

Kent Community Health NHS Foundation Trust

NHS Staff Survey Benchmark report 2024



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Introduction

About this report

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

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

How results are reported

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



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

People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

Introduction

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

Organisation details

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

People Promise elements, themes and sub-scores: Overview

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

People Promise elements, themes and sub-scores: Trends

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

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



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

People Promise elements, themes and sub-scores: Questions

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

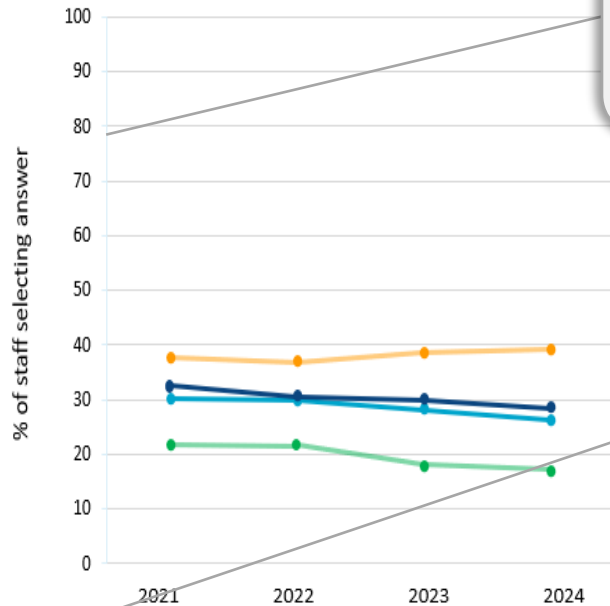
- Response rate.
- Significance testing of the People Promise element and theme results for 2023 vs 2024.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

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

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

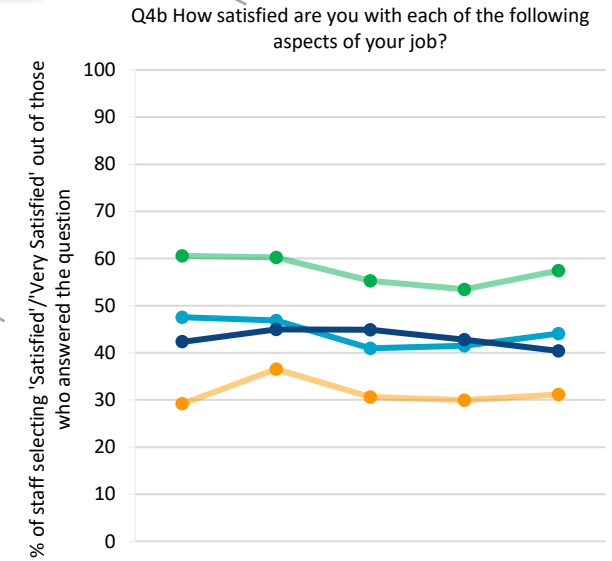
Note this is example data



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

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

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



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

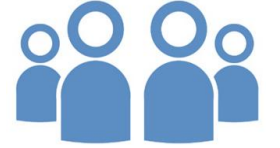
Number of responses for the organisation for the given question.

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

Organisation details

Kent Community Health NHS Foundation Trust

2024 NHS Staff Survey



Organisation details

Completed questionnaires **3582**

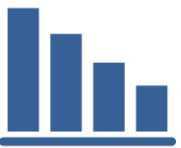
2024 response rate **70%**

Survey details

Survey mode **Mixed**

◀ This organisation is benchmarked against:

Community Trusts



2024 benchmarking group details

Organisations in group: 14

Median response rate: 62%

No. of completed questionnaires: 28109

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

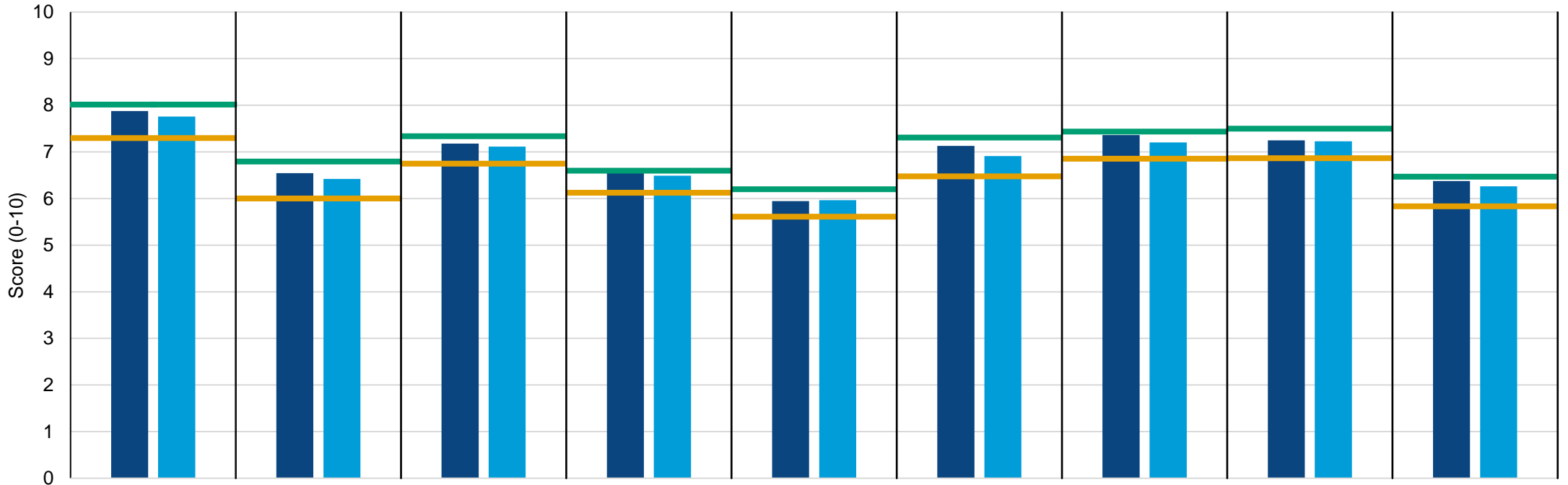


People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

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



Your org	7.88	6.54	7.18	6.58	5.94	7.13	7.36	7.25	6.38
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	3579	3579	3555	3567	3418	3565	3573	3580	3581

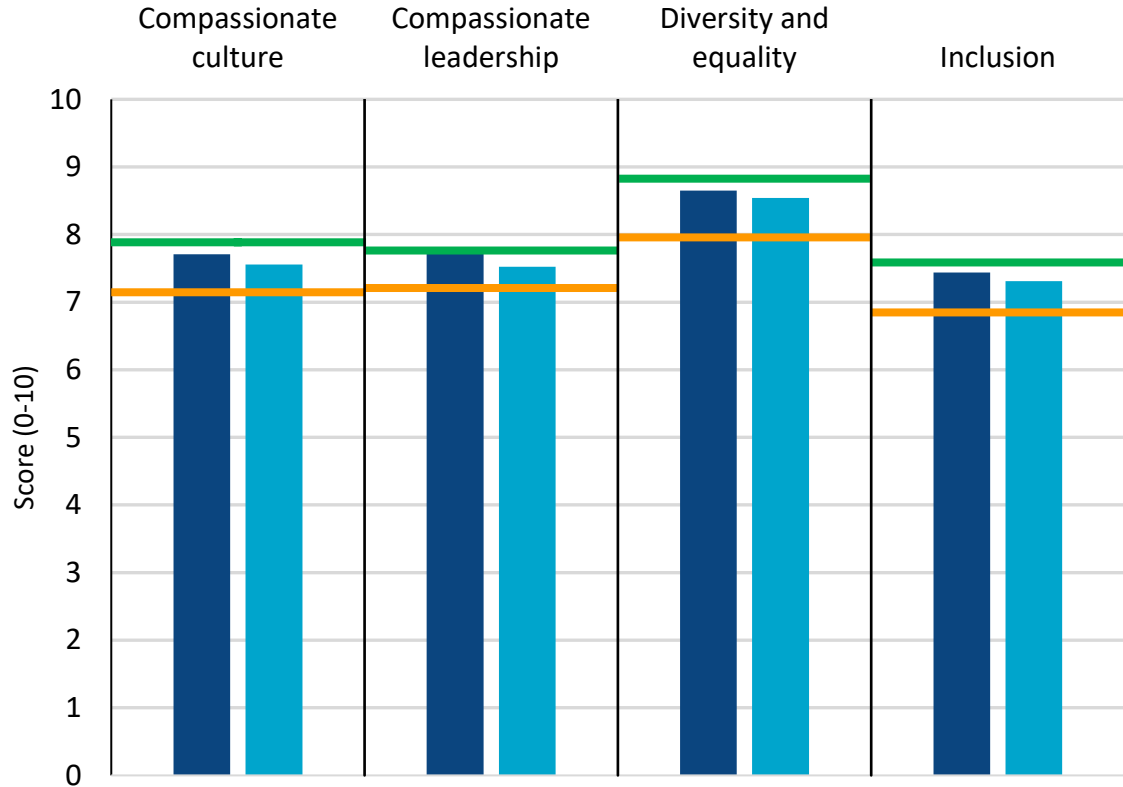


People Promise elements, themes and sub-scores: Sub-score overview

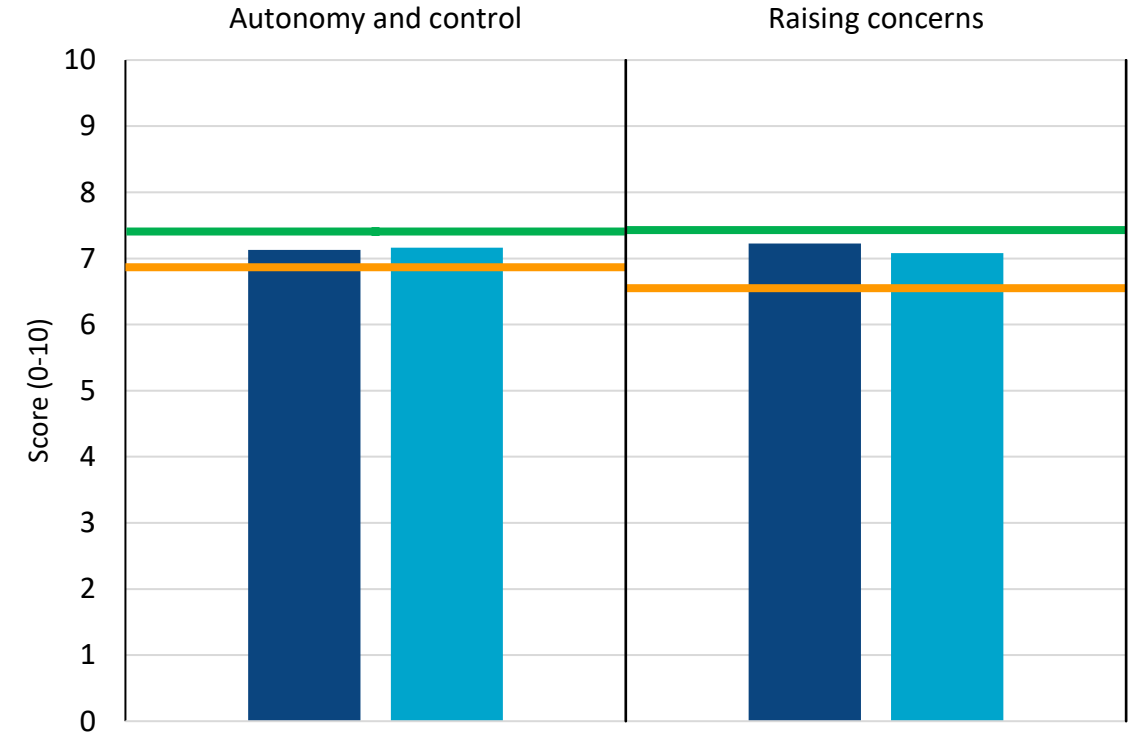
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.71	7.71	8.65	7.44
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	3569	3577	3571	3576

Your org	7.13	7.22
Best result	7.41	7.43
Average result	7.16	7.08
Worst result	6.87	6.55
Responses	3579	3557

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.

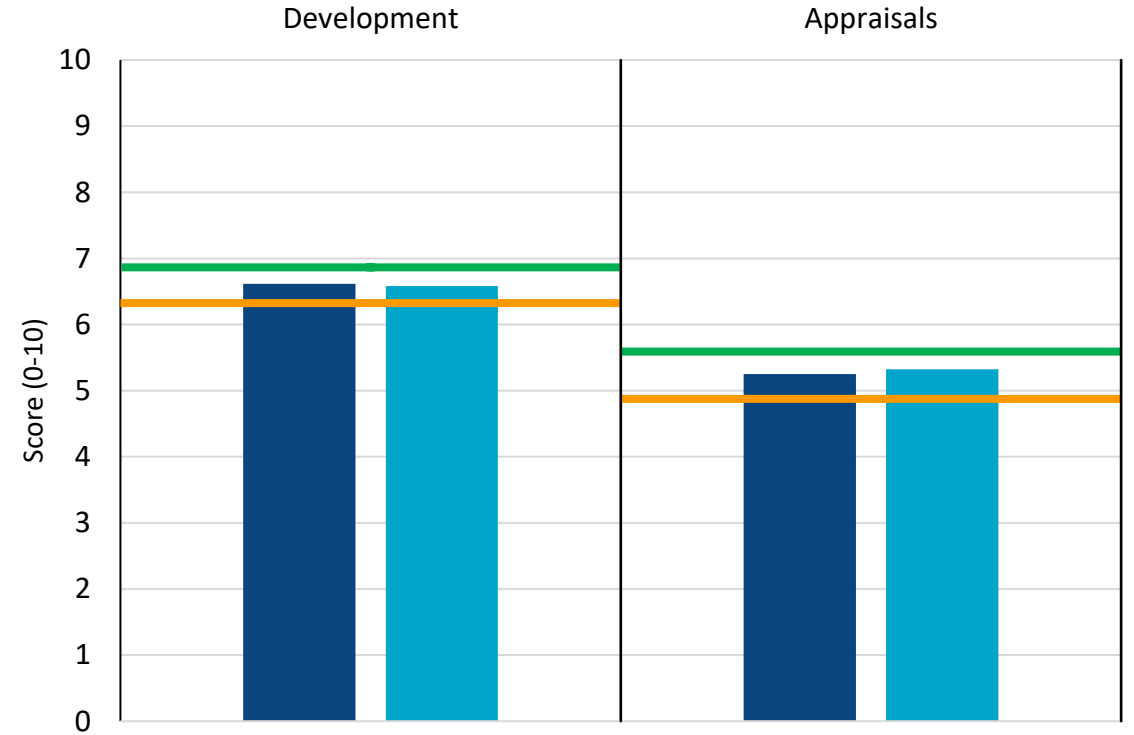
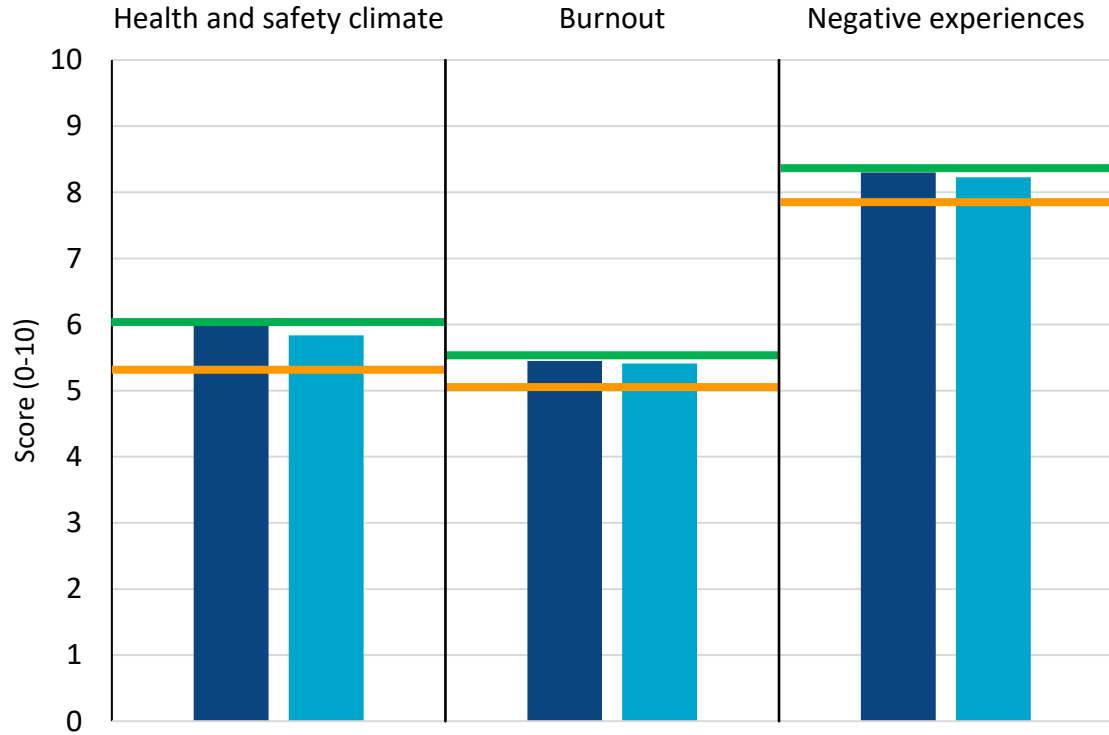
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



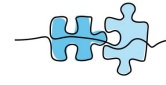
Your org	6.00	5.45	8.30
Best result	6.04	5.53	8.36
Average result	5.84	5.41	8.23
Worst result	5.32	5.05	7.85
Responses	3580	3579	3568

Your org	6.61	5.25
Best result	6.86	5.59
Average result	6.58	5.32
Worst result	6.32	4.88
Responses	3571	3421

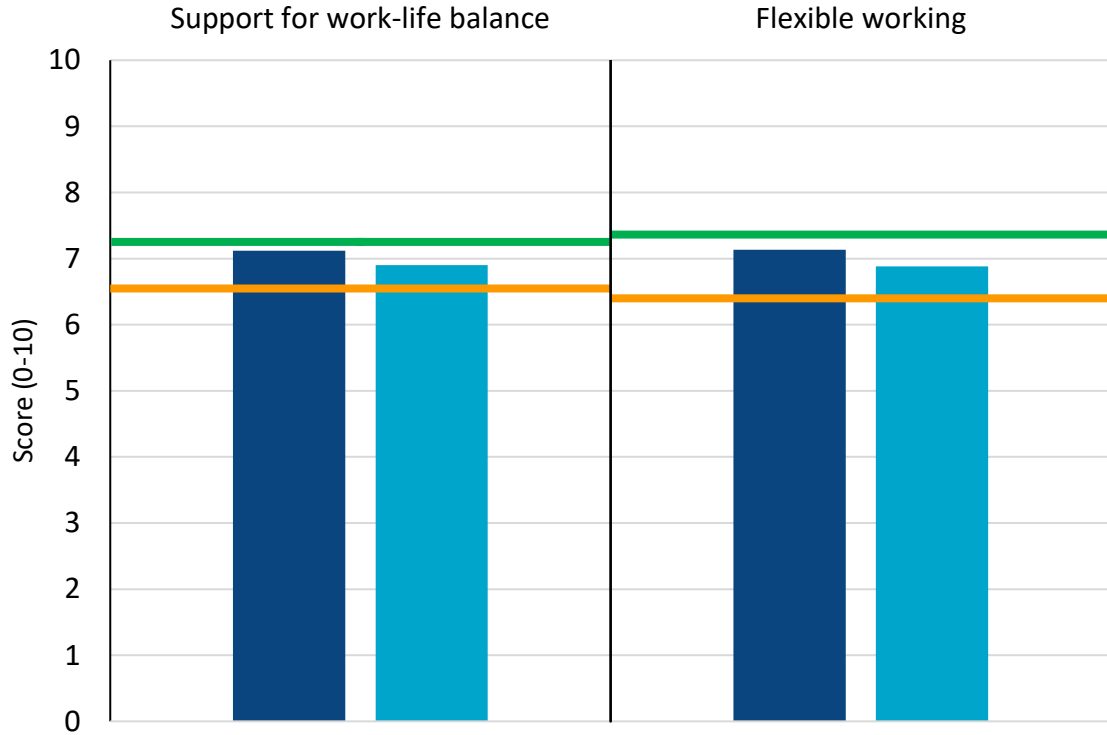
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	7.12	7.13
Best result	7.25	7.36
Average result	6.90	6.88
Worst result	6.55	6.40
Responses	3573	3573

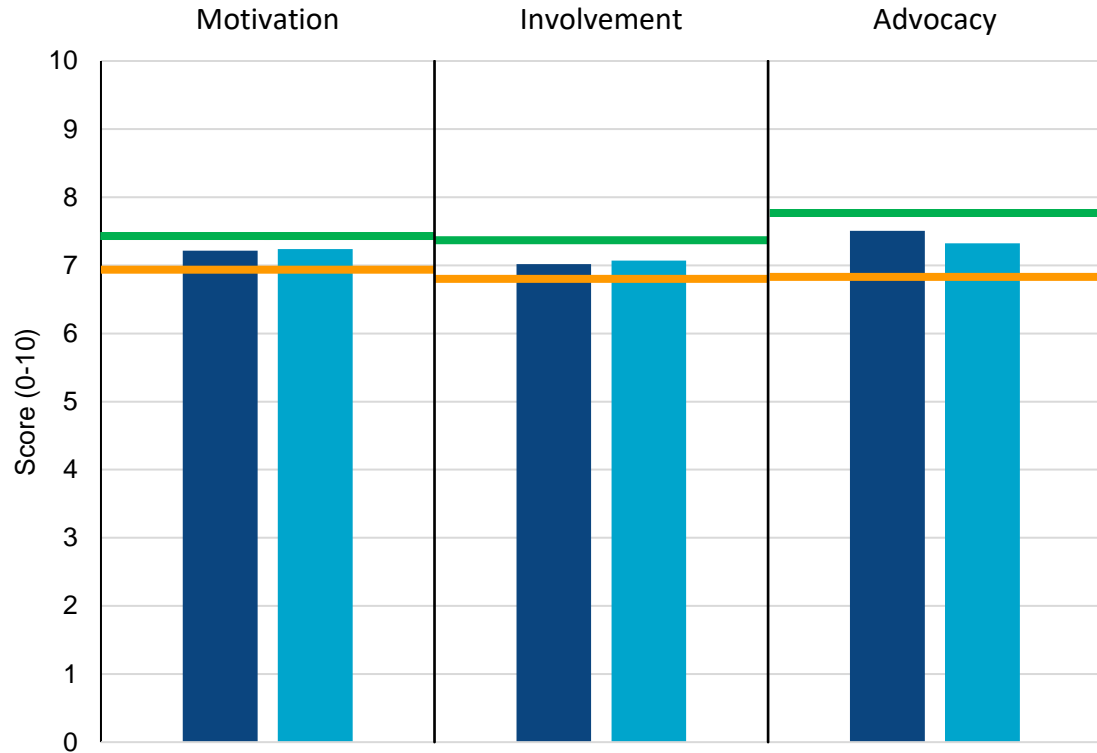


Your org	7.15	7.56
Best result	7.30	7.57
Average result	7.06	7.34
Worst result	6.69	7.02
Responses	3577	3577

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.



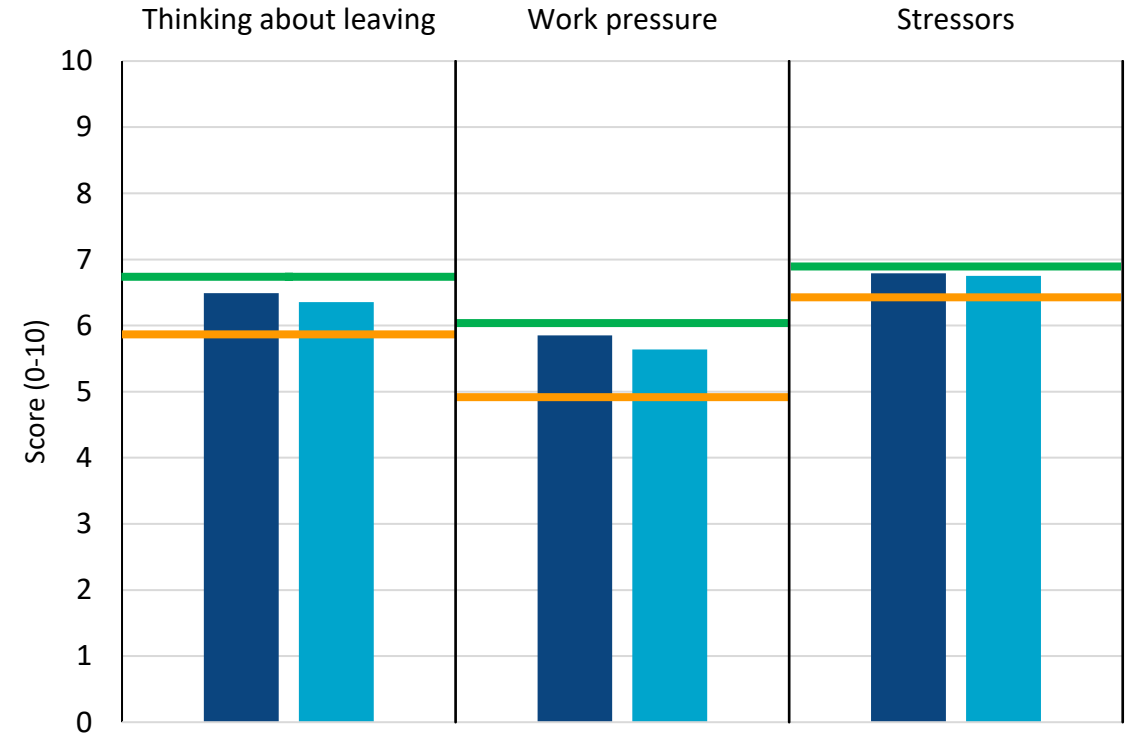
Theme: Staff engagement



Your org	7.22	7.02	7.51
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	3543	3579	3569




Theme: Morale



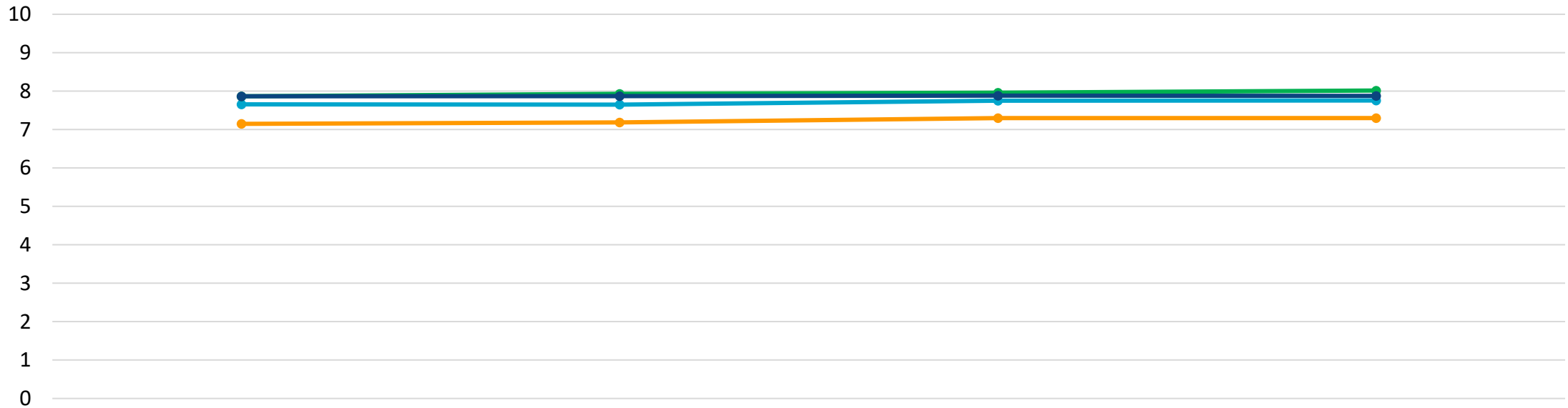
Your org	6.49	5.85	6.79
Best result	6.74	6.04	6.89
Average result	6.35	5.64	6.75
Worst result	5.87	4.92	6.43
Responses	3567	3579	3578

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

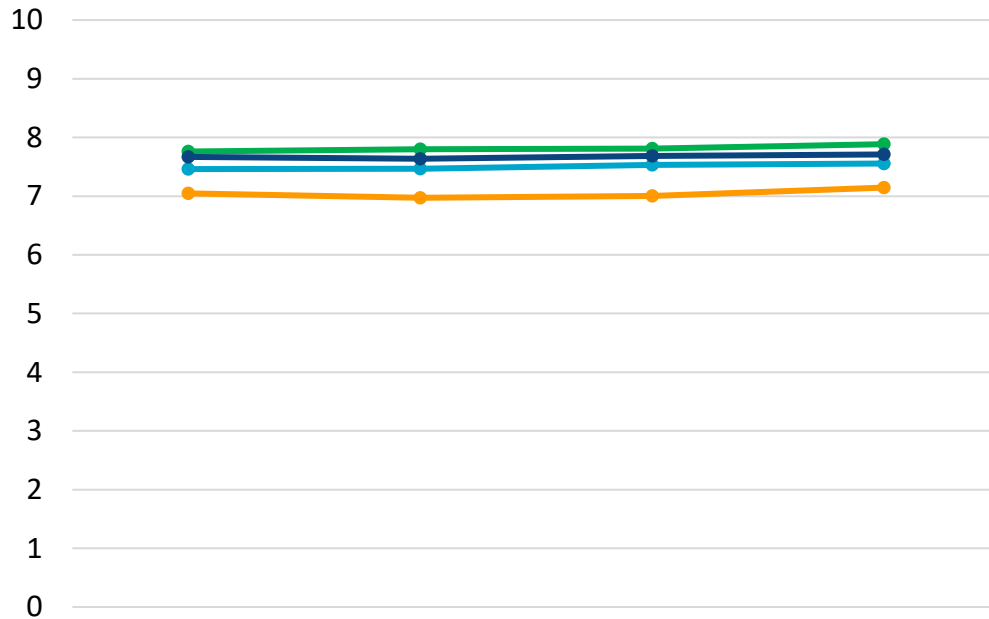


	2021	2022	2023	2024
Your org	7.87	7.87	7.88	7.88
Best result	7.87	7.93	7.96	8.01
Average result	7.65	7.65	7.75	7.76
Worst result	7.15	7.19	7.30	7.30
Responses	3207	3060	3562	3579

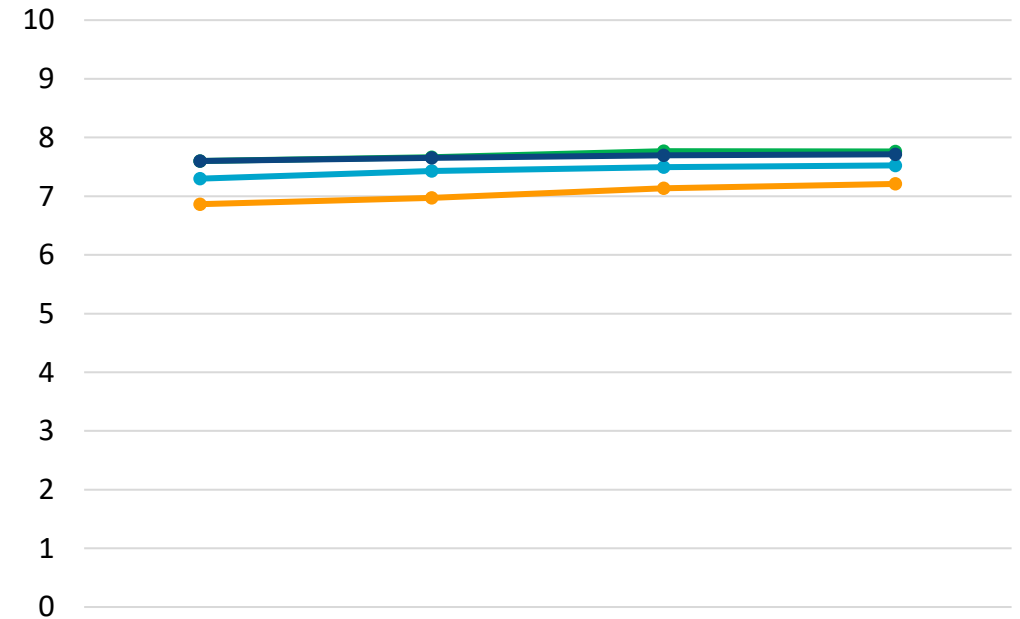
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



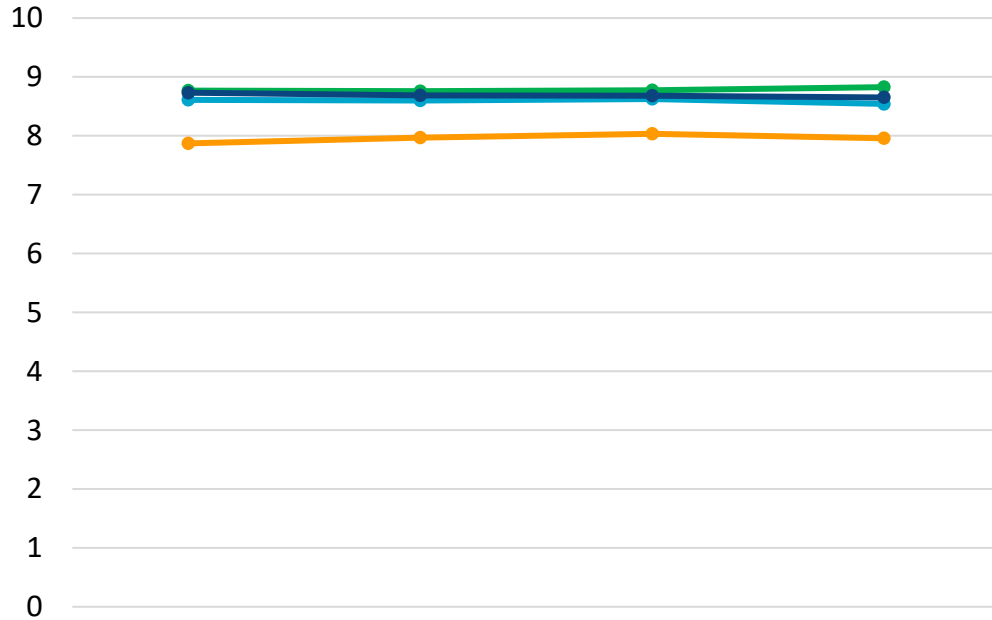
	2021	2022	2023	2024
Your org	7.67	7.64	7.69	7.71
Best result	7.76	7.80	7.81	7.89
Average result	7.46	7.46	7.53	7.56
Worst result	7.05	6.97	7.00	7.15
Responses	3203	3054	3554	3569

	2021	2022	2023	2024
Your org	7.60	7.65	7.70	7.71
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	3206	3059	3560	3577

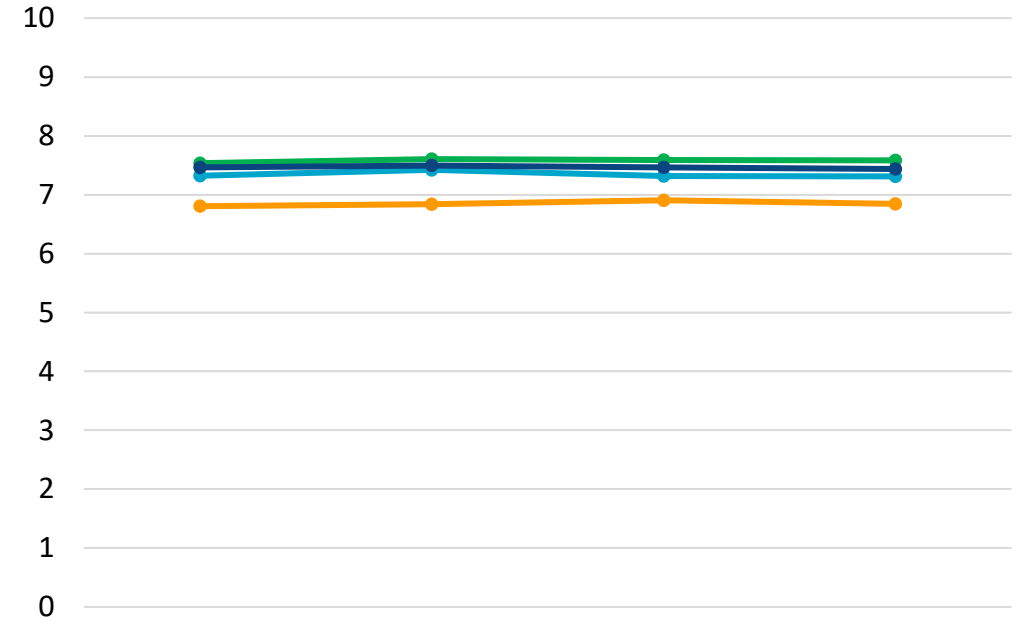
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024
Your org	8.73	8.69	8.68	8.65
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	3201	3050	3561	3571

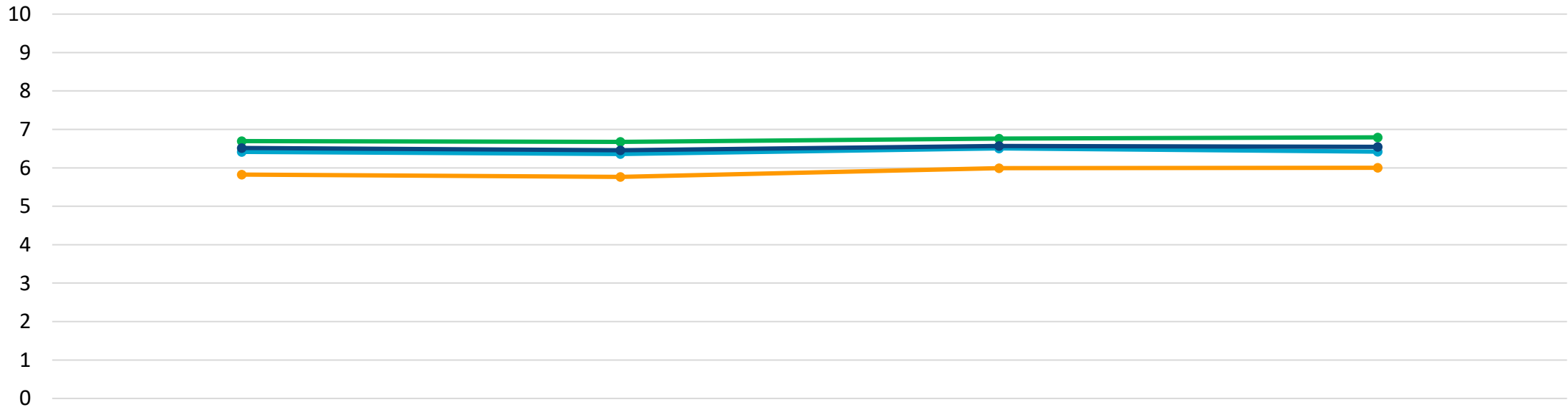
	2021	2022	2023	2024
Your org	7.46	7.50	7.47	7.44
Best result	7.54	7.61	7.59	7.59
Average result	7.32	7.42	7.32	7.31
Worst result	6.81	6.84	6.91	6.85
Responses	3194	3054	3557	3576

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



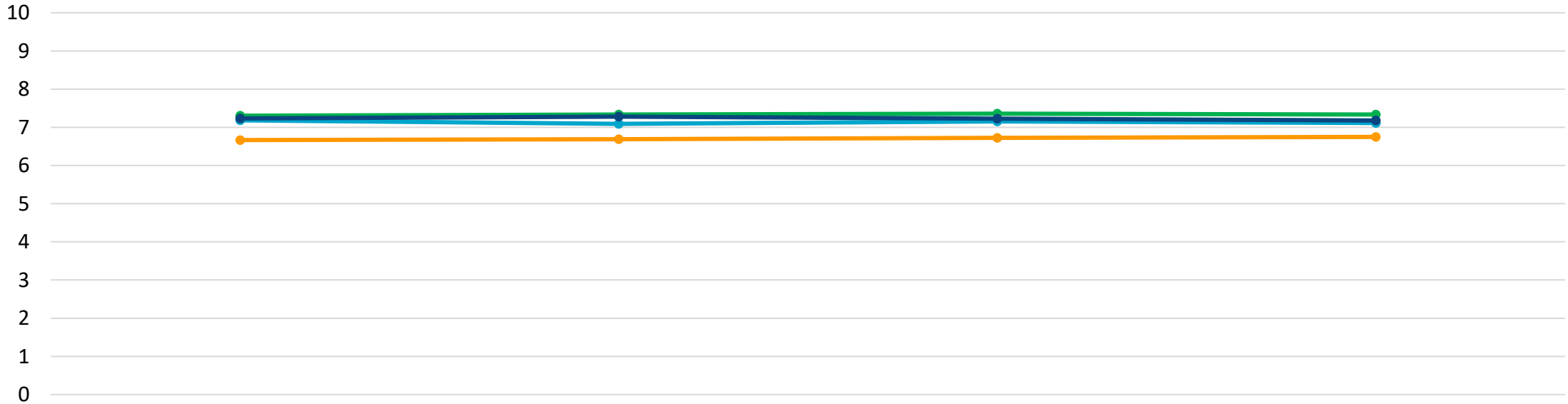
	2021	2022	2023	2024
Your org	6.52	6.46	6.57	6.54
Best result	6.70	6.68	6.76	6.79
Average result	6.42	6.36	6.51	6.42
Worst result	5.83	5.76	5.99	6.00
Responses	3206	3058	3562	3579

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



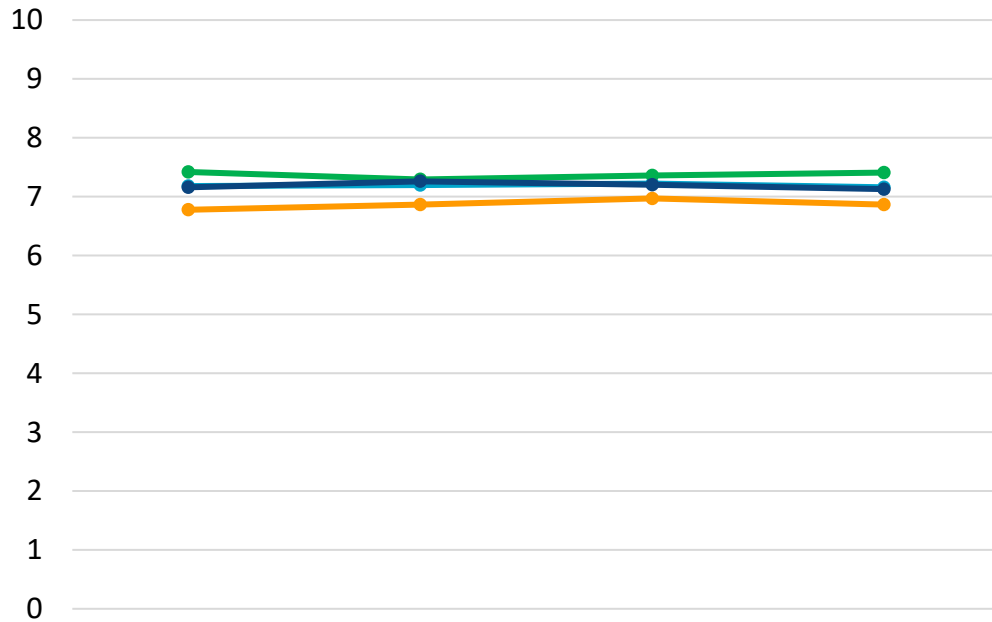
	2021	2022	2023	2024
Your org	7.23	7.28	7.23	7.18
Best result	7.30	7.33	7.36	7.34
Average result	7.18	7.09	7.16	7.11
Worst result	6.67	6.69	6.73	6.75
Responses	3174	3037	3541	3555

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

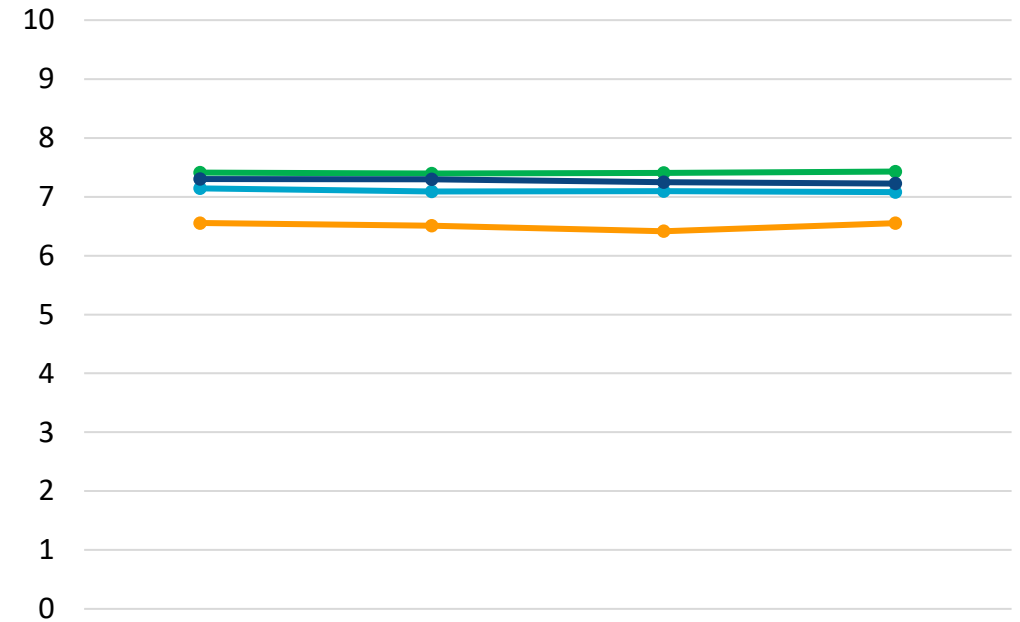


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024
Your org	7.16	7.26	7.20	7.13
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	3204	3059	3566	3579

	2021	2022	2023	2024
Your org	7.30	7.30	7.25	7.22
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	3182	3042	3543	3557

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



Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024
Your org	6.31	6.40	6.53	6.58
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	3191	3041	3470	3567

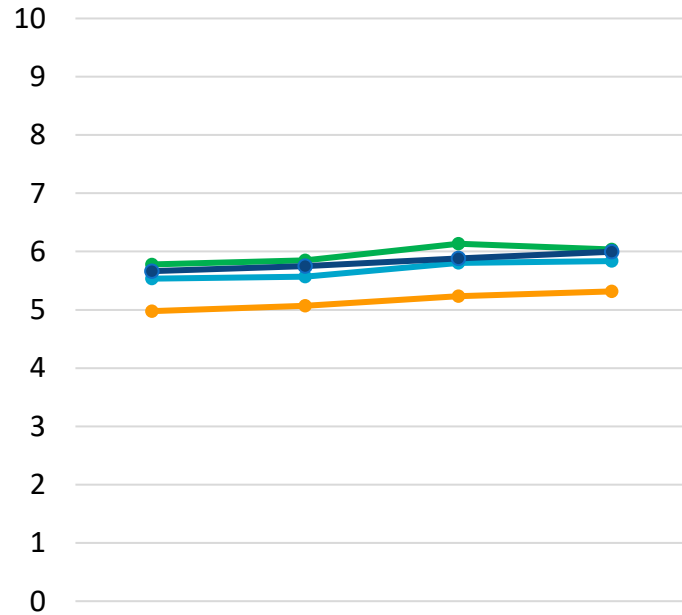
Note: 2023 results for 'We are safe and healthy' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



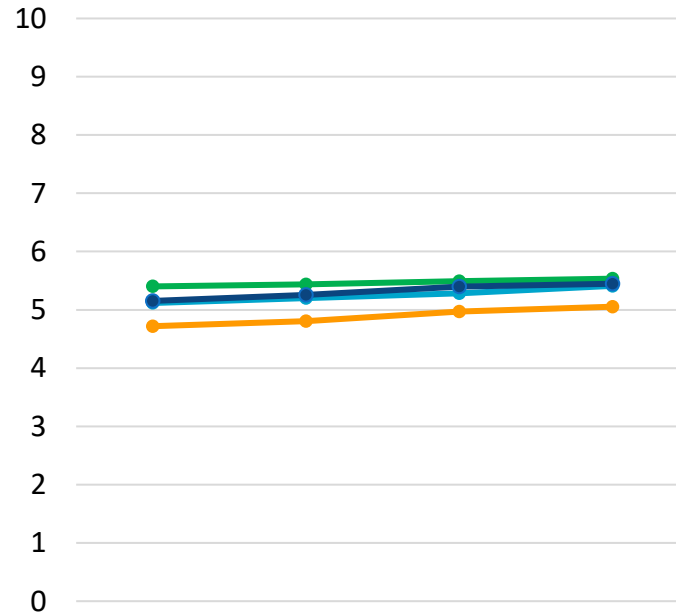
Promise element 4: We are safe and healthy

Health and safety climate



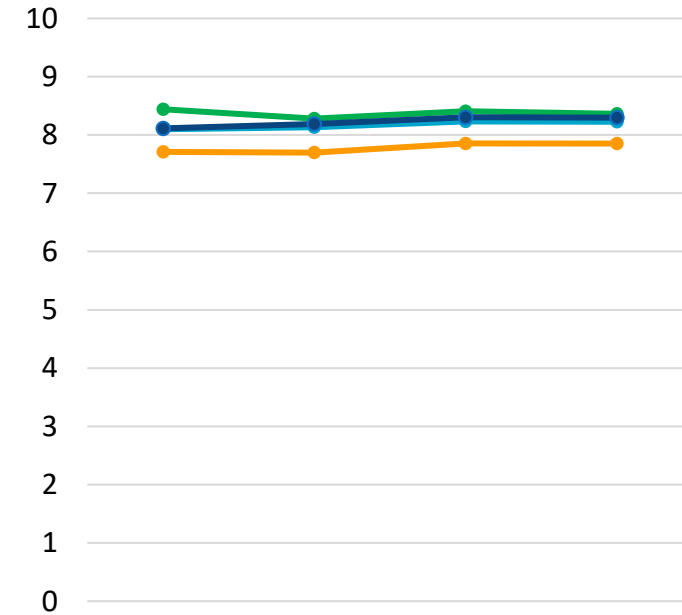
	2021	2022	2023	2024
Your org	5.66	5.75	5.88	6.00
Best result	5.78	5.85	6.13	6.04
Average result	5.54	5.57	5.80	5.84
Worst result	4.98	5.07	5.23	5.32
Responses	3203	3059	3489	3580

Burnout



	2021	2022	2023	2024
Your org	5.15	5.26	5.40	5.45
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	3208	3056	3563	3579

Negative experiences



	2021	2022	2023	2024
Your org	8.11	8.19	8.30	8.30
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	3202	3049	3475	3568

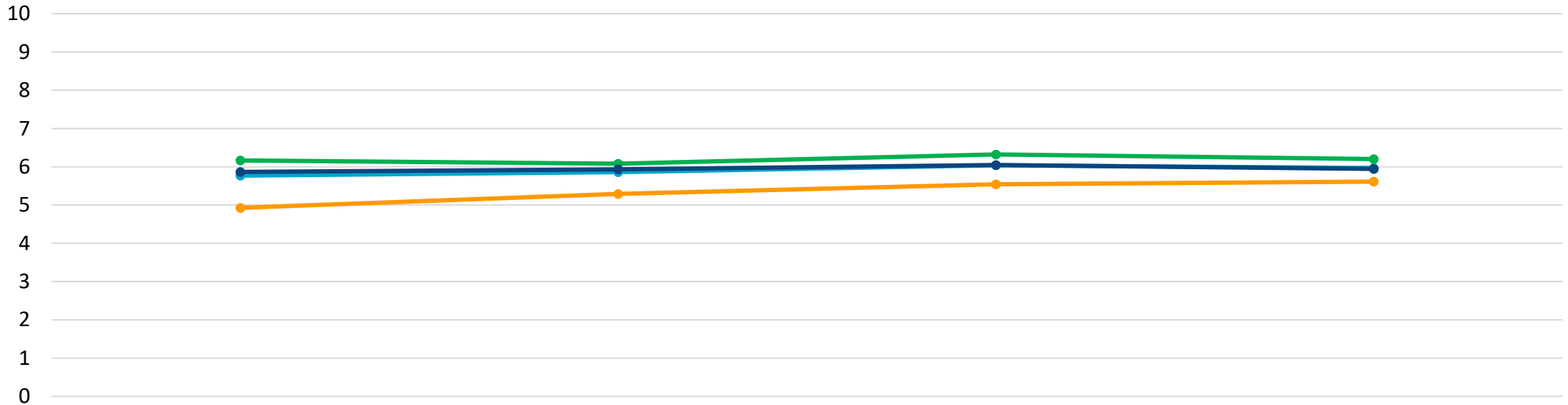
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



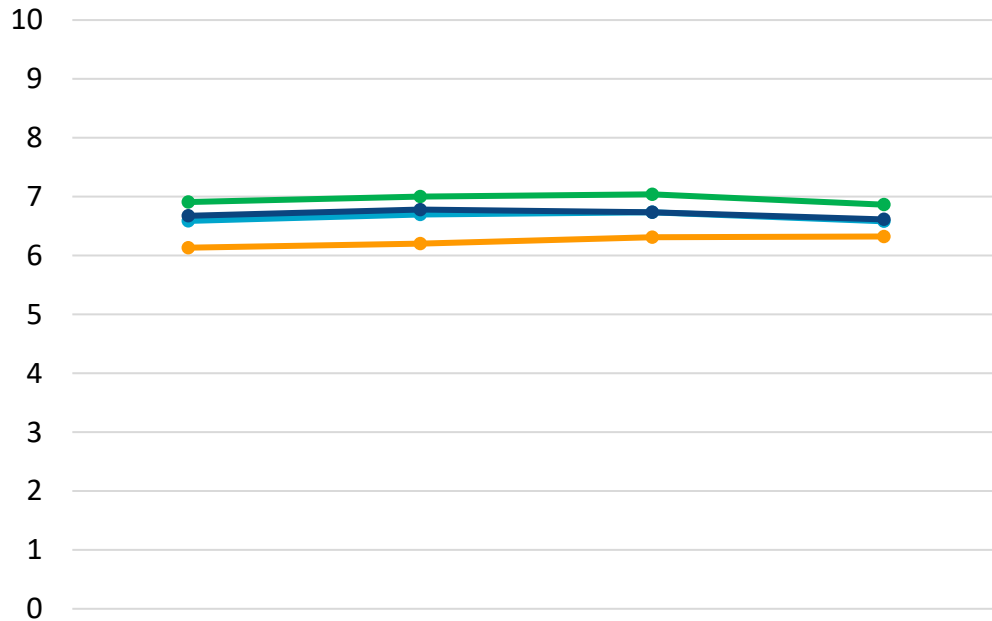
	2021	2022	2023	2024
Your org	5.86	5.93	6.04	5.94
Best result	6.17	6.08	6.32	6.20
Average result	5.77	5.86	6.04	5.97
Worst result	4.93	5.29	5.54	5.61
Responses	3089	2970	3413	3418

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

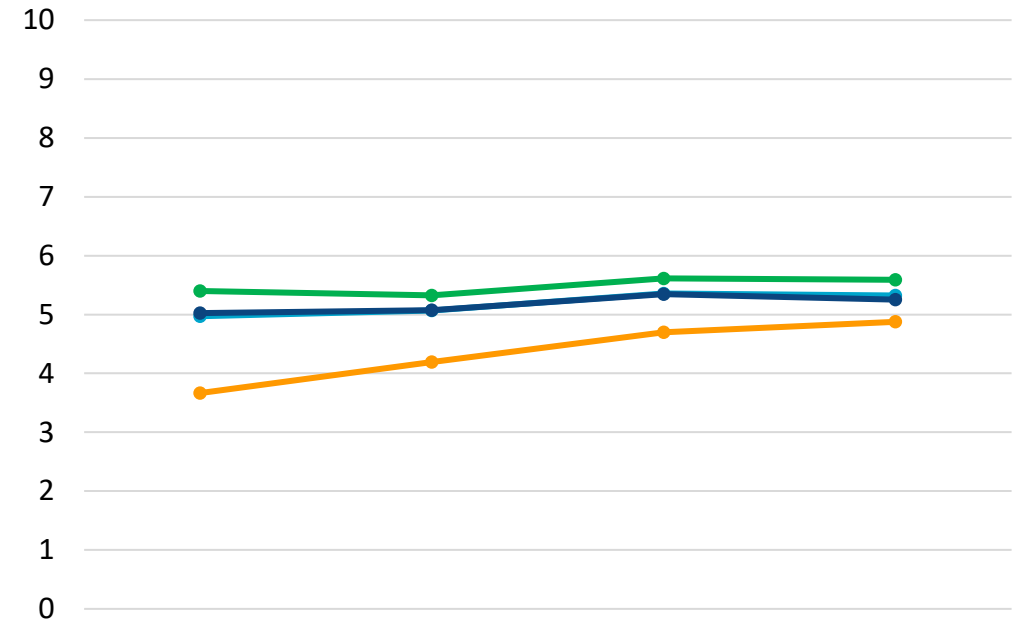


Promise element 5: We are always learning

Development



Appraisals



2021 2022 2023 2024

	2021	2022	2023	2024
Your org	6.68	6.78	6.73	6.61
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 3196 3054 3559 3571

2021 2022 2023 2024

	2021	2022	2023	2024
Your org	5.02	5.07	5.35	5.25
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

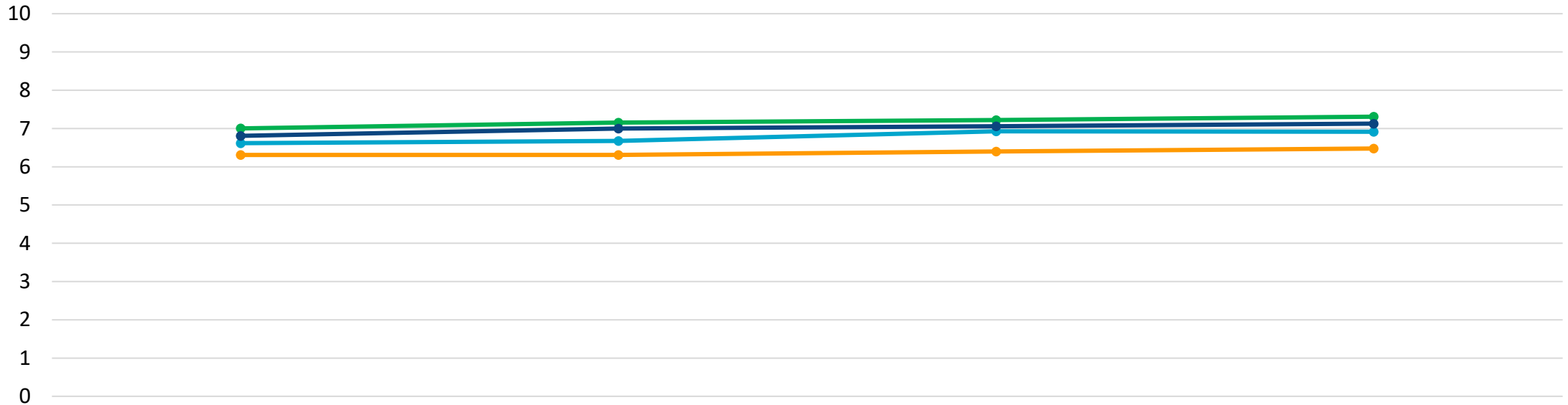
Responses 3099 2974 3415 3421

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



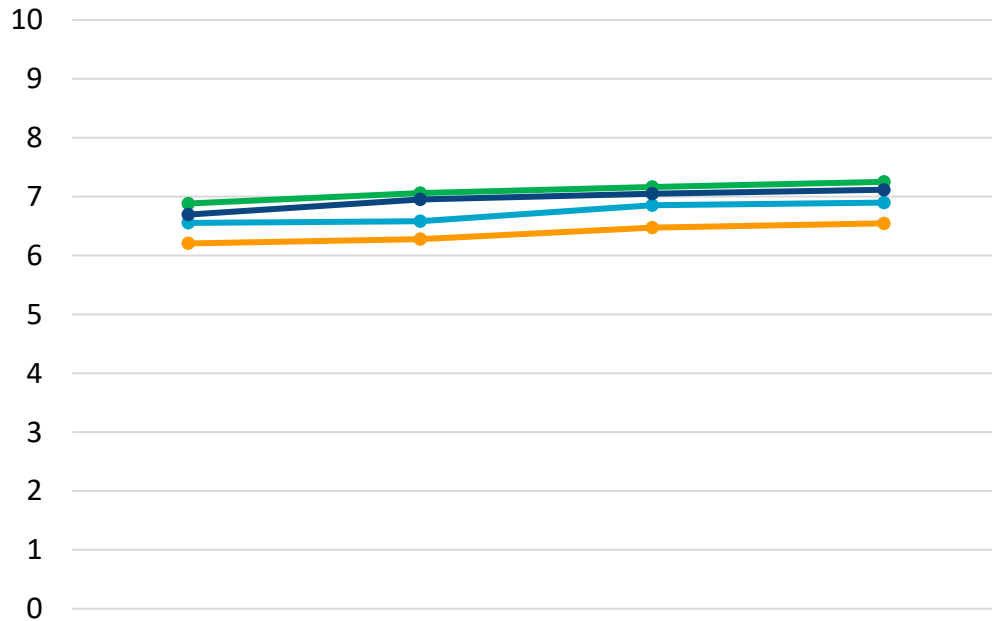
	2021	2022	2023	2024
Your org	6.81	7.00	7.06	7.13
Best result	7.00	7.16	7.22	7.31
Average result	6.62	6.68	6.93	6.91
Worst result	6.31	6.31	6.40	6.48
Responses	3188	3041	3545	3565

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.

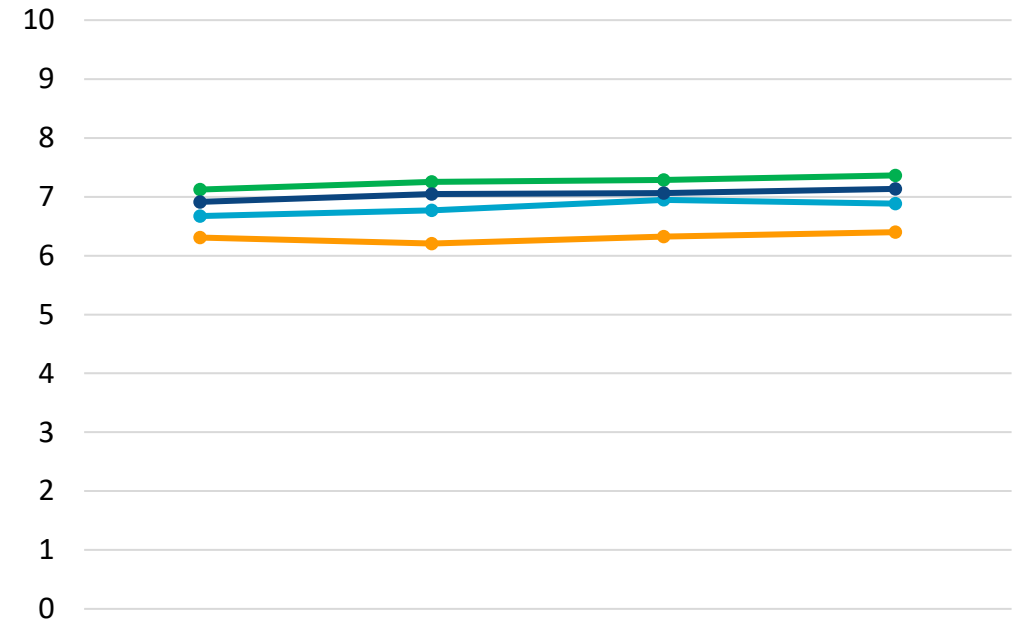


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



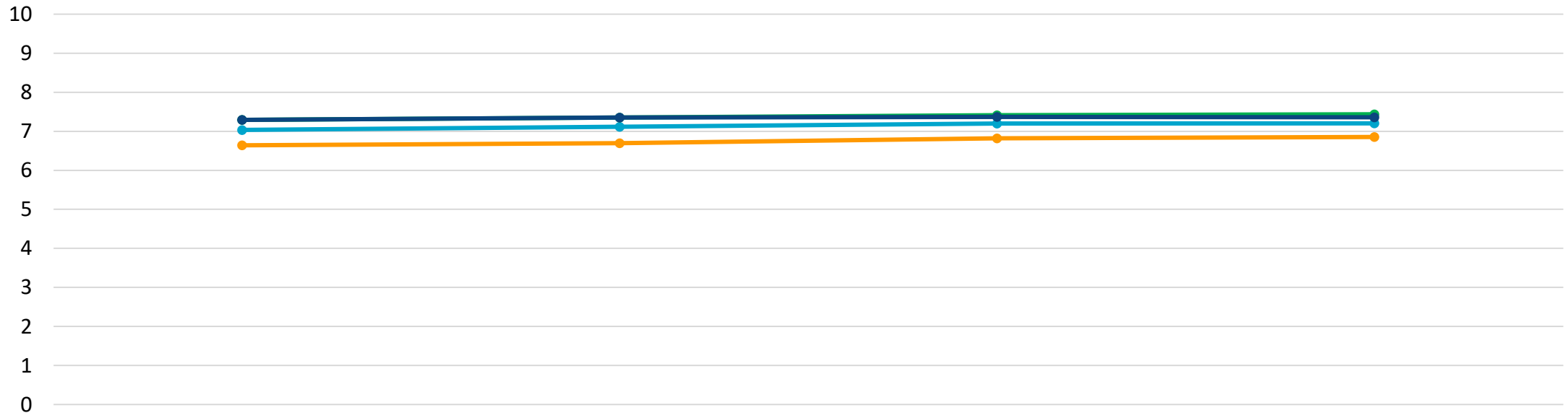
	2021	2022	2023	2024
Your org	6.70	6.95	7.05	7.12
Best result	6.88	7.06	7.16	7.25
Average result	6.55	6.58	6.85	6.90
Worst result	6.21	6.28	6.47	6.55
Responses	3202	3058	3561	3573

	2021	2022	2023	2024
Your org	6.91	7.05	7.06	7.13
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	3195	3046	3550	3573

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

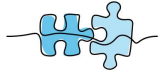
 **Promise element 7: We are a team**

We are a team



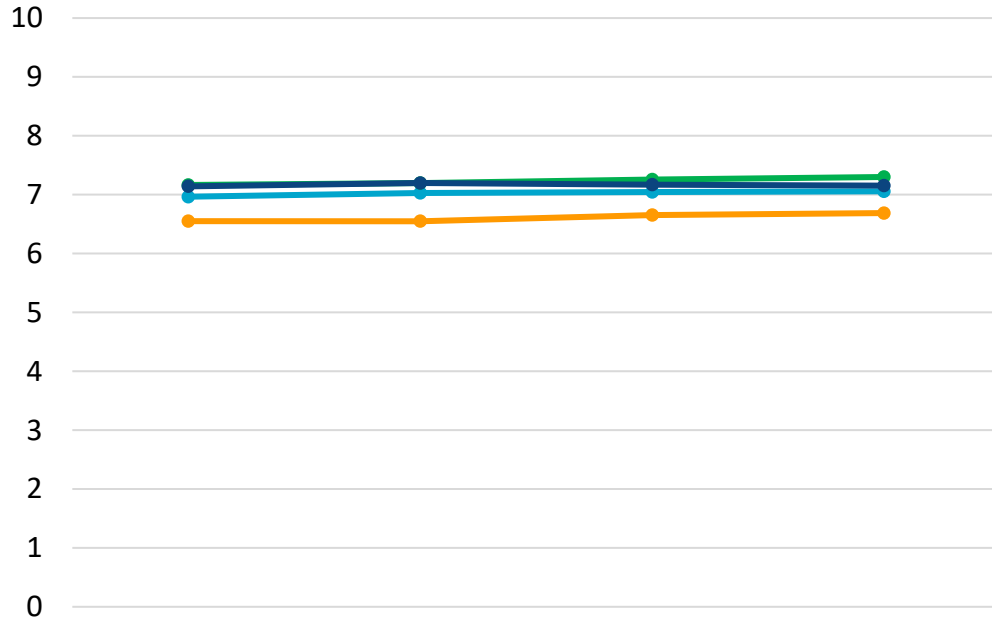
	2021	2022	2023	2024
Your org	7.29	7.35	7.37	7.36
Best result	7.29	7.35	7.41	7.44
Average result	7.03	7.12	7.20	7.20
Worst result	6.64	6.70	6.82	6.85
Responses	3199	3055	3558	3573

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.

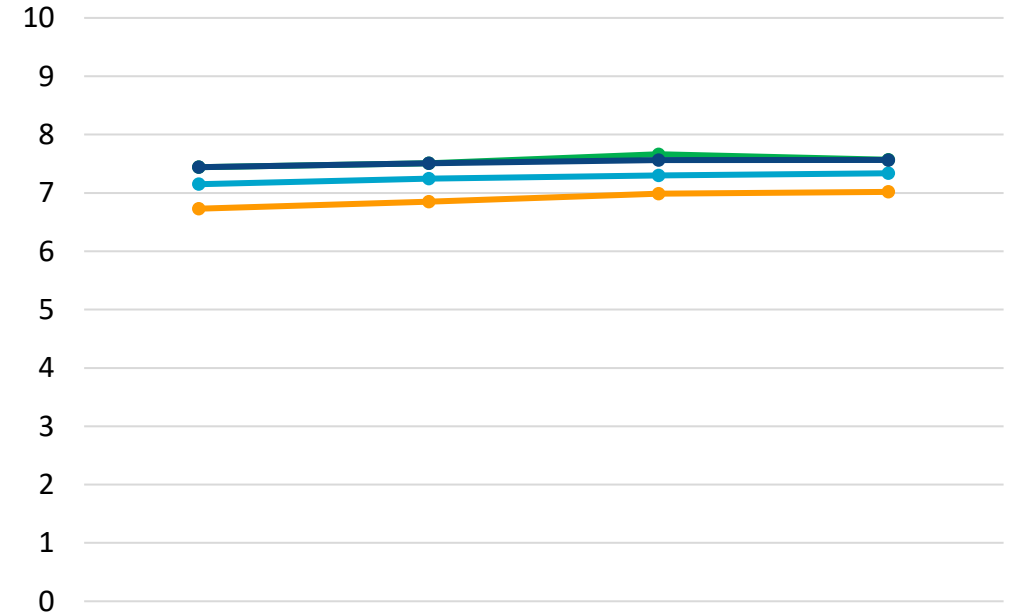


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024
Your org	7.14	7.20	7.17	7.15
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	3204	3058	3562	3577

	2021	2022	2023	2024
Your org	7.44	7.51	7.56	7.56
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	3206	3059	3562	3577

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	7.45	7.27	7.31	7.29	7.25
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	3099	3208	3063	3567	3580



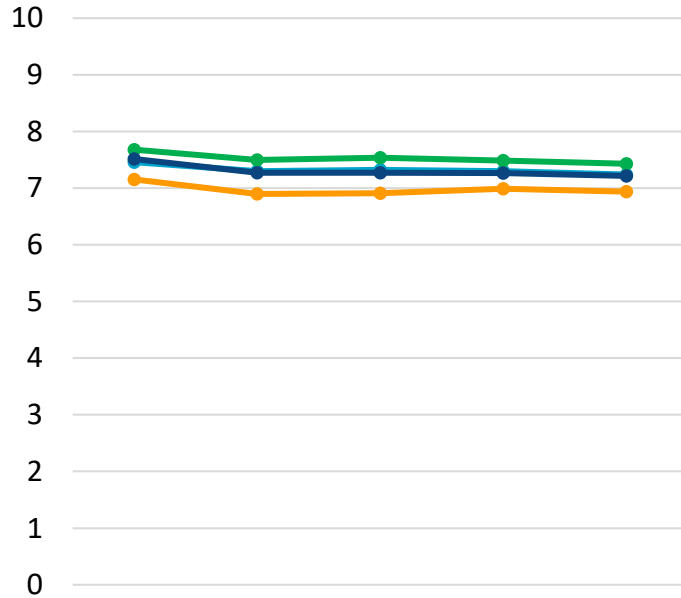
People Promise elements, themes and sub-scores: Sub-score trends

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



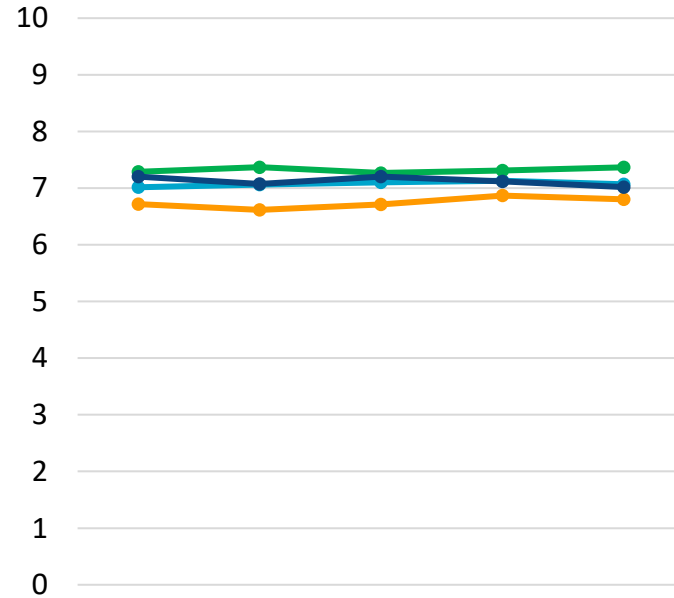
Theme: Staff Engagement

Motivation



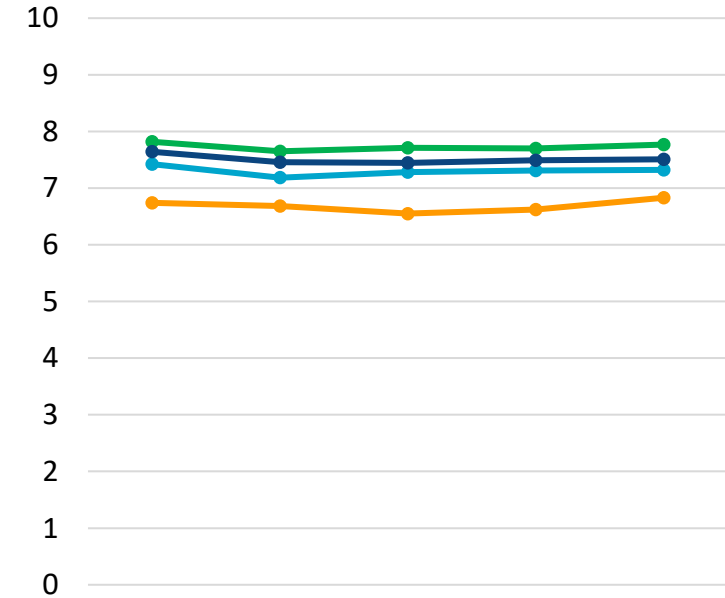
	2020	2021	2022	2023	2024
Your org	7.51	7.27	7.27	7.26	7.22
Best result	7.68	7.50	7.54	7.49	7.43
Average result	7.46	7.30	7.32	7.30	7.24
Worst result	7.15	6.90	6.91	6.99	6.94
Responses	3087	3177	3034	3538	3543

Involvement



	2020	2021	2022	2023	2024
Your org	7.20	7.08	7.20	7.12	7.02
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	3099	3204	3060	3567	3579

Advocacy



	2020	2021	2022	2023	2024
Your org	7.64	7.46	7.45	7.49	7.51
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	3085	3203	3054	3555	3569

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

Theme: Morale

Morale



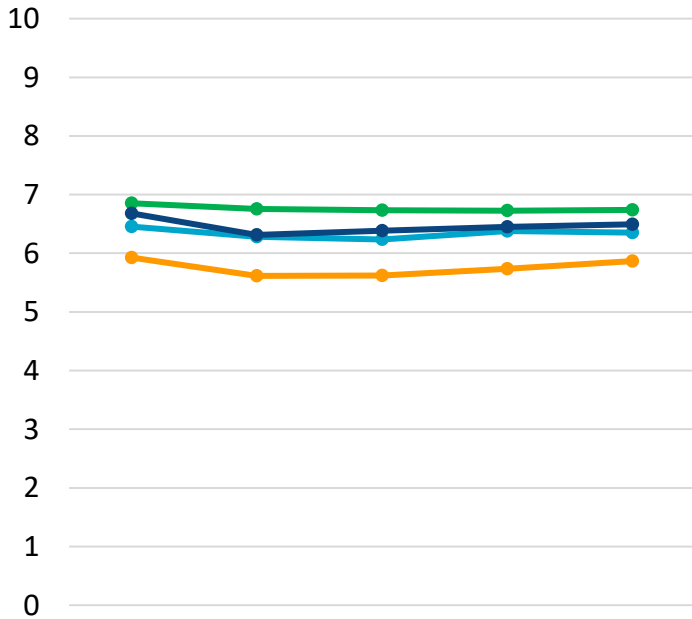
	2020	2021	2022	2023	2024
Your org	6.50	6.15	6.22	6.32	6.38
Best result	6.54	6.29	6.36	6.42	6.47
Average result	6.22	6.08	6.05	6.23	6.26
Worst result	5.89	5.59	5.58	5.78	5.83
Responses	3100	3208	3061	3565	3581

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.



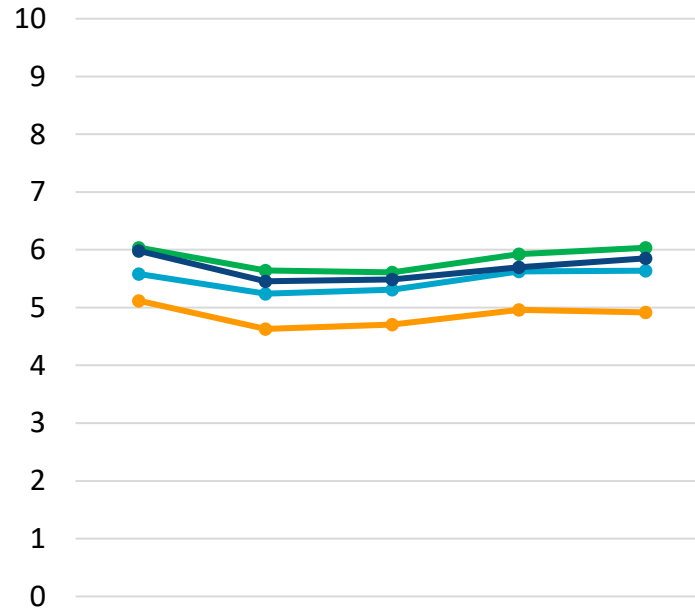
Theme: Morale

Thinking about leaving



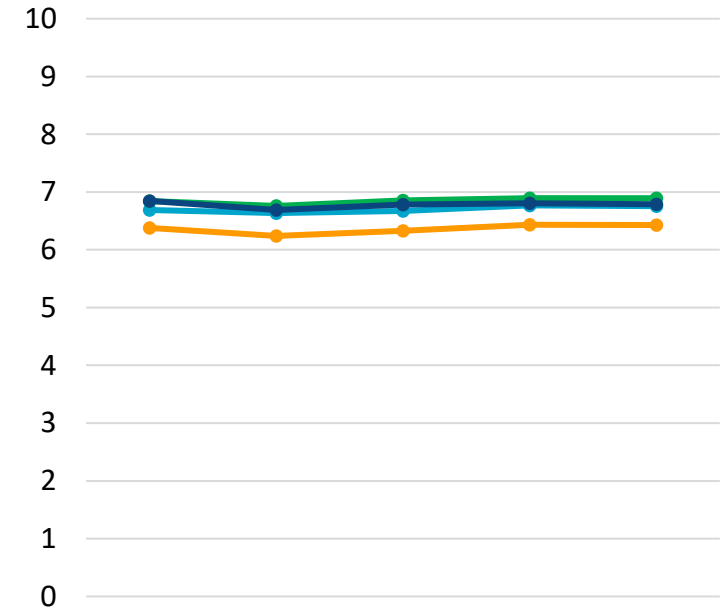
	2020	2021	2022	2023	2024
Your org	6.68	6.31	6.38	6.45	6.49
Best result	6.85	6.75	6.73	6.73	6.74
Average result	6.45	6.28	6.23	6.38	6.35
Worst result	5.93	5.61	5.62	5.74	5.87
Responses	3095	3202	3051	3558	3567

Work pressure



	2020	2021	2022	2023	2024
Your org	5.98	5.46	5.48	5.70	5.85
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	3098	3202	3059	3565	3579

Stressors



	2020	2021	2022	2023	2024
Your org	6.85	6.69	6.79	6.81	6.79
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	3084	3202	3051	3563	3578

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

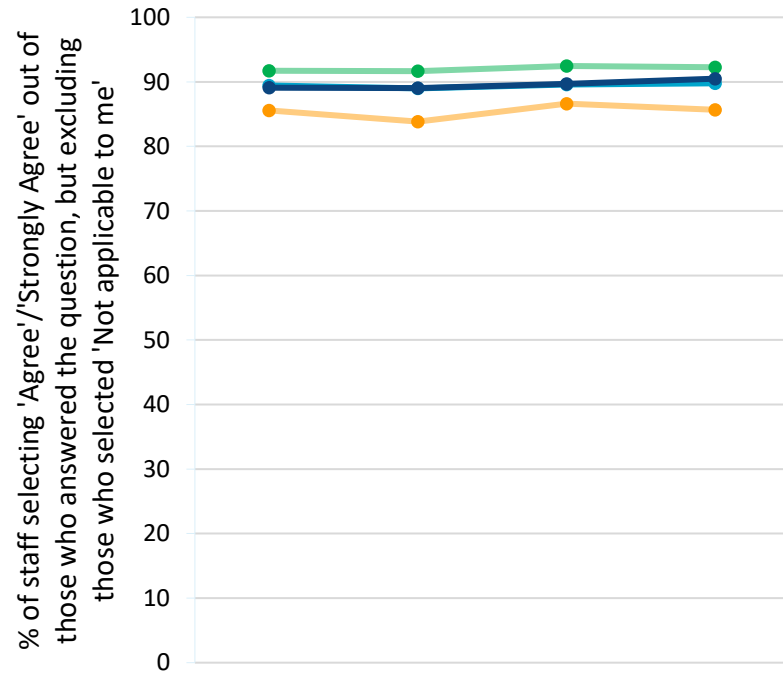
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

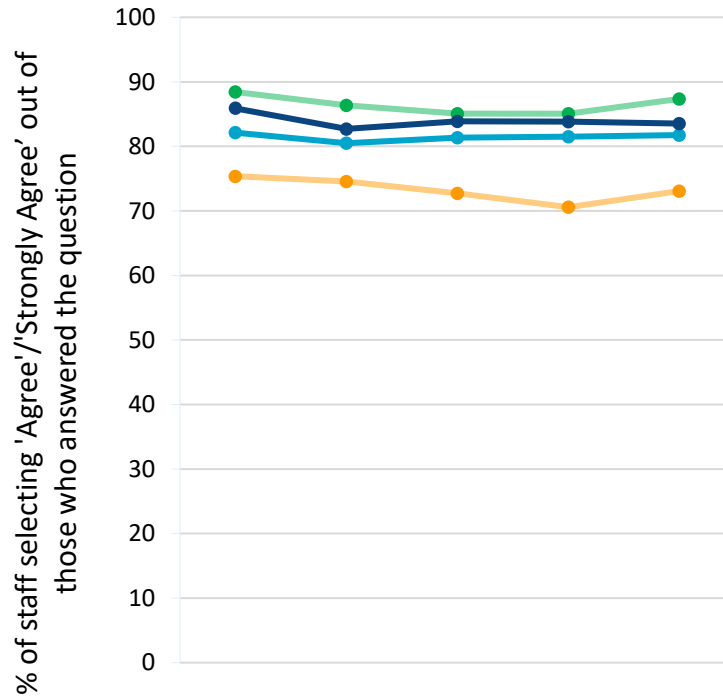


Q6a I feel that my role makes a difference to patients / service users.



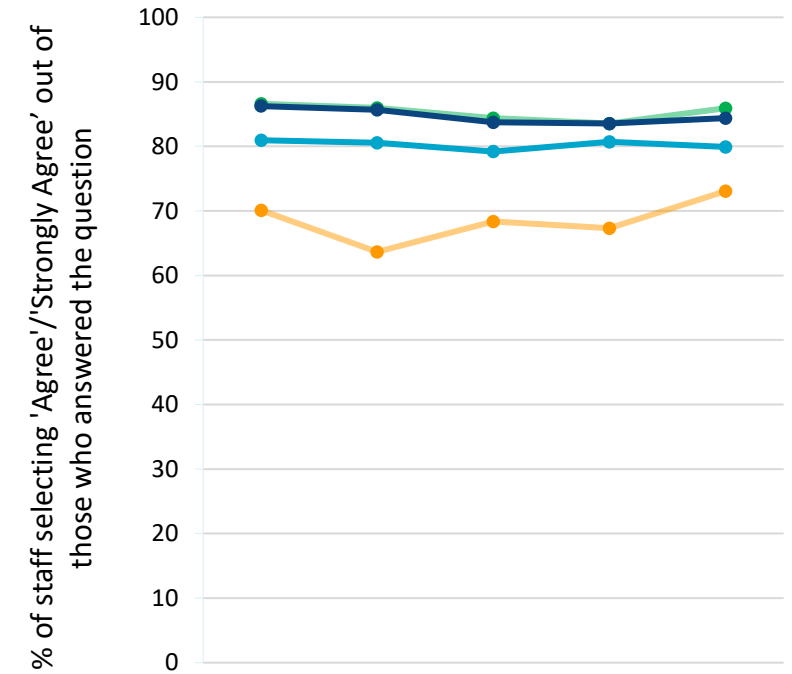
	2021	2022	2023	2024
Your org	89.07%	89.03%	89.69%	90.49%
Best result	91.71%	91.66%	92.46%	92.28%
Average result	89.42%	88.99%	89.58%	89.77%
Worst result	85.59%	83.84%	86.63%	85.65%
Responses	3094	2977	3457	3465

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



	2020	2021	2022	2023	2024
Your org	85.89%	82.71%	83.87%	83.83%	83.56%
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	3084	3201	3052	3546	3569

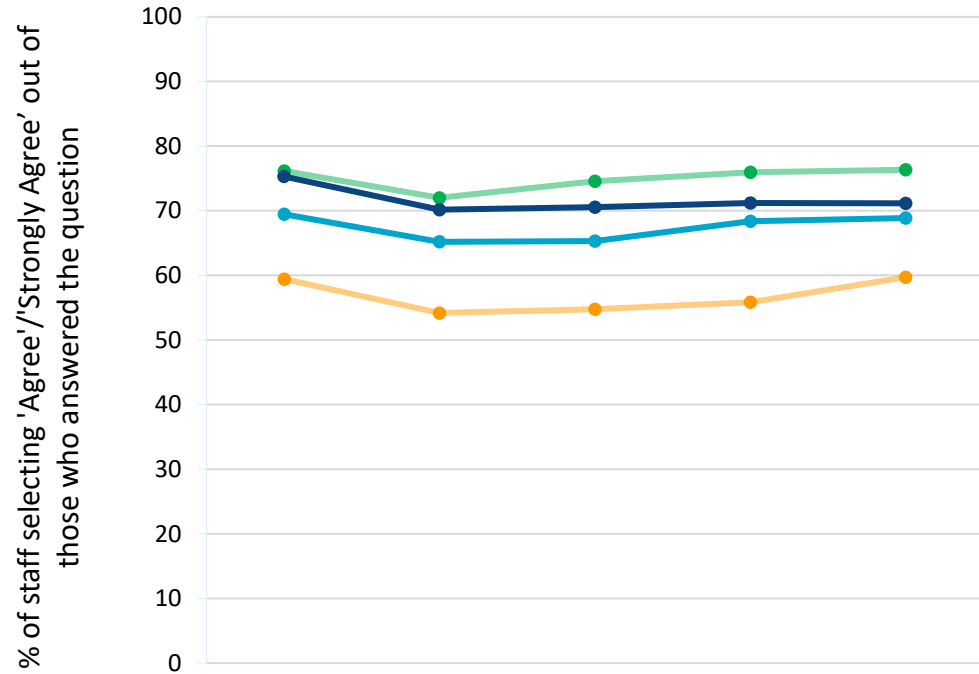
Q25b My organisation acts on concerns raised by patients / service users.



	2020	2021	2022	2023	2024
Your org	86.24%	85.66%	83.74%	83.55%	84.36%
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	3078	3193	3049	3550	3569

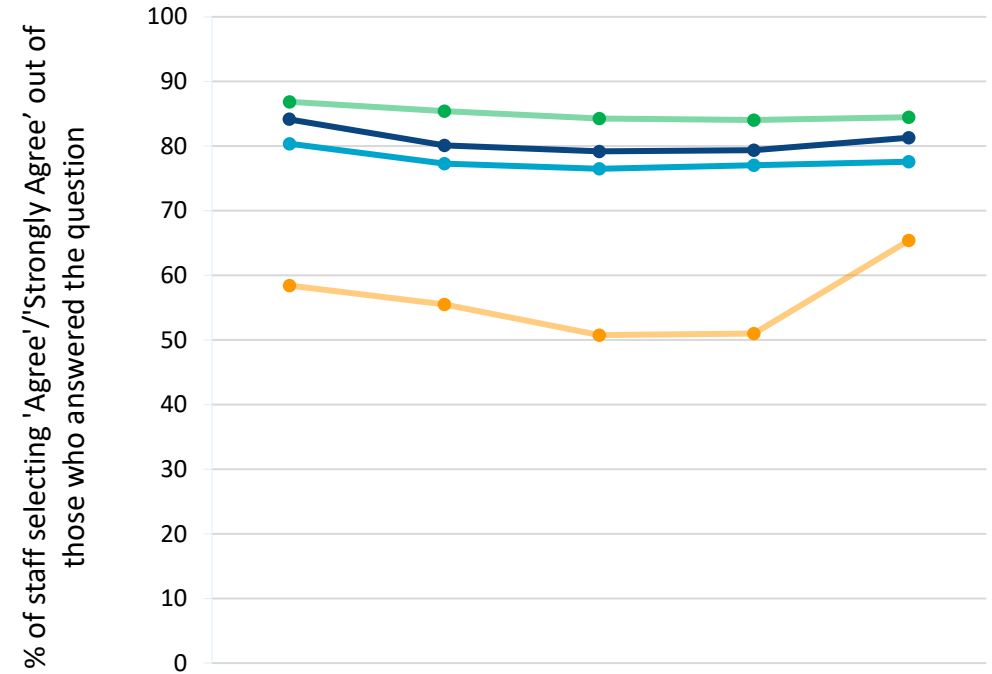


Q25c I would recommend my organisation as a place to work.



	2020	2021	2022	2023	2024
Your org	75.30%	70.17%	70.56%	71.20%	71.15%
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	3085	3199	3052	3552	3566

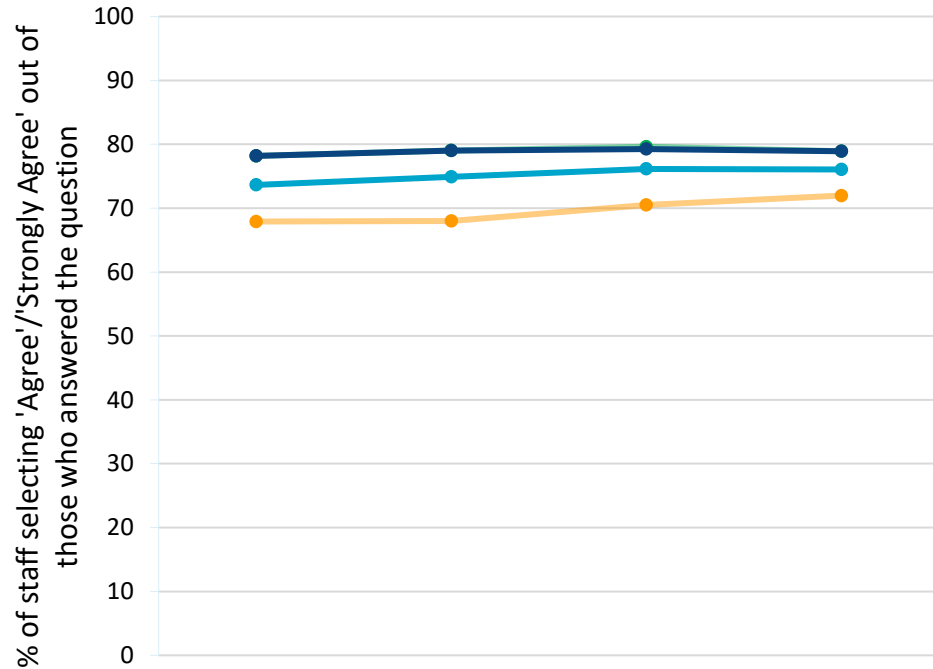
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2020	2021	2022	2023	2024
Your org	84.13%	80.11%	79.20%	79.37%	81.32%
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	3080	3198	3051	3550	3562

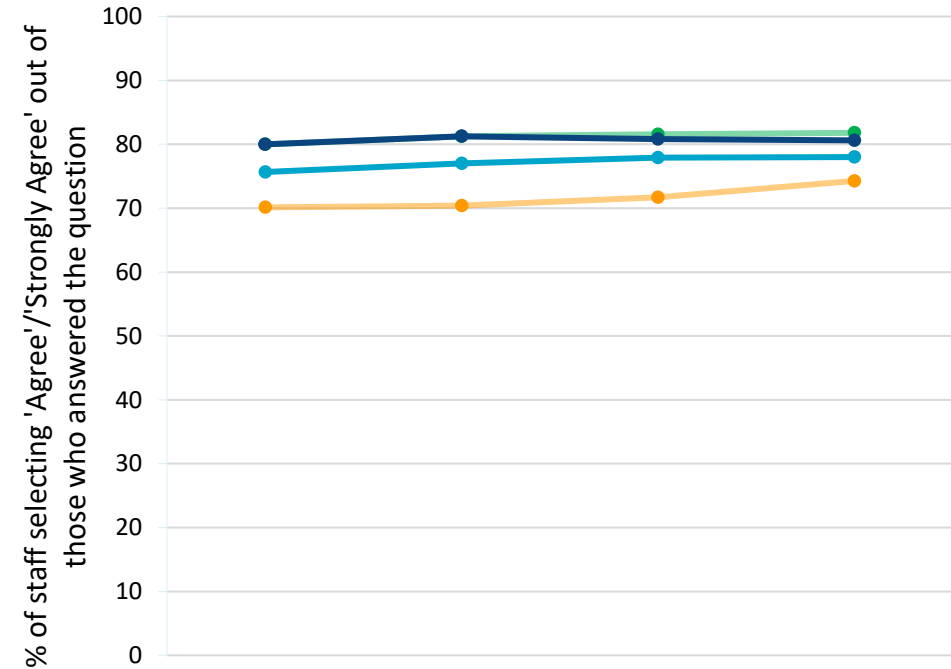


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024
Your org	78.18%	79.03%	79.25%	78.91%
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	3196	3052	3552	3575

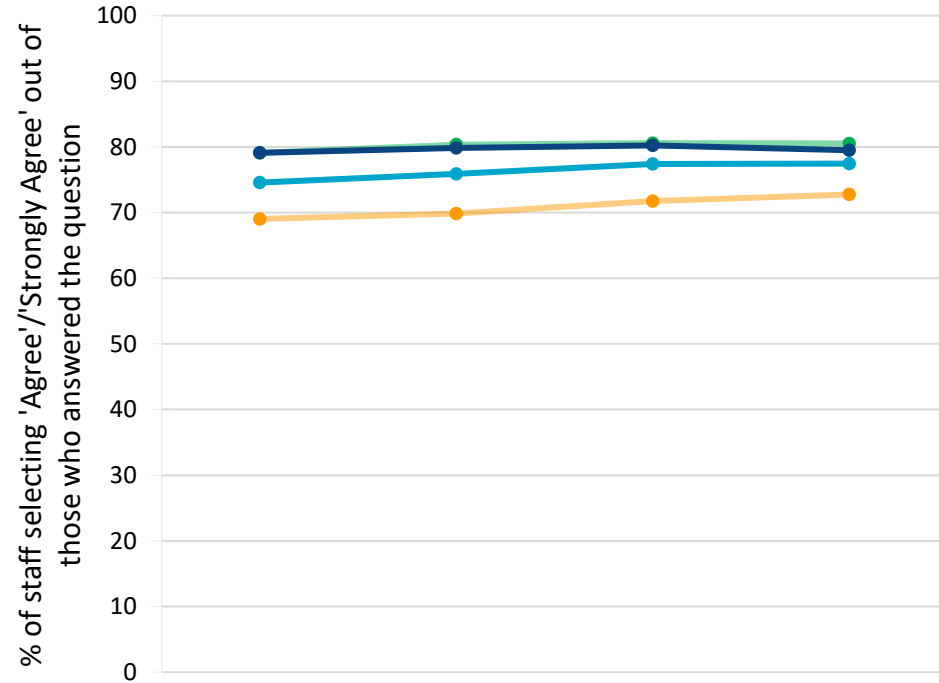
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024
Your org	79.99%	81.24%	80.81%	80.62%
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	3202	3053	3556	3579

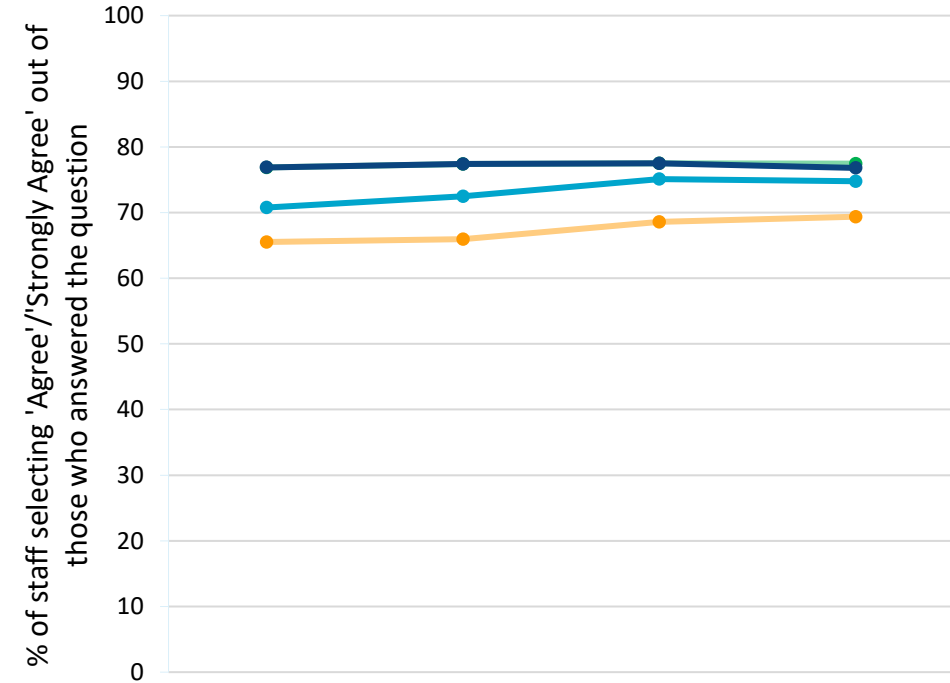


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024
Your org	79.10%	79.84%	80.23%	79.48%
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	3197	3051	3556	3576

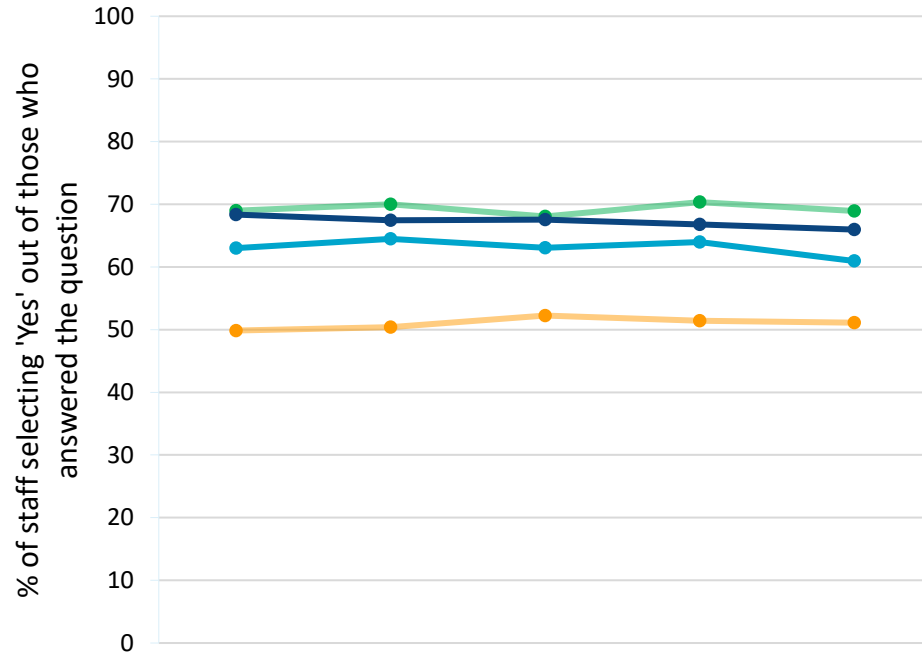
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024
Your org	76.88%	77.39%	77.50%	76.80%
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	3202	3055	3558	3570

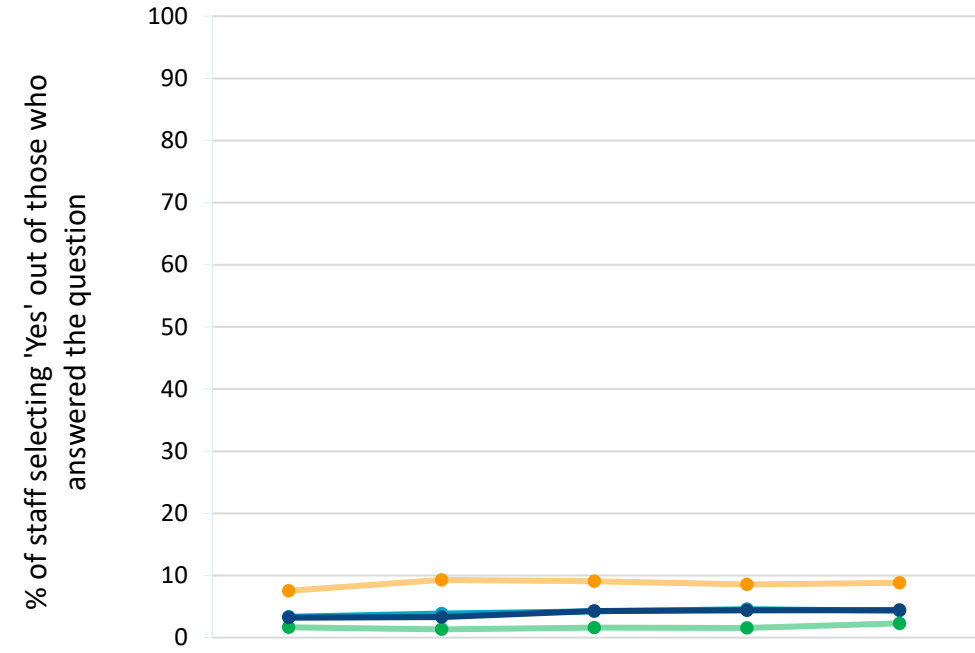


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2020	2021	2022	2023	2024
Your org	68.36%	67.47%	67.53%	66.80%	65.96%
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	3089	3189	3038	3545	3557

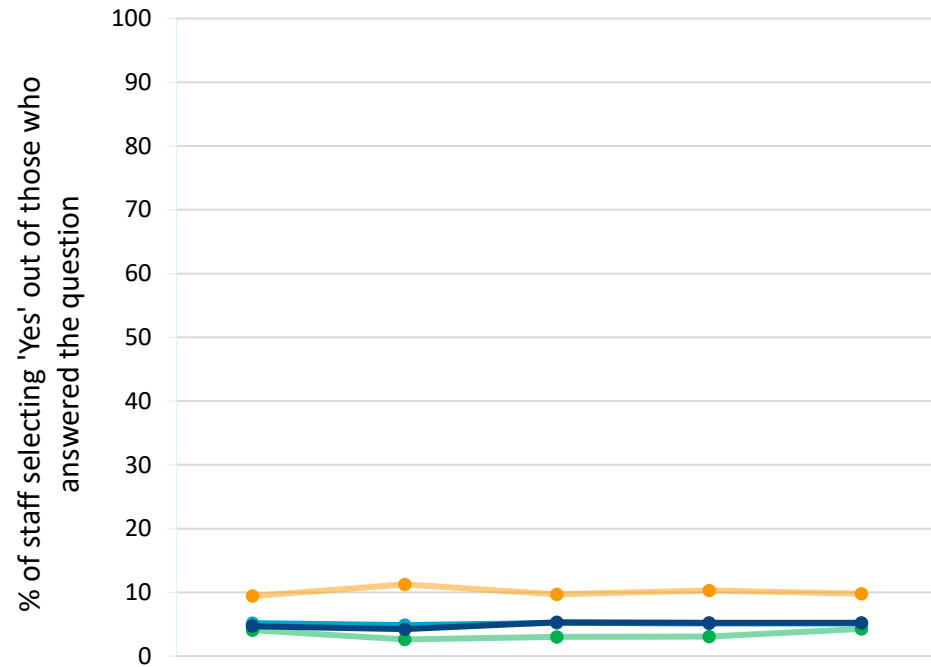
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2020	2021	2022	2023	2024
Your org	3.20%	3.30%	4.30%	4.36%	4.41%
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	3080	3195	3046	3553	3563

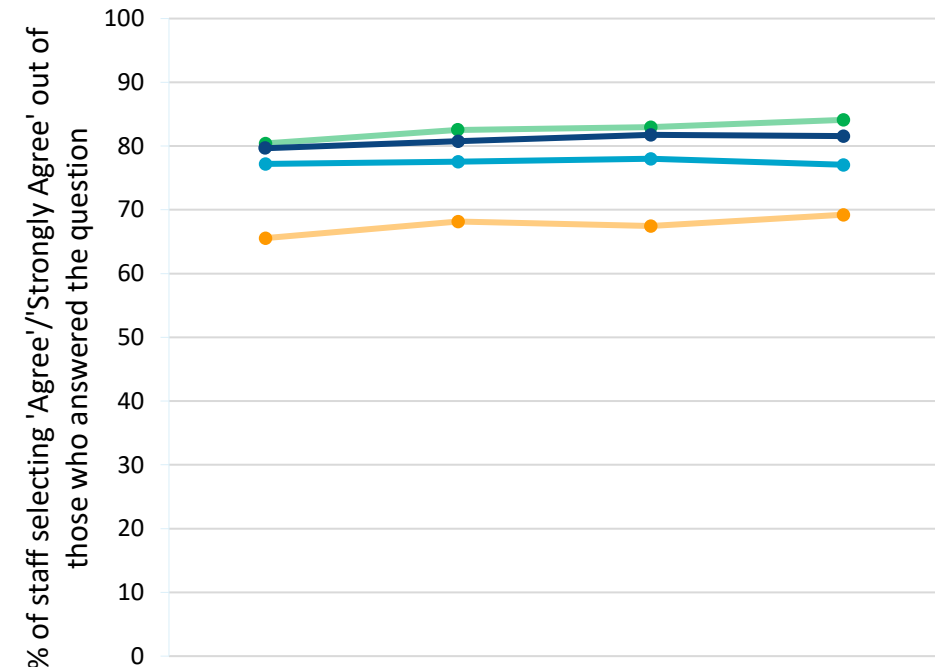


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2020	2021	2022	2023	2024
Your org	4.68%	4.24%	5.31%	5.25%	5.25%
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	3060	3179	3032	3542	3528

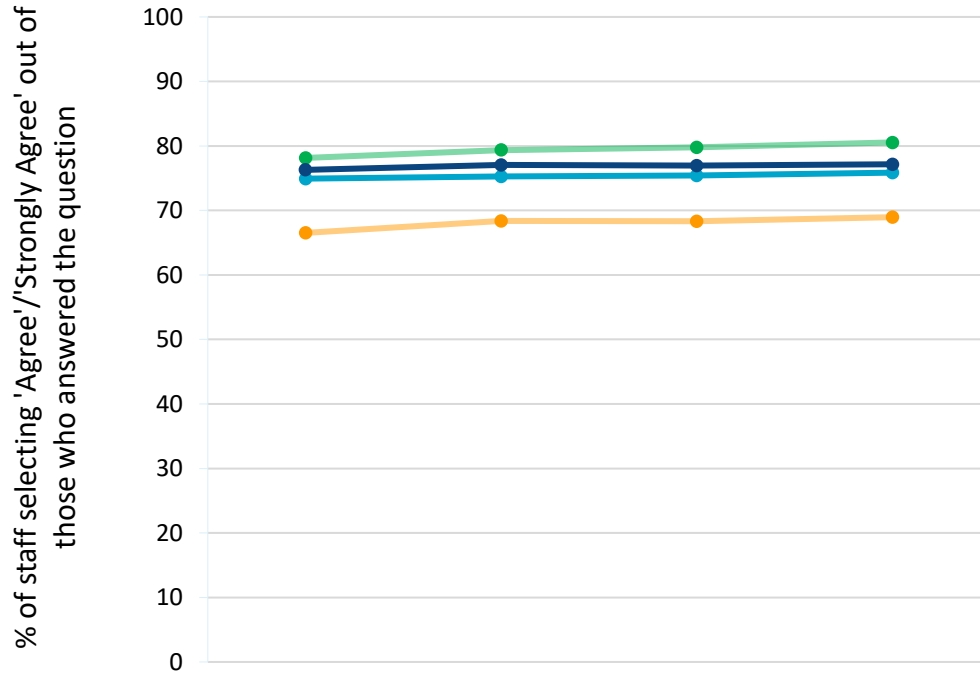
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024
Your org	79.66%	80.75%	81.76%	81.54%
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	3200	3055	3560	3576

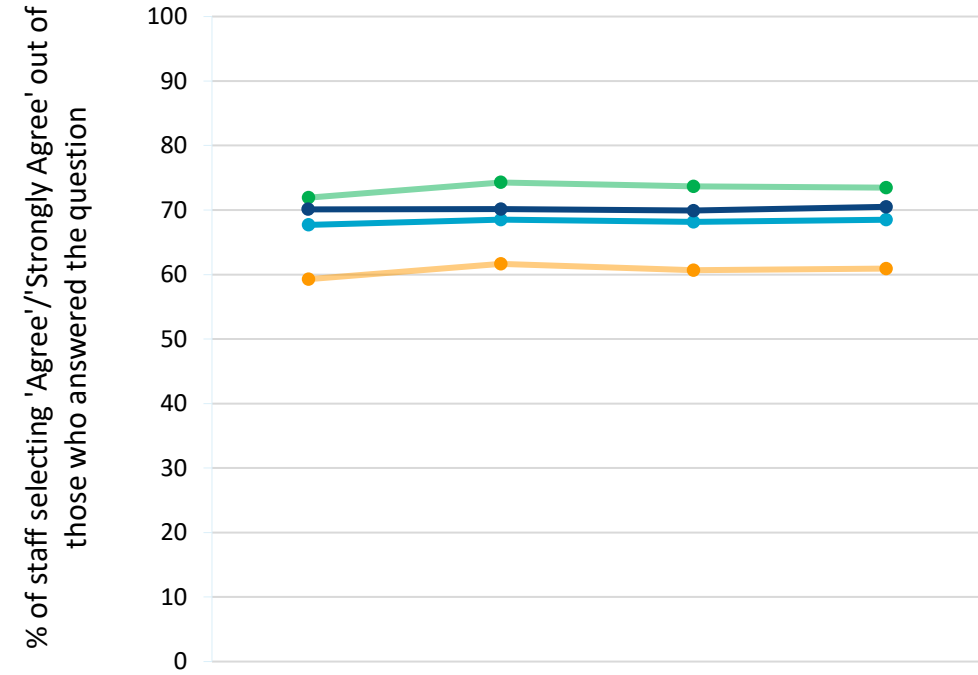


Q7h I feel valued by my team.



	2021	2022	2023	2024
Your org	76.29%	77.07%	76.98%	77.16%
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	3199	3053	3560	3575

Q7i I feel a strong personal attachment to my team.

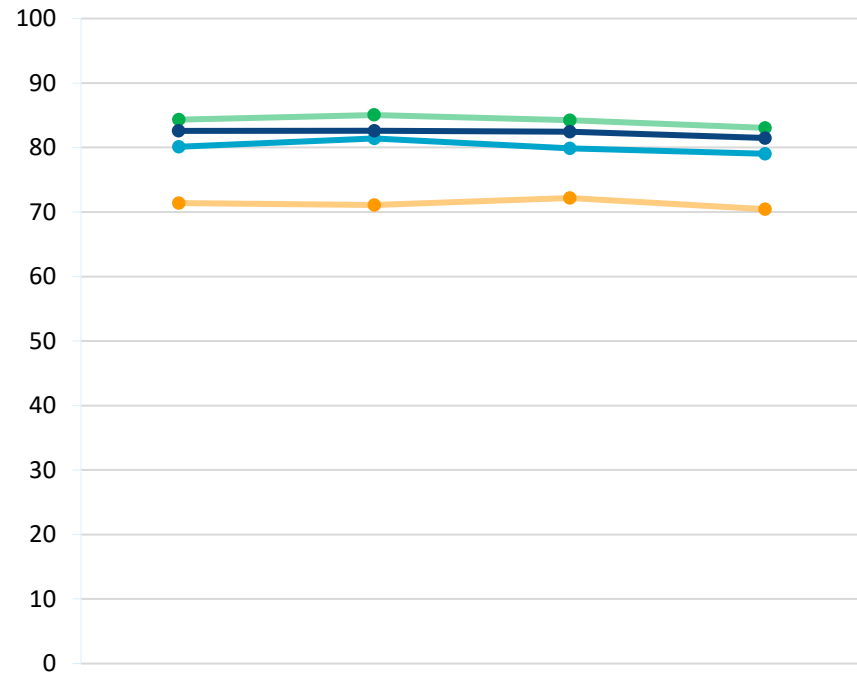


	2021	2022	2023	2024
Your org	70.12%	70.14%	69.93%	70.50%
Best result	71.92%	74.27%	73.68%	73.47%
Average result	67.70%	68.49%	68.19%	68.50%
Worst result	59.28%	61.65%	60.69%	60.90%
Responses	3187	3048	3555	3573



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

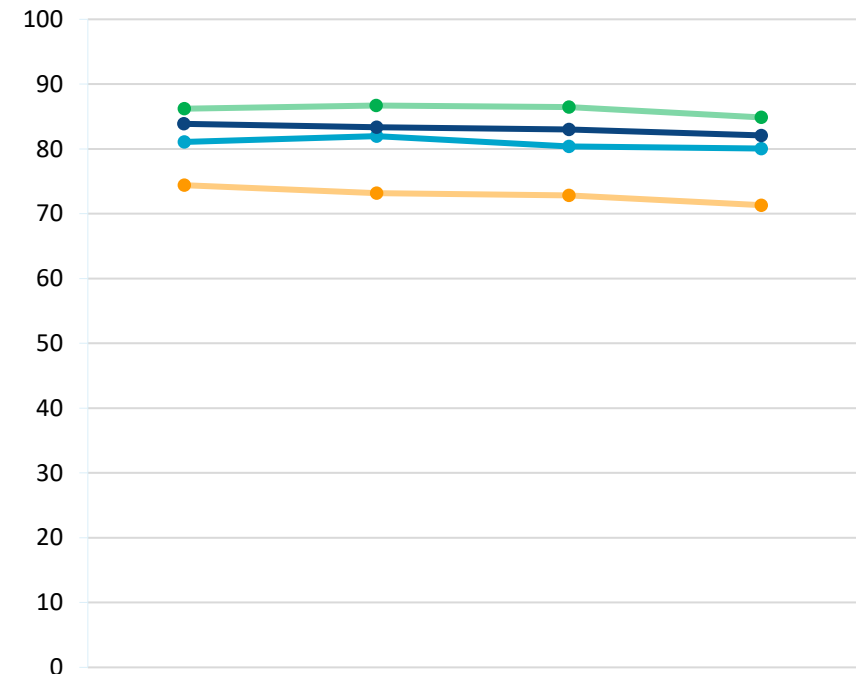
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024
Your org	82.58%	82.58%	82.44%	81.48%
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	3197	3054	3561	3579

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	83.87%	83.33%	82.98%	82.09%
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	3186	3056	3559	3575

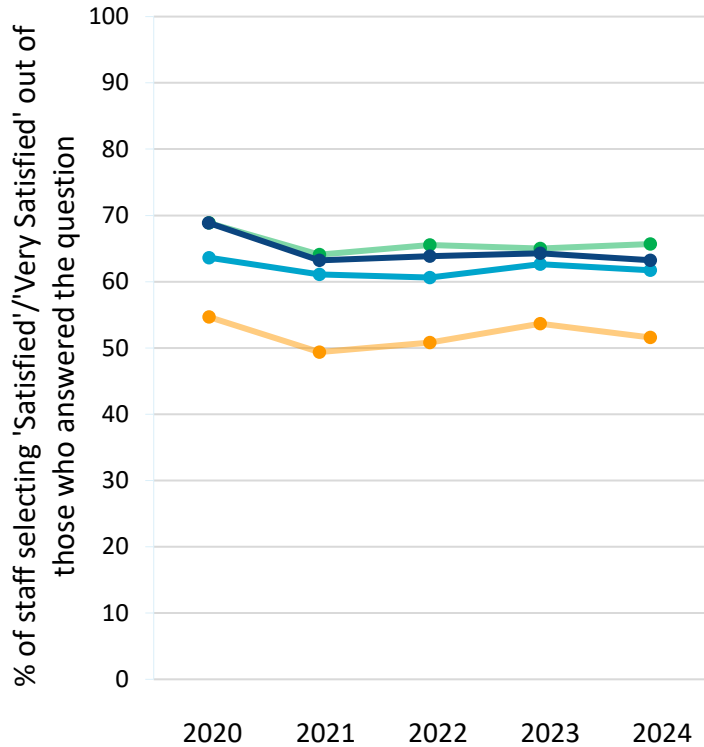
People Promise element – We are recognised and rewarded



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

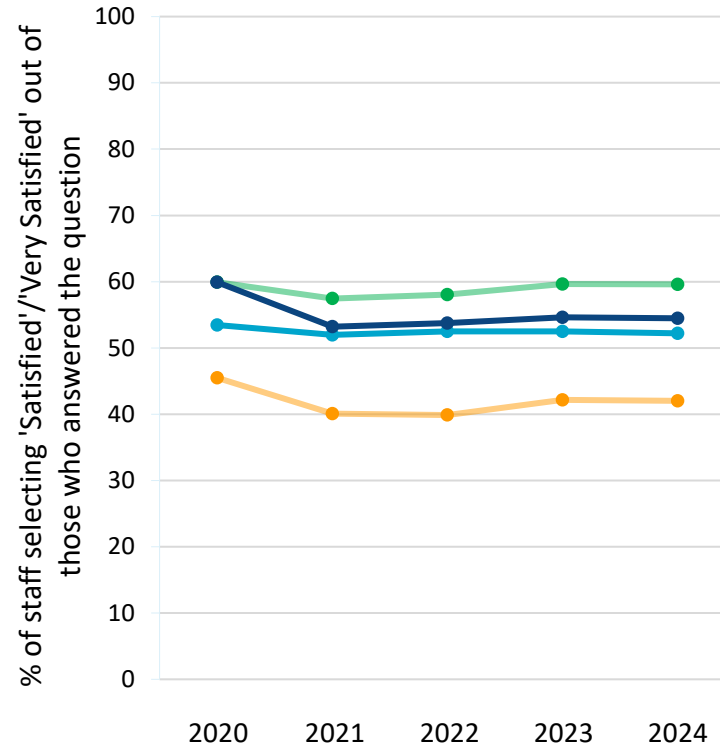


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



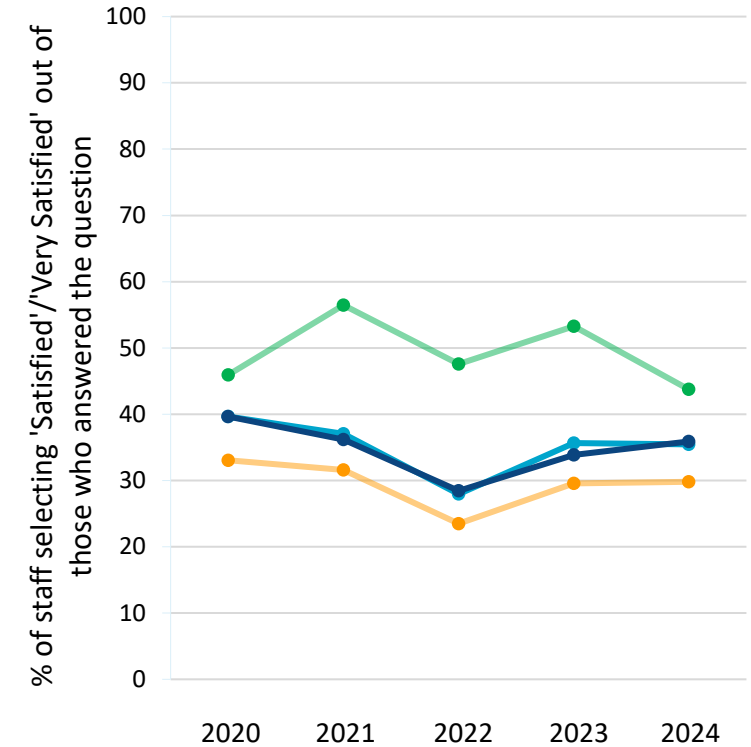
	2020	2021	2022	2023	2024
Your org	68.85%	63.24%	63.84%	64.27%	63.24%
Best result	68.85%	64.08%	65.53%	65.01%	65.67%
Average result	63.62%	61.11%	60.63%	62.63%	61.70%
Worst result	54.67%	49.38%	50.83%	53.66%	51.59%
Responses	3095	3206	3057	3563	3578

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



	2020	2021	2022	2023	2024
Your org	59.92%	53.21%	53.77%	54.64%	54.47%
Best result	59.92%	57.45%	58.04%	59.66%	59.58%
Average result	53.46%	51.97%	52.52%	52.50%	52.21%
Worst result	45.49%	40.11%	39.88%	42.14%	42.04%
Responses	3078	3199	3049	3555	3574

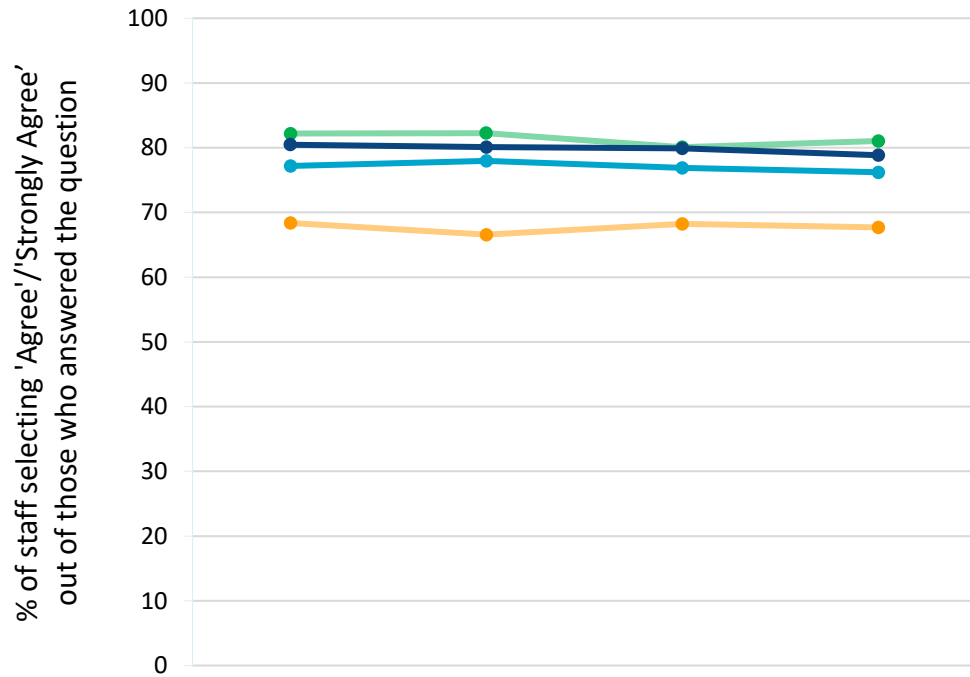
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2020	2021	2022	2023	2024
Your org	39.65%	36.18%	28.44%	33.85%	35.91%
Best result	45.94%	56.47%	47.58%	53.28%	43.74%
Average result	39.65%	37.07%	27.95%	35.64%	35.47%
Worst result	33.06%	31.60%	23.49%	29.58%	29.79%
Responses	3086	3198	3054	3557	3575

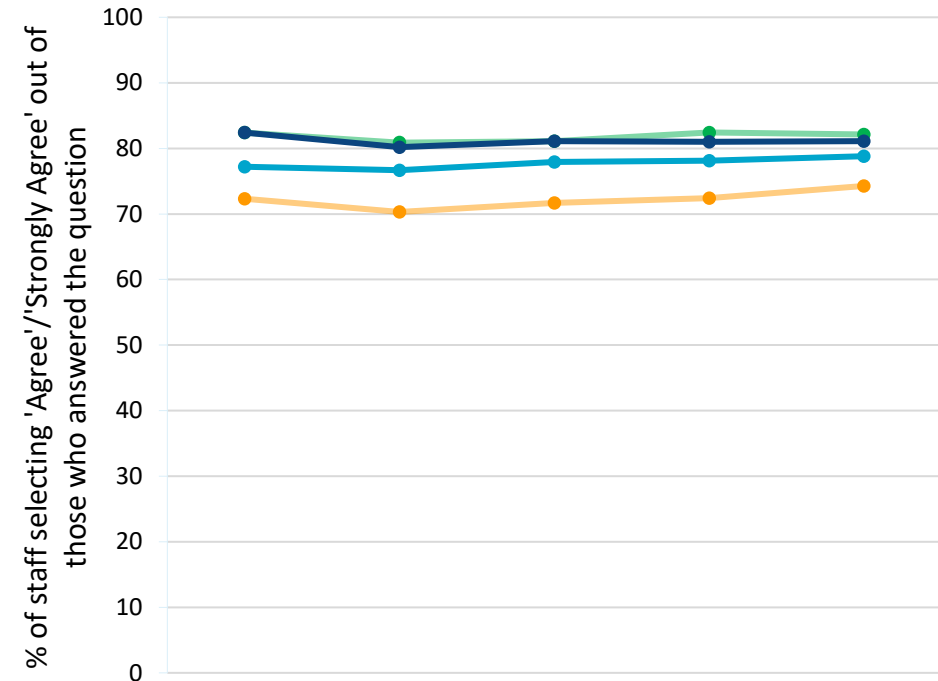


Q8d The people I work with show appreciation to one another.



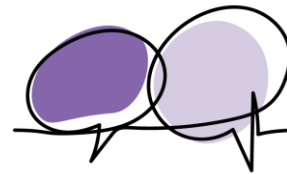
	2021	2022	2023	2024
Your org	80.46%	80.09%	79.89%	78.84%
Best result	82.19%	82.25%	80.08%	81.02%
Average result	77.16%	77.96%	76.87%	76.21%
Worst result	68.37%	66.58%	68.25%	67.67%
Responses	3190	3049	3560	3576

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	82.41%	80.20%	81.10%	81.01%	81.11%
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	3083	3197	3053	3558	3579

People Promise element – We each have a voice that counts



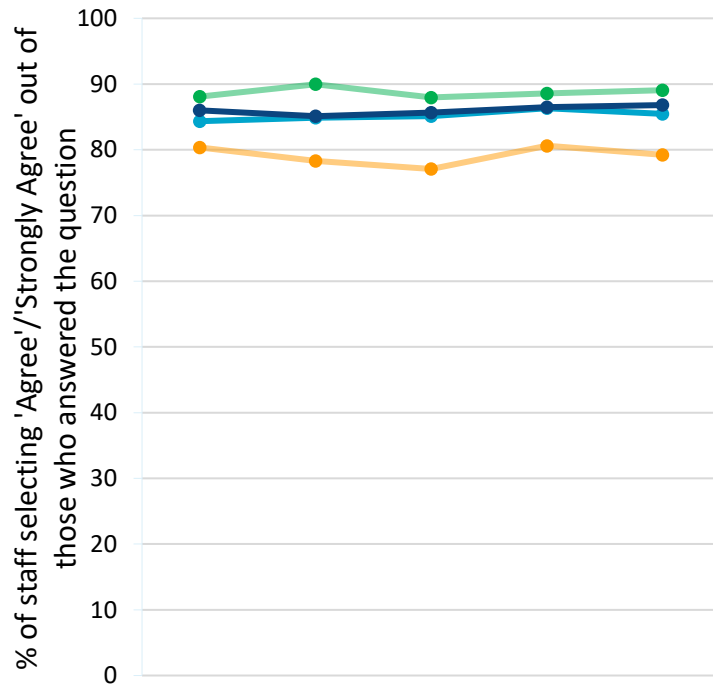
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

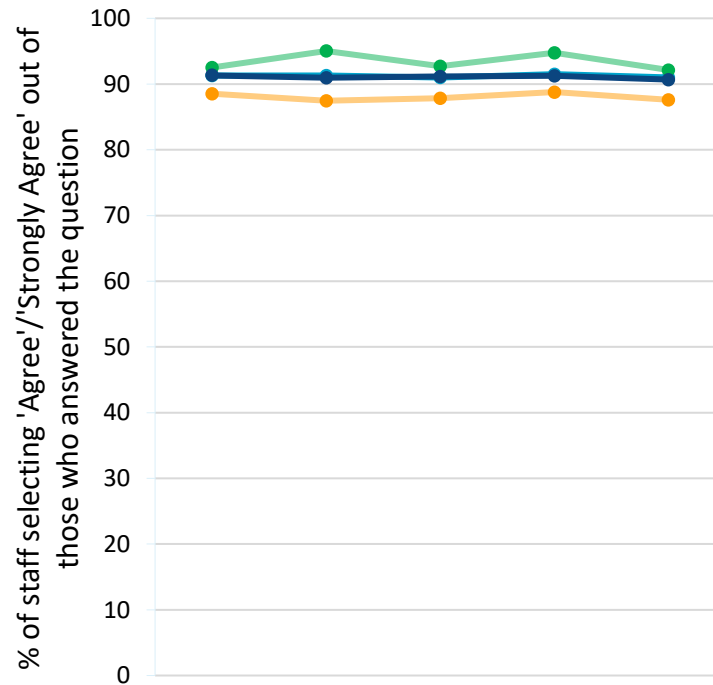


Q3a I always know what my work responsibilities are.



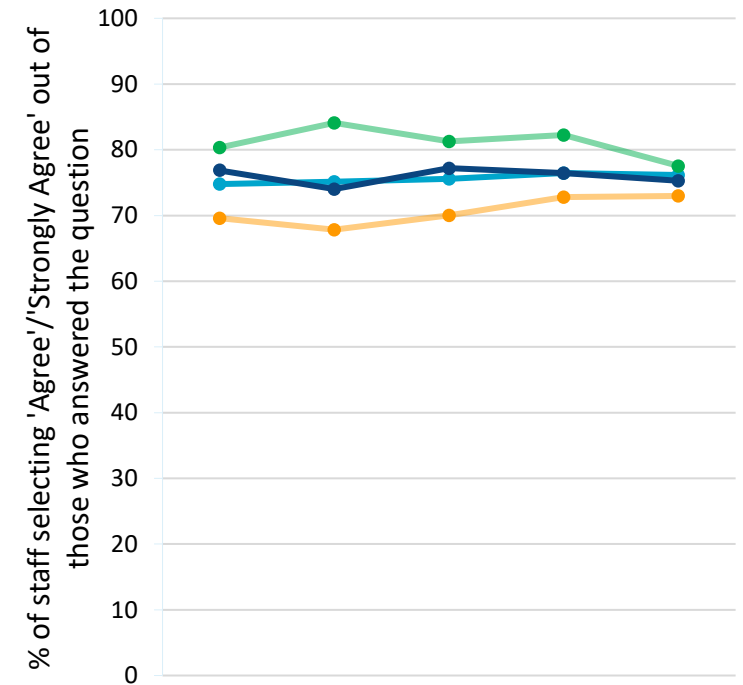
	2020	2021	2022	2023	2024
Your org	85.99%	85.11%	85.67%	86.50%	86.80%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	3074	3204	3060	3566	3581

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	91.31%	90.96%	91.15%	91.25%	90.68%
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	3067	3202	3053	3566	3578

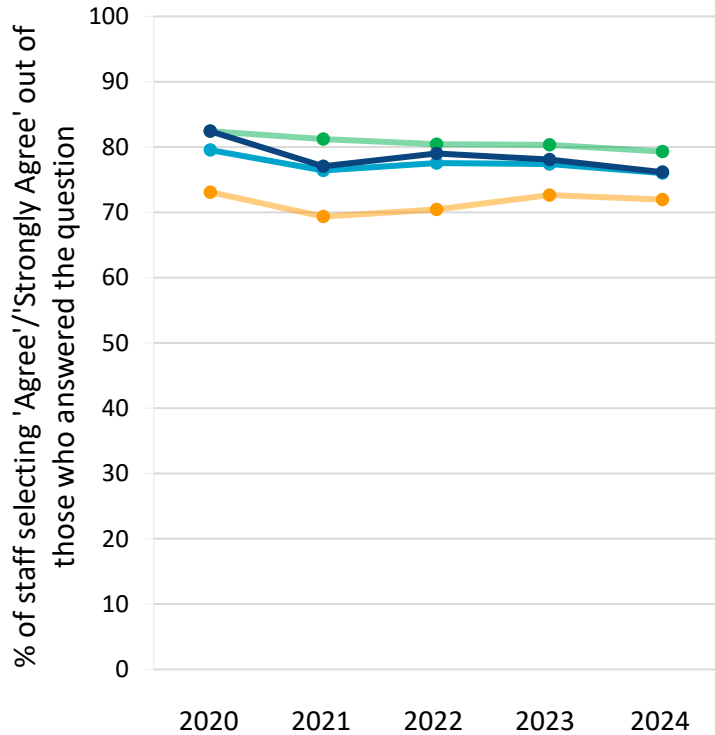
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	76.85%	74.02%	77.20%	76.43%	75.30%
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	3099	3200	3052	3561	3576

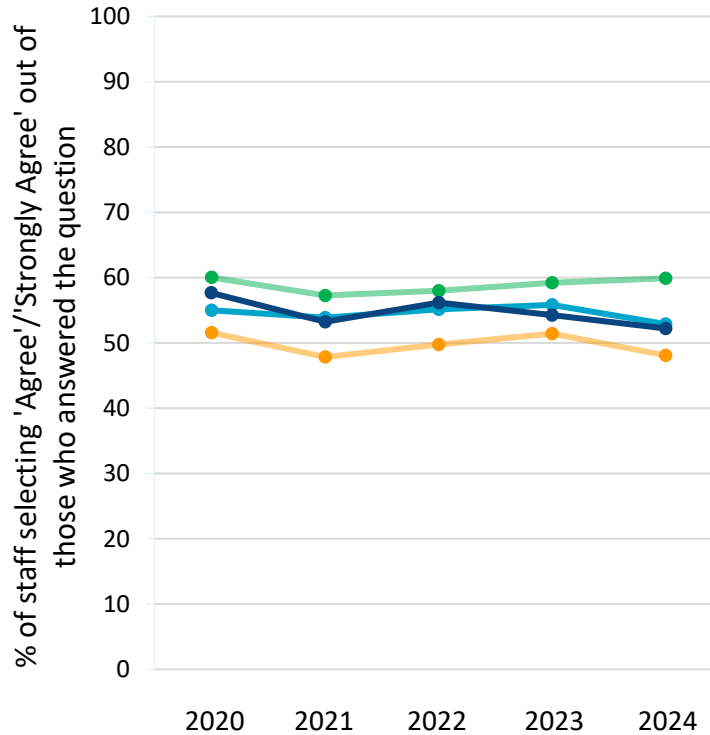


Q3d I am able to make suggestions to improve the work of my team / department.



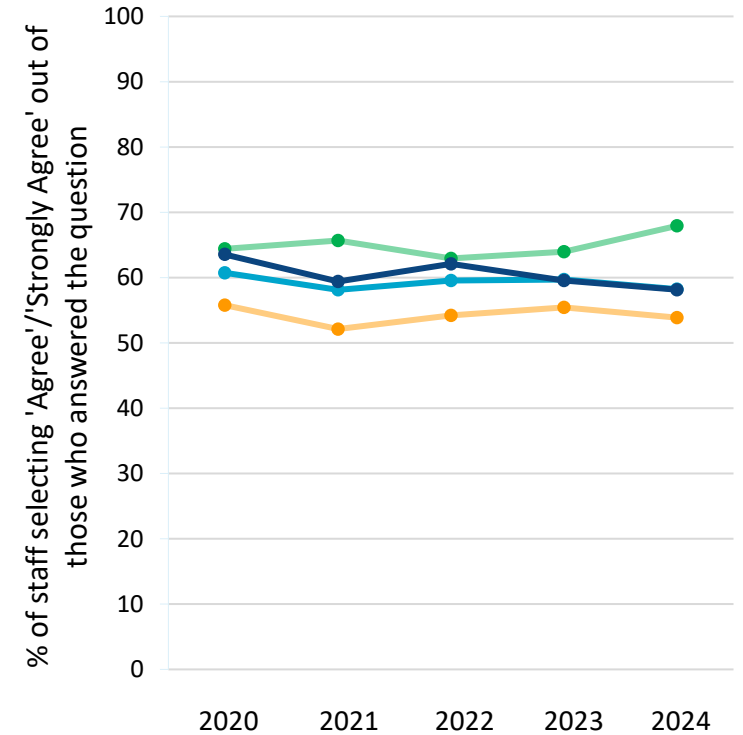
Responses	3093	3187	3052	3566	3574
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	3090	3194	3053	3559	3579
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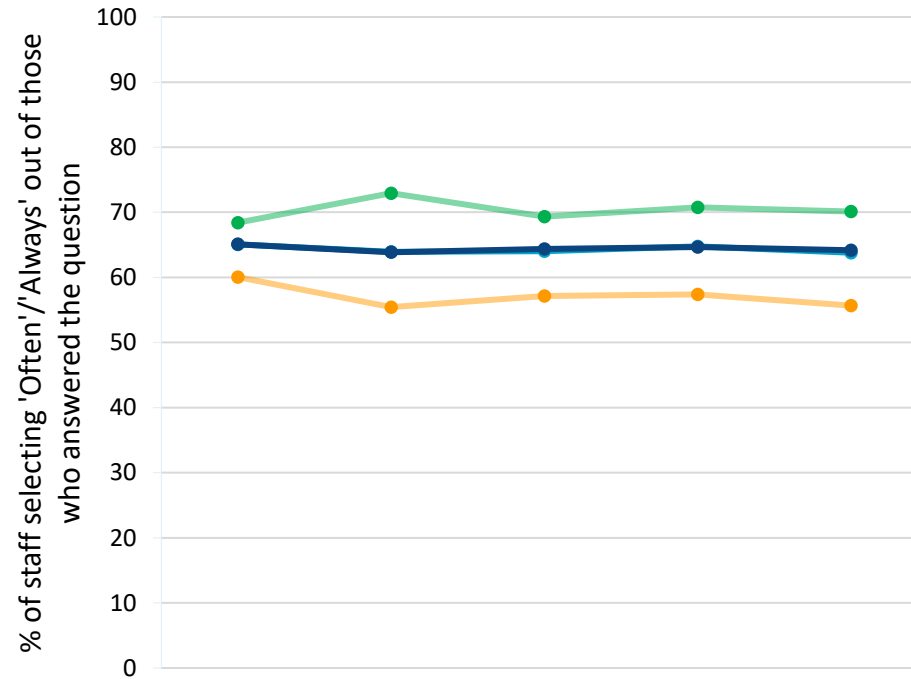
Q3f I am able to make improvements happen in my area of work.



Responses	3085	3182	3046	3559	3571
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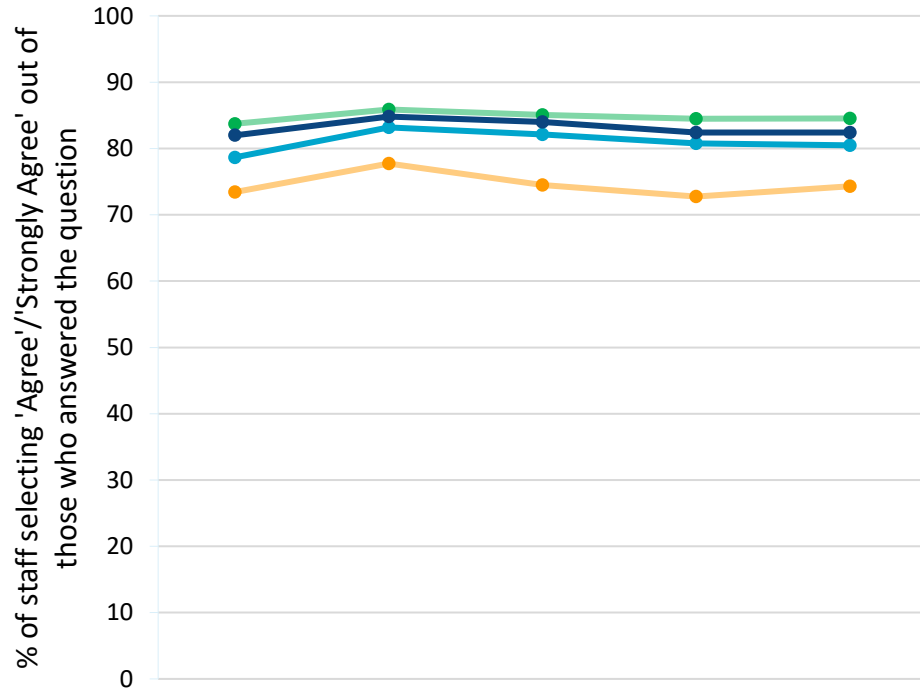
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	65.08%	63.86%	64.38%	64.66%	64.15%
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	3074	3186	3046	3560	3572

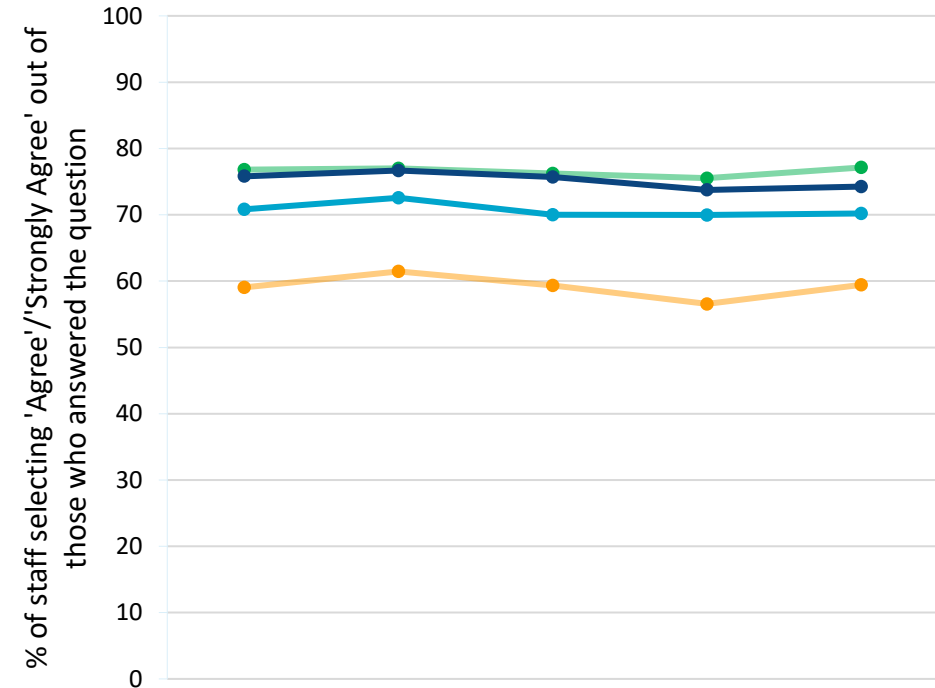


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	81.98%	84.81%	84.00%	82.42%	82.40%
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	3076	3192	3050	3549	3570

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

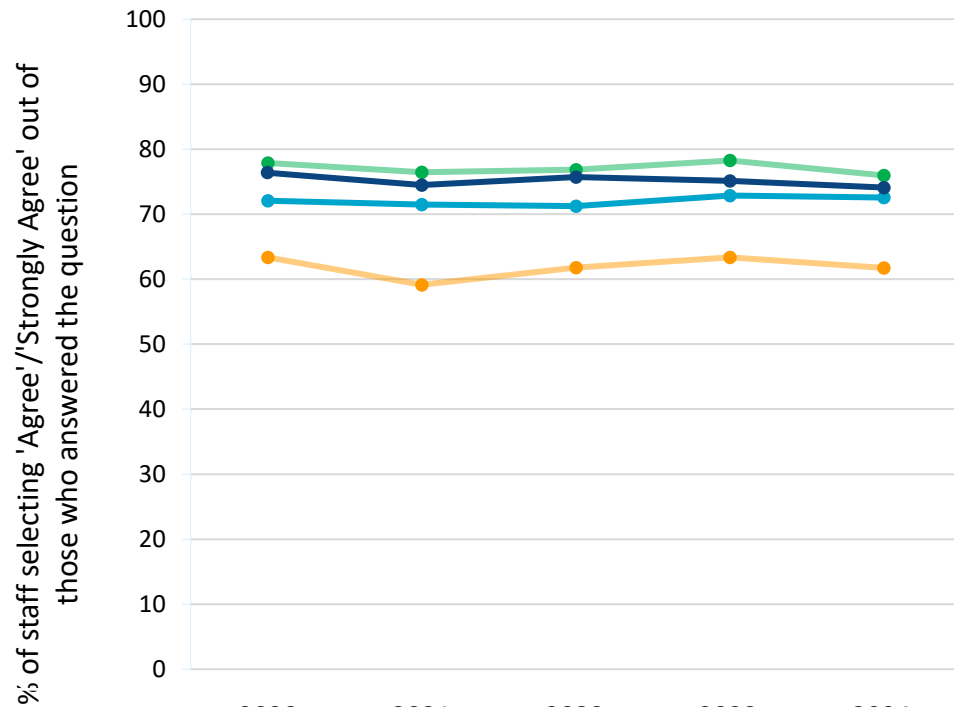


	2020	2021	2022	2023	2024
Your org	75.81%	76.68%	75.68%	73.75%	74.23%
Best result	76.80%	77.01%	76.22%	75.53%	77.14%
Average result	70.81%	72.56%	69.99%	69.98%	70.18%
Worst result	59.05%	61.46%	59.34%	56.56%	59.46%
Responses	3073	3182	3045	3551	3568

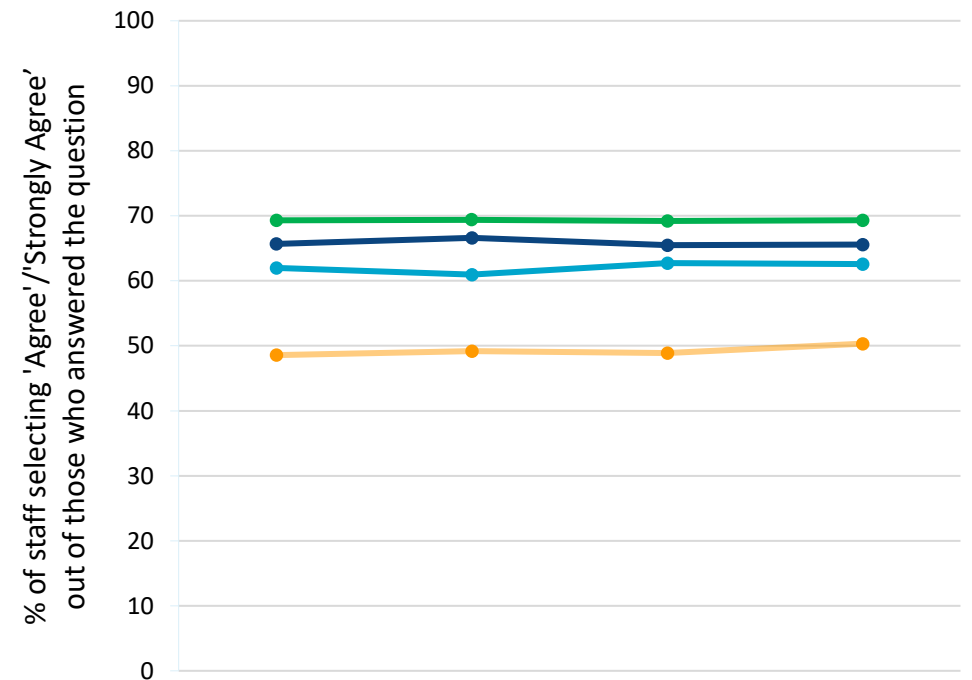


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



	2020	2021	2022	2023	2024
Your org	76.37%	74.46%	75.72%	75.13%	74.10%
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	3082	3196	3049	3550	3564



	2021	2022	2023	2024
Your org	65.66%	66.61%	65.49%	65.59%
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	3194	3046	3552	3562

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

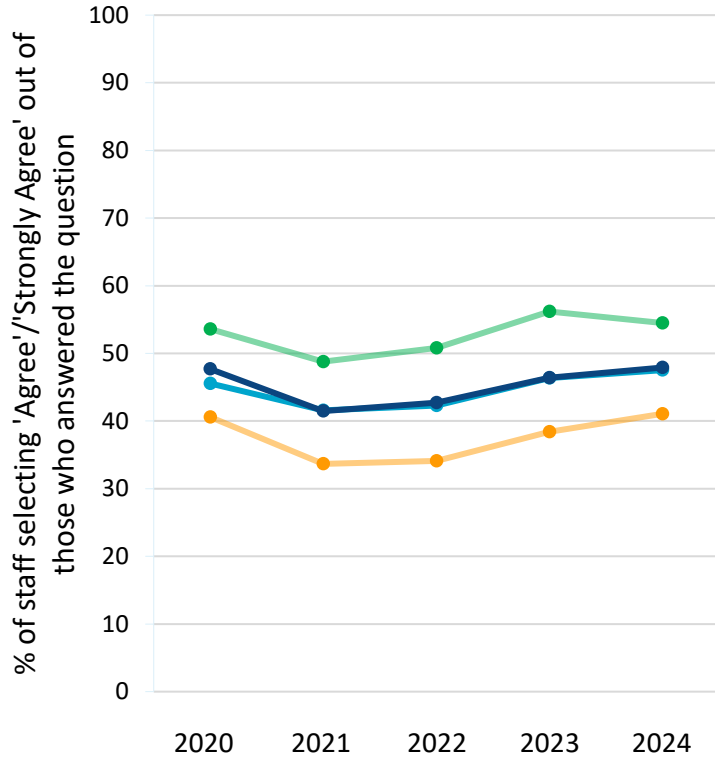
Other questions:* Q17a, Q17b, Q22

*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.

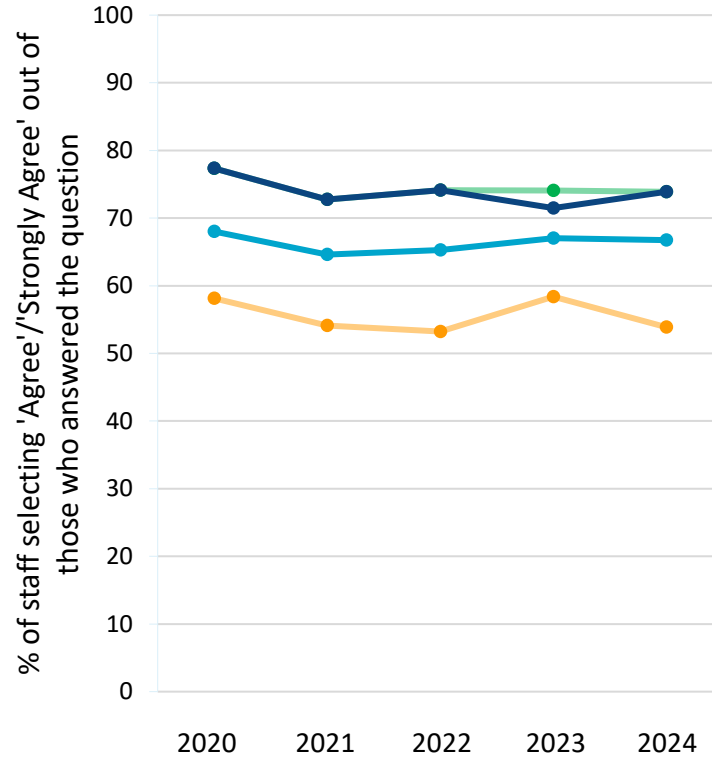


Q3g I am able to meet all the conflicting demands on my time at work.



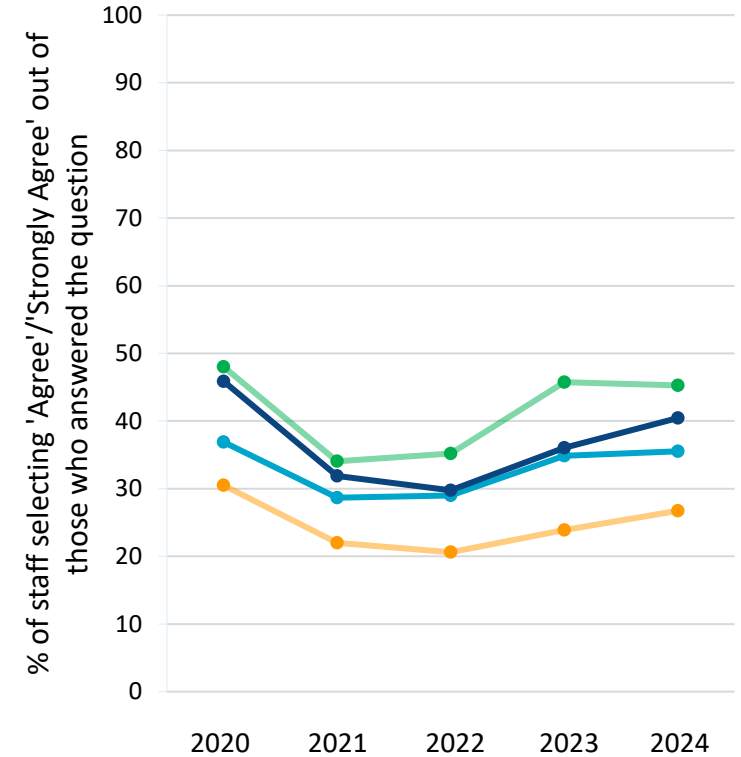
	2020	2021	2022	2023	2024
Your org	47.70%	41.47%	42.72%	46.38%	47.91%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%
Responses	3085	3189	3053	3553	3571

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



	2020	2021	2022	2023	2024
Your org	77.34%	72.74%	74.14%	71.48%	73.89%
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	3079	3180	3046	3561	3572

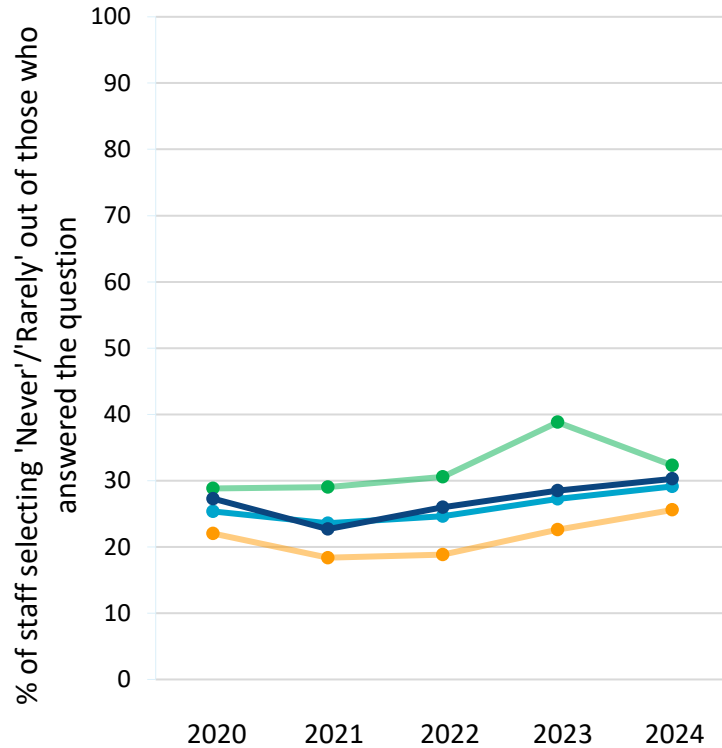
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	45.88%	31.87%	29.76%	36.07%	40.46%
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	3080	3191	3053	3562	3574

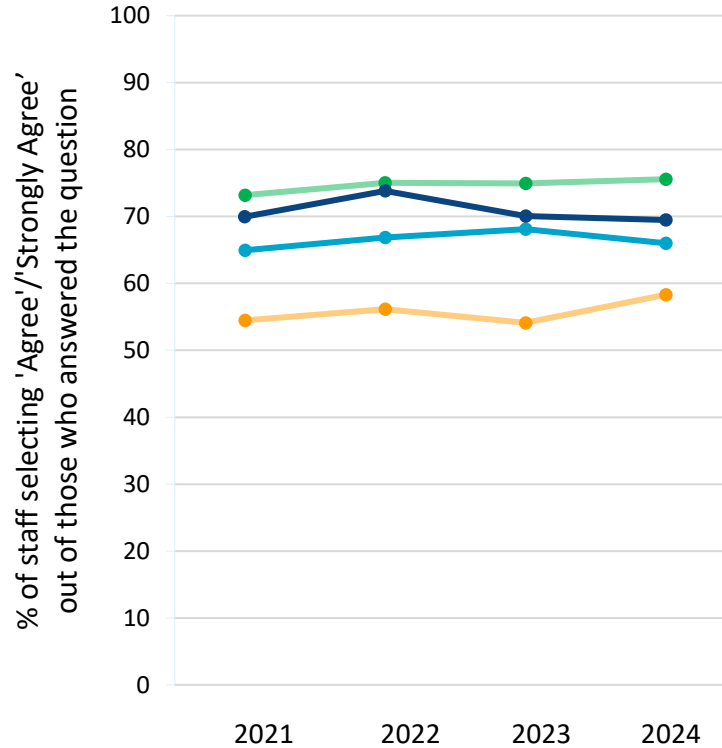


Q5a I have unrealistic time pressures.



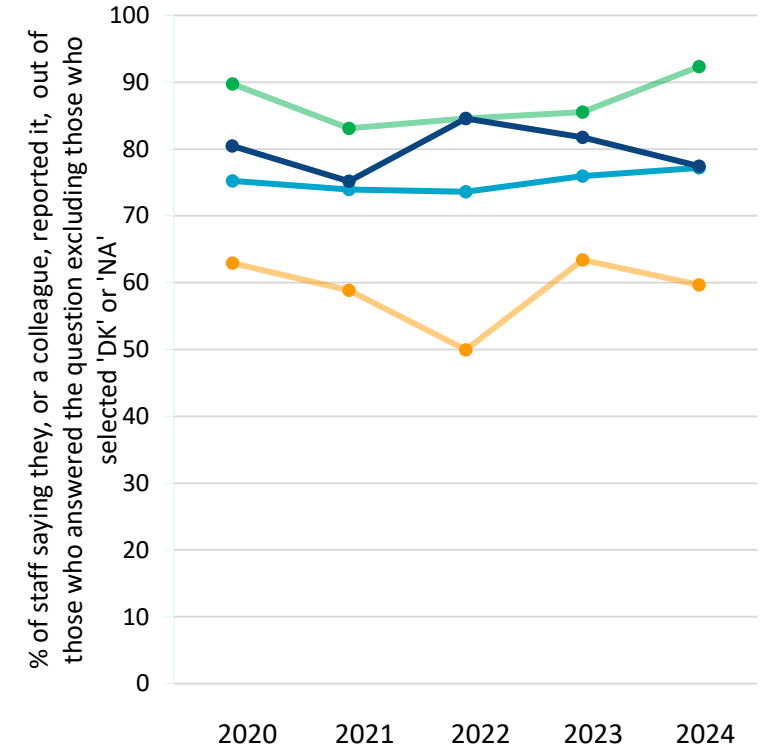
Responses	3082	3193	3050	3561	3577
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Q11a My organisation takes positive action on health and well-being.



Responses	3169	3038	3558	3573
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Q13d The last time you experienced physical violence at work, did you or a colleague report it?

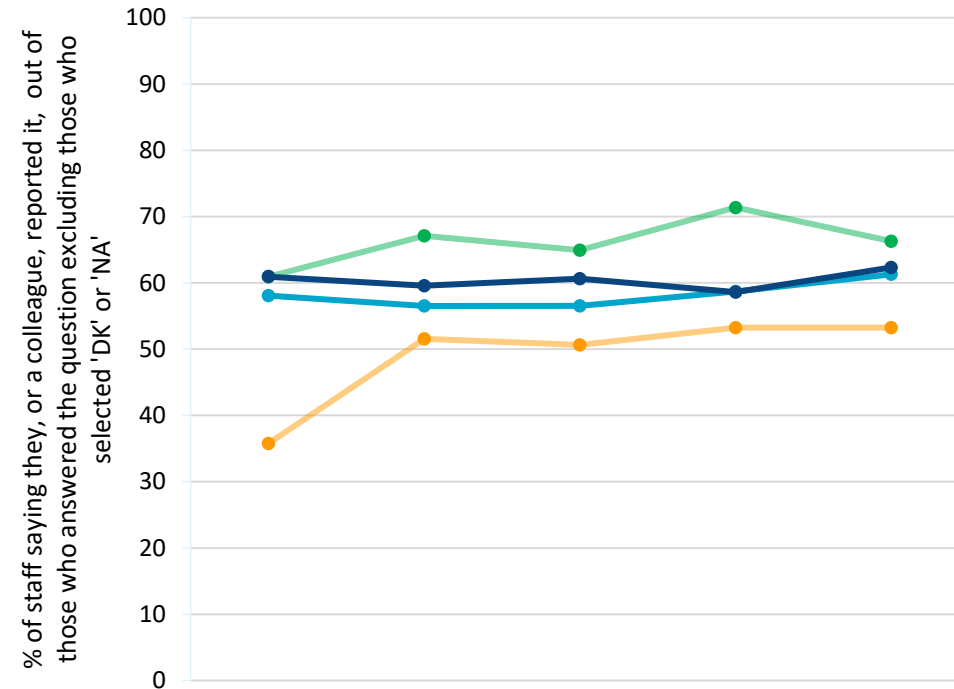


Responses	114	129	138	155	156
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Note: 2023 results for Q13d are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

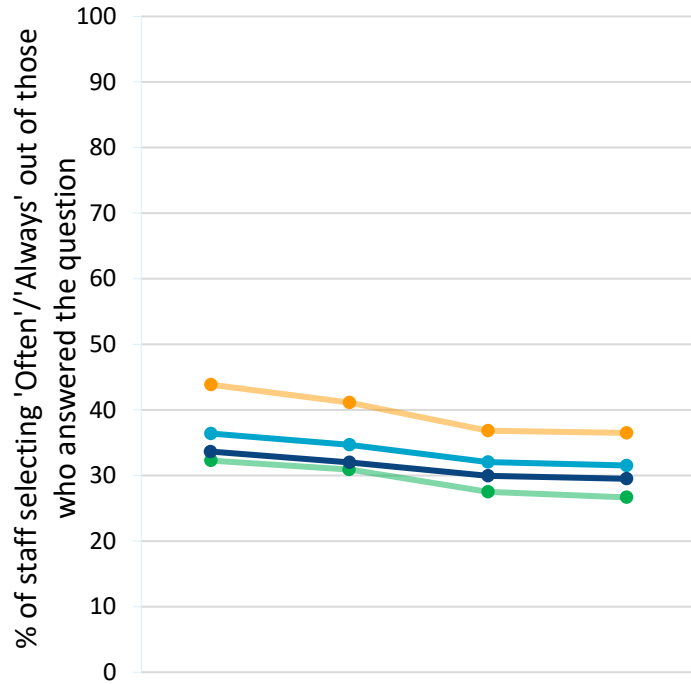


	2020	2021	2022	2023	2024
Your org	60.92%	59.59%	60.61%	58.61%	62.32%
Best result	60.92%	67.11%	64.93%	71.37%	66.27%
Average result	58.08%	56.51%	56.55%	58.71%	61.29%
Worst result	35.78%	51.55%	50.66%	53.23%	53.25%
Responses	700	792	745	752	759

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

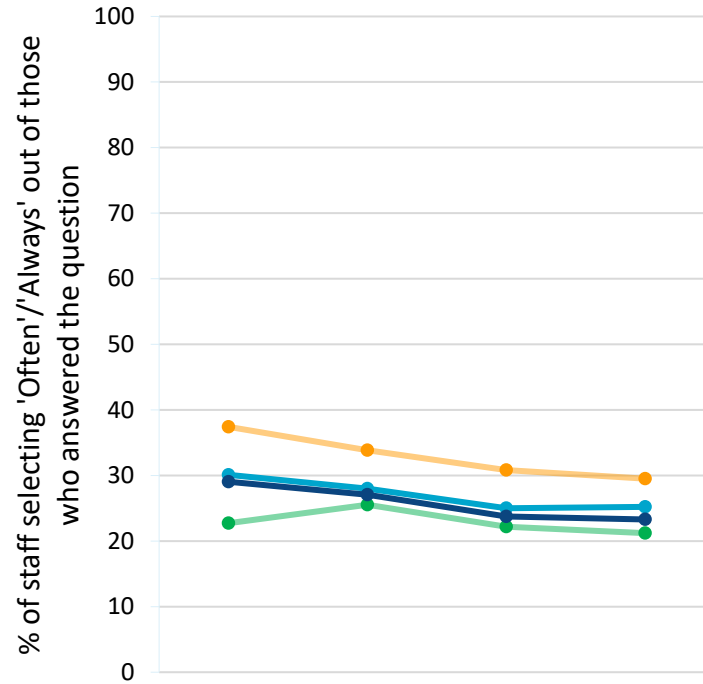


Q12a How often, if at all, do you find your work emotionally exhausting?



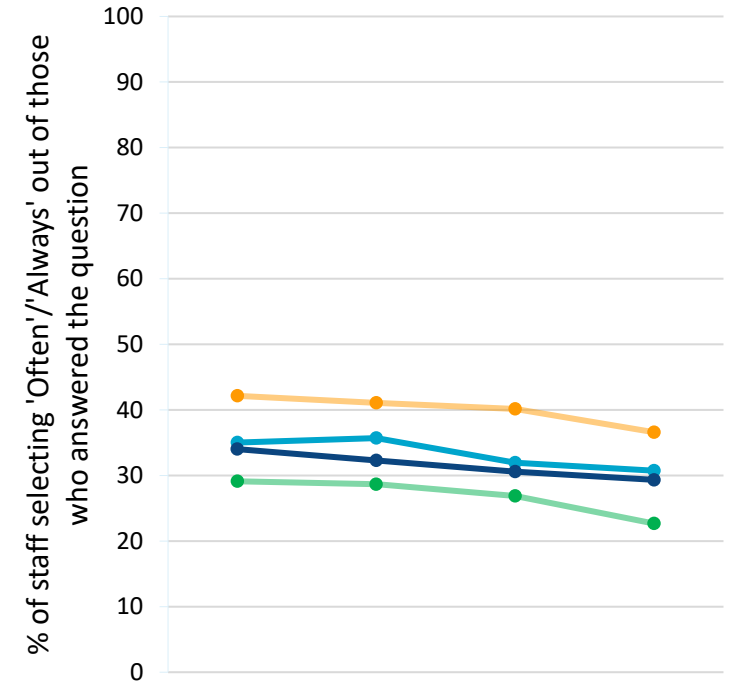
	2021	2022	2023	2024
Your org	33.65%	31.98%	29.94%	29.50%
Best result	32.27%	30.90%	27.50%	26.66%
Average result	36.40%	34.68%	32.07%	31.53%
Worst result	43.86%	41.12%	36.81%	36.50%
Responses	3206	3056	3563	3578

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



	2021	2022	2023	2024
Your org	29.04%	27.05%	23.74%	23.29%
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	3204	3055	3562	3568

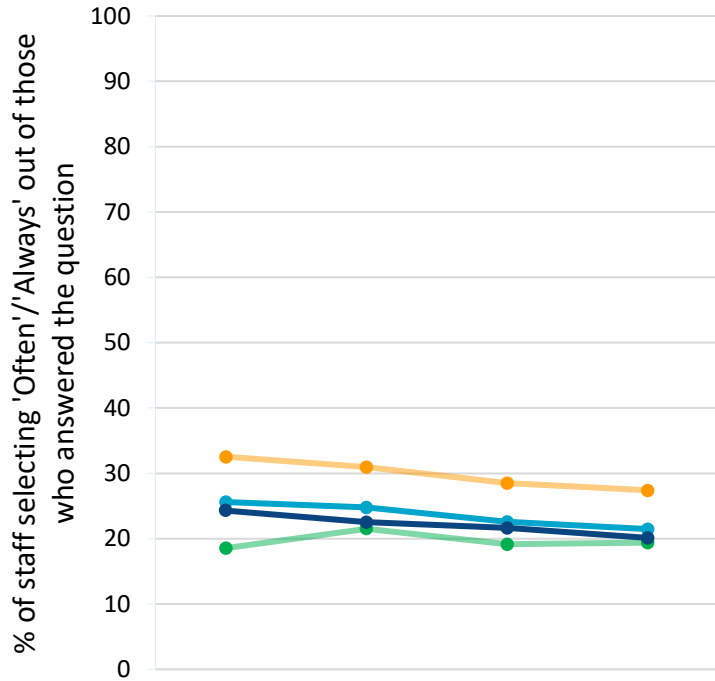
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	34.02%	32.29%	30.59%	29.34%
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	3202	3050	3560	3576

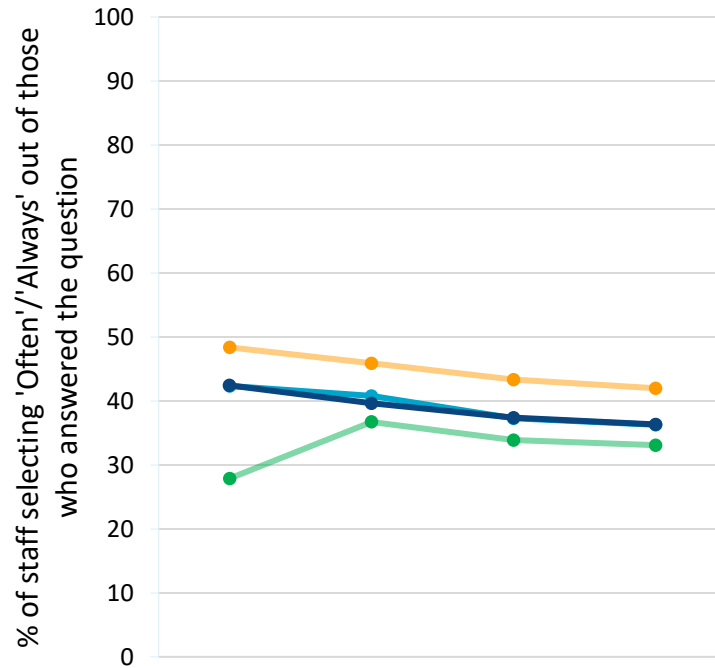


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



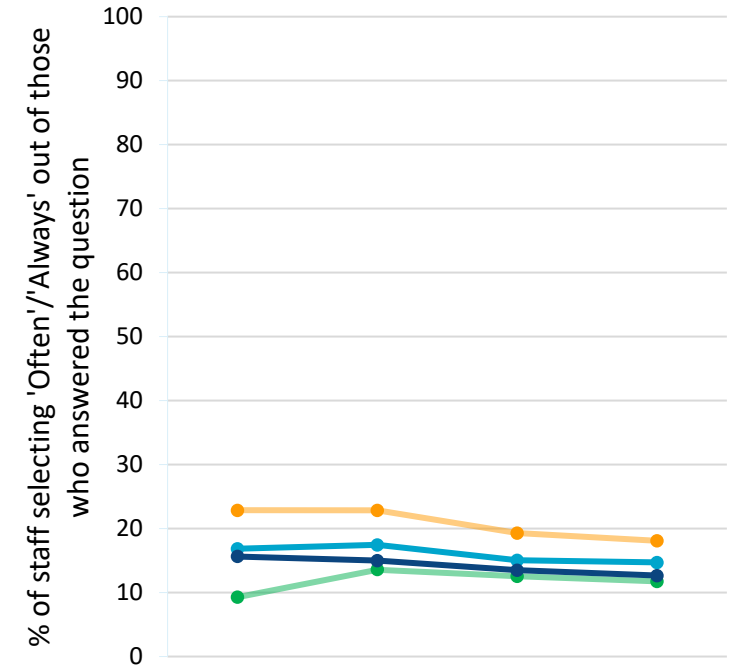
	2021	2022	2023	2024
Your org	24.30%	22.53%	21.67%	20.11%
Best result	18.54%	21.51%	19.14%	19.38%
Average result	25.60%	24.76%	22.60%	21.47%
Worst result	32.55%	30.96%	28.51%	27.40%
Responses	3198	3049	3554	3573

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



	2021	2022	2023	2024
Your org	42.43%	39.62%	37.40%	36.33%
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	3197	3046	3557	3574

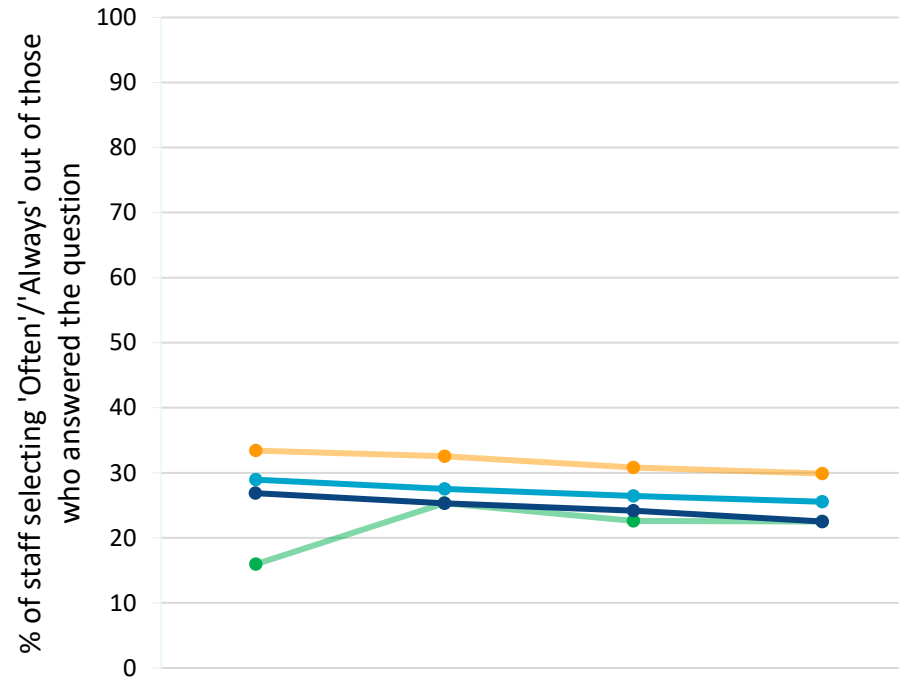
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	15.62%	14.98%	13.50%	12.66%
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	3196	3040	3560	3575



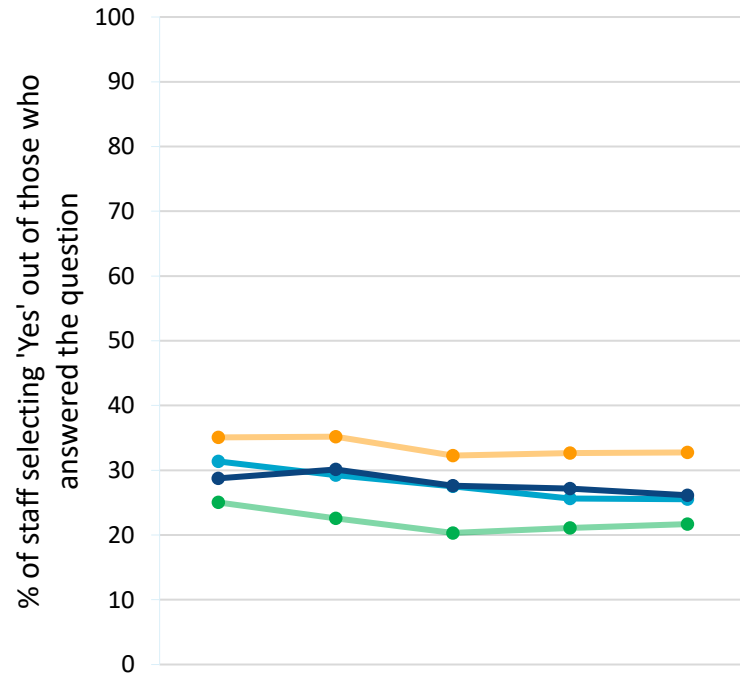
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024
Your org	26.87%	25.32%	24.18%	22.51%
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	3201	3050	3562	3579

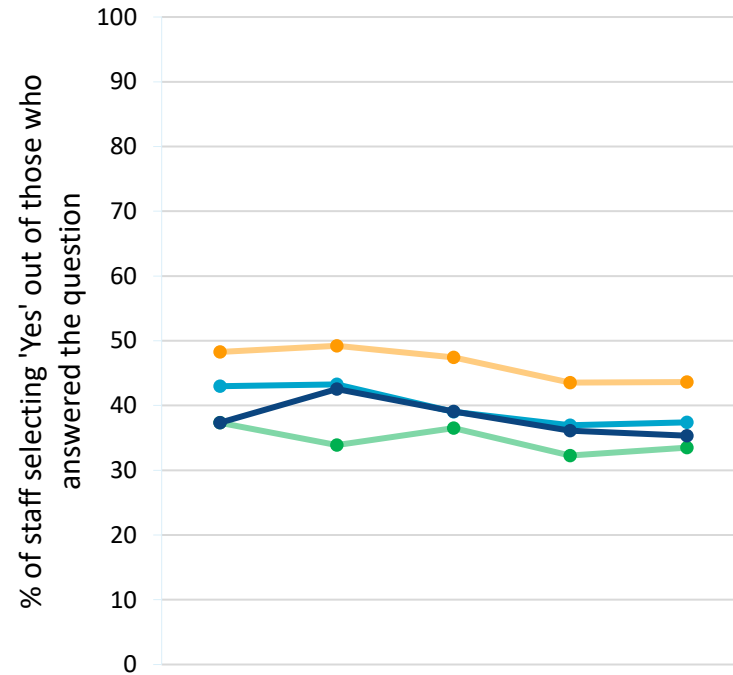


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



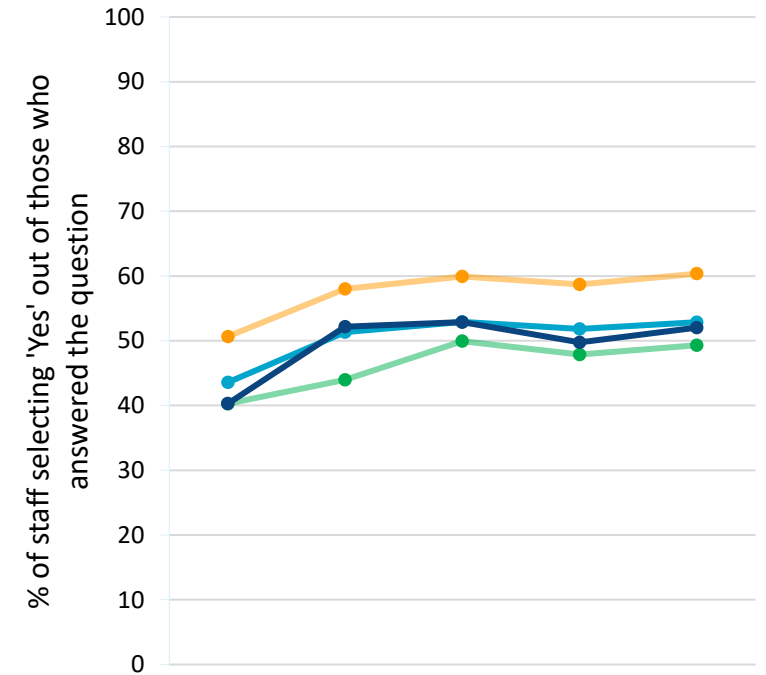
	2020	2021	2022	2023	2024
Your org	28.74%	30.12%	27.64%	27.17%	26.14%
Best result	25.03%	22.57%	20.32%	21.10%	21.68%
Average result	31.37%	29.23%	27.52%	25.64%	25.53%
Worst result	35.07%	35.19%	32.27%	32.66%	32.78%
Responses	3094	3187	3049	3559	3572

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



	2020	2021	2022	2023	2024
Your org	37.33%	42.54%	39.08%	36.09%	35.34%
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	3093	3190	3052	3559	3564

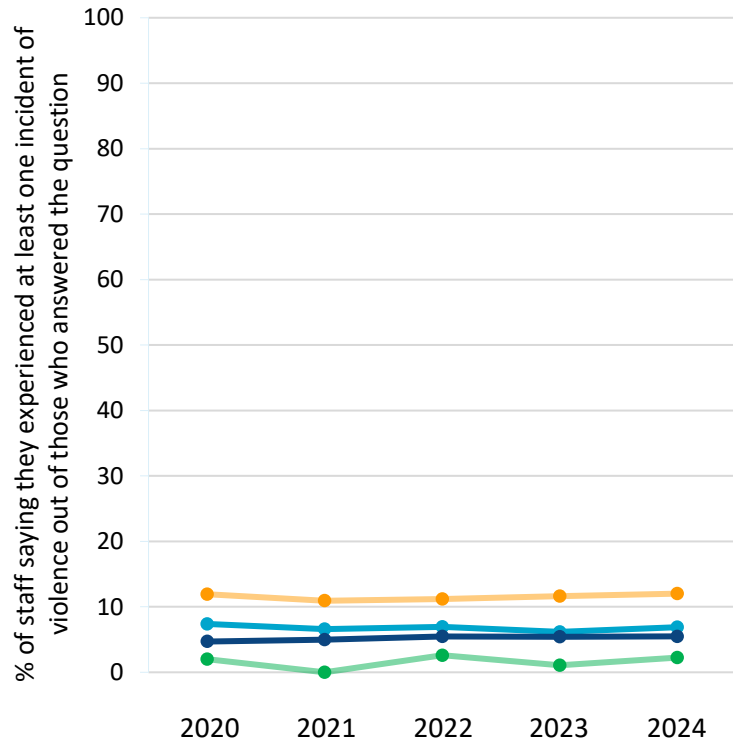
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2020	2021	2022	2023	2024
Your org	40.29%	52.20%	52.88%	49.73%	52.04%
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	3092	3190	3042	3557	3574

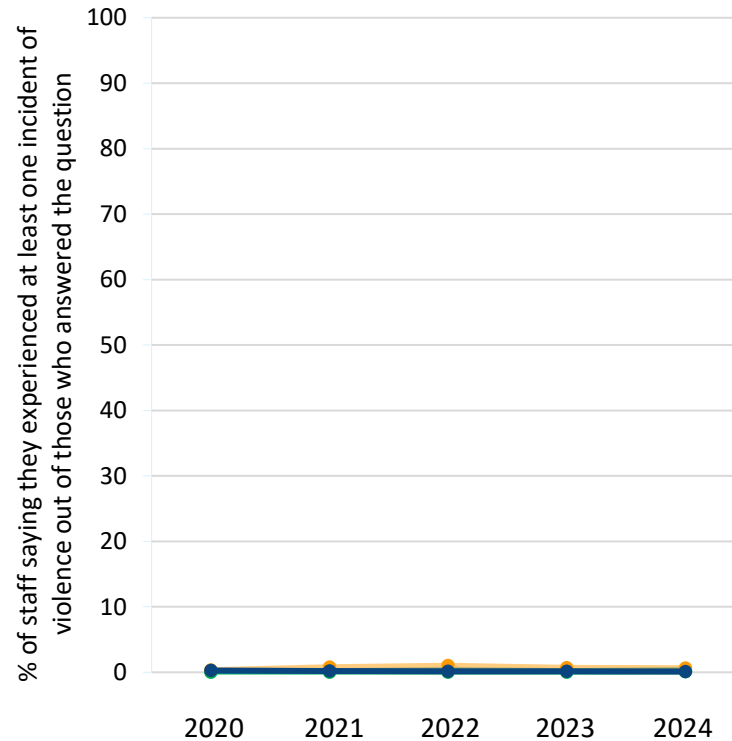


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



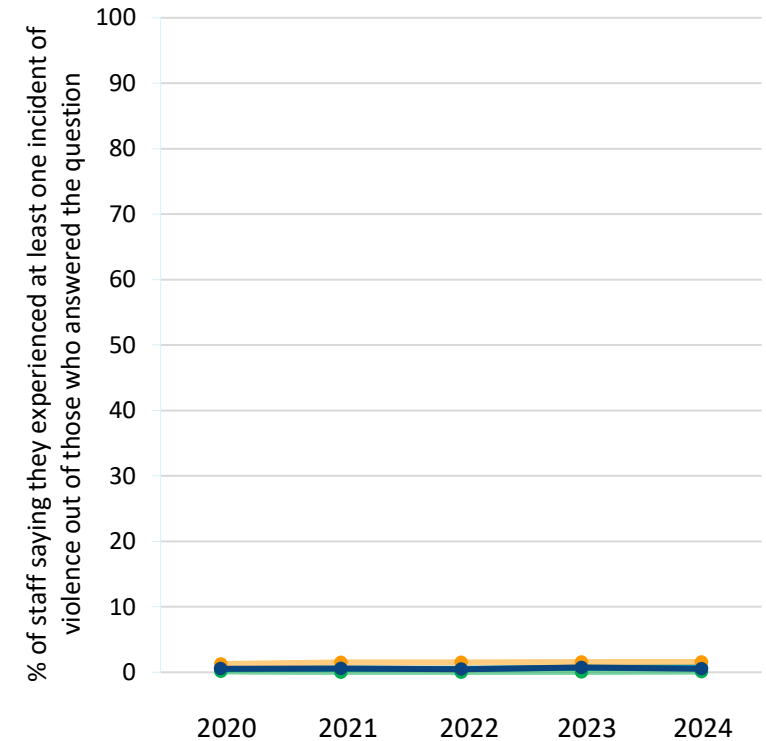
	2020	2021	2022	2023	2024
Your org	4.70%	4.98%	5.47%	5.44%	5.49%
Best result	2.02%	0.00%	2.61%	1.08%	2.26%
Average result	7.39%	6.60%	6.93%	6.18%	6.87%
Worst result	11.91%	10.93%	11.20%	11.63%	12.02%
Responses	3086	3205	3048	3482	3573

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



	2020	2021	2022	2023	2024
Your org	0.28%	0.18%	0.17%	0.13%	0.11%
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	3078	3193	3043	3452	3530

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

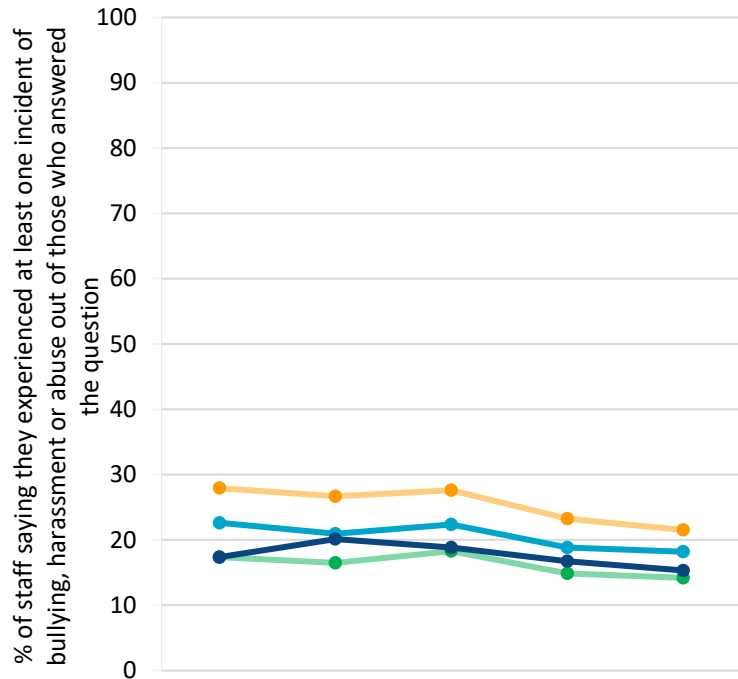


	2020	2021	2022	2023	2024
Your org	0.56%	0.58%	0.46%	0.74%	0.54%
Best result	0.12%	0.00%	0.00%	0.06%	0.11%
Average result	0.47%	0.53%	0.53%	0.66%	0.74%
Worst result	1.26%	1.53%	1.54%	1.54%	1.58%
Responses	3062	3165	3032	3416	3417

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.

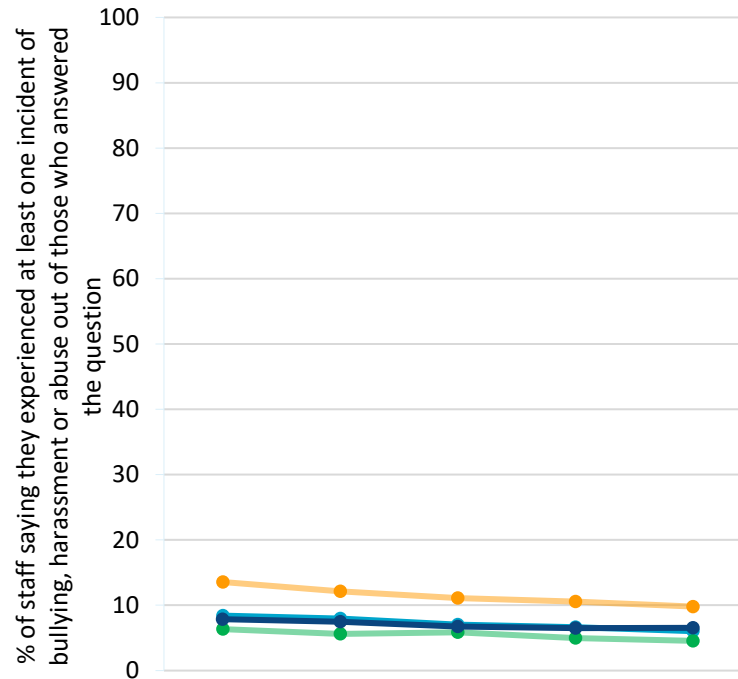


2020 2021 2022 2023 2024

Your org	17.35%	20.13%	18.86%	16.71%	15.33%
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 3082 3183 3040 3483 3570

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

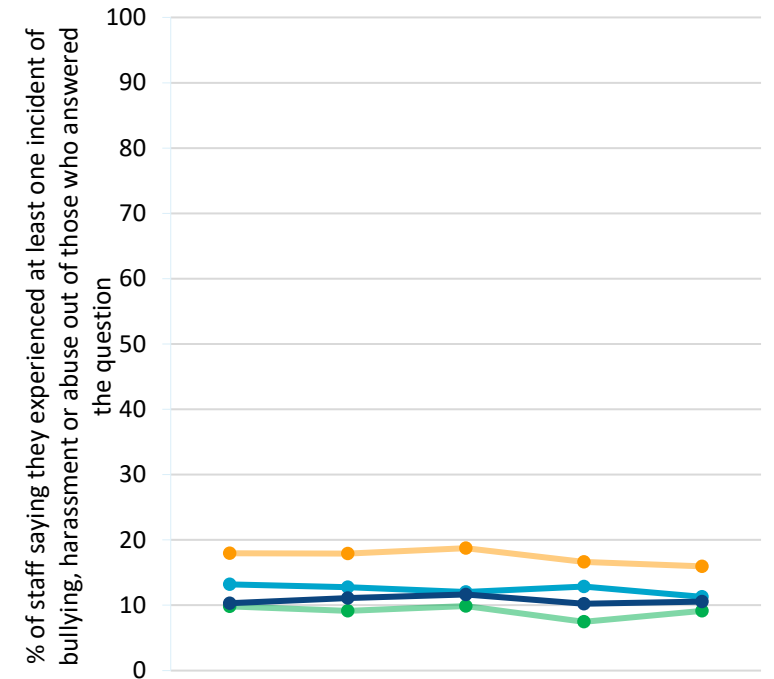


2020 2021 2022 2023 2024

Your org	7.87%	7.48%	6.75%	6.50%	6.55%
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 3069 3175 3026 3446 3546

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

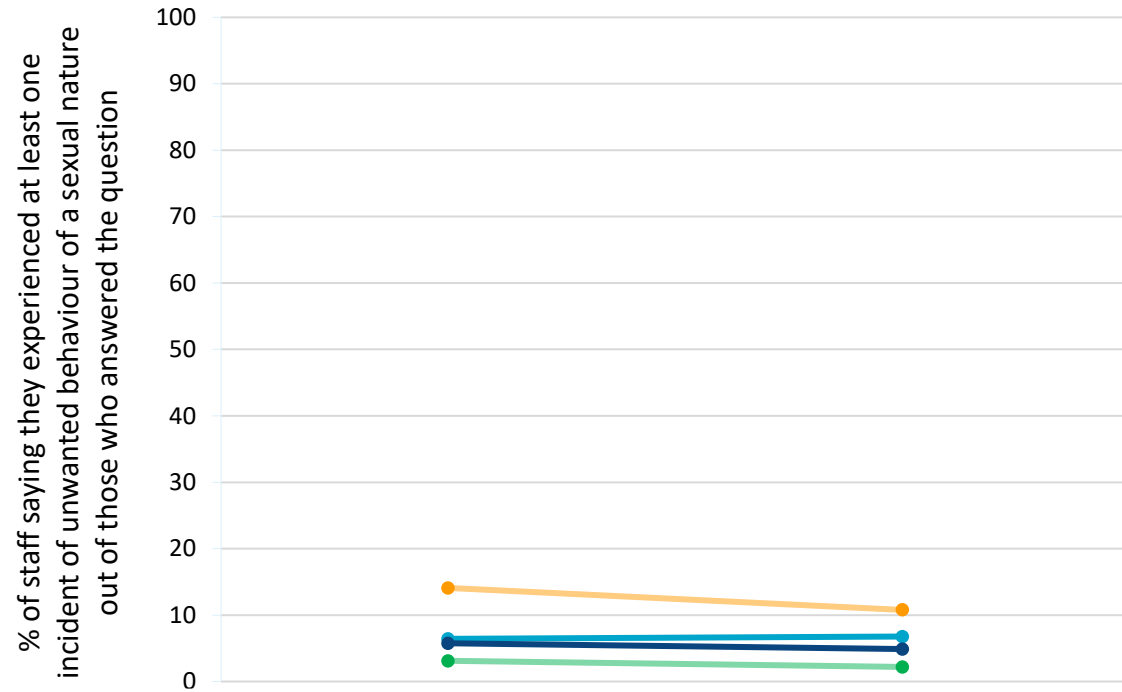
Your org	10.31%	11.11%	11.65%	10.24%	10.57%
Best result	9.84%	9.12%	9.88%	7.47%	9.15%
Average result	13.20%	12.77%	12.04%	12.85%	11.29%
Worst result	17.97%	17.93%	18.74%	16.64%	15.96%

Responses 3036 3160 3013 3456 3517

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	5.76%	4.89%
Best result	3.12%	2.20%
Average result	6.43%	6.77%
Worst result	14.09%	10.78%

Responses 3559 3577

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

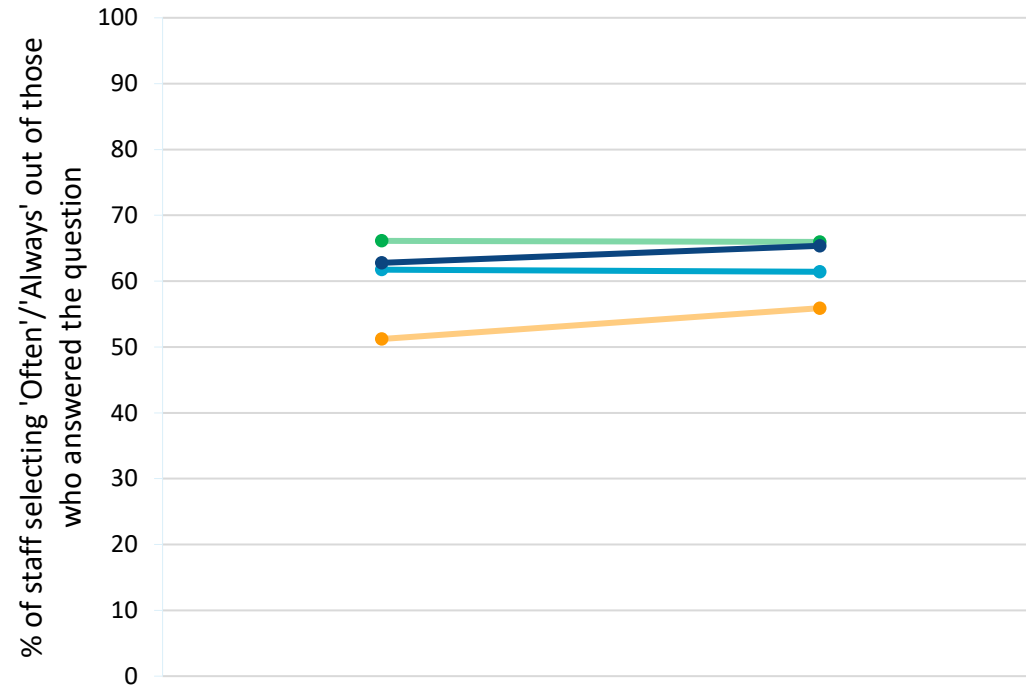
Your org	1.62%	1.40%
Best result	0.50%	0.71%
Average result	1.58%	1.43%
Worst result	4.72%	2.58%

Responses 3549 3563

*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	62.78%	65.37%
Best result	66.12%	65.96%
Average result	61.74%	61.42%
Worst result	51.21%	55.90%
Responses	3555	3569

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

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a*, Q23b, Q23c, Q23d

Other questions** - Q24f

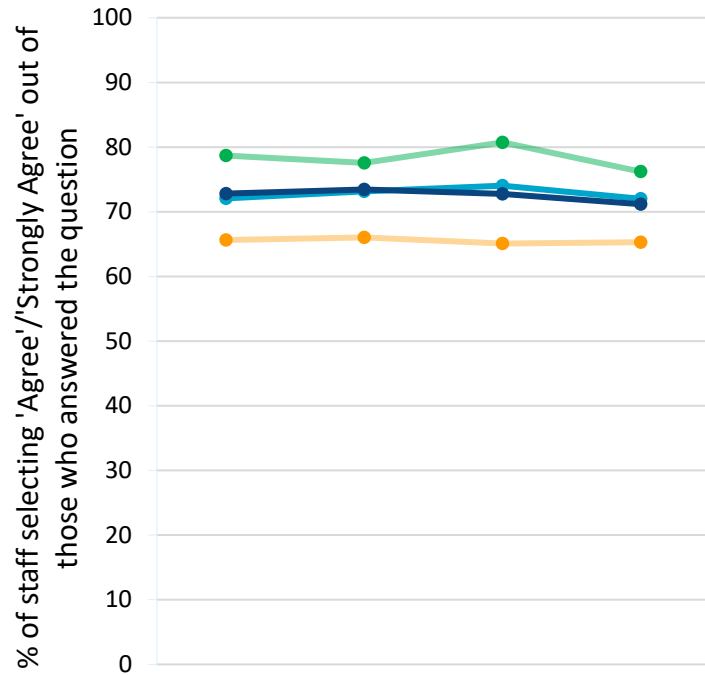
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**Q24f does not contribute to the calculation of any scores or sub-scores.

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

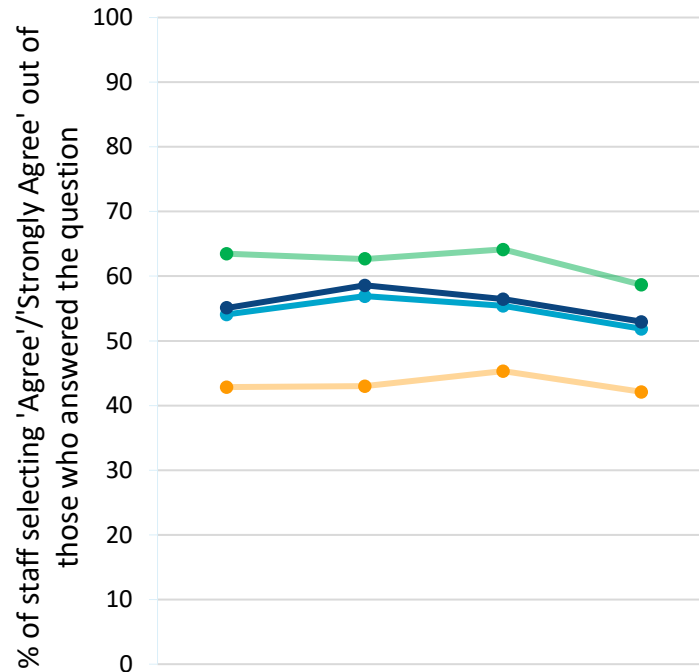


Q24a This organisation offers me challenging work.



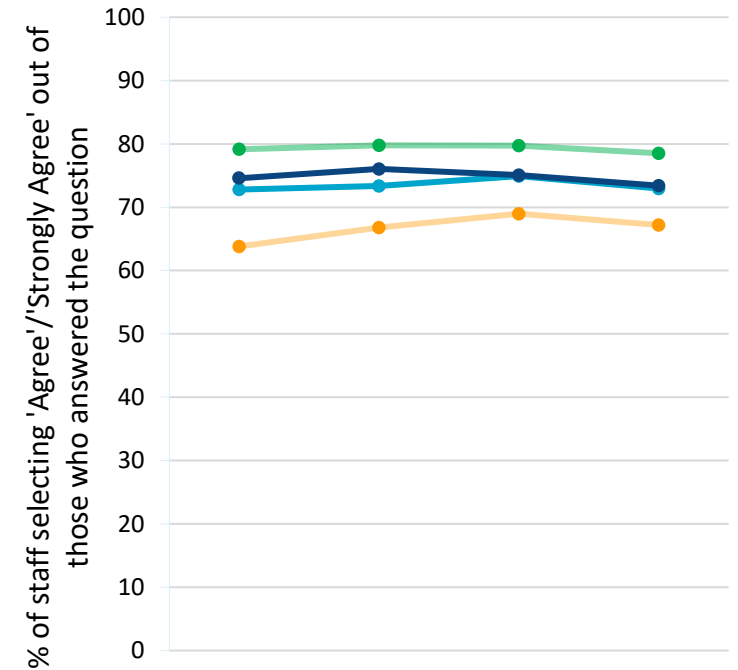
	2021	2022	2023	2024
Your org	72.79%	73.44%	72.78%	71.17%
Best result	78.69%	77.56%	80.73%	76.20%
Average result	72.05%	73.14%	74.03%	72.00%
Worst result	65.65%	66.03%	65.09%	65.30%
Responses	3192	3046	3556	3567

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



	2021	2022	2023	2024
Your org	55.09%	58.59%	56.44%	52.97%
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	3191	3052	3558	3570

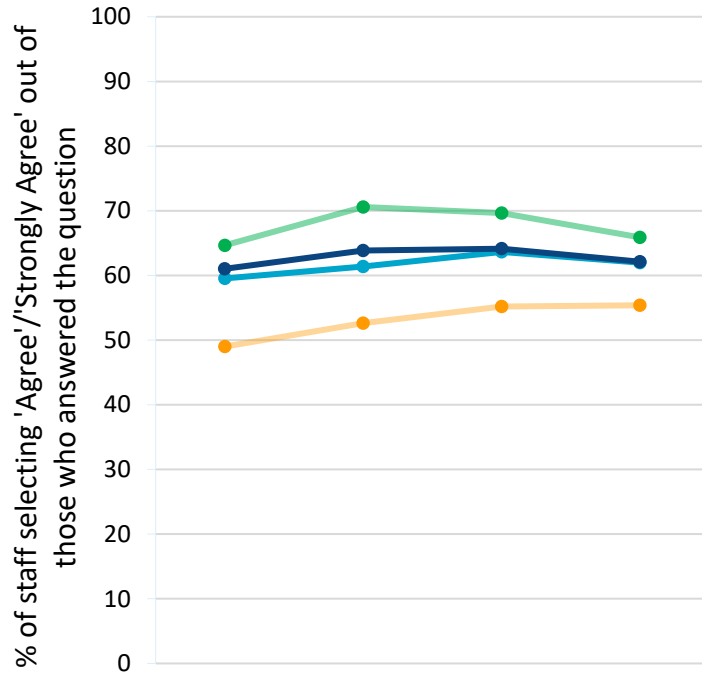
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	74.58%	76.06%	75.08%	73.41%
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	3192	3048	3556	3571

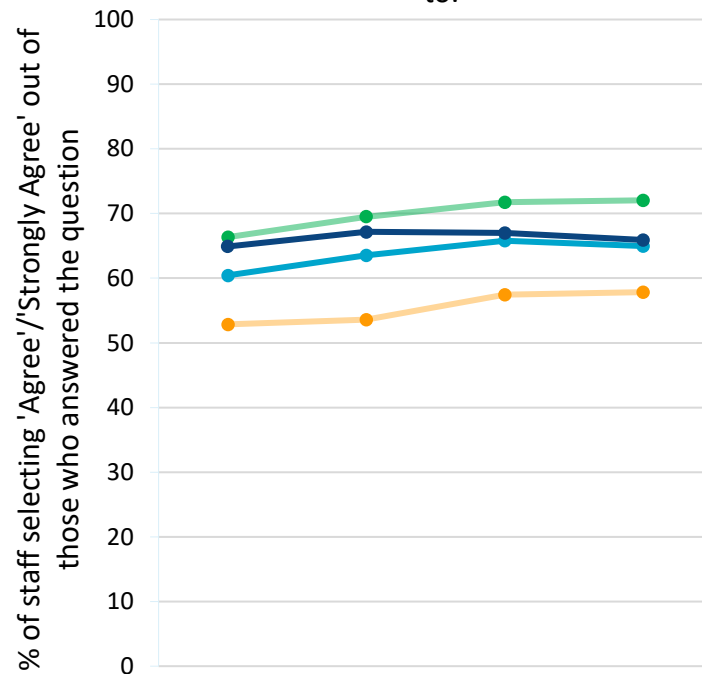


Q24d I feel supported to develop my potential.



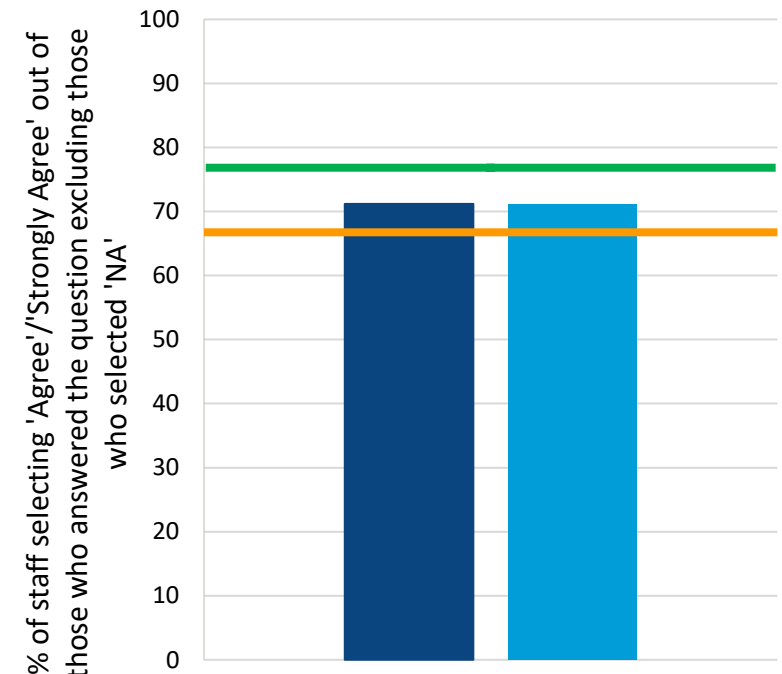
	2021	2022	2023	2024
Your org	61.03%	63.85%	64.13%	62.11%
Best result	64.67%	70.59%	69.67%	65.89%
Average result	59.54%	61.39%	63.64%	61.97%
Worst result	49.00%	52.62%	55.21%	55.39%
Responses	3192	3051	3557	3569

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



	2021	2022	2023	2024
Your org	64.90%	67.17%	67.01%	65.91%
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	3178	3047	3557	3566

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

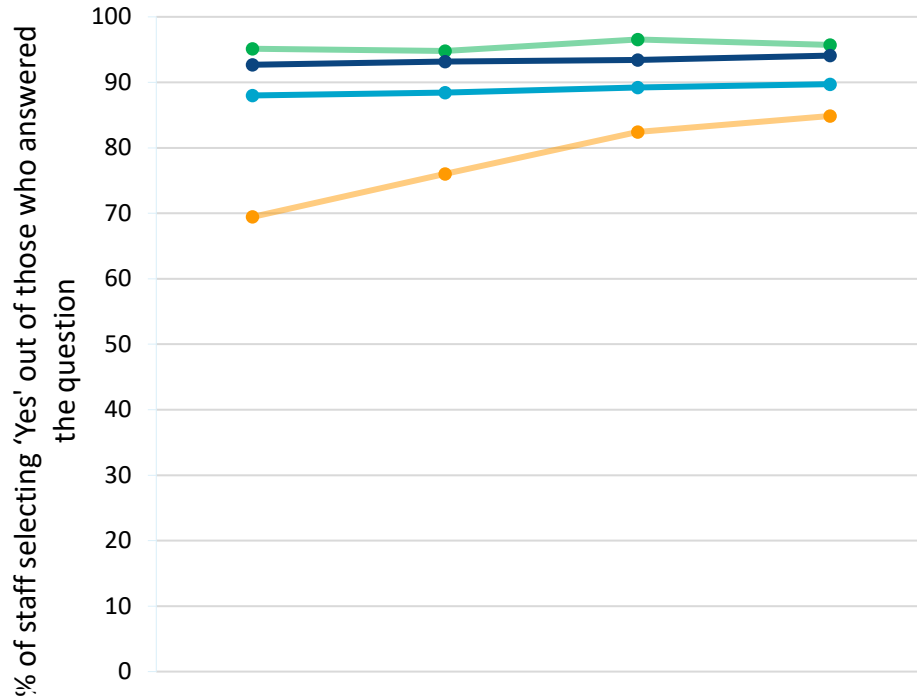


	2024
Your org	71.19%
Best result	76.84%
Average result	71.14%
Worst result	66.75%
Responses	2914

*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.



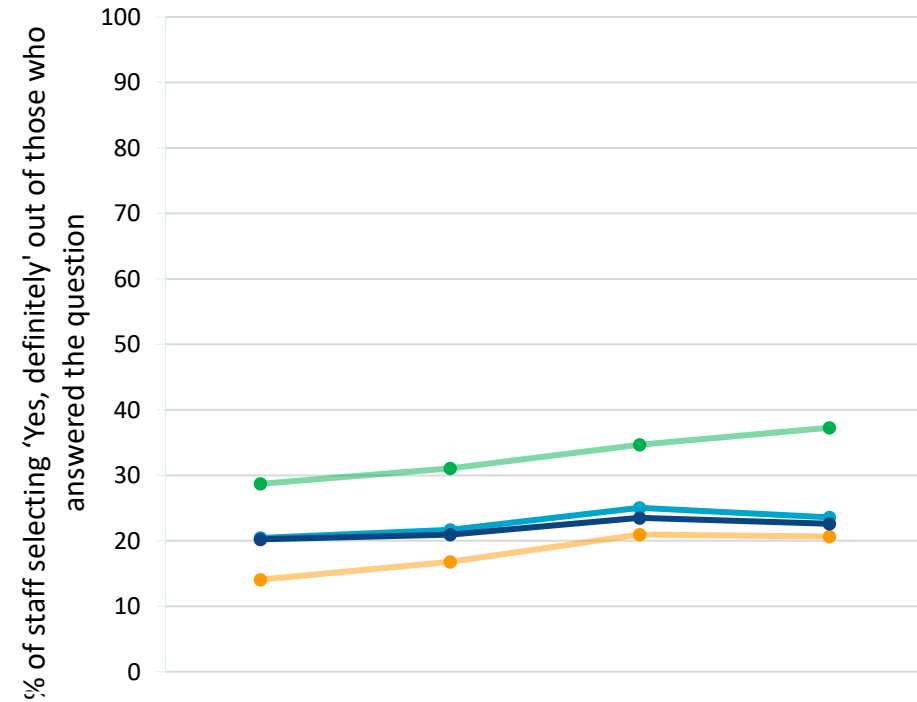
Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	92.68%	93.18%	93.41%	94.08%
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 3185 3038 3513 3539

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



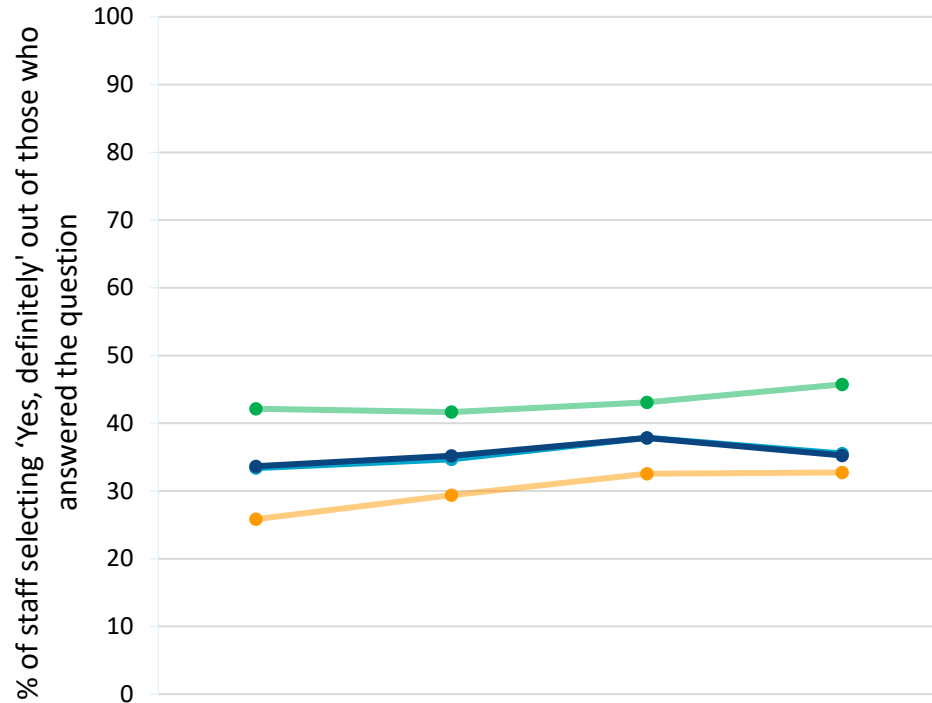
	2021	2022	2023	2024
Your org	20.23%	20.95%	23.51%	22.61%
Best result	28.70%	31.07%	34.66%	37.27%
Average result	20.43%	21.68%	25.03%	23.56%
Worst result	14.07%	16.81%	20.96%	20.65%

Responses 2939 2819 3258 3289

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

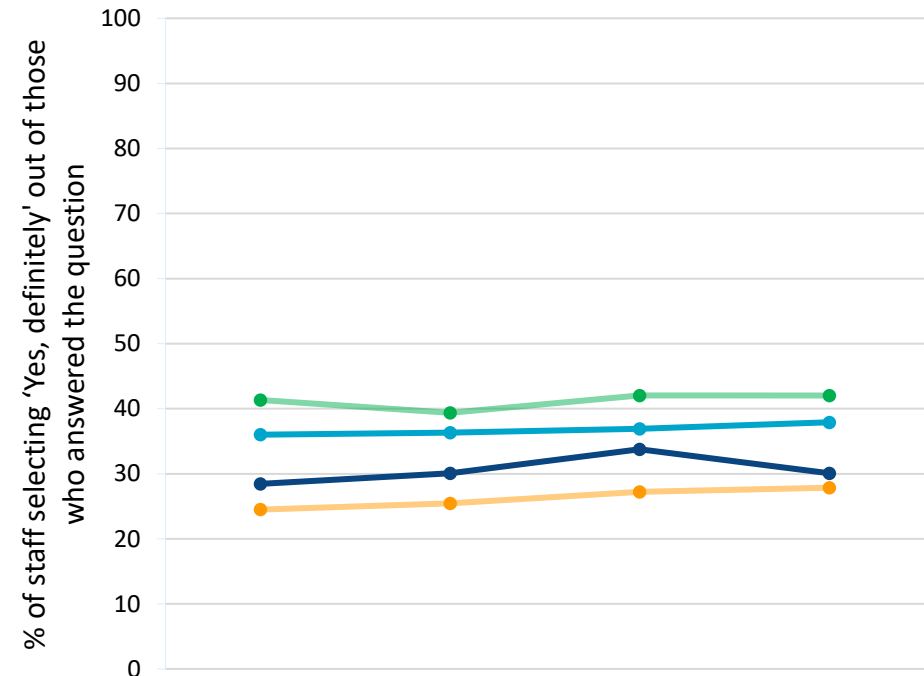


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	33.66%	35.18%	37.83%	35.23%
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	2929	2811	3257	3290

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



	2021	2022	2023	2024
Your org	28.45%	30.10%	33.76%	30.07%
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	2930	2813	3259	3292

People Promise element – We work flexibly



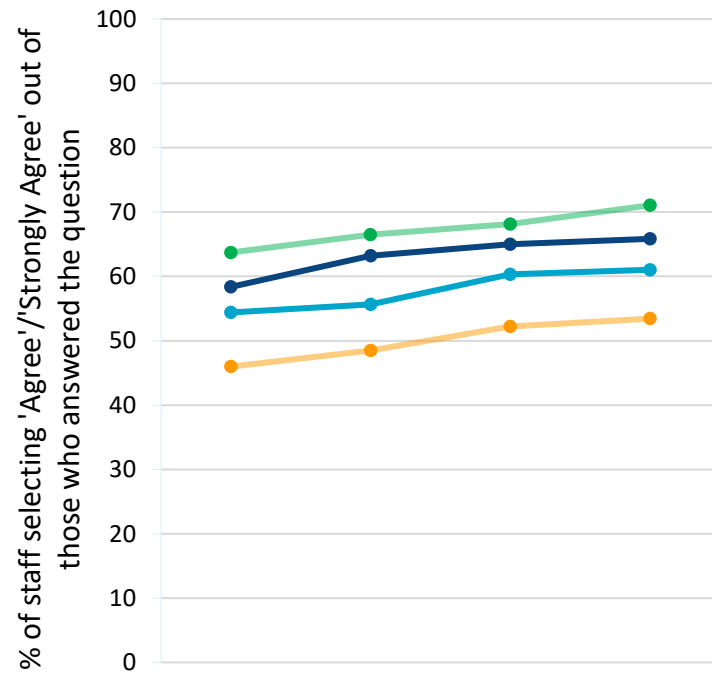
Questions included:

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

Flexible working – Q4d

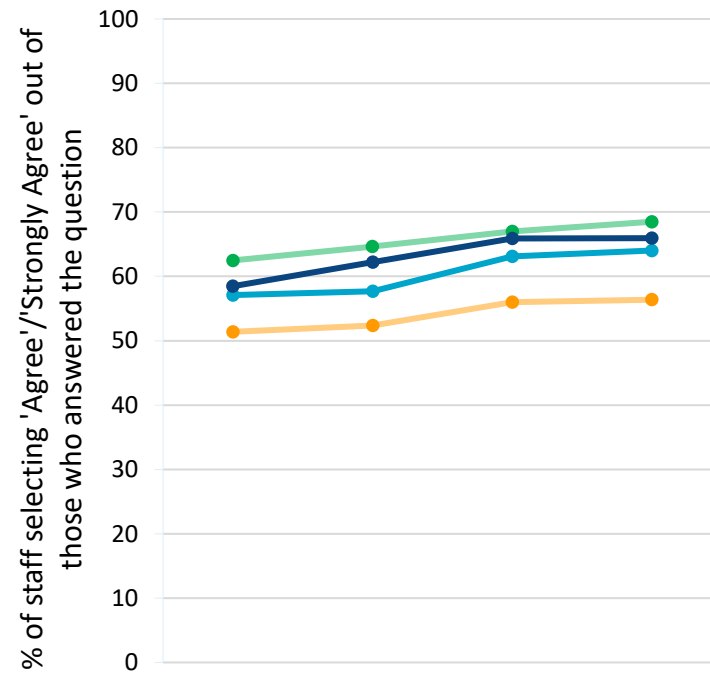


Q6b My organisation is committed to helping me balance my work and home life.



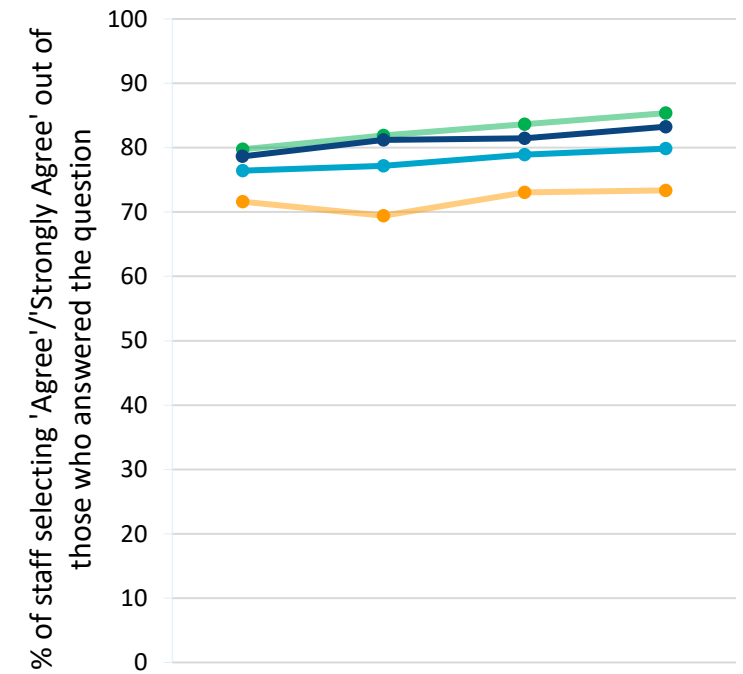
	2021	2022	2023	2024
Your org	58.36%	63.22%	65.00%	65.83%
Best result	63.71%	66.48%	68.13%	71.05%
Average result	54.39%	55.62%	60.32%	61.03%
Worst result	45.98%	48.46%	52.21%	53.43%
Responses	3200	3056	3559	3572

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



	2021	2022	2023	2024
Your org	58.47%	62.22%	65.87%	65.94%
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	3194	3056	3556	3571

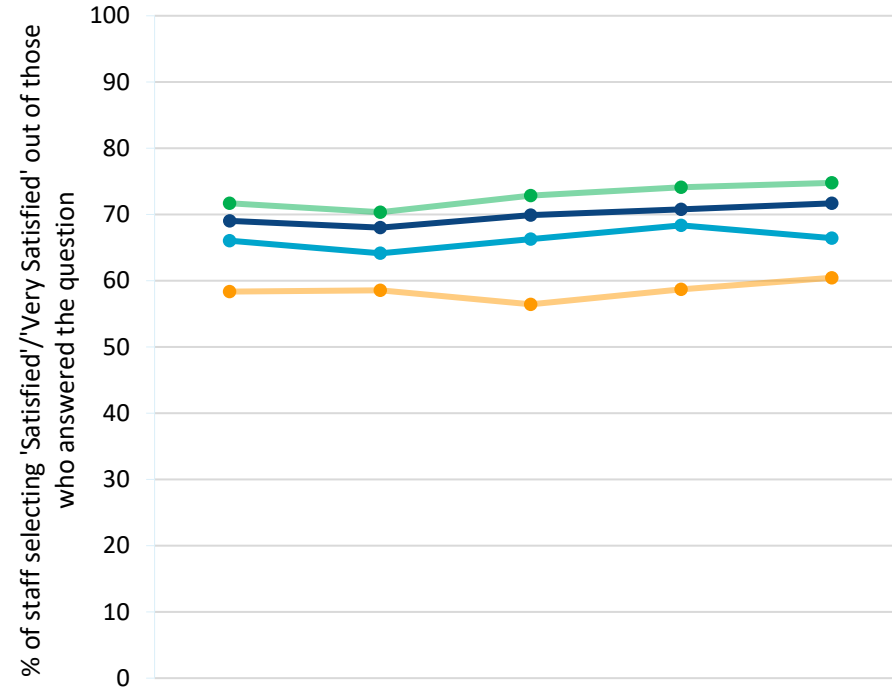
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	78.64%	81.19%	81.45%	83.26%
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	3193	3055	3559	3572



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	69.02%	68.02%	69.89%	70.78%	71.68%
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	3083	3195	3046	3550	3573

People Promise element – We are a team



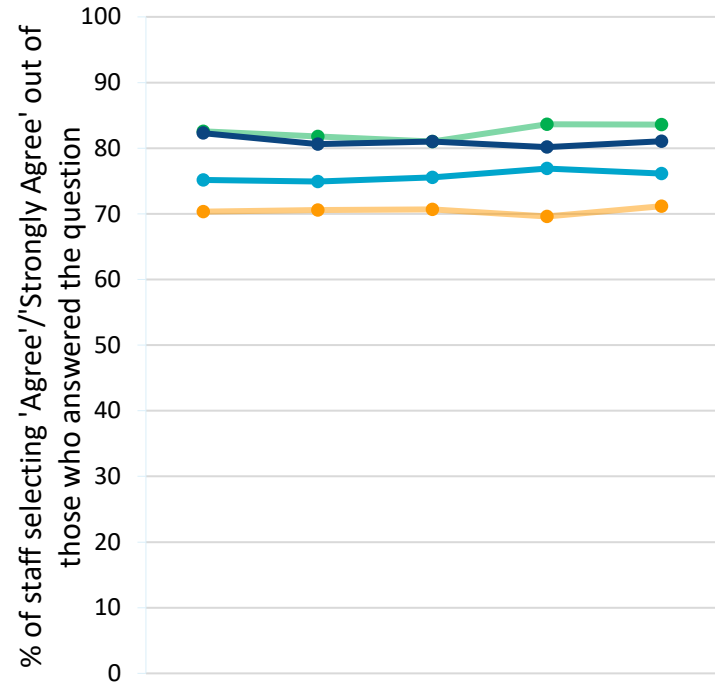
Questions included:

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.

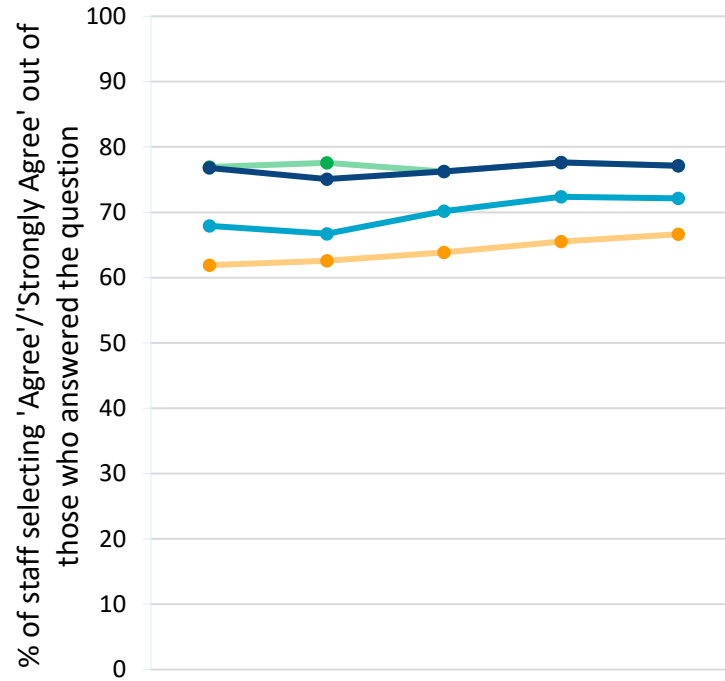


2020 2021 2022 2023 2024

Your org	82.29%	80.62%	81.01%	80.16%	81.08%
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 3057 3198 3055 3555 3574

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

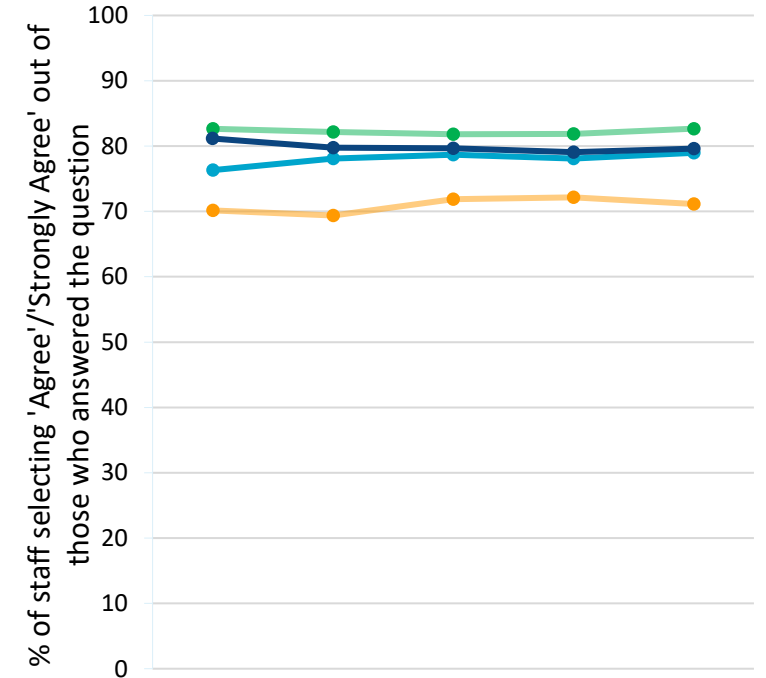


2020 2021 2022 2023 2024

Your org	76.79%	75.09%	76.24%	77.63%	77.15%
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 3081 3201 3054 3560 3578

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



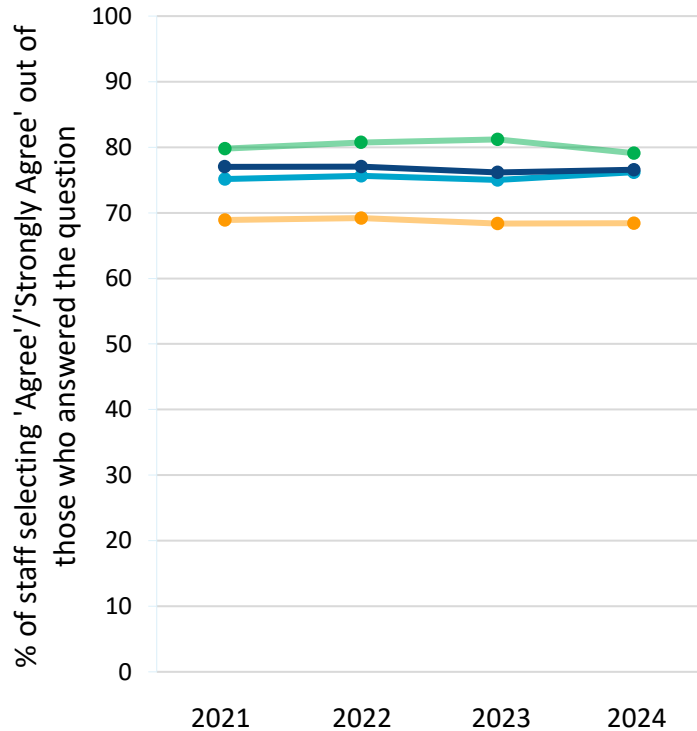
2020 2021 2022 2023 2024

Your org	81.16%	79.76%	79.67%	79.08%	79.60%
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 3085 3201 3053 3561 3577

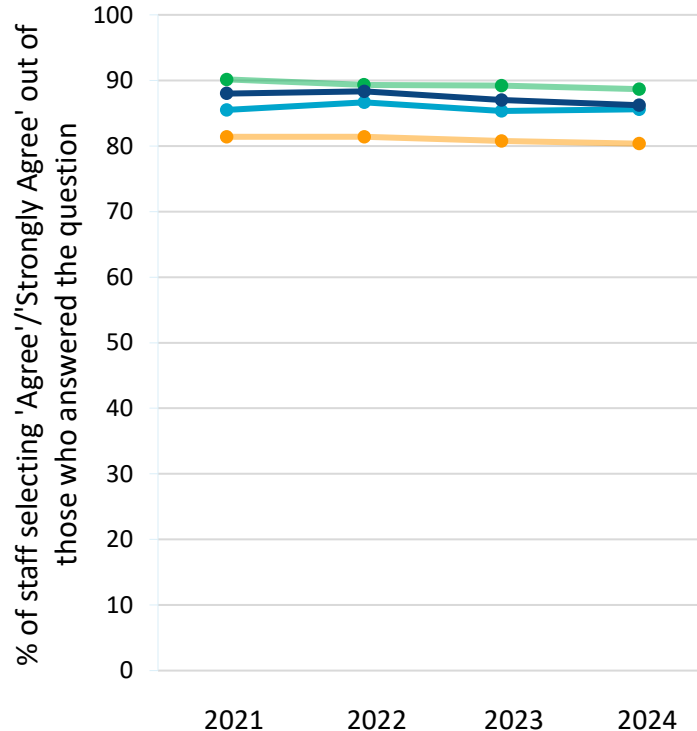


Q7d Team members understand each other's roles.



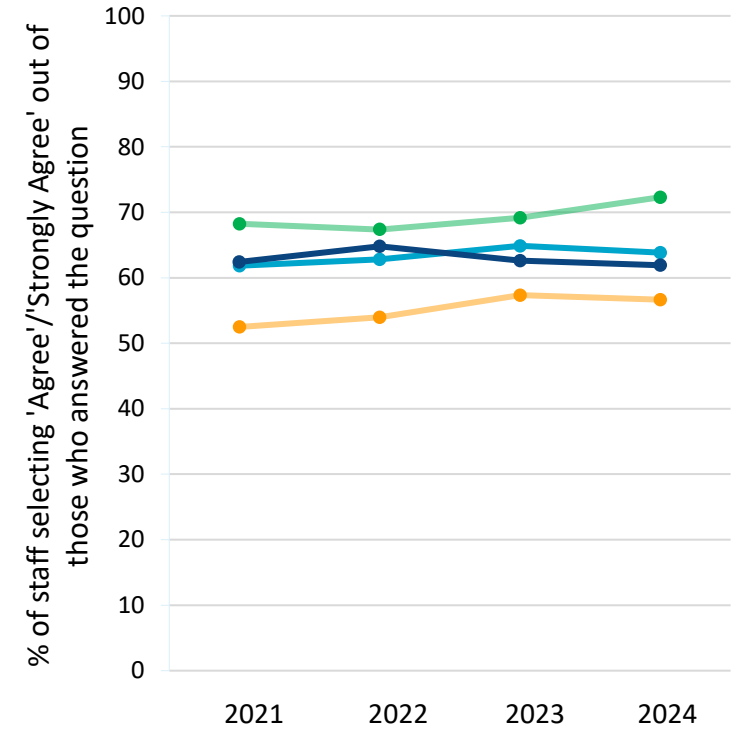
	2021	2022	2023	2024
Your org	77.03%	77.04%	76.16%	76.55%
Best result	79.79%	80.73%	81.20%	79.10%
Average result	75.17%	75.63%	75.01%	76.20%
Worst result	68.89%	69.20%	68.36%	68.41%
Responses	3197	3056	3562	3576

Q7e I enjoy working with the colleagues in my team.

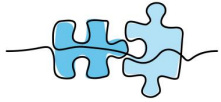


	2021	2022	2023	2024
Your org	88.01%	88.33%	86.99%	86.22%
Best result	90.15%	89.32%	89.20%	88.67%
Average result	85.48%	86.66%	85.34%	85.60%
Worst result	81.39%	81.41%	80.78%	80.36%
Responses	3193	3053	3559	3573

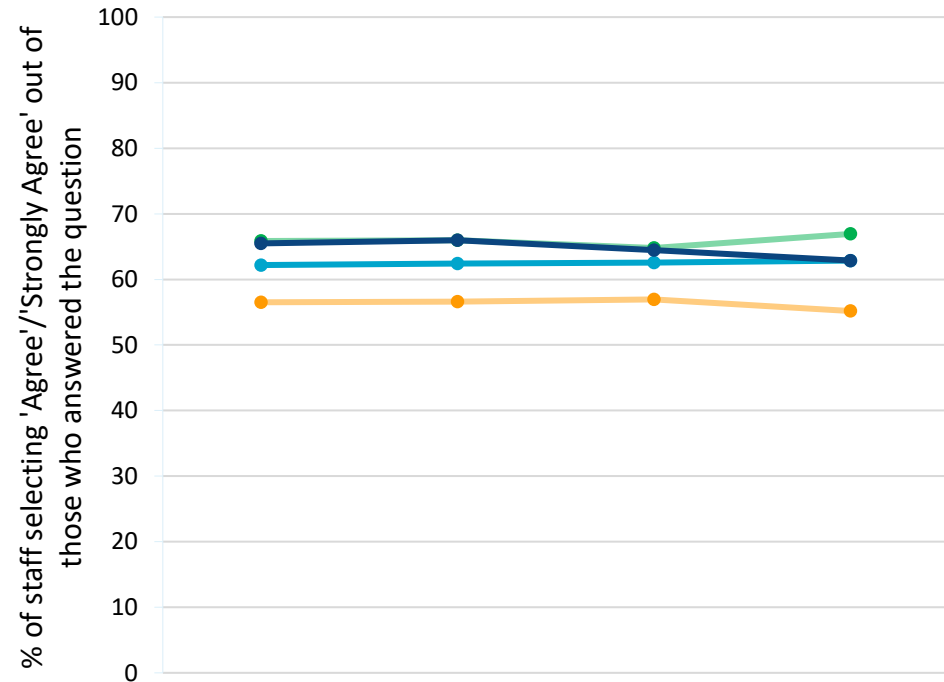
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024
Your org	62.42%	64.81%	62.61%	61.92%
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	3192	3056	3553	3575

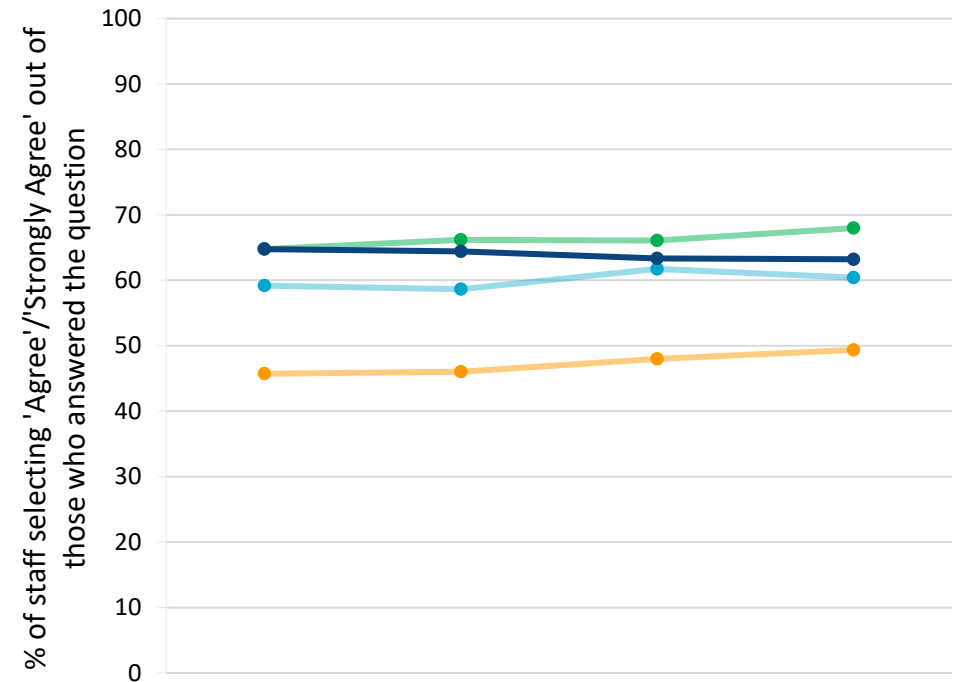


Q7g In my team disagreements are dealt with constructively.

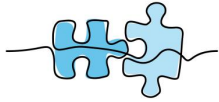


	2021	2022	2023	2024
Your org	65.49%	65.97%	64.45%	62.87%
Best result	65.86%	65.97%	64.79%	66.93%
Average result	62.19%	62.42%	62.57%	62.87%
Worst result	56.53%	56.63%	56.95%	55.18%
Responses	3192	3048	3556	3561

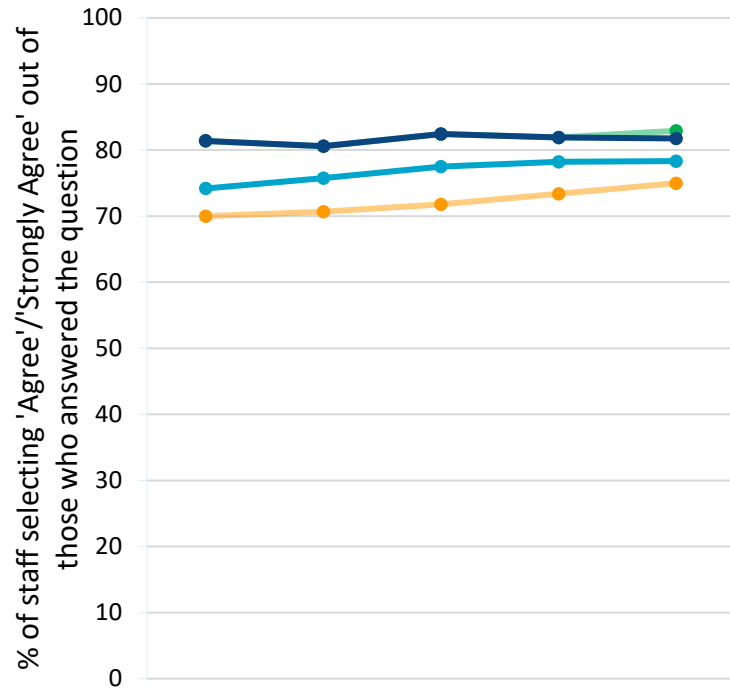
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024
Your org	64.76%	64.43%	63.34%	63.22%
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	3199	3055	3559	3577



Q9a My immediate manager encourages me at work.

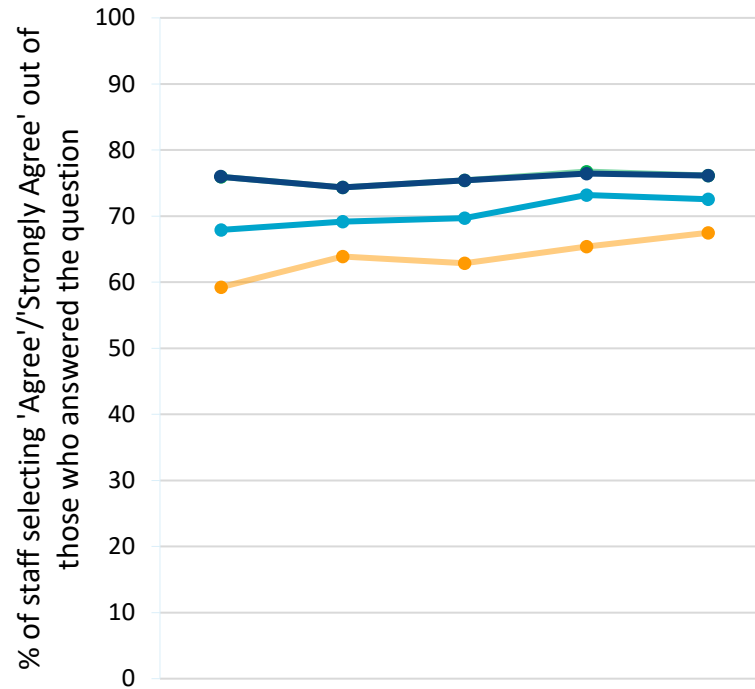


2020 2021 2022 2023 2024

Your org	81.39%	80.58%	82.43%	81.88%	81.74%
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 3094 3206 3059 3557 3574

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

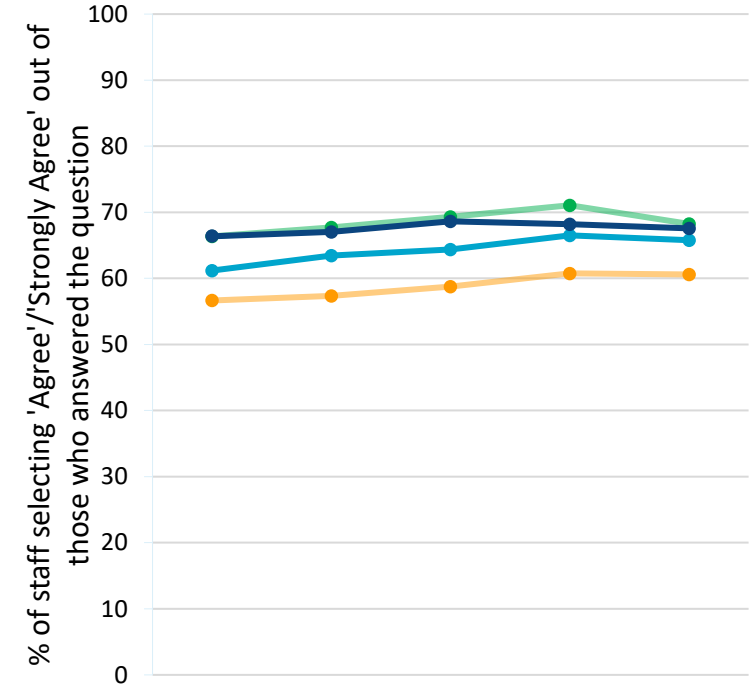


2020 2021 2022 2023 2024

Your org	75.95%	74.34%	75.39%	76.44%	76.15%
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 3088 3200 3051 3559 3573

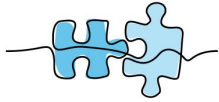
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



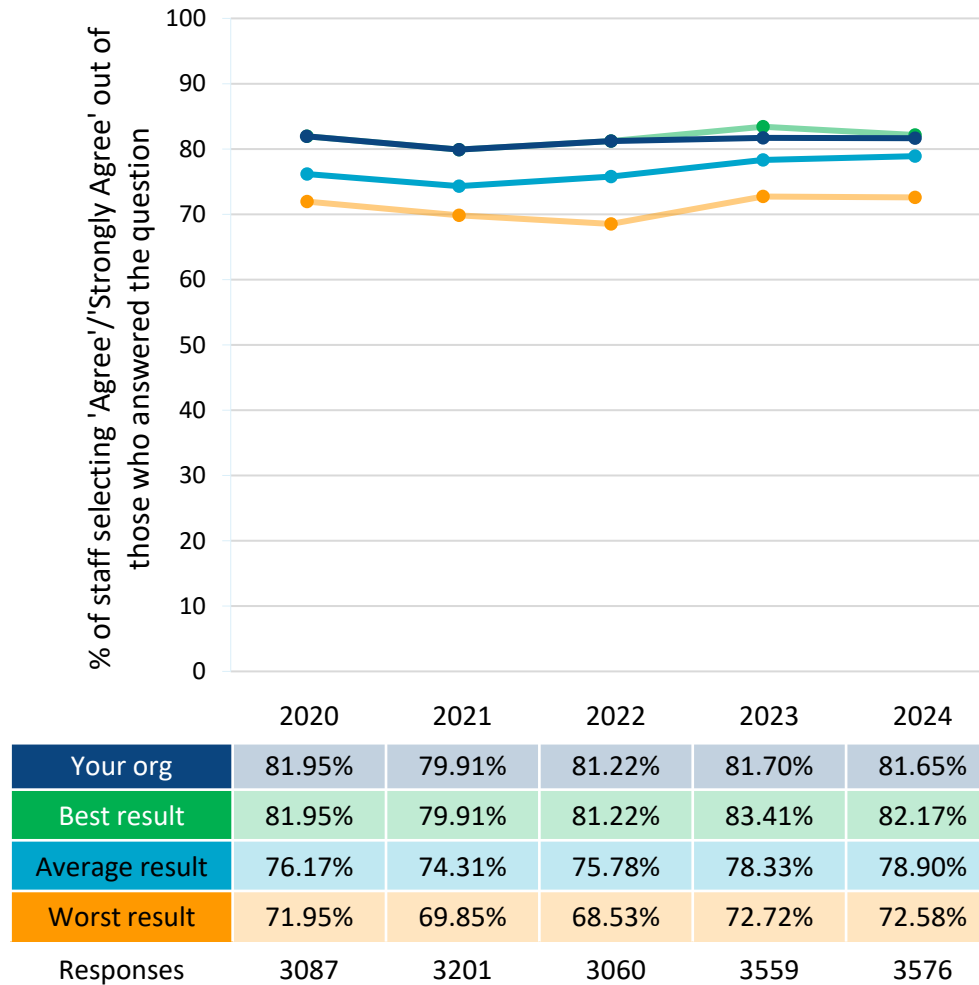
2020 2021 2022 2023 2024

Your org	66.37%	67.05%	68.63%	68.22%	67.58%
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 3087 3200 3056 3559 3577



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



Theme – Staff engagement



Questions included:

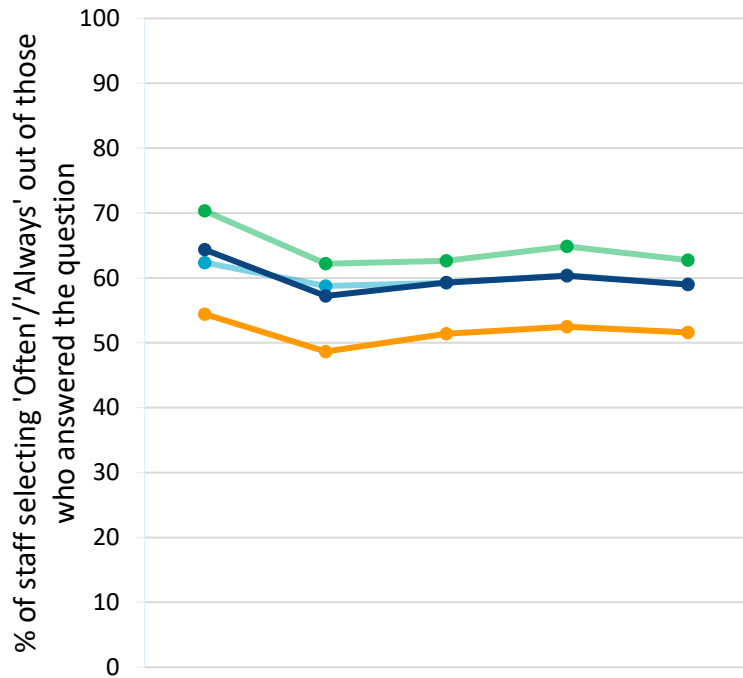
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

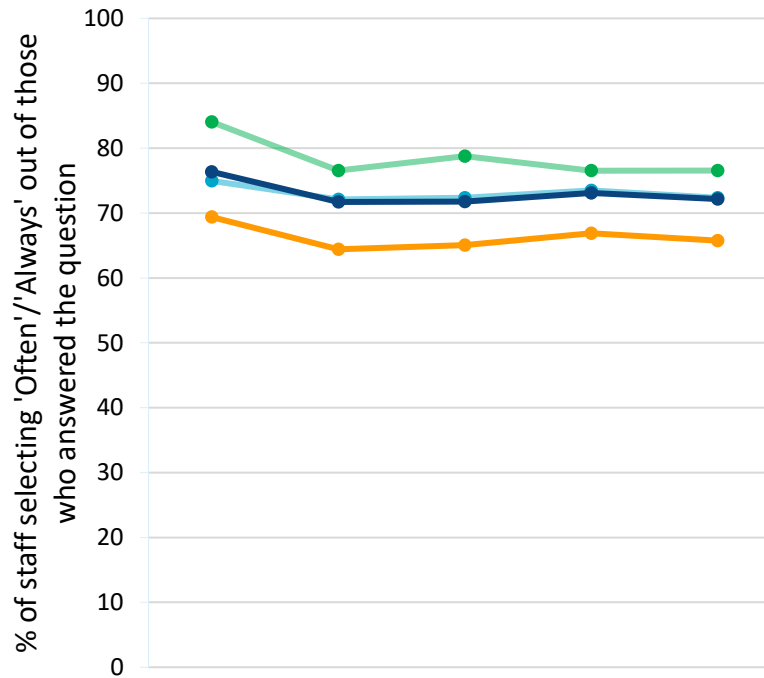
Advocacy – Q25a, Q25c, Q25d



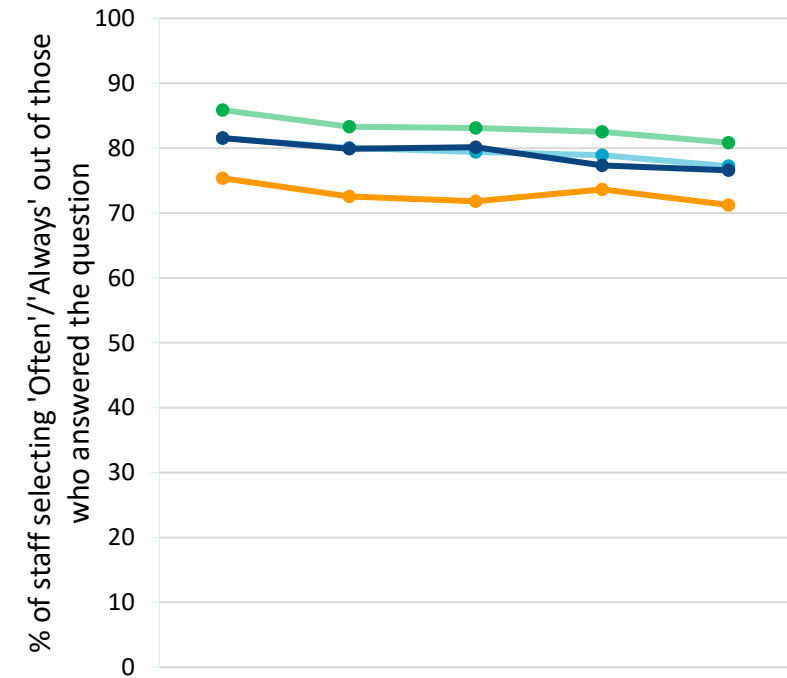
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



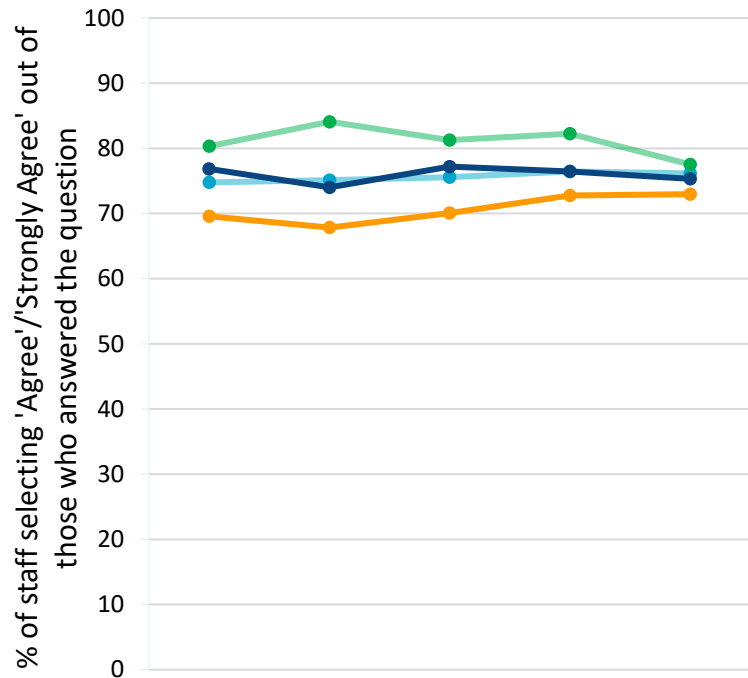
	2020	2021	2022	2023	2024
Your org	64.34%	57.22%	59.28%	60.34%	58.97%
Best result	70.32%	62.18%	62.65%	64.86%	62.75%
Average result	62.35%	58.76%	59.22%	60.44%	58.99%
Worst result	54.42%	48.66%	51.40%	52.47%	51.61%
Responses	3093	3193	3048	3553	3561

	2020	2021	2022	2023	2024
Your org	76.35%	71.70%	71.76%	73.08%	72.15%
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	3076	3176	3033	3541	3551

	2020	2021	2022	2023	2024
Your org	81.54%	79.88%	80.12%	77.32%	76.58%
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	3082	3178	3038	3546	3546

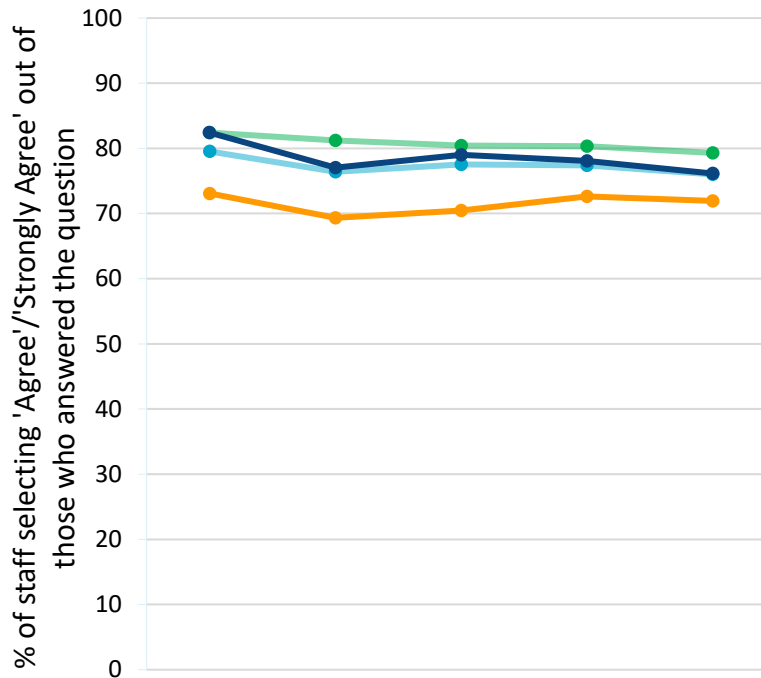


Q3c There are frequent opportunities for me to show initiative in my role.



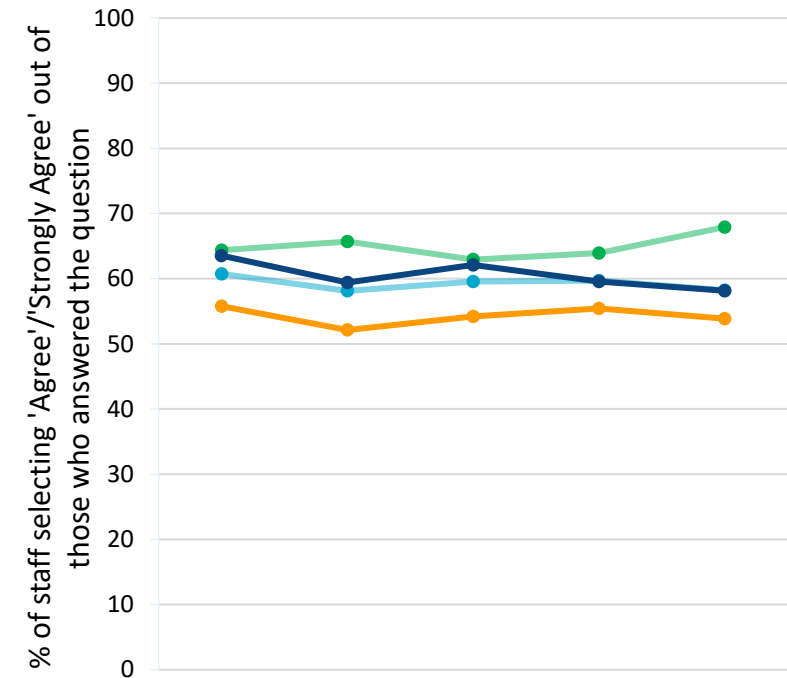
	2020	2021	2022	2023	2024
Your org	76.85%	74.02%	77.20%	76.43%	75.30%
Best result	80.35%	84.09%	81.27%	82.24%	77.55%
Average result	74.78%	75.12%	75.57%	76.46%	76.14%
Worst result	69.60%	67.84%	70.05%	72.78%	72.97%
Responses	3099	3200	3052	3561	3576

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



	2020	2021	2022	2023	2024
Your org	82.42%	77.06%	79.01%	78.05%	76.14%
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	3093	3187	3052	3566	3574

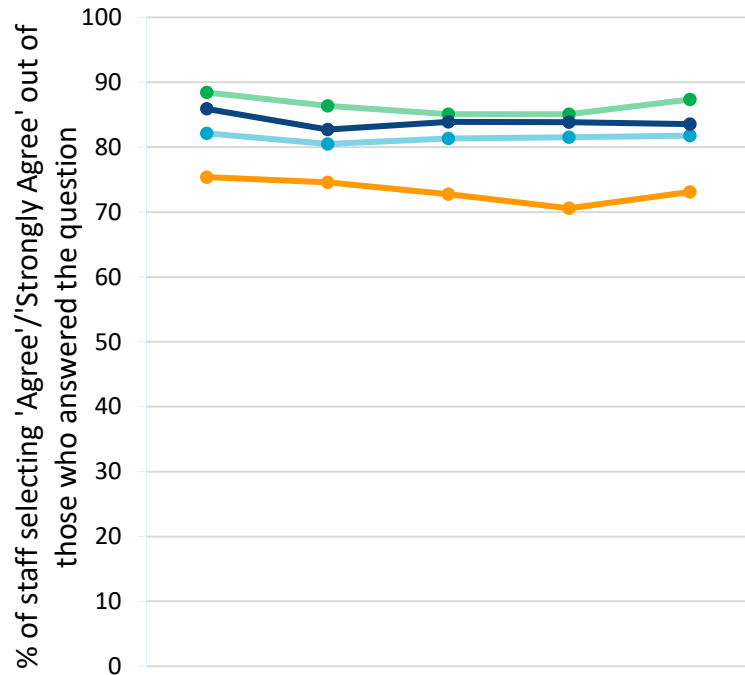
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	63.54%	59.41%	62.12%	59.55%	58.15%
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	3085	3182	3046	3559	3571

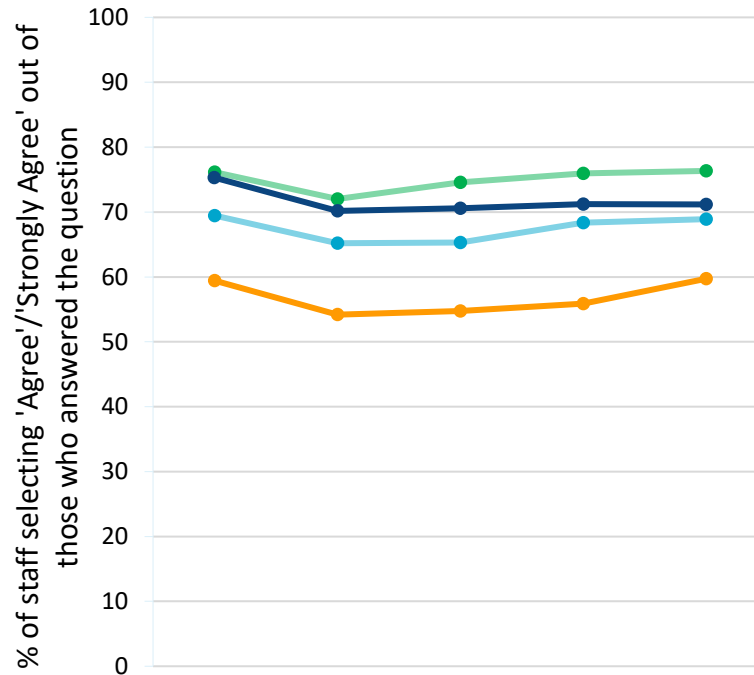


Q25a Care of patients / service users is my organisation's top priority.



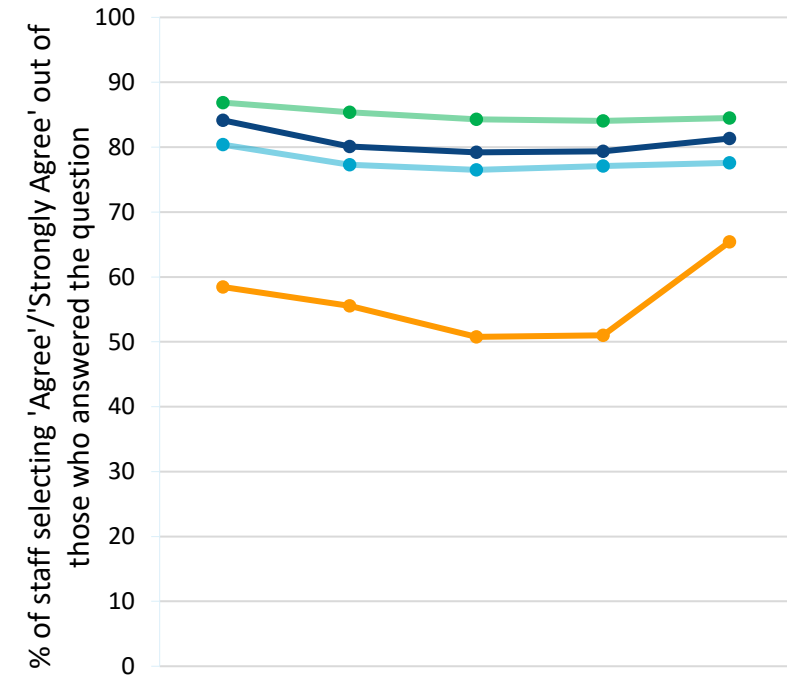
	2020	2021	2022	2023	2024
Your org	85.89%	82.71%	83.87%	83.83%	83.56%
Best result	88.43%	86.38%	85.08%	85.07%	87.34%
Average result	82.13%	80.49%	81.33%	81.53%	81.76%
Worst result	75.38%	74.57%	72.73%	70.58%	73.09%
Responses	3084	3201	3052	3546	3569

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



	2020	2021	2022	2023	2024
Your org	75.30%	70.17%	70.56%	71.20%	71.15%
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	3085	3199	3052	3552	3566

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	84.13%	80.11%	79.20%	79.37%	81.32%
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	3080	3198	3051	3550	3562

Theme - Morale



Questions included:

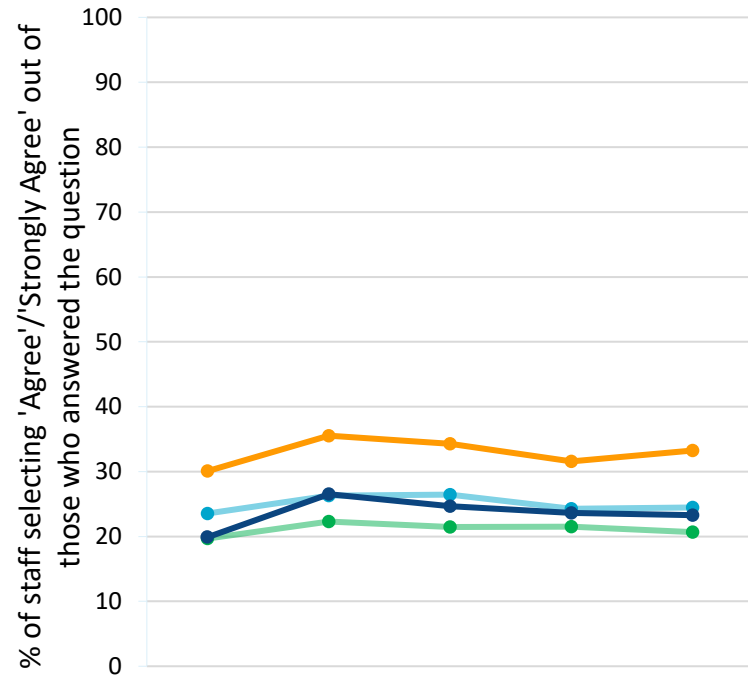
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

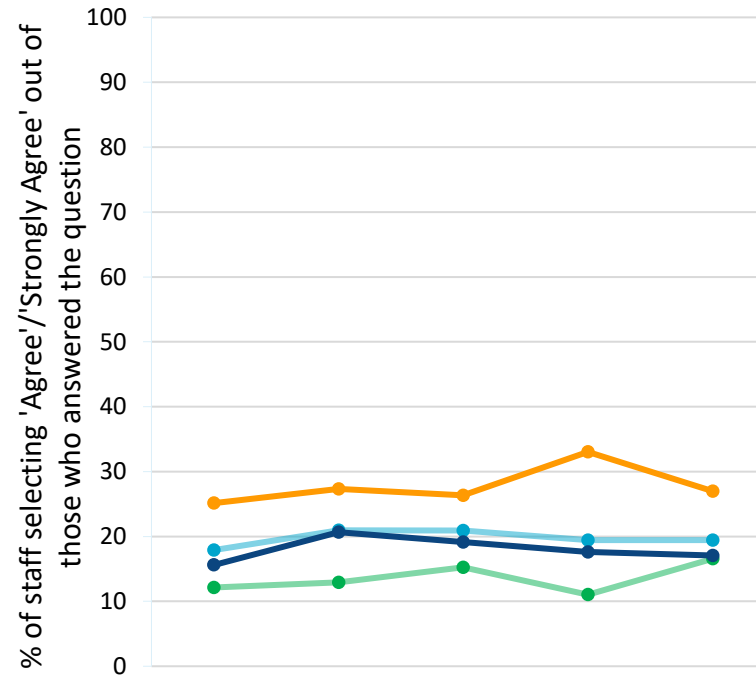
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a



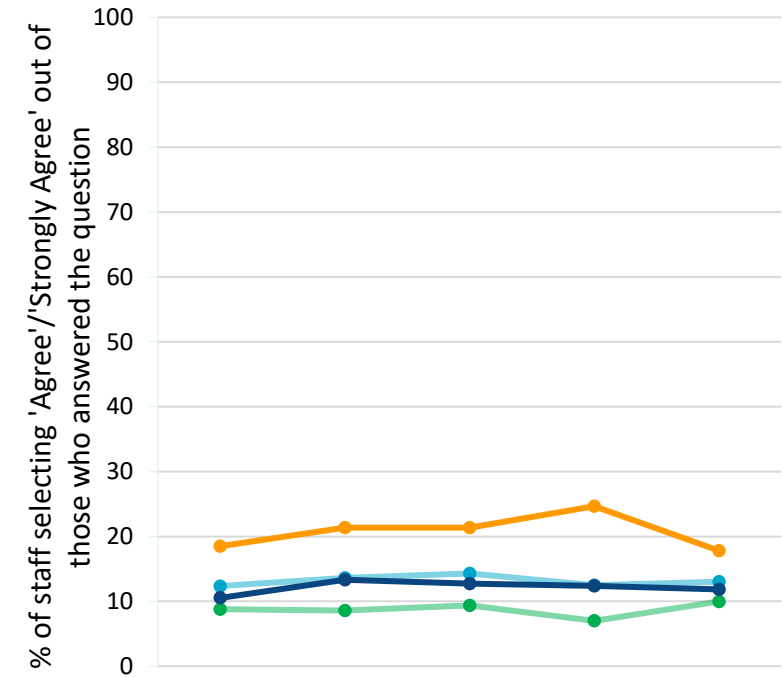
Q26a I often think about leaving this organisation.



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



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



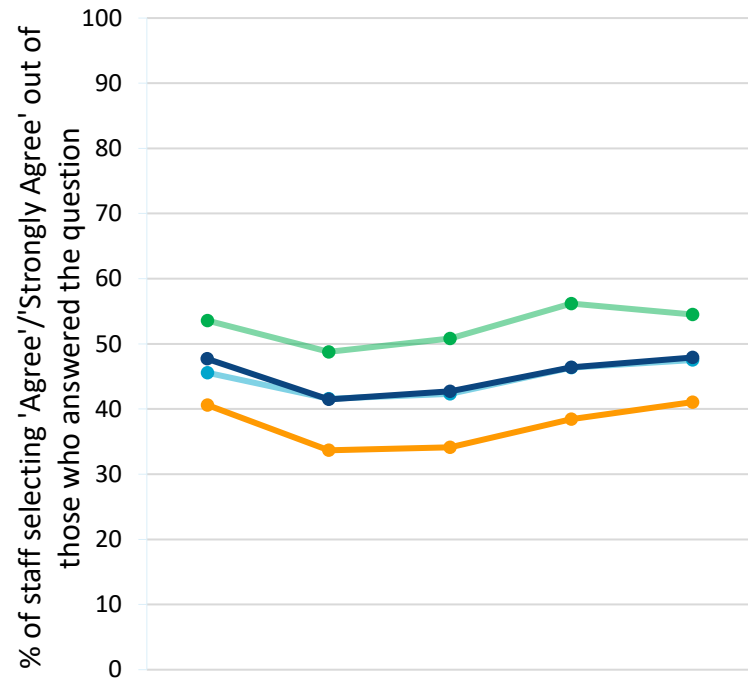
	2020	2021	2022	2023	2024
Your org	19.89%	26.52%	24.64%	23.63%	23.27%
Best result	19.68%	22.30%	21.48%	21.51%	20.68%
Average result	23.54%	26.30%	26.45%	24.29%	24.48%
Worst result	30.07%	35.53%	34.27%	31.55%	33.23%
Responses	3098	3206	3053	3559	3568

	2020	2021	2022	2023	2024
Your org	15.60%	20.66%	19.16%	17.60%	17.09%
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	3089	3200	3045	3556	3567

	2020	2021	2022	2023	2024
Your org	10.53%	13.33%	12.74%	12.37%	11.85%
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	3083	3196	3034	3550	3563

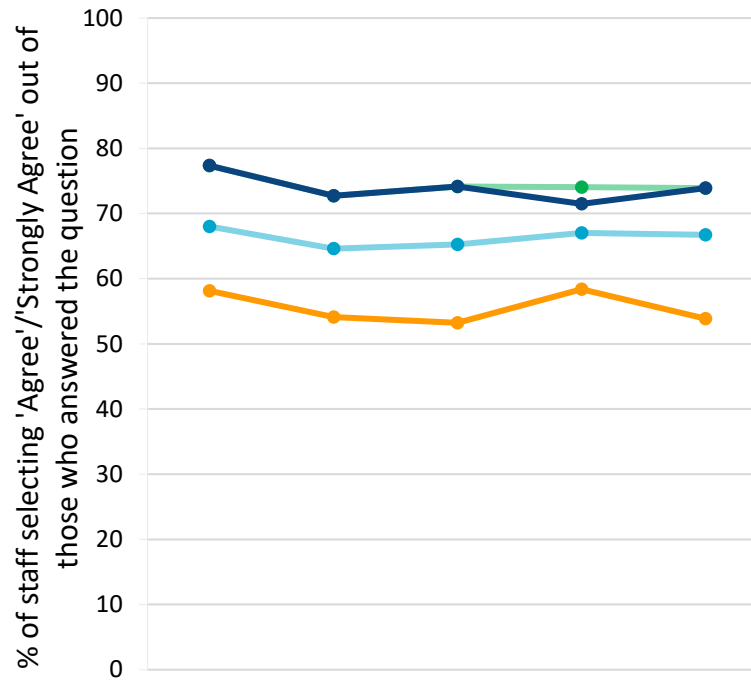


Q3g I am able to meet all the conflicting demands on my time at work.



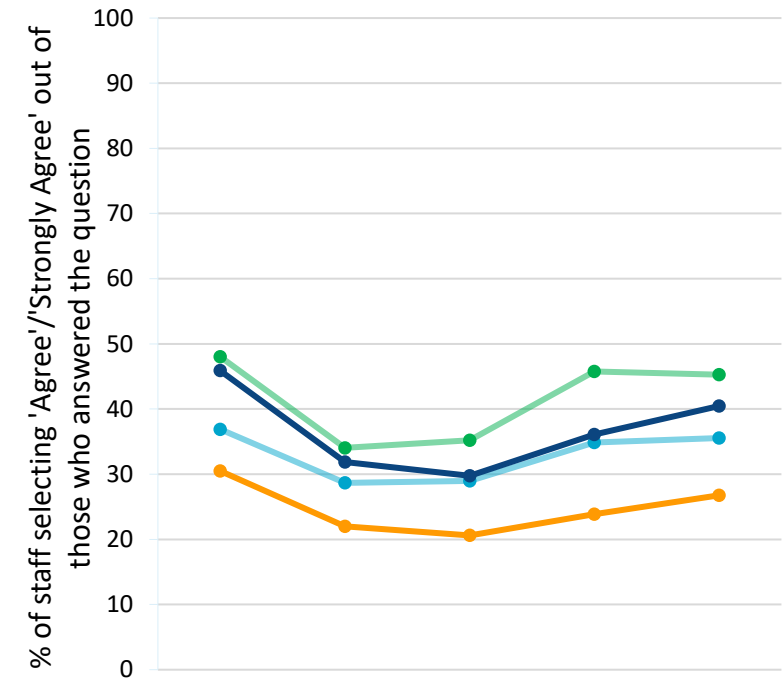
	2020	2021	2022	2023	2024
Your org	47.70%	41.47%	42.72%	46.38%	47.91%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%
Responses	3085	3189	3053	3553	3571

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



	2020	2021	2022	2023	2024
Your org	77.34%	72.74%	74.14%	71.48%	73.89%
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	3079	3180	3046	3561	3572

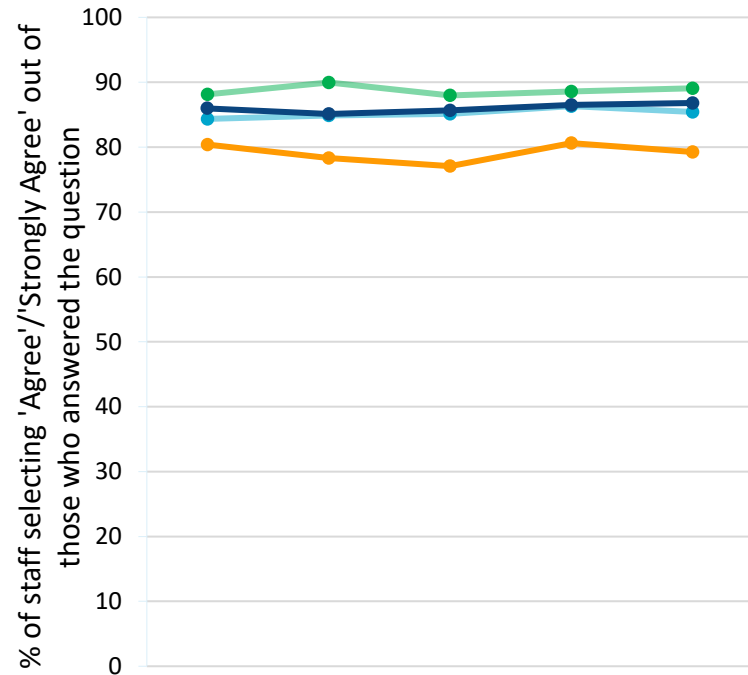
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	45.88%	31.87%	29.76%	36.07%	40.46%
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	3080	3191	3053	3562	3574

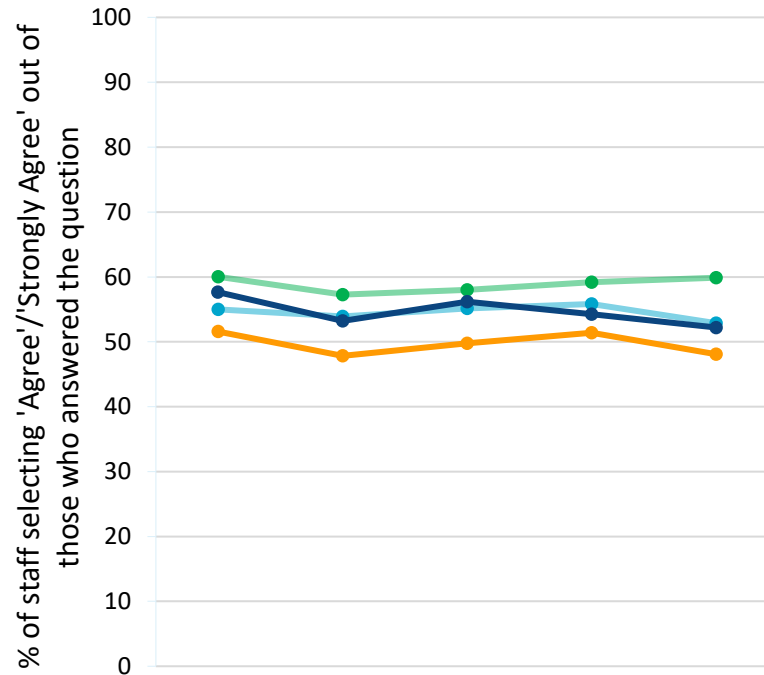


Q3a I always know what my work responsibilities are.



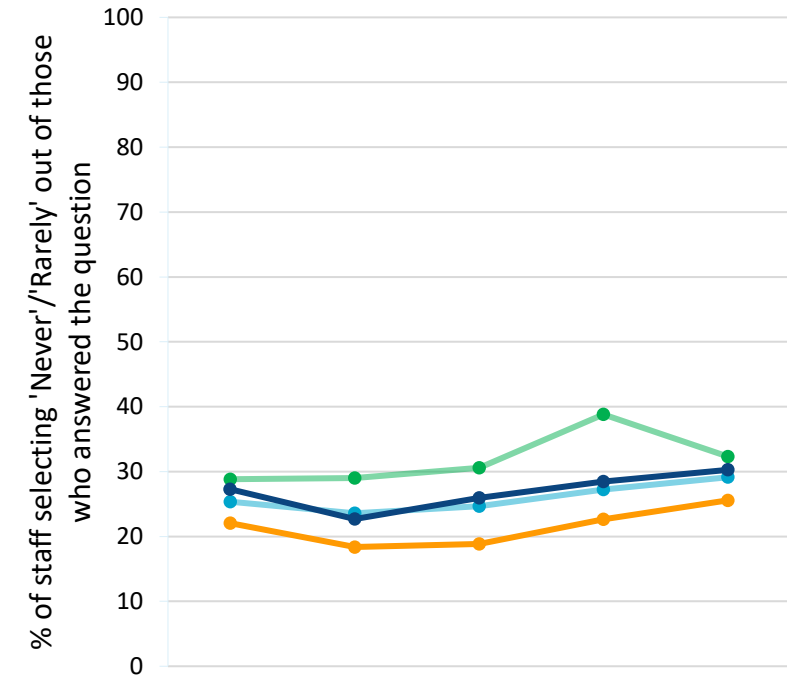
	2020	2021	2022	2023	2024
Your org	85.99%	85.11%	85.67%	86.50%	86.80%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	3074	3204	3060	3566	3581

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



	2020	2021	2022	2023	2024
Your org	57.64%	53.22%	56.18%	54.25%	52.21%
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	3090	3194	3053	3559	3579

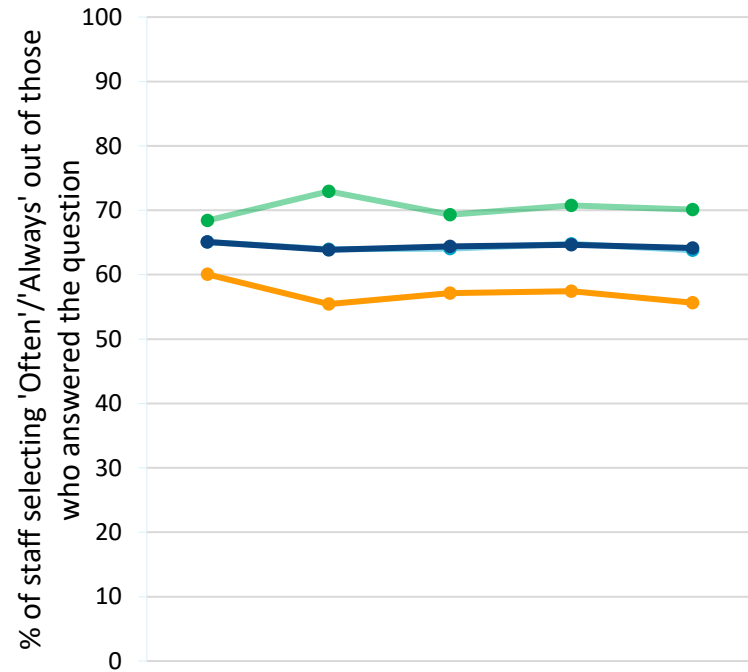
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	27.27%	22.69%	25.97%	28.47%	30.27%
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	3082	3193	3050	3561	3577

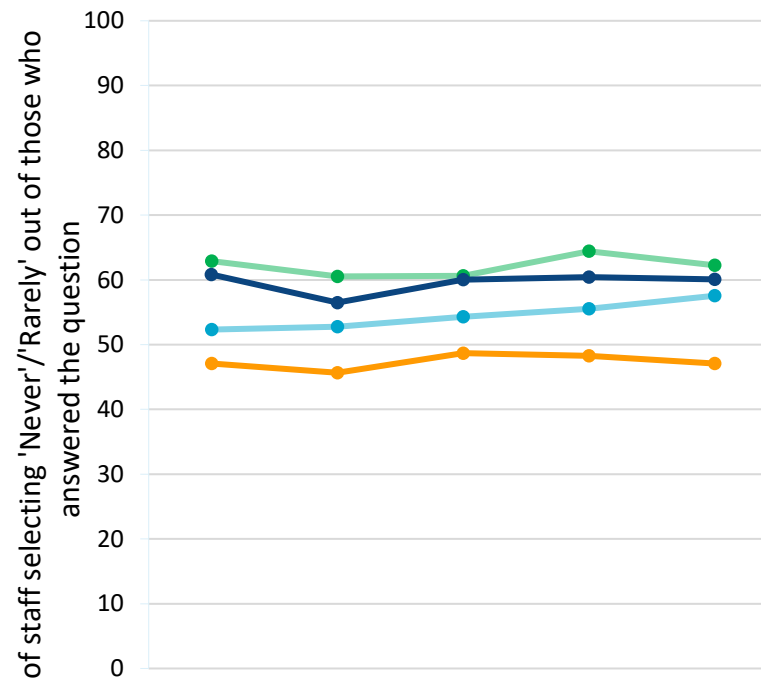


Q5b I have a choice in deciding how to do my work.



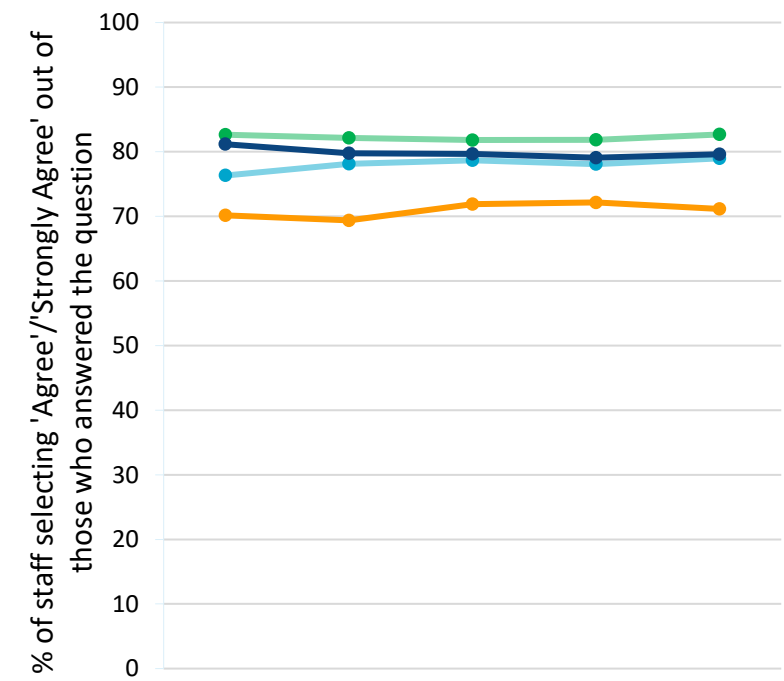
	2020	2021	2022	2023	2024
Your org	65.08%	63.86%	64.38%	64.66%	64.15%
Best result	68.41%	72.94%	69.34%	70.74%	70.12%
Average result	65.08%	63.95%	64.05%	64.77%	63.79%
Worst result	60.05%	55.44%	57.15%	57.41%	55.65%
Responses	3074	3186	3046	3560	3572

Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	60.82%	56.49%	60.01%	60.45%	60.09%
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	3077	3196	3048	3555	3571

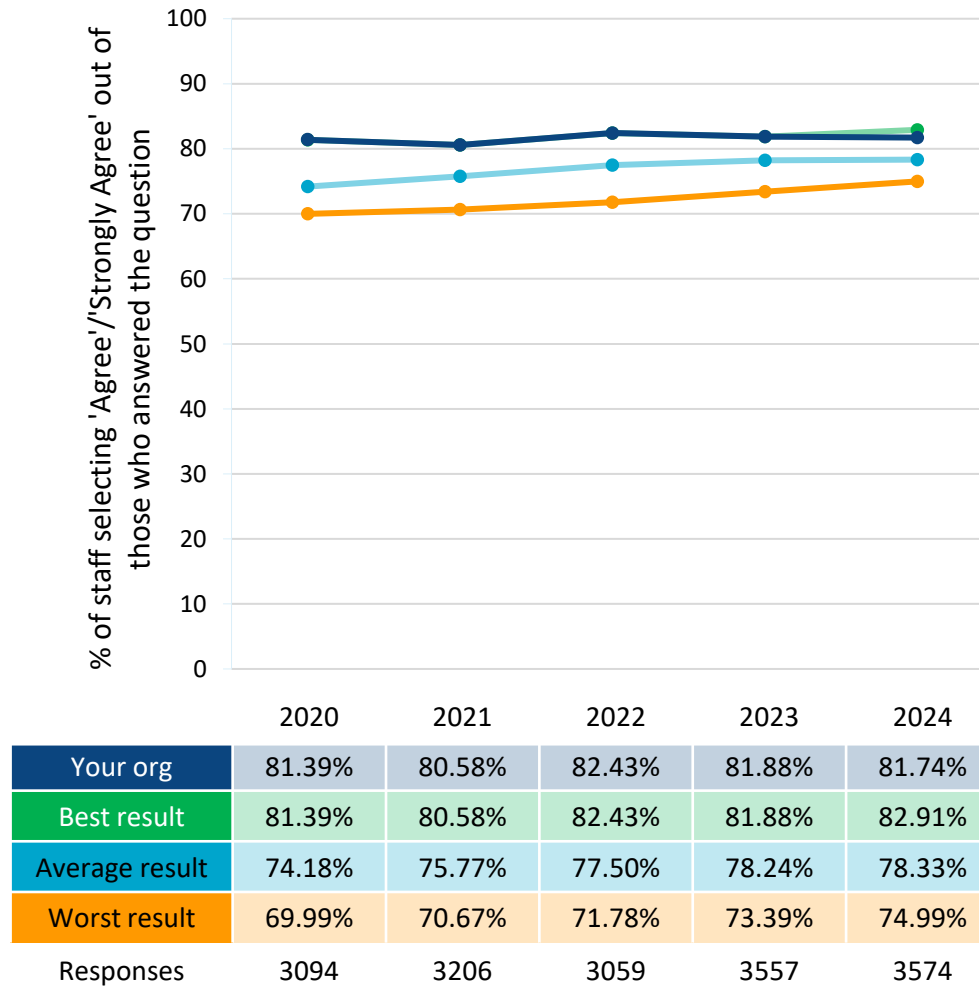
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	81.16%	79.76%	79.67%	79.08%	79.60%
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	3085	3201	3053	3561	3577



Q9a My immediate manager encourages me at work.



Questions not linked to People Promise elements or themes

Questions included:*

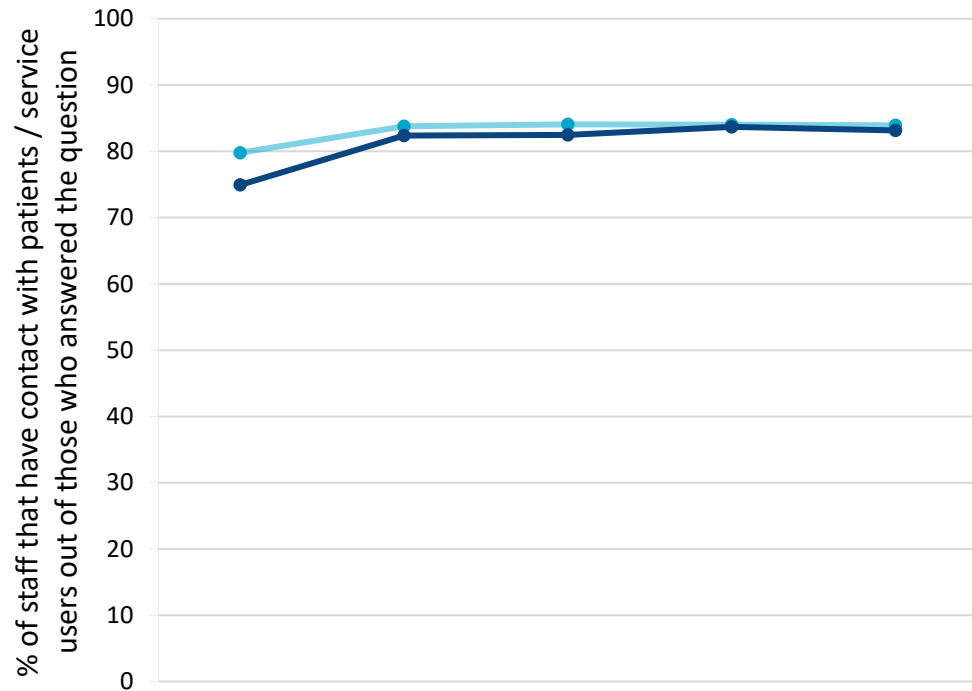
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. The results for Q24f are reported in the section for People Promise element 5: We are always learning. These questions do not contribute to any score or sub-score calculations.

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



Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?

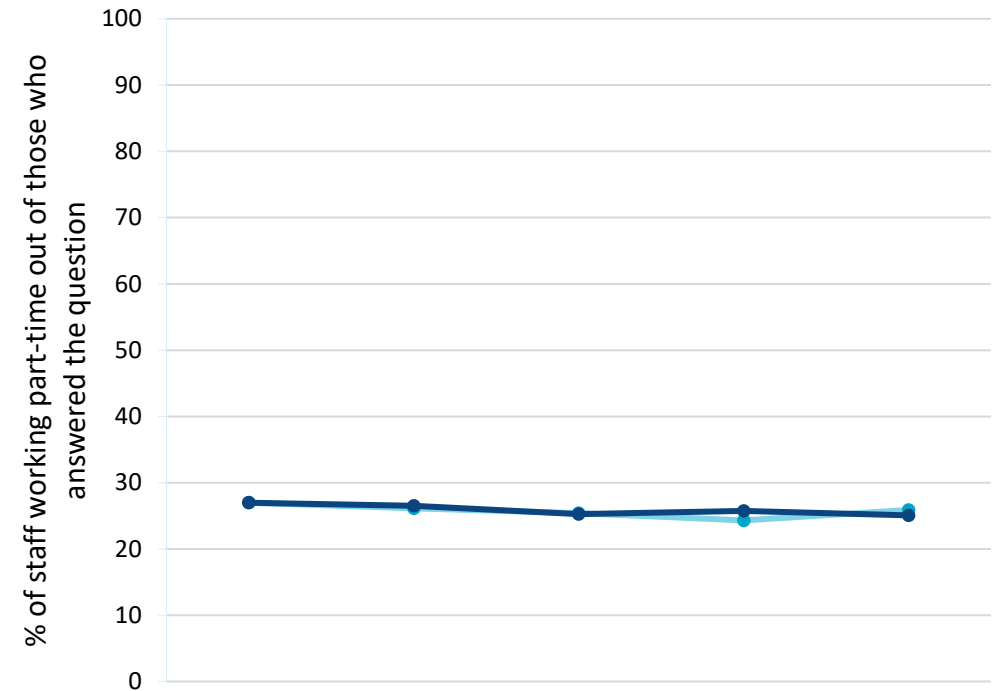


2020 2021 2022 2023 2024

Your org	74.94%	82.41%	82.46%	83.70%	83.17%
Average	79.80%	83.78%	84.08%	84.05%	83.95%

Responses 3088 3195 3051 3546 3554

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



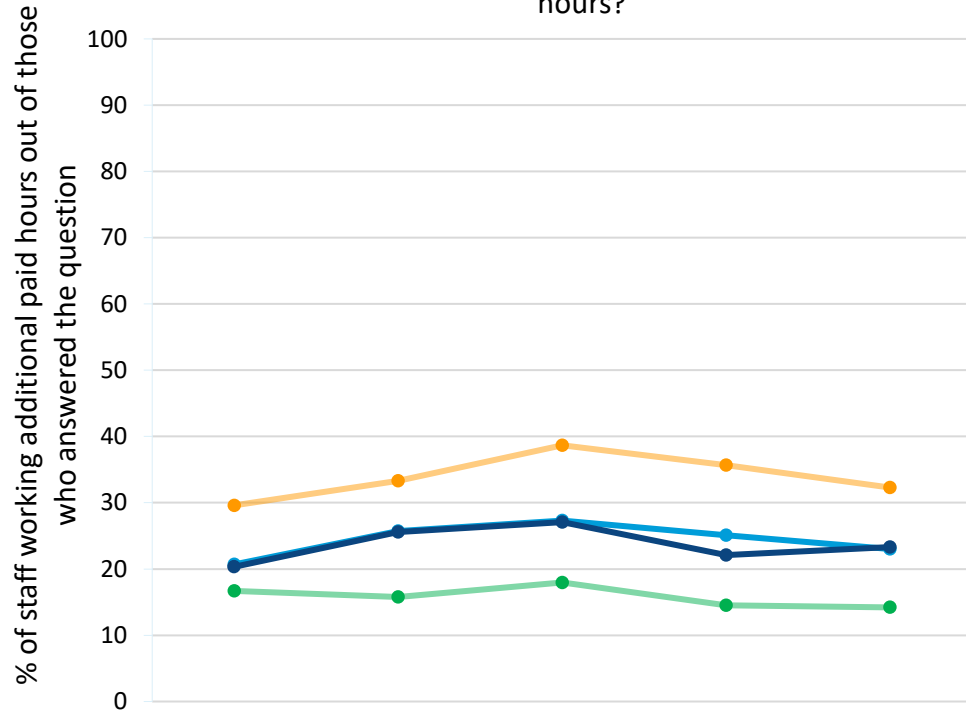
2020 2021 2022 2023 2024

Your org	26.97%	26.52%	25.24%	25.75%	25.06%
Average	26.97%	26.14%	25.40%	24.30%	25.89%

Responses 2855 2968 2797 3503 3507



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

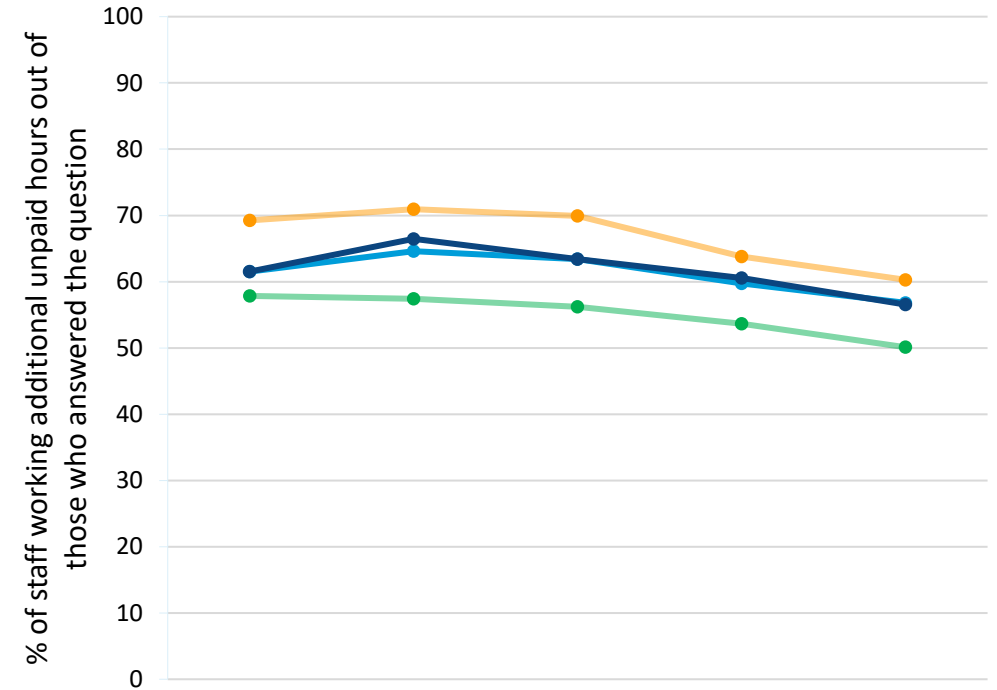


2020 2021 2022 2023 2024

Your org	20.33%	25.57%	27.08%	22.10%	23.30%
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 3015 3112 2992 3528 3558

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



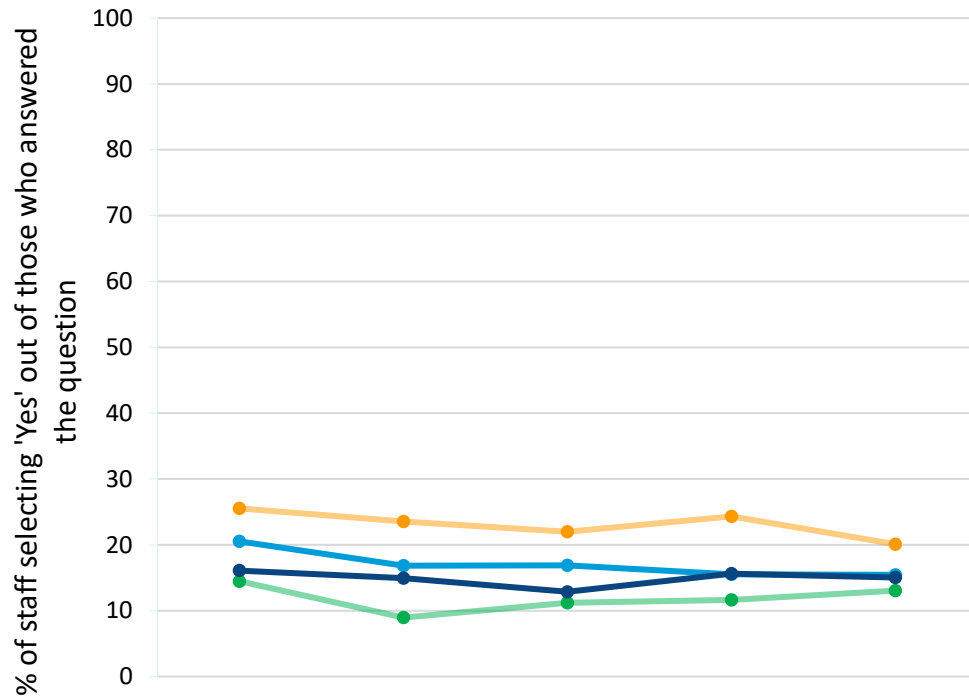
2020 2021 2022 2023 2024

Your org	61.52%	66.47%	63.42%	60.55%	56.55%
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 3045 3148 3008 3534 3555

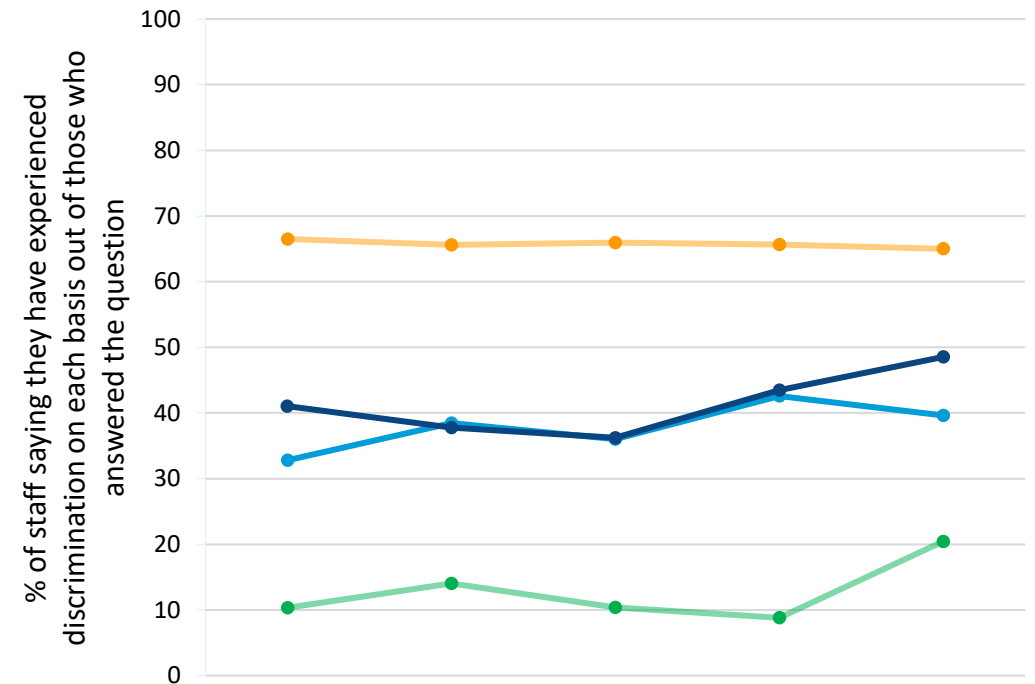


Q11e* Have you felt pressure from your manager to come to work?



	2020	2021	2022	2023	2024
Your org	16.08%	14.94%	12.88%	15.64%	15.02%
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	1221	1611	1585	1716	1821

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

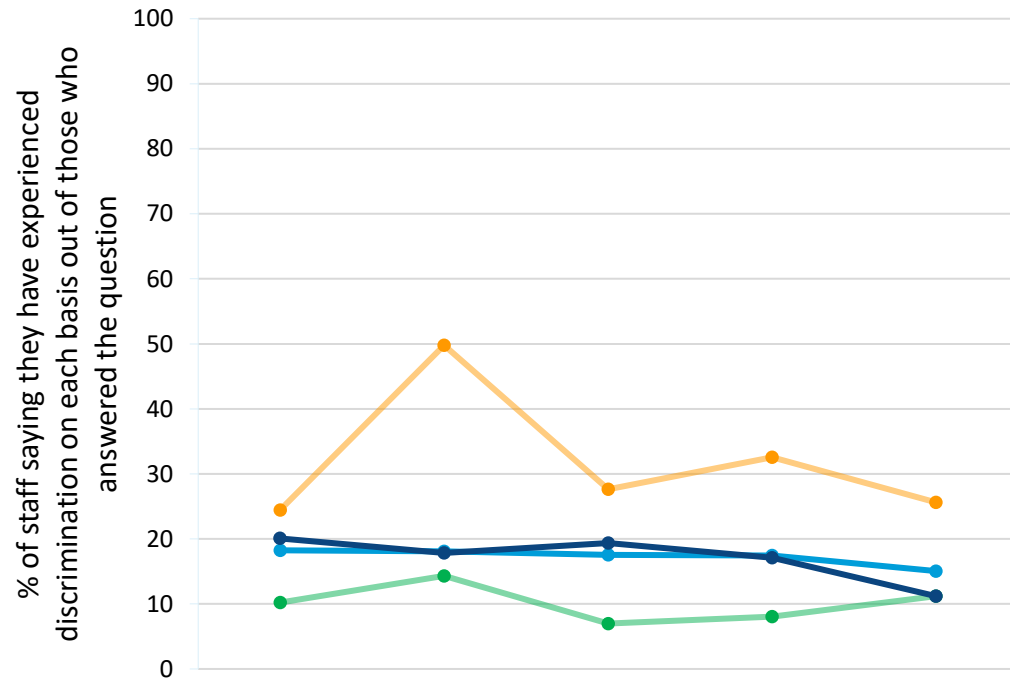


	2020	2021	2022	2023	2024
Your org	41.03%	37.76%	36.23%	43.47%	48.54%
Best result	10.34%	14.03%	10.39%	8.81%	20.45%
Average result	32.79%	38.47%	36.01%	42.58%	39.64%
Worst result	66.50%	65.62%	65.95%	65.67%	65.00%
Responses	207	209	231	282	284

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

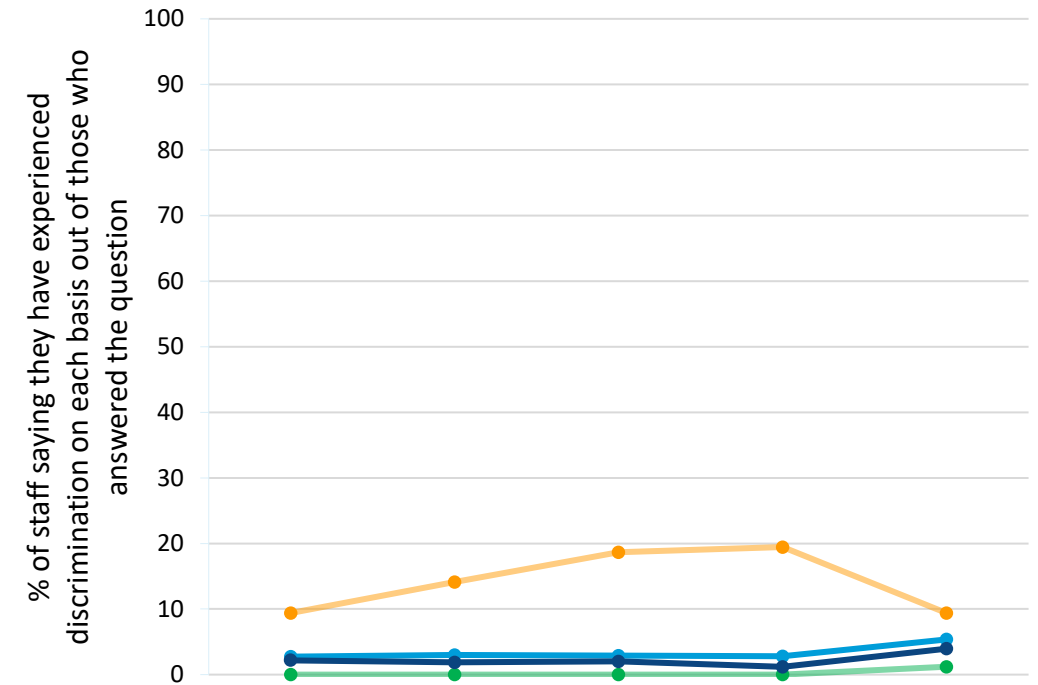


Q16c.2 On what grounds have you experienced discrimination?
– Gender.



	2020	2021	2022	2023	2024
Your org	20.07%	17.82%	19.35%	17.11%	11.20%
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	207	209	231	282	284

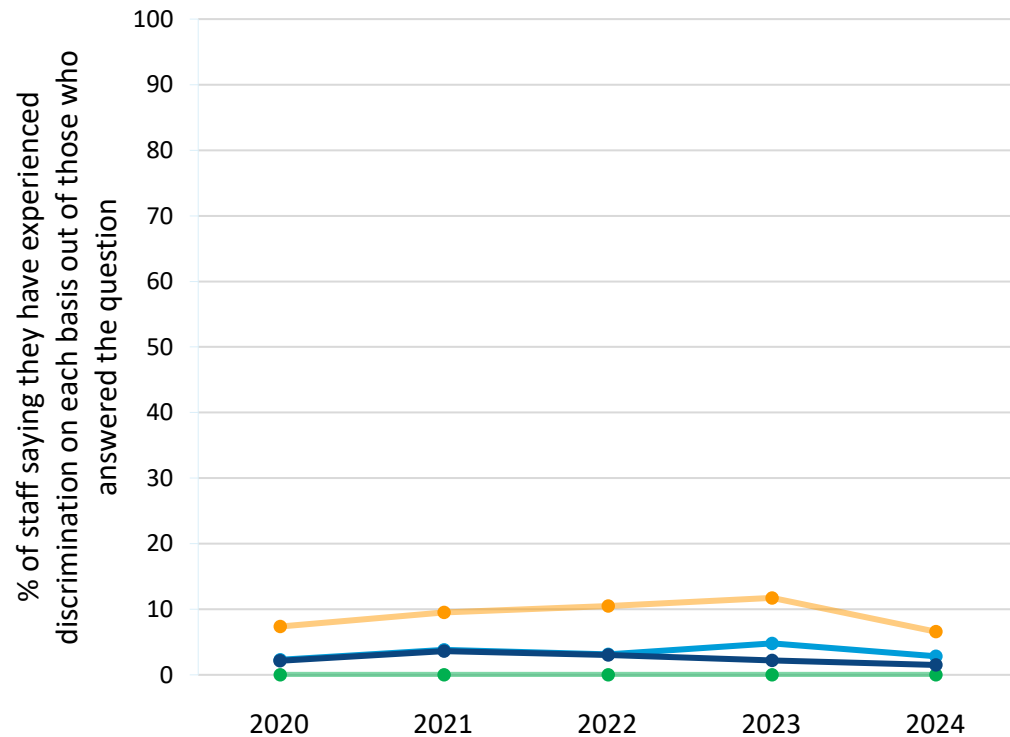
Q16c.3 On what grounds have you experienced discrimination?
– Religion.



	2020	2021	2022	2023	2024
Your org	2.18%	1.85%	2.00%	1.18%	3.95%
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	207	209	231	282	284

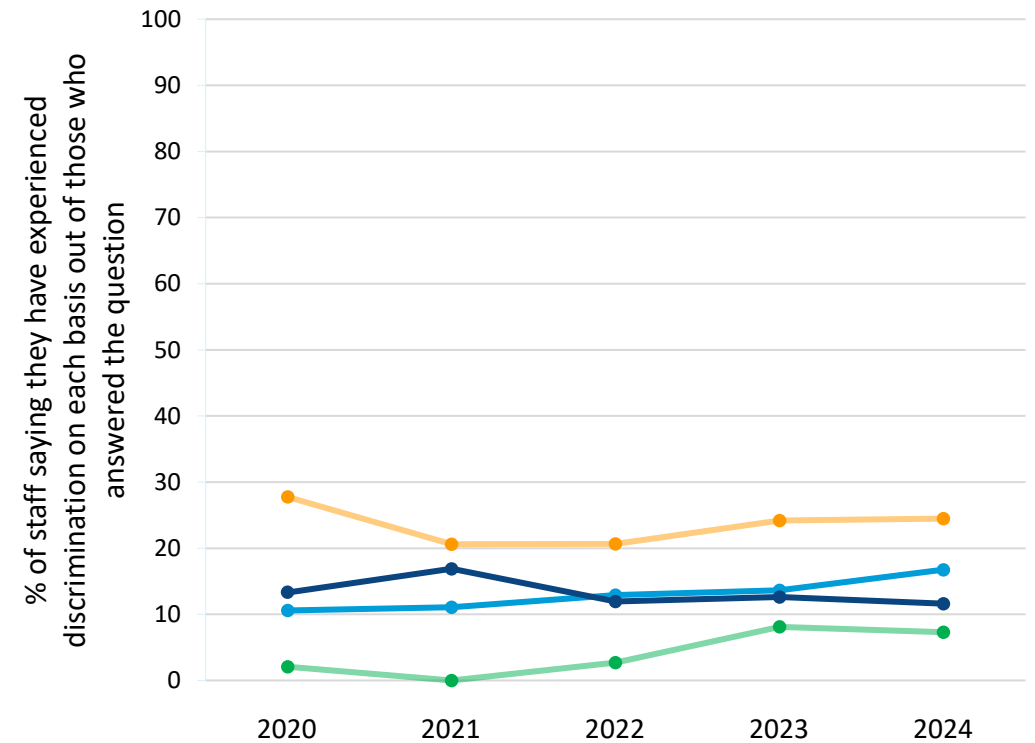


Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



	2020	2021	2022	2023	2024
Your org	2.13%	3.62%	3.05%	2.22%	1.50%
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	207	209	231	282	284

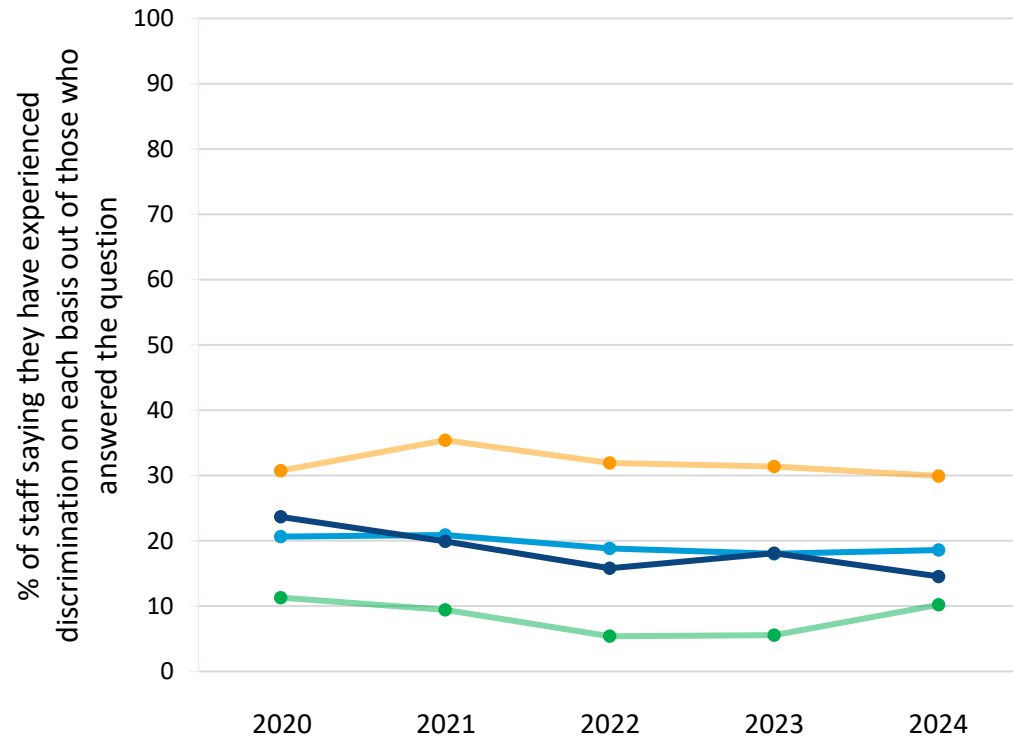
Q16c.5 On what grounds have you experienced discrimination?
– Disability.



	2020	2021	2022	2023	2024
Your org	13.32%	16.90%	11.94%	12.60%	11.62%
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	207	209	231	282	284

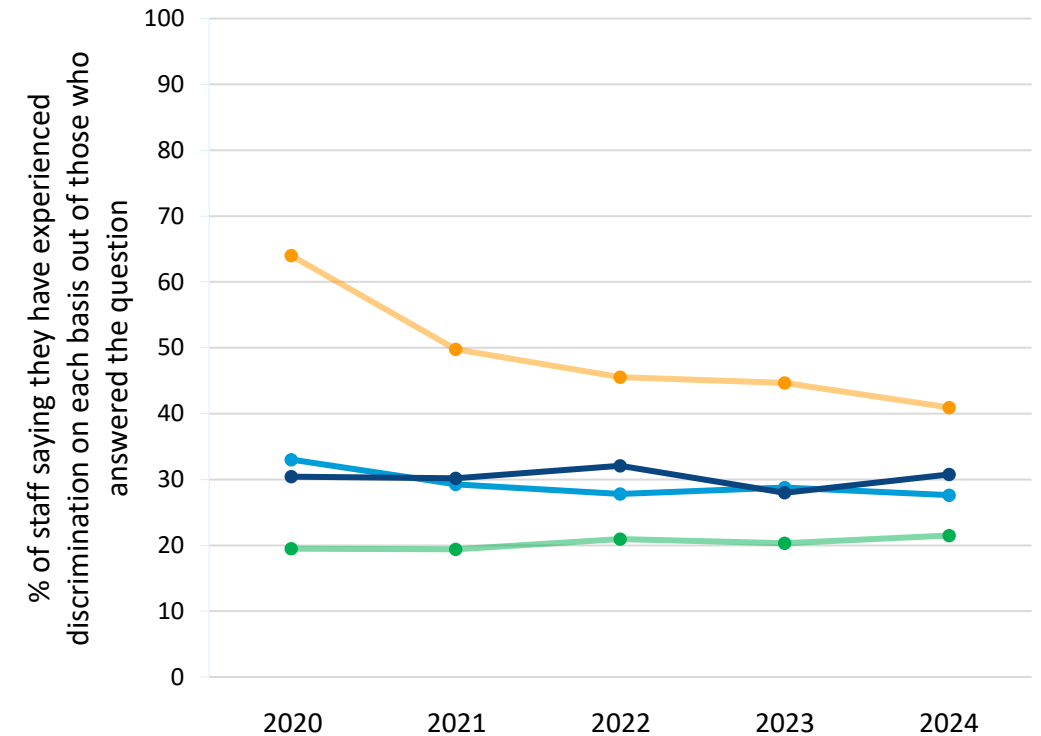


Q16c.6 On what grounds have you experienced discrimination?
– Age.



	2020	2021	2022	2023	2024
Your org	23.66%	19.89%	15.82%	18.12%	14.54%
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	207	209	231	282	284

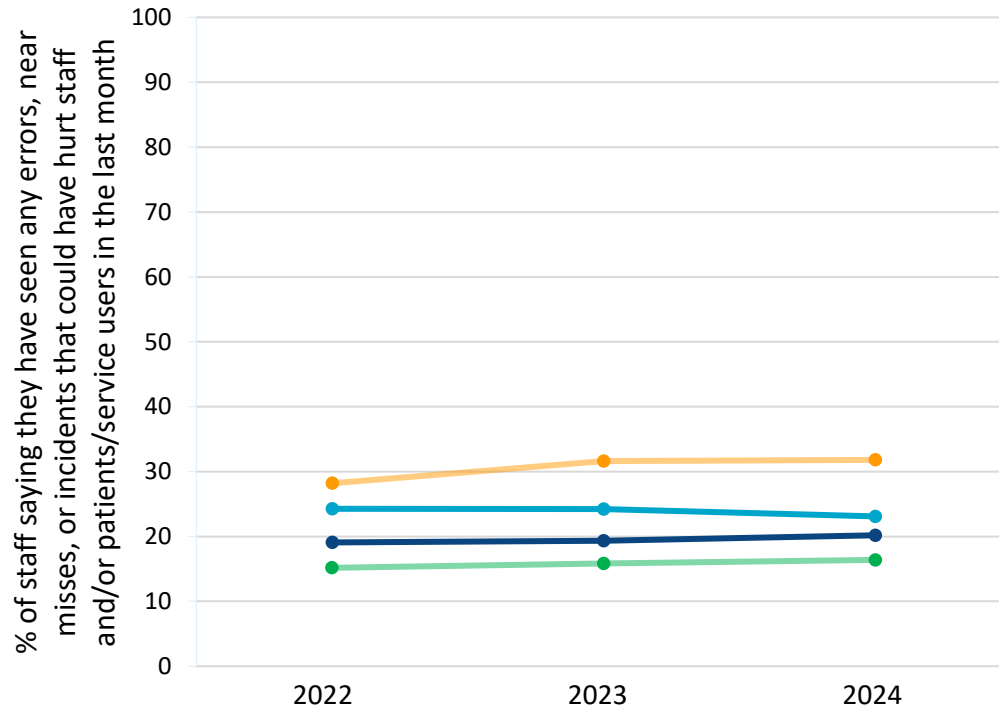
Q16c.7 On what grounds have you experienced discrimination?
– Other.



	2020	2021	2022	2023	2024
Your org	30.41%	30.18%	32.08%	27.98%	30.79%
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	207	209	231	282	284



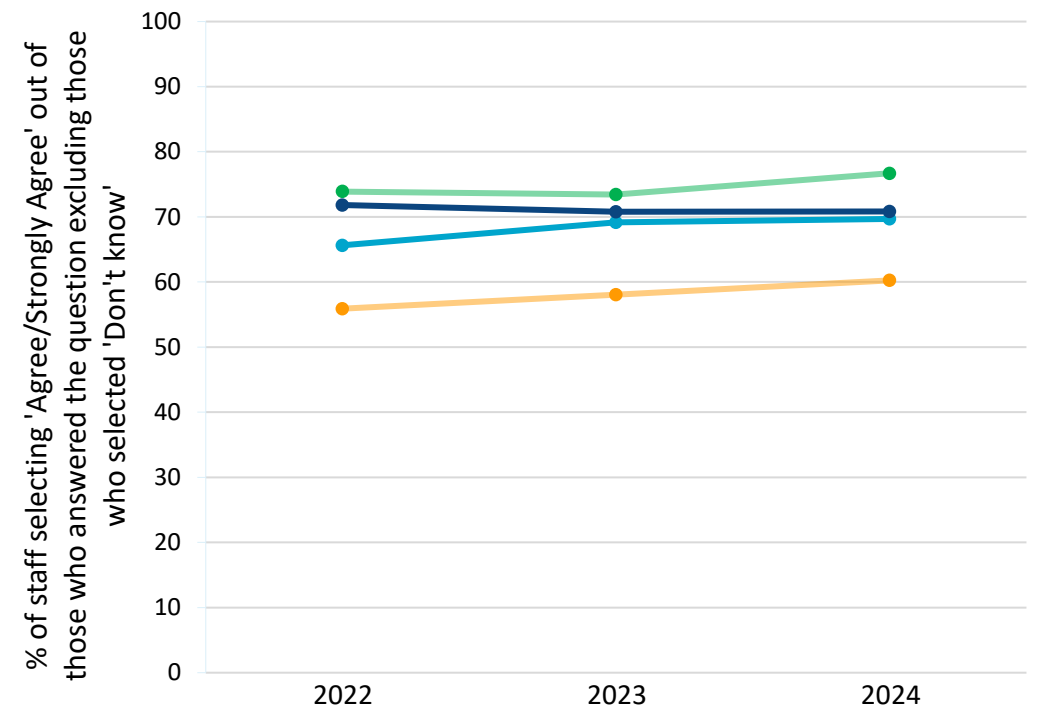
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



Your org	19.08%	19.36%	20.18%
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 3035 3519 3525

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

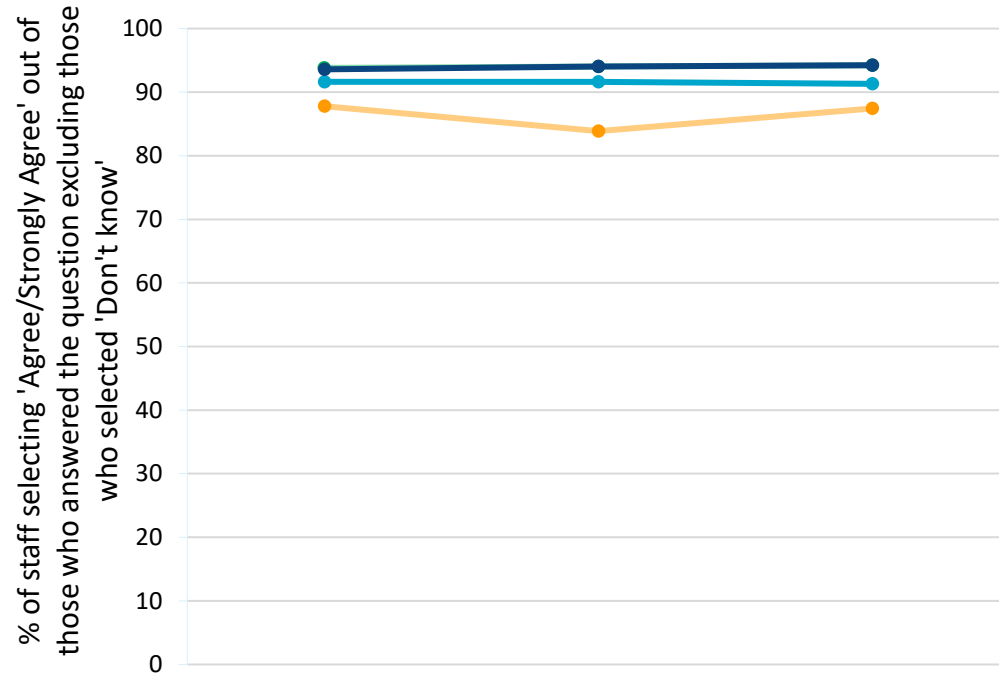


Your org	71.83%	70.79%	70.83%
Best result	73.90%	73.43%	76.70%
Average result	65.64%	69.15%	69.69%
Worst result	55.90%	58.06%	60.25%

Responses 2456 2800 2840

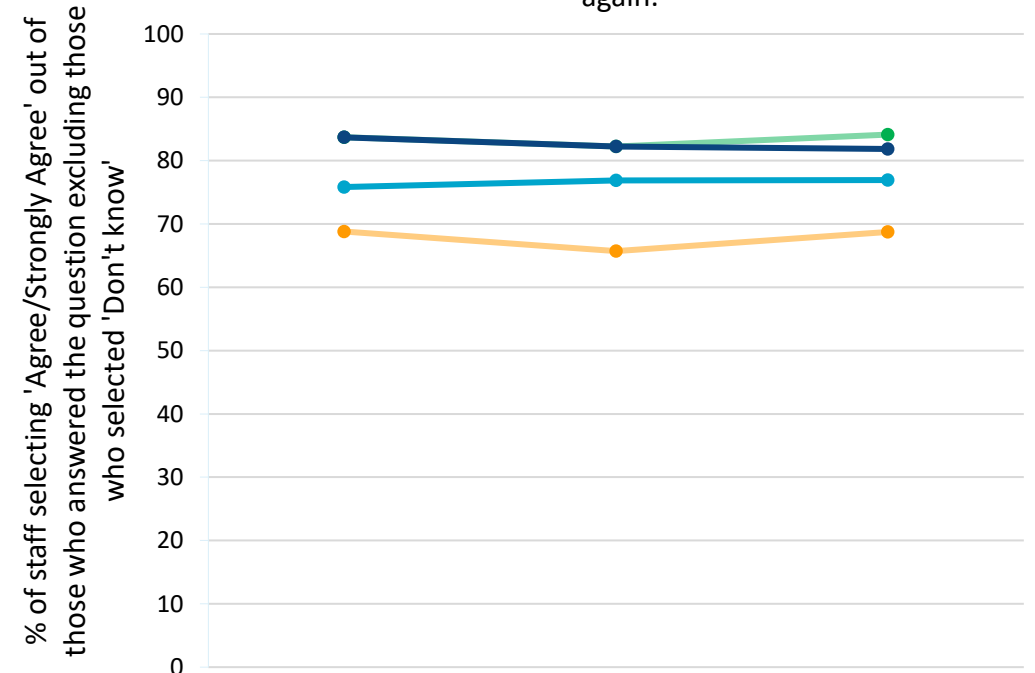


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024
Your org	93.59%	94.01%	94.23%
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	2976	3486	3509

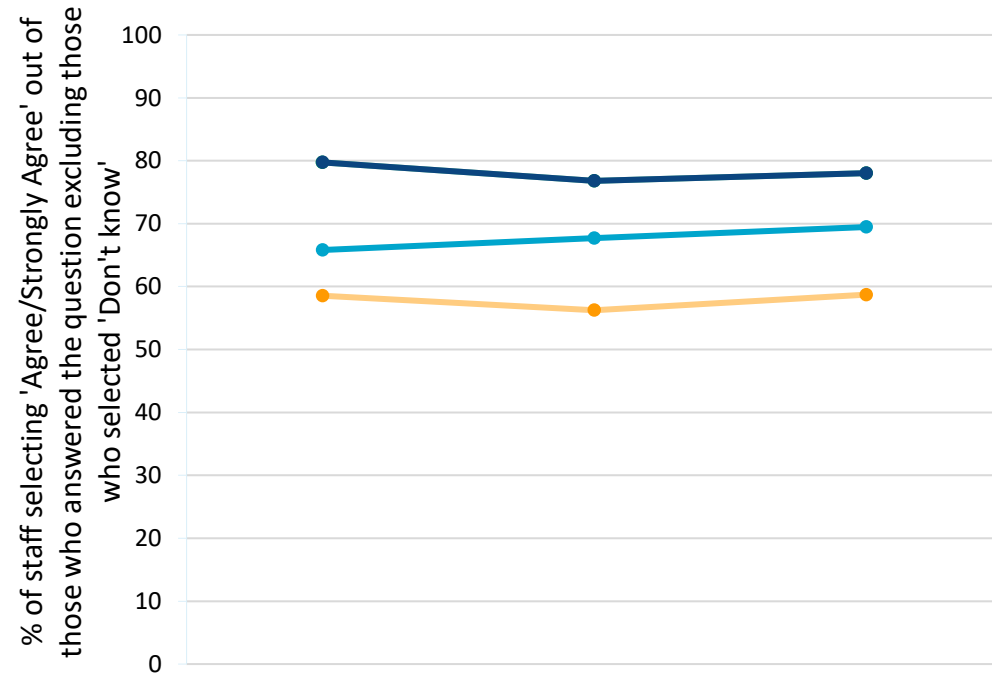
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024
Your org	83.67%	82.23%	81.84%
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	2791	3236	3278

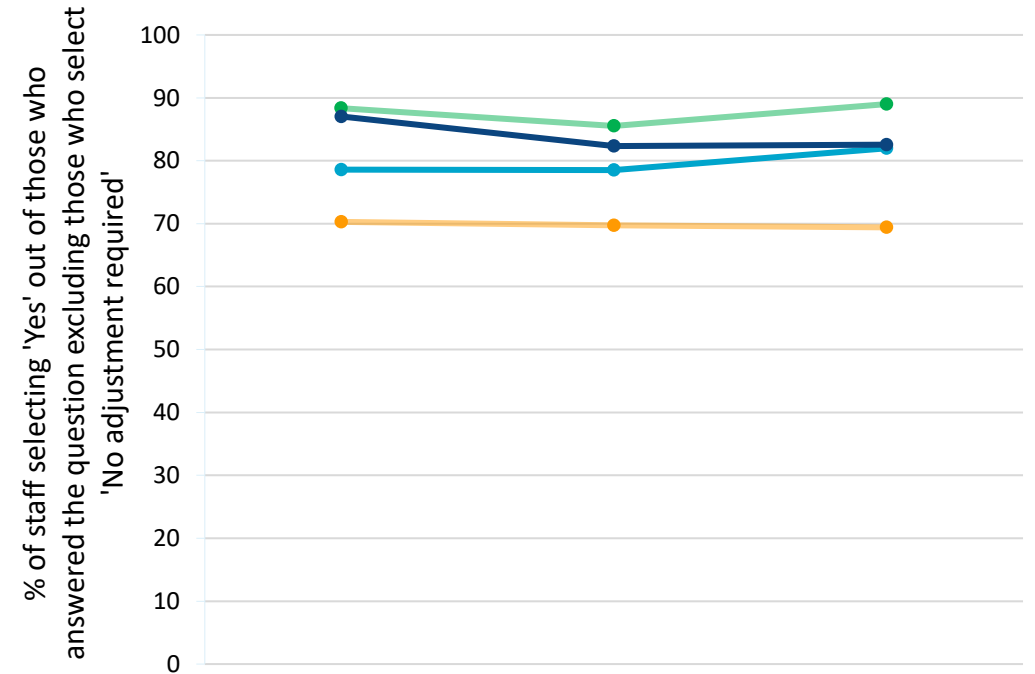


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024
Your org	79.74%	76.81%	78.01%
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	2812	3277	3308

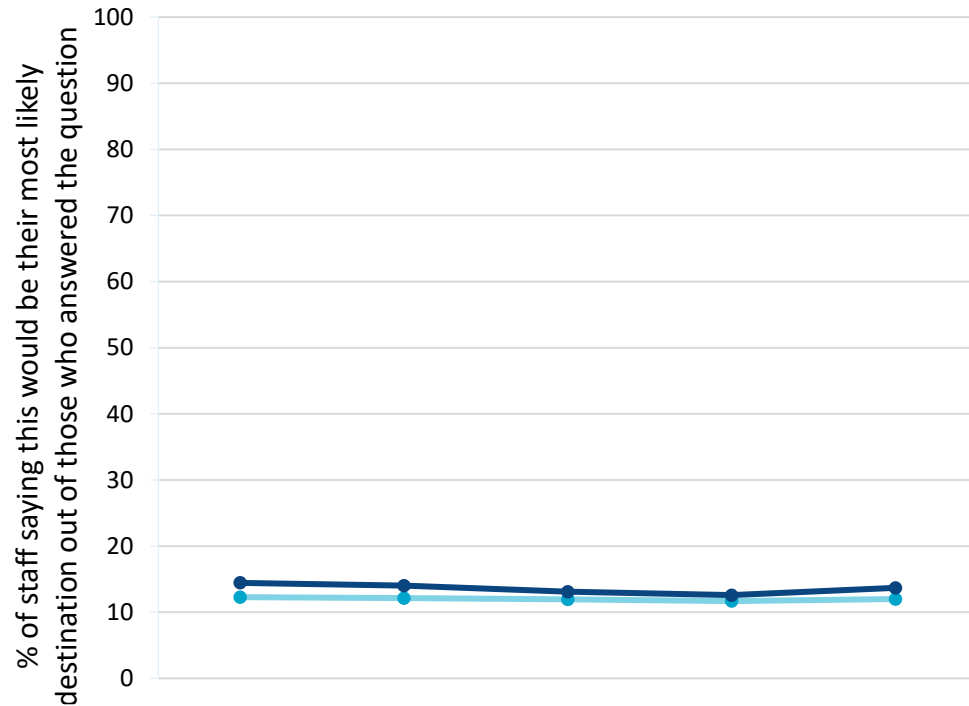
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024
Your org	87.04%	82.34%	82.56%
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	520	596	633



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.

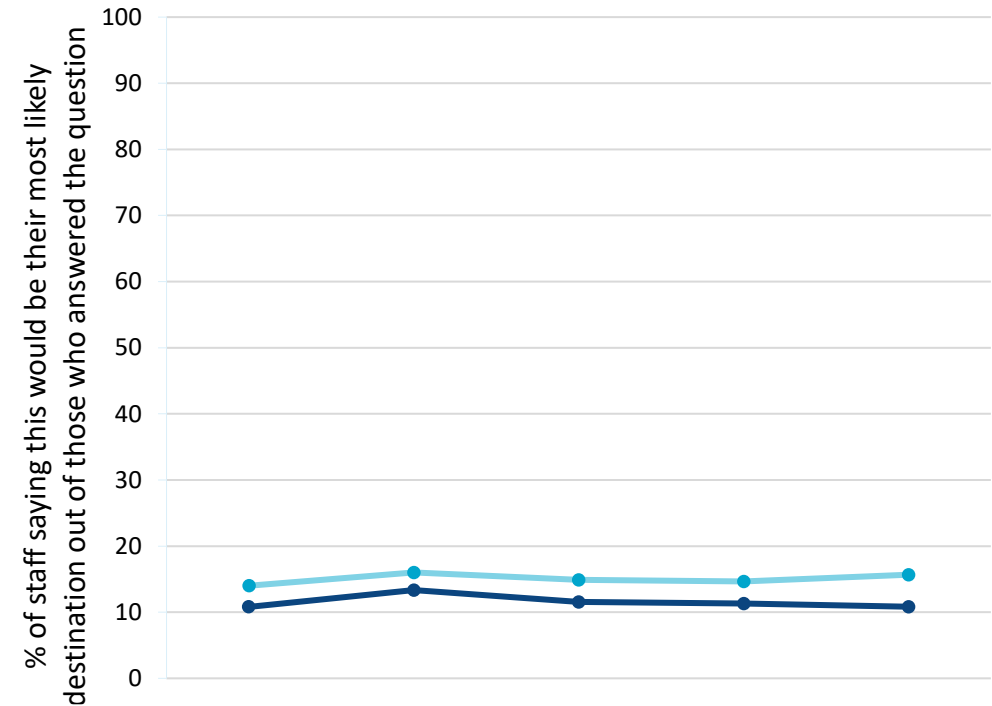


2020 2021 2022 2023 2024

Your org	14.43%	14.02%	13.09%	12.59%	13.70%
Average	12.28%	12.16%	11.94%	11.68%	12.01%

Responses 2730 2839 2727 3368 3386

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.



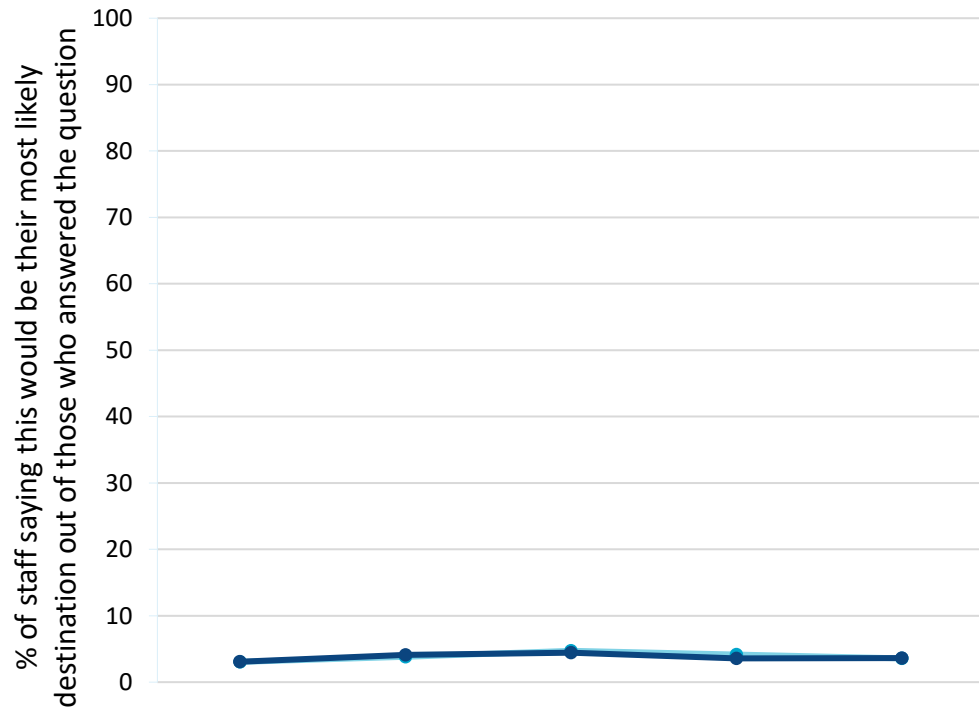
2020 2021 2022 2023 2024

Your org	10.81%	13.35%	11.55%	11.31%	10.84%
Average	14.01%	16.02%	14.89%	14.65%	15.68%

Responses 2730 2839 2727 3368 3386



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.

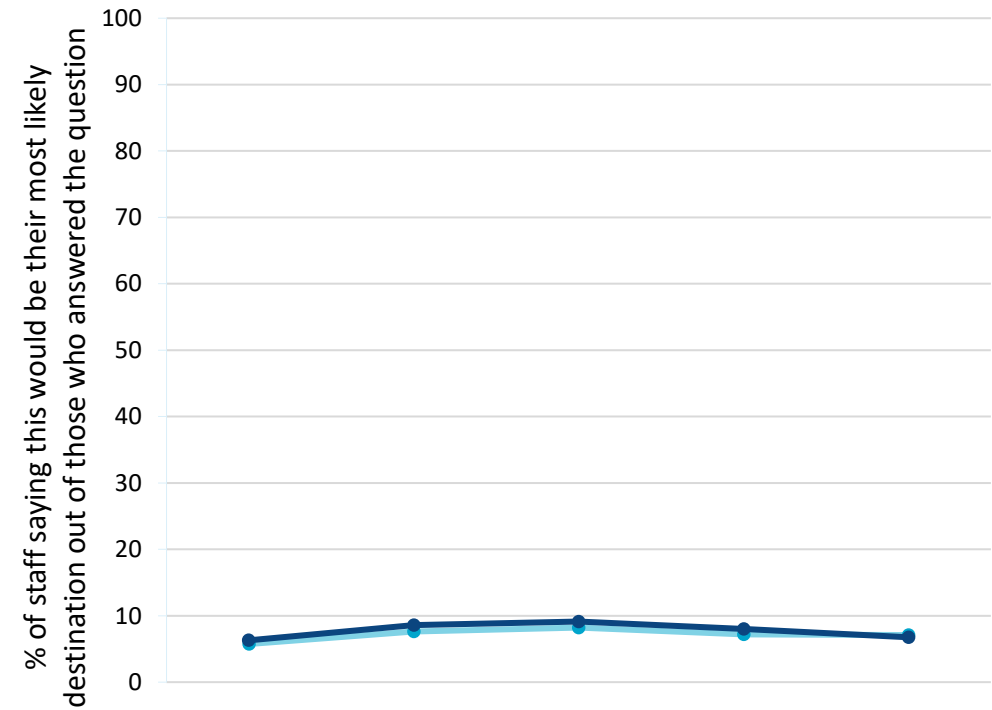


2020 2021 2022 2023 2024

Your org	3.08%	4.09%	4.44%	3.56%	3.63%
Average	3.05%	3.84%	4.72%	4.15%	3.57%

Responses 2730 2839 2727 3368 3386

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



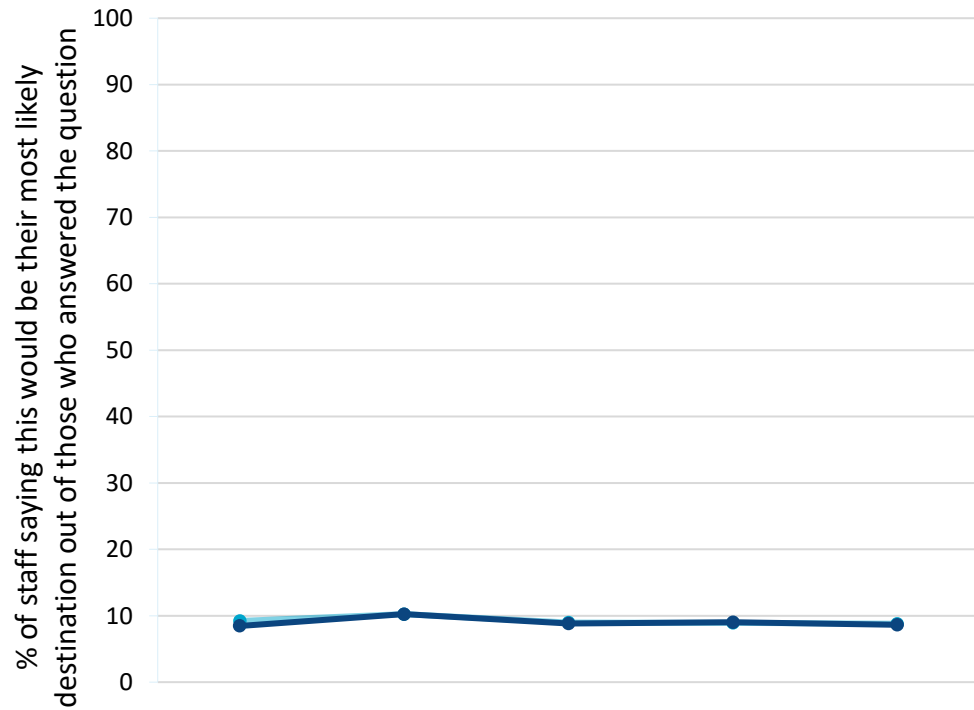
2020 2021 2022 2023 2024

Your org	6.30%	8.59%	9.13%	8.02%	6.76%
Average	5.75%	7.62%	8.22%	7.20%	7.10%

Responses 2730 2839 2727 3368 3386



Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.

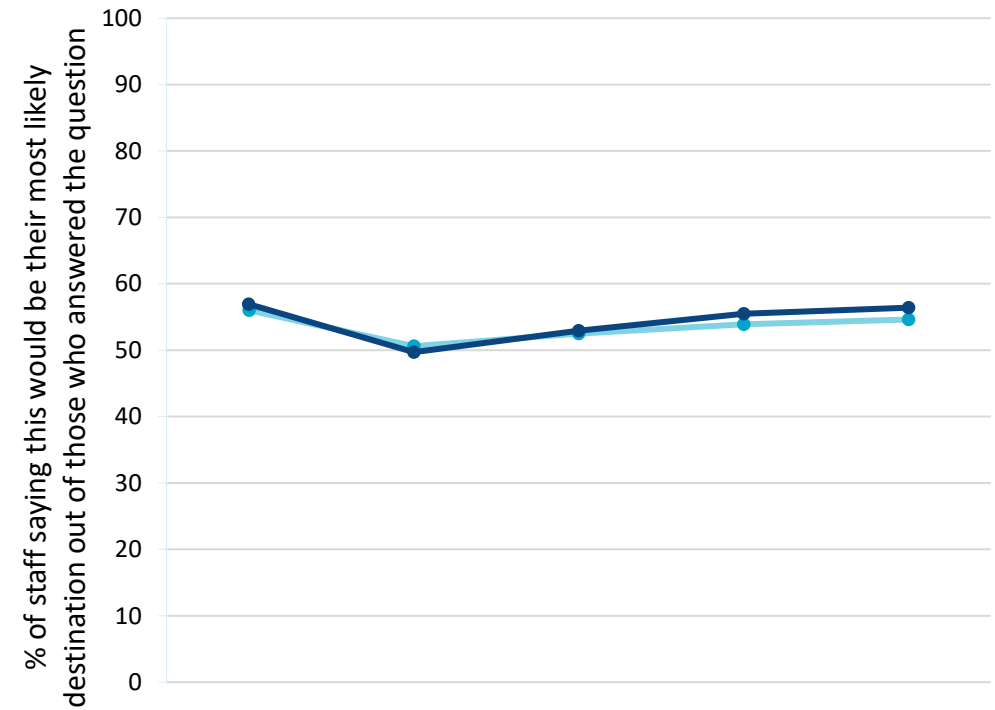


2020 2021 2022 2023 2024

Your org	8.46%	10.25%	8.84%	9.03%	8.65%
Average	9.20%	10.25%	8.99%	8.91%	8.80%

Responses 2730 2839 2727 3368 3386

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	56.92%	49.70%	52.95%	55.49%	56.41%
Average	56.01%	50.60%	52.49%	53.91%	54.60%

Responses 2730 2839 2727 3368 3386

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)

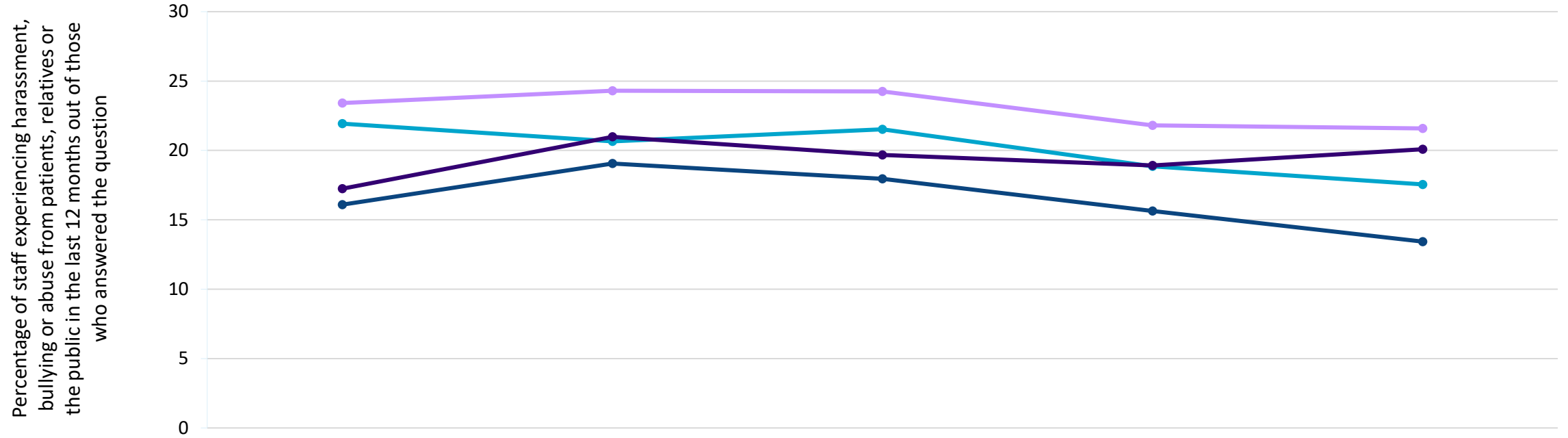
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

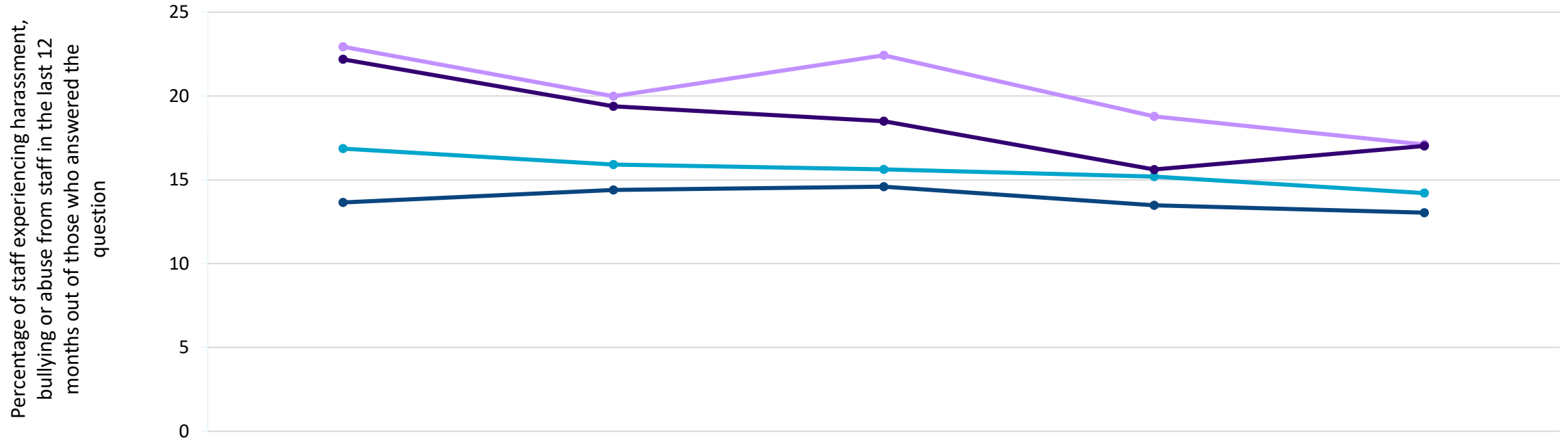


	2020	2021	2022	2023	2024
White staff: Your org	16.10%	19.06%	17.96%	15.63%	13.43%
All other ethnic groups*: Your org	17.24%	20.98%	19.68%	18.91%	20.08%
White staff: Average	21.93%	20.65%	21.52%	18.86%	17.55%
All other ethnic groups*: Average	23.41%	24.30%	24.24%	21.80%	21.59%
White staff: Responses	2752	2860	2689	3037	3053
All other ethnic groups*: Responses	290	286	315	409	478

*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

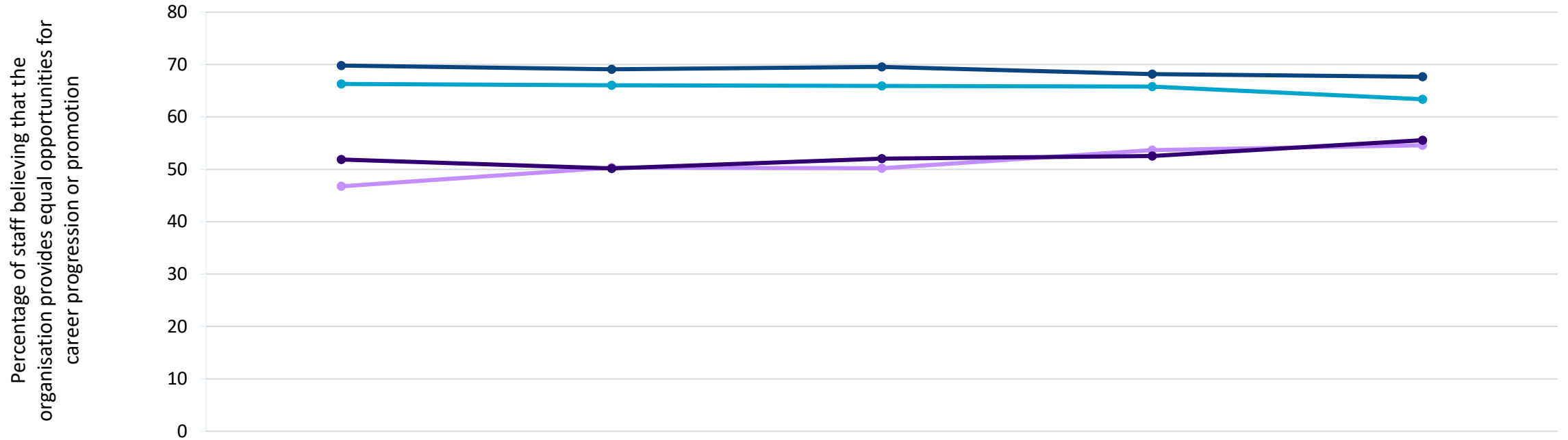


	2020	2021	2022	2023	2024
White staff: Your org	13.64%	14.40%	14.59%	13.48%	13.04%
All other ethnic groups*: Your org	22.18%	19.38%	18.50%	15.61%	17.02%
White staff: Average	16.86%	15.91%	15.62%	15.19%	14.21%
All other ethnic groups*: Average	22.94%	19.99%	22.42%	18.79%	17.10%
White staff: Responses	2756	2869	2687	3032	3045
All other ethnic groups*: Responses	293	289	319	405	476

*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.

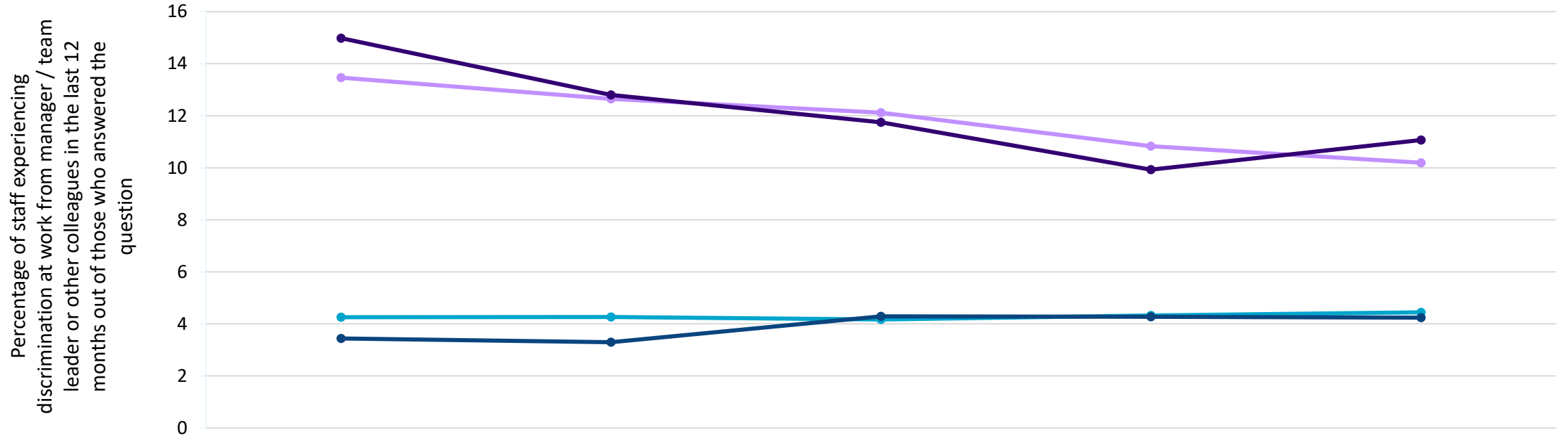
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
White staff: Your org	69.80%	69.08%	69.54%	68.18%	67.66%
All other ethnic groups*: Your org	51.88%	50.17%	52.04%	52.53%	55.56%
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	2755	2859	2682	3092	3043
All other ethnic groups*: Responses	293	293	319	415	477

*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	3.44%	3.29%	4.29%	4.27%	4.24%
All other ethnic groups*: Your org	14.98%	12.80%	11.75%	9.93%	11.06%
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	2734	2853	2681	3091	3020
All other ethnic groups*: Responses	287	289	315	413	470

*Staff from all other ethnic groups combined

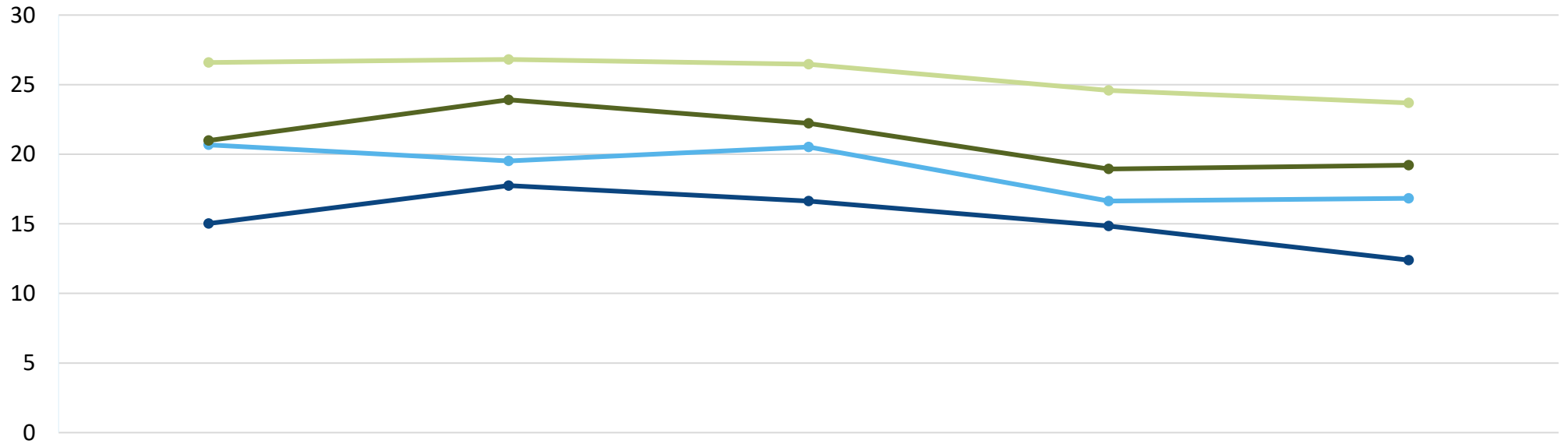
Workforce Disability Equality Standards (WDES)

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.

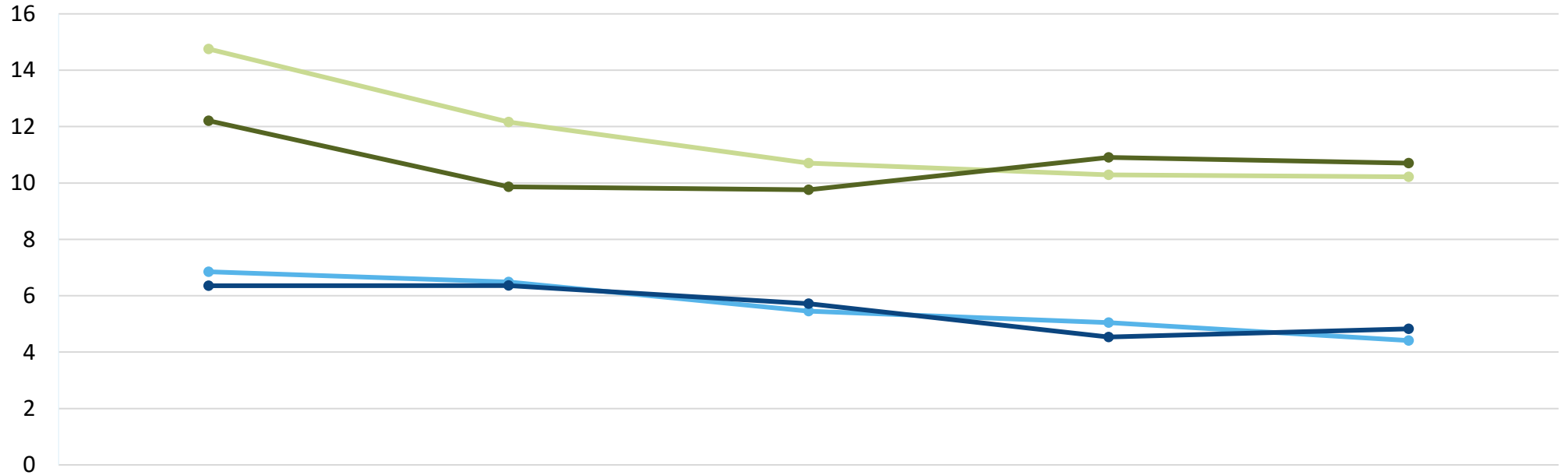


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	20.98%	23.91%	22.22%	18.94%	19.21%
Staff without a LTC or illness: Your org	15.02%	17.75%	16.64%	14.85%	12.40%
Staff with a LTC or illness: Average	26.60%	26.81%	26.46%	24.59%	23.69%
Staff without a LTC or illness: Average	20.67%	19.53%	20.51%	16.64%	16.83%
Staff with a LTC or illness: Responses	691	828	837	977	1015
Staff without a LTC or illness: Responses	2370	2327	2176	2437	2501

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.

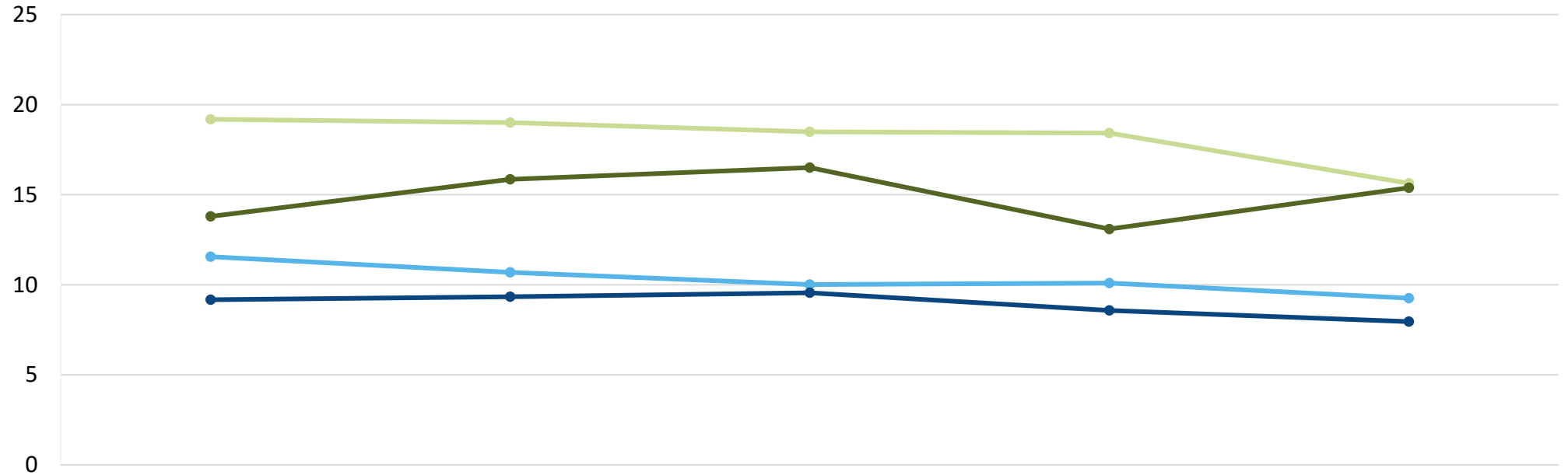


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	12.21%	9.87%	9.76%	10.91%	10.70%
Staff without a LTC or illness: Your org	6.36%	6.36%	5.71%	4.54%	4.83%
Staff with a LTC or illness: Average	14.75%	12.17%	10.71%	10.28%	10.22%
Staff without a LTC or illness: Average	6.85%	6.49%	5.45%	5.05%	4.41%
Staff with a LTC or illness: Responses	688	821	830	968	1009
Staff without a LTC or illness: Responses	2360	2327	2170	2409	2485

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.

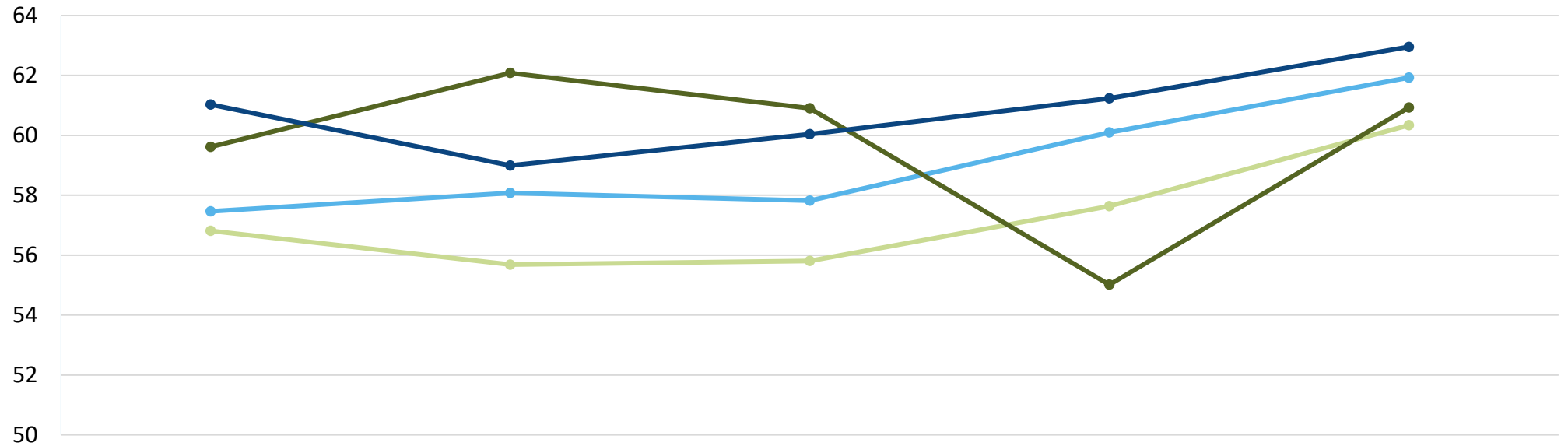


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	13.80%	15.85%	16.51%	13.10%	15.38%
Staff without a LTC or illness: Your org	9.17%	9.34%	9.55%	8.58%	7.95%
Staff with a LTC or illness: Average	19.19%	19.00%	18.49%	18.43%	15.63%
Staff without a LTC or illness: Average	11.56%	10.69%	10.01%	10.10%	9.26%
Staff with a LTC or illness: Responses	681	820	830	974	1001
Staff without a LTC or illness: Responses	2334	2313	2156	2414	2464

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.

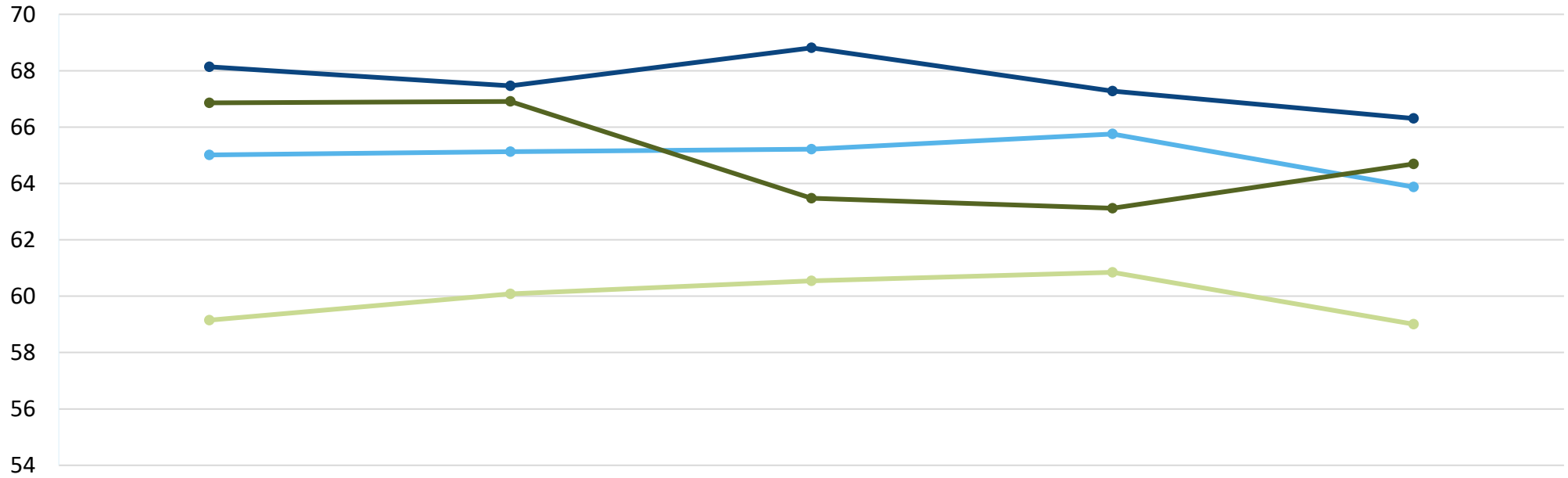


	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	59.62%	62.08%	60.90%	55.01%	60.93%
Staff without a LTC or illness: Your org	61.03%	58.99%	60.04%	61.23%	62.95%
Staff with a LTC or illness: Average	56.81%	55.68%	55.80%	57.63%	60.34%
Staff without a LTC or illness: Average	57.46%	58.08%	57.82%	60.10%	61.93%
Staff with a LTC or illness: Responses	208	269	266	273	302
Staff without a LTC or illness: Responses	485	517	473	464	440

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

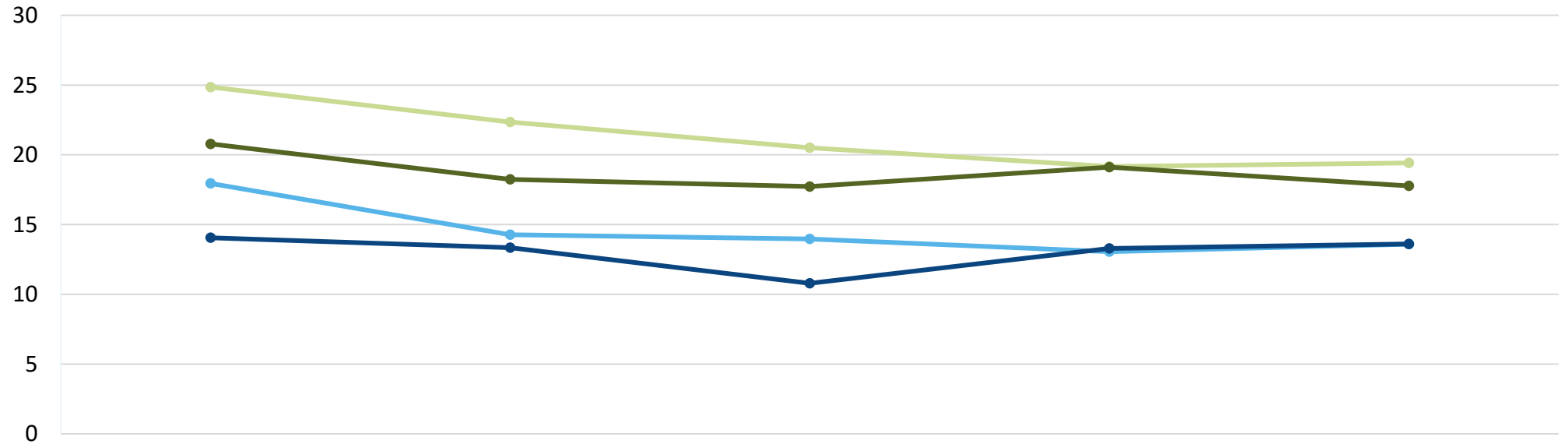
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	66.86%	66.91%	63.47%	63.12%	64.69%
Staff without a LTC or illness: Your org	68.14%	67.47%	68.81%	67.27%	66.31%
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	691	828	835	1006	1014
Staff without a LTC or illness: Responses	2376	2333	2177	2469	2490

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

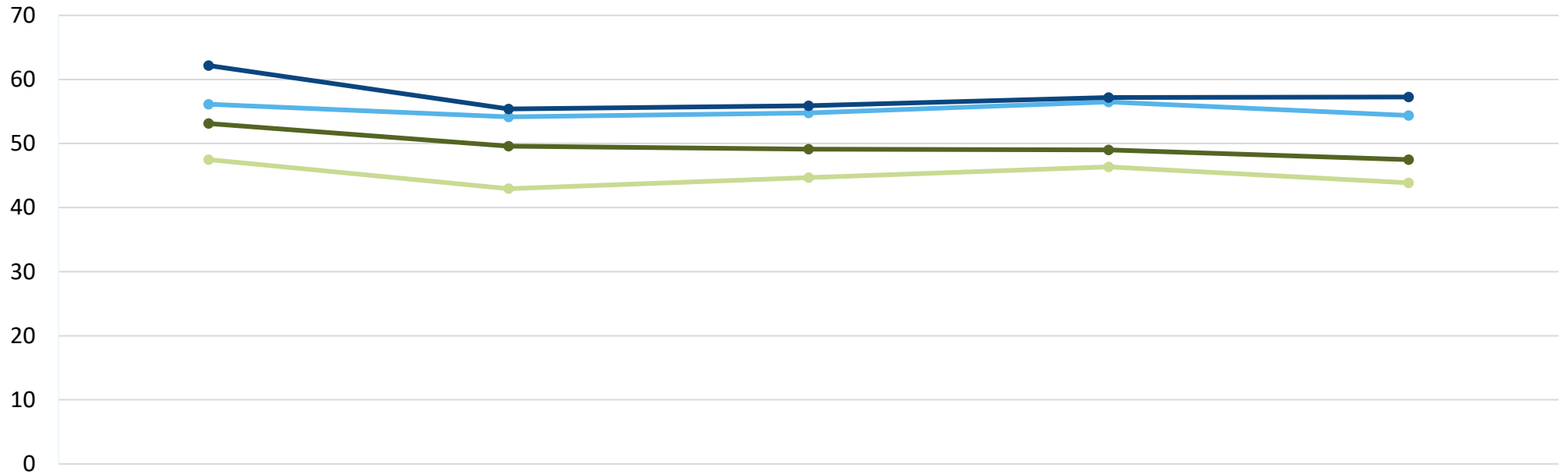
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	20.78%	18.23%	17.73%	19.11%	17.78%
Staff without a LTC or illness: Your org	14.05%	13.34%	10.79%	13.30%	13.61%
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	409	543	564	628	675
Staff without a LTC or illness: Responses	804	1057	1010	1053	1117

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

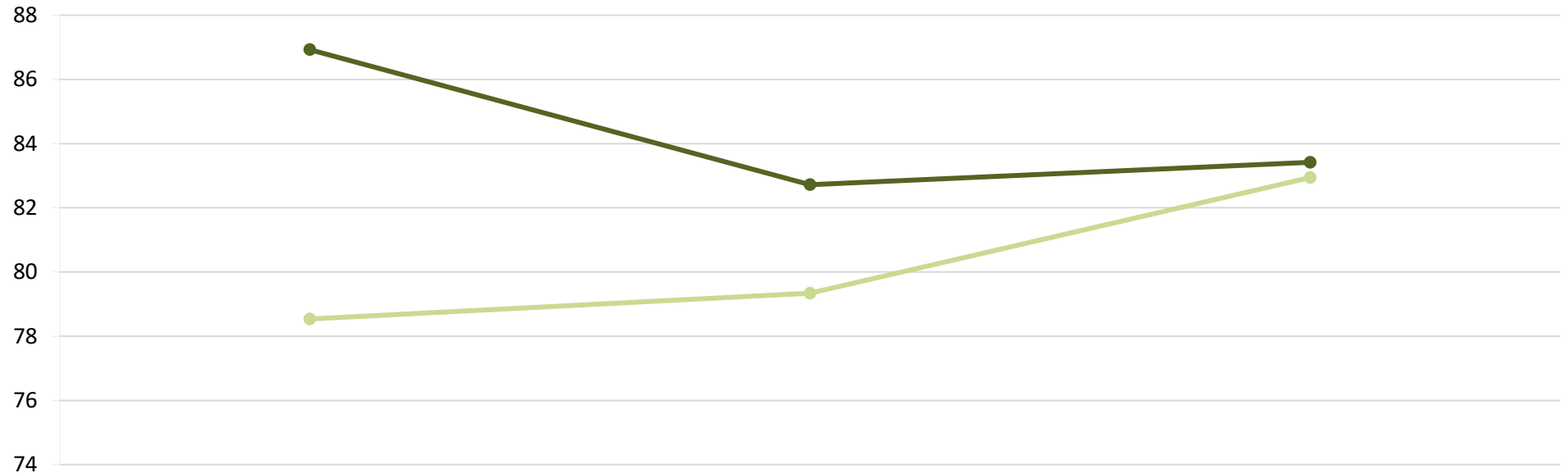
Percentage of staff satisfied with the extent to which their organisation values their work.



	2020	2021	2022	2023	2024
Staff with a LTC or illness: Your org	53.12%	49.58%	49.11%	49.01%	47.49%
Staff without a LTC or illness: Your org	62.17%	55.40%	55.89%	57.17%	57.27%
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	689	835	839	1006	1015
Staff without a LTC or illness: Responses	2366	2334	2183	2475	2504

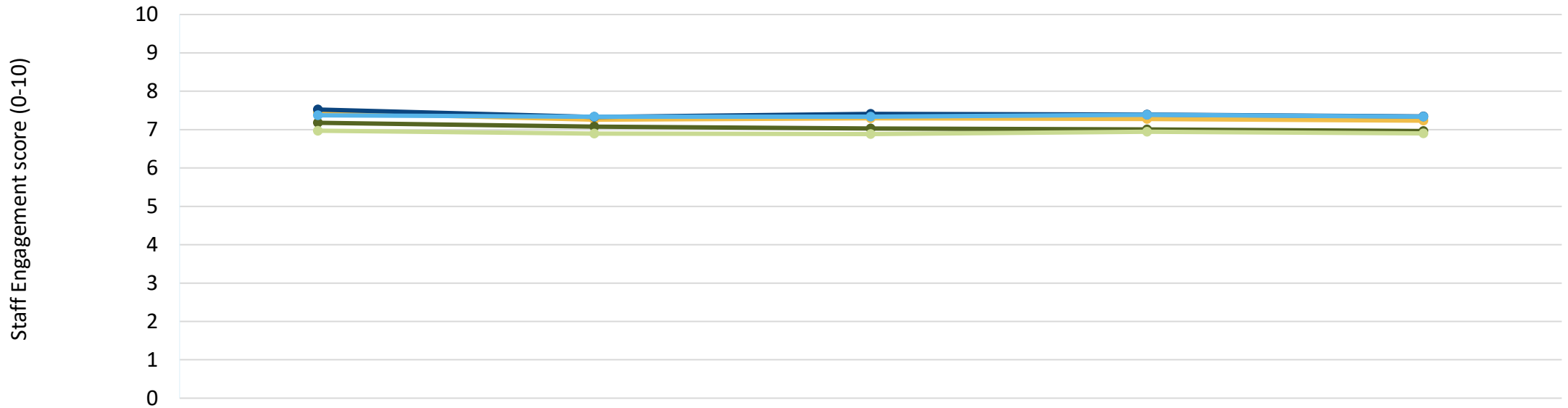
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	86.92%	82.72%	83.41%
Staff with a LTC or illness: Average	78.54%	79.34%	82.94%
Staff with a LTC or illness: Responses	520	596	633

Staff engagement score (0-10)

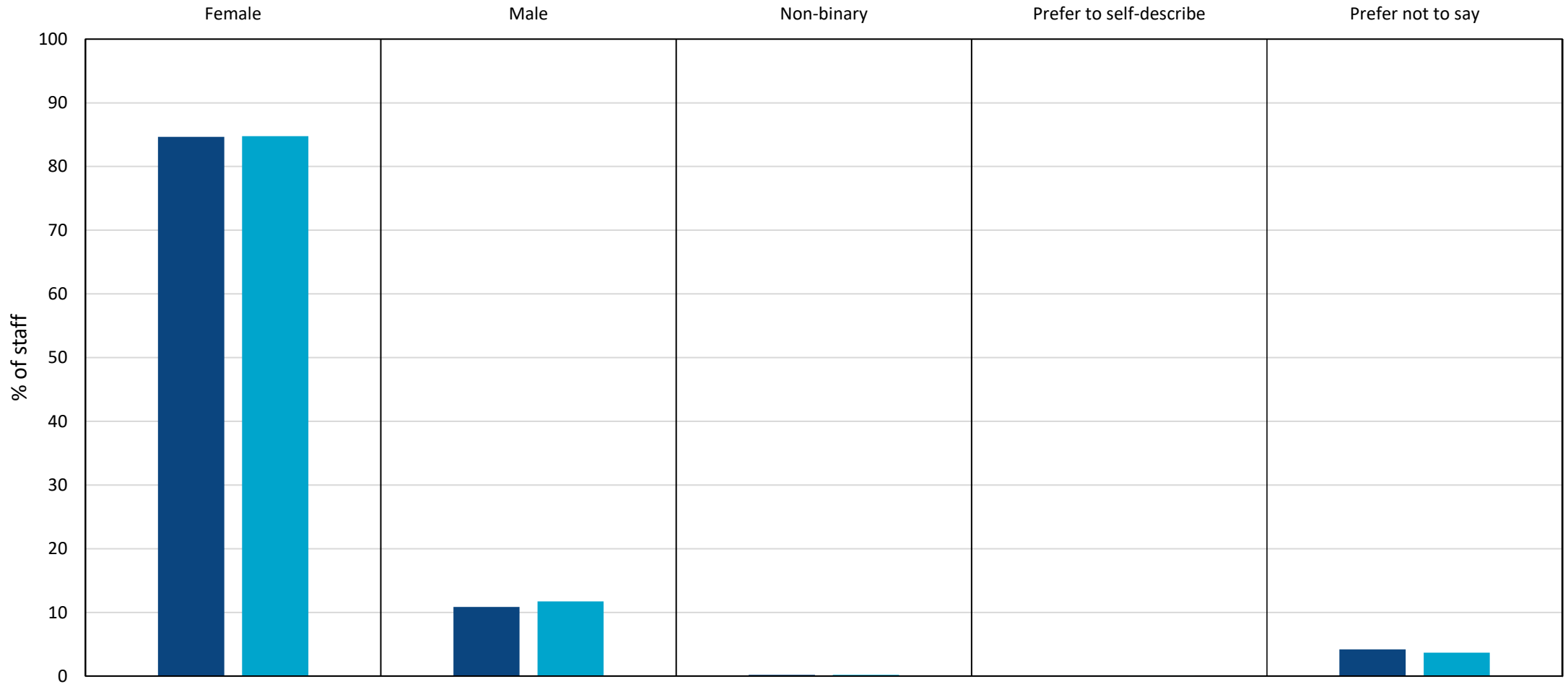


	2020	2021	2022	2023	2024
Organisation average	7.44	7.26	7.30	7.28	7.23
Staff with a LTC or illness: Your org	7.18	7.08	7.03	7.00	6.96
Staff without a LTC or illness: Your org	7.52	7.33	7.41	7.39	7.35
Staff with a LTC or illness: Average	6.97	6.89	6.88	6.95	6.90
Staff without a LTC or illness: Average	7.37	7.34	7.34	7.39	7.34
Staff with a LTC or illness: Responses	695	836	841	1009	1020
Staff without a LTC or illness: Responses	2381	2343	2194	2482	2505

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

About your respondents

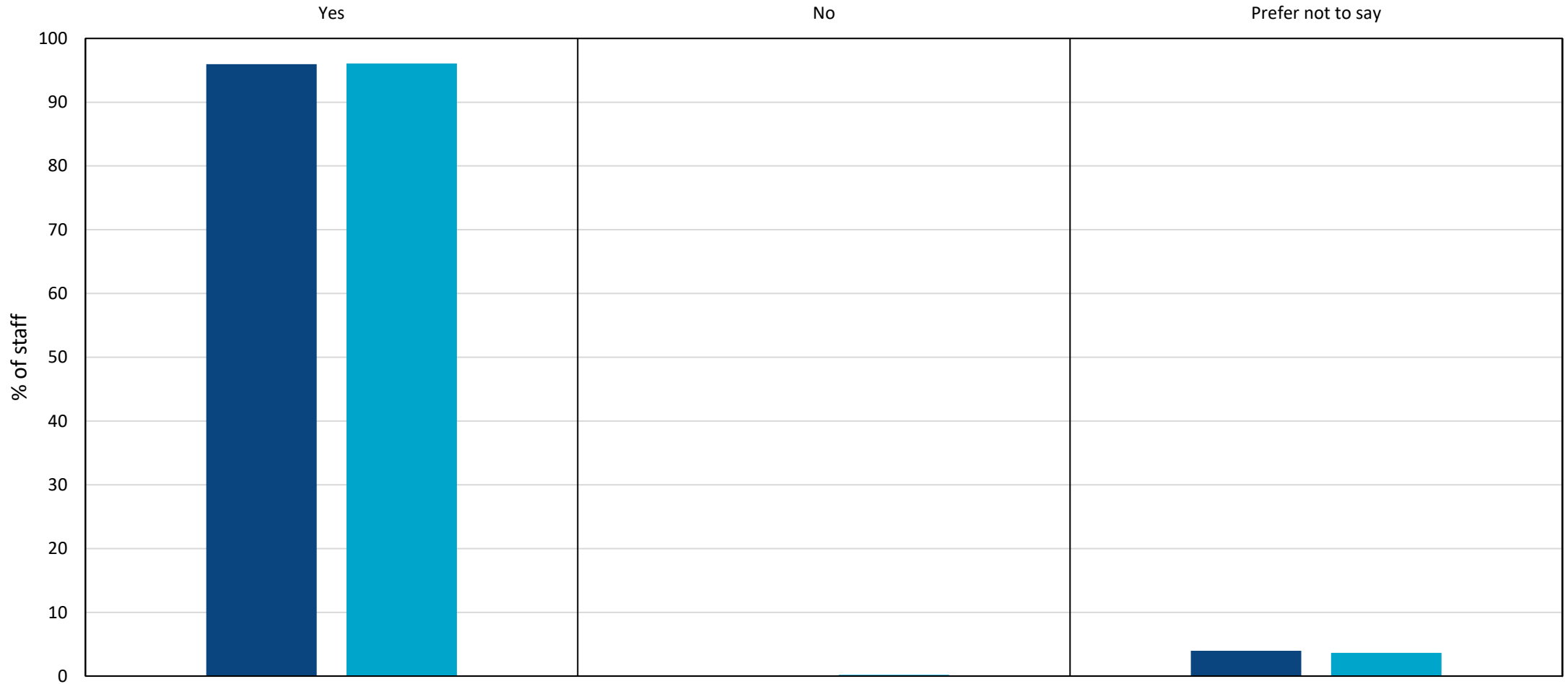
This section shows demographic and other background information for 2024.



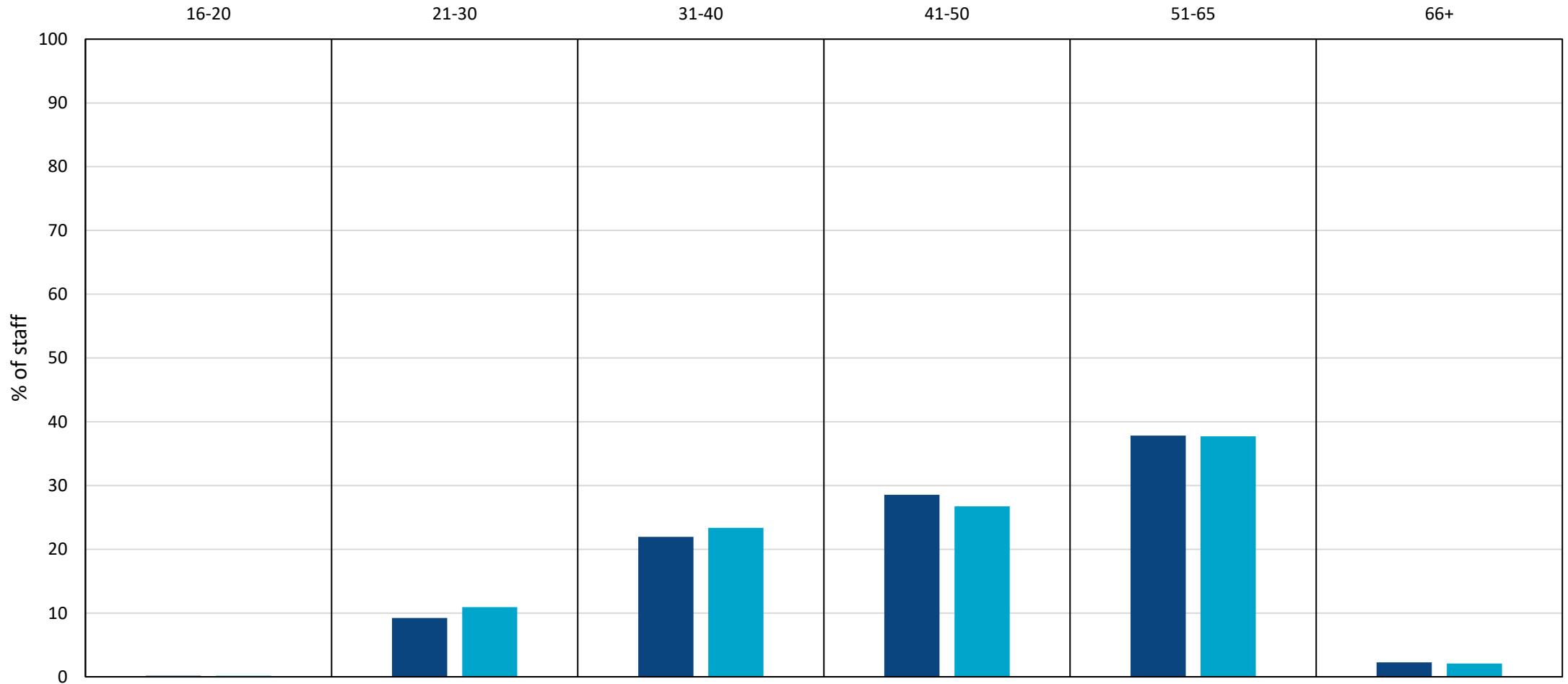
Responses	3562	3562	3562	3562	3562
Your org	84.67%	10.86%	0.20%	0.08%	4.18%
Average	84.75%	11.72%	0.21%	0.08%	3.66%



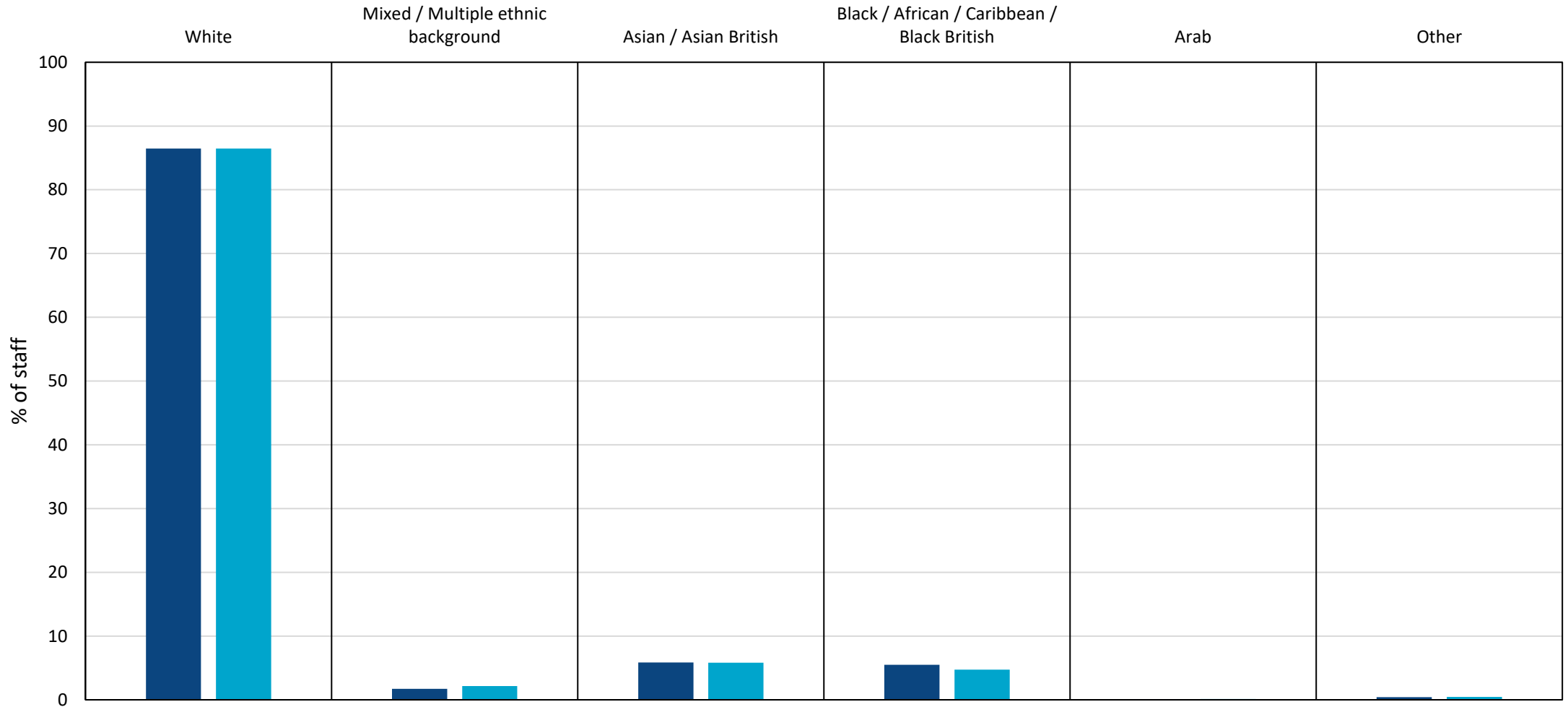
Background details – Is your gender identity the same as the sex you were registered at birth?



Response	Yes	No	Prefer not to say
Your org	95.96%	0.08%	3.96%
Average	96.06%	0.19%	3.65%
Responses	3539	3539	3539

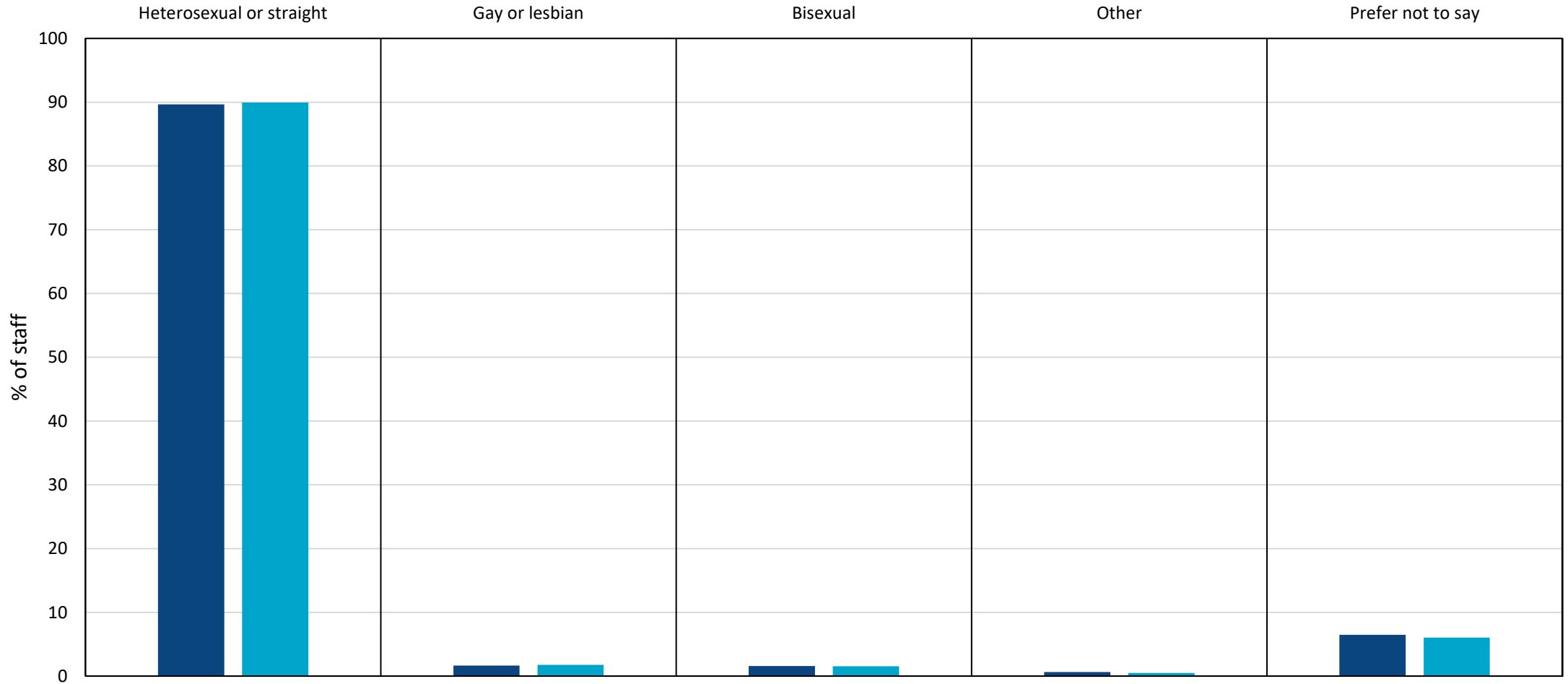


Your org	0.17%	9.21%	21.94%	28.56%	37.83%	2.28%
Average	0.18%	10.94%	23.36%	26.74%	37.73%	2.09%
Responses	3550	3550	3550	3550	3550	3550



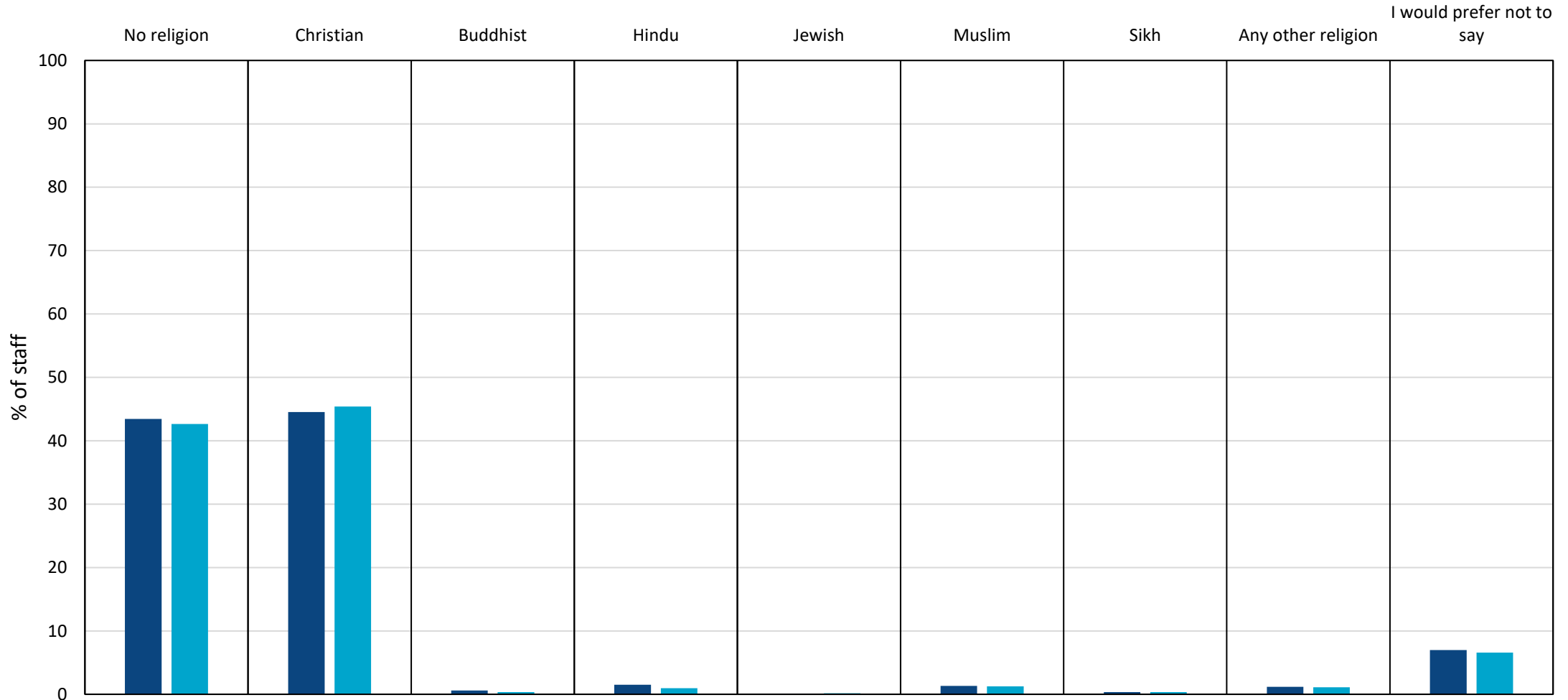
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	86.48%	1.72%	5.84%	5.48%	0.06%	0.42%
Average	86.48%	2.14%	5.83%	4.74%	0.13%	0.46%
Responses	3542	3542	3542	3542	3542	3542

Background details – Sexual orientation



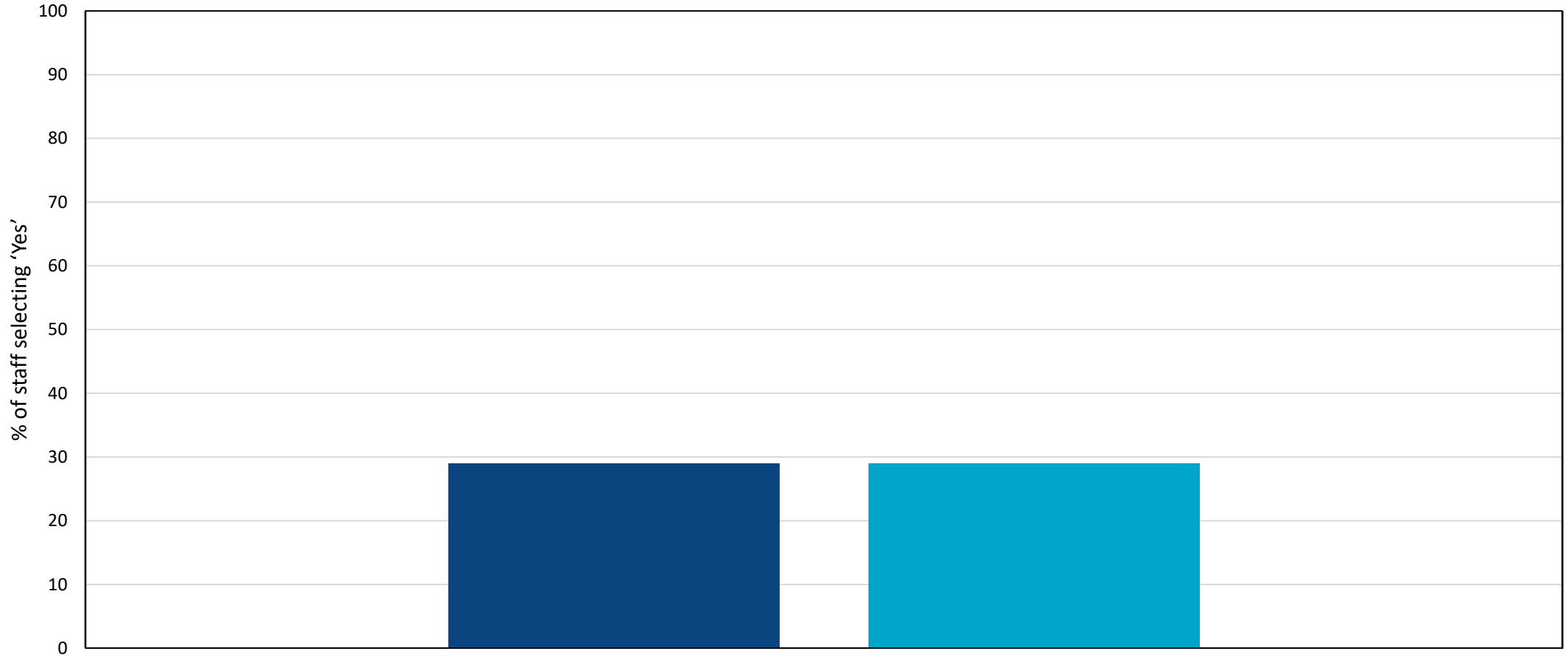
	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	89.66%	1.66%	1.57%	0.65%	6.46%
Average	89.93%	1.76%	1.56%	0.49%	6.04%
Responses	3560	3560	3560	3560	3560

Background details - Religion



Your org	43.43%	44.53%	0.62%	1.52%	0.08%	1.32%	0.34%	1.18%	6.99%
Average Responses	42.63%	45.39%	0.34%	0.97%	0.15%	1.27%	0.34%	1.12%	6.59%
	3564	3564	3564	3564	3564	3564	3564	3564	3564

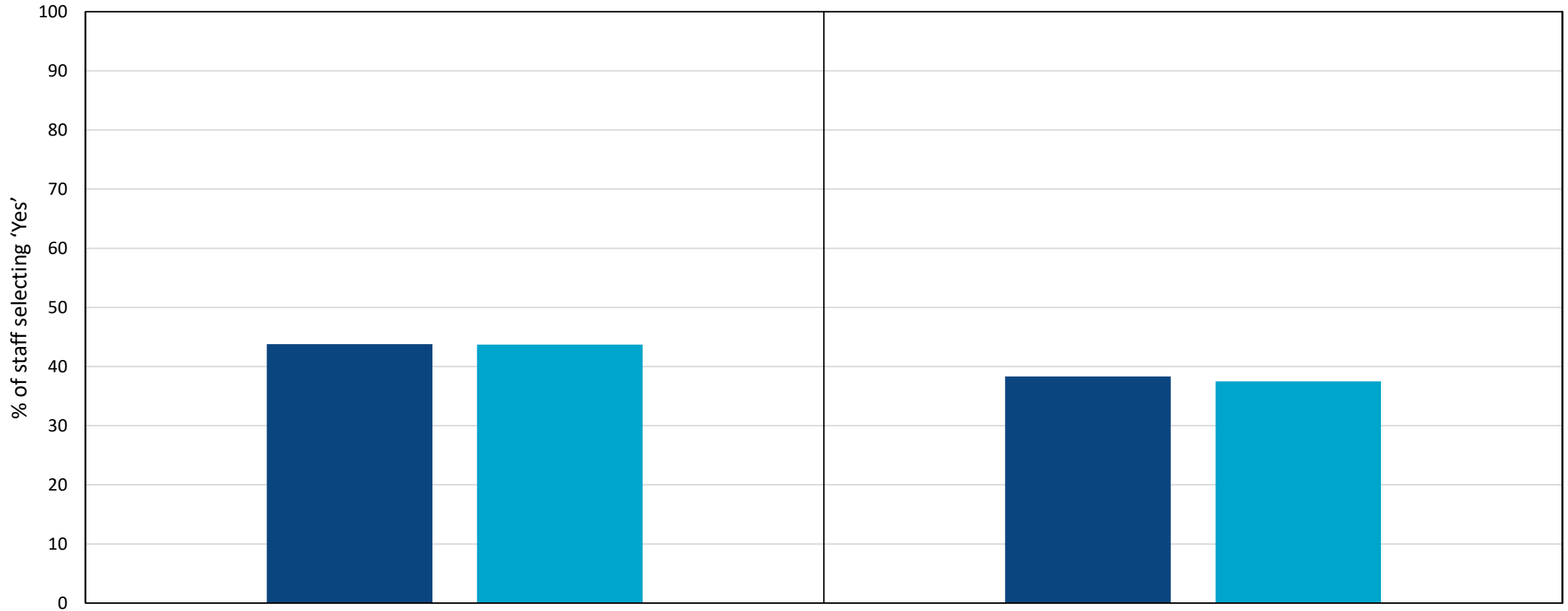
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	28.92%
Average	28.90%
Responses	3527

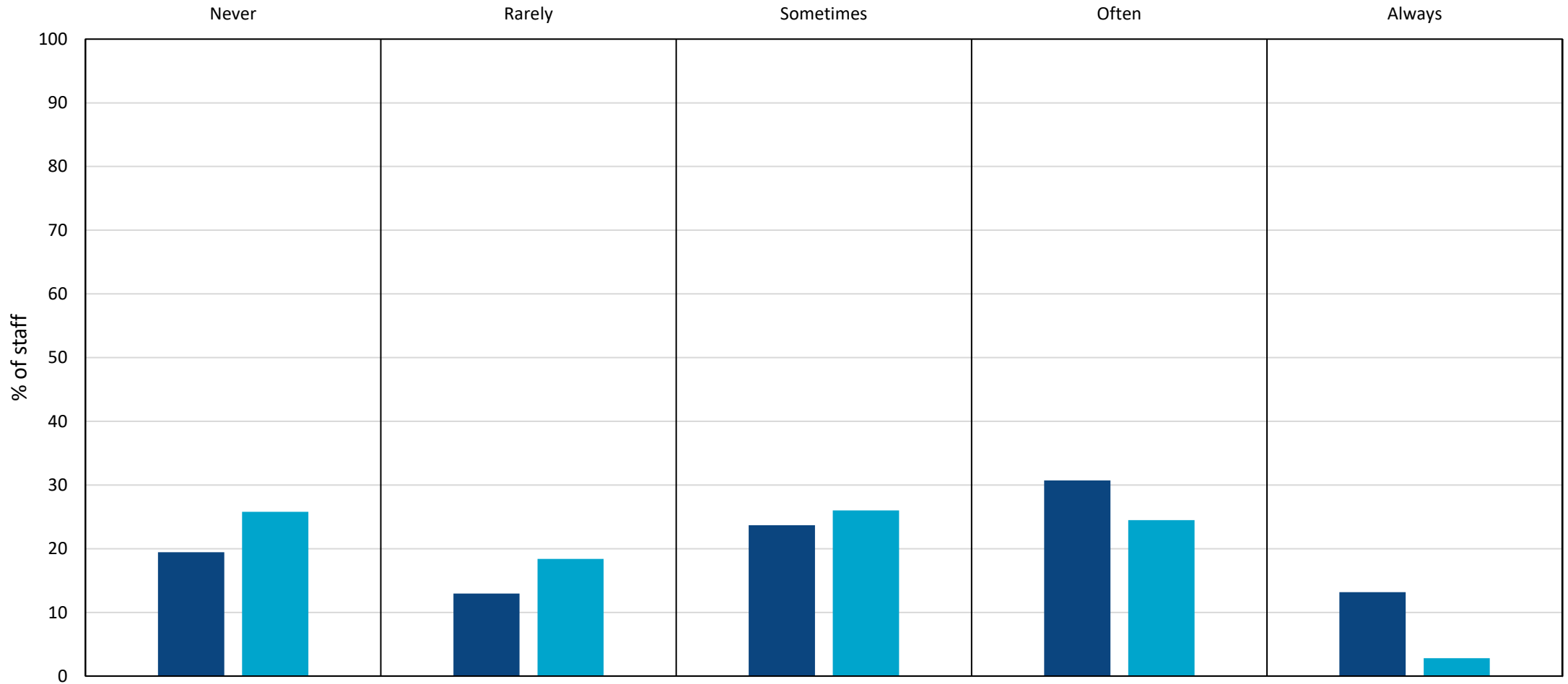
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.

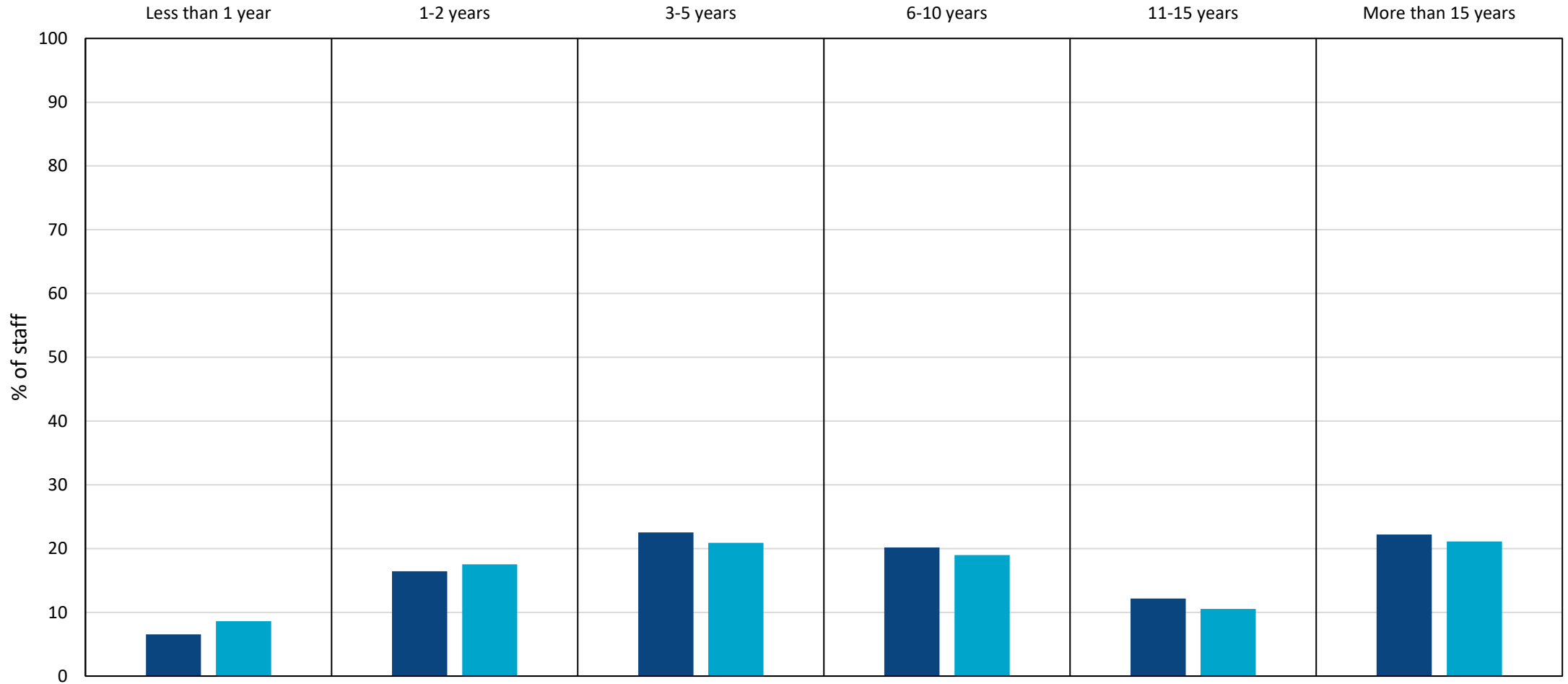


Your org	43.78%	38.32%
Average	43.72%	37.50%
Responses	3543	3541

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



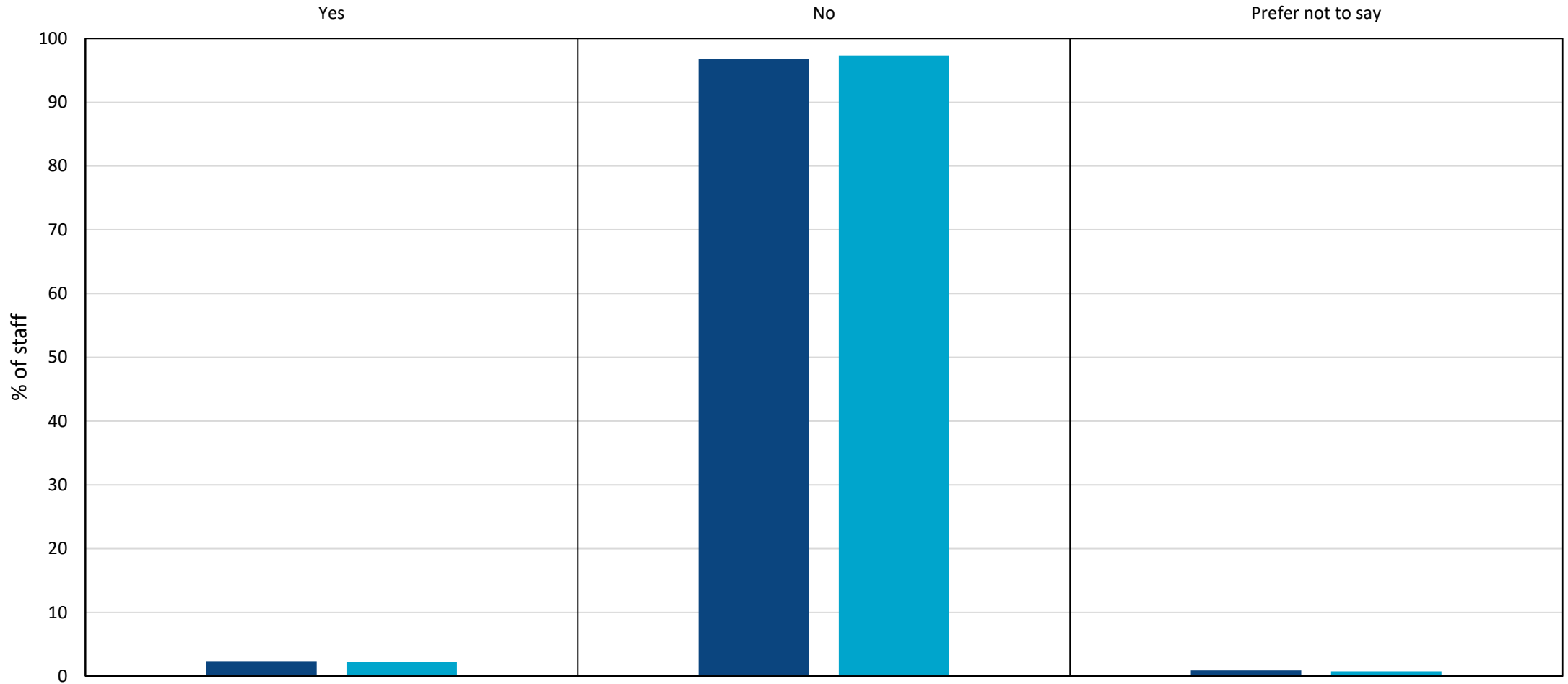
	Never	Rarely	Sometimes	Often	Always
Your org	19.46%	12.96%	23.70%	30.71%	13.18%
Average	25.78%	18.41%	26.02%	24.48%	2.80%
Responses	3566	3566	3566	3566	3566



Your org	6.54%	16.44%	22.53%	20.16%	12.15%	22.19%
Average	8.61%	17.54%	20.91%	18.96%	10.52%	21.12%
Responses	3547	3547	3547	3547	3547	3547

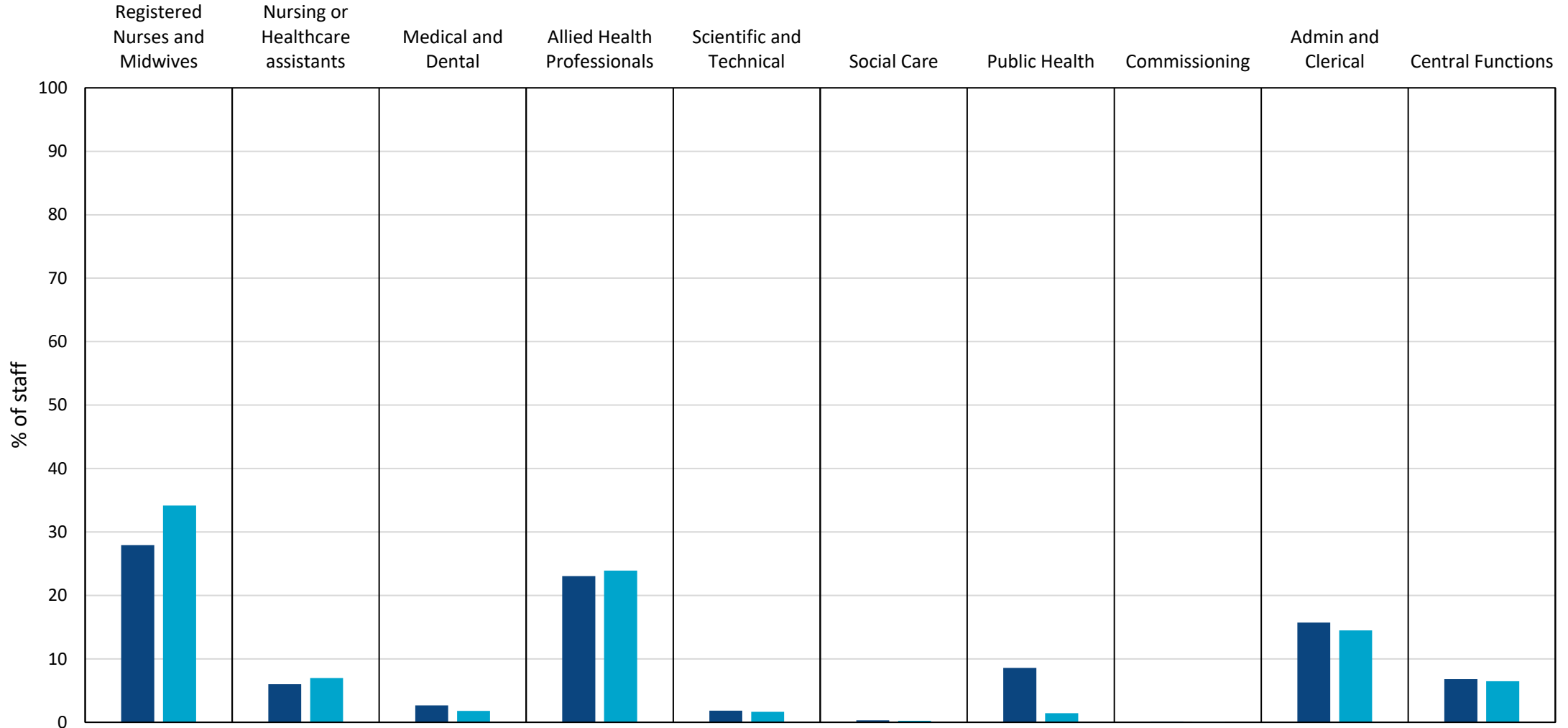


Background details – When you joined this organisation, were you recruited from outside of the UK?



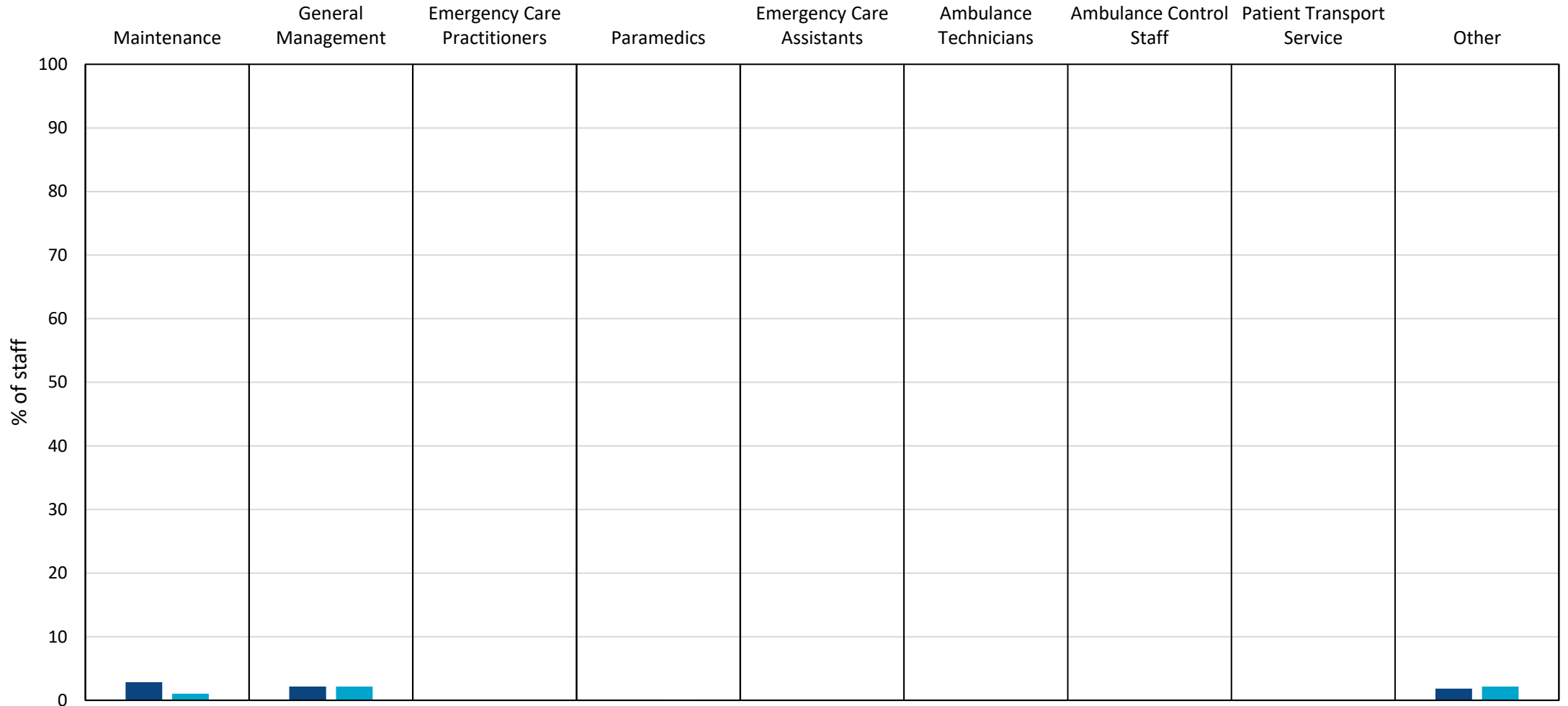
	Yes	No	Prefer not to say
Your org	2.36%	96.76%	0.88%
Average	2.20%	97.33%	0.76%
Responses	3521	3521	3521

Background details – Occupational group



Your org	27.94%	5.99%	2.68%	23.02%	1.84%	0.31%	8.59%	0.11%	15.73%	6.81%
Average	34.18%	6.98%	1.81%	23.91%	1.64%	0.22%	1.44%	0.09%	14.50%	6.48%
Responses	3540	3540	3540	3540	3540	3540	3540	3540	3540	3540

Background details – Occupational group

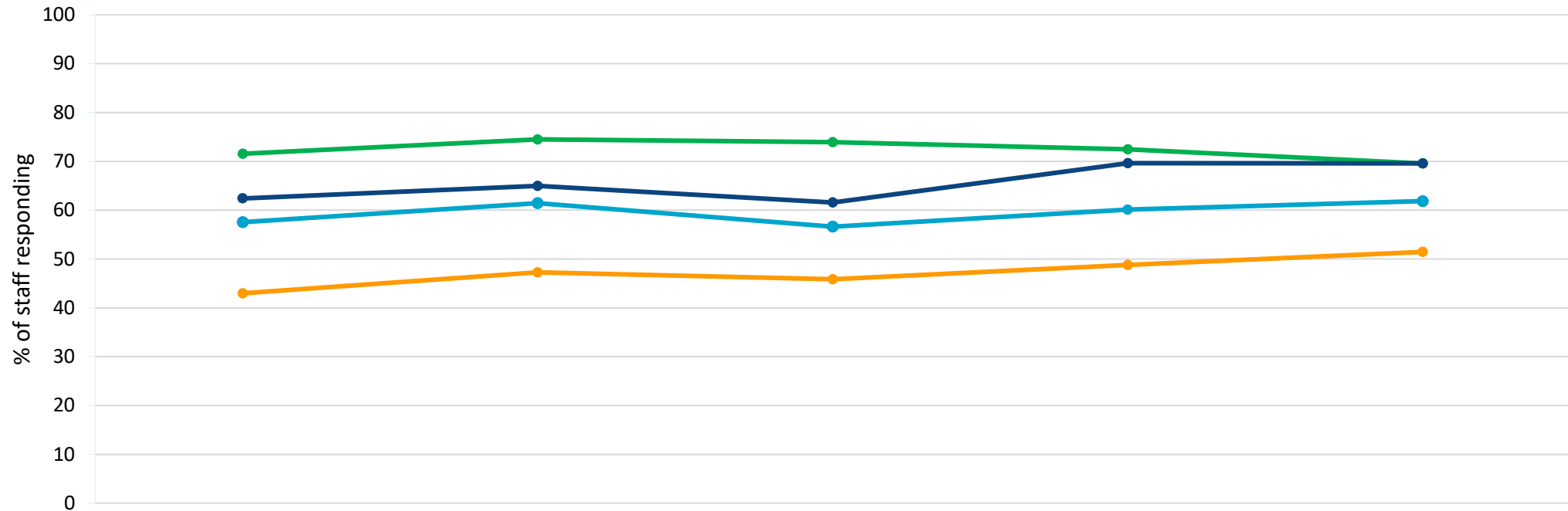


Your org	2.85%	2.18%	0.00%	0.06%	0.00%	0.00%	0.00%	0.06%	1.84%
Average	1.04%	2.16%	0.03%	0.09%	0.00%	0.00%	0.00%	0.00%	2.15%
Responses	3540	3540	3540	3540	3540	3540	3540	3540	3540

Appendices

Appendix A: Response rate

Response rate



	2020	2021	2022	2023	2024
Your org	62.40%	64.98%	61.56%	69.62%	69.55%
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	3108	3217	3067	3572	3582

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	7.88	3562	7.88	3579	Not significant
We are recognised and rewarded	6.57	3562	6.54	3579	Not significant
We each have a voice that counts	7.23	3541	7.18	3555	Not significant
We are safe and healthy	6.53	3470	6.58	3567	Not significant
We are always learning	6.04	3413	5.94	3418	Not significant
We work flexibly	7.06	3545	7.13	3565	Not significant
We are a team	7.37	3558	7.36	3573	Not significant
Themes					
Staff Engagement	7.29	3567	7.25	3580	Not significant
Morale	6.32	3565	6.38	3581	Not significant

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

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

Appendix C: Tips on using your benchmark report

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

Key points to note



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



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



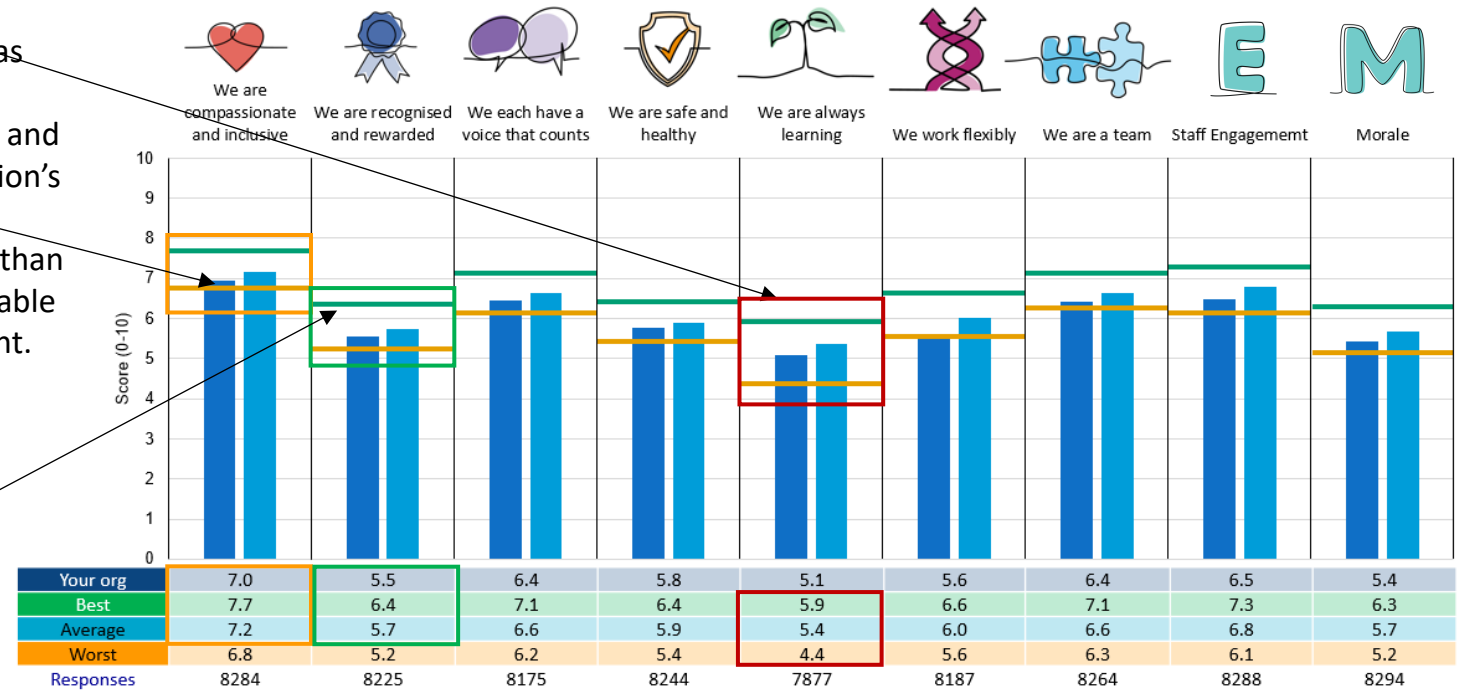
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are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

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

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

Areas to improve

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



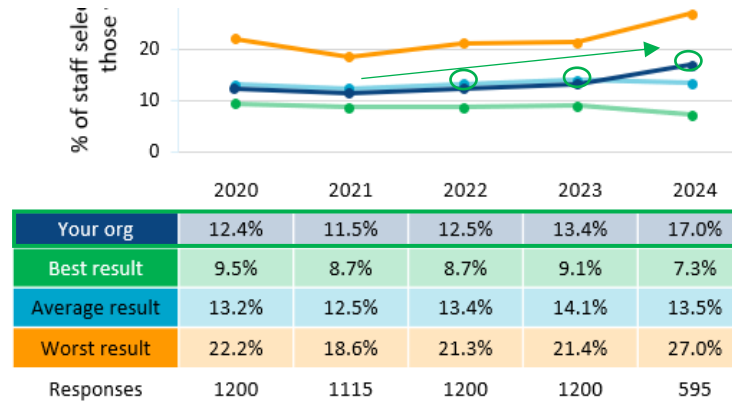
Only one example is highlighted for each point

Positive outcomes

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

Review trend data

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

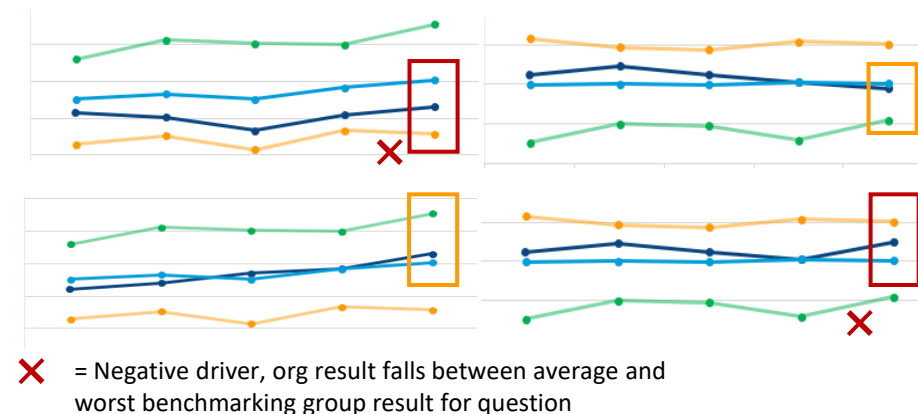


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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.

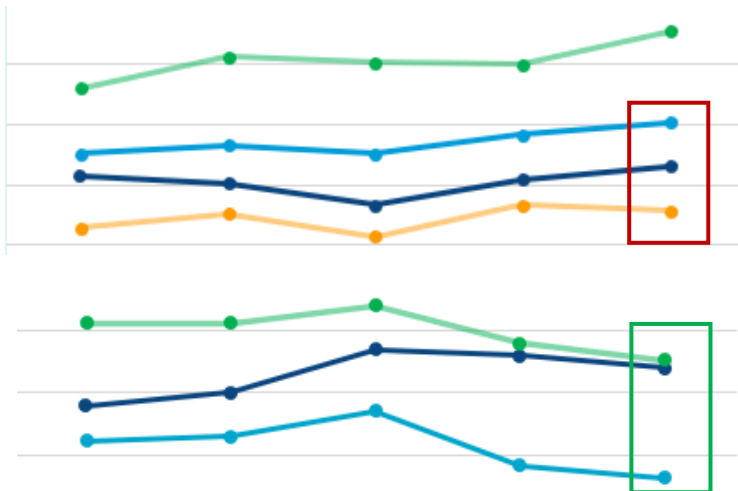
Identifying questions of interest

➤ 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 Kent Community Health NHS Foundation Trust.



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



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