

Royal Berkshire NHS Foundation Trust

NHS Staff Survey Benchmark report 2024



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Introduction

About this report

This benchmark report for Royal Berkshire NHS Foundation Trust 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.

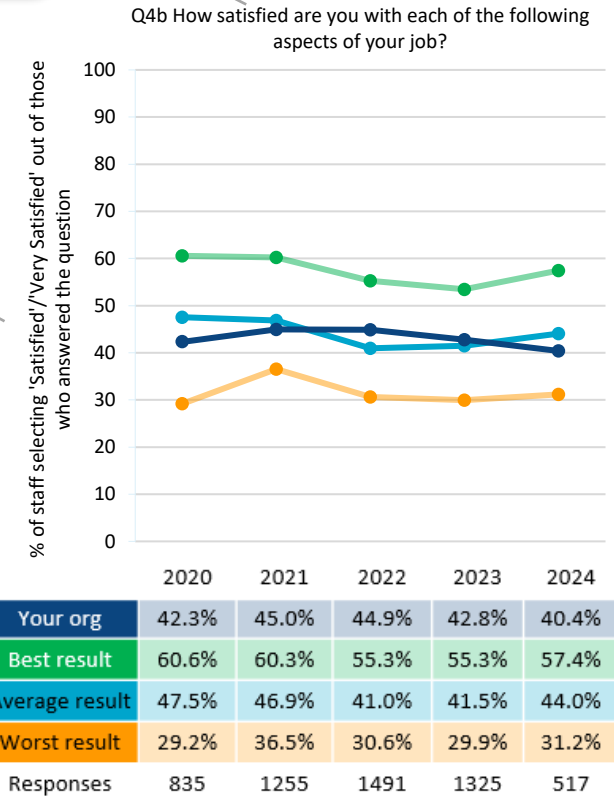
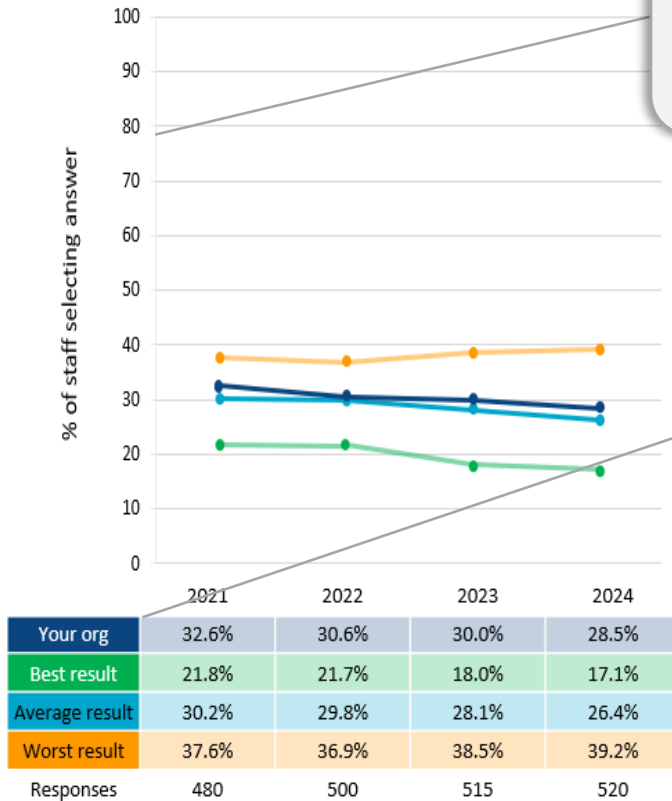
Question number and text (or summary measure) specified at the top of each slide.

Note this is example data

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

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

Number of responses for the organisation for the given question.



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

Organisation details

Royal Berkshire NHS Foundation Trust

2024 NHS Staff Survey



Organisation details

Completed questionnaires **3734**

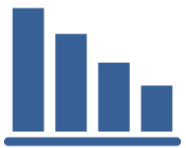
2024 response rate **57%**

Survey details

Survey mode **Mixed**

⬅ This organisation is benchmarked against:

Acute and Acute & Community Trusts



2024 benchmarking group details

Organisations in group: 122

Median response rate: 49%

No. of completed questionnaires: 532587

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

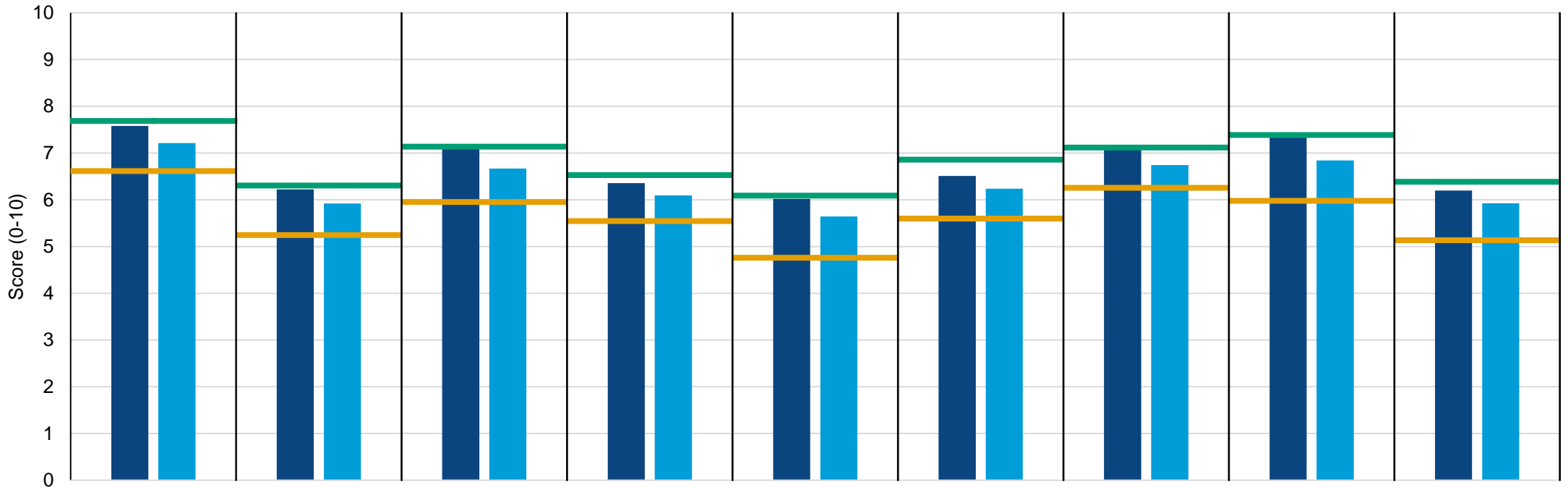


People Promise elements, themes and sub-score results

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.

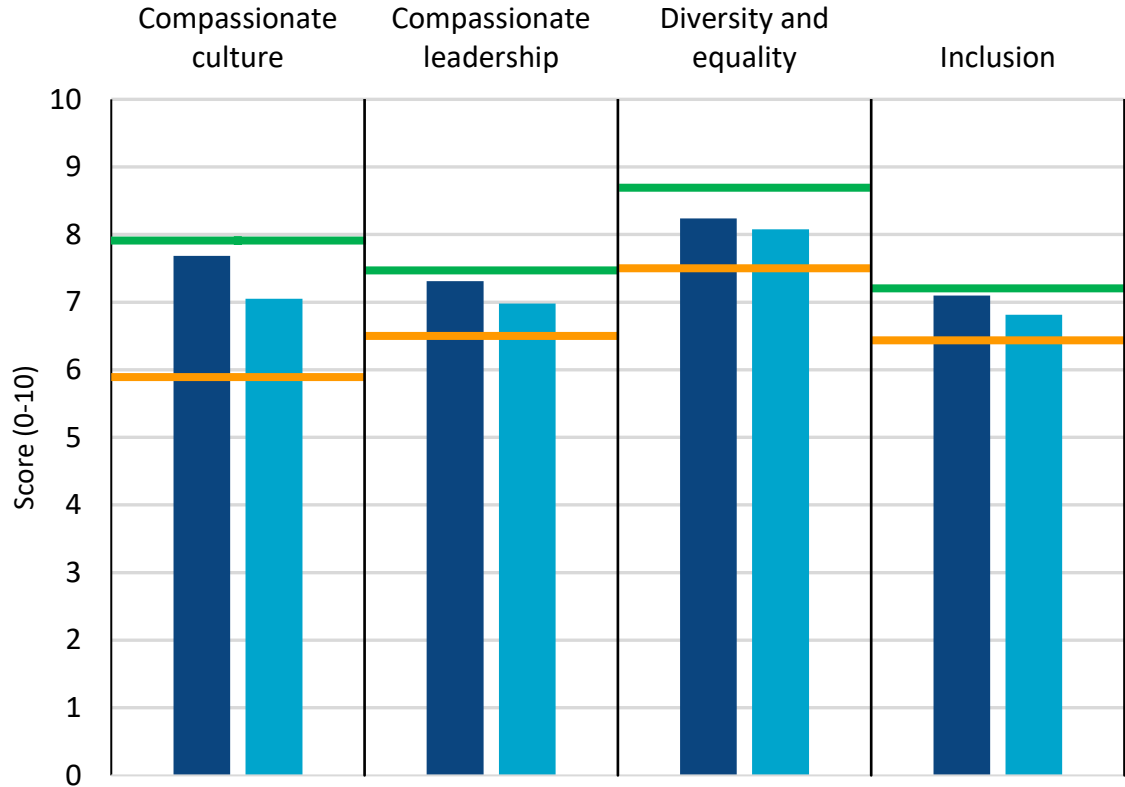


Your org	7.58	6.22	7.09	6.36	6.02	6.51	7.08	7.35	6.20
Best result	7.69	6.30	7.14	6.53	6.09	6.86	7.12	7.39	6.38
Average result	7.21	5.92	6.67	6.09	5.64	6.24	6.74	6.84	5.93
Worst result	6.61	5.24	5.95	5.54	4.76	5.60	6.26	5.98	5.13
Responses	3719	3717	3675	3668	3504	3692	3713	3720	3720

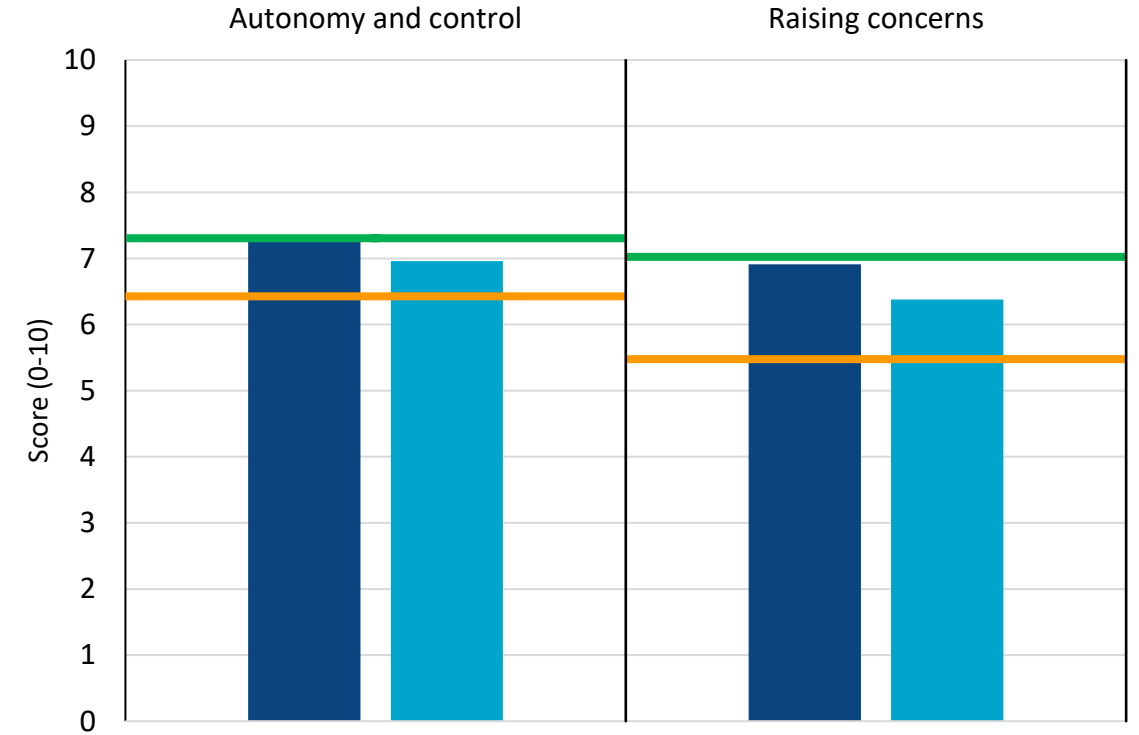
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.69	7.31	8.24	7.10
Best result	7.91	7.47	8.69	7.20
Average result	7.05	6.98	8.08	6.81
Worst result	5.89	6.50	7.50	6.44
Responses	3713	3716	3708	3714

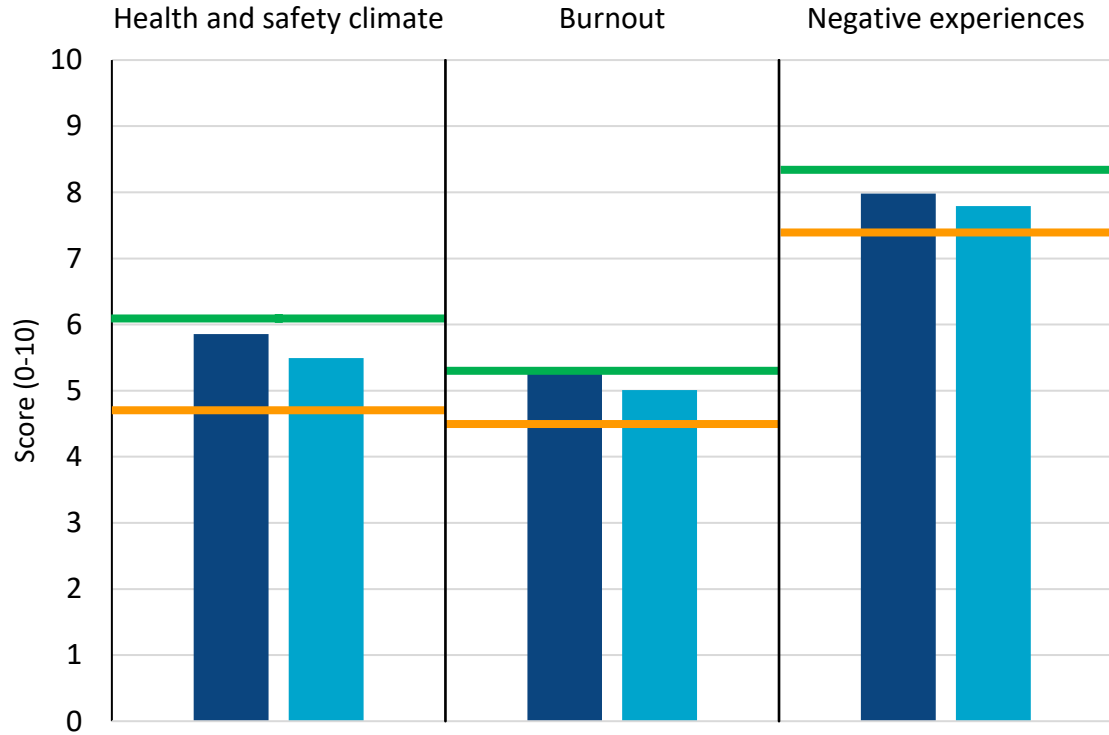
Your org	7.28	6.91
Best result	7.31	7.02
Average result	6.96	6.38
Worst result	6.43	5.48
Responses	3718	3685

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.

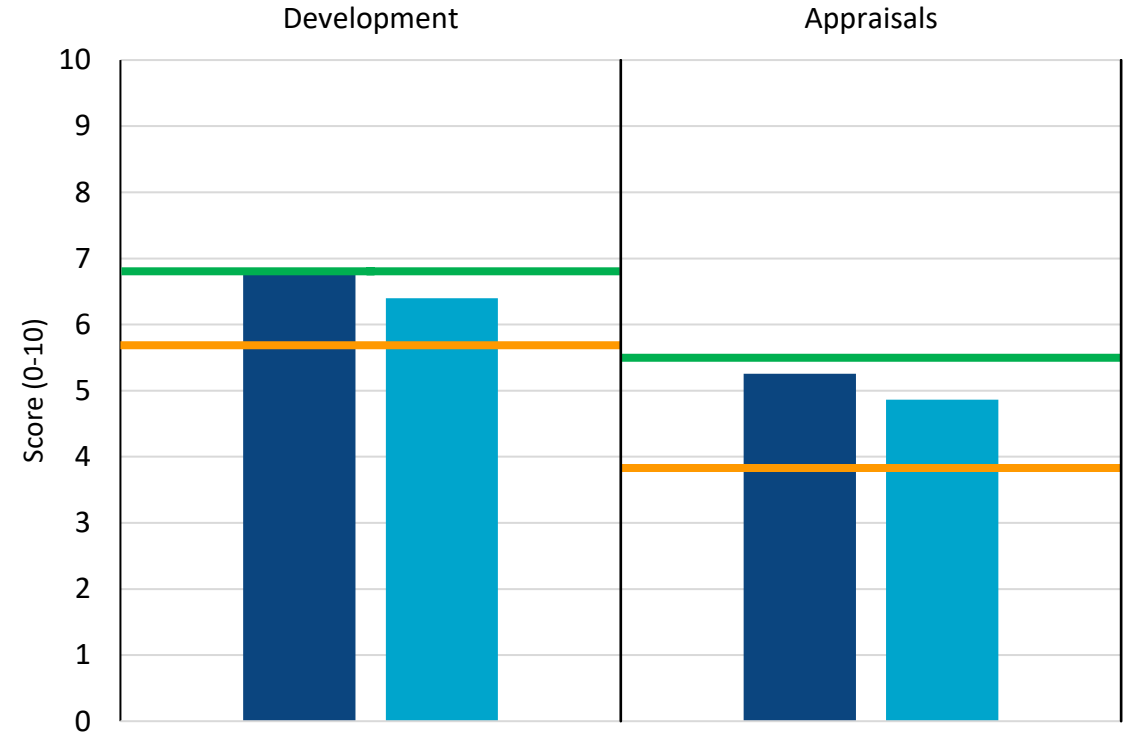
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Your org	5.86	5.26	7.98
Best result	6.09	5.30	8.34
Average result	5.49	5.01	7.79
Worst result	4.70	4.50	7.39
Responses	3718	3712	3690

Your org	6.76	5.25
Best result	6.80	5.50
Average result	6.40	4.86
Worst result	5.69	3.83
Responses	3716	3506

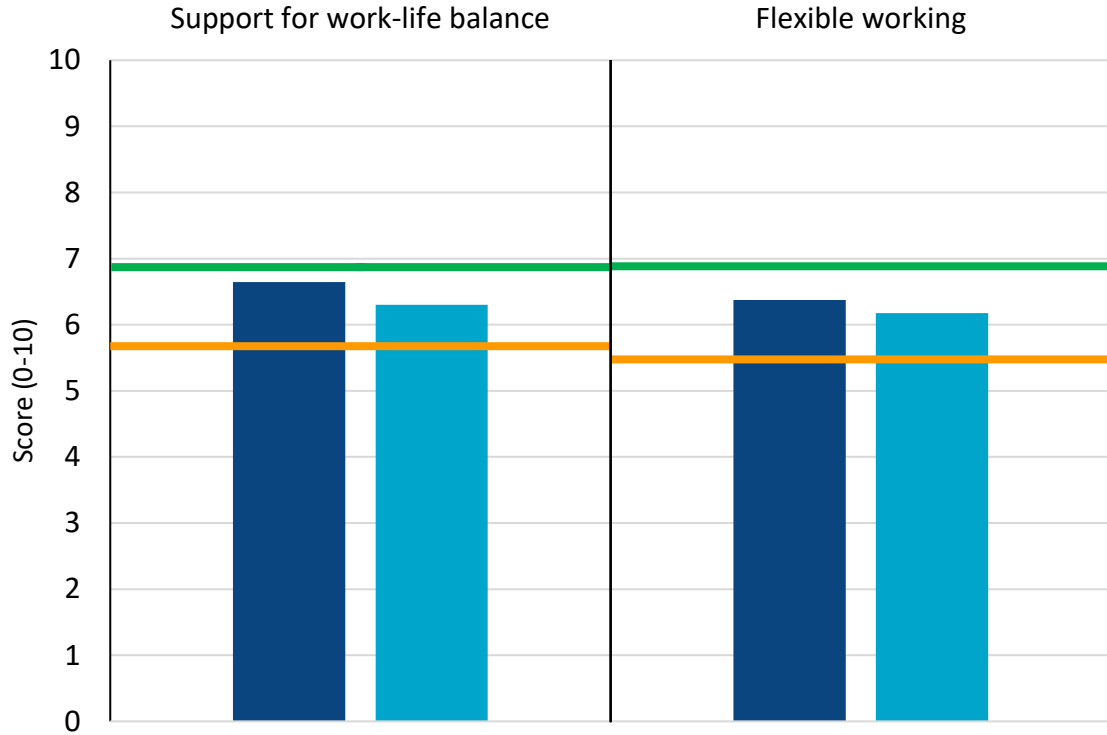
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.65	6.37
Best result	6.87	6.88
Average result	6.30	6.17
Worst result	5.67	5.47
Responses	3710	3709

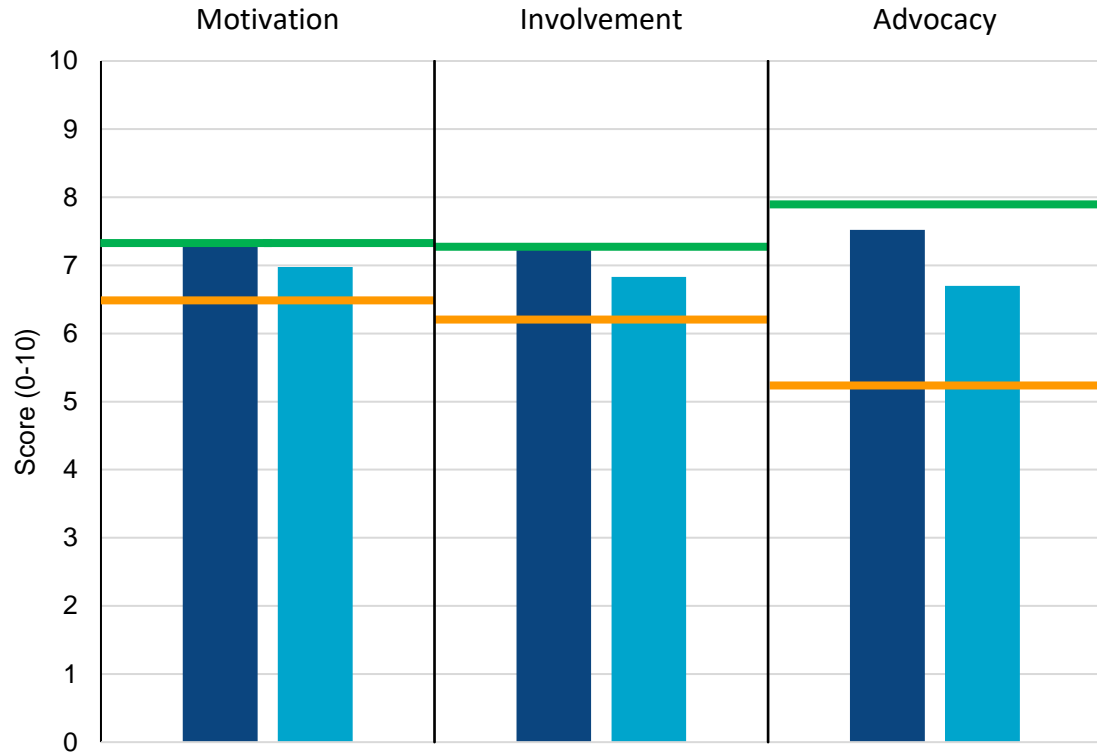


Your org	7.01	7.15
Best result	7.06	7.31
Average result	6.67	6.82
Worst result	6.18	6.33
Responses	3719	3718

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



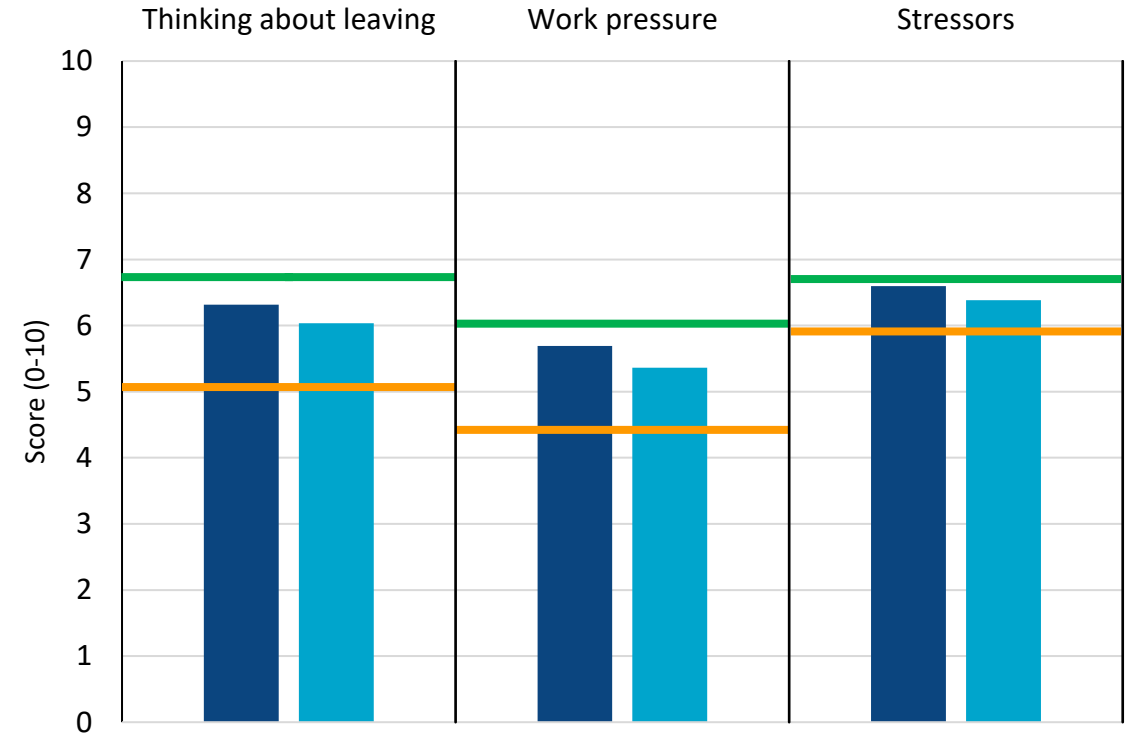
Theme: Staff engagement



Your org	7.29	7.23	7.52
Best result	7.33	7.27	7.90
Average result	6.98	6.83	6.70
Worst result	6.49	6.20	5.24
Responses	3647	3718	3712



Theme: Morale



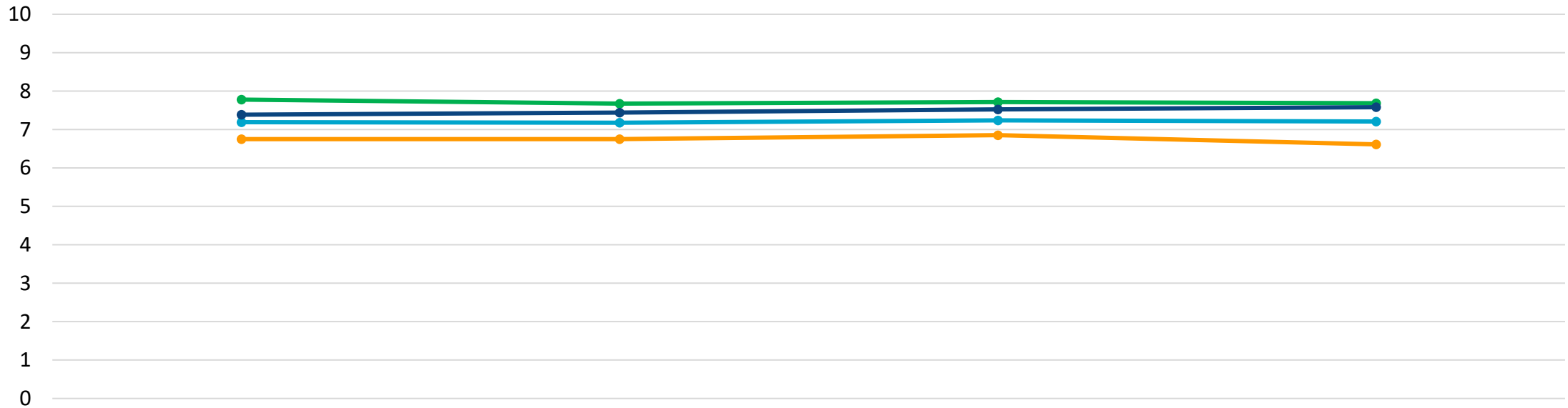
Your org	6.31	5.69	6.59
Best result	6.73	6.03	6.70
Average result	6.04	5.36	6.38
Worst result	5.07	4.42	5.91
Responses	3714	3716	3716

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	7.39	7.44	7.53	7.58
Best result	7.78	7.67	7.72	7.69
Average result	7.19	7.18	7.24	7.21
Worst result	6.75	6.75	6.85	6.61
Responses	3040	3408	3805	3719



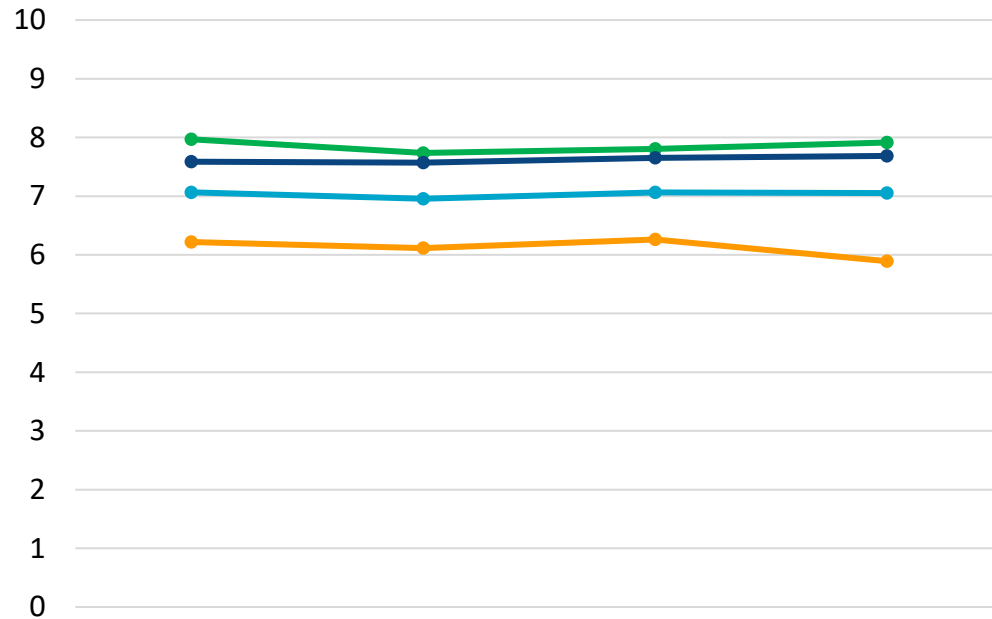
People Promise elements, themes and sub-scores: Sub-score trends

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

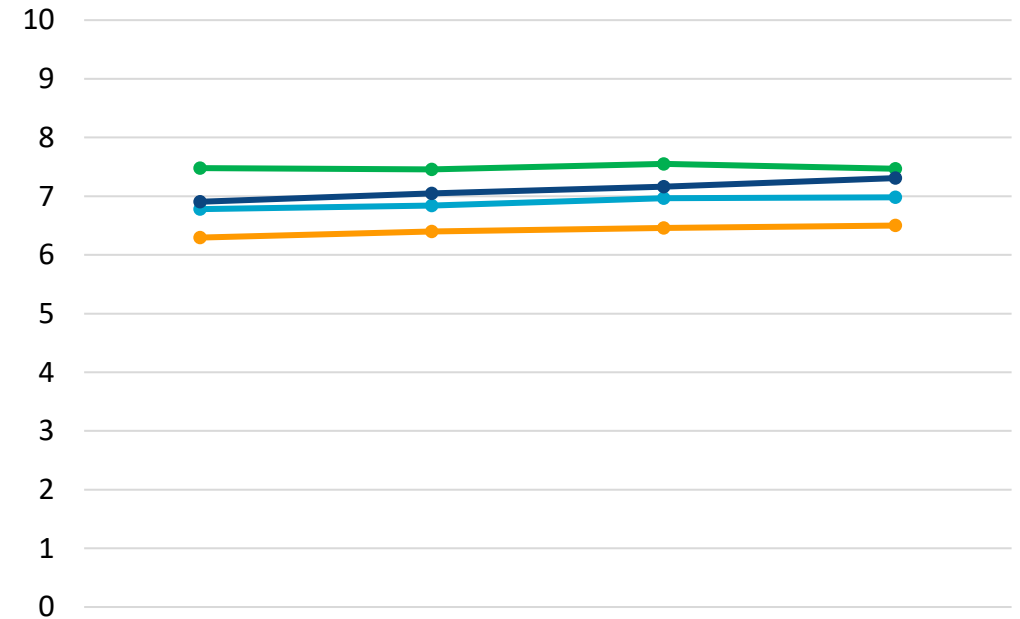


Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



Compassionate leadership



2021 2022 2023 2024

Your org	7.59	7.57	7.65	7.69
Best result	7.97	7.74	7.81	7.91
Average result	7.07	6.96	7.06	7.05
Worst result	6.22	6.12	6.26	5.89

Responses 3007 3398 3789 3713

2021 2022 2023 2024

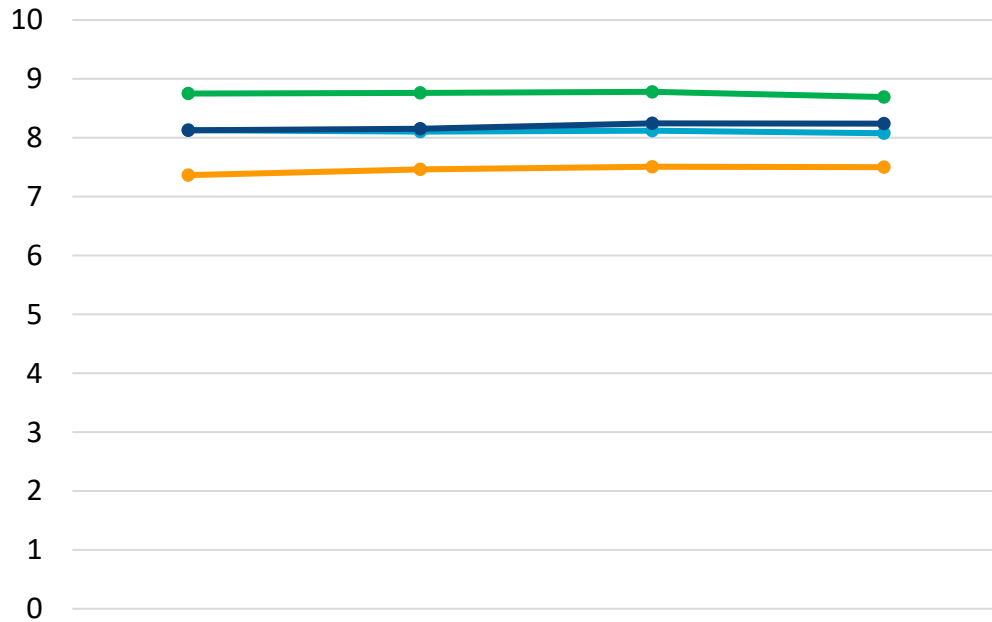
Your org	6.91	7.05	7.16	7.31
Best result	7.48	7.46	7.55	7.47
Average result	6.78	6.84	6.96	6.98
Worst result	6.30	6.40	6.46	6.50

Responses 3065 3408 3802 3716

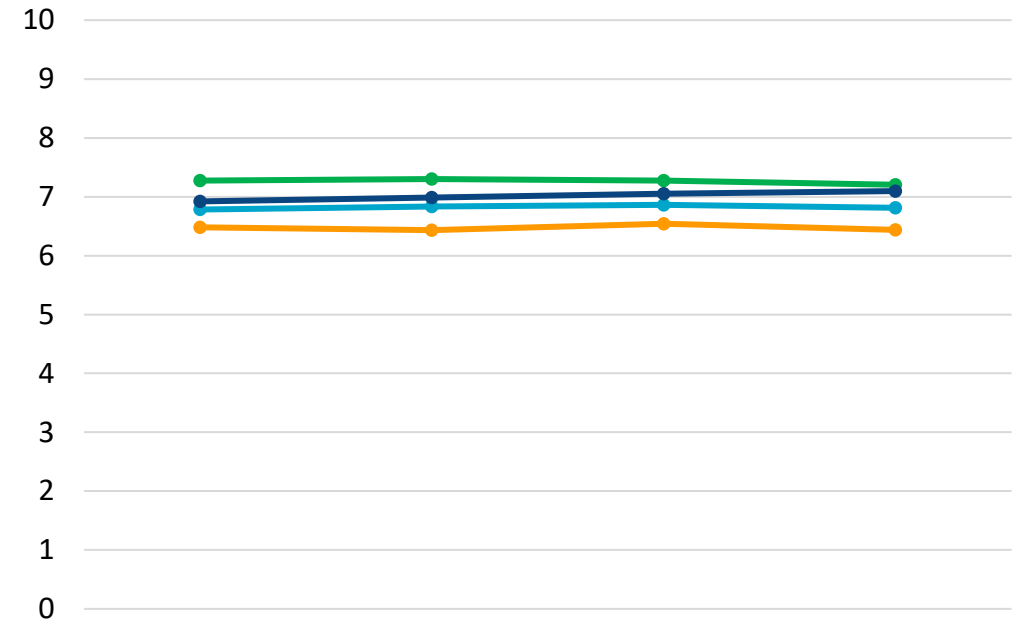
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024
Your org	8.13	8.15	8.25	8.24
Best result	8.75	8.76	8.78	8.69
Average result	8.13	8.10	8.12	8.08
Worst result	7.37	7.46	7.51	7.50
Responses	3043	3409	3796	3708

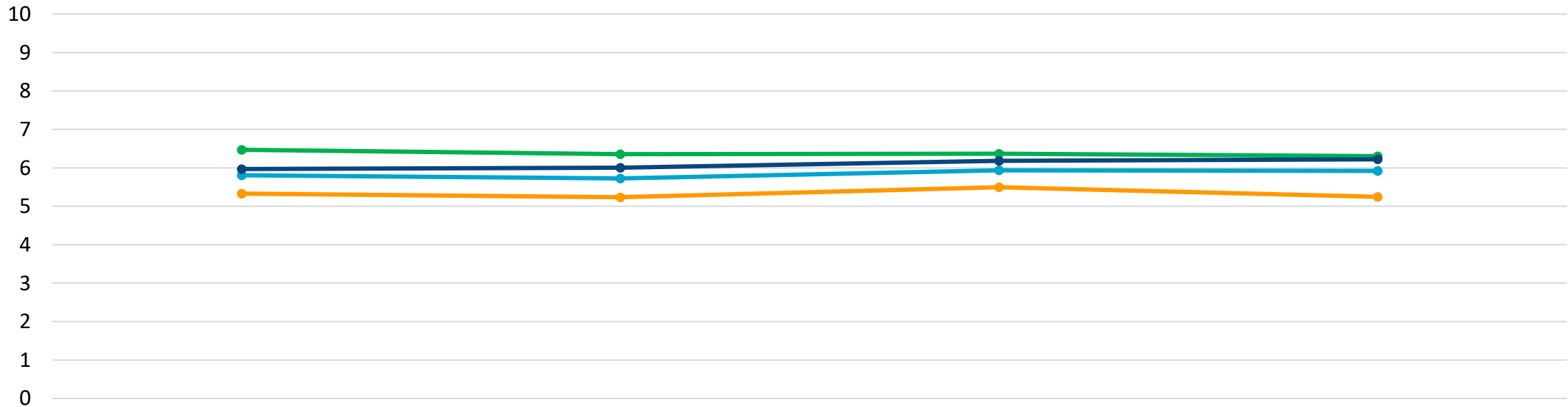
	2021	2022	2023	2024
Your org	6.92	6.98	7.05	7.10
Best result	7.28	7.30	7.27	7.20
Average result	6.78	6.84	6.86	6.81
Worst result	6.48	6.43	6.54	6.44
Responses	3085	3408	3798	3714

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



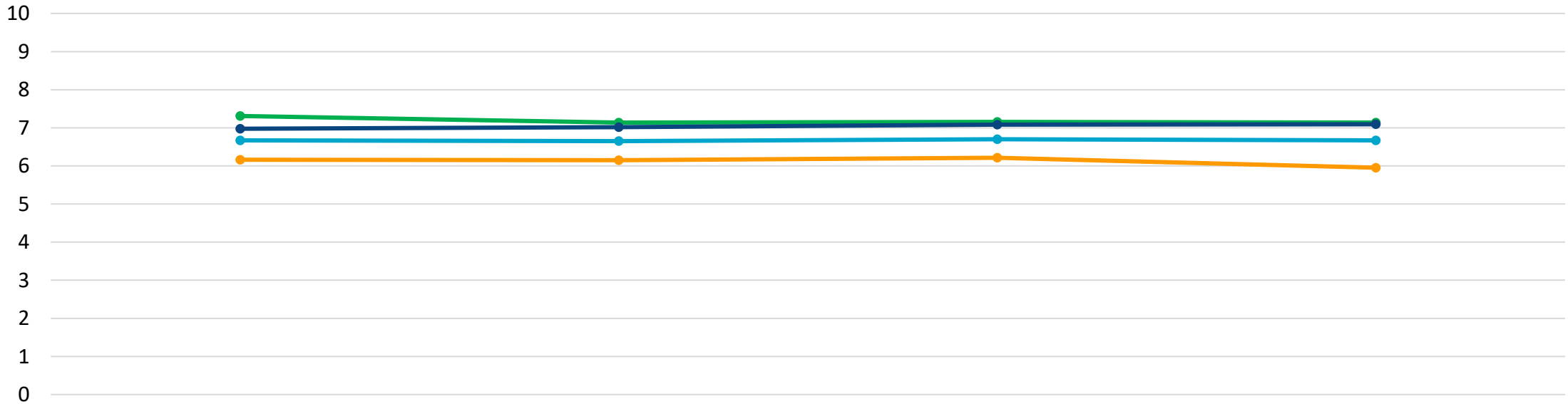
	2021	2022	2023	2024
Your org	5.97	6.01	6.18	6.22
Best result	6.47	6.36	6.37	6.30
Average result	5.81	5.72	5.94	5.92
Worst result	5.33	5.24	5.49	5.24
Responses	3129	3411	3800	3717

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



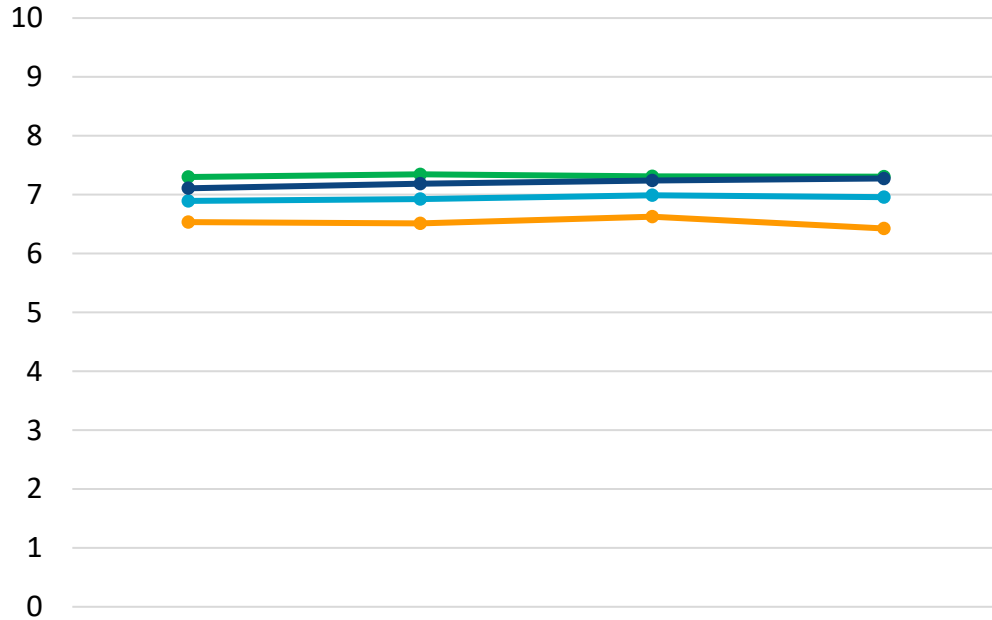
	2021	2022	2023	2024
Your org	6.98	7.02	7.09	7.09
Best result	7.31	7.14	7.16	7.14
Average result	6.67	6.65	6.70	6.67
Worst result	6.16	6.15	6.21	5.95
Responses	2984	3377	3770	3675

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.

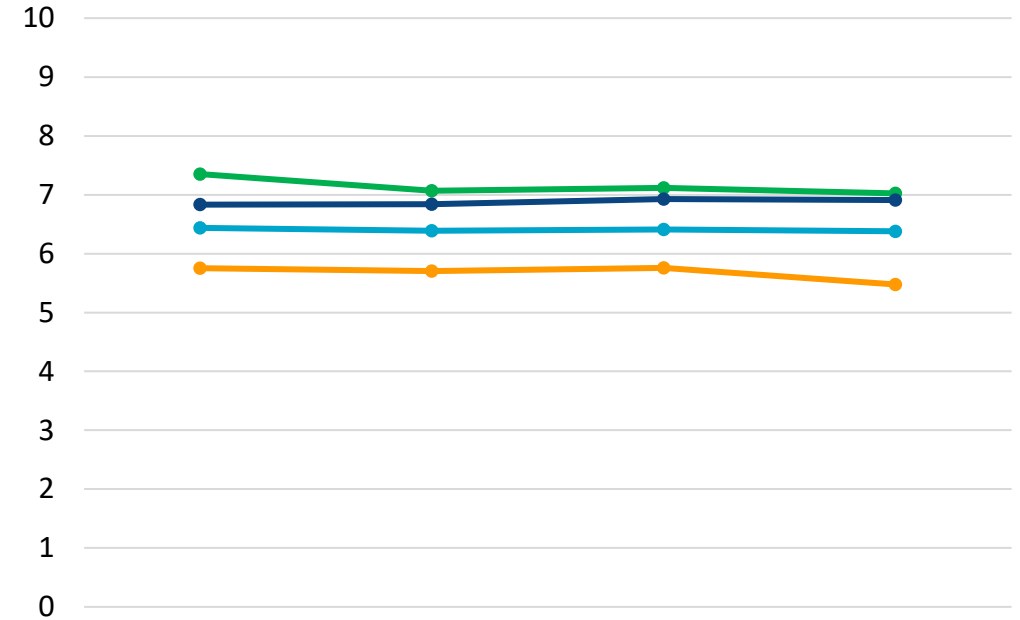


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024
Your org	7.11	7.19	7.24	7.28
Best result	7.30	7.35	7.31	7.31
Average result	6.89	6.93	6.99	6.96
Worst result	6.53	6.51	6.63	6.43
Responses	3130	3407	3807	3718

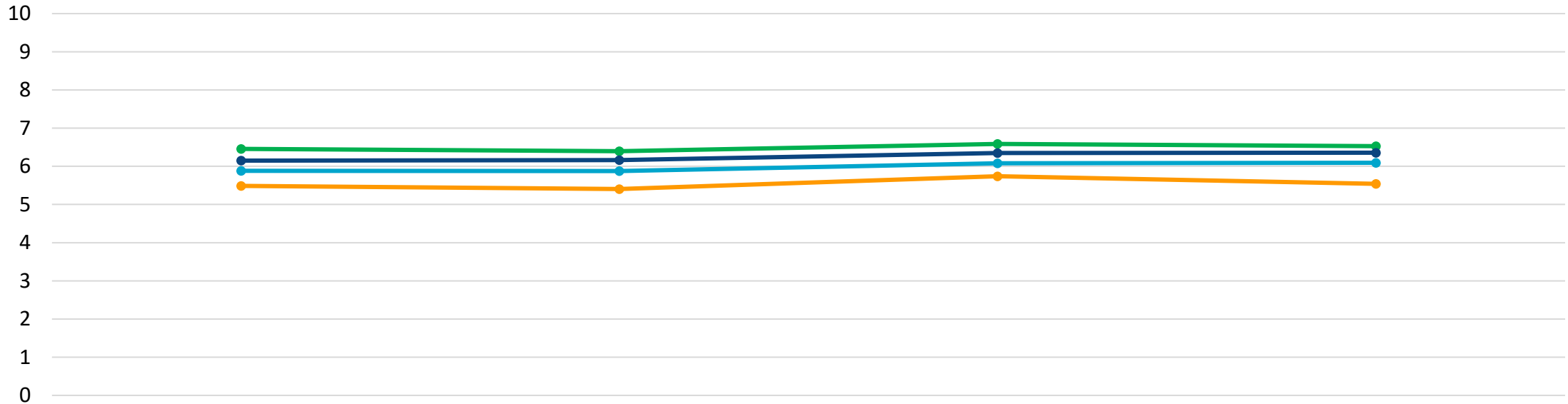
	2021	2022	2023	2024
Your org	6.83	6.84	6.93	6.91
Best result	7.35	7.07	7.12	7.02
Average result	6.44	6.39	6.41	6.38
Worst result	5.75	5.70	5.76	5.48
Responses	2989	3385	3776	3685

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	6.15	6.16	6.35	6.36
Best result	6.46	6.40	6.59	6.53
Average result	5.88	5.88	6.08	6.09
Worst result	5.49	5.41	5.74	5.54
Responses	3021	3387	3637	3668

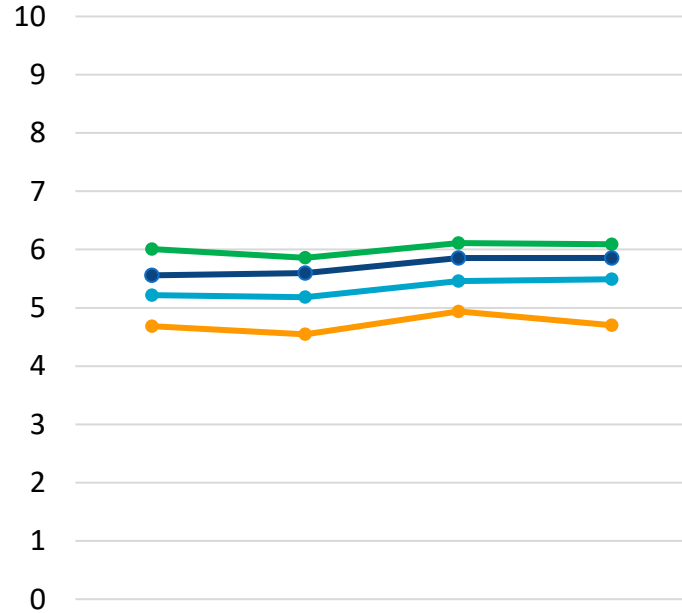
Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.



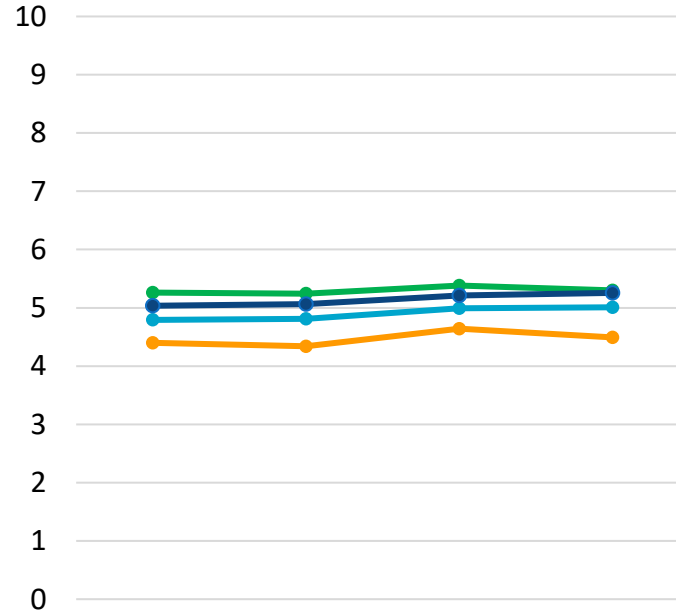
Promise element 4: We are safe and healthy

Health and safety climate



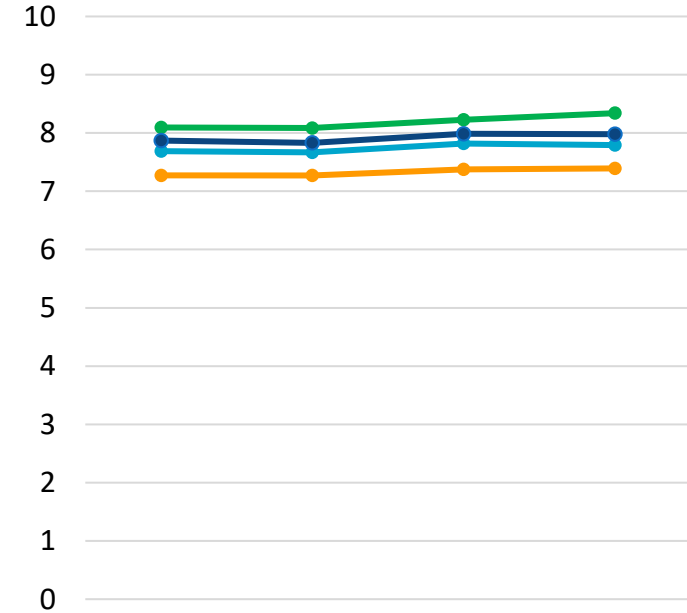
	2021	2022	2023	2024
Your org	5.56	5.60	5.85	5.86
Best result	6.01	5.86	6.11	6.09
Average result	5.21	5.18	5.46	5.49
Worst result	4.68	4.55	4.94	4.70
Responses	3130	3409	3674	3718

Burnout



	2021	2022	2023	2024
Your org	5.04	5.06	5.21	5.26
Best result	5.26	5.24	5.38	5.30
Average result	4.79	4.81	4.99	5.01
Worst result	4.40	4.34	4.64	4.50
Responses	3048	3407	3799	3712

Negative experiences



	2021	2022	2023	2024
Your org	7.87	7.83	7.99	7.98
Best result	8.10	8.09	8.23	8.34
Average result	7.69	7.67	7.82	7.79
Worst result	7.27	7.27	7.38	7.39
Responses	3039	3400	3652	3690

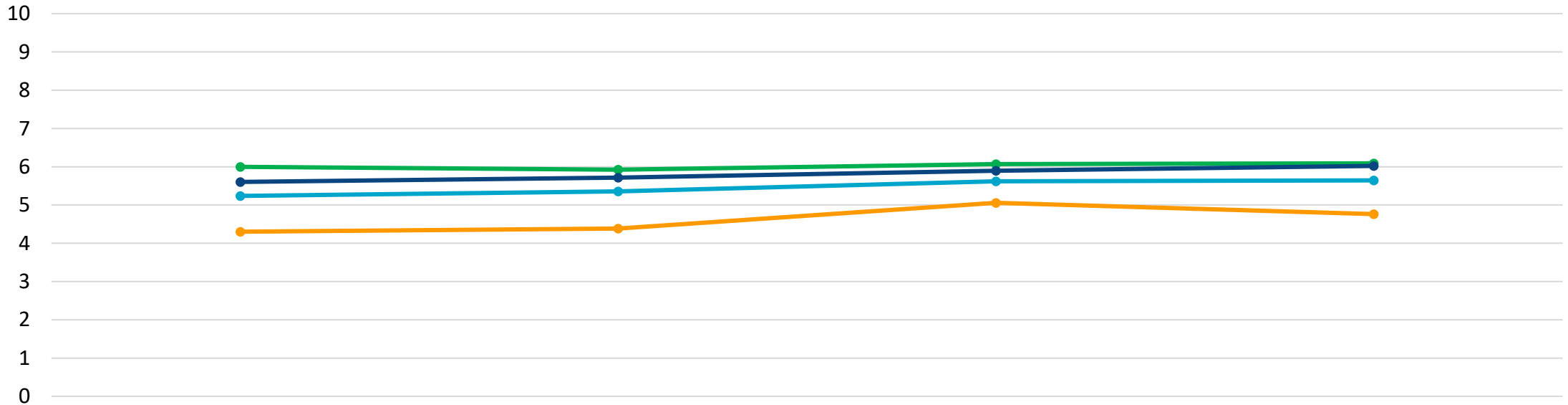
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



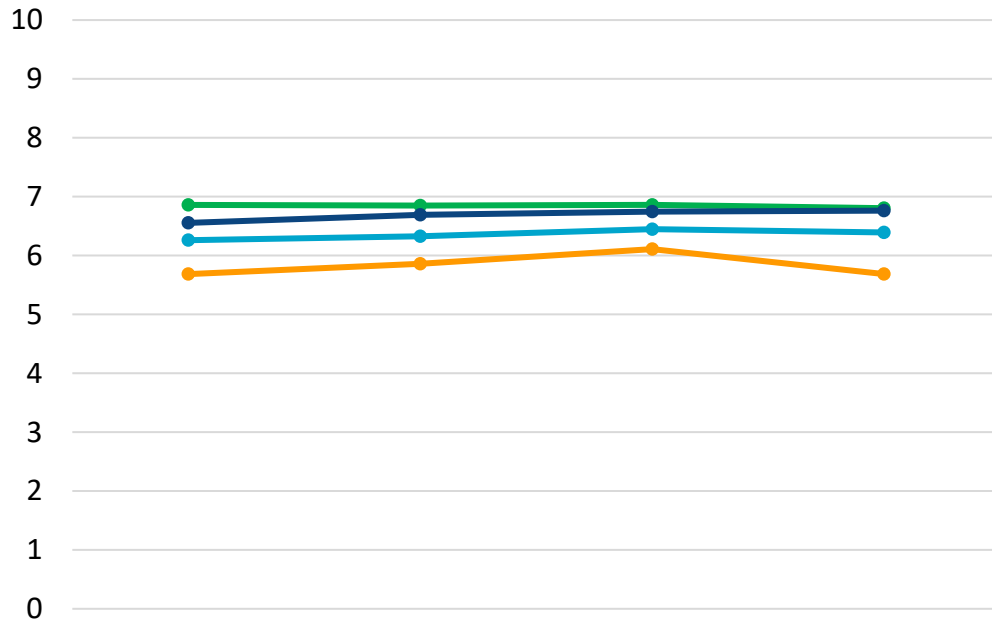
	2021	2022	2023	2024
Your org	5.60	5.71	5.90	6.02
Best result	6.00	5.92	6.07	6.09
Average result	5.24	5.35	5.62	5.64
Worst result	4.30	4.39	5.06	4.76
Responses	2857	3239	3559	3504

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.

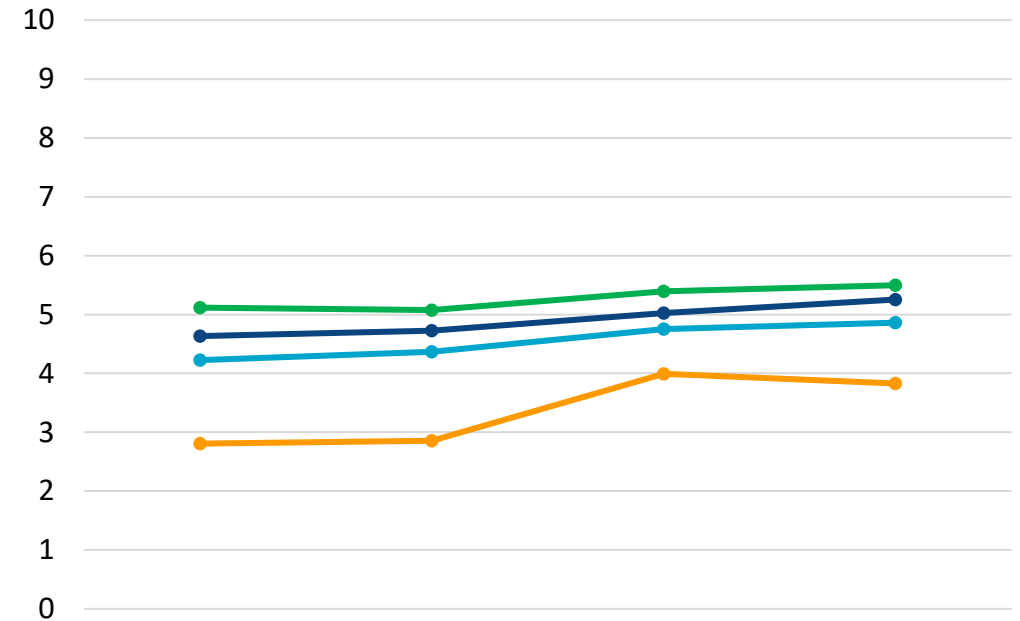


Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024
Your org	6.56	6.69	6.75	6.76
Best result	6.86	6.85	6.86	6.80
Average result	6.26	6.33	6.45	6.40
Worst result	5.68	5.86	6.11	5.69
Responses	3019	3405	3792	3716

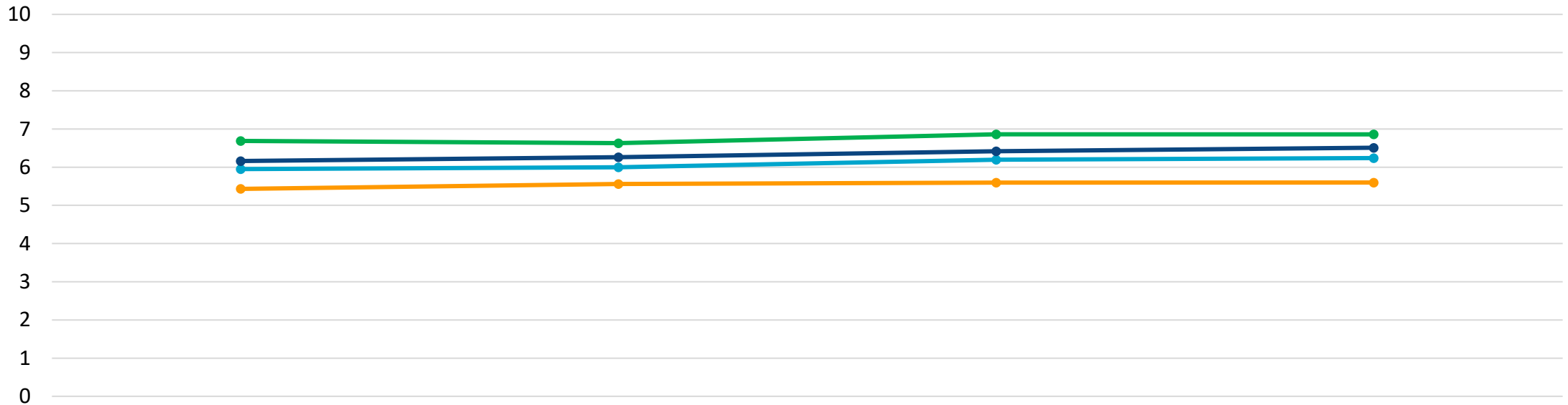
	2021	2022	2023	2024
Your org	4.63	4.73	5.02	5.25
Best result	5.12	5.08	5.40	5.50
Average result	4.23	4.37	4.75	4.86
Worst result	2.81	2.85	3.99	3.83
Responses	2882	3247	3565	3506

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



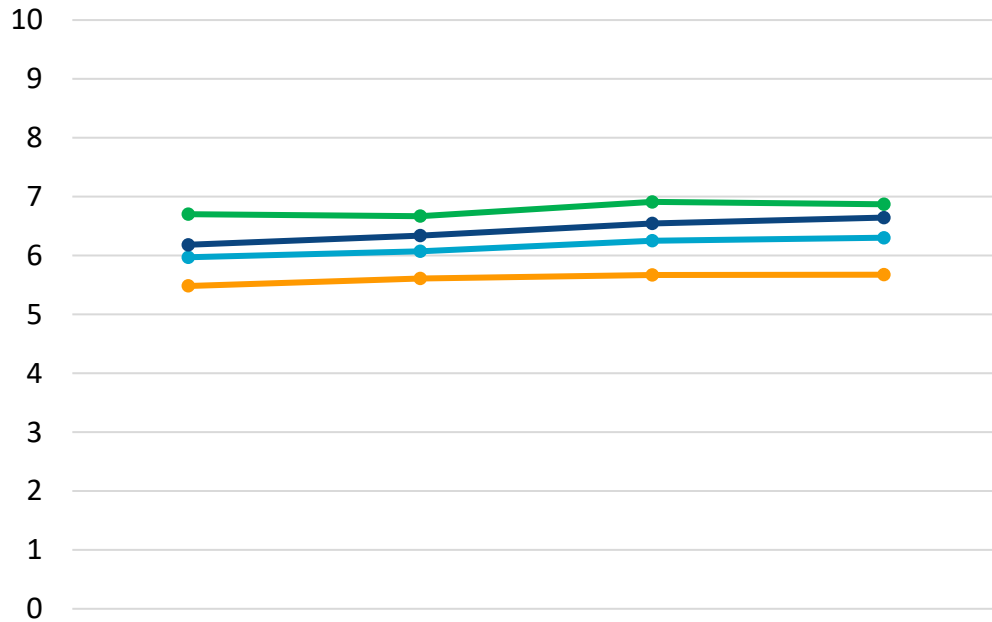
	2021	2022	2023	2024
Your org	6.16	6.26	6.42	6.51
Best result	6.69	6.63	6.86	6.86
Average result	5.95	6.00	6.20	6.24
Worst result	5.43	5.56	5.60	5.60
Responses	3091	3395	3772	3692

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.

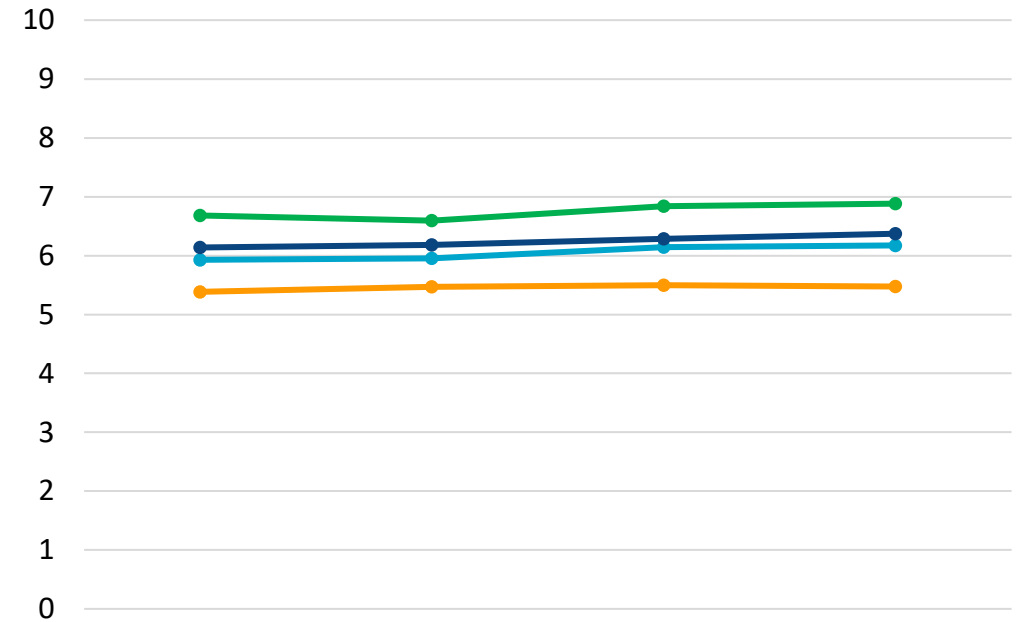


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



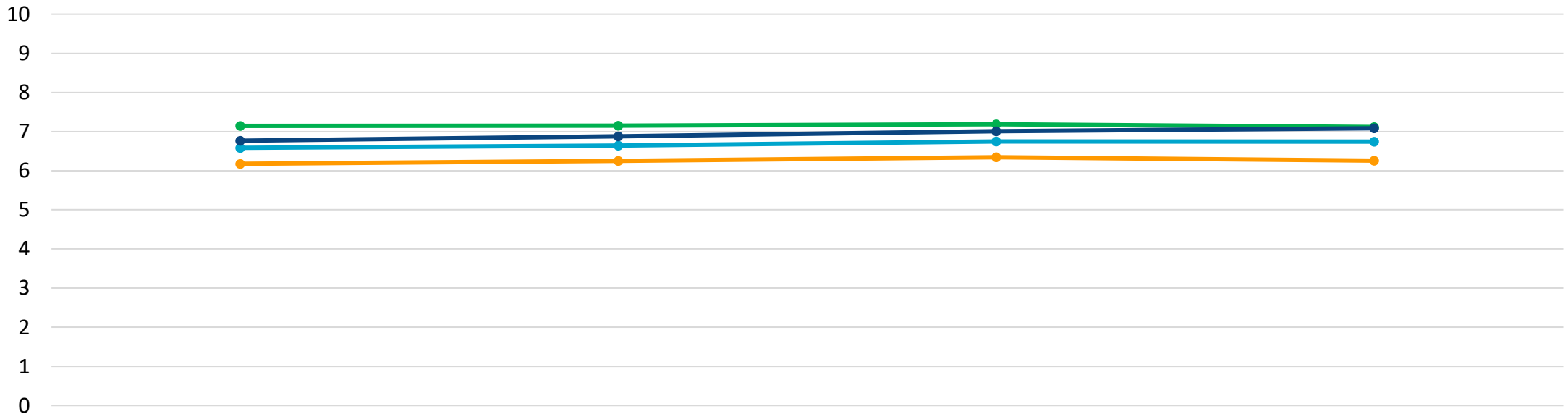
	2021	2022	2023	2024
Your org	6.18	6.34	6.55	6.65
Best result	6.70	6.67	6.91	6.87
Average result	5.97	6.07	6.25	6.30
Worst result	5.48	5.61	5.67	5.67
Responses	3098	3403	3799	3710

	2021	2022	2023	2024
Your org	6.14	6.18	6.28	6.37
Best result	6.68	6.59	6.84	6.88
Average result	5.93	5.95	6.15	6.17
Worst result	5.39	5.47	5.50	5.47
Responses	3125	3406	3784	3709

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



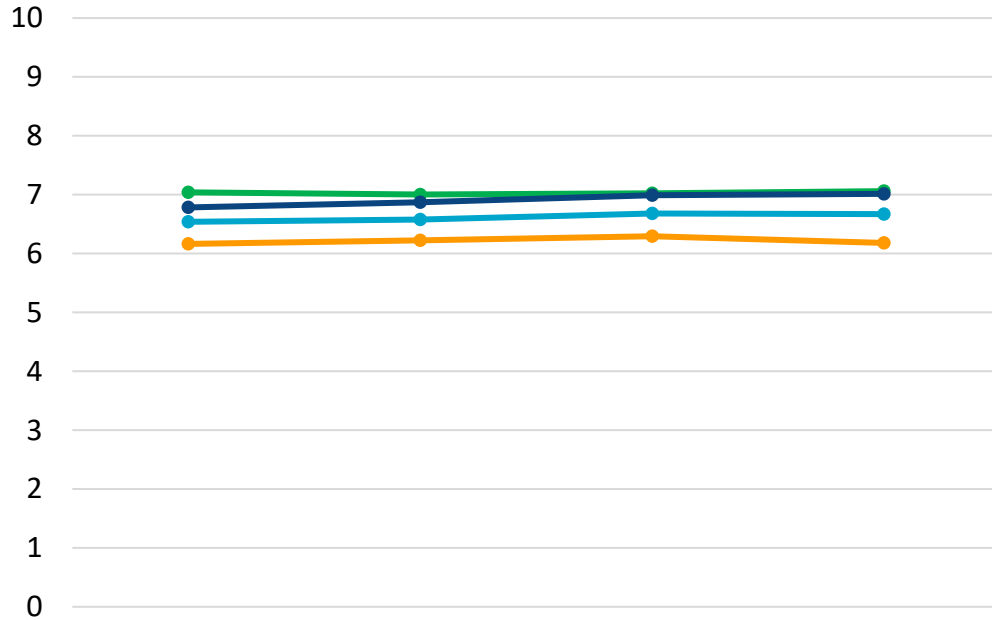
	2021	2022	2023	2024
Your org	6.77	6.88	7.01	7.08
Best result	7.15	7.15	7.19	7.12
Average result	6.58	6.64	6.75	6.74
Worst result	6.18	6.25	6.34	6.26
Responses	3058	3407	3804	3713

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.

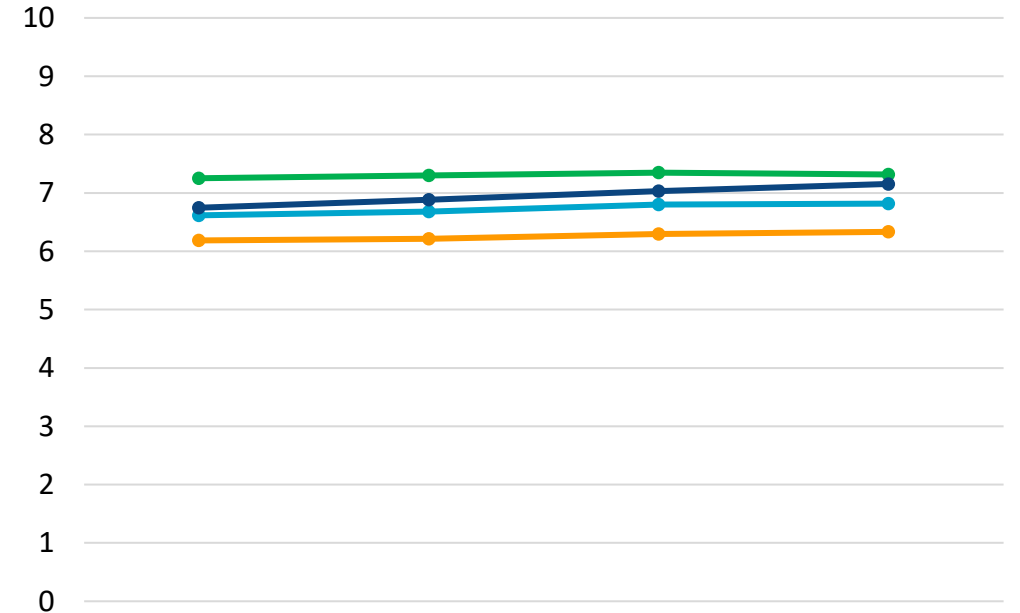


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024
Your org	6.78	6.87	6.99	7.01
Best result	7.04	7.00	7.02	7.06
Average result	6.54	6.58	6.68	6.67
Worst result	6.16	6.22	6.29	6.18
Responses	3094	3411	3808	3719

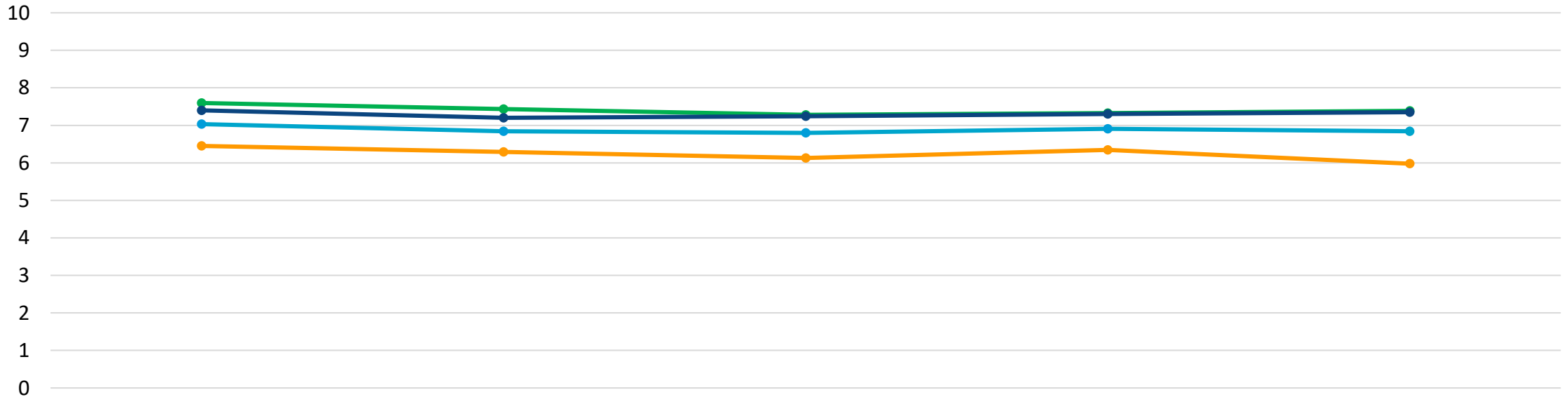
	2021	2022	2023	2024
Your org	6.75	6.88	7.03	7.15
Best result	7.25	7.30	7.35	7.31
Average result	6.62	6.68	6.80	6.82
Worst result	6.19	6.21	6.30	6.33
Responses	3066	3408	3806	3718

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	7.40	7.20	7.24	7.30	7.35
Best result	7.60	7.44	7.28	7.32	7.39
Average result	7.03	6.84	6.80	6.91	6.84
Worst result	6.45	6.29	6.13	6.34	5.98
Responses	2741	3125	3412	3806	3720



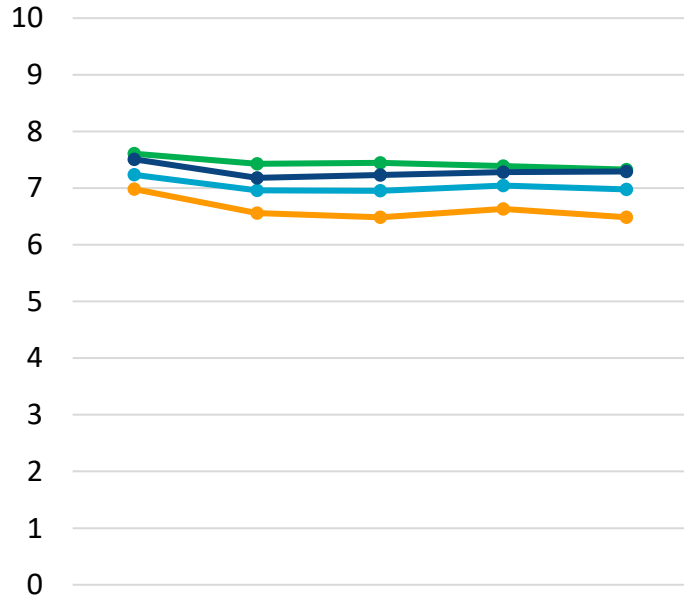
People Promise elements, themes and sub-scores: Sub-score trends

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

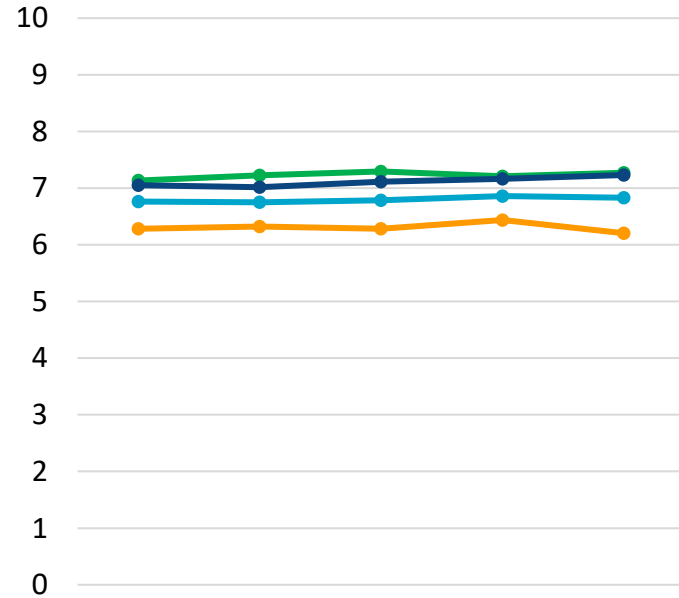


Theme: Staff Engagement

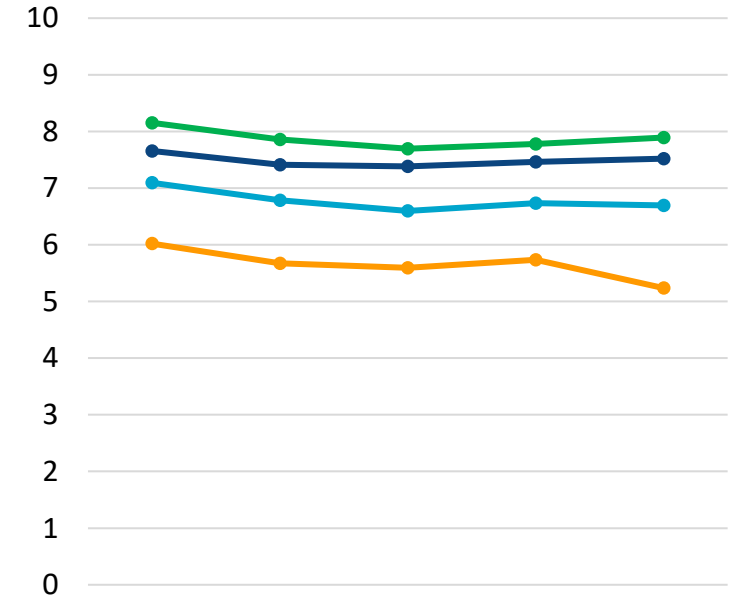
Motivation



Involvement



Advocacy



	2020	2021	2022	2023	2024
Your org	7.51	7.18	7.23	7.28	7.29
Best result	7.61	7.43	7.45	7.39	7.33
Average result	7.24	6.96	6.95	7.05	6.98
Worst result	6.98	6.56	6.49	6.63	6.49
Responses	2737	3119	3355	3756	3647

	2020	2021	2022	2023	2024
Your org	7.05	7.02	7.11	7.17	7.23
Best result	7.13	7.23	7.29	7.21	7.27
Average result	6.76	6.75	6.78	6.86	6.83
Worst result	6.28	6.32	6.28	6.44	6.20
Responses	2742	3135	3407	3806	3718

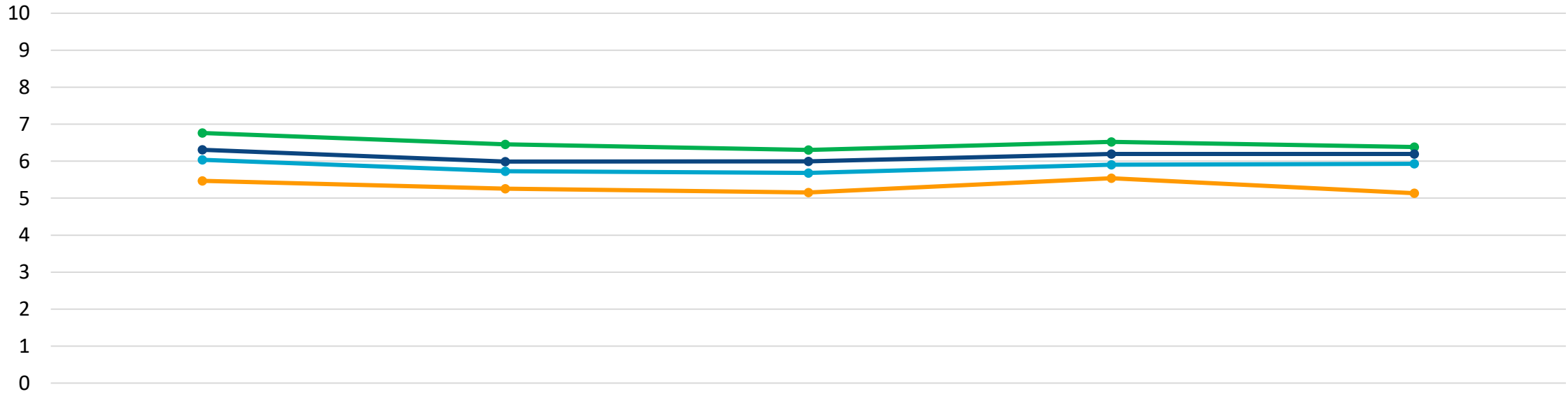
	2020	2021	2022	2023	2024
Your org	7.66	7.42	7.38	7.47	7.52
Best result	8.15	7.86	7.70	7.78	7.90
Average result	7.09	6.78	6.60	6.74	6.70
Worst result	6.02	5.68	5.60	5.73	5.24
Responses	2666	3009	3397	3788	3712

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



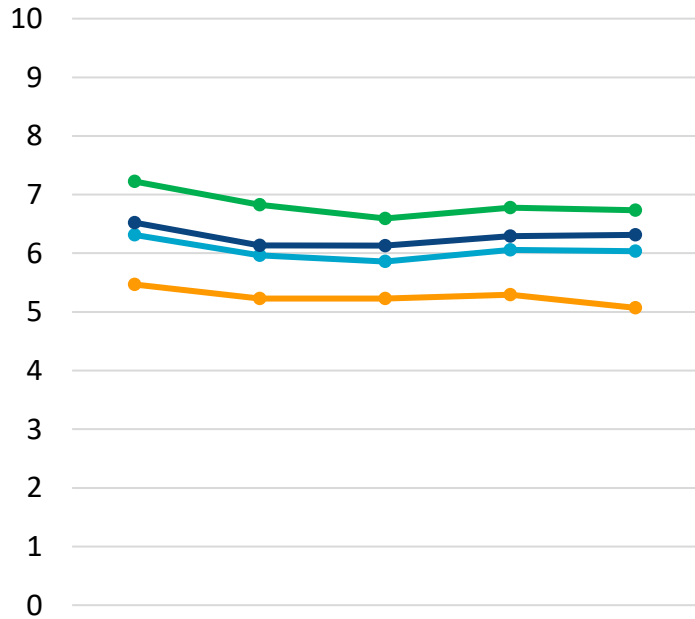
	2020	2021	2022	2023	2024
Your org	6.31	5.99	6.00	6.19	6.20
Best result	6.76	6.45	6.30	6.52	6.38
Average result	6.04	5.73	5.68	5.90	5.93
Worst result	5.47	5.26	5.16	5.54	5.13
Responses	2728	3121	3413	3810	3720

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.



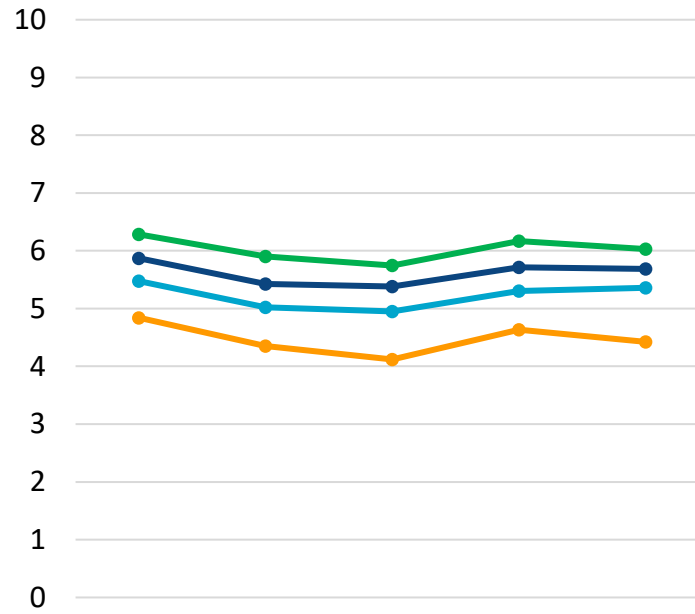
Theme: Morale

Thinking about leaving



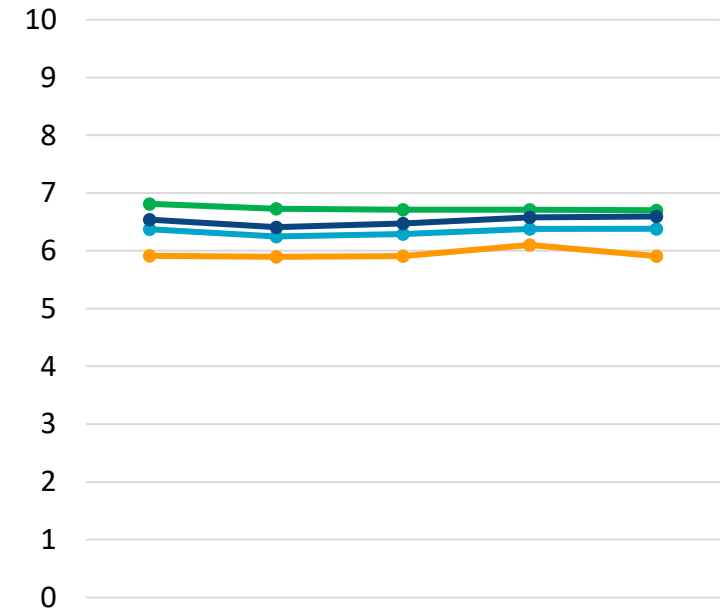
	2020	2021	2022	2023	2024
Your org	6.52	6.13	6.13	6.29	6.31
Best result	7.22	6.83	6.59	6.78	6.73
Average result	6.31	5.97	5.86	6.06	6.04
Worst result	5.47	5.23	5.23	5.29	5.07
Responses	2670	3009	3396	3795	3714

Work pressure



	2020	2021	2022	2023	2024
Your org	5.87	5.43	5.38	5.71	5.69
Best result	6.28	5.90	5.75	6.17	6.03
Average result	5.48	5.02	4.95	5.30	5.36
Worst result	4.84	4.35	4.12	4.63	4.42
Responses	2740	3131	3408	3806	3716

Stressors



	2020	2021	2022	2023	2024
Your org	6.54	6.41	6.47	6.58	6.59
Best result	6.81	6.73	6.71	6.71	6.70
Average result	6.37	6.25	6.29	6.38	6.38
Worst result	5.91	5.90	5.91	6.10	5.91
Responses	2726	3107	3405	3801	3716

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

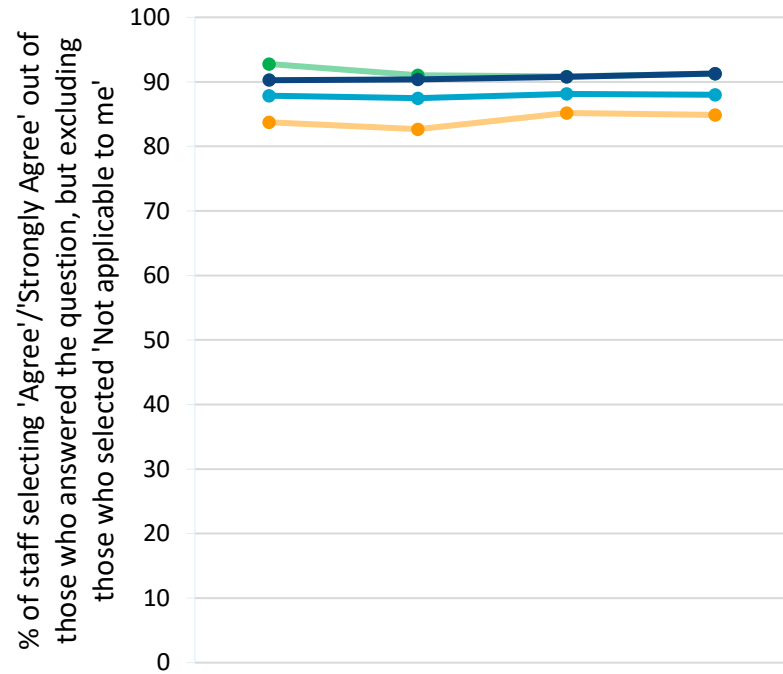
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

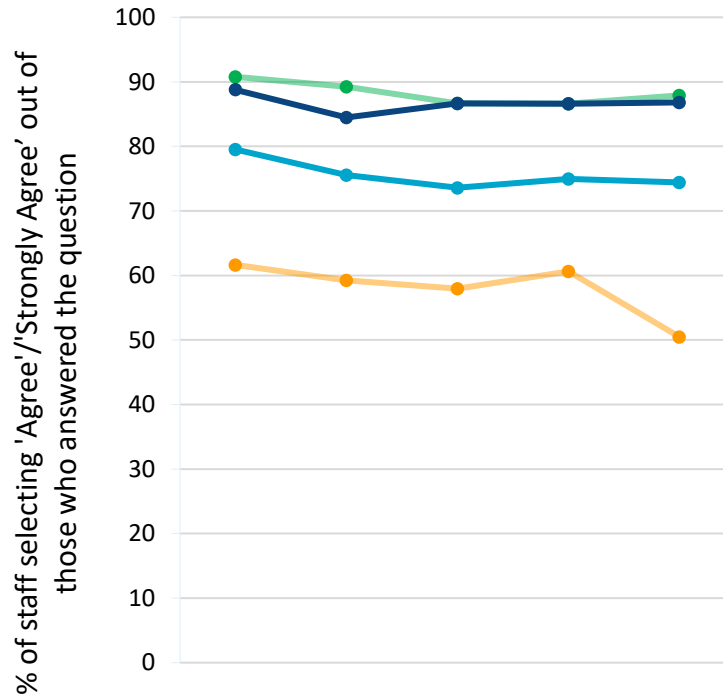


Q6a I feel that my role makes a difference to patients / service users.



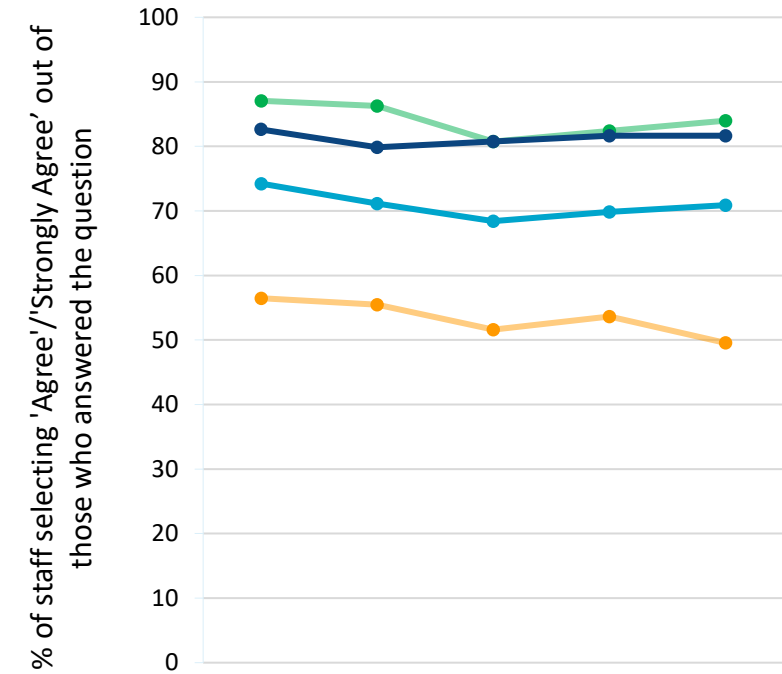
	2021	2022	2023	2024
Your org	90.25%	90.37%	90.78%	91.30%
Best result	92.76%	91.05%	90.84%	91.30%
Average result	87.85%	87.48%	88.13%	88.00%
Worst result	83.73%	82.67%	85.17%	84.88%
Responses	3006	3333	3713	3625

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



	2020	2021	2022	2023	2024
Your org	88.76%	84.49%	86.67%	86.62%	86.79%
Best result	90.78%	89.26%	86.67%	86.62%	87.89%
Average result	79.52%	75.57%	73.60%	74.95%	74.42%
Worst result	61.64%	59.23%	57.97%	60.62%	50.48%
Responses	2663	3006	3397	3786	3715

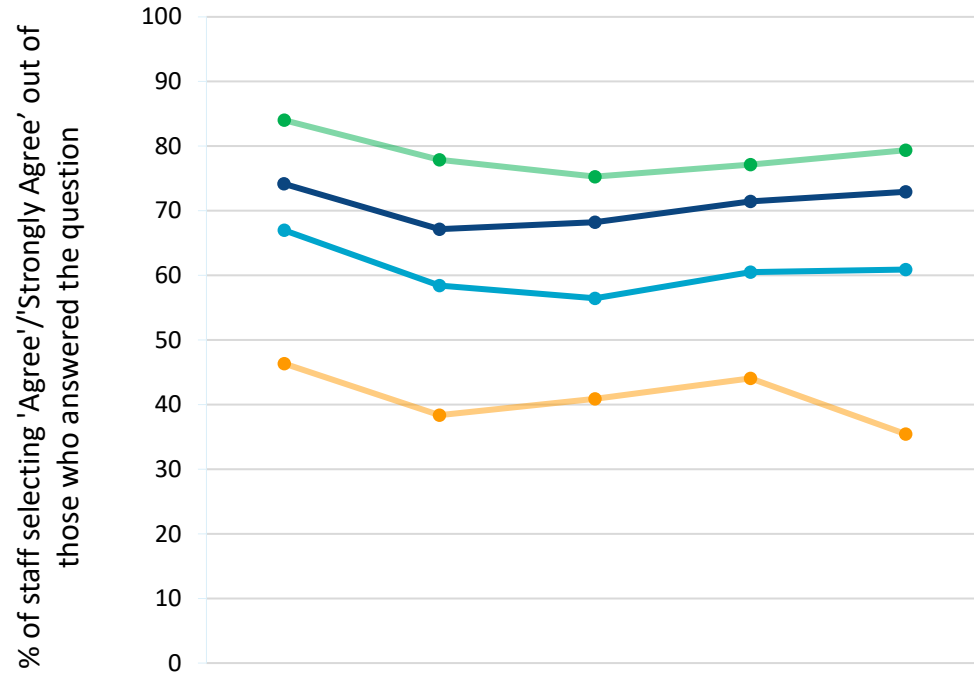
Q25b My organisation acts on concerns raised by patients / service users.



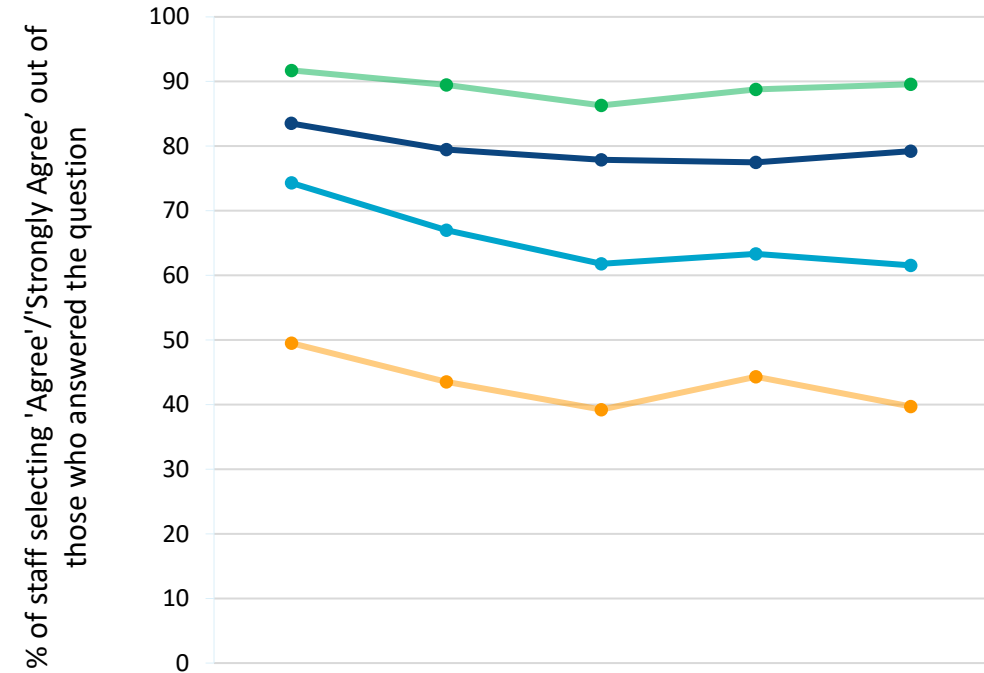
	2020	2021	2022	2023	2024
Your org	82.62%	79.86%	80.75%	81.68%	81.64%
Best result	87.06%	86.29%	80.75%	82.38%	84.00%
Average result	74.23%	71.15%	68.42%	69.86%	70.89%
Worst result	56.47%	55.47%	51.58%	53.65%	49.55%
Responses	2662	2999	3393	3780	3708



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.

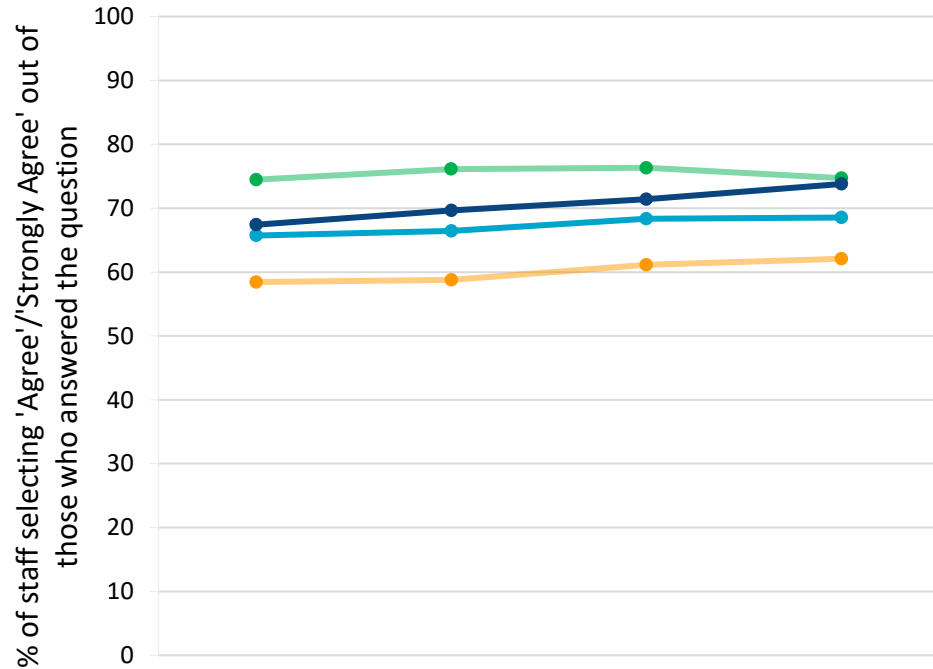


	2020	2021	2022	2023	2024
Your org	74.16%	67.15%	68.21%	71.45%	72.94%
Best result	84.01%	77.87%	75.29%	77.14%	79.38%
Average result	66.98%	58.40%	56.46%	60.53%	60.90%
Worst result	46.35%	38.38%	40.89%	44.05%	35.43%
Responses	2661	3001	3393	3785	3704

	2020	2021	2022	2023	2024
Your org	83.50%	79.46%	77.90%	77.49%	79.23%
Best result	91.73%	89.48%	86.30%	88.79%	89.59%
Average result	74.30%	67.01%	61.79%	63.34%	61.54%
Worst result	49.51%	43.50%	39.23%	44.30%	39.72%
Responses	2666	3006	3393	3780	3710

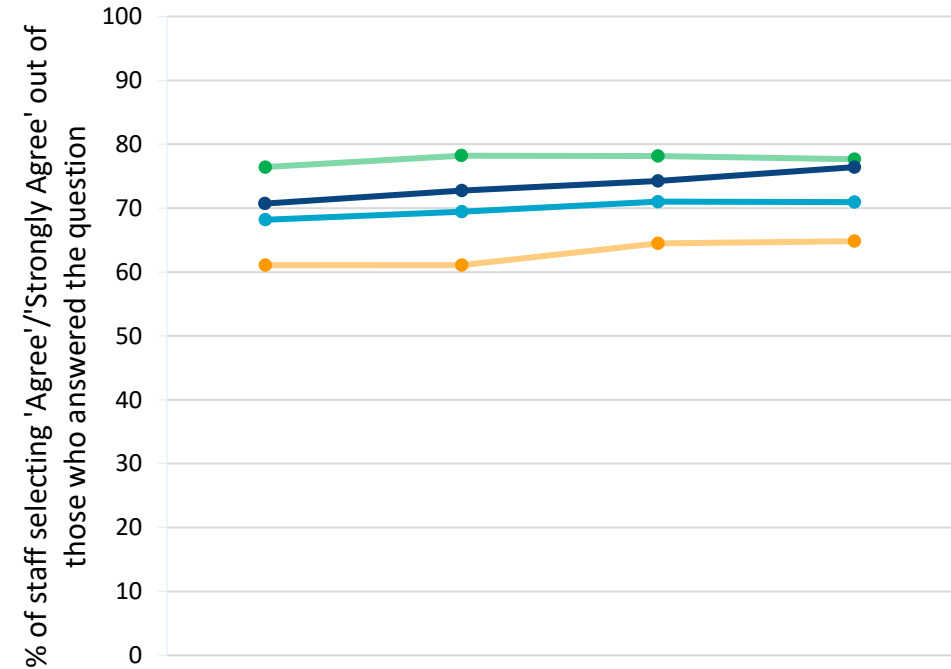


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	67.41%	69.65%	71.41%	73.79%
Best result	74.46%	76.11%	76.33%	74.72%
Average result	65.72%	66.44%	68.34%	68.53%
Worst result	58.44%	58.76%	61.14%	62.08%
Responses	3064	3408	3797	3707

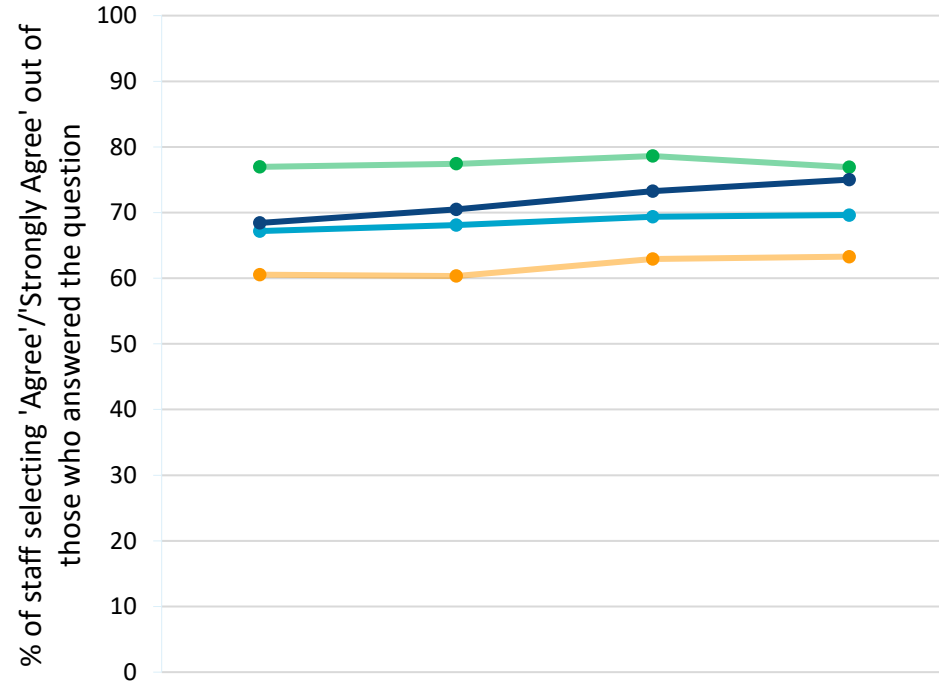
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	70.72%	72.73%	74.25%	76.42%
Best result	76.43%	78.21%	78.15%	77.66%
Average result	68.18%	69.46%	71.02%	70.95%
Worst result	61.07%	61.09%	64.47%	64.83%
Responses	3061	3406	3795	3712

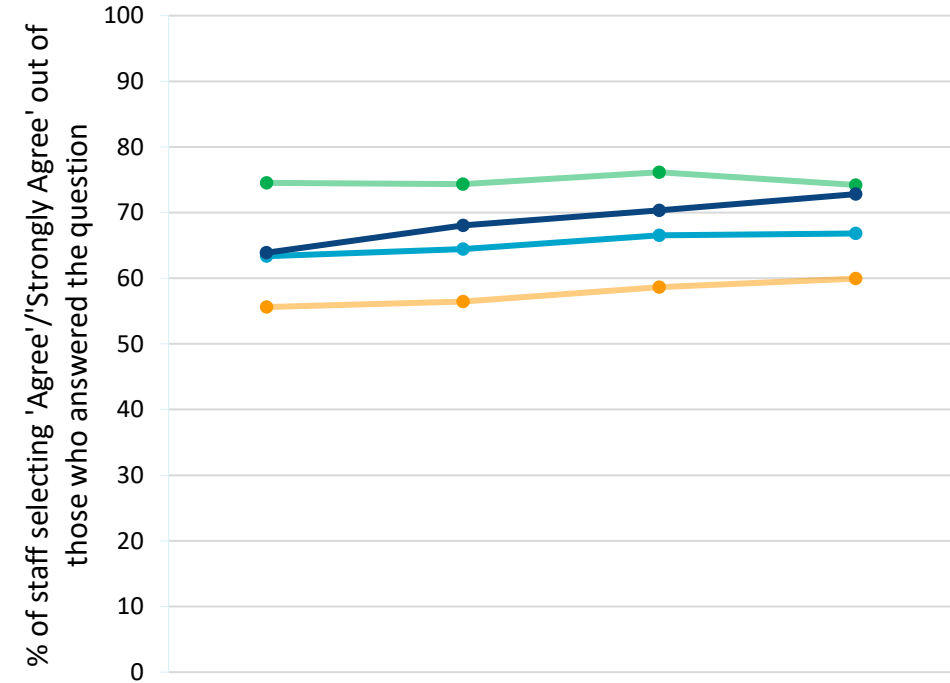


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	68.42%	70.49%	73.27%	75.02%
Best result	76.96%	77.43%	78.61%	76.91%
Average result	67.18%	68.07%	69.37%	69.63%
Worst result	60.55%	60.33%	62.93%	63.29%
Responses	3065	3402	3800	3711

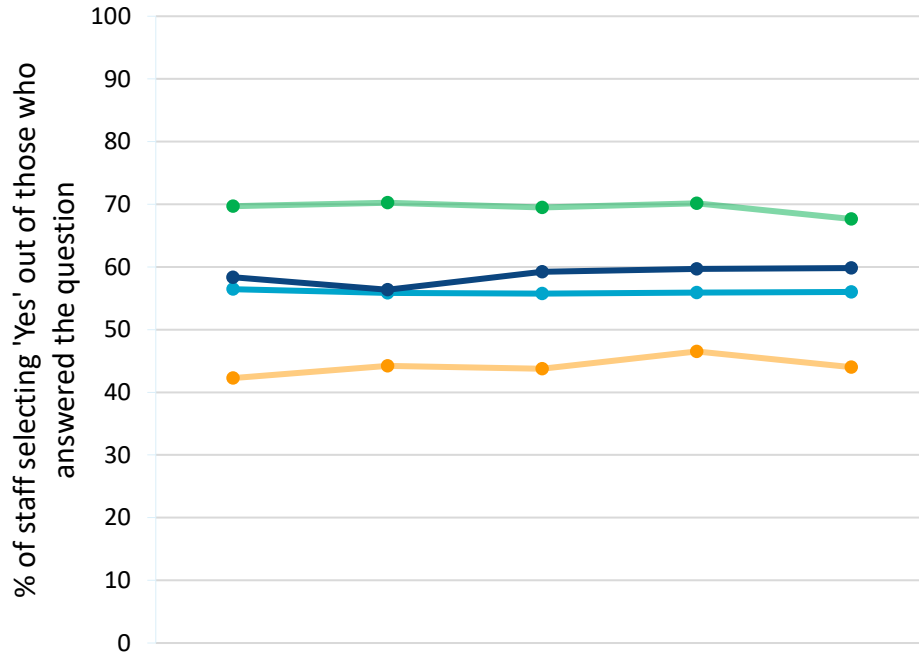
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024
Your org	63.89%	68.04%	70.35%	72.81%
Best result	74.52%	74.33%	76.14%	74.21%
Average result	63.36%	64.45%	66.52%	66.81%
Worst result	55.61%	56.43%	58.64%	59.94%
Responses	3063	3408	3796	3713

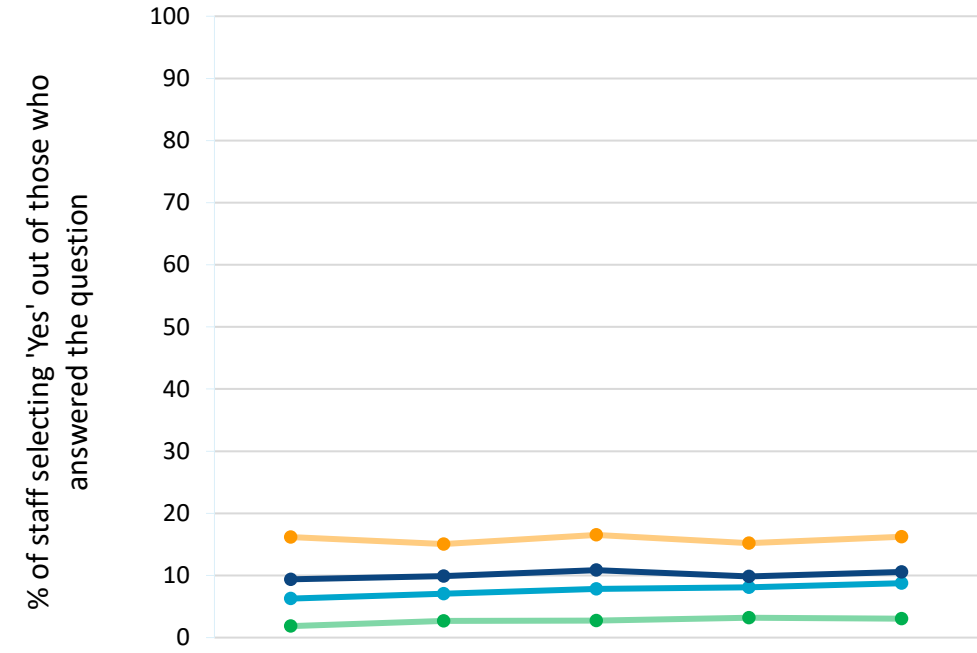


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	58.34%	56.36%	59.21%	59.69%	59.82%
Best result	69.72%	70.24%	69.47%	70.15%	67.66%
Average result	56.45%	55.88%	55.75%	55.91%	56.02%
Worst result	42.27%	44.21%	43.77%	46.52%	43.99%
Responses	2674	3002	3381	3763	3687

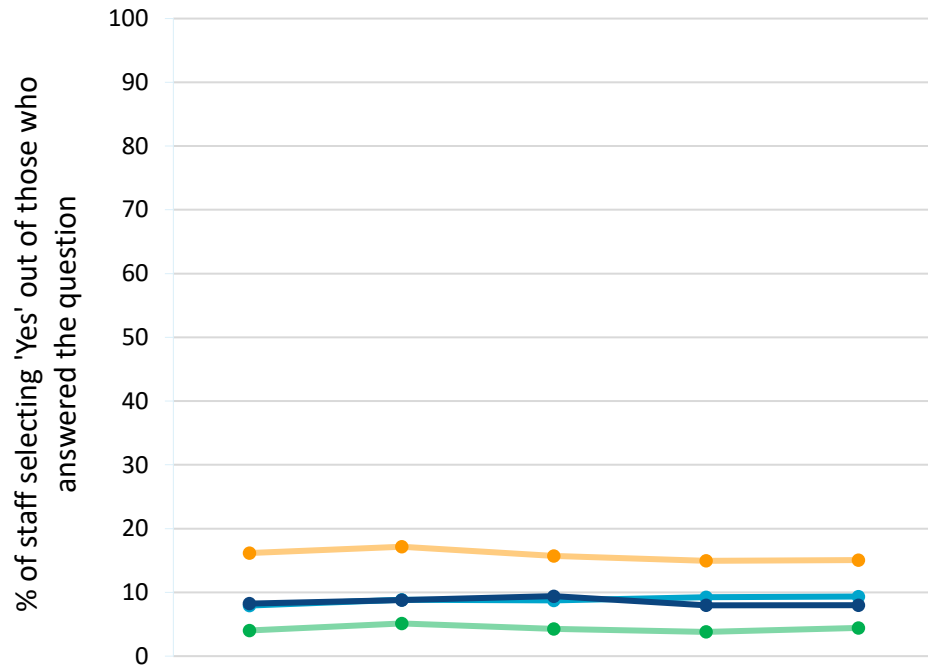
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	9.38%	9.90%	10.85%	9.83%	10.55%
Best result	1.84%	2.66%	2.71%	3.19%	3.03%
Average result	6.27%	7.07%	7.81%	8.09%	8.75%
Worst result	16.18%	15.05%	16.52%	15.20%	16.23%
Responses	2701	3043	3398	3791	3697

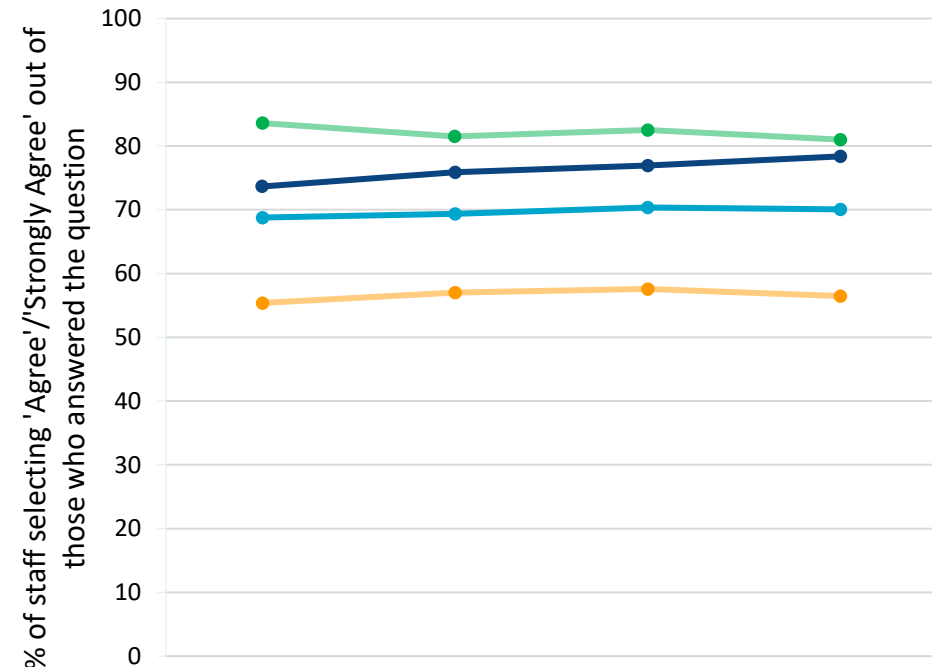


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	8.23%	8.81%	9.41%	7.97%	8.01%
Best result	4.04%	5.12%	4.25%	3.80%	4.44%
Average result	7.93%	8.82%	8.73%	9.24%	9.35%
Worst result	16.19%	17.16%	15.69%	14.95%	15.08%
Responses	2696	3031	3394	3759	3655

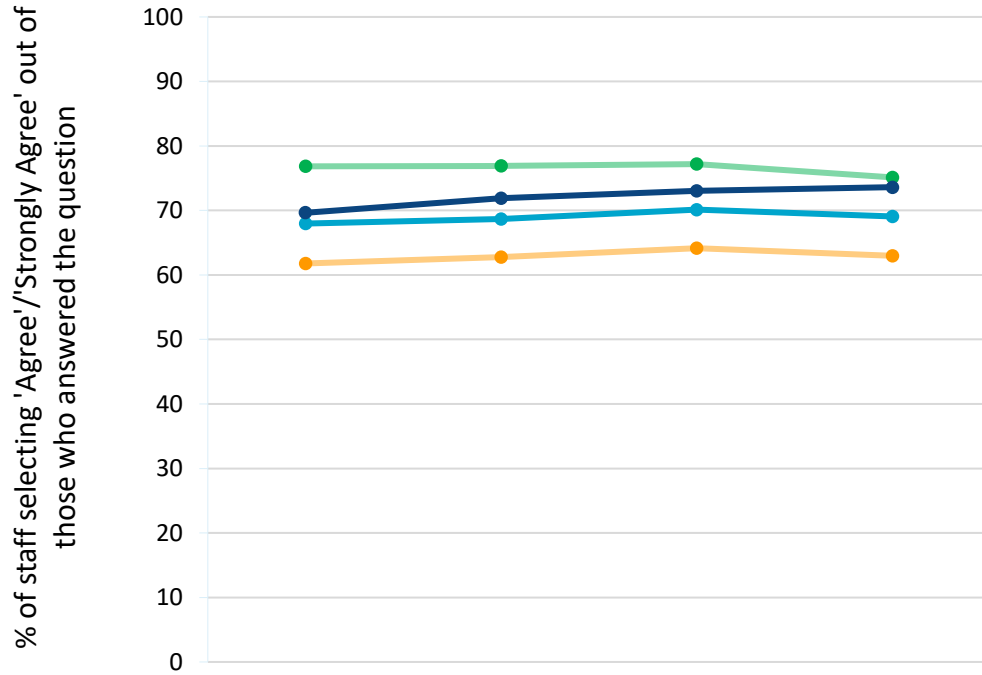
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	73.66%	75.92%	76.94%	78.38%
Best result	83.61%	81.51%	82.55%	81.02%
Average result	68.79%	69.37%	70.37%	70.07%
Worst result	55.39%	57.03%	57.59%	56.47%
Responses	3029	3401	3796	3707

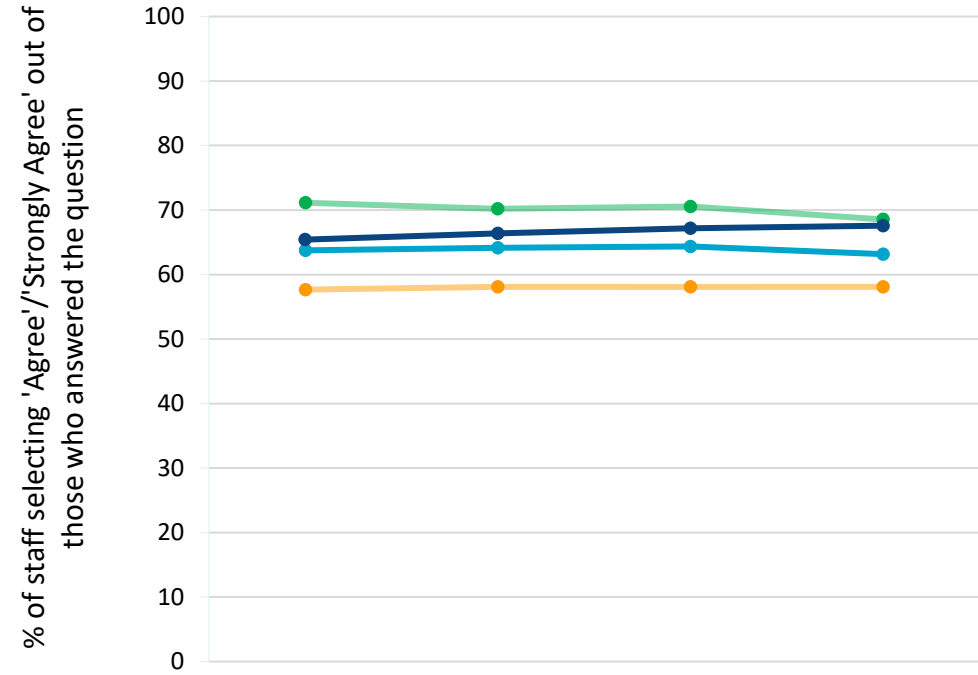


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	69.64%	71.90%	73.06%	73.61%
Best result	76.84%	76.89%	77.18%	75.12%
Average result	67.97%	68.69%	70.13%	69.09%
Worst result	61.78%	62.75%	64.15%	62.98%
Responses	3092	3400	3797	3711

Q7i I feel a strong personal attachment to my team.

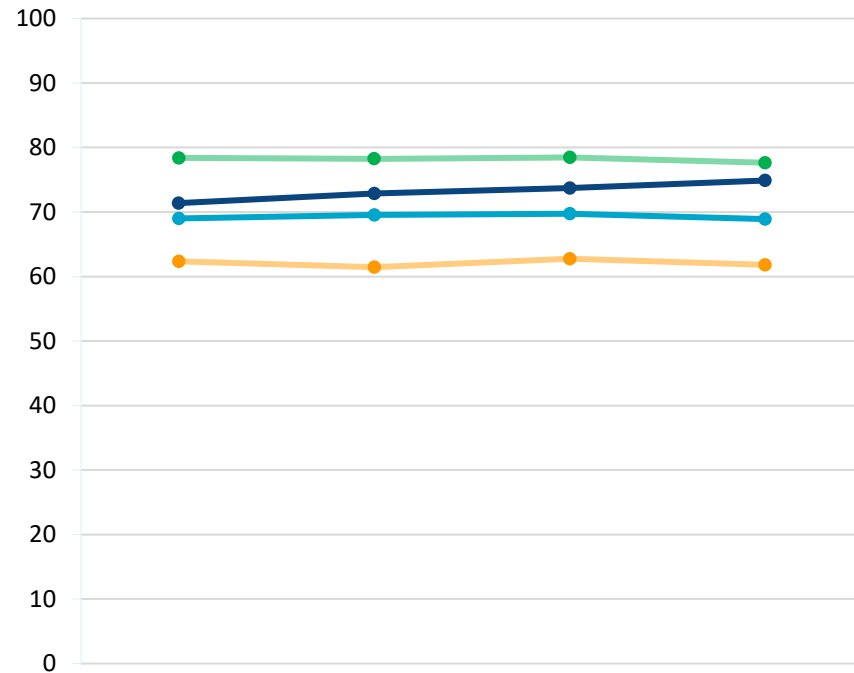


	2021	2022	2023	2024
Your org	65.42%	66.40%	67.17%	67.57%
Best result	71.13%	70.18%	70.53%	68.54%
Average result	63.74%	64.17%	64.36%	63.16%
Worst result	57.66%	58.07%	58.09%	58.08%
Responses	3091	3407	3807	3715



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

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

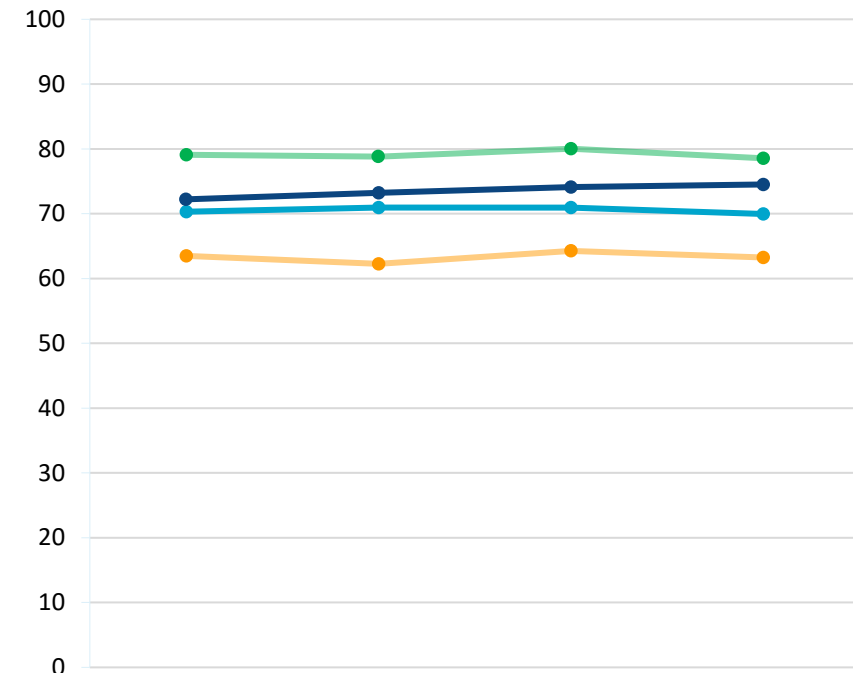


	2021	2022	2023	2024
Your org	71.39%	72.89%	73.74%	74.89%
Best result	78.40%	78.25%	78.46%	77.64%
Average result	69.03%	69.56%	69.73%	68.91%
Worst result	62.36%	61.45%	62.76%	61.80%

Responses	3085	3408	3797	3719
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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	72.22%	73.23%	74.10%	74.51%
Best result	79.10%	78.82%	80.03%	78.56%
Average result	70.29%	70.94%	70.94%	69.96%
Worst result	63.49%	62.26%	64.26%	63.26%

Responses	3088	3410	3799	3720
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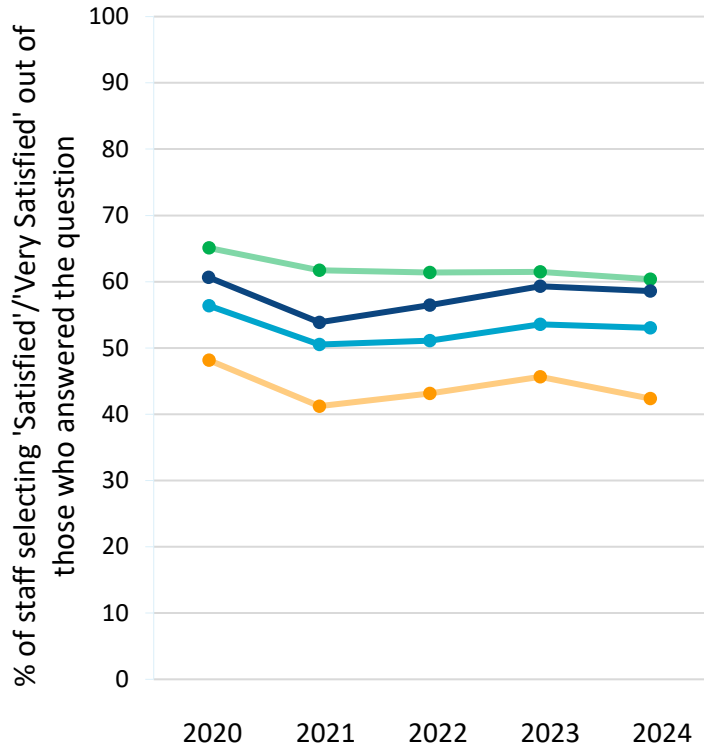
People Promise element – We are recognised and rewarded



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

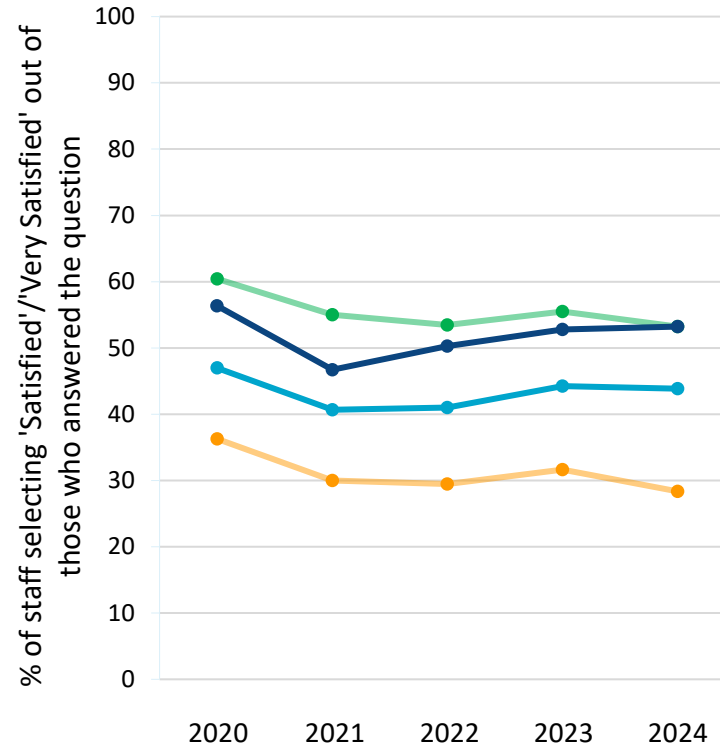


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



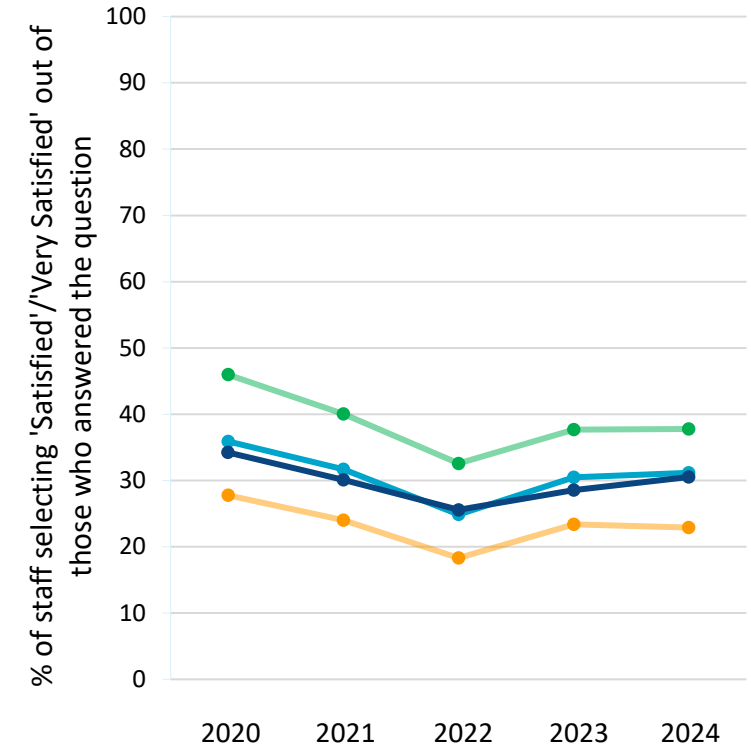
	2020	2021	2022	2023	2024
Your org	60.64%	53.87%	56.45%	59.29%	58.57%
Best result	65.08%	61.71%	61.38%	61.48%	60.37%
Average result	56.37%	50.52%	51.09%	53.56%	53.02%
Worst result	48.16%	41.22%	43.12%	45.65%	42.37%
Responses	2725	3125	3409	3798	3714

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	56.35%	46.72%	50.26%	52.77%	53.22%
Best result	60.42%	55.03%	53.46%	55.50%	53.22%
Average result	46.97%	40.67%	41.03%	44.23%	43.88%
Worst result	36.28%	29.99%	29.44%	31.65%	28.35%
Responses	2725	3121	3403	3793	3710

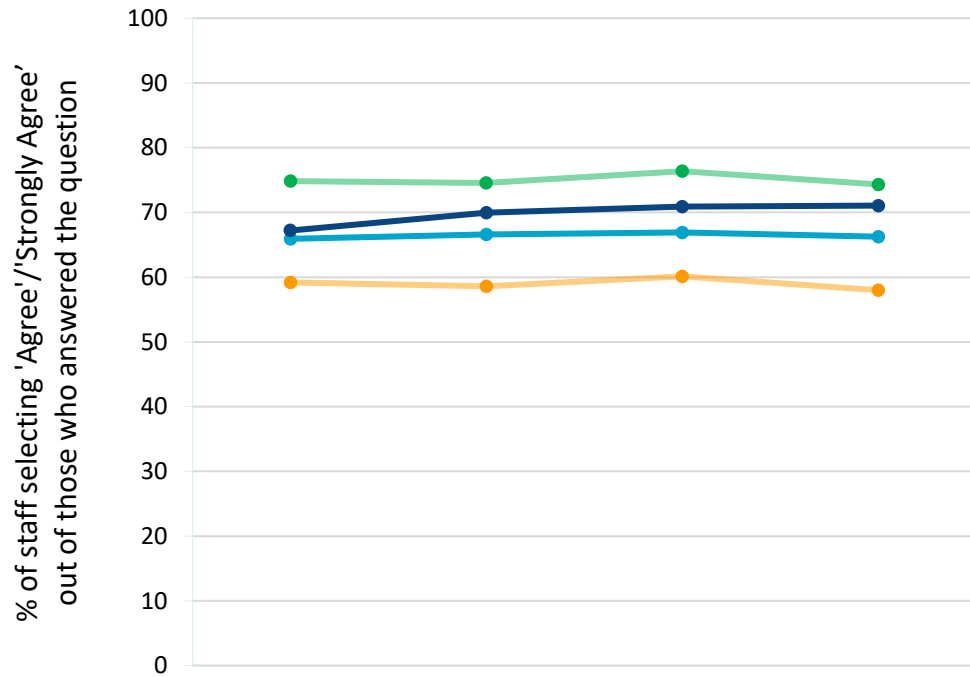
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2020	2021	2022	2023	2024
Your org	34.22%	30.11%	25.58%	28.55%	30.54%
Best result	45.96%	40.04%	32.58%	37.69%	37.76%
Average result	35.89%	31.69%	24.87%	30.49%	31.14%
Worst result	27.76%	23.99%	18.31%	23.36%	22.92%
Responses	2722	3118	3408	3791	3711

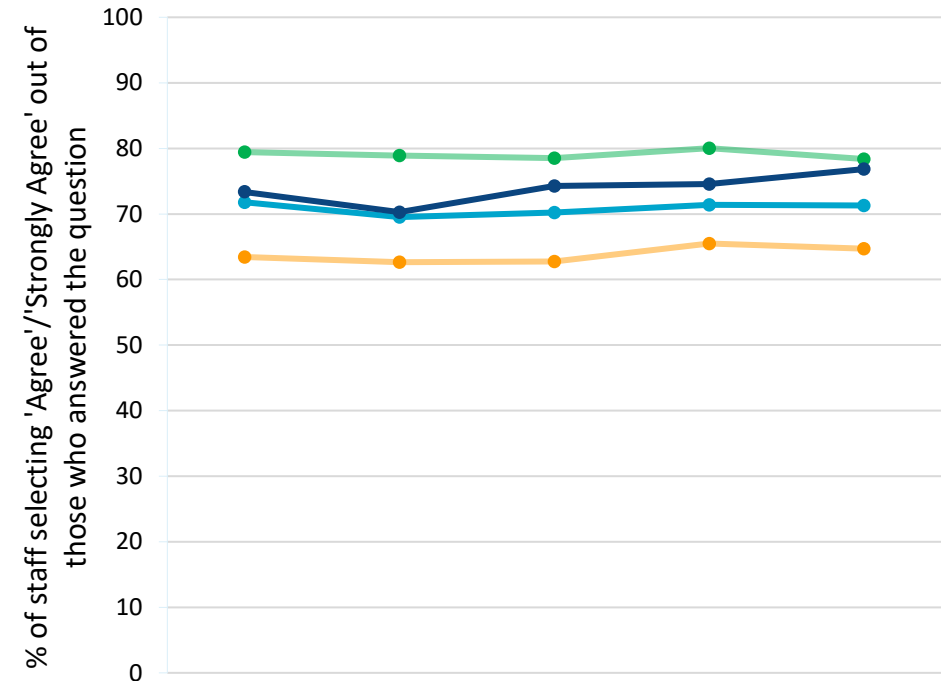


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024
Your org	67.20%	69.96%	70.92%	71.06%
Best result	74.84%	74.55%	76.37%	74.33%
Average result	65.92%	66.61%	66.91%	66.25%
Worst result	59.18%	58.59%	60.13%	57.98%
Responses	3089	3412	3795	3719

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	73.37%	70.28%	74.25%	74.56%	76.84%
Best result	79.43%	78.89%	78.50%	80.03%	78.38%
Average result	71.78%	69.52%	70.22%	71.39%	71.30%
Worst result	63.46%	62.64%	62.76%	65.49%	64.68%
Responses	2715	3063	3402	3799	3714

People Promise element – We each have a voice that counts



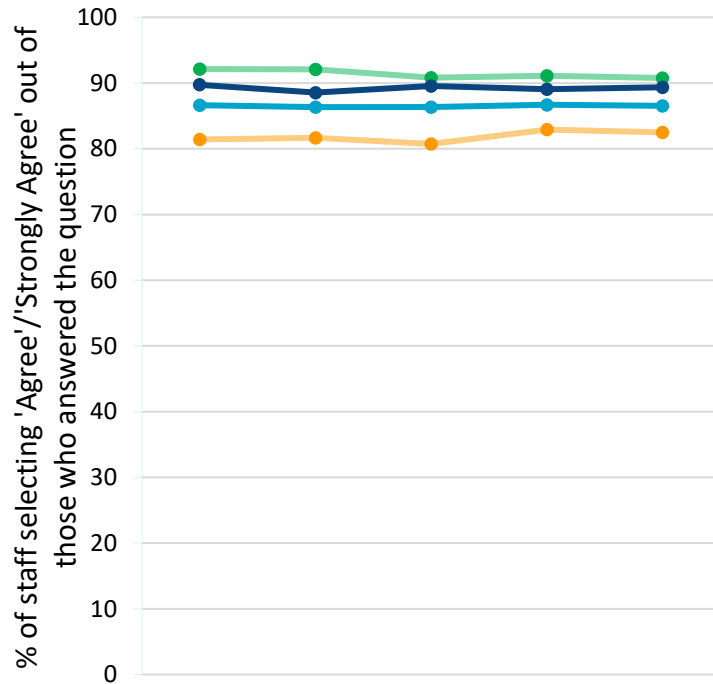
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

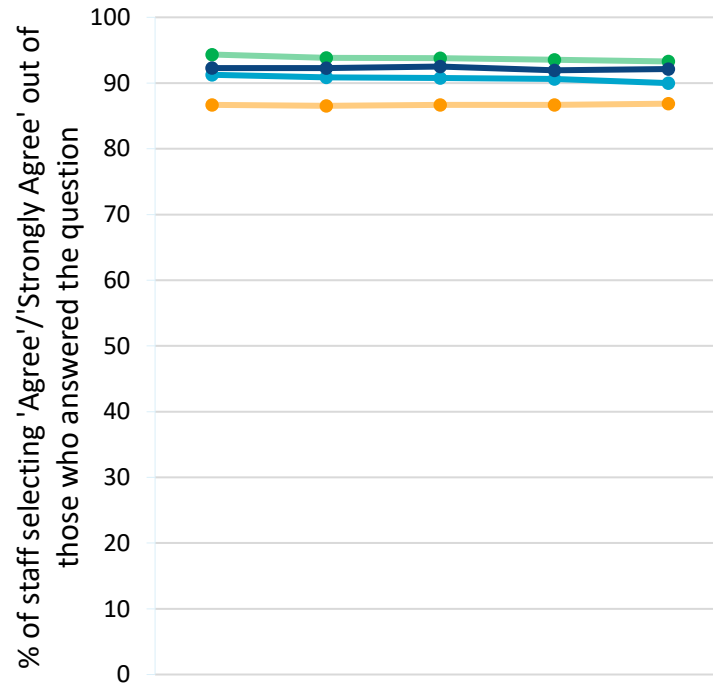


Q3a I always know what my work responsibilities are.



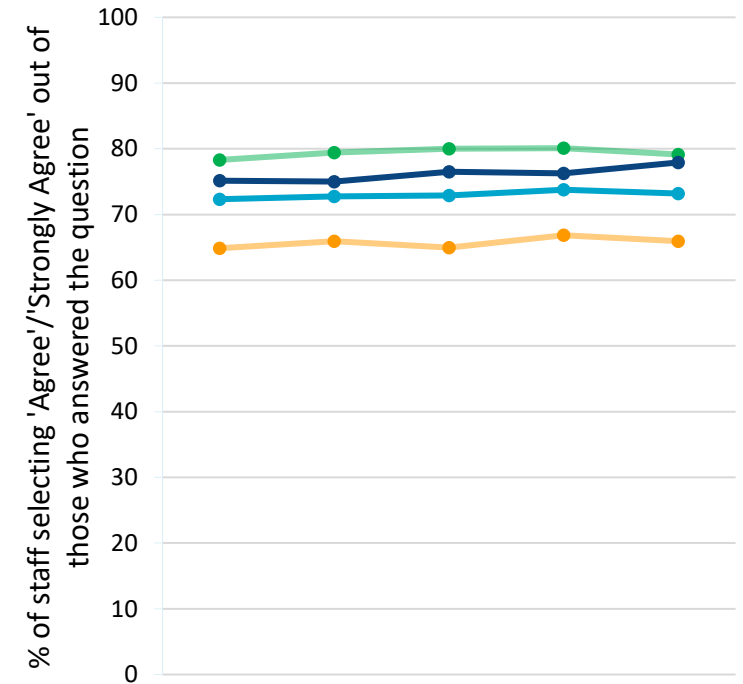
	2020	2021	2022	2023	2024
Your org	89.73%	88.55%	89.57%	89.05%	89.38%
Best result	92.13%	92.08%	90.80%	91.12%	90.77%
Average result	86.62%	86.35%	86.35%	86.70%	86.55%
Worst result	81.40%	81.65%	80.73%	82.92%	82.51%
Responses	2761	3133	3405	3807	3722

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	92.27%	92.29%	92.51%	91.94%	92.15%
Best result	94.34%	93.85%	93.81%	93.56%	93.28%
Average result	91.25%	90.85%	90.76%	90.62%	89.99%
Worst result	86.67%	86.54%	86.66%	86.67%	86.86%
Responses	2751	3133	3406	3802	3717

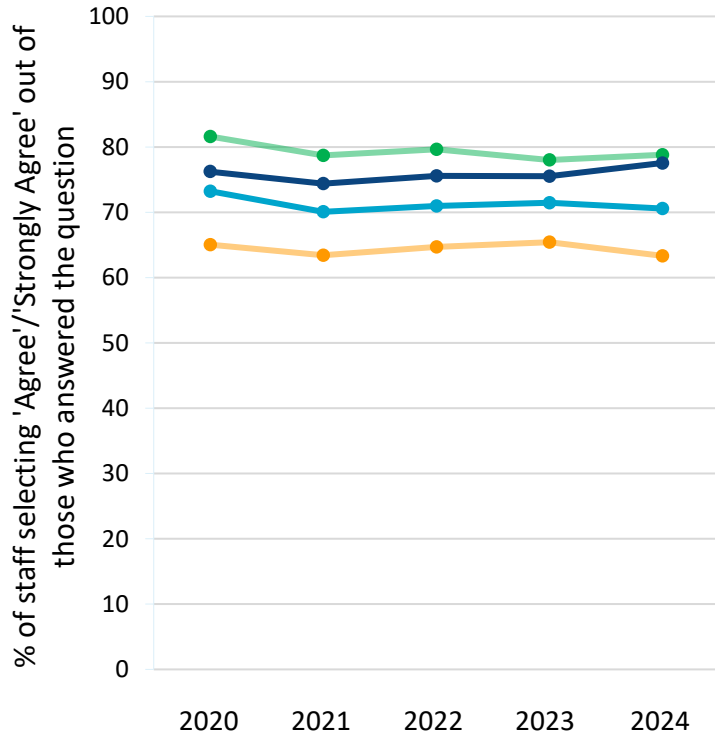
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	75.13%	75.01%	76.49%	76.25%	77.92%
Best result	78.30%	79.42%	80.00%	80.09%	79.13%
Average result	72.32%	72.74%	72.89%	73.76%	73.20%
Worst result	64.86%	65.95%	64.98%	66.84%	65.96%
Responses	2741	3127	3403	3796	3712

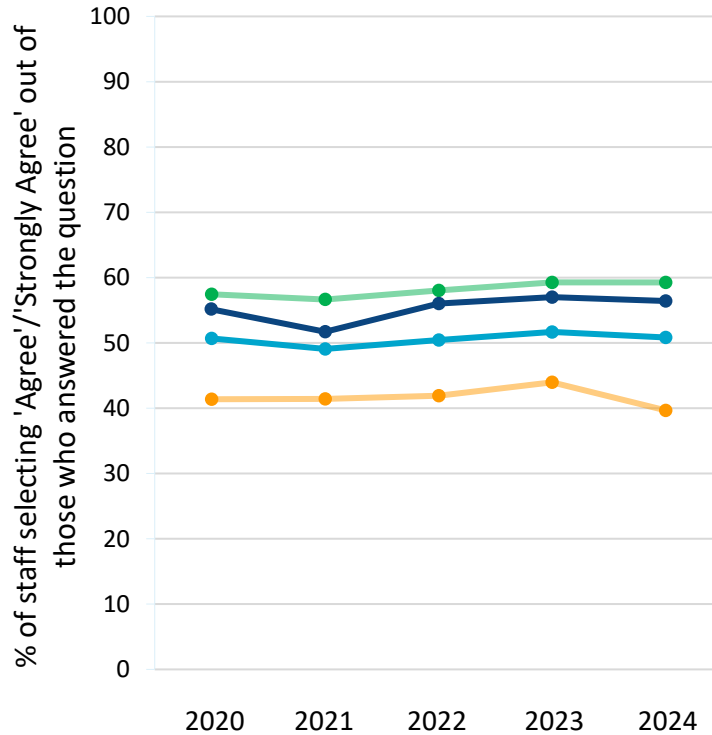


Q3d I am able to make suggestions to improve the work of my team / department.



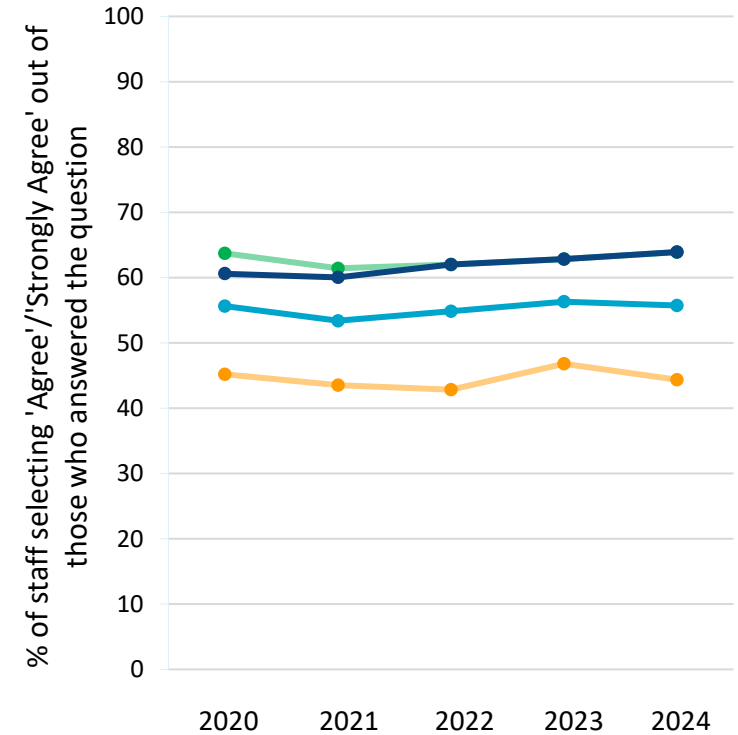
Responses	2738	3130	3402	3798	3712
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	2732	3122	3399	3791	3709
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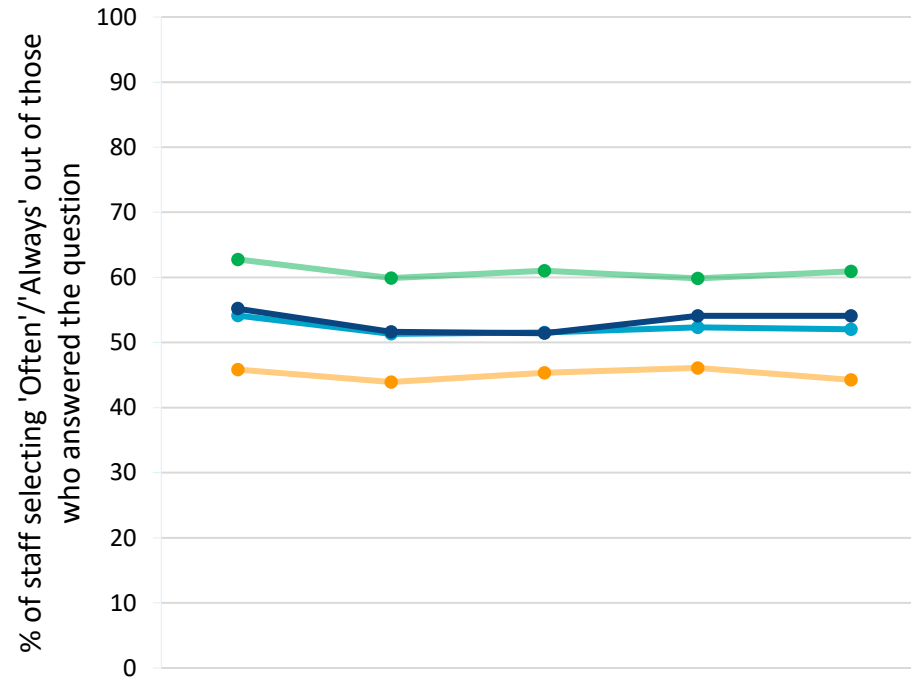
Q3f I am able to make improvements happen in my area of work.



Responses	2733	3123	3395	3798	3710
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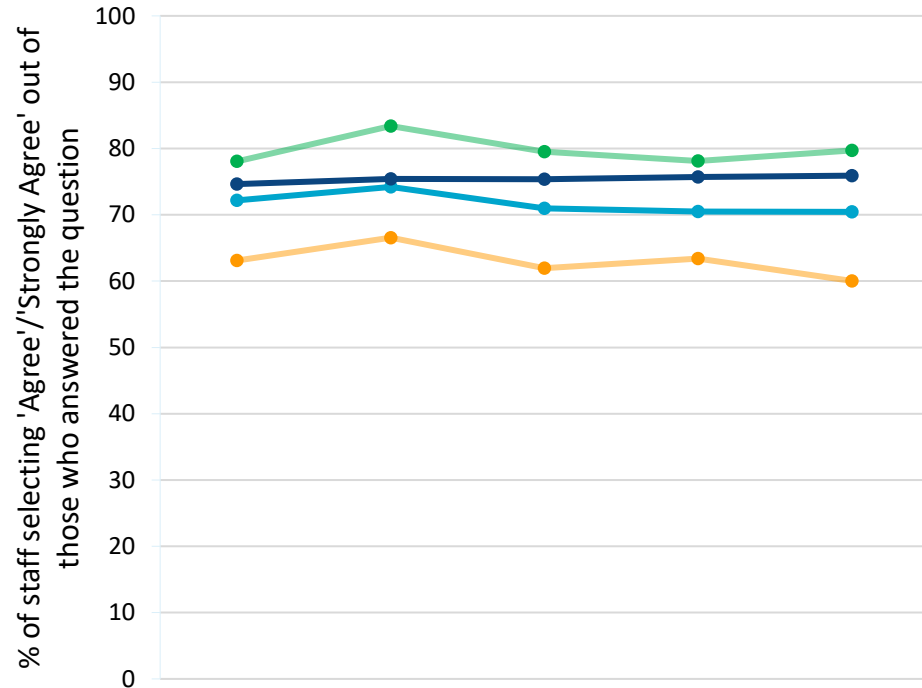
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	55.18%	51.66%	51.42%	54.11%	54.08%
Best result	62.76%	59.87%	61.04%	59.85%	60.94%
Average result	54.13%	51.32%	51.55%	52.31%	52.02%
Worst result	45.86%	43.93%	45.33%	46.10%	44.26%
Responses	2725	3104	3403	3792	3712

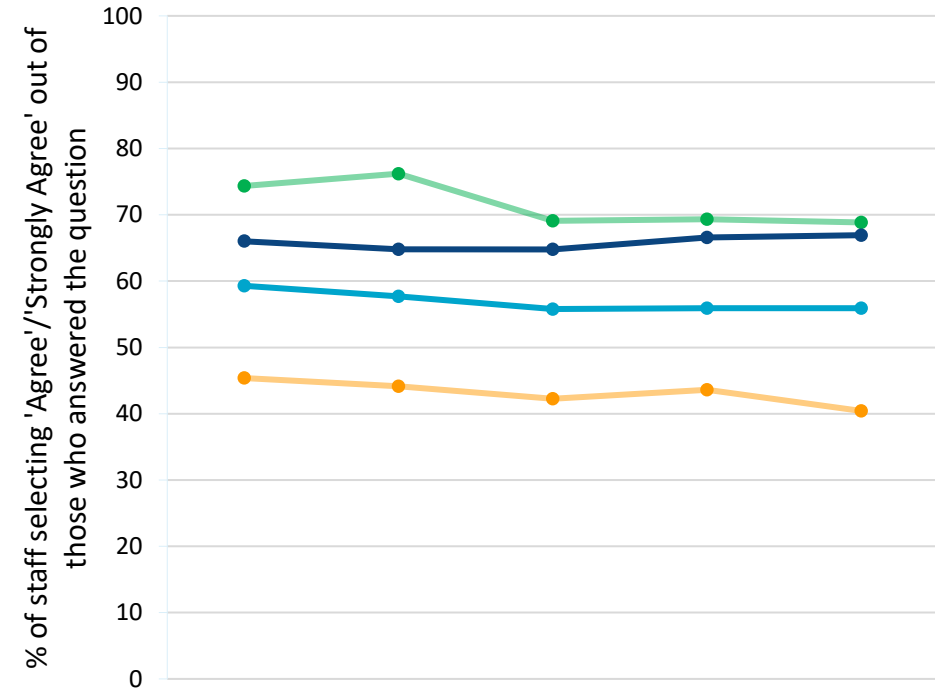


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	74.63%	75.43%	75.36%	75.69%	75.90%
Best result	78.06%	83.39%	79.51%	78.11%	79.71%
Average result	72.16%	74.20%	70.96%	70.47%	70.44%
Worst result	63.08%	66.55%	61.96%	63.38%	60.03%
Responses	2675	3023	3397	3790	3695

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

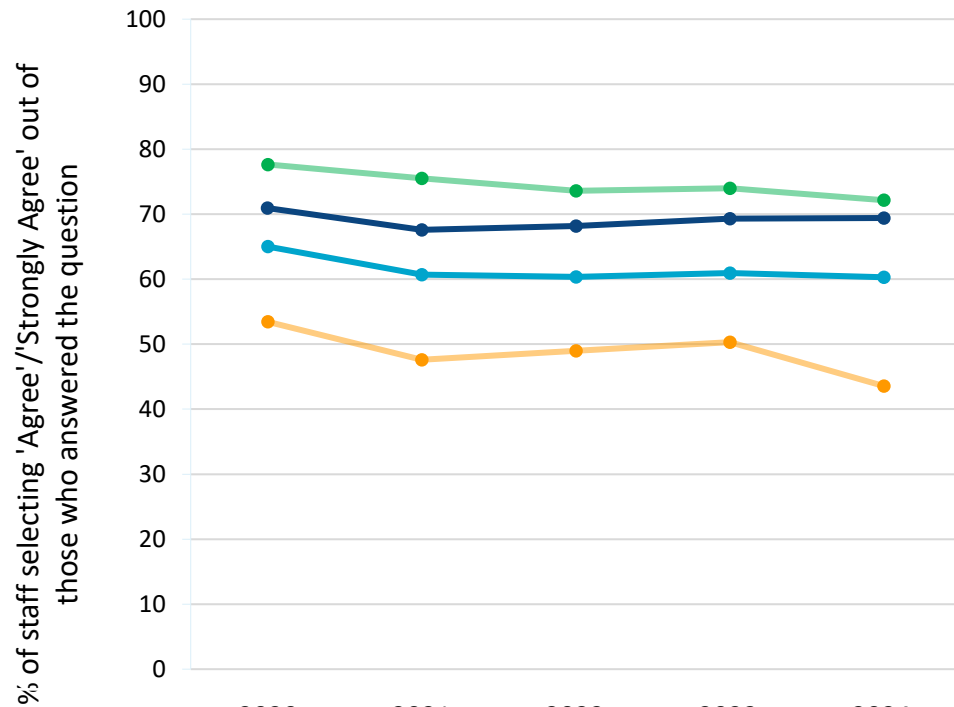


	2020	2021	2022	2023	2024
Your org	66.00%	64.77%	64.77%	66.58%	66.92%
Best result	74.37%	76.20%	69.10%	69.35%	68.85%
Average result	59.29%	57.68%	55.79%	55.93%	55.91%
Worst result	45.38%	44.13%	42.28%	43.61%	40.42%
Responses	2675	3028	3393	3787	3690

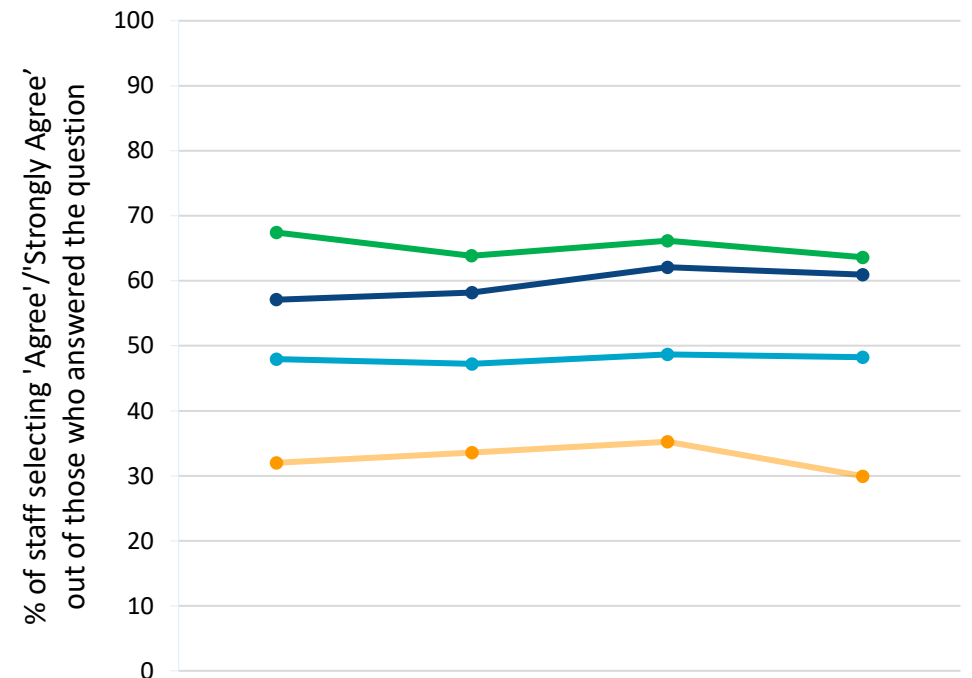


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



	2020	2021	2022	2023	2024
Your org	70.93%	67.59%	68.18%	69.31%	69.39%
Best result	77.65%	75.50%	73.58%	74.00%	72.15%
Average result	65.01%	60.68%	60.37%	60.93%	60.29%
Worst result	53.44%	47.61%	48.97%	50.33%	43.56%
Responses	2668	3003	3395	3789	3705



	2021	2022	2023	2024
Your org	57.09%	58.17%	62.09%	60.96%
Best result	67.43%	63.83%	66.16%	63.63%
Average result	47.94%	47.23%	48.67%	48.23%
Worst result	32.01%	33.59%	35.24%	29.95%
Responses	3004	3394	3782	3703

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

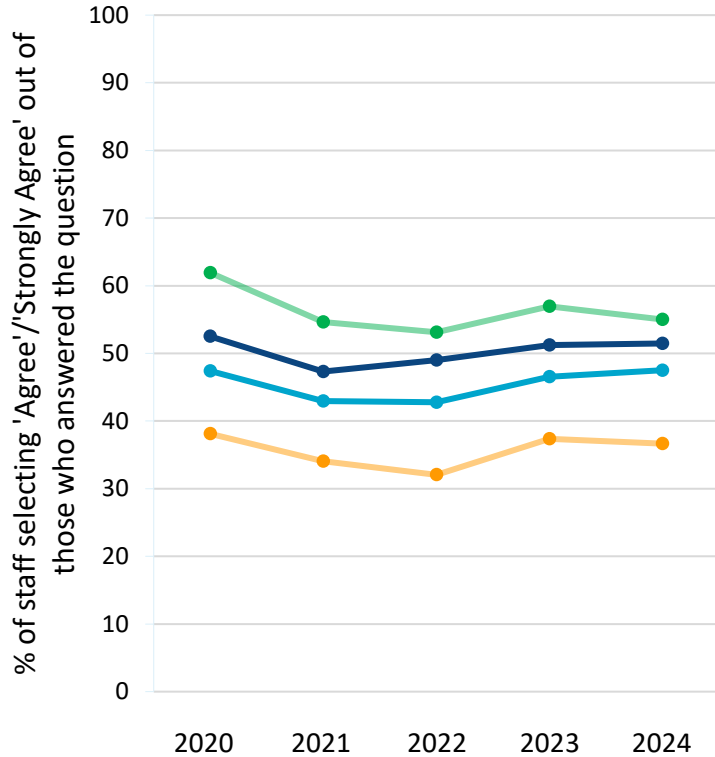
Other questions:* Q17a, Q17b, Q22

*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.

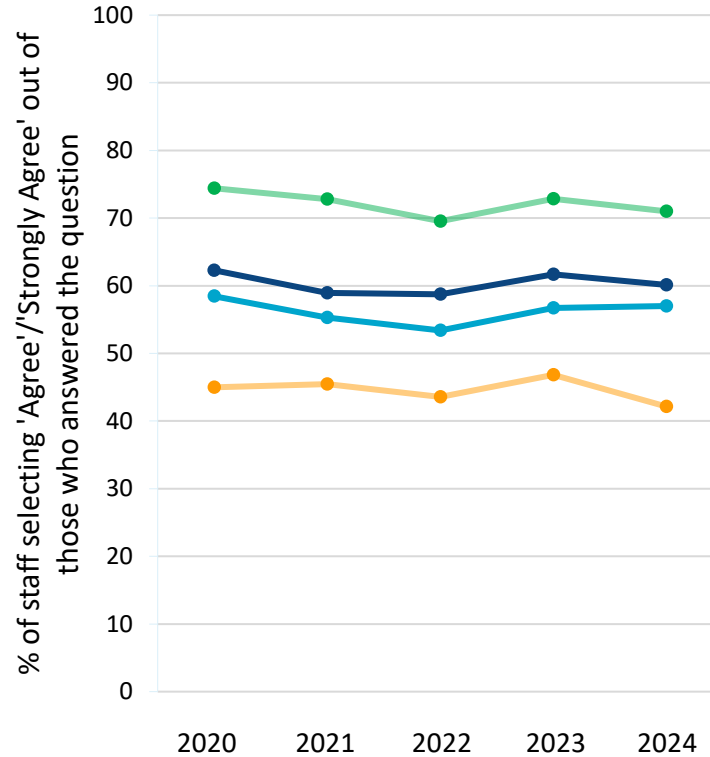


Q3g I am able to meet all the conflicting demands on my time at work.



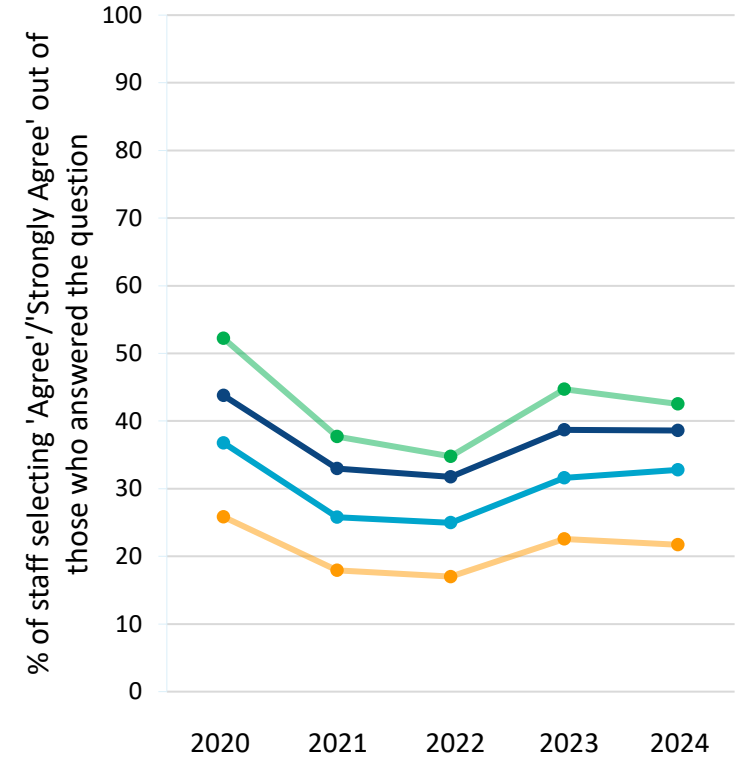
Responses	2724	3115	3399	3795	3697
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	2732	3123	3405	3798	3705
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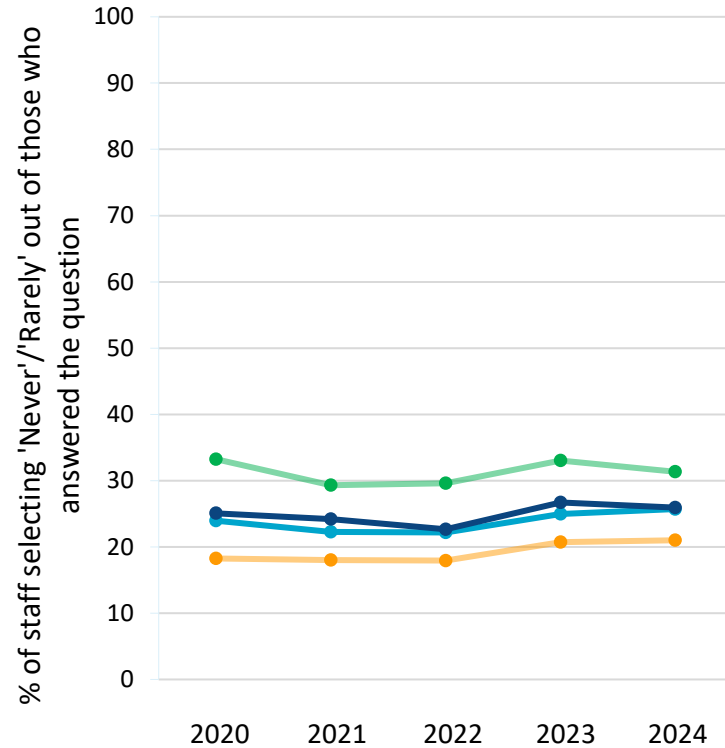
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	2730	3125	3406	3804	3714
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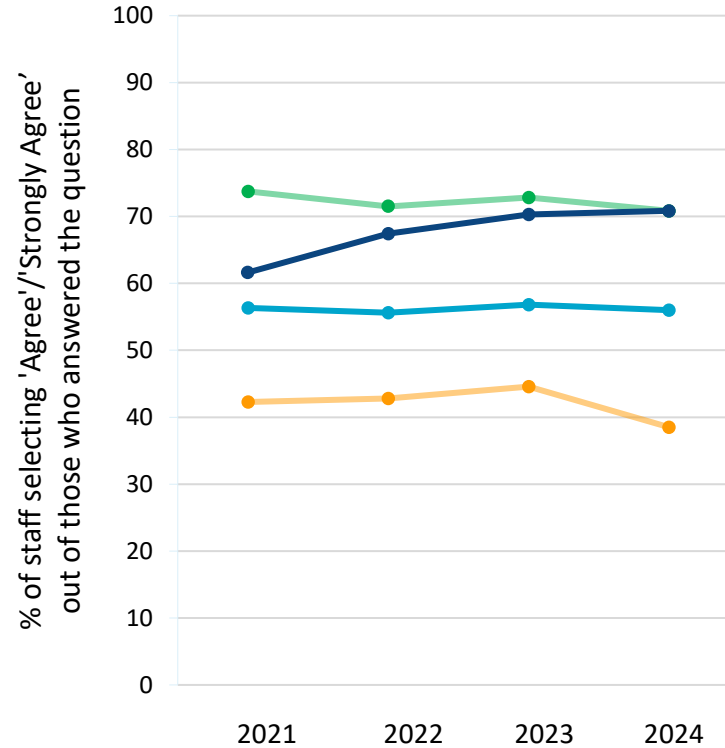


Q5a I have unrealistic time pressures.



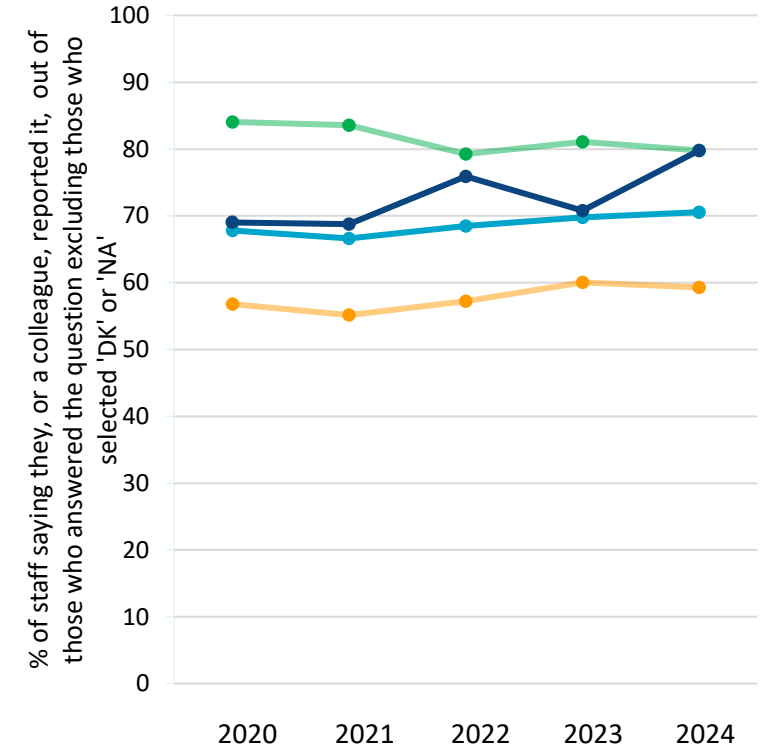
Responses	2723	3100	3398	3790	3708
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Q11a My organisation takes positive action on health and well-being.



Responses	3044	3366	3795	3710
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Q13d The last time you experienced physical violence at work, did you or a colleague report it?

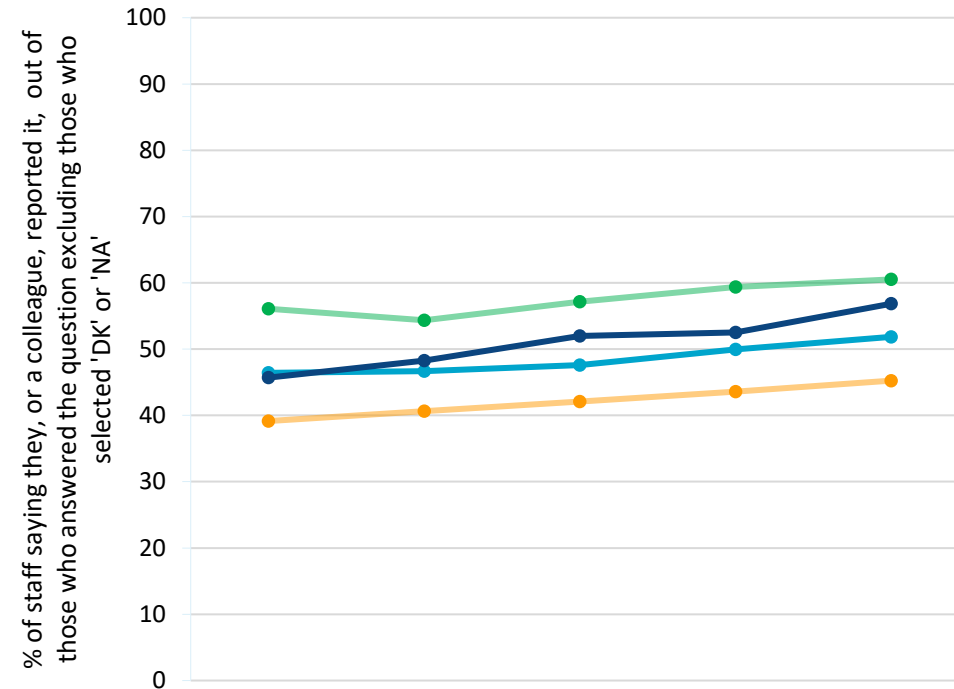


Responses	396	358	464	447	419
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Note: 2023 results for Q13d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

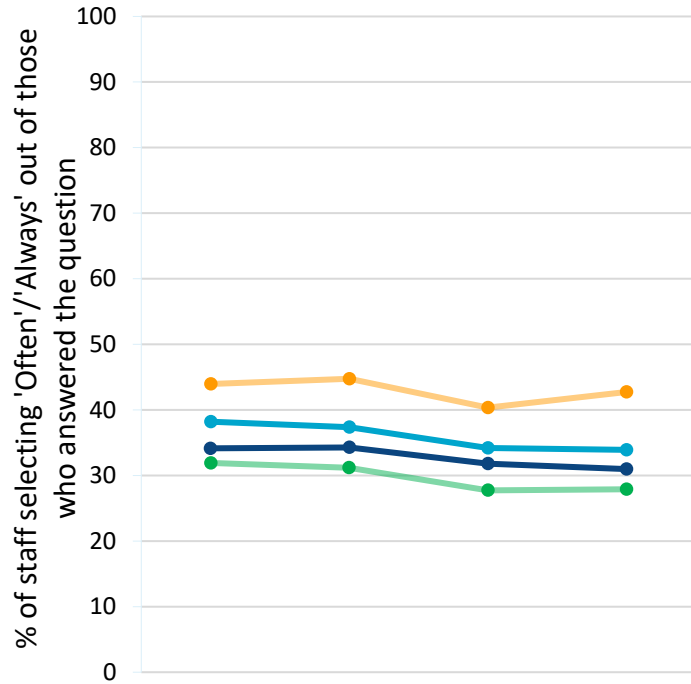


	2020	2021	2022	2023	2024
Your org	45.70%	48.26%	51.98%	52.51%	56.85%
Best result	56.07%	54.35%	57.16%	59.40%	60.52%
Average result	46.43%	46.67%	47.59%	49.96%	51.86%
Worst result	39.15%	40.63%	42.10%	43.57%	45.25%
Responses	913	957	1181	1162	1156

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

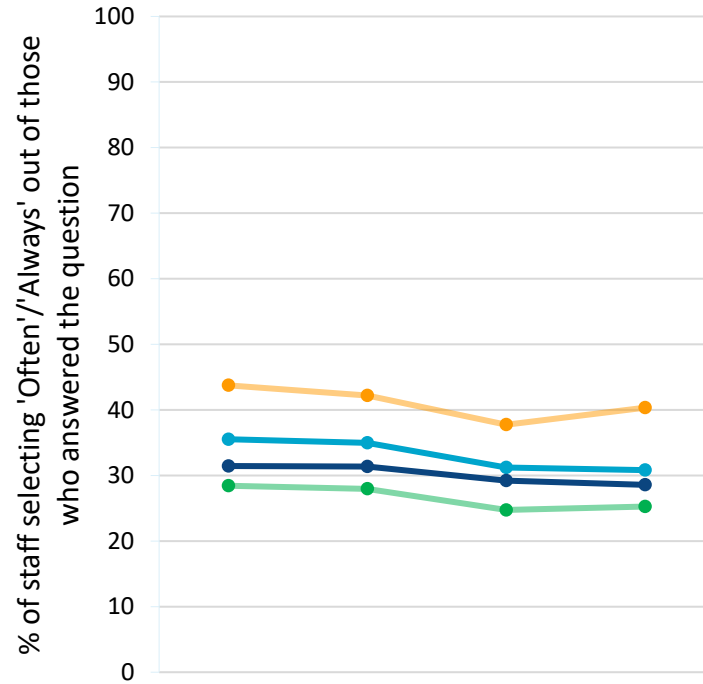


Q12a How often, if at all, do you find your work emotionally exhausting?



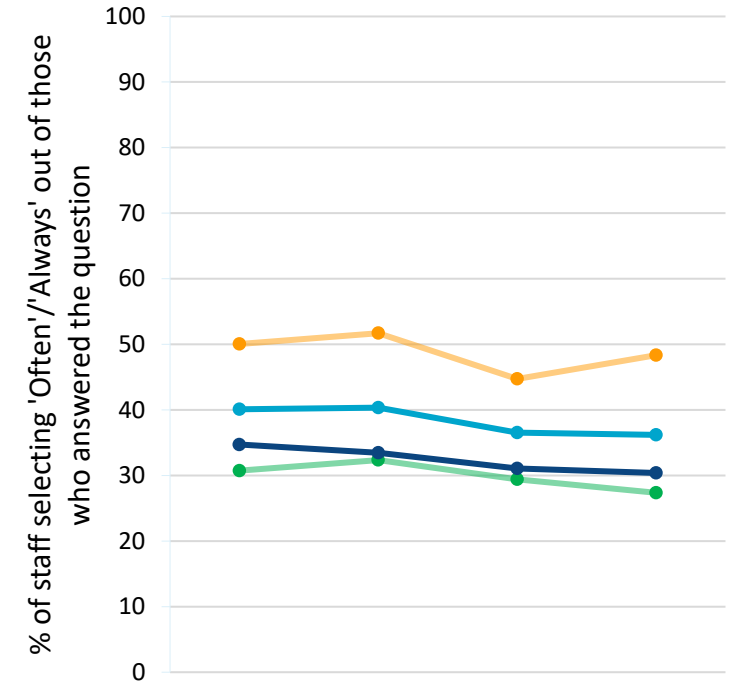
	2021	2022	2023	2024
Your org	34.12%	34.27%	31.78%	30.98%
Best result	31.92%	31.18%	27.73%	27.88%
Average result	38.20%	37.36%	34.20%	33.91%
Worst result	43.97%	44.75%	40.35%	42.73%
Responses	3050	3407	3798	3717

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



	2021	2022	2023	2024
Your org	31.44%	31.35%	29.19%	28.57%
Best result	28.44%	27.95%	24.74%	25.24%
Average result	35.52%	34.98%	31.20%	30.82%
Worst result	43.74%	42.19%	37.74%	40.36%
Responses	3043	3406	3789	3705

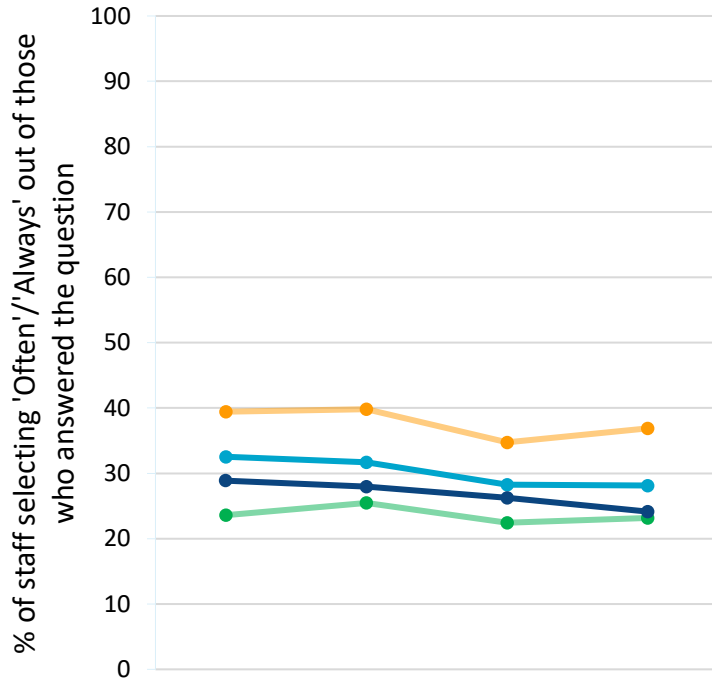
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	34.73%	33.47%	31.06%	30.38%
Best result	30.74%	32.35%	29.40%	27.37%
Average result	40.11%	40.35%	36.52%	36.19%
Worst result	50.04%	51.70%	44.72%	48.33%
Responses	3044	3403	3788	3707

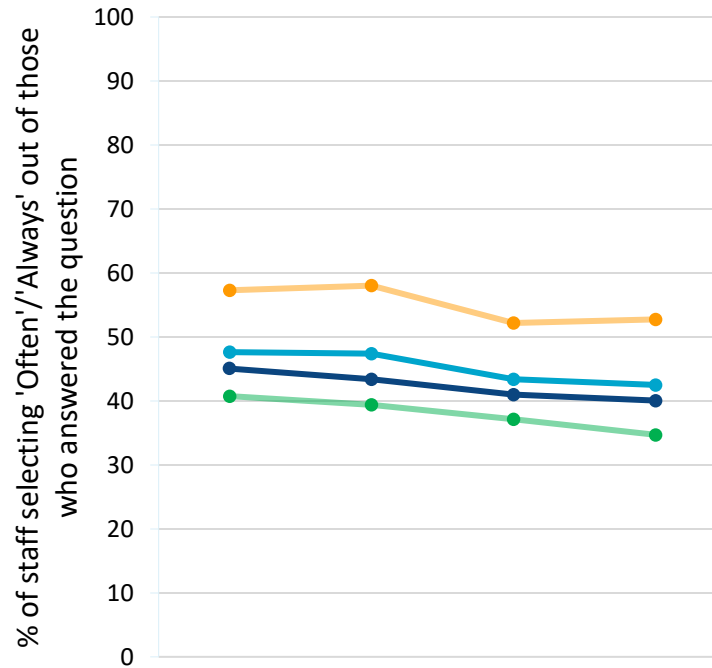


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



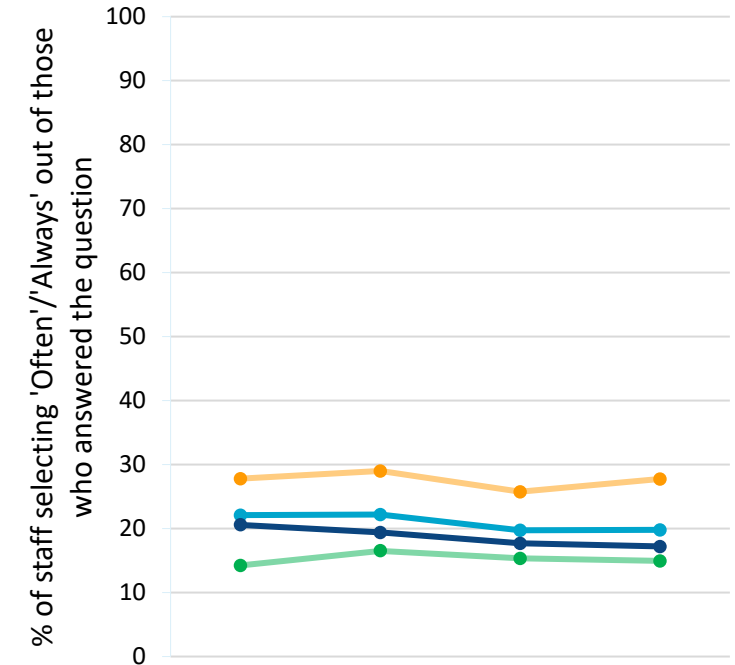
	2021	2022	2023	2024
Your org	28.88%	27.96%	26.23%	24.14%
Best result	23.59%	25.47%	22.44%	23.17%
Average result	32.54%	31.71%	28.26%	28.13%
Worst result	39.44%	39.81%	34.74%	36.90%
Responses	3040	3397	3790	3706

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	45.05%	43.37%	40.97%	40.05%
Best result	40.75%	39.38%	37.14%	34.71%
Average result	47.62%	47.37%	43.37%	42.50%
Worst result	57.28%	58.02%	52.18%	52.73%
Responses	3042	3399	3791	3703

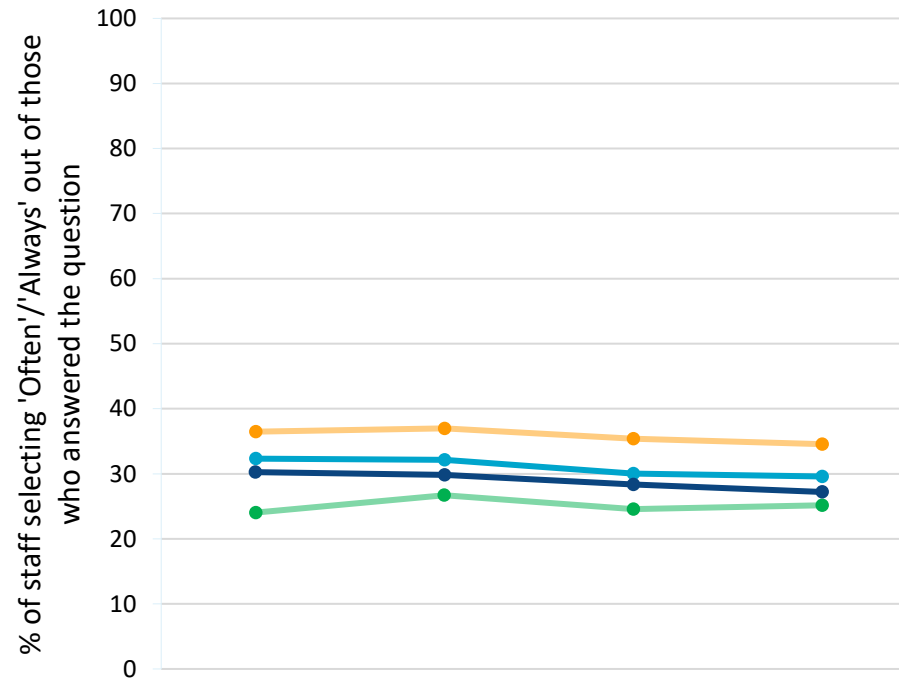
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	20.56%	19.39%	17.70%	17.21%
Best result	14.24%	16.50%	15.36%	14.94%
Average result	22.12%	22.19%	19.73%	19.80%
Worst result	27.81%	29.01%	25.76%	27.74%
Responses	3042	3403	3792	3706



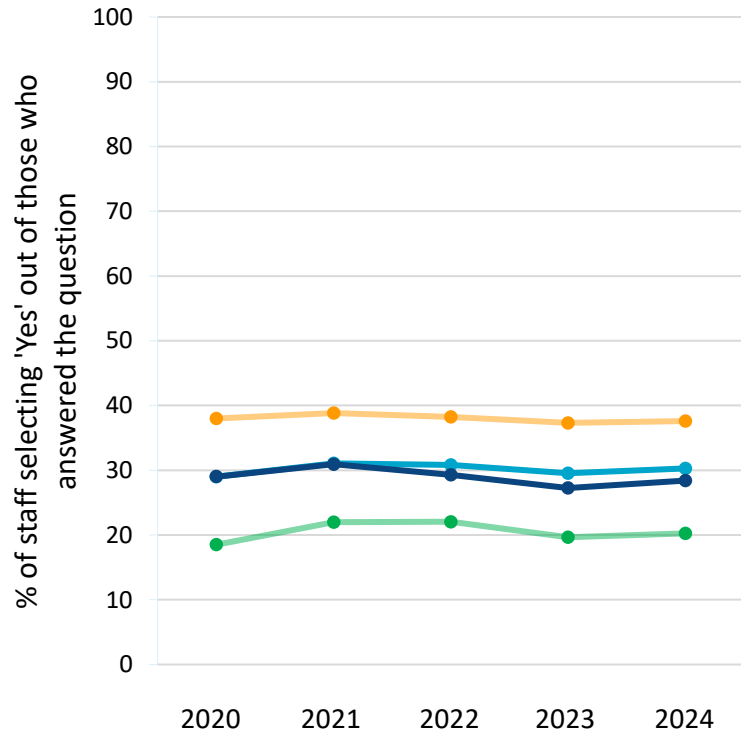
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	30.25%	29.82%	28.36%	27.20%
Best result	24.04%	26.70%	24.55%	25.16%
Average result	32.33%	32.13%	30.02%	29.59%
Worst result	36.47%	36.98%	35.41%	34.56%
Responses	3043	3394	3797	3705

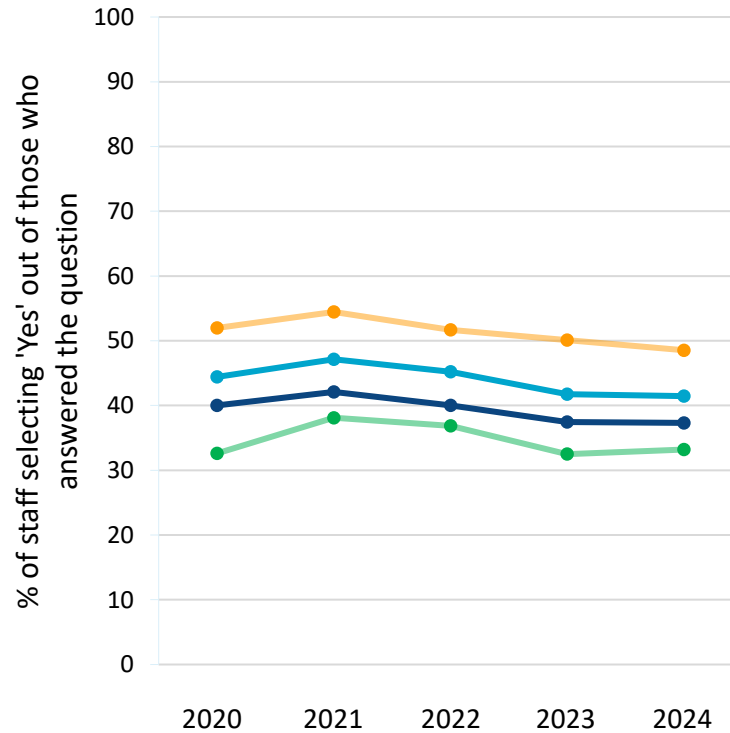


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



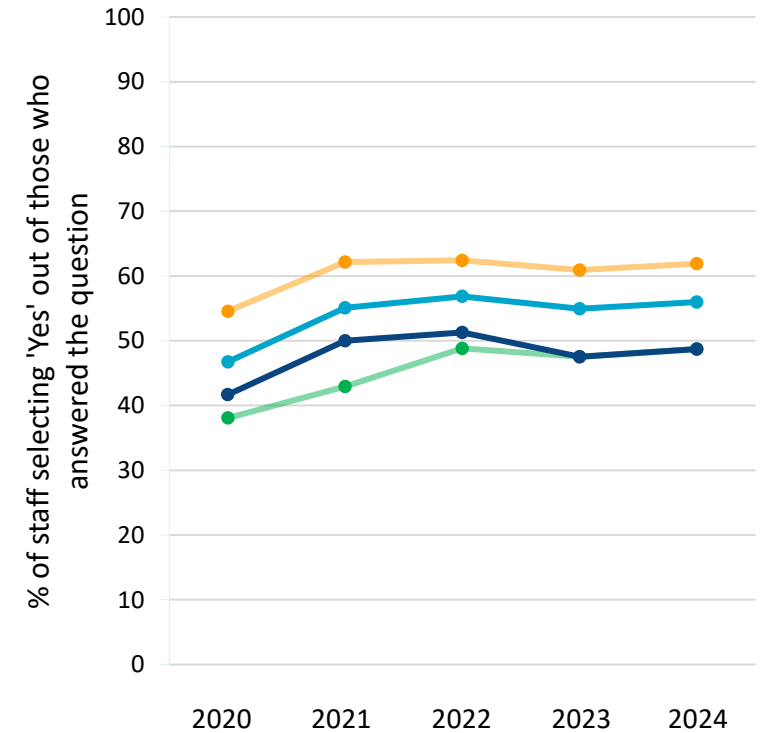
Responses	2700	3057	3405	3800	3713
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Q11c During the last 12 months have you felt unwell as a result of work related stress?



Responses	2705	3063	3405	3792	3705
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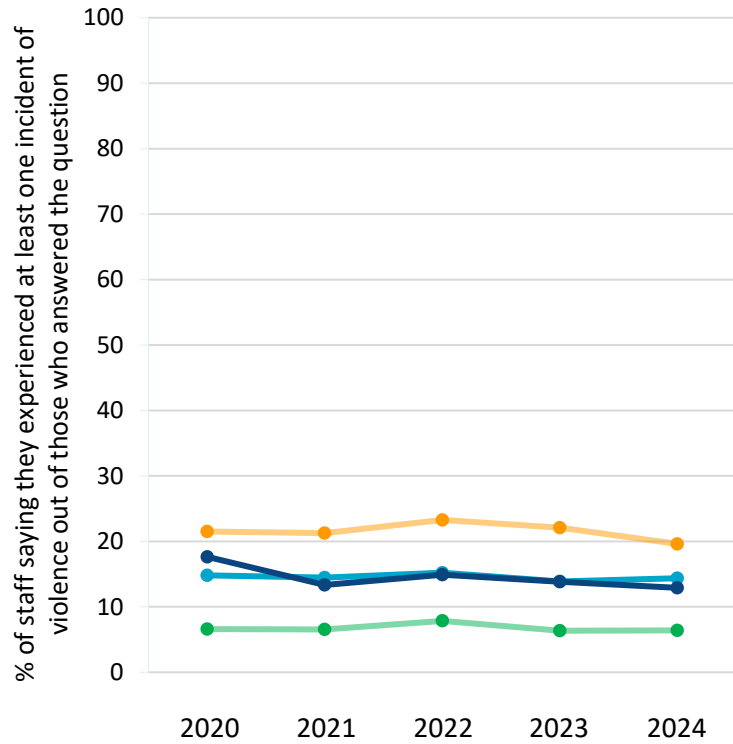
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



Responses	2701	3058	3392	3777	3694
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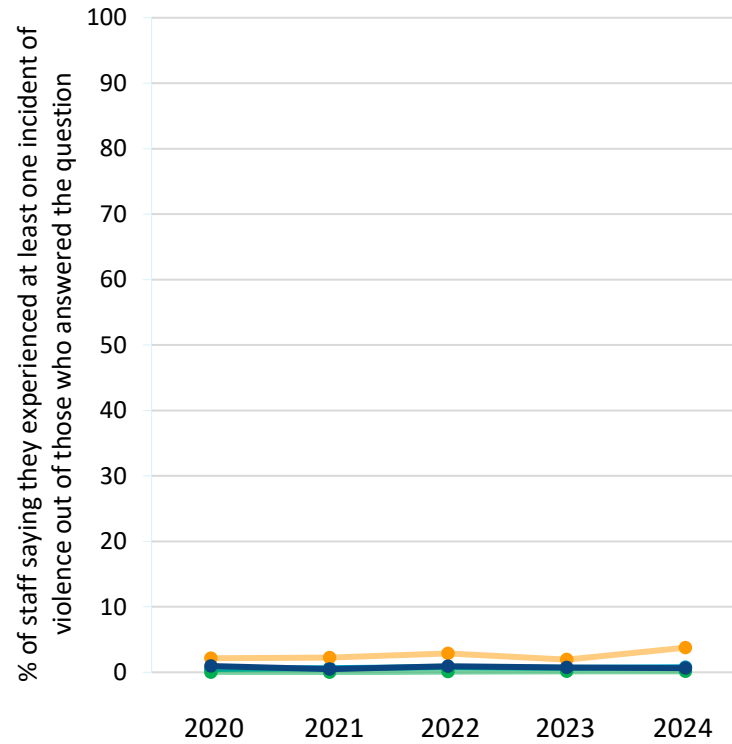


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



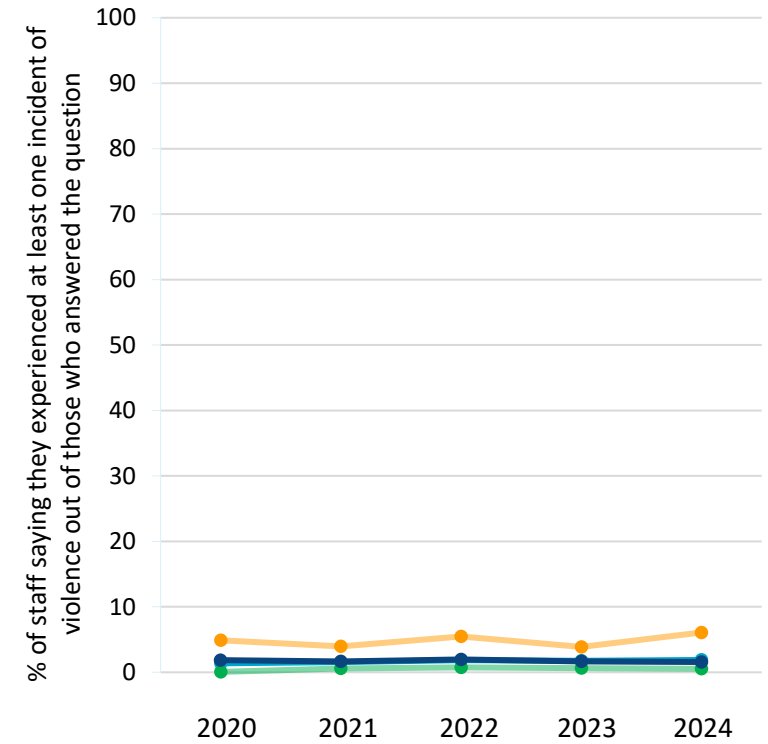
Responses	2706	3047	3400	3654	3694
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	2695	3020	3365	3614	3641
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

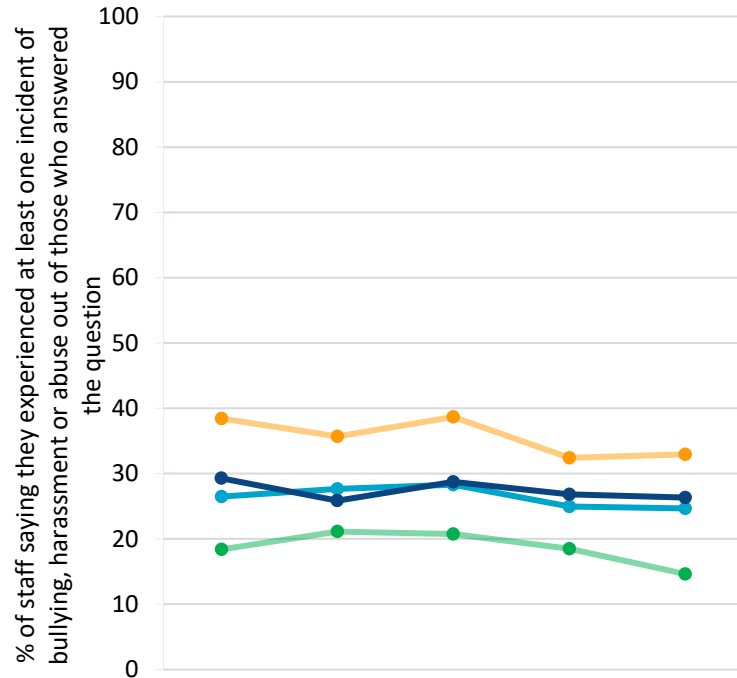


Responses	2695	3011	3352	3575	3536
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Note: 2023 results for Q13a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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.

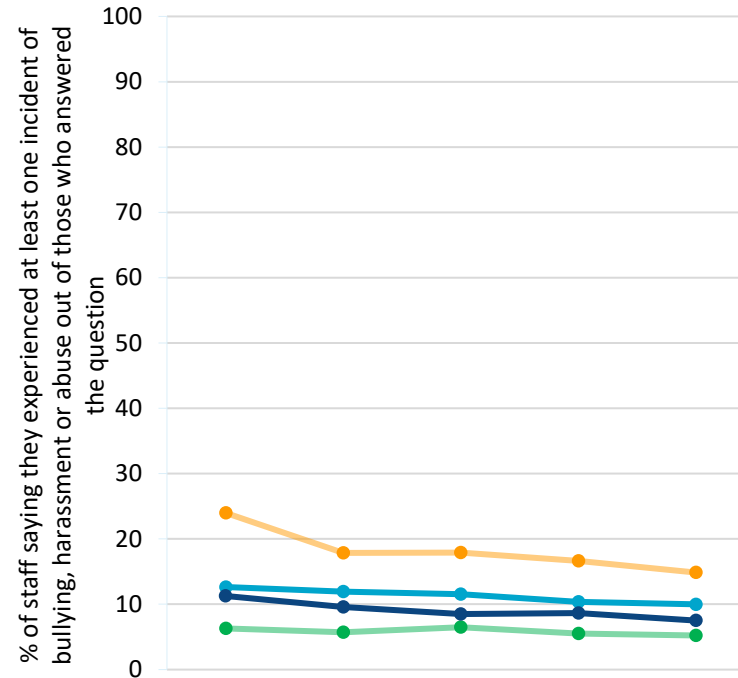


2020 2021 2022 2023 2024

Your org	29.28%	25.86%	28.76%	26.83%	26.34%
Best result	18.42%	21.13%	20.77%	18.48%	14.63%
Average result	26.49%	27.65%	28.31%	24.99%	24.68%
Worst result	38.45%	35.69%	38.68%	32.43%	32.94%

Responses 2622 2951 3402 3654 3697

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

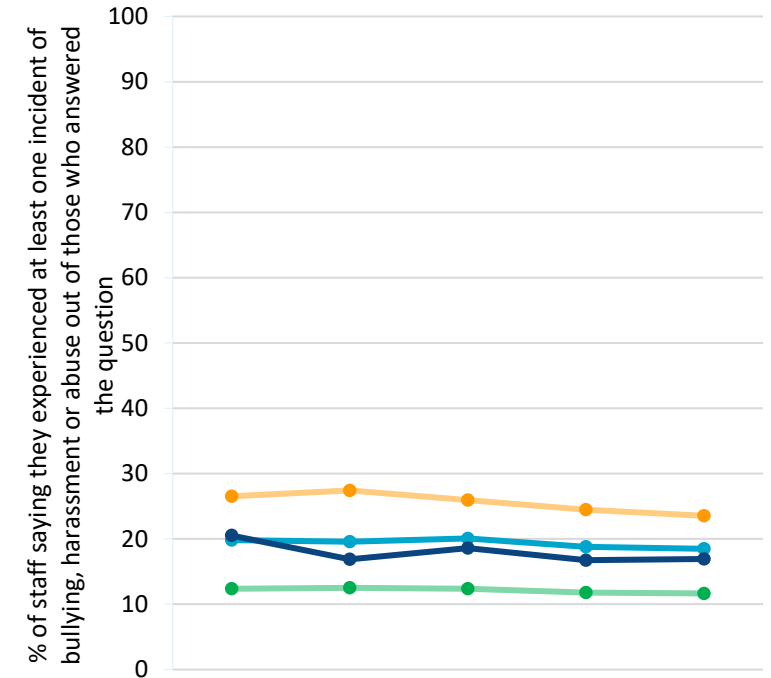


2020 2021 2022 2023 2024

Your org	11.27%	9.57%	8.52%	8.63%	7.51%
Best result	6.32%	5.72%	6.48%	5.52%	5.22%
Average result	12.64%	11.95%	11.55%	10.35%	10.00%
Worst result	23.98%	17.86%	17.89%	16.64%	14.86%

Responses 2614 2932 3368 3625 3659

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



2020 2021 2022 2023 2024

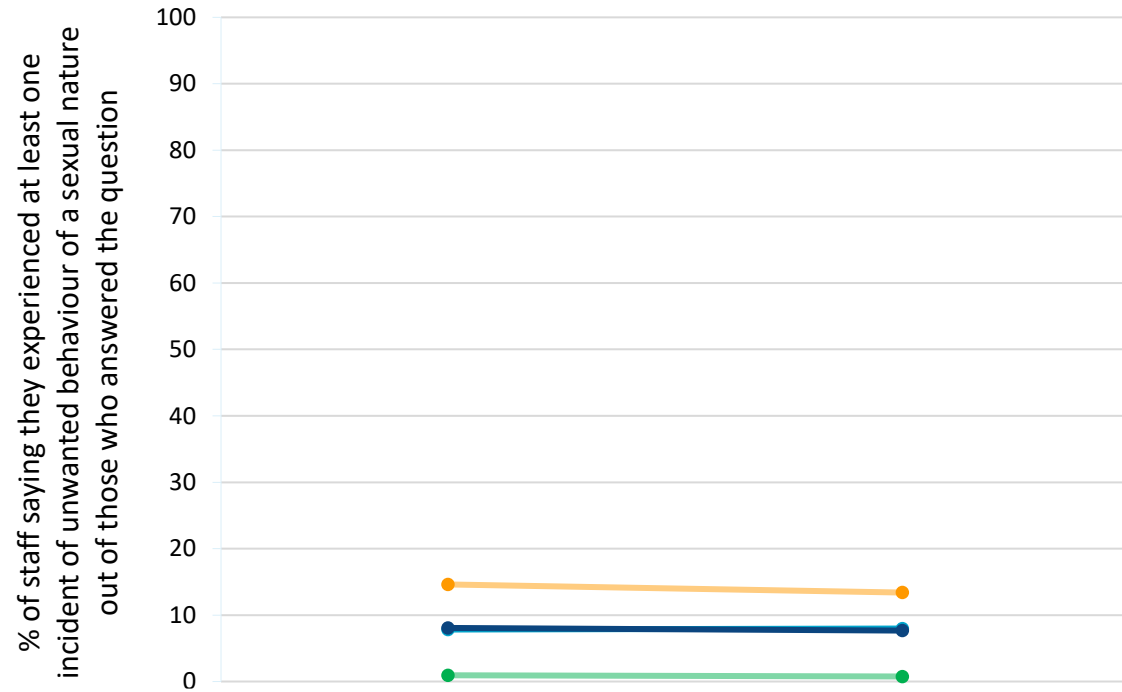
Your org	20.51%	16.89%	18.60%	16.75%	16.94%
Best result	12.40%	12.51%	12.37%	11.80%	11.66%
Average result	19.80%	19.56%	20.08%	18.78%	18.49%
Worst result	26.52%	27.43%	25.97%	24.45%	23.55%

Responses 2611 2934 3362 3596 3633

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



2023 2024

Your org	8.07%	7.67%
Best result	0.94%	0.76%
Average result	7.82%	7.98%
Worst result	14.61%	13.39%

Responses 3795 3710

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

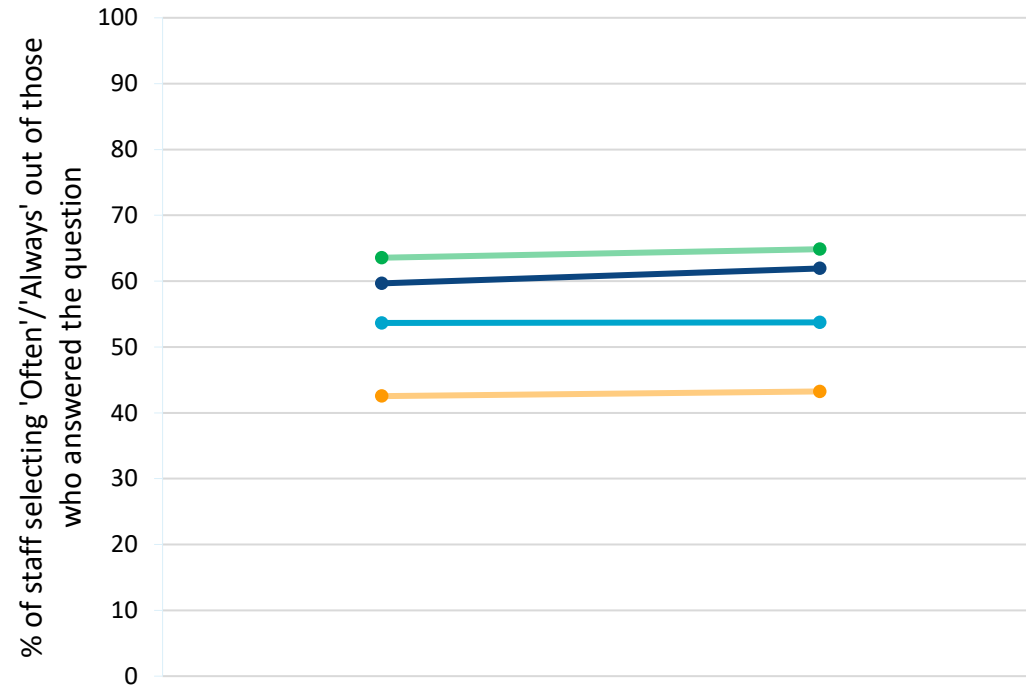
Your org	3.32%	2.41%
Best result	1.46%	1.52%
Average result	3.81%	3.53%
Worst result	5.74%	5.85%

Responses 3784 3693

*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	59.66%	61.93%
Best result	63.56%	64.85%
Average result	53.65%	53.73%
Worst result	42.53%	43.25%
Responses	3796	3703

*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

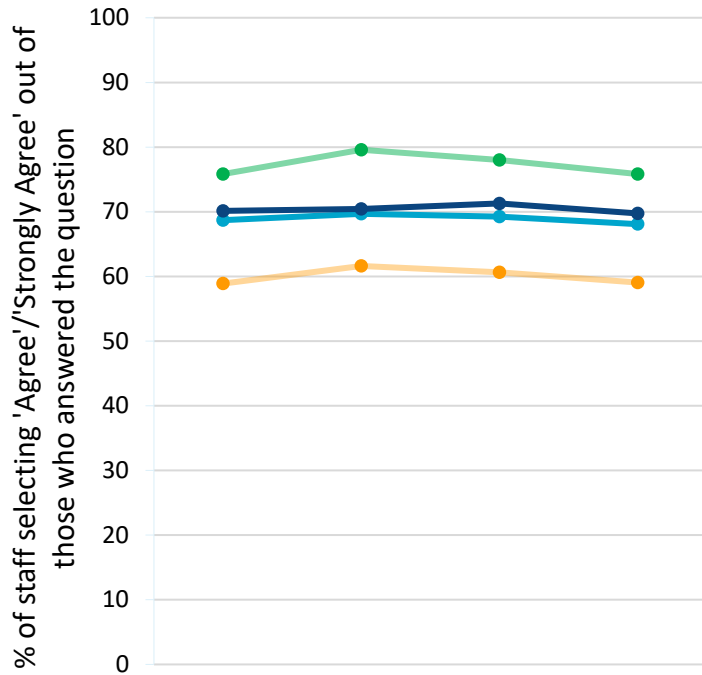
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**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.

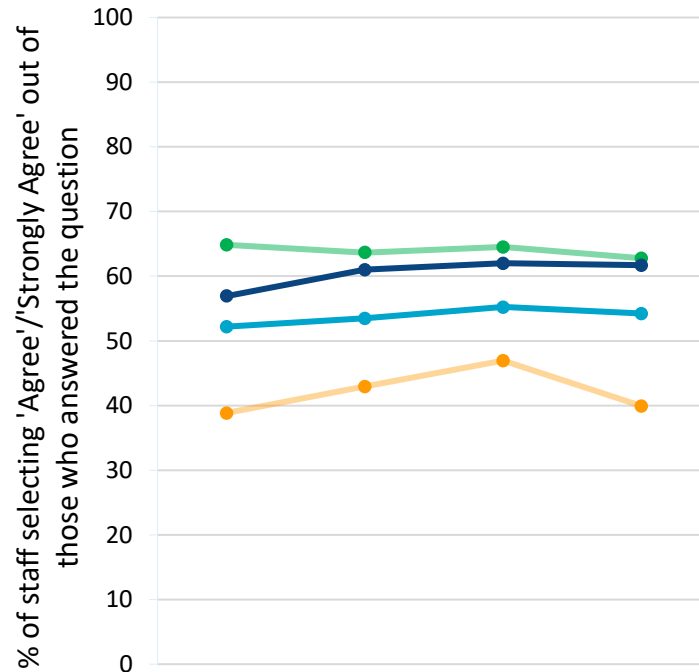


Q24a This organisation offers me challenging work.



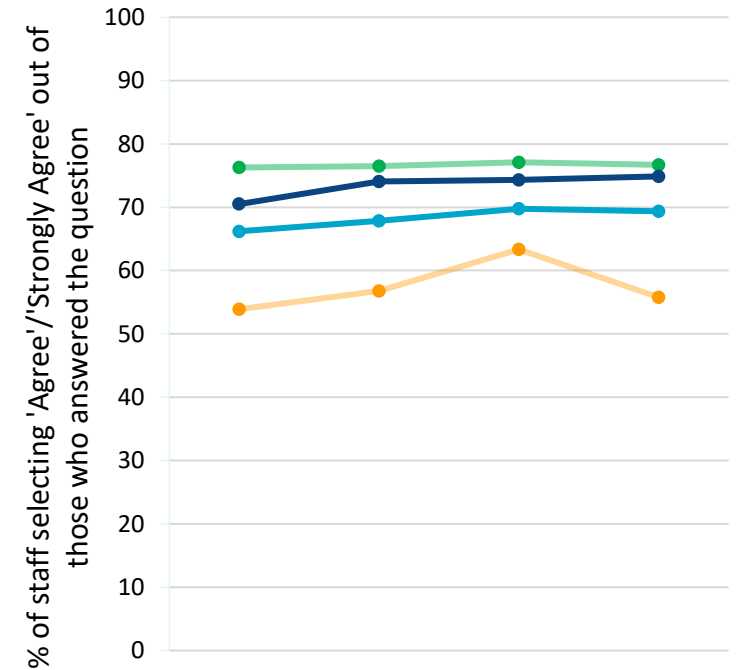
	2021	2022	2023	2024
Your org	70.13%	70.42%	71.29%	69.74%
Best result	75.83%	79.59%	78.00%	75.84%
Average result	68.68%	69.68%	69.23%	68.08%
Worst result	58.89%	61.62%	60.63%	59.05%
Responses	3014	3398	3790	3706

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



	2021	2022	2023	2024
Your org	56.92%	60.99%	62.01%	61.69%
Best result	64.85%	63.63%	64.50%	62.77%
Average result	52.19%	53.47%	55.24%	54.25%
Worst result	38.85%	42.97%	46.95%	39.91%
Responses	3019	3403	3792	3716

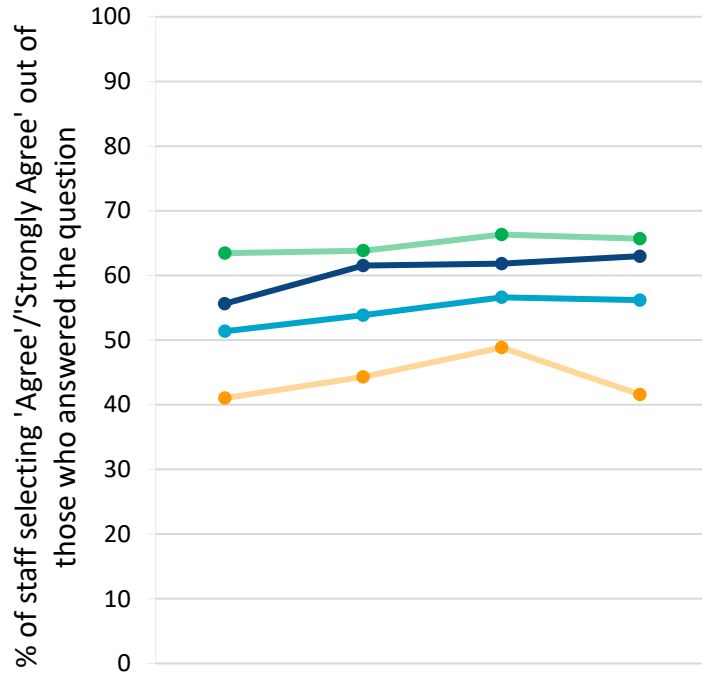
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	70.50%	74.07%	74.33%	74.87%
Best result	76.28%	76.49%	77.10%	76.67%
Average result	66.20%	67.87%	69.76%	69.39%
Worst result	53.90%	56.77%	63.34%	55.79%
Responses	3020	3402	3788	3712

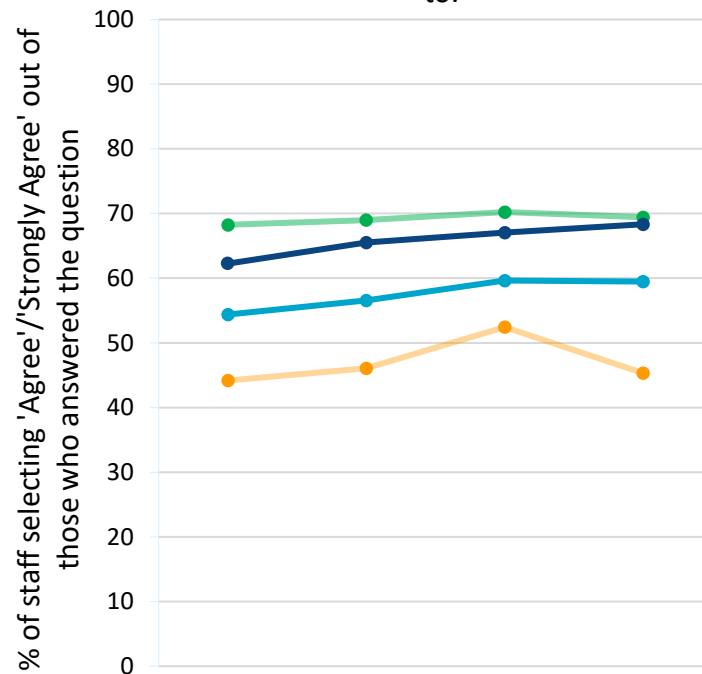


Q24d I feel supported to develop my potential.



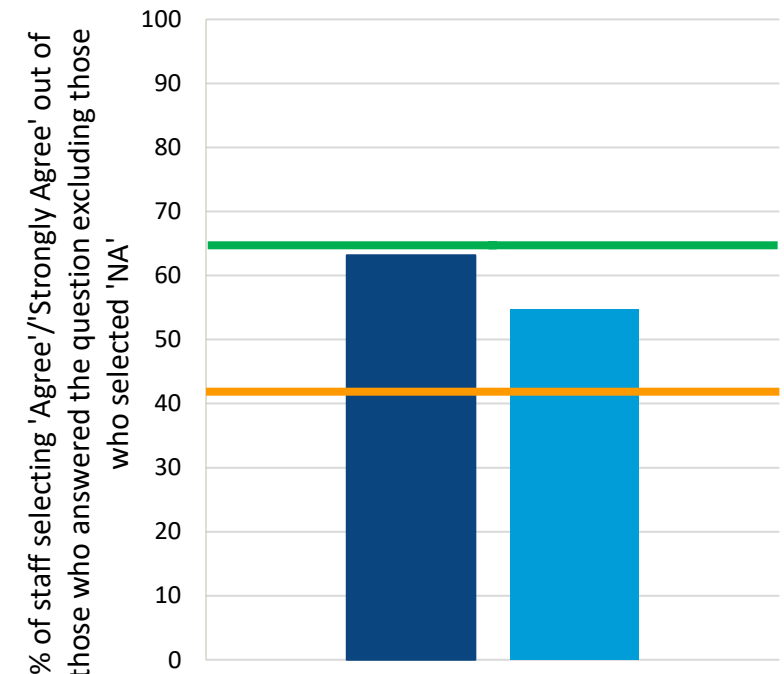
	2021	2022	2023	2024
Your org	55.64%	61.54%	61.84%	62.99%
Best result	63.45%	63.83%	66.33%	65.69%
Average result	51.37%	53.85%	56.61%	56.17%
Worst result	41.03%	44.31%	48.84%	41.60%
Responses	3016	3397	3788	3711

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



	2021	2022	2023	2024
Your org	62.25%	65.51%	67.07%	68.34%
Best result	68.26%	68.98%	70.23%	69.44%
Average result	54.38%	56.55%	59.64%	59.45%
Worst result	44.17%	46.06%	52.43%	45.31%
Responses	3015	3401	3790	3711

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

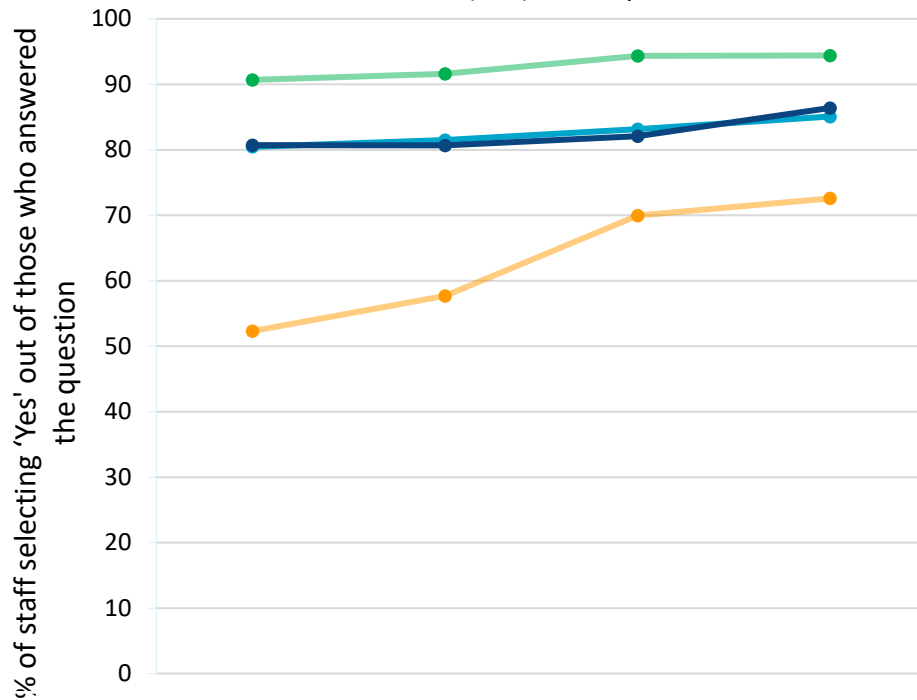


	2024
Your org	63.17%
Best result	64.73%
Average result	54.75%
Worst result	41.87%
Responses	3097

*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.

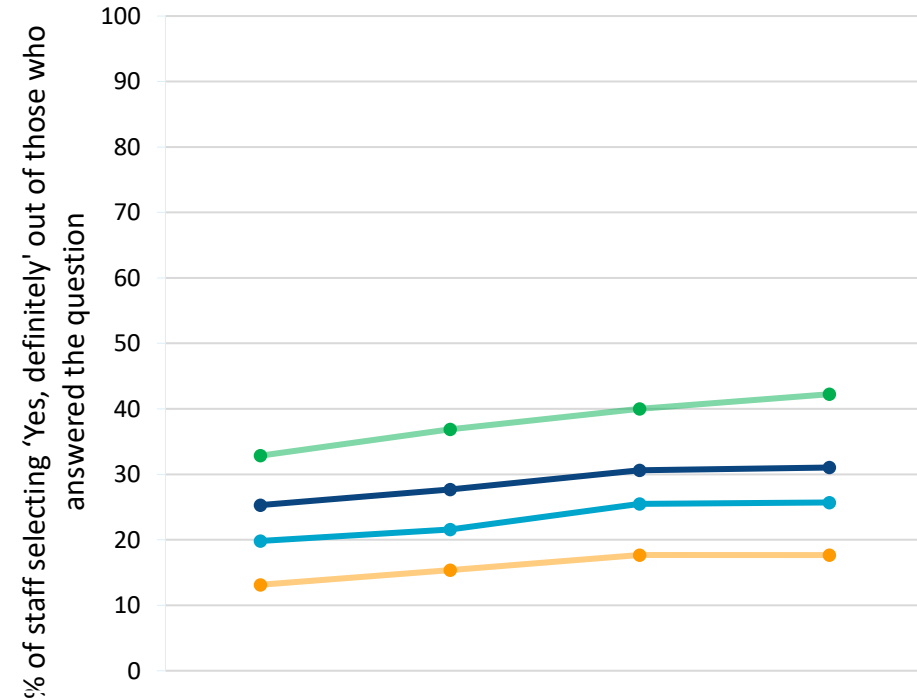


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	80.72%	80.68%	82.08%	86.39%
Best result	90.68%	91.61%	94.36%	94.41%
Average result	80.45%	81.50%	83.17%	85.08%
Worst result	52.32%	57.70%	69.95%	72.58%
Responses	3027	3392	3735	3655

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

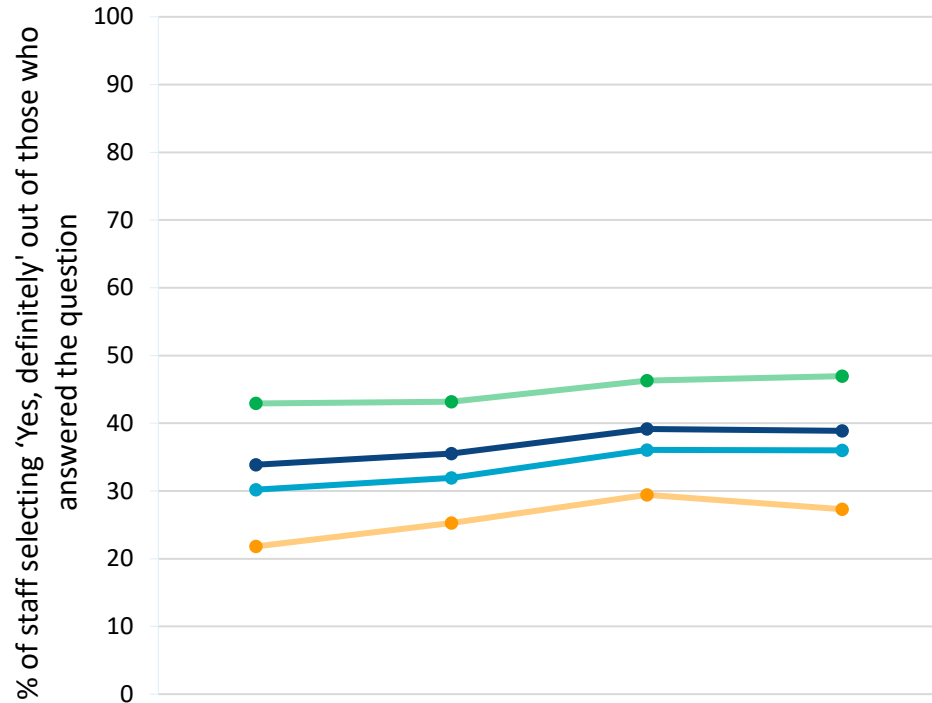


	2021	2022	2023	2024
Your org	25.30%	27.69%	30.61%	31.04%
Best result	32.85%	36.88%	39.99%	42.23%
Average result	19.82%	21.59%	25.50%	25.70%
Worst result	13.13%	15.35%	17.68%	17.65%
Responses	2402	2722	3041	3119

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

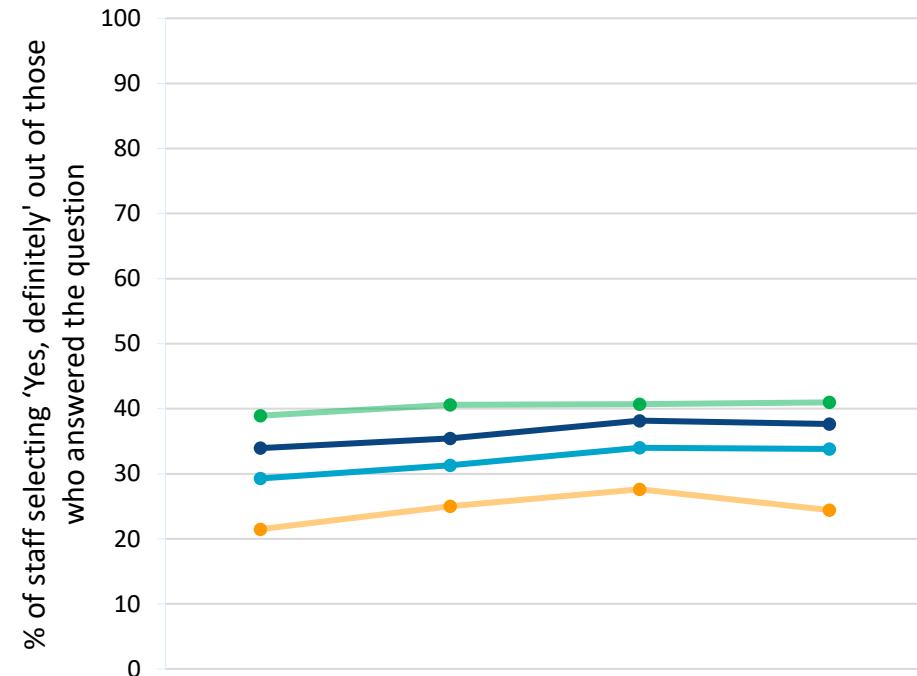


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	33.87%	35.54%	39.15%	38.87%
Best result	42.92%	43.18%	46.31%	46.95%
Average result	30.19%	31.93%	36.06%	36.01%
Worst result	21.81%	25.28%	29.43%	27.28%
Responses	2399	2716	3036	3117

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



	2021	2022	2023	2024
Your org	33.94%	35.43%	38.16%	37.64%
Best result	38.93%	40.59%	40.69%	40.97%
Average result	29.27%	31.30%	33.99%	33.79%
Worst result	21.48%	25.03%	27.61%	24.42%
Responses	2400	2719	3037	3118

People Promise element – We work flexibly



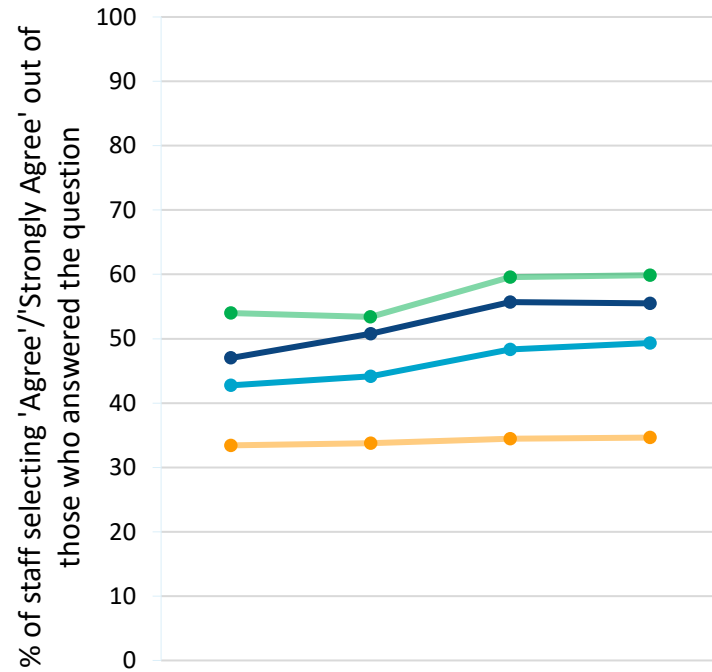
Questions included:

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

Flexible working – Q4d

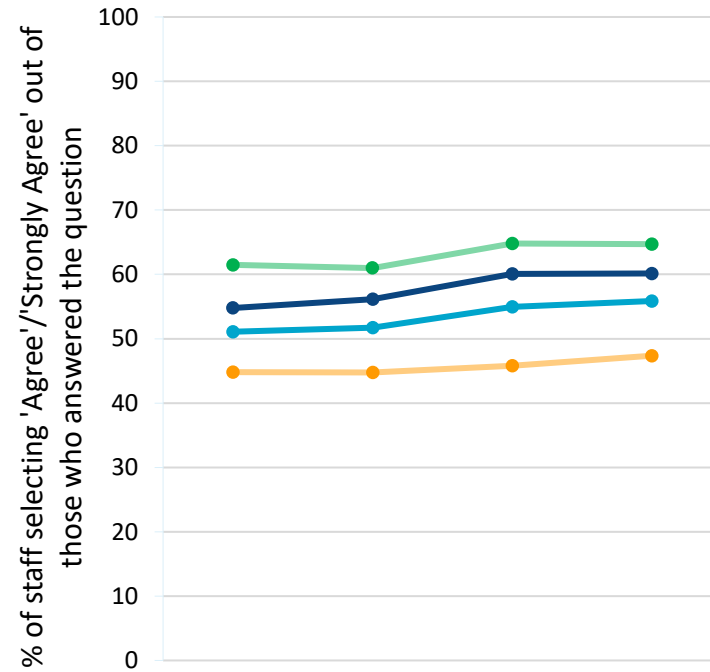


Q6b My organisation is committed to helping me balance my work and home life.



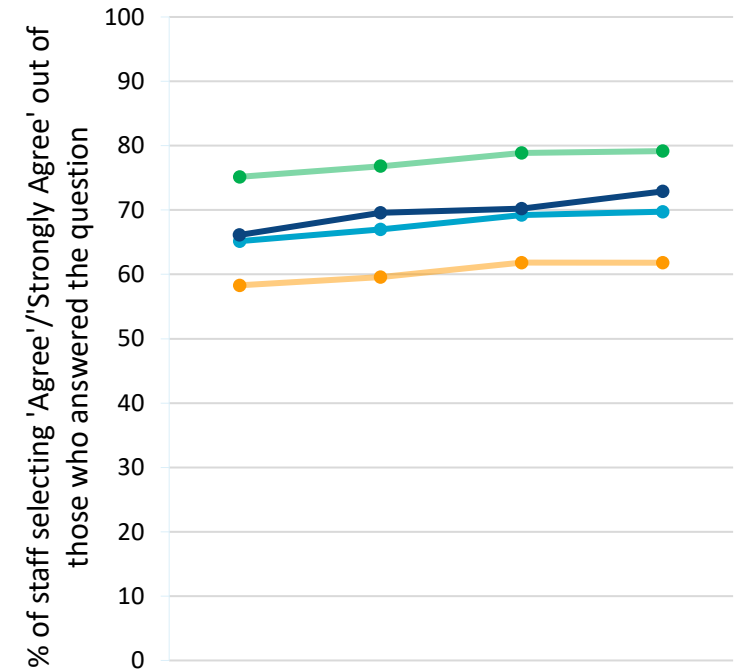
	2021	2022	2023	2024
Your org	47.00%	50.79%	55.69%	55.52%
Best result	53.99%	53.39%	59.57%	59.88%
Average result	42.75%	44.14%	48.33%	49.34%
Worst result	33.43%	33.74%	34.44%	34.64%
Responses	3097	3399	3793	3710

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



	2021	2022	2023	2024
Your org	54.77%	56.13%	60.09%	60.14%
Best result	61.48%	60.97%	64.79%	64.71%
Average result	51.09%	51.73%	54.93%	55.86%
Worst result	44.80%	44.75%	45.81%	47.36%
Responses	3099	3405	3794	3707

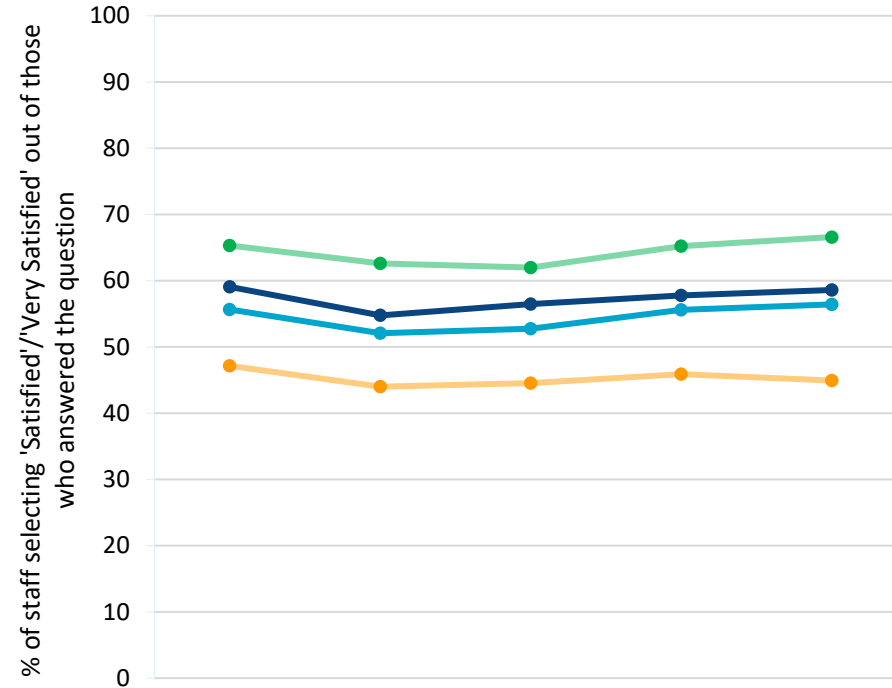
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	66.13%	69.59%	70.21%	72.89%
Best result	75.16%	76.80%	78.85%	79.16%
Average result	65.17%	66.99%	69.24%	69.74%
Worst result	58.30%	59.57%	61.83%	61.80%
Responses	3098	3402	3796	3709

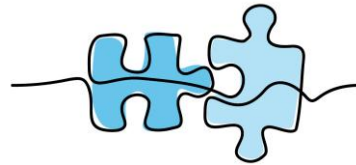


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2020	2021	2022	2023	2024
Your org	59.07%	54.76%	56.49%	57.76%	58.61%
Best result	65.32%	62.59%	61.99%	65.24%	66.60%
Average result	55.64%	52.08%	52.73%	55.59%	56.43%
Worst result	47.14%	44.00%	44.56%	45.90%	44.91%
Responses	2727	3125	3406	3784	3709

People Promise element – We are a team



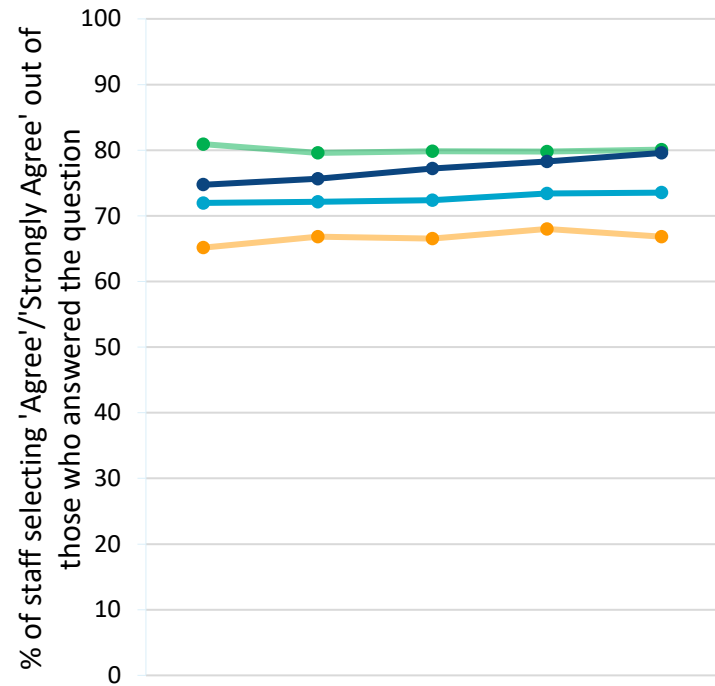
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

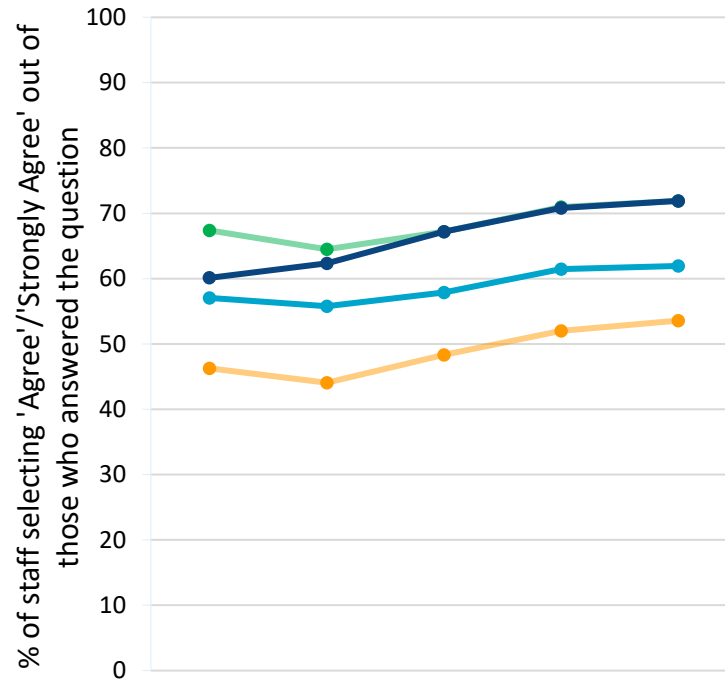


Q7a The team I work in has a set of shared objectives.



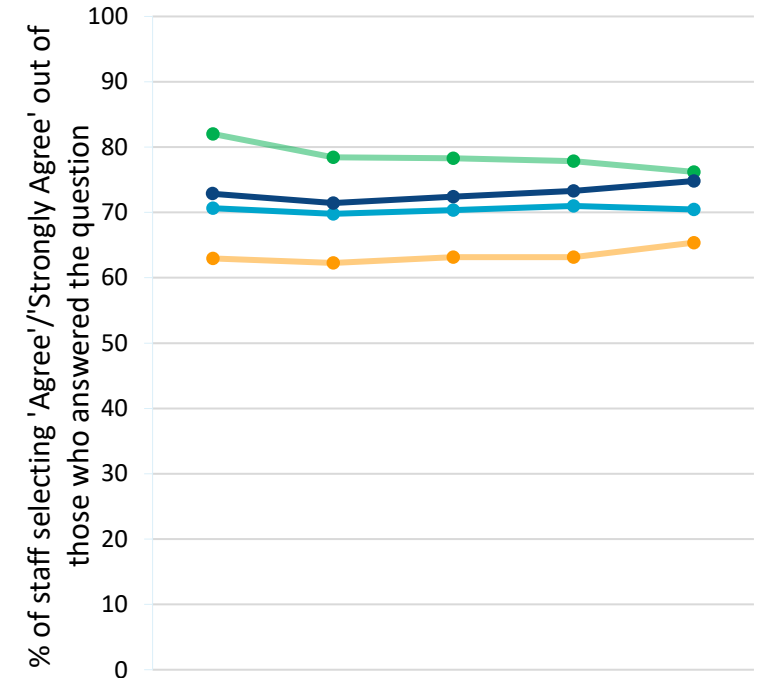
	2020	2021	2022	2023	2024
Your org	74.73%	75.67%	77.21%	78.27%	79.58%
Best result	80.92%	79.58%	79.84%	79.80%	80.07%
Average result	71.97%	72.15%	72.38%	73.42%	73.53%
Worst result	65.15%	66.83%	66.52%	68.00%	66.82%
Responses	2719	3087	3406	3800	3716

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



	2020	2021	2022	2023	2024
Your org	60.11%	62.35%	67.16%	70.83%	71.90%
Best result	67.38%	64.49%	67.16%	70.97%	71.90%
Average result	57.06%	55.78%	57.87%	61.46%	61.94%
Worst result	46.26%	44.06%	48.33%	52.00%	53.58%
Responses	2738	3091	3405	3803	3713

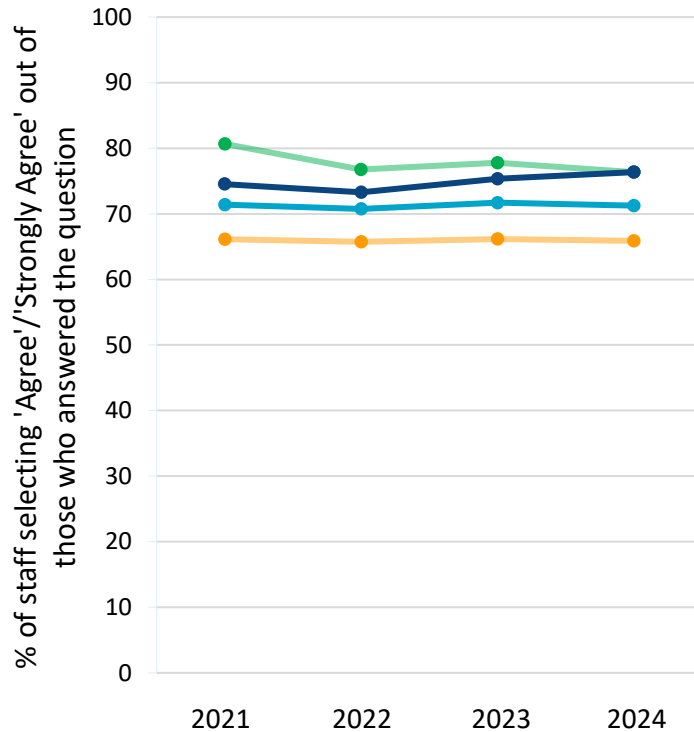
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	72.87%	71.44%	72.44%	73.31%	74.81%
Best result	82.02%	78.45%	78.29%	77.84%	76.21%
Average result	70.63%	69.79%	70.36%	70.99%	70.44%
Worst result	62.98%	62.27%	63.14%	63.16%	65.37%
Responses	2736	3090	3405	3804	3711

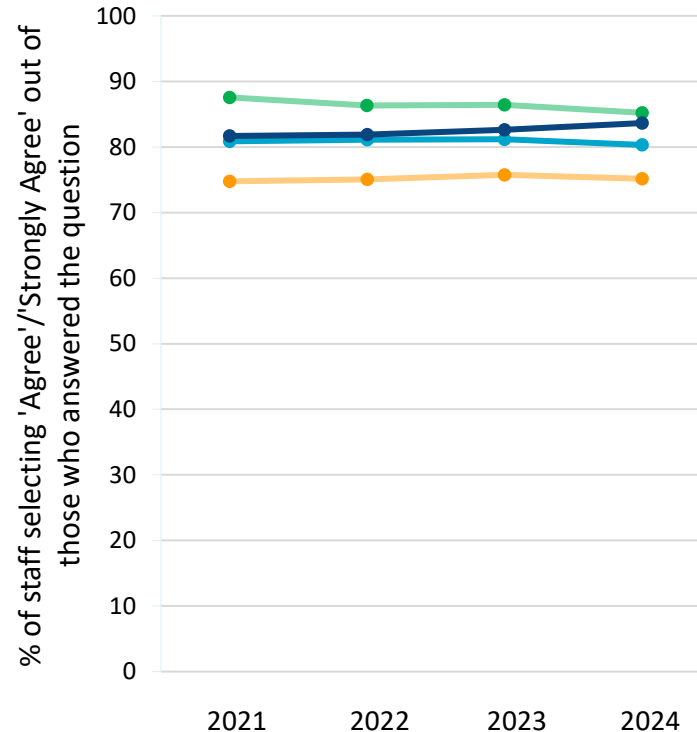


Q7d Team members understand each other's roles.



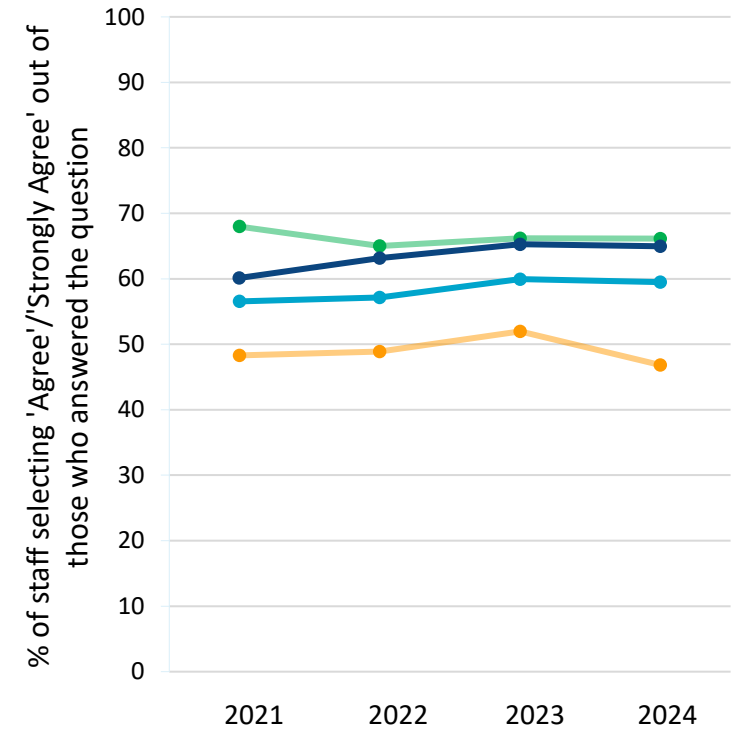
	2021	2022	2023	2024
Your org	74.54%	73.28%	75.37%	76.36%
Best result	80.65%	76.75%	77.80%	76.36%
Average result	71.41%	70.75%	71.71%	71.27%
Worst result	66.14%	65.74%	66.15%	65.89%
Responses	3090	3405	3801	3709

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024
Your org	81.68%	81.89%	82.61%	83.65%
Best result	87.56%	86.32%	86.45%	85.22%
Average result	80.88%	81.11%	81.18%	80.32%
Worst result	74.76%	75.06%	75.76%	75.15%
Responses	3096	3406	3799	3710

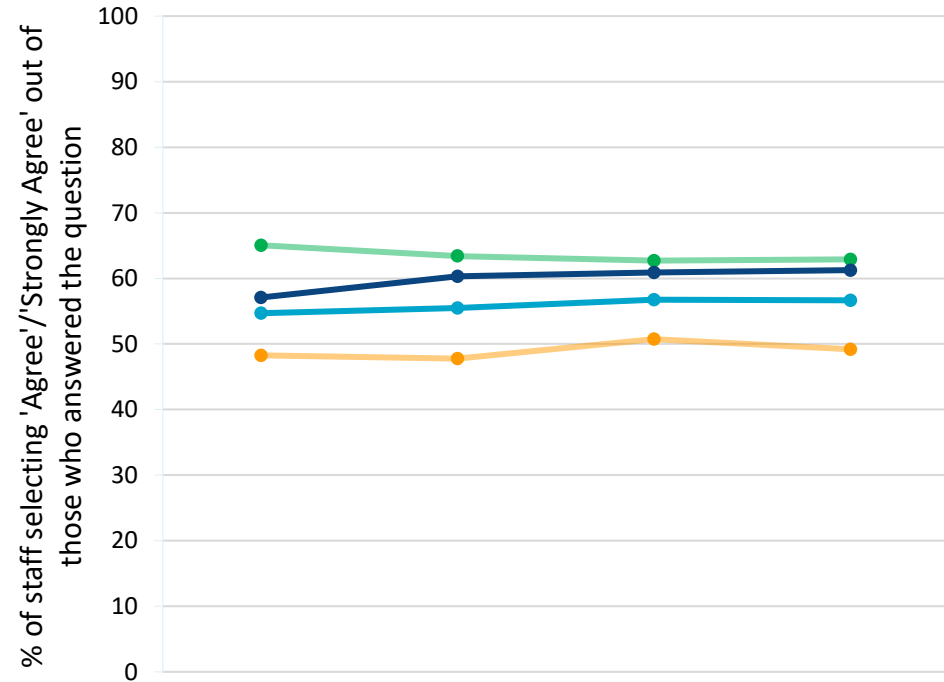
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	60.13%	63.15%	65.28%	64.99%
Best result	67.97%	65.01%	66.20%	66.16%
Average result	56.55%	57.13%	59.95%	59.47%
Worst result	48.31%	48.90%	51.97%	46.83%
Responses	3094	3408	3802	3713

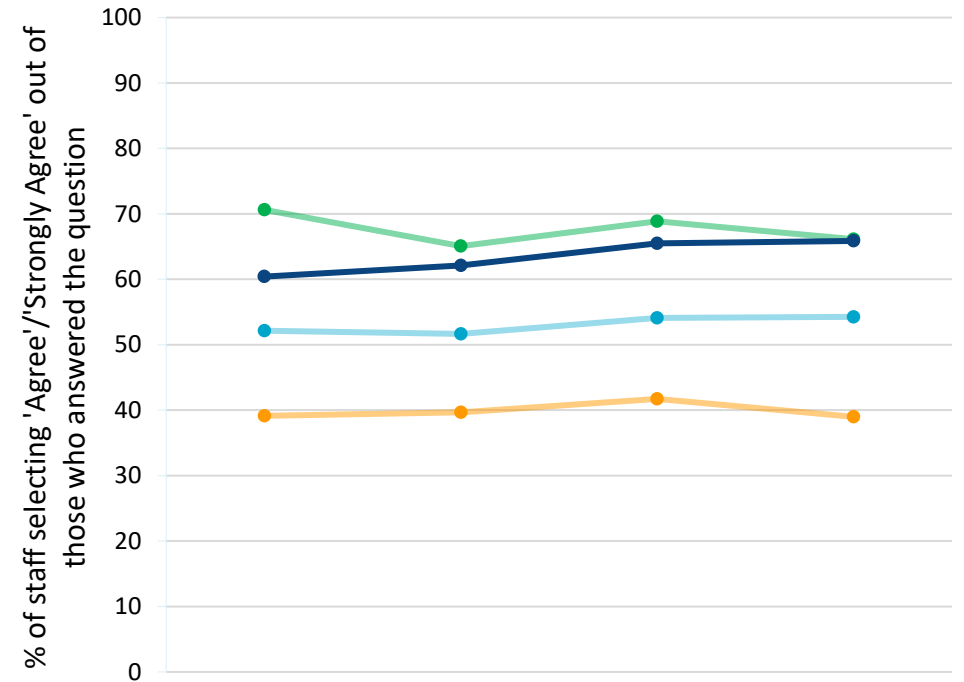


Q7g In my team disagreements are dealt with constructively.

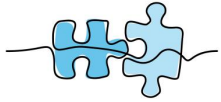


	2021	2022	2023	2024
Your org	57.09%	60.34%	60.88%	61.26%
Best result	65.06%	63.41%	62.71%	62.90%
Average result	54.69%	55.50%	56.75%	56.65%
Worst result	48.27%	47.77%	50.73%	49.19%
Responses	3077	3405	3794	3704

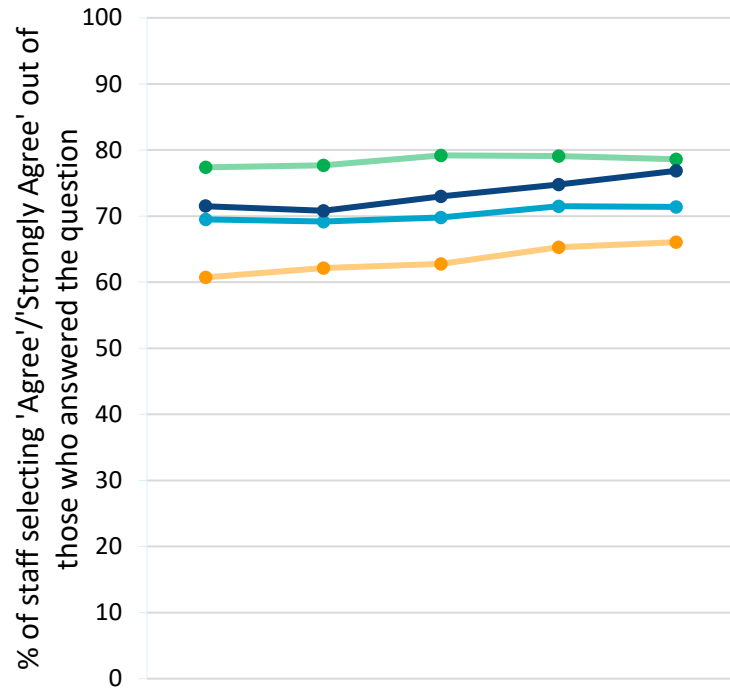
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	60.42%	62.12%	65.51%	65.86%
Best result	70.62%	65.08%	68.88%	66.13%
Average result	52.14%	51.65%	54.11%	54.27%
Worst result	39.14%	39.66%	41.73%	38.98%
Responses	3090	3410	3798	3717



Q9a My immediate manager encourages me at work.

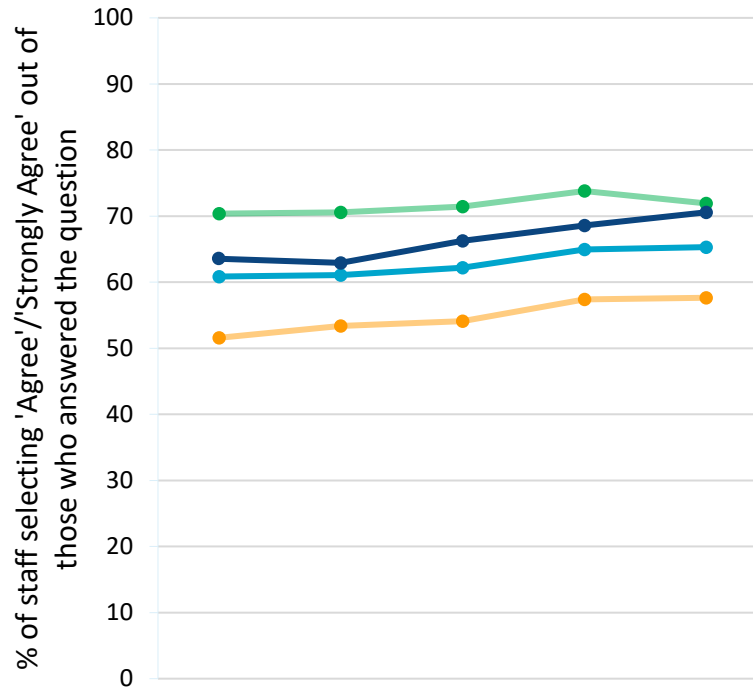


2020 2021 2022 2023 2024

Your org	71.50%	70.81%	72.97%	74.77%	76.86%
Best result	77.39%	77.71%	79.19%	79.11%	78.63%
Average result	69.49%	69.19%	69.81%	71.50%	71.38%
Worst result	60.73%	62.13%	62.79%	65.30%	66.06%

Responses 2713 3067 3406 3804 3714

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

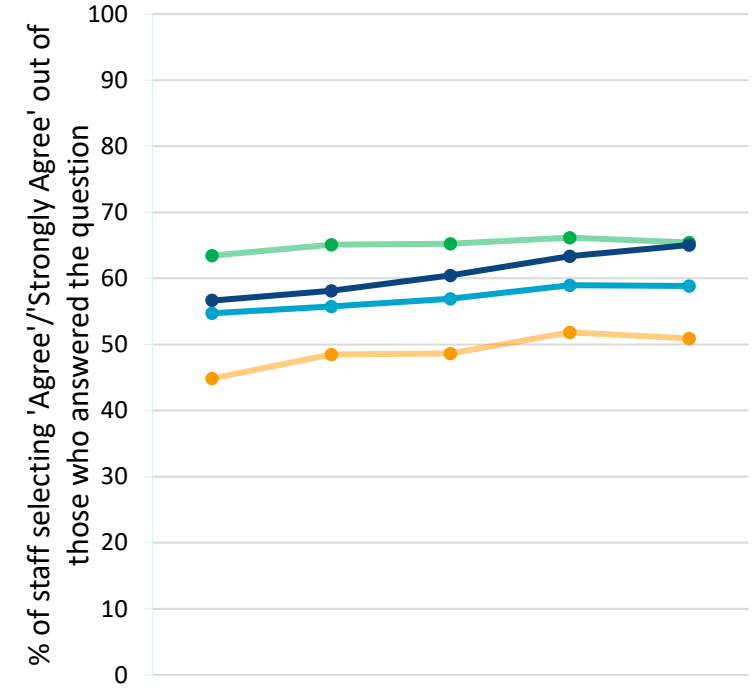


2020 2021 2022 2023 2024

Your org	63.56%	62.92%	66.25%	68.57%	70.58%
Best result	70.38%	70.55%	71.44%	73.80%	71.93%
Average result	60.86%	61.06%	62.20%	64.95%	65.31%
Worst result	51.58%	53.40%	54.10%	57.39%	57.64%

Responses 2710 3064 3401 3797 3711

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



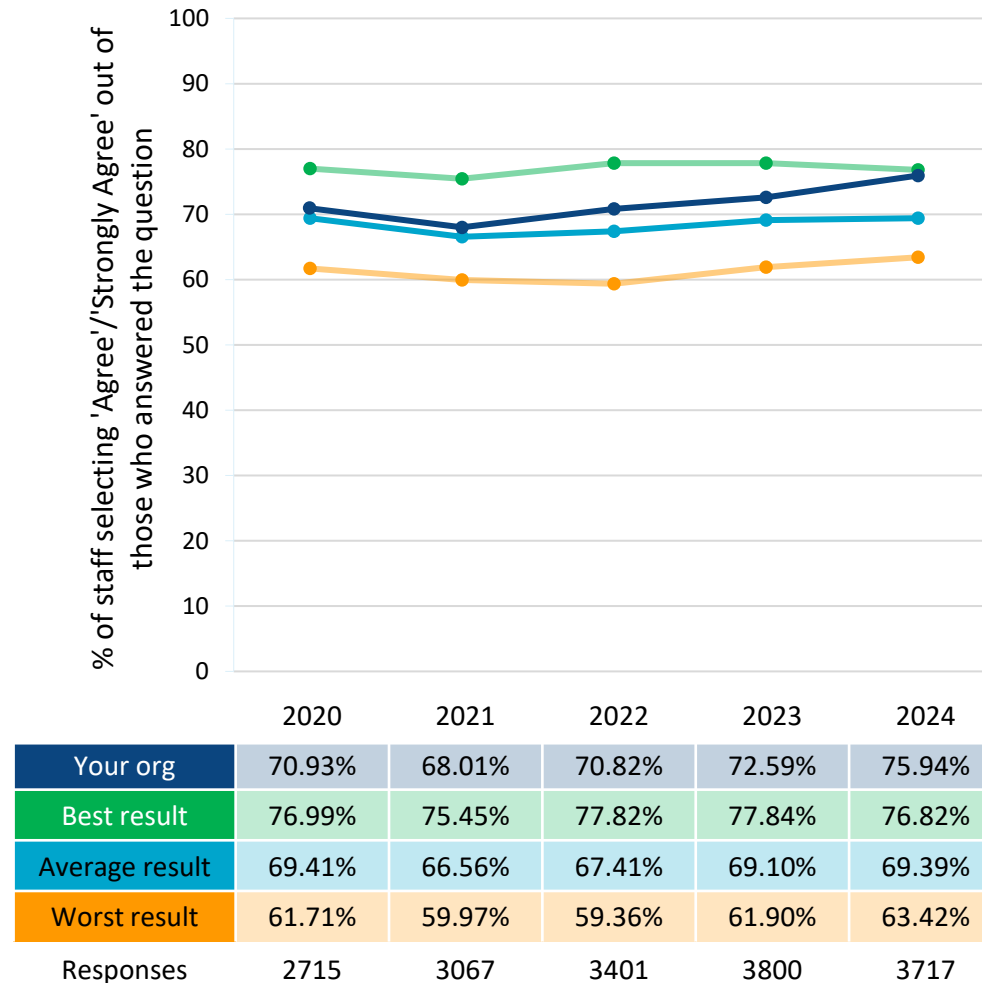
2020 2021 2022 2023 2024

Your org	56.64%	58.14%	60.44%	63.36%	65.05%
Best result	63.45%	65.11%	65.23%	66.16%	65.47%
Average result	54.73%	55.75%	56.93%	58.97%	58.84%
Worst result	44.85%	48.47%	48.62%	51.84%	50.94%

Responses 2709 3065 3405 3798 3710



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



Theme – Staff engagement



Questions included:

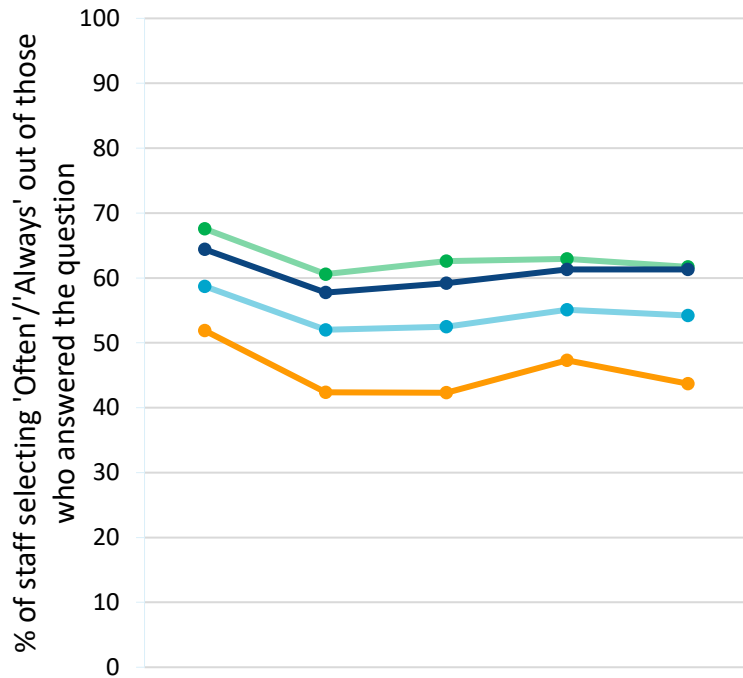
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

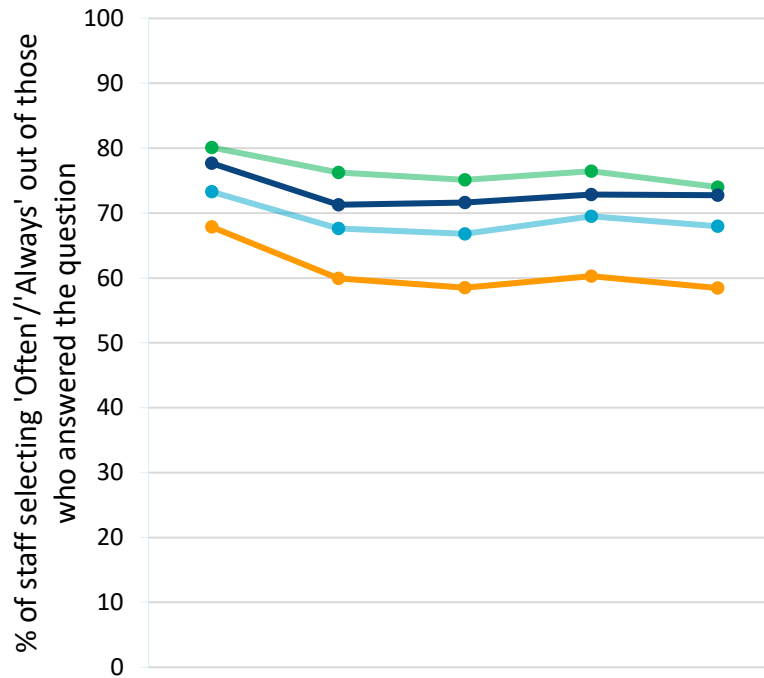


Q2a I look forward to going to work.



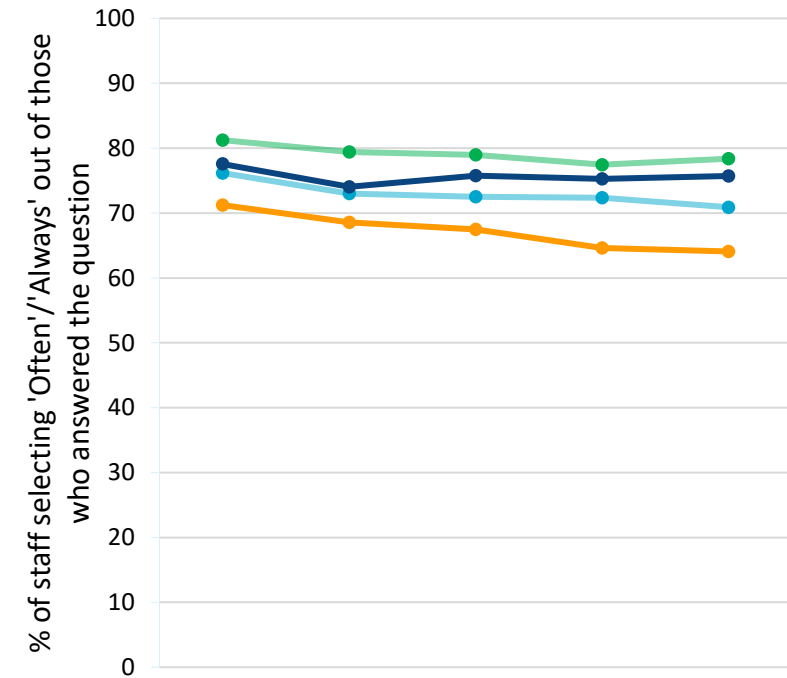
	2020	2021	2022	2023	2024
Your org	64.39%	57.74%	59.17%	61.33%	61.31%
Best result	67.56%	60.59%	62.57%	62.91%	61.70%
Average result	58.70%	52.01%	52.47%	55.07%	54.19%
Worst result	51.87%	42.39%	42.30%	47.30%	43.71%
Responses	2748	3150	3393	3780	3691

Q2b I am enthusiastic about my job.



	2020	2021	2022	2023	2024
Your org	77.67%	71.28%	71.62%	72.83%	72.73%
Best result	80.10%	76.24%	75.13%	76.42%	74.01%
Average result	73.28%	67.60%	66.80%	69.49%	67.95%
Worst result	67.85%	59.92%	58.48%	60.25%	58.44%
Responses	2742	3127	3362	3761	3662

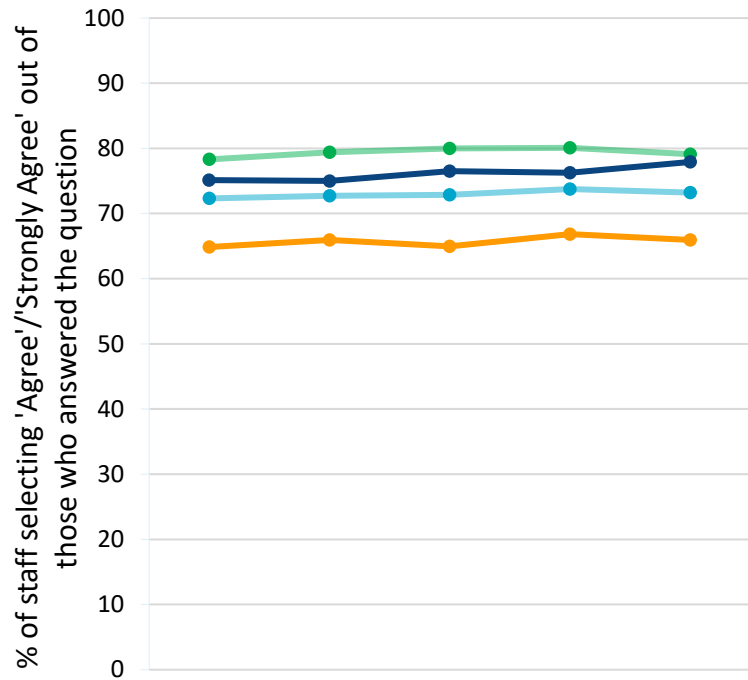
Q2c Time passes quickly when I am working.



	2020	2021	2022	2023	2024
Your org	77.54%	74.04%	75.74%	75.26%	75.73%
Best result	81.23%	79.39%	78.98%	77.45%	78.37%
Average result	76.16%	72.99%	72.52%	72.36%	70.90%
Worst result	71.22%	68.54%	67.46%	64.61%	64.08%
Responses	2745	3129	3365	3765	3660

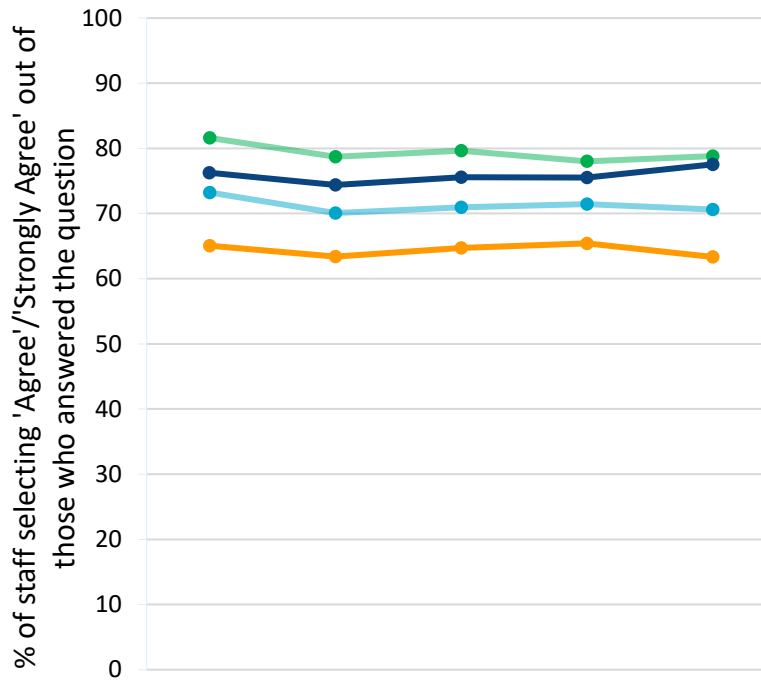


Q3c There are frequent opportunities for me to show initiative in my role.



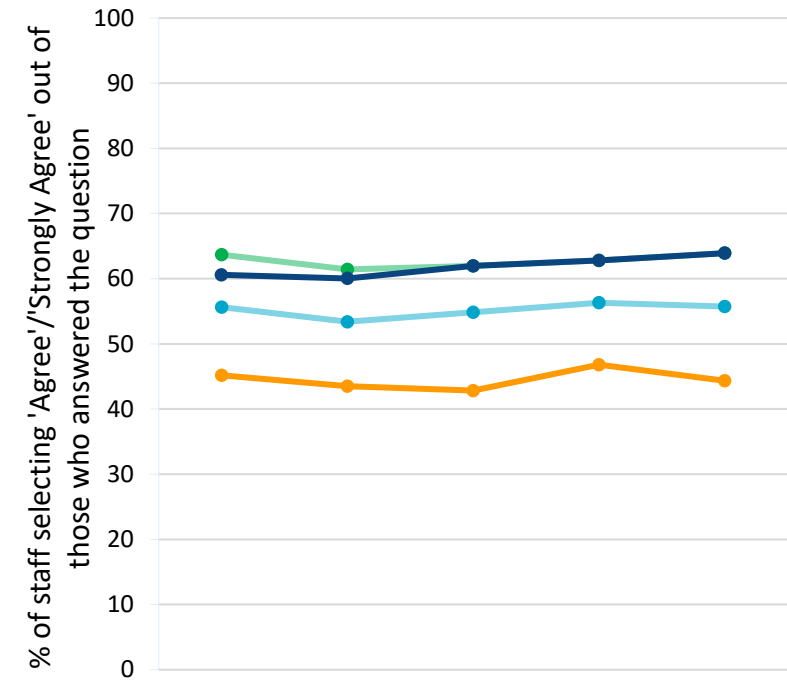
	2020	2021	2022	2023	2024
Your org	75.13%	75.01%	76.49%	76.25%	77.92%
Best result	78.30%	79.42%	80.00%	80.09%	79.13%
Average result	72.32%	72.74%	72.89%	73.76%	73.20%
Worst result	64.86%	65.95%	64.98%	66.84%	65.96%
Responses	2741	3127	3403	3796	3712

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



	2020	2021	2022	2023	2024
Your org	76.24%	74.39%	75.58%	75.53%	77.55%
Best result	81.61%	78.70%	79.64%	78.01%	78.83%
Average result	73.23%	70.08%	70.96%	71.46%	70.60%
Worst result	65.06%	63.41%	64.71%	65.42%	63.34%
Responses	2738	3130	3402	3798	3712

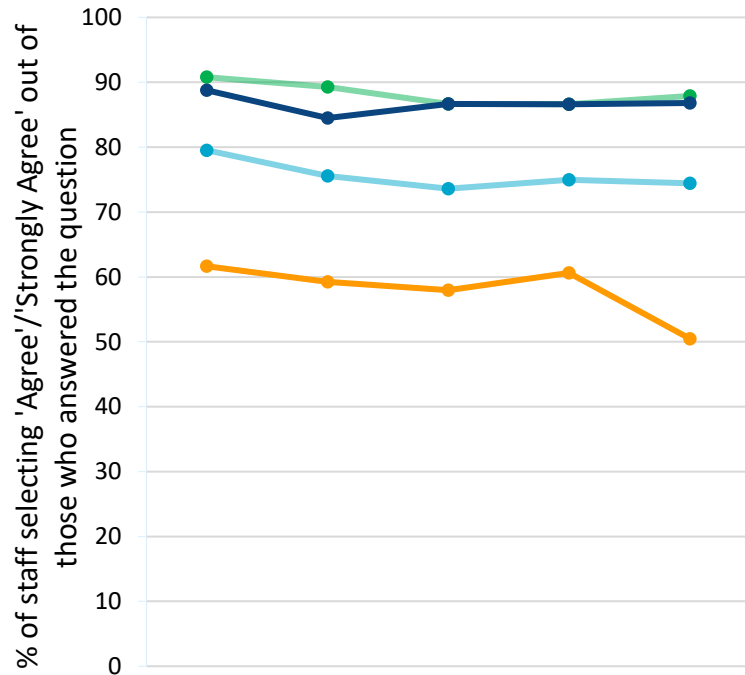
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	60.59%	60.03%	61.98%	62.83%	63.91%
Best result	63.70%	61.43%	61.98%	62.83%	63.91%
Average result	55.64%	53.40%	54.86%	56.31%	55.73%
Worst result	45.19%	43.51%	42.83%	46.80%	44.36%
Responses	2733	3123	3395	3798	3710

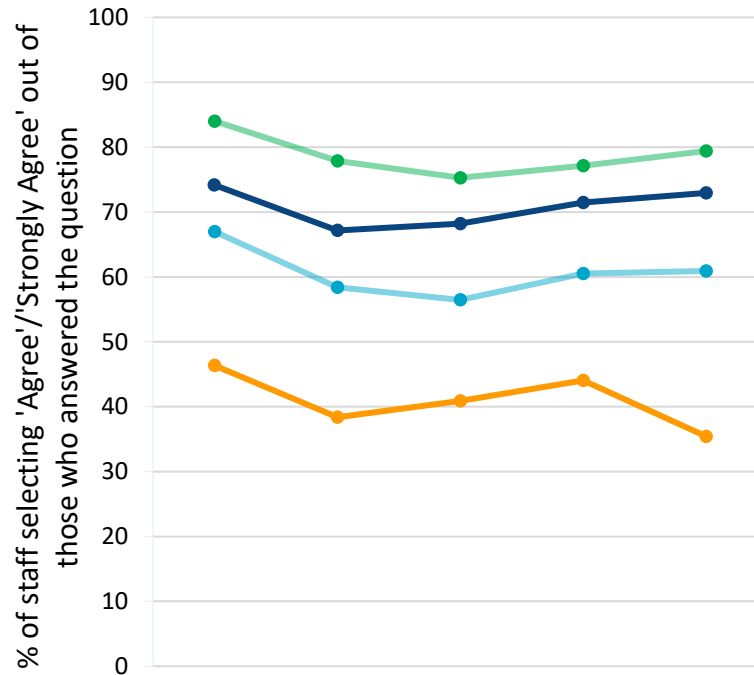


Q25a Care of patients / service users is my organisation's top priority.



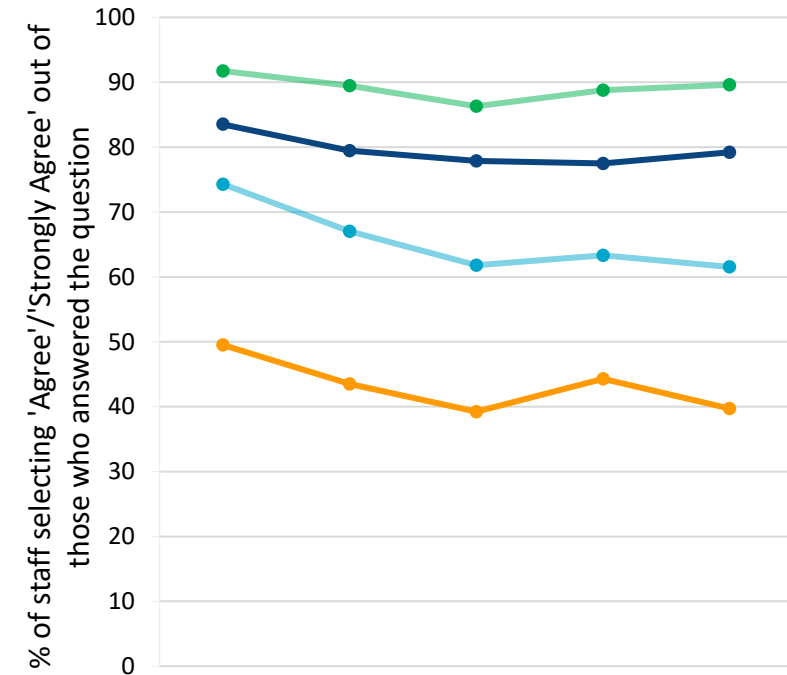
	2020	2021	2022	2023	2024
Your org	88.76%	84.49%	86.67%	86.62%	86.79%
Best result	90.78%	89.26%	86.67%	86.62%	87.89%
Average result	79.52%	75.57%	73.60%	74.95%	74.42%
Worst result	61.64%	59.23%	57.97%	60.62%	50.48%
Responses	2663	3006	3397	3786	3715

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



	2020	2021	2022	2023	2024
Your org	74.16%	67.15%	68.21%	71.45%	72.94%
Best result	84.01%	77.87%	75.29%	77.14%	79.38%
Average result	66.98%	58.40%	56.46%	60.53%	60.90%
Worst result	46.35%	38.38%	40.89%	44.05%	35.43%
Responses	2661	3001	3393	3785	3704

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	83.50%	79.46%	77.90%	77.49%	79.23%
Best result	91.73%	89.48%	86.30%	88.79%	89.59%
Average result	74.30%	67.01%	61.79%	63.34%	61.54%
Worst result	49.51%	43.50%	39.23%	44.30%	39.72%
Responses	2666	3006	3393	3780	3710

Theme - Morale



Questions included:

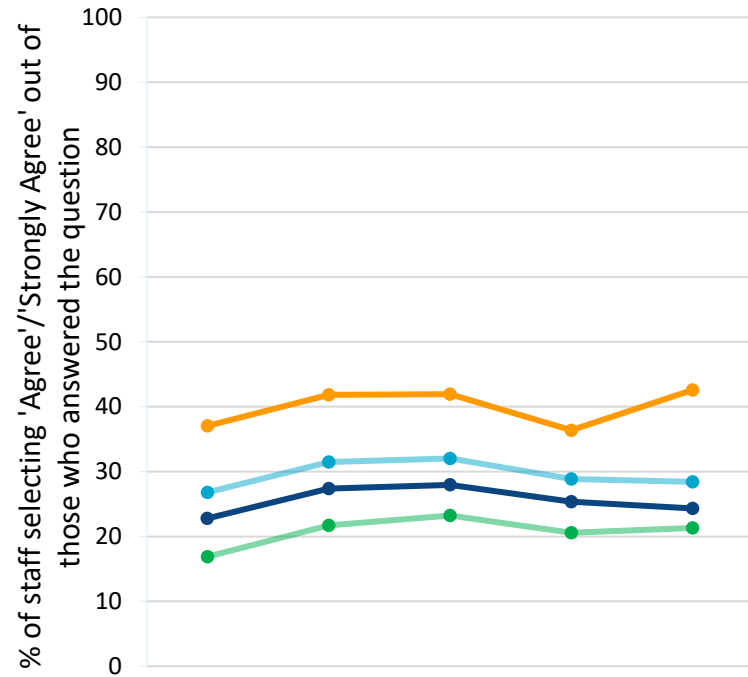
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

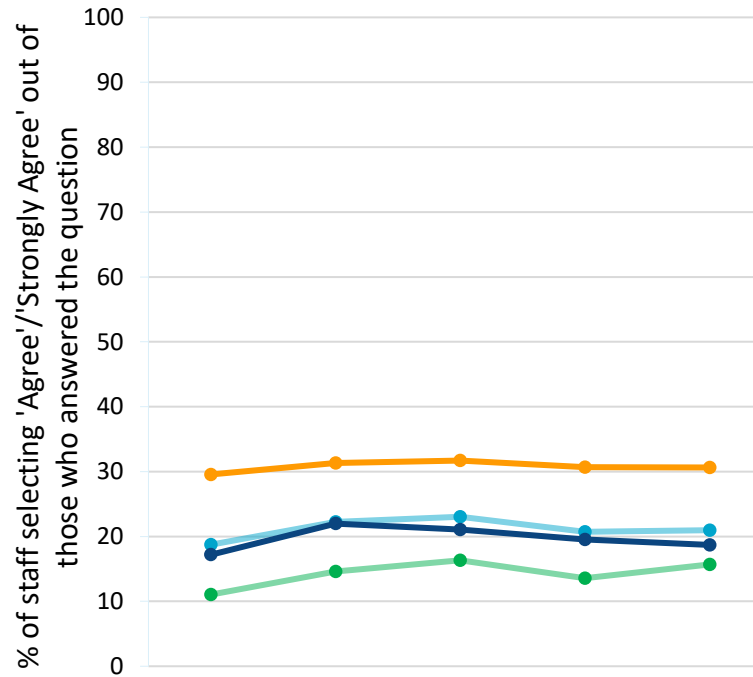


Q26a I often think about leaving this organisation.



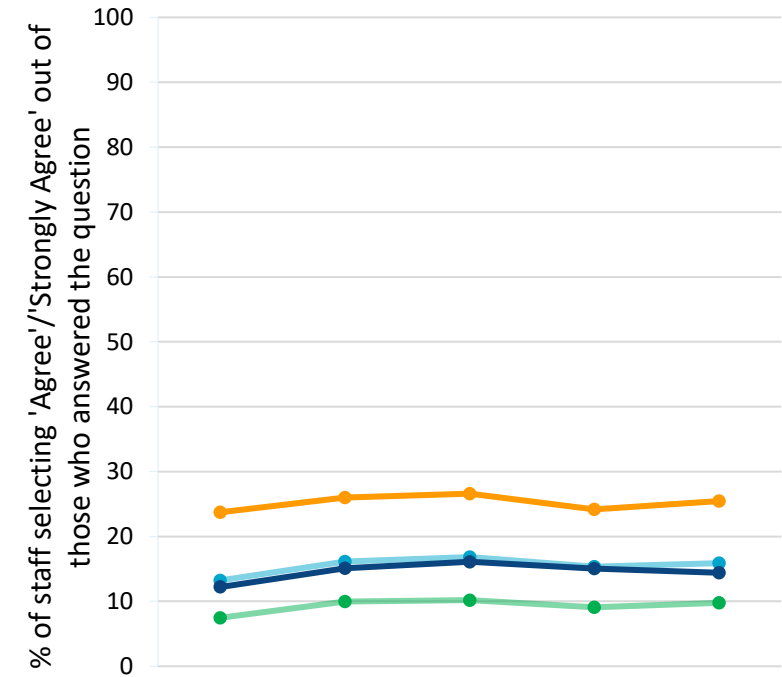
	2020	2021	2022	2023	2024
Your org	22.79%	27.37%	27.95%	25.34%	24.31%
Best result	16.88%	21.69%	23.23%	20.56%	21.30%
Average result	26.80%	31.47%	32.02%	28.87%	28.43%
Worst result	37.07%	41.84%	41.90%	36.37%	42.58%
Responses	2669	3006	3392	3794	3717

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



	2020	2021	2022	2023	2024
Your org	29.56%	31.32%	31.70%	30.70%	30.62%
Best result	11.04%	14.62%	16.33%	13.58%	15.68%
Average result	18.73%	22.25%	23.04%	20.73%	20.98%
Worst result	17.18%	21.98%	21.06%	19.52%	18.72%
Responses	2668	3008	3394	3793	3710

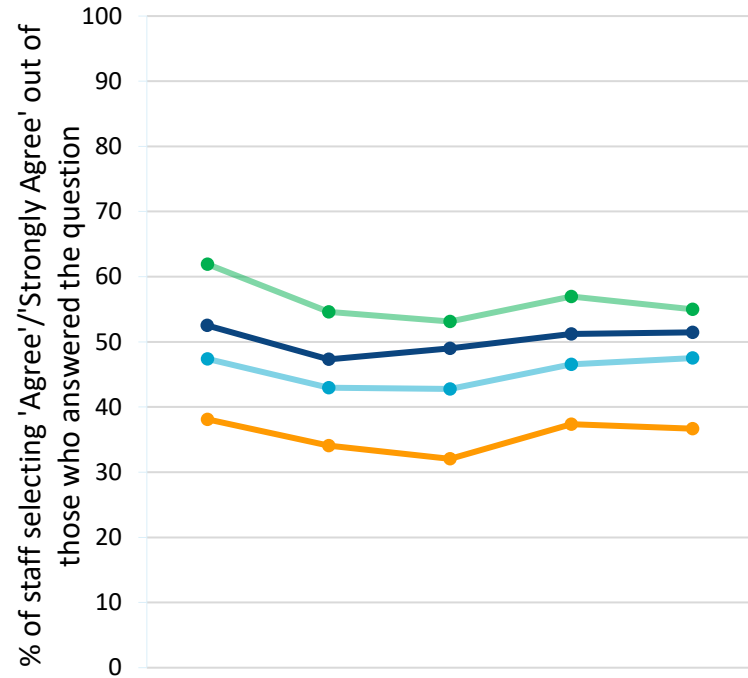
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	23.73%	25.99%	26.60%	24.17%	25.47%
Best result	7.47%	9.95%	10.19%	9.10%	9.76%
Average result	13.23%	16.15%	16.83%	15.32%	15.87%
Worst result	12.20%	15.12%	16.11%	15.02%	14.39%
Responses	2664	3005	3385	3786	3709

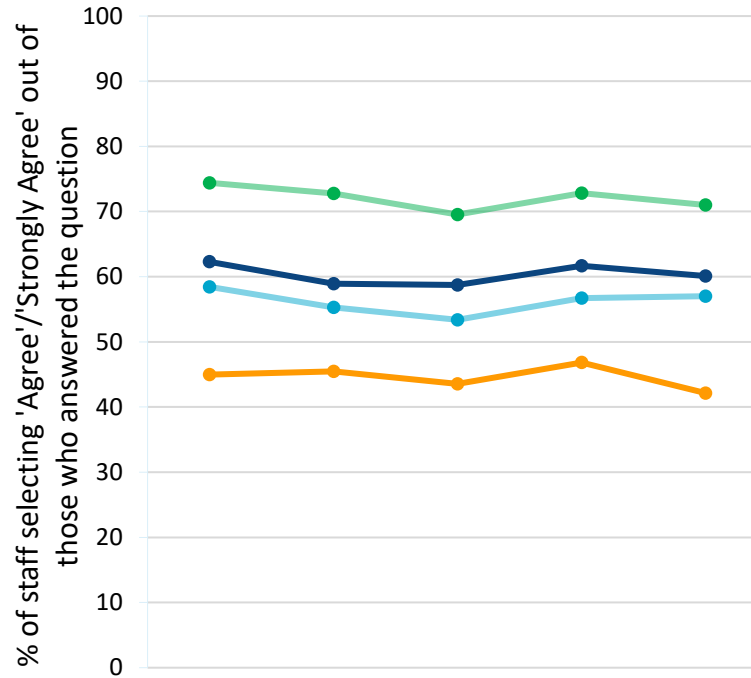


Q3g I am able to meet all the conflicting demands on my time at work.



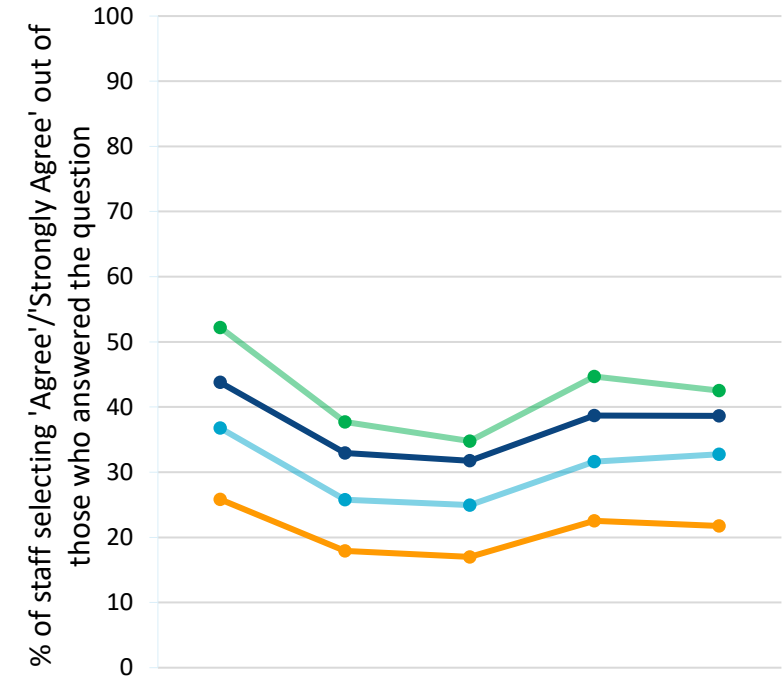
	2020	2021	2022	2023	2024
Your org	52.51%	47.31%	49.00%	51.22%	51.46%
Best result	61.92%	54.62%	53.13%	56.95%	55.01%
Average result	47.39%	42.96%	42.78%	46.56%	47.51%
Worst result	38.11%	34.06%	32.05%	37.35%	36.68%
Responses	2724	3115	3399	3795	3697

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



	2020	2021	2022	2023	2024
Your org	62.28%	58.95%	58.73%	61.68%	60.12%
Best result	74.41%	72.78%	69.54%	72.83%	70.99%
Average result	58.44%	55.30%	53.39%	56.69%	57.00%
Worst result	44.99%	45.47%	43.54%	46.82%	42.14%
Responses	2732	3123	3405	3798	3705

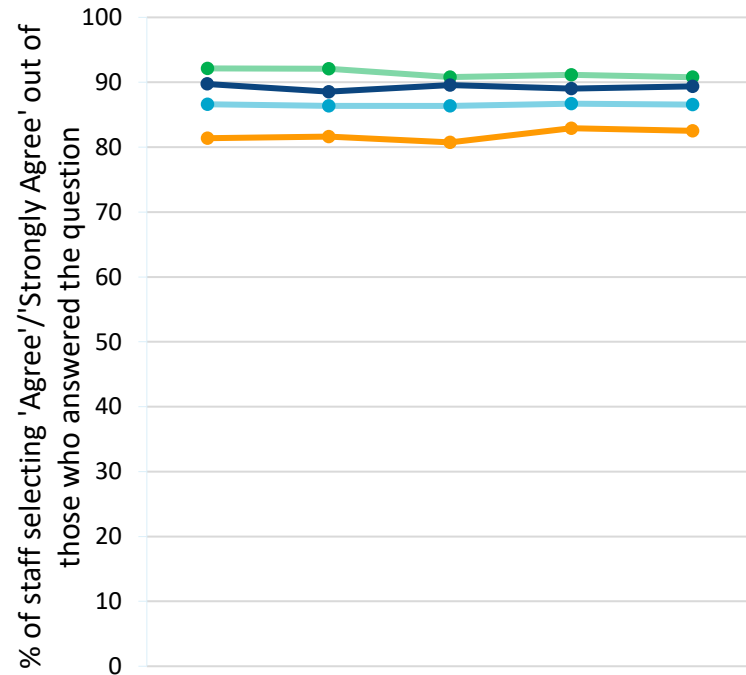
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	43.77%	32.96%	31.75%	38.67%	38.62%
Best result	52.21%	37.72%	34.78%	44.71%	42.52%
Average result	36.76%	25.80%	24.95%	31.62%	32.77%
Worst result	25.83%	17.92%	17.00%	22.55%	21.73%
Responses	2730	3125	3406	3804	3714

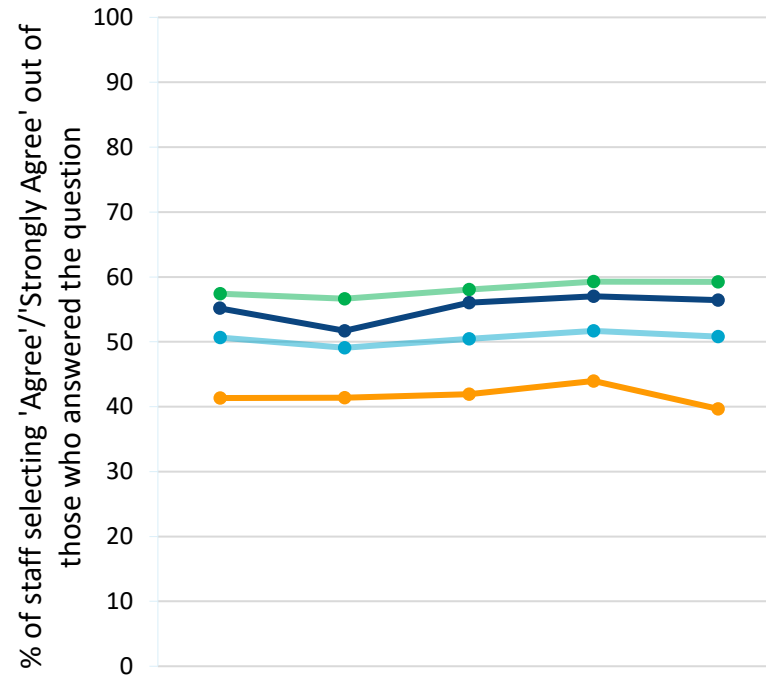


Q3a I always know what my work responsibilities are.



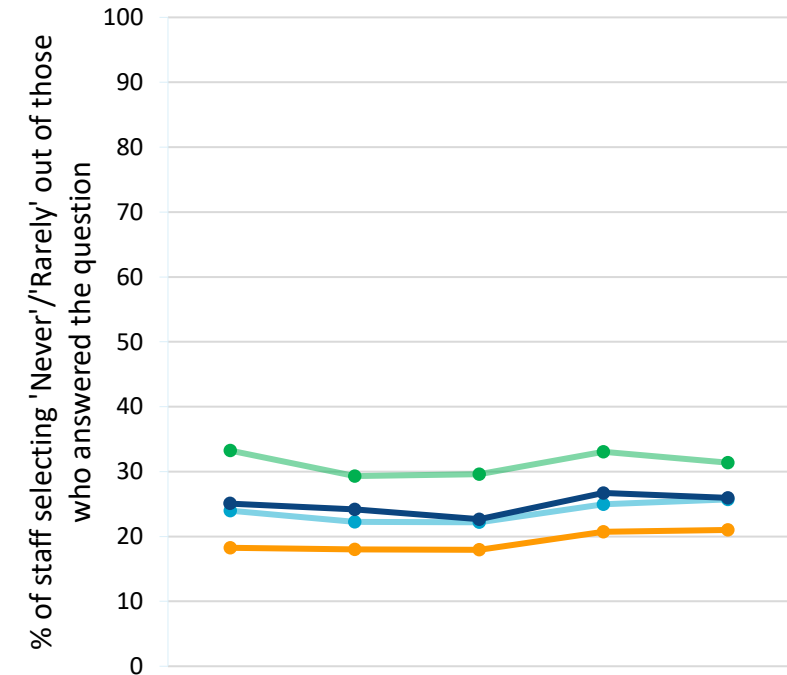
	2020	2021	2022	2023	2024
Your org	89.73%	88.55%	89.57%	89.05%	89.38%
Best result	92.13%	92.08%	90.80%	91.12%	90.77%
Average result	86.62%	86.35%	86.35%	86.70%	86.55%
Worst result	81.40%	81.65%	80.73%	82.92%	82.51%
Responses	2761	3133	3405	3807	3722

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



	2020	2021	2022	2023	2024
Your org	55.15%	51.70%	56.01%	57.01%	56.41%
Best result	57.43%	56.64%	58.05%	59.27%	59.25%
Average result	50.68%	49.08%	50.44%	51.68%	50.81%
Worst result	41.35%	41.40%	41.91%	43.96%	39.67%
Responses	2732	3122	3399	3791	3709

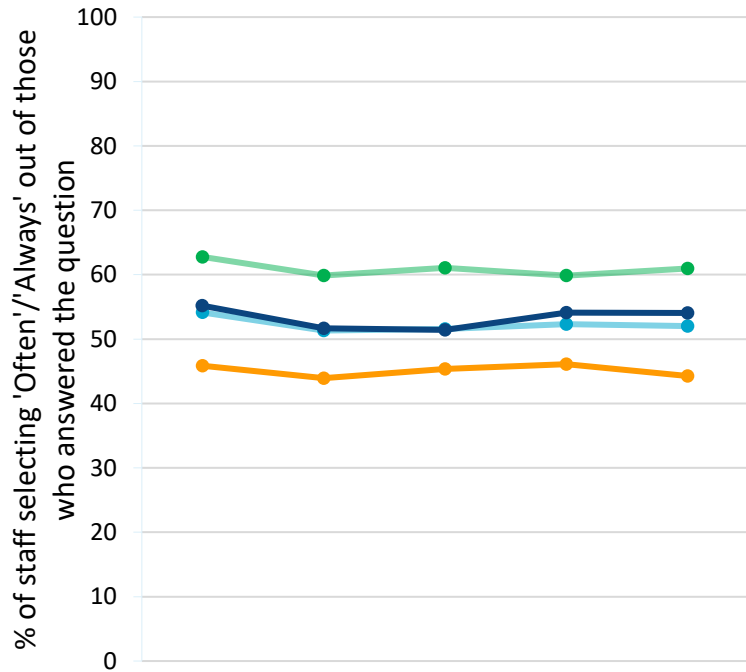
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	25.08%	24.19%	22.66%	26.71%	25.94%
Best result	33.24%	29.31%	29.61%	33.04%	31.37%
Average result	23.97%	22.27%	22.18%	24.95%	25.71%
Worst result	18.24%	18.00%	17.94%	20.72%	21.01%
Responses	2723	3100	3398	3790	3708

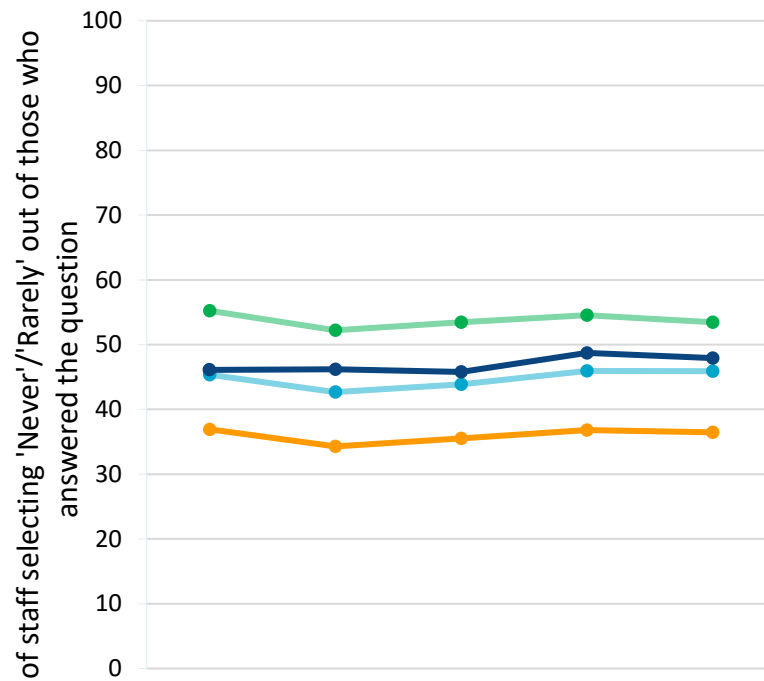


Q5b I have a choice in deciding how to do my work.



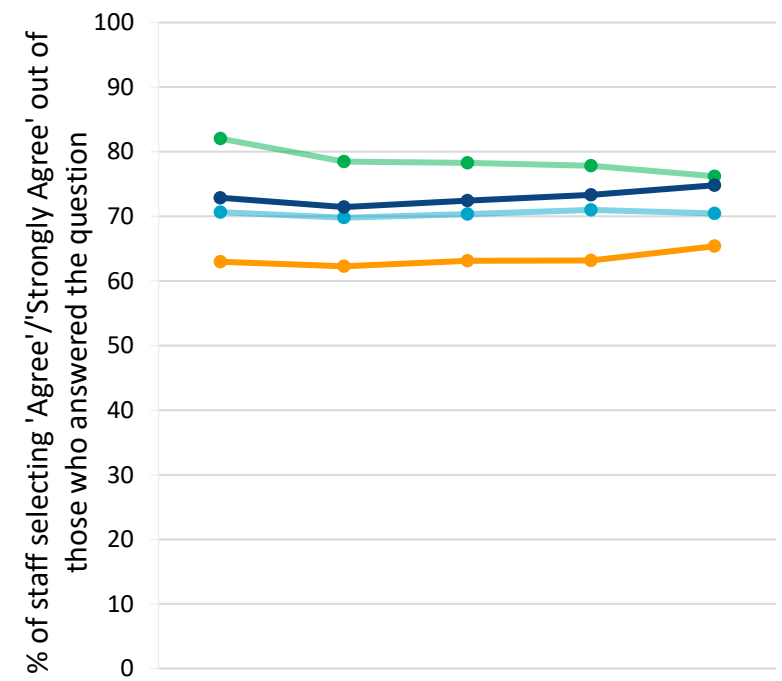
	2020	2021	2022	2023	2024
Your org	55.18%	51.66%	51.42%	54.11%	54.08%
Best result	62.76%	59.87%	61.04%	59.85%	60.94%
Average result	54.13%	51.32%	51.55%	52.31%	52.02%
Worst result	45.86%	43.93%	45.33%	46.10%	44.26%
Responses	2725	3104	3403	3792	3712

Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	46.10%	46.18%	45.78%	48.72%	47.93%
Best result	55.23%	52.22%	53.46%	54.56%	53.48%
Average result	45.35%	42.67%	43.89%	45.94%	45.91%
Worst result	36.93%	34.28%	35.52%	36.80%	36.48%
Responses	2718	3097	3398	3780	3707

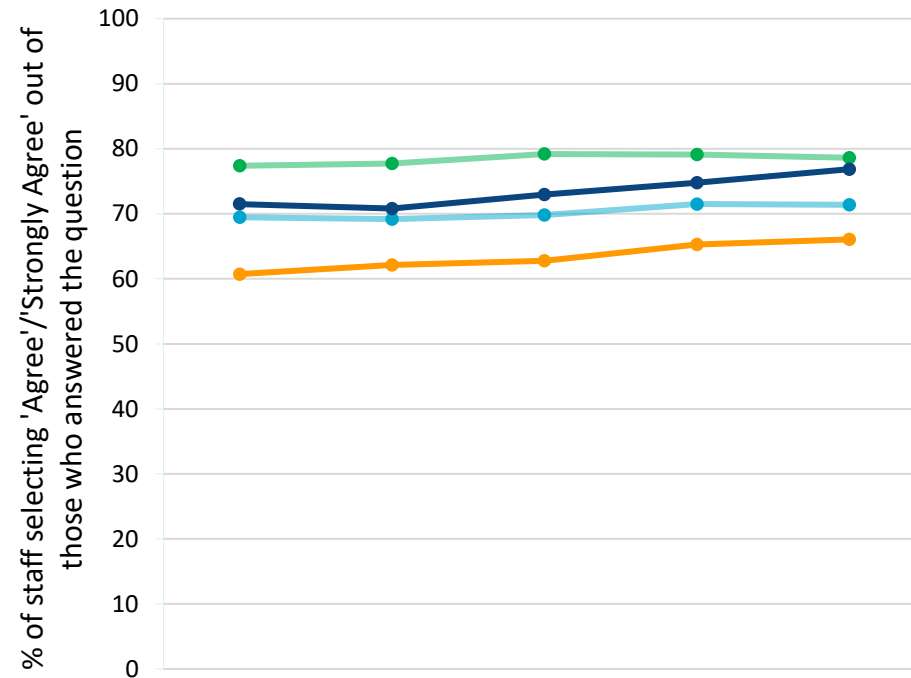
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	72.87%	71.44%	72.44%	73.31%	74.81%
Best result	82.02%	78.45%	78.29%	77.84%	76.21%
Average result	70.63%	69.79%	70.36%	70.99%	70.44%
Worst result	62.98%	62.27%	63.14%	63.16%	65.37%
Responses	2736	3090	3405	3804	3711



Q9a My immediate manager encourages me at work.



	2020	2021	2022	2023	2024
Your org	71.50%	70.81%	72.97%	74.77%	76.86%
Best result	77.39%	77.71%	79.19%	79.11%	78.63%
Average result	69.49%	69.19%	69.81%	71.50%	71.38%
Worst result	60.73%	62.13%	62.79%	65.30%	66.06%
Responses	2713	3067	3406	3804	3714

Questions not linked to People Promise elements or themes

Questions included:*

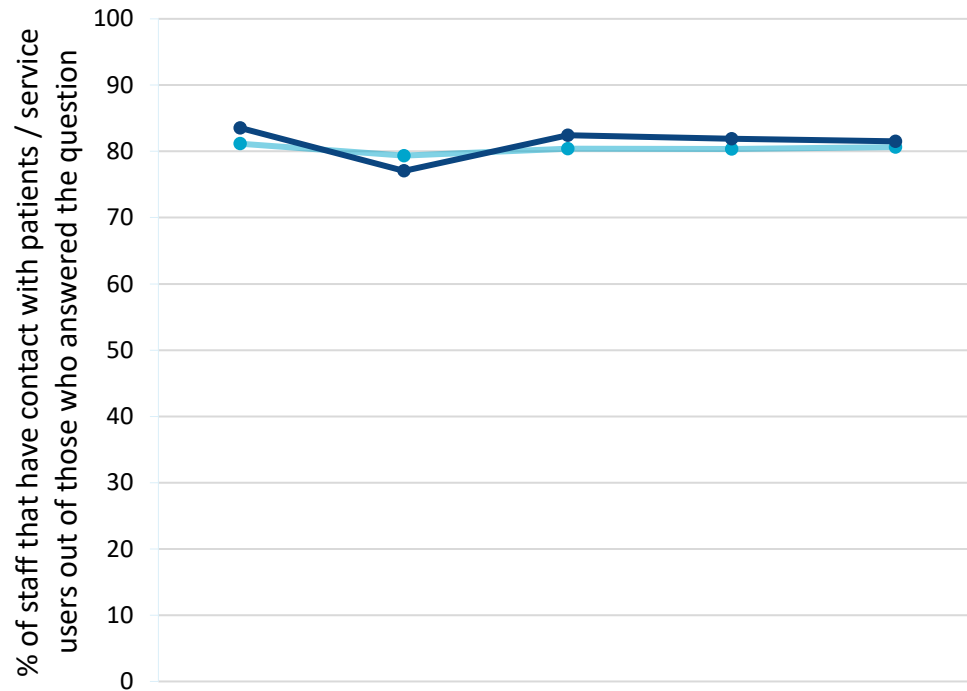
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

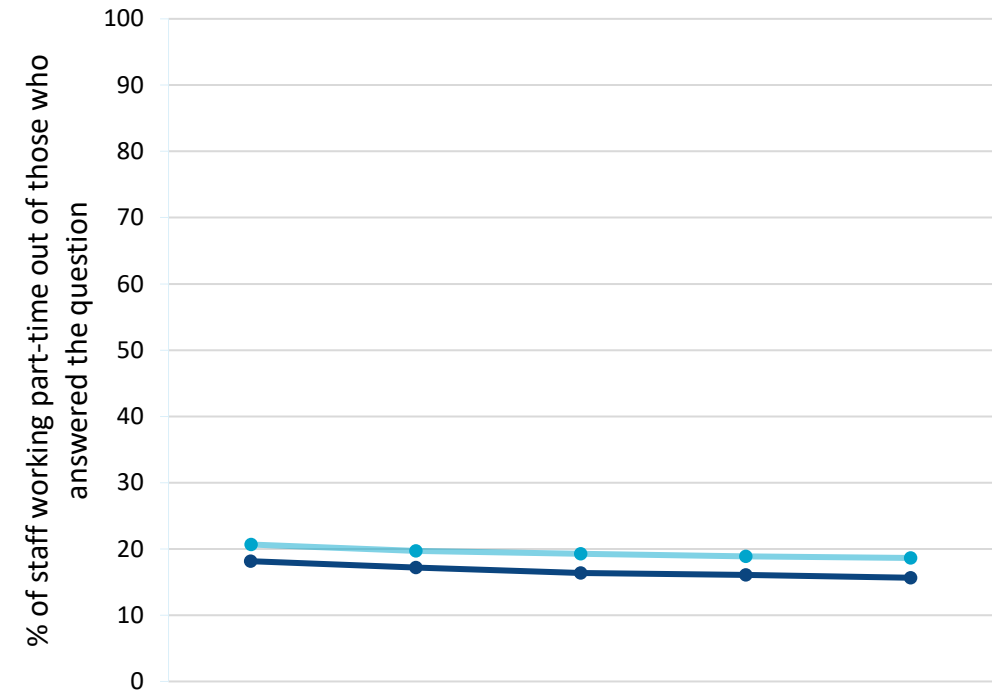


2020 2021 2022 2023 2024

Your org	83.53%	77.05%	82.46%	81.91%	81.50%
Average	81.16%	79.36%	80.42%	80.37%	80.65%

Responses 2751 3155 3392 3786 3698

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



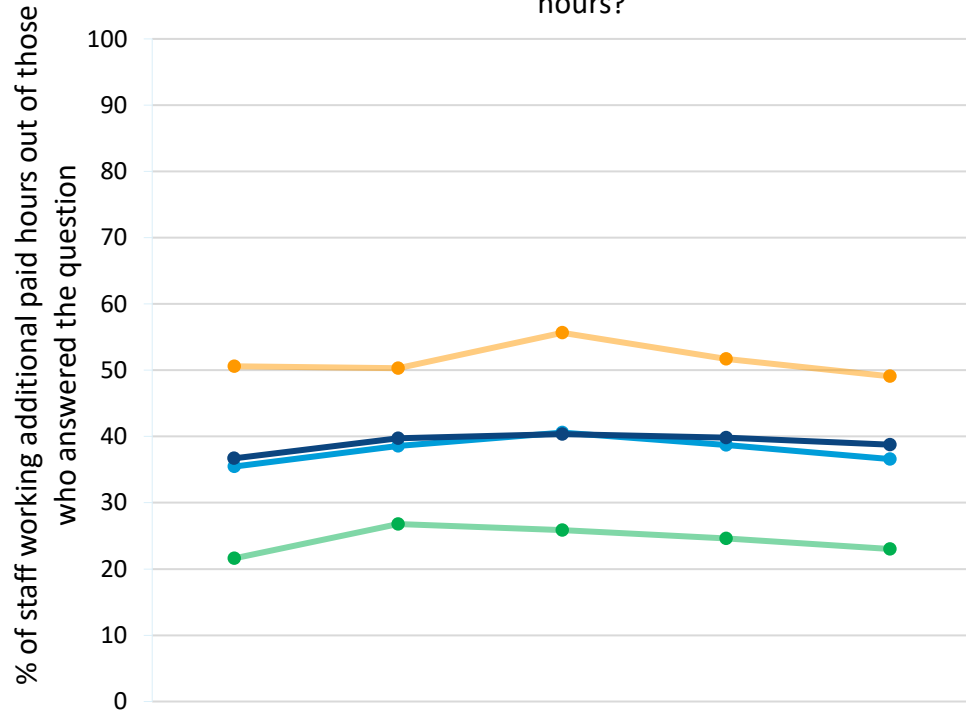
2020 2021 2022 2023 2024

Your org	18.14%	17.17%	16.36%	16.09%	15.65%
Average	20.66%	19.69%	19.24%	18.88%	18.64%

Responses 2662 2959 3295 3679 3597

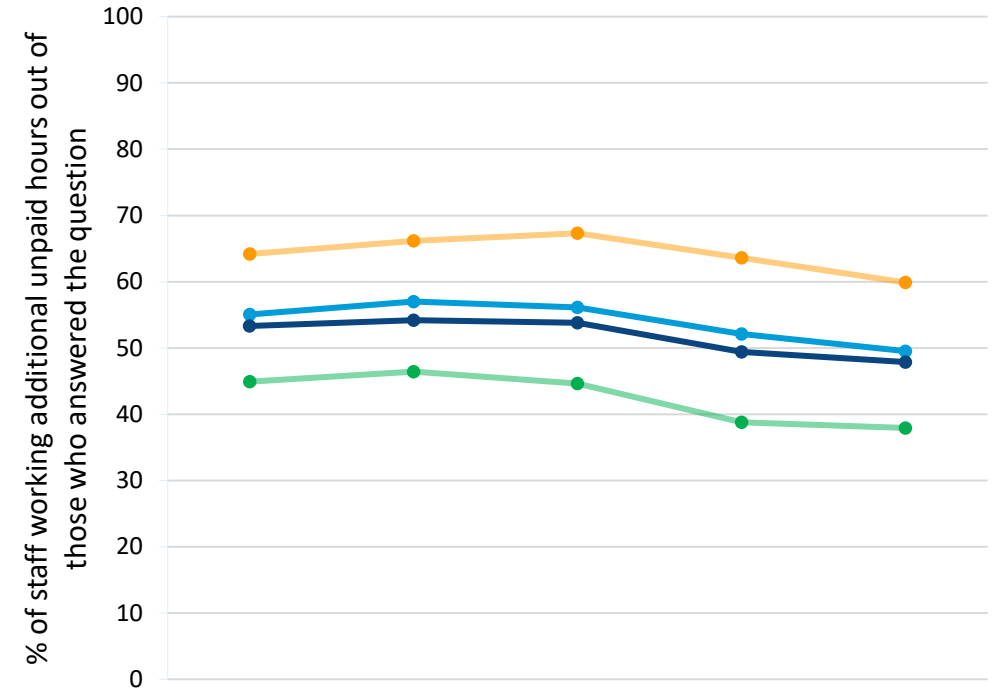


Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2020	2021	2022	2023	2024
Your org	36.70%	39.75%	40.36%	39.82%	38.77%
Lowest	21.60%	26.78%	25.87%	24.60%	23.01%
Average	35.46%	38.56%	40.59%	38.71%	36.58%
Highest	50.60%	50.31%	55.65%	51.72%	49.08%
Responses	2667	3020	3373	3744	3639

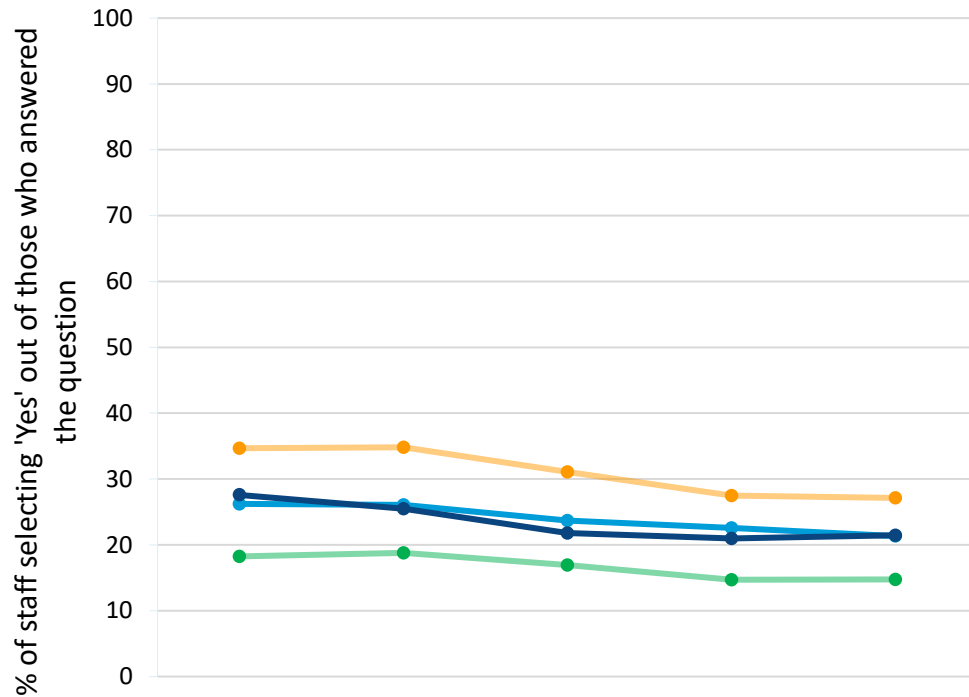
Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



	2020	2021	2022	2023	2024
Your org	53.30%	54.19%	53.81%	49.39%	47.87%
Lowest	44.93%	46.43%	44.60%	38.79%	37.93%
Average	55.06%	57.00%	56.10%	52.10%	49.52%
Highest	64.17%	66.15%	67.31%	63.60%	59.88%
Responses	2653	3005	3369	3730	3617



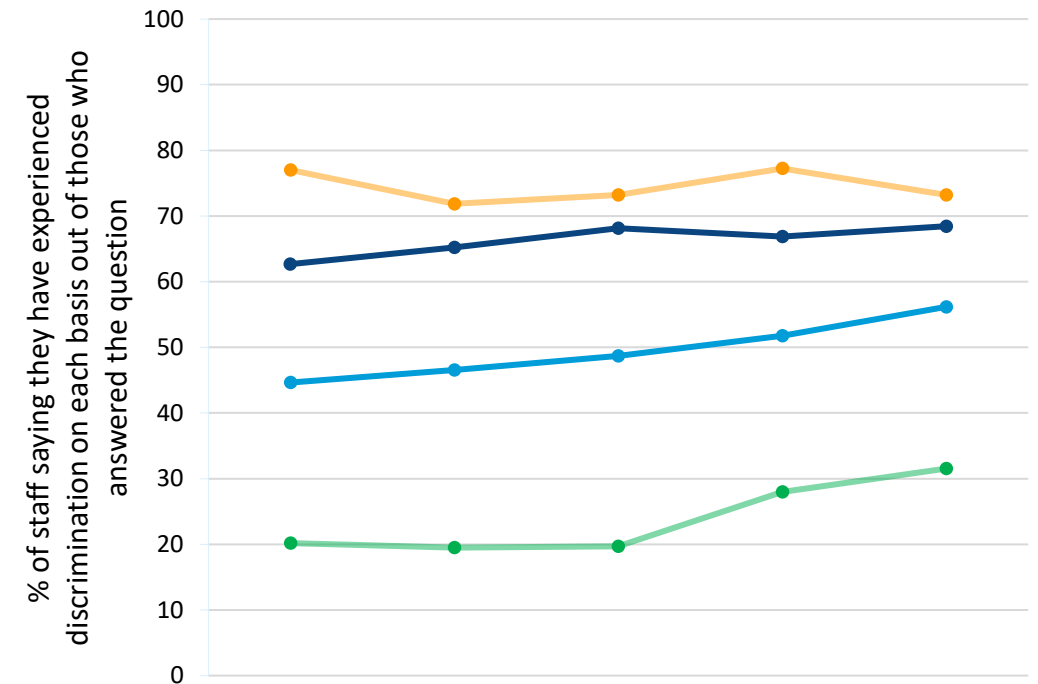
Q11e* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	27.58%	25.49%	21.82%	20.98%	21.48%
Best result	18.25%	18.78%	16.95%	14.70%	14.77%
Average result	26.22%	26.06%	23.71%	22.59%	21.34%
Worst result	34.69%	34.82%	31.07%	27.49%	27.13%

Responses 1088 1474 1712 1703 1689

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



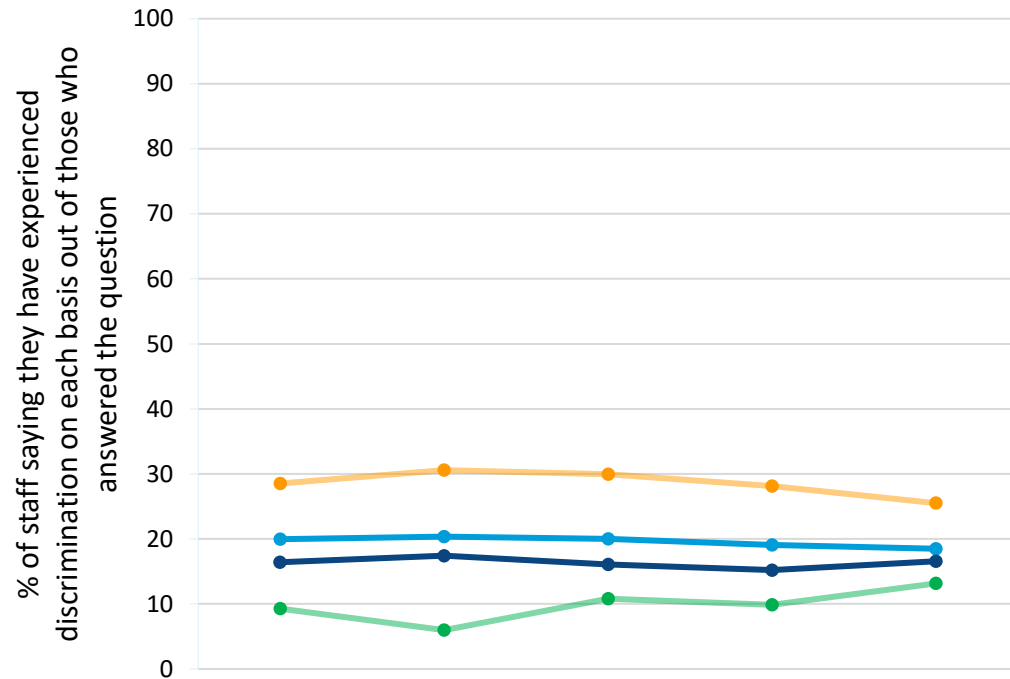
	2020	2021	2022	2023	2024
Your org	62.67%	65.21%	68.14%	66.87%	68.45%
Best result	20.18%	19.49%	19.69%	28.00%	31.53%
Average result	44.63%	46.54%	48.69%	51.77%	56.16%
Worst result	76.99%	71.86%	73.19%	77.24%	73.22%

Responses 375 443 556 550 549

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



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

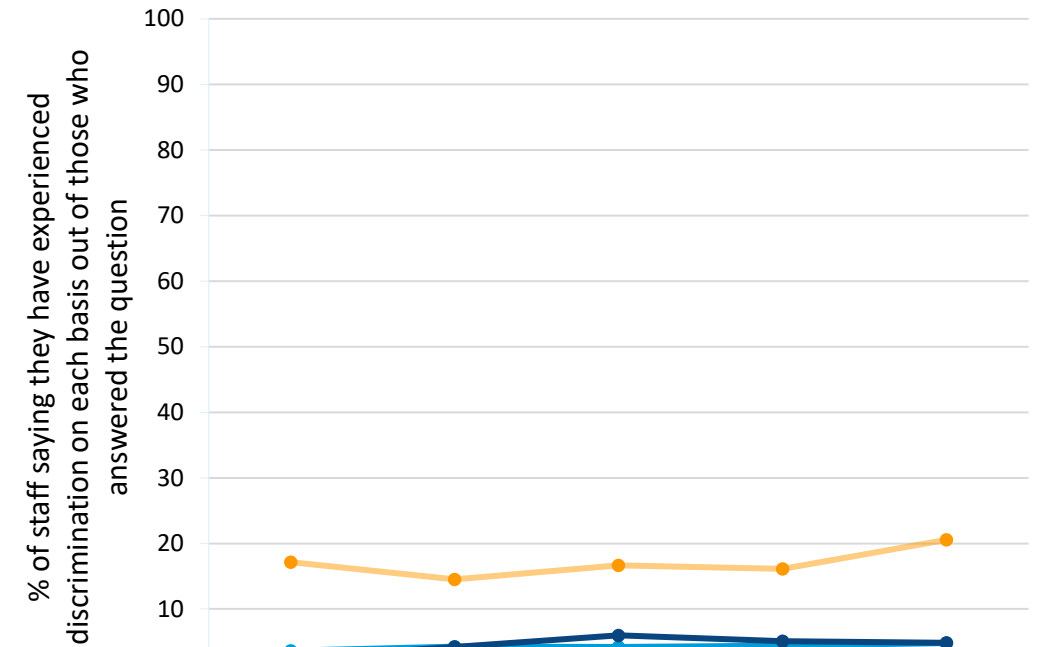


2020 2021 2022 2023 2024

Your org	16.41%	17.42%	16.06%	15.21%	16.58%
Best result	9.30%	5.97%	10.82%	9.86%	13.16%
Average result	19.96%	20.35%	20.00%	19.07%	18.49%
Worst result	28.50%	30.58%	29.96%	28.11%	25.50%

Responses 375 443 556 550 549

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



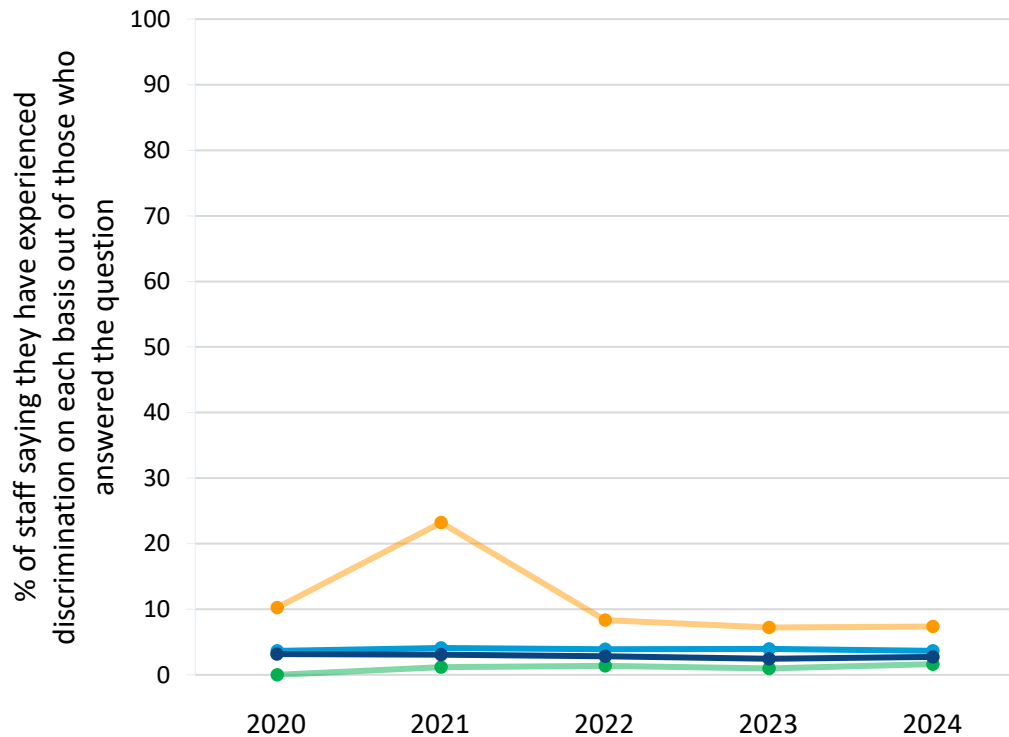
2020 2021 2022 2023 2024

Your org	2.55%	4.20%	5.99%	5.08%	4.83%
Best result	0.00%	0.42%	0.84%	0.92%	1.04%
Average result	3.64%	4.24%	4.21%	4.43%	4.81%
Worst result	17.17%	14.52%	16.64%	16.12%	20.56%

Responses 375 443 556 550 549

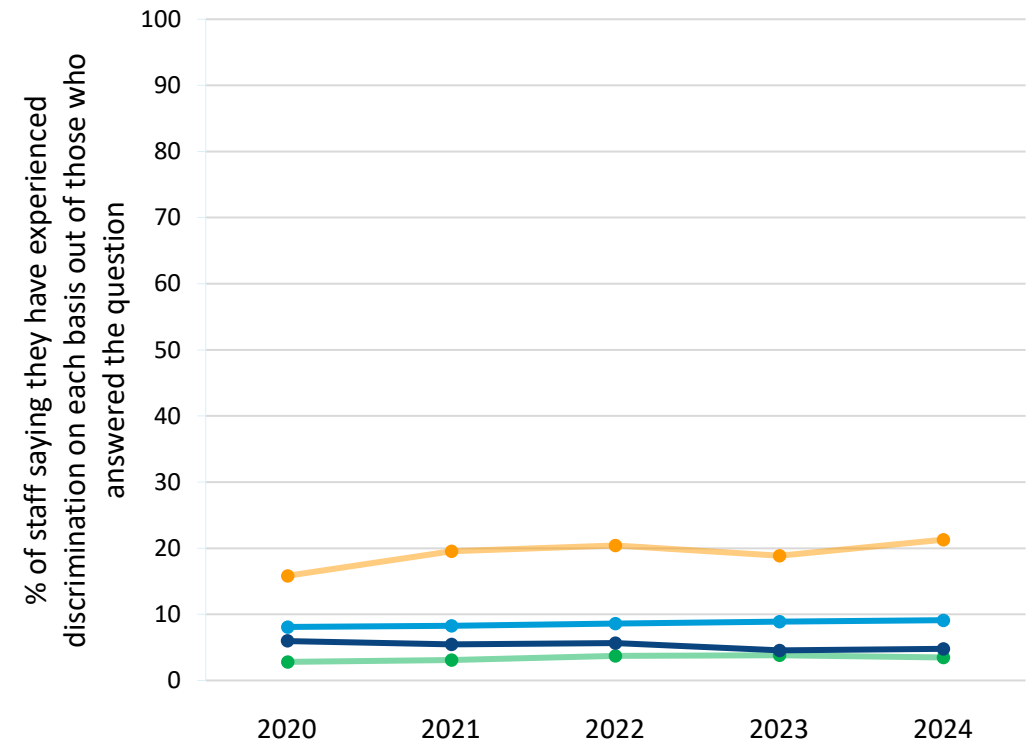


Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



	2020	2021	2022	2023	2024
Your org	3.17%	3.10%	2.85%	2.45%	2.72%
Best result	0.00%	1.16%	1.36%	0.96%	1.63%
Average result	3.65%	4.09%	3.89%	3.96%	3.67%
Worst result	10.25%	23.21%	8.35%	7.22%	7.36%
Responses	375	443	556	550	549

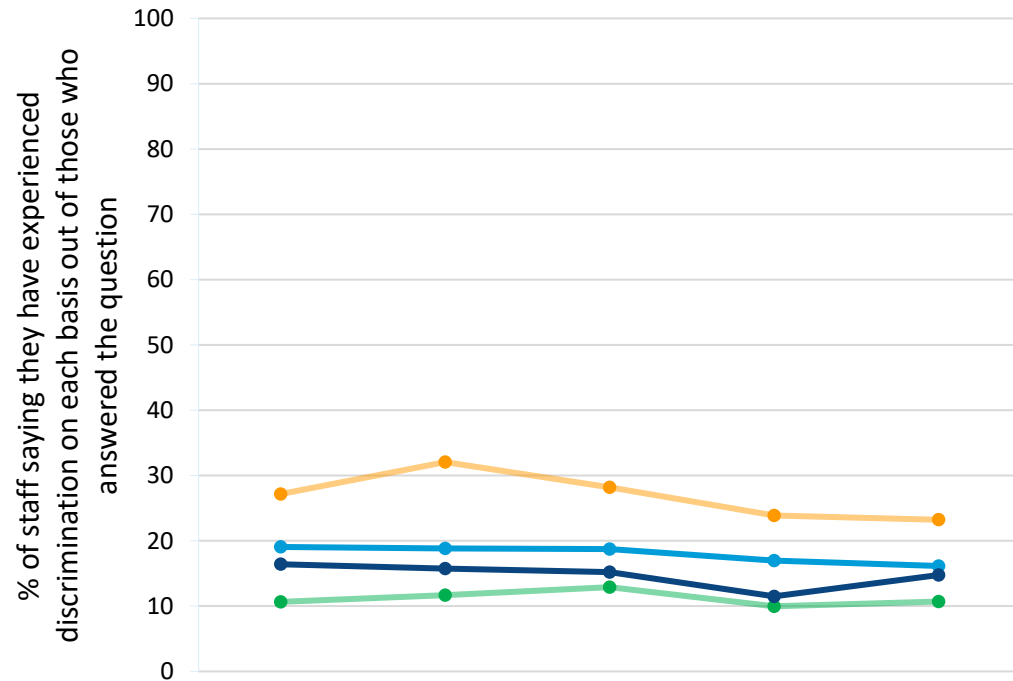
Q16c.5 On what grounds have you experienced discrimination?
– Disability.



	2020	2021	2022	2023	2024
Your org	5.95%	5.48%	5.63%	4.56%	4.80%
Best result	2.81%	3.10%	3.74%	3.81%	3.48%
Average result	8.10%	8.28%	8.59%	8.91%	9.12%
Worst result	15.84%	19.54%	20.43%	18.85%	21.30%
Responses	375	443	556	550	549



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

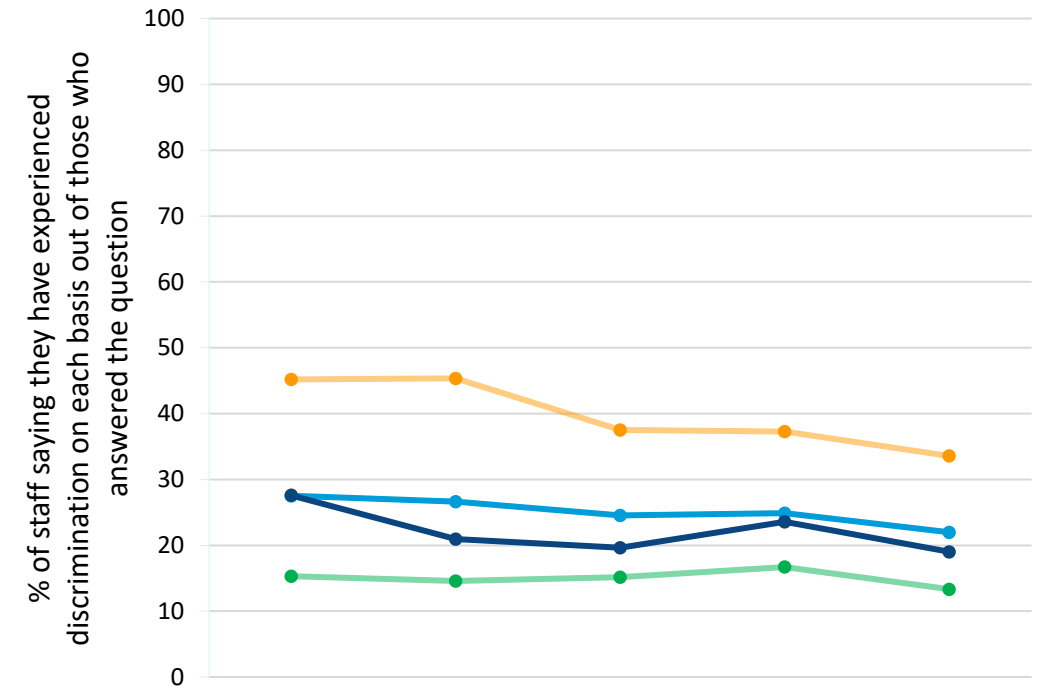


2020 2021 2022 2023 2024

Your org	16.41%	15.72%	15.22%	11.50%	14.77%
Best result	10.65%	11.70%	12.90%	9.97%	10.71%
Average result	19.06%	18.83%	18.73%	16.99%	16.15%
Worst result	27.17%	32.05%	28.20%	23.87%	23.22%

Responses 375 443 556 550 549

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



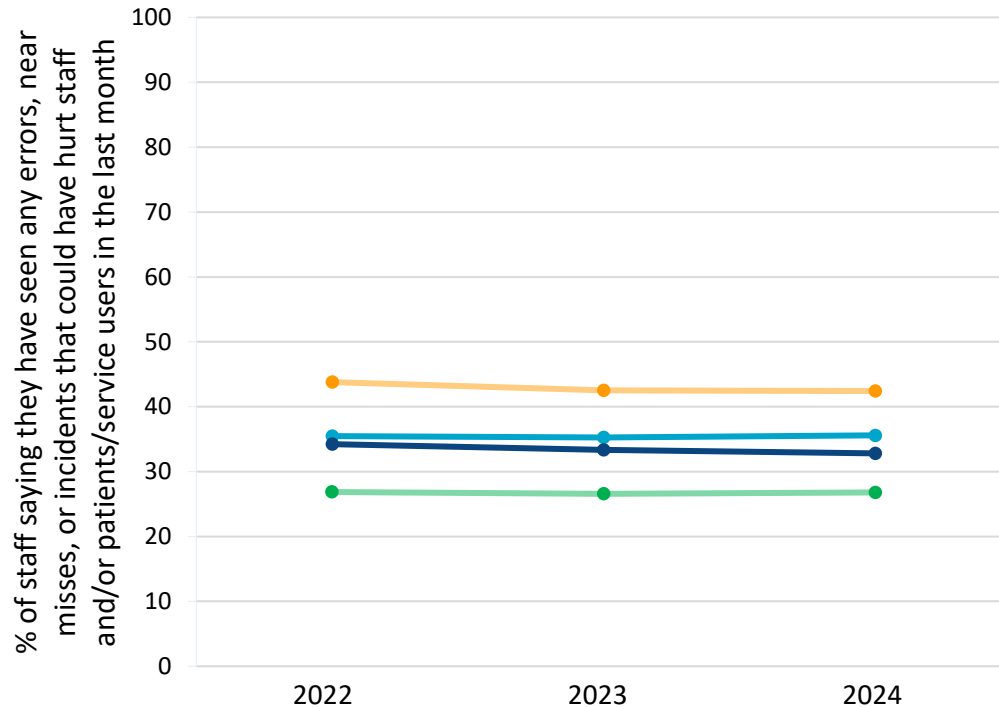
2020 2021 2022 2023 2024

Your org	27.58%	20.96%	19.63%	23.58%	19.02%
Best result	15.33%	14.60%	15.16%	16.70%	13.34%
Average result	27.53%	26.62%	24.54%	24.88%	21.99%
Worst result	45.22%	45.35%	37.52%	37.27%	33.58%

Responses 375 443 556 550 549



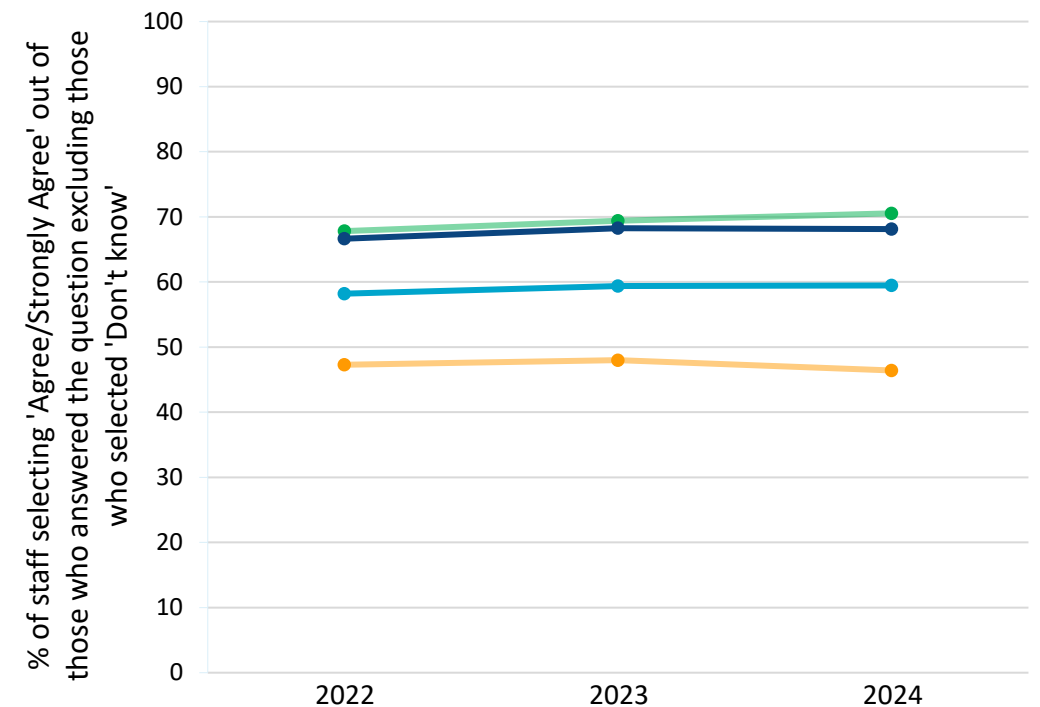
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	34.23%	33.32%	32.81%
Best result	26.85%	26.57%	26.76%
Average result	35.44%	35.26%	35.58%
Worst result	43.78%	42.54%	42.41%

Responses 3350 3740 3661

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

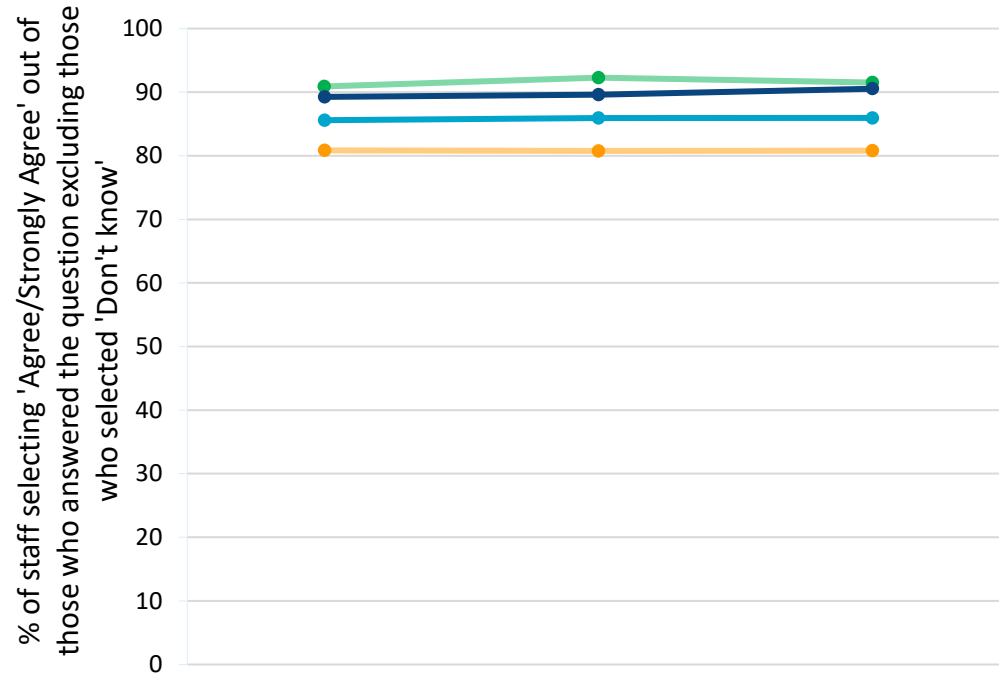


Your org	66.65%	68.26%	68.14%
Best result	67.82%	69.42%	70.55%
Average result	58.21%	59.40%	59.47%
Worst result	47.27%	48.00%	46.41%

Responses 2742 3044 2984

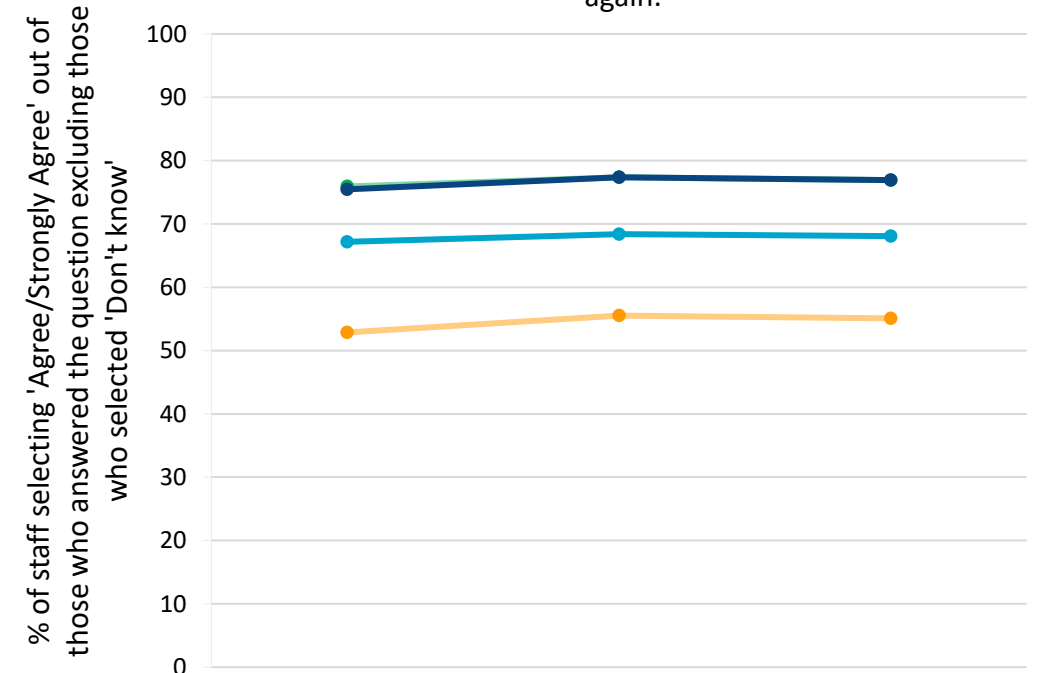


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	89.26%	89.61%	90.53%
Best result	90.90%	92.28%	91.52%
Average result	85.59%	85.95%	85.95%
Worst result	80.84%	80.77%	80.79%
Responses	3299	3663	3556

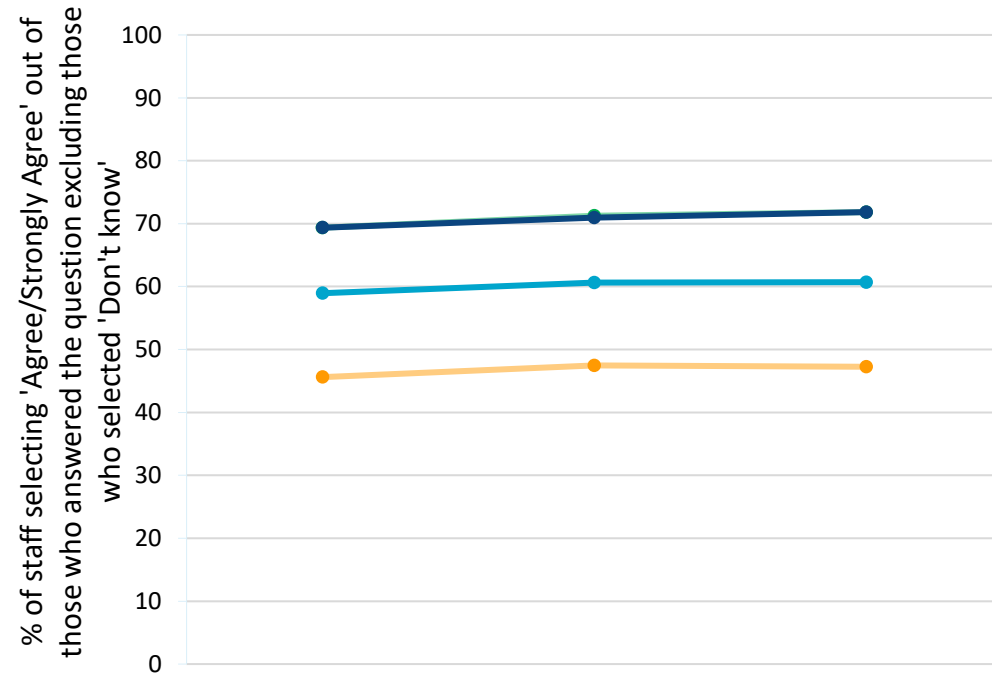
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



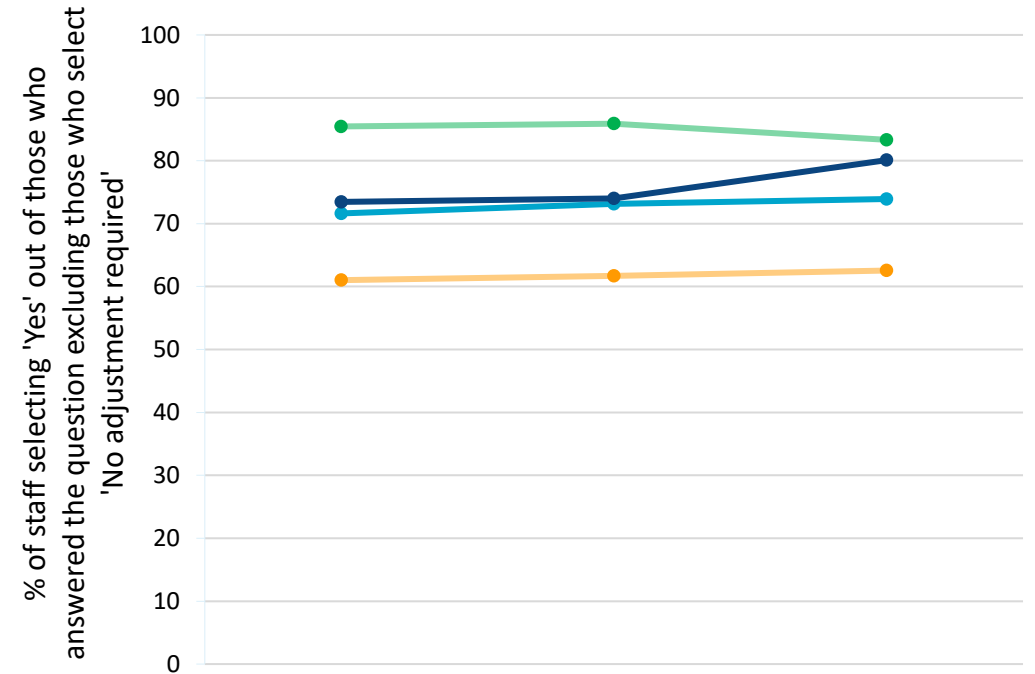
	2022	2023	2024
Your org	75.46%	77.37%	76.90%
Best result	75.92%	77.37%	76.90%
Average result	67.18%	68.39%	68.08%
Worst result	52.87%	55.52%	55.11%
Responses	3118	3460	3371



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



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

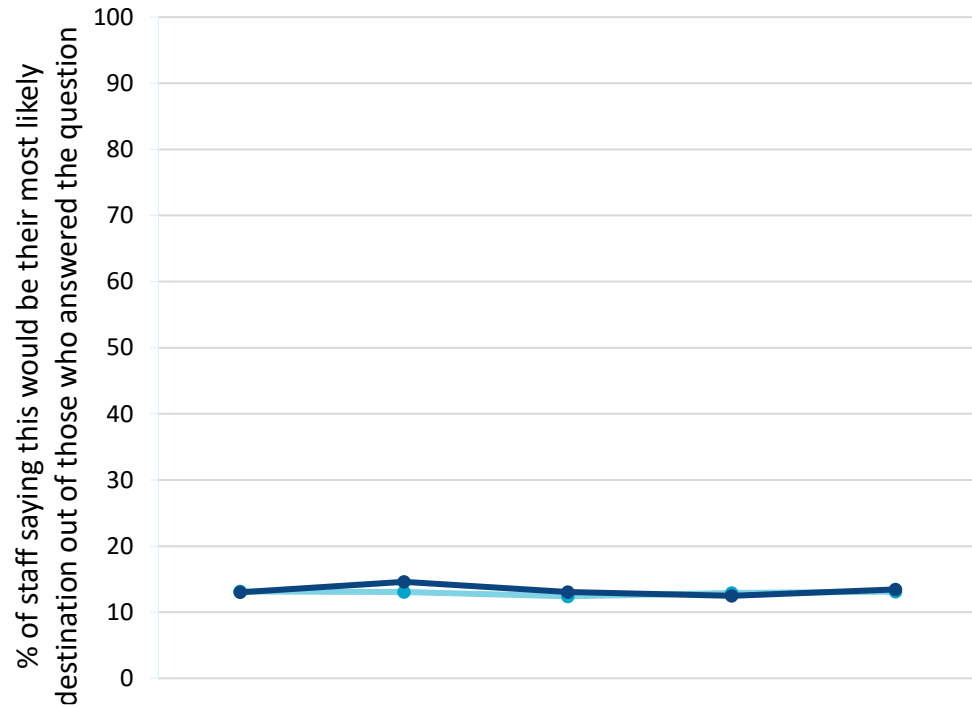


	2022	2023	2024
Your org	69.36%	70.98%	71.84%
Best result	69.36%	71.25%	71.84%
Average result	58.95%	60.66%	60.70%
Worst result	45.61%	47.47%	47.26%
Responses	3120	3470	3386

	2022	2023	2024
Your org	73.46%	74.03%	80.10%
Best result	85.45%	85.89%	83.33%
Average result	71.63%	73.13%	73.92%
Worst result	61.02%	61.72%	62.55%
Responses	348	426	409



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.

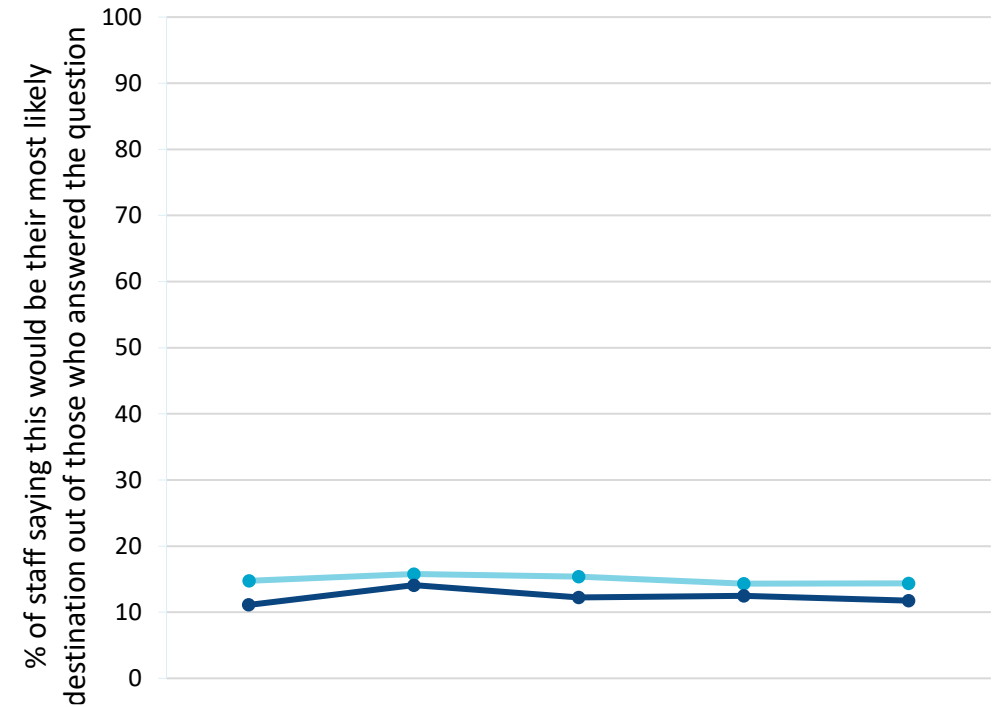


2020 2021 2022 2023 2024

Your org	13.01%	14.59%	13.06%	12.48%	13.47%
Average	13.13%	13.04%	12.40%	12.94%	13.10%

Responses 2575 2823 3194 3573 3512

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.



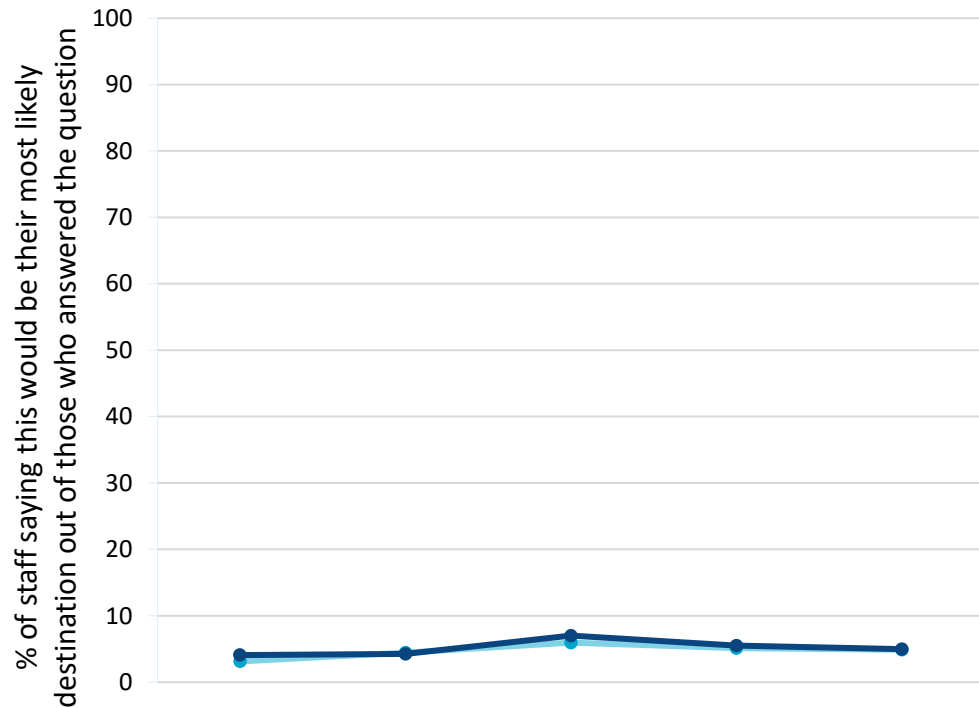
2020 2021 2022 2023 2024

Your org	11.11%	14.10%	12.24%	12.48%	11.76%
Average	14.76%	15.78%	15.37%	14.32%	14.36%

Responses 2575 2823 3194 3573 3512

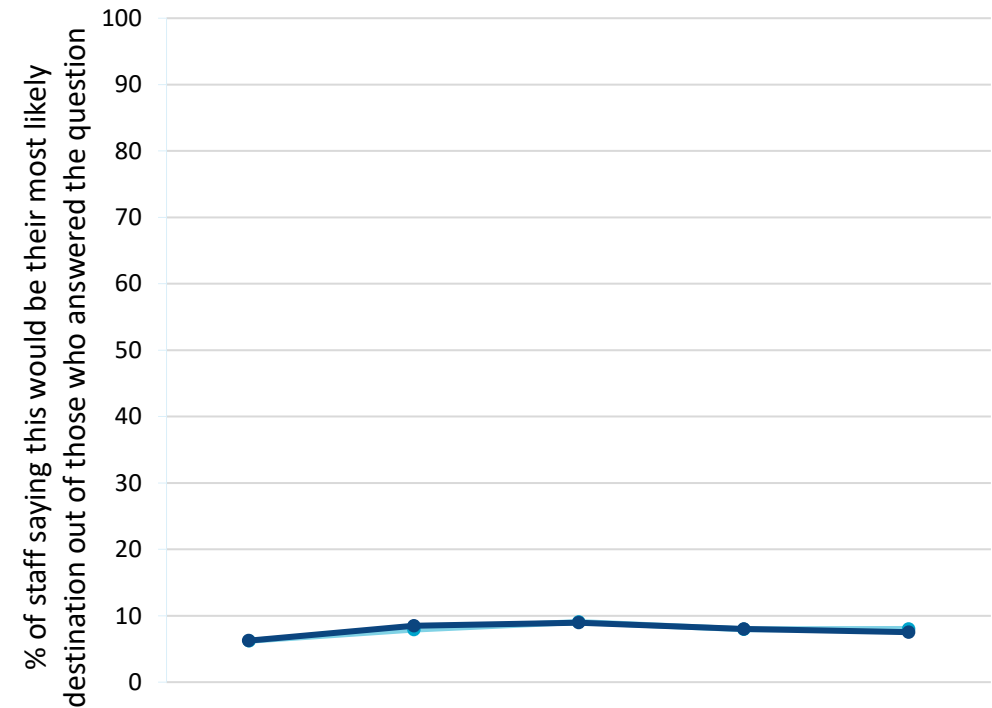


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2020	2021	2022	2023	2024
Your org	4.08%	4.25%	7.01%	5.49%	4.95%
Average	3.12%	4.47%	5.95%	5.12%	4.90%
Responses	2575	2823	3194	3573	3512

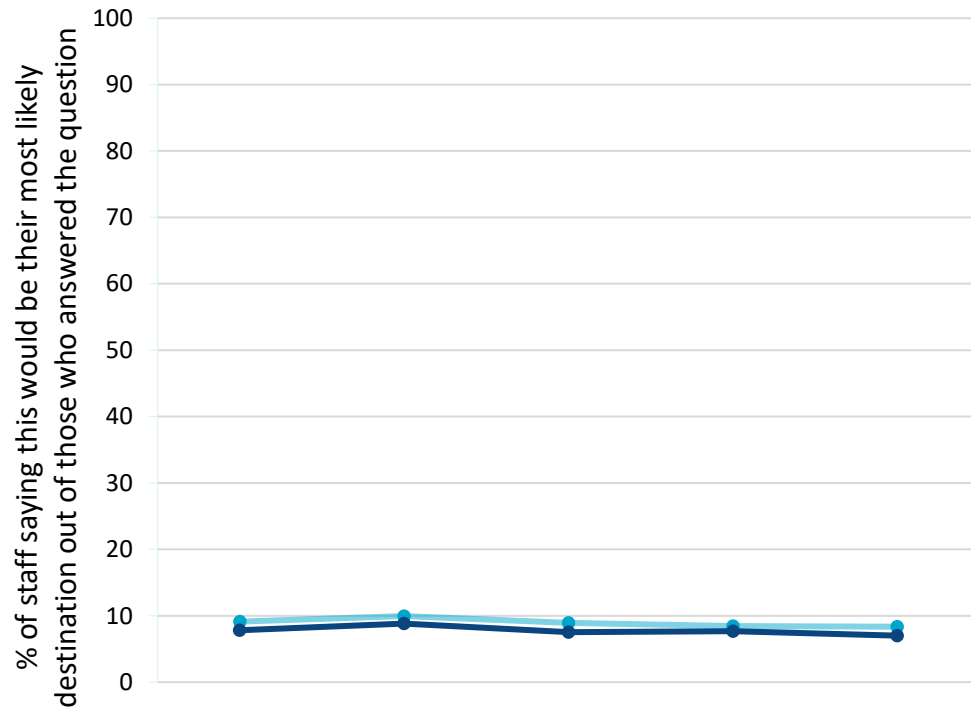
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2020	2021	2022	2023	2024
Your org	6.25%	8.50%	8.95%	8.00%	7.55%
Average	6.23%	7.91%	9.06%	7.96%	8.00%
Responses	2575	2823	3194	3573	3512



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.

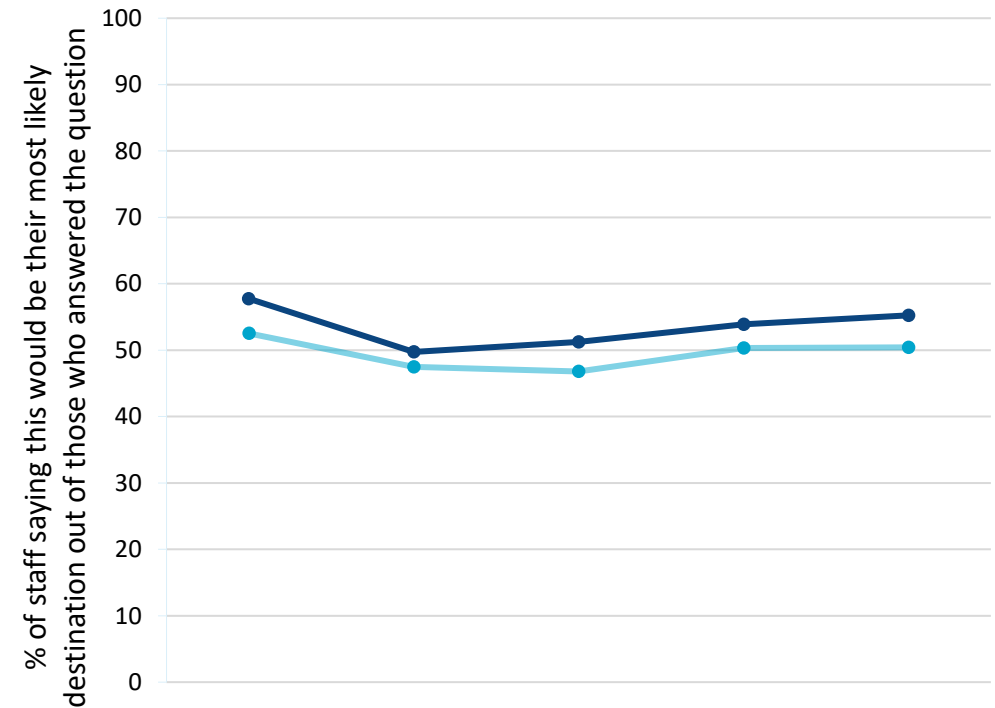


2020 2021 2022 2023 2024

Your org	7.81%	8.82%	7.51%	7.67%	7.00%
Average	9.13%	9.95%	8.94%	8.46%	8.35%

Responses 2575 2823 3194 3573 3512

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	57.75%	49.73%	51.22%	53.88%	55.27%
Average	52.53%	47.46%	46.79%	50.34%	50.41%

Responses 2575 2823 3194 3573 3512

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)

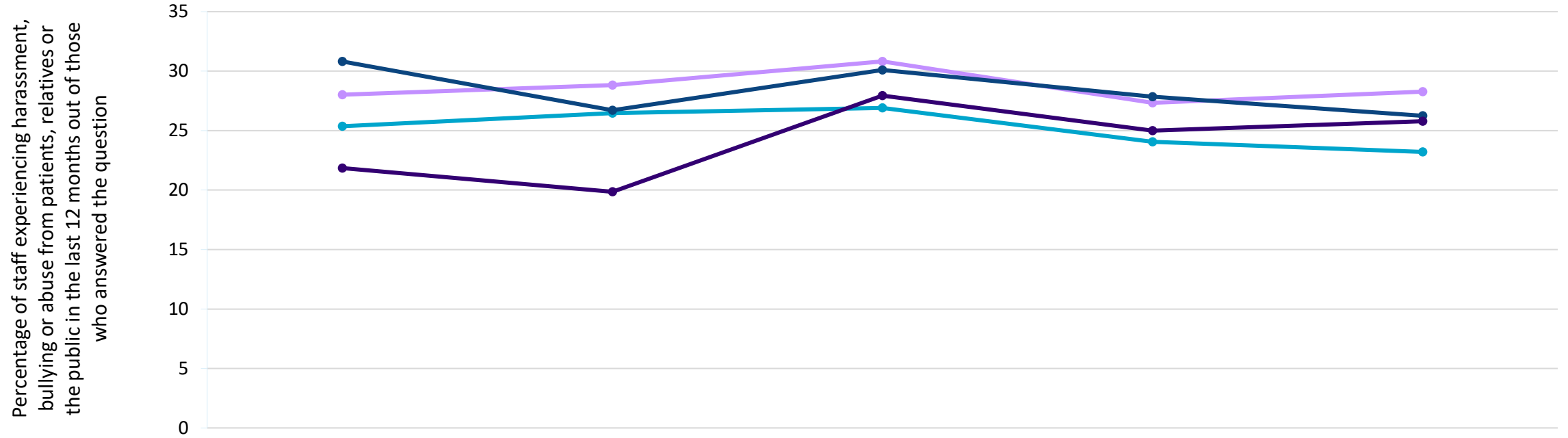
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

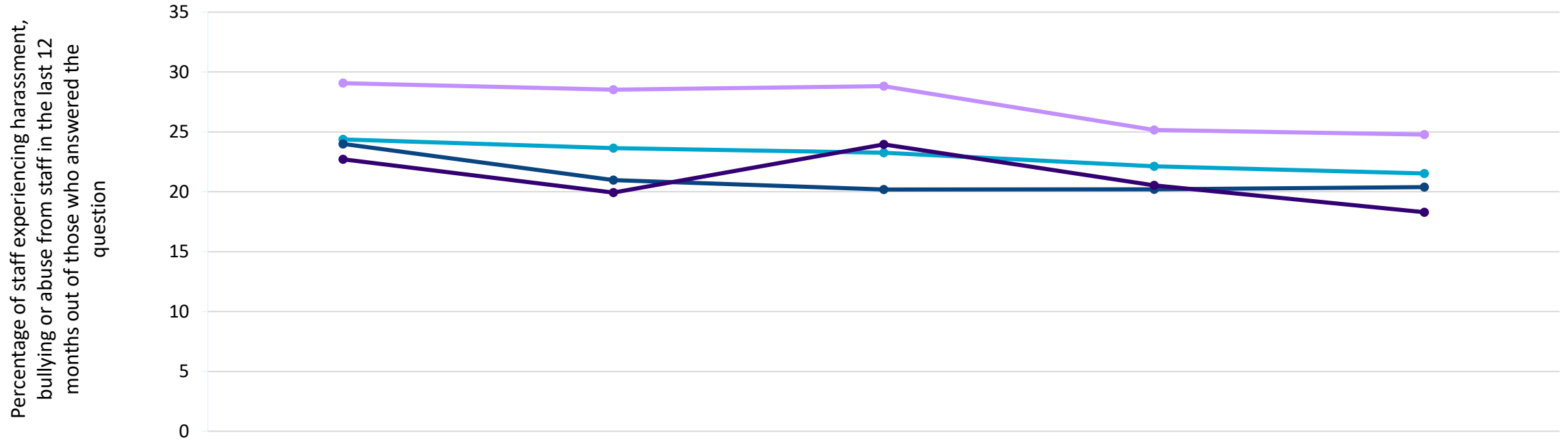


	2020	2021	2022	2023	2024
White staff: Your org	30.81%	26.71%	30.09%	27.86%	26.25%
All other ethnic groups*: Your org	21.85%	19.86%	27.94%	24.99%	25.79%
White staff: Average	25.36%	26.47%	26.91%	24.05%	23.21%
All other ethnic groups*: Average	28.01%	28.84%	30.82%	27.34%	28.27%
White staff: Responses	1694	1861	2120	2142	2046
All other ethnic groups*: Responses	769	967	1224	1459	1590

*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

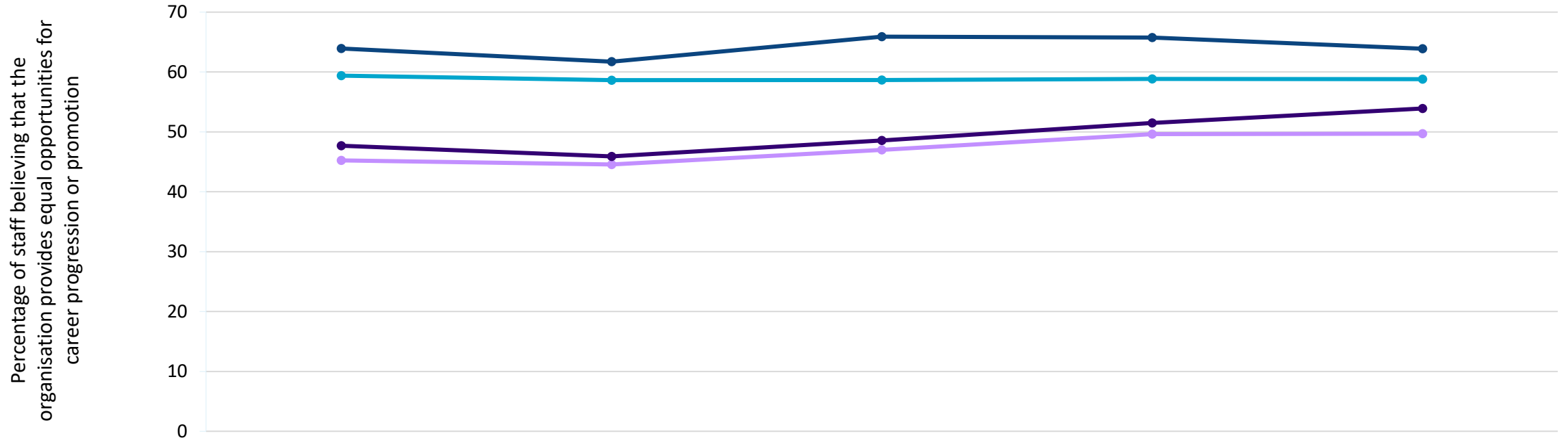


	2020	2021	2022	2023	2024
White staff: Your org	24.00%	20.97%	20.19%	20.20%	20.38%
All other ethnic groups*: Your org	22.72%	19.94%	23.95%	20.53%	18.29%
White staff: Average	24.37%	23.65%	23.25%	22.12%	21.53%
All other ethnic groups*: Average	29.07%	28.53%	28.81%	25.16%	24.78%
White staff: Responses	1696	1869	2115	2139	2041
All other ethnic groups*: Responses	766	958	1219	1453	1580

*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.

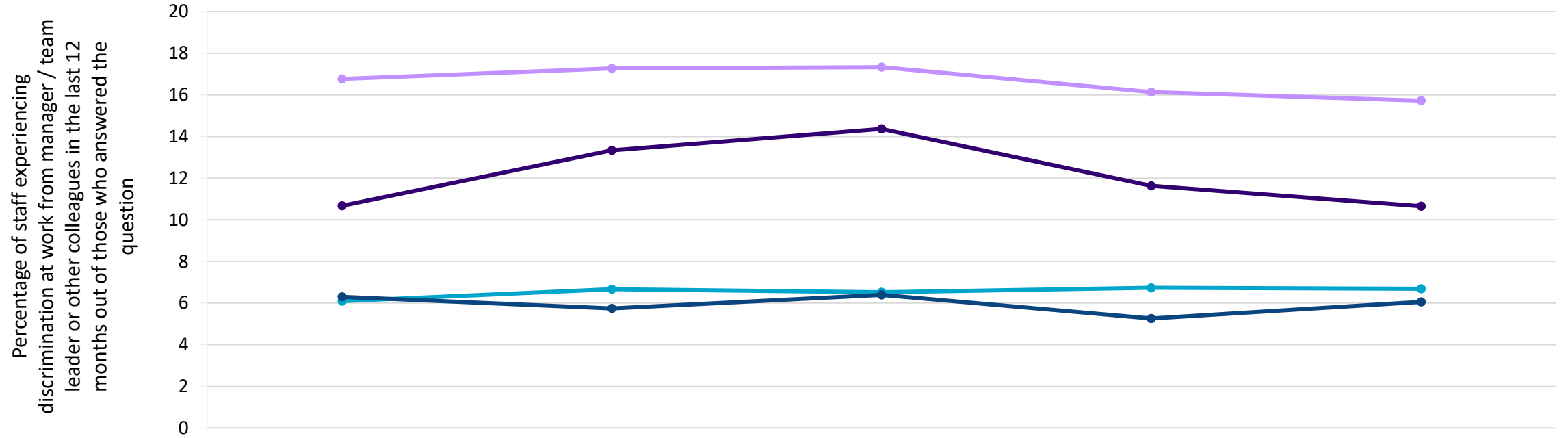
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	63.93%	61.72%	65.90%	65.75%	63.89%
All other ethnic groups*: Your org	47.69%	45.91%	48.57%	51.48%	53.91%
White staff: Average	59.39%	58.64%	58.65%	58.84%	58.82%
All other ethnic groups*: Average	45.24%	44.56%	47.00%	49.64%	49.70%
White staff: Responses	1730	1902	2100	2190	2041
All other ethnic groups*: Responses	780	978	1223	1517	1586

*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	6.30%	5.74%	6.39%	5.26%	6.05%
All other ethnic groups*: Your org	10.67%	13.33%	14.37%	11.64%	10.65%
White staff: Average	6.09%	6.67%	6.52%	6.73%	6.69%
All other ethnic groups*: Average	16.77%	17.28%	17.33%	16.14%	15.72%
White staff: Responses	1747	1916	2112	2187	2016
All other ethnic groups*: Responses	787	990	1225	1521	1577

*Staff from all other ethnic groups combined

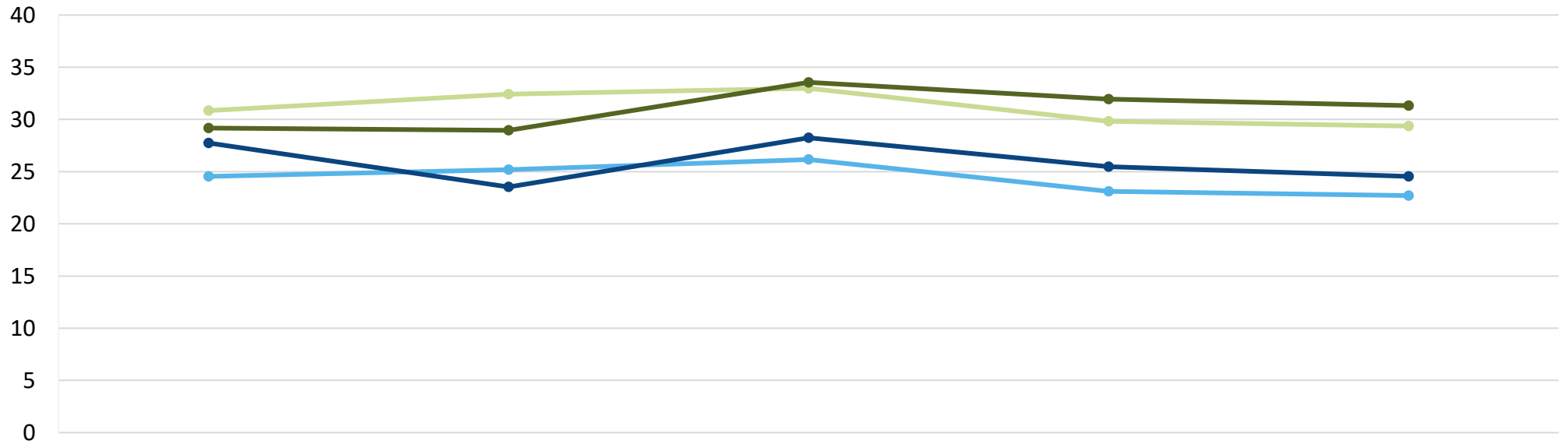
Workforce Disability Equality Standards (WDES)

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.

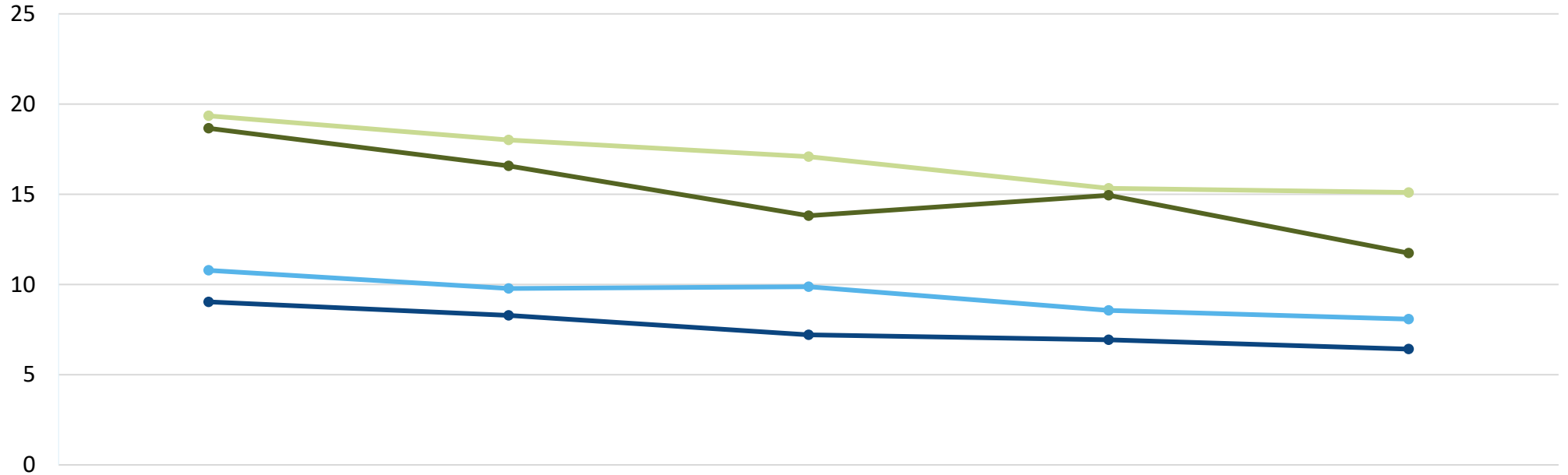


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	29.18%	28.96%	33.55%	31.94%	31.31%
Staff without a LTC or illness: Your org	27.73%	23.53%	28.24%	25.47%	24.55%
Staff with a LTC or illness: Average	30.86%	32.43%	32.98%	29.83%	29.37%
Staff without a LTC or illness: Average	24.53%	25.19%	26.16%	23.11%	22.71%
Staff with a LTC or illness: Responses	401	518	605	683	677
Staff without a LTC or illness: Responses	2142	2384	2776	2870	2961

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.

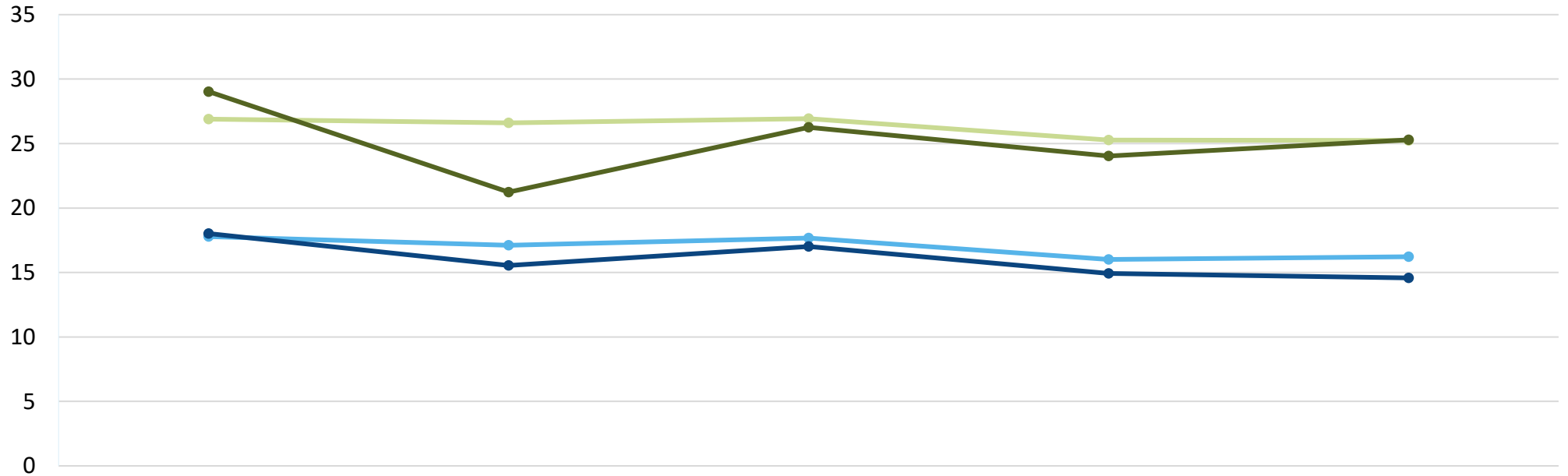


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	18.66%	16.57%	13.81%	14.95%	11.74%
Staff without a LTC or illness: Your org	9.04%	8.29%	7.21%	6.93%	6.42%
Staff with a LTC or illness: Average	19.35%	18.00%	17.09%	15.33%	15.10%
Staff without a LTC or illness: Average	10.78%	9.77%	9.88%	8.56%	8.08%
Staff with a LTC or illness: Responses	402	519	601	681	673
Staff without a LTC or illness: Responses	2136	2364	2747	2842	2930

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.

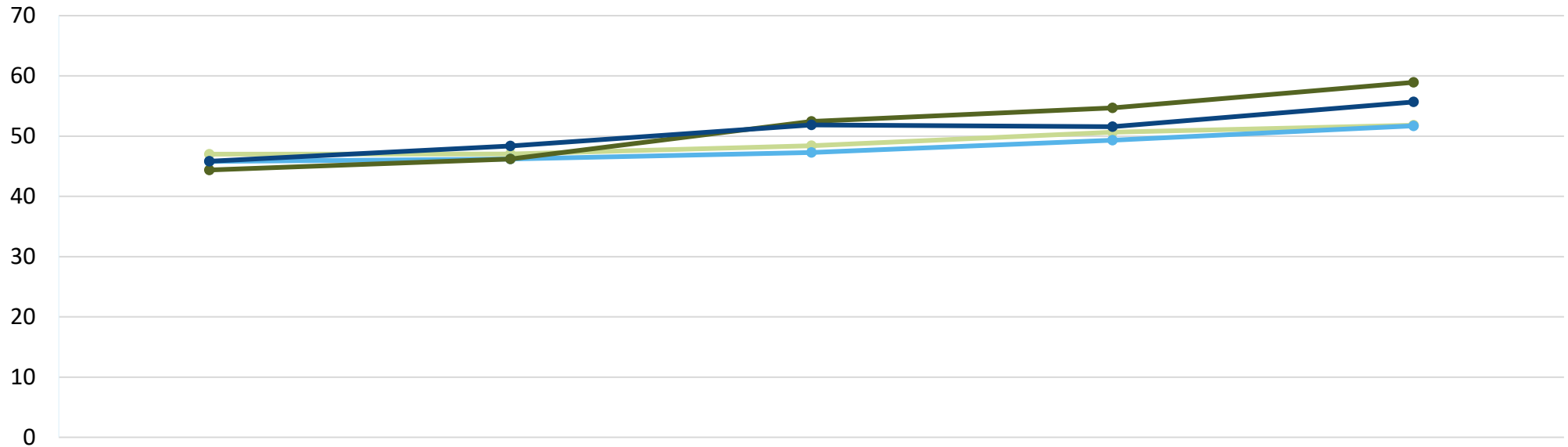


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	29.03%	21.24%	26.25%	24.03%	25.30%
Staff without a LTC or illness: Your org	18.02%	15.55%	17.02%	14.94%	14.58%
Staff with a LTC or illness: Average	26.89%	26.60%	26.93%	25.26%	25.24%
Staff without a LTC or illness: Average	17.79%	17.11%	17.67%	16.01%	16.22%
Staff with a LTC or illness: Responses	403	518	598	671	668
Staff without a LTC or illness: Responses	2131	2366	2744	2825	2908

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.

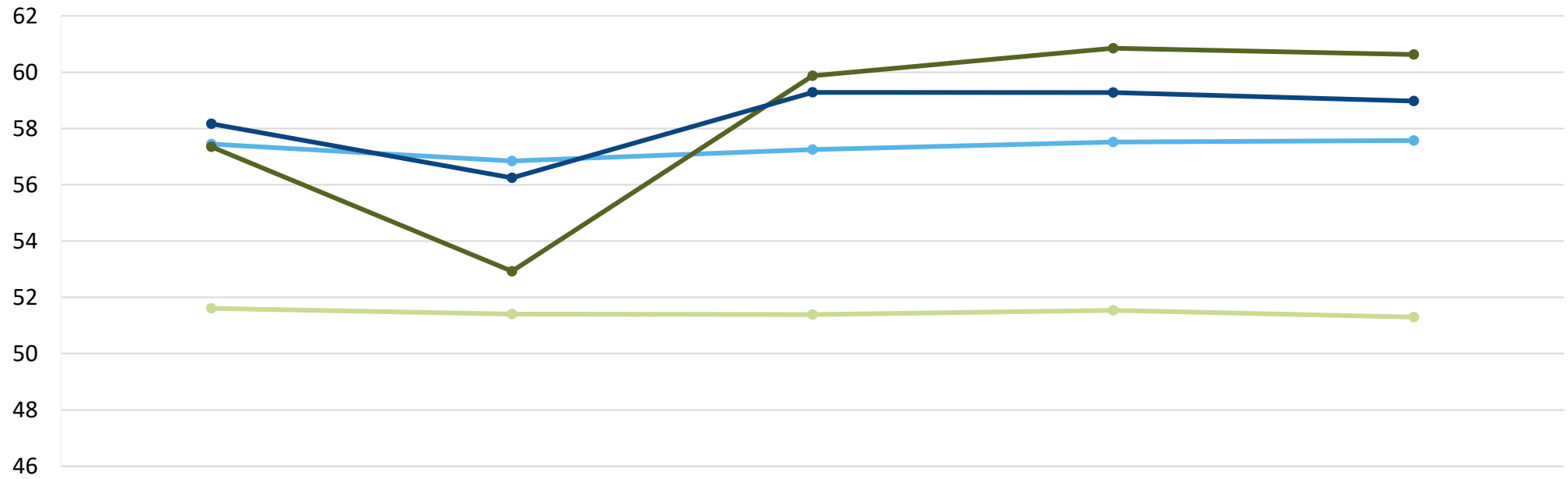


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	44.38%	46.19%	52.43%	54.68%	58.93%
Staff without a LTC or illness: Your org	45.83%	48.37%	51.88%	51.58%	55.67%
Staff with a LTC or illness: Average	47.01%	47.03%	48.43%	50.64%	51.82%
Staff without a LTC or illness: Average	45.80%	46.20%	47.30%	49.31%	51.71%
Staff with a LTC or illness: Responses	178	210	267	280	280
Staff without a LTC or illness: Responses	696	736	904	848	855

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

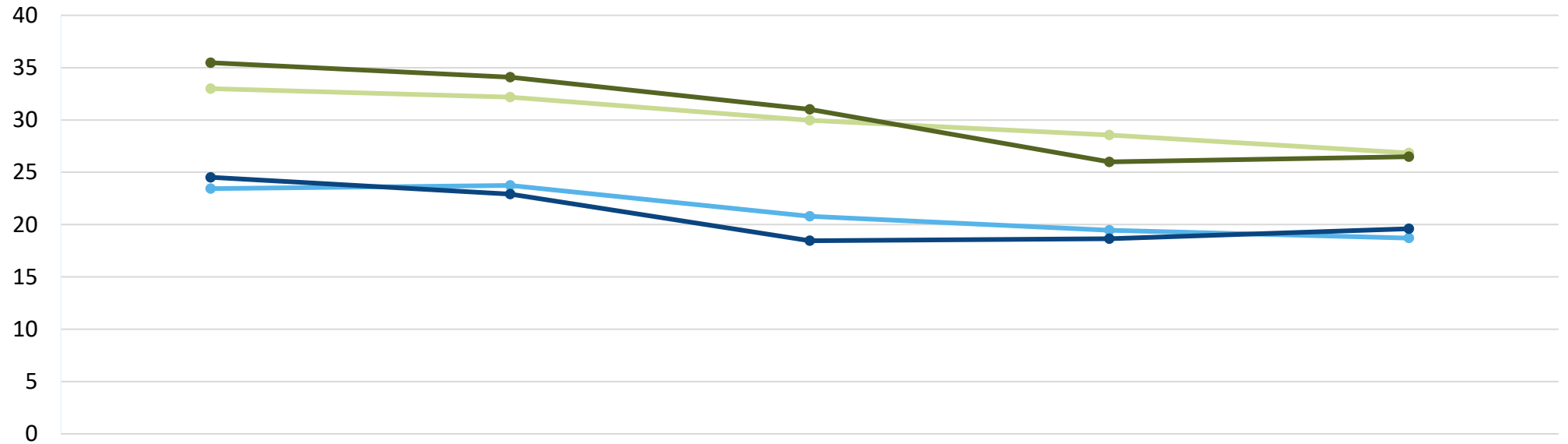
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	57.35%	52.93%	59.87%	60.85%	60.62%
Staff without a LTC or illness: Your org	58.17%	56.25%	59.28%	59.28%	58.98%
Staff with a LTC or illness: Average	51.61%	51.41%	51.39%	51.54%	51.30%
Staff without a LTC or illness: Average	57.45%	56.84%	57.25%	57.52%	57.57%
Staff with a LTC or illness: Responses	408	529	603	705	673
Staff without a LTC or illness: Responses	2185	2425	2758	2959	2957

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

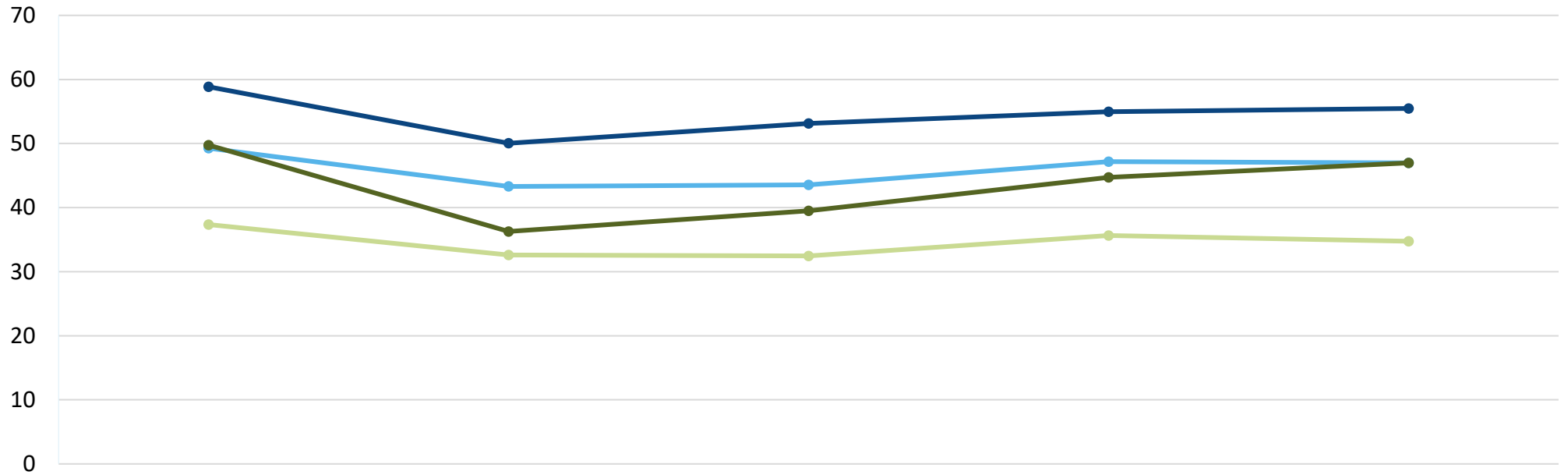
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	35.47%	34.08%	31.01%	26.00%	26.48%
Staff without a LTC or illness: Your org	24.52%	22.92%	18.46%	18.65%	19.60%
Staff with a LTC or illness: Average	33.00%	32.18%	29.97%	28.55%	26.85%
Staff without a LTC or illness: Average	23.44%	23.74%	20.80%	19.46%	18.71%
Staff with a LTC or illness: Responses	265	358	416	477	457
Staff without a LTC or illness: Responses	783	1082	1284	1185	1209

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

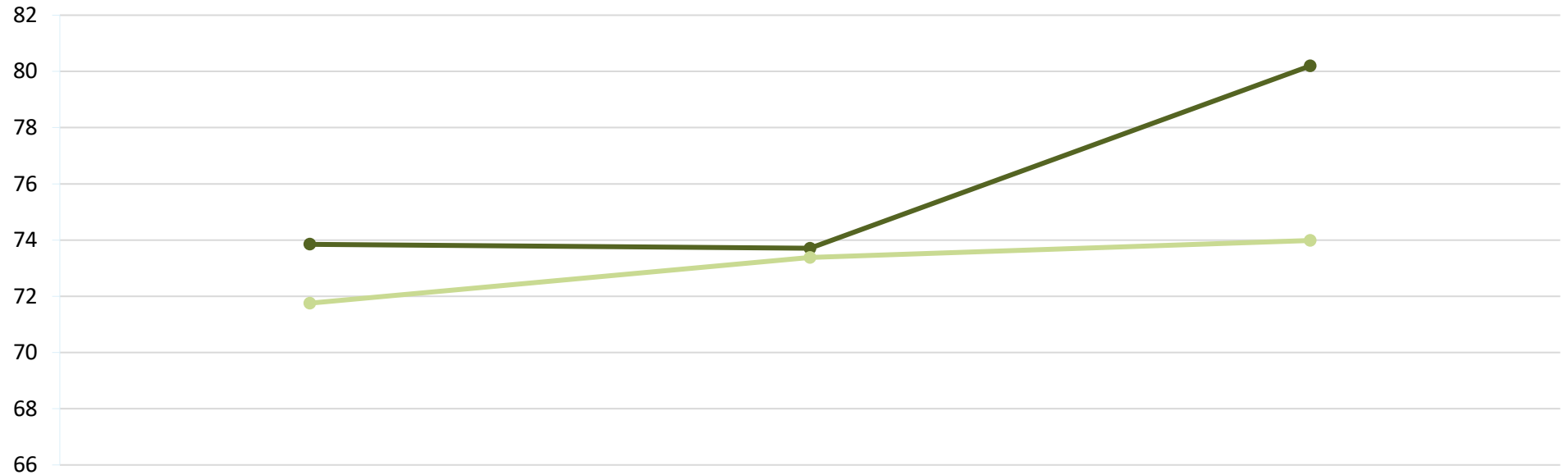
Percentage of staff satisfied with the extent to which their organisation values their work.



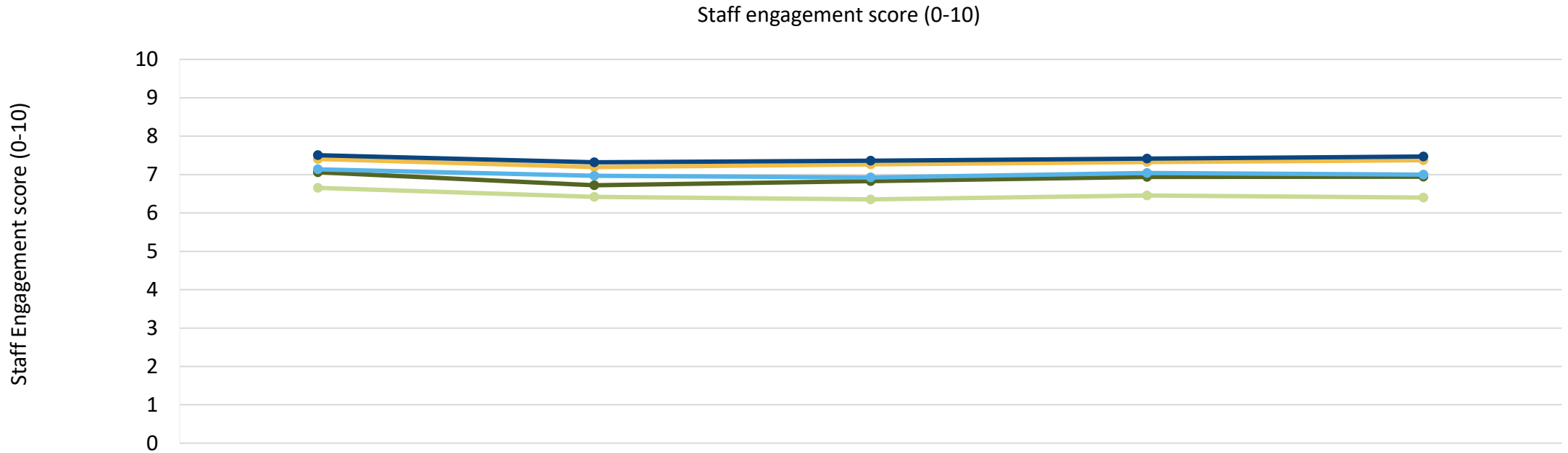
	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	49.76%	36.28%	39.50%	44.73%	46.97%
Staff without a LTC or illness: Your org	58.86%	50.04%	53.15%	54.98%	55.48%
Staff with a LTC or illness: Average	37.36%	32.62%	32.46%	35.66%	34.73%
Staff without a LTC or illness: Average	49.27%	43.30%	43.56%	47.19%	46.98%
Staff with a LTC or illness: Responses	412	532	605	711	677
Staff without a LTC or illness: Responses	2207	2464	2777	2979	2972

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	73.85%	73.71%	80.20%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%
Staff with a LTC or illness: Responses	348	426	409

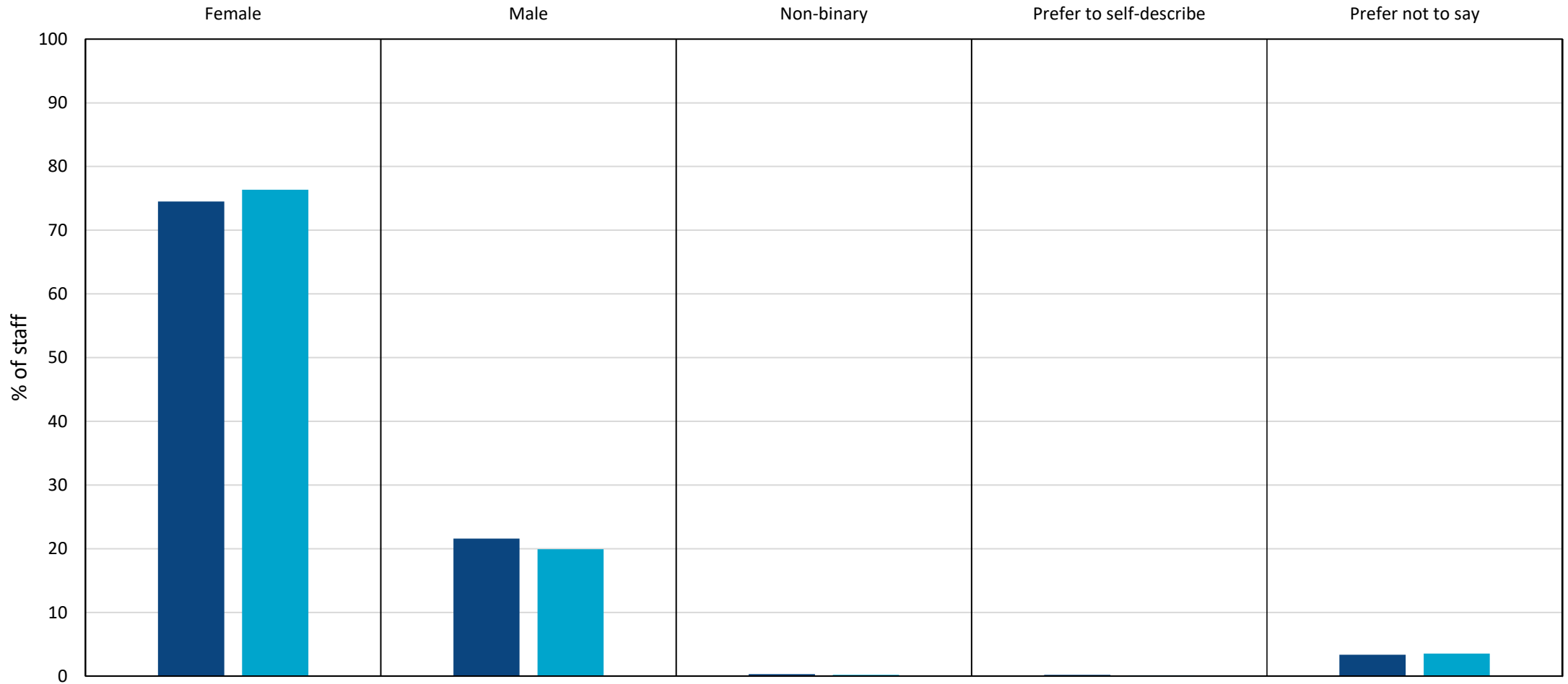


	2020	2021	2022	2023	2024
Organisation average	7.41	7.20	7.26	7.33	7.38
Staff with a LTC or illness: Your org	7.06	6.72	6.83	6.94	6.95
Staff without a LTC or illness: Your org	7.50	7.32	7.36	7.41	7.47
Staff with a LTC or illness: Average	6.65	6.42	6.35	6.46	6.40
Staff without a LTC or illness: Average	7.14	6.97	6.92	7.04	7.00
Staff with a LTC or illness: Responses	413	533	607	713	680
Staff without a LTC or illness: Responses	2212	2467	2784	2990	2978

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

About your respondents

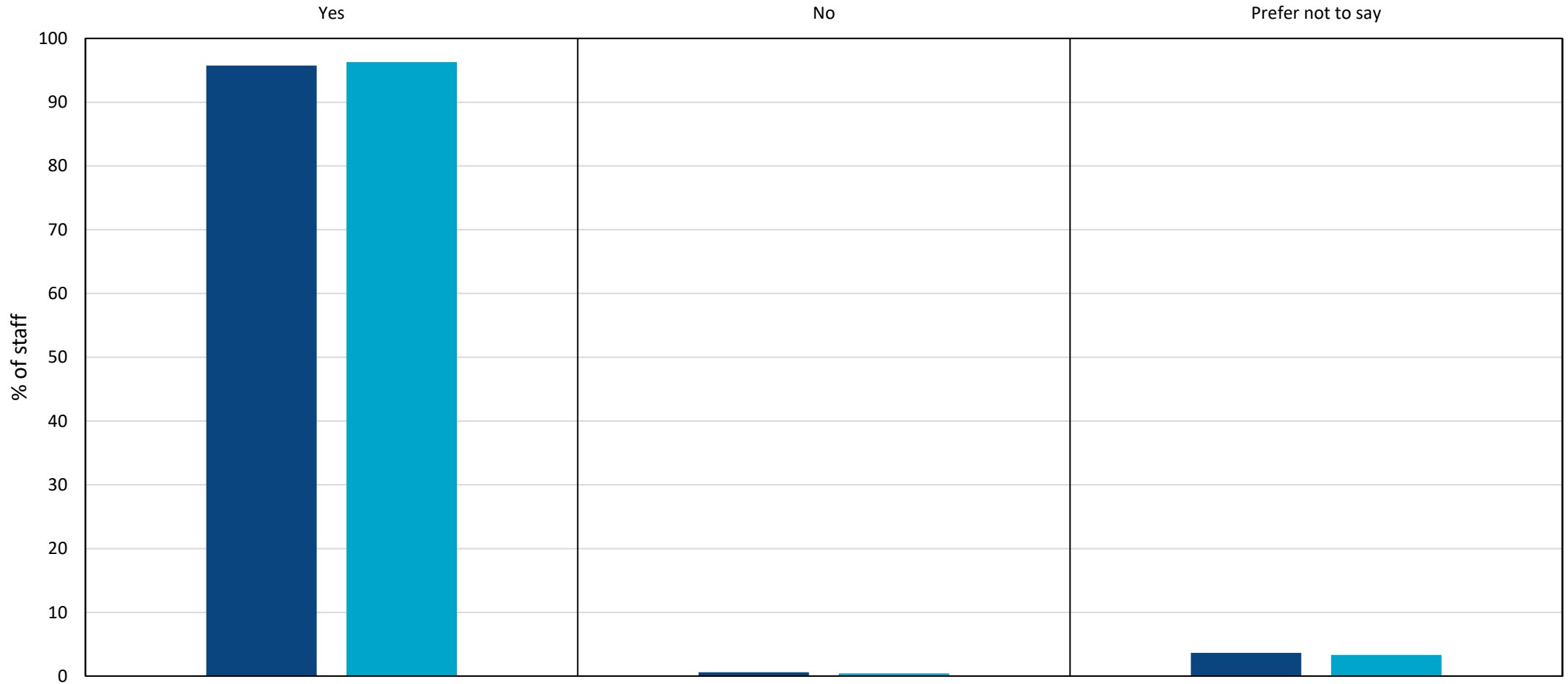
This section shows demographic and other background information for 2024.



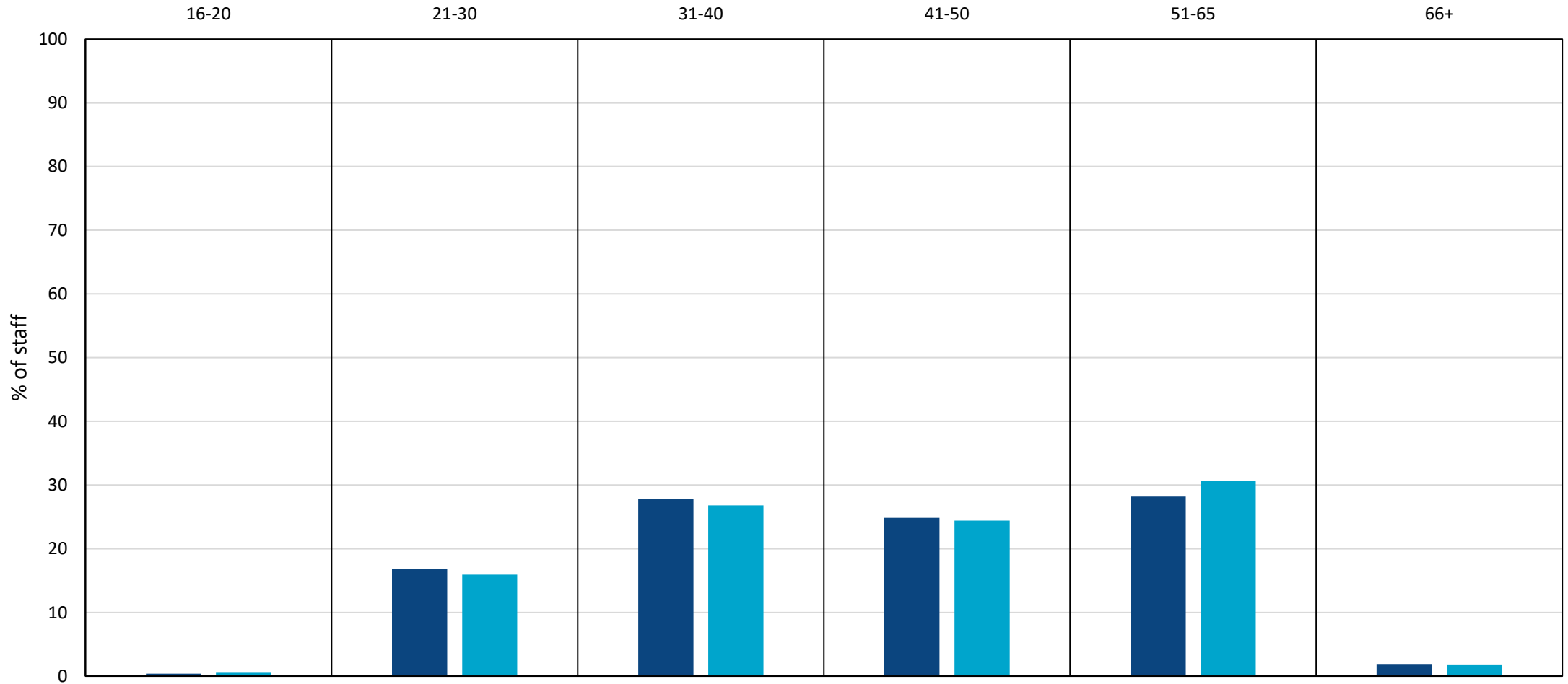
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	74.51%	21.57%	0.32%	0.22%	3.37%
Average	76.34%	19.91%	0.21%	0.13%	3.54%
Responses	3708	3708	3708	3708	3708



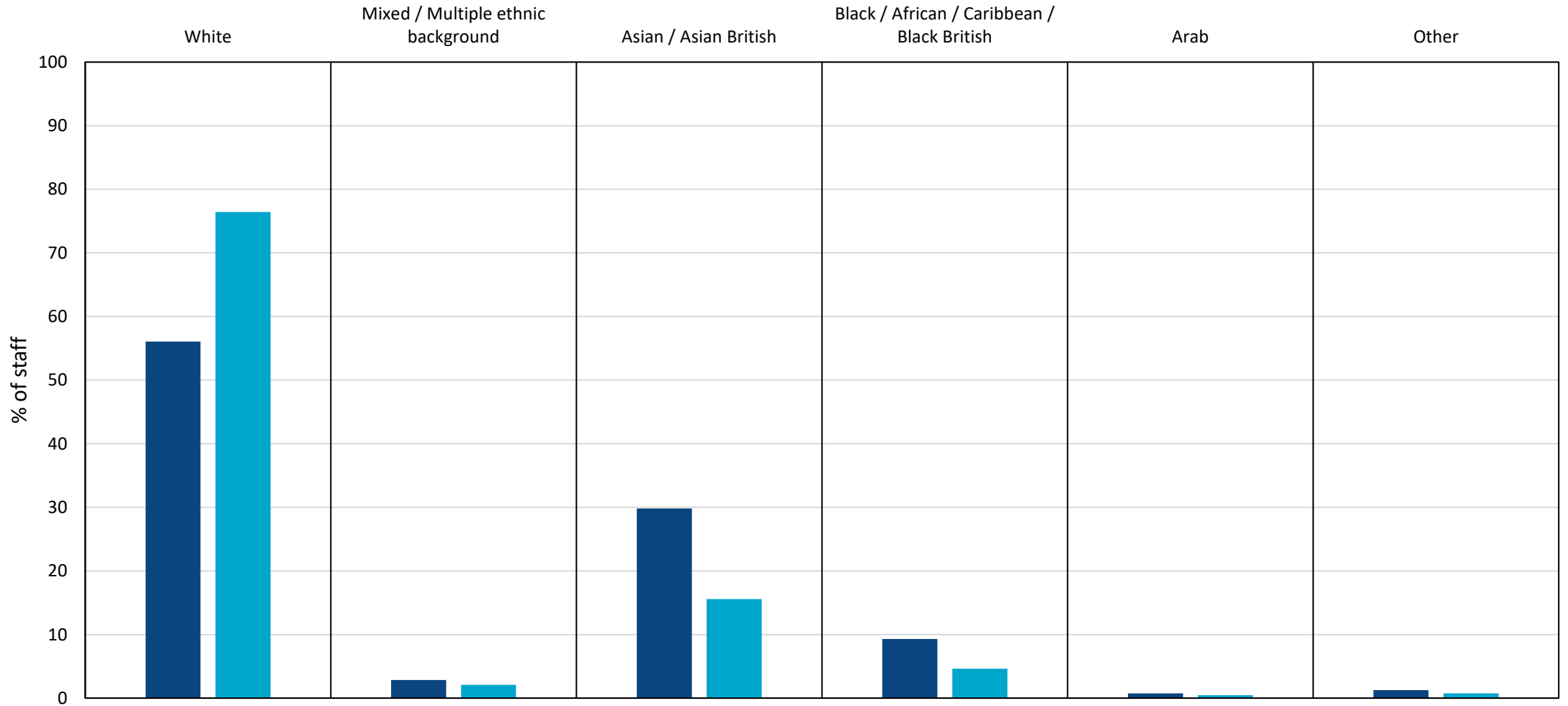
Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	95.73%	0.62%	3.65%
Average	96.28%	0.41%	3.34%
Responses	3562	3562	3562

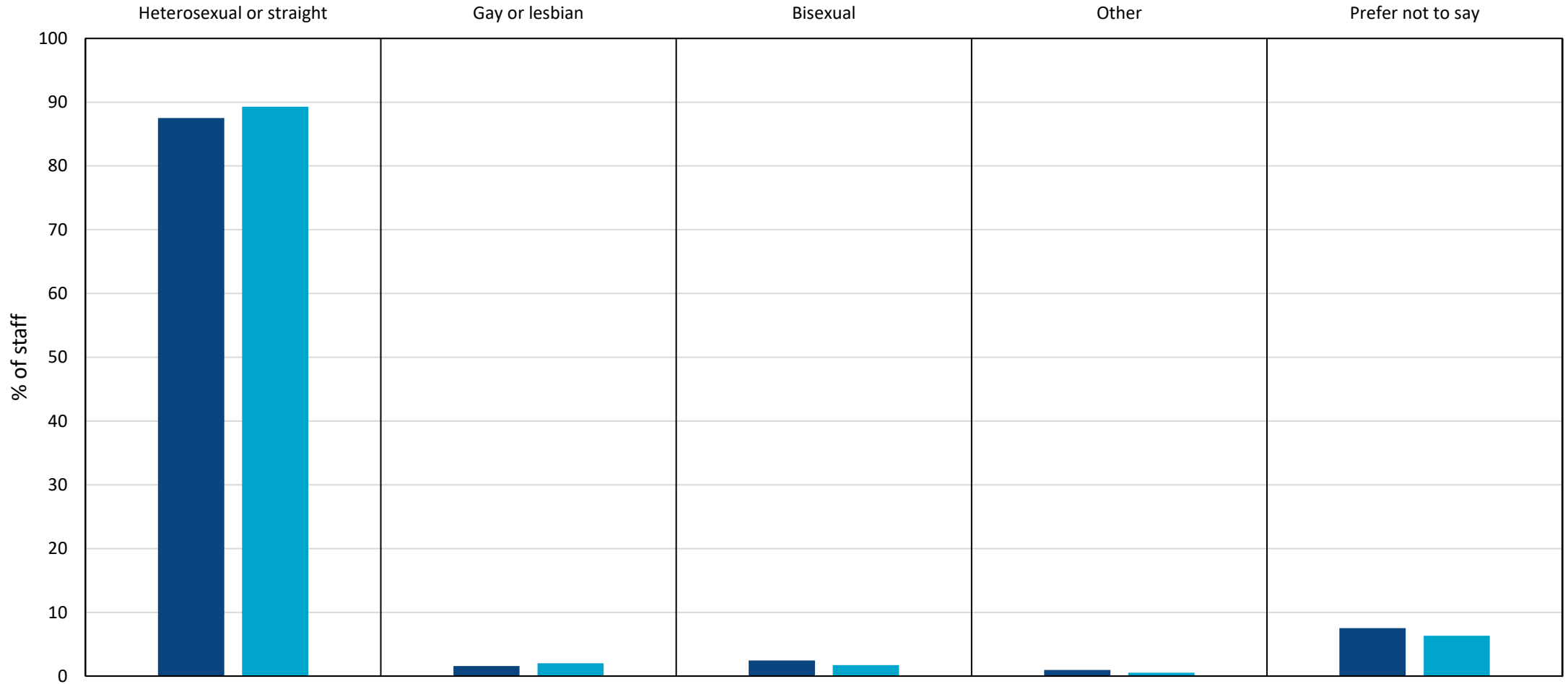


Your org	0.38%	16.84%	27.84%	24.84%	28.19%	1.91%
Average	0.52%	15.92%	26.82%	24.42%	30.69%	1.83%
Responses	3664	3664	3664	3664	3664	3664



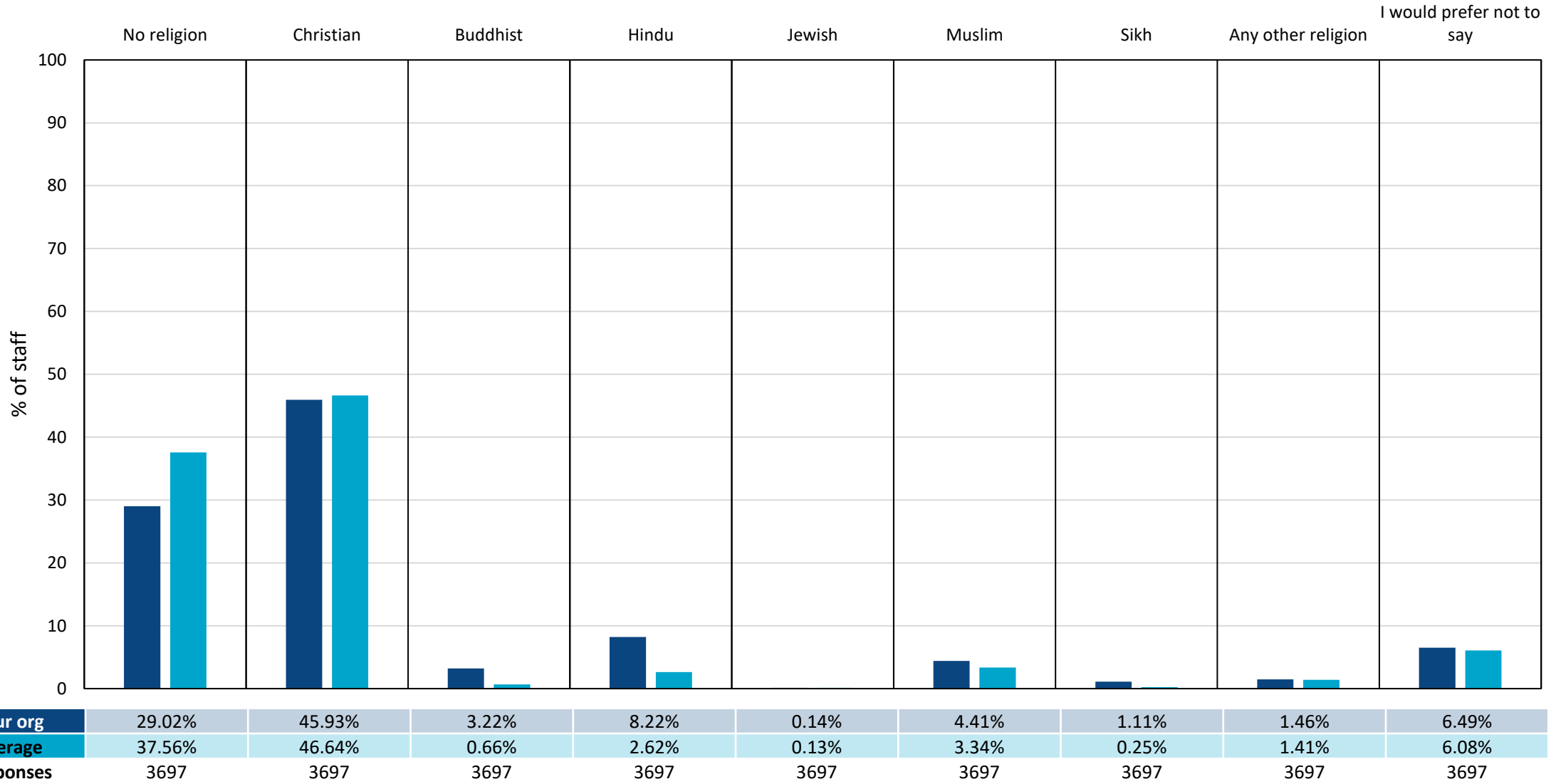
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	56.04%	2.84%	29.82%	9.30%	0.74%	1.26%
Average	76.43%	2.08%	15.55%	4.62%	0.46%	0.73%
Responses	3665	3665	3665	3665	3665	3665

Background details – Sexual orientation

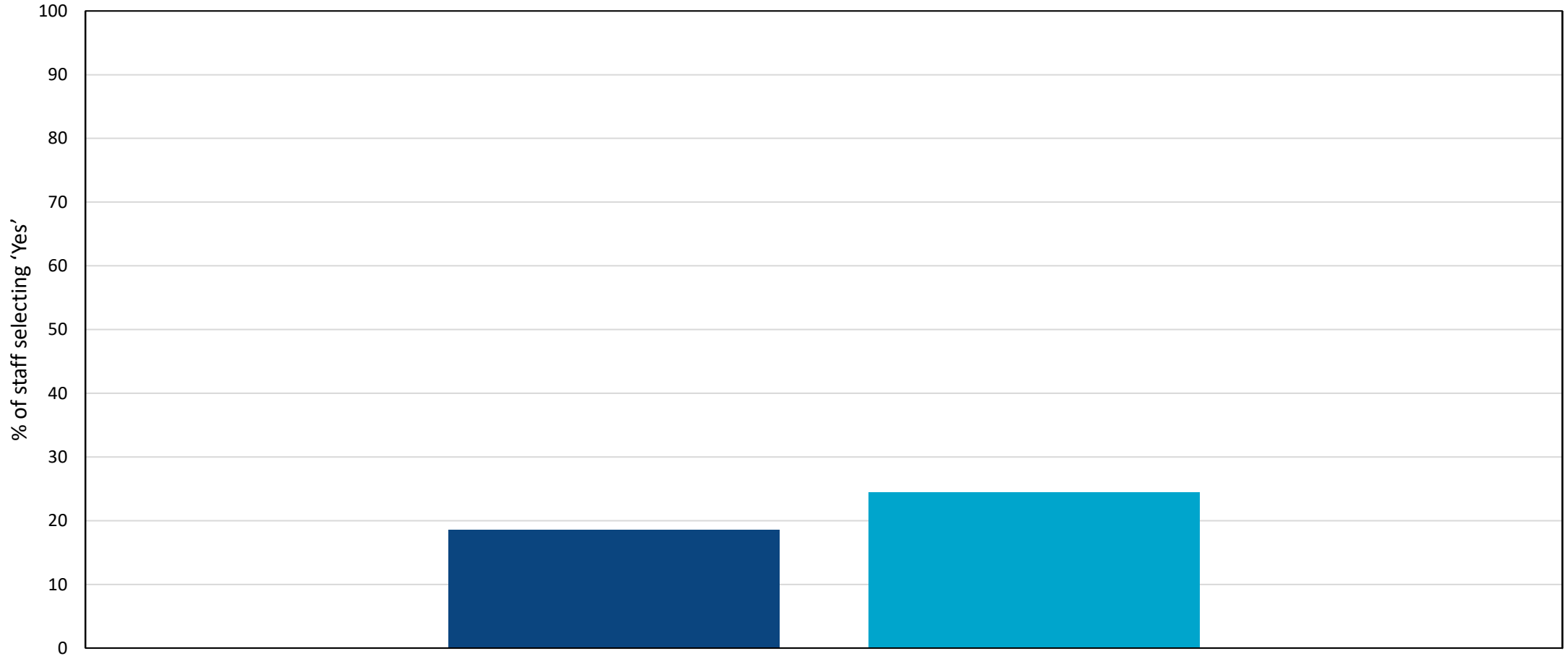


Responses	3685	3685	3685	3685	3685
Your org	87.52%	1.57%	2.44%	0.95%	7.52%
Average	89.28%	2.03%	1.74%	0.53%	6.32%

Background details - Religion



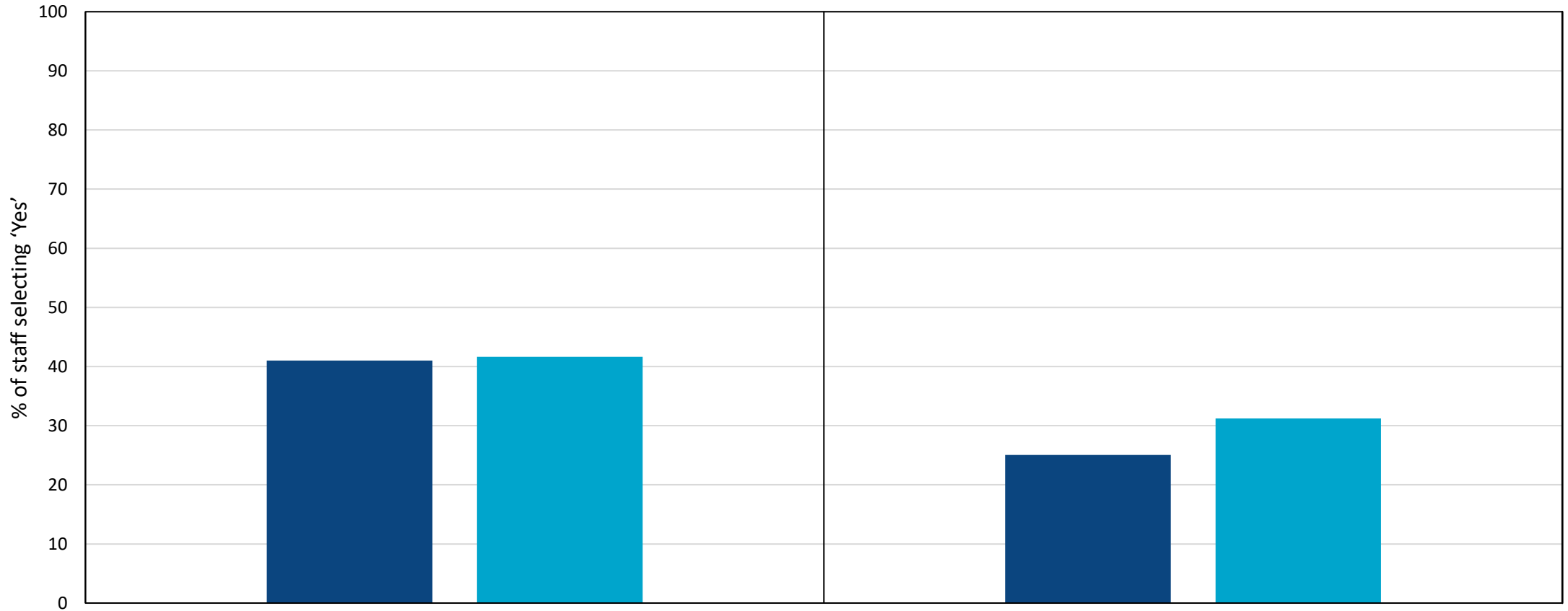
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	18.54%
Average	24.45%
Responses	3668

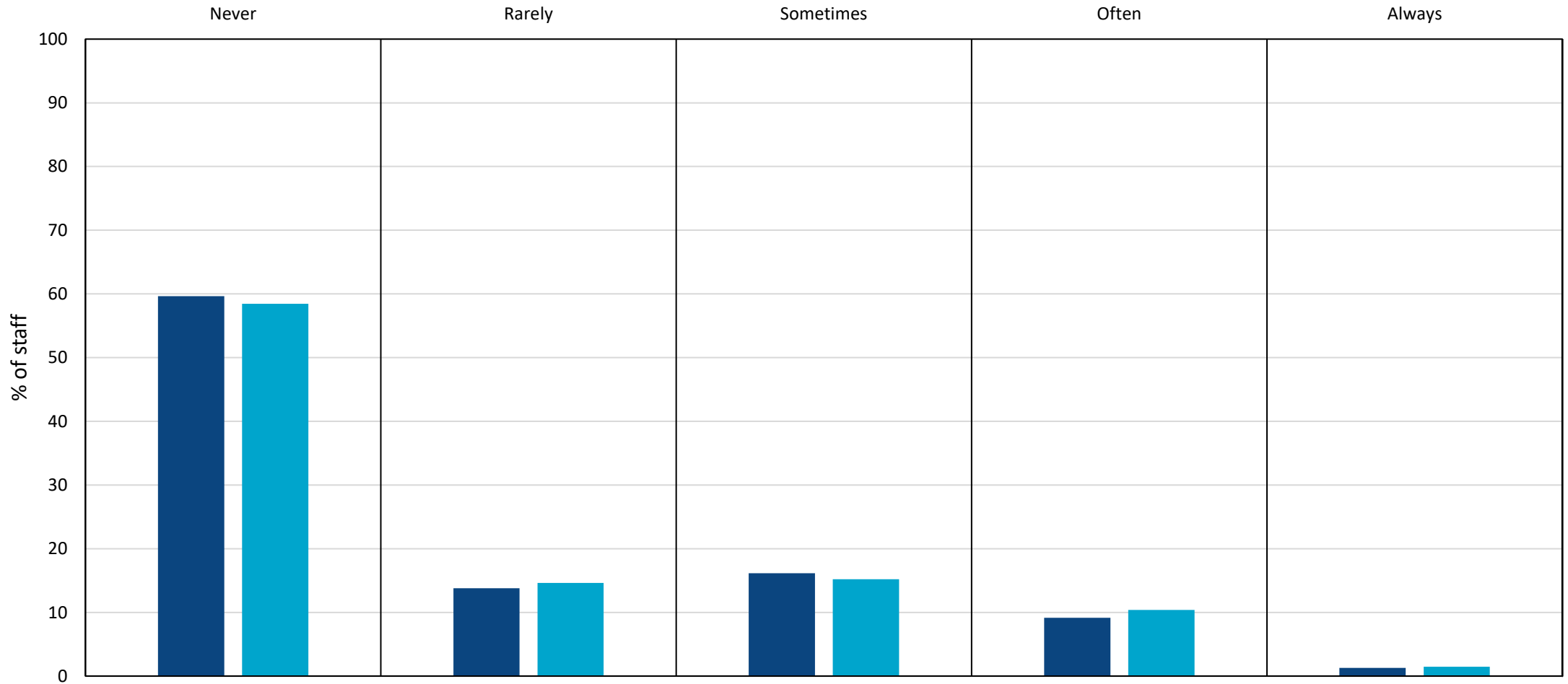
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



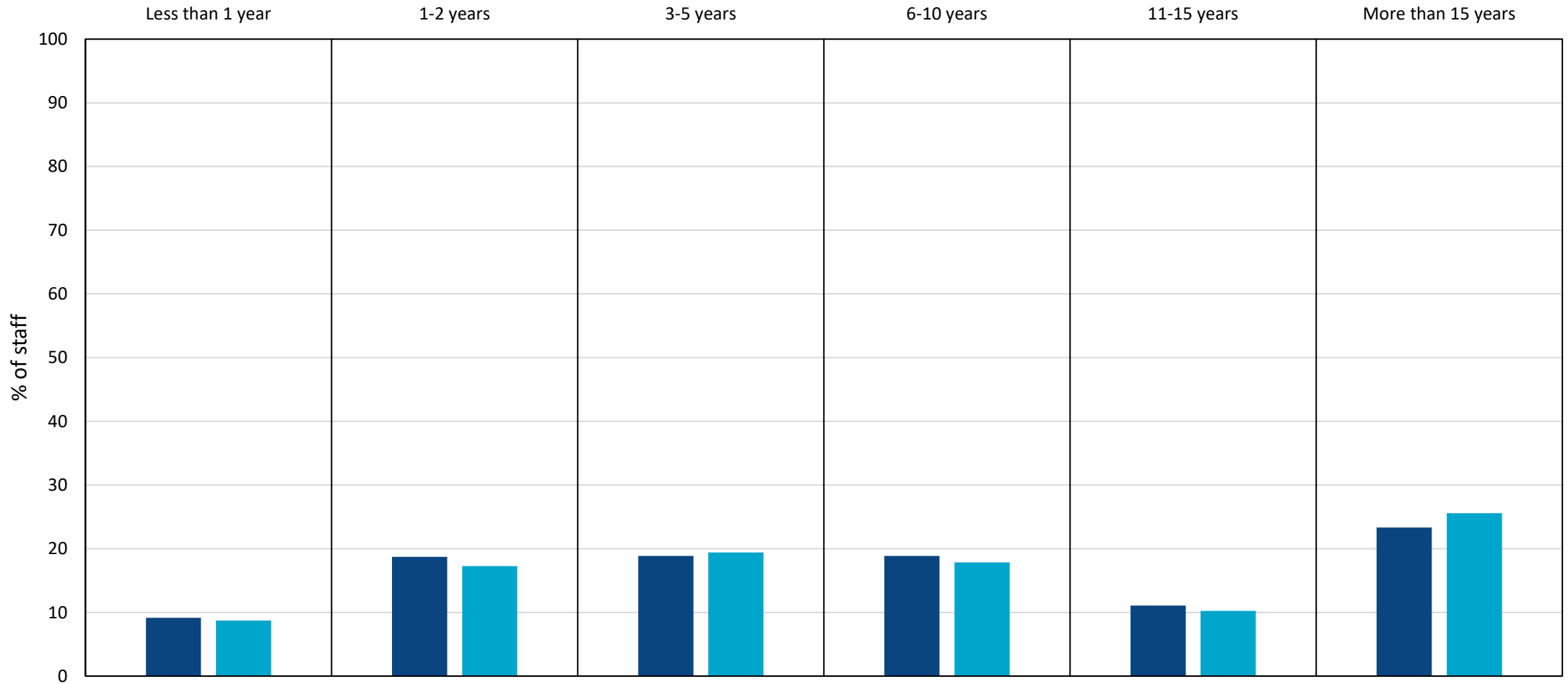
Your org	41.01%	25.04%
Average	41.64%	31.24%
Responses	3694	3678

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



Responses	3700	3700	3700	3700	3700
Your org	59.65%	13.78%	16.14%	9.16%	1.27%
Average	58.46%	14.62%	15.19%	10.39%	1.47%

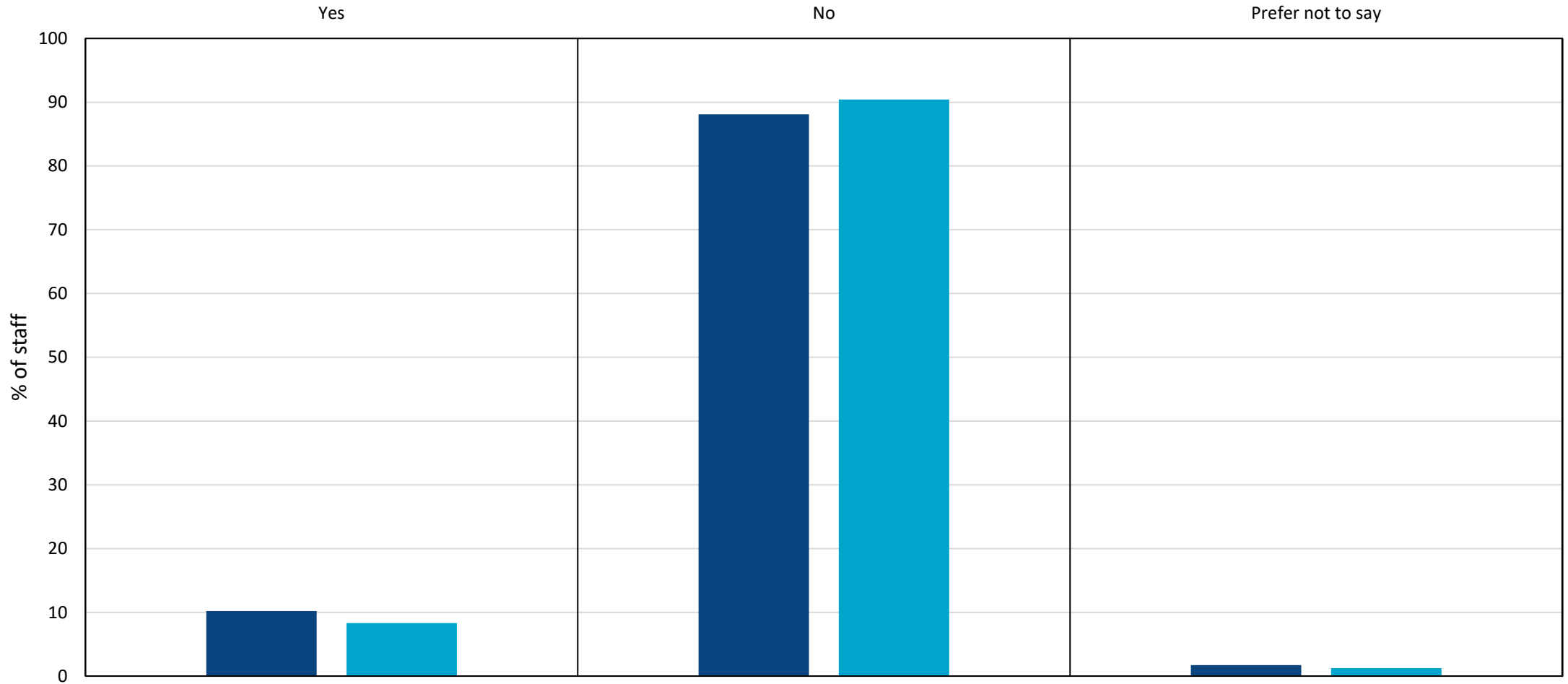
Background details – Length of service



Your org	9.14%	18.72%	18.86%	18.86%	11.09%	23.33%
Average	8.72%	17.29%	19.43%	17.86%	10.24%	25.58%
Responses	3707	3707	3707	3707	3707	3707

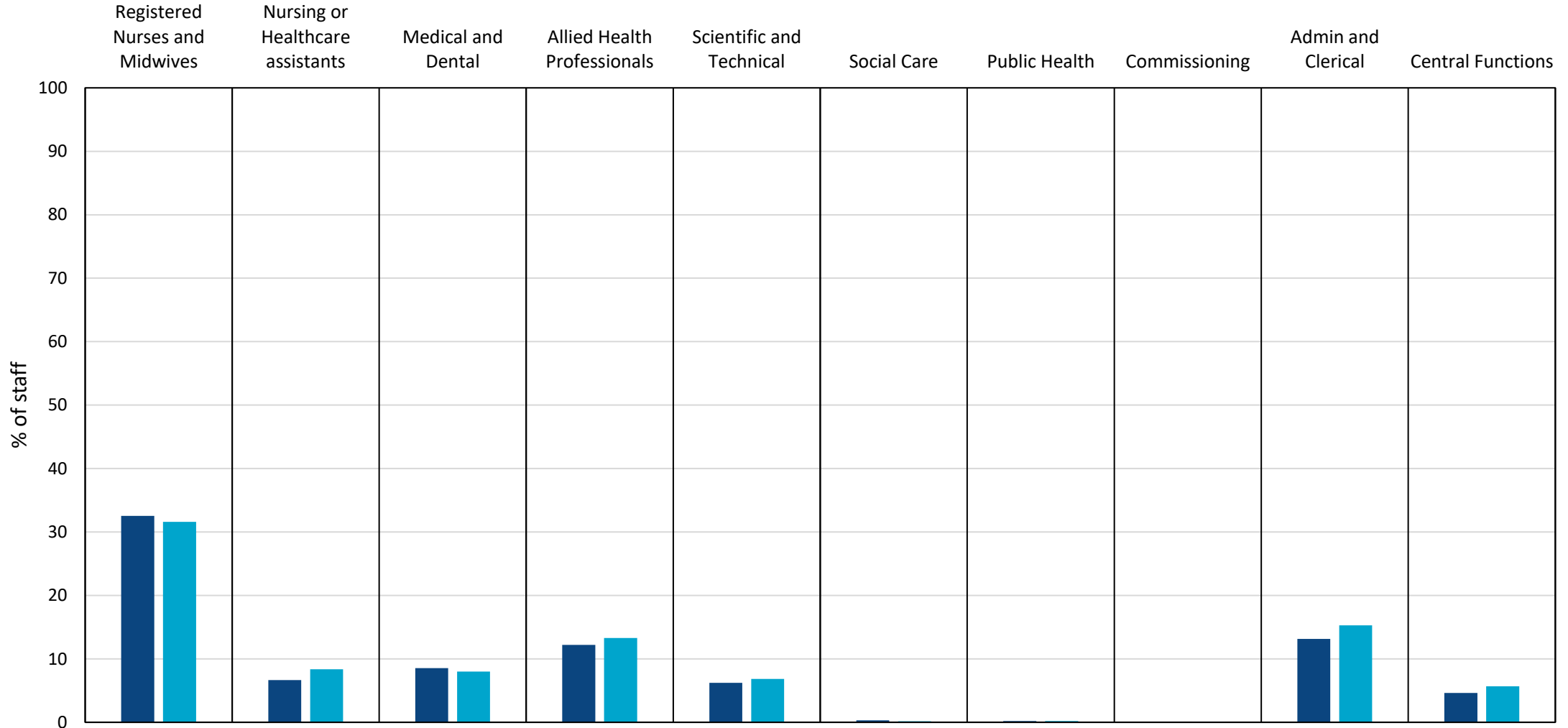


Background details – When you joined this organisation, were you recruited from outside of the UK?



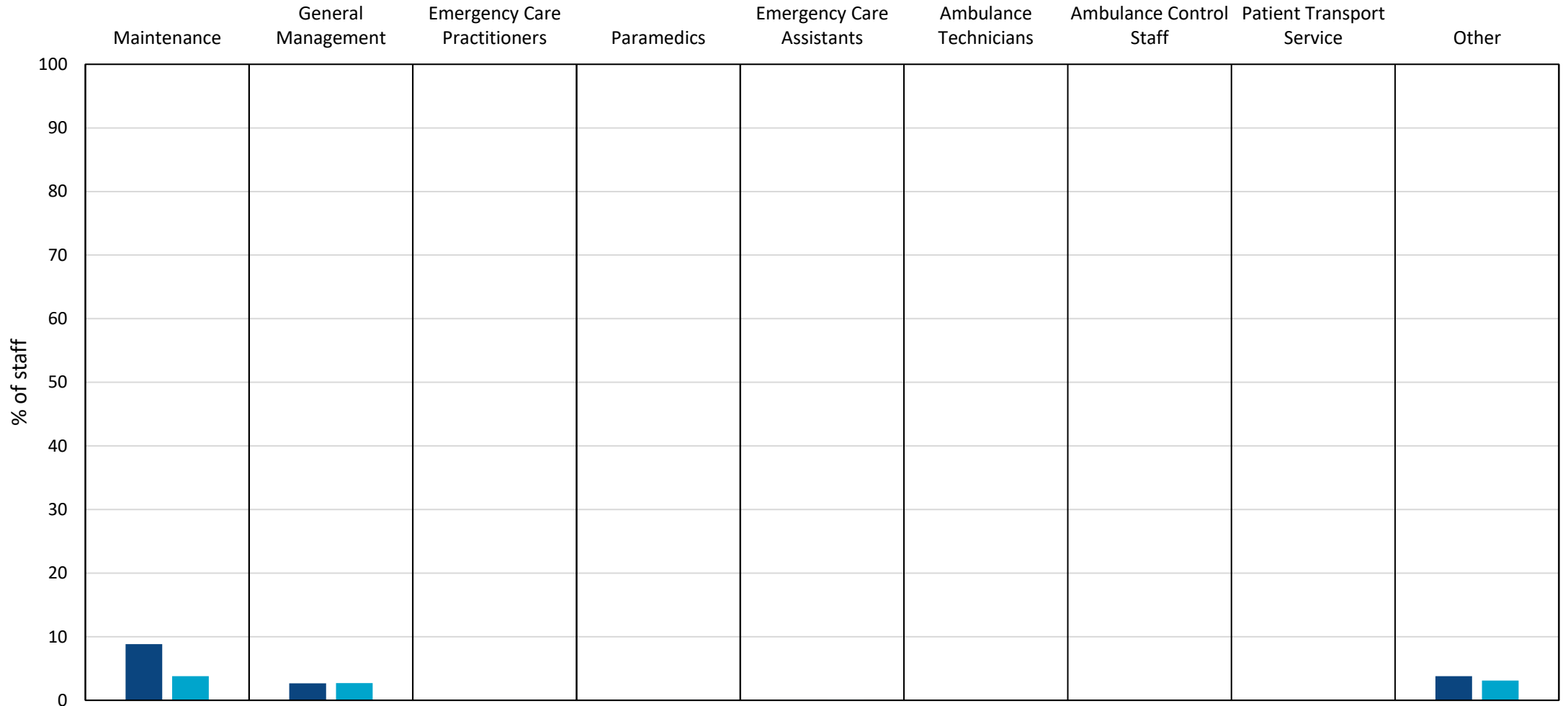
	Yes	No	Prefer not to say
Your org	10.19%	88.10%	1.71%
Average	8.30%	90.40%	1.24%
Responses	3622	3622	3622

Background details – Occupational group



Responses	3649	3649	3649	3649	3649	3649	3649	3649	3649	3649
Your org	32.53%	6.66%	8.55%	12.20%	6.22%	0.30%	0.22%	0.05%	13.13%	4.63%
Average	31.58%	8.38%	7.99%	13.29%	6.85%	0.17%	0.21%	0.07%	15.29%	5.69%

Background details – Occupational group

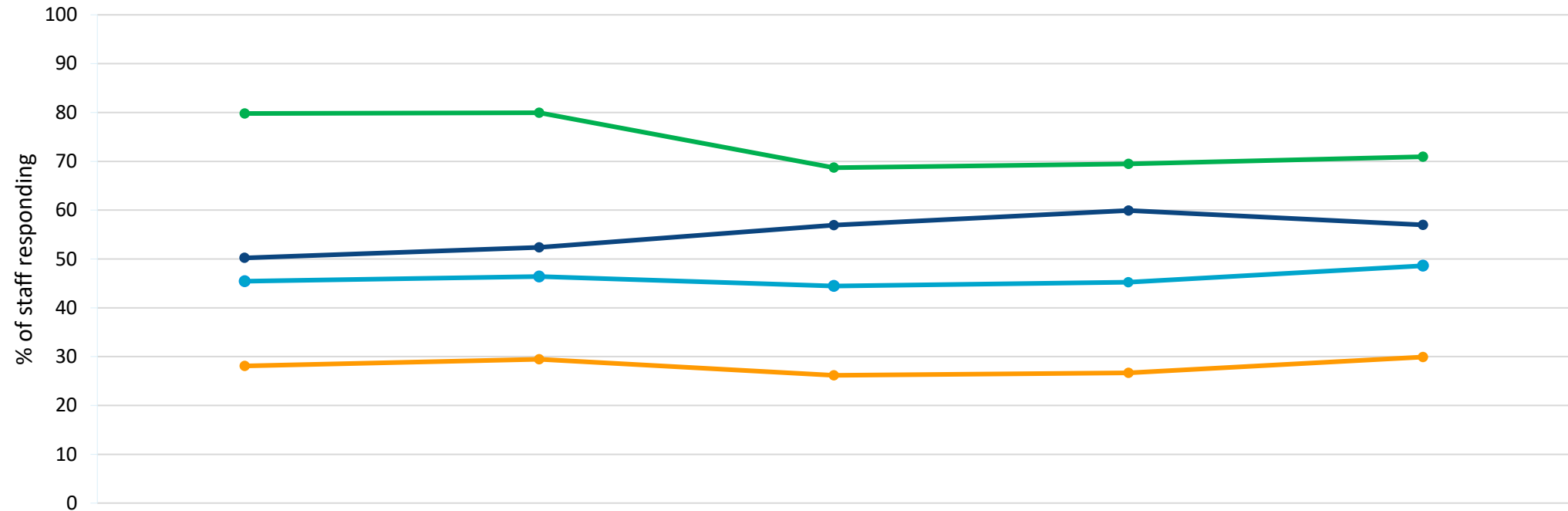


Your org	8.82%	2.69%	0.03%	0.03%	0.05%	0.00%	0.00%	0.11%	3.78%
Average	3.80%	2.70%	0.02%	0.02%	0.04%	0.00%	0.00%	0.00%	3.09%
Responses	3649	3649	3649	3649	3649	3649	3649	3649	3649

Appendices

Appendix A: Response rate

Response rate



	2020	2021	2022	2023	2024
Your org	50.21%	52.36%	56.91%	59.93%	56.99%
Highest	79.77%	79.95%	68.69%	69.45%	70.92%
Average	45.43%	46.38%	44.46%	45.23%	48.61%
Lowest	28.09%	29.47%	26.17%	26.65%	29.91%
Responses	2774	3190	3419	3815	3734

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	7.53	3805	7.58	3719	Not significant
We are recognised and rewarded	6.18	3800	6.22	3717	Not significant
We each have a voice that counts	7.09	3770	7.09	3675	Not significant
We are safe and healthy	6.35	3637	6.36	3668	Not significant
We are always learning	5.90	3559	6.02	3504	Significantly higher
We work flexibly	6.42	3772	6.51	3692	Not significant
We are a team	7.01	3804	7.08	3713	Not significant
Themes					
Staff Engagement	7.30	3806	7.35	3720	Not significant
Morale	6.19	3810	6.20	3720	Not significant

* 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.

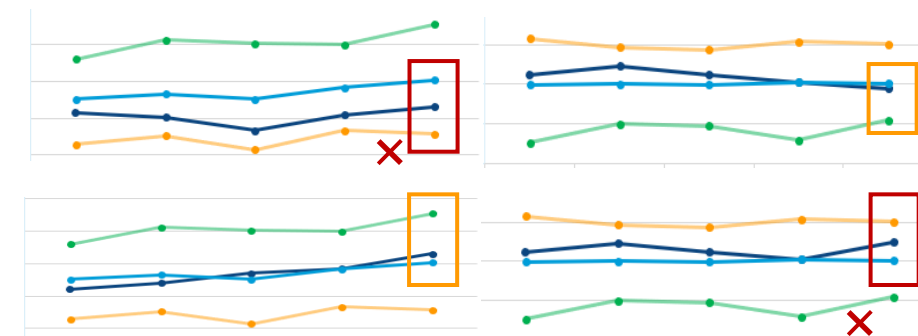


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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 Royal Berkshire NHS Foundation Trust.



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



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