

Wirral Community Health and Care NHS Foundation Trust

NHS Staff Survey Benchmark report 2024



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Introduction

About this report

This benchmark report for Wirral Community Health and Care NHS Foundation Trust contains results for the 2024 NHS Staff Survey, and historical results back to 2020 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate. Data in this report are weighted to allow for fair comparisons between organisations.

Results for Q1, Q10a, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

How results are reported

For the 2021 survey onwards the questions in the NHS Staff Survey are aligned to the [People Promise](#). This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:



In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two themes (Staff Engagement and Morale). The reporting also includes sub-scores, which feed into the People Promise elements and themes. The next slide shows how the People Promise elements, themes and sub scores are related and mapped to individual survey questions.

People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q21
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q20a, Q20b, Q25e, Q25f
We are safe and healthy	Health and safety climate	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
	Other questions [Not scored]	Q17a*, Q17b*, Q22* *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a*, Q23b, Q23c, Q23d *Q23a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes

Introduction

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

Organisation details

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

People Promise elements, themes and sub-scores: Overview

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

People Promise elements, themes and sub-scores: Trends

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

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



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

People Promise elements, themes and sub-scores: Questions

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2023 vs 2024.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

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

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

Note this is example data

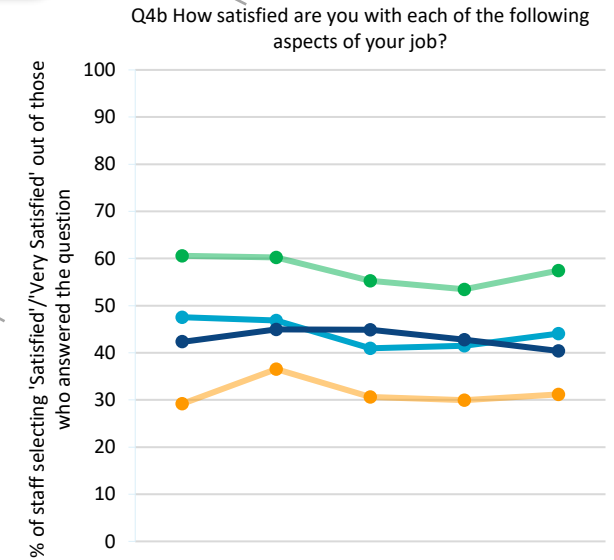


Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

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

	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

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



Number of responses for the organisation for the given question.

	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

Organisation details

Wirral Community Health and Care NHS Foundation Trust

2024 NHS Staff Survey



Organisation details

Completed questionnaires **927**

2024 response rate **51%**

Survey details

Survey mode **Online**

This organisation is benchmarked against:

Community Trusts



2024 benchmarking group details

Organisations in group: 14

Median response rate: 62%

No. of completed questionnaires: 28109

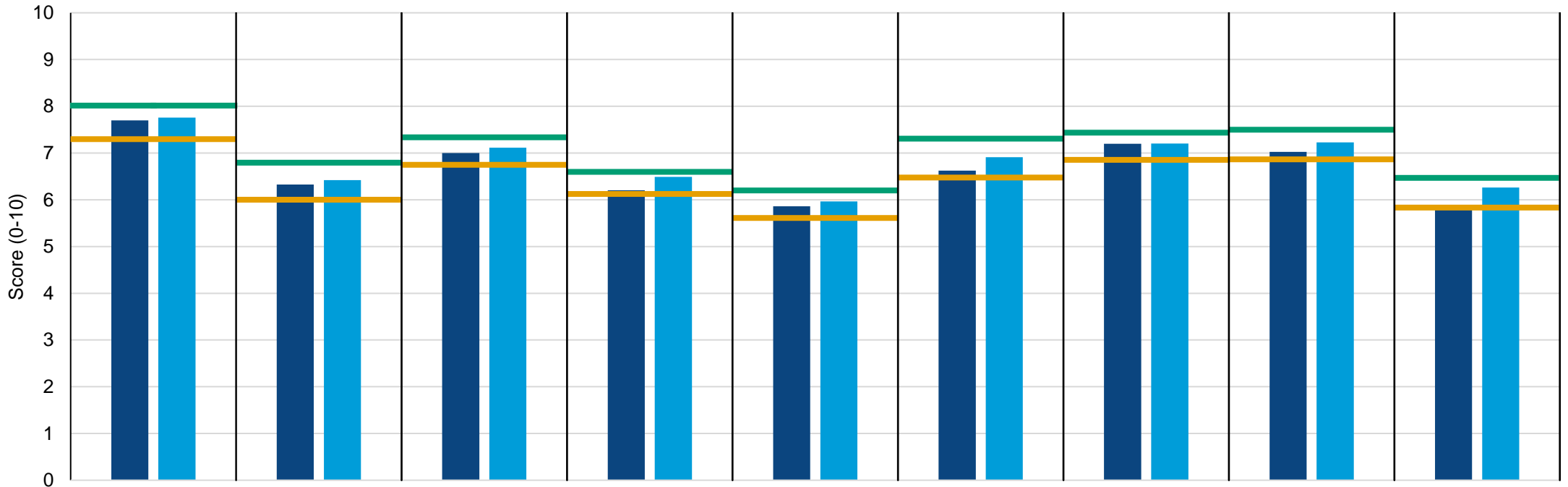


People Promise elements, themes and sub-score results

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.

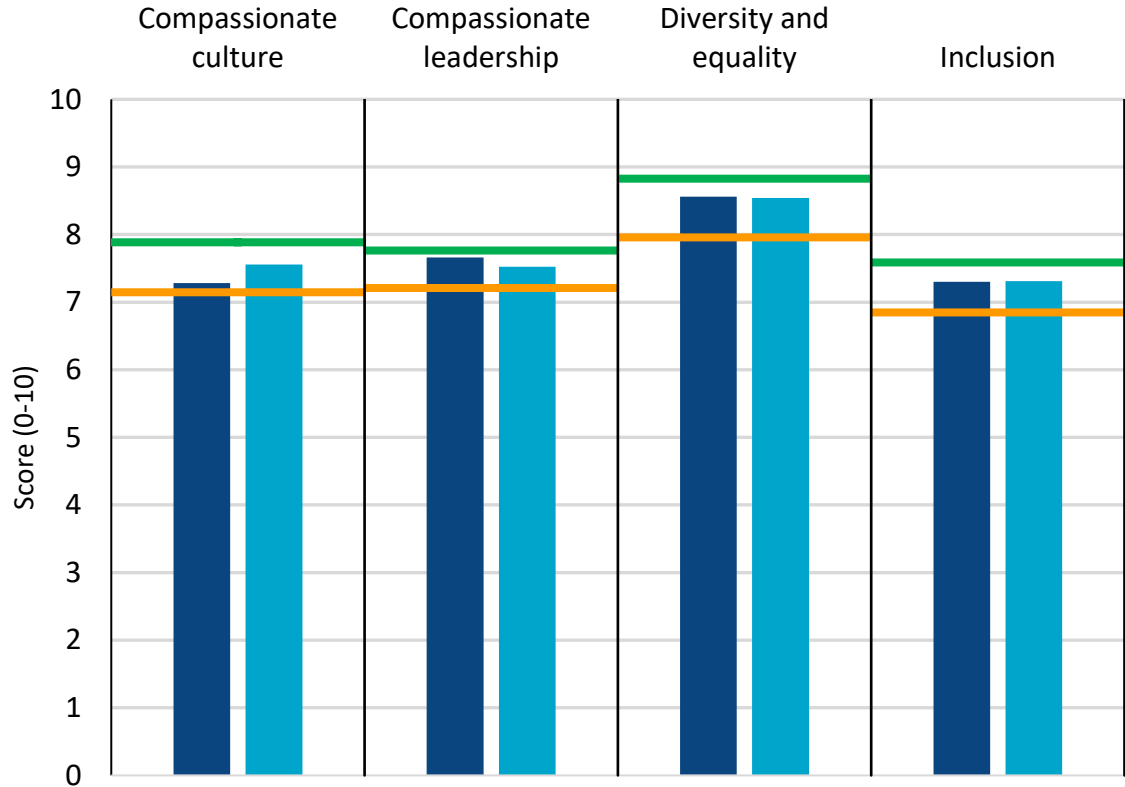


Your org	7.70	6.32	7.00	6.20	5.86	6.63	7.20	7.02	5.84
Best result	8.01	6.79	7.34	6.60	6.20	7.31	7.44	7.50	6.47
Average result	7.76	6.42	7.11	6.49	5.97	6.91	7.20	7.23	6.26
Worst result	7.30	6.00	6.75	6.12	5.61	6.48	6.85	6.87	5.83
Responses	925	925	918	921	901	922	925	926	927

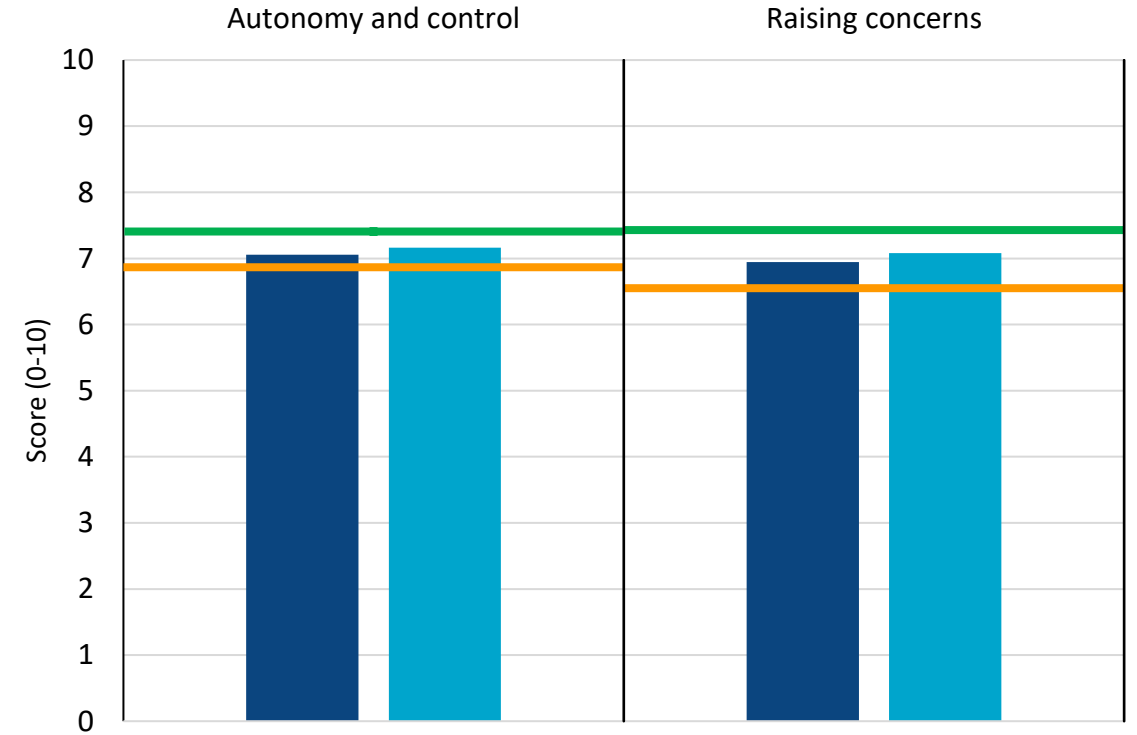
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.28	7.66	8.56	7.30
Best result	7.89	7.76	8.83	7.59
Average result	7.56	7.53	8.54	7.31
Worst result	7.15	7.21	7.96	6.85
Responses	923	925	922	923

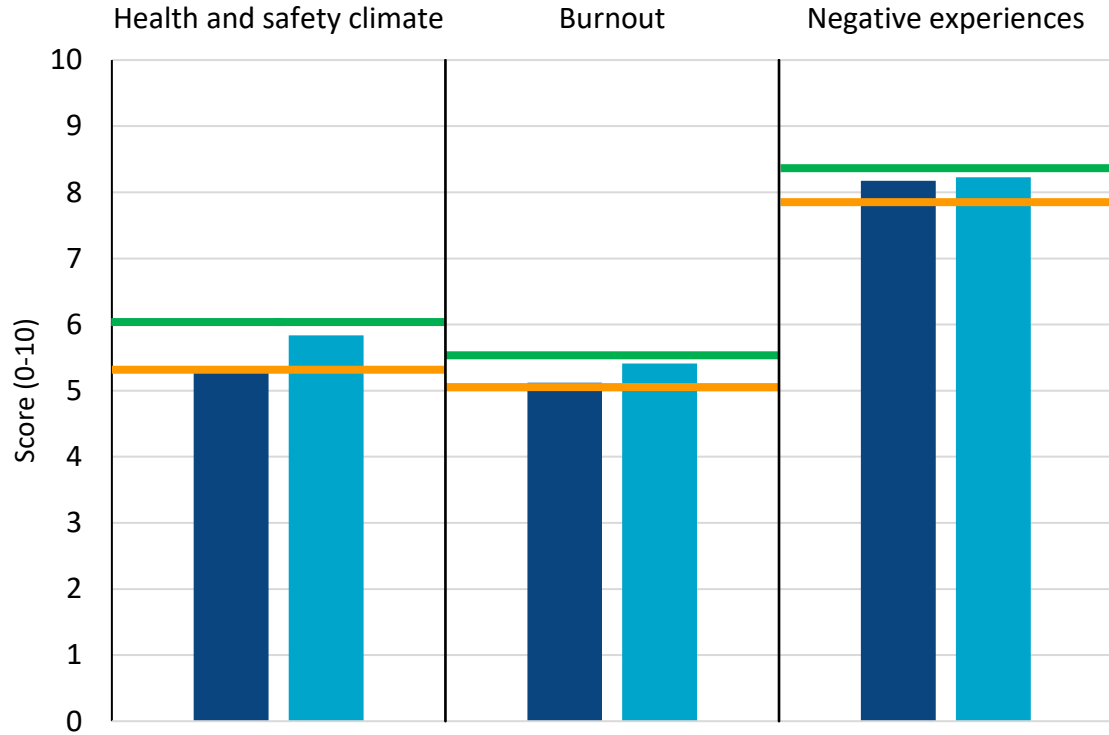
Your org	7.05	6.94
Best result	7.41	7.43
Average result	7.16	7.08
Worst result	6.87	6.55
Responses	926	919

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.

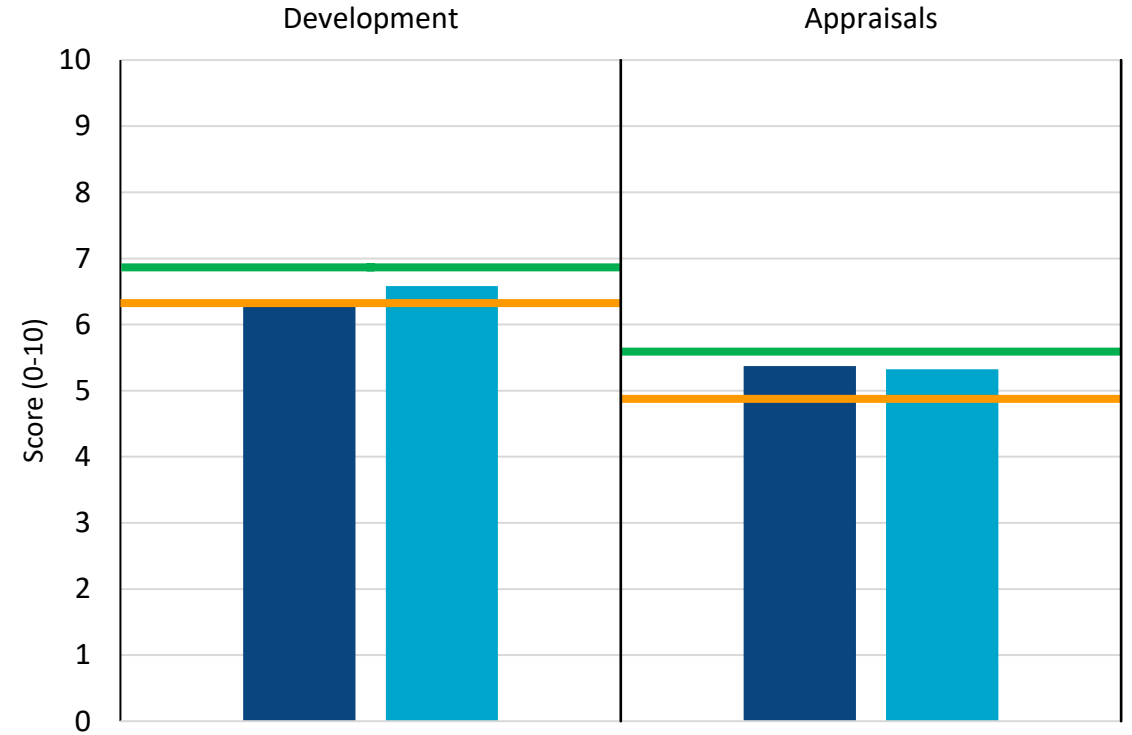
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



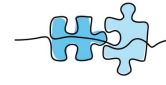
Your org	5.32	5.12	8.17
Best result	6.04	5.53	8.36
Average result	5.84	5.41	8.23
Worst result	5.32	5.05	7.85
Responses	926	926	923

Your org	6.33	5.37
Best result	6.86	5.59
Average result	6.58	5.32
Worst result	6.32	4.88
Responses	924	902

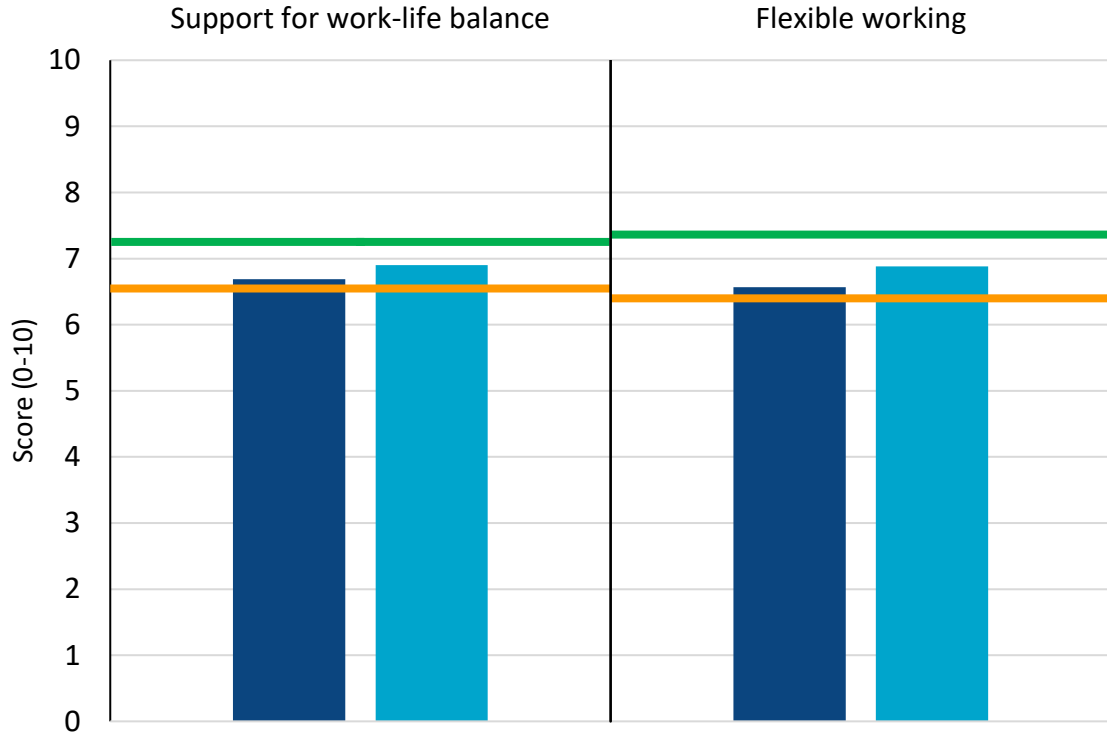
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.69	6.57
Best result	7.25	7.36
Average result	6.90	6.88
Worst result	6.55	6.40
Responses	927	922

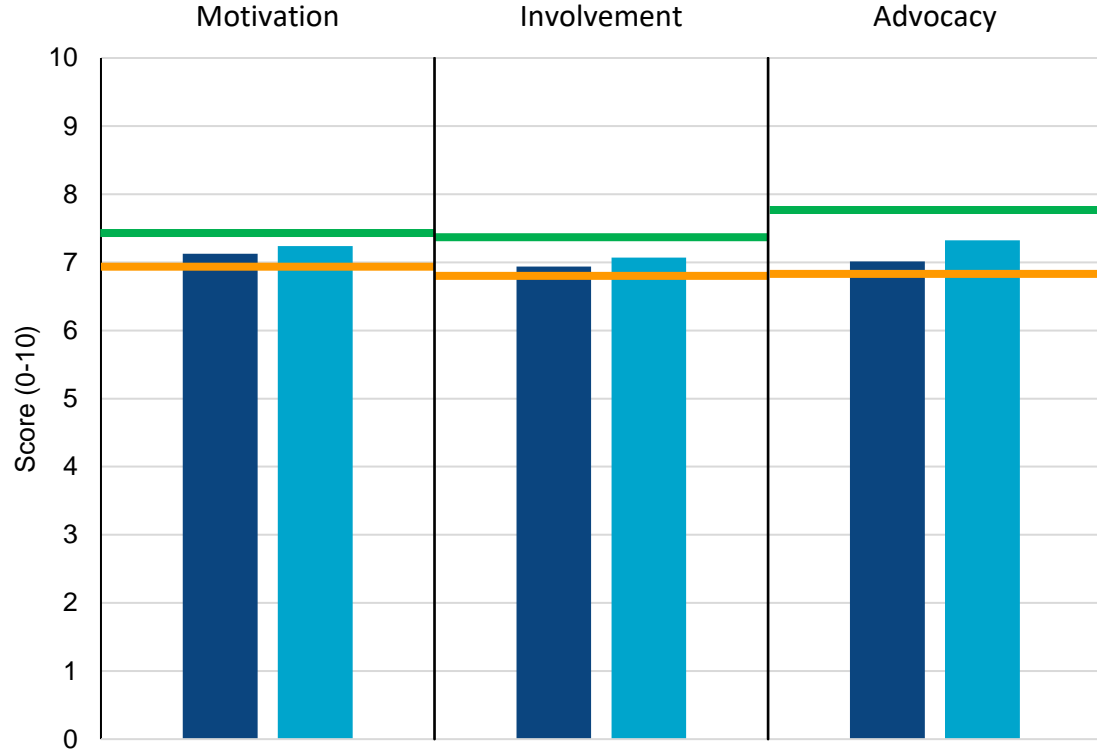


Your org	6.94	7.45
Best result	7.30	7.57
Average result	7.06	7.34
Worst result	6.69	7.02
Responses	925	926

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



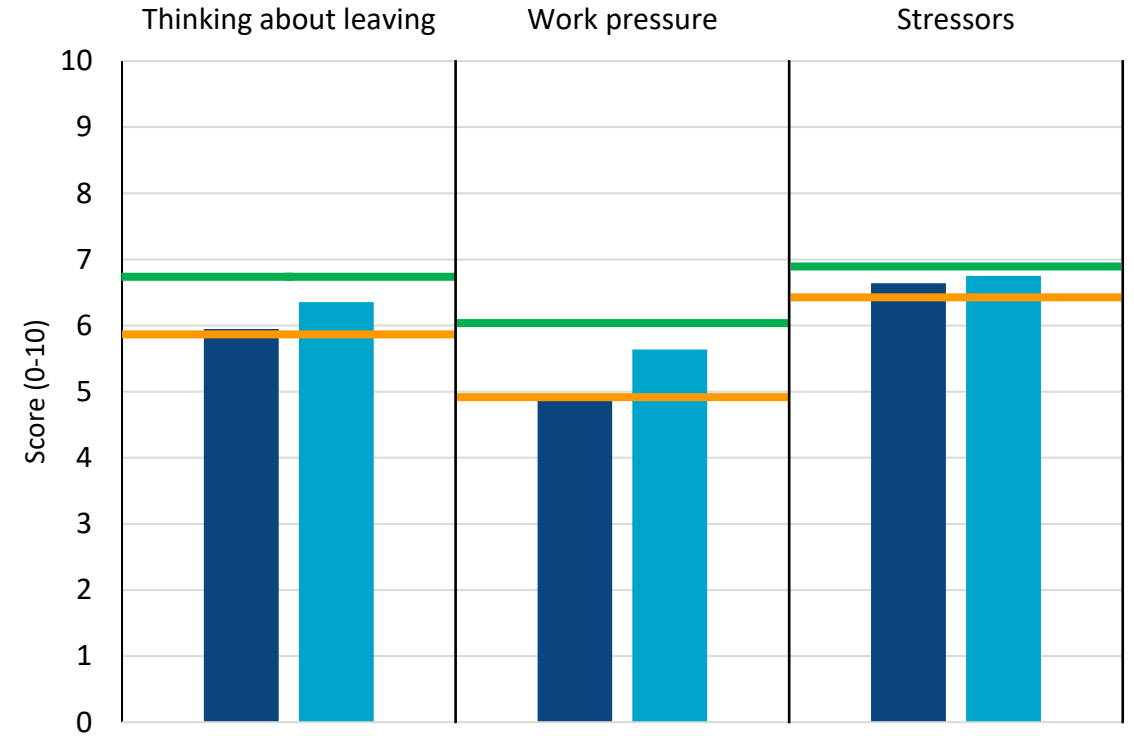
Theme: Staff engagement



Your org	7.13	6.94	7.01
Best result	7.43	7.37	7.77
Average result	7.24	7.07	7.32
Worst result	6.94	6.80	6.83
Responses	918	926	923



Theme: Morale



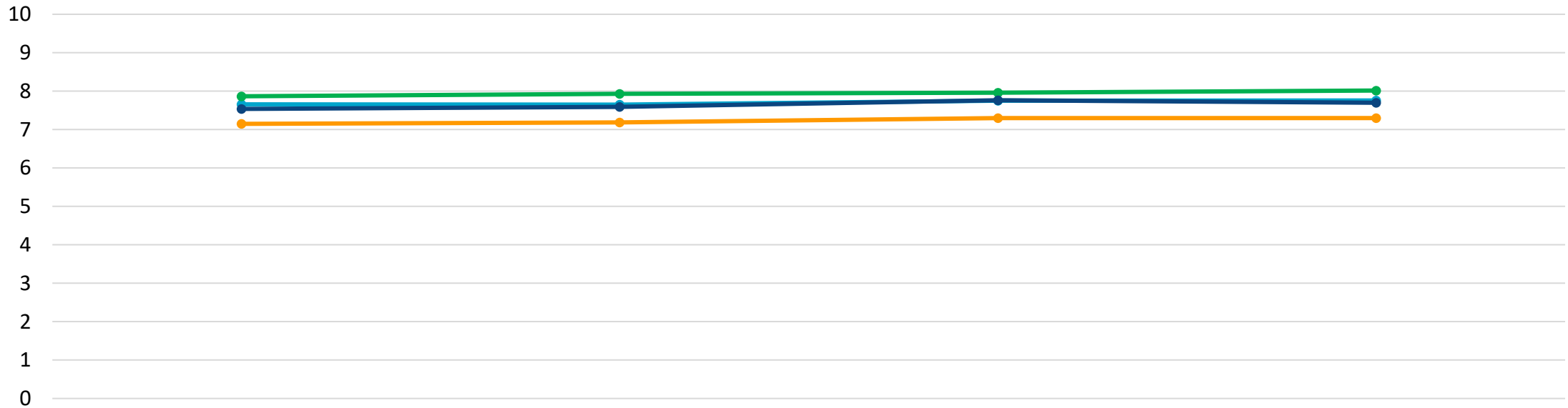
Your org	5.95	4.92	6.64
Best result	6.74	6.04	6.89
Average result	6.35	5.64	6.75
Worst result	5.87	4.92	6.43
Responses	925	926	926

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

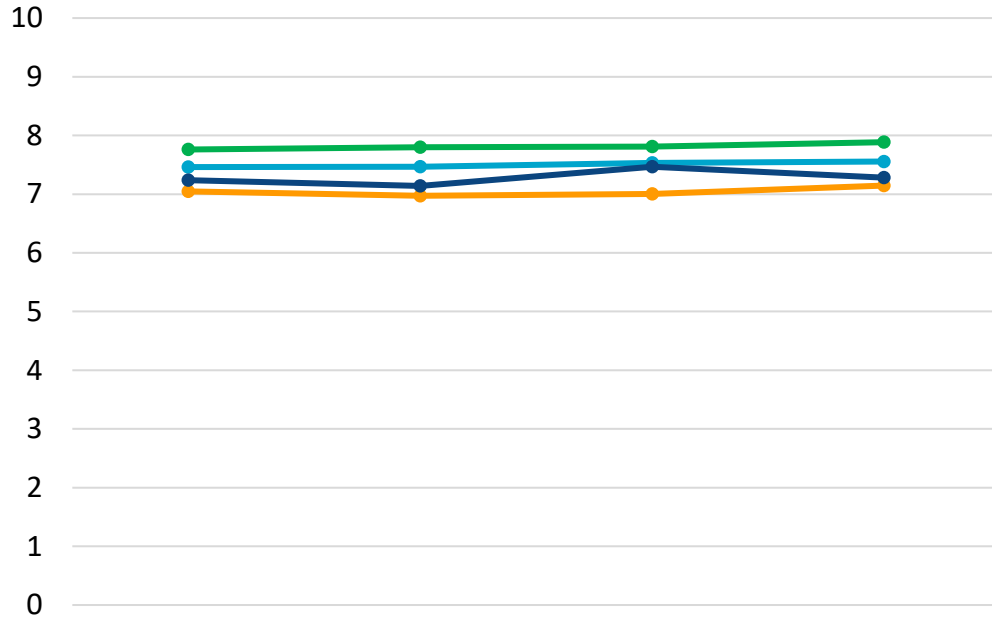


	2021	2022	2023	2024
Your org	7.54	7.59	7.76	7.70
Best result	7.87	7.93	7.96	8.01
Average result	7.65	7.65	7.75	7.76
Worst result	7.15	7.19	7.30	7.30
Responses	961	918	1047	925

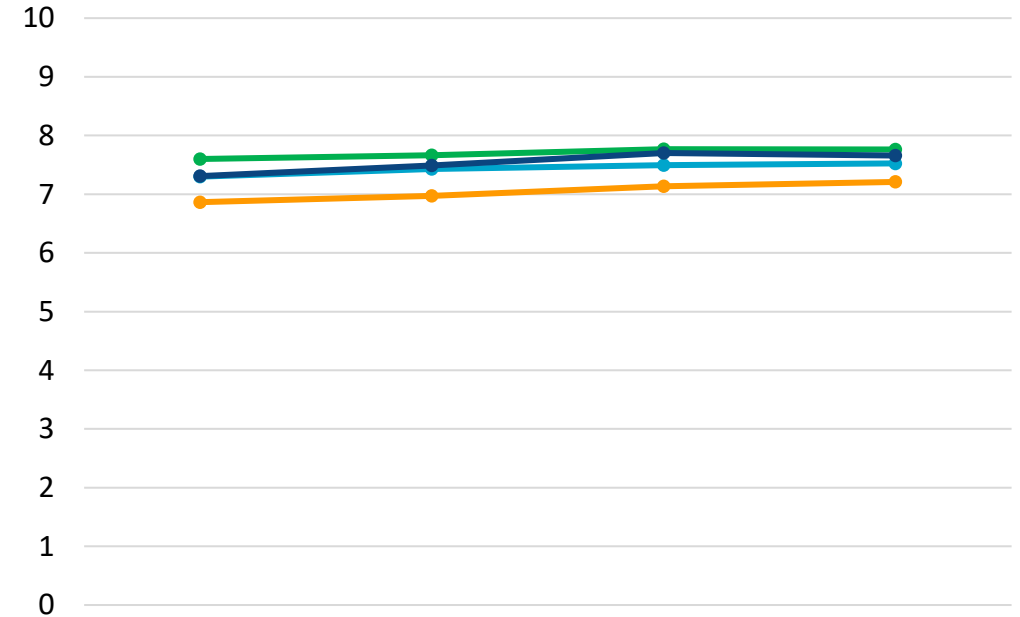
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



2021 2022 2023 2024

	2021	2022	2023	2024
Your org	7.24	7.14	7.47	7.28
Best result	7.76	7.80	7.81	7.89
Average result	7.46	7.46	7.53	7.56
Worst result	7.05	6.97	7.00	7.15

Responses 950 918 1044 923

2021 2022 2023 2024

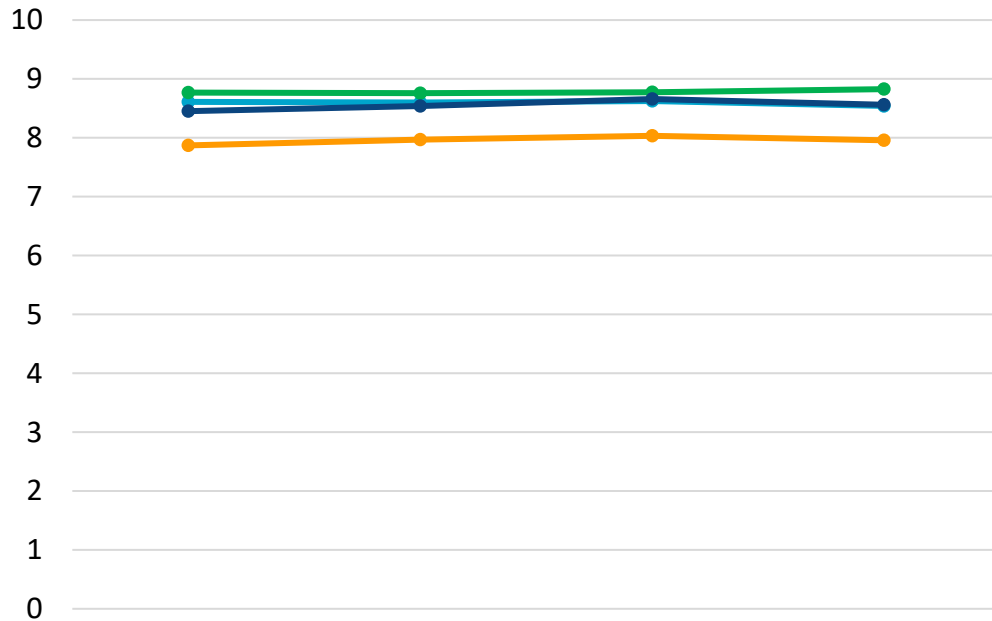
	2021	2022	2023	2024
Your org	7.31	7.49	7.70	7.66
Best result	7.60	7.66	7.77	7.76
Average result	7.30	7.43	7.50	7.53
Worst result	6.86	6.97	7.13	7.21

Responses 961 918 1047 925

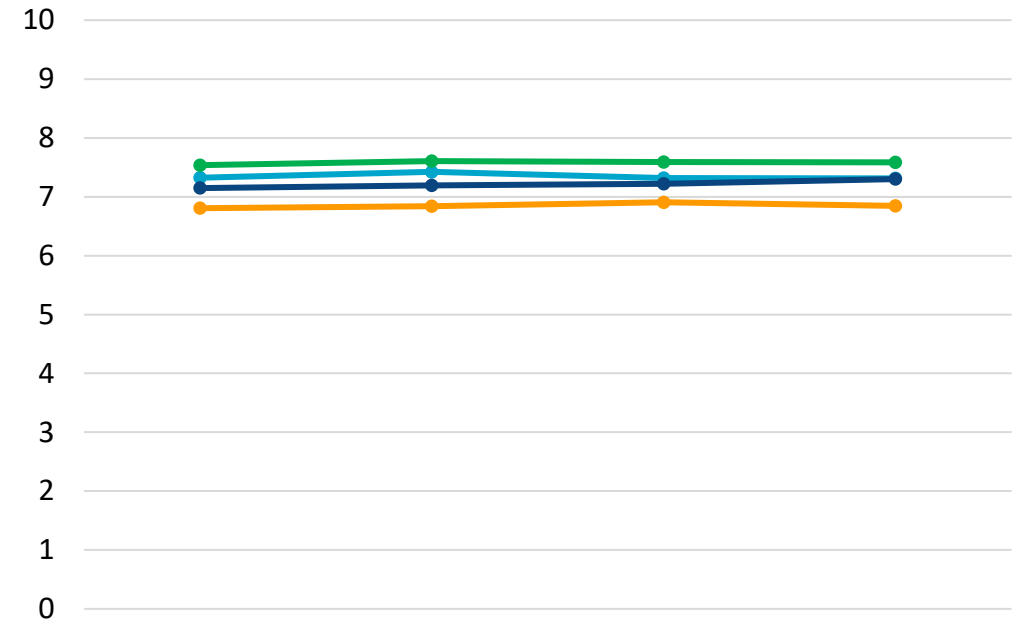
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024
Your org	8.45	8.54	8.66	8.56
Best result	8.77	8.76	8.77	8.83
Average result	8.61	8.60	8.62	8.54
Worst result	7.87	7.97	8.03	7.96
Responses	961	913	1047	922

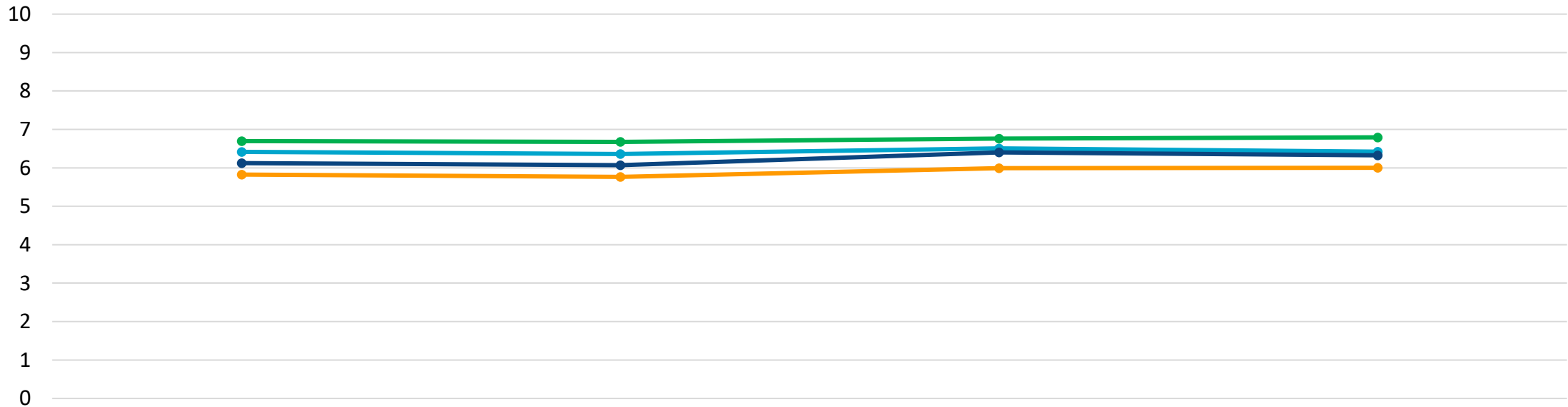
	2021	2022	2023	2024
Your org	7.15	7.19	7.22	7.30
Best result	7.54	7.61	7.59	7.59
Average result	7.32	7.42	7.32	7.31
Worst result	6.81	6.84	6.91	6.85
Responses	964	918	1047	923

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



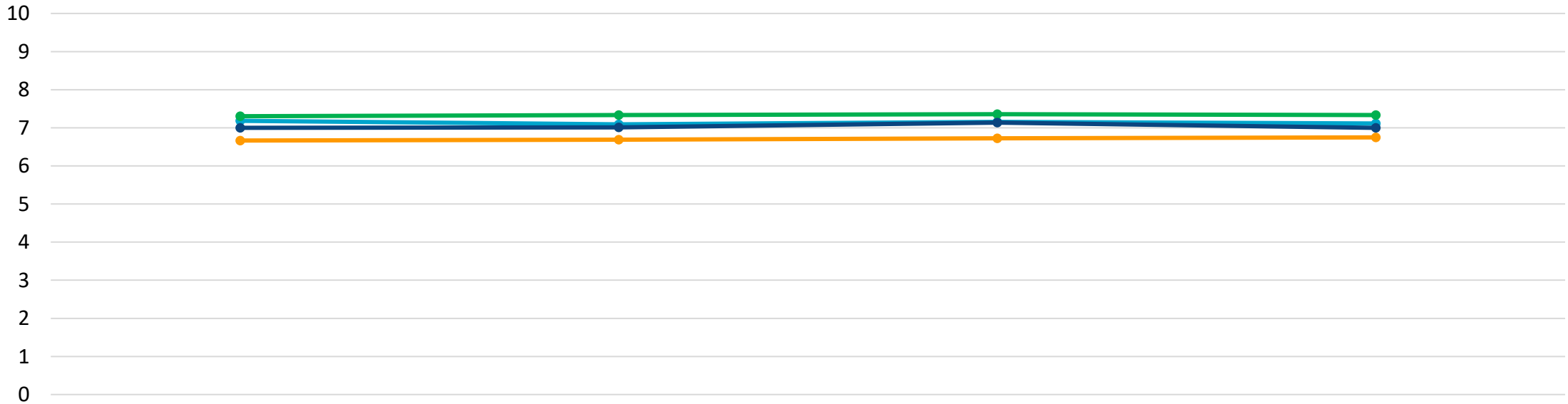
	2021	2022	2023	2024
Your org	6.12	6.07	6.40	6.32
Best result	6.70	6.68	6.76	6.79
Average result	6.42	6.36	6.51	6.42
Worst result	5.83	5.76	5.99	6.00
Responses	975	918	1045	925

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



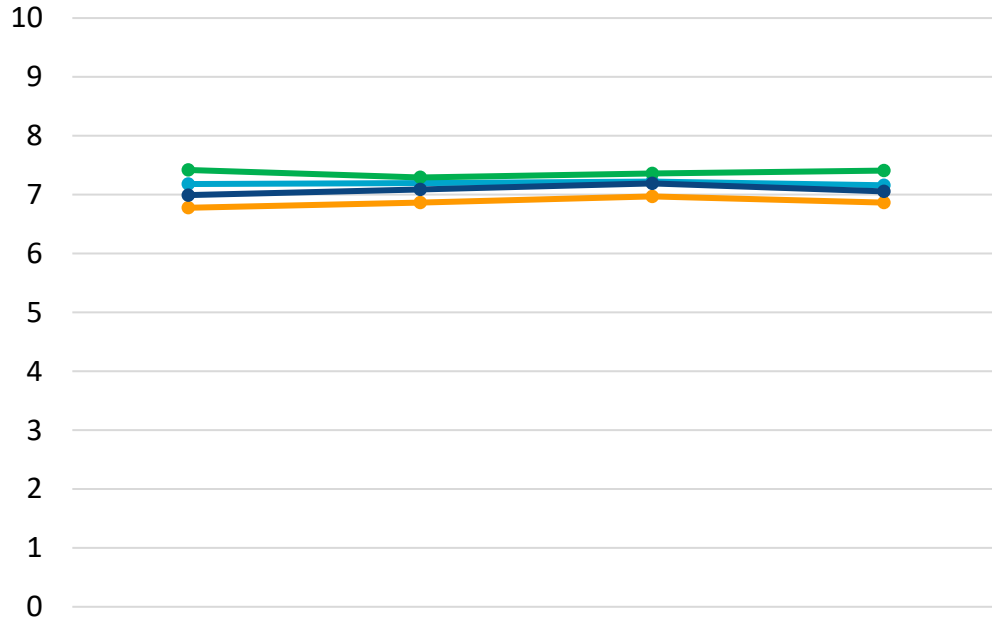
	2021	2022	2023	2024
Your org	7.00	7.01	7.14	7.00
Best result	7.30	7.33	7.36	7.34
Average result	7.18	7.09	7.16	7.11
Worst result	6.67	6.69	6.73	6.75
Responses	947	918	1041	918

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.

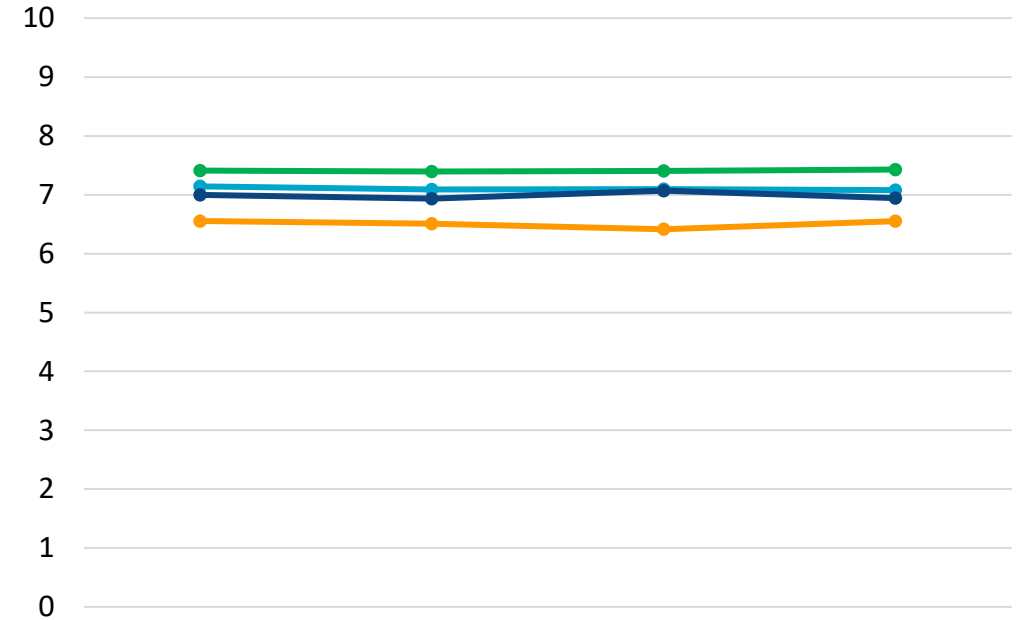


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



2021 2022 2023 2024

	2021	2022	2023	2024
Your org	6.99	7.09	7.19	7.05
Best result	7.42	7.29	7.36	7.41
Average result	7.18	7.20	7.22	7.16
Worst result	6.78	6.86	6.97	6.87

Responses 977 918 1047 926

2021 2022 2023 2024

	2021	2022	2023	2024
Your org	7.00	6.93	7.07	6.94
Best result	7.41	7.40	7.41	7.43
Average result	7.14	7.09	7.10	7.08
Worst result	6.55	6.51	6.41	6.55

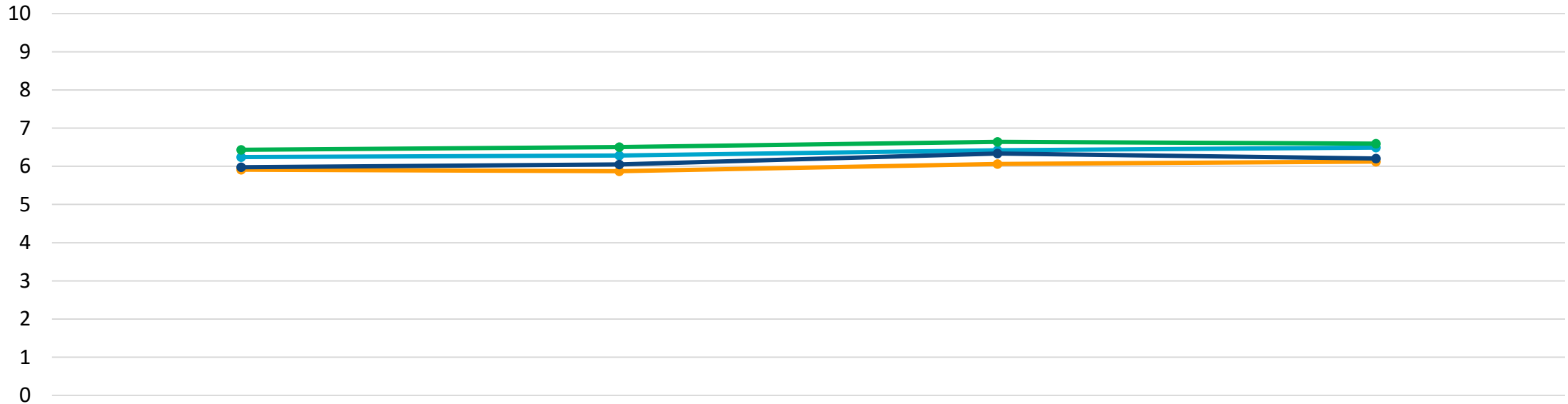
Responses 947 918 1041 919

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



Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024
Your org	5.98	6.05	6.33	6.20
Best result	6.43	6.50	6.64	6.60
Average result	6.24	6.28	6.42	6.49
Worst result	5.91	5.87	6.06	6.12
Responses	964	913	1013	921

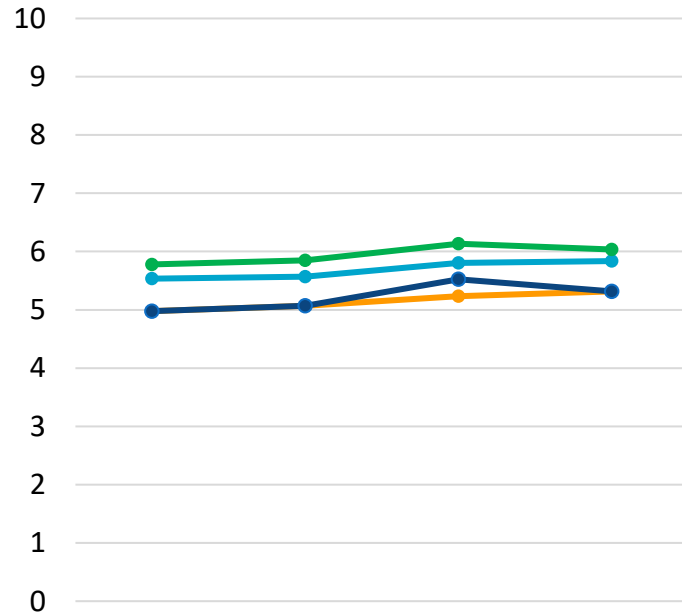
Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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.



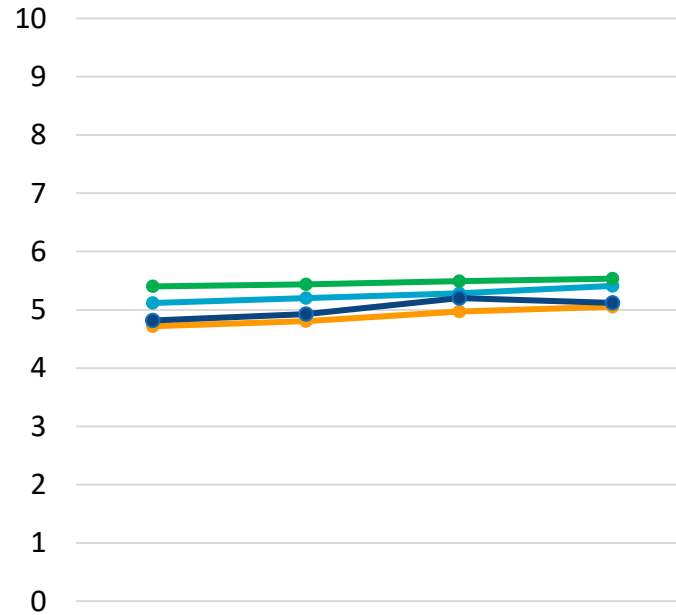
Promise element 4: We are safe and healthy

Health and safety climate



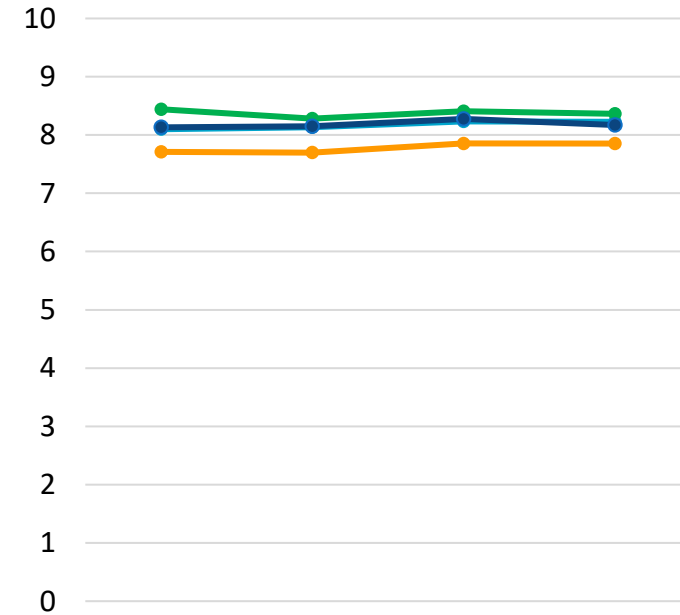
	2021	2022	2023	2024
Your org	4.98	5.07	5.52	5.32
Best result	5.78	5.85	6.13	6.04
Average result	5.54	5.57	5.80	5.84
Worst result	4.98	5.07	5.23	5.32
Responses	977	918	1016	926

Burnout



	2021	2022	2023	2024
Your org	4.82	4.93	5.20	5.12
Best result	5.40	5.44	5.49	5.53
Average result	5.12	5.20	5.28	5.41
Worst result	4.72	4.81	4.97	5.05
Responses	964	917	1047	926

Negative experiences



	2021	2022	2023	2024
Your org	8.13	8.15	8.28	8.17
Best result	8.44	8.28	8.41	8.36
Average result	8.10	8.13	8.23	8.23
Worst result	7.71	7.70	7.86	7.85
Responses	964	914	1013	923

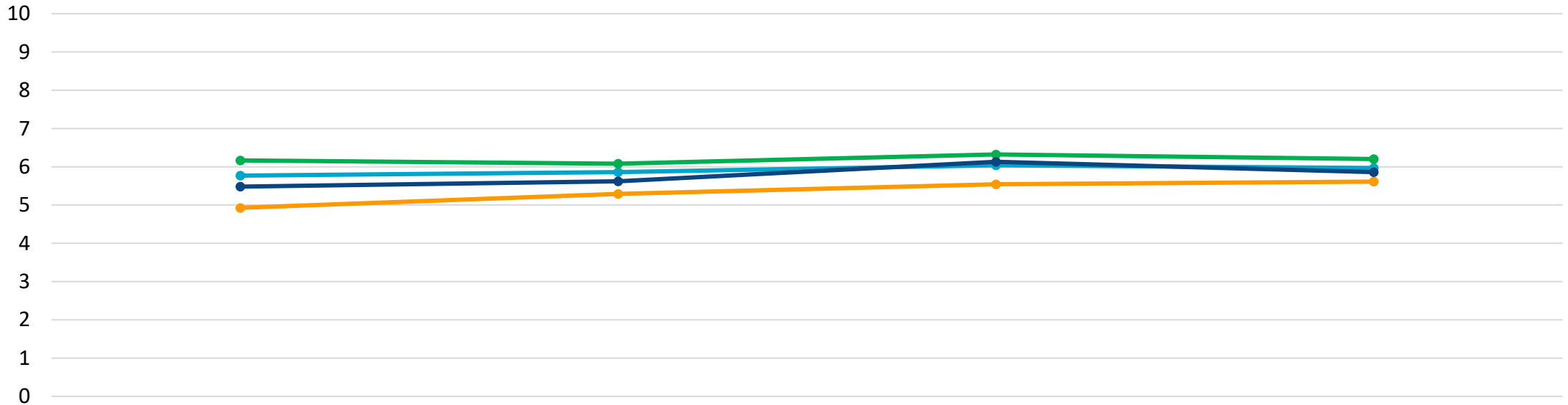
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



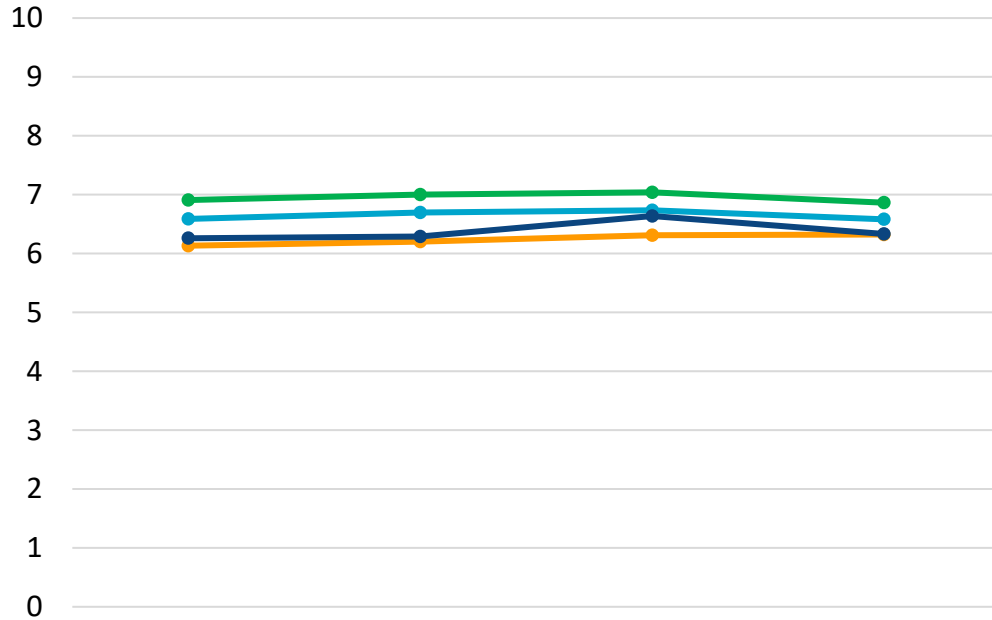
	2021	2022	2023	2024
Your org	5.48	5.62	6.13	5.86
Best result	6.17	6.08	6.32	6.20
Average result	5.77	5.86	6.04	5.97
Worst result	4.93	5.29	5.54	5.61
Responses	937	887	1026	901

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.

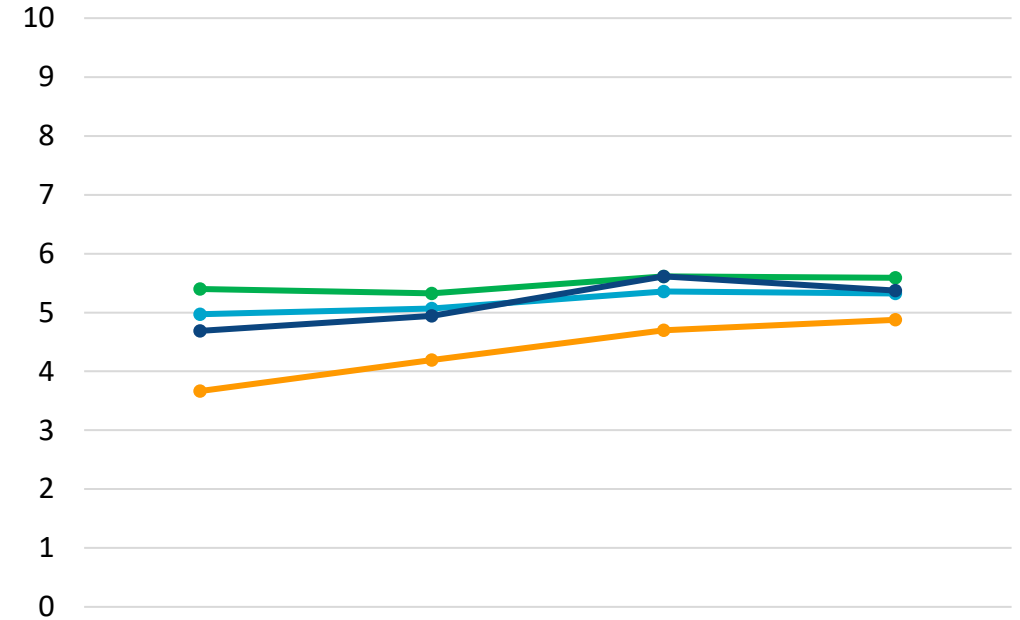


Promise element 5: We are always learning

Development



Appraisals



2021 2022 2023 2024

Your org	6.26	6.29	6.64	6.33
Best result	6.91	7.00	7.04	6.86
Average result	6.59	6.70	6.73	6.58
Worst result	6.13	6.20	6.31	6.32

Responses 956 913 1047 924

2021 2022 2023 2024

Your org	4.69	4.95	5.61	5.37
Best result	5.40	5.33	5.61	5.59
Average result	4.97	5.07	5.36	5.32
Worst result	3.67	4.19	4.70	4.88

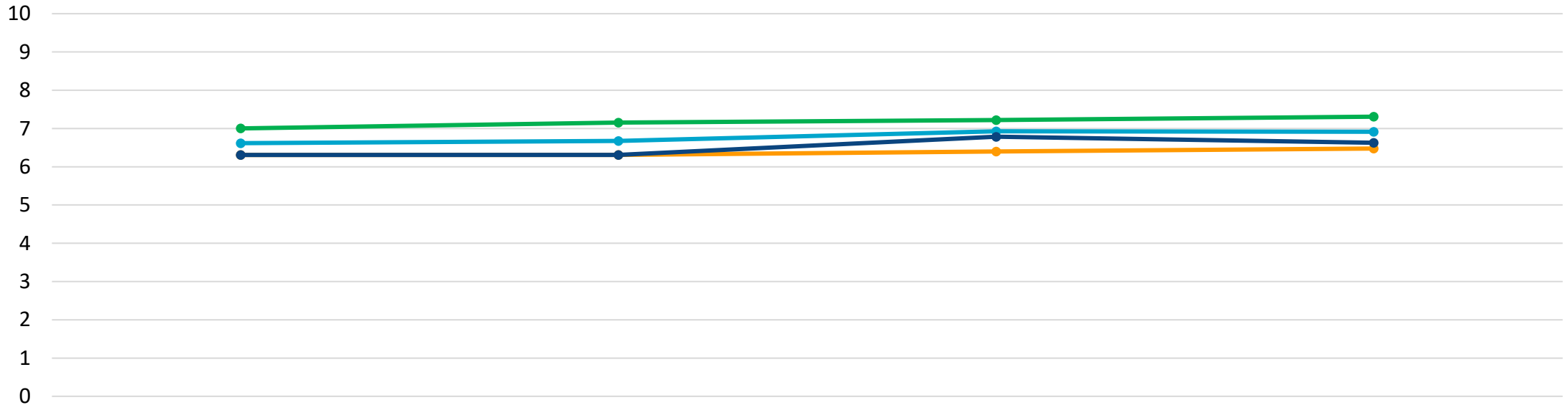
Responses 942 892 1026 902

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



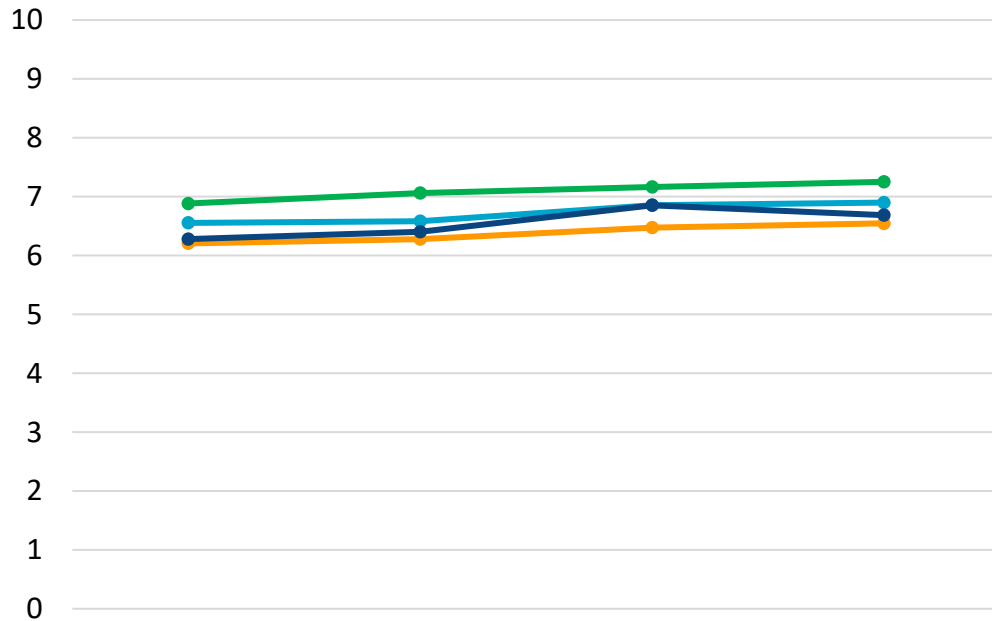
	2021	2022	2023	2024
Your org	6.31	6.31	6.78	6.63
Best result	7.00	7.16	7.22	7.31
Average result	6.62	6.68	6.93	6.91
Worst result	6.31	6.31	6.40	6.48
Responses	970	916	1042	922

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.

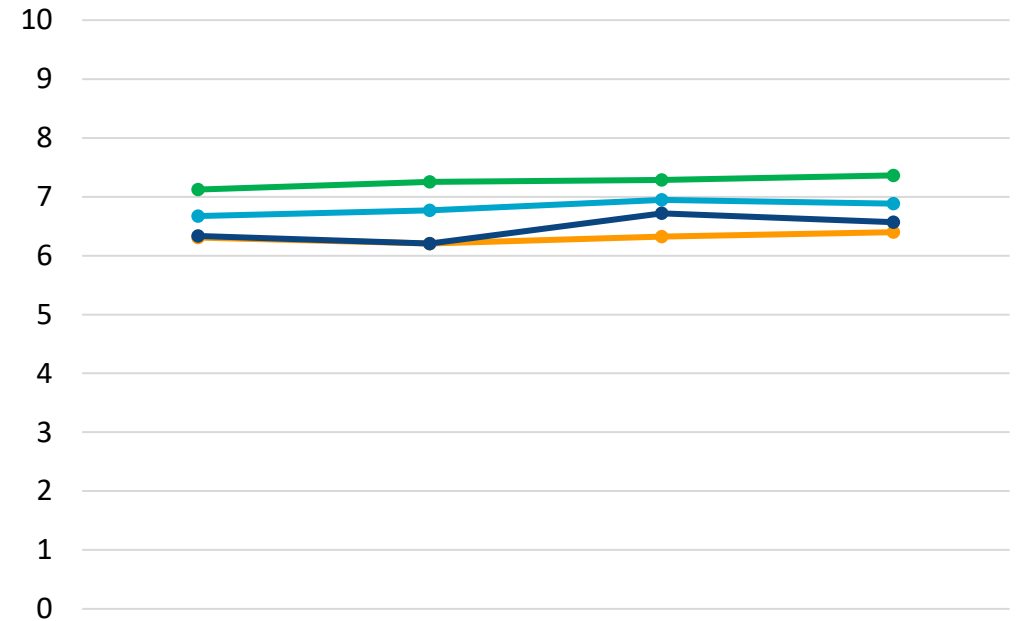


Promise element 6: We work flexibly

Support for work-life balance



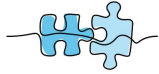
Flexible working



	2021	2022	2023	2024
Your org	6.28	6.41	6.85	6.69
Best result	6.88	7.06	7.16	7.25
Average result	6.55	6.58	6.85	6.90
Worst result	6.21	6.28	6.47	6.55
Responses	972	917	1046	927

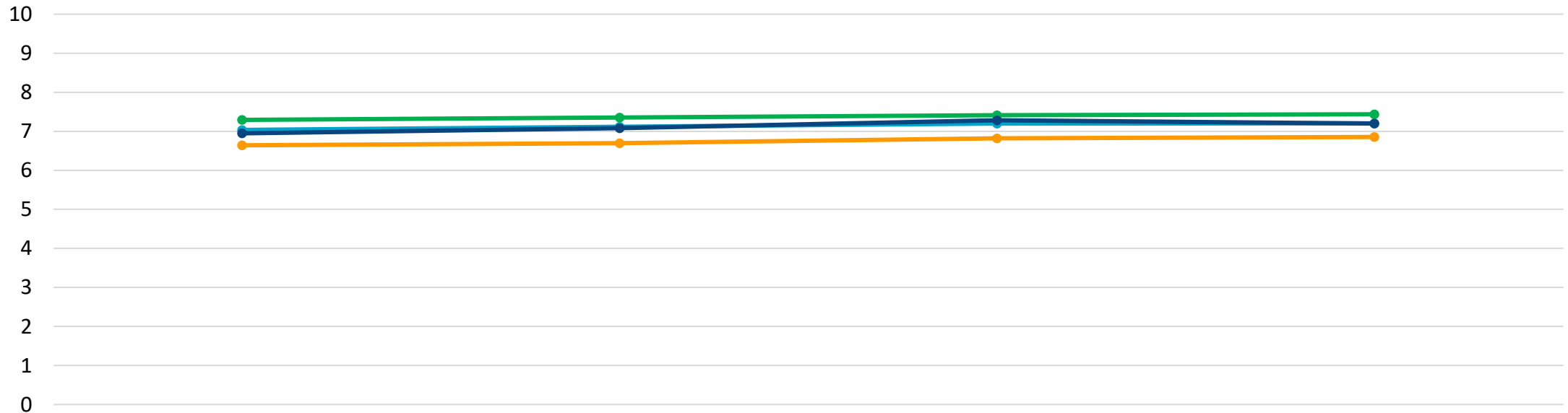
	2021	2022	2023	2024
Your org	6.34	6.21	6.72	6.57
Best result	7.12	7.26	7.28	7.36
Average result	6.67	6.77	6.95	6.88
Worst result	6.31	6.21	6.33	6.40
Responses	973	917	1043	922

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



Promise element 7: We are a team

We are a team

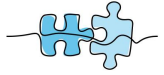


	2021	2022	2023	2024
Your org	6.95	7.08	7.28	7.20
Best result	7.29	7.35	7.41	7.44
Average result	7.03	7.12	7.20	7.20
Worst result	6.64	6.70	6.82	6.85
Responses	962	918	1047	925



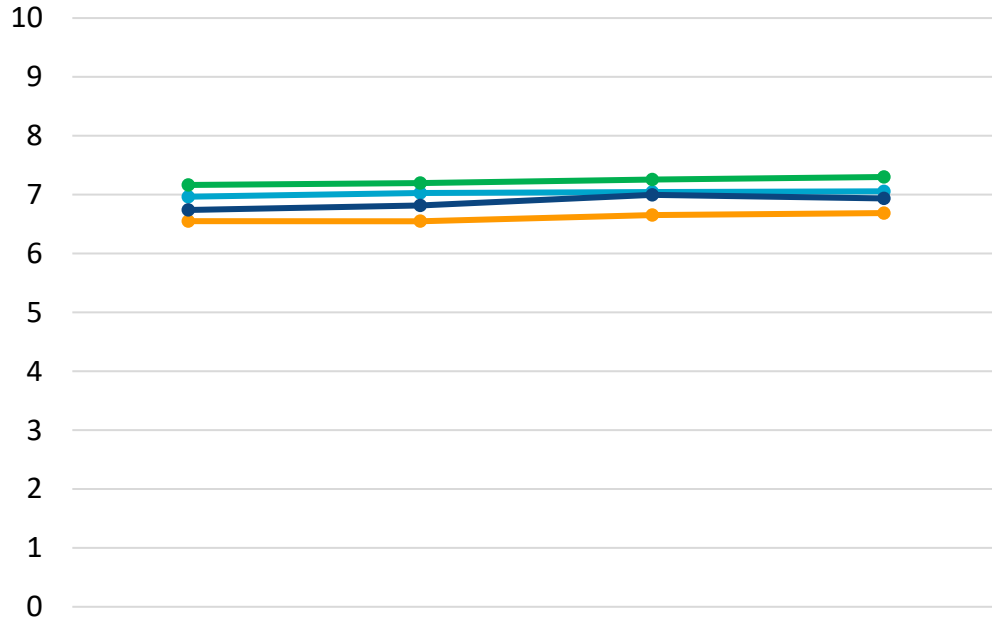
People Promise elements, themes and sub-scores: Sub-score trends

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

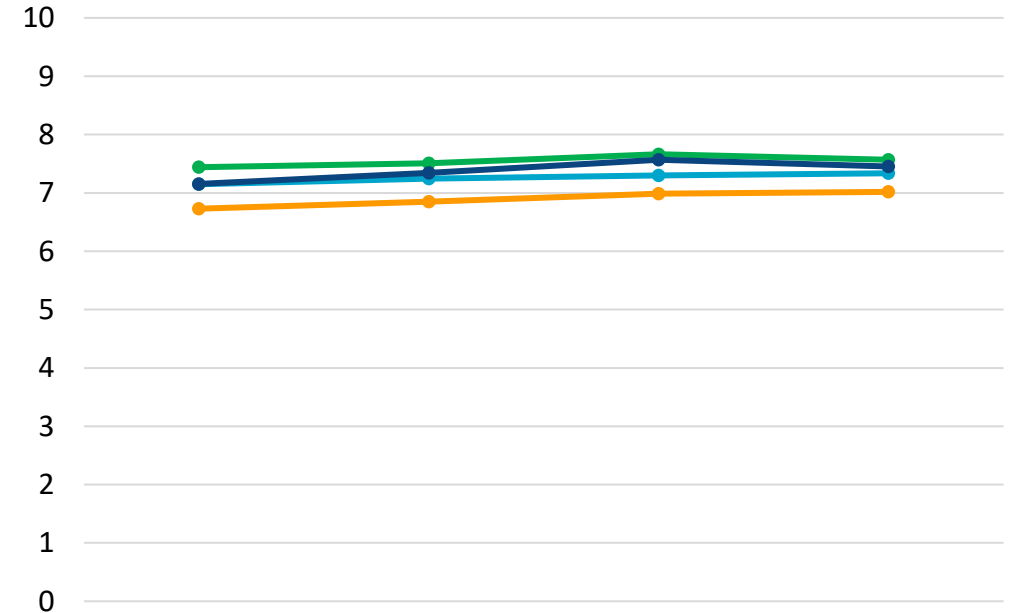


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024
Your org	6.74	6.82	7.00	6.94
Best result	7.16	7.20	7.26	7.30
Average result	6.97	7.03	7.04	7.06
Worst result	6.55	6.55	6.65	6.69
Responses	968	918	1047	925

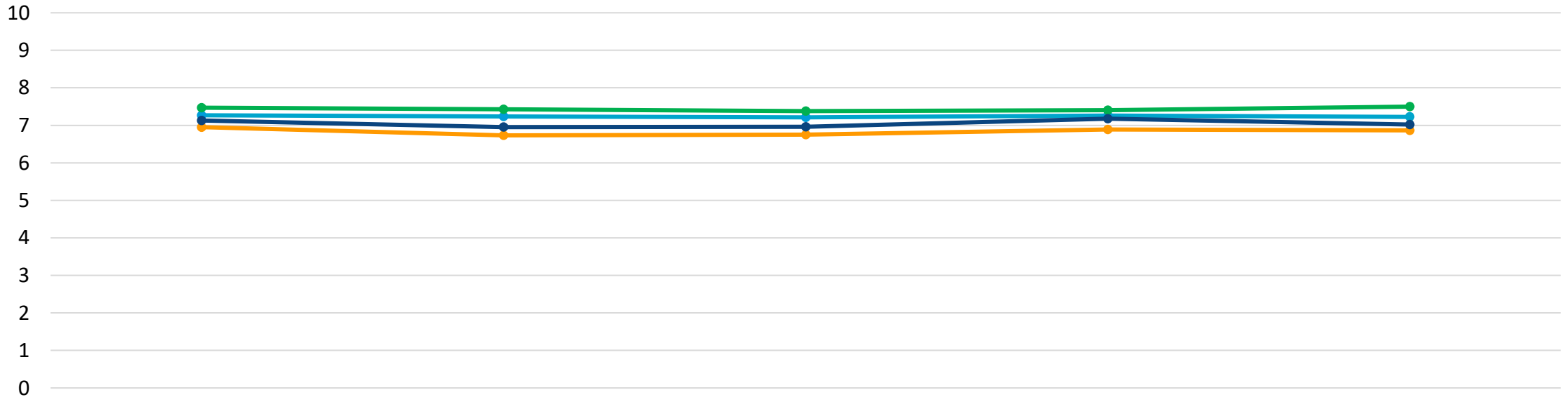
	2021	2022	2023	2024
Your org	7.15	7.34	7.57	7.45
Best result	7.44	7.51	7.66	7.57
Average result	7.15	7.24	7.30	7.34
Worst result	6.73	6.85	6.99	7.02
Responses	962	918	1047	926

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	7.13	6.95	6.96	7.18	7.02
Best result	7.47	7.43	7.38	7.40	7.50
Average result	7.27	7.24	7.21	7.26	7.23
Worst result	6.95	6.73	6.75	6.89	6.87
Responses	825	976	918	1047	926



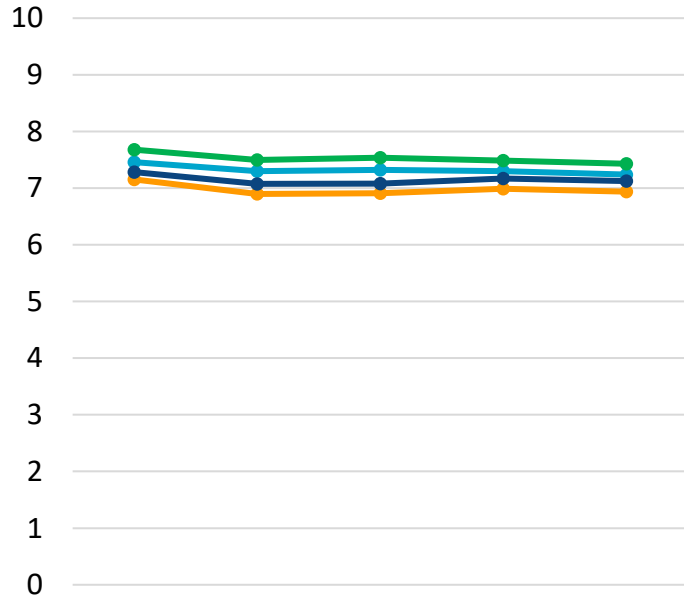
People Promise elements, themes and sub-scores: Sub-score trends

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

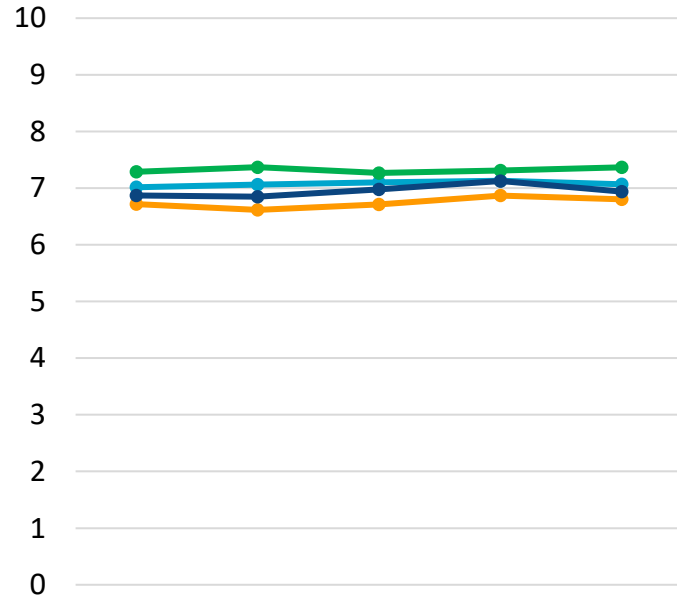


Theme: Staff Engagement

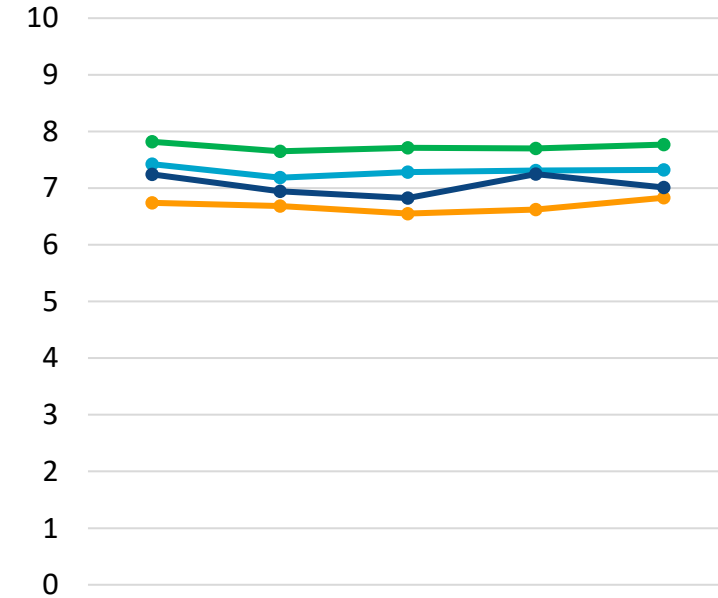
Motivation



Involvement



Advocacy



	2020	2021	2022	2023	2024
Your org	7.28	7.08	7.08	7.17	7.13
Best result	7.68	7.50	7.54	7.49	7.43
Average result	7.46	7.30	7.32	7.30	7.24
Worst result	7.15	6.90	6.91	6.99	6.94
Responses	821	973	905	1041	918

	2020	2021	2022	2023	2024
Your org	6.87	6.85	6.98	7.13	6.94
Best result	7.29	7.37	7.27	7.31	7.37
Average result	7.02	7.06	7.10	7.13	7.07
Worst result	6.72	6.62	6.71	6.87	6.80
Responses	825	977	918	1047	926

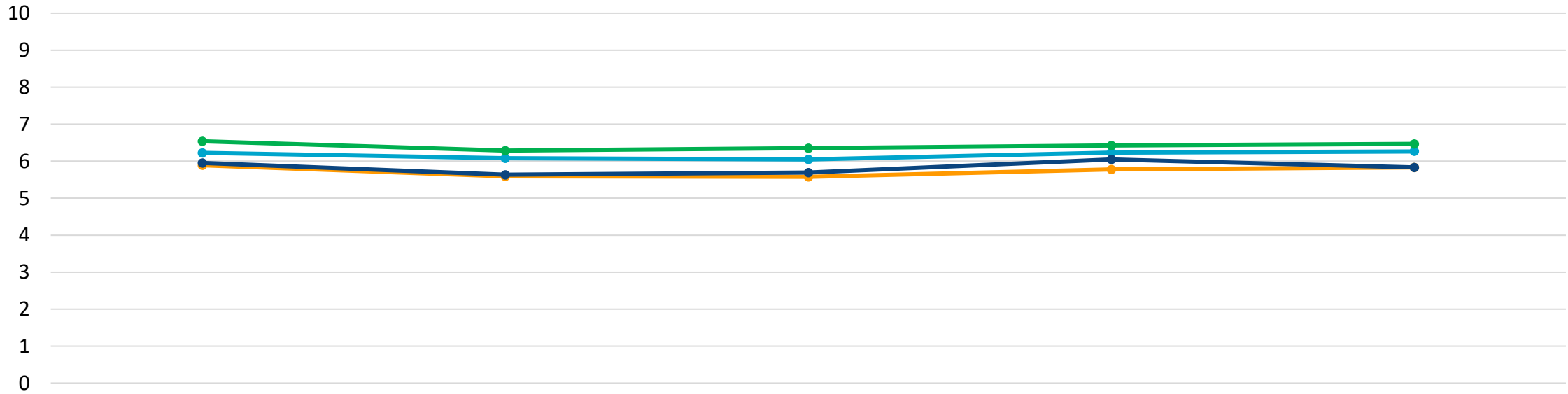
	2020	2021	2022	2023	2024
Your org	7.24	6.94	6.82	7.25	7.01
Best result	7.82	7.65	7.71	7.70	7.77
Average result	7.42	7.18	7.28	7.31	7.32
Worst result	6.74	6.68	6.55	6.62	6.83
Responses	822	950	918	1044	923

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



Theme: Morale

Morale



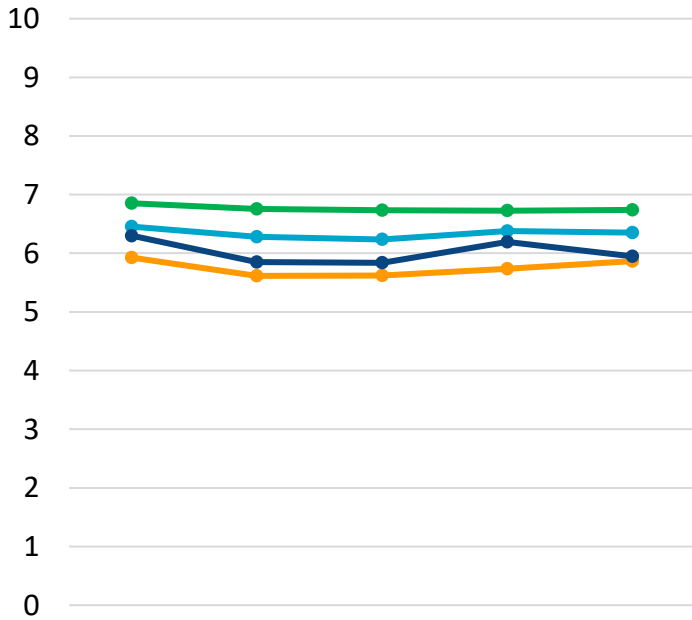
	2020	2021	2022	2023	2024
Your org	5.95	5.64	5.69	6.05	5.84
Best result	6.54	6.29	6.36	6.42	6.47
Average result	6.22	6.08	6.05	6.23	6.26
Worst result	5.89	5.59	5.58	5.78	5.83
Responses	824	975	918	1047	927

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



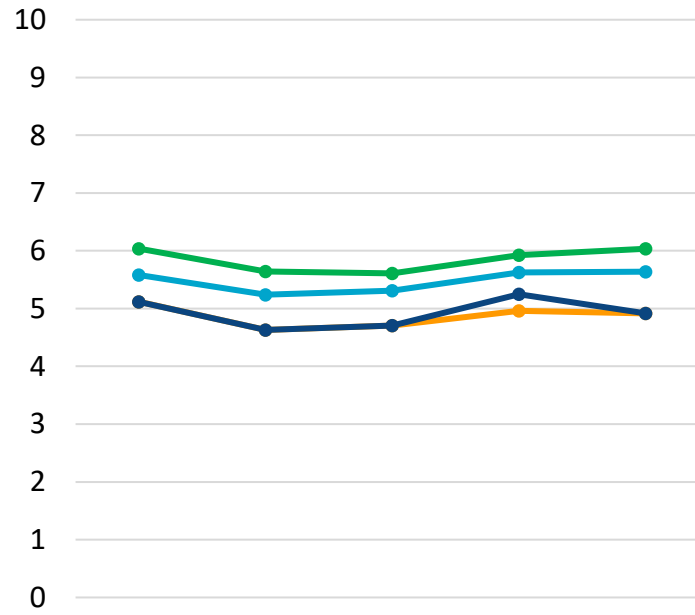
Theme: Morale

Thinking about leaving



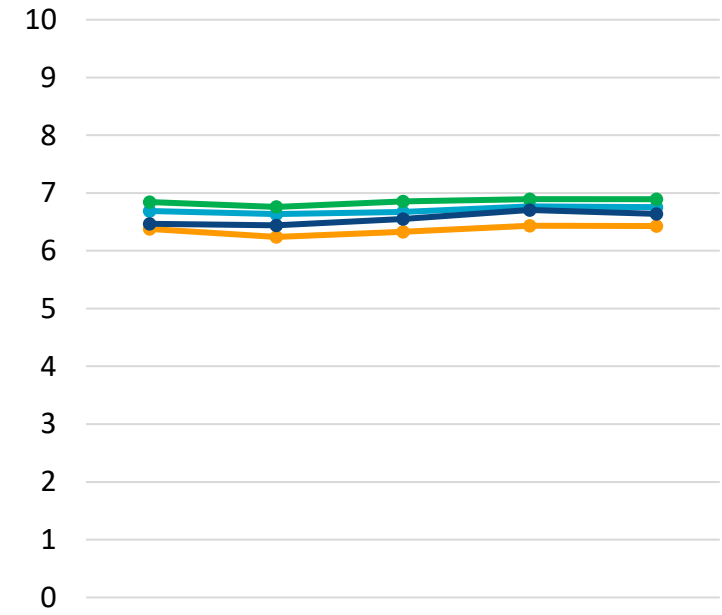
	2020	2021	2022	2023	2024
Your org	6.30	5.85	5.84	6.19	5.95
Best result	6.85	6.75	6.73	6.73	6.74
Average result	6.45	6.28	6.23	6.38	6.35
Worst result	5.93	5.61	5.62	5.74	5.87
Responses	822	946	917	1045	925

Work pressure



	2020	2021	2022	2023	2024
Your org	5.12	4.63	4.70	5.25	4.92
Best result	6.04	5.64	5.61	5.93	6.04
Average result	5.58	5.24	5.31	5.63	5.64
Worst result	5.12	4.63	4.70	4.96	4.92
Responses	824	977	918	1047	926

Stressors



	2020	2021	2022	2023	2024
Your org	6.47	6.44	6.55	6.71	6.64
Best result	6.85	6.76	6.85	6.89	6.89
Average result	6.69	6.64	6.67	6.77	6.75
Worst result	6.38	6.24	6.33	6.43	6.43
Responses	820	975	917	1045	926

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

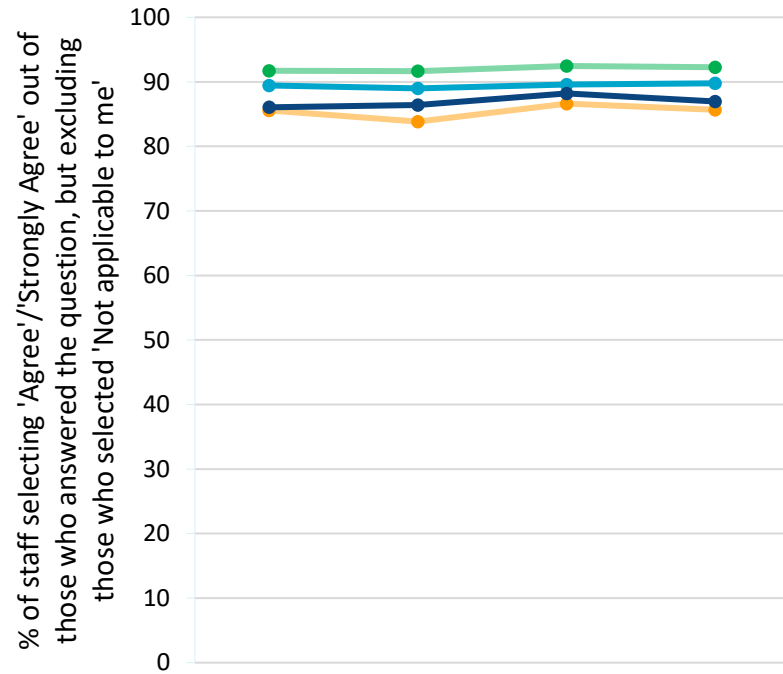
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

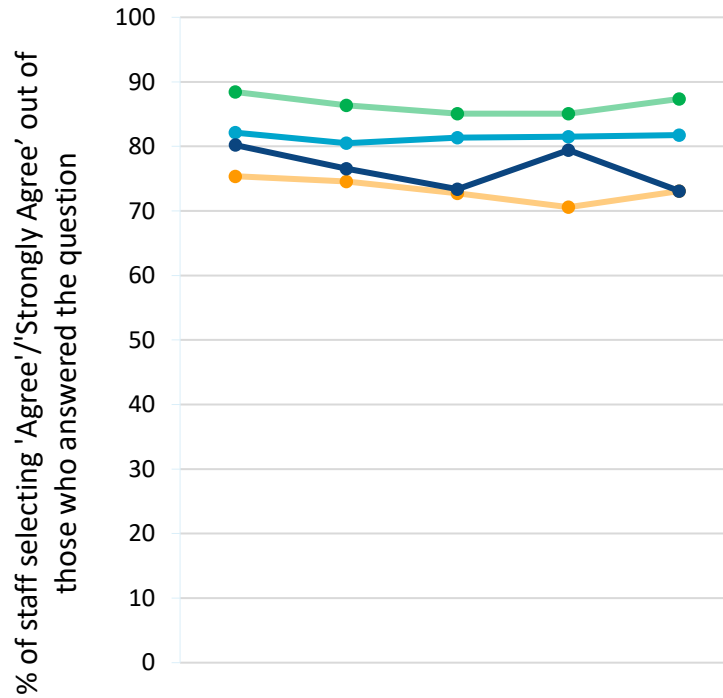


Q6a I feel that my role makes a difference to patients / service users.



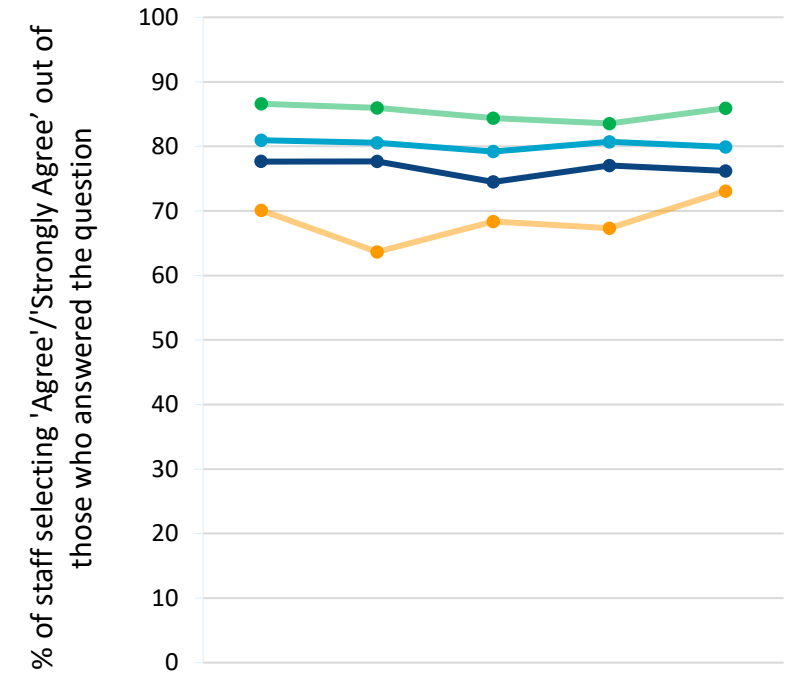
	2021	2022	2023	2024
Your org	86.06%	86.42%	88.21%	86.95%
Best result	91.71%	91.66%	92.46%	92.28%
Average result	89.42%	88.99%	89.58%	89.77%
Worst result	85.59%	83.84%	86.63%	85.65%
Responses	952	890	1013	900

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



	2020	2021	2022	2023	2024
Your org	80.19%	76.52%	73.35%	79.45%	73.09%
Best result	88.43%	86.38%	85.08%	85.07%	87.34%
Average result	82.13%	80.49%	81.33%	81.53%	81.76%
Worst result	75.38%	74.57%	72.73%	70.58%	73.09%
Responses	821	950	917	1043	922

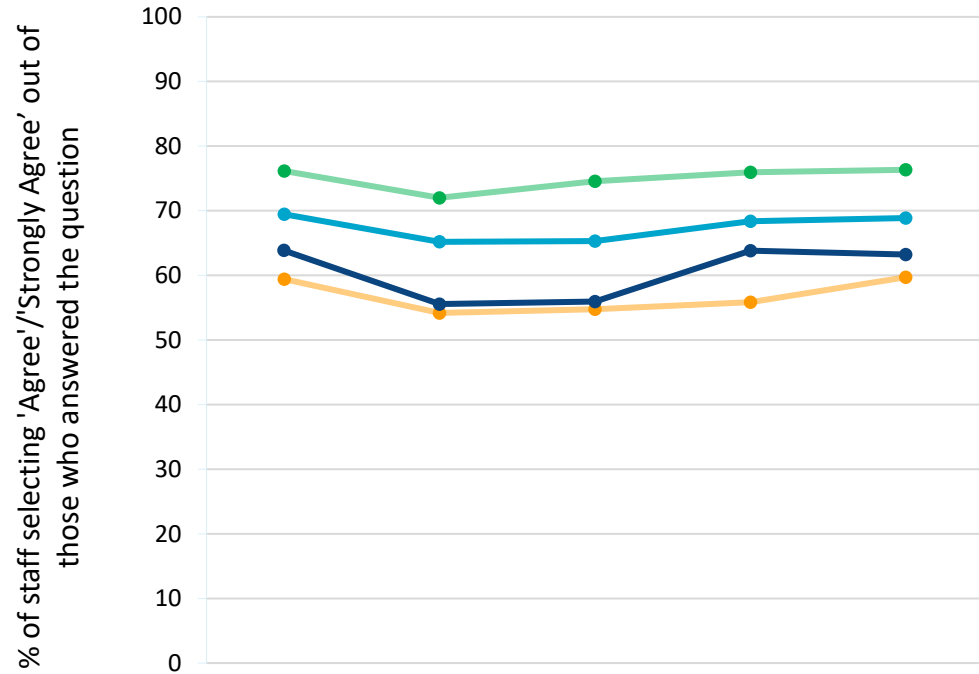
Q25b My organisation acts on concerns raised by patients / service users.



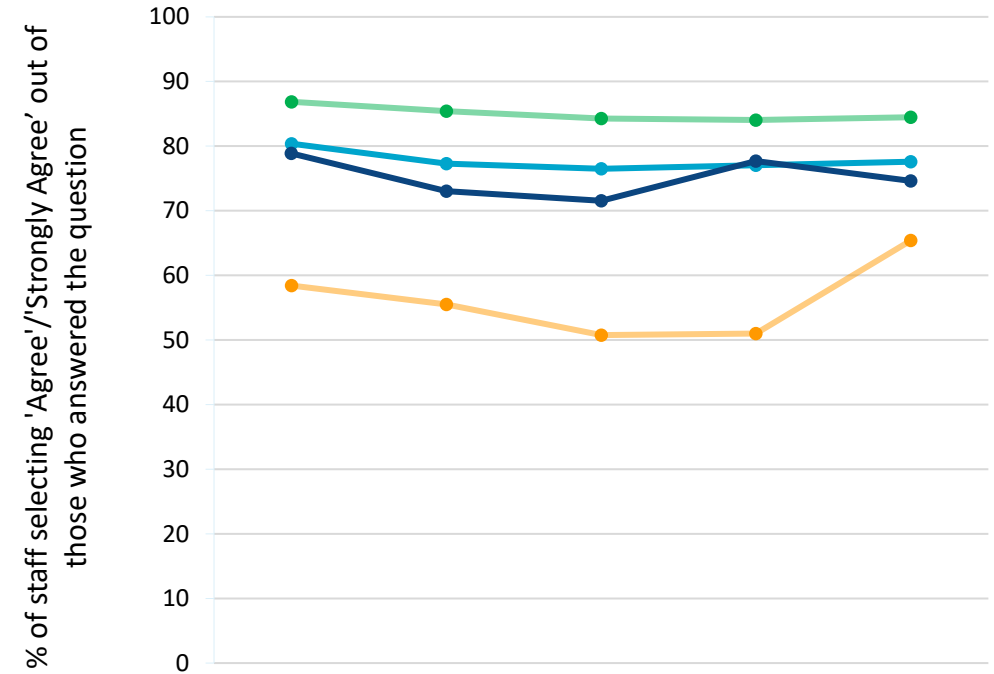
	2020	2021	2022	2023	2024
Your org	77.66%	77.67%	74.49%	77.06%	76.21%
Best result	86.60%	85.97%	84.39%	83.55%	85.94%
Average result	80.95%	80.55%	79.20%	80.71%	79.93%
Worst result	70.12%	63.66%	68.35%	67.31%	73.07%
Responses	819	950	917	1043	923



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.

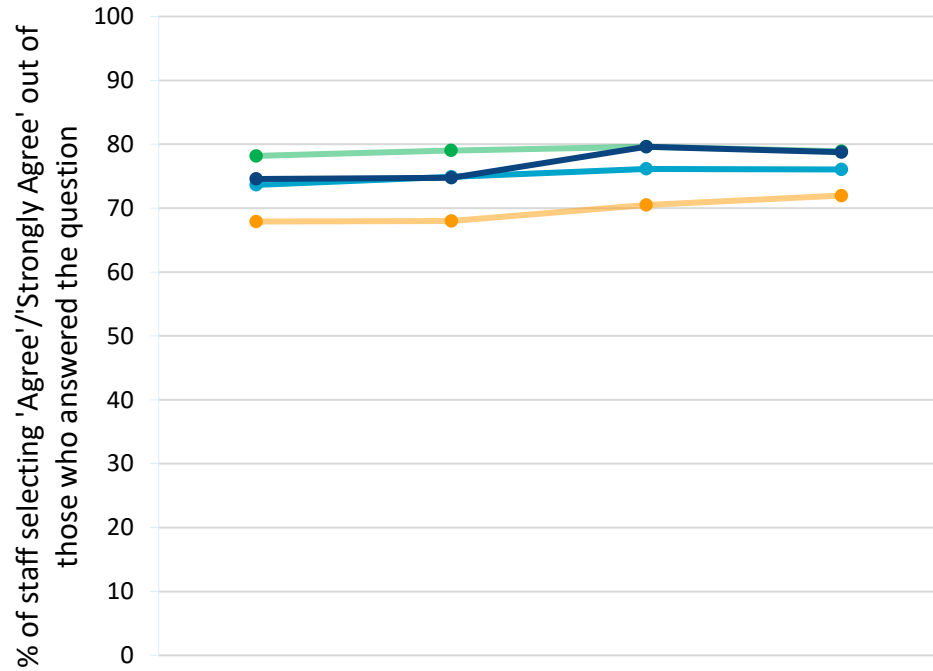


	2020	2021	2022	2023	2024
Your org	63.83%	55.57%	55.95%	63.81%	63.21%
Best result	76.15%	72.01%	74.57%	75.97%	76.34%
Average result	69.46%	65.19%	65.31%	68.36%	68.89%
Worst result	59.42%	54.18%	54.75%	55.86%	59.71%
Responses	821	949	918	1043	923

	2020	2021	2022	2023	2024
Your org	78.87%	73.02%	71.54%	77.70%	74.64%
Best result	86.86%	85.39%	84.27%	84.05%	84.46%
Average result	80.38%	77.29%	76.50%	77.06%	77.59%
Worst result	58.43%	55.52%	50.76%	50.99%	65.41%
Responses	820	949	918	1042	922

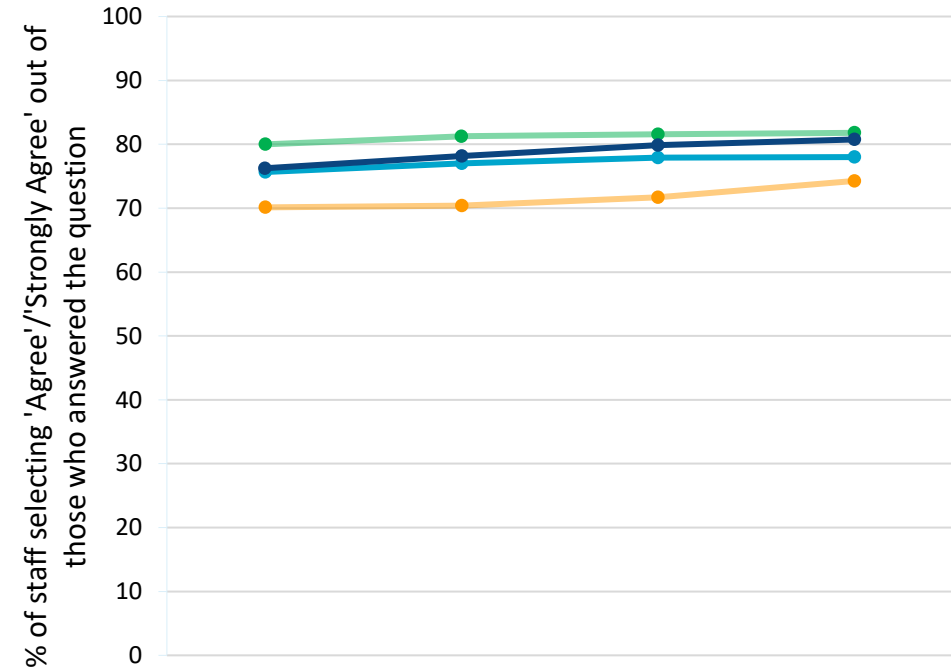


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	74.57%	74.76%	79.61%	78.78%
Best result	78.18%	79.03%	79.61%	78.91%
Average result	73.64%	74.89%	76.14%	76.05%
Worst result	67.91%	68.01%	70.47%	71.97%
Responses	959	918	1042	926

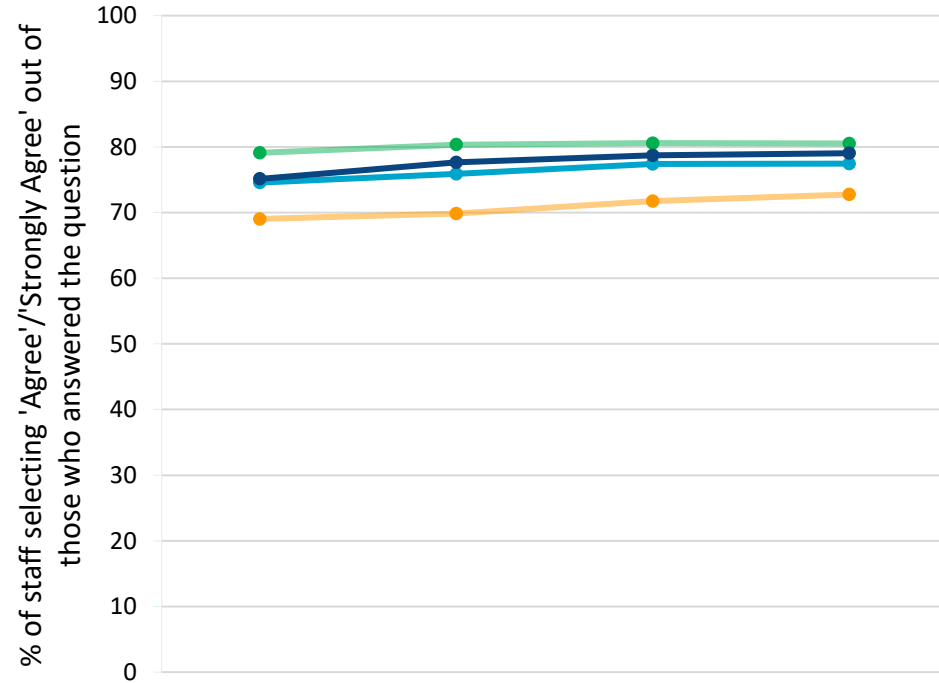
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	76.25%	78.15%	79.89%	80.75%
Best result	79.99%	81.24%	81.58%	81.79%
Average result	75.66%	77.02%	77.92%	78.00%
Worst result	70.13%	70.40%	71.70%	74.26%
Responses	960	918	1044	924

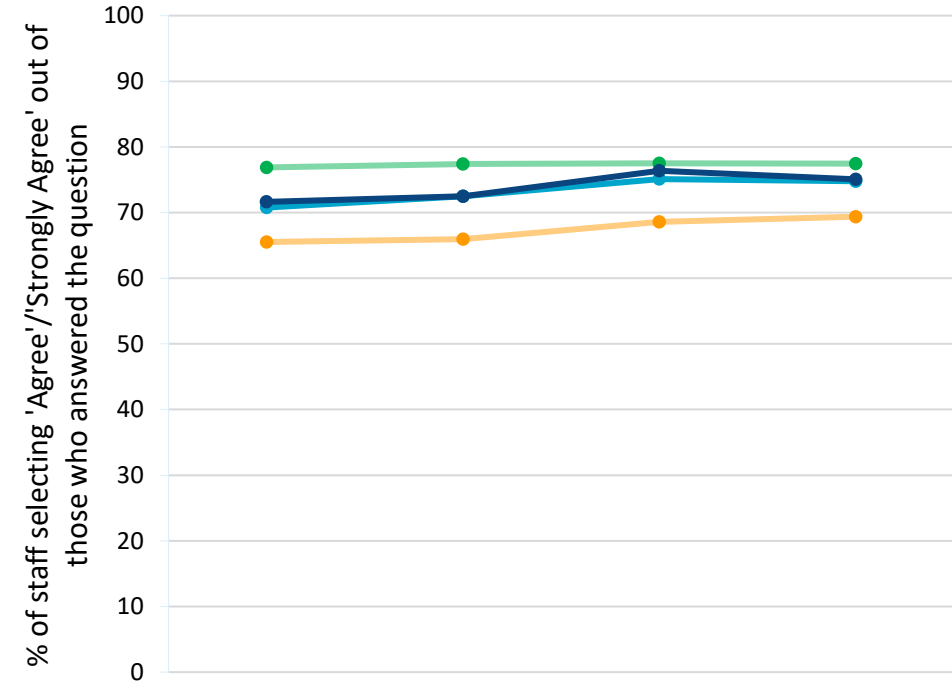


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	75.12%	77.64%	78.70%	79.04%
Best result	79.10%	80.33%	80.58%	80.53%
Average result	74.57%	75.89%	77.40%	77.45%
Worst result	69.03%	69.87%	71.77%	72.75%
Responses	958	916	1046	924

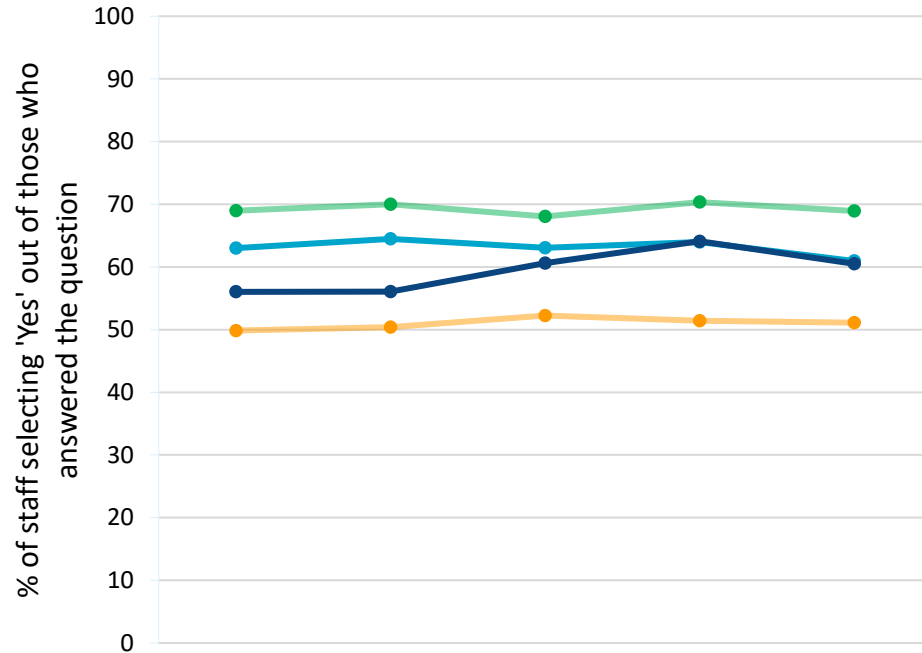
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024
Your org	71.63%	72.50%	76.36%	75.04%
Best result	76.88%	77.39%	77.50%	77.45%
Average result	70.77%	72.49%	75.10%	74.78%
Worst result	65.52%	65.94%	68.56%	69.37%
Responses	960	915	1043	924

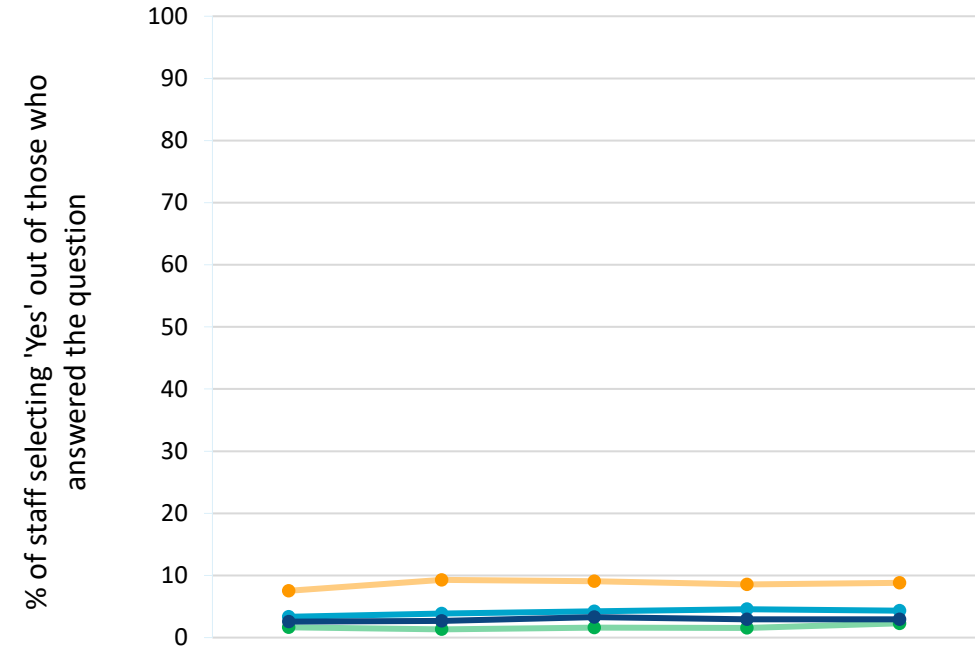


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	56.02%	56.08%	60.63%	64.10%	60.50%
Best result	68.96%	70.00%	68.06%	70.34%	68.92%
Average result	63.01%	64.48%	63.06%	63.96%	60.95%
Worst result	49.86%	50.40%	52.24%	51.43%	51.09%
Responses	819	957	900	1035	918

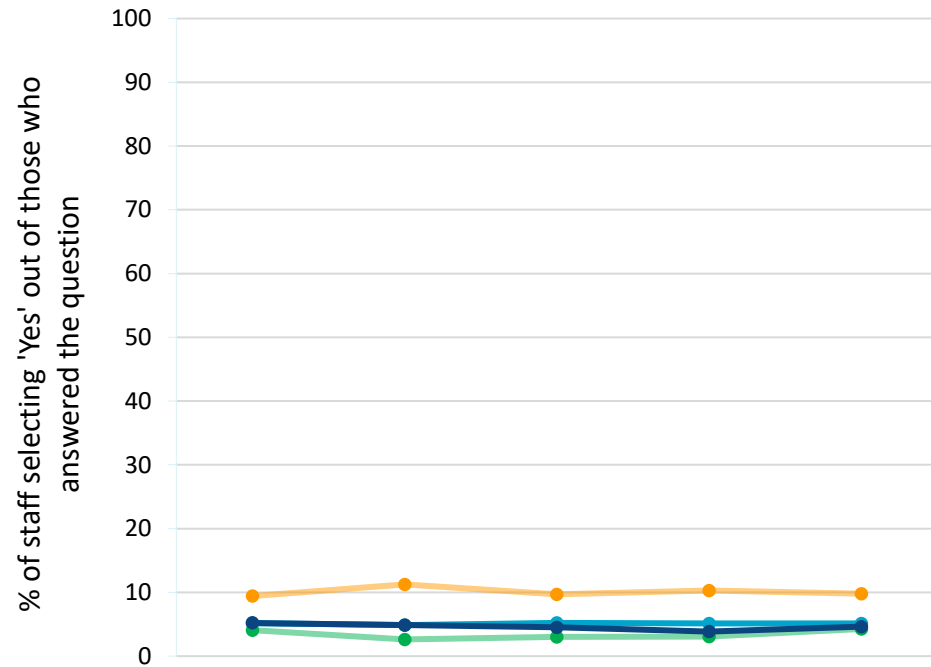
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	2.57%	2.67%	3.29%	2.92%	2.94%
Best result	1.67%	1.32%	1.59%	1.57%	2.29%
Average result	3.35%	3.87%	4.20%	4.56%	4.34%
Worst result	7.53%	9.29%	9.09%	8.53%	8.81%
Responses	820	958	911	1045	920

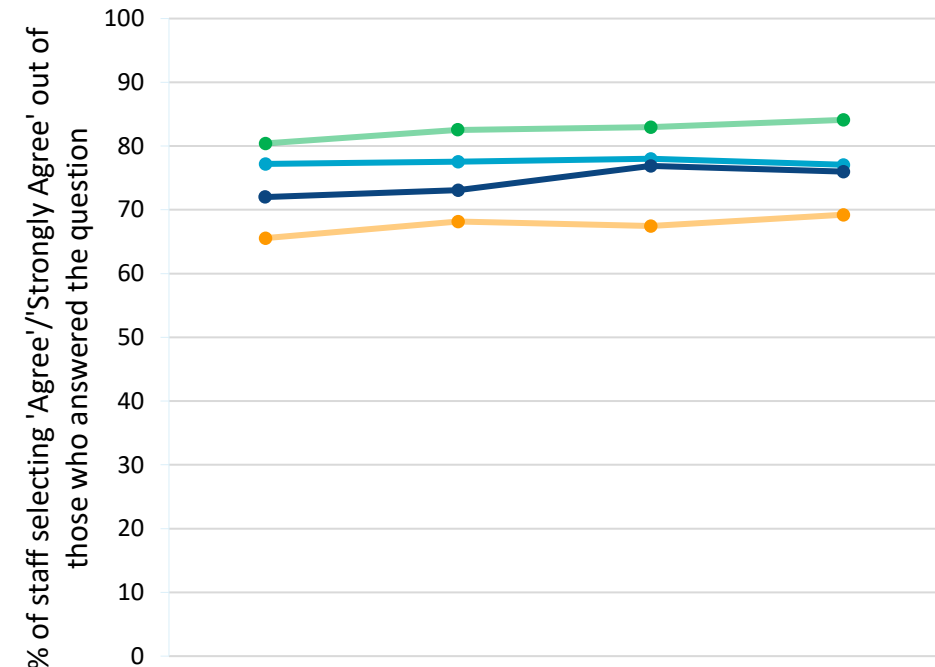


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	5.19%	4.87%	4.54%	3.85%	4.61%
Best result	4.08%	2.62%	3.03%	3.07%	4.26%
Average result	5.19%	4.86%	5.21%	5.13%	5.12%
Worst result	9.42%	11.25%	9.69%	10.28%	9.80%
Responses	819	959	910	1036	913

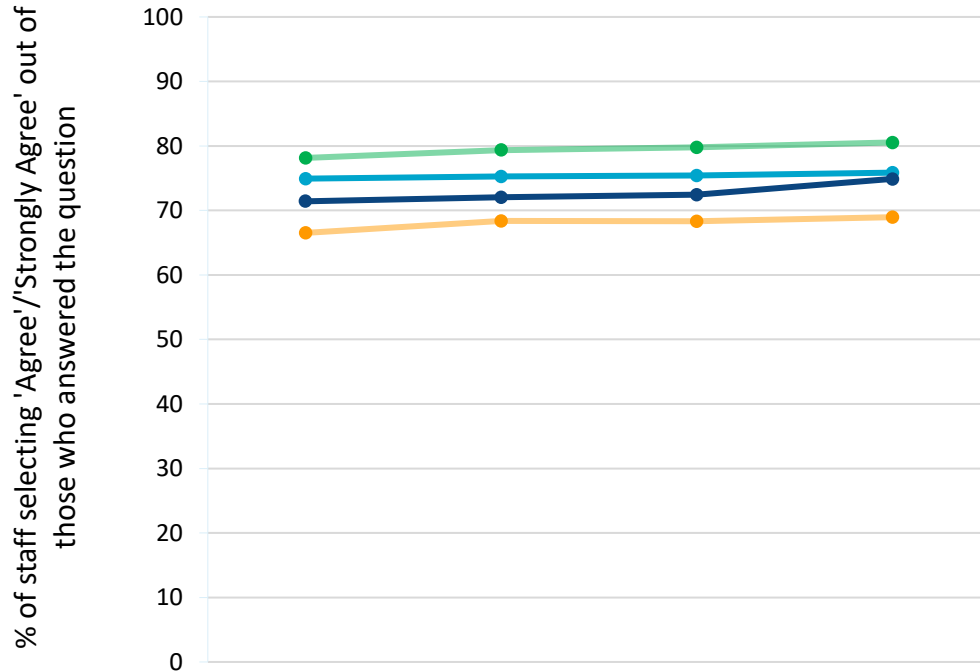
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	72.00%	73.07%	76.89%	75.99%
Best result	80.42%	82.54%	82.96%	84.11%
Average result	77.22%	77.55%	78.01%	77.07%
Worst result	65.56%	68.17%	67.45%	69.23%
Responses	960	915	1045	924

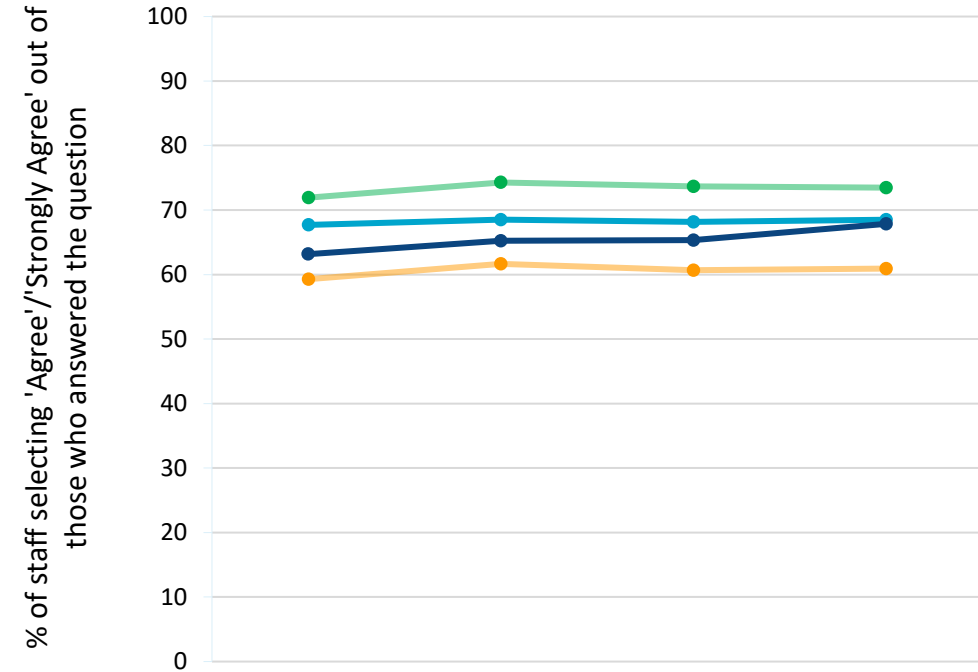


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	71.41%	72.06%	72.42%	74.90%
Best result	78.14%	79.35%	79.81%	80.55%
Average result	74.93%	75.27%	75.43%	75.86%
Worst result	66.52%	68.37%	68.31%	68.96%
Responses	968	914	1044	922

Q7i I feel a strong personal attachment to my team.

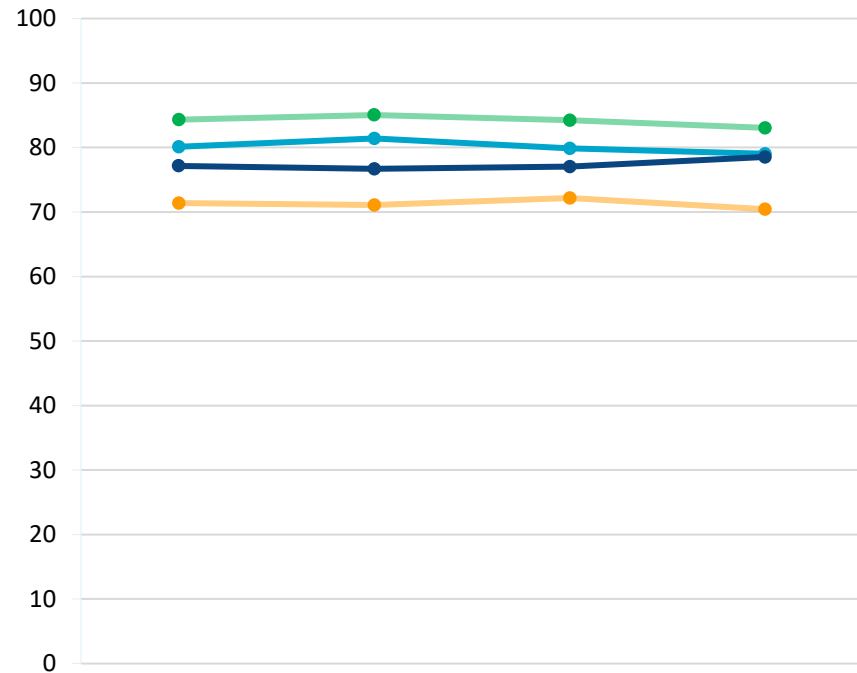


	2021	2022	2023	2024
Your org	63.16%	65.26%	65.33%	67.86%
Best result	71.92%	74.27%	73.68%	73.47%
Average result	67.70%	68.49%	68.19%	68.50%
Worst result	59.28%	61.65%	60.69%	60.90%
Responses	966	918	1046	922



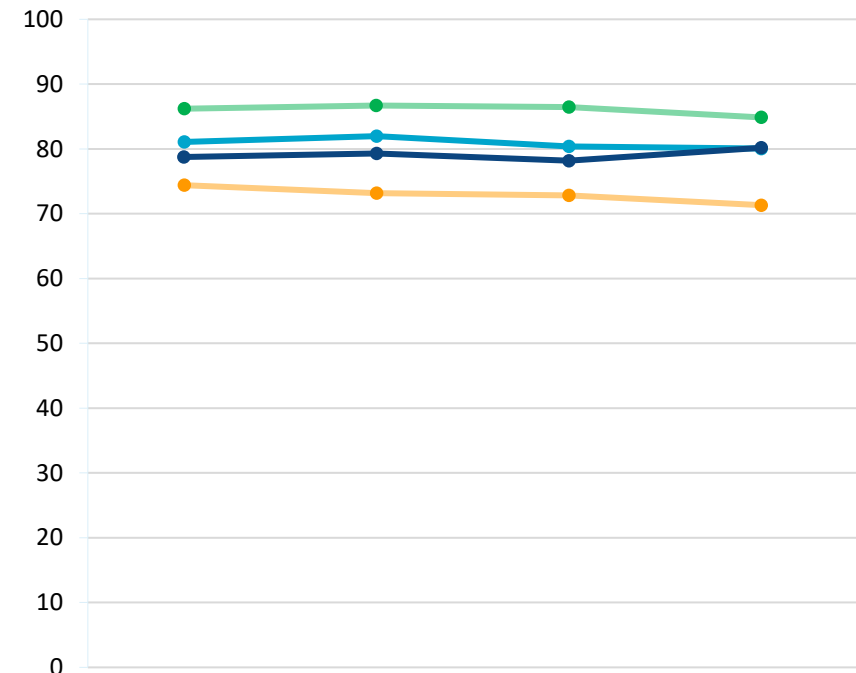
Q8b The people I work with are understanding and kind to one another.

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



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

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



	2021	2022	2023	2024
Your org	77.16%	76.70%	77.04%	78.54%
Best result	84.32%	85.04%	84.25%	83.05%
Average result	80.10%	81.41%	79.85%	79.04%
Worst result	71.39%	71.09%	72.18%	70.44%
Responses	964	918	1046	924

	2021	2022	2023	2024
Your org	78.75%	79.30%	78.18%	80.17%
Best result	86.21%	86.70%	86.47%	84.86%
Average result	81.08%	81.97%	80.40%	80.06%
Worst result	74.41%	73.16%	72.84%	71.32%
Responses	964	916	1046	924

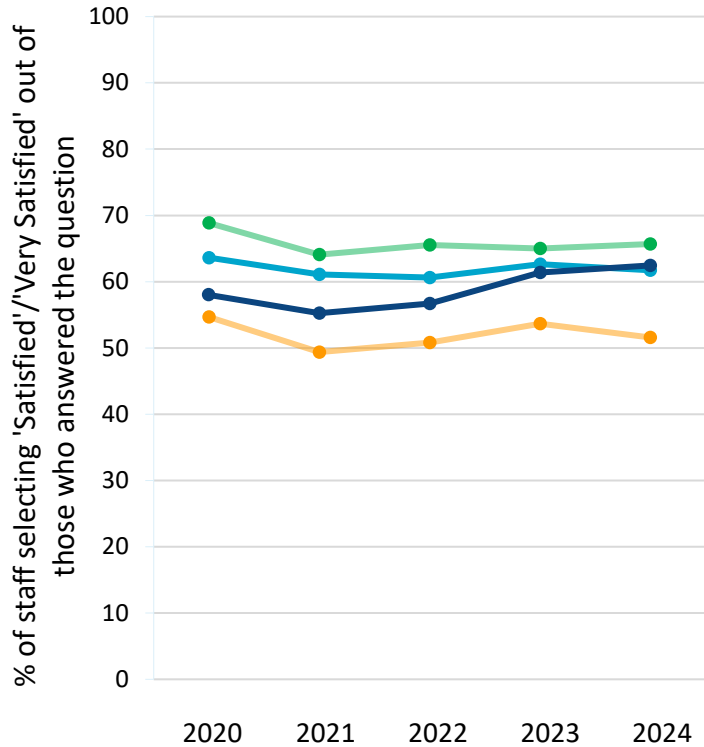
People Promise element – We are recognised and rewarded



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

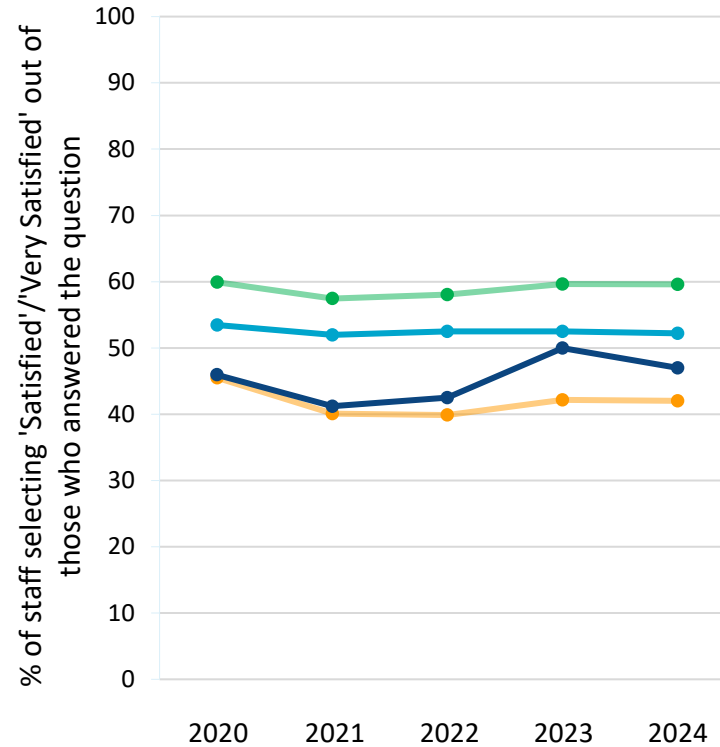


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



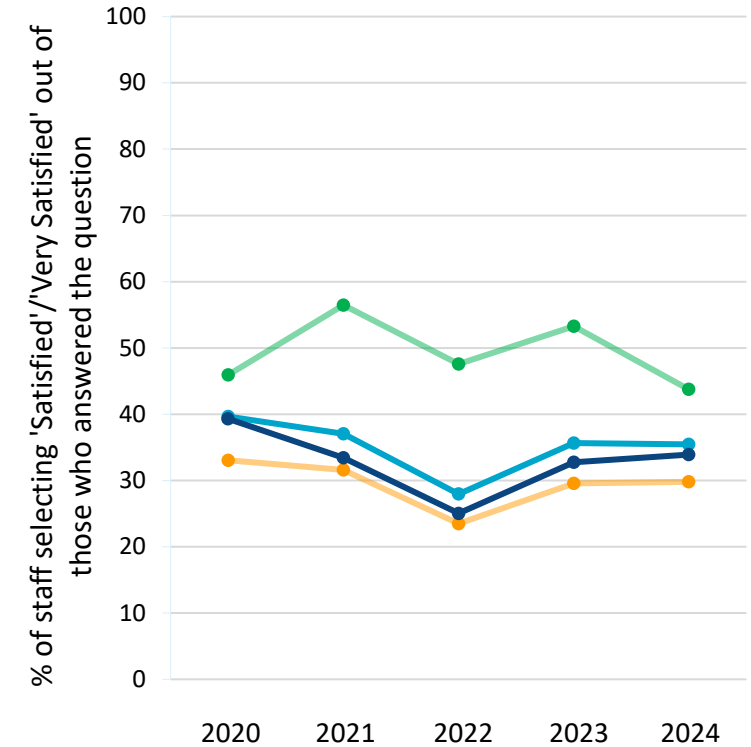
Responses	823	975	918	1045	925
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Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



Responses	821	972	917	1042	924
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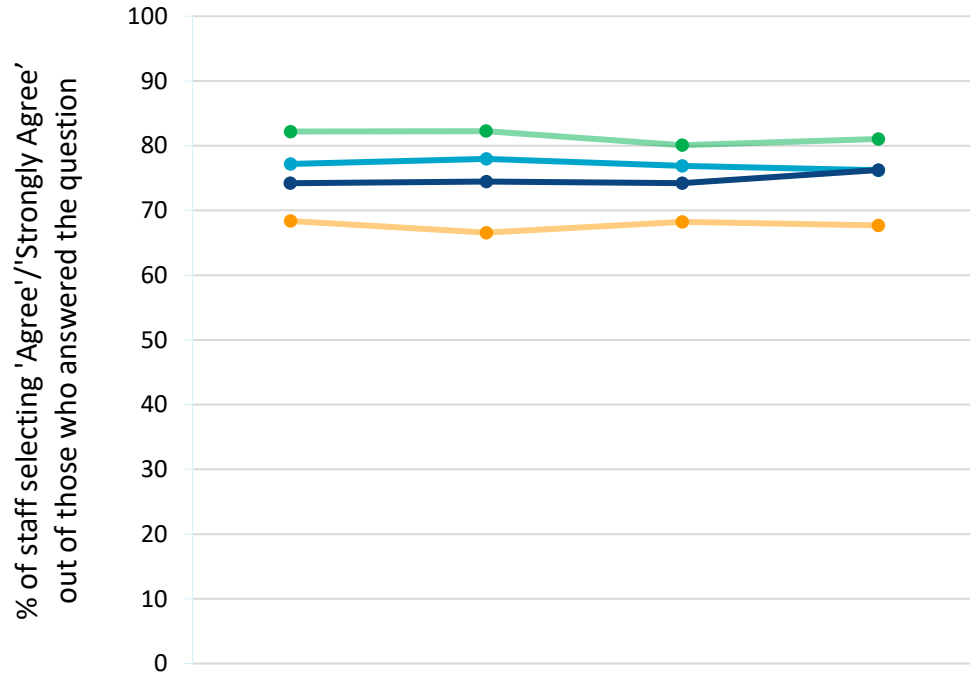
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



Responses	821	972	918	1044	925
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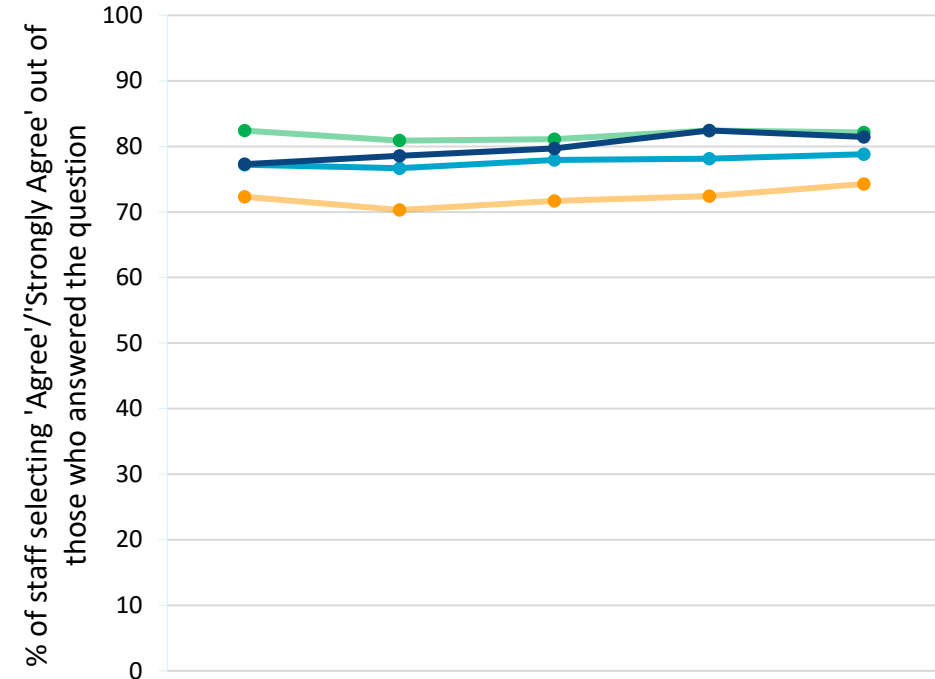


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024
Your org	74.20%	74.48%	74.22%	76.24%
Best result	82.19%	82.25%	80.08%	81.02%
Average result	77.16%	77.96%	76.87%	76.21%
Worst result	68.37%	66.58%	68.25%	67.67%
Responses	964	918	1044	924

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	77.29%	78.58%	79.69%	82.43%	81.43%
Best result	82.41%	80.88%	81.10%	82.43%	82.12%
Average result	77.22%	76.67%	77.93%	78.12%	78.81%
Worst result	72.32%	70.30%	71.70%	72.44%	74.27%
Responses	819	961	916	1045	924

People Promise element – We each have a voice that counts



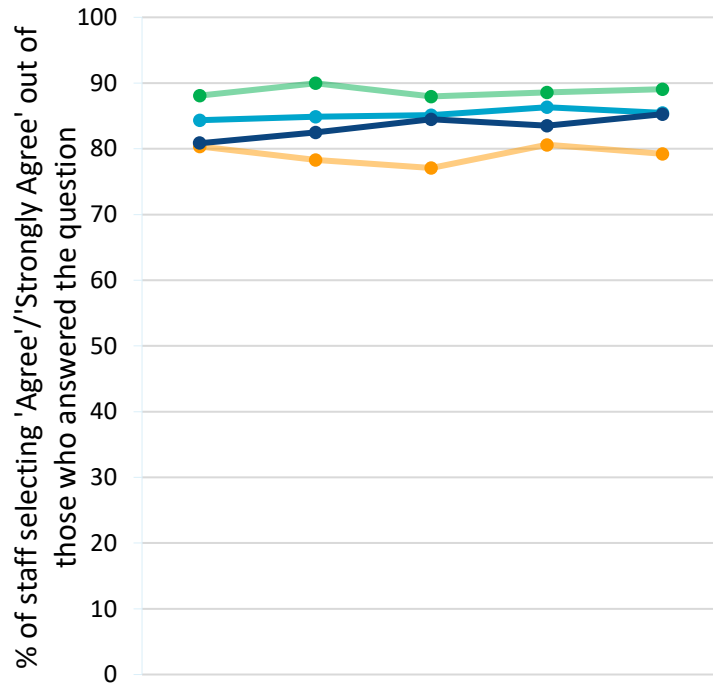
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

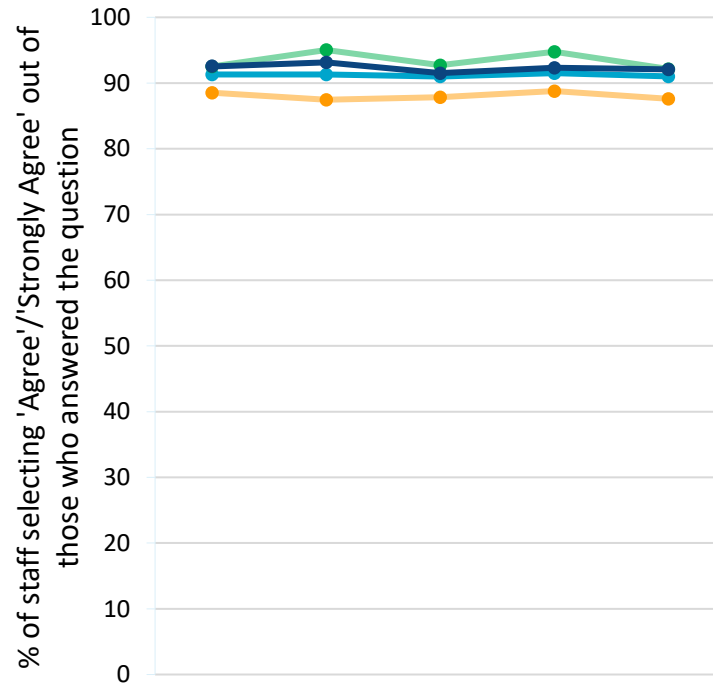


Q3a I always know what my work responsibilities are.



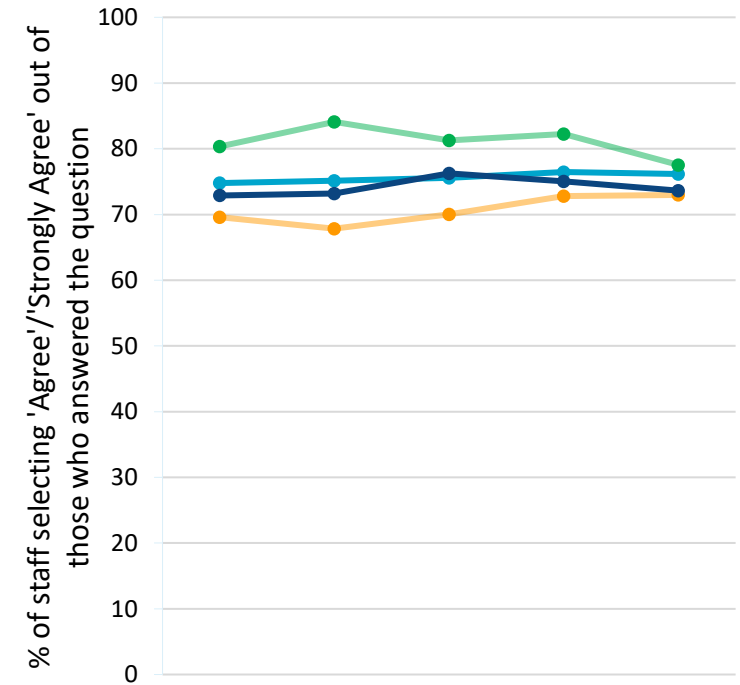
	2020	2021	2022	2023	2024
Your org	80.84%	82.48%	84.46%	83.51%	85.26%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	820	977	916	1047	927

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	92.53%	93.15%	91.51%	92.34%	92.10%
Best result	92.53%	95.03%	92.73%	94.76%	92.15%
Average result	91.31%	91.32%	90.99%	91.51%	91.00%
Worst result	88.54%	87.46%	87.83%	88.78%	87.59%
Responses	817	976	913	1045	924

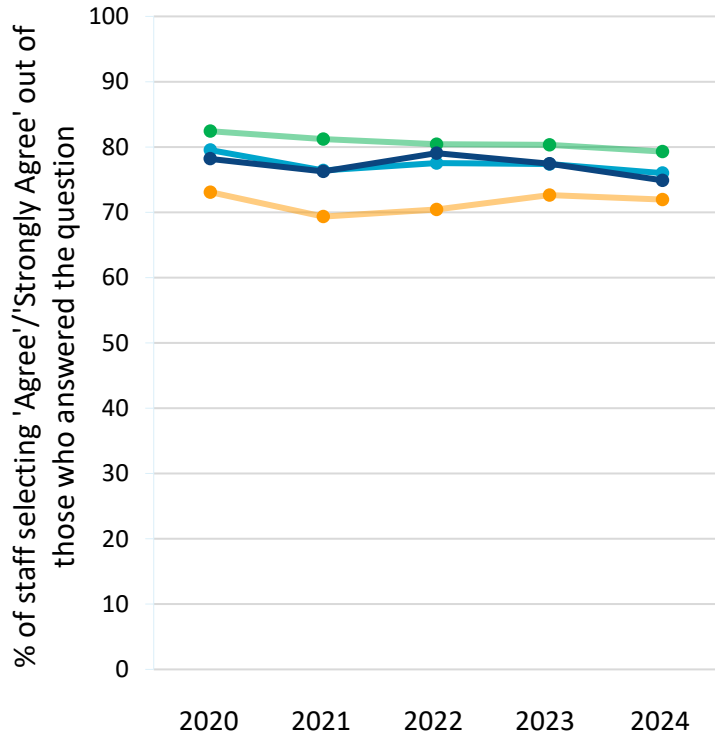
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	72.89%	73.19%	76.25%	75.05%	73.65%
Best result	80.35%	84.09%	81.27%	82.24%	77.55%
Average result	74.78%	75.12%	75.57%	76.46%	76.14%
Worst result	69.60%	67.84%	70.05%	72.78%	72.97%
Responses	825	974	915	1046	924

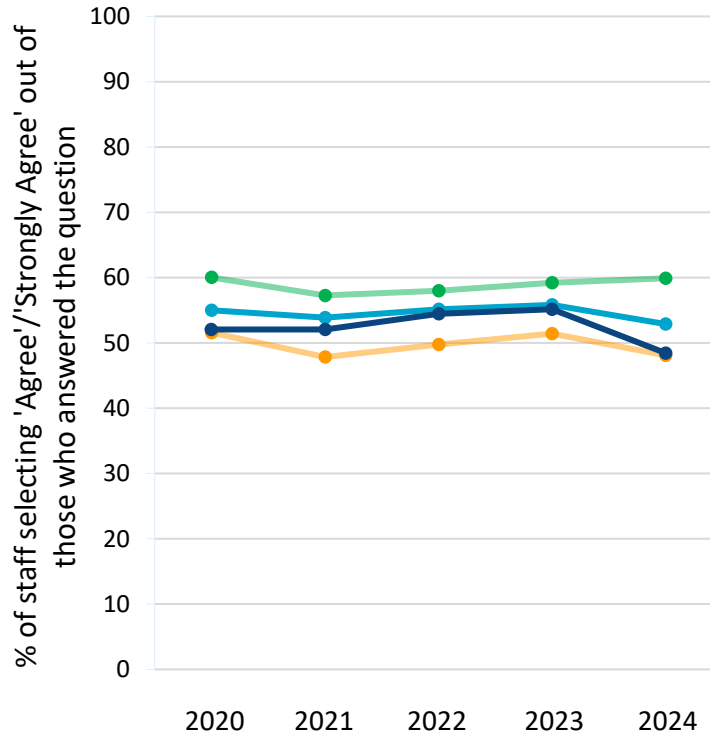


Q3d I am able to make suggestions to improve the work of my team / department.



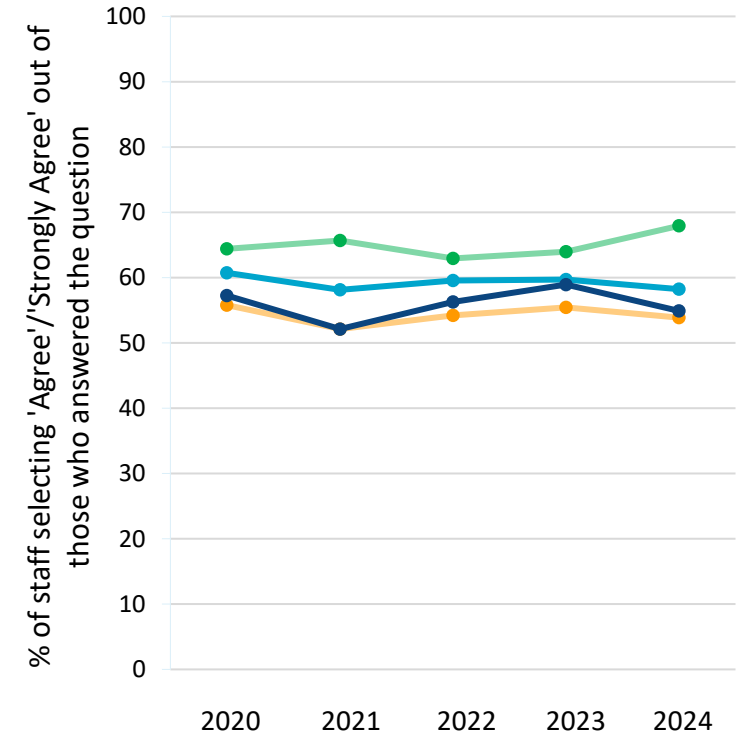
Responses	824	977	917	1047	925
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	821	977	917	1043	926
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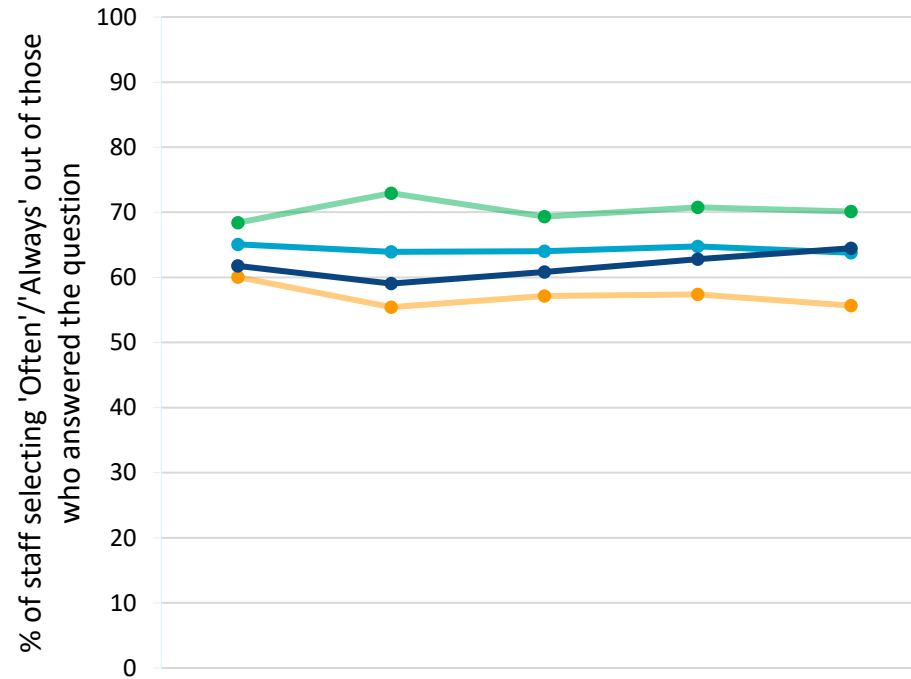
Q3f I am able to make improvements happen in my area of work.



Responses	816	975	916	1047	922
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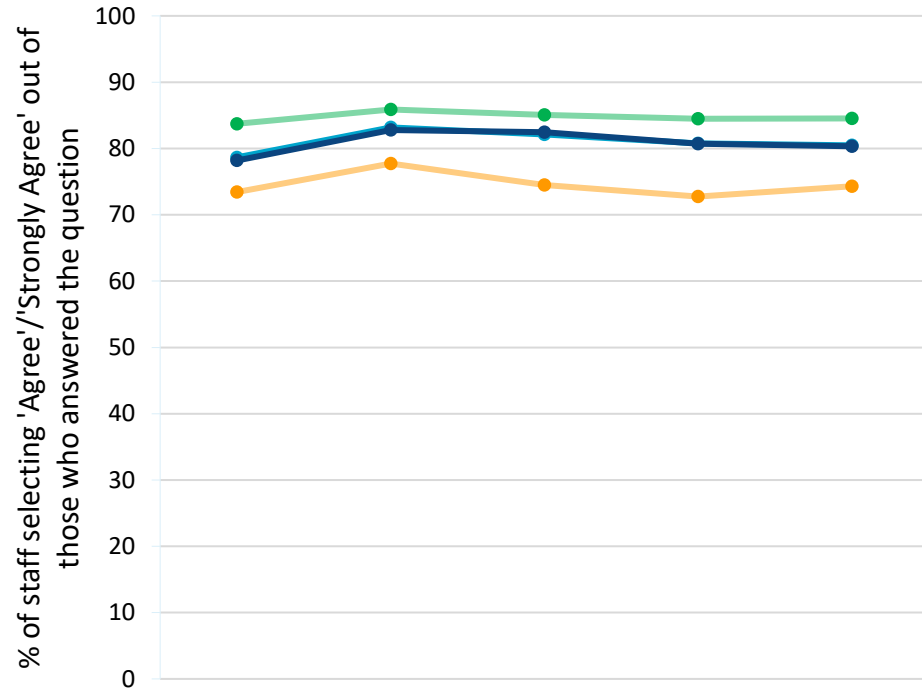
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	61.74%	59.05%	60.85%	62.81%	64.48%
Best result	68.41%	72.94%	69.34%	70.74%	70.12%
Average result	65.08%	63.95%	64.05%	64.77%	63.79%
Worst result	60.05%	55.44%	57.15%	57.41%	55.65%
Responses	816	974	917	1044	926

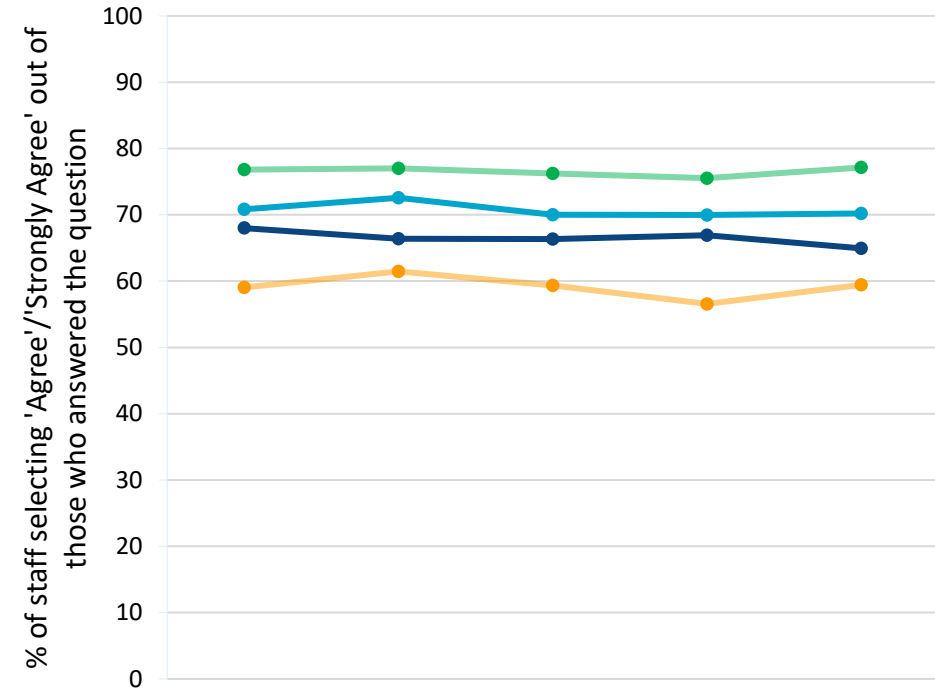


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	78.19%	82.78%	82.47%	80.73%	80.35%
Best result	83.73%	85.88%	85.05%	84.49%	84.55%
Average result	78.67%	83.18%	82.13%	80.79%	80.46%
Worst result	73.41%	77.73%	74.51%	72.75%	74.30%
Responses	820	959	917	1045	921

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

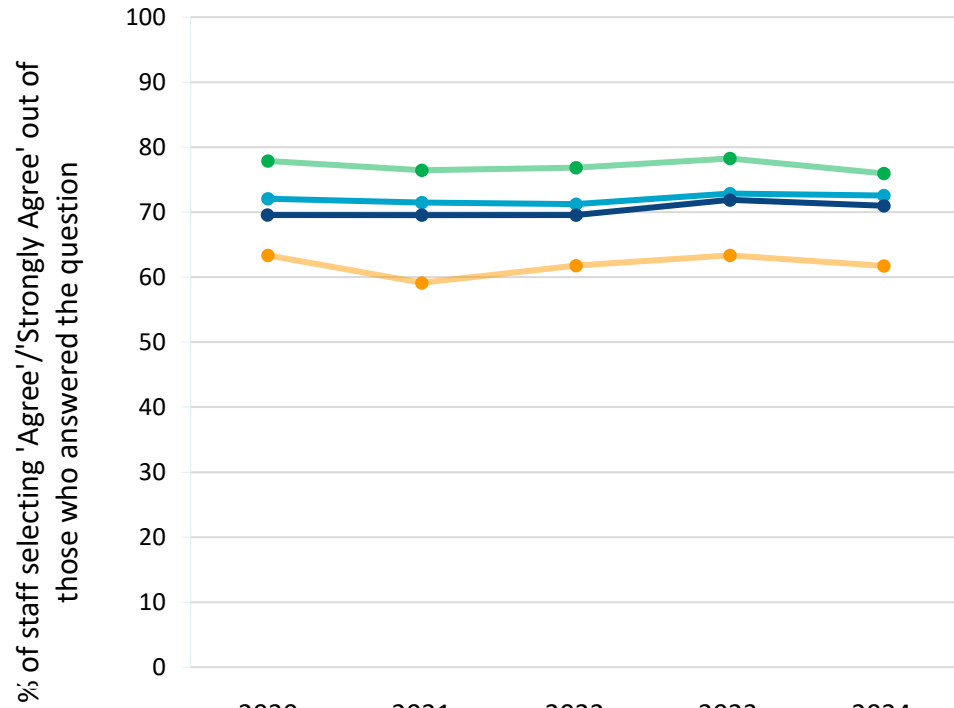


	2020	2021	2022	2023	2024
Your org	67.99%	66.38%	66.36%	66.90%	64.93%
Best result	76.80%	77.01%	76.22%	75.53%	77.14%
Average result	70.81%	72.56%	69.99%	69.98%	70.18%
Worst result	59.05%	61.46%	59.34%	56.56%	59.46%
Responses	821	959	918	1044	919



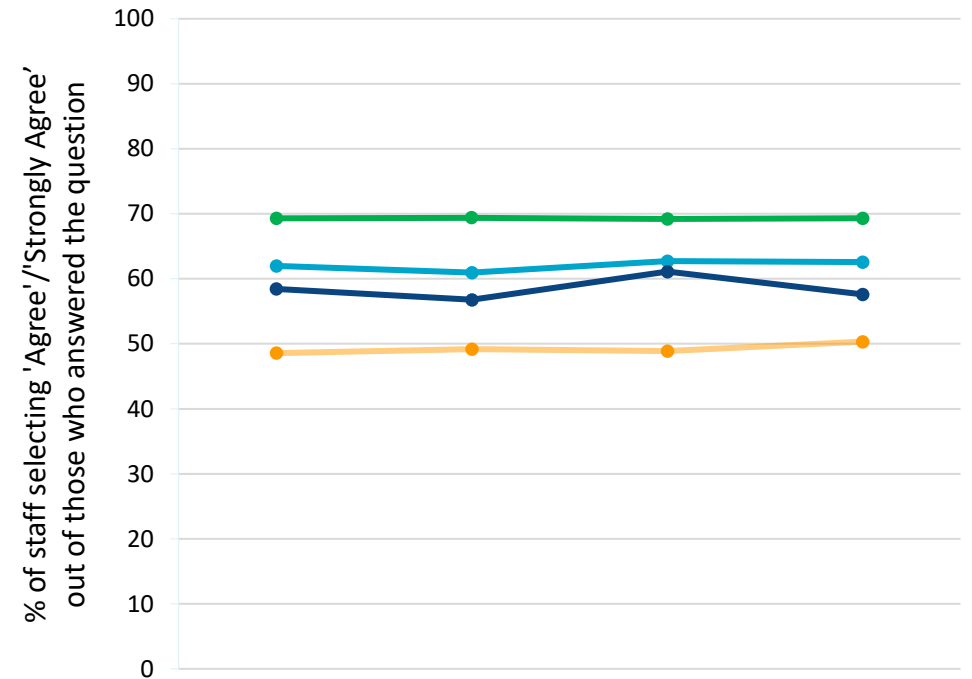
Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



Your org	69.56%	69.54%	69.55%	71.90%	71.01%
Best result	77.90%	76.47%	76.85%	78.26%	75.96%
Average result	72.09%	71.47%	71.24%	72.87%	72.55%
Worst result	63.35%	59.14%	61.76%	63.35%	61.75%

Responses	818	950	915	1042	923
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Your org	58.42%	56.79%	61.12%	57.58%
Best result	69.31%	69.38%	69.21%	69.30%
Average result	61.97%	60.96%	62.73%	62.58%
Worst result	48.57%	49.18%	48.88%	50.33%

Responses	950	918	1036	923
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People Promise element – We are safe and healthy



Questions included:

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

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

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

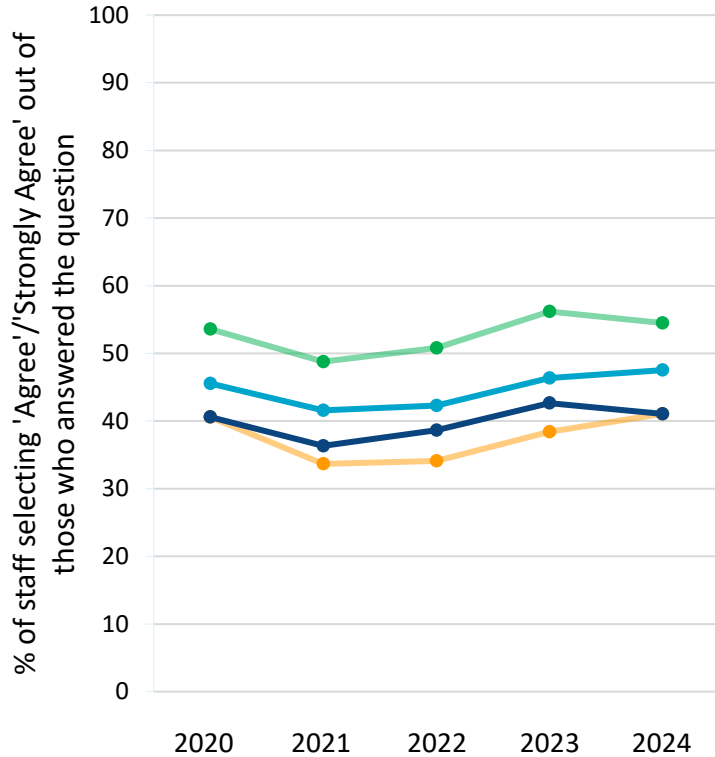
Other questions:* Q17a, Q17b, Q22

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

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

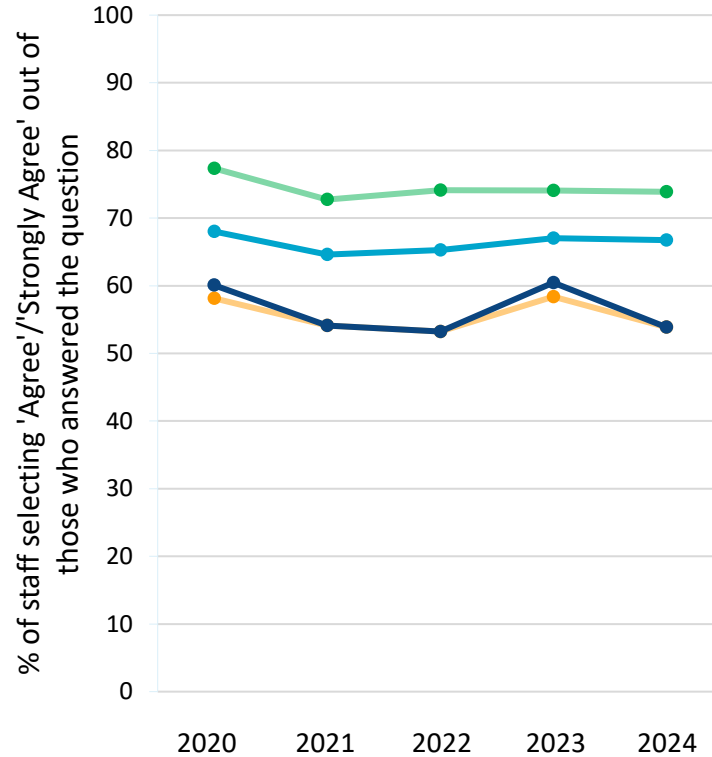


Q3g I am able to meet all the conflicting demands on my time at work.



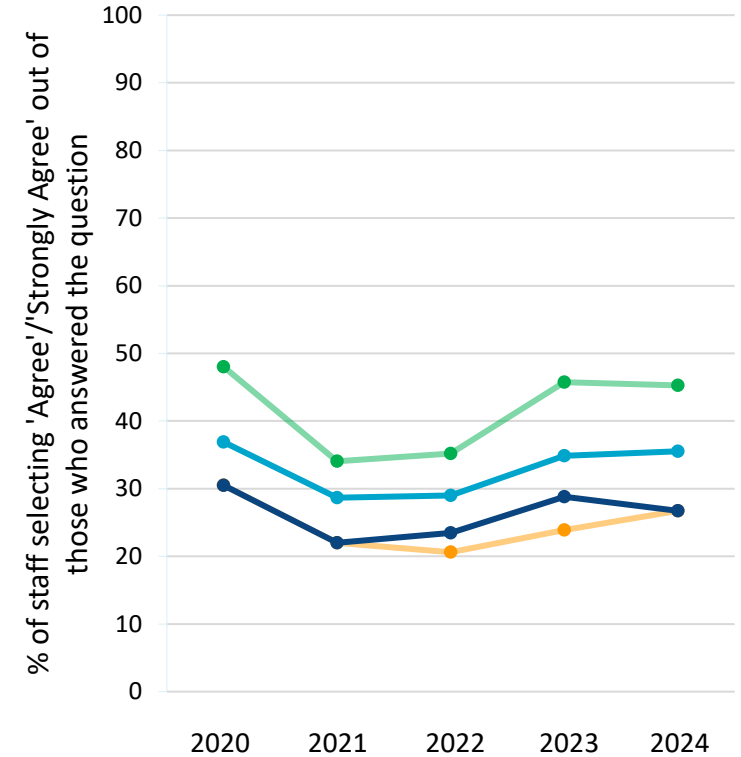
	2020	2021	2022	2023	2024
Your org	40.59%	36.33%	38.64%	42.64%	41.07%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%
Responses	822	974	916	1044	926

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



	2020	2021	2022	2023	2024
Your org	60.09%	54.11%	53.23%	60.46%	53.88%
Best result	77.34%	72.74%	74.14%	74.05%	73.89%
Average result	68.02%	64.61%	65.27%	67.04%	66.73%
Worst result	58.15%	54.11%	53.23%	58.38%	53.88%
Responses	820	976	917	1042	924

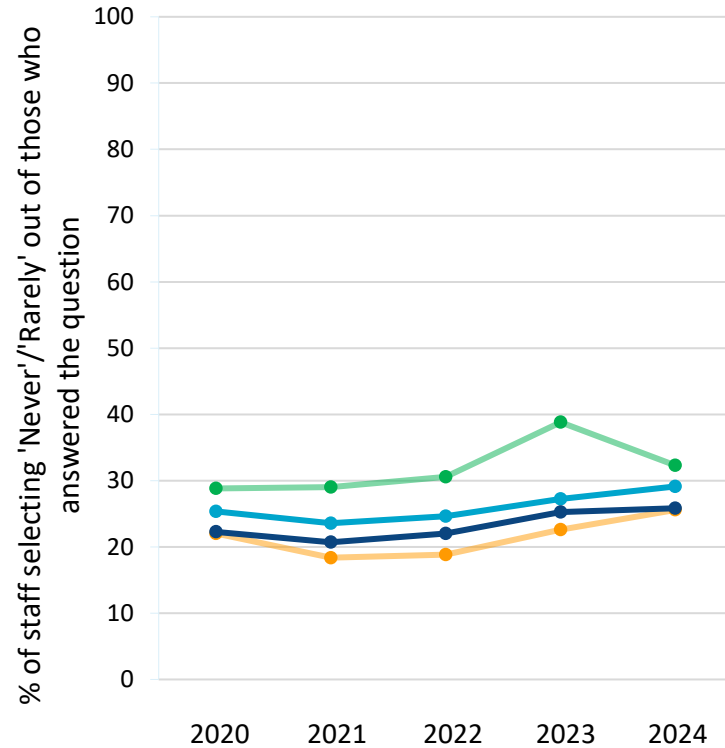
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	30.49%	22.00%	23.45%	28.78%	26.74%
Best result	48.02%	34.05%	35.18%	45.76%	45.26%
Average result	36.89%	28.67%	28.97%	34.87%	35.53%
Worst result	30.49%	22.00%	20.60%	23.88%	26.74%
Responses	818	975	917	1044	926

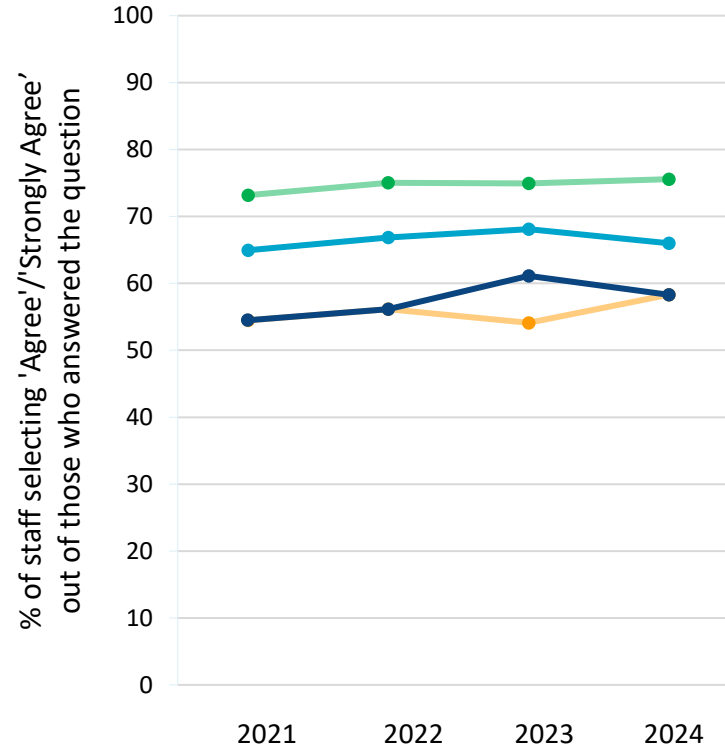


Q5a I have unrealistic time pressures.



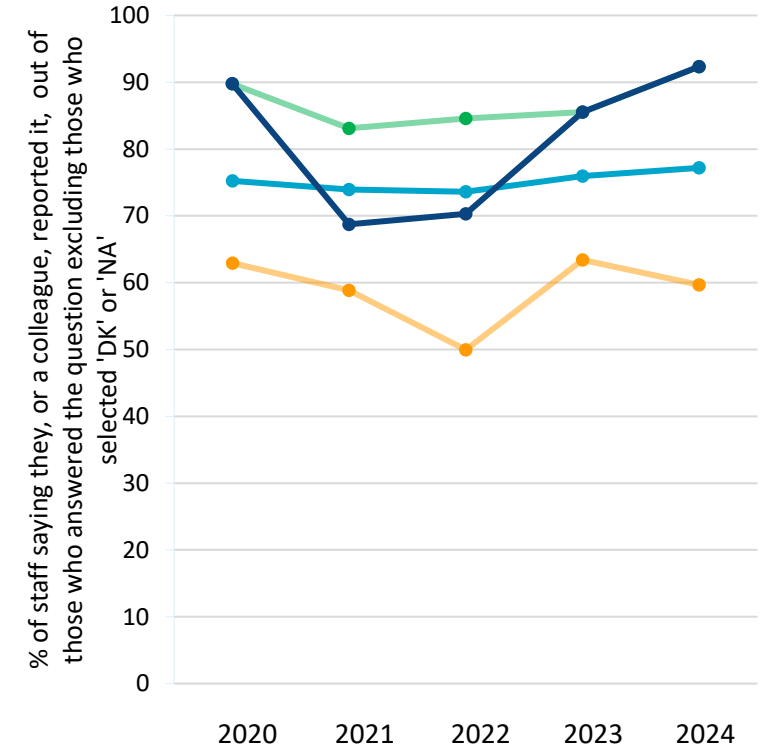
Responses	820	974	916	1045	926
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Q11a My organisation takes positive action on health and well-being.



Responses	951	906	1043	925
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Q13d The last time you experienced physical violence at work, did you or a colleague report it?

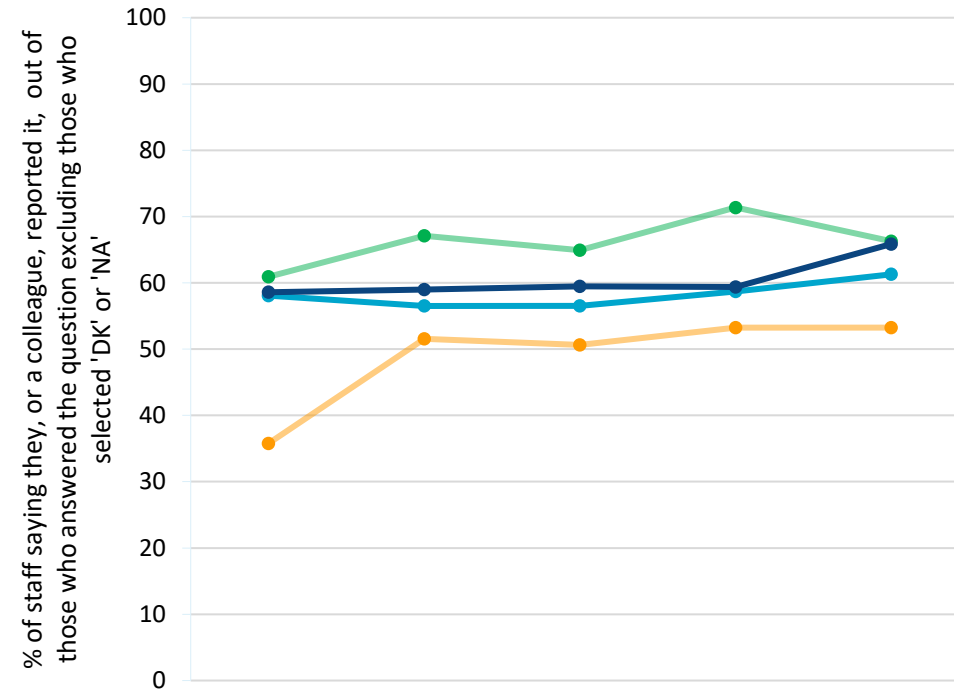


Responses	14	32	42	55	50
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Note: 2023 results for Q13d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

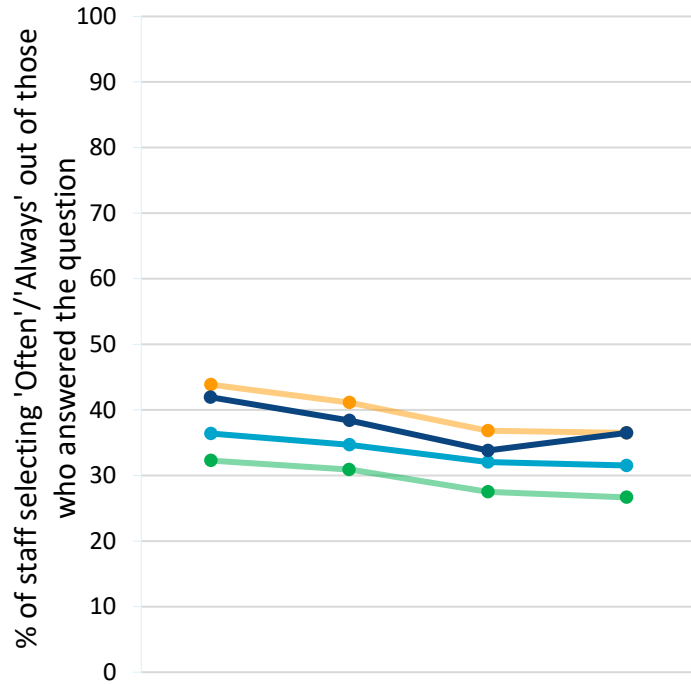


	2020	2021	2022	2023	2024
Your org	58.58%	59.00%	59.45%	59.36%	65.86%
Best result	60.92%	67.11%	64.93%	71.37%	66.27%
Average result	58.08%	56.51%	56.55%	58.71%	61.29%
Worst result	35.78%	51.55%	50.66%	53.23%	53.25%
Responses	201	238	227	238	226

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

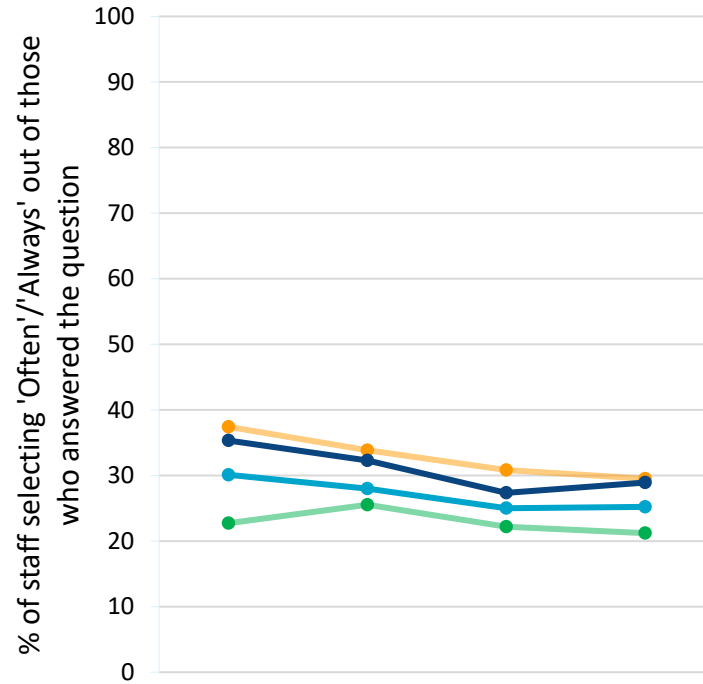


Q12a How often, if at all, do you find your work emotionally exhausting?



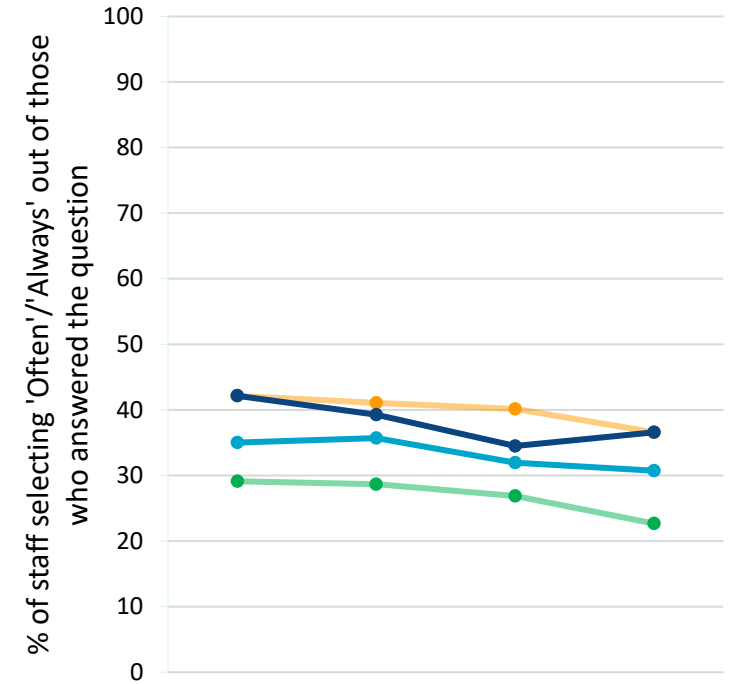
	2021	2022	2023	2024
Your org	41.93%	38.37%	33.81%	36.50%
Best result	32.27%	30.90%	27.50%	26.66%
Average result	36.40%	34.68%	32.07%	31.53%
Worst result	43.86%	41.12%	36.81%	36.50%
Responses	963	917	1047	925

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



	2021	2022	2023	2024
Your org	35.33%	32.28%	27.35%	28.92%
Best result	22.72%	25.54%	22.18%	21.21%
Average result	30.10%	28.00%	25.00%	25.22%
Worst result	37.42%	33.84%	30.83%	29.52%
Responses	964	917	1046	925

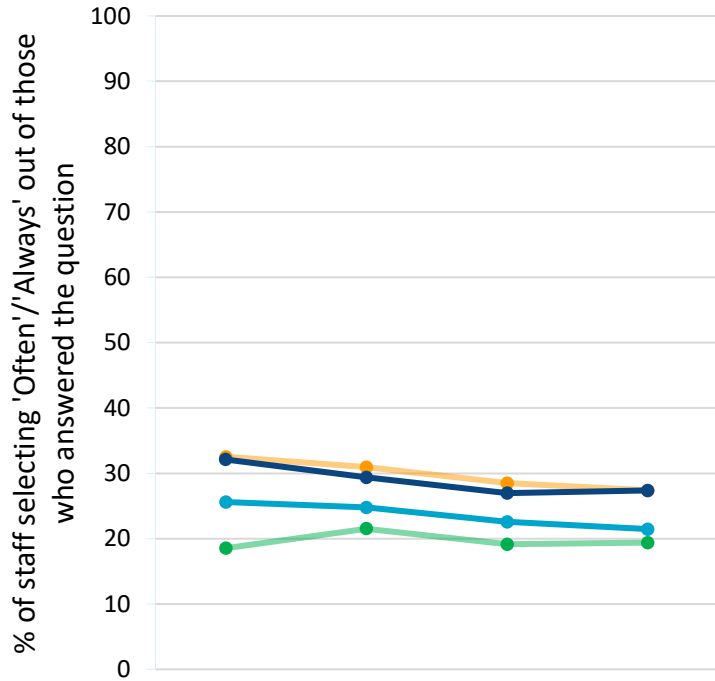
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	42.15%	39.25%	34.50%	36.60%
Best result	29.11%	28.67%	26.89%	22.67%
Average result	35.03%	35.70%	31.93%	30.73%
Worst result	42.15%	41.07%	40.12%	36.60%
Responses	964	917	1046	923

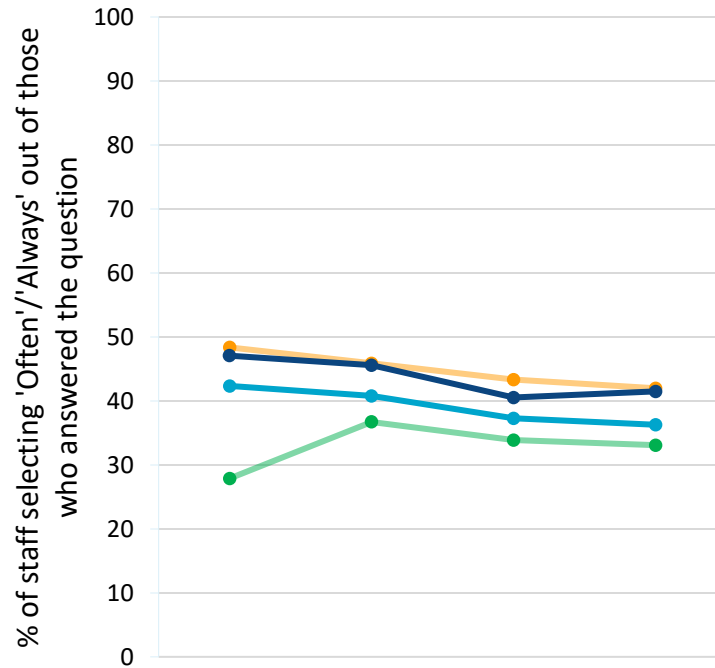


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



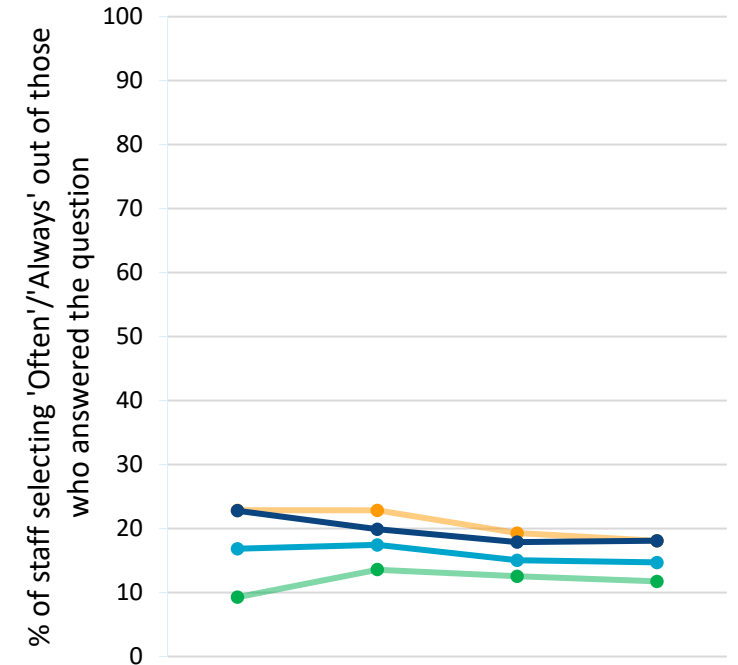
	2021	2022	2023	2024
Your org	32.11%	29.41%	26.97%	27.40%
Best result	18.54%	21.51%	19.14%	19.38%
Average result	25.60%	24.76%	22.60%	21.47%
Worst result	32.55%	30.96%	28.51%	27.40%
Responses	963	917	1043	922

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	47.07%	45.60%	40.54%	41.48%
Best result	27.88%	36.70%	33.89%	33.09%
Average result	42.34%	40.79%	37.27%	36.27%
Worst result	48.37%	45.87%	43.36%	41.98%
Responses	962	916	1046	926

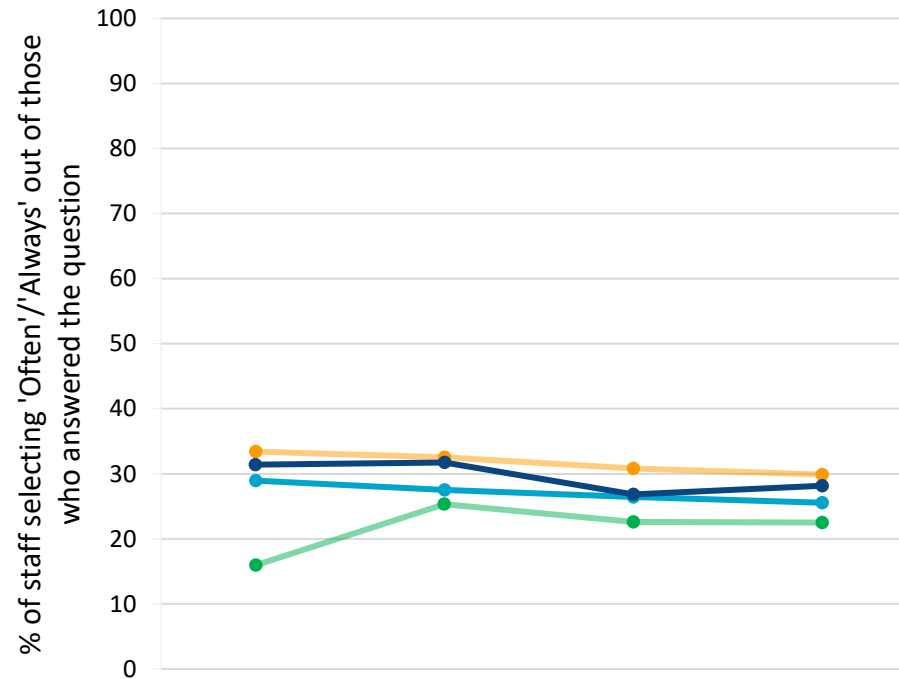
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	22.78%	19.90%	17.88%	18.09%
Best result	9.27%	13.56%	12.57%	11.76%
Average result	16.83%	17.46%	15.06%	14.72%
Worst result	22.87%	22.84%	19.29%	18.09%
Responses	962	917	1045	925



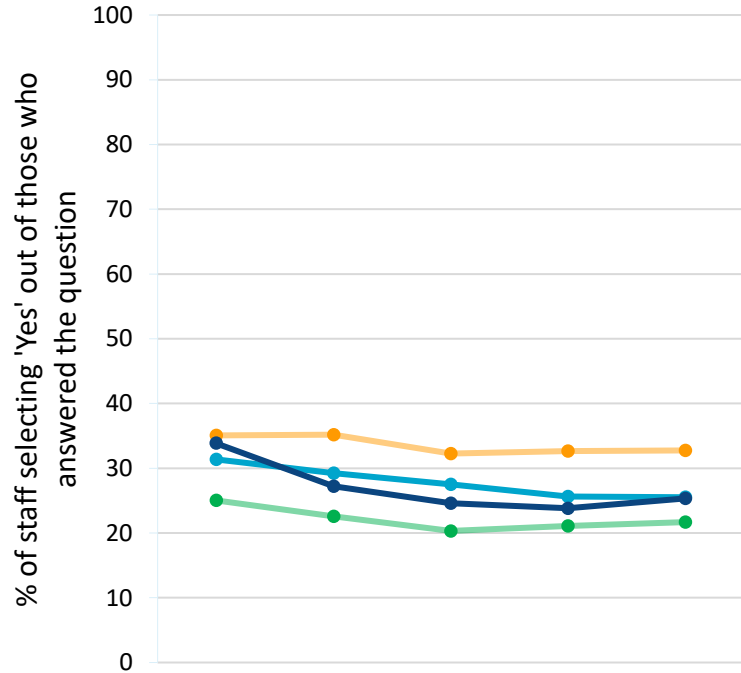
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	31.39%	31.74%	26.83%	28.14%
Best result	15.94%	25.32%	22.59%	22.51%
Average result	28.94%	27.52%	26.42%	25.55%
Worst result	33.41%	32.54%	30.83%	29.89%
Responses	963	916	1046	925

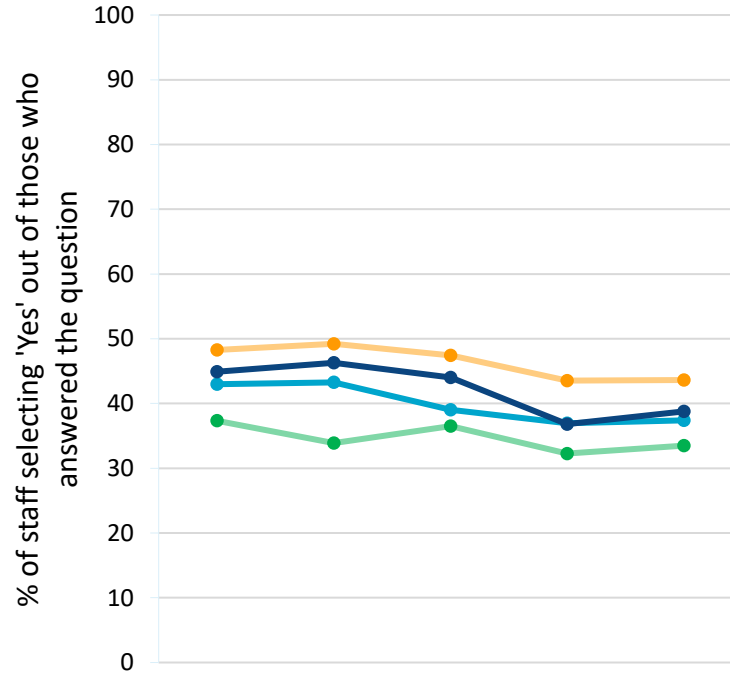


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



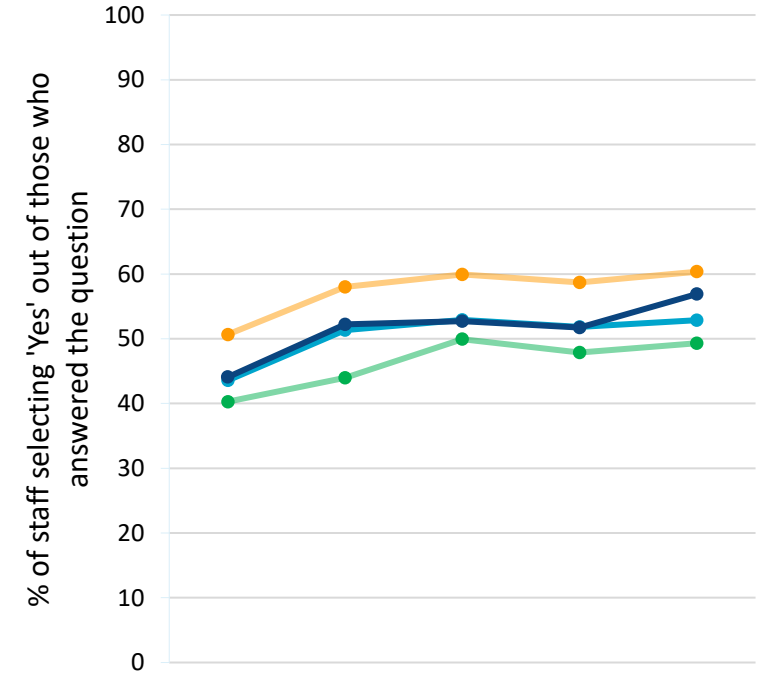
	2020	2021	2022	2023	2024
Your org	33.84%	27.21%	24.60%	23.83%	25.35%
Best result	25.03%	22.57%	20.32%	21.10%	21.68%
Average result	31.37%	29.23%	27.52%	25.64%	25.53%
Worst result	35.07%	35.19%	32.27%	32.66%	32.78%
Responses	817	964	916	1046	925

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



	2020	2021	2022	2023	2024
Your org	44.90%	46.29%	44.05%	36.82%	38.79%
Best result	37.33%	33.91%	36.49%	32.28%	33.48%
Average result	42.99%	43.26%	39.02%	36.95%	37.41%
Worst result	48.26%	49.23%	47.41%	43.54%	43.64%
Responses	819	962	918	1045	923

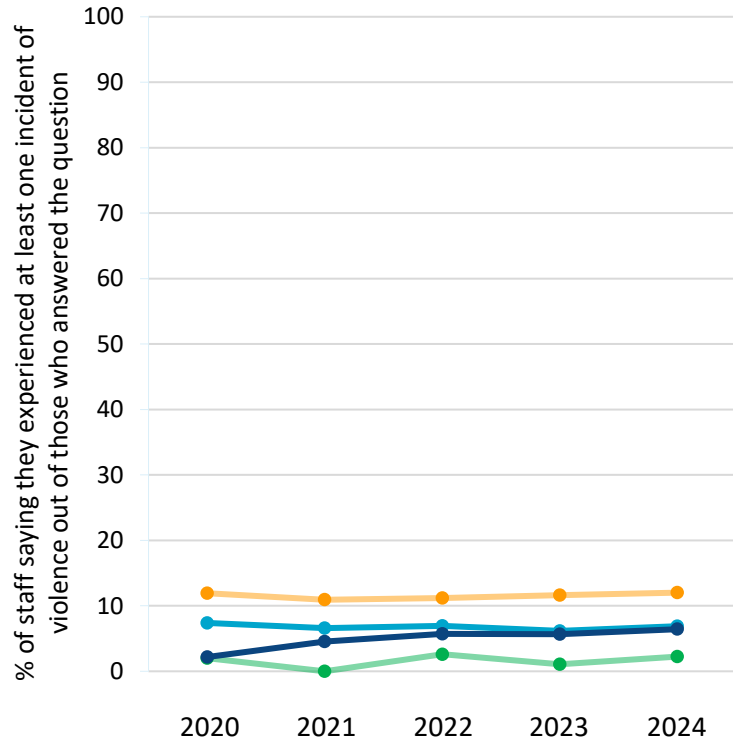
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2020	2021	2022	2023	2024
Your org	44.08%	52.22%	52.71%	51.71%	56.91%
Best result	40.29%	43.96%	49.93%	47.86%	49.29%
Average result	43.57%	51.32%	52.92%	51.82%	52.88%
Worst result	50.67%	58.03%	59.95%	58.69%	60.36%
Responses	822	964	918	1046	925

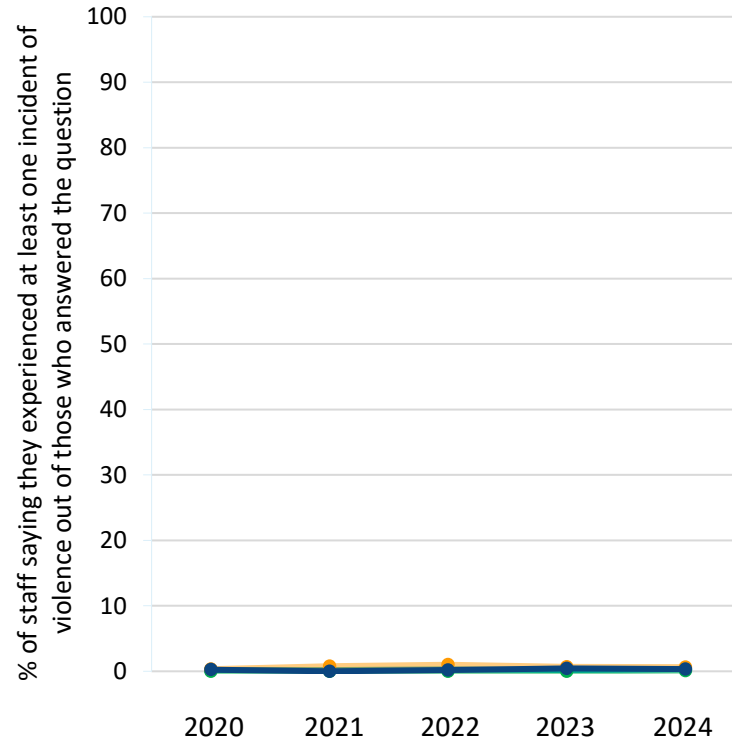


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



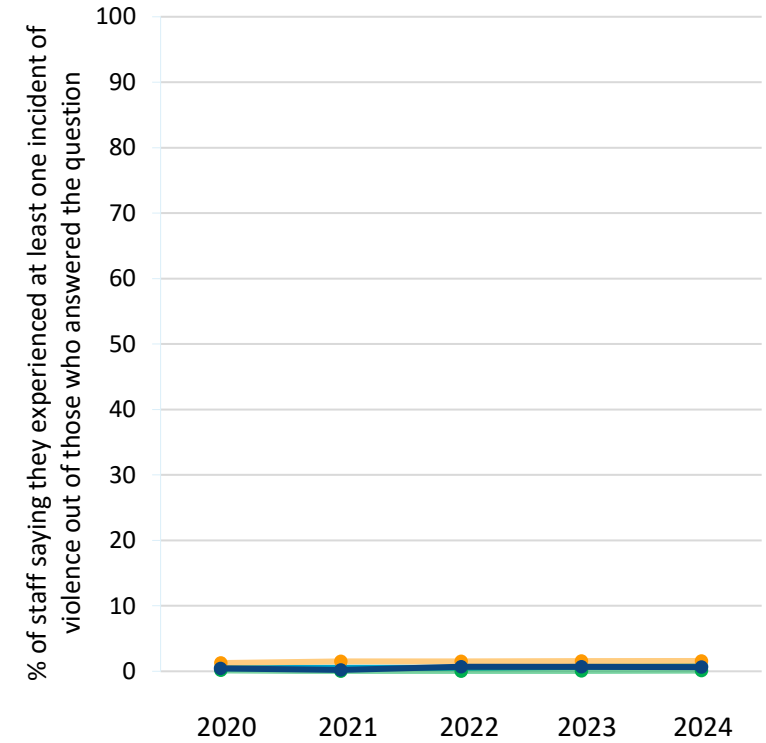
Your org	2.18%	4.56%	5.73%	5.68%	6.43%
Best result	2.02%	0.00%	2.61%	1.08%	2.26%
Average result	7.39%	6.60%	6.93%	6.18%	6.87%
Worst result	11.91%	10.93%	11.20%	11.63%	12.02%
Responses	821	964	916	1013	923

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



Your org	0.26%	0.00%	0.22%	0.44%	0.35%
Best result	0.00%	0.00%	0.00%	0.00%	0.10%
Average result	0.19%	0.19%	0.28%	0.19%	0.29%
Worst result	0.32%	0.79%	1.00%	0.70%	0.66%
Responses	819	963	908	997	910

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

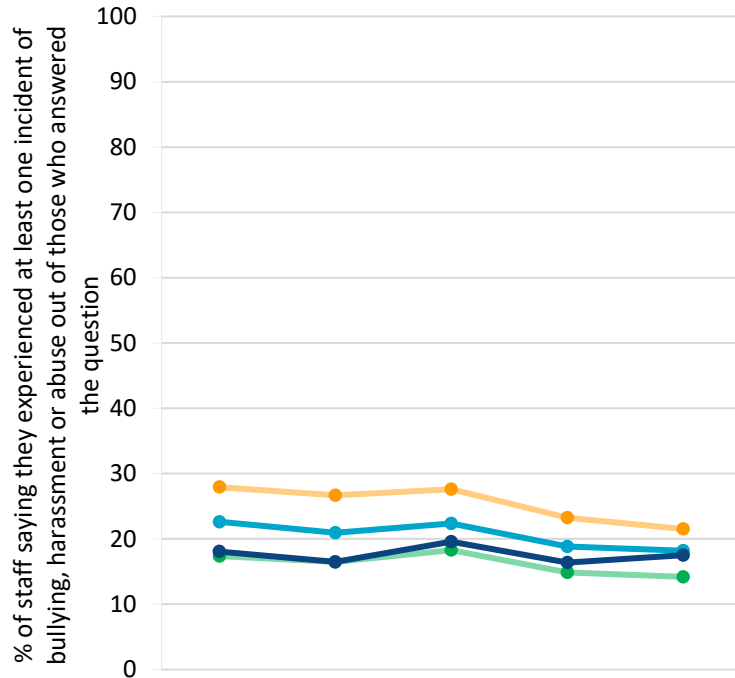


Your org	0.43%	0.21%	0.69%	0.66%	0.66%
Best result	0.12%	0.00%	0.00%	0.06%	0.11%
Average result	0.47%	0.53%	0.53%	0.66%	0.74%
Worst result	1.26%	1.53%	1.54%	1.54%	1.58%
Responses	811	960	899	993	894

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.

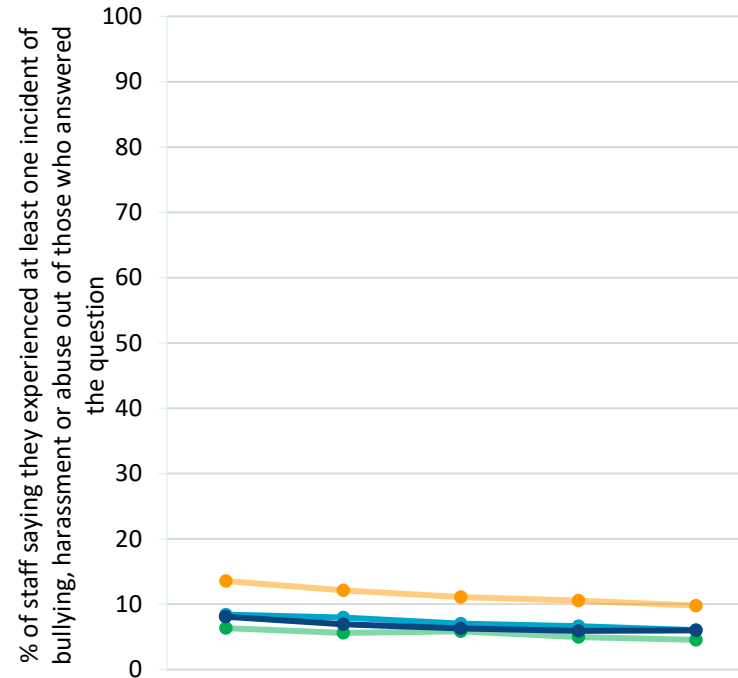


2020 2021 2022 2023 2024

Your org	18.08%	16.47%	19.59%	16.38%	17.50%
Best result	17.35%	16.47%	18.28%	14.86%	14.20%
Average result	22.63%	20.96%	22.36%	18.86%	18.20%
Worst result	27.93%	26.70%	27.60%	23.27%	21.52%

Responses 821 907 917 1013 923

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

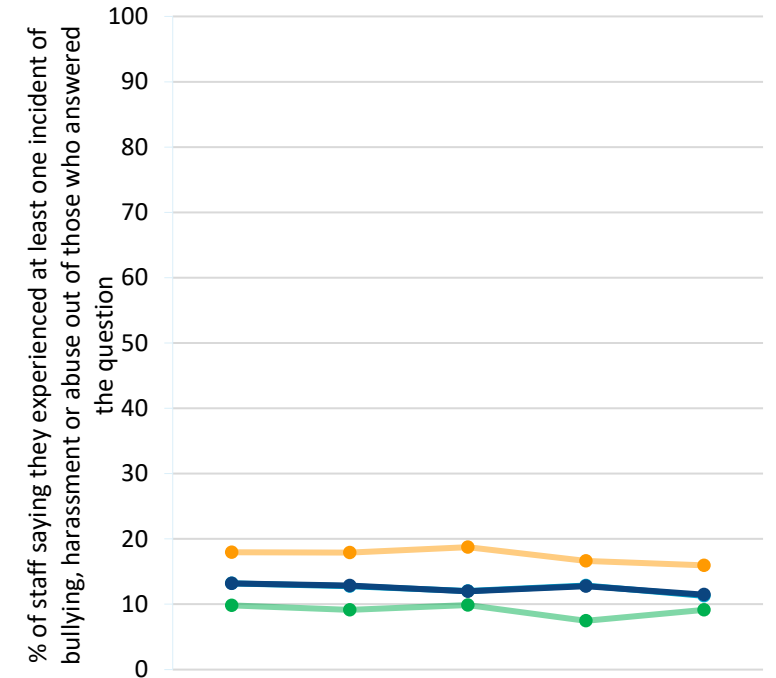


2020 2021 2022 2023 2024

Your org	8.09%	6.96%	6.28%	5.92%	6.01%
Best result	6.34%	5.62%	5.85%	5.00%	4.55%
Average result	8.42%	7.97%	7.01%	6.64%	6.03%
Worst result	13.56%	12.11%	11.10%	10.55%	9.80%

Responses 819 904 906 1005 913

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

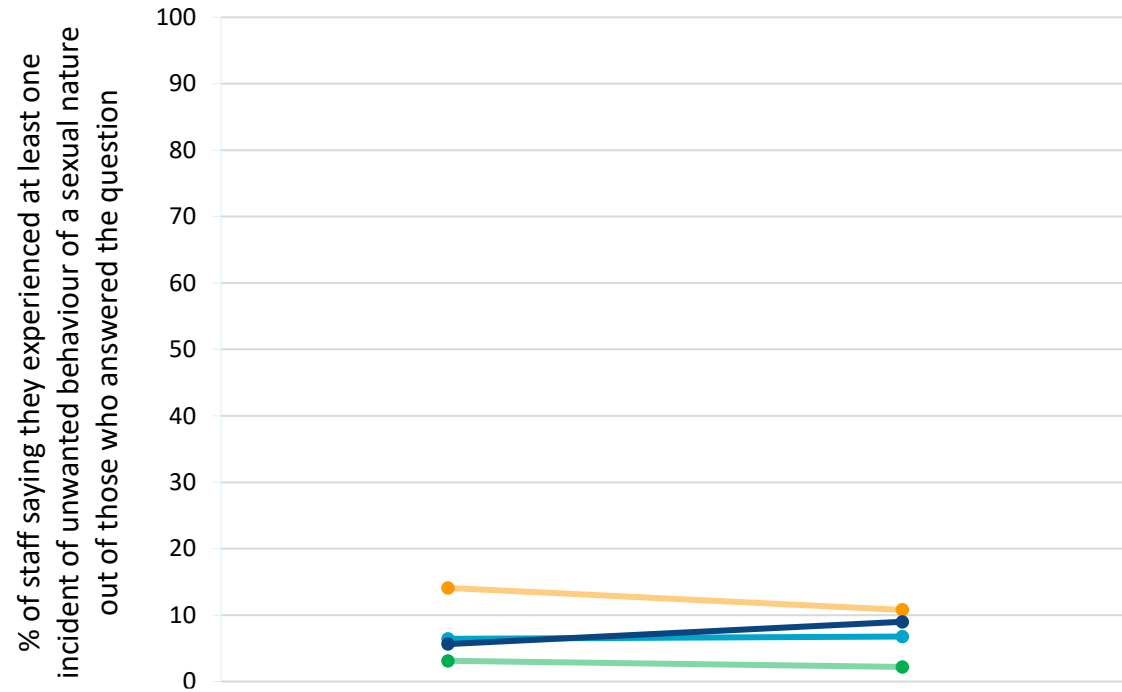
Your org	13.20%	12.88%	11.99%	12.75%	11.47%
Best result	9.84%	9.12%	9.88%	7.47%	9.15%
Average result	13.20%	12.77%	12.04%	12.85%	11.29%
Worst result	17.97%	17.93%	18.74%	16.64%	15.96%

Responses 813 901 904 1002 910

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



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



2023 2024

Your org	5.63%	8.99%
Best result	3.12%	2.20%
Average result	6.43%	6.77%
Worst result	14.09%	10.78%

Responses 1046 925

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

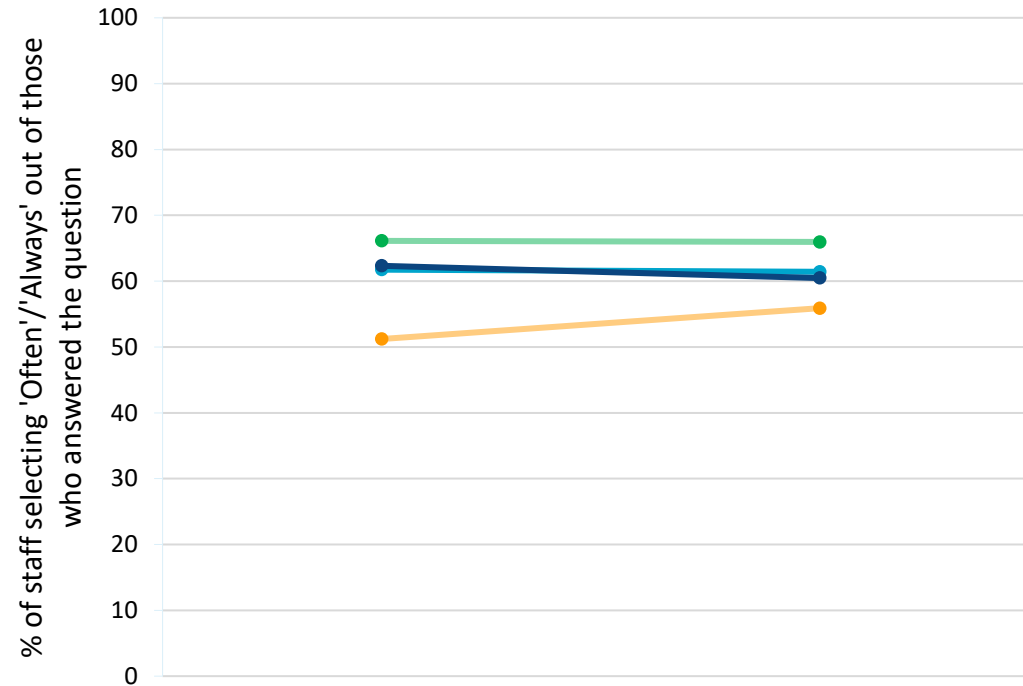
Your org	1.41%	1.47%
Best result	0.50%	0.71%
Average result	1.58%	1.43%
Worst result	4.72%	2.58%

Responses 1042 920

*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	62.33%	60.47%
Best result	66.12%	65.96%
Average result	61.74%	61.42%
Worst result	51.21%	55.90%
Responses	1047	925

*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

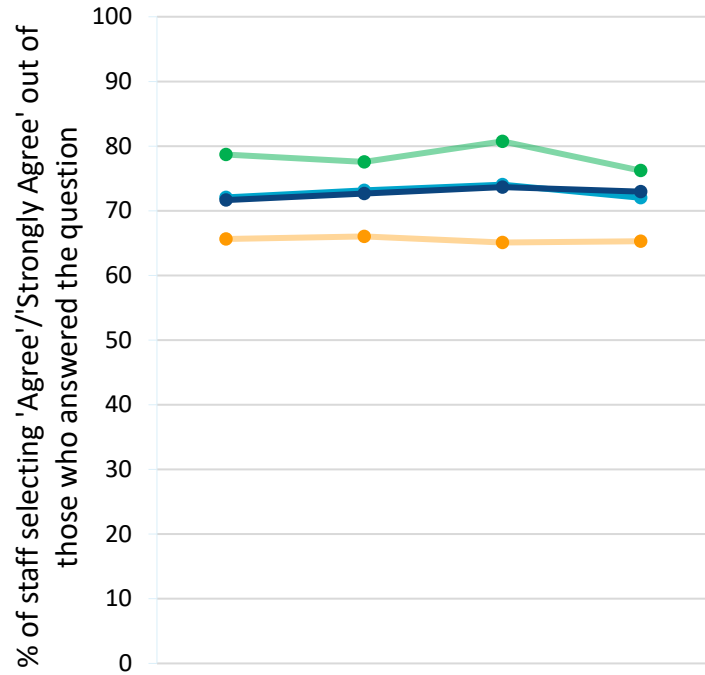
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**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.

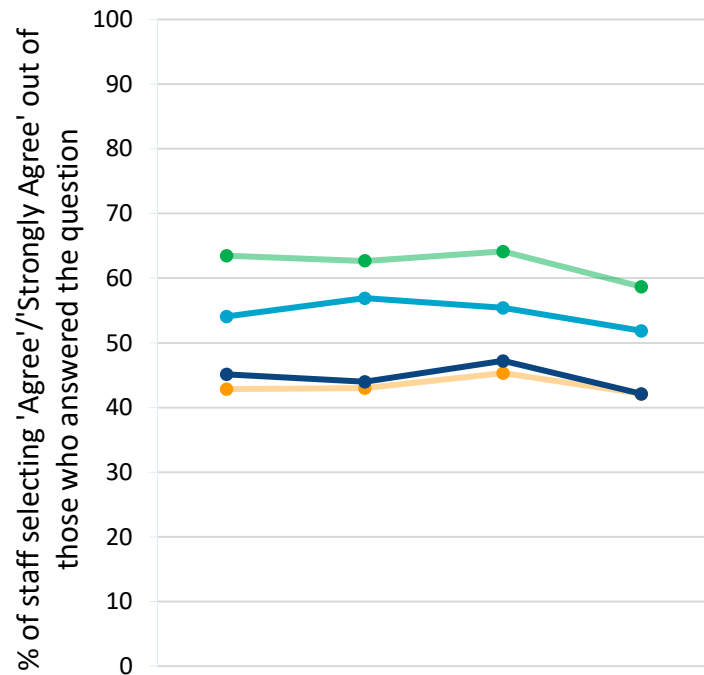


Q24a This organisation offers me challenging work.



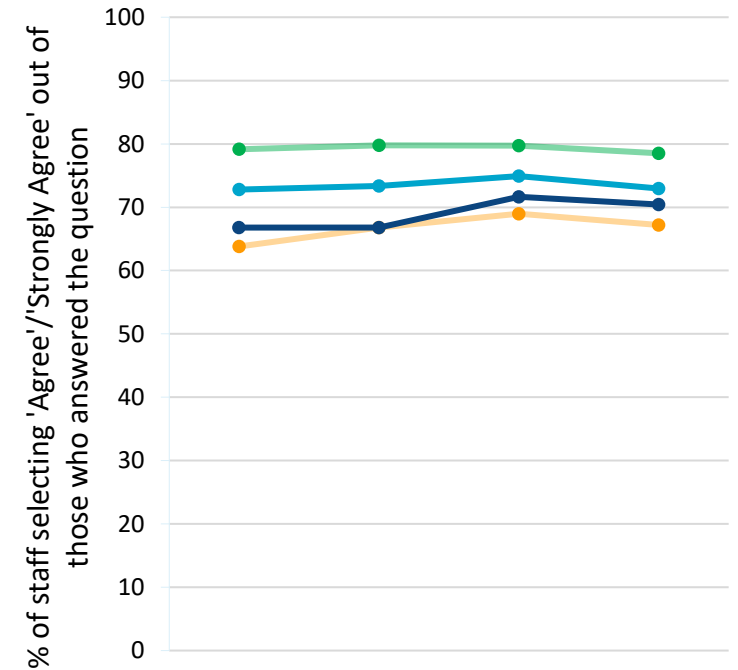
	2021	2022	2023	2024
Your org	71.65%	72.68%	73.66%	72.97%
Best result	78.69%	77.56%	80.73%	76.20%
Average result	72.05%	73.14%	74.03%	72.00%
Worst result	65.65%	66.03%	65.09%	65.30%
Responses	956	913	1046	922

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



	2021	2022	2023	2024
Your org	45.12%	43.99%	47.23%	42.12%
Best result	63.48%	62.65%	64.15%	58.67%
Average result	54.10%	56.92%	55.42%	51.87%
Worst result	42.87%	43.00%	45.32%	42.12%
Responses	956	913	1046	923

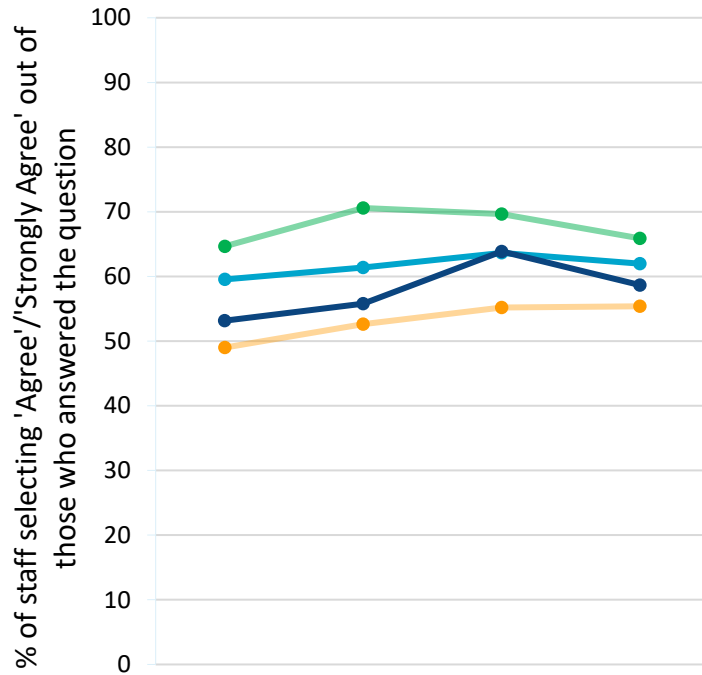
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	66.79%	66.79%	71.65%	70.43%
Best result	79.15%	79.78%	79.75%	78.52%
Average result	72.79%	73.35%	74.91%	72.96%
Worst result	63.81%	66.79%	68.98%	67.21%
Responses	954	912	1045	925

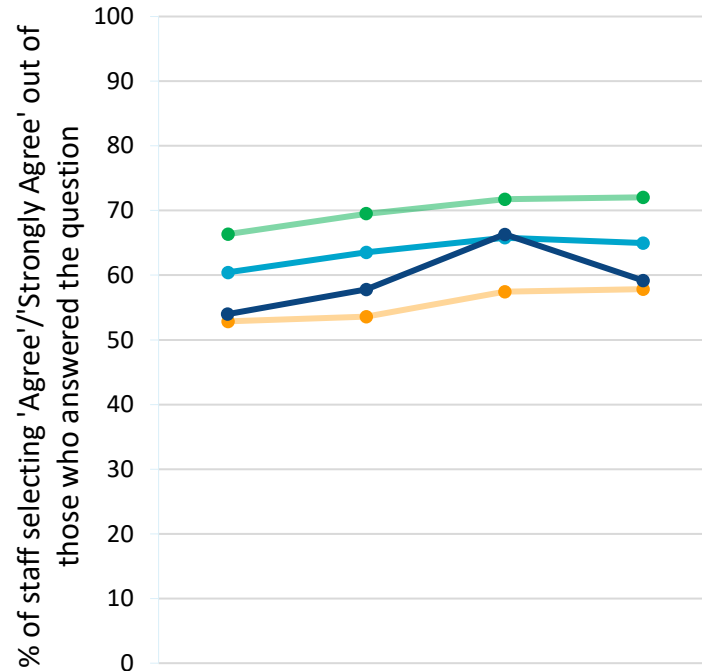


Q24d I feel supported to develop my potential.



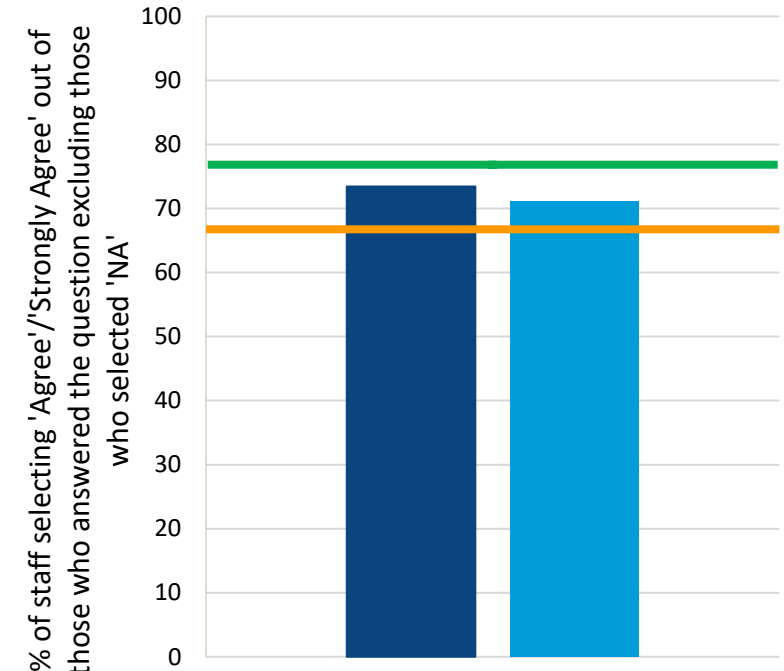
	2021	2022	2023	2024
Your org	53.16%	55.81%	63.87%	58.67%
Best result	64.67%	70.59%	69.67%	65.89%
Average result	59.54%	61.39%	63.64%	61.97%
Worst result	49.00%	52.62%	55.21%	55.39%
Responses	956	911	1045	922

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



	2021	2022	2023	2024
Your org	53.98%	57.81%	66.33%	59.19%
Best result	66.34%	69.49%	71.75%	72.04%
Average result	60.44%	63.55%	65.79%	64.95%
Worst result	52.86%	53.59%	57.46%	57.84%
Responses	956	913	1044	925

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

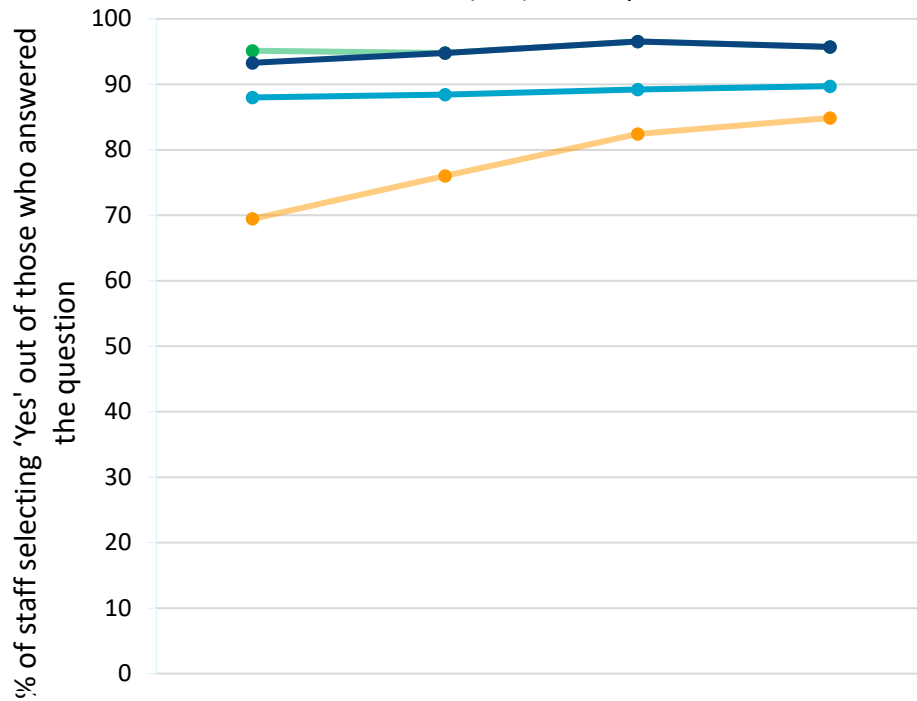


	2024
Your org	73.44%
Best result	76.84%
Average result	71.14%
Worst result	66.75%
Responses	787

*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.



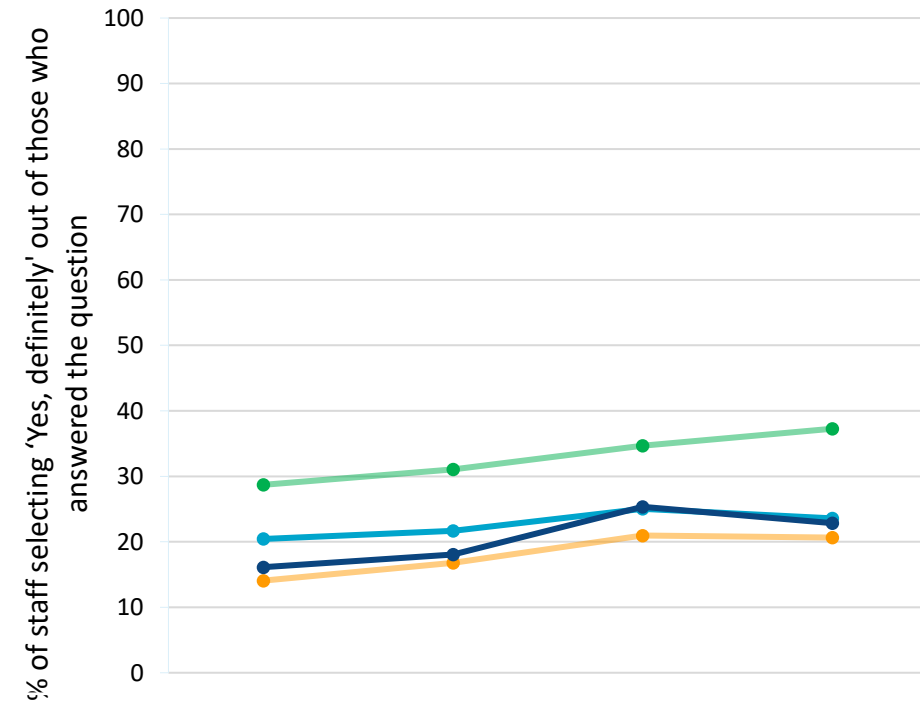
Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	93.29%	94.79%	96.55%	95.73%
Best result	95.15%	94.79%	96.55%	95.73%
Average result	88.00%	88.46%	89.22%	89.72%
Worst result	69.45%	76.00%	82.42%	84.86%

Responses 958 913 1034 919

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



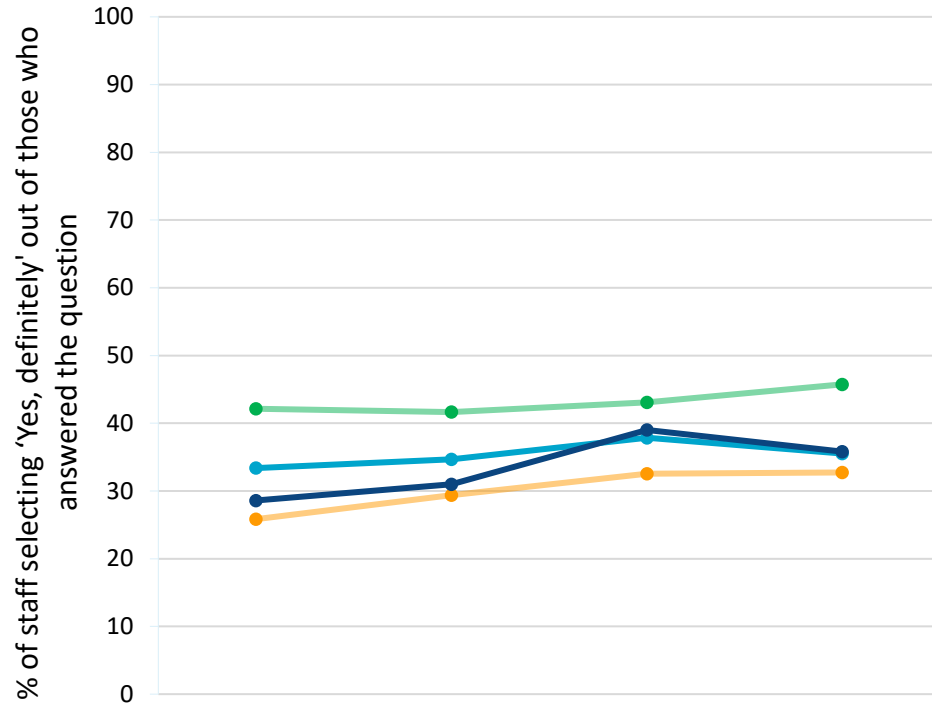
	2021	2022	2023	2024
Your org	16.12%	18.06%	25.35%	22.86%
Best result	28.70%	31.07%	34.66%	37.27%
Average result	20.43%	21.68%	25.03%	23.56%
Worst result	14.07%	16.81%	20.96%	20.65%

Responses 888 860 996 871

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

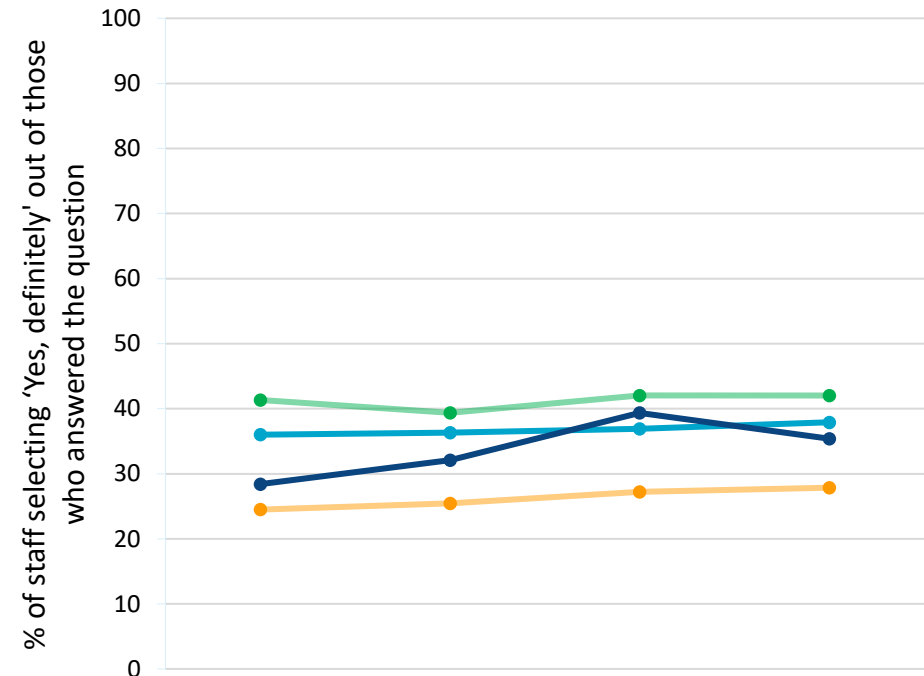


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	28.60%	30.96%	39.00%	35.82%
Best result	42.13%	41.64%	43.08%	45.74%
Average result	33.38%	34.65%	37.86%	35.53%
Worst result	25.84%	29.36%	32.57%	32.73%
Responses	889	861	998	872

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



	2021	2022	2023	2024
Your org	28.41%	32.09%	39.35%	35.37%
Best result	41.32%	39.37%	42.04%	42.01%
Average result	36.00%	36.30%	36.91%	37.92%
Worst result	24.49%	25.44%	27.24%	27.85%
Responses	889	860	996	870

People Promise element – We work flexibly



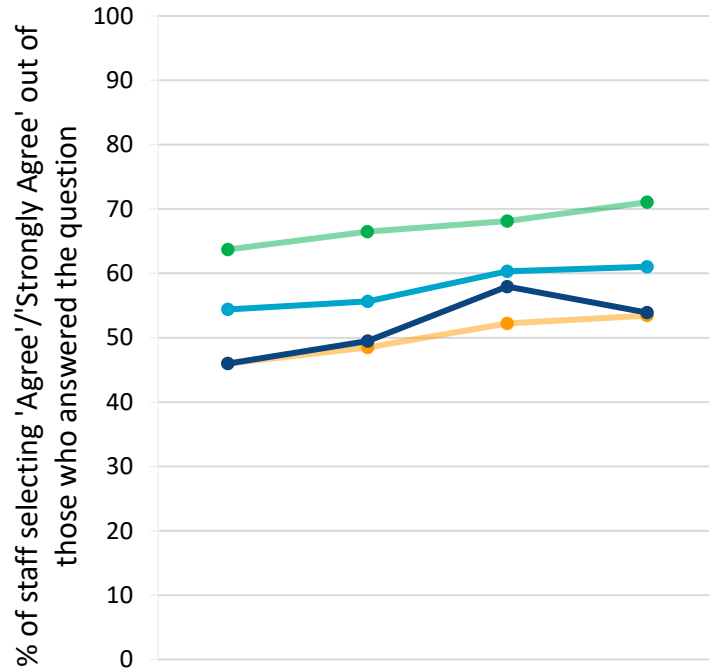
Questions included:

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

Flexible working – Q4d

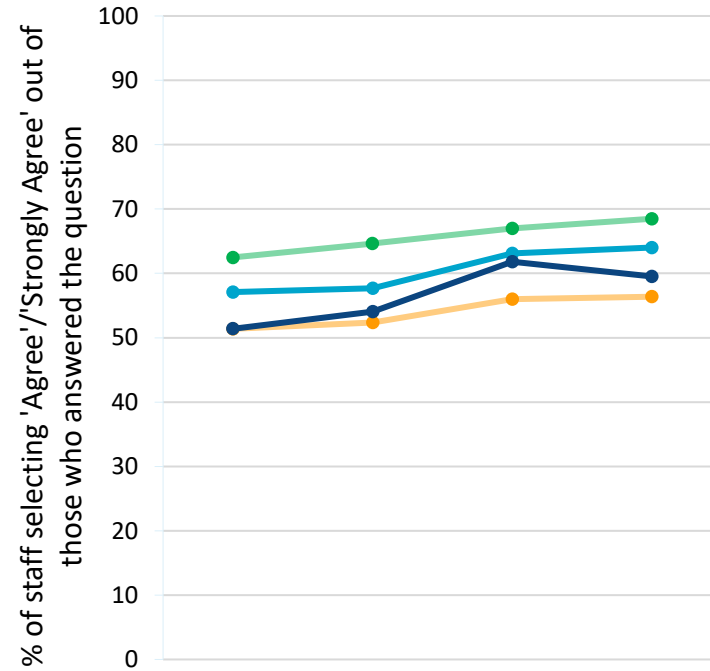


Q6b My organisation is committed to helping me balance my work and home life.



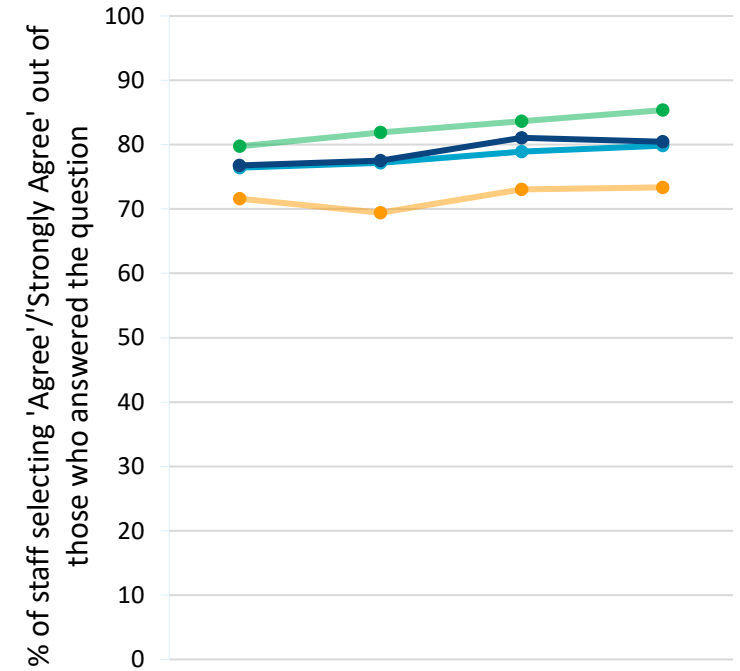
	2021	2022	2023	2024
Your org	45.98%	49.46%	57.95%	53.90%
Best result	63.71%	66.48%	68.13%	71.05%
Average result	54.39%	55.62%	60.32%	61.03%
Worst result	45.98%	48.46%	52.21%	53.43%
Responses	971	916	1044	927

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



	2021	2022	2023	2024
Your org	51.38%	54.07%	61.81%	59.53%
Best result	62.48%	64.63%	66.97%	68.49%
Average result	57.10%	57.71%	63.11%	64.02%
Worst result	51.38%	52.36%	55.97%	56.37%
Responses	972	916	1045	925

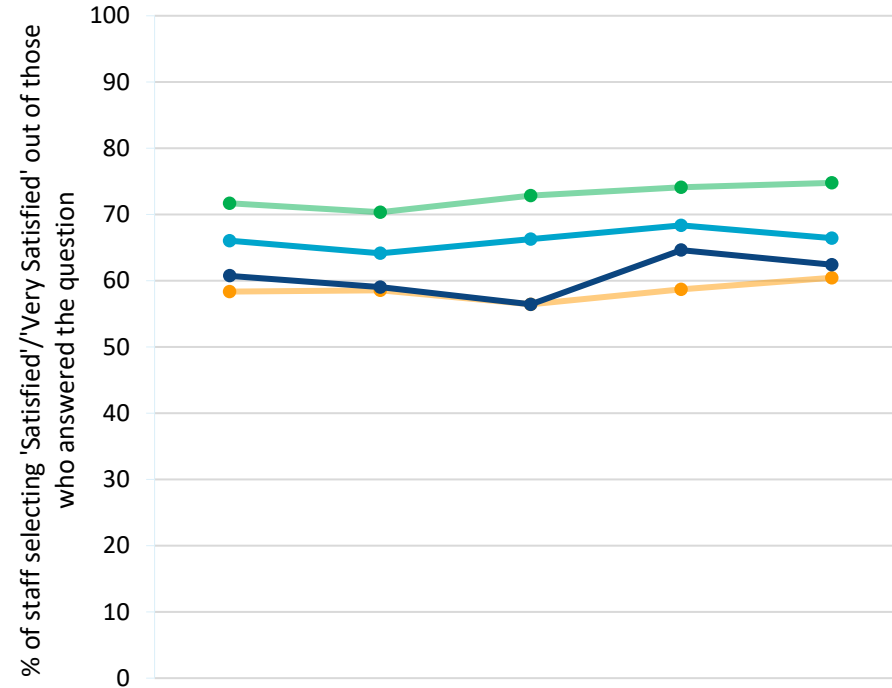
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	76.78%	77.53%	81.06%	80.48%
Best result	79.75%	81.90%	83.64%	85.37%
Average result	76.43%	77.18%	78.90%	79.84%
Worst result	71.62%	69.42%	73.05%	73.37%
Responses	972	917	1046	927



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	60.74%	59.04%	56.44%	64.62%	62.43%
Best result	71.69%	70.34%	72.83%	74.12%	74.78%
Average result	66.05%	64.14%	66.27%	68.36%	66.42%
Worst result	58.38%	58.56%	56.44%	58.68%	60.45%
Responses	821	973	917	1043	922

People Promise element – We are a team



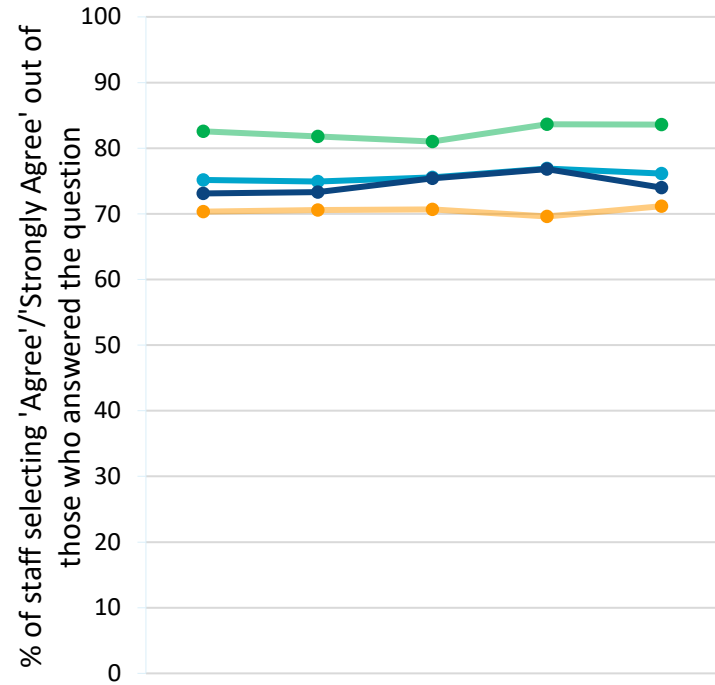
Questions included:

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.

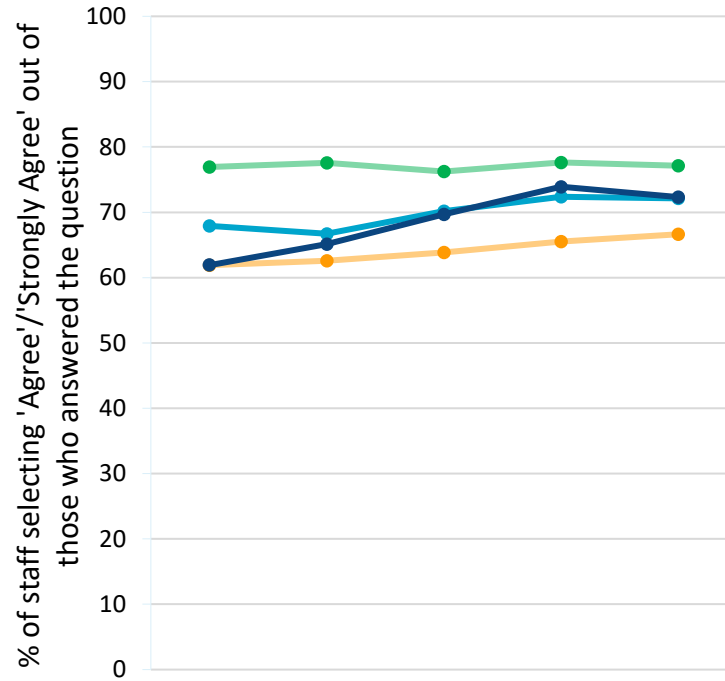


2020 2021 2022 2023 2024

Your org	73.11%	73.32%	75.41%	76.81%	73.97%
Best result	82.55%	81.80%	81.01%	83.64%	83.62%
Average result	75.15%	74.92%	75.54%	76.89%	76.11%
Worst result	70.32%	70.60%	70.69%	69.60%	71.16%

Responses 820 967 917 1046 923

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

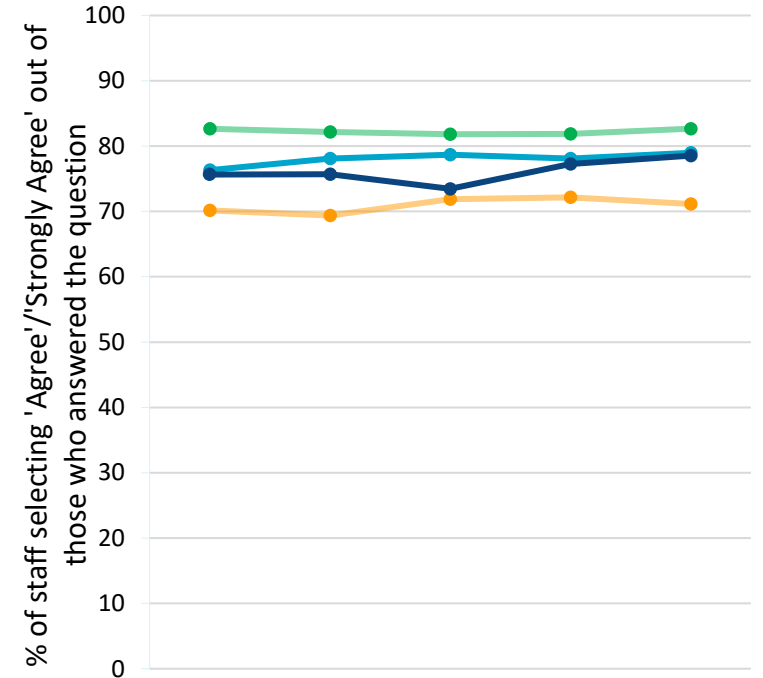


2020 2021 2022 2023 2024

Your org	61.91%	65.15%	69.69%	73.92%	72.34%
Best result	76.92%	77.59%	76.24%	77.63%	77.15%
Average result	67.92%	66.72%	70.18%	72.38%	72.12%
Worst result	61.91%	62.58%	63.86%	65.51%	66.64%

Responses 822 967 916 1045 924

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



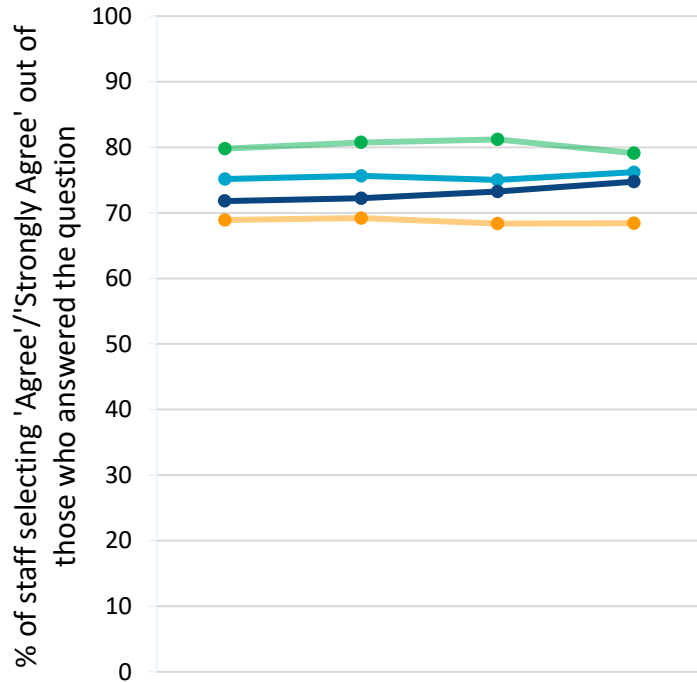
2020 2021 2022 2023 2024

Your org	75.65%	75.69%	73.46%	77.27%	78.55%
Best result	82.64%	82.15%	81.82%	81.86%	82.67%
Average result	76.32%	78.11%	78.66%	78.07%	78.97%
Worst result	70.16%	69.38%	71.87%	72.16%	71.15%

Responses 820 967 918 1047 925

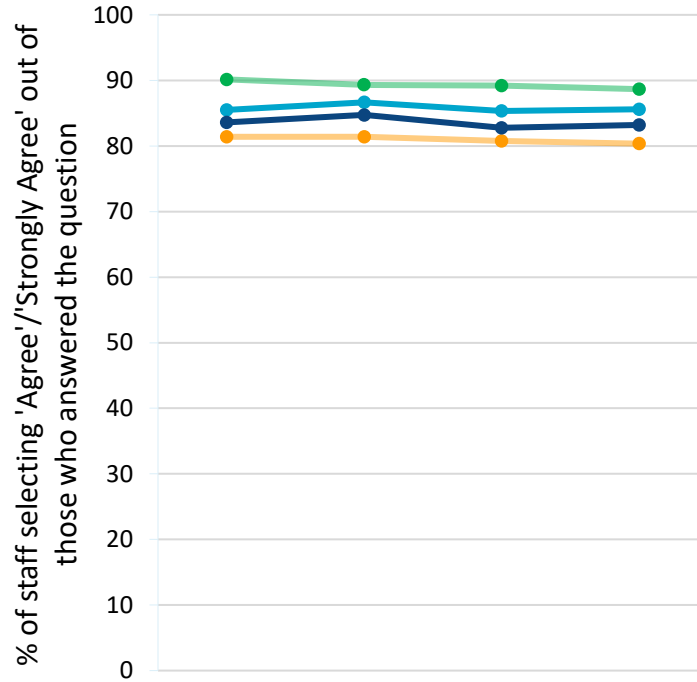


Q7d Team members understand each other's roles.



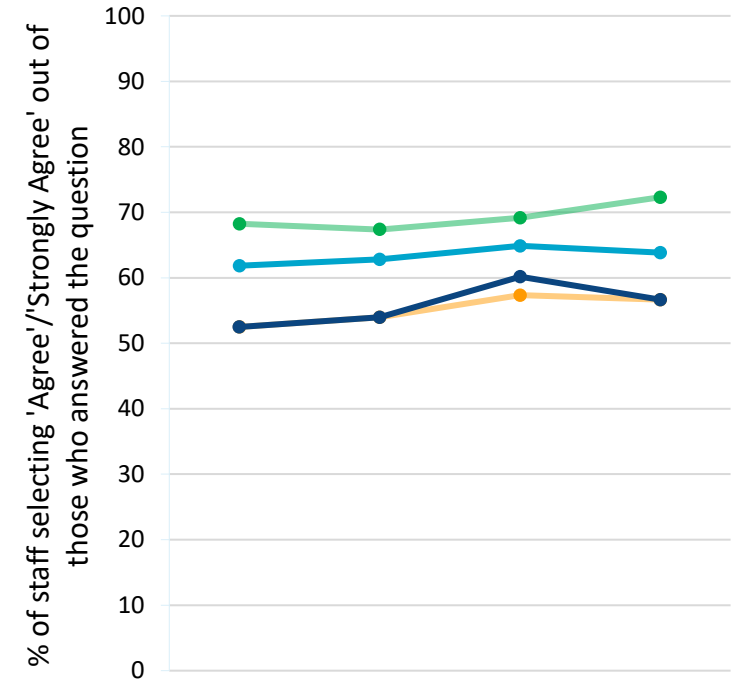
	2021	2022	2023	2024
Your org	71.79%	72.23%	73.27%	74.75%
Best result	79.79%	80.73%	81.20%	79.10%
Average result	75.17%	75.63%	75.01%	76.20%
Worst result	68.89%	69.20%	68.36%	68.41%
Responses	968	916	1047	923

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024
Your org	83.60%	84.75%	82.78%	83.19%
Best result	90.15%	89.32%	89.20%	88.67%
Average result	85.48%	86.66%	85.34%	85.60%
Worst result	81.39%	81.41%	80.78%	80.36%
Responses	963	917	1042	923

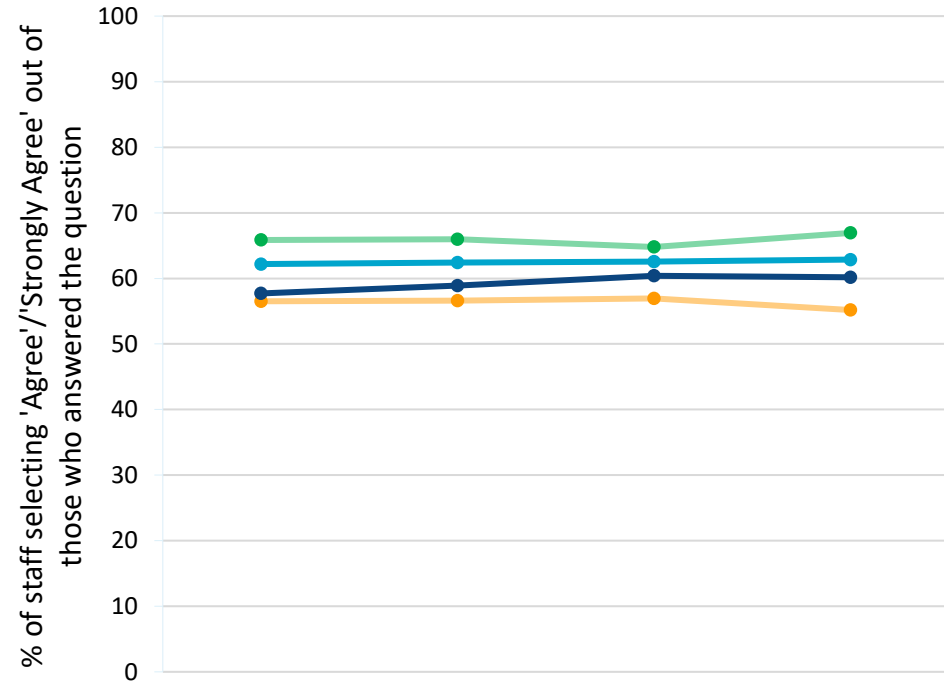
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	52.49%	53.98%	60.17%	56.66%
Best result	68.25%	67.36%	69.16%	72.31%
Average result	61.85%	62.80%	64.88%	63.84%
Worst result	52.49%	53.98%	57.35%	56.66%
Responses	965	918	1045	923

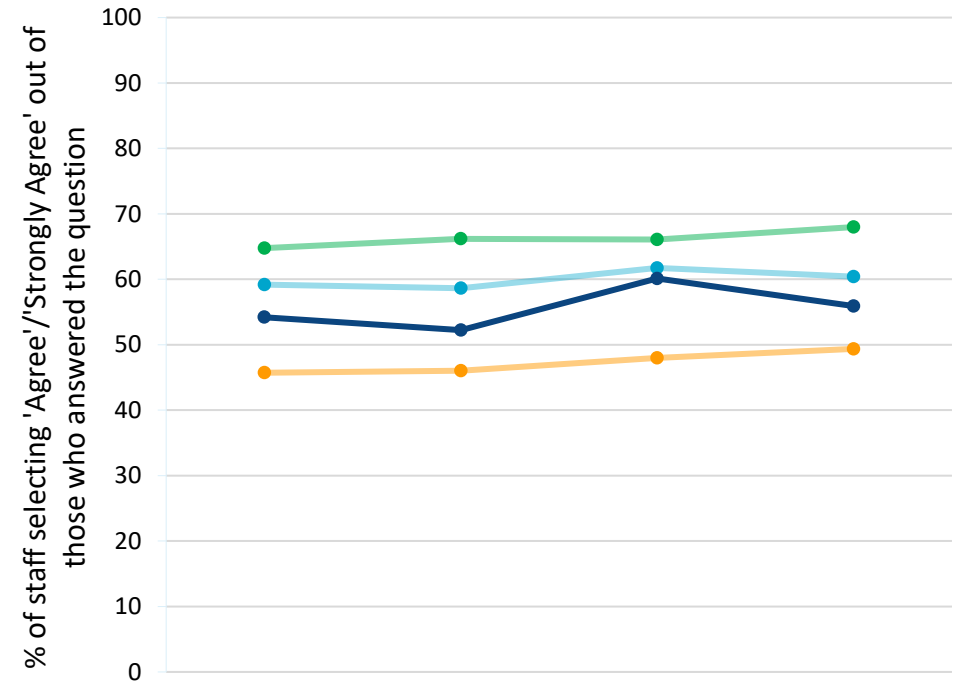


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024
Your org	57.71%	58.89%	60.39%	60.15%
Best result	65.86%	65.97%	64.79%	66.93%
Average result	62.19%	62.42%	62.57%	62.87%
Worst result	56.53%	56.63%	56.95%	55.18%
Responses	965	914	1043	922

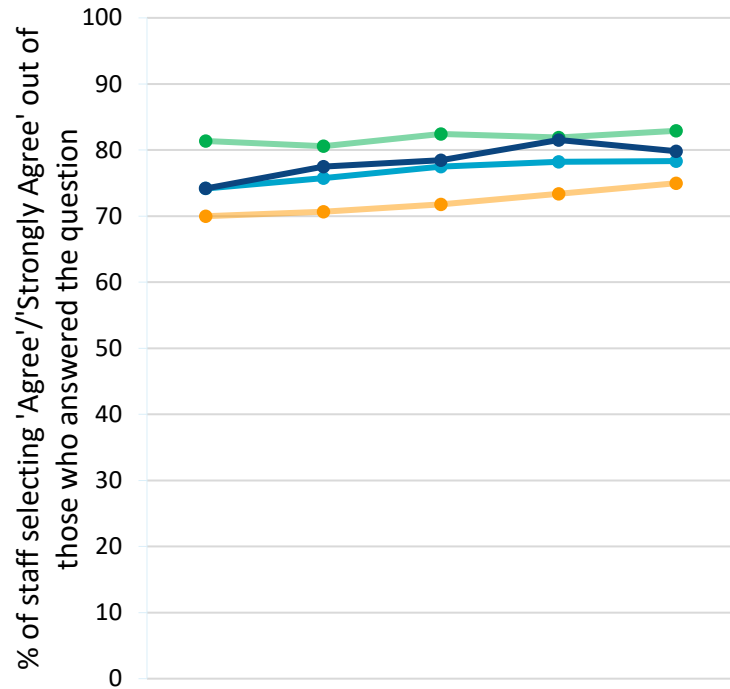
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	54.22%	52.23%	60.13%	55.92%
Best result	64.76%	66.19%	66.09%	67.98%
Average result	59.21%	58.64%	61.74%	60.43%
Worst result	45.72%	46.05%	47.98%	49.37%
Responses	964	918	1047	924



Q9a My immediate manager encourages me at work.

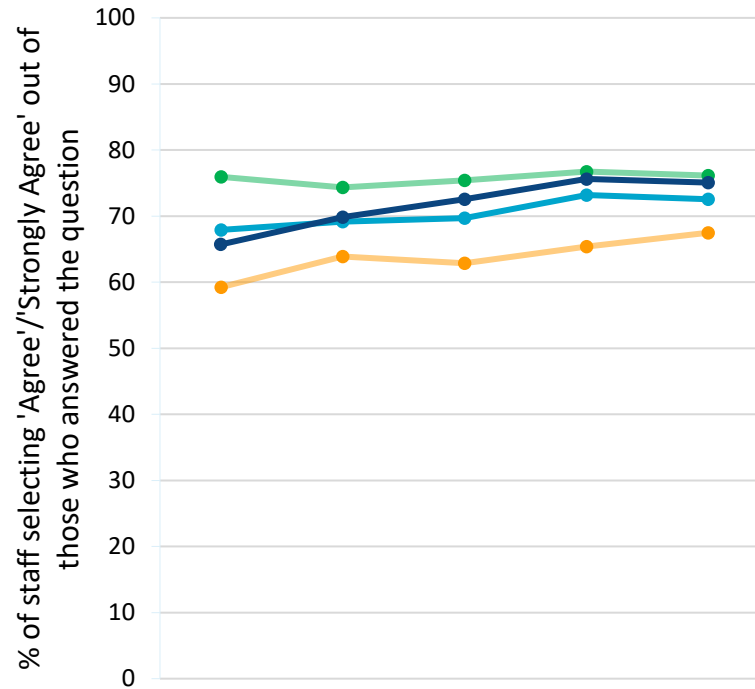


2020 2021 2022 2023 2024

Your org	74.18%	77.50%	78.48%	81.52%	79.80%
Best result	81.39%	80.58%	82.43%	81.88%	82.91%
Average result	74.18%	75.77%	77.50%	78.24%	78.33%
Worst result	69.99%	70.67%	71.78%	73.39%	74.99%

Responses 822 962 918 1047 926

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

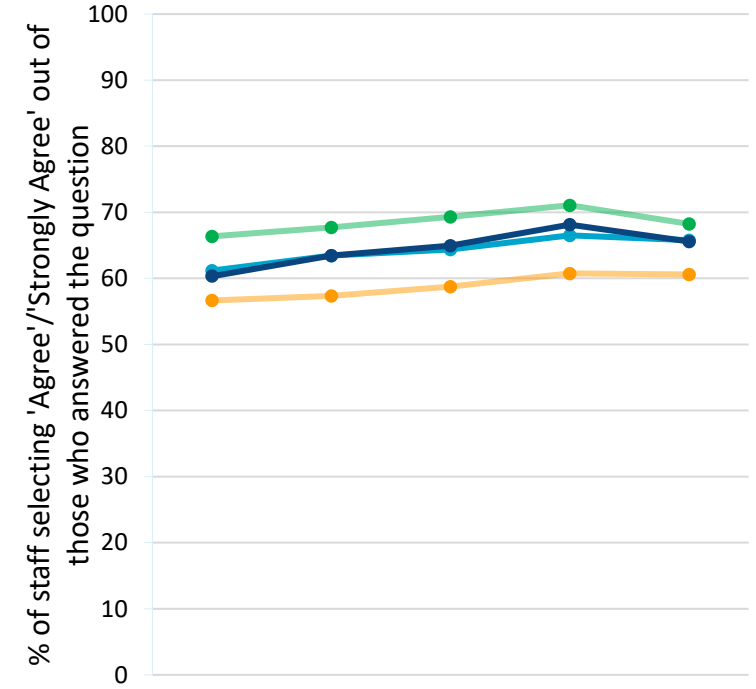


2020 2021 2022 2023 2024

Your org	65.72%	69.82%	72.53%	75.62%	75.07%
Best result	75.95%	74.34%	75.39%	76.74%	76.15%
Average result	67.91%	69.17%	69.71%	73.19%	72.54%
Worst result	59.24%	63.88%	62.85%	65.40%	67.48%

Responses 817 962 916 1041 924

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



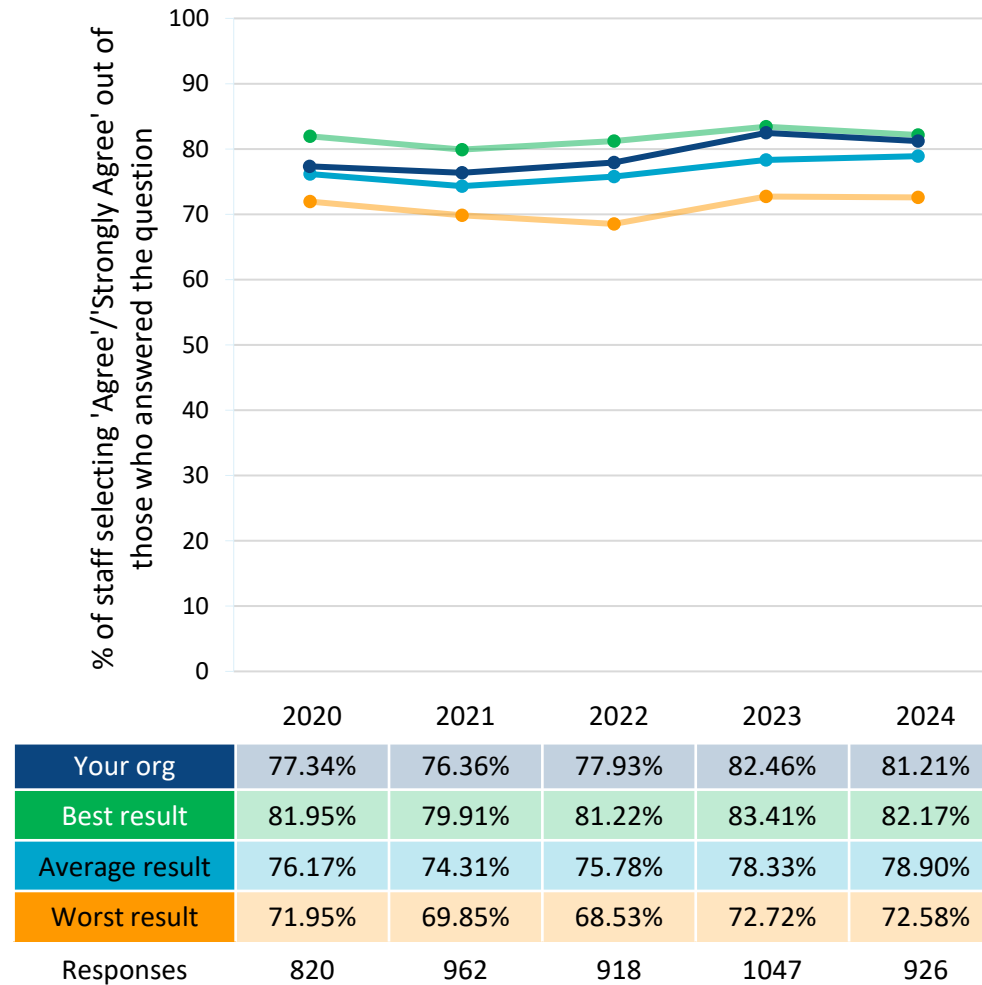
2020 2021 2022 2023 2024

Your org	60.32%	63.47%	64.95%	68.13%	65.57%
Best result	66.37%	67.72%	69.33%	71.07%	68.27%
Average result	61.19%	63.45%	64.37%	66.51%	65.76%
Worst result	56.66%	57.36%	58.76%	60.76%	60.62%

Responses 818 962 917 1047 925



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



Theme – Staff engagement



Questions included:

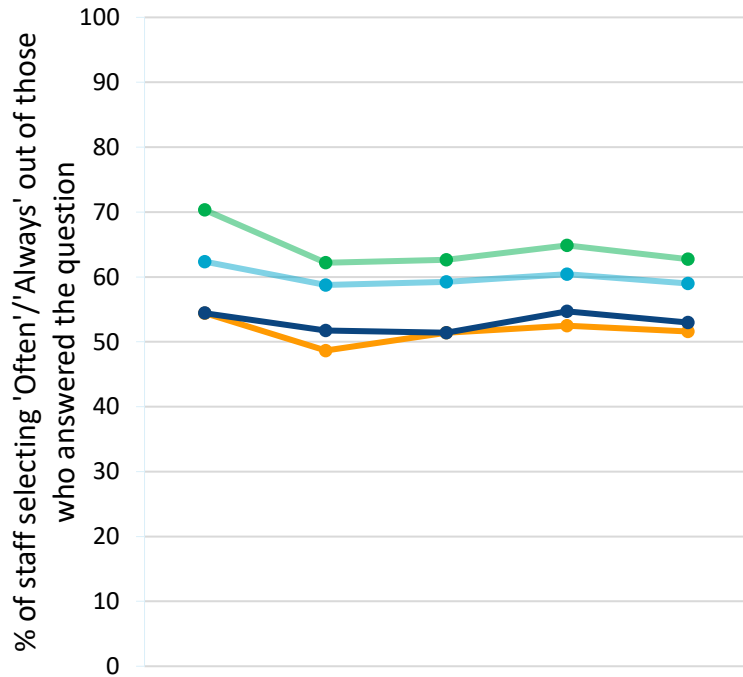
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

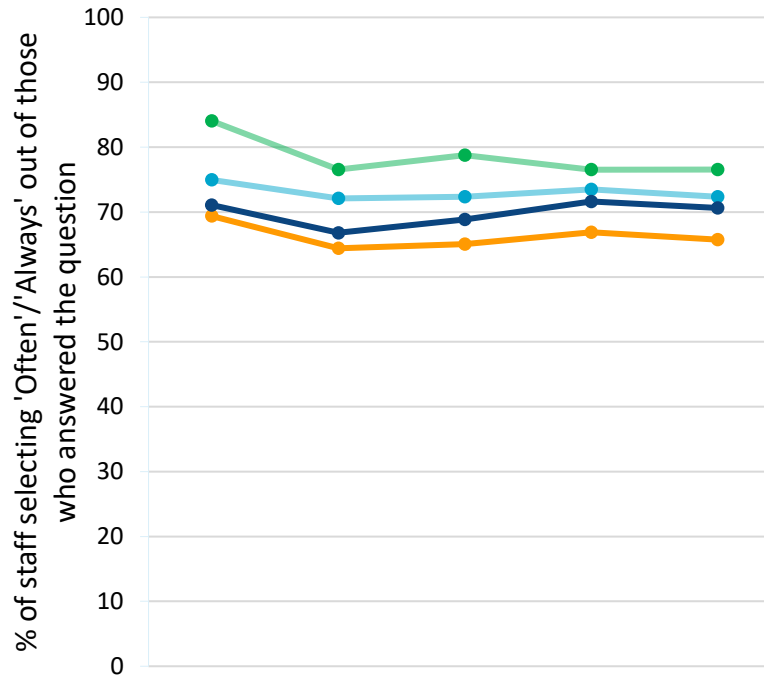
Advocacy – Q25a, Q25c, Q25d



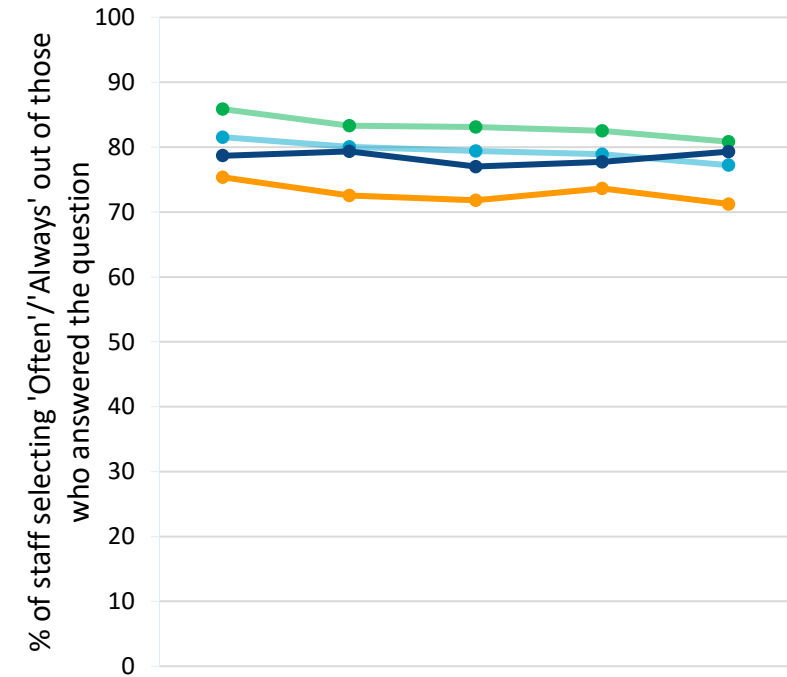
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



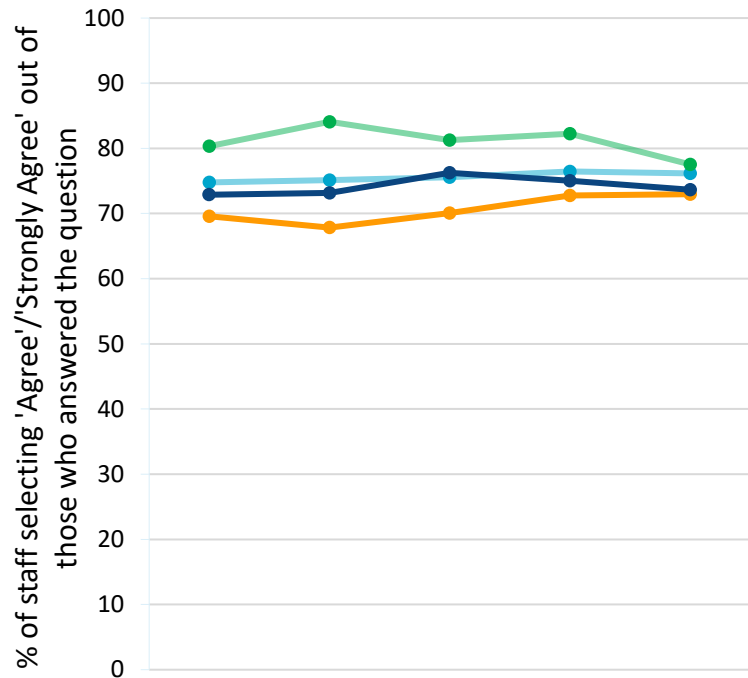
	2020	2021	2022	2023	2024
Your org	54.42%	51.73%	51.40%	54.69%	52.98%
Best result	70.32%	62.18%	62.65%	64.86%	62.75%
Average result	62.35%	58.76%	59.22%	60.44%	58.99%
Worst result	54.42%	48.66%	51.40%	52.47%	51.61%
Responses	820	979	911	1042	921

	2020	2021	2022	2023	2024
Your org	71.07%	66.81%	68.85%	71.63%	70.62%
Best result	84.03%	76.54%	78.78%	76.52%	76.52%
Average result	74.95%	72.09%	72.34%	73.47%	72.35%
Worst result	69.38%	64.41%	65.05%	66.90%	65.77%
Responses	818	973	907	1042	918

	2020	2021	2022	2023	2024
Your org	78.68%	79.35%	77.01%	77.72%	79.32%
Best result	85.86%	83.29%	83.09%	82.50%	80.84%
Average result	81.54%	80.06%	79.43%	78.93%	77.22%
Worst result	75.36%	72.55%	71.82%	73.61%	71.24%
Responses	820	975	907	1042	920

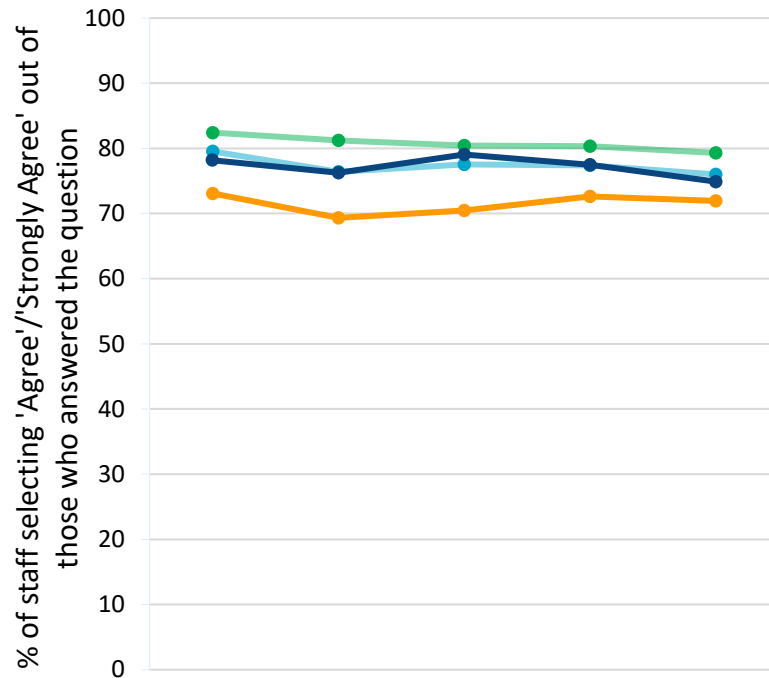


Q3c There are frequent opportunities for me to show initiative in my role.



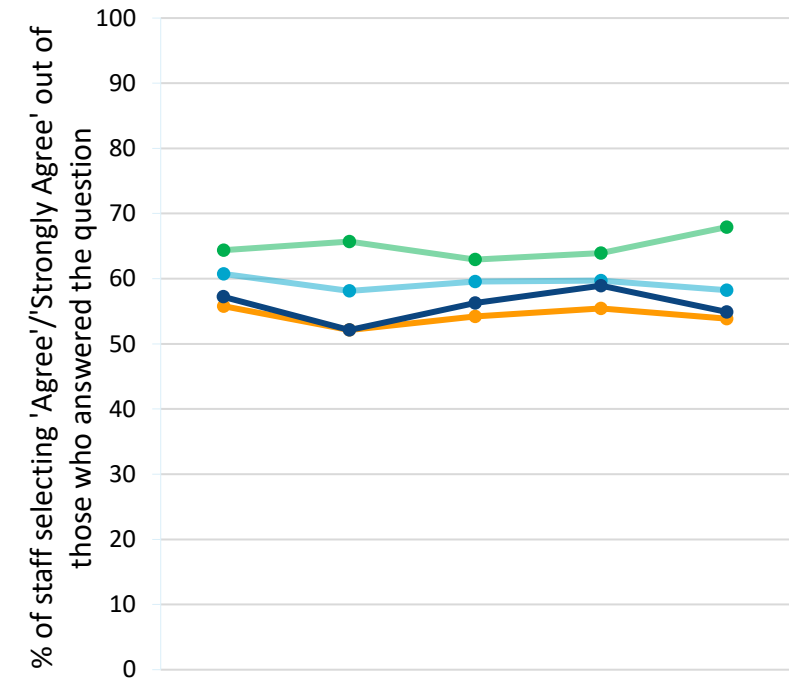
	2020	2021	2022	2023	2024
Your org	72.89%	73.19%	76.25%	75.05%	73.65%
Best result	80.35%	84.09%	81.27%	82.24%	77.55%
Average result	74.78%	75.12%	75.57%	76.46%	76.14%
Worst result	69.60%	67.84%	70.05%	72.78%	72.97%
Responses	825	974	915	1046	924

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



	2020	2021	2022	2023	2024
Your org	78.20%	76.26%	79.06%	77.46%	74.90%
Best result	82.42%	81.22%	80.45%	80.35%	79.30%
Average result	79.53%	76.40%	77.53%	77.41%	76.01%
Worst result	73.09%	69.34%	70.44%	72.63%	71.96%
Responses	824	977	917	1047	925

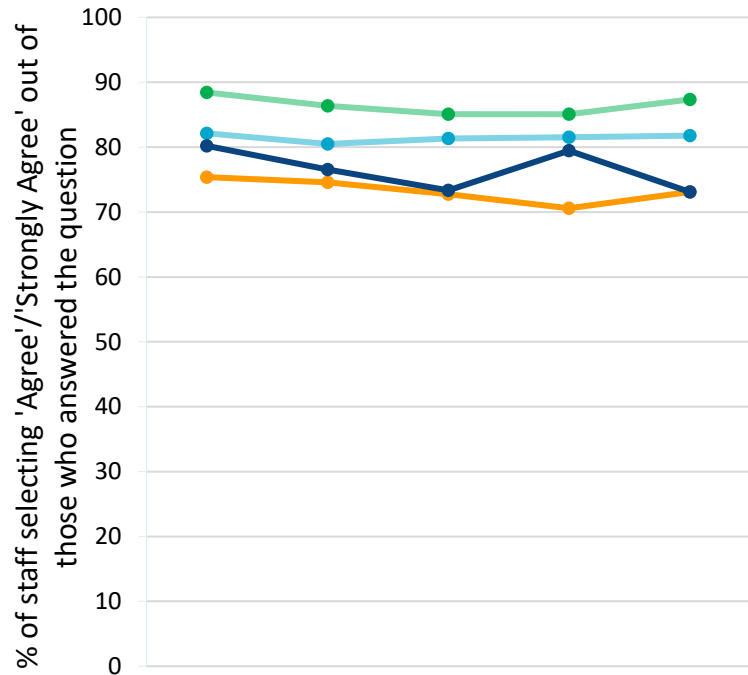
Q3f I am able to make improvements happen in my area of work.



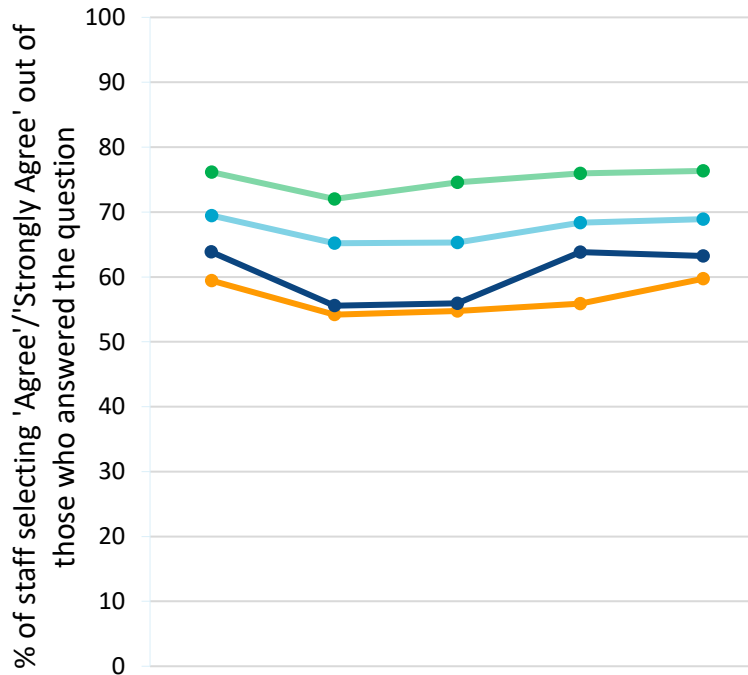
	2020	2021	2022	2023	2024
Your org	57.23%	52.12%	56.27%	58.93%	54.89%
Best result	64.38%	65.70%	62.94%	63.95%	67.92%
Average result	60.73%	58.12%	59.56%	59.71%	58.24%
Worst result	55.78%	52.12%	54.20%	55.42%	53.87%
Responses	816	975	916	1047	922



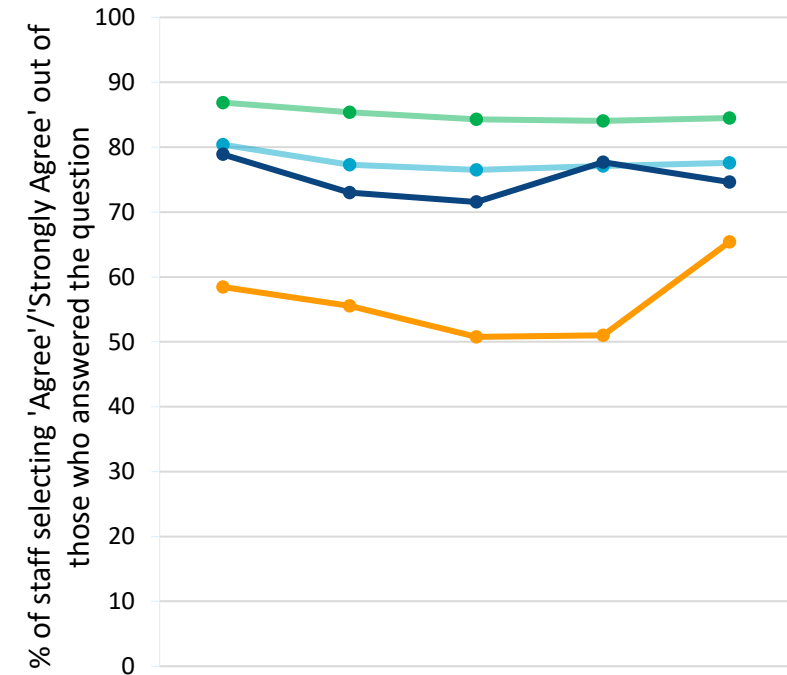
Q25a Care of patients / service users is my organisation's top priority.



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	80.19%	76.52%	73.35%	79.45%	73.09%
Best result	88.43%	86.38%	85.08%	85.07%	87.34%
Average result	82.13%	80.49%	81.33%	81.53%	81.76%
Worst result	75.38%	74.57%	72.73%	70.58%	73.09%
Responses	821	950	917	1043	922

	2020	2021	2022	2023	2024
Your org	63.83%	55.57%	55.95%	63.81%	63.21%
Best result	76.15%	72.01%	74.57%	75.97%	76.34%
Average result	69.46%	65.19%	65.31%	68.36%	68.89%
Worst result	59.42%	54.18%	54.75%	55.86%	59.71%
Responses	821	949	918	1043	923

	2020	2021	2022	2023	2024
Your org	78.87%	73.02%	71.54%	77.70%	74.64%
Best result	86.86%	85.39%	84.27%	84.05%	84.46%
Average result	80.38%	77.29%	76.50%	77.06%	77.59%
Worst result	58.43%	55.52%	50.76%	50.99%	65.41%
Responses	820	949	918	1042	922

Theme - Morale



Questions included:

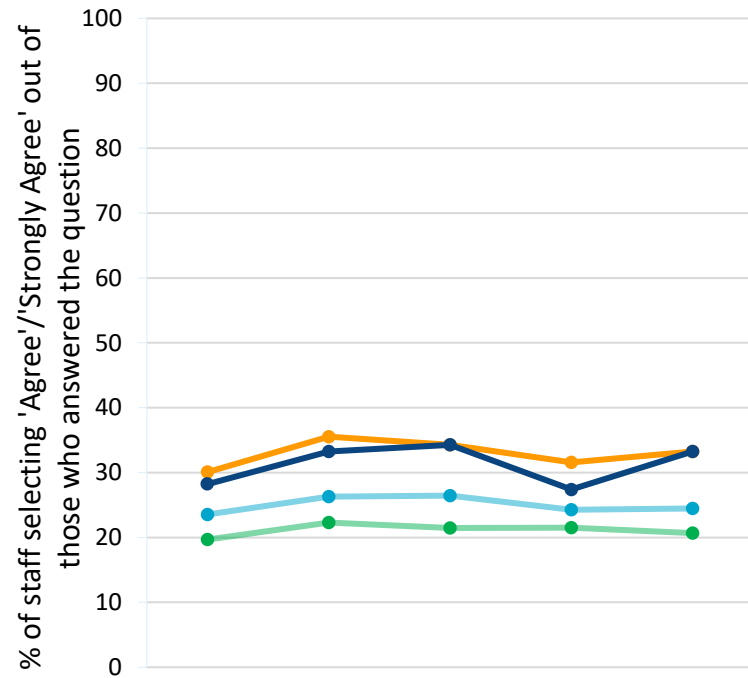
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

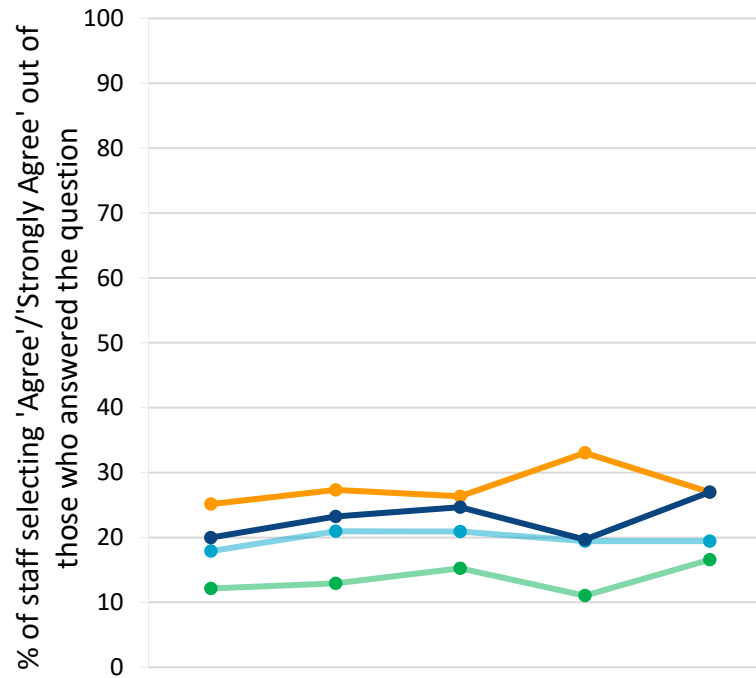


Q26a I often think about leaving this organisation.



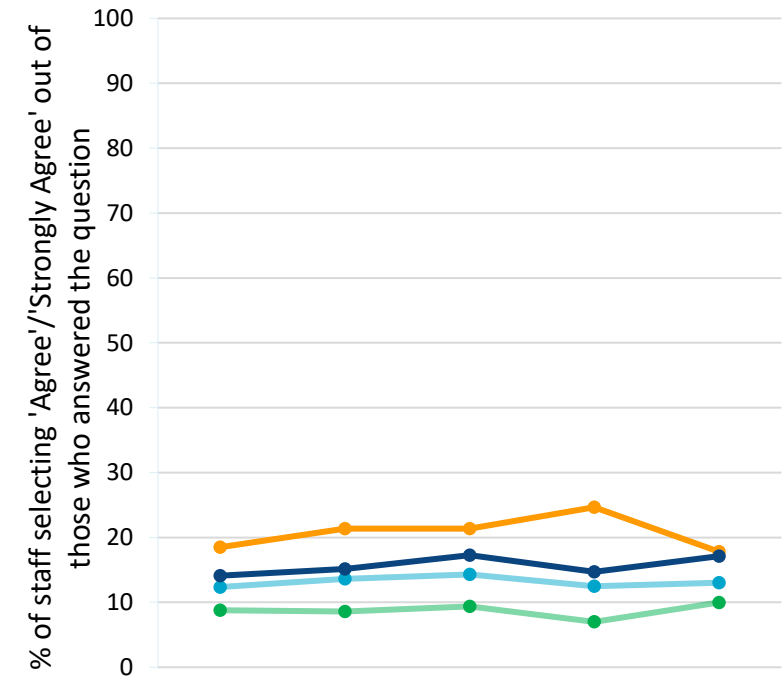
	2020	2021	2022	2023	2024
Your org	28.24%	33.26%	34.27%	27.39%	33.23%
Best result	19.68%	22.30%	21.48%	21.51%	20.68%
Average result	23.54%	26.30%	26.45%	24.29%	24.48%
Worst result	30.07%	35.53%	34.27%	31.55%	33.23%
Responses	822	947	916	1045	925

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



	2020	2021	2022	2023	2024
Your org	19.97%	23.23%	24.68%	19.68%	26.99%
Best result	12.15%	12.93%	15.22%	11.03%	16.56%
Average result	17.90%	20.95%	20.93%	19.42%	19.45%
Worst result	25.14%	27.34%	26.35%	33.03%	26.99%
Responses	821	945	917	1045	925

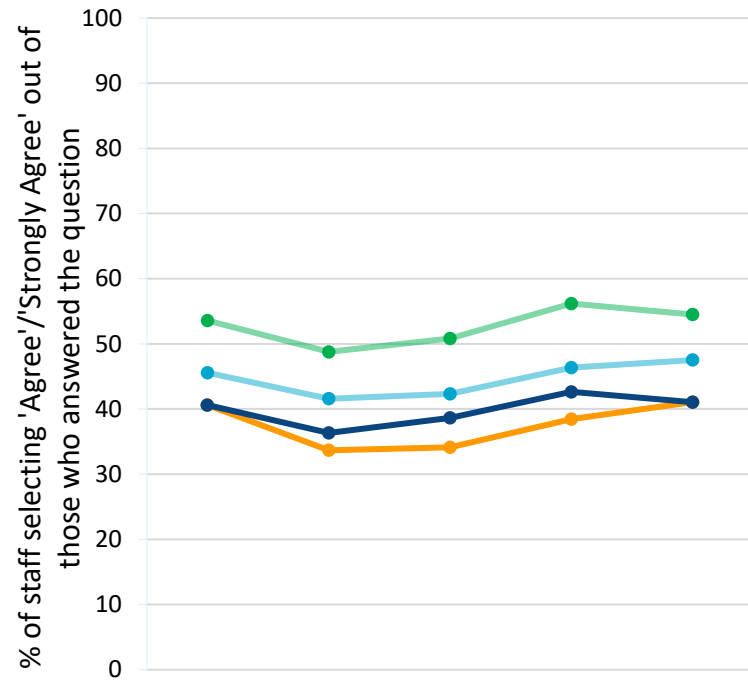
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	14.11%	15.15%	17.27%	14.72%	17.13%
Best result	8.81%	8.60%	9.37%	7.00%	9.99%
Average result	12.36%	13.60%	14.30%	12.47%	13.01%
Worst result	18.49%	21.36%	21.37%	24.66%	17.81%
Responses	817	946	917	1043	924

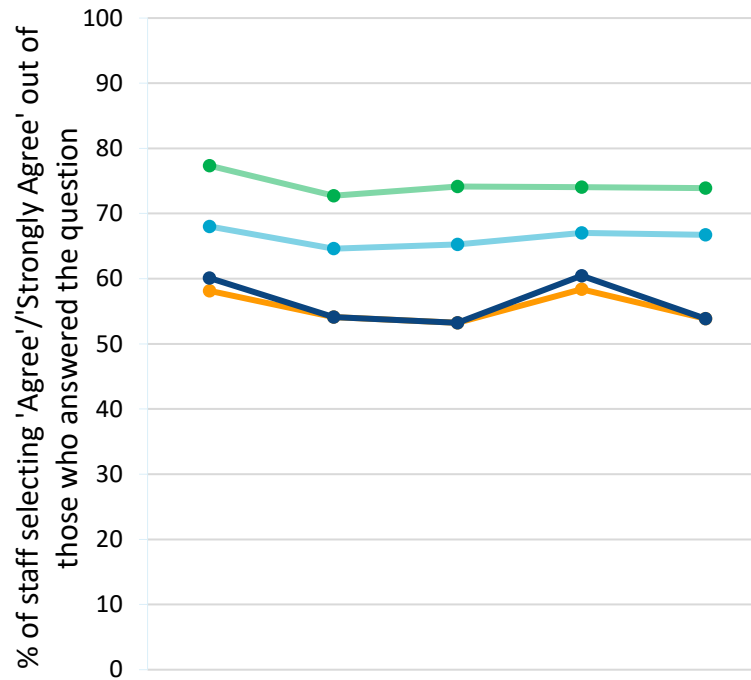


Q3g I am able to meet all the conflicting demands on my time at work.



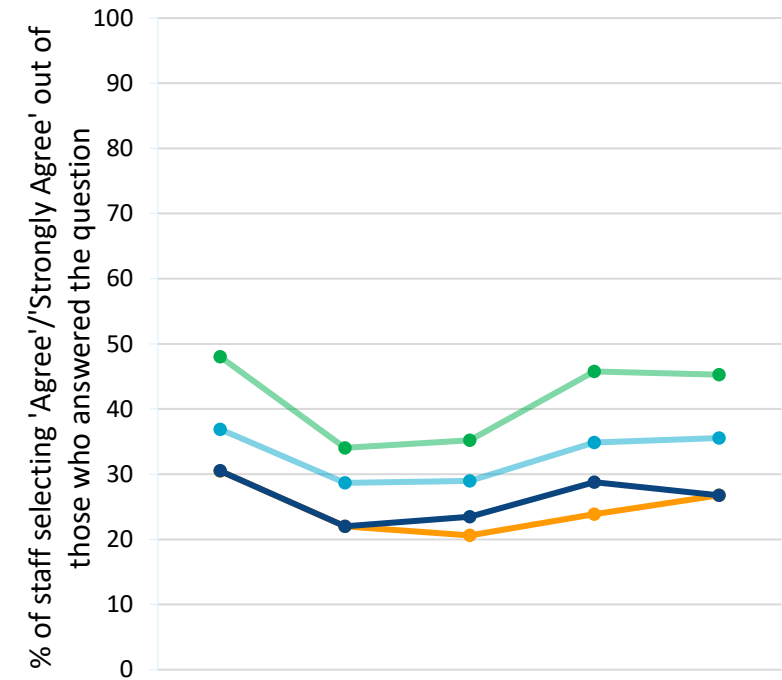
	2020	2021	2022	2023	2024
Your org	40.59%	36.33%	38.64%	42.64%	41.07%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%
Responses	822	974	916	1044	926

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



	2020	2021	2022	2023	2024
Your org	60.09%	54.11%	53.23%	60.46%	53.88%
Best result	77.34%	72.74%	74.14%	74.05%	73.89%
Average result	68.02%	64.61%	65.27%	67.04%	66.73%
Worst result	58.15%	54.11%	53.23%	58.38%	53.88%
Responses	820	976	917	1042	924

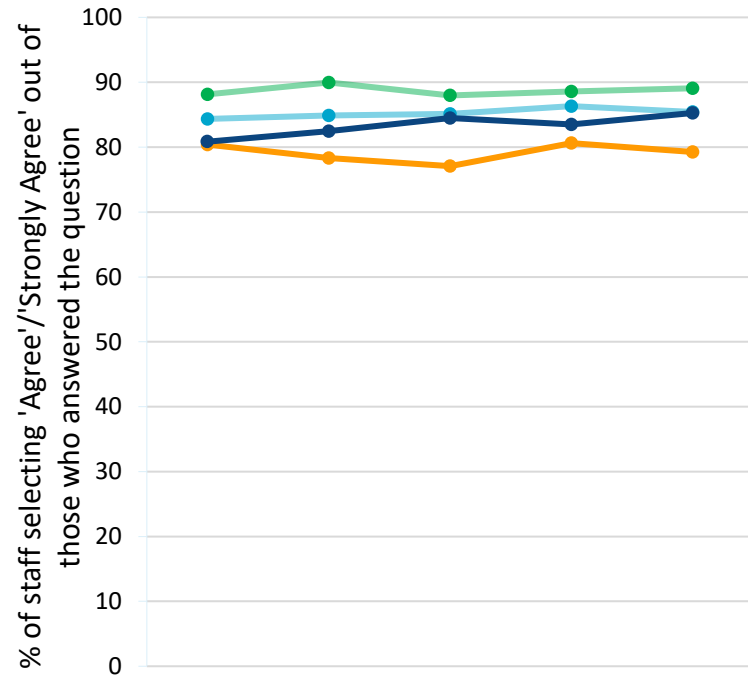
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	30.49%	22.00%	23.45%	28.78%	26.74%
Best result	48.02%	34.05%	35.18%	45.76%	45.26%
Average result	36.89%	28.67%	28.97%	34.87%	35.53%
Worst result	30.49%	22.00%	20.60%	23.88%	26.74%
Responses	818	975	917	1044	926

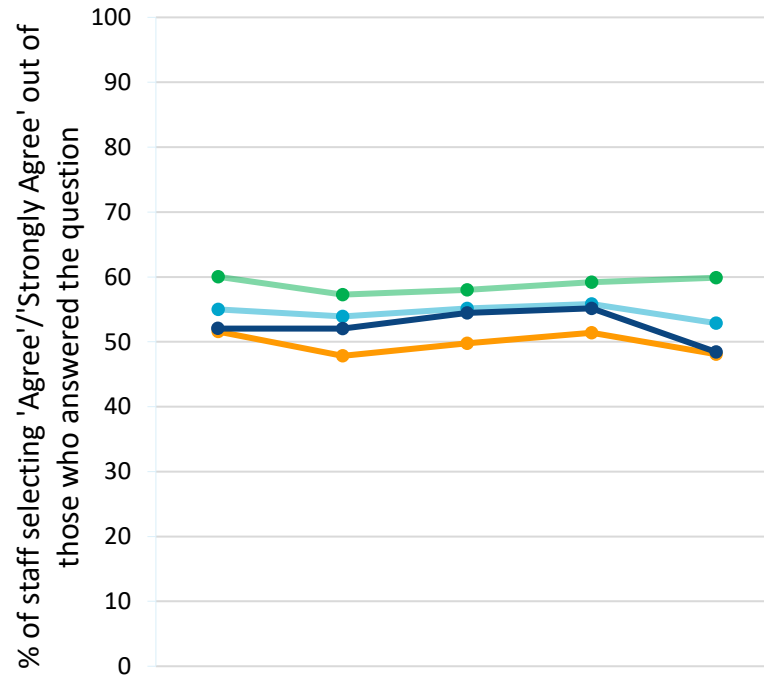


Q3a I always know what my work responsibilities are.



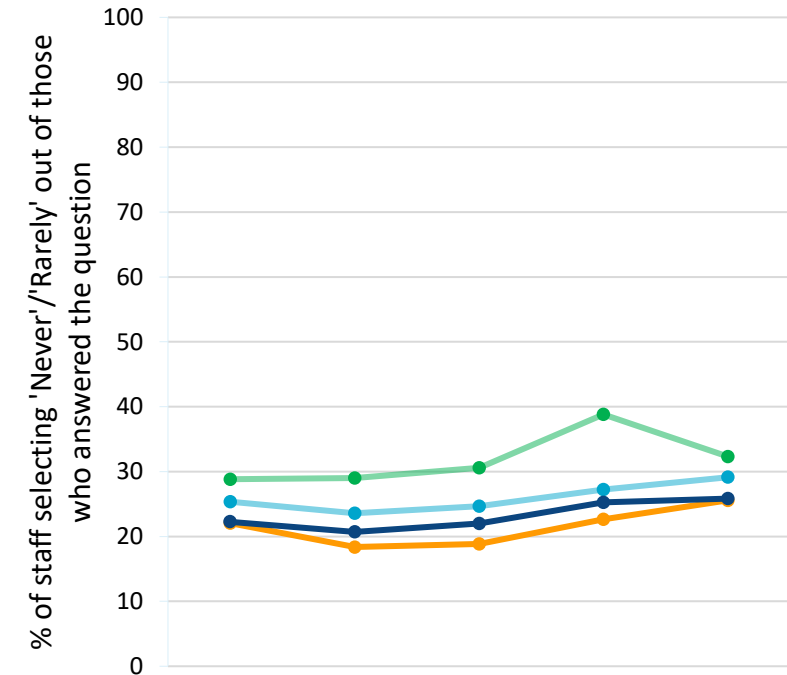
	2020	2021	2022	2023	2024
Your org	80.84%	82.48%	84.46%	83.51%	85.26%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	820	977	916	1047	927

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



	2020	2021	2022	2023	2024
Your org	52.04%	52.06%	54.47%	55.16%	48.44%
Best result	60.02%	57.27%	58.00%	59.20%	59.89%
Average result	55.00%	53.89%	55.16%	55.82%	52.88%
Worst result	51.57%	47.84%	49.76%	51.41%	48.09%
Responses	821	977	917	1043	926

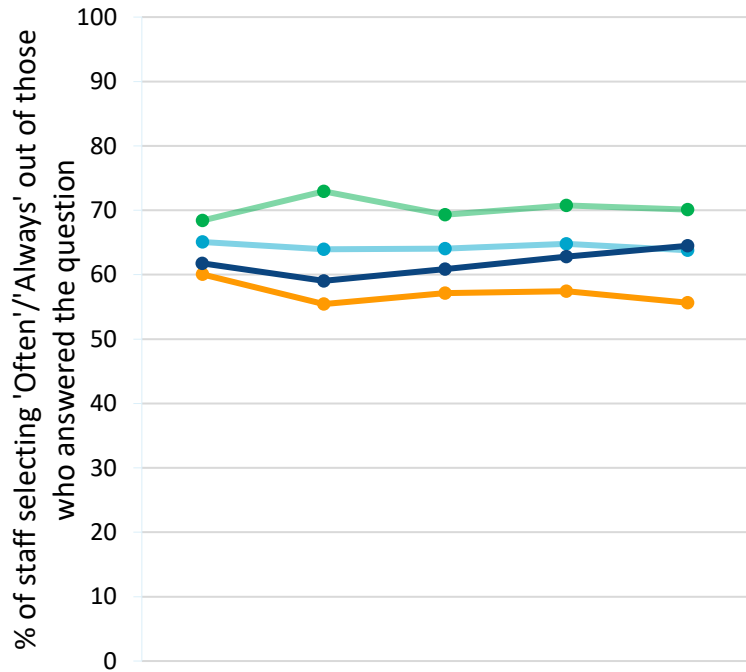
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	22.27%	20.70%	22.00%	25.28%	25.83%
Best result	28.82%	29.01%	30.58%	38.81%	32.30%
Average result	25.34%	23.58%	24.65%	27.22%	29.13%
Worst result	22.05%	18.38%	18.84%	22.62%	25.57%
Responses	820	974	916	1045	926

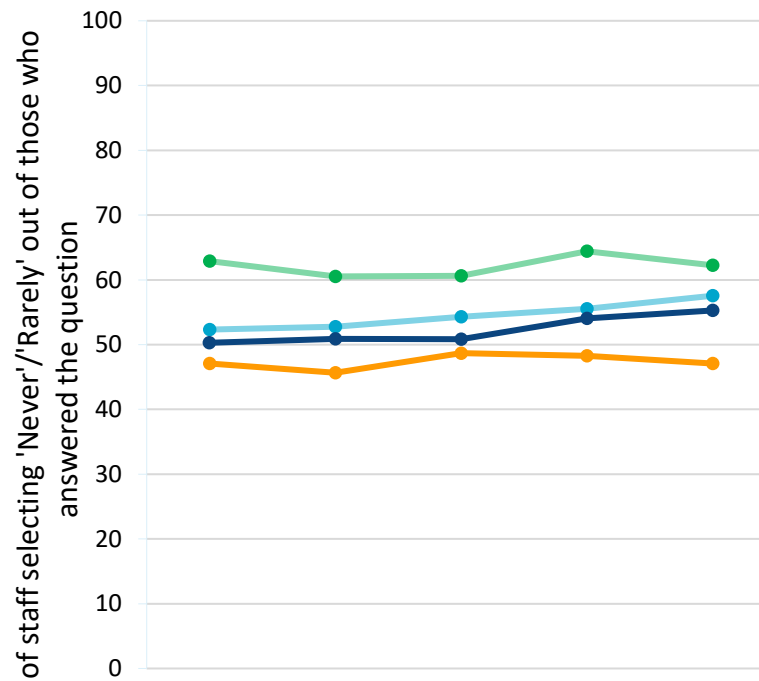


Q5b I have a choice in deciding how to do my work.



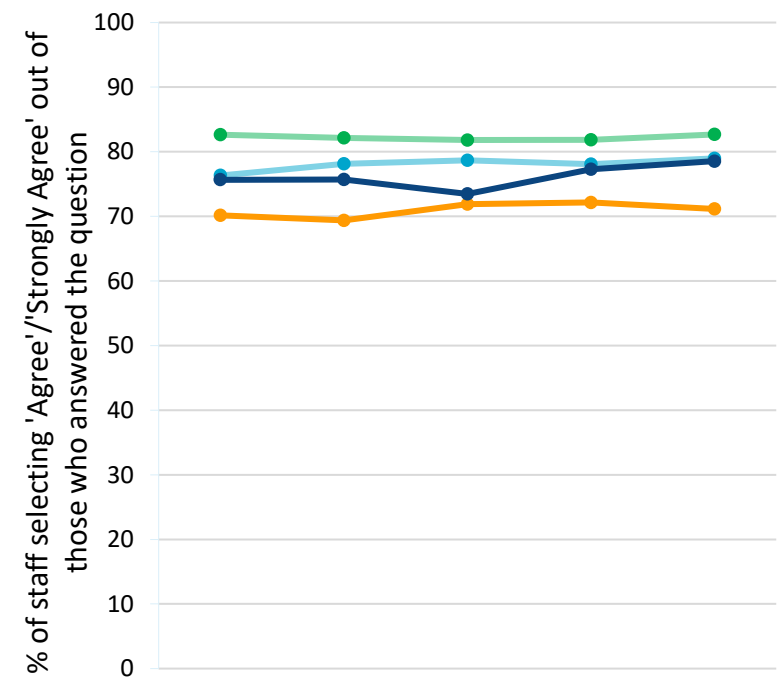
	2020	2021	2022	2023	2024
Your org	61.74%	59.05%	60.85%	62.81%	64.48%
Best result	68.41%	72.94%	69.34%	70.74%	70.12%
Average result	65.08%	63.95%	64.05%	64.77%	63.79%
Worst result	60.05%	55.44%	57.15%	57.41%	55.65%
Responses	816	974	917	1044	926

Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	50.29%	50.91%	50.86%	54.07%	55.27%
Best result	62.92%	60.54%	60.64%	64.41%	62.24%
Average result	52.33%	52.78%	54.32%	55.53%	57.55%
Worst result	47.08%	45.66%	48.68%	48.28%	47.07%
Responses	818	975	916	1043	925

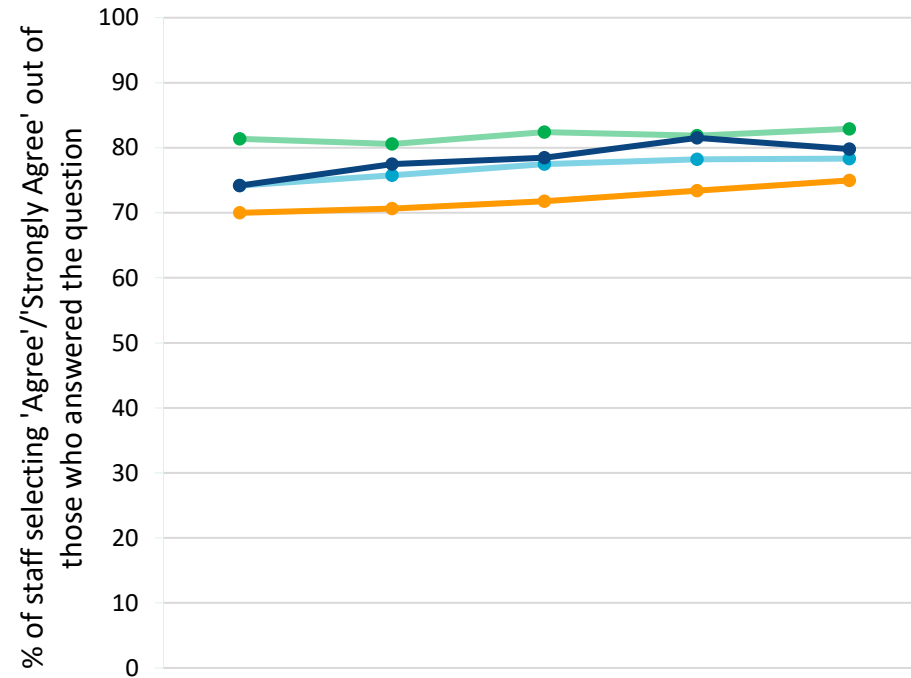
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	75.65%	75.69%	73.46%	77.27%	78.55%
Best result	82.64%	82.15%	81.82%	81.86%	82.67%
Average result	76.32%	78.11%	78.66%	78.07%	78.97%
Worst result	70.16%	69.38%	71.87%	72.16%	71.15%
Responses	820	967	918	1047	925



Q9a My immediate manager encourages me at work.



	2020	2021	2022	2023	2024
Your org	74.18%	77.50%	78.48%	81.52%	79.80%
Best result	81.39%	80.58%	82.43%	81.88%	82.91%
Average result	74.18%	75.77%	77.50%	78.24%	78.33%
Worst result	69.99%	70.67%	71.78%	73.39%	74.99%
Responses	822	962	918	1047	926

Questions not linked to People Promise elements or themes

Questions included:*

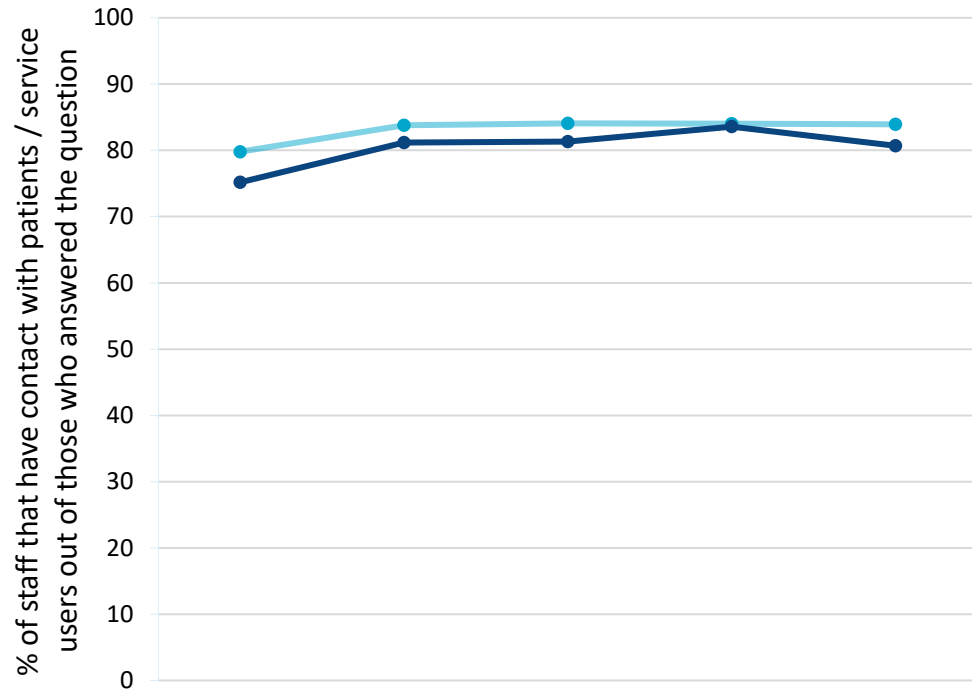
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

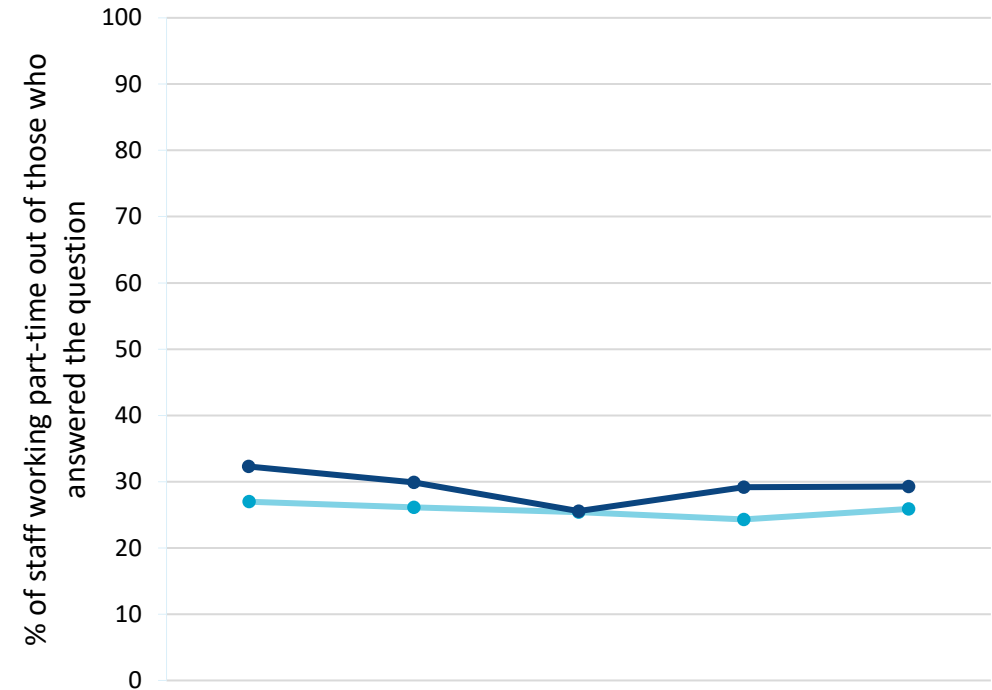


2020 2021 2022 2023 2024

Your org	75.18%	81.19%	81.32%	83.57%	80.67%
Average	79.80%	83.78%	84.08%	84.05%	83.95%

Responses 822 978 910 1041 921

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



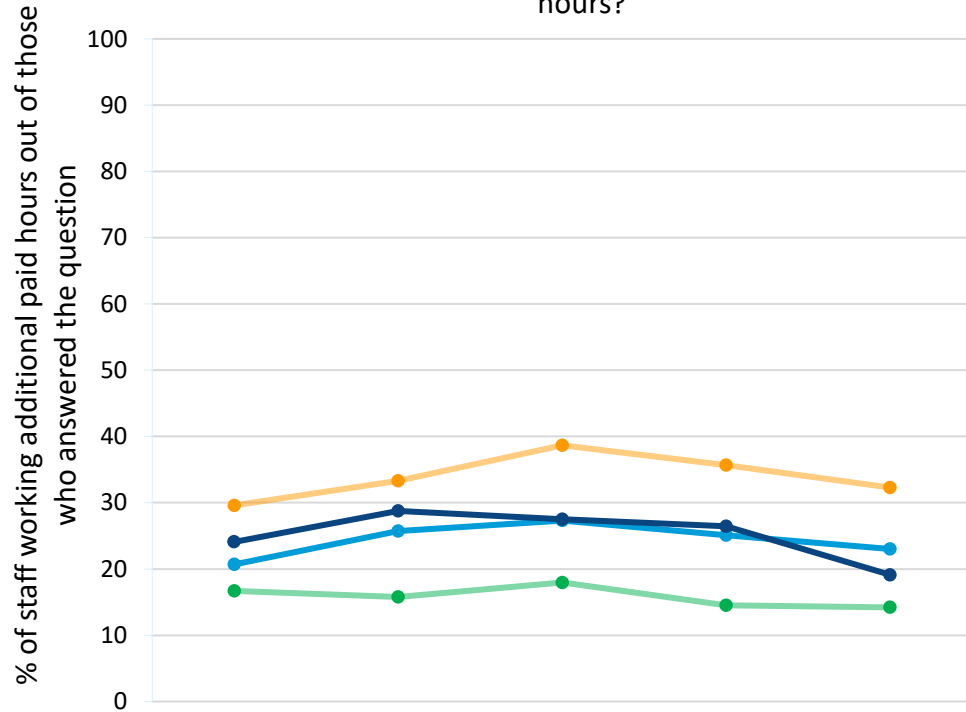
2020 2021 2022 2023 2024

Your org	32.28%	29.88%	25.56%	29.14%	29.26%
Average	26.97%	26.14%	25.40%	24.30%	25.89%

Responses 762 937 892 1026 909



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

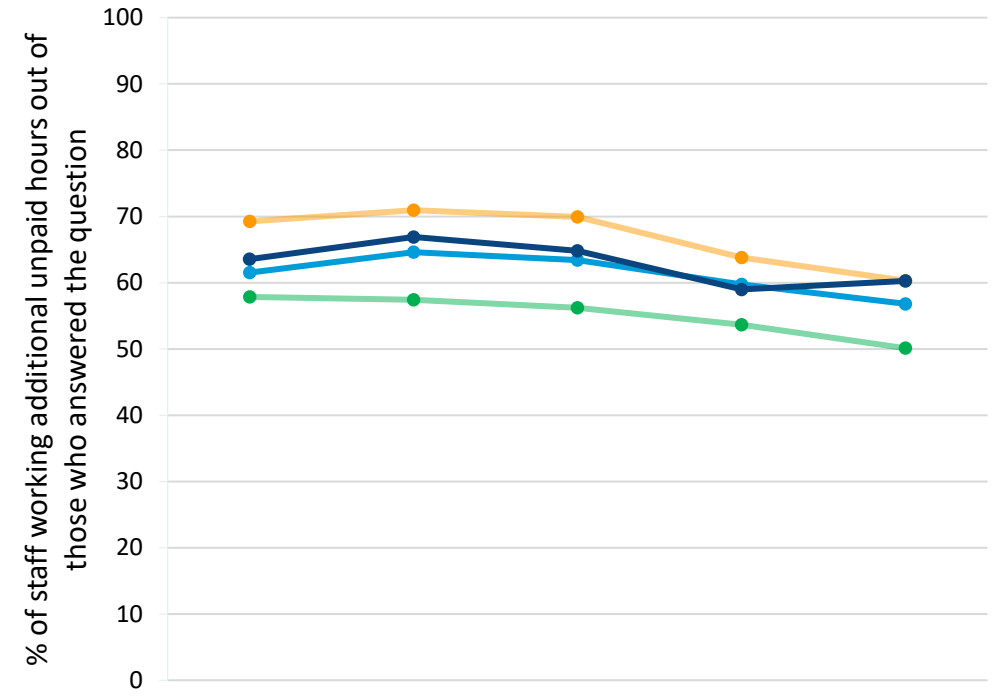


2020 2021 2022 2023 2024

Your org	24.10%	28.76%	27.53%	26.46%	19.13%
Lowest	16.71%	15.76%	17.97%	14.54%	14.21%
Average	20.69%	25.72%	27.30%	25.08%	23.02%
Highest	29.60%	33.28%	38.67%	35.67%	32.28%

Responses 793 958 912 1044 924

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



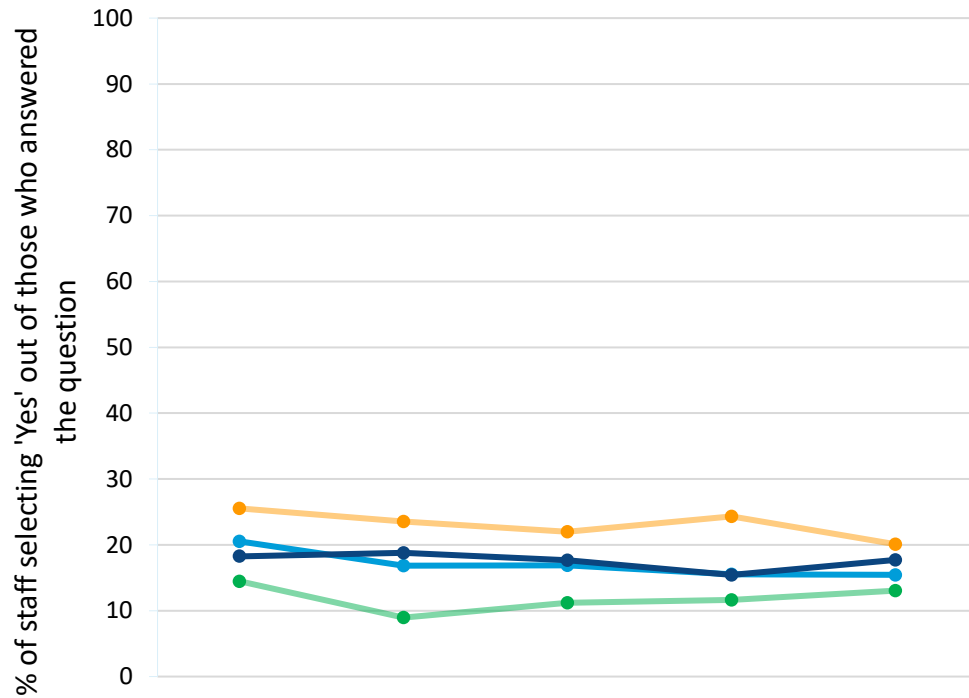
2020 2021 2022 2023 2024

Your org	63.54%	66.90%	64.81%	58.99%	60.29%
Lowest	57.86%	57.44%	56.24%	53.64%	50.11%
Average	61.52%	64.61%	63.41%	59.76%	56.81%
Highest	69.26%	70.95%	69.91%	63.82%	60.29%

Responses 809 960 913 1035 921

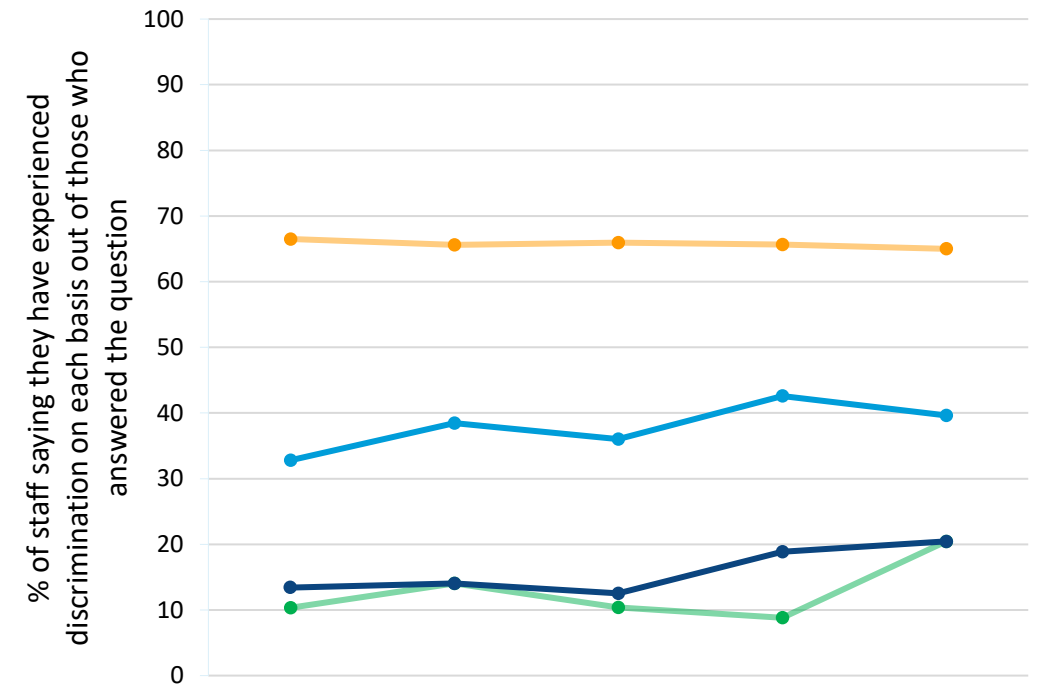


Q11e* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	18.25%	18.79%	17.69%	15.44%	17.72%
Best result	14.48%	8.95%	11.22%	11.63%	13.05%
Average result	20.53%	16.84%	16.90%	15.54%	15.45%
Worst result	25.54%	23.53%	22.00%	24.30%	20.10%
Responses	367	511	485	543	516

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

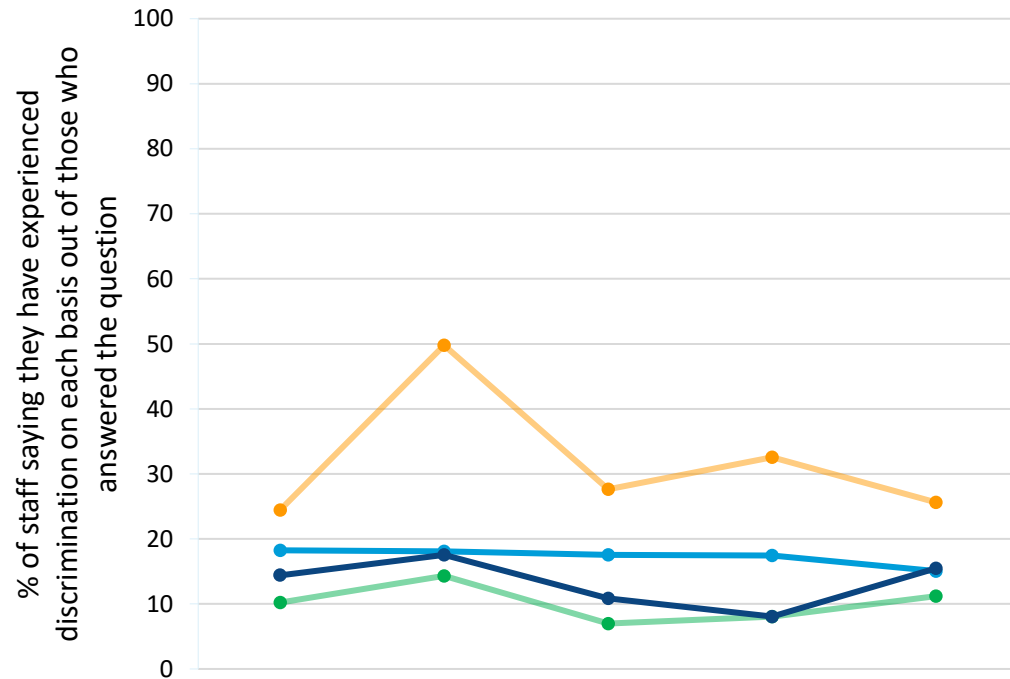


	2020	2021	2022	2023	2024
Your org	13.42%	14.03%	12.53%	18.85%	20.45%
Best result	10.34%	14.03%	10.39%	8.81%	20.45%
Average result	32.79%	38.47%	36.01%	42.58%	39.64%
Worst result	66.50%	65.62%	65.95%	65.67%	65.00%
Responses	55	65	60	63	65

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

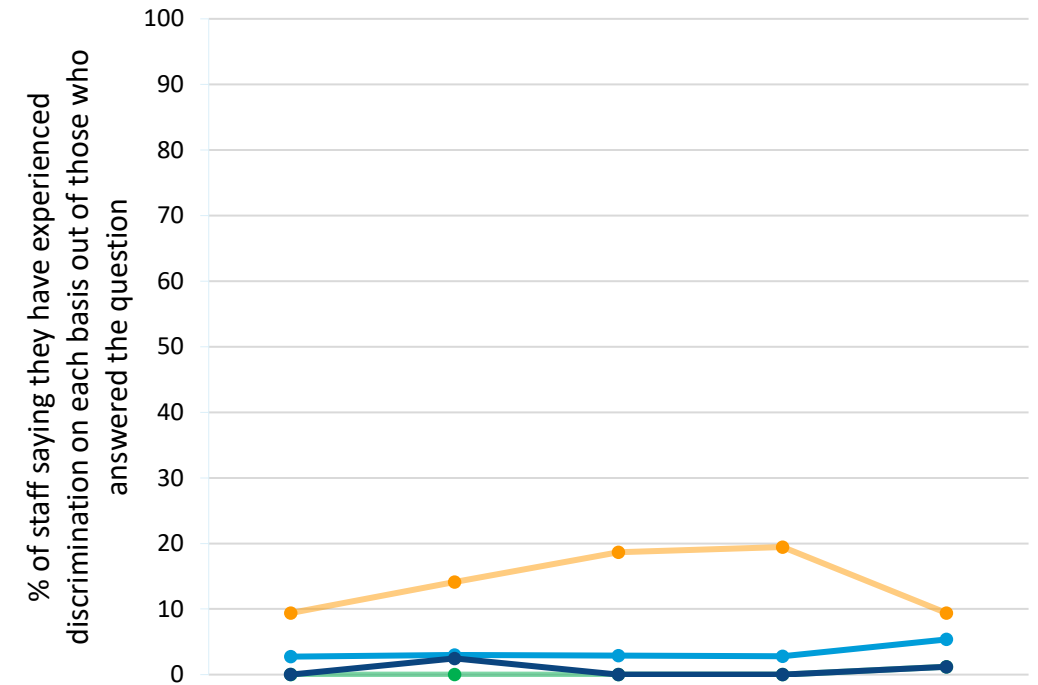


Q16c.2 On what grounds have you experienced discrimination?
– Gender.



	2020	2021	2022	2023	2024
Your org	14.41%	17.54%	10.85%	8.06%	15.45%
Best result	10.23%	14.32%	6.98%	8.06%	11.20%
Average result	18.25%	18.08%	17.57%	17.45%	15.05%
Worst result	24.46%	49.77%	27.64%	32.54%	25.60%
Responses	55	65	60	63	65

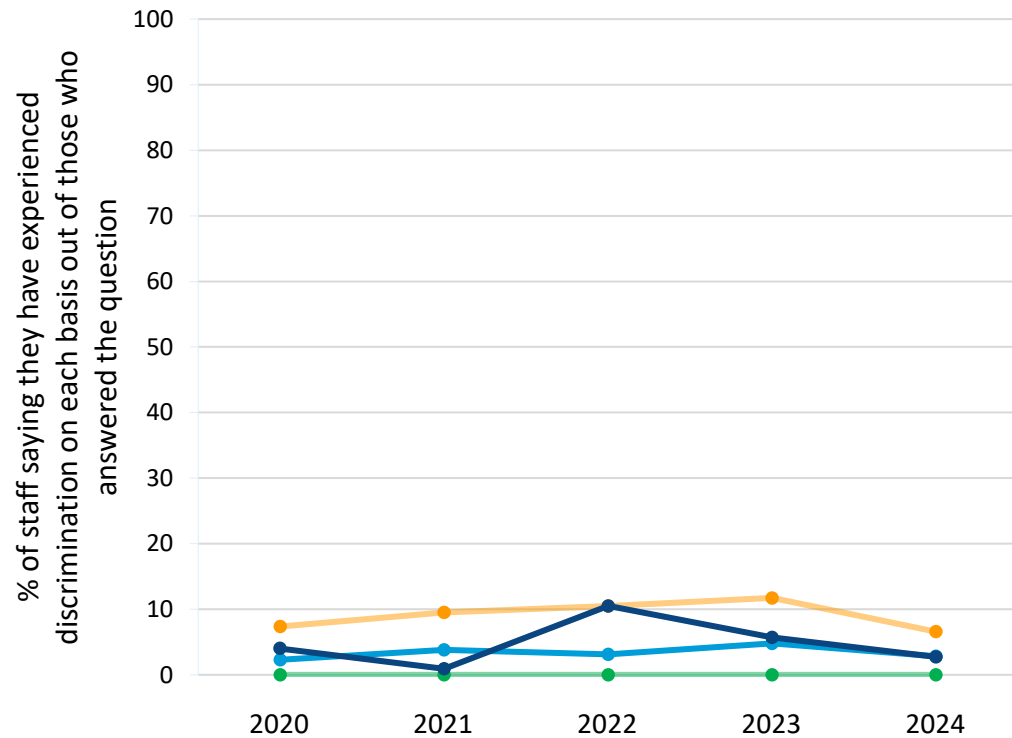
Q16c.3 On what grounds have you experienced discrimination?
– Religion.



	2020	2021	2022	2023	2024
Your org	0.00%	2.47%	0.00%	0.00%	1.20%
Best result	0.00%	0.00%	0.00%	0.00%	1.20%
Average result	2.74%	3.01%	2.89%	2.81%	5.36%
Worst result	9.40%	14.13%	18.64%	19.45%	9.38%
Responses	55	65	60	63	65

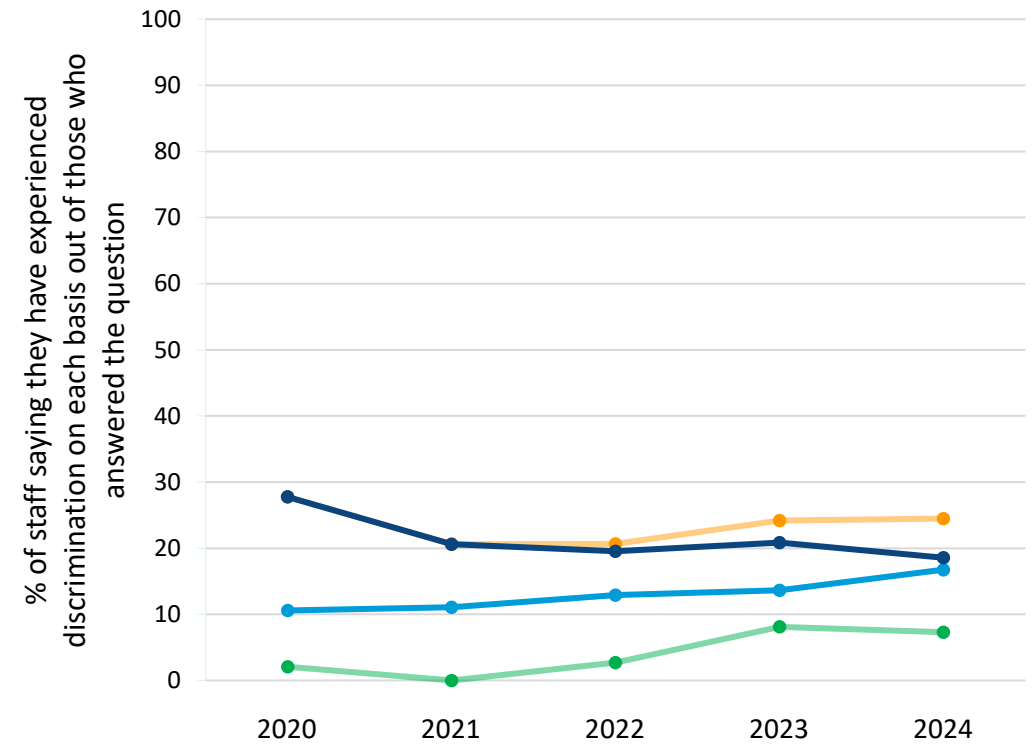


Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



	2020	2021	2022	2023	2024
Your org	4.03%	0.92%	10.51%	5.69%	2.75%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	2.30%	3.80%	3.12%	4.80%	2.85%
Worst result	7.39%	9.51%	10.51%	11.74%	6.58%
Responses	55	65	60	63	65

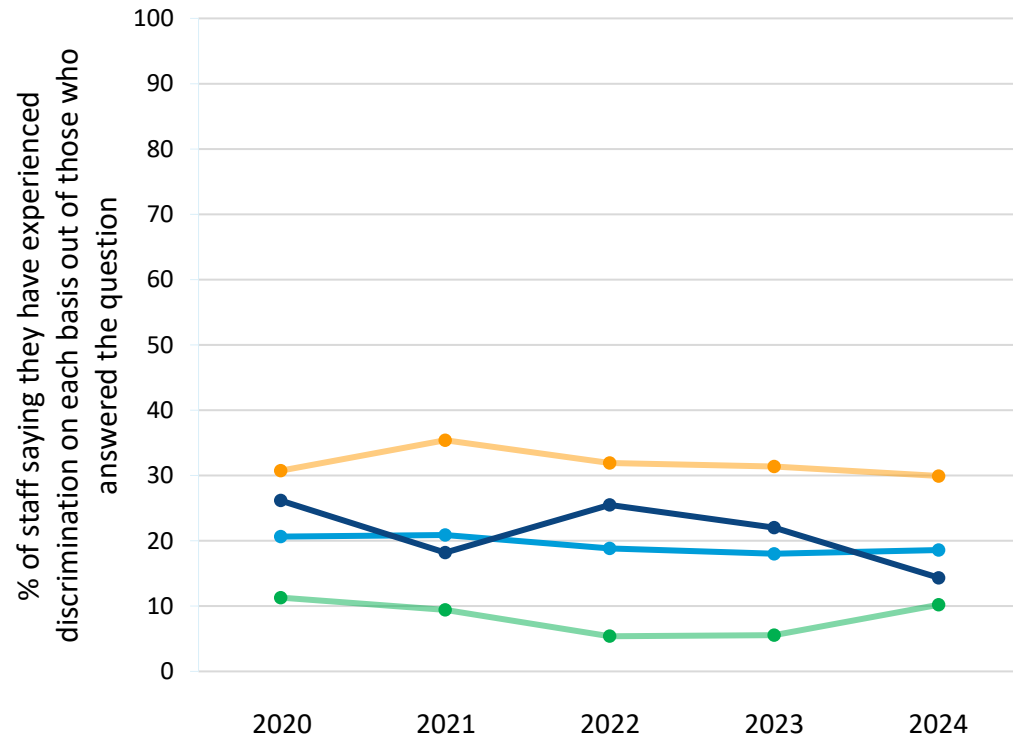
Q16c.5 On what grounds have you experienced discrimination?
– Disability.



	2020	2021	2022	2023	2024
Your org	27.75%	20.60%	19.55%	20.83%	18.56%
Best result	2.07%	0.00%	2.69%	8.10%	7.28%
Average result	10.59%	11.10%	12.91%	13.62%	16.76%
Worst result	27.75%	20.60%	20.65%	24.17%	24.49%
Responses	55	65	60	63	65

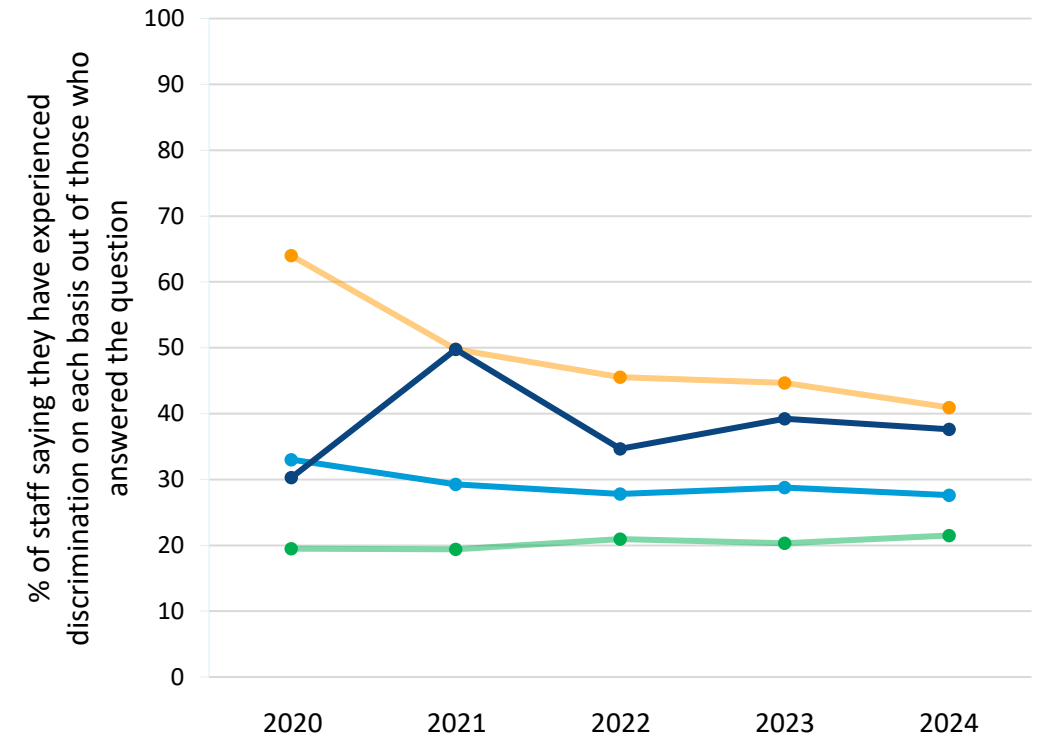


Q16c.6 On what grounds have you experienced discrimination?
– Age.



	2020	2021	2022	2023	2024
Your org	26.15%	18.18%	25.48%	22.02%	14.34%
Best result	11.30%	9.42%	5.38%	5.55%	10.23%
Average result	20.67%	20.89%	18.83%	18.02%	18.60%
Worst result	30.75%	35.40%	31.90%	31.39%	29.93%
Responses	55	65	60	63	65

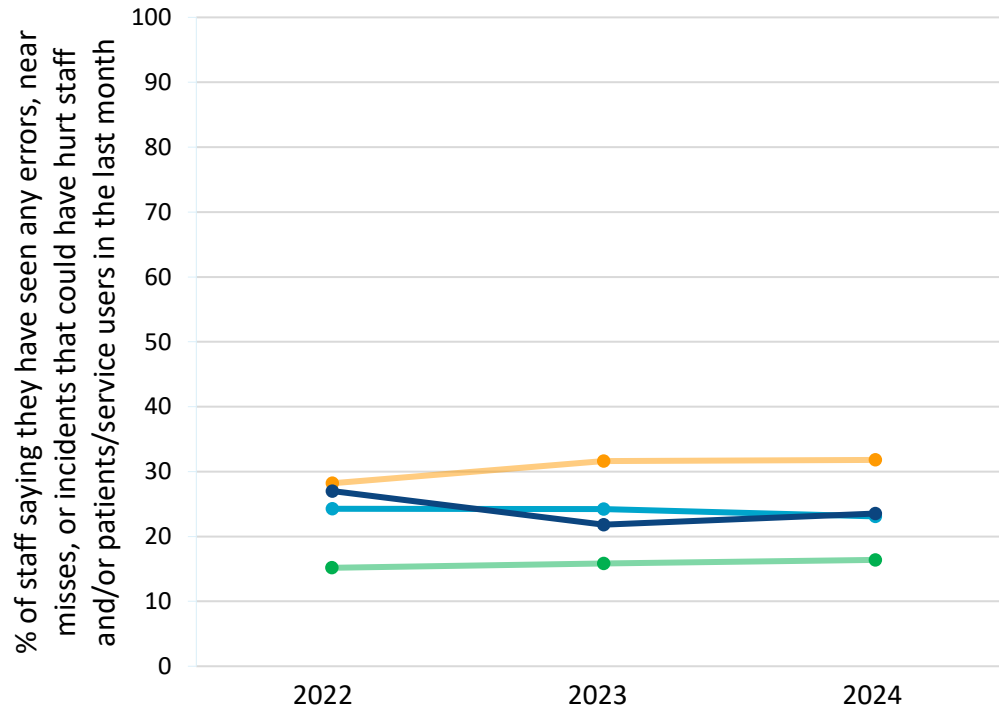
Q16c.7 On what grounds have you experienced discrimination?
– Other.



	2020	2021	2022	2023	2024
Your org	30.28%	49.75%	34.64%	39.24%	37.60%
Best result	19.51%	19.40%	20.96%	20.34%	21.50%
Average result	33.02%	29.24%	27.79%	28.77%	27.62%
Worst result	64.01%	49.75%	45.52%	44.65%	40.93%
Responses	55	65	60	63	65



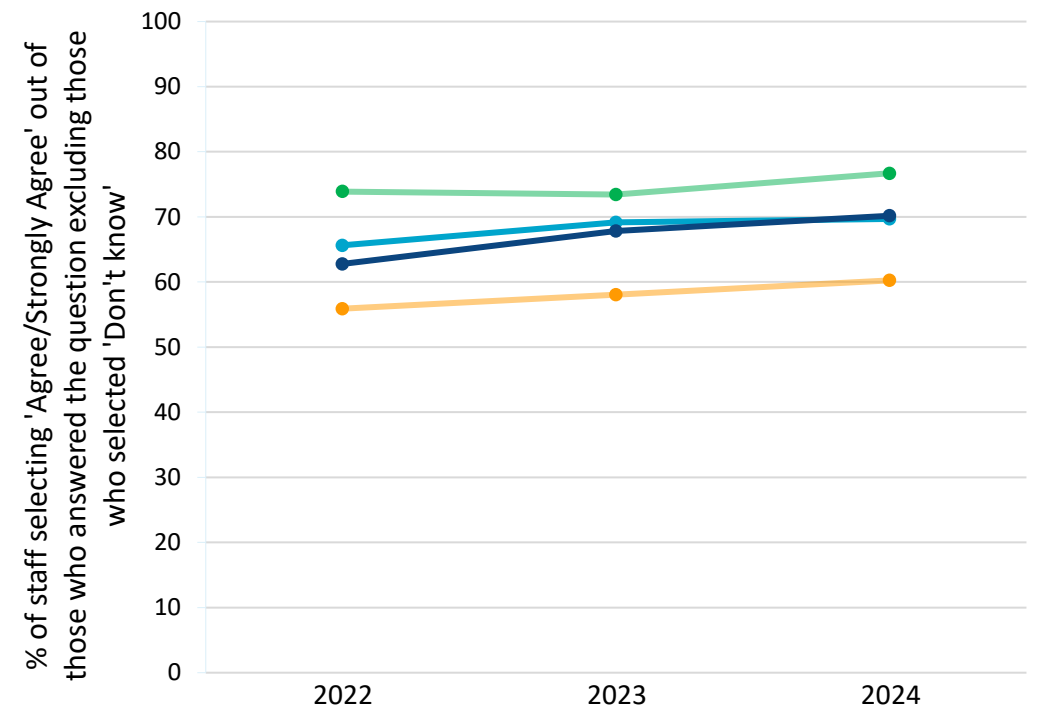
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	27.00%	21.82%	23.55%
Best result	15.17%	15.84%	16.39%
Average result	24.27%	24.21%	23.09%
Worst result	28.20%	31.62%	31.79%

Responses 898 1027 915

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

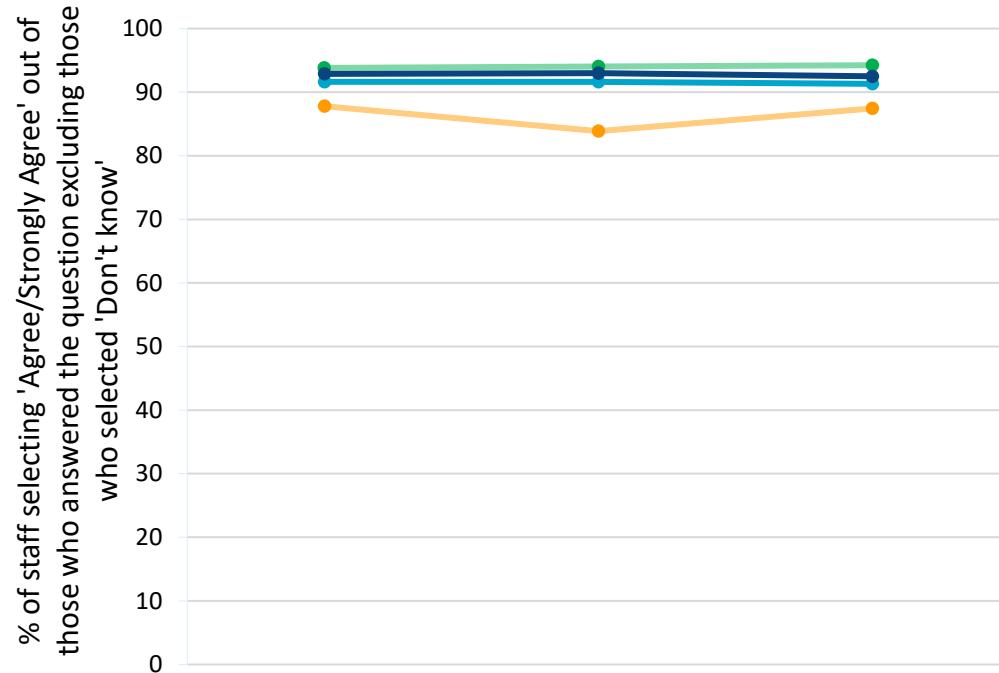


Your org	62.78%	67.84%	70.17%
Best result	73.90%	73.43%	76.70%
Average result	65.64%	69.15%	69.69%
Worst result	55.90%	58.06%	60.25%

Responses 709 809 711

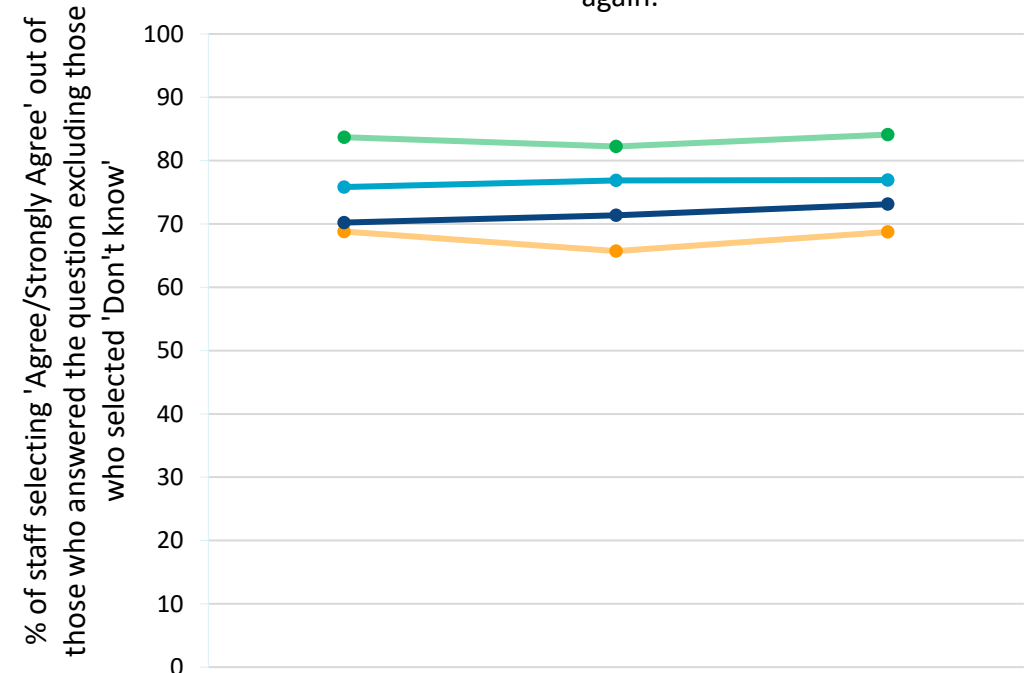


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	92.88%	92.99%	92.49%
Best result	93.81%	94.01%	94.23%
Average result	91.63%	91.61%	91.31%
Worst result	87.79%	83.87%	87.45%
Responses	892	1015	900

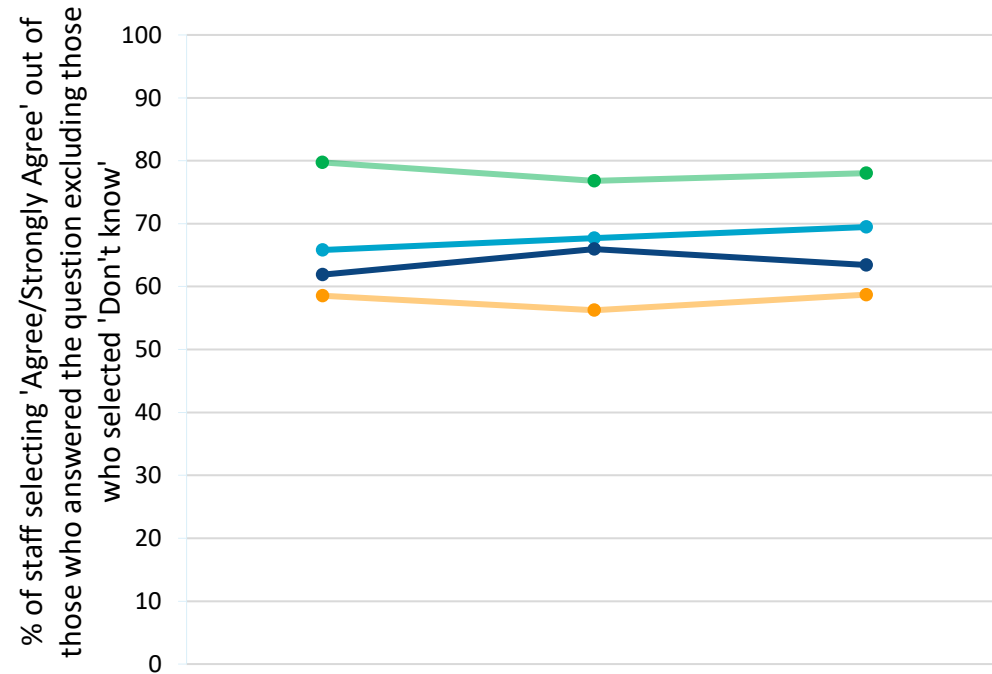
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024
Your org	70.22%	71.38%	73.11%
Best result	83.67%	82.23%	84.11%
Average result	75.83%	76.87%	76.93%
Worst result	68.80%	65.71%	68.75%
Responses	800	915	825



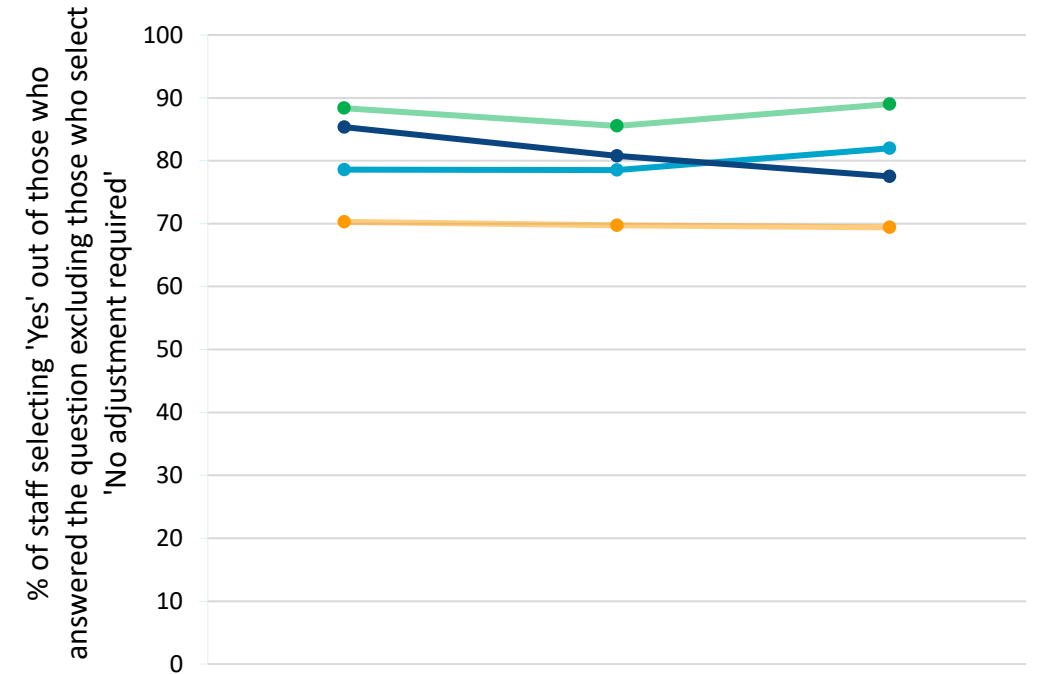
Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024
Your org	61.90%	65.96%	63.41%
Best result	79.74%	76.81%	78.01%
Average result	65.82%	67.71%	69.47%
Worst result	58.57%	56.24%	58.72%

Responses	815	952	836
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Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?

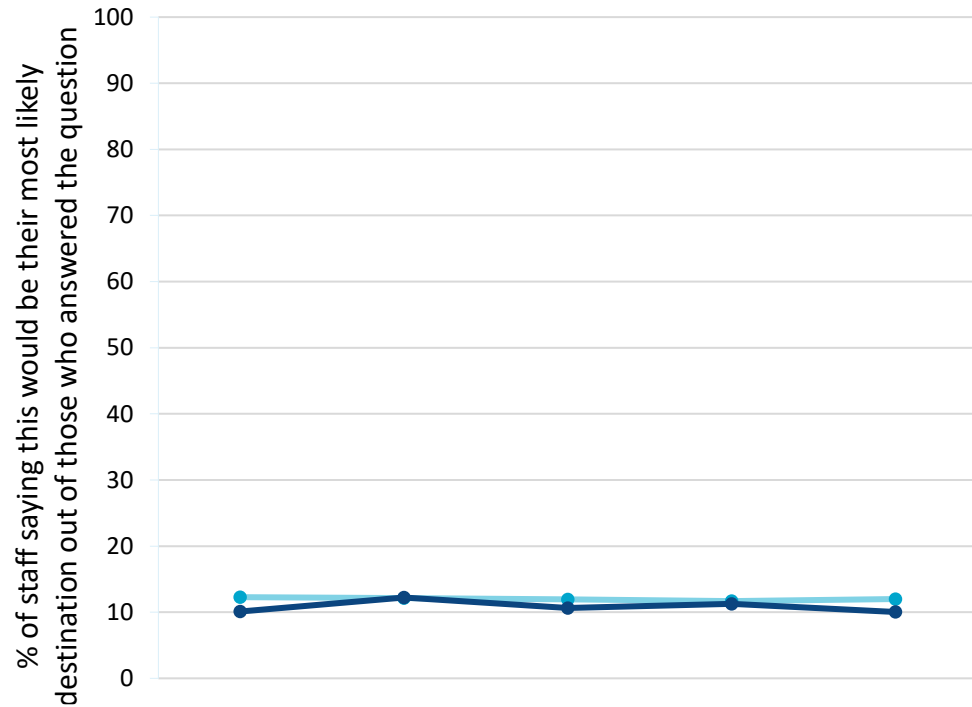


	2022	2023	2024
Your org	85.35%	80.78%	77.51%
Best result	88.38%	85.53%	89.01%
Average result	78.59%	78.52%	81.98%
Worst result	70.29%	69.73%	69.42%

Responses	162	198	183
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Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.

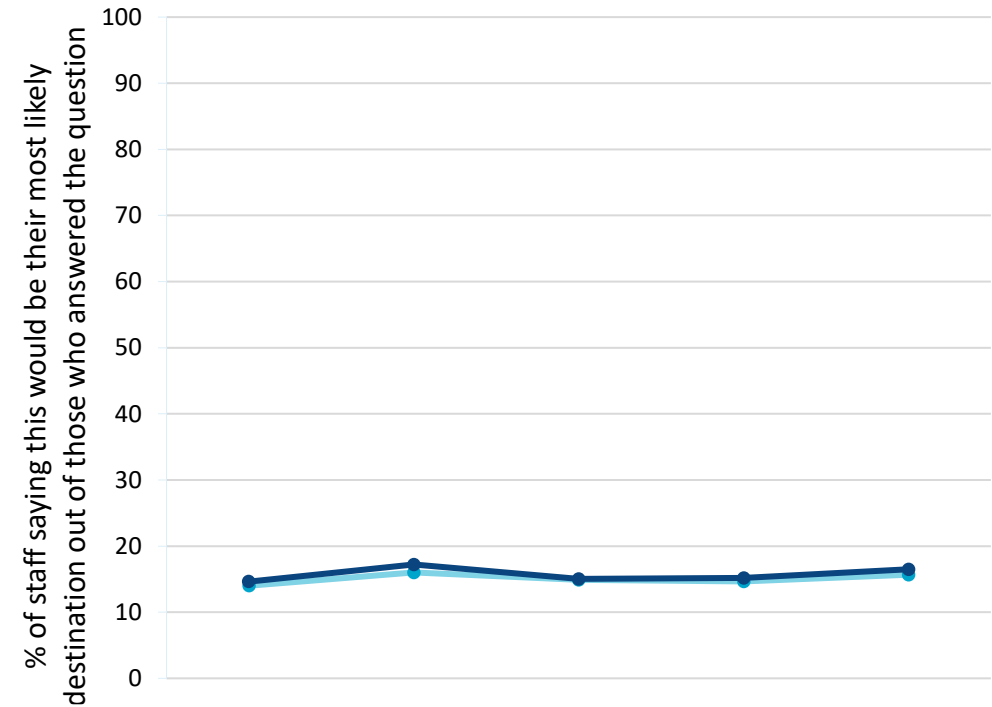


2020 2021 2022 2023 2024

Your org	10.11%	12.22%	10.66%	11.27%	10.03%
Average	12.28%	12.16%	11.94%	11.68%	12.01%

Responses 752 900 863 976 867

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



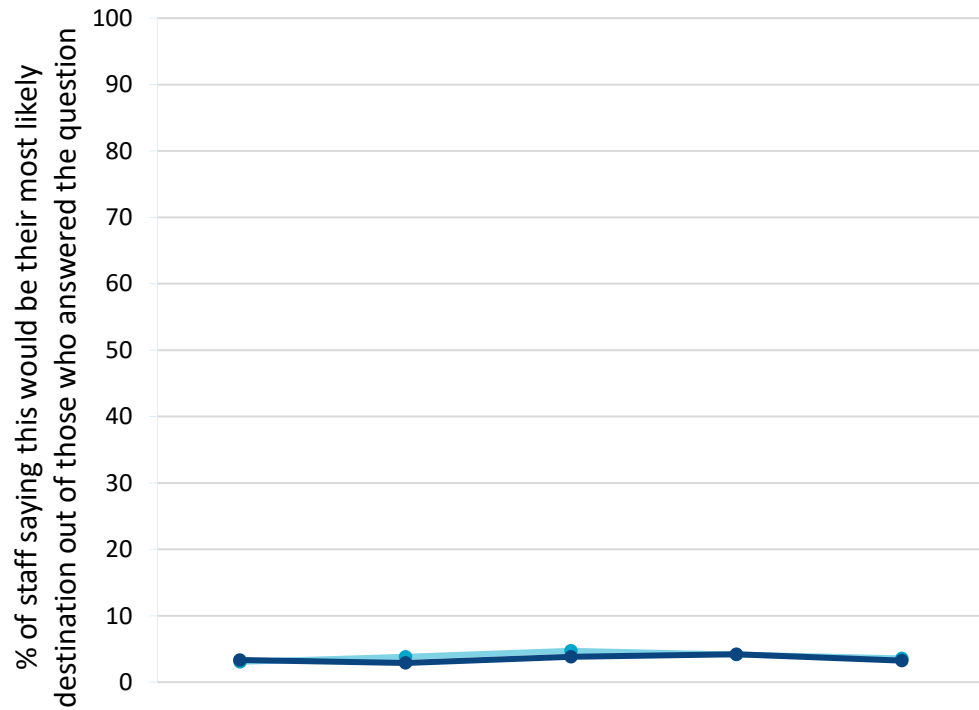
2020 2021 2022 2023 2024

Your org	14.63%	17.22%	15.06%	15.16%	16.49%
Average	14.01%	16.02%	14.89%	14.65%	15.68%

Responses 752 900 863 976 867



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.

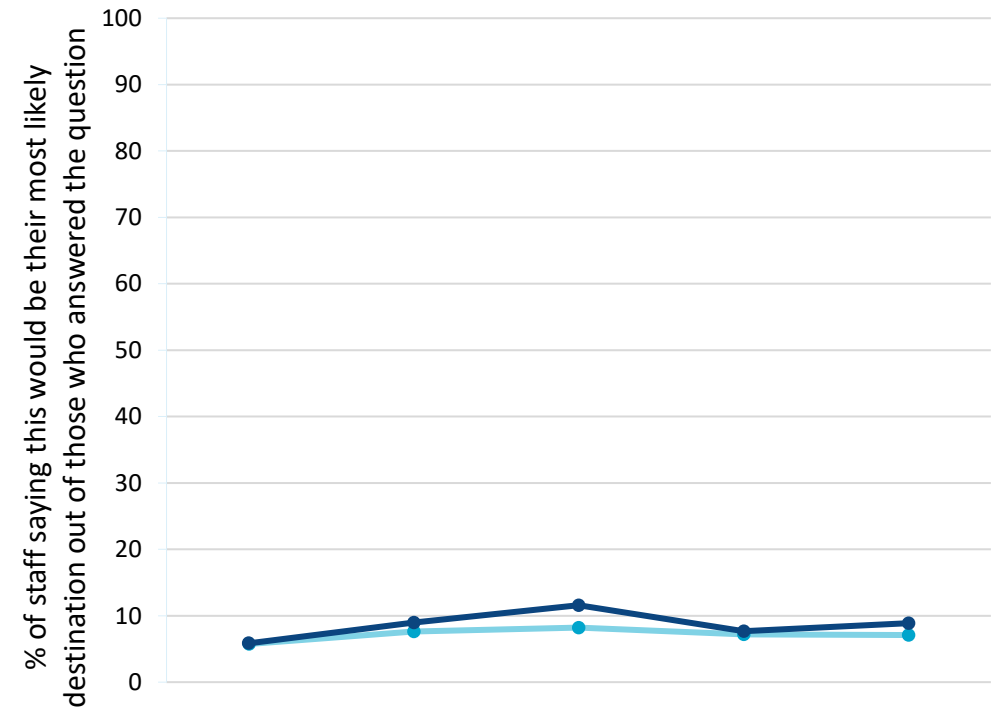


2020 2021 2022 2023 2024

Your org	3.32%	2.89%	3.82%	4.20%	3.23%
Average	3.05%	3.84%	4.72%	4.15%	3.57%

Responses 752 900 863 976 867

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.



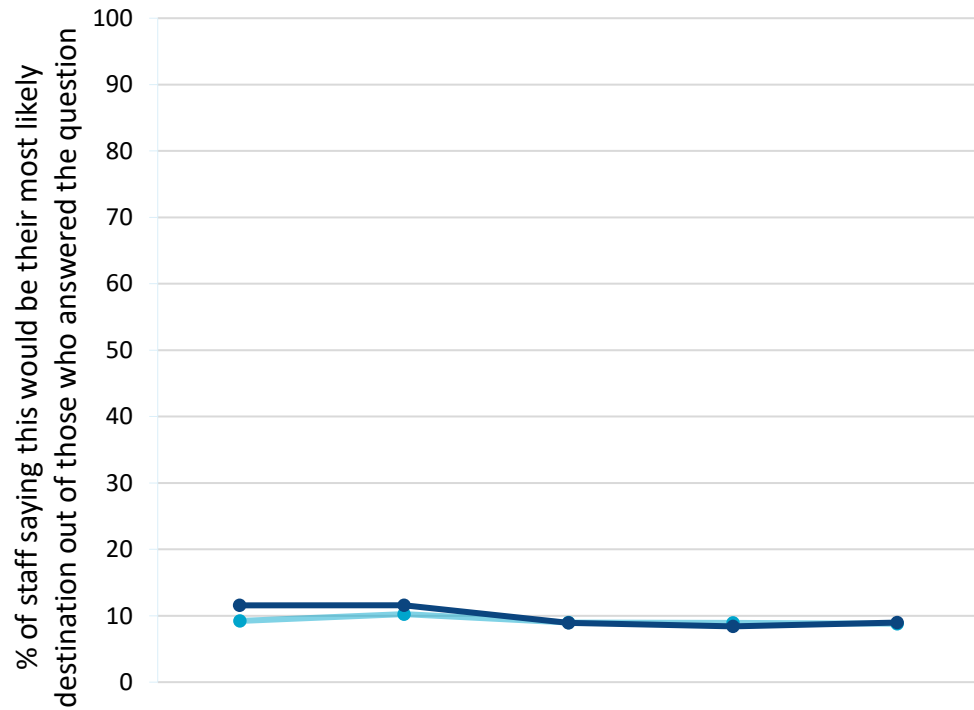
2020 2021 2022 2023 2024

Your org	5.85%	9.00%	11.59%	7.68%	8.88%
Average	5.75%	7.62%	8.22%	7.20%	7.10%

Responses 752 900 863 976 867



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.

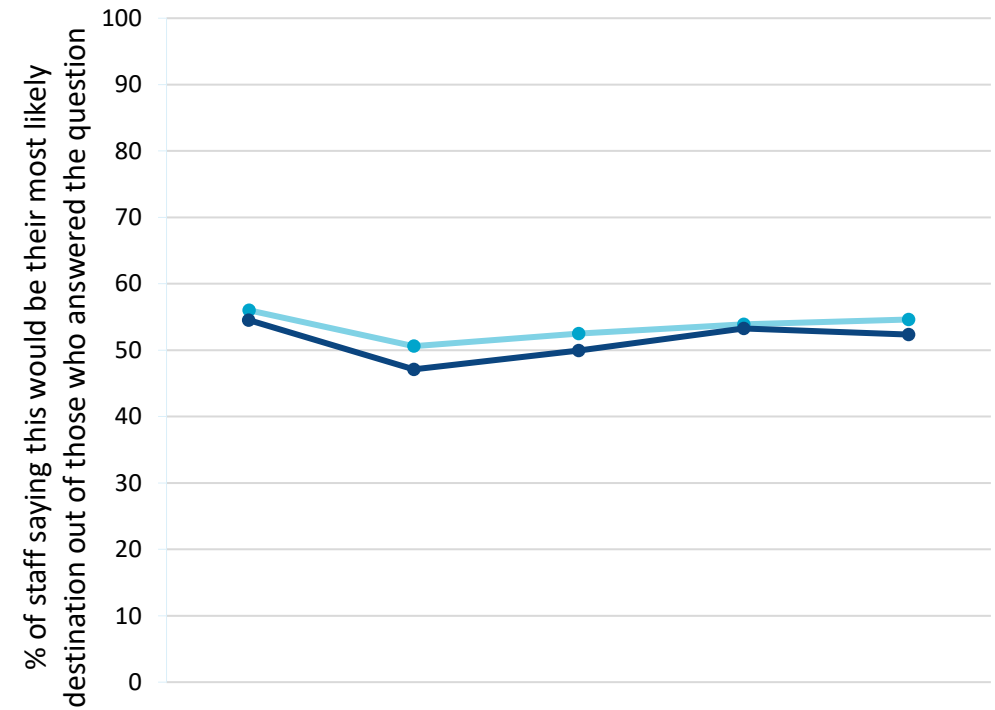


2020 2021 2022 2023 2024

Your org	11.57%	11.56%	8.92%	8.40%	9.00%
Average	9.20%	10.25%	8.99%	8.91%	8.80%

Responses 752 900 863 976 867

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	54.52%	47.11%	49.94%	53.28%	52.36%
Average	56.01%	50.60%	52.49%	53.91%	54.60%

Responses 752 900 863 976 867

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)

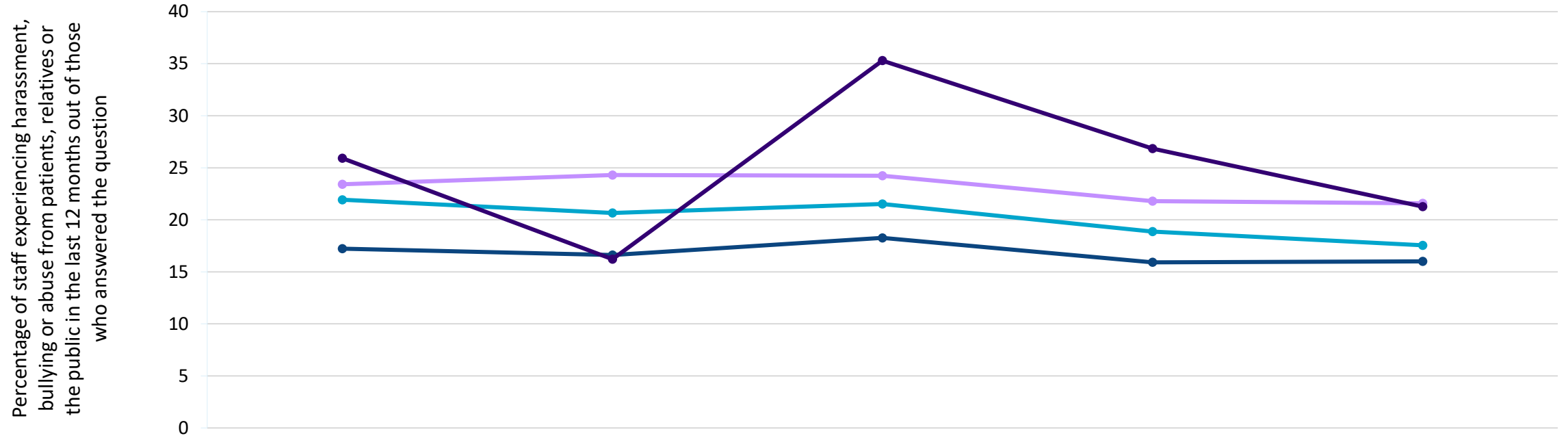
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

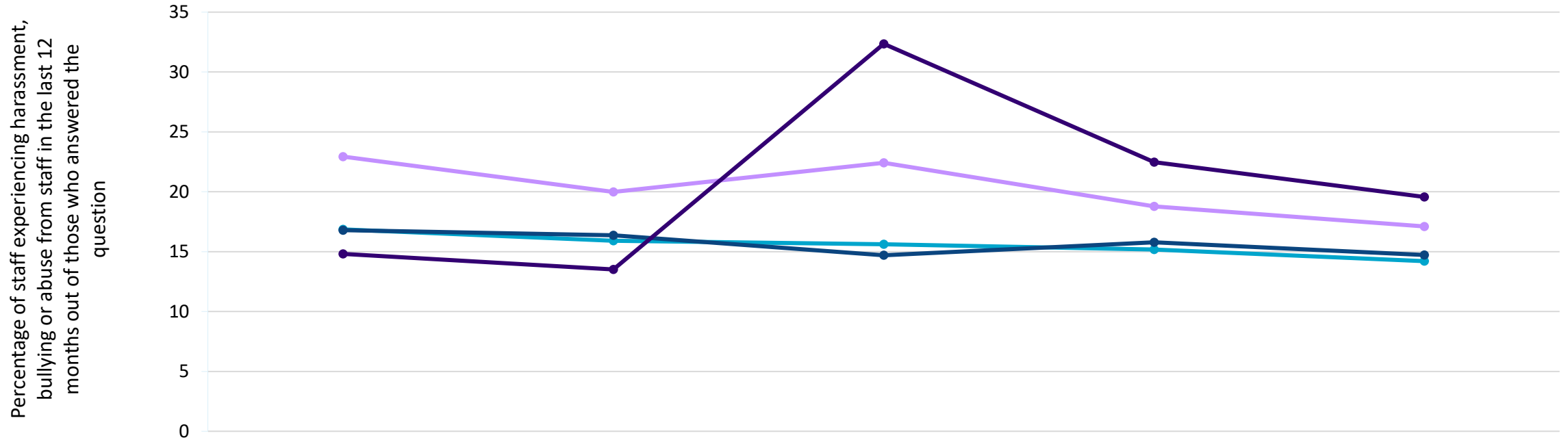


	2020	2021	2022	2023	2024
White staff: Your org	17.22%	16.61%	18.26%	15.91%	16.01%
All other ethnic groups*: Your org	25.93%	16.22%	35.29%	26.83%	21.28%
White staff: Average	21.93%	20.65%	21.52%	18.86%	17.55%
All other ethnic groups*: Average	23.41%	24.30%	24.24%	21.80%	21.59%
White staff: Responses	784	843	876	954	868
All other ethnic groups*: Responses	27	37	34	45	47

*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

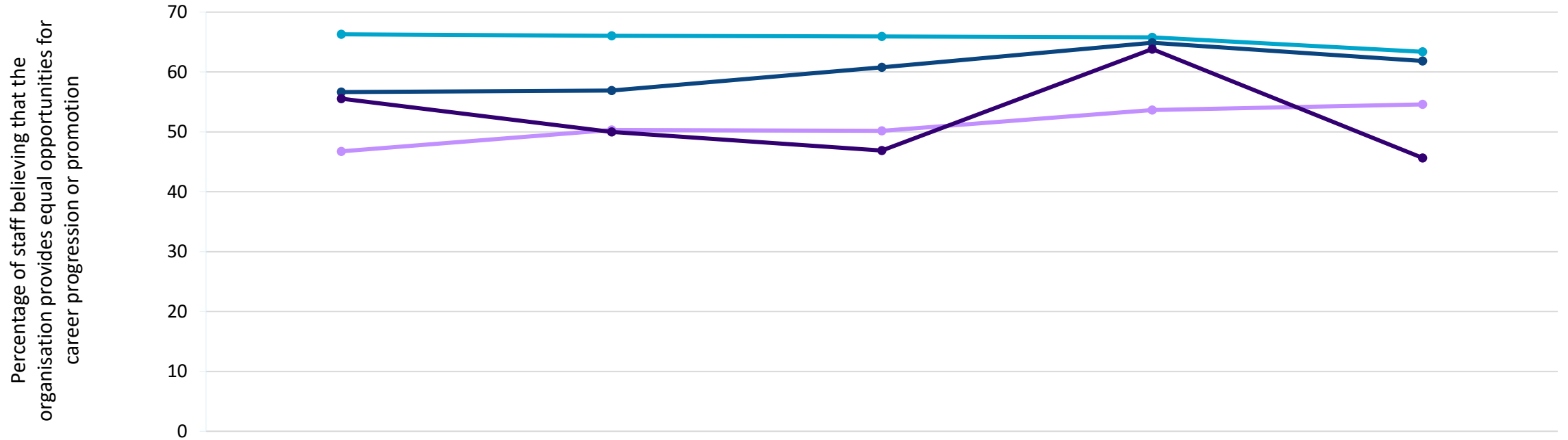


	2020	2021	2022	2023	2024
White staff: Your org	16.79%	16.37%	14.70%	15.77%	14.71%
All other ethnic groups*: Your org	14.81%	13.51%	32.35%	22.47%	19.57%
White staff: Average	16.86%	15.91%	15.62%	15.19%	14.21%
All other ethnic groups*: Average	22.94%	19.99%	22.42%	18.79%	17.10%
White staff: Responses	786	843	871	954	870
All other ethnic groups*: Responses	27	37	34	45	46

*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.

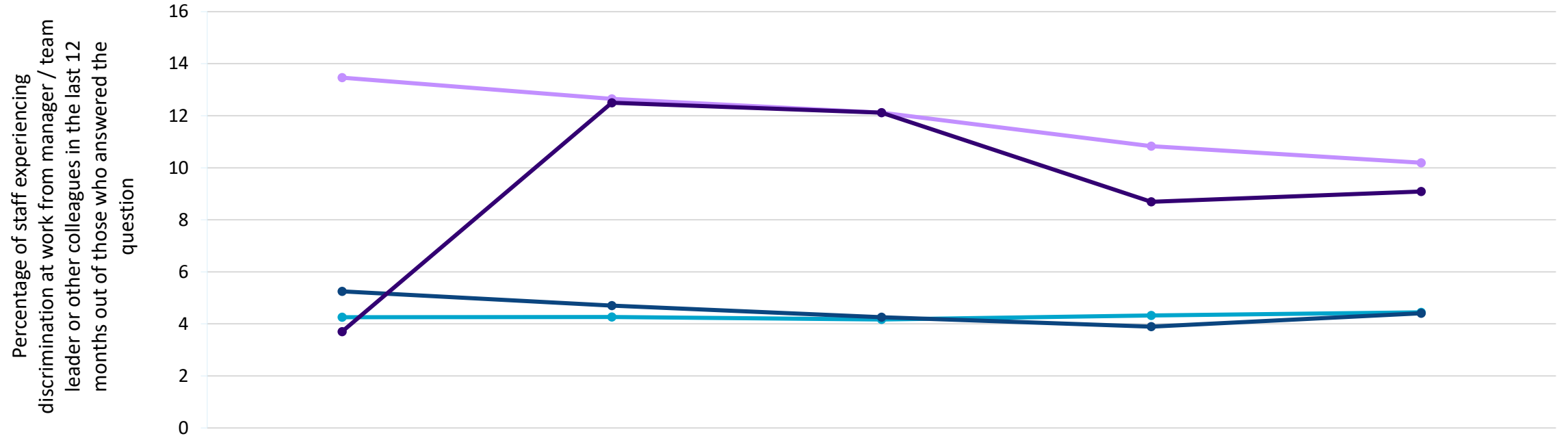
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	56.65%	56.90%	60.79%	64.89%	61.85%
All other ethnic groups*: Your org	55.56%	50.00%	46.88%	63.83%	45.65%
White staff: Average	66.30%	66.05%	65.92%	65.80%	63.37%
All other ethnic groups*: Average	46.75%	50.31%	50.18%	53.66%	54.59%
White staff: Responses	782	891	862	974	865
All other ethnic groups*: Responses	27	40	32	47	46

*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	5.25%	4.70%	4.26%	3.89%	4.41%
All other ethnic groups*: Your org	3.70%	12.50%	12.12%	8.70%	9.09%
White staff: Average	4.26%	4.26%	4.17%	4.33%	4.44%
All other ethnic groups*: Average	13.46%	12.65%	12.12%	10.83%	10.19%

White staff: Responses	781	893	869	976	862
All other ethnic groups*: Responses	27	40	33	46	44

*Staff from all other ethnic groups combined

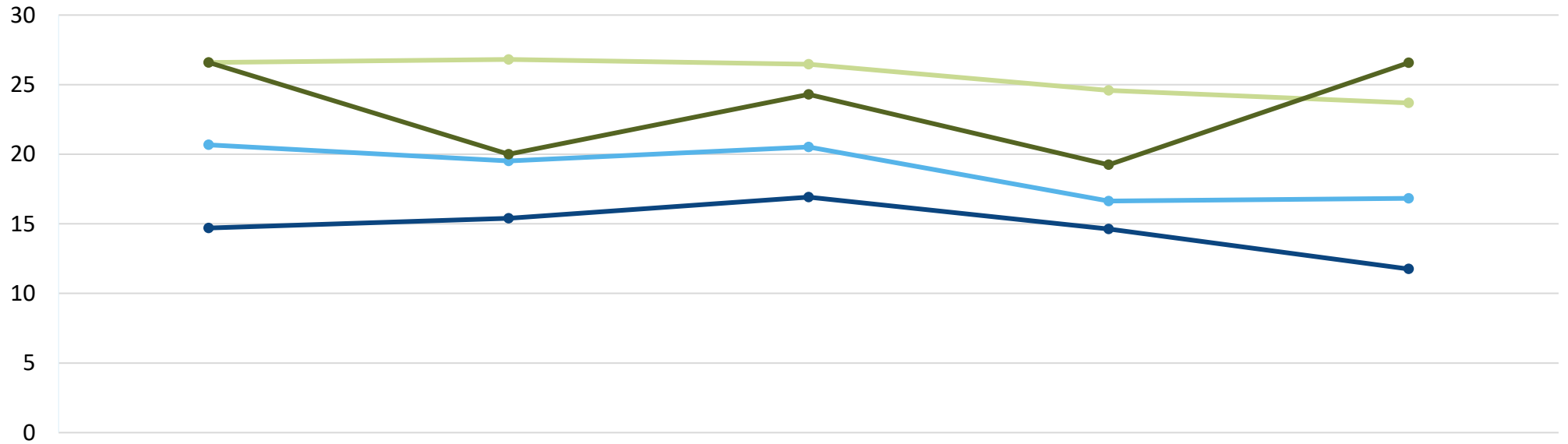
Workforce Disability Equality Standards (WDES)

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.

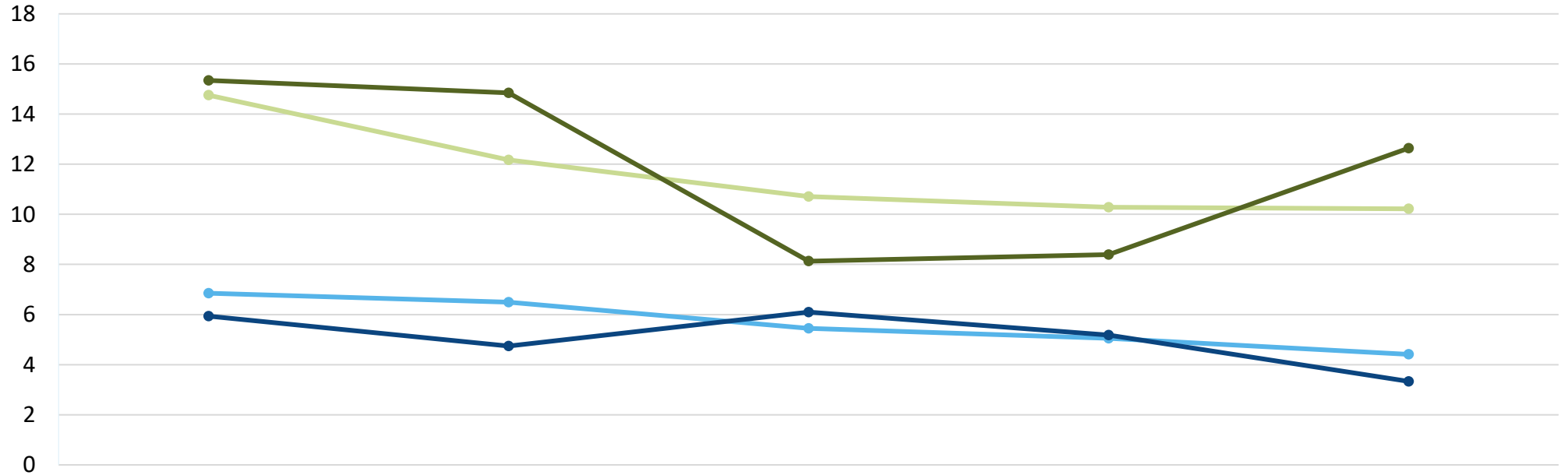


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	26.60%	20.00%	24.30%	19.24%	26.57%
Staff without a LTC or illness: Your org	14.70%	15.40%	16.92%	14.63%	11.76%
Staff with a LTC or illness: Average	26.60%	26.81%	26.46%	24.59%	23.69%
Staff without a LTC or illness: Average	20.67%	19.53%	20.51%	16.64%	16.83%
Staff with a LTC or illness: Responses	188	230	251	303	271
Staff without a LTC or illness: Responses	626	656	662	680	638

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.

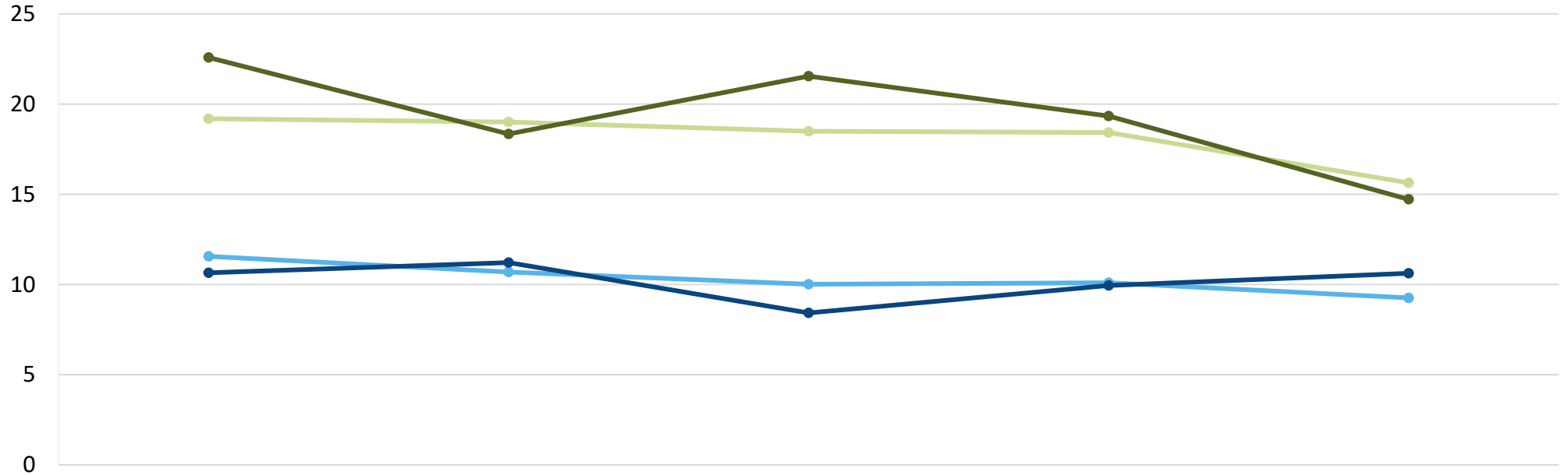


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	15.34%	14.85%	8.13%	8.39%	12.64%
Staff without a LTC or illness: Your org	5.94%	4.74%	6.10%	5.18%	3.33%
Staff with a LTC or illness: Average	14.75%	12.17%	10.71%	10.28%	10.22%
Staff without a LTC or illness: Average	6.85%	6.49%	5.45%	5.05%	4.41%
Staff with a LTC or illness: Responses	189	229	246	298	269
Staff without a LTC or illness: Responses	623	654	656	677	630

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.

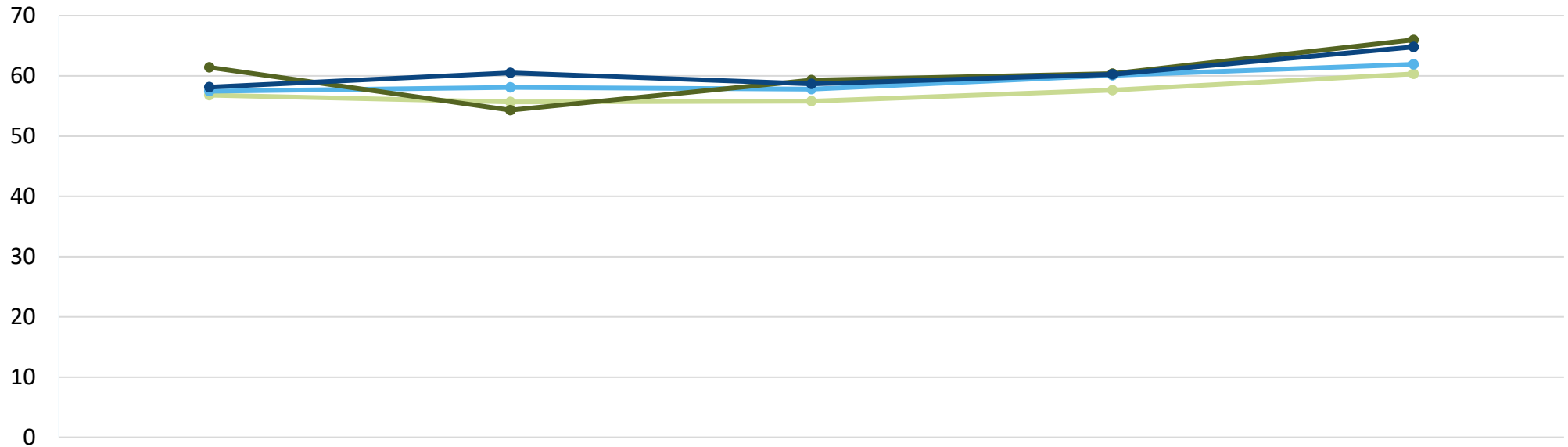


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	22.58%	18.34%	21.54%	19.34%	14.72%
Staff without a LTC or illness: Your org	10.65%	11.21%	8.42%	9.94%	10.62%
Staff with a LTC or illness: Average	19.19%	19.00%	18.49%	18.43%	15.63%
Staff without a LTC or illness: Average	11.56%	10.69%	10.01%	10.10%	9.26%
Staff with a LTC or illness: Responses	186	229	246	296	265
Staff without a LTC or illness: Responses	620	651	653	676	631

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.

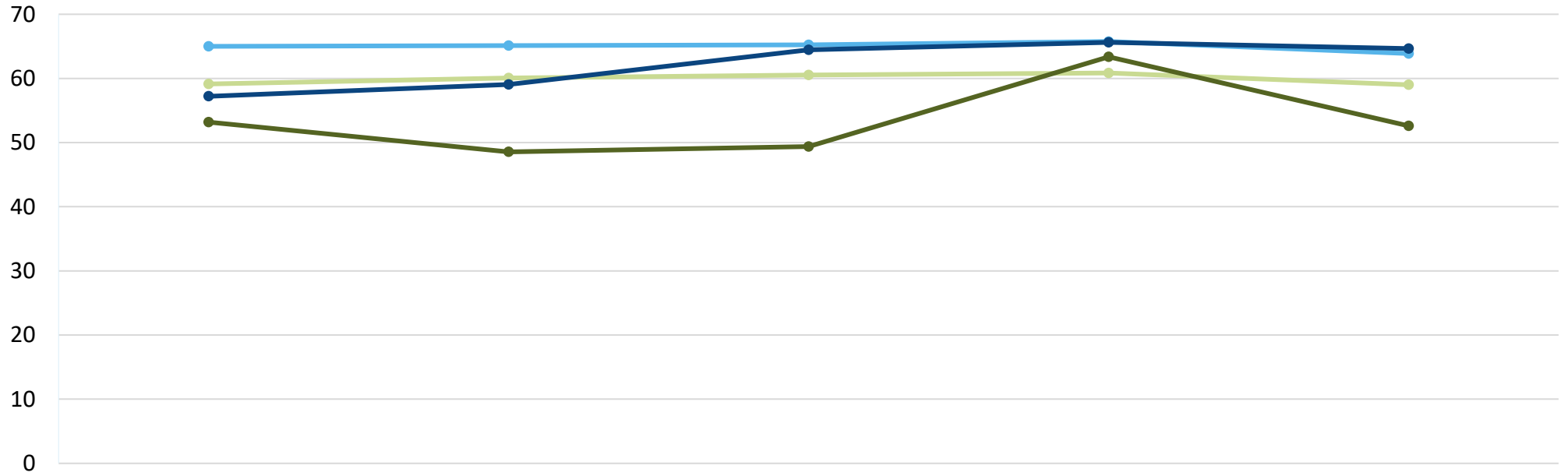


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	61.43%	54.32%	59.30%	60.39%	65.98%
Staff without a LTC or illness: Your org	58.14%	60.53%	58.70%	60.25%	64.80%
Staff with a LTC or illness: Average	56.81%	55.68%	55.80%	57.63%	60.34%
Staff without a LTC or illness: Average	57.46%	58.08%	57.82%	60.10%	61.93%
Staff with a LTC or illness: Responses	70	81	86	91	97
Staff without a LTC or illness: Responses	129	152	138	138	125

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

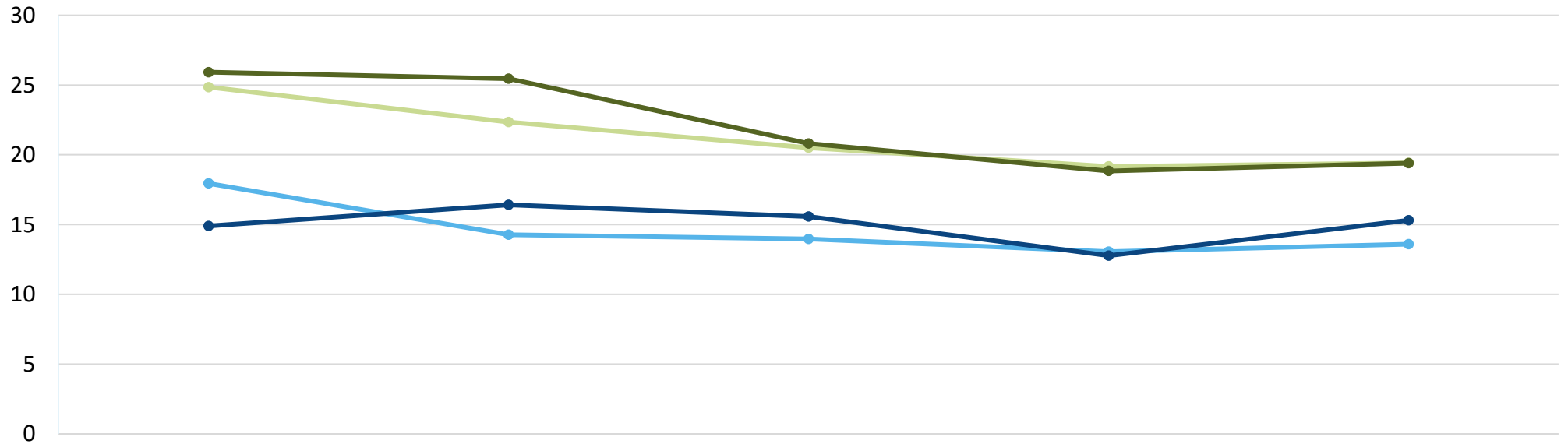
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	53.19%	48.55%	49.39%	63.37%	52.59%
Staff without a LTC or illness: Your org	57.21%	59.05%	64.46%	65.62%	64.67%
Staff with a LTC or illness: Average	59.15%	60.09%	60.54%	60.85%	59.01%
Staff without a LTC or illness: Average	65.01%	65.12%	65.22%	65.75%	63.87%
Staff with a LTC or illness: Responses	188	241	247	303	270
Staff without a LTC or illness: Responses	624	696	650	701	634

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

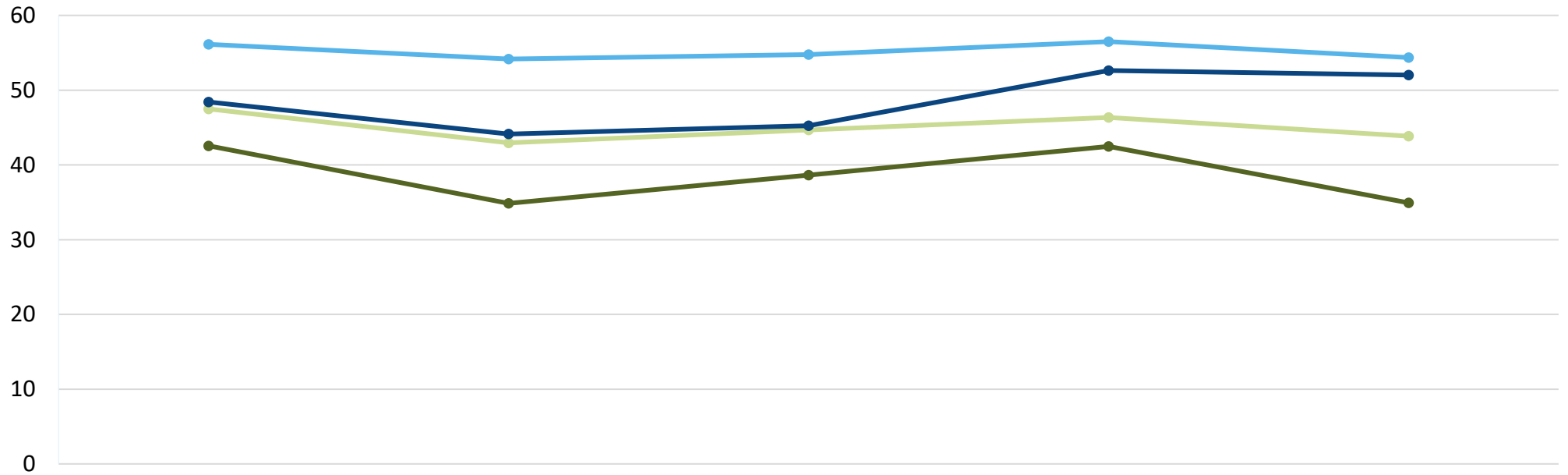
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	25.93%	25.45%	20.81%	18.84%	19.40%
Staff without a LTC or illness: Your org	14.90%	16.42%	15.58%	12.77%	15.31%
Staff with a LTC or illness: Average	24.86%	22.35%	20.51%	19.16%	19.41%
Staff without a LTC or illness: Average	17.95%	14.27%	13.97%	13.06%	13.60%
Staff with a LTC or illness: Responses	108	165	173	207	201
Staff without a LTC or illness: Responses	255	335	308	321	307

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

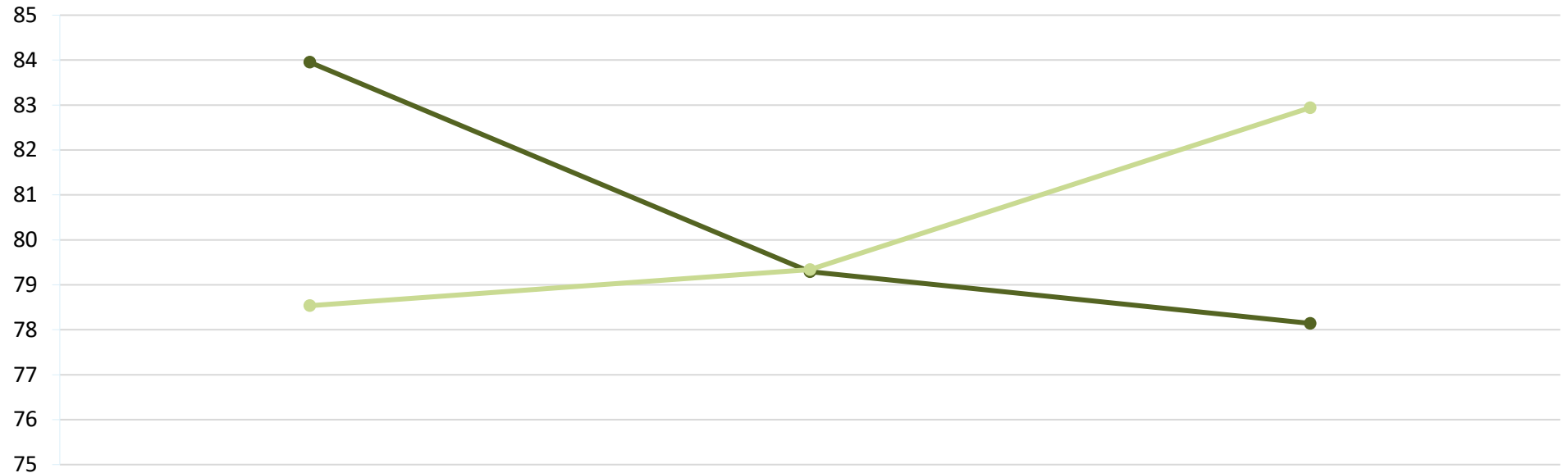
Percentage of staff satisfied with the extent to which their organisation values their work.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	42.55%	34.85%	38.65%	42.48%	34.93%
Staff without a LTC or illness: Your org	48.40%	44.13%	45.23%	52.62%	52.04%
Staff with a LTC or illness: Average	47.49%	42.95%	44.69%	46.35%	43.85%
Staff without a LTC or illness: Average	56.14%	54.16%	54.77%	56.49%	54.36%
Staff with a LTC or illness: Responses	188	241	251	306	272
Staff without a LTC or illness: Responses	626	698	661	705	638

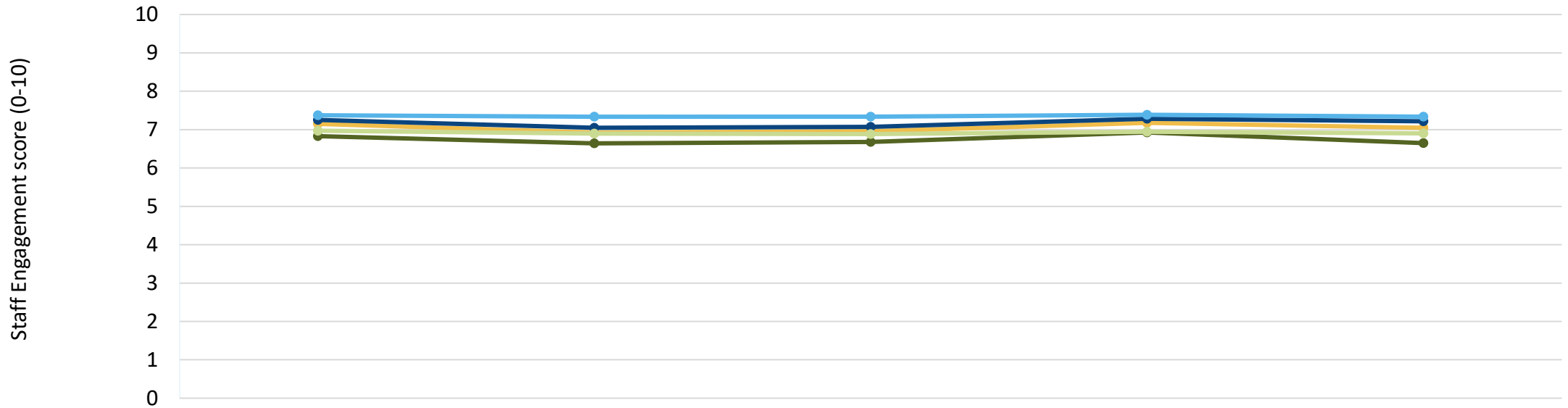
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	83.95%	79.29%	78.14%
Staff with a LTC or illness: Average	78.54%	79.34%	82.94%
Staff with a LTC or illness: Responses	162	198	183

Staff engagement score (0-10)

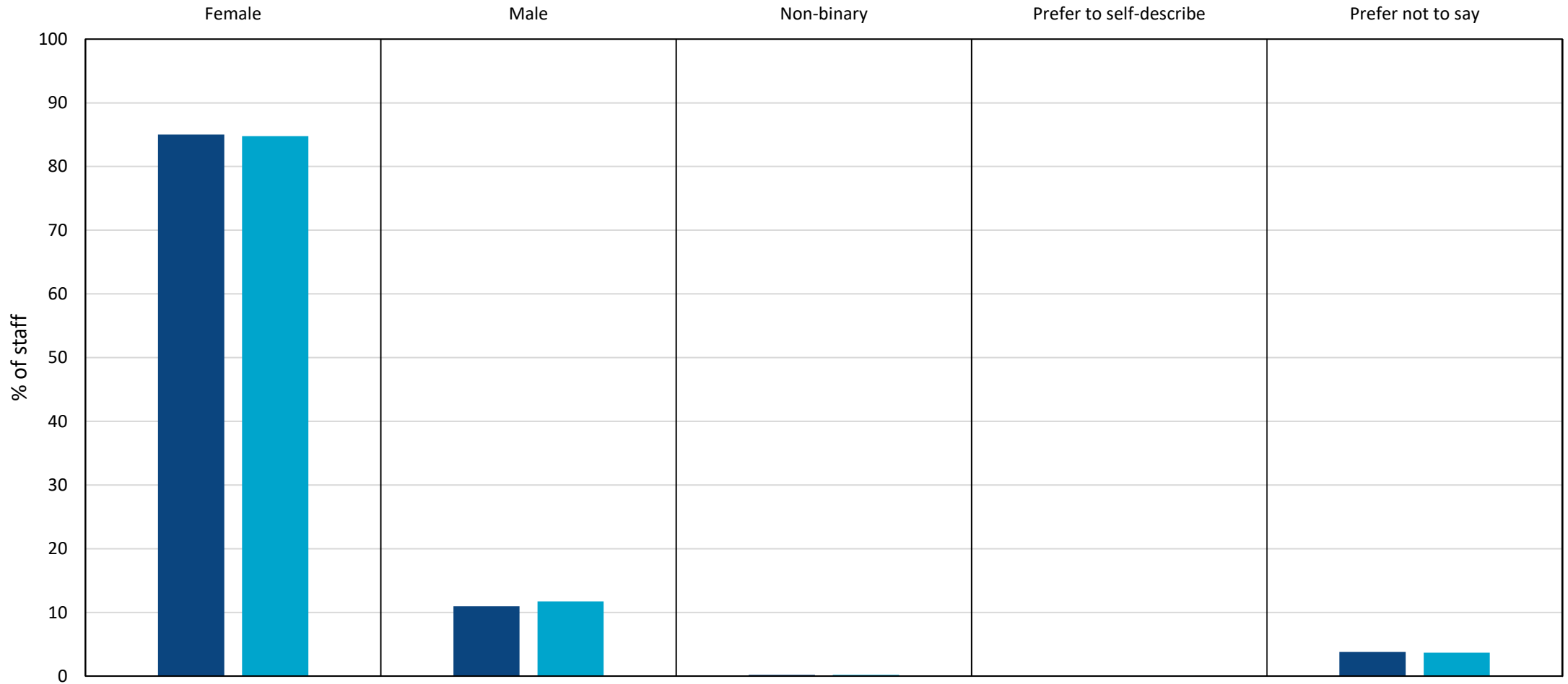


	2020	2021	2022	2023	2024
Organisation average	7.15	6.92	6.95	7.18	7.05
Staff with a LTC or illness: Your org	6.83	6.64	6.68	6.93	6.65
Staff without a LTC or illness: Your org	7.25	7.05	7.07	7.28	7.22
Staff with a LTC or illness: Average	6.97	6.89	6.88	6.95	6.90
Staff without a LTC or illness: Average	7.37	7.34	7.34	7.39	7.34
Staff with a LTC or illness: Responses	189	243	251	307	272
Staff without a LTC or illness: Responses	628	698	662	709	640

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

About your respondents

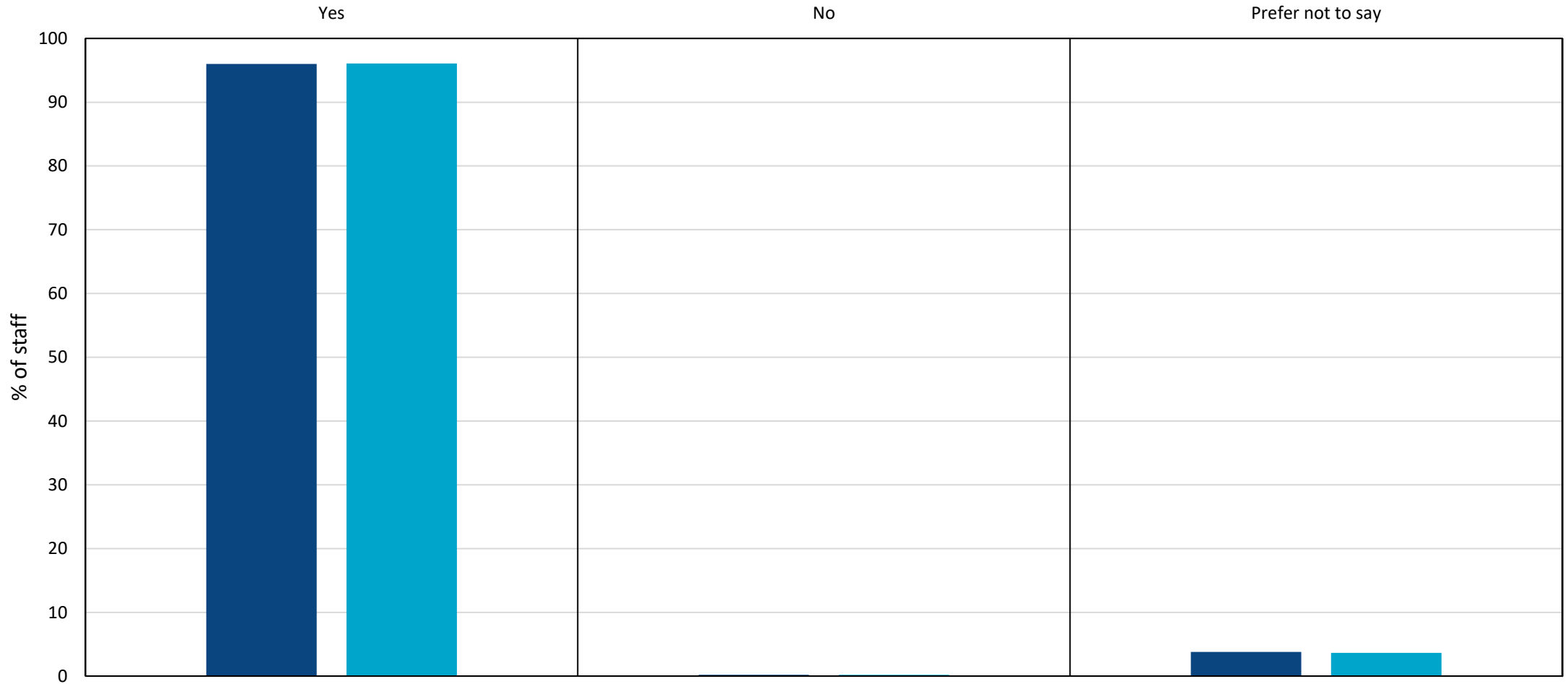
This section shows demographic and other background information for 2024.



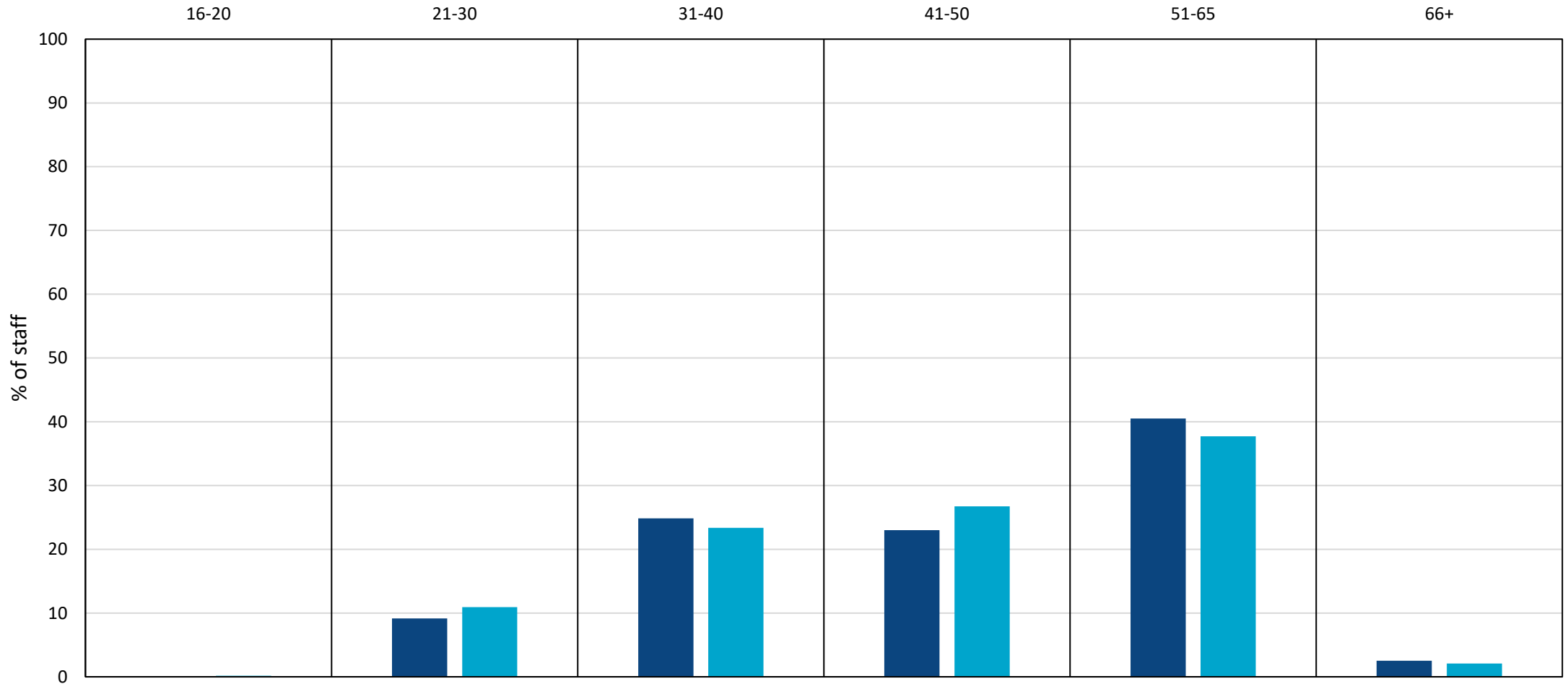
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	85.03%	10.95%	0.22%	0.00%	3.80%
Average	84.75%	11.72%	0.21%	0.08%	3.66%
Responses	922	922	922	922	922



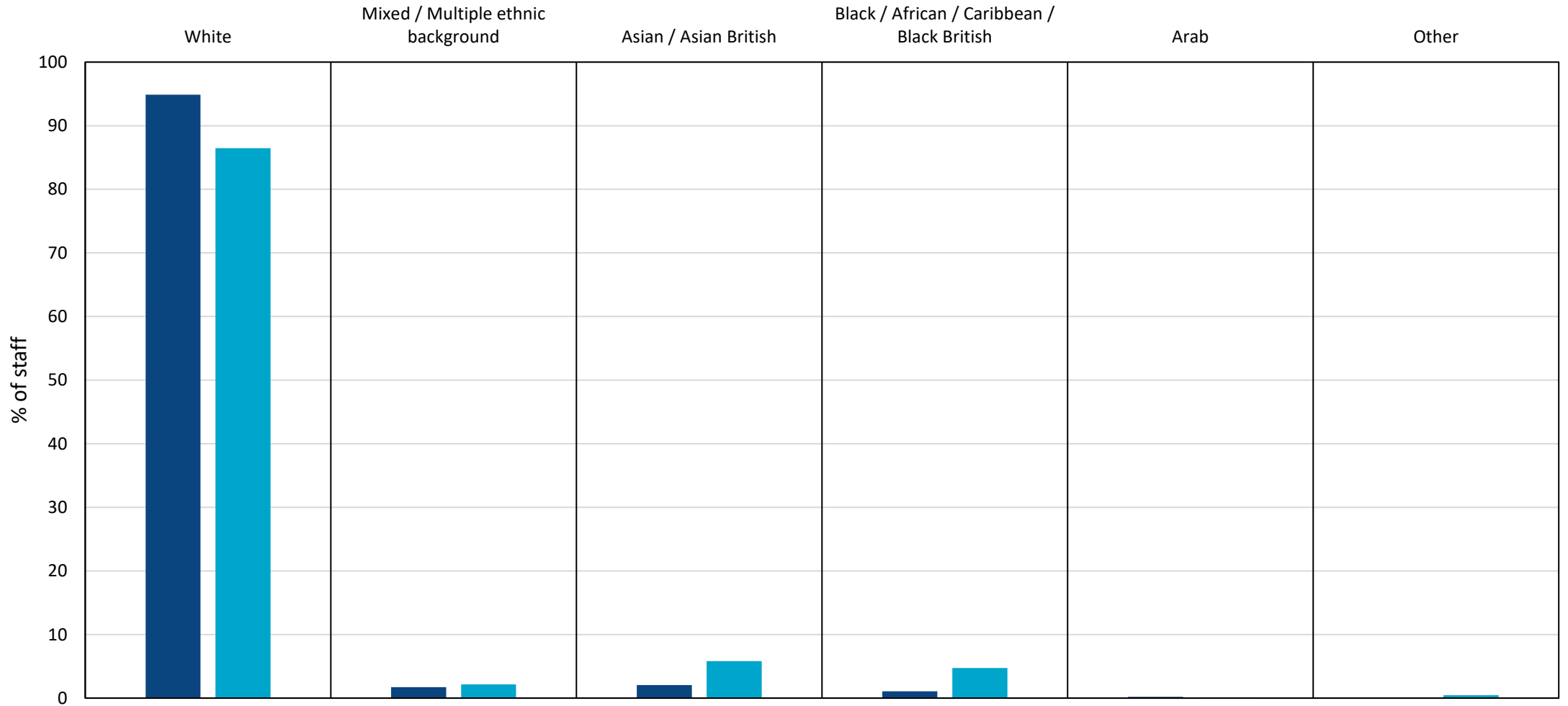
Background details – Is your gender identity the same as the sex you were registered at birth?



Response	Yes	No	Prefer not to say
Your org	95.99%	0.22%	3.79%
Average	96.06%	0.19%	3.65%
Responses	923	923	923

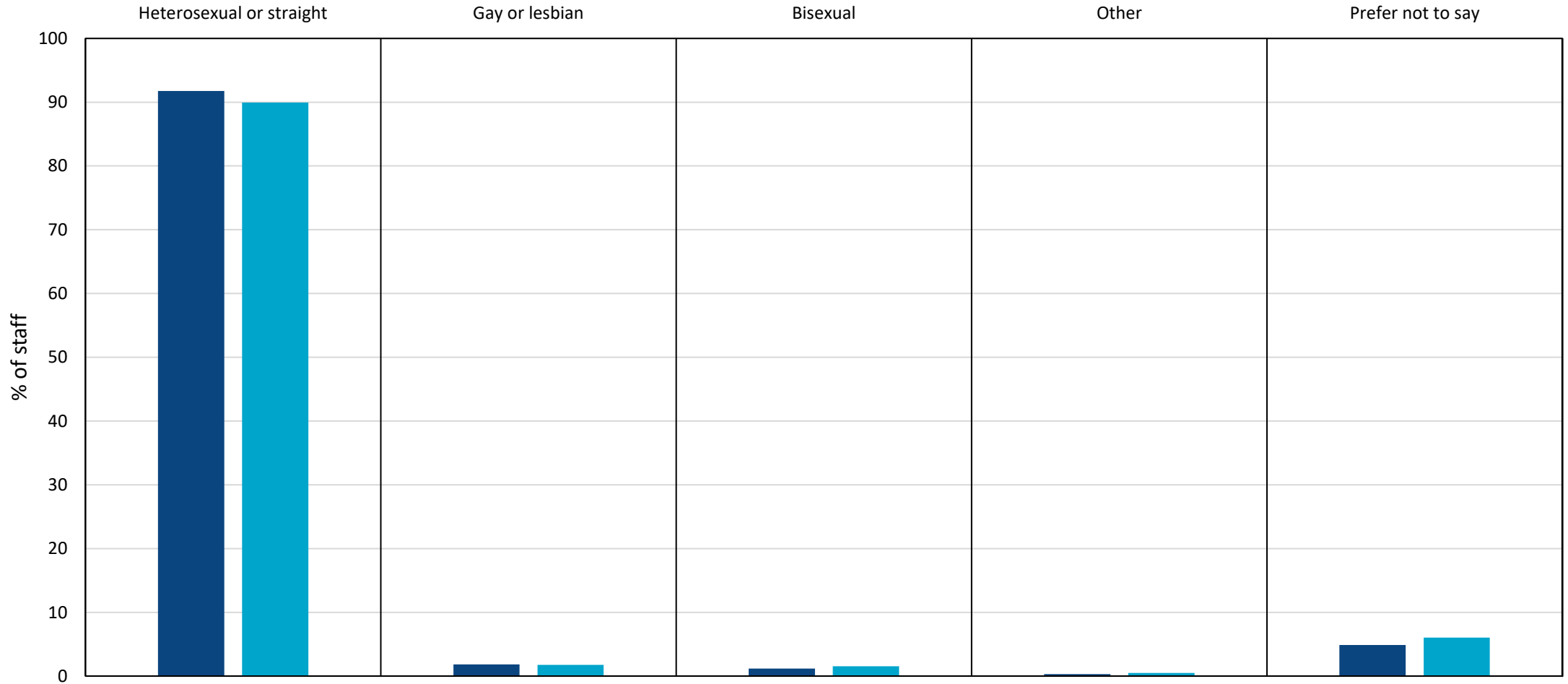


Your org	0.00%	9.15%	24.84%	22.98%	40.52%	2.51%
Average	0.18%	10.94%	23.36%	26.74%	37.73%	2.09%
Responses	918	918	918	918	918	918



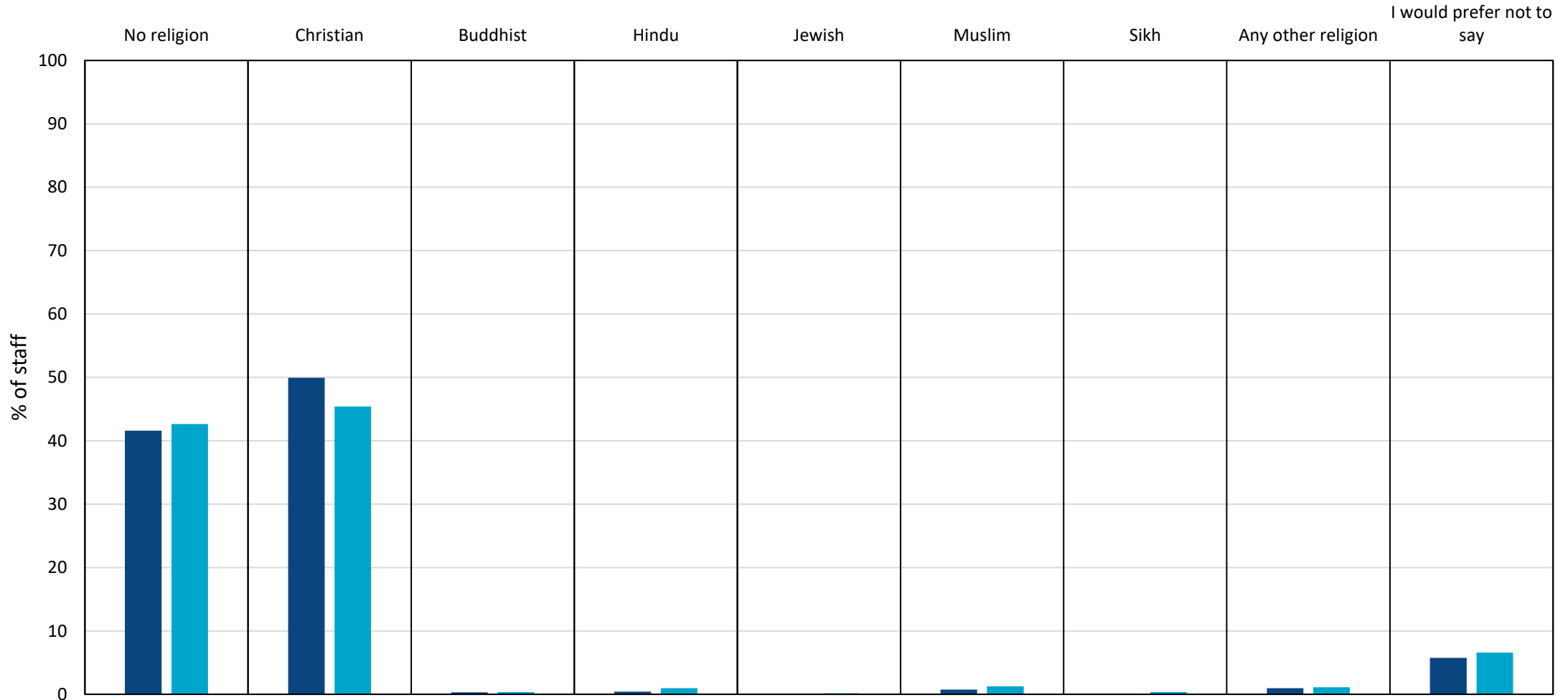
Responses	919	919	919	919	919	919
Your org	94.89%	1.74%	2.07%	1.09%	0.22%	0.00%
Average	86.48%	2.14%	5.83%	4.74%	0.13%	0.46%

Background details – Sexual orientation



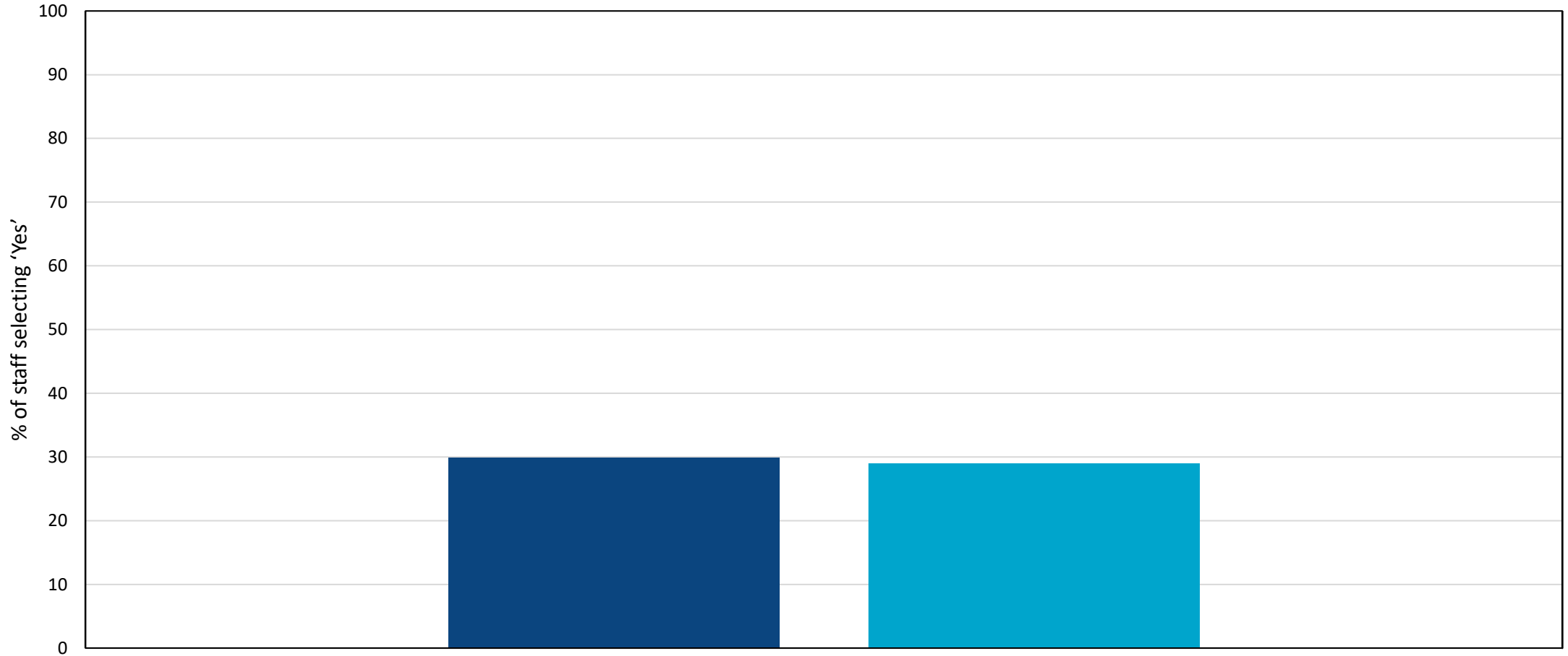
Responses	923	923	923	923	923
Your org	91.77%	1.84%	1.19%	0.33%	4.88%
Average	89.93%	1.76%	1.56%	0.49%	6.04%

Background details - Religion



Your org	41.59%	49.95%	0.33%	0.43%	0.11%	0.76%	0.11%	0.98%	5.75%
Average Responses	42.63%	45.39%	0.34%	0.97%	0.15%	1.27%	0.34%	1.12%	6.59%
	921	921	921	921	921	921	921	921	921

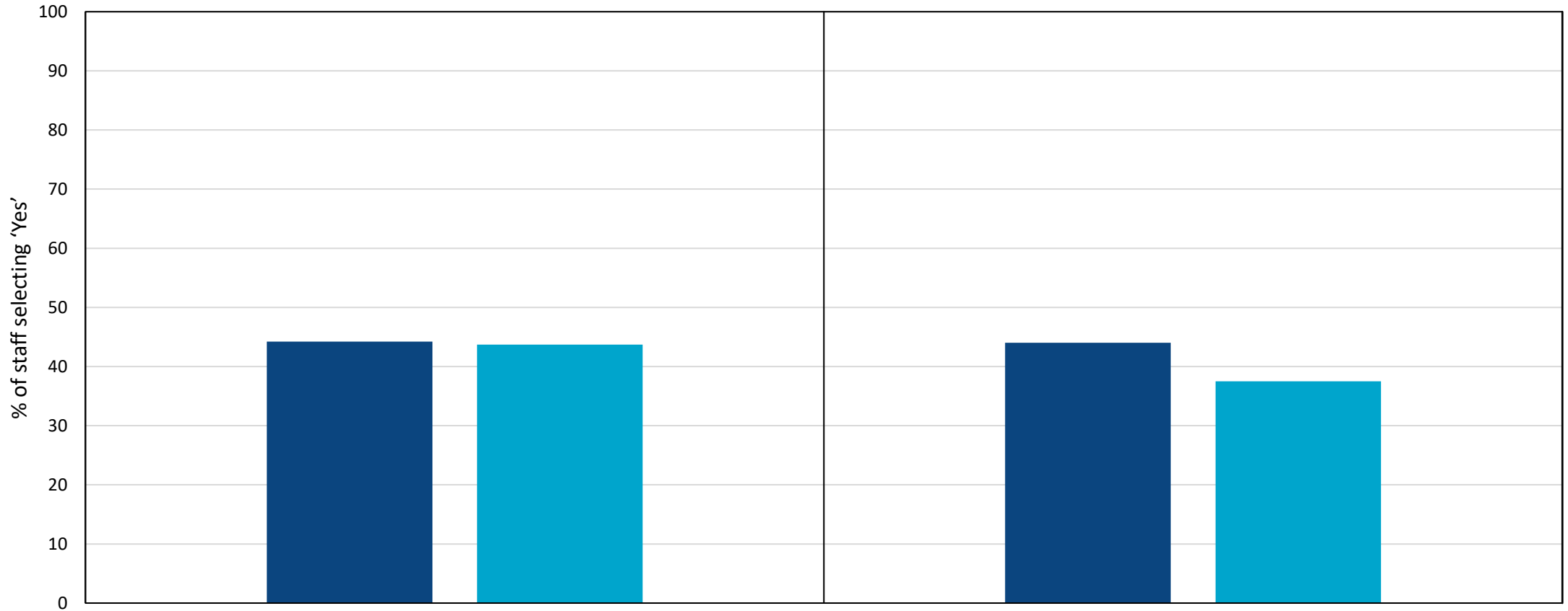
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	29.90%
Average	28.90%
Responses	913

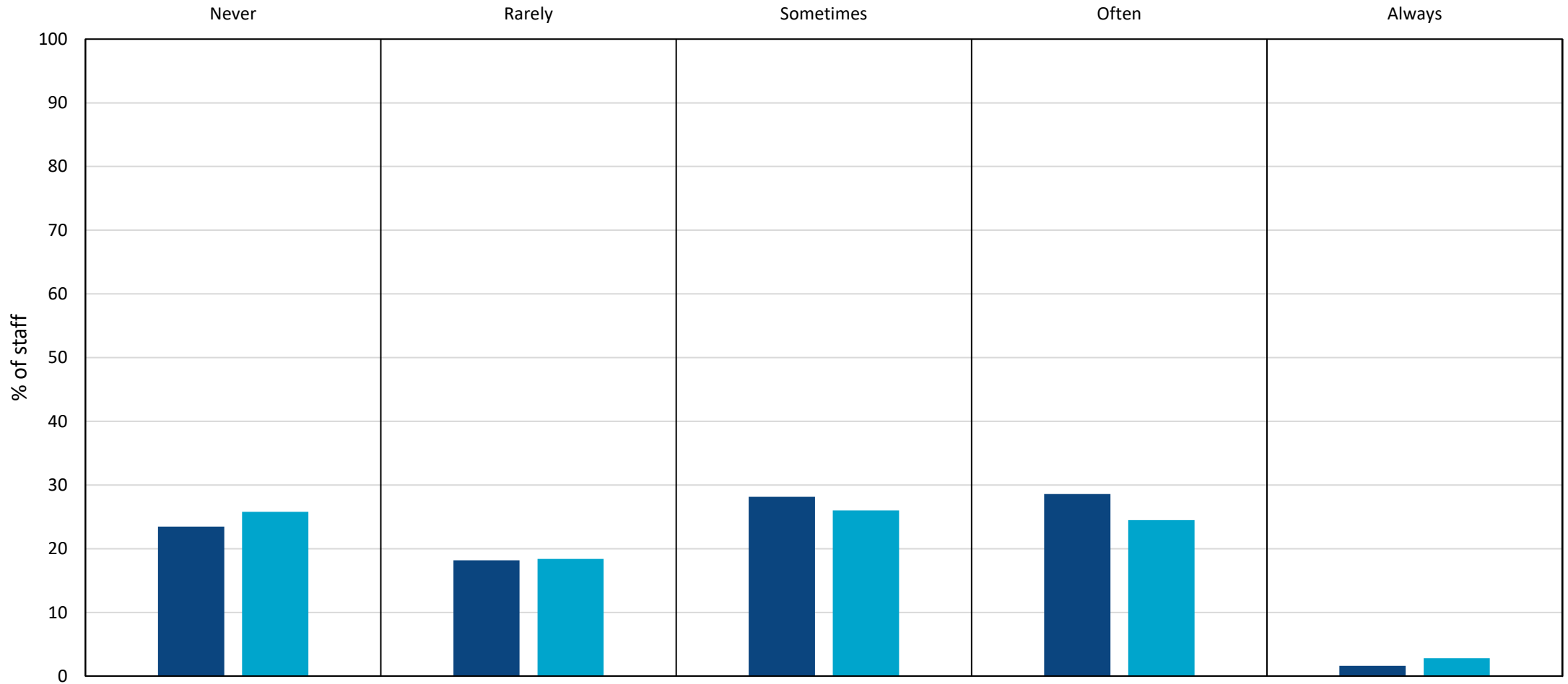
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.

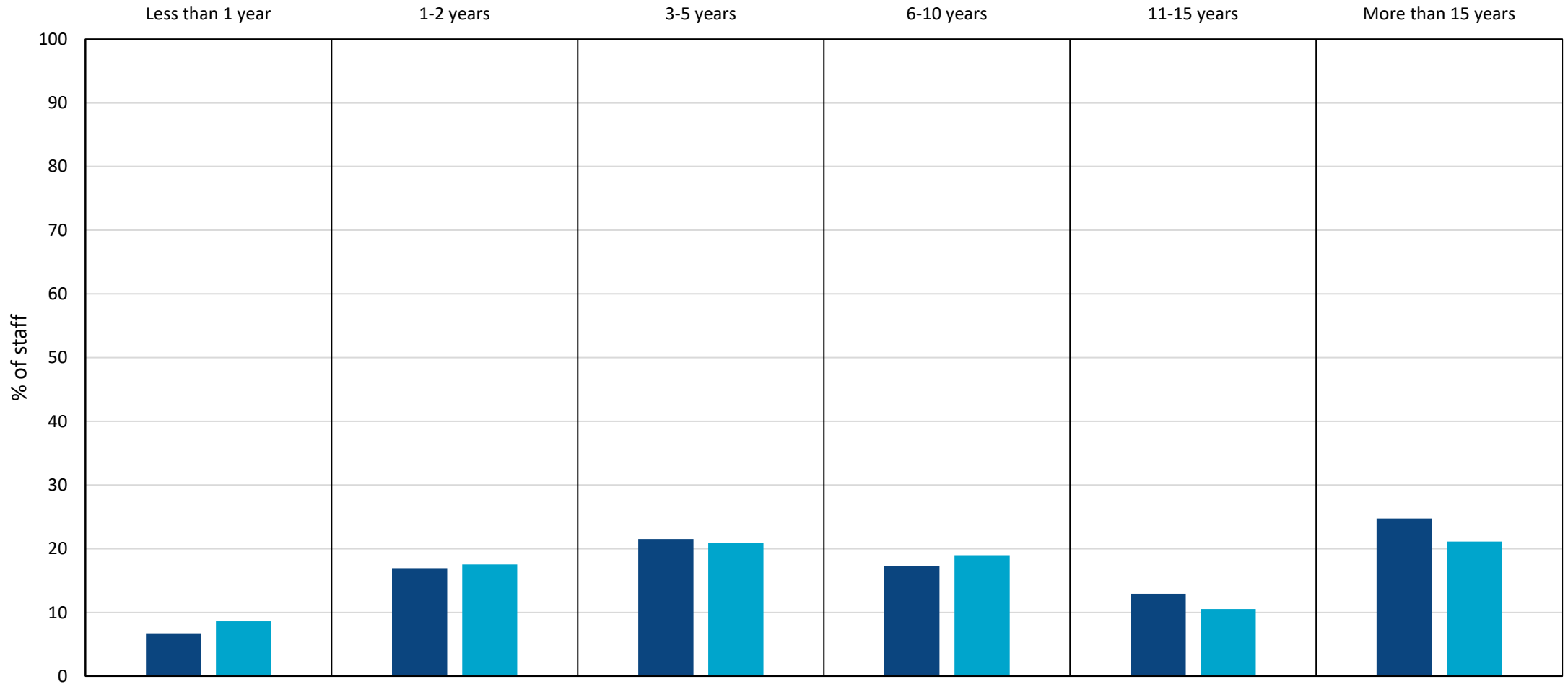


Your org	44.23%	44.02%
Average	43.72%	37.50%
Responses	918	920

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



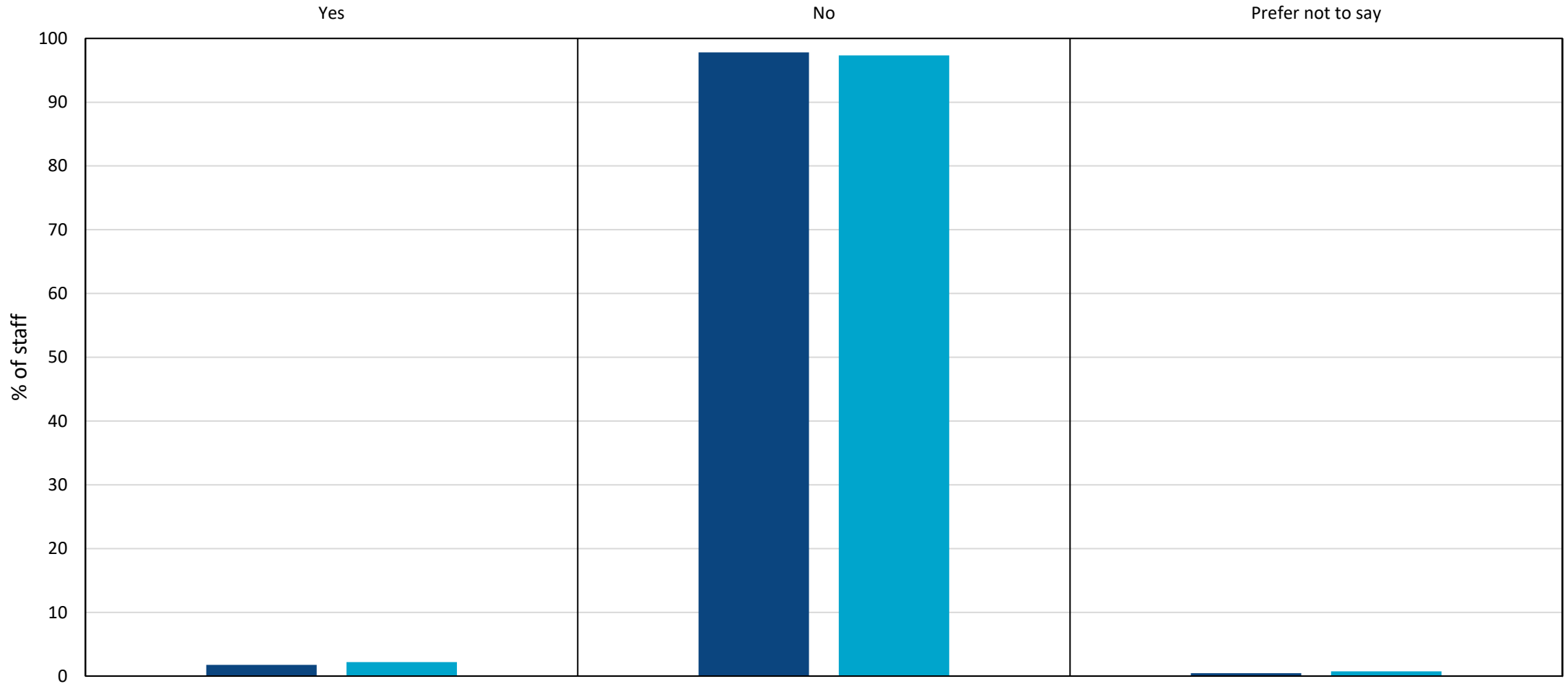
Responses	Never	Rarely	Sometimes	Often	Always
Your org	23.48%	18.18%	28.14%	28.57%	1.62%
Average	25.78%	18.41%	26.02%	24.48%	2.80%
Responses	924	924	924	924	924



Your org	6.62%	16.94%	21.50%	17.26%	12.92%	24.76%
Average	8.61%	17.54%	20.91%	18.96%	10.52%	21.12%
Responses	921	921	921	921	921	921

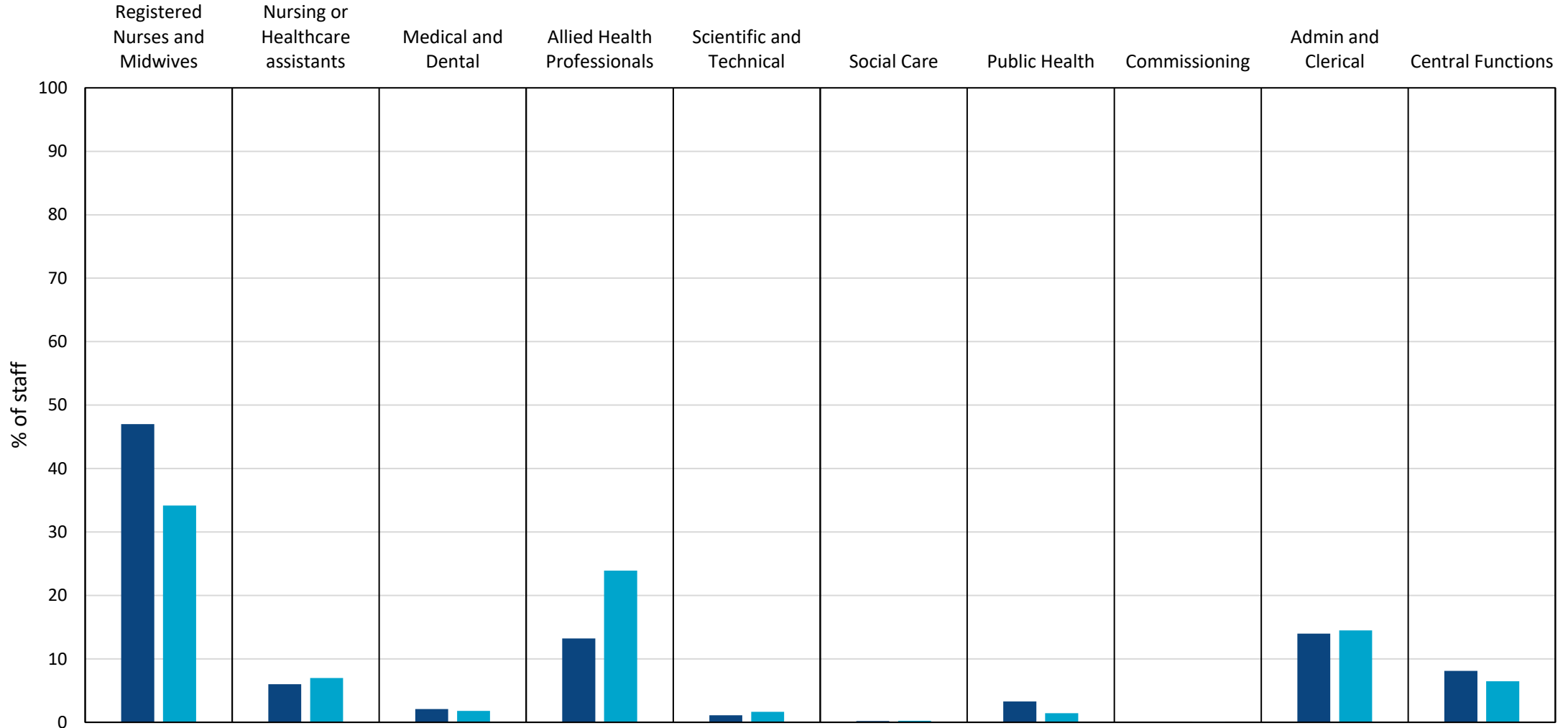


Background details – When you joined this organisation, were you recruited from outside of the UK?



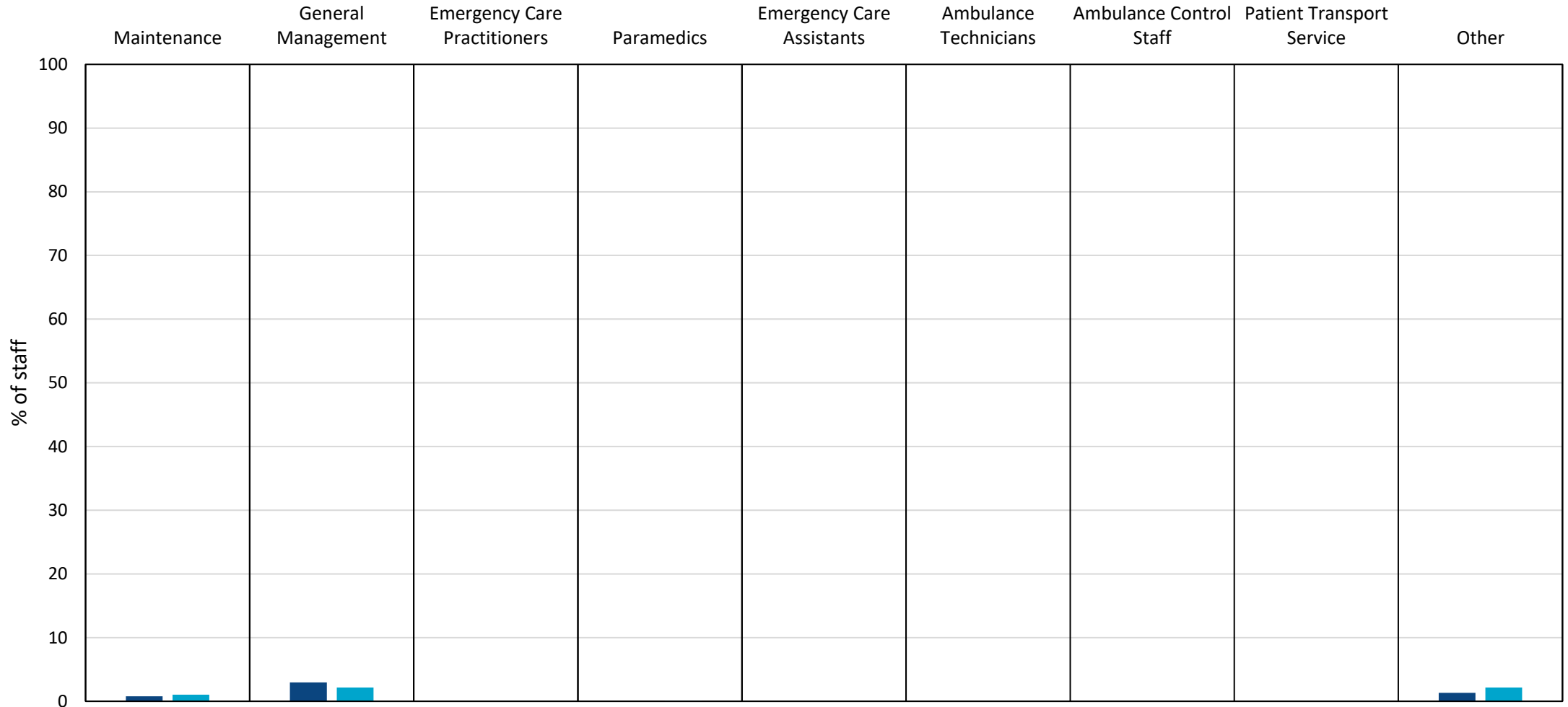
Your org	1.75%	97.81%	0.44%
Average	2.20%	97.33%	0.76%
Responses	915	915	915

Background details – Occupational group



Responses	915	915	915	915	915	915	915	915	915	915
Your org	46.99%	6.01%	2.08%	13.22%	1.09%	0.22%	3.28%	0.00%	13.99%	8.09%
Average	34.18%	6.98%	1.81%	23.91%	1.64%	0.22%	1.44%	0.09%	14.50%	6.48%

Background details – Occupational group

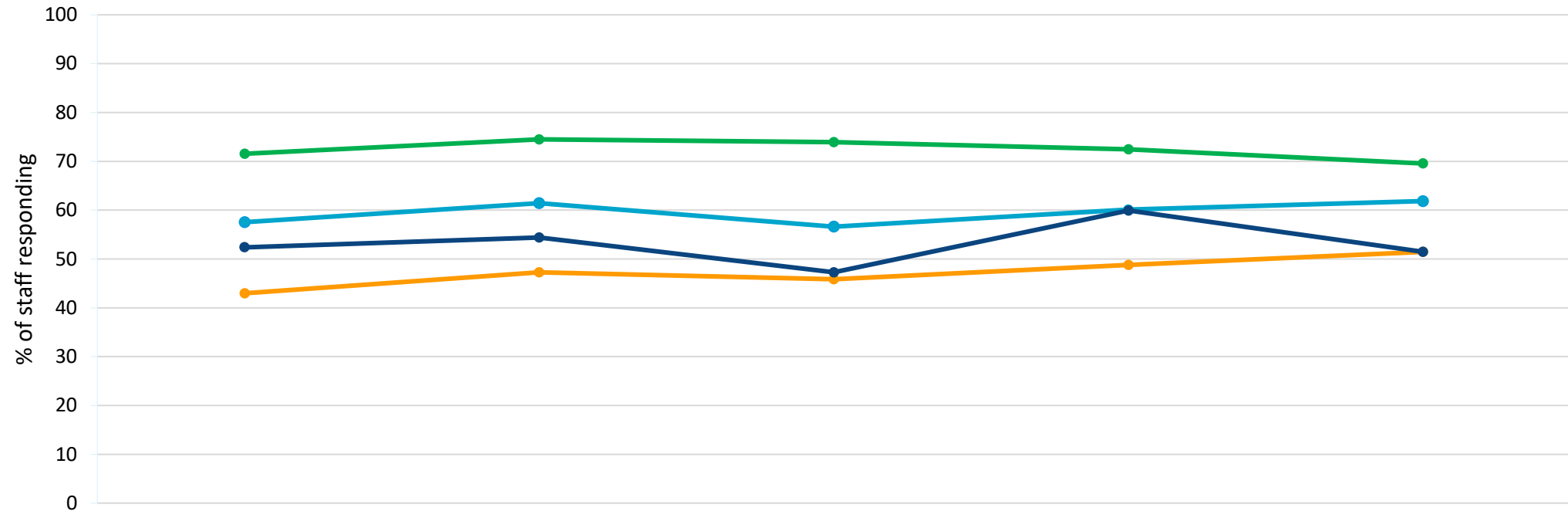


Your org	0.77%	2.95%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.31%
Average	1.04%	2.16%	0.03%	0.09%	0.00%	0.00%	0.00%	0.00%	2.15%
Responses	915	915	915	915	915	915	915	915	915

Appendices

Appendix A: Response rate

Response rate



	2020	2021	2022	2023	2024
Your org	52.38%	54.39%	47.27%	59.93%	51.44%
Highest	71.57%	74.50%	73.93%	72.47%	69.55%
Average	57.55%	61.43%	56.61%	60.10%	61.85%
Lowest	42.97%	47.25%	45.87%	48.80%	51.44%
Responses	825	984	918	1047	927

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	7.76	1047	7.70	925	Not significant
We are recognised and rewarded	6.40	1045	6.32	925	Not significant
We each have a voice that counts	7.14	1041	7.00	918	Not significant
We are safe and healthy	6.33	1013	6.20	921	Not significant
We are always learning	6.13	1026	5.86	901	Significantly lower
We work flexibly	6.78	1042	6.63	922	Not significant
We are a team	7.28	1047	7.20	925	Not significant
Themes					
Staff Engagement	7.18	1047	7.02	926	Not significant
Morale	6.05	1047	5.84	927	Significantly lower

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

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

Appendix C: Tips on using your benchmark report

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

Key points to note



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



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



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

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

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

Areas to improve

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



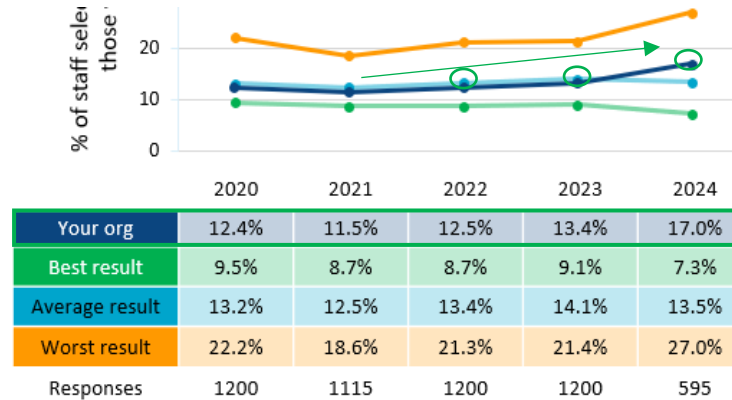
Only one example is highlighted for each point

Positive outcomes

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

Review trend data

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



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

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

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

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



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 Wirral Community Health and Care 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.