

Meeting title:	Trust Board	Public Trust Board paper J				
Date of the meeting:	14 March 2024					
Title:	NHS Staff Survey 2023					
Report presented by:	Clare Teeney, Chief People Officer					
Report written by:	Zoe Marsh Deputy Chief People Officer					
Action – this paper is for:	Decision/Approval		Assurance	x	Update	x
Where this report has been discussed previously	N/A					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which

No

Impact assessment

Upon receipt of all of our reports and data from IQVIA and the Staff Survey Coordination Centre, commitments to improvement will be made that will have a positive impact on our workforce.

Acronyms used:
 UHL – University Hospitals of Leicester
 CMGs – Clinical Management Groups

Purpose of the Report

The purpose of this report is to share the Trust’s results of the NHS Staff Survey conducted in 2023. This report provides detailed analysis of key themes in respect of improvements and areas of focus for 2024. This report also sets out the activities that will be undertaken over the months through to the launch of the next survey to share the results across the organisation, and what actions will be completed to continual sustain improved staff experience.

Recommendation

The Committee are recommended to:

- Receive and note the report on the NHS Staff Survey.

Main report detail

Background

Research shows a direct correlation between staff experience and patient outcomes¹, therefore ensuring the best possible experience for our staff is one of the most important things for us to do as a Trust.

One of the key mechanisms to understand staff experience, is through the Annual NHS Staff Survey. The survey provides rich data on the lived experience of staff working in the NHS. The survey is one of the largest workforce surveys in the world and is carried out every year to improve staff experiences across the NHS. The survey is aligned to the NHS People Promise pillars:

Key headlines

- Significant improvements were seen in “I would recommend my organisation as a place to work.” With 63% staff agreeing with this statement, which is above the national average, and a 9% improvement compared to 2022. Placing the Trust in the top 5 Most improved places to work for Acute Trusts.
- The Trust response rate for the 2023 NHS Staff Survey was 58%² with over 10,000 people completing the survey, which is the Trust’s highest response rate to-date with an 10% increase from 2022, we have also achieved the ambition of a higher response rate than the NHS median.
- The Trust overall staff engagement score has increased from 2022 and is above the national average.
- The Trust has achieved scores that are above the national average across each of the People Promise domains and has achieved a significant improvement compared to the Trust’s 2022 results.
- Improvements were seen in staff recommending “If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.” seeing a 5% increase compared to 2022.
- The staff survey is categorised under 8 themes and domains. Statistical significance testing has shown significantly higher scores across every theme/domain when compared to 2022.
- We have scored significantly better than our 2022 results across 79³ of the questions.
- The Trust has also scored significantly better than other NHS Trusts across 78 of the questions.
- We have seen large shifts in positive responses from staff in questions relating to; health & wellbeing, flexible working & work life balance, speaking-up, line management, development, and appraisal.
- 7% fewer staff have indicated that they are considering leaving the organisation when compared to last year, we have achieved better results than the national average for this question.
- We have received over 2000 free-text comments which are currently being thematically analysed, but largely mirror the improvements and areas of focus arising from our staff survey results.
- Insights in national trends from the survey, against categories and professions will also be analysed to provide further context to our local results. Early analysis shows a sharp increase across England of staff who have experienced discrimination.

¹ [Employee engagement and NHS performance \(kingsfund.org.uk\)](https://www.kingsfund.org.uk/employee-engagement-and-nhs-performance)

² 10,434 out of 17,855 employees

³ 79 of 103 questions

National averages are for Acute & Community Sector comparators

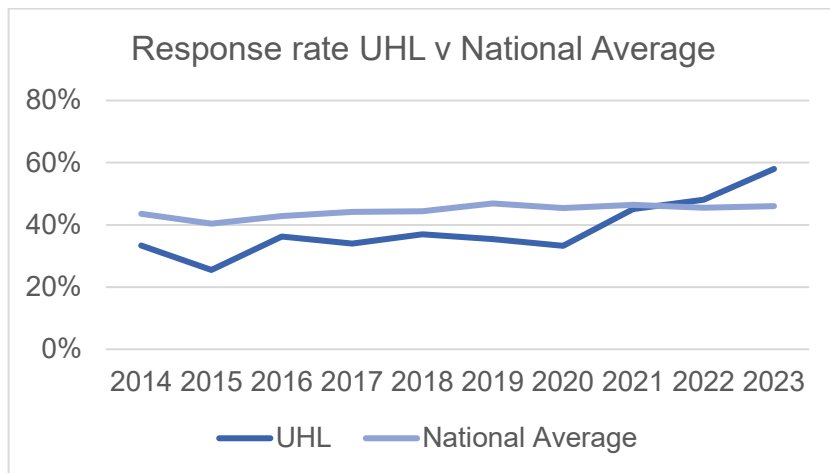
Trust response rate

High response rates to the NHS Staff Survey are desirable because they are typically associated with highly representative data. The Trust response rate for the 2023 NHS Staff Survey was **58%**⁴, which demonstrates a 10% increase from 2022, we have also achieved the ambition of a higher response rate than the NHS median, which was 45%. The best response rate nationally amongst the Acute Trust sector was 69%.

Achieving a 58% response rate is a huge achievement for the Trust, demonstrating continuous improved staff engagement, which in turn will provide us with valuable insights that will inform our plans aligned to the Trust’s strategic goal of, A Great Place to Work.

Bank only staff⁵ were also surveyed this year, achieving a Trust response rate of **19%**⁶, the national average response rates of bank staff for organisations using our Staff Survey supplier is 19%.

Graph 1: Timeline of Trust response rates to the NHS Staff Survey 2014-2023



Trust results and national comparison

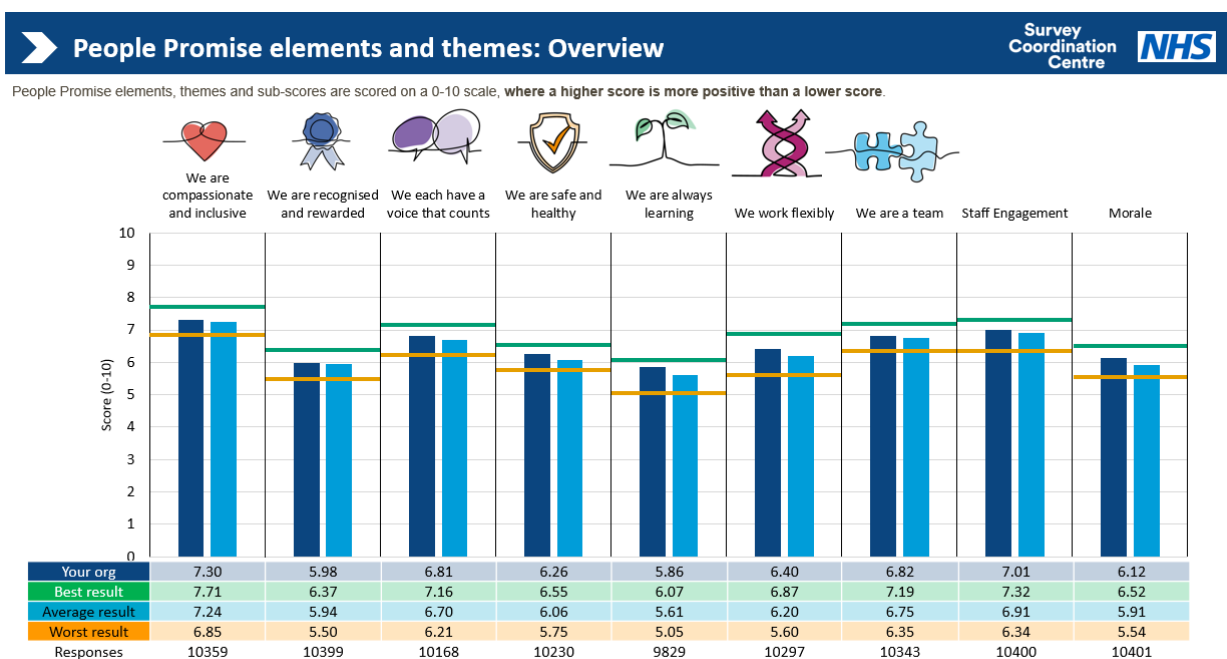
As shown in graph 2, the Trust has achieved scores that are above the national average across each of the People Promise domains and has achieved a significant improvement across all People Promises domains when compared to the Trust’s 2022 results.

⁴ 10,434 out of 17,855 employees

⁵ Bank only – are workers who do not hold a substantive contract with the Trust

⁶ 381 out of 1990 bank-only staff

Graph 2: Trust results broken down by People Promise domain with national comparison.



University Hospitals of Leicester NHS Trust Benchmark report

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Statistical significance testing has shown significantly higher scores across every theme/domain when compared to 2022, as shown in table 1 below.

Table 1: People Promise element score significance

People Promise elements	2022 score	2023 score	Statistically significant change?
We are compassionate and inclusive	7.09	7.3	Significantly higher
We are recognised and rewarded	5.63	5.98	Significantly higher
We each have a voice that counts	6.63	6.81	Significantly higher
We are safe and healthy	5.95	6.26	Significantly higher
We are always learning	5.44	5.86	Significantly higher
We work flexibly	5.95	6.4	Significantly higher
We are a team	6.53	6.82	Significantly higher
Themes			
Staff Engagement	6.75	7.01	Significantly higher
Morale	5.72	6.12	Significantly higher

Within each of the People Promise Themes, questions are broken by sub-theme. The Trust has significantly improved across all People Promises compared to 2022, as shown in table 3.

Table 3: People Promise Sub-theme categories improvements 2022-2023

Sub Theme Category	Increase in positive responses compared to 2022
Appraisals	0.63
Work pressure	0.61
Flexible working	0.5
Health and safety climate	0.49
Work-life balance	0.45
Thinking about leaving (disagree responses)	0.45
Advocacy	0.39
Compassionate leadership	0.35
Line management	0.35
Burnout	0.34
Compassionate culture	0.31
Team working	0.27
Development	0.26
Involvement	0.25
Stressors	0.24
Raising concerns	0.23
Motivation	0.23
Autonomy and control	0.2
Negative experiences	0.17
Inclusion	0.16
Diversity and equality	0.09

Trust results at question level

The NHS Staff Survey contained 107 questions;

Across each of the 107 questions;

- 78 (73%) questions scored significantly better than the acute sector average.
- 7 (7%) questions scored significantly worse than the acute sector average.
- 22 (21%) questions showed now significant difference in relation to the acute sector average.
- 79 (74%) questions scored significantly better than in 2022.
- 3 (3%) questions scored significantly worse than in 2022.
- 25 (23%) showed no significance in relation to the 2022 score.

Advocacy questions

There are 2 questions within the Staff Survey that are used as external metrics by NHSE and regulators, these are in respect of, a place to work and receive care. For 2023;

- Significant improvements were seen in “I would recommend my organisation as a place to work.” With 63% staff agreeing with this statement, 3% above the national average, and a 9% improvement compared to 2022. The best result nationally amongst Acute Trust was 77%.
- Improvements were seen in staff recommending “If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.” At 62.85% which is similar to the national average of 63% and a 5% increase compared to 2022. The best result nationally amongst Acute Trust was 88%.

Area of required focus during 2024

The questions where the Trust achieved scores that require focus and improvement during 2024 pertain to;

- People indicating that they are not always reporting incidents of violence, harassment, bullying and abuse.
- People reporting experiencing discrimination, particularly on the grounds of ethnicity and/or religion.
- People feeling that the organisation does not provide challenging work.

Early analysis shows a sharp increase across England of staff who have experienced discrimination.

Trust-wide programmes of work, supplemented by local actions are in place to reduce negative experiences, this will be pro-actively rolled out and regularly communicated throughout 2024.

New questions

3 new questions were included for 2023, these questions related to, unwanted sexual behavior, food availability and home working. The Trust achieved positive responses to these questions that were above the national average for the Acute sector.

Free-text results

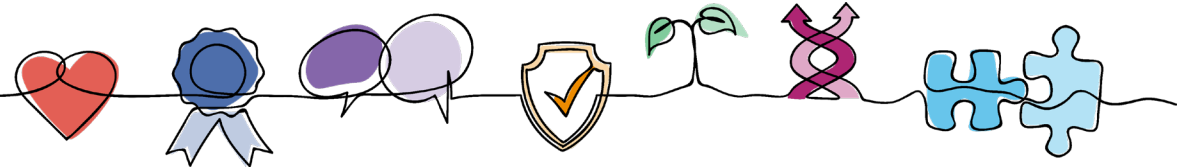
In addition to the question results, staff are also able to share with the Trust comments through free-text fields contained within the survey. 2284 free-text comments have been received and are currently being themed. Theming of the free text comments is expected to be completed by 15 March.

Next Steps

- **Phase 1** March- cascade and celebration of results, with thank you activities being undertaken across the Trust with signalling of major improvement themes for 2024.
- **Phase 2** – March/April facilitated results discussion at CMG and professional group level to determine areas of focus to support a detailed improvement plan / commitments published, aligned to an agreed framework.
- **Phase 3**, September – evidencing the work underway aligned to the plan.
- **Phase 4**, October – summarising progress in advance of survey opening, year-round approach to demonstrating change in response to feedback etc.

University Hospitals of Leicester NHS Trust

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<u>We work flexibly</u>	<u>71</u>		
<u>We are a team</u>	<u>74</u>		
<u>Staff Engagement</u>	<u>80</u>		
<u>Morale</u>	<u>84</u>		

Introduction

About this report

This benchmark report for University Hospitals of Leicester 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:



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

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.



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

People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes.

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

Note this is example data

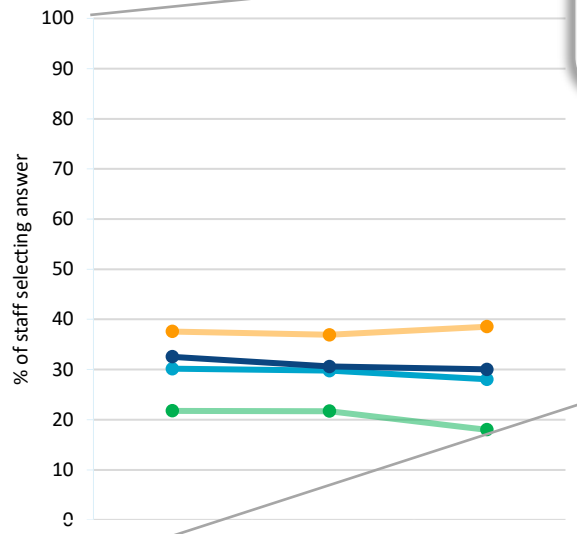
Question number and text (or summary measure) specified at the top of each slide.

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.

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

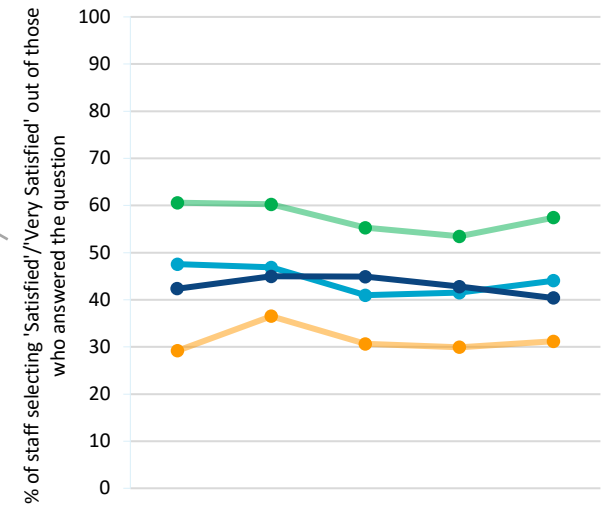
'Best result', 'Average result', and 'Worst result' refer to the **benchmarking group's** best, average and worst results.

Number of responses for the organisation for the given question.



	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

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



	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

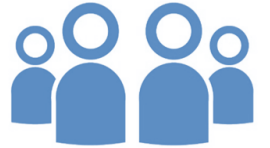
Tips on how to read, interpret and use the data are included in the Appendices

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

University Hospitals of Leicester NHS Trust

2023 NHS Staff Survey



Organisation details

Completed questionnaires **10434**

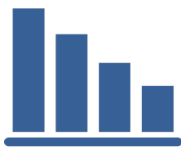
2023 response rate **58%**

Survey details

Survey mode **Mixed**

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



People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

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



We are compassionate and inclusive

We are recognised and rewarded

We each have a voice that counts

We are safe and healthy

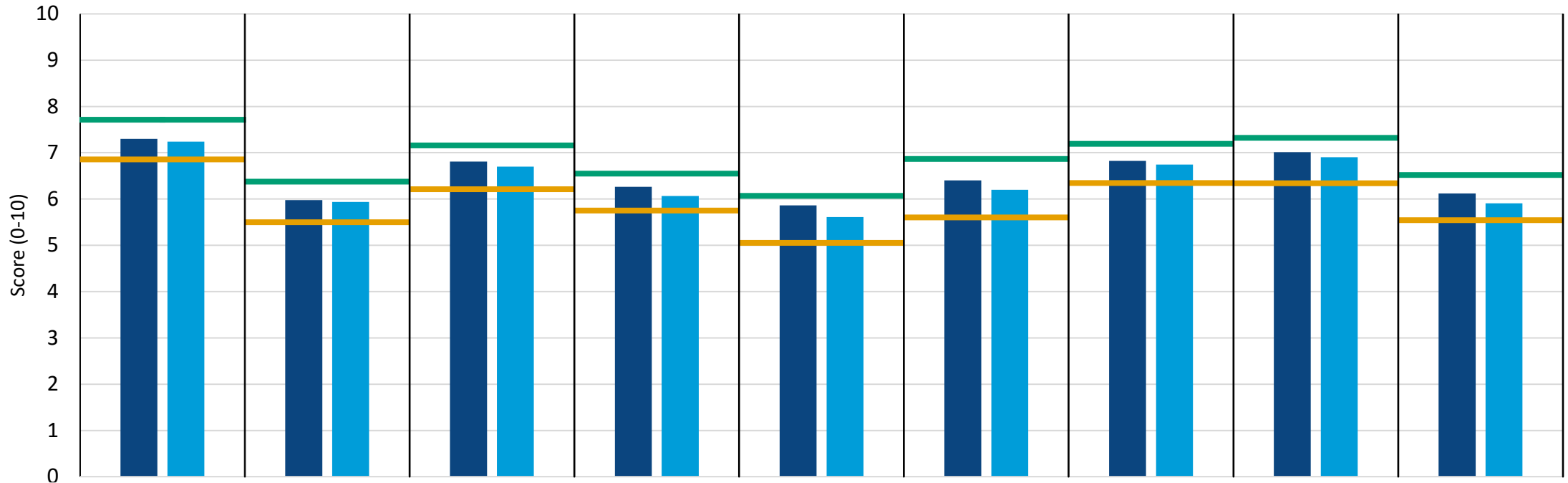
We are always learning

We work flexibly

We are a team

Staff Engagement

Morale

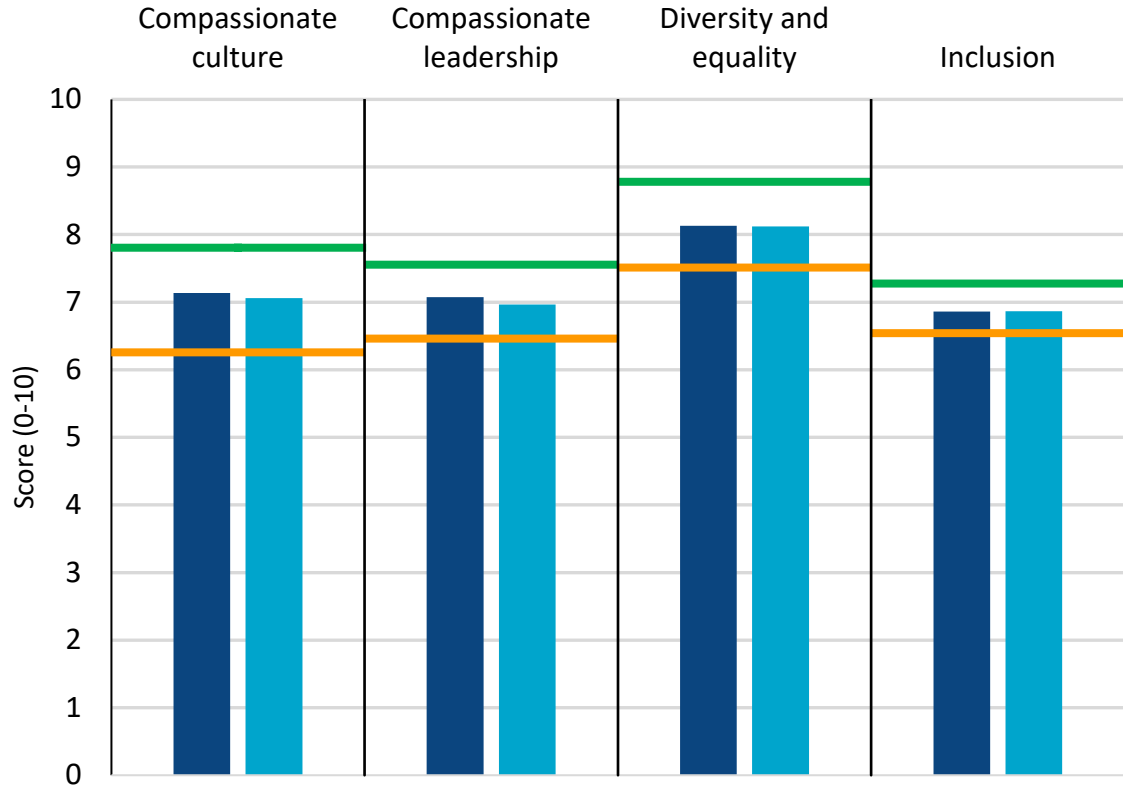


Your org	7.30	5.98	6.81	6.26	5.86	6.40	6.82	7.01	6.12
Best result	7.71	6.37	7.16	6.55	6.07	6.87	7.19	7.32	6.52
Average result	7.24	5.94	6.70	6.06	5.61	6.20	6.75	6.91	5.91
Worst result	6.85	5.50	6.21	5.75	5.05	5.60	6.35	6.34	5.54
Responses	10359	10399	10168	10230	9829	10297	10343	10400	10401

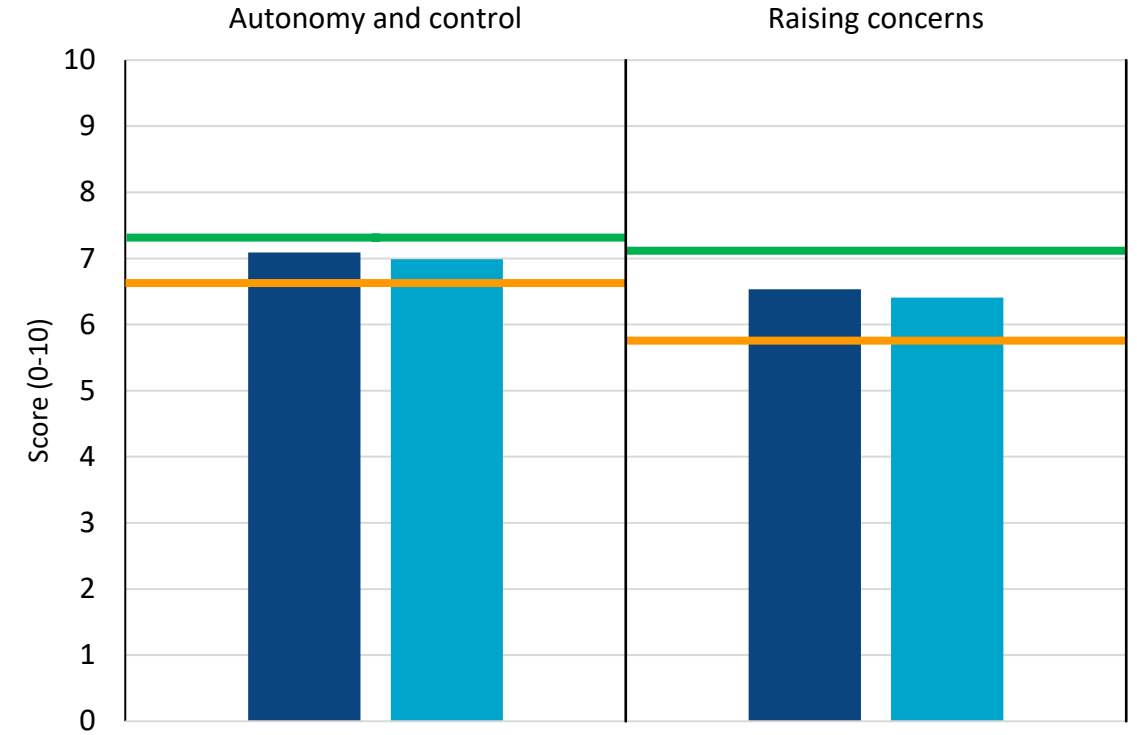
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.14	7.07	8.13	6.86
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	10320	10370	10319	10278

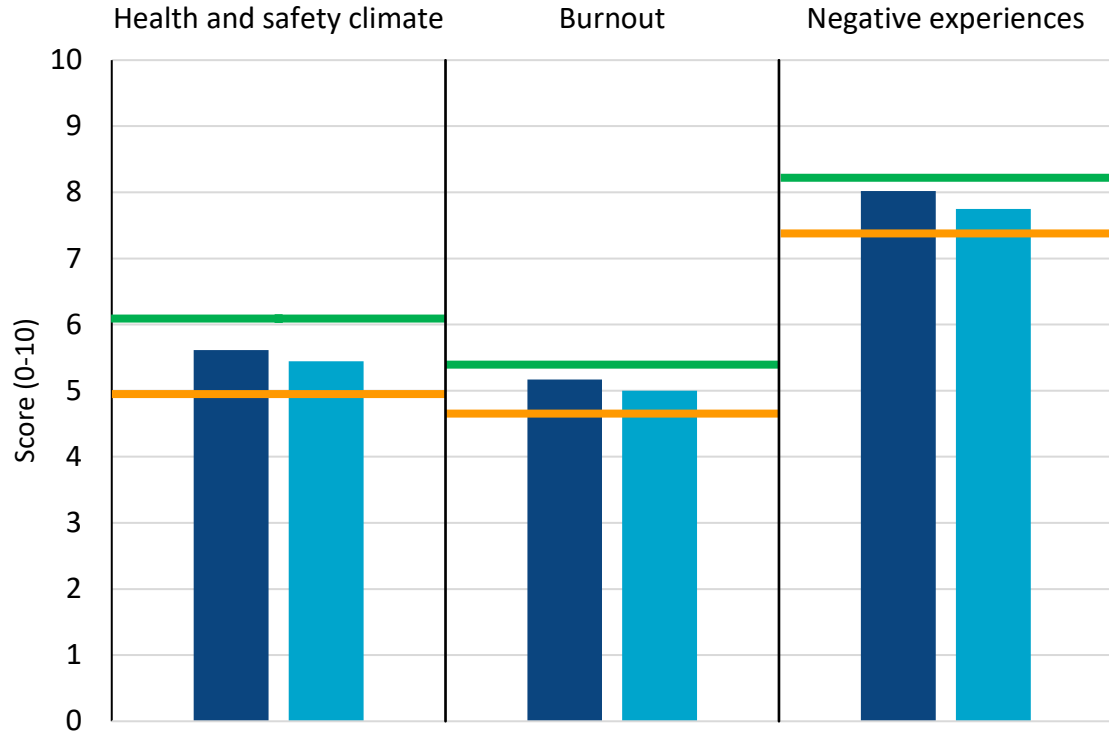
Your org	7.09	6.53
Best result	7.31	7.12
Average result	6.99	6.41
Worst result	6.63	5.76
Responses	10402	10186

Note. People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

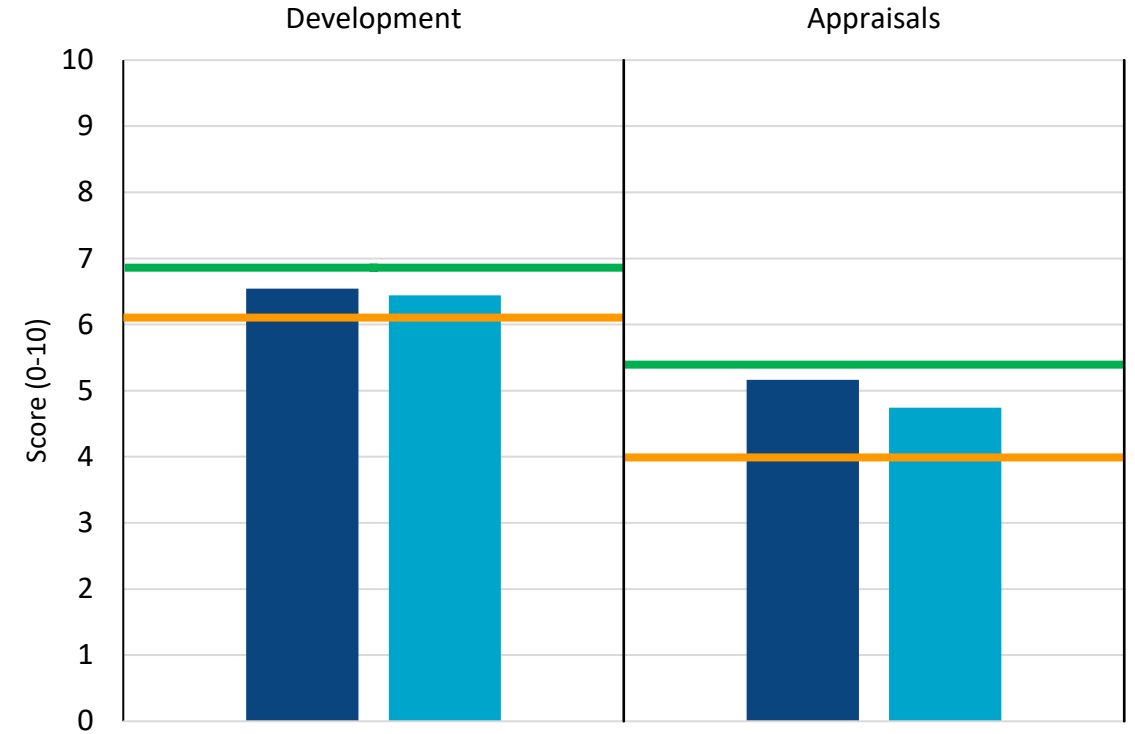
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



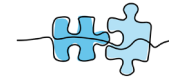
Your org	5.61	5.17	8.02
Best result	6.09	5.39	8.22
Average result	5.45	5.00	7.75
Worst result	4.95	4.65	7.38
Responses	10403	10364	10273

Your org	6.54	5.17
Best result	6.86	5.39
Average result	6.44	4.74
Worst result	6.10	3.99
Responses	10332	9846

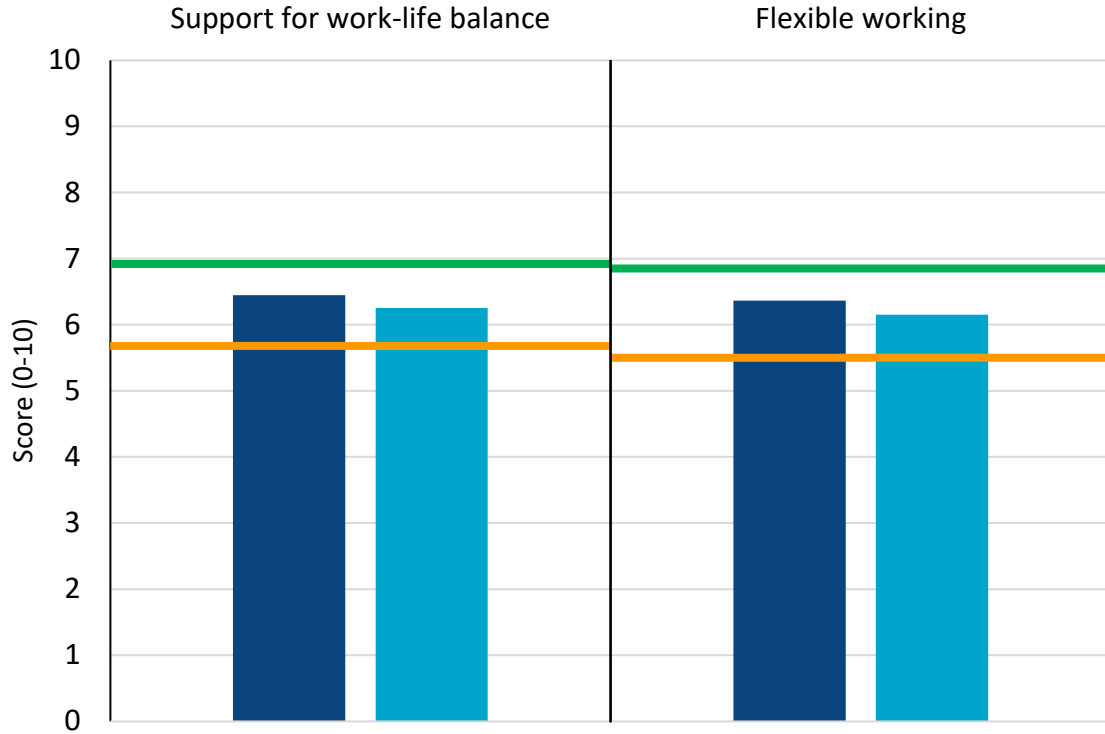
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.45	6.37
Best result	6.92	6.85
Average result	6.25	6.15
Worst result	5.68	5.50
Responses	10374	10333



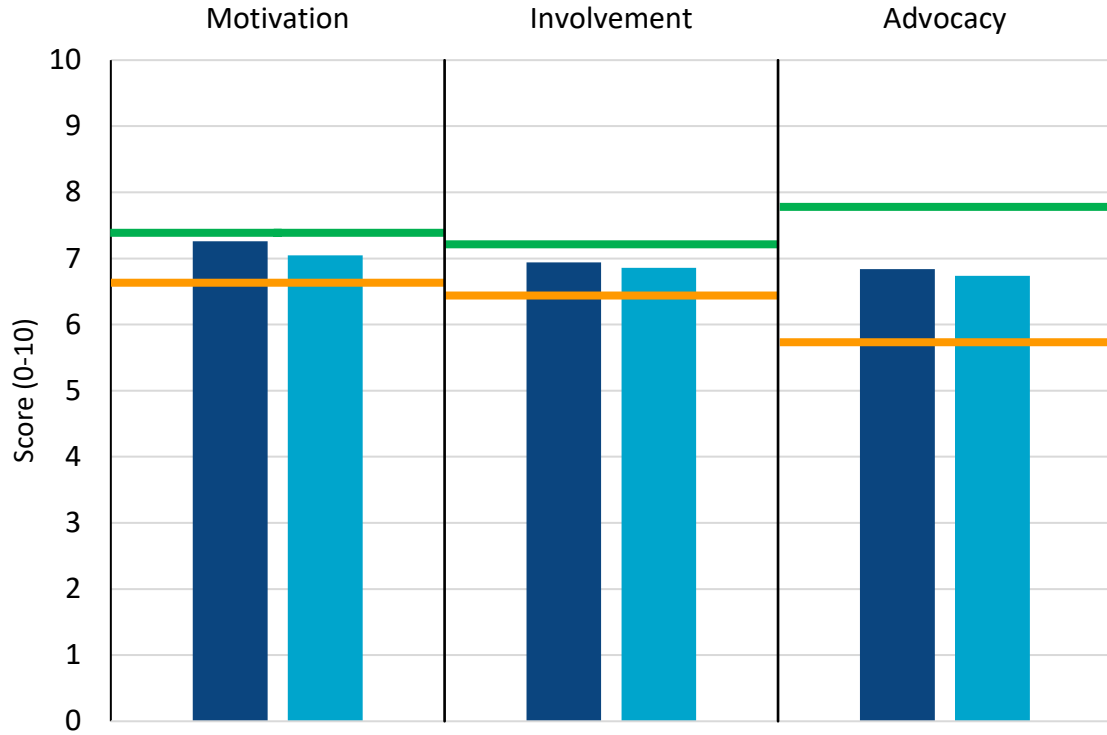
Your org	6.75	6.90
Best result	7.03	7.35
Average result	6.68	6.80
Worst result	6.29	6.30
Responses	10367	10377



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

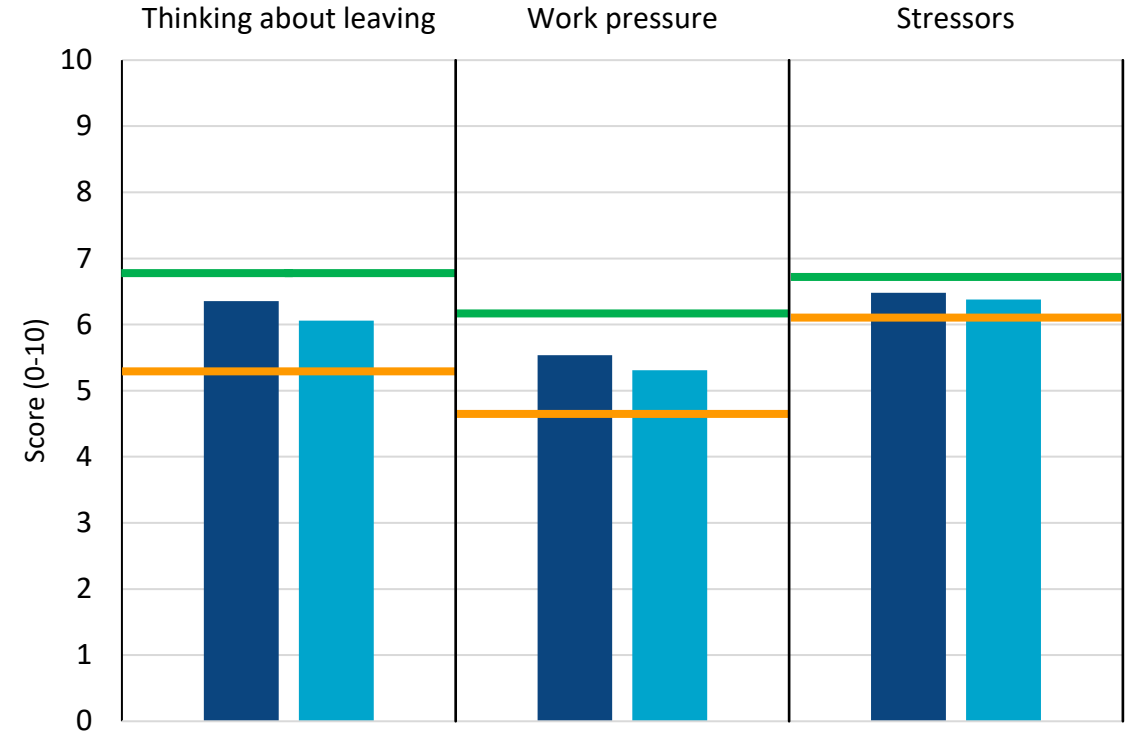
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	7.26	6.94	6.84
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	10202	10398	10317

Theme: Morale



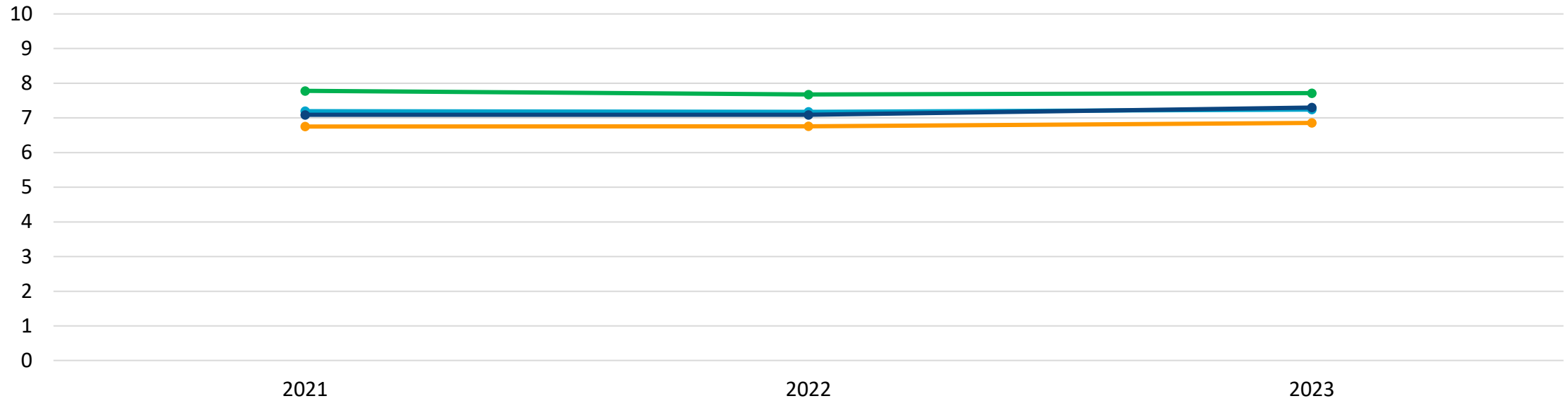
Your org	6.35	5.53	6.48
Best result	6.78	6.17	6.72
Average result	6.06	5.31	6.38
Worst result	5.29	4.65	6.11
Responses	10326	10400	10359

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

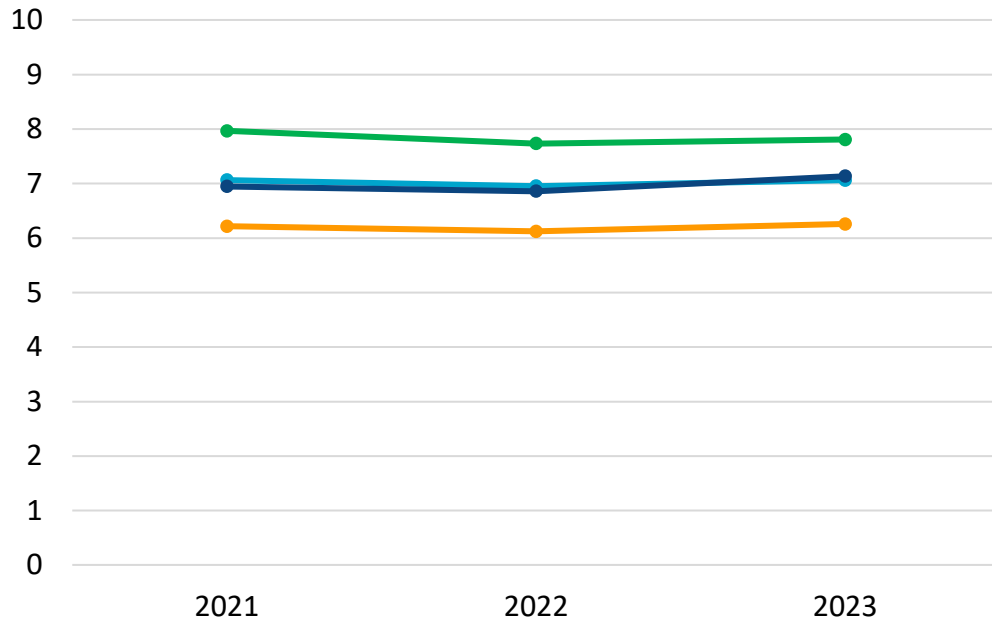


	2021	2022	2023
Your org	7.09	7.09	7.30
Best result	7.78	7.67	7.71
Average result	7.20	7.18	7.24
Worst result	6.75	6.76	6.85
Responses	6891	7972	10359

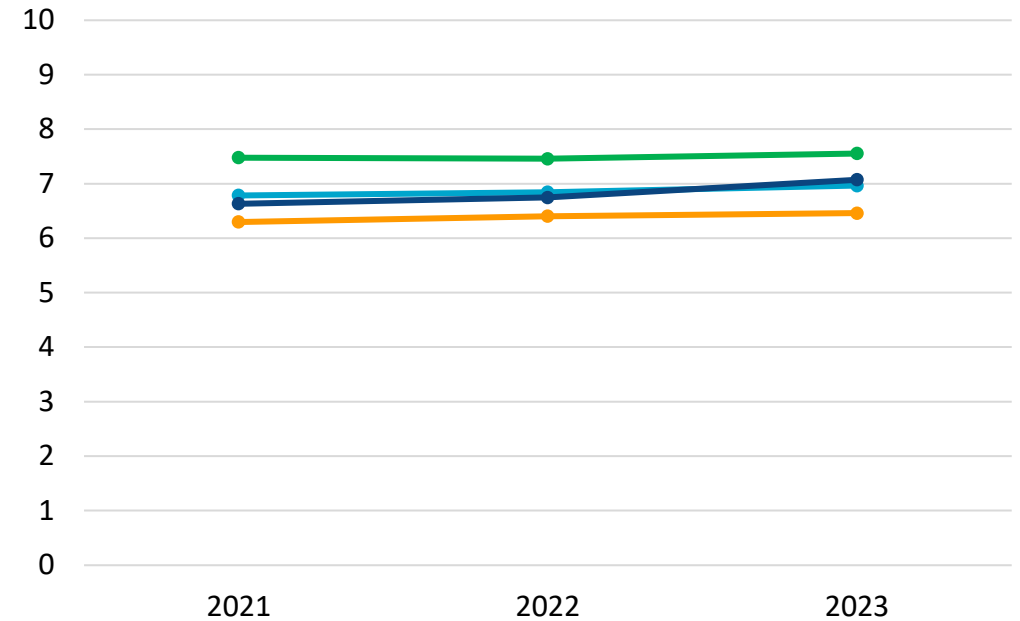
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership

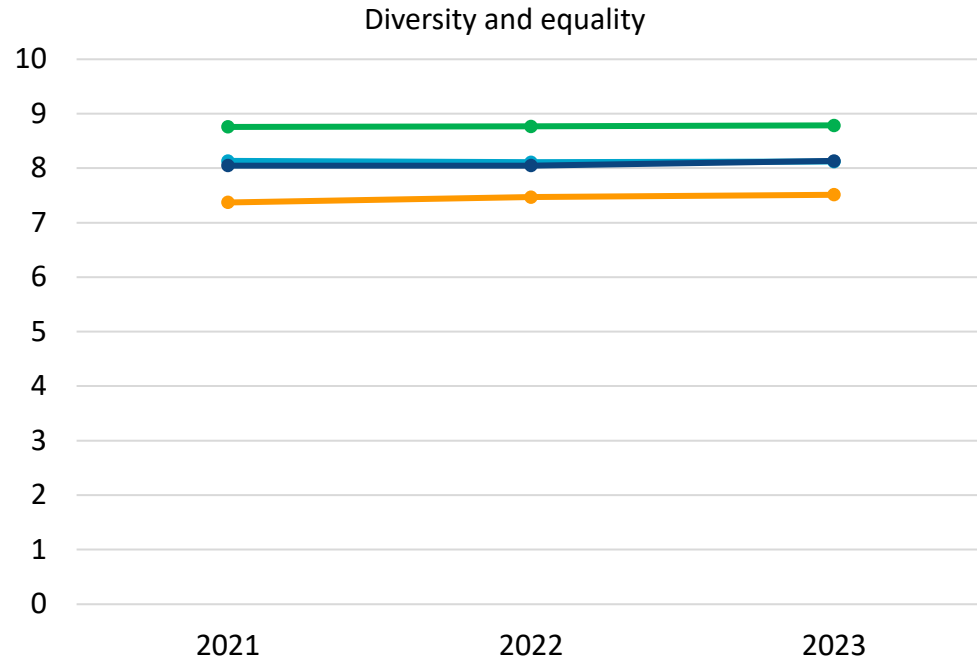


	2021	2022	2023
Your org	6.95	6.86	7.14
Best result	7.97	7.74	7.81
Average result	7.06	6.95	7.06
Worst result	6.22	6.12	6.26
Responses	6787	7941	10320

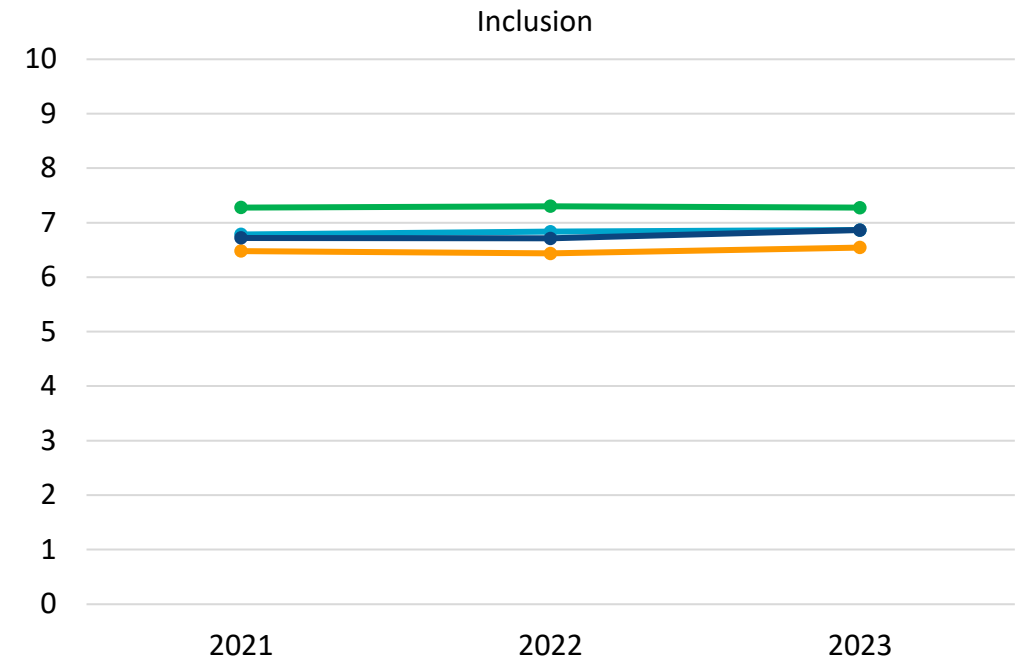
	2021	2022	2023
Your org	6.63	6.74	7.07
Best result	7.48	7.46	7.55
Average result	6.78	6.84	6.96
Worst result	6.30	6.40	6.46
Responses	6951	7968	10370

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)



	2021	2022	2023
Your org	8.05	8.05	8.13
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	6895	7950	10319



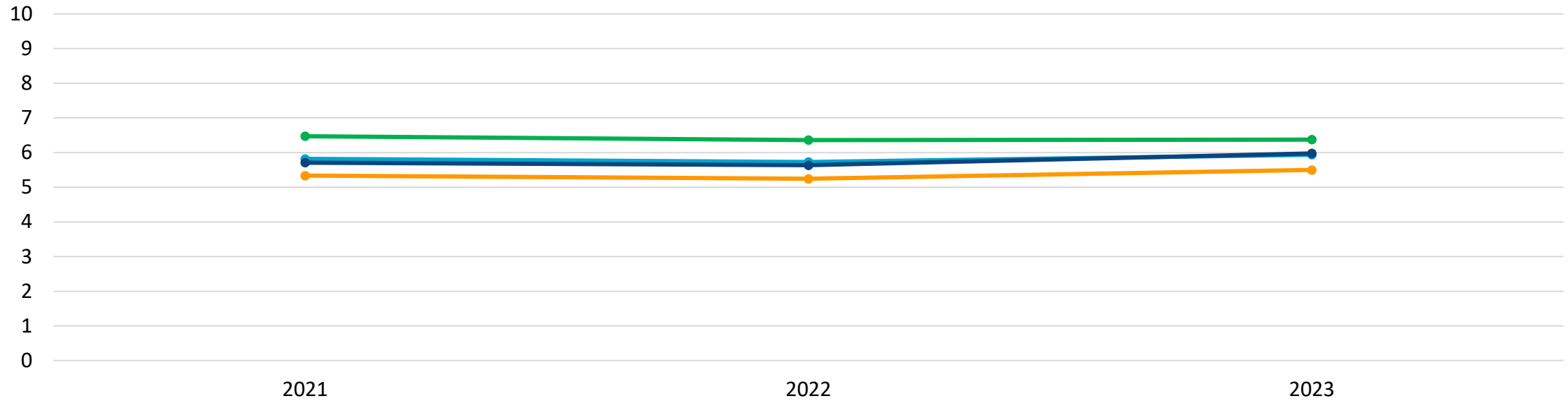
	2021	2022	2023
Your org	6.72	6.71	6.86
Best result	7.28	7.30	7.27
Average result	6.78	6.83	6.86
Worst result	6.48	6.44	6.54
Responses	6996	7974	10278

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



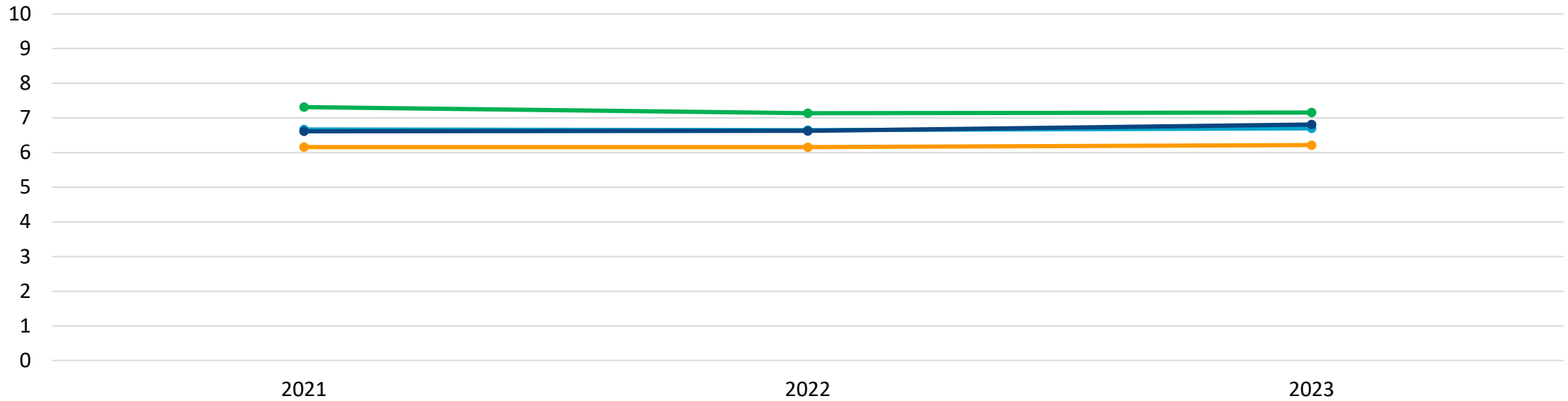
	2021	2022	2023
Your org	5.71	5.63	5.98
Best result	6.47	6.36	6.37
Average result	5.82	5.73	5.94
Worst result	5.34	5.24	5.50
Responses	7132	7990	10399

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



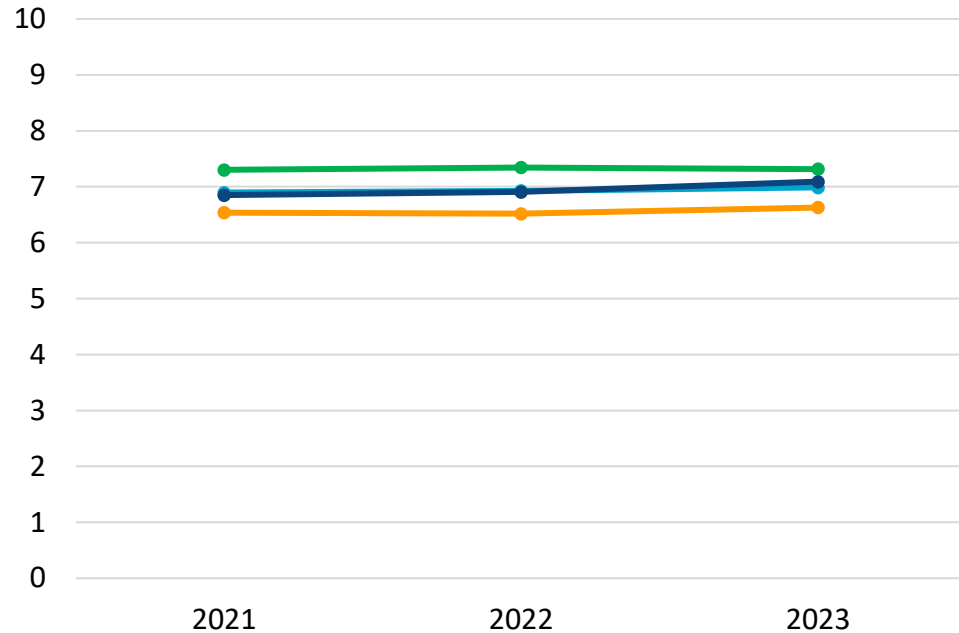
	2021	2022	2023
Your org	6.61	6.63	6.81
Best result	7.31	7.14	7.16
Average result	6.67	6.65	6.70
Worst result	6.16	6.16	6.21
Responses	6773	7903	10168

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

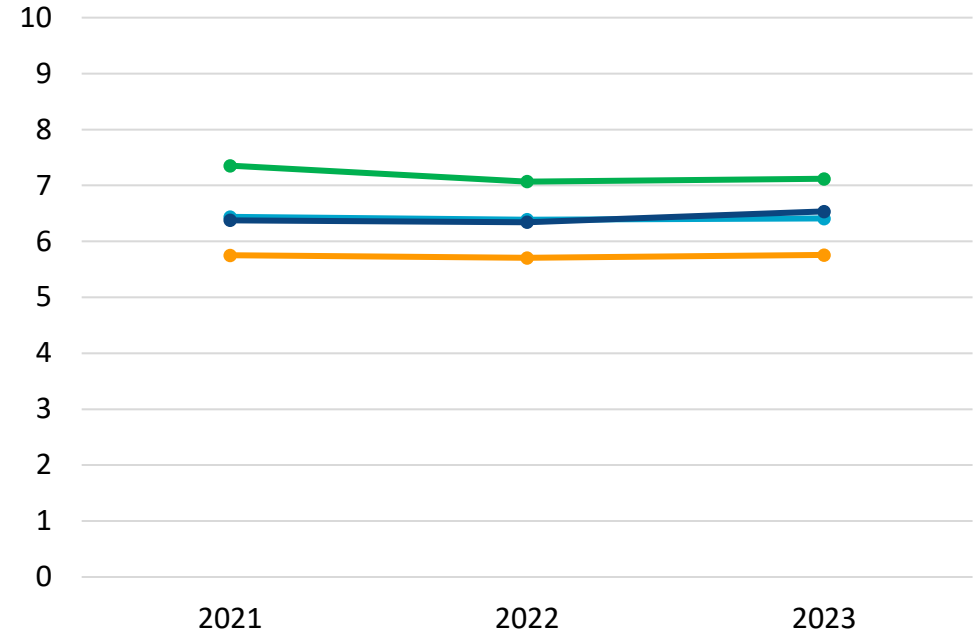


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023
Your org	6.85	6.91	7.09
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	7154	7988	10402

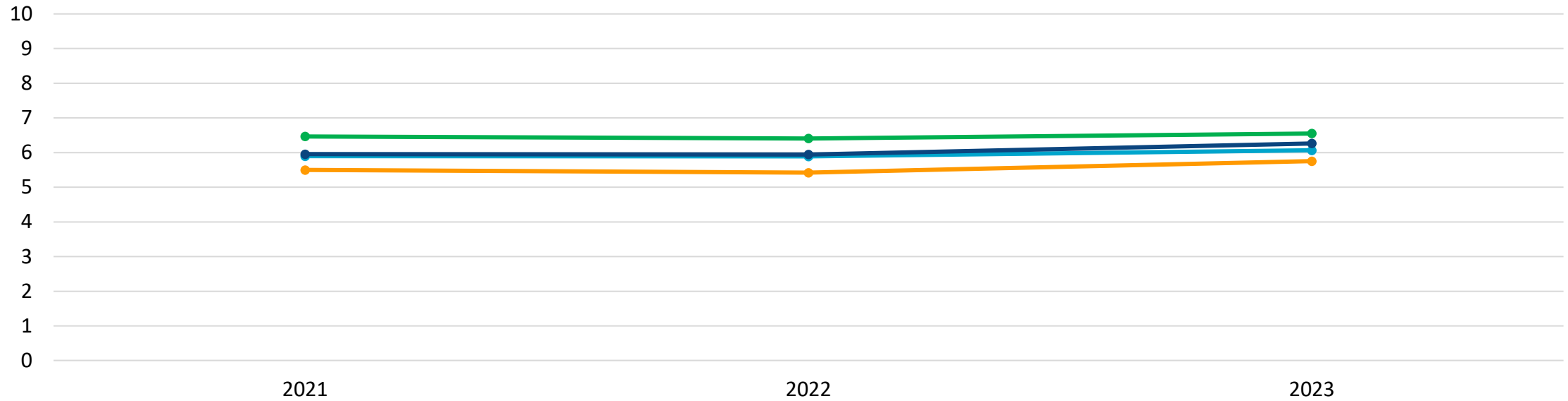
	2021	2022	2023
Your org	6.38	6.34	6.53
Best result	7.35	7.07	7.12
Average result	6.44	6.39	6.41
Worst result	5.75	5.71	5.76
Responses	6776	7910	10186

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



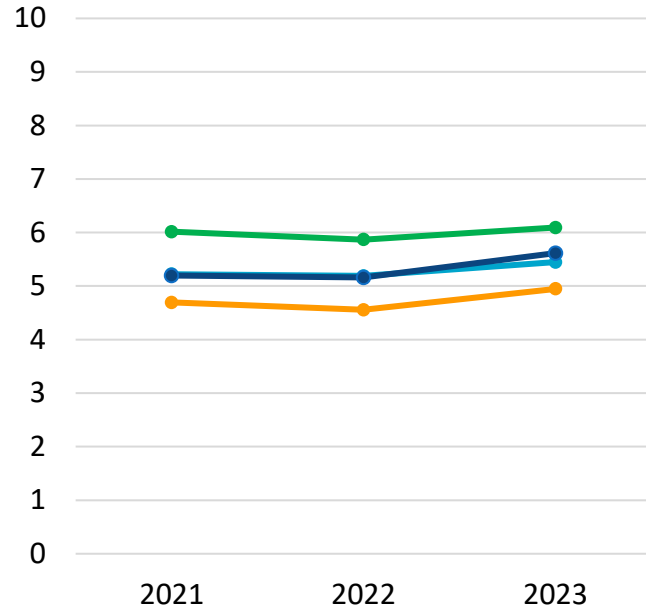
	2021	2022	2023
Your org	5.95	5.95	6.26
Best result	6.47	6.41	6.55
Average result	5.90	5.89	6.06
Worst result	5.50	5.42	5.75
Responses	6868	7897	10230

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.



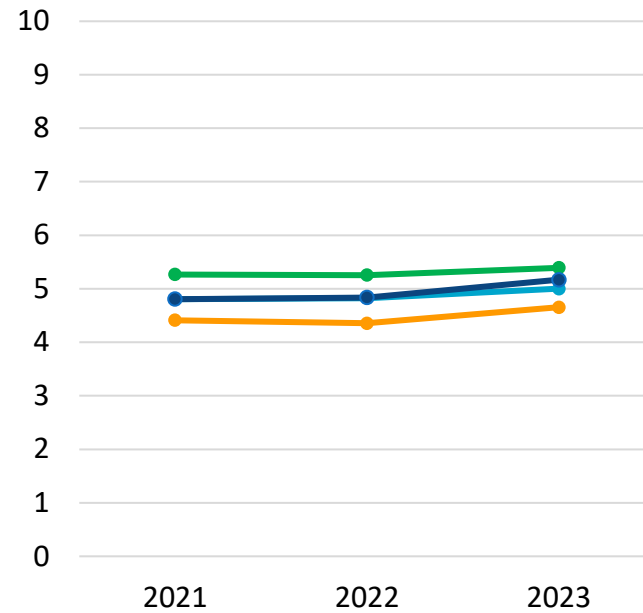
Promise element 4: We are safe and healthy

Health and safety climate



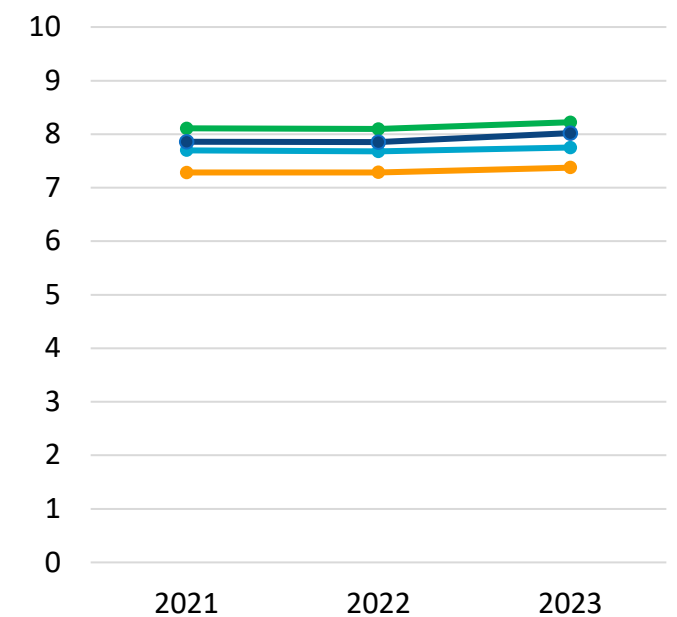
	2021	2022	2023
Your org	5.20	5.16	5.61
Best result	6.01	5.87	6.09
Average result	5.22	5.19	5.45
Worst result	4.69	4.56	4.95
Responses	7149	7986	10403

Burnout



	2021	2022	2023
Your org	4.81	4.84	5.17
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	6910	7962	10364

Negative experiences



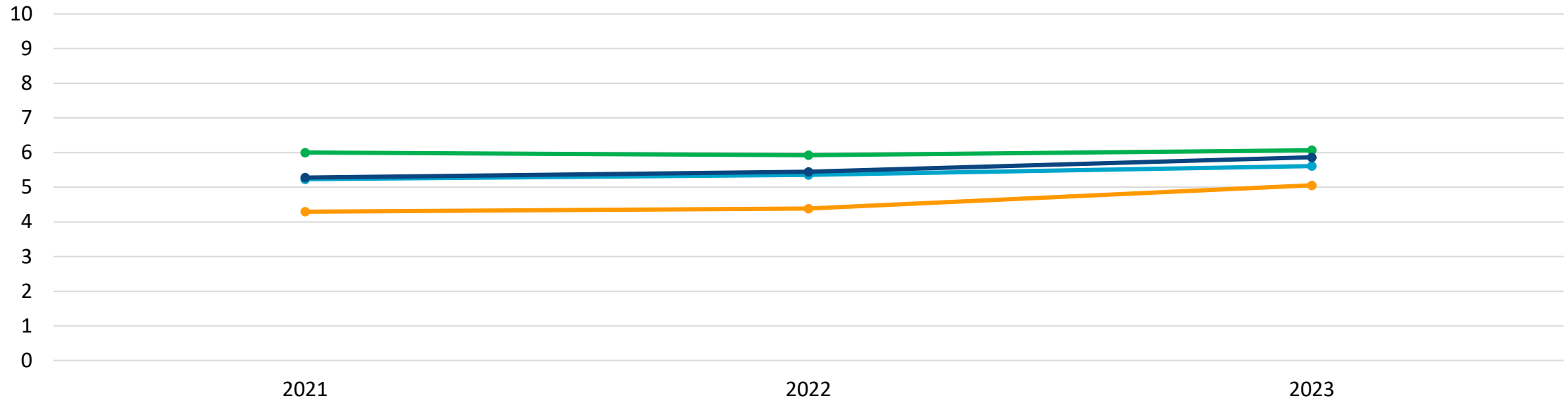
	2021	2022	2023
Your org	7.86	7.85	8.02
Best result	8.11	8.10	8.22
Average result	7.70	7.68	7.75
Worst result	7.28	7.29	7.38
Responses	6883	7930	10273

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



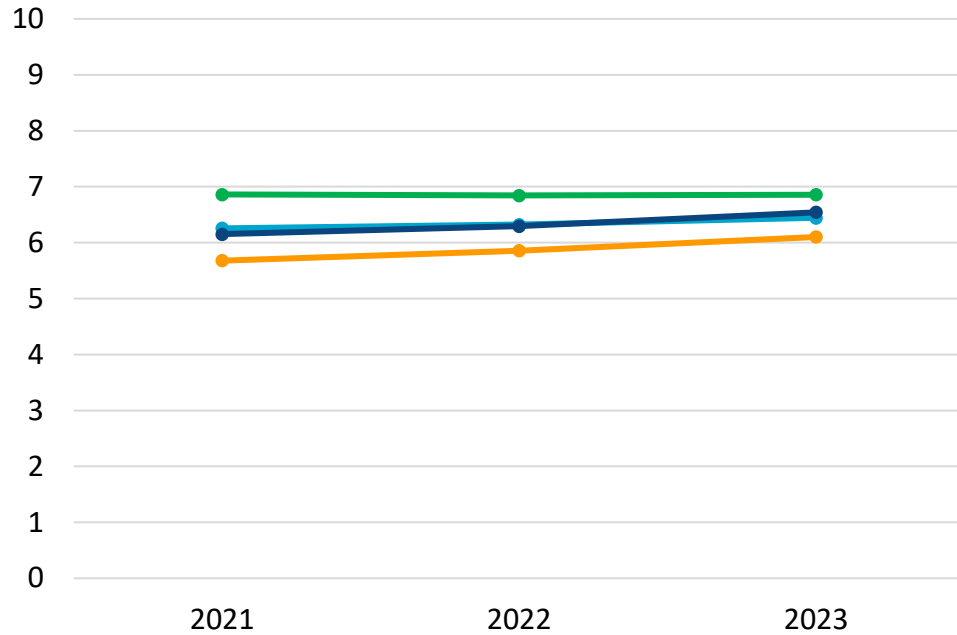
	2021	2022	2023
Your org	5.28	5.44	5.86
Best result	6.00	5.92	6.07
Average result	5.23	5.35	5.61
Worst result	4.30	4.38	5.05
Responses	6603	7589	9829

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.



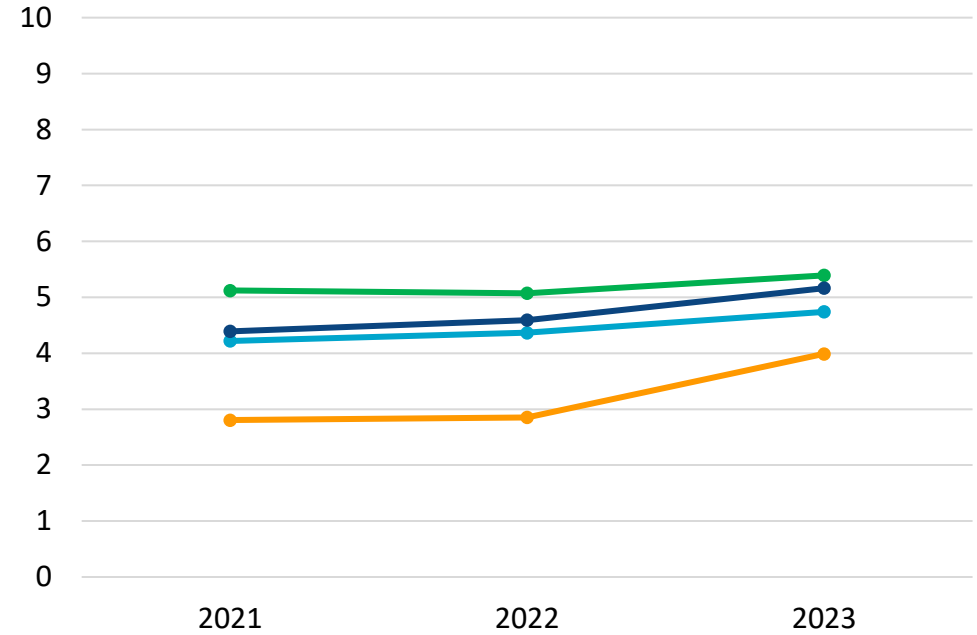
Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.15	6.29	6.54
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	6848	7943	10332

Appraisals



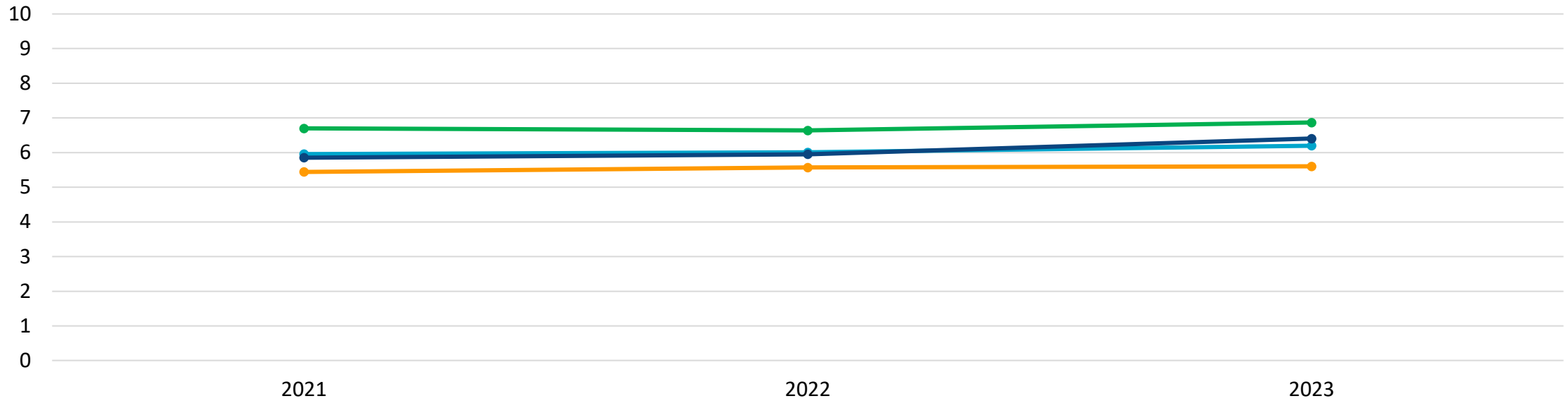
	2021	2022	2023
Your org	4.39	4.59	5.17
Best result	5.12	5.07	5.39
Average result	4.22	4.37	4.74
Worst result	2.81	2.85	3.99
Responses	6638	7632	9846

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



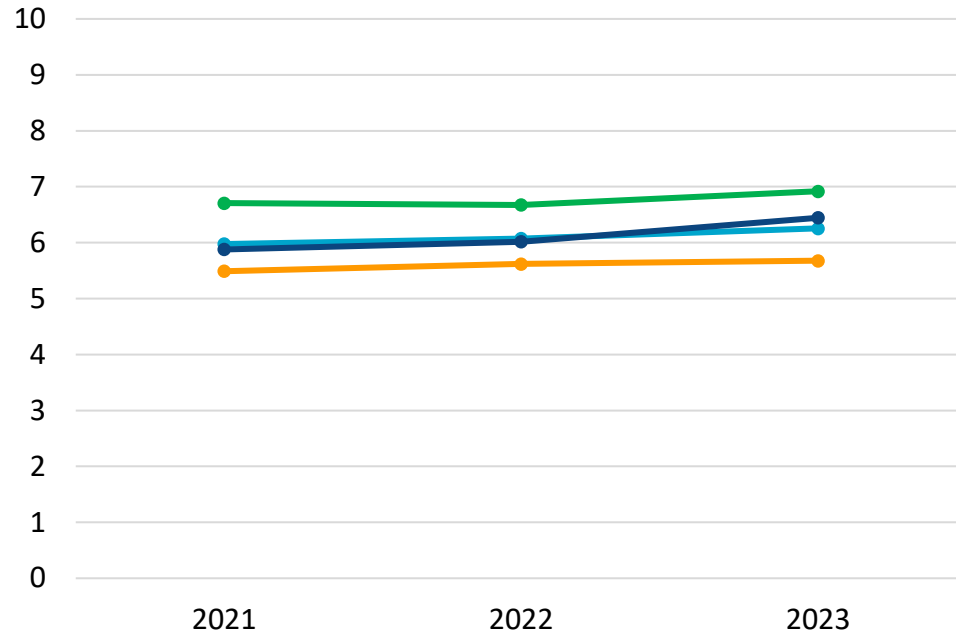
	2021	2022	2023
Your org	5.85	5.95	6.40
Best result	6.70	6.64	6.87
Average result	5.96	6.01	6.20
Worst result	5.44	5.57	5.60
Responses	7074	7949	10297

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

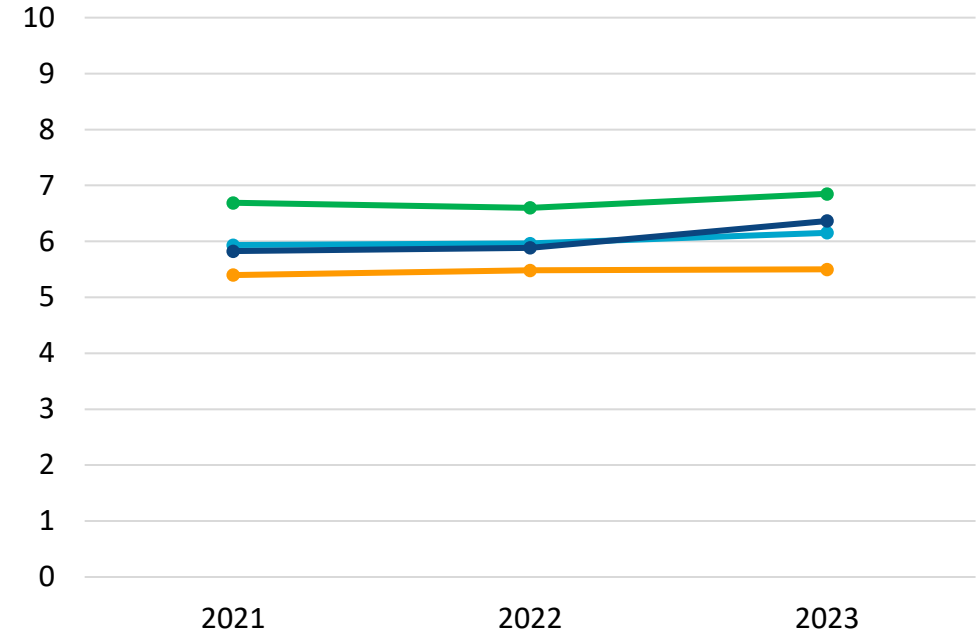


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



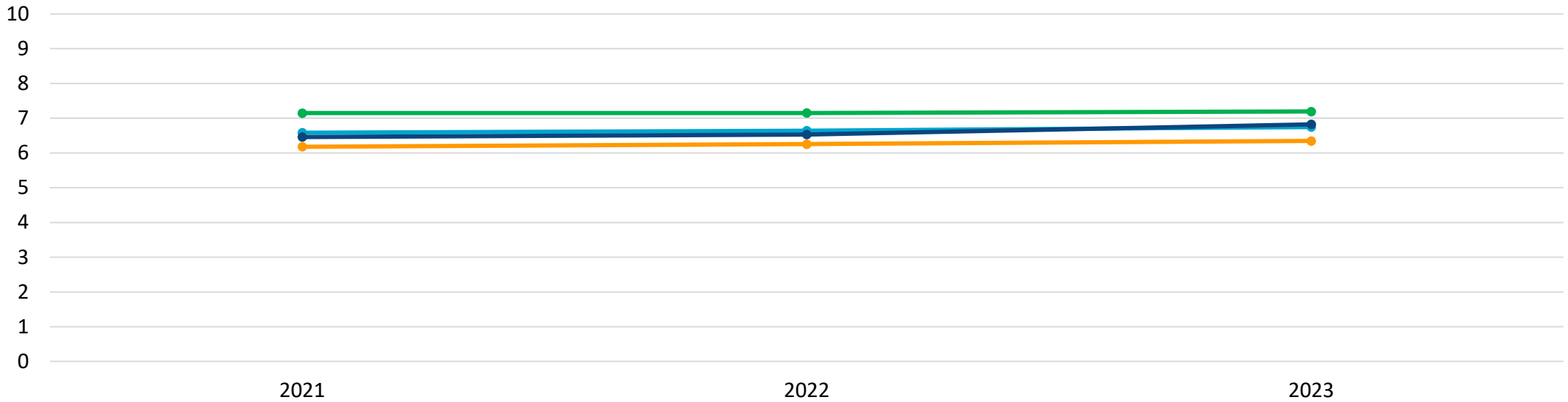
	2021	2022	2023
Your org	5.88	6.02	6.45
Best result	6.71	6.68	6.92
Average result	5.98	6.08	6.25
Worst result	5.49	5.62	5.68
Responses	7088	7966	10374

	2021	2022	2023
Your org	5.82	5.88	6.37
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	7122	7976	10333

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

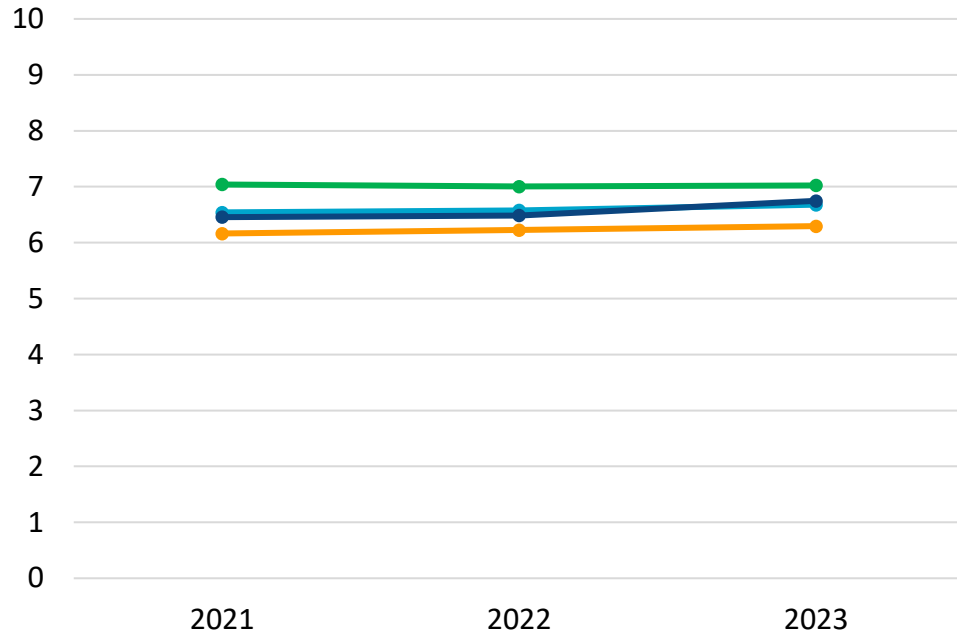


	2021	2022	2023
Your org	6.46	6.53	6.82
Best result	7.15	7.15	7.19
Average result	6.58	6.64	6.75
Worst result	6.18	6.25	6.35
Responses	6948	7958	10343

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.

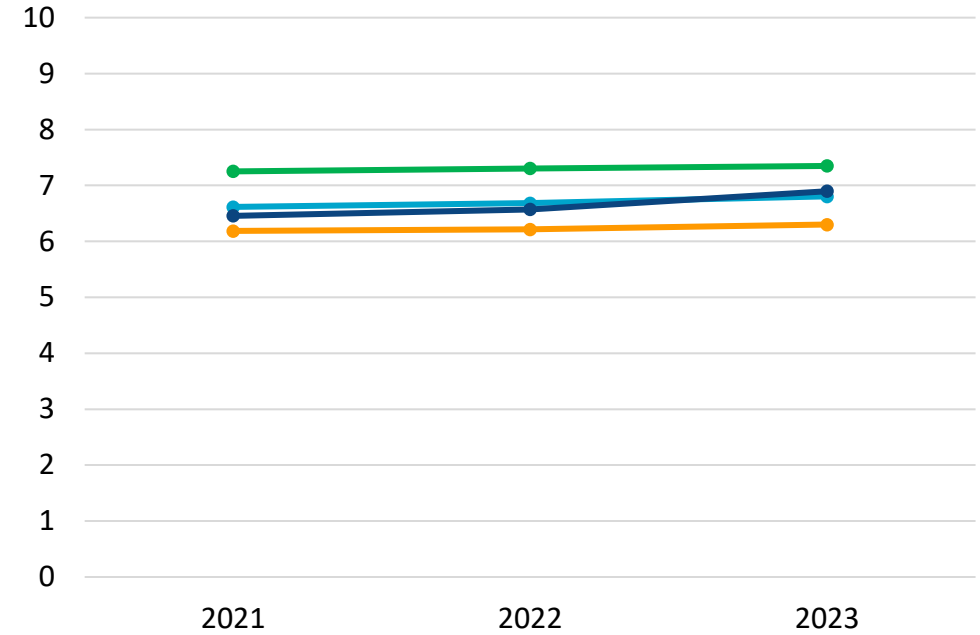
Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	6.46	6.49	6.75
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	7029	7975	10367

Line management

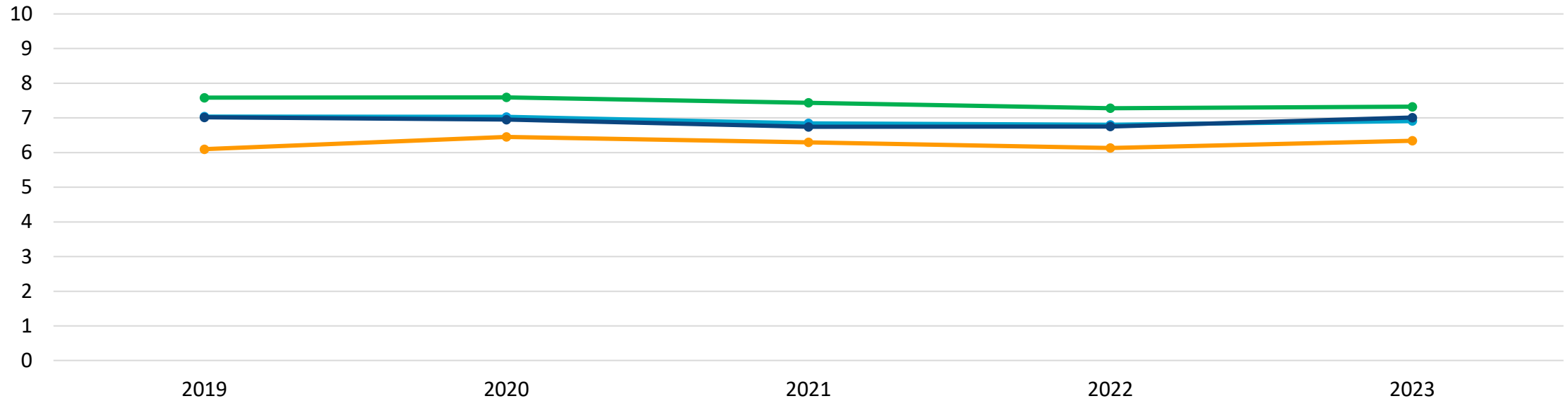


	2021	2022	2023
Your org	6.46	6.57	6.90
Best result	7.25	7.30	7.35
Average result	6.61	6.68	6.80
Worst result	6.19	6.21	6.30
Responses	6955	7970	10377

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	7.01	6.95	6.74	6.75	7.01
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	5312	5107	7142	7989	10400

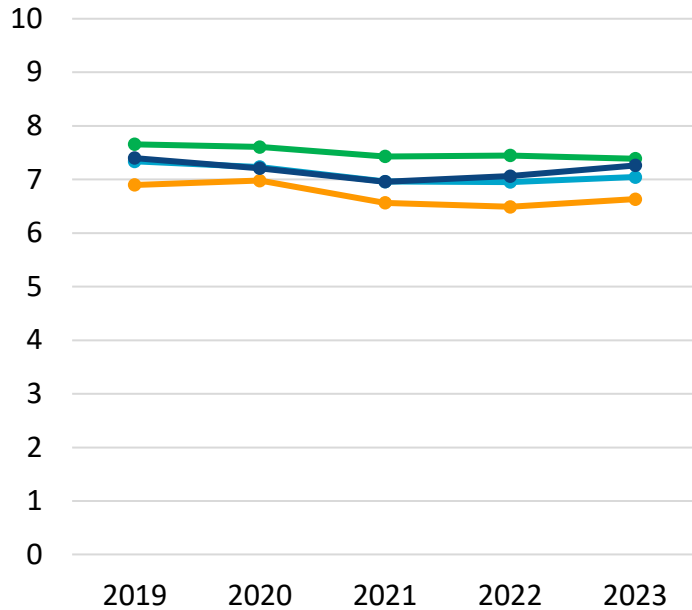


People Promise elements, themes and sub-scores: Sub-score trends

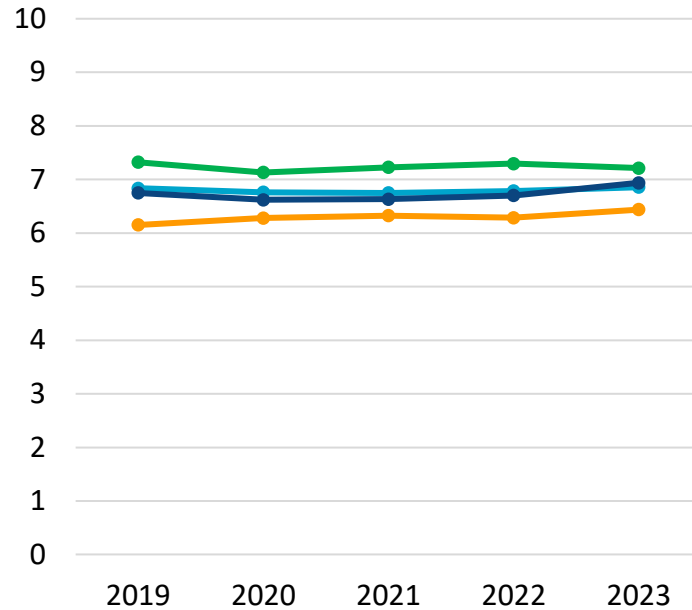
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

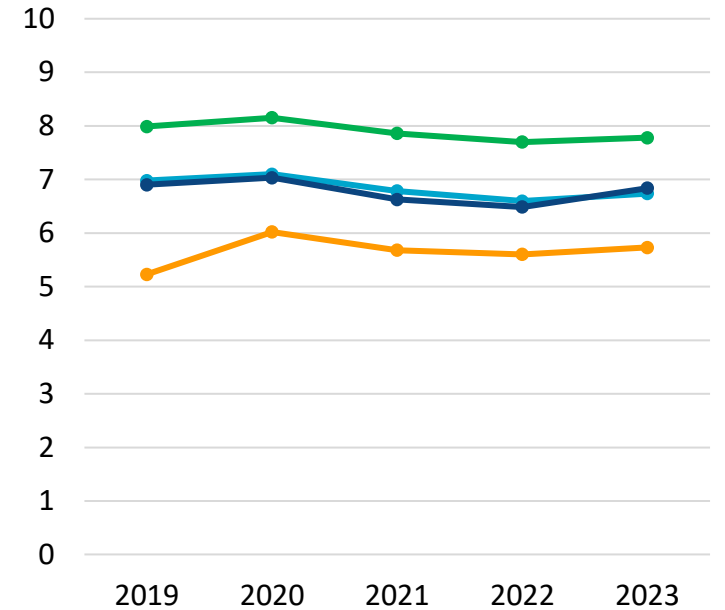
Motivation



Involvement



Advocacy



	2019	2020	2021	2022	2023
Your org	7.40	7.21	6.96	7.06	7.26
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	5251	5043	7143	7855	10202

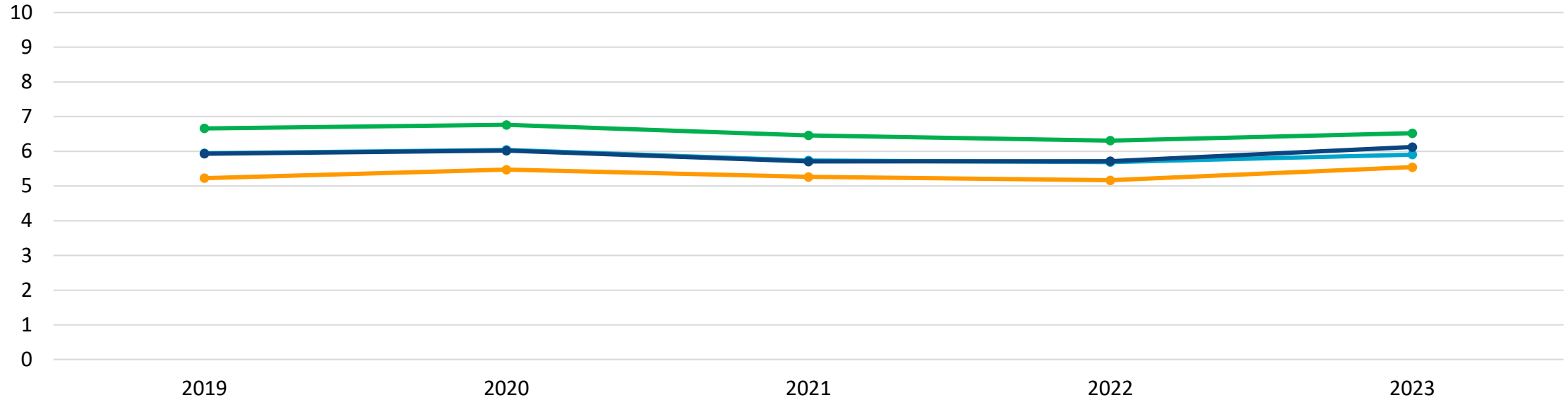
	2019	2020	2021	2022	2023
Your org	6.75	6.62	6.63	6.70	6.94
Best result	7.32	7.13	7.22	7.29	7.21
Average result	6.83	6.76	6.75	6.79	6.86
Worst result	6.15	6.28	6.32	6.29	6.44
Responses	5303	5101	7155	7989	10398

	2019	2020	2021	2022	2023
Your org	6.90	7.03	6.63	6.49	6.84
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	5183	5086	6786	7939	10317

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	5.93	6.02	5.71	5.72	6.12
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	5308	5110	7116	7991	10401

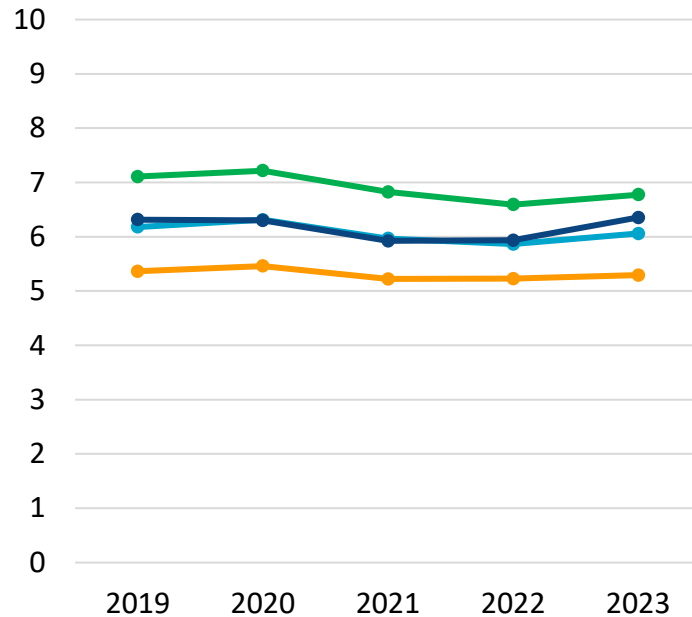


People Promise elements, themes and sub-scores: Sub-score trends

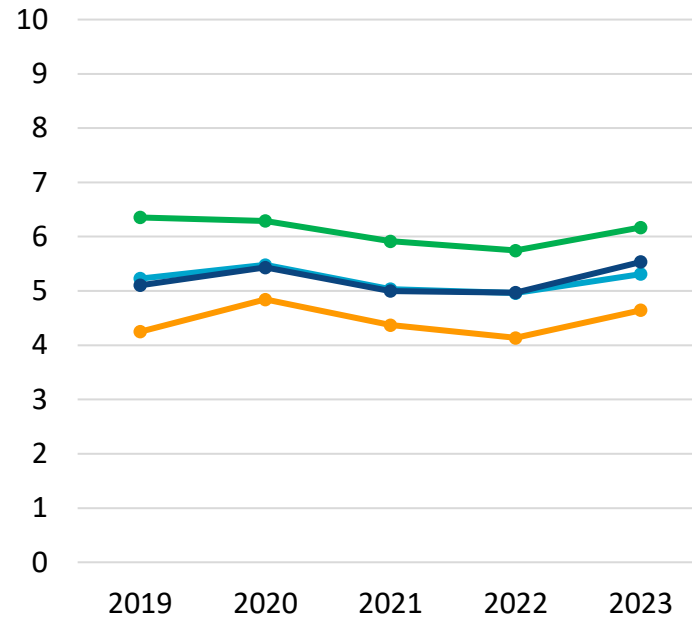
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale

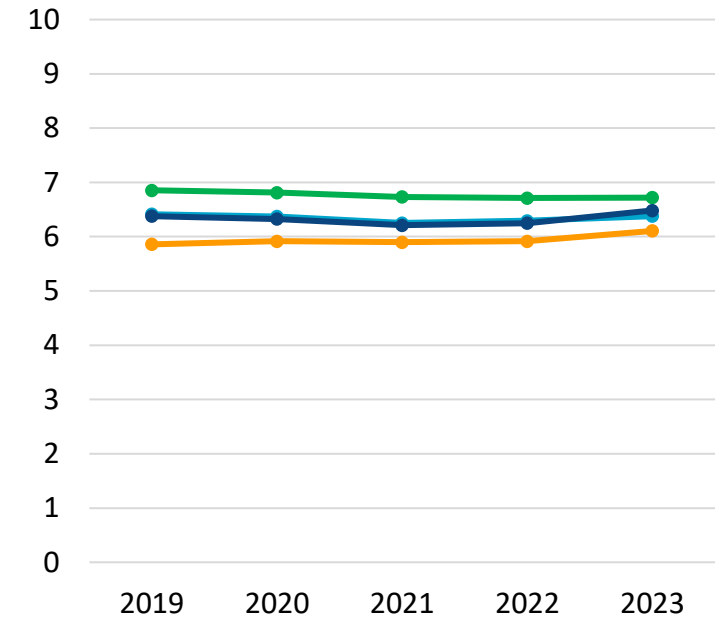
Thinking about leaving



Work pressure



Stressors

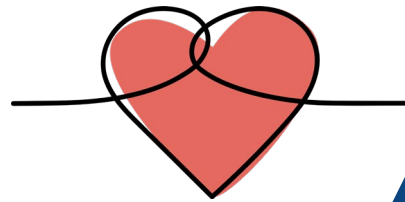


	2019	2020	2021	2022	2023
Your org	6.32	6.30	5.92	5.94	6.35
Best result	7.11	7.22	6.83	6.59	6.78
Average result	6.18	6.31	5.97	5.86	6.06
Worst result	5.36	5.46	5.22	5.23	5.29
Responses	5199	5099	6767	7906	10326

	2019	2020	2021	2022	2023
Your org	5.11	5.43	5.00	4.97	5.53
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	5300	5100	7150	7982	10400

	2019	2020	2021	2022	2023
Your org	6.38	6.33	6.21	6.25	6.48
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	5249	5026	7084	7964	10359

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

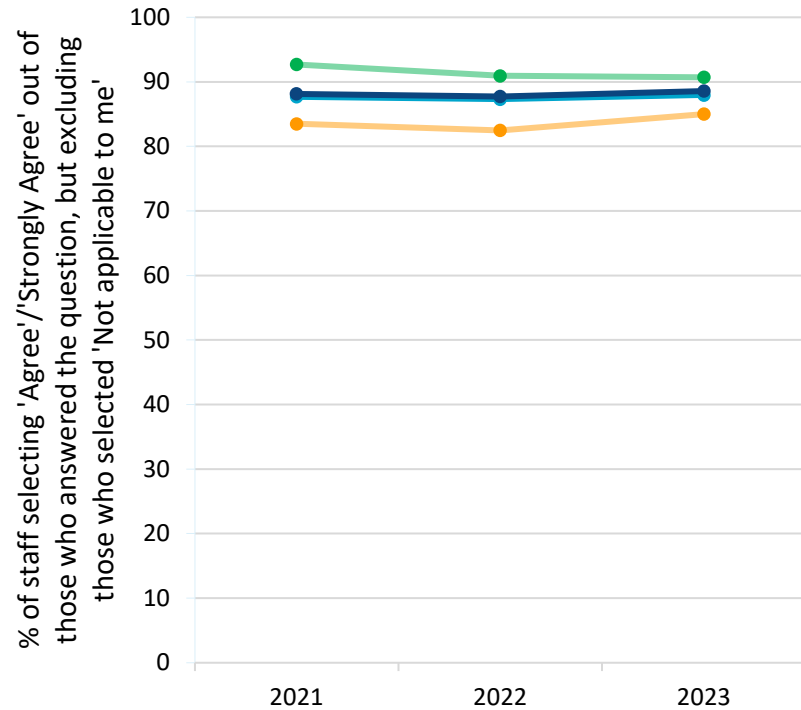
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

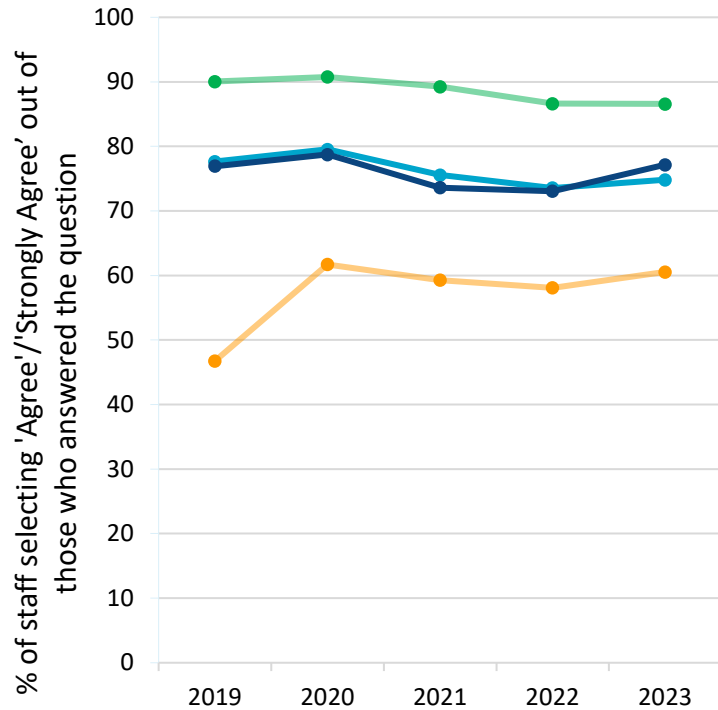


Q6a I feel that my role makes a difference to patients / service users.



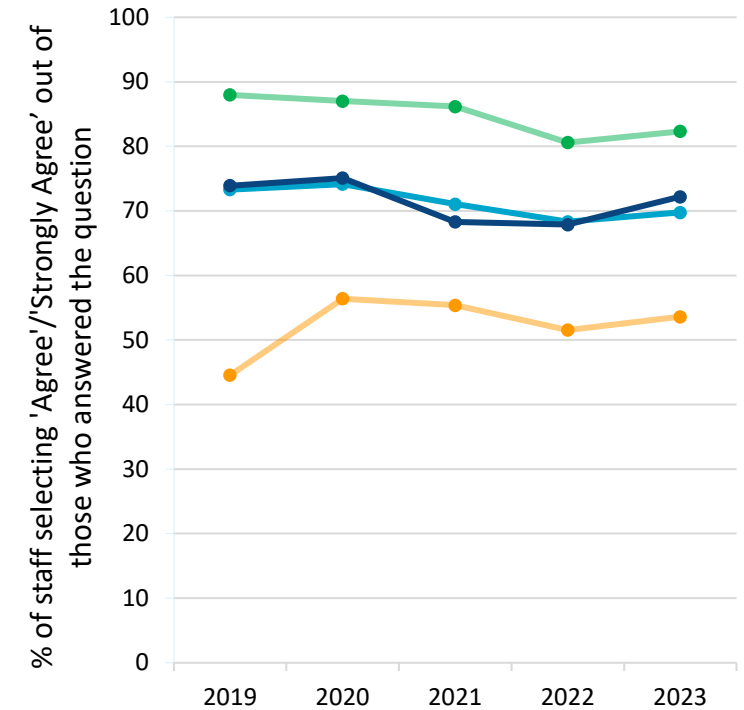
	2021	2022	2023
Your org	88.11%	87.74%	88.58%
Best result	92.70%	90.93%	90.71%
Average result	87.70%	87.31%	87.96%
Worst result	83.51%	82.48%	85.01%
Responses	6862	7738	10078

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



	2019	2020	2021	2022	2023
Your org	76.90%	78.73%	73.62%	73.07%	77.16%
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	5186	5080	6780	7930	10312

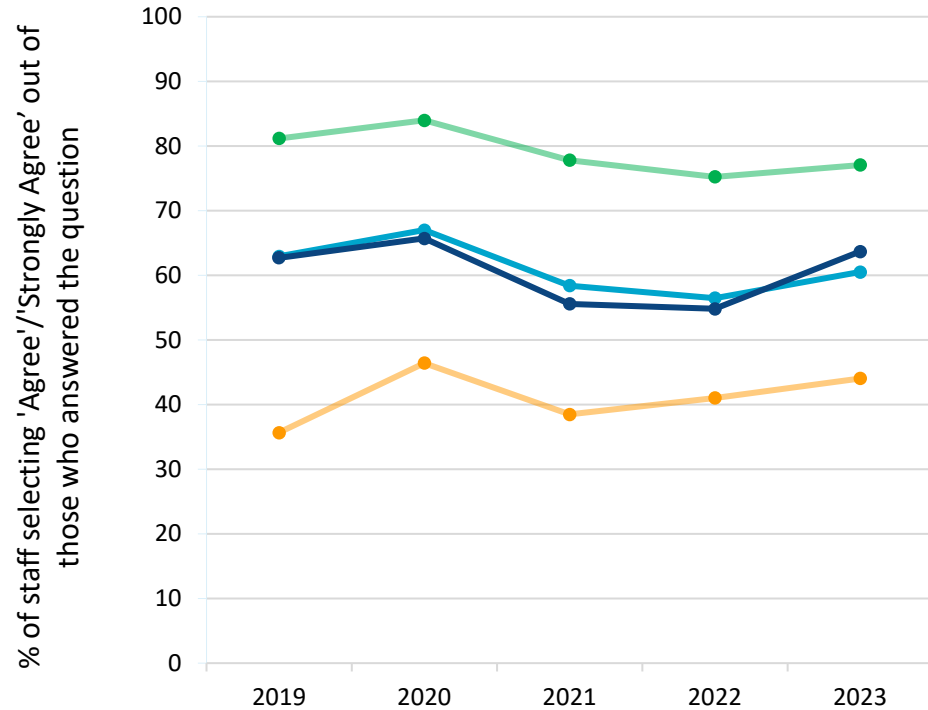
Q25b My organisation acts on concerns raised by patients / service users.



	2019	2020	2021	2022	2023
Your org	73.89%	75.11%	68.31%	67.88%	72.19%
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	5168	5069	6776	7925	10278

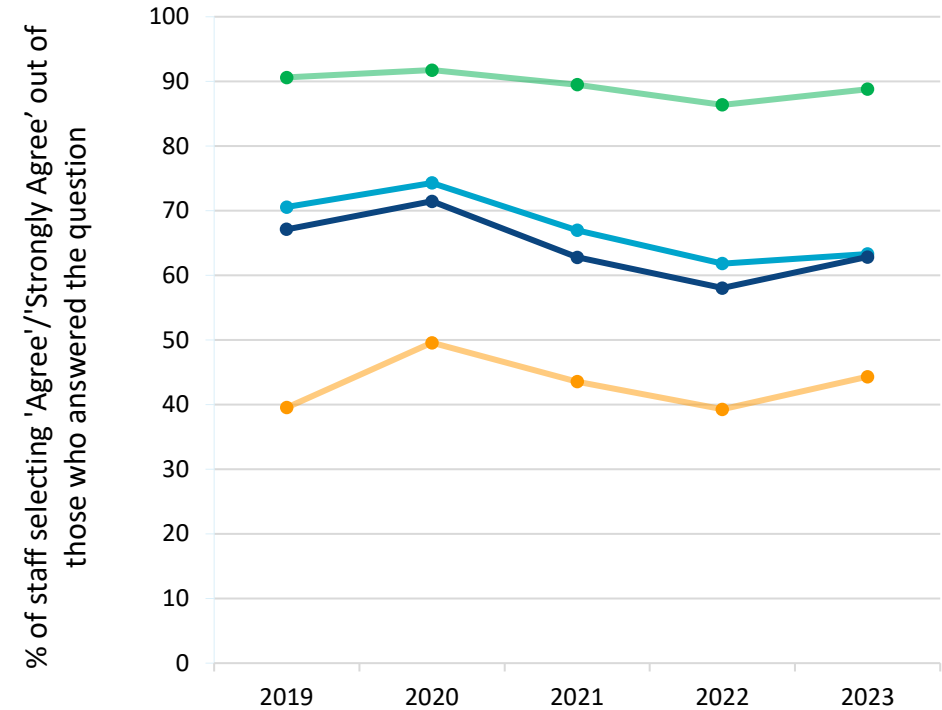


Q25c I would recommend my organisation as a place to work.



	2019	2020	2021	2022	2023
Your org	62.72%	65.72%	55.59%	54.83%	63.68%
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	5171	5077	6787	7931	10302

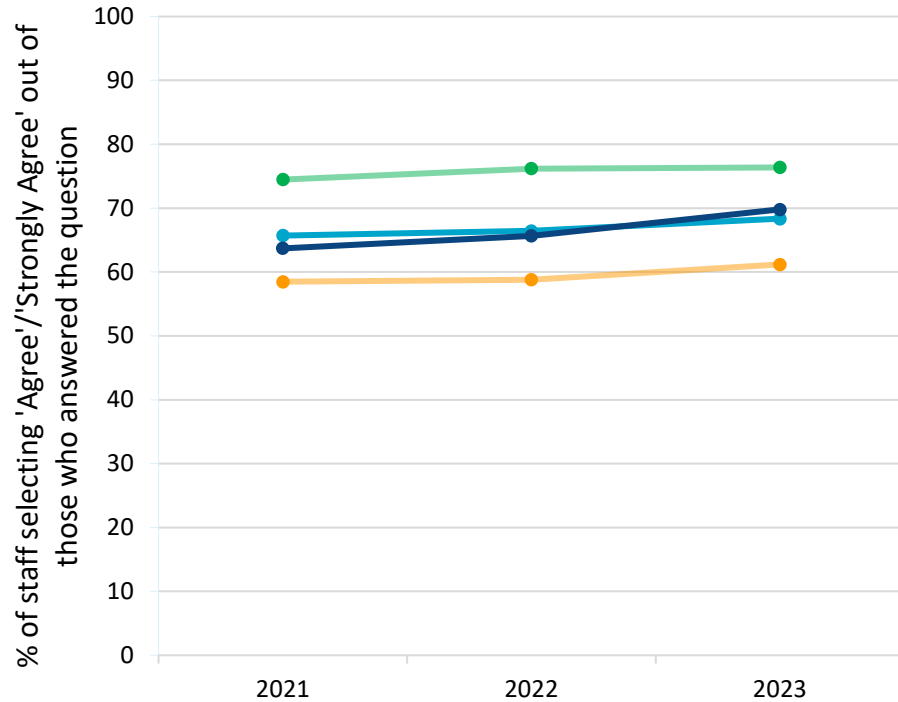
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2019	2020	2021	2022	2023
Your org	67.13%	71.46%	62.78%	58.05%	62.85%
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	5144	5065	6781	7925	10284

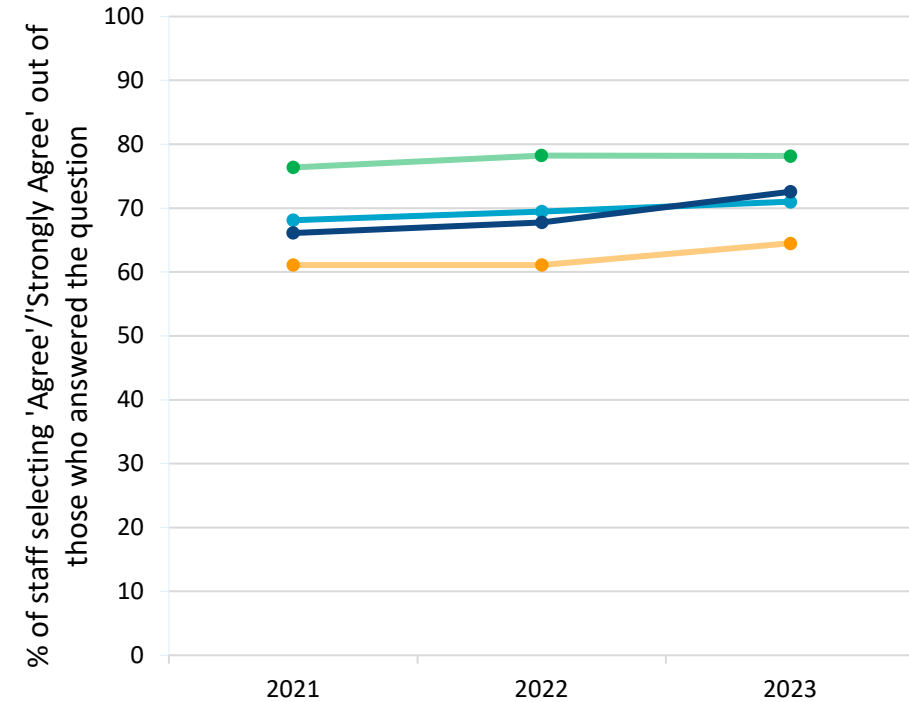


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	63.67%	65.66%	69.79%
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	6948	7959	10345

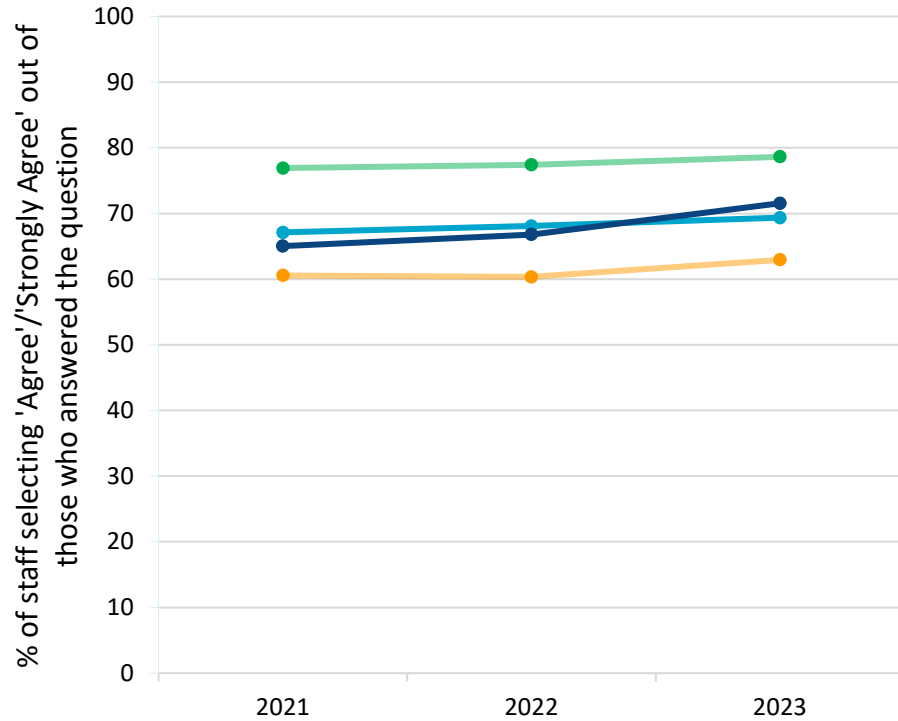
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	66.11%	67.77%	72.58%
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	6945	7965	10355

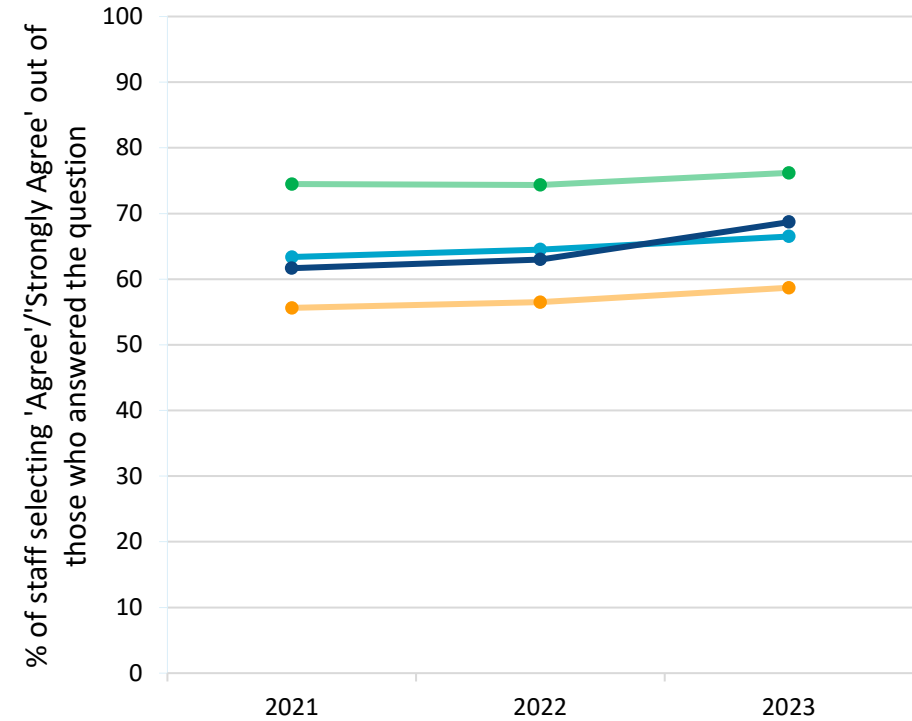


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	65.02%	66.80%	71.56%
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	6939	7968	10337

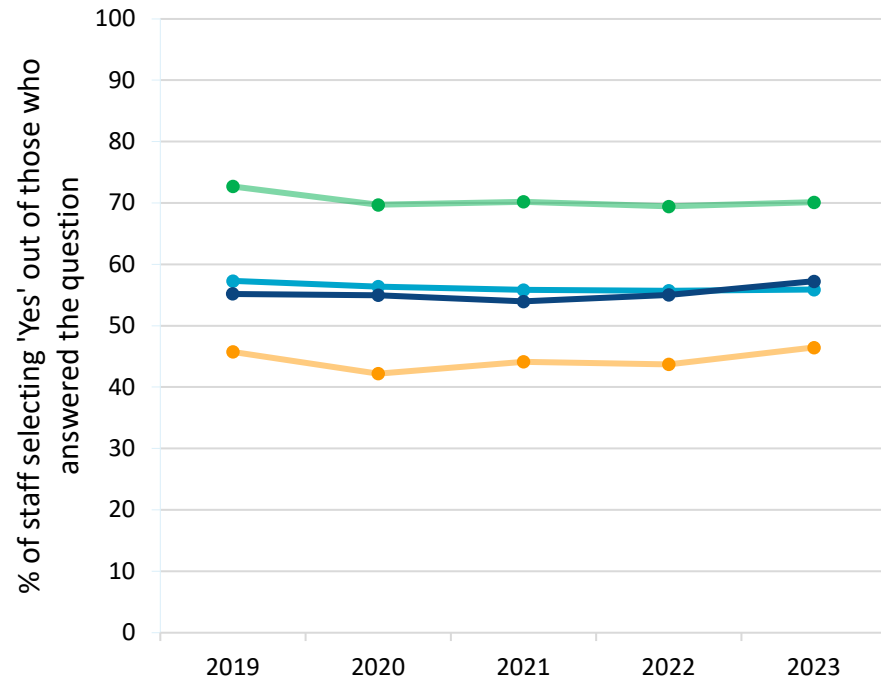
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	61.69%	62.99%	68.69%
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	6943	7956	10327

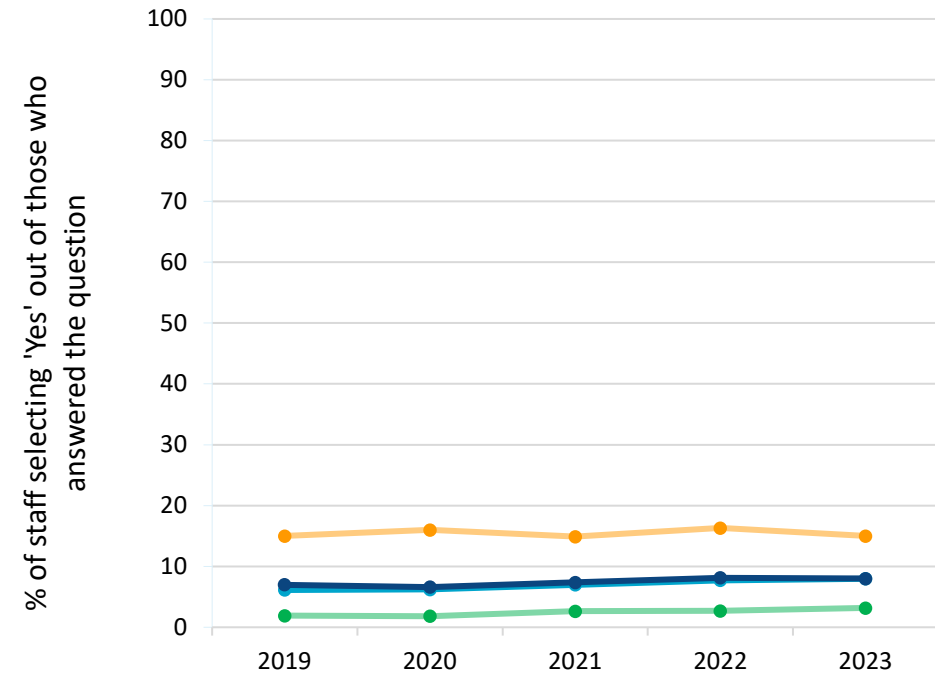


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	55.16%	54.98%	53.96%	55.02%	57.24%
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	5216	5096	6802	7863	10231

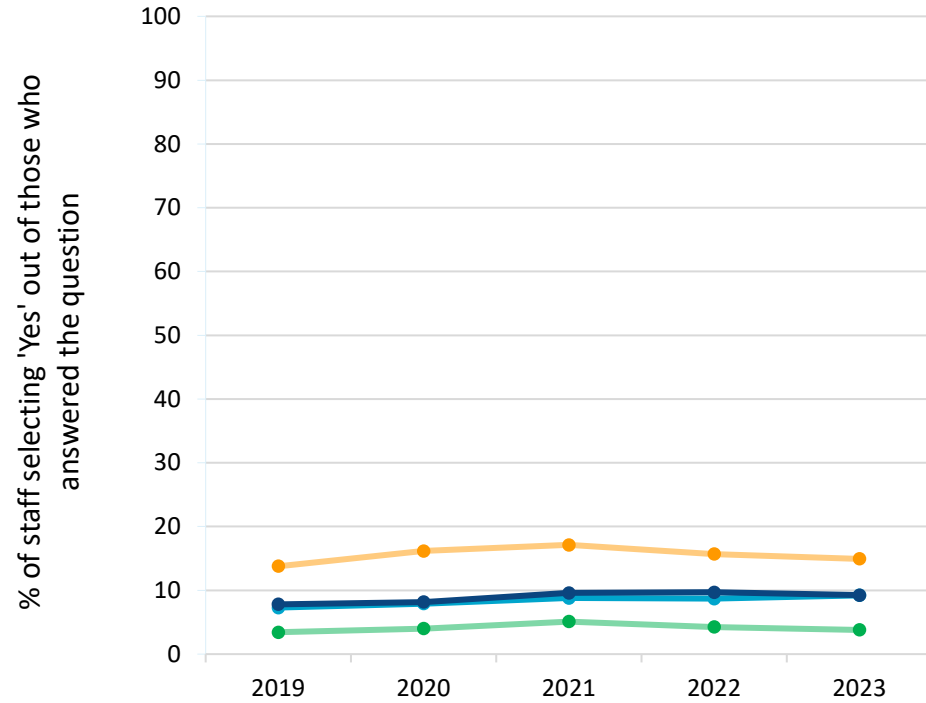
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2019	2020	2021	2022	2023
Your org	6.97%	6.62%	7.39%	8.14%	8.00%
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	5227	5072	6878	7913	10294

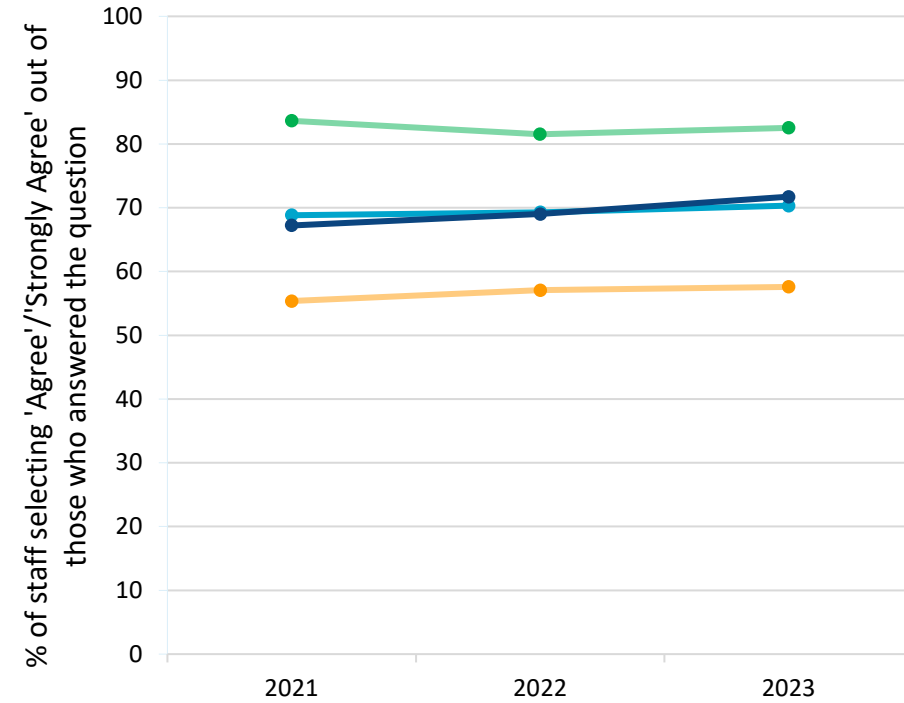


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2019	2020	2021	2022	2023
Your org	7.81%	8.15%	9.59%	9.70%	9.25%
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	5182	5035	6868	7909	10206

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

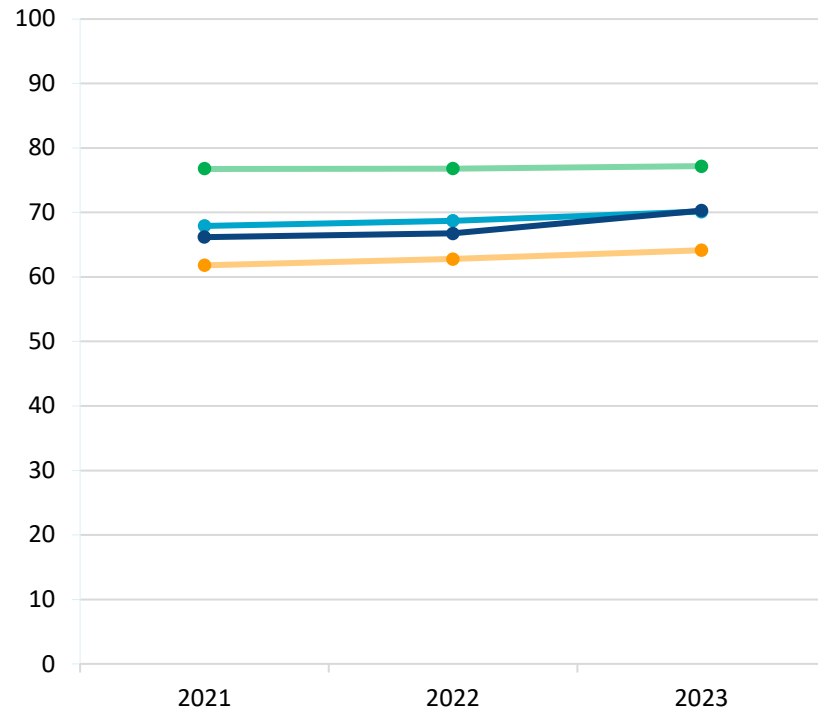


	2021	2022	2023
Your org	67.23%	69.01%	71.74%
Best result	83.66%	81.52%	82.55%
Average result	68.83%	69.29%	70.33%
Worst result	55.37%	57.06%	57.60%
Responses	6864	7955	10259



Q7h I feel valued by my team.

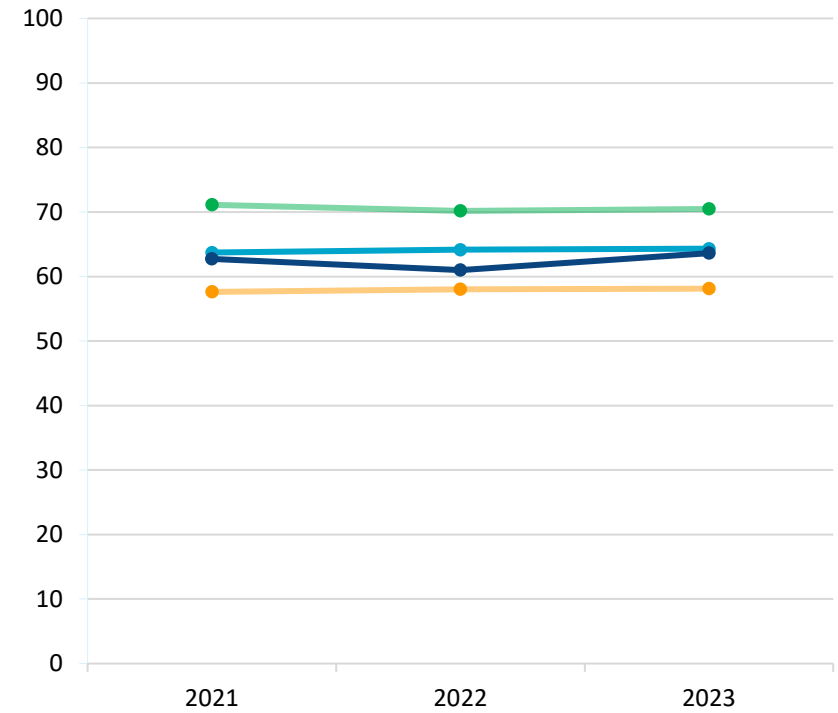
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	66.18%	66.75%	70.31%
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	7015	7972	10322

Q7i I feel a strong personal attachment to my team.

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

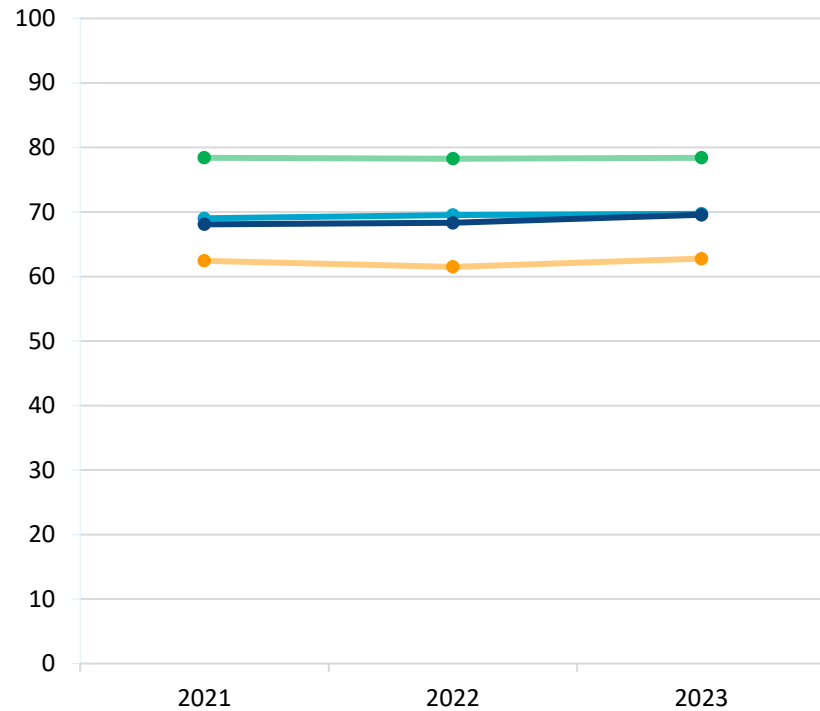


	2021	2022	2023
Your org	62.72%	61.00%	63.63%
Best result	71.13%	70.17%	70.48%
Average result	63.71%	64.17%	64.32%
Worst result	57.63%	58.03%	58.14%
Responses	7017	7969	10325



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

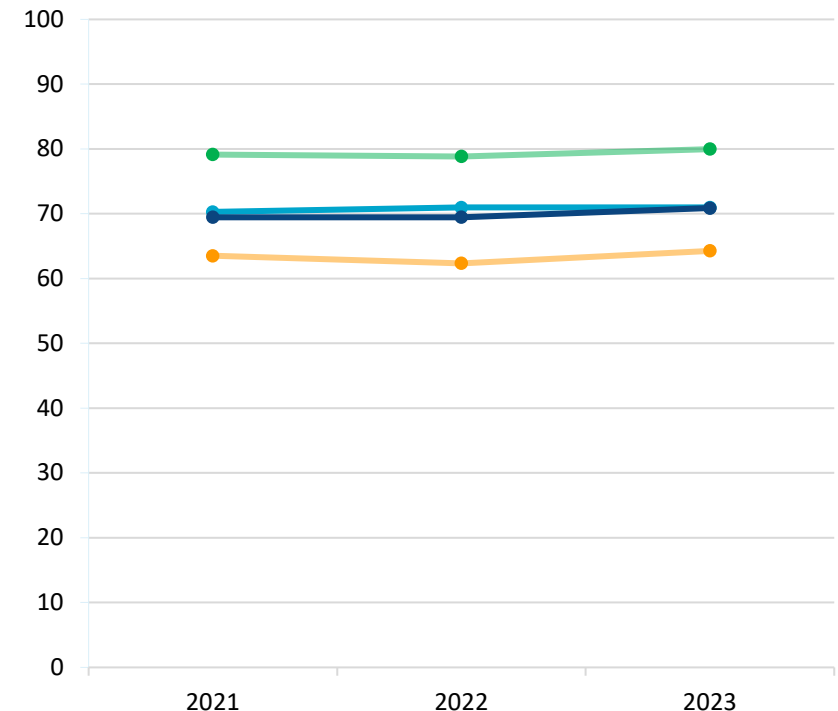
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	68.08%	68.33%	69.56%
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	7004	7973	10282

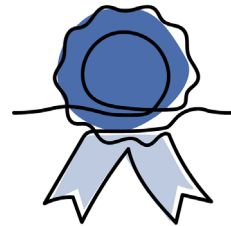
Q8c The people I work with are polite and treat each other with respect.

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



	2021	2022	2023
Your org	69.43%	69.45%	70.86%
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	7000	7977	10275

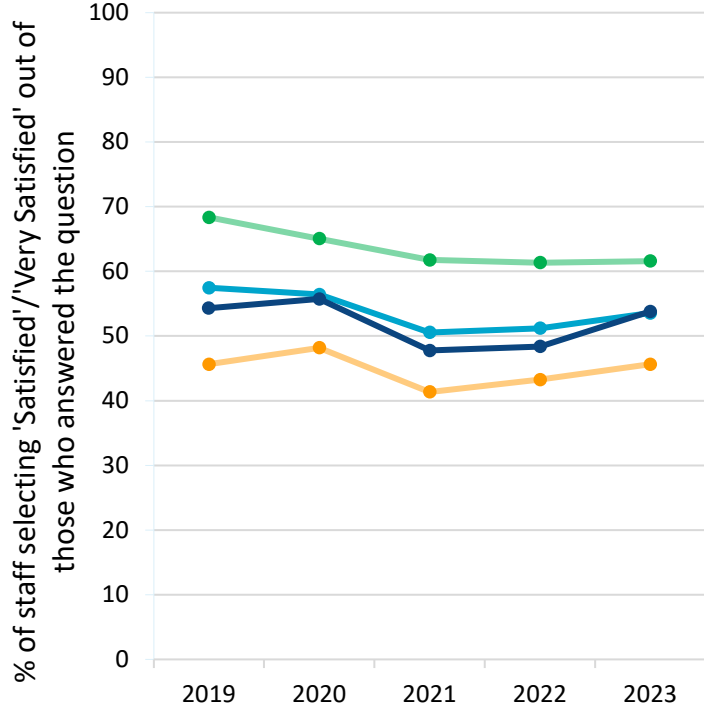
People Promise element – We are recognised and rewarded



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

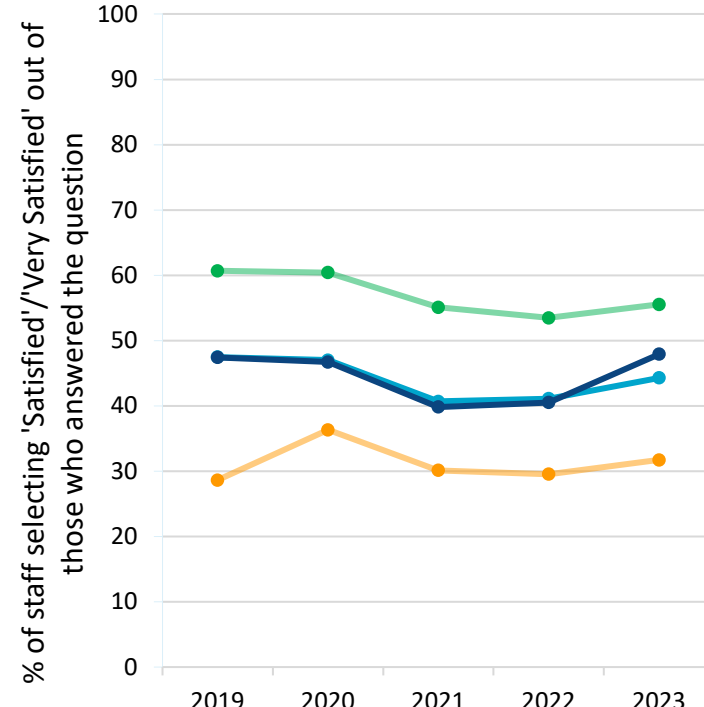


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



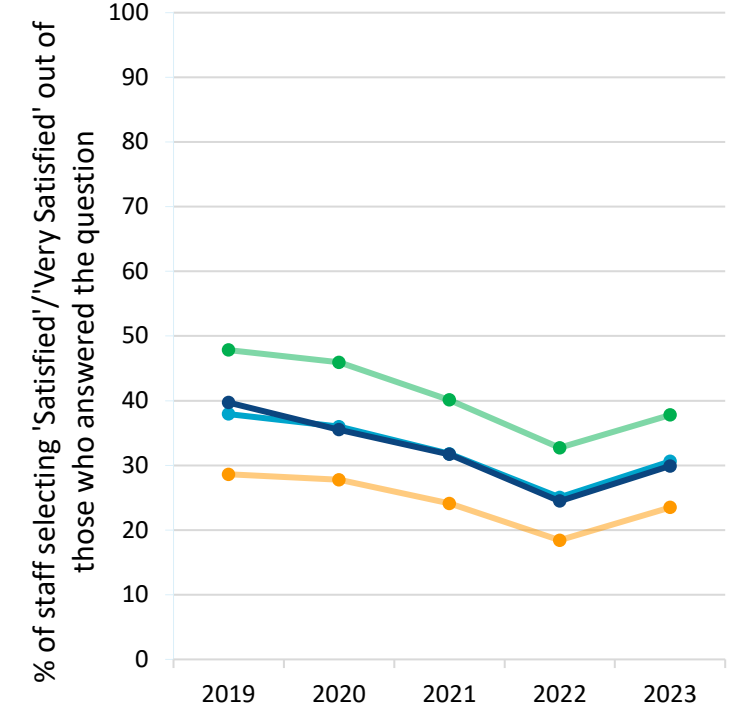
	2019	2020	2021	2022	2023
Your org	54.32%	55.72%	47.76%	48.37%	53.79%
Best result	68.34%	65.04%	61.75%	61.35%	61.58%
Average result	57.46%	56.42%	50.55%	51.18%	53.55%
Worst result	45.63%	48.18%	41.36%	43.25%	45.64%
Responses	5286	5095	7133	7987	10392

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



	2019	2020	2021	2022	2023
Your org	47.39%	46.71%	39.84%	40.51%	47.90%
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	5268	5077	7124	7973	10339

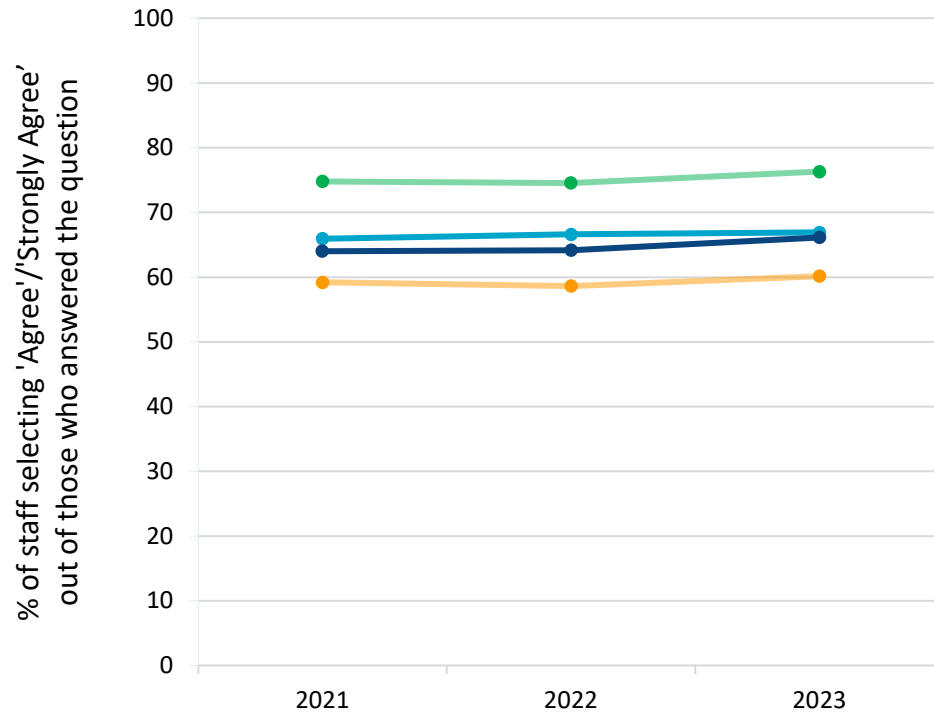
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2019	2020	2021	2022	2023
Your org	39.68%	35.53%	31.70%	24.47%	29.90%
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	5266	5071	7128	7976	10356

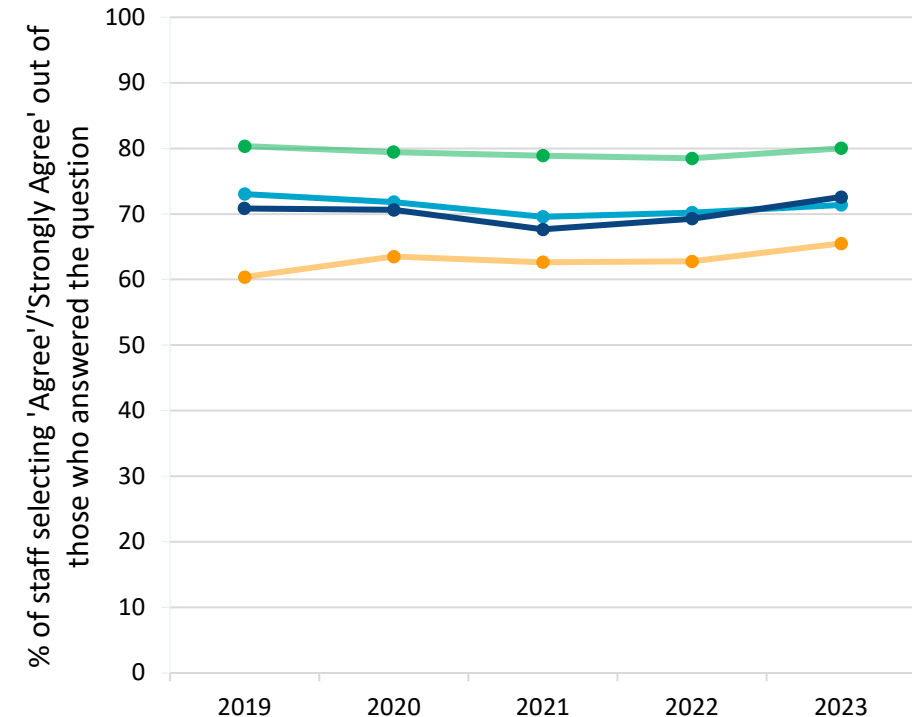


Q8d The people I work with show appreciation to one another.



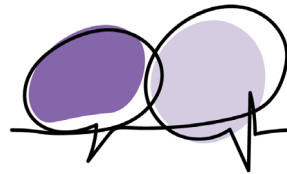
	2021	2022	2023
Your org	64.00%	64.16%	66.14%
Best result	74.80%	74.54%	76.31%
Average result	65.94%	66.61%	66.91%
Worst result	59.19%	58.63%	60.16%
Responses	7000	7973	10247

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	70.85%	70.62%	67.65%	69.29%	72.57%
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	5255	5075	6944	7959	10359

People Promise element – We each have a voice that counts



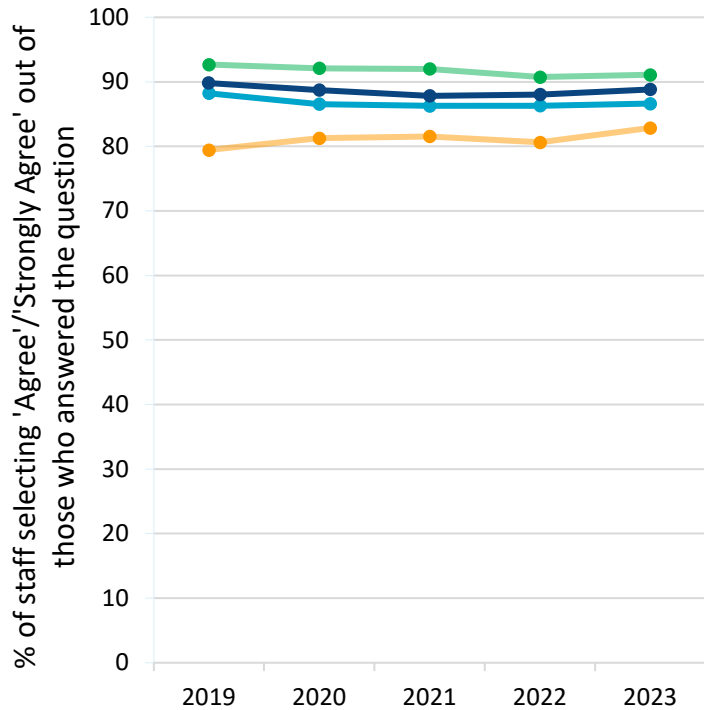
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

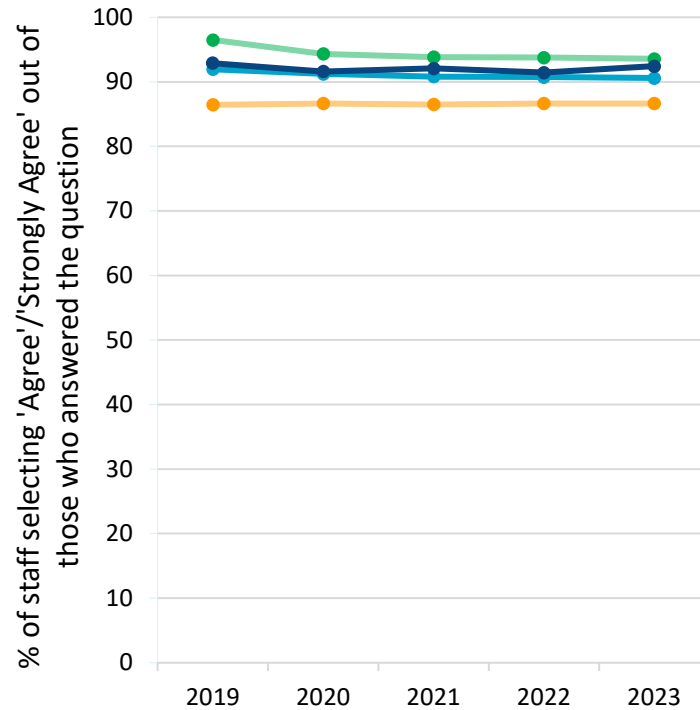


Q3a I always know what my work responsibilities are.



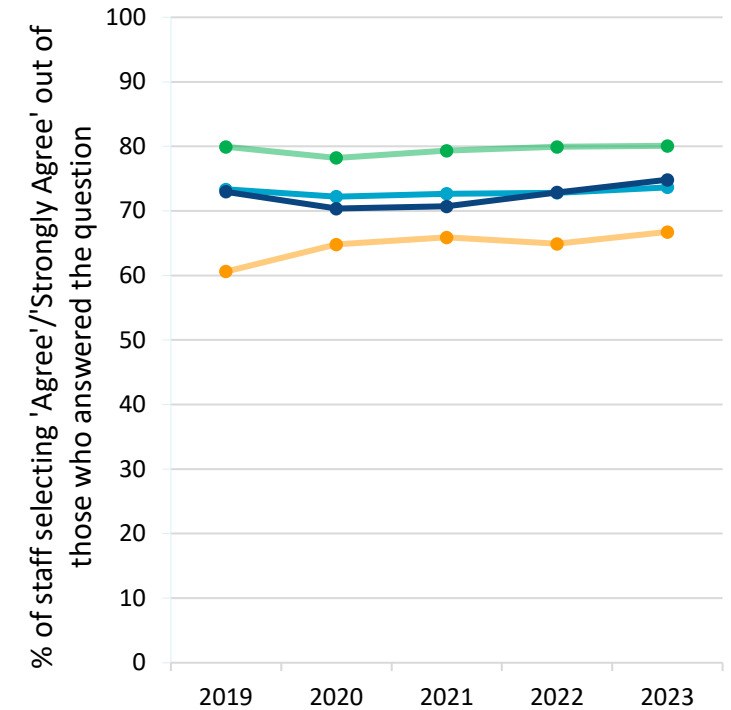
	2019	2020	2021	2022	2023
Your org	89.82%	88.72%	87.85%	88.04%	88.82%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	5246	4982	7156	7988	10406

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	92.88%	91.60%	92.09%	91.42%	92.42%
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	5218	4949	7151	7987	10372

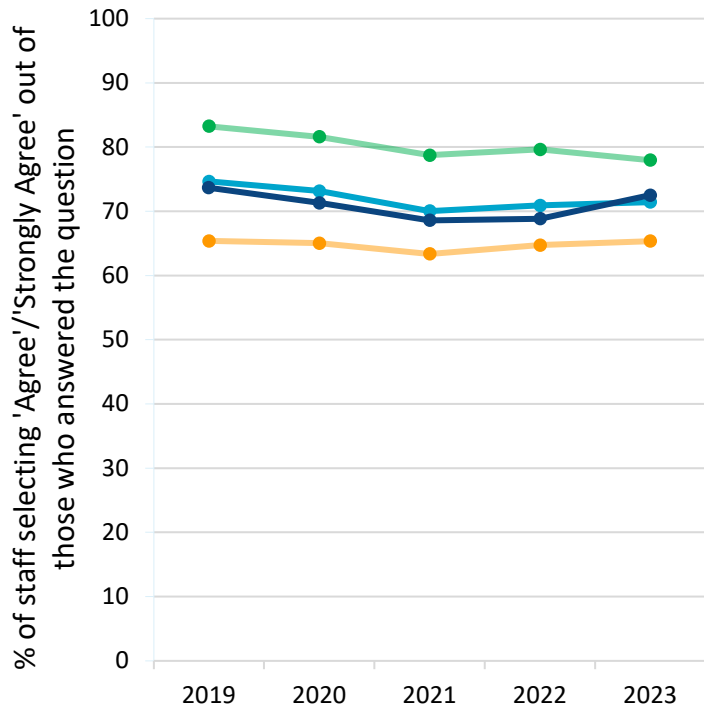
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	72.96%	70.37%	70.72%	72.86%	74.83%
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	5292	5097	7146	7964	10355

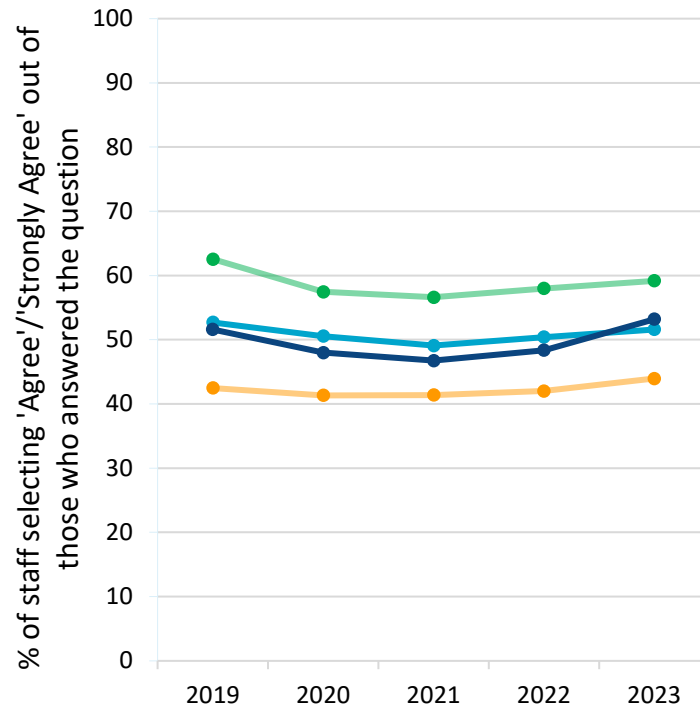


Q3d I am able to make suggestions to improve the work of my team / department.



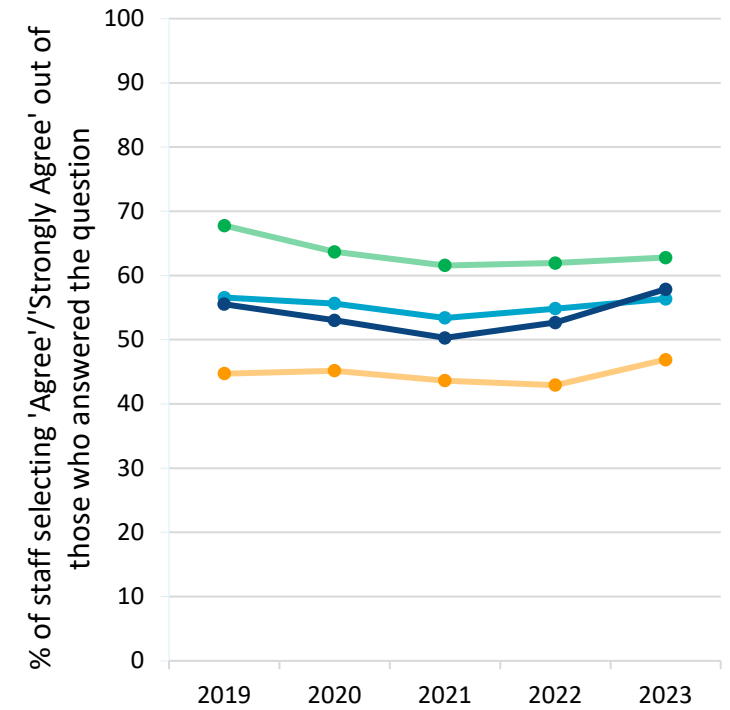
	2019	2020	2021	2022	2023
Your org	73.68%	71.30%	68.59%	68.85%	72.49%
Best result	83.24%	81.60%	78.73%	79.63%	77.96%
Average result	74.65%	73.16%	70.05%	70.92%	71.43%
Worst result	65.38%	65.04%	63.37%	64.73%	65.35%
Responses	5286	5085	7152	7974	10333

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



	2019	2020	2021	2022	2023
Your org	51.61%	48.00%	46.73%	48.36%	53.18%
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	5268	5080	7138	7980	10353

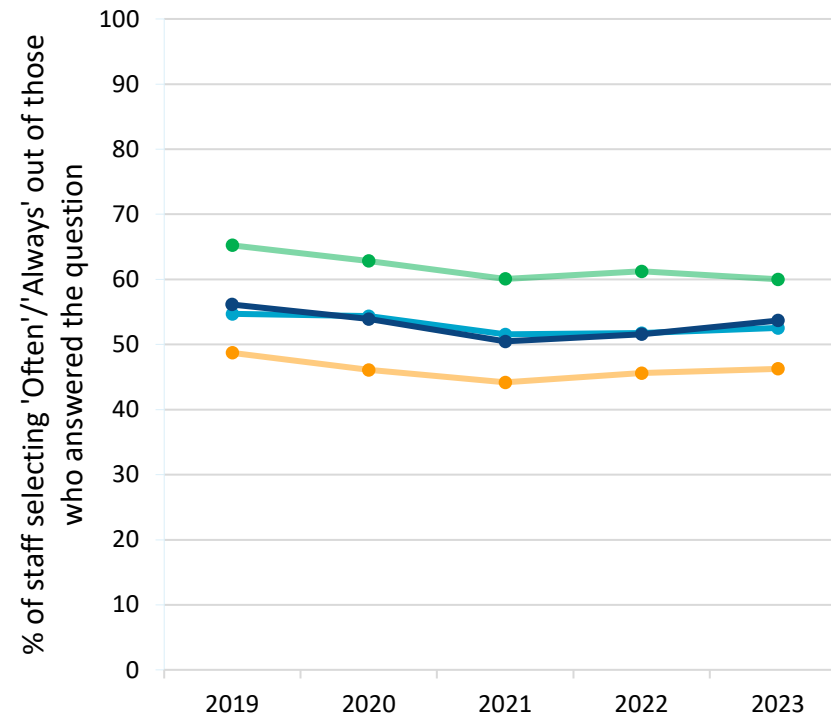
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	55.53%	53.02%	50.27%	52.68%	57.86%
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	5263	5066	7129	7956	10315



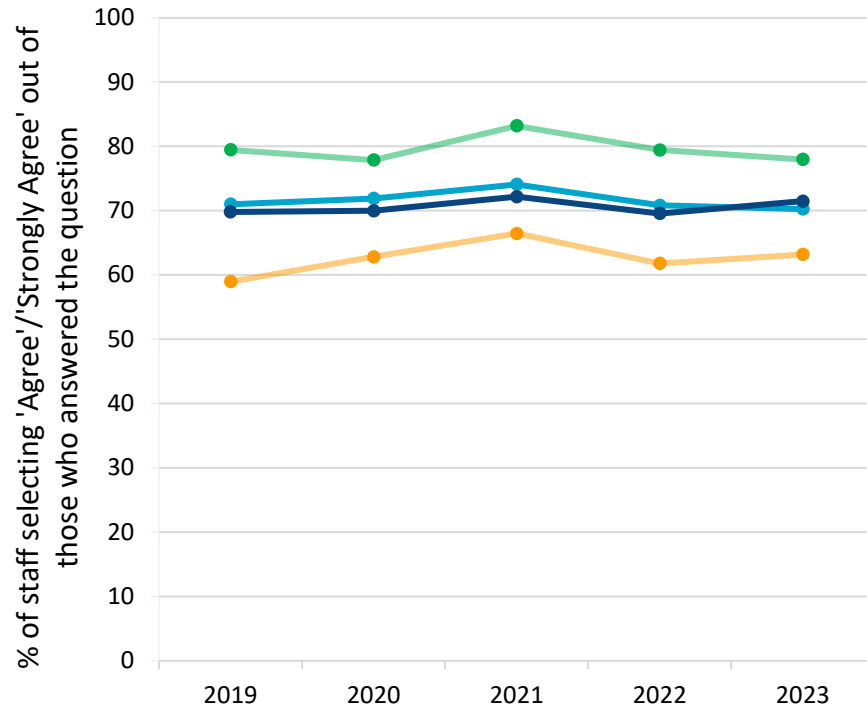
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	56.14%	53.91%	50.46%	51.58%	53.70%
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	5240	5004	7088	7955	10307



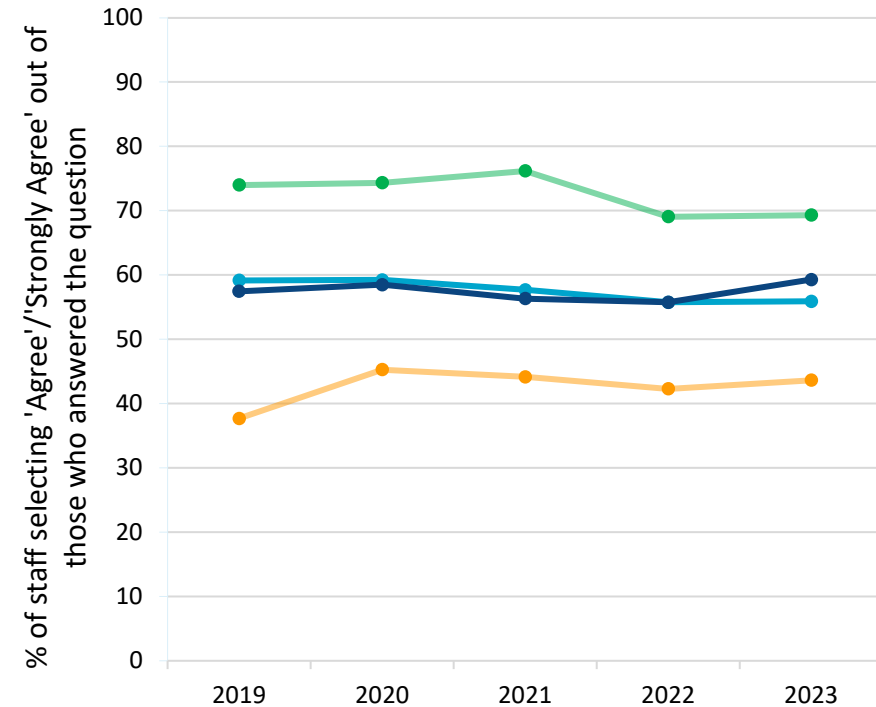
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	69.78%	69.98%	72.16%	69.54%	71.46%
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 5196 5064 6874 7947 10246

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

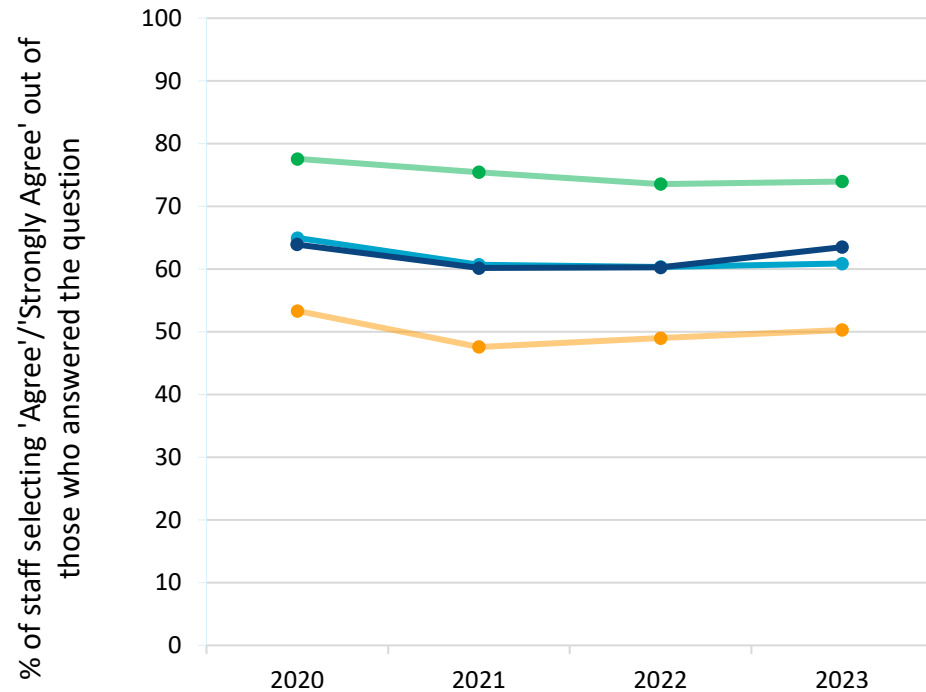


	2019	2020	2021	2022	2023
Your org	57.46%	58.47%	56.32%	55.75%	59.28%
Best result	73.99%	74.33%	76.17%	69.05%	69.29%
Average result	59.15%	59.22%	57.69%	55.75%	55.90%
Worst result	37.69%	45.27%	44.13%	42.27%	43.62%

Responses 5196 5062 6877 7940 10212

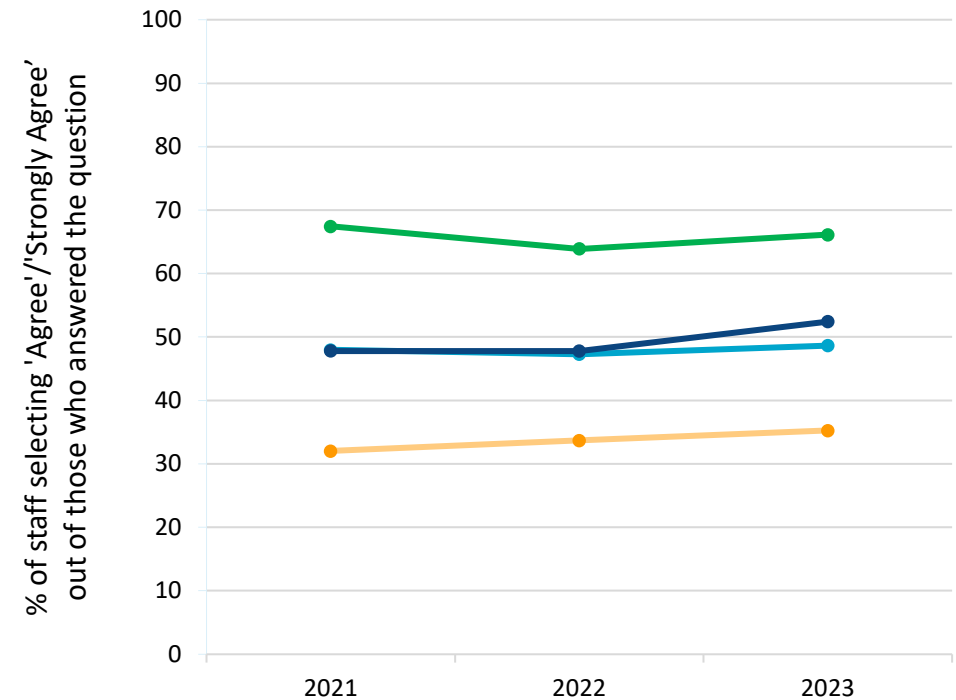


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	63.93%	60.18%	60.28%	63.53%
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	5054	6778	7934	10266

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



	2021	2022	2023
Your org	47.76%	47.80%	52.44%
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	6777	7935	10256

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

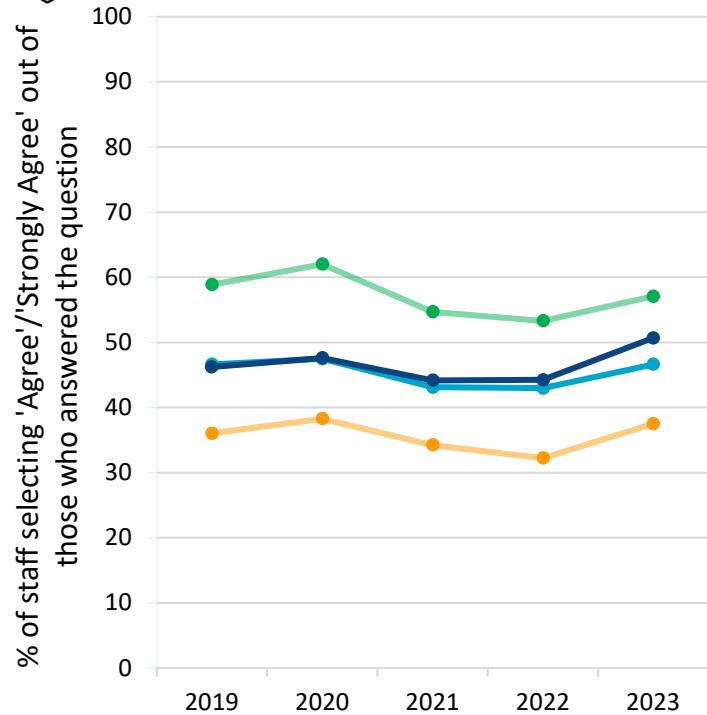
Other questions:* Q17a, Q17b, Q22

*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.

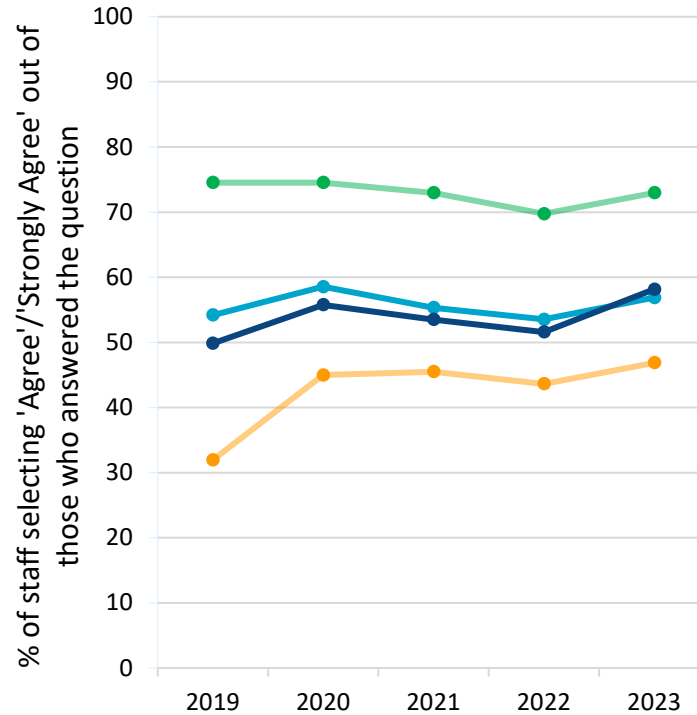


Q3g I am able to meet all the conflicting demands on my time at work.



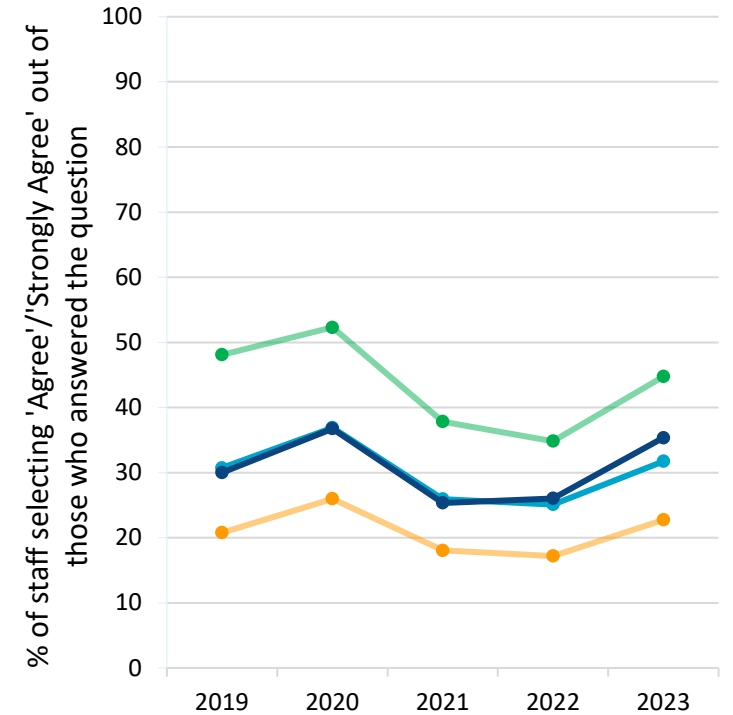
	2019	2020	2021	2022	2023
Your org	46.22%	47.61%	44.16%	44.24%	50.69%
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	5275	5068	7123	7955	10335

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



	2019	2020	2021	2022	2023
Your org	49.85%	55.77%	53.51%	51.59%	58.15%
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	5271	5060	7131	7963	10312

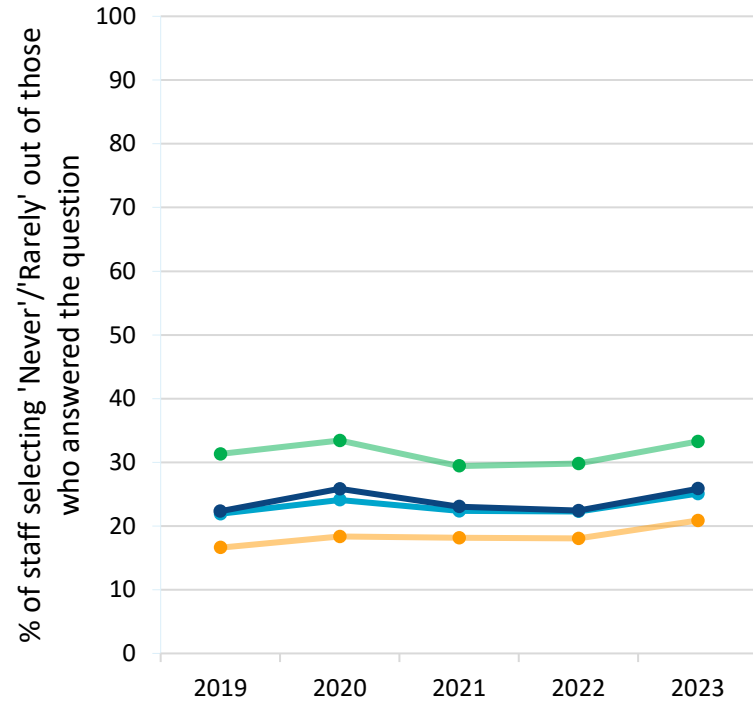
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	30.02%	36.76%	25.37%	26.05%	35.36%
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	5271	5072	7146	7979	10371

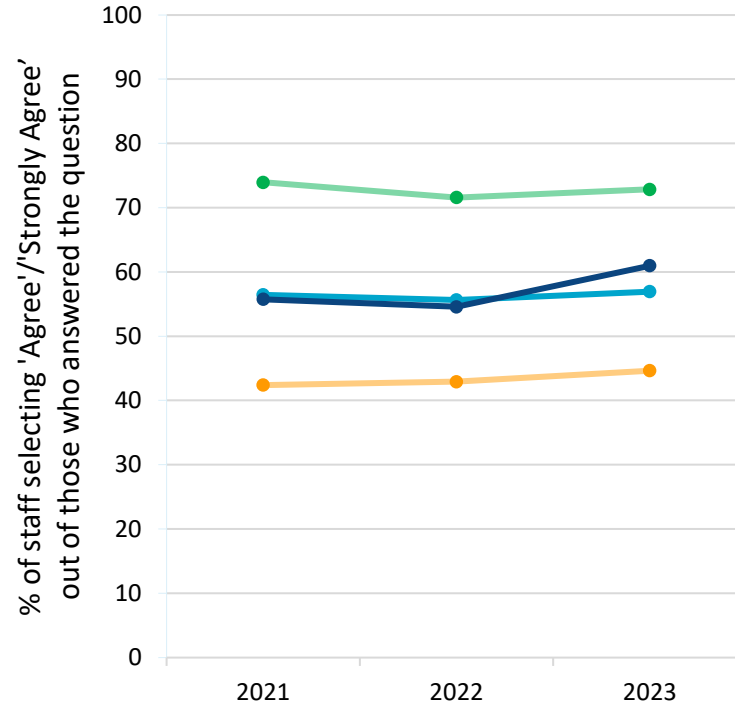


Q5a I have unrealistic time pressures.



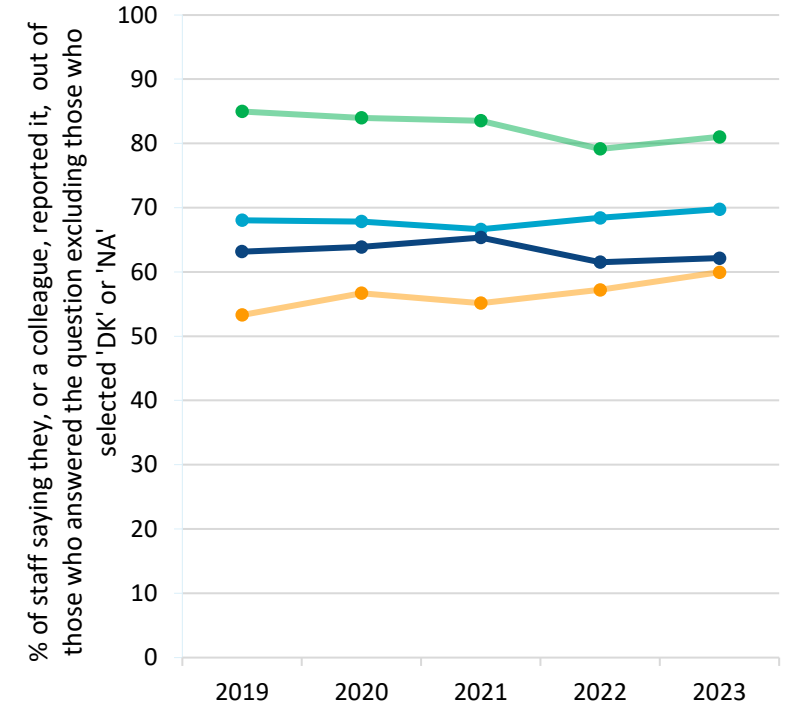
	2019	2020	2021	2022	2023
Your org	22.36%	25.83%	23.06%	22.42%	25.87%
Best result	31.33%	33.42%	29.43%	29.80%	33.29%
Average result	21.94%	24.12%	22.39%	22.31%	25.08%
Worst result	16.62%	18.37%	18.16%	18.05%	20.88%
Responses	5239	5016	7079	7944	10333

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



	2021	2022	2023
Your org	55.73%	54.57%	60.98%
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	6927	7885	10188

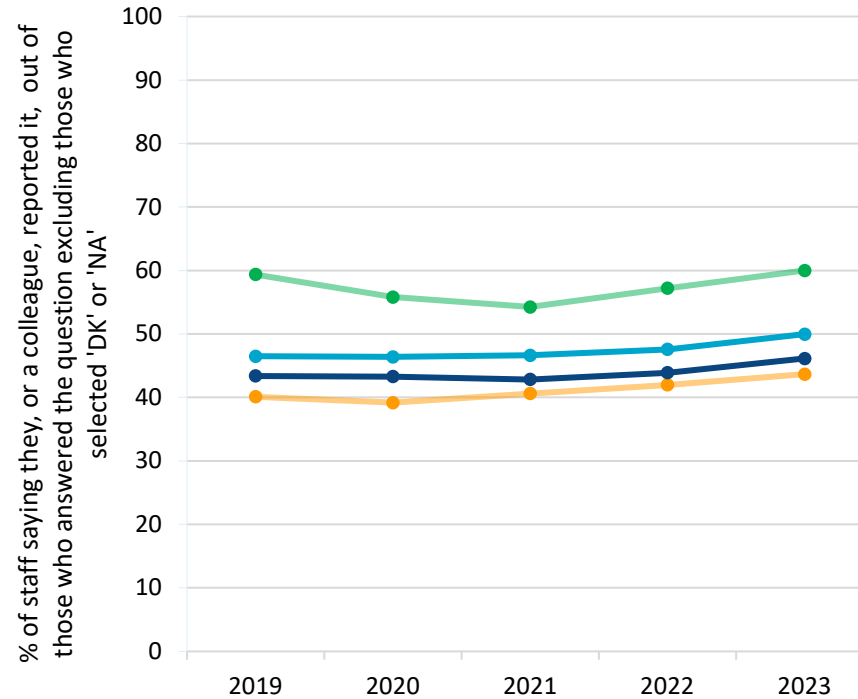
Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	63.15%	63.89%	65.34%	61.52%	62.15%
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	511	468	719	847	1105



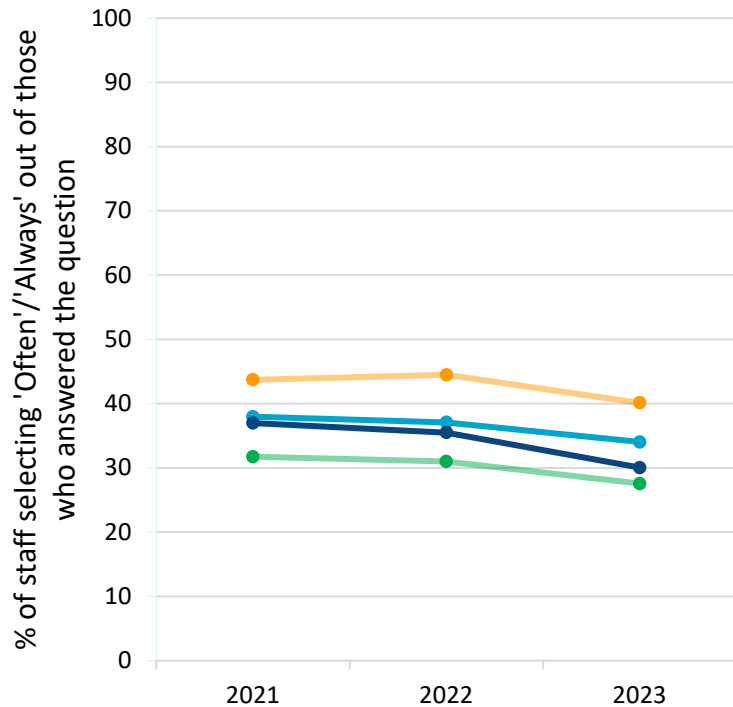
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	43.36%	43.27%	42.84%	43.89%	46.13%
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	1765	1712	2138	2574	3029

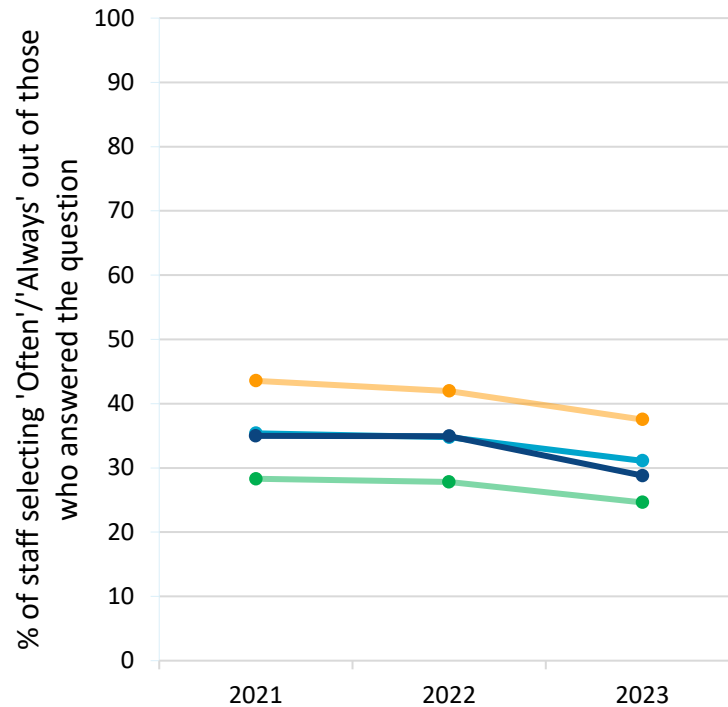


Q12a How often, if at all, do you find your work emotionally exhausting?



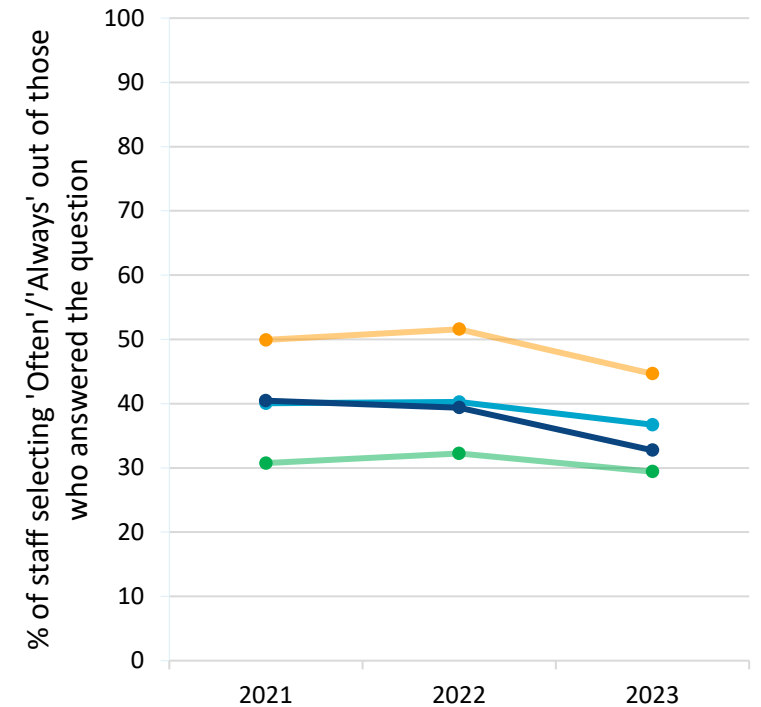
	2021	2022	2023
Your org	36.97%	35.50%	30.05%
Best result	31.73%	30.99%	27.56%
Average result	37.97%	37.10%	34.03%
Worst result	43.72%	44.49%	40.14%
Responses	6920	7964	10368

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



	2021	2022	2023
Your org	35.01%	34.96%	28.80%
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	6909	7956	10355

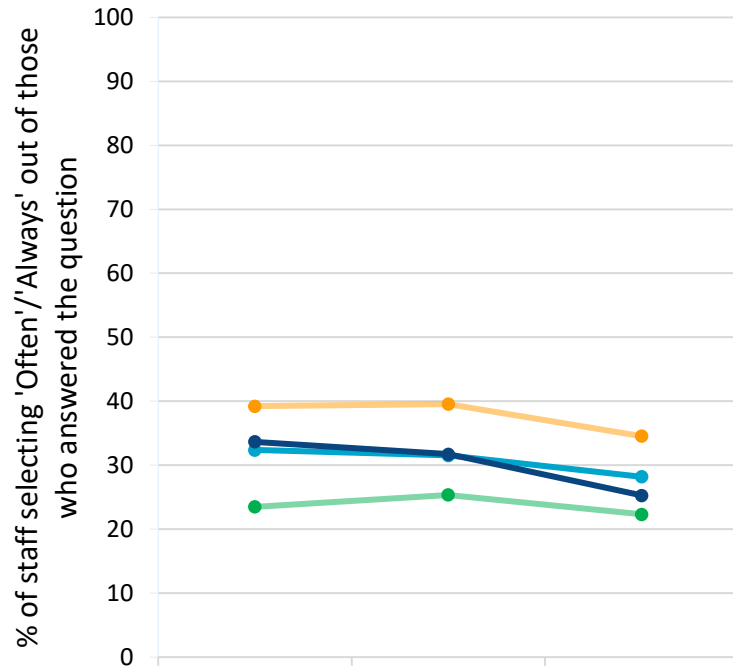
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	40.46%	39.39%	32.75%
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	6902	7946	10340

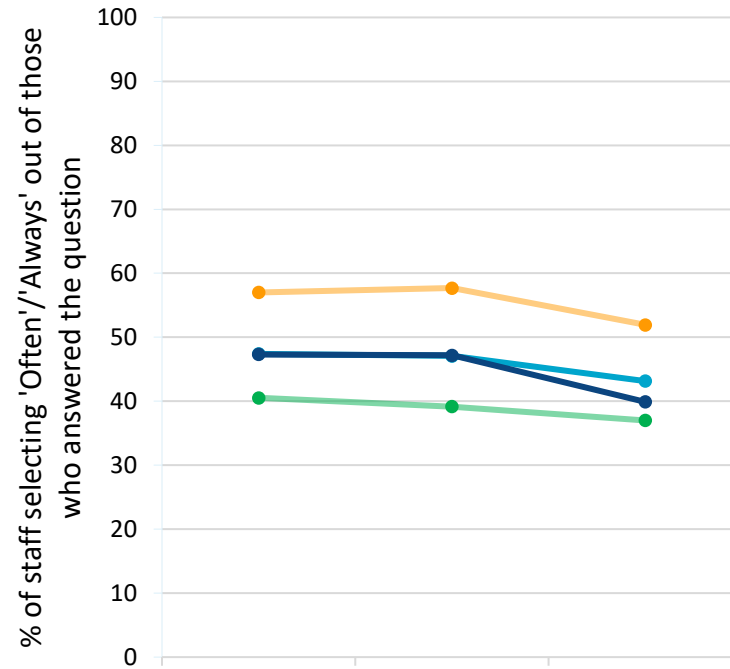


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



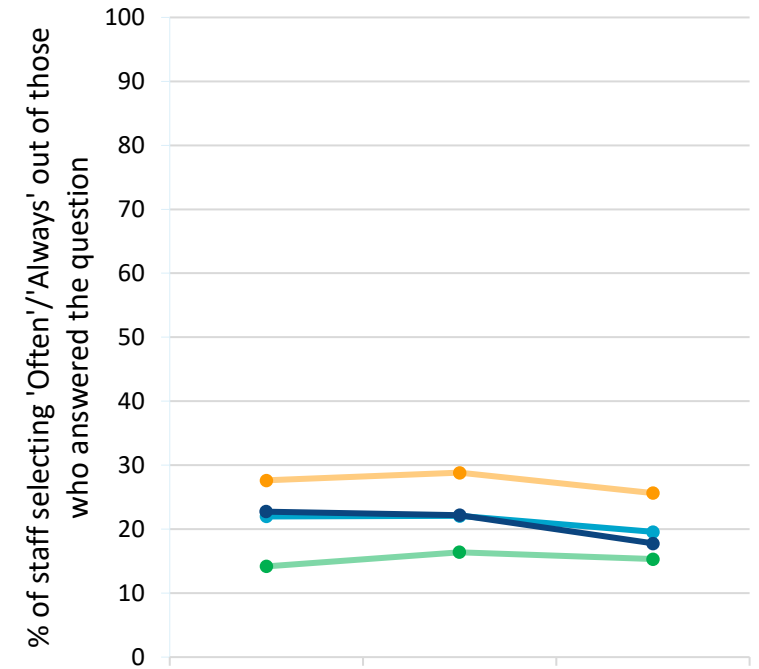
	2021 2021	2022 2022	2023 2023
Your org	33.63%	31.72%	25.27%
Best result	23.50%	25.32%	22.32%
Average result	32.39%	31.53%	28.22%
Worst result	39.23%	39.56%	34.55%
Responses	6893	7943	10315

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



	2021 2021	2022 2022	2023 2023
Your org	47.29%	47.19%	39.91%
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	6897	7937	10300

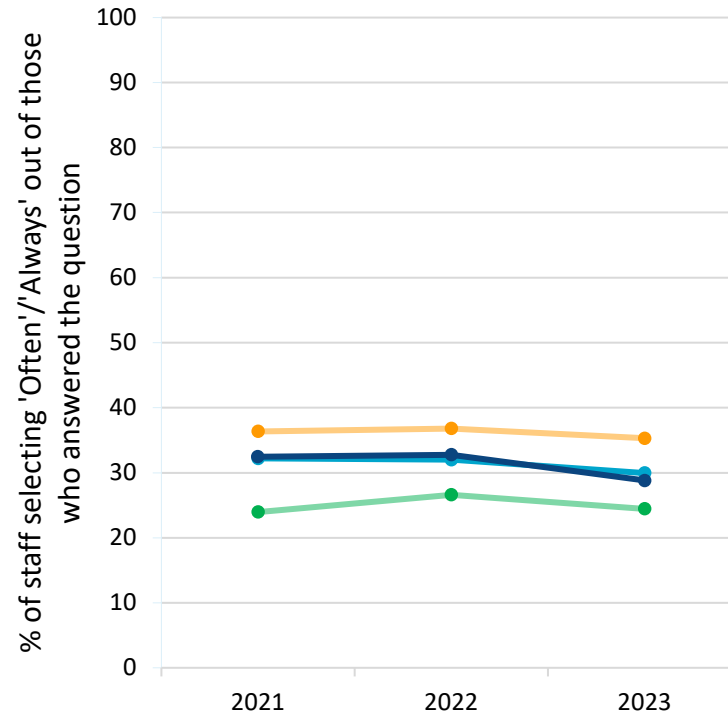
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021 2021	2022 2022	2023 2023
Your org	22.76%	22.19%	17.77%
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	6896	7956	10302



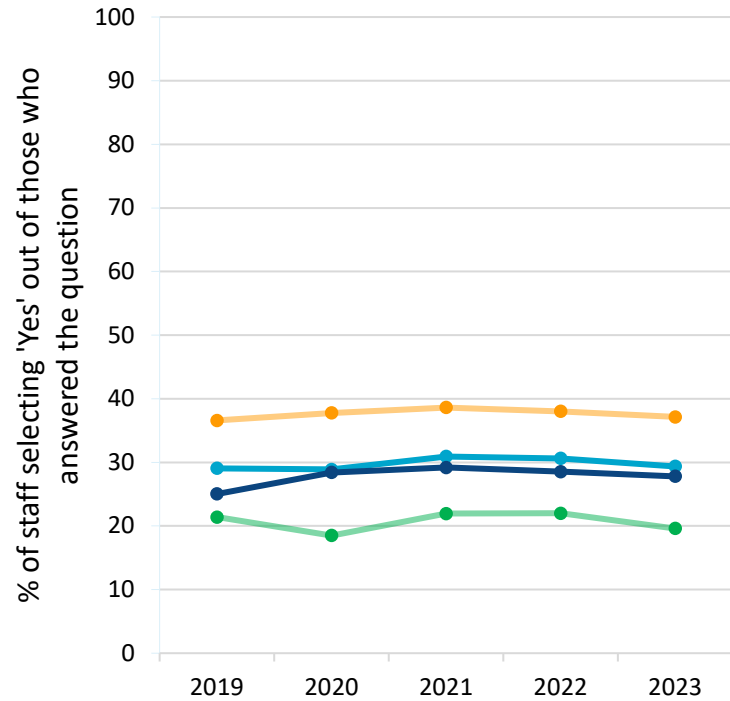
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	32.47%	32.77%	28.81%
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	6909	7952	10343

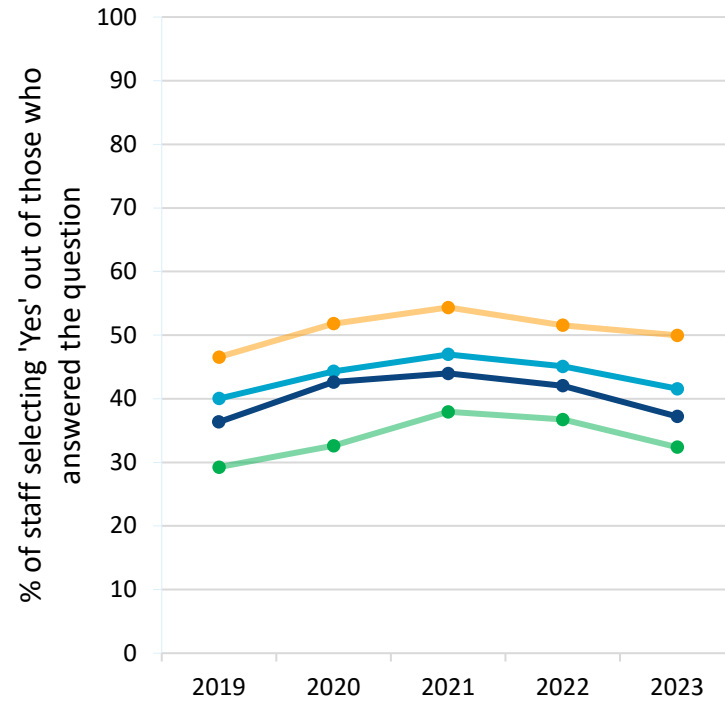


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



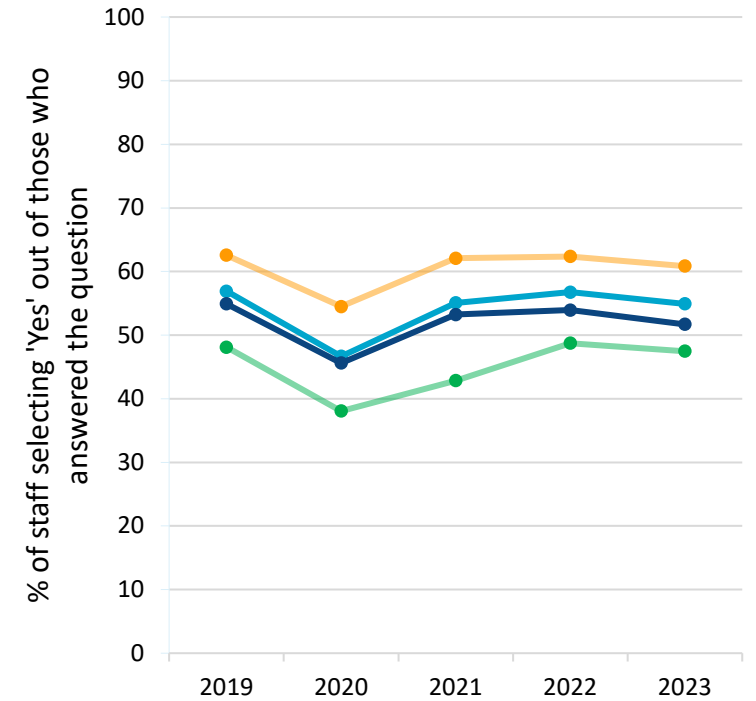
	2019	2020	2021	2022	2023
Your org	25.05%	28.41%	29.19%	28.54%	27.81%
Best result	21.38%	18.49%	21.95%	22.00%	19.59%
Average result	29.05%	28.90%	30.92%	30.62%	29.36%
Worst result	36.57%	37.76%	38.62%	38.01%	37.13%
Responses	5220	5066	6936	7962	10258

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



	2019	2020	2021	2022	2023
Your org	36.33%	42.62%	43.98%	42.04%	37.21%
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	5226	5077	6928	7962	10255

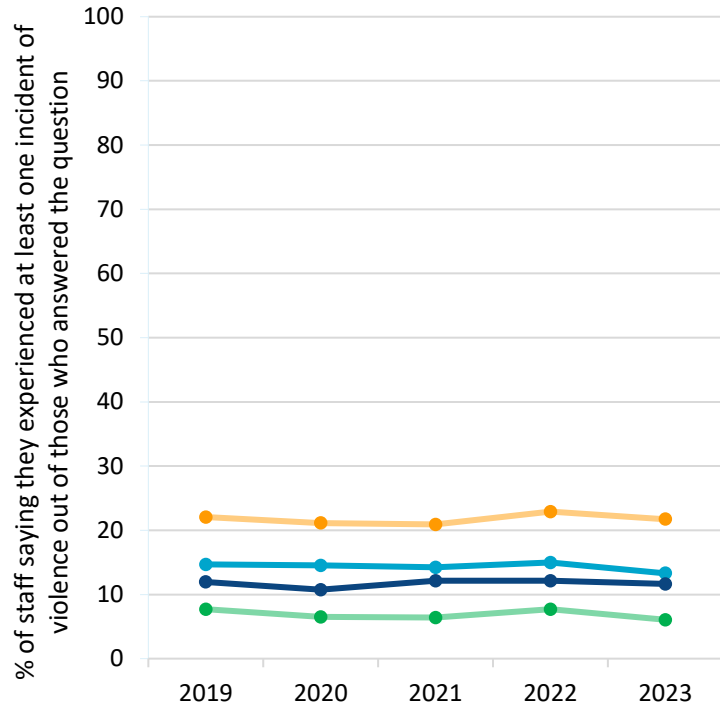
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2019	2020	2021	2022	2023
Your org	54.89%	45.60%	53.22%	53.94%	51.71%
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	5228	5076	6935	7949	10265



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.

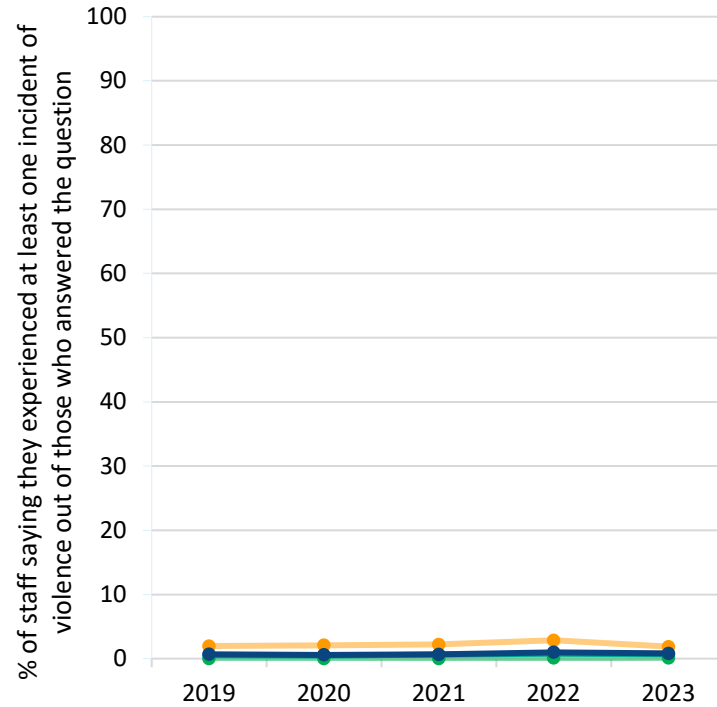


2019 2020 2021 2022 2023

Your org	11.93%	10.74%	12.13%	12.13%	11.65%
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 5234 5092 6909 7933 10293

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

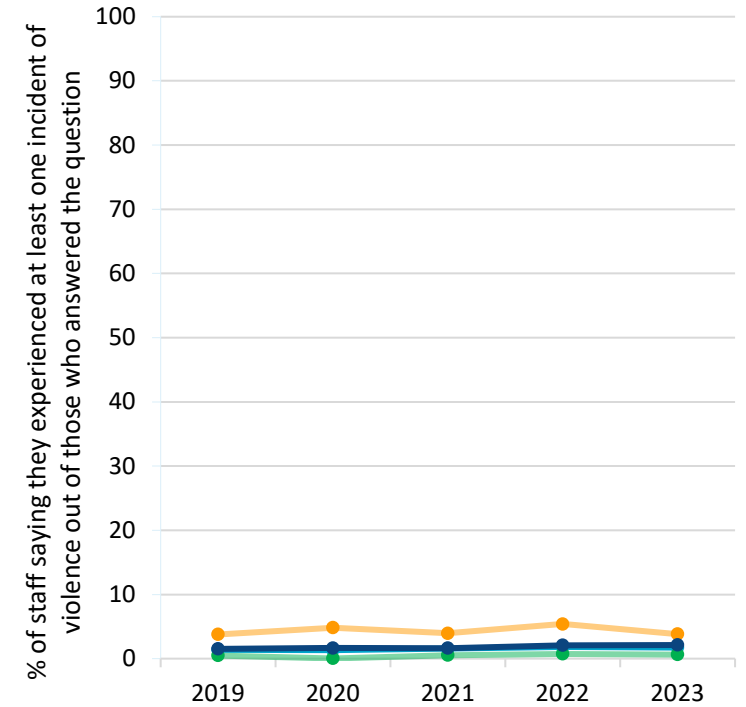


2019 2020 2021 2022 2023

Your org	0.68%	0.61%	0.68%	1.00%	0.82%
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 5205 5056 6862 7833 10229

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



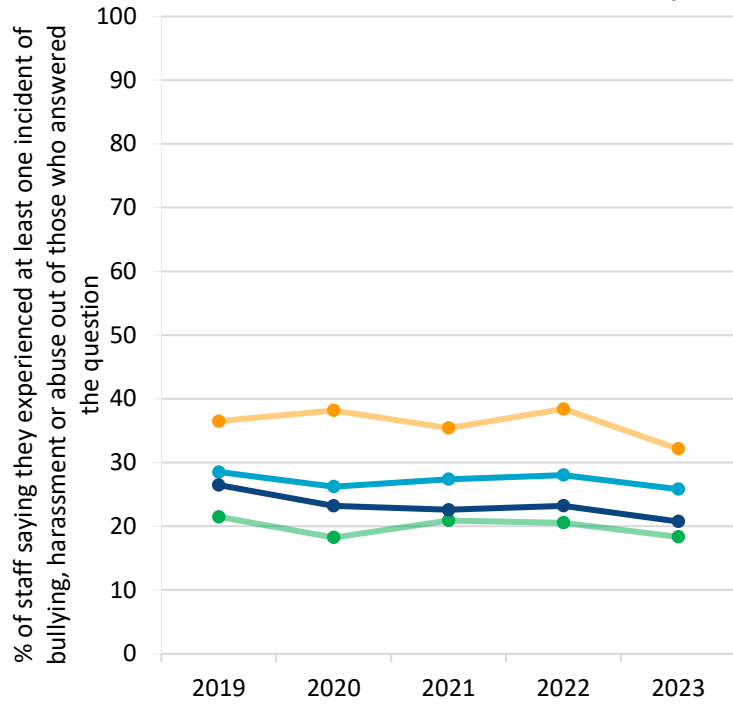
2019 2020 2021 2022 2023

Your org	1.54%	1.69%	1.65%	2.11%	2.14%
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 5165 4999 6834 7816 10140

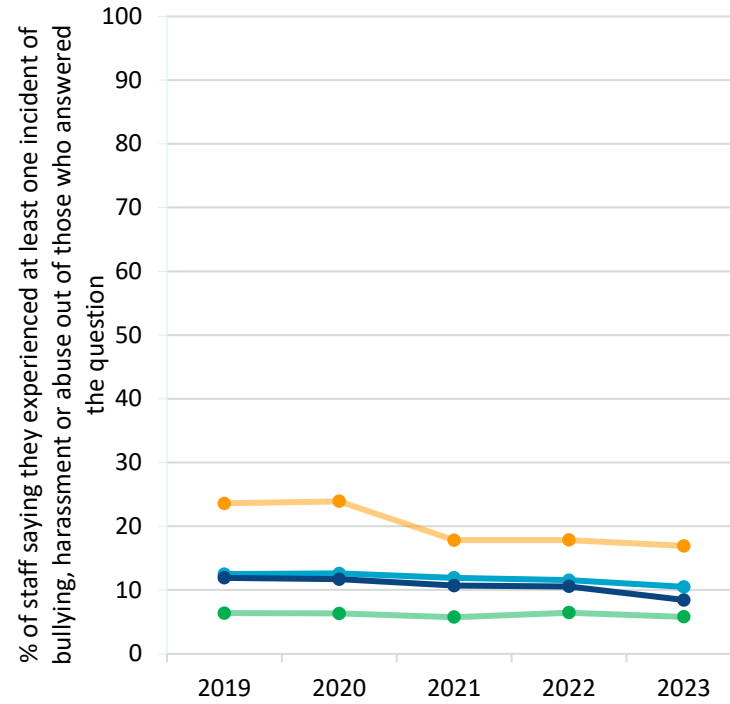


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



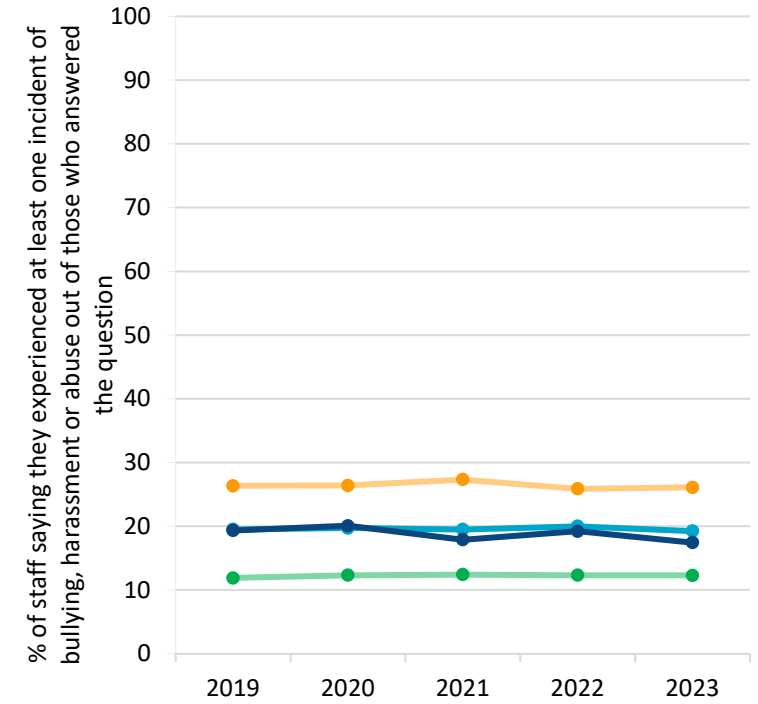
	2019	2020	2021	2022	2023
Your org	26.44%	23.18%	22.59%	23.21%	20.76%
Best result	21.48%	18.24%	20.91%	20.55%	18.33%
Average result	28.51%	26.23%	27.39%	28.03%	25.82%
Worst result	36.49%	38.19%	35.40%	38.39%	32.15%
Responses	5224	5080	6585	7941	10278

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



	2019	2020	2021	2022	2023
Your org	11.92%	11.70%	10.68%	10.55%	8.42%
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	5198	5041	6559	7857	10212

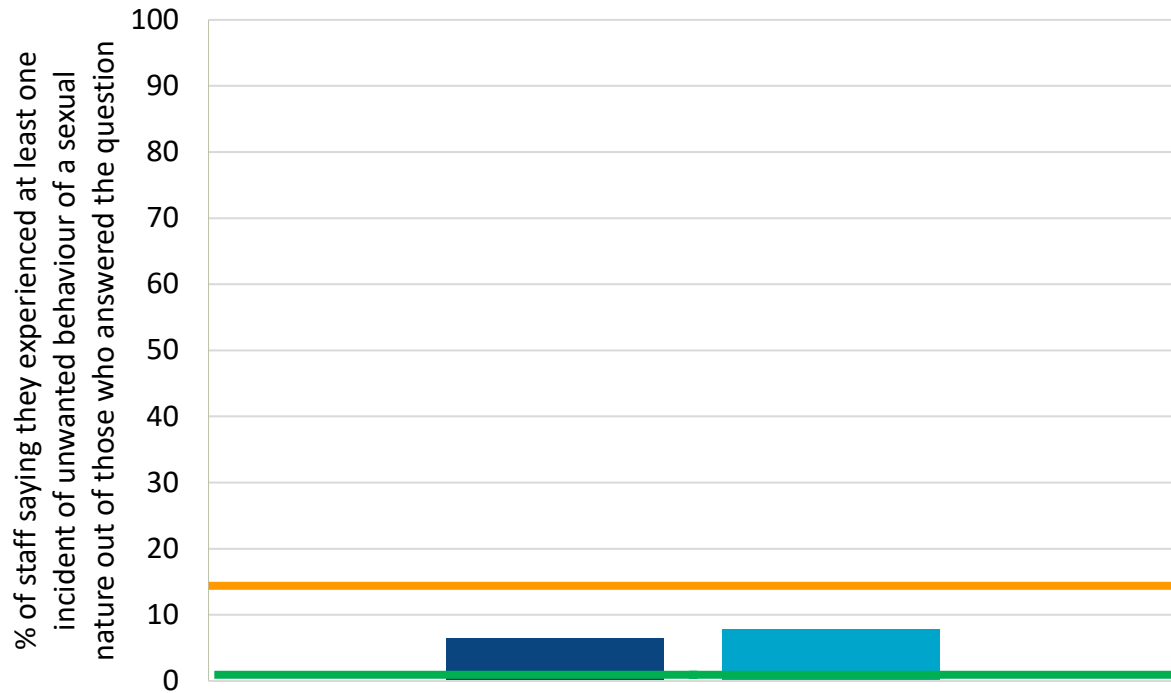
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



	2019	2020	2021	2022	2023
Your org	19.31%	20.08%	17.90%	19.23%	17.44%
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	5146	5012	6537	7851	10235



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

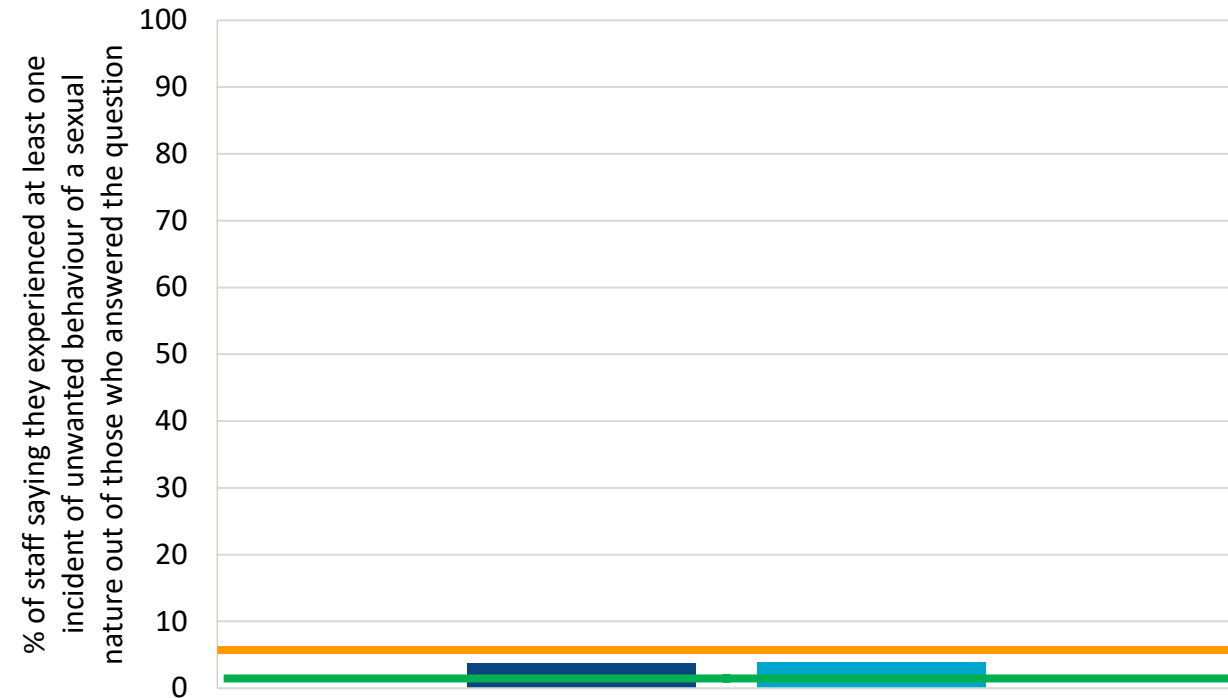


2023

Your org	6.41%
Best result	0.93%
Average result	7.73%
Worst result	14.39%

Responses 10325

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



2023

Your org	3.80%
Best result	1.44%
Average result	3.82%
Worst result	5.73%

Responses 10280

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



	2023
Your org	54.66%
Best result	63.59%
Average result	53.77%
Worst result	42.58%
Responses	10337

*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

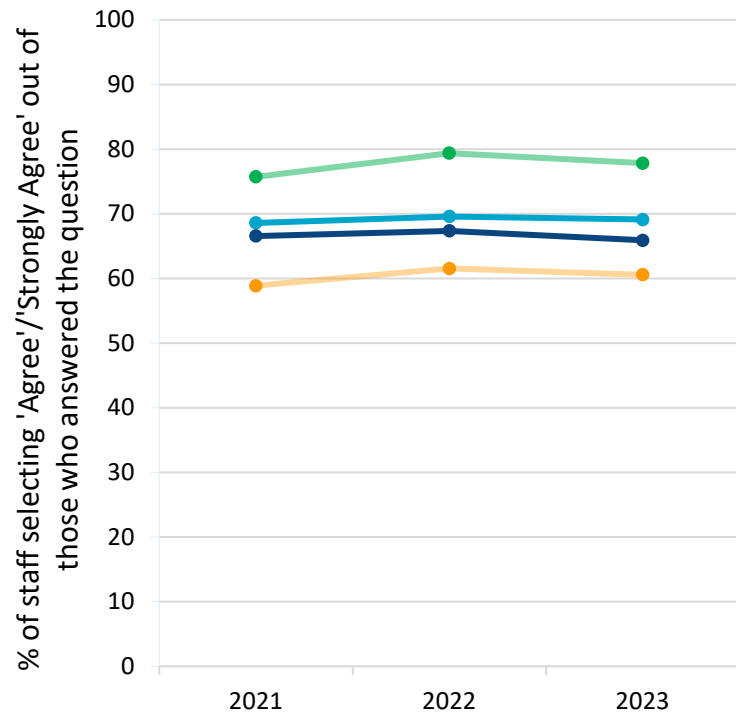
Appraisals – Q23a*, Q23b, Q23c, Q23d

*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.

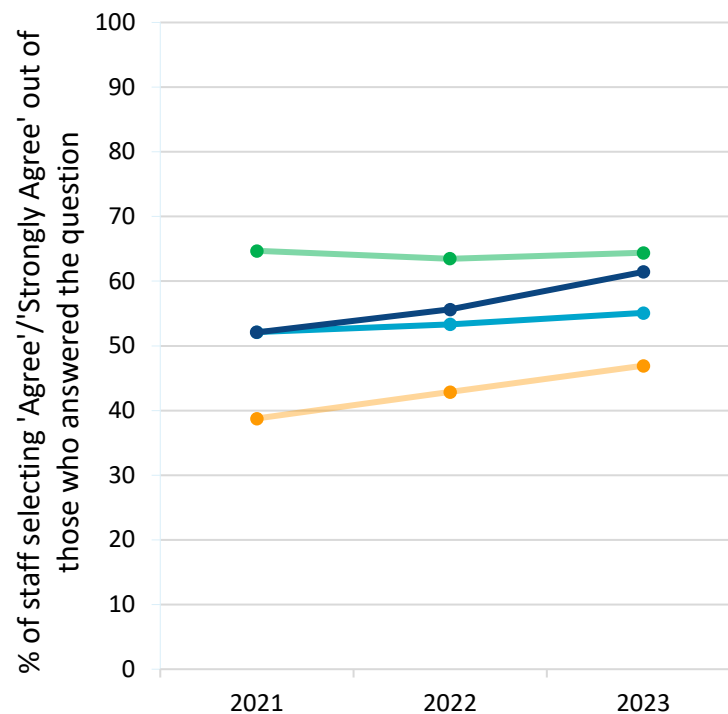


Q24a This organisation offers me challenging work.



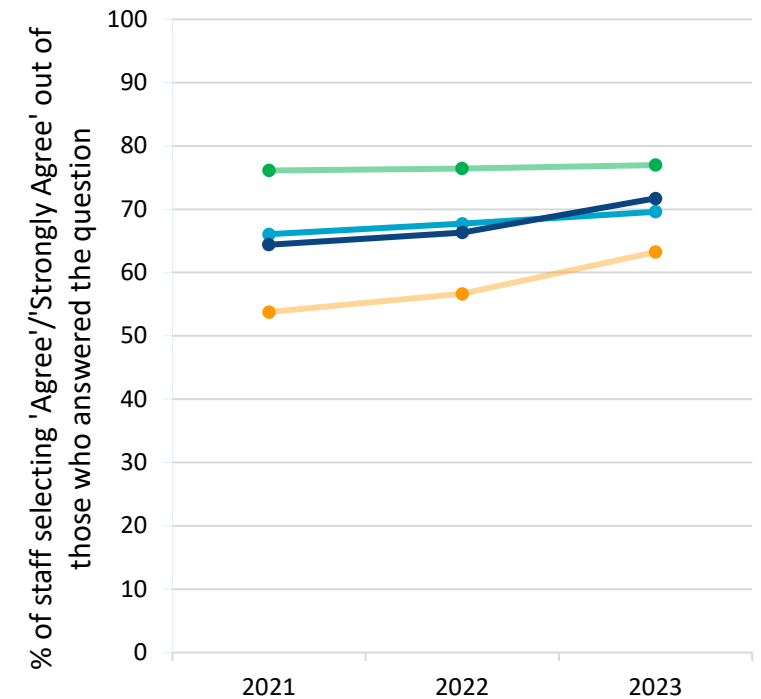
	2021	2022	2023
Your org	66.57%	67.35%	65.89%
Best result	75.71%	79.35%	77.83%
Average result	68.60%	69.57%	69.12%
Worst result	58.88%	61.55%	60.58%
Responses	6837	7925	10304

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



	2021	2022	2023
Your org	52.06%	55.63%	61.45%
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	6843	7936	10319

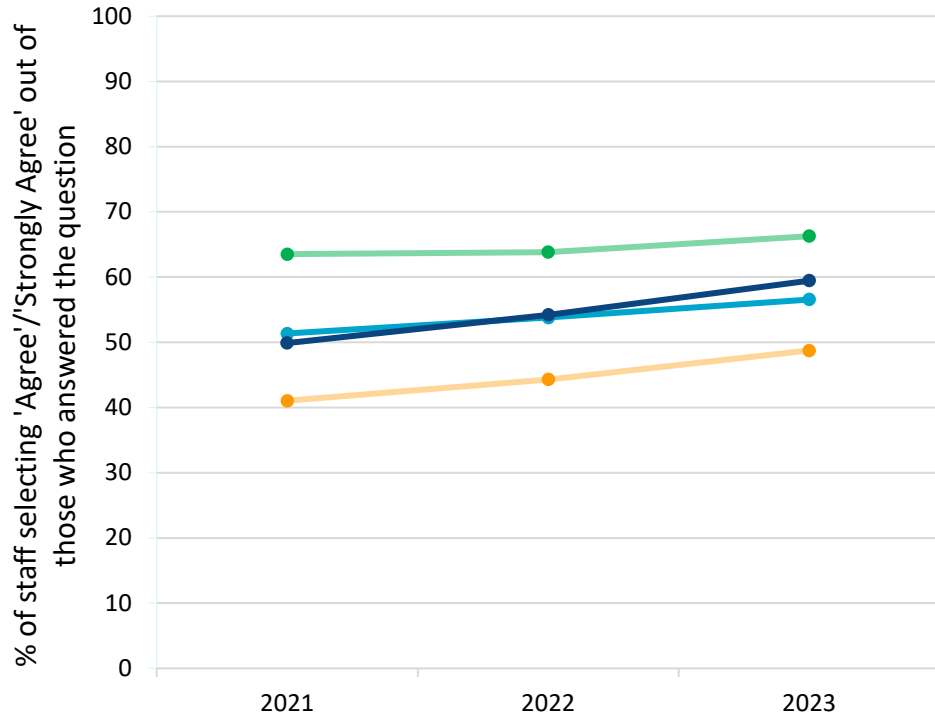
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	64.37%	66.32%	71.70%
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	6845	7937	10317

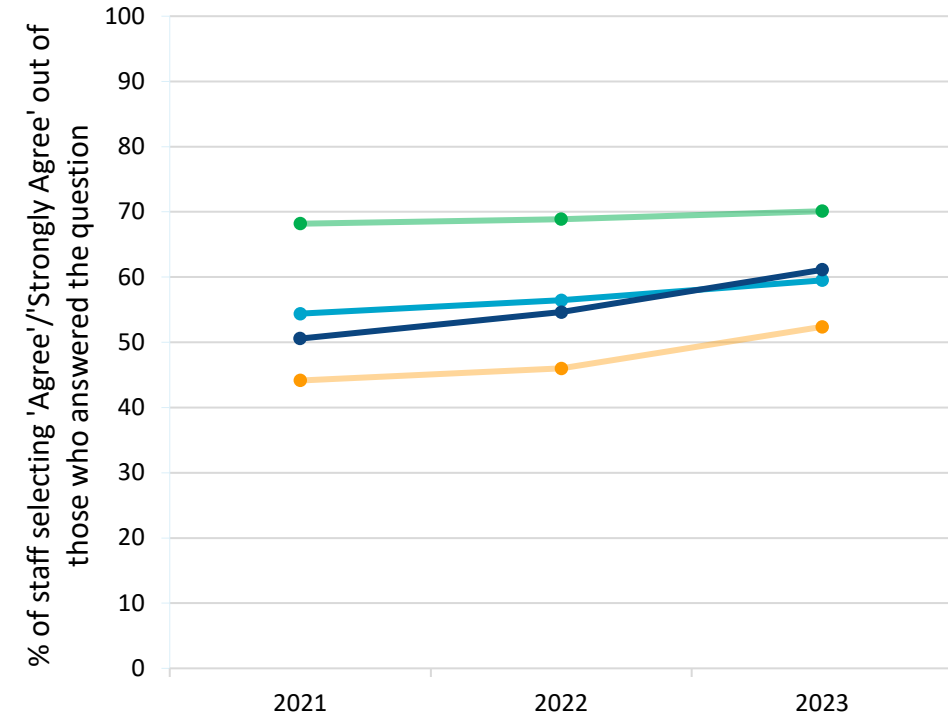


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	49.90%	54.21%	59.46%
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	6837	7935	10289

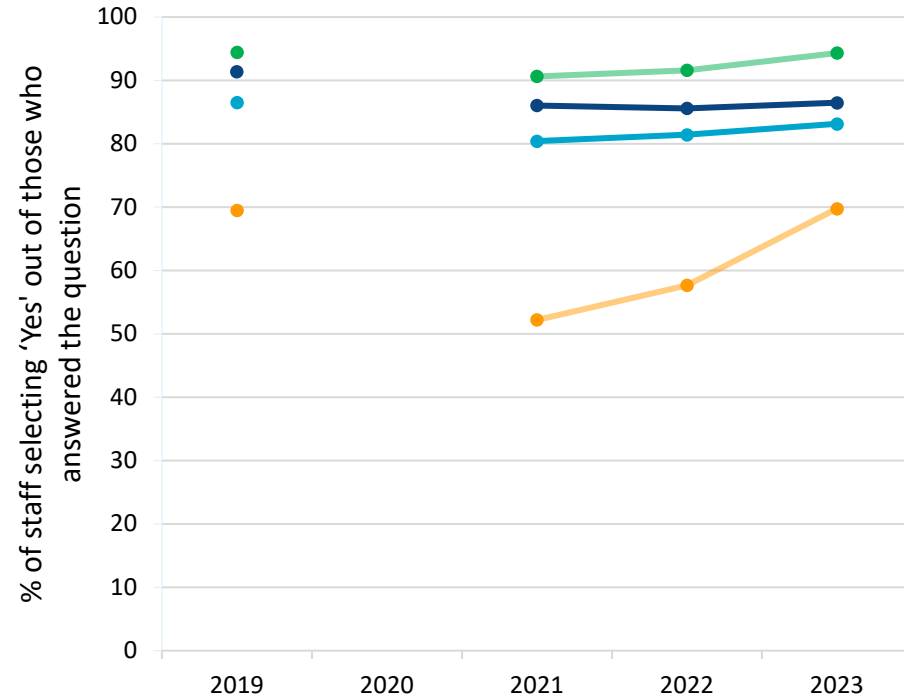
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	50.56%	54.62%	61.14%
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	6843	7939	10299

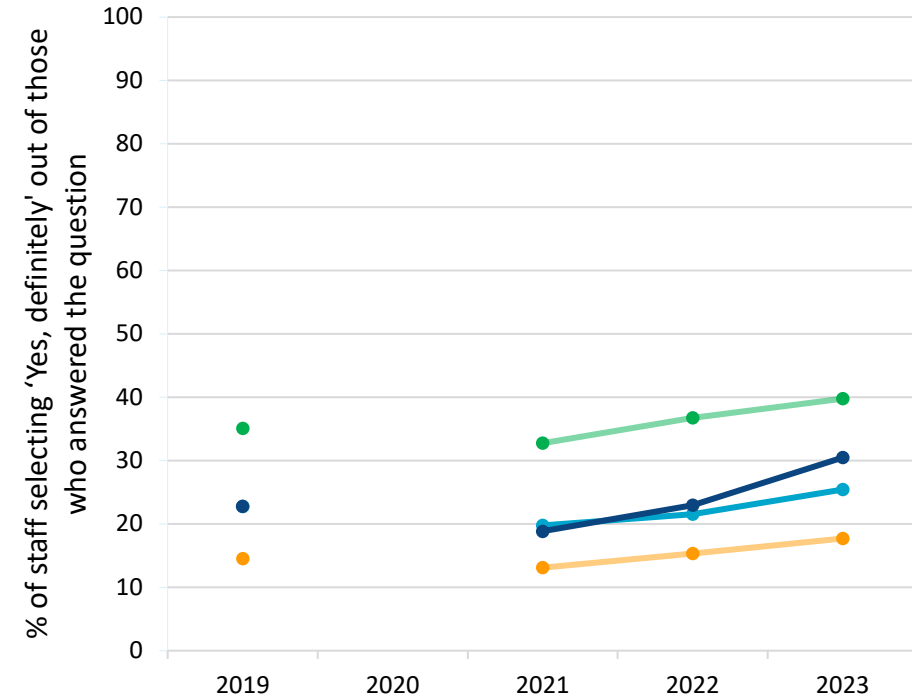


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	91.35%	-	86.04%	85.59%	86.46%
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	5192	-	6857	7928	10237

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

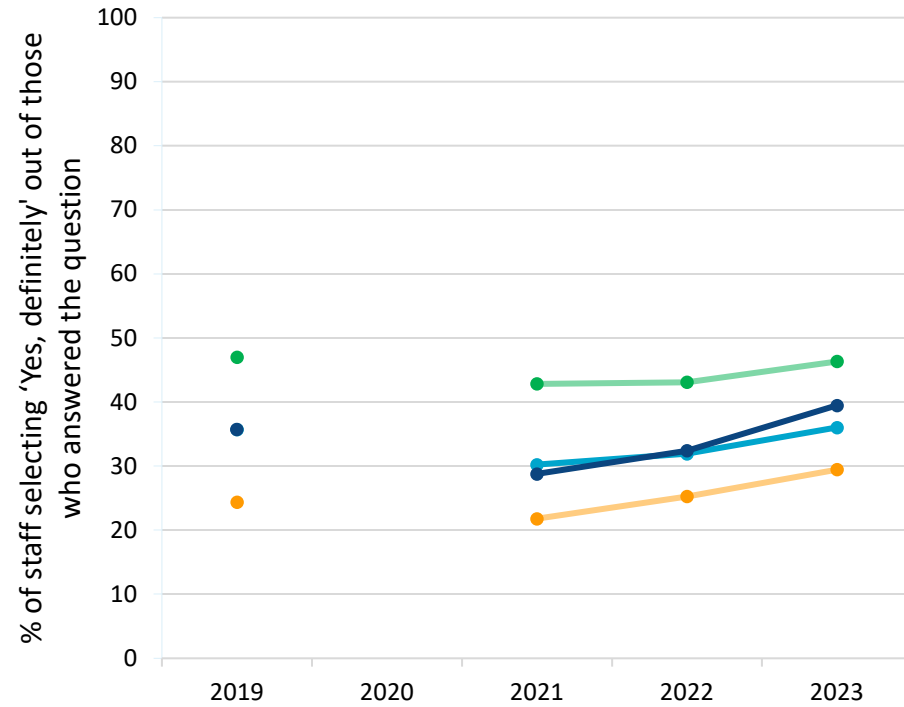


	2019	2020	2021	2022	2023
Your org	22.74%	-	18.86%	22.96%	30.48%
Best result	35.12%	-	32.75%	36.74%	39.78%
Average result	22.76%	-	19.79%	21.56%	25.44%
Worst result	14.56%	-	13.13%	15.33%	17.71%
Responses	4643	-	5828	6719	8761

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

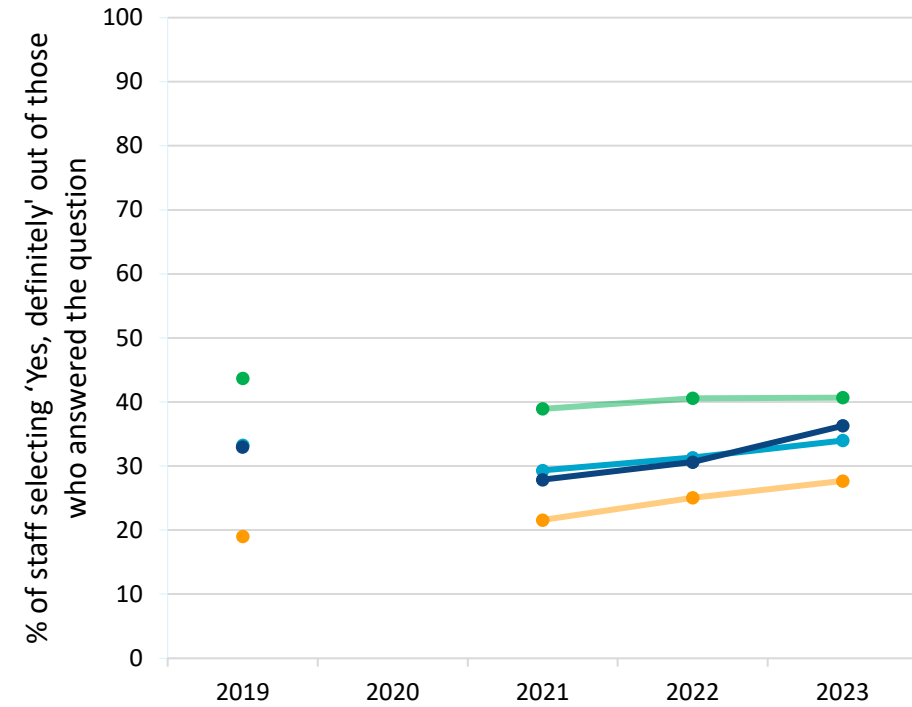


Q23c It helped me agree clear objectives for my work.



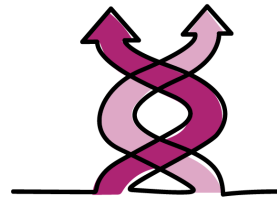
	2019	2020	2021	2022	2023
Your org	35.70%	-	28.76%	32.39%	39.45%
Best result	47.00%	-	42.85%	43.07%	46.33%
Average result	35.71%	-	30.21%	31.92%	36.02%
Worst result	24.35%	-	21.78%	25.24%	29.43%
Responses	4632	-	5826	6701	8710

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



	2019	2020	2021	2022	2023
Your org	32.91%	-	27.86%	30.63%	36.29%
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	4604	-	5822	6714	8734

People Promise element – We work flexibly



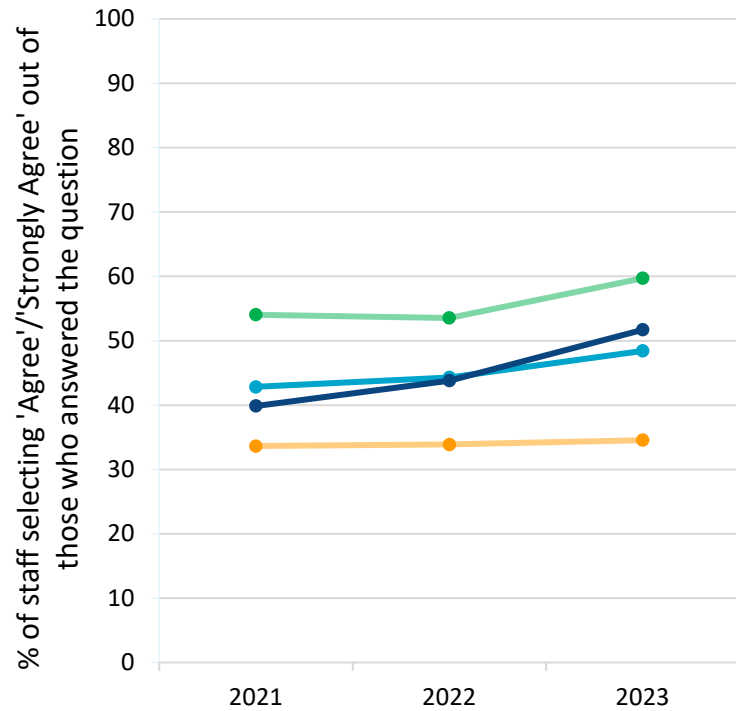
Questions included:

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

Flexible working – Q4d

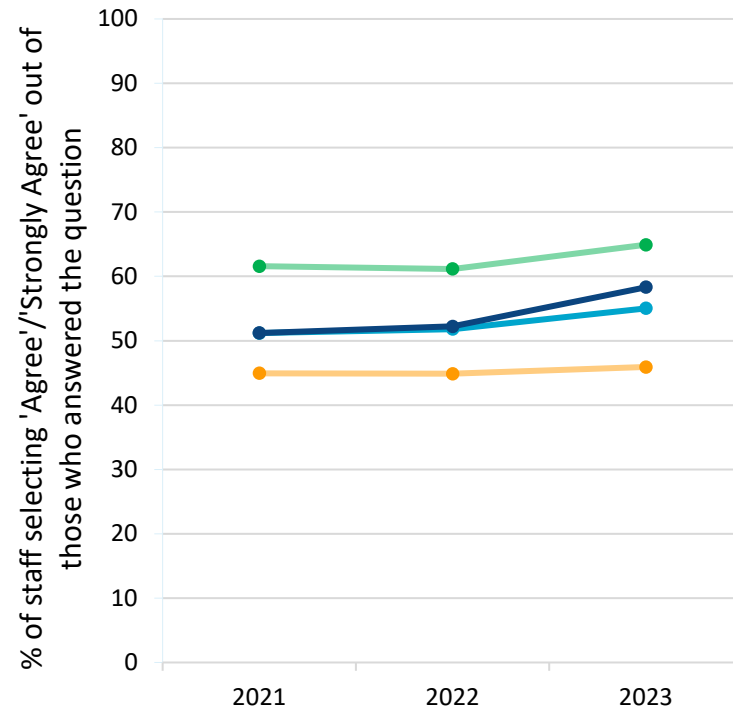


Q6b My organisation is committed to helping me balance my work and home life.



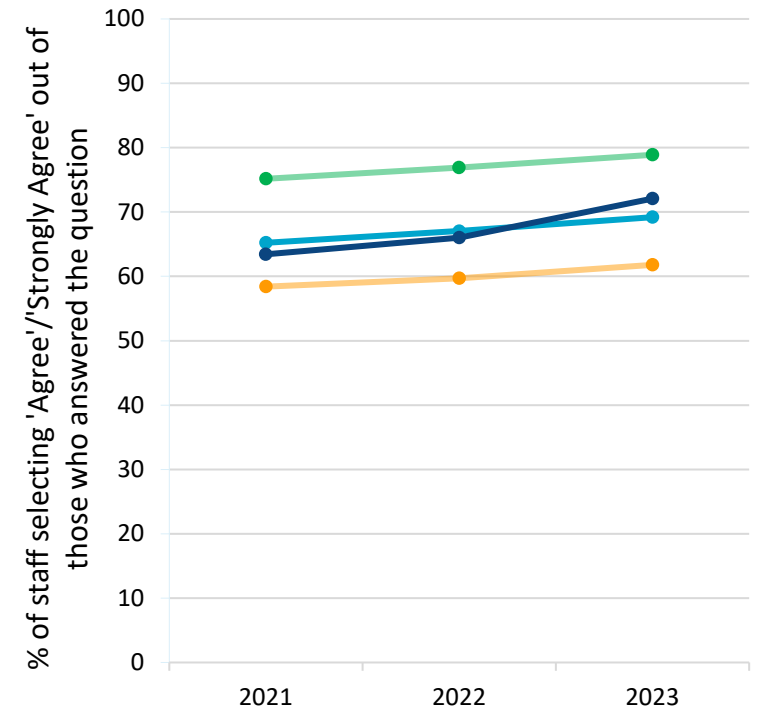
	2021	2022	2023
Your org	39.85%	43.80%	51.70%
Best result	54.04%	53.54%	59.70%
Average result	42.83%	44.29%	48.43%
Worst result	33.62%	33.88%	34.55%
Responses	7078	7963	10366

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



	2021	2022	2023
Your org	51.20%	52.22%	58.32%
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	7083	7959	10344

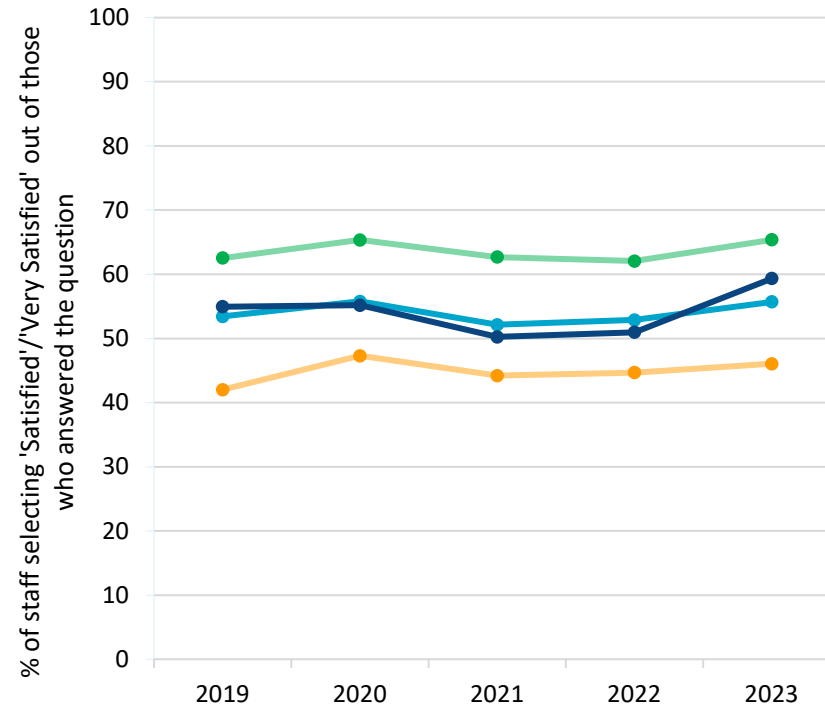
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
Your org	63.42%	66.04%	72.10%
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	7088	7962	10358

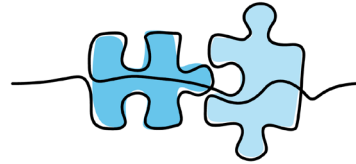


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2019	2020	2021	2022	2023
Your org	54.94%	55.17%	50.25%	50.96%	59.35%
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	5275	5077	7122	7976	10333

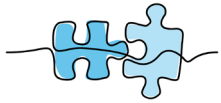
People Promise element – We are a team



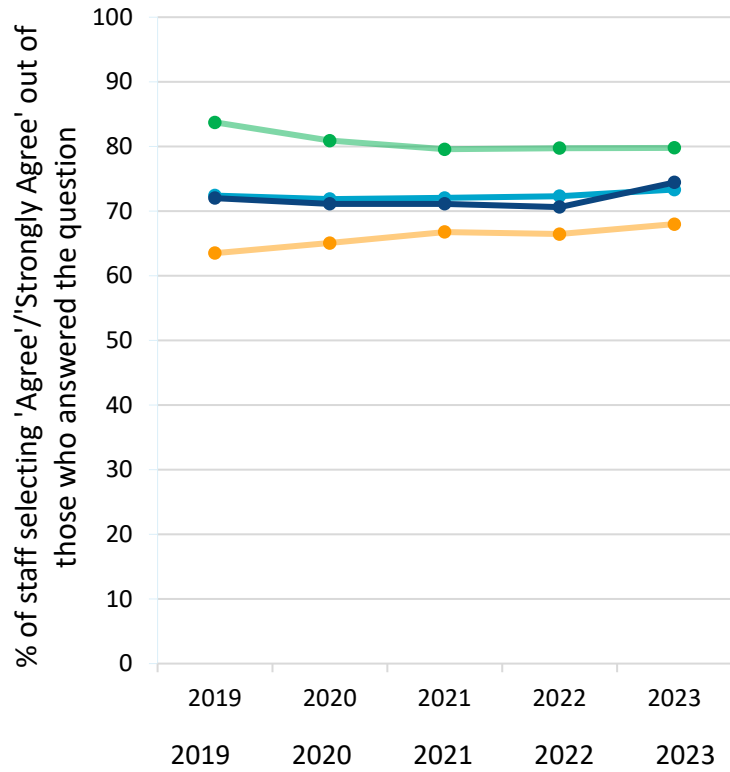
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

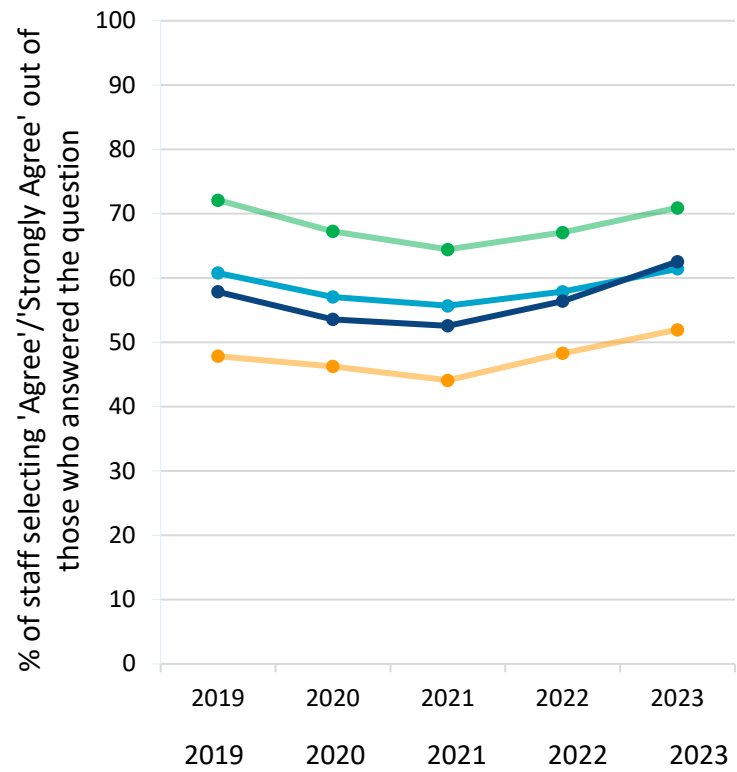


Q7a The team I work in has a set of shared objectives.



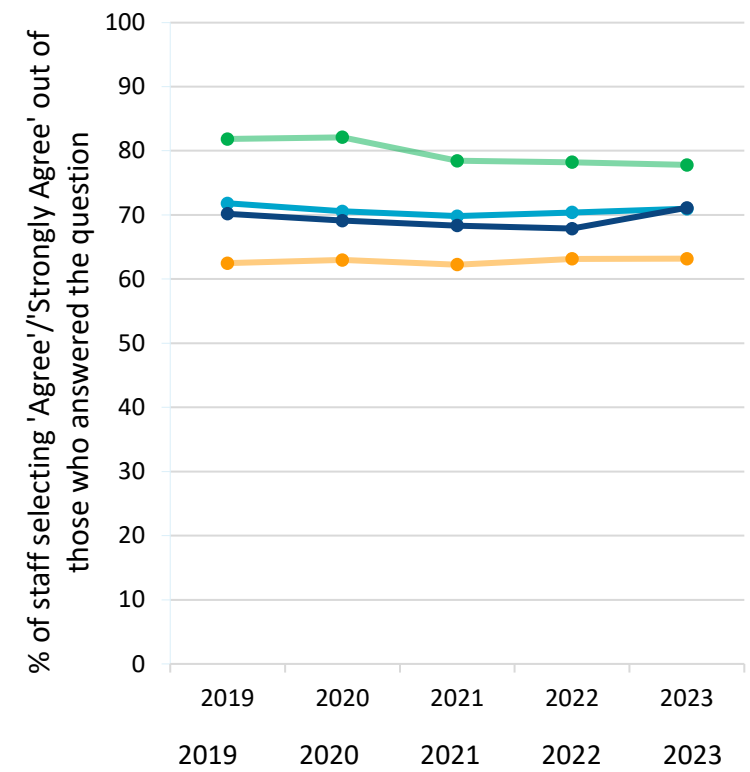
Responses	5246	5044	7016	7961	10342
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Q7b The team I work in often meets to discuss the team's effectiveness.

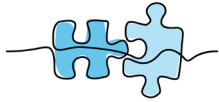


Responses	5264	5053	7010	7964	10318
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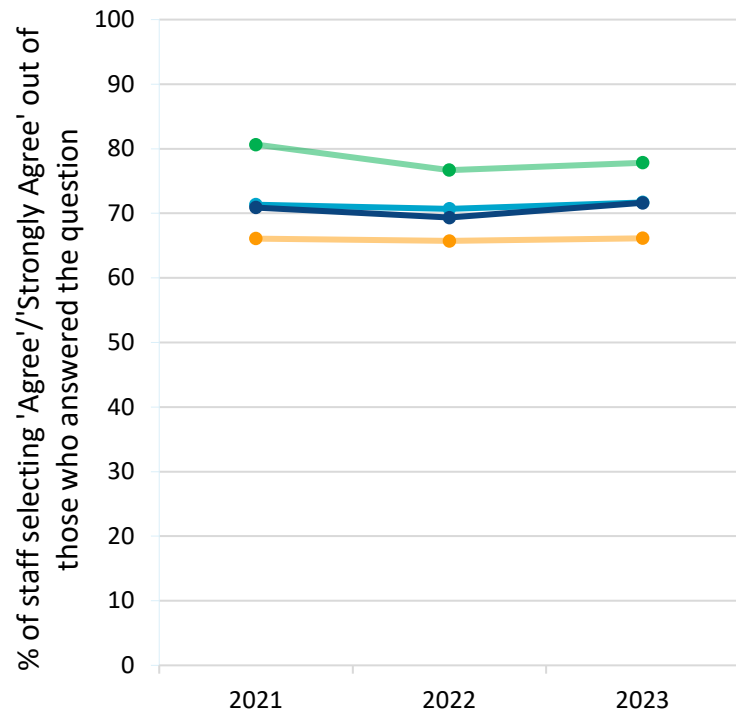
Q7c I receive the respect I deserve from my colleagues at work.



Responses	5270	5089	7026	7972	10334
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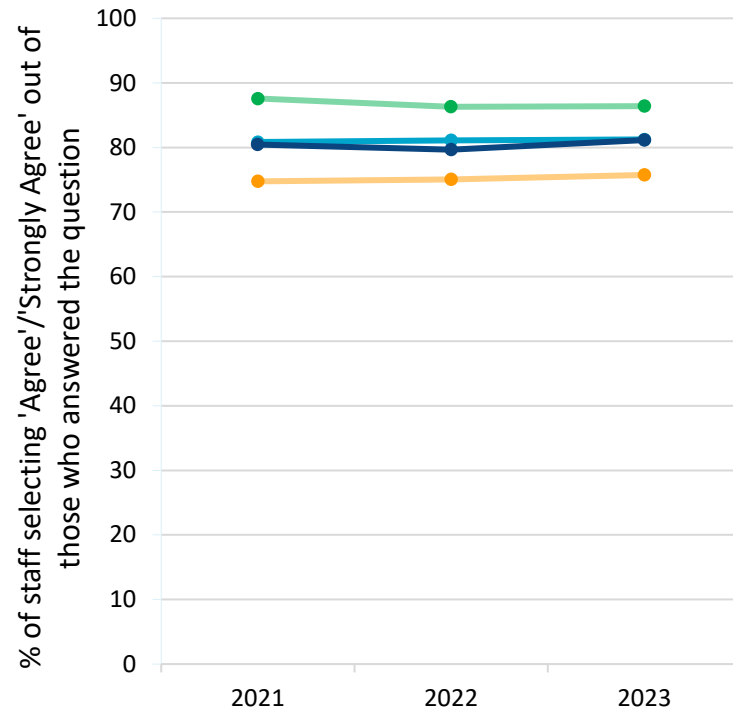


Q7d Team members understand each other's roles.



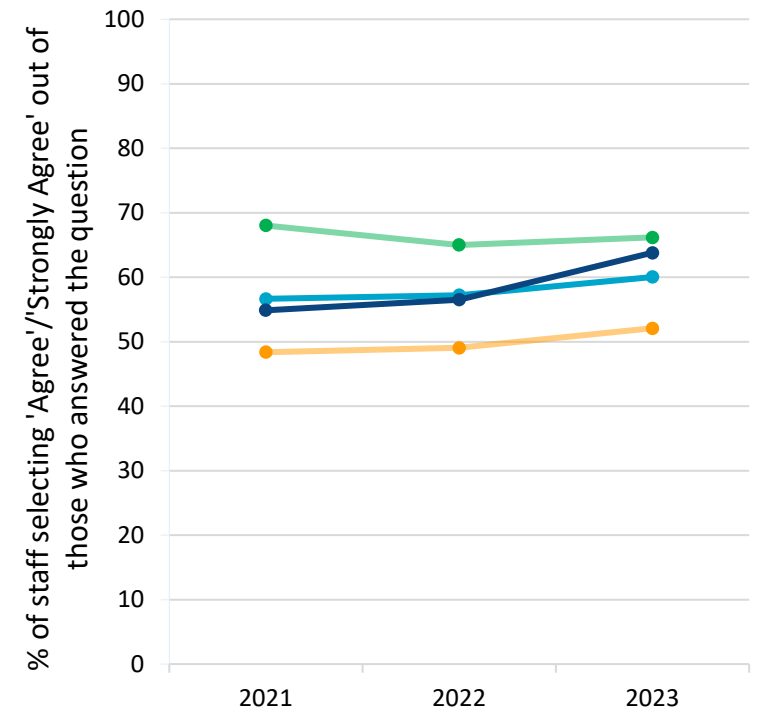
	2021	2022	2023
Your org	70.86%	69.34%	71.62%
Best result	80.62%	76.69%	77.83%
Average result	71.35%	70.69%	71.68%
Worst result	66.09%	65.73%	66.13%
Responses	7020	7972	10340

Q7e I enjoy working with the colleagues in my team.

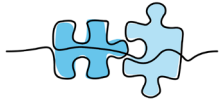


	2021	2022	2023
Your org	80.47%	79.67%	81.15%
Best result	87.58%	86.31%	86.41%
Average result	80.85%	81.10%	81.23%
Worst result	74.77%	75.07%	75.77%
Responses	7013	7963	10337

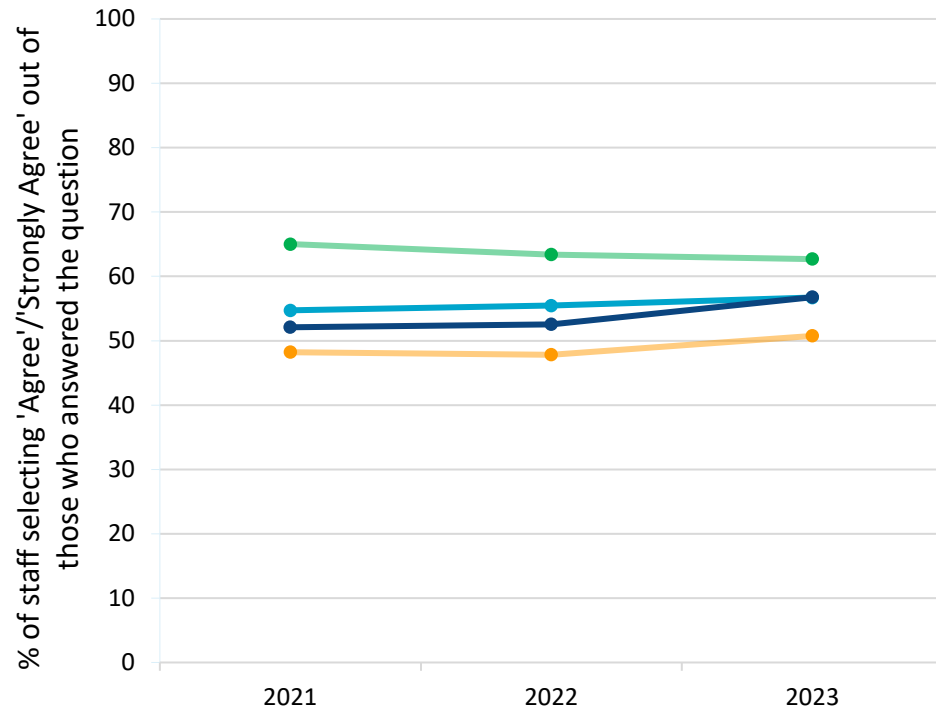
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	54.89%	56.52%	63.79%
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	7012	7952	10300

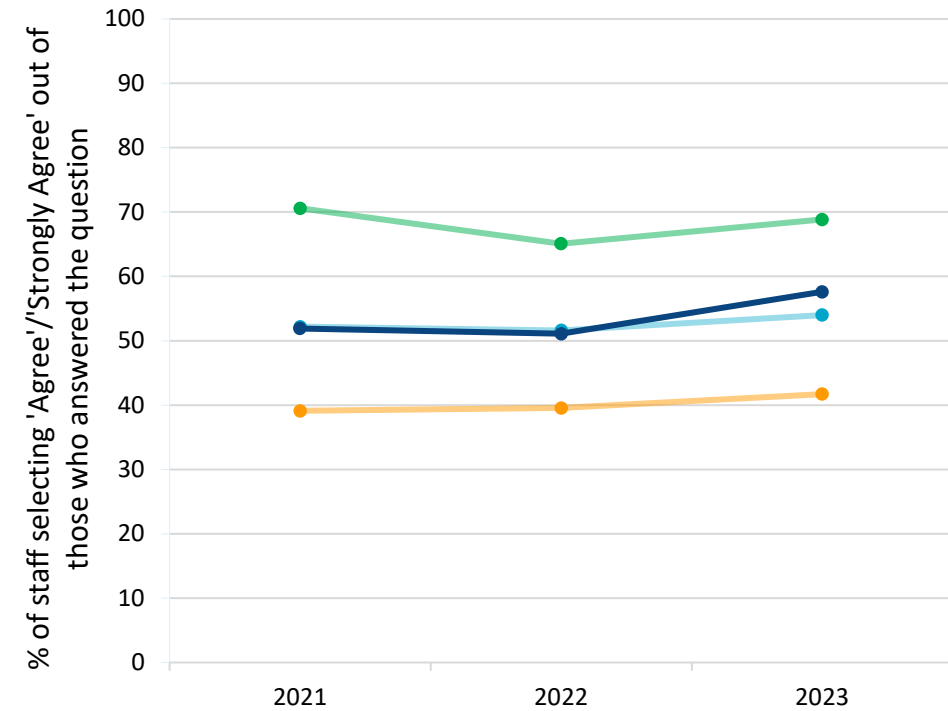


Q7g In my team disagreements are dealt with constructively.

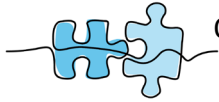


	2021	2022	2023
Your org	52.09%	52.56%	56.78%
Best result	65.00%	63.36%	62.70%
Average result	54.72%	55.46%	56.71%
Worst result	48.24%	47.83%	50.76%
Responses	7014	7954	10299

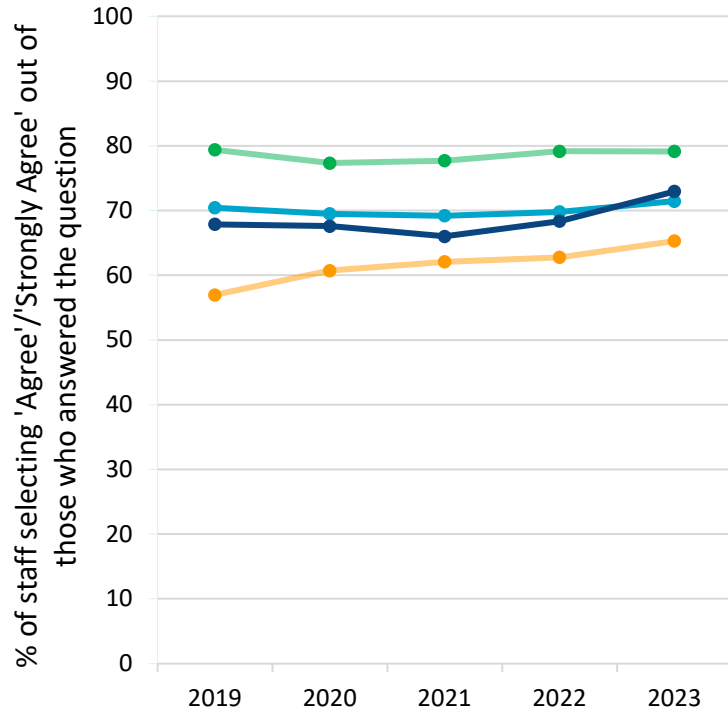
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	51.87%	51.08%	57.60%
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	7004	7968	10277

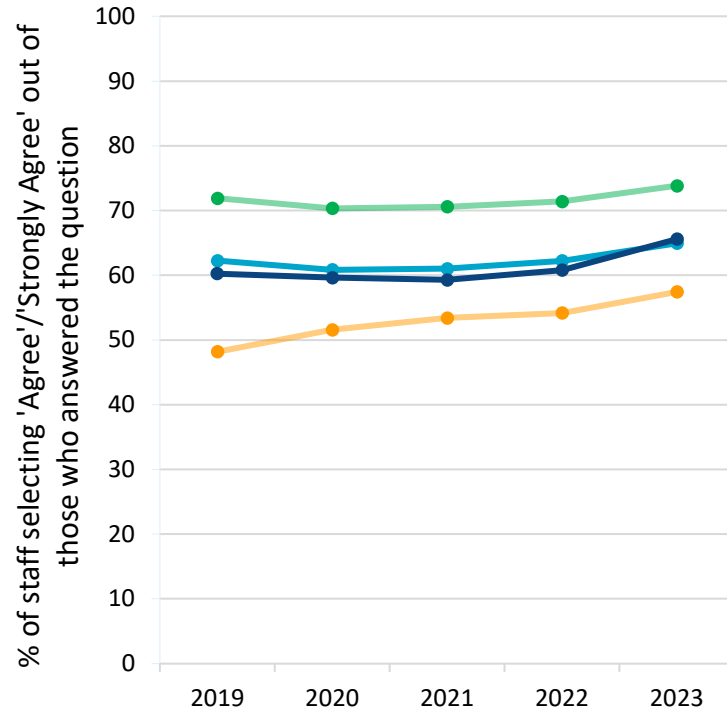


Q9a My immediate manager encourages me at work.



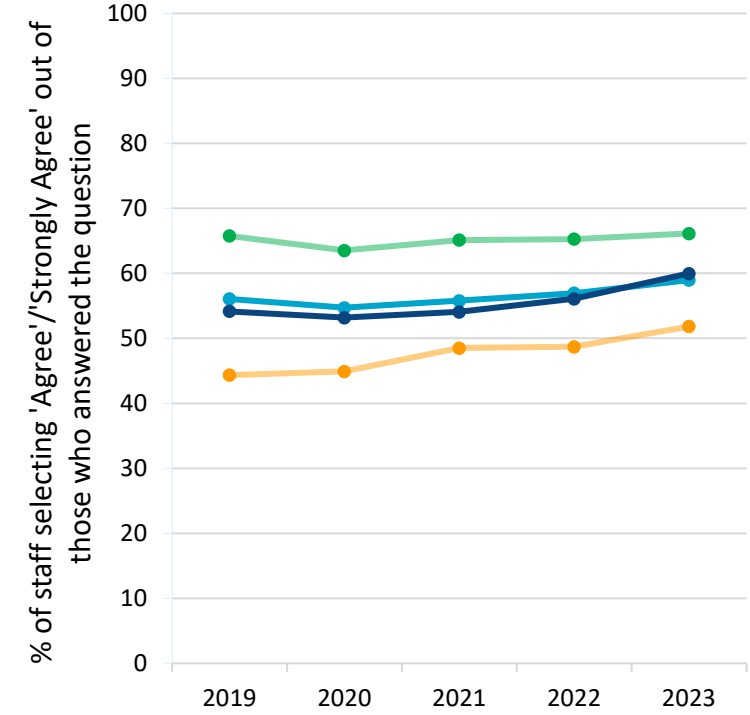
	2019	2020	2021	2022	2023
Your org	67.88%	67.60%	66.00%	68.36%	72.96%
Best result	79.38%	77.33%	77.69%	79.17%	79.13%
Average result	70.43%	69.49%	69.21%	69.78%	71.45%
Worst result	56.97%	60.71%	62.07%	62.76%	65.29%
Responses	5262	5098	6950	7971	10367

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

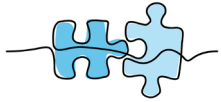


	2019	2020	2021	2022	2023
Your org	60.25%	59.63%	59.29%	60.78%	65.59%
Best result	71.89%	70.33%	70.57%	71.39%	73.81%
Average result	62.26%	60.85%	61.01%	62.21%	64.96%
Worst result	48.18%	51.57%	53.40%	54.16%	57.43%
Responses	5259	5085	6948	7957	10352

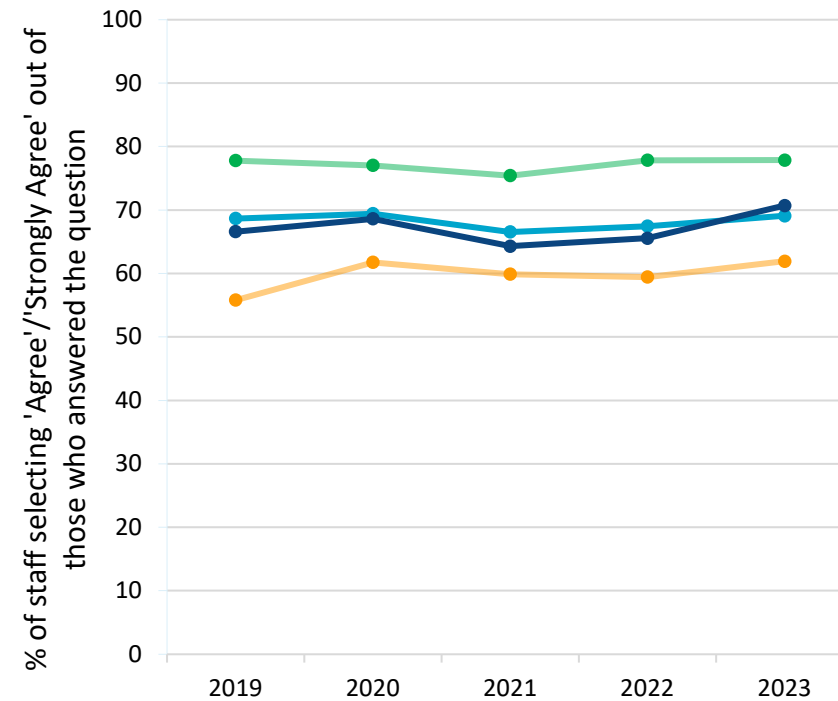
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2019	2020	2021	2022	2023
Your org	54.11%	53.19%	54.07%	56.08%	59.99%
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	5252	5087	6951	7963	10354



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



	2019	2020	2021	2022	2023
Your org	66.57%	68.61%	64.30%	65.57%	70.69%
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	5249	5092	6951	7964	10363

Theme – Staff engagement

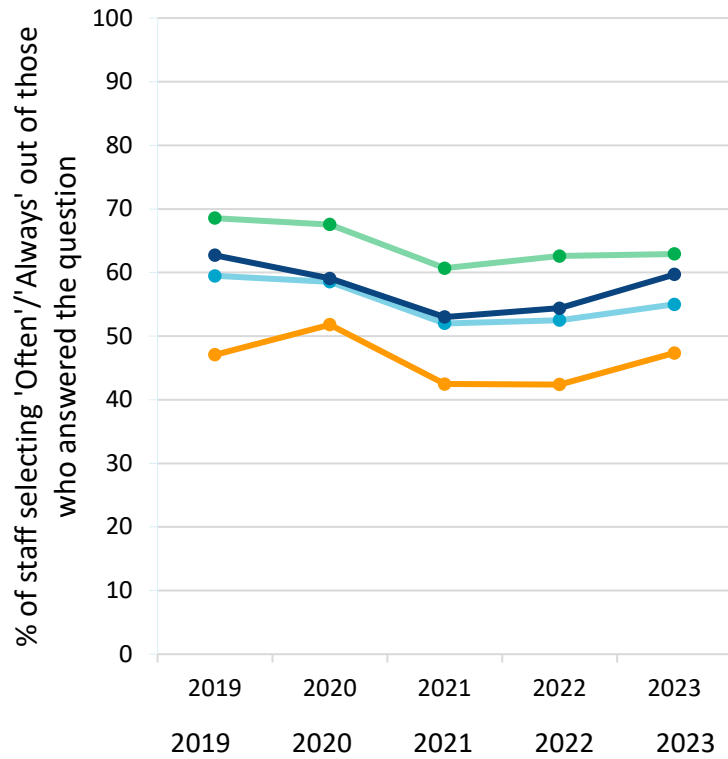
Questions included:

Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

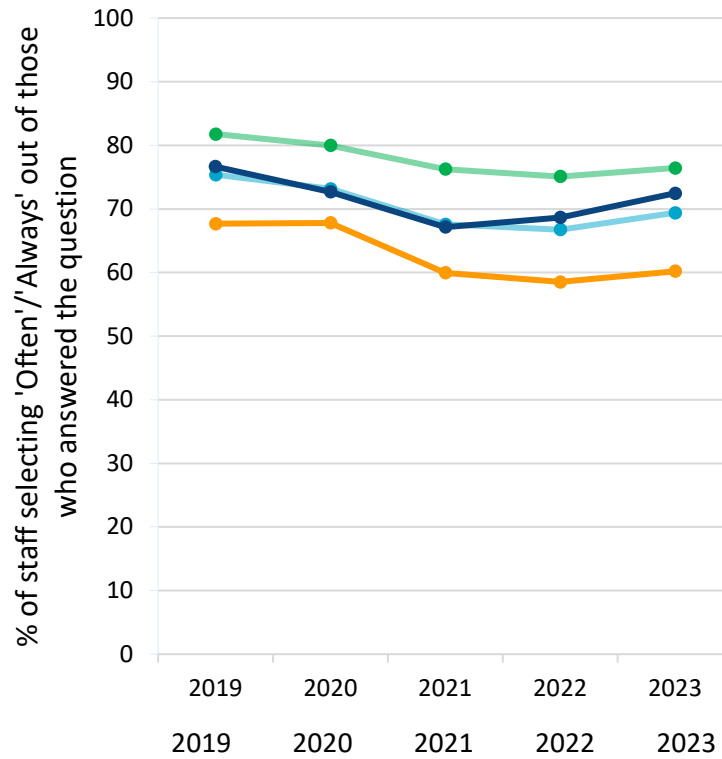
Advocacy – Q25a, Q25c, Q25d

Q2a I look forward to going to work.



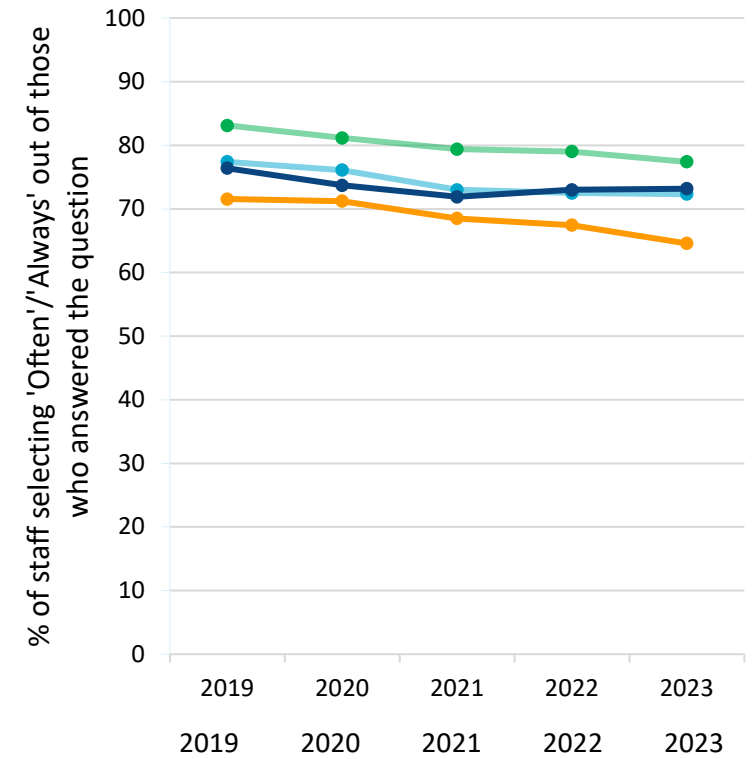
Responses	5298	5072	7202	7935	10309
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Q2b I am enthusiastic about my job.



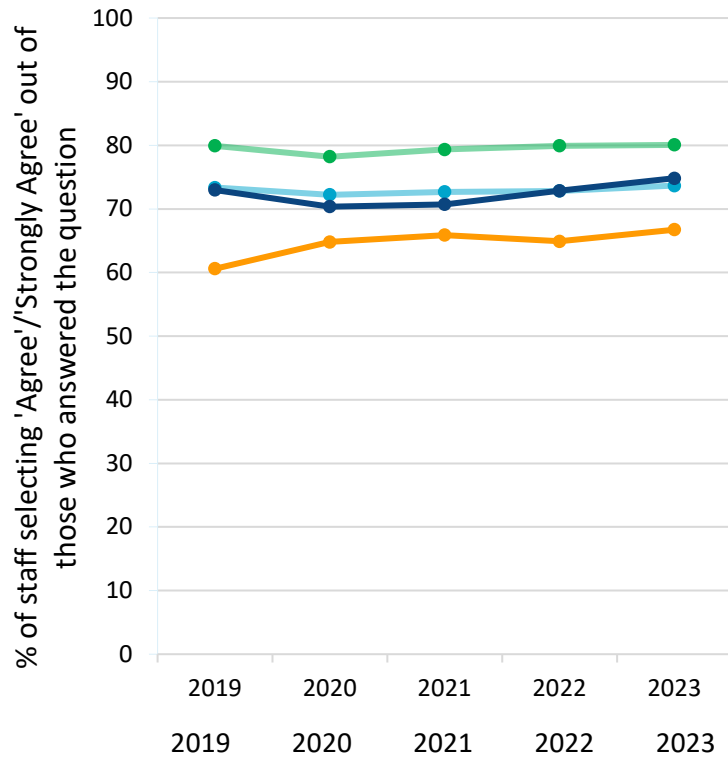
Responses	5247	5033	7158	7863	10208
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Q2c Time passes quickly when I am working.



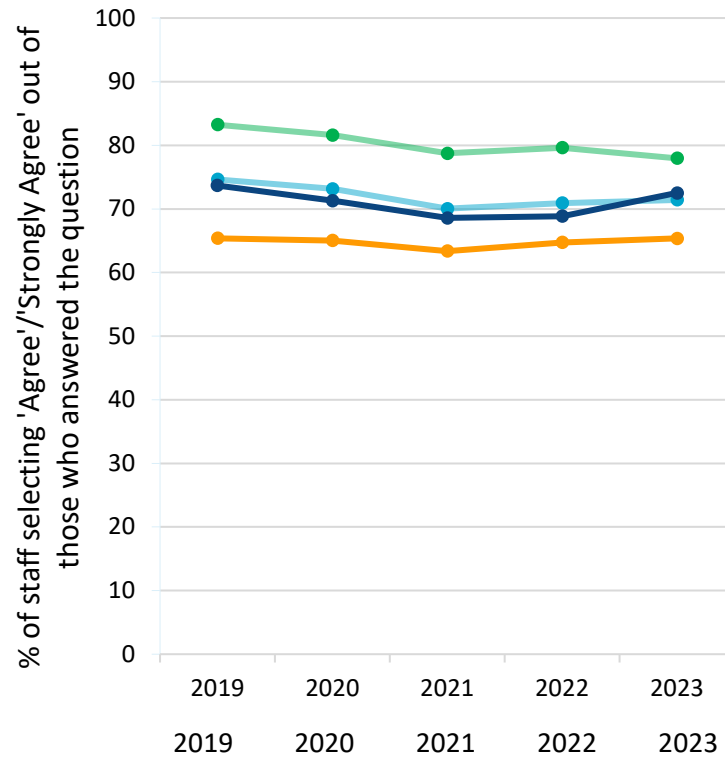
Responses	5245	5024	7167	7887	10228
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Q3c There are frequent opportunities for me to show initiative in my role.



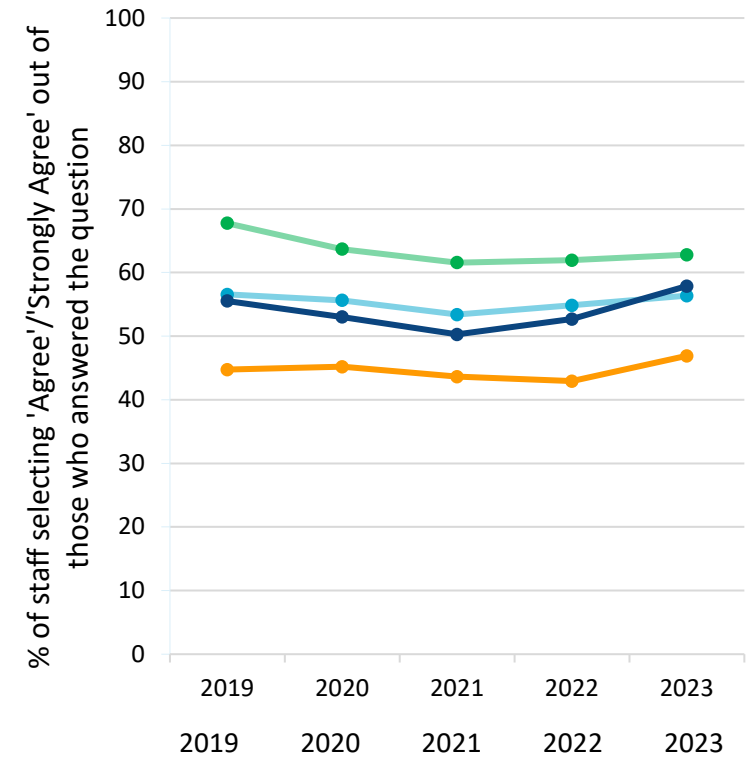
Responses	5292	5097	7146	7964	10355
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Q3d I am able to make suggestions to improve the work of my team / department.



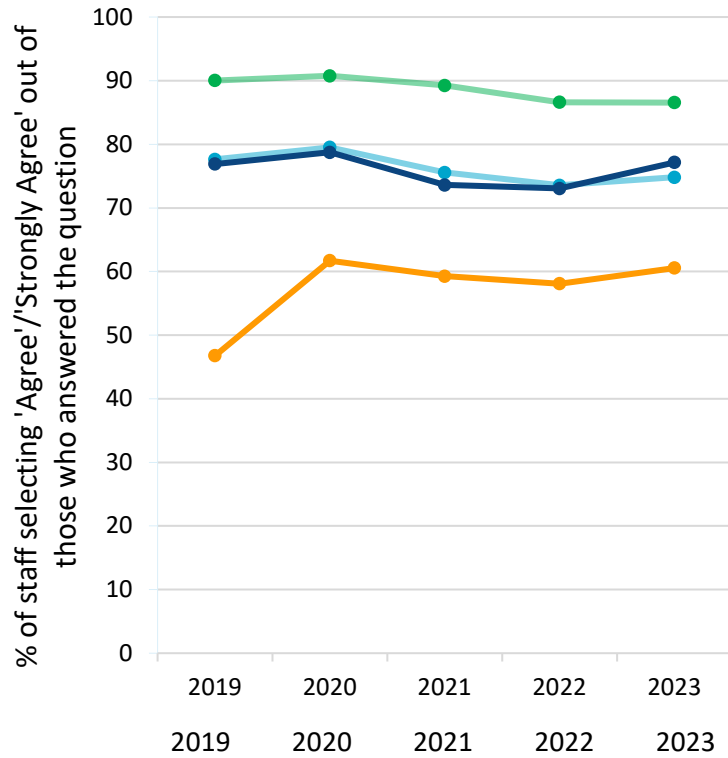
Responses	5286	5085	7152	7974	10333
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Q3f I am able to make improvements happen in my area of work.



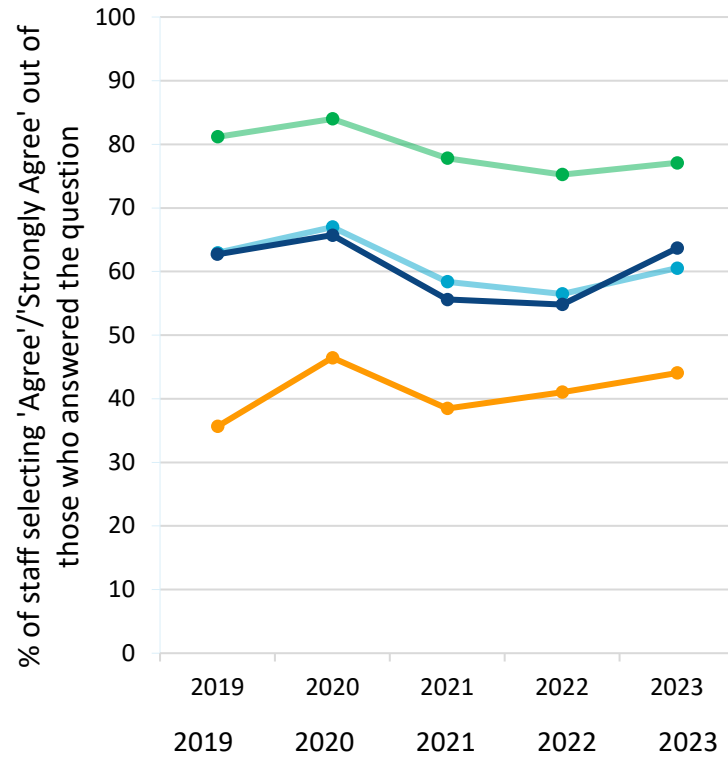
Responses	5263	5066	7129	7956	10315
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Q25a Care of patients / service users is my organisation's top priority.



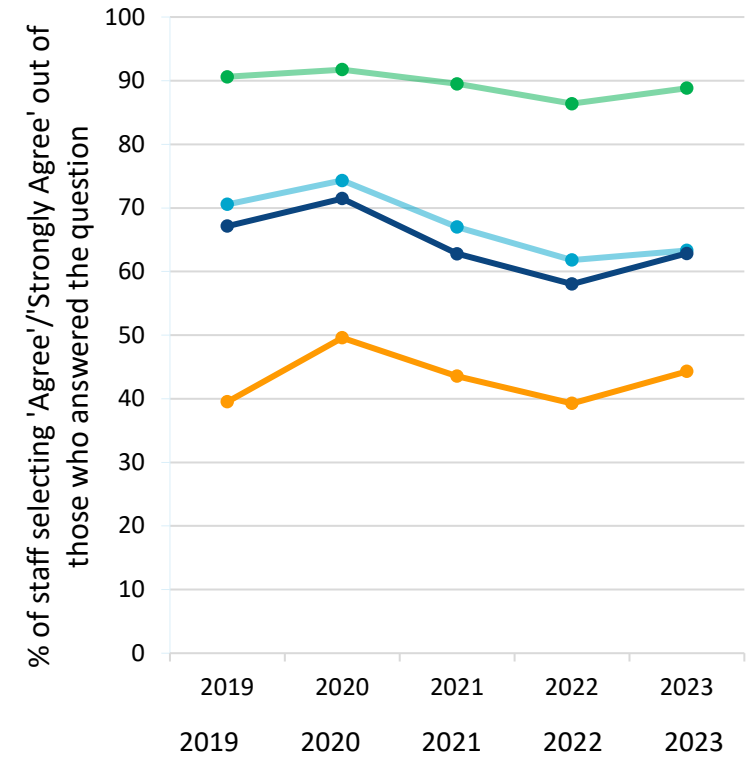
	2019	2020	2021	2022	2023
Your org	76.90%	78.73%	73.62%	73.07%	77.16%
Best result	90.05%	90.77%	89.25%	86.61%	86.57%
Average result	77.64%	79.53%	75.57%	73.56%	74.83%
Worst result	46.76%	61.70%	59.27%	58.09%	60.55%
Responses	5186	5080	6780	7930	10312

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



	2019	2020	2021	2022	2023
Your org	62.72%	65.72%	55.59%	54.83%	63.68%
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	5171	5077	6787	7931	10302

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	67.13%	71.46%	62.78%	58.05%	62.85%
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	5144	5065	6781	7925	10284

Theme - Morale

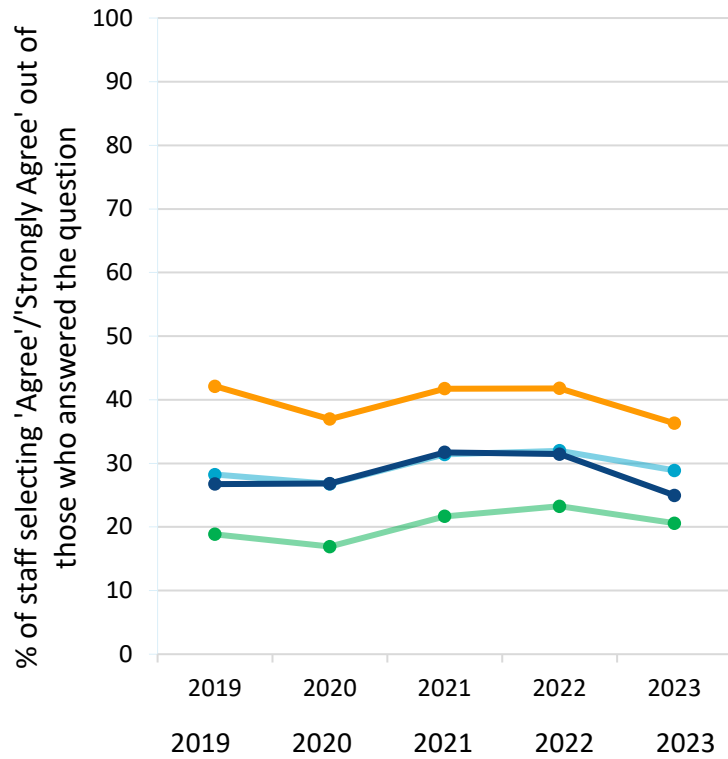
Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

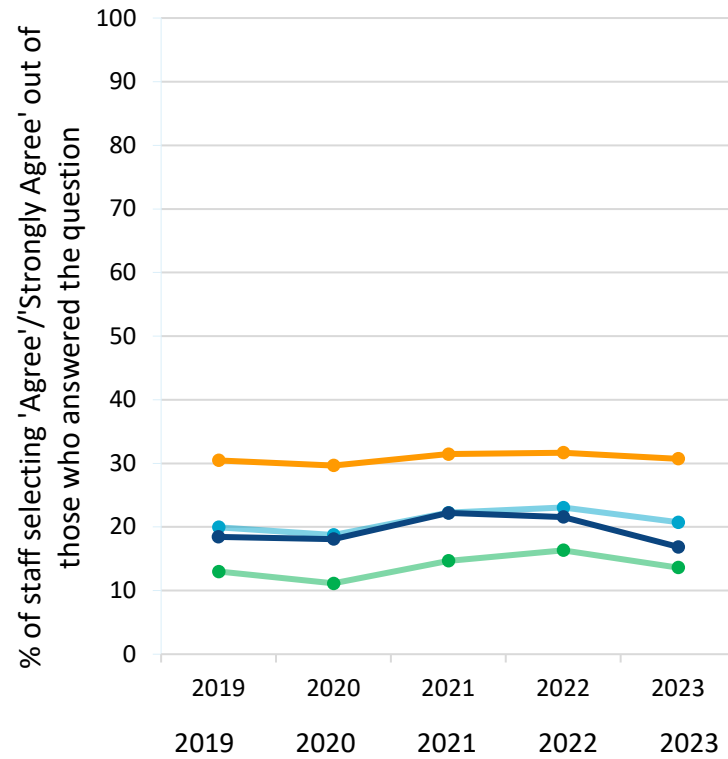
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Q26a I often think about leaving this organisation.



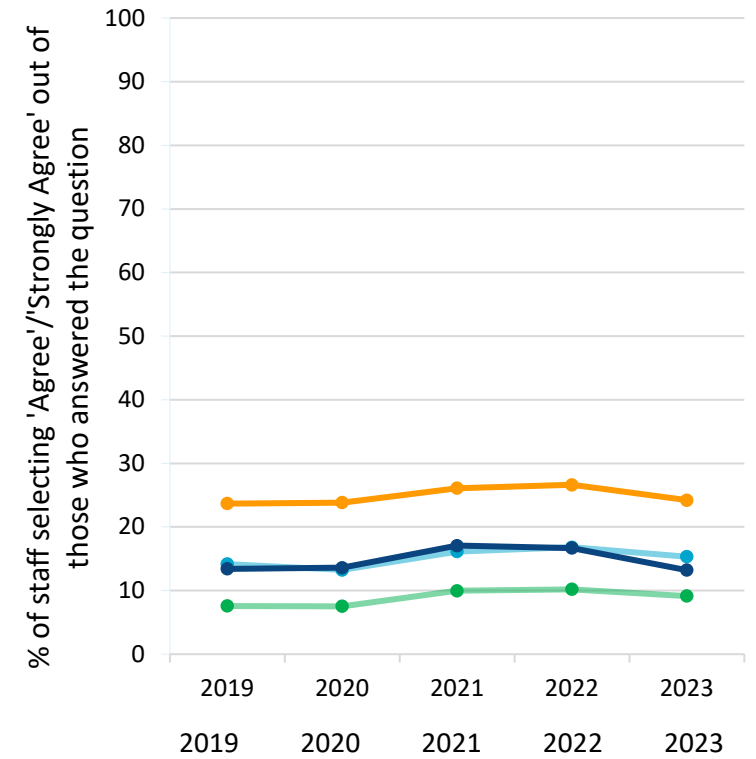
Your org	26.74%	26.82%	31.73%	31.45%	24.96%
Best result	18.85%	16.90%	21.67%	23.25%	20.57%
Average result	28.22%	26.78%	31.40%	31.98%	28.89%
Worst result	42.13%	36.96%	41.75%	41.80%	36.31%
Responses	5198	5105	6764	7911	10336

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



Your org	18.41%	18.10%	22.20%	21.58%	16.85%
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	5191	5081	6764	7905	10307

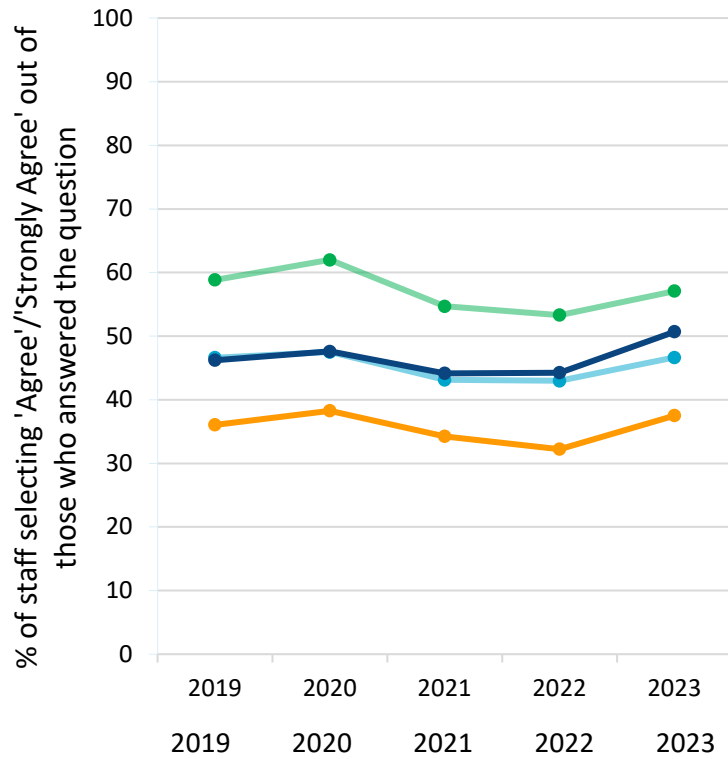
Q26c As soon as I can find another job, I will leave this organisation.



Your org	13.39%	13.60%	17.05%	16.69%	13.21%
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	5152	5060	6759	7889	10255

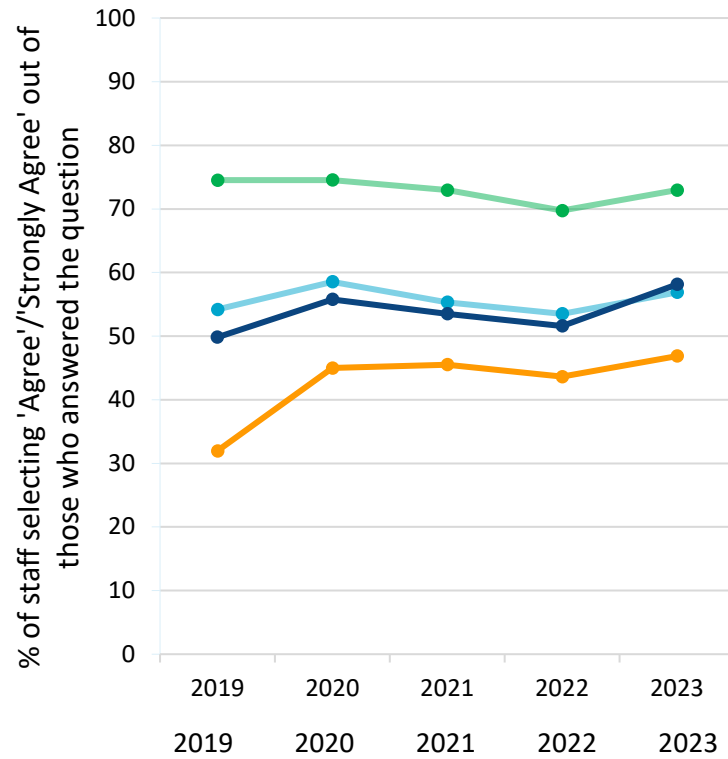


Q3g I am able to meet all the conflicting demands on my time at work.



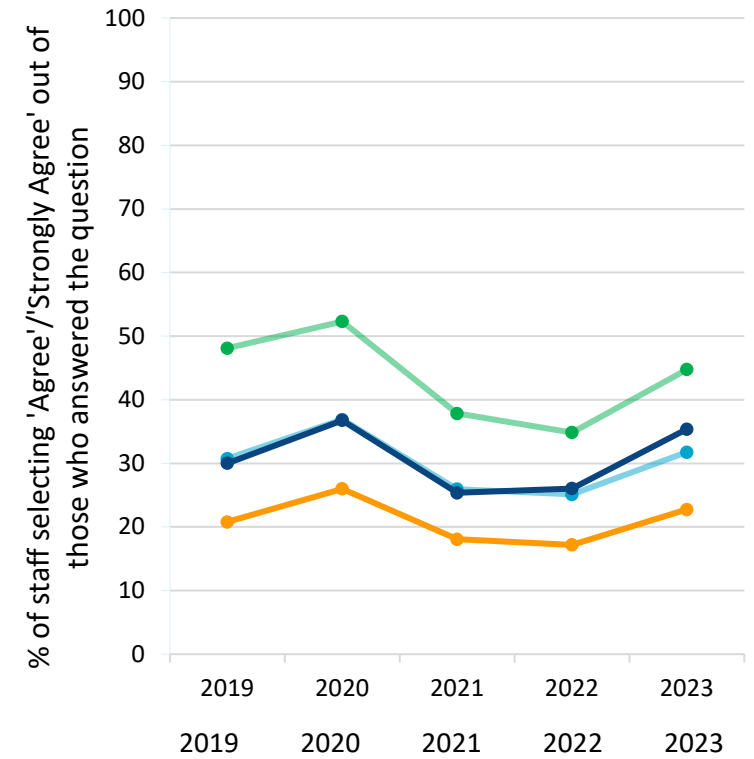
	2019	2020	2021	2022	2023
Best result	58.86%	61.99%	54.69%	53.31%	57.08%
Your org	46.22%	47.61%	44.16%	44.24%	50.69%
Average result	46.63%	47.50%	43.12%	42.96%	46.63%
Worst result	36.05%	38.27%	34.26%	32.24%	37.52%
Responses	5275	5068	7123	7955	10335

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



	2019	2020	2021	2022	2023
Best result	74.53%	74.54%	72.96%	69.73%	72.97%
Your org	49.85%	55.77%	53.51%	51.59%	58.15%
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	5271	5060	7131	7963	10312

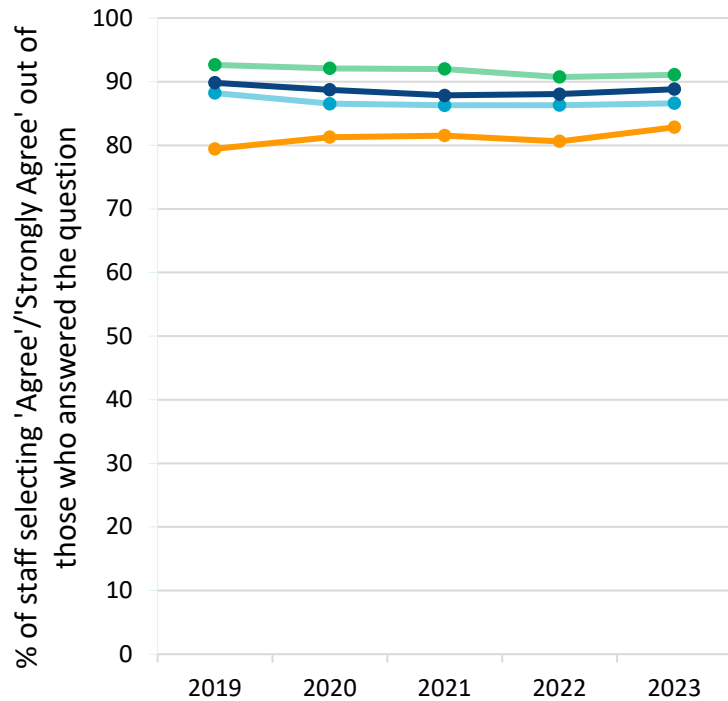
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Best result	48.09%	52.30%	37.83%	34.84%	44.76%
Your org	30.02%	36.76%	25.37%	26.05%	35.36%
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	5271	5072	7146	7979	10371

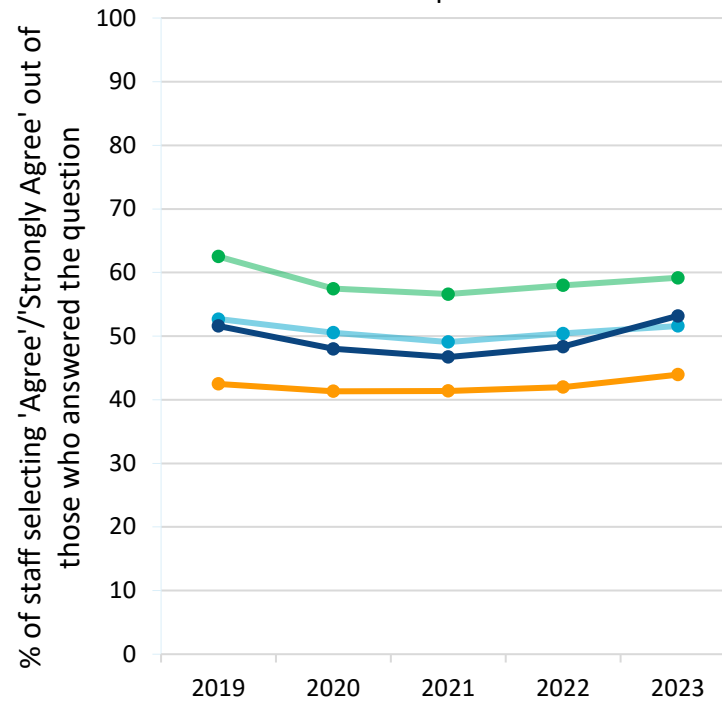


Q3a I always know what my work responsibilities are.



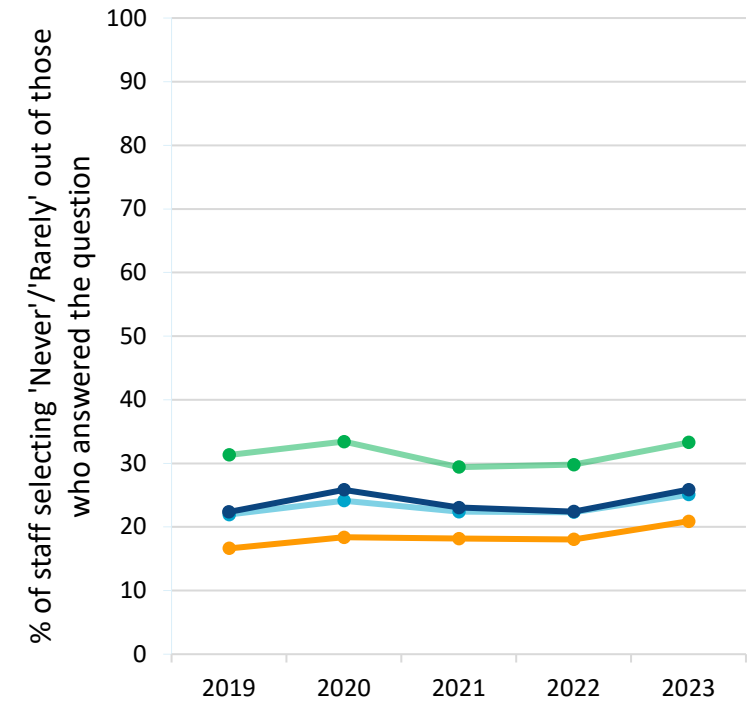
	2019	2020	2021	2022	2023
Your org	89.82%	88.72%	87.85%	88.04%	88.82%
Best result	92.66%	92.10%	92.01%	90.74%	91.10%
Average result	88.24%	86.55%	86.28%	86.30%	86.63%
Worst result	79.44%	81.28%	81.54%	80.62%	82.84%
Responses	5246	4982	7156	7988	10406

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



	2019	2020	2021	2022	2023
Your org	51.61%	48.00%	46.73%	48.36%	53.18%
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	5268	5080	7138	7980	10353

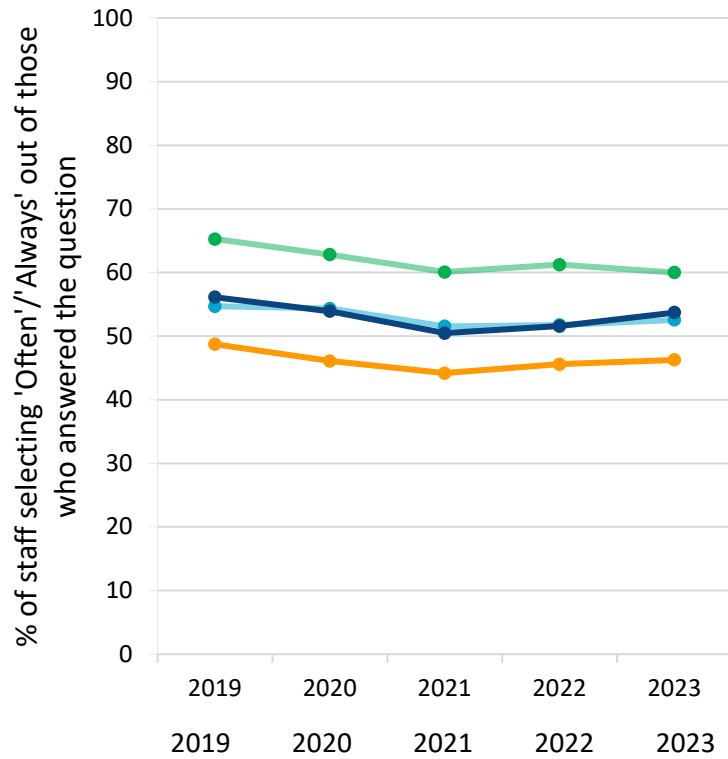
Q5a I have unrealistic time pressures.



	2019	2020	2021	2022	2023
Your org	22.36%	25.83%	23.06%	22.42%	25.87%
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	5239	5016	7079	7944	10333

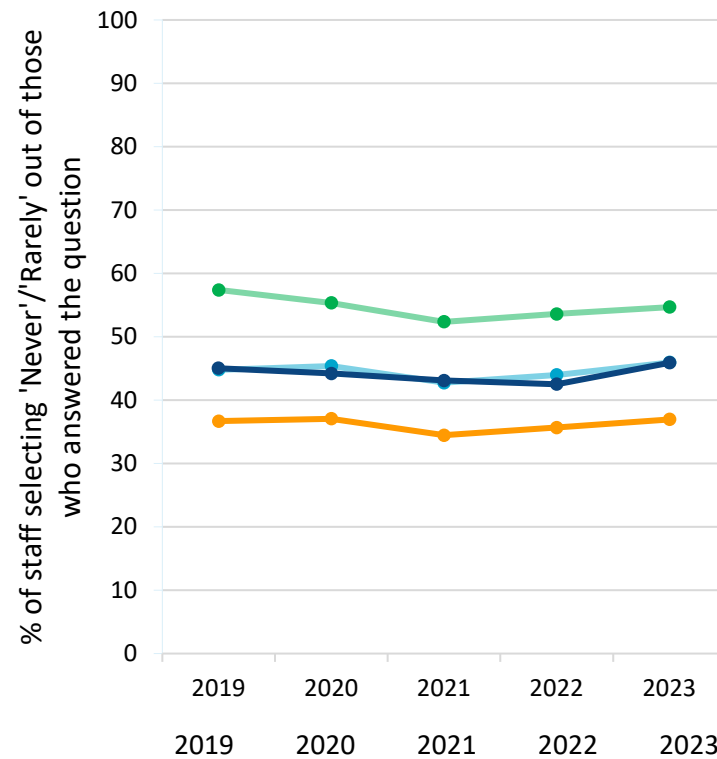


Q5b I have a choice in deciding how to do my work.



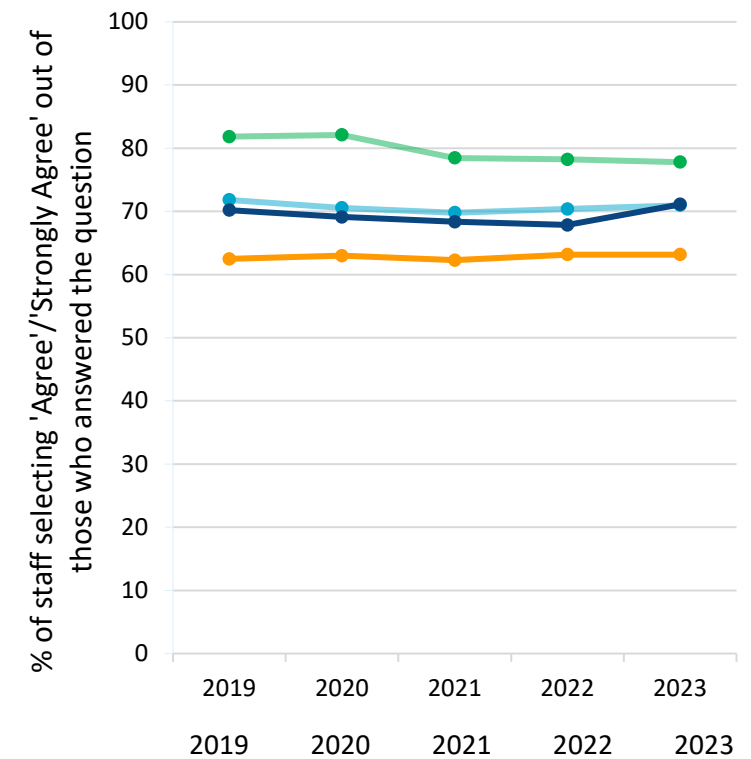
Responses	5240	5004	7088	7955	10307
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Q5c Relationships at work are strained.



Responses	5225	5011	7074	7947	10323
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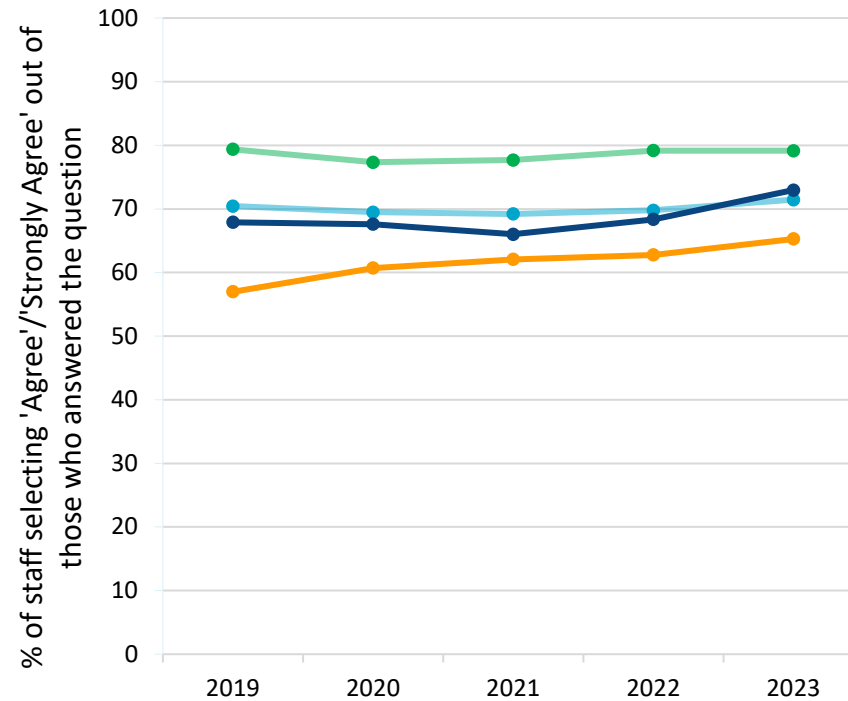
Q7c I receive the respect I deserve from my colleagues at work.



Responses	5270	5089	7026	7972	10334
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Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	67.88%	67.60%	66.00%	68.36%	72.96%
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	5262	5098	6950	7971	10367

Question not linked to People Promise elements or themes

Questions included:*

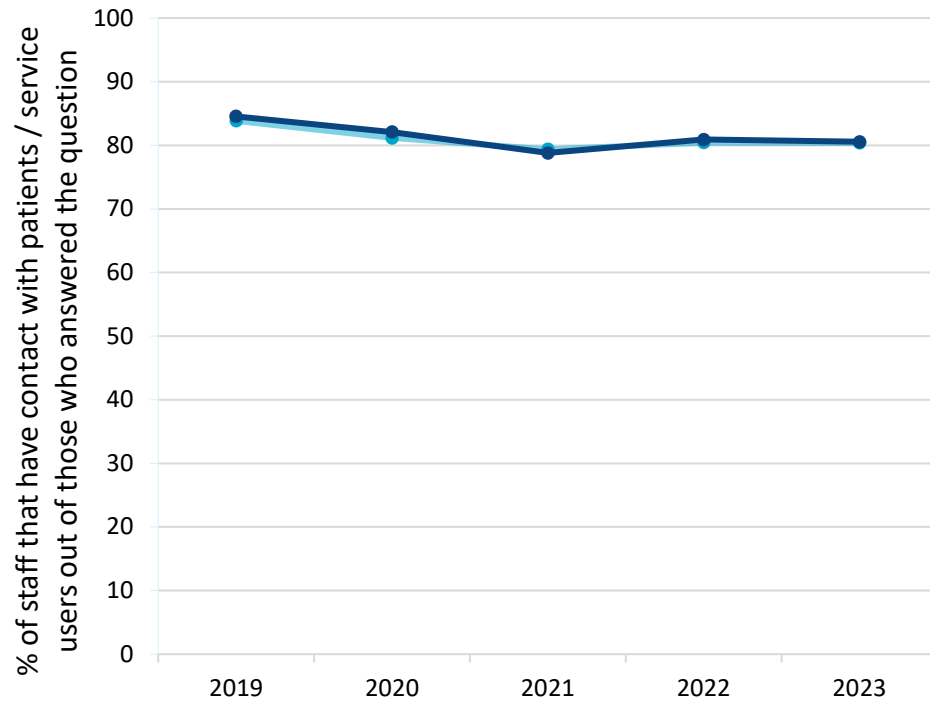
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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.

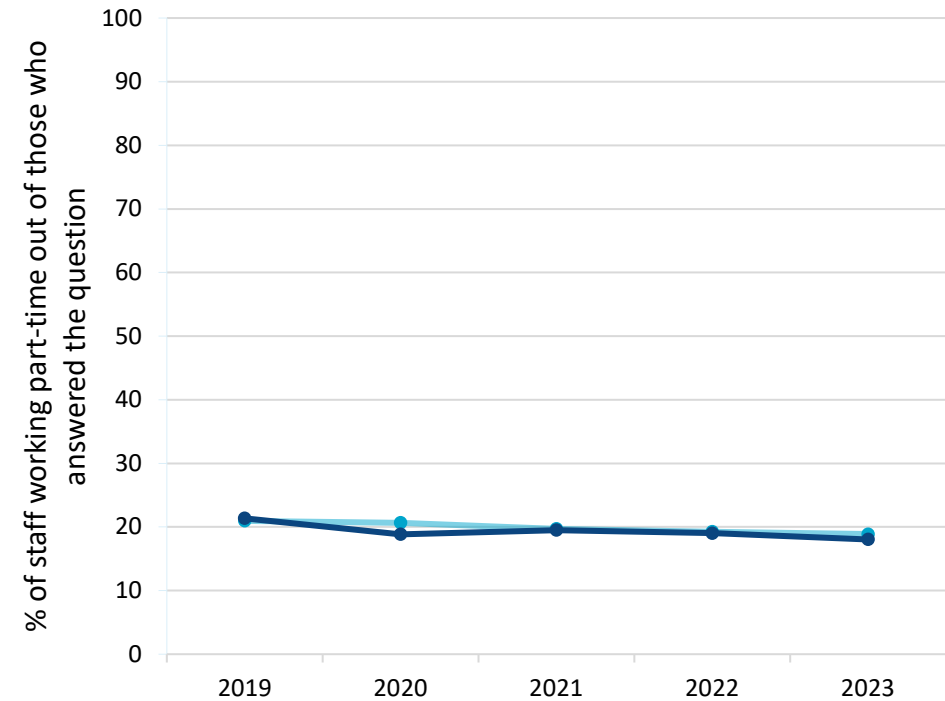


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2019	2020	2021	2022	2023
Your org	84.55%	82.09%	78.80%	80.91%	80.55%
Average	83.86%	81.16%	79.36%	80.42%	80.37%
Responses	5263	5097	7204	7901	10326

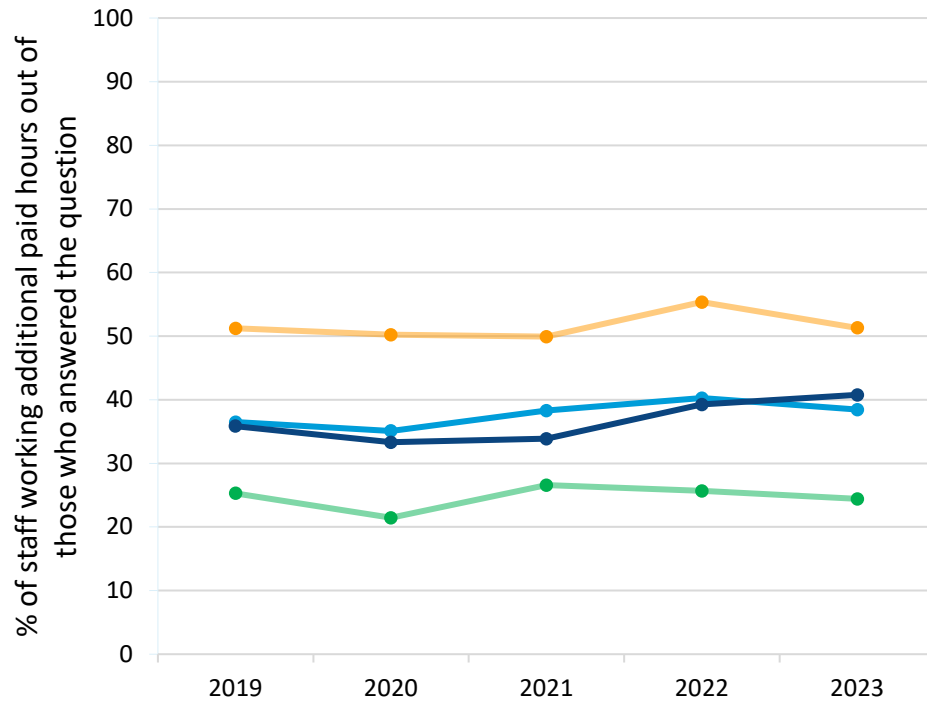
Q10a How many hours a week are you contracted to work?



	2019	2020	2021	2022	2023
Your org	21.34%	18.85%	19.51%	19.01%	18.05%
Average	20.97%	20.66%	19.69%	19.24%	18.88%
Responses	4832	4696	6734	7768	9270



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

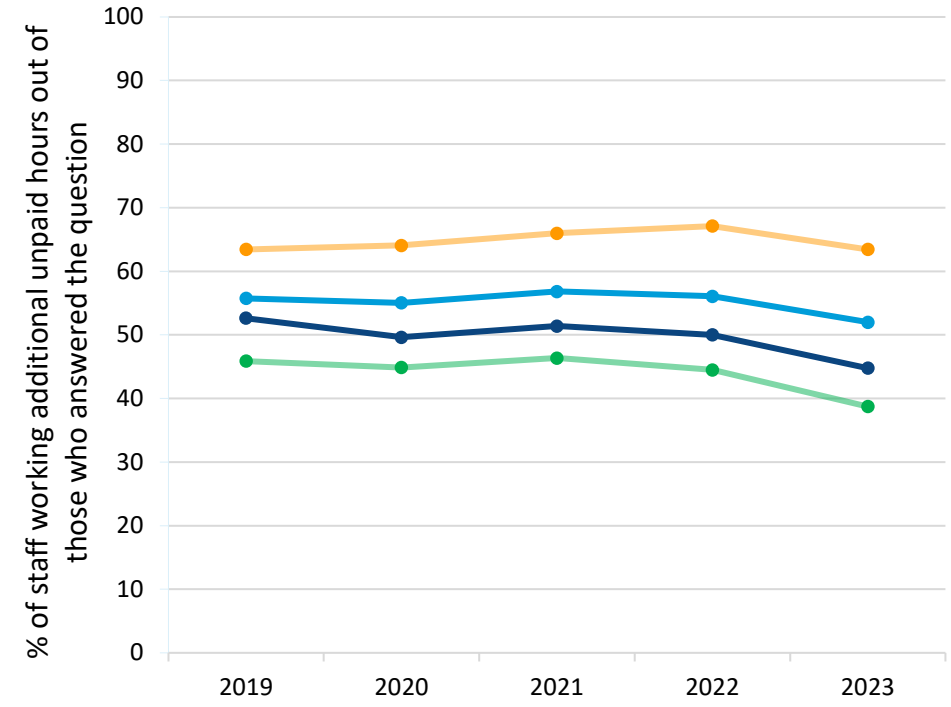


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	35.84%	33.31%	33.87%	39.26%	40.77%
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 4980 4957 6915 7857 9968

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



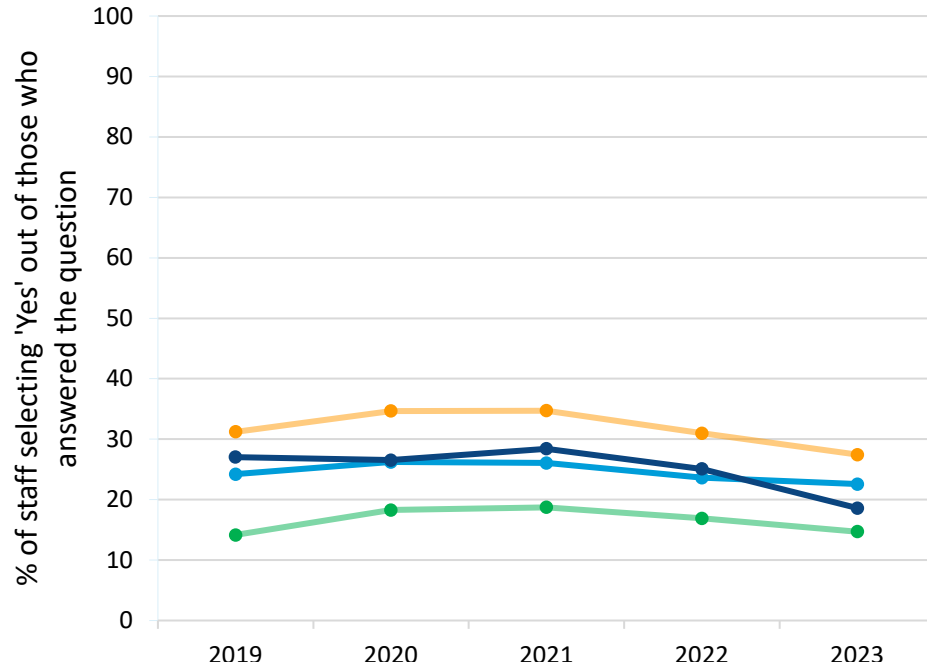
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	52.63%	49.63%	51.40%	50.01%	44.77%
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 5002 4957 6913 7832 9899

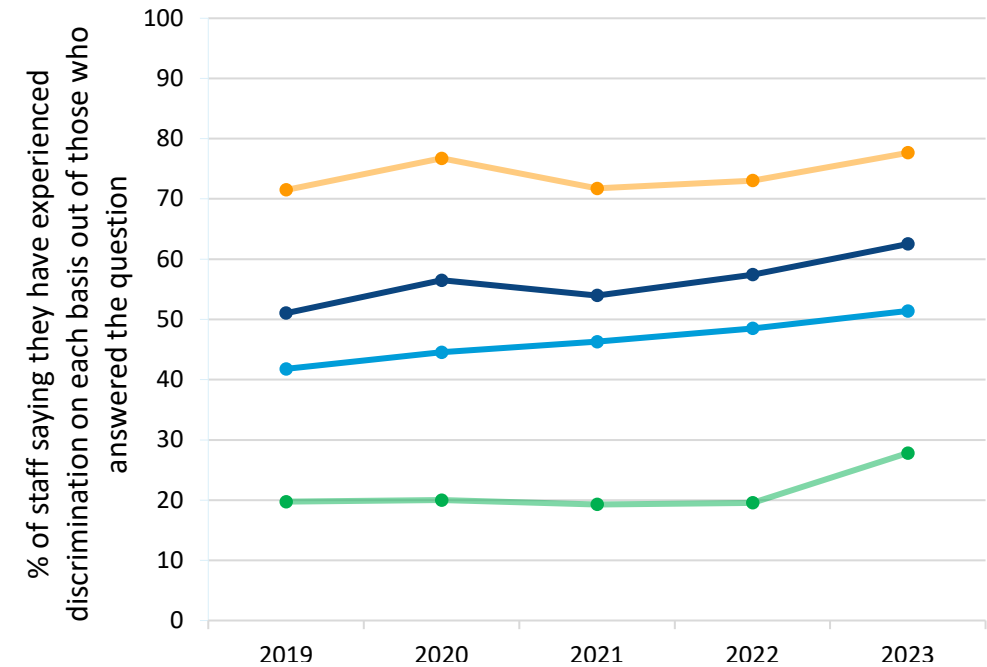


Q11e* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	27.05%	26.54%	28.42%	25.08%	18.59%
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	2818	2275	3654	4223	5161

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

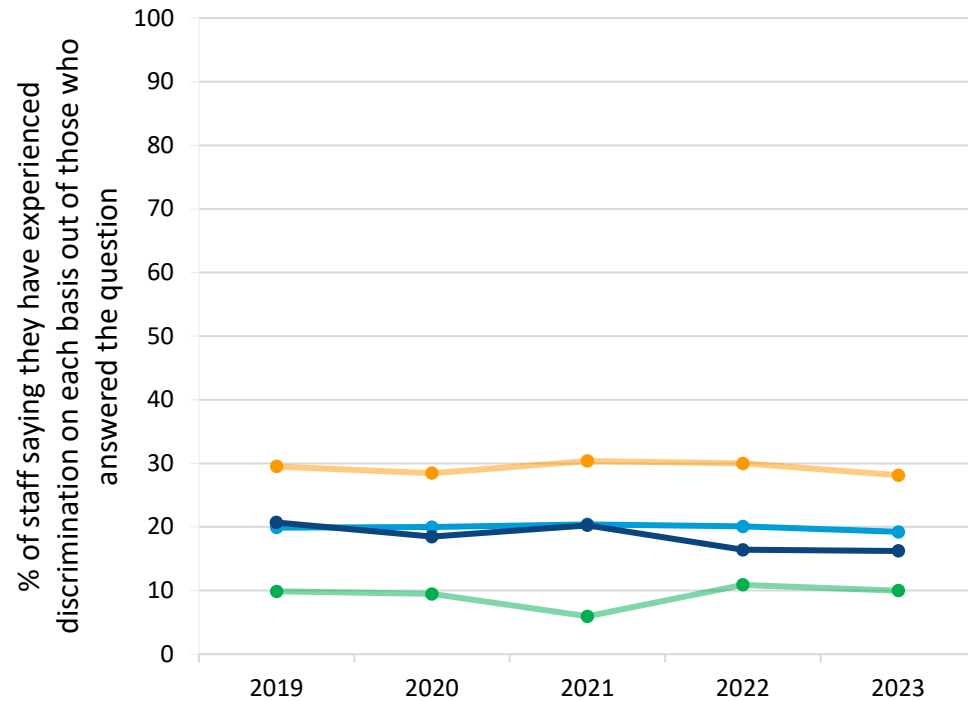


	2019	2020	2021	2022	2023
Your org	51.04%	56.50%	53.97%	57.42%	62.52%
Best result	19.75%	20.01%	19.29%	19.55%	27.81%
Average result	41.77%	44.53%	46.29%	48.50%	51.38%
Worst result	71.50%	76.72%	71.74%	73.03%	77.66%
Responses	622	616	971	1184	1477

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



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

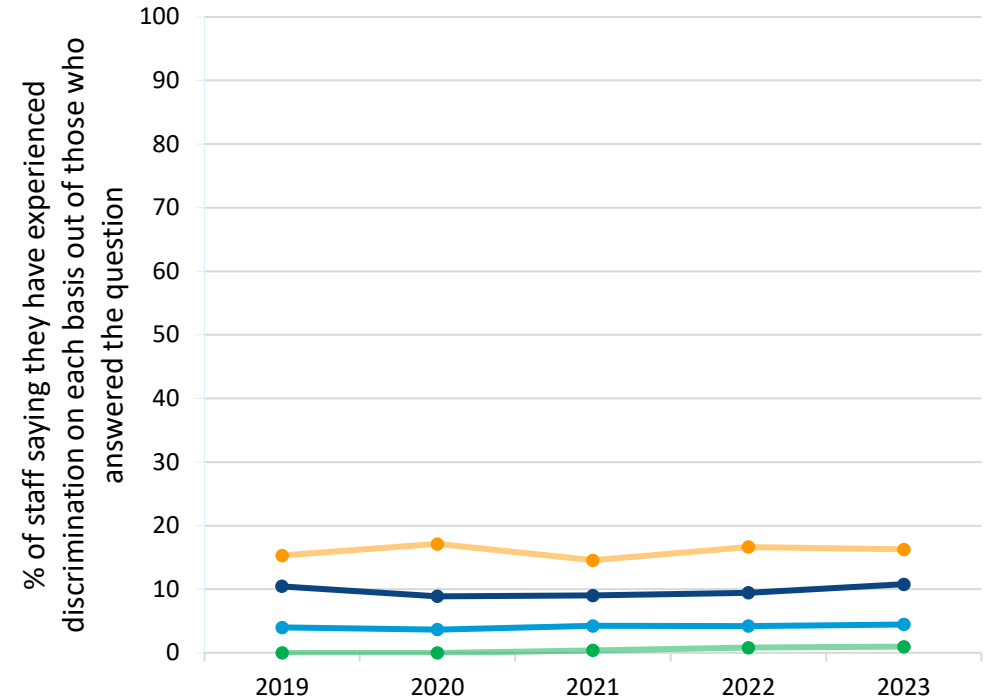


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	20.71%	18.48%	20.26%	16.40%	16.24%
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 622 616 971 1184 1477

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



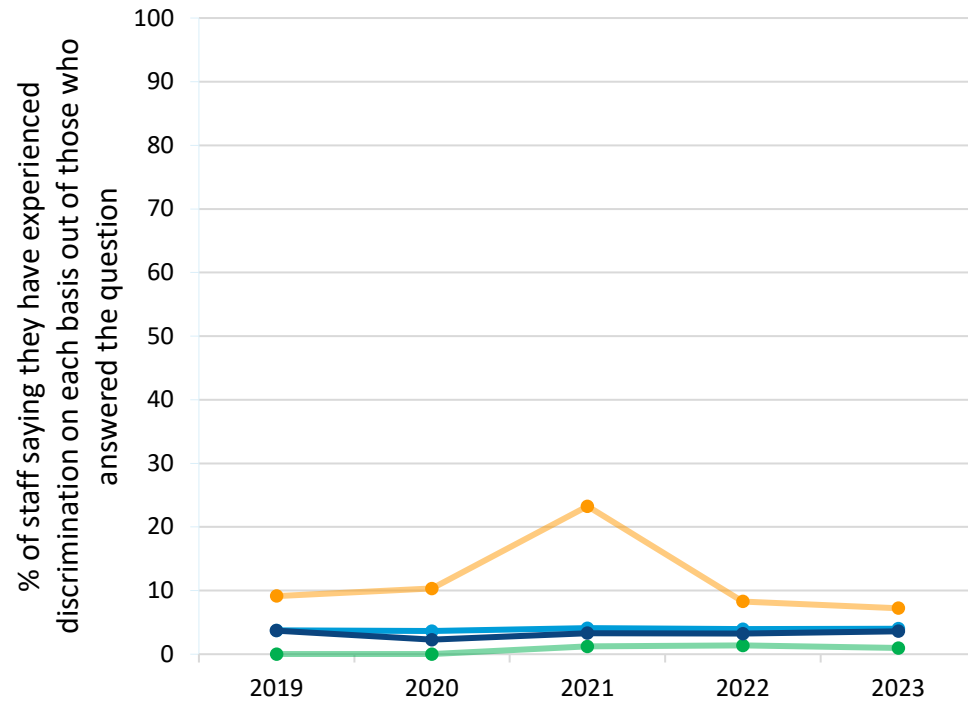
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	10.45%	8.90%	9.03%	9.47%	10.80%
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 622 616 971 1184 1477



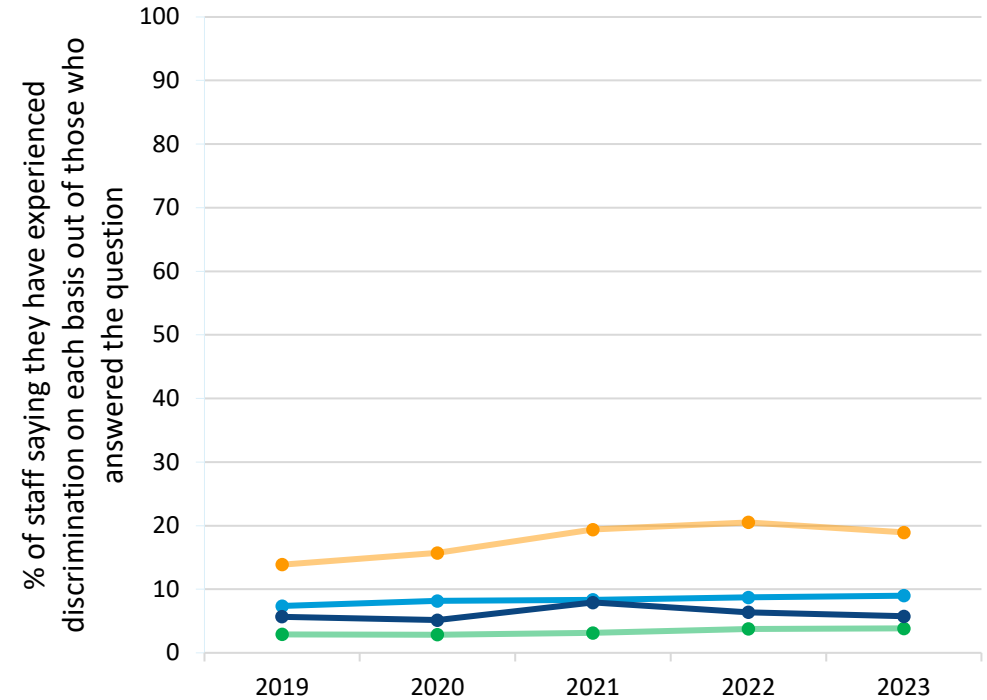
Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



2019 2020 2021 2022 2023

Your org	3.69%	2.28%	3.31%	3.22%	3.61%
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	622	616	971	1184	1477

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

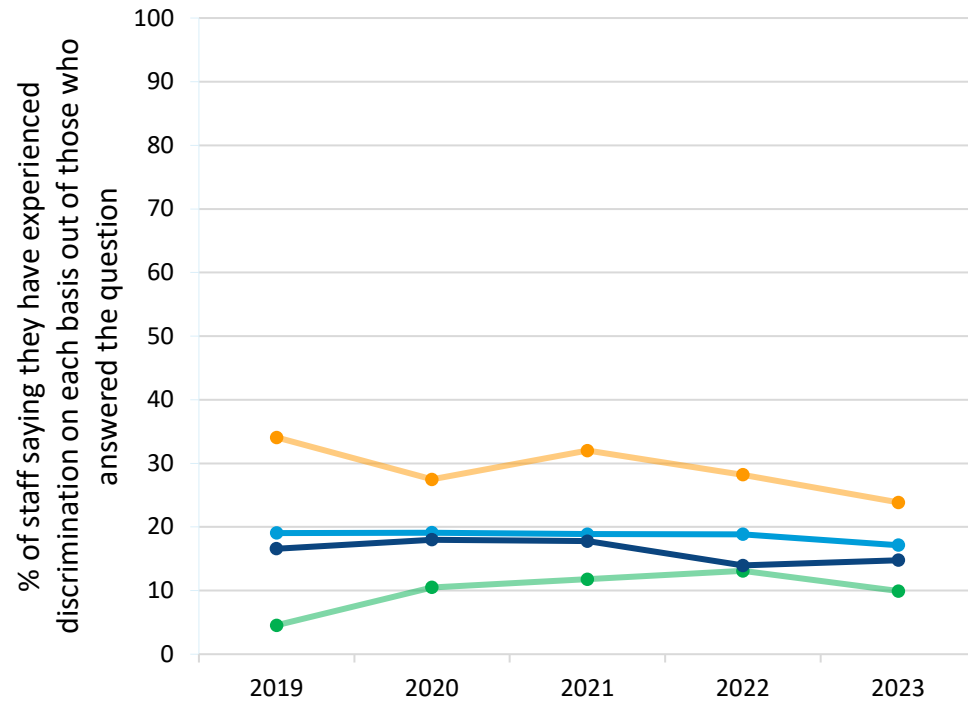


2019 2020 2021 2022 2023

Your org	5.67%	5.15%	7.91%	6.38%	5.76%
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	622	616	971	1184	1477



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

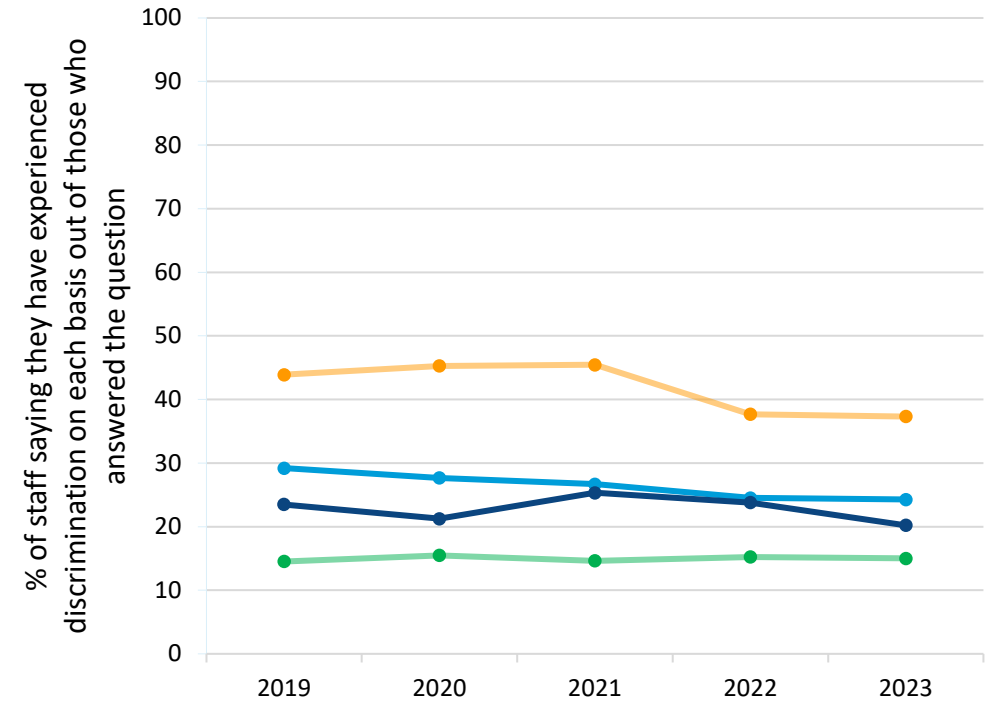


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	16.56%	17.99%	17.78%	13.94%	14.78%
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 622 616 971 1184 1477

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



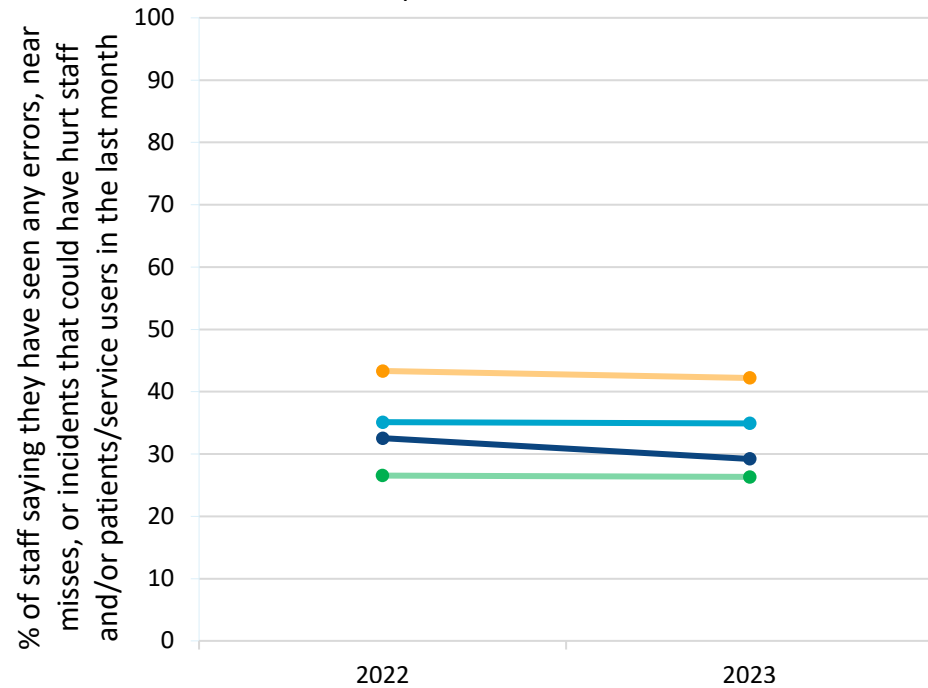
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	23.47%	21.26%	25.34%	23.80%	20.22%
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 622 616 971 1184 1477

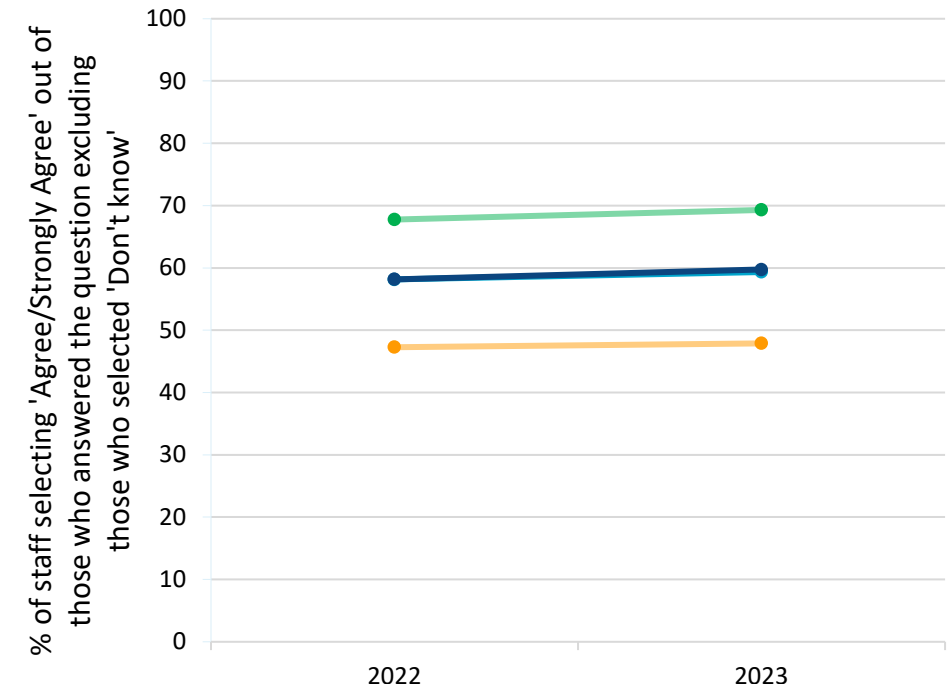


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	32.52%	29.21%
Best result	26.54%	26.31%
Average result	35.09%	34.92%
Worst result	43.33%	42.20%
Responses	7785	10083

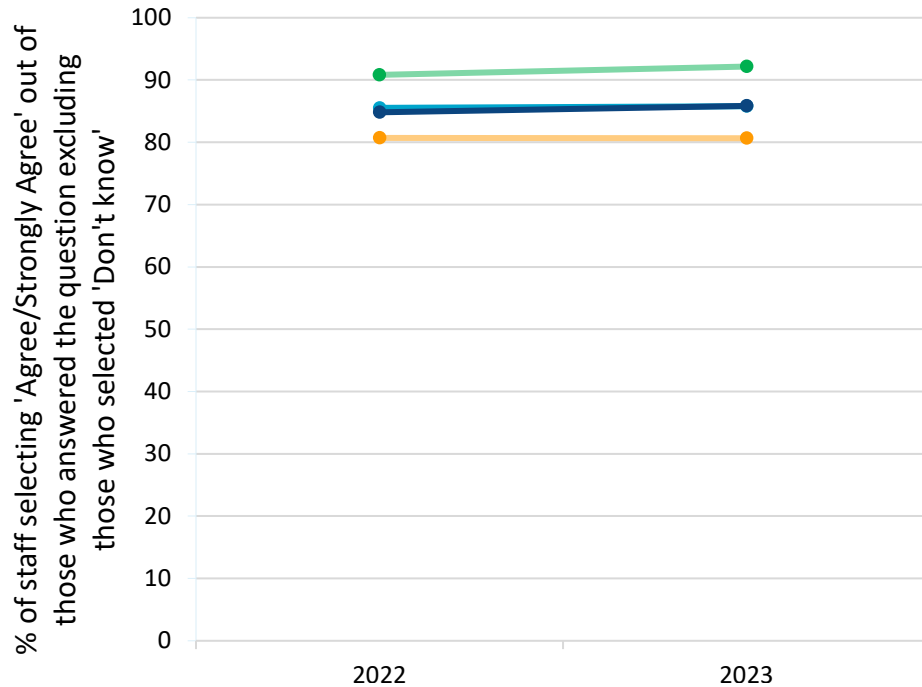
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	58.18%	59.74%
Best result	67.74%	69.31%
Average result	58.15%	59.36%
Worst result	47.28%	47.88%
Responses	6013	8011

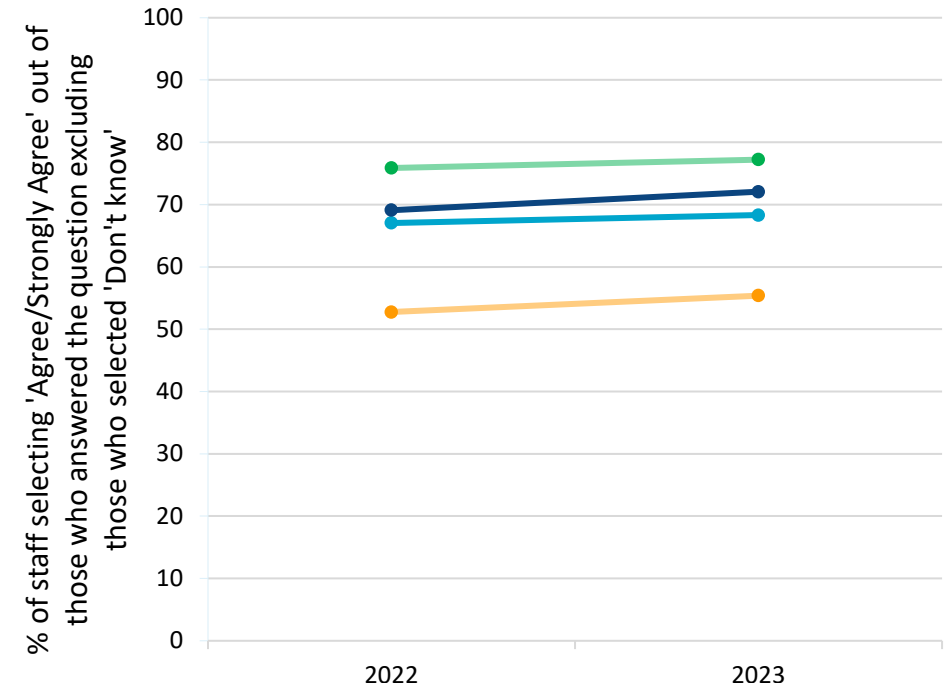


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	84.81%	85.85%
Best result	90.82%	92.17%
Average result	85.51%	85.79%
Worst result	80.70%	80.69%
Responses	7577	9856

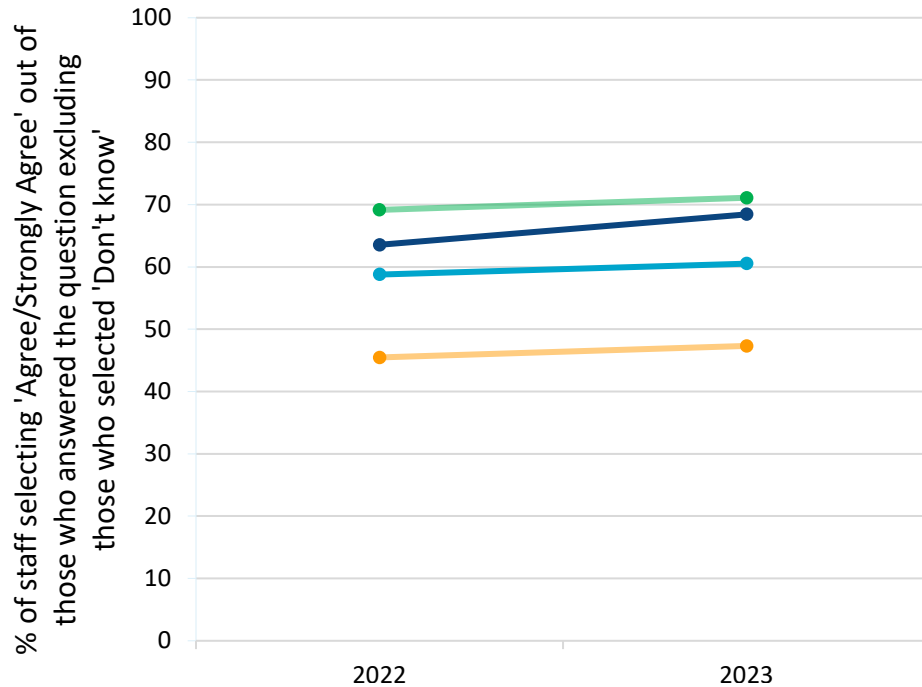
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	69.10%	72.05%
Best result	75.89%	77.22%
Average result	67.04%	68.30%
Worst result	52.76%	55.39%
Responses	7035	9266

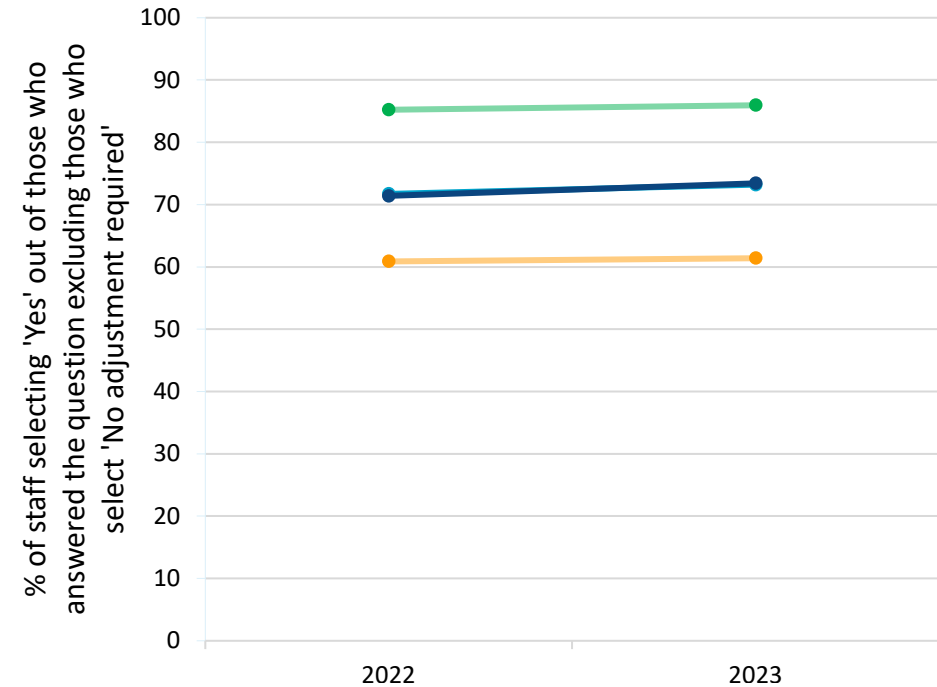


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	63.53%	68.44%
Best result	69.13%	71.09%
Average result	58.78%	60.53%
Worst result	45.47%	47.31%
Responses	7127	9333

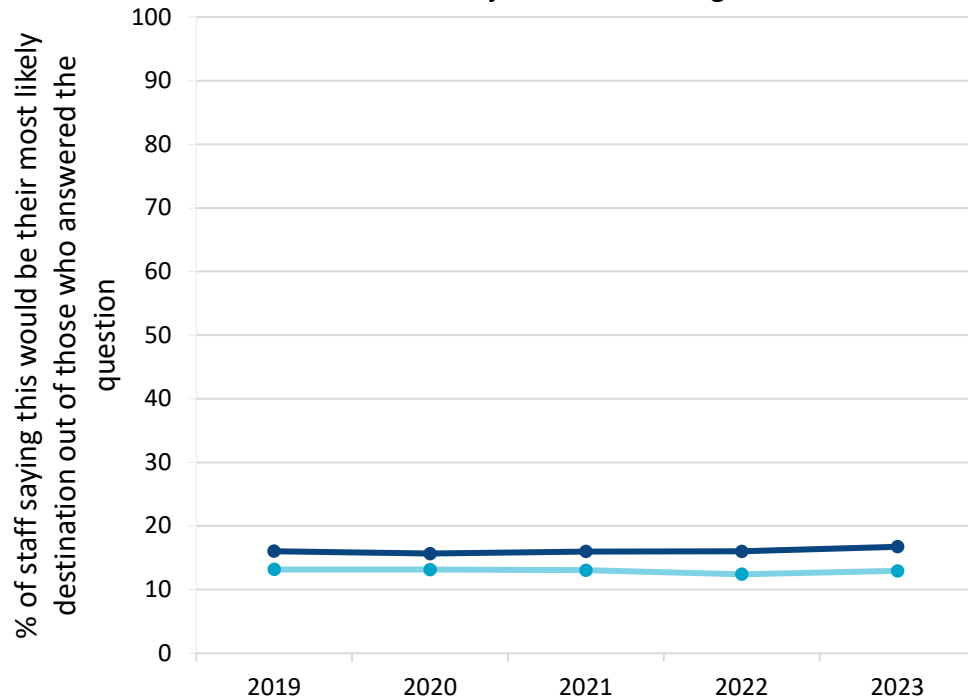
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	71.40%	73.42%
Best result	85.20%	85.95%
Average result	71.72%	73.19%
Worst result	60.88%	61.41%
Responses	921	1250



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.

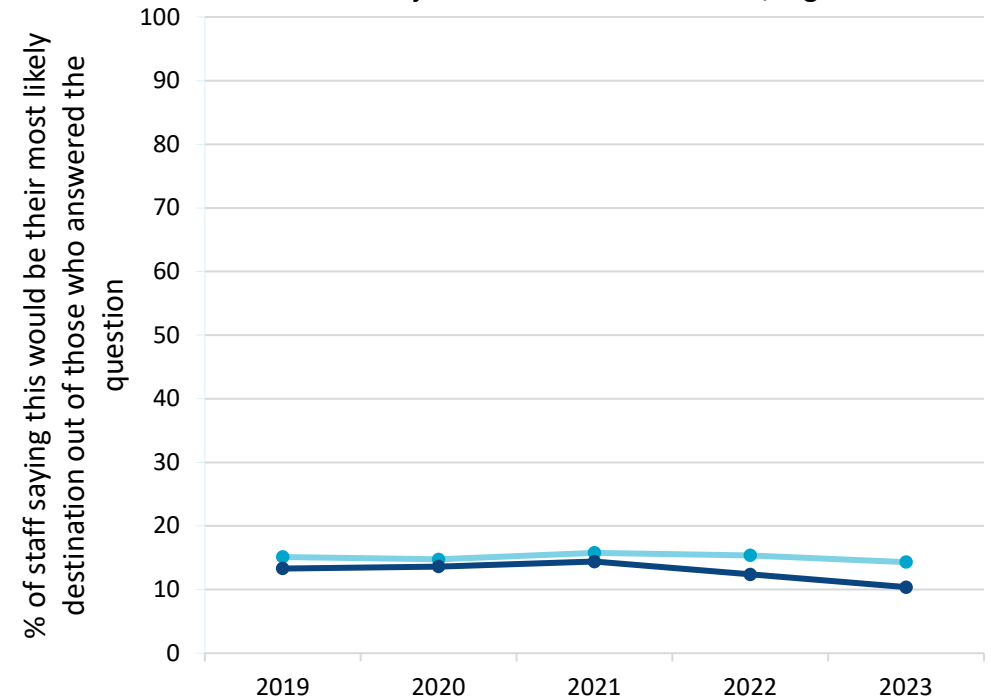


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	16.04%	15.65%	15.98%	16.01%	16.74%
Average	13.18%	13.13%	13.04%	12.40%	12.94%

Responses 4577 4638 6470 7427 9275

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.



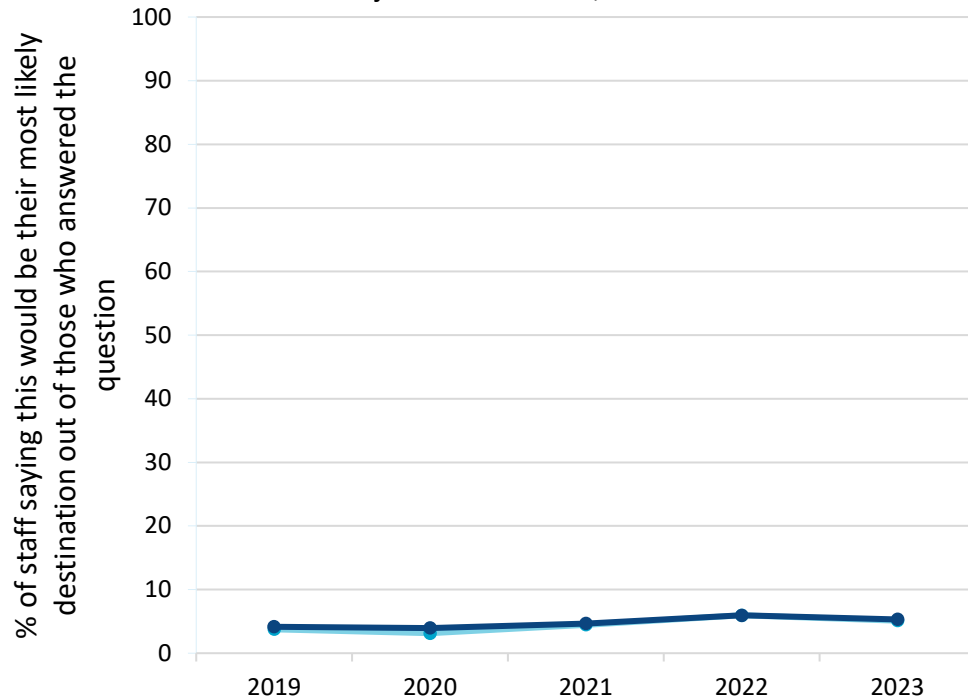
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	13.31%	13.61%	14.40%	12.39%	10.36%
Average	15.12%	14.76%	15.78%	15.37%	14.32%

Responses 4577 4638 6470 7427 9275



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.

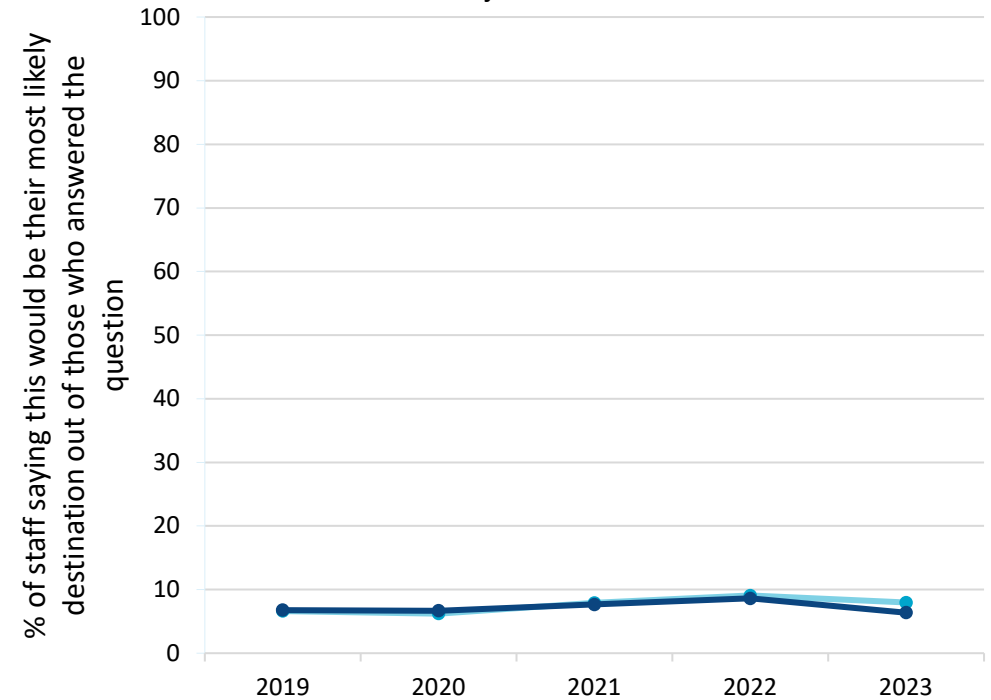


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	4.15%	3.95%	4.65%	5.95%	5.30%
Average	3.76%	3.12%	4.47%	5.95%	5.12%

Responses 4577 4638 6470 7427 9275

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.



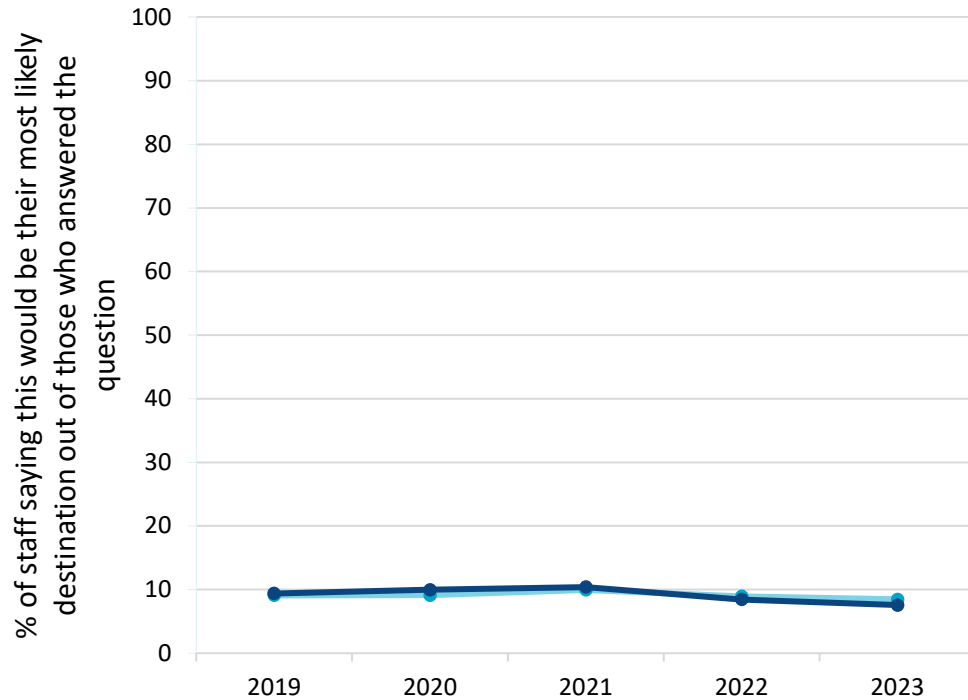
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	6.77%	6.68%	7.67%	8.60%	6.37%
Average	6.63%	6.23%	7.91%	9.06%	7.96%

Responses 4577 4638 6470 7427 9275



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.

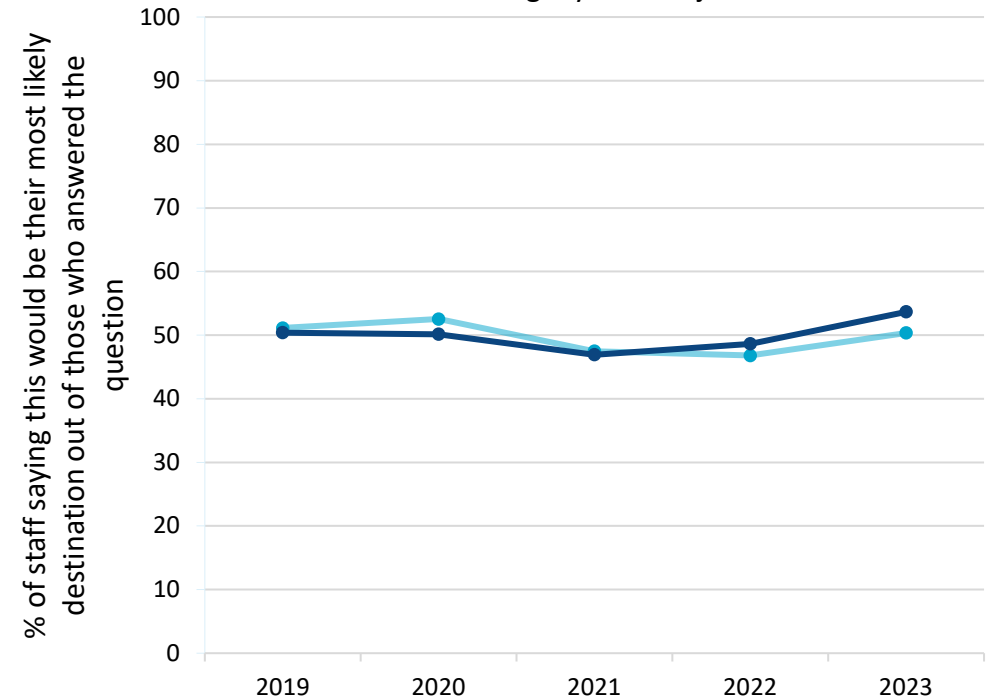


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	9.37%	9.96%	10.39%	8.43%	7.56%
Average	9.09%	9.13%	9.95%	8.94%	8.45%

Responses 4577 4638 6470 7427 9275

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

	2019	2020	2021	2022	2023
Your org	50.36%	50.15%	46.91%	48.62%	53.66%
Average	51.12%	52.53%	47.46%	46.79%	50.34%

Responses 4577 4638 6470 7427 9275

Workforce Equality Standards

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

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 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?

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)

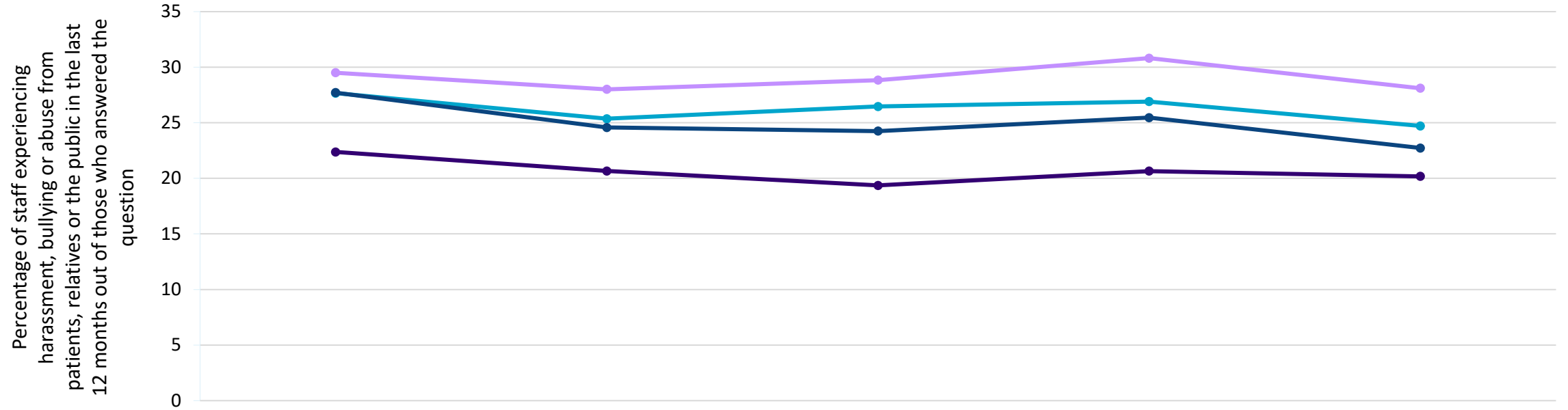
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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.

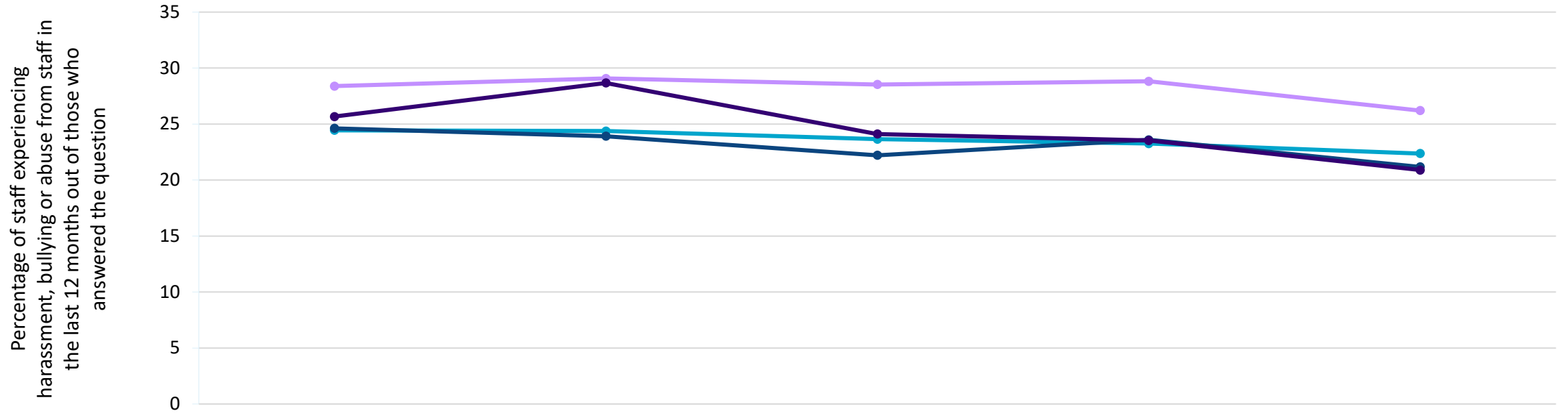
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months



	2019	2020	2021	2022	2023
White staff: Your org	27.72%	24.58%	24.26%	25.47%	22.73%
All other ethnic groups*: Your org	22.37%	20.67%	19.36%	20.65%	20.18%
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	3640	3548	4370	4971	5751
All other ethnic groups*: Responses	1435	1442	1963	2862	4391

*Staff from all other ethnic groups combined

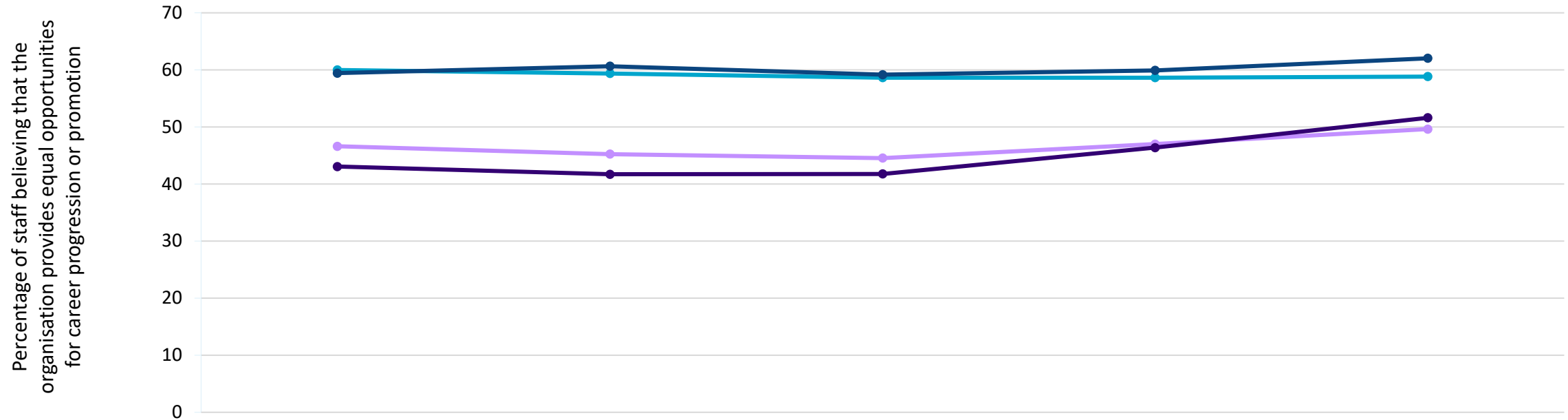
Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months



	2019	2020	2021	2022	2023
White staff: Your org	24.62%	23.91%	22.21%	23.59%	21.18%
All other ethnic groups*: Your org	25.66%	28.67%	24.11%	23.53%	20.89%
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	3648	3551	4377	4951	5752
All other ethnic groups*: Responses	1434	1444	1958	2852	4381

*Staff from all other ethnic groups combined

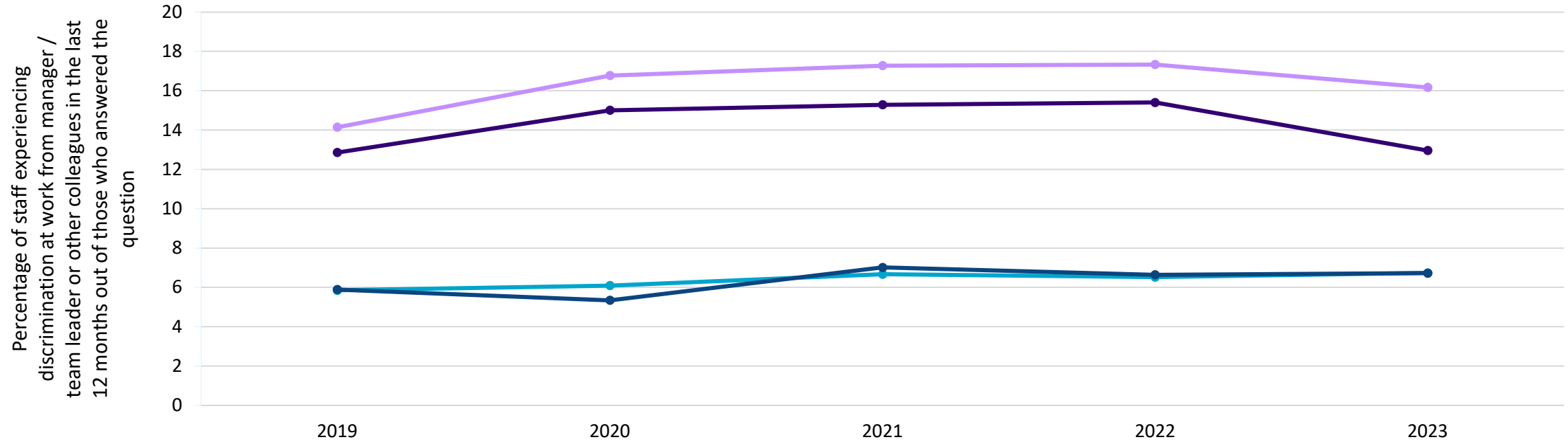
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2019	2020	2021	2022	2023
White staff: Your org	59.44%	60.66%	59.17%	59.91%	62.05%
All other ethnic groups*: Your org	43.06%	41.71%	41.77%	46.38%	51.61%
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	3639	3556	4509	4937	5723
All other ethnic groups*: Responses	1426	1448	2035	2818	4377

*Staff from all other ethnic groups combined

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



	2019	2020	2021	2022	2023
White staff: Your org	5.89%	5.34%	7.02%	6.64%	6.72%
All other ethnic groups*: Your org	12.86%	15.01%	15.28%	15.40%	12.96%
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	3616	3518	4547	4955	5727
All other ethnic groups*: Responses	1423	1426	2061	2844	4353

*Staff from all other ethnic groups combined

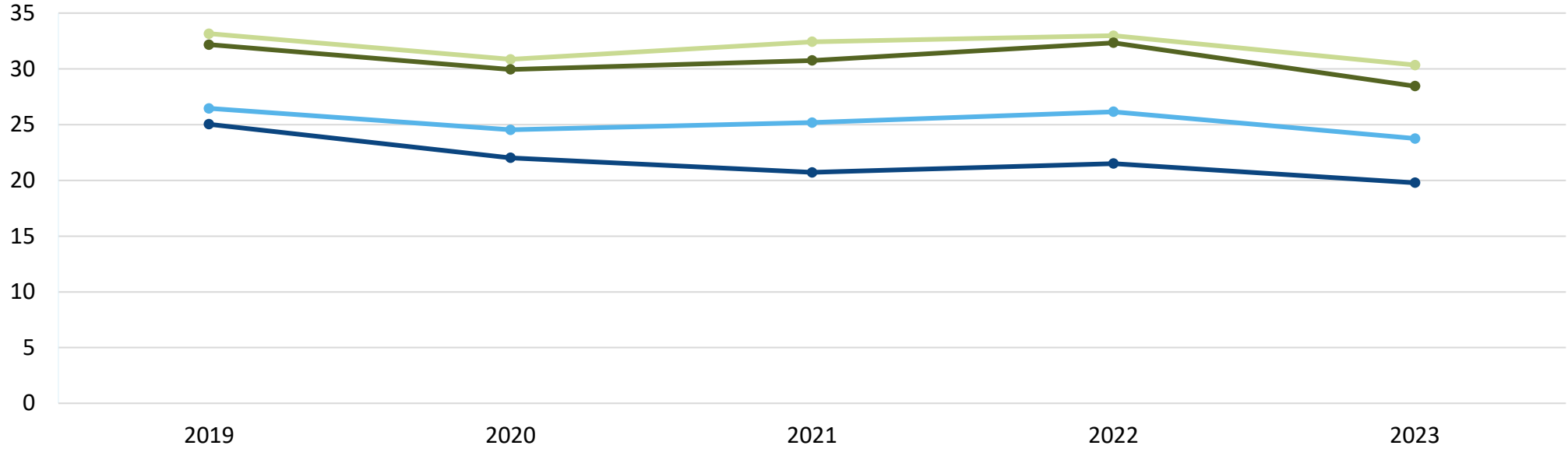
Workforce Disability Equality Standards (WDES)

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

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

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months out of those who answered the question

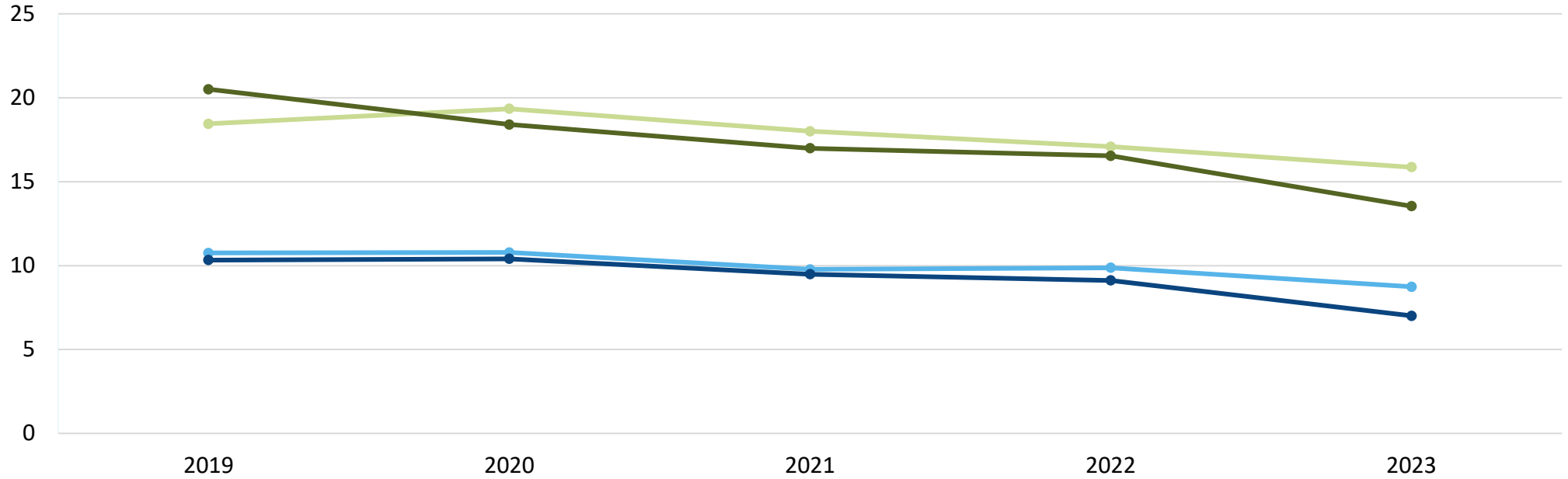
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	32.18%	29.96%	30.76%	32.35%	28.46%
Staff without a LTC or illness: Your org	25.04%	22.03%	20.72%	21.51%	19.80%
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	867	908	1333	1592	2108
Staff without a LTC or illness: Responses	4257	4127	5092	6258	7976

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

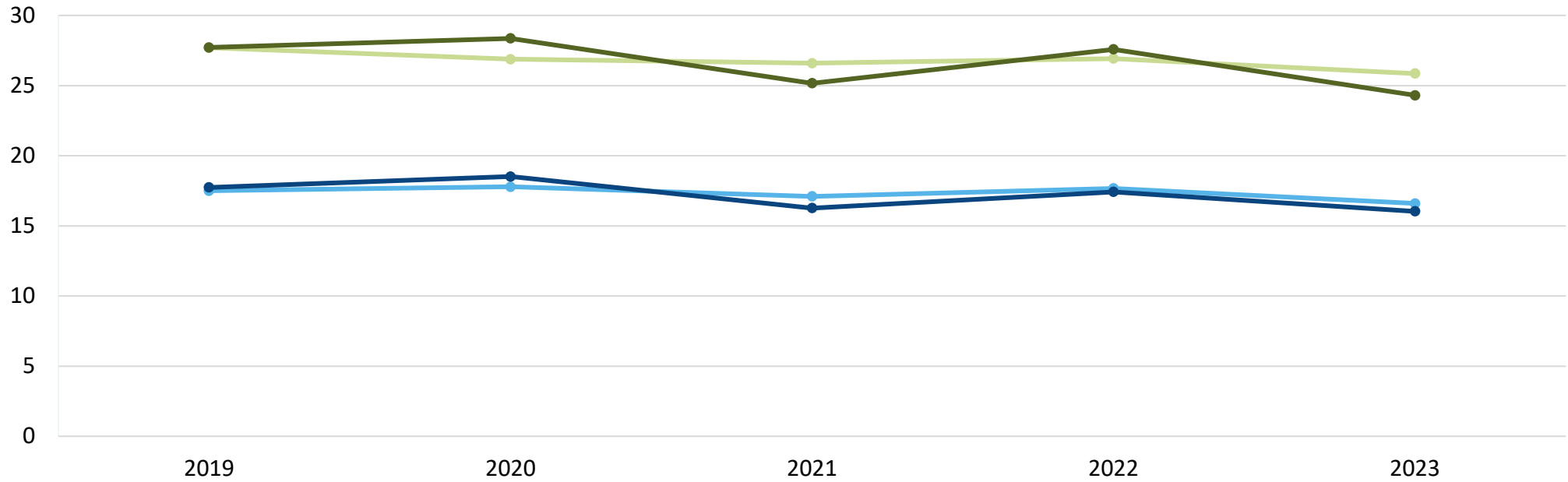
Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	20.51%	18.40%	16.99%	16.54%	13.54%
Staff without a LTC or illness: Your org	10.34%	10.41%	9.49%	9.12%	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	863	902	1330	1572	2090
Staff without a LTC or illness: Responses	4238	4093	5071	6198	7932

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

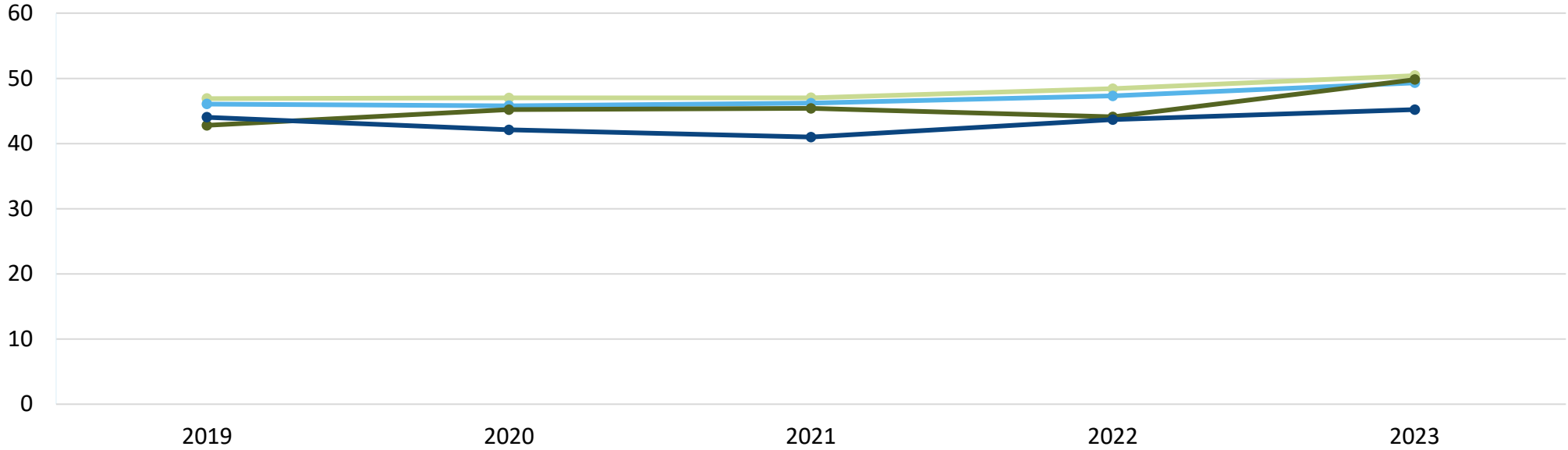
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	27.72%	28.36%	25.17%	27.58%	24.31%
Staff without a LTC or illness: Your org	17.75%	18.52%	16.27%	17.43%	16.04%
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	855	899	1327	1577	2102
Staff without a LTC or illness: Responses	4192	4066	5053	6186	7943

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it out of those who answered the question

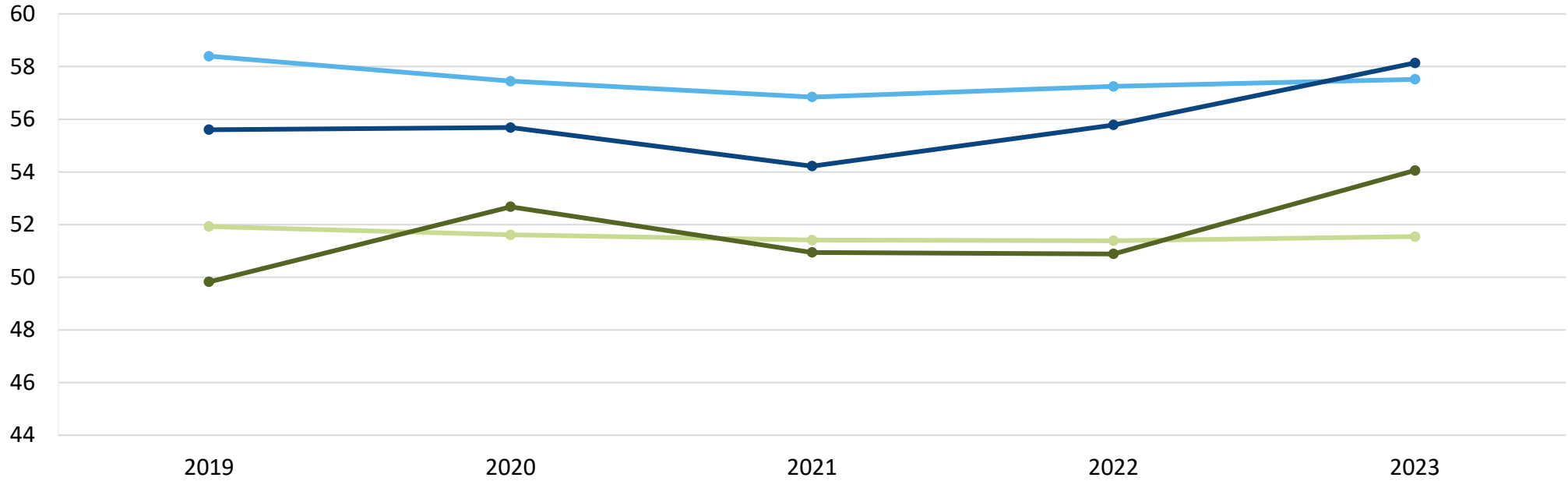
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	42.78%	45.22%	45.39%	44.09%	49.82%
Staff without a LTC or illness: Your org	44.03%	42.10%	40.99%	43.67%	45.20%
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	395	418	597	694	833
Staff without a LTC or illness: Responses	1340	1278	1493	1857	2148

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion out of those who answered the question

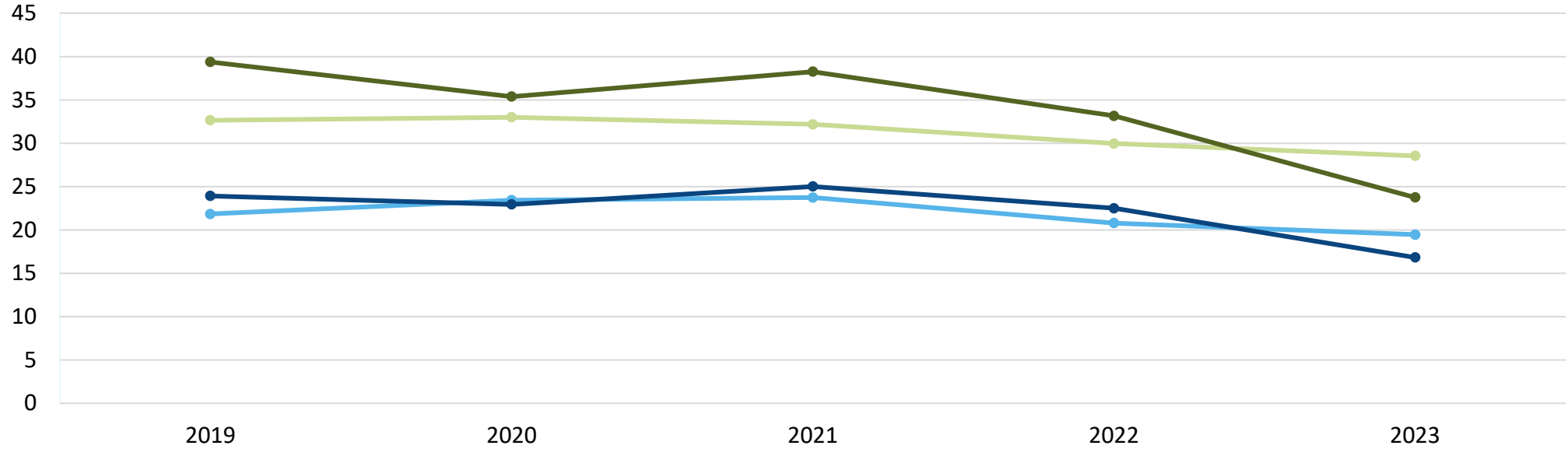
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	49.83%	52.68%	50.94%	50.88%	54.06%
Staff without a LTC or illness: Your org	55.61%	55.69%	54.22%	55.78%	58.14%
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	869	915	1380	1582	2096
Staff without a LTC or illness: Responses	4246	4132	5256	6190	7953

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question

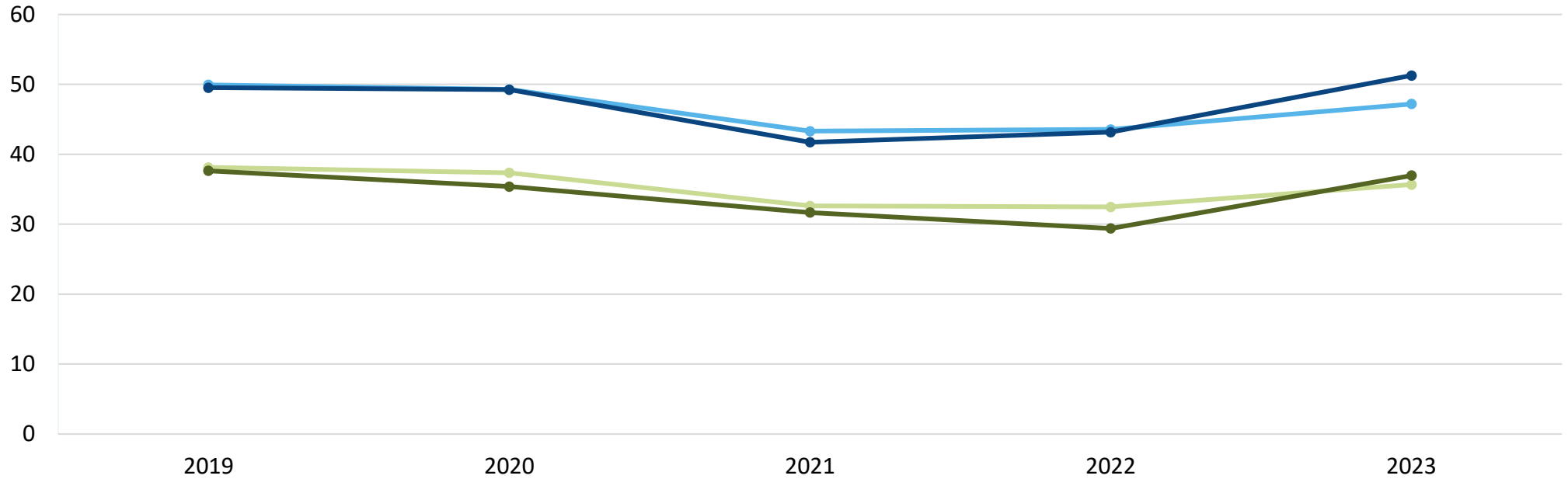
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	39.38%	35.38%	38.25%	33.16%	23.75%
Staff without a LTC or illness: Your org	23.93%	22.95%	25.02%	22.50%	16.83%
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	640	602	996	1140	1465
Staff without a LTC or illness: Responses	2123	1647	2542	3040	3601

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

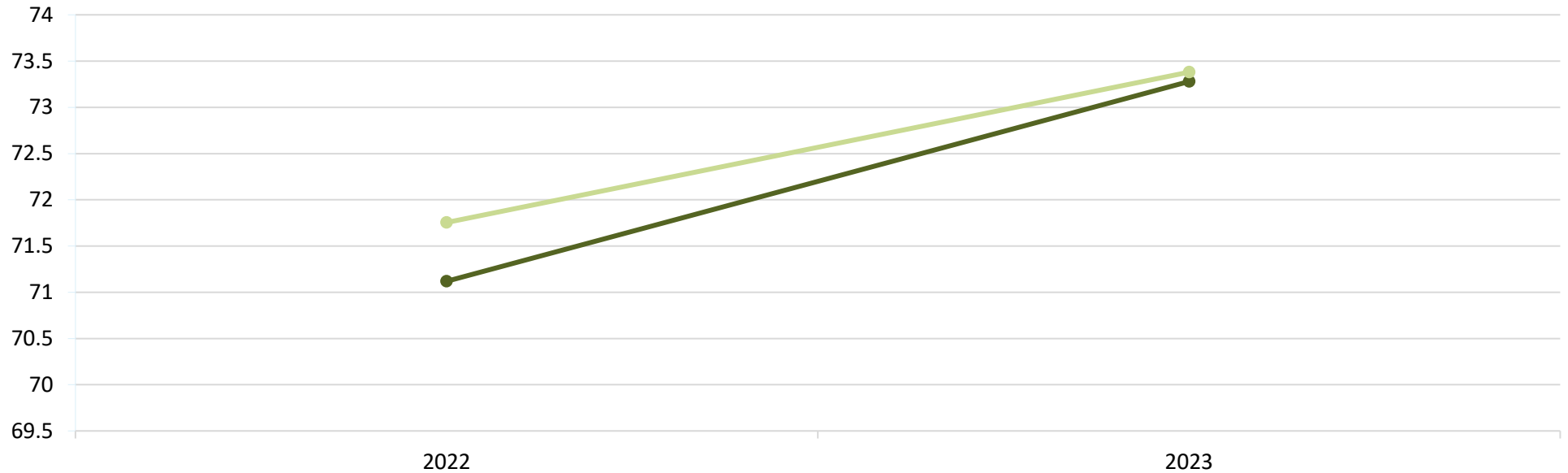
Percentage of staff satisfied with the extent to which their organisation values their work.



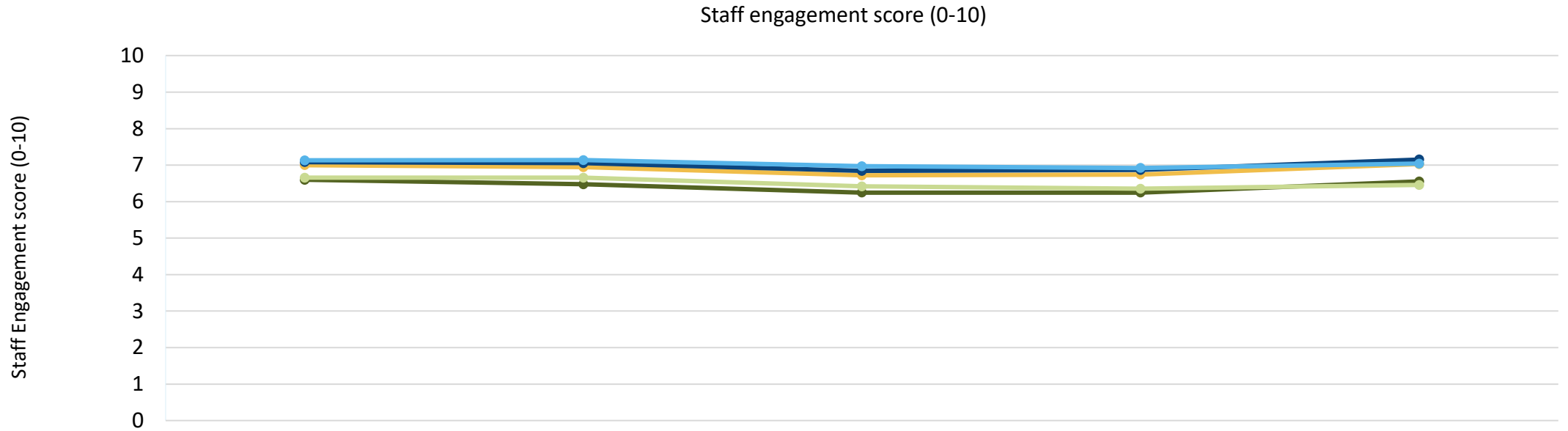
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	37.64%	35.38%	31.66%	29.39%	36.96%
Staff without a LTC or illness: Your org	49.52%	49.23%	41.73%	43.17%	51.25%
Staff with a LTC or illness: Average	38.11%	37.36%	32.62%	32.46%	35.66%
Staff without a LTC or illness: Average	49.92%	49.27%	43.30%	43.56%	47.19%
Staff with a LTC or illness: Responses	866	913	1396	1599	2116
Staff without a LTC or illness: Responses	4251	4115	5327	6278	8013

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

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



	2022	2023
Staff with a LTC or illness: Your org	71.12%	73.28%
Staff with a LTC or illness: Average	71.76%	73.38%
Staff with a LTC or illness: Responses	921	1250

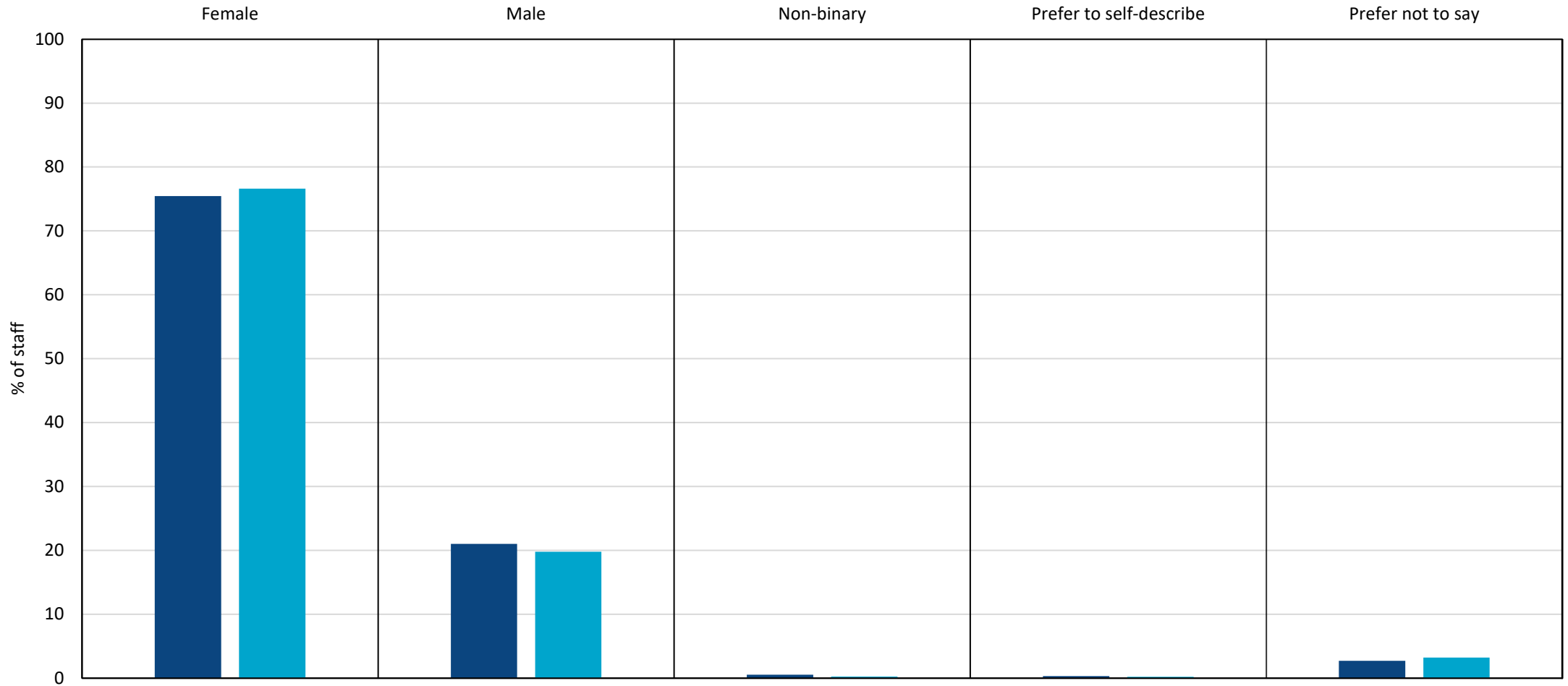


	2019	2020	2021	2022	2023
Organisation average	7.00	6.94	6.72	6.74	7.03
Staff with a LTC or illness: Your org	6.60	6.48	6.25	6.25	6.55
Staff without a LTC or illness: Your org	7.08	7.05	6.84	6.87	7.15
Staff with a LTC or illness: Average	6.65	6.65	6.42	6.35	6.46
Staff without a LTC or illness: Average	7.13	7.14	6.97	6.92	7.04
Staff with a LTC or illness: Responses	876	915	1396	1599	2125
Staff without a LTC or illness: Responses	4281	4143	5336	6296	8061

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

About your respondents

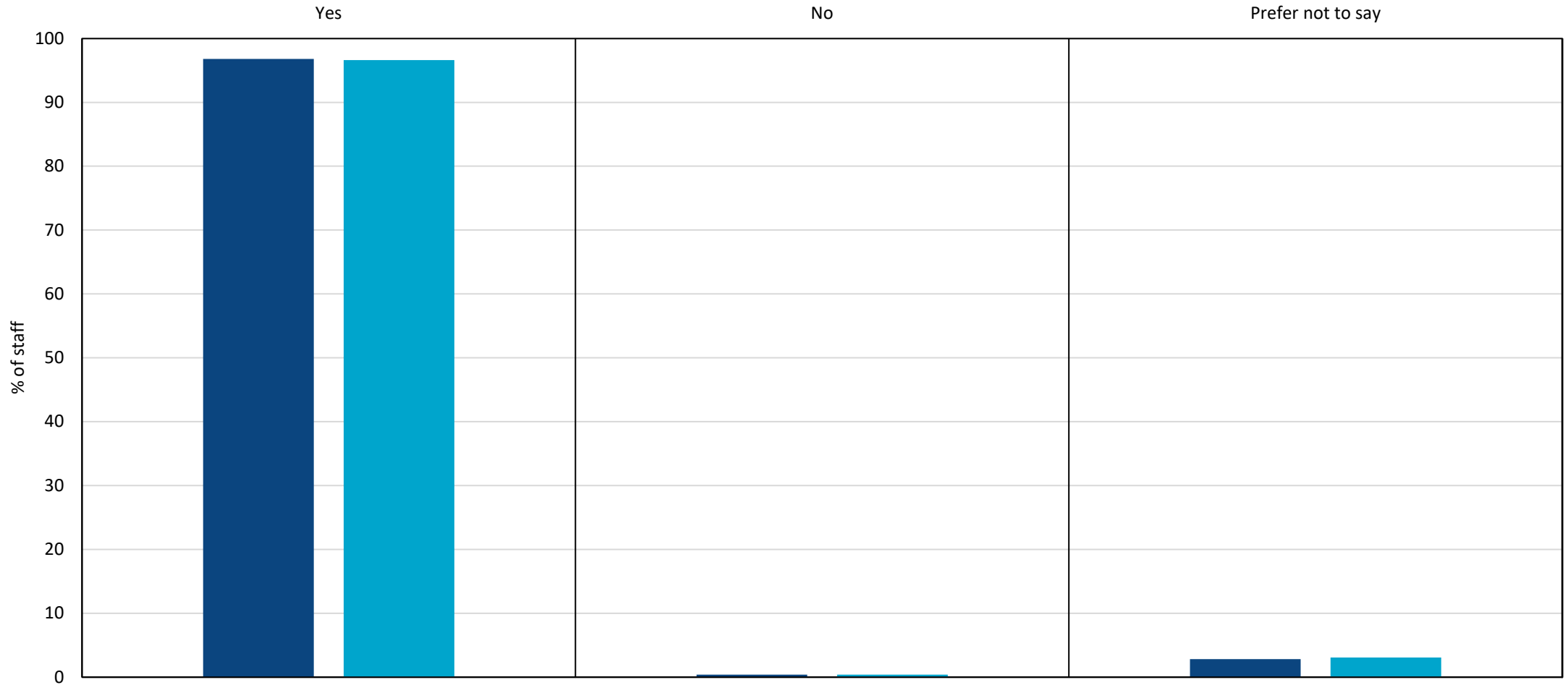
This section shows demographic and other background information for 2023.



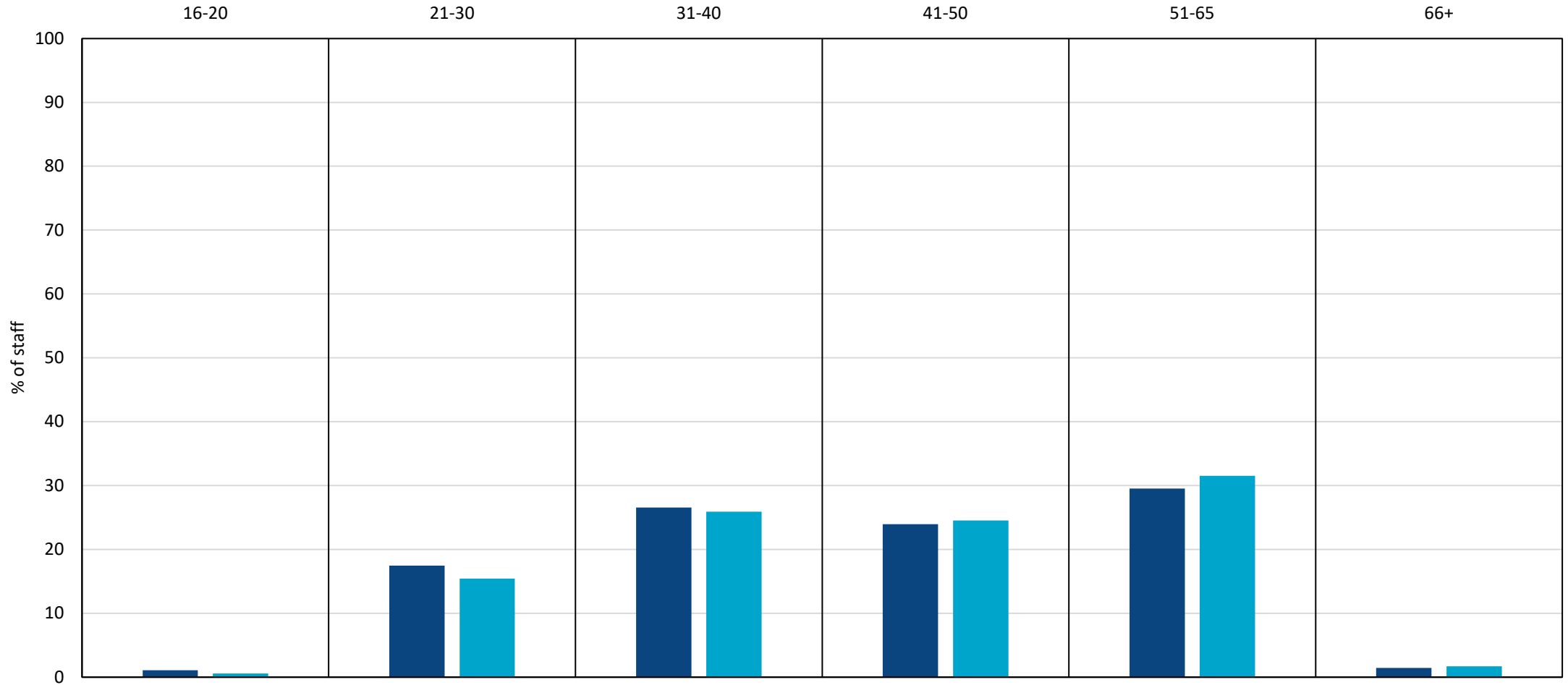
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	75.45%	21.02%	0.53%	0.31%	2.69%
Average	76.60%	19.78%	0.24%	0.18%	3.22%
Responses	10296	10296	10296	10296	10296



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

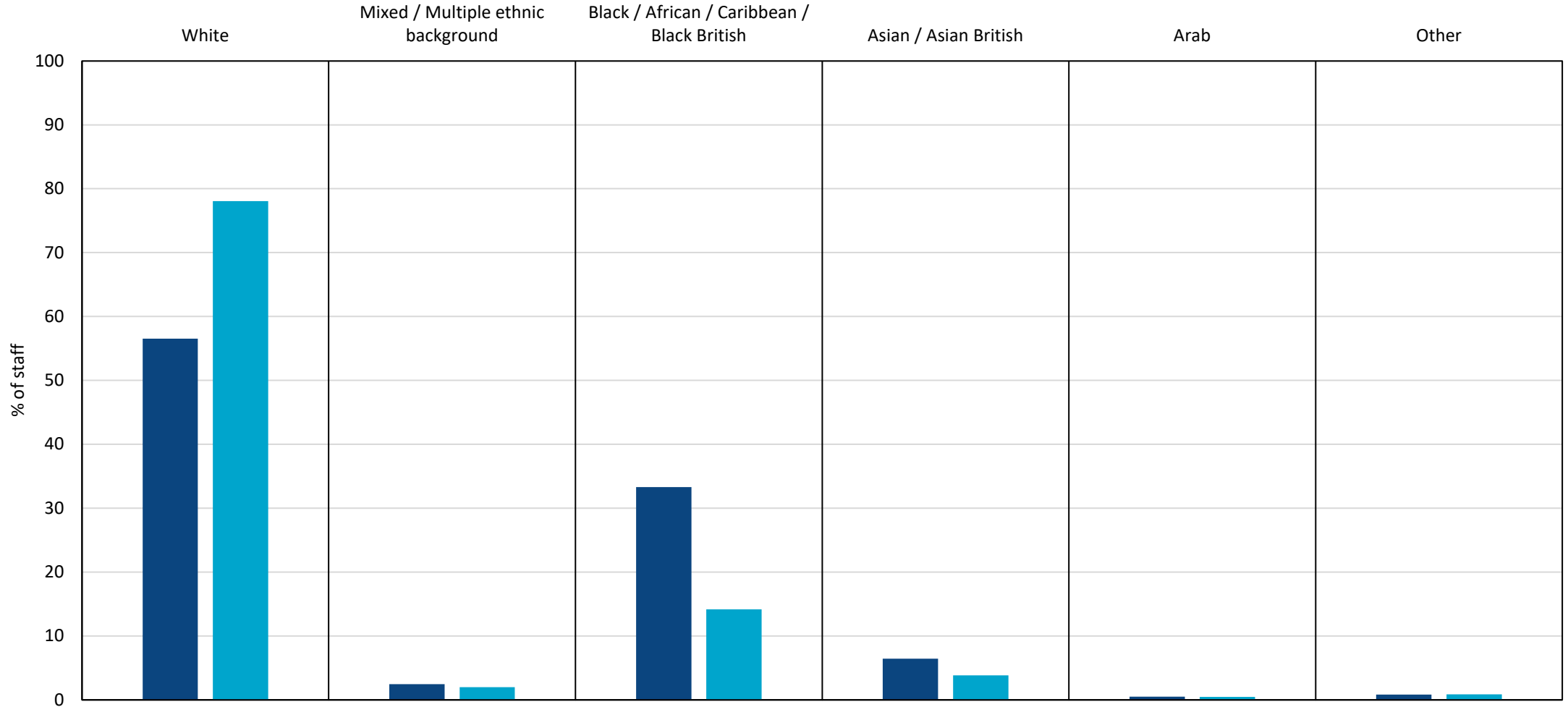


Responses	9605	9605	9605
Your org	96.81%	0.36%	2.82%
Average	96.62%	0.37%	3.08%



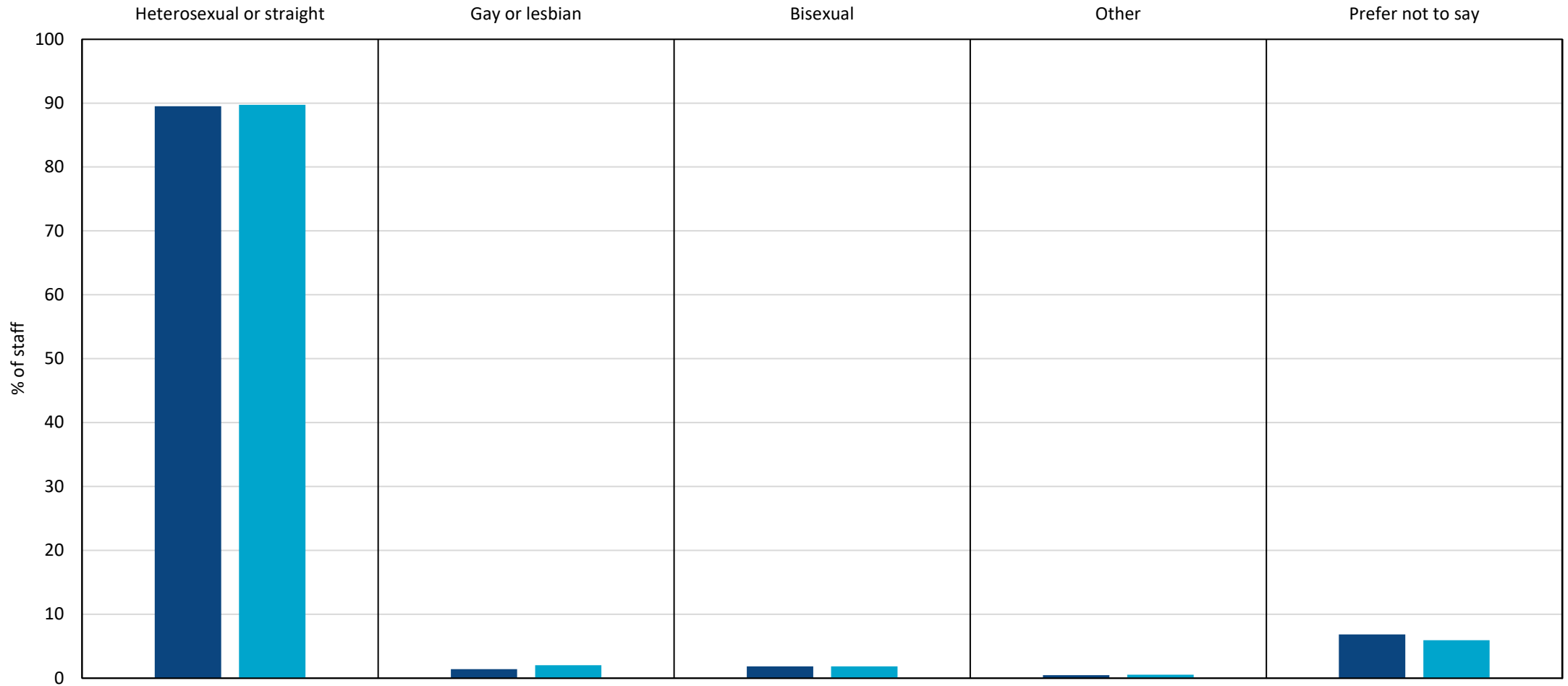
Your org	1.08%	17.46%	26.57%	23.93%	29.51%	1.44%
Average	0.55%	15.42%	25.91%	24.51%	31.50%	1.70%
Responses	10250	10250	10250	10250	10250	10250

Background details - Ethnicity



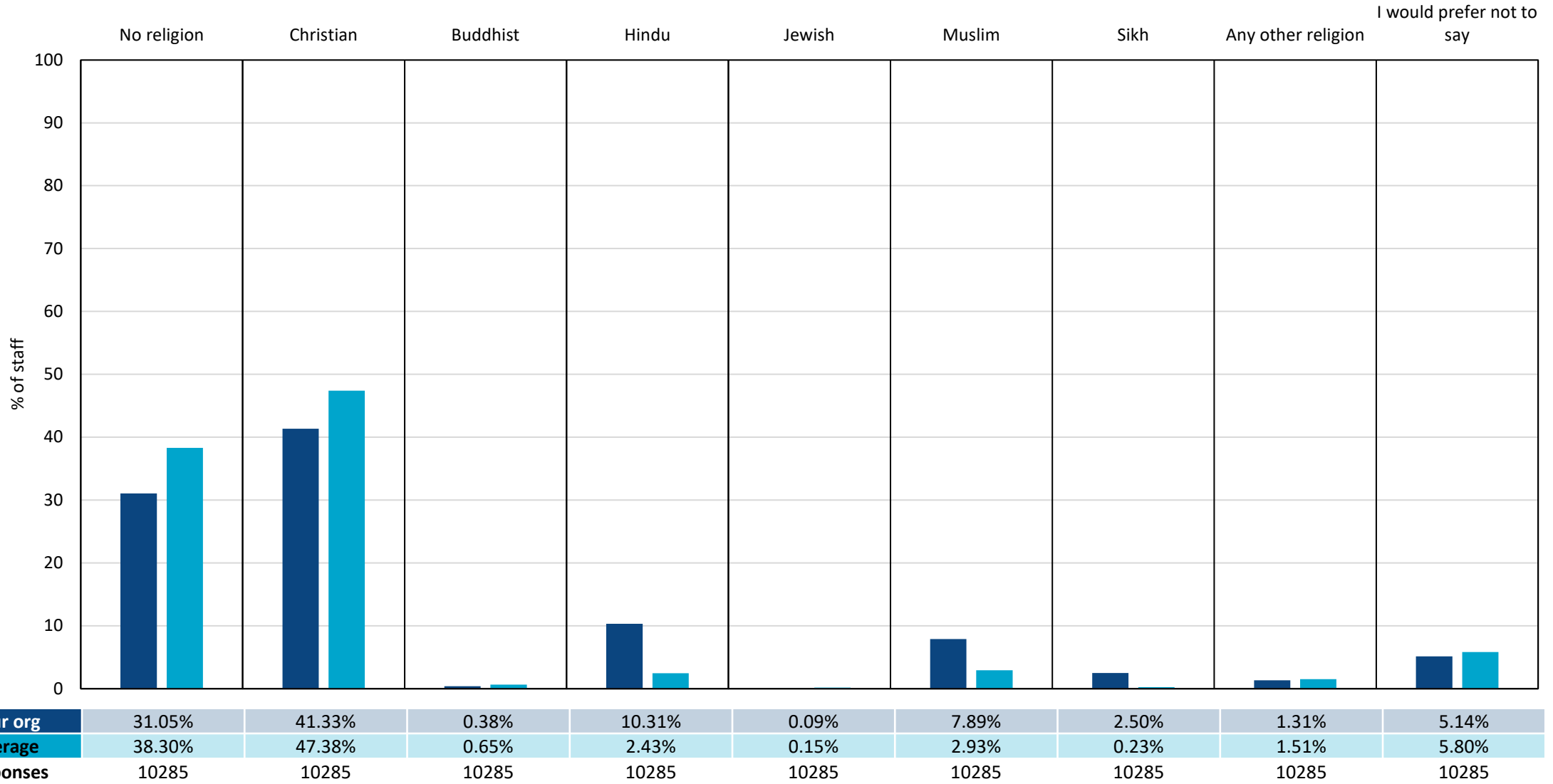
	White	Mixed / Multiple ethnic background	Black / African / Caribbean / Black British	Asian / Asian British	Arab	Other
Your org	56.52%	2.44%	33.29%	6.43%	0.50%	0.82%
Average	78.07%	1.97%	14.15%	3.83%	0.44%	0.84%
Responses	10275	10275	10275	10275	10275	10275

Background details – Sexual orientation

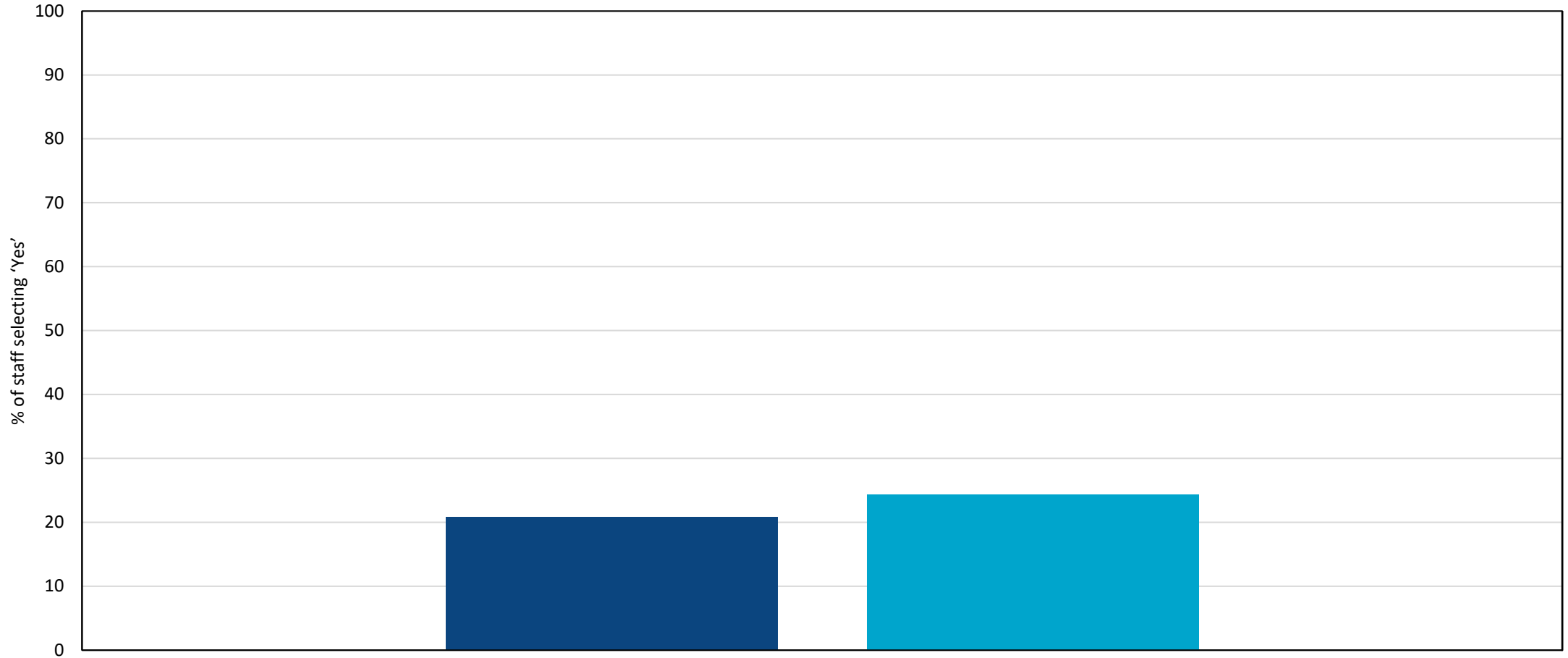


Responses	10266	10266	10266	10266	10266
Your org	89.51%	1.38%	1.84%	0.45%	6.82%
Average	89.71%	2.00%	1.84%	0.52%	5.94%

Background details - Religion



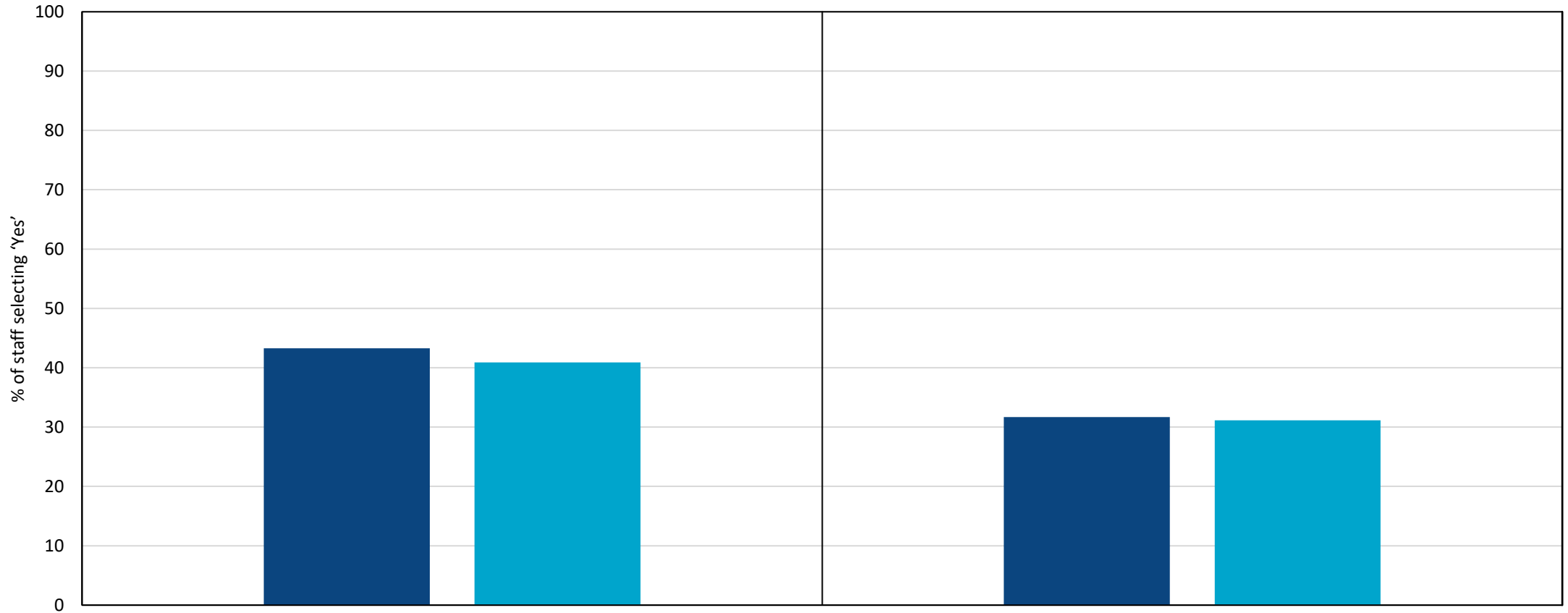
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	20.83%
Average	24.33%
Responses	10216

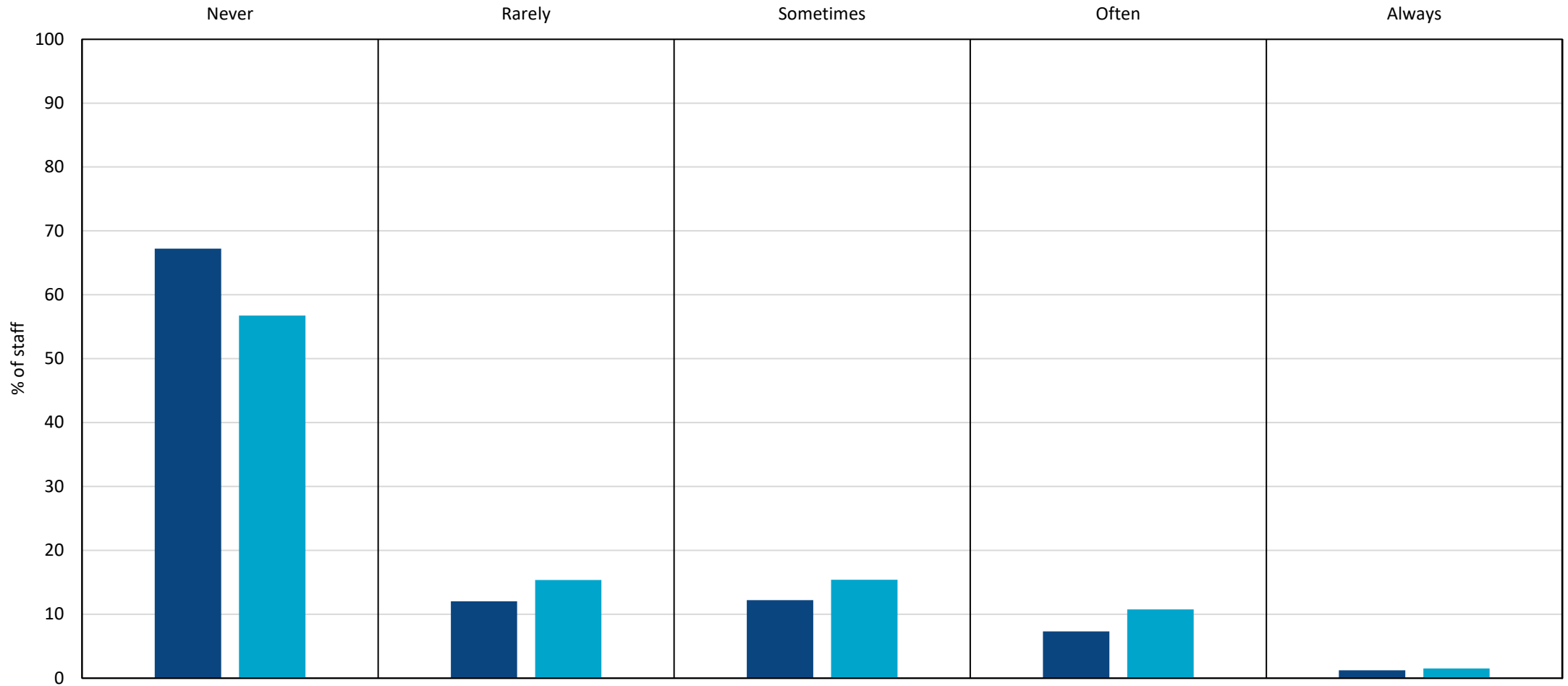
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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

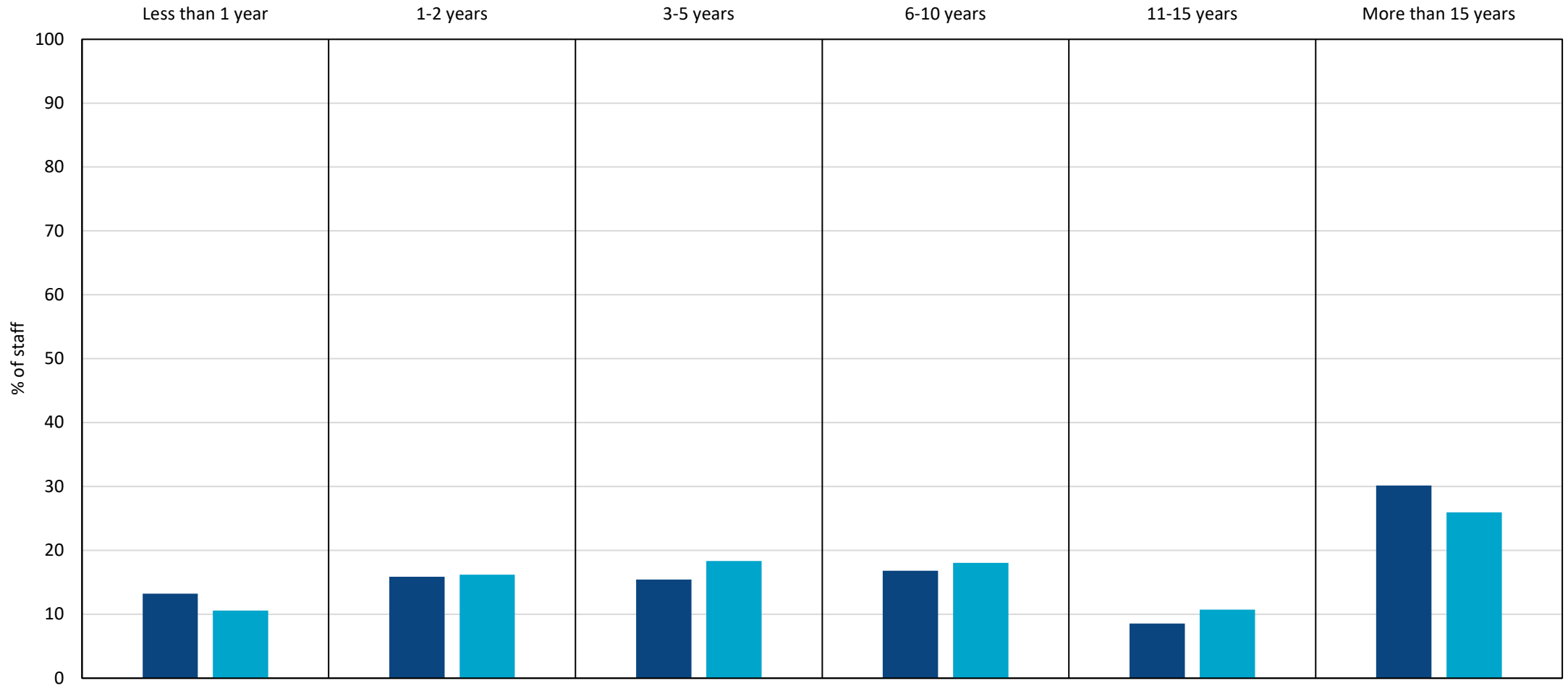


Your org	43.29%	31.68%
Average	40.90%	31.16%
Responses	10239	10096

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



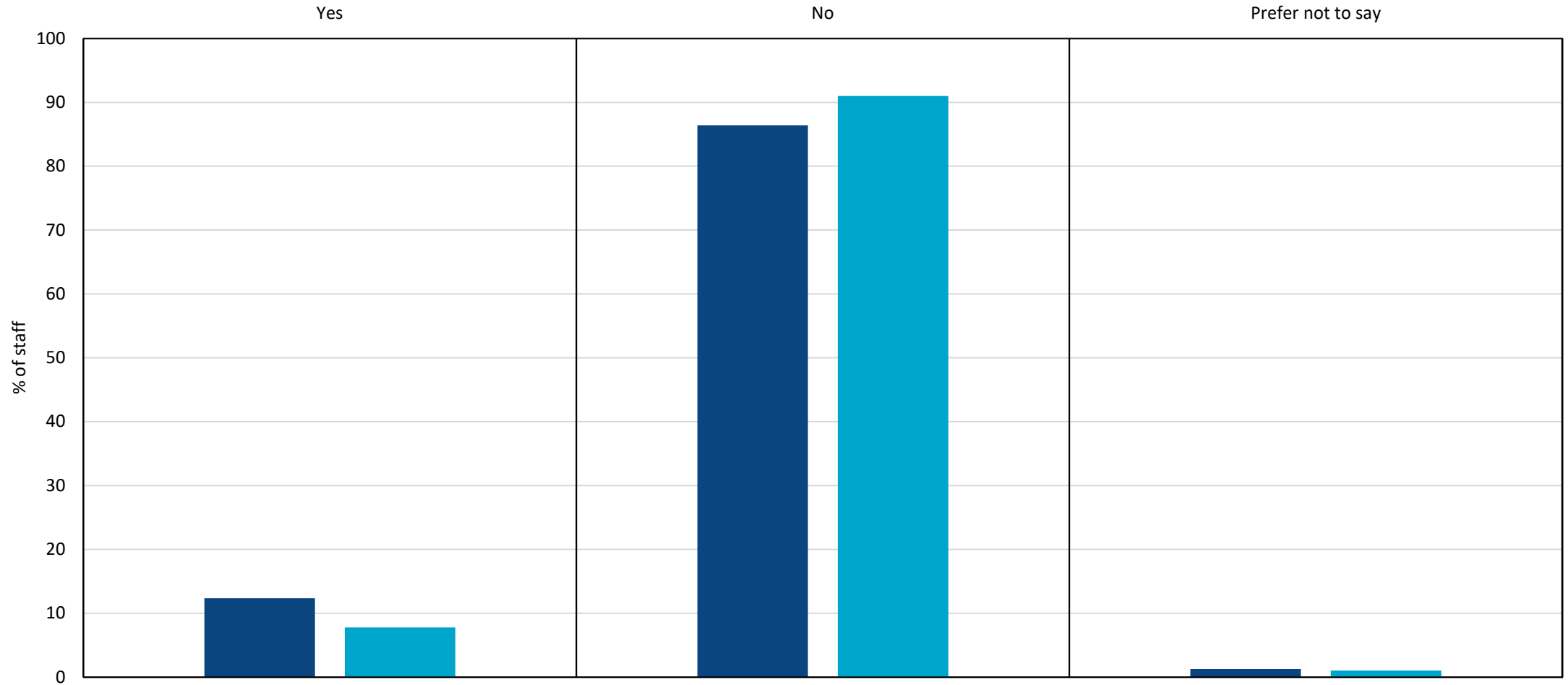
Responses	Never	Rarely	Sometimes	Often	Always
Your org	67.23%	12.02%	12.21%	7.31%	1.23%
Average	56.75%	15.34%	15.41%	10.73%	1.52%
Responses	10304	10304	10304	10304	10304



Your org	13.22%	15.87%	15.42%	16.80%	8.53%	30.16%
Average	10.57%	16.18%	18.32%	18.03%	10.71%	25.95%
Responses	10339	10339	10339	10339	10339	10339

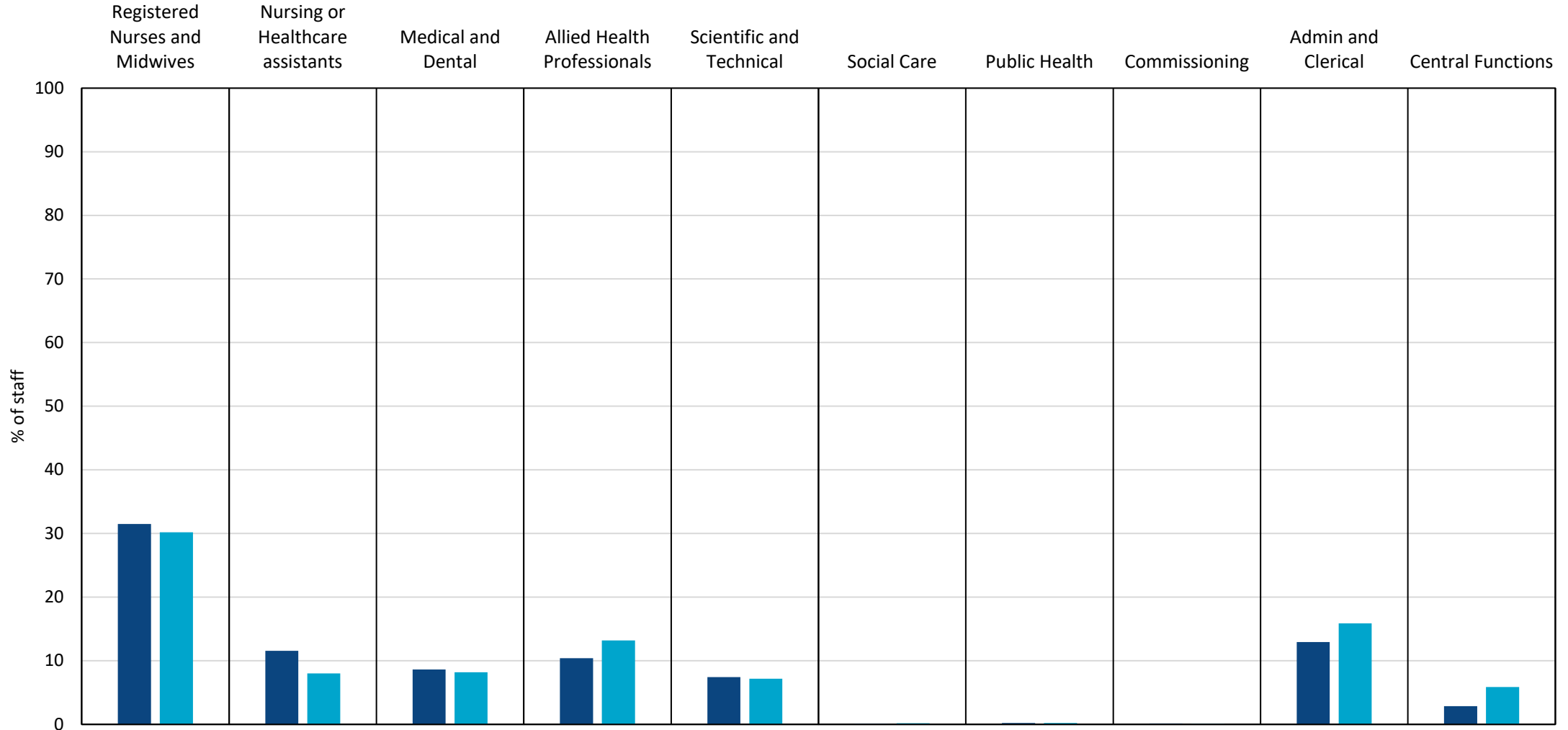


Background details – When you joined this organisation were you recruited from outside of the UK?



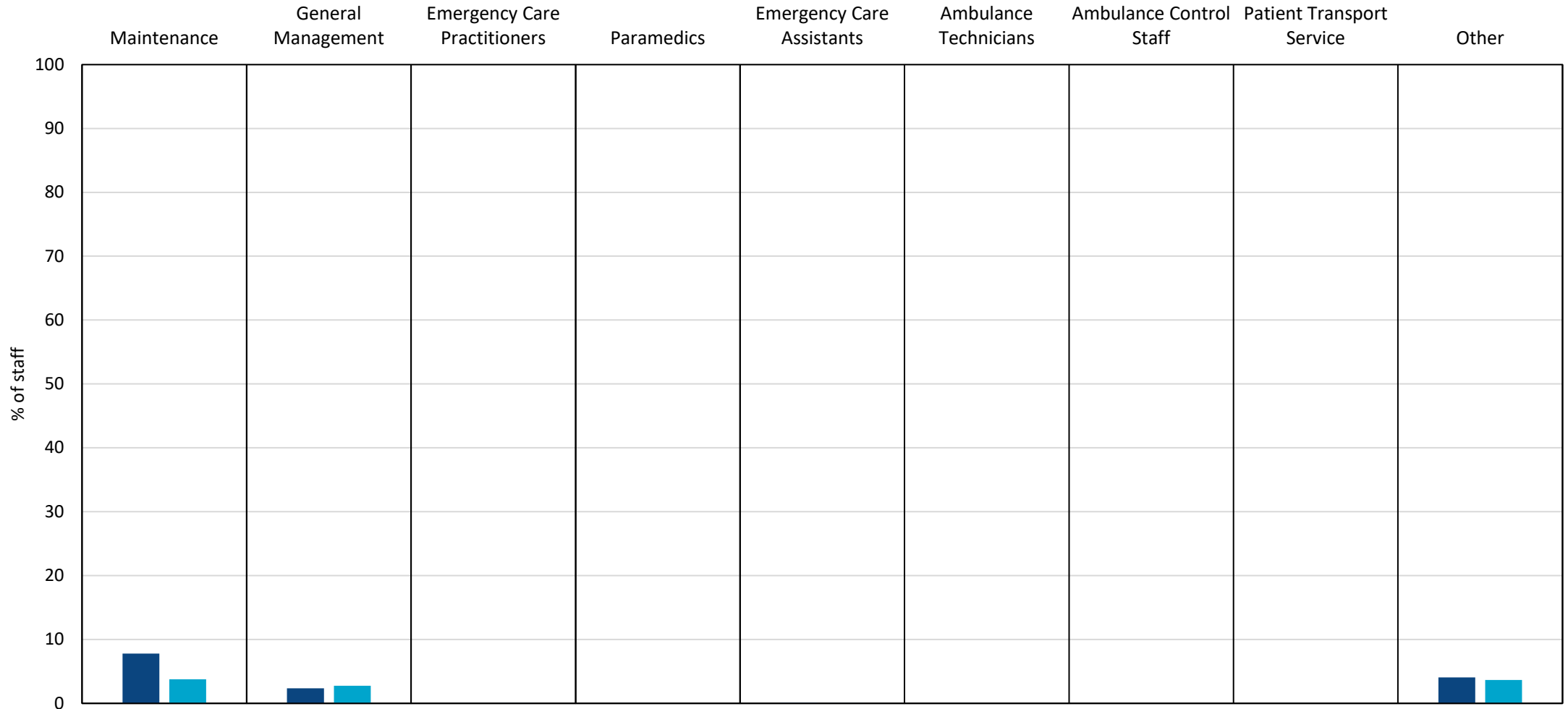
	Yes	No	Prefer not to say
Your org	12.33%	86.41%	1.26%
Average	7.79%	90.98%	1.04%
Responses	10006	10006	10006

Background details – Occupational group



Responses	10125	10125	10125	10125	10125	10125	10125	10125	10125	10125
Your org	31.47%	11.57%	8.61%	10.38%	7.42%	0.10%	0.22%	0.15%	12.93%	2.83%
Average	30.16%	8.01%	8.16%	13.19%	7.17%	0.15%	0.19%	0.07%	15.88%	5.86%

Background details – Occupational group

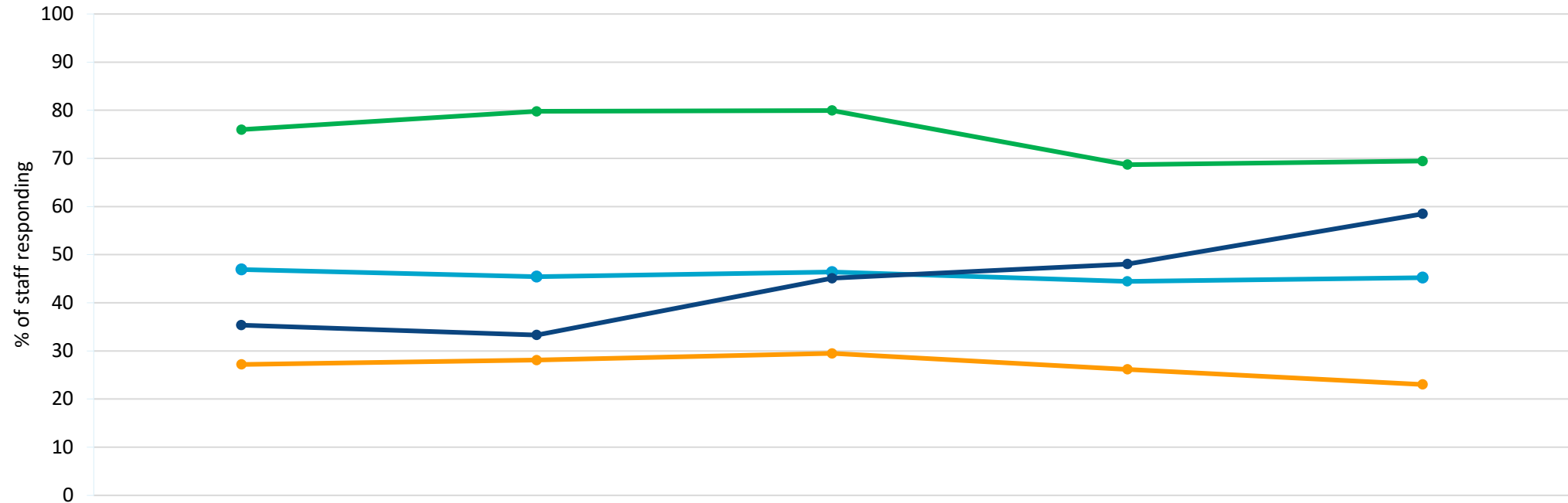


Your org	7.78%	2.33%	0.02%	0.01%	0.09%	0.01%	0.00%	0.04%	4.05%
Average	3.76%	2.74%	0.02%	0.00%	0.03%	0.00%	0.00%	0.00%	3.63%
Responses	10125	10125	10125	10125	10125	10125	10125	10125	10125

Appendices

Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	35.36%	33.31%	45.10%	48.05%	58.47%
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	5347	5130	7271	8012	10434

Appendix B: Significance testing 2022 vs 2023

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	7.09	7972	7.30	10359	Significantly higher
We are recognised and rewarded	5.63	7990	5.98	10399	Significantly higher
We each have a voice that counts	6.63	7903	6.81	10168	Significantly higher
We are safe and healthy	5.95	7897	6.26	10230	Significantly higher
We are always learning	5.44	7589	5.86	9829	Significantly higher
We work flexibly	5.95	7949	6.40	10297	Significantly higher
We are a team	6.53	7958	6.82	10343	Significantly higher
Themes					
Staff Engagement	6.75	7989	7.01	10400	Significantly higher
Morale	5.72	7991	6.12	10401	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

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.

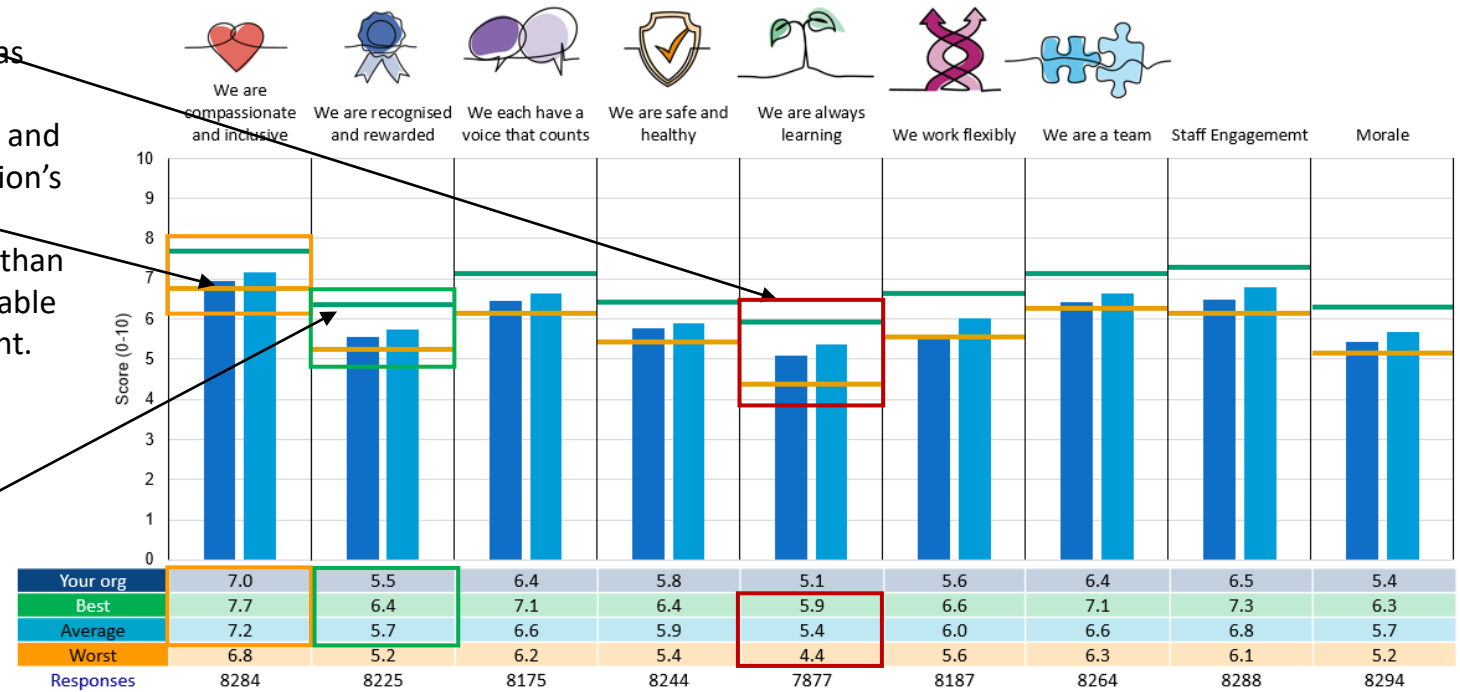
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

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

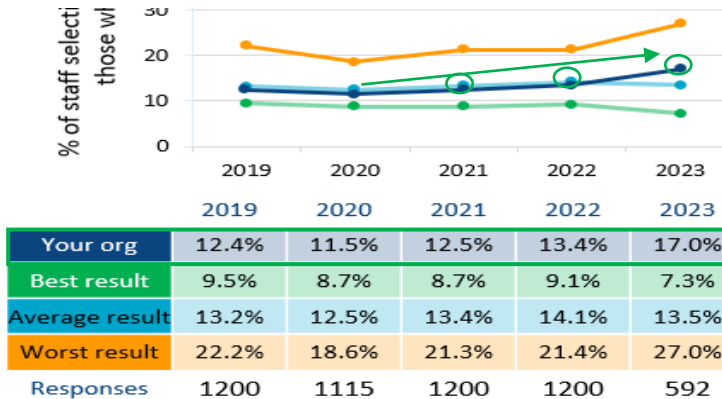
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation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



Only one example is highlighted for each point

Review trend data

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

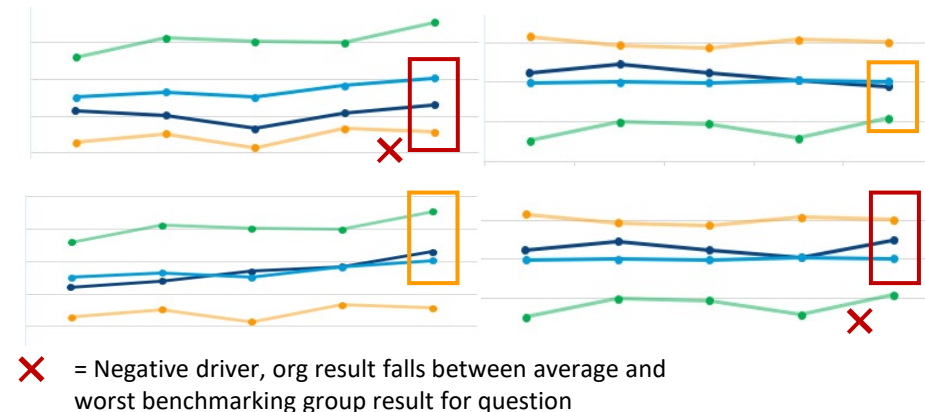


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

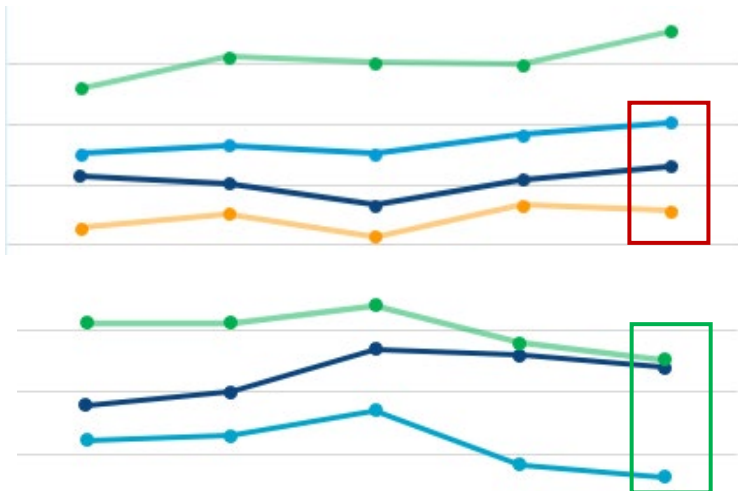
Identifying questions of interest

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

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

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

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



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

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

Appendix D: Additional reporting outputs

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

Supporting documents



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



Technical 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 University Hospitals of Leicester 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.