Survey
Coordination
Centre

NHS

Leeds Teaching Hospitals NHS Trust

NHS Staff Survey Benchmark report 2023

Contents

Introduction

About this report

This benchmark report for Leeds Teaching Hospitals NHS Trust contains results for the 2023 NHS Staff Survey, and historical results back to 2019 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*.

Please note: 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.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from the Staff Survey website.

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:

We are compassionate and inclusive | We are recognised and rewarded | We each have a voice that counts | We are safe and healthy | We are always learning | We work flexibly | We are a team

In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two of the themes reported in previous years (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 subscores are related and mapped to individual survey questions.

* The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor. Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.

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
Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q26d, Q31b

Report structure

Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, 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 of 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, 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.

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 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

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.

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Key features

Note this is example data

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

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.

Q4b How satisfied are you with each of the following aspects of your job?

% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question

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

% of staff selecting answer

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

'Best result', 'Average result', and 'Worst result' refer to the **benchmarking group's** best, average and worst **results.**
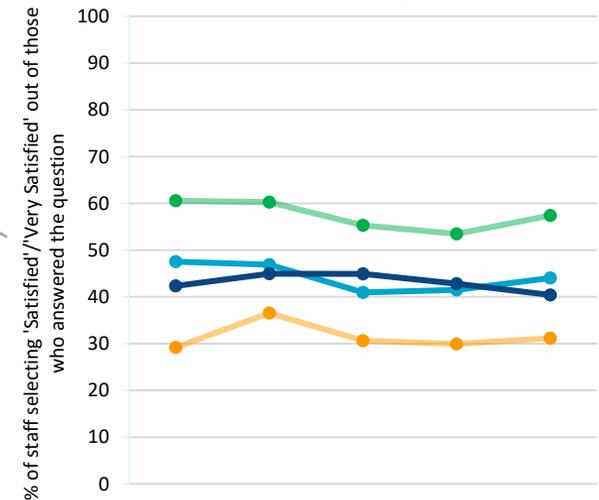
	2019	2020	2021	2022	2023
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	53.5%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

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

Note charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2021, 2022 and 2023 portions of the chart and table.

Organisation details

Leeds Teaching Hospitals NHS Trust

2023 NHS Staff Survey
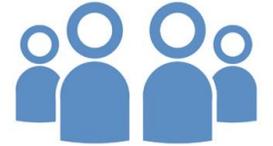
Organisation details

Completed questionnaires **11138**

2023 response rate **55%**

This organisation is benchmarked against:

Acute and Acute & Community Trusts
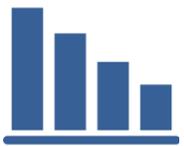
2023 benchmarking group details

Organisations in group: 122

Median response rate: 45%

No. of completed questionnaires: 477643

Survey details

Survey mode **Mixed**

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

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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**.

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	7.41	6.01	6.89	6.11	5.85	6.35	6.85	7.03	5.98
Best result	7.71	6.37	7.16	6.55	6.07	6.87	7.19	7.32	6.52
Average result	7.24	5.94	6.70	6.06	5.61	6.20	6.75	6.91	5.91
Worst result	6.85	5.50	6.21	5.75	5.05	5.60	6.35	6.34	5.54
Responses	11065	11062	10958	10911	10346	10975	11047	11080	11082
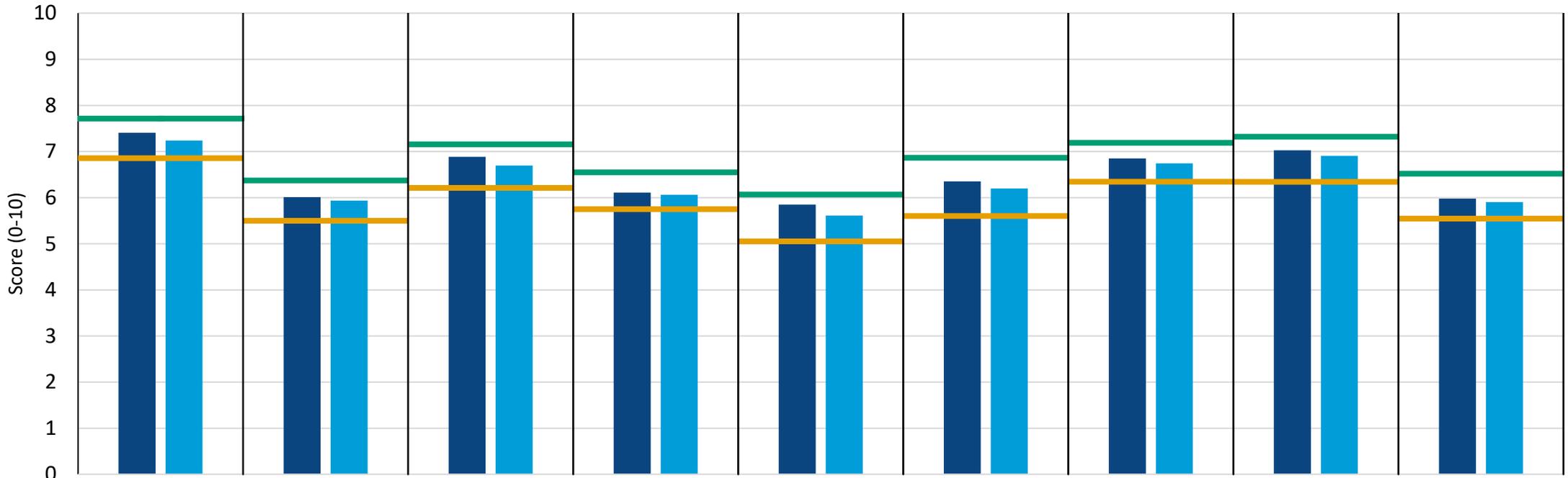
People Promise elements, themes and sub-scores: Sub-score overview

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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
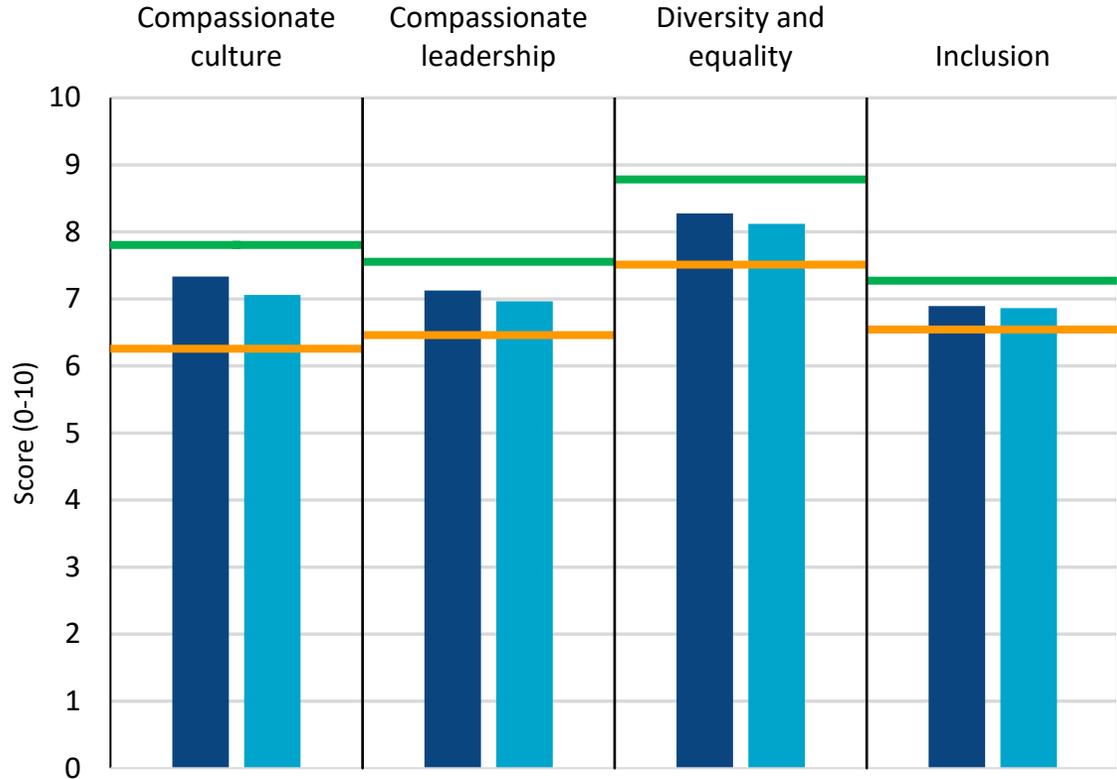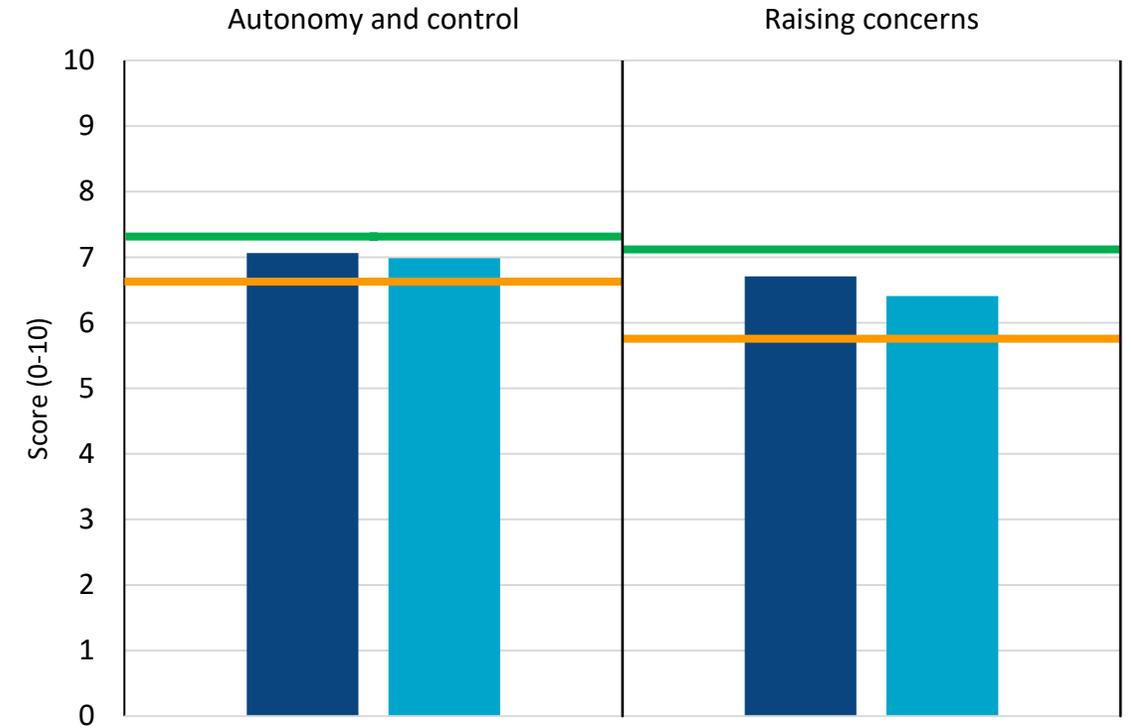
	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	7.34	7.13	8.28	6.89
Best result	7.81	7.55	8.78	7.27
Average result	7.06	6.96	8.12	6.86
Worst result	6.26	6.46	7.51	6.54
Responses	11035	11063	11066	11032

Promise element 3: We each have a voice that counts

	Autonomy and control	Raising concerns
Your org	7.06	6.71
Best result	7.31	7.12
Average result	6.99	6.41
Worst result	6.63	5.76
Responses	11080	10989

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

Health and safety climate | Burnout | Negative experiences
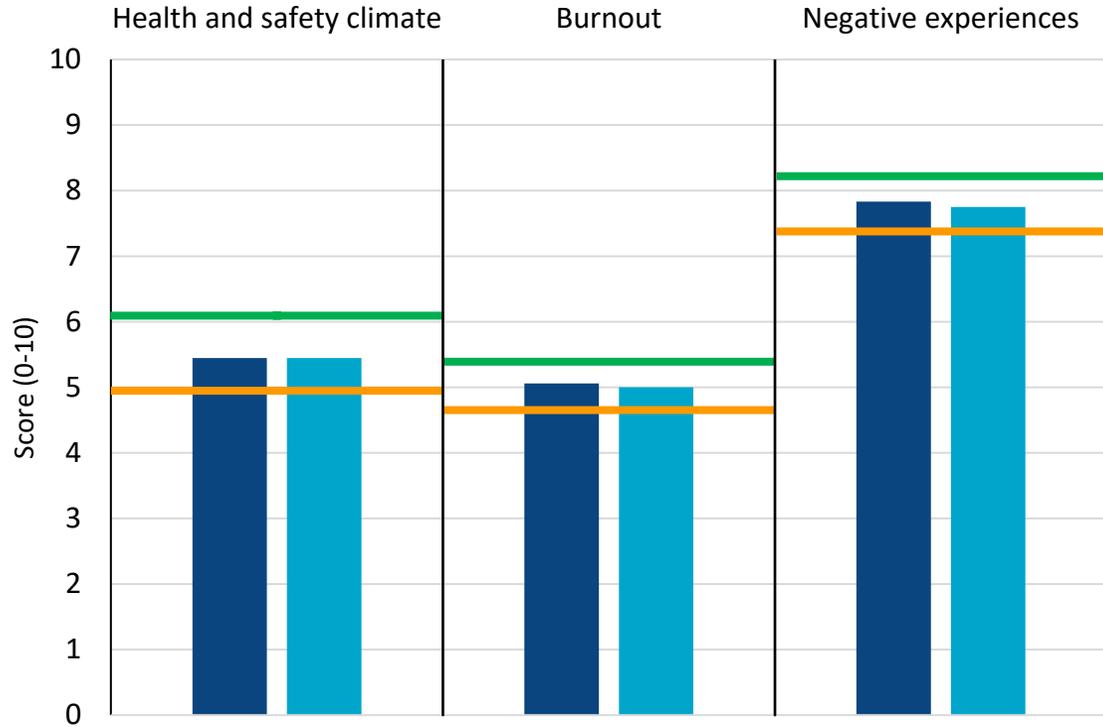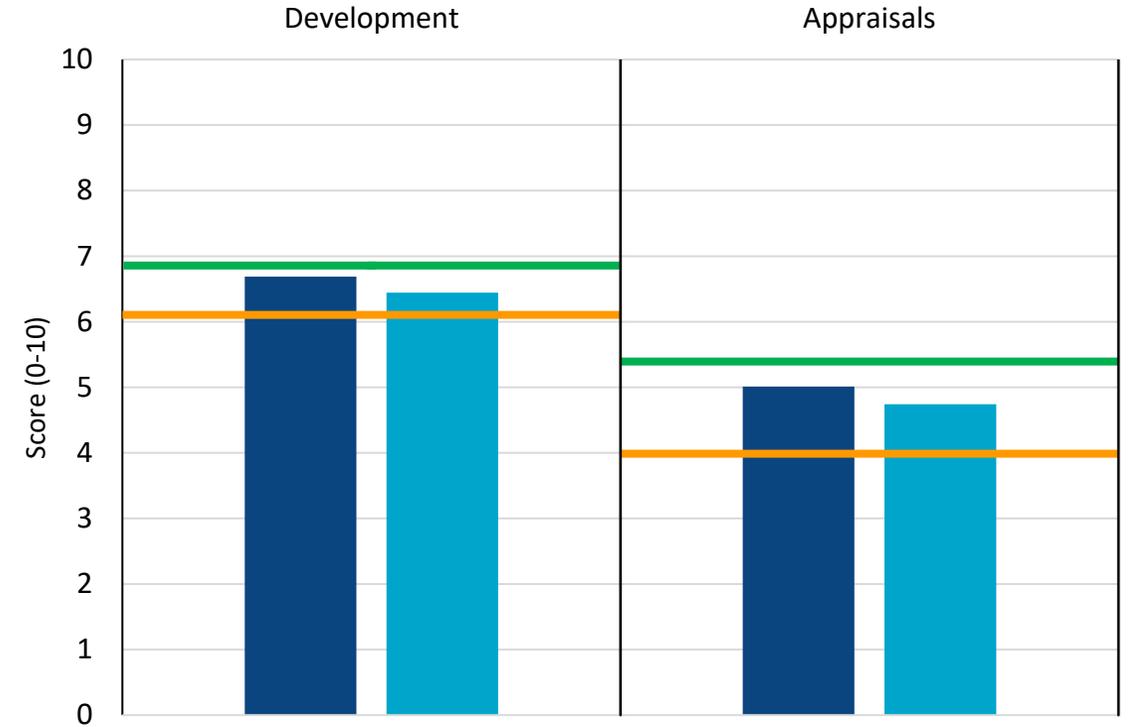
	Health and safety climate	Burnout	Negative experiences
Your org	5.45	5.06	7.83
Best result	6.09	5.39	8.22
Average result	5.45	5.00	7.75
Worst result	4.95	4.65	7.38
Responses	11077	11064	10970

Promise element 5: We are always learning

Development | Appraisals

	Development	Appraisals
Your org	6.69	5.01
Best result	6.86	5.39
Average result	6.44	4.74
Worst result	6.10	3.99
Responses	11035	10360

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
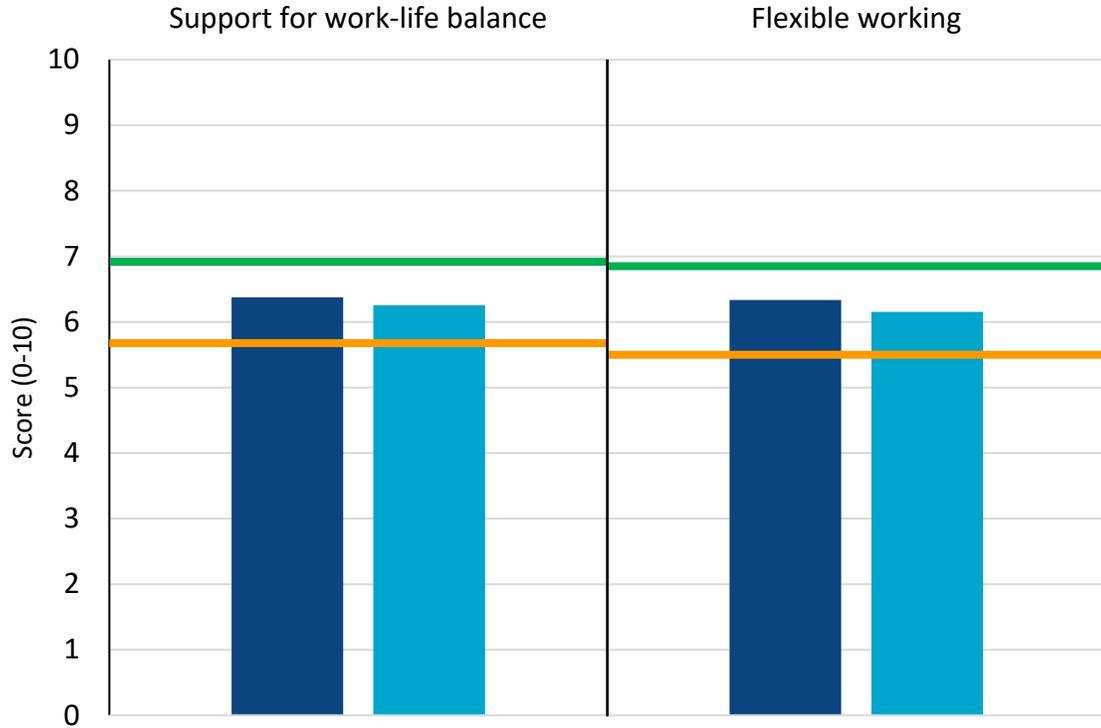
	Support for work-life balance	Flexible working
Your org	6.38	6.34
Best result	6.92	6.85
Average result	6.25	6.15
Worst result	5.68	5.50
Responses	11065	11000

	Team working	Line management
Your org	6.76	6.94
Best result	7.03	7.35
Average result	6.68	6.80
Worst result	6.29	6.30
Responses	11063	11070

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

Theme: Staff engagement
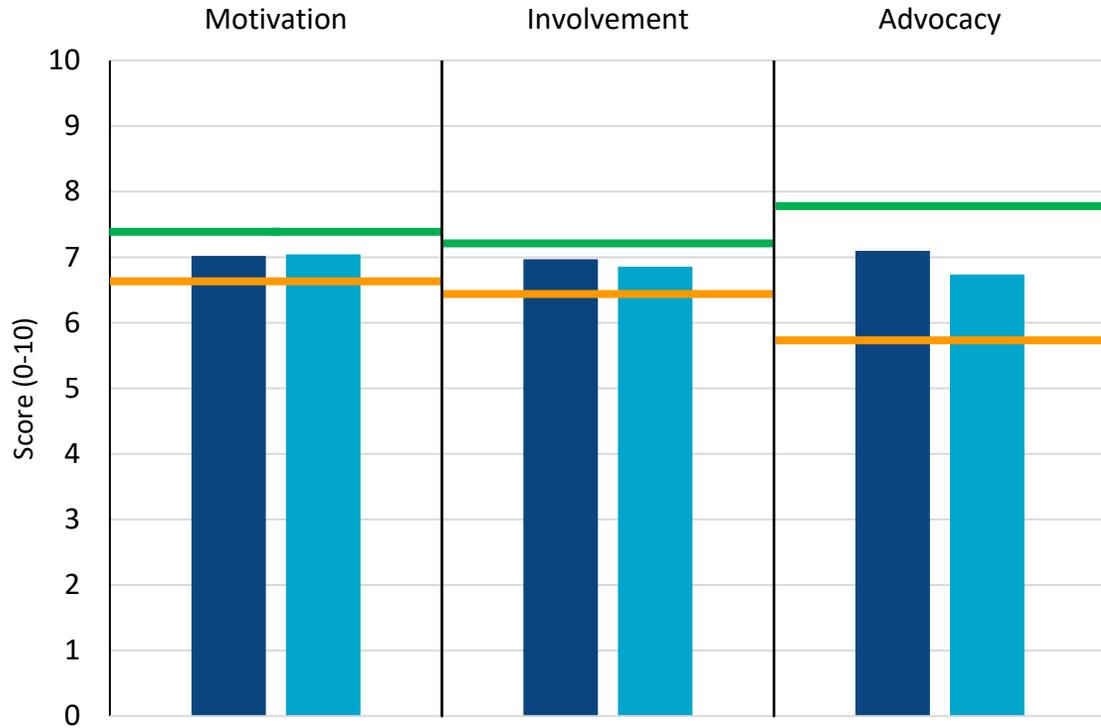
	Motivation	Involvement	Advocacy
Your org	7.02	6.97	7.10
Best result	7.39	7.21	7.78
Average result	7.04	6.86	6.74
Worst result	6.63	6.44	5.73
Responses	10954	11079	11036

Theme: Morale
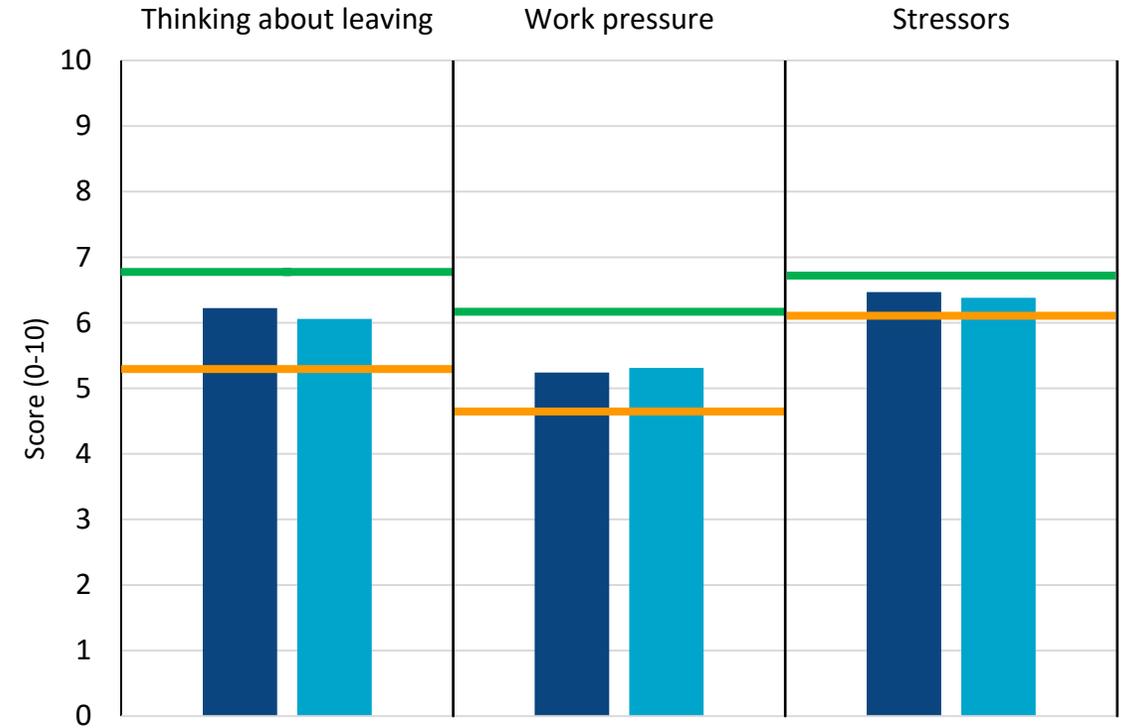
	Thinking about leaving	Work pressure	Stressors
Your org	6.22	5.24	6.47
Best result	6.78	6.17	6.72
Average result	6.06	5.31	6.38
Worst result	5.29	4.65	6.11
Responses	11041	11069	11059

# 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
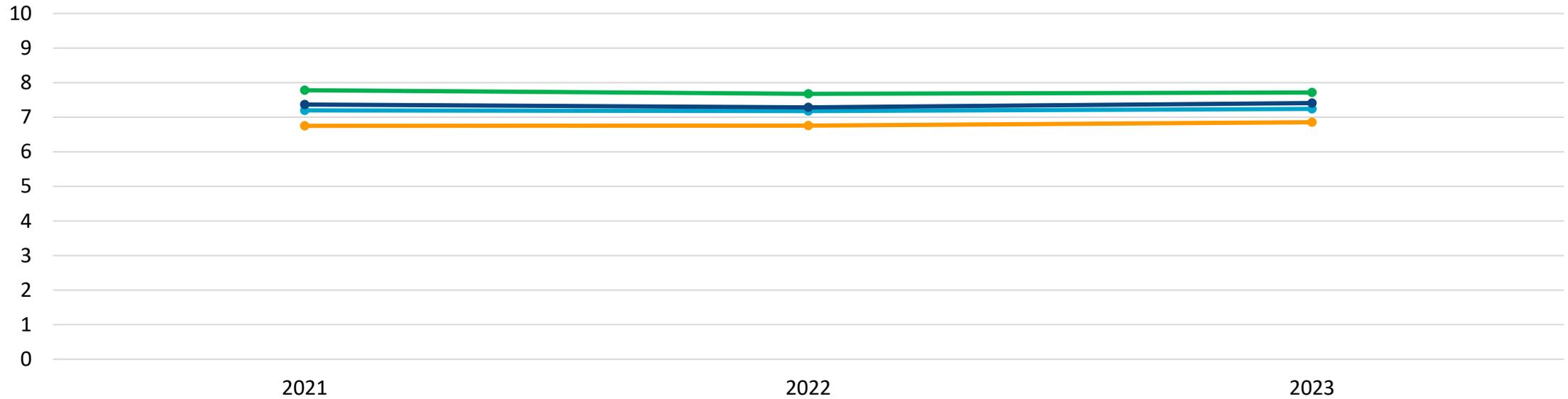
|	2021	2022	2023
Your org	7.36	7.28	7.41
Best result	7.78	7.67	7.71
Average result	7.20	7.18	7.24
Worst result	6.75	6.76	6.85
Responses	11000	7491	11065

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
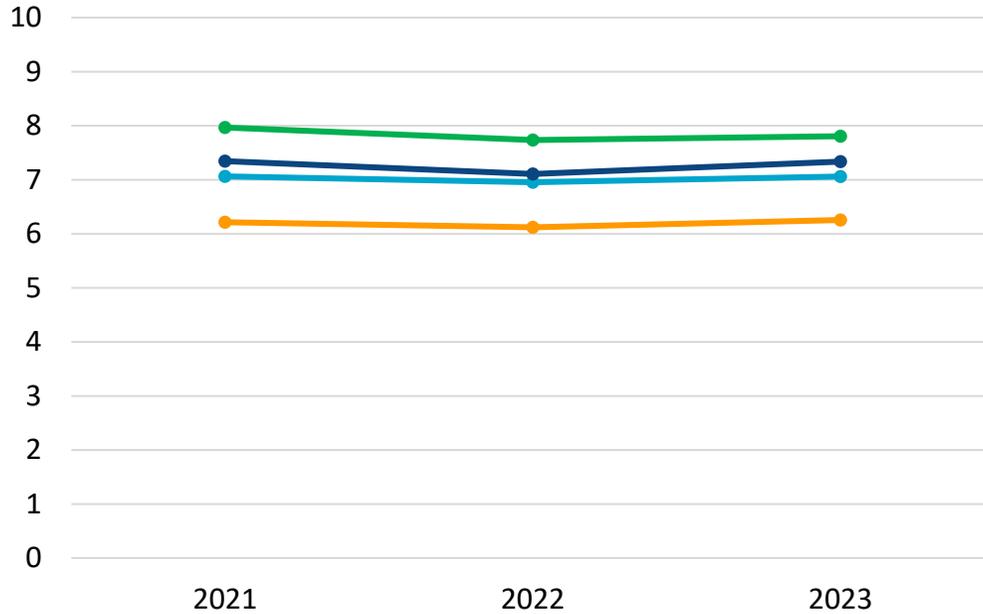
	2021	2022	2023
Your org	7.35	7.11	7.34
Best result	7.97	7.74	7.81
Average result	7.06	6.95	7.06
Worst result	6.22	6.12	6.26
Responses	10901	7470	11035

Compassionate leadership
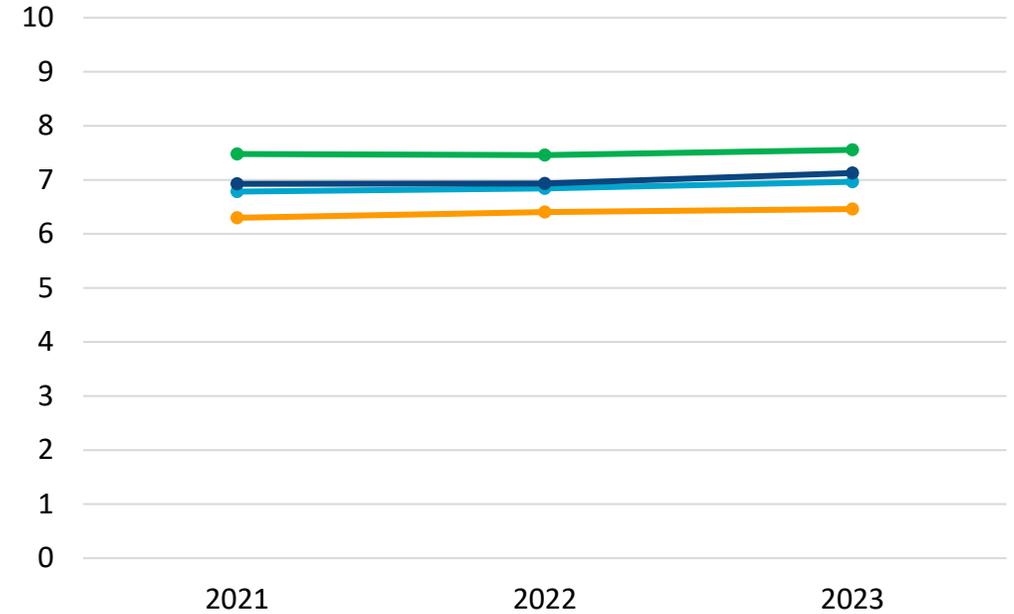
	2021	2022	2023
Your org	6.93	6.93	7.13
Best result	7.48	7.46	7.55
Average result	6.78	6.84	6.96
Worst result	6.30	6.40	6.46
Responses	11049	7483	11063

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
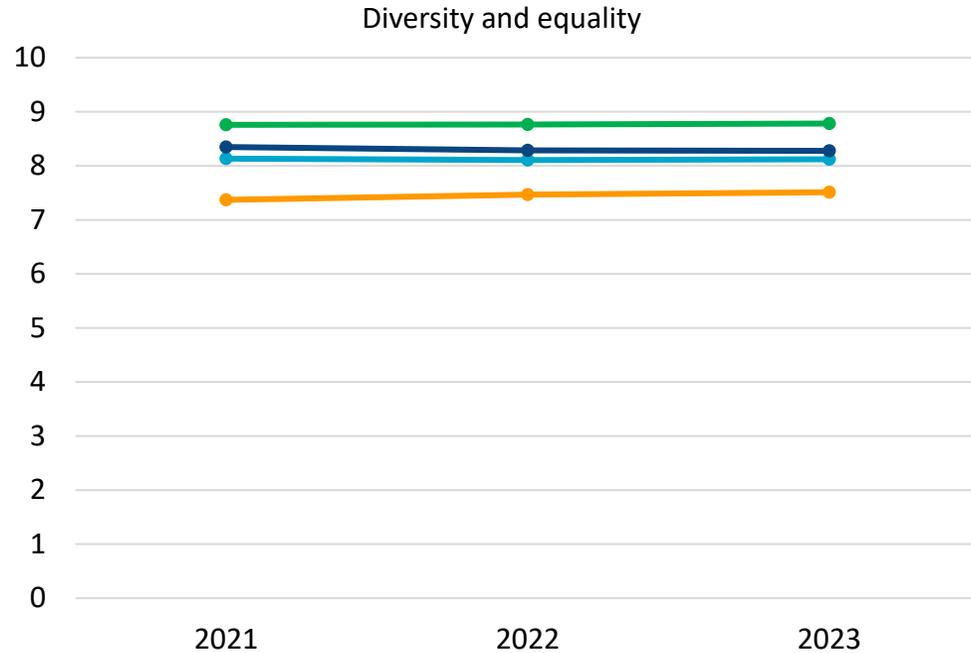
	2021	2022	2023
Your org	8.35	8.29	8.28
Best result	8.76	8.77	8.78
Average result	8.13	8.11	8.12
Worst result	7.37	7.47	7.51
Responses	10994	7469	11066

Inclusion
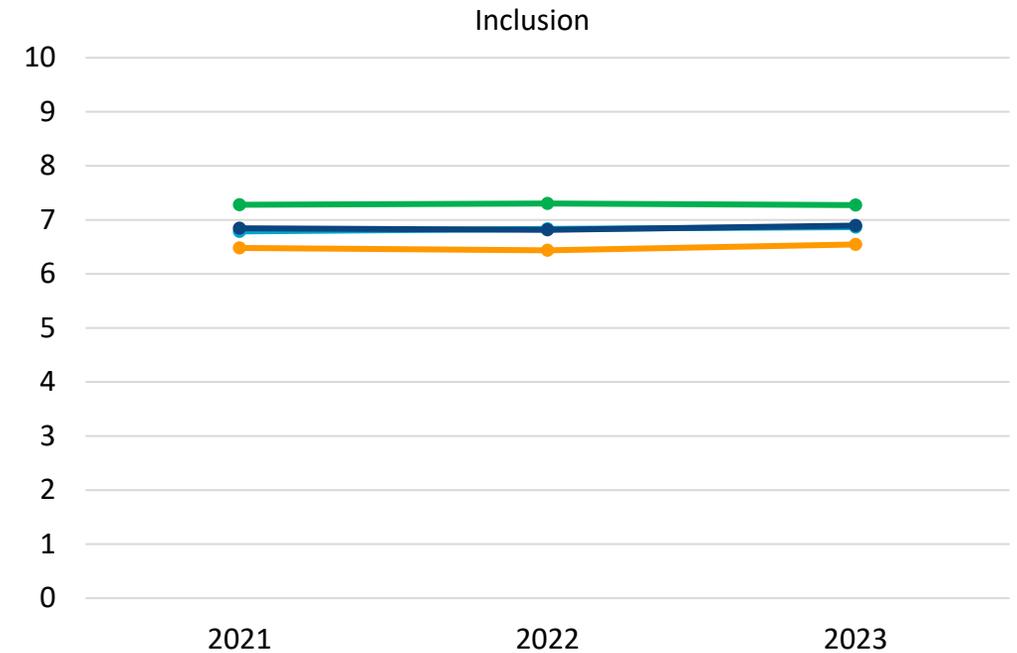
	2021	2022	2023
Your org	6.84	6.82	6.89
Best result	7.28	7.30	7.27
Average result	6.78	6.83	6.86
Worst result	6.48	6.44	6.54
Responses	11078	7488	11032

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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
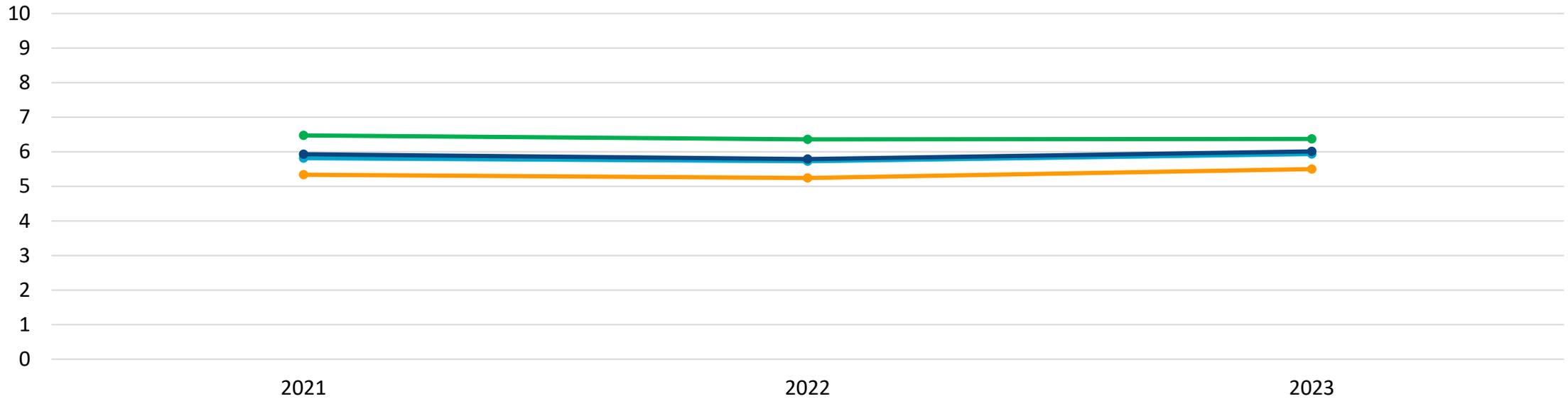
|	2021	2022	2023
Your org	5.93	5.79	6.01
Best result	6.47	6.36	6.37
Average result	5.82	5.73	5.94
Worst result	5.34	5.24	5.50
Responses	11204	7502	11062

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
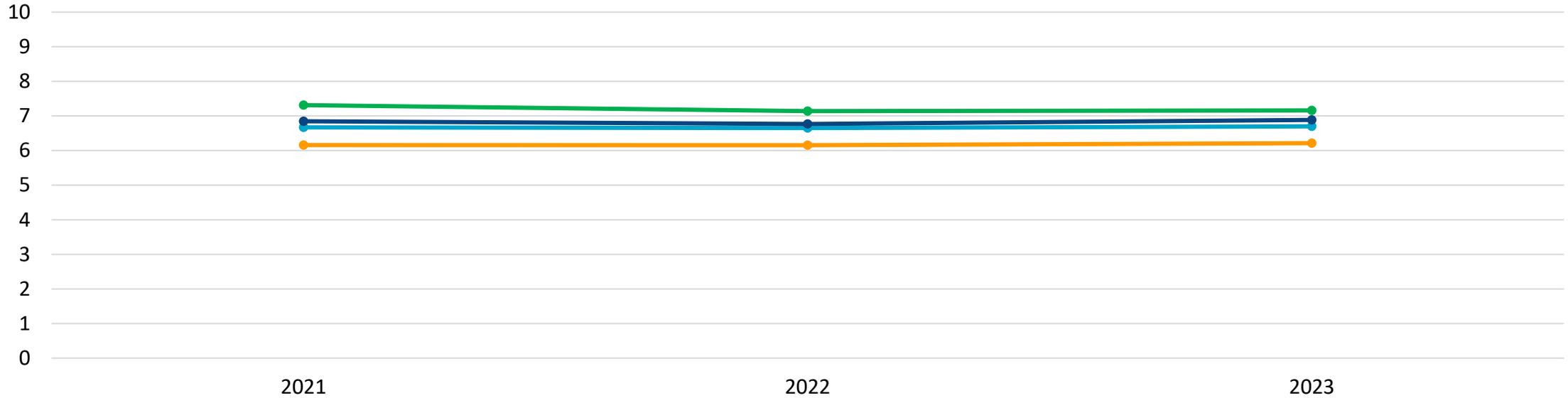
	2021	2022	2023
Your org	6.84	6.77	6.89
Best result	7.31	7.14	7.16
Average result	6.67	6.65	6.70
Worst result	6.16	6.16	6.21
Responses	10835	7441	10958

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
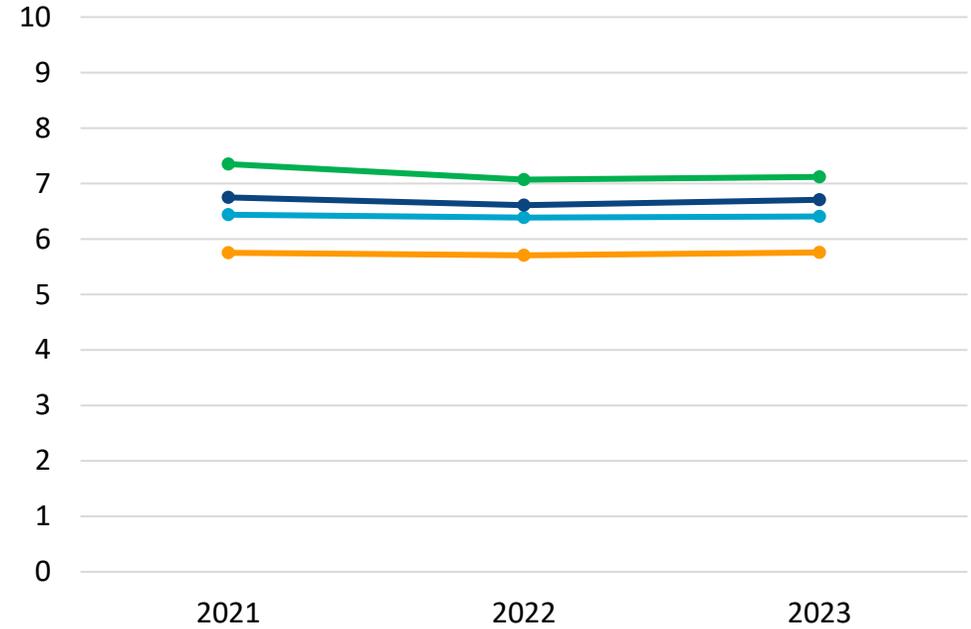
	2021	2022	2023
Your org	6.93	6.92	7.06
Best result	7.30	7.35	7.31
Average result	6.90	6.93	6.99
Worst result	6.54	6.52	6.63
Responses	11214	7501	11080

Raising concerns

	2021	2022	2023
Your org	6.75	6.61	6.71
Best result	7.35	7.07	7.12
Average result	6.44	6.39	6.41
Worst result	5.75	5.71	5.76
Responses	10855	7449	10989

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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
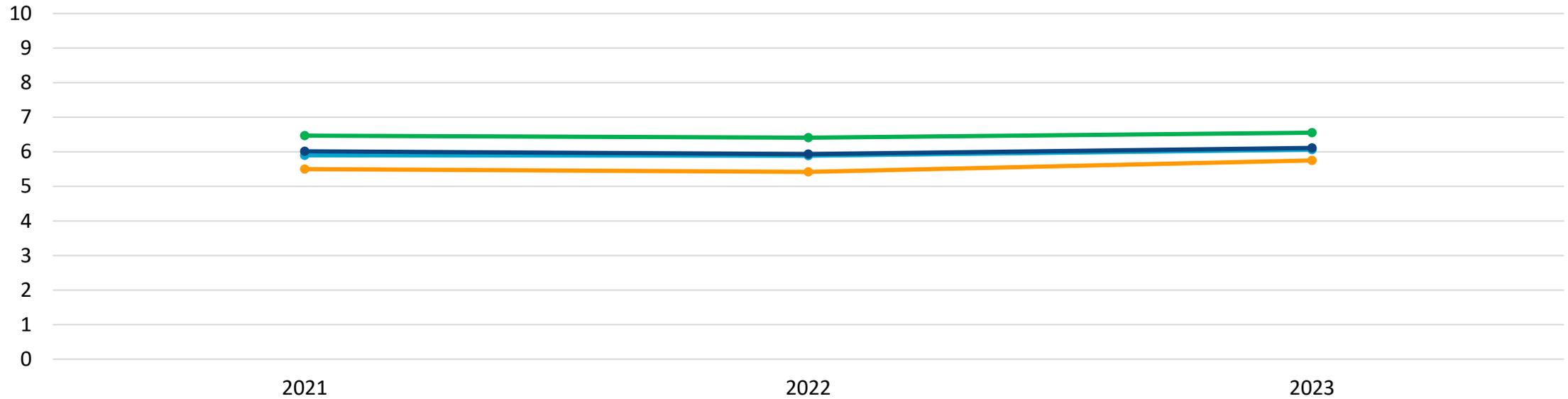
|	2021	2022	2023
Your org	6.01	5.93	6.11
Best result	6.47	6.41	6.55
Average result	5.90	5.89	6.06
Worst result	5.50	5.42	5.75
Responses	10927	7424	10911

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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
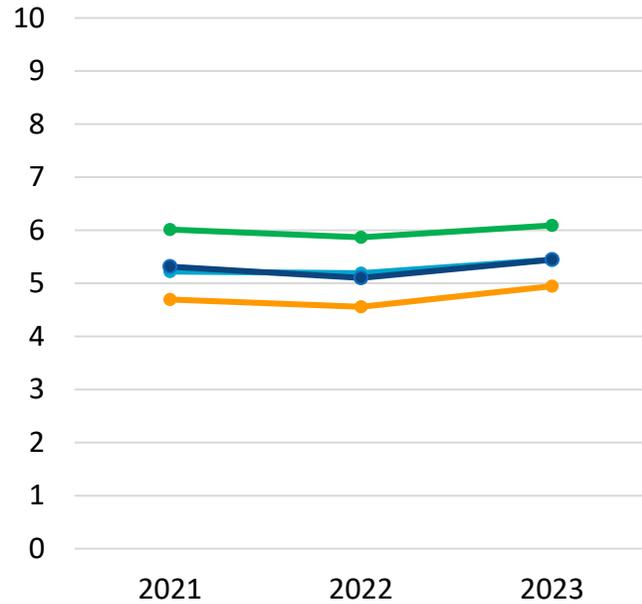
	2021	2022	2023
Your org	5.32	5.10	5.45
Best result	6.01	5.87	6.09
Average result	5.22	5.19	5.45
Worst result	4.69	4.56	4.95
Responses	11217	7499	11077

Burnout
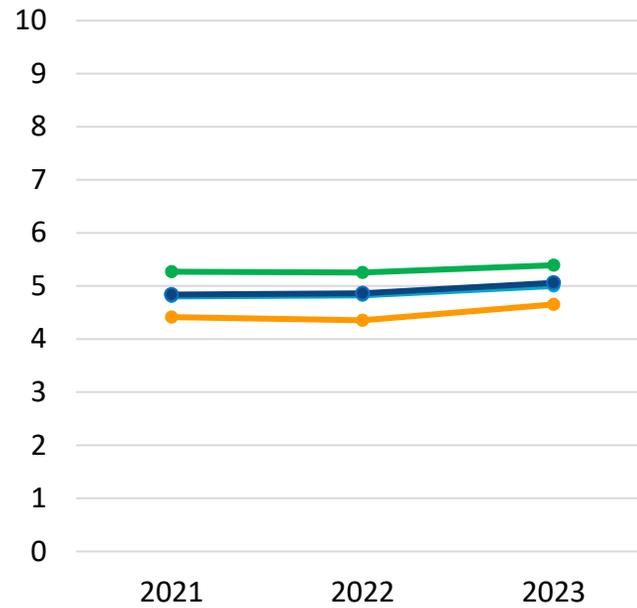
	2021	2022	2023
Your org	4.84	4.86	5.06
Best result	5.27	5.25	5.39
Average result	4.80	4.82	5.00
Worst result	4.41	4.35	4.65
Responses	11026	7481	11064

Negative experiences
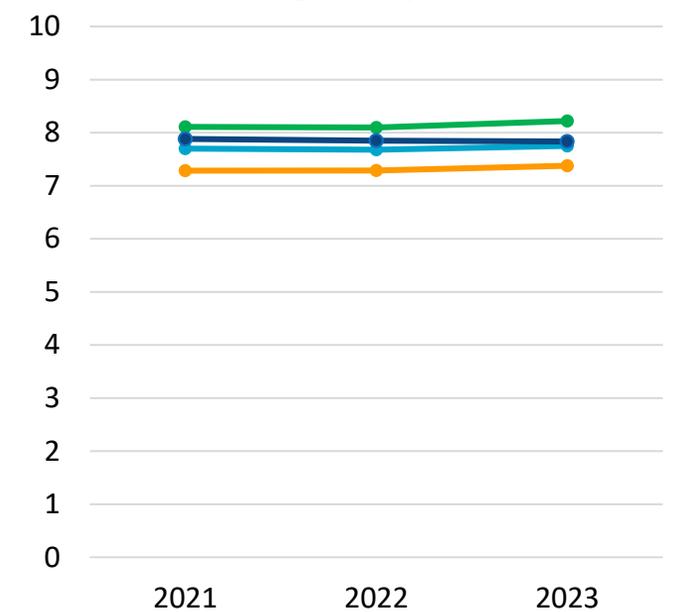
	2021	2022	2023
Your org	7.88	7.85	7.83
Best result	8.11	8.10	8.22
Average result	7.70	7.68	7.75
Worst result	7.28	7.29	7.38
Responses	10967	7453	10970

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
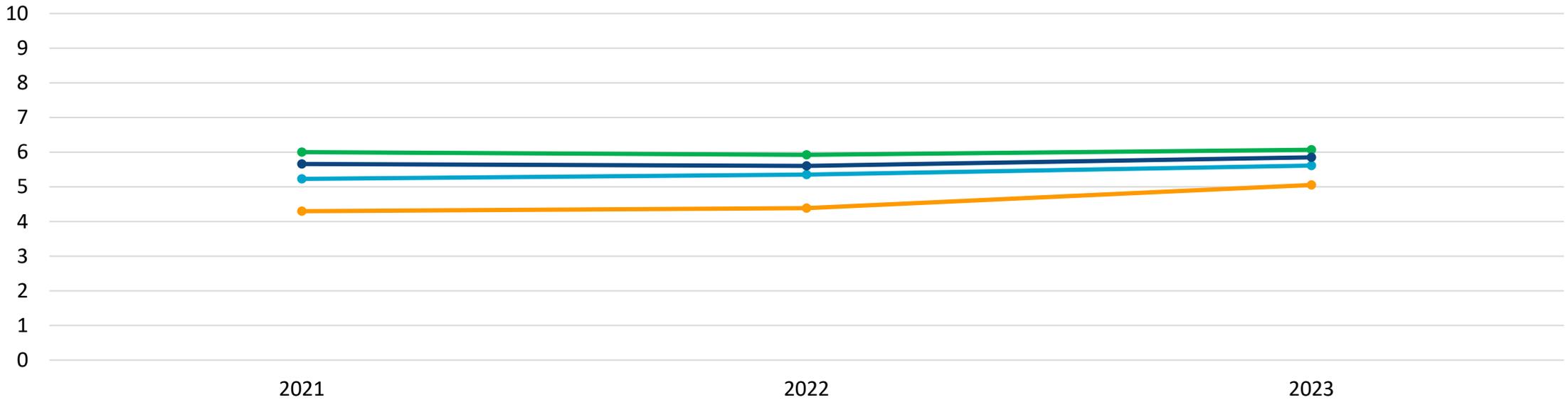
	2021	2022	2023
Your org	5.66	5.60	5.85
Best result	6.00	5.92	6.07
Average result	5.23	5.35	5.61
Worst result	4.30	4.38	5.05
Responses	10572	7169	10346

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
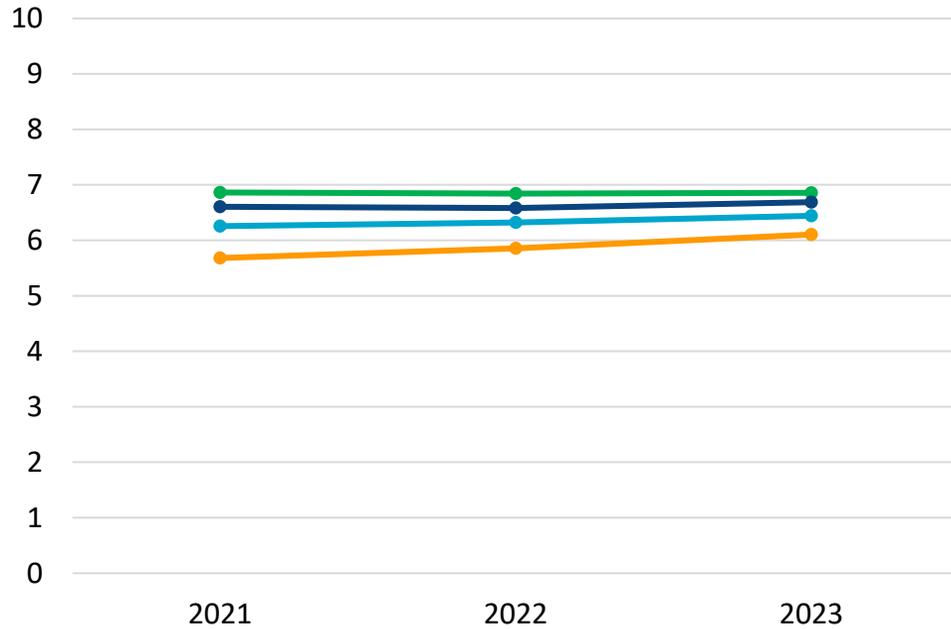
	2021	2022	2023
Your org	6.60	6.58	6.69
Best result	6.86	6.84	6.86
Average result	6.26	6.32	6.44
Worst result	5.68	5.86	6.10
Responses	10965	7462	11035

Appraisals
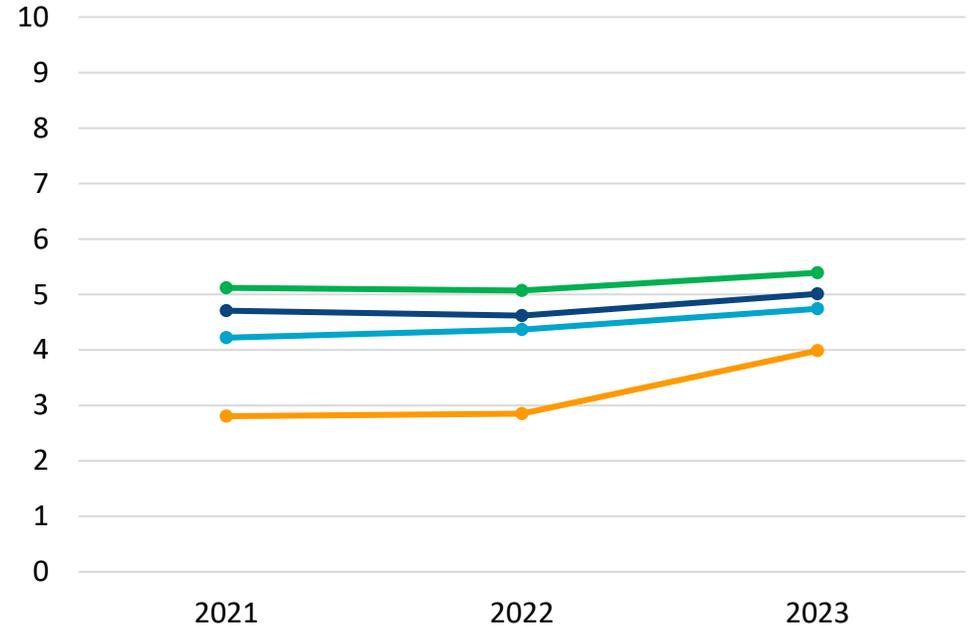
	2021	2022	2023
Your org	4.71	4.62	5.01
Best result	5.12	5.07	5.39
Average result	4.22	4.37	4.74
Worst result	2.81	2.85	3.99
Responses	10615	7197	10360

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
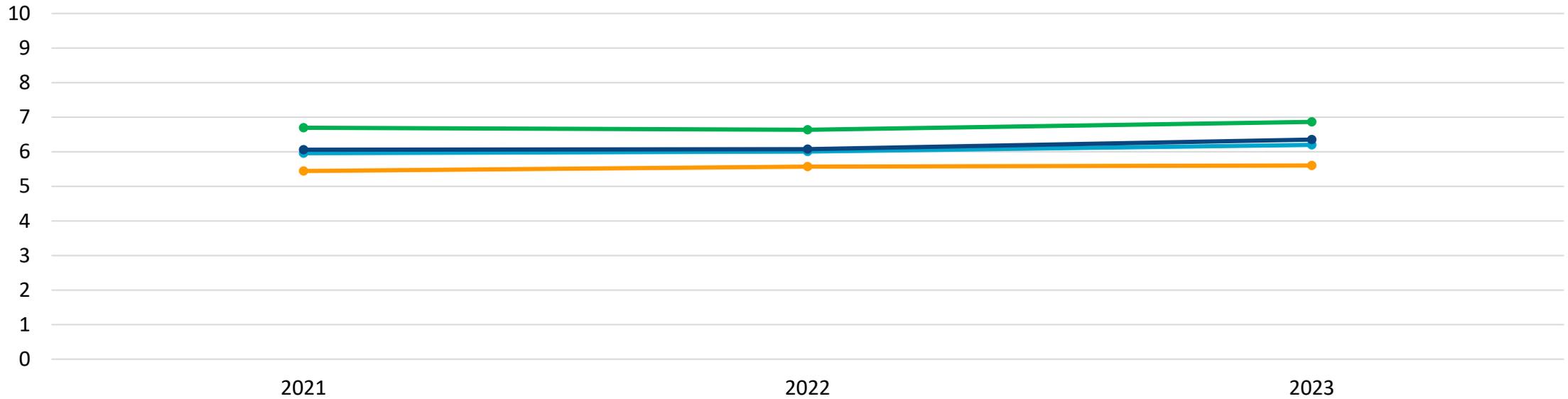
	2021	2022	2023
Your org	6.06	6.08	6.35
Best result	6.70	6.64	6.87
Average result	5.96	6.01	6.20
Worst result	5.44	5.57	5.60
Responses	11132	7469	10975

Survey Coordination Centre

NHS

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
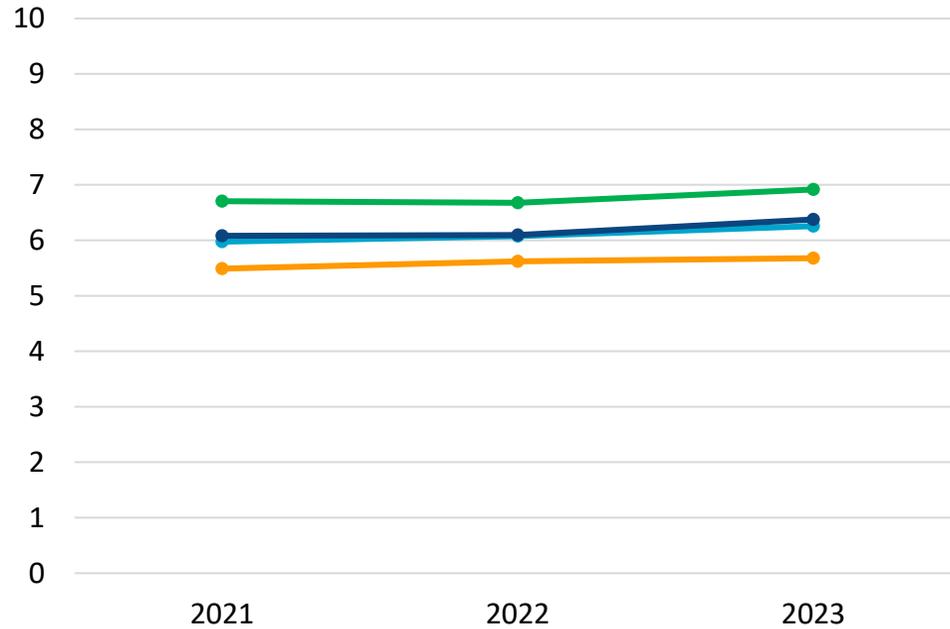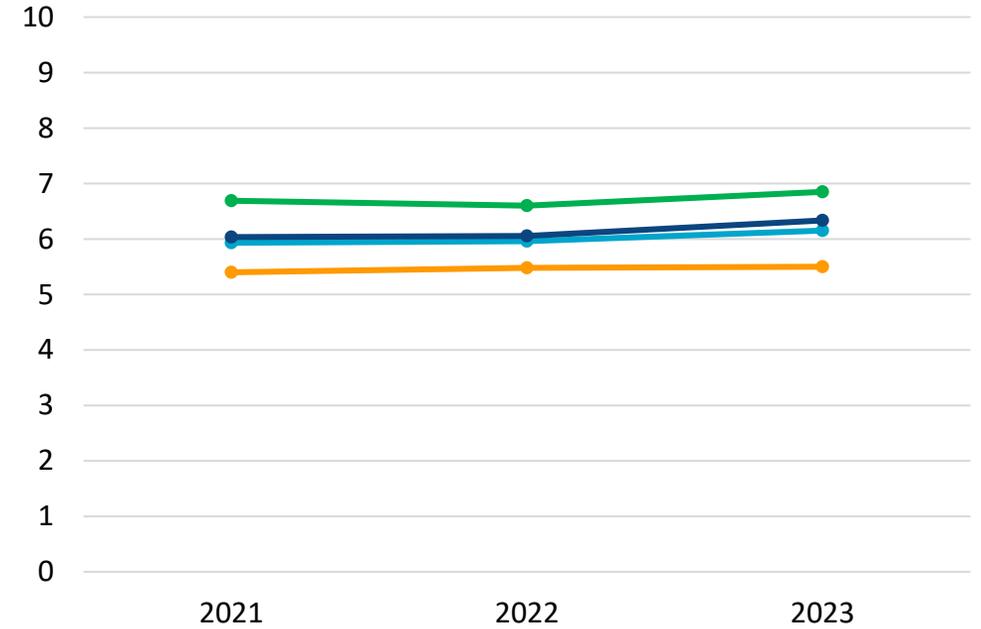
	2021	2022	2023
Your org	6.08	6.10	6.38
Best result	6.71	6.68	6.92
Average result	5.98	6.08	6.25
Worst result	5.49	5.62	5.68
Responses	11156	7482	11065

Flexible working

|	2021	2022	2023
Your org	6.04	6.06	6.34
Best result	6.69	6.60	6.85
Average result	5.93	5.96	6.15
Worst result	5.40	5.48	5.50
Responses	11191	7489	11000

Survey Coordination Centre

NHS

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**.
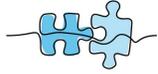
Promise element 7: We are a team

We are a team
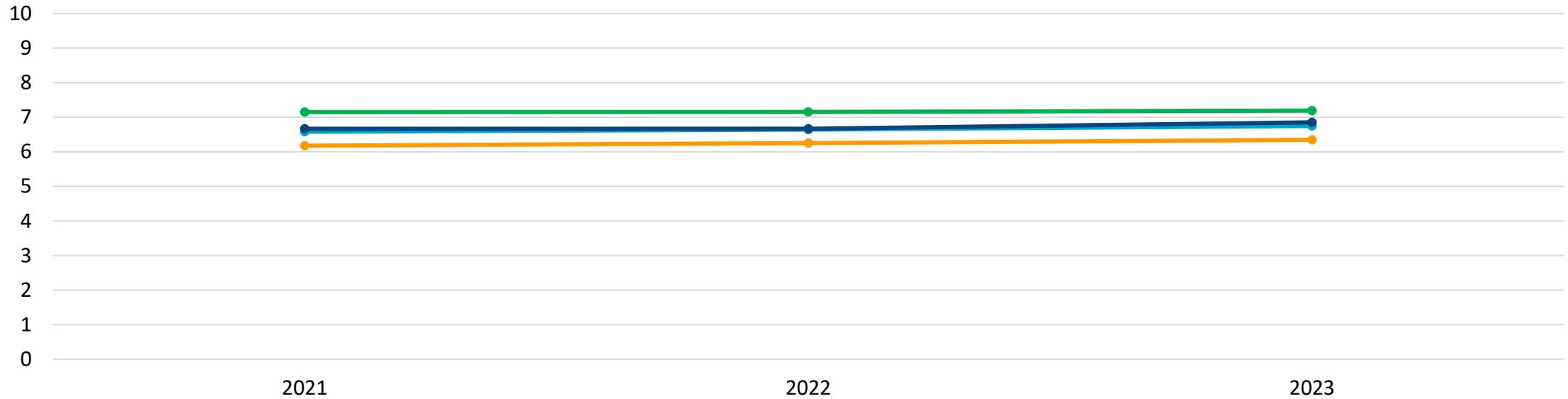
	2021	2022	2023
Your org	6.66	6.67	6.85
Best result	7.15	7.15	7.19
Average result	6.58	6.64	6.75
Worst result	6.18	6.25	6.35
Responses	11036	7473	11047

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
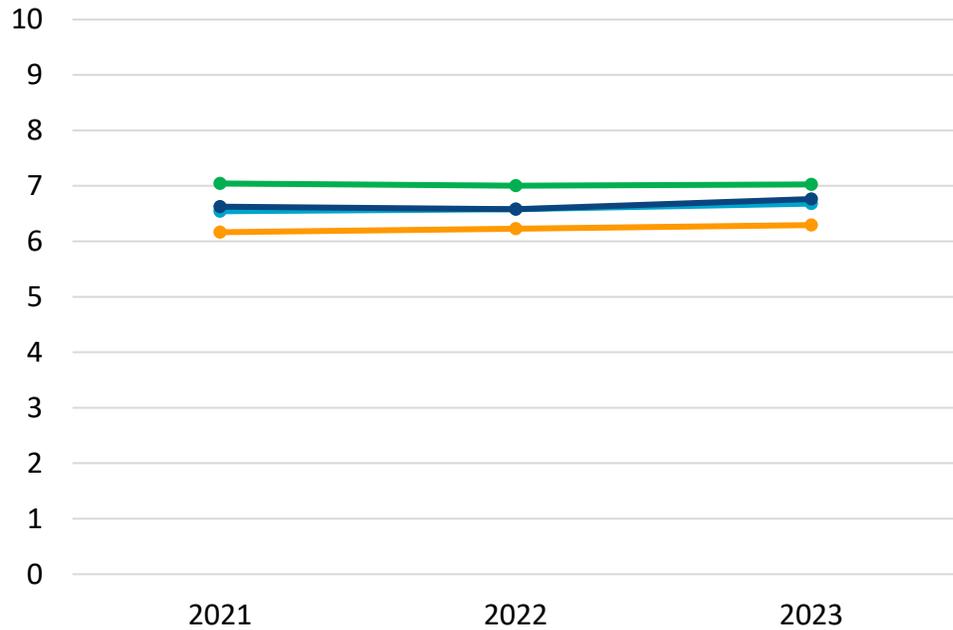
	2021	2022	2023
Your org	6.63	6.58	6.76
Best result	7.04	7.00	7.03
Average result	6.54	6.58	6.68
Worst result	6.16	6.23	6.29
Responses	11128	7490	11063

Line management
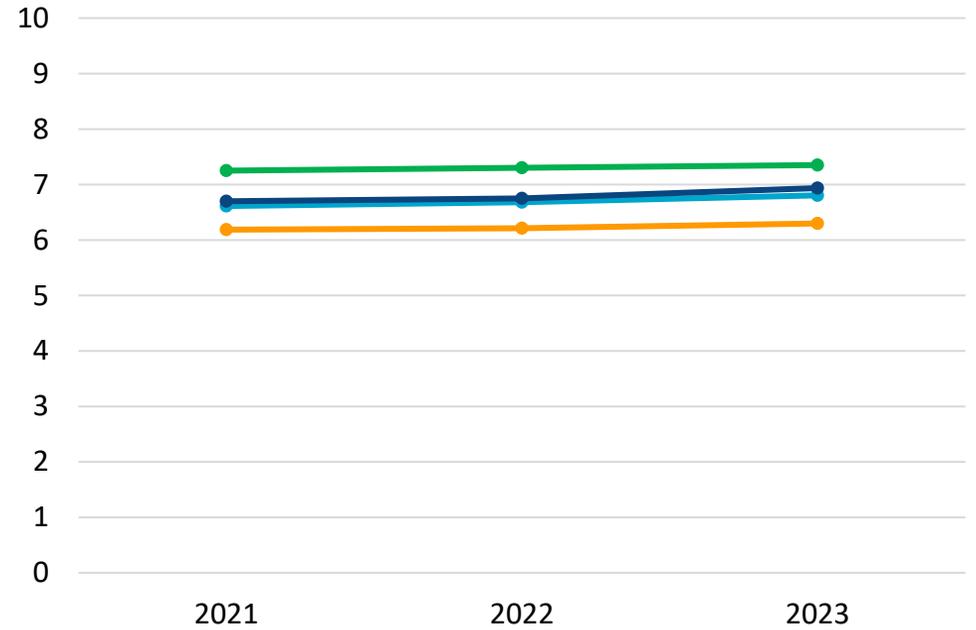
	2021	2022	2023
Your org	6.70	6.75	6.94
Best result	7.25	7.30	7.35
Average result	6.61	6.68	6.80
Worst result	6.19	6.21	6.30
Responses	11055	7489	11070

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
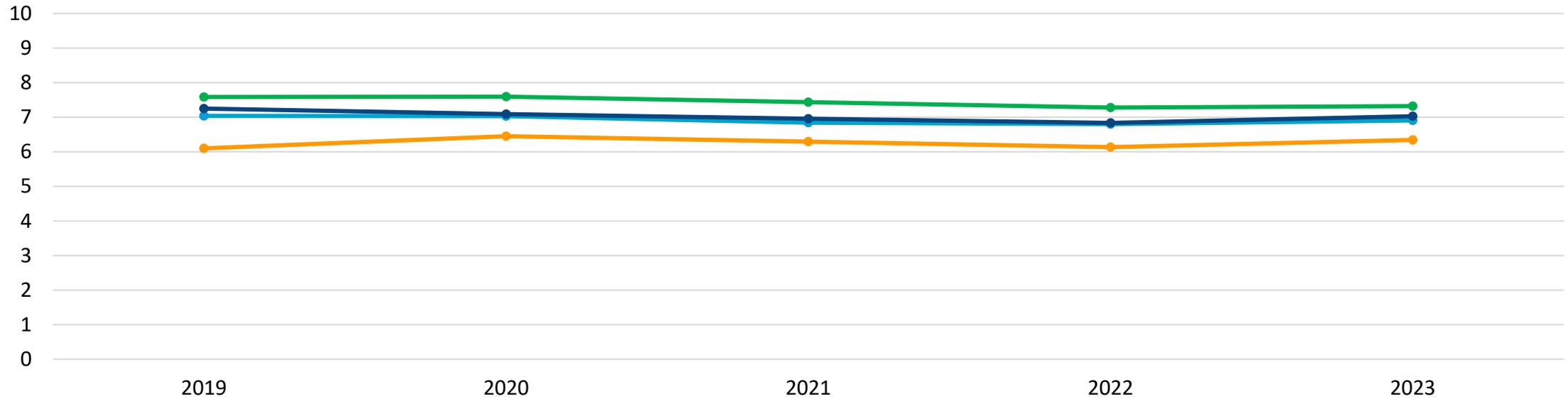
	2019	2020	2021	2022	2023
Your org	7.25	7.09	6.96	6.84	7.03
Best result	7.58	7.59	7.44	7.28	7.32
Average result	7.04	7.03	6.84	6.80	6.91
Worst result	6.10	6.45	6.30	6.13	6.34
Responses	7299	6738	11215	7503	11080

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

	2019	2020	2021	2022	2023
Your org	7.34	7.10	6.92	6.88	7.02
Best result	7.66	7.61	7.43	7.45	7.39
Average result	7.34	7.23	6.96	6.95	7.04
Worst result	6.90	6.98	6.56	6.49	6.63
Responses	7237	6803	11205	7427	10954

Involvement

	2019	2020	2021	2022	2023
Your org	6.97	6.78	6.81	6.79	6.97
Best result	7.32	7.13	7.22	7.29	7.21
Average result	6.83	6.76	6.75	6.79	6.86
Worst result	6.15	6.28	6.32	6.29	6.44
Responses	7293	6736	11215	7498	11079
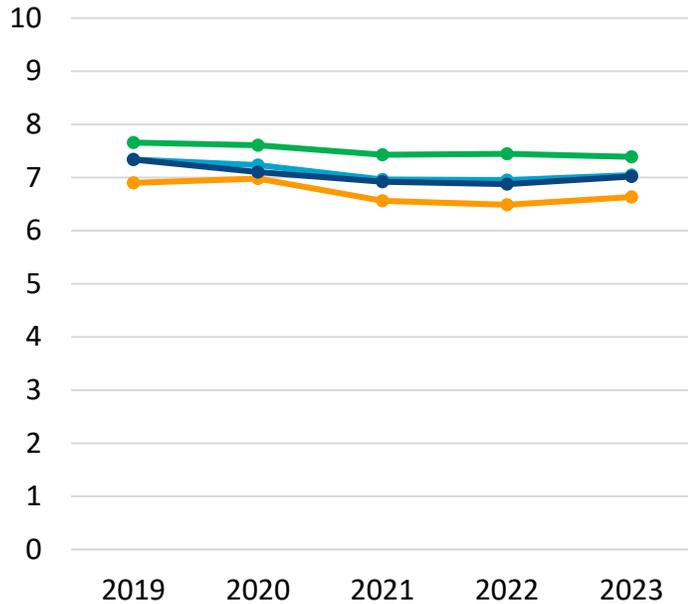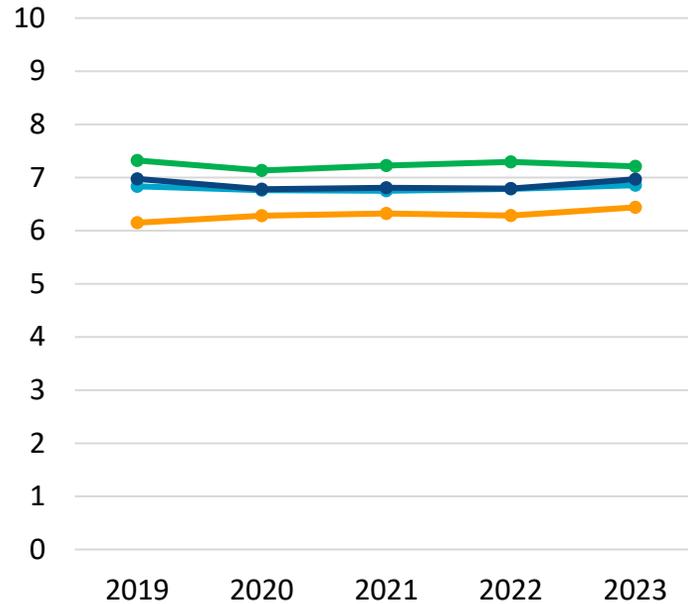
Advocacy

	2019	2020	2021	2022	2023
Your org	7.43	7.41	7.15	6.84	7.10
Best result	7.99	8.15	7.86	7.70	7.78
Average result	6.98	7.10	6.78	6.60	6.74
Worst result	5.23	6.02	5.68	5.60	5.73
Responses	7277	6546	10903	7469	11036

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
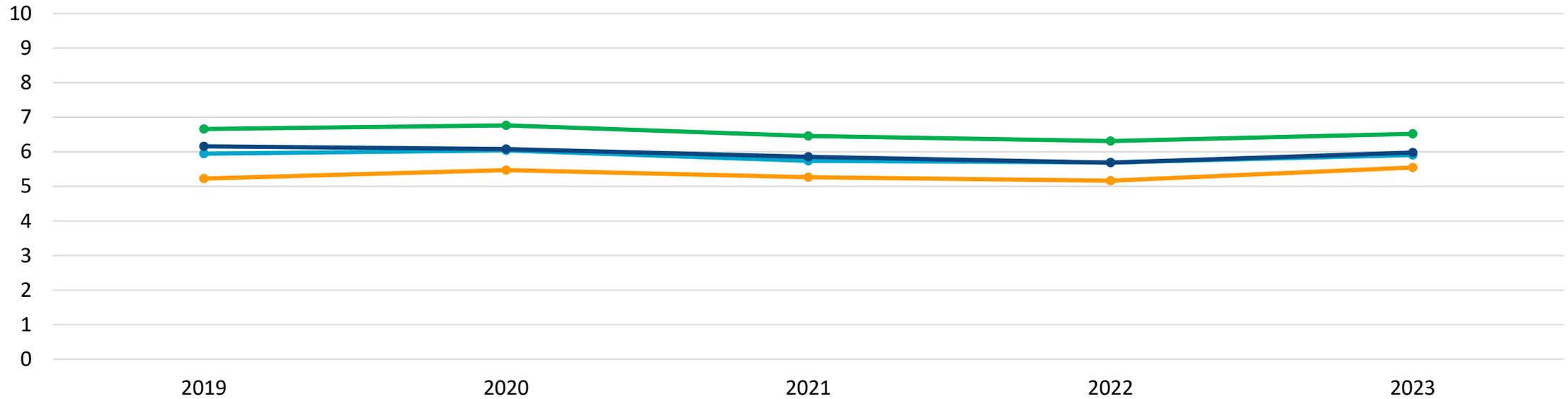
	2019	2020	2021	2022	2023
Your org	6.16	6.08	5.85	5.69	5.98
Best result	6.66	6.76	6.46	6.31	6.52
Average result	5.95	6.04	5.74	5.69	5.91
Worst result	5.23	5.47	5.26	5.17	5.54
Responses	7296	6694	11192	7499	11082

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

	2019	2020	2021	2022	2023
Your org	6.55	6.44	6.22	6.01	6.22
Best result	7.11	7.22	6.83	6.59	6.78
Average result	6.18	6.31	5.97	5.86	6.06
Worst result	5.36	5.46	5.22	5.23	5.29
Responses	7261	6537	10850	7450	11041

Work pressure

	2019	2020	2021	2022	2023
Your org	5.39	5.46	5.05	4.75	5.24
Best result	6.35	6.29	5.91	5.75	6.17
Average result	5.23	5.48	5.03	4.96	5.31
Worst result	4.25	4.84	4.37	4.14	4.65
Responses	7291	6737	11215	7497	11069
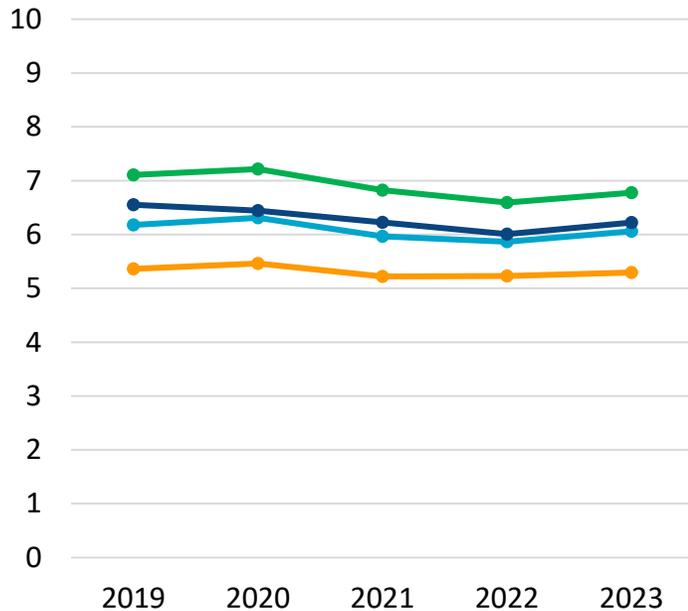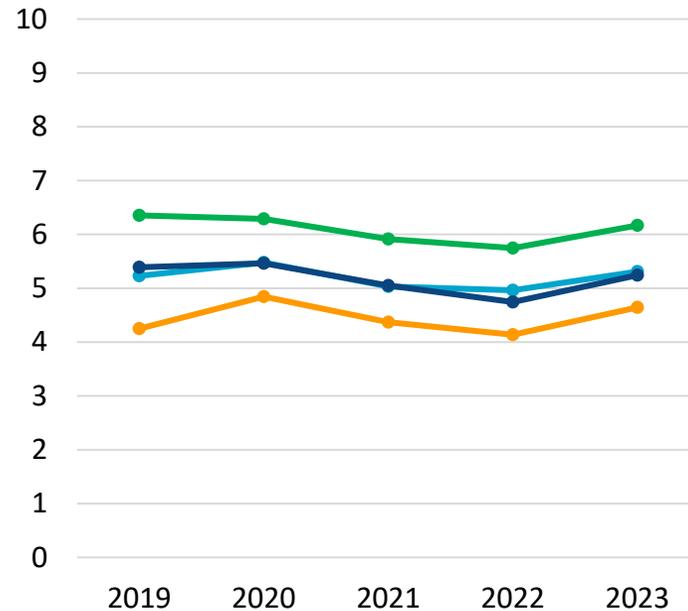
Stressors

	2019	2020	2021	2022	2023
Your org	6.53	6.34	6.31	6.31	6.47
Best result	6.85	6.81	6.73	6.71	6.72
Average result	6.41	6.37	6.25	6.29	6.38
Worst result	5.86	5.91	5.90	5.92	6.11
Responses	7279	6687	11154	7482	11059

People Promise element – We are compassionate and inclusive
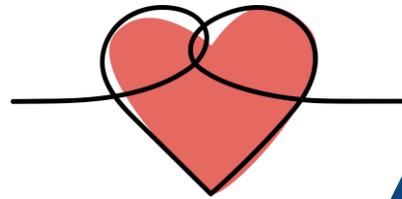
Questions included:

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.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question, but excluding those who selected 'Not applicable to me'
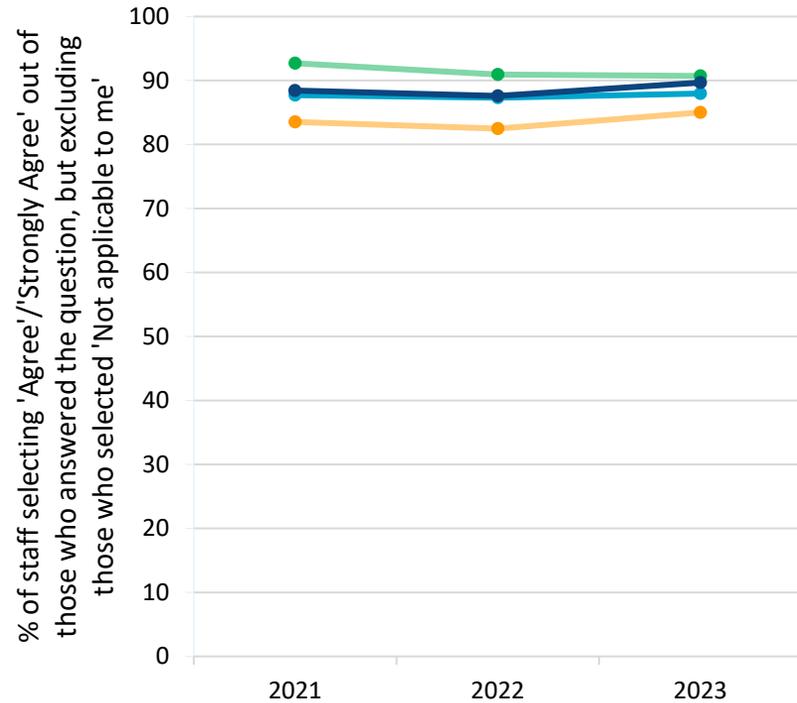
	2021	2022	2023
Your org	88.41%	87.59%	89.66%
Best result	92.70%	90.93%	90.71%
Average result	87.70%	87.31%	87.96%
Worst result	83.51%	82.48%	85.01%
Responses	10839	7273	10801

Q25a Care of patients / service users is my organisation's top priority.
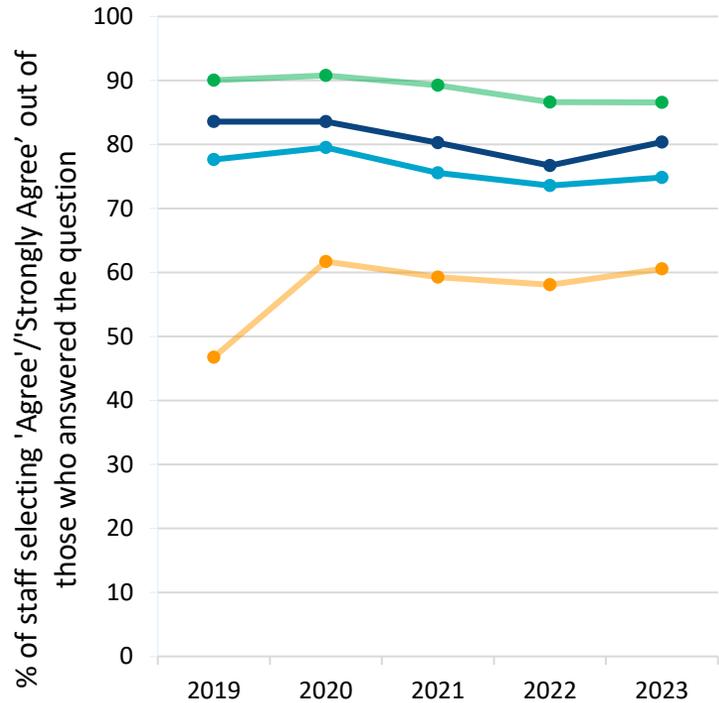
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2019	2020	2021	2022	2023
Your org	83.58%	83.57%	80.27%	76.71%	80.36%
Best result	90.05%	90.77%	89.25%	86.61%	86.57%
Average result	77.64%	79.53%	75.57%	73.56%	74.83%
Worst result	46.76%	61.70%	59.27%	58.09%	60.55%
Responses	7275	6546	10896	7463	11023

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
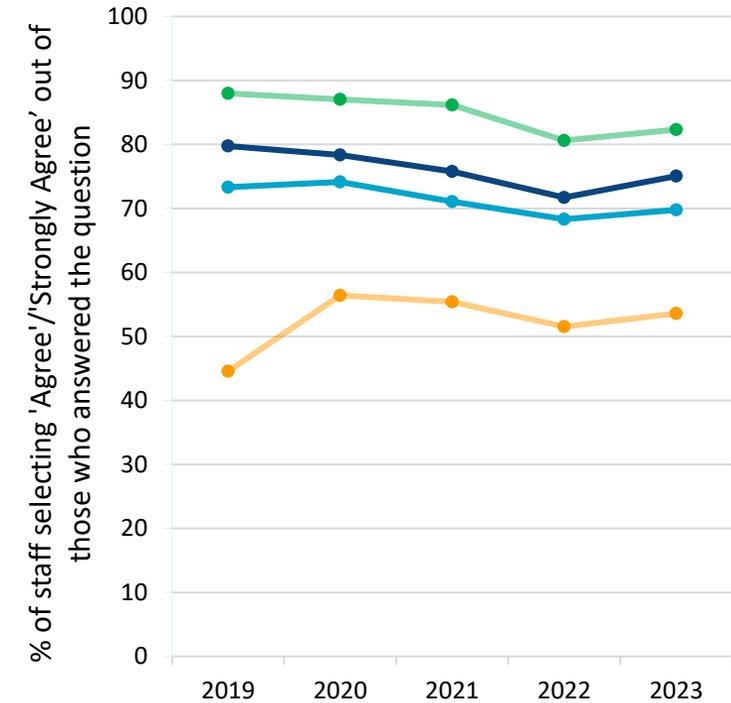
	2019	2020	2021	2022	2023
Your org	79.75%	78.36%	75.78%	71.72%	75.07%
Best result	87.98%	87.02%	86.18%	80.61%	82.34%
Average result	73.32%	74.14%	71.07%	68.32%	69.78%
Worst result	44.56%	56.41%	55.39%	51.54%	53.59%
Responses	7260	6528	10880	7451	11008

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

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

	2019	2020	2021	2022	2023
Your org	70.24%	69.56%	64.18%	59.26%	64.39%
Best result	81.18%	83.99%	77.82%	75.24%	77.09%
Average result	62.94%	67.00%	58.40%	56.48%	60.52%
Worst result	35.64%	46.44%	38.47%	41.03%	44.05%
Responses	7270	6540	10896	7458	11025

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

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

	2019	2020	2021	2022	2023
Your org	79.49%	80.74%	75.22%	68.50%	73.04%
Best result	90.62%	91.76%	89.51%	86.38%	88.82%
Average result	70.57%	74.32%	66.99%	61.82%	63.32%
Worst result	39.54%	49.58%	43.54%	39.27%	44.31%
Responses	7266	6541	10889	7462	11022

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Q9f My immediate manager works together with me to come to an understanding of problems.
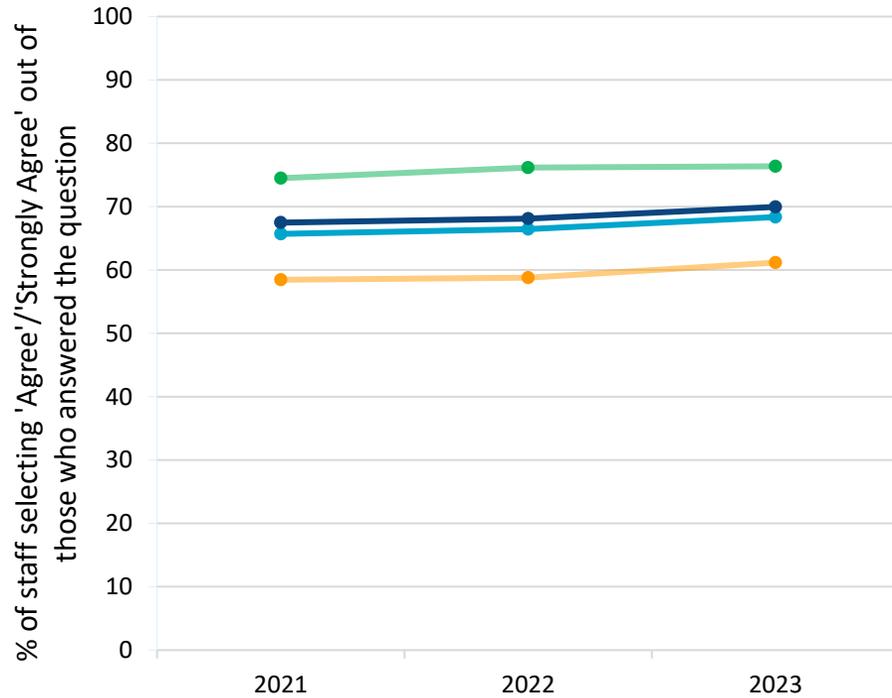
	2021	2022	2023
Your org	67.48%	68.11%	69.97%
Best result	74.49%	76.16%	76.38%
Average result	65.70%	66.44%	68.35%
Worst result	58.47%	58.79%	61.17%
Responses	11039	7477	11055

Q9g My immediate manager is interested in listening to me when I describe challenges I face.
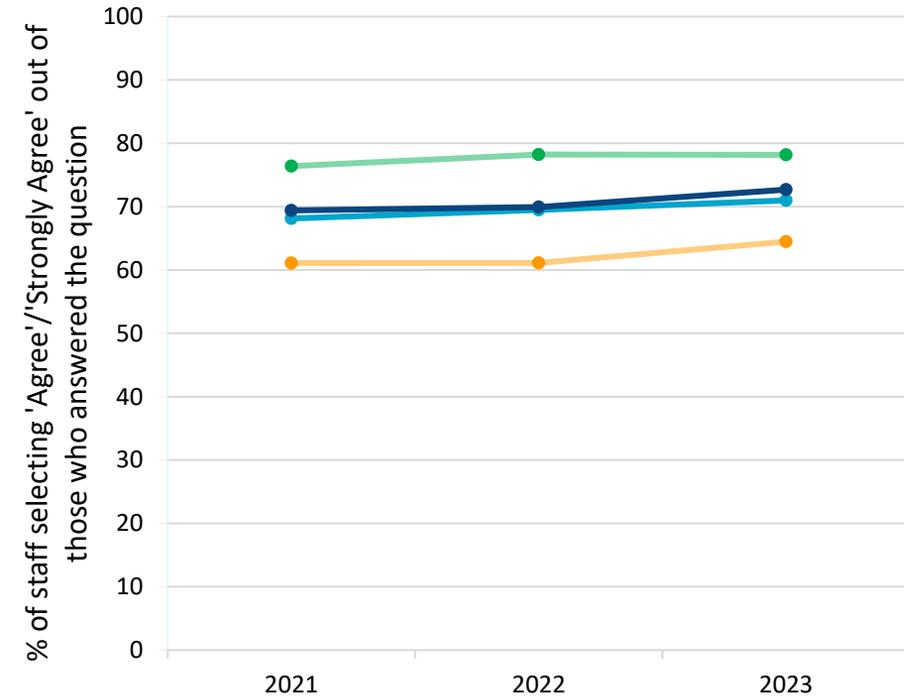
	2021	2022	2023
Your org	69.40%	69.94%	72.68%
Best result	76.39%	78.22%	78.17%
Average result	68.12%	69.47%	70.99%
Worst result	61.09%	61.11%	64.48%
Responses	11037	7478	11044

Q9h My immediate manager cares about my concerns.
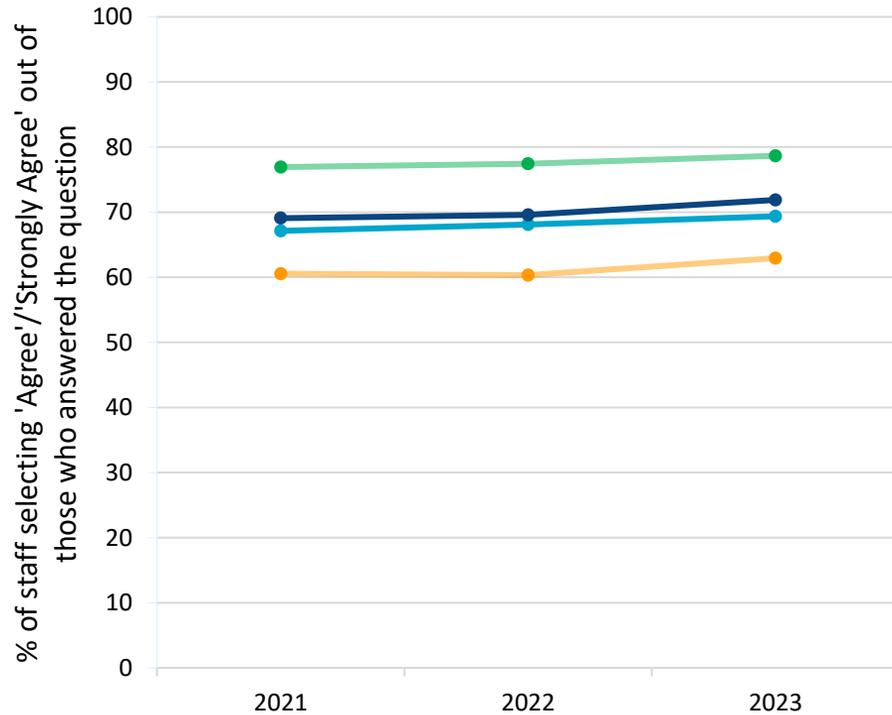
	2021	2022	2023
Your org	69.09%	69.60%	71.89%
Best result	76.92%	77.43%	78.65%
Average result	67.12%	68.10%	69.37%
Worst result	60.55%	60.34%	62.95%
Responses	11033	7480	11048

Q9i My immediate manager takes effective action to help me with any problems I face.
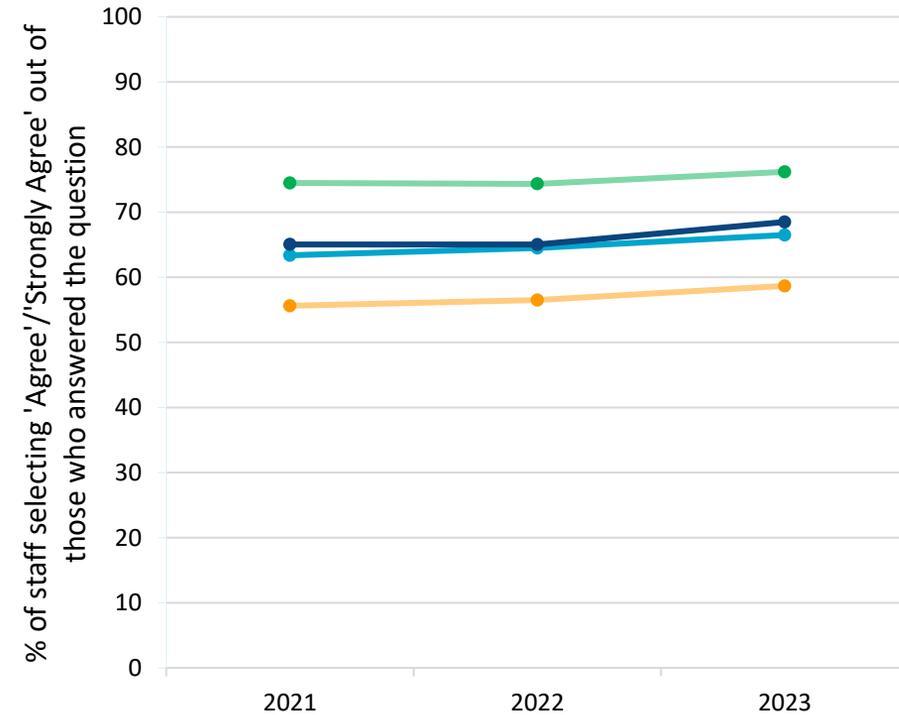
	2021	2022	2023
Your org	65.04%	65.03%	68.50%
Best result	74.49%	74.35%	76.19%
Average result	63.37%	64.50%	66.50%
Worst result	55.62%	56.50%	58.68%
Responses	11043	7480	11053

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

% of staff selecting 'Yes' out of those who answered the question
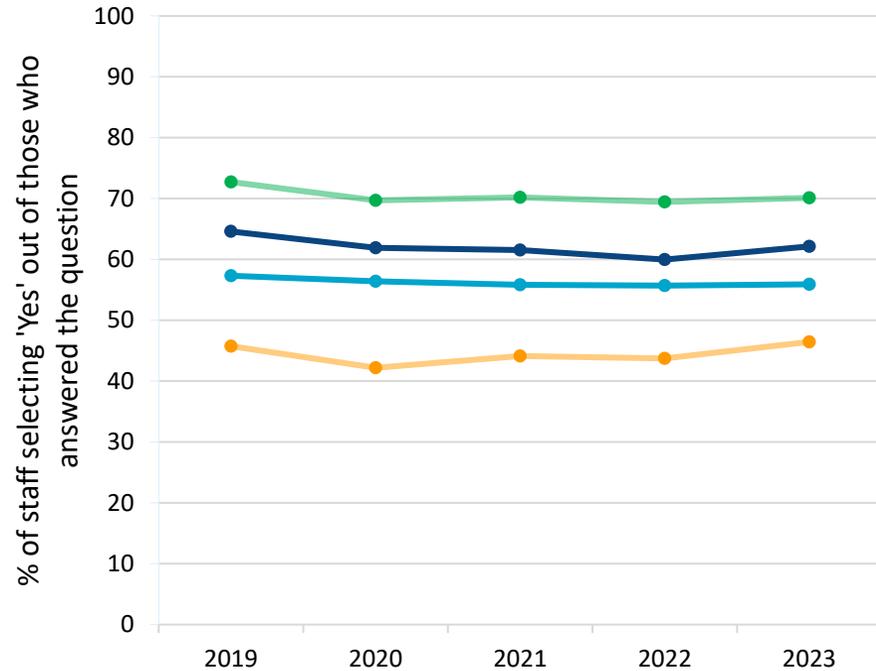
	2019	2020	2021	2022	2023
Your org	64.59%	61.89%	61.52%	59.97%	62.13%
Best result	72.70%	69.70%	70.19%	69.43%	70.11%
Average result	57.31%	56.38%	55.83%	55.69%	55.89%
Worst result	45.74%	42.19%	44.12%	43.72%	46.44%
Responses	7280	6579	10906	7381	10962

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?

% of staff selecting 'Yes' out of those who answered the question
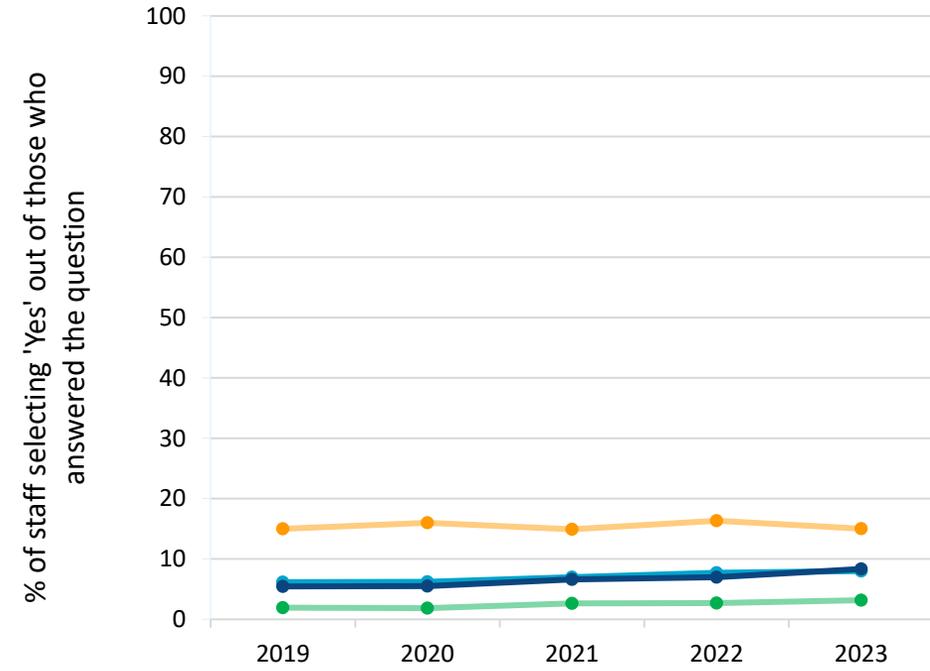
	2019	2020	2021	2022	2023
Your org	5.44%	5.49%	6.59%	6.98%	8.35%
Best result	1.91%	1.83%	2.64%	2.69%	3.17%
Average result	6.15%	6.21%	6.98%	7.71%	7.99%
Worst result	14.99%	15.99%	14.91%	16.33%	15.02%
Responses	7276	6601	10977	7463	11022

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

% of staff selecting 'Yes' out of those who answered the question
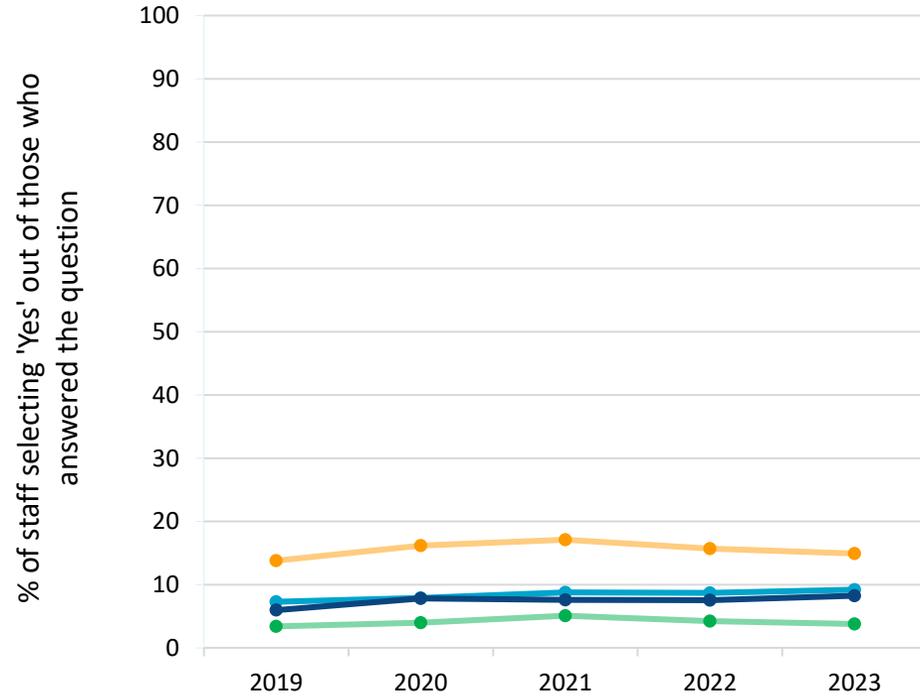
	2019	2020	2021	2022	2023
Your org	5.97%	7.83%	7.59%	7.55%	8.25%
Best result	3.41%	3.99%	5.09%	4.24%	3.79%
Average result	7.29%	7.90%	8.78%	8.69%	9.20%
Worst result	13.78%	16.17%	17.12%	15.70%	14.93%
Responses	7232	6590	10941	7431	10912

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
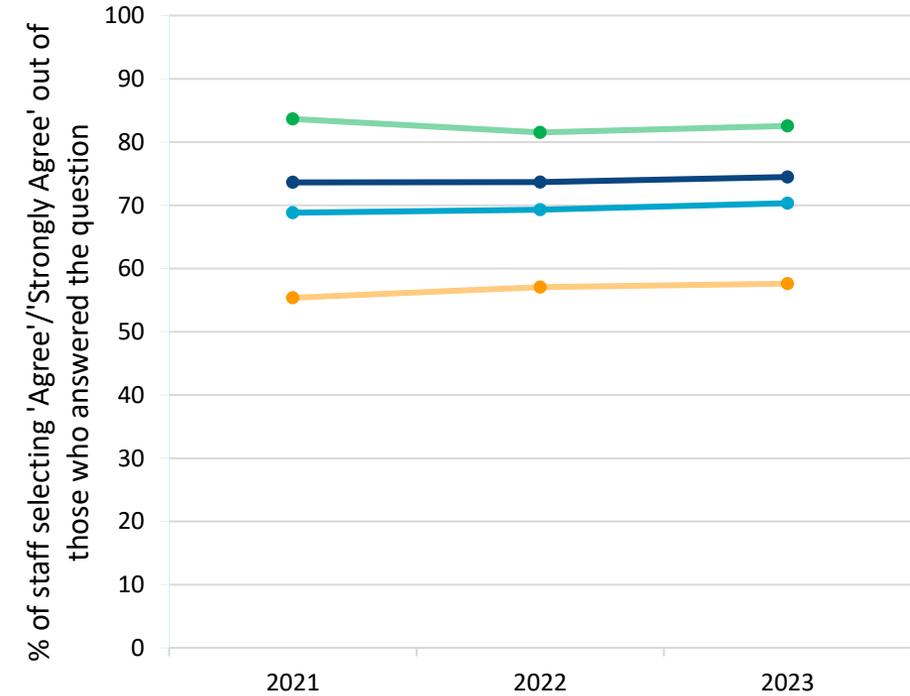
	2021	2022	2023
Your org	73.63%	73.67%	74.47%
Best result	83.66%	81.52%	82.55%
Average result	68.83%	69.29%	70.33%
Worst result	55.37%	57.06%	57.60%
Responses	10960	7465	11065

Q7h I feel valued by my team.
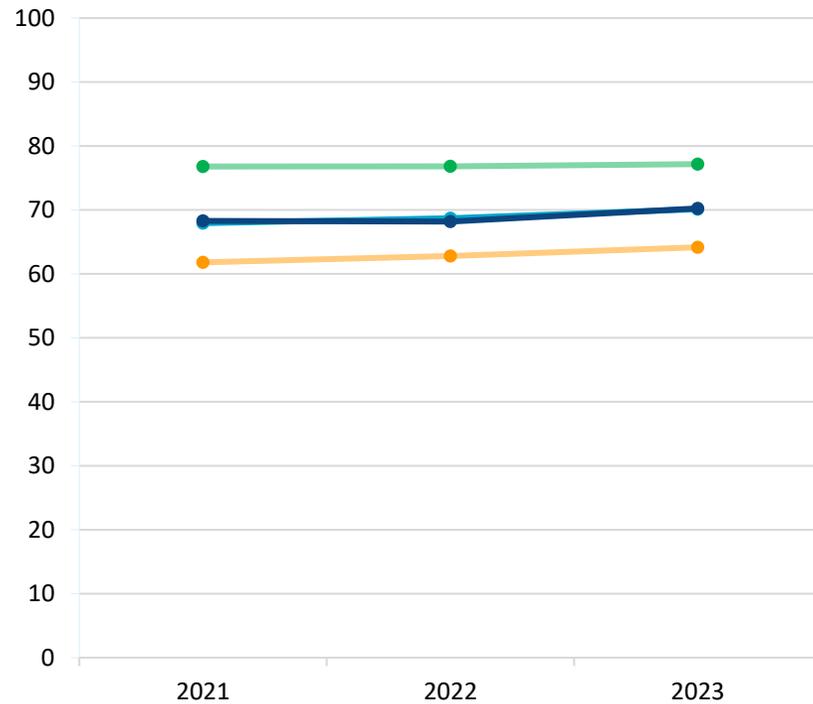
	2021	2022	2023
Your org	68.27%	68.17%	70.23%
Best result	76.79%	76.81%	77.16%
Average result	67.92%	68.70%	70.12%
Worst result	61.81%	62.78%	64.16%
Responses	11116	7477	11034

Q7i I feel a strong personal attachment to my team.
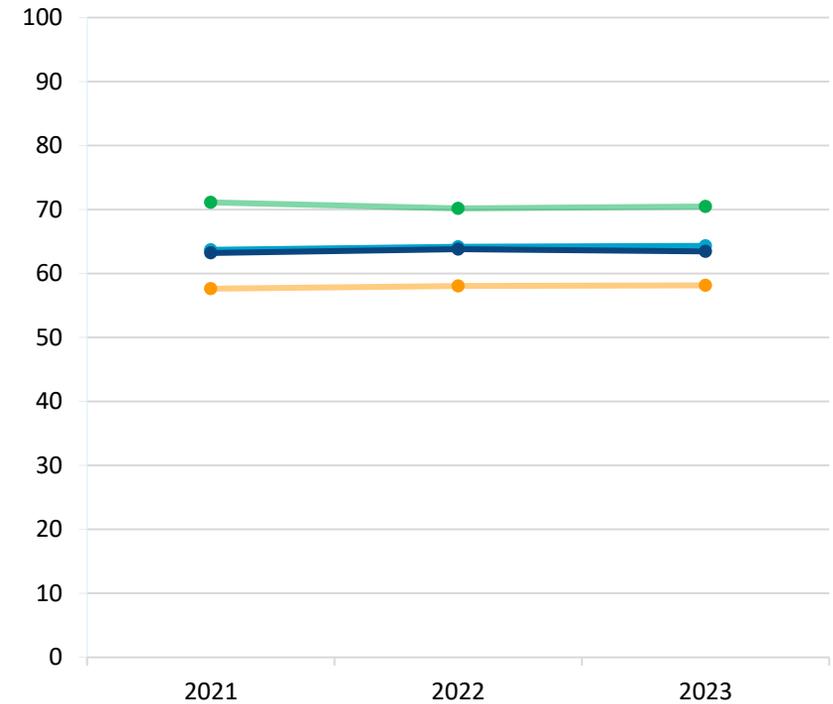
	2021	2022	2023
Your org	63.22%	63.81%	63.45%
Best result	71.13%	70.17%	70.48%
Average result	63.71%	64.17%	64.32%
Worst result	57.63%	58.03%	58.14%
Responses	11116	7488	11039

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Q8b The people I work with are understanding and kind to one another.
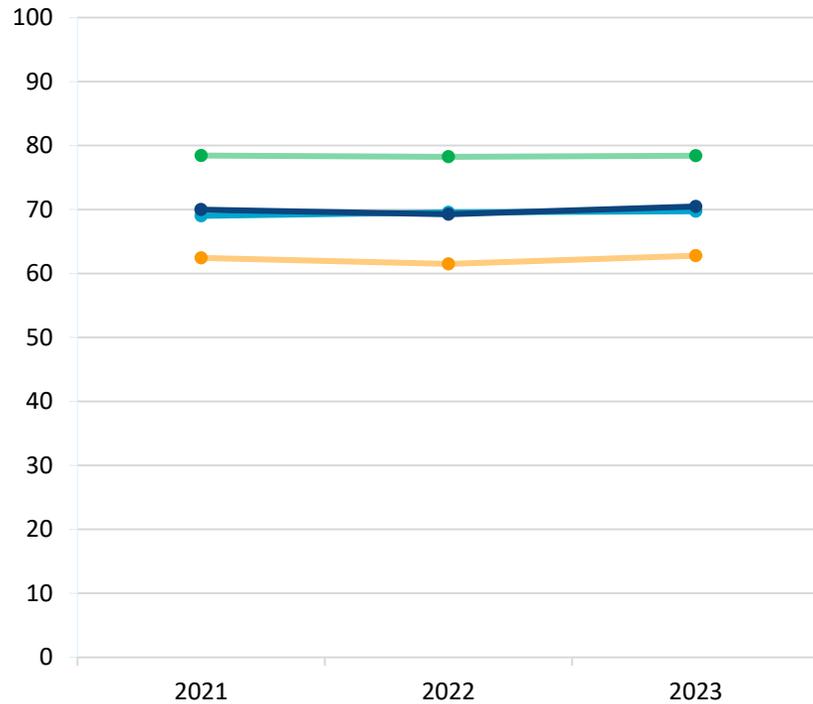
	2021	2022	2023
Your org	69.99%	69.26%	70.47%
Best result	78.43%	78.25%	78.42%
Average result	69.01%	69.54%	69.73%
Worst result	62.44%	61.50%	62.78%
Responses	11094	7497	11047

Q8c The people I work with are polite and treat each other with respect.
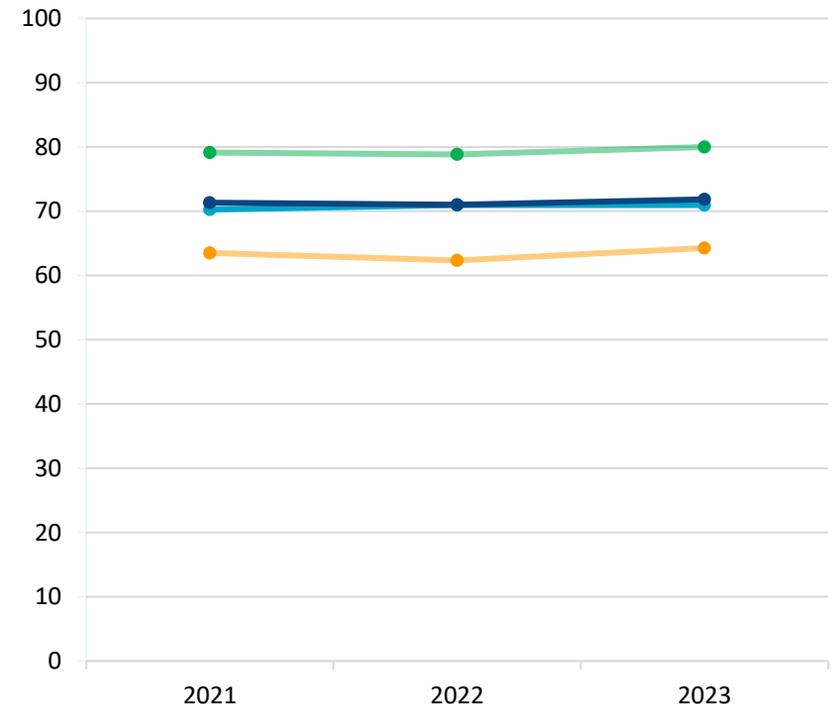
	2021	2022	2023
Your org	71.31%	71.01%	71.85%
Best result	79.13%	78.83%	79.99%
Average result	70.27%	70.96%	70.95%
Worst result	63.50%	62.35%	64.27%
Responses	11089	7491	11049

People Promise element – We are recognised and rewarded
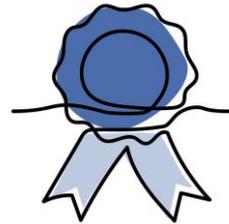
Questions included:
Q4a, Q4b, Q4c, Q8d, Q9e

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.

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

% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question
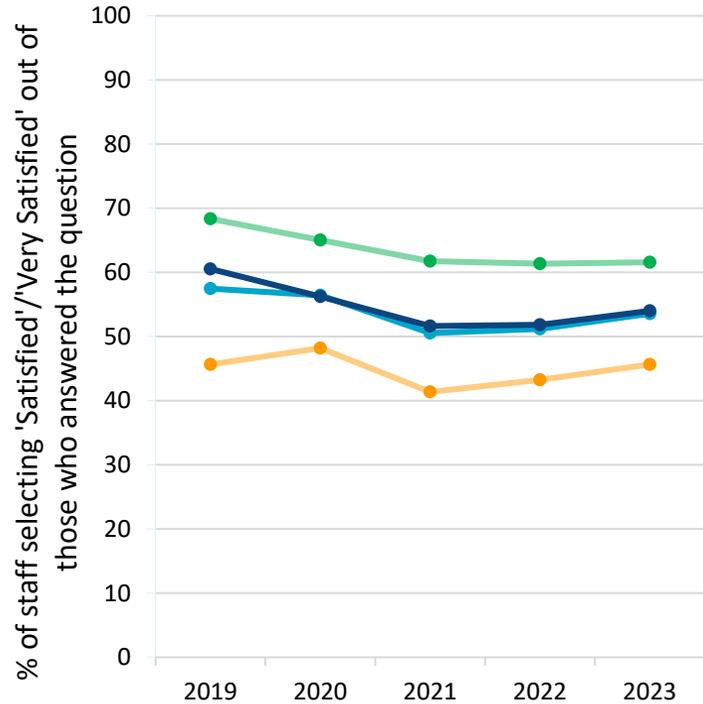
	2019	2020	2021	2022	2023
Your org	60.53%	56.22%	51.62%	51.83%	54.00%
Best result	68.34%	65.04%	61.75%	61.35%	61.58%
Average result	57.46%	56.42%	50.55%	51.18%	53.55%
Worst result	45.63%	48.18%	41.36%	43.25%	45.64%
Responses	7284	6682	11197	7491	11043

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

% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question
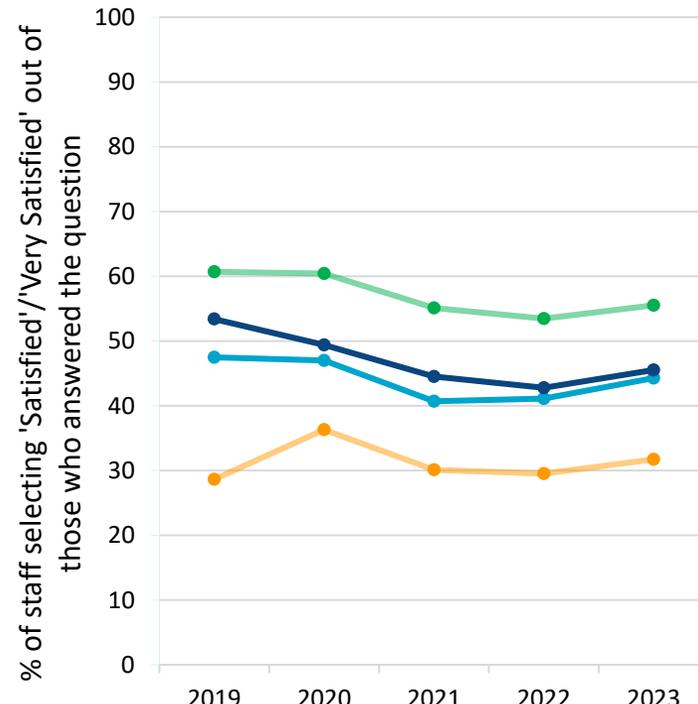
	2019	2020	2021	2022	2023
Your org	53.40%	49.39%	44.52%	42.77%	45.53%
Best result	60.68%	60.41%	55.10%	53.47%	55.53%
Average result	47.48%	47.00%	40.68%	41.11%	44.28%
Worst result	28.63%	36.32%	30.11%	29.53%	31.72%
Responses	7268	6674	11180	7484	11033

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

% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question
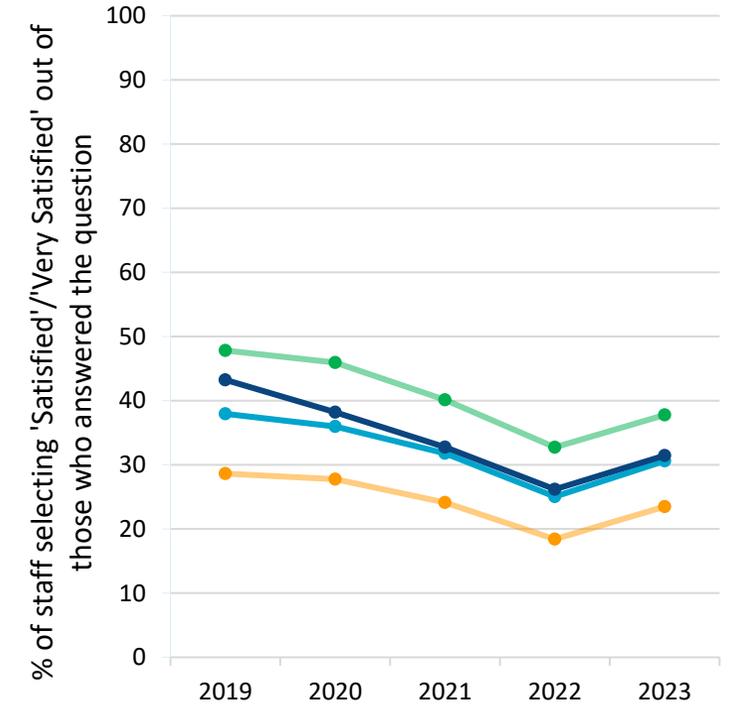
	2019	2020	2021	2022	2023
Your org	43.23%	38.19%	32.74%	26.17%	31.43%
Best result	47.83%	45.94%	40.11%	32.72%	37.78%
Average result	37.95%	35.97%	31.78%	25.05%	30.61%
Worst result	28.62%	27.76%	24.12%	18.41%	23.49%
Responses	7276	6676	11192	7490	11037

Q8d The people I work with show appreciation to one another.
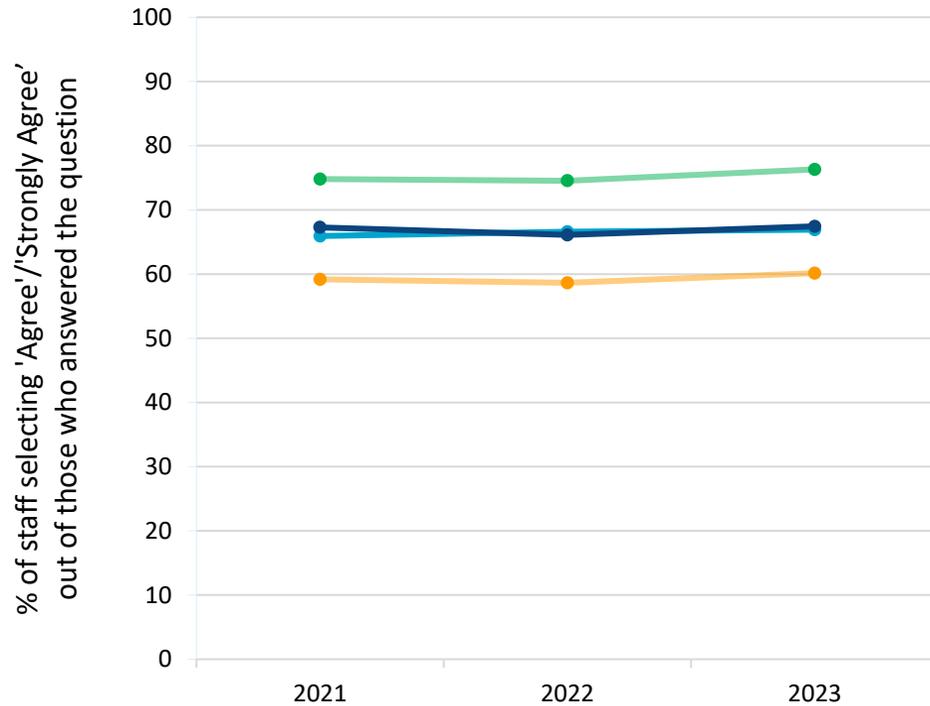
	2021	2022	2023
Your org	67.28%	66.11%	67.44%
Best result	74.80%	74.54%	76.31%
Average result	65.94%	66.61%	66.91%
Worst result	59.19%	58.63%	60.16%
Responses	11086	7486	11045

Q9e My immediate manager values my work.
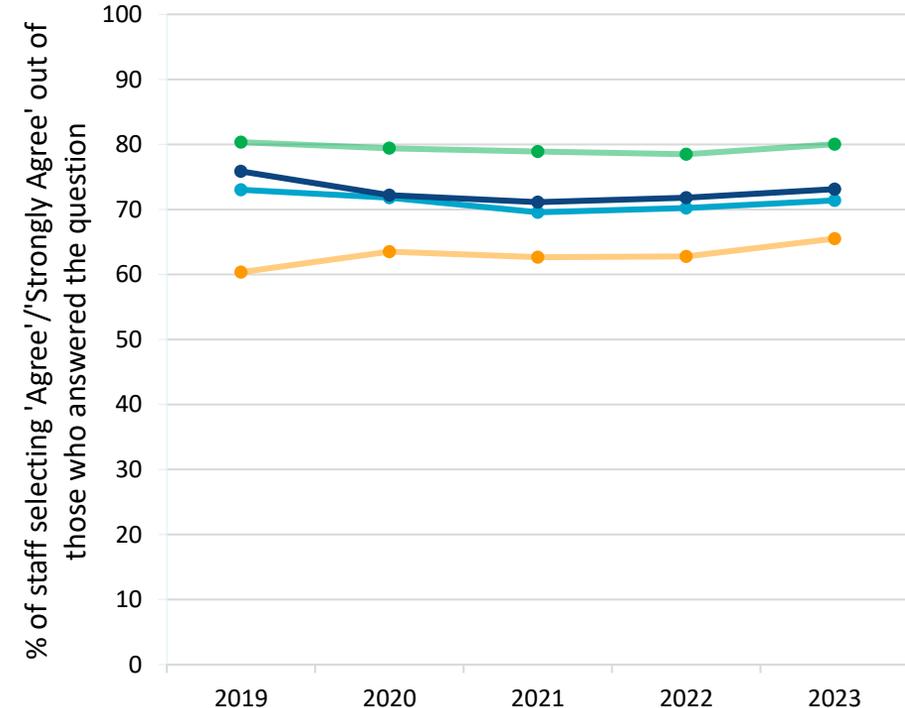
	2019	2020	2021	2022	2023
Your org	75.85%	72.19%	71.13%	71.80%	73.13%
Best result	80.34%	79.41%	78.91%	78.48%	80.03%
Average result	73.03%	71.81%	69.57%	70.22%	71.39%
Worst result	60.37%	63.50%	62.64%	62.77%	65.51%
Responses	7272	6650	11032	7483	11043

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

Survey Coordination Centre

NHS

Q3a I always know what my work responsibilities are.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
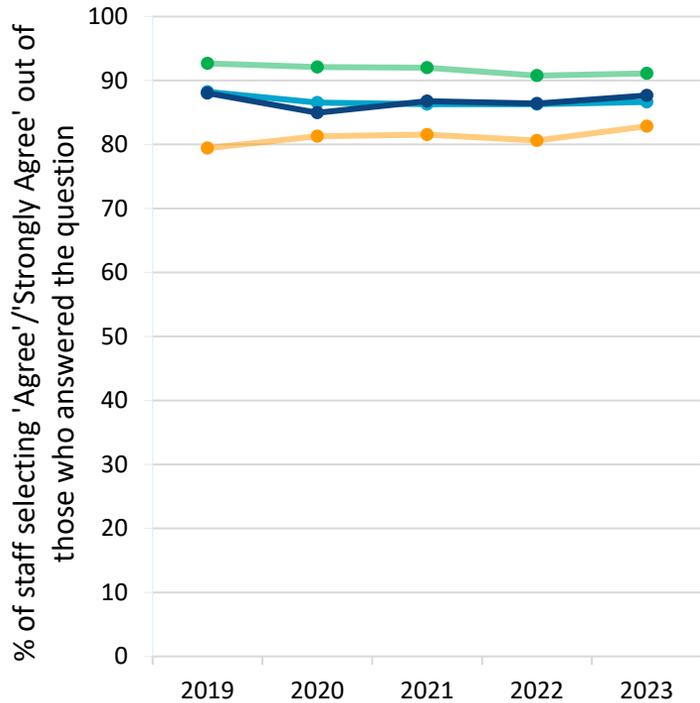
	2019	2020	2021	2022	2023
Your org	88.03%	84.96%	86.77%	86.38%	87.66%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	7282	6828	11192	7493	11092

Q3b I am trusted to do my job.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
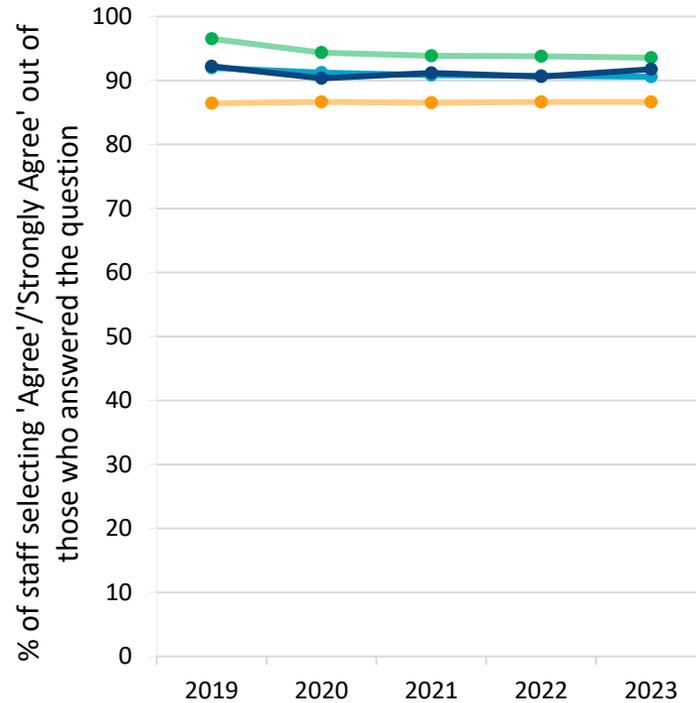
	2019	2020	2021	2022	2023
Your org	92.21%	90.34%	91.19%	90.60%	91.75%
Best result	96.50%	94.35%	93.84%	93.78%	93.56%
Average result	91.97%	91.23%	90.82%	90.74%	90.58%
Worst result	86.45%	86.64%	86.51%	86.64%	86.64%
Responses	7268	6816	11207	7488	11063

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

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

	2019	2020	2021	2022	2023
Your org	75.62%	72.98%	74.21%	73.41%	76.03%
Best result	79.93%	78.22%	79.35%	79.92%	80.07%
Average result	73.35%	72.23%	72.68%	72.83%	73.66%
Worst result	60.61%	64.80%	65.90%	64.90%	66.74%
Responses	7277	6734	11189	7483	11053

Survey Coordination Centre

NHS

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

	2019	2020	2021	2022	2023
Your org	75.42%	72.89%	70.76%	70.94%	72.69%
Best result	83.24%	81.60%	78.73%	79.63%	77.96%
Average result	74.65%	73.16%	70.05%	70.92%	71.43%
Worst result	65.38%	65.04%	63.37%	64.73%	65.35%
Responses	7279	6732	11192	7479	11064

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.
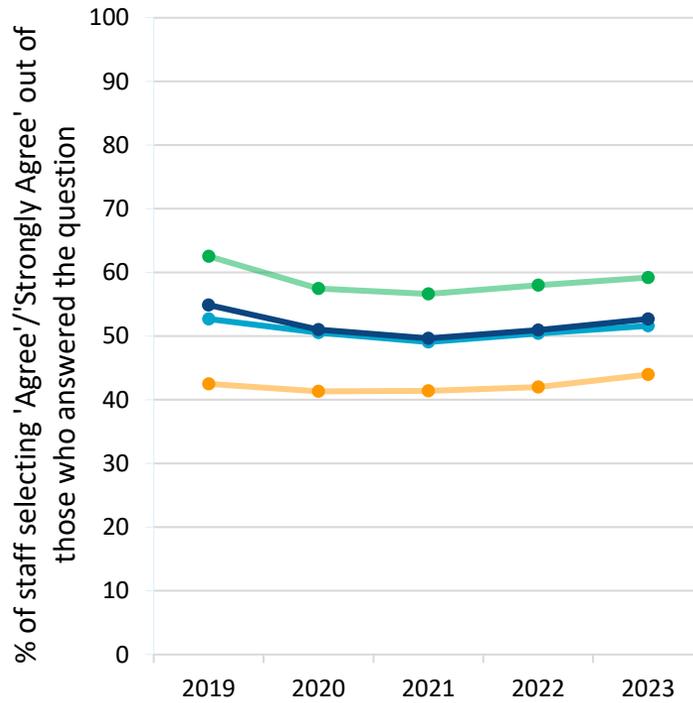
	2019	2020	2021	2022	2023
Your org	54.87%	51.02%	49.64%	50.93%	52.67%
Best result	62.53%	57.46%	56.61%	57.98%	59.18%
Average result	52.69%	50.55%	49.07%	50.41%	51.60%
Worst result	42.49%	41.33%	41.38%	41.99%	43.95%
Responses	7274	6730	11186	7487	11037

Q3f I am able to make improvements happen in my area of work.
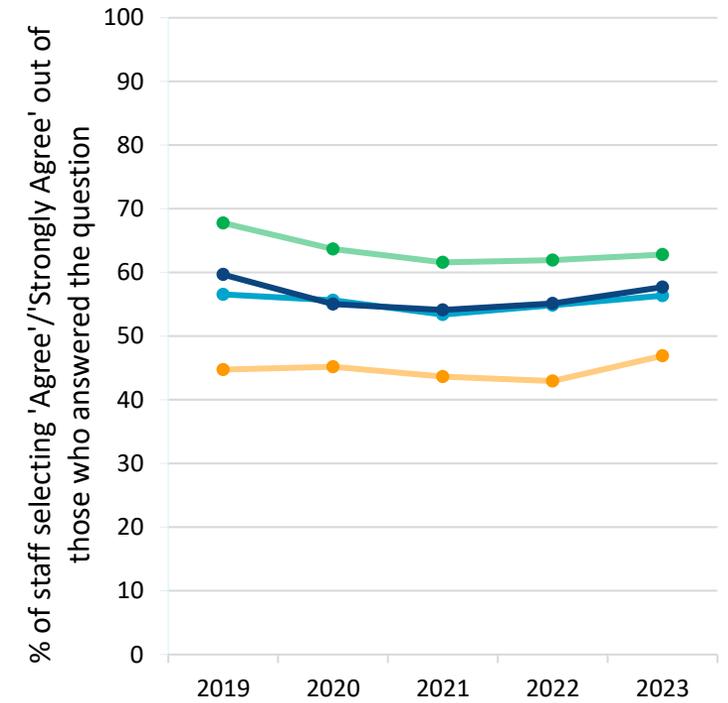
	2019	2020	2021	2022	2023
Your org	59.66%	55.01%	54.10%	55.11%	57.68%
Best result	67.76%	63.68%	61.57%	61.93%	62.79%
Average result	56.56%	55.62%	53.39%	54.84%	56.35%
Worst result	44.73%	45.18%	43.63%	42.93%	46.89%
Responses	7276	6715	11192	7484	11047

Q5b I have a choice in deciding how to do my work.
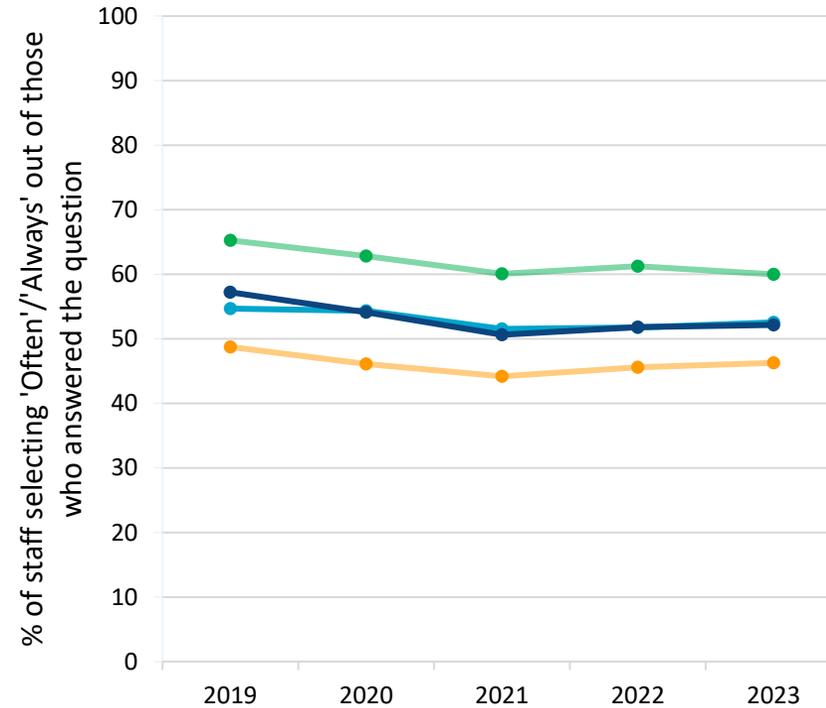
	2019	2020	2021	2022	2023
Your org	57.21%	54.11%	50.62%	51.81%	52.15%
Best result	65.25%	62.83%	60.08%	61.24%	60.00%
Average result	54.70%	54.35%	51.55%	51.76%	52.55%
Worst result	48.73%	46.10%	44.18%	45.59%	46.27%
Responses	7273	6680	11156	7475	11045

Survey Coordination Centre

NHS

Q20a I would feel secure raising concerns about unsafe clinical practice.
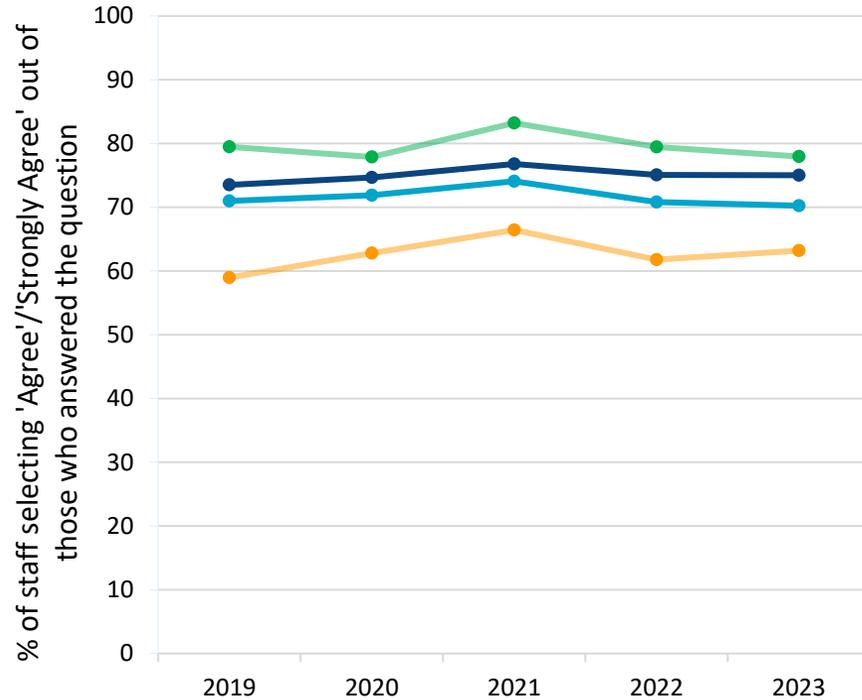
	2019	2020	2021	2022	2023
Your org	73.50%	74.66%	76.78%	75.07%	75.01%
Best result	79.47%	77.87%	83.19%	79.44%	77.96%
Average result	71.00%	71.89%	74.07%	70.82%	70.24%
Worst result	58.96%	62.81%	66.44%	61.78%	63.19%
Responses	7258	6575	10964	7469	11029

Q20b I am confident that my organisation would address my concern.
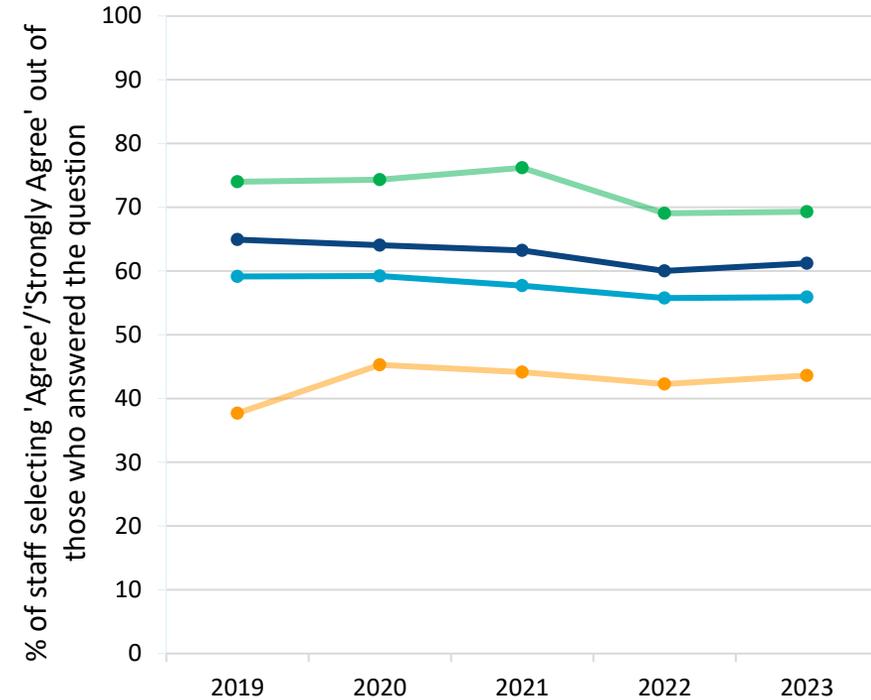
	2019	2020	2021	2022	2023
Your org	64.92%	64.05%	63.21%	60.00%	61.21%
Best result	73.99%	74.33%	76.17%	69.05%	69.29%
Average result	59.15%	59.22%	57.69%	55.75%	55.90%
Worst result	37.69%	45.27%	44.13%	42.27%	43.62%
Responses	7250	6573	10954	7465	11018

Survey Coordination Centre

NHS

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
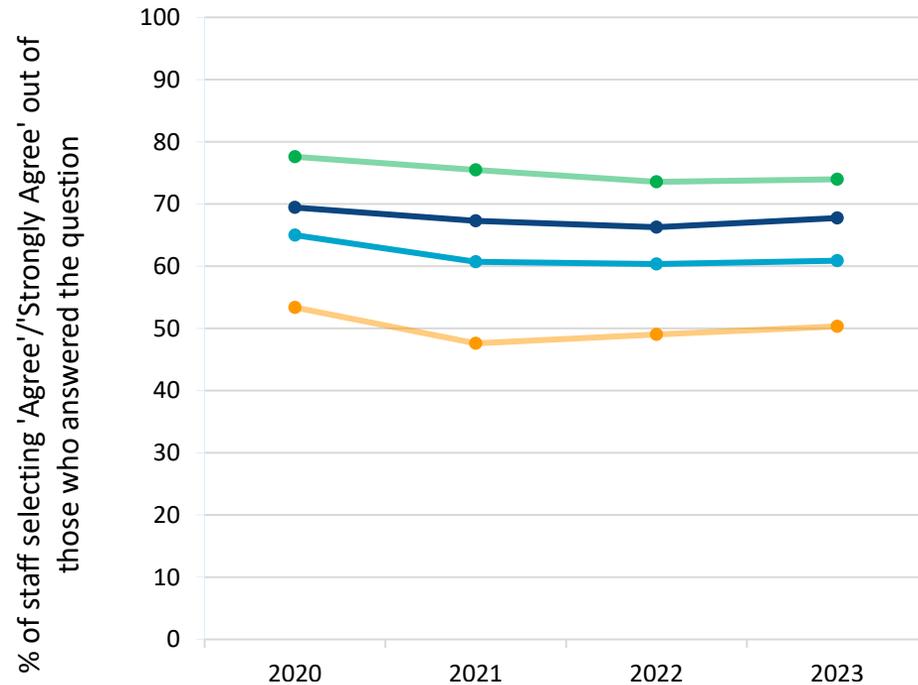
	2020	2021	2022	2023
Your org	69.44%	67.30%	66.28%	67.74%
Best result	77.58%	75.47%	73.58%	73.98%
Average result	64.99%	60.71%	60.36%	60.89%
Worst result	53.35%	47.60%	49.01%	50.32%
Responses	6539	10891	7462	11022

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
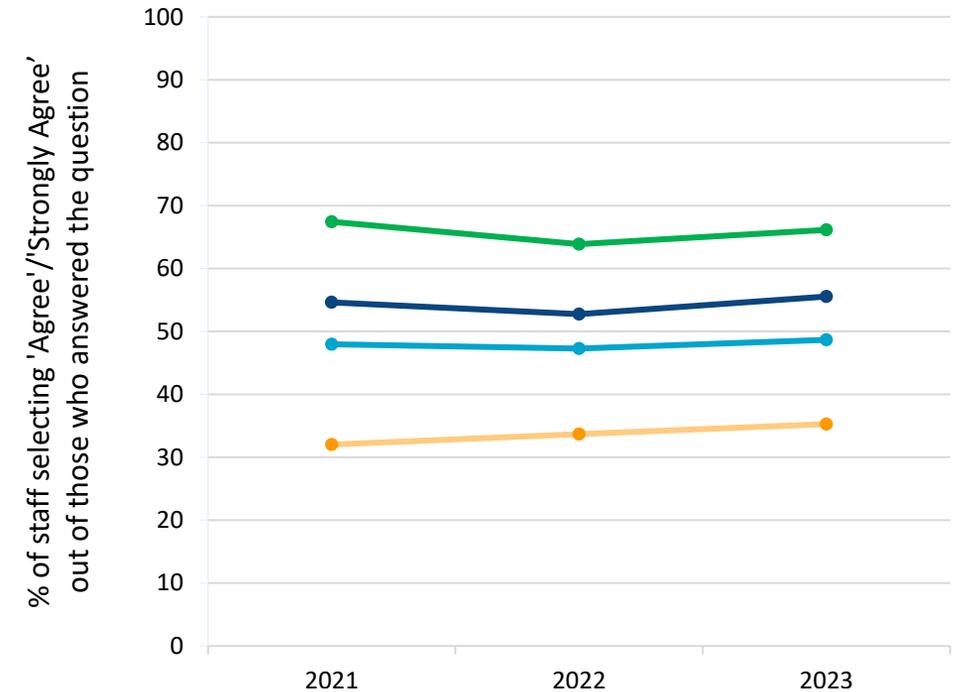
	2021	2022	2023
Your org	54.62%	52.76%	55.54%
Best result	67.43%	63.87%	66.13%
Average result	47.97%	47.28%	48.65%
Worst result	32.02%	33.68%	35.26%
Responses	10890	7460	11024

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.

	2019	2020	2021	2022	2023
Your org	48.21%	47.19%	44.25%	42.77%	48.78%
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	7263	6721	11189	7471	11013

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

	2019	2020	2021	2022	2023
Your org	56.77%	56.92%	53.32%	45.02%	52.73%
Best result	74.53%	74.54%	72.96%	69.73%	72.97%
Average result	54.19%	58.54%	55.33%	53.52%	56.88%
Worst result	31.96%	44.99%	45.51%	43.63%	46.87%
Responses	7274	6722	11194	7483	11037

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

	2019	2020	2021	2022	2023
Your org	35.39%	38.55%	29.61%	27.25%	33.02%
Best result	48.09%	52.30%	37.83%	34.84%	44.76%
Average result	30.74%	36.89%	25.94%	25.11%	31.75%
Worst result	20.78%	25.99%	18.06%	17.19%	22.75%
Responses	7276	6726	11208	7490	11056

Q5a I have unrealistic time pressures.
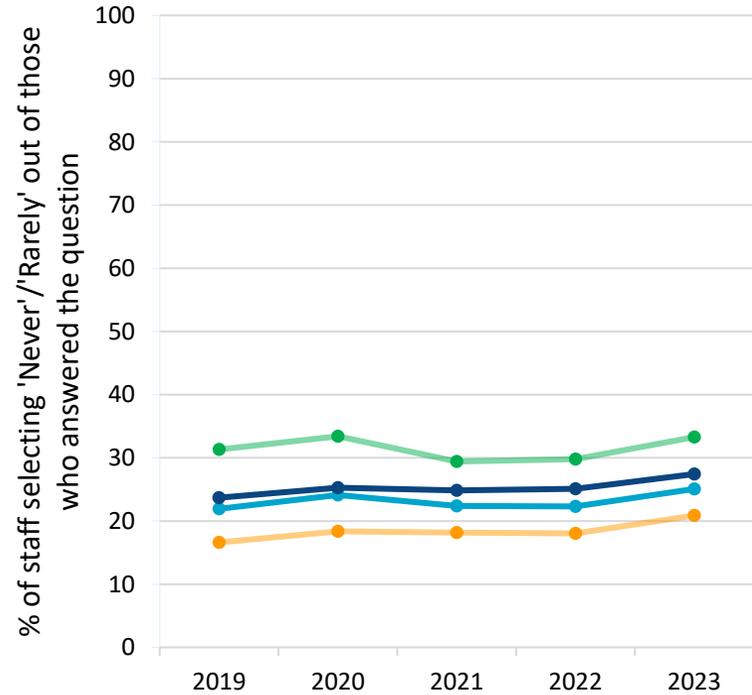
% of staff selecting 'Never'/'Rarely' out of those who answered the question

	2019	2020	2021	2022	2023
Your org	23.69%	25.27%	24.86%	25.10%	27.44%
Best result	31.33%	33.42%	29.43%	29.80%	33.29%
Average result	21.94%	24.12%	22.39%	22.31%	25.08%
Worst result	16.62%	18.37%	18.16%	18.05%	20.88%
Responses	7273	6683	11149	7466	11042

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
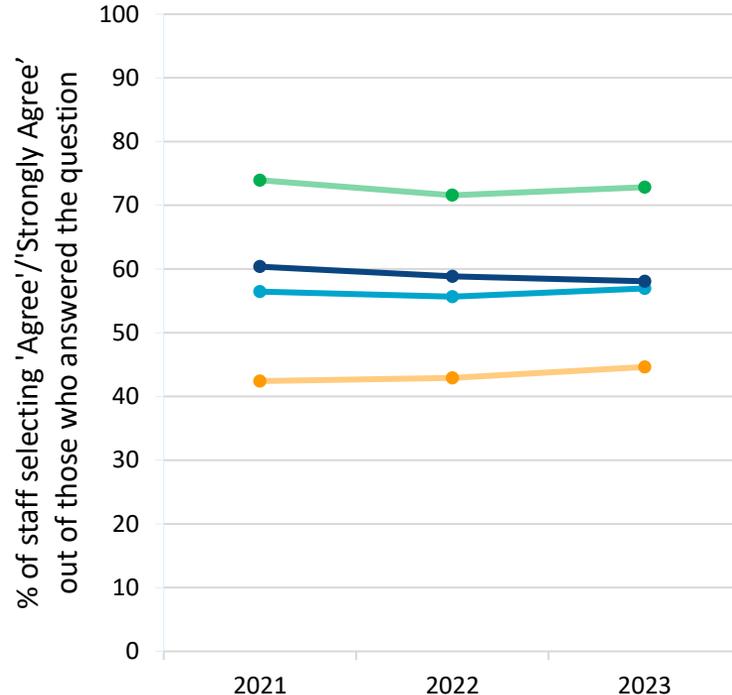
	2021	2022	2023
Your org	60.37%	58.84%	58.07%
Best result	73.93%	71.57%	72.85%
Average result	56.44%	55.65%	56.95%
Worst result	42.41%	42.92%	44.63%
Responses	10843	7345	11055

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

% of staff saying they, or a colleague, reported it, out of those who answered the question excluding those who selected 'DK' or 'NA'
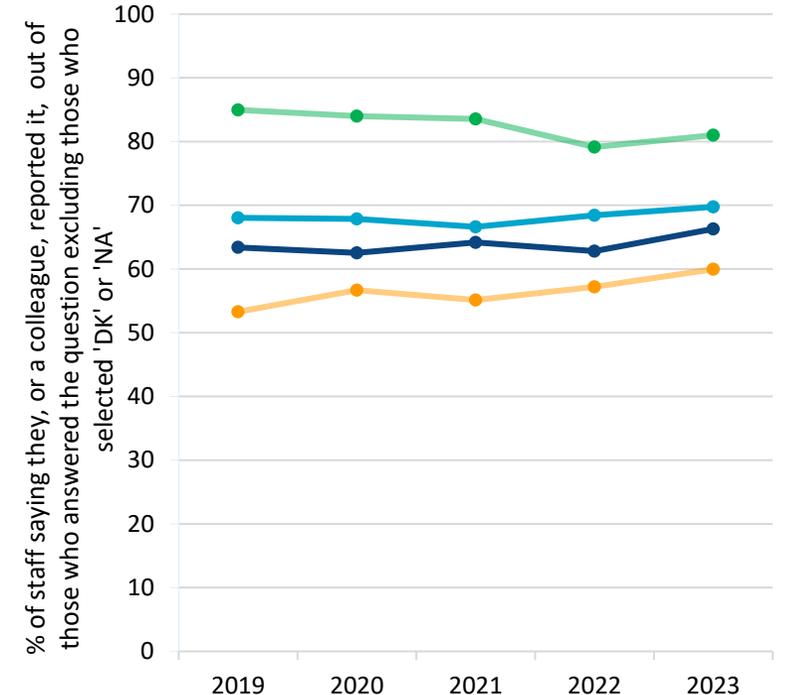
	2019	2020	2021	2022	2023
Your org	63.38%	62.53%	64.18%	62.79%	66.29%
Best result	84.97%	83.98%	83.53%	79.14%	81.01%
Average result	68.03%	67.86%	66.62%	68.43%	69.76%
Worst result	53.29%	56.69%	55.14%	57.21%	59.96%
Responses	743	739	1321	784	1067

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

% of staff saying they, or a colleague, reported it, out of those who answered the question excluding those who selected 'DK' or 'NA'
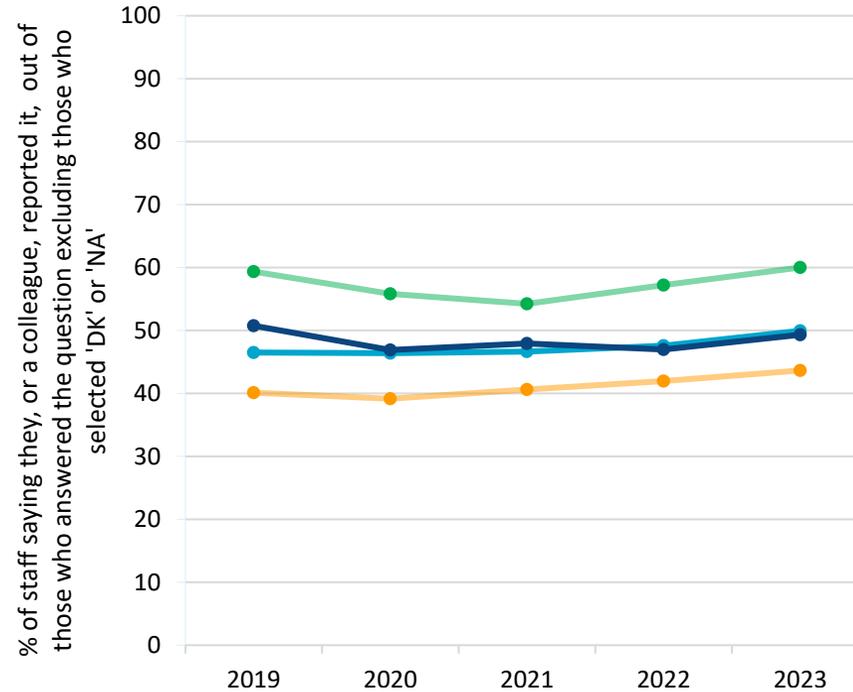
	2019	2020	2021	2022	2023
Your org	50.74%	46.90%	47.92%	46.98%	49.32%
Best result	59.36%	55.82%	54.24%	57.20%	60.00%
Average result	46.49%	46.39%	46.64%	47.58%	49.96%
Worst result	40.11%	39.16%	40.62%	41.97%	43.66%
Responses	2313	2225	3420	2278	3431

Survey Coordination Centre

NHS

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

% of staff selecting 'Often'/'Always' out of those who answered the question
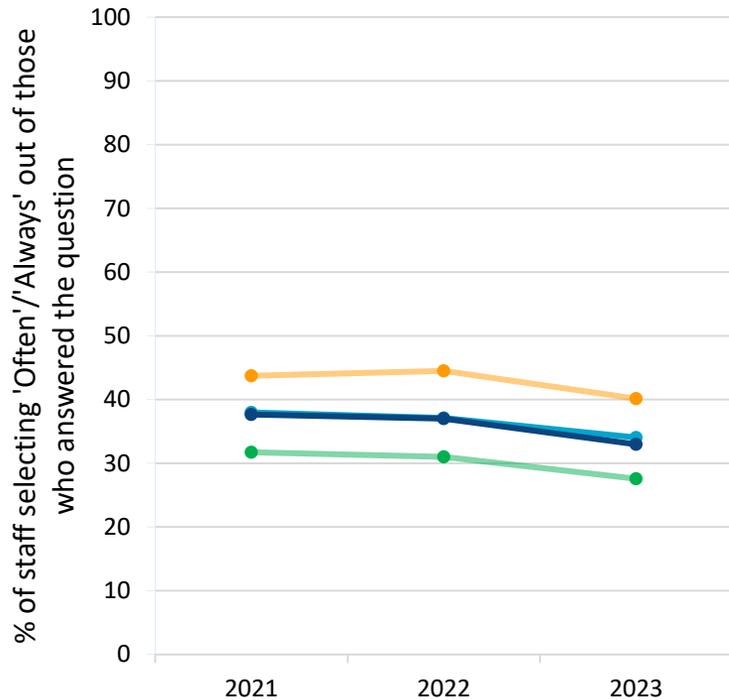
	2021	2022	2023
Your org	37.65%	37.00%	32.97%
Best result	31.73%	30.99%	27.56%
Average result	37.97%	37.10%	34.03%
Worst result	43.72%	44.49%	40.14%
Responses	11017	7483	11064

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

% of staff selecting 'Often'/'Always' out of those who answered the question
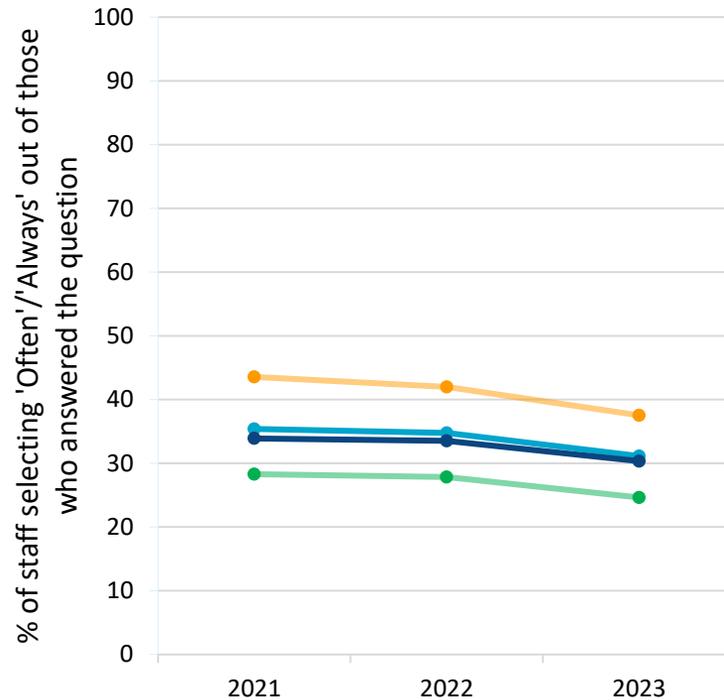
	2021	2022	2023
Your org	33.89%	33.52%	30.33%
Best result	28.30%	27.84%	24.64%
Average result	35.39%	34.77%	31.12%
Worst result	43.56%	41.98%	37.54%
Responses	11011	7481	11059

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

% of staff selecting 'Often'/'Always' out of those who answered the question
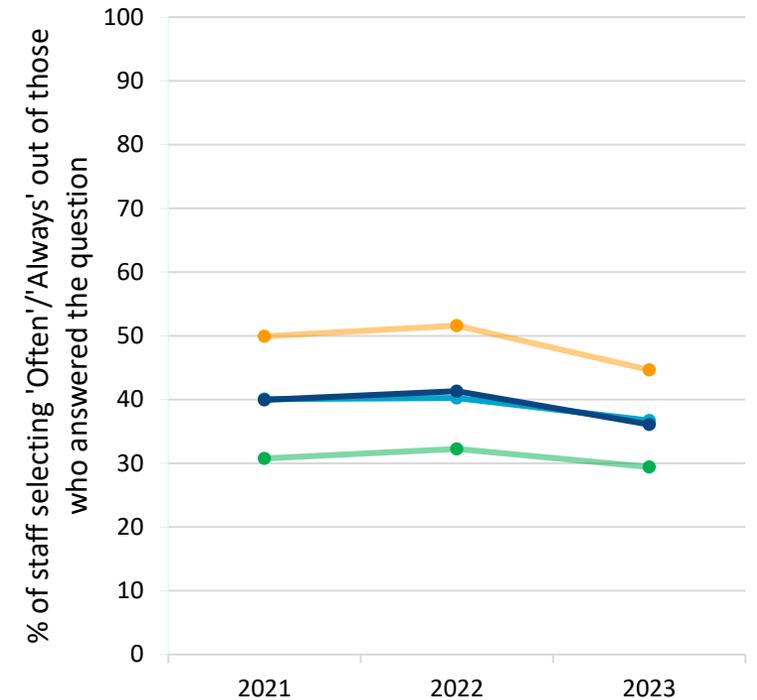
	2021	2022	2023
Your org	39.93%	41.30%	36.08%
Best result	30.75%	32.24%	29.42%
Average result	40.06%	40.25%	36.71%
Worst result	49.91%	51.58%	44.65%
Responses	11011	7478	11052

Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?
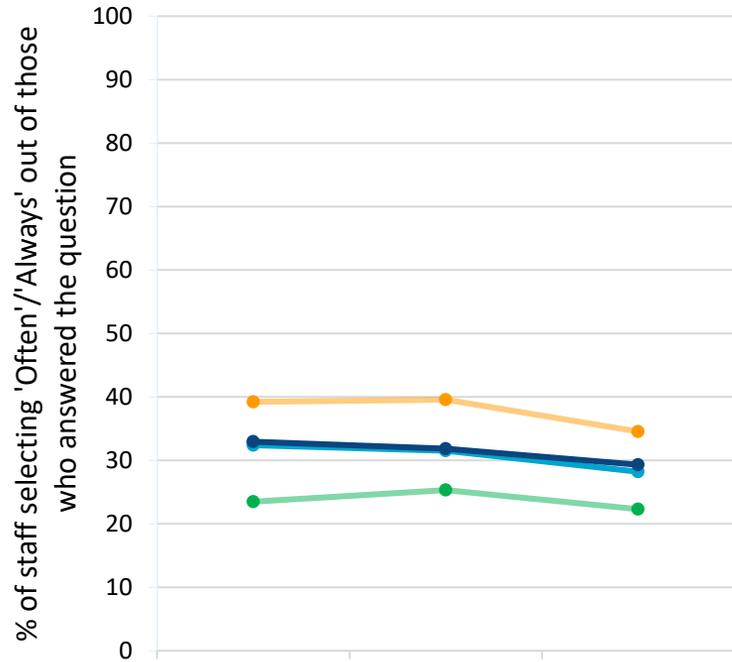
	2021	2022	2023
Your org	32.95%	31.84%	29.31%
Best result	23.50%	25.32%	22.32%
Average result	32.39%	31.53%	28.22%
Worst result	39.23%	39.56%	34.55%
Responses	11013	7471	11032

Q12e How often, if at all, do you feel worn out at the end of your working day/shift?
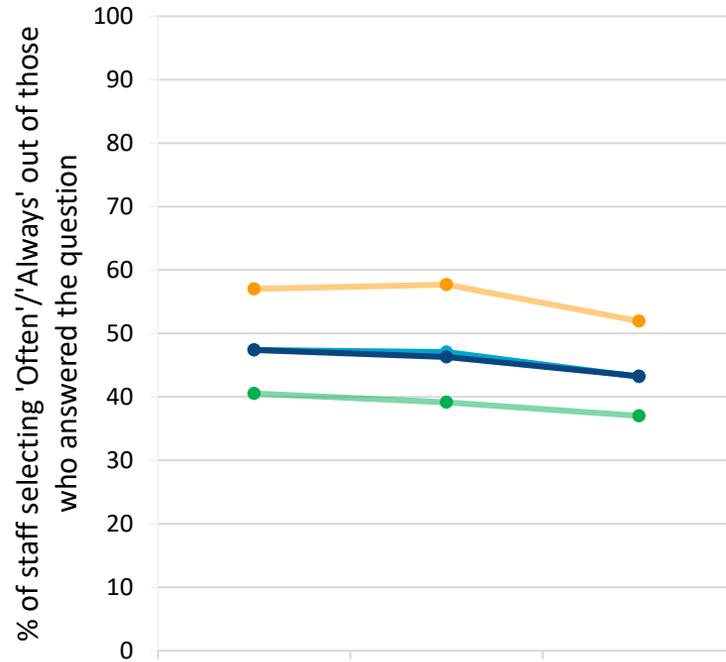
	2021	2022	2023
Your org	47.41%	46.29%	43.27%
Best result	40.53%	39.15%	37.02%
Average result	47.40%	47.08%	43.17%
Worst result	57.02%	57.69%	51.94%
Responses	11020	7470	11041

Q12f How often, if at all, do you feel that every working hour is tiring for you?
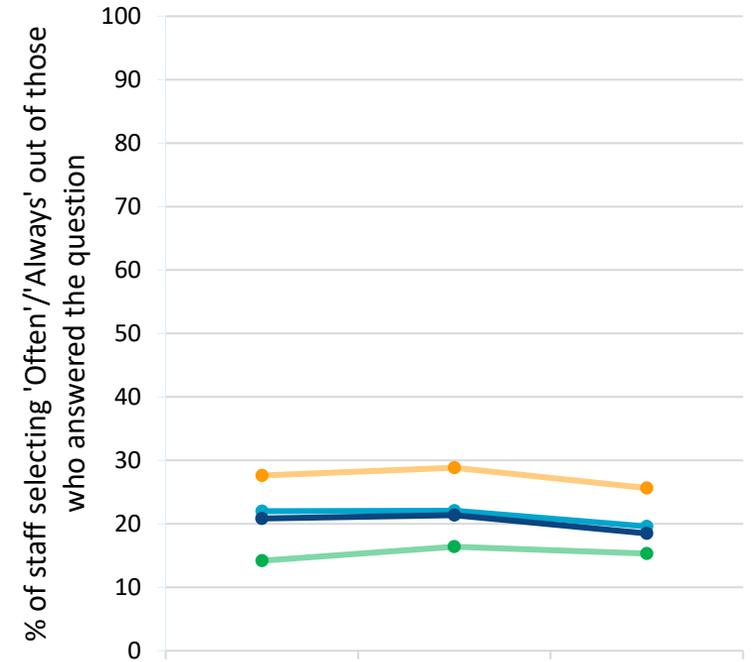
	2021	2022	2023
Your org	20.83%	21.37%	18.49%
Best result	14.19%	16.40%	15.32%
Average result	21.99%	22.07%	19.59%
Worst result	27.62%	28.83%	25.65%
Responses	11017	7468	11041

Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?
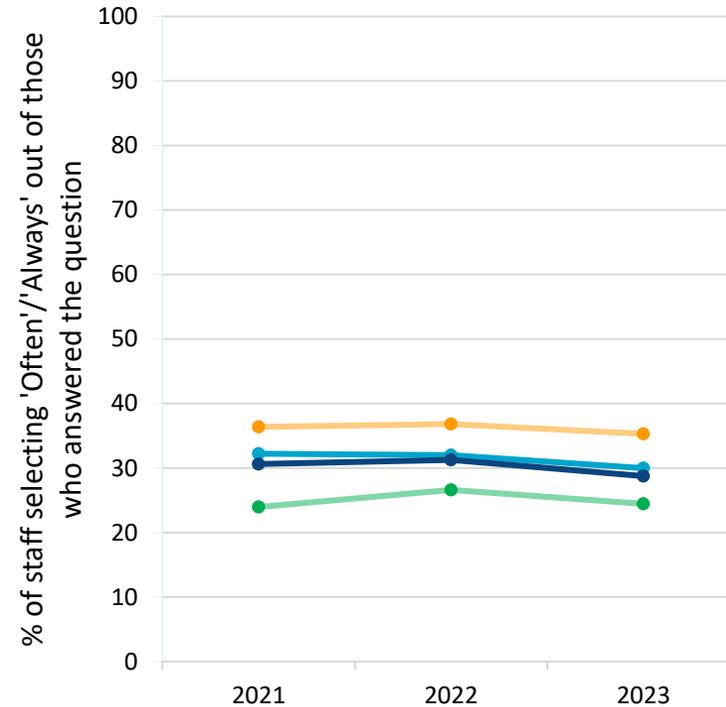
	2021	2022	2023
Your org	30.61%	31.26%	28.75%
Best result	23.96%	26.60%	24.45%
Average result	32.21%	32.01%	29.98%
Worst result	36.37%	36.81%	35.30%
Responses	11027	7474	11059

Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?
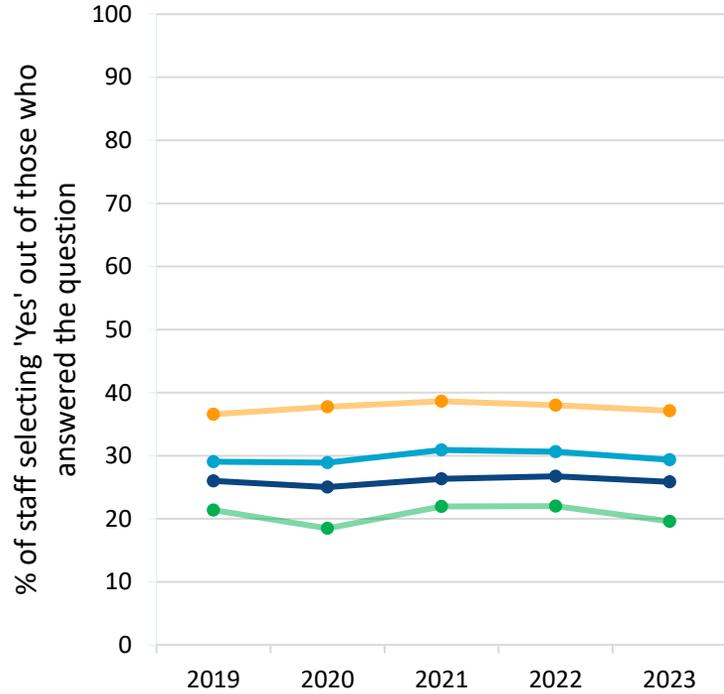
	2019	2020	2021	2022	2023
Your org	25.99%	25.02%	26.34%	26.75%	25.84%
Best result	21.38%	18.49%	21.95%	22.00%	19.59%
Average result	29.05%	28.90%	30.92%	30.62%	29.36%
Worst result	36.57%	37.76%	38.62%	38.01%	37.13%
Responses	7276	6619	11026	7472	11044

Q11c During the last 12 months have you felt unwell as a result of work related stress?
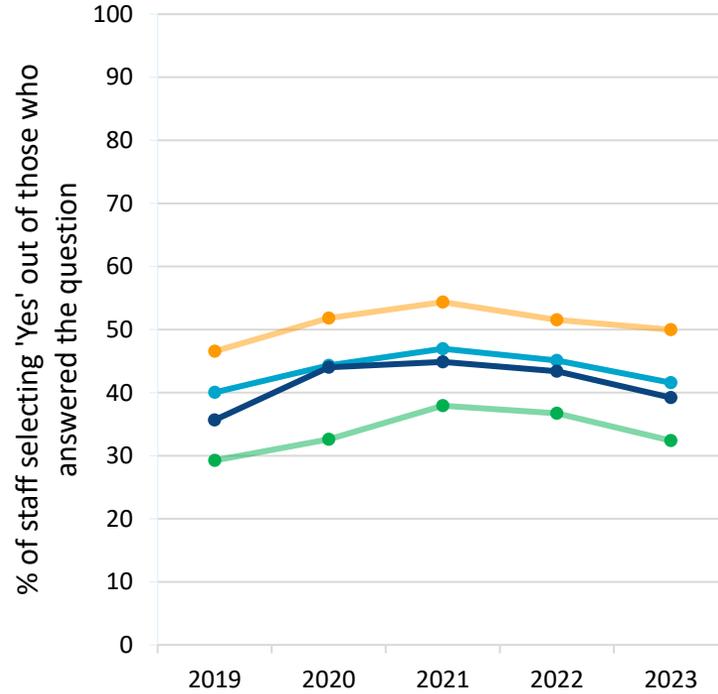
	2019	2020	2021	2022	2023
Your org	35.66%	44.03%	44.87%	43.39%	39.22%
Best result	29.25%	32.61%	37.94%	36.73%	32.39%
Average result	40.03%	44.31%	46.97%	45.09%	41.57%
Worst result	46.55%	51.81%	54.35%	51.55%	49.97%
Responses	7270	6626	11038	7470	11001

Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?
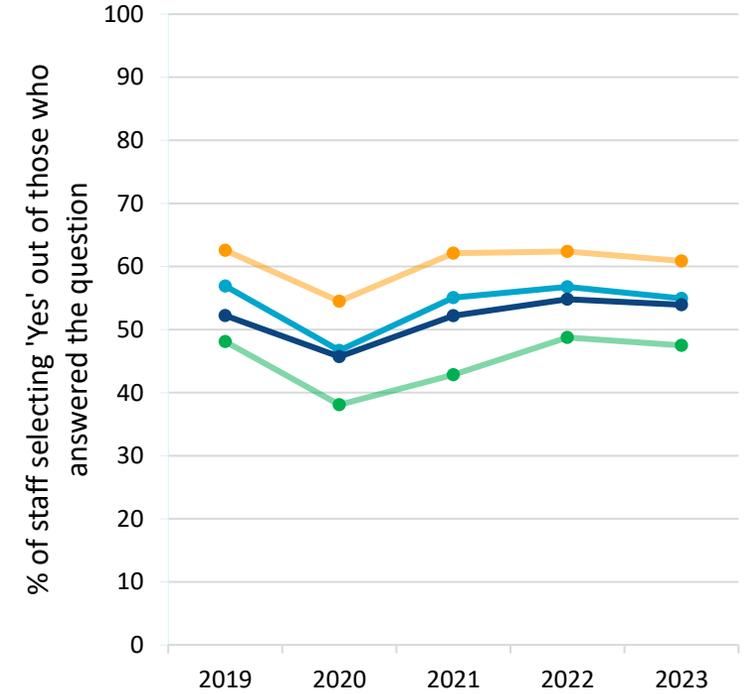
	2019	2020	2021	2022	2023
Your org	52.21%	45.70%	52.18%	54.82%	53.93%
Best result	48.09%	38.07%	42.84%	48.74%	47.48%
Average result	56.90%	46.68%	55.07%	56.76%	54.92%
Worst result	62.56%	54.49%	62.09%	62.37%	60.87%
Responses	7246	6625	11024	7448	11013

Survey Coordination Centre

NHS

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.

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

Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.
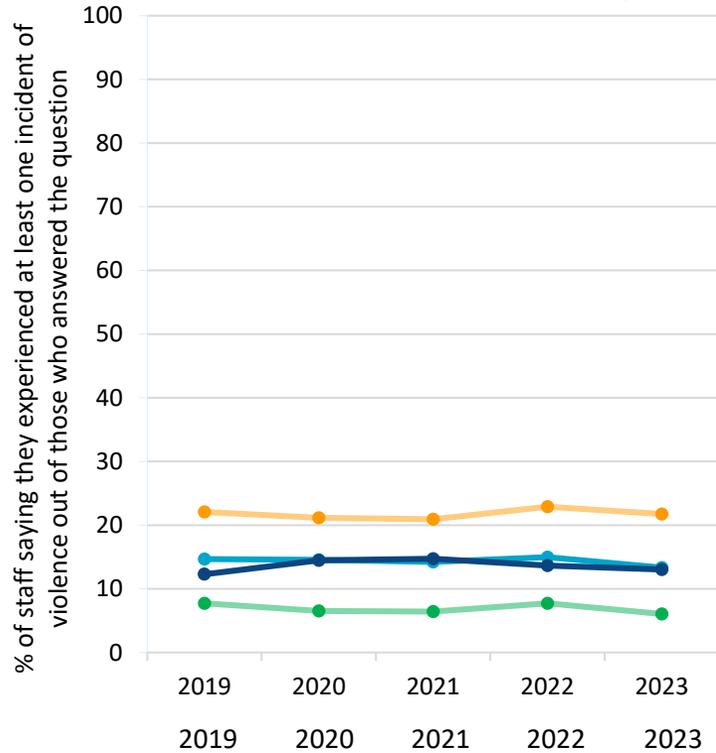
	2019	2020	2021	2022	2023
Your org	12.29%	14.48%	14.72%	13.65%	13.02%
Best result	7.71%	6.51%	6.42%	7.71%	6.06%
Average result	14.67%	14.54%	14.22%	14.98%	13.32%
Worst result	22.06%	21.14%	20.92%	22.90%	21.74%
Responses	7281	6624	11023	7474	10101

	2019	2020	2021	2022	2023
Your org	0.31%	0.51%	0.53%	0.66%	0.56%
Best result	0.00%	0.00%	0.00%	0.11%	0.14%
Average result	0.54%	0.51%	0.63%	0.79%	0.67%
Worst result	1.98%	2.11%	2.23%	2.87%	1.87%
Responses	7245	6592	10911	7346	9928

	2019	2020	2021	2022	2023
Your org	3.79%	1.58%	1.28%	1.64%	1.58%
Best result	0.52%	0.06%	0.56%	0.76%	0.66%
Average result	1.41%	1.36%	1.58%	1.82%	1.75%
Worst result	3.79%	4.85%	3.97%	5.40%	3.85%
Responses	7260	6594	10875	7327	9851

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.

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

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

% of staff saying they experienced at least one incident of bullying, harassment or abuse out of those who answered the question

Q14a	2019	2020	2021	2022	2023
Your org	26.25%	26.09%	25.01%	24.70%	24.86%
Best result	21.48%	18.24%	20.91%	20.55%	18.33%
Average result	28.51%	26.23%	27.39%	28.03%	25.82%
Worst result	36.49%	38.19%	35.40%	38.39%	32.15%
Responses	7241	6436	10711	7458	11029

Q14b	2019	2020	2021	2022	2023
Your org	9.29%	11.23%	8.76%	8.92%	8.35%
Best result	6.37%	6.31%	5.73%	6.45%	5.78%
Average result	12.48%	12.60%	11.91%	11.55%	10.49%
Worst result	23.60%	23.90%	17.82%	17.85%	16.90%
Responses	7203	6409	10603	7377	10875

Q14c	2019	2020	2021	2022	2023
Your org	18.97%	19.66%	16.30%	18.24%	17.94%
Best result	11.88%	12.31%	12.42%	12.32%	12.30%
Average result	19.50%	19.73%	19.50%	19.99%	19.25%
Worst result	26.36%	26.39%	27.32%	25.87%	26.09%
Responses	7230	6418	10582	7358	10853

Survey Coordination Centre

NHS

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

% of staff saying they experienced at least one incident of unwanted behaviour of a sexual nature out of those who answered the question
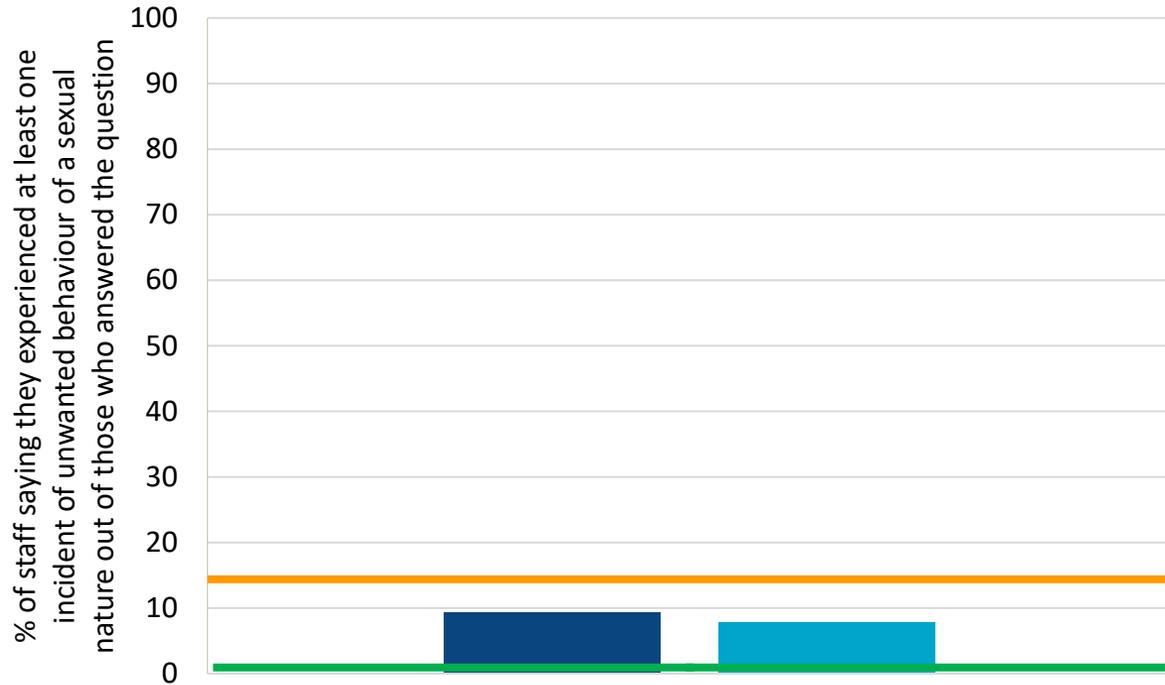
2023

	2023
Your org	9.26%
Best result	0.93%
Average result	7.73%
Worst result	14.39%
Responses	11064

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

% of staff saying they experienced at least one incident of unwanted behaviour of a sexual nature out of those who answered the question
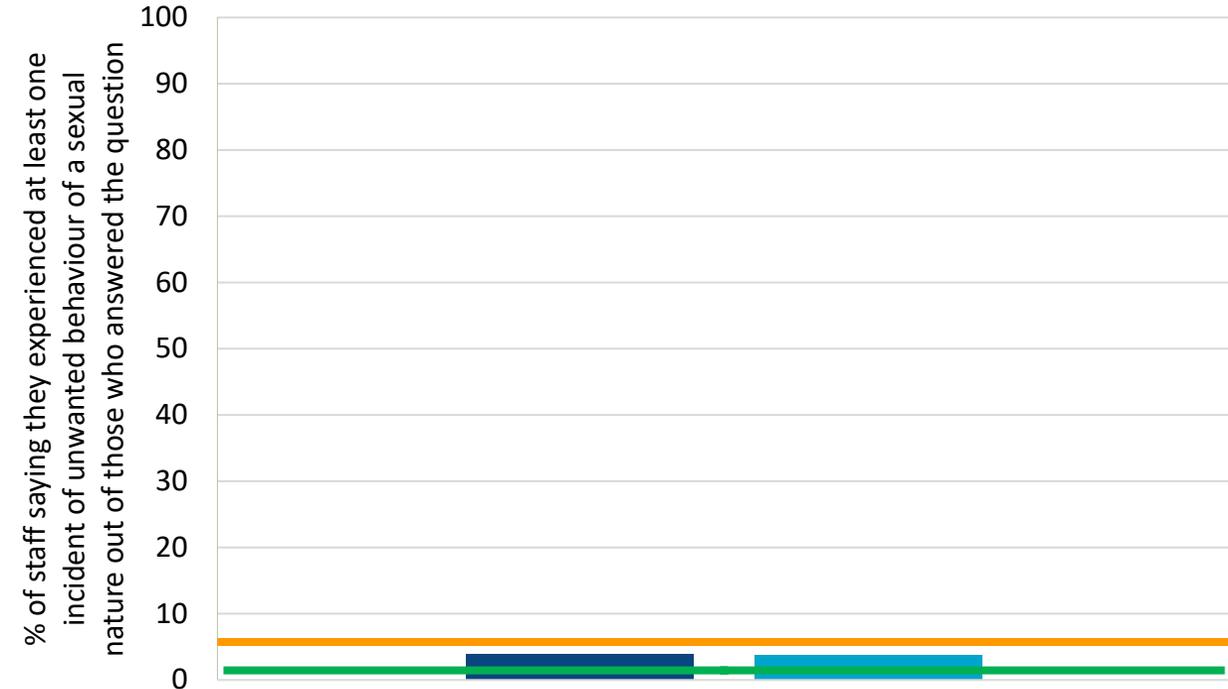
2023

	2023
Your org	3.85%
Best result	1.44%
Average result	3.82%
Worst result	5.73%
Responses	10932

*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
Your org	54.34%
Best result	63.59%
Average result	53.77%
Worst result	42.58%
Responses	11064

*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

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

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.

Survey Coordination Centre

NHS

Q24a This organisation offers me challenging work.
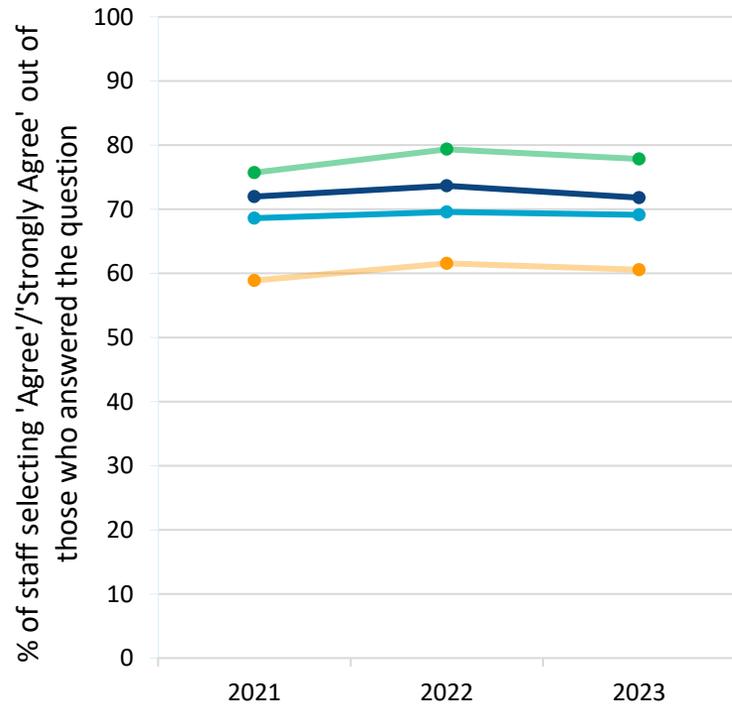
	2021	2022	2023
Your org	71.97%	73.65%	71.79%
Best result	75.71%	79.35%	77.83%
Average result	68.60%	69.57%	69.12%
Worst result	58.88%	61.55%	60.58%
Responses	10951	7452	11012

Q24b There are opportunities for me to develop my career in this organisation.
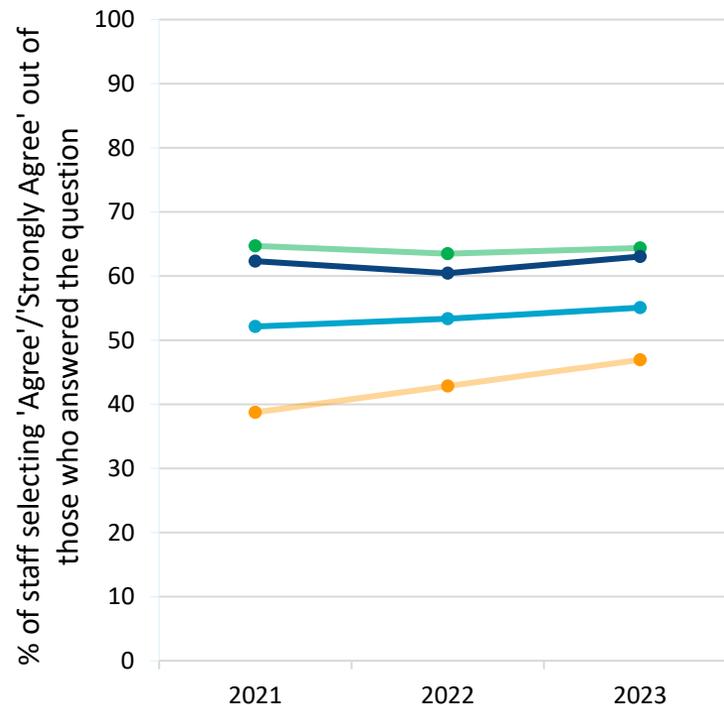
	2021	2022	2023
Your org	62.31%	60.45%	63.05%
Best result	64.69%	63.48%	64.38%
Average result	52.12%	53.34%	55.07%
Worst result	38.74%	42.85%	46.92%
Responses	10958	7460	11029

Q24c I have opportunities to improve my knowledge and skills.
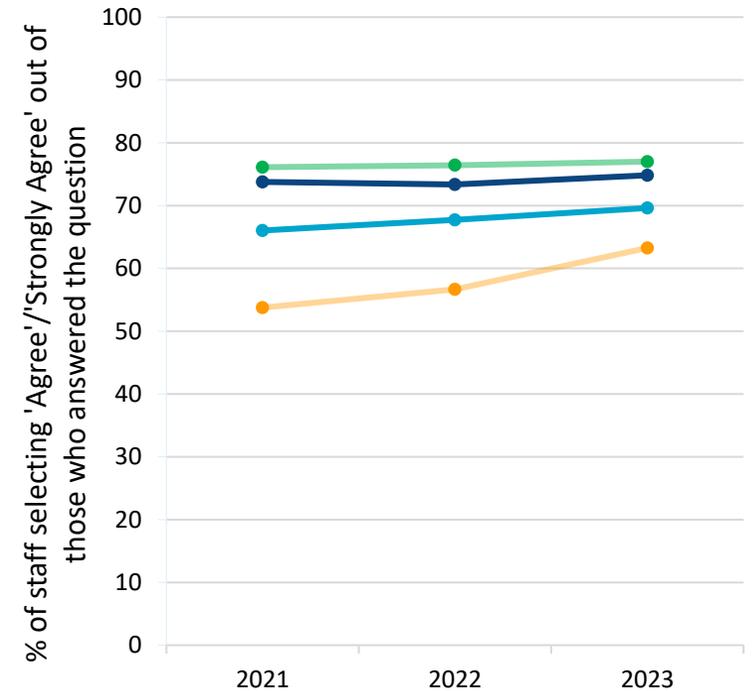
	2021	2022	2023
Your org	73.76%	73.37%	74.82%
Best result	76.13%	76.43%	76.99%
Average result	66.04%	67.72%	69.61%
Worst result	53.76%	56.66%	63.25%
Responses	10960	7455	11025

Survey Coordination Centre

NHS

Q24d I feel supported to develop my potential.
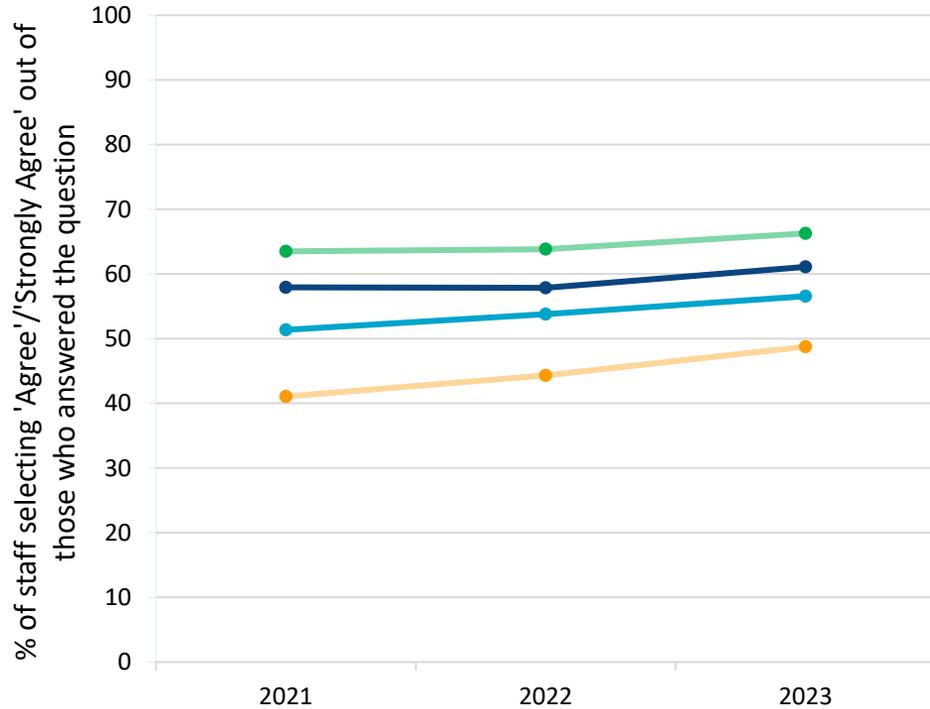
	2021	2022	2023
Your org	57.92%	57.86%	61.10%
Best result	63.51%	63.83%	66.27%
Average result	51.34%	53.79%	56.56%
Worst result	41.04%	44.30%	48.75%
Responses	10950	7448	11009

Q24e I am able to access the right learning and development opportunities when I need to.
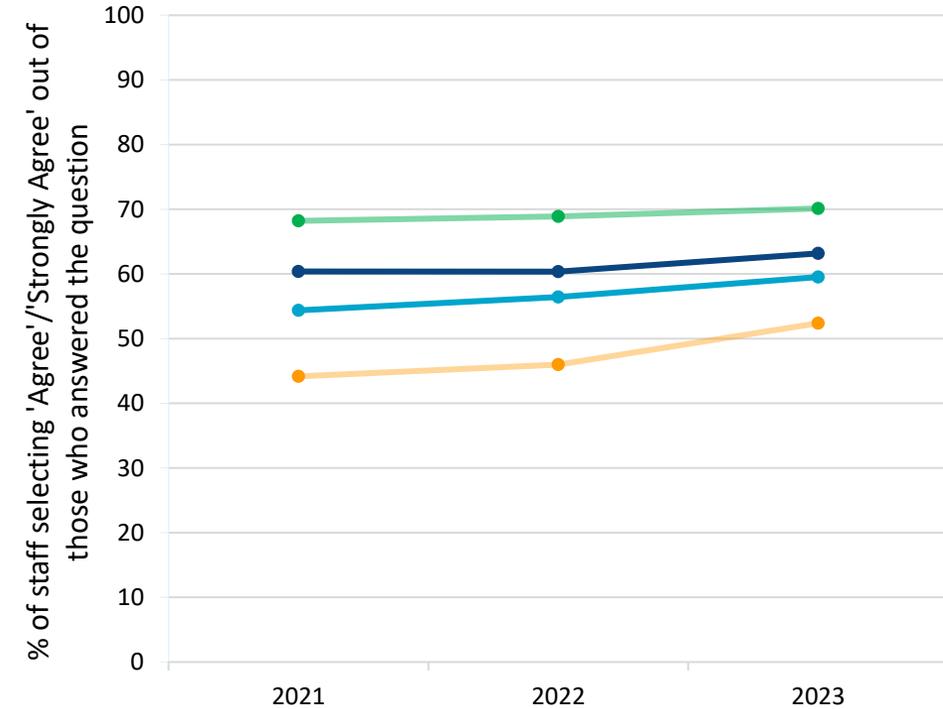
	2021	2022	2023
Your org	60.38%	60.36%	63.17%
Best result	68.20%	68.89%	70.11%
Average result	54.38%	56.44%	59.52%
Worst result	44.16%	45.98%	52.38%
Responses	10957	7456	11020

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

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

% of staff selecting 'Yes' out of those who answered the question
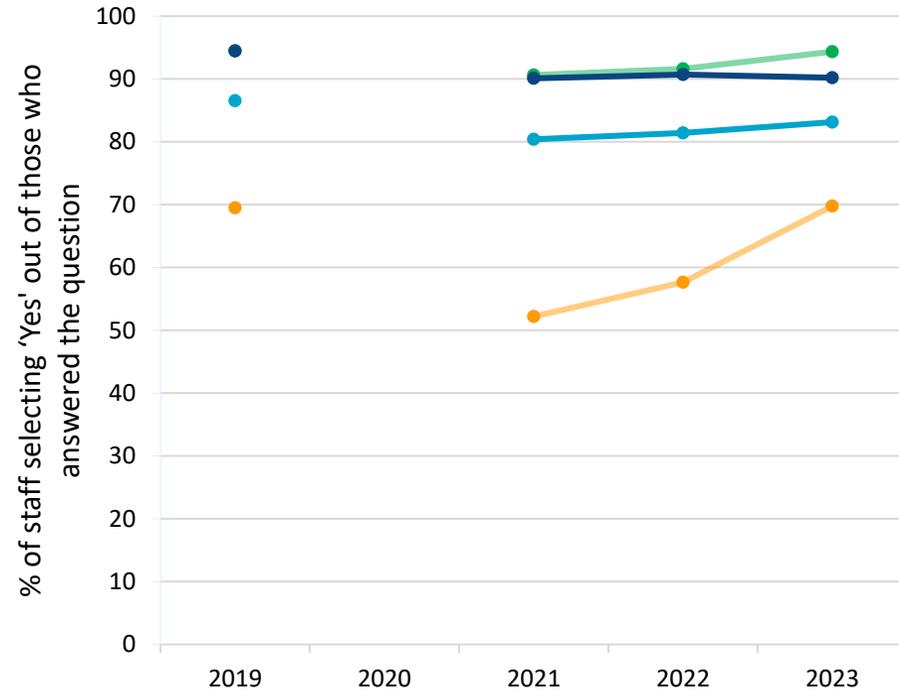
	2019	2020	2021	2022	2023
Your org	94.45%	-	90.10%	90.70%	90.20%
Best result	94.45%	-	90.63%	91.59%	94.32%
Average result	86.53%	-	80.40%	81.41%	83.12%
Worst result	69.48%	-	52.20%	57.65%	69.76%
Responses	7275	-	10980	7436	10769

% of staff selecting 'Yes, definitely' out of those who answered the question
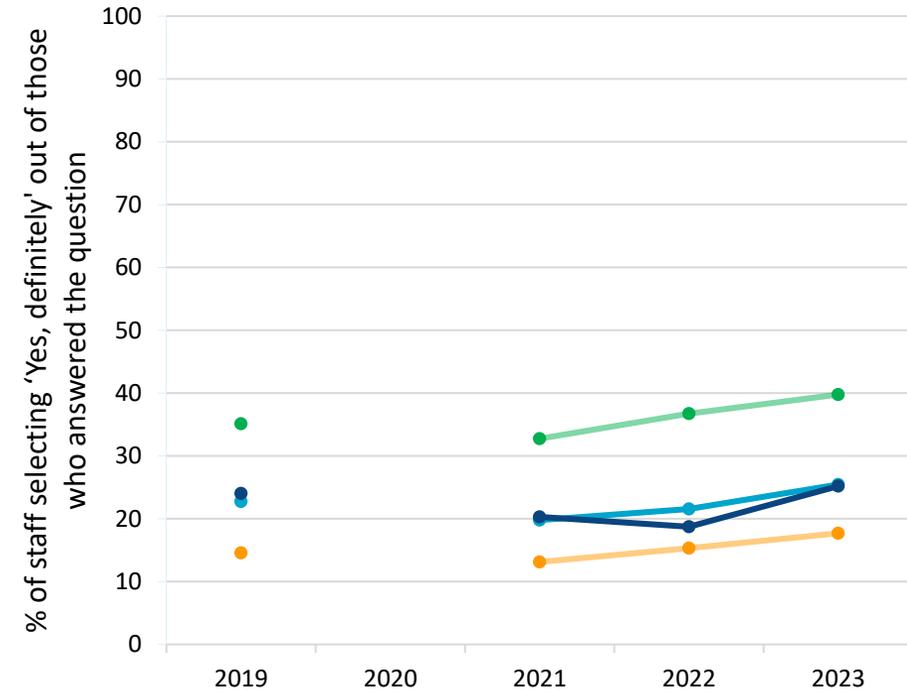
	2019	2020	2021	2022	2023
Your org	24.03%	-	20.30%	18.74%	25.20%
Best result	35.12%	-	32.75%	36.74%	39.78%
Average result	22.76%	-	19.79%	21.56%	25.44%
Worst result	14.56%	-	13.13%	15.33%	17.71%
Responses	6732	-	9769	6663	9549

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

Survey Coordination Centre

NHS

Q23c It helped me agree clear objectives for my work.

% of staff selecting 'Yes, definitely' out of those who answered the question
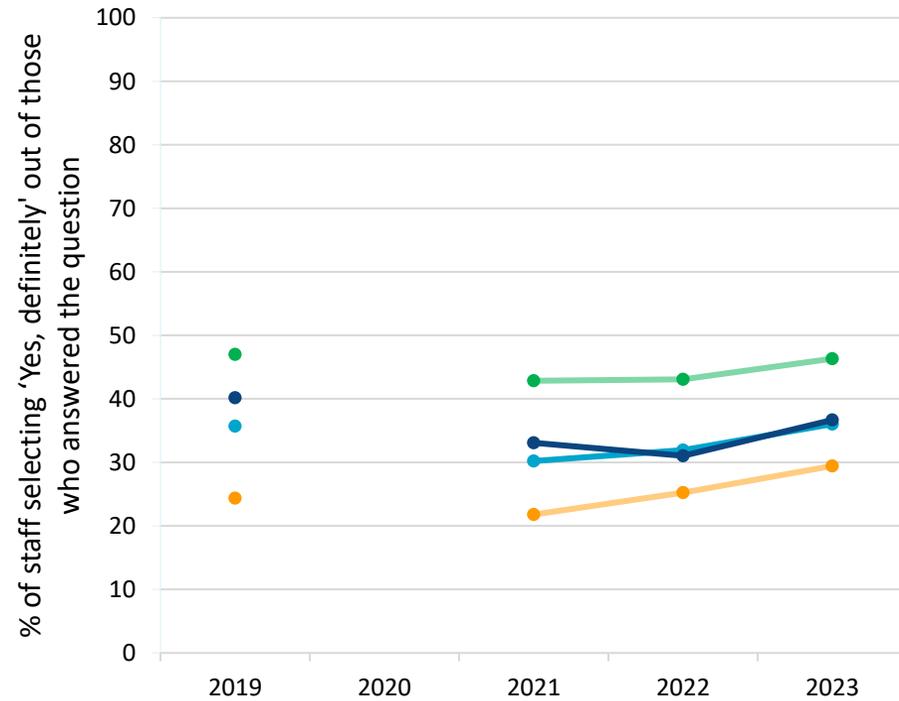
	2019	2020	2021	2022	2023
Your org	40.17%	-	33.08%	31.04%	36.68%
Best result	47.00%	-	42.85%	43.07%	46.33%
Average result	35.71%	-	30.21%	31.92%	36.02%
Worst result	24.35%	-	21.78%	25.24%	29.43%
Responses	6729	-	9747	6654	9530

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

% of staff selecting 'Yes, definitely' out of those who answered the question
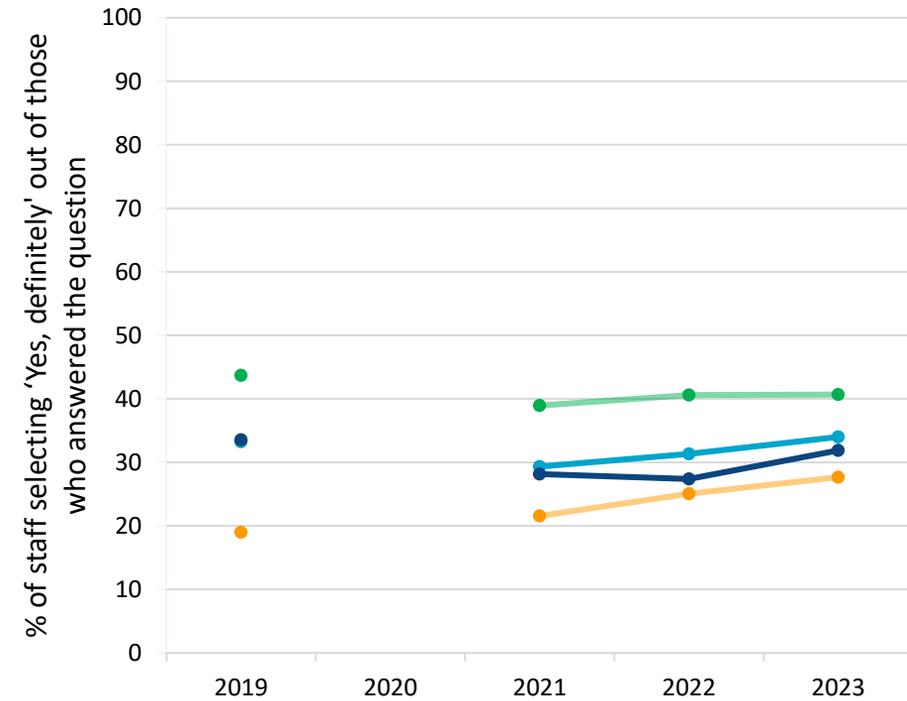
	2019	2020	2021	2022	2023
Your org	33.54%	-	28.17%	27.38%	31.88%
Best result	43.71%	-	38.94%	40.60%	40.68%
Average result	33.25%	-	29.33%	31.33%	34.00%
Worst result	18.99%	-	21.57%	25.05%	27.66%
Responses	6727	-	9752	6660	9537

People Promise element – We work flexibly
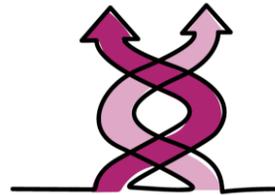
Questions included:

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

Flexible working – Q4d

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.

Q6b My organisation is committed to helping me balance my work and home life.
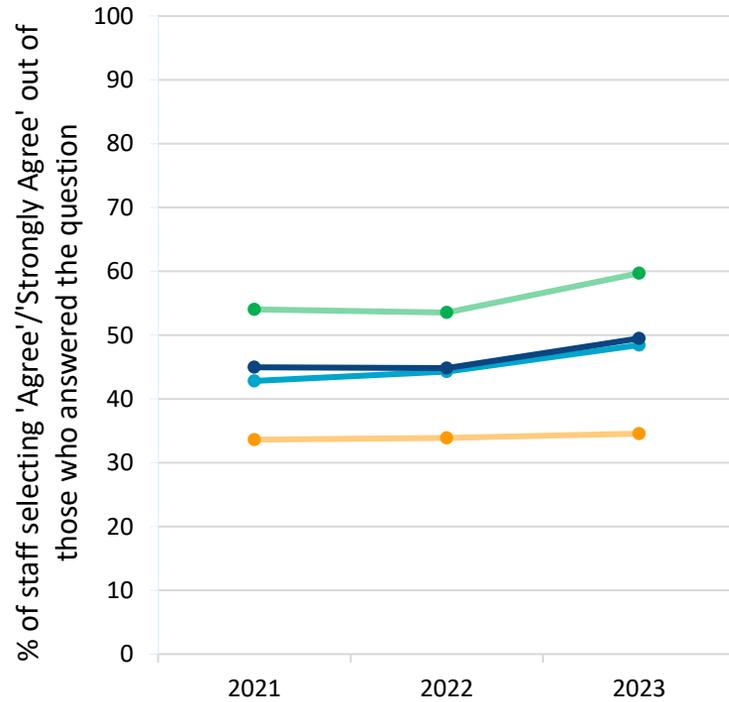
	2021	2022	2023
Your org	44.96%	44.84%	49.48%
Best result	54.04%	53.54%	59.70%
Average result	42.83%	44.29%	48.43%
Worst result	33.62%	33.88%	34.55%
Responses	11147	7476	11055

Q6c I achieve a good balance between my work life and my home life.
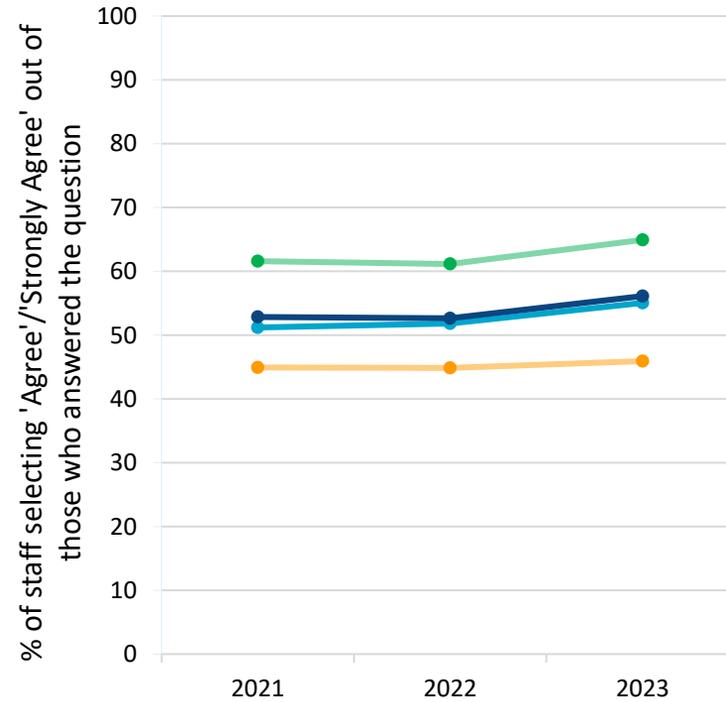
	2021	2022	2023
Your org	52.84%	52.63%	56.11%
Best result	61.58%	61.15%	64.91%
Average result	51.19%	51.81%	55.04%
Worst result	44.93%	44.86%	45.92%
Responses	11156	7480	11059

Q6d I can approach my immediate manager to talk openly about flexible working.
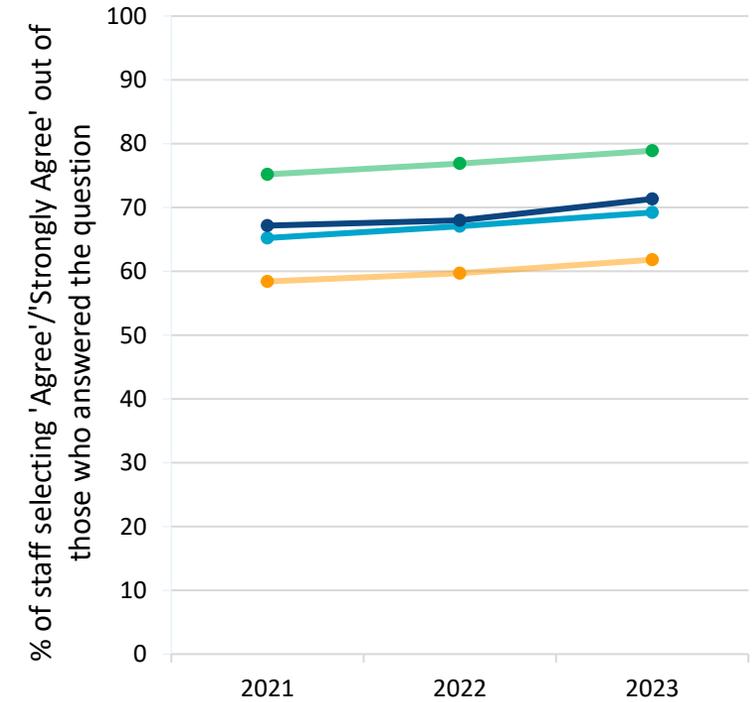
	2021	2022	2023
Your org	67.16%	67.99%	71.34%
Best result	75.18%	76.88%	78.91%
Average result	65.22%	67.05%	69.22%
Worst result	58.41%	59.70%	61.81%
Responses	11153	7483	11061

Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.
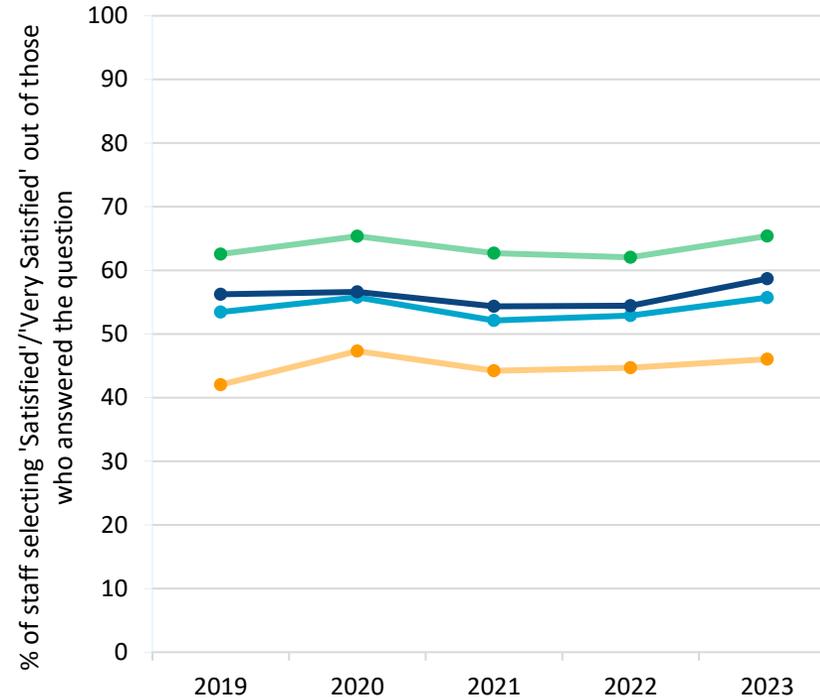
	2019	2020	2021	2022	2023
Your org	56.23%	56.60%	54.34%	54.44%	58.69%
Best result	62.54%	65.35%	62.69%	62.05%	65.39%
Average result	53.43%	55.77%	52.13%	52.89%	55.70%
Worst result	42.02%	47.31%	44.22%	44.69%	46.05%
Responses	7271	6678	11191	7489	11000

People Promise element – We are a team
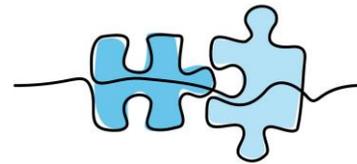
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

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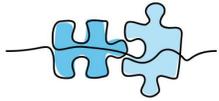
Q7a The team I work in has a set of shared objectives.

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

Q7c I receive the respect I deserve from my colleagues at work.
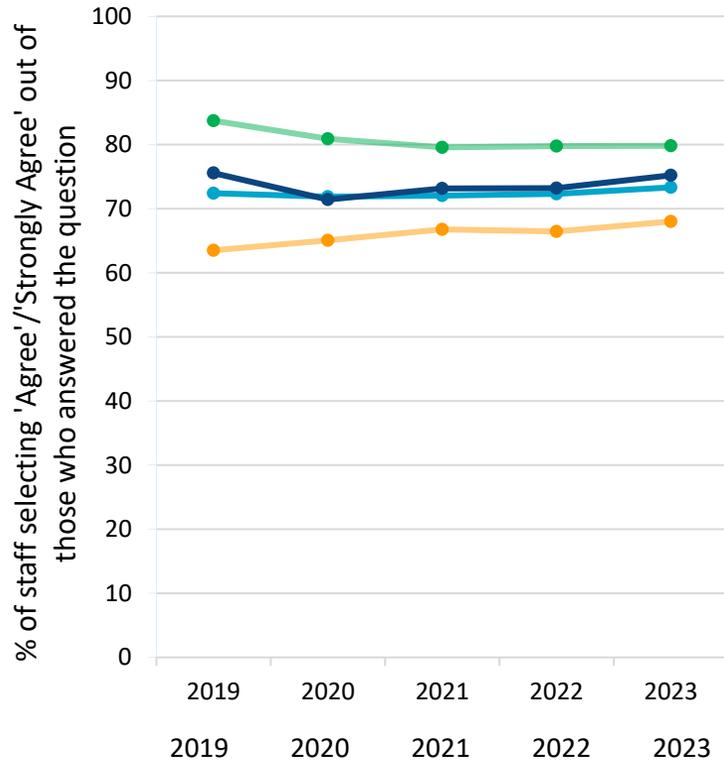
	2019	2020	2021	2022	2023
Your org	75.56%	71.44%	73.15%	73.20%	75.21%
Best result	83.74%	80.91%	79.58%	79.76%	79.81%
Average result	72.42%	71.88%	72.05%	72.32%	73.34%
Worst result	63.51%	65.07%	66.78%	66.46%	68.00%
Responses	7259	6694	11109	7472	11032
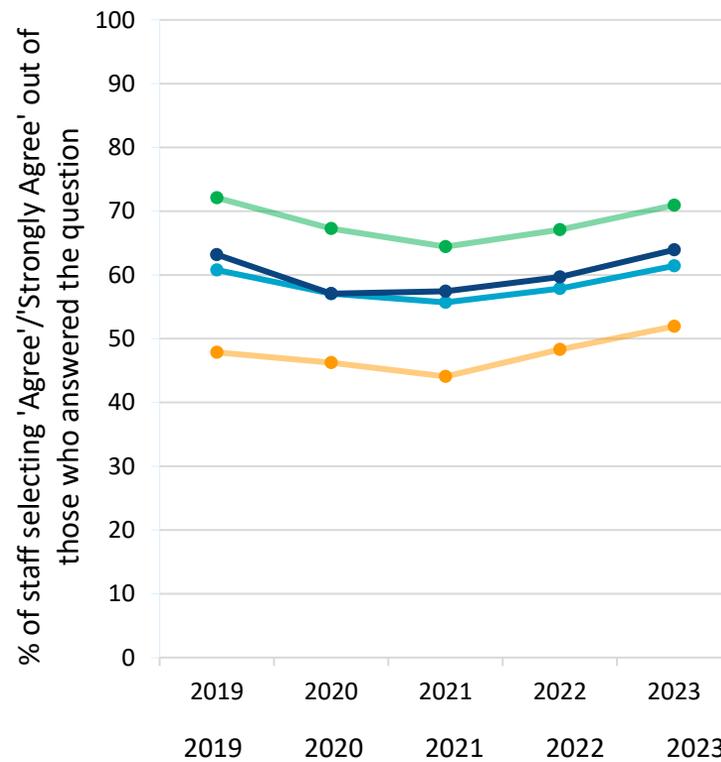
	2019	2020	2021	2022	2023
Your org	63.18%	57.08%	57.43%	59.69%	63.93%
Best result	72.10%	67.26%	64.44%	67.09%	70.92%
Average result	60.78%	57.06%	55.69%	57.87%	61.43%
Worst result	47.86%	46.25%	44.09%	48.30%	51.95%
Responses	7267	6724	11116	7484	11042
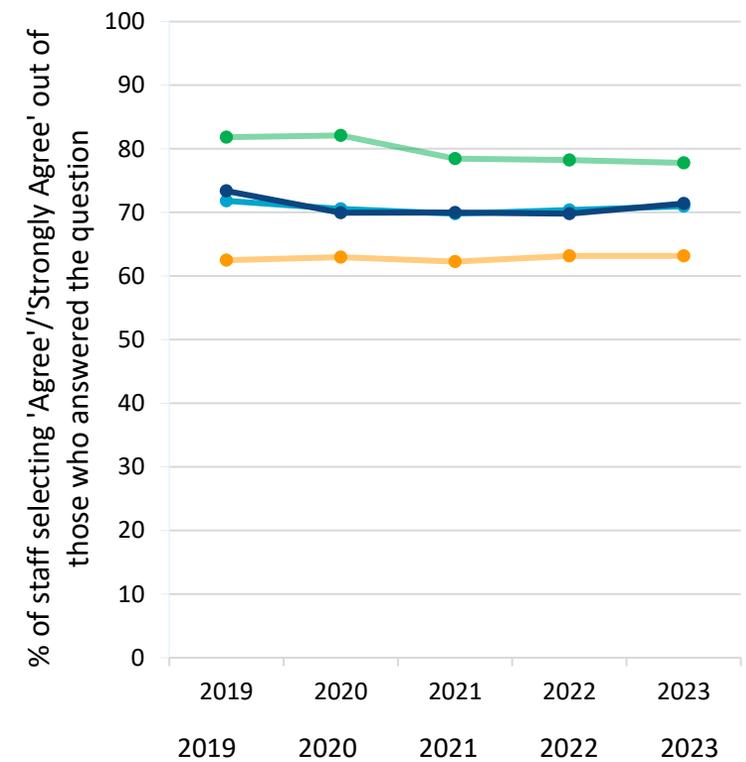
	2019	2020	2021	2022	2023
Your org	73.37%	69.96%	69.97%	69.79%	71.39%
Best result	81.82%	82.10%	78.44%	78.22%	77.78%
Average result	71.82%	70.56%	69.80%	70.37%	70.96%
Worst result	62.48%	62.97%	62.26%	63.16%	63.16%
Responses	7274	6736	11121	7494	11050
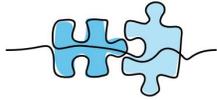
Q7d Team members understand each other's roles.
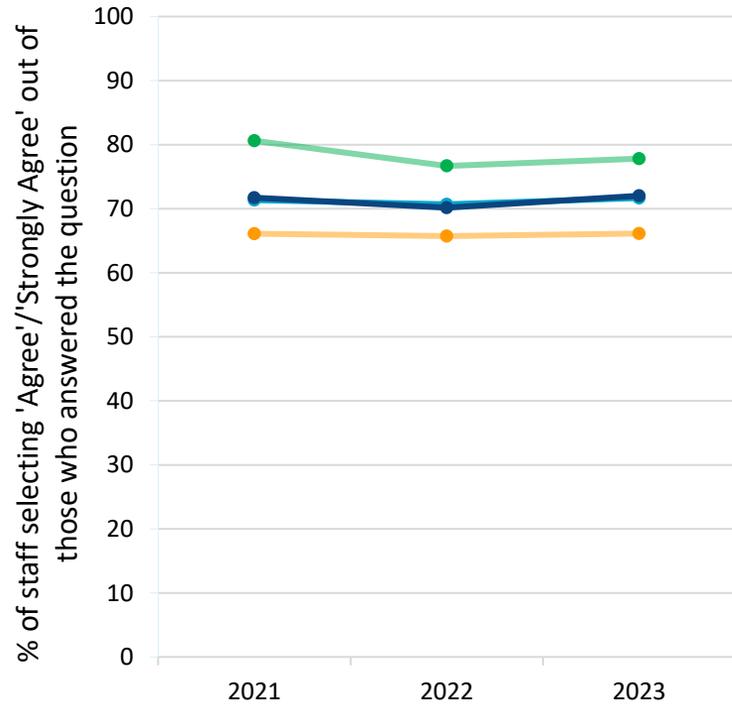
	2021	2022	2023
Your org	71.72%	70.17%	72.03%
Best result	80.62%	76.69%	77.83%
Average result	71.35%	70.69%	71.68%
Worst result	66.09%	65.73%	66.13%
Responses	11119	7487	11053

Q7e I enjoy working with the colleagues in my team.
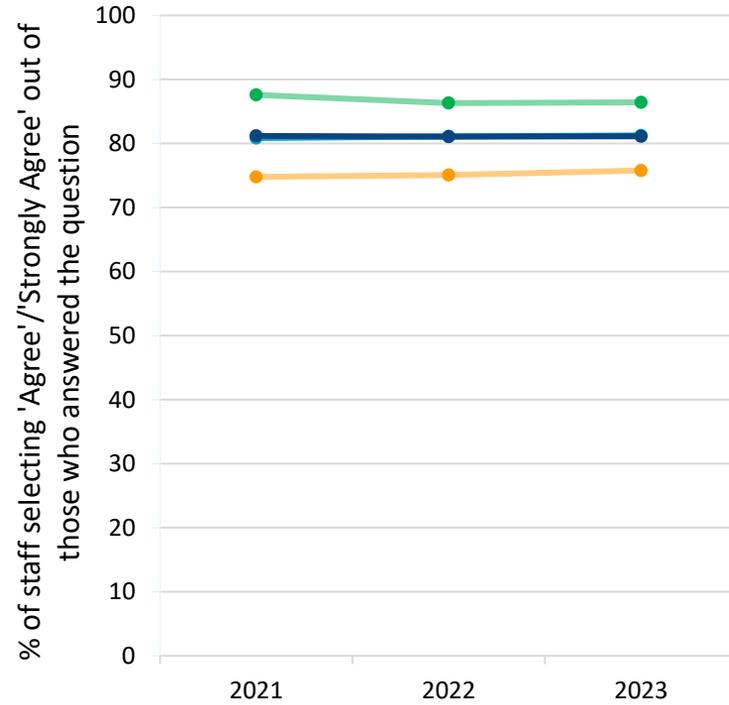
	2021	2022	2023
Your org	81.17%	81.08%	81.13%
Best result	87.58%	86.31%	86.41%
Average result	80.85%	81.10%	81.23%
Worst result	74.77%	75.07%	75.77%
Responses	11116	7479	11040

Q7f My team has enough freedom in how to do its work.
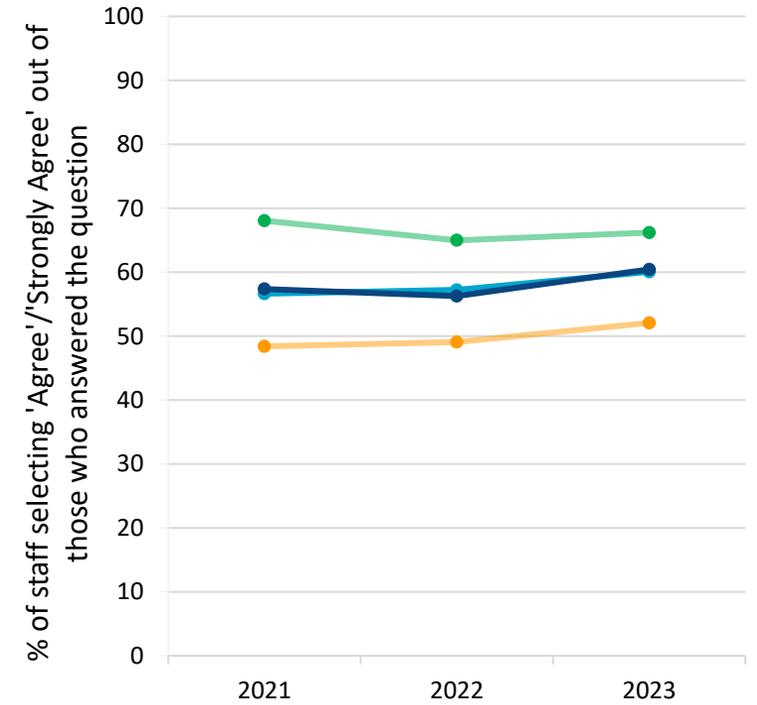
	2021	2022	2023
Your org	57.36%	56.27%	60.43%
Best result	68.05%	64.98%	66.18%
Average result	56.64%	57.22%	60.06%
Worst result	48.40%	49.06%	52.08%
Responses	11098	7465	11033
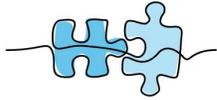
Q7g In my team disagreements are dealt with constructively.
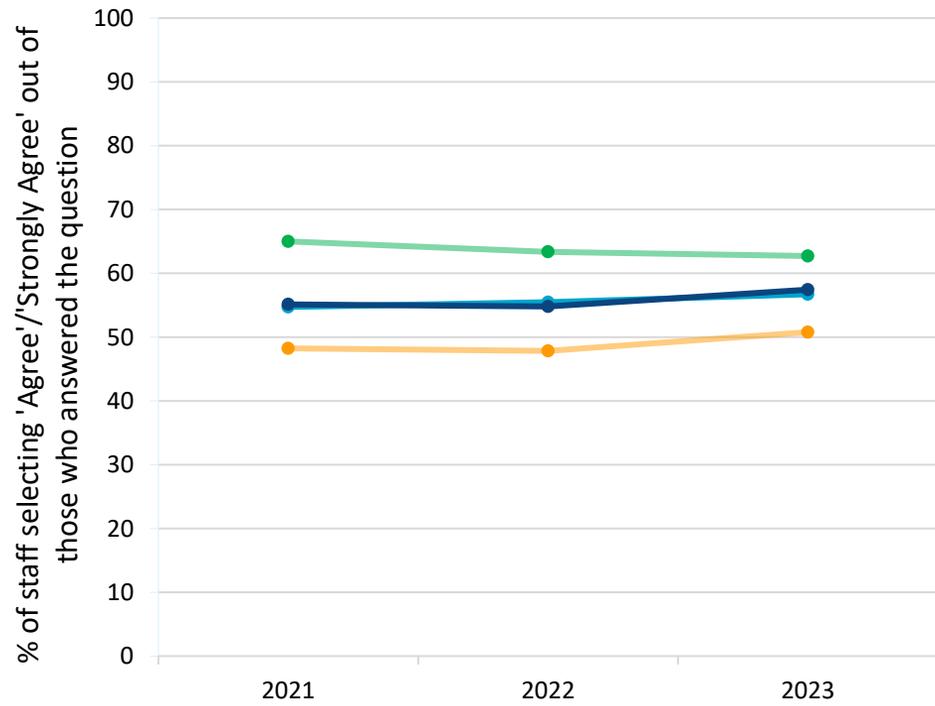
	2021	2022	2023
Your org	55.12%	54.80%	57.45%
Best result	65.00%	63.36%	62.70%
Average result	54.72%	55.46%	56.71%
Worst result	48.24%	47.83%	50.76%
Responses	11103	7458	11022

Q8a Teams within this organisation work well together to achieve their objectives.
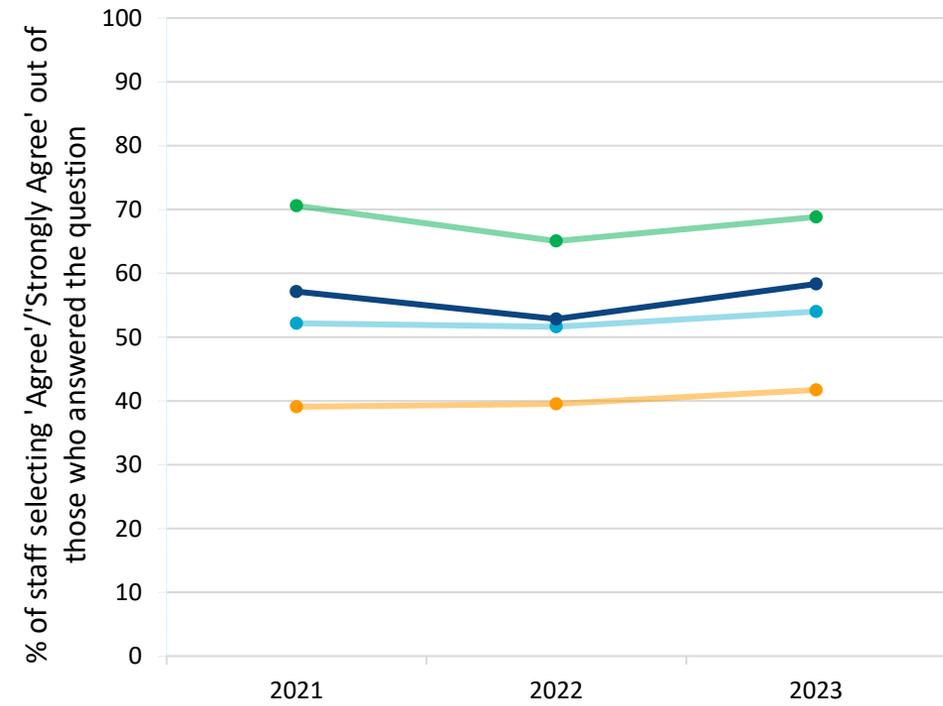
	2021	2022	2023
Your org	57.13%	52.83%	58.33%
Best result	70.58%	65.06%	68.83%
Average result	52.17%	51.61%	54.00%
Worst result	39.09%	39.54%	41.71%
Responses	11085	7492	11046
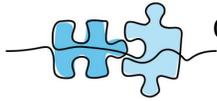
Q9a My immediate manager encourages me at work.
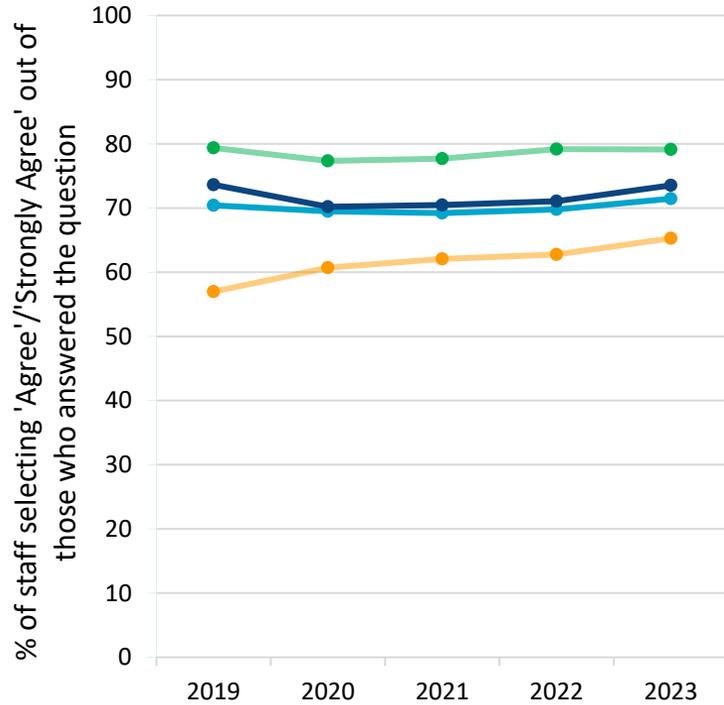
	2019	2020	2021	2022	2023
Your org	73.63%	70.19%	70.46%	71.05%	73.54%
Best result	79.38%	77.33%	77.69%	79.17%	79.13%
Average result	70.43%	69.49%	69.21%	69.78%	71.45%
Worst result	56.97%	60.71%	62.07%	62.76%	65.29%
Responses	7289	6650	11051	7481	11057

Q9b My immediate manager gives me clear feedback on my work.
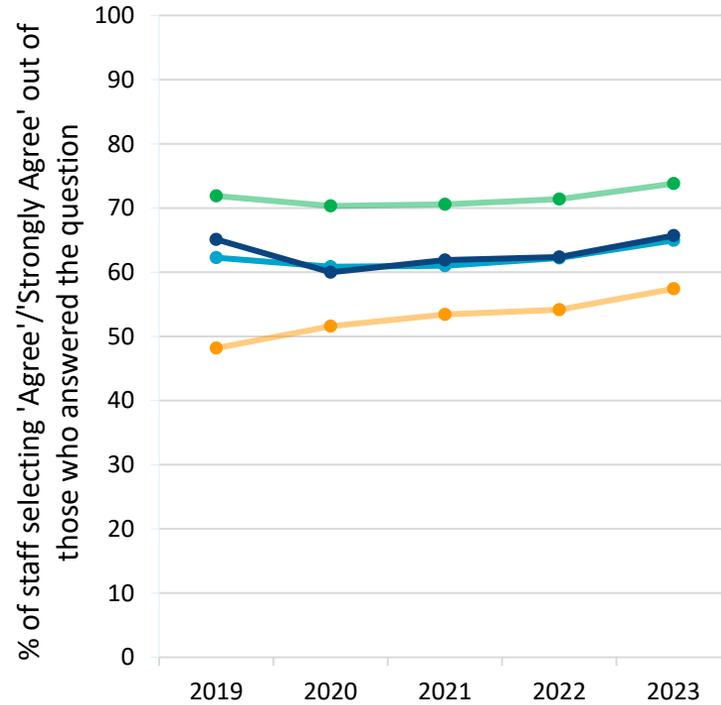
	2019	2020	2021	2022	2023
Your org	65.10%	59.99%	61.90%	62.36%	65.71%
Best result	71.89%	70.33%	70.57%	71.39%	73.81%
Average result	62.26%	60.85%	61.01%	62.21%	64.96%
Worst result	48.18%	51.57%	53.40%	54.16%	57.43%
Responses	7281	6650	11052	7484	11056

Q9c My immediate manager asks for my opinion before making decisions that affect my work.
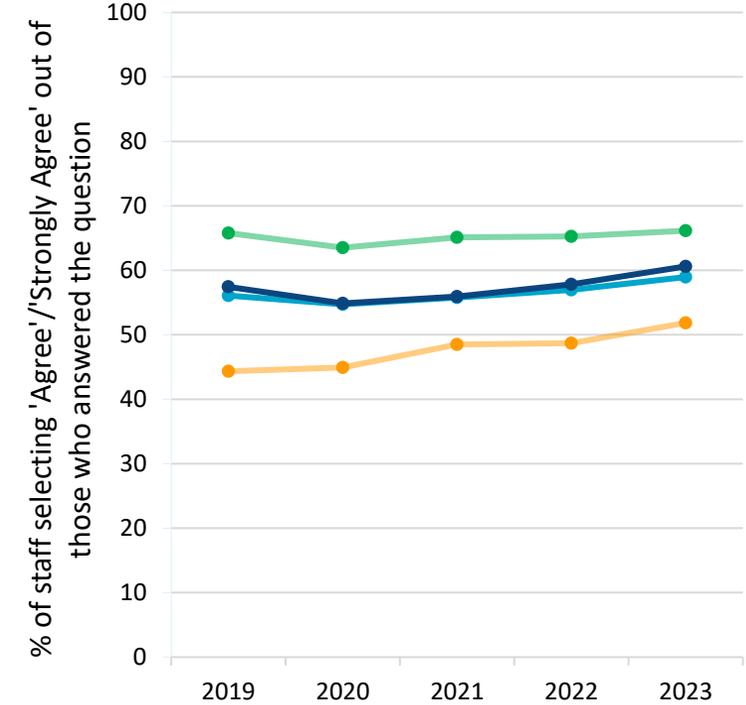
	2019	2020	2021	2022	2023
Your org	57.44%	54.87%	55.93%	57.83%	60.61%
Best result	65.77%	63.52%	65.12%	65.27%	66.13%
Average result	56.07%	54.71%	55.78%	56.95%	58.97%
Worst result	44.34%	44.91%	48.51%	48.70%	51.84%
Responses	7286	6652	11038	7486	11050
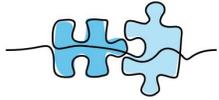
Q9d My immediate manager takes a positive interest in my health and well-being.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
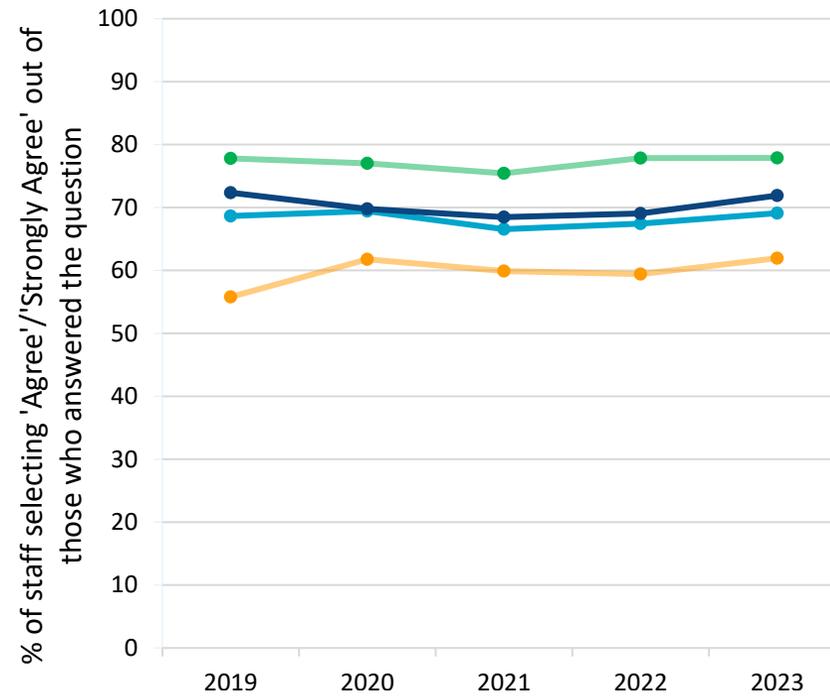
	2019	2020	2021	2022	2023
Your org	72.35%	69.78%	68.48%	69.06%	71.91%
Best result	77.80%	77.02%	75.43%	77.84%	77.87%
Average result	68.65%	69.43%	66.55%	67.45%	69.10%
Worst result	55.79%	61.76%	59.90%	59.42%	61.93%
Responses	7277	6650	11048	7484	11061

Theme – Staff engagement

Questions included:

Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

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.

Survey Coordination Centre

NHS

Q2a I look forward to going to work.
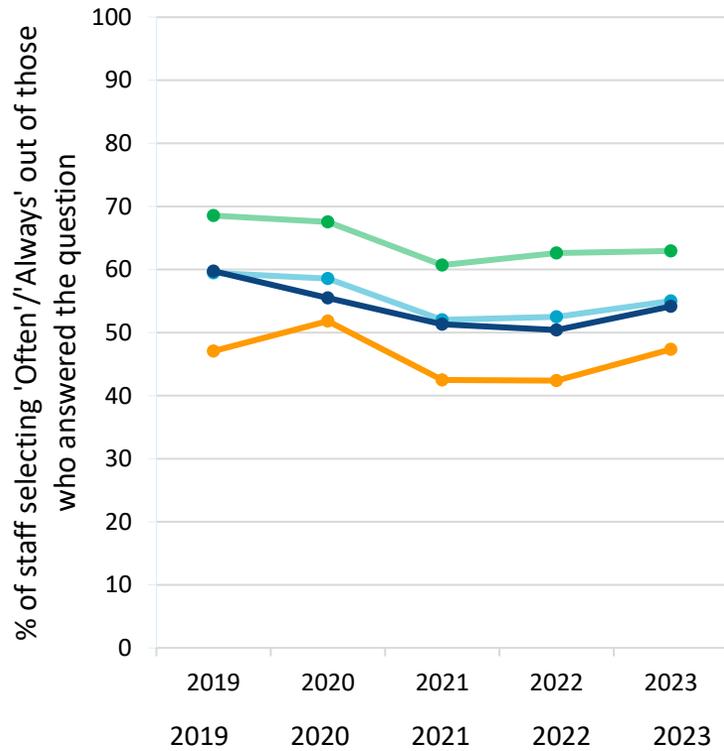
	2019	2020	2021	2022	2023
Your org	59.74%	55.49%	51.31%	50.40%	54.16%
Best result	68.55%	67.55%	60.68%	62.60%	62.92%
Average result	59.47%	58.55%	52.01%	52.49%	55.00%
Worst result	47.07%	51.81%	42.48%	42.39%	47.34%
Responses	7254	6843	11263	7469	11037

Q2b I am enthusiastic about my job.
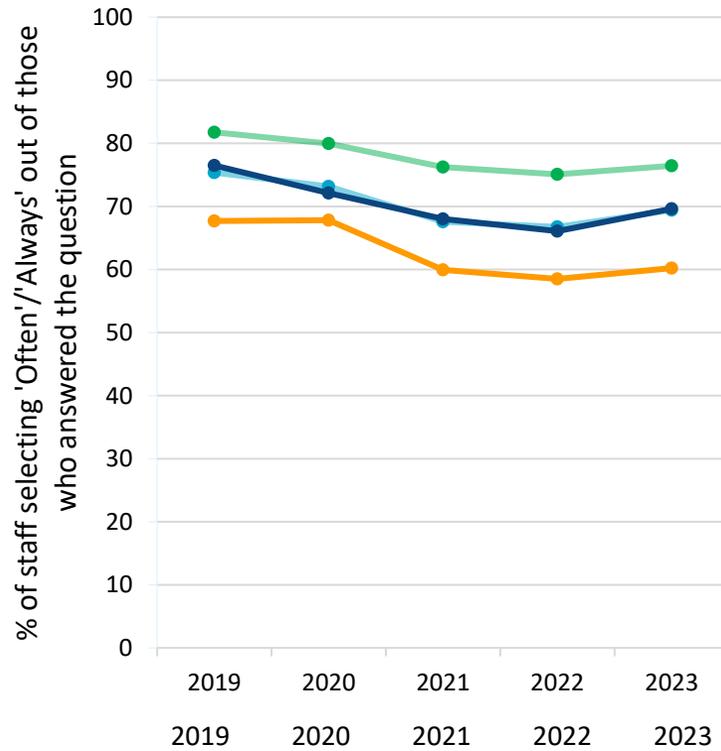
	2019	2020	2021	2022	2023
Your org	76.48%	72.12%	68.00%	66.06%	69.63%
Best result	81.75%	79.97%	76.25%	75.09%	76.43%
Average result	75.37%	73.16%	67.57%	66.74%	69.39%
Worst result	67.68%	67.81%	59.95%	58.50%	60.20%
Responses	7245	6807	11206	7436	10957

Q2c Time passes quickly when I am working.
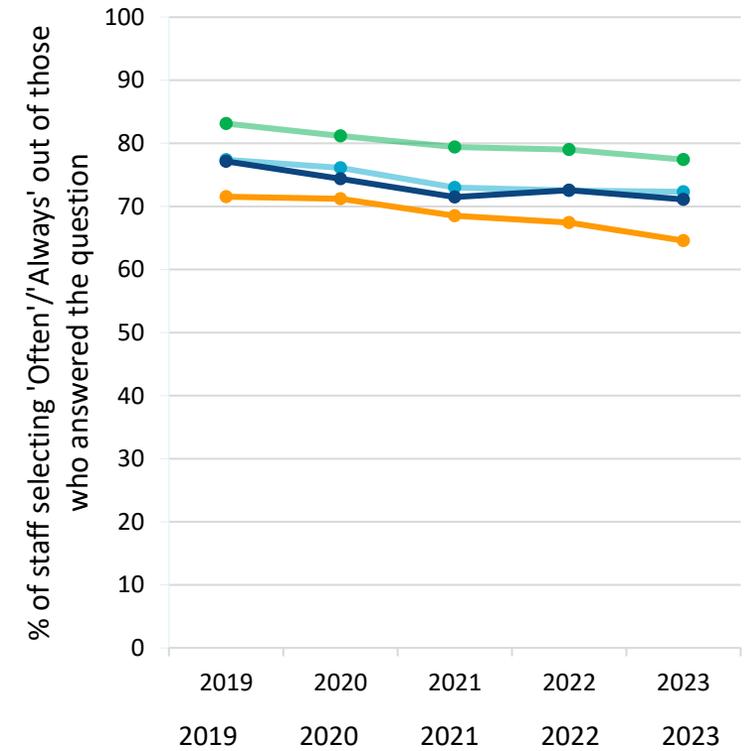
	2019	2020	2021	2022	2023
Your org	77.14%	74.37%	71.49%	72.57%	71.11%
Best result	83.13%	81.17%	79.41%	79.01%	77.42%
Average result	77.41%	76.10%	73.00%	72.50%	72.33%
Worst result	71.54%	71.21%	68.52%	67.44%	64.58%
Responses	7233	6816	11233	7444	10974

Q3c There are frequent opportunities for me to show initiative in my role.
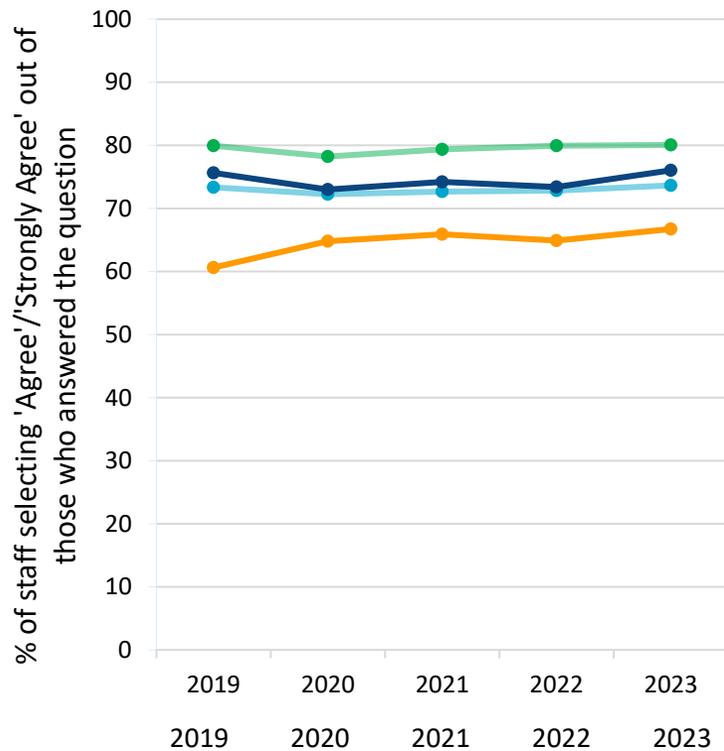
	2019	2020	2021	2022	2023
Your org	75.62%	72.98%	74.21%	73.41%	76.03%
Best result	79.93%	78.22%	79.35%	79.92%	80.07%
Average result	73.35%	72.23%	72.68%	72.83%	73.66%
Worst result	60.61%	64.80%	65.90%	64.90%	66.74%
Responses	7277	6734	11189	7483	11053

Q3d I am able to make suggestions to improve the work of my team / department.
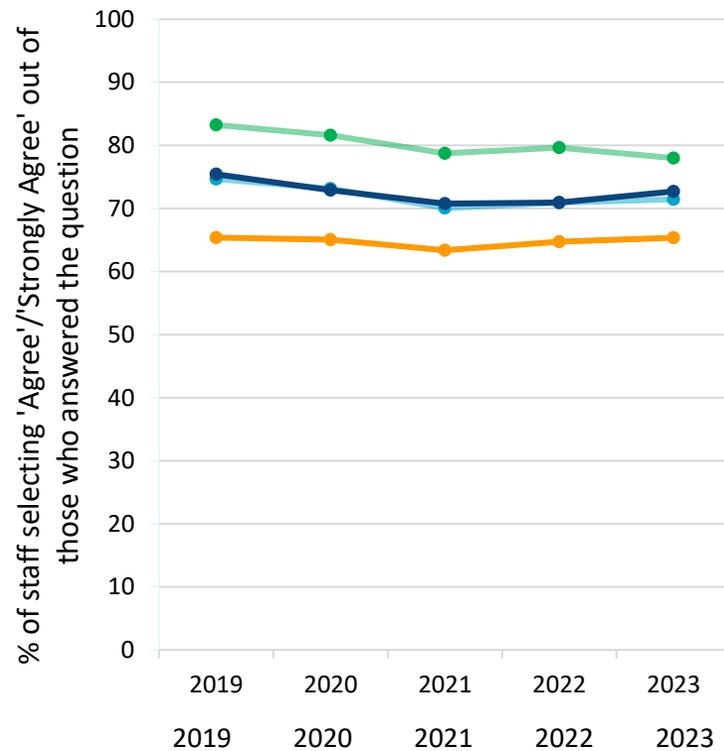
	2019	2020	2021	2022	2023
Your org	75.42%	72.89%	70.76%	70.94%	72.69%
Best result	83.24%	81.60%	78.73%	79.63%	77.96%
Average result	74.65%	73.16%	70.05%	70.92%	71.43%
Worst result	65.38%	65.04%	63.37%	64.73%	65.35%
Responses	7279	6732	11192	7479	11064

Q3f I am able to make improvements happen in my area of work.
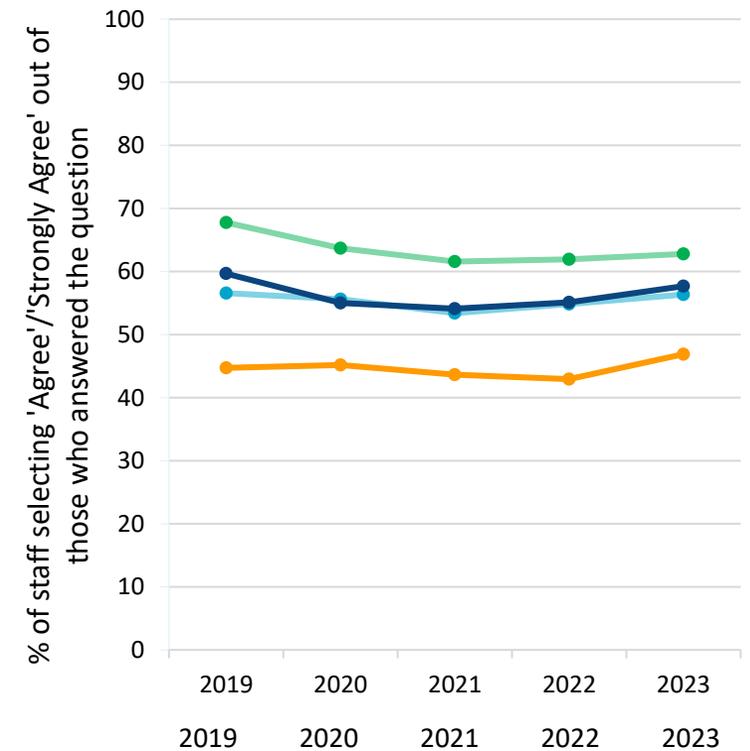
	2019	2020	2021	2022	2023
Your org	59.66%	55.01%	54.10%	55.11%	57.68%
Best result	67.76%	63.68%	61.57%	61.93%	62.79%
Average result	56.56%	55.62%	53.39%	54.84%	56.35%
Worst result	44.73%	45.18%	43.63%	42.93%	46.89%
Responses	7276	6715	11192	7484	11047

Q25a Care of patients / service users is my organisation's top priority.
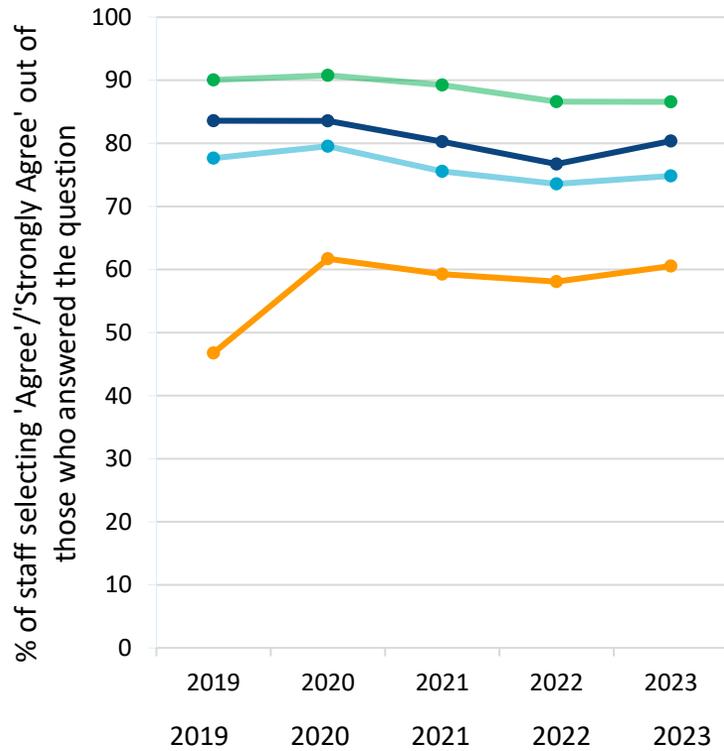
	2019	2020	2021	2022	2023
Your org	83.58%	83.57%	80.27%	76.71%	80.36%
Best result	90.05%	90.77%	89.25%	86.61%	86.57%
Average result	77.64%	79.53%	75.57%	73.56%	74.83%
Worst result	46.76%	61.70%	59.27%	58.09%	60.55%
Responses	7275	6546	10896	7463	11023

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

	2019	2020	2021	2022	2023
Your org	70.24%	69.56%	64.18%	59.26%	64.39%
Best result	81.18%	83.99%	77.82%	75.24%	77.09%
Average result	62.94%	67.00%	58.40%	56.48%	60.52%
Worst result	35.64%	46.44%	38.47%	41.03%	44.05%
Responses	7270	6540	10896	7458	11025

Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.
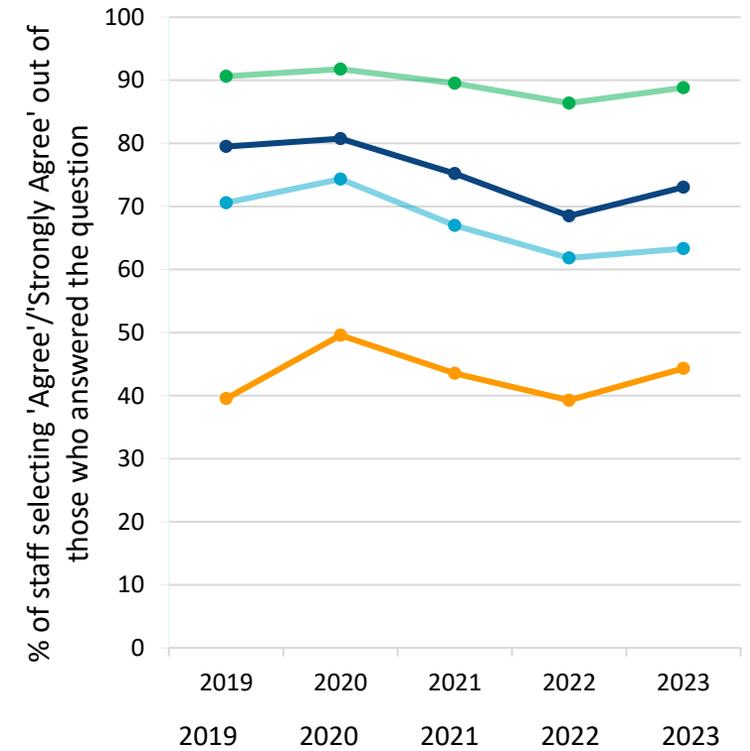
	2019	2020	2021	2022	2023
Your org	79.49%	80.74%	75.22%	68.50%	73.04%
Best result	90.62%	91.76%	89.51%	86.38%	88.82%
Average result	70.57%	74.32%	66.99%	61.82%	63.32%
Worst result	39.54%	49.58%	43.54%	39.27%	44.31%
Responses	7266	6541	10889	7462	11022

Theme - Morale

Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

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.

Q26a I often think about leaving this organisation.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
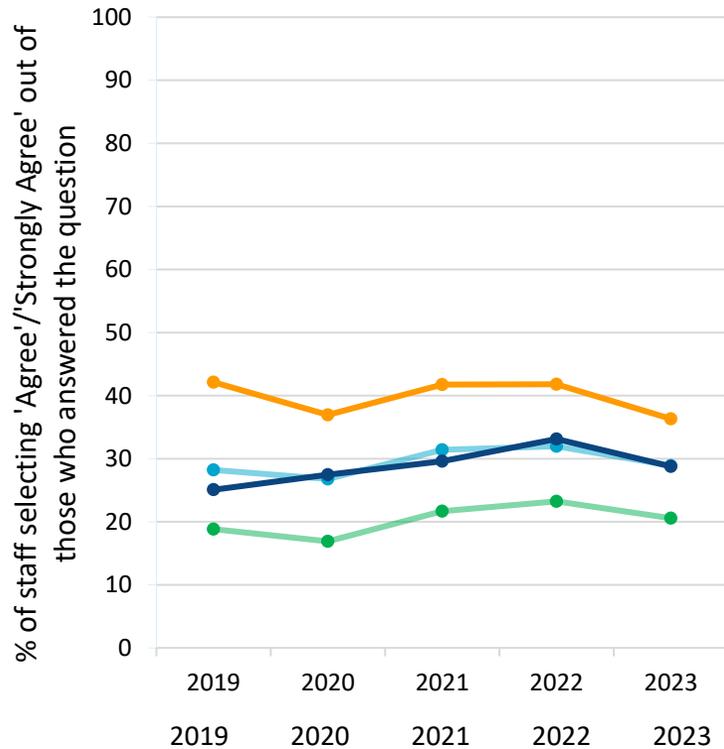
	2019	2020	2021	2022	2023
Your org	25.08%	27.48%	29.59%	33.13%	28.76%
Best result	18.85%	16.90%	21.67%	23.25%	20.57%
Average result	28.22%	26.78%	31.40%	31.98%	28.89%
Worst result	42.13%	36.96%	41.75%	41.80%	36.31%
Responses	7264	6538	10844	7454	11050

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
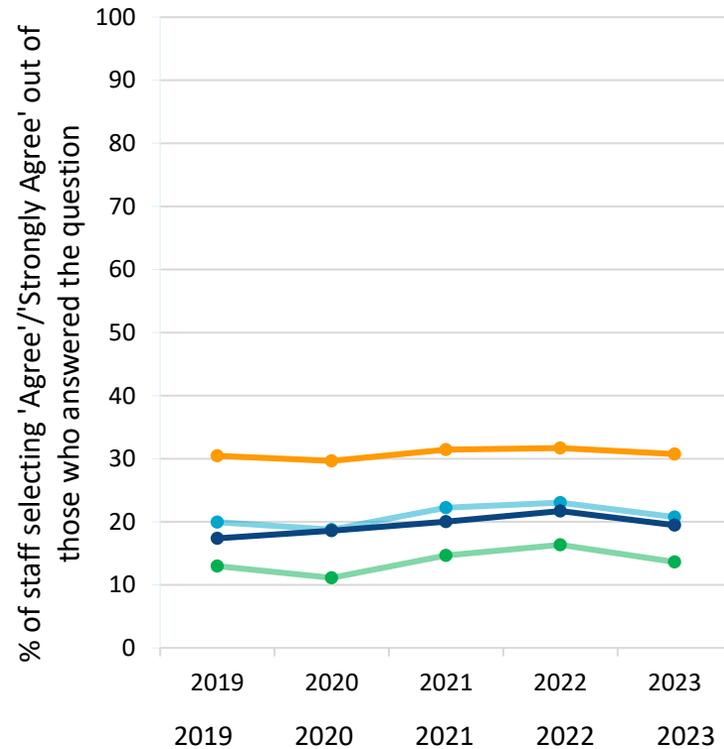
	2019	2020	2021	2022	2023
Your org	17.37%	18.59%	20.02%	21.70%	19.46%
Best result	12.98%	11.12%	14.66%	16.34%	13.63%
Average result	19.95%	18.76%	22.23%	23.05%	20.74%
Worst result	30.46%	29.66%	31.44%	31.68%	30.73%
Responses	7252	6536	10842	7445	11032

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question
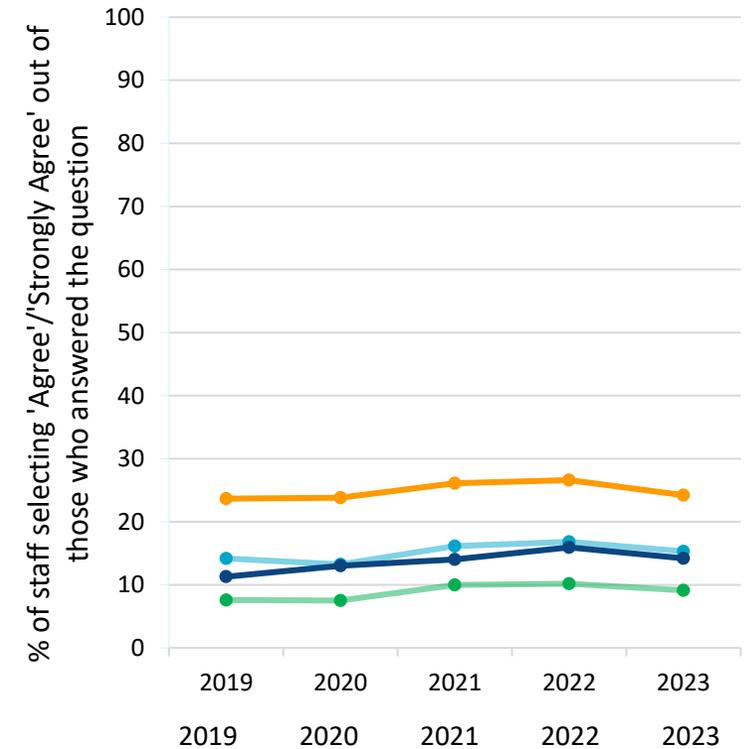
	2019	2020	2021	2022	2023
Your org	11.30%	13.02%	14.03%	15.95%	14.20%
Best result	7.58%	7.52%	9.98%	10.19%	9.13%
Average result	14.18%	13.25%	16.14%	16.82%	15.32%
Worst result	23.67%	23.82%	26.10%	26.61%	24.21%
Responses	7224	6537	10827	7427	11011

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

	2019	2020	2021	2022	2023
Your org	48.21%	47.19%	44.25%	42.77%	48.78%
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	7263	6721	11189	7471	11013

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

	2019	2020	2021	2022	2023
Your org	56.77%	56.92%	53.32%	45.02%	52.73%
Best result	74.53%	74.54%	72.96%	69.73%	72.97%
Average result	54.19%	58.54%	55.33%	53.52%	56.88%
Worst result	31.96%	44.99%	45.51%	43.63%	46.87%
Responses	7274	6722	11194	7483	11037

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

	2019	2020	2021	2022	2023
Your org	35.39%	38.55%	29.61%	27.25%	33.02%
Best result	48.09%	52.30%	37.83%	34.84%	44.76%
Average result	30.74%	36.89%	25.94%	25.11%	31.75%
Worst result	20.78%	25.99%	18.06%	17.19%	22.75%
Responses	7276	6726	11208	7490	11056

Survey Coordination Centre

NHS

Q3a I always know what my work responsibilities are.

	2019	2020	2021	2022	2023
Your org	88.03%	84.96%	86.77%	86.38%	87.66%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	7282	6828	11192	7493	11092

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.
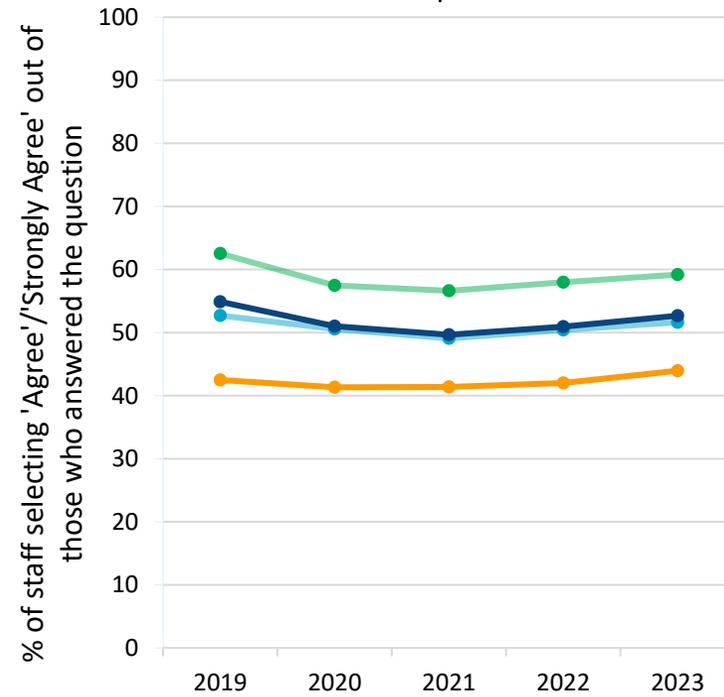
	2019	2020	2021	2022	2023
Your org	54.87%	51.02%	49.64%	50.93%	52.67%
Best result	62.53%	57.46%	56.61%	57.98%	59.18%
Average result	52.69%	50.55%	49.07%	50.41%	51.60%
Worst result	42.49%	41.33%	41.38%	41.99%	43.95%
Responses	7274	6730	11186	7487	11037

Q5a I have unrealistic time pressures.
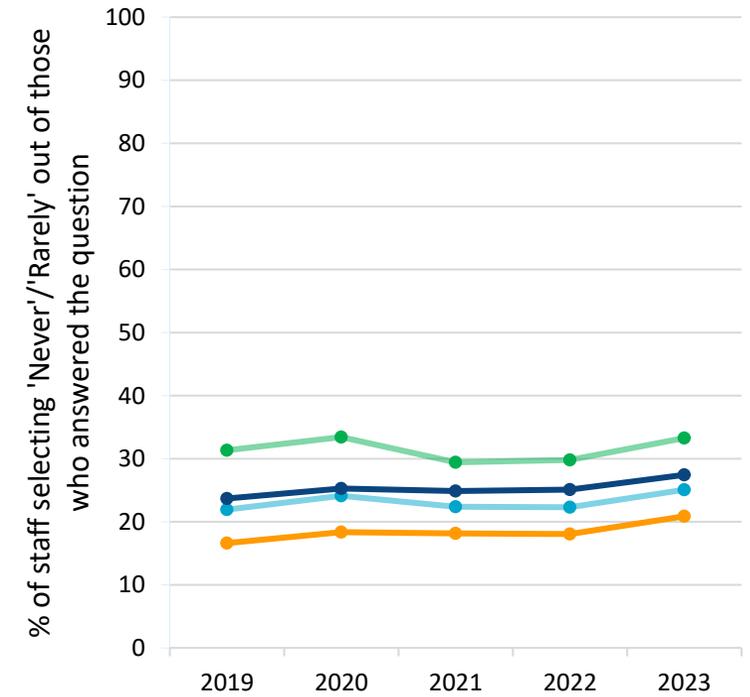
	2019	2020	2021	2022	2023
Your org	23.69%	25.27%	24.86%	25.10%	27.44%
Best result	31.33%	33.42%	29.43%	29.80%	33.29%
Average result	21.94%	24.12%	22.39%	22.31%	25.08%
Worst result	16.62%	18.37%	18.16%	18.05%	20.88%
Responses	7273	6683	11149	7466	11042

Q5b I have a choice in deciding how to do my work.
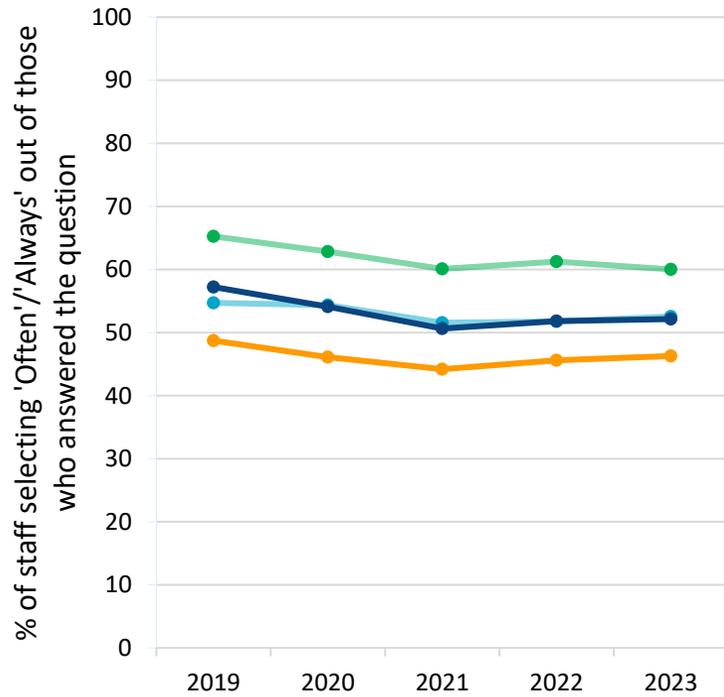
	2019	2020	2021	2022	2023
Your org	57.21%	54.11%	50.62%	51.81%	52.15%
Best result	65.25%	62.83%	60.08%	61.24%	60.00%
Average result	54.70%	54.35%	51.55%	51.76%	52.55%
Worst result	48.73%	46.10%	44.18%	45.59%	46.27%
Responses	7273	6680	11156	7475	11045

Q5c Relationships at work are strained.
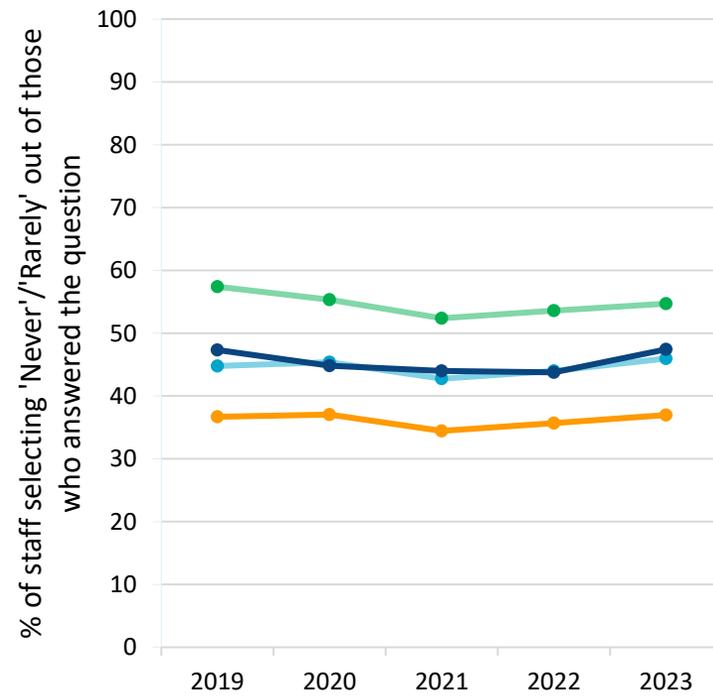
	2019	2020	2021	2022	2023
Your org	47.32%	44.82%	44.00%	43.77%	47.42%
Best result	57.40%	55.35%	52.37%	53.60%	54.70%
Average result	44.78%	45.38%	42.74%	43.99%	45.96%
Worst result	36.68%	37.06%	34.45%	35.67%	36.97%
Responses	7259	6680	11142	7468	11018

Q7c I receive the respect I deserve from my colleagues at work.
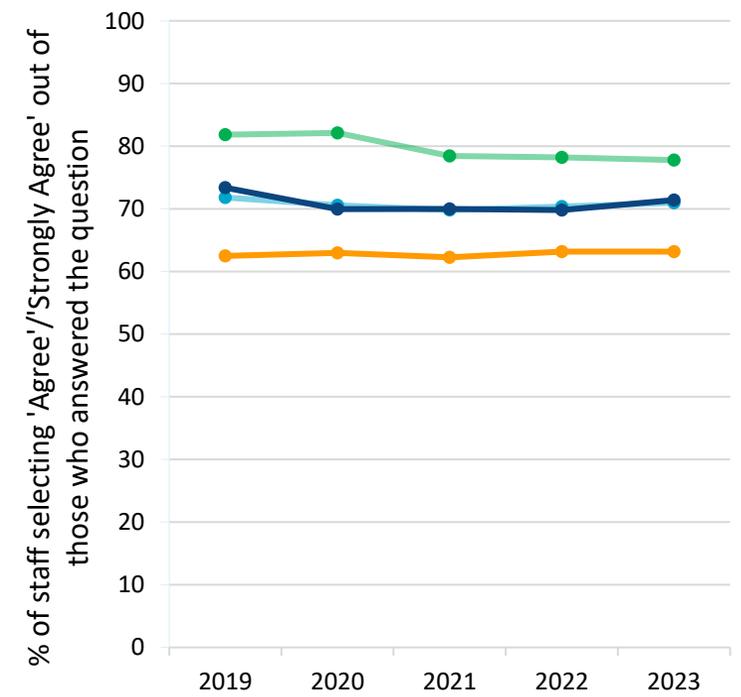
	2019	2020	2021	2022	2023
Your org	73.37%	69.96%	69.97%	69.79%	71.39%
Best result	81.82%	82.10%	78.44%	78.22%	77.78%
Average result	71.82%	70.56%	69.80%	70.37%	70.96%
Worst result	62.48%	62.97%	62.26%	63.16%	63.16%
Responses	7274	6736	11121	7494	11050

Q9a My immediate manager encourages me at work.
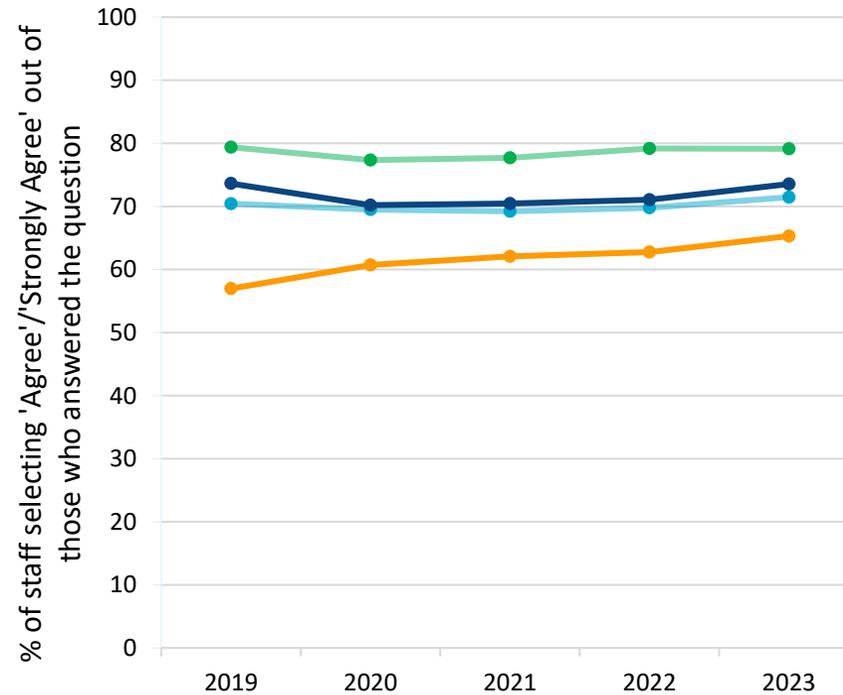
	2019	2020	2021	2022	2023
Your org	73.63%	70.19%	70.46%	71.05%	73.54%
Best result	79.38%	77.33%	77.69%	79.17%	79.13%
Average result	70.43%	69.49%	69.21%	69.78%	71.45%
Worst result	56.97%	60.71%	62.07%	62.76%	65.29%
Responses	7289	6650	11051	7481	11057

Question 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. 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?
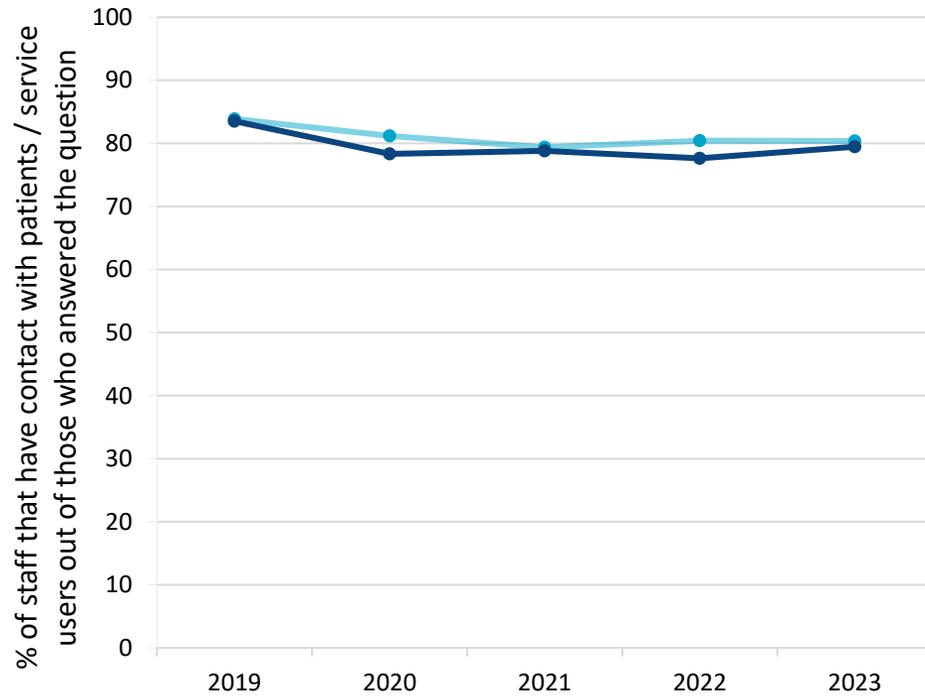
	2019	2020	2021	2022	2023
Your org	83.50%	78.33%	78.81%	77.63%	79.46%
Average	83.86%	81.16%	79.36%	80.42%	80.37%
Responses	7280	6863	11263	7451	11022

Q10a How many hours a week are you contracted to work?
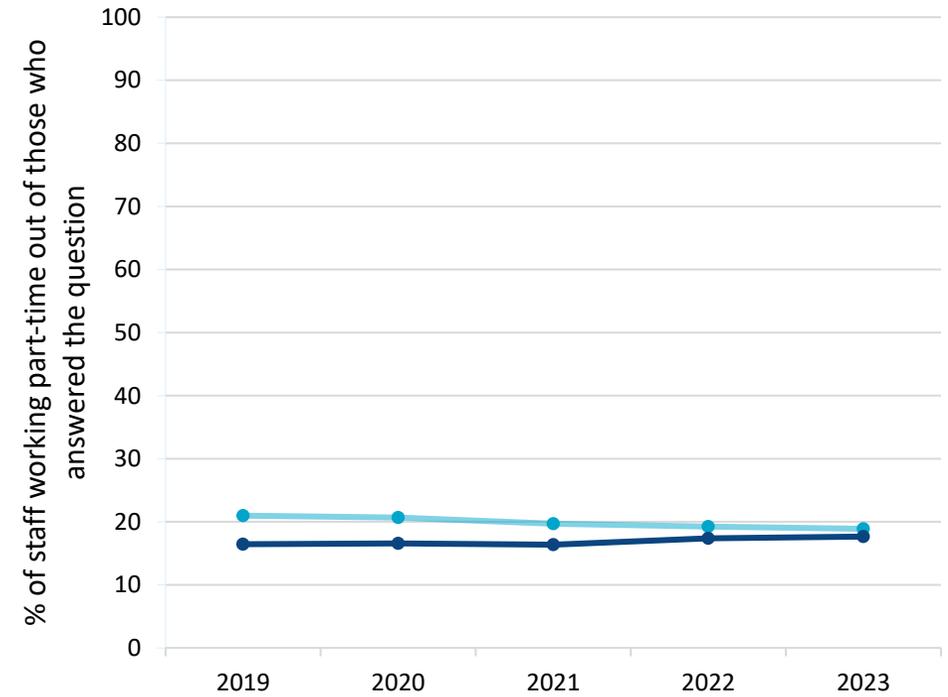
	2019	2020	2021	2022	2023
Your org	16.43%	16.57%	16.37%	17.37%	17.66%
Average	20.97%	20.66%	19.69%	19.24%	18.88%
Responses	6742	6543	10852	7313	10754

Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?
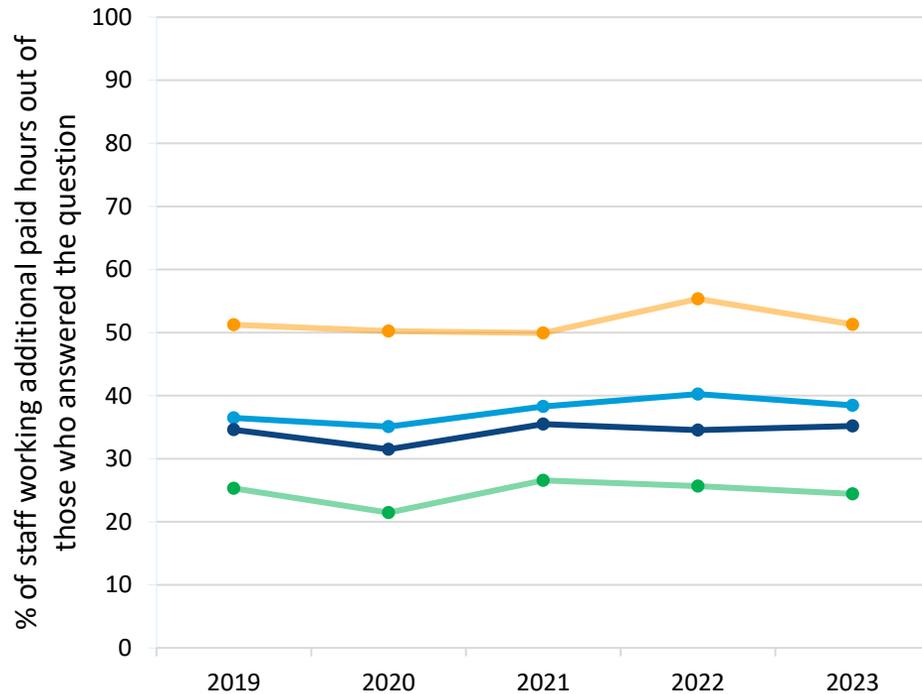
|	2019	2020	2021	2022	2023
Your org	34.60%	31.48%	35.49%	34.54%	35.19%
Lowest	25.29%	21.45%	26.56%	25.66%	24.41%
Average	36.47%	35.09%	38.29%	40.25%	38.45%
Highest	51.23%	50.22%	49.92%	55.35%	51.29%
Responses	7127	6577	10901	7349	10898

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?
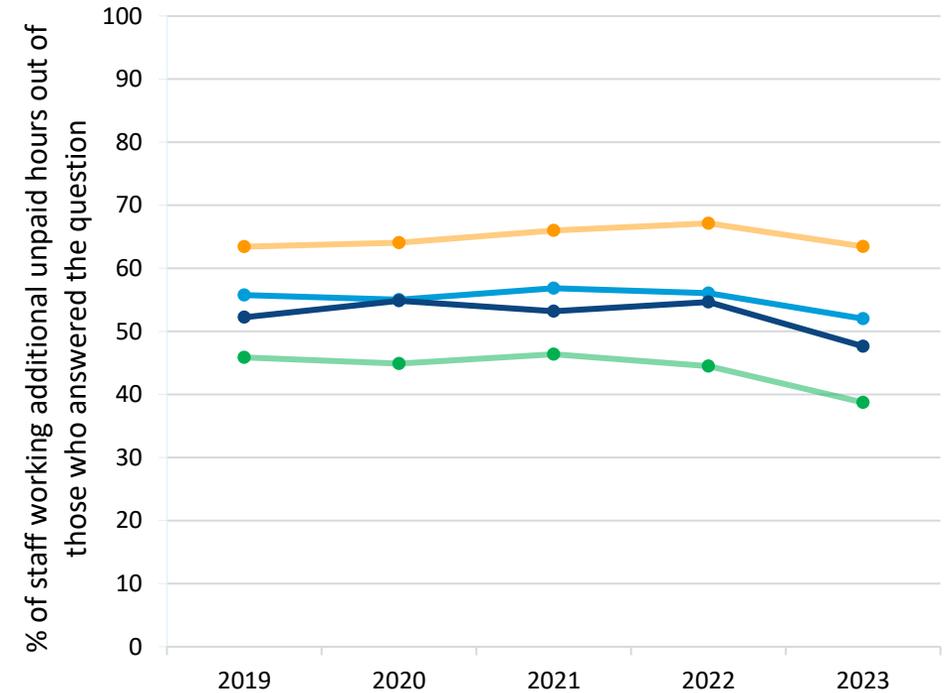
	2019	2020	2021	2022	2023
Your org	52.23%	54.84%	53.18%	54.65%	47.62%
Lowest	45.87%	44.88%	46.37%	44.50%	38.73%
Average	55.74%	55.02%	56.83%	56.06%	52.00%
Highest	63.43%	64.06%	65.99%	67.12%	63.45%
Responses	7139	6580	10894	7324	10807

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

% of staff selecting 'Yes' out of those who answered the question
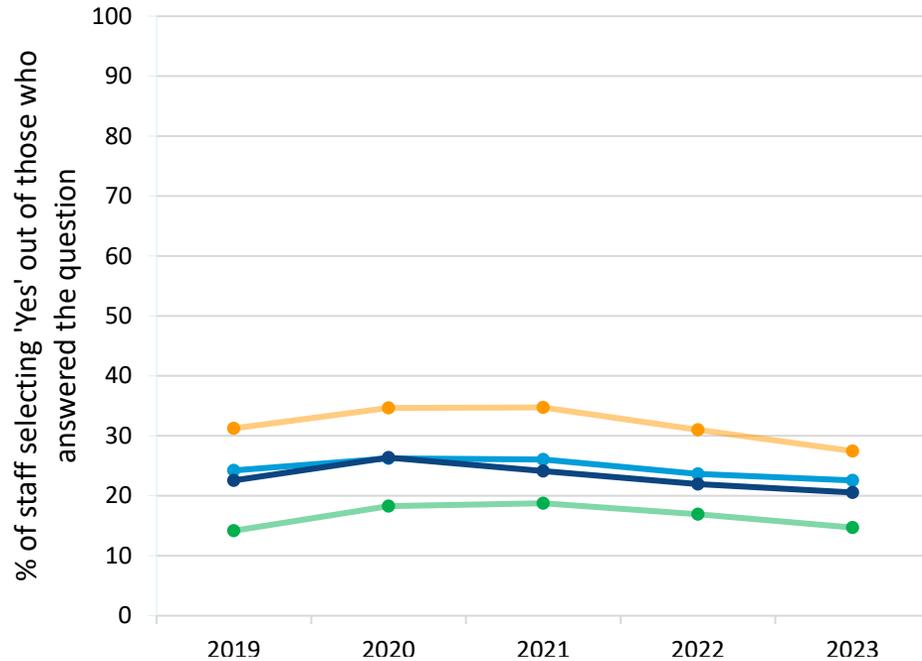
	2019	2020	2021	2022	2023
Your org	22.55%	26.38%	24.13%	21.95%	20.55%
Best result	14.16%	18.27%	18.73%	16.91%	14.70%
Average result	24.21%	26.23%	26.05%	23.64%	22.57%
Worst result	31.23%	34.66%	34.72%	30.98%	27.44%
Responses	3475	2969	5622	3933	5639

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

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

% of staff saying they have experienced discrimination on each basis out of those who answered the question
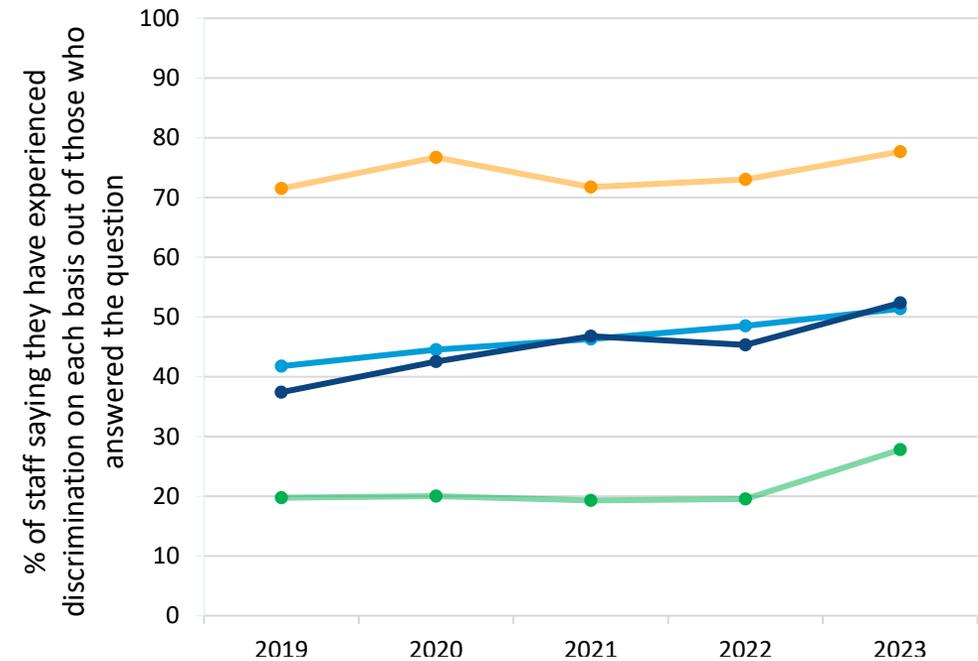
	2019	2020	2021	2022	2023
Your org	37.41%	42.54%	46.79%	45.32%	52.37%
Best result	19.75%	20.01%	19.29%	19.55%	27.81%
Average result	41.77%	44.53%	46.29%	48.50%	51.38%
Worst result	71.50%	76.72%	71.74%	73.03%	77.66%
Responses	719	701	1263	857	1465

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

Q16c.3 On what grounds have you experienced discrimination?
– Religion.
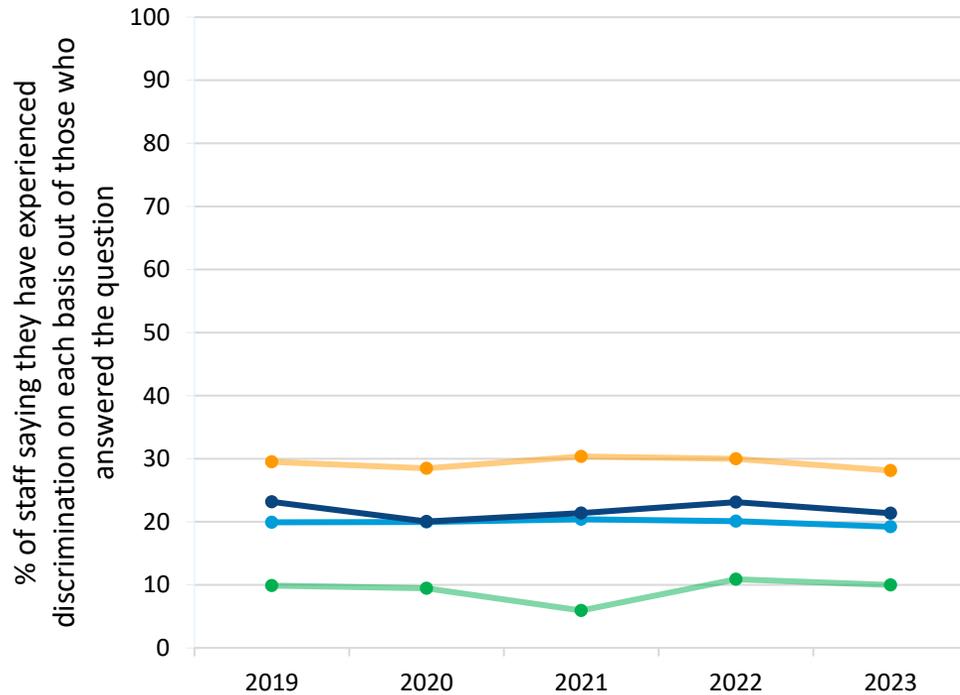
	2019	2020	2021	2022	2023
Your org	23.16%	20.04%	21.38%	23.12%	21.35%
Best result	9.88%	9.46%	5.94%	10.90%	9.99%
Average result	19.91%	19.98%	20.41%	20.09%	19.22%
Worst result	29.51%	28.46%	30.36%	29.99%	28.12%
Responses	719	701	1263	857	1465
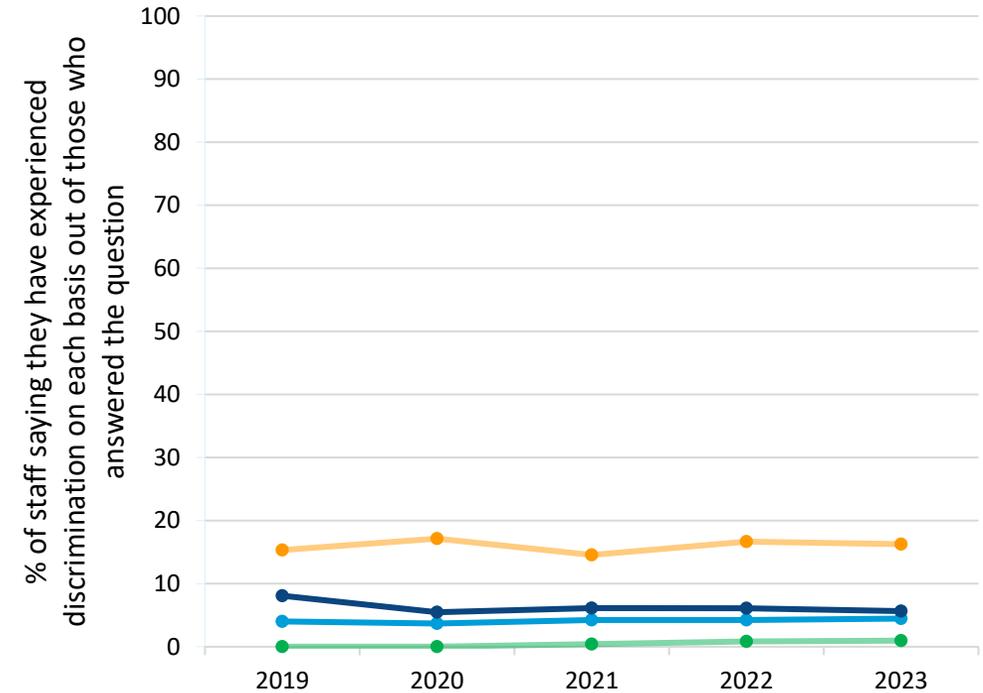
	2019	2020	2021	2022	2023
Your org	8.08%	5.48%	6.12%	6.09%	5.66%
Best result	0.00%	0.00%	0.41%	0.83%	0.98%
Average result	4.01%	3.68%	4.25%	4.23%	4.47%
Worst result	15.33%	17.13%	14.56%	16.66%	16.27%
Responses	719	701	1263	857	1465

Q16c.4 On what grounds have you experienced discrimination? – Sexual orientation.
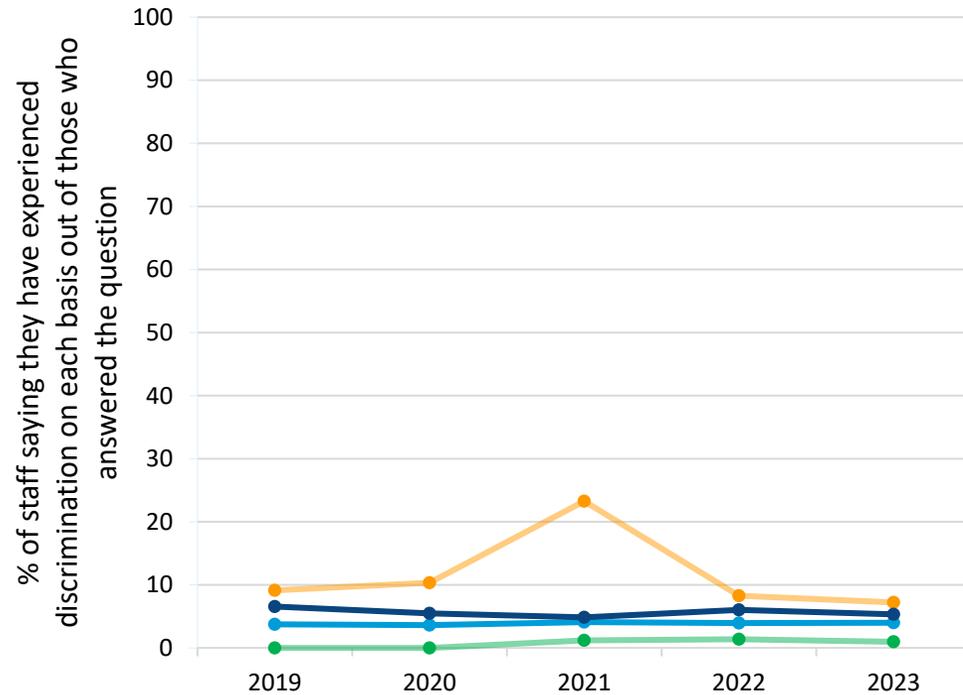
|	2019	2020	2021	2022	2023
Your org	6.55%	5.48%	4.84%	6.04%	5.34%
Best result	0.00%	0.00%	1.21%	1.38%	0.97%
Average result	3.74%	3.63%	4.09%	3.93%	4.00%
Worst result	9.14%	10.33%	23.26%	8.28%	7.22%
Responses	719	701	1263	857	1465

Q16c.5 On what grounds have you experienced discrimination? – Disability.
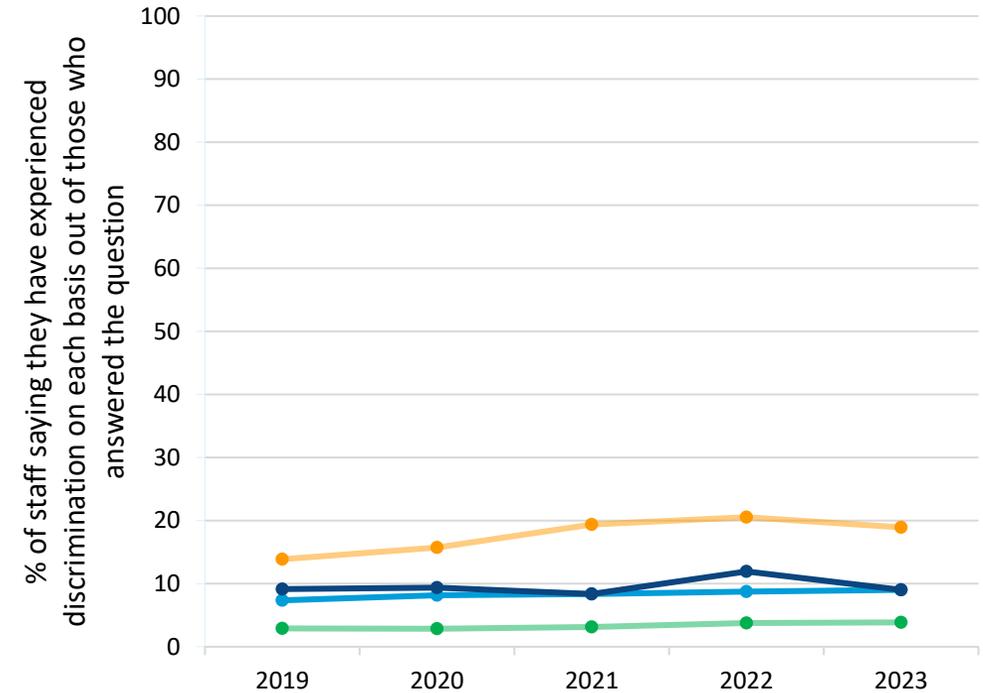
	2019	2020	2021	2022	2023
Your org	9.14%	9.38%	8.35%	11.94%	9.00%
Best result	2.91%	2.86%	3.14%	3.77%	3.86%
Average result	7.37%	8.17%	8.36%	8.74%	9.01%
Worst result	13.87%	15.73%	19.39%	20.53%	18.93%
Responses	719	701	1263	857	1465

Q16c.6 On what grounds have you experienced discrimination? – Age.
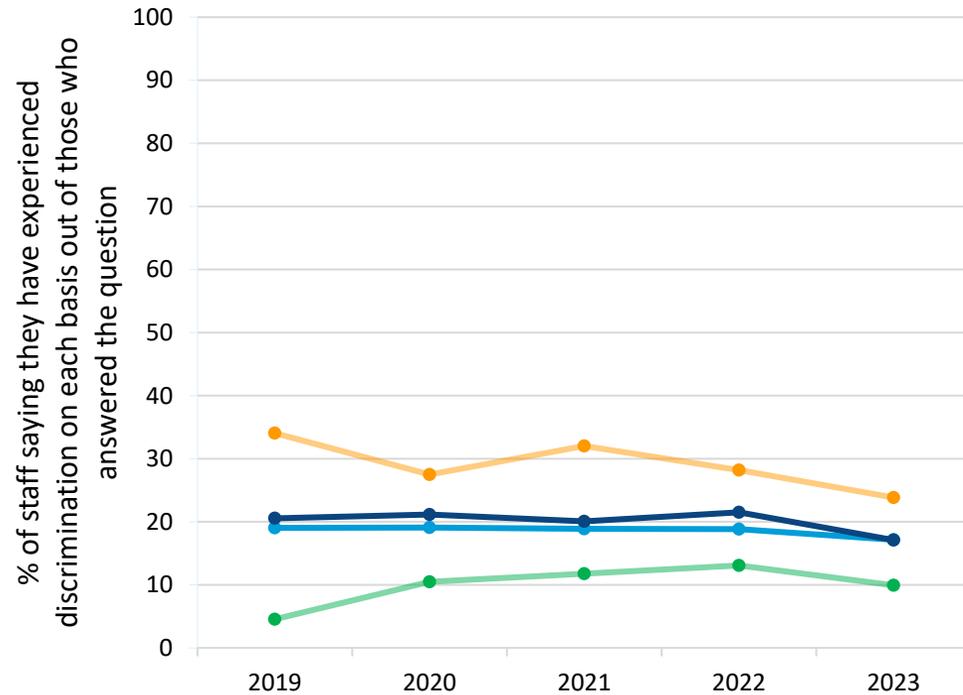
	2019	2020	2021	2022	2023
Your org	20.55%	21.16%	20.08%	21.50%	17.10%
Best result	4.55%	10.50%	11.78%	13.08%	9.92%
Average result	19.05%	19.09%	18.89%	18.84%	17.15%
Worst result	34.06%	27.49%	32.01%	28.20%	23.85%
Responses	719	701	1263	857	1465

Q16c.7 On what grounds have you experienced discrimination? – Other.
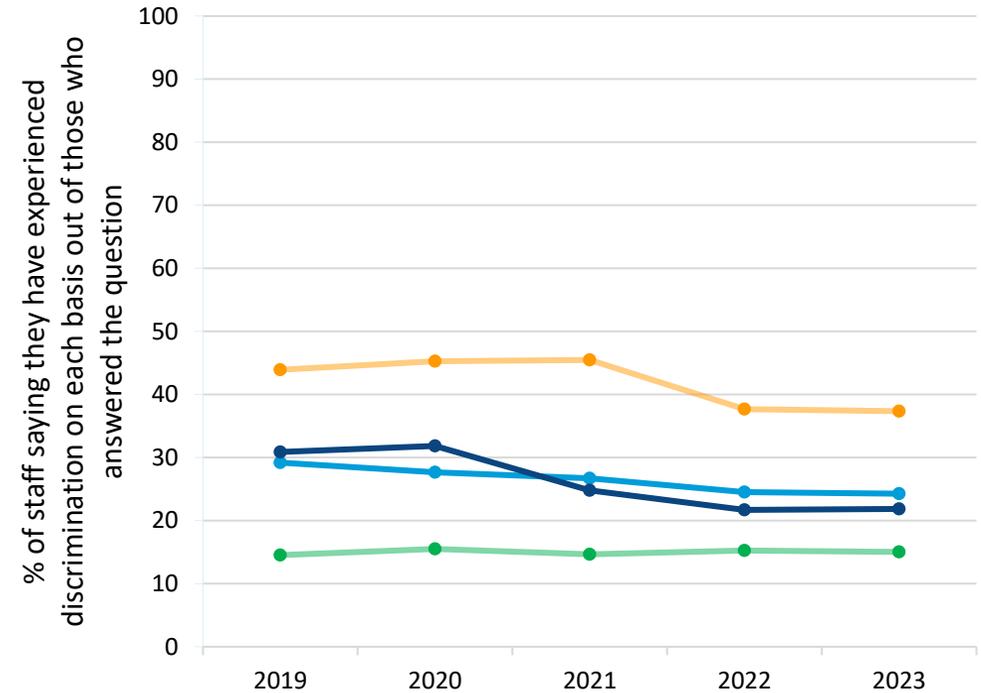
	2019	2020	2021	2022	2023
Your org	30.86%	31.84%	24.79%	21.69%	21.84%
Best result	14.53%	15.51%	14.64%	15.24%	15.03%
Average result	29.20%	27.66%	26.69%	24.52%	24.27%
Worst result	43.90%	45.27%	45.46%	37.68%	37.34%
Responses	719	701	1263	857	1465

Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?
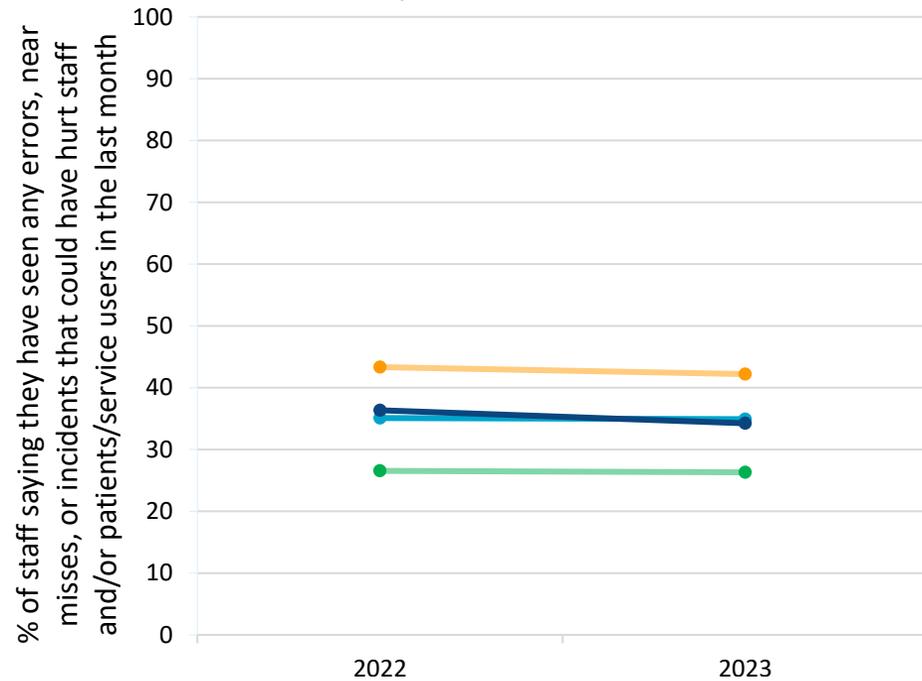
	2022	2023
Your org	36.34%	34.23%
Best result	26.54%	26.31%
Average result	35.09%	34.92%
Worst result	43.33%	42.20%
Responses	7356	10901

Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.
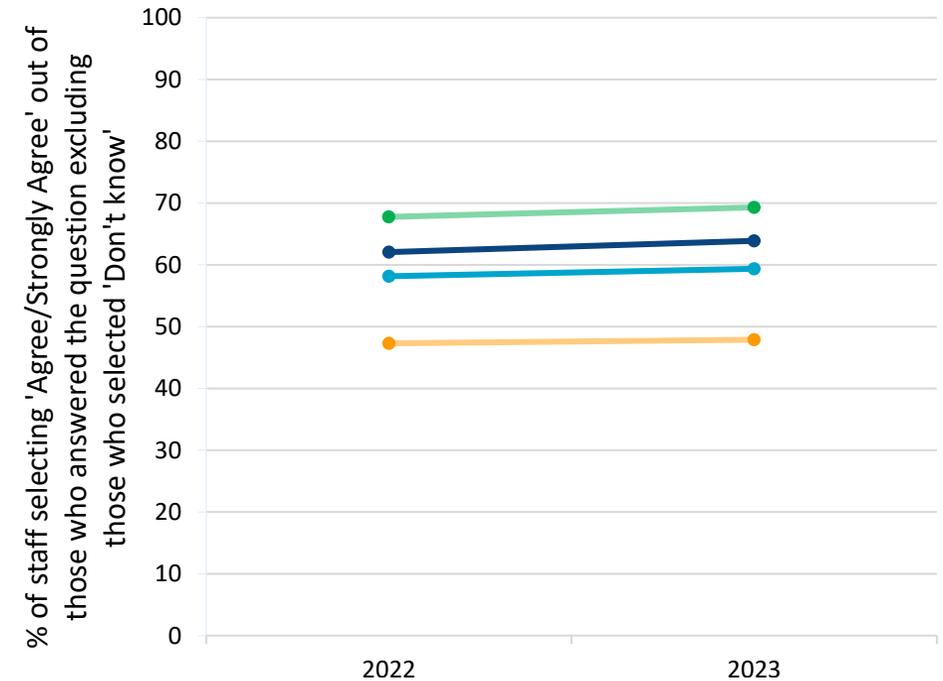
	2022	2023
Your org	62.06%	63.88%
Best result	67.74%	69.31%
Average result	58.15%	59.36%
Worst result	47.28%	47.88%
Responses	5793	8670

Q19b My organisation encourages us to report errors, near misses or incidents.
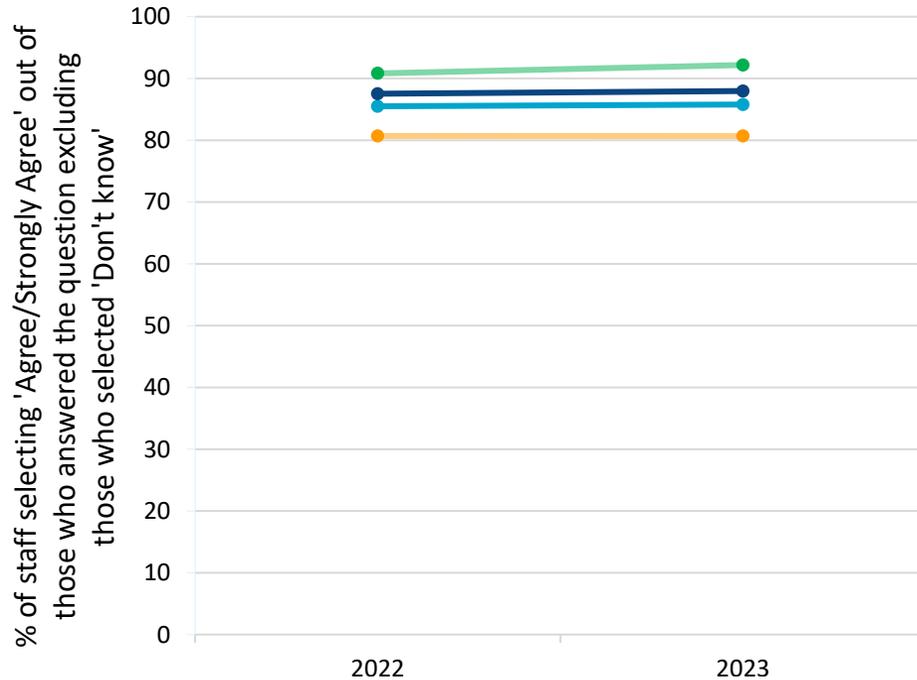
	2022	2023
Your org	87.54%	87.95%
Best result	90.82%	92.17%
Average result	85.51%	85.79%
Worst result	80.70%	80.69%
Responses	7185	10624

Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.
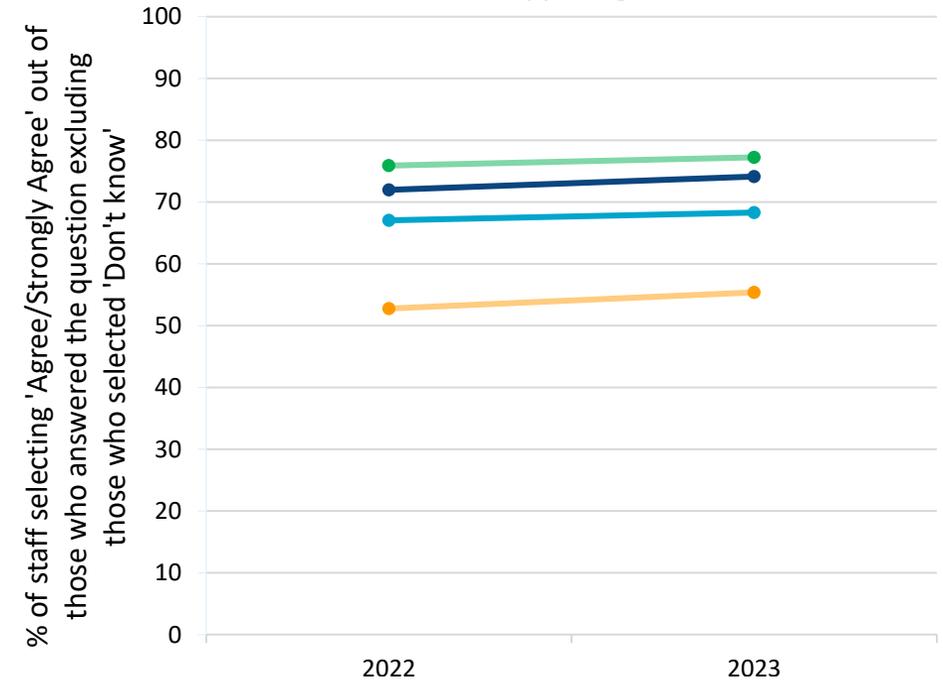
	2022	2023
Your org	71.96%	74.11%
Best result	75.89%	77.22%
Average result	67.04%	68.30%
Worst result	52.76%	55.39%
Responses	6654	9900

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

% of staff selecting 'Agree/Strongly Agree' out of those who answered the question excluding those who selected 'Don't know'
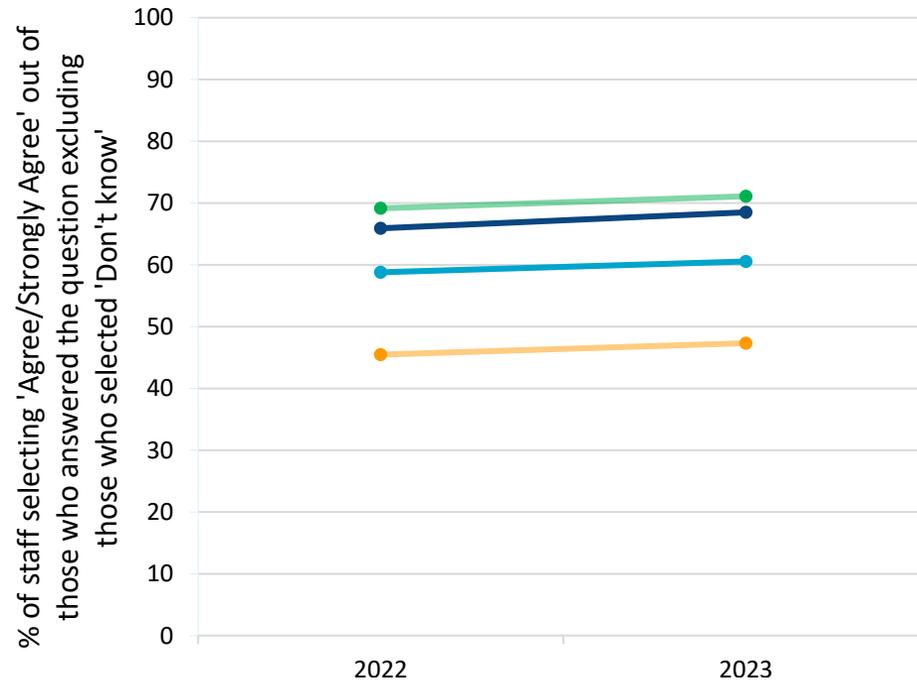
|	2022	2023
Your org	65.90%	68.50%
Best result	69.13%	71.09%
Average result	58.78%	60.53%
Worst result	45.47%	47.31%
Responses	6728	10027

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

% of staff selecting 'Yes' out of those who answered the question excluding those who select 'No adjustment required'
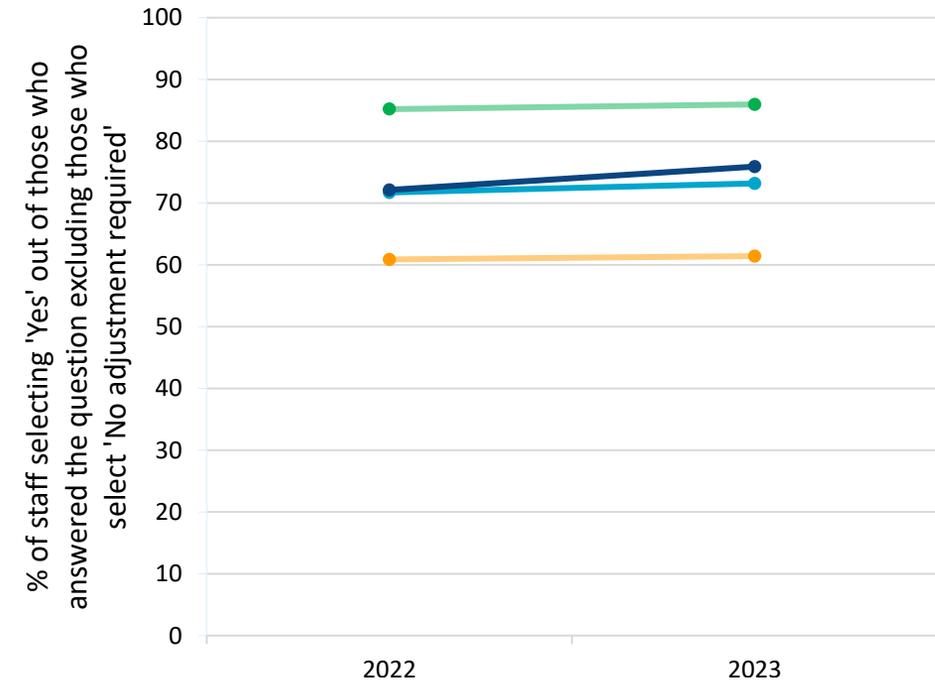
	2022	2023
Your org	72.11%	75.90%
Best result	85.20%	85.95%
Average result	71.72%	73.19%
Worst result	60.88%	61.41%
Responses	1059	1592

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.
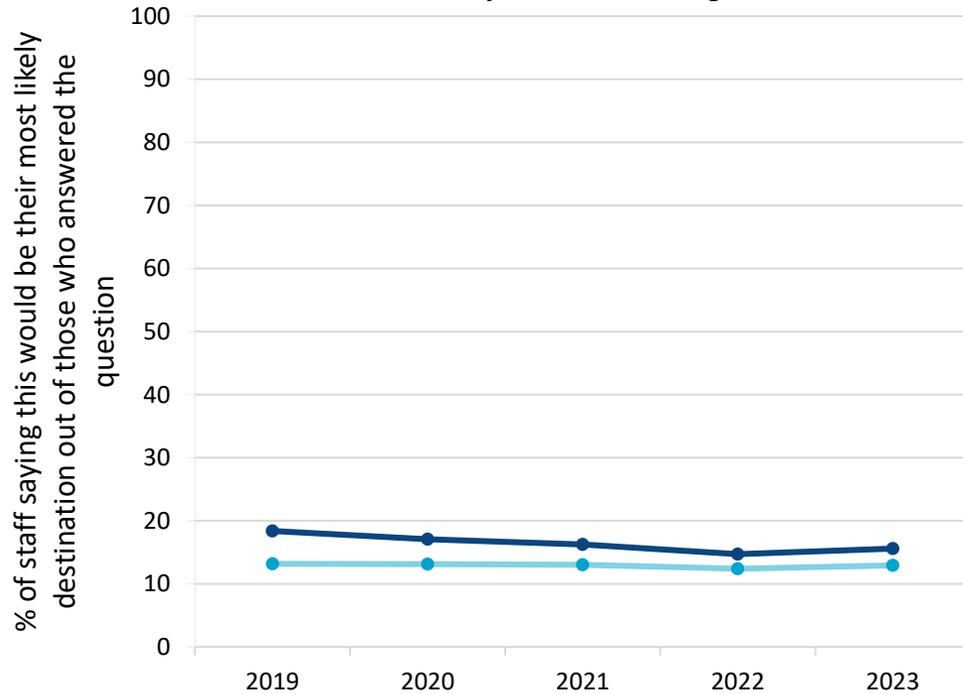
	2019	2020	2021	2022	2023
Your org	18.38%	17.07%	16.26%	14.72%	15.59%
Average	13.18%	13.13%	13.04%	12.40%	12.94%
Responses	6557	6387	10217	6978	10438

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.
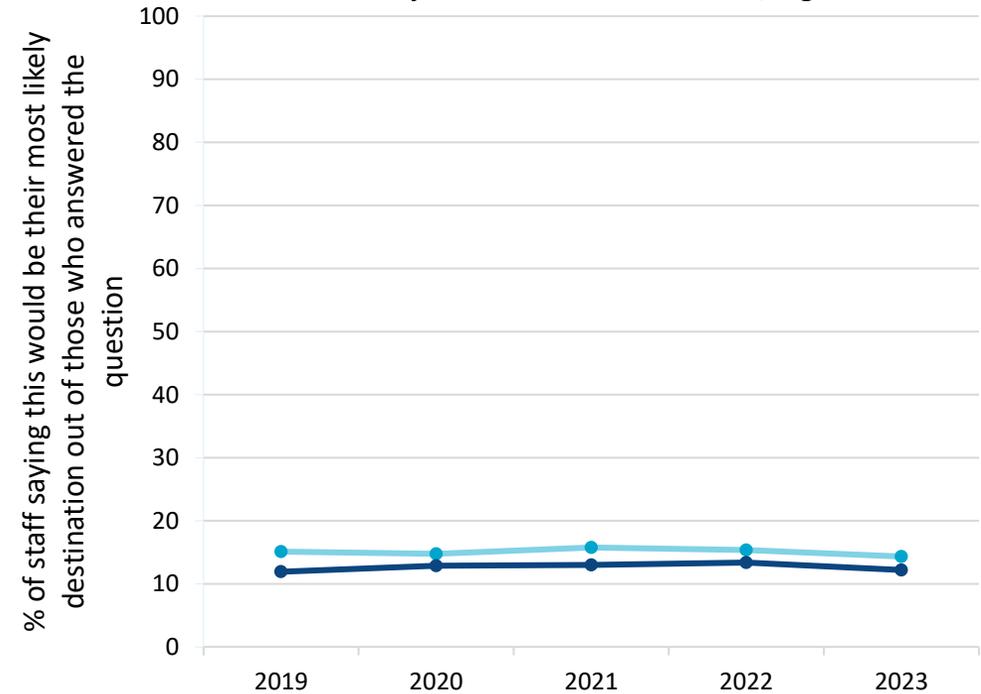
	2019	2020	2021	2022	2023
Your org	11.93%	12.87%	13.01%	13.37%	12.20%
Average	15.12%	14.76%	15.78%	15.37%	14.32%
Responses	6557	6387	10217	6978	10438

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.
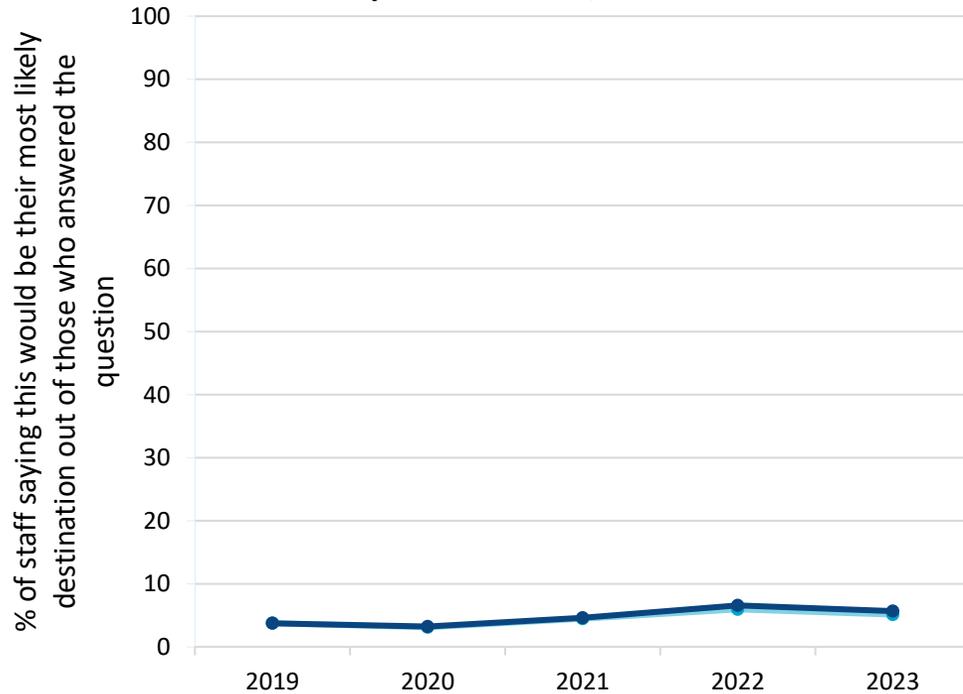
|	2019	2020	2021	2022	2023
Your org	3.75%	3.24%	4.62%	6.58%	5.67%
Average	3.76%	3.12%	4.47%	5.95%	5.12%
Responses	6557	6387	10217	6978	10438

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.
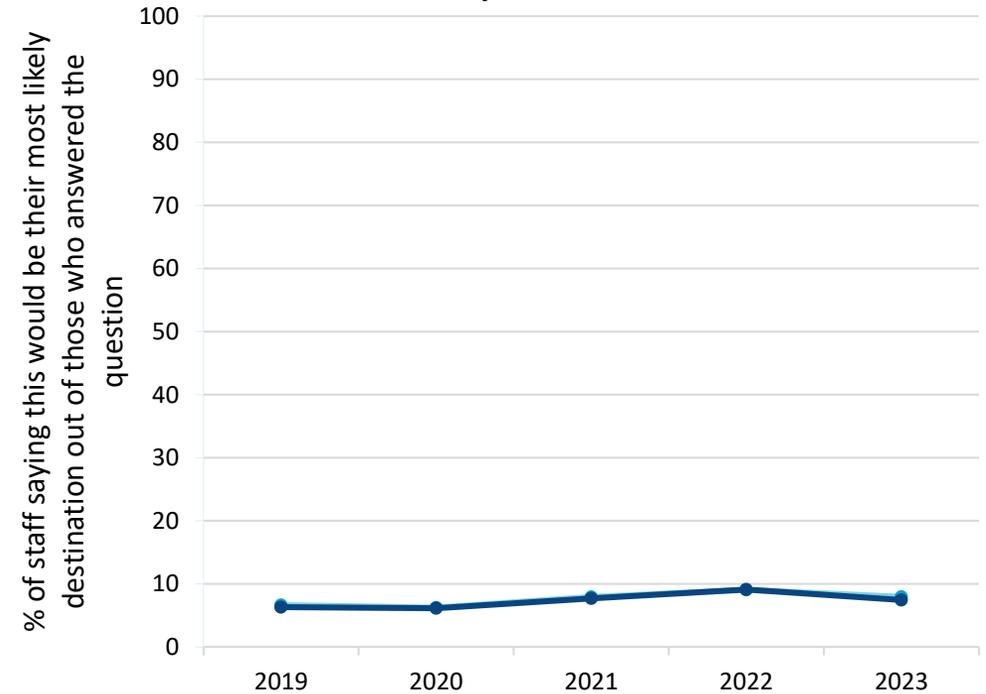
|	2019	2020	2021	2022	2023
Your org	6.30%	6.12%	7.69%	9.10%	7.45%
Average	6.63%	6.23%	7.91%	9.06%	7.96%
Responses	6557	6387	10217	6978	10438

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.
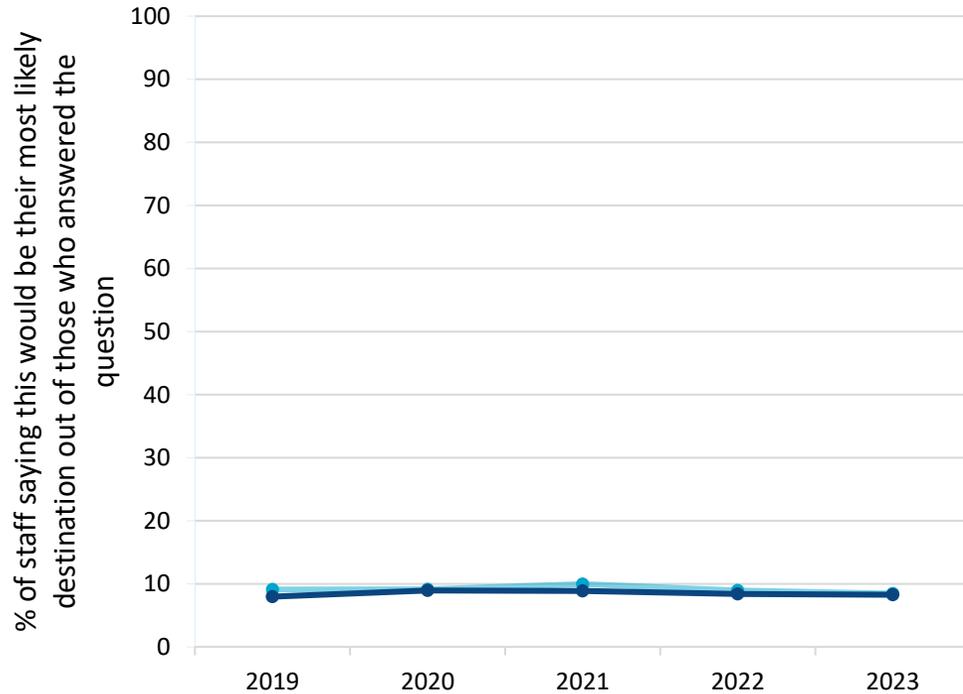
	2019	2020	2021	2022	2023
Your org	7.96%	8.94%	8.88%	8.40%	8.27%
Average	9.09%	9.13%	9.95%	8.94%	8.45%
Responses	6557	6387	10217	6978	10438

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.
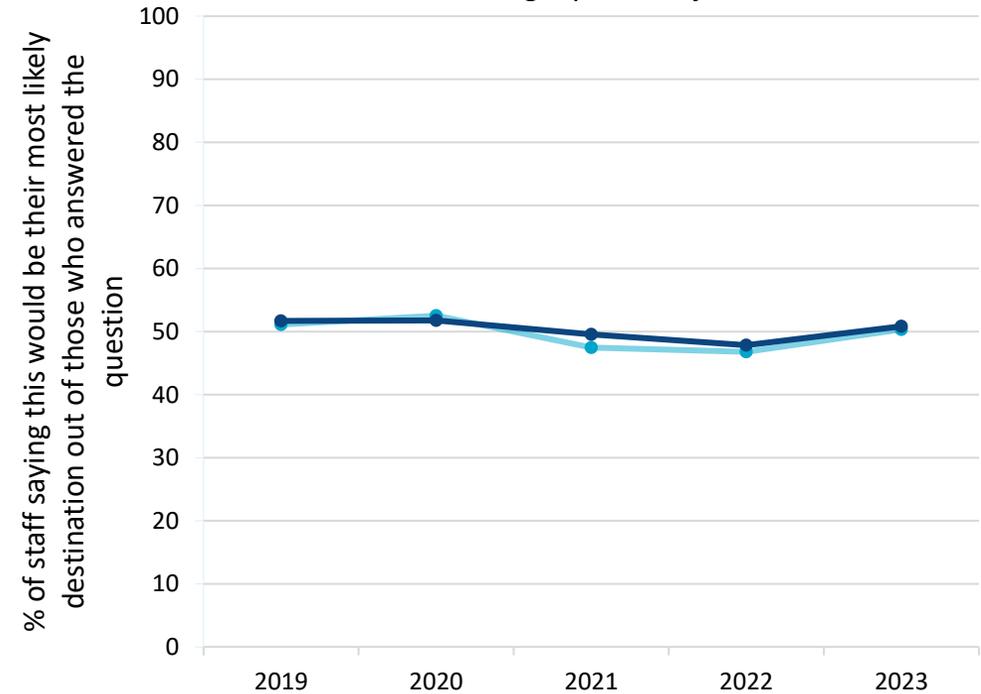
	2019	2020	2021	2022	2023
Your org	51.69%	51.76%	49.54%	47.84%	50.82%
Average	51.12%	52.53%	47.46%	46.79%	50.34%
Responses	6557	6387	10217	6978	10438

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 Equality Standards

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 2019-2023 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 indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2019-2023 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 updated 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?

Workforce Equality Standards

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)

Indicator	Qu No	Workforce Disability Equality Standard
		For each of the following indicators, 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

	2019	2020	2021	2022	2023
White staff: Your org	24.75%	23.78%	24.42%	22.71%	23.27%
All other ethnic groups*: Your org	25.61%	24.97%	23.48%	23.29%	24.71%
White staff: Average	27.67%	25.36%	26.47%	26.91%	24.72%
All other ethnic groups*: Average	29.51%	28.01%	28.84%	30.82%	28.11%
White staff: Responses	6082	5232	8477	6029	8207
All other ethnic groups*: Responses	1062	877	1908	1314	2683

*Staff from all other ethnic groups combined

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
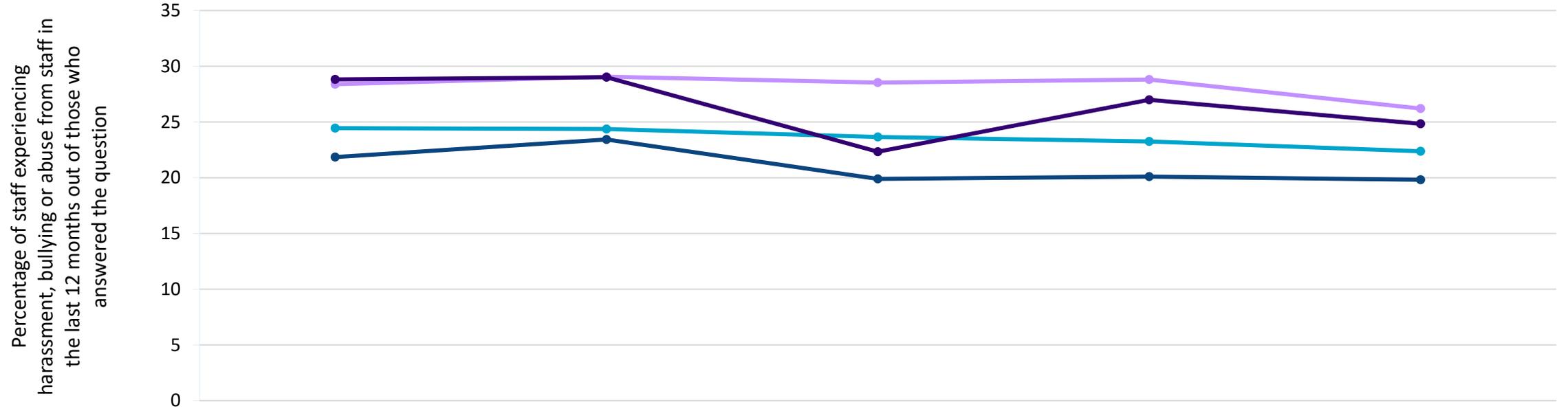
	2019	2020	2021	2022	2023
White staff: Your org	21.85%	23.42%	19.90%	20.10%	19.81%
All other ethnic groups*: Your org	28.81%	29.01%	22.33%	26.99%	24.83%
White staff: Average	24.44%	24.37%	23.65%	23.25%	22.37%
All other ethnic groups*: Average	28.39%	29.07%	28.53%	28.81%	26.20%
White staff: Responses	6109	5234	8458	6024	8176
All other ethnic groups*: Responses	1062	879	1903	1297	2662

*Staff from all other ethnic groups combined

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
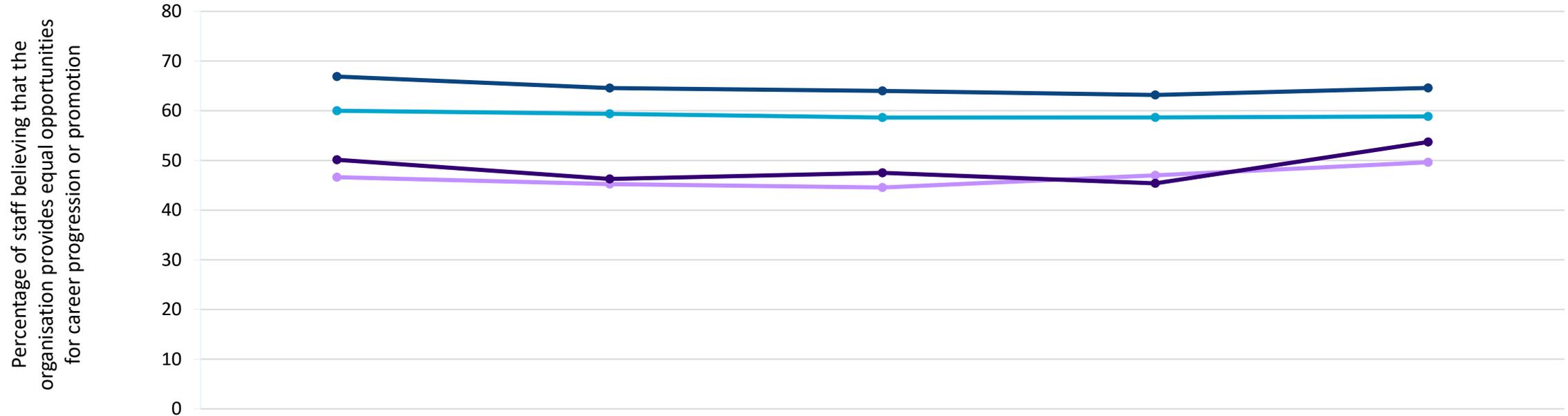
	2019	2020	2021	2022	2023
White staff: Your org	66.89%	64.57%	64.00%	63.18%	64.58%
All other ethnic groups*: Your org	50.14%	46.27%	47.51%	45.40%	53.71%
White staff: Average	60.00%	59.39%	58.64%	58.65%	58.84%
All other ethnic groups*: Average	46.62%	45.24%	44.56%	47.00%	49.64%
White staff: Responses	6116	5352	8620	5975	8163
All other ethnic groups*: Responses	1071	899	1968	1293	2668

*Staff from all other ethnic groups combined

Workforce Race Equality Standard (WRES)

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.
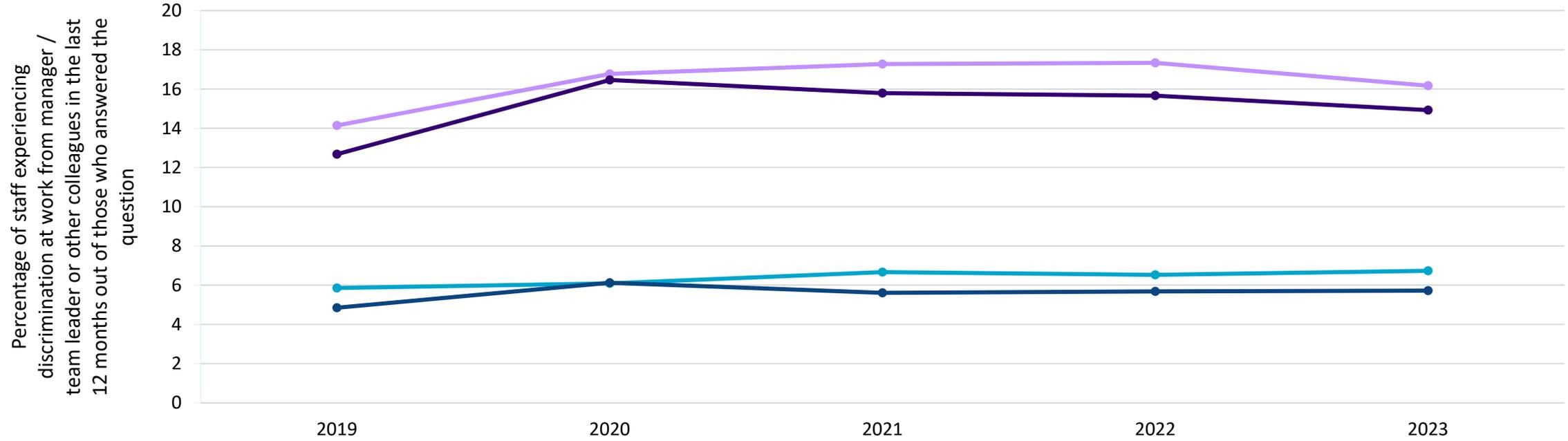
	2019	2020	2021	2022	2023
White staff: Your org	4.85%	6.12%	5.61%	5.68%	5.72%
All other ethnic groups*: Your org	12.68%	16.46%	15.79%	15.66%	14.93%
White staff: Average	5.85%	6.09%	6.67%	6.52%	6.73%
All other ethnic groups*: Average	14.14%	16.77%	17.28%	17.33%	16.17%
White staff: Responses	6083	5358	8667	6020	8130
All other ethnic groups*: Responses	1057	905	1957	1296	2653

*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.

Workforce Disability Equality Standards

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.
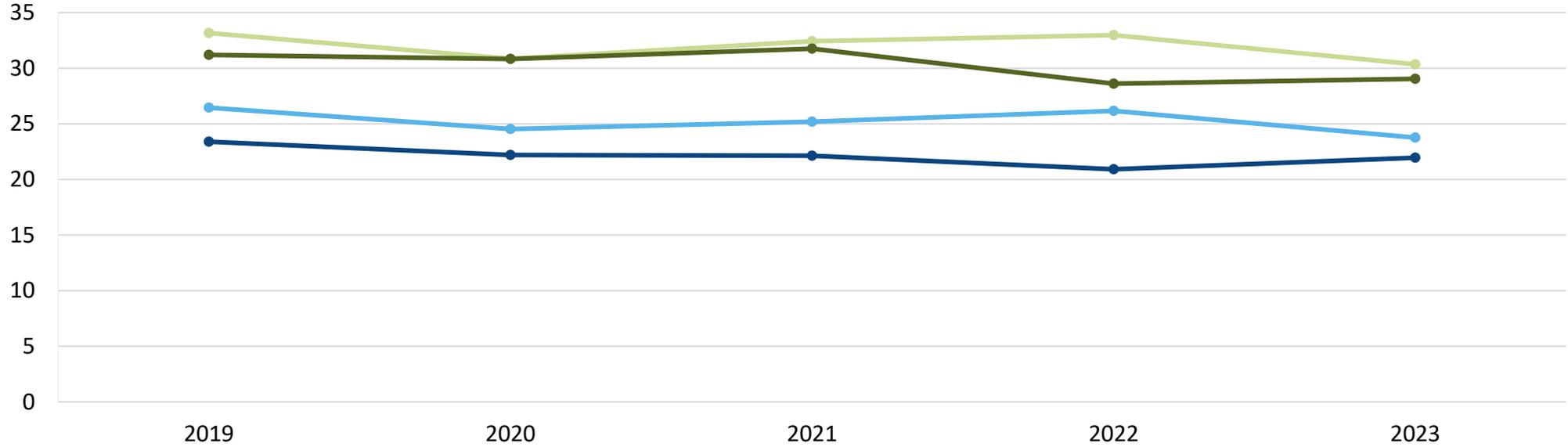
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	31.20%	30.83%	31.76%	28.61%	29.05%
Staff without a LTC or illness: Your org	23.39%	22.20%	22.13%	20.91%	21.95%
Staff with a LTC or illness: Average	33.17%	30.86%	32.43%	32.98%	30.35%
Staff without a LTC or illness: Average	26.45%	24.53%	25.19%	26.16%	23.76%
Staff with a LTC or illness: Responses	1375	1307	2346	1765	2661
Staff without a LTC or illness: Responses	5805	4919	8153	5604	8086

Workforce Disability Equality Standards

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.
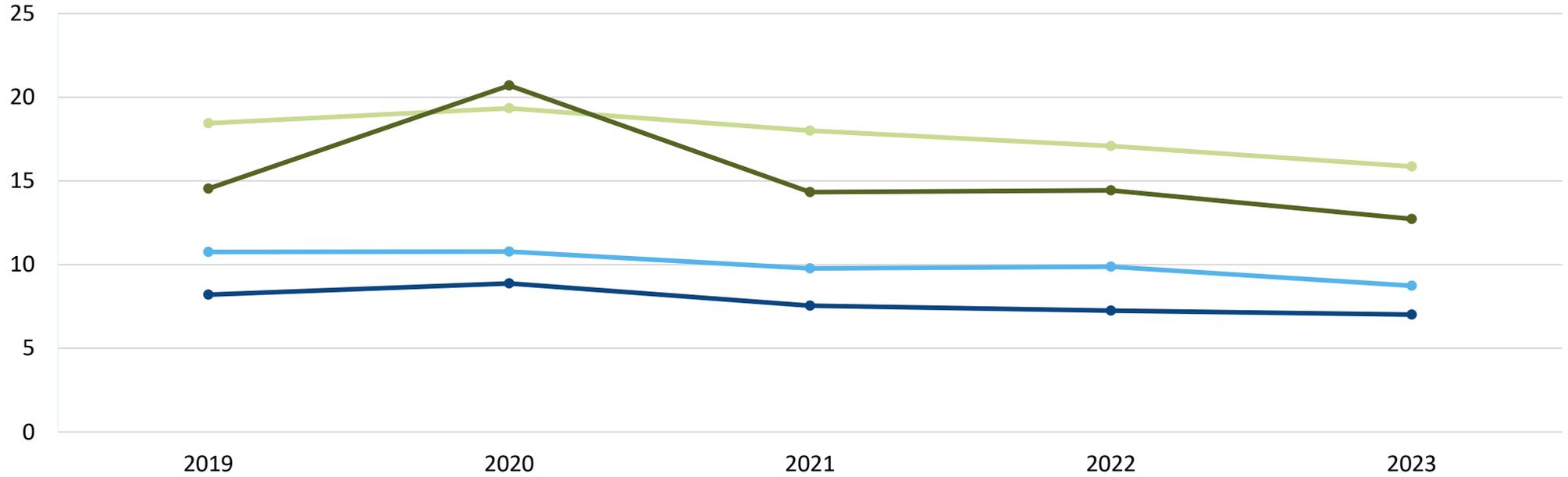
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	14.54%	20.71%	14.33%	14.43%	12.73%
Staff without a LTC or illness: Your org	8.20%	8.88%	7.54%	7.25%	7.01%
Staff with a LTC or illness: Average	18.45%	19.35%	18.00%	17.09%	15.87%
Staff without a LTC or illness: Average	10.76%	10.78%	9.77%	9.88%	8.74%
Staff with a LTC or illness: Responses	1369	1304	2324	1746	2624
Staff without a LTC or illness: Responses	5777	4900	8072	5546	7976

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.
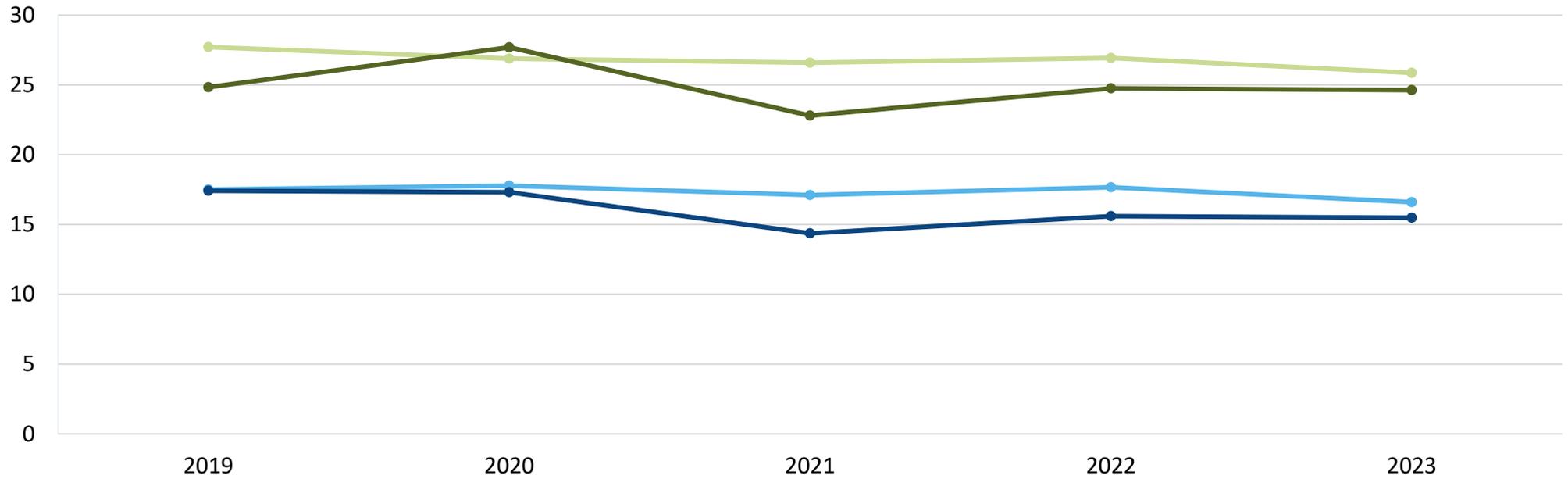
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	24.84%	27.70%	22.81%	24.76%	24.64%
Staff without a LTC or illness: Your org	17.42%	17.31%	14.37%	15.60%	15.48%
Staff with a LTC or illness: Average	27.71%	26.89%	26.60%	26.93%	25.86%
Staff without a LTC or illness: Average	17.51%	17.79%	17.11%	17.67%	16.60%
Staff with a LTC or illness: Responses	1381	1307	2324	1741	2618
Staff without a LTC or illness: Responses	5793	4904	8052	5532	7964

Workforce Disability Equality Standards

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
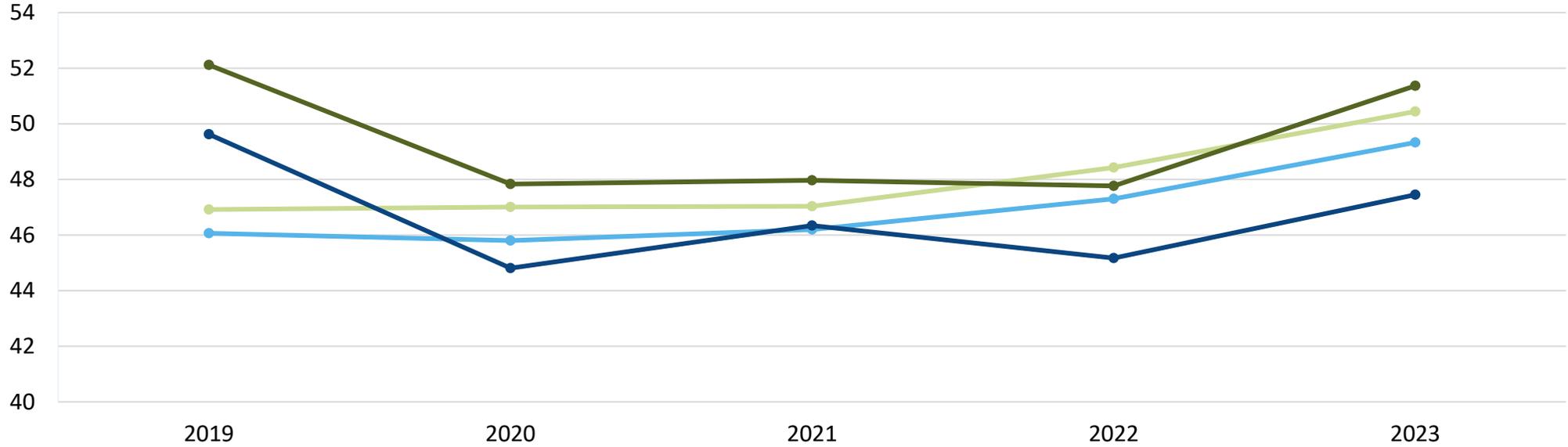
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	52.12%	47.83%	47.97%	47.77%	51.37%
Staff without a LTC or illness: Your org	49.62%	44.81%	46.34%	45.17%	47.45%
Staff with a LTC or illness: Average	46.92%	47.01%	47.03%	48.43%	50.44%
Staff without a LTC or illness: Average	46.07%	45.80%	46.20%	47.30%	49.33%
Staff with a LTC or illness: Responses	566	600	984	716	1098
Staff without a LTC or illness: Responses	1729	1551	2363	1543	2255

Workforce Disability Equality Standards

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.
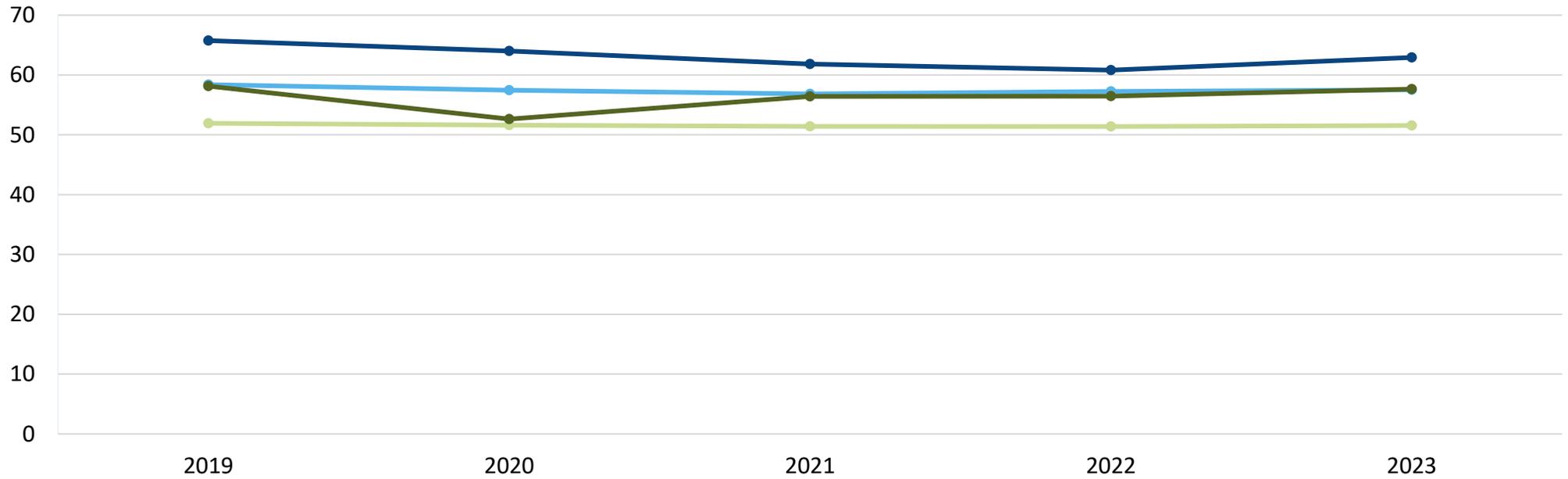
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	58.15%	52.62%	56.42%	56.47%	57.65%
Staff without a LTC or illness: Your org	65.75%	64.00%	61.83%	60.82%	62.94%
Staff with a LTC or illness: Average	51.93%	51.61%	51.41%	51.39%	51.54%
Staff without a LTC or illness: Average	58.39%	57.45%	56.84%	57.25%	57.52%
Staff with a LTC or illness: Responses	1381	1336	2384	1755	2642
Staff without a LTC or illness: Responses	5839	5034	8323	5541	8043

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
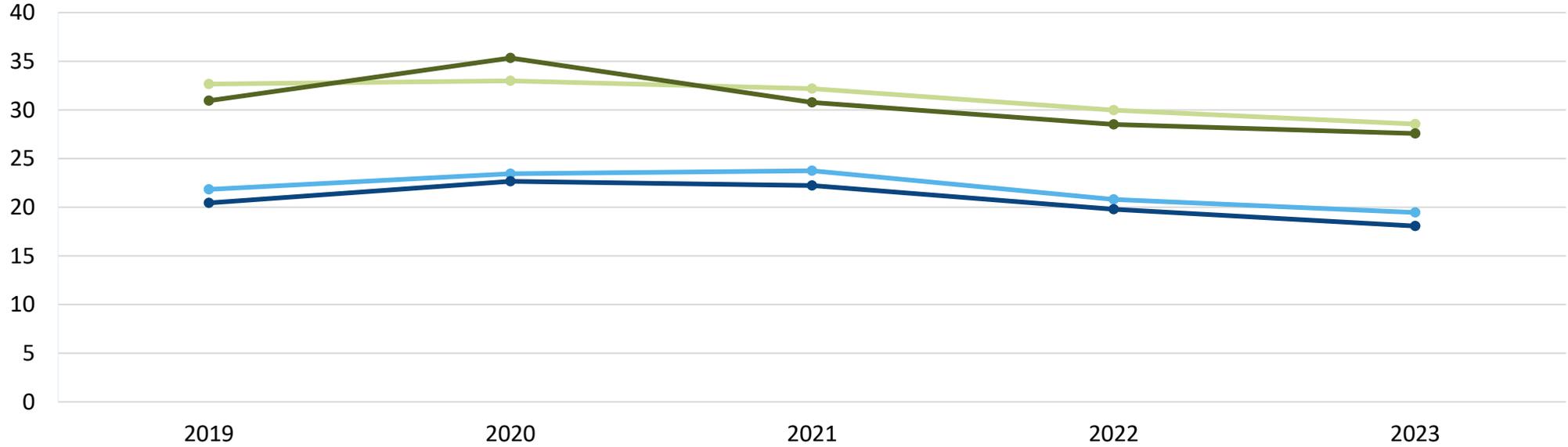
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	30.94%	35.33%	30.77%	28.51%	27.58%
Staff without a LTC or illness: Your org	20.44%	22.66%	22.23%	19.79%	18.07%
Staff with a LTC or illness: Average	32.66%	33.00%	32.18%	29.97%	28.55%
Staff without a LTC or illness: Average	21.84%	23.44%	23.74%	20.80%	19.46%
Staff with a LTC or illness: Responses	934	883	1641	1245	1824
Staff without a LTC or illness: Responses	2515	1968	3842	2632	3680

Percentage of staff satisfied with the extent to which their organisation values their work.
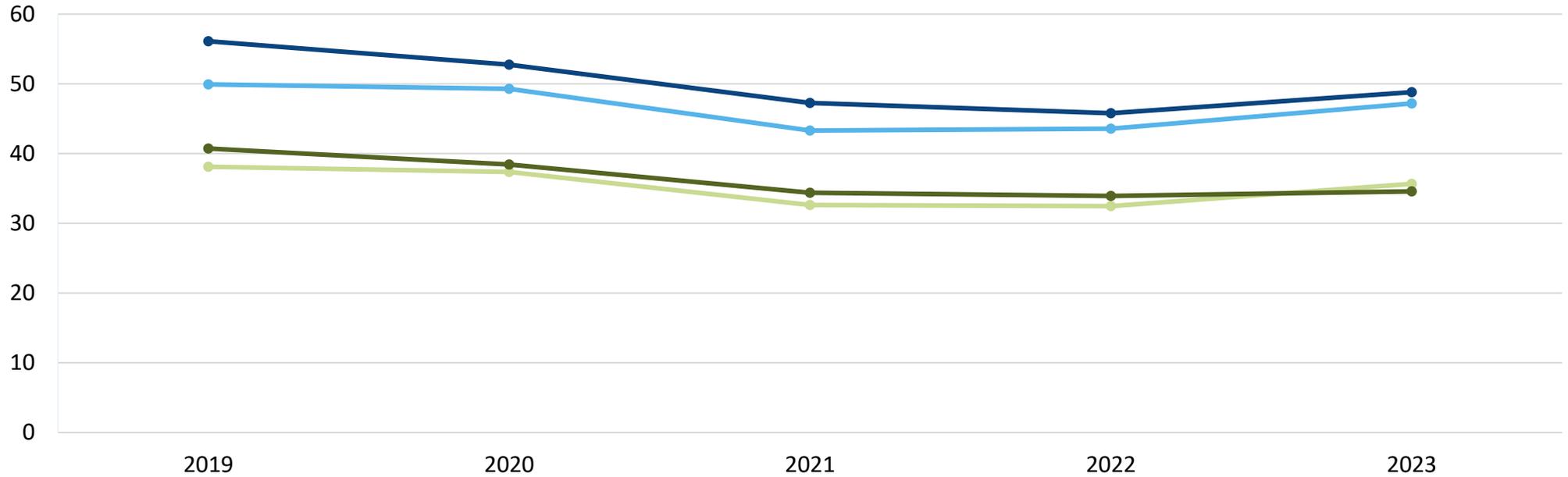
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	40.72%	38.43%	34.37%	33.91%	34.57%
Staff without a LTC or illness: Your org	56.10%	52.74%	47.25%	45.78%	48.81%
Staff with a LTC or illness: Average	38.11%	37.36%	32.62%	32.46%	35.66%
Staff without a LTC or illness: Average	49.92%	49.27%	43.30%	43.56%	47.19%
Staff with a LTC or illness: Responses	1380	1340	2403	1778	2667
Staff without a LTC or illness: Responses	5827	5047	8377	5610	8079

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.
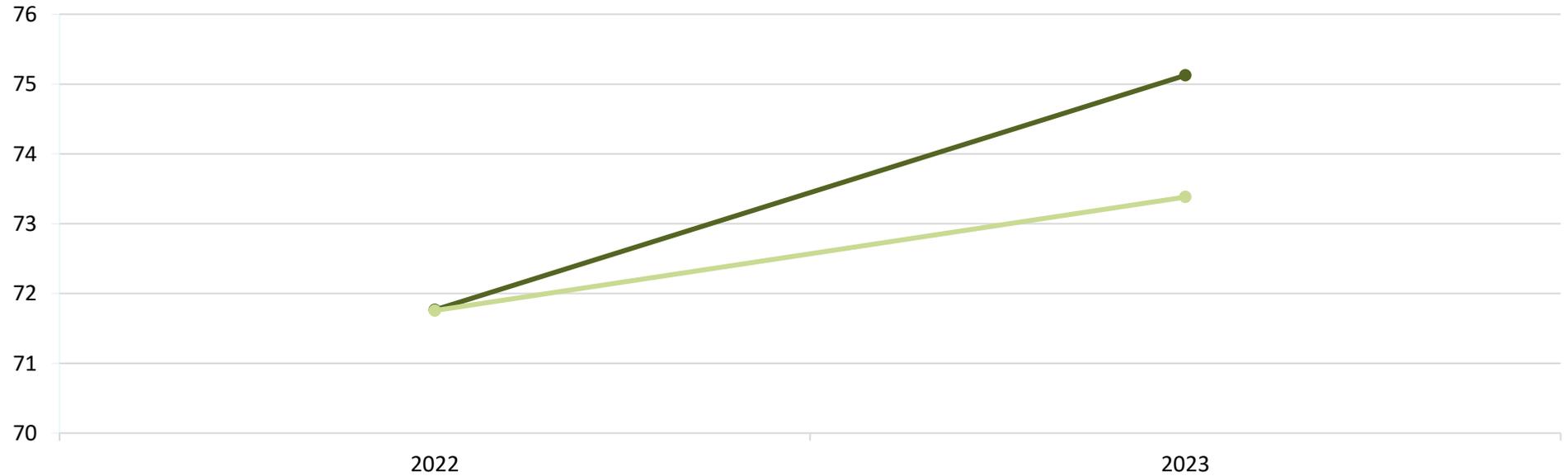
	2022	2023
Staff with a LTC or illness: Your org	71.77%	75.13%
Staff with a LTC or illness: Average	71.76%	73.38%
Staff with a LTC or illness: Responses	1059	1592

Staff engagement score (0-10)
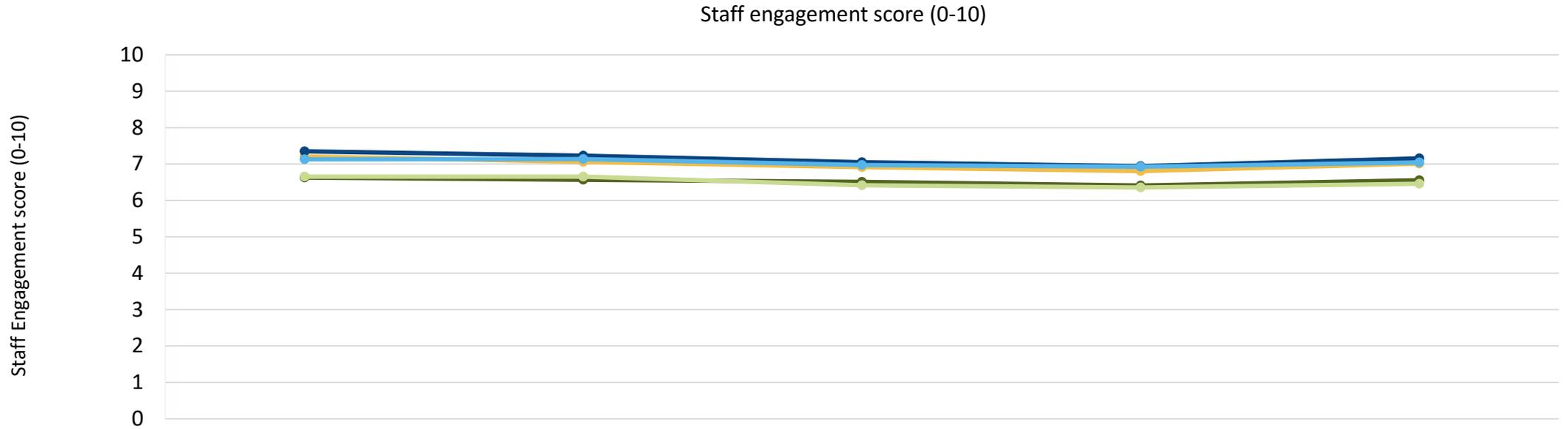
	2019	2020	2021	2022	2023
Organisation average	7.21	7.06	6.91	6.80	7.01
Staff with a LTC or illness: Your org	6.63	6.57	6.51	6.41	6.55
Staff without a LTC or illness: Your org	7.35	7.23	7.05	6.94	7.15
Staff with a LTC or illness: Average	6.65	6.65	6.42	6.35	6.46
Staff without a LTC or illness: Average	7.13	7.14	6.97	6.92	7.04
Staff with a LTC or illness: Responses	1387	1345	2411	1781	2675
Staff without a LTC or illness: Responses	5850	5064	8391	5623	8114

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 2023.
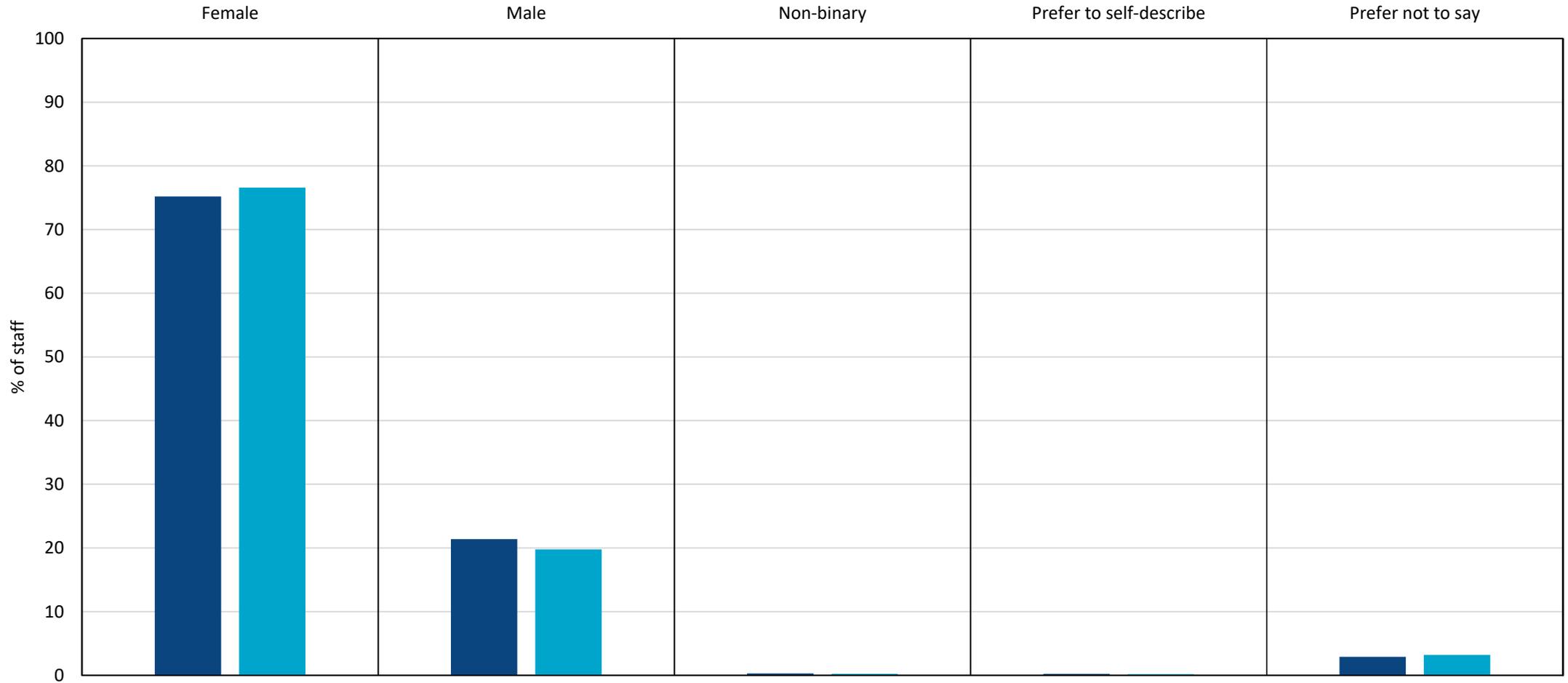
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	75.19%	21.39%	0.30%	0.23%	2.90%
Average	76.60%	19.78%	0.24%	0.18%	3.22%
Responses	11017	11017	11017	11017	11017
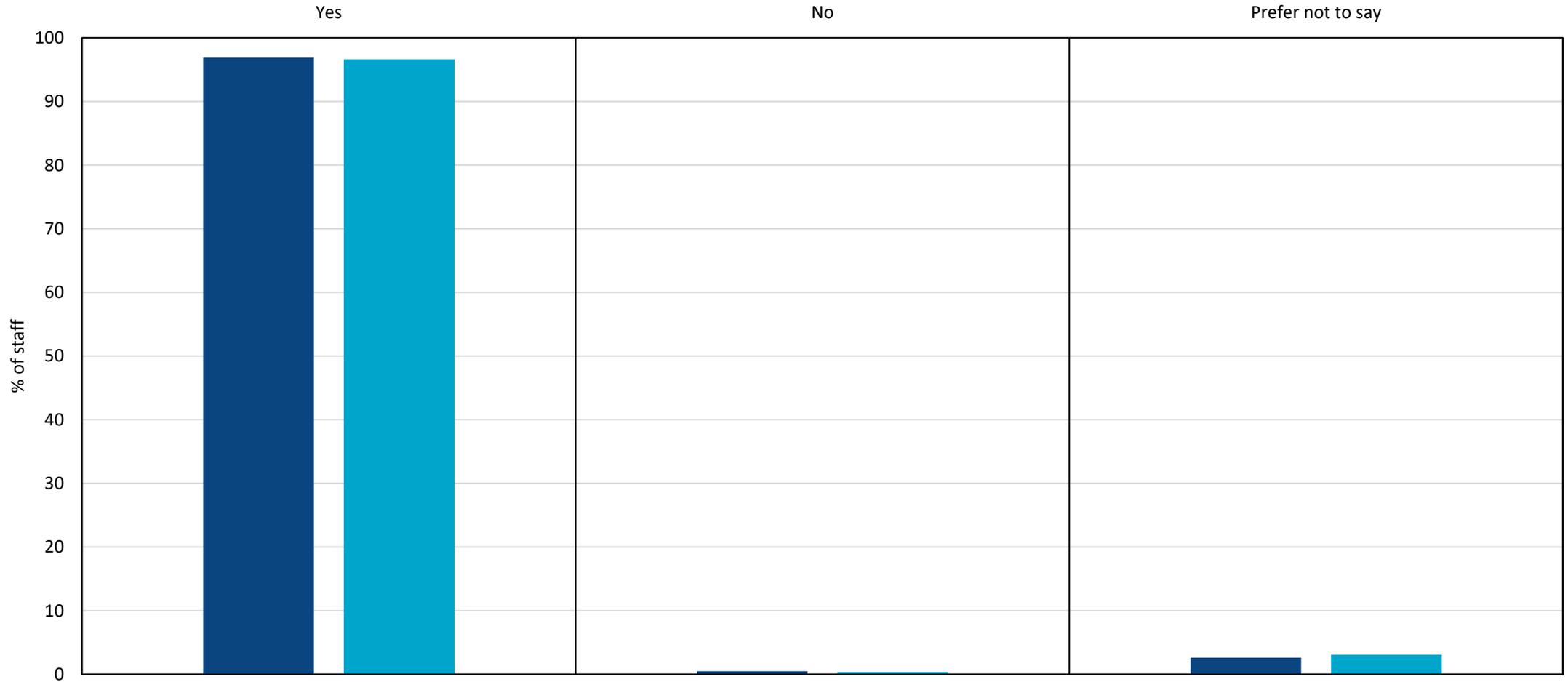
	Yes	No	Prefer not to say
Your org	96.89%	0.50%	2.61%
Average	96.62%	0.37%	3.08%
Responses	10493	10493	10493
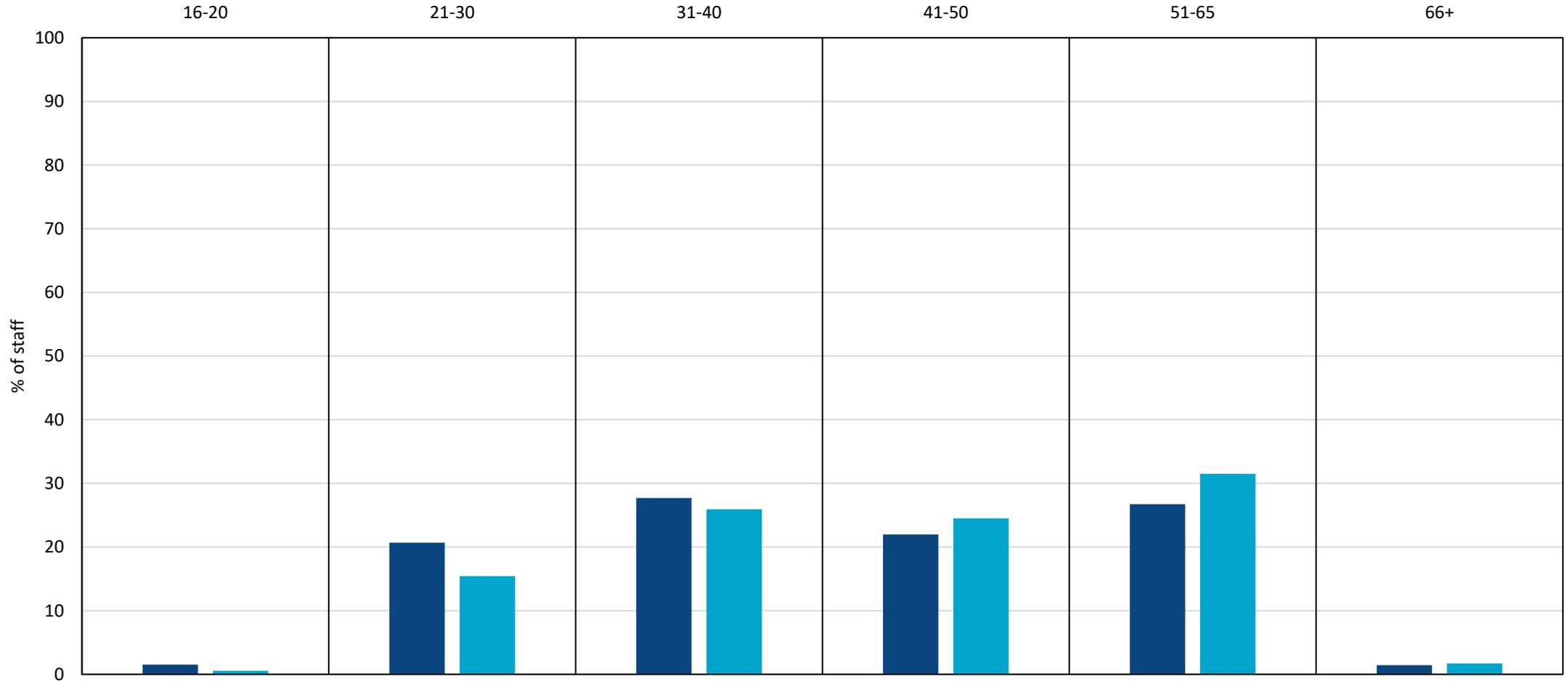
	16-20	21-30	31-40	41-50	51-65	66+
Your org	1.52%	20.69%	27.69%	21.97%	26.71%	1.43%
Average	0.55%	15.42%	25.91%	24.51%	31.50%	1.70%
Responses	10929	10929	10929	10929	10929	10929
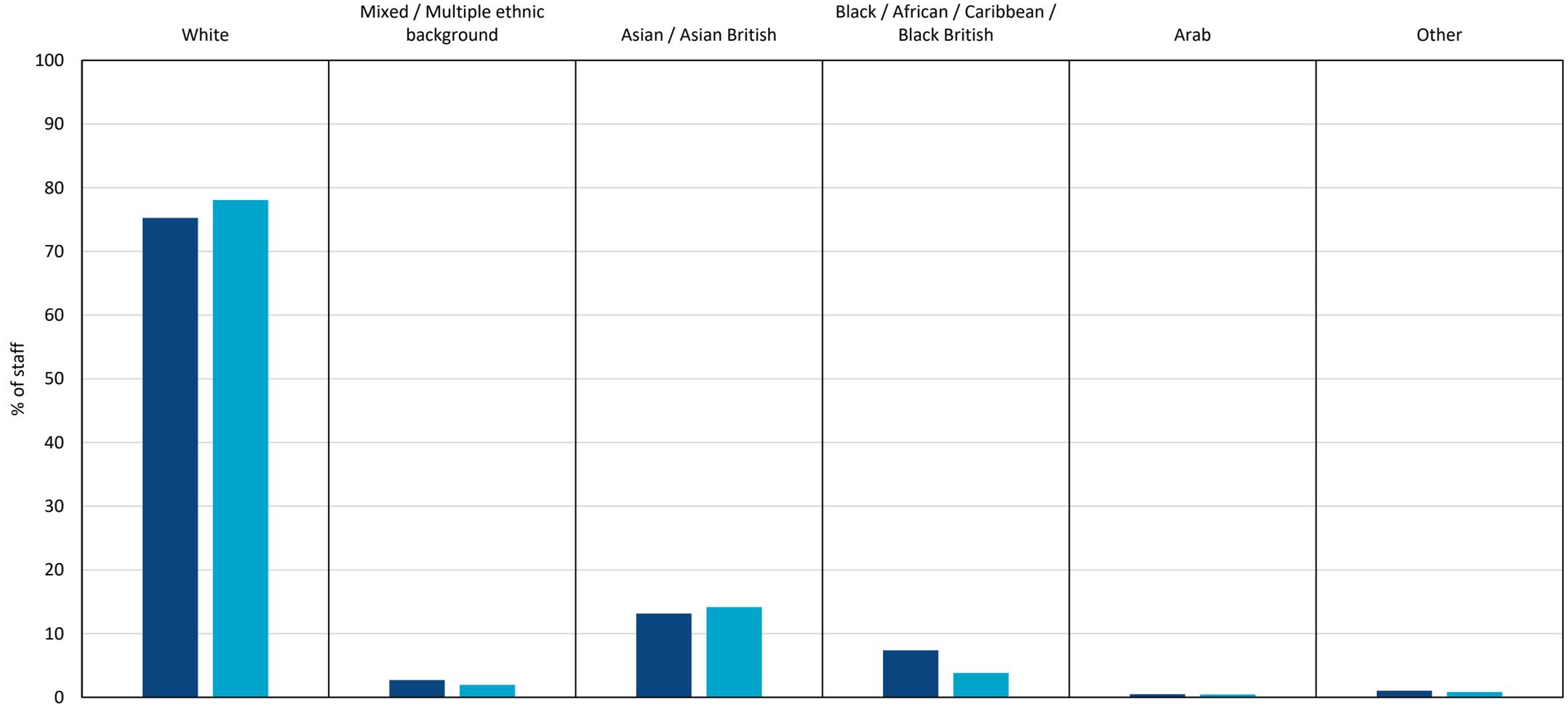
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	75.28%	2.70%	13.14%	7.37%	0.48%	1.03%
Average	78.07%	1.97%	14.15%	3.83%	0.44%	0.84%
Responses	10973	10973	10973	10973	10973	10973
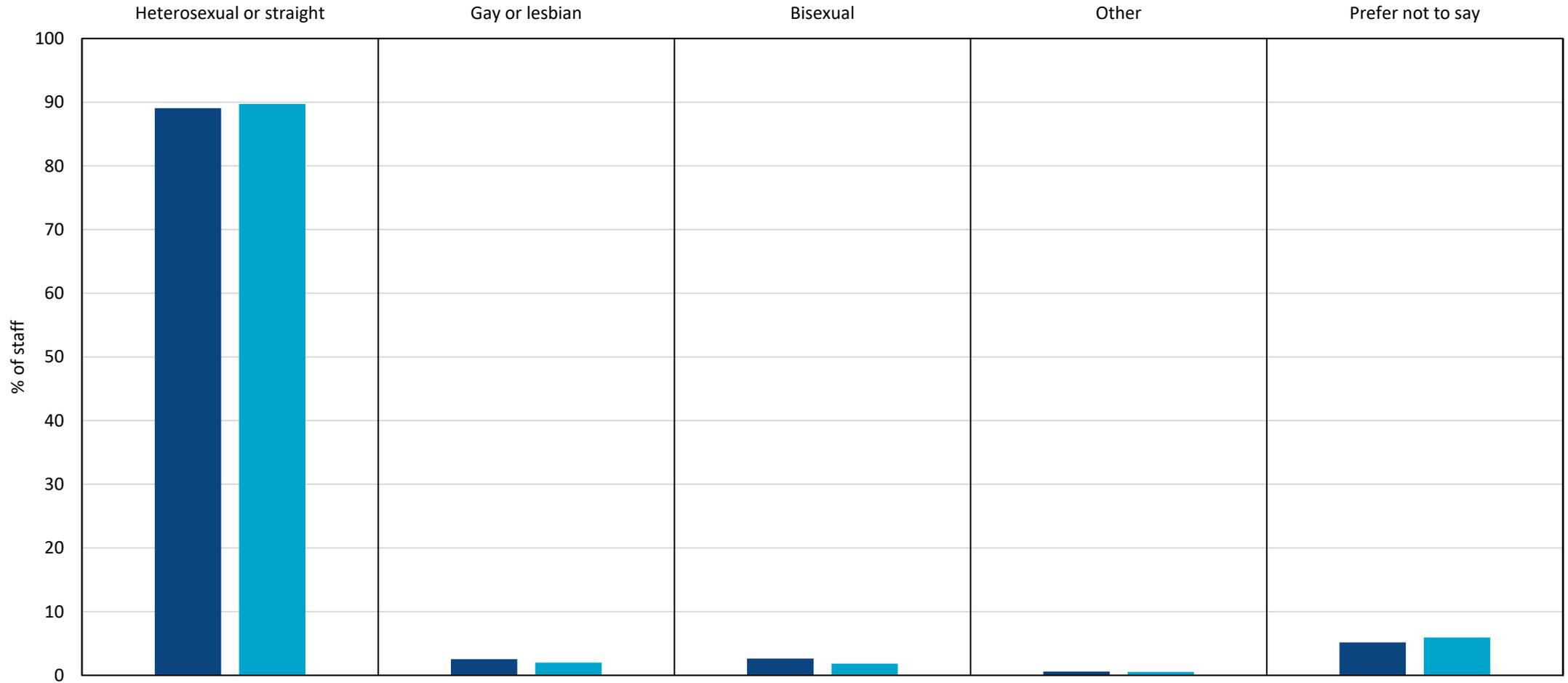
	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	89.06%	2.54%	2.62%	0.61%	5.16%
Average	89.71%	2.00%	1.84%	0.52%	5.94%
Responses	11010	11010	11010	11010	11010
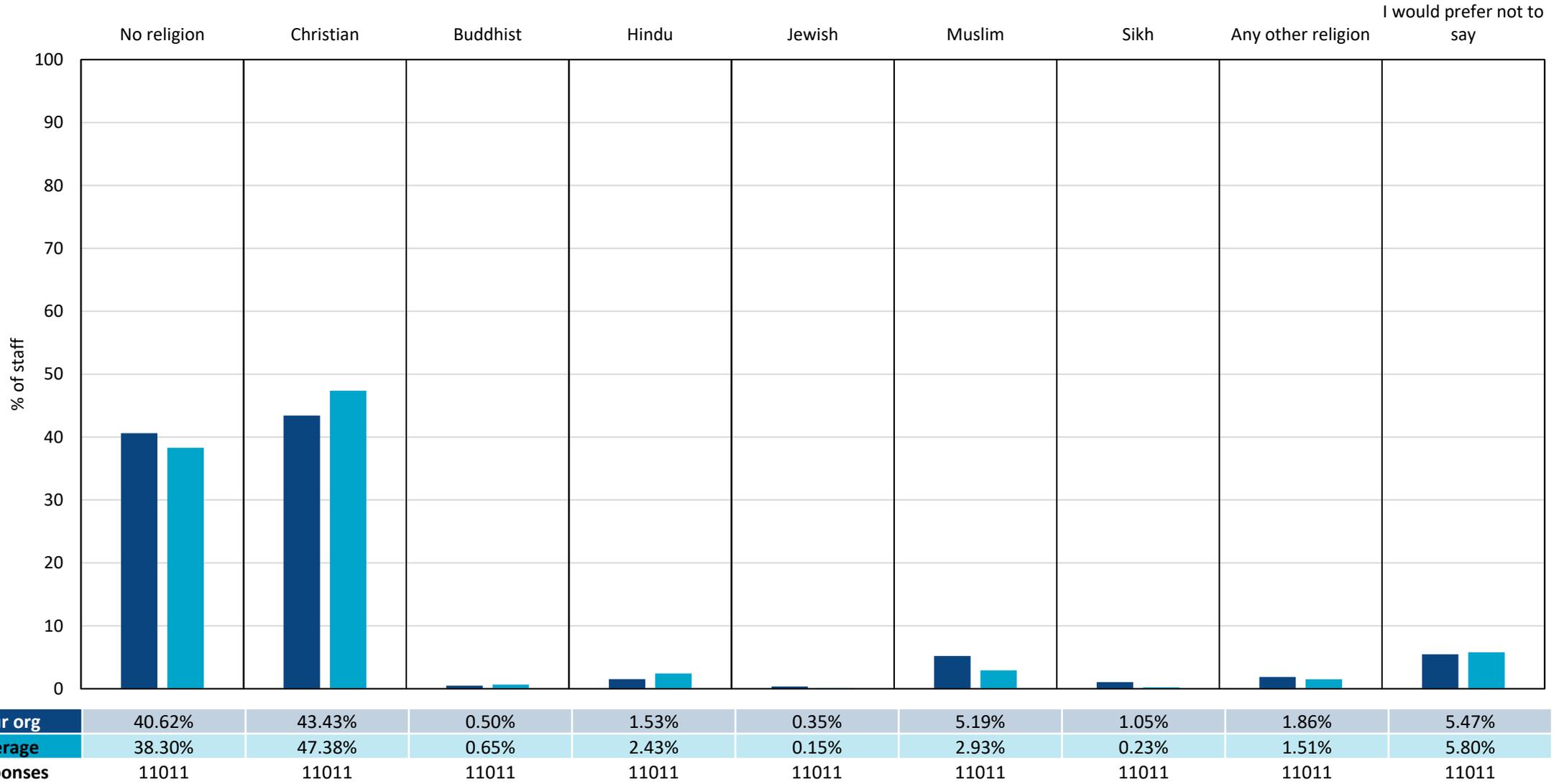
	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	40.62%	43.43%	0.50%	1.53%	0.35%	5.19%	1.05%	1.86%	5.47%
Average	38.30%	47.38%	0.65%	2.43%	0.15%	2.93%	0.23%	1.51%	5.80%
Responses	11011	11011	11011	11011	11011	11011	11011	11011	11011

Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?
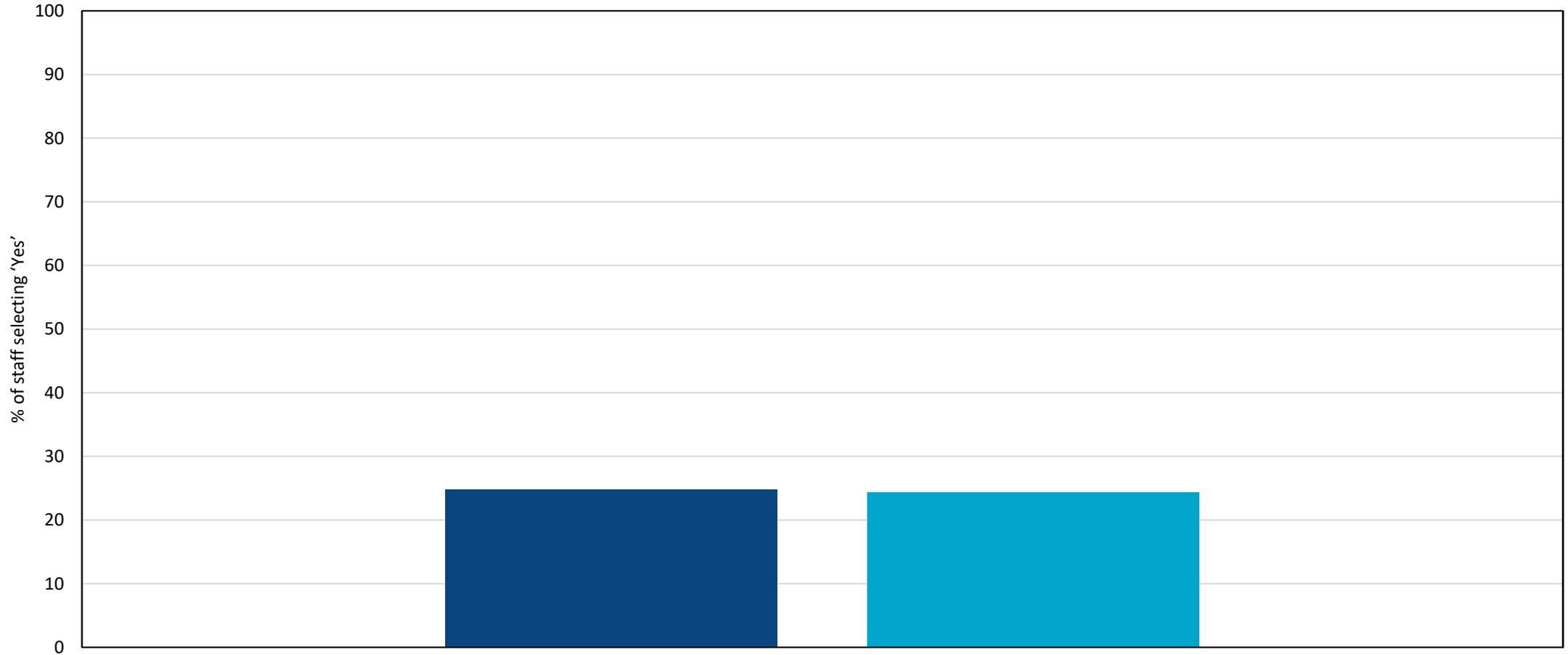
Your org	24.75%
Average	24.33%
Responses	10828

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.
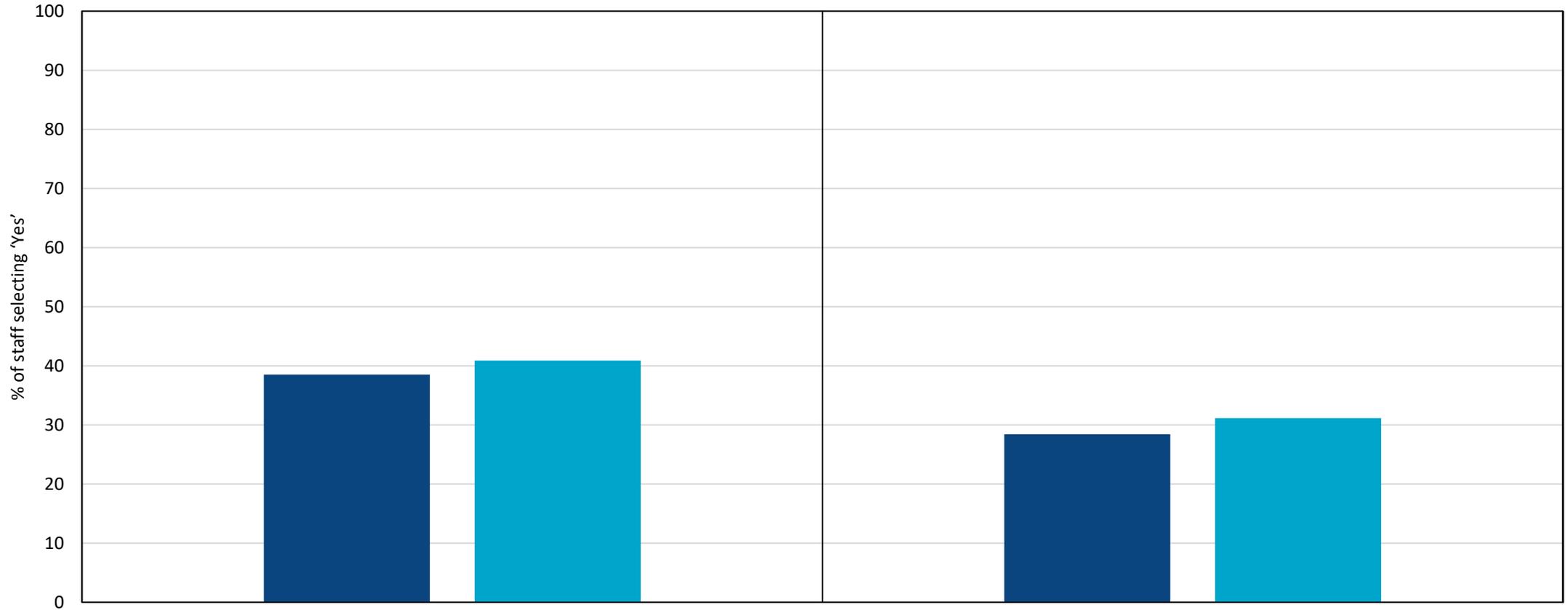
	Children aged 0 to 17	Caring responsibilities
Your org	38.51%	28.43%
Average	40.90%	31.16%
Responses	10976	10933
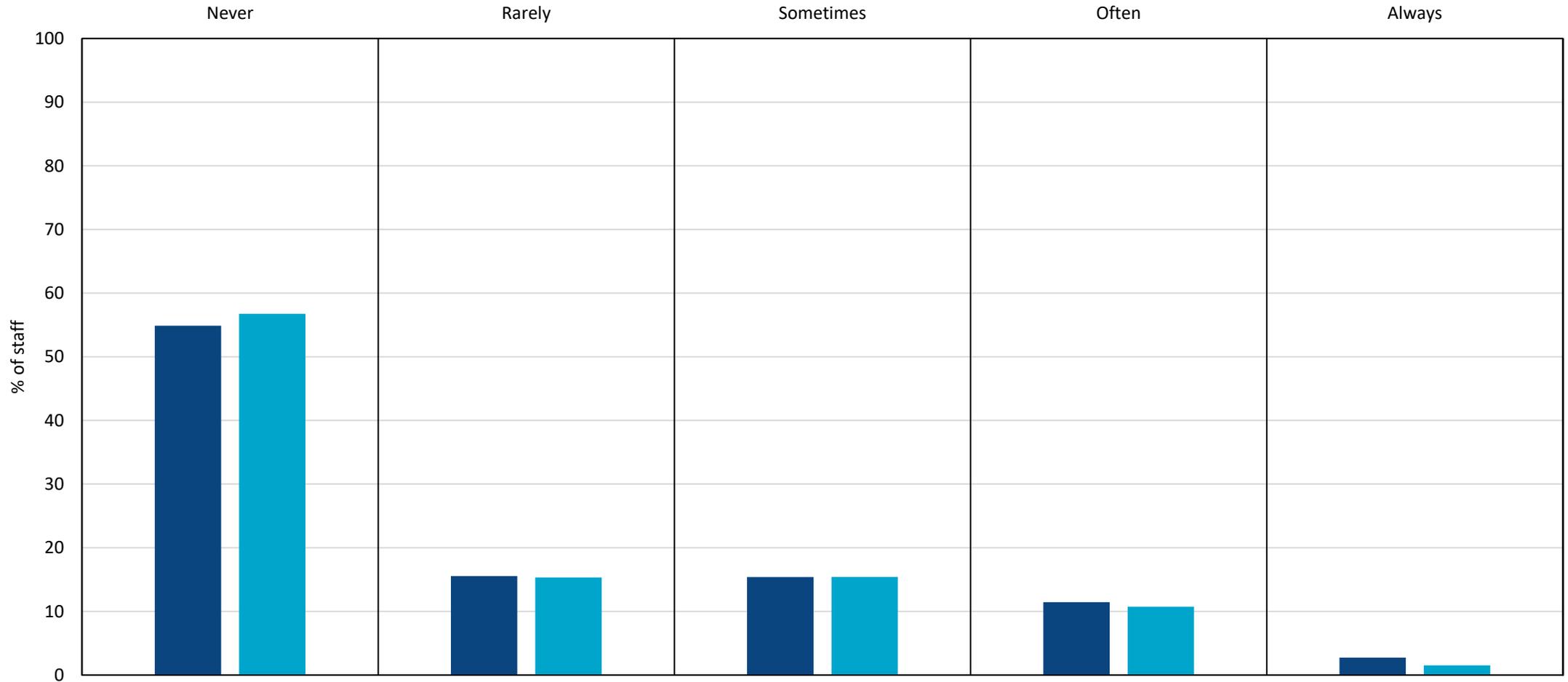
	Never	Rarely	Sometimes	Often	Always
Your org	54.88%	15.56%	15.39%	11.43%	2.74%
Average	56.75%	15.34%	15.41%	10.73%	1.52%
Responses	11012	11012	11012	11012	11012
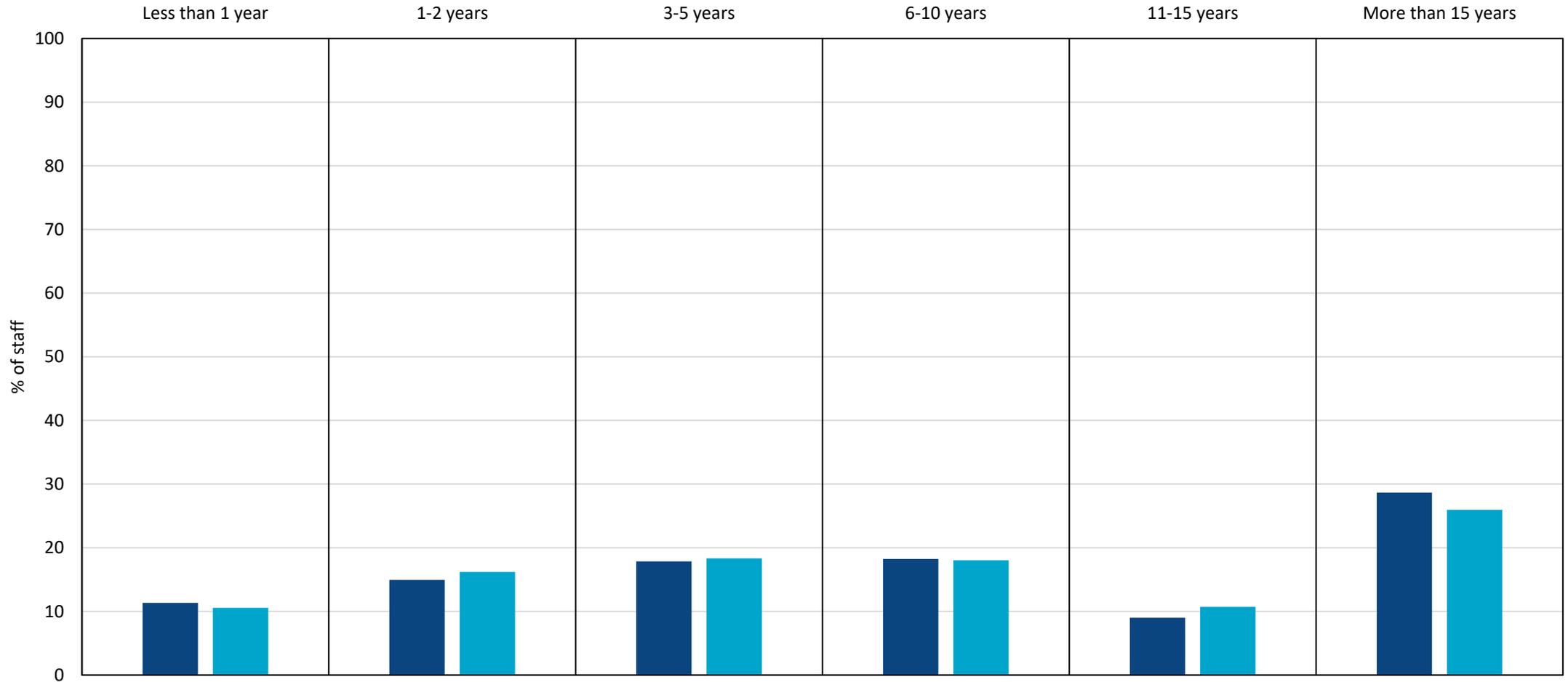
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	11.33%	14.93%	17.86%	18.23%	9.00%	28.65%
Average	10.57%	16.18%	18.32%	18.03%	10.71%	25.95%
Responses	11019	11019	11019	11019	11019	11019

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

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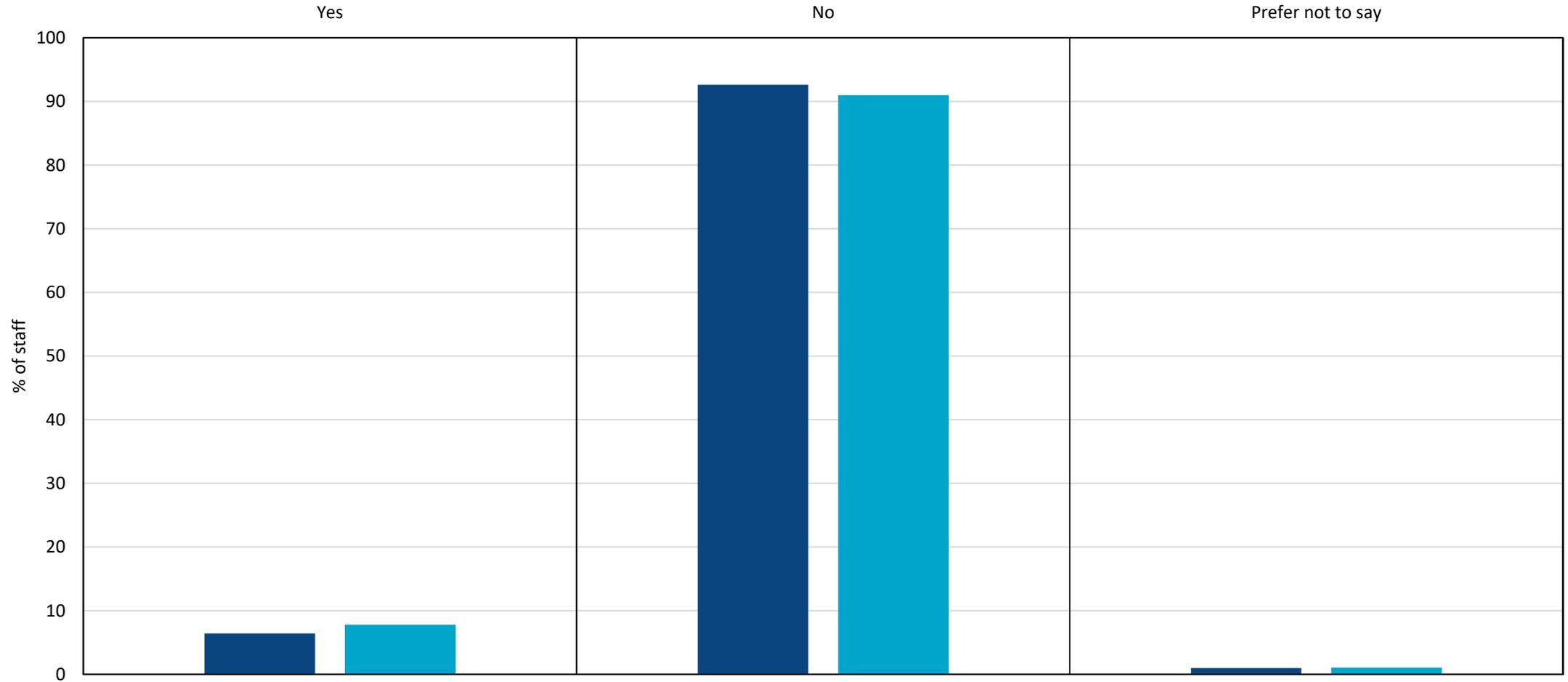
NHS

	Yes	No	Prefer not to say
Your org	6.42%	92.61%	0.97%
Average	7.79%	90.98%	1.04%
Responses	10594	10594	10594
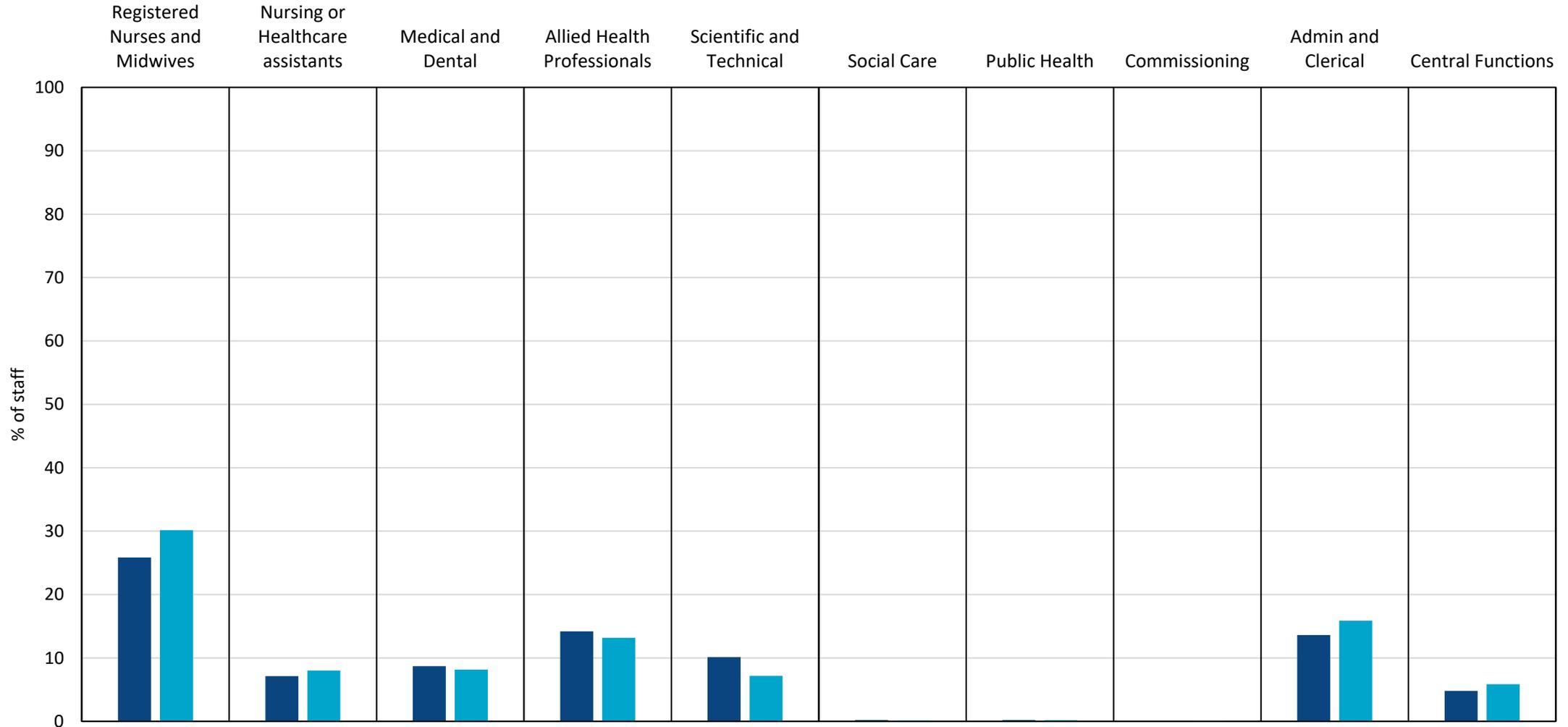
	Registered Nurses and Midwives	Nursing or Healthcare assistants	Medical and Dental	Allied Health Professionals	Scientific and Technical	Social Care	Public Health	Commissioning	Admin and Clerical	Central Functions
Your org	25.85%	7.13%	8.71%	14.19%	10.14%	0.20%	0.20%	0.04%	13.62%	4.80%
Average	30.16%	8.01%	8.16%	13.19%	7.17%	0.15%	0.19%	0.07%	15.88%	5.86%
Responses	10849	10849	10849	10849	10849	10849	10849	10849	10849	10849
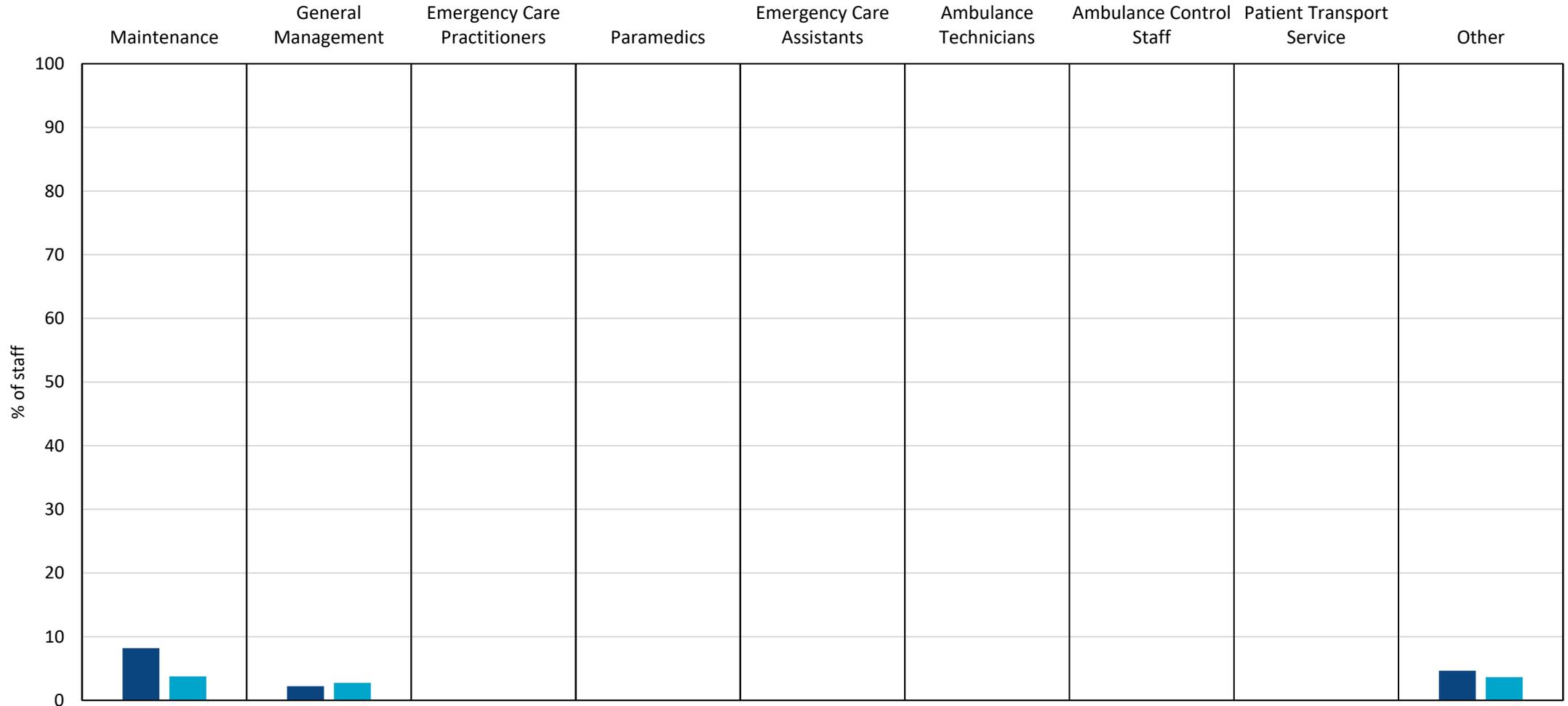
	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	8.20%	2.21%	0.01%	0.03%	0.01%	0.00%	0.00%	0.01%	4.65%
Average	3.76%	2.74%	0.02%	0.00%	0.03%	0.00%	0.00%	0.00%	3.63%
Responses	10849	10849	10849	10849	10849	10849	10849	10849	10849

Appendices

Appendix A: Response rate

Response rate
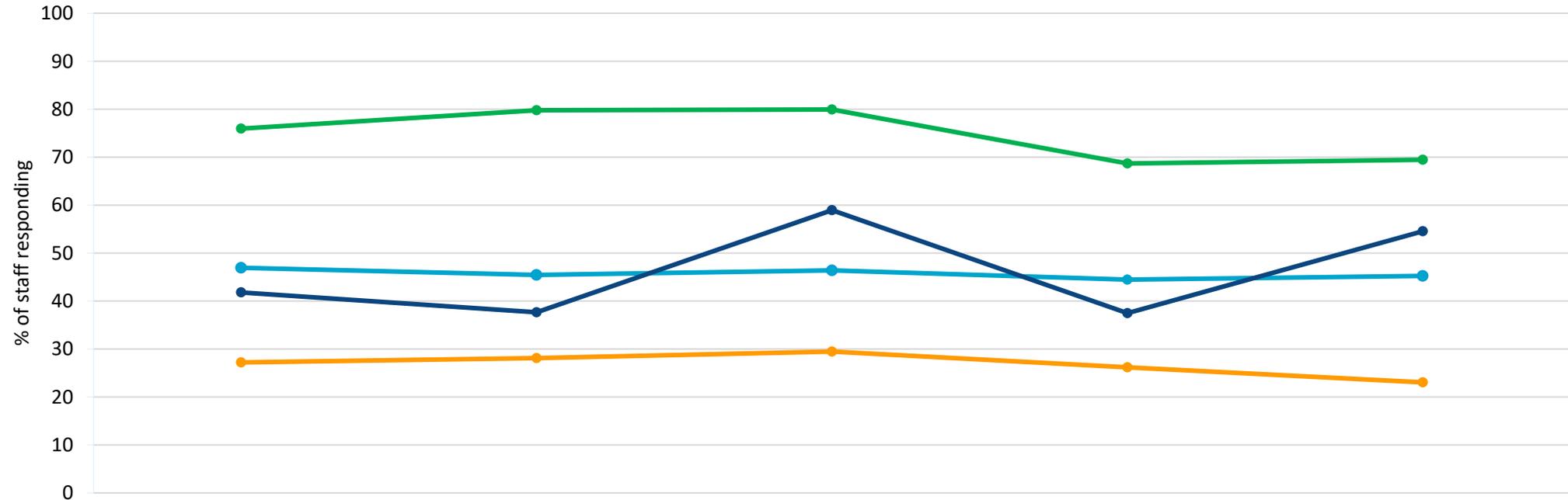
	2019	2020	2021	2022	2023
Your org	41.80%	37.66%	58.94%	37.47%	54.56%
Highest	75.96%	79.77%	79.95%	68.69%	69.45%
Average	46.93%	45.43%	46.38%	44.46%	45.23%
Lowest	27.20%	28.09%	29.47%	26.17%	23.03%
Responses	7313	6887	11408	7529	11138

Appendix B: Significance testing
2022 vs 2023

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 2022 and 2023*. For more details please see the technical document.

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.28	7491	7.41	11065	Significantly higher
We are recognised and rewarded	5.79	7502	6.01	11062	Significantly higher
We each have a voice that counts	6.77	7441	6.89	10958	Significantly higher
We are safe and healthy	5.93	7424	6.11	10911	Significantly higher
We are always learning	5.60	7169	5.85	10346	Significantly higher
We work flexibly	6.08	7469	6.35	10975	Significantly higher
We are a team	6.67	7473	6.85	11047	Significantly higher
Themes					
Staff Engagement	6.84	7503	7.03	11080	Significantly higher
Morale	5.69	7499	5.98	11082	Significantly higher

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

Appendix C: Tips on using your benchmark report

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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. All of 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.
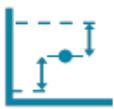
A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from 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.

Note. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2023.

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 important point of reference.

Areas to improve

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

Positive outcomes

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

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagememt	Morale
Your org	7.0	5.5	6.4	5.8	5.1	5.6	6.4	6.5	5.4
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	8284	8225	8175	8244	7877	8187	8264	8288	8294

Only one example is highlighted for each point

Review trend data

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

|	2019	2020	2021	2022	2023
Your org	12.4%	11.5%	12.5%	13.4%	17.0%
Best result	9.5%	8.7%	8.7%	9.1%	7.3%
Average result	13.2%	12.5%	13.4%	14.1%	13.5%
Worst result	22.2%	18.6%	21.3%	21.4%	27.0%
Responses	1200	1115	1200	1200	592

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

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

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

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

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

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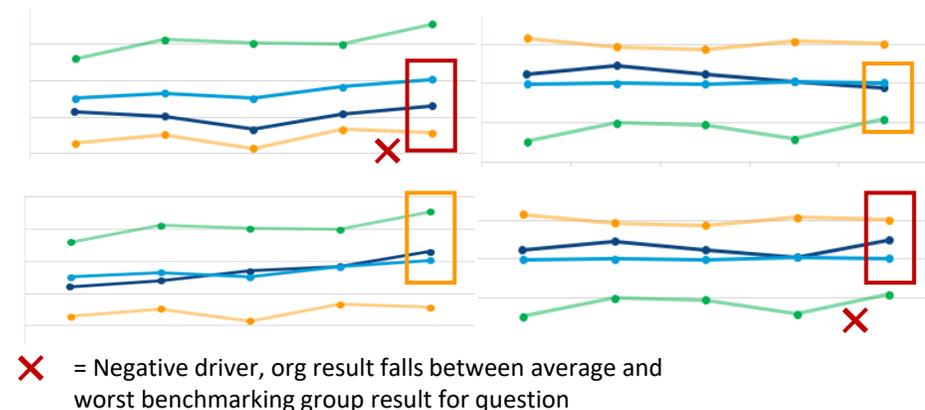
This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide 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).
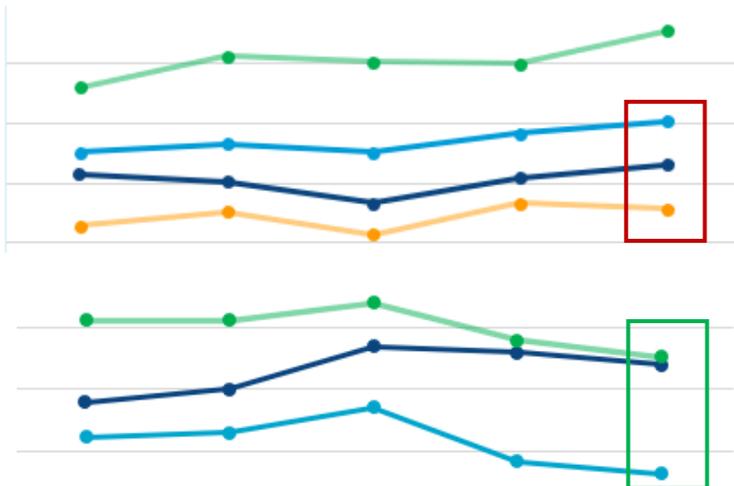
➢ **To identify areas of concern:** look for questions where the organisation value falls between the benchmarking group average and the worst result, particularly questions where your organisation result is very close to the worst result. Review changes in the trend data to establish if there has been 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 Document: 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 Leeds Teaching Hospitals NHS 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.