

Greater Manchester Mental Health NHS Foundation Trust

NHS Staff Survey Benchmark report 2024



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Introduction

About this report

This benchmark report for Greater Manchester Mental Health 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.

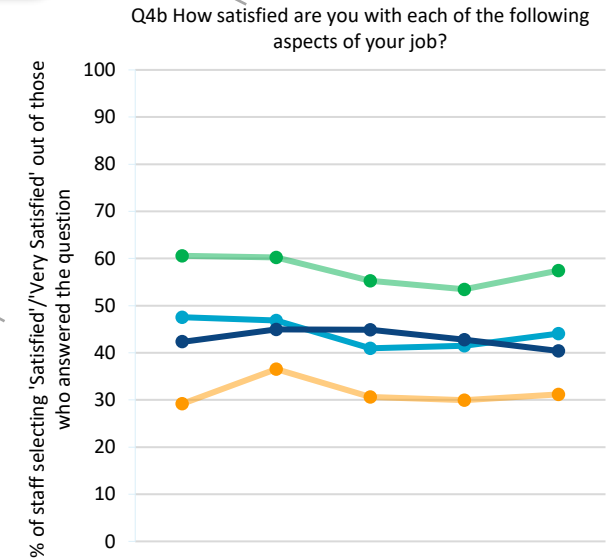
Note this is example data



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

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

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



	2020	2021	2022	2023	2024
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	55.3%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

Number of responses for the organisation for the given question.

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

Organisation details

Greater Manchester Mental Health NHS Foundation Trust

2024 NHS Staff Survey



Organisation details

Completed questionnaires **3230**

2024 response rate **45%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts



2024 benchmarking group details

Organisations in group: 50

Median response rate: 54%

No. of completed questionnaires: 135986

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

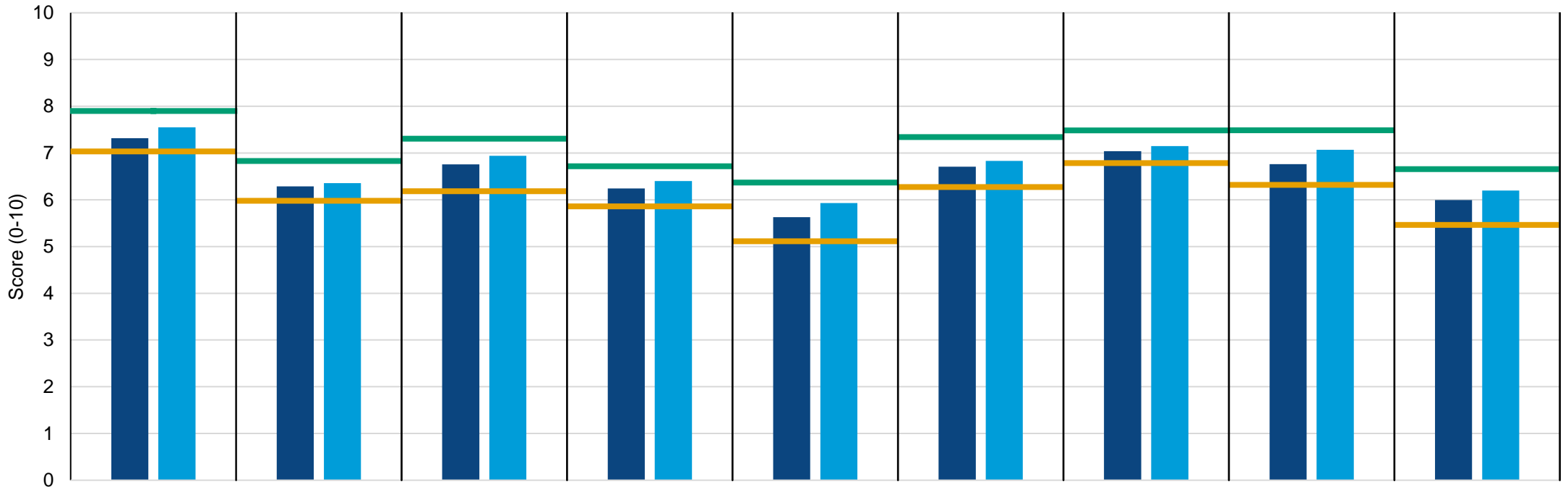


People Promise elements, themes and sub-score results

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.

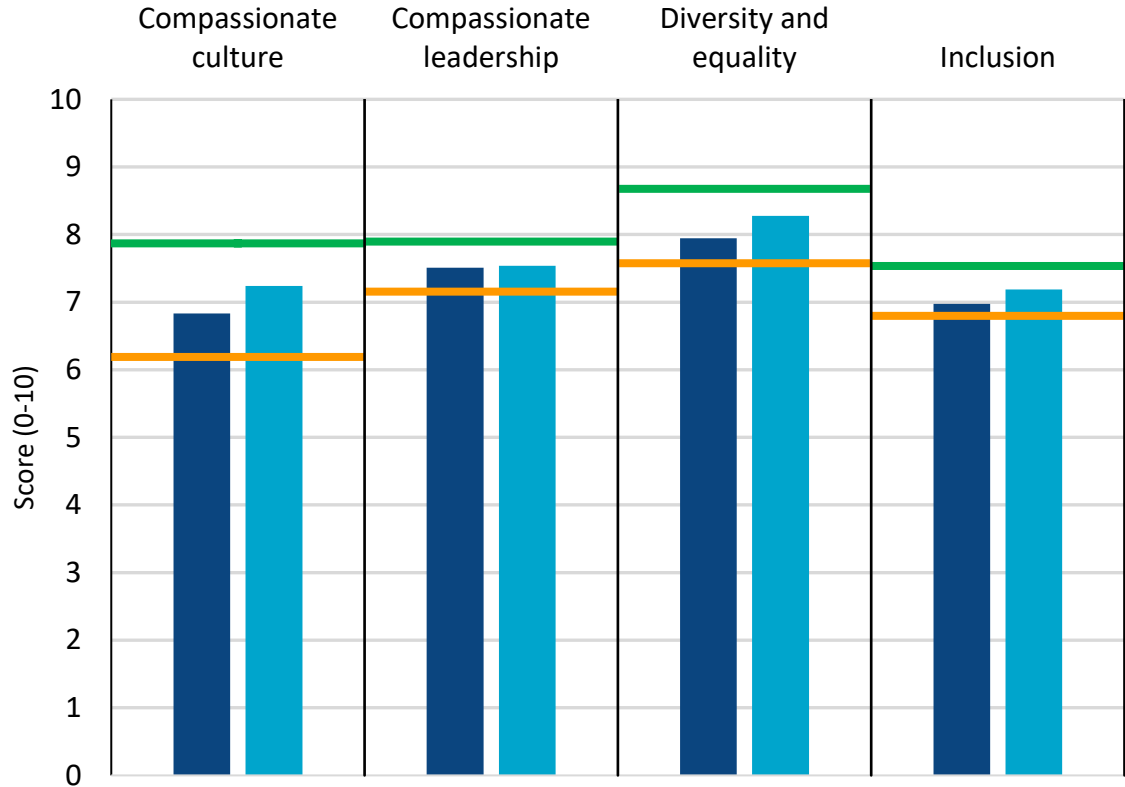


Your org	7.32	6.29	6.76	6.24	5.63	6.71	7.04	6.76	5.99
Best result	7.90	6.83	7.31	6.72	6.37	7.34	7.48	7.49	6.66
Average result	7.55	6.35	6.94	6.40	5.93	6.83	7.15	7.07	6.20
Worst result	7.03	5.98	6.18	5.86	5.11	6.27	6.78	6.32	5.46
Responses	3224	3222	3205	3205	2999	3208	3224	3227	3228

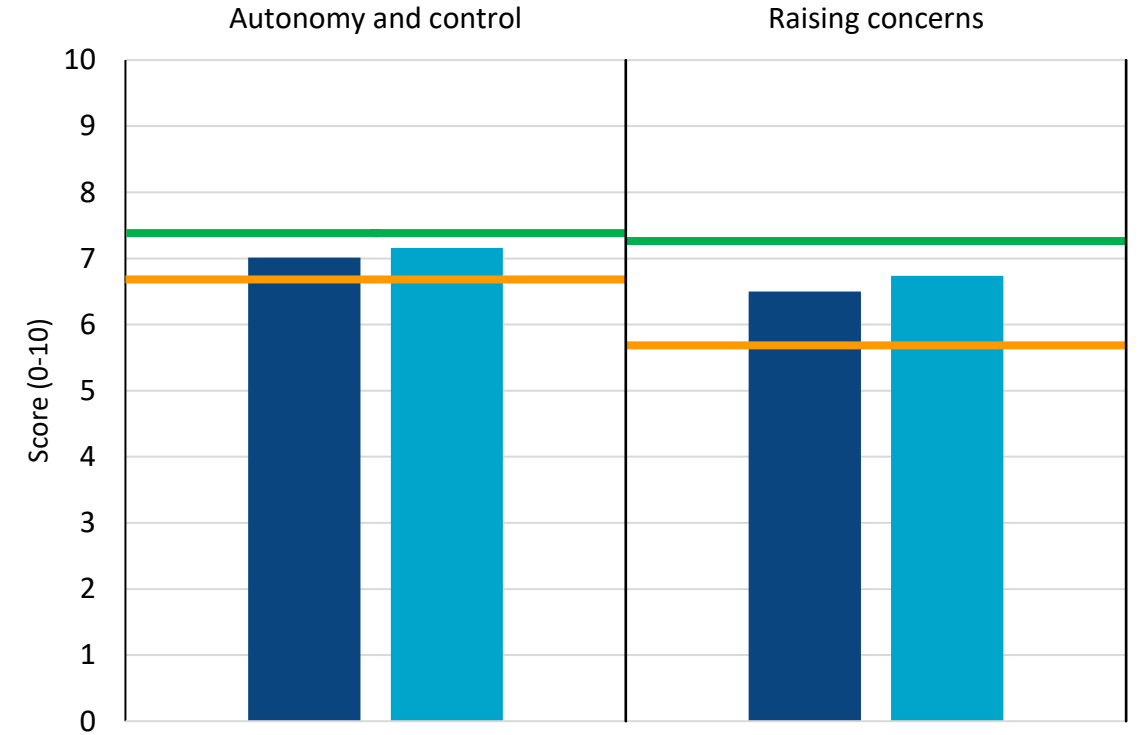
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	6.83	7.51	7.94	6.97
Best result	7.87	7.90	8.68	7.53
Average result	7.24	7.54	8.28	7.19
Worst result	6.19	7.16	7.58	6.80
Responses	3213	3224	3216	3222

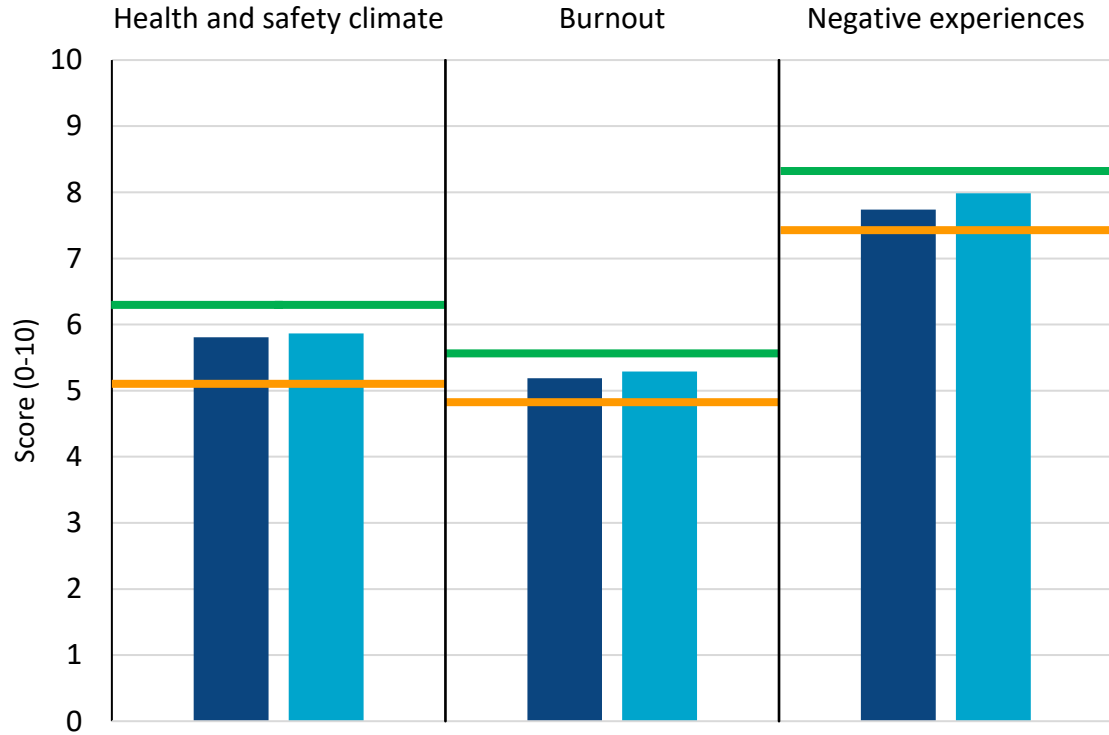
Your org	7.01	6.50
Best result	7.38	7.26
Average result	7.16	6.74
Worst result	6.68	5.68
Responses	3227	3208

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.

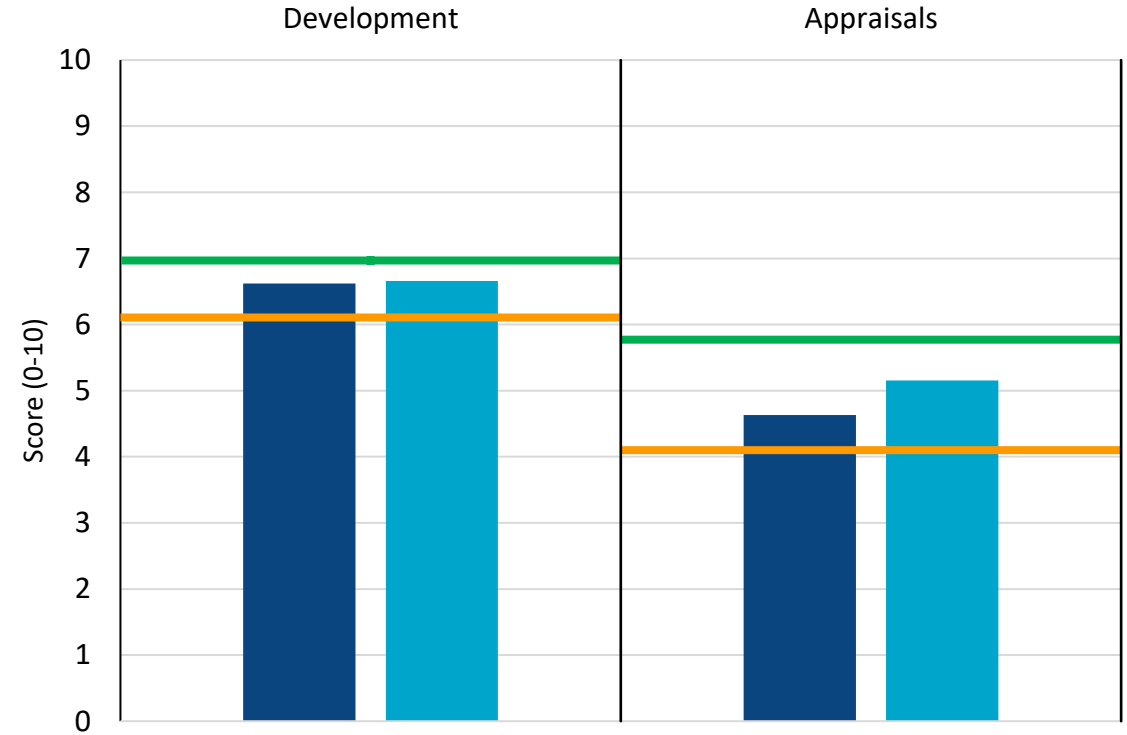
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Your org	5.81	5.19	7.74
Best result	6.30	5.56	8.32
Average result	5.87	5.29	7.98
Worst result	5.10	4.83	7.43
Responses	3227	3223	3208

Your org	6.62	4.63
Best result	6.97	5.77
Average result	6.66	5.15
Worst result	6.11	4.10
Responses	3222	3000

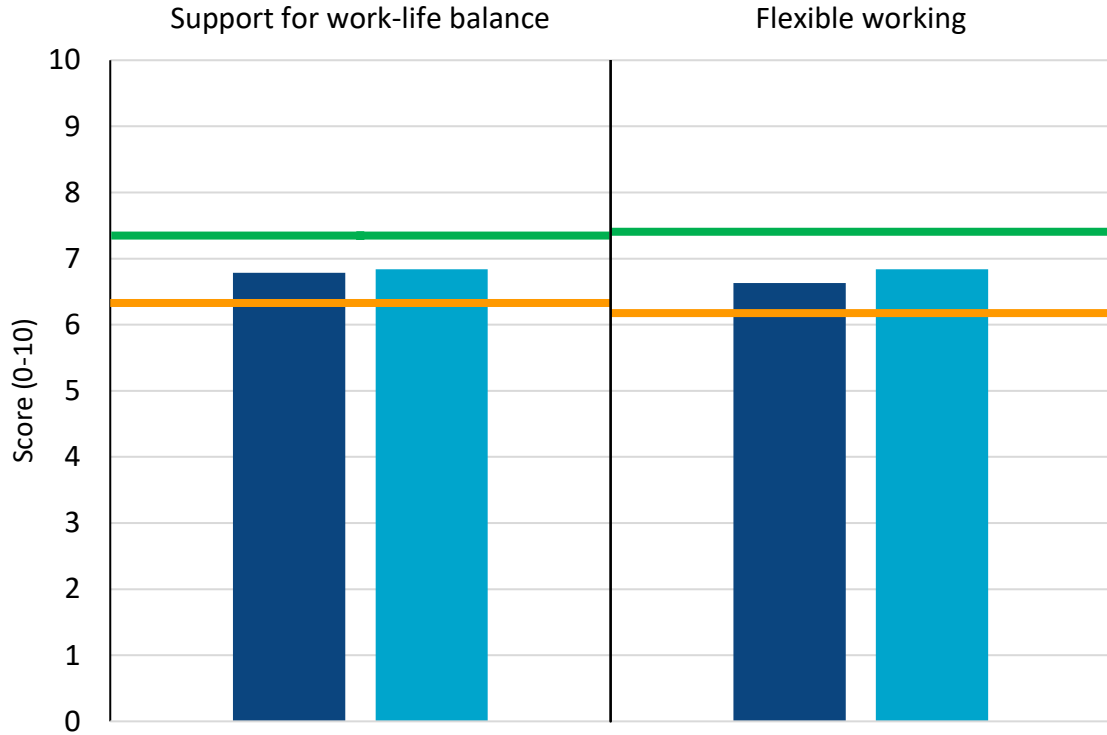
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



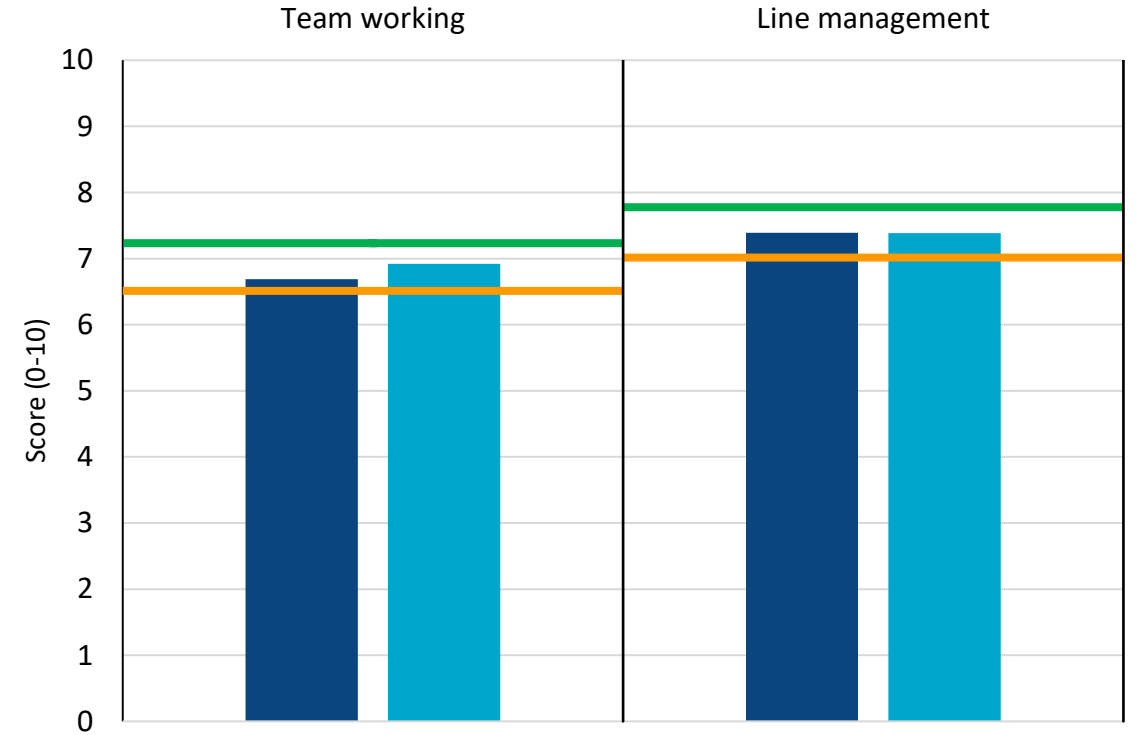
Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.79	6.63
Best result	7.35	7.41
Average result	6.84	6.84
Worst result	6.33	6.18
Responses	3227	3210

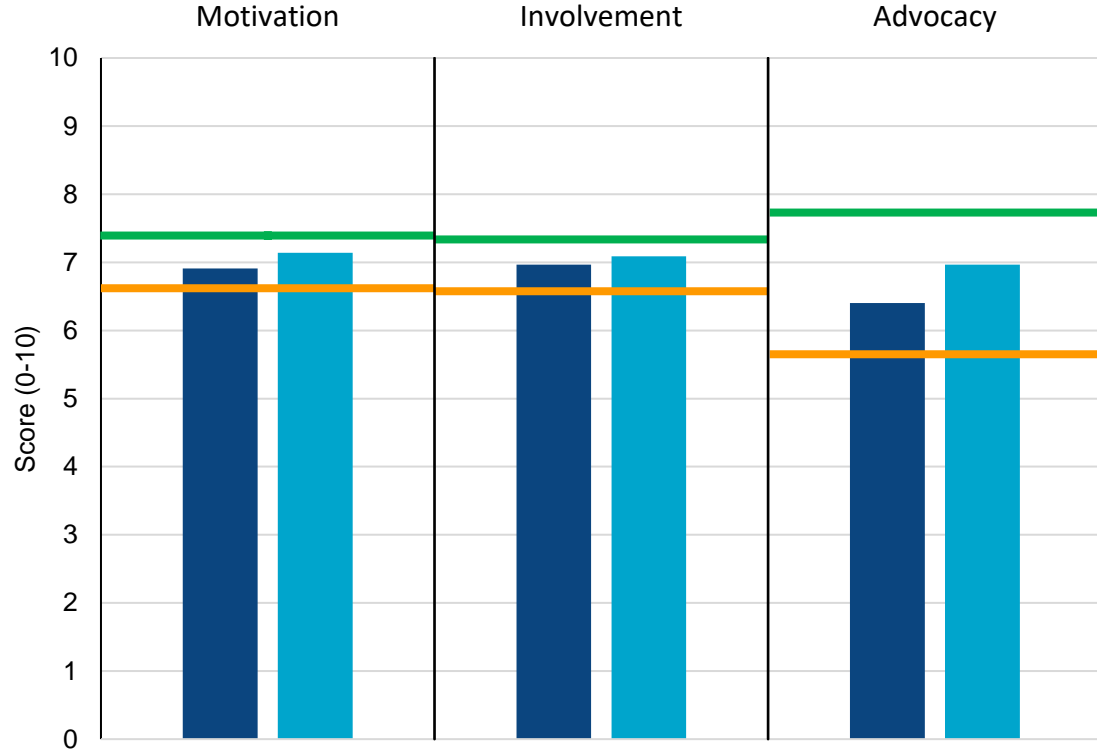


Your org	6.69	7.39
Best result	7.23	7.78
Average result	6.92	7.39
Worst result	6.51	7.02
Responses	3227	3225

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.



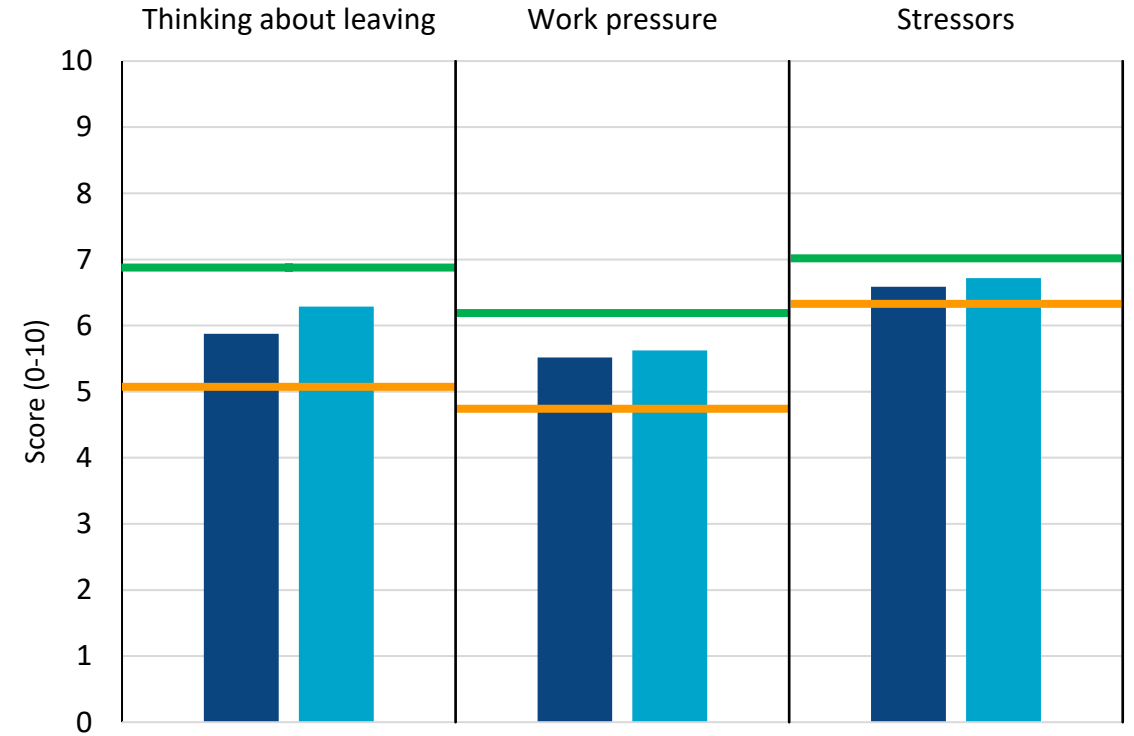
Theme: Staff engagement



Your org	6.91	6.97	6.40
Best result	7.39	7.34	7.73
Average result	7.14	7.09	6.96
Worst result	6.62	6.58	5.65
Responses	3186	3227	3213



Theme: Morale



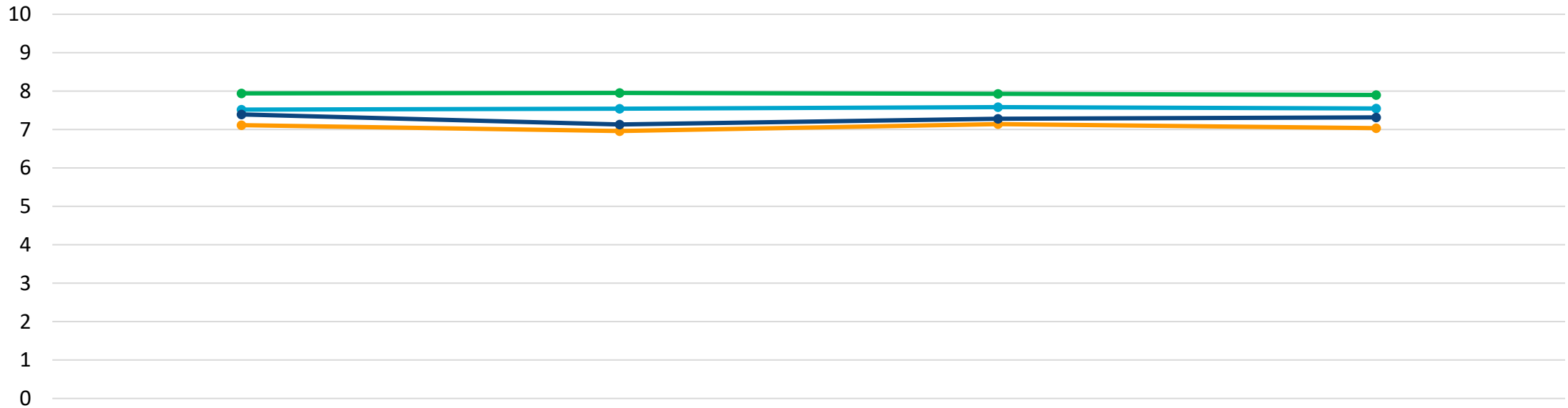
Your org	5.87	5.52	6.59
Best result	6.88	6.19	7.02
Average result	6.29	5.62	6.72
Worst result	5.07	4.74	6.33
Responses	3219	3227	3227

People Promise elements, themes and sub-scores: Trends

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

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

We are compassionate and inclusive

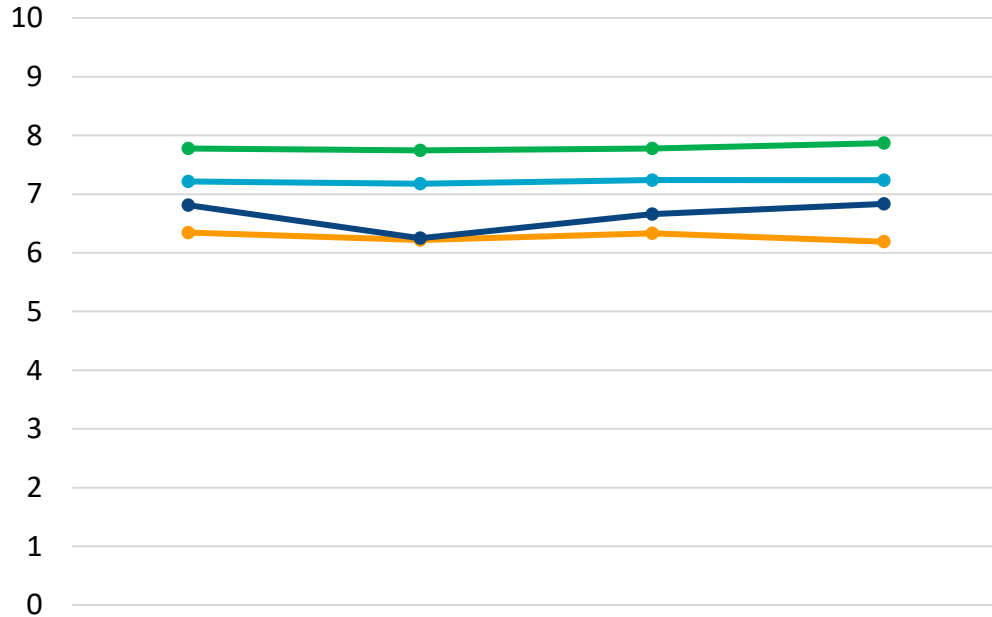


	2021	2022	2023	2024
Your org	7.39	7.13	7.28	7.32
Best result	7.94	7.95	7.93	7.90
Average result	7.52	7.54	7.58	7.55
Worst result	7.12	6.96	7.14	7.03
Responses	2808	2196	2844	3224

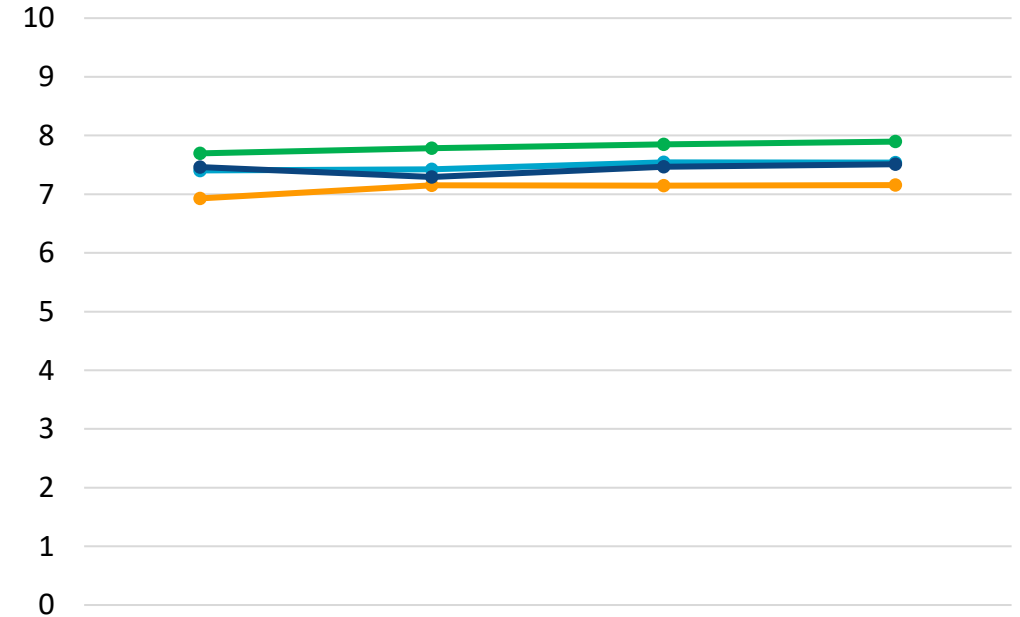
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



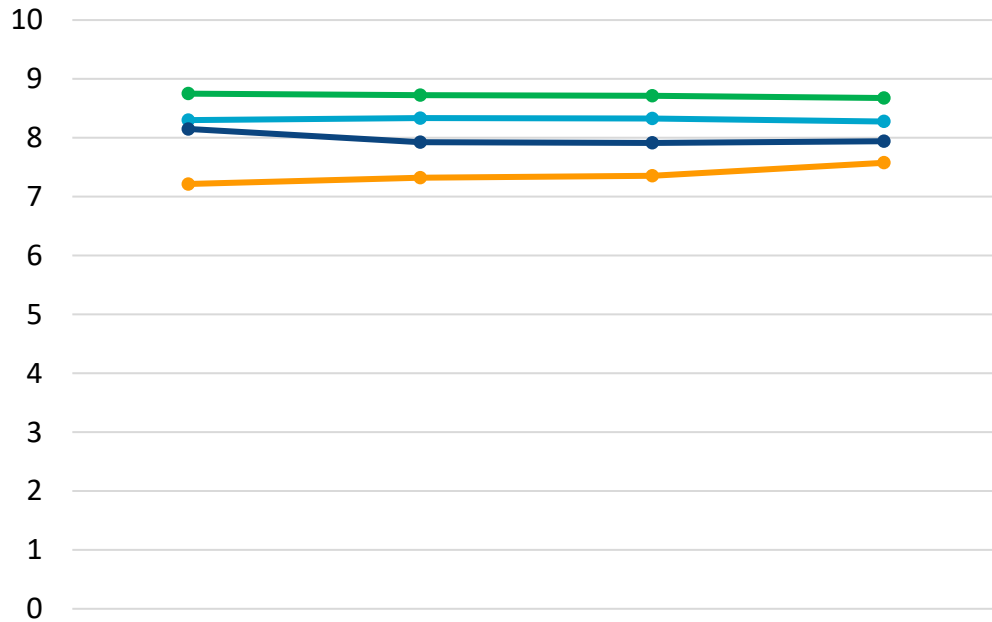
	2021	2022	2023	2024
Your org	6.81	6.25	6.66	6.83
Best result	7.78	7.75	7.78	7.87
Average result	7.22	7.18	7.24	7.24
Worst result	6.35	6.22	6.33	6.19
Responses	2778	2191	2833	3213

	2021	2022	2023	2024
Your org	7.46	7.29	7.47	7.51
Best result	7.70	7.78	7.85	7.90
Average result	7.40	7.42	7.54	7.54
Worst result	6.93	7.15	7.14	7.16
Responses	2825	2196	2840	3224

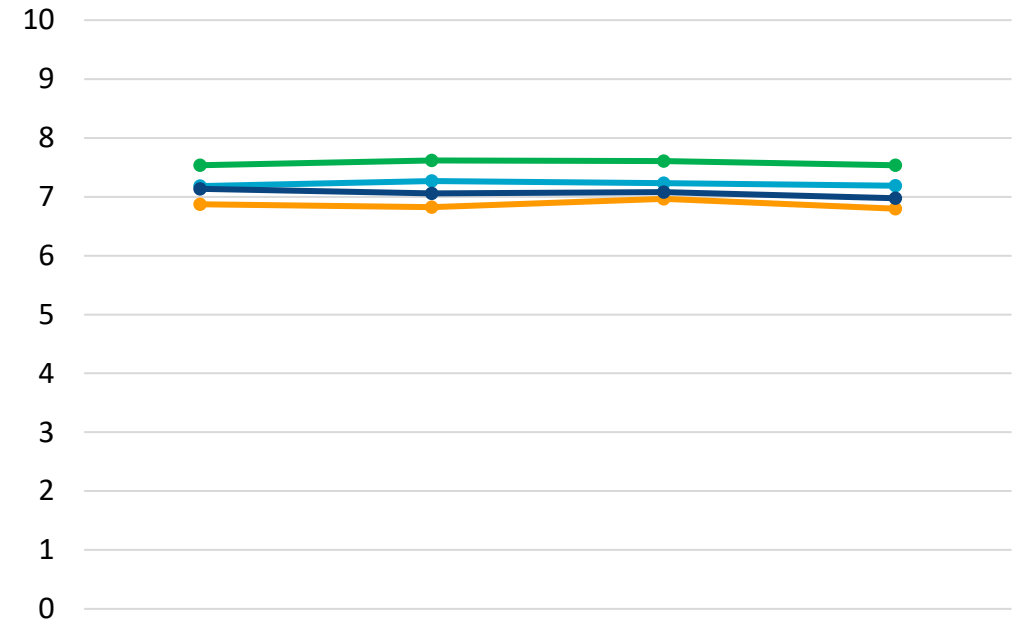
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024
Your org	8.15	7.92	7.91	7.94
Best result	8.75	8.73	8.72	8.68
Average result	8.30	8.34	8.33	8.28
Worst result	7.22	7.32	7.35	7.58
Responses	2807	2186	2844	3216

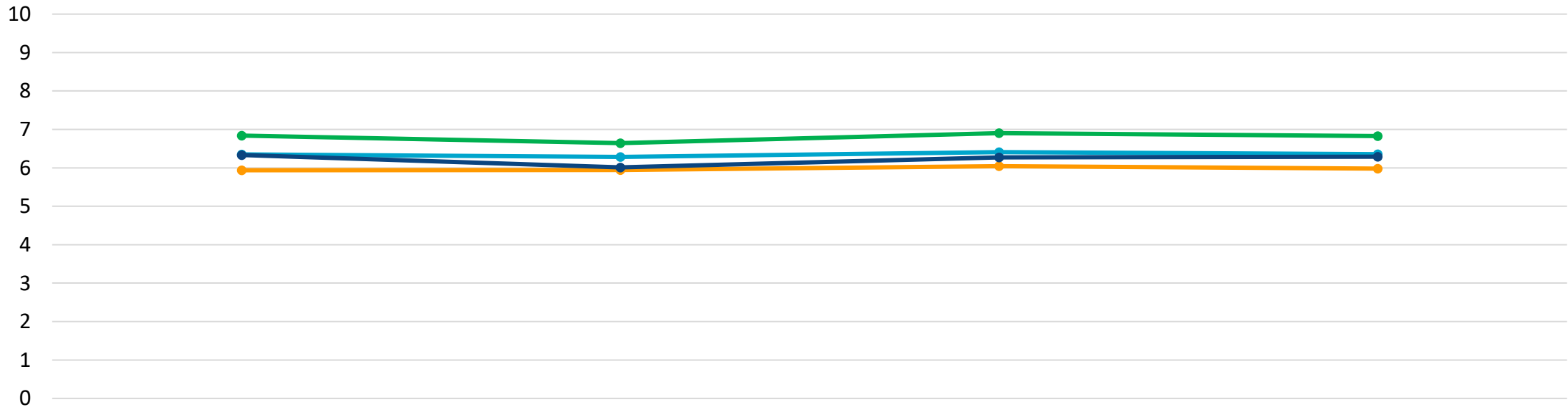
	2021	2022	2023	2024
Your org	7.13	7.06	7.08	6.97
Best result	7.54	7.62	7.61	7.53
Average result	7.18	7.27	7.23	7.19
Worst result	6.87	6.83	6.97	6.80
Responses	2842	2197	2841	3222

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



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



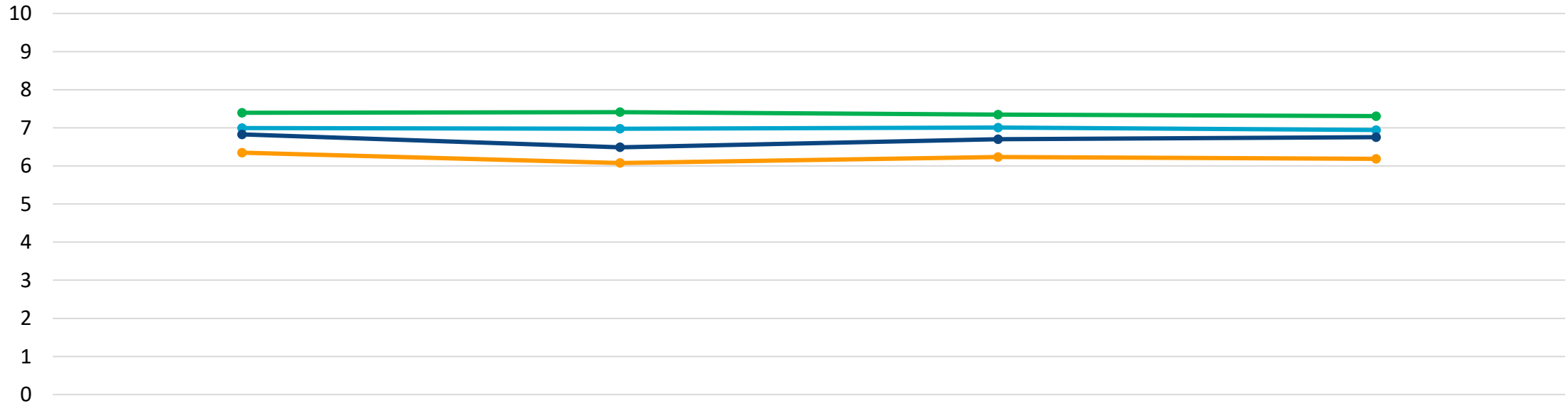
	2021	2022	2023	2024
Your org	6.33	6.01	6.27	6.29
Best result	6.84	6.64	6.90	6.83
Average result	6.35	6.28	6.41	6.35
Worst result	5.94	5.94	6.04	5.98
Responses	2873	2197	2844	3222

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



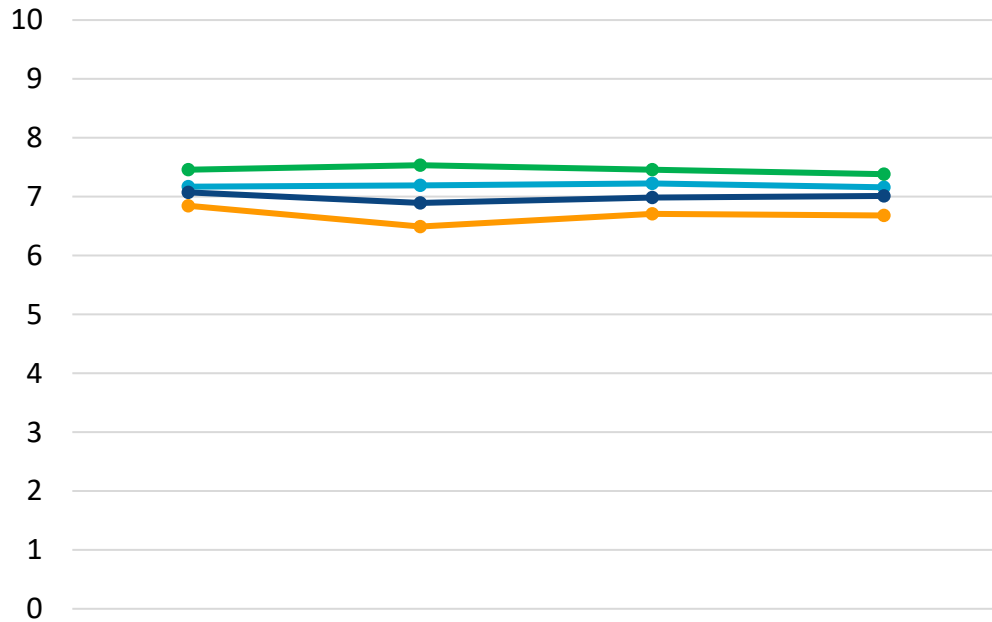
	2021	2022	2023	2024
Your org	6.83	6.49	6.70	6.76
Best result	7.40	7.41	7.35	7.31
Average result	6.99	6.97	7.01	6.94
Worst result	6.35	6.07	6.23	6.18
Responses	2770	2188	2818	3205

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

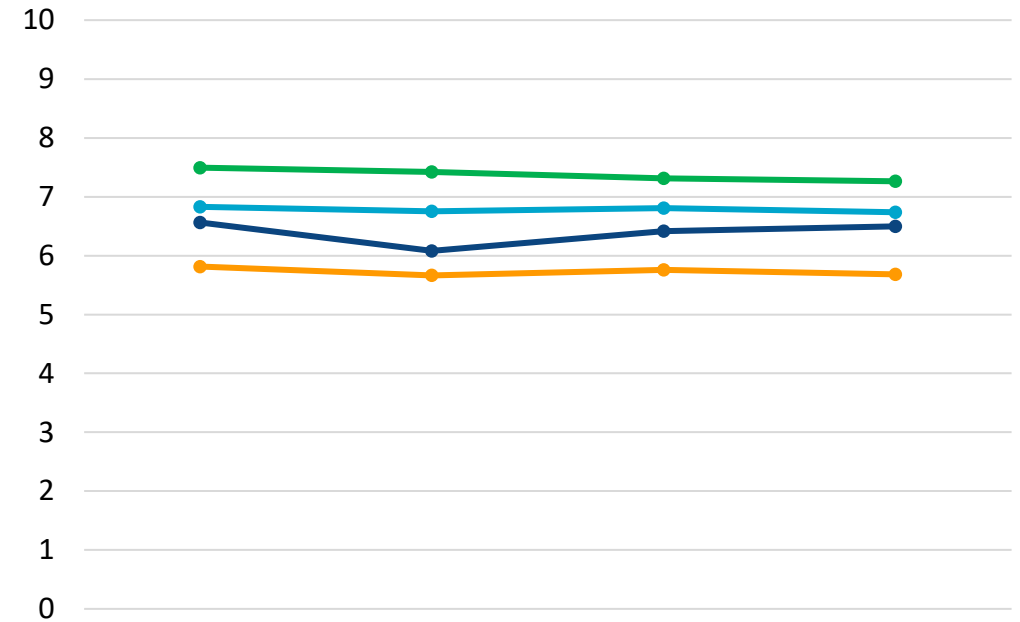


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024
Your org	7.07	6.89	6.98	7.01
Best result	7.46	7.53	7.46	7.38
Average result	7.17	7.19	7.22	7.16
Worst result	6.85	6.49	6.71	6.68
Responses	2877	2196	2844	3227

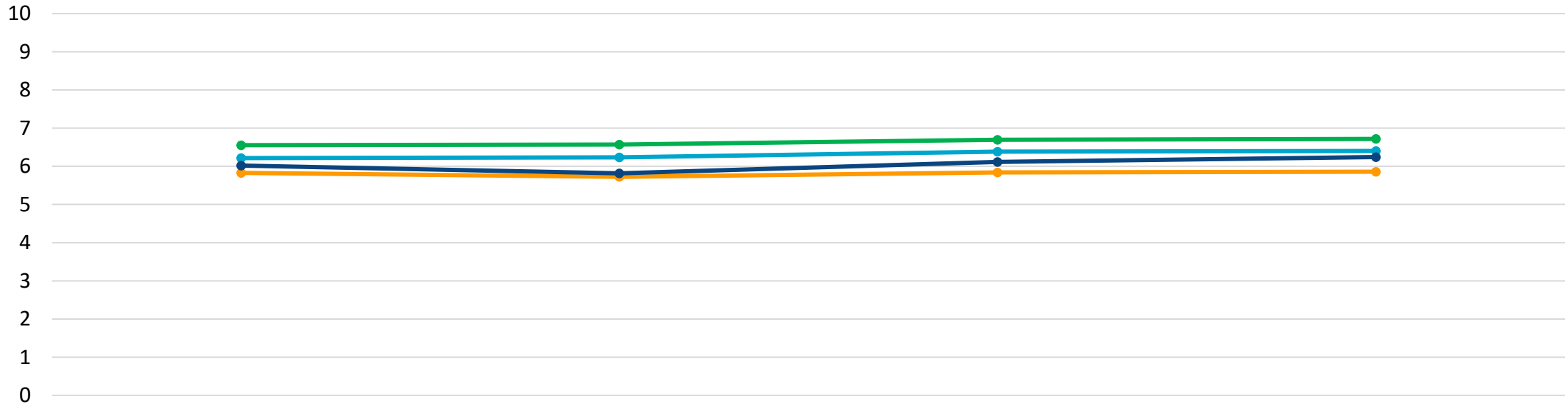
	2021	2022	2023	2024
Your org	6.56	6.08	6.41	6.50
Best result	7.49	7.42	7.31	7.26
Average result	6.83	6.76	6.81	6.74
Worst result	5.81	5.66	5.76	5.68
Responses	2770	2189	2825	3208

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



Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024
Your org	6.02	5.82	6.11	6.24
Best result	6.55	6.57	6.70	6.72
Average result	6.22	6.24	6.38	6.40
Worst result	5.83	5.72	5.84	5.86
Responses	2806	2186	2730	3205

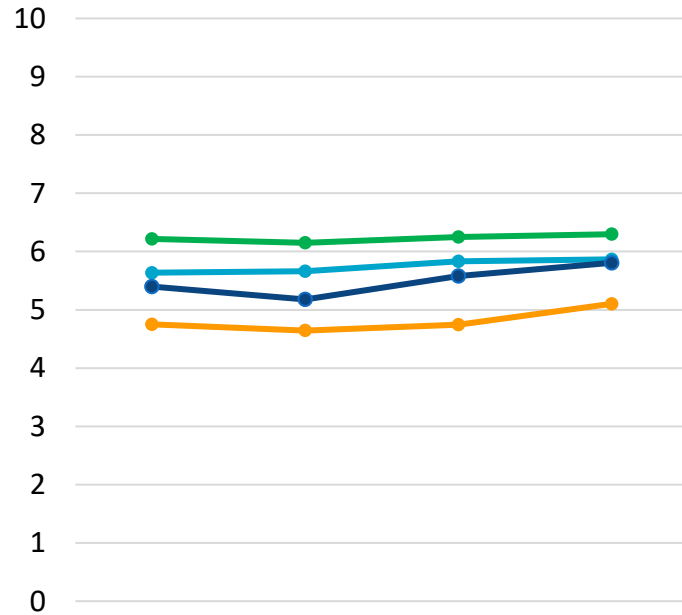
Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.



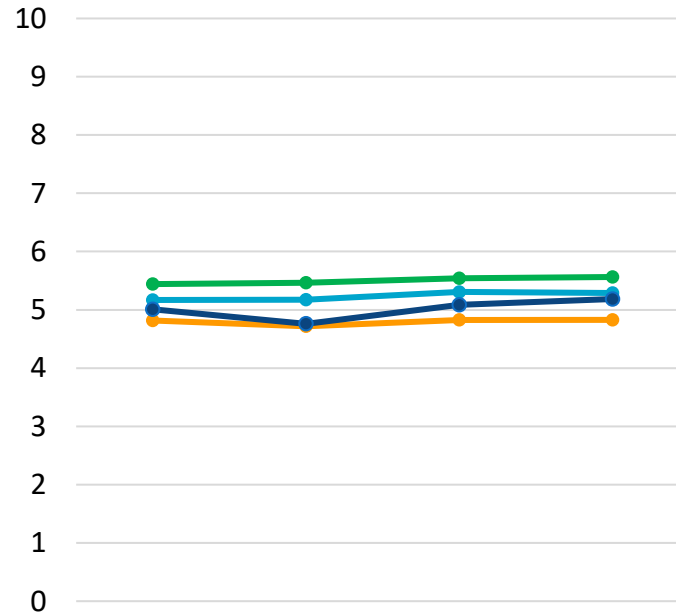
Promise element 4: We are safe and healthy

Health and safety climate



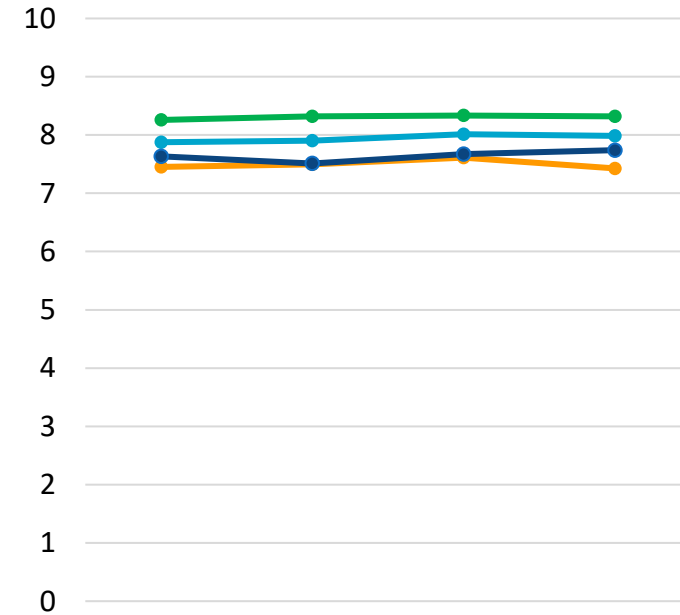
	2021	2022	2023	2024
Your org	5.40	5.18	5.58	5.81
Best result	6.22	6.15	6.25	6.30
Average result	5.64	5.66	5.83	5.87
Worst result	4.75	4.64	4.75	5.10
Responses	2874	2196	2746	3227

Burnout



	2021	2022	2023	2024
Your org	5.01	4.76	5.08	5.19
Best result	5.44	5.47	5.54	5.56
Average result	5.17	5.18	5.31	5.29
Worst result	4.82	4.72	4.83	4.83
Responses	2814	2193	2844	3223

Negative experiences



	2021	2022	2023	2024
Your org	7.64	7.51	7.67	7.74
Best result	8.26	8.32	8.33	8.32
Average result	7.88	7.90	8.01	7.98
Worst result	7.45	7.50	7.61	7.43
Responses	2808	2190	2736	3208

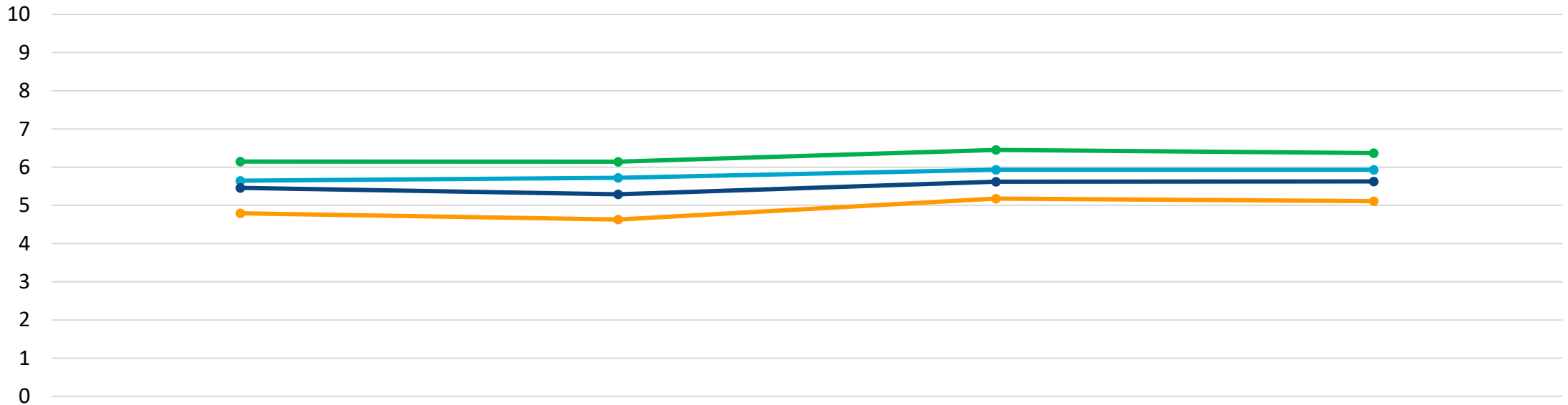
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



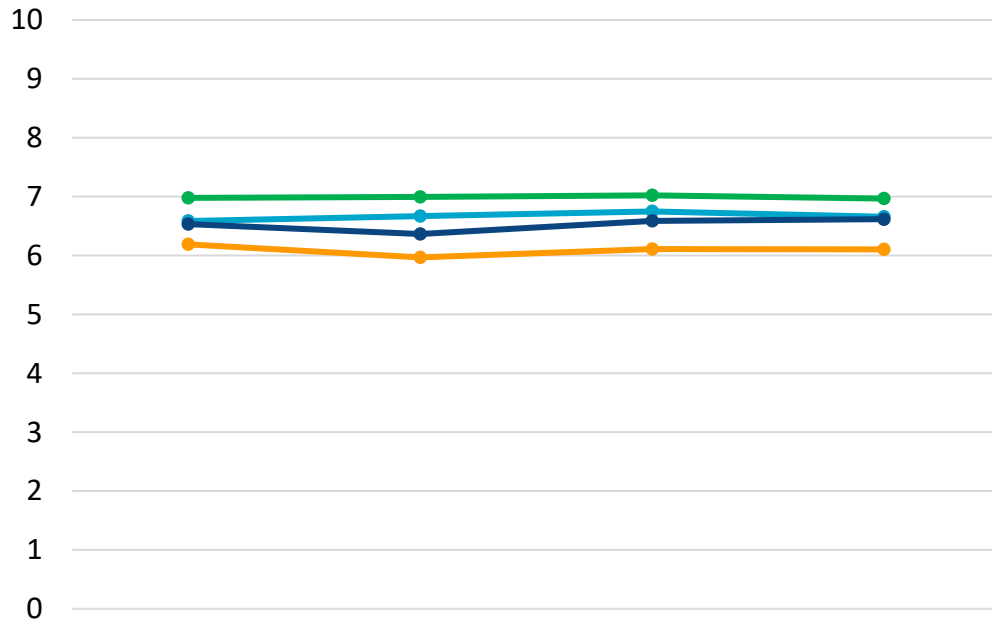
	2021	2022	2023	2024
Your org	5.46	5.29	5.62	5.63
Best result	6.15	6.14	6.45	6.37
Average result	5.65	5.72	5.93	5.93
Worst result	4.79	4.63	5.18	5.11
Responses	2688	2096	2666	2999

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

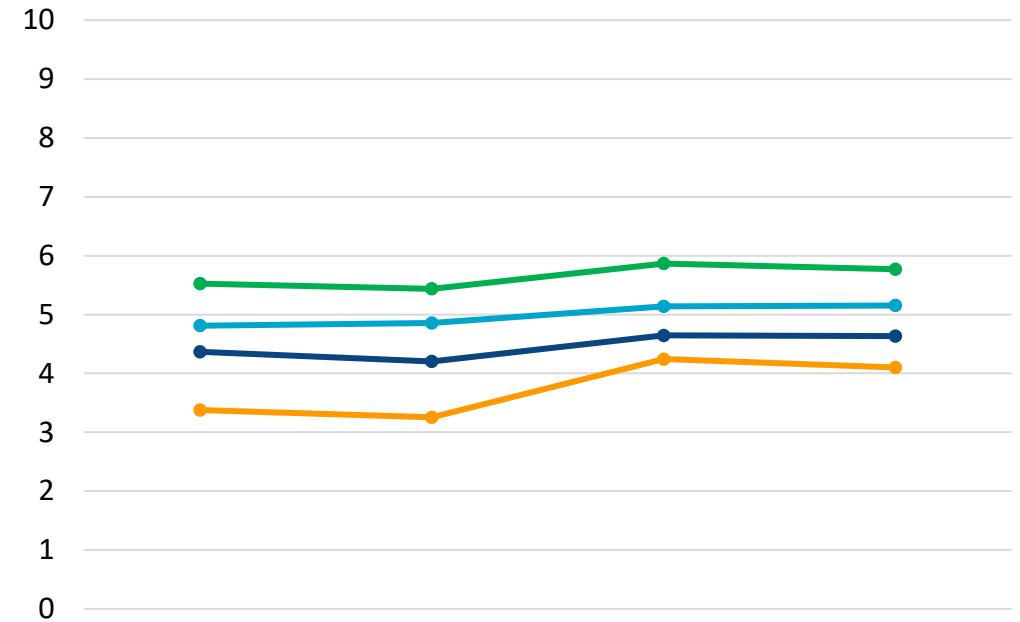


Promise element 5: We are always learning

Development



Appraisals



2021 2022 2023 2024

Your org	6.53	6.37	6.59	6.62
Best result	6.98	7.00	7.02	6.97
Average result	6.59	6.67	6.75	6.66
Worst result	6.19	5.97	6.11	6.11

Responses 2784 2192 2837 3222

2021 2022 2023 2024

Your org	4.37	4.20	4.65	4.63
Best result	5.52	5.44	5.87	5.77
Average result	4.81	4.86	5.14	5.15
Worst result	3.38	3.25	4.24	4.10

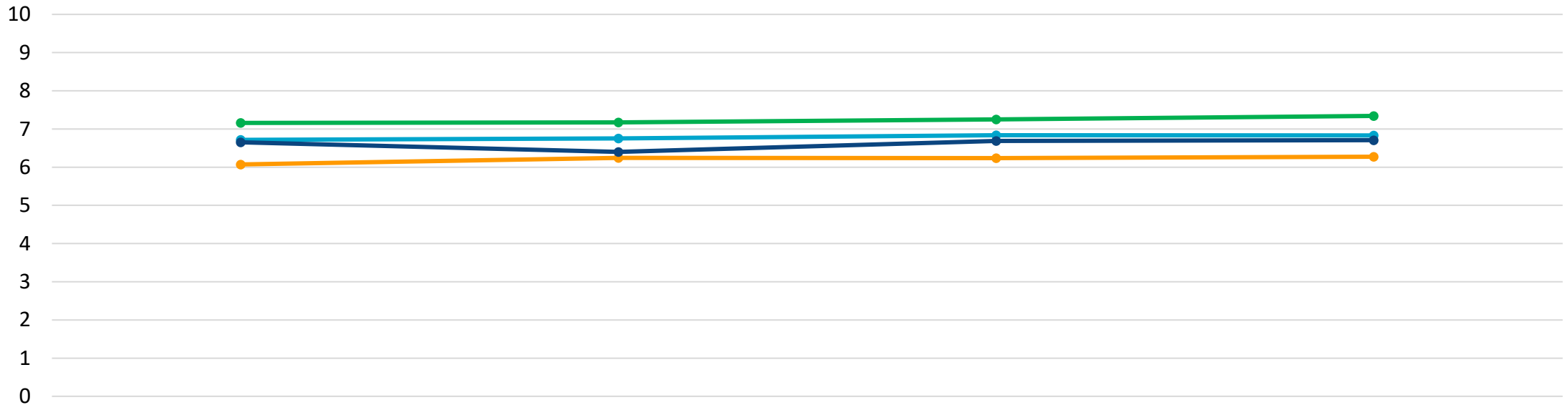
Responses 2704 2101 2670 3000

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



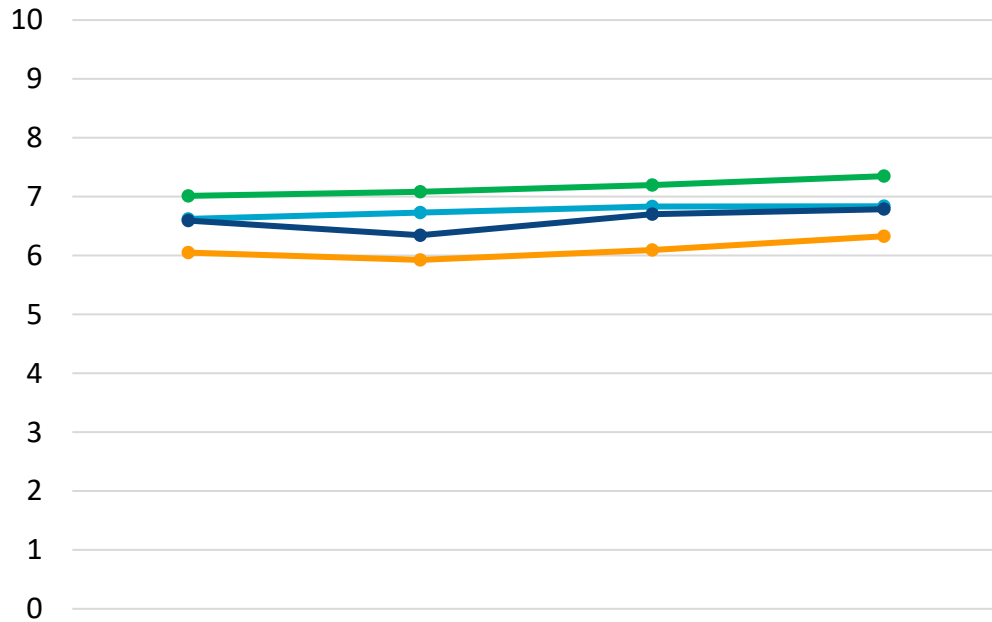
	2021	2022	2023	2024
Your org	6.65	6.40	6.69	6.71
Best result	7.16	7.17	7.25	7.34
Average result	6.71	6.75	6.84	6.83
Worst result	6.07	6.24	6.24	6.27
Responses	2862	2193	2837	3208

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

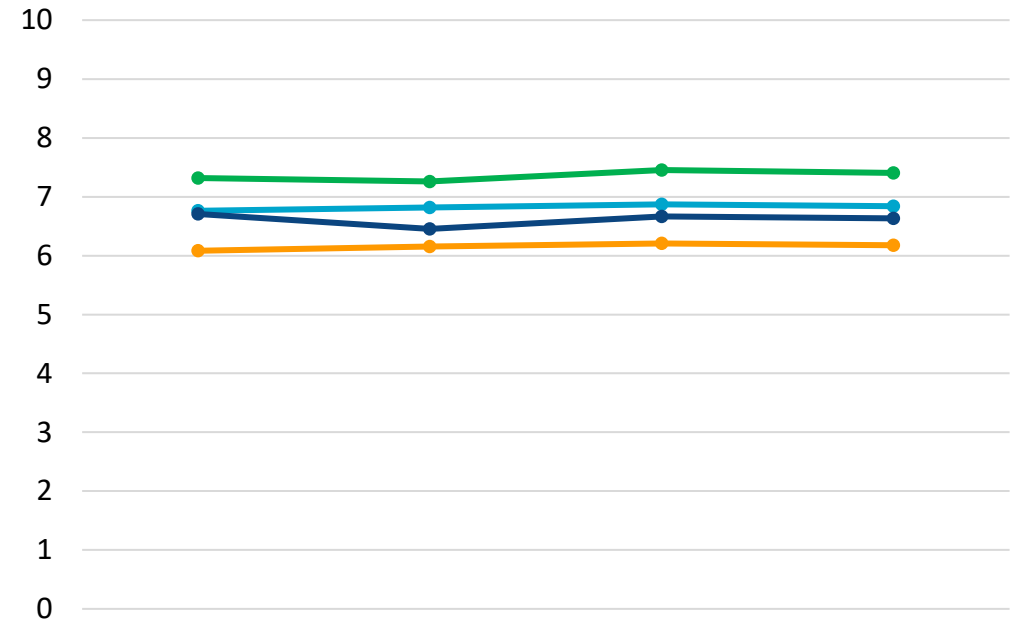


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



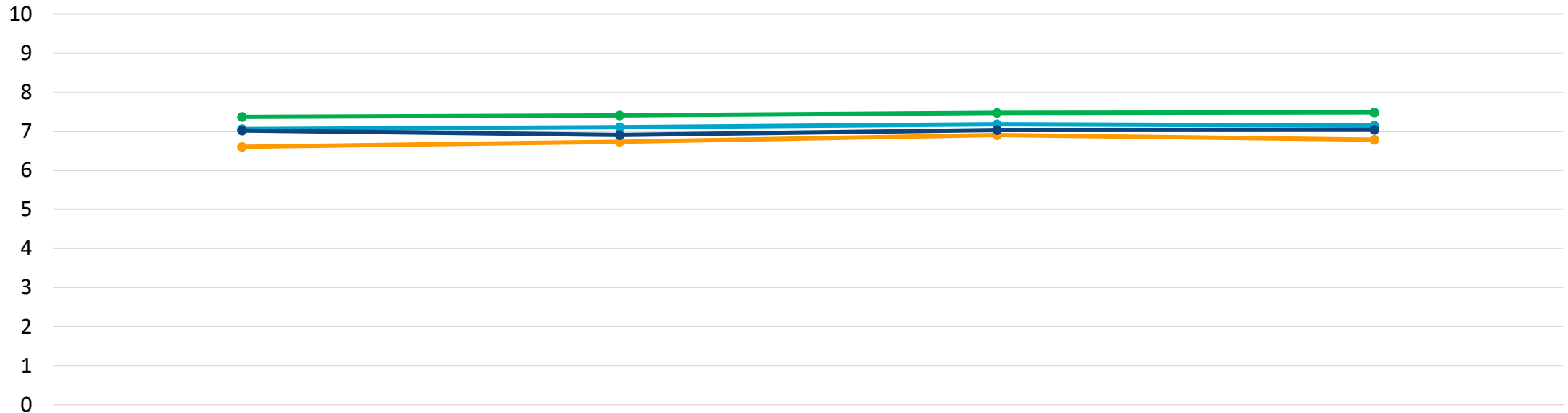
	2021	2022	2023	2024
Your org	6.59	6.35	6.70	6.79
Best result	7.01	7.08	7.20	7.35
Average result	6.62	6.73	6.83	6.84
Worst result	6.05	5.93	6.09	6.33
Responses	2868	2193	2845	3227

	2021	2022	2023	2024
Your org	6.71	6.45	6.67	6.63
Best result	7.32	7.26	7.45	7.41
Average result	6.76	6.82	6.87	6.84
Worst result	6.08	6.15	6.21	6.18
Responses	2870	2196	2839	3210

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



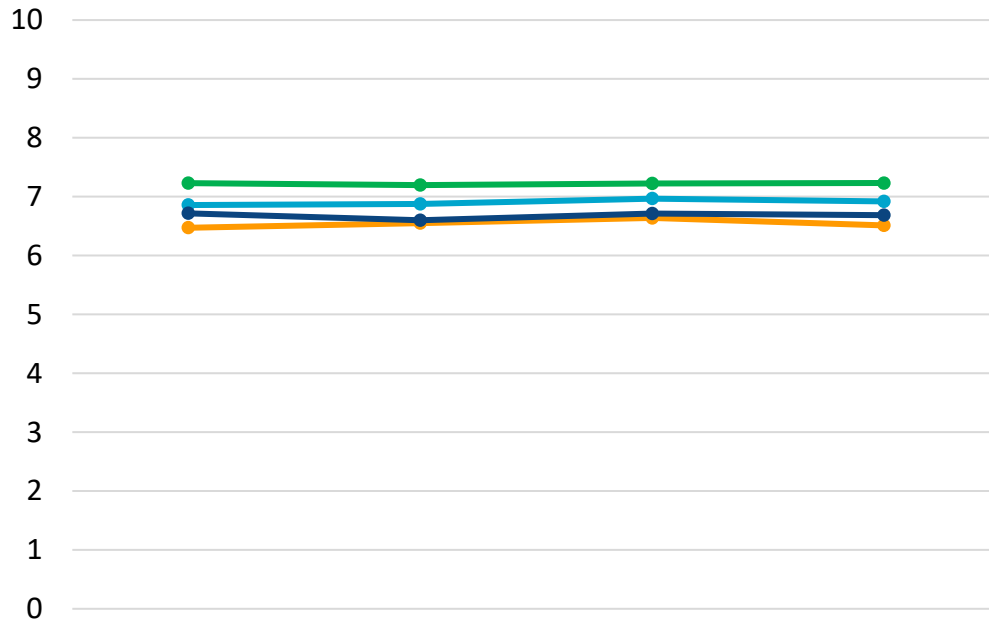
	2021	2022	2023	2024
Your org	7.02	6.91	7.03	7.04
Best result	7.37	7.41	7.47	7.48
Average result	7.06	7.10	7.18	7.15
Worst result	6.60	6.73	6.90	6.78
Responses	2824	2193	2841	3224

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.

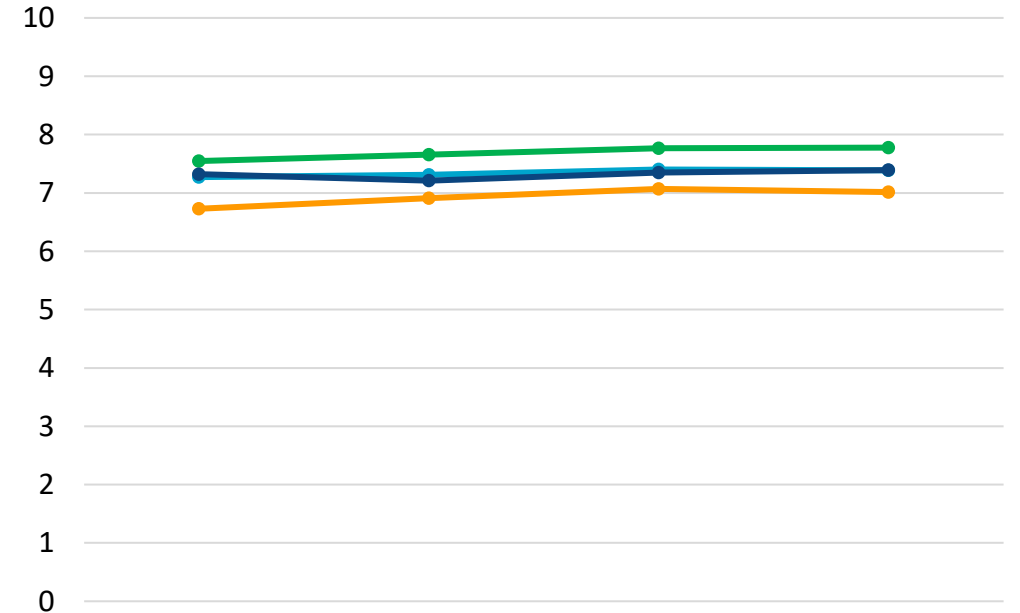


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024
Your org	6.72	6.60	6.72	6.69
Best result	7.23	7.20	7.22	7.23
Average result	6.86	6.87	6.97	6.92
Worst result	6.47	6.55	6.64	6.51
Responses	2848	2197	2845	3227

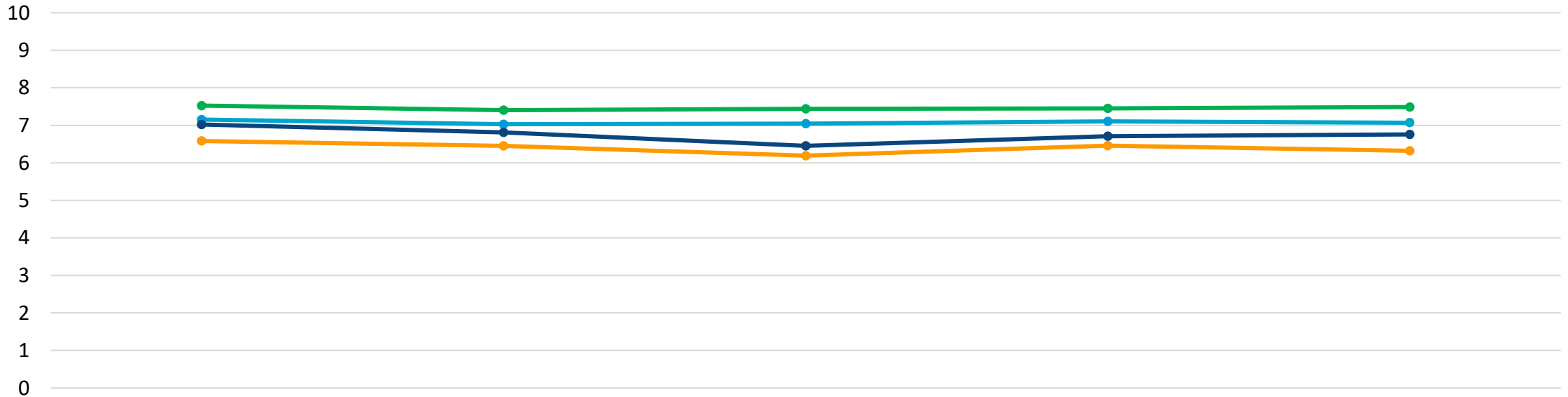
	2021	2022	2023	2024
Your org	7.32	7.21	7.35	7.39
Best result	7.55	7.66	7.76	7.78
Average result	7.27	7.31	7.40	7.39
Worst result	6.73	6.91	7.07	7.02
Responses	2827	2193	2842	3225

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



Theme: Staff Engagement

Staff Engagement



	2020	2021	2022	2023	2024
Your org	7.02	6.81	6.45	6.71	6.76
Best result	7.53	7.41	7.44	7.46	7.49
Average result	7.15	7.03	7.05	7.11	7.07
Worst result	6.58	6.46	6.19	6.46	6.32
Responses	2449	2877	2197	2848	3227



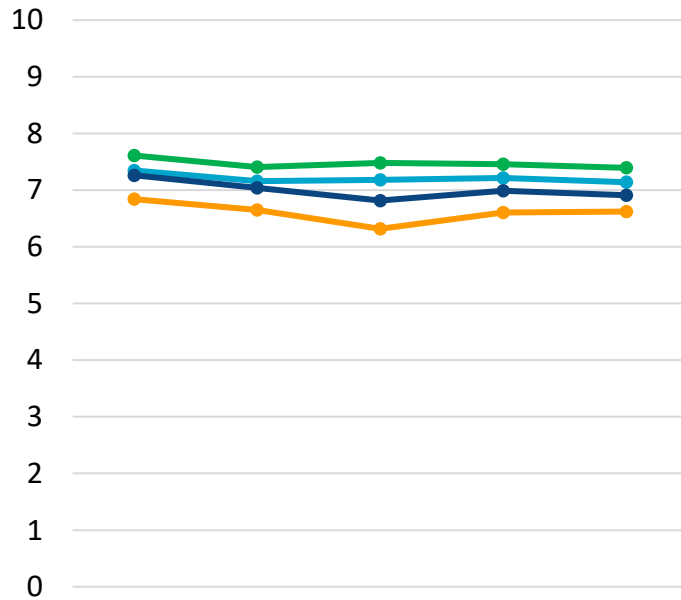
People Promise elements, themes and sub-scores: Sub-score trends

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



Theme: Staff Engagement

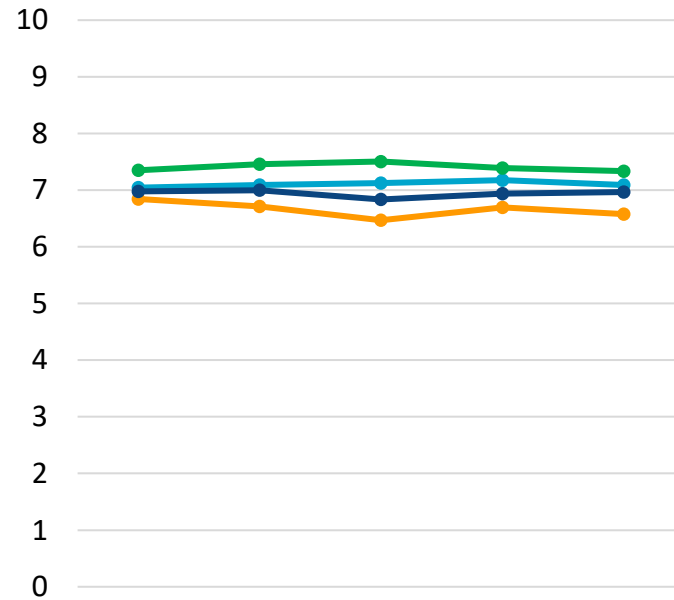
Motivation



2020 2021 2022 2023 2024

Your org	7.26	7.04	6.82	6.99	6.91
Best result	7.61	7.41	7.48	7.46	7.39
Average result	7.35	7.16	7.18	7.22	7.14
Worst result	6.84	6.65	6.32	6.60	6.62
Responses	2460	2884	2186	2823	3186

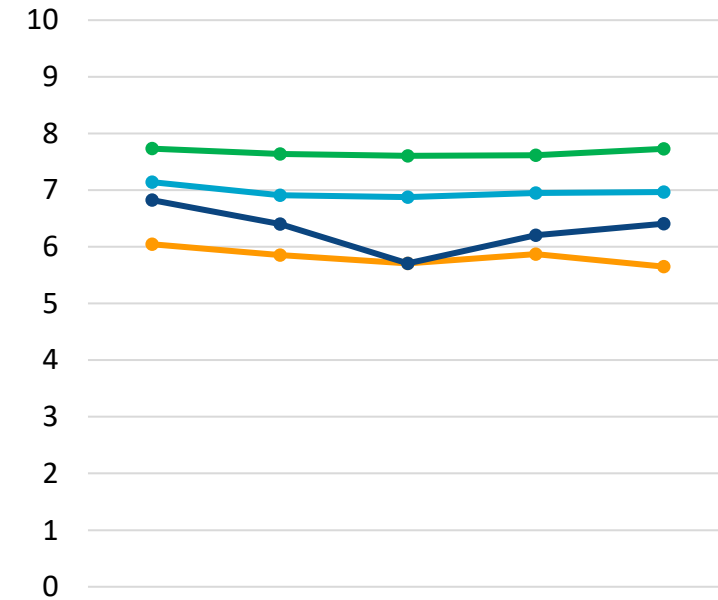
Involvement



2020 2021 2022 2023 2024

Your org	6.98	7.00	6.84	6.94	6.97
Best result	7.35	7.46	7.51	7.39	7.34
Average result	7.04	7.09	7.12	7.18	7.09
Worst result	6.84	6.71	6.47	6.70	6.58
Responses	2448	2877	2196	2845	3227

Advocacy



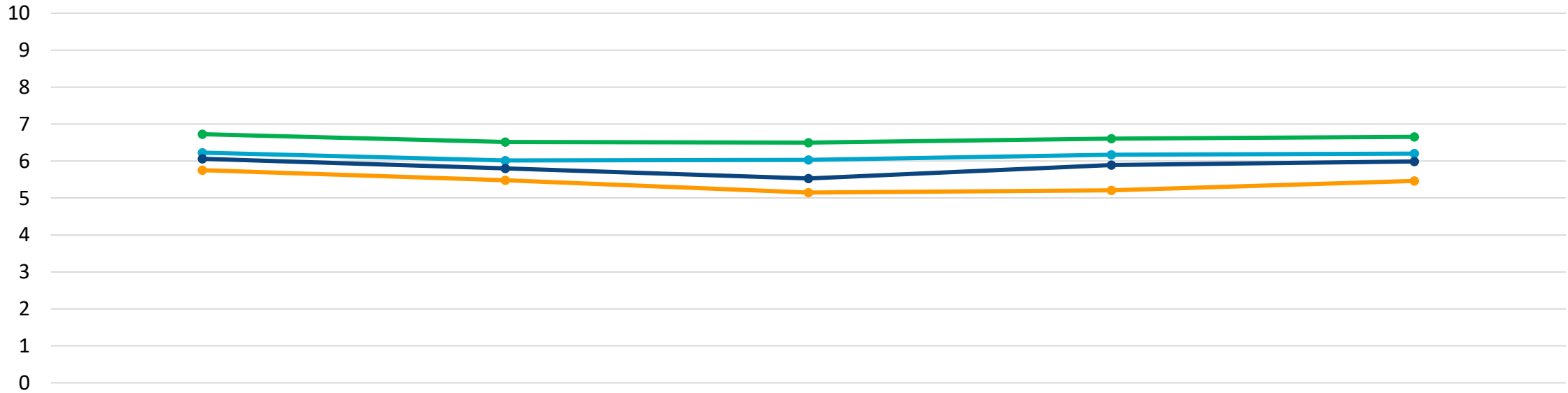
2020 2021 2022 2023 2024

Your org	6.82	6.40	5.71	6.20	6.40
Best result	7.73	7.64	7.61	7.62	7.73
Average result	7.14	6.91	6.88	6.95	6.96
Worst result	6.05	5.85	5.71	5.87	5.65
Responses	2388	2778	2191	2833	3213

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

Theme: Morale

Morale



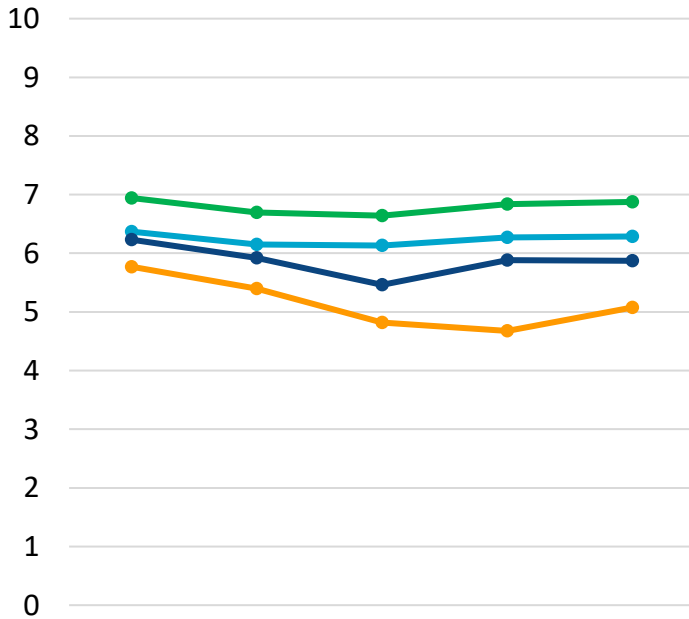
	2020	2021	2022	2023	2024
Your org	6.06	5.80	5.53	5.89	5.99
Best result	6.73	6.52	6.50	6.61	6.66
Average result	6.23	6.02	6.03	6.17	6.20
Worst result	5.75	5.48	5.15	5.21	5.46
Responses	2436	2871	2197	2848	3228

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

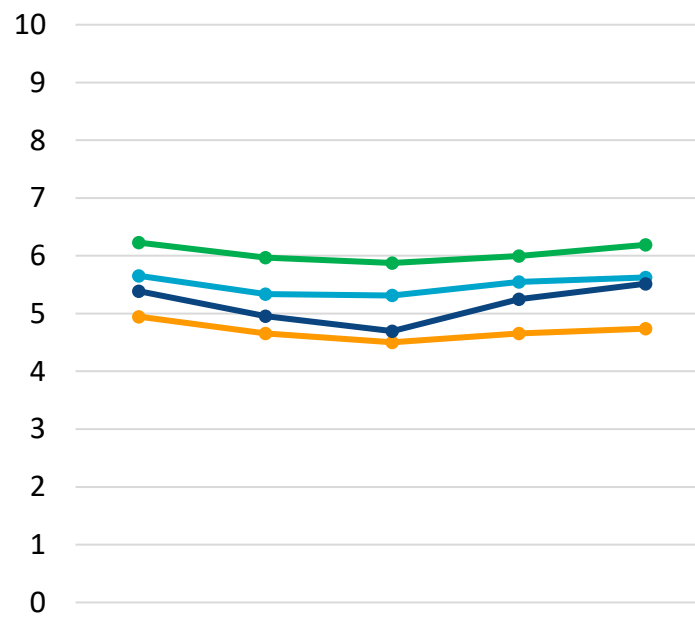


Theme: Morale

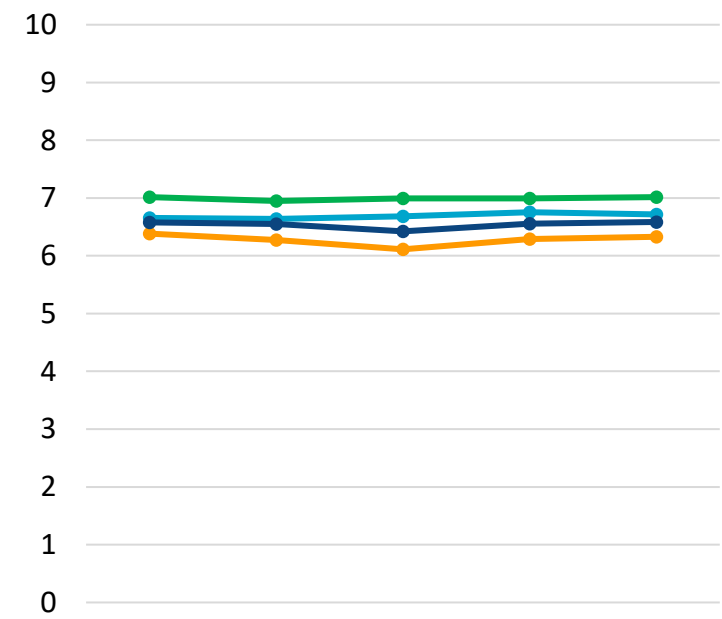
Thinking about leaving



Work pressure



Stressors



	2020	2021	2022	2023	2024
Your org	6.23	5.92	5.46	5.88	5.87
Best result	6.94	6.69	6.64	6.83	6.88
Average result	6.37	6.15	6.13	6.27	6.29
Worst result	5.77	5.40	4.82	4.68	5.07
Responses	2390	2769	2183	2836	3219

	2020	2021	2022	2023	2024
Your org	5.39	4.96	4.70	5.25	5.52
Best result	6.23	5.97	5.88	6.00	6.19
Average result	5.65	5.34	5.31	5.55	5.62
Worst result	4.95	4.66	4.50	4.66	4.74
Responses	2448	2875	2196	2846	3227

	2020	2021	2022	2023	2024
Your org	6.58	6.55	6.42	6.55	6.59
Best result	7.02	6.95	6.99	7.00	7.02
Average result	6.65	6.64	6.69	6.75	6.72
Worst result	6.38	6.28	6.11	6.29	6.33
Responses	2435	2864	2192	2843	3227

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

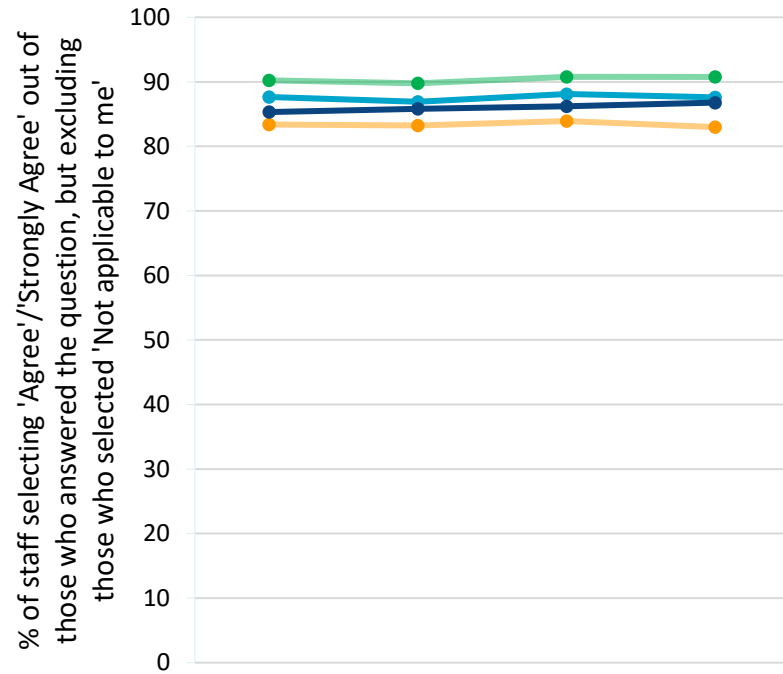
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

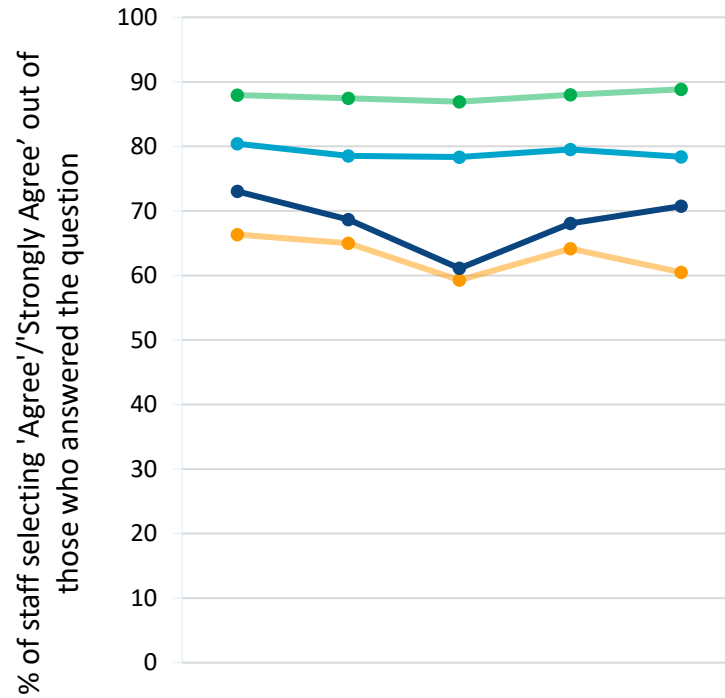


Q6a I feel that my role makes a difference to patients / service users.



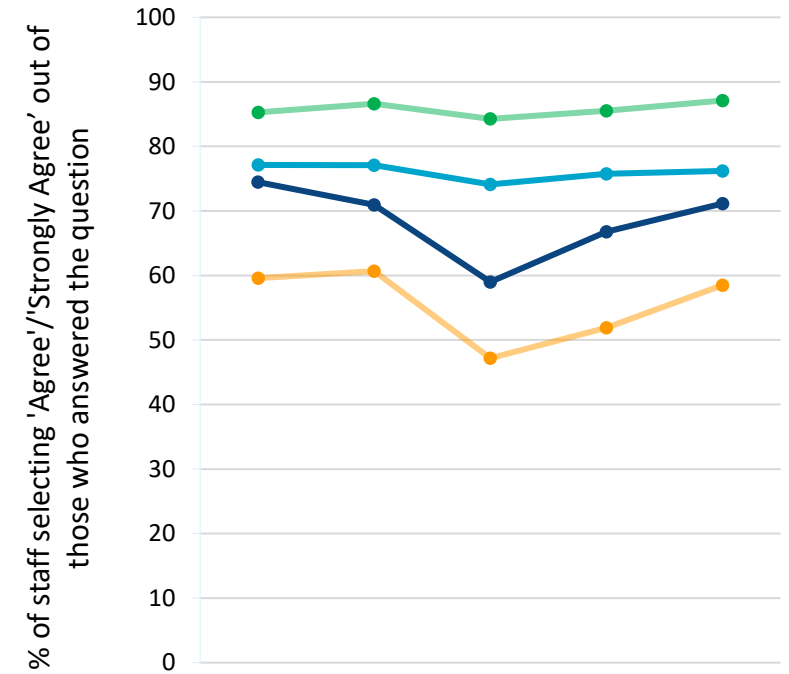
	2021	2022	2023	2024
Your org	85.32%	85.81%	86.22%	86.78%
Best result	90.21%	89.77%	90.76%	90.76%
Average result	87.68%	86.91%	88.12%	87.59%
Worst result	83.40%	83.25%	83.93%	82.99%
Responses	2763	2097	2758	3134

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



	2020	2021	2022	2023	2024
Your org	73.02%	68.67%	61.10%	68.06%	70.77%
Best result	87.93%	87.48%	86.93%	88.01%	88.84%
Average result	80.41%	78.52%	78.35%	79.50%	78.36%
Worst result	66.34%	64.99%	59.27%	64.13%	60.51%
Responses	2384	2778	2190	2831	3208

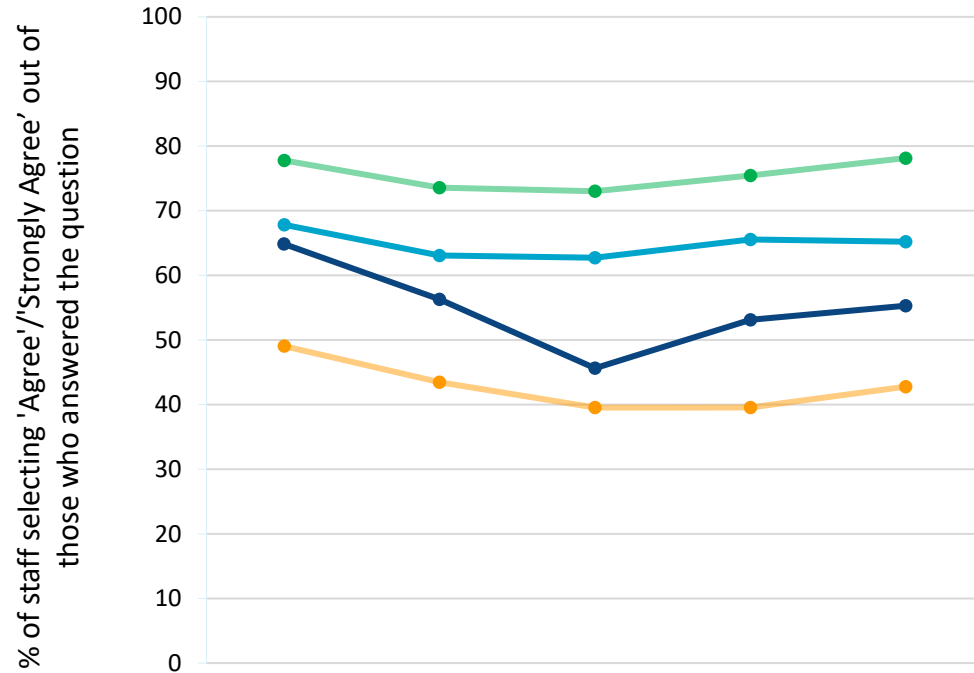
Q25b My organisation acts on concerns raised by patients / service users.



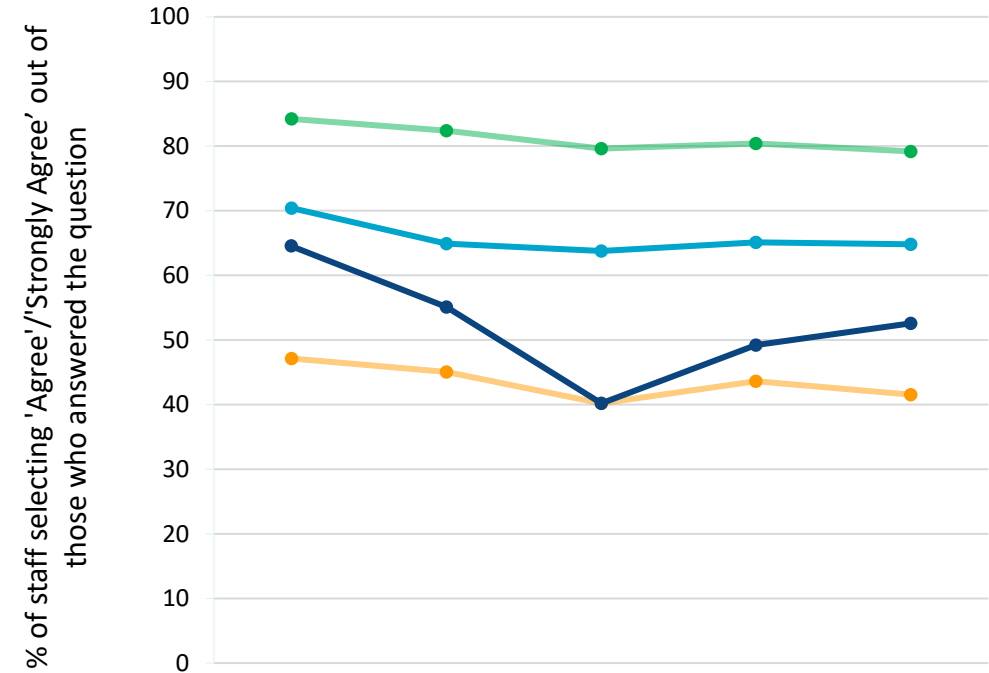
	2020	2021	2022	2023	2024
Your org	74.46%	70.94%	59.00%	66.76%	71.12%
Best result	85.27%	86.61%	84.26%	85.54%	87.11%
Average result	77.12%	77.09%	74.11%	75.77%	76.20%
Worst result	59.61%	60.67%	47.18%	51.91%	58.51%
Responses	2387	2777	2190	2828	3210



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



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

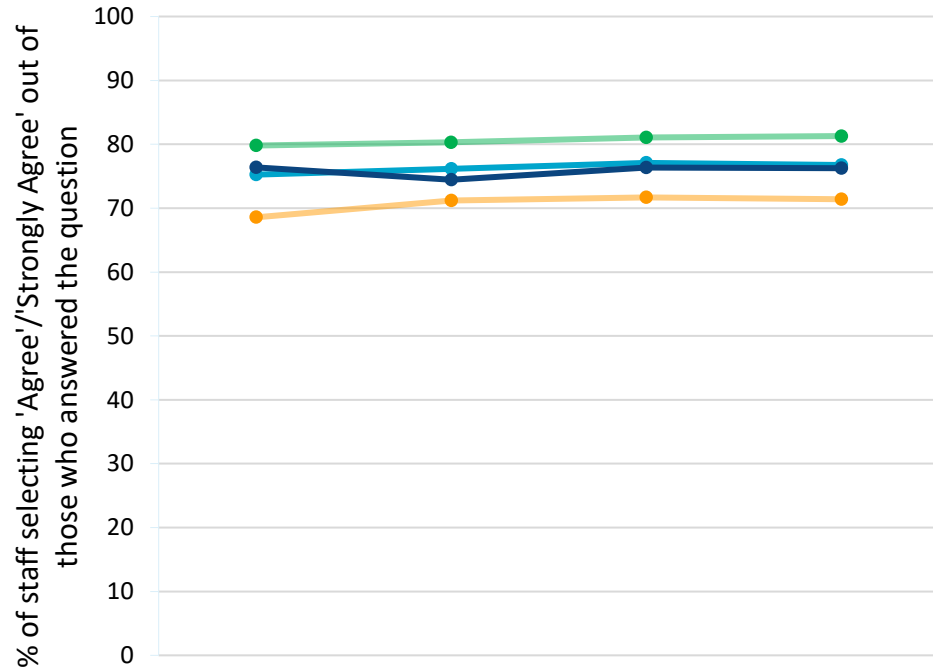


	2020	2021	2022	2023	2024
Your org	64.85%	56.30%	45.63%	53.14%	55.31%
Best result	77.76%	73.57%	73.02%	75.47%	78.15%
Average result	67.83%	63.10%	62.73%	65.57%	65.21%
Worst result	49.05%	43.47%	39.54%	39.56%	42.78%
Responses	2386	2774	2190	2828	3207

	2020	2021	2022	2023	2024
Your org	64.52%	55.11%	40.20%	49.21%	52.59%
Best result	84.21%	82.37%	79.63%	80.42%	79.18%
Average result	70.41%	64.93%	63.77%	65.13%	64.84%
Worst result	47.14%	45.06%	40.20%	43.61%	41.55%
Responses	2387	2777	2187	2831	3209

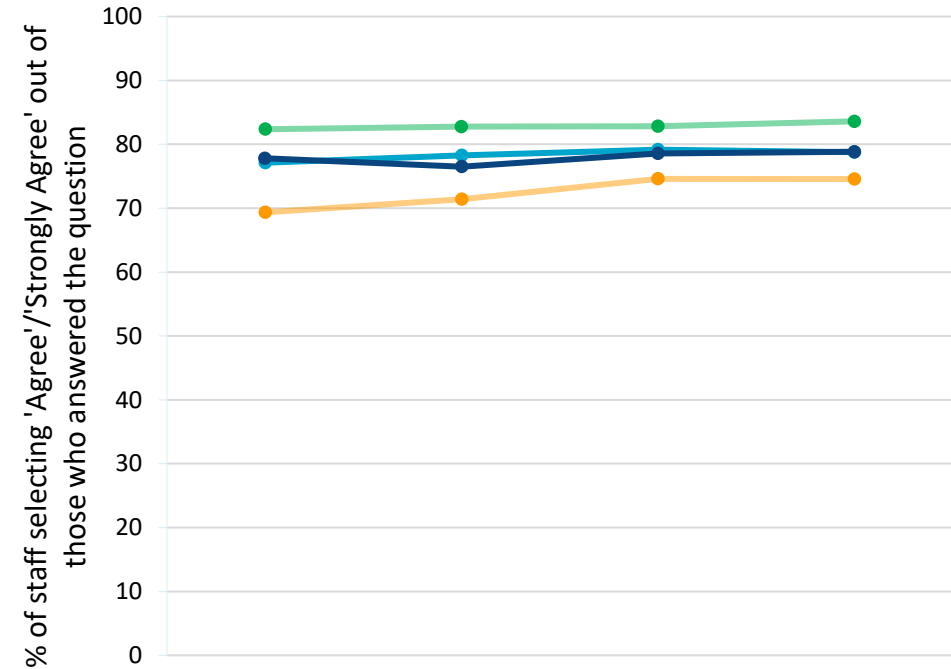


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	76.38%	74.45%	76.37%	76.27%
Best result	79.81%	80.31%	81.04%	81.29%
Average result	75.25%	76.13%	77.09%	76.76%
Worst result	68.57%	71.22%	71.68%	71.38%
Responses	2825	2194	2838	3217

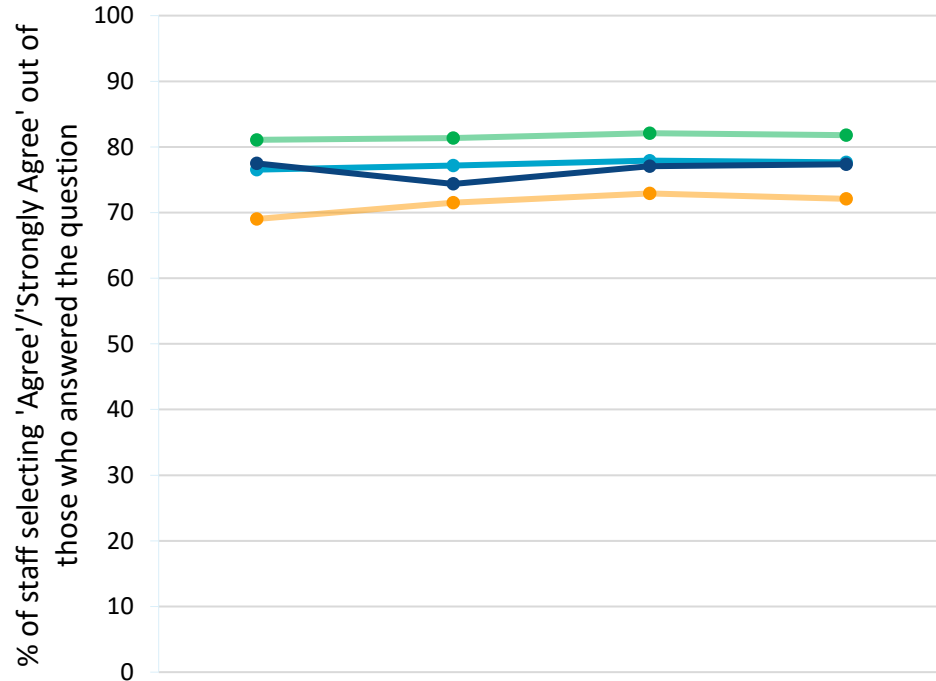
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	77.80%	76.49%	78.55%	78.83%
Best result	82.35%	82.77%	82.84%	83.59%
Average result	77.11%	78.28%	79.16%	78.78%
Worst result	69.34%	71.40%	74.59%	74.56%
Responses	2825	2195	2842	3223

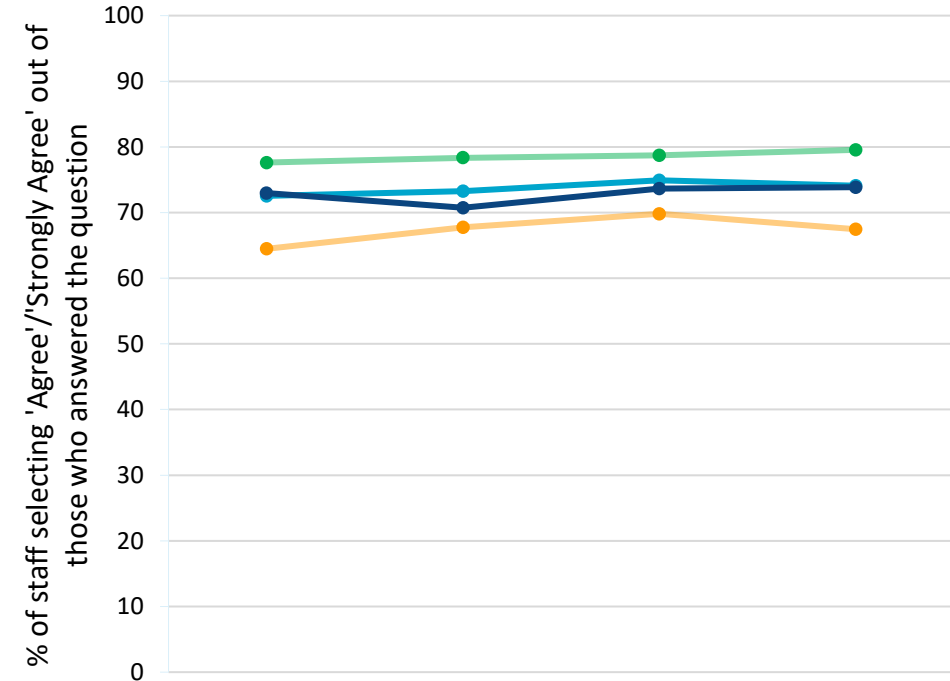


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	77.49%	74.36%	77.05%	77.38%
Best result	81.08%	81.35%	82.09%	81.78%
Average result	76.54%	77.18%	77.91%	77.64%
Worst result	69.03%	71.49%	72.91%	72.10%
Responses	2821	2193	2839	3221

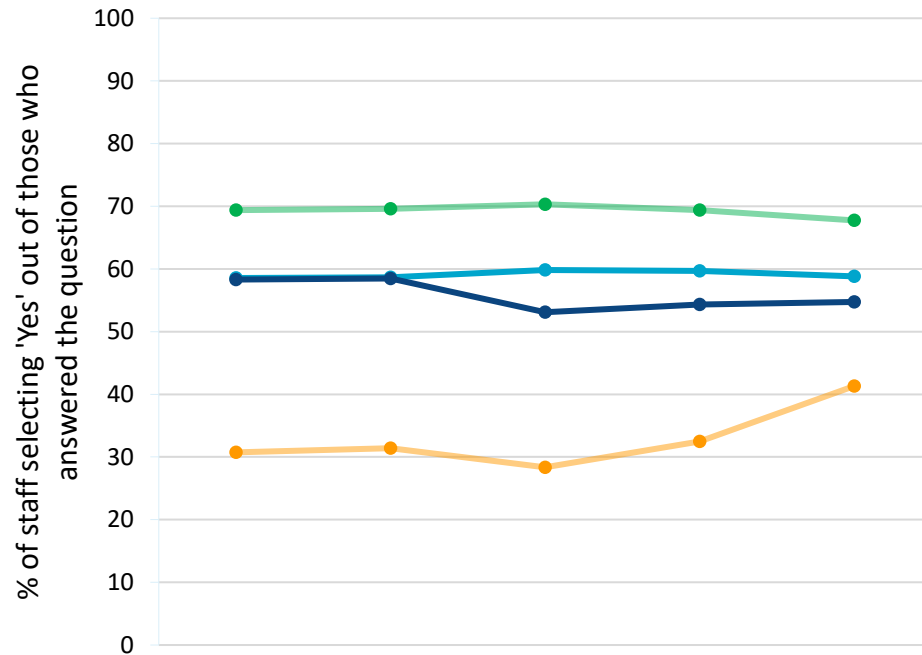
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024
Your org	72.95%	70.73%	73.67%	73.87%
Best result	77.62%	78.33%	78.72%	79.55%
Average result	72.55%	73.26%	74.92%	74.09%
Worst result	64.48%	67.74%	69.82%	67.44%
Responses	2824	2193	2838	3223

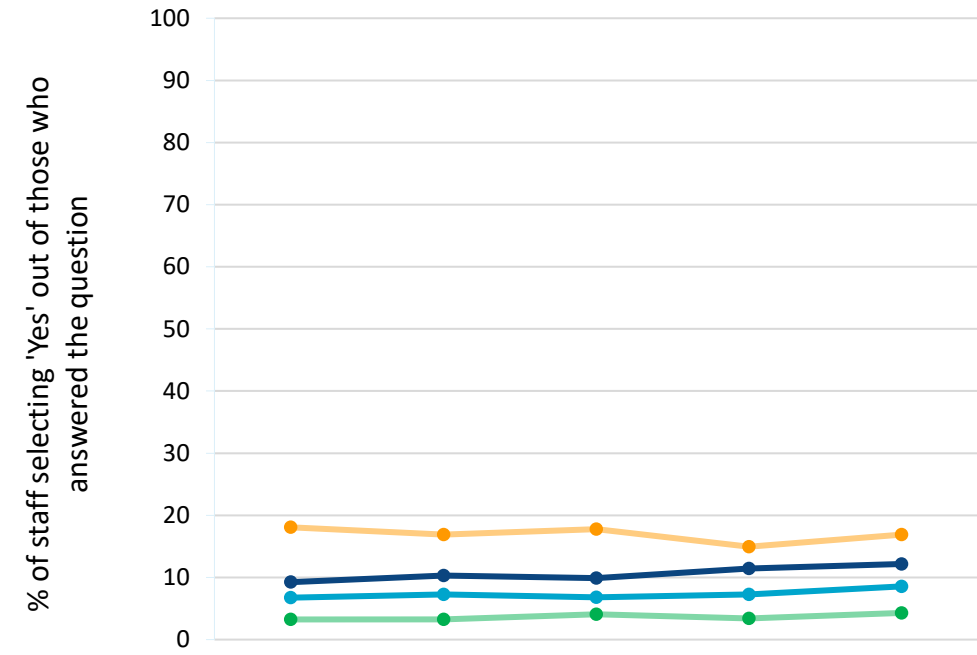


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	58.30%	58.48%	53.10%	54.34%	54.71%
Best result	69.38%	69.60%	70.32%	69.39%	67.75%
Average result	58.55%	58.68%	59.83%	59.71%	58.80%
Worst result	30.71%	31.41%	28.36%	32.47%	41.31%
Responses	2394	2773	2167	2827	3212

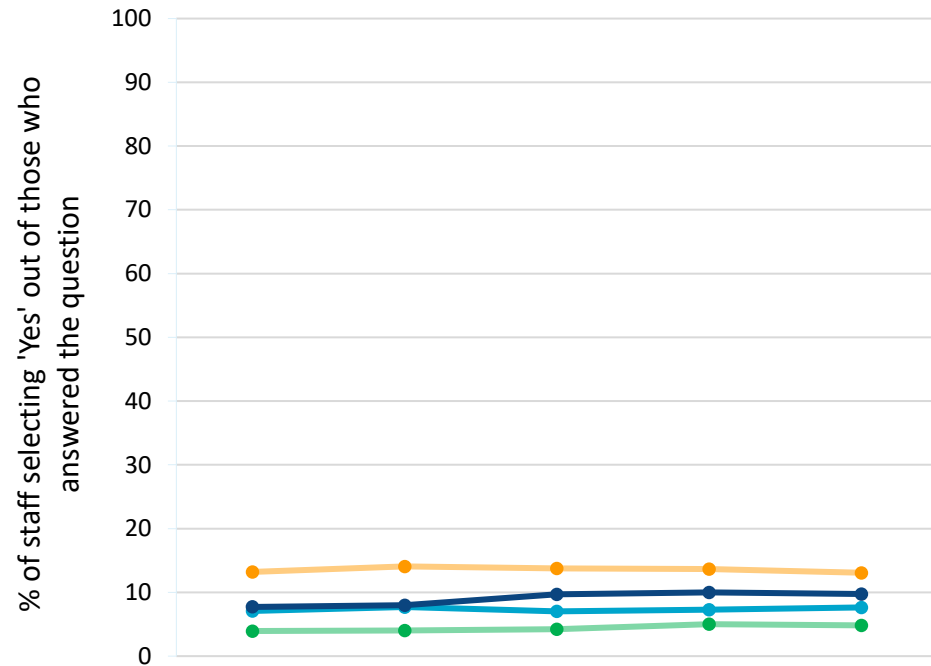
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	9.24%	10.32%	9.91%	11.42%	12.17%
Best result	3.24%	3.25%	4.06%	3.43%	4.29%
Average result	6.74%	7.26%	6.79%	7.25%	8.56%
Worst result	18.07%	16.91%	17.75%	14.95%	16.88%
Responses	2404	2793	2181	2837	3210

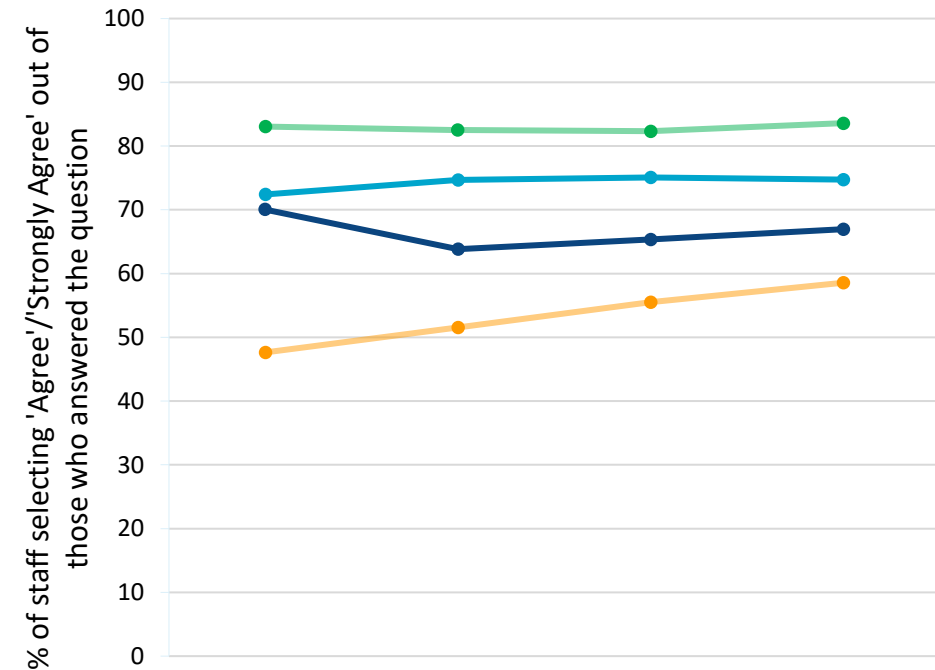


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	7.71%	8.00%	9.71%	10.00%	9.76%
Best result	3.94%	4.02%	4.22%	5.01%	4.84%
Average result	7.06%	7.70%	7.02%	7.27%	7.63%
Worst result	13.22%	14.07%	13.74%	13.64%	13.08%
Responses	2398	2790	2172	2818	3183

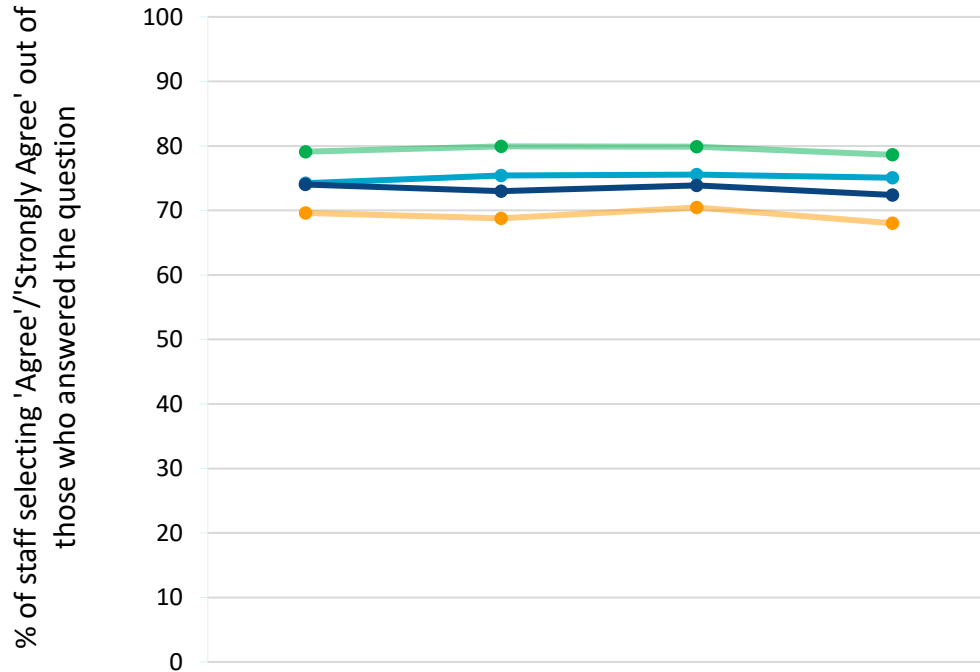
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	70.03%	63.83%	65.35%	66.99%
Best result	83.06%	82.50%	82.34%	83.60%
Average result	72.41%	74.68%	75.08%	74.75%
Worst result	47.63%	51.53%	55.54%	58.56%
Responses	2796	2192	2837	3216

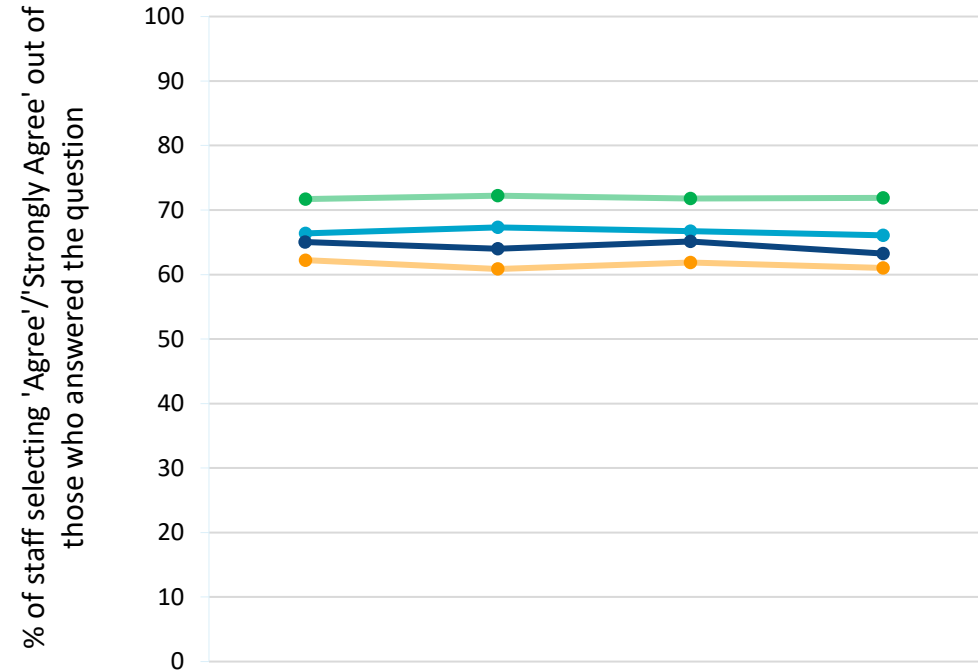


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	74.02%	73.00%	73.86%	72.40%
Best result	79.11%	79.93%	79.87%	78.63%
Average result	74.23%	75.43%	75.55%	75.06%
Worst result	69.61%	68.78%	70.46%	68.01%
Responses	2844	2196	2837	3223

Q7i I feel a strong personal attachment to my team.

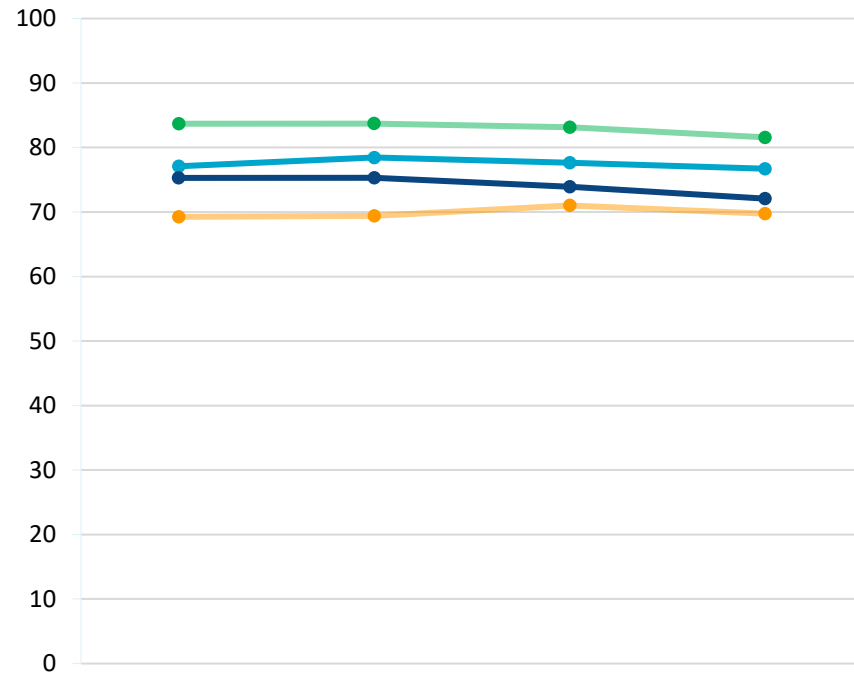


	2021	2022	2023	2024
Your org	65.02%	64.02%	65.12%	63.25%
Best result	71.70%	72.23%	71.79%	71.87%
Average result	66.37%	67.31%	66.73%	66.08%
Worst result	62.24%	60.86%	61.85%	61.03%
Responses	2843	2196	2840	3222



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

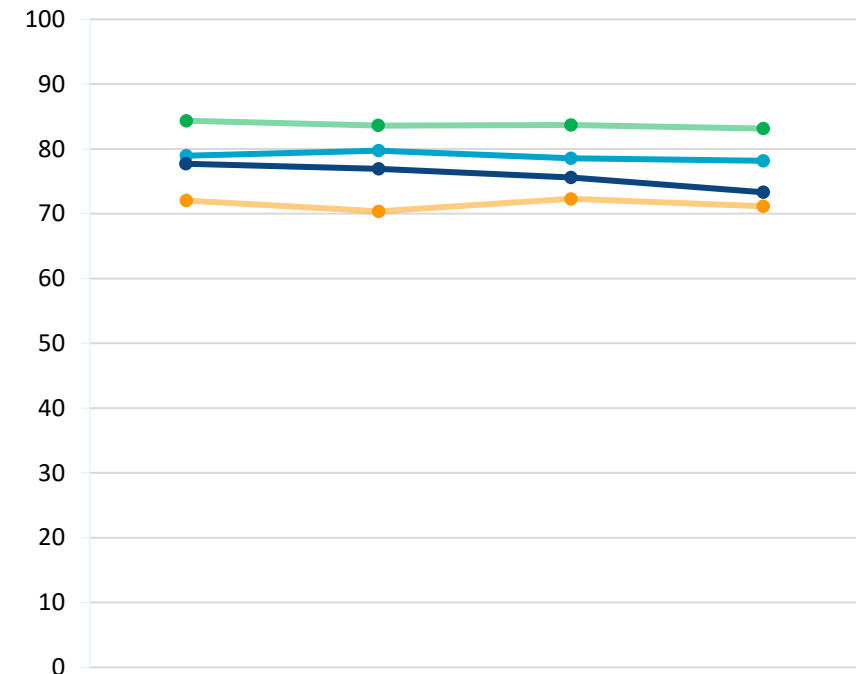
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024
Your org	75.29%	75.29%	73.94%	72.08%
Best result	83.69%	83.71%	83.14%	81.58%
Average result	77.09%	78.46%	77.65%	76.72%
Worst result	69.26%	69.41%	71.02%	69.74%
Responses	2843	2195	2840	3223

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	77.71%	76.95%	75.61%	73.31%
Best result	84.35%	83.60%	83.70%	83.14%
Average result	78.95%	79.73%	78.56%	78.17%
Worst result	72.06%	70.37%	72.31%	71.17%
Responses	2844	2195	2841	3222

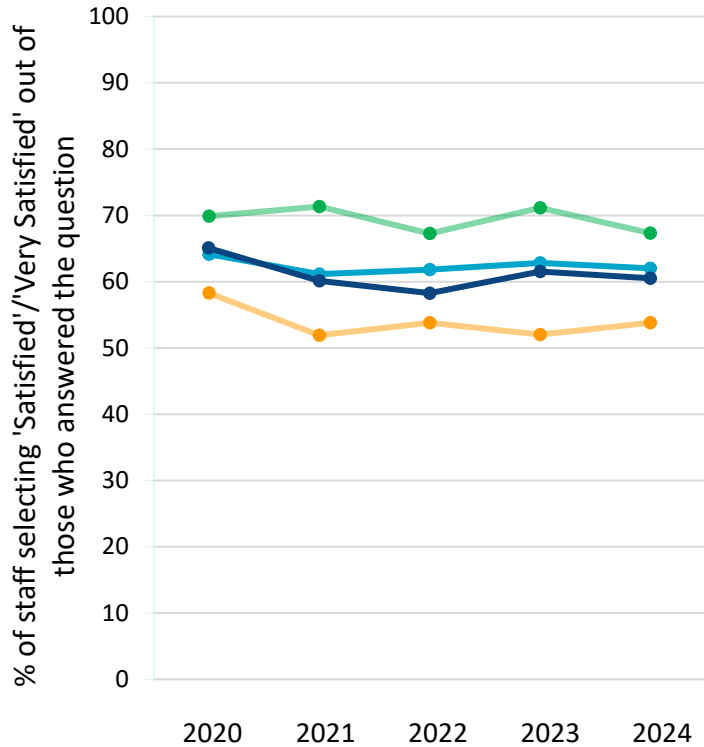
People Promise element – We are recognised and rewarded



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

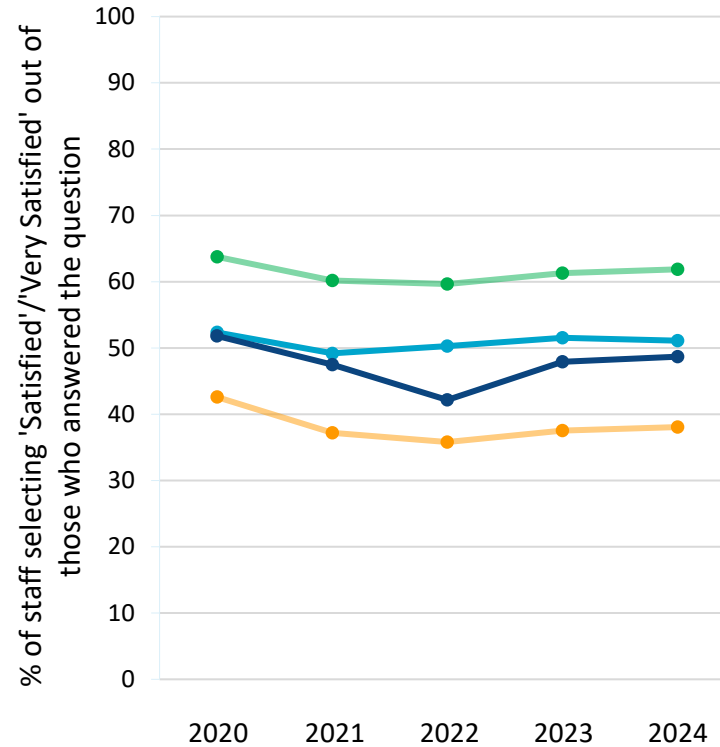


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



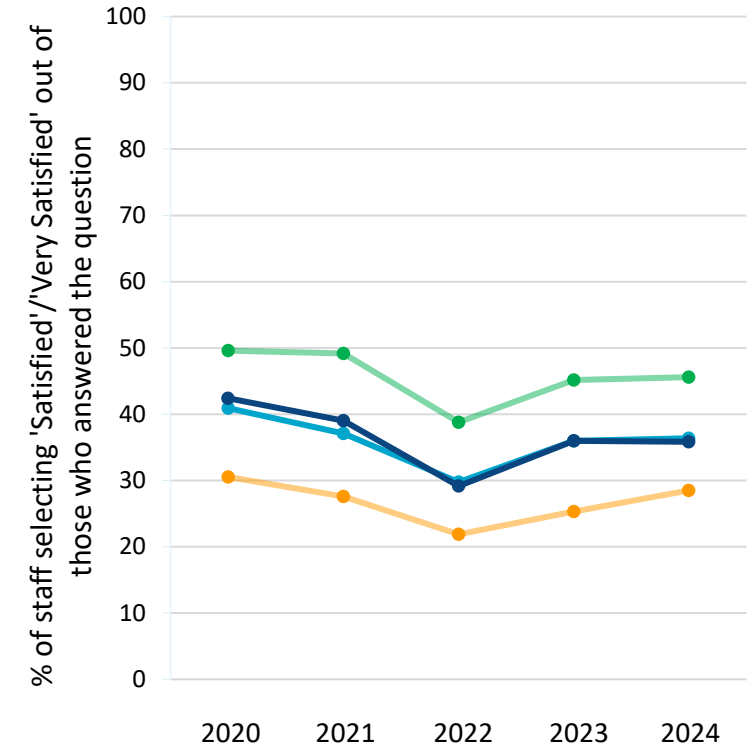
	2020	2021	2022	2023	2024
Your org	65.06%	60.15%	58.27%	61.55%	60.54%
Best result	69.89%	71.34%	67.26%	71.15%	67.31%
Average result	64.14%	61.14%	61.80%	62.85%	62.01%
Worst result	58.28%	51.92%	53.81%	52.03%	53.82%
Responses	2435	2872	2196	2843	3222

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



	2020	2021	2022	2023	2024
Your org	51.81%	47.49%	42.15%	47.89%	48.66%
Best result	63.75%	60.19%	59.65%	61.29%	61.87%
Average result	52.33%	49.19%	50.30%	51.53%	51.11%
Worst result	42.58%	37.21%	35.80%	37.52%	38.04%
Responses	2434	2867	2193	2842	3220

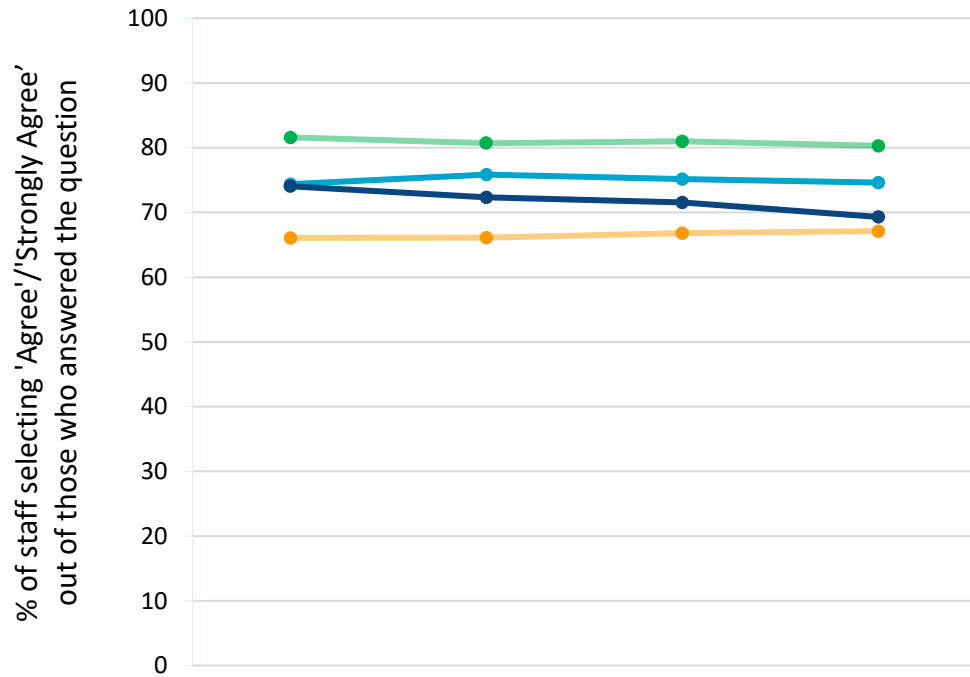
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2020	2021	2022	2023	2024
Your org	42.41%	39.04%	29.16%	36.01%	35.83%
Best result	49.59%	49.16%	38.79%	45.18%	45.58%
Average result	40.91%	37.08%	29.76%	35.99%	36.38%
Worst result	30.53%	27.59%	21.88%	25.33%	28.52%
Responses	2432	2872	2193	2838	3219

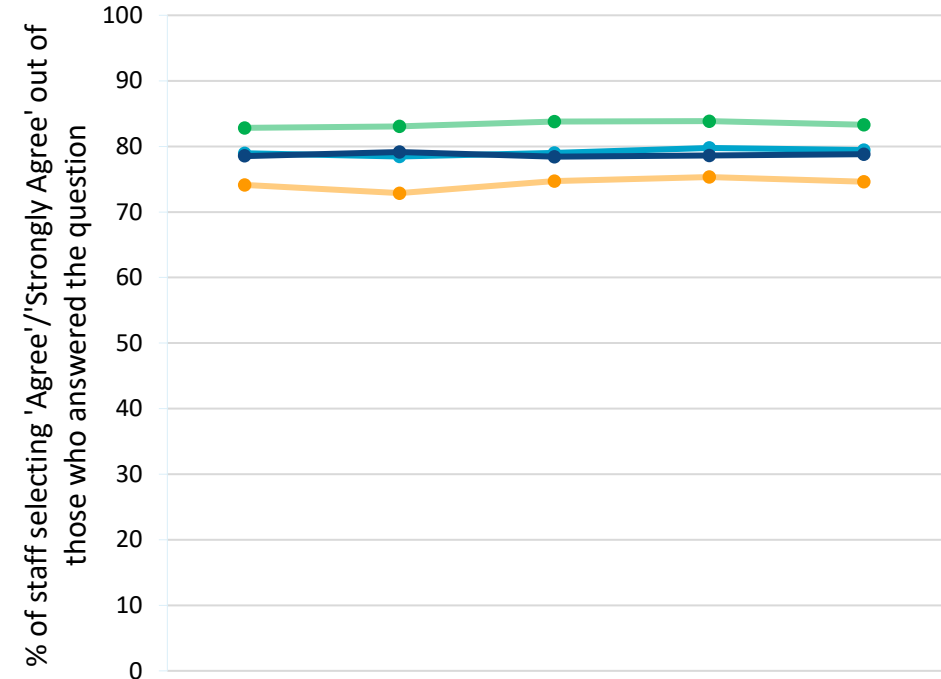


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024
Your org	74.04%	72.35%	71.56%	69.30%
Best result	81.60%	80.70%	80.97%	80.30%
Average result	74.37%	75.85%	75.16%	74.59%
Worst result	66.07%	66.10%	66.80%	67.12%
Responses	2839	2197	2837	3222

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	78.53%	79.14%	78.44%	78.60%	78.83%
Best result	82.83%	83.05%	83.78%	83.86%	83.28%
Average result	78.96%	78.46%	79.00%	79.76%	79.43%
Worst result	74.11%	72.87%	74.72%	75.33%	74.61%
Responses	2419	2824	2191	2837	3223

People Promise element – We each have a voice that counts



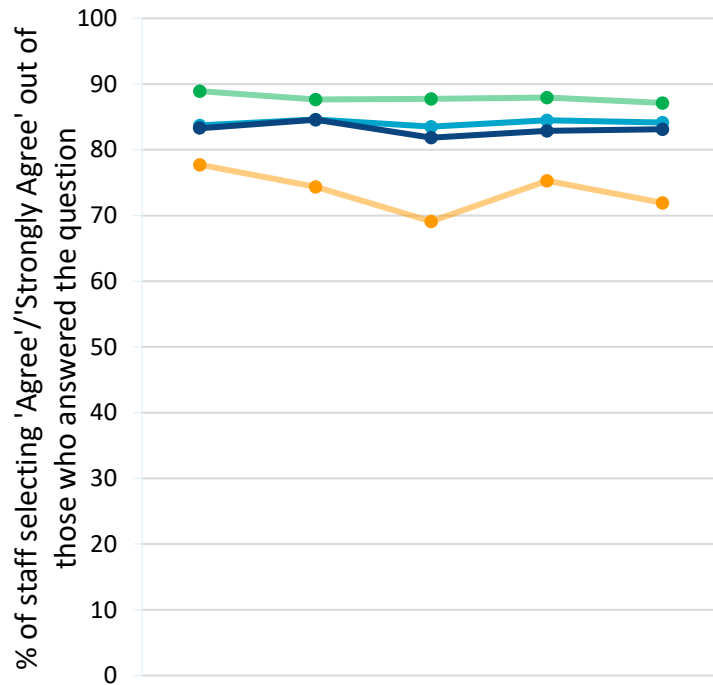
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

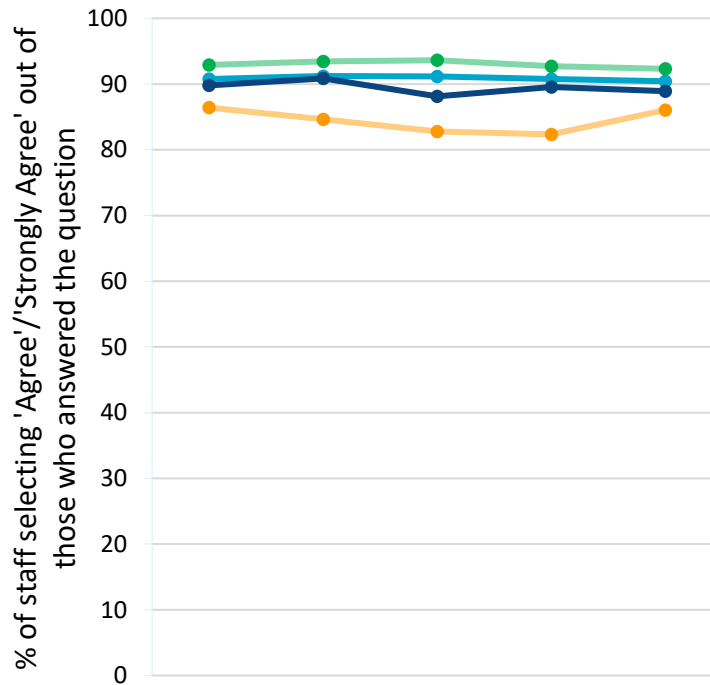


Q3a I always know what my work responsibilities are.



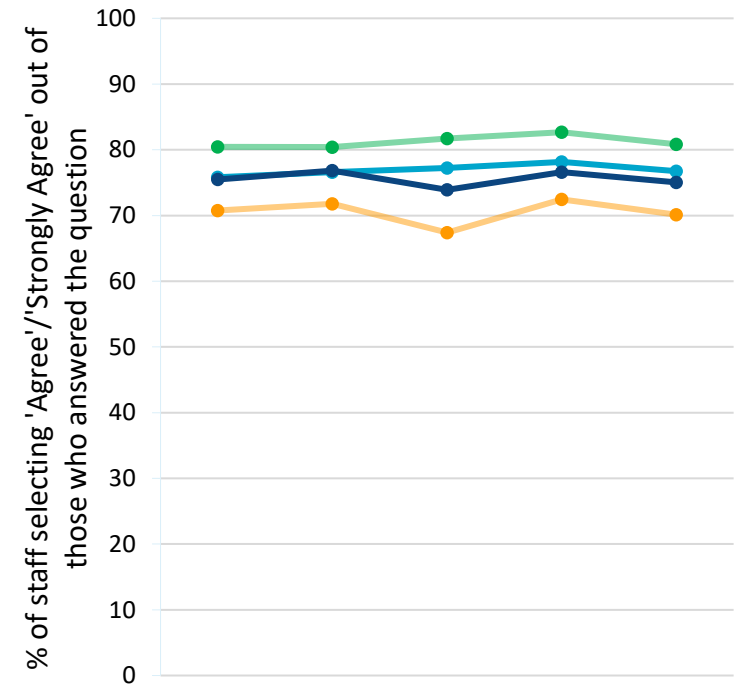
	2020	2021	2022	2023	2024
Your org	83.28%	84.57%	81.84%	82.87%	83.14%
Best result	88.92%	87.63%	87.74%	87.94%	87.13%
Average result	83.70%	84.61%	83.52%	84.49%	84.14%
Worst result	77.73%	74.36%	69.10%	75.26%	71.93%
Responses	2468	2874	2191	2843	3225

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	89.78%	90.85%	88.13%	89.57%	88.93%
Best result	92.91%	93.44%	93.62%	92.73%	92.32%
Average result	90.75%	91.23%	91.17%	90.77%	90.43%
Worst result	86.41%	84.63%	82.77%	82.35%	86.02%
Responses	2463	2869	2191	2841	3219

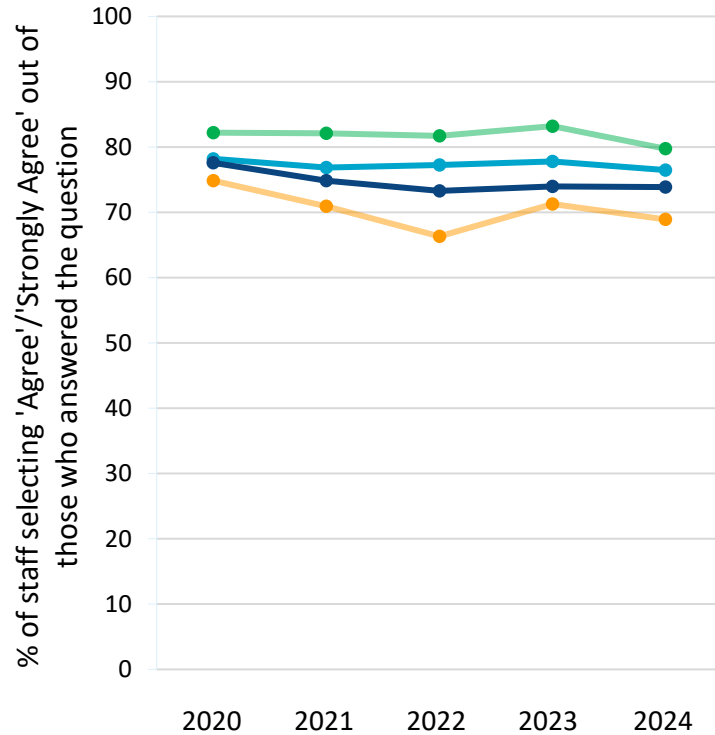
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	75.47%	76.82%	73.90%	76.61%	75.05%
Best result	80.43%	80.41%	81.72%	82.67%	80.84%
Average result	75.82%	76.58%	77.23%	78.15%	76.77%
Worst result	70.77%	71.78%	67.40%	72.44%	70.11%
Responses	2441	2872	2193	2836	3225

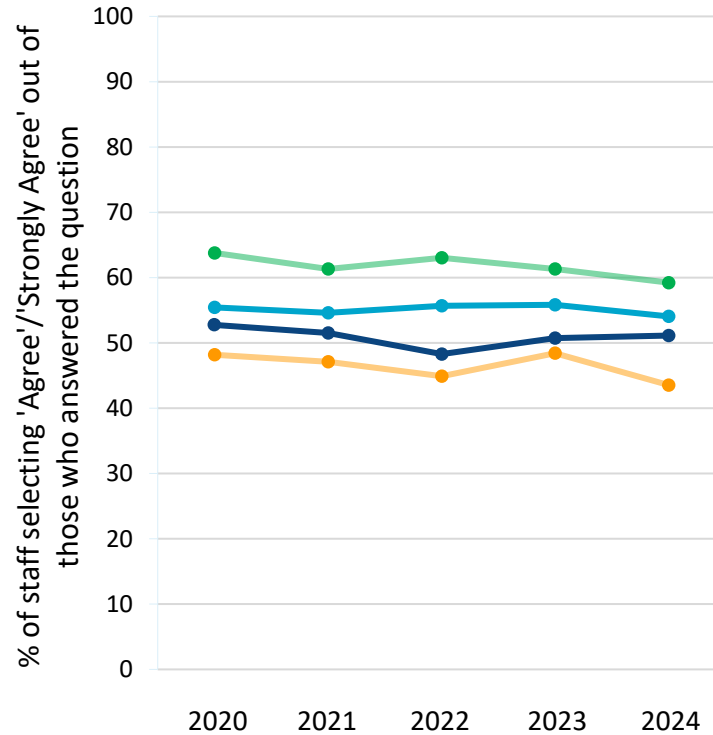


Q3d I am able to make suggestions to improve the work of my team / department.



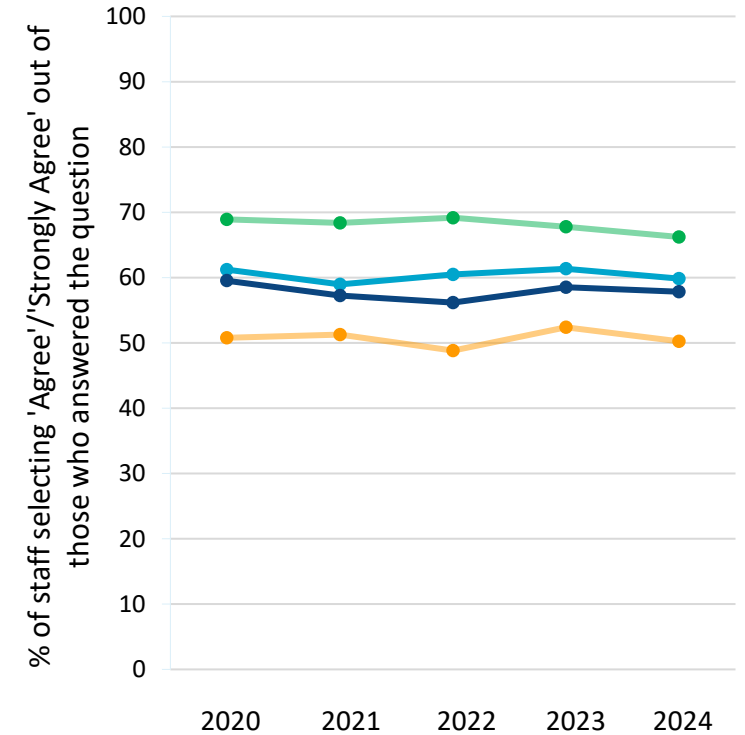
	2020	2021	2022	2023	2024
Your org	77.57%	74.84%	73.28%	73.94%	73.87%
Best result	82.20%	82.10%	81.71%	83.20%	79.74%
Average result	78.19%	76.85%	77.25%	77.80%	76.48%
Worst result	74.84%	70.93%	66.32%	71.27%	68.90%
Responses	2445	2873	2194	2842	3226

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



	2020	2021	2022	2023	2024
Your org	52.76%	51.51%	48.29%	50.72%	51.14%
Best result	63.78%	61.31%	63.06%	61.30%	59.23%
Average result	55.45%	54.62%	55.67%	55.83%	54.06%
Worst result	48.18%	47.12%	44.88%	48.42%	43.54%
Responses	2447	2869	2195	2841	3224

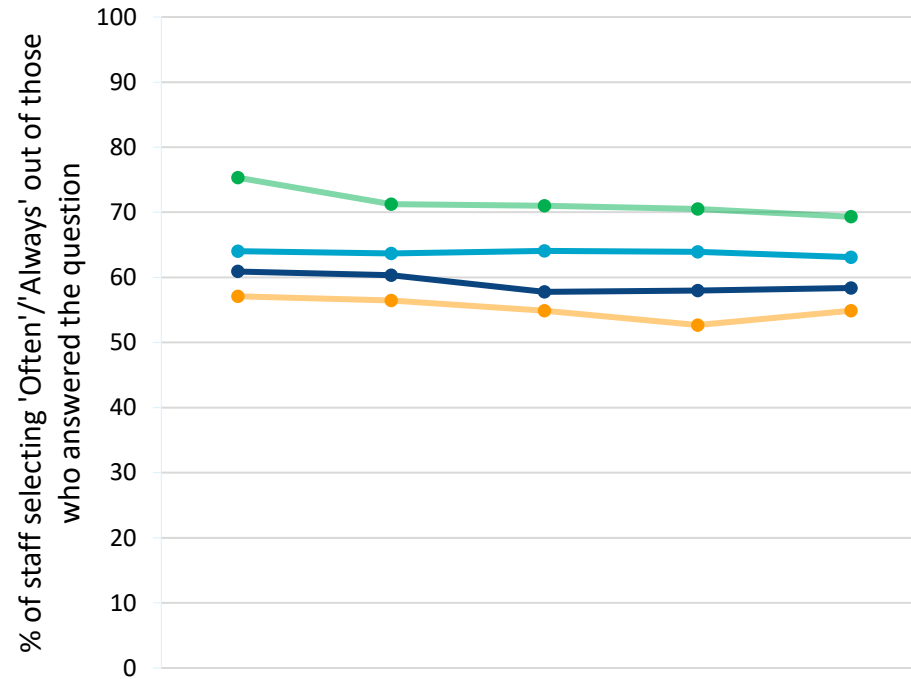
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	59.52%	57.24%	56.17%	58.53%	57.86%
Best result	68.92%	68.39%	69.17%	67.79%	66.22%
Average result	61.22%	58.96%	60.50%	61.35%	59.86%
Worst result	50.79%	51.26%	48.82%	52.39%	50.22%
Responses	2449	2867	2193	2842	3220



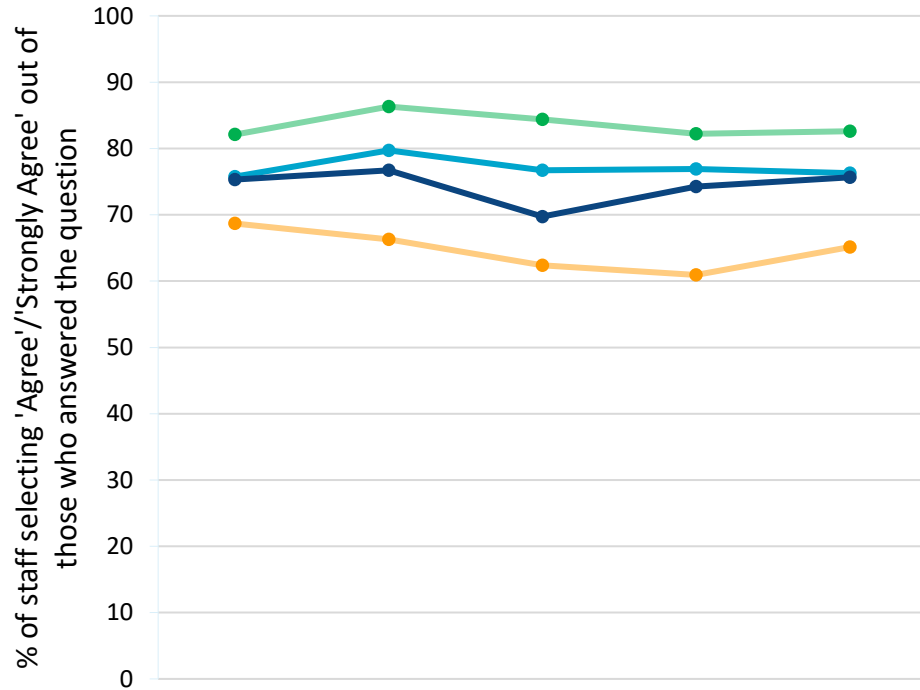
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	60.89%	60.32%	57.78%	57.99%	58.39%
Best result	75.32%	71.25%	71.00%	70.53%	69.31%
Average result	64.00%	63.70%	64.07%	63.94%	63.11%
Worst result	57.10%	56.45%	54.86%	52.68%	54.86%
Responses	2435	2861	2190	2841	3221

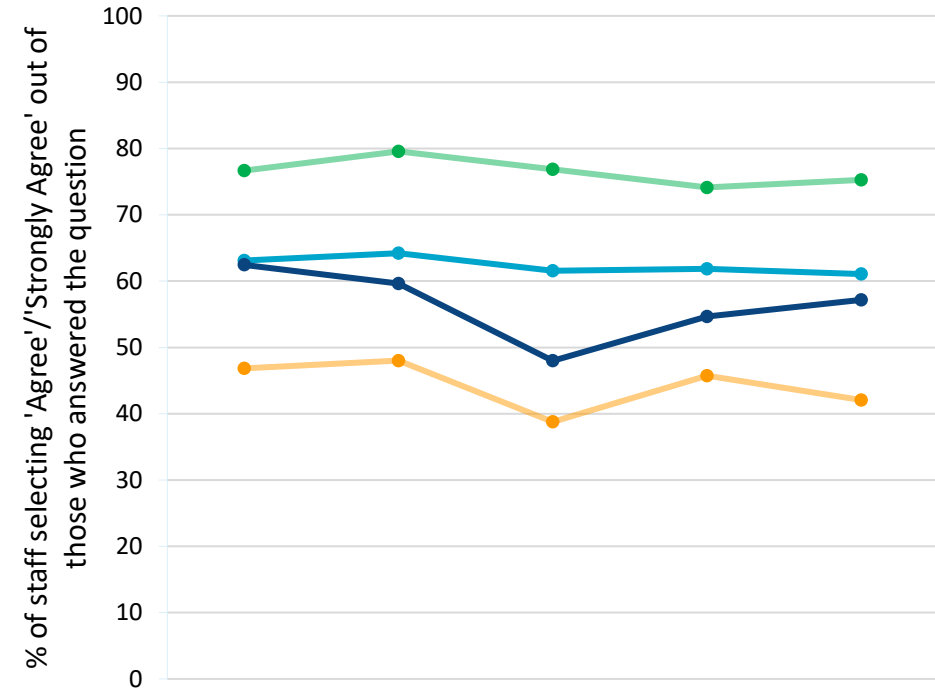


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	75.30%	76.70%	69.74%	74.26%	75.65%
Best result	82.10%	86.32%	84.40%	82.22%	82.61%
Average result	75.76%	79.72%	76.72%	76.90%	76.27%
Worst result	68.68%	66.30%	62.38%	60.93%	65.14%
Responses	2402	2796	2193	2833	3218

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

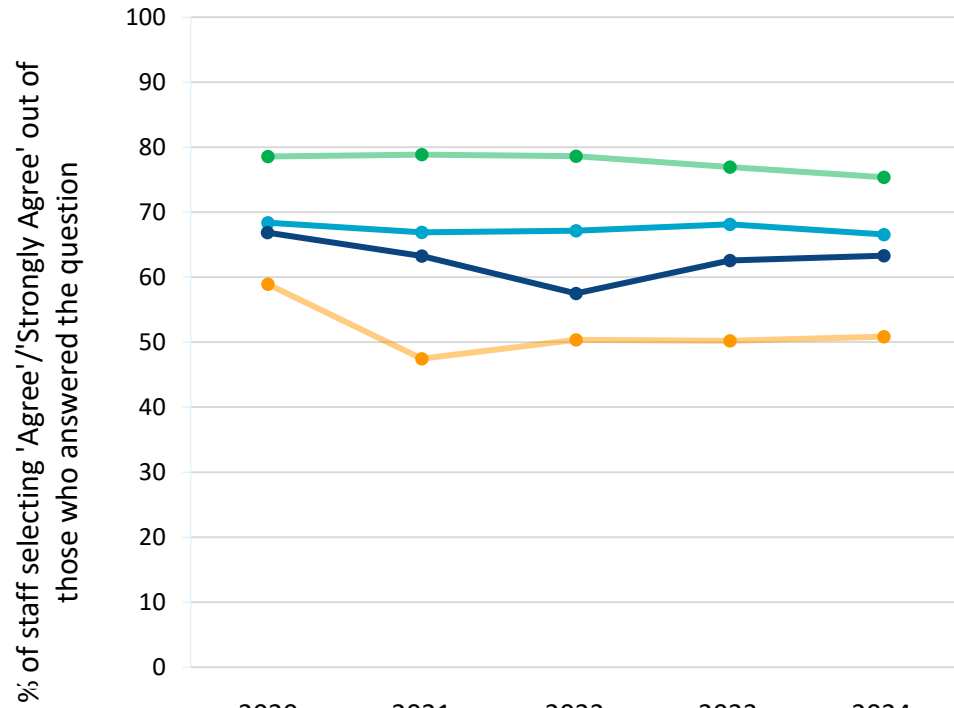


	2020	2021	2022	2023	2024
Your org	62.44%	59.64%	47.98%	54.63%	57.18%
Best result	76.65%	79.56%	76.86%	74.13%	75.27%
Average result	63.13%	64.21%	61.55%	61.84%	61.06%
Worst result	46.86%	48.01%	38.77%	45.73%	42.06%
Responses	2401	2796	2194	2826	3214

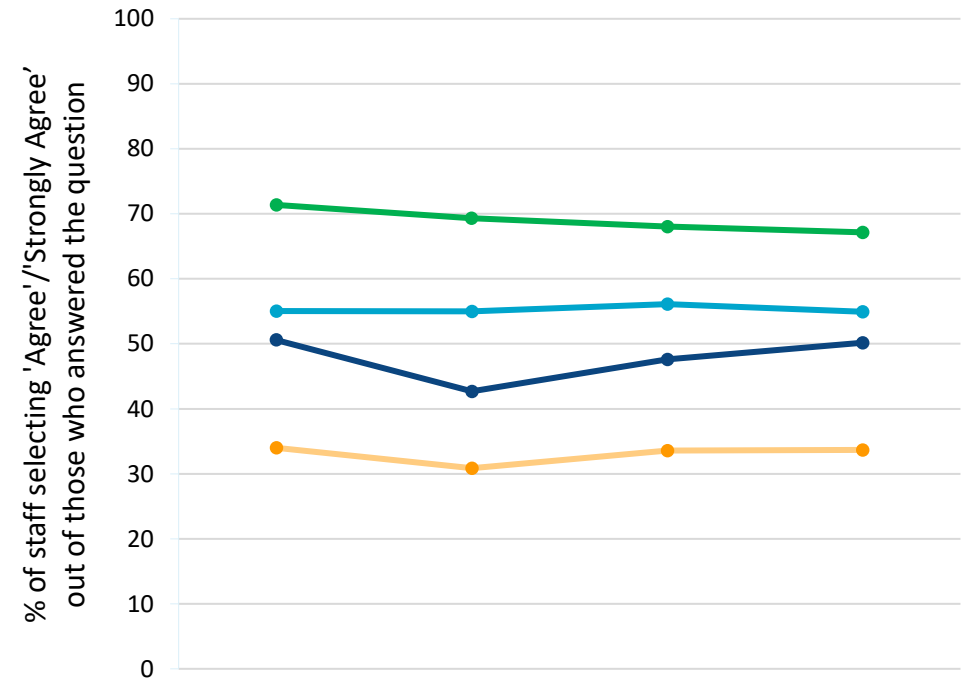


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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	66.85%	63.26%	57.50%	62.58%	63.32%
Best result	78.55%	78.85%	78.61%	76.93%	75.37%
Average result	68.38%	66.88%	67.13%	68.13%	66.58%
Worst result	58.92%	47.46%	50.35%	50.21%	50.87%
Responses	2389	2777	2190	2829	3209



	2021	2022	2023	2024
Your org	50.57%	42.69%	47.61%	50.15%
Best result	71.37%	69.31%	68.05%	67.15%
Average result	55.04%	55.00%	56.11%	54.93%
Worst result	34.00%	30.87%	33.60%	33.65%
Responses	2776	2190	2827	3209

People Promise element – We are safe and healthy



Questions included:

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

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

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

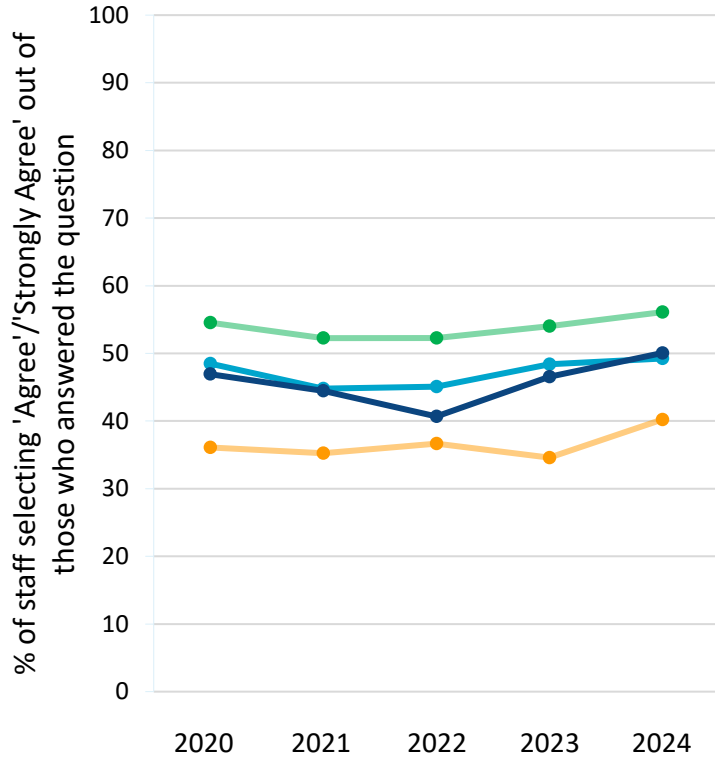
Other questions:* Q17a, Q17b, Q22

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

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

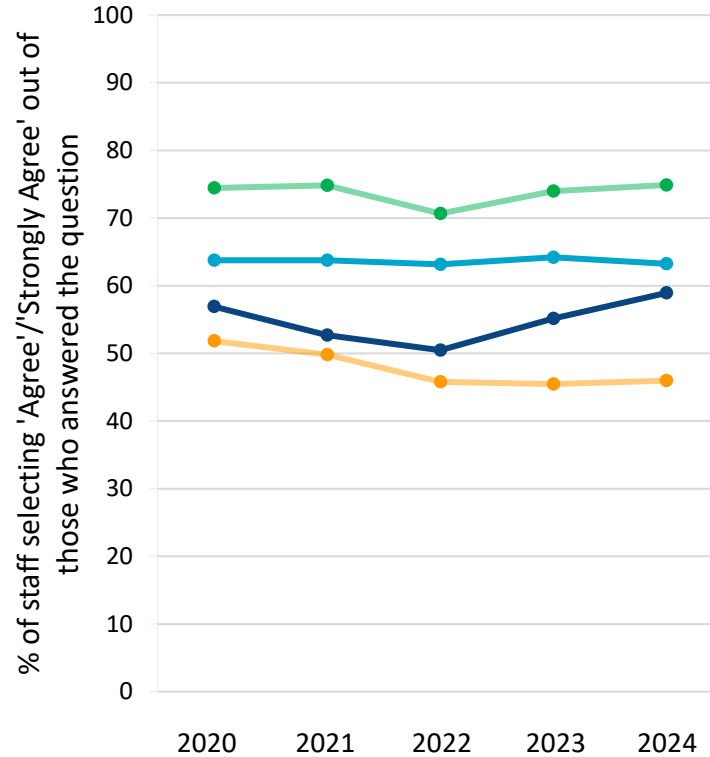


Q3g I am able to meet all the conflicting demands on my time at work.



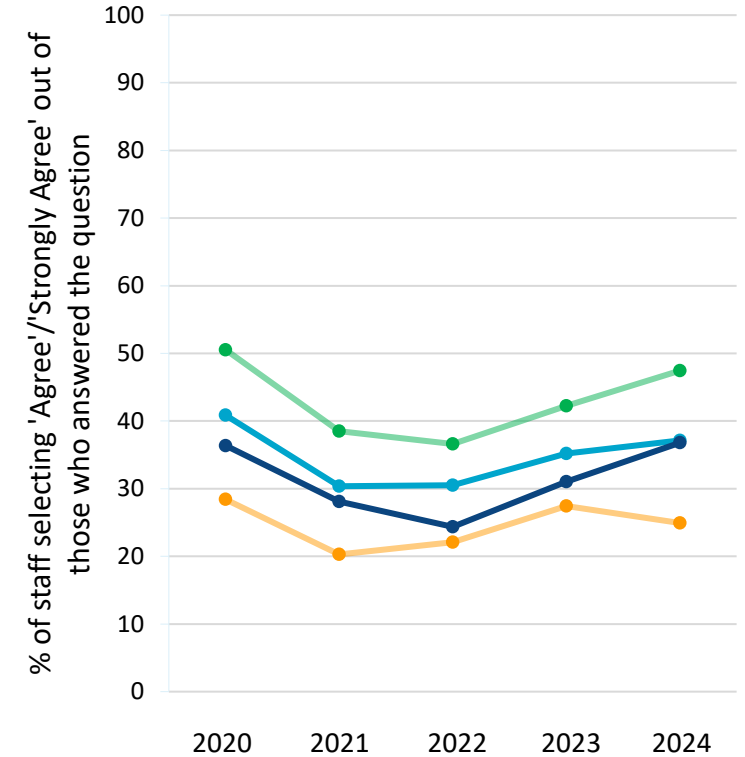
Responses	2438	2870	2191	2835	3219
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	2446	2872	2194	2840	3222
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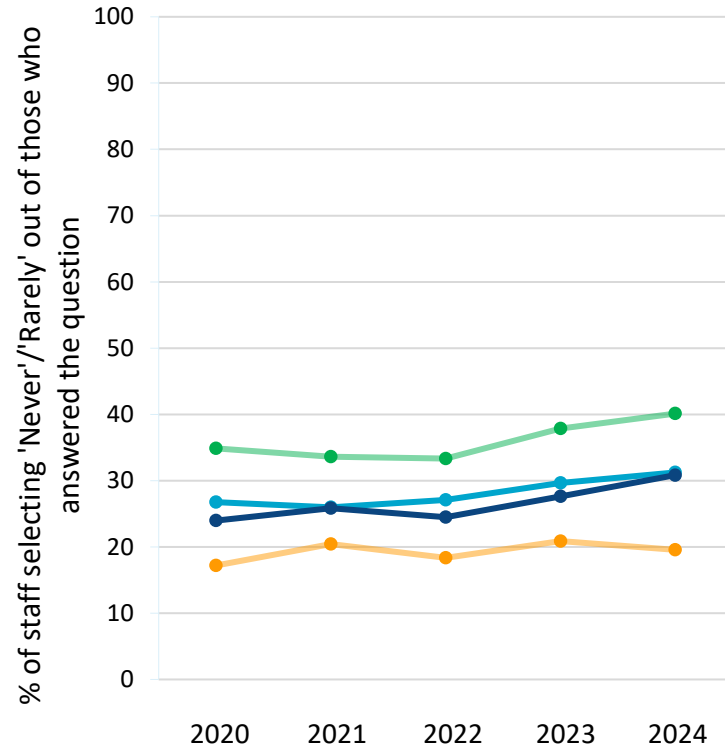
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	2447	2870	2193	2845	3228
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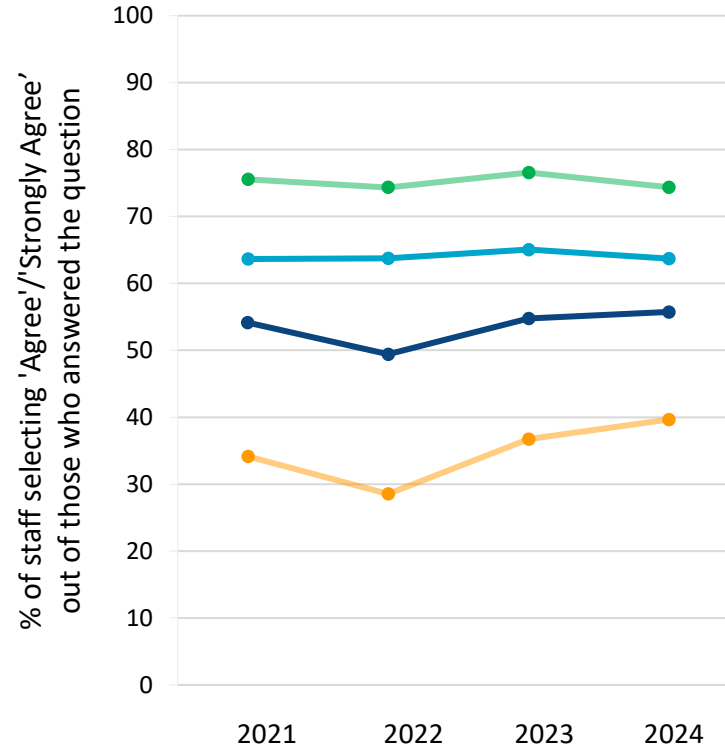


Q5a I have unrealistic time pressures.



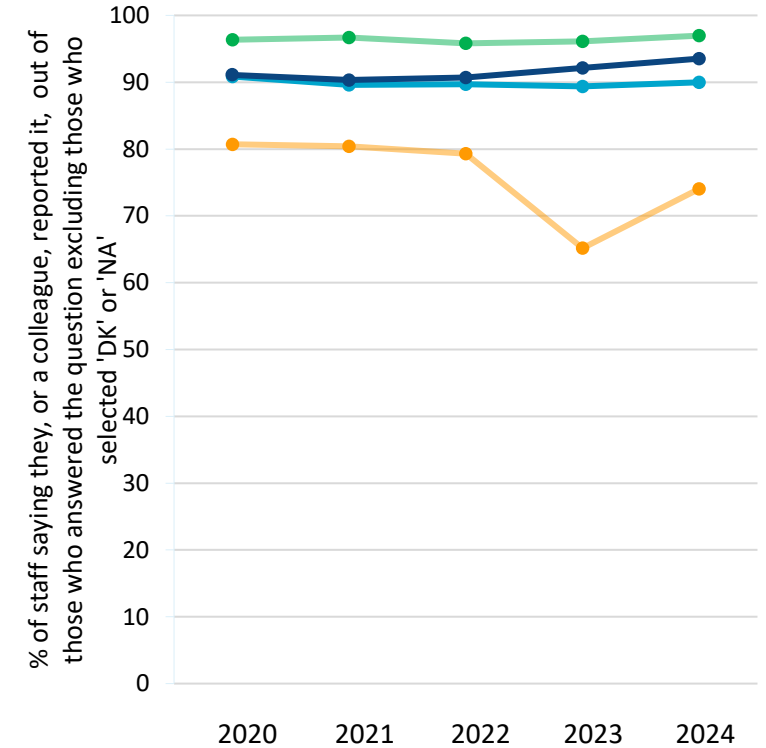
Responses	2432	2859	2191	2842	3220
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Q11a My organisation takes positive action on health and well-being.



Responses	2777	2174	2840	3222
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Q13d The last time you experienced physical violence at work, did you or a colleague report it?

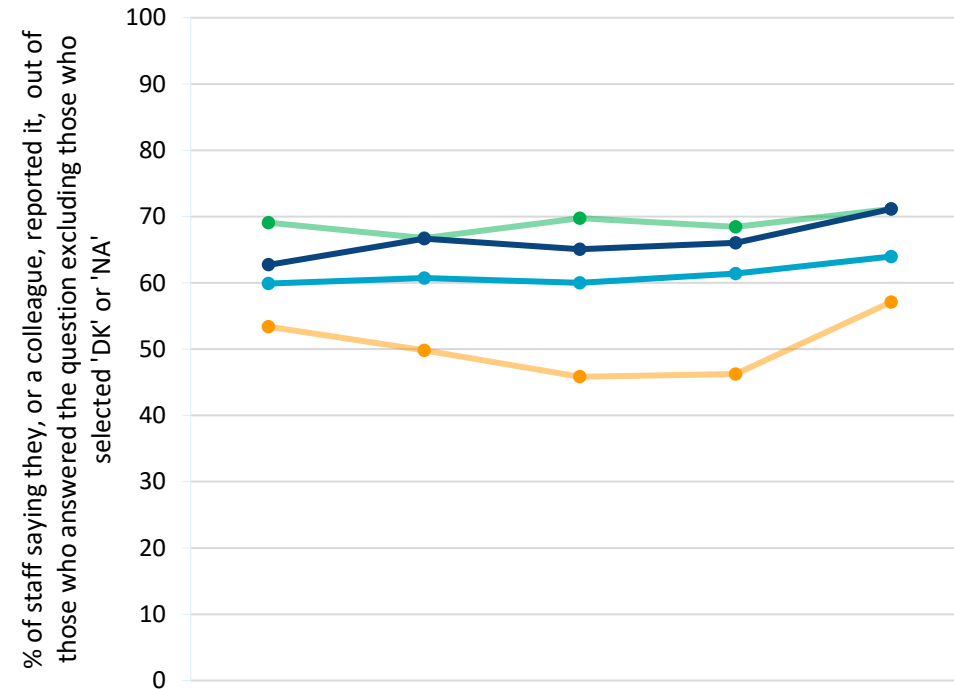


Responses	447	564	409	486	539
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Note: 2023 results for Q13d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

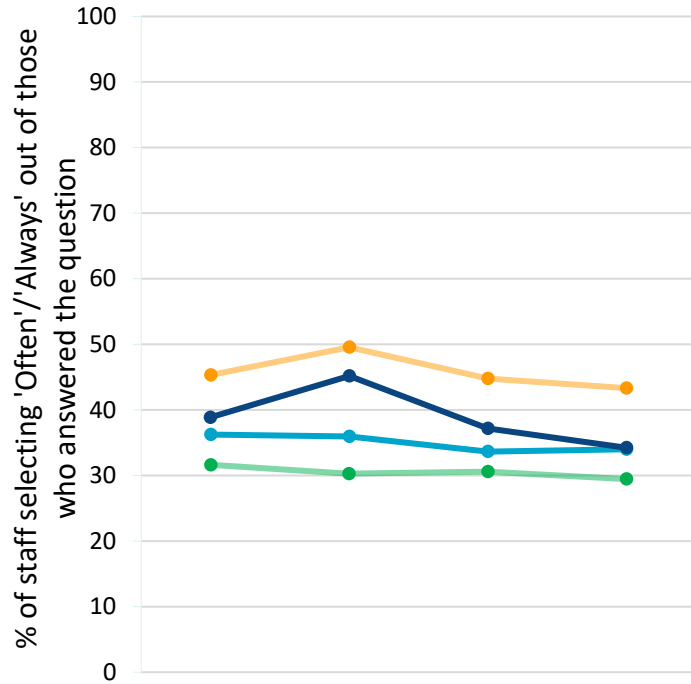


	2020	2021	2022	2023	2024
Your org	62.71%	66.65%	65.08%	66.04%	71.15%
Best result	69.09%	66.75%	69.73%	68.46%	71.15%
Average result	59.90%	60.73%	60.02%	61.42%	63.98%
Worst result	53.38%	49.80%	45.83%	46.26%	57.12%
Responses	842	991	815	950	1146

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

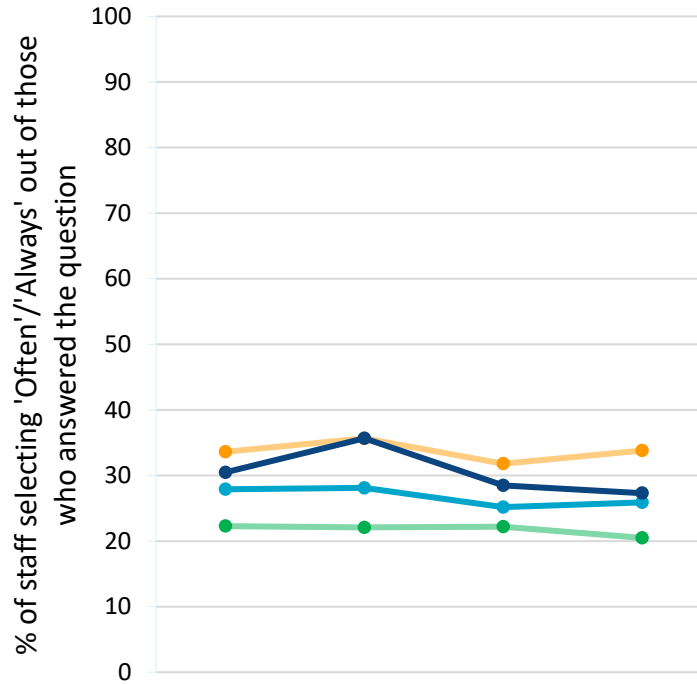


Q12a How often, if at all, do you find your work emotionally exhausting?



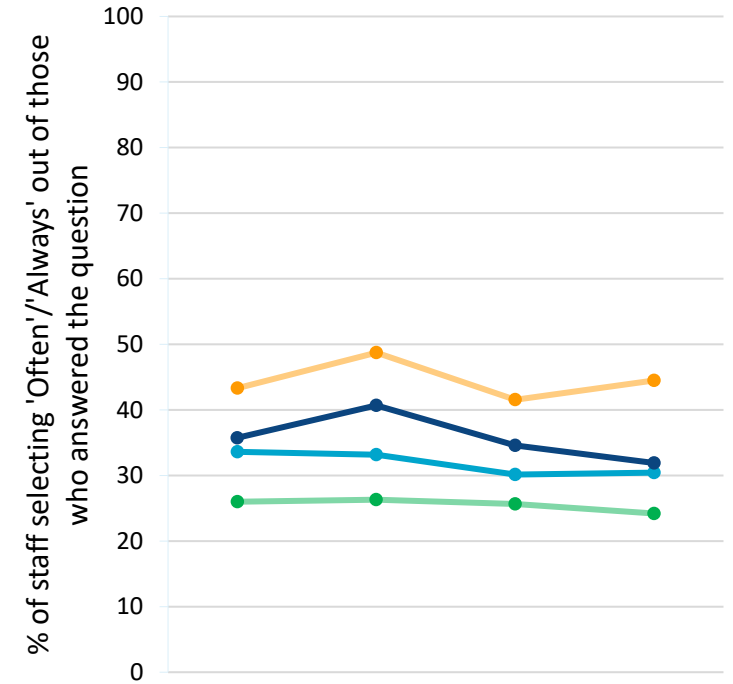
	2021	2022	2023	2024
Your org	38.86%	45.18%	37.19%	34.23%
Best result	31.63%	30.27%	30.57%	29.45%
Average result	36.24%	35.96%	33.64%	34.02%
Worst result	45.33%	49.55%	44.78%	43.32%
Responses	2811	2193	2843	3222

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



	2021	2022	2023	2024
Your org	30.47%	35.67%	28.50%	27.30%
Best result	22.27%	22.08%	22.21%	20.48%
Average result	27.91%	28.12%	25.18%	25.89%
Worst result	33.59%	35.67%	31.80%	33.80%
Responses	2810	2189	2844	3217

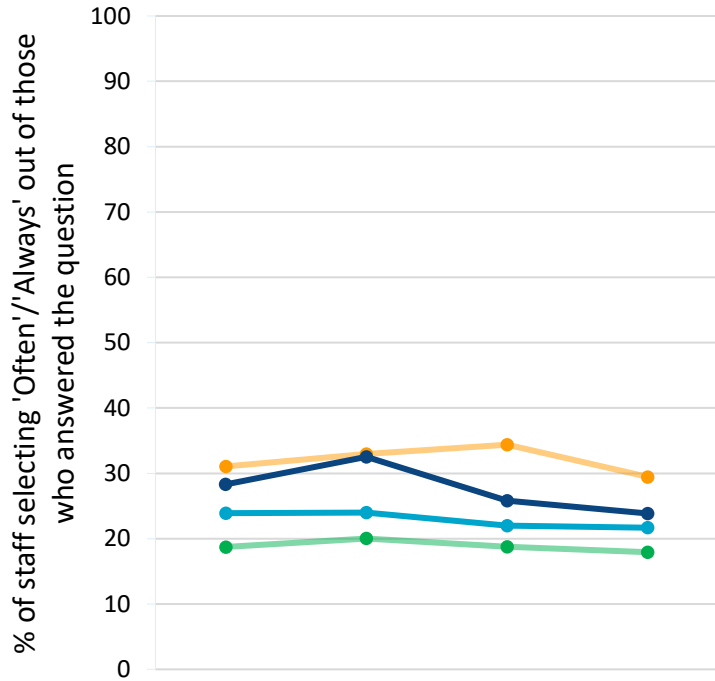
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	35.74%	40.69%	34.60%	31.91%
Best result	26.00%	26.31%	25.64%	24.20%
Average result	33.61%	33.15%	30.14%	30.44%
Worst result	43.32%	48.73%	41.54%	44.49%
Responses	2810	2192	2842	3214

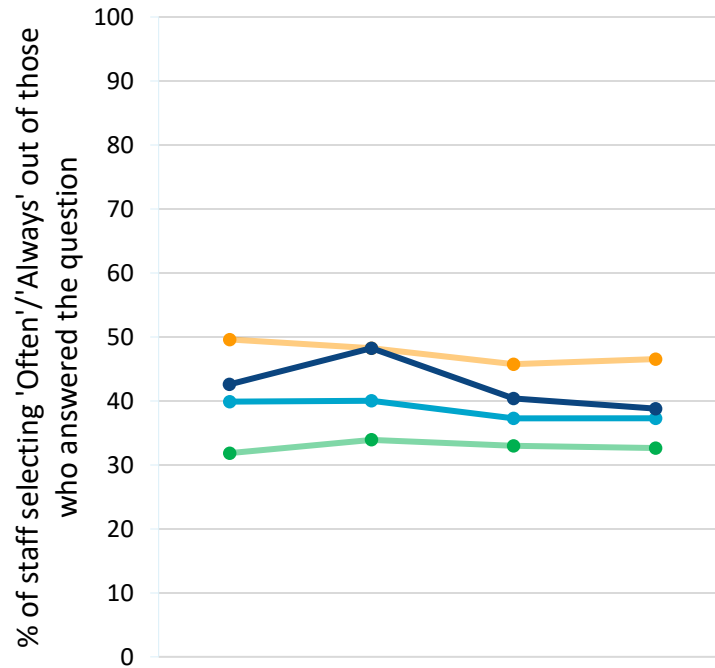


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



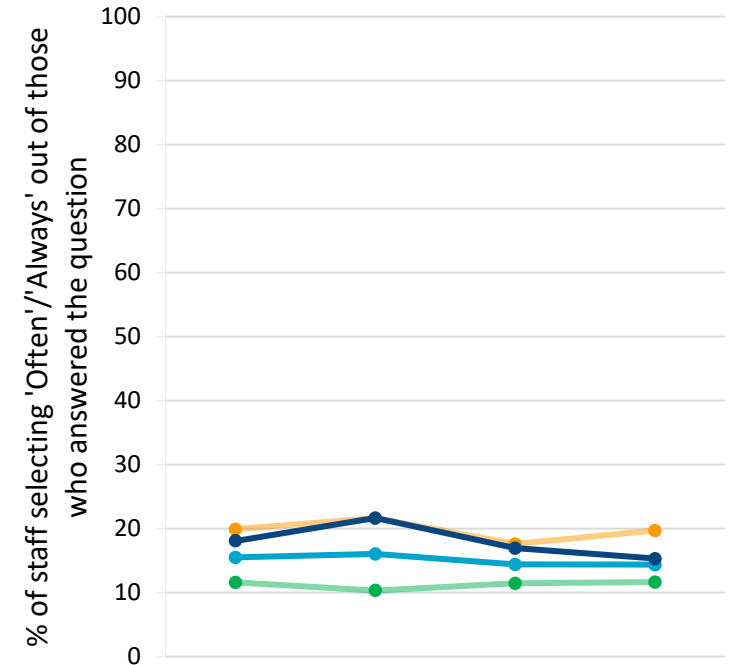
	2021	2022	2023	2024
Your org	28.31%	32.52%	25.80%	23.85%
Best result	18.73%	20.02%	18.77%	17.93%
Average result	23.89%	23.99%	22.02%	21.68%
Worst result	31.06%	32.95%	34.38%	29.46%
Responses	2811	2188	2837	3217

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	42.58%	48.24%	40.37%	38.79%
Best result	31.84%	33.91%	32.98%	32.65%
Average result	39.88%	40.02%	37.28%	37.29%
Worst result	49.60%	48.24%	45.74%	46.53%
Responses	2810	2185	2838	3220

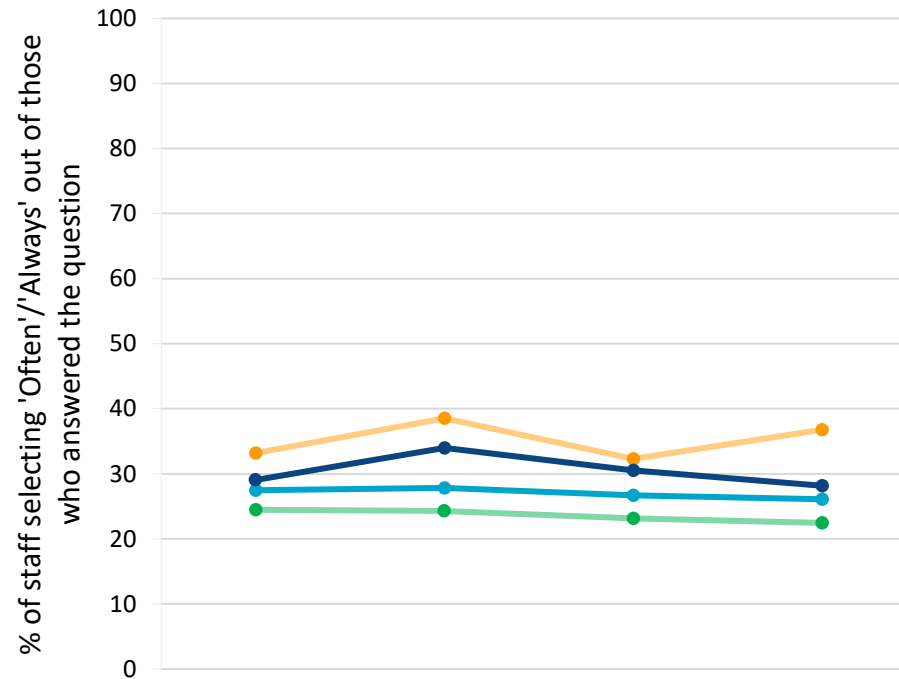
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	18.05%	21.65%	16.97%	15.32%
Best result	11.59%	10.30%	11.46%	11.64%
Average result	15.51%	16.03%	14.42%	14.37%
Worst result	19.90%	21.65%	17.60%	19.69%
Responses	2810	2192	2841	3218



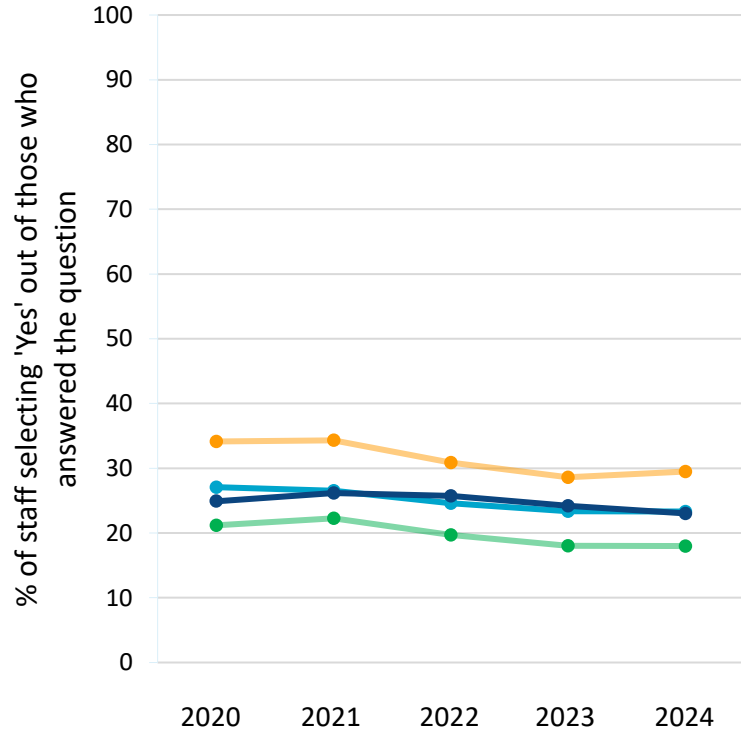
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	29.06%	33.98%	30.50%	28.16%
Best result	24.47%	24.28%	23.16%	22.45%
Average result	27.48%	27.83%	26.70%	26.08%
Worst result	33.16%	38.53%	32.29%	36.79%
Responses	2812	2190	2840	3222

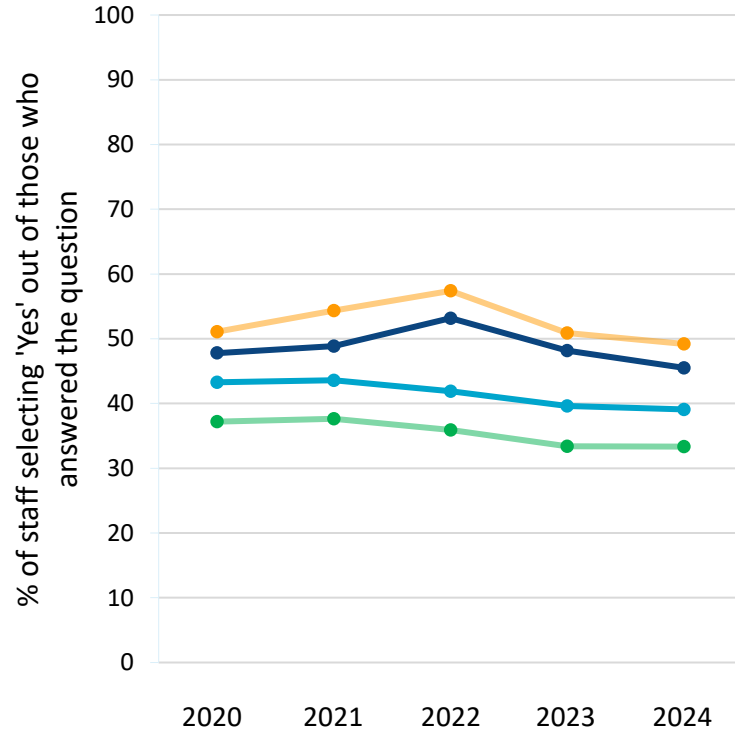


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



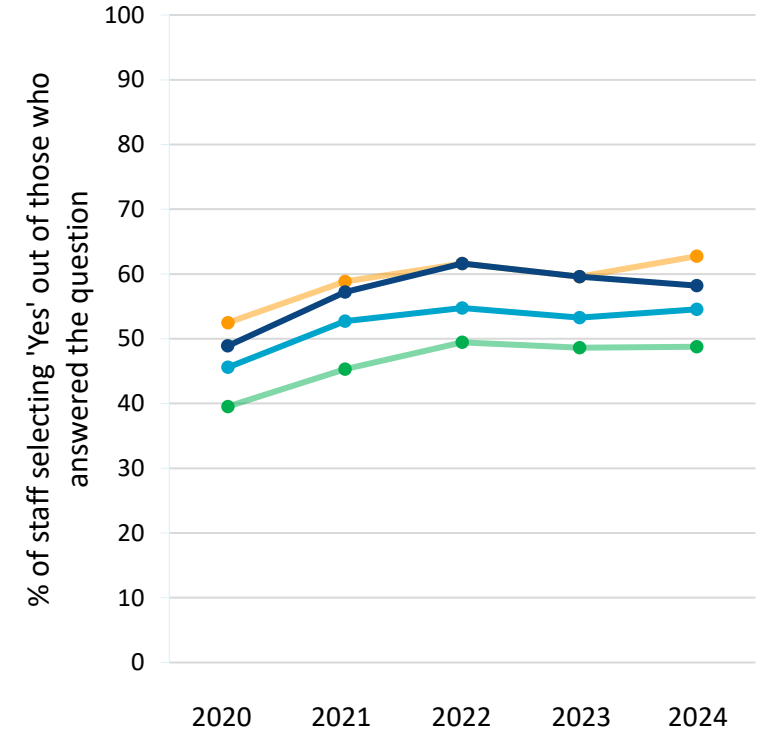
	2020	2021	2022	2023	2024
Your org	24.91%	26.18%	25.76%	24.22%	23.03%
Best result	21.20%	22.27%	19.70%	18.05%	17.99%
Average result	27.08%	26.53%	24.62%	23.38%	23.32%
Worst result	34.14%	34.31%	30.89%	28.61%	29.48%
Responses	2412	2820	2191	2838	3222

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



	2020	2021	2022	2023	2024
Your org	47.79%	48.86%	53.18%	48.17%	45.51%
Best result	37.19%	37.64%	35.90%	33.38%	33.34%
Average result	43.30%	43.59%	41.90%	39.61%	39.09%
Worst result	51.11%	54.34%	57.40%	50.87%	49.20%
Responses	2412	2819	2196	2845	3218

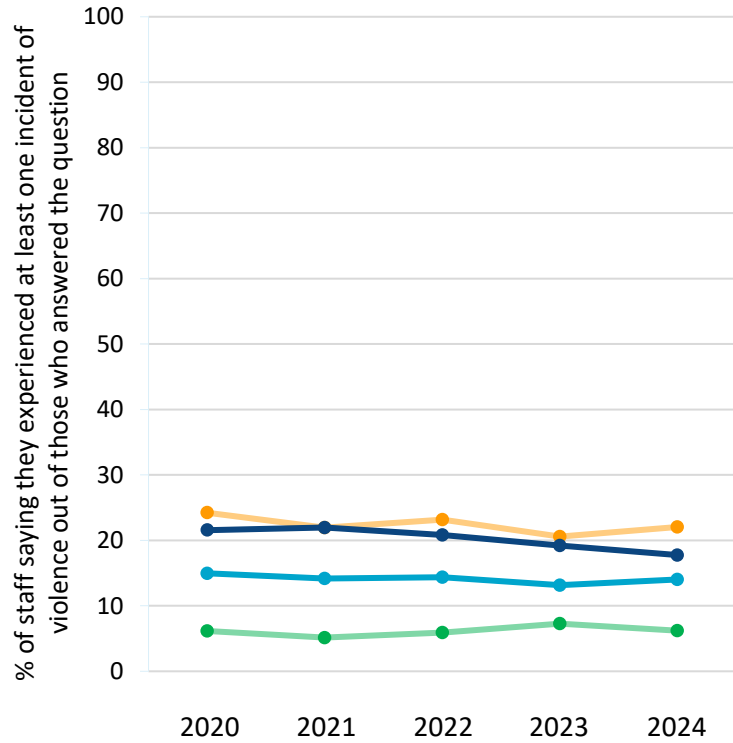
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2020	2021	2022	2023	2024
Your org	48.90%	57.21%	61.63%	59.58%	58.22%
Best result	39.53%	45.30%	49.45%	48.64%	48.76%
Average result	45.58%	52.71%	54.75%	53.28%	54.53%
Worst result	52.48%	58.83%	61.63%	59.58%	62.76%
Responses	2415	2819	2194	2844	3223

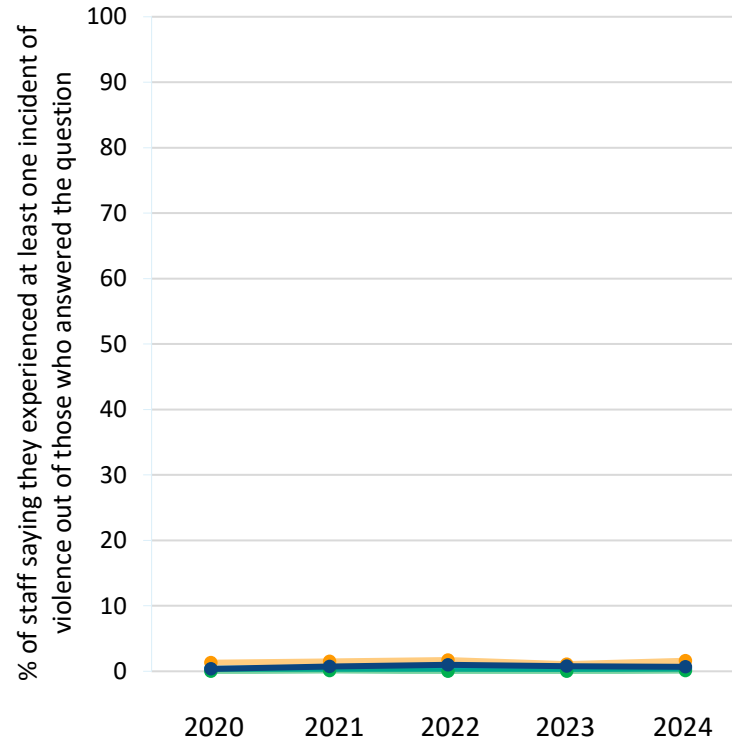


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



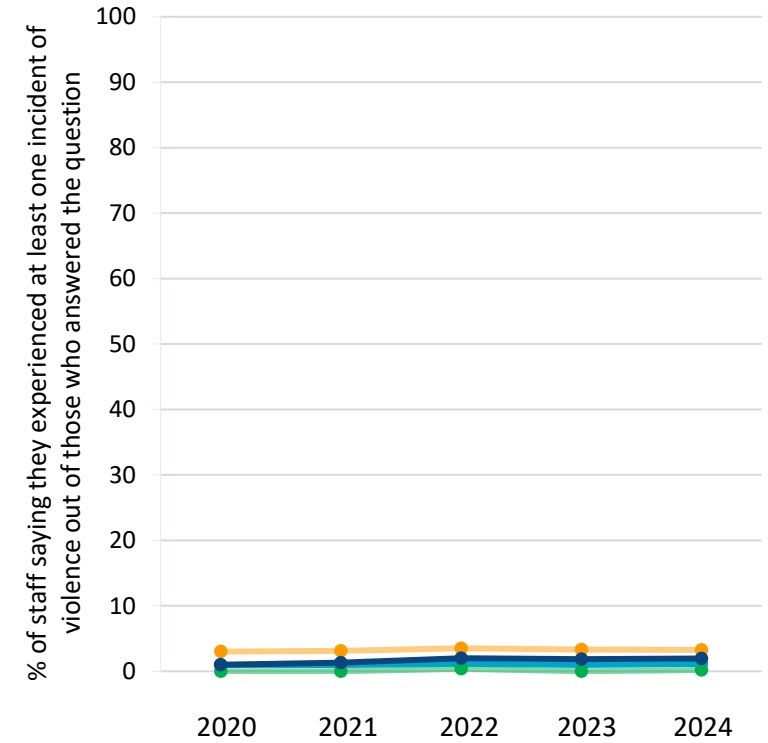
Responses	2414	2811	2190	2735	3219
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	2401	2789	2170	2699	3156
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

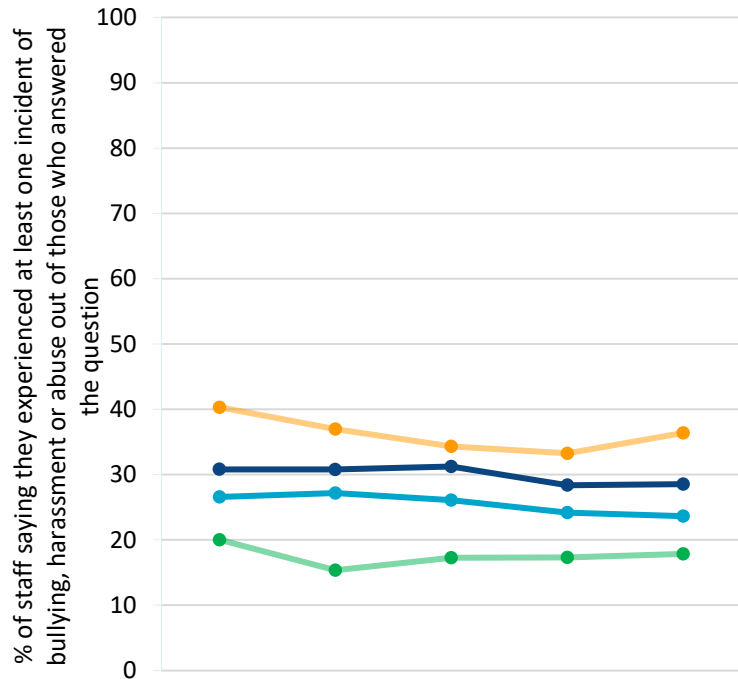


Responses	2402	2773	2159	2677	3086
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Note: 2023 results for Q13a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

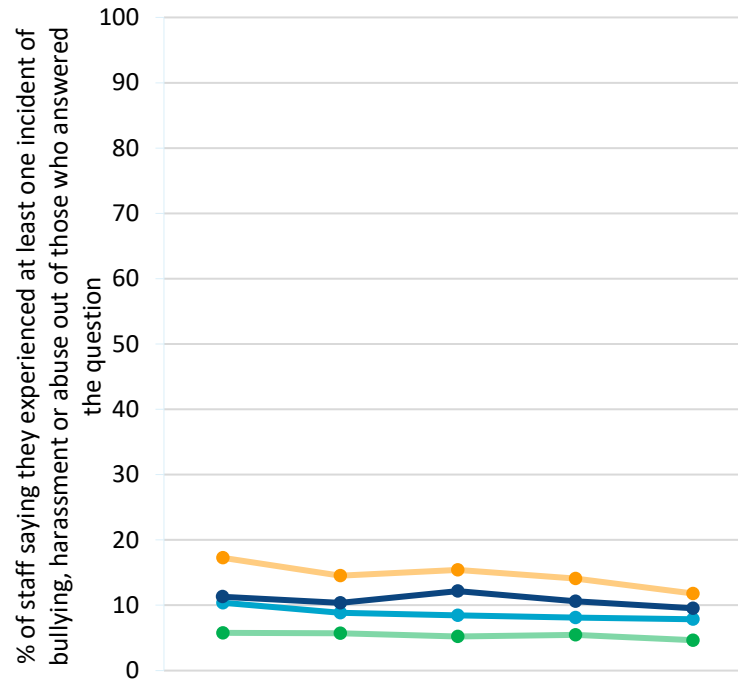


2020 2021 2022 2023 2024

Your org	30.80%	30.78%	31.24%	28.38%	28.52%
Best result	20.03%	15.37%	17.25%	17.31%	17.84%
Average result	26.60%	27.18%	26.11%	24.17%	23.64%
Worst result	40.32%	36.98%	34.31%	33.27%	36.39%

Responses 2338 2708 2193 2730 3214

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

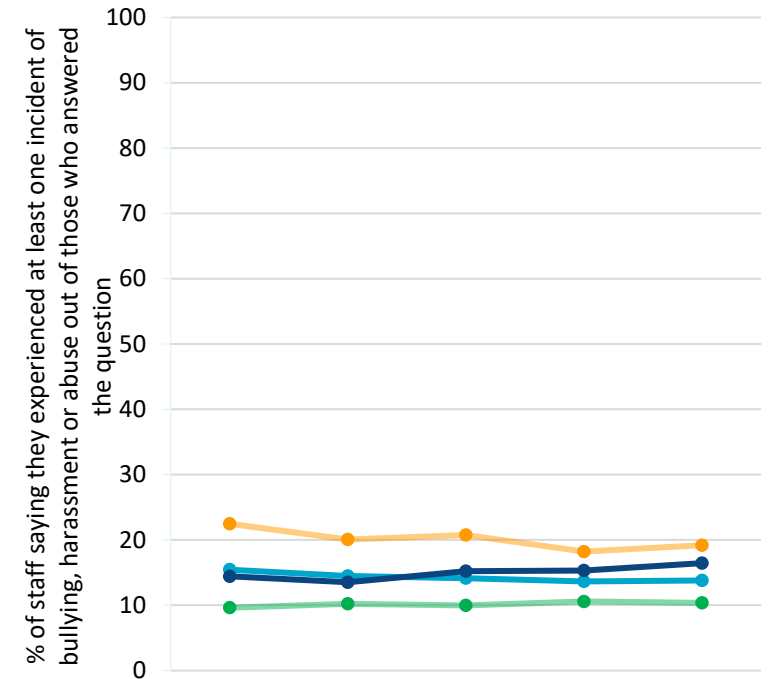


2020 2021 2022 2023 2024

Your org	11.31%	10.36%	12.17%	10.60%	9.54%
Best result	5.78%	5.73%	5.20%	5.48%	4.65%
Average result	10.39%	8.83%	8.47%	8.11%	7.86%
Worst result	17.26%	14.55%	15.44%	14.10%	11.80%

Responses 2330 2699 2172 2707 3168

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



2020 2021 2022 2023 2024

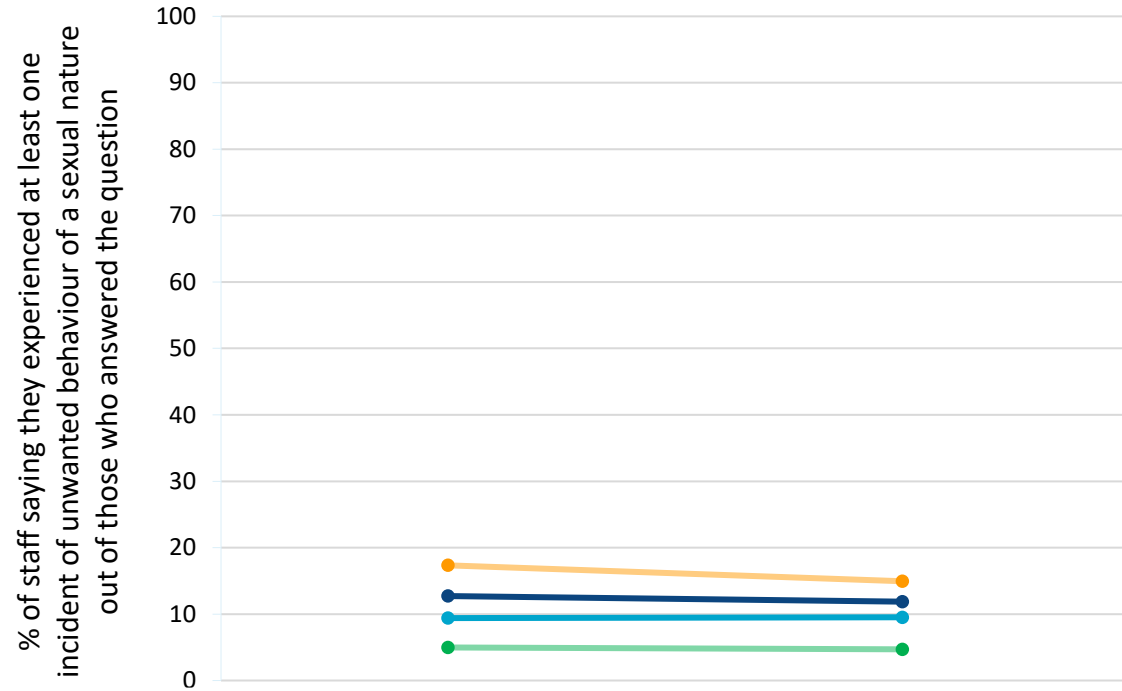
Your org	14.42%	13.53%	15.21%	15.34%	16.45%
Best result	9.63%	10.20%	9.95%	10.59%	10.36%
Average result	15.44%	14.48%	14.16%	13.65%	13.81%
Worst result	22.47%	20.09%	20.75%	18.23%	19.20%

Responses 2327 2687 2168 2696 3156

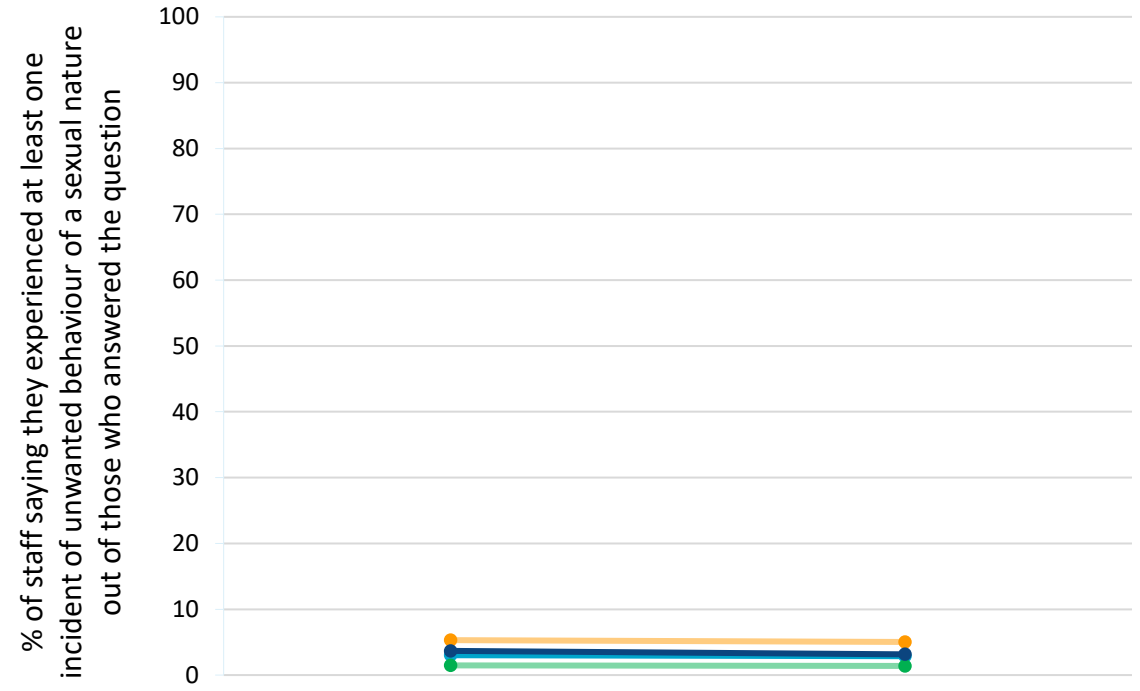
Note: 2023 results for Q14a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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



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



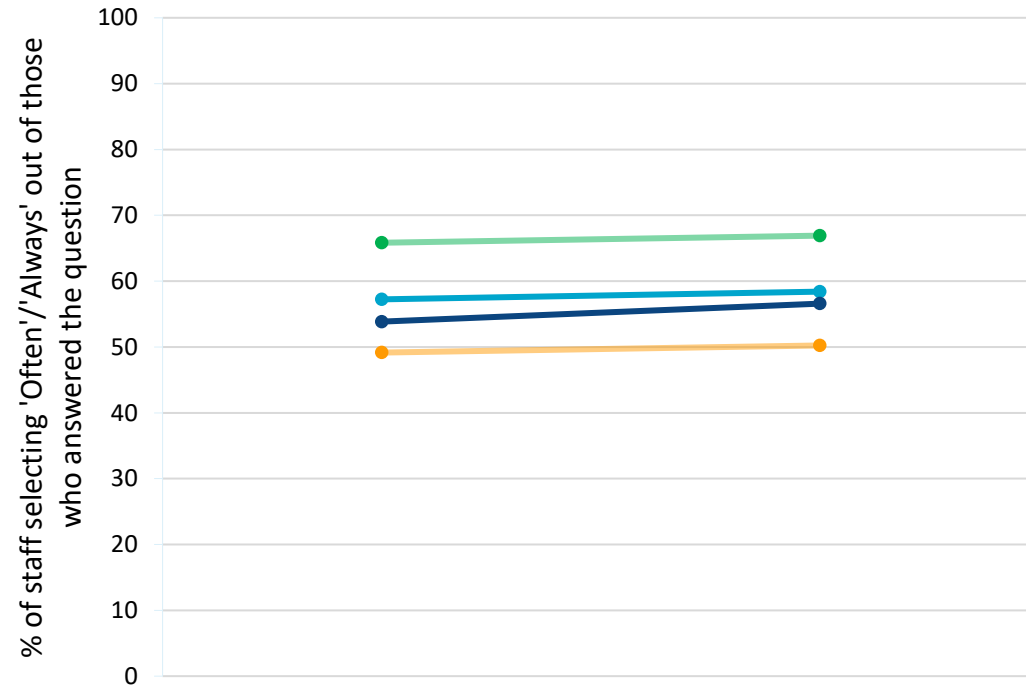
	2023	2024
Your org	12.71%	11.87%
Best result	4.97%	4.70%
Average result	9.40%	9.52%
Worst result	17.34%	14.95%
Responses	2843	3218

	2023	2024
Your org	3.67%	3.15%
Best result	1.47%	1.39%
Average result	3.02%	2.87%
Worst result	5.31%	5.03%
Responses	2831	3200

*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	53.85%	56.58%
Best result	65.83%	66.91%
Average result	57.23%	58.41%
Worst result	49.15%	50.23%
Responses	2843	3221

*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

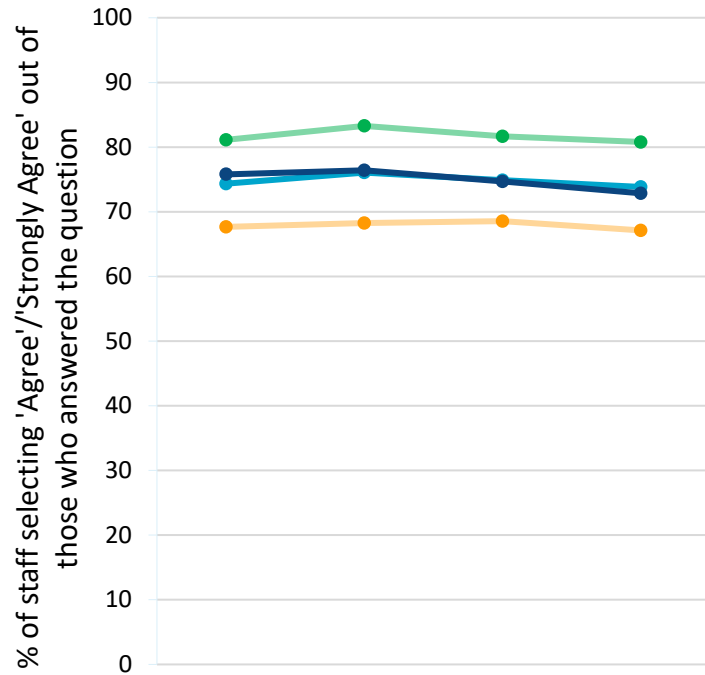
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**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.

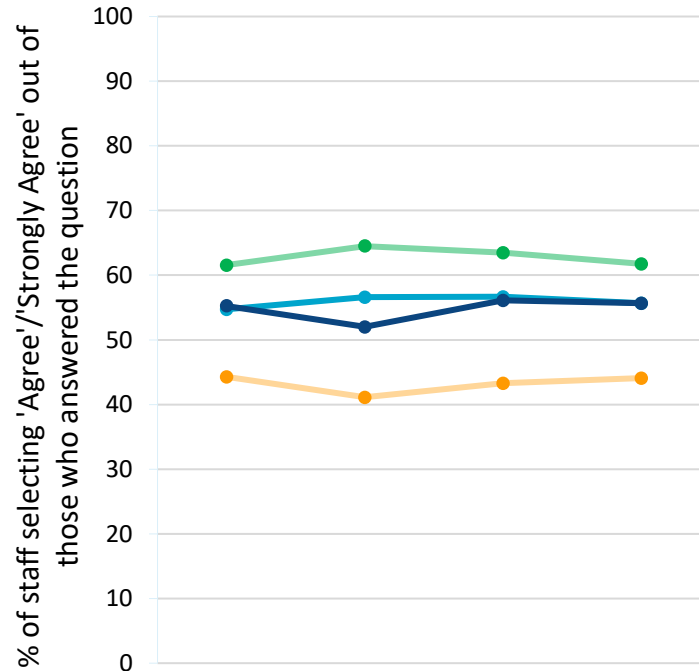


Q24a This organisation offers me challenging work.



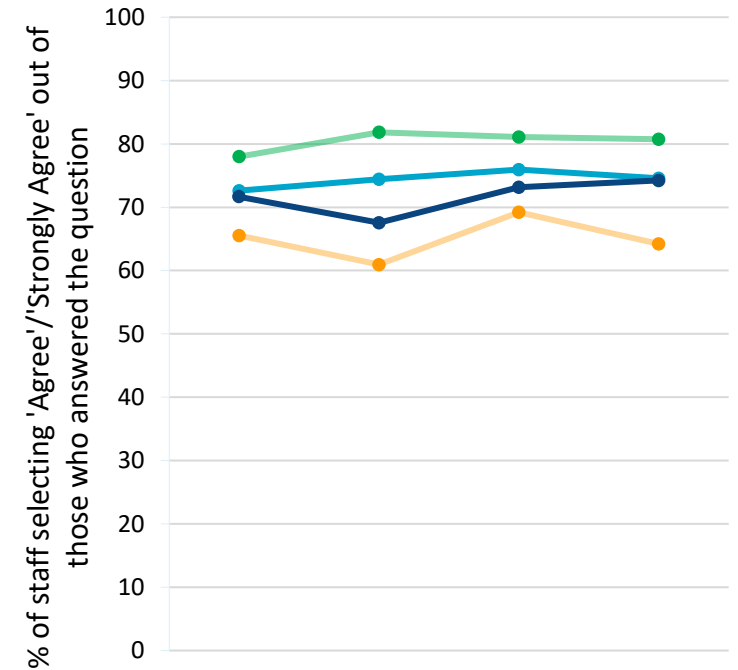
	2021	2022	2023	2024
Your org	75.80%	76.41%	74.67%	72.85%
Best result	81.12%	83.27%	81.67%	80.80%
Average result	74.36%	76.05%	74.90%	73.84%
Worst result	67.64%	68.26%	68.55%	67.12%
Responses	2781	2189	2835	3216

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



	2021	2022	2023	2024
Your org	55.23%	52.02%	56.11%	55.64%
Best result	61.57%	64.48%	63.48%	61.77%
Average result	54.73%	56.61%	56.67%	55.65%
Worst result	44.28%	41.13%	43.30%	44.09%
Responses	2786	2190	2834	3219

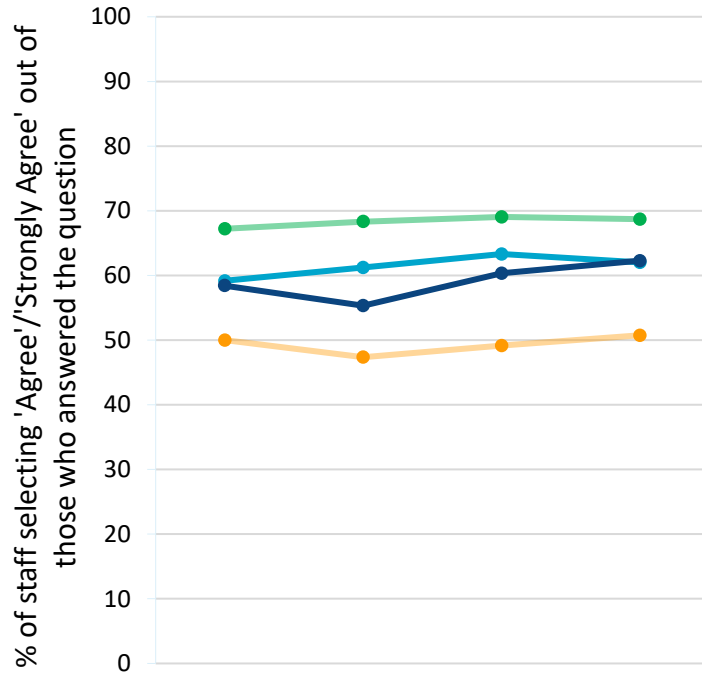
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	71.65%	67.56%	73.16%	74.24%
Best result	77.99%	81.82%	81.12%	80.76%
Average result	72.62%	74.43%	75.95%	74.56%
Worst result	65.53%	60.95%	69.20%	64.22%
Responses	2783	2191	2833	3222

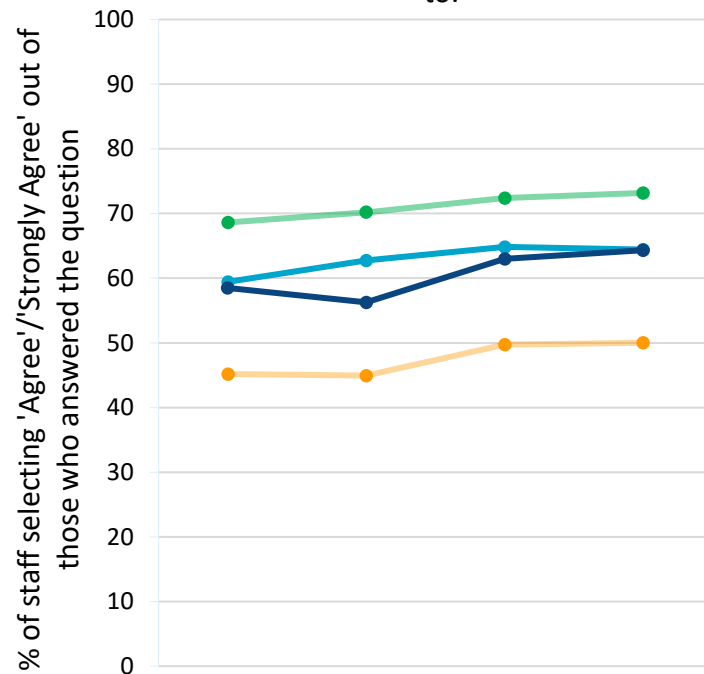


Q24d I feel supported to develop my potential.



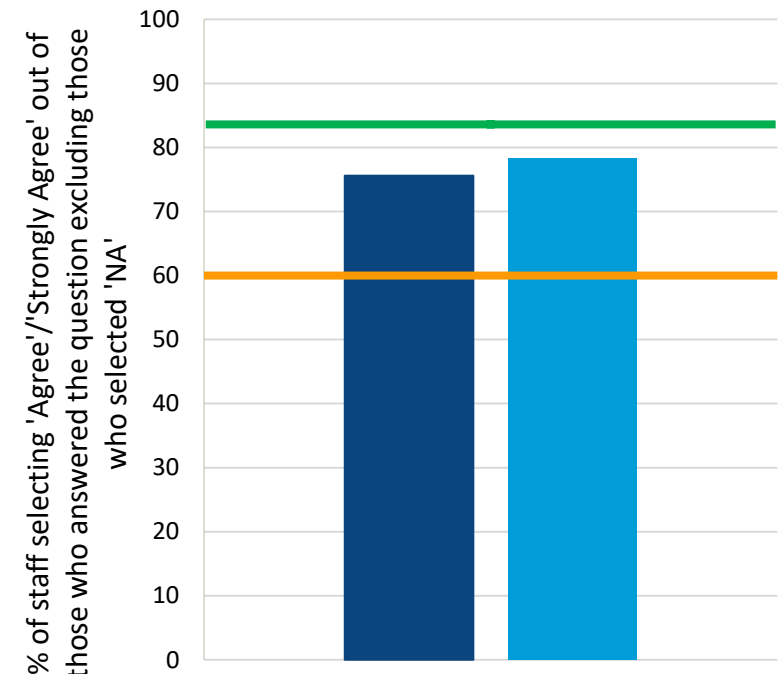
	2021	2022	2023	2024
Your org	58.42%	55.33%	60.34%	62.30%
Best result	67.22%	68.32%	69.05%	68.70%
Average result	59.18%	61.24%	63.32%	62.01%
Worst result	49.98%	47.36%	49.16%	50.75%
Responses	2783	2191	2832	3219

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



	2021	2022	2023	2024
Your org	58.48%	56.26%	62.99%	64.32%
Best result	68.61%	70.18%	72.41%	73.18%
Average result	59.43%	62.72%	64.84%	64.44%
Worst result	45.18%	44.94%	49.72%	50.01%
Responses	2782	2192	2835	3219

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

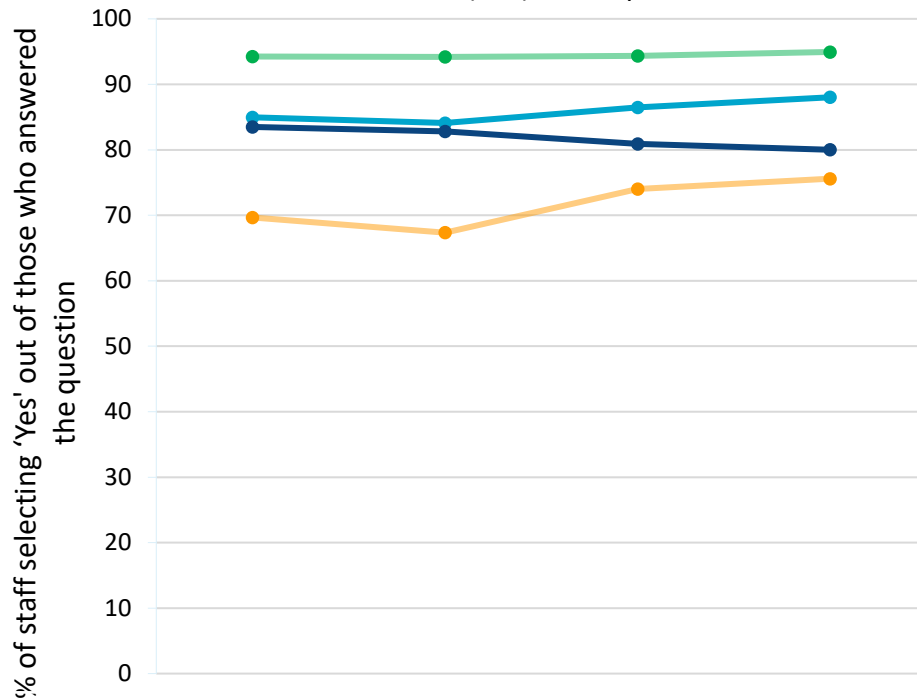


	2024
Your org	75.59%
Best result	83.60%
Average result	78.28%
Worst result	60.00%
Responses	2794

*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.

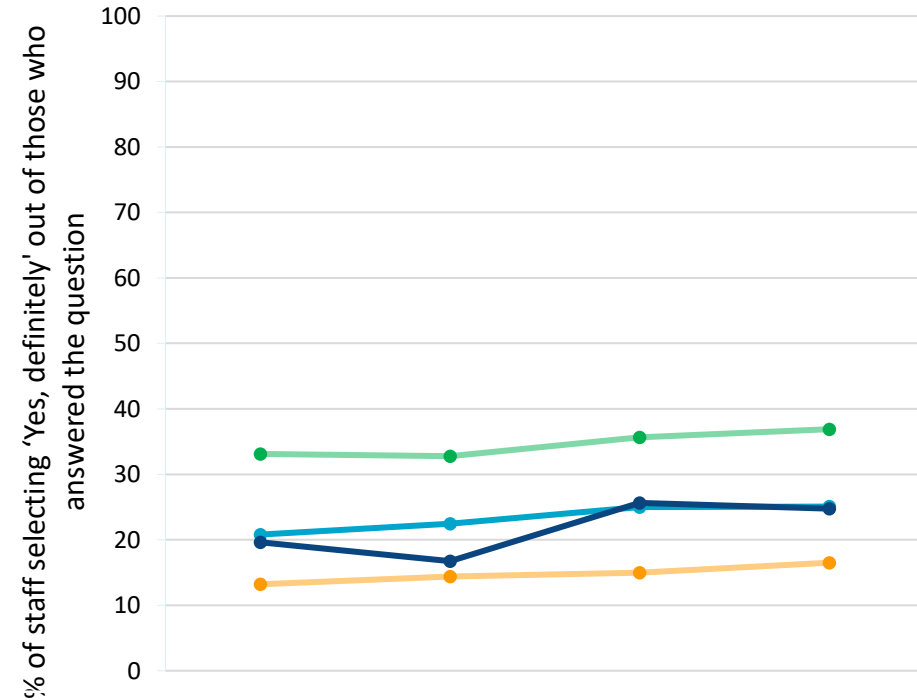


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	83.49%	82.81%	80.92%	80.01%
Best result	94.27%	94.19%	94.36%	94.94%
Average result	84.97%	84.10%	86.46%	88.02%
Worst result	69.66%	67.34%	74.02%	75.59%
Responses	2800	2189	2793	3164

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

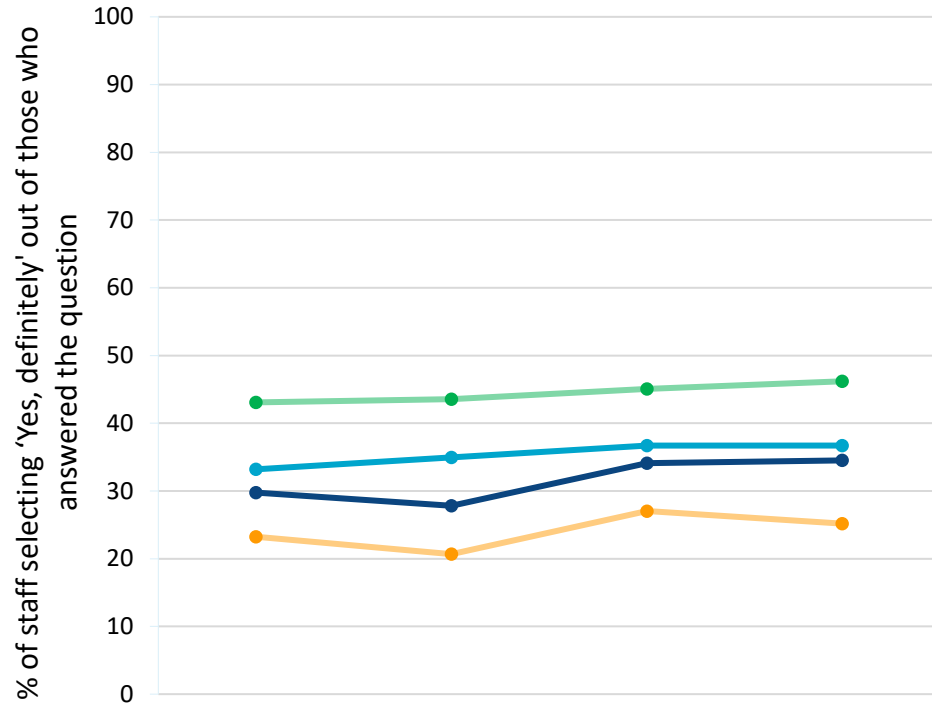


	2021	2022	2023	2024
Your org	19.60%	16.74%	25.64%	24.74%
Best result	33.11%	32.77%	35.66%	36.89%
Average result	20.80%	22.45%	24.98%	25.07%
Worst result	13.21%	14.41%	14.98%	16.50%
Responses	2317	1809	2240	2507

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

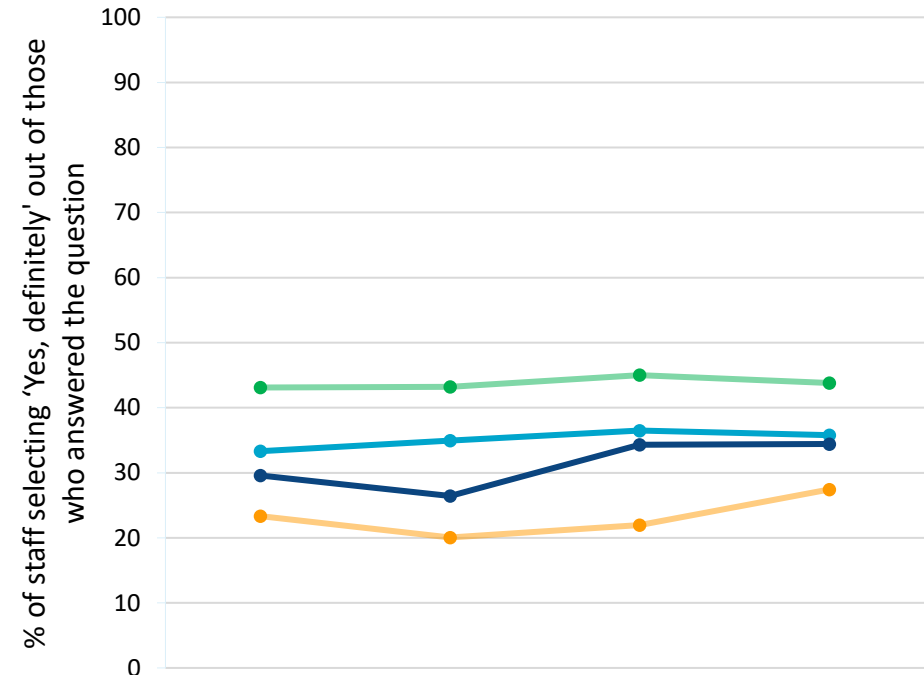


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	29.74%	27.81%	34.08%	34.51%
Best result	43.08%	43.56%	45.06%	46.19%
Average result	33.20%	34.95%	36.70%	36.69%
Worst result	23.23%	20.67%	27.04%	25.17%
Responses	2318	1810	2234	2505

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



	2021	2022	2023	2024
Your org	29.58%	26.43%	34.31%	34.42%
Best result	43.10%	43.18%	45.00%	43.80%
Average result	33.31%	34.94%	36.49%	35.76%
Worst result	23.34%	20.05%	21.95%	27.44%
Responses	2315	1810	2238	2507

People Promise element – We work flexibly



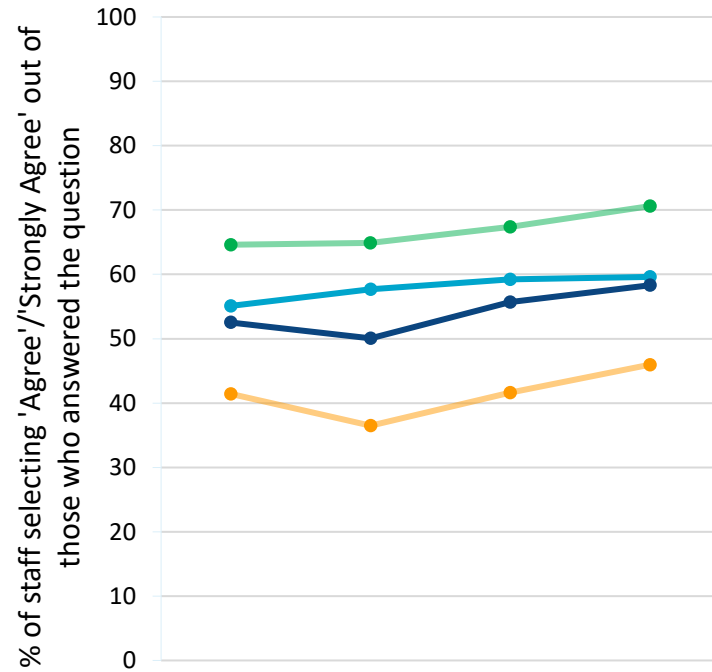
Questions included:

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

Flexible working – Q4d

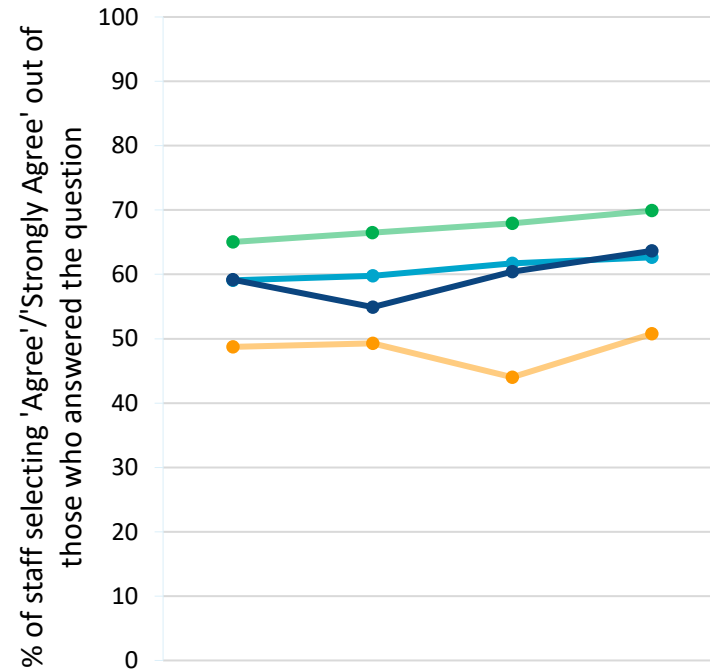


Q6b My organisation is committed to helping me balance my work and home life.



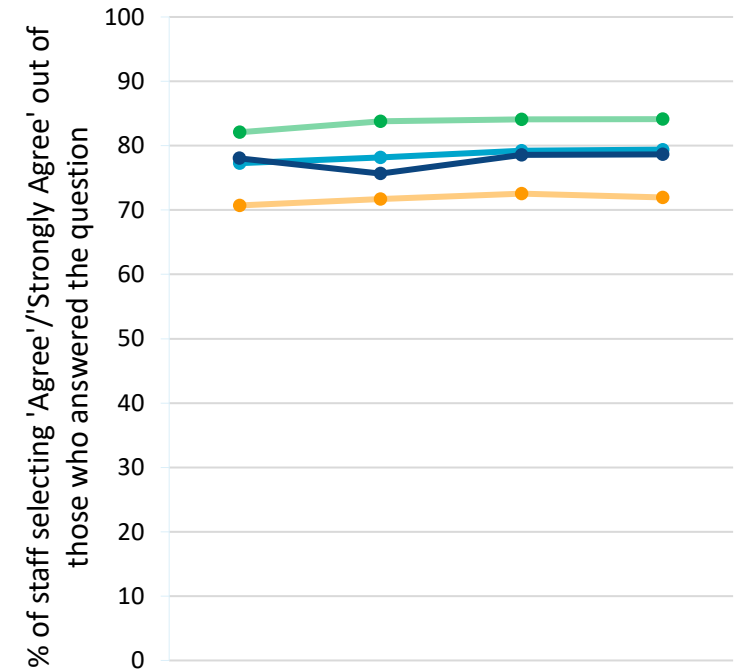
	2021	2022	2023	2024
Your org	52.53%	50.06%	55.68%	58.31%
Best result	64.61%	64.89%	67.39%	70.61%
Average result	55.10%	57.66%	59.23%	59.61%
Worst result	41.43%	36.49%	41.60%	45.97%
Responses	2866	2192	2846	3223

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



	2021	2022	2023	2024
Your org	59.16%	54.92%	60.42%	63.65%
Best result	65.03%	66.48%	67.91%	69.90%
Average result	59.08%	59.76%	61.72%	62.65%
Worst result	48.72%	49.29%	44.02%	50.75%
Responses	2866	2193	2844	3223

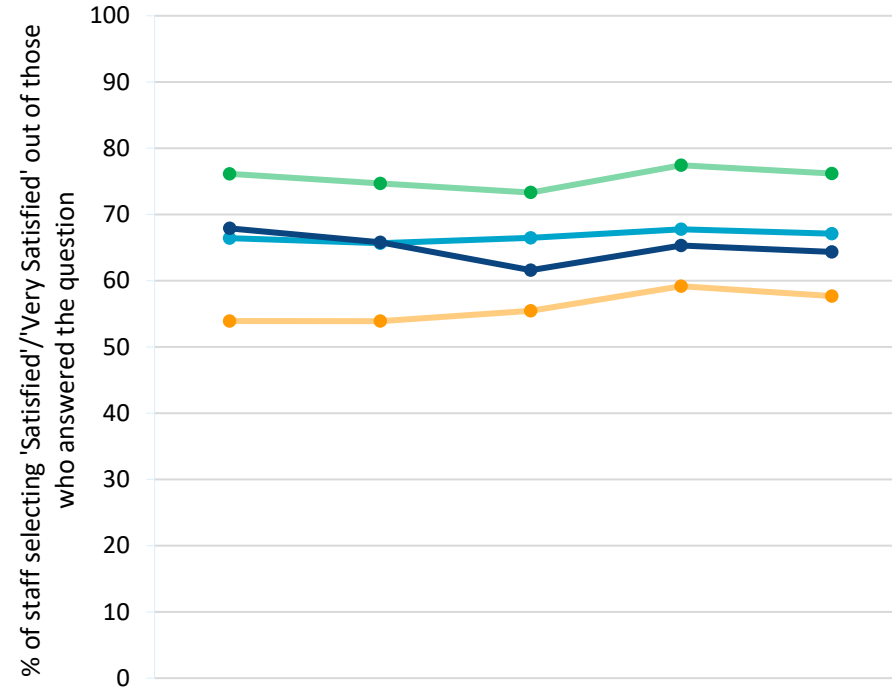
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	78.03%	75.66%	78.56%	78.65%
Best result	82.09%	83.79%	84.09%	84.12%
Average result	77.28%	78.17%	79.23%	79.39%
Worst result	70.71%	71.71%	72.54%	71.97%
Responses	2865	2194	2842	3226



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



	2020	2021	2022	2023	2024
Your org	67.90%	65.79%	61.59%	65.31%	64.36%
Best result	76.13%	74.69%	73.31%	77.43%	76.20%
Average result	66.42%	65.67%	66.49%	67.76%	67.11%
Worst result	53.93%	53.89%	55.48%	59.17%	57.67%
Responses	2432	2870	2196	2839	3210

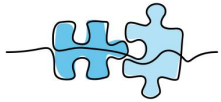
People Promise element – We are a team



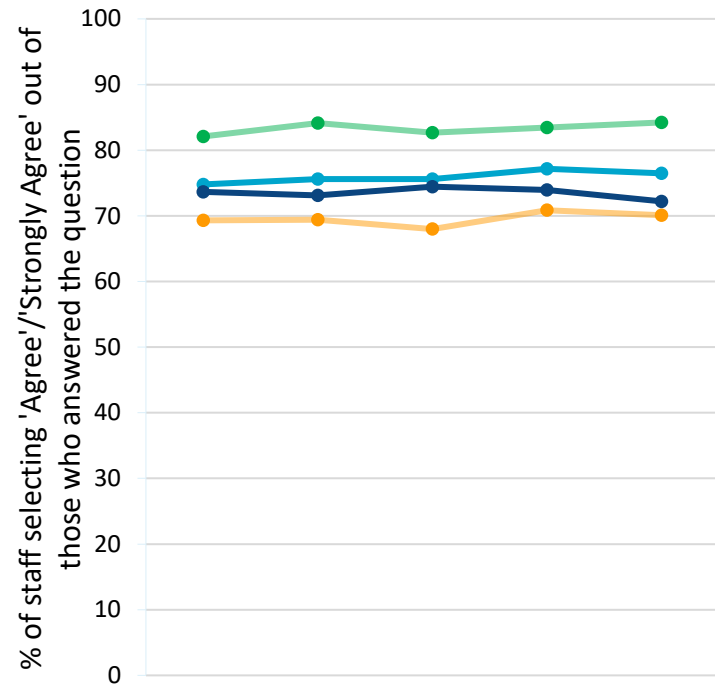
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

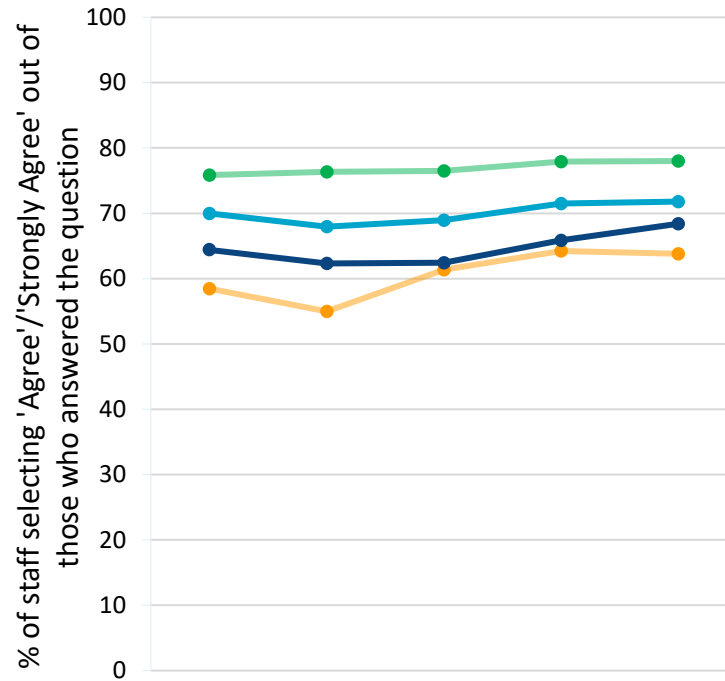


Q7a The team I work in has a set of shared objectives.



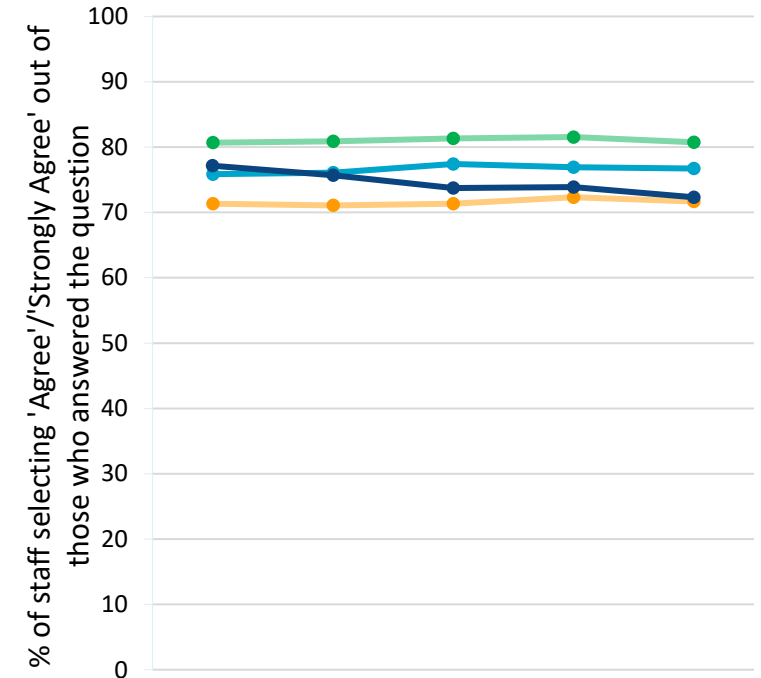
	2020	2021	2022	2023	2024
Your org	73.64%	73.09%	74.44%	73.96%	72.20%
Best result	82.09%	84.13%	82.65%	83.47%	84.23%
Average result	74.79%	75.62%	75.60%	77.16%	76.46%
Worst result	69.31%	69.41%	67.98%	70.85%	70.11%
Responses	2433	2846	2196	2844	3226

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



	2020	2021	2022	2023	2024
Your org	64.41%	62.32%	62.42%	65.88%	68.40%
Best result	75.85%	76.33%	76.50%	77.92%	78.00%
Average result	69.97%	67.95%	68.98%	71.52%	71.79%
Worst result	58.45%	54.98%	61.37%	64.23%	63.82%
Responses	2445	2845	2196	2840	3223

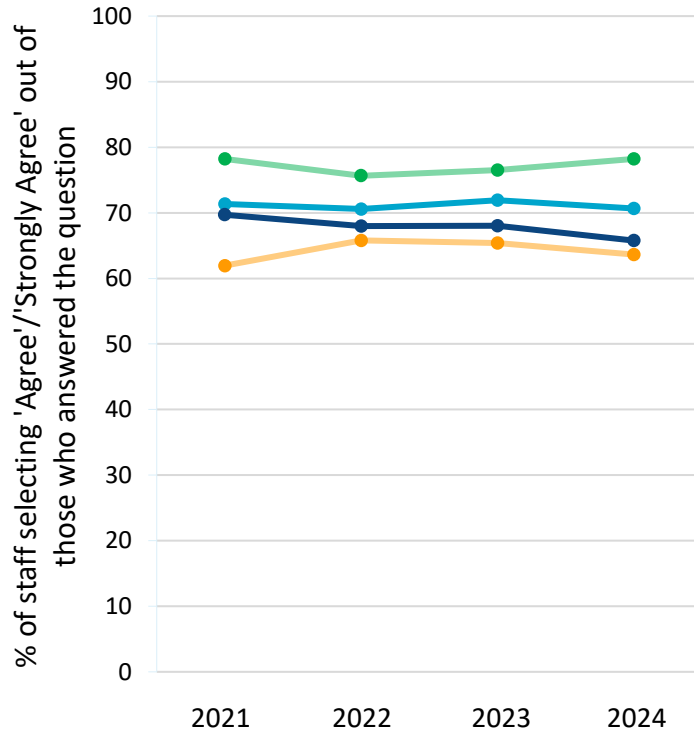
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	77.14%	75.71%	73.73%	73.91%	72.32%
Best result	80.68%	80.91%	81.34%	81.54%	80.72%
Average result	75.86%	76.07%	77.42%	76.92%	76.71%
Worst result	71.34%	71.07%	71.34%	72.33%	71.68%
Responses	2447	2848	2197	2845	3224

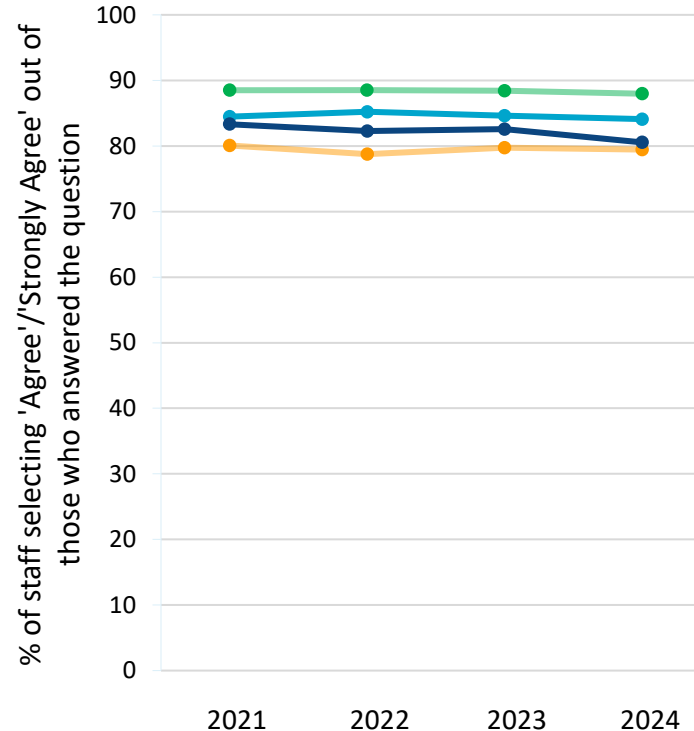


Q7d Team members understand each other's roles.



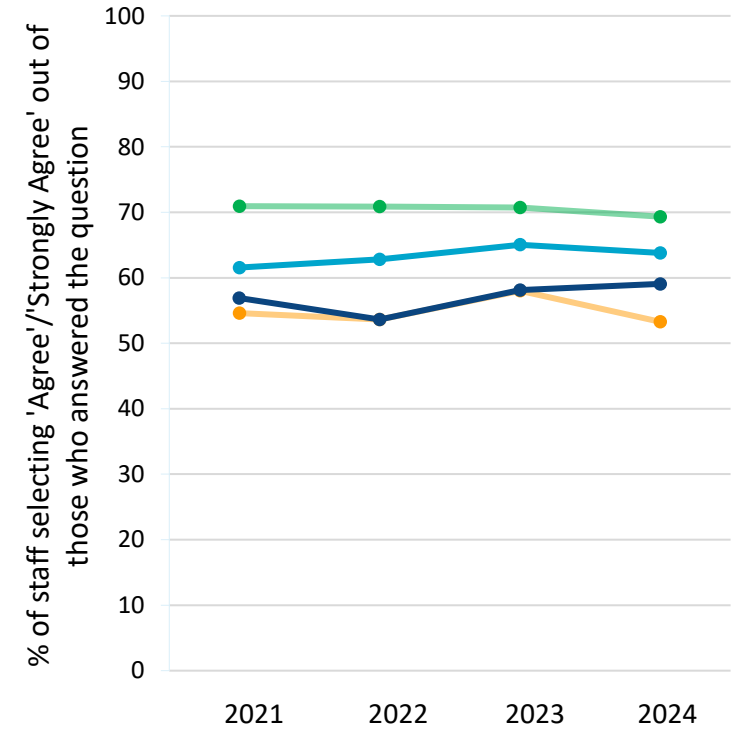
	2021	2022	2023	2024
Your org	69.70%	67.98%	68.03%	65.77%
Best result	78.22%	75.65%	76.54%	78.22%
Average result	71.34%	70.59%	71.92%	70.68%
Worst result	61.95%	65.80%	65.42%	63.66%
Responses	2844	2193	2840	3225

Q7e I enjoy working with the colleagues in my team.

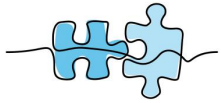


	2021	2022	2023	2024
Your org	83.31%	82.27%	82.56%	80.55%
Best result	88.51%	88.52%	88.42%	87.97%
Average result	84.47%	85.22%	84.64%	84.10%
Worst result	80.08%	78.76%	79.76%	79.43%
Responses	2843	2193	2844	3222

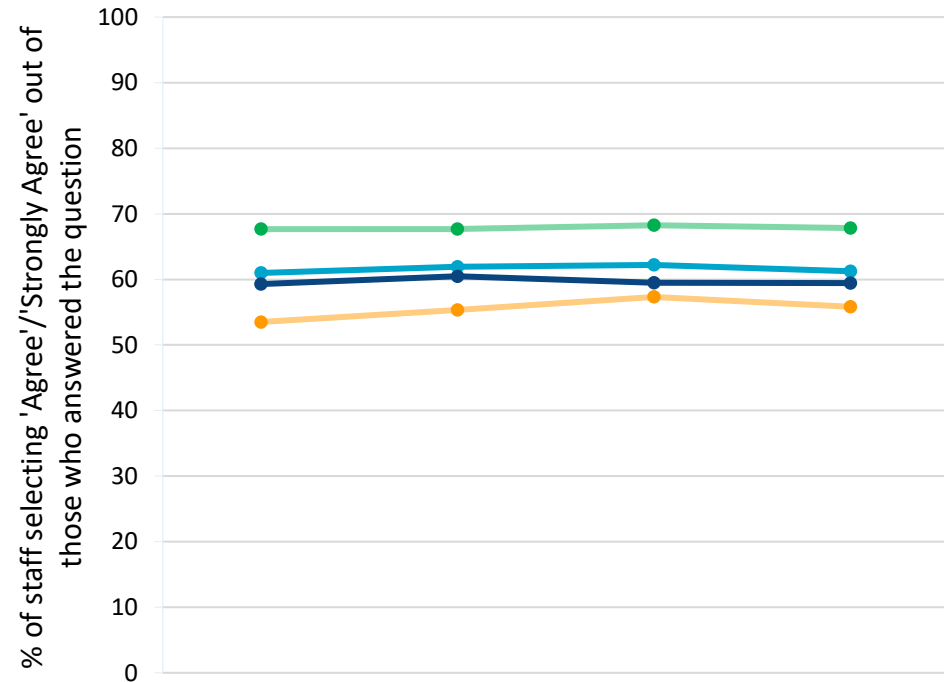
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	56.88%	53.63%	58.13%	59.07%
Best result	70.94%	70.87%	70.72%	69.33%
Average result	61.57%	62.84%	65.04%	63.82%
Worst result	54.62%	53.63%	58.01%	53.27%
Responses	2846	2194	2839	3224

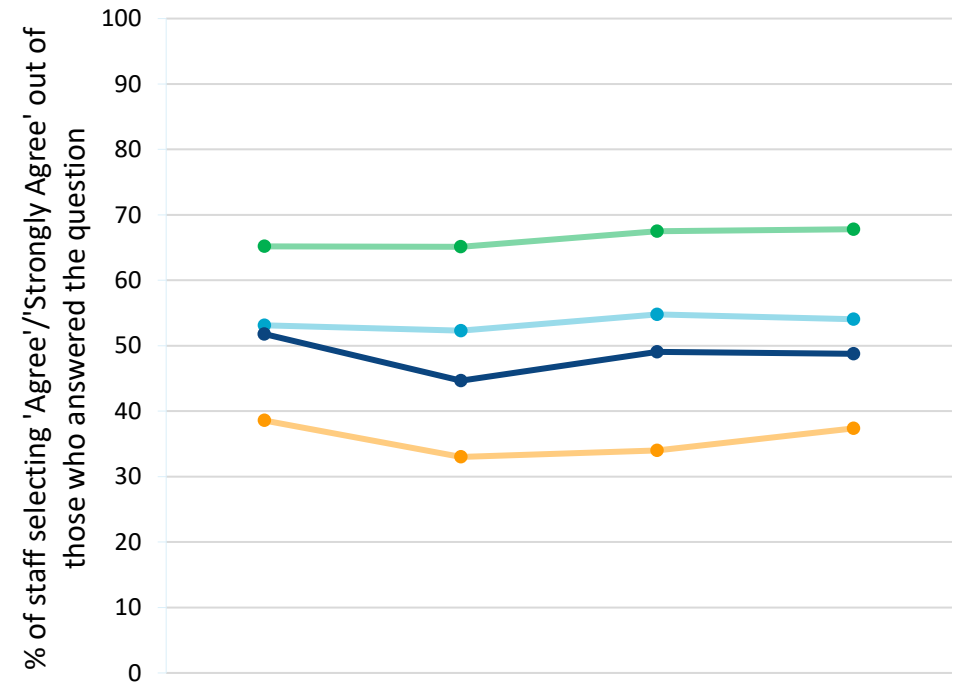


Q7g In my team disagreements are dealt with constructively.

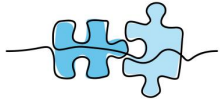


	2021	2022	2023	2024
Your org	59.29%	60.48%	59.50%	59.43%
Best result	67.66%	67.67%	68.26%	67.82%
Average result	60.98%	61.94%	62.20%	61.26%
Worst result	53.51%	55.33%	57.32%	55.83%
Responses	2846	2195	2843	3221

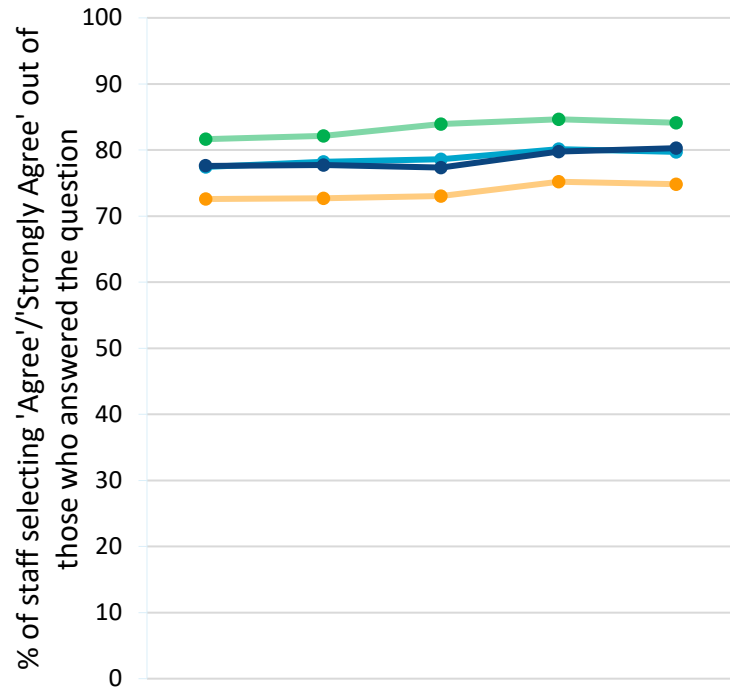
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	51.79%	44.66%	49.06%	48.76%
Best result	65.19%	65.12%	67.51%	67.81%
Average result	53.10%	52.31%	54.79%	54.05%
Worst result	38.58%	33.01%	34.00%	37.38%
Responses	2844	2194	2840	3225



Q9a My immediate manager encourages me at work.

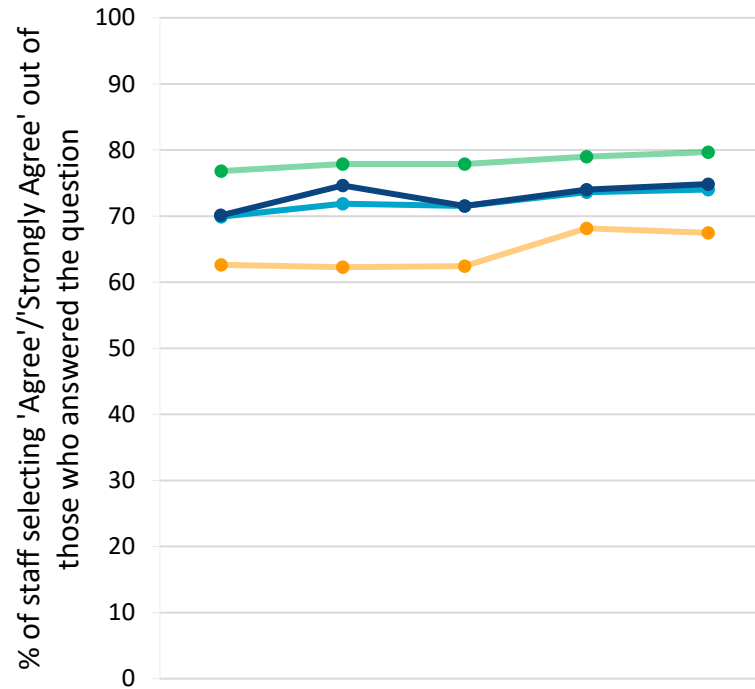


2020 2021 2022 2023 2024

Your org	77.59%	77.75%	77.35%	79.78%	80.28%
Best result	81.65%	82.16%	83.95%	84.65%	84.13%
Average result	77.44%	78.24%	78.61%	80.13%	79.73%
Worst result	72.59%	72.72%	73.03%	75.20%	74.85%

Responses 2424 2825 2194 2841 3223

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

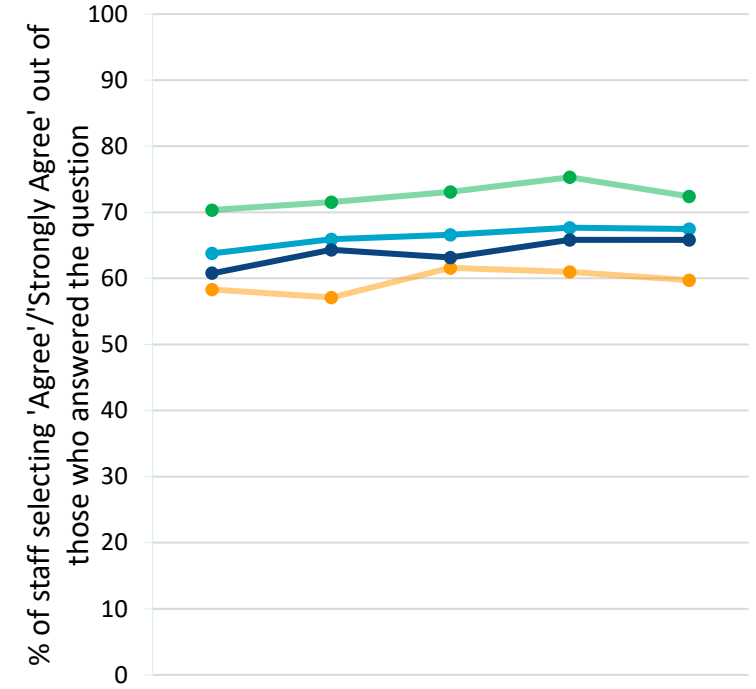


2020 2021 2022 2023 2024

Your org	70.11%	74.63%	71.53%	73.99%	74.85%
Best result	76.81%	77.87%	77.86%	79.00%	79.69%
Average result	69.91%	71.86%	71.56%	73.60%	74.02%
Worst result	62.62%	62.27%	62.44%	68.15%	67.47%

Responses 2419 2824 2189 2838 3217

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



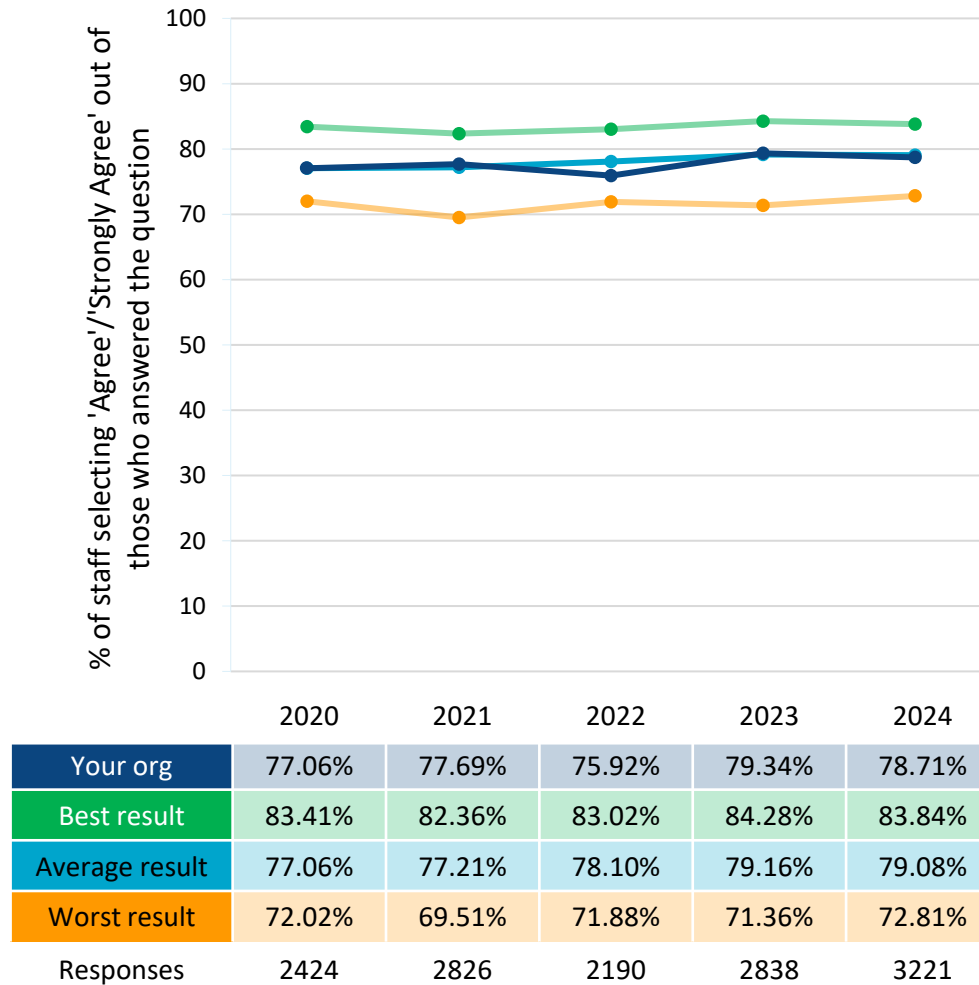
2020 2021 2022 2023 2024

Your org	60.76%	64.33%	63.17%	65.83%	65.81%
Best result	70.36%	71.54%	73.08%	75.31%	72.42%
Average result	63.78%	65.92%	66.61%	67.68%	67.49%
Worst result	58.34%	57.11%	61.59%	60.97%	59.74%

Responses 2423 2825 2194 2841 3222



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



Theme – Staff engagement



Questions included:

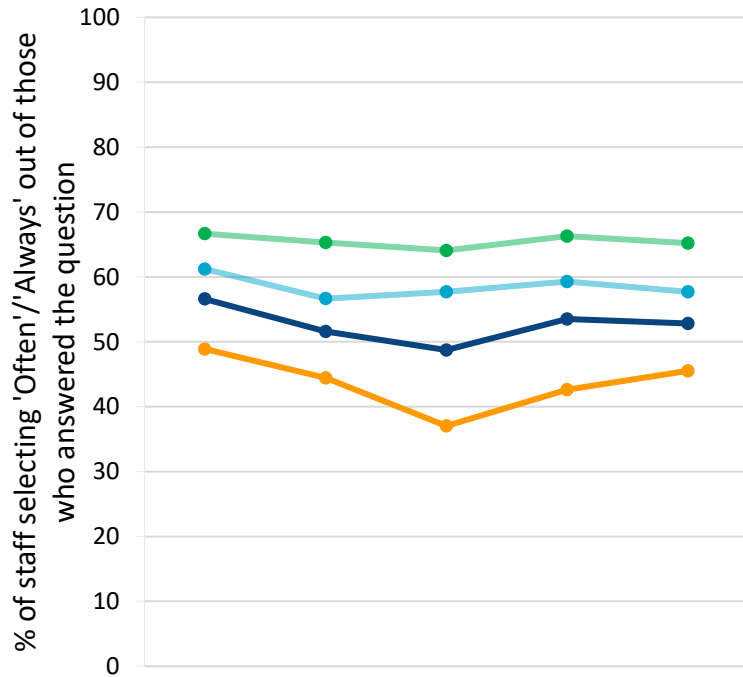
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

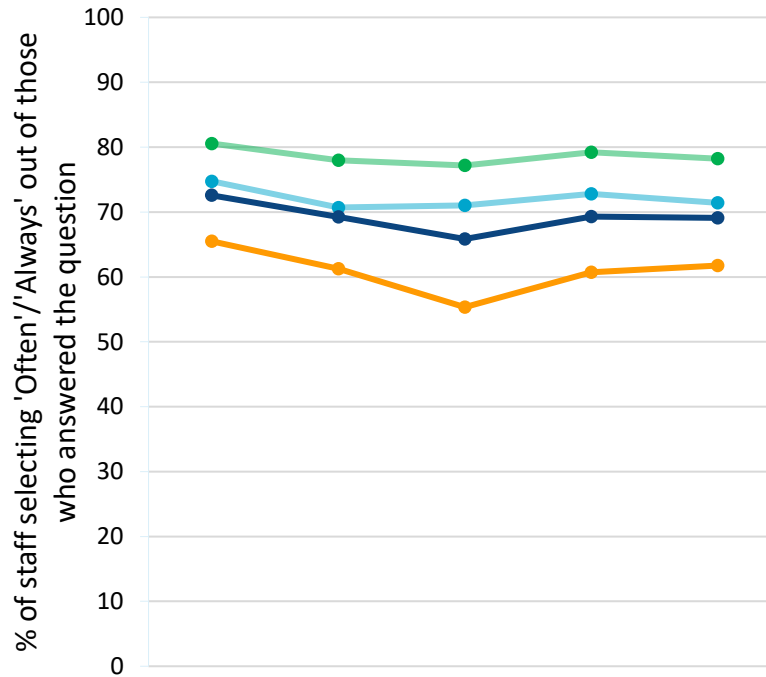


Q2a I look forward to going to work.



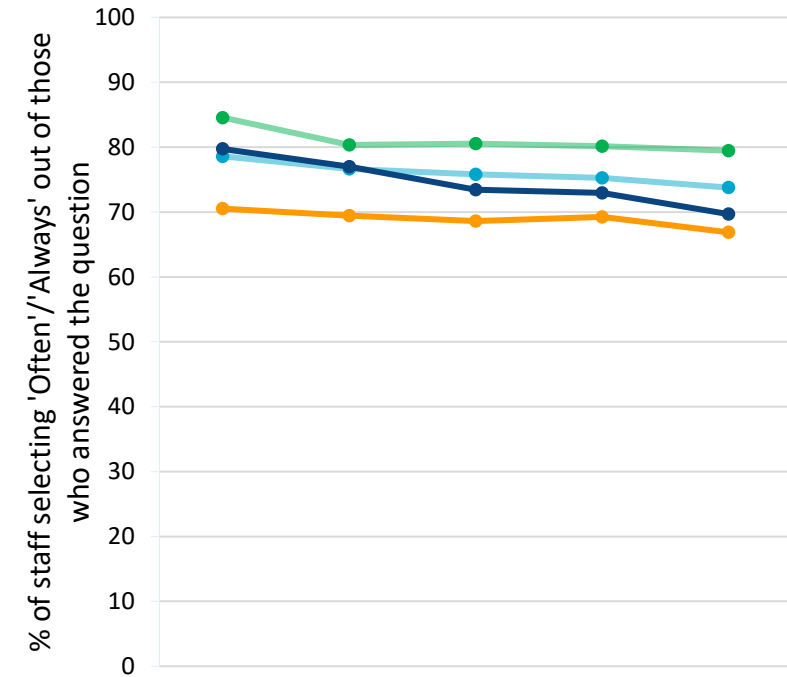
	2020	2021	2022	2023	2024
Your org	56.59%	51.59%	48.73%	53.52%	52.82%
Best result	66.66%	65.31%	64.08%	66.26%	65.19%
Average result	61.22%	56.65%	57.69%	59.31%	57.71%
Worst result	48.89%	44.45%	37.03%	42.61%	45.55%
Responses	2466	2898	2189	2834	3211

Q2b I am enthusiastic about my job.



	2020	2021	2022	2023	2024
Your org	72.57%	69.24%	65.85%	69.30%	69.11%
Best result	80.55%	77.96%	77.18%	79.19%	78.22%
Average result	74.75%	70.70%	71.03%	72.81%	71.44%
Worst result	65.49%	61.28%	55.34%	60.71%	61.74%
Responses	2464	2887	2186	2825	3187

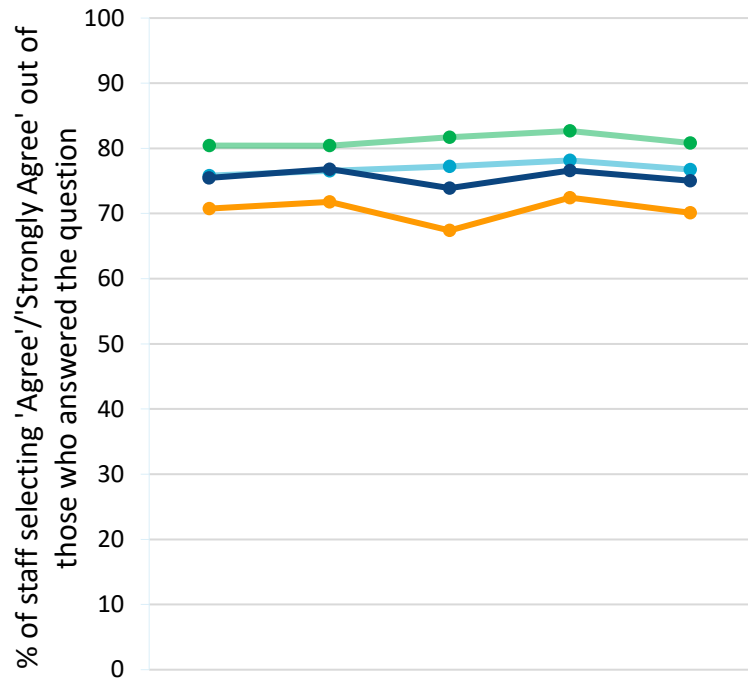
Q2c Time passes quickly when I am working.



	2020	2021	2022	2023	2024
Your org	79.71%	77.00%	73.46%	72.94%	69.68%
Best result	84.56%	80.33%	80.53%	80.16%	79.45%
Average result	78.59%	76.62%	75.80%	75.27%	73.76%
Worst result	70.52%	69.47%	68.62%	69.22%	66.87%
Responses	2464	2889	2187	2824	3193

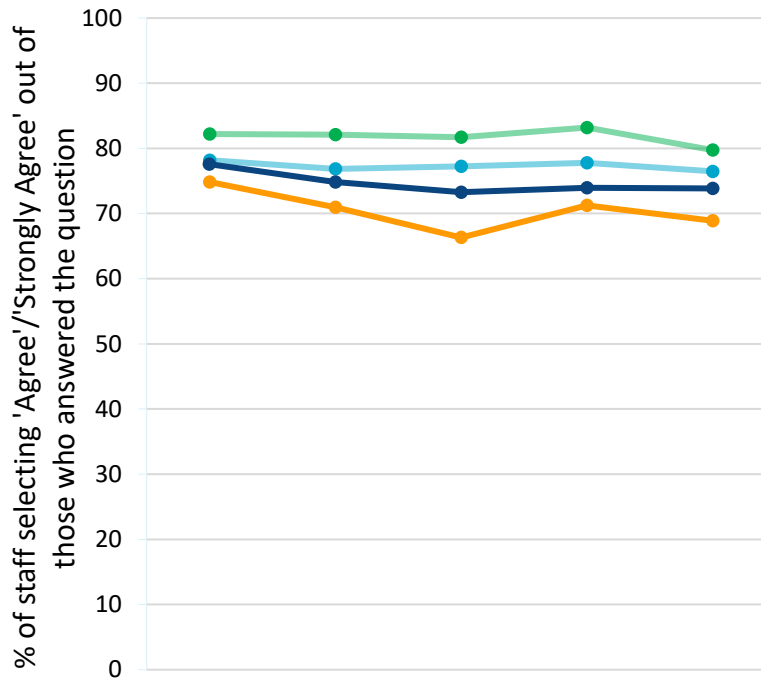


Q3c There are frequent opportunities for me to show initiative in my role.



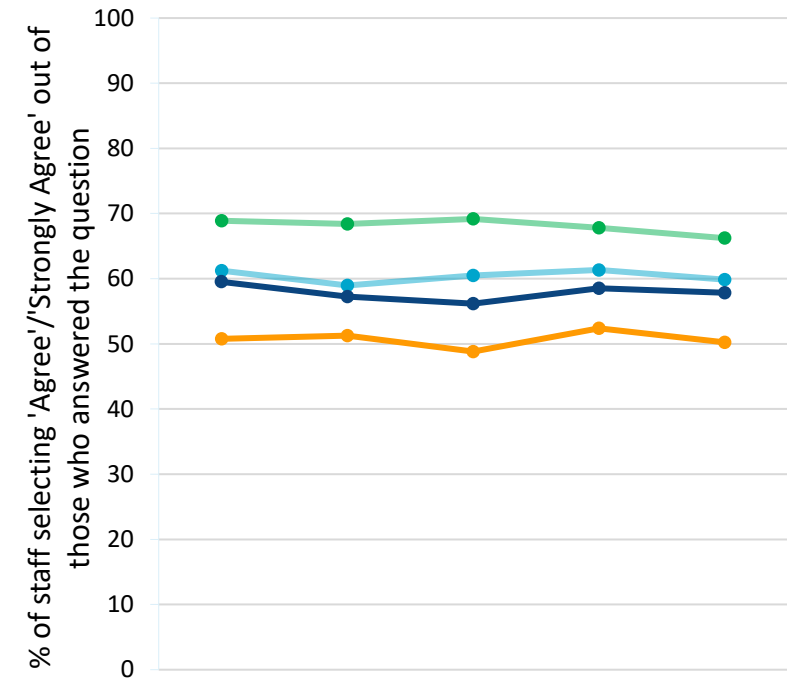
	2020	2021	2022	2023	2024
Your org	75.47%	76.82%	73.90%	76.61%	75.05%
Best result	80.43%	80.41%	81.72%	82.67%	80.84%
Average result	75.82%	76.58%	77.23%	78.15%	76.77%
Worst result	70.77%	71.78%	67.40%	72.44%	70.11%
Responses	2441	2872	2193	2836	3225

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



	2020	2021	2022	2023	2024
Your org	77.57%	74.84%	73.28%	73.94%	73.87%
Best result	82.20%	82.10%	81.71%	83.20%	79.74%
Average result	78.19%	76.85%	77.25%	77.80%	76.48%
Worst result	74.84%	70.93%	66.32%	71.27%	68.90%
Responses	2445	2873	2194	2842	3226

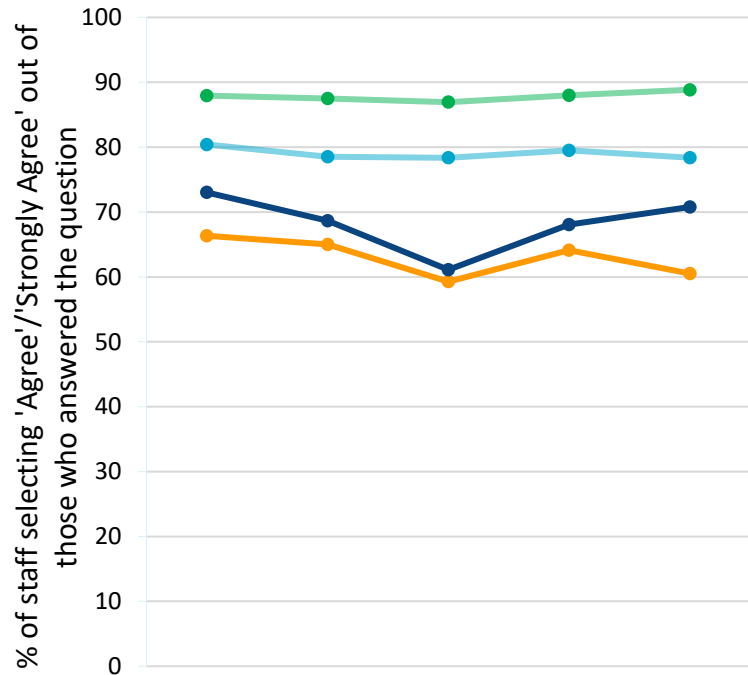
Q3f I am able to make improvements happen in my area of work.



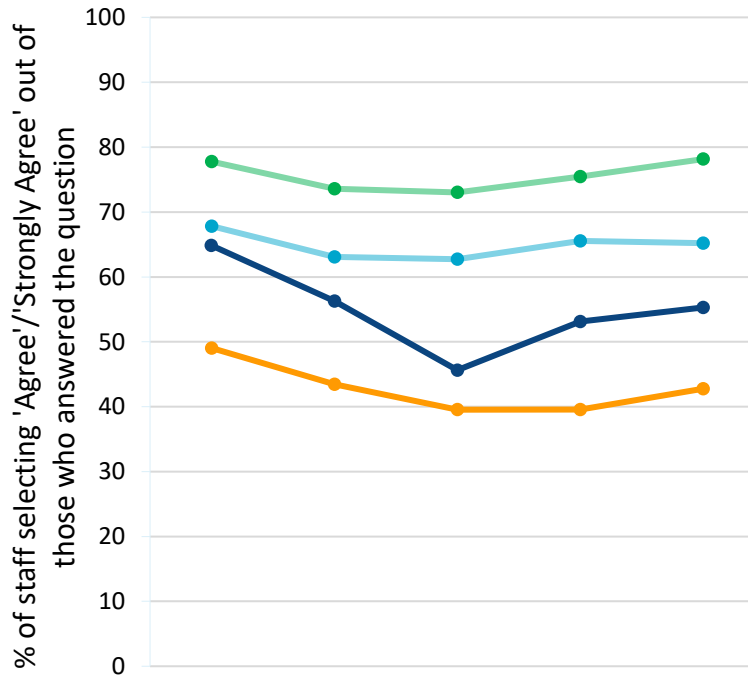
	2020	2021	2022	2023	2024
Your org	59.52%	57.24%	56.17%	58.53%	57.86%
Best result	68.92%	68.39%	69.17%	67.79%	66.22%
Average result	61.22%	58.96%	60.50%	61.35%	59.86%
Worst result	50.79%	51.26%	48.82%	52.39%	50.22%
Responses	2449	2867	2193	2842	3220



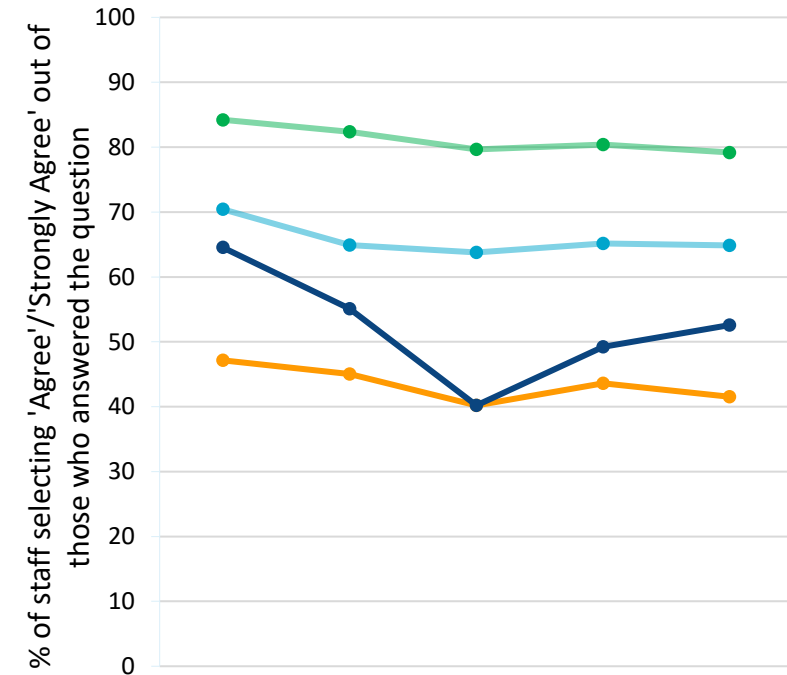
Q25a Care of patients / service users is my organisation's top priority.



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



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



	2020	2021	2022	2023	2024
Your org	73.02%	68.67%	61.10%	68.06%	70.77%
Best result	87.93%	87.48%	86.93%	88.01%	88.84%
Average result	80.41%	78.52%	78.35%	79.50%	78.36%
Worst result	66.34%	64.99%	59.27%	64.13%	60.51%
Responses	2384	2778	2190	2831	3208

	2020	2021	2022	2023	2024
Your org	64.85%	56.30%	45.63%	53.14%	55.31%
Best result	77.76%	73.57%	73.02%	75.47%	78.15%
Average result	67.83%	63.10%	62.73%	65.57%	65.21%
Worst result	49.05%	43.47%	39.54%	39.56%	42.78%
Responses	2386	2774	2190	2828	3207

	2020	2021	2022	2023	2024
Your org	64.52%	55.11%	40.20%	49.21%	52.59%
Best result	84.21%	82.37%	79.63%	80.42%	79.18%
Average result	70.41%	64.93%	63.77%	65.13%	64.84%
Worst result	47.14%	45.06%	40.20%	43.61%	41.55%
Responses	2387	2777	2187	2831	3209

Theme - Morale



Questions included:

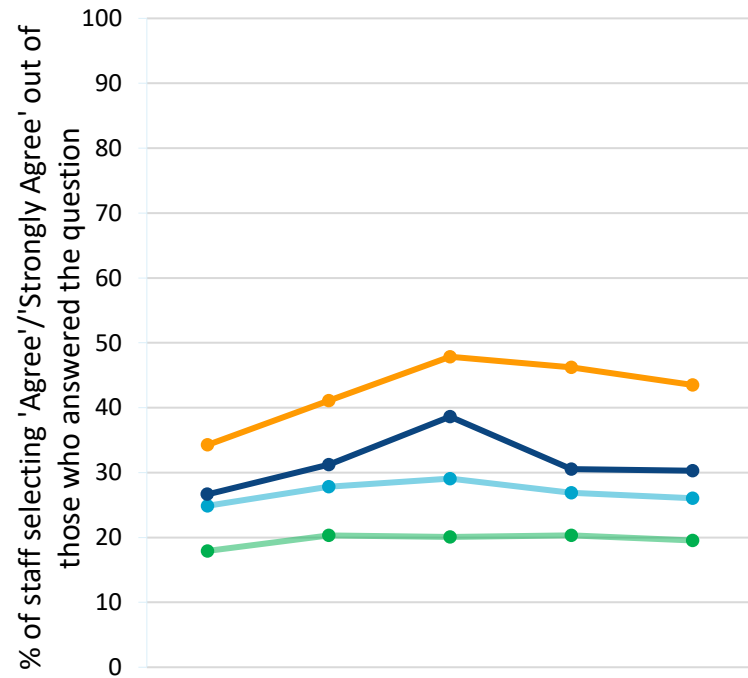
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

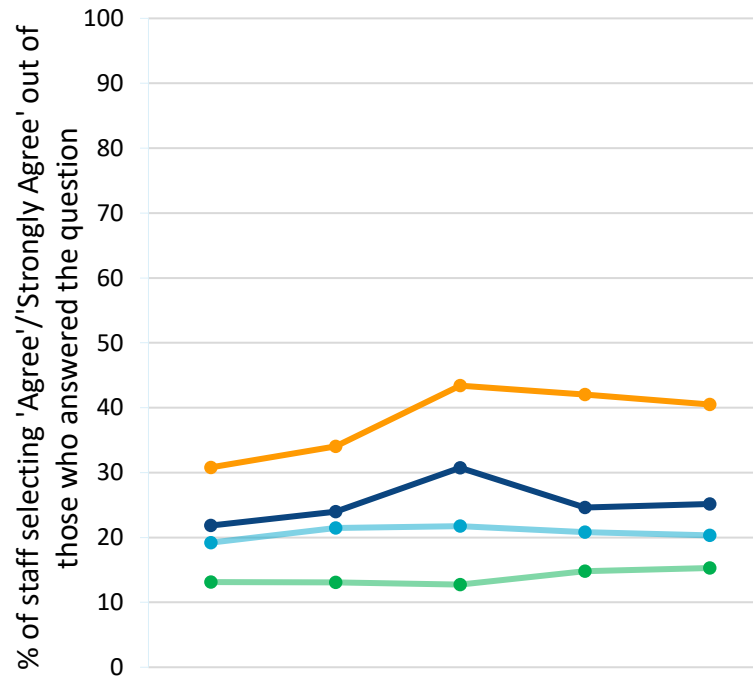


Q26a I often think about leaving this organisation.



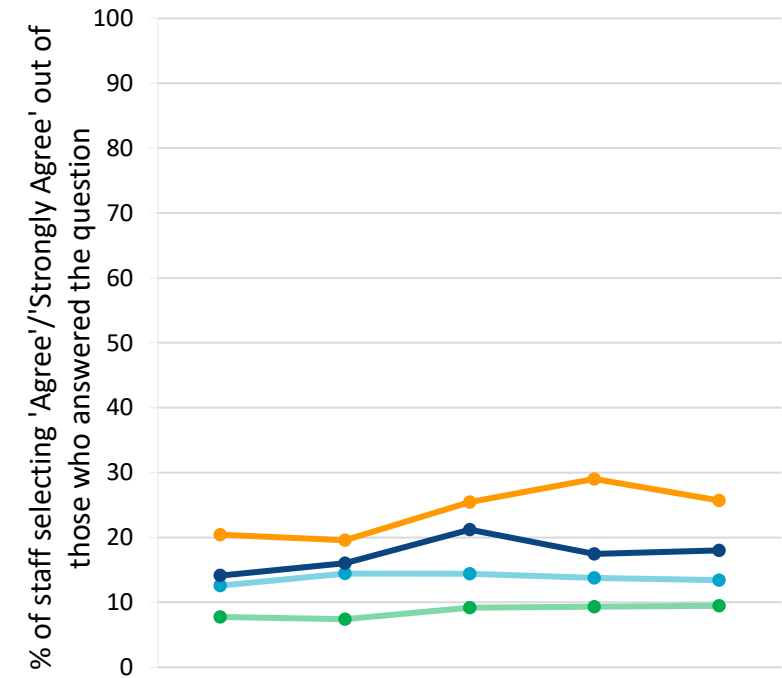
	2020	2021	2022	2023	2024
Your org	26.64%	31.21%	38.62%	30.52%	30.28%
Best result	17.92%	20.31%	20.10%	20.30%	19.52%
Average result	24.88%	27.84%	29.07%	26.89%	26.04%
Worst result	34.26%	41.07%	47.85%	46.24%	43.50%
Responses	2390	2767	2180	2834	3221

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



	2020	2021	2022	2023	2024
Your org	21.84%	23.97%	30.74%	24.60%	25.16%
Best result	13.13%	13.06%	12.74%	14.81%	15.29%
Average result	19.20%	21.44%	21.74%	20.81%	20.35%
Worst result	30.80%	34.04%	43.40%	42.04%	40.51%
Responses	2390	2769	2182	2835	3219

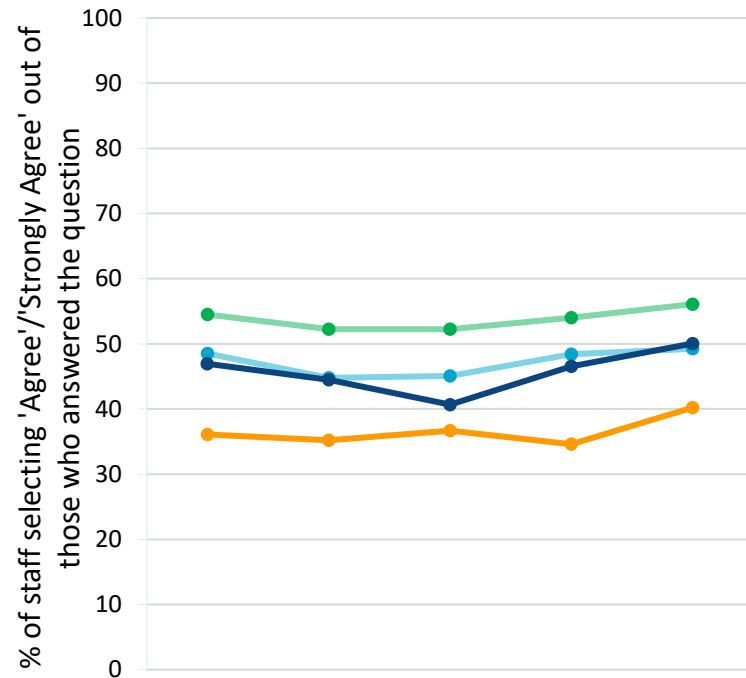
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	14.12%	16.02%	21.20%	17.44%	18.00%
Best result	7.77%	7.40%	9.18%	9.32%	9.47%
Average result	12.58%	14.44%	14.40%	13.77%	13.43%
Worst result	20.43%	19.58%	25.45%	29.02%	25.72%
Responses	2391	2765	2179	2834	3217

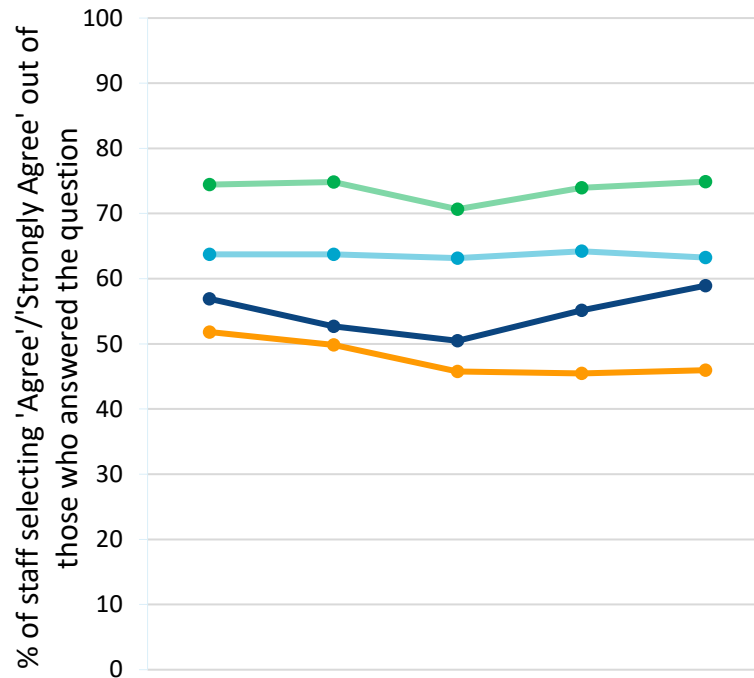


Q3g I am able to meet all the conflicting demands on my time at work.



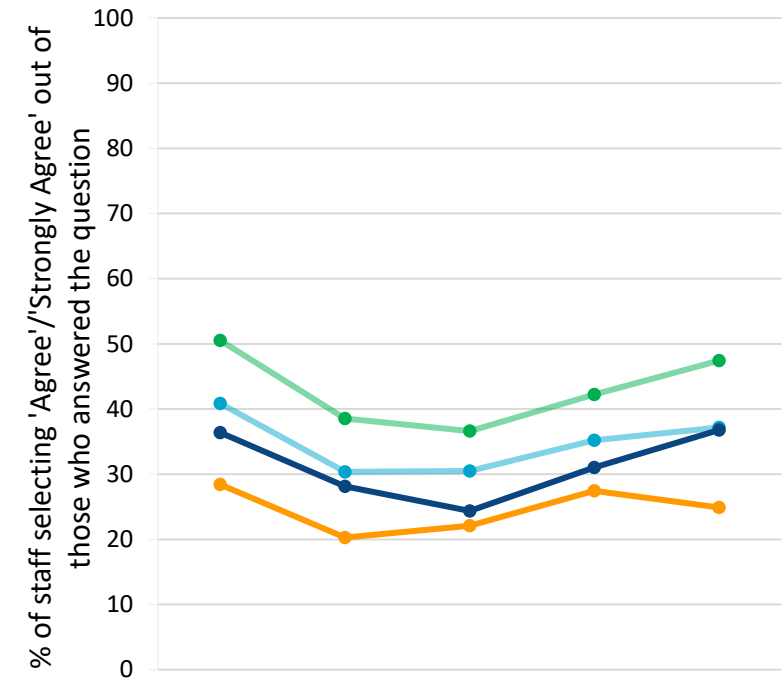
	2020	2021	2022	2023	2024
Your org	46.92%	44.48%	40.68%	46.55%	50.06%
Best result	54.53%	52.25%	52.26%	54.00%	56.10%
Average result	48.49%	44.79%	45.08%	48.39%	49.24%
Worst result	36.08%	35.22%	36.65%	34.60%	40.22%
Responses	2438	2870	2191	2835	3219

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



	2020	2021	2022	2023	2024
Your org	56.91%	52.70%	50.47%	55.16%	58.93%
Best result	74.46%	74.84%	70.66%	73.98%	74.89%
Average result	63.75%	63.75%	63.16%	64.21%	63.23%
Worst result	51.82%	49.83%	45.77%	45.47%	45.98%
Responses	2446	2872	2194	2840	3222

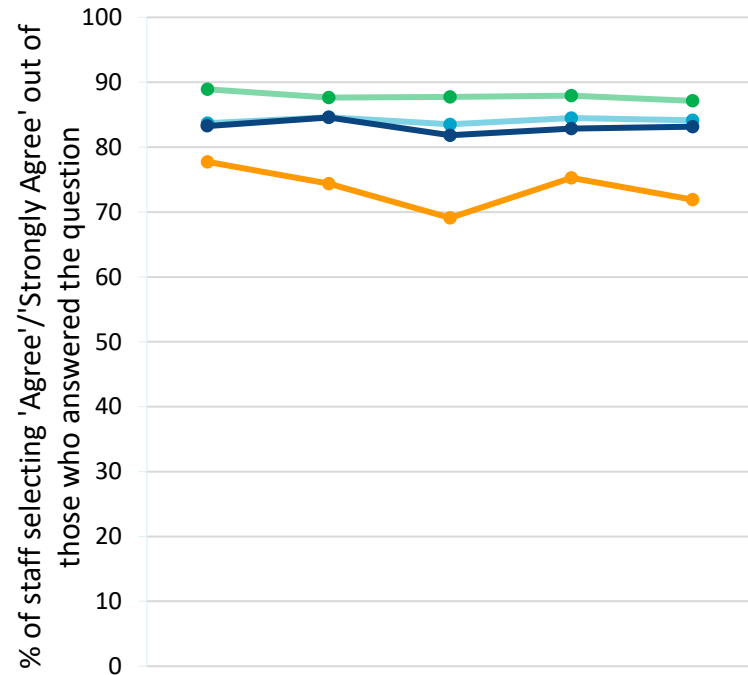
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	36.37%	28.12%	24.36%	31.02%	36.78%
Best result	50.54%	38.52%	36.61%	42.25%	47.43%
Average result	40.86%	30.37%	30.50%	35.21%	37.16%
Worst result	28.41%	20.28%	22.10%	27.43%	24.91%
Responses	2447	2870	2193	2845	3228

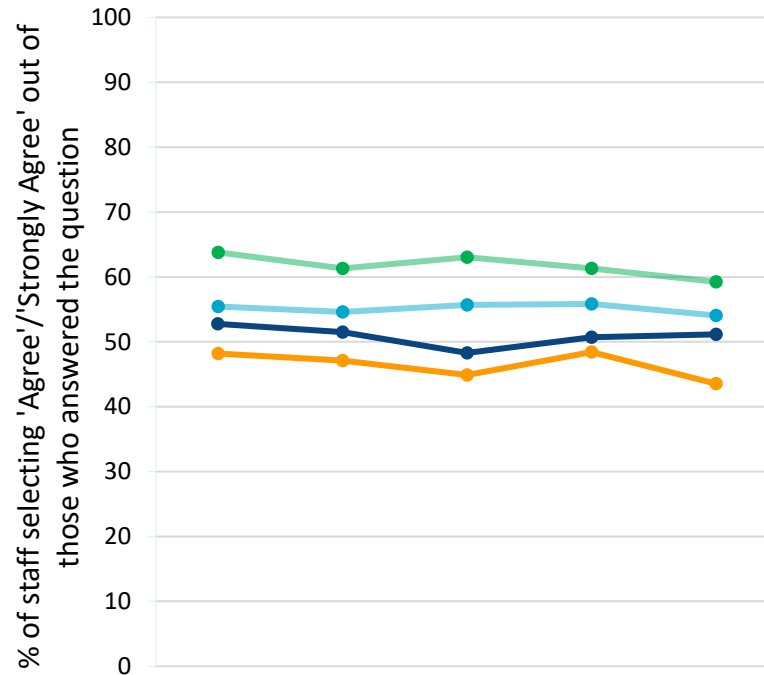


Q3a I always know what my work responsibilities are.



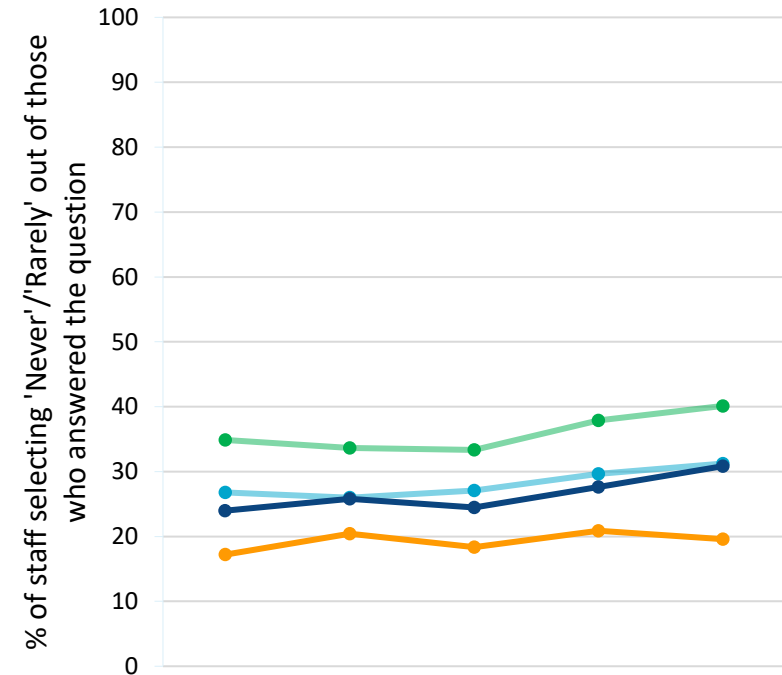
	2020	2021	2022	2023	2024
Your org	83.28%	84.57%	81.84%	82.87%	83.14%
Best result	88.92%	87.63%	87.74%	87.94%	87.13%
Average result	83.70%	84.61%	83.52%	84.49%	84.14%
Worst result	77.73%	74.36%	69.10%	75.26%	71.93%
Responses	2468	2874	2191	2843	3225

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



	2020	2021	2022	2023	2024
Your org	52.76%	51.51%	48.29%	50.72%	51.14%
Best result	63.78%	61.31%	63.06%	61.30%	59.23%
Average result	55.45%	54.62%	55.67%	55.83%	54.06%
Worst result	48.18%	47.12%	44.88%	48.42%	43.54%
Responses	2447	2869	2195	2841	3224

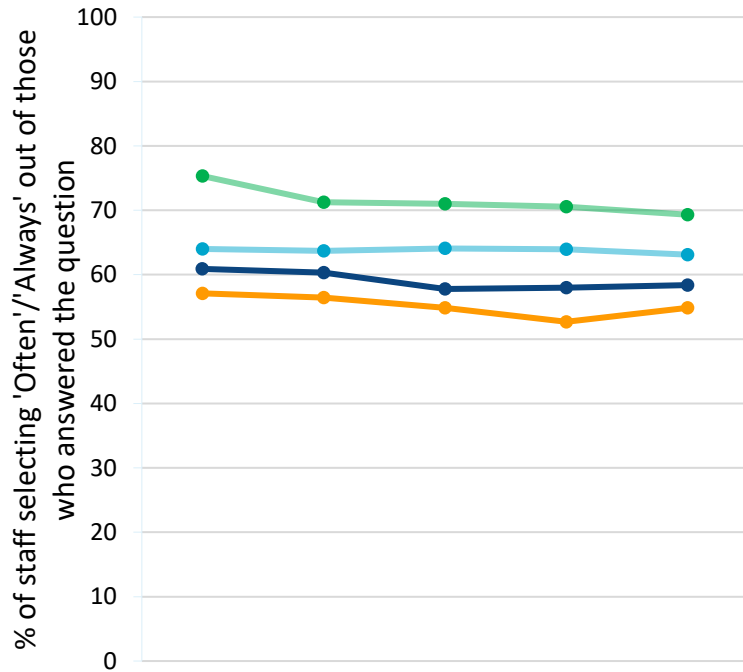
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	23.98%	25.82%	24.48%	27.65%	30.83%
Best result	34.87%	33.62%	33.34%	37.88%	40.12%
Average result	26.78%	25.98%	27.11%	29.67%	31.24%
Worst result	17.20%	20.41%	18.34%	20.88%	19.58%
Responses	2432	2859	2191	2842	3220

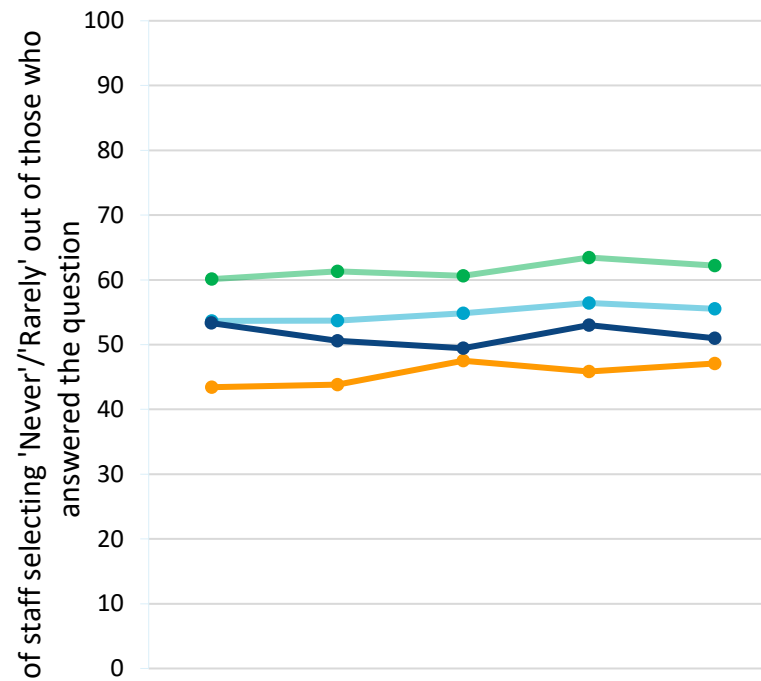


Q5b I have a choice in deciding how to do my work.



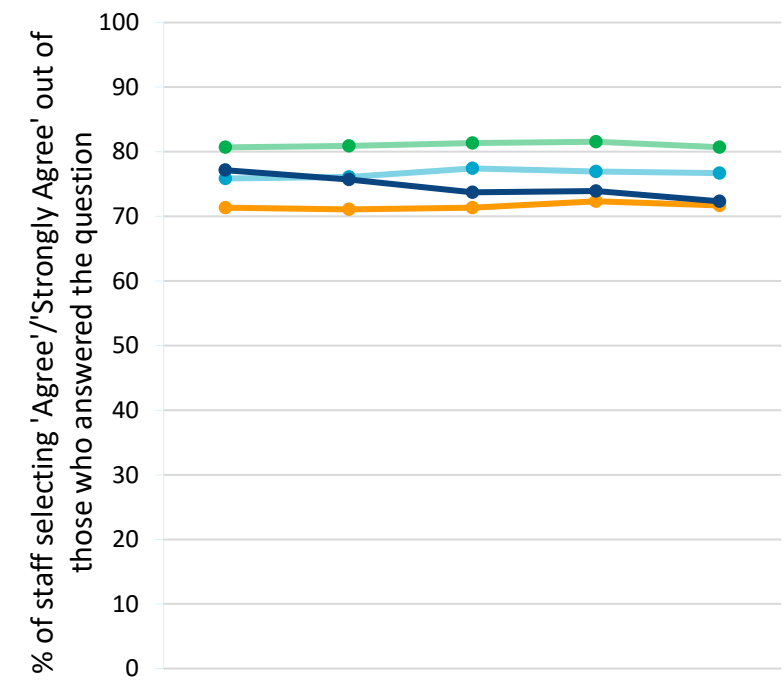
	2020	2021	2022	2023	2024
Your org	60.89%	60.32%	57.78%	57.99%	58.39%
Best result	75.32%	71.25%	71.00%	70.53%	69.31%
Average result	64.00%	63.70%	64.07%	63.94%	63.11%
Worst result	57.10%	56.45%	54.86%	52.68%	54.86%
Responses	2435	2861	2190	2841	3221

Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	53.32%	50.57%	49.44%	53.03%	51.01%
Best result	60.11%	61.31%	60.61%	63.45%	62.20%
Average result	53.67%	53.70%	54.84%	56.44%	55.54%
Worst result	43.43%	43.81%	47.51%	45.84%	47.11%
Responses	2433	2863	2189	2836	3223

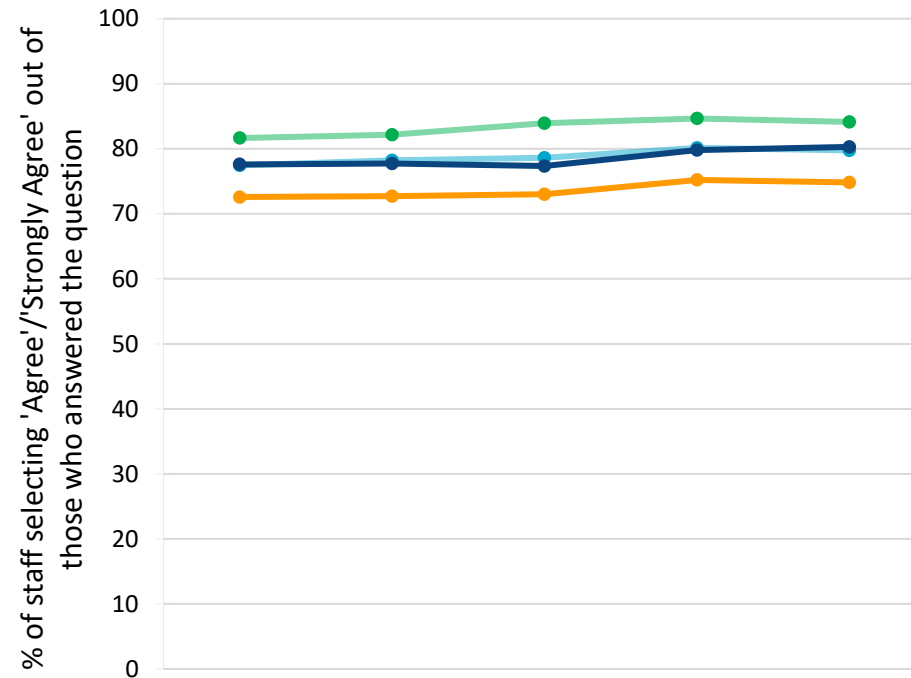
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	77.14%	75.71%	73.73%	73.91%	72.32%
Best result	80.68%	80.91%	81.34%	81.54%	80.72%
Average result	75.86%	76.07%	77.42%	76.92%	76.71%
Worst result	71.34%	71.07%	71.34%	72.33%	71.68%
Responses	2447	2848	2197	2845	3224



Q9a My immediate manager encourages me at work.



	2020	2021	2022	2023	2024
Your org	77.59%	77.75%	77.35%	79.78%	80.28%
Best result	81.65%	82.16%	83.95%	84.65%	84.13%
Average result	77.44%	78.24%	78.61%	80.13%	79.73%
Worst result	72.59%	72.72%	73.03%	75.20%	74.85%
Responses	2424	2825	2194	2841	3223

Questions not linked to People Promise elements or themes

Questions included:*

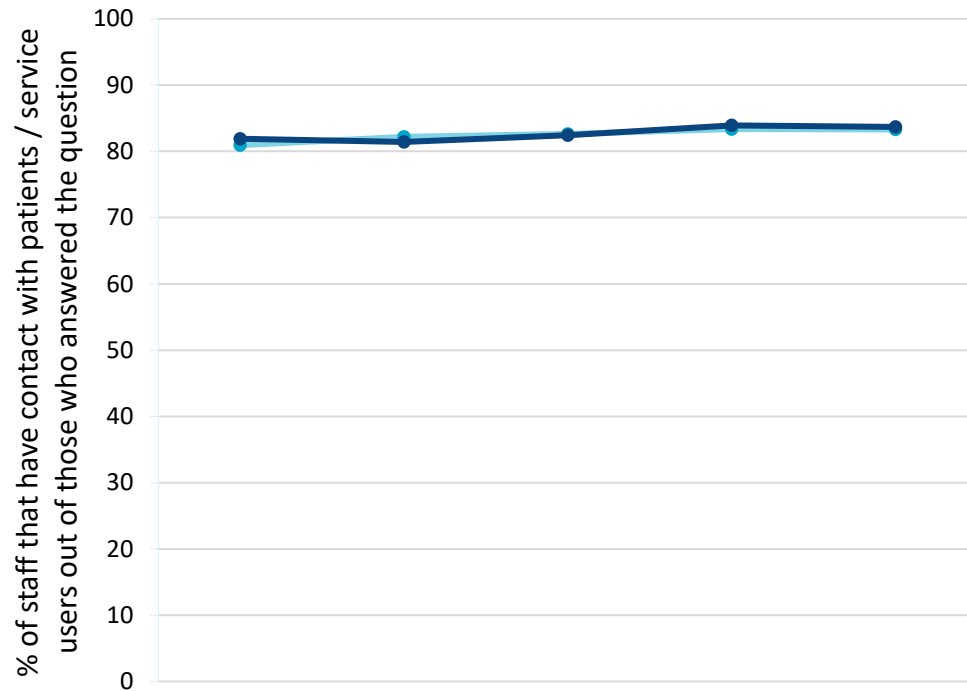
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

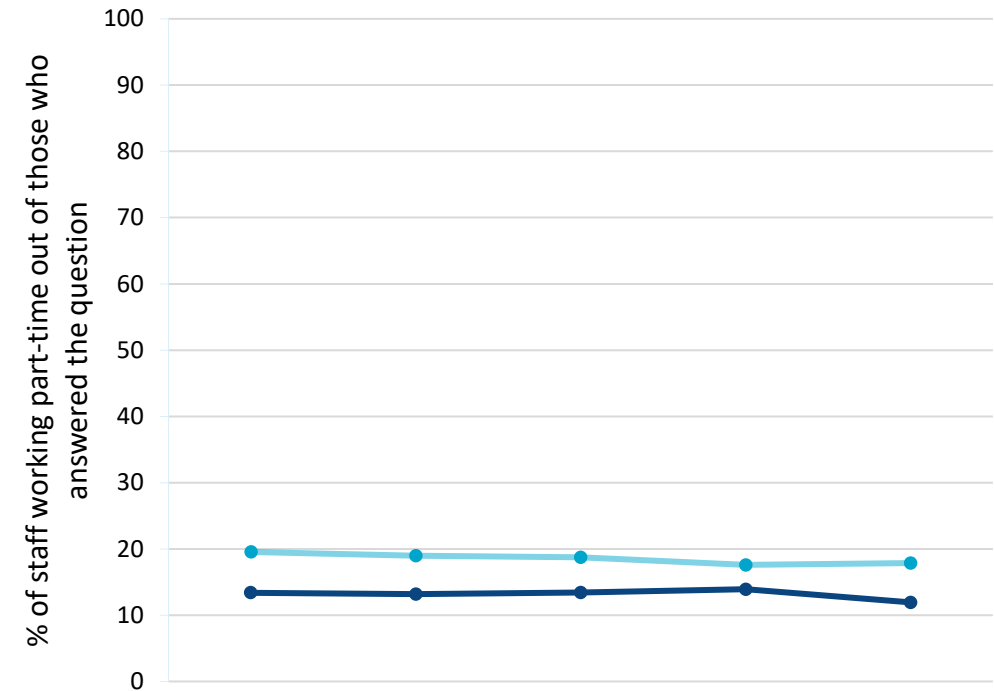


2020 2021 2022 2023 2024

Your org	81.90%	81.42%	82.45%	83.92%	83.70%
Average	80.93%	82.21%	82.64%	83.36%	83.33%

Responses 2475 2901 2182 2829 3203

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



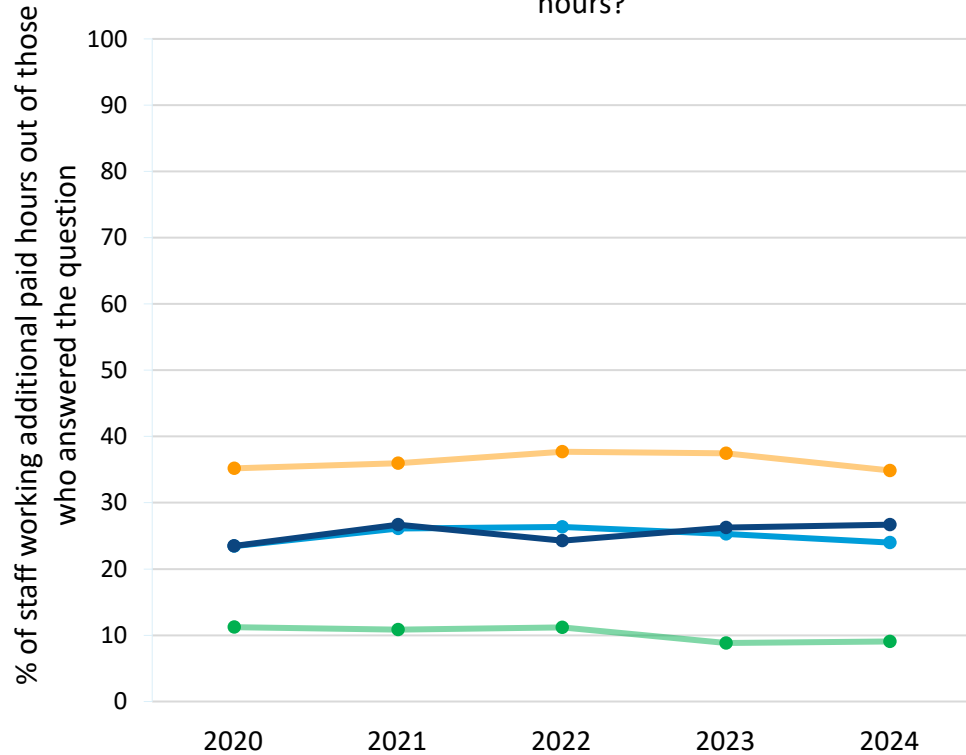
2020 2021 2022 2023 2024

Your org	13.39%	13.19%	13.41%	13.92%	11.93%
Average	19.54%	18.96%	18.74%	17.59%	17.87%

Responses 2383 2752 2147 2773 3159



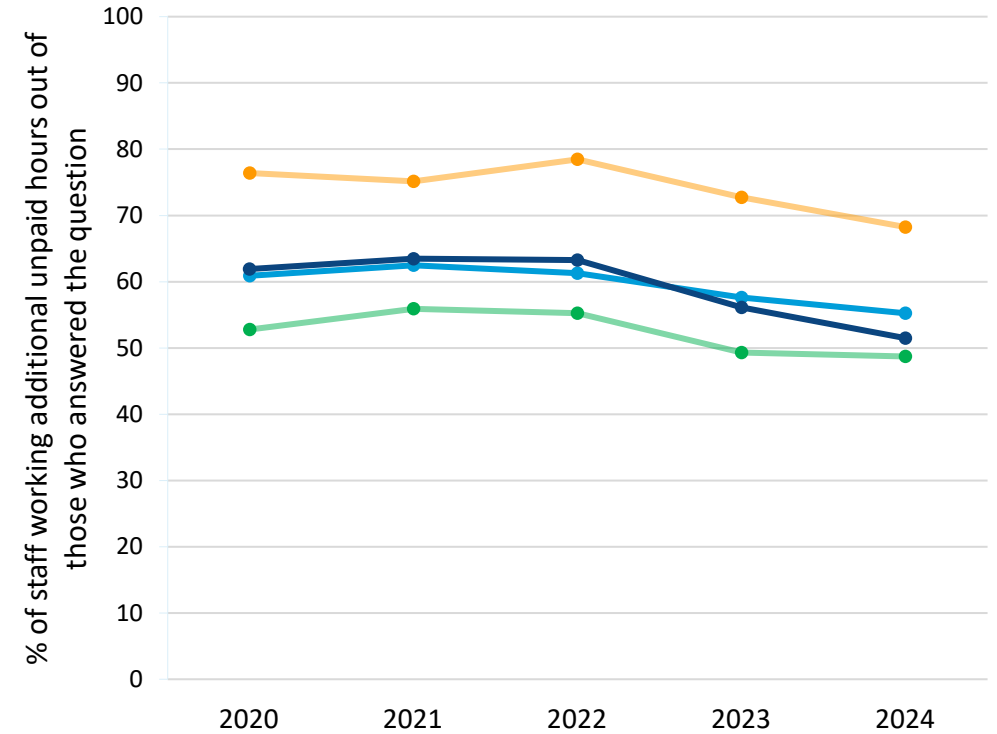
Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



Your org	23.48%	26.69%	24.27%	26.25%	26.69%
Lowest	11.22%	10.83%	11.18%	8.83%	9.08%
Average	23.45%	26.10%	26.35%	25.29%	23.97%
Highest	35.17%	35.97%	37.70%	37.47%	34.87%

Responses 2413 2813 2187 2835 3222

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

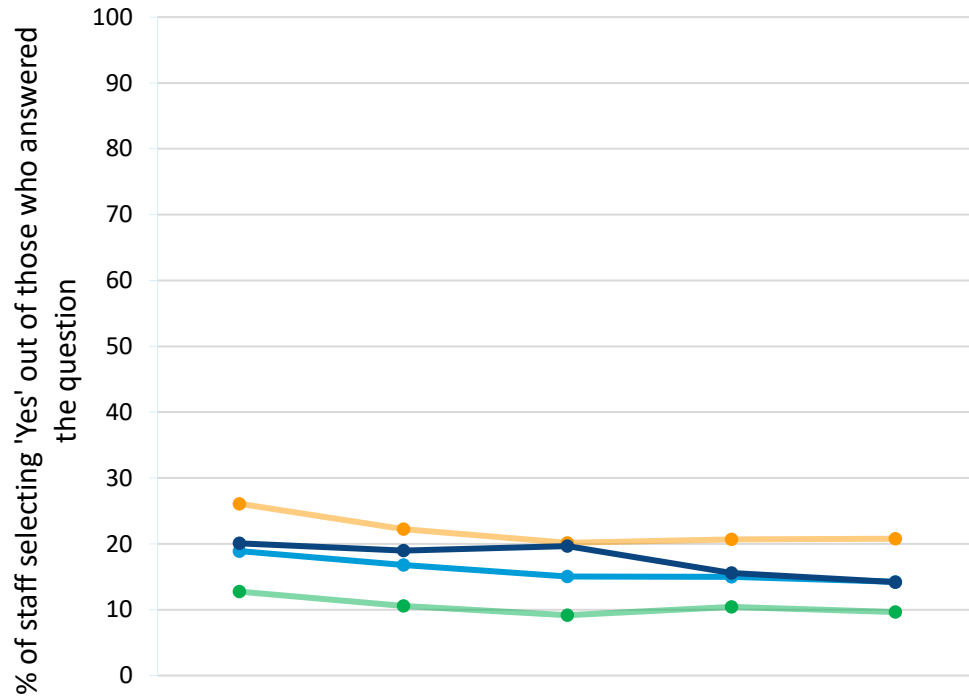


Your org	61.89%	63.48%	63.28%	56.12%	51.48%
Lowest	52.80%	55.90%	55.26%	49.32%	48.71%
Average	60.91%	62.48%	61.27%	57.61%	55.23%
Highest	76.40%	75.15%	78.46%	72.74%	68.25%

Responses 2412 2821 2190 2828 3219

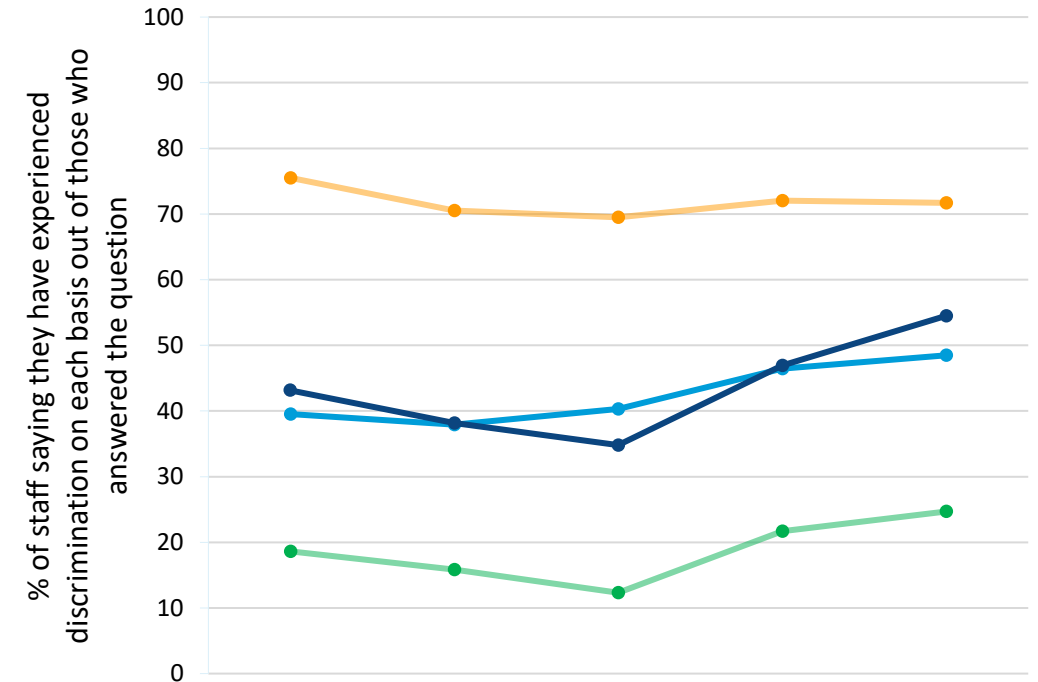


Q11e* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	20.08%	18.98%	19.67%	15.58%	14.19%
Best result	12.75%	10.58%	9.16%	10.43%	9.66%
Average result	18.90%	16.80%	15.02%	14.99%	14.24%
Worst result	26.09%	22.24%	20.16%	20.66%	20.78%
Responses	1176	1607	1346	1656	1844

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

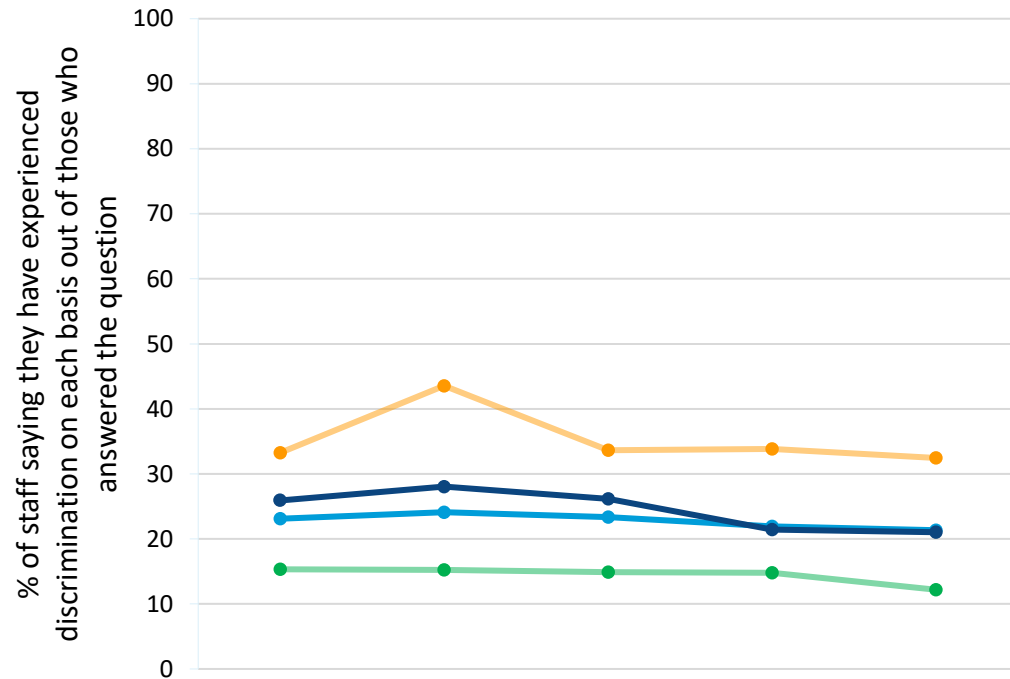


	2020	2021	2022	2023	2024
Your org	43.16%	38.18%	34.80%	46.93%	54.50%
Best result	18.60%	15.83%	12.32%	21.69%	24.69%
Average result	39.55%	37.92%	40.31%	46.46%	48.48%
Worst result	75.51%	70.53%	69.50%	72.04%	71.71%
Responses	337	426	358	504	582

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



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

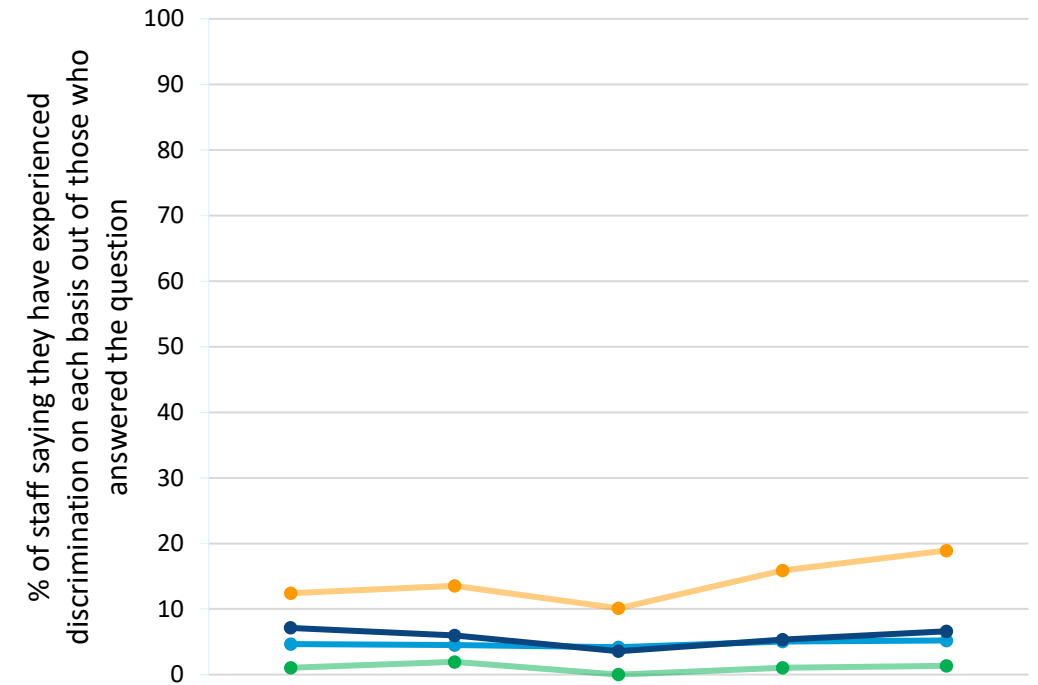


2020 2021 2022 2023 2024

Your org	25.92%	28.05%	26.16%	21.44%	21.03%
Best result	15.33%	15.24%	14.91%	14.77%	12.19%
Average result	23.09%	24.11%	23.35%	21.91%	21.34%
Worst result	33.24%	43.55%	33.63%	33.83%	32.45%

Responses 337 426 358 504 582

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



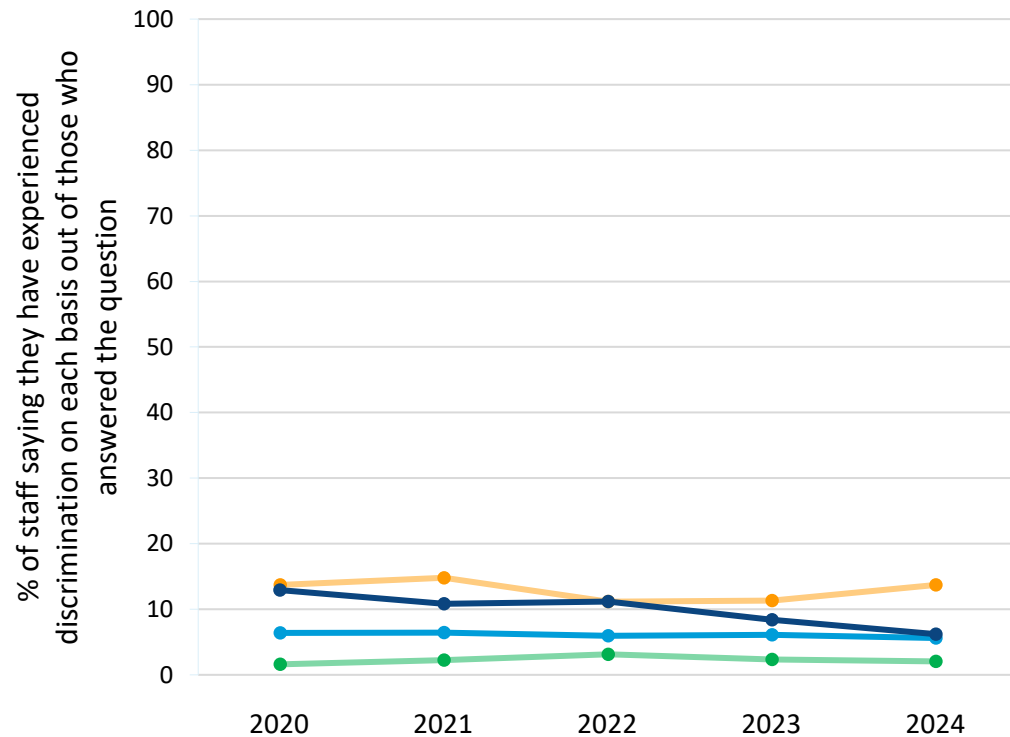
2020 2021 2022 2023 2024

Your org	7.11%	5.95%	3.56%	5.36%	6.59%
Best result	1.07%	1.94%	0.00%	1.04%	1.32%
Average result	4.66%	4.49%	4.18%	5.06%	5.20%
Worst result	12.41%	13.52%	10.11%	15.87%	18.93%

Responses 337 426 358 504 582

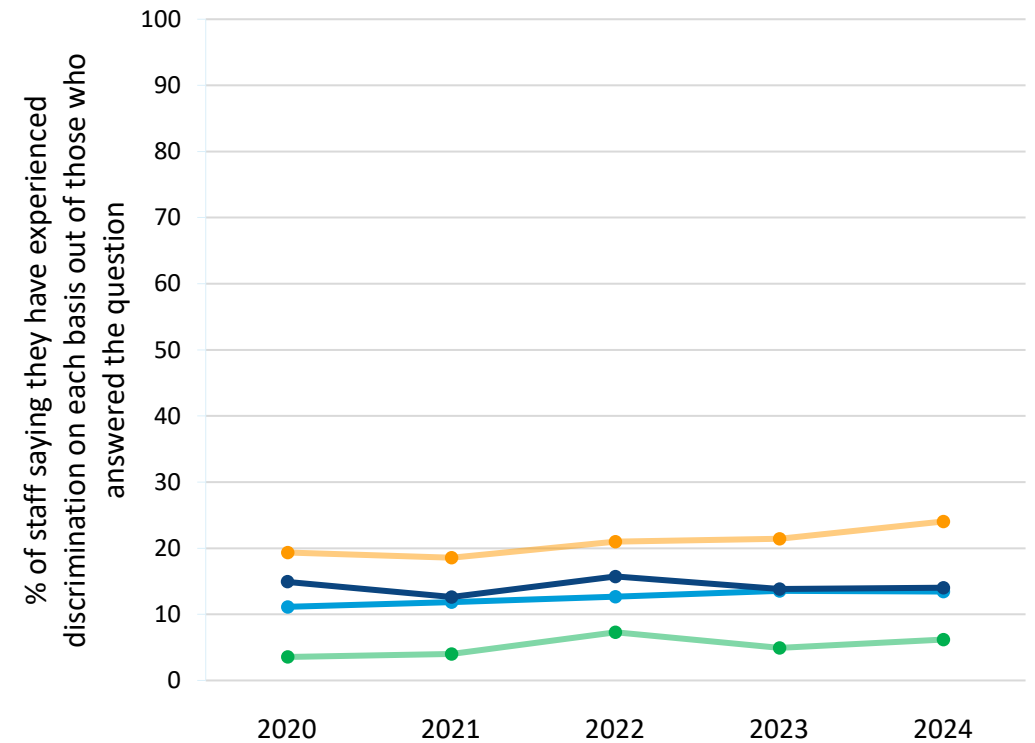


Q16c.4 On what grounds have you experienced discrimination? – Sexual orientation.



	2020	2021	2022	2023	2024
Your org	12.92%	10.85%	11.16%	8.40%	6.20%
Best result	1.60%	2.23%	3.13%	2.33%	2.07%
Average result	6.41%	6.43%	5.96%	6.10%	5.62%
Worst result	13.73%	14.80%	11.16%	11.31%	13.69%
Responses	337	426	358	504	582

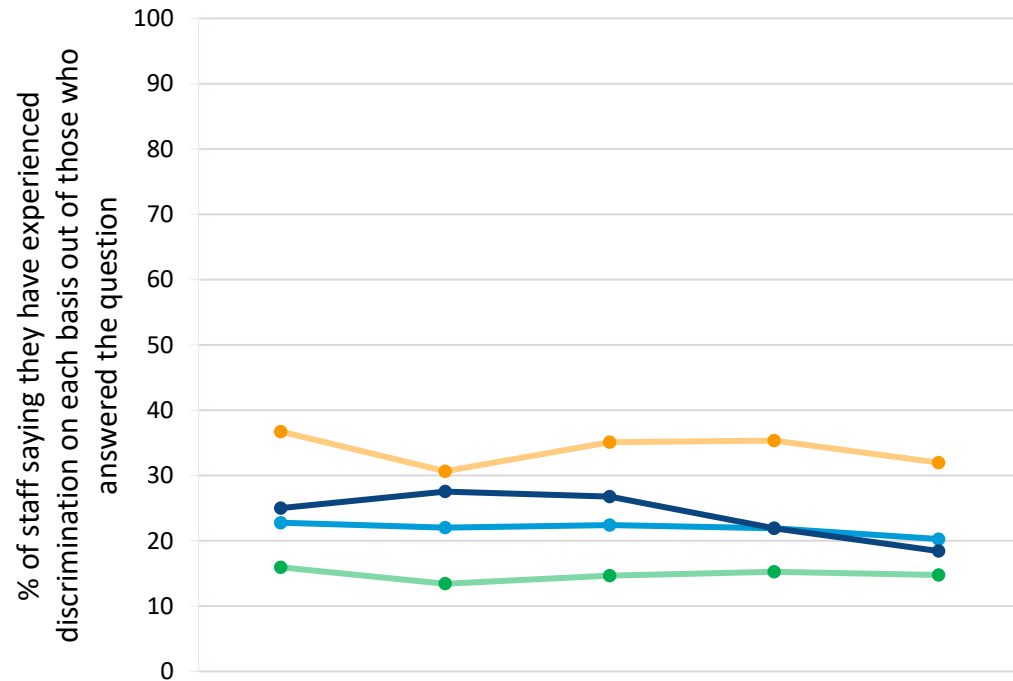
Q16c.5 On what grounds have you experienced discrimination? – Disability.



	2020	2021	2022	2023	2024
Your org	14.91%	12.63%	15.73%	13.85%	14.02%
Best result	3.56%	4.02%	7.29%	4.94%	6.17%
Average result	11.14%	11.86%	12.69%	13.56%	13.43%
Worst result	19.33%	18.56%	20.98%	21.45%	24.05%
Responses	337	426	358	504	582



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

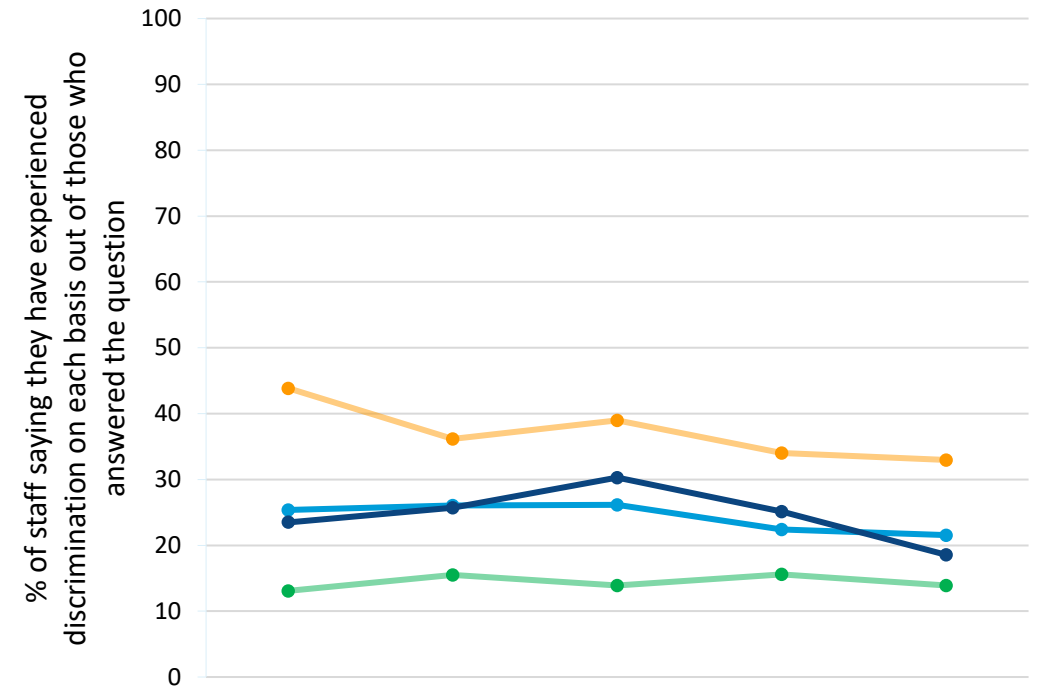


2020 2021 2022 2023 2024

Your org	25.00%	27.53%	26.75%	21.91%	18.42%
Best result	15.94%	13.42%	14.64%	15.26%	14.74%
Average result	22.77%	22.01%	22.39%	21.91%	20.27%
Worst result	36.73%	30.65%	35.11%	35.36%	31.97%

Responses 337 426 358 504 582

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



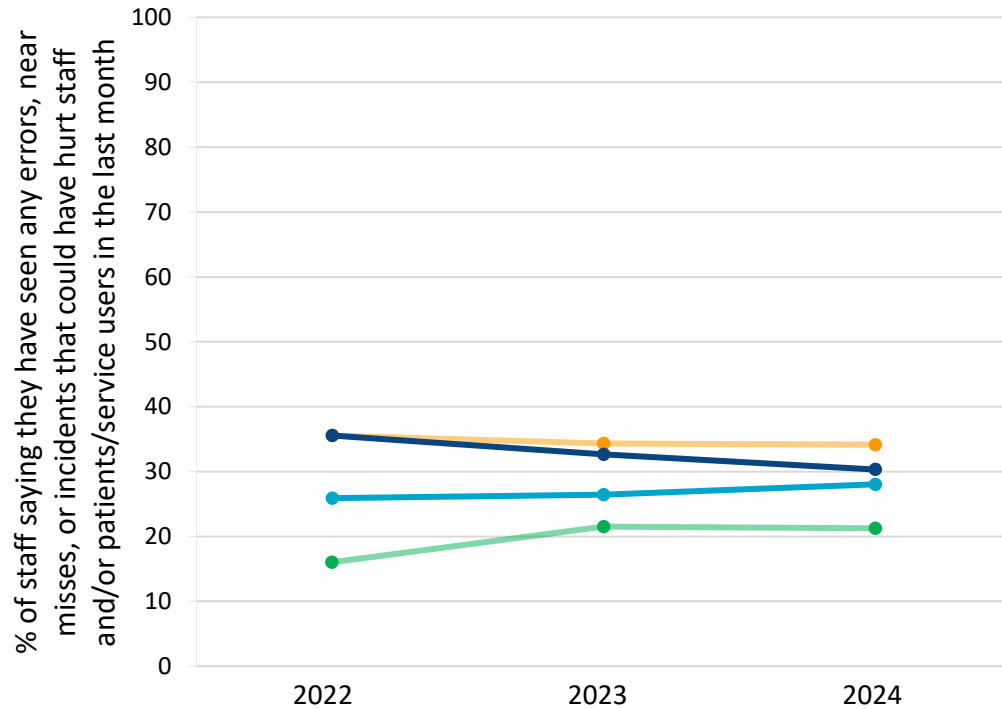
2020 2021 2022 2023 2024

Your org	23.48%	25.69%	30.29%	25.11%	18.55%
Best result	13.09%	15.49%	13.89%	15.58%	13.91%
Average result	25.36%	26.06%	26.15%	22.43%	21.55%
Worst result	43.85%	36.14%	38.96%	34.02%	32.97%

Responses 337 426 358 504 582



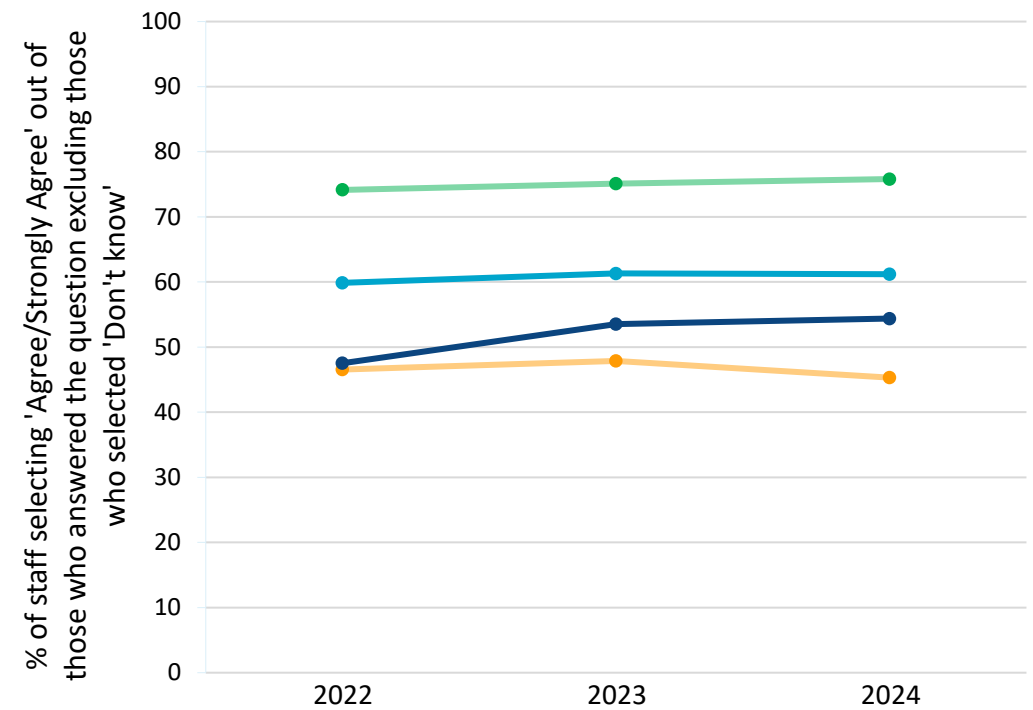
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	35.56%	32.64%	30.32%
Best result	16.03%	21.52%	21.25%
Average result	25.91%	26.45%	28.04%
Worst result	35.56%	34.34%	34.15%

Responses 2149 2796 3156

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

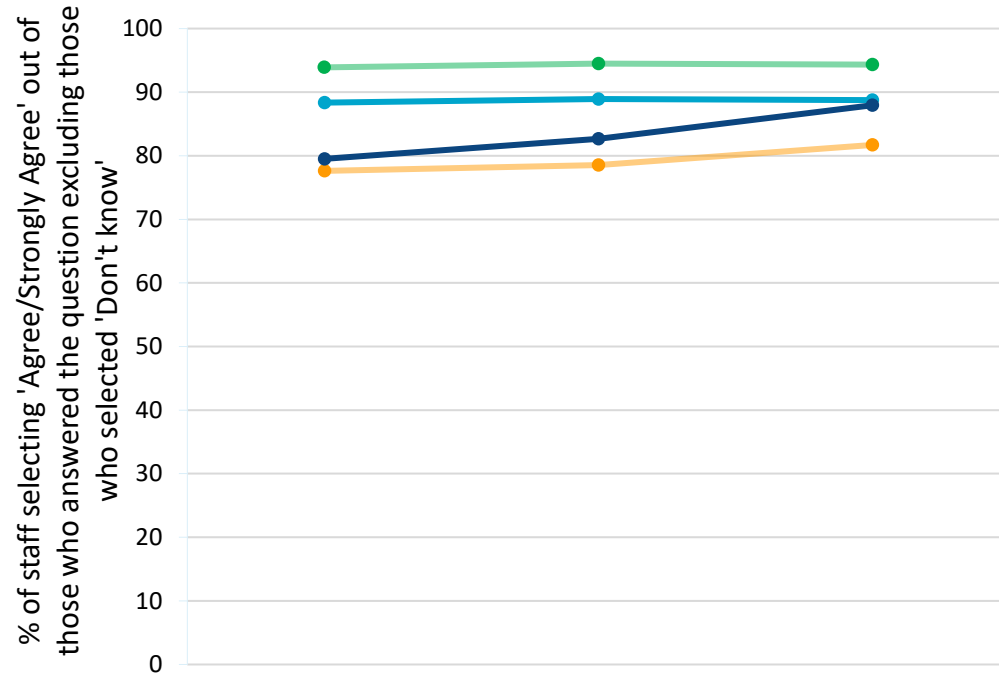


Your org	47.53%	53.52%	54.39%
Best result	74.14%	75.10%	75.81%
Average result	59.87%	61.32%	61.20%
Worst result	46.54%	47.88%	45.31%

Responses 1683 2147 2460

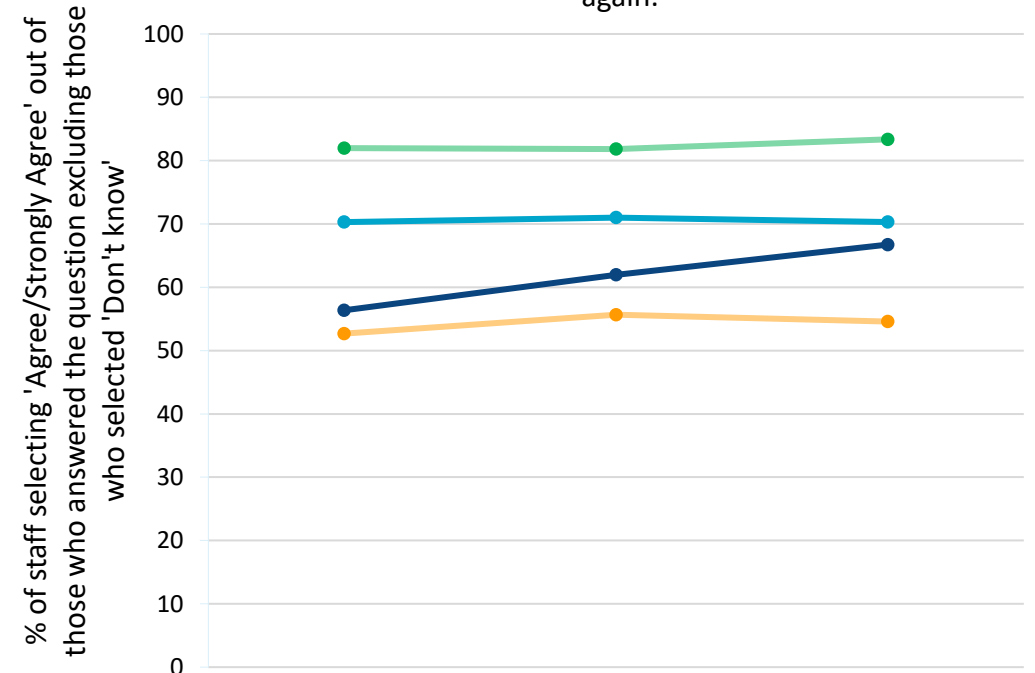


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	79.51%	82.65%	87.94%
Best result	93.89%	94.49%	94.35%
Average result	88.35%	88.92%	88.76%
Worst result	77.62%	78.55%	81.70%
Responses	2104	2712	3082

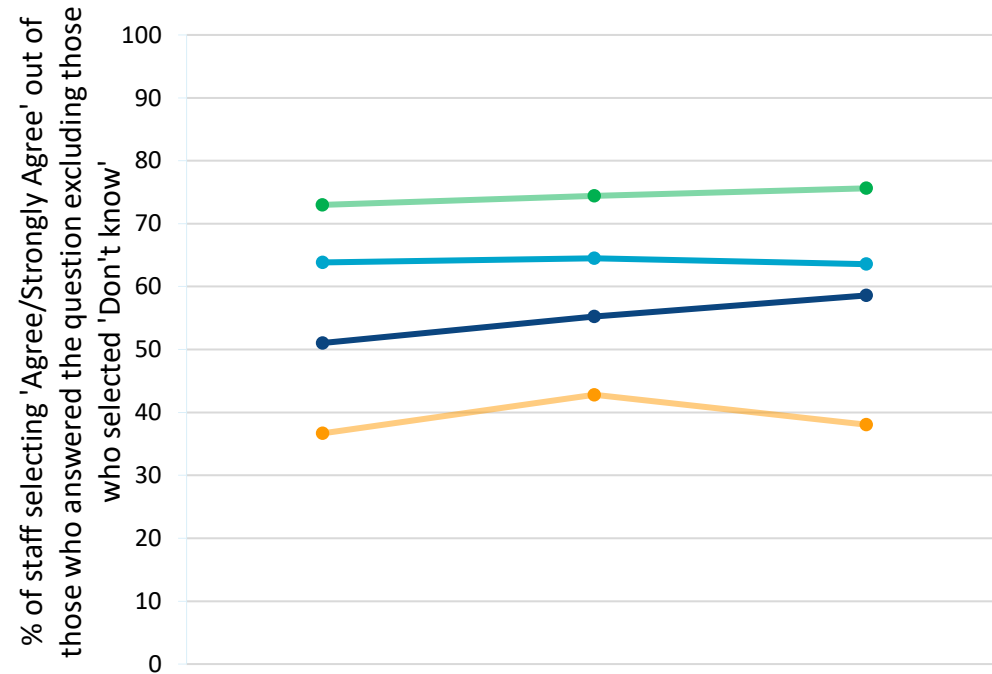
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024
Your org	56.36%	61.94%	66.74%
Best result	81.97%	81.82%	83.36%
Average result	70.29%	71.00%	70.32%
Worst result	52.68%	55.67%	54.56%
Responses	1892	2479	2807

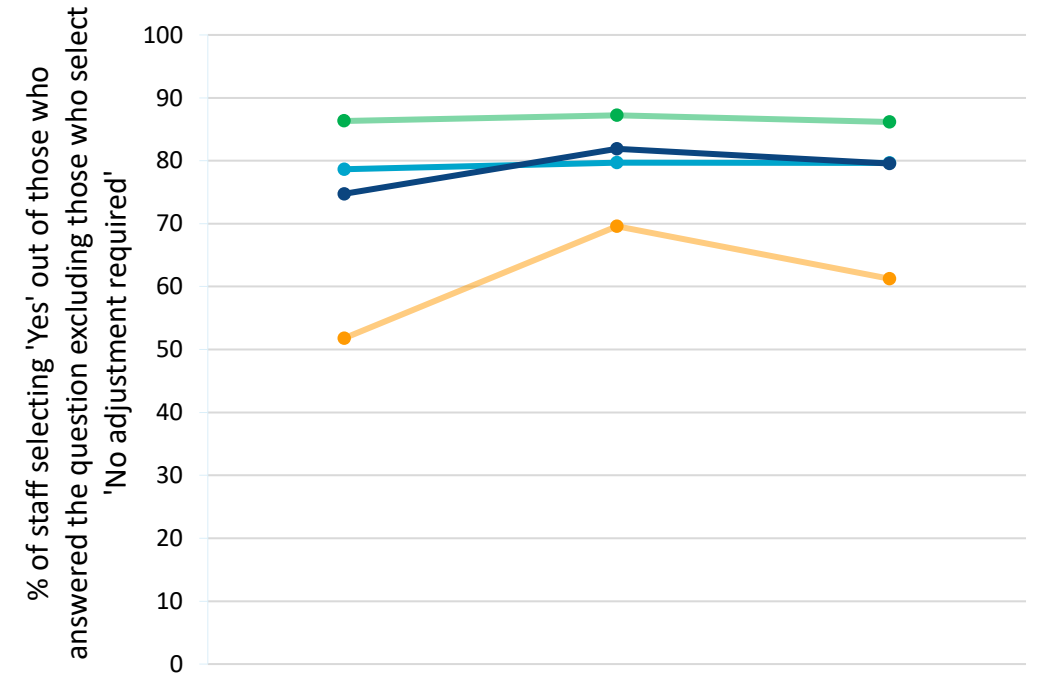


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024
Your org	51.03%	55.24%	58.59%
Best result	72.99%	74.40%	75.62%
Average result	63.85%	64.50%	63.56%
Worst result	36.67%	42.81%	38.05%
Responses	1942	2513	2838

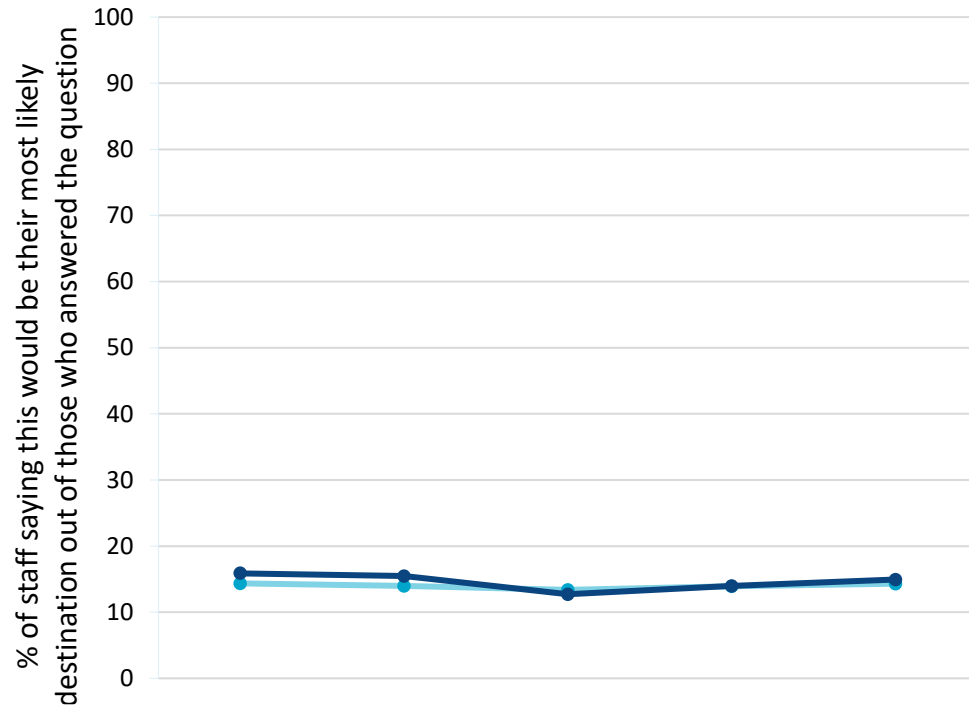
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024
Your org	74.75%	81.90%	79.57%
Best result	86.33%	87.22%	86.17%
Average result	78.65%	79.70%	79.65%
Worst result	51.80%	69.59%	61.23%
Responses	500	684	728



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.

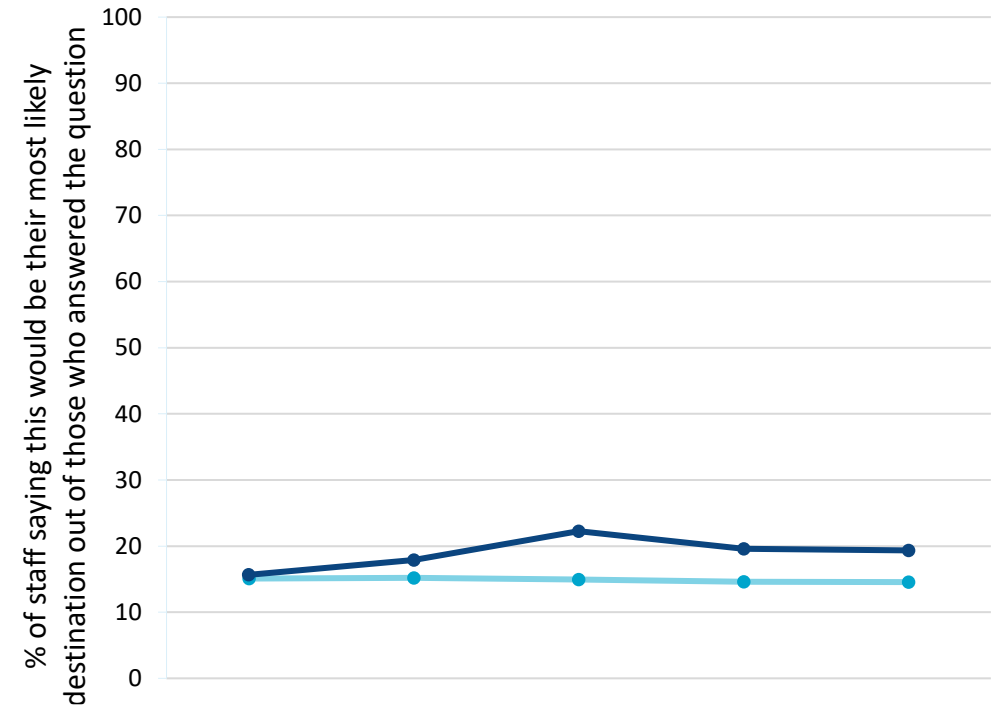


2020 2021 2022 2023 2024

Your org	15.87%	15.50%	12.72%	13.99%	14.95%
Average	14.36%	13.95%	13.38%	13.92%	14.31%

Responses 2344 2646 2107 2738 3103

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.



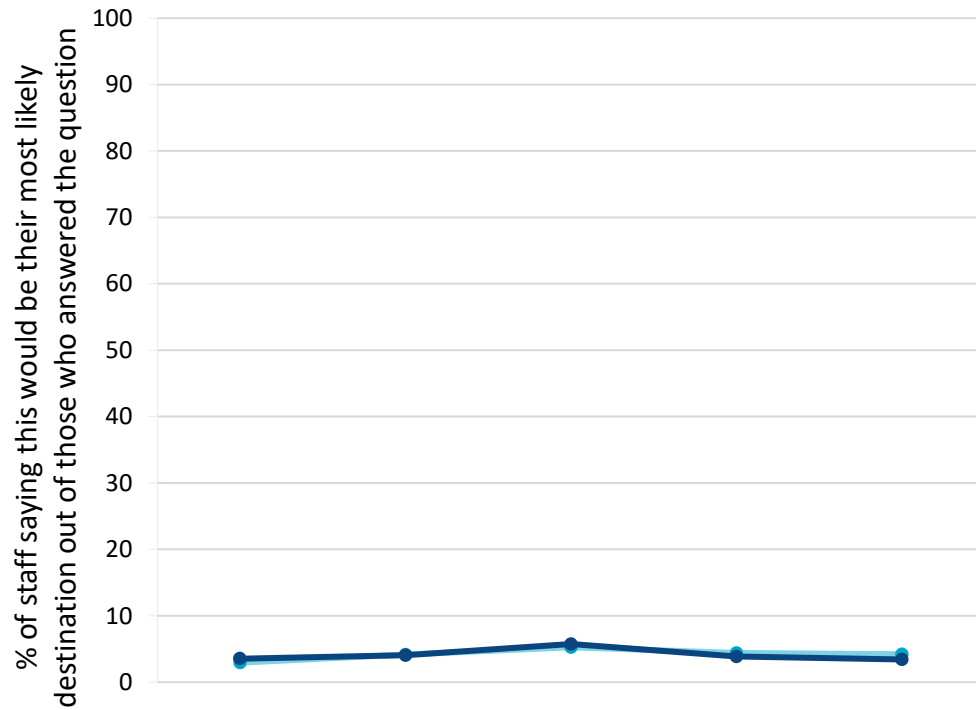
2020 2021 2022 2023 2024

Your org	15.66%	17.88%	22.26%	19.58%	19.34%
Average	15.08%	15.20%	14.94%	14.63%	14.55%

Responses 2344 2646 2107 2738 3103

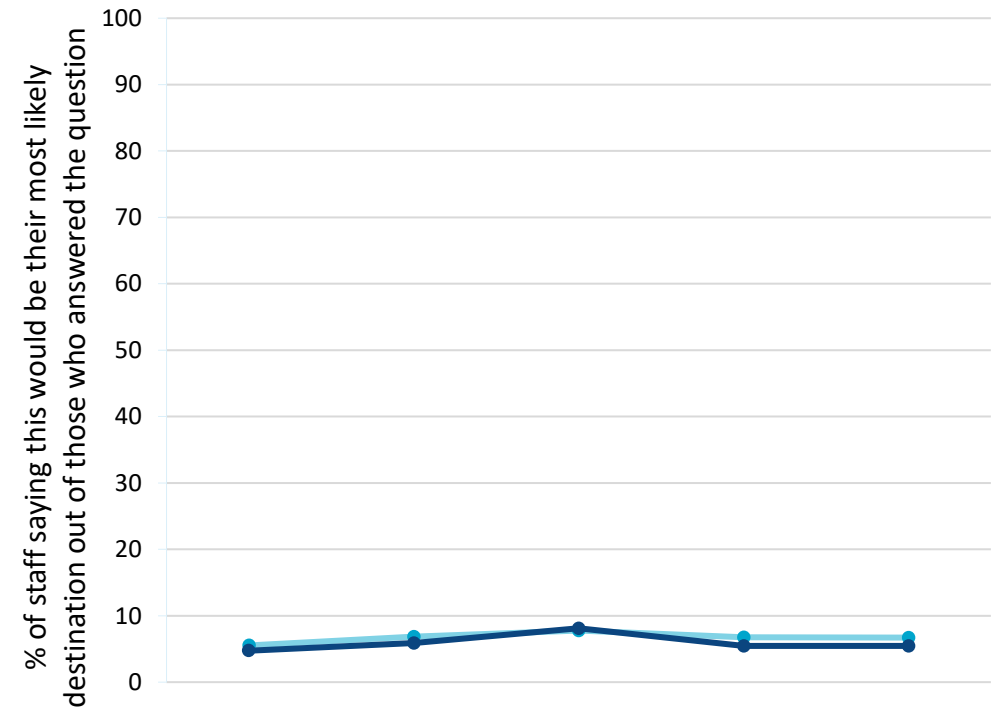


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2020	2021	2022	2023	2024
Your org	3.54%	4.08%	5.74%	3.87%	3.42%
Average	2.93%	4.17%	5.26%	4.39%	4.23%
Responses	2344	2646	2107	2738	3103

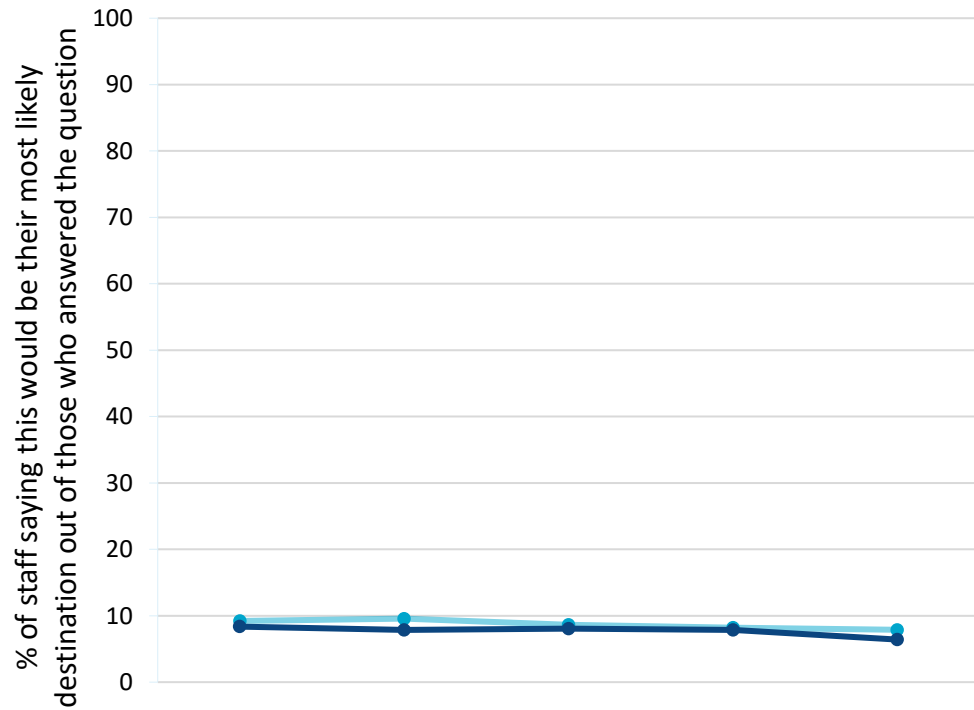
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2020	2021	2022	2023	2024
Your org	4.74%	5.90%	8.12%	5.44%	5.48%
Average	5.53%	6.83%	7.77%	6.78%	6.70%
Responses	2344	2646	2107	2738	3103



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.

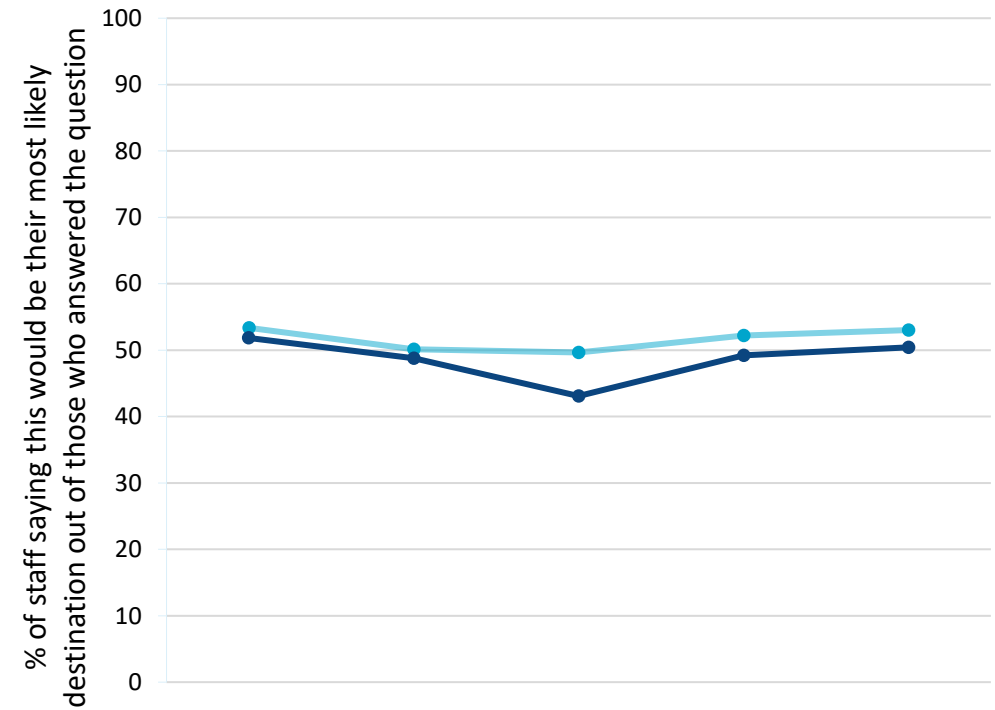


2020 2021 2022 2023 2024

Your org	8.36%	7.86%	8.07%	7.89%	6.41%
Average	9.24%	9.57%	8.64%	8.18%	7.89%

Responses 2344 2646 2107 2738 3103

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	51.83%	48.79%	43.09%	49.23%	50.40%
Average	53.36%	50.12%	49.65%	52.22%	53.01%

Responses 2344 2646 2107 2738 3103

Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2020-2024 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey metrics used in the Workforce Disability Equality Standard (WDES). It includes the 2020-2024 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q31b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

In 2022, the text for q31b was updated and the word 'adequate' was changed to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined		
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
8	Q16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

Workforce Disability Equality Standards (WDES)

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

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

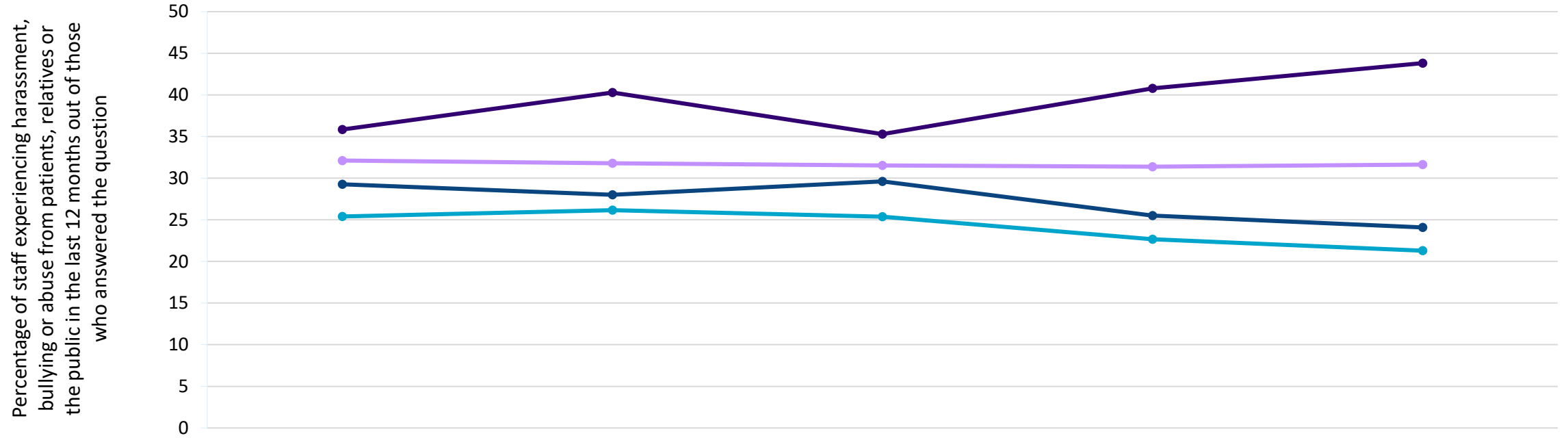
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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

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

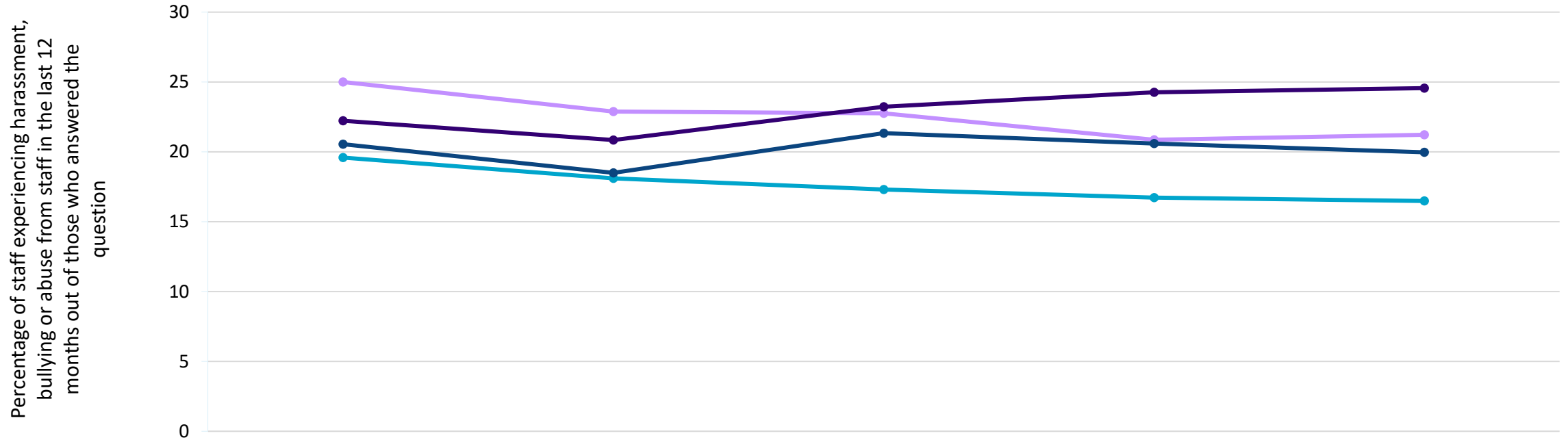


	2020	2021	2022	2023	2024
White staff: Your org	29.27%	28.02%	29.62%	25.51%	24.09%
All other ethnic groups*: Your org	35.86%	40.30%	35.29%	40.79%	43.82%
White staff: Average	25.40%	26.16%	25.37%	22.66%	21.29%
All other ethnic groups*: Average	32.12%	31.79%	31.54%	31.38%	31.64%
White staff: Responses	1995	2295	1901	2230	2487
All other ethnic groups*: Responses	251	335	272	479	696

*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

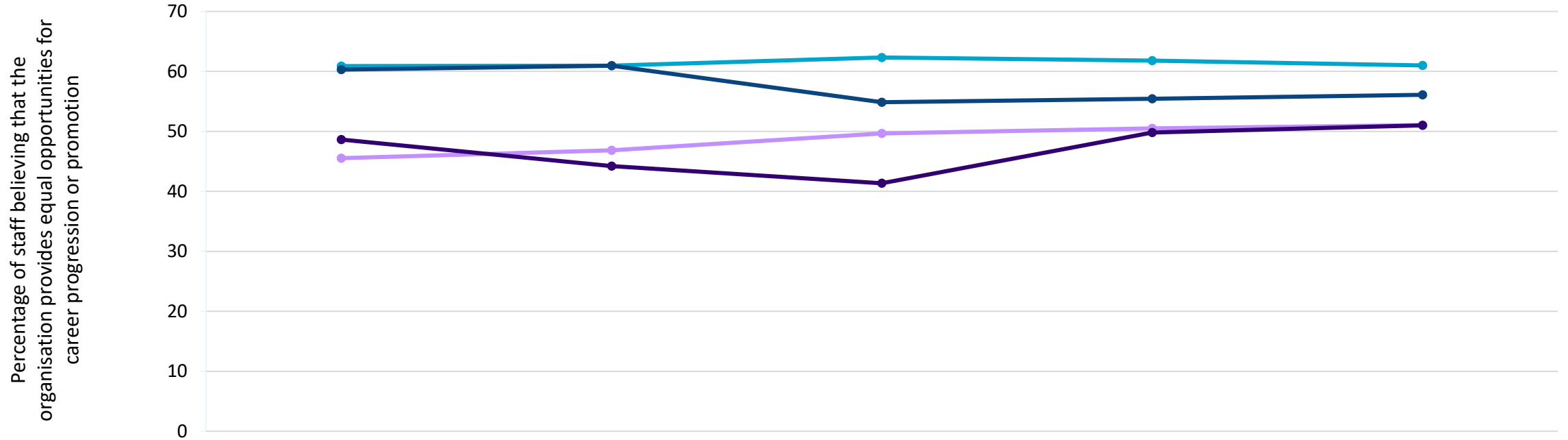


	2020	2021	2022	2023	2024
White staff: Your org	20.54%	18.50%	21.34%	20.59%	19.97%
All other ethnic groups*: Your org	22.22%	20.85%	23.22%	24.27%	24.56%
White staff: Average	19.59%	18.10%	17.31%	16.72%	16.48%
All other ethnic groups*: Average	25.00%	22.88%	22.75%	20.86%	21.23%
White staff: Responses	1991	2303	1898	2232	2474
All other ethnic groups*: Responses	252	331	267	475	684

*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.

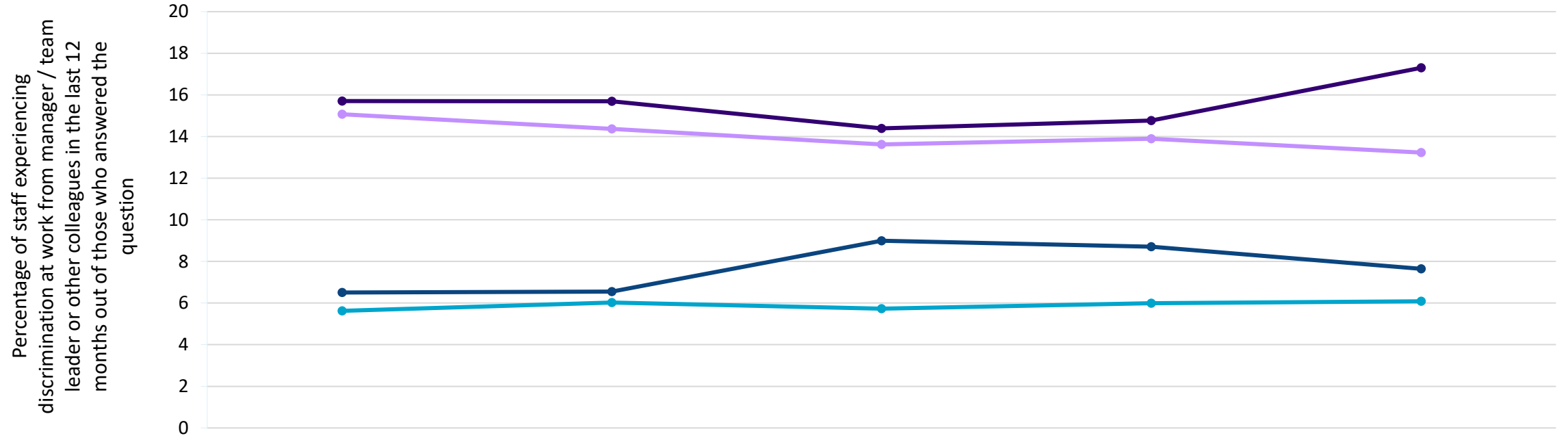
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	60.31%	60.95%	54.86%	55.43%	56.08%
All other ethnic groups*: Your org	48.65%	44.22%	41.35%	49.80%	51.01%
White staff: Average	60.90%	60.98%	62.33%	61.82%	60.99%
All other ethnic groups*: Average	45.54%	46.84%	49.65%	50.50%	51.05%
White staff: Responses	2041	2346	1881	2300	2491
All other ethnic groups*: Responses	259	346	266	506	692

*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	6.51%	6.55%	8.99%	8.71%	7.65%
All other ethnic groups*: Your org	15.71%	15.70%	14.39%	14.77%	17.30%
White staff: Average	5.63%	6.02%	5.73%	5.99%	6.08%
All other ethnic groups*: Average	15.07%	14.37%	13.63%	13.90%	13.23%
White staff: Responses	2044	2365	1890	2296	2471
All other ethnic groups*: Responses	261	344	264	501	682

*Staff from all other ethnic groups combined

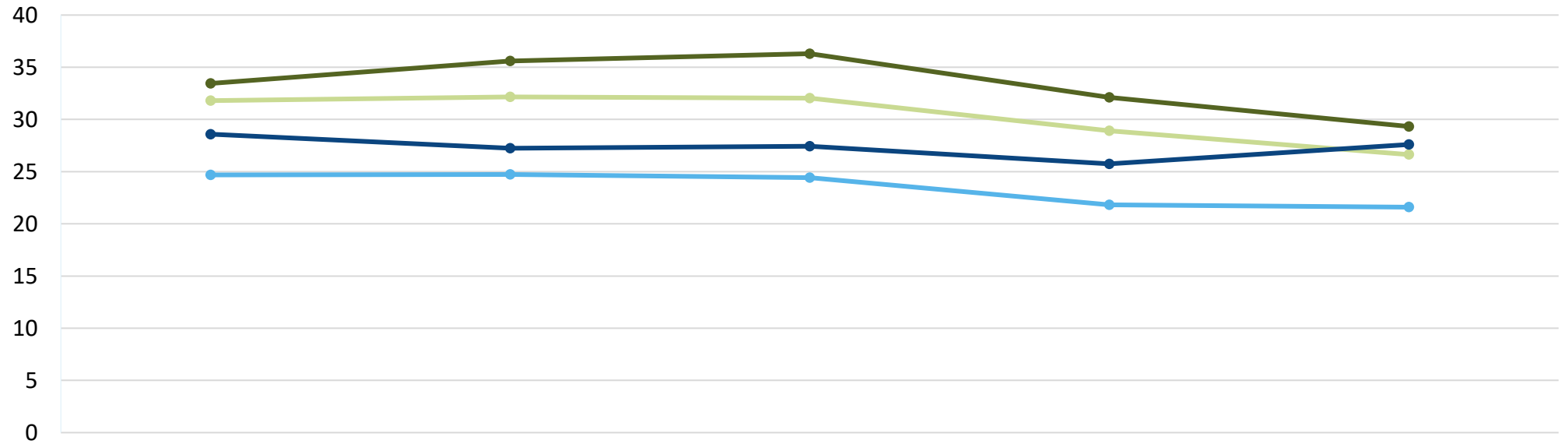
Workforce Disability Equality Standards (WDES)

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.

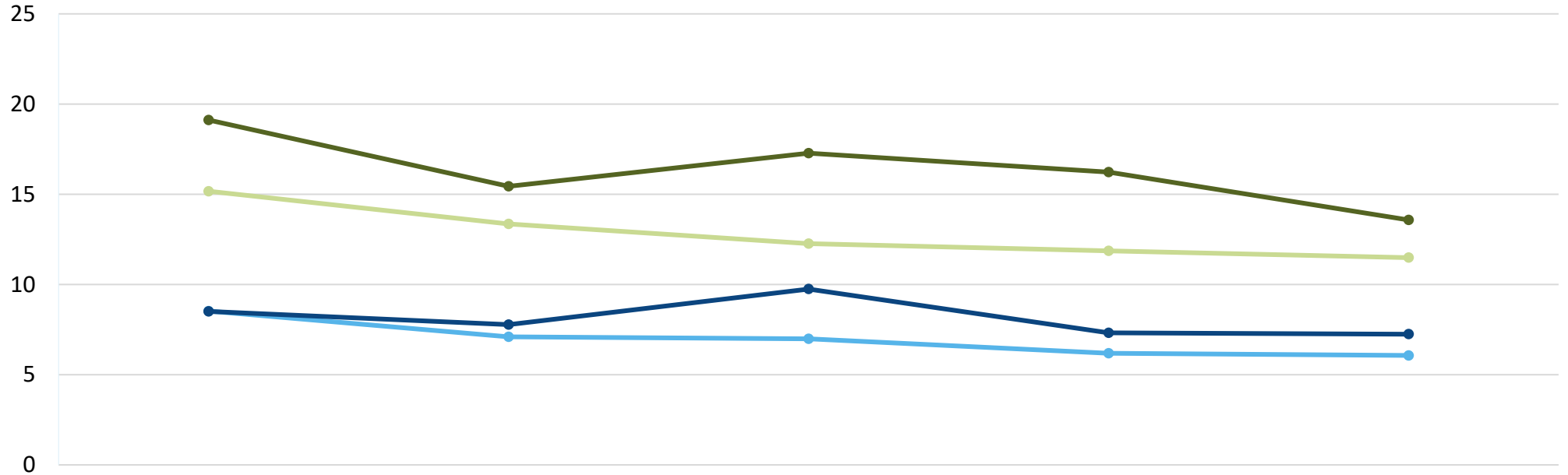


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	33.44%	35.61%	36.30%	32.11%	29.33%
Staff without a LTC or illness: Your org	28.59%	27.25%	27.43%	25.75%	27.61%
Staff with a LTC or illness: Average	31.81%	32.16%	32.04%	28.92%	26.64%
Staff without a LTC or illness: Average	24.69%	24.73%	24.42%	21.82%	21.60%
Staff with a LTC or illness: Responses	634	820	719	958	1057
Staff without a LTC or illness: Responses	1651	1846	1458	1697	2090

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.

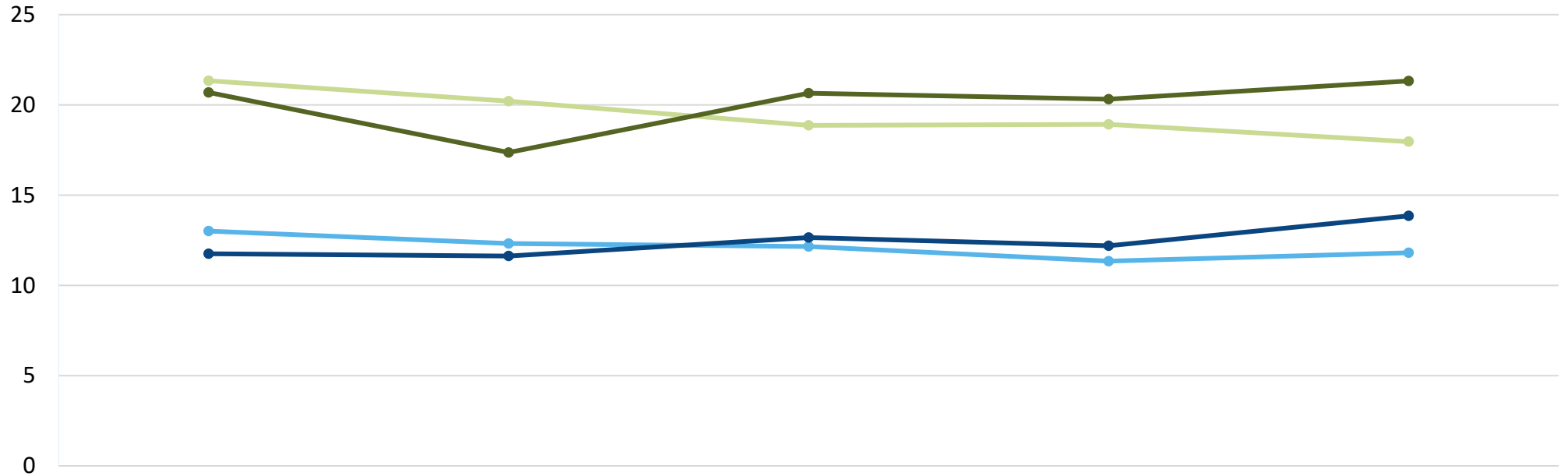


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	19.12%	15.44%	17.28%	16.23%	13.58%
Staff without a LTC or illness: Your org	8.51%	7.77%	9.74%	7.32%	7.24%
Staff with a LTC or illness: Average	15.17%	13.36%	12.27%	11.87%	11.49%
Staff without a LTC or illness: Average	8.52%	7.10%	6.99%	6.19%	6.07%
Staff with a LTC or illness: Responses	633	816	712	953	1046
Staff without a LTC or illness: Responses	1645	1840	1447	1681	2057

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.

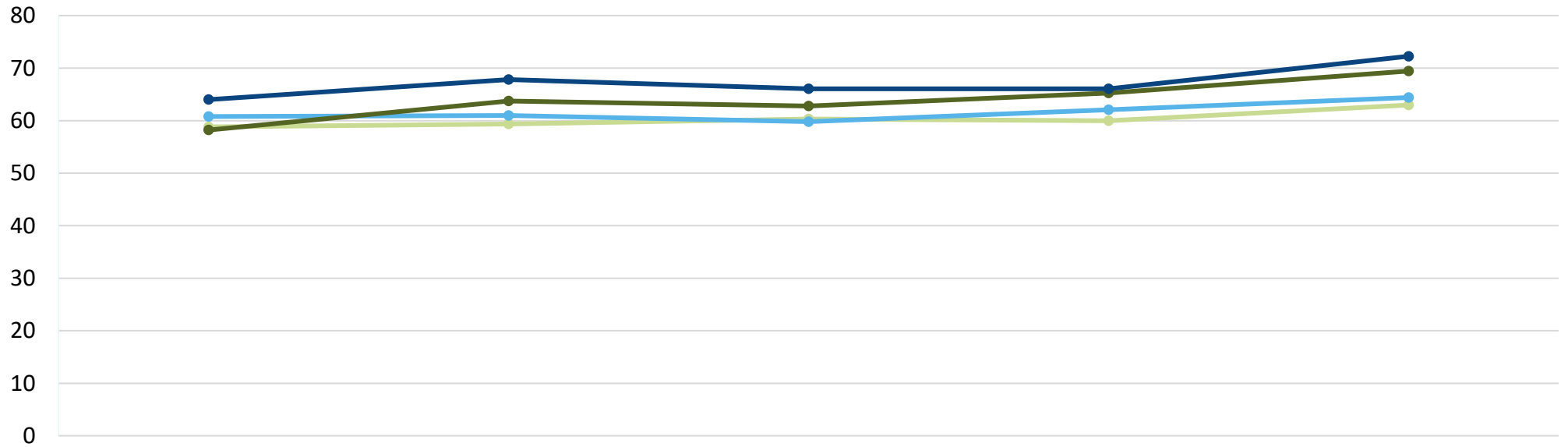


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	20.70%	17.36%	20.65%	20.31%	21.33%
Staff without a LTC or illness: Your org	11.75%	11.63%	12.65%	12.19%	13.85%
Staff with a LTC or illness: Average	21.34%	20.21%	18.86%	18.93%	17.96%
Staff without a LTC or illness: Average	13.01%	12.33%	12.15%	11.34%	11.81%
Staff with a LTC or illness: Responses	633	812	707	943	1041
Staff without a LTC or illness: Responses	1642	1832	1447	1679	2050

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.

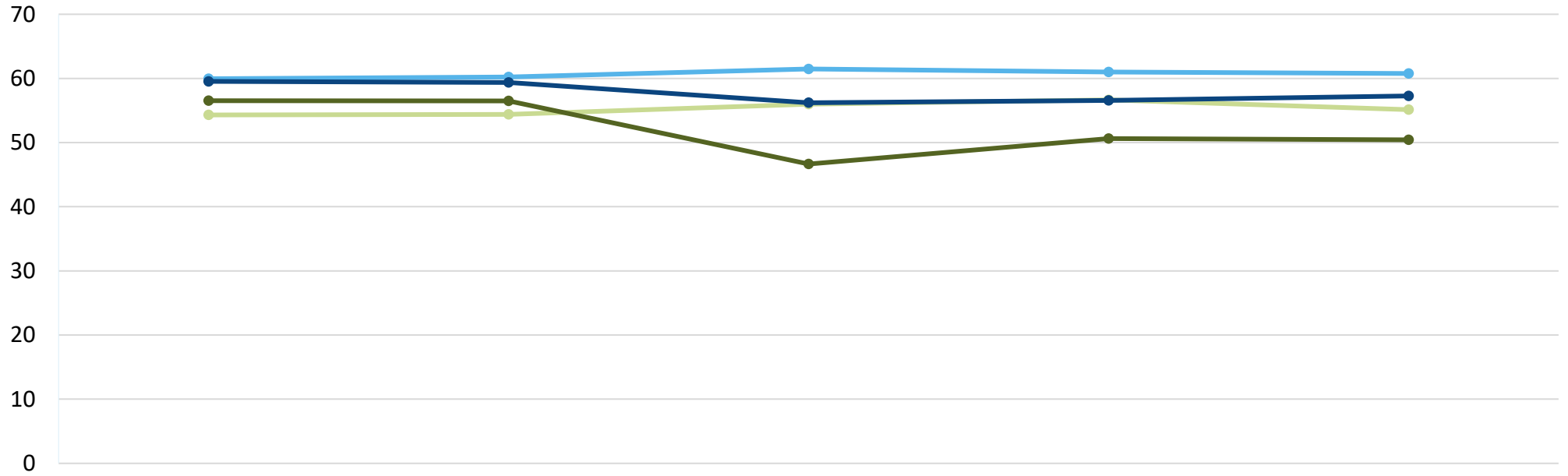


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	58.21%	63.74%	62.77%	65.24%	69.44%
Staff without a LTC or illness: Your org	64.01%	67.82%	66.05%	66.08%	72.26%
Staff with a LTC or illness: Average	58.81%	59.38%	60.32%	60.00%	62.98%
Staff without a LTC or illness: Average	60.81%	60.96%	59.81%	62.07%	64.40%
Staff with a LTC or illness: Responses	280	364	325	404	432
Staff without a LTC or illness: Responses	539	609	483	516	685

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

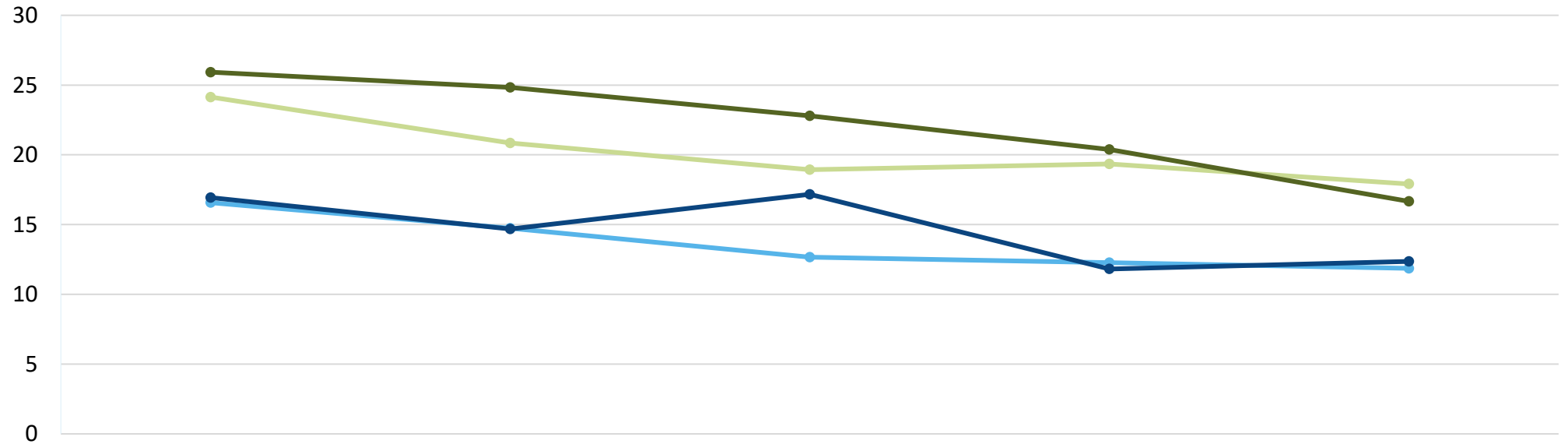
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	56.53%	56.51%	46.66%	50.61%	50.42%
Staff without a LTC or illness: Your org	59.54%	59.38%	56.21%	56.56%	57.28%
Staff with a LTC or illness: Average	54.31%	54.38%	55.99%	56.66%	55.13%
Staff without a LTC or illness: Average	59.96%	60.23%	61.48%	61.00%	60.75%
Staff with a LTC or illness: Responses	651	837	718	990	1059
Staff without a LTC or illness: Responses	1688	1893	1434	1761	2088

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

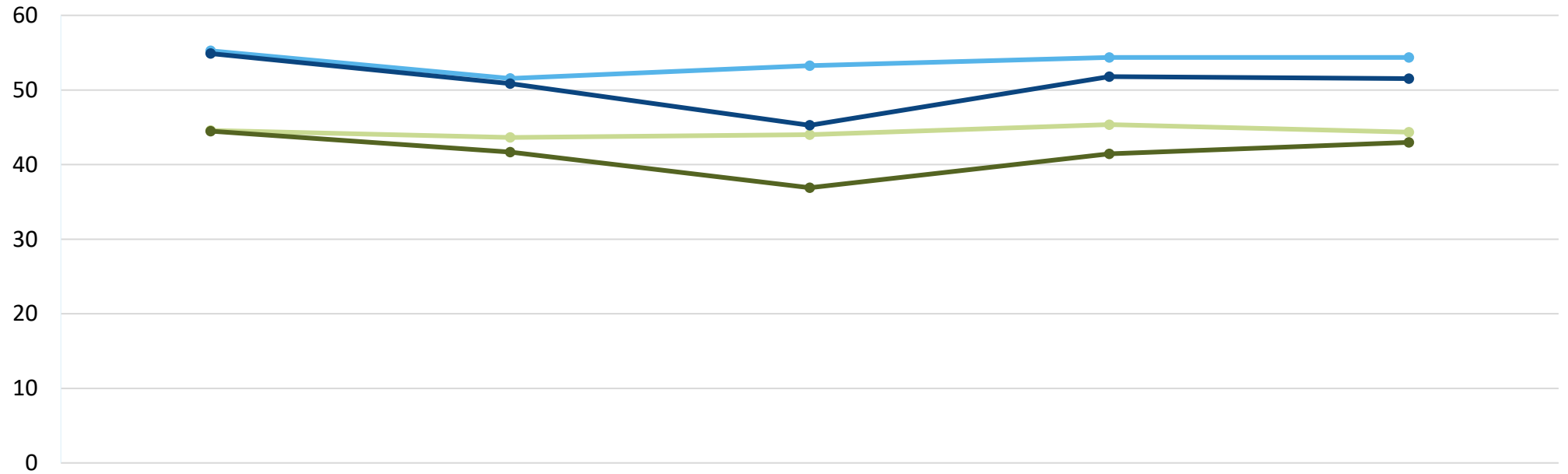
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	25.93%	24.83%	22.79%	20.39%	16.67%
Staff without a LTC or illness: Your org	16.94%	14.68%	17.17%	11.82%	12.37%
Staff with a LTC or illness: Average	24.14%	20.85%	18.93%	19.35%	17.91%
Staff without a LTC or illness: Average	16.57%	14.74%	12.67%	12.27%	11.86%
Staff with a LTC or illness: Responses	405	604	544	716	744
Staff without a LTC or illness: Responses	738	967	792	897	1059

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

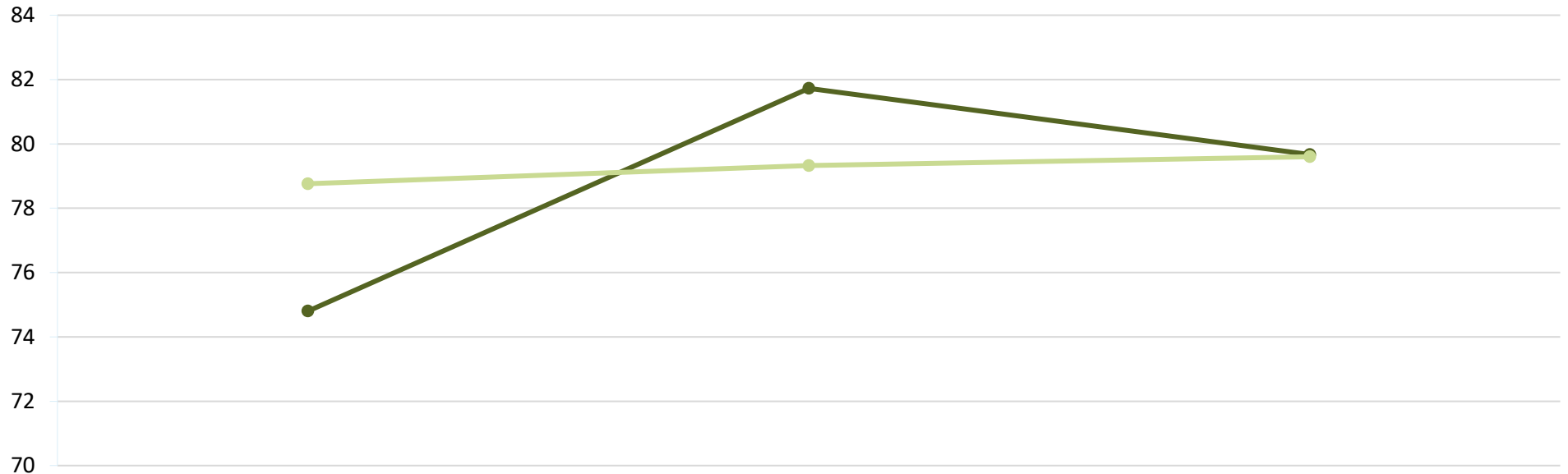
Percentage of staff satisfied with the extent to which their organisation values their work.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	44.48%	41.66%	36.89%	41.45%	42.97%
Staff without a LTC or illness: Your org	54.88%	50.84%	45.26%	51.78%	51.53%
Staff with a LTC or illness: Average	44.56%	43.63%	44.02%	45.36%	44.33%
Staff without a LTC or illness: Average	55.25%	51.54%	53.25%	54.35%	54.37%
Staff with a LTC or illness: Responses	652	845	721	994	1059
Staff without a LTC or illness: Responses	1702	1912	1456	1769	2092

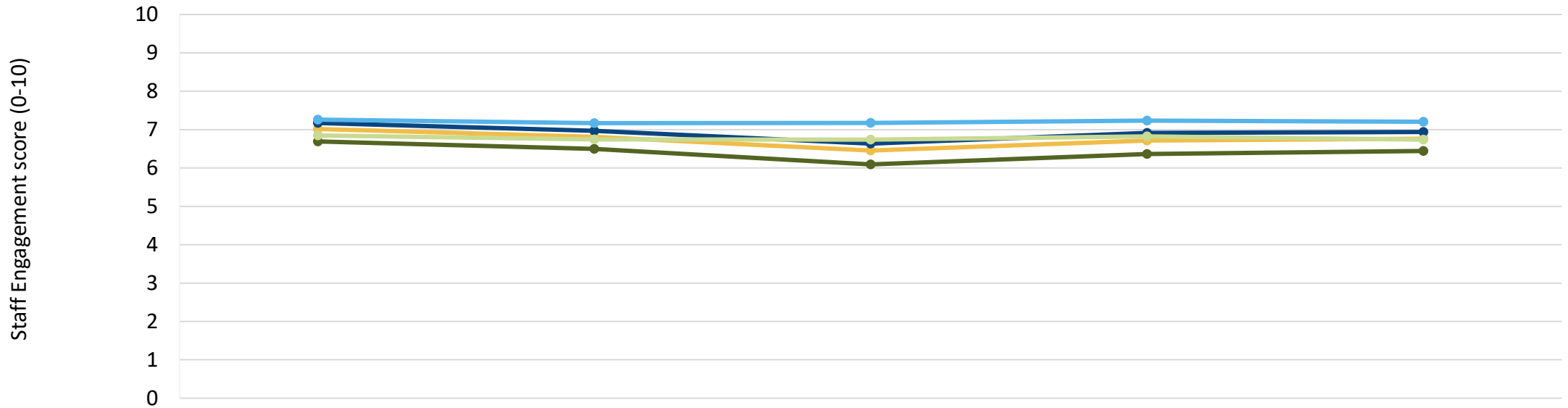
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	74.80%	81.73%	79.67%
Staff with a LTC or illness: Average	78.76%	79.32%	79.60%
Staff with a LTC or illness: Responses	500	684	728

Staff engagement score (0-10)

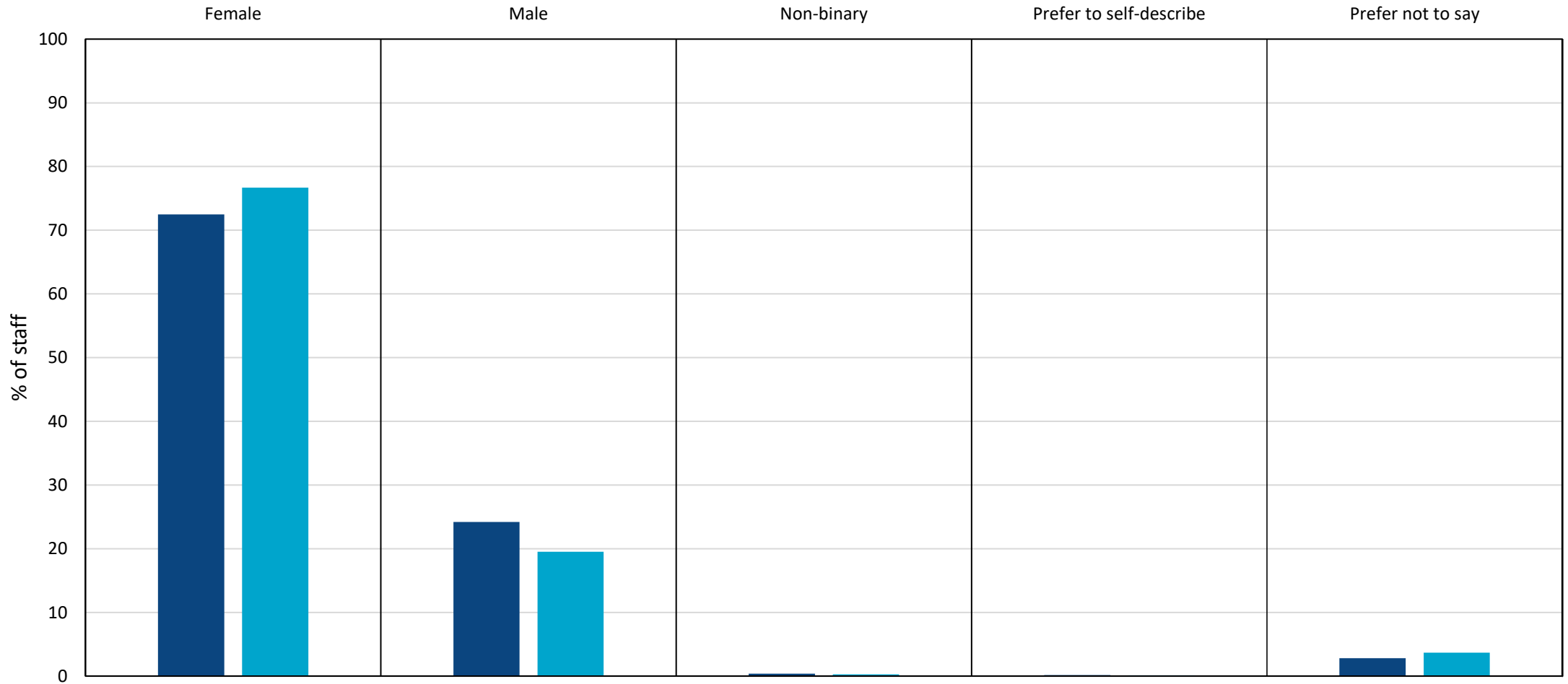


	2020	2021	2022	2023	2024
Organisation average	7.02	6.81	6.45	6.72	6.76
Staff with a LTC or illness: Your org	6.69	6.50	6.09	6.37	6.44
Staff without a LTC or illness: Your org	7.17	6.97	6.64	6.91	6.94
Staff with a LTC or illness: Average	6.85	6.74	6.74	6.82	6.74
Staff without a LTC or illness: Average	7.26	7.17	7.18	7.23	7.20
Staff with a LTC or illness: Responses	652	847	722	995	1064
Staff without a LTC or illness: Responses	1704	1919	1459	1772	2094

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

About your respondents

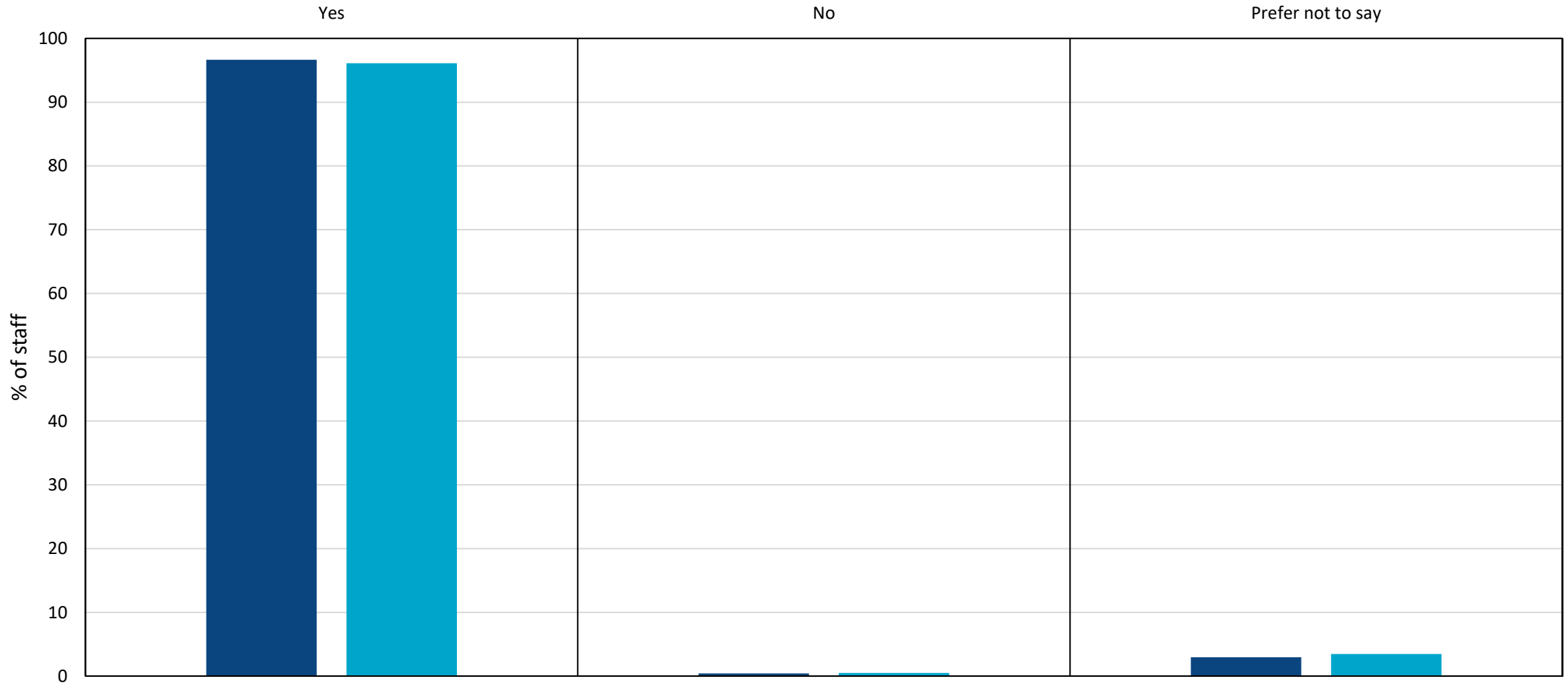
This section shows demographic and other background information for 2024.



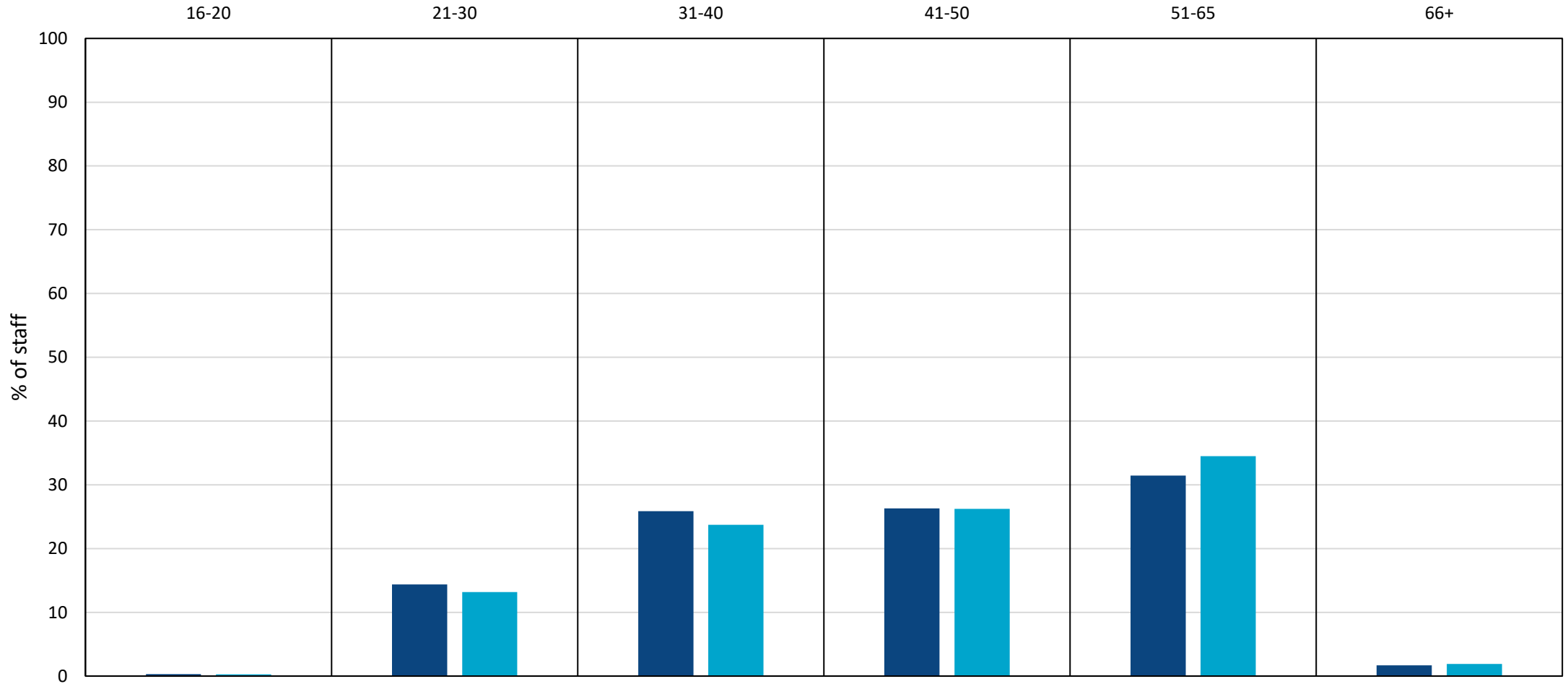
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	72.47%	24.20%	0.37%	0.16%	2.80%
Average	76.67%	19.53%	0.27%	0.14%	3.67%
Responses	3215	3215	3215	3215	3215



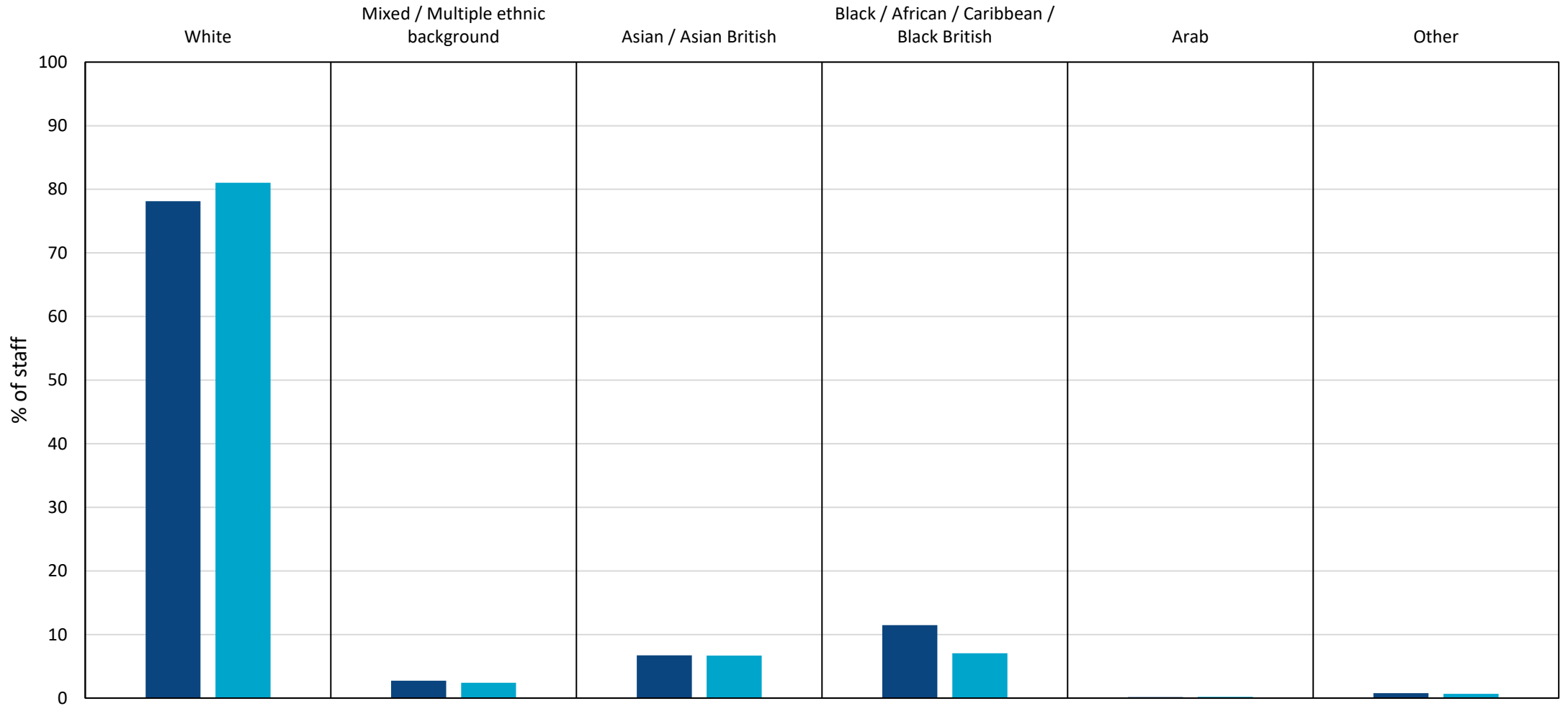
Background details – Is your gender identity the same as the sex you were registered at birth?



	Yes	No	Prefer not to say
Your org	96.64%	0.40%	2.96%
Average	96.09%	0.48%	3.48%
Responses	3211	3211	3211

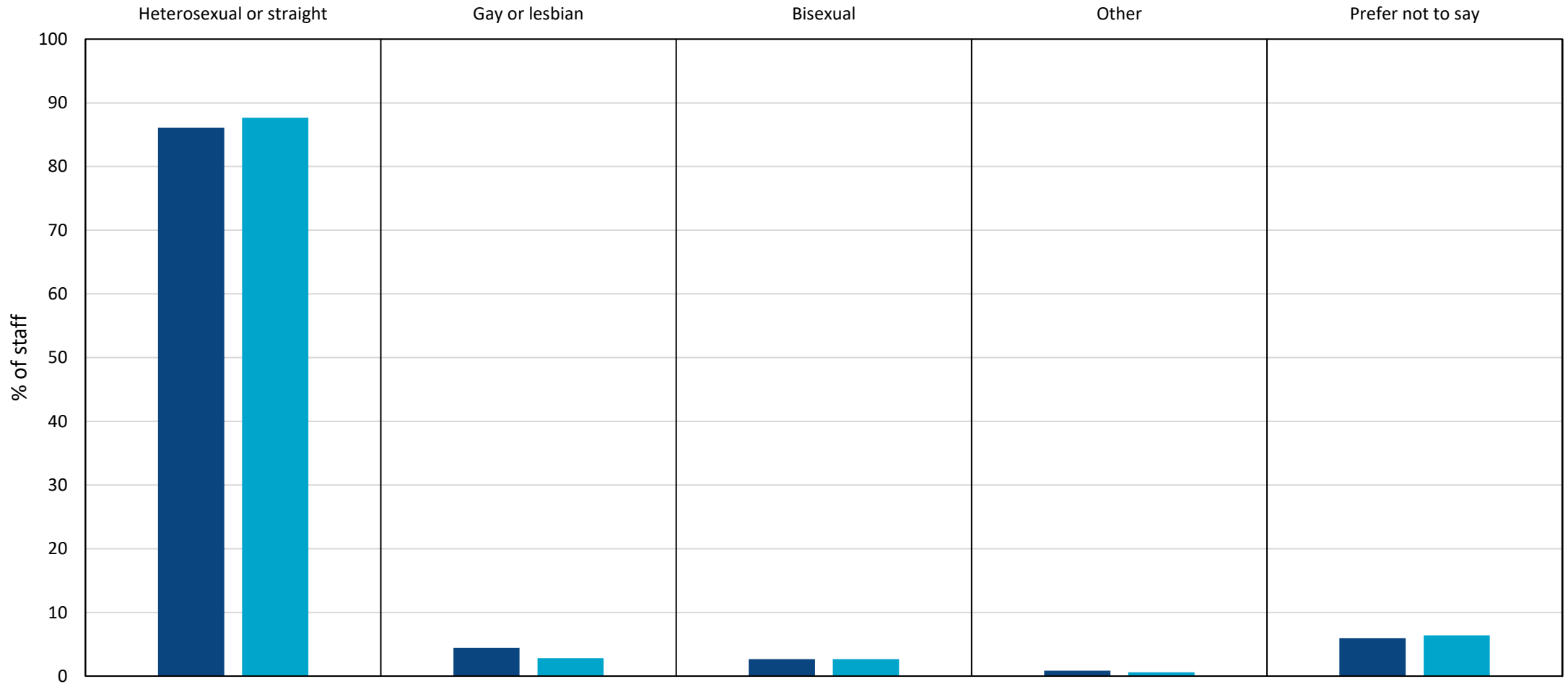


Your org	0.31%	14.37%	25.88%	26.29%	31.46%	1.68%
Average	0.26%	13.19%	23.74%	26.24%	34.48%	1.92%
Responses	3207	3207	3207	3207	3207	3207



	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	78.14%	2.72%	6.73%	11.48%	0.16%	0.78%
Average	81.04%	2.40%	6.70%	7.06%	0.18%	0.68%
Responses	3197	3197	3197	3197	3197	3197

➔ Background details – Sexual orientation



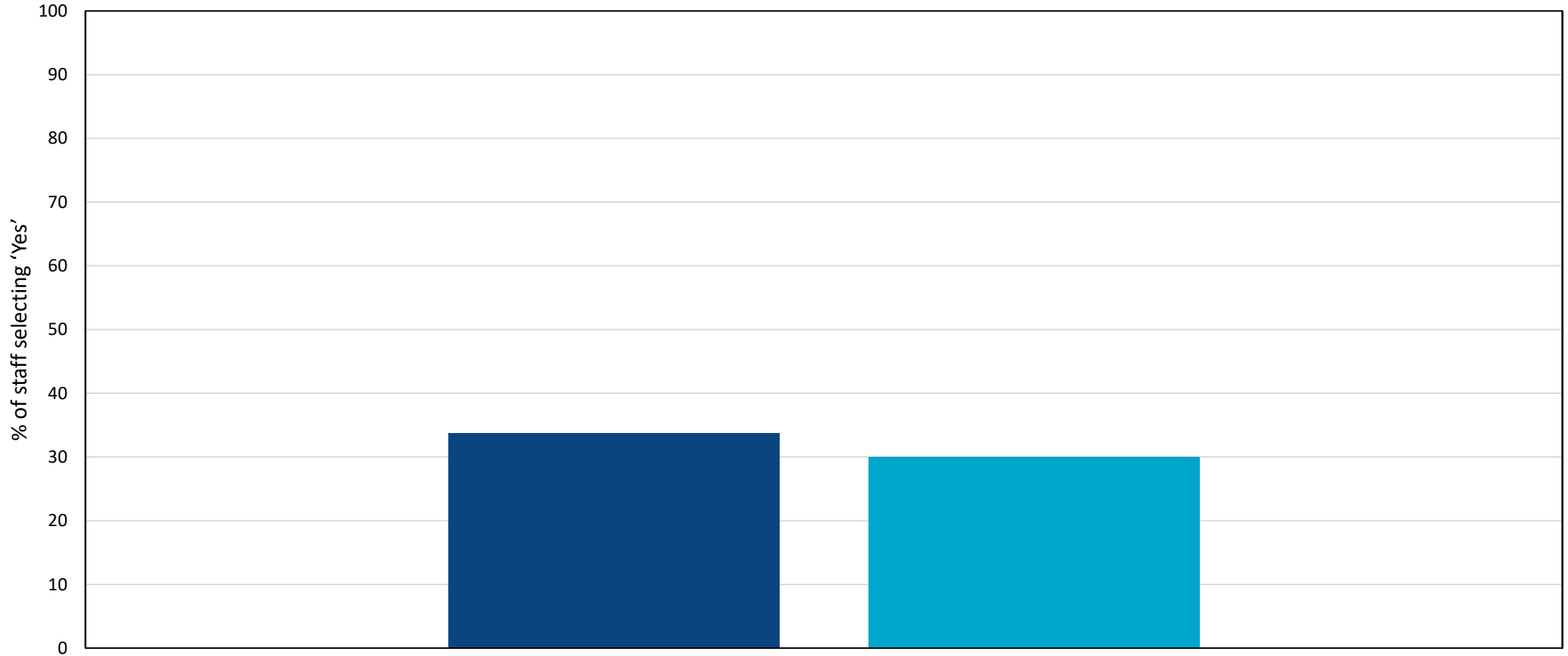
Responses	3207	3207	3207	3207	3207
Your org	86.09%	4.46%	2.65%	0.84%	5.96%
Average	87.65%	2.79%	2.65%	0.62%	6.42%

Background details - Religion



Your org	41.78%	44.18%	0.75%	0.87%	0.59%	3.67%	0.12%	1.18%	6.85%
Average	44.39%	41.88%	0.66%	1.31%	0.21%	2.73%	0.30%	1.31%	6.96%
Responses	3212	3212	3212	3212	3212	3212	3212	3212	3212

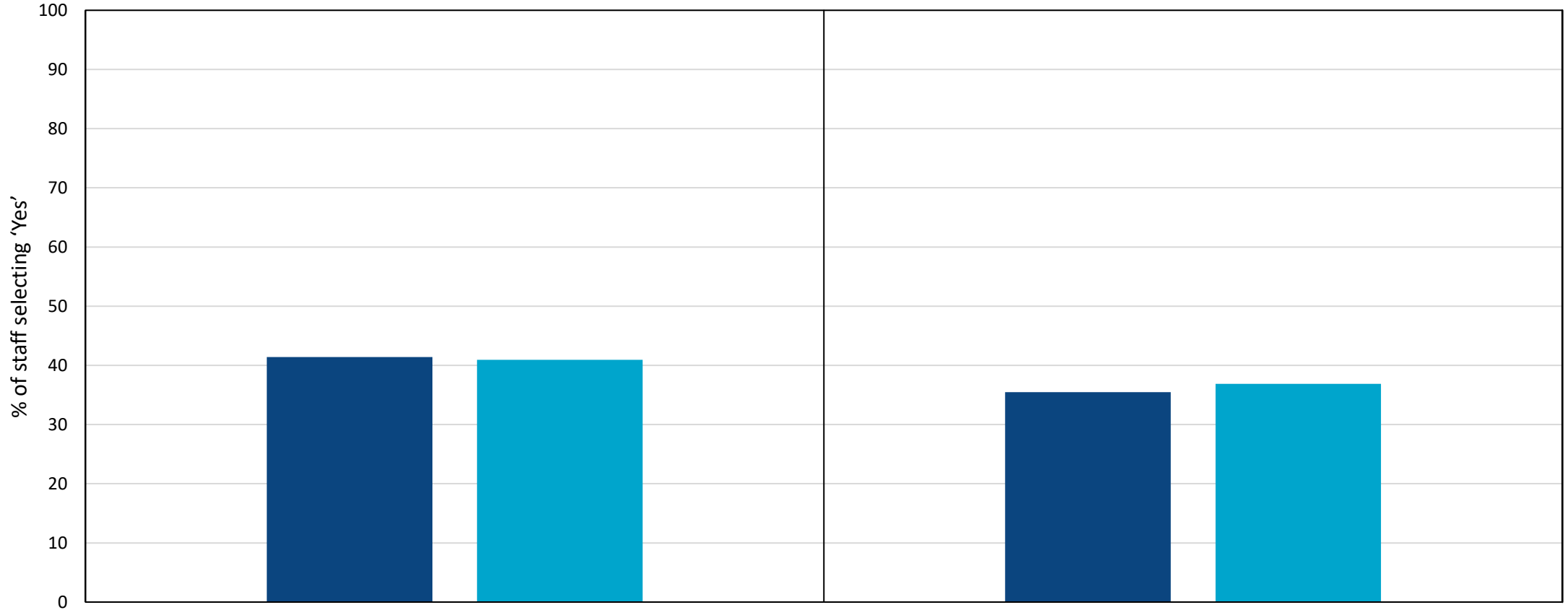
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	33.66%
Average	29.92%
Responses	3161

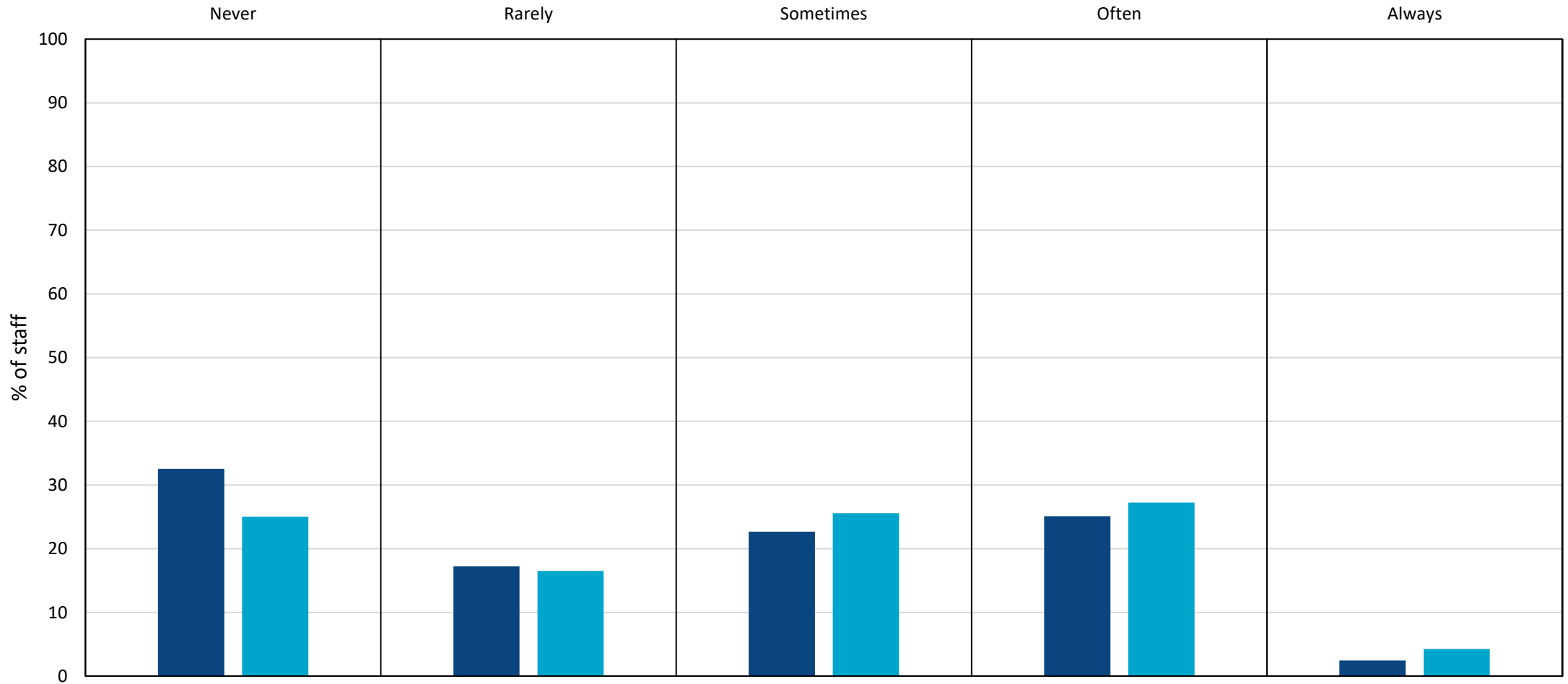
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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

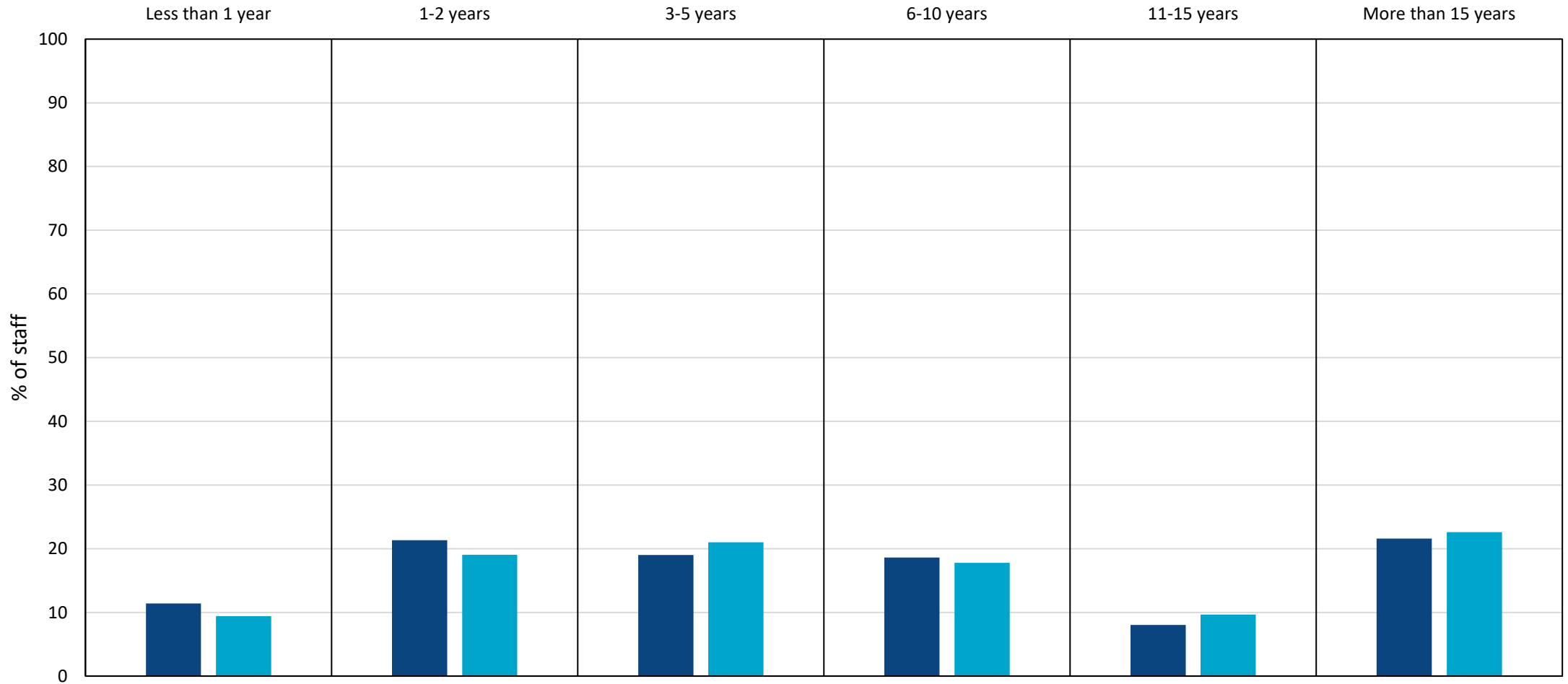


Your org	41.42%	35.49%
Average	40.93%	36.88%
Responses	3211	3201

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



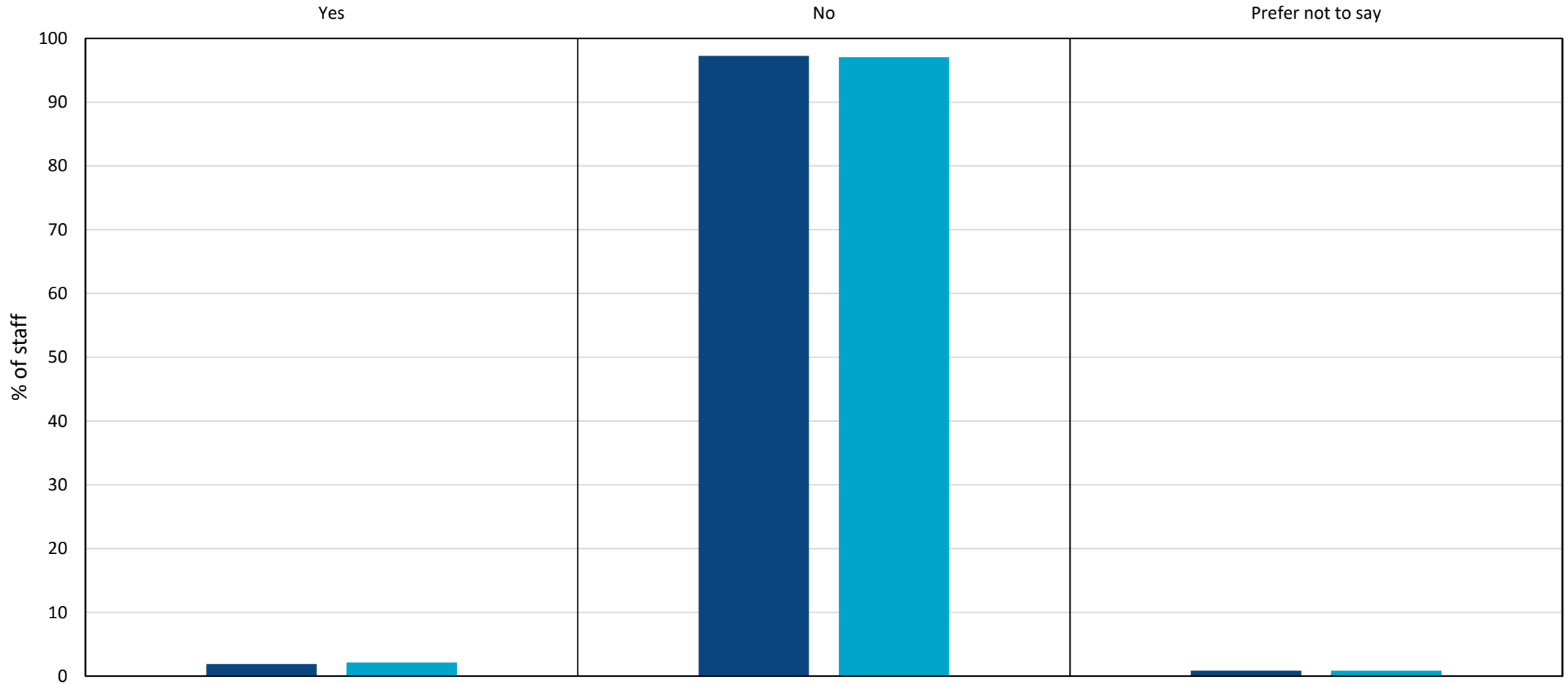
Responses	3208	3208	3208	3208	3208
Your org	32.54%	17.24%	22.66%	25.09%	2.46%
Average	25.02%	16.52%	25.57%	27.24%	4.26%



Your org	11.38%	21.33%	19.03%	18.62%	8.05%	21.58%
Average	9.41%	19.04%	21.02%	17.78%	9.65%	22.61%
Responses	3206	3206	3206	3206	3206	3206

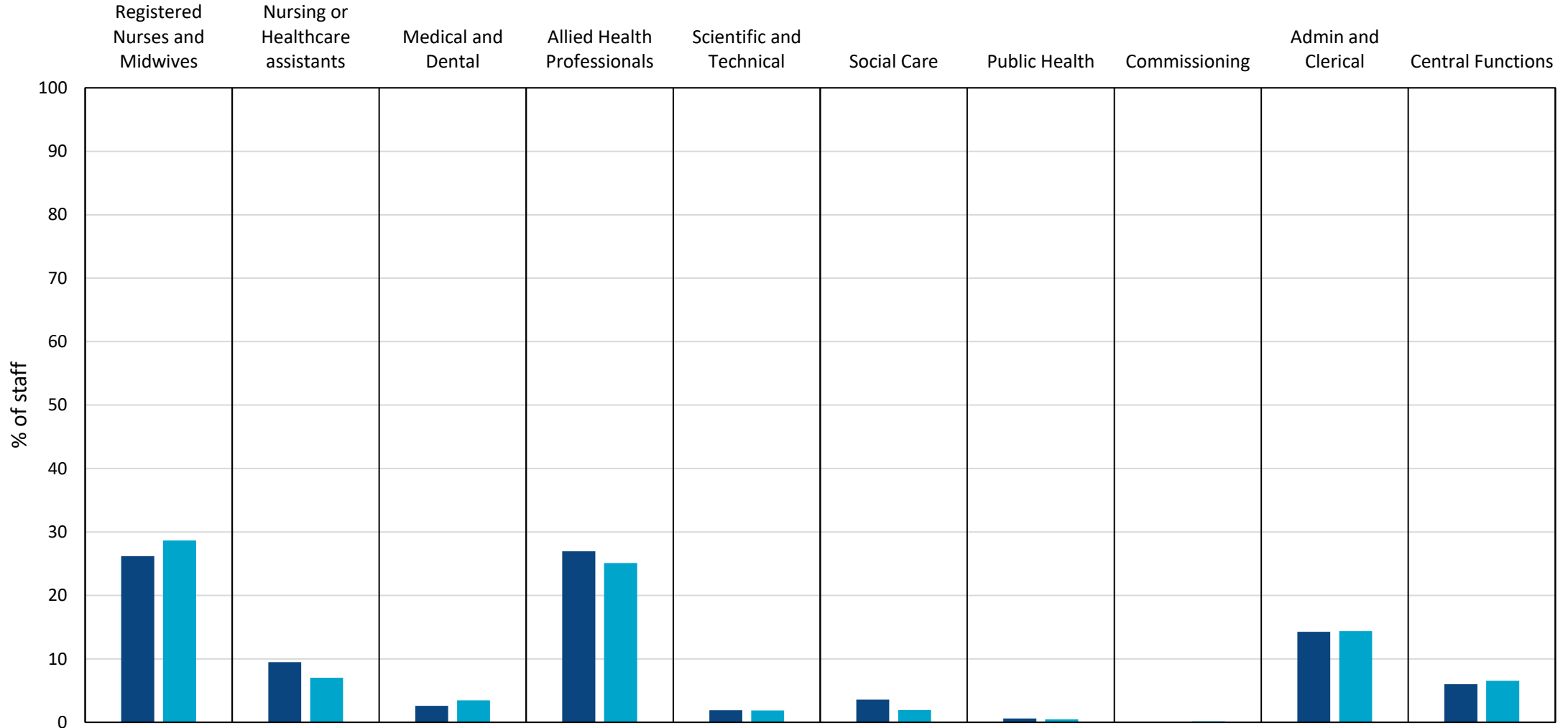


Background details – When you joined this organisation, were you recruited from outside of the UK?



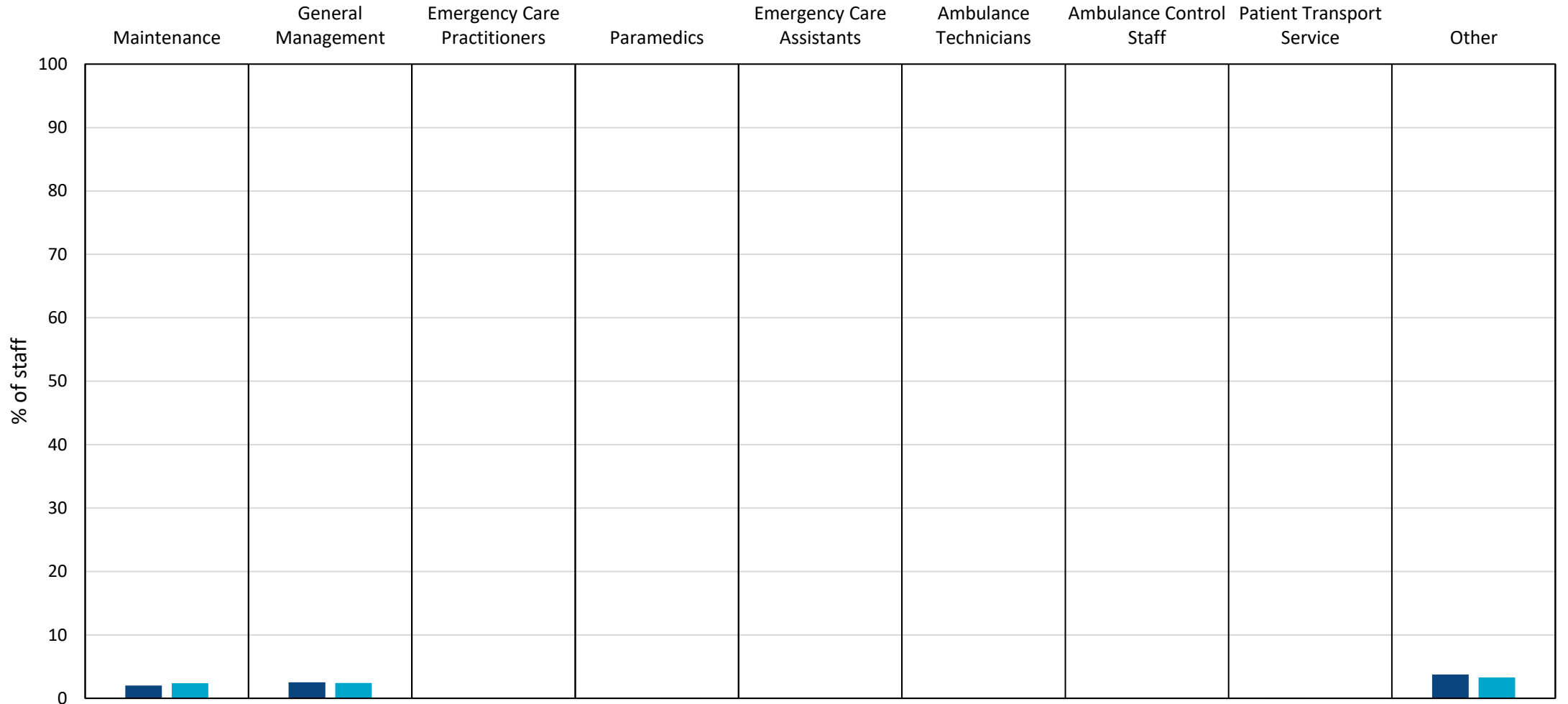
Your org	1.90%	97.25%	0.84%
Average	2.11%	97.04%	0.84%
Responses	3204	3204	3204

Background details – Occupational group



Responses	3203	3203	3203	3203	3203	3203	3203	3203	3203	3203
Your org	26.19%	9.49%	2.59%	26.94%	1.90%	3.59%	0.59%	0.09%	14.27%	5.99%
Average	28.65%	7.01%	3.47%	25.12%	1.88%	1.94%	0.47%	0.16%	14.39%	6.56%

Background details – Occupational group

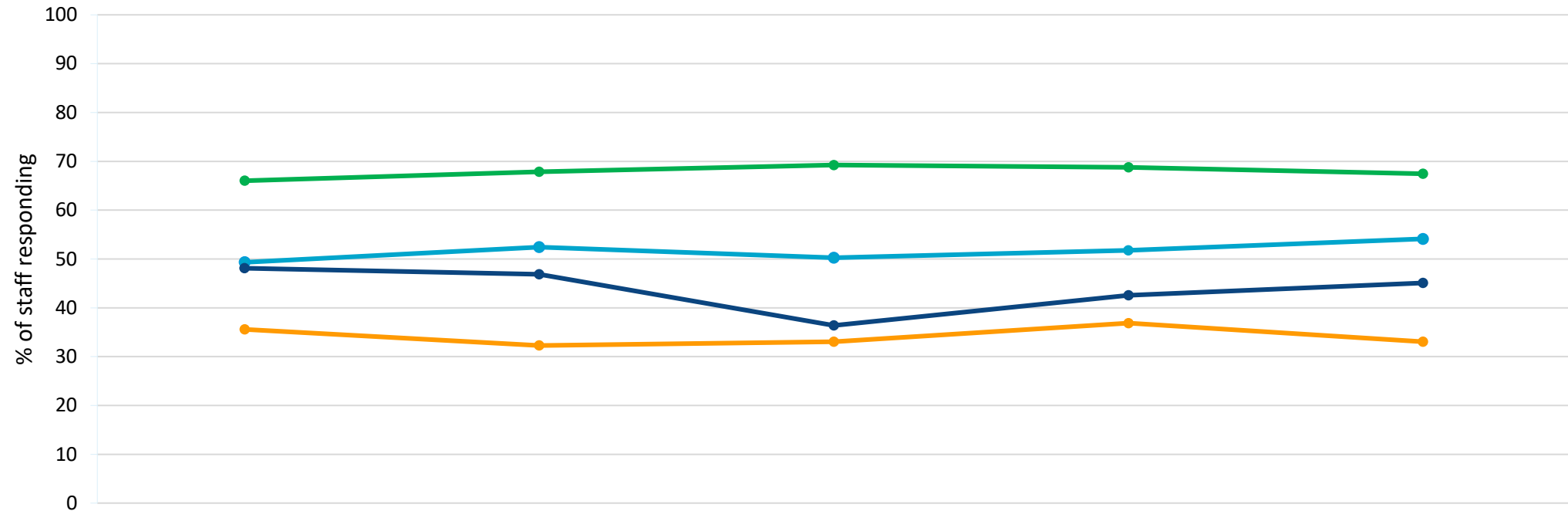


Responses	3203	3203	3203	3203	3203	3203	3203	3203	3203
Your org	2.03%	2.53%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.75%
Average	2.37%	2.42%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	3.27%

Appendices

Appendix A: Response rate

Response rate



	2020	2021	2022	2023	2024
Your org	48.10%	46.84%	36.38%	42.56%	45.10%
Highest	66.02%	67.86%	69.24%	68.76%	67.46%
Average	49.31%	52.40%	50.26%	51.76%	54.12%
Lowest	35.56%	32.27%	33.04%	36.86%	33.03%
Responses	2482	2916	2198	2853	3230

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	7.28	2844	7.32	3224	Not significant
We are recognised and rewarded	6.27	2844	6.29	3222	Not significant
We each have a voice that counts	6.70	2818	6.76	3205	Not significant
We are safe and healthy	6.11	2730	6.24	3205	Significantly higher
We are always learning	5.62	2666	5.63	2999	Not significant
We work flexibly	6.69	2837	6.71	3208	Not significant
We are a team	7.03	2841	7.04	3224	Not significant
Themes					
Staff Engagement	6.71	2848	6.76	3227	Not significant
Morale	5.89	2848	5.99	3228	Significantly higher

* 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.

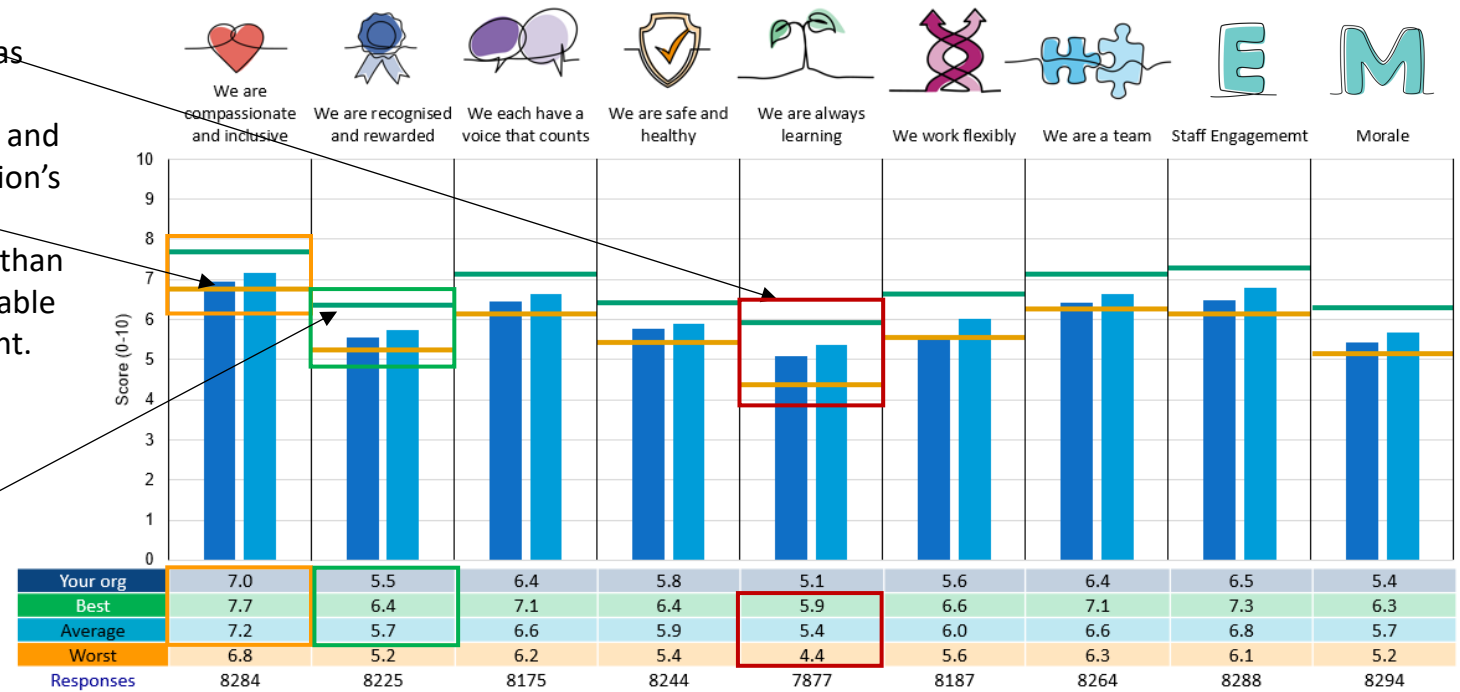
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

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.

Positive outcomes

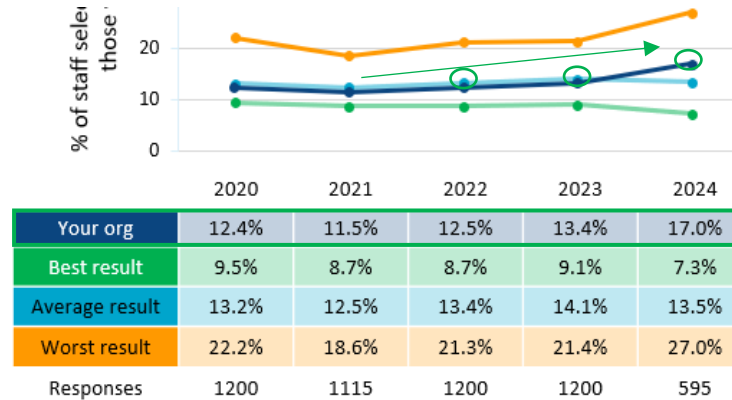
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation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



Only one example is highlighted for each point

Review trend data

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

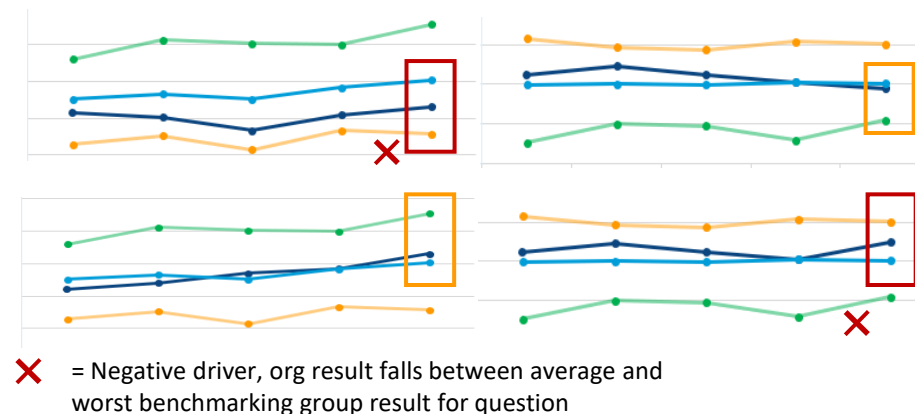


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

Identifying questions of interest

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

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

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

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



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

➤ **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

Appendix D: Additional reporting outputs

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

Supporting documents



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



Technical 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 Greater Manchester Mental Health 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.