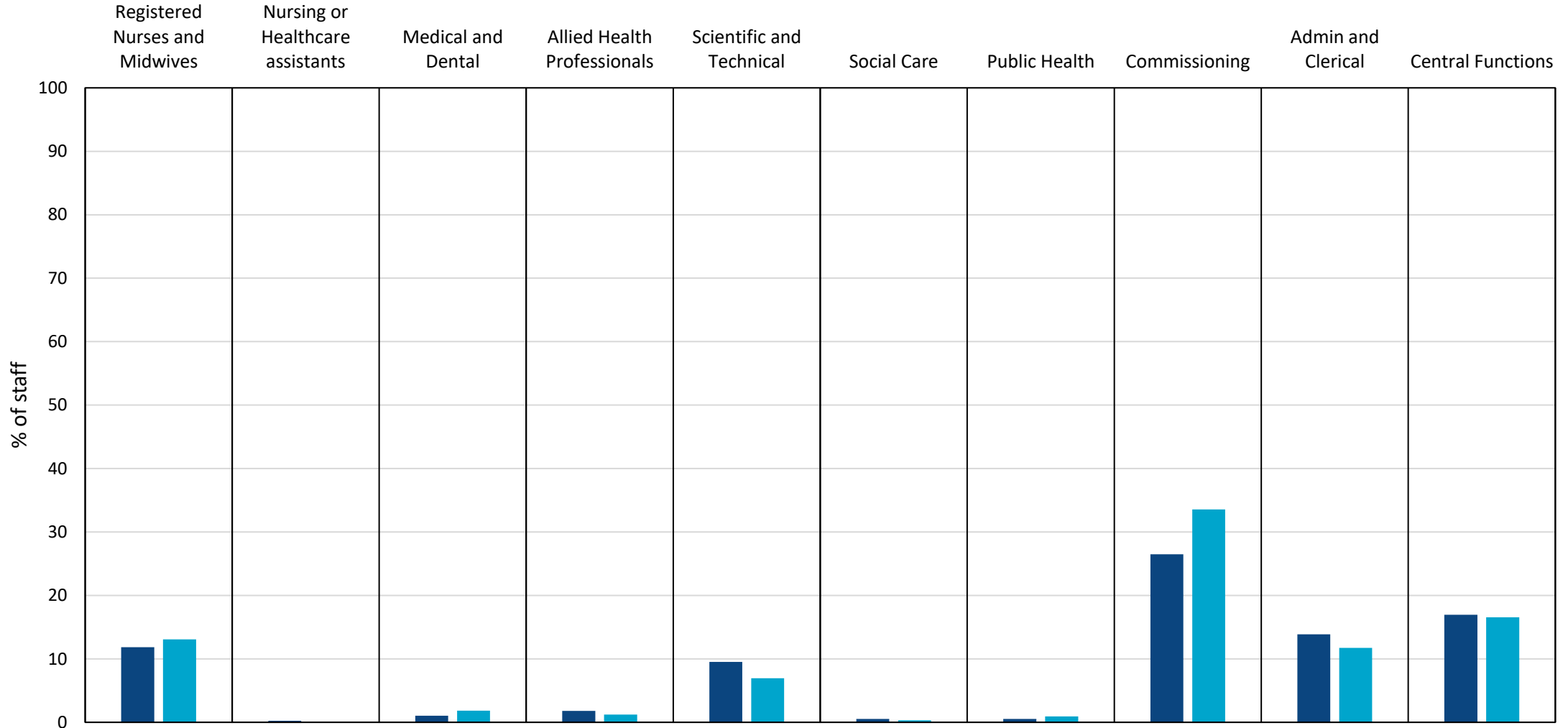


Background details – When you joined this organisation, were you recruited from outside of the UK?



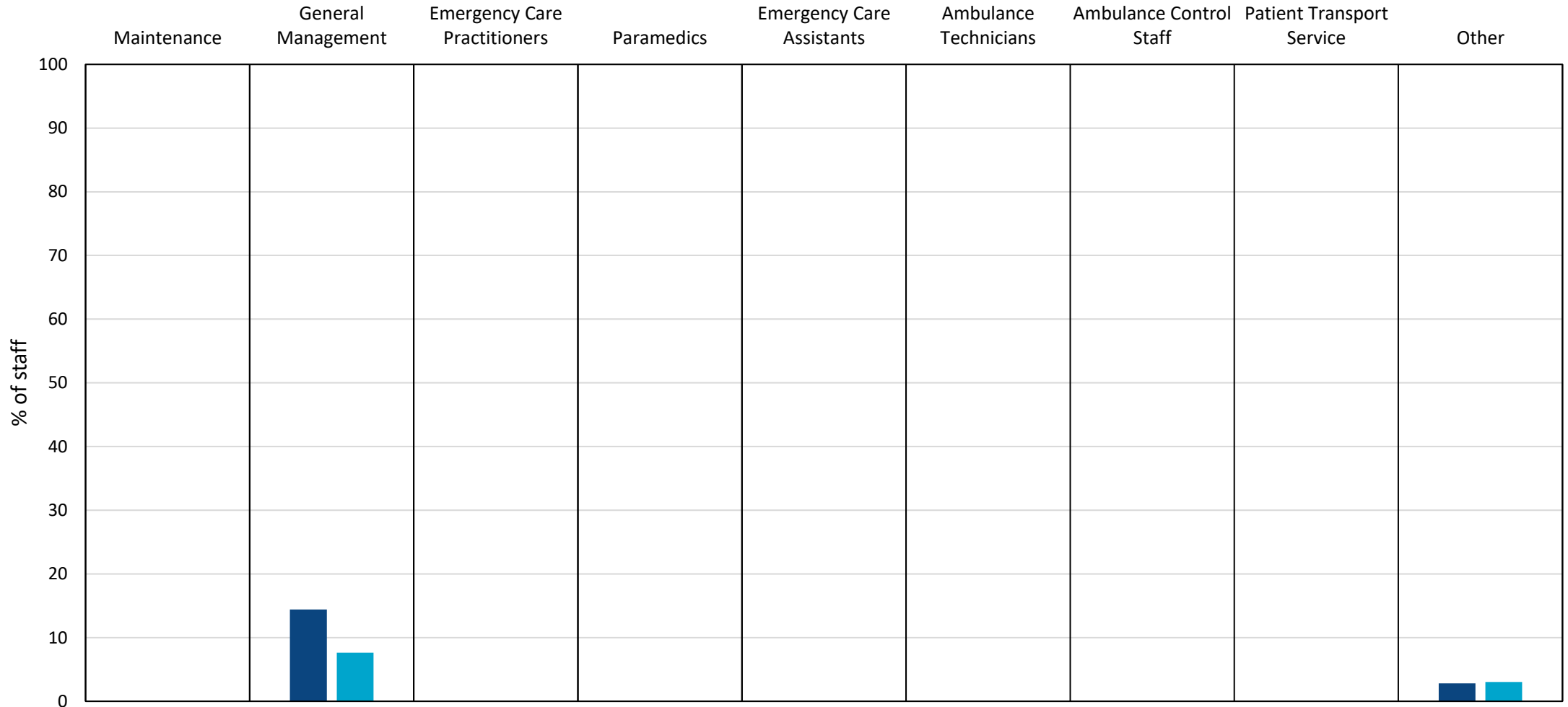
Your org	0.25%	98.74%	1.01%
Average	0.25%	98.76%	0.89%
Responses	396	396	396

Background details – Occupational group



Responses	389	389	389	389	389	389	389	389	389	389
Your org	11.83%	0.26%	1.03%	1.80%	9.51%	0.51%	0.51%	26.48%	13.88%	16.97%
Average	13.09%	0.00%	1.83%	1.20%	6.95%	0.30%	0.91%	33.56%	11.72%	16.57%

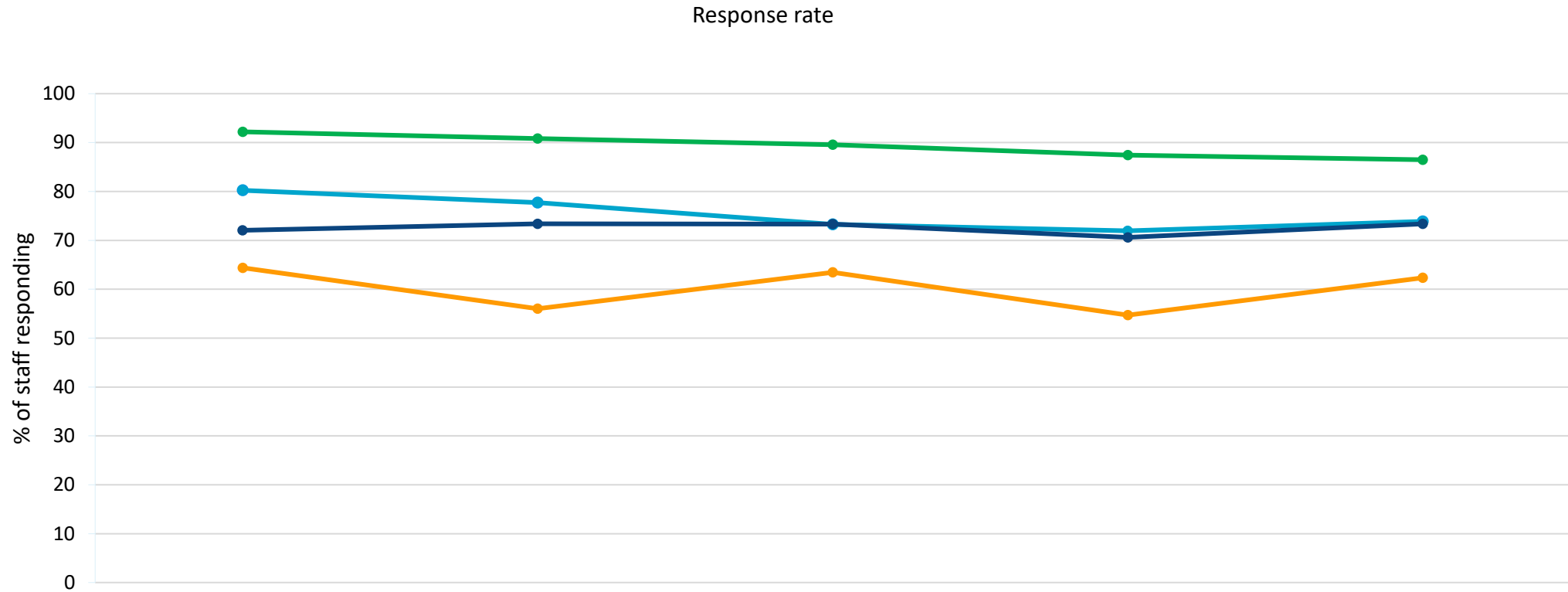
Background details – Occupational group



Your org	0.00%	14.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.83%
Average	0.00%	7.64%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.02%
Responses	389	389	389	389	389	389	389	389	389

Appendices

Appendix A: Response rate



	2020	2021	2022	2023	2024
Your org	72.04%	73.39%	73.33%	70.61%	73.35%
Highest	92.20%	90.85%	89.58%	87.42%	86.49%
Average	80.23%	77.73%	73.29%	71.94%	73.88%
Lowest	64.38%	56.01%	63.43%	54.70%	62.35%
Responses	353	375	374	418	399

Appendix B: Significance testing 2023 vs 2024

Appendix B: Significance testing – 2023 vs 2024

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 2023 and 2024*. For more details, please see the [technical document](#).

People Promise elements	2023 score	2023 respondents	2024 score	2024 respondents	Statistically significant change?
We are compassionate and inclusive	7.29	418	7.00	399	Significantly lower
We are recognised and rewarded	6.44	417	6.06	397	Significantly lower
We each have a voice that counts	6.71	411	6.40	393	Significantly lower
We are safe and healthy	6.42	414	6.19	397	Significantly lower
We are always learning	5.43	407	5.00	385	Significantly lower
We work flexibly	7.19	417	7.08	393	Not significant
We are a team	6.96	417	6.71	397	Not significant
Themes					
Staff Engagement	6.80	418	6.40	398	Significantly lower
Morale	5.90	418	5.49	398	Significantly lower

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

Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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. 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.



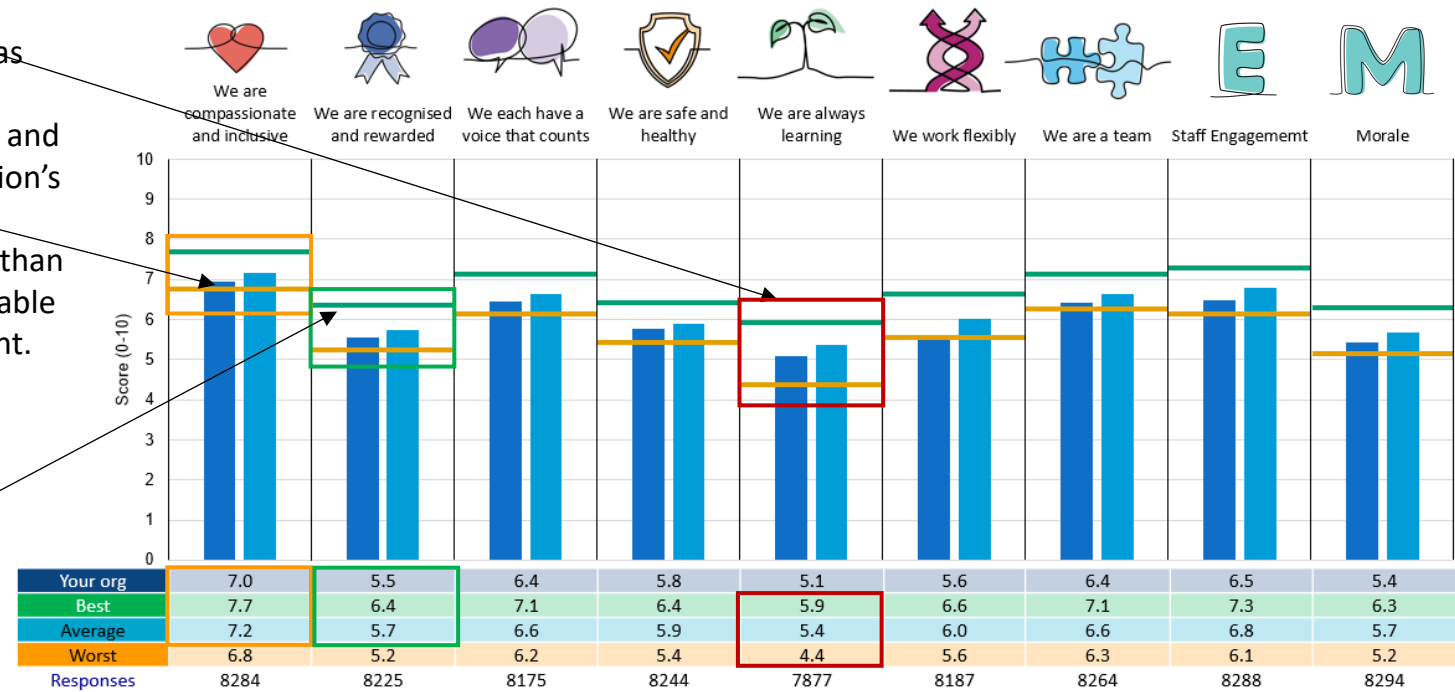
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are 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.

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 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.



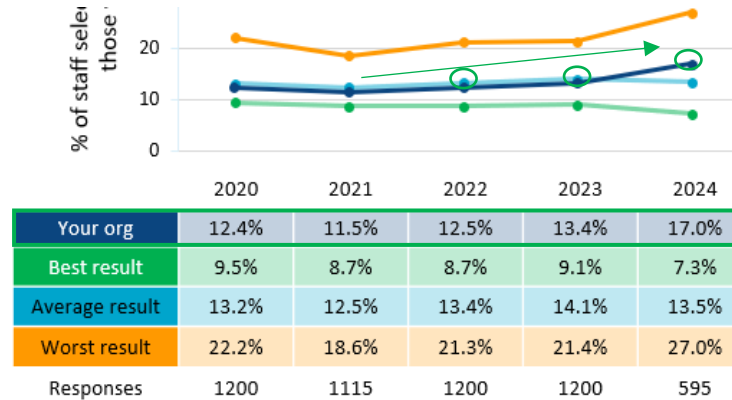
Only one example is highlighted for each point

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'.

Review trend data

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

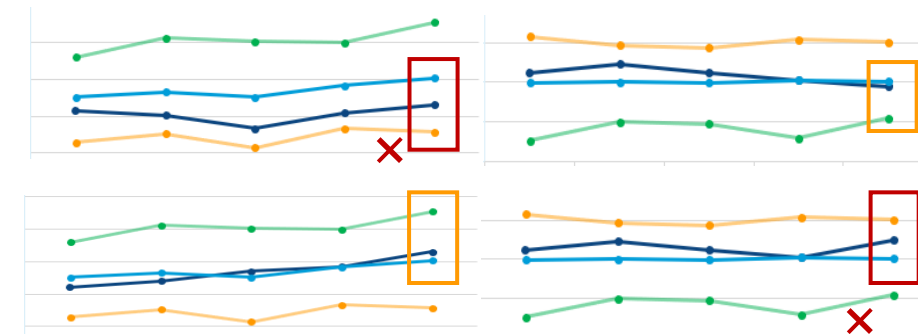


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

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

Other reporting outputs



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



Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for NHS Surrey Heartlands ICB.



National Briefing Document: Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



Detailed spreadsheets Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.