

# Northern Care Alliance NHS Foundation Trust

## NHS Staff Survey Benchmark report 2024



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# Introduction

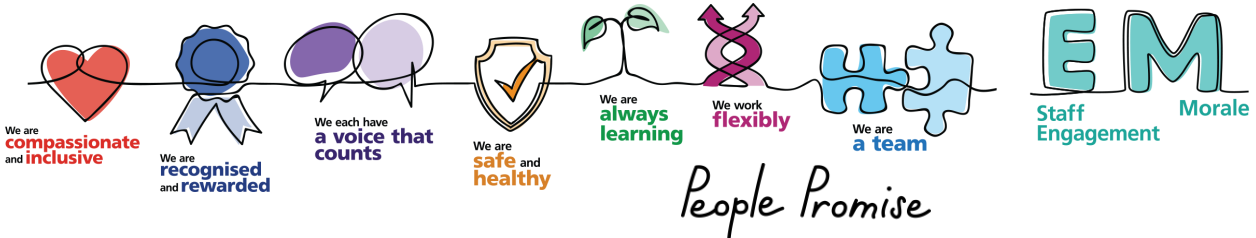
## About this report

This benchmark report for Northern Care Alliance 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.

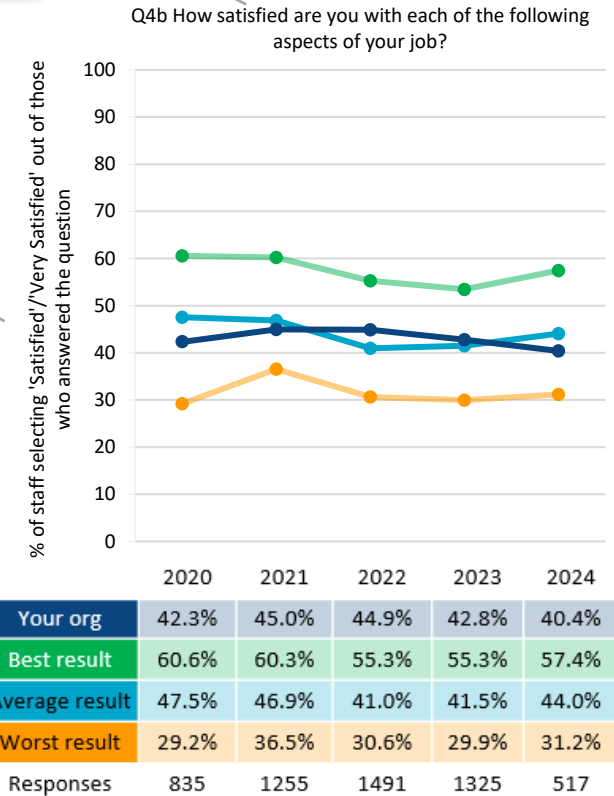
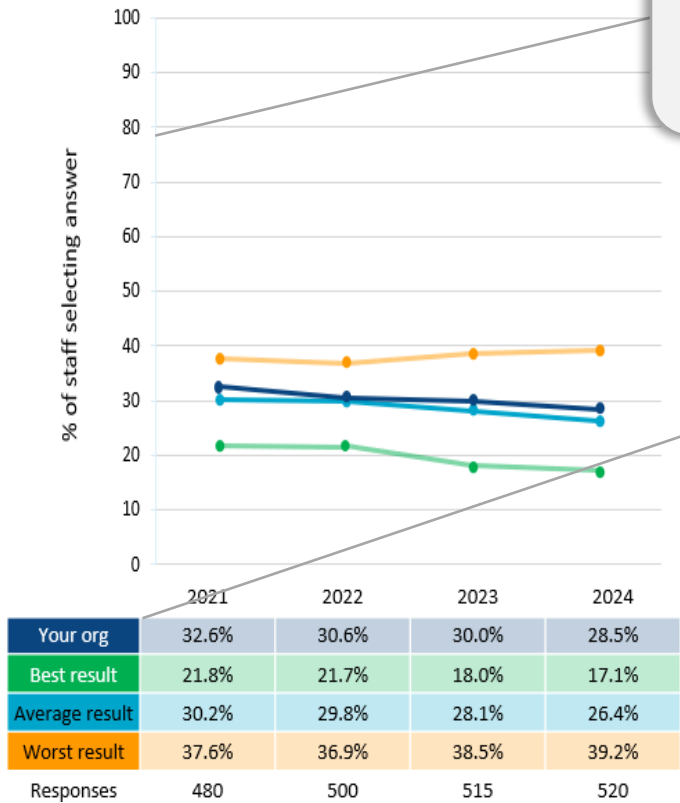
Question number and text (or summary measure) specified at the top of each slide.

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

Note: Charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2022, 2023 and 2024 portions of the chart and table.

## Organisation details



Northern Care Alliance NHS Foundation Trust

## 2024 NHS Staff Survey



### Organisation details

Completed questionnaires **11252**

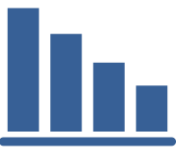
2024 response rate **55%**

### Survey details

Survey mode **Mixed**

◀ This organisation is benchmarked against:

Acute and Acute & Community Trusts



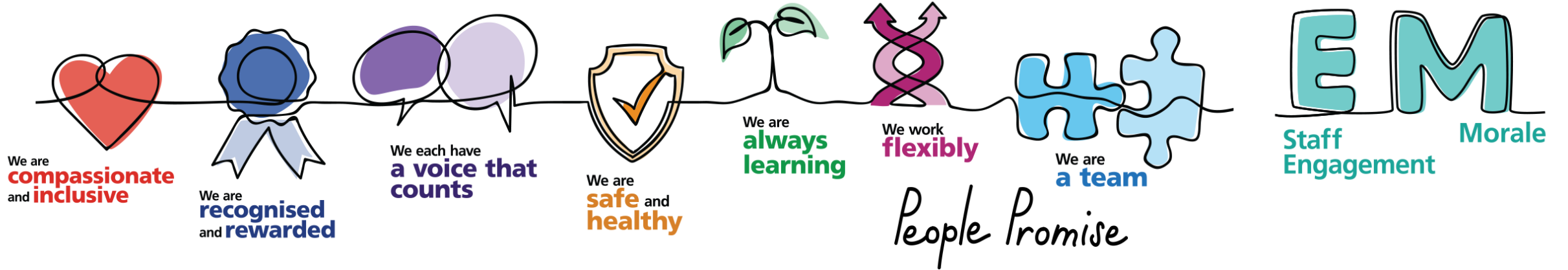
### 2024 benchmarking group details

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](#).

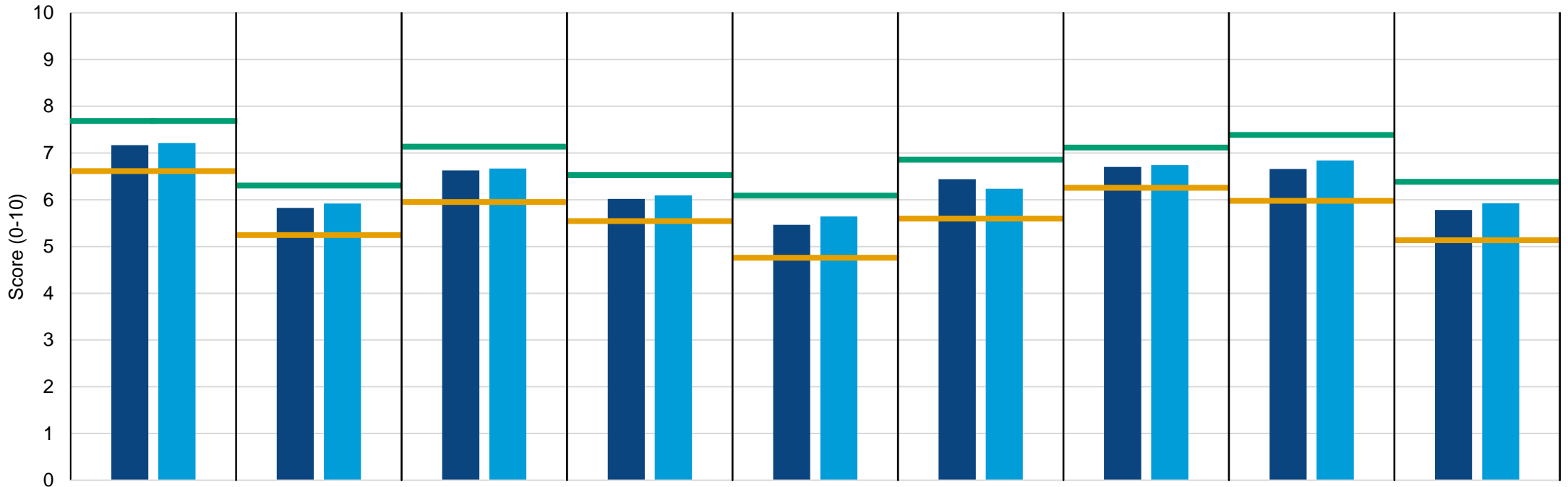


## People Promise elements, themes and sub-score results

## 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.

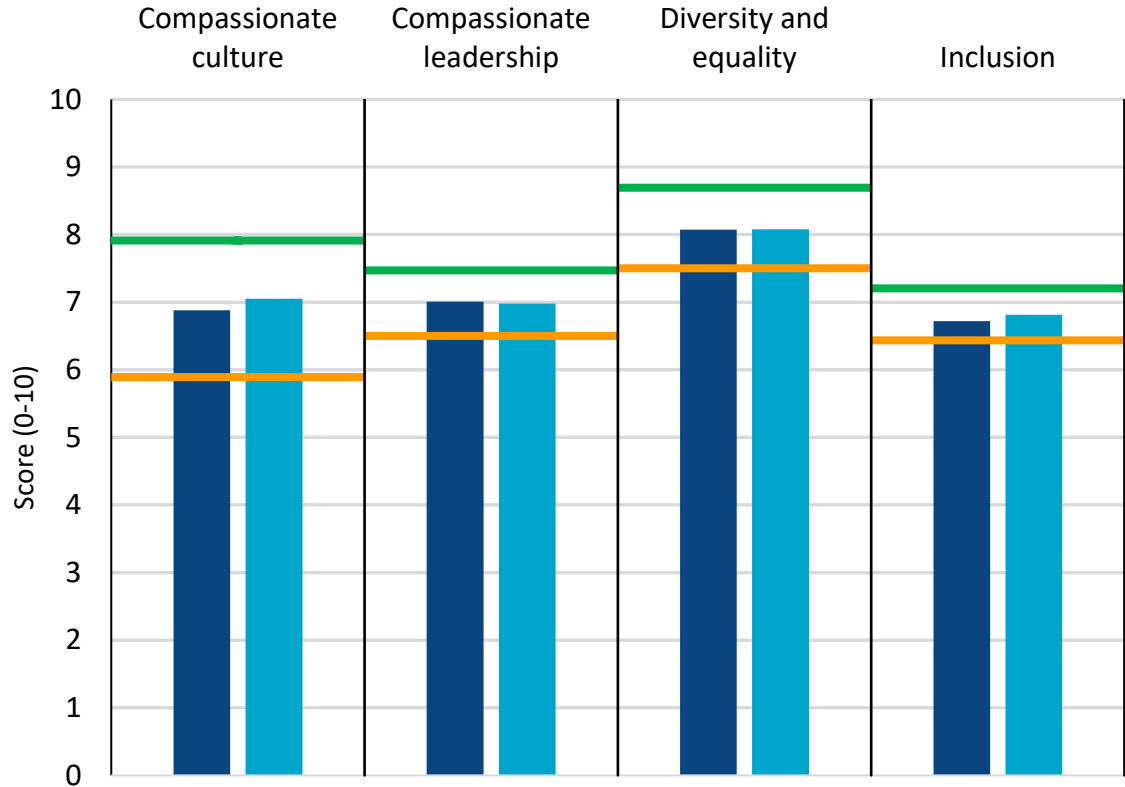


Your org	7.17	5.83	6.63	6.02	5.47	6.44	6.70	6.66	5.78
Best result	7.69	6.30	7.14	6.53	6.09	6.86	7.12	7.39	6.38
Average result	7.21	5.92	6.67	6.09	5.64	6.24	6.74	6.84	5.93
Worst result	6.61	5.24	5.95	5.54	4.76	5.60	6.26	5.98	5.13
Responses	11192	11202	11060	11095	10353	11119	11175	11212	11212

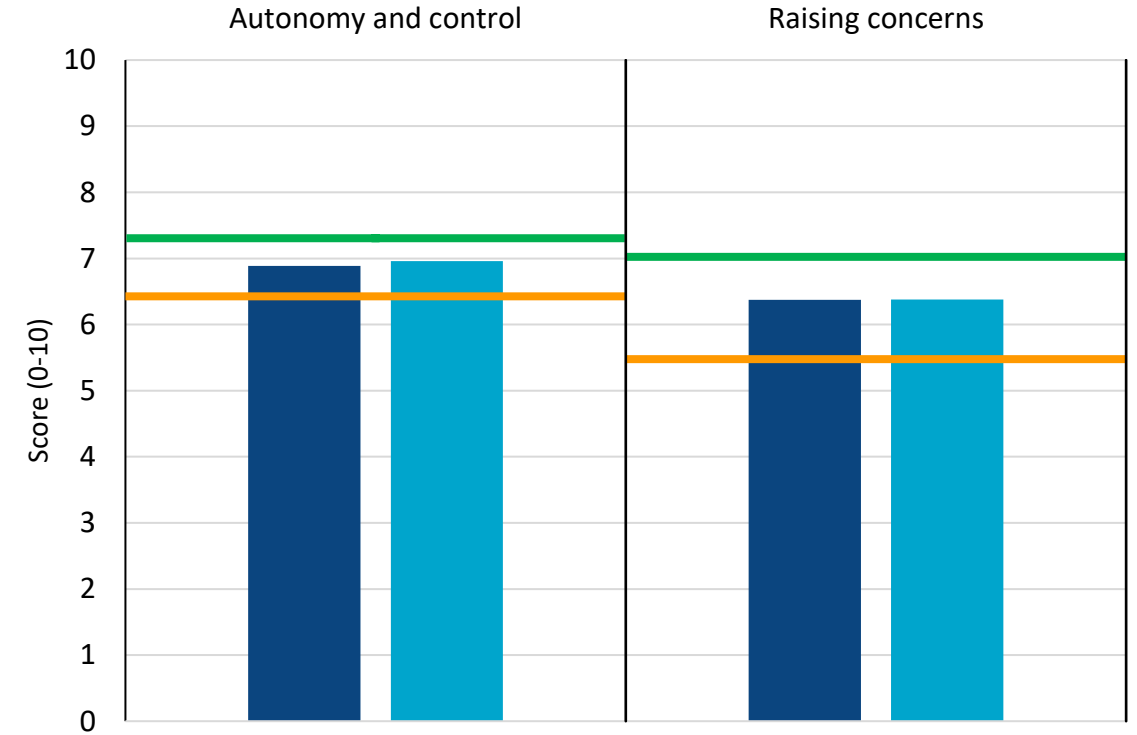
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	6.88	7.01	8.07	6.72
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	11163	11185	11155	11145

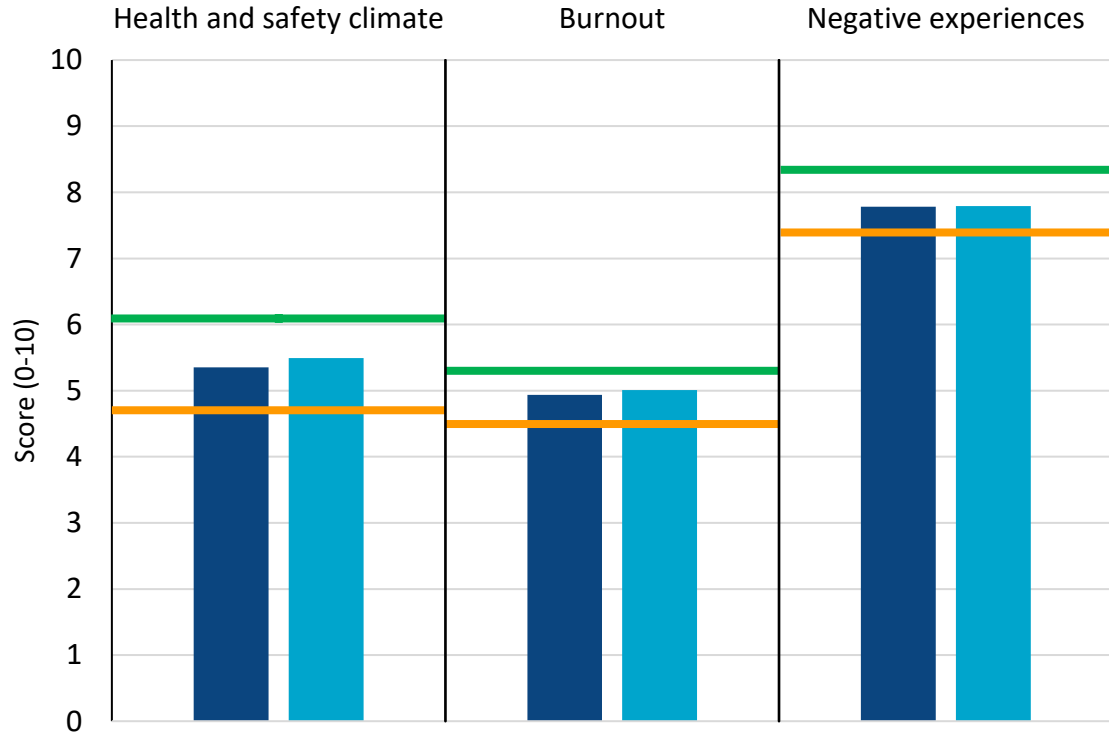
	Autonomy and control	Raising concerns
Your org	6.89	6.37
Best result	7.31	7.02
Average result	6.96	6.38
Worst result	6.43	5.48
Responses	11202	11091

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.

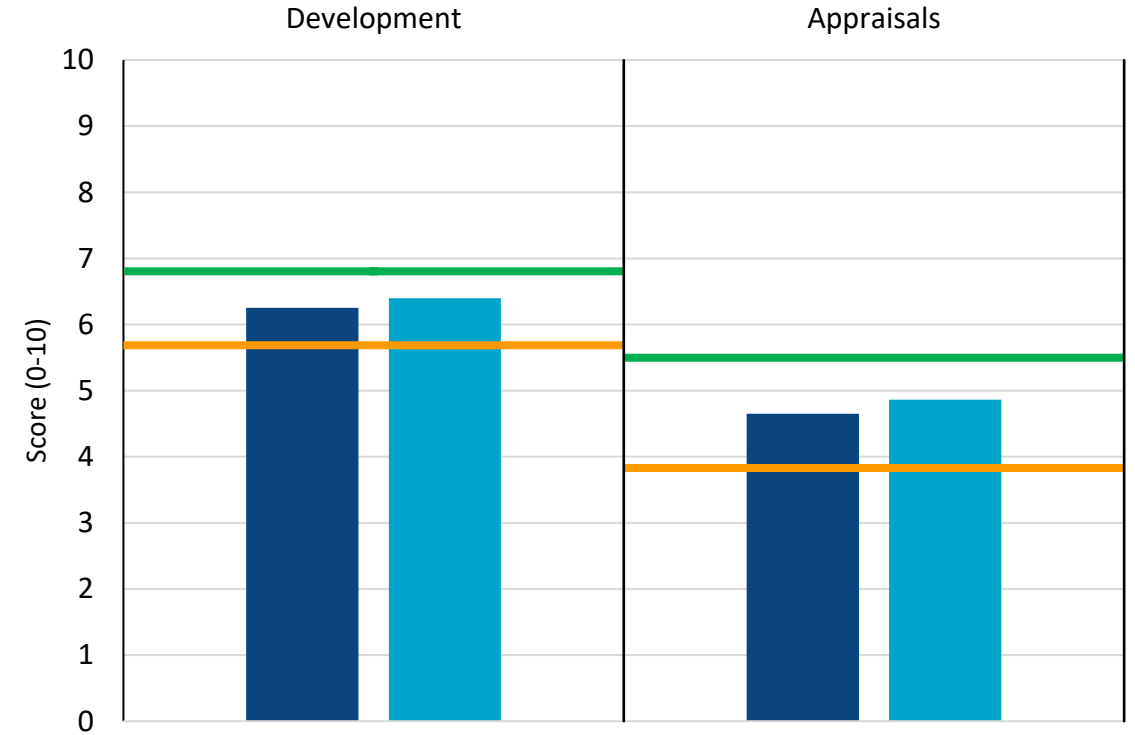
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



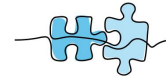
Your org	5.35	4.93	7.78
Best result	6.09	5.30	8.34
Average result	5.49	5.01	7.79
Worst result	4.70	4.50	7.39
Responses	11199	11183	11146

Your org	6.25	4.65
Best result	6.80	5.50
Average result	6.40	4.86
Worst result	5.69	3.83
Responses	11182	10380

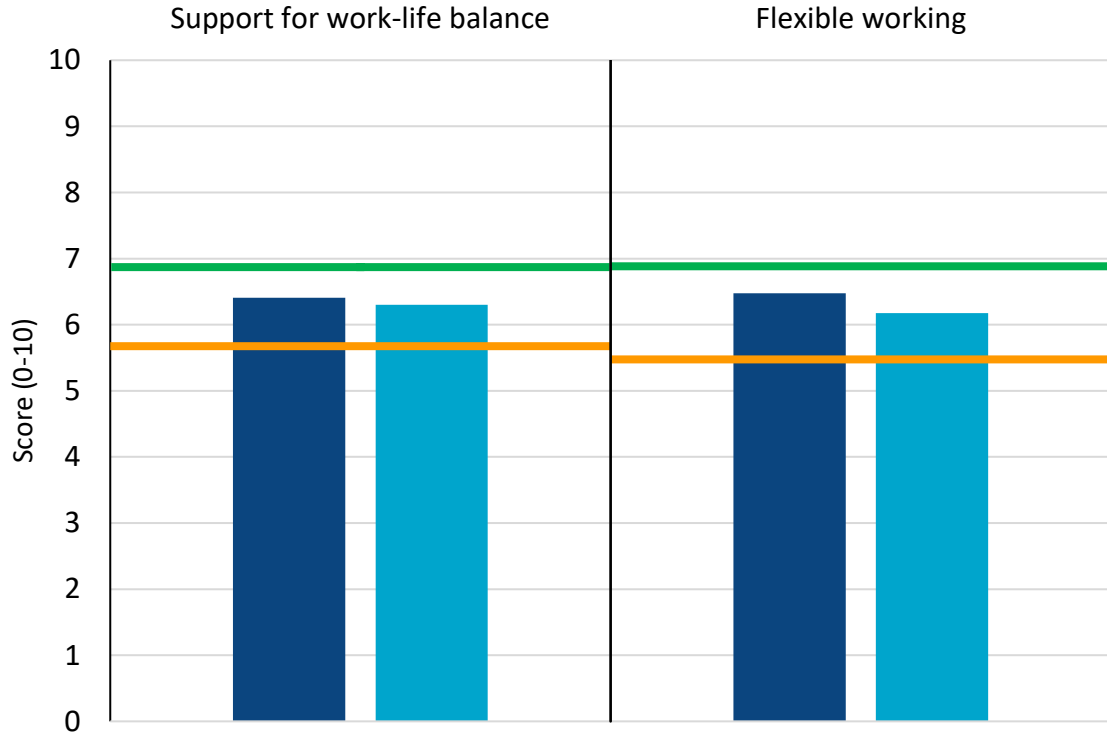
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Score	Support for work-life balance	Flexible working
Your org	6.41	6.47
Best result	6.87	6.88
Average result	6.30	6.17
Worst result	5.67	5.47
Responses	11185	11147

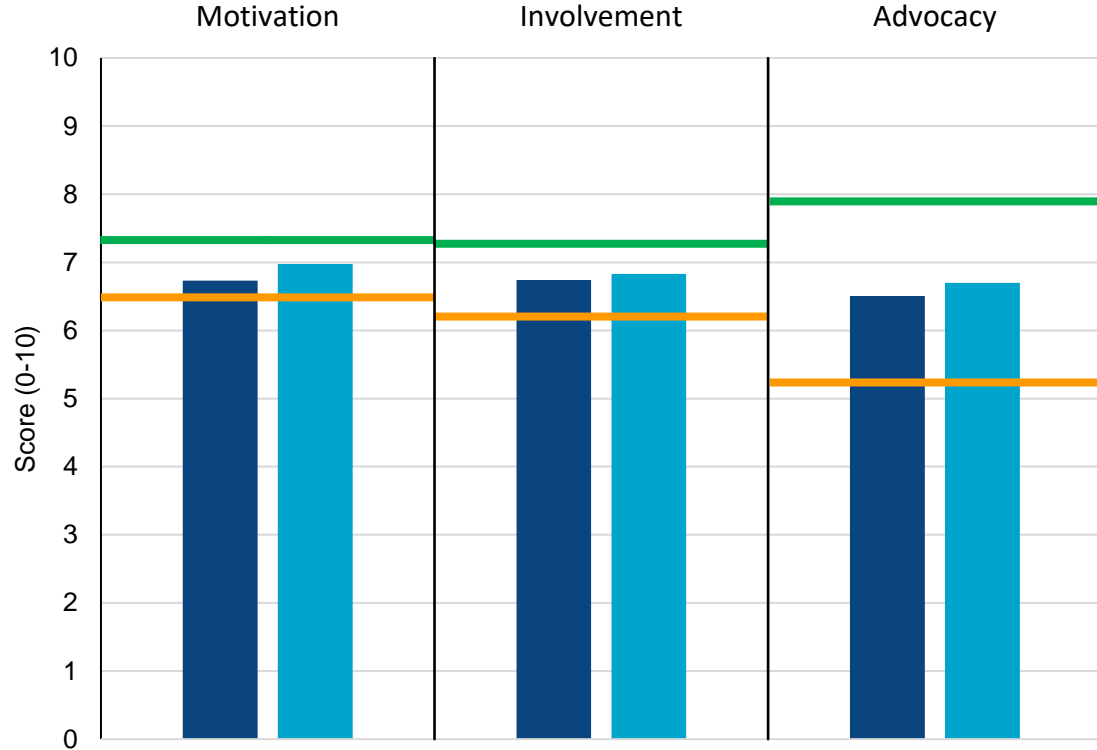


Score	Team working	Line management
Your org	6.58	6.83
Best result	7.06	7.31
Average result	6.67	6.82
Worst result	6.18	6.33
Responses	11192	11190

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



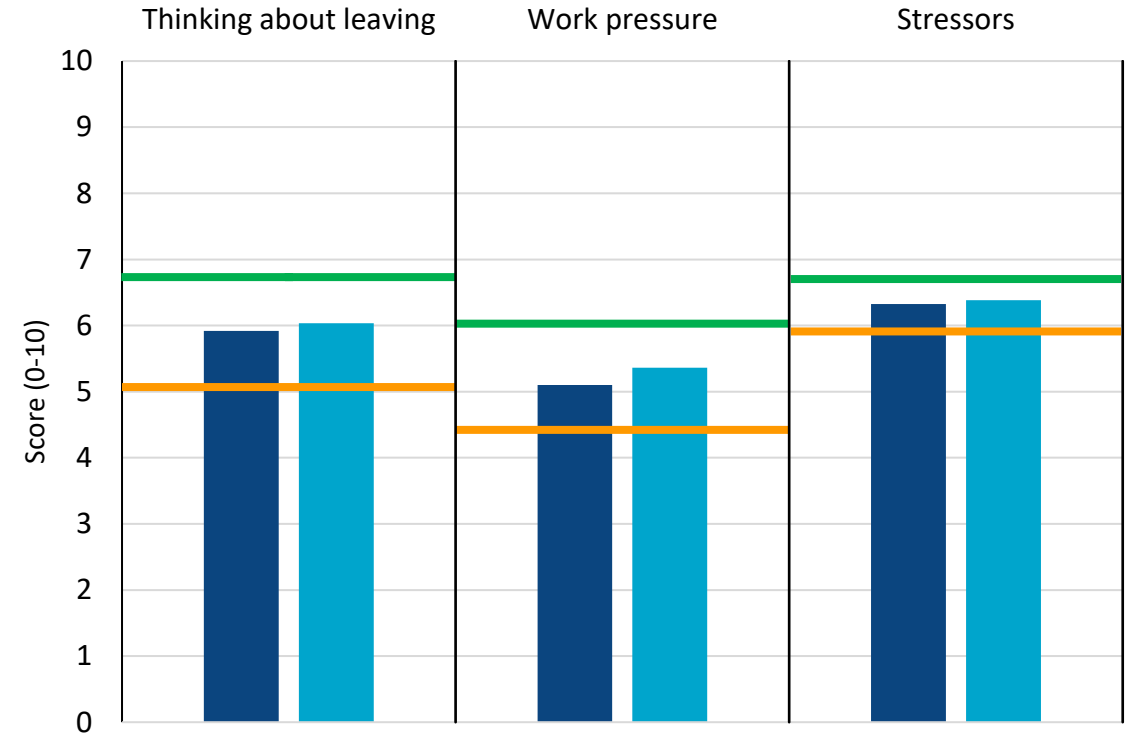
## Theme: Staff engagement



Your org	6.73	6.74	6.51
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	11000	11204	11162



## Theme: Morale



Your org	5.92	5.10	6.33
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	11180	11196	11190

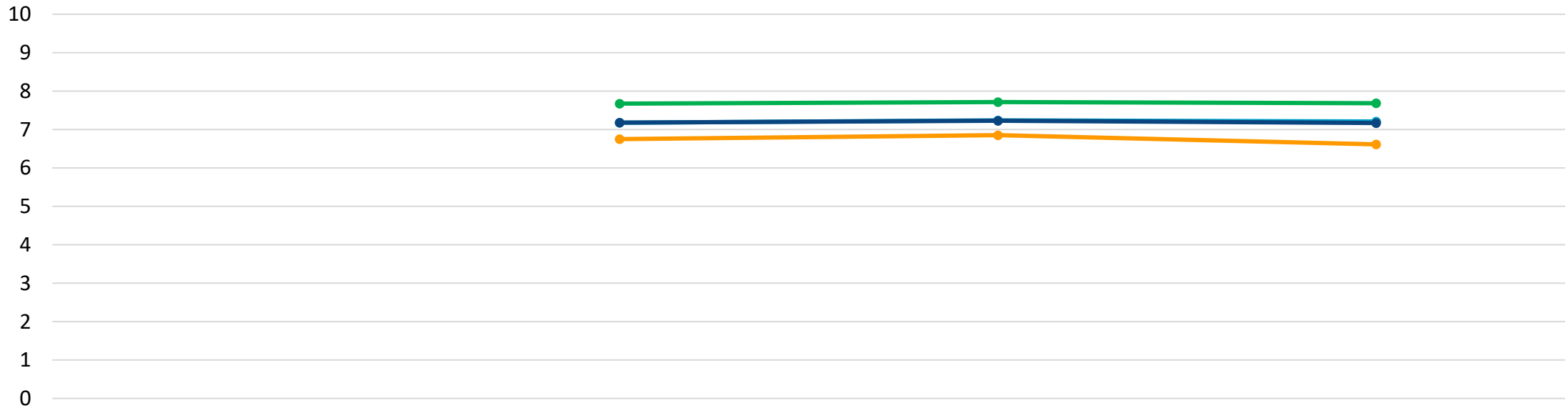


## People Promise elements, themes and sub-scores: Trends

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

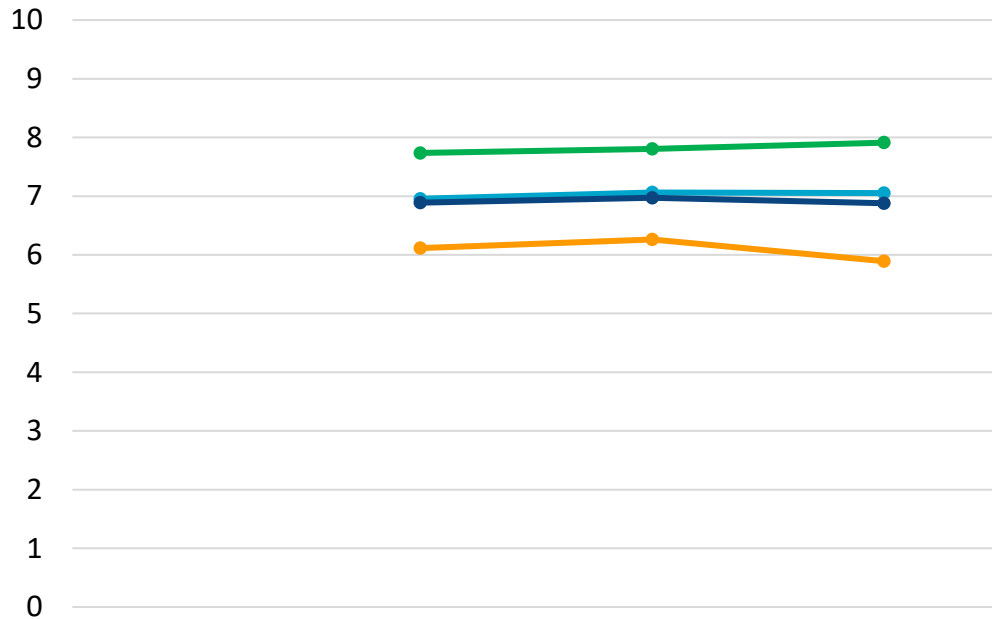


	2021	2022	2023	2024
Your org	-	7.18	7.23	7.17
Best result	-	7.67	7.72	7.69
Average result	-	7.18	7.24	7.21
Worst result	-	6.75	6.85	6.61
Responses	-	6827	9879	11192

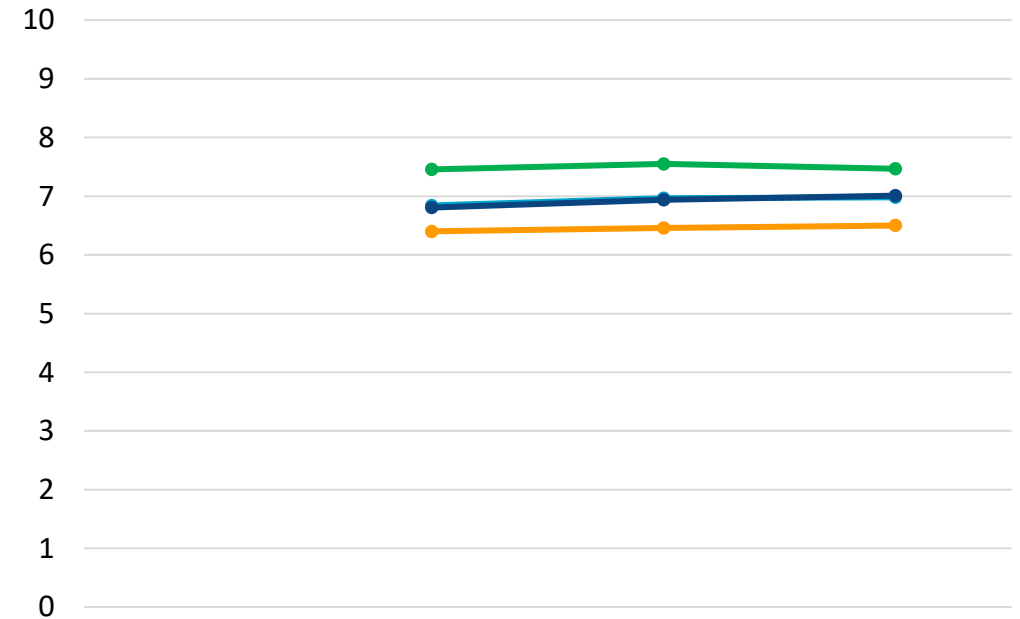
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



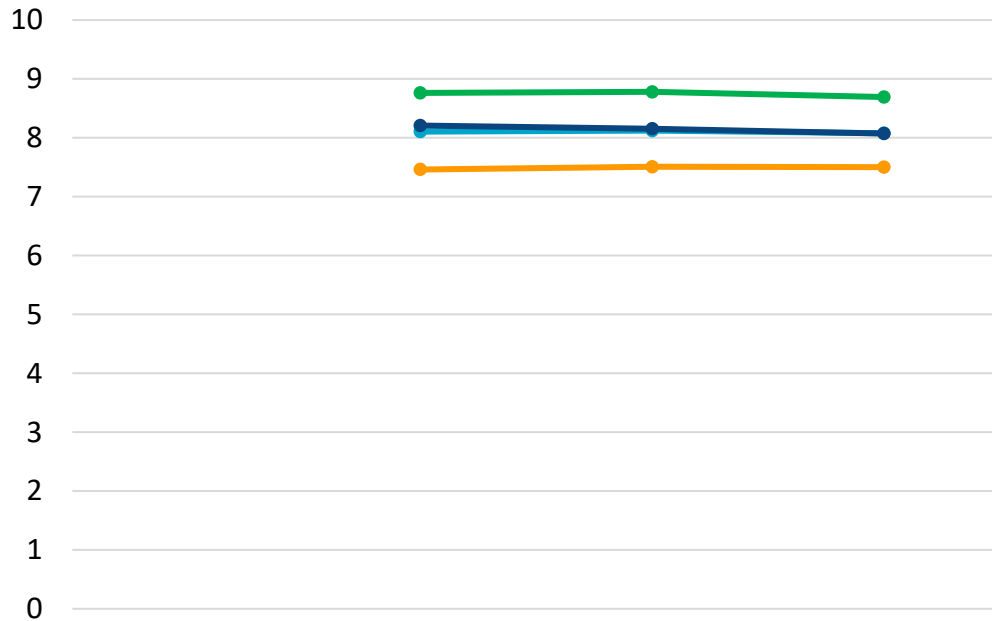
	2021	2022	2023	2024
Your org	-	6.89	6.97	6.88
Best result	-	7.74	7.81	7.91
Average result	-	6.96	7.06	7.05
Worst result	-	6.12	6.26	5.89
Responses	-	6798	9848	11163

	2021	2022	2023	2024
Your org	-	6.81	6.94	7.01
Best result	-	7.46	7.55	7.47
Average result	-	6.84	6.96	6.98
Worst result	-	6.40	6.46	6.50
Responses	-	6832	9889	11185

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	-	8.21	8.16	8.07
Best result	-	8.76	8.78	8.69
Average result	-	8.10	8.12	8.08
Worst result	-	7.46	7.51	7.50
Responses	-	6823	9843	11155

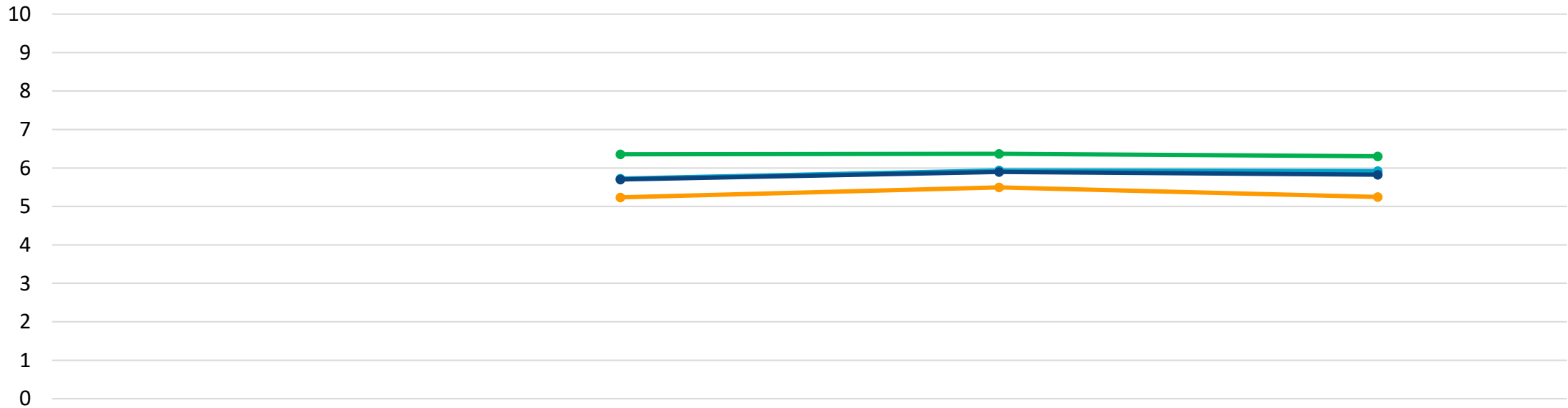
	2021	2022	2023	2024
Your org	-	6.79	6.85	6.72
Best result	-	7.30	7.27	7.20
Average result	-	6.84	6.86	6.81
Worst result	-	6.43	6.54	6.44
Responses	-	6829	9828	11145

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	-	5.70	5.90	5.83
Best result	-	6.36	6.37	6.30
Average result	-	5.72	5.94	5.92
Worst result	-	5.24	5.49	5.24
Responses	-	6841	9889	11202

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



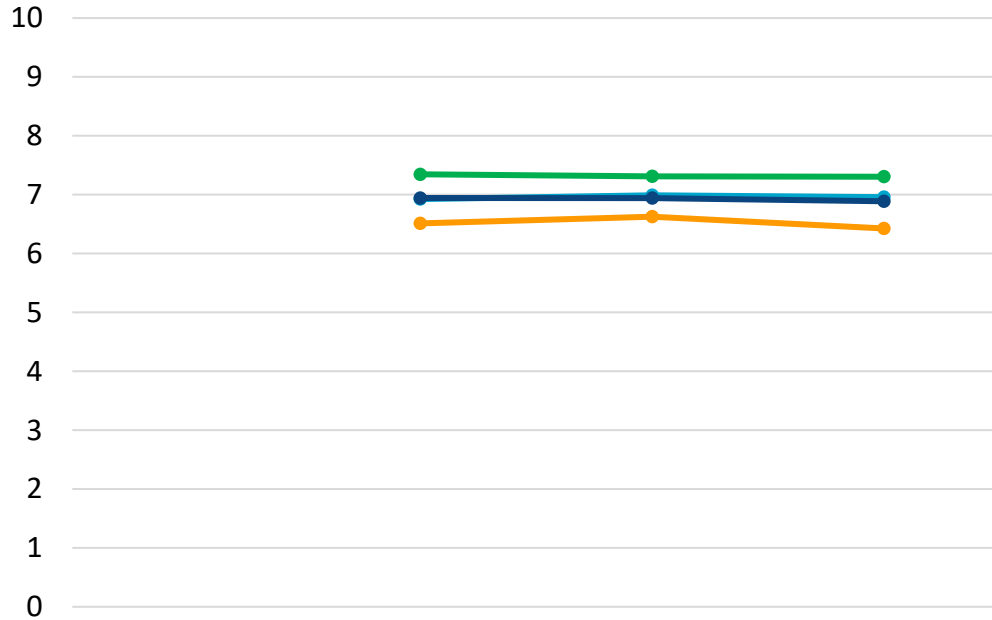
	2021	2022	2023	2024
Your org	-	6.70	6.69	6.63
Best result	-	7.14	7.16	7.14
Average result	-	6.65	6.70	6.67
Worst result	-	6.15	6.21	5.95
Responses	-	6772	9742	11060

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.

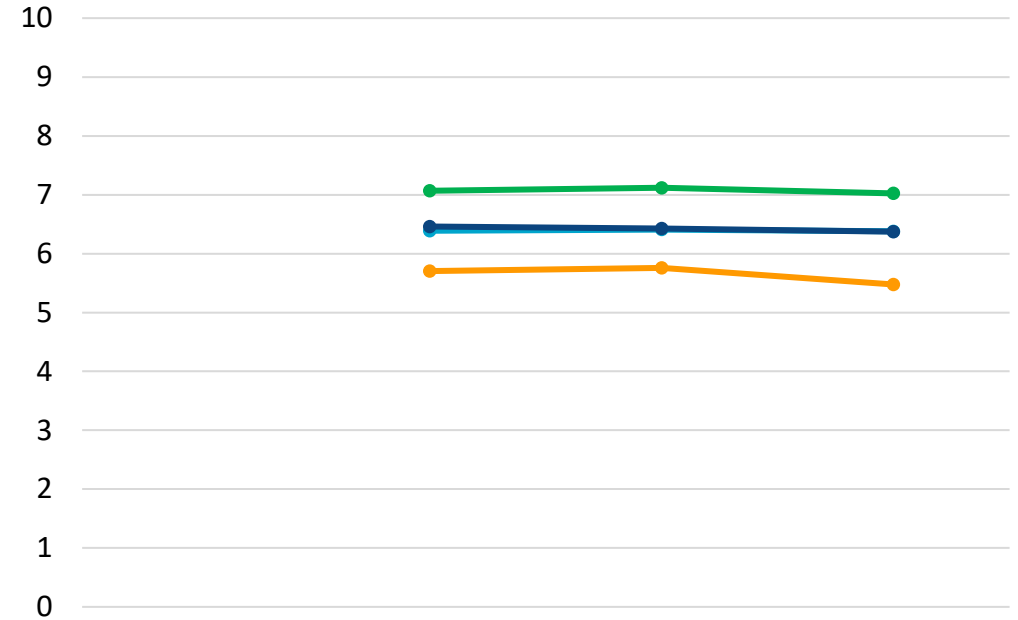


## Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024
Your org	-	6.94	6.94	6.89
Best result	-	7.35	7.31	7.31
Average result	-	6.93	6.99	6.96
Worst result	-	6.51	6.63	6.43
Responses	-	6843	9893	11202

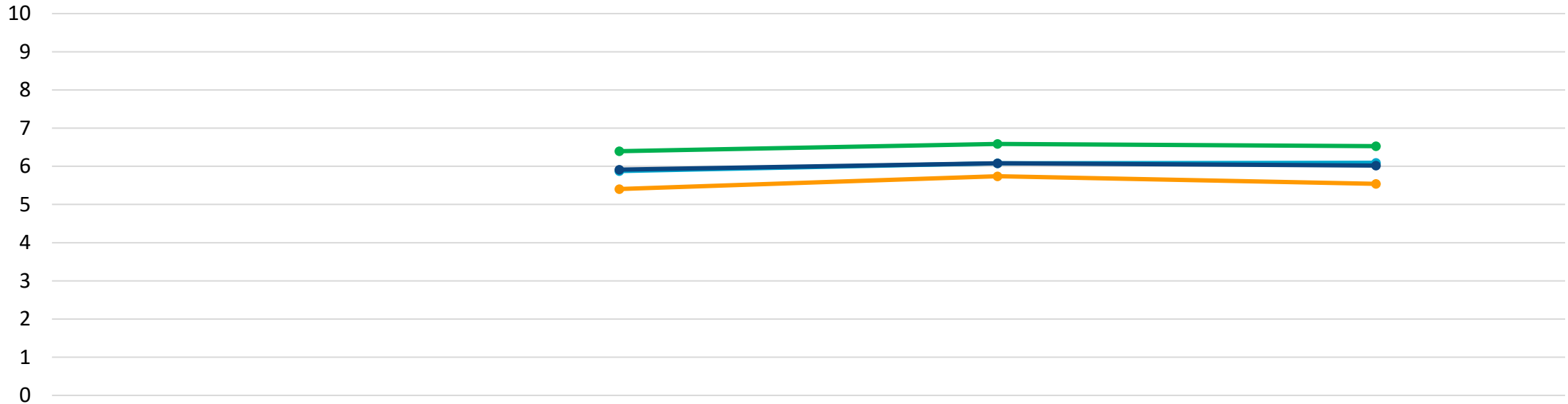
	2021	2022	2023	2024
Your org	-	6.46	6.43	6.37
Best result	-	7.07	7.12	7.02
Average result	-	6.39	6.41	6.38
Worst result	-	5.70	5.76	5.48
Responses	-	6780	9760	11091

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	-	5.91	6.08	6.02
Best result	-	6.40	6.59	6.53
Average result	-	5.88	6.08	6.09
Worst result	-	5.41	5.74	5.54
Responses	-	6783	9774	11095

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.

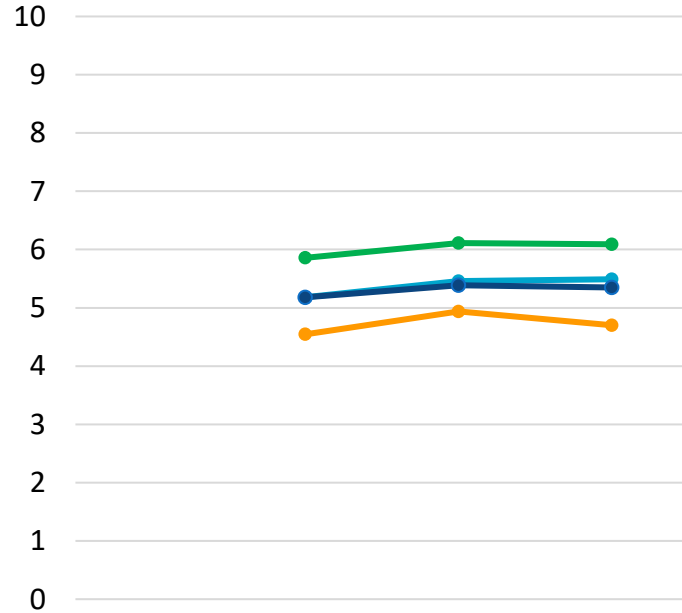


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



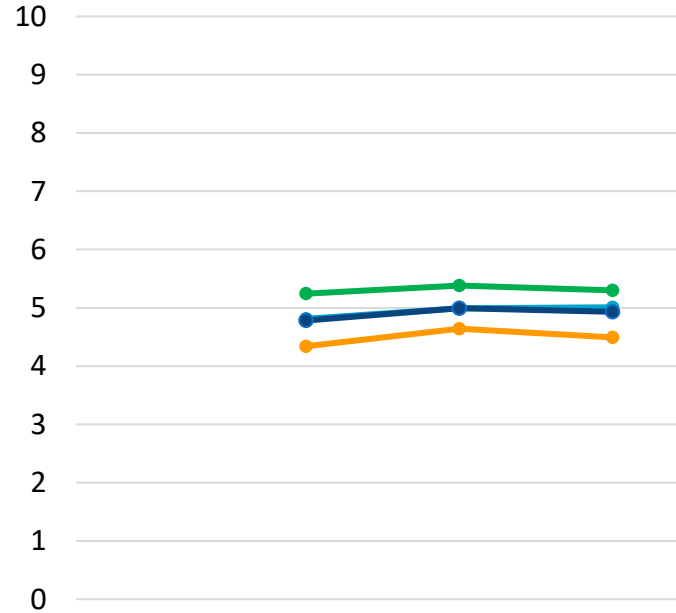
## Promise element 4: We are safe and healthy

Health and safety climate



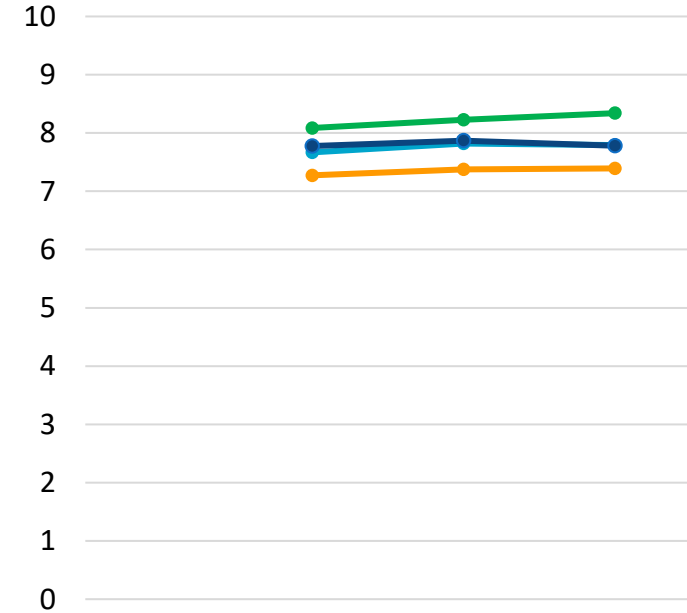
	2021	2022	2023	2024
Your org	-	5.18	5.39	5.35
Best result	-	5.86	6.11	6.09
Average result	-	5.18	5.46	5.49
Worst result	-	4.55	4.94	4.70
Responses	-	6842	9890	11199

Burnout



	2021	2022	2023	2024
Your org	-	4.78	4.99	4.93
Best result	-	5.24	5.38	5.30
Average result	-	4.81	4.99	5.01
Worst result	-	4.34	4.64	4.50
Responses	-	6829	9873	11183

Negative experiences



	2021	2022	2023	2024
Your org	-	7.78	7.87	7.78
Best result	-	8.09	8.23	8.34
Average result	-	7.67	7.82	7.79
Worst result	-	7.27	7.38	7.39
Responses	-	6808	9812	11146

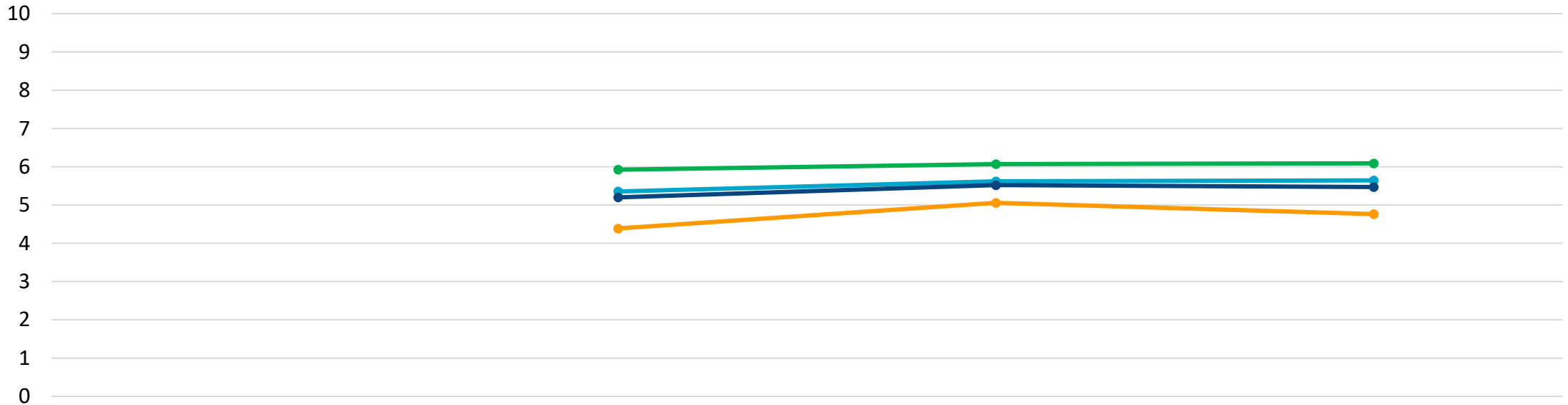
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



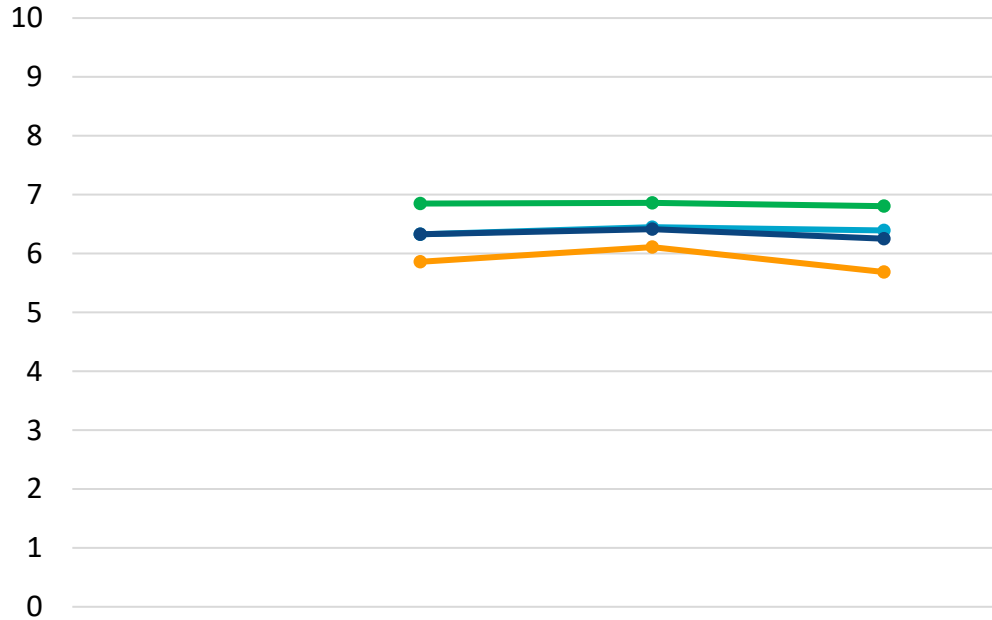
	2021	2022	2023	2024
Your org	-	5.20	5.52	5.47
Best result	-	5.92	6.07	6.09
Average result	-	5.35	5.62	5.64
Worst result	-	4.39	5.06	4.76
Responses	-	6373	9178	10353

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.

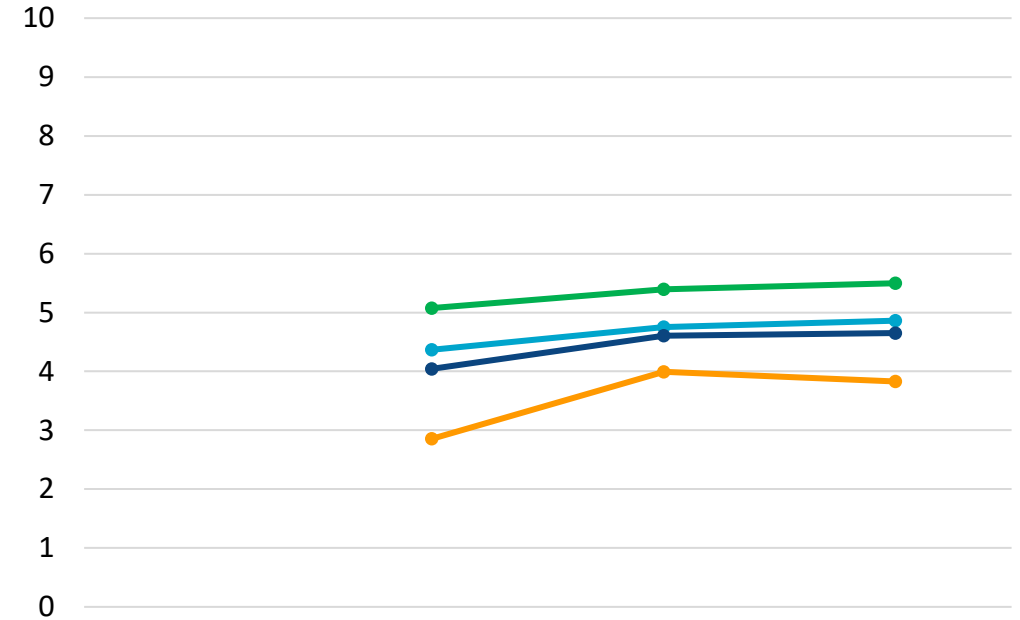


## Promise element 5: We are always learning

Development



Appraisals



2021 2022 2023 2024

	2021	2022	2023	2024
Your org	-	6.32	6.41	6.25
Best result	-	6.85	6.86	6.80
Average result	-	6.33	6.45	6.40
Worst result	-	5.86	6.11	5.69

Responses - 6813 9867 11182

2021 2022 2023 2024

	2021	2022	2023	2024
Your org	-	4.04	4.60	4.65
Best result	-	5.08	5.40	5.50
Average result	-	4.37	4.75	4.86
Worst result	-	2.85	3.99	3.83

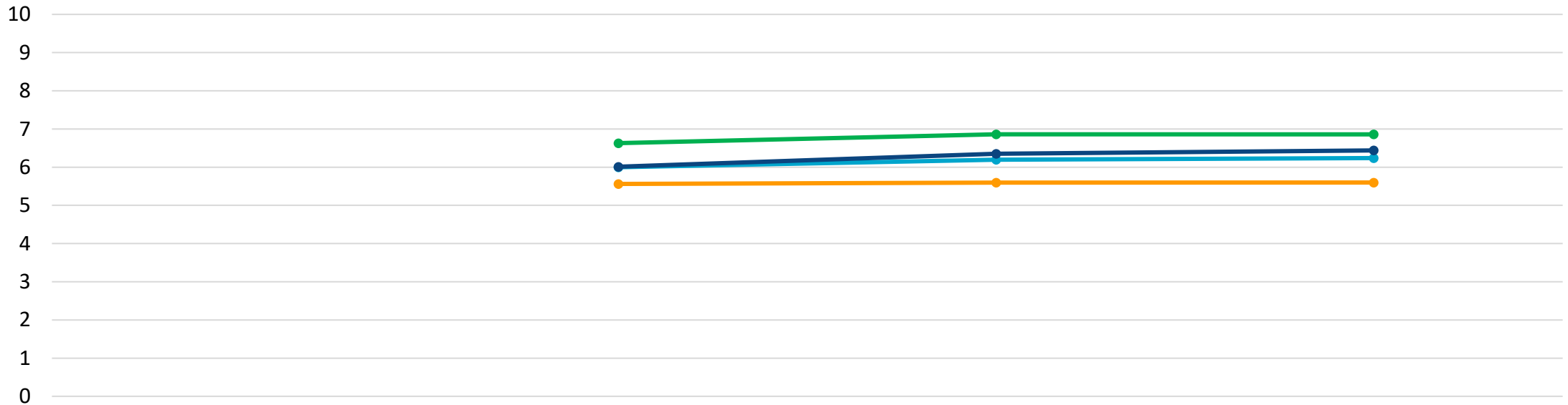
Responses - 6393 9190 10380

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



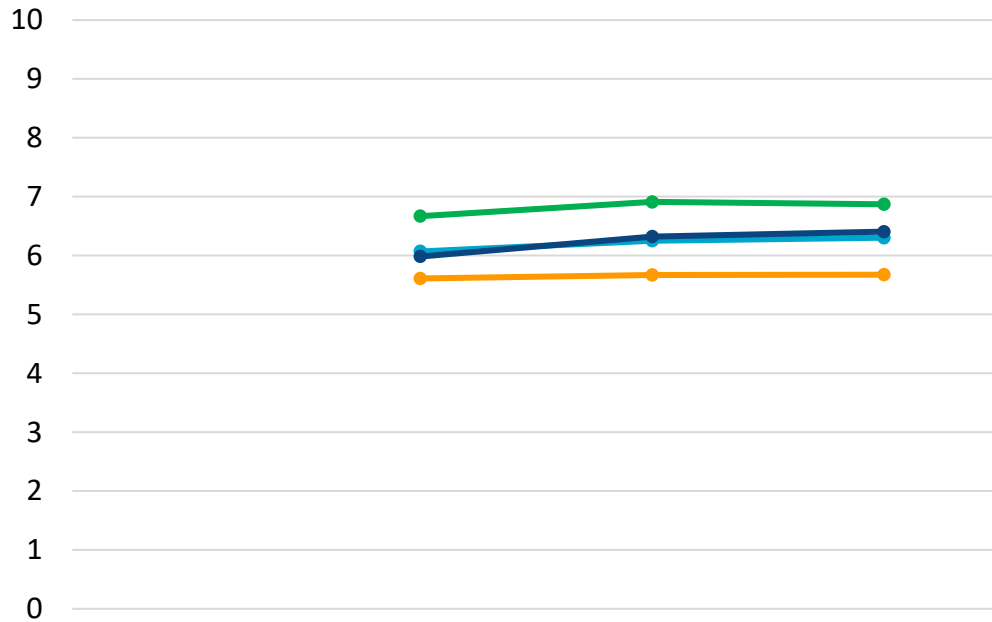
	2021	2022	2023	2024
Your org	-	6.01	6.35	6.44
Best result	-	6.63	6.86	6.86
Average result	-	6.00	6.20	6.24
Worst result	-	5.56	5.60	5.60
Responses	-	6825	9824	11119

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.

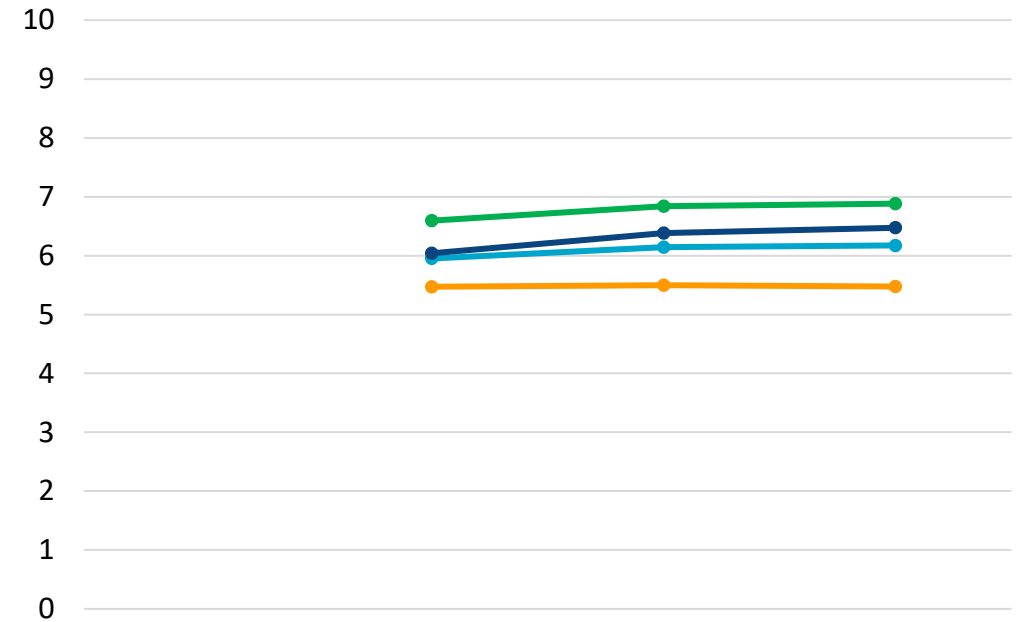


## Promise element 6: We work flexibly

Support for work-life balance



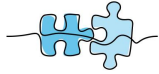
Flexible working



	2021	2022	2023	2024
Your org	-	5.98	6.32	6.41
Best result	-	6.67	6.91	6.87
Average result	-	6.07	6.25	6.30
Worst result	-	5.61	5.67	5.67
Responses	-	6835	9878	11185

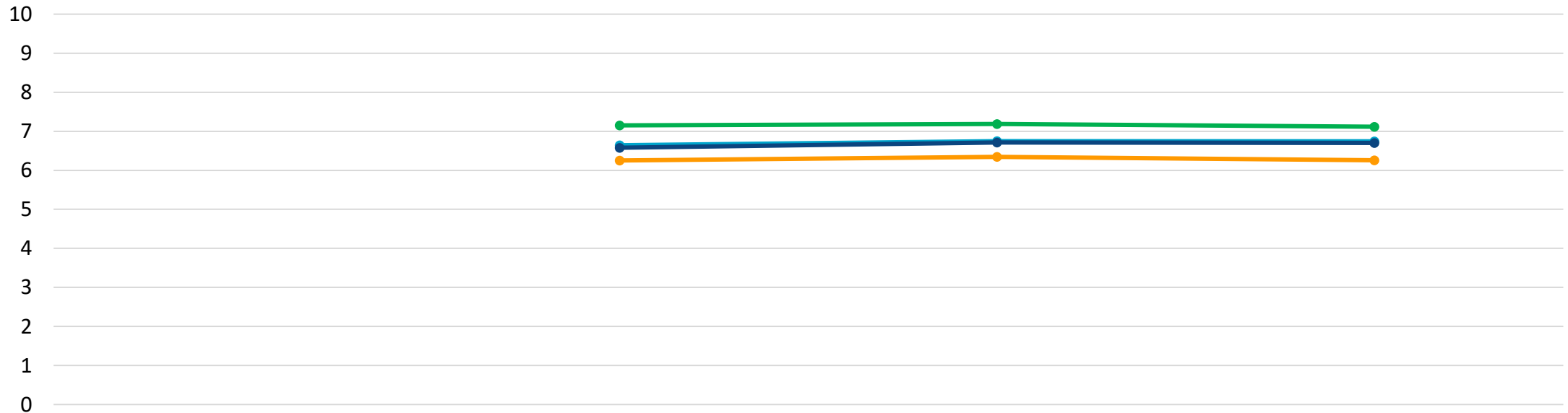
	2021	2022	2023	2024
Your org	-	6.04	6.38	6.47
Best result	-	6.59	6.84	6.88
Average result	-	5.95	6.15	6.17
Worst result	-	5.47	5.50	5.47
Responses	-	6835	9845	11147

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.



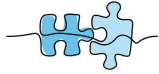
## Promise element 7: We are a team

We are a team



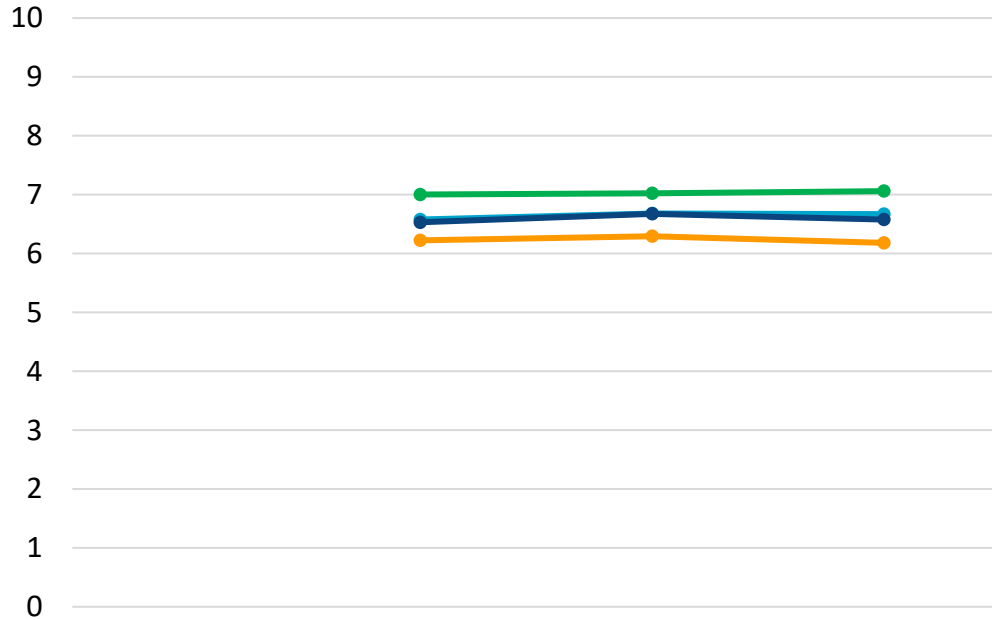
	2021	2022	2023	2024
Your org	-	6.58	6.71	6.70
Best result	-	7.15	7.19	7.12
Average result	-	6.64	6.75	6.74
Worst result	-	6.25	6.34	6.26
Responses	-	6831	9869	11175

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	-	6.53	6.67	6.58
Best result	-	7.00	7.02	7.06
Average result	-	6.58	6.68	6.67
Worst result	-	6.22	6.29	6.18
Responses	-	6839	9881	11192

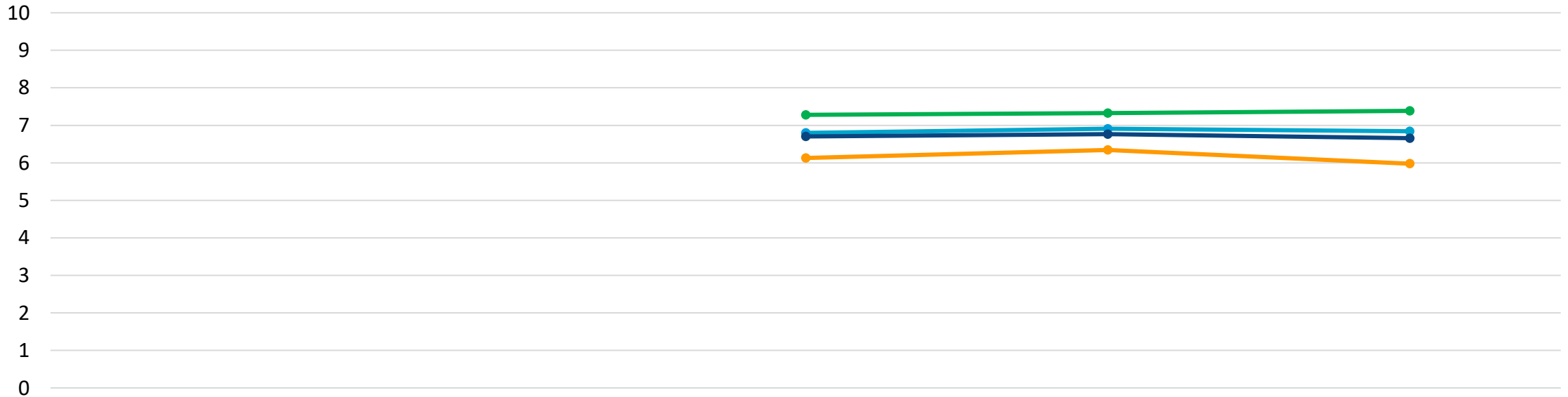
	2021	2022	2023	2024
Your org	-	6.62	6.75	6.83
Best result	-	7.30	7.35	7.31
Average result	-	6.68	6.80	6.82
Worst result	-	6.21	6.30	6.33
Responses	-	6838	9887	11190

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	-	-	6.70	6.77	6.66
Best result	-	-	7.28	7.32	7.39
Average result	-	-	6.80	6.91	6.84
Worst result	-	-	6.13	6.34	5.98
Responses	-	-	6839	9895	11212





# 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.

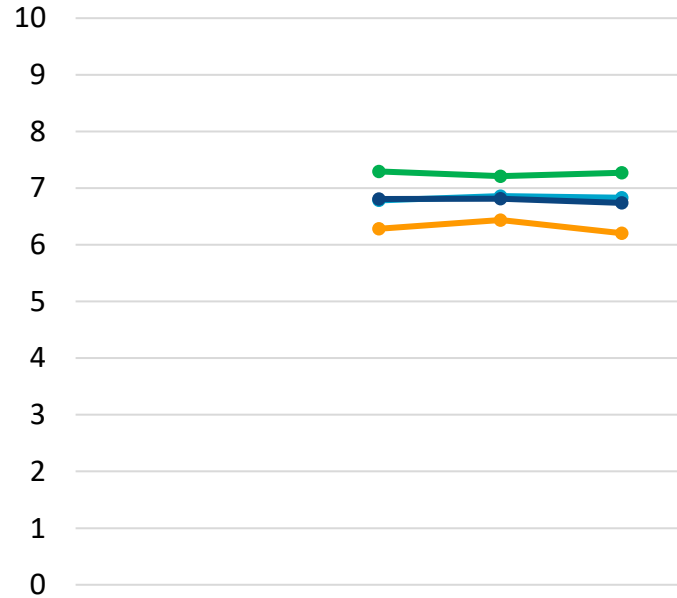


## Theme: Staff Engagement

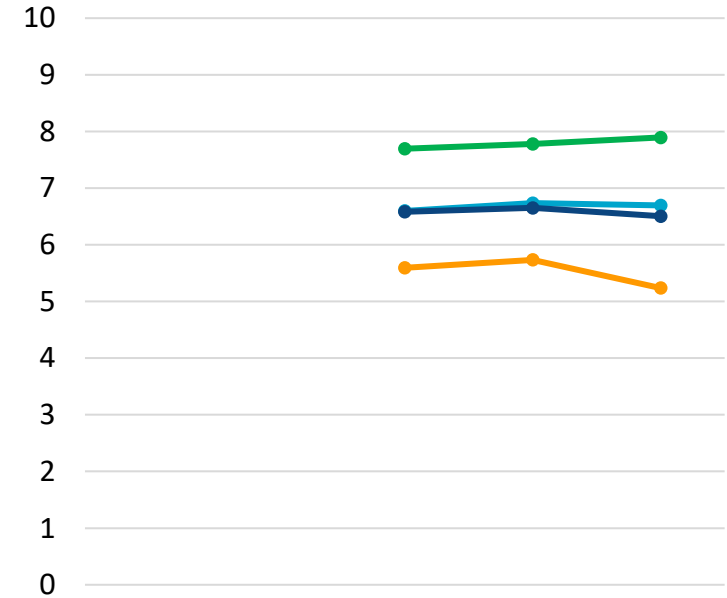
### Motivation



### Involvement



### Advocacy



	2020	2021	2022	2023	2024
Your org	-	-	6.72	6.83	6.73
Best result	-	-	7.45	7.39	7.33
Average result	-	-	6.95	7.05	6.98
Worst result	-	-	6.49	6.63	6.49
Responses	-	-	6793	9746	11000

	2020	2021	2022	2023	2024
Your org	-	-	6.81	6.81	6.74
Best result	-	-	7.29	7.21	7.27
Average result	-	-	6.78	6.86	6.83
Worst result	-	-	6.28	6.44	6.20
Responses	-	-	6842	9890	11204

	2020	2021	2022	2023	2024
Your org	-	-	6.58	6.65	6.51
Best result	-	-	7.70	7.78	7.90
Average result	-	-	6.60	6.74	6.70
Worst result	-	-	5.60	5.73	5.24
Responses	-	-	6800	9846	11162

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



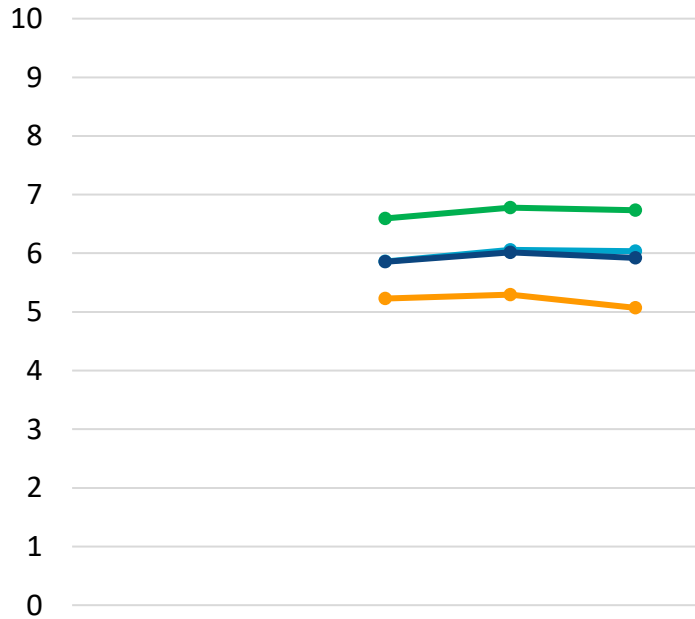
	2020	2021	2022	2023	2024
Your org	-	-	5.70	5.86	5.78
Best result	-	-	6.30	6.52	6.38
Average result	-	-	5.68	5.90	5.93
Worst result	-	-	5.16	5.54	5.13
Responses	-	-	6841	9894	11212

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.



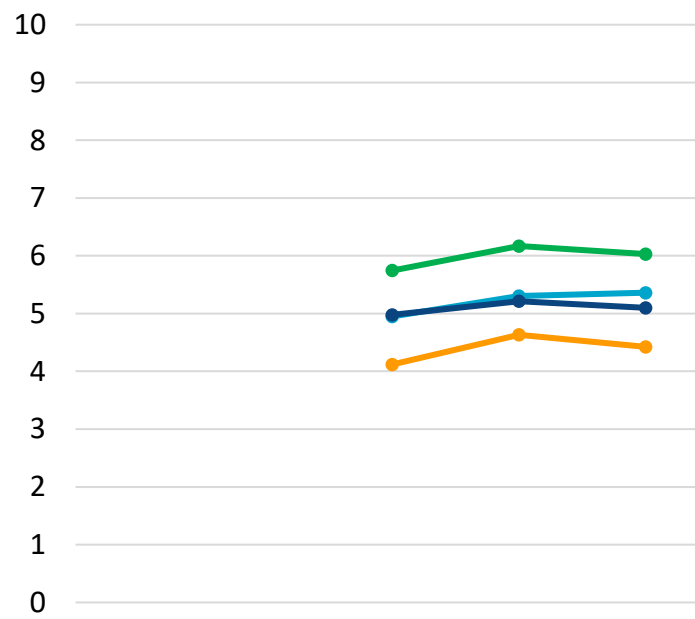
## Theme: Morale

### Thinking about leaving



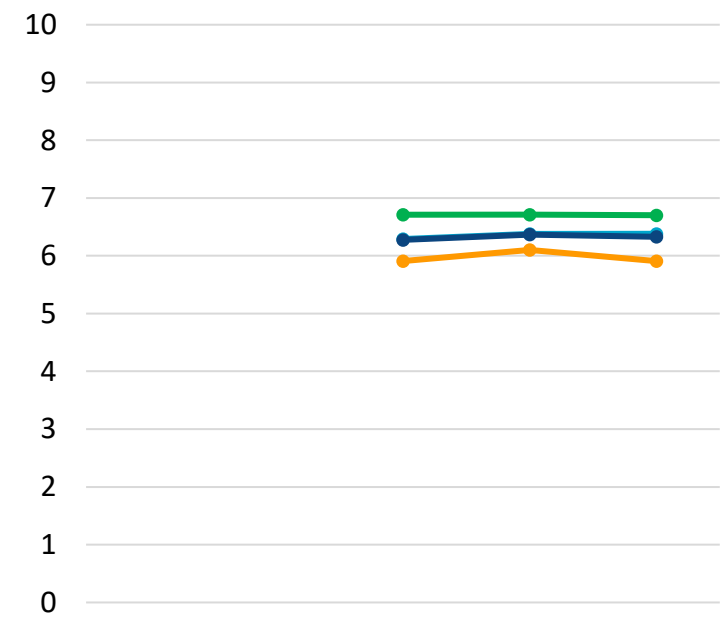
	2020	2021	2022	2023	2024
Your org	-	-	5.85	6.02	5.92
Best result	-	-	6.59	6.78	6.73
Average result	-	-	5.86	6.06	6.04
Worst result	-	-	5.23	5.29	5.07
Responses	-	-	6797	9858	11180

### Work pressure



	2020	2021	2022	2023	2024
Your org	-	-	4.98	5.21	5.10
Best result	-	-	5.75	6.17	6.03
Average result	-	-	4.95	5.30	5.36
Worst result	-	-	4.12	4.63	4.42
Responses	-	-	6839	9883	11196

### Stressors



	2020	2021	2022	2023	2024
Your org	-	-	6.28	6.37	6.33
Best result	-	-	6.71	6.71	6.70
Average result	-	-	6.29	6.38	6.38
Worst result	-	-	5.91	6.10	5.91
Responses	-	-	6826	9862	11190

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

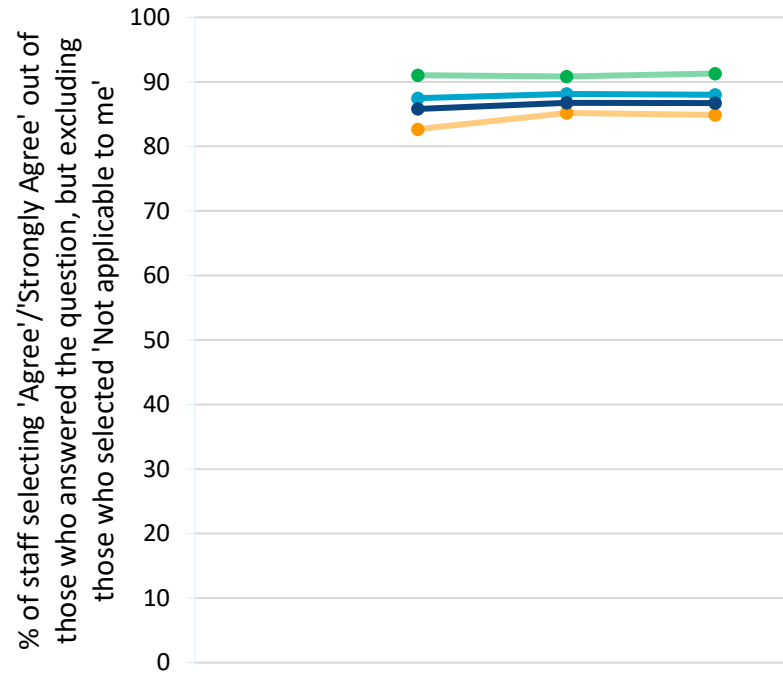
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

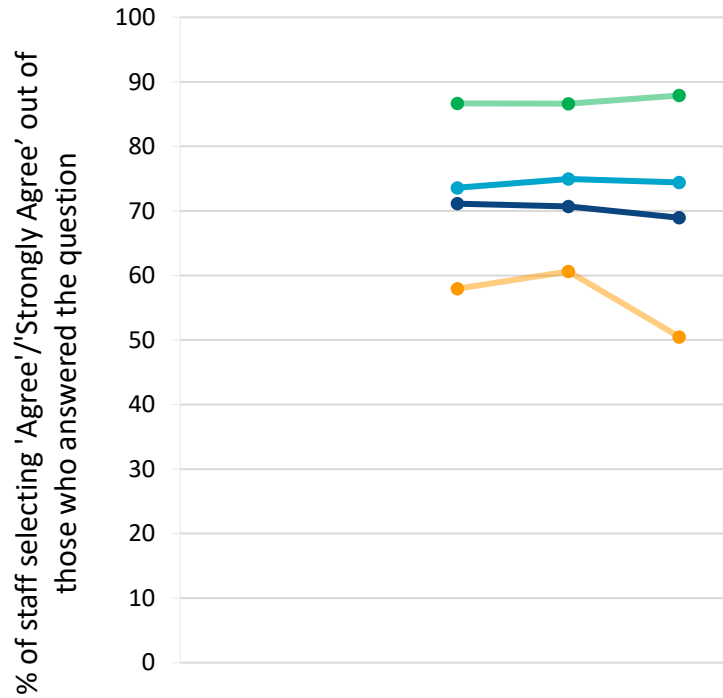


Q6a I feel that my role makes a difference to patients / service users.



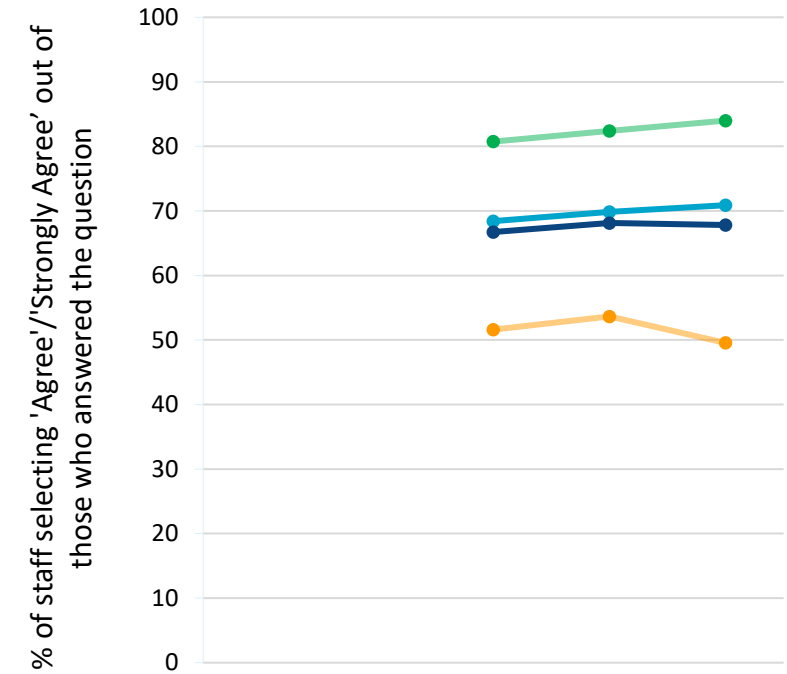
	2021	2022	2023	2024
Your org	-	85.80%	86.75%	86.73%
Best result	-	91.05%	90.84%	91.30%
Average result	-	87.48%	88.13%	88.00%
Worst result	-	82.67%	85.17%	84.88%
Responses	-	6580	9545	10858

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



	2020	2021	2022	2023	2024
Your org	-	-	71.12%	70.69%	68.94%
Best result	-	-	86.67%	86.62%	87.89%
Average result	-	-	73.60%	74.95%	74.42%
Worst result	-	-	57.97%	60.62%	50.48%
Responses	-	-	6795	9844	11156

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

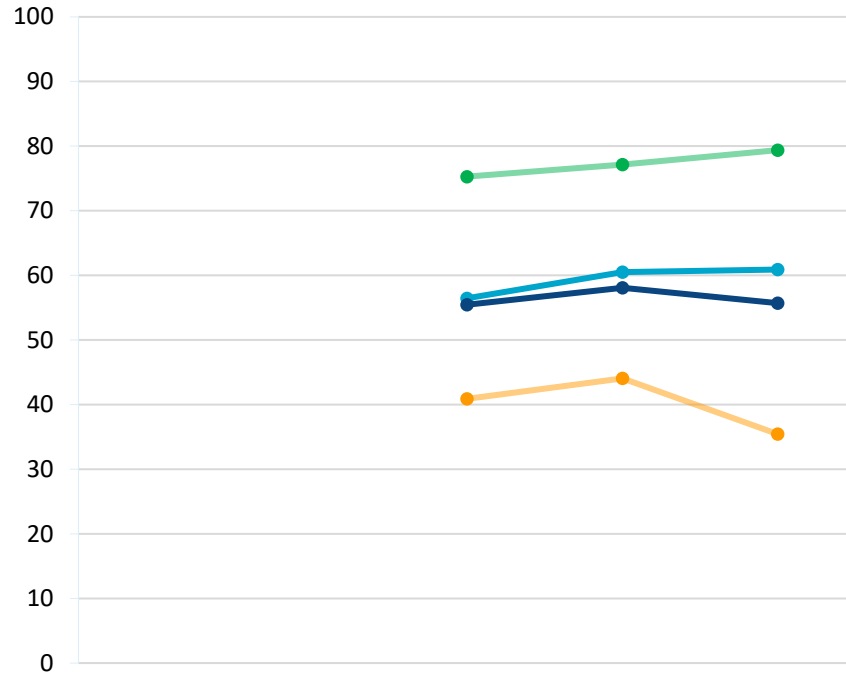


	2020	2021	2022	2023	2024
Your org	-	-	66.73%	68.13%	67.83%
Best result	-	-	80.75%	82.38%	84.00%
Average result	-	-	68.42%	69.86%	70.89%
Worst result	-	-	51.58%	53.65%	49.55%
Responses	-	-	6790	9817	11133



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

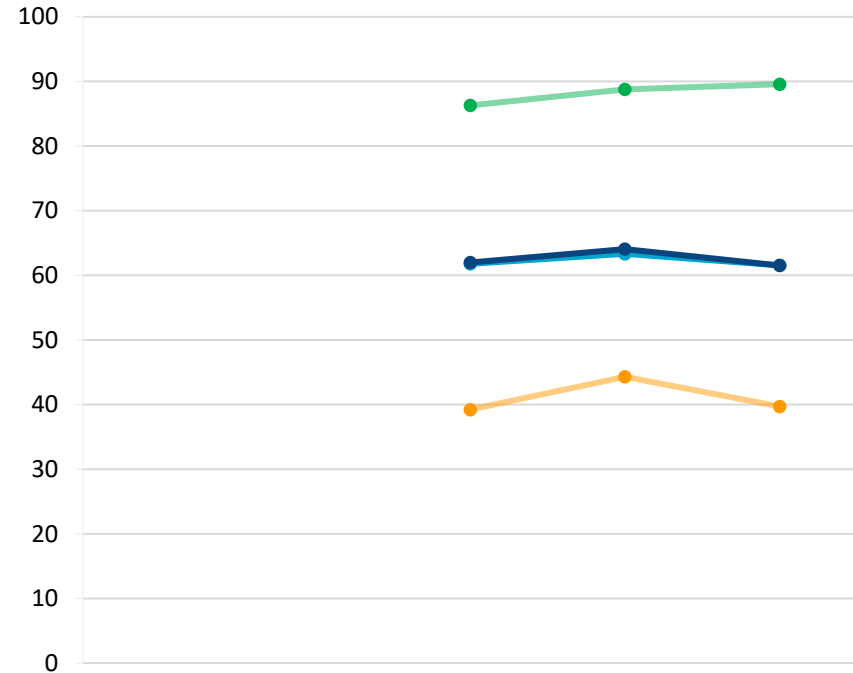
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2020	2021	2022	2023	2024
Your org	-	-	55.46%	58.08%	55.69%
Best result	-	-	75.29%	77.14%	79.38%
Average result	-	-	56.46%	60.53%	60.90%
Worst result	-	-	40.89%	44.05%	35.43%
Responses	-	-	6796	9832	11147

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

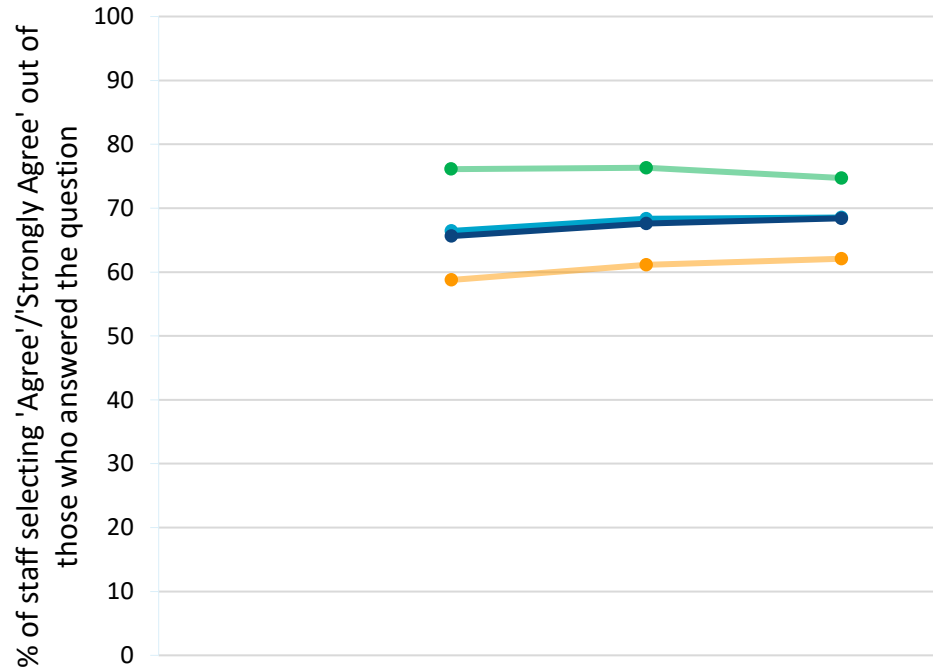
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2020	2021	2022	2023	2024
Your org	-	-	61.98%	64.06%	61.52%
Best result	-	-	86.30%	88.79%	89.59%
Average result	-	-	61.79%	63.34%	61.54%
Worst result	-	-	39.23%	44.30%	39.72%
Responses	-	-	6789	9822	11123

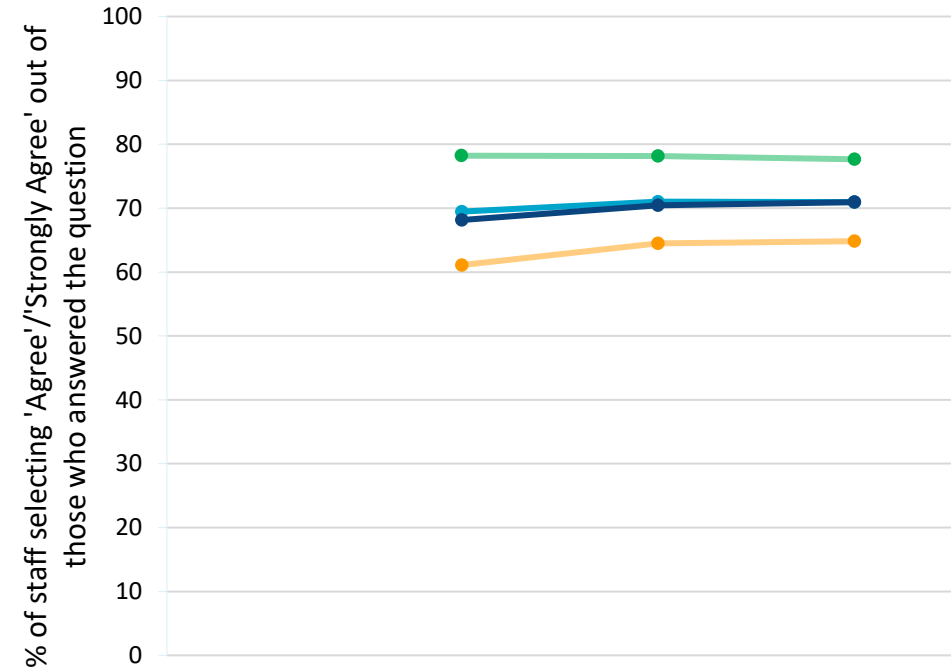


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	-	65.63%	67.58%	68.41%
Best result	-	76.11%	76.33%	74.72%
Average result	-	66.44%	68.34%	68.53%
Worst result	-	58.76%	61.14%	62.08%
Responses	-	6830	9863	11161

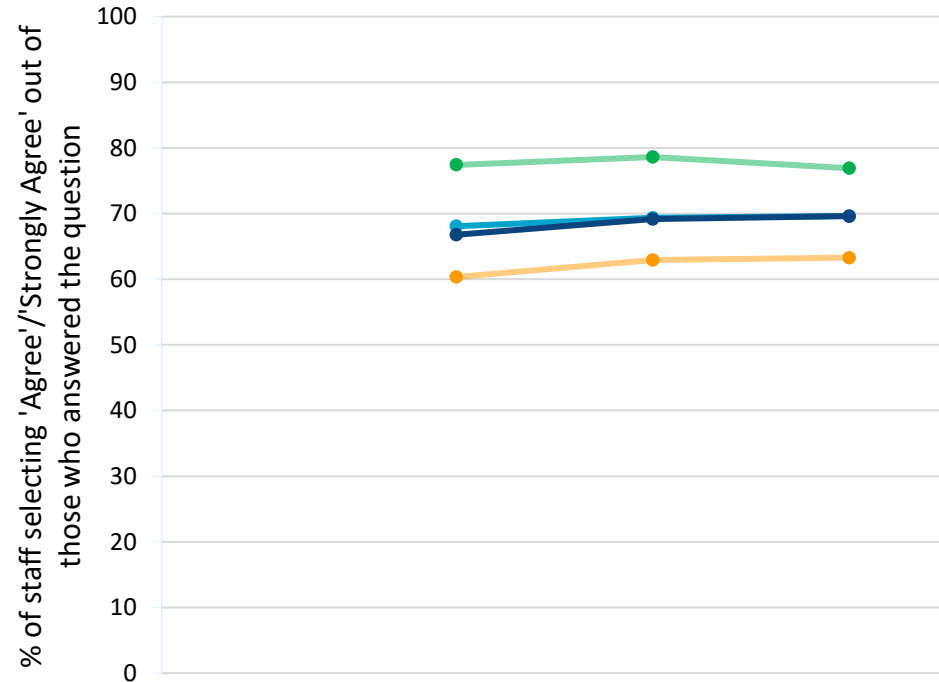
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	-	68.14%	70.44%	70.94%
Best result	-	78.21%	78.15%	77.66%
Average result	-	69.46%	71.02%	70.95%
Worst result	-	61.09%	64.47%	64.83%
Responses	-	6829	9877	11169

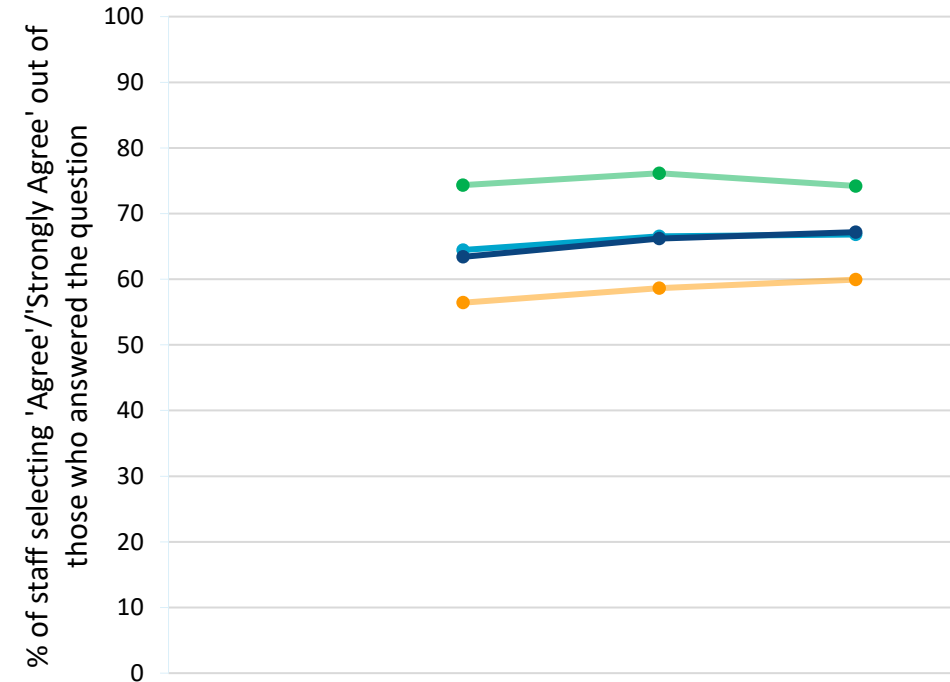


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	-	66.77%	69.15%	69.61%
Best result	-	77.43%	78.61%	76.91%
Average result	-	68.07%	69.37%	69.63%
Worst result	-	60.33%	62.93%	63.29%
Responses	-	6827	9862	11155

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

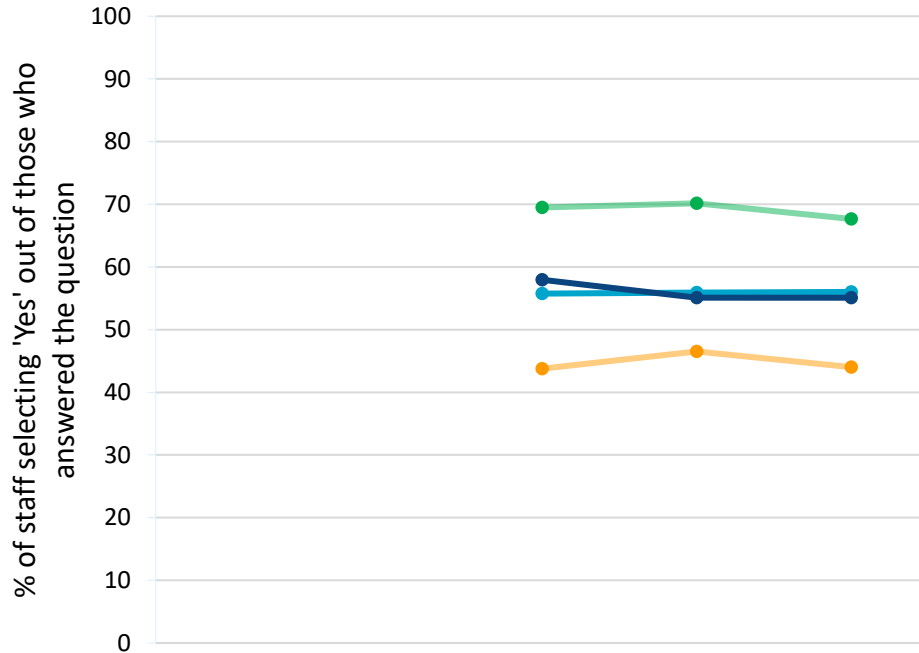


	2021	2022	2023	2024
Your org	-	63.41%	66.18%	67.17%
Best result	-	74.33%	76.14%	74.21%
Average result	-	64.45%	66.52%	66.81%
Worst result	-	56.43%	58.64%	59.94%
Responses	-	6829	9860	11162



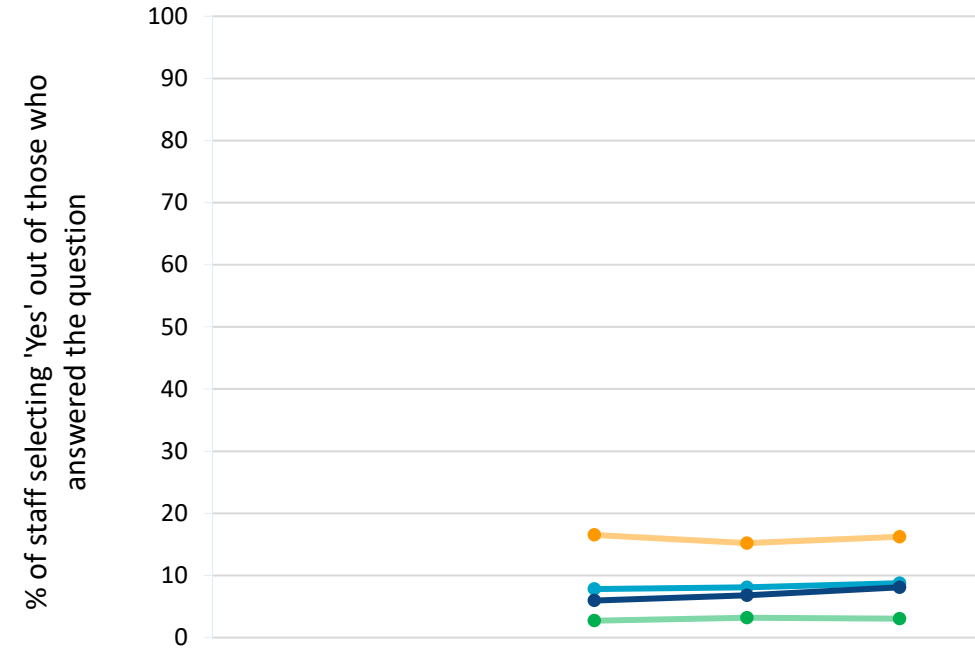


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	-	-	57.95%	55.10%	55.10%
Best result	-	-	69.47%	70.15%	67.66%
Average result	-	-	55.75%	55.91%	56.02%
Worst result	-	-	43.77%	46.52%	43.99%
Responses	-	-	6762	9775	11086

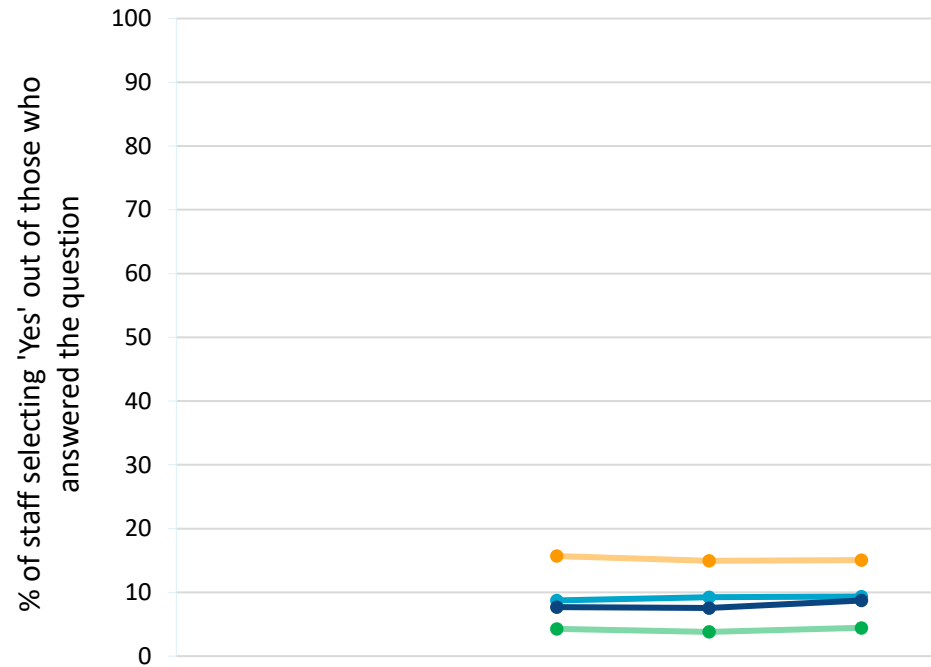
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	-	-	5.96%	6.78%	8.09%
Best result	-	-	2.71%	3.19%	3.03%
Average result	-	-	7.81%	8.09%	8.75%
Worst result	-	-	16.52%	15.20%	16.23%
Responses	-	-	6795	9831	11133

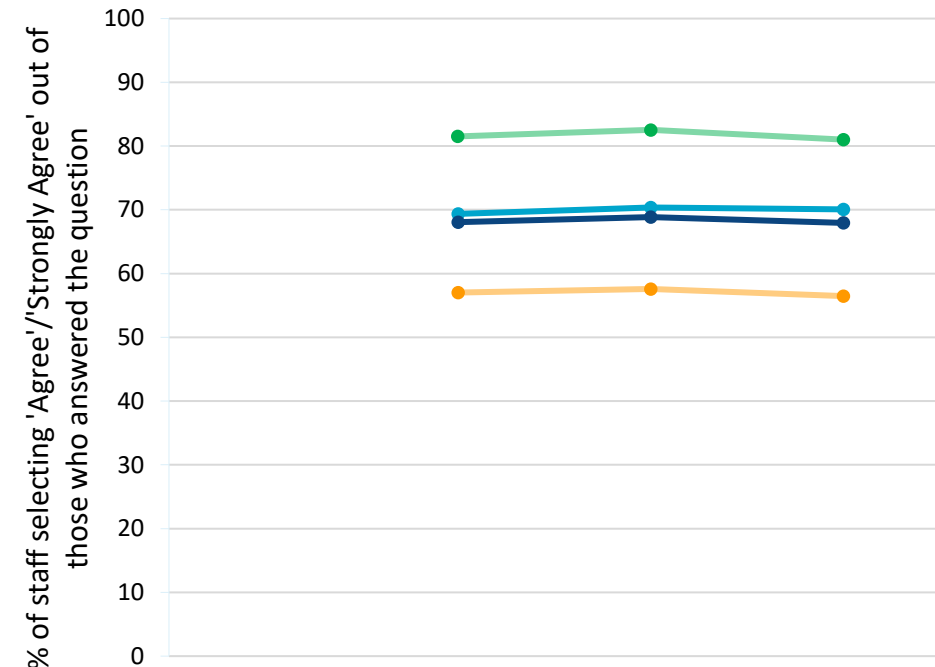


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	-	-	7.69%	7.55%	8.72%
Best result	-	-	4.25%	3.80%	4.44%
Average result	-	-	8.73%	9.24%	9.35%
Worst result	-	-	15.69%	14.95%	15.08%
Responses	-	-	6792	9755	11077

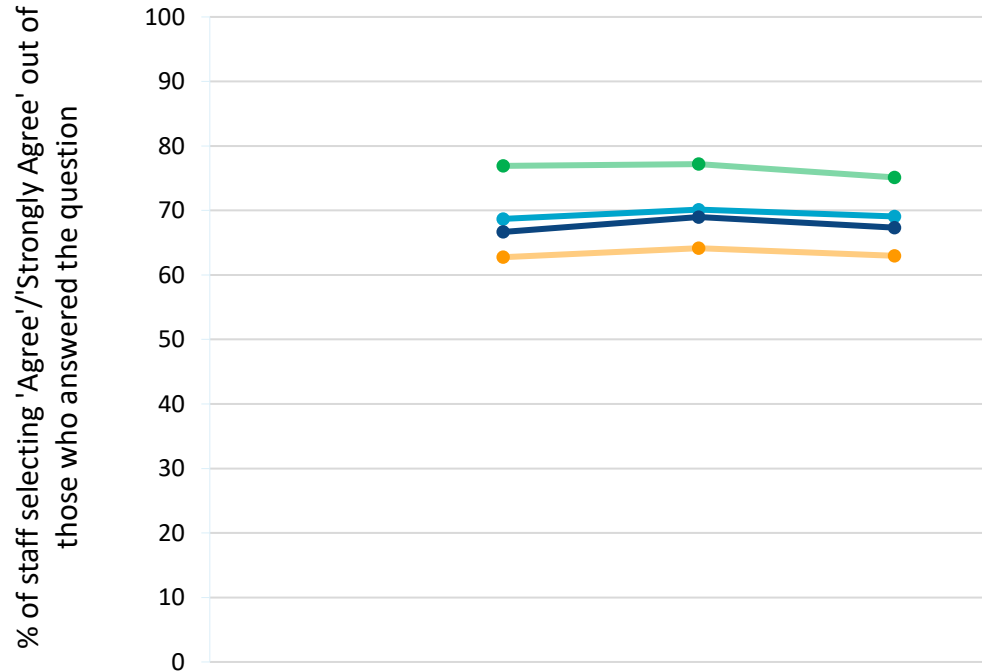
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	-	68.05%	68.86%	67.95%
Best result	-	81.51%	82.55%	81.02%
Average result	-	69.37%	70.37%	70.07%
Worst result	-	57.03%	57.59%	56.47%
Responses	-	6821	9805	11109

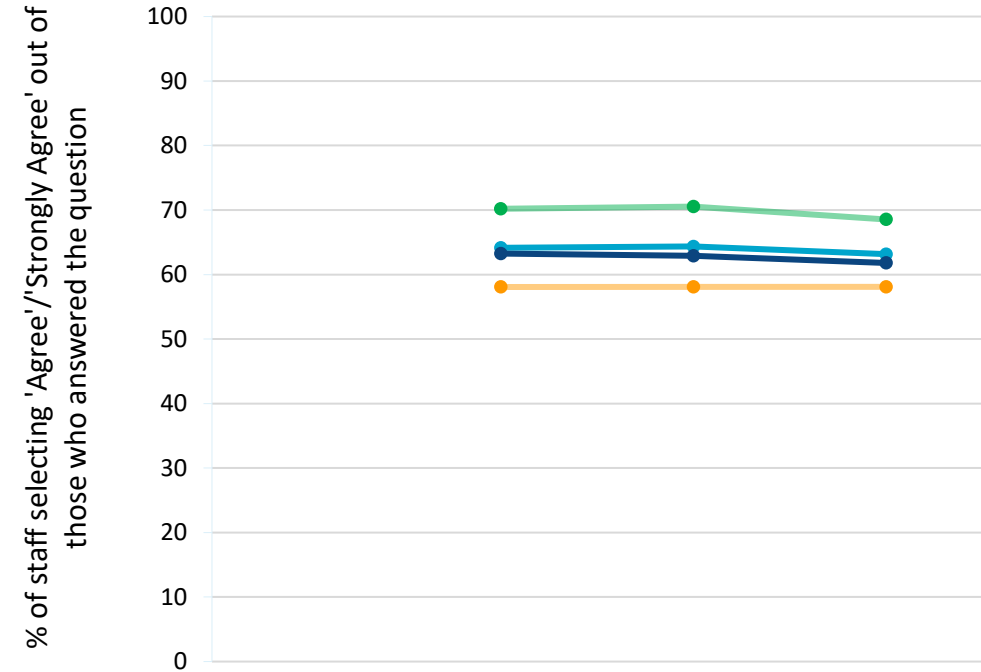


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	-	66.67%	68.98%	67.31%
Best result	-	76.89%	77.18%	75.12%
Average result	-	68.69%	70.13%	69.09%
Worst result	-	62.75%	64.15%	62.98%
Responses	-	6822	9845	11138

Q7i I feel a strong personal attachment to my team.

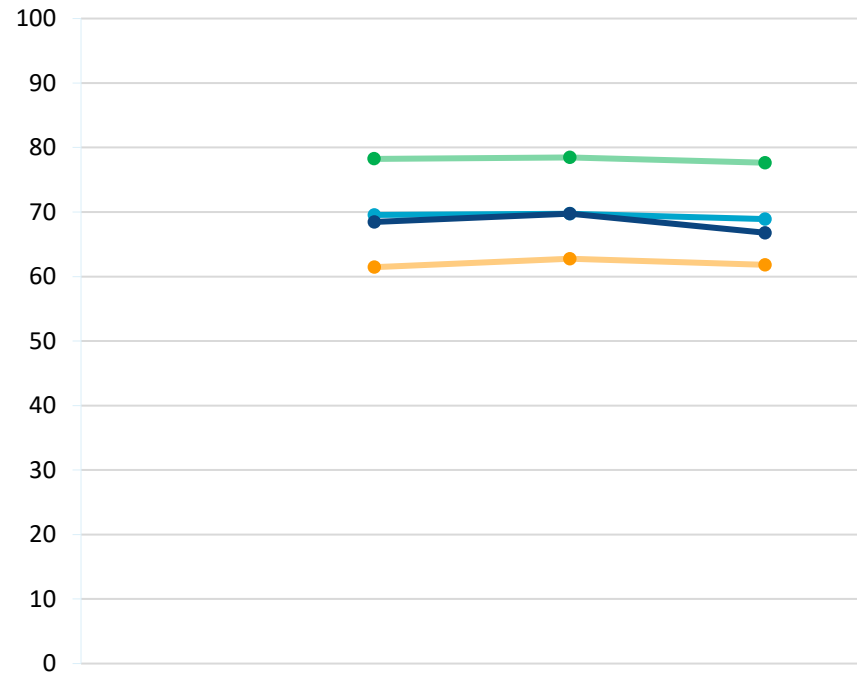


	2021	2022	2023	2024
Your org	-	63.25%	62.93%	61.80%
Best result	-	70.18%	70.53%	68.54%
Average result	-	64.17%	64.36%	63.16%
Worst result	-	58.07%	58.09%	58.08%
Responses	-	6830	9843	11134



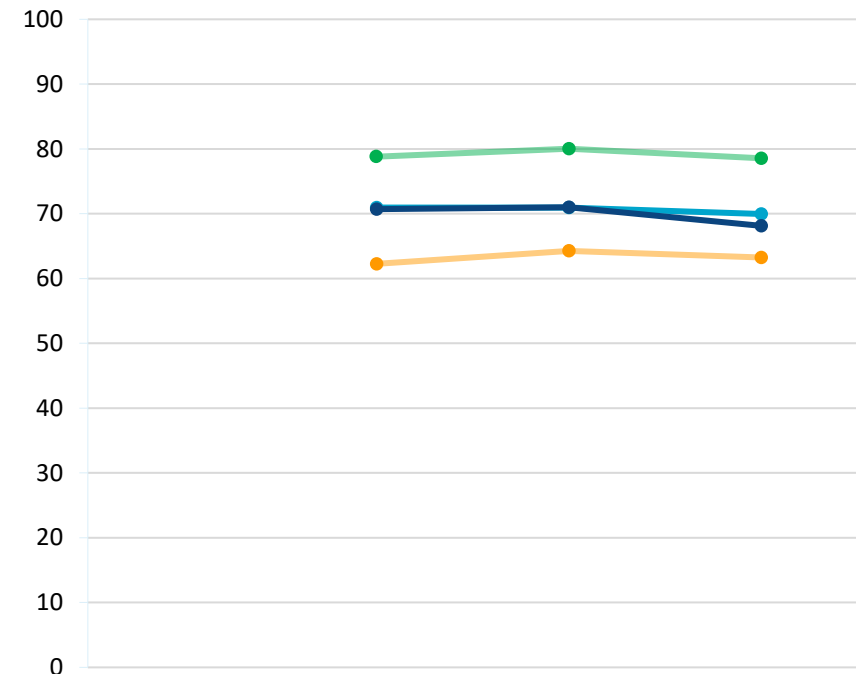
Q8b The people I work with are understanding and kind to one another.

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



Q8c The people I work with are polite and treat each other with respect.

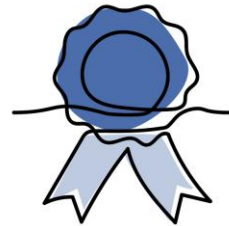
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024
Your org	-	68.47%	69.75%	66.79%
Best result	-	78.25%	78.46%	77.64%
Average result	-	69.56%	69.73%	68.91%
Worst result	-	61.45%	62.76%	61.80%
Responses	-	6836	9828	11154

	2021	2022	2023	2024
Your org	-	70.70%	71.00%	68.13%
Best result	-	78.82%	80.03%	78.56%
Average result	-	70.94%	70.94%	69.96%
Worst result	-	62.26%	64.26%	63.26%
Responses	-	6837	9817	11149

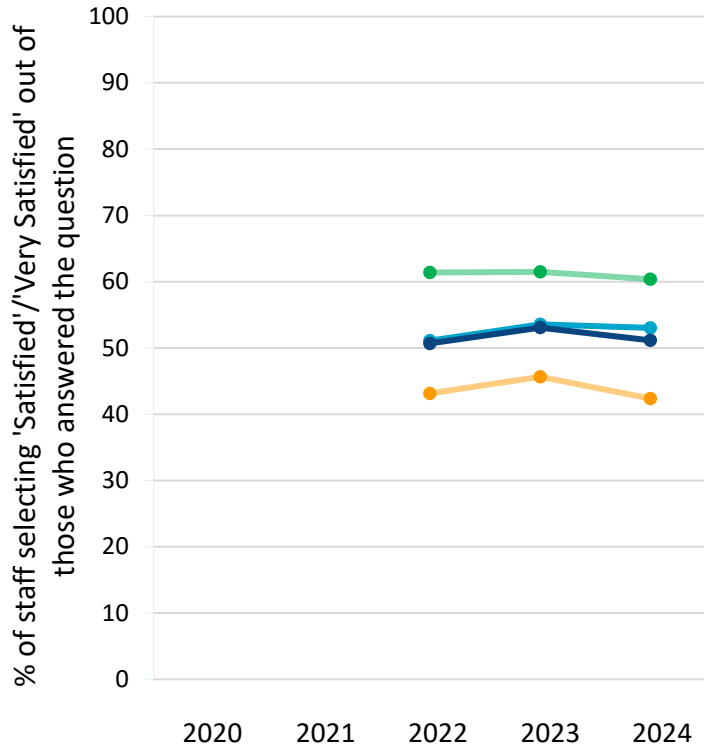
## People Promise element – We are recognised and rewarded



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

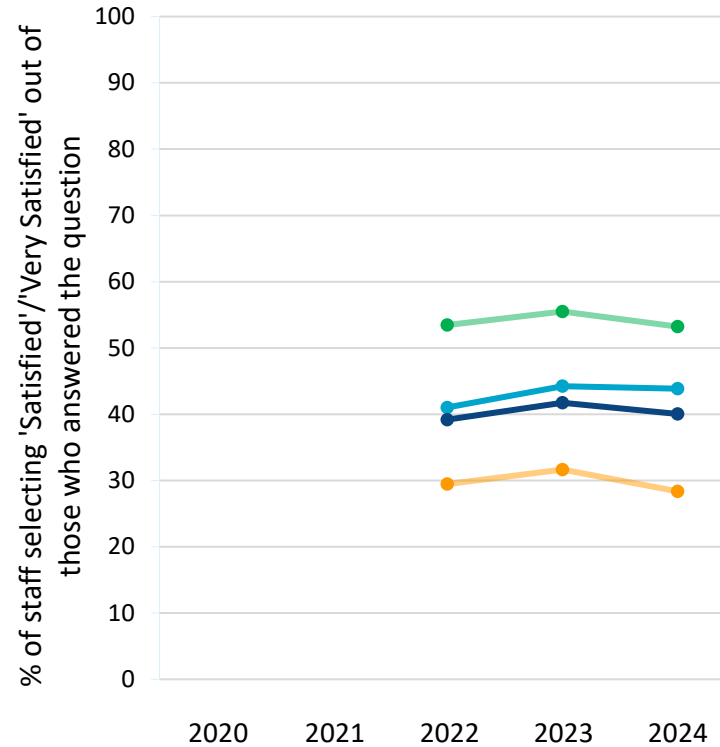


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



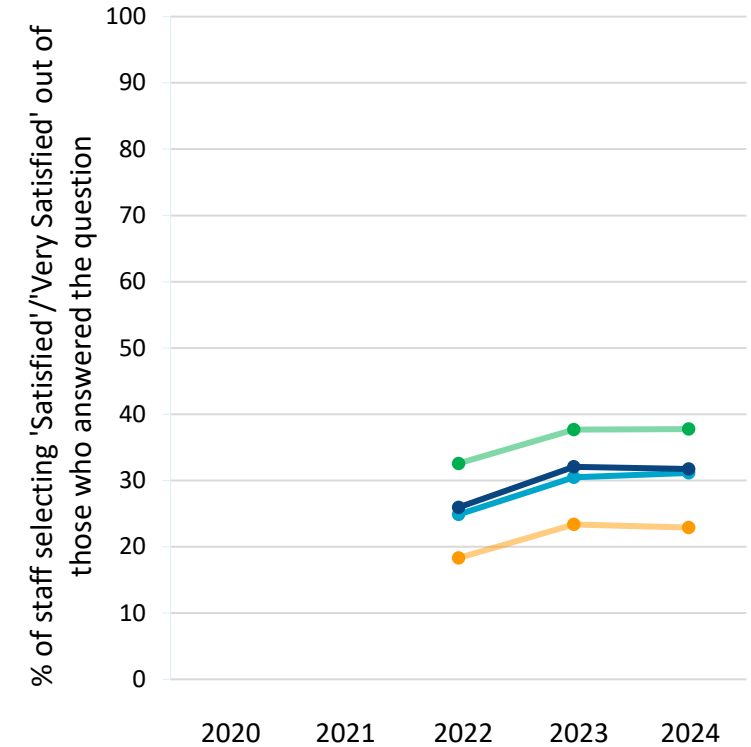
	2020	2021	2022	2023	2024
<b>Your org</b>	-	-	50.68%	53.06%	51.15%
<b>Best result</b>	-	-	61.38%	61.48%	60.37%
<b>Average result</b>	-	-	51.09%	53.56%	53.02%
<b>Worst result</b>	-	-	43.12%	45.65%	42.37%
Responses	-	-	6835	9881	11195

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
<b>Your org</b>	-	-	39.19%	41.73%	40.04%
<b>Best result</b>	-	-	53.46%	55.50%	53.22%
<b>Average result</b>	-	-	41.03%	44.23%	43.88%
<b>Worst result</b>	-	-	29.44%	31.65%	28.35%
Responses	-	-	6835	9850	11160

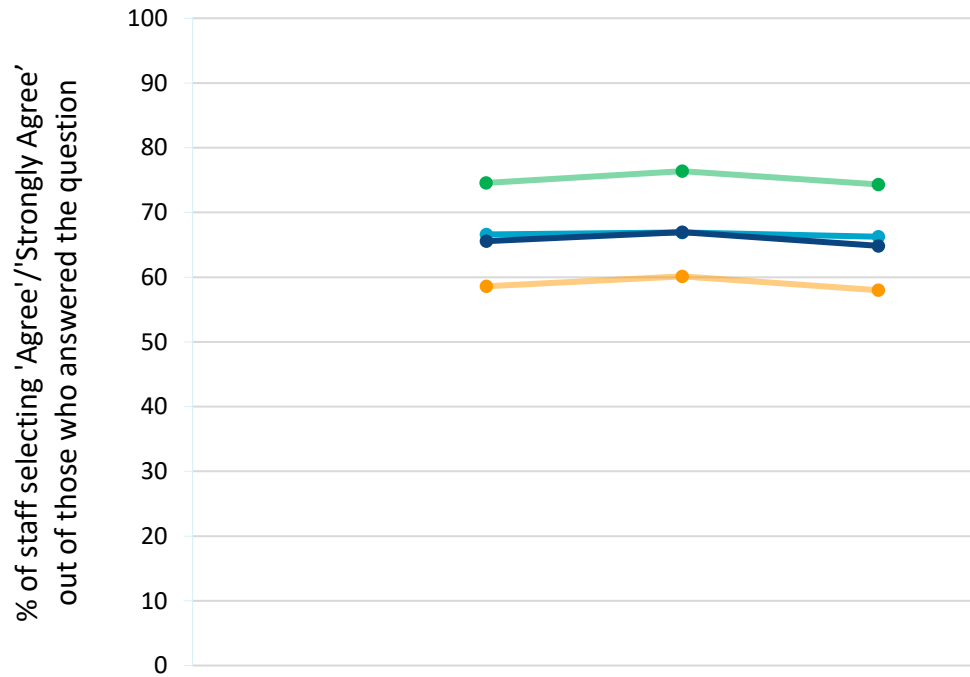
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2020	2021	2022	2023	2024
<b>Your org</b>	-	-	25.95%	32.06%	31.73%
<b>Best result</b>	-	-	32.58%	37.69%	37.76%
<b>Average result</b>	-	-	24.87%	30.49%	31.14%
<b>Worst result</b>	-	-	18.31%	23.36%	22.92%
Responses	-	-	6834	9852	11164

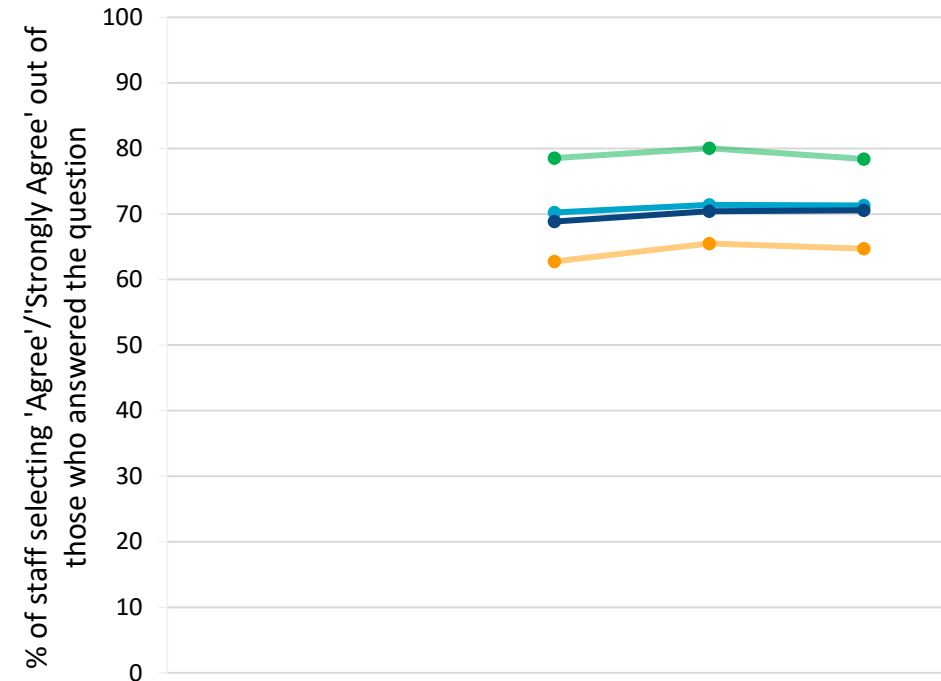


Q8d The people I work with show appreciation to one another.



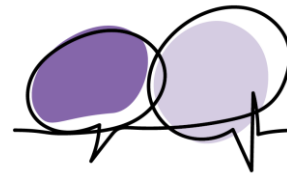
	2021	2022	2023	2024
Your org	-	65.54%	66.96%	64.84%
Best result	-	74.55%	76.37%	74.33%
Average result	-	66.61%	66.91%	66.25%
Worst result	-	58.59%	60.13%	57.98%
Responses	-	6824	9802	11129

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	-	-	68.84%	70.42%	70.55%
Best result	-	-	78.50%	80.03%	78.38%
Average result	-	-	70.22%	71.39%	71.30%
Worst result	-	-	62.76%	65.49%	64.68%
Responses	-	-	6832	9869	11174

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



### Questions included:

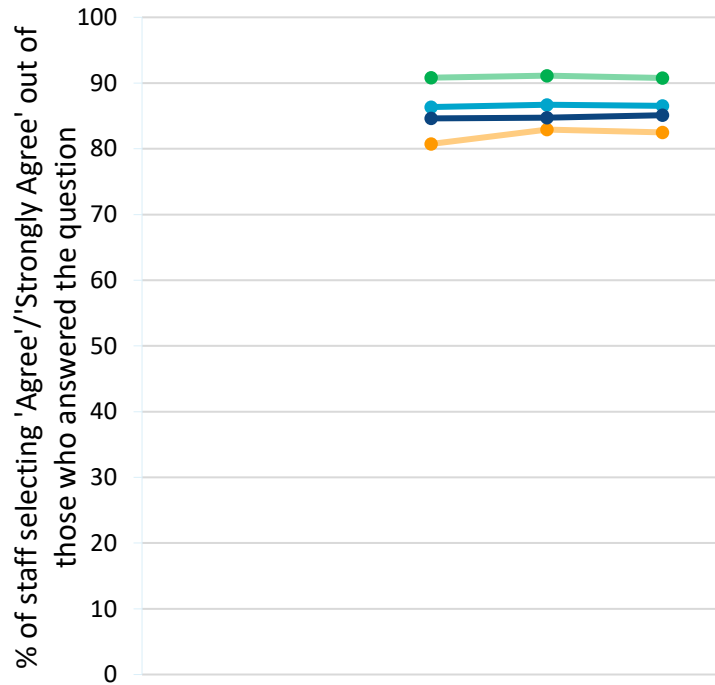
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f



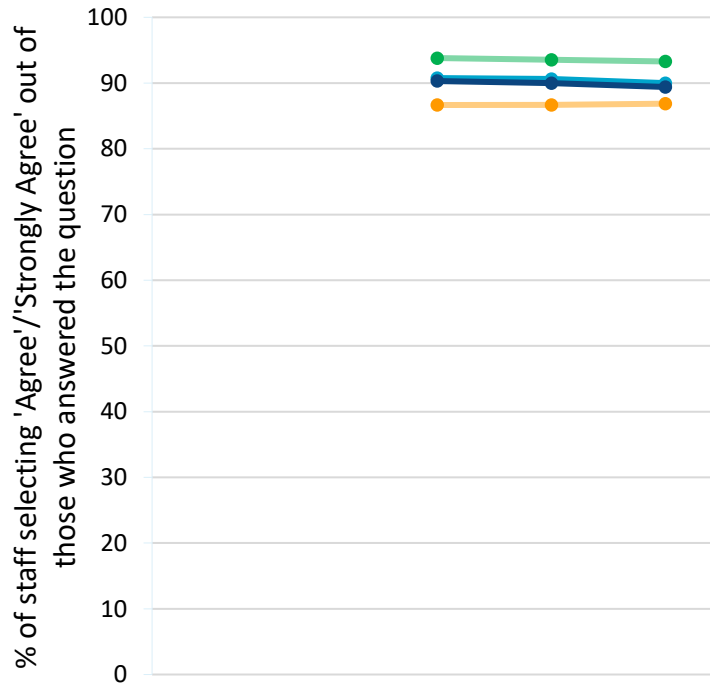


Q3a I always know what my work responsibilities are.



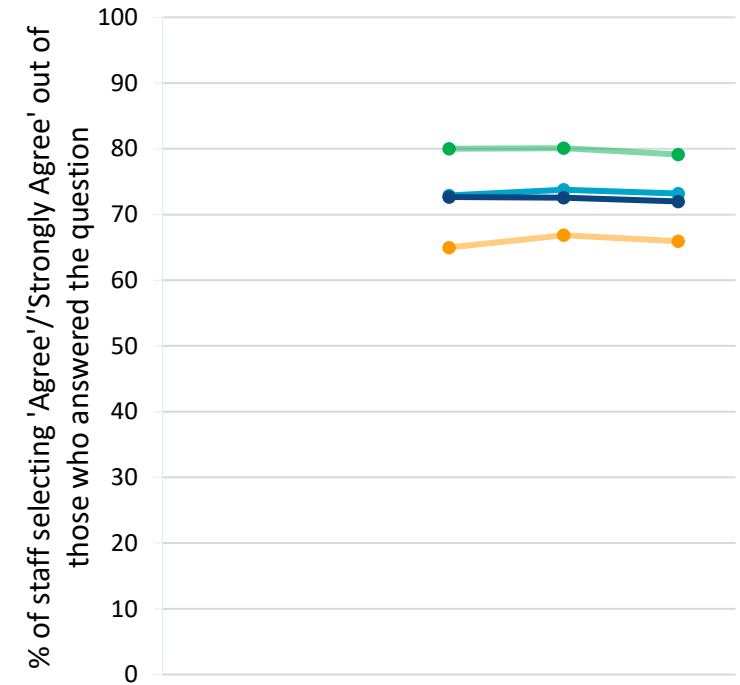
	2020	2021	2022	2023	2024
Your org	-	-	84.62%	84.72%	85.11%
Best result	-	-	90.80%	91.12%	90.77%
Average result	-	-	86.35%	86.70%	86.55%
Worst result	-	-	80.73%	82.92%	82.51%
Responses	-	-	6836	9892	11209

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	-	-	90.31%	89.99%	89.40%
Best result	-	-	93.81%	93.56%	93.28%
Average result	-	-	90.76%	90.62%	89.99%
Worst result	-	-	86.66%	86.67%	86.86%
Responses	-	-	6834	9873	11192

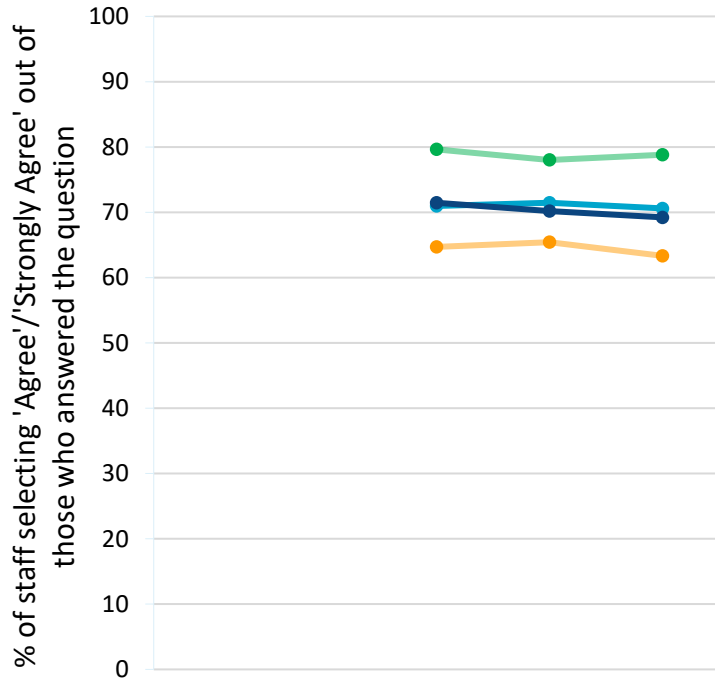
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	-	-	72.66%	72.55%	71.98%
Best result	-	-	80.00%	80.09%	79.13%
Average result	-	-	72.89%	73.76%	73.20%
Worst result	-	-	64.98%	66.84%	65.96%
Responses	-	-	6829	9857	11163

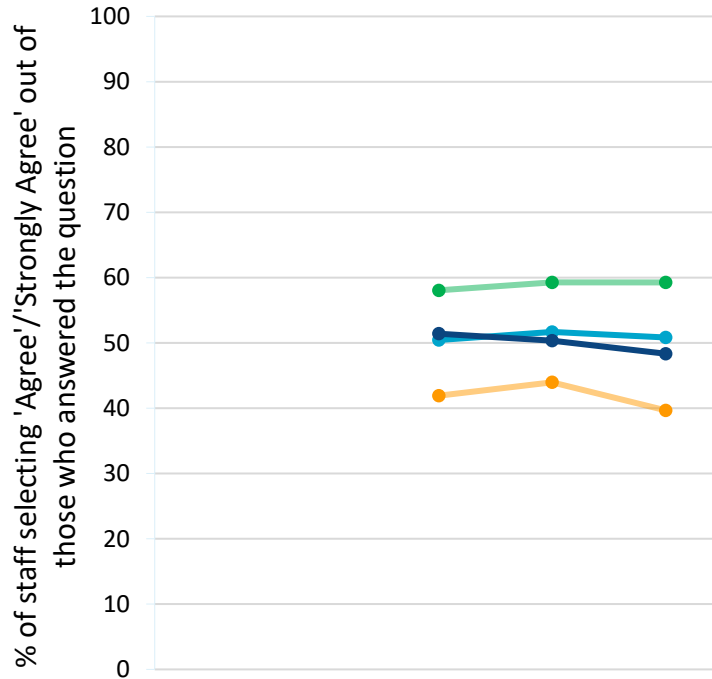


Q3d I am able to make suggestions to improve the work of my team / department.



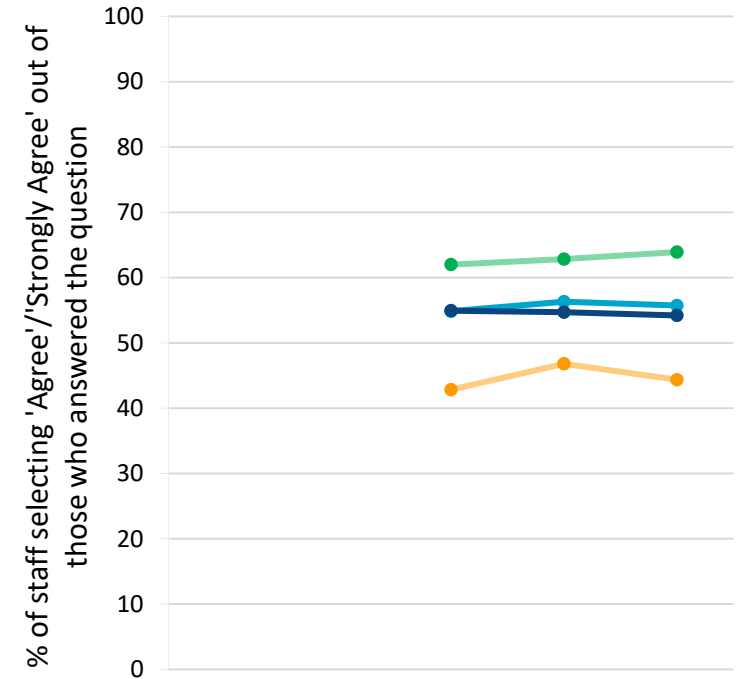
	2020	2021	2022	2023	2024
Your org	-	-	71.46%	70.18%	69.23%
Best result	-	-	79.64%	78.01%	78.83%
Average result	-	-	70.96%	71.46%	70.60%
Worst result	-	-	64.71%	65.42%	63.34%
Responses	-	-	6834	9857	11157

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



	2020	2021	2022	2023	2024
Your org	-	-	51.41%	50.33%	48.35%
Best result	-	-	58.05%	59.27%	59.25%
Average result	-	-	50.44%	51.68%	50.81%
Worst result	-	-	41.91%	43.96%	39.67%
Responses	-	-	6835	9864	11155

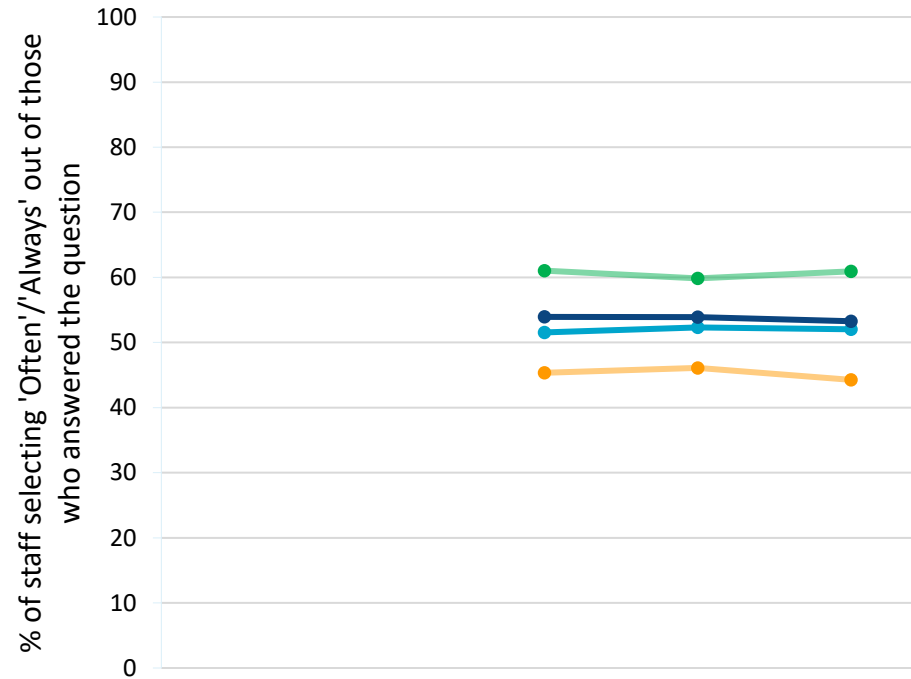
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	-	-	54.93%	54.70%	54.20%
Best result	-	-	61.98%	62.83%	63.91%
Average result	-	-	54.86%	56.31%	55.73%
Worst result	-	-	42.83%	46.80%	44.36%
Responses	-	-	6827	9819	11129



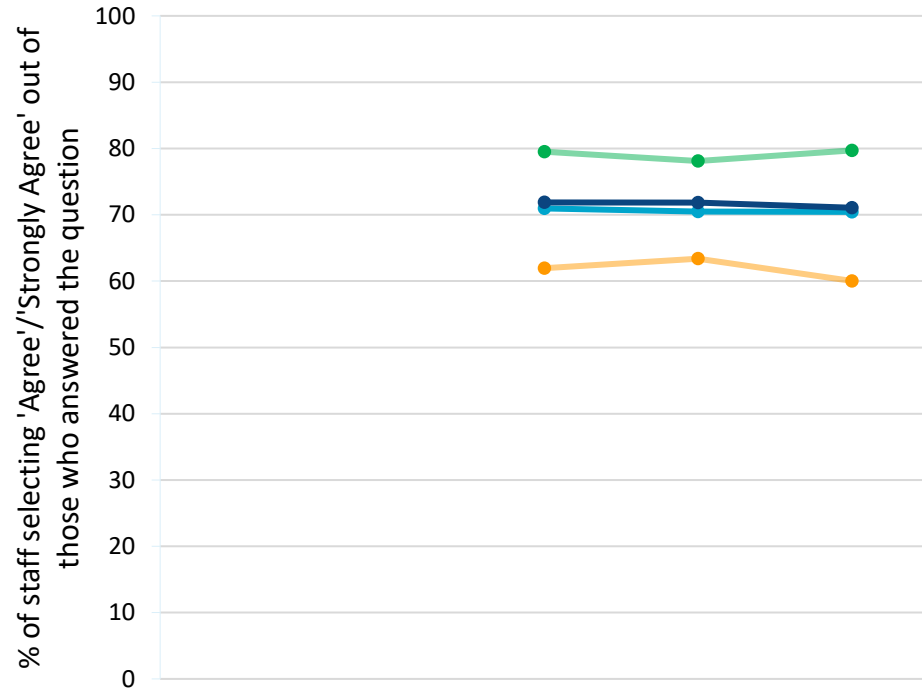
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	-	-	53.93%	53.91%	53.27%
Best result	-	-	61.04%	59.85%	60.94%
Average result	-	-	51.55%	52.31%	52.02%
Worst result	-	-	45.33%	46.10%	44.26%
Responses	-	-	6823	9830	11151

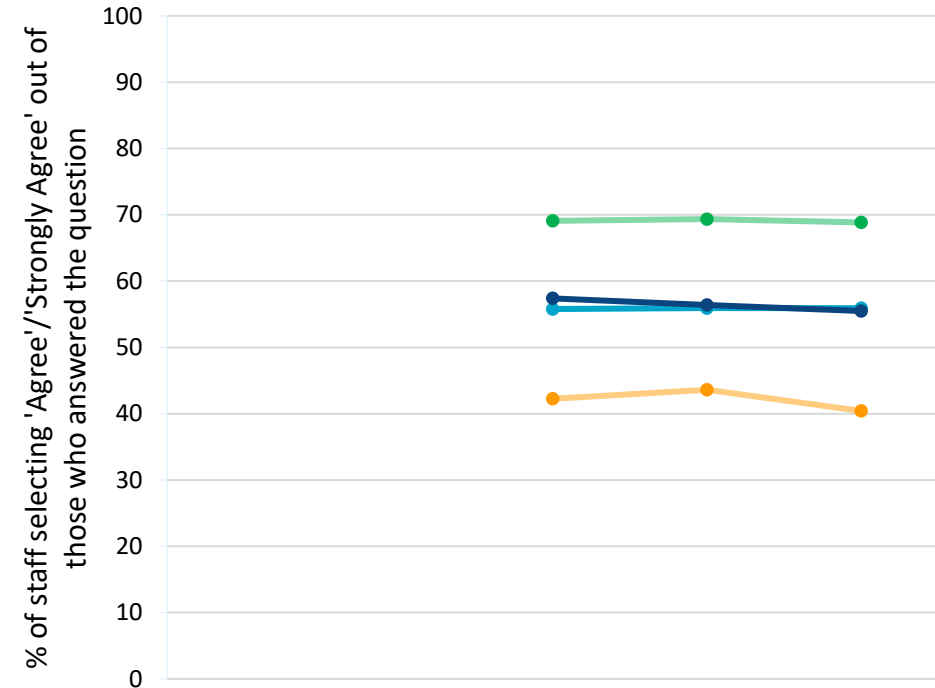


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	-	-	71.87%	71.82%	71.06%
Best result	-	-	79.51%	78.11%	79.71%
Average result	-	-	70.96%	70.47%	70.44%
Worst result	-	-	61.96%	63.38%	60.03%
Responses	-	-	6815	9804	11140

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

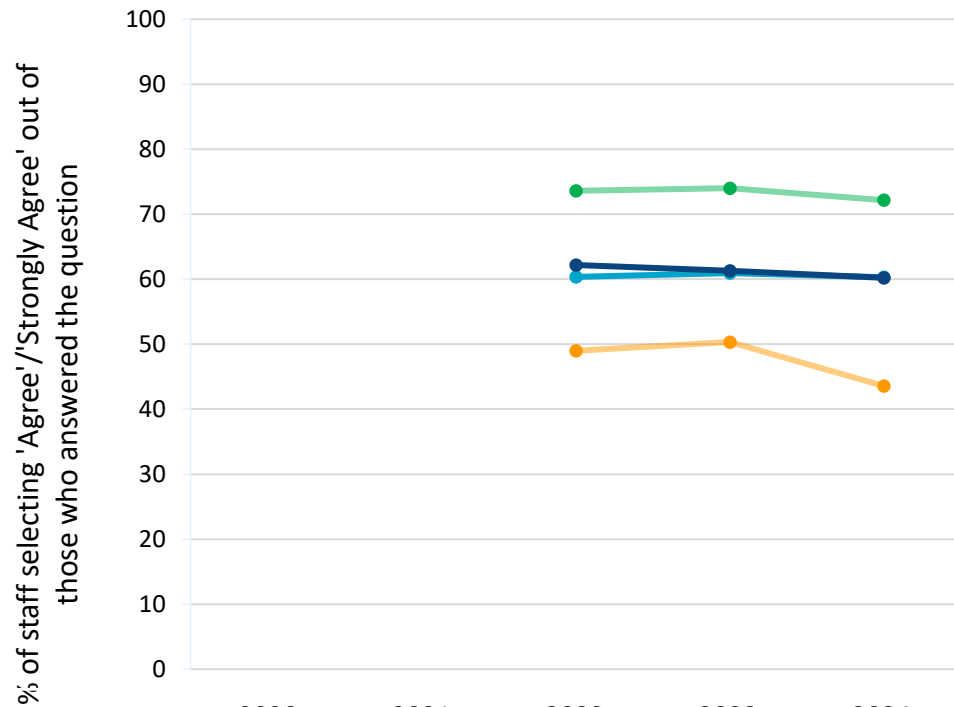


	2020	2021	2022	2023	2024
Your org	-	-	57.39%	56.42%	55.49%
Best result	-	-	69.10%	69.35%	68.85%
Average result	-	-	55.79%	55.93%	55.91%
Worst result	-	-	42.28%	43.61%	40.42%
Responses	-	-	6805	9777	11119

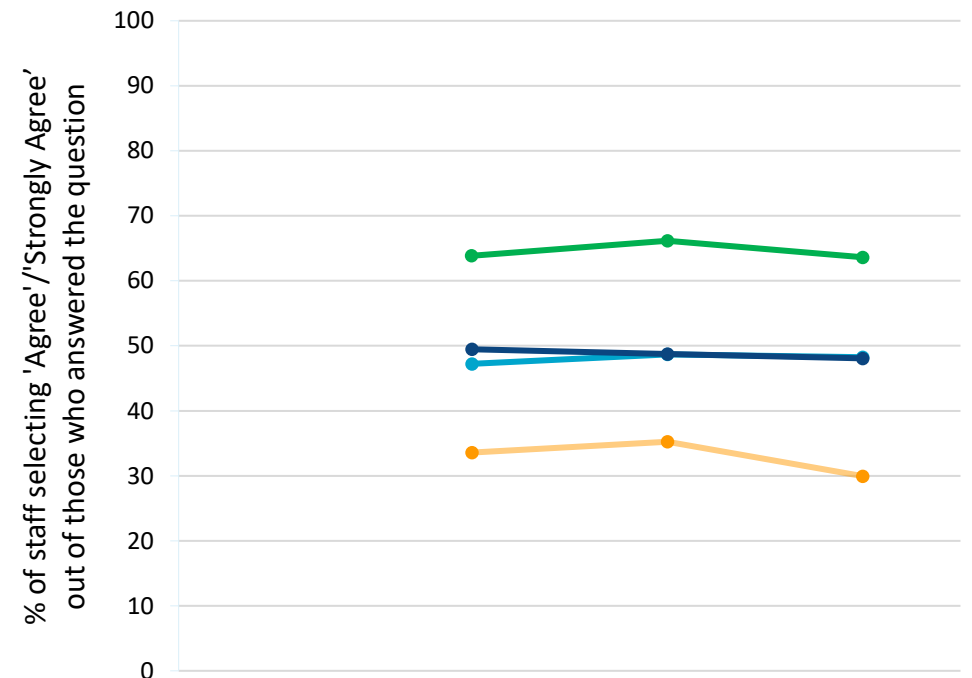


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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	-	-	62.18%	61.29%	60.21%
Best result	-	-	73.58%	74.00%	72.15%
Average result	-	-	60.37%	60.93%	60.29%
Worst result	-	-	48.97%	50.33%	43.56%
Responses	-	-	6788	9806	11136



	2021	2022	2023	2024
Your org	-	49.47%	48.74%	48.07%
Best result	-	63.83%	66.16%	63.63%
Average result	-	47.23%	48.67%	48.23%
Worst result	-	33.59%	35.24%	29.95%
Responses	-	6791	9807	11111

## People Promise element – We are safe and healthy



### Questions included:

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

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

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

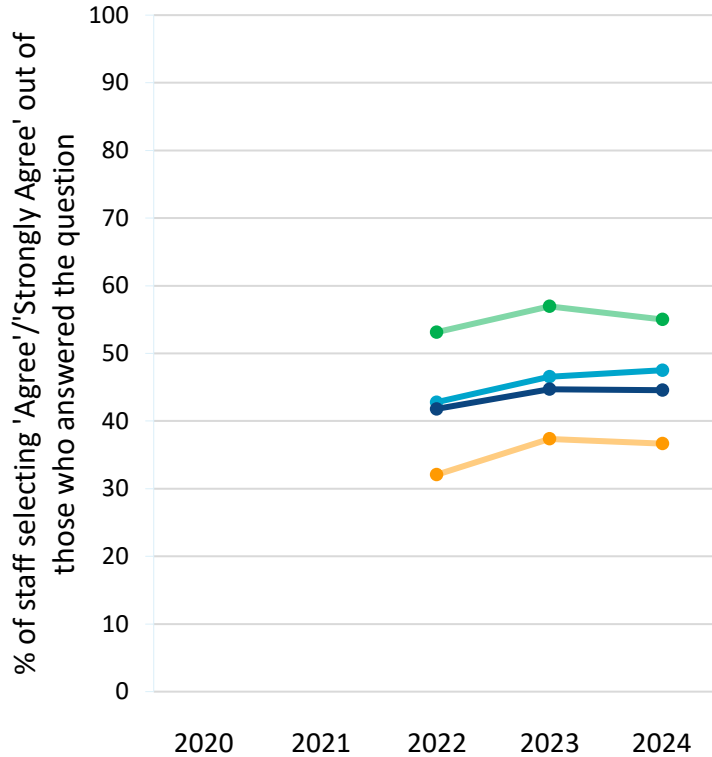
Other questions:\* Q17a, Q17b, Q22

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

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

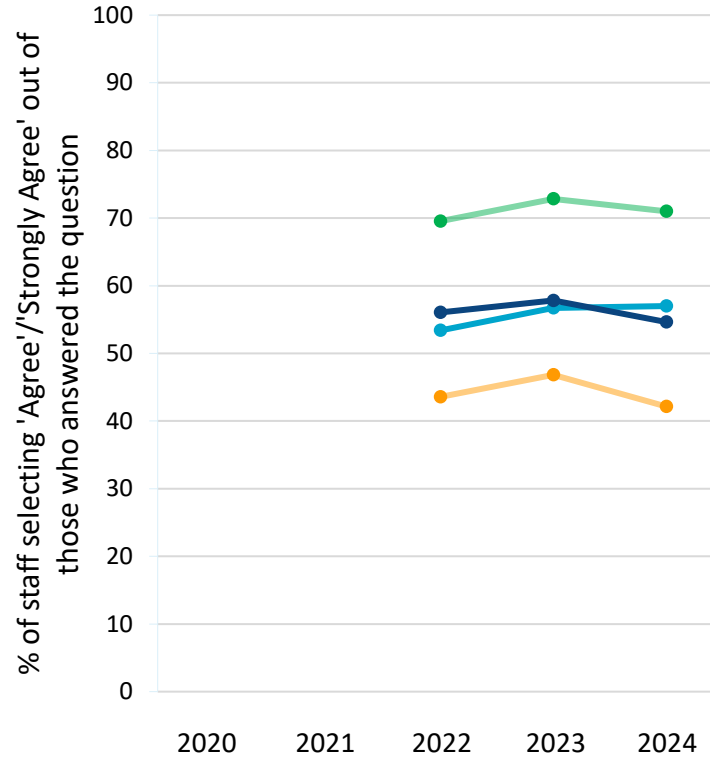


Q3g I am able to meet all the conflicting demands on my time at work.



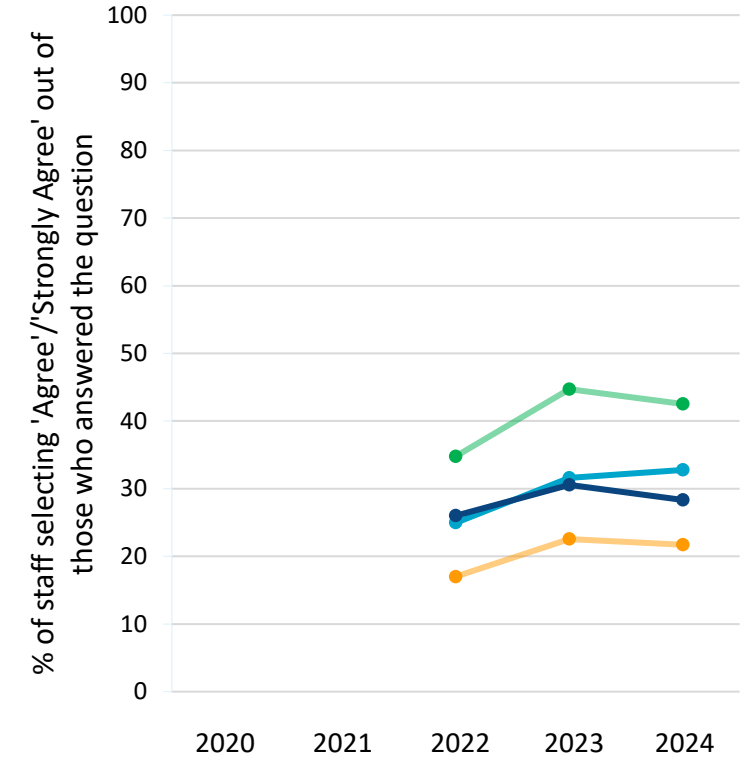
	2020	2021	2022	2023	2024
Your org	-	-	41.79%	44.69%	44.58%
Best result	-	-	53.13%	56.95%	55.01%
Average result	-	-	42.78%	46.56%	47.51%
Worst result	-	-	32.05%	37.35%	36.68%
Responses	-	-	6823	9828	11130

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



	2020	2021	2022	2023	2024
Your org	-	-	56.05%	57.82%	54.64%
Best result	-	-	69.54%	72.83%	70.99%
Average result	-	-	53.39%	56.69%	57.00%
Worst result	-	-	43.54%	46.82%	42.14%
Responses	-	-	6823	9805	11118

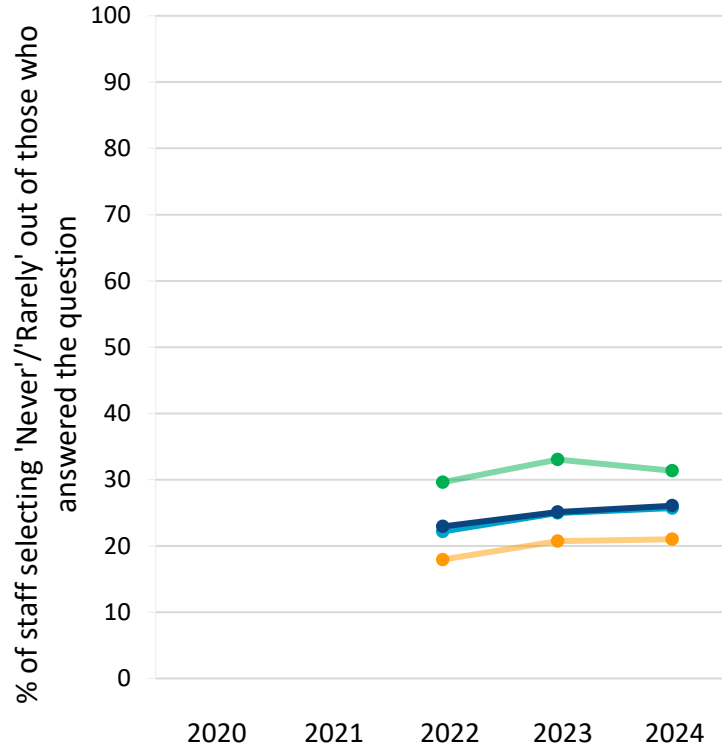
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	-	-	26.00%	30.56%	28.33%
Best result	-	-	34.78%	44.71%	42.52%
Average result	-	-	24.95%	31.62%	32.77%
Worst result	-	-	17.00%	22.55%	21.73%
Responses	-	-	6834	9869	11168

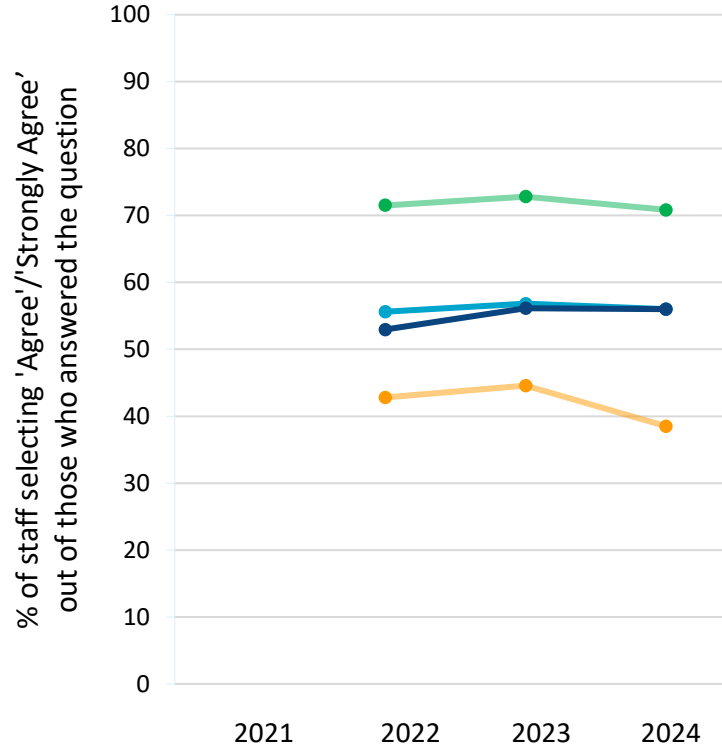


Q5a I have unrealistic time pressures.



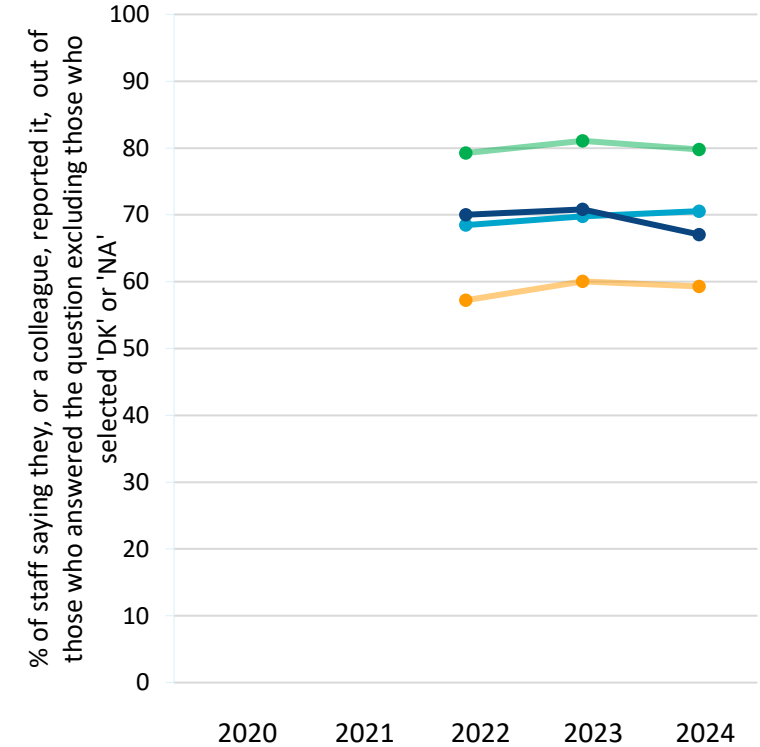
Your org	-	-	22.93%	25.11%	26.06%
Best result	-	-	29.61%	33.04%	31.37%
Average result	-	-	22.18%	24.95%	25.71%
Worst result	-	-	17.94%	20.72%	21.01%
Responses	-	-	6817	9850	11161

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



Your org	-	52.96%	56.13%	56.00%
Best result	-	71.50%	72.81%	70.84%
Average result	-	55.62%	56.82%	55.99%
Worst result	-	42.82%	44.58%	38.51%
Responses	-	6752	9773	11078

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



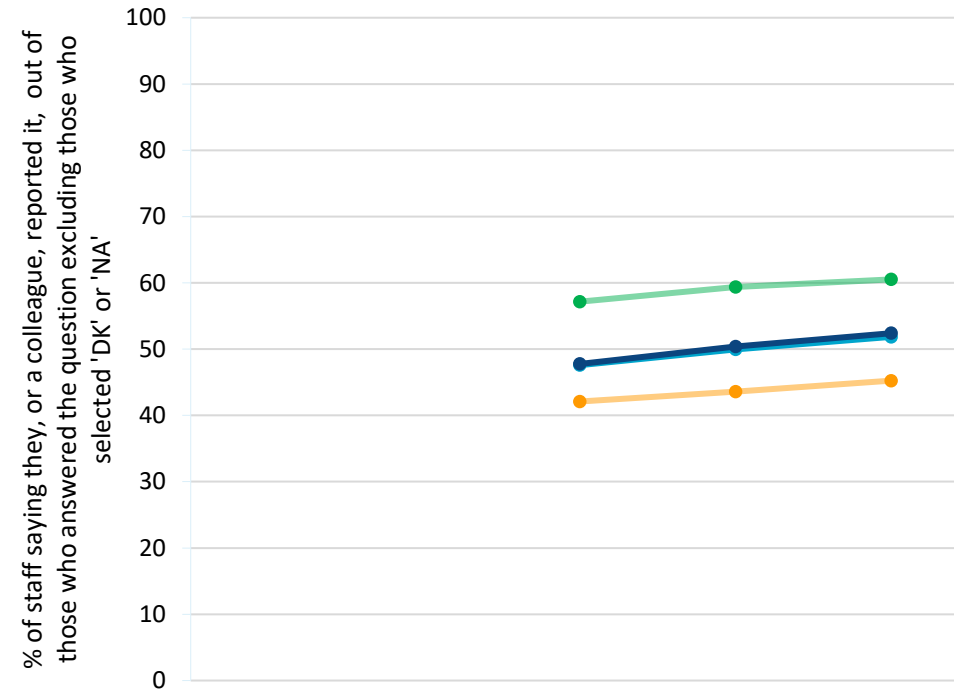
Your org	-	-	70.00%	70.81%	67.06%
Best result	-	-	79.24%	81.08%	79.79%
Average result	-	-	68.47%	69.78%	70.55%
Worst result	-	-	57.22%	60.04%	59.28%
Responses	-	-	673	1031	1481

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?

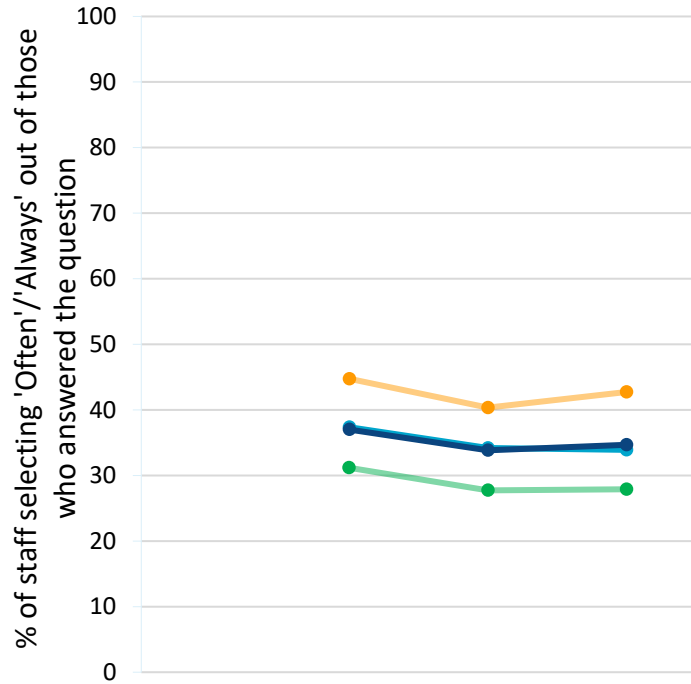


	2020	2021	2022	2023	2024
Your org	-	-	47.77%	50.38%	52.40%
Best result	-	-	57.16%	59.40%	60.52%
Average result	-	-	47.59%	49.96%	51.86%
Worst result	-	-	42.10%	43.57%	45.25%
Responses	-	-	2016	2877	3411

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

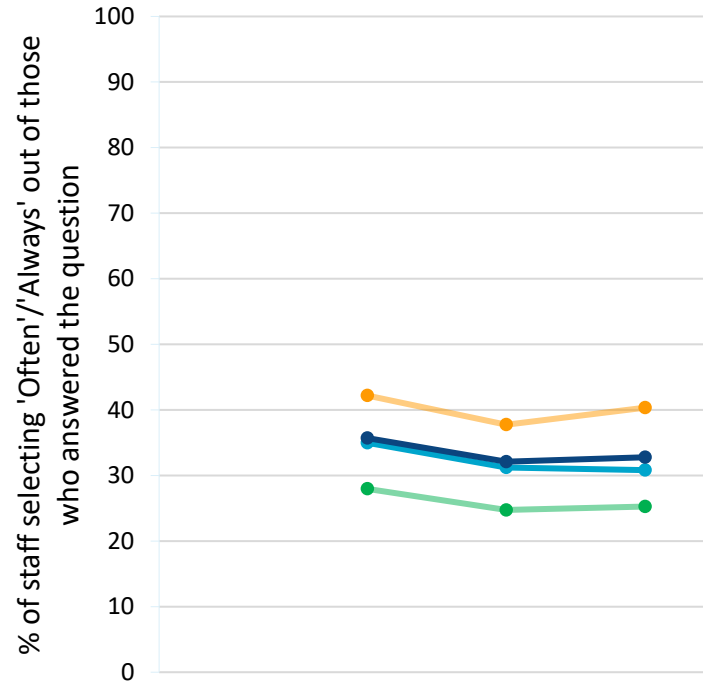


Q12a How often, if at all, do you find your work emotionally exhausting?



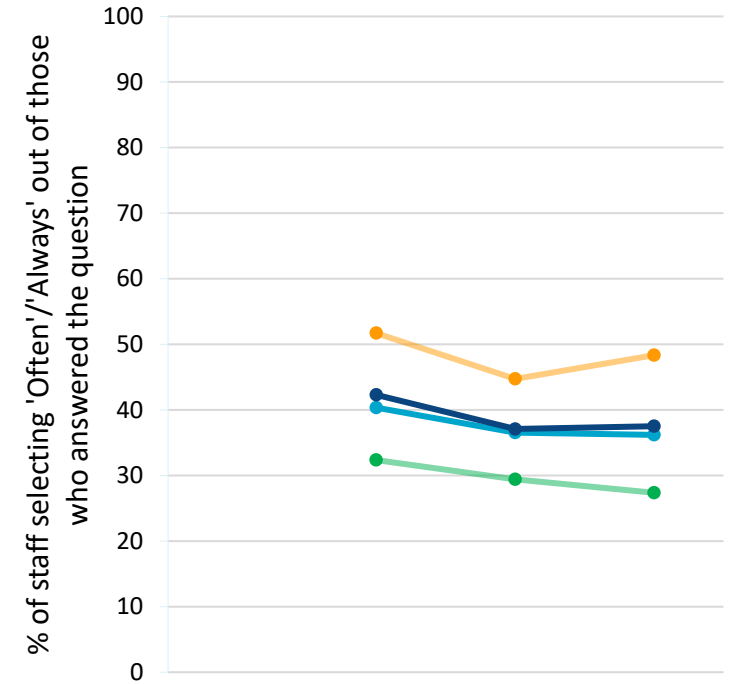
	2021	2022	2023	2024
Your org	-	37.00%	33.84%	34.67%
Best result	-	31.18%	27.73%	27.88%
Average result	-	37.36%	34.20%	33.91%
Worst result	-	44.75%	40.35%	42.73%
Responses	-	6833	9875	11186

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



	2021	2022	2023	2024
Your org	-	35.70%	32.11%	32.79%
Best result	-	27.95%	24.74%	25.24%
Average result	-	34.98%	31.20%	30.82%
Worst result	-	42.19%	37.74%	40.36%
Responses	-	6825	9857	11167

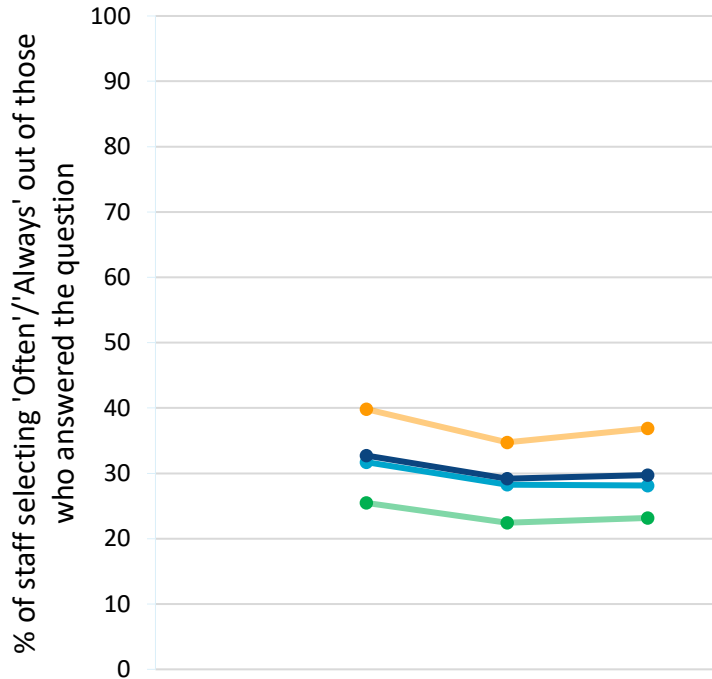
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	-	42.29%	37.09%	37.51%
Best result	-	32.35%	29.40%	27.37%
Average result	-	40.35%	36.52%	36.19%
Worst result	-	51.70%	44.72%	48.33%
Responses	-	6810	9845	11162

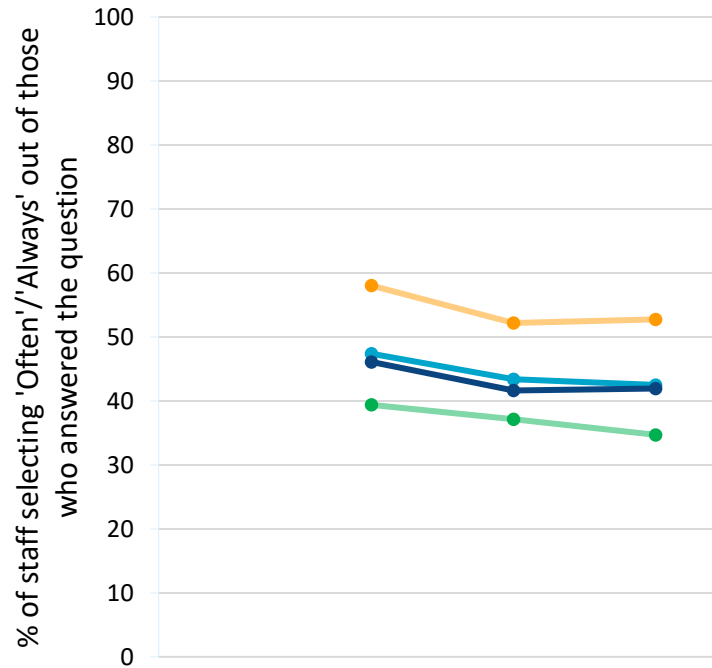


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



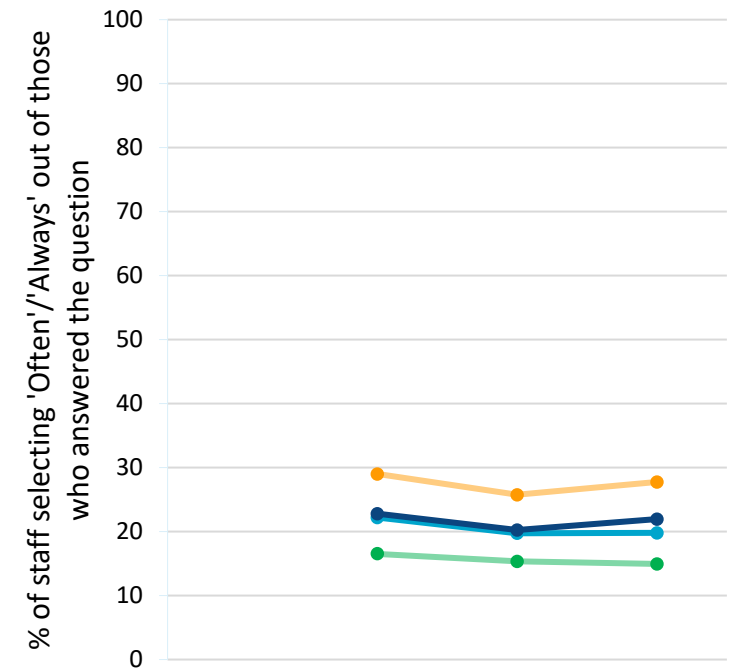
	2021	2022	2023	2024
Your org	-	32.72%	29.19%	29.74%
Best result	-	25.47%	22.44%	23.17%
Average result	-	31.71%	28.26%	28.13%
Worst result	-	39.81%	34.74%	36.90%
Responses	-	6811	9838	11155

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	-	46.09%	41.63%	41.96%
Best result	-	39.38%	37.14%	34.71%
Average result	-	47.37%	43.37%	42.50%
Worst result	-	58.02%	52.18%	52.73%
Responses	-	6819	9837	11142

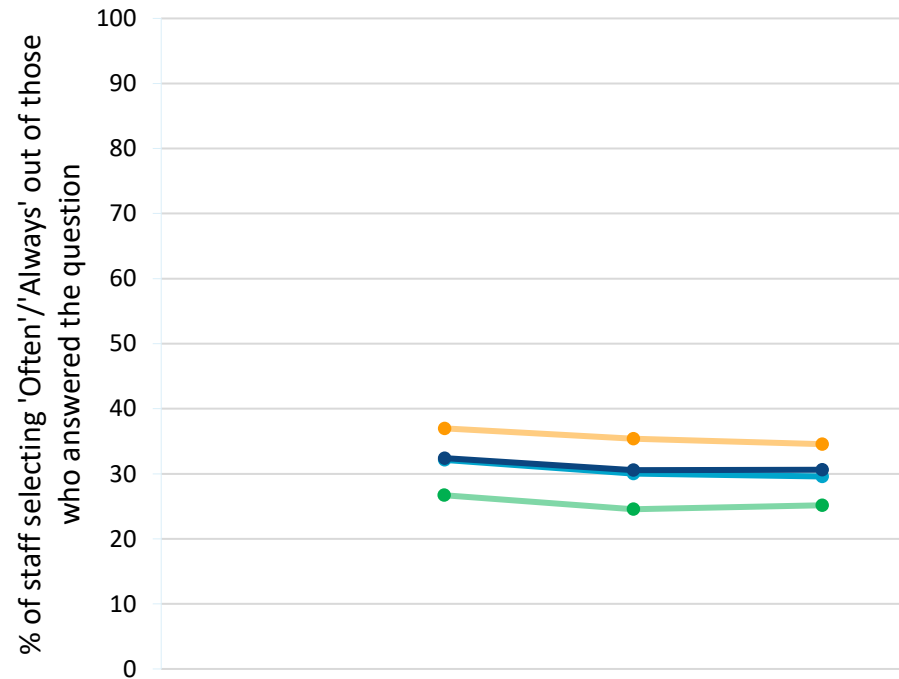
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	-	22.80%	20.24%	21.94%
Best result	-	16.50%	15.36%	14.94%
Average result	-	22.19%	19.73%	19.80%
Worst result	-	29.01%	25.76%	27.74%
Responses	-	6815	9823	11126



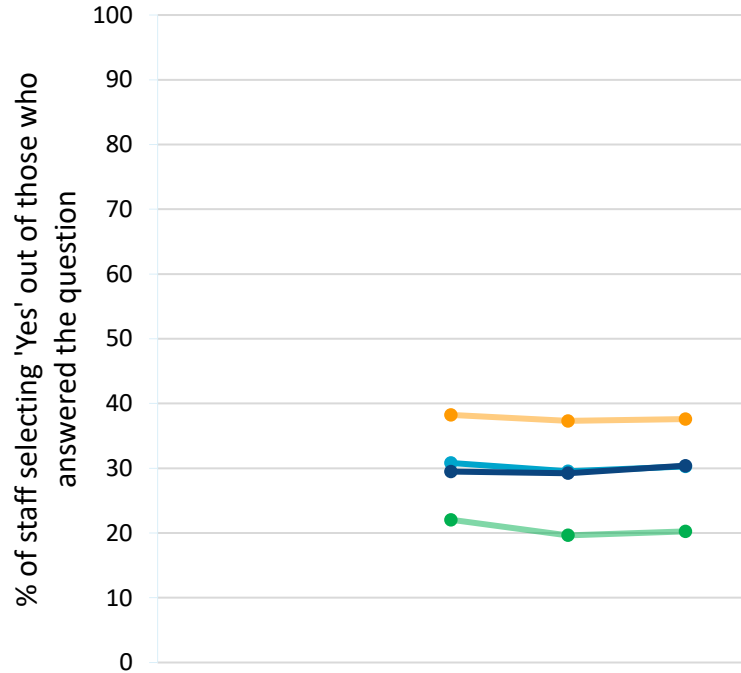
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	-	32.41%	30.56%	30.60%
Best result	-	26.70%	24.55%	25.16%
Average result	-	32.13%	30.02%	29.59%
Worst result	-	36.98%	35.41%	34.56%
Responses	-	6824	9854	11159

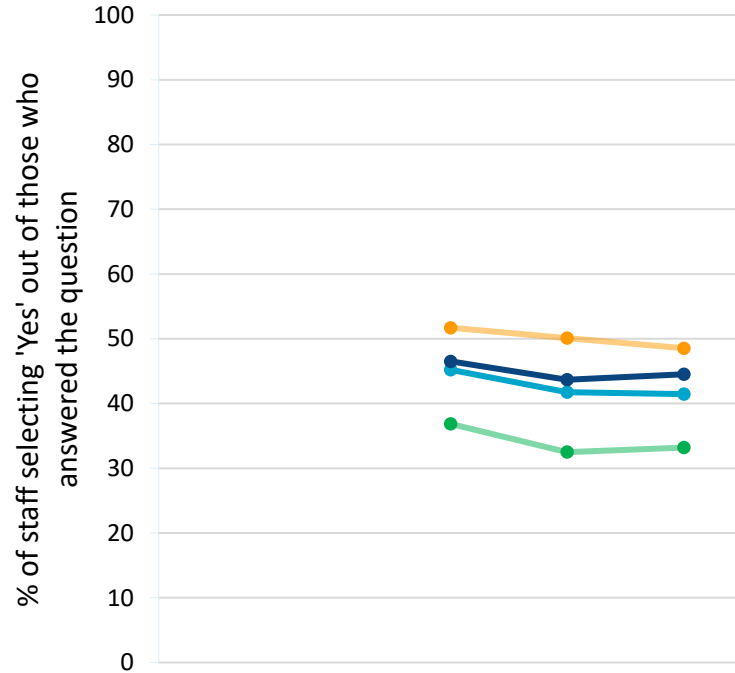


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



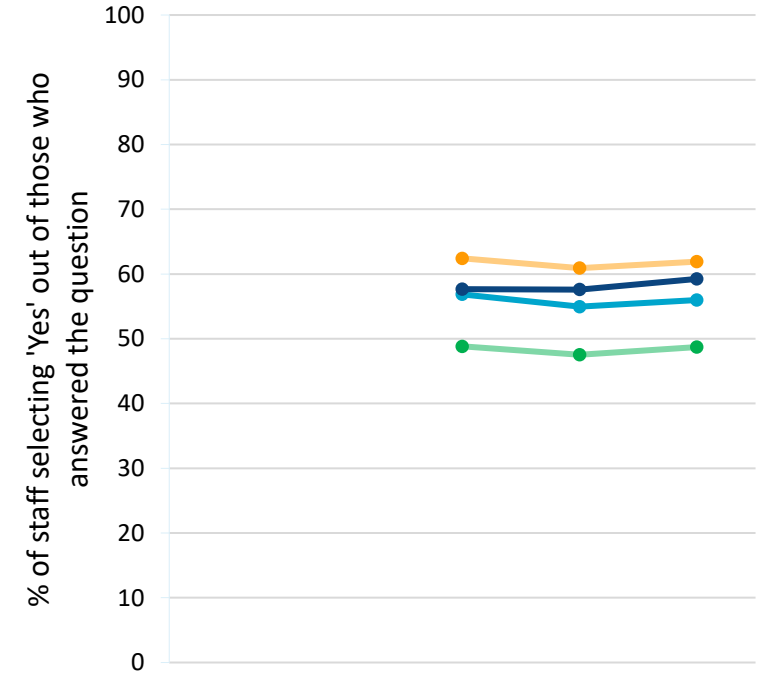
	2020	2021	2022	2023	2024
Your org	-	-	29.48%	29.23%	30.40%
Best result	-	-	22.05%	19.64%	20.23%
Average result	-	-	30.82%	29.54%	30.28%
Worst result	-	-	38.24%	37.32%	37.62%
Responses	-	-	6825	9804	11126

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



	2020	2021	2022	2023	2024
Your org	-	-	46.52%	43.67%	44.54%
Best result	-	-	36.86%	32.49%	33.18%
Average result	-	-	45.21%	41.73%	41.45%
Worst result	-	-	51.71%	50.11%	48.54%
Responses	-	-	6823	9795	11123

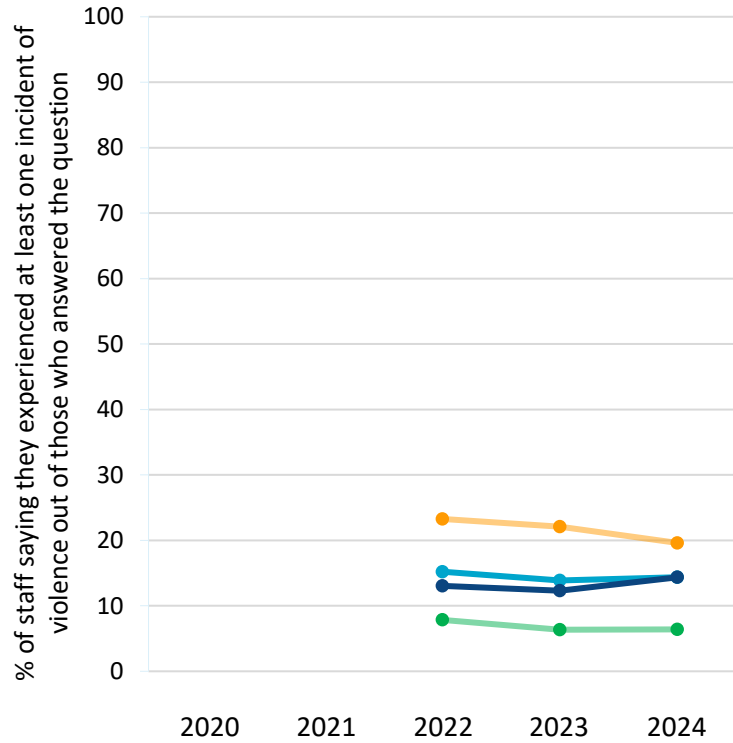
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2020	2021	2022	2023	2024
Your org	-	-	57.69%	57.59%	59.24%
Best result	-	-	48.83%	47.53%	48.72%
Average result	-	-	56.85%	54.96%	55.96%
Worst result	-	-	62.42%	60.91%	61.92%
Responses	-	-	6820	9800	11118

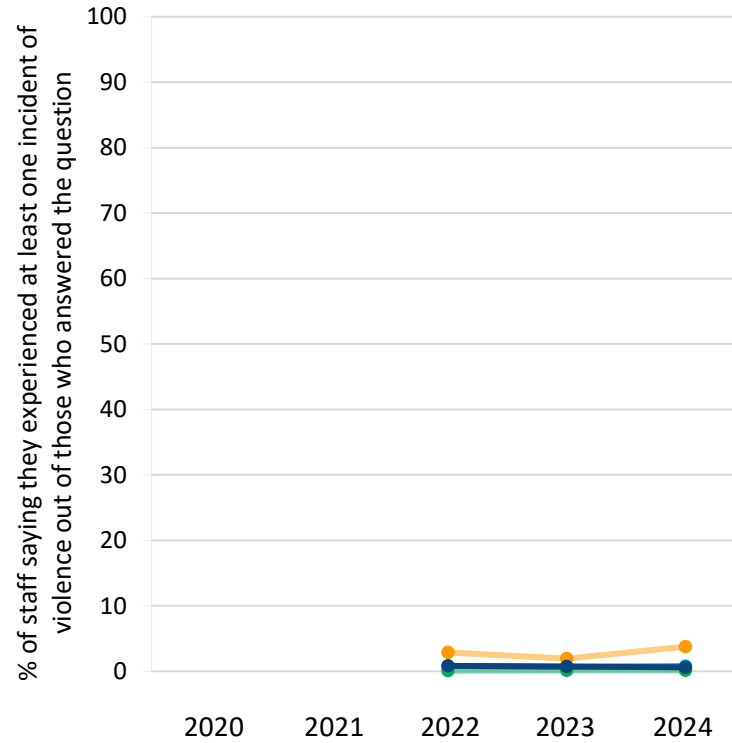


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



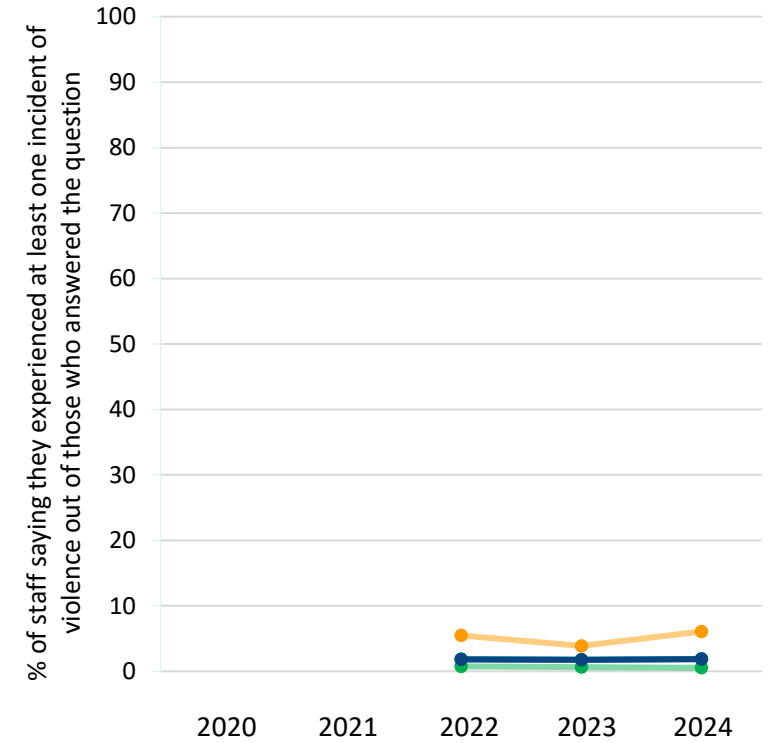
	2020	2021	2022	2023	2024
Your org	-	-	13.03%	12.31%	14.36%
Best result	-	-	7.85%	6.35%	6.38%
Average result	-	-	15.22%	13.88%	14.37%
Worst result	-	-	23.28%	22.09%	19.61%
Responses	-	-	6802	9811	11155

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



	2020	2021	2022	2023	2024
Your org	-	-	0.83%	0.72%	0.60%
Best result	-	-	0.10%	0.14%	0.14%
Average result	-	-	0.79%	0.68%	0.76%
Worst result	-	-	2.90%	1.94%	3.76%
Responses	-	-	6734	9753	11095

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

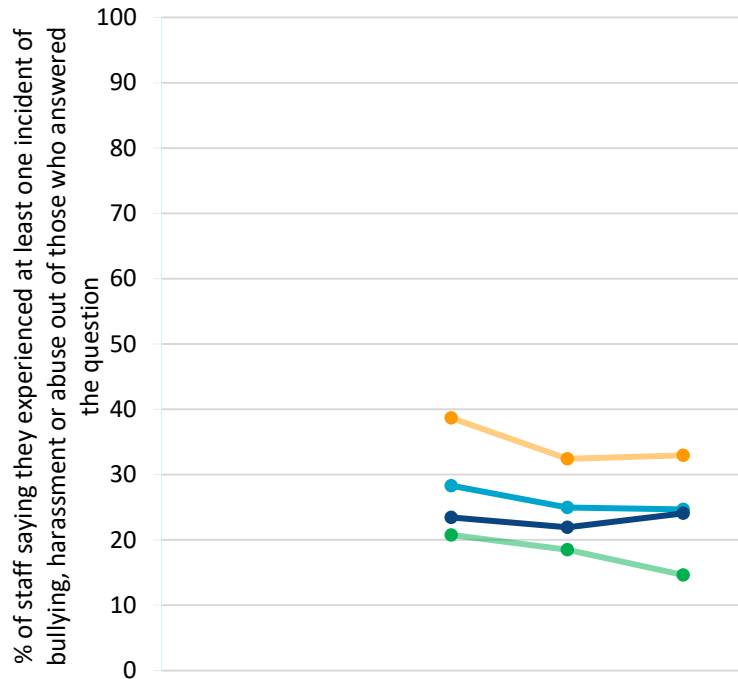


	2020	2021	2022	2023	2024
Your org	-	-	1.79%	1.76%	1.85%
Best result	-	-	0.75%	0.65%	0.53%
Average result	-	-	1.84%	1.78%	1.88%
Worst result	-	-	5.45%	3.88%	6.08%
Responses	-	-	6689	9703	11040

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.

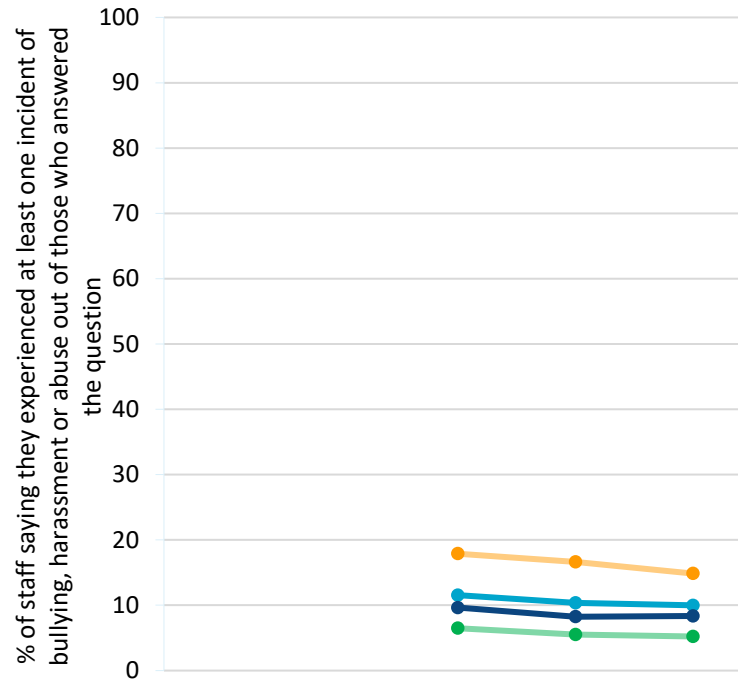


2020 2021 2022 2023 2024

	2020	2021	2022	2023	2024
Your org	-	-	23.45%	21.94%	24.07%
Best result	-	-	20.77%	18.48%	14.63%
Average result	-	-	28.31%	24.99%	24.68%
Worst result	-	-	38.68%	32.43%	32.94%

Responses - - 6807 9806 11149

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

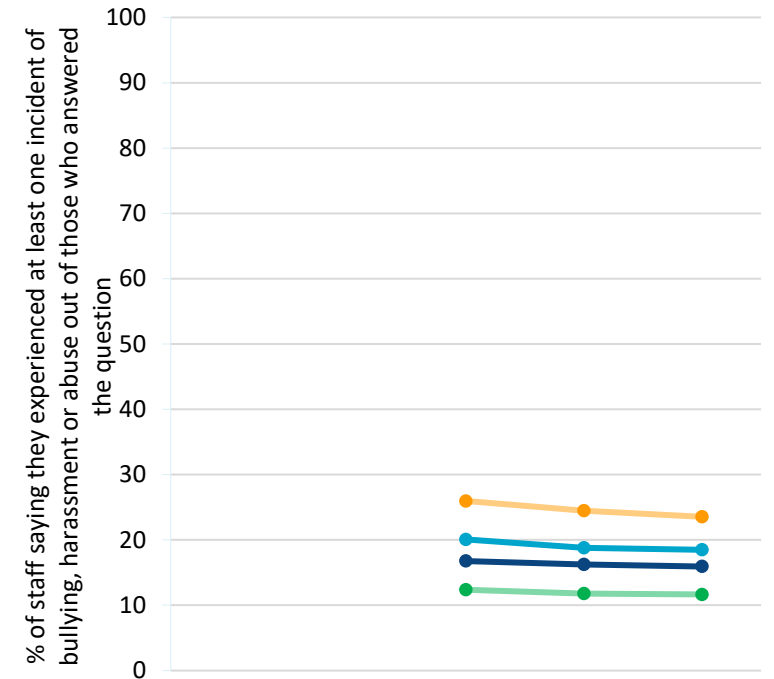


2020 2021 2022 2023 2024

	2020	2021	2022	2023	2024
Your org	-	-	9.65%	8.24%	8.36%
Best result	-	-	6.48%	5.52%	5.22%
Average result	-	-	11.55%	10.35%	10.00%
Worst result	-	-	17.89%	16.64%	14.86%

Responses - - 6752 9750 11093

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

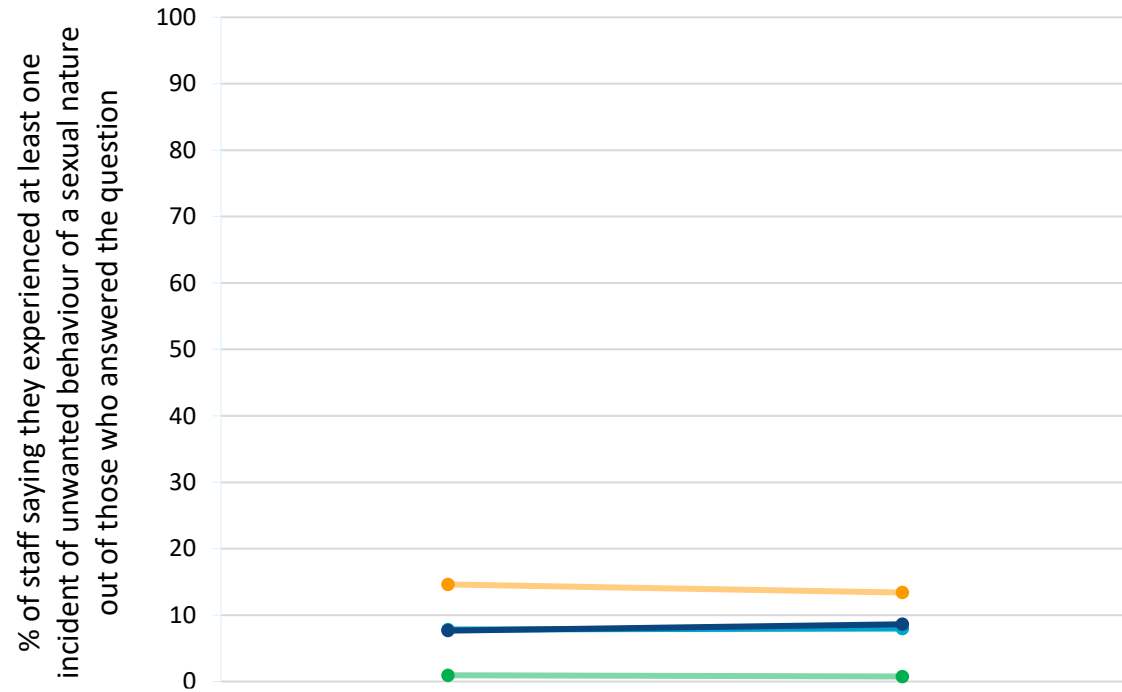
	2020	2021	2022	2023	2024
Your org	-	-	16.76%	16.25%	15.93%
Best result	-	-	12.37%	11.80%	11.66%
Average result	-	-	20.08%	18.78%	18.49%
Worst result	-	-	25.97%	24.45%	23.55%

Responses - - 6712 9765 11098

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



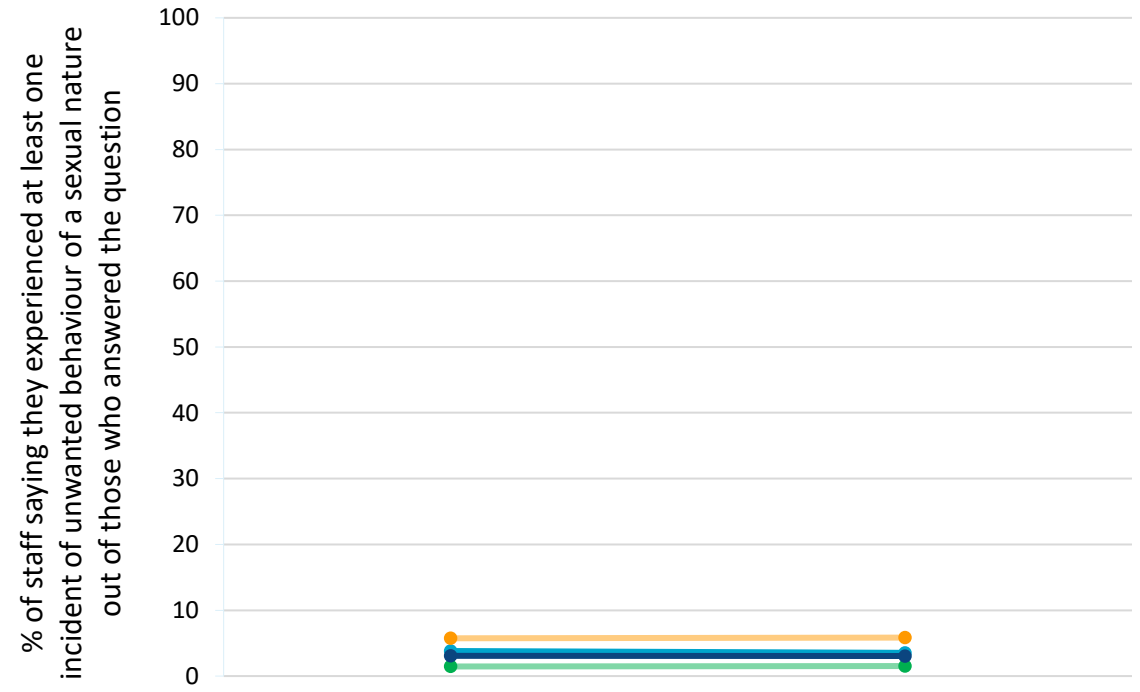
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



2023 2024

Your org	7.66%	8.62%
Best result	0.94%	0.76%
Average result	7.82%	7.98%
Worst result	14.61%	13.39%
Responses	9866	11185

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

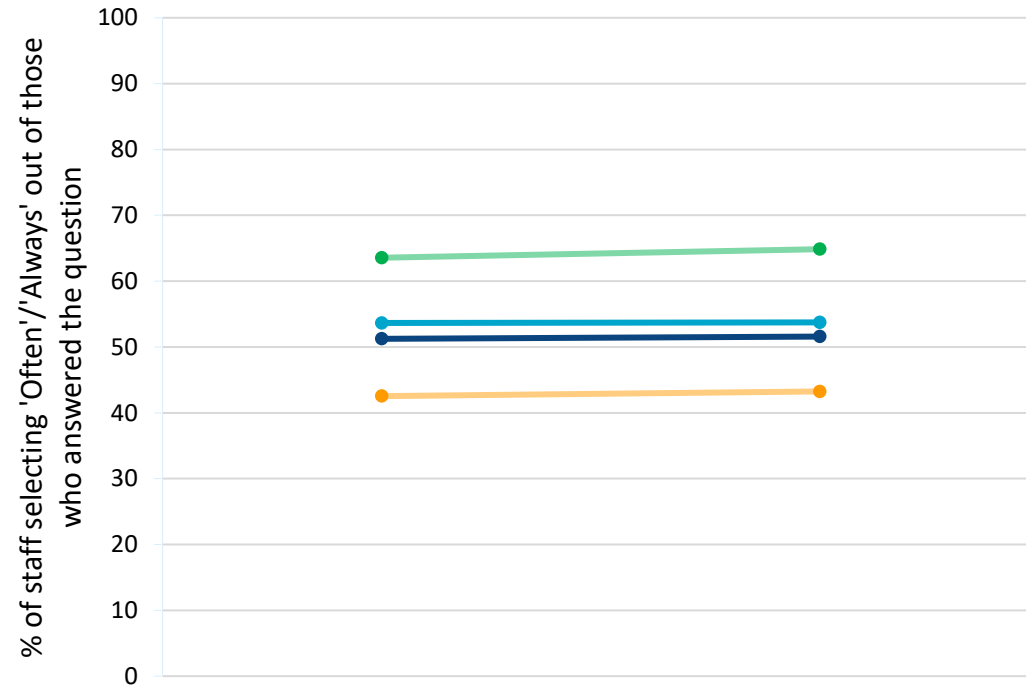
Your org	3.08%	3.05%
Best result	1.46%	1.52%
Average result	3.81%	3.53%
Worst result	5.74%	5.85%
Responses	9837	11127

\*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	51.24%	51.58%
Best result	63.56%	64.85%
Average result	53.65%	53.73%
Worst result	42.53%	43.25%
Responses	9864	11179

\*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

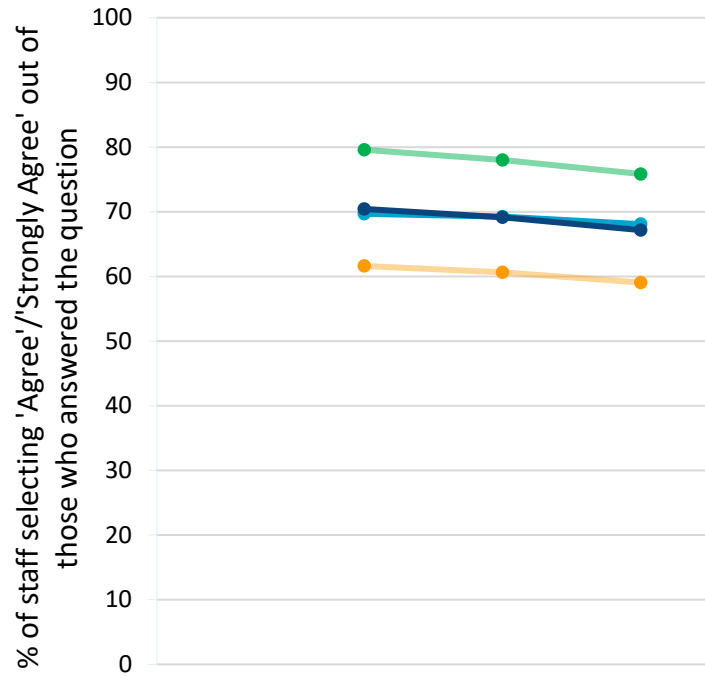
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

\*\*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.

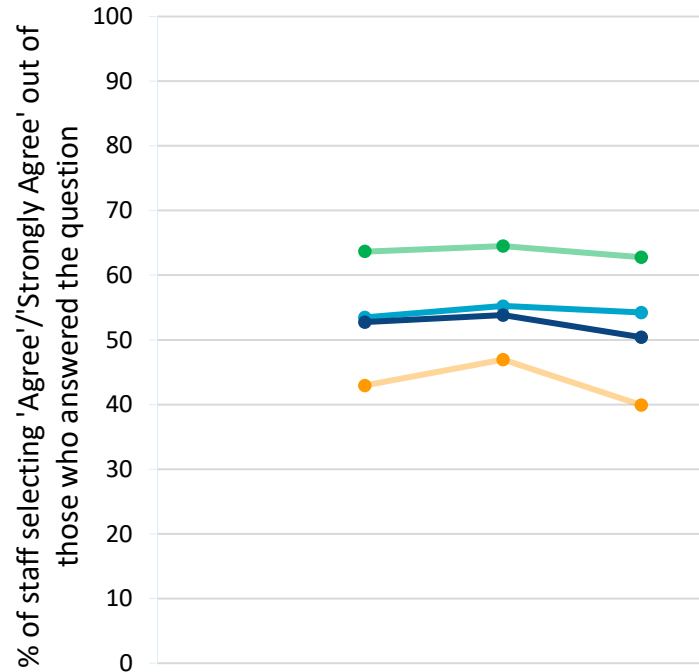


Q24a This organisation offers me challenging work.



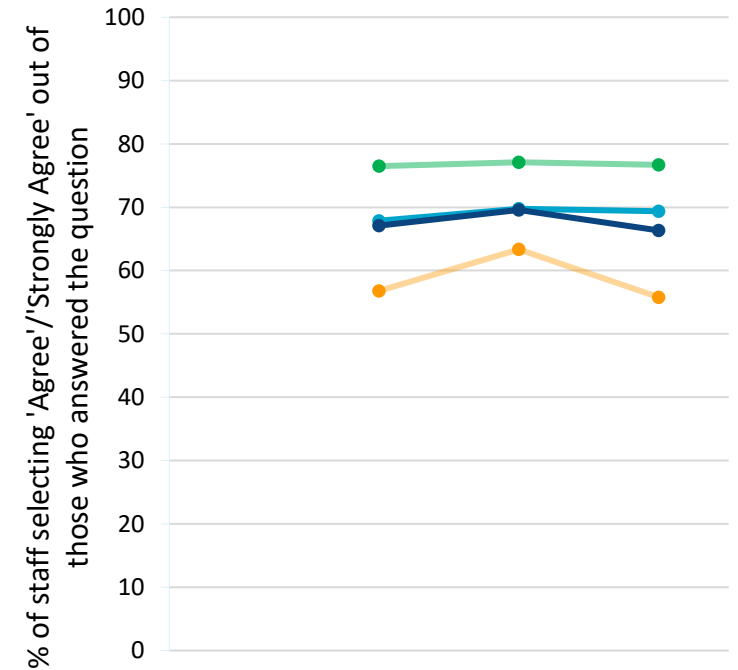
	2021	2022	2023	2024
Your org	-	70.43%	69.13%	67.16%
Best result	-	79.59%	78.00%	75.84%
Average result	-	69.68%	69.23%	68.08%
Worst result	-	61.62%	60.63%	59.05%
Responses	-	6807	9851	11161

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



	2021	2022	2023	2024
Your org	-	52.75%	53.83%	50.40%
Best result	-	63.63%	64.50%	62.77%
Average result	-	53.47%	55.24%	54.25%
Worst result	-	42.97%	46.95%	39.91%
Responses	-	6811	9858	11171

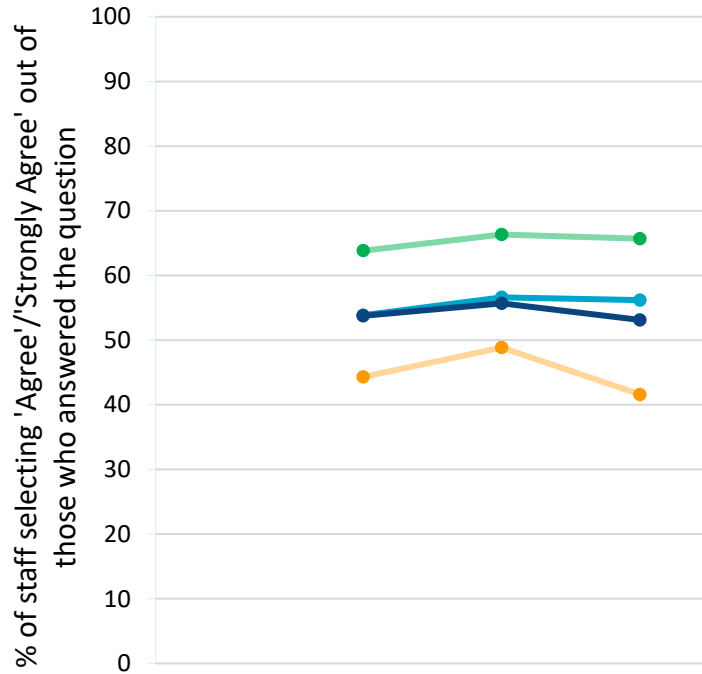
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	-	67.07%	69.57%	66.34%
Best result	-	76.49%	77.10%	76.67%
Average result	-	67.87%	69.76%	69.39%
Worst result	-	56.77%	63.34%	55.79%
Responses	-	6803	9854	11153

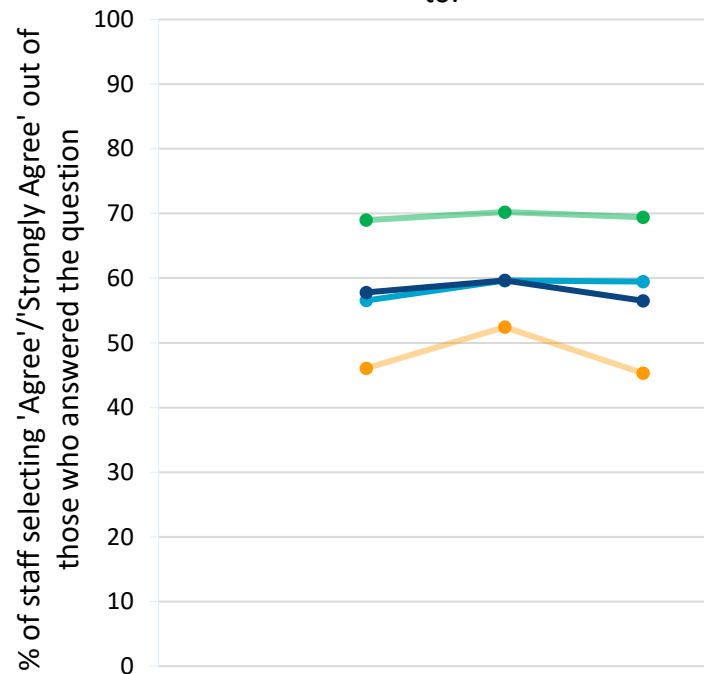


Q24d I feel supported to develop my potential.



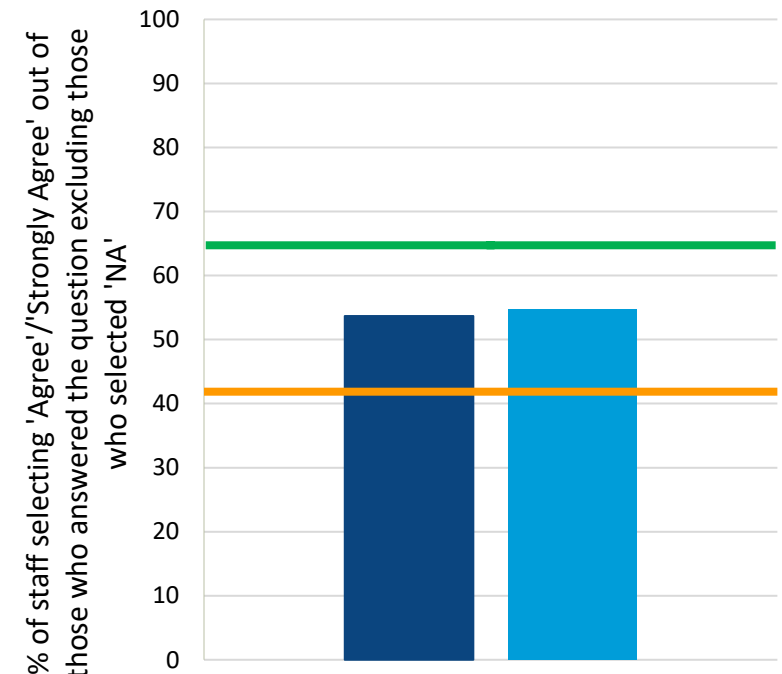
	2021	2022	2023	2024
Your org	-	53.74%	55.69%	53.12%
Best result	-	63.83%	66.33%	65.69%
Average result	-	53.85%	56.61%	56.17%
Worst result	-	44.31%	48.84%	41.60%
Responses	-	6811	9849	11133

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



	2021	2022	2023	2024
Your org	-	57.77%	59.65%	56.51%
Best result	-	68.98%	70.23%	69.44%
Average result	-	56.55%	59.64%	59.45%
Worst result	-	46.06%	52.43%	45.31%
Responses	-	6805	9847	11048

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

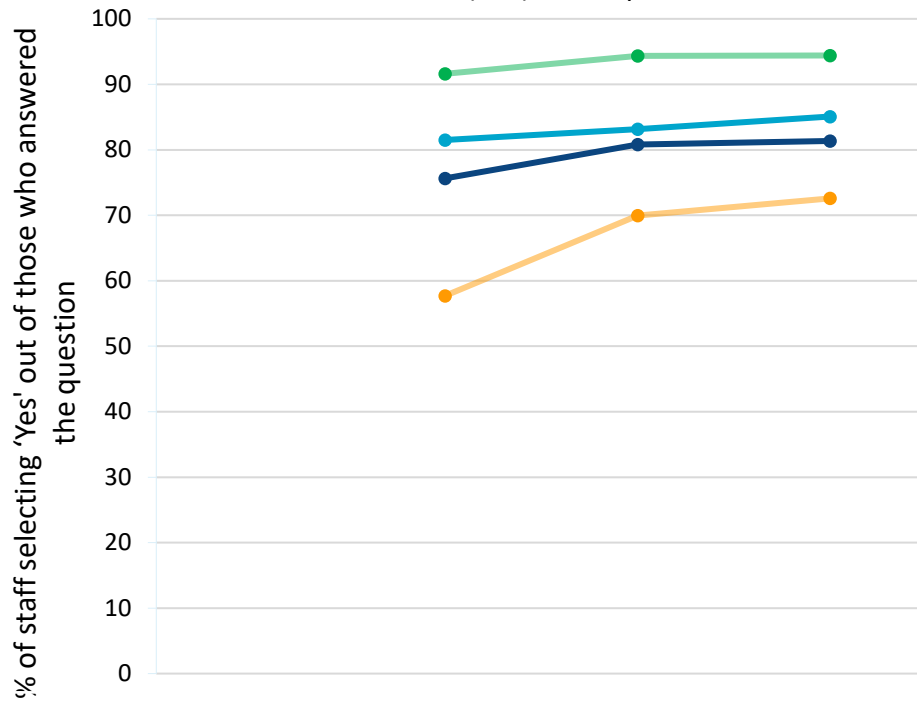


	2024
Your org	53.68%
Best result	64.73%
Average result	54.75%
Worst result	41.87%
Responses	8705

\*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.



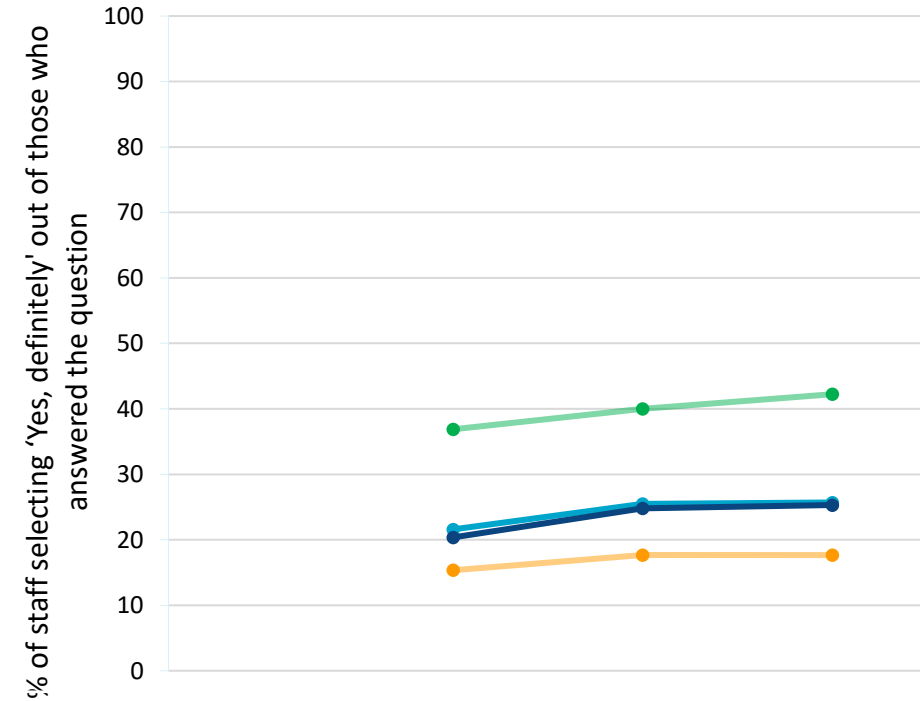
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	-	75.63%	80.80%	81.35%
Best result	-	91.61%	94.36%	94.41%
Average result	-	81.50%	83.17%	85.08%
Worst result	-	57.70%	69.95%	72.58%

Responses - 6783 9774 11122

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



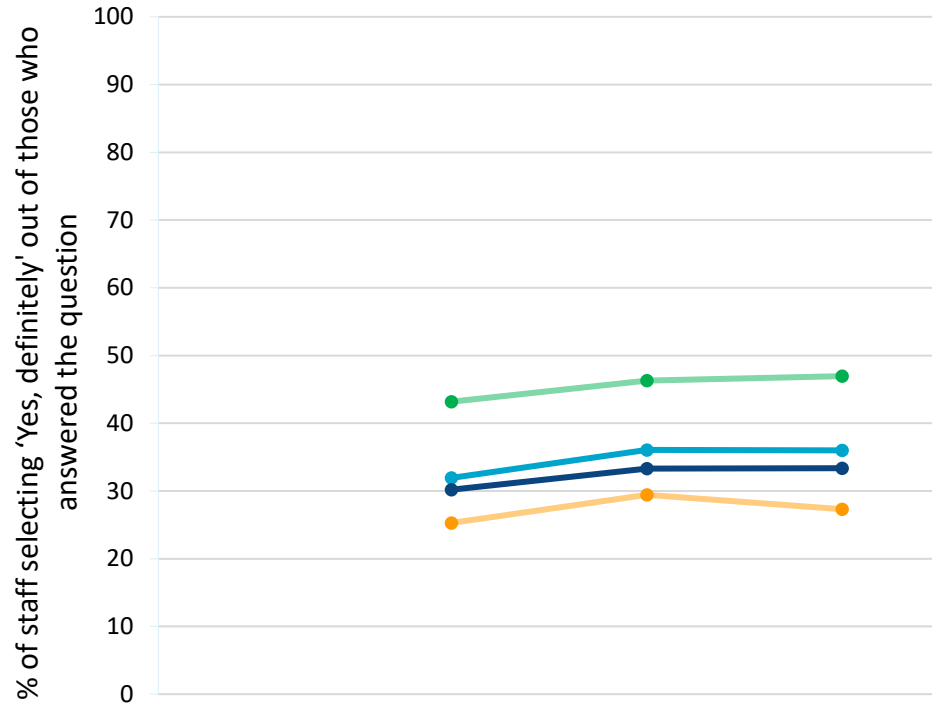
	2021	2022	2023	2024
Your org	-	20.37%	24.80%	25.31%
Best result	-	36.88%	39.99%	42.23%
Average result	-	21.59%	25.50%	25.70%
Worst result	-	15.35%	17.68%	17.65%

Responses - 5045 7846 8995

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

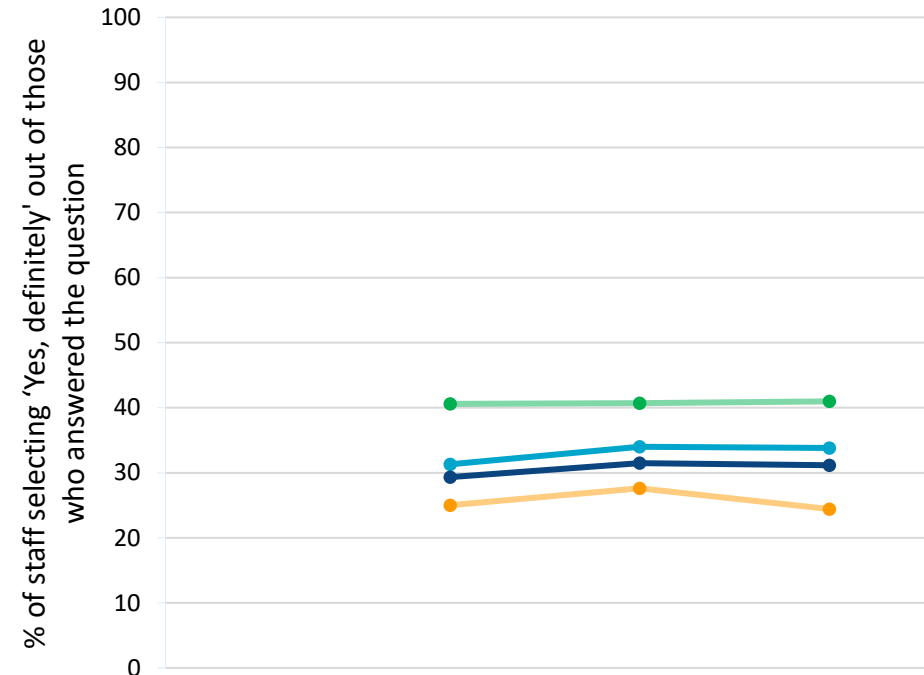


Q23c It helped me agree clear objectives for my work.



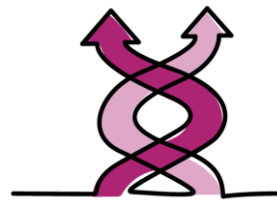
	2021	2022	2023	2024
Your org	-	30.19%	33.29%	33.36%
Best result	-	43.18%	46.31%	46.95%
Average result	-	31.93%	36.06%	36.01%
Worst result	-	25.28%	29.43%	27.28%
Responses	-	5044	7830	8957

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



	2021	2022	2023	2024
Your org	-	29.33%	31.48%	31.14%
Best result	-	40.59%	40.69%	40.97%
Average result	-	31.30%	33.99%	33.79%
Worst result	-	25.03%	27.61%	24.42%
Responses	-	5045	7830	8975

## People Promise element – We work flexibly



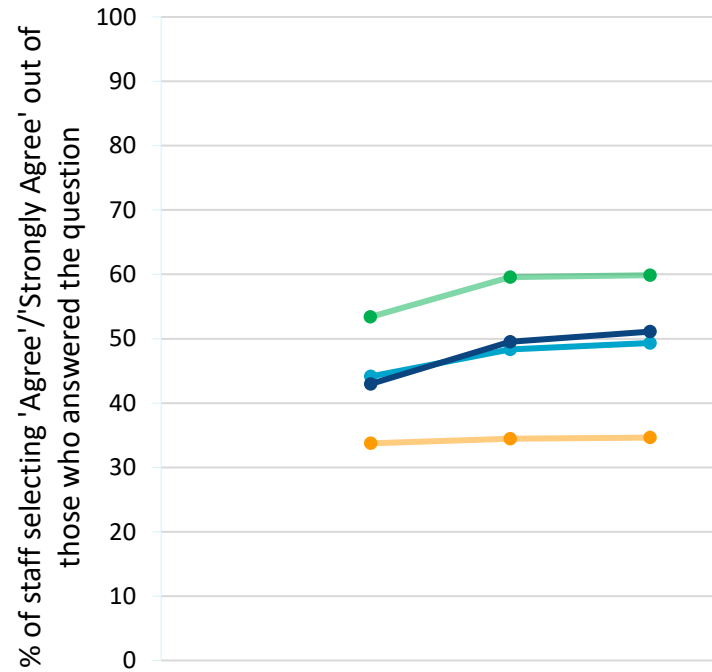
### Questions included:

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

Flexible working – Q4d

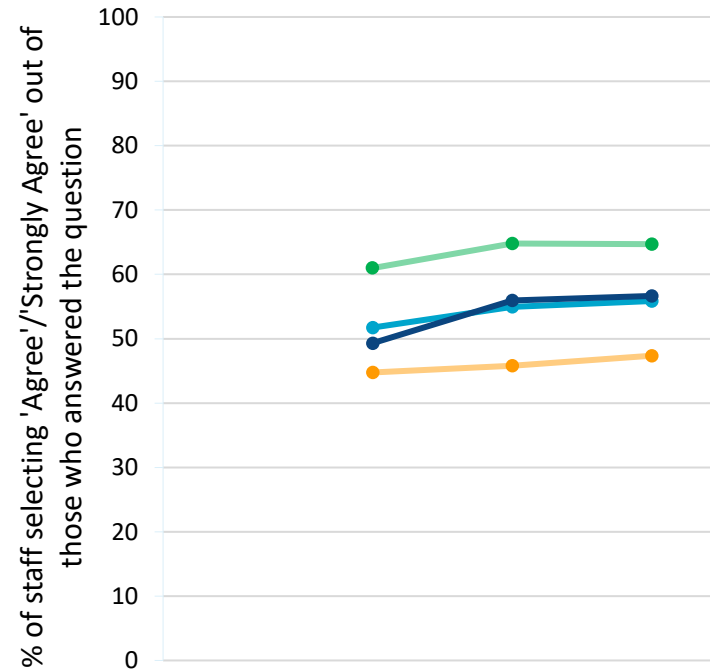


Q6b My organisation is committed to helping me balance my work and home life.



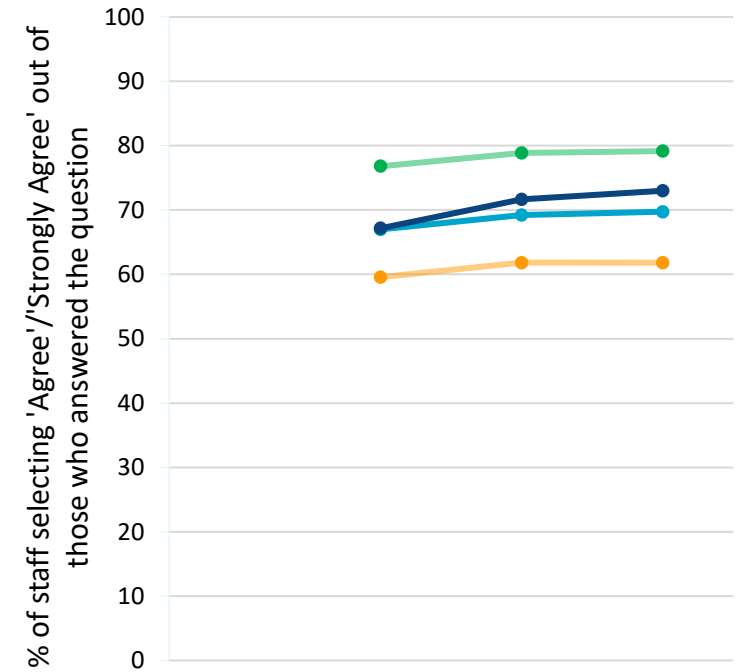
	2021	2022	2023	2024
Your org	-	42.97%	49.55%	51.10%
Best result	-	53.39%	59.57%	59.88%
Average result	-	44.14%	48.33%	49.34%
Worst result	-	33.74%	34.44%	34.64%
Responses	-	6833	9866	11175

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



	2021	2022	2023	2024
Your org	-	49.30%	55.92%	56.65%
Best result	-	60.97%	64.79%	64.71%
Average result	-	51.73%	54.93%	55.86%
Worst result	-	44.75%	45.81%	47.36%
Responses	-	6834	9857	11149

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

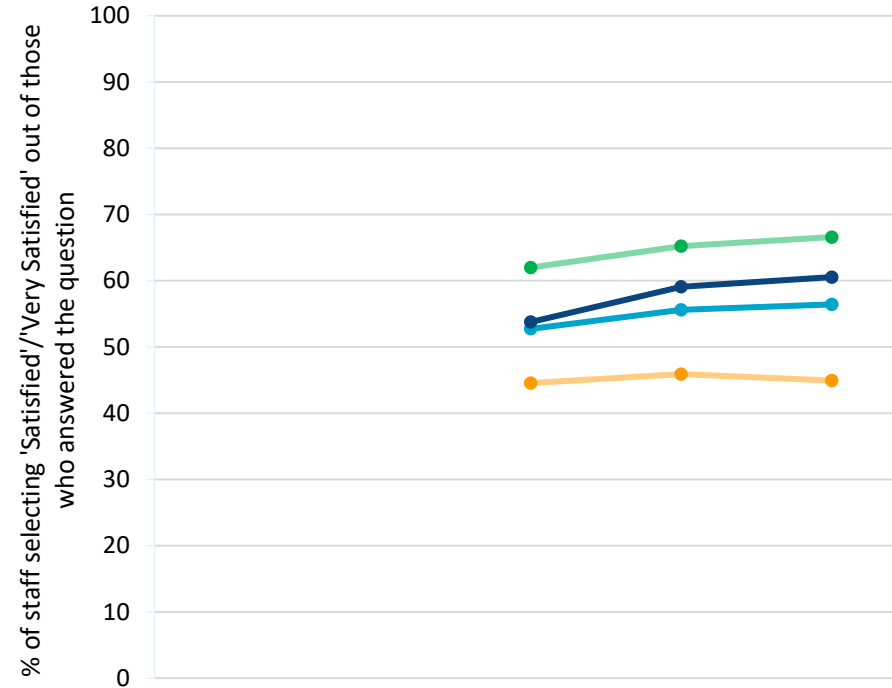


	2021	2022	2023	2024
Your org	-	67.16%	71.65%	72.99%
Best result	-	76.80%	78.85%	79.16%
Average result	-	66.99%	69.24%	69.74%
Worst result	-	59.57%	61.83%	61.80%
Responses	-	6831	9869	11172



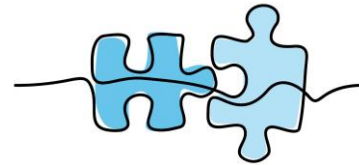


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2020	2021	2022	2023	2024
<b>Your org</b>	-	-	53.77%	59.07%	60.55%
<b>Best result</b>	-	-	61.99%	65.24%	66.60%
<b>Average result</b>	-	-	52.73%	55.59%	56.43%
<b>Worst result</b>	-	-	44.56%	45.90%	44.91%
Responses	-	-	6835	9845	11147

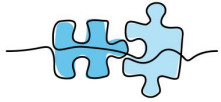
## People Promise element – We are a team



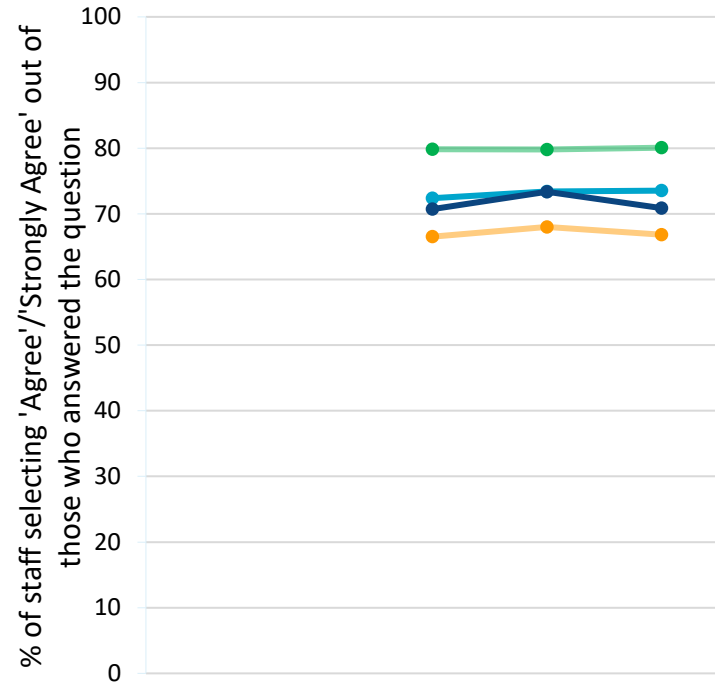
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

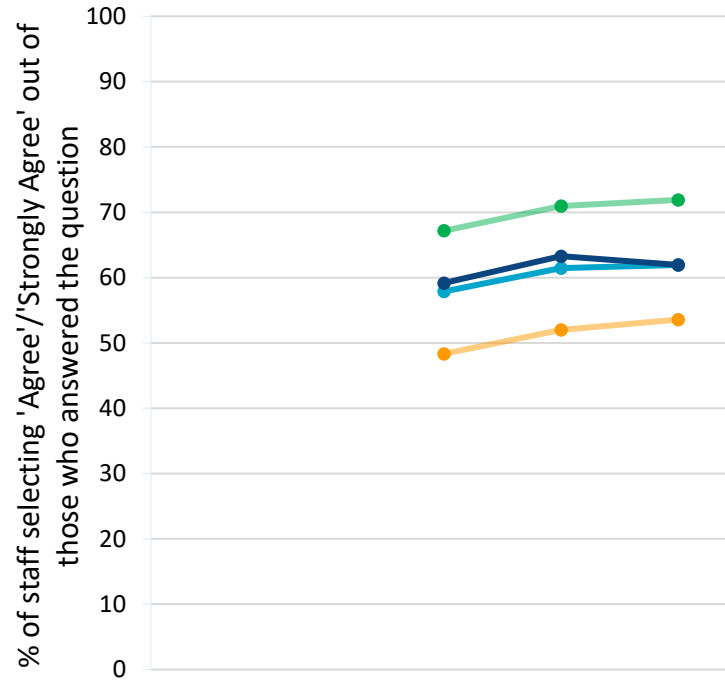


Q7a The team I work in has a set of shared objectives.



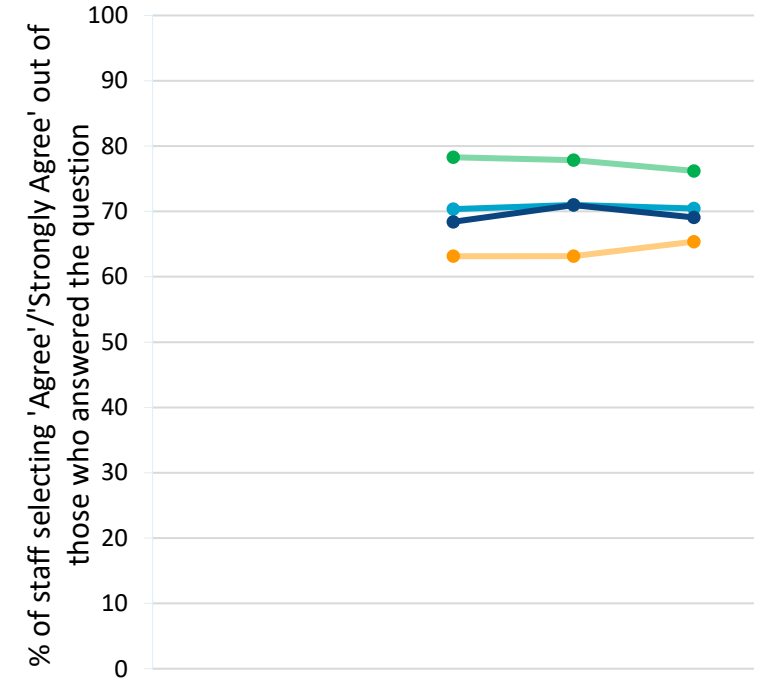
	2020	2021	2022	2023	2024
Your org	-	-	70.72%	73.36%	70.87%
Best result	-	-	79.84%	79.80%	80.07%
Average result	-	-	72.38%	73.42%	73.53%
Worst result	-	-	66.52%	68.00%	66.82%
Responses	-	-	6829	9865	11172

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



	2020	2021	2022	2023	2024
Your org	-	-	59.17%	63.29%	61.95%
Best result	-	-	67.16%	70.97%	71.90%
Average result	-	-	57.87%	61.46%	61.94%
Worst result	-	-	48.33%	52.00%	53.58%
Responses	-	-	6829	9851	11160

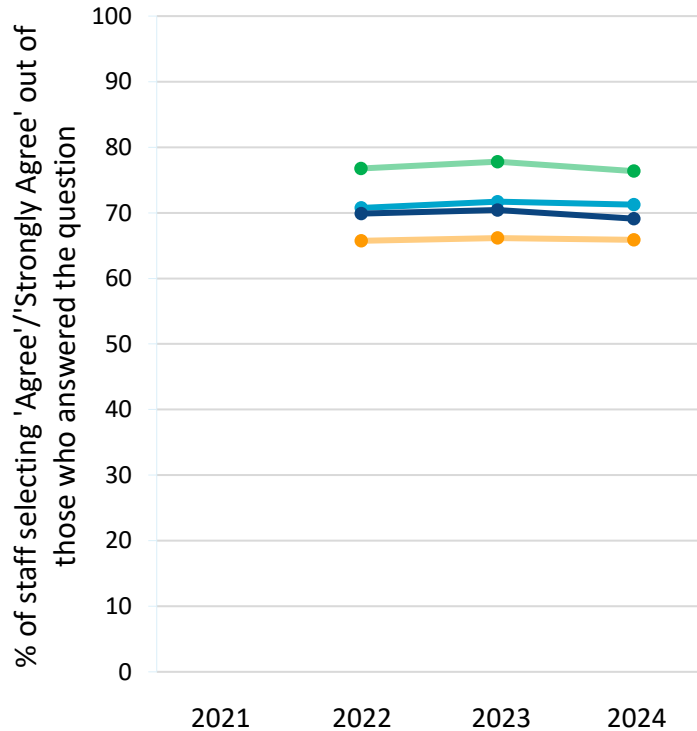
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	-	-	68.42%	70.97%	69.10%
Best result	-	-	78.29%	77.84%	76.21%
Average result	-	-	70.36%	70.99%	70.44%
Worst result	-	-	63.14%	63.16%	65.37%
Responses	-	-	6830	9863	11170

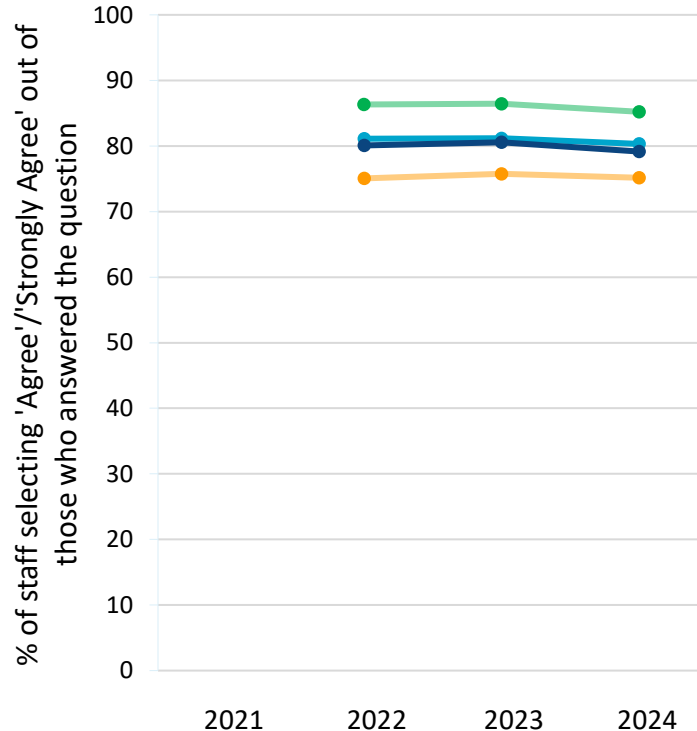


Q7d Team members understand each other's roles.



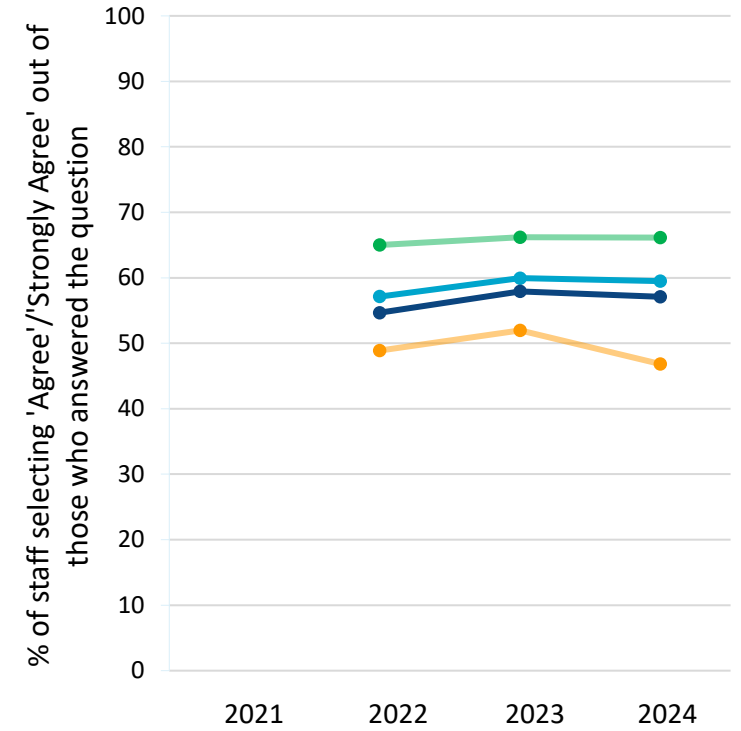
	2021	2022	2023	2024
Your org	-	69.87%	70.43%	69.11%
Best result	-	76.75%	77.80%	76.36%
Average result	-	70.75%	71.71%	71.27%
Worst result	-	65.74%	66.15%	65.89%
Responses	-	6834	9862	11163

Q7e I enjoy working with the colleagues in my team.

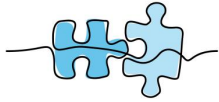


	2021	2022	2023	2024
Your org	-	80.09%	80.56%	79.15%
Best result	-	86.32%	86.45%	85.22%
Average result	-	81.11%	81.18%	80.32%
Worst result	-	75.06%	75.76%	75.15%
Responses	-	6831	9841	11167

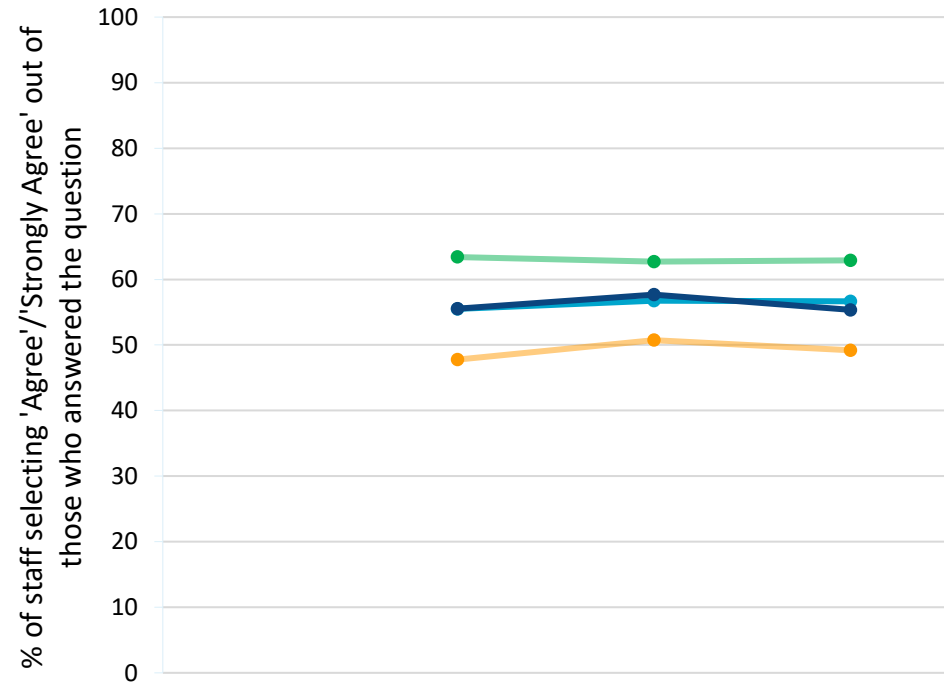
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	-	54.68%	57.92%	57.08%
Best result	-	65.01%	66.20%	66.16%
Average result	-	57.13%	59.95%	59.47%
Worst result	-	48.90%	51.97%	46.83%
Responses	-	6822	9835	11138

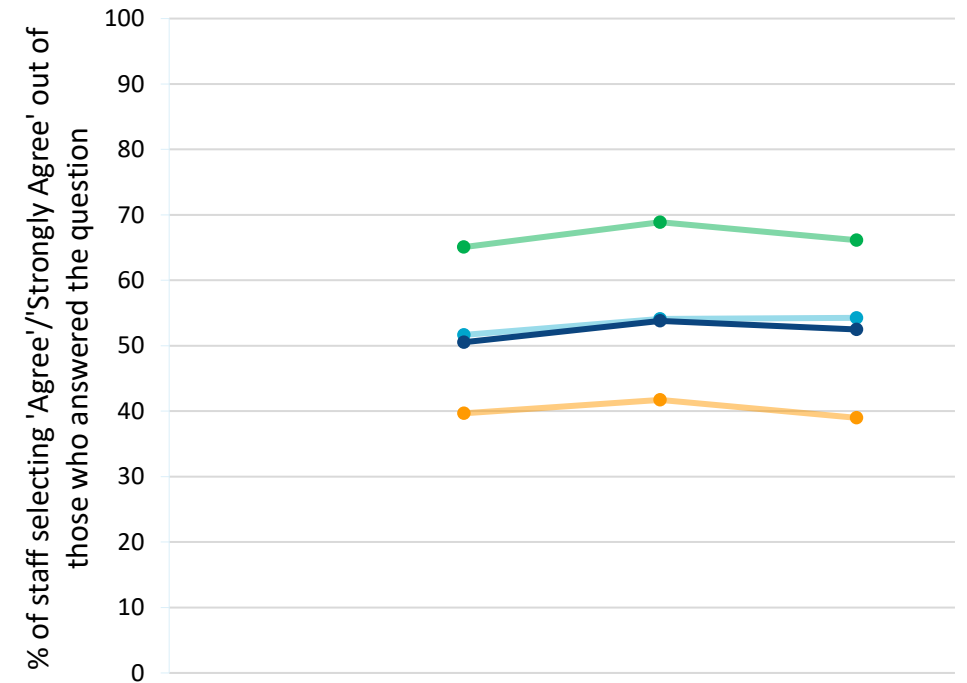


Q7g In my team disagreements are dealt with constructively.

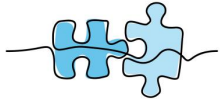


	2021	2022	2023	2024
Your org	-	55.52%	57.68%	55.36%
Best result	-	63.41%	62.71%	62.90%
Average result	-	55.50%	56.75%	56.65%
Worst result	-	47.77%	50.73%	49.19%
Responses	-	6827	9845	11139

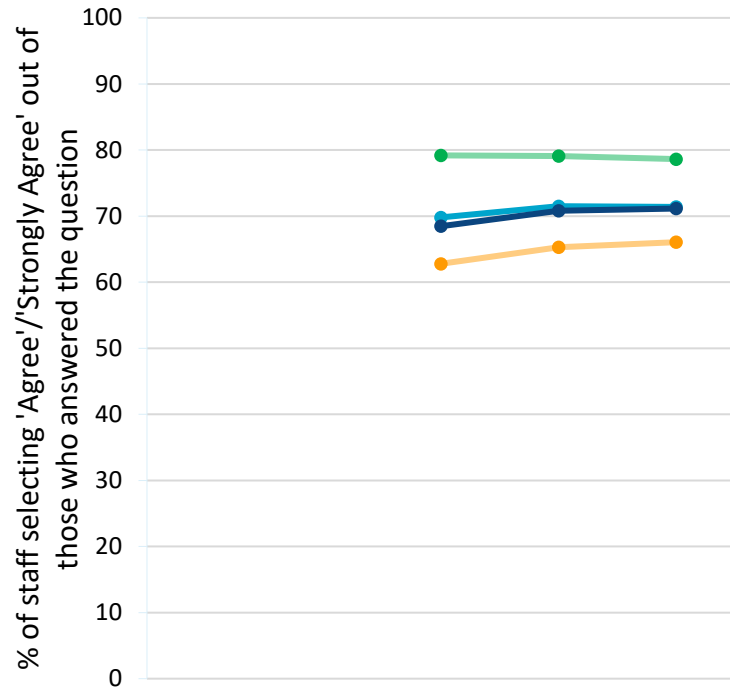
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	-	50.54%	53.79%	52.48%
Best result	-	65.08%	68.88%	66.13%
Average result	-	51.65%	54.11%	54.27%
Worst result	-	39.66%	41.73%	38.98%
Responses	-	6832	9829	11157



Q9a My immediate manager encourages me at work.

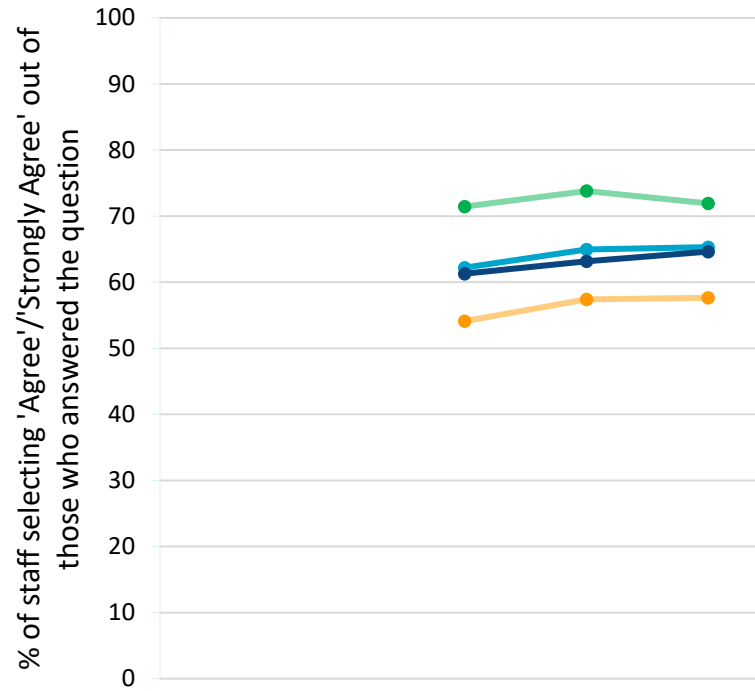


2020 2021 2022 2023 2024

Your org	2020	2021	2022	2023	2024
Best result	-	-	79.19%	79.11%	78.63%
Average result	-	-	69.81%	71.50%	71.38%
Worst result	-	-	62.79%	65.30%	66.06%

Responses - - 6832 9882 11178

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

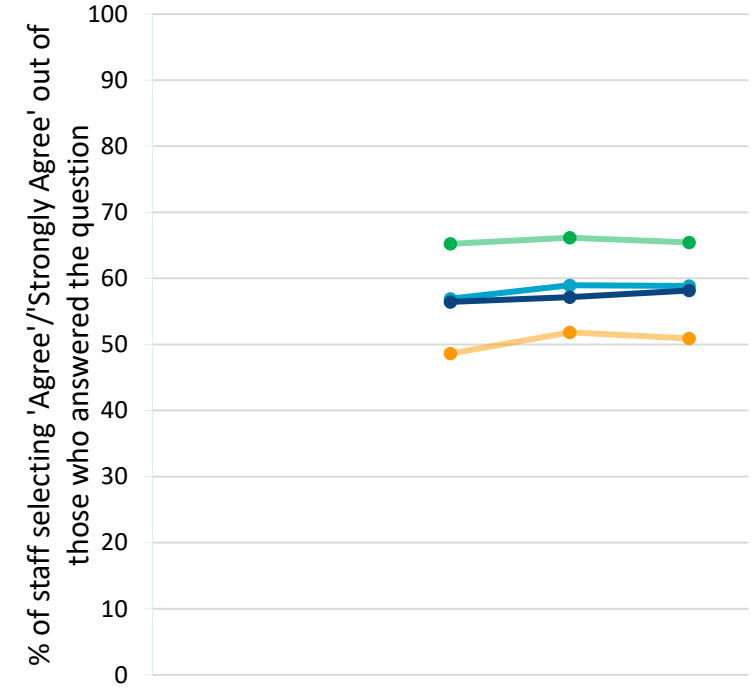


2020 2021 2022 2023 2024

Your org	2020	2021	2022	2023	2024
Best result	-	-	71.44%	73.80%	71.93%
Average result	-	-	62.20%	64.95%	65.31%
Worst result	-	-	54.10%	57.39%	57.64%

Responses - - 6834 9865 11174

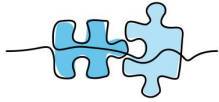
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



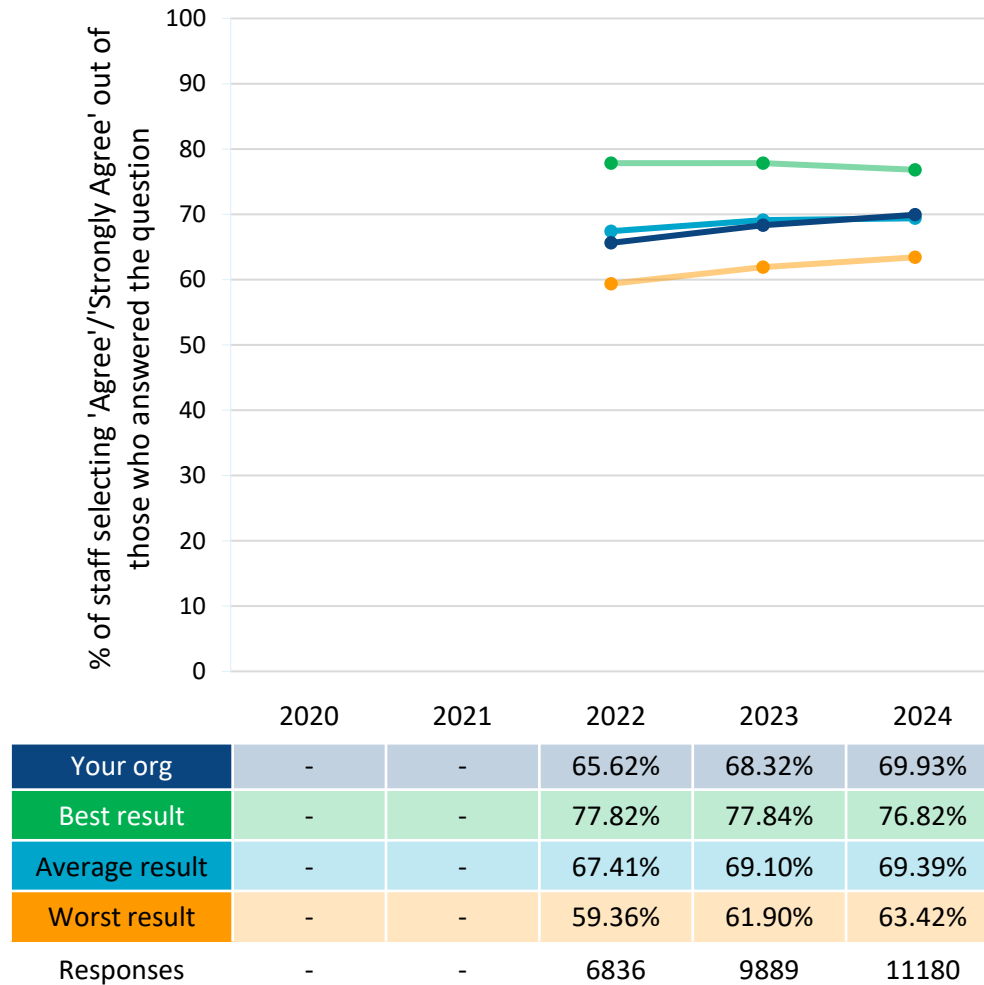
2020 2021 2022 2023 2024

Your org	2020	2021	2022	2023	2024
Best result	-	-	65.23%	66.16%	65.47%
Average result	-	-	56.93%	58.97%	58.84%
Worst result	-	-	48.62%	51.84%	50.94%

Responses - - 6827 9869 11168



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



## Theme – Staff engagement



### Questions included:

Motivation – Q2a, Q2b, Q2c

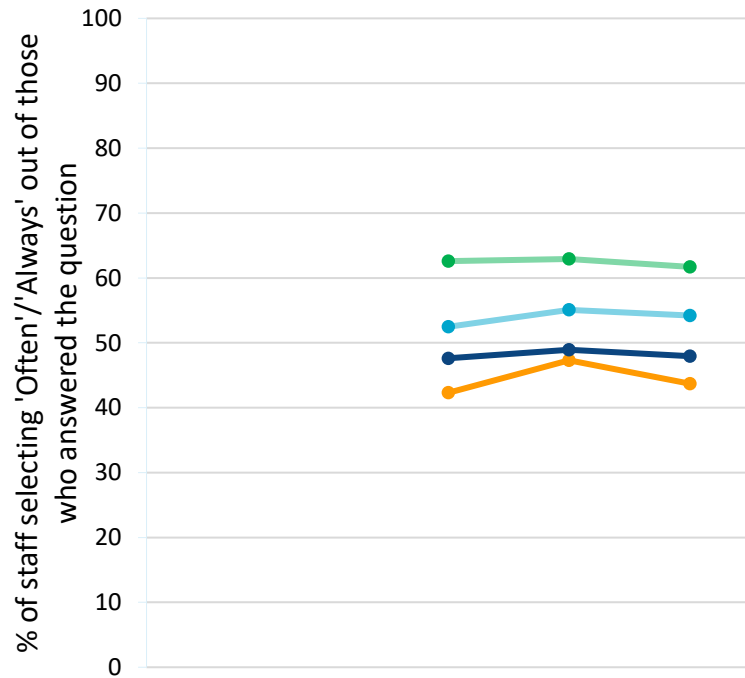
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d



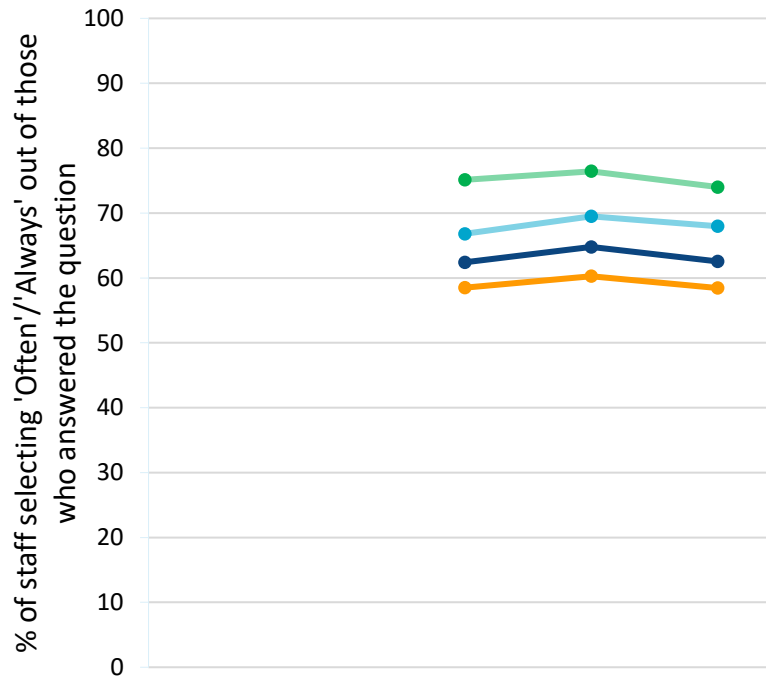


Q2a I look forward to going to work.



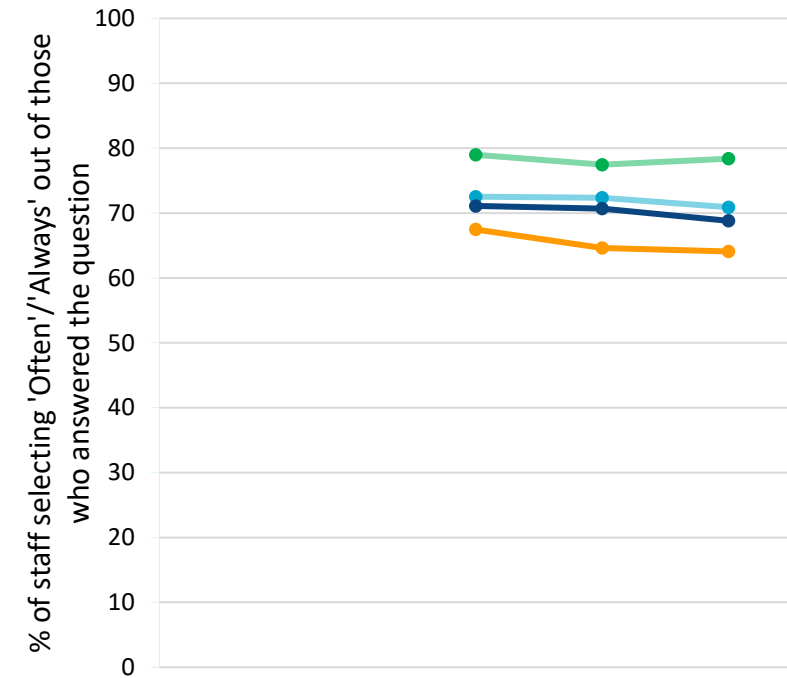
	2020	2021	2022	2023	2024
Your org	-	-	47.62%	48.92%	47.93%
Best result	-	-	62.57%	62.91%	61.70%
Average result	-	-	52.47%	55.07%	54.19%
Worst result	-	-	42.30%	47.30%	43.71%
Responses	-	-	6815	9814	11087

Q2b I am enthusiastic about my job.



	2020	2021	2022	2023	2024
Your org	-	-	62.40%	64.78%	62.53%
Best result	-	-	75.13%	76.42%	74.01%
Average result	-	-	66.80%	69.49%	67.95%
Worst result	-	-	58.48%	60.25%	58.44%
Responses	-	-	6795	9758	11017

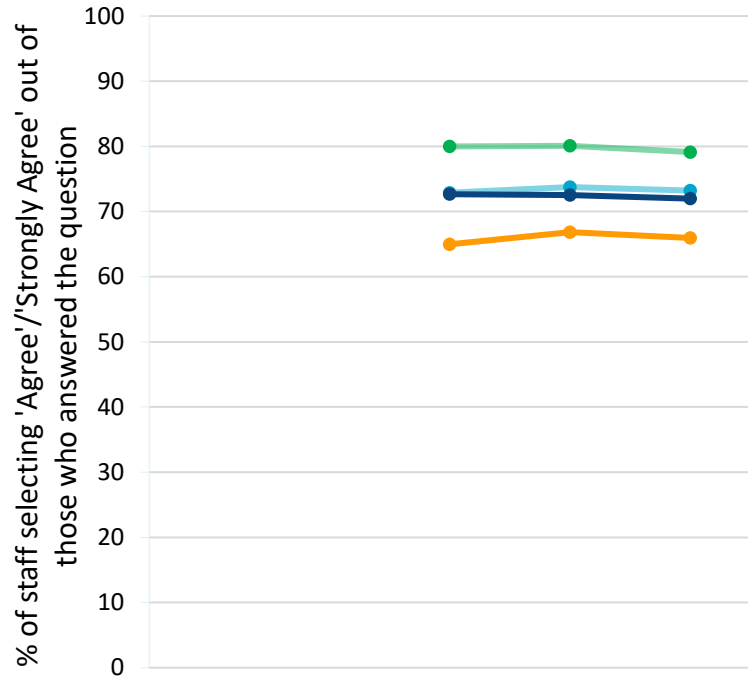
Q2c Time passes quickly when I am working.



	2020	2021	2022	2023	2024
Your org	-	-	71.10%	70.67%	68.80%
Best result	-	-	78.98%	77.45%	78.37%
Average result	-	-	72.52%	72.36%	70.90%
Worst result	-	-	67.46%	64.61%	64.08%
Responses	-	-	6806	9756	11029

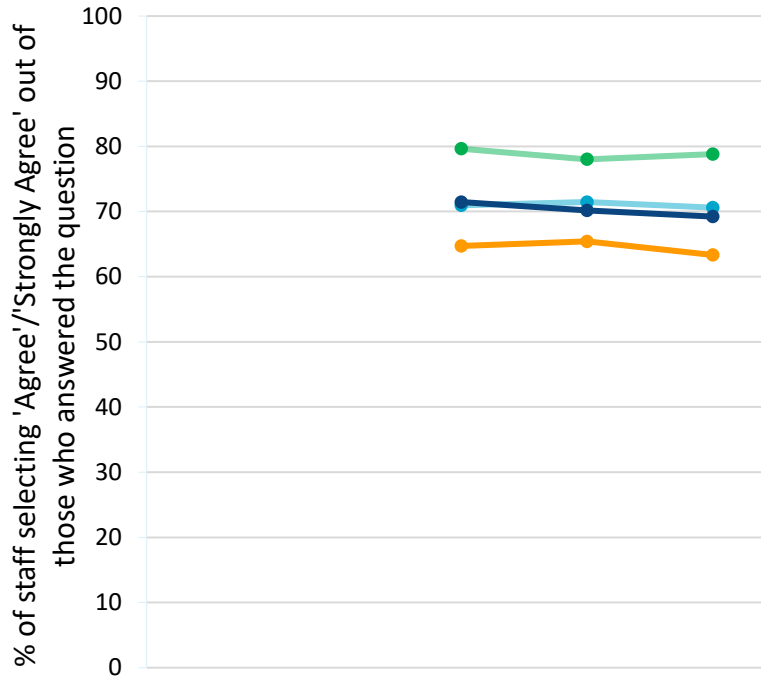


Q3c There are frequent opportunities for me to show initiative in my role.



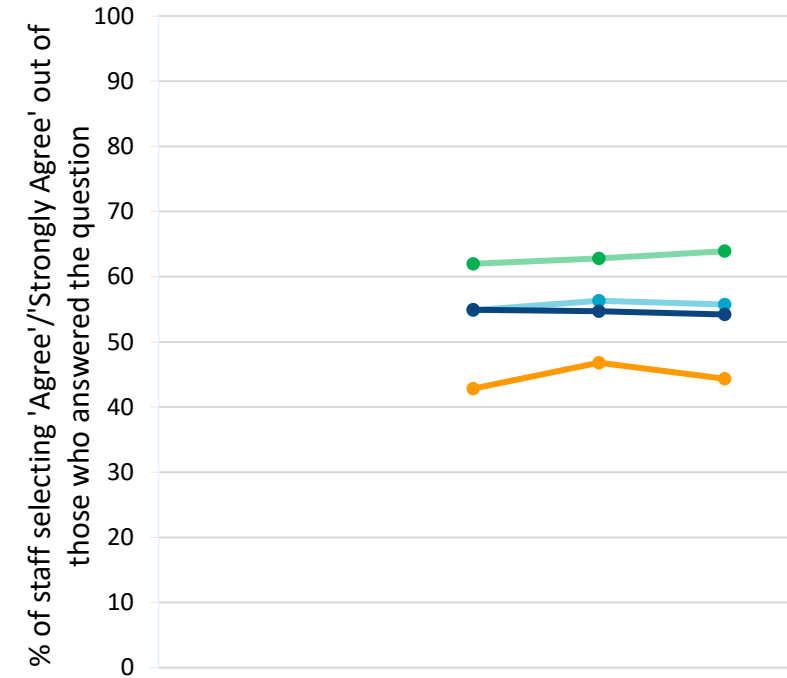
	2020	2021	2022	2023	2024
Your org	-	-	72.66%	72.55%	71.98%
Best result	-	-	80.00%	80.09%	79.13%
Average result	-	-	72.89%	73.76%	73.20%
Worst result	-	-	64.98%	66.84%	65.96%
Responses	-	-	6829	9857	11163

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



	2020	2021	2022	2023	2024
Your org	-	-	71.46%	70.18%	69.23%
Best result	-	-	79.64%	78.01%	78.83%
Average result	-	-	70.96%	71.46%	70.60%
Worst result	-	-	64.71%	65.42%	63.34%
Responses	-	-	6834	9857	11157

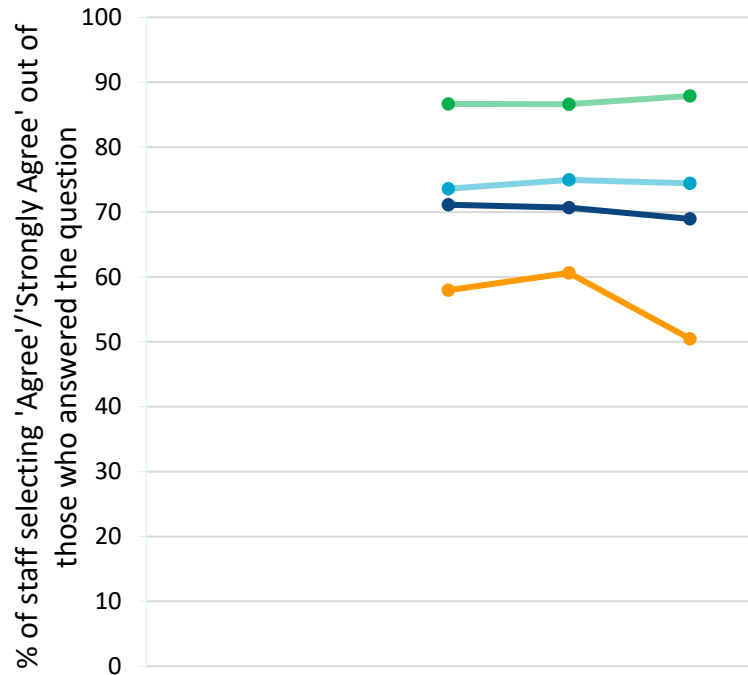
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	-	-	54.93%	54.70%	54.20%
Best result	-	-	61.98%	62.83%	63.91%
Average result	-	-	54.86%	56.31%	55.73%
Worst result	-	-	42.83%	46.80%	44.36%
Responses	-	-	6827	9819	11129

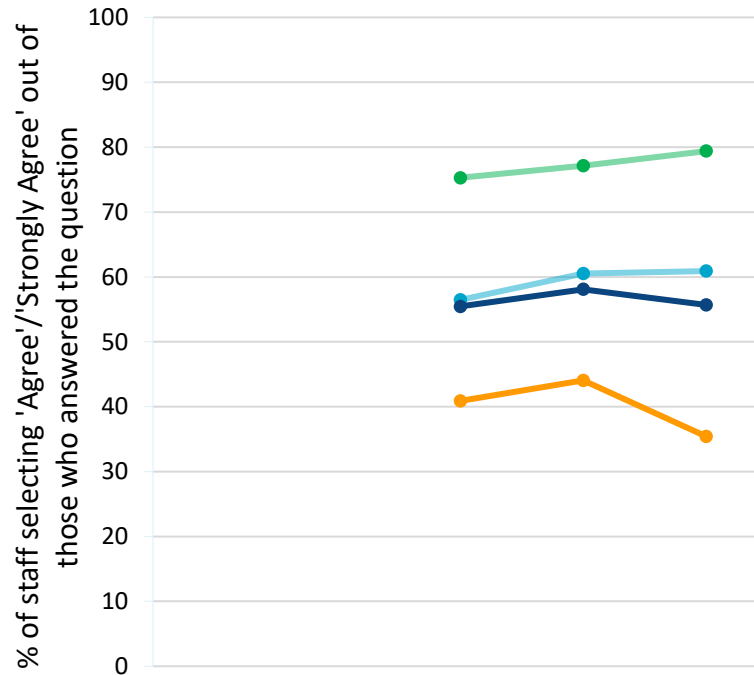


Q25a Care of patients / service users is my organisation's top priority.



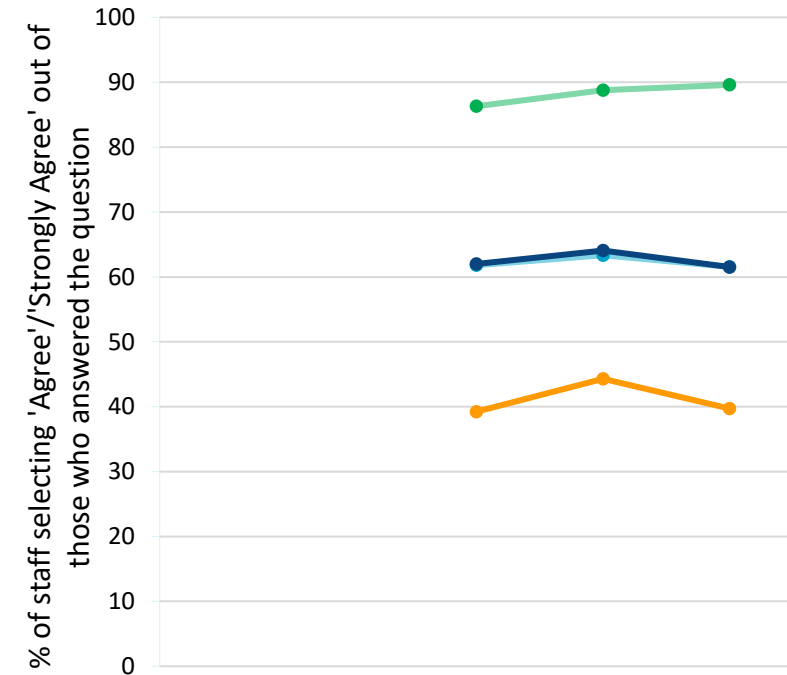
	2020	2021	2022	2023	2024
Your org	-	-	71.12%	70.69%	68.94%
Best result	-	-	86.67%	86.62%	87.89%
Average result	-	-	73.60%	74.95%	74.42%
Worst result	-	-	57.97%	60.62%	50.48%
Responses	-	-	6795	9844	11156

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



	2020	2021	2022	2023	2024
Your org	-	-	55.46%	58.08%	55.69%
Best result	-	-	75.29%	77.14%	79.38%
Average result	-	-	56.46%	60.53%	60.90%
Worst result	-	-	40.89%	44.05%	35.43%
Responses	-	-	6796	9832	11147

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	-	-	61.98%	64.06%	61.52%
Best result	-	-	86.30%	88.79%	89.59%
Average result	-	-	61.79%	63.34%	61.54%
Worst result	-	-	39.23%	44.30%	39.72%
Responses	-	-	6789	9822	11123

## Theme - Morale



### Questions included:

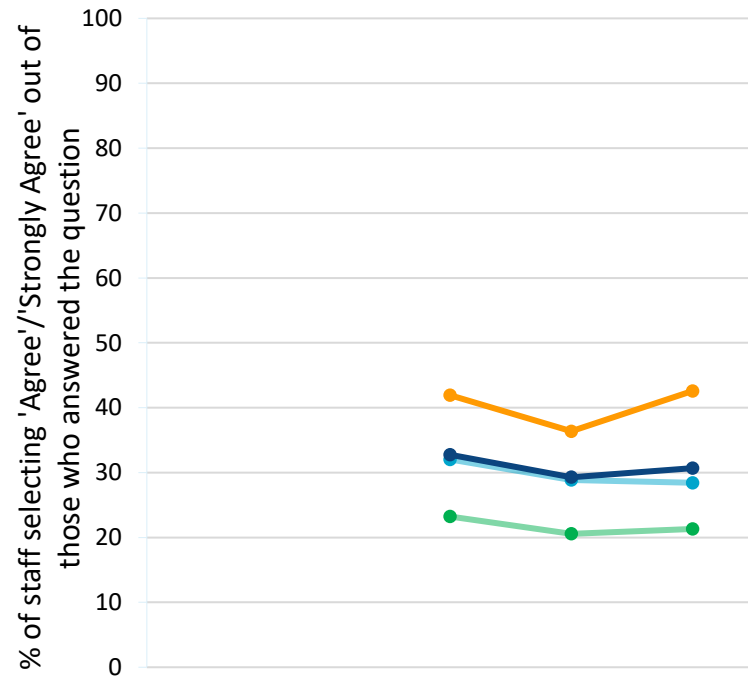
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

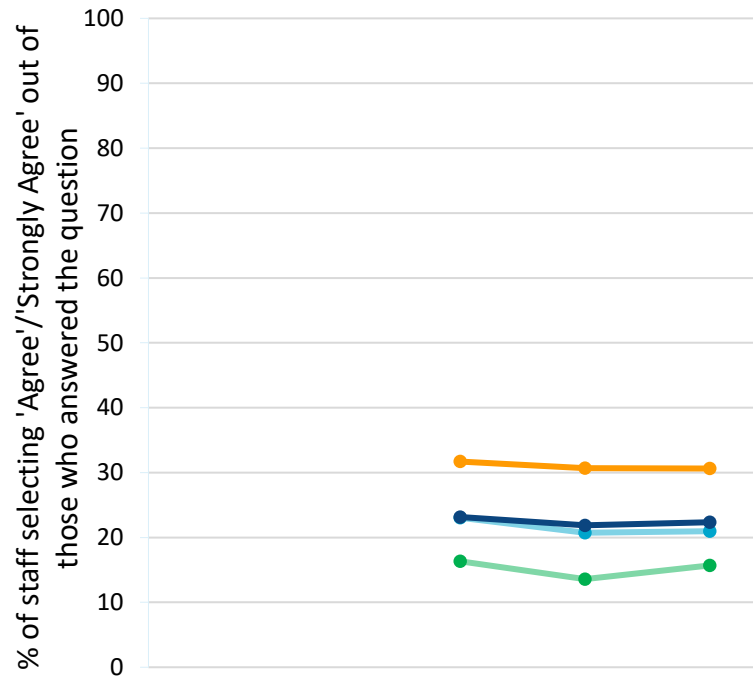


Q26a I often think about leaving this organisation.



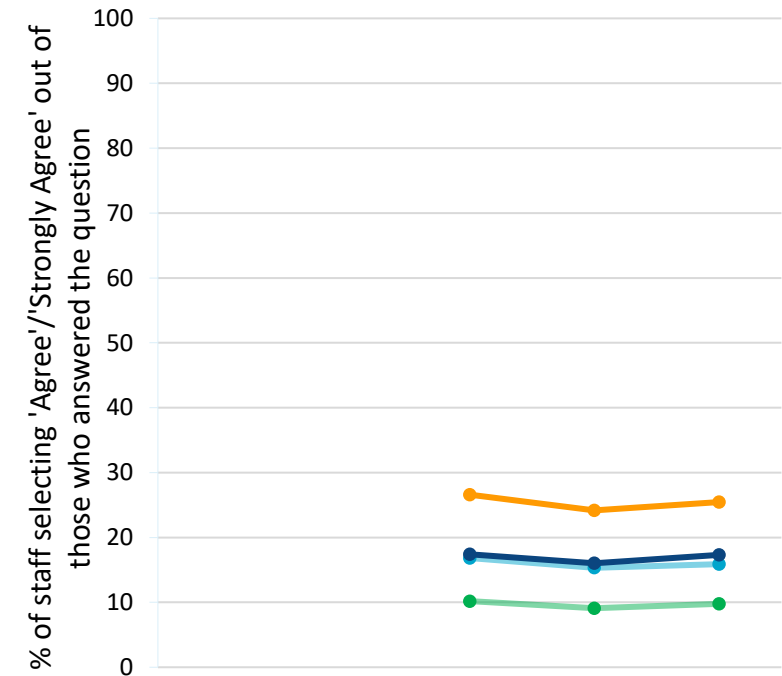
	2020	2021	2022	2023	2024
Your org	-	-	32.75%	29.28%	30.66%
Best result	-	-	23.23%	20.56%	21.30%
Average result	-	-	32.02%	28.87%	28.43%
Worst result	-	-	41.90%	36.37%	42.58%
Responses	-	-	6801	9864	11191

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



	2020	2021	2022	2023	2024
Your org	-	-	23.15%	21.88%	22.34%
Best result	-	-	16.33%	13.58%	15.68%
Average result	-	-	23.04%	20.73%	20.98%
Worst result	-	-	31.70%	30.70%	30.62%
Responses	-	-	6793	9836	11167

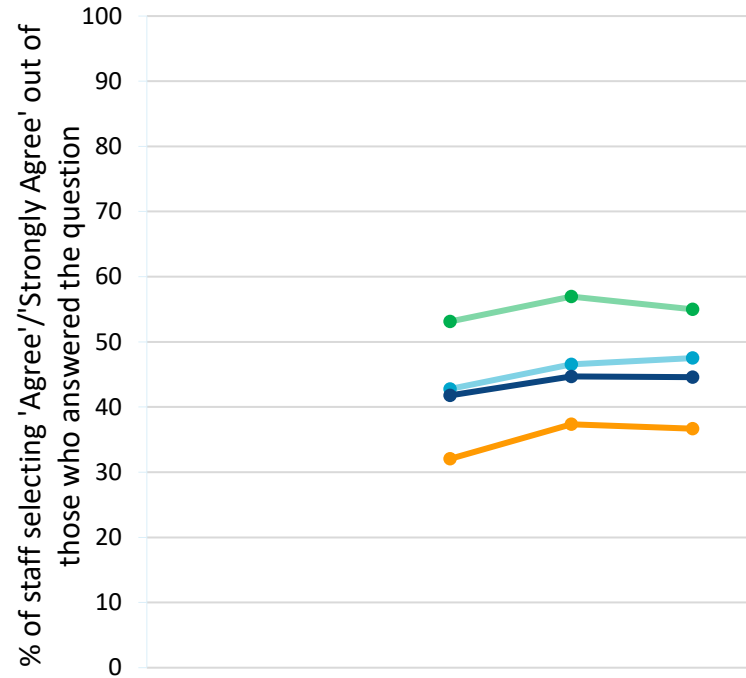
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	-	-	17.41%	16.02%	17.31%
Best result	-	-	10.19%	9.10%	9.76%
Average result	-	-	16.83%	15.32%	15.87%
Worst result	-	-	26.60%	24.17%	25.47%
Responses	-	-	6789	9791	11118

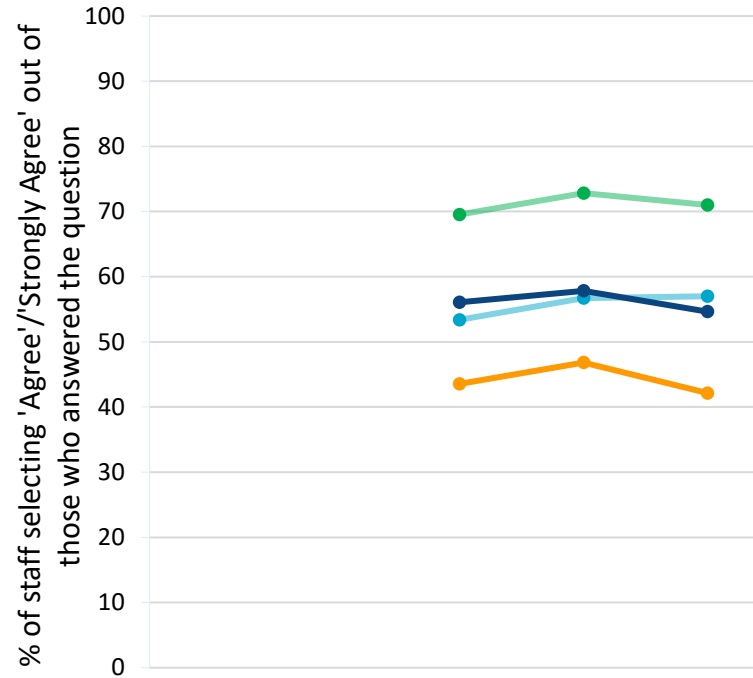


Q3g I am able to meet all the conflicting demands on my time at work.



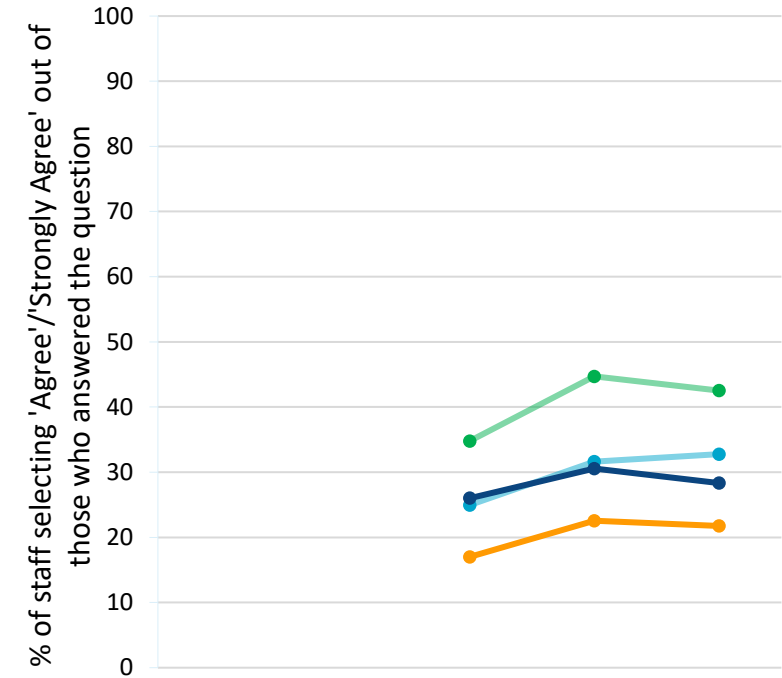
	2020	2021	2022	2023	2024
Your org	-	-	41.79%	44.69%	44.58%
Best result	-	-	53.13%	56.95%	55.01%
Average result	-	-	42.78%	46.56%	47.51%
Worst result	-	-	32.05%	37.35%	36.68%
Responses	-	-	6823	9828	11130

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



	2020	2021	2022	2023	2024
Your org	-	-	56.05%	57.82%	54.64%
Best result	-	-	69.54%	72.83%	70.99%
Average result	-	-	53.39%	56.69%	57.00%
Worst result	-	-	43.54%	46.82%	42.14%
Responses	-	-	6823	9805	11118

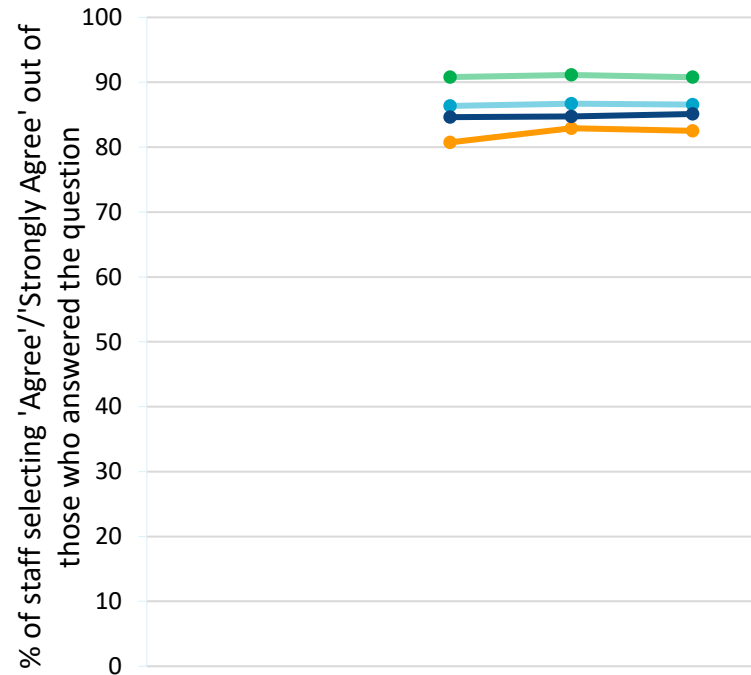
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	-	-	26.00%	30.56%	28.33%
Best result	-	-	34.78%	44.71%	42.52%
Average result	-	-	24.95%	31.62%	32.77%
Worst result	-	-	17.00%	22.55%	21.73%
Responses	-	-	6834	9869	11168

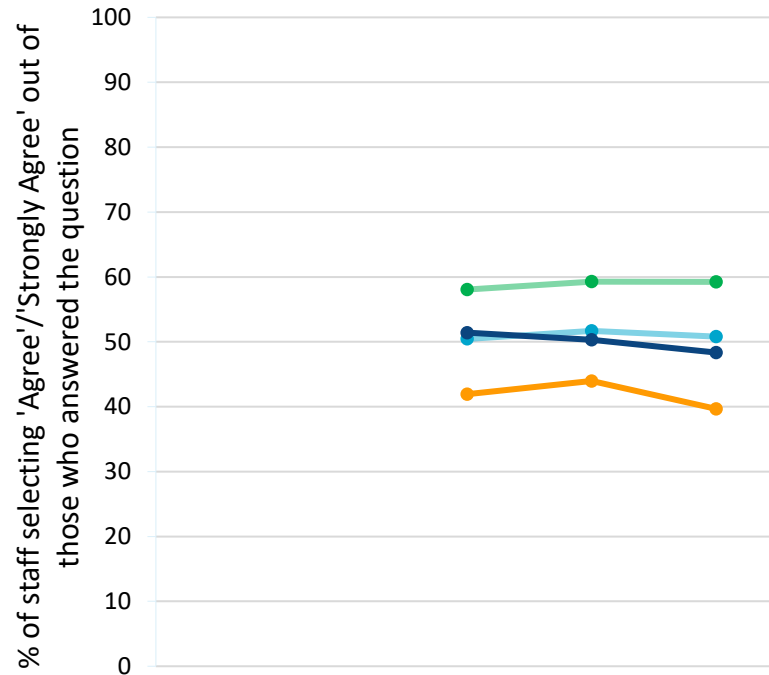


Q3a I always know what my work responsibilities are.



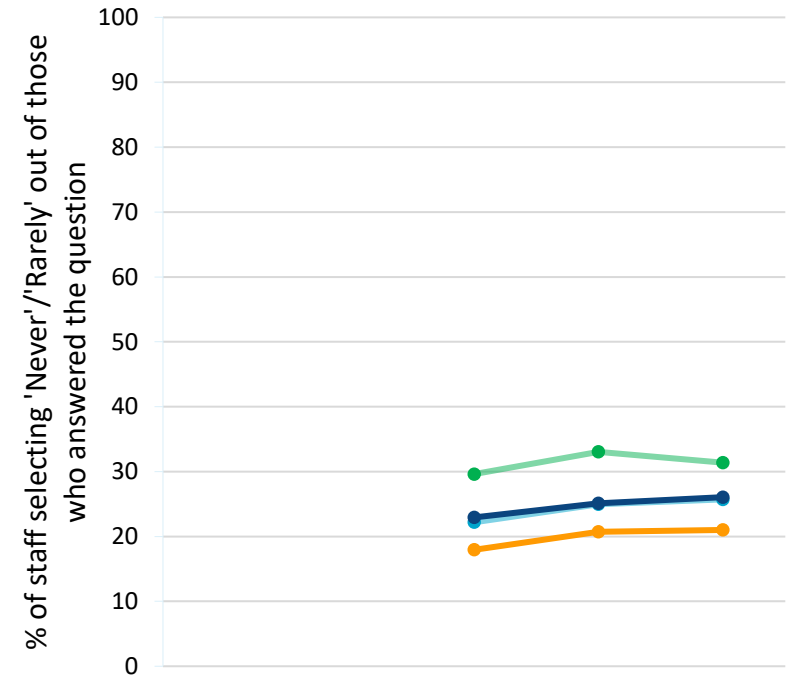
	2020	2021	2022	2023	2024
Your org	-	-	84.62%	84.72%	85.11%
Best result	-	-	90.80%	91.12%	90.77%
Average result	-	-	86.35%	86.70%	86.55%
Worst result	-	-	80.73%	82.92%	82.51%
Responses	-	-	6836	9892	11209

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



	2020	2021	2022	2023	2024
Your org	-	-	51.41%	50.33%	48.35%
Best result	-	-	58.05%	59.27%	59.25%
Average result	-	-	50.44%	51.68%	50.81%
Worst result	-	-	41.91%	43.96%	39.67%
Responses	-	-	6835	9864	11155

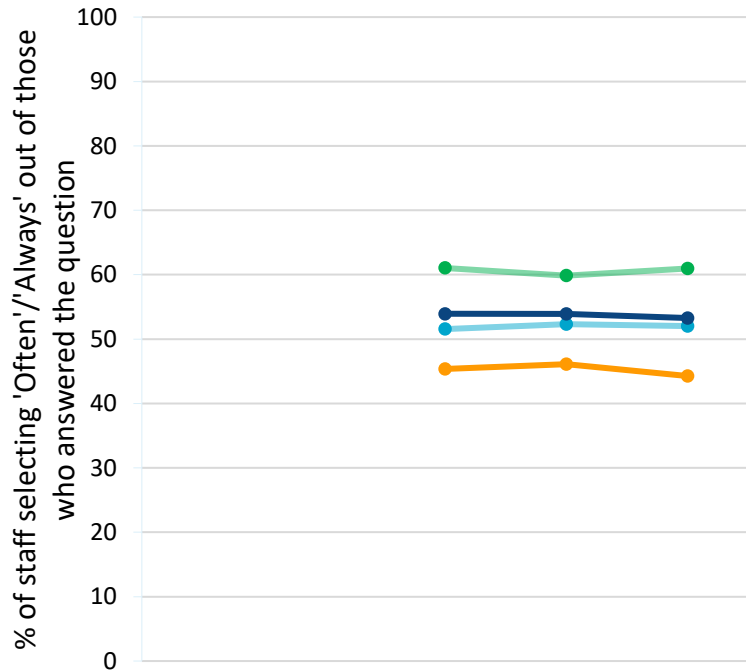
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	-	-	22.93%	25.11%	26.06%
Best result	-	-	29.61%	33.04%	31.37%
Average result	-	-	22.18%	24.95%	25.71%
Worst result	-	-	17.94%	20.72%	21.01%
Responses	-	-	6817	9850	11161

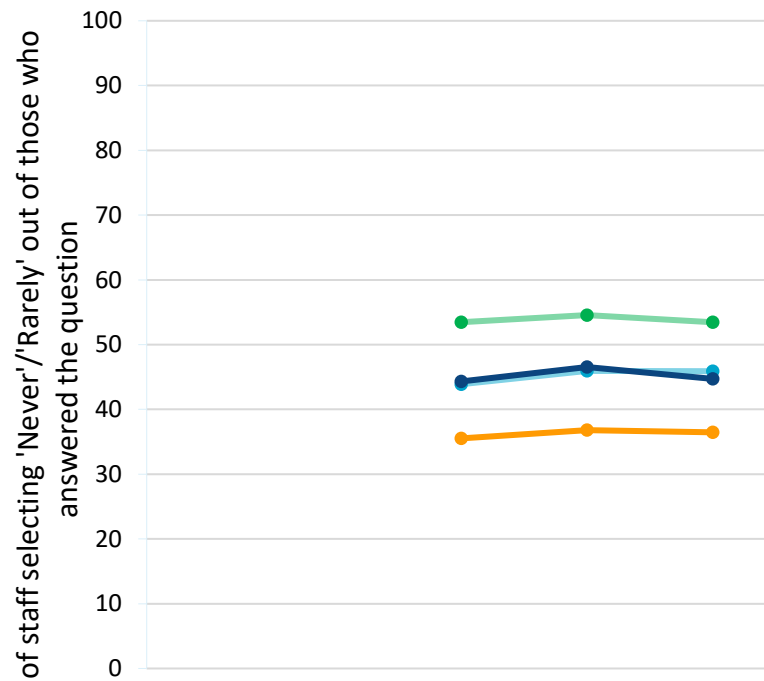


### Q5b I have a choice in deciding how to do my work.



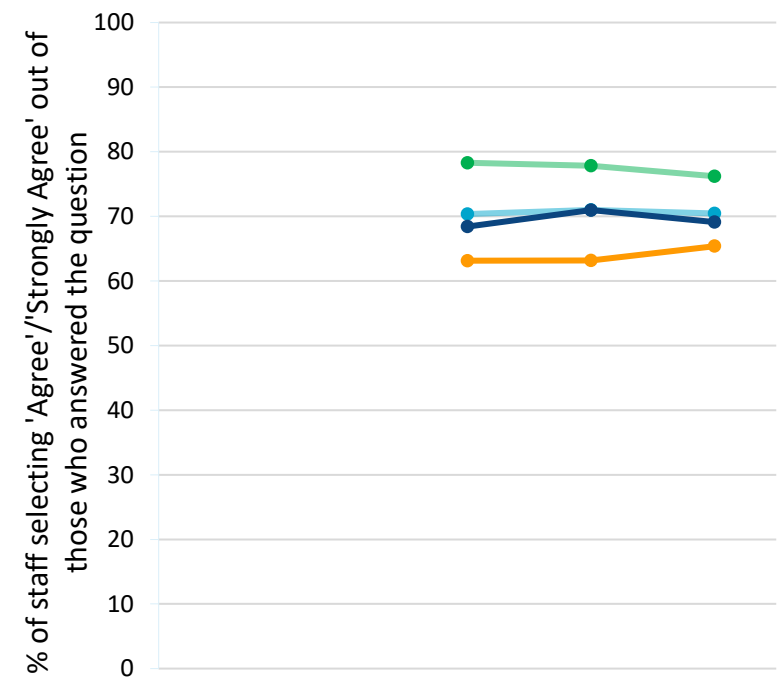
	2020	2021	2022	2023	2024
Your org	-	-	53.93%	53.91%	53.27%
Best result	-	-	61.04%	59.85%	60.94%
Average result	-	-	51.55%	52.31%	52.02%
Worst result	-	-	45.33%	46.10%	44.26%
Responses	-	-	6823	9830	11151

### Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	-	-	44.31%	46.54%	44.71%
Best result	-	-	53.46%	54.56%	53.48%
Average result	-	-	43.89%	45.94%	45.91%
Worst result	-	-	35.52%	36.80%	36.48%
Responses	-	-	6818	9830	11150

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

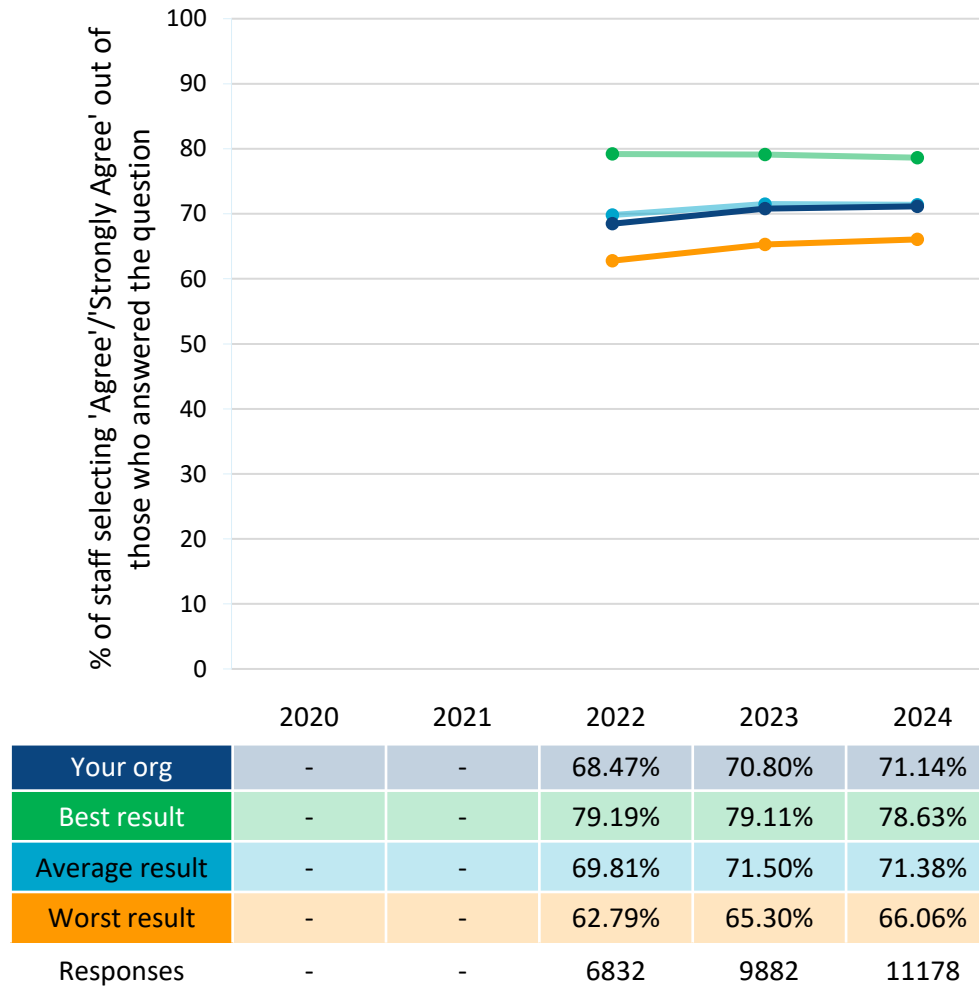


	2020	2021	2022	2023	2024
Your org	-	-	68.42%	70.97%	69.10%
Best result	-	-	78.29%	77.84%	76.21%
Average result	-	-	70.36%	70.99%	70.44%
Worst result	-	-	63.14%	63.16%	65.37%
Responses	-	-	6830	9863	11170





Q9a My immediate manager encourages me at work.



## Questions not linked to People Promise elements or themes

Questions included:\*

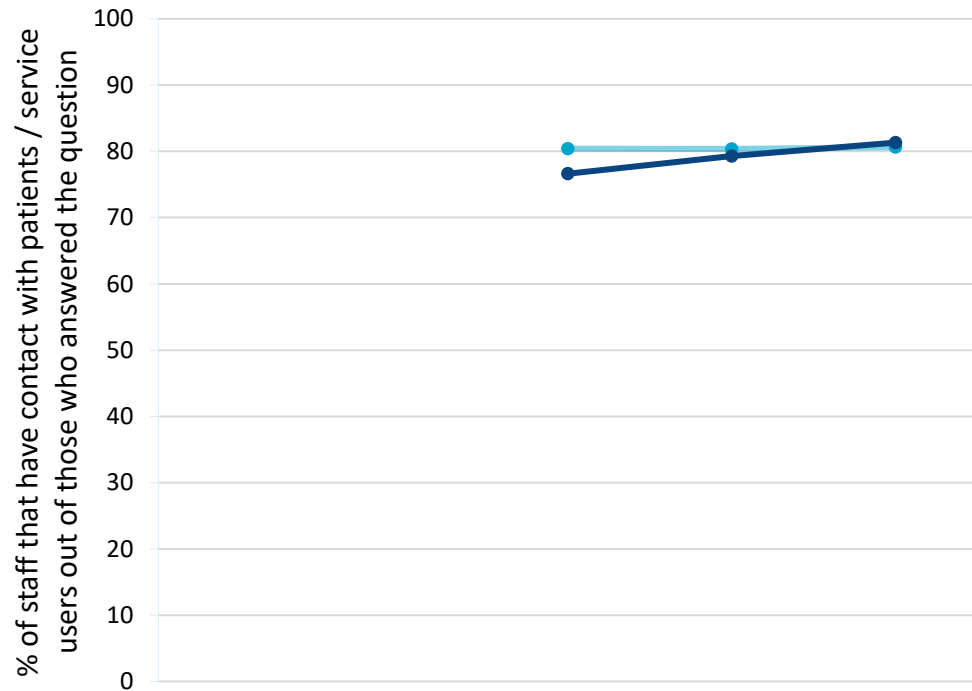
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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?

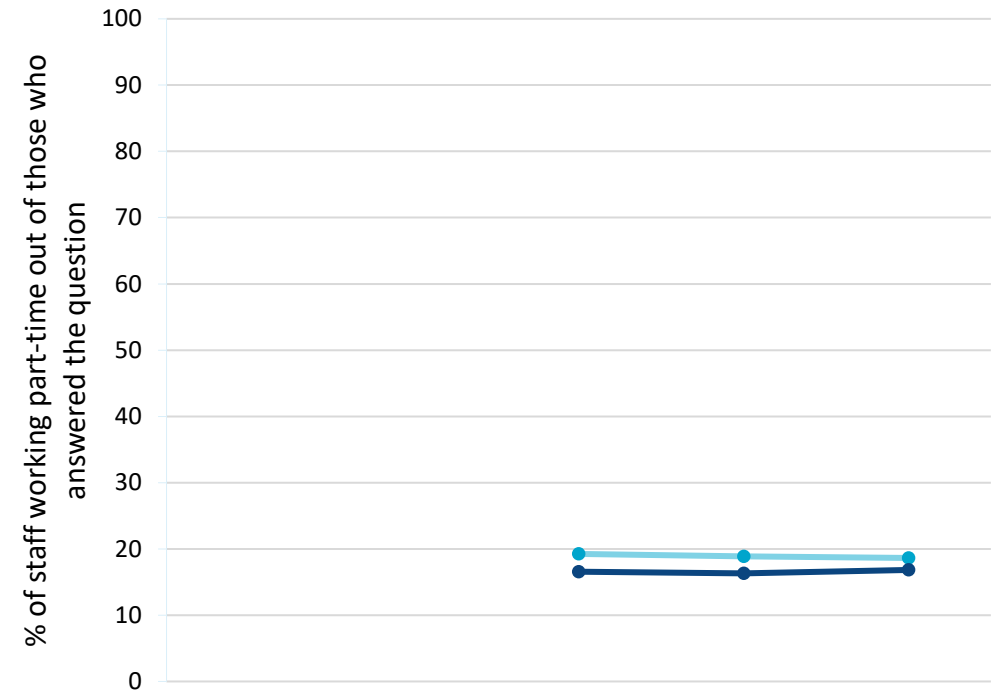


2020 2021 2022 2023 2024

Your org	-	-	76.63%	79.28%	81.33%
Average	-	-	80.42%	80.37%	80.65%

Responses - - 6790 9831 11149

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



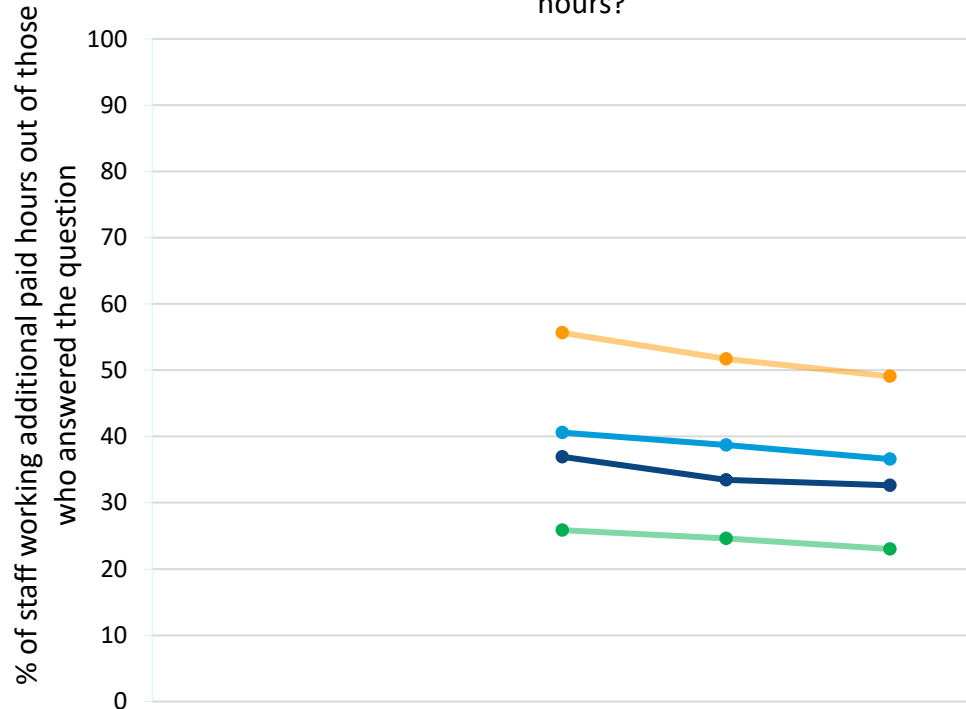
2020 2021 2022 2023 2024

Your org	-	-	16.58%	16.31%	16.83%
Average	-	-	19.24%	18.88%	18.64%

Responses - - 6677 9080 10311



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

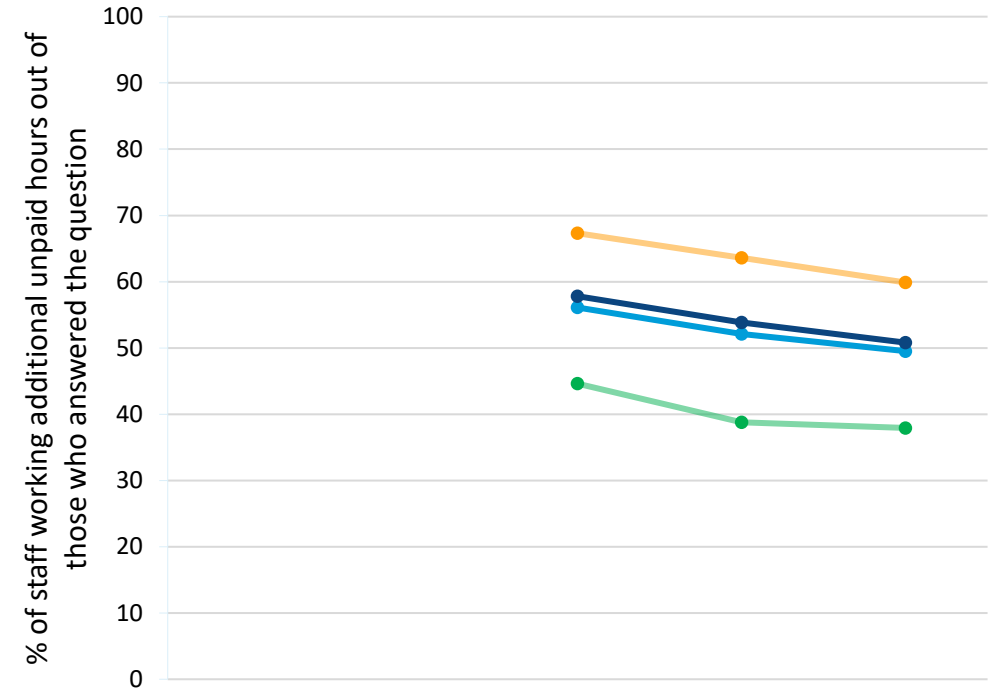


2020 2021 2022 2023 2024

Your org	-	-	36.93%	33.47%	32.63%
Lowest	-	-	25.87%	24.60%	23.01%
Average	-	-	40.59%	38.71%	36.58%
Highest	-	-	55.65%	51.72%	49.08%

Responses - - 6747 9471 10738

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



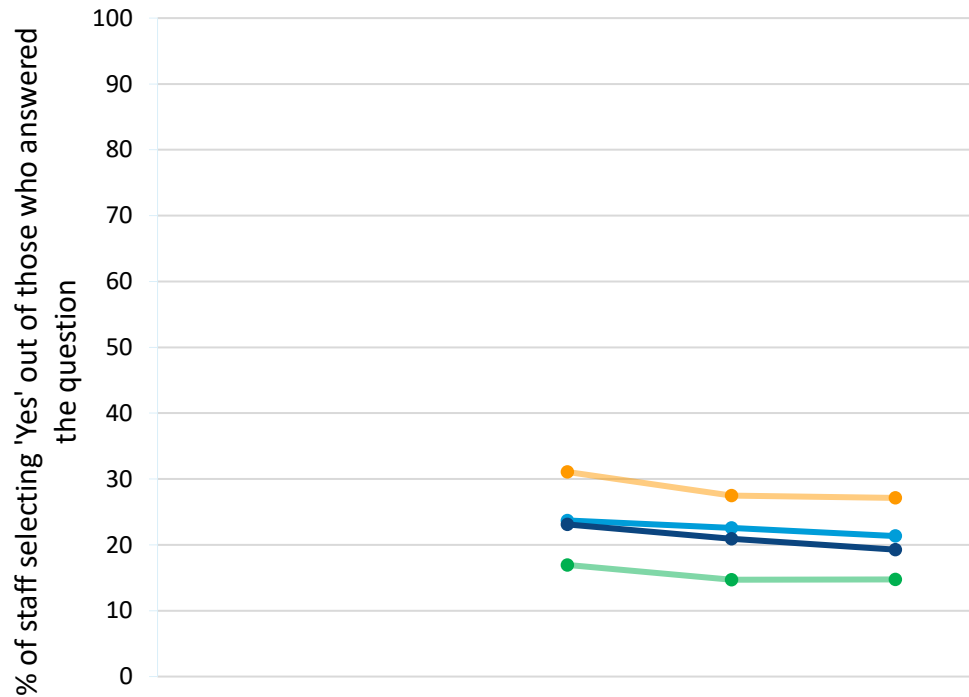
2020 2021 2022 2023 2024

Your org	-	-	57.81%	53.87%	50.80%
Lowest	-	-	44.60%	38.79%	37.93%
Average	-	-	56.10%	52.10%	49.52%
Highest	-	-	67.31%	63.60%	59.88%

Responses - - 6733 9494 10739

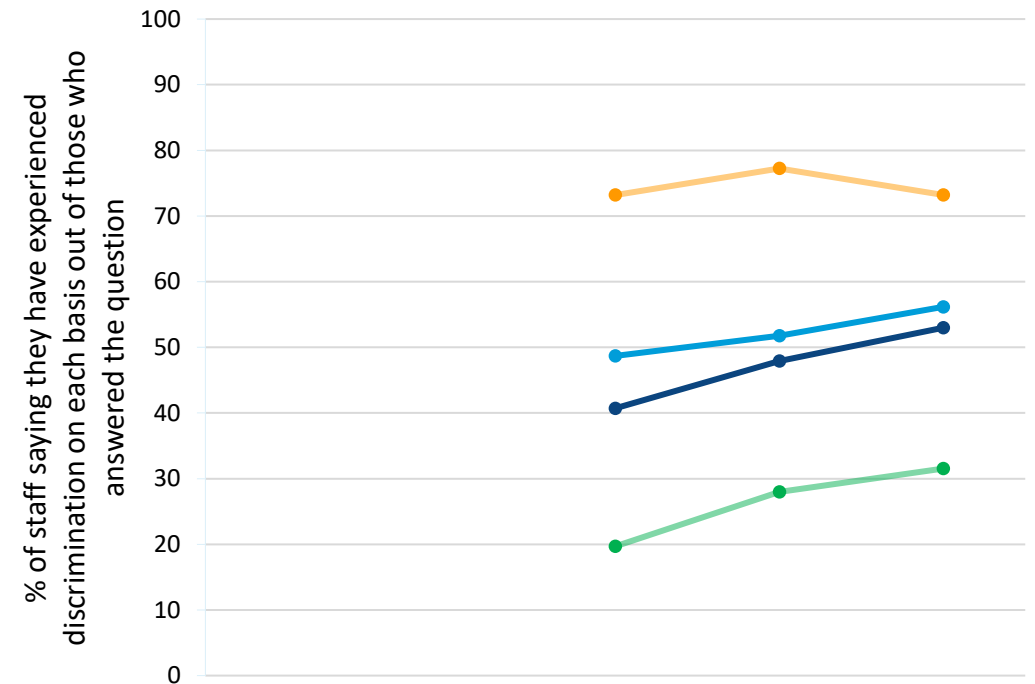


Q11e\* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	-	-	23.10%	20.93%	19.28%
Best result	-	-	16.95%	14.70%	14.77%
Average result	-	-	23.71%	22.59%	21.34%
Worst result	-	-	31.07%	27.49%	27.13%
Responses	-	-	3872	5472	6465

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

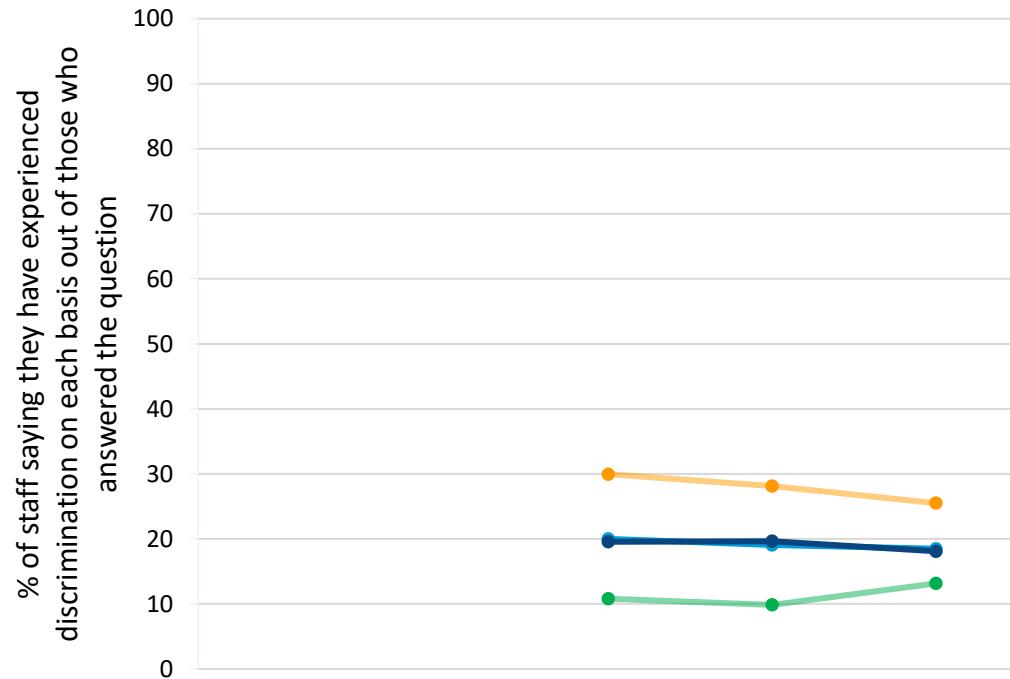


	2020	2021	2022	2023	2024
Your org	-	-	40.72%	47.90%	52.98%
Best result	-	-	19.69%	28.00%	31.53%
Average result	-	-	48.69%	51.77%	56.16%
Worst result	-	-	73.19%	77.24%	73.22%
Responses	-	-	731	1116	1495

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

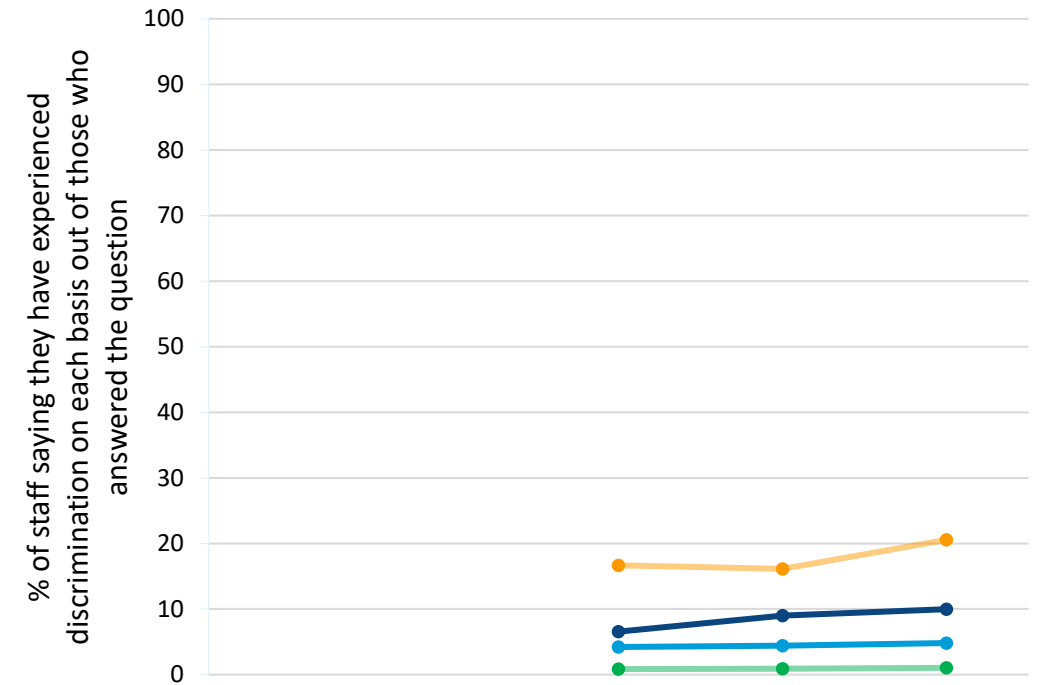


Q16c.2 On what grounds have you experienced discrimination?  
– Gender.



	2020	2021	2022	2023	2024
Your org	-	-	19.55%	19.64%	18.10%
Best result	-	-	10.82%	9.86%	13.16%
Average result	-	-	20.00%	19.07%	18.49%
Worst result	-	-	29.96%	28.11%	25.50%
Responses	-	-	731	1116	1495

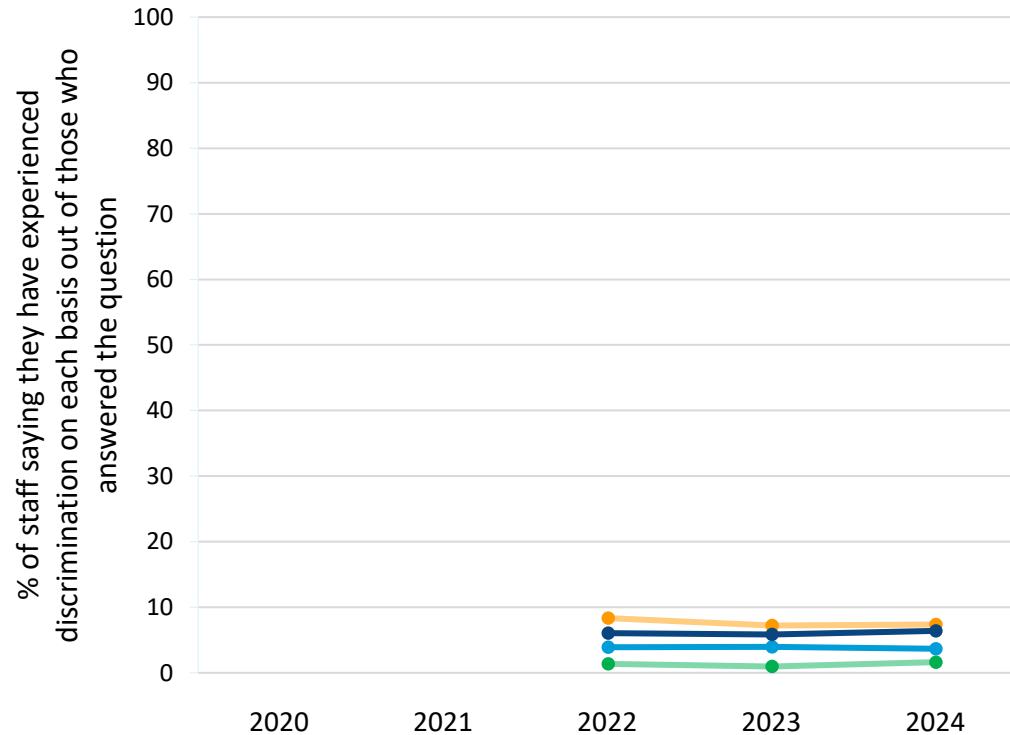
Q16c.3 On what grounds have you experienced discrimination?  
– Religion.



	2020	2021	2022	2023	2024
Your org	-	-	6.55%	9.00%	9.97%
Best result	-	-	0.84%	0.92%	1.04%
Average result	-	-	4.21%	4.43%	4.81%
Worst result	-	-	16.64%	16.12%	20.56%
Responses	-	-	731	1116	1495

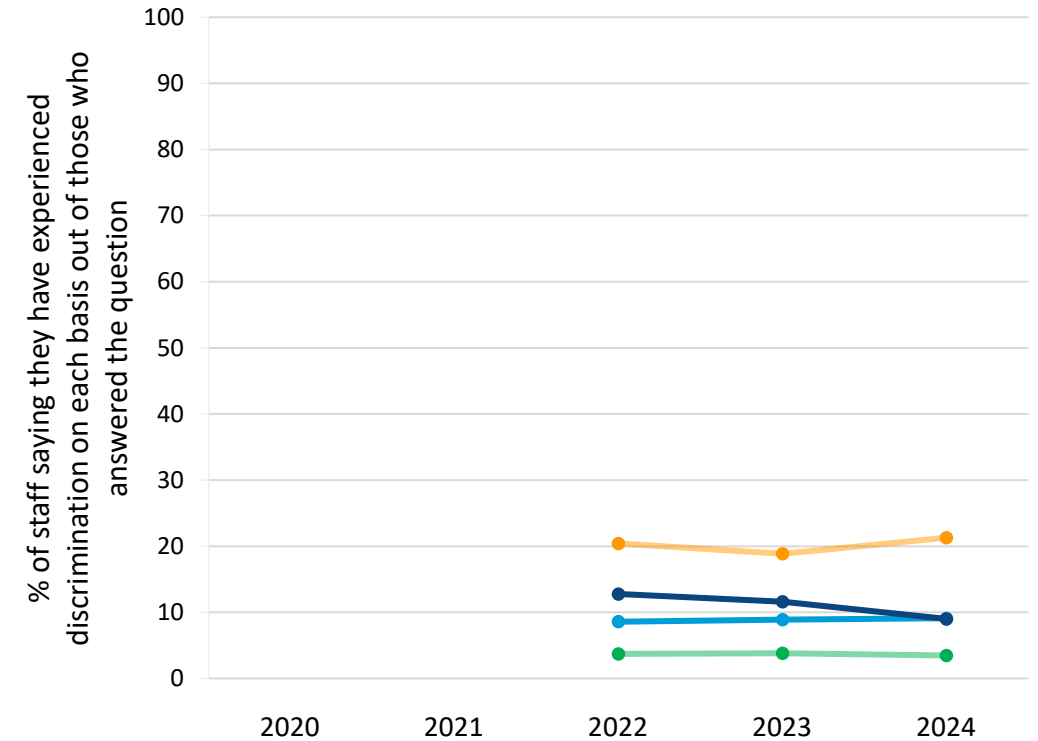


Q16c.4 On what grounds have you experienced discrimination?  
– Sexual orientation.



	2020	2021	2022	2023	2024
Your org	-	-	6.07%	5.85%	6.40%
Best result	-	-	1.36%	0.96%	1.63%
Average result	-	-	3.89%	3.96%	3.67%
Worst result	-	-	8.35%	7.22%	7.36%
Responses	-	-	731	1116	1495

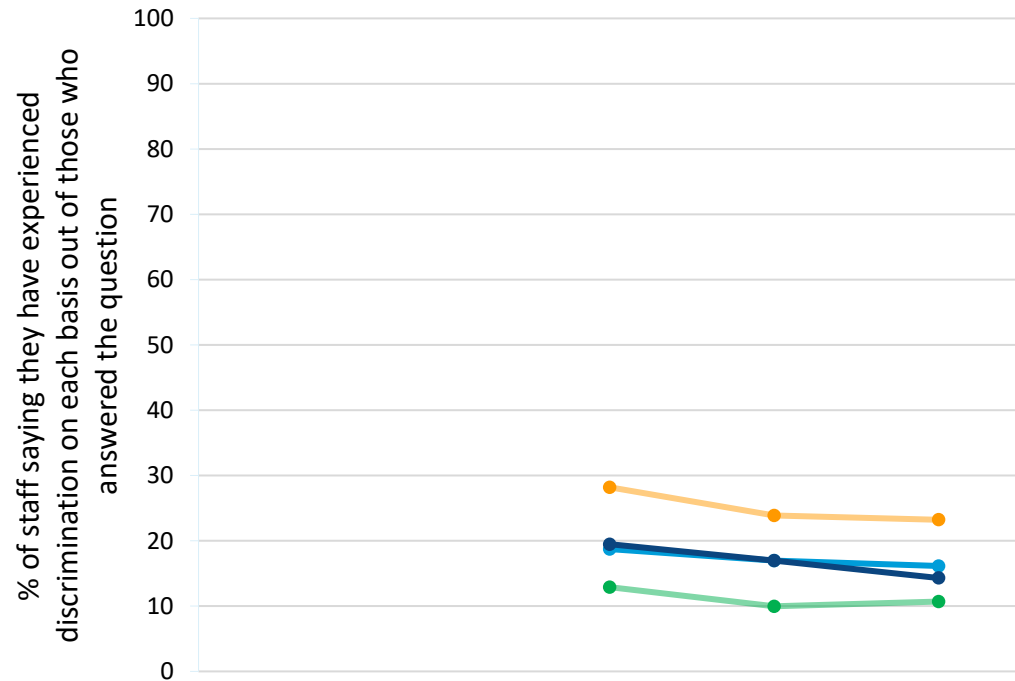
Q16c.5 On what grounds have you experienced discrimination?  
– Disability.



	2020	2021	2022	2023	2024
Your org	-	-	12.78%	11.60%	9.01%
Best result	-	-	3.74%	3.81%	3.48%
Average result	-	-	8.59%	8.91%	9.12%
Worst result	-	-	20.43%	18.85%	21.30%
Responses	-	-	731	1116	1495



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

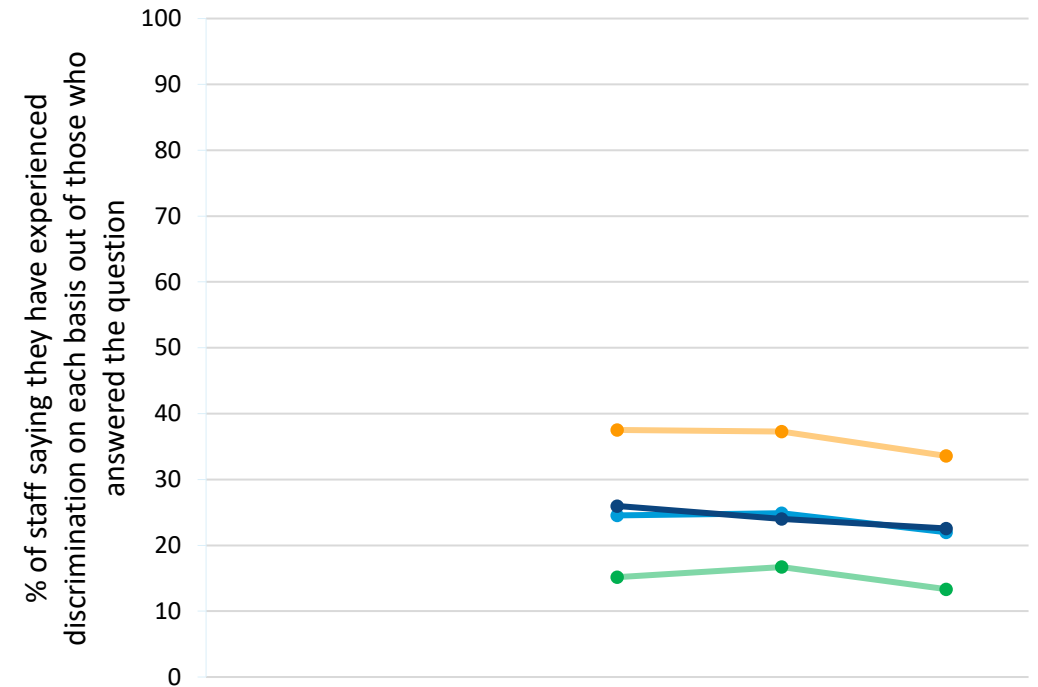


2020 2021 2022 2023 2024

Your org	-	-	19.48%	16.97%	14.30%
Best result	-	-	12.90%	9.97%	10.71%
Average result	-	-	18.73%	16.99%	16.15%
Worst result	-	-	28.20%	23.87%	23.22%

Responses - - 731 1116 1495

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



2020 2021 2022 2023 2024

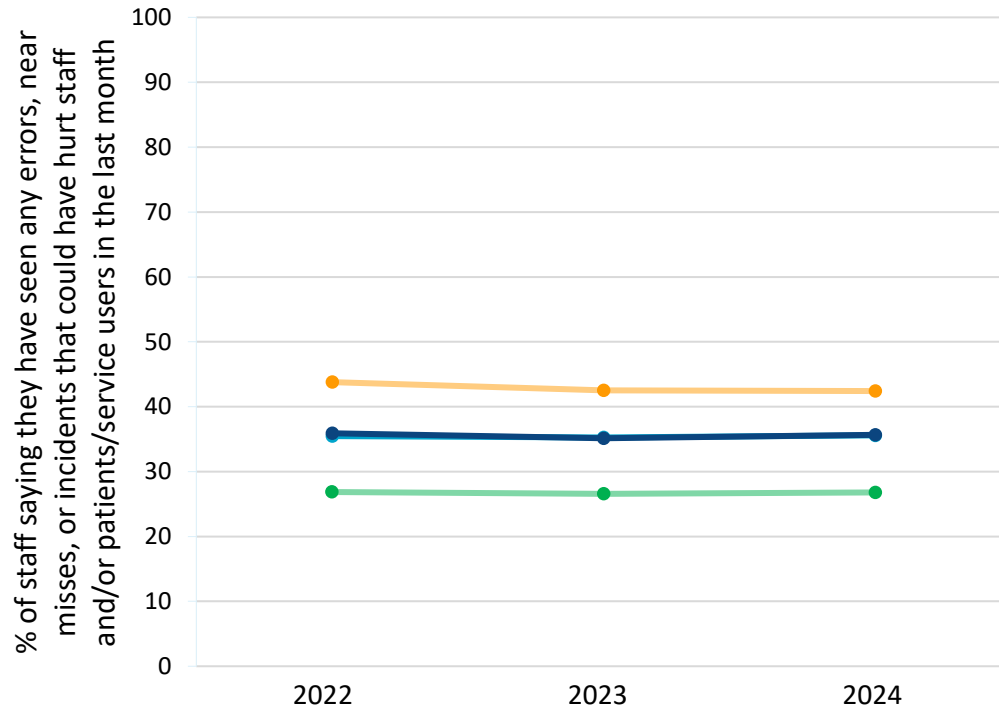
Your org	-	-	25.98%	23.99%	22.56%
Best result	-	-	15.16%	16.70%	13.34%
Average result	-	-	24.54%	24.88%	21.99%
Worst result	-	-	37.52%	37.27%	33.58%

Responses - - 731 1116 1495





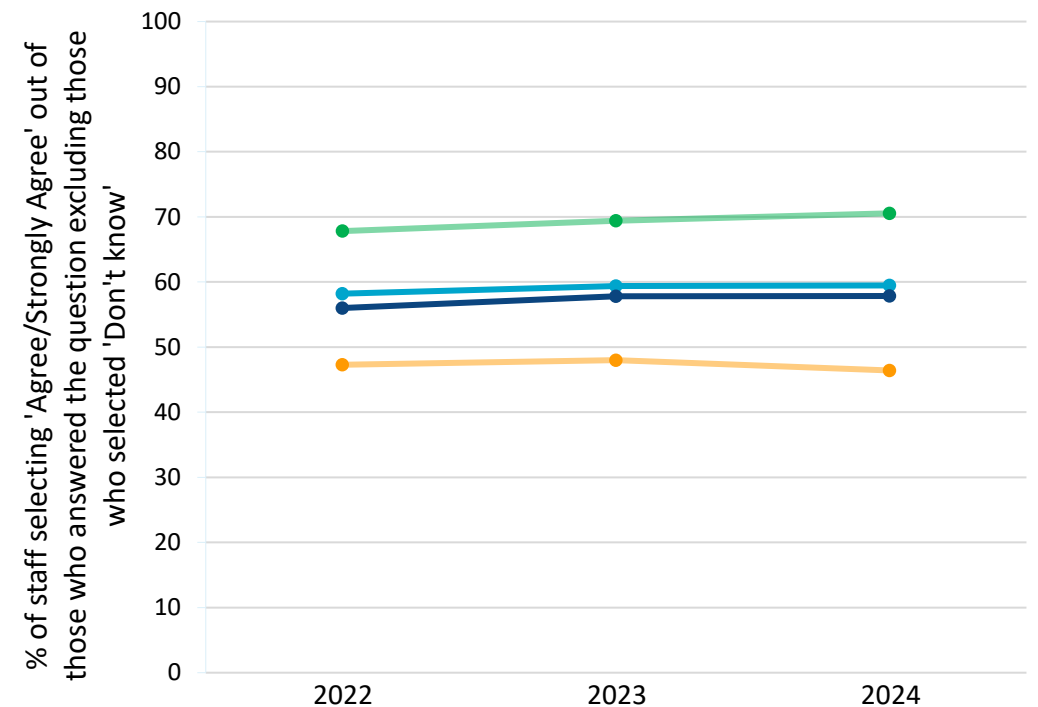
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	35.90%	35.14%	35.68%
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 6719 9672 10981

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

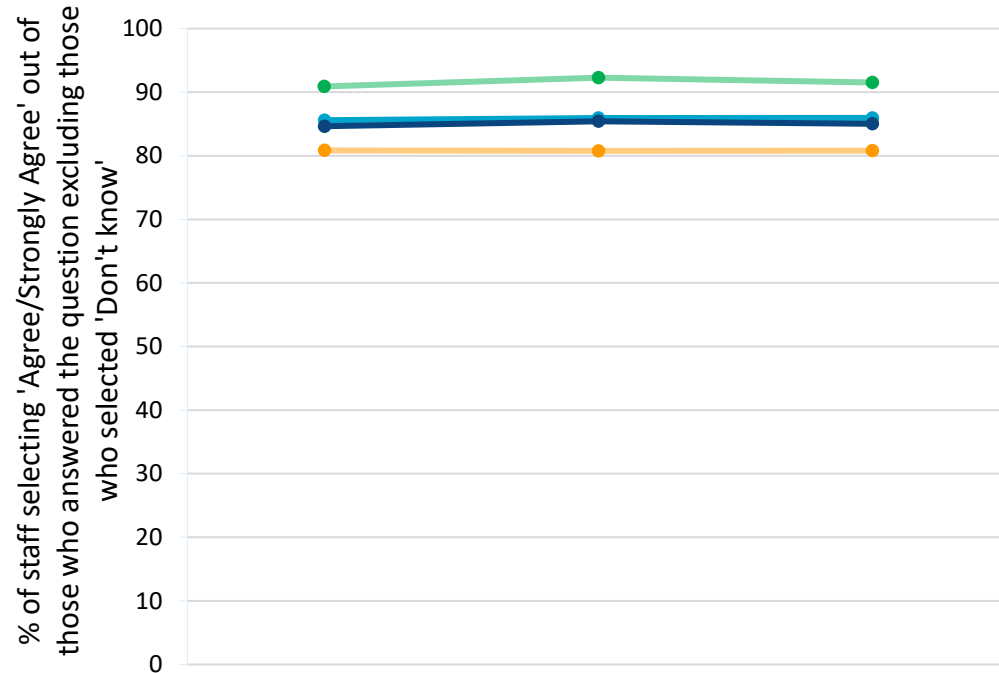


Your org	56.01%	57.83%	57.85%
Best result	67.82%	69.42%	70.55%
Average result	58.21%	59.40%	59.47%
Worst result	47.27%	48.00%	46.41%

Responses 5143 7444 8480

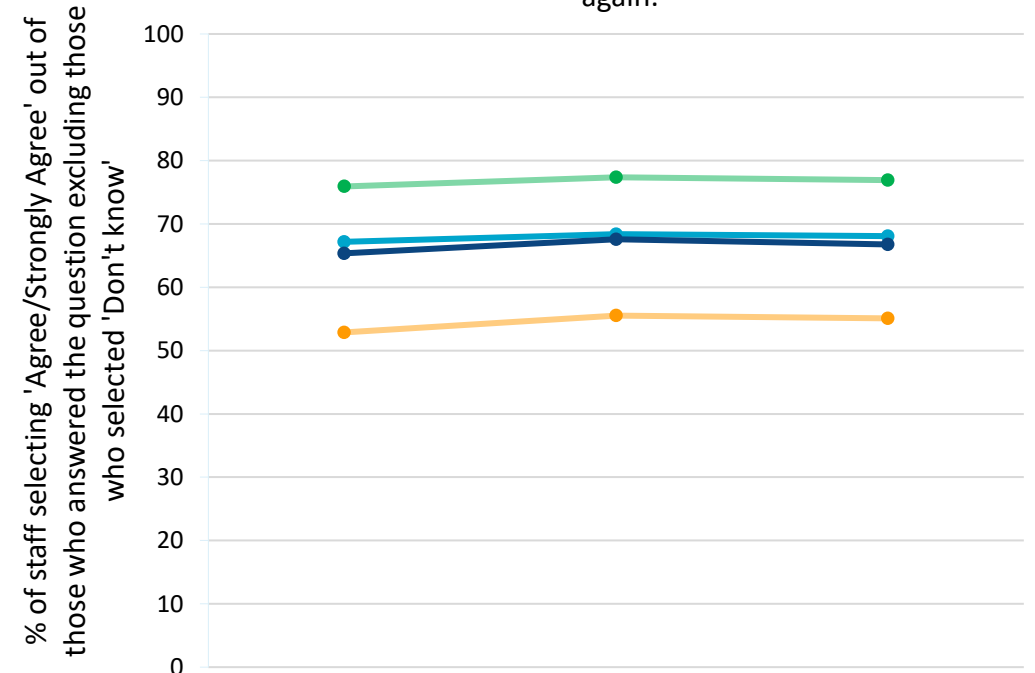


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	84.64%	85.41%	85.03%
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	6448	9304	10617

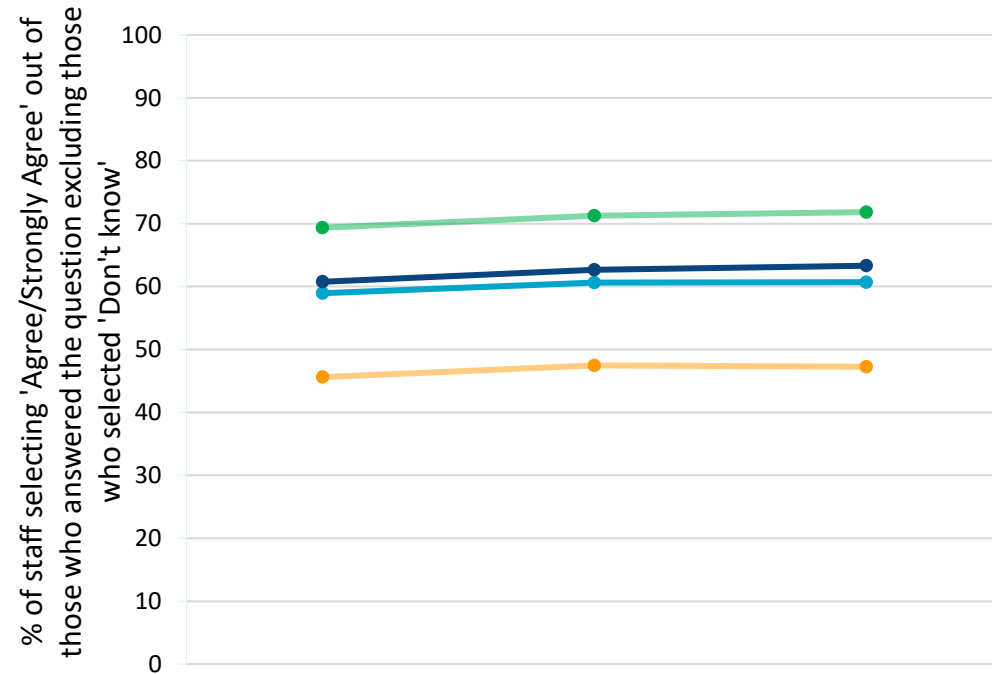
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



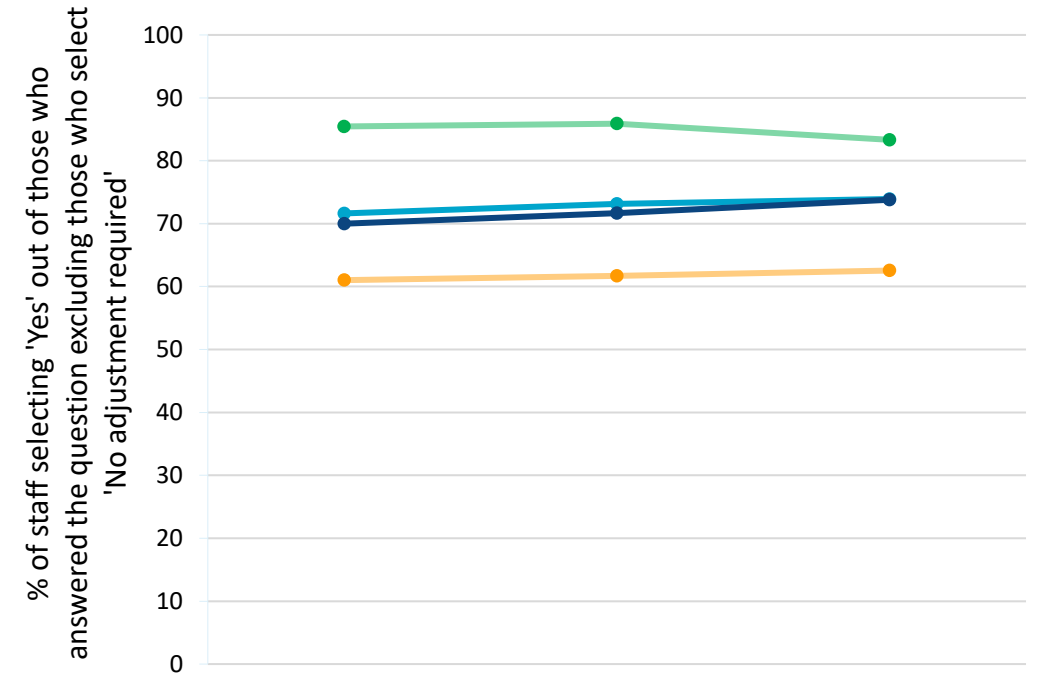
	2022	2023	2024
Your org	65.36%	67.58%	66.77%
Best result	75.92%	77.37%	76.90%
Average result	67.18%	68.39%	68.08%
Worst result	52.87%	55.52%	55.11%
Responses	5960	8663	9917



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?

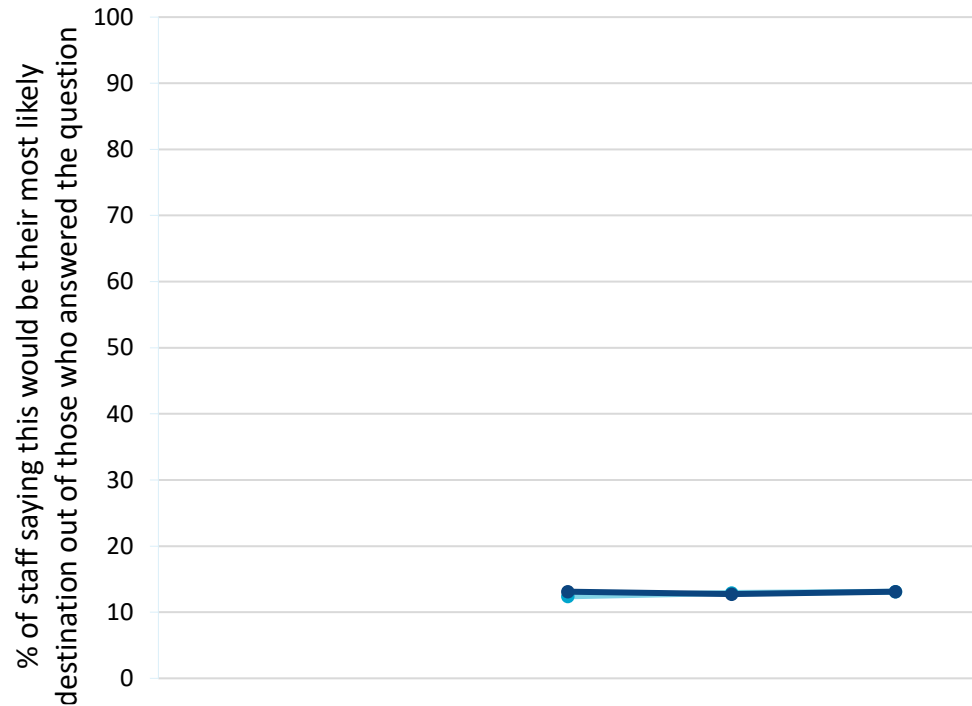


	2022	2023	2024
Your org	60.76%	62.67%	63.32%
Best result	69.36%	71.25%	71.84%
Average result	58.95%	60.66%	60.70%
Worst result	45.61%	47.47%	47.26%
Responses	5995	8753	10031

	2022	2023	2024
Your org	70.00%	71.68%	73.80%
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	1009	1536	1860



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.

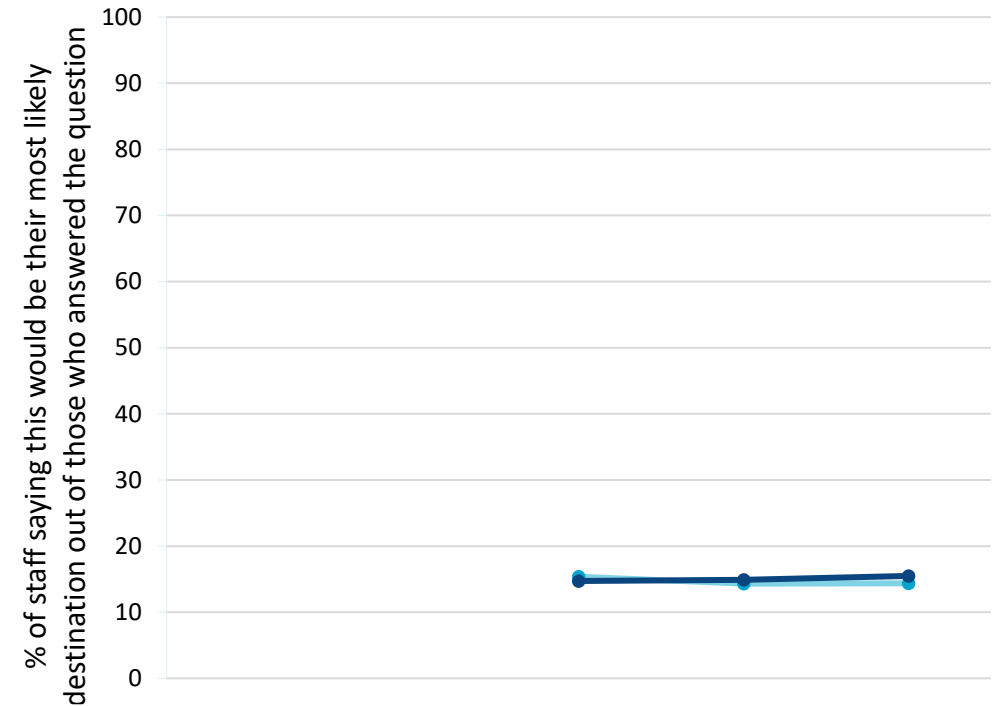


2020 2021 2022 2023 2024

Your org	-	-	13.11%	12.74%	13.11%
Average	-	-	12.40%	12.94%	13.10%

Responses - - 6378 8867 10163

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.



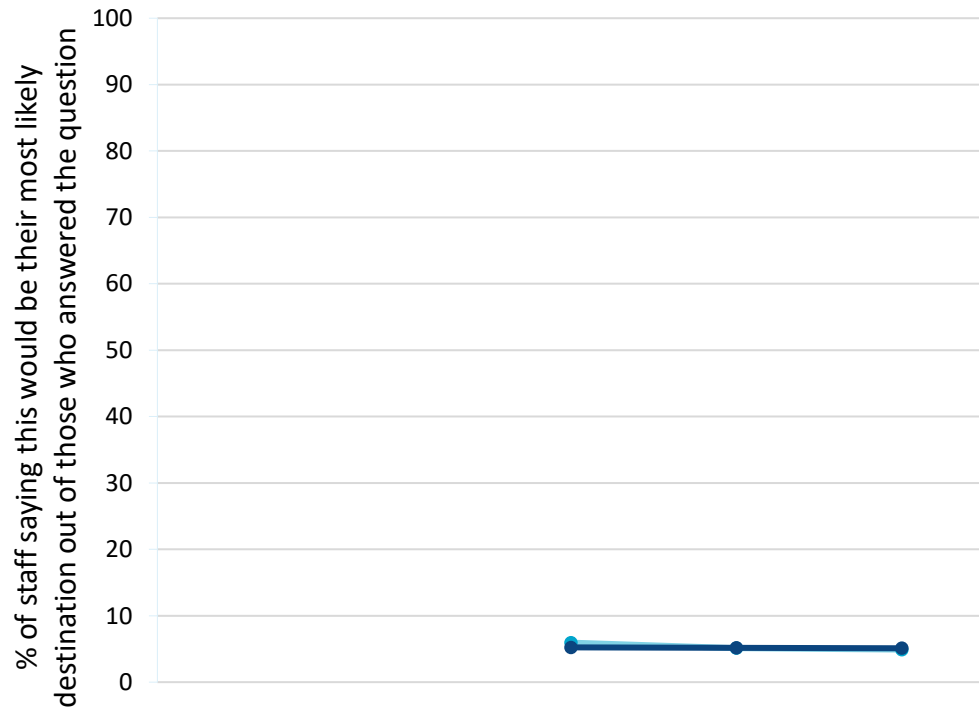
2020 2021 2022 2023 2024

Your org	-	-	14.72%	14.90%	15.49%
Average	-	-	15.37%	14.32%	14.36%

Responses - - 6378 8867 10163



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.

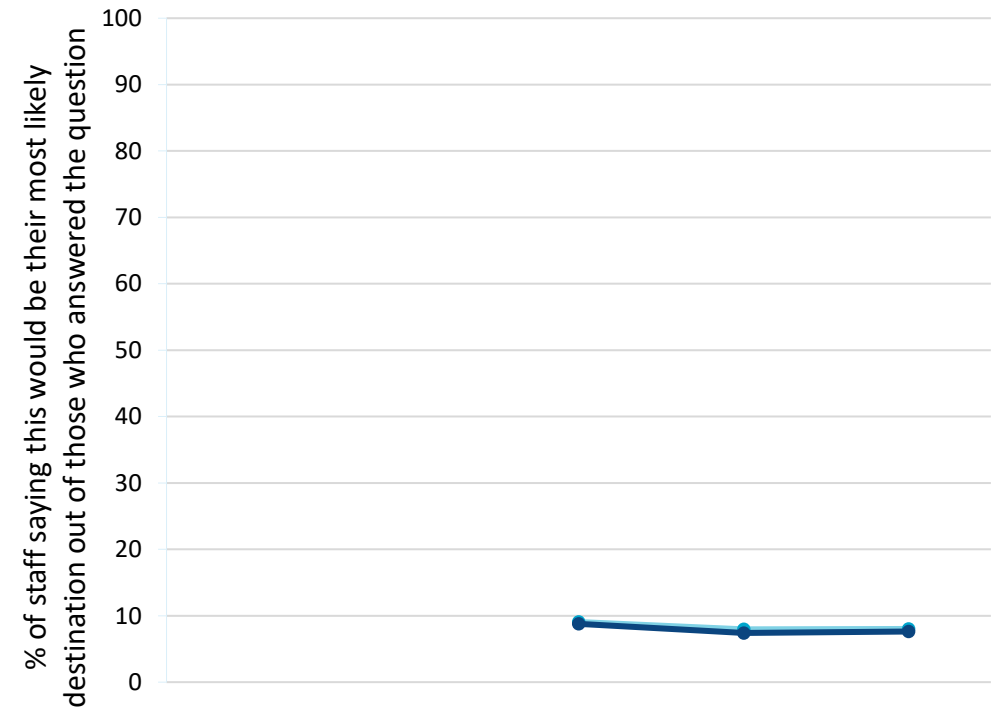


2020 2021 2022 2023 2024

Your org	-	-	5.24%	5.15%	5.11%
Average	-	-	5.95%	5.12%	4.90%

Responses - - 6378 8867 10163

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.



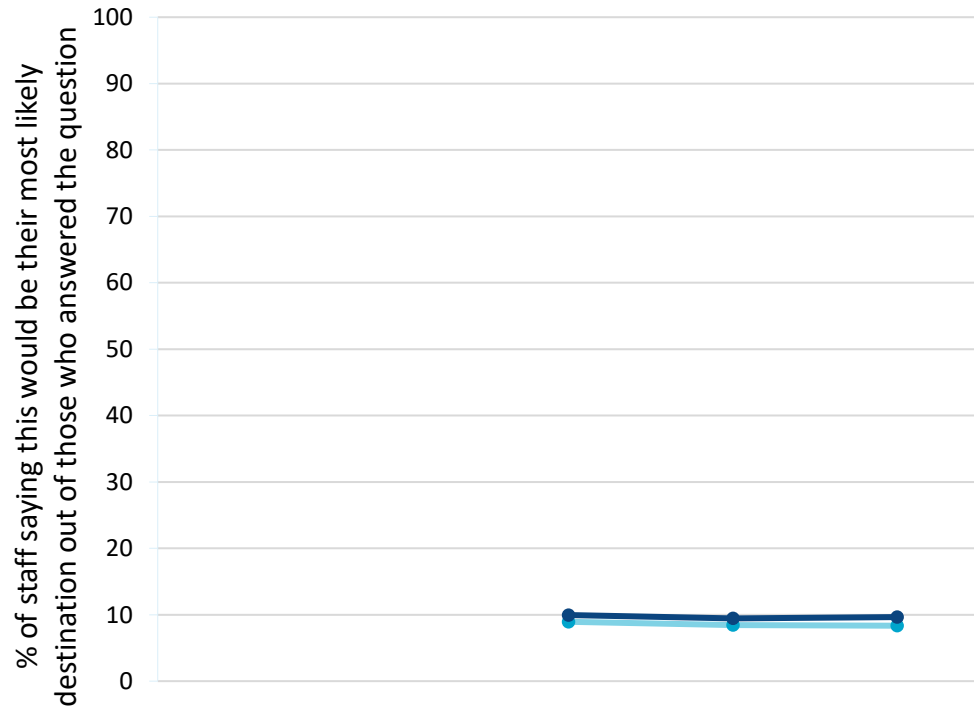
2020 2021 2022 2023 2024

Your org	-	-	8.78%	7.41%	7.65%
Average	-	-	9.06%	7.96%	8.00%

Responses - - 6378 8867 10163



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.

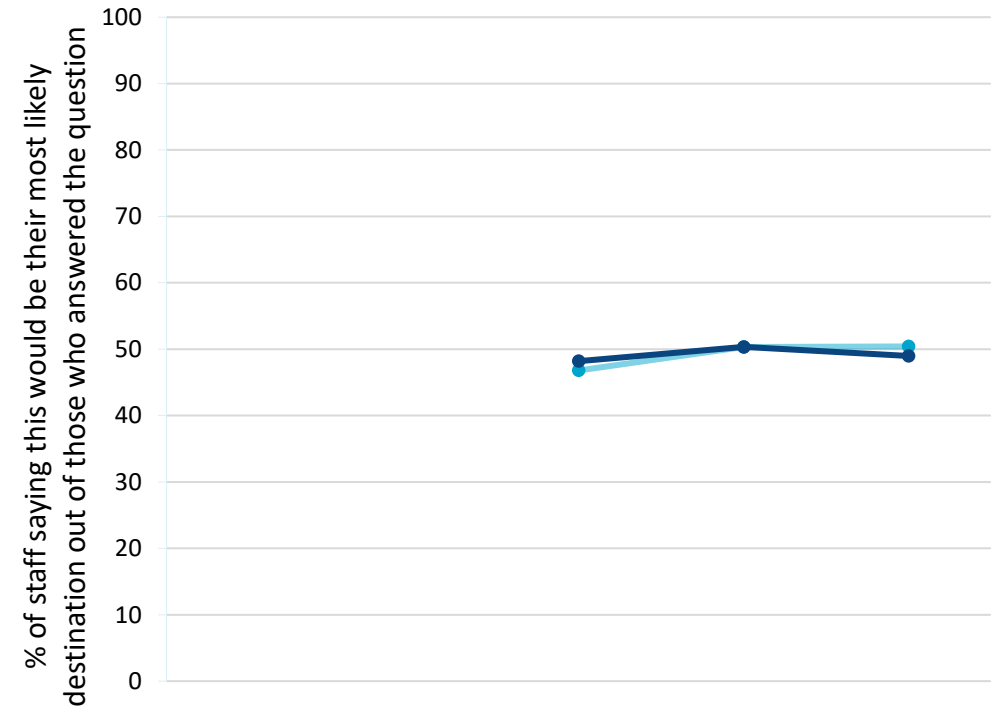


2020 2021 2022 2023 2024

Your org	-	-	9.96%	9.45%	9.67%
Average	-	-	8.94%	8.46%	8.35%

Responses - - 6378 8867 10163

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	-	-	48.20%	50.34%	48.98%
Average	-	-	46.79%	50.34%	50.41%

Responses - - 6378 8867 10163

## 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
<b>For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined</b>		
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
<b>For each of the following metrics, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness</b>		
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)

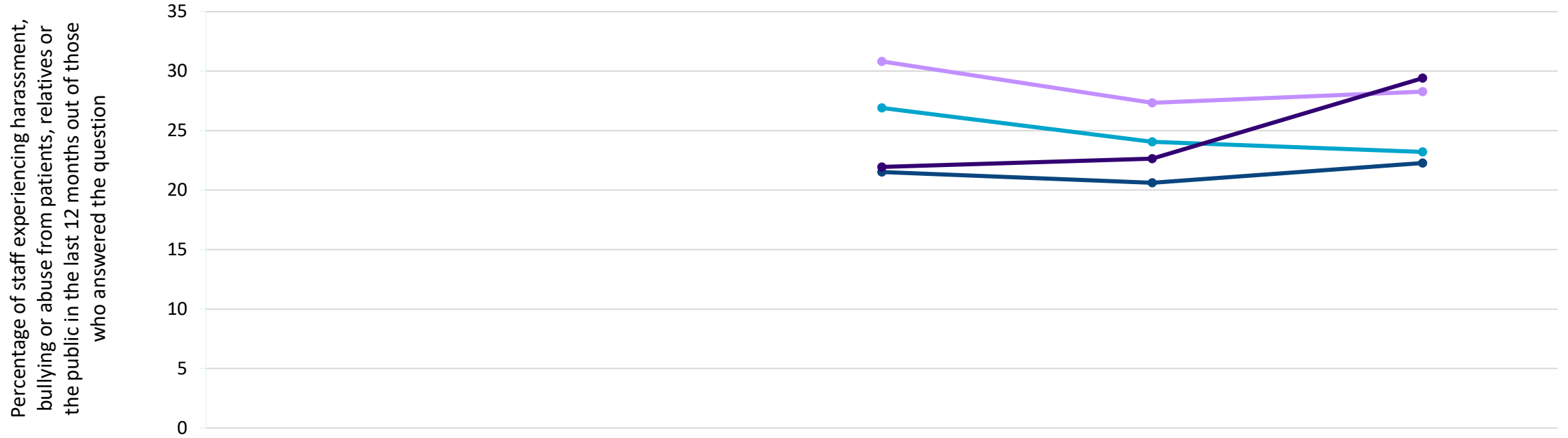
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

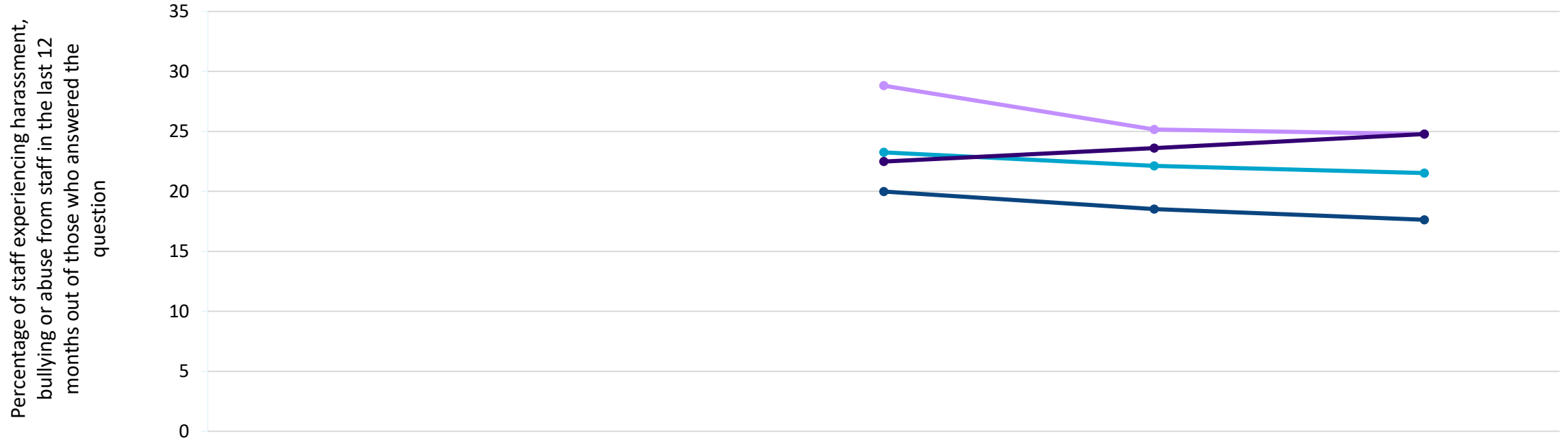


	2020	2021	2022	2023	2024
White staff: Your org	-	-	21.52%	20.61%	22.27%
All other ethnic groups*: Your org	-	-	21.95%	22.64%	29.41%
White staff: Average	-	-	26.91%	24.05%	23.21%
All other ethnic groups*: Average	-	-	30.82%	27.34%	28.27%
White staff: Responses	-	-	5743	7840	8503
All other ethnic groups*: Responses	-	-	966	1833	2472

\*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

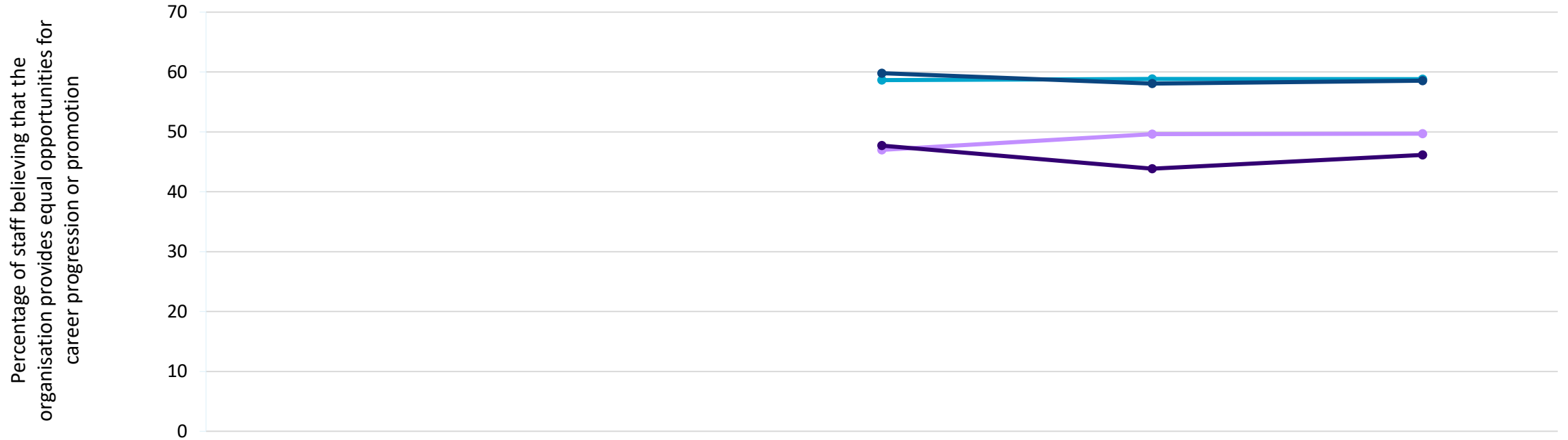


	2020	2021	2022	2023	2024
White staff: Your org	-	-	19.99%	18.52%	17.63%
All other ethnic groups*: Your org	-	-	22.49%	23.61%	24.78%
White staff: Average	-	-	23.25%	22.12%	21.53%
All other ethnic groups*: Average	-	-	28.81%	25.16%	24.78%
White staff: Responses	-	-	5734	7836	8496
All other ethnic groups*: Responses	-	-	965	1834	2474

\*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.

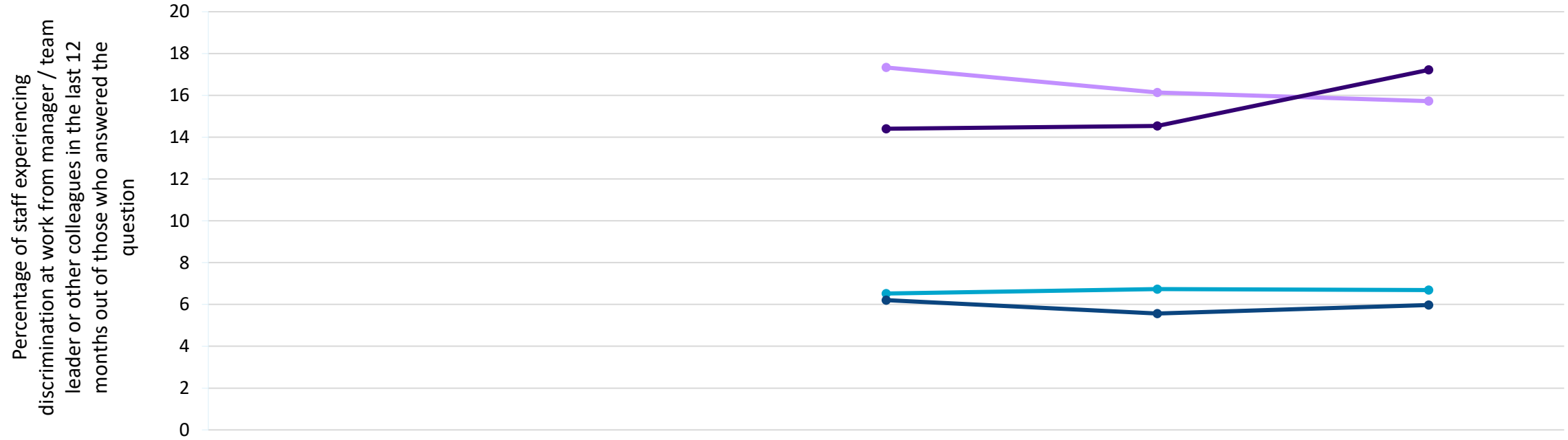
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	-	-	59.80%	58.06%	58.53%
All other ethnic groups*: Your org	-	-	47.71%	43.86%	46.15%
White staff: Average	-	-	58.65%	58.84%	58.82%
All other ethnic groups*: Average	-	-	47.00%	49.64%	49.70%
White staff: Responses	-	-	5707	7812	8455
All other ethnic groups*: Responses	-	-	960	1831	2457

\*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	-	-	6.21%	5.57%	5.97%
All other ethnic groups*: Your org	-	-	14.40%	14.54%	17.22%
White staff: Average	-	-	6.52%	6.73%	6.69%
All other ethnic groups*: Average	-	-	17.33%	16.14%	15.72%
White staff: Responses	-	-	5736	7797	8459
All other ethnic groups*: Responses	-	-	965	1830	2451

\*Staff from all other ethnic groups combined

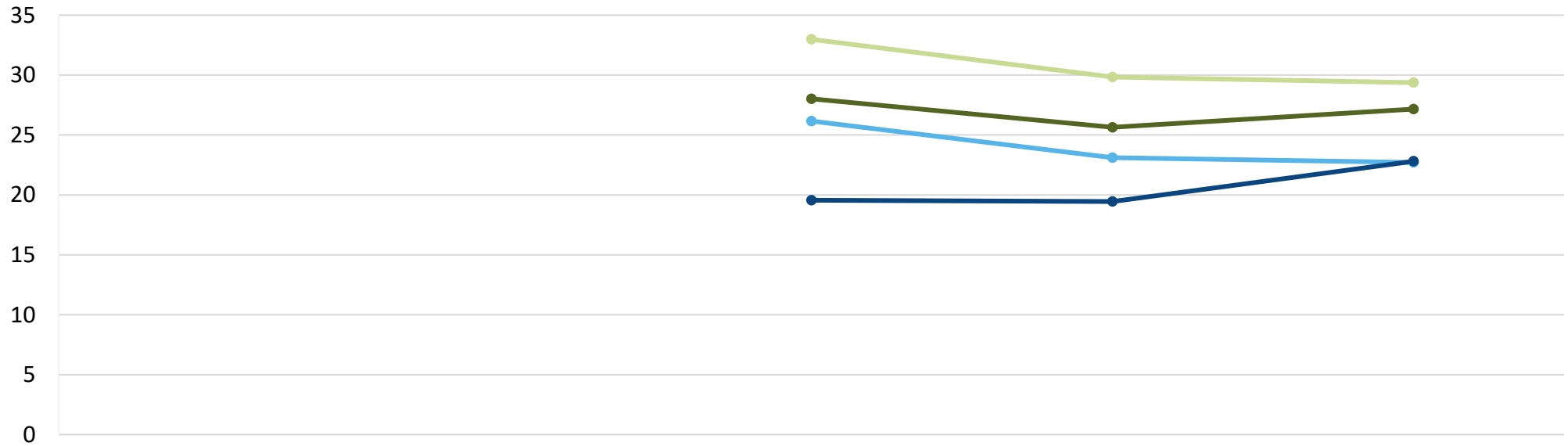
## Workforce Disability Equality Standards (WDES)

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.



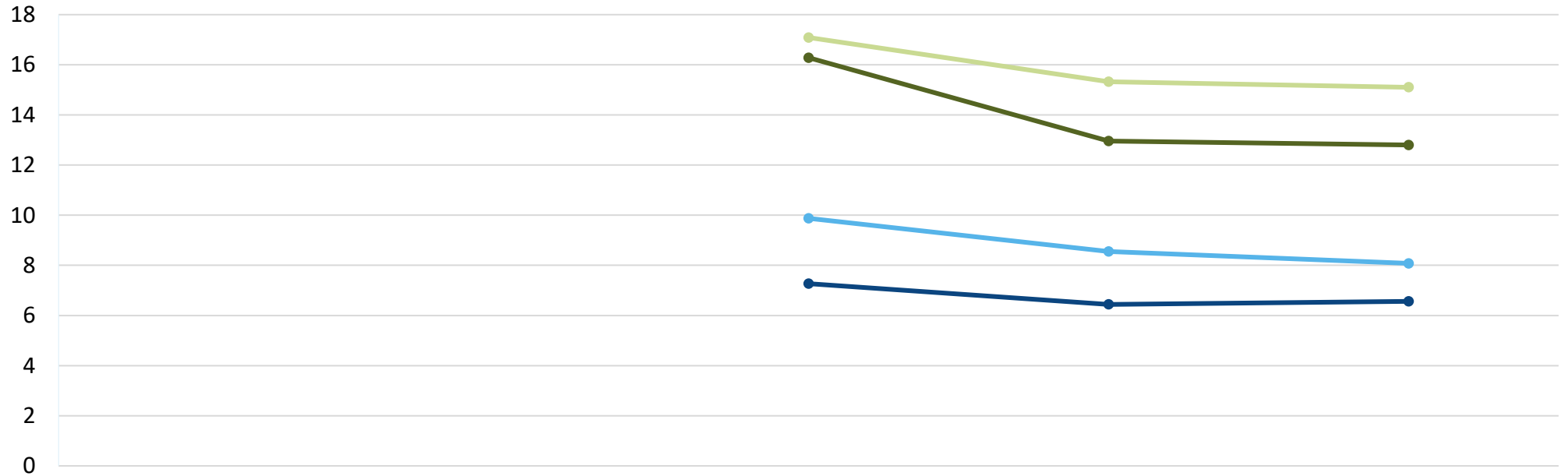
	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	28.02%	25.64%	27.16%
Staff without a LTC or illness: Your org	-	-	19.55%	19.45%	22.80%
Staff with a LTC or illness: Average	-	-	32.98%	29.83%	29.37%
Staff without a LTC or illness: Average	-	-	26.16%	23.11%	22.71%
Staff with a LTC or illness: Responses	-	-	1706	2570	2920
Staff without a LTC or illness: Responses	-	-	5019	7066	8008

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.

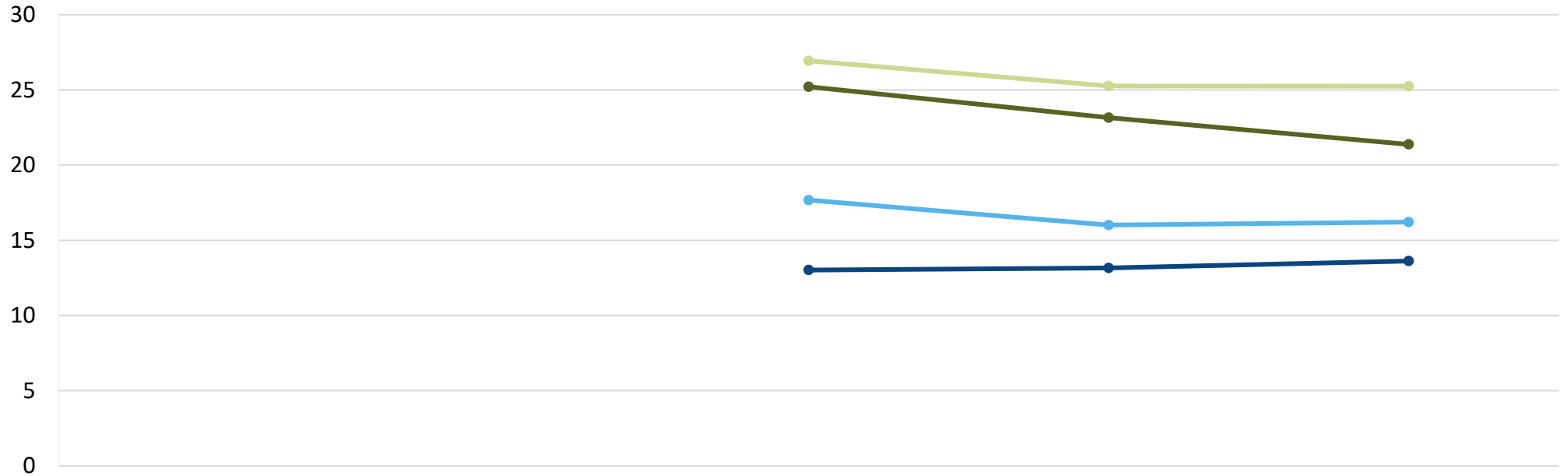


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	16.28%	12.96%	12.80%
Staff without a LTC or illness: Your org	-	-	7.27%	6.44%	6.56%
Staff with a LTC or illness: Average	-	-	17.09%	15.33%	15.10%
Staff without a LTC or illness: Average	-	-	9.88%	8.56%	8.08%
Staff with a LTC or illness: Responses	-	-	1695	2554	2906
Staff without a LTC or illness: Responses	-	-	4980	7034	7967

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.

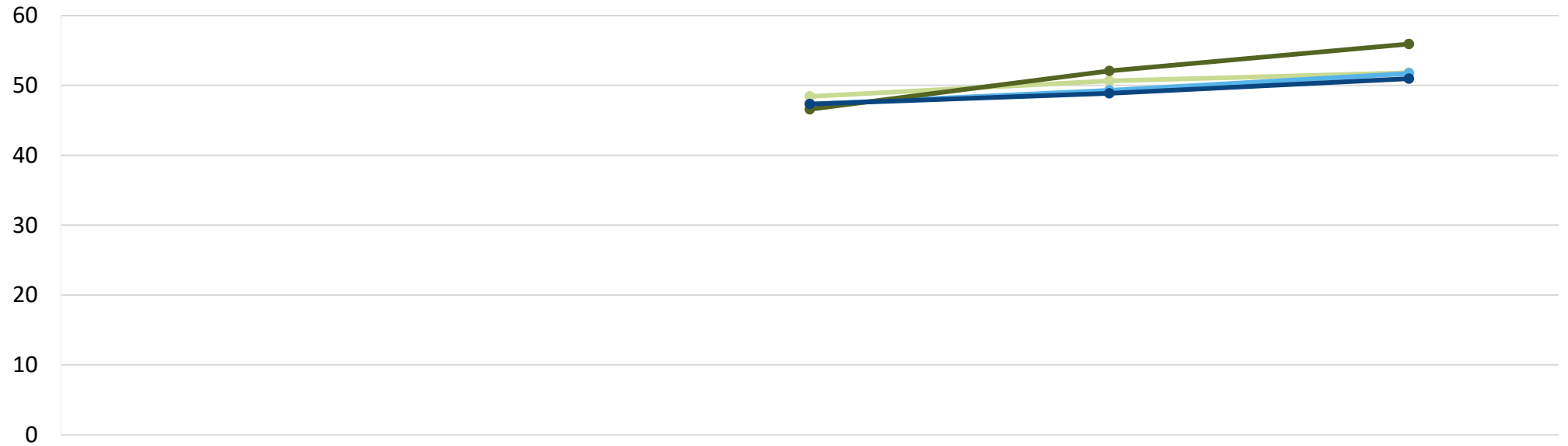


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	25.21%	23.15%	21.37%
Staff without a LTC or illness: Your org	-	-	13.02%	13.16%	13.62%
Staff with a LTC or illness: Average	-	-	26.93%	25.26%	25.24%
Staff without a LTC or illness: Average	-	-	17.67%	16.01%	16.22%
Staff with a LTC or illness: Responses	-	-	1694	2562	2915
Staff without a LTC or illness: Responses	-	-	4939	7038	7966

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.

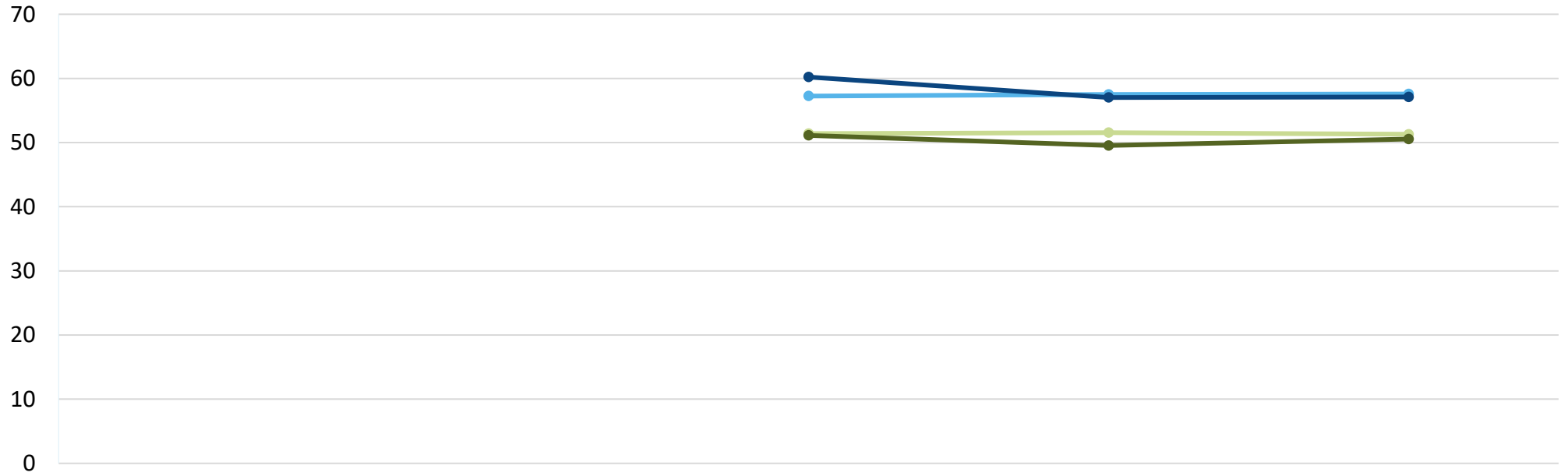


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	46.59%	52.08%	55.93%
Staff without a LTC or illness: Your org	-	-	47.34%	48.89%	50.97%
Staff with a LTC or illness: Average	-	-	48.43%	50.64%	51.82%
Staff without a LTC or illness: Average	-	-	47.30%	49.31%	51.71%
Staff with a LTC or illness: Responses	-	-	704	985	1130
Staff without a LTC or illness: Responses	-	-	1295	1845	2209

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

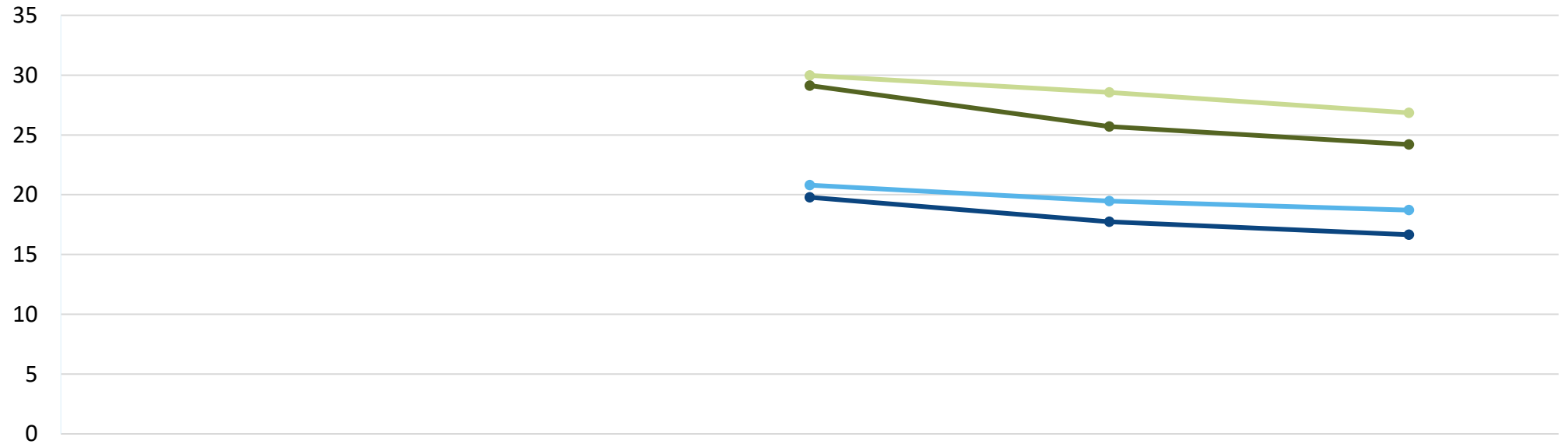
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	51.12%	49.55%	50.55%
Staff without a LTC or illness: Your org	-	-	60.22%	57.02%	57.13%
Staff with a LTC or illness: Average	-	-	51.39%	51.54%	51.30%
Staff without a LTC or illness: Average	-	-	57.25%	57.52%	57.57%
Staff with a LTC or illness: Responses	-	-	1702	2561	2896
Staff without a LTC or illness: Responses	-	-	4982	7048	7975

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

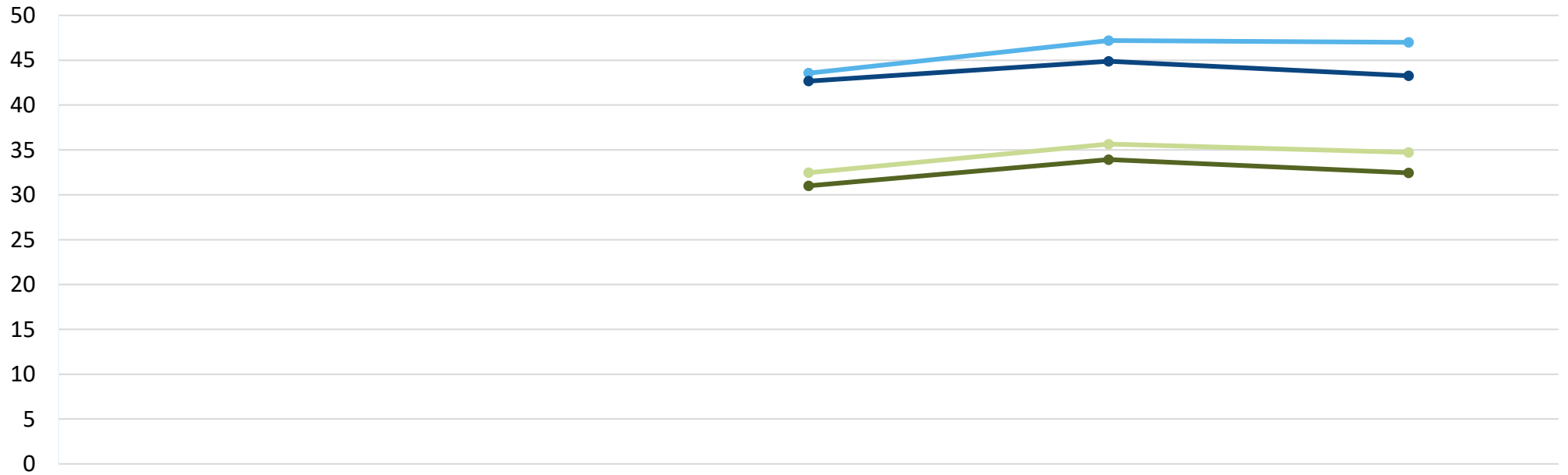
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	29.13%	25.70%	24.20%
Staff without a LTC or illness: Your org	-	-	19.78%	17.74%	16.65%
Staff with a LTC or illness: Average	-	-	29.97%	28.55%	26.85%
Staff without a LTC or illness: Average	-	-	20.80%	19.46%	18.71%
Staff with a LTC or illness: Responses	-	-	1260	1844	2149
Staff without a LTC or illness: Responses	-	-	2568	3535	4191

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

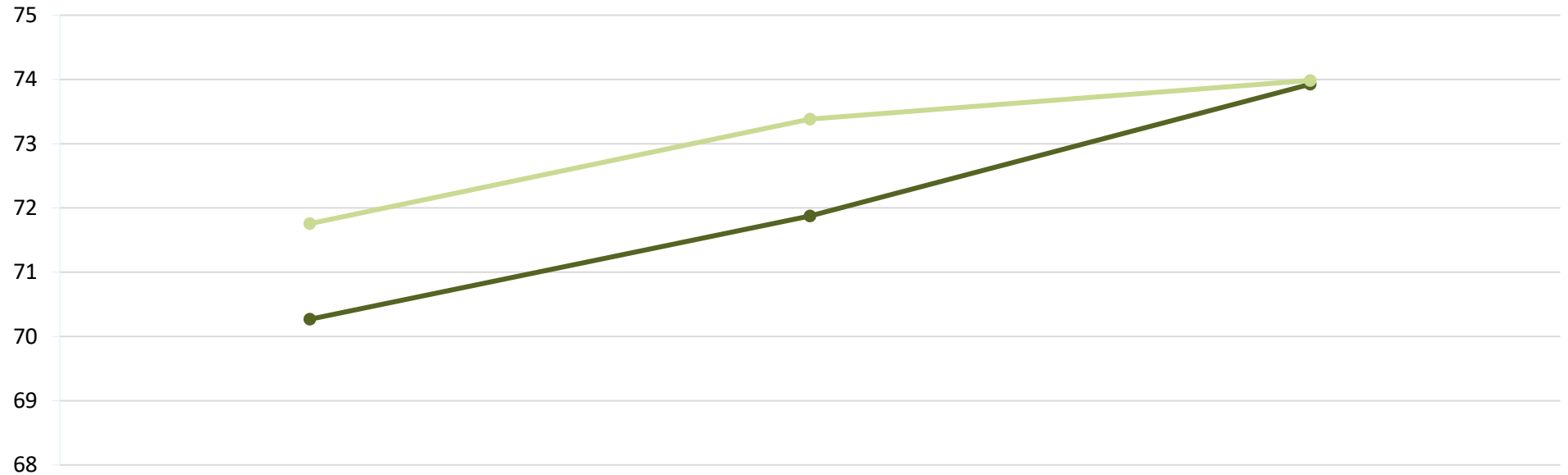
Percentage of staff satisfied with the extent to which their organisation values their work.



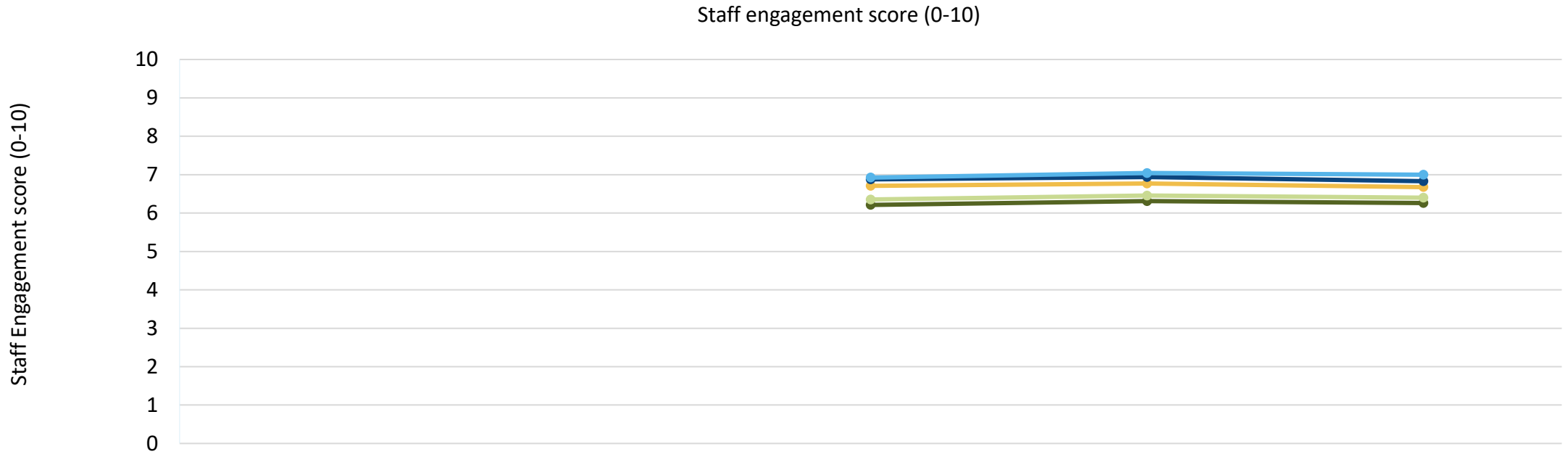
	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	-	-	31.00%	33.93%	32.43%
Staff without a LTC or illness: Your org	-	-	42.67%	44.89%	43.27%
Staff with a LTC or illness: Average	-	-	32.46%	35.66%	34.73%
Staff without a LTC or illness: Average	-	-	43.56%	47.19%	46.98%
Staff with a LTC or illness: Responses	-	-	1716	2579	2920
Staff without a LTC or illness: Responses	-	-	5034	7089	8013

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	70.27%	71.88%	73.92%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%
Staff with a LTC or illness: Responses	1009	1536	1860



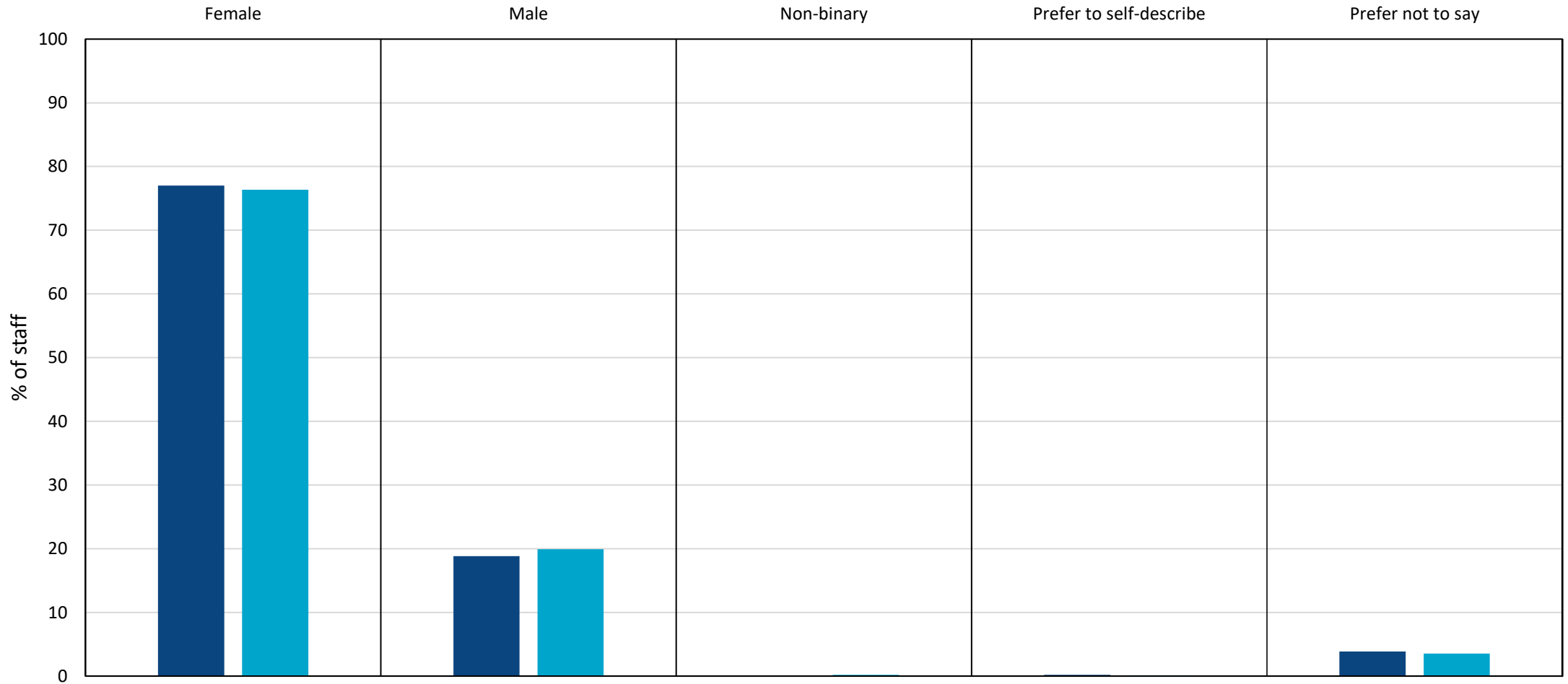
	2020	2021	2022	2023	2024
Organisation average	-	-	6.71	6.77	6.68
Staff with a LTC or illness: Your org	-	-	6.21	6.31	6.26
Staff without a LTC or illness: Your org	-	-	6.88	6.94	6.83
Staff with a LTC or illness: Average	-	-	6.35	6.46	6.40
Staff without a LTC or illness: Average	-	-	6.92	7.04	7.00
Staff with a LTC or illness: Responses	-	-	1717	2592	2935
Staff without a LTC or illness: Responses	-	-	5038	7117	8045

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



## About your respondents

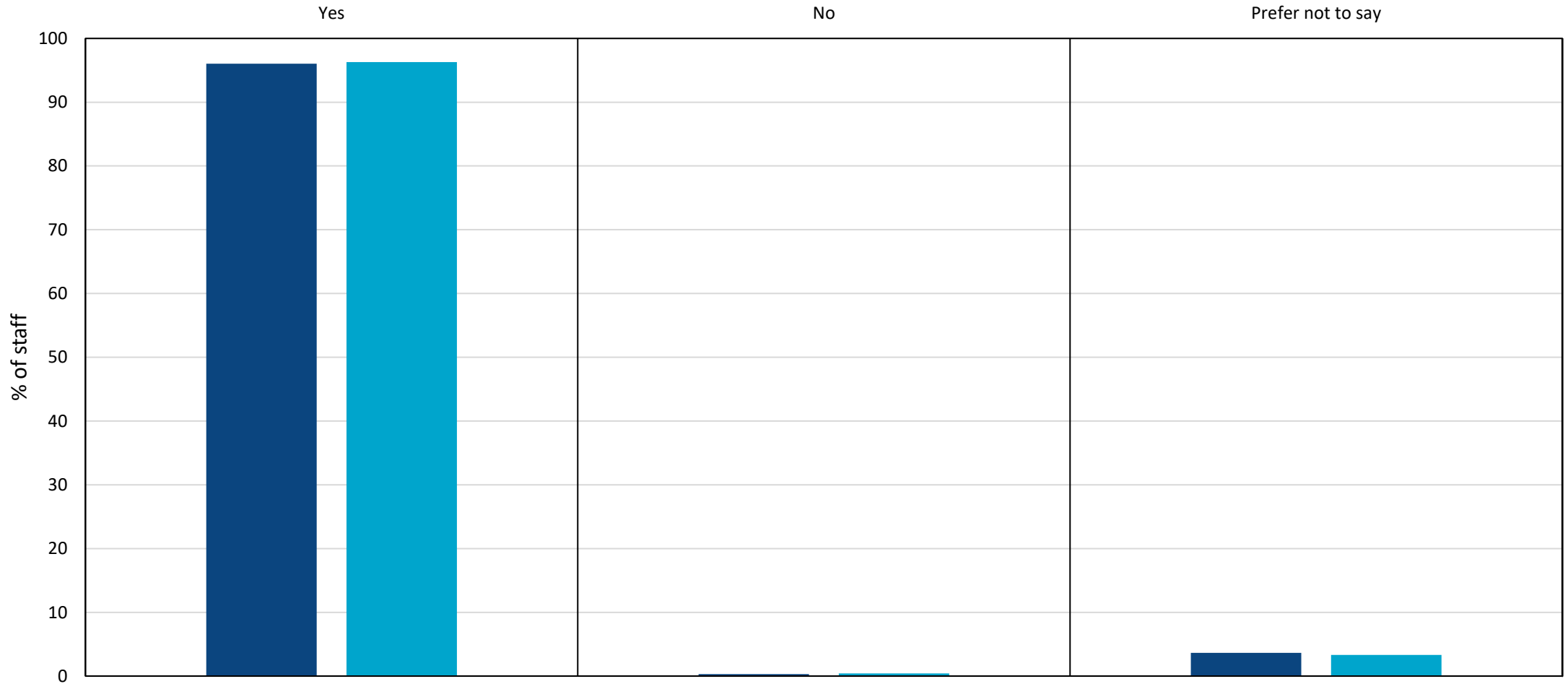
This section shows demographic and other background information for 2024.



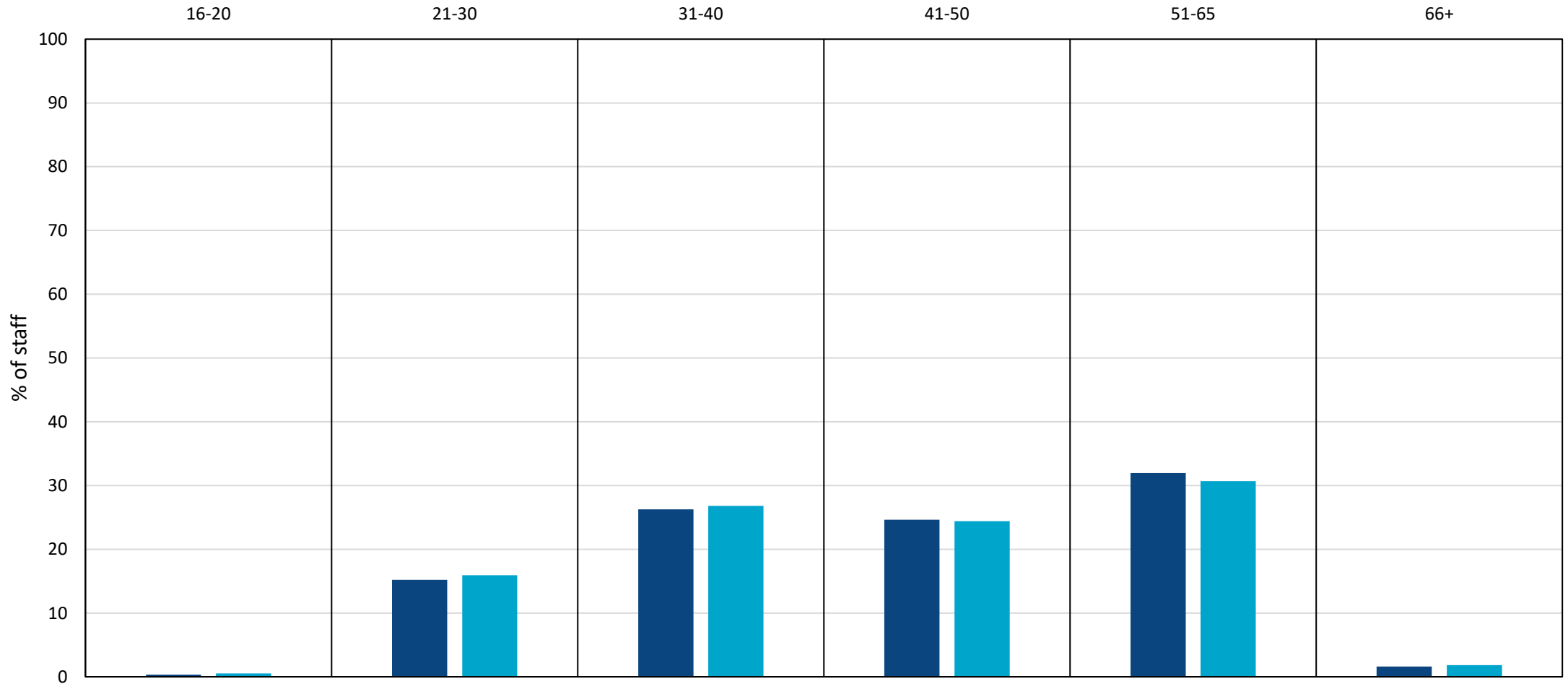
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	76.99%	18.84%	0.10%	0.19%	3.88%
<b>Average</b>	76.34%	19.91%	0.21%	0.13%	3.54%
<b>Responses</b>	11135	11135	11135	11135	11135



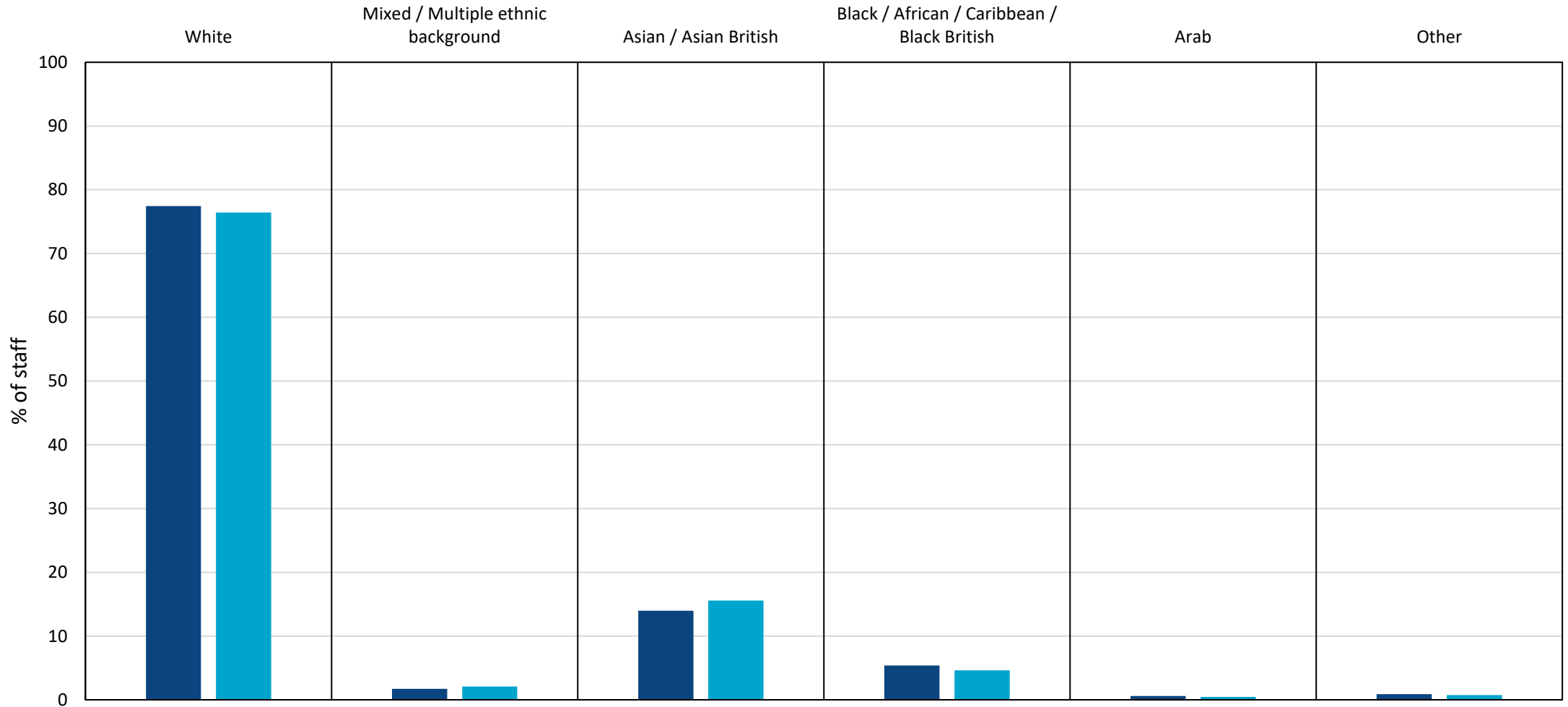
# Background details – Is your gender identity the same as the sex you were registered at birth?



	Yes	No	Prefer not to say
<b>Your org</b>	96.05%	0.31%	3.64%
<b>Average</b>	96.28%	0.41%	3.34%
<b>Responses</b>	10429	10429	10429

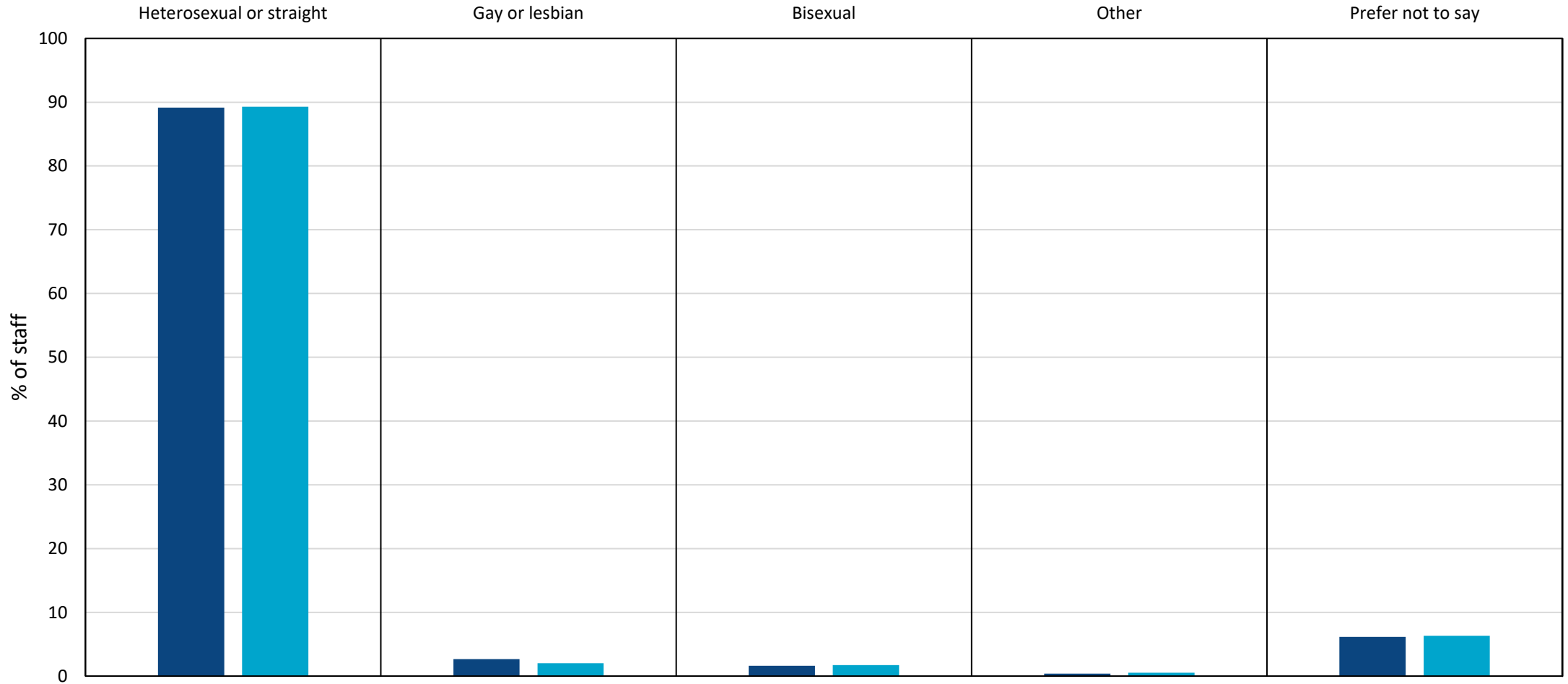


<b>Your org</b>	0.34%	15.20%	26.27%	24.61%	31.95%	1.63%
<b>Average</b>	0.52%	15.92%	26.82%	24.42%	30.69%	1.83%
<b>Responses</b>	10998	10998	10998	10998	10998	10998



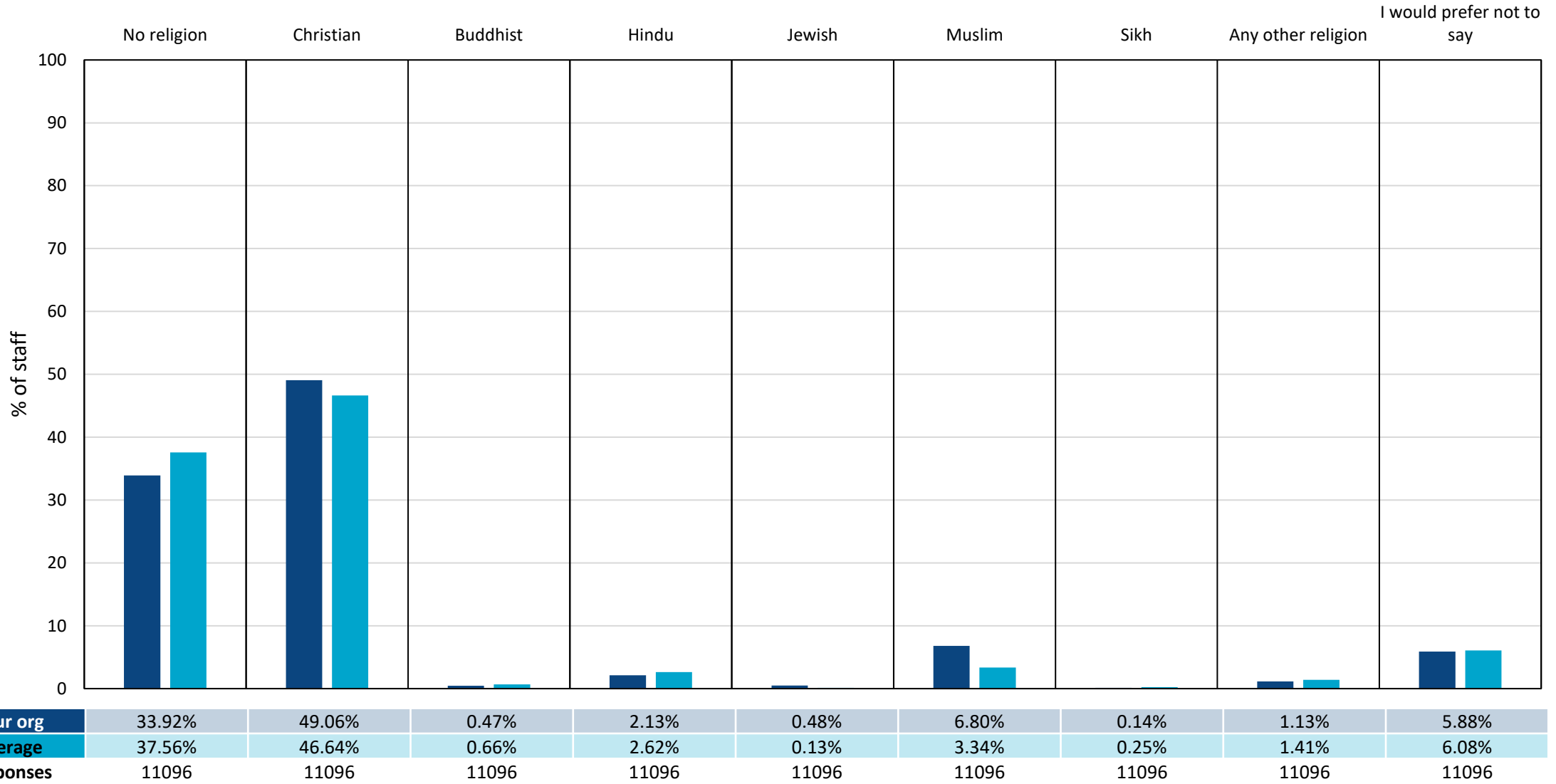
<b>Your org</b>	77.46%	1.71%	13.96%	5.37%	0.61%	0.89%
<b>Average</b>	76.43%	2.08%	15.55%	4.62%	0.46%	0.73%
<b>Responses</b>	11058	11058	11058	11058	11058	11058

# Background details – Sexual orientation

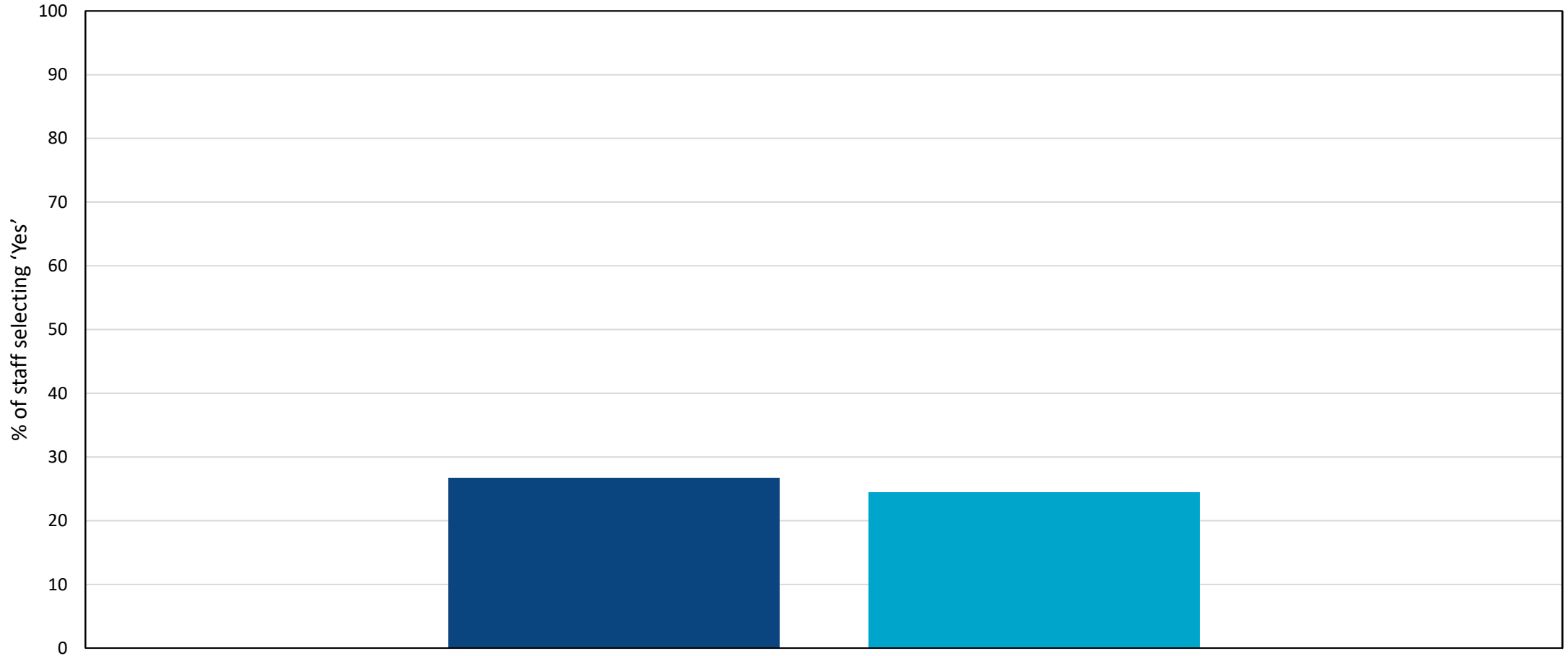


Responses	11121	11121	11121	11121	11121
<b>Your org</b>	89.16%	2.68%	1.63%	0.40%	6.13%
<b>Average</b>	89.28%	2.03%	1.74%	0.53%	6.32%

# Background details - Religion



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

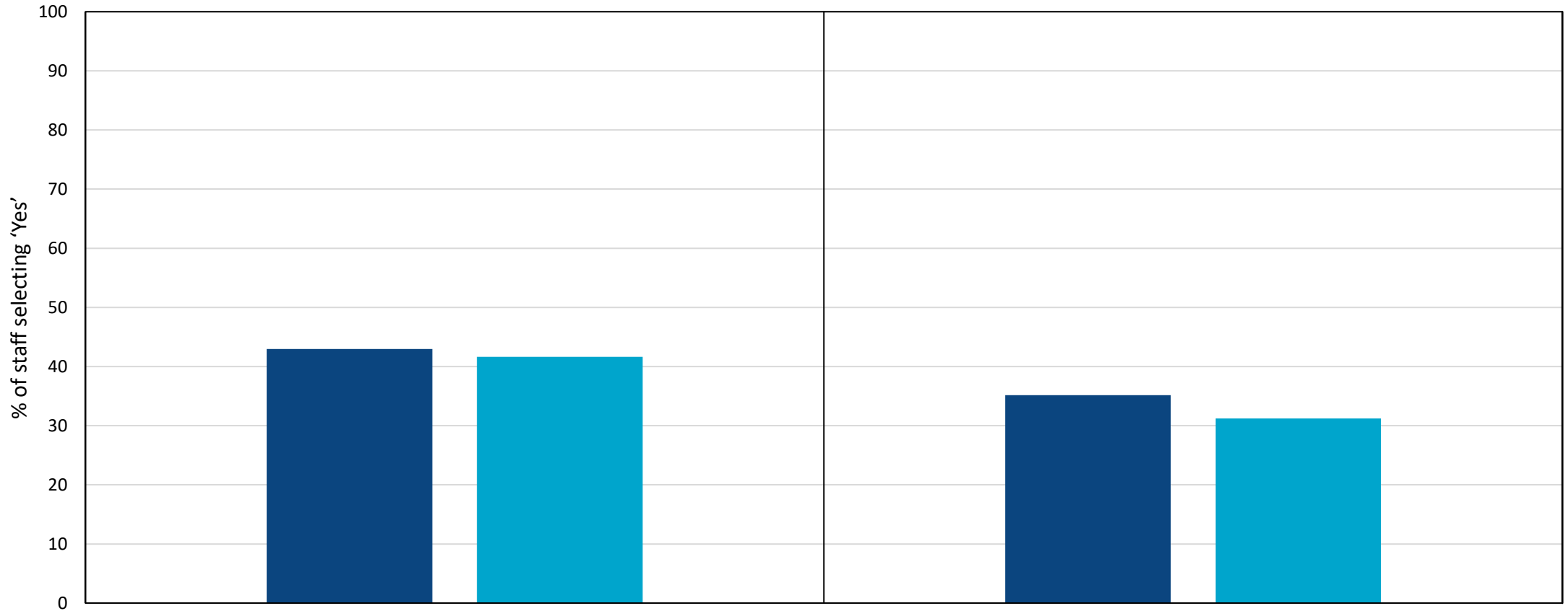


<b>Your org</b>	26.72%
<b>Average</b>	24.45%
<b>Responses</b>	11009



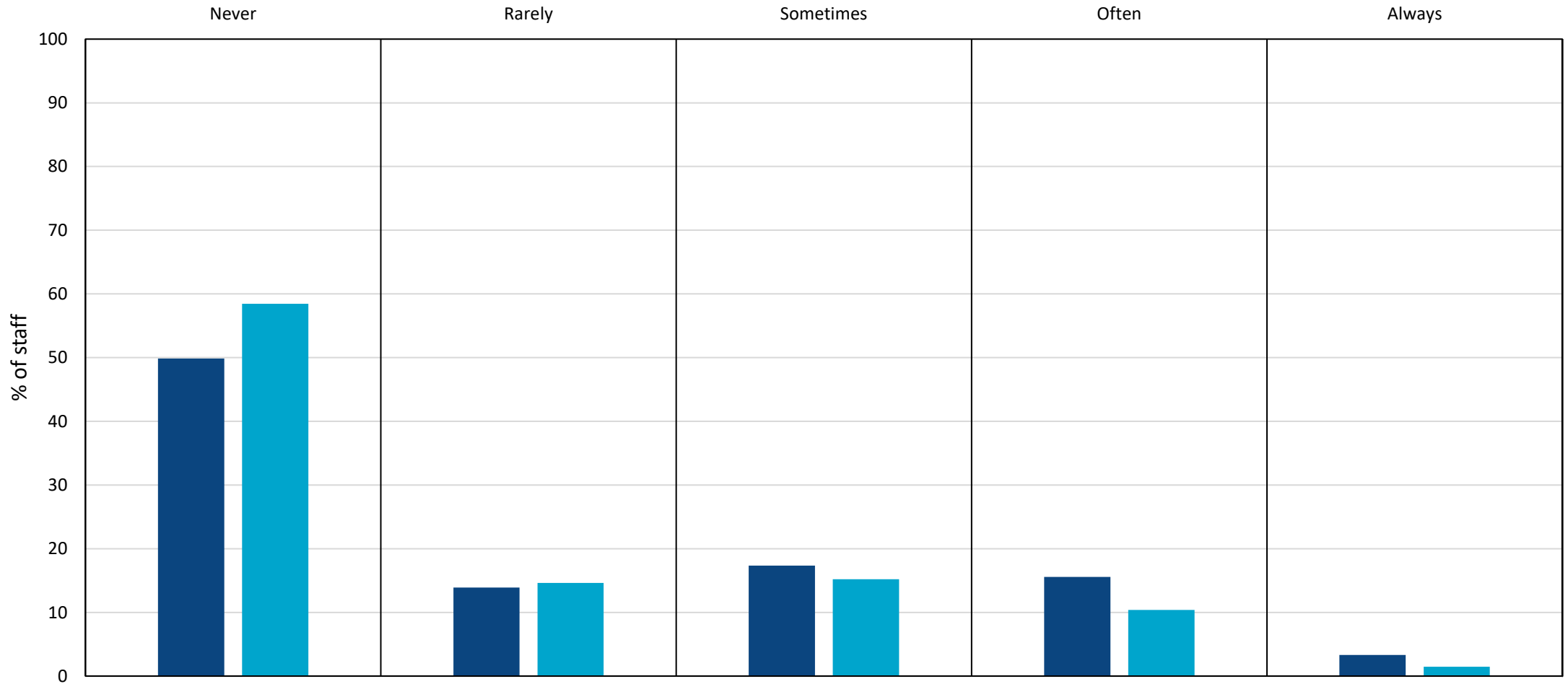
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



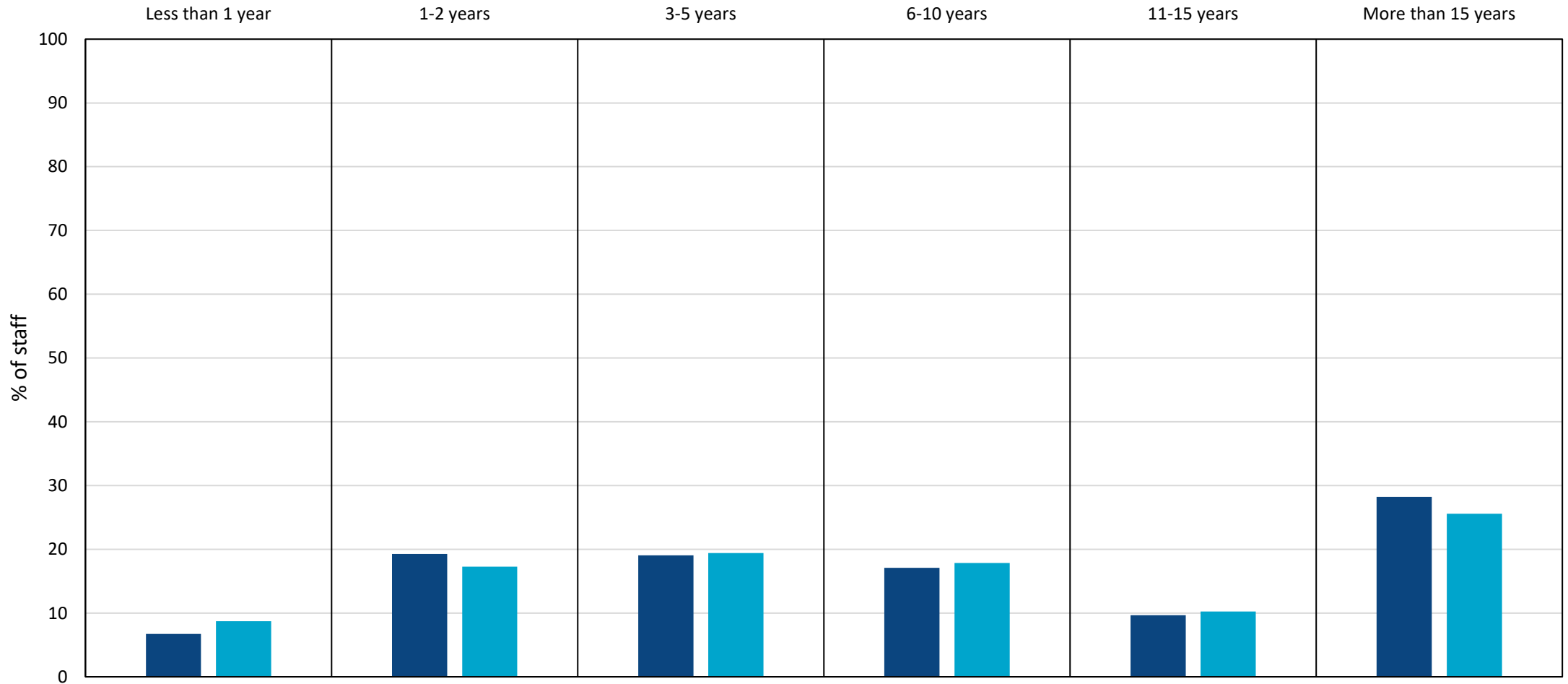
<b>Your org</b>	42.95%	35.15%
<b>Average</b>	41.64%	31.24%
<b>Responses</b>	11042	10980

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



	Never	Rarely	Sometimes	Often	Always
<b>Your org</b>	49.87%	13.88%	17.36%	15.55%	3.33%
<b>Average</b>	58.46%	14.62%	15.19%	10.39%	1.47%
<b>Responses</b>	11135	11135	11135	11135	11135

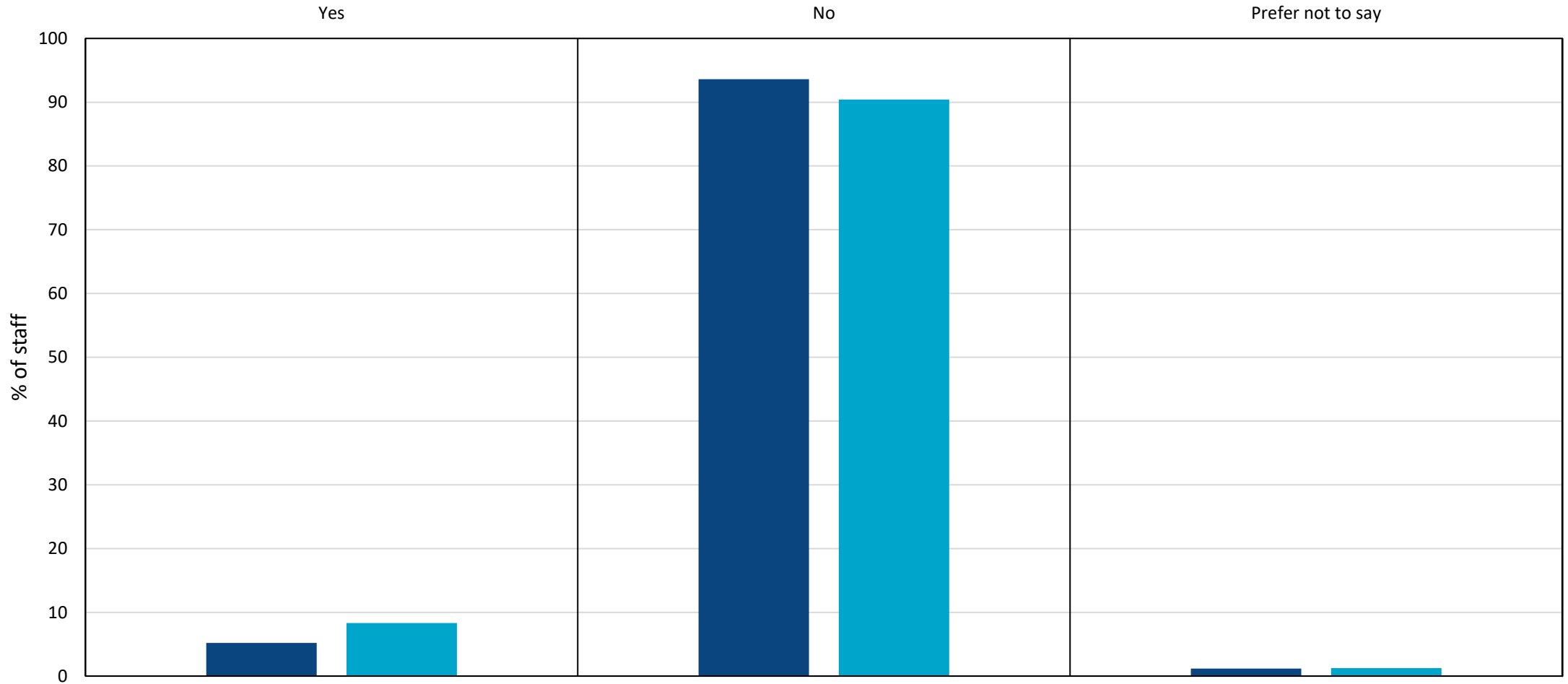
# Background details – Length of service



<b>Your org</b>	6.72%	19.25%	19.06%	17.09%	9.65%	28.23%
<b>Average</b>	8.72%	17.29%	19.43%	17.86%	10.24%	25.58%
<b>Responses</b>	11151	11151	11151	11151	11151	11151

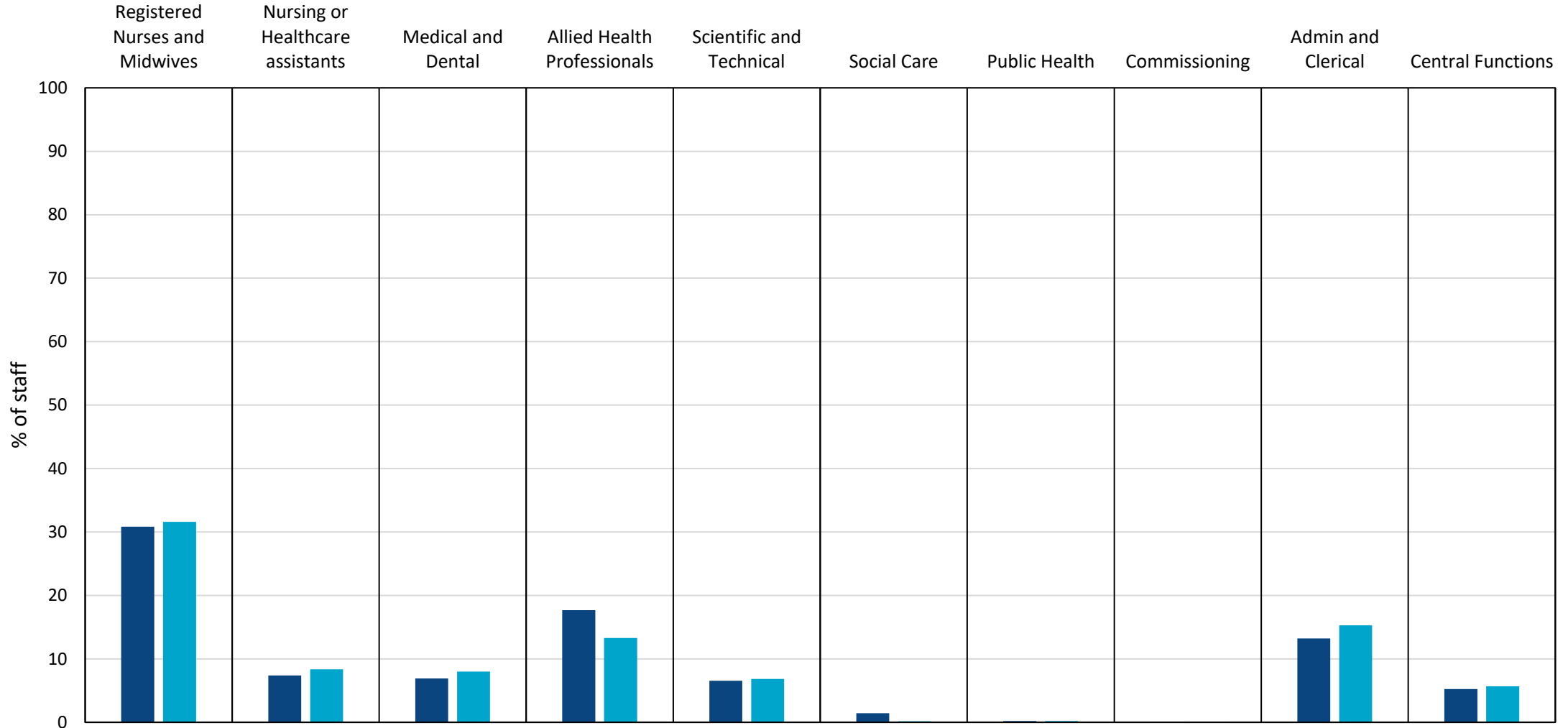


# Background details – When you joined this organisation, were you recruited from outside of the UK?



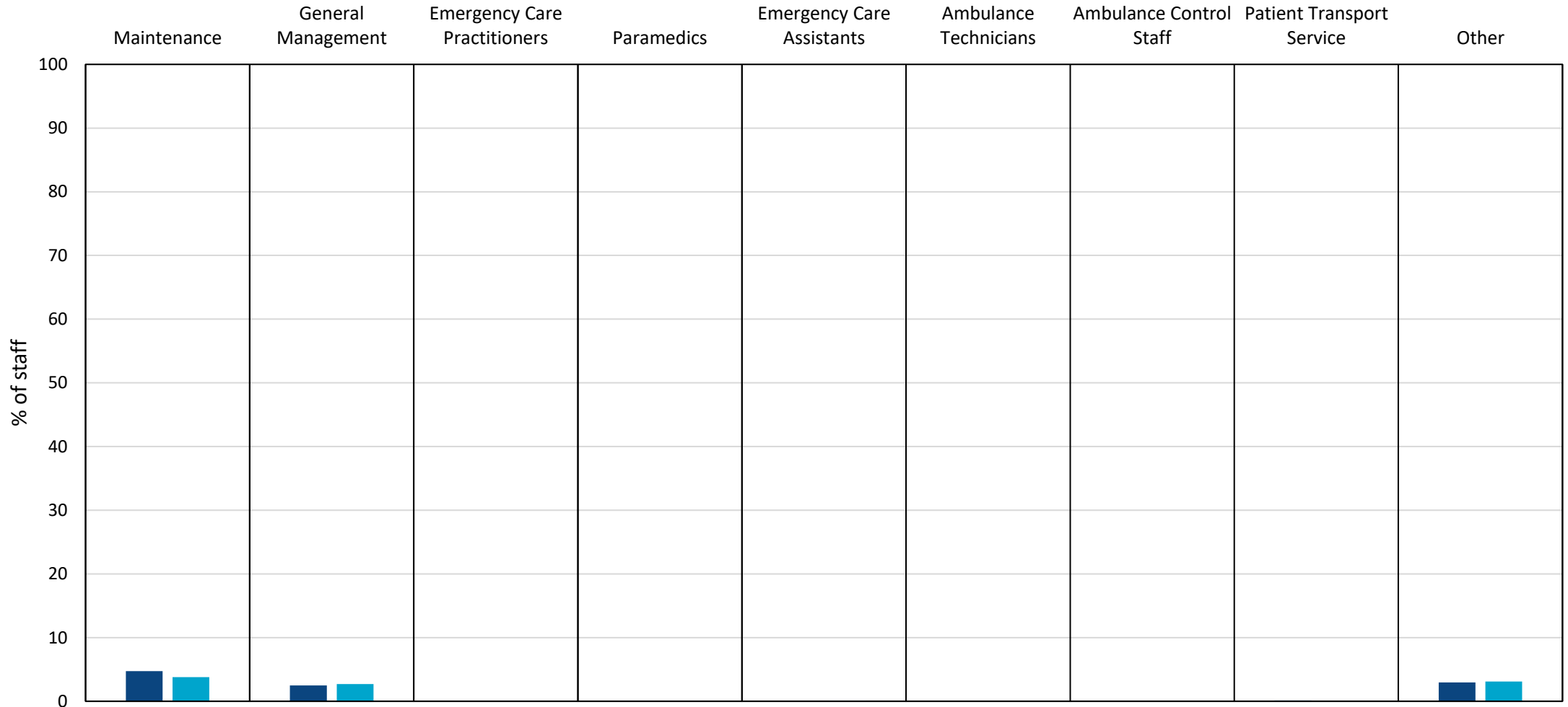
<b>Your org</b>	5.21%	93.61%	1.18%
<b>Average</b>	8.30%	90.40%	1.24%
<b>Responses</b>	10888	10888	10888

# Background details – Occupational group



Occupational Group	Your org (%)	Average (%)	Responses
Registered Nurses and Midwives	30.82%	31.58%	10979
Nursing or Healthcare assistants	7.40%	8.38%	10979
Medical and Dental	6.92%	7.99%	10979
Allied Health Professionals	17.68%	13.29%	10979
Scientific and Technical	6.54%	6.85%	10979
Social Care	1.45%	0.17%	10979
Public Health	0.21%	0.21%	10979
Commissioning	0.11%	0.07%	10979
Admin and Clerical	13.21%	15.29%	10979
Central Functions	5.25%	5.69%	10979

# Background details – Occupational group



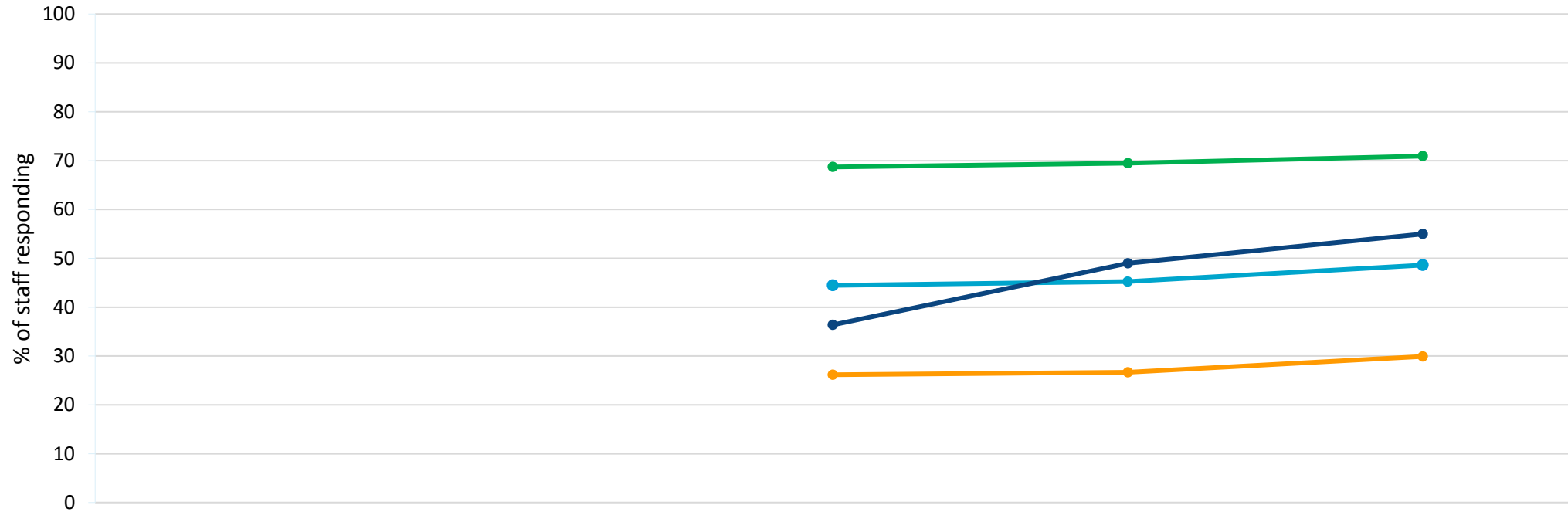
	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
<b>Your org</b>	4.75%	2.50%	0.03%	0.05%	0.03%	0.00%	0.01%	0.12%	2.95%
<b>Average</b>	3.80%	2.70%	0.02%	0.02%	0.04%	0.00%	0.00%	0.00%	3.09%
<b>Responses</b>	10979	10979	10979	10979	10979	10979	10979	10979	10979

## Appendices

## Appendix A: Response rate



Response rate



	2020	2021	2022	2023	2024
Your org	-	-	36.37%	48.98%	54.98%
Highest	-	-	68.69%	69.45%	70.92%
Average	-	-	44.46%	45.23%	48.61%
Lowest	-	-	26.17%	26.65%	29.91%
Responses	-	-	6859	9921	11252

## 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	7.23	9879	7.17	11192	Significantly lower
We are recognised and rewarded	5.90	9889	5.83	11202	Significantly lower
We each have a voice that counts	6.69	9742	6.63	11060	Significantly lower
We are safe and healthy	6.08	9774	6.02	11095	Significantly lower
We are always learning	5.52	9178	5.47	10353	Not significant
We work flexibly	6.35	9824	6.44	11119	Significantly higher
We are a team	6.71	9869	6.70	11175	Not significant
Themes					
Staff Engagement	6.77	9895	6.66	11212	Significantly lower
Morale	5.86	9894	5.78	11212	Significantly lower

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

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



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



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



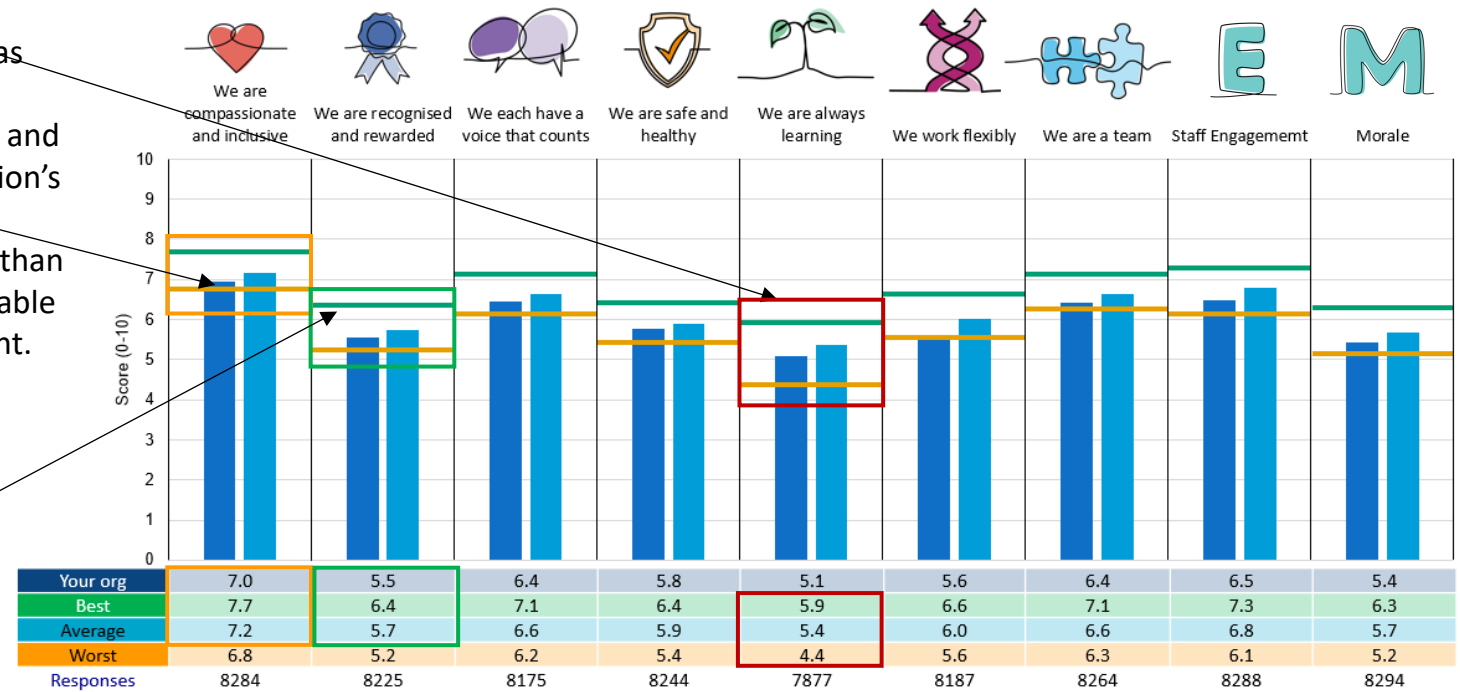
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are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

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

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

## Areas to improve

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



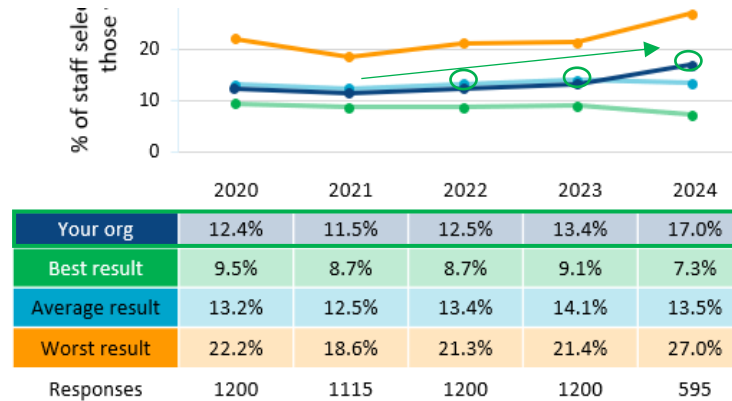
Only one example is highlighted for each point

## Positive outcomes

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

## Review trend data

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

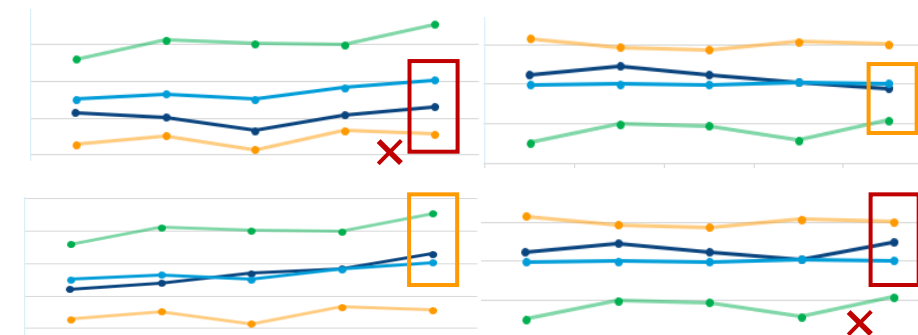


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

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

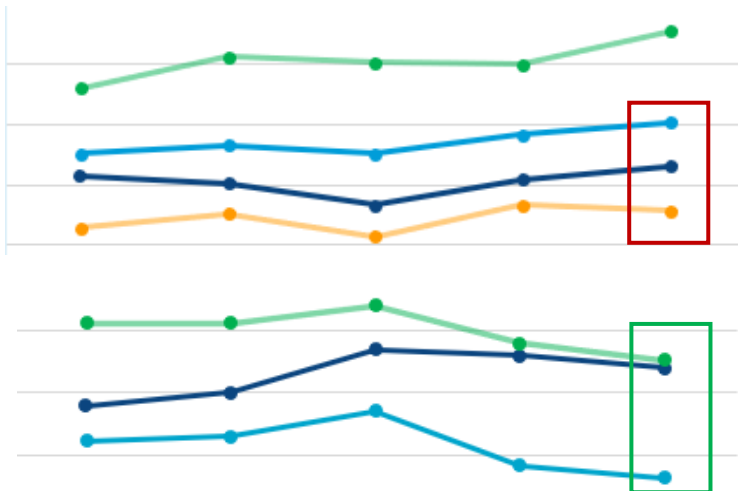
### Identifying questions of interest

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

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

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

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



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



## Appendix D: Additional reporting outputs

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

### Supporting documents



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



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

### Other reporting outputs



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



**Breakdown reports:** Reports containing People Promise and theme results split by breakdown (locality) for Northern Care Alliance 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.